

# Annual Report 2010

“Our Corporate Vision:  
To Become the Top Expressway Company in the World”

NEXCO-Central aspires to be an “even better company” by always putting the customer first and an “even stronger company” by earning steady profits.

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## &gt;&gt; President's Message

## NEXCO-Central Aspires to Be an Even Better and Stronger the Top Expressway Company in the World



Takekazu Kaneko  
President and CEO

**History and New Management Plan**

NEXCO-Central was established in October 2005 through the privatization of the Japan Highway Public Corporation, which was split into three companies on a geographical basis to better serve the people of Japan. Since becoming a privatized firm, we have raised the efficiency of our operations while striving to strengthen Group management through subsidiary companies. We have also taken a proactive and evolving stance toward fulfilling our corporate social responsibilities (CSR) and helping solve global environmental issues.

In fiscal 2009, we launched a management plan to guide us during the five years ending in fiscal 2013, defining major policy thrusts that emphasize CSR promotion and effective Group management. This plan especially stresses operational effectiveness and flexibility, while attaching importance to speed of response and sensitivity to change. The new plan also highlights the goal of applying the wealth of technical expertise we have accumulated through our daily operations. More specifically, we plan to complete an extensive expressway network at the earliest practicable time, offer safe, reliable, and comfortable expressways, improve our rest areas to the next level, seek more opportunities for working with local communities and making a rich contribution to society, protect the global environment by reducing environmental loads, and foster more competent human resources to improve corporate competitiveness.

**Corporate Philosophy**

Our Corporate Philosophy is a key component of the new plan. We consider this to be permanent and unaffected by the passage of time. The essence of the philosophy is incorporated in our slogan, "Aspiring to be an even better and stronger company." This is the true articulation of a corporate ideal shared throughout the Group. Further, to embody this ideal, we have adopted the corporate vision to become the top expressway company in the world.

## Company with Our Corporate Vision to Become

Considering a company's substantial impact on society, we aim to evolve consistently to become an "even better" company by always putting the customer first and enhancing the satisfaction and trust of customers and other stakeholders. Consequently, we will become an "even stronger" company that is financially sound and earns steady profits.

**Roles and Initiatives**

Our operating environment is changing dramatically, affected by the worldwide economic recession that started in the United States in 2008, as well as by such societal factors as globalization and value diversification. Amid such circumstances, we must adapt quickly to the ever-changing business environment, addressing various challenges on a Group-wide basis.

The 10th Meeting of the Conference of the Parties to the Convention on Biological Diversity (COP 10) will be held in 2010 in Nagoya, Aichi Prefecture, our operational headquarters. We plan to address CSR and global environmental issues by participating in events surrounding this important international conference. We believe that a company that strives to reduce environmental loads by restricting CO<sub>2</sub> emissions and assumes the crucial social responsibility to protect the global environment can both survive difficult economic conditions and earn society's trust. Also, we have supported the principles of the United Nations Global Compact since 2008, and have actively participated in local network activities to realize the philosophy of this initiative to encourage businesses worldwide to adopt sustainable and socially responsible policies.

As an expressway operator, we continue to develop and improve the vital expressway network spanning central Japan, renovating aging road assets, and refurbishing and upgrading rest areas. We also strive to provide safer, more secure, and more comfortable expressways and related facilities, always considering "Put the Customer First" and

"Safe, Reliable, and Comfortable" as our first priority, while staying innovative by integrating the extensive experience and technology of our entire Group, and implementing an effective bottom-up management approach.

We are also developing business overseas, which we intend to expand into a pillar of the company's operations. Our initial efforts focus on Asia. Meanwhile, in Japan we are enhancing services for tourists from overseas, working in tandem with Japanese government initiatives to promote our nation as a favorite tourist destination. Other aspects of our new and continuing business development include credit card and travel agency services.

**Overseas Business**

We opened our first overseas office in Hanoi, Vietnam, in December 2008. The establishment of the Vietnam office demonstrates our intention to strongly pursue overseas business activities, and marks a major step in accelerating our project development business in that country. We will contribute internationally through a variety of business activities linked to expressway operations and management in Vietnam and other countries abroad.

Your interest is greatly appreciated. I hope this Annual Report facilitates your understanding of NEXCO-Central, our corporate philosophy, and our vision for the future.

December 1, 2010

Takekazu Kaneko  
President and CEO

## &gt;&gt; NEXCO-Central at a Glance

# Creating Safe, Reliable and Comfortable-to-Use Expressways that Lead to a New Era

## Construction

We are striving to complete our expressway network as quickly as possible, while maintaining safety and quality standards, preserving the environment and reducing costs. We undertake construction projects that meet local needs and are conducted with the understanding and cooperation of people in the project's vicinity. Apportioning traffic flows to the newly constructed expressways will alleviate the considerable congestion that currently exists on the expressways. Also, by complementing one another as a double network, we will regularize travel time and improve reliability.



## Maintenance

One of our missions is maintaining expressways to ensure comfortable driving at all times. Our outstanding maintenance services stem from the expertise we have cultivated over our extensive history of operations. Maintenance activities fall into seven major categories.

- Toll collection
- Inspection
- Repair work
- Improvements and refurbishments
- Patrolling
- Traffic control
- Restoration of road assets affected by natural disasters



## Rest Area Operation and Other Business

To make its rest areas more comfortable, convenient and enjoyable, NEXCO-Central collaborates with local and corporate entities and strives to make optimal use of regional characteristics when introducing new types of rest areas.

We are also developing business in other categories, such as tour operations, credit card services and overseas activities. In December 2008, we opened our first overseas office in Hanoi, Vietnam, demonstrating our commitment to business development in Asia.



## &gt;&gt; Corporate Overview

### Company Profile



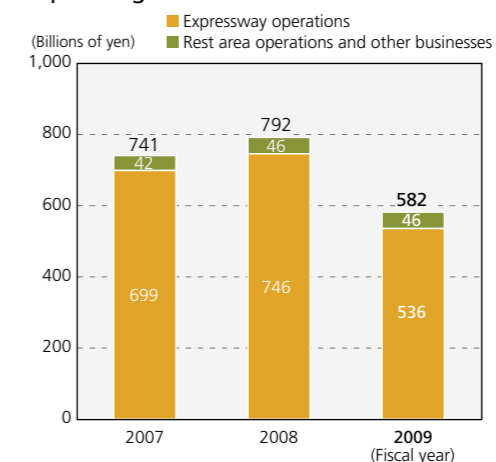
|                   |   |
|-------------------|---|
| Name              | Central Nippon Expressway Company Limited (NEXCO-Central) |
| President and CEO | Takekazu Kaneko   |
| Head office       | Nagoya, Japan   |
| Established       | October 1, 2005   |
| Employee          | 2,115 (8,495 consolidated)                                |
| Group companies   | 12 (wholly owned by NEXCO-Central)                        |
| Capital           | ¥65 billion (US\$699 million)                             |

### Business Data

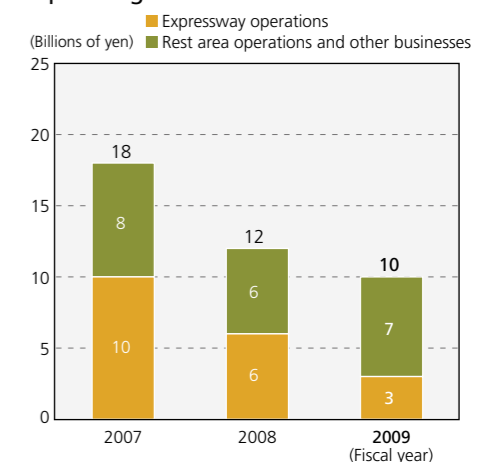
|                                |                                  |                          |
|--------------------------------|----------------------------------|--------------------------|
| Expressways in operation       | 1,761 kilometers                 | As of Dec. 1, 2010       |
| Traffic volume                 | 1.72 million vehicles/day        | Year ended Mar. 31, 2010 |
| Toll revenues                  | ¥446.8 billion (US\$4.8 billion) | Year ended Mar. 31, 2010 |
| Expressways under construction | 420 kilometers                   | As of Dec. 1, 2010       |
| Rest areas                     | 166                              | As of Dec. 1, 2010       |
| Rest area sales revenue        | ¥153.5 billion (US\$1.6 billion) | Year ended Mar. 31, 2010 |

### Financial Highlights

#### Operating Revenues



#### Operating Profit



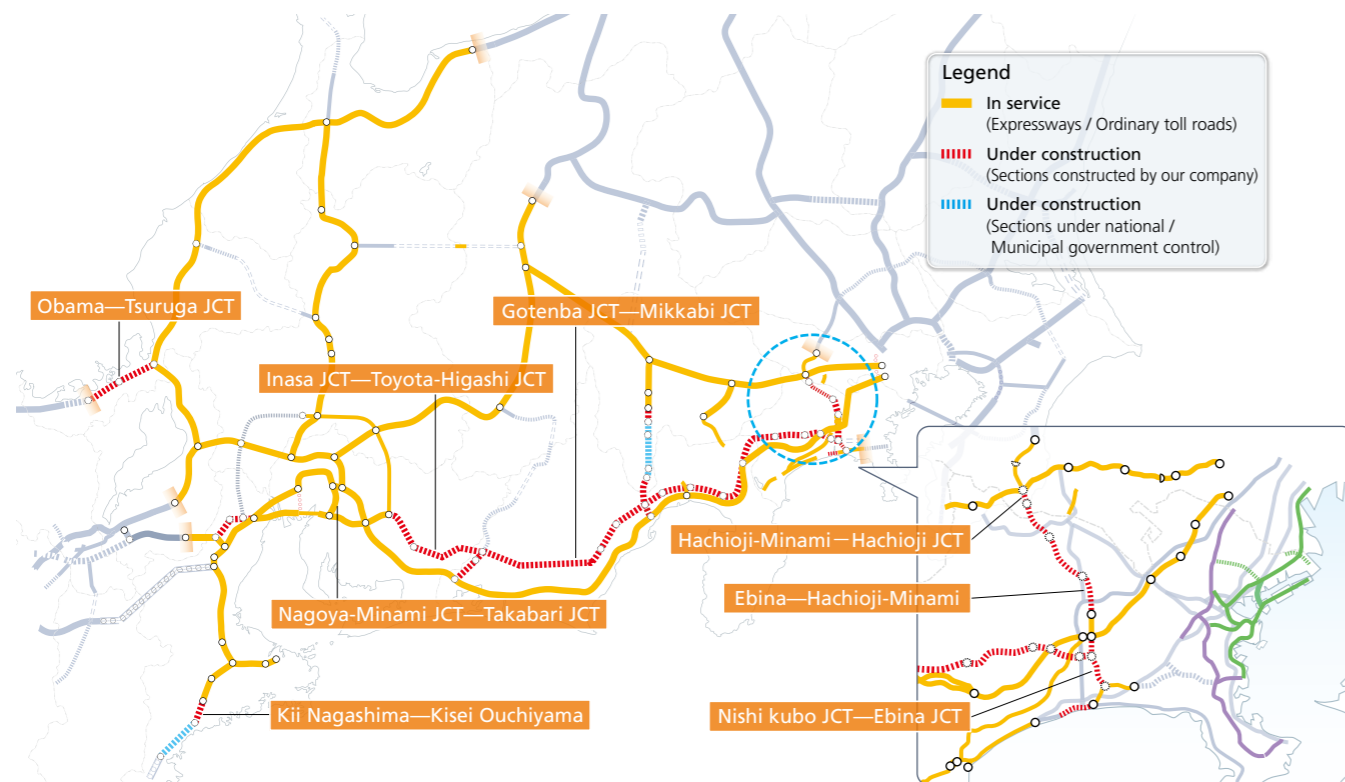
## >> Highlights

### Expanding the Expressway Network

We are constructing a high-reliability network of modern expressways, providing safe, reliable, and comfortable expressway space to our customers.

While adapting flexibly to changes in the surrounding business environment, the NEXCO-Central Group will open 315 km of new expressways by fiscal year 2014. As infrastructure that supports core social and economic activities, this growing expressway network will deliver many advantages, including

communication between regions, revitalization of industries and commerce in areas along the roads, and a smooth flow of people, goods, and information via a vibrant, organic connection with other means of transportation.



Opening of the full Ken-O Expressway  
(Nishi Kubo Junction – Hachioji Junction) (FY 2012)



Ken-O Expressway, Hachioji Junction

Opening of the full New Tomei Expressway  
(Gotenba Junction – Toyota-Higashi Junction) (FY 2014)



New Tomei Expressway, Obane Junction

### Section Opened in Fiscal 2009 and 2010

We are meeting local needs by opening new expressways, and are constructing a world-leading expressway system.

New sections of expressways, 4.8km and 12.7km in total, were opened in fiscal 2009 and 2010 respectively. The addition of these new sections has had a number of benefits, including improving the convenience of the expressway network and relieving traffic congestion, while being carefully designed to meet local expectations.

**Tokai Ring Road**  
(Minoseki Junction – Sekihiroji) (2.9km)



**Nagoya Ring Road No.2**  
(Nagoya-Minami Junction – Takabari Junction) (12.7km)

**Ken-O Expressway**  
(Ebina Junction – Ebina) (1.9km)



### Verification Testing on the New Tomei Expressway

We have conducted technical development and practical evaluations of lighting equipment that utilizes a new type of light source, aiming to extend lamp lifetimes in large-size tunnels, conserve energy, and improve the environment for driving visibility.

#### ■ Use of Pro-beam Lighting to make it easier to see vehicles ahead

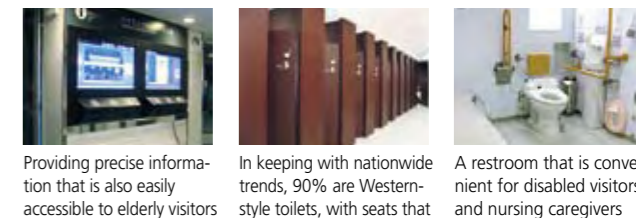


#### ■ Use of a new type of light source: Ceramic metal halide lamp



We are also working to offer the greatest convenience to a broad range of people by providing clean and pleasant restrooms and other rest area amenities.

#### • Information Terminal • Toilet Stalls • Multipurpose Restroom



#### • Vanity Area • Services for Long-distance Truck Drivers • Cleaning Robots



>> 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 and Senior Managing Officer



Ryoichi Yoshikawa  
Executive Officer  
Maintenance/CS



Keiichi Nakayama  
Senior Managing Officer  
General Affairs



Takahisa Takamatsu  
Senior Managing Officer  
Business Development



Akira Hirose  
Senior Managing Officer  
Construction Business

■ Senior Corporate Auditor

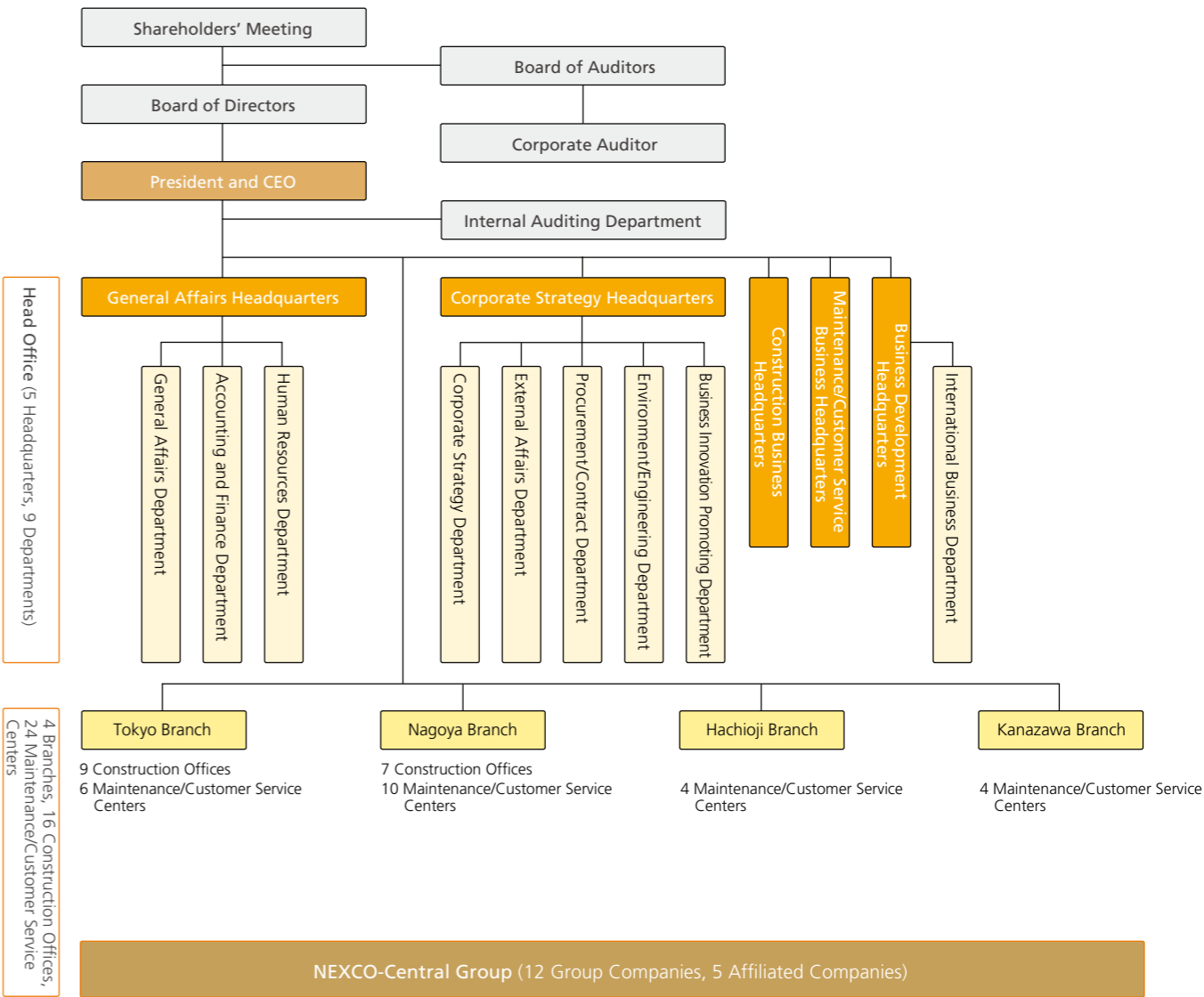


Tatsuji Takahashi



Koichiro Ito

>> Organization



>> NEXCO-Central Group

Group Companies

- **Road Maintenance and Inspection**  
Central Nippon Highway Engineering Tokyo Company Limited  
Central Nippon Highway Engineering Nagoya Company Limited
- **Toll Collection Service**  
Central Nippon Extoll Yokohama Company Limited  
Central Nippon Extoll Nagoya Company Limited
- **Expressway Patrol**  
Central Nippon Highway Patrol Tokyo Company Limited  
Central Nippon Highway Patrol Nagoya Company Limited
- **Rest Area Management**  
Central Nippon Exis Company Limited
- **Road Repair and Maintenance**  
Central Nippon Highway Maintenance Tomei Company Limited  
Central Nippon Highway Maintenance Chuoh Company Limited  
Central Nippon Highway Maintenance Nagoya Company Limited  
Central Nippon Highway Maintenance Hokuriku Company Limited
- **Manpower Staffing Service**  
Nexco Central Nippon Services Company Limited

Affiliated Companies

- **Engineering Development and Research**  
Nippon Expressway Research Institute Company Limited
- **System Operation Management**  
Nexco Systems Company Limited
- **Insurance Service**  
Nexco Insurance Services Company Limited
- **Physical Distribution Center**  
Hokuriku Expressway Terminal Company Limited
- **Toll Collection System Maintenance**  
Highway Toll Systems Company Limited

## >> 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.

### 1. Hokuriku Expressway 282.1 km

First section entered service in 1973.

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.

### 2. Tokai-Hokuriku Expressway 184.8 km

First section entered service in 1986.

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.

### 3. Tokai Ring Road 75.9 km

First section entered service in 2005.

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.

### 4. Meishin Expressway 87.5 km

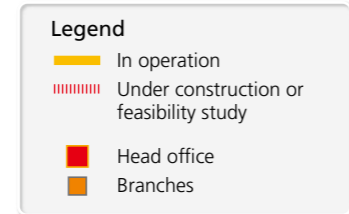
First section entered service in 1964.

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.

### 5. New Meishin Expressway 18.8 km

First section entered service in 2005.

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.



1 Hokuriku Expressway

2 Tokai-Hokuriku Expressway

3 Tokai Ring Road

4 Meishin Expressway

Tsuruga Route

Obama Interchange

Nagoya Ring Road No.2

Yokaichi Interchange

5 New Meishin Expressway

Koga Tsuchiyama Interchange

Higashi-Meihan Expressway

Ise Expressway

Kisei Expressway

Ise Interchange

Kii Nagashima Interchange

10 Ise Wangan Expressway

Head office & Nagoya Branch

Asahi Interchange

Toyoshina Interchange

Hachioji Branch

Akiruno Interchange

Takaido Interchange

Tokyo Interchange

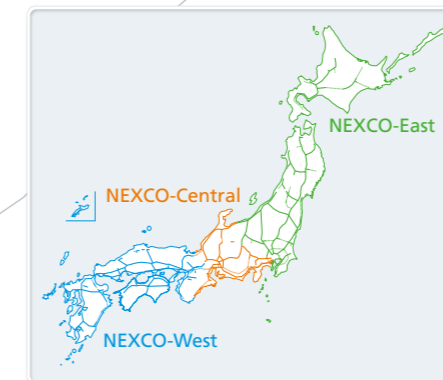
Fujisawa Interchange

Chubu Odan Expressway

7 Chuo Expressway

8 New Tomei Expressway

9 Tomei Expressway



### 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.

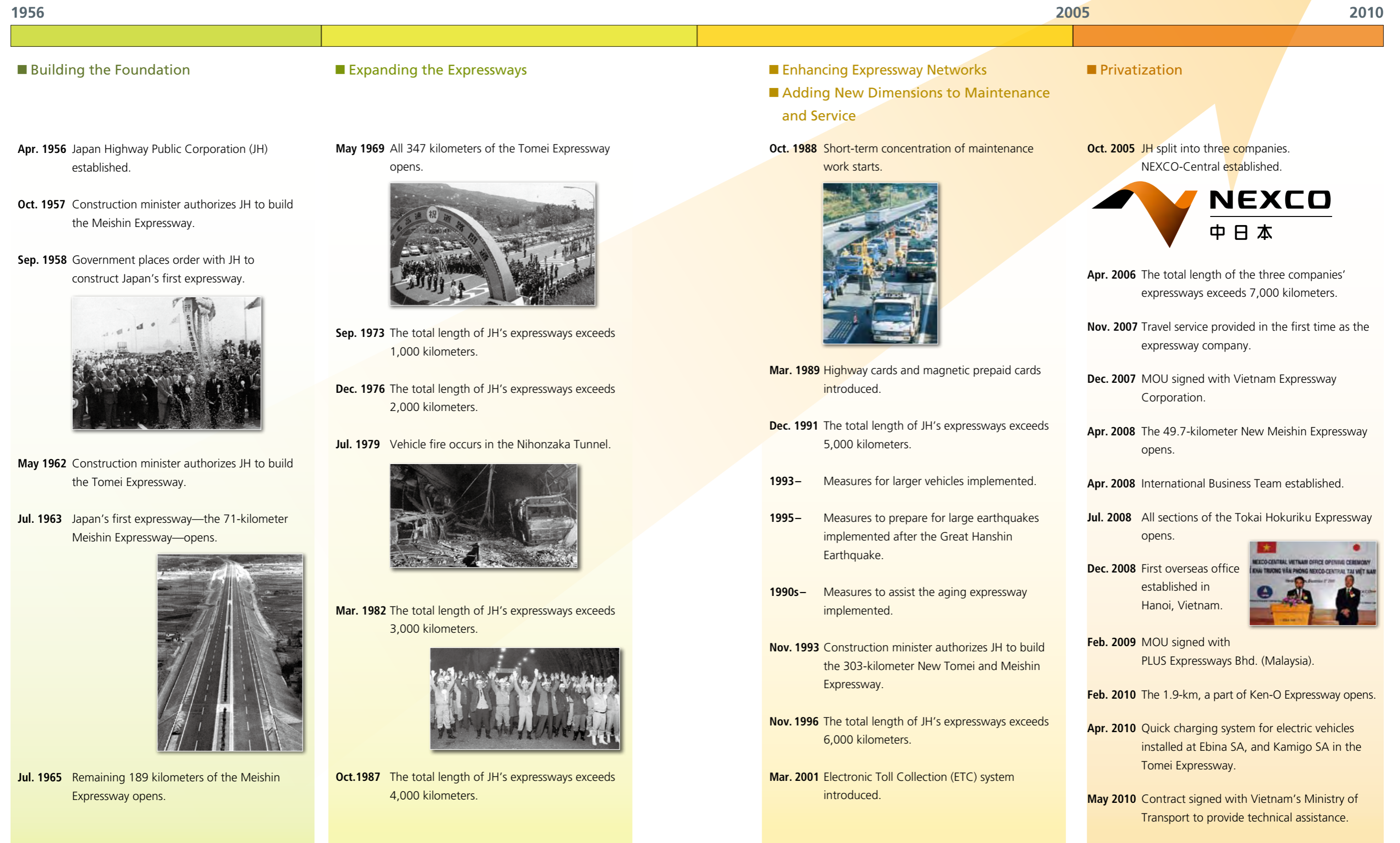
The Tomei Expressway is linked with the Meishin Expressway, together serving as the major arteries of Japan that join the three major cities of Tokyo, Nagoya, and Osaka. It is also one of only a few heavy-vehicle routes in Japan.

### 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.

## &gt;&gt; Milestones



Creating More Enjoyable Rest Areas

Aiming to provide rest areas that offer memorable experiences, we are applying the spirit of welcome and local hospitality to create rest areas that are places of true enjoyment to all visitors, and provide special opportunities to encounter the local surroundings.

To create these places of enjoyment for our rest area visitors, we are developing new commercial complex facilities and actively seeking new shops and new types of business.

We are also strengthening our collaboration with municipalities along roadways and the local communities around our

rest areas, working together with tenants to improve existing services, and creating rest areas with greater opportunities for interaction between visitors and local areas.

EXPASA — New Type of Rest Areas

We have been renovating the existing rest areas into a new type of rest areas called “EXPASA” under the concept of turning a mere rest spot into a shopping mall on expressway. By offering an array of new products and services that would meet a broad range of needs, we provide attractive shopping environments and hospitality to customers.

■ Opening of EXPASA

| In 2010                               |             |                     |
|---------------------------------------|-------------|---------------------|
| Tomei Expressway                      | Ashigara SA | Eastbound/Westbound |
| Meishin Expressway                    | Taga SA     | Westbound           |
| Higashi-Meihan Expressway             | Gozaisho SA | Eastbound/Westbound |
| Additional 3 places by March 31, 2015 |             |                     |



EXPASA Ashigara on Tomei Expressway (Westbound)



EXPASA Taga on Meishin Expressway (Westbound)

Interaction with Local Communities at Rest Areas

For residents who live around our rest areas, we are further improving our “Pratt” Parks, the facilities to allow access from local highways to our rest areas. In doing so, we can open up our rest area facilities to the public, for example, to provide space for local culture schools and other educational events, and ensure that our expressway rest areas are a welcome and valued part of the local community.



“Pratt” Park at Hokuriku Expressway Nanjo Service Area (Northbound)

>> Corporate Philosophy

Our Mission

We aim for continual innovation and improvement, as well as the creation of safe, reliable, and comfortable-to-use expressways that lead society to a new era. We contribute to the development of regional communities and an improved quality of life, which will result in the invigoration of the Japanese economy.

Aspiration for Our Corporate Vision

Our corporate vision is to become “the top expressway company in the world”, which can be realized by aspiring to be an “even better and stronger company.”

- **The top expressway company in the world:** the steadily growing company that provides customers with the world’s top service through our Group’s expertise, management competency, enthusiasm, and passion.
- **An even better company:** A continually innovative company that inspires others and is trusted throughout society and respected by employees and their families while fulfilling our corporate social responsibility.
- **An even stronger company:** A company that has highly competitive expertise and advanced technology, maintains sound financing, and earns steady profits under any circumstances.

Our 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

## &gt;&gt; Our Stakeholders

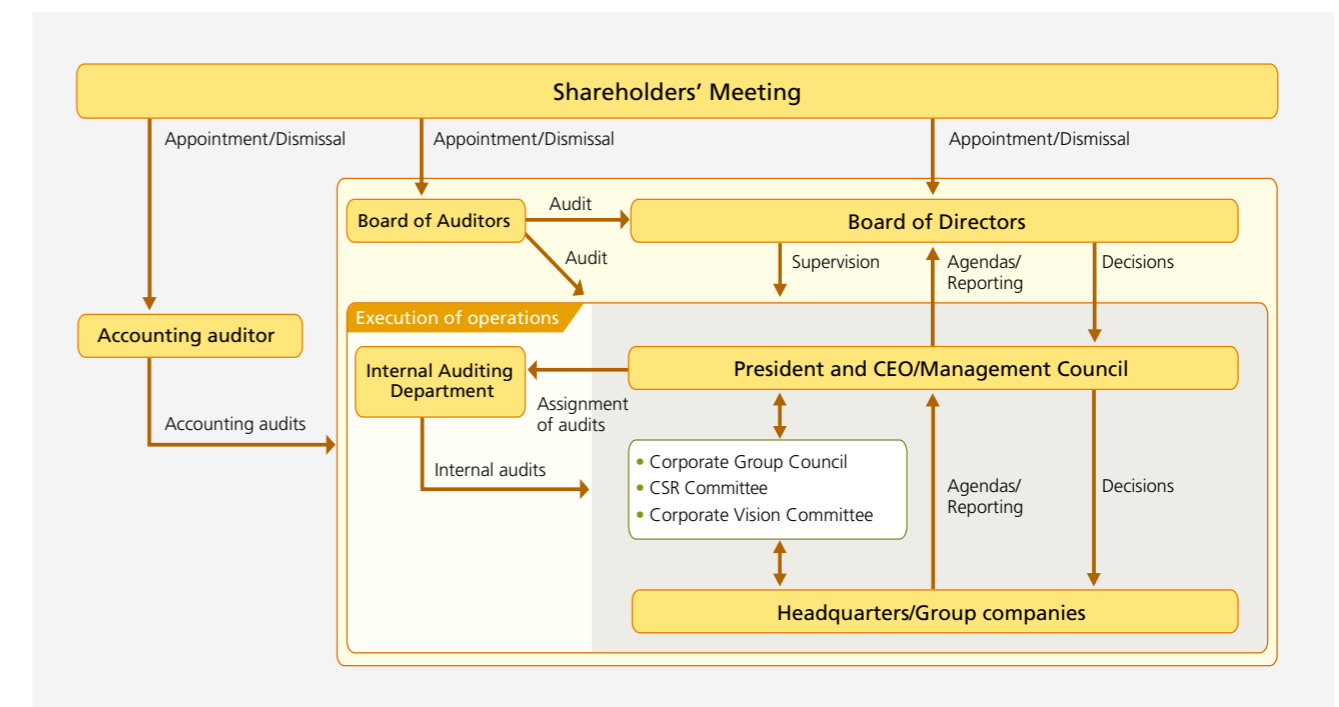


## &gt;&gt; Corporate Governance

**Governance Structure**

The Board of Directors convenes monthly to determine key issues and execute its duties. In addition, all board members and executive 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.

# Satisfying Customers Each and Every Day

We construct, operate and manage  
expressways to transform customers'  
expectations into reality.

## >> Expressway Construction

NEXCO-Central continues to  
construct expressway networks  
that support Japan's industrial,  
cultural and socioeconomic activities.



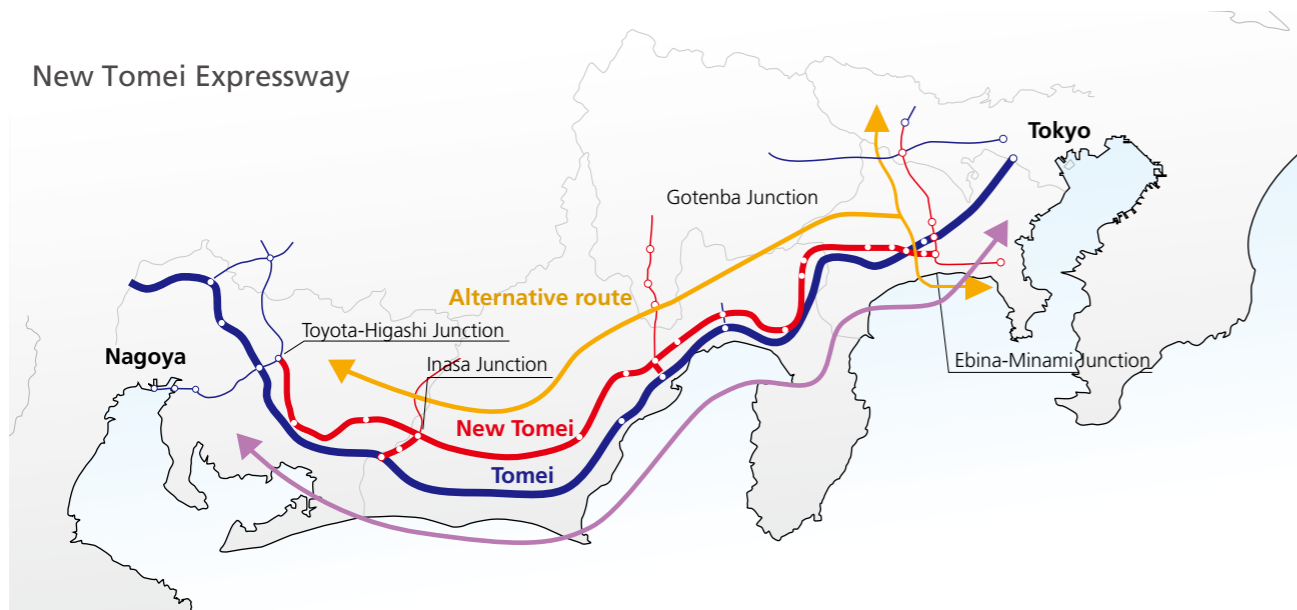
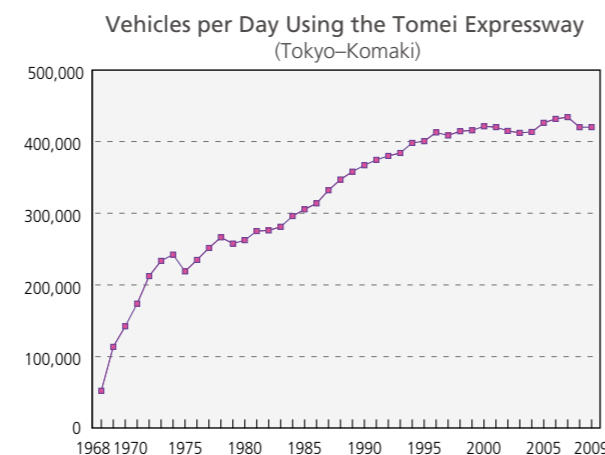
## The New Tomei and New Meishin Expressways

Managing traffic flows along the New Tomei and New Meishin Expressways (jointly known as the New Tomeishin) should alleviate the congestion on the existing Tomei and Meishin Expressways (jointly known as the Tomeishin). This improvement in traffic management is expected to better support Japan's industrial, cultural and socioeconomic activities.

The Tomeishin historically has been the main artery connecting Japan's three largest metropolitan areas: the Kanto, Chubu and Kinki regions. However, these two older expressways now handle 3.7 times their initial traffic volume. This overload has resulted in chronic delays and traffic congestion. The New Tomeishin network is expected to solve these problems.

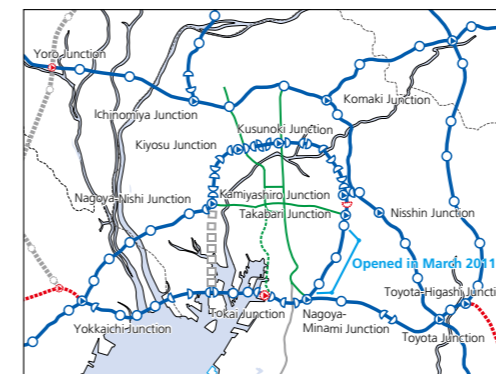
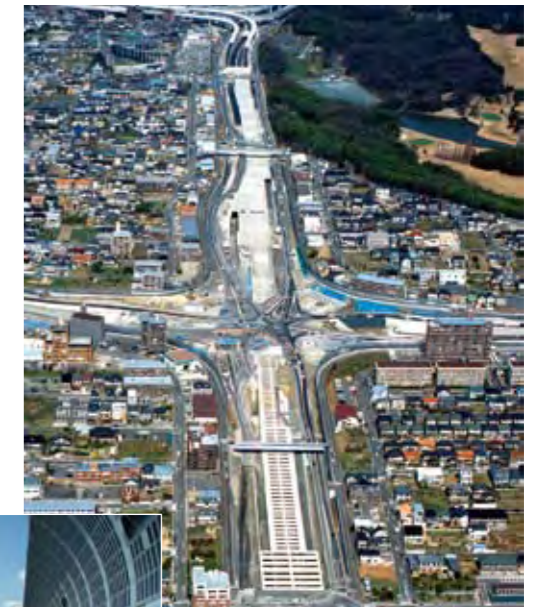
By serving as complementary networks, the New Tomeishin and current Tomeishin networks will make traveling and commuting more predictable, even during maintenance periods, accidents and emergencies.

Opening the stretch of the New Tomeishin between the Ebina-Minami Junction and the Toyota-Higashi Junction is scheduled for 2020. The 49.7-kilometer section between the Kameyama Junction and the Kusatsu-Tanakami Junction has already opened, and the section between the Gotenba and Inasa Junctions is scheduled for completion in fiscal 2012.



## Construction of the Greater Nagoya Ring Road

The Nagoya Ring Road No. 2 encircles the city at a radius of 10 kilometers and consists of expressways and National Highway 302. The ring road will provide solutions to traffic congestion and environmental deterioration in urban areas. The new road will reorganize greater Nagoya and significantly improve traffic conditions. With the opening of the expressway section between the Takabari and Nagoya-Minami Junctions in March 2011, the greater Nagoya ring roads is 80% complete.



## Construction of the Ken-O Expressway

The Ken-O Expressway constitutes ring roads in a radius of 40–60 kilometers from the heart of Tokyo. The expressway, which opened in 2007, has proven a convenient link between the Chuo and Kanetsu Expressways and is playing an increasing role in smoothing transportation, reducing environmental impact and enhancing road connections. The Chuo Expressway, Tomei Expressway and Shin Shonan Bypass will be connected by fiscal 2012, significantly shortening travel time from Yokohama harbor to inland cities and encouraging more freight transport.



## >> Expressway Maintenance and Service

NEXCO-Central provides customers and local communities with reliable, safe and convenient expressways.

### Maintenance and Service

Our priority is to see our customers enjoy comfortable driving at all times. To this end, we maintain and operate our expressways with the primary concerns being safety and comfort.

To provide customers with reliable, safe and comfortable expressways, we operate daily traffic management, traffic control, toll collection and inspection/maintenance.

#### Traffic Management

- Monitoring traffic conditions
- Processing and providing information
- Instructing patrol staff and other relevant teams
- Monitoring and controlling facilities



#### Traffic Control

- Conducting routine patrols
- Collecting traffic information
- Regulating traffic, responding to accidents, removing obstacles and handling other on-site activities



#### Toll Collection

- Ensuring appropriate number of open toll gates according to traffic conditions
- Responding to accidents, disasters and illegal tollgate pass-throughs
- Rectifying equipment problems and other issues in ETC lanes



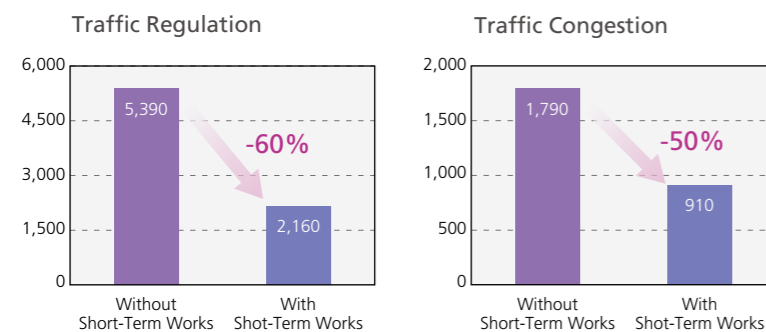
#### Inspection/Maintenance

- Inspecting pavement, bridges, tunnels, slopes, facilities and buildings
- Cleaning, planting, cutting and trimming
- Performing accident recovery work, removing snow
- Maintaining pavement, bridges, tunnels, slopes, facilities and buildings



### Short-Term Concentration of Maintenance Work

Regulating flows on heavy-traffic expressways can cause congestion. To avoid this situation, since 1998 we have been managing short-term concentration of maintenance works, reducing the need to regulate traffic flows and avoiding congestion. (Please see following figures)



### Strengthening Our Inspection System

We perform routine, periodic and detailed inspections and maintain and improve roads and facilities to ensure road safety and driving comfort. Since fiscal 2008, we have been performing special inspections to enhance expressway safety and reliability. Special inspections raise safety levels by preventing third-party damage from such factors as falling concrete blocks. We will complete our special inspections of 36,000 locations by the end of fiscal 2009.



### Reinforcing Bridges Against Earthquakes

In January 1995, the Great Hanshin Earthquake struck, devastating the Hanshin-Awaji area with a magnitude of 7.2. That incident spurred us to reinforce bridge piers throughout the expressway system. The reinforcement of all 9,950 piers will be completed by fiscal 2010.



### Expanding ETC System Usage

We encourage customers to use our Electronic Toll Collection (ETC) system. Currently, 85% of drivers on our expressways take advantage of this convenient system, and we have responded to the increase by augmenting the number of ETC toll booths.

Japan's ETC system employs two-way communication between roadside and onboard units. This method enables a vast amount of information to be transmitted reliably and quickly and permits flexibility in introducing toll discounts.



### Traffic Control Center

The NEXCO-Central Traffic Control Center features a state-of-the-art traffic control room and facilities control room. In close conjunction with the Maintenance/Customer Service Centers, the functions of the Traffic Control Center include monitoring all roads within the NEXCO-Central area, monitoring equipment operation, and providing real-time expressway-related information. It also coordinates with the Expressway Traffic Police Unit, Fire Department, and other safety and support agencies, and functions around-the-clock to ensure that NEXCO-Central expressways are constantly safe and reliable.

#### Flow of Traffic Control Operations

##### Incident Information

- Accident
- Road obstacle
- Vehicle fire
- Congestion
- Natural disaster

Collect

- Manual Collection**
- CCTV camera
  - Patrol by car
  - Emergency Telephone
- Automatic Collection**
- Vehicle detector
  - Weather monitoring equipment

Process

Provide

Instruct

Coordinate

Coordinate

Coordinate

Coordinate

Coordinate

Coordinate

Coordinate

Coordinate

Coordinate

Coordinate

Coordinate

Coordinate

#### Flow of Facility Control Operations

##### Incident Information

- Fire inside tunnel
- Equipment failure

Collect

- Information Collection**
- CCTV camera
  - Fire alarm button
  - Fire detector
  - Equipment failure alert
  - Weather monitoring equipment

Process

Control

Instruct

Coordinate

Coordinate

Coordinate

Coordinate

Coordinate

## &gt;&gt; Rest Area Management

NEXCO-Central creates rest areas that are comfortable, convenient and pleasant.



## Rest Area Management

Aiming to create more comfortable, convenient and pleasant rest areas, we collaborate with local government and corporate entities and strive to make optimal use of regional characteristics when introducing new types of rest areas. We work to meet the needs of our customers by operating our expressways and rest areas in a hospitable manner. We also focus on improving our quality of service. We currently manage 166 rest areas and plan to open 34 more.

|                             | Existing   | Planned   |
|-----------------------------|------------|-----------|
| Service Areas* <sup>1</sup> | 50         | 10        |
| Parking Areas* <sup>2</sup> | 116        | 24        |
| <b>Total</b>                | <b>166</b> | <b>34</b> |

\*1 Placed at intervals of 50–150 kilometers, service areas have restaurants, gift shops, food courts, information booths, gas stations, parking lots, toilets and other facilities.

\*2 Parking areas, located every 15–35 kilometers, have parking lots and toilets and generally include a food court.

## Highway Oasis: New Leisure Spots

We are creating Highway Oasis with facilities including parks and hot springs. As they are connected to rest areas, drivers can use them without exiting the expressway system. Each of the eight facilities in operation is managed by a local municipality or third-party business, and each facility offers a unique feature. For example, the Kariya Highway Oasis on the Ise-Wangan Expressway has a 60-meter-tall Ferris wheel and natural hot springs, whereas the Johana Highway Oasis on the Tokai-Hokuriku Expressway has a hotel.



## Improved Emergency Response

We have placed automated external defibrillators (AEDs) at all service areas and major parking areas for use in medical emergencies. An AED is a portable electronic device that automatically diagnoses potentially life-threatening cardiac arrhythmia.



## Service with an Eye for Detail

We launched concierge services at 45 rest areas in central Japan in 2007. Concierges offer a diverse range of services, including information on traffic conditions, rest area facilities and services and nearby tourist attractions. They are also qualified to administer first aid. Concierges provide hospitality to match the diverse services at each rest area, helping customers get the most enjoyment from our services.



## New Services



### Credit Cards

We issue the Premium Driver's Card, which combines the functions of credit cards and electronic money. Customers can use the card in various situations in their daily lives, for example, shopping in parking areas, service areas, or neighborhood stores. They can earn reward points for every purchase they make on their card, which can be redeemed for electronic money or toll discounts. In addition, this card offers a unique service where customers will be given sympathy money when their car is damaged by objects dropped on our expressways.

### Travel

We are registered with the Japan Association of Travel Agents, making us the first expressway company to provide travel services. We develop and offer expressway-related tourism products in cooperation with local communities and other companies. In fiscal 2008, we conducted four tours, including the New Tomei Expressway Study Bus Tour and the Hida Tunnel Study Bus Tour. These tours proved successful, attracting nearly 1,900 participants.



### Web

Our website provides search engines for information about tolls and routes, tourist attractions, local events and gourmet food at rest areas, as well as an online shopping mall. The website also facilitates our travel business by providing information about special deals on accommodation and offering online reservations. We also recently launched a website for mobile devices that offers traffic and other useful information.



URL: <http://kousokubiyori.jp/>

### Car Parks and Other Services

We operate other businesses that put to use available space near or under our expressways. For example, currently 32 car parks are located under the Tomei, Chuo and other expressways. Other undertakings include special vending machines at bus stops and parking areas. These remotely controlled machines dispense free beverages in times of disaster.

## >> Promoting International Businesses

NEXCO-Central is looking to overseas business opportunities while making contribution to international society.



## Principles and Basic Strategy

### Principles

We are promoting communication with the international community and contributing to international development. At the same time, we are actively operating profitable businesses overseas.

### Profitable International Business

The NEXCO-Central Group is working together to operate a broad range of toll road businesses and other profitable businesses overseas, primarily in Asia. In particular, we are actively conducting business in Vietnam, where we have a local office.

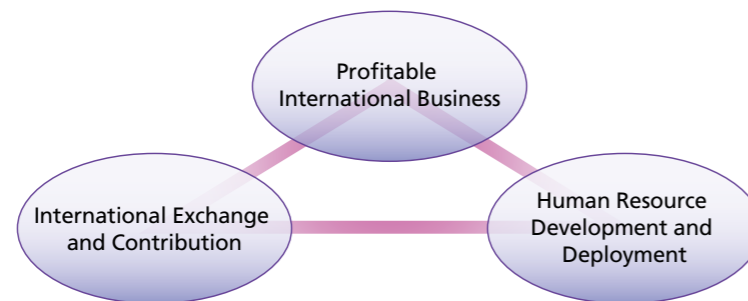
### International Exchange and Contribution

By receiving overseas study teams and through other types of communication with overseas road companies, and through participation in and interaction at international conferences, we are making an active contribution to international activities.

### Human Resource Development and Deployment

Throughout the Group, we are making active use of staff who are experienced in overseas business, and are developing personnel who are capable of overseas business operations.

We provide consulting services primarily for technical projects.



### International Businesses

| Consulting and Other Businesses   |   | Construction, Operation and Management  |   |
|---|---|---|---|
| <b>Activities</b> <ul style="list-style-type: none"> <li><b>Consulting business</b>—Engineering (Development surveys, design, construction supervision, operations, maintenance, etc.)</li> <li><b>Advisory business</b>—Technical advice (Feasibility studies, design, operations, maintenance, etc.)</li> </ul>   |   | <b>Activities</b> <ul style="list-style-type: none"> <li><b>Construction contracts</b></li> <li><b>Concession contracts</b></li> <li><b>Investments</b></li> </ul>                      |   |
| <div>Current (FY2010)</div> <div>&lt;Regional Development&gt;<br/>No specific regions targeted</div> <div>Experience:<br/>Vietnam, other countries</div> <div>&lt;Structure&gt;<br/>Subcontracts, joint ventures</div>  | <div>Medium Term (FY2011 onwards)</div> <div>&lt;Regional Development&gt;<br/>No specific regions targeted</div> <div>Primary contracts</div> | <div>Current (FY2010)</div> <div>&lt;Regional Development&gt;<br/>Target business in Asia, with Vietnam an immediate possibility.</div>   | <div>Medium Term (FY2011 onwards)</div> <div>&lt;Regional Development&gt;<br/>Target business in Asia, with Vietnam an immediate possibility.<br/>Investigate potential in other regions.</div> |
| <b>Remarks</b> <ul style="list-style-type: none"> <li>As international business develops, we will switch to a more profitable order structure. We aim to improve profitability by working with local consultants, involving ourselves in projects within NEXCO-Central's areas of expertise.</li> <li>We will target such potential clients as trading firms to increase new business opportunities.</li> </ul> |   | <b>Remarks</b> <p>&lt;Investment Scenario&gt;<br/>NEXCO-Central's funding sources may include Company cash, loans from Group companies and banks, or combinations of these sources.</p> |   |

## Profitable International Businesses

### Vietnam Office

We established our first overseas office in Hanoi, Vietnam, with one NEXCO-Central employee and a locally hired secretary in 2008. The new office coordinates with local authorities and gathers information about project investment opportunities.



### Serving as Expressway Consultants

In fiscal year 2009, we received requests to provide expressway consulting services as part of three projects of the Ministry of Economy, Trade and Industry and JICA in Vietnam and the Philippines, centered on O&M projects. In fiscal year 2010 as well, we received three consultation requests for projects in Vietnam.

We provide consulting services primarily for technical projects such as traffic planning studies, creation of technical standards, and technology transfers to specific fields, as well as feasibility studies (FS) for determining project cost performance, detailed design (DD), and construction management (CM).



### Study Concerning Expected Entry into Overseas Toll Road Business

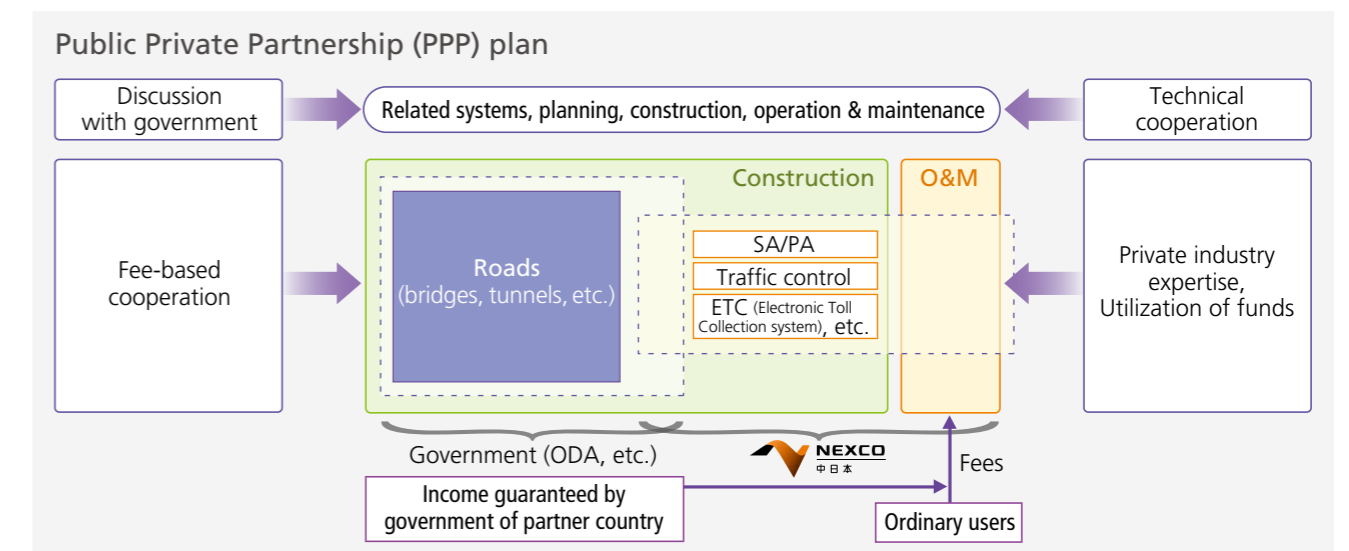
We are planning to enter the overseas toll road business in Asia, primarily in Vietnam, by utilizing our company's extensive expertise related to toll road construction and maintenance in Japan. In preparation for this entry, we are now conducting joint studies between related institutions in Japan and the project countries regarding the scale of investment, distribution of risk, and project cost performance.



### Public Private Partnership (PPP) plan: Japan Package

We are studying the feasibility of participating in Public Private Partnership (PPP) plan. Our objective is to create and utilize a system for constructing roads using ODA (Official

Development Assistance) from the Japanese government, with private industry investing in and operating roads in profitable areas. (See the figure below.)



## International Exchange and Contribution



### Personnel Exchange with PLUS (Malaysia)

We signed a memorandum of understanding (MOU) with PLUS Expressways Bhd., in February 2009, in which we agreed to conduct joint projects and exchange personnel and information. In 2009, we began a six-month personnel exchange in July, dispatching one person and receiving two, followed by a three-month exchange in May 2010.

### Training at VEC (Vietnam)

Based on the MOU signed in 2007, we dispatched employees to Vietnam in July 2008 to train Vietnam Expressway Corporation (VEC) on expressway construction, maintenance and management. We plan to host VEC trainees in Japan in the near future.



### Participating in International Organizations

We are members of such international organizations as IBTTA and REAAA. We attend their conferences to disseminate and collect information. In 2009, we participated in 15 conferences in 11 countries. Among them was the 13th PIARC International Winter Road Congress held in Quebec, Canada in February 2009, where we had a booth to present our

technical skills, especially on sustainable winter maintenance service for road users.

In September 2009, our executive officer participated in the 13th REAAA Conference in South Korea. There, he delivered a keynote speech entitled "Expressway for Tomorrow".

### Hosting Overseas Missions

We welcome guests from numerous countries and organizations. In 2009, guests from 11 countries visited NEXCO-Central. They included Mr. Dong, Vice Minister of MPI (Ministry of Planning and Investment) in Vietnam, and we showed him Kawasaki traffic control center and Yokohama Maintenance/Customer Service Center.



### Dispatching JICA Experts

We have sent employees to various countries as Japan International Cooperation Agency (JICA) experts since 1963. Since 2008, one employee has been serving as a long term JICA experts with Sri Lanka Road Development Agency, and another employee with Ministry of Transport in Vietnam since

2010. In 2009, two personnel were dispatched to India's Ministry of Shipping, Road Transport and Highways as short-term experts. There, they helped the expressway engineers create guidelines and improve expressway-related training courses.

## Reports from members currently working overseas

### JICA Long-term Experts

#### ■ Vietnam

##### Shunji Hata

Starting from May 2010, I have been working in Vietnam at the Traffic Infrastructure Bureau in the Ministry of Transportation as an expressway operation and maintenance advisor.

The goal of the government of Japan is to participate in overseas infrastructure planning at a level as high as, or better than, other nations through partnerships between private industry and government for financial and technical assistance. Vietnam is now at the initial stages of constructing its own expressway network. My duties mainly involve providing proposals for improvement to government ordinances and roadway signs related to the country's first expressways, and providing other information related to toll systems, control systems for traffic by heavy vehicles, traffic management, road inspection, and maintenance. Because few in the ministry speak English, in my work I depend greatly on my secretary Trang (who speaks both English and Vietnamese).



#### ■ Sri Lanka

##### Takaoki Ichioka

I have been working as a road administrative adviser at the Road Development Authority (RDA) of Sri Lanka since May 2008.

My duties involve providing technical support for RDA projects, advisor to road administration agencies, advice and support on proposals for road administration issues, and support for measures to relieve severe traffic congestion in Colombo. Mostly I provide technical support so that the expressway projects in the southern part of the country operate as planned, and advise on creating ODA proposal requests and ensuring that financial aid from Japan is carried out smoothly. My current major project concerns measures that can be carried out by the ordering agency to improve worker safety, in response to serious accidents that have occurred during the construction of RDA projects. This year in February, we held a seminar sponsored by the RDA and the Japanese Ministry of Land, Infrastructure, Transport and Tourism focusing on improvements to safety management and quality management.



## Second Secretary at Embassy of Japan

#### ■ Ethiopia

##### Daisuke Komori

I have been assigned as a second secretary at the Japanese embassy in Ethiopia since March 2010.

I primarily work on creating proposals for small-scale grant aid projects and with infrastructure projects in areas such as roads, electricity, and energy. The infrastructure projects we are conducting include development studies for the construction of geothermal power plants as part of a program for the prevention of global warming. We are carrying out this project while negotiating with the Ethiopian government and the World Bank, which is jointly investing in the project, regarding the distribution of development study work and the work processes involved.

Because this is a non-project grant aid program that does not involve JICA, the embassy negotiates directly with the national government regarding adjustments to international agreements and other matters. I am planning to travel to Somalia and the Sudan border region as part of my future work, and will expand our projects to other countries outside Ethiopia.



>> Construction

State-of-the-art Technologies ▶▶ More details: page 37



Features

1) Expressway Network

The construction of an expressway network revitalizes the economic and cultural intercourse between major cities. At the same time, it promotes cooperation and communication in the regions located along the expressways.

2) New Technology

We are developing new technologies, new construction methods and materials, and ITS to further reduce costs and ensure quality in construction work, introducing environmental protections and technologies from overseas.

Recent Achievements

1) New Tomei Leading Project

This project has been launched in order to develop the world’s safest road system with the smallest environmental impact. Beginning from fiscal year 2009, this project has been conducting verification testing for the effects of new technologies and services.

2) Information Sharing

We participated in international conferences such as ISAP, COP10, IBTTA and REAAA, where we introduced our latest technologies to the participants from foreign countries. In both ISAP and COP10 held in Nagoya city in 2010, our asset management system for pavement and original porous asphalt, and technology for eco-friendly greenery and recycling measures were presented.

>> Maintenance

Expertise in Operation and Management ▶▶ More details: page 40



Features

1) Safety Provision

In order to provide expressways with the highest safety with our customers, we have been building expressways that can withstand natural disasters and harsh weather and taking steps to improve the driving environment and reduce traffic congestion.

2) “100-year road” Plan

We are carrying out “100-year road” plan aimed at adapting to changes in the environment, including aging of road structures, larger vehicle sizes, and increasing traffic volumes.

Recent Achievements

1) Preventive Maintenance

We are shifting from corrective to preventive maintenance under 100-year road plan. Data gathered in the past have been analyzed to create aging forecasts, permitting us to construct a maintenance asset management system that allows the calculation of accurate life cycle costs.

2) Safety Inspection

Based on the results of safety inspections in fiscal year 2009 and earlier at locations such as where our roads intersect with other roads, we are planning to complete a range of measures aimed at preventing damage to third parties caused by falling concrete and other factors during fiscal year 2012. We will continue with inspections after the repairs are completed.

>> Related Services

Excellence in Customer Satisfaction ▶▶ More details: page 46



Features

1) Welcome and Hospitality

We are challenging ourselves with new projects in pursuit of new forms of expressway enjoyment and convenience. As we proceed with the development of attractive commercial complexes at service areas, we are using the spirit of welcome and hospitality to create amenities that are comfortable and enjoyable to our customers.

2) New Business

We are engaging in promising new business fronts, including overseas activities primarily in Asia, where we can make maximum use of our business strengths as a key infrastructure provider as well as our past business experience, as well as credit card, travel, and related business.

Recent Achievements

1) Rest Area Renovation

We have renovate Rest Area shops in 2010 and opened five attractive commercial complexes to meet a range of diverse needs.

2) New Business

We provide consulting services and feasibility studies of entering promising toll road field overseas. Our credit card business has expanded the number of credit cards issued by us to 210,000 (as of Dec, 2010), and provide users with special services at more than 400 shops. Additionally, our travel business has developed and marketed attractive travel services utilizing expressways.

>> Stewardship

Sustainable Growth with All Our Stakeholders ▶▶ More details: page 49



Features

1) Fulfillment of Our Social Responsibilities from the Perspectives of the United Nations Global Compact (UNGC) and ISO26000

Following the principles of the UNGC and focusing on the core subjects of ISO26000, the NEXCO-Central Group promotes corporate social responsibility (CSR) and aims to gain the satisfaction of stakeholders such as customers, the public, stockholders (investors), local community, global society, and employees as specified in our Management Plan 2009.

2) Efforts to Realize an Environmentally Sustainable Society

Our business activities are closely and comprehensively linked with the environment. Therefore, we aim at building an environmentally sustainable society by making efforts to contain global warming, promoting the 3Rs (Reduce, Reuse and Recycle), developing new technology, and cooperating with regional communities.

Recent Achievements

Since we think that the fulfillment of CSR is our mission that relates to all sorts of business activities, it is difficult to select and show some achievements here. We continuously strive to benefit society as a whole by maintaining a “customer-first” perspective and enhance the satisfaction of all stakeholders. To this end, it is crucial to keep such policies in mind at any circumstance.

## >> Construction: State-of-the-art Technology

### Earthworks

#### Building Large-Scale Earthworks to Harmonize with the Surrounding Environment

Some sections of the New Tomei Expressway, which is currently under construction, have embankments with volumes of 1–5 million cubic meters and maximum heights of almost 100 meters. We use various state-of-the-art design and construction technologies to achieve practicality, meet cost limits and provide high-quality disaster resistance. We employ “zoning design,” which segments construction area into zones, to manage the quality of the embankments. Similarly, construction management using heavy machinery ensures efficiency. All of these methods employ information technologies to save energy and effort, which should result in enhanced construction efficiency.

When constructing a bridge foundation in a mountainous area, we employ partial excavation, a method similar to drilling vertical shafts for tunnels. This approach enables rapid, high-quality construction, while minimizing our impact on the environment.

We use a special excavation method to reduce slope cutting and maximize areas of residual slopes. This patented method contributes greatly to landslide prevention and environmental protection.



Using heavy machinery ensures construction safety, reliability and speed on large-scale earthworks on the New Tomei Expressway.



Our IT-intensive earthwork construction employs GPS digital mapping, which streamlines construction management. This method (patent pending) reduces construction time and the fuel needed to operate heavy machinery.



### Tunnel Construction

#### Advanced Construction Technology for the Most Demanding Projects

Japan's mountainous terrain makes tunnel construction a vital part of building smoothly aligned high-standard arterial expressways. This unique challenge has provided us with the opportunity to accumulate various technologies specifically related to tunnel construction. To optimize speed and efficiency, we select the most suitable method from currently available technologies, such as the advanced pilot tunnel excavation method using a tunnel boring machine (TBM), the NATM method and the open-cut method, according to site conditions.

Tunnel construction sites present a multitude of issues, such as fragile ground, fracture zones, spring water outbreaks and topographical deformations. We resolve each challenge by drawing on our most valuable assets—experience, know-how and technology gained from years of completing projects.



The Hida Tunnel is 10.7 kilometers long, with an overburden that measures more than 1,000 meters in places. Although this configuration precluded the placement of ventilation shafts, we employed a dynamic longitudinal ventilation system that uses the portion of the tunnel beneath the roadway surface as a ventilation duct. The Hida Tunnel is the first long tunnel to use this system.

To ensure safe tunnel construction, a TBM is used to bore a pilot tunnel. This provides geological information and allows groundwater to drain before the tunnel is enlarged.



In areas with minimal overburden, we use the open-cut tunneling method. Once the tunnel structure is completed, the excavated soil is backfilled to restore the terrain to its original profile. We pay extra attention to minimizing vibrations and other impacts on adjacent residential areas.

## Bridge Construction

### Technology Spawns New Bridge Styles

As 70% of Japan is mountainous and it remains one of the most earthquake-prone countries in the world, its people have learned to incorporate many world-renowned technologies in their bridge construction.

At the planning, design and construction stages, we consider future structural maintenance and then select the most practical bridge design. For example, when we build bridges in mountainous areas, we select a straightforward style and form that blends in well with the surrounding environment, taking into consideration practical and economic issues. To cross rivers or seas, we create long span bridges employing the most suitable and disaster-resistant designs. In flat areas, we use pre-cast segments or erect large blocks to complete projects rapidly. This approach reduces the impact of construction on residents near bridge sites. Our major advantage comes from our ability to deploy a full range of engineering skills to plan, design and build bridges, as well as to review construction cost, time and environmental effects.



Compact design is essential to constructing bridges in mountainous areas. Strutted box girders achieve a lightweight superstructure, minimizing substructure elements and resulting in extremely streamlined bridge structures.

The triple-cable-stayed bridge on the Ise-Wangan Expressway was constructed in Nagoya's port zone. The bridge sections are 758 meters, 1,170 meters and 700 meters long and support a dual three-lane carriageway. As one of the world's most unique structures, this large-scale bridge showcases NEXCO-Central's distinctive technologies.



We enhance working efficiency by using steel pipes in place of densely arranged reinforcing bars. The patented Hybrid Slip Form method and the use of steel pipe makes construction faster and more economical.



## >> Maintenance: Expertise in Operation and Management

Our strength in O&M derives from five decades of experience in constructing, maintaining and operating expressways.

Our operation and management skills derive from the experience we have accumulated through the operation of expressways. While a variety of technical and operational manuals are in place to facilitate construction and maintenance, expertise based on decades of experience plays an important role in on-site operations.

Our technical expertise ranges from the planning, design and construction phases to post-construction operation and maintenance—the face of our operations that is most familiar to the general public. Expert project management is the often-overlooked foundation that underpins all these activities.

On this solid foundation, we continue to develop our business by inventing new technologies and using them for diverse applications in construction and other aspects of our business. Furthermore, we are working to introduce our technical expertise to the world through our efforts to assist the planning and development of toll roads in other countries.

We have earned a solid reputation for the dependable operation of expressways and for efficient and reliable project management. Our ultimate goal is to make roadway travel as comfortable, safe and effortless as possible for the greatest number of people.

## NEXCO-Central Group Structure for O&M

Solid O&M ensures safe, high-quality road systems that operate around the clock, as well as ensuring the prompt and appropriate handling of emergencies and incidents, which enables reliable services. Furthermore, O&M guarantees strict toll management and allows face-to-face communications with our customers.

Orchestrating all these tasks requires expert skills and a wealth of experience. To this end, we employ 10 subsidiaries specialized in one of the following areas: engineering,

maintenance, traffic patrol and toll collection. These companies, which have accumulated specialized expertise, work with NEXCO-Central to optimize operational and economic efficiency.

Such experienced-based expertise, which cannot be obtained overnight, is a valuable asset for the NEXCO-Central Group. We believe that this know-how, stemming from solid Group management, underpins our ability to outperform other expressway operators.

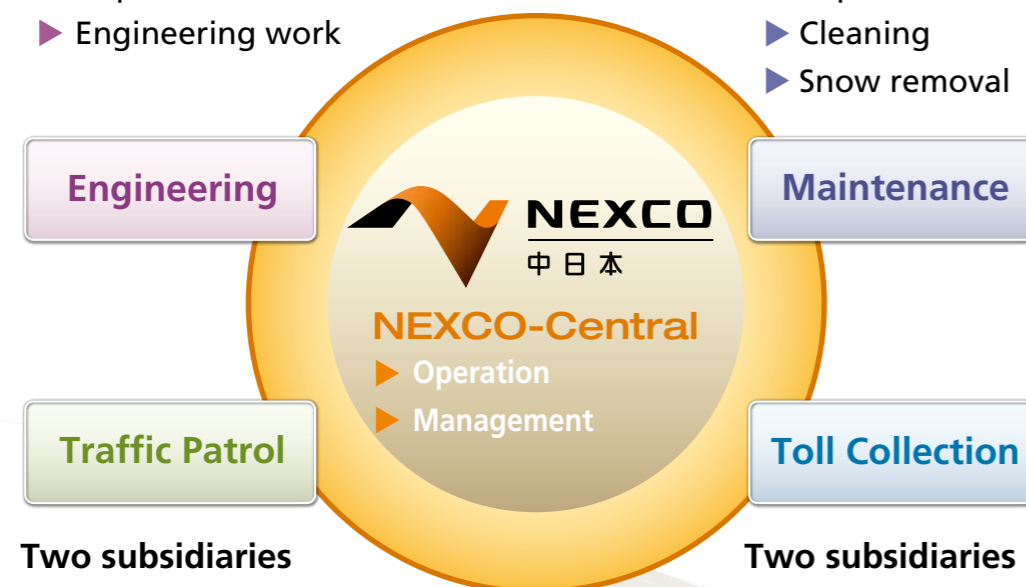


### Two subsidiaries

- ▶ Inspection
- ▶ Engineering work

### Four subsidiaries

- ▶ Repair
- ▶ Cleaning
- ▶ Snow removal



### Two subsidiaries

- ▶ Patrol
- ▶ Traffic and road information

### Two subsidiaries

- ▶ Toll collection
- ▶ ETC services



## Aiming for 100-Year Durability

Our mission is to provide safe, reliable and comfortable expressways that customers can enjoy using. We rehabilitate and maintain road assets to ensure safe and comfortable driving 100 years into the future.

### Carrying Out Our "100-year road" Plan

For the expressways that are essential to the lives of people in Japan, we are taking steps to remedy the aging of road structures and adapt to other environmental changes,

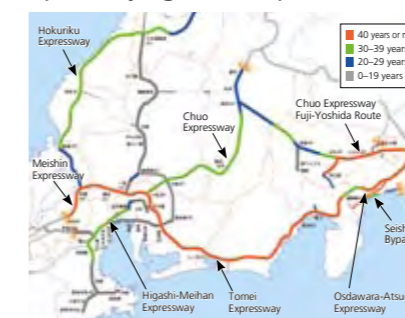
in order to create roads that can be maintained in reliable condition for 100 years or longer.

### Current Condition of Aging Expressway Assets

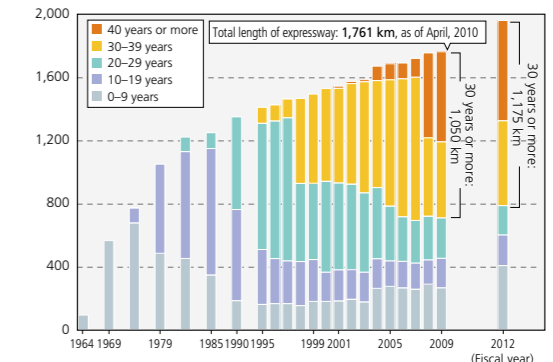
Of the expressways managed by the NEXCO-Central Group (1,761 km as of April 2010), approximately 60% are composed of roads that entered service 30 or more years ago,

with the Tomei and Meishin Expressways now in service for 40 years.

Expressway Ages as of April 1, 2010



Length of Expressways under Operation (Kilometers)



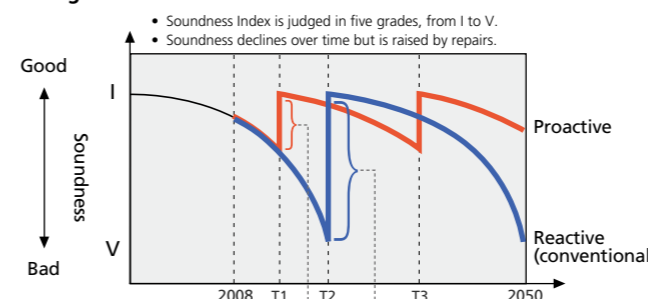
### Efficiently Managing and Maintaining Road Assets

NEXCO-Central has introduced a long-term asset maintenance plan that focuses on proactive, rather than reactive maintenance. Addressing potential issues before they become problems allows more optimum and efficient management, enhances the overall soundness of road assets and reduces lifecycle cost. To successfully introduce this asset management plan, we have developed the total management system which promptly and appropriately provides the optimum and efficient maintenance methods based on the past experience and accumulated data. One cycle of this management system

consists of inspection, soundness evaluation, deterioration prediction, maintenance plan, and repair and reinforcement. This system allows us to quantitatively evaluate structures; the progress in structure deterioration can be specifically predicted and the proactive maintenance can be taken before the structure is seriously damaged. The reason why NEXCO-Central require this system is that the number of aged bridges to be managed have increased and huge maintenance cost is expected to be expanded. This system will play an important role in our expressway management in the near future.

#### Effective Bridge Maintenance Management

##### Bridge Soundness\*

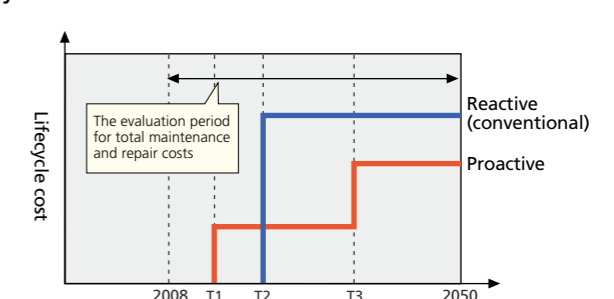


To minimize lifecycle costs, repairs are conducted before damage escalates.

To reduce up-front investment, major repair work is conducted after damage and deterioration has become more advanced.

\*Bridge soundness is defined under the NEXCO Bridge Management System.

##### Lifecycle Cost



## Carrying Out Variety of Maintenance Activities to Ensure Safety

One of our missions is to realize the “maintenance of the expressway to ensure comfortable driving at all times.” With an emphasis on efficiency, the centralized traffic control system monitors real-time traffic and meteorological conditions, providing drivers with accurate information. Also, it facilitates the round-the-clock responsiveness of activities such as rescue operations and the prevention of secondary damage from dropped objects and accidents. Our rapid response service is based on experience and the knowledge we have gained over our long history of expressway operations.

In addition, inspection and repair work are ongoing, including pavement upgrades, structural improvements, slope inspections and pruning. Maintenance management involves lifecycle costs and is executed to incorporate high-end technology into visible and invisible features. The advanced maintenance management system is operated to evaluate the daily data efficiently and accurately. Expressway companies are required to ensure the resulting comfort, which is often taken for granted.



Earthquake-resistant bridge technology is crucial in Japan, which has frequent earthquakes. Carbon fiber sheets are wrapped around older bridge piers as reinforcements, bringing them up to current standards.

Slabs that have degraded due to heavy traffic are replaced. New slabs are installed quickly using pre-cast materials while closing only one lane.



NEXCO-Central applies cavitation technology to clean the lights in tunnels. This method allows lights to be cleaned at vehicle speeds of 50 kilometers per hour. This unique technology (patent pending) provides a safe and labor-saving way to maintain facilities without bringing traffic to a standstill.



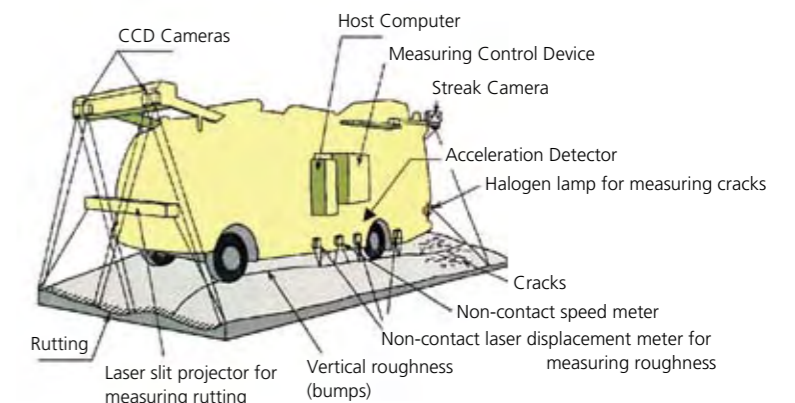
Highway information terminals provide drivers with real-time updates on traffic conditions around rest areas. These terminals raise driver convenience by providing timely and easy-to-understand information on traffic congestion, accidents, roadwork and other conditions.

## Advanced Technology

### Road Property Survey

NEXCO-Central uses a road property survey vehicle to quantitatively investigate and assess pavement conditions. The conditions of pavement surface are measured with a laser beam to identify if there is any sign of failure, which allows us to investigate the pavement conditions even during the night. These data are automatically entered and saved into the computer system and analyzed based on the NEXCO-Central's technical specifications determined for the pavement in terms of cracking, rutting and IRI (International Roughness Index).

Since the road property survey vehicle can be driven on expressways at the speed of approximately 60km/hr, it is not required to restrict other traffic while the survey vehicle is measuring the road conditions.

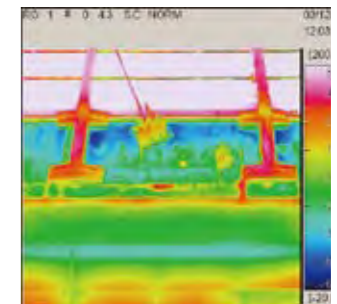


Components Equipped in Road Property Survey Vehicle

### Inspection of Concrete Structures by Infrared Camera

We have developed inspection technology to effectively identify damage in concrete structures. Although hammer tapping test is commonly carried out to investigate concrete structures, it takes enormous time and cost to conduct the test on all concrete structures we have.

Inspection through infrared cameras, on the other hand, is one of the latest inspection technologies, which enables us to measure surface temperature of concrete structures more promptly and economically. By finding the temperature difference between the areas of sound conditions and damaged areas, we can detect damage in concrete structures.



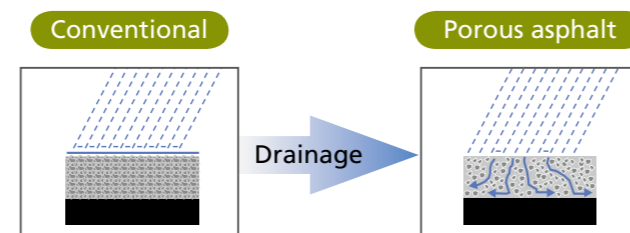
## Porous Asphalt Pavement

NEXCO-Central has introduced “porous asphalt” as our road surface layer. While conventional pavement is designed to prevent water from penetrating and allow water to flow over the surface of the pavement, the porous asphalt is

designed based on the opposite concept of allowing water to penetrate into the inside of pavement and drain, by securing a void ratio of approximately 20%. This pavement provides the following advantages.

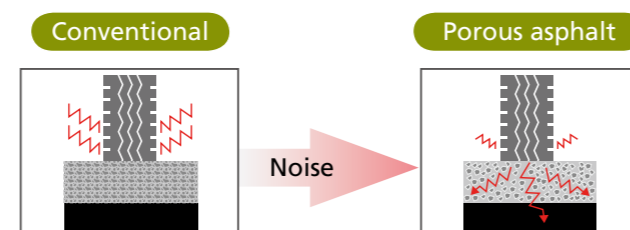
### Ensuring Safety

- Because this pavement forms less water membrane on its surface, it provides higher skid resistance on rainy days. This effect shortens vehicle stopping distances and allows safe driving under rainy conditions.
- It also prevents hydroplaning phenomenon and uncontrolled skids.



### Environment

- Sources of traffic noise consists of engine noise and air pumping noise from wheels. The voids in porous asphalt pavement absorb these noises and restrict their generation.



### Comfortable Driving

- By preventing water splashing and water smoke, this pavement ensures good visibility.
- It reduces reflection of headlights on the surface at night.
- It allows lane marks to be clearly seen even on rainy days.
- It reduces road noise inside the vehicle during operation.



Conventional ← | → Porous asphalt

### Durability

- High-viscosity modified asphalt is used for porous asphalt, and it provides improved aggregate bonding force. The rate of rutting development of porous asphalt is approximately half that of conventional pavement. This contributes to the prolongation of pavement lifetime.

## >> Related Services: Excellence in Customer Satisfaction

### Construction of New Type of Rest Areas on the New Tomei Expressway

The New Tomei Expressway is a new roadway that is expected to make a large contribution to the development of industrial, cultural, and socioeconomic activities in Japan by sharing the transportation burden with the heavily congested Tomei Expressway and smoothing the flow of people and goods between cities.

Rest areas on the New Tomei Expressway are being designed and constructed by NEXCO-Central based on the concept of creating rest areas that benefit a next-generation expressway, linked with the local communities and always providing something new to the customers. For example, the Numazu Service Area (provisional name) on the New Tomei Expressway aims to provide high-quality services and amenities to customers, primarily targeted at women, for a relaxing time. We are also working to expand consumption of local products, for example by creating locally staffed shops that offer an array of delicious seafood fresh from Suruga Bay.

We are working to make other rest areas appealing places as well by introducing new forms of businesses and services that maximize customer convenience.



Image of exterior of New Tomei Numazu Service Area (provisional name)



Image of interior of New Tomei Numazu Service Area (provisional name)

## Rest Areas of the Future

We are tireless in our quest to create rest area facilities that are convenient and attractive, while maximizing natural energy sources and the benefits of information technology.



**Rest facilities situated among greenery**  
(trees around parking lots)

**Power generation using natural energy**

**Emergency supplies storage**

**LED-Guided Parking Space Availability**  
LEDs embedded in rest area roadways guide drivers to empty parking spaces quickly and safely with color-coded lighting.

**Internet Connections**  
Future expressways will feature a communication environment that offers Internet access from anywhere along the expressway, including at rest areas.

**Providing Timely Information for Greater Convenience**  
Drivers will receive information on estimated travel times to sightseeing spots near rest areas on major sections, utilizing information and communication technologies. In this way, drivers will be provided with useful information in a timely manner.

|                       |         |
|-----------------------|---------|
| To first interchange  | 15 min. |
| To second interchange | 30 min. |
| To third interchange  | 45 min. |

**Providing Safety Information via Onboard ETC/ITS Devices**  
Road-to-vehicle communications send pertinent information to drivers via on-board ETC units based on car position and movement detected by sensors and cameras installed on main roads. The information will also be broadcast on electronic message signs. This kind of direct information flow will enhance driver attentiveness and reduce accidents.

**Rest Areas Powered by Natural Energy Sources**  
Power usage at rest areas and other expressway facilities are partly covered by the electricity generated by solar, wind or other natural energy generation systems installed at rest areas.

**Smart Interchanges for Traffic Distribution**  
Smart Interchanges enable ETC users to enter and exit expressways directly from rest areas, to allow better traffic distribution.

**Battery Charger for EV**  
Charging stations for electric vehicles will be installed in rest areas as well as on expressway mainlines. This is one way we can help to reduce CO<sub>2</sub> emissions and protect the natural environment surrounding expressways.

**Electricity Supply Station to Stop Engine Idling**  
Drivers often idle their engines to use air conditioners while stopping for a break. This generates CO<sub>2</sub> emissions and contributes to environmental damage. Power stations at rest areas supply trucks with electricity, resulting in convenience for drivers without harming the surrounding environment.

**Additional toilets for large vehicle drivers**

**Heliport for emergency flights**

**Electricity supply stand**

# Ongoing Effort to be a Better Company

NEXCO-Central continuously strives to benefit society as a whole by maintaining a “customer-first” perspective.

## Activities in line with the United Nations Global Compact and ISO26000

Our CSR activities are grounded in the principles of the United Nations Global Compact and ISO 26000 as shown in this chapter in the following arrangement. Use the table below to navigate through this chapter; details of our activities can be found according to which principle they relate to.

| ISO/DIS26000 Core Subjects  | Issues   | Our Actions   | Page                                   | Among 10 Principles of Global Compact |
|---|--|---|--|---------------------------------------|
| <b>Organizational Governance</b><br>               | 1-1: Organizational governance   | <ul style="list-style-type: none"><li>• CSR promotion</li><li>• Corporate risk management</li><li>• Partnership for advanced CSR implementation</li></ul>   | 51<br>52<br>52                         |                                       |
| <b>Human Rights</b><br>                            | 2-1: Due diligence<br>2-2: Human rights risk situations<br>2-3: Avoidance of complicity<br>2-4: Resolving grievances<br>2-5: Discrimination and vulnerable groups<br>2-6: Civil and political rights<br>2-7: Economic, social and cultural rights<br>2-8: Fundamental rights at work                                   | <ul style="list-style-type: none"><li>• Diversification of human resources (for female, disabled, elderly people)</li></ul>   | 53                                     | Principle 1, 2, 6                     |
| <b>Labor Practices</b><br>                        | 3-1: Employment and employment relationships<br>3-2: Conditions of work and social protection<br>3-3: Social dialogue<br>3-4: Health and safety at work<br>3-5: Human development and training in the workplace  | <ul style="list-style-type: none"><li>• Unique codes of ethical conducts</li><li>• Committee for safety and hygiene</li><li>• Grievance mechanism</li><li>• Round-table meeting</li><li>• Management of total working hours</li><li>• Encouragement of childcare leave, etc</li><li>• Various training and programs</li></ul> | 53<br>53<br>53<br>53<br>54<br>54<br>54 | Principle 3, 4                        |
| <b>The Environment</b><br>                       | 4-1: Prevention of pollution<br>4-2: Sustainable resource use<br>4-3: Climate change mitigation and adaptation<br>4-4: Protection and restoration of the natural environment   | <ul style="list-style-type: none"><li>• Efforts to contain global warming</li><li>• Promoting the 3R's</li><li>• Provision of better environment for regional communities</li><li>• Preserving biodiversity</li></ul>   | 61-64<br>65-66<br>67-68<br>69-70       | Principle 7, 8, 9                     |
| <b>Fair Operating Practices</b><br>              | 5-1: Anti-corruption<br>5-2: Responsible political involvement<br>5-3: Fair competition<br>5-4: Promoting social responsibility in the sphere of influence<br>5-5: Respect for property rights   | <ul style="list-style-type: none"><li>• Ethical behavioral standards</li><li>• Fair contracts and procurement</li></ul>   | 55<br>55                               | Principle 10                          |
| <b>Consumer Issues</b><br>                       | 6-1: Fair marketing, information and contractual practices<br>6-2: Protecting consumers' health and safety<br>6-3: Sustainable consumption<br>6-4: Consumer service, support, and dispute resolution<br>6-5: Consumer data protection and privacy<br>6-6: Access to essential services<br>6-7: Education and awareness | <ul style="list-style-type: none"><li>• Application of universal design</li><li>• Protection of personal rights of privacy</li><li>• Fair toll collection</li></ul>   | 56<br>56<br>56                         |                                       |
| <b>Community Involvement and Development</b><br> | 7-1: Community involvement<br>7-2: Education and culture<br>7-3: Employment creation and skills development<br>7-4: Technology development<br>7-5: Wealth and income creation<br>7-6: Health<br>7-7: Social investment   | <ul style="list-style-type: none"><li>• Contributions to welfare and regional communities</li><li>• Contributions to education</li><li>• Cooperation with NPO for developing countries</li><li>• Development of eco-technology</li></ul>  | 57<br>58<br>58<br>71                   | Principle 9                           |

# Initiatives for Corporate Social Responsibility as A Leading Toll Road Operator

The NEXCO-Central Group promotes corporate social responsibility (CSR) and aims to gain the satisfaction of stakeholders such as customers, the public, stockholders (investors), local community, global society, and employees as specified in our Management Plan 2009.

We understand that our expressways are infrastructure of a distinctively public nature. In other words, our company has a substantial impact on society, and it is essential that we pay close attention to all stakeholders.

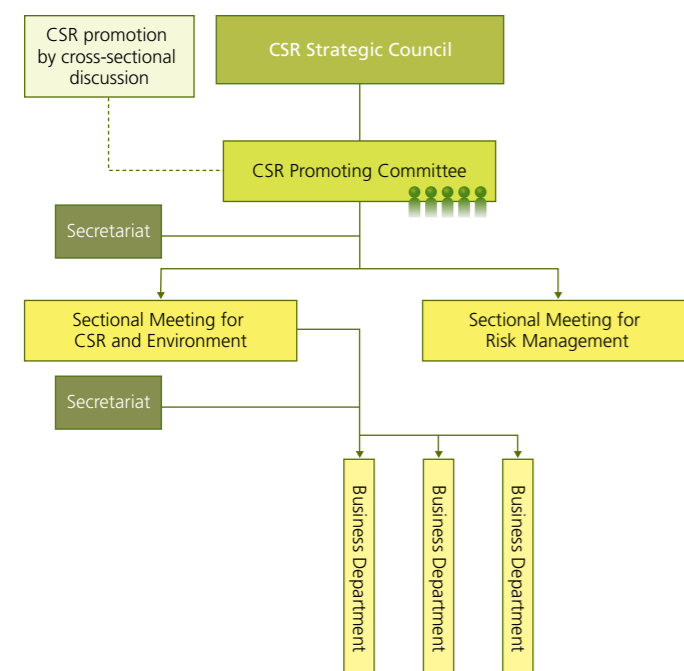
## >> Organizational Governance ~ CSR Management ~

### Corporate Social Responsibility (CSR) Promotion

We strategically develop CSR activities under the CSR Strategic Council, which is chaired by the President and CEO, and under which the CSR Promoting Committee is established. In this committee, our management discusses CSR issues from a variety of perspectives and develops CSR policies by incorporating the opinions of all our stakeholders. Also, our executives have an opportunity to

exchange ideas on CSR with external experts during the CSR Discussion Meetings where we are advised on ways to enhance our CSR activities in terms of social and cultural development as well as environmental preservation. These meetings are held regularly each spring and autumn, and occasionally include visits to construction sites to examine our projects from a CSR perspective.

#### CSR Promotion Structure



CSR discussion meeting



Construction site visit

### Corporate Risk Management

Our risk management system is overseen by the Risk Management Committee, an organization responsible for companywide risk management that deploys risk managers to each department who (1) evaluate risks, (2) determine policies for improvement, (3) formulate risk management plans and (4) execute those plans. This four-stage process ensures a systematic and on-going evaluation of various risks affecting the company's management.

We optimize risk management from a companywide perspective by employing the PDCA cycle. Since April 2009, each Group company has introduced its own risk management system to augment the group-wide practice.

### Partnership for Advanced CSR Implementation

We support the 10 principles of the Global Compact (GC) with respect to human rights, labor rights, the protection of the environment and anti-corruption to actively promote our CSR activities.

We are committed to making GC and its principles part of our strategy, culture and day-to-day operations and to clearly stating this commitment to our stakeholders. Also, we espouse public accountability and transparency and will report our progress publicly. In addition, we are a member of the GC Japan Network and attend meetings to discuss global warming, CSR report improvements and exchange opinions with representatives from member companies.

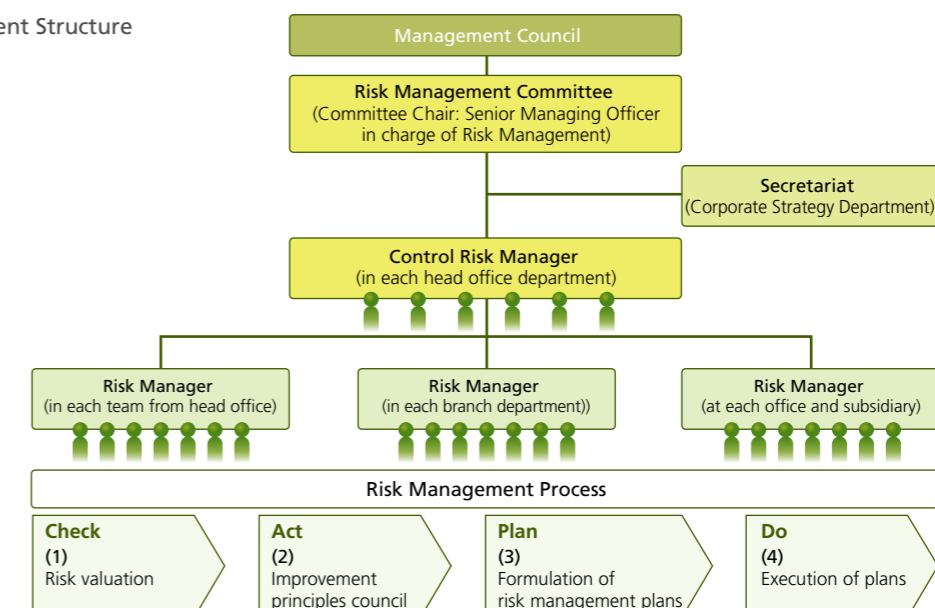


Logo of the UN Global Compact



GC-JN Meeting to discuss CSR Report improvements

#### Risk Management Structure



## &gt;&gt; Human Rights

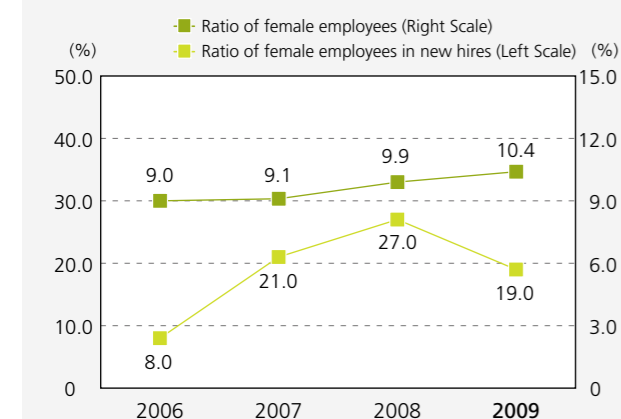
## Diversification of Human Resources

In light of the Universal Declaration of Human Rights, we respect the diversity of working styles and make an effort to increase opportunities for female, disabled and elderly employees to work in a comfortable environment.

Currently, women represent about 10% of our total employees (see Figure1), but make up 27% of our new hires in fiscal 2009. We plan to hire more women and encourage their participation in the workplace. By 2015 the number of female core staff will be increased by 50% and that of female managers will be doubled.

Our employment rate for disabled people has improved from 1.4% in fiscal 2008 to 2.1% in fiscal 2009. Also, more retired elderly staff are re-employed to make the most use of their expertise. In addition to providing them with employment opportunities, our offices are being renovated so that disabled as well as elderly staff can work comfortably and conveniently.

Transition of Number of Female Employees



## &gt;&gt; Labor Practices

## For Better Work Environment

We follow the ILO Core Conventions and make efforts to provide our group employees with better work environment while encouraging them to follow our unique codes of ethical conducts. To promote safety and hygiene in the work environment, we regularly convene a committee to discuss how to ensure safety, such as holding inspections using checklists and safety seminars. We strive vigilantly to prevent work-related accidents from occurring in an attempt to eliminate them completely (their number is kept small (see Figure2)). Also, we ensure decent working conditions, providing a grievance mechanism assisted by an expert and training courses for employees. We do not tolerate any unfair treatment such as discrimination and sexual harassment at our workplace. As for better communication and understanding between labor-management, a round-table conference is held periodically to discuss the issues about wage, working condition and other topics of concern.

Transition of Number of Work-related Accidents



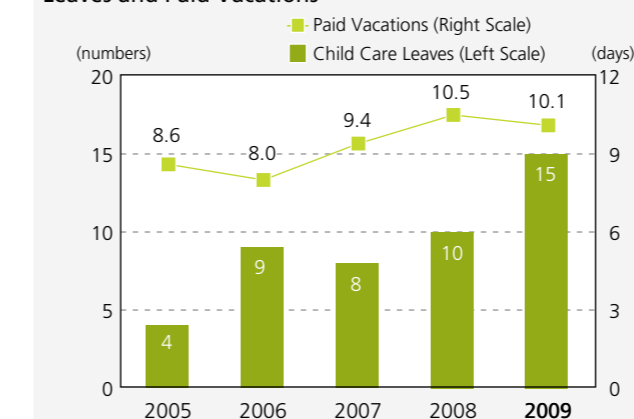
## Balancing Work with Family Life

We appropriately control the total hours worked by employees and encourage them to spend time with their families rather than work overtime. To realize effective time management, we have introduced the Working-Hour Management System. We strive to make our operations efficient and reduce total working hours through this system in conjunction with a time management training program.

Another initiative is that we encourage more employees to take childcare leave and paid holidays so that they pay more attention to child-rearing and making work compatible with family life. As shown in Figure 3, the number of employees taking child care leave is increasing and this can be expected to strengthen their family ties.



Transition of Number of Employees Taking Child Care Leaves and Paid Vacations



## Human Development and Training

We recognize that human development is the core subject for our group prosperity. We outline the vision for human resource development, and we provide employees with a variety of training and enlightening programs tailored for each professional career. In addition, we aid employees in acquiring doctorates and qualifications relevant to our professions. Consequently, there will be an entire improvement on our professional skills and abilities, and our business operation will become competitive enough to expand our road network on a global scale.



## >> Fair Operating Practices

### Compliance for Anti-Corruption

Compliance is essential to our corporate image (as a “better” and “stronger” company), and accordingly we perform compliance-related activities on a daily basis, following the UN Convention against Corruption. We consider compliance to be more than simply observing legislation. Rather, compliance involves responding properly to society’s needs and is essential for our Group. Therefore, we take our corporate social responsibilities seriously and aim to ensure reliability to our customers.

In December 2005, we established NEXCO-Central’s ethical behavioral standards as a guideline that all board members and employees must follow. Also, we revised the standards in August 2007 to encompass activities involving all Group employees. Their contents are available on our Intranet website and provided in a portable card format to familiarize all board members and employees with the standards.



### Fair Contracts and Procurement

We conduct procurement on the basis of fair and transparent transactions. Our fundamental principle is to obtain safer and better materials more steadily and at more reasonable prices. The following five basic policies pertain to procurement.

#### Five Basic Policies Pertaining to Procurement

1. Promotion of fair transaction
2. Observance of rules and social morals
3. Disclosure of information about bidding and contracts
4. Consideration for environment
5. Establishment of relationships of trust with partners

While promoting fair transactions, we consider such elements as product quality, affordability and expertise when selecting business partners. As to affordability, the lowest contract price was conventionally given the topmost priority during bidding. However, construction undertaken by general contractors with extremely low bid prices can present concerns for quality, the impact on subcontractors, working conditions and safety measures. Consequently, we conduct surveys on contracts having prices that fall outside a certain range. We also conduct thorough quality inspections more frequently, and we have introduced a new bidding system where technical proposals and other relevant factors are taken into account.

We expect to apply this system to more contracts, as we work toward overall efficiency and optimization.

## >> Consumer Issues

### Application of Universal Design

We promote application of universal design to many facilities at rest areas. As part of this effort, we build toilets customized for ostomy patients and make no steps in restrooms. While ensuring usability especially for the disabled, we provide clean and beautiful bathrooms for all. More pictograms are used as guide signs for customers to recognize at a glance. Aiming at creating globally comfortable space for any user, more universally designed facilities will be built.



Level floor throughout



Vanity area



Toilet for ostomy patients



Signboard with pictograms

### Protection of Personal Rights of Privacy

We strive to protect personal profits and rights of privacy by enacting regulations relevant to personal information. Also we formulated a manual outlining our standards for privacy protection and established adequate security safeguards.

### Fair Toll Collection

Some drivers force their vehicles through tollgates without paying proper tolls. Such illegal actions should not be overlooked in light of fair toll collection from all customers. To detect toll violation, high-performance cameras are built alongside main lanes. Also, there are bars at the exits of tollgates to prevent illegal vehicles from passing and fleeing. We exhort the detected violators to pay proper tolls through dunning letters and sometimes sue them for malicious offenses if they do not comply with our repeated requests.

As a result of our efforts, the number of toll violation cases is decreasing while the rate of successful recovery of unpaid tolls from violators is increasing.

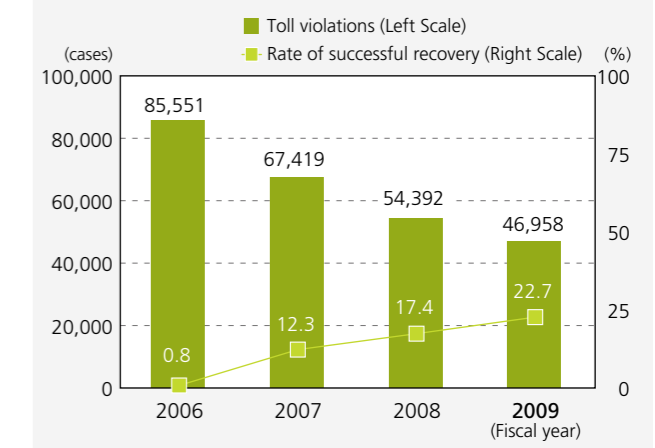


High-performance camera



Tollgate bar

#### The number of toll violations and the rate of recovery of unpaid tolls



## >> Community Involvement and Development

### Contributions to Welfare and Regional Communities

Acknowledging that NEXCO-Central is a member of society, we do various activities dedicated to regional communities and welfare, and we hope to be involved in the creation of better society.

In fiscal 2009, as part of efforts to provide job opportunities for disabled persons, we commissioned five different organizations of the disabled to do the maintenance work (mowing, cleaning, etc.) of rest areas and unoccupied space under bridges.

Also, our Group staff of some offices voluntarily participate in community clean-up activities, and we make donations to orphans fund for children who lost their parents in traffic accidents or disasters. In addition, donating to a relief fund through the Red Cross for the people suffered from the damage of heavy earthquakes in Haiti and Chile, we promote the contribution to social welfare globally.

In partnership with the organization of expressway-related social services, we support the projects aiming for the upgrade of lifesaving and first-aid operations, improvement of services to the disabled and elderly, and environmental protection.

In fiscal 2009, we funded the project for the operations of an air ambulance (medical helicopter with a doctor aboard), and collaborated with the local people to plant trees on the slope of our expressway for better environment.



Air ambulance called "Doctor-Heli"



Contracted cleaning work



Community clean-up



"Highway Greening Project"

### Contributions to Education

NEXCO-Central Group makes a positive contribution to education of the next generation such as elementary, junior high, and high school students. For example, our staff delivered a lecture program at an elementary school upon their request. The program was mainly about the procedure of road construction and its expected roles, specifically tailored for third-year pupils.



Special lecture at an elementary school

Also, a series of programs comprising lectures and a field trip were provided for about 80 high school students. On a field trip to a construction site, machinery and tunneling method were introduced, and we conducted the experiment with a model on reinforcement of the cut slope, thereby generating interest in expressway business. In addition, we offered lectures about civil engineering applied for expressway construction and operation.



Site tour

Lecture for high school students



### Cooperation with NPO for Developing Countries

We cooperated with a NPO (Non Profitable Organization) that has been manually constructing and repairing roads in developing countries with local people, using local materials. Supporting its objective, we gave a donation to the NPO and provided technical support for local development and self-reliance.

In January 2010, our two engineers took part in the embankment work at a city in the Philippines and technically supported the local people. We aim for more substantial contribution to global society through various activities in partnership with other organizations and groups.



NPO work in the Philippines



Embankment made with sandbags

## &gt;&gt; The Environment

NEXCO-Central aims at building an environmentally sustainable society through its business activities.



We take the initiative in promoting eco-friendly measures and makes efforts to coexist with the earth in accordance with the following environmental philosophy and basic policies.

### Environmental Philosophy and Policies

We aim for continual innovation and improvement, as well as the creation of safe, reliable and comfortable-to-use expressways that lead to a new era. We contribute to the development of regional communities and an improved quality of life, which will result in the invigoration of the Japanese economy.

Our business activities are closely and comprehensively linked with the environment. Therefore, we aim at building an environmentally sustainable society by making efforts to contain global warming, promoting the 3Rs (Reduce, Reuse and Recycle), developing new technology, and cooperating with regional communities.

To put them into practice, we build our own environmental management system and clarify our vision and goals for better environment. Then observing several laws and regulations relevant to the environment, we operate the system on the basis of some standards and manuals and regularly improve the operation process.

And three core management policies of the environment are shown in the following:

- **Efforts to Contain Global Warming**

Our efforts to construct expressway networks, promote the diffusion of ETC, reduce traffic congestion and facilitate smooth distribution will all help to contain global warming. Global warming is a worldwide issue closely linked with transport sector, so it is one of our missions to prevent it as a leading toll operator.

- **Promoting the 3Rs**

We strive to reduce impacts on the environment by helping society to develop an environmentally sound material cycle. We foster a sustainable society by promoting the 3Rs in all our business activities.

- **Taking Regional Communities into Consideration**

In all our business activities, we seek to decrease the noise and atmospheric impacts of the expressway environment. Furthermore, we promote “eco-roads” (roads constructed with consideration for the surrounding natural environment) to reduce our impact on natural habitats and the growth and development of local flora and fauna.

This environmental philosophy and policies are recognized by all employees.

## Global Warming Prevention Initiatives

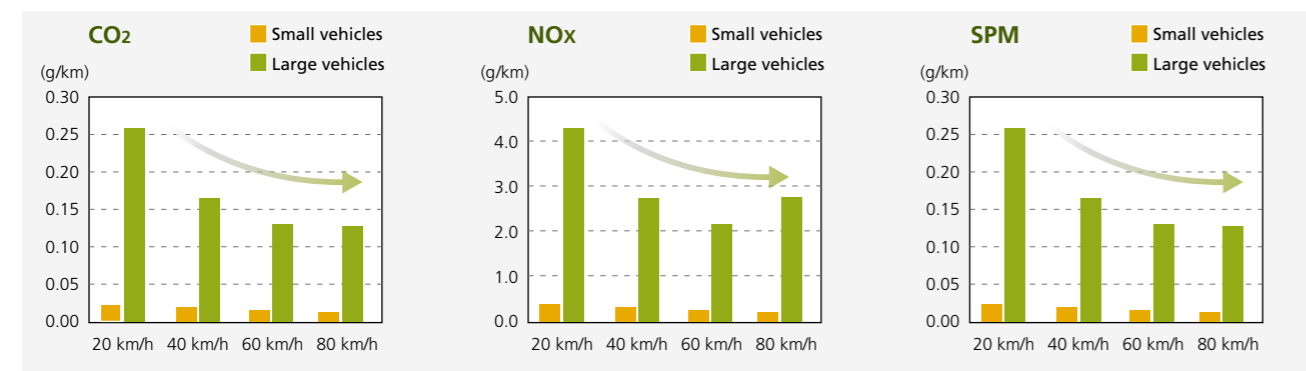
A nationwide response is necessary to meet Kyoto Protocol objectives and prevent global warming. In adherence with legal and other ordinances regarding global warming countermeasures, we promote various initiatives focused on creating a sustainable society and make a contribution to the achievement of the government's mid- to long-term environmental targets.

### Alleviating Traffic Congestion

Traffic congestion adversely affects punctuality and efficiency. There is a direct connection between drop-offs in driving speeds and higher levels of emissions that impact the environment, including carbon dioxide (CO<sub>2</sub>), nitrous oxides

(NO<sub>x</sub>) and suspended particulate matter (SPM). Repeated stops and starts also produce many types of emissions that damage the environment.

#### Emission Levels by Speed



Source: 141st Calculation Base of Motor Vehicle Emission Factors, National Institute for Land and Infrastructure Management

We are expediting construction to alleviate traffic congestion and improve network functionality. We plan to construct 261 kilometers of new expressway during fiscal 2008–2012, which is expected to reduce annual CO<sub>2</sub> emissions by 1.5 million tons. We are also expanding two-way

expressways from two to four lanes and constructing additional lanes in areas of chronic traffic congestion. We estimate that our efforts in fiscal 2008 resulted in a reduction of approximately 2,000 tons of CO<sub>2</sub> emissions compared to fiscal 2007 levels.



Chronically congested provisional two-lane tunnel entrance



Congestion resolved after expansion to four lanes

### Reducing CO<sub>2</sub> through the ETC System

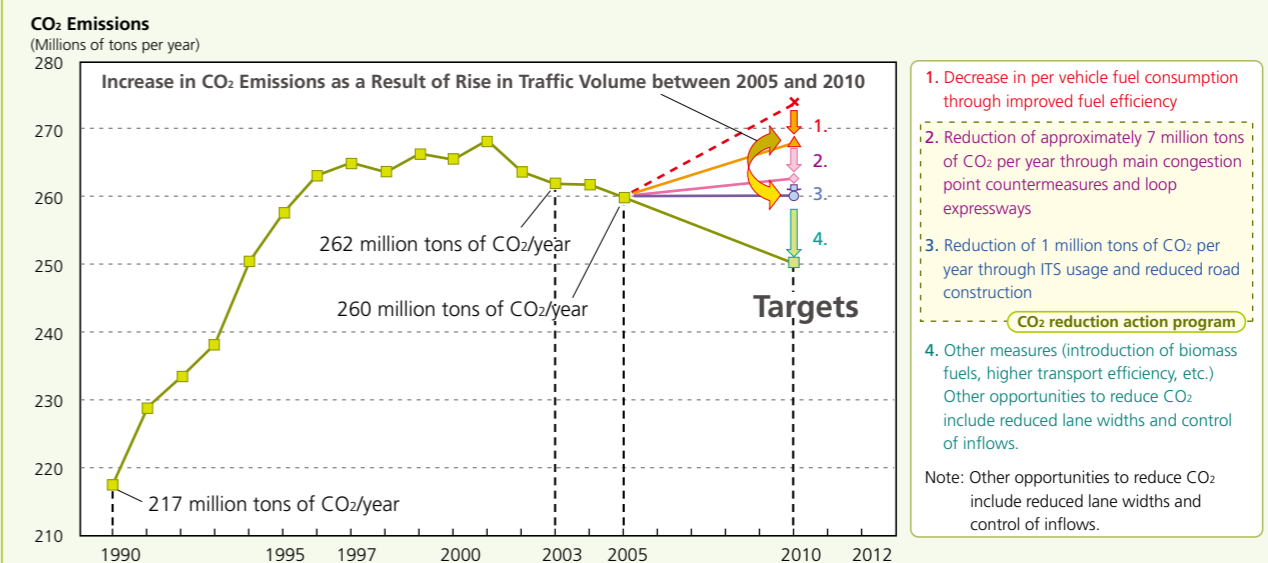
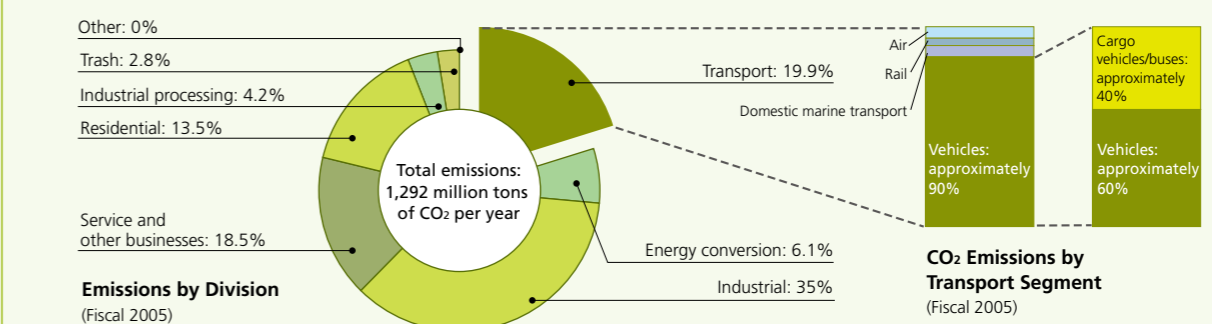
We are increasing the number of ETC gates to alleviate the traffic congestion and inconvenience caused by the increase in ETC users so that customers can use this system safely and conveniently. ETC usage leads to a reduction in CO<sub>2</sub> emissions, as vehicles use less gasoline to pass through them compared to toll gates where vehicles must come to a full stop.



ETC gate at the Toyota-Higashi Interchange on the Ise-Wangan Expressway

### Roads and the Environment: Kyoto Protocol CO<sub>2</sub> Emissions Targets

The Kyoto Protocol, which went into effect in February 2005, targets a 6% average reduction in CO<sub>2</sub> emissions from 1990 levels over the five-year period from 2008 to 2012. The transport sector accounts for approximately 20% of Japanese CO<sub>2</sub> emissions, of which approximately 90% (227 million tons) is from automobile traffic. NEXCO-Central promotes various traffic congestion countermeasures, including the utilization of the Intelligent Transport System (ITS), to increase operational efficiency, reduce CO<sub>2</sub> emissions and prevent global warming.



## Greening Activities

In 1963, activities to increase the greenery around expressways started on the Meishin Expressway, the first major expressway in Japan. Initial activities included planting trees in the median strip to prevent headlights from distracting drivers of oncoming traffic. Other trees were planted near rest areas as part of the landscaping. Eventually, we also created green zones to preserve the roadside environment in residential areas, planted trees to protect nearby wooded areas and added landscaping for safer, more comfortable driving. Current objectives include the prevention of global warming, the preservation of wildlife habitats and the protection of ecosystems. These activities are valuable for drivers and local residents alike, as they facilitate exchange

and cooperation. In this way, NEXCO-Central's initiatives to enhance greenery on expressways include planting trees as well as broader efforts to help the regional and global environment. Planting trees on the slopes alongside expressways contributes significantly to the absorption of CO<sub>2</sub> emitted from motor vehicles. Currently, there are 1,274 hectares of trees planted on roadside slopes, which is estimated to absorb and stabilize 13,500 tons of CO<sub>2</sub> in a year. In addition, native seedlings are nurtured and planted on the slopes to restore the natural environment, with the expectation that the plants will stabilize even more CO<sub>2</sub> as they grow larger.



Green zones along our expressway



Ken-O Expressway Hachioji Junction, just after planting (May 2000)



Same location, nine years later

## Application of Natural Energy Sources

To reduce CO<sub>2</sub> emissions, we utilize natural energy sources such as solar power and spring water from tunnels. Since 1995 we have installed 5 solar power generating facilities at rest areas. The scale of power generation amounts to 78 kw in total.

In 2011, approximately 2,000 kw of power generating facilities will be put into operation along one of our expressways currently under construction. This expressway in some sections features a semi-underground structure



Solar panels in the Nagoya Ring Road No. 2

and solar panels will be installed on its roof over a 5.7km stretch. This is expected to yield a 956t-CO<sub>2</sub> emission annually.

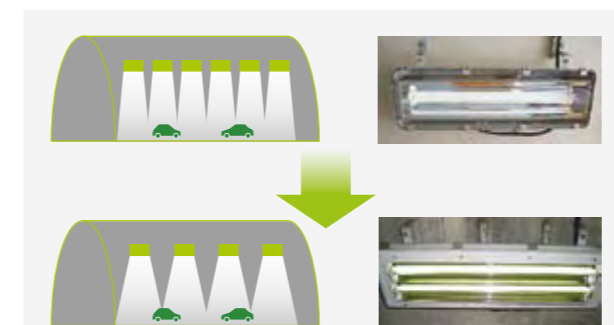
Also, we generate hydroelectric power using the spring water from a tunnel. The scale of its power generation is 50kw. As a result, we will be able to successfully reduce electricity consumption in the Hida Tunnel by approximately 30%.



Ground water flowing out from the Hida Tunnel's evacuation tunnel

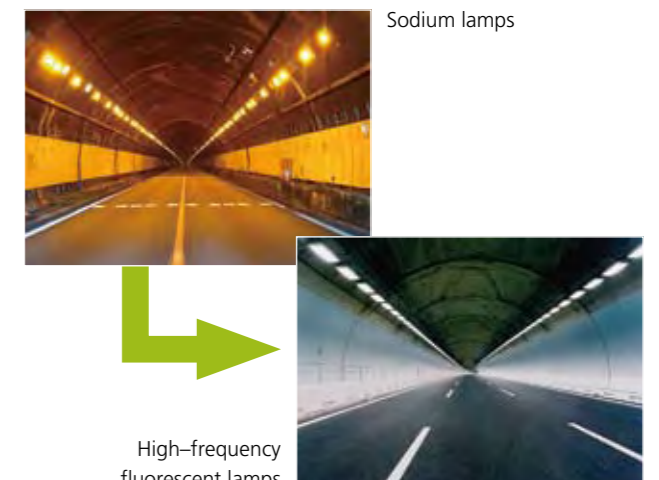
## Saving Energy

We have removed the metal frames from tunnel lights to improve their illumination efficiency. This shift has reduced the number of lights that are required to achieve the same level of illumination, so lights can be placed at wider intervals. In addition, it has reduced the lighting installation costs in tunnels on the New Meishin Expressway by 10% and lowered utility charges 2%.



New lighting equipment

We have also been replacing aging tunnel lighting equipment such as sodium lamps with more efficient, high-frequency fluorescent lamps. As a result, we have successfully reduced electricity consumption by approximately 30%.



Sodium lamps

High-frequency fluorescent lamps

Promotion of the 3Rs for Sustainability

Effective use of our limited resources is an important step toward creating a sustainable society and preventing global warming. We promote the 3Rs and the conservation of energy and natural resources in accordance with the Basic Law for Establishing a Recycling-Based Society.

Construction Byproduct Recycling

We work to recycle all byproducts from road construction. Our initiatives primarily include reducing waste by employing designs, workmanship and construction methods that decrease construction byproducts, reuse soil, reduce sludge and promote the use of byproducts in other construction projects.

Construction Byproduct Recycling

| Initiatives                   | Fiscal 2009 Results |                   | Fiscal 2010 Target | Long-Term Target (Fiscal 2014) |
|-------------------------------|---------------------|-------------------|--------------------|--------------------------------|
| Reusing of Soil               | 83.2%               | (4.93 million m³) | 95%                | 95%                            |
| Recycling of Asphalt Chunks   | 98.8%               | (328,000 tons)    | 98%                | 98%                            |
| Recycling of Concrete Chunks  | 96.7%               | (85,000 tons)     | 98%                | 98%                            |
| Recycling/Reduction of Lumber | 94.3%               | (12,000 tons)     | 95%                | 95%                            |
| Recycling/Reduction of Sludge | 99.9%               | (148,000 tons)    | 95%                | 95%                            |



Crushed rock recovered from construction sites

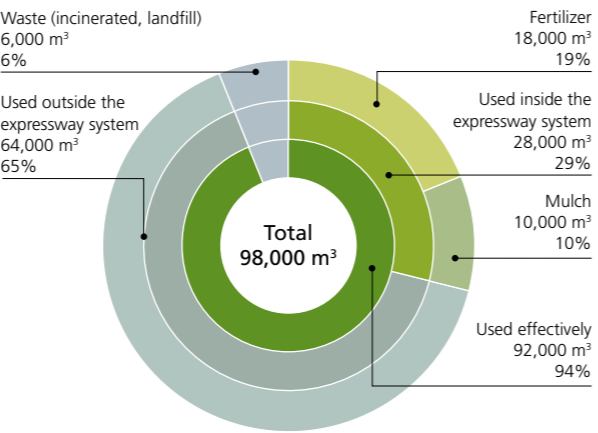


Recycling lumber from construction sites (New Tomei Expressway)

Road Maintenance Waste Management

We reduce waste and recycle whenever possible. Grass clippings and other botanical waste, dirt from road surface cleaning and used pass tickets are collected during road maintenance and operation. Road surface cleaning involves the collection and removal of debris, garbage and dirt from expressways to maintain a safe driving environment. Trash collected during road surface cleaning is separated and recycled in accordance with laws governing waste disposal. For greenery waste, we achieved a recycling rate of 94% in fiscal 2009.

Recycling of Greenery (Fiscal 2009)



Longevity and Recycle of Road Facilities

We are shifting towards longer-life, high-pressure sodium lamps to illuminate expressways and tunnels, which can prolong the lamp life by approximately 30%, from 18,000 to 24,000 hours. Longer lamp life means reduced amount of waste, less impact on the environment and

lower running costs. In fiscal 2009, we installed 7,400 long-life, high-pressure sodium lamps.

Guardrails on expressways are replaced with new ones when damaged. Among the removed guardrails, recyclable ones are repaired and galvanized. Then, they are reused along newly constructed expressways. In fiscal 2009, up to 1,480 meters' worth of guardrails were recycled.



Long-life lighting in tunnel



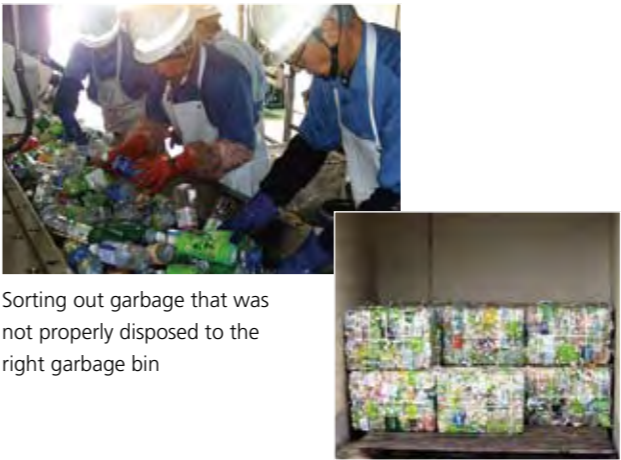
Damaged guardrail

Recycled

Garbage Reduction at Rest Areas

Garbage disposal at rest areas totaled 7,164 tons in fiscal 2009, a 47% decrease compared to the fiscal 1994 peak of 13,400 tons. Garbage levels are falling each year as a result of corporate initiatives and a growing awareness about reducing garbage while approximately 50% of the garbage at our rest areas is brought in from outside the expressway system.

Also, we install boxes for six sorts of garbage at all rest areas and encourage customers to separate their garbage for efficient recycling. We will continue to offer a diverse array of businesses and services at rest areas, and with the cooperation of our tenants and customers, we will promote initiatives aimed at creating a recycling-oriented society and reducing our environmental impact.



Sorting out garbage that was not properly disposed to the right garbage bin

Boxes for six types of waste

## Provision of Better Environment for Regional Communities

From the planning and design stages to full-scale operation, we strive to reduce traffic noise while maintaining environmental standards, including the installation of sound insulation walls, the use of low-noise, low-vibration construction machinery. We also work with local municipalities, police departments, automakers, roadway administrators and drivers to lessen traffic noise.

### Sound Insulation Walls and Environmental Zones

NEXCO-Central plans and installs sound insulation walls based on estimated noise levels and at the request of regional public organizations. In accordance with our five-year plan from fiscal 2009 to fiscal 2013, we will install sound insulation walls along more than 6 kilometers of expressway, bringing the total to about 900 kilometers, and

raise the wall heights along several kilometers. In residential locations along the road, we will establish environmental zones to create a favorable residential environment. We assist with the soundproofing of residences in areas where traffic noise exceeds environmental standards, despite the implementation of roadside measures.



Sound insulation walls



Environmental zones to preserve residential areas

### Quieter and Cleaner Construction

To protect regional environments, we are implementing the following countermeasures to lessen the impact of road construction and maintenance: we limit construction hours and promote the use of low-noise, low-vibration construction machinery. This equipment meets the standards set by the Ministry of Land, Infrastructure, Transport and Tourism in accordance with the Basic Law for Environmental Pollution Control, the Noise Regulation Law and the Vibration Regulation Law. When necessary, we install sound insulating walls in densely populated areas before roadwork begins.



Pavement construction using low-noise machinery



Street lights improve safety on expressways and at interchanges, rest areas and other heavy traffic areas, but they also adversely affect farmland and farm animals, natural areas and wildlife and astronomical observations. We promote several initiatives to reduce light pollution.

### Light Pollution Countermeasures

We are replacing all standard lamps with new lighting fixtures that direct more lights on roads and prevents lights from escaping outwards to the roadside, thus reducing light pollution. In fiscal 2007, about 90 lamps were replaced with new, cutoff type lighting fixtures. We

installed approximately 90 more cutoff type lamps in fiscal 2008, and plan to install 20 more in fiscal 2009. Also, reduced-height lighting lessens light pollution in woods, which is a natural habitat for nocturnal flying squirrels.



Previous type



New cutoff type fixture



Conforming to the Landscape Act, NEXCO-Central enacted the landscape policies of our entire Group in April 2009. We aim at making a contribution to the development of regional communities and an improved quality of life through the creation of beautiful national land and distinctive, vigorous regional economy.



Cherry blossoms along our expressway



### Landscape Policies of NEXCO-Central Group

- Establishment of a safe, reliable, and comfortable-to-use expressway
- Creation of a new landscape recognizable for drivers
- Endeavour to build the expressway that can coexist with natural and social environments of relevant regions
- Provision of a rest area enjoyable for customers and local people

## Preserving Biodiversity

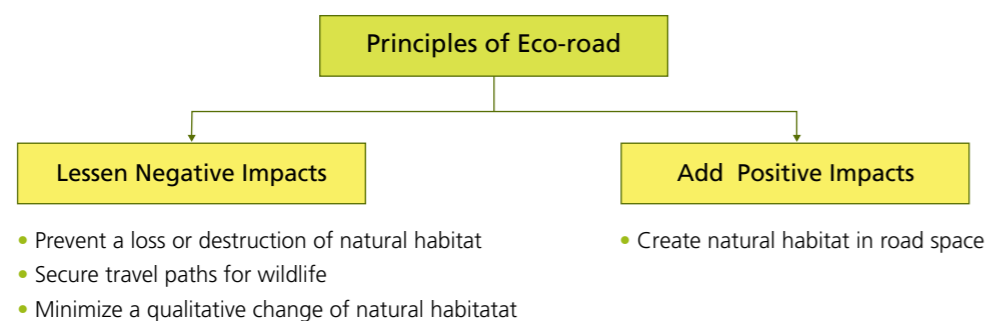
While an expressway is an infrastructure pivotal to socioeconomic activities, it is closely linked with the environment; therefore preservation of the environment around expressways is one of our missions. Also, since the Japanese Archipelagoes boast an abundance of greenery and topography, they are blessed with various plants, wildlife, and nature.

Therefore, carefully considering biodiversity, we take the initiative in creating an “eco-road” that is friendly to natural environment. In accordance with some regulations such as the Environment Impact Assessment Law and the Invasive Alien Species Act, we will expand our business, conducting research and development like nurturing local seedlings.

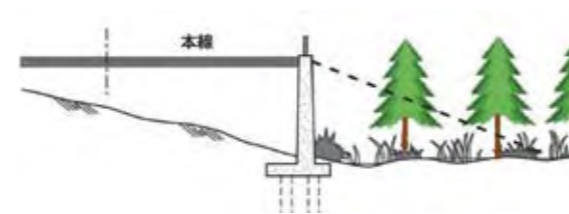
### Creation of “Eco-Road”

Road construction may bring about such negative impacts as disappearance of a natural habitat, blocking of paths for wildlife, and a qualitative change of natural habitat. Through application of the following principles

of “eco-road” creation, we avoid or lessen the impact of construction on local ecosystem and create a new environment by utilizing road space to preserve biodiversity.



In 1999, distribution of a plant called *Thismia abei* (Akasawa) Hatus was identified at the construction site of the New Tomei Expressway. Since it was designated as an endangered species by the Red Data Book of Ministry of Environment, the road structure was changed from a normal slope type to an embankment with a retaining wall in order to preserve this species. Other endangered species such as *Helleborine* and *Calanthea discolor* were also identified and transplanted to be kept intact. We strive to carefully preserve such rare plants.



Protection of natural environment by changing a slope type



Embankment with a retaining wall



*Thismia abei* (Akasawa) Hatus

To prevent blocking wild animals' travel paths with road structures, small tunnels were constructed under expressways. Also, wildlife oases were built at some spots. When we monitored them with an automatic, night-vision camera, various animals were found using the oases.

“Biotope” is an ecological space created in a roadside area to provide a wildlife habitat. It has artificially made ponds and marshes. Currently a variety of wildlife can be seen there, and more species are expected to inhabit there.



Wild boar drinking water at oasis



Badger on a trail to tunnel



2007



2009

Biotope near Hachioji Junction



Glacial Apollo butterfly



Forest green treefrog

### Nurture of Local Seedlings

Since enforcement of the Invasive Alien Species Act that regulates treatment of invasive alien species, greening actions like nurturing of local seedlings have been in the spotlight. Procedures of nurturing local seedlings are: picking native plant seeds up from the area of a road construction, raising them into seedlings at another location, and planting them back into the area after construction.

Easy-to-plant seedling packages, complete with their own starter soil base



Hachioji Junction of the Ken-O Expressway, just after planting greenery (May 2000)



The same location, nine years later

Development of Eco-Technology

Developing Eco-Friendly Construction Methods

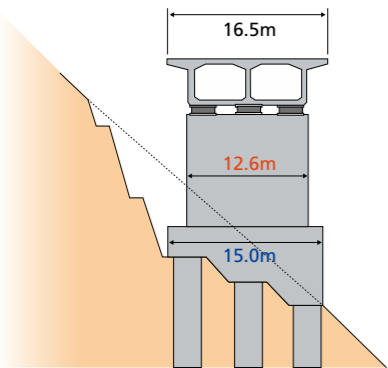
When bridge piers are constructed on steep slopes, conventional construction methods require extensive excavation, which significantly affects the surrounding environment. By applying our experience in this area, we developed a method to minimize slope cutting and the resulting impact on the natural terrain, retaining the scenic beauty surrounding expressways. This method is frequently

used to construct expressways that traverse mountainous regions.

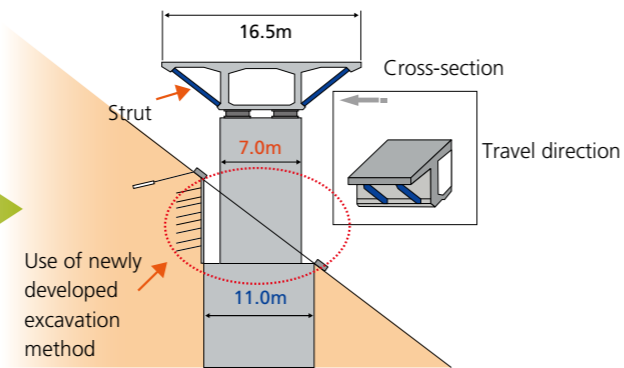
On the New Tomei Expressway, box girder bridges with struts are used in some places to lighten the bridge superstructures and slim piers and other substructure elements. In addition, the Uchimaki elevated road employs segmented precast PC box girders with struts, the first such case in Japan.



Conventional Construction Method



New Construction Method



Using Greening Technology to Surmount Unfavorable Conditions

The construction bed of the New Tomei Expressway includes areas where the soil is very acidic, making it appropriate for planting greenery. To overcome these adverse conditions, when planting trees in such areas we cover their roots with bags containing more suitable starter soil. Trees felled during construction are shredded into mulch and spread to prevent weed growth and facilitate the growth of planted greenery.



Environmental Accounting

As our core management policies, we make efforts to contain global warming, promote the 3Rs and take regional communities into consideration. Equally important is that we work out the cost and effect of our environmental conservation activities for more efficient implementation. Also, we find it necessary to disclose their outcome to our stakeholders. Therefore, we have decided to introduce environmental accounting for our key environmental activities since fiscal 2009, following the Environmental Accounting Guideline published by the Ministry of the Environment in 2005.

Environmental Conservation Cost

Environmental conservation cost can be classified into business area cost, administration cost, research and development cost, and social activity cost. For each of them, both investment costs and expenses are calculated.

In fiscal 2009, the total investment amounts to 16 million US dollars and the overall expense is 138 million US dollars.

| Category                               |   | Details  | Investment<br>(million JPY) | Expense<br>(million JPY) |
|--|---|--|-----------------------------|--------------------------|
| Global Environmental Conservation Cost | Cost for preventing global warming and energy conservation                  | Expansion of expressway network, utilization of natural resource energies, greening activities, etc                                    | 810                         | 242                      |
|  | Cost for preventing noise pollution   | Construction of porous asphalt pavement and noise insulating walls, planting trees, etc  | 741                         | 864                      |
| Resource Circulation Cost              | Cost for the efficient utilization of resources, recycling industrial waste | Implementation of longer-life lamps, reusing and recycling of soils, asphalts, etc, recycling of facilities in tunnel, guardrails, etc | 51                          | 12,520                   |
| Administration Cost                    |   | Disclosure of environmental information, employee education about environment, ISO14001 certification, etc                             | 0                           | 76                       |
| Research and Development Cost          |   | Research and development about environmental conservation  | 0                           | 133                      |
| Social Activity Cost                   |   | Public relation activity about COP10   | 0                           | 2                        |
| Total                                  |   |  | 1,602                       | 13,838                   |

Environmental Conservation Benefit

Environmental conservation benefit in fiscal 2009 is shown in indices of environmental impact caused by our business activities. The volume of CO<sub>2</sub> emission reduced

by our efforts such as expansion of expressway network and greening is about 1.5 million ton.

Economic Benefit Associated with Environmental Conservation Activities

To determine economic benefit of environmental conservation activities, the substantial benefit such as the amount of cost saved by implementing a conservation

activity is calculated. The total economic benefit in fiscal 2009 was 276 million US dollars.

| Category   | Details   | Expense Reduction<br>(million JPY) |
|--|---|------------------------------------|
| Economic Benefits by Global Environmental Conservation | Implementation of efficient lighting equipment in tunnel, improvement of ventilation system in tunnel, utilization of natural resource energies, etc. | 660                                |
| Economic Benefits by Resource Circulation              | Implementation of longer-life lamps, reusing and recycling of soils, asphalts, etc, recycling of facilities in tunnel, guardrails, etc.               | 26,915                             |

## Consolidated Financial Statements

### Relevant GRI Indicators

Global Reporting Initiative (GRI) is a trusted and credible framework for sustainability reporting that can be used by organizations of any size, sector, or location. GRI introduces various performance indicators to measure and check the degree of achievement concerning CSR activities. In light of the Global Compact Advanced Level of Communicating Progress, the following performance indicators defined in GRI are selected to show the results of our management plan.

#### Selected GRI indicators relevant to our activities

| GRI performance indicators       |   | Comment   | Value  |
|----------------------------------|---|---|--|
| <b>Human Rights</b>              |   |   |  |
| HR2                              | Total hours of employee training on policies and procedures concerning aspects of human rights  | Employees at various levels   | 614 hours  |
| <b>Labor Rights</b>              |   |   |  |
| LA4                              | Percentage of employees covered by collective bargaining agreements   |   |  |
| HR7                              | Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor |   |  |
| <b>Environmental stewardship</b> |   |   |  |
| EN1                              | Materials used by weight or volume  | Input volume of soil, asphalt, concrete, steel used for construction and maintenance              | Soil: 600 m <sup>3</sup><br>Asphalt/concrete: 888,000 m <sup>3</sup><br>Ready-mixed concrete: 1,799,000 m <sup>3</sup><br>Steel: 162,000 tons              |
| EN8                              | Total water withdrawal by source  | Volume of tap water   | 4,089,000 m <sup>3</sup>   |
| EN16                             | Total direct and indirect greenhouse gas emissions by weight  | Estimated CO <sub>2</sub> emissions from vehicles on our expressways                              | 7.67 million tons-CO <sub>2</sub>  |
| EN22                             | Total weight of waste by type and disposal method   | Grass clippings and other botanical waste, dirt from road surface cleaning, garbage at rest areas | Grass clippings and other botanical waste: 98,000 m <sup>3</sup> *1<br>Dirt from road surface cleaning: 2,450 tons*2<br>Garbage at rest area: 7,164 tons*3 |
| <b>Anti-corruption</b>           |   |   |  |
| SO3                              | Percentage of employees trained in organization's anti-corruption policies and procedures   | Employees at various levels   | 614 hours  |

\*1 Almost all were recycled by us and through plants

\*2 About 368 tons of 2,450 tons were recycled through recycle plants

\*3 About 2,402 tons of 7,164 tons were recycled through recycle plants

The accompanying consolidated financial statements of Central Nippon Expressway Company Limited and its subsidiaries are an English translation of the consolidated financial statements, the original Japanese version of which was audited by Ernst & Young Shin Nihon LLC, on June 24, 2010. This document was prepared solely for the convenience of non-Japanese readers. Should any discrepancy arise between the English translation and the original Japanese statements, the latter shall prevail.

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The translations of Japanese yen amounts into U.S. dollar amounts are included solely for the convenience of readers outside Japan and have been made at the rate of ¥93.04 to \$1, the approximate rate of exchange at March 31, 2010. Such translations should not be construed as representations that the Japanese yen amounts could be converted into U.S. dollars at that or any other rate.

## Consolidated Balance Sheets

As of March 31, 2010 and 2009

|  | Millions of Yen |            | Thousands of<br>U.S. Dollars |
|--|-----------------|------------|------------------------------|
|  | 2010            | 2009       | 2010                         |
| <b>ASSETS</b>  |                 |            |                              |
| <b>Current assets</b>                                    |                 |            |                              |
| Cash and deposits  | ¥ 27,389        | ¥ 38,037   | \$ 294,379                   |
| Accounts receivable from expressway business operations  | 54,202          | 84,254     | 582,567                      |
| Other accounts receivable                                | 16,967          | 8,526      | 182,362                      |
| Marketable securities                                    | 76,549          | 60,050     | 822,754                      |
| Unfinished roads   | 1,033,729       | 853,877    | 11,110,587                   |
| Inventories  | 2,558           | 2,013      | 27,494                       |
| Deferred tax assets                                      | 2,072           | 1,475      | 22,270                       |
| Others   | 19,097          | 19,652     | 205,256                      |
| Allowance for doubtful accounts                          | (22)            | (26)       | (236)                        |
| Total current assets                                     | 1,232,544       | 1,067,862  | 13,247,463                   |
| <b>Fixed assets</b>                                      |                 |            |                              |
| Property and equipment                                   |                 |            |                              |
| Buildings, less accumulated depreciation                 | 30,742          | 30,626     | 330,417                      |
| Structures, less accumulated depreciation                | 29,470          | 22,146     | 316,745                      |
| Machinery, less accumulated depreciation                 | 42,828          | 41,942     | 460,318                      |
| Transportation equipment, less accumulated depreciation  | 3,923           | 3,508      | 42,165                       |
| Tools and other equipment, less accumulated depreciation | 4,644           | 4,434      | 49,914                       |
| Land   | 115,727         | 115,966    | 1,243,841                    |
| Lease assets, less accumulated depreciation              | 257             | 151        | 2,762                        |
| Construction in progress                                 | 12,956          | 5,980      | 139,252                      |
| Total property and equipment                             | 240,550         | 224,757    | 2,585,447                    |
| Intangible fixed assets                                  | 8,710           | 7,549      | 93,616                       |
| <b>Investments and other assets</b>                      |                 |            |                              |
| Investment securities                                    | 2,357           | 2,268      | 25,333                       |
| Deferred tax assets                                      | 1,408           | 1,017      | 15,133                       |
| Others   | 4,915           | 5,048      | 52,827                       |
| Allowance for doubtful accounts                          | (342)           | (406)      | (3,676)                      |
| Total investments and other assets                       | 8,339           | 7,928      | 89,628                       |
| Total fixed assets                                       | 257,601         | 240,235    | 2,768,712                    |
| <b>Deferred assets</b>                                   |                 |            |                              |
| Issuing expenses for bonds related to road construction  | 1,574           | 1,300      | 16,917                       |
| Total deferred assets                                    | 1,574           | 1,300      | 16,917                       |
| <b>Total assets</b>                                      | ¥1,491,720      | ¥1,309,398 | \$16,033,104                 |

|  | Millions of Yen |            | Thousands of<br>U.S. Dollars |
|--|-----------------|------------|------------------------------|
|  | 2010            | 2009       | 2010                         |
| <b>LIABILITIES</b>                                     |                 |            |                              |
| <b>Current liabilities</b>                             |                 |            |                              |
| Accounts payable for expressway business operation     | ¥ 52,269        | ¥ 55,456   | \$ 561,791                   |
| Current portion of long-term debt                      | 5,604           | 5,553      | 60,232                       |
| Other accounts payable                                 | 21,302          | 19,204     | 228,955                      |
| Income taxes payable                                   | 4,662           | 1,874      | 50,107                       |
| Reserve for employee bonuses                           | 2,850           | 2,827      | 30,632                       |
| Reserve to cover losses due to forged expressway cards | 188             | 247        | 2,021                        |
| Others   | 26,472          | 22,870     | 284,523                      |
| Total current liabilities                              | 113,350         | 108,034    | 1,218,293                    |
| <b>Fixed liabilities</b>                               |                 |            |                              |
| Bonds related to road construction                     | 693,530         | 573,528    | 7454106                      |
| Long-term debt related to road construction            | 406,940         | 352,940    | 4373818                      |
| Other long-term debt                                   | 12,172          | 17,777     | 130,825                      |
| Reserve for retirement benefits                        | 53,583          | 51,160     | 575,914                      |
| Reserve for officers' retirement bonuses               | 159             | 114        | 1,709                        |
| Reserve for ETC mileage service                        | 6,033           | 6,607      | 64,843                       |
| Reserve for card point service                         | 138             | 72         | 1,483                        |
| Others   | 20,374          | 18,366     | 218,981                      |
| Total fixed liabilities                                | 1,192,932       | 1,020,567  | 12,821,711                   |
| Total liabilities                                      | 1,306,282       | 1,128,601  | 14,040,004                   |
| <b>NET ASSETS</b>                                      |                 |            |                              |
| <b>Shareholders' equity</b>                            |                 |            |                              |
| Capital stock  | 65,000          | 65,000     | 698,624                      |
| Additional paid-in capital                             | 71,650          | 71,650     | 770,099                      |
| Retained earnings                                      | 48,730          | 43,190     | 523,753                      |
| Total shareholders' equity                             | 185,381         | 179,840    | 1,992,487                    |
| <b>Valuation and translation adjustments</b>           |                 |            |                              |
| Valuation differences on other marketable securities   | (42)            | (43)       | (451)                        |
| Total valuation and translation adjustment             | (42)            | (43)       | (451)                        |
| <b>Minority interests</b>                              | 99              | 999        | 1,064                        |
| Total net assets                                       | 185,437         | 180,797    | 1,993,089                    |
| <b>Total liabilities and net assets</b>                | ¥1,491,720      | ¥1,309,398 | \$16,033,104                 |

## Consolidated Statements of Income

Years Ended March 31, 2010 and 2009

|   | Millions of Yen |          | Thousands of U.S. Dollars |
|---|-----------------|----------|---------------------------|
|   | 2010            | 2009     | 2010                      |
| <b>Operating revenues</b>                                     | <b>¥581,502</b> | ¥791,729 | <b>\$6,250,021</b>        |
| <b>Operating expenses</b>                                     |                 |          |                           |
| Road rental expenses  | 316,952         | 439,043  | 3,406,621                 |
| Expressway business administrative and cost-of-sales expenses | 206,078         | 286,562  | 2,214,940                 |
| Selling, general and administrative expenses                  | 48,738          | 54,347   | 523,839                   |
| Total operating expenses                                      | 571,770         | 779,953  | 6,145,421                 |
| <b>Operating income</b>                                       | <b>9,732</b>    | 11,775   | <b>104,600</b>            |
| <b>Non-operating revenues</b>                                 |                 |          |                           |
| Interest income   | 373             | 369      | 4,009                     |
| Land and property rental fees                                 | 263             | 363      | 2,827                     |
| Amortization of negative goodwill                             | 354             | —        | 3,805                     |
| Income from exemption of consumption tax and others           | —               | 635      | —                         |
| Income from collection of penalty                             | —               | 355      | —                         |
| Others  | 743             | 929      | 7,986                     |
| Total non-operating revenues                                  | 1,733           | 2,653    | 18,626                    |
| <b>Non-operating expenses</b>                                 |                 |          |                           |
| Interest expense  | 345             | 440      | 3,708                     |
| Others  | 157             | 141      | 1,687                     |
| Total non-operating expenses                                  | 503             | 582      | 5,406                     |
| <b>Ordinary income</b>  | <b>10,963</b>   | 13,846   | <b>117,831</b>            |
| <b>Extraordinary income</b>                                   |                 |          |                           |
| Gain on sale of fixed assets                                  | 97              | 87       | 1,043                     |
| Prior period adjustment profit                                | 207             | 162      | 2,225                     |
| Gain on anonymous investment partnership                      | —               | 198      | —                         |
| Insurance premium refunded on cancellation                    | 141             | —        | 1,515                     |
| Others  | 0               | 69       | 0                         |
| Total extraordinary income                                    | 447             | 517      | 4,804                     |
| <b>Extraordinary losses</b>                                   |                 |          |                           |
| Loss on sale of fixed assets                                  | 73              | 89       | 785                       |
| Loss on disposal of fixed assets                              | 39              | 87       | 419                       |
| Prior period adjustment loss                                  | 78              | 254      | 838                       |
| Loss on revision of retirement benefit scheme                 | —               | 212      | —                         |
| Loss on changes in equity                                     | —               | 110      | —                         |
| Others  | 8               | 7        | 86                        |
| Total extraordinary losses                                    | 200             | 761      | 2,150                     |
| Net income before taxes and minority interests                | 11,210          | 13,602   | 120,486                   |
| Income, inhabitant and enterprise taxes                       | 6,613           | 4,903    | 71,077                    |
| Deferred taxes  | (987)           | 255      | (10,608)                  |
| Total taxes   | 5,625           | 5,158    | 60,458                    |
| Minority interests  | 45              | 350      | 484                       |
| <b>Net income</b>   | <b>¥ 5,540</b>  | ¥ 8,093  | <b>\$ 59,544</b>          |

## Consolidated Statements of Changes in Net Assets

Years Ended March 31, 2010, 2009 and 2008

(Millions of yen)

|   | Shareholders' Equity |                            |                   |                            | Valuation and Translation Adjustments                |  | Minority Interests | Total Net Assets |
|---|----------------------|----------------------------|-------------------|----------------------------|--|--|--------------------|------------------|
|   | Capital Stock        | Additional Paid-in Capital | Retained Earnings | Total Shareholders' Equity | Valuation Differences on Other Marketable Securities | Total Valuation and Translation Adjustment |                    |                  |
| <b>Balance at March 31, 2008</b>                                    | 65,000               | 71,650                     | 35,097            | 171,747                    | (15)   | (15)                                       | 2,514              | 174,246          |
| Net changes during the year   |                      |                            |                   |                            |  |  |                    |                  |
| Net income  | —                    | —                          | 8,093             | 8,093                      | —  | —  | —                  | 8,093            |
| Net change during the year to items other than shareholders' equity | —                    | —                          | —                 | —                          | (27)   | (27)                                       | (1,514)            | (1,542)          |
| Total net change during the year                                    | —                    | —                          | 8,093             | 8,093                      | (27)   | (27)                                       | (1,514)            | 6,550            |
| <b>Balance at March 31, 2009</b>                                    | 65,000               | 71,650                     | 43,190            | 179,840                    | (43)   | (43)                                       | 999                | 180,797          |
| Changes during the year   |                      |                            |                   |                            |  |  |                    |                  |
| Net income  | —                    | —                          | 5,540             | 5,540                      | —  | —  | —                  | 5,540            |
| Changes in items other than shareholders' equity (net)              | —                    | —                          | —                 | —                          | 0  | 0  | (900)              | (899)            |
| Total net change during the year                                    | —                    | —                          | 5,540             | 5,540                      | 0  | 0  | (900)              | 4,640            |
| <b>Balance at March 31, 2010</b>                                    | <b>65,000</b>        | <b>71,650</b>              | <b>48,730</b>     | <b>185,381</b>             | <b>(42)</b>  | <b>(42)</b>                                | <b>99</b>          | <b>185,437</b>   |

(Thousands of U.S. dollars)

|  | Shareholders' Equity |                            |                   |                            | Valuation and Translation Adjustments                |  | Minority Interests | Total Net Assets |
|--|----------------------|----------------------------|-------------------|----------------------------|--|--|--------------------|------------------|
|  | Capital Stock        | Additional Paid-in Capital | Retained Earnings | Total Shareholders' Equity | Valuation Differences on Other Marketable Securities | Total Valuation and Translation Adjustment |                    |                  |
| <b>Balance at March 31, 2009</b>                       | 698,624              | 770,099                    | 464,209           | 1,932,932                  | (462)  | (462)                                      | 10,737             | 1,943,218        |
| Changes during the year                                |                      |                            |                   |                            |  |  |                    |                  |
| Net income   | —                    | —                          | 59,544            | 59,544                     | —  | —  | —                  | 59,544           |
| Changes in items other than shareholders' equity (net) | —                    | —                          | —                 | —                          | 0  | 0  | (9,673)            | (9,663)          |
| Total net change during the year                       | —                    | —                          | 59,544            | 59,544                     | 0  | 0  | (9,673)            | 49,871           |
| <b>Balance at March 31, 2010</b>                       | <b>698,624</b>       | <b>770,099</b>             | <b>523,753</b>    | <b>1,992,487</b>           | <b>(451)</b>   | <b>(451)</b>                               | <b>1,064</b>       | <b>1,993,089</b> |

## Consolidated Statements of Cash Flows

Years Ended March 31, 2010 and 2009

|   | Millions of Yen  |                  | Thousands of U.S. Dollars |
|---|------------------|------------------|---------------------------|
|   | 2010             | 2009             | 2010                      |
| <b>Cash flows from operating activities</b>                         |                  |                  |                           |
| Net income before taxes and minority interests                      | ¥ 11,210         | ¥ 13,602         | \$120,486                 |
| Depreciation and amortization                                       | 14,633           | 13,353           | 157,276                   |
| (Gain) Loss on investments by the equity method                     | (141)            | (132)            | (1,515)                   |
| Increase (Decrease) in reserve for retirement benefits              | 2,350            | (240)            | 25,258                    |
| Increase (Decrease) in reserve for employee bonuses                 | 23               | 155              | 247                       |
| Increase (Decrease) in reserve for ETC mileage service              | (574)            | (274)            | (6,169)                   |
| Increase (Decrease) in reserve to cover losses on unfinished roads  | —                | (1,244)          | —                         |
| Increase (Decrease) in allowance for doubtful accounts              | (67)             | (201)            | (720)                     |
| Interest and dividend income  | (376)            | (488)            | (4,041)                   |
| Interest expense  | 15,961           | 13,506           | 171,550                   |
| (Gain) Loss on sale of fixed assets                                 | (24)             | 1                | (258)                     |
| Loss on disposal of fixed assets                                    | 1,568            | 839              | 16,853                    |
| (Increase) Decrease in accounts receivable-trade                    | 27,535           | (29,013)         | 295,948                   |
| (Increase) Decrease in inventories                                  | (180,260)        | (78,680)         | (1,937,446)               |
| Increase (Decrease) in accounts payable                             | (1,706)          | (33,381)         | (18,336)                  |
| Others  | (2,327)          | 4,236            | (25,011)                  |
| <b>Subtotal</b>   | <b>(112,195)</b> | <b>(97,961)</b>  | <b>(1,205,879)</b>        |
| Interest and dividends received                                     | 416              | 446              | 4,471                     |
| Interest paid   | (15,474)         | (13,354)         | (166,316)                 |
| Income taxes paid   | (3,555)          | (9,390)          | (38,209)                  |
| Income taxes refunded   | 23               | 1,574            | 247                       |
| <b>Net cash used in operating activities</b>                        | <b>(130,784)</b> | <b>(118,685)</b> | <b>(1,405,675)</b>        |
| <b>Cash flows from investing activities</b>                         |                  |                  |                           |
| Payments for placement of time deposits                             | (3,900)          | (23,000)         | (41,917)                  |
| Proceeds from redemption of time deposits                           | 22,500           | 3,620            | 241,831                   |
| Payments for purchase of securities                                 | (3,000)          | —                | (32,244)                  |
| Payments for purchase of investment securities                      | (53)             | —                | (570)                     |
| Proceeds from sale of investment securities                         | 12               | 101              | 129                       |
| Payments for purchase of fixed assets                               | (31,175)         | (21,704)         | (335,071)                 |
| Proceeds from sale of fixed assets                                  | 215              | 277              | 2,311                     |
| Payments for business transfer                                      | —                | (470)            | —                         |
| Payments for business acquirement                                   | (3)              | (49)             | (32)                      |
| Repayment from fund of anonymous investment partnership             | —                | 262              | —                         |
| Others  | 31               | 42               | 333                       |
| <b>Net cash used in investing activities</b>                        | <b>(15,372)</b>  | <b>(40,920)</b>  | <b>(165,219)</b>          |
| <b>Cash flows from financing activities</b>                         |                  |                  |                           |
| Proceeds from long-term debt  | 91,000           | 121,100          | 978,074                   |
| Repayment of long-term debt   | (42,553)         | (126,308)        | (457,362)                 |
| Proceeds from issuance of bonds related to road construction        | 179,271          | 178,975          | 1,926,816                 |
| Redemption of bond related to road construction                     | (60,000)         | (40,000)         | (644,884)                 |
| Purchase of treasury share by subsidiary                            | (48)             | (128)            | (516)                     |
| Others  | (62)             | (25)             | (666)                     |
| <b>Net cash provided by financing activities</b>                    | <b>167,607</b>   | <b>133,612</b>   | <b>1,801,451</b>          |
| <b>Effect of exchange rate changes on cash and cash equivalents</b> | <b>0</b>         | <b>0</b>         | <b>0</b>                  |
| <b>Net increase (decrease) in cash and cash equivalents</b>         | <b>21,451</b>    | <b>(25,993)</b>  | <b>230,557</b>            |
| <b>Cash and cash equivalents at beginning of year</b>               | <b>76,537</b>    | <b>102,530</b>   | <b>822,625</b>            |
| <b>Cash and cash equivalents at end of year</b>                     | <b>¥ 97,988</b>  | <b>¥ 76,537</b>  | <b>\$1,053,181</b>        |

## Supplemental Data

### Segment Information

Year Ended March 31, 2010

(Millions of yen)

|  | Expressway Business | Rest Area Business | Other Related Businesses | Total          | Elimination and/or Corporate | Consolidated   |
|--|---------------------|--------------------|--------------------------|----------------|------------------------------|----------------|
| I. Operating revenue and operating income:                           |                     |                    |                          |                |                              |                |
| (1) Revenues to external customers                                   | 535,621             | 29,776             | 16,105                   | 581,502        | —                            | 581,502        |
| (2) Intersegment revenues  | 17                  | 14                 | 7                        | 40             | (40)                         | —              |
| <b>Total</b>   | <b>535,639</b>      | <b>29,790</b>      | <b>16,112</b>            | <b>581,542</b> | <b>(40)</b>                  | <b>581,502</b> |
| Operating expenses   | 533,066             | 21,748             | 17,001                   | 571,817        | (47)                         | 571,770        |
| Operating income (loss)  | 2,572               | 8,042              | (889)                    | 9,725          | 7                            | 9,732          |
| II. Assets, depreciation and amortization, and capital expenditures: |                     |                    |                          |                |                              |                |
| Total assets   | 1,207,811           | 136,708            | 12,934                   | 1,357,454      | 134,265                      | 1,491,720      |
| Depreciation and amortization  | 11,019              | 1,712              | 70                       | 12,802         | 1,831                        | 14,633         |
| Capital expenditures   | 25,084              | 5,329              | 18                       | 30,432         | 751                          | 31,184         |

(Thousands of U.S. dollars)

|  | Expressway Business | Rest Area Business | Other Related Businesses | Total            | Elimination and/or Corporate | Consolidated     |
|--|---------------------|--------------------|--------------------------|------------------|------------------------------|------------------|
| I. Operating revenue and operating income:                           |                     |                    |                          |                  |                              |                  |
| (1) Revenues to external customers                                   | 5,756,890           | 320,034            | 173,098                  | 6,250,021        | —                            | 6,250,021        |
| (2) Intersegment revenues  | 183                 | 150                | 75                       | 430              | (430)                        | —                |
| <b>Total</b>   | <b>5,757,083</b>    | <b>320,185</b>     | <b>173,173</b>           | <b>6,250,451</b> | <b>(430)</b>                 | <b>6,250,021</b> |
| Operating expenses   | 5,729,428           | 233,749            | 182,728                  | 6,145,926        | (505)                        | 6,145,421        |
| Operating income (loss)  | 27,644              | 86,436             | (9,555)                  | 104,525          | 75                           | 104,600          |
| II. Assets, depreciation and amortization, and capital expenditures: |                     |                    |                          |                  |                              |                  |
| Total assets   | 12,981,632          |                    | 139,015                  | 14,590,004       | 1,443,089                    | 16,033,104       |
| Depreciation and amortization  | 118,433             |                    | 752                      | 137,597          | 19,680                       | 157,276          |
| Capital expenditures   | 269,604             |                    | 193                      | 327,085          | 8,072                        | 335,168          |

>> Privatization of Japan’s Public Expressway Corporations

Privatization Framework of the Four Public Expressway Corporations

Objectives

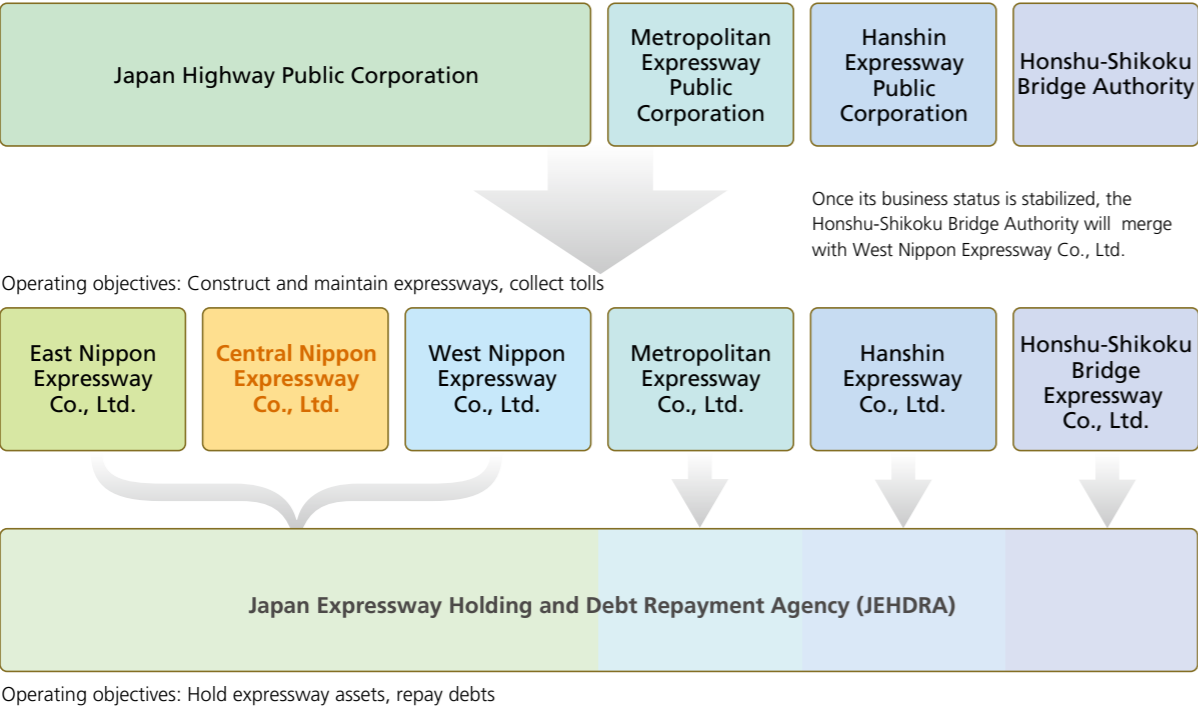
Based on the principle that tasks that can be performed by the private sector should be entrusted to it, Japan’s public expressway corporations have been privatized to achieve the following objectives.

- Fully repay interest-bearing debts amounting to over ¥40 trillion within 45 years.
- Succeed in the early completion of construction on expressways and toll roads that the public truly requires, while minimizing the burden on the public and achieving private-sector autonomy for the new companies.
- Make the most of private-sector expertise by realizing diverse and flexible tolls and offering various services pertaining to the operation of rest areas and the utilization of expressway assets.

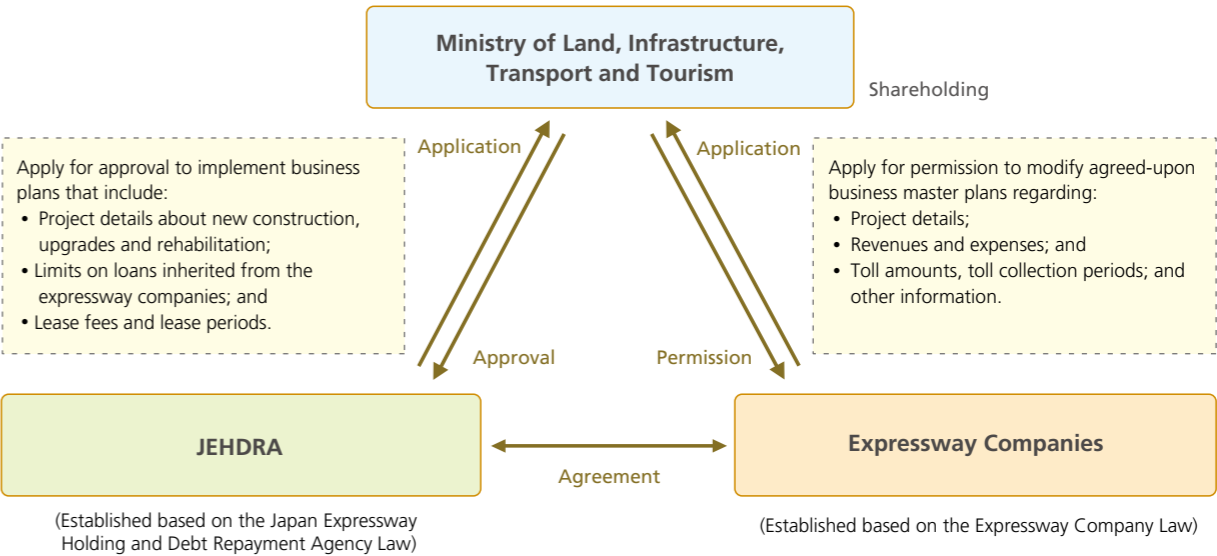
Principal Laws Concerning the Privatization of the Four Public Expressway Corporations

- Expressway Company Law
- Japan Expressway Holding and Debt Repayment Agency Law
- Others

Privatization Scheme



Relationship Among the Organizations

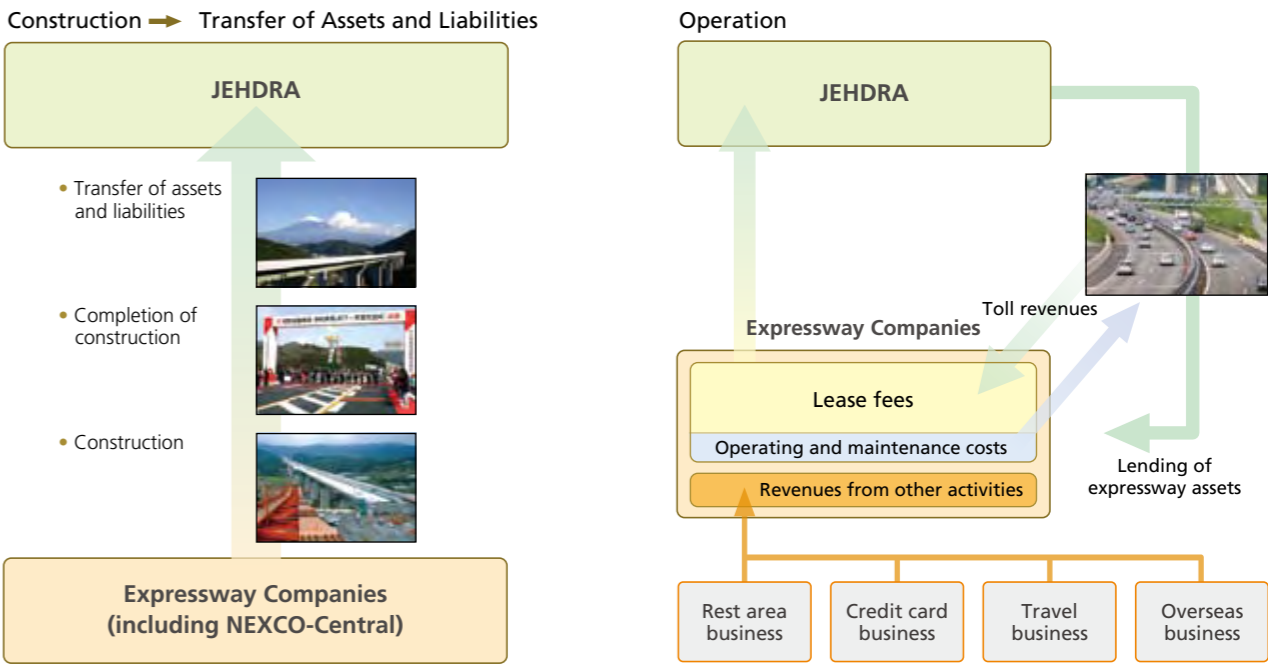


Roles of JEHDR and the Expressway Companies

Expressway assets and liabilities resulting from construction are transferred from the expressway companies to JEHDR once construction is complete. The expressway companies lease back assets to earn toll revenue. Lease fees are calculated as follows.

Lease fees = estimated toll revenue – estimated operating and maintenance costs

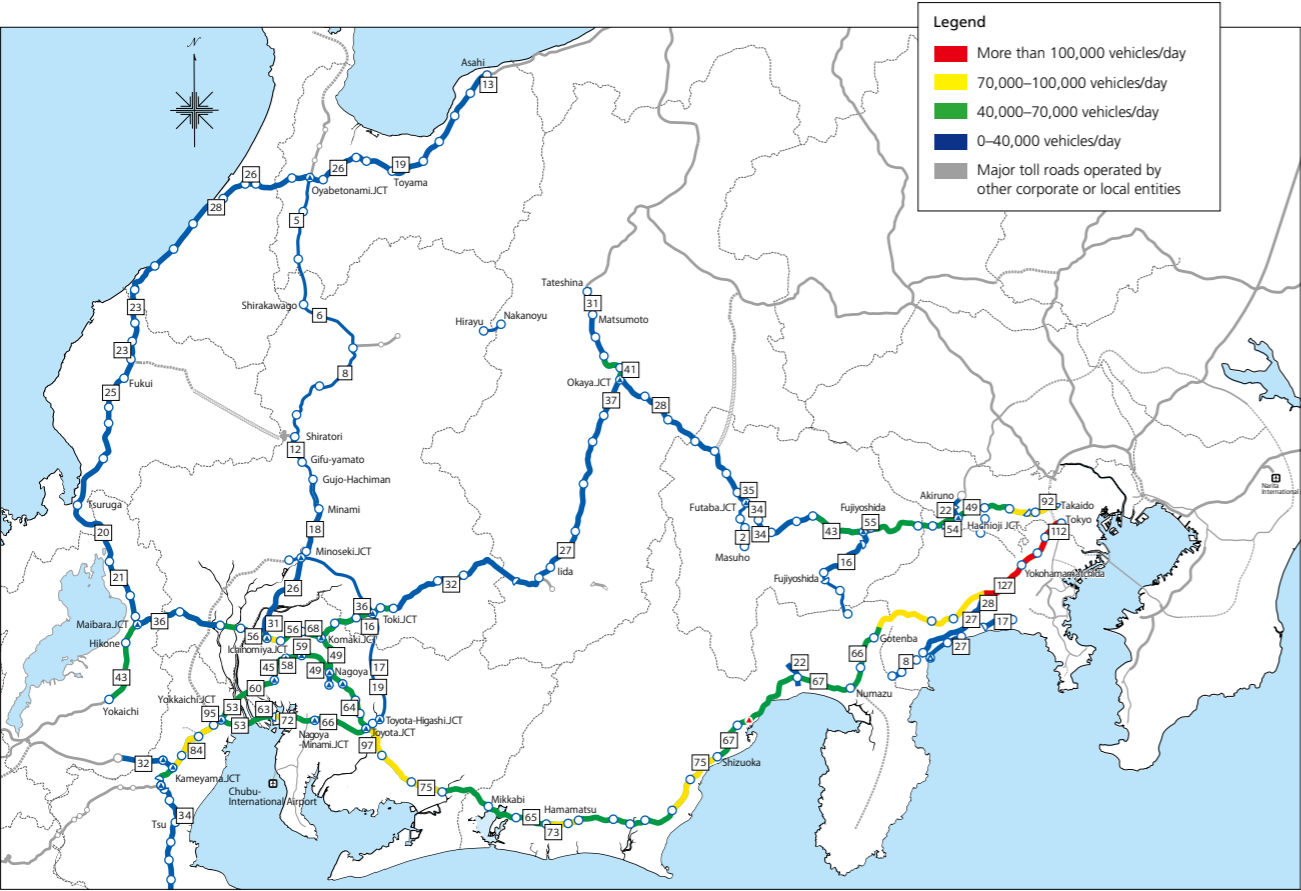
Note: Expressway companies may not earn profits or make losses through expressway construction and operation. However, expressway companies are eligible for certain incentive payments if construction is completed at a lower cost than originally estimated, as and when the Agency recognizes that such cost reductions are due to the companies’ efforts. Also, the companies may earn profits through other activities, such as the operation of rest areas.



>> NEXCO-Central Statistics for Fiscal 2009

Traffic Volume

| Expressway                | Section                                   | Length (km) | Lanes | Average Daily Traffic Volume | Cumulative Daily Traffic Volume |
|---------------------------|---|-------------|-------|------------------------------|---------------------------------|
| Chuo Expressway           | Tokaido-Hachioji                          | 25.8        | 4     | 82,621                       | 119,085                         |
|                           | Hachioji-Lake Kawaguchi                   | 68.1        | 4-7   | 43,254                       | 59,869                          |
|                           | Otsuki Junction-Komaki Junction           | 272.9       | 4-6   | 36,712                       | 95,077                          |
| Meishin Expressway        | Komaki-Youkaichi                          | 87.5        | 4     | 48,091                       | 72,573                          |
| Nagano Expressway         | Okaya Junction-Toyoshina                  | 33.1        | 4     | 40,460                       | 36,409                          |
| Tomei Expressway          | Tokyo-Komaki                              | 346.7       | 4-7   | 79,286                       | 420,031                         |
| Tokai-Hokuriku Expressway | Ichinomiya Junction-Oyabe-Tonami Junction | 184.8       | 2-4   | 14,215                       | 53,144                          |
| Chubu Odan Expressway     | Masuhō-Futaba Junction                    | 16.0        | 2     | 2,908                        | 2,197                           |
| Hokuriku Expressway       | Asahi-Maibara                             | 282.1       | 4     | 25,699                       | 99,703                          |
| Higashi-Meihan Expressway | Takabari Junction-Nagoya Nishi            | 30.9        | 4     | 61,361                       | 120,003                         |
|                           | Nagoya Nishi-Kameyama Minami Junction     | 55.1        | 4     | 69,855                       | 94,667                          |
| Ise Expressway            | Seki Junction-Ise                         | 68.8        | 4     | 25,791                       | 35,093                          |
| Ise-Wangan Expressway     | Toyota Higashi Junction-Tokai             | 30.6        | 6     | 61,863                       | 97,202                          |
|                           | Tobishima-Yokkaichi Junction              | 19.6        | 6     | 56,820                       | 53,921                          |
| New Meishin Expressway    | Kameyama Junction-Kokatsuchiyama          | 18.8        | 4-6   | 35,310                       | —                               |
| Kisei Expressway          | Seiwataki Junction-Kisei-Ouchiyama        | 23.8        | 2     | 6,467                        | 3,673                           |
| New Shonan Bypass         | Fujisawa-Chigasaki-Kaigan                 | 8.7         | 4     | 17,523                       | 24,624                          |
| Seisho Bypass             | Seisho-Ninomiya-Hakoneguchi               | 14.5        | 4     | 26,876                       | 39,548                          |
| Higashi Fuji-Goko Road    | Fujiyoshida-Subashiri                     | 18.0        | 2     | 10,533                       | 19,974                          |
| Odawara-Atsugi Road       | Odawara-Nishi-Atsugi                      | 31.7        | 4     | 30,465                       | 67,669                          |
| Ise-Wangan Road           | Tokai-Tobishima                           | 6.1         | 6     | 77,124                       | 85,618                          |
| Ken-O Expressway          | Hachioji Junction-Akiruno                 | 9.2         | 4     | 23,777                       | 11,016                          |
|                           | Ebina Junction-Ebina                      | 1.9         | 4     | 10,247                       | 5,758                           |
| Tokai Ring Road           | Toyota Higashi Junction-Seki-Hiromi       | 75.9        | 4     | 15,954                       | 46,333                          |
| Hakone Shindo             | Yamazaki-Hakone Toge                      | 13.8        | 2     | 8,234                        | 8,234                           |
| Hachioji Bypass           | Aihara-Uchikoshi                          | 4.5         | 4     | 33,266                       | 33,266                          |
| Nishi Fuji Road           | Fuji-Fujinomiya                           | 6.8         | 4     | 22,521                       | 22,521                          |
| Chubu Jukan Expressway    | Kamitakara-Azumi                          | 5.6         | 2     | 2,504                        | 2,504                           |
| Total                     |   | 1,761.3     |       |                              | 1,729,711                       |



Length of Expressways in Operation

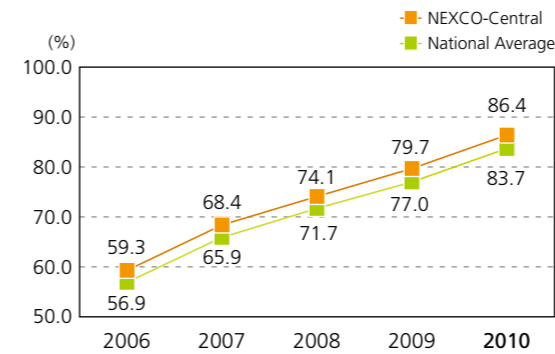
| Fiscal Year | Japan's Total Expressway Network (km) | Expressways Operated by NEXCO-Central (km) | Remarks   |
|-------------|---------------------------------------|--|---|
| 1989        | 4,661                                 | 1,315                                      |   |
| 1990        | 4,869                                 | 1,350                                      |   |
| 1991        | 5,055                                 | 1,361                                      |   |
| 1992        | 5,404                                 | 1,382                                      |   |
| 1993        | 5,574                                 | 1,410                                      |   |
| 1994        | 5,677                                 | 1,410                                      |   |
| 1995        | 5,930                                 | 1,411                                      |   |
| 1996        | 6,114                                 | 1,426                                      |   |
| 1997        | 6,395                                 | 1,464                                      |   |
| 1998        | 6,453                                 | 1,468                                      |   |
| 1999        | 6,615                                 | 1,495                                      |   |
| 2000        | 6,851                                 | 1,530                                      |   |
| 2001        | 6,949                                 | 1,545                                      |   |
| 2002        | 7,187                                 | 1,576                                      |   |
| 2003        | 7,343                                 | 1,587                                      |   |
| 2004        | 7,363                                 | 1,673                                      |   |
| 2005        | 7,389                                 | 1,687                                      | Kisei Expressway (13.4km) opened March 11, 2006.  |
| 2006        | 7,422                                 | 1,693                                      | Chubu Odan Expressway (6.2km) opened December 16, 2006.   |
| 2007        | 7,553                                 | 1,721                                      | Ken-O Expressway (9.2km) opened June 23, 2007.<br>New Meishin Expressway (18.8km) opened February 23, 2008.   |
| 2008        | 7,625                                 | 1,757                                      | Tokai-Hokuriku Expressway (24.9km) opened July 5, 2008.<br>Kisei Expressway (10.4km) opened February 7, 2009. |
| 2009        | 7,729                                 | 1,761                                      | Tokai Ring Road (2.9km) opened April 18, 2009.<br>Ken-O Expressway (1.9km) opened February 27, 2010.          |

Traffic Congestion: Intensity and Causes

Traffic congestion intensity = length (km) x duration (hour)

| Expressway                          | Fiscal 20008          |          |          |              |        | Fiscal 2009           |          |          |              |        |
|-------------------------------------|-----------------------|----------|----------|--------------|--------|-----------------------|----------|----------|--------------|--------|
|                                     | Traffic concentration | Roadwork | Accident | Other factor | Total  | Traffic concentration | Roadwork | Accident | Other factor | Total  |
| Tomei Expressway                    | 20,143                | 10,552   | 9,770    | 1,432        | 41,897 | 36,503                | 11,689   | 15,755   | 2,706        | 66,653 |
| Meishin Expressway                  | 2,063                 | 1,534    | 1,383    | 168          | 5,148  | 5,189                 | 1,333    | 1,695    | 114          | 8,331  |
| Chuo Expressway                     | 15,157                | 725      | 3,214    | 351          | 19,446 | 23,179                | 903      | 6,783    | 391          | 31,256 |
| Chubu Odan Expressway               | 0                     | 0        | 0        | 0            | 0      | 0                     | 0        | 0        | 0            | 0      |
| Nagano Expressway                   | 144                   | 24       | 48       | 32           | 248    | 447                   | 121      | 195      | 45           | 808    |
| Hokuriku Expressway                 | 49                    | 7        | 16       | 27           | 98     | 1,551                 | 23       | 308      | 60           | 1,942  |
| Tokai-Hokuriku Expressway           | 4,567                 | 67       | 190      | 202          | 5,026  | 5,357                 | 25       | 352      | 52           | 5,786  |
| Ise Wangan Expressway               | 174                   | 80       | 69       | 0            | 323    | 495                   | 255      | 611      | 12           | 1,373  |
| Higashi Meihan Expressway           | 8,353                 | 2,973    | 2,196    | 213          | 13,735 | 10,772                | 2,360    | 2,762    | 118          | 16,012 |
| Ise Expressway                      | 171                   | 16       | 82       | 0            | 269    | 173                   | 48       | 89       | 13           | 323    |
| Kisei Expressway                    | 2                     | 0        | 0        | 0            | 2      | 0                     | 0        | 2        | 0            | 2      |
| New Meishin Expressway              | 250                   | 38       | 5        | 0            | 293    | 42                    | 0        | 17       | 0            | 59     |
| New Shonan Bypass                   | 0                     | 0        | 0        | 0            | 0      | 0                     | 0        | 0        | 0            | 0      |
| Seisho Bypass                       | 370                   | 0        | 1        | 144          | 514    | 311                   | 0        | 12       | 3            | 326    |
| Higashi Fuji-Goko Road              | 94                    | 0        | 3        | 16           | 113    | 215                   | 0        | 0        | 0            | 215    |
| Odawara-Atsugi Road                 | 616                   | 57       | 55       | 0            | 729    | 456                   | 15       | 39       | 2            | 512    |
| Ise Wangan Road (Tokai - Tobishima) | 12                    | 8        | 44       | 0            | 64     | 0                     | 0        | 17       | 0            | 17     |
| Ken-O Expressway                    | 22                    | 20       | 8        | 0            | 50     | 36                    | 0        | 0        | 0            | 36     |
| Tokai Ring Road                     | 32                    | 1        | 4        | 0            | 37     | 273                   | 0        | 94       | 0            | 367    |
| Hakone Shindo                       | 16                    | 0        | 1        | 0            | 16     | 9                     | 0        | 1        | 0            | 10     |
| Hachioji Bypass                     | 0                     | 0        | 0        | 0            | 0      | 0                     | 0        | 0        | 0            | 0      |
| Nishi Fuji Road                     | 25                    | 1        | 1        | 0            | 27     | 10                    | 1        | 0        | 0            | 11     |
| Chubu Jukan Expressway              | 0                     | 0        | 0        | 0            | 0      | 0                     | 0        | 0        | 0            | 0      |

ETC Usage Rate in the NEXCO-Central Area and in Japan





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