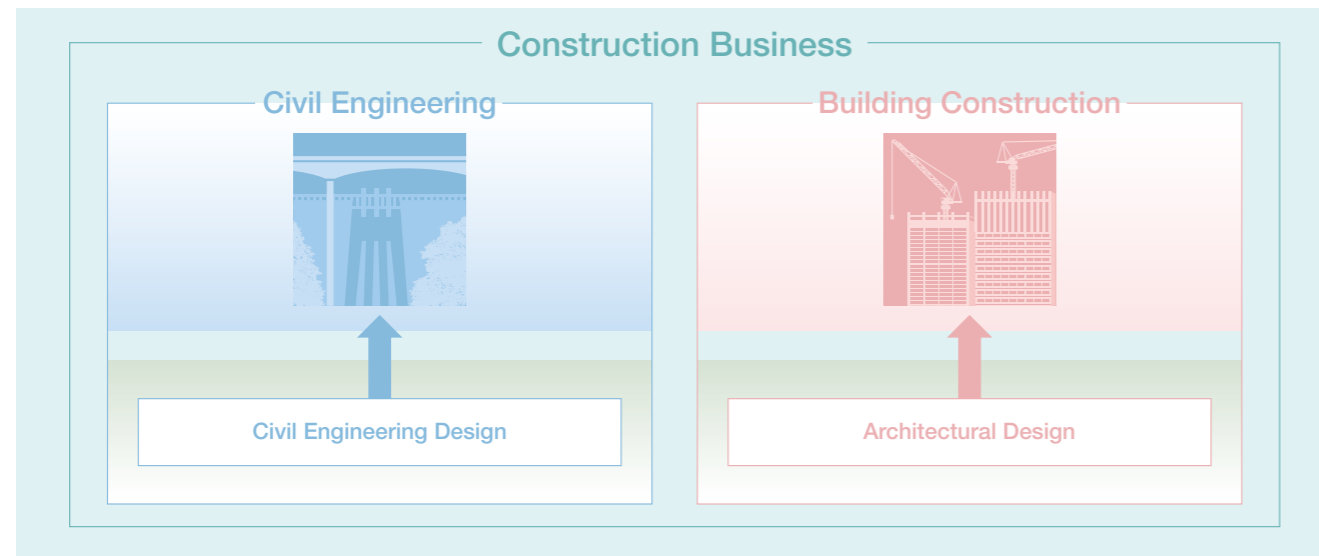


Business Profile

Construction Projects

A notable characteristic of Japanese general contractors is that these firms often handle both the design and construction of the buildings and structures they build. A major pillar of its operations, Kajima's construction business is broadly divided between the

Company's civil engineering and building construction divisions. Under this system, Kajima's employees are responsible for the overall management of construction projects, while specialized work is handled by Kajima partners.



Civil Engineering Projects Create Social Infrastructure

Over its long history, Kajima has helped build societal infrastructure by constructing dams, tunnels, bridges and other civil engineering projects and maintaining railways and roads.

In 1872, the Company became known as "the Kajima of the railways," when it laid the rails for the first railroad in Japan. Continuing on to dams and other civil engineering projects for which it also became well known, Kajima has been integral to Japan's development and the growth of its society in safety and security.

As society advances, environmental awareness is increasing and the expectations placed on civil engineering are changing. Kajima continues to strive to improve the functionality of its civil engineering projects by taking advantage of the Company's achievements and technological capacities developed since the mid-19th century. The Company also focuses on providing solutions to such issues as: economy and safety; addressing society's needs, including disaster recovery; creating landscape designs that blend in with the natural environment; and maintaining and improving the value of its buildings and structures. Kajima continues to provide support for secure and comfortable lifestyles for all of society and to contribute to economic and industrial development by building and maintaining the social capital that will be the cornerstone for future generations.

Architectural Projects Create Living Space






Kajima constructs a wide range of structures, including offices, residences, factories, hospitals, and cultural facilities. Getting its start as a master carpenter's shop in 1840, Kajima was long ago contracted to build foreign commercial offices in Japan, including the Ei-Ichiban Kan, the first Western-style building in Yokohama. Earning a reputation for excellence in the area of Western architecture, the Company went on to construct the Supreme Court Building, the Tokyo Olympics Memorial Komazawa Gymnasium, and other major buildings. These successes, and the expertise garnered from these

experiences, enabled the Company to build the first skyscraper in Japan, the Kasumigaseki Building, in 1968.

In undertaking both the design and the construction of buildings and structures, Kajima seeks to ensure that it earns the trust of clients and meets all of their needs. The Company also fully applies its overall strength, backed up with its technological capabilities, when constructing buildings designed by other firms. Kajima brings to all of its projects a unique combination of capabilities: multi-faceted collaboration between its architectural, construction, and equipment design divisions; the development of new technologies; and practical expertise gained from experience on construction sites. With this approach, the diverse concerns of clients and designers can all be addressed on projects as divergent as offices, residences, production facilities, museums, convention halls, sports facilities, hotels, hospitals, schools, or commercial facilities. In line with its philosophy that "architecture is culture," Kajima will continue to create new urban culture that addresses the issues of longevity, the conservation of energy and resources, and a host of other matters related to building a more sustainable society.



Corporate History

Year 1840		1859 Japan's ports open with ending of national isolation		1900		1919 War ends, Paris Peace Conference held		1923 The Great Kanto Earthquake		1929 Great Depression		1945 War ends, United Nations inaugurated	
1840 Iwakichi Kajima starts carpentry business in Edo (present-day, Tokyo)	1860 Pioneers first Western-style building in Yokohama	1880 Establishes Kajima Gumi	1899 Participates in railway construction projects started in Korea and Taiwan	1909 Enters dam and electric power plant construction business	1918 Construction of Tanna Tunnel begins (17-year project)	1924 Ohmine Dam, Japan's first concrete dam completed	1947 Renamed Kajima Construction Co., Ltd.	1949 Founds Kajima Technical Research Institute, thus becoming Japan's first construction industry to have its own research center					
													
Ei-Ichiban Kan		Aganogawa Bridge											

Development Projects

Development is the third main pillar of Kajima's operations, next to civil engineering and construction. It is an area in which Kajima enjoys some unique advantages. The Company is able to deliver on all aspects of high-quality and high-value development by drawing on the expertise of the entire Group in areas such as planning, construction, tenant leasing, management, and operations. Kajima continues to refine its sophisticated business methods and world-class planning capabilities by combining a presence in development projects in and outside Japan as a developer that brings the strengths of a general contractor to its projects. In terms of development in Japan, Kajima began to realign its organizations in the 1970s in response to robust demand during the period of Japan's accelerated economic growth. The Company started to actively develop large-scale residential properties and condominium projects, followed by an aggressive expansion into office-building and commercial facility development projects.

Shiki New Town is one of the largest independent private-sector projects ever in Japan. Begun in 1971, all aspects of development and construction from land acquisition and reclamation through town planning, design, construction, and division and the sale of condominiums were undertaken by the private sector. In 1988, 17 years after the project was first begun, the new town with a total of 3,021 residences was completed.

Following this massive project, Kajima launched Tokyo

East 21, an urban complex development utilizing property owned by the Company. Taking the initiative to develop an urban complex of hotel space, offices, and commercial facilities on its own was an entrepreneurial step that moved Kajima into the leasing business. Kajima continues to boost the value of Tokyo East 21 by integrating its newest technologies.



Tokyo East 21

Introduction of Diversified Financing Arrangements

The real estate development market has been influenced in recent years by the introduction of innovative financing arrangements. In response to these new financing possibilities, Kajima has created special-purpose companies and utilizes real-estate securitization as a method of improving return on investment. One such success story is the Akihabara UDX project (2006), Japan's first large-scale development project utilizing real estate securitization. Kajima also actively



Komaba Communication Plaza, the University of Tokyo (Komaba I Campus)

participates in private finance initiative (PFI) projects for the construction and operation of public facilities and social infrastructure using private-sector funds, management resources, and advanced technological capabilities. Kajima's development projects embody the Company's commitment to building value and creating an urban culture worthy of being passed on to future generations.

some 80,000m² of land area and comprising four skyscrapers and a shopping mall. In Indonesia, Kajima Overseas Asia Pte Ltd. is currently at work on Senayan Square, one of Asia's largest development projects, begun in 1989. Inhabiting a massive 18.8ha site, the complex will contain specialty shops, two department stores, three office buildings, four apartment buildings, and a multi-use facility with hotel space. This is a build-operate-transfer (BOT) project, which will be transferred to the government after 40 years.

Having developed methods tailored to specific regions and different topographies, both in Japan and overseas, Kajima will continue to develop its diverse array of ventures. These include businesses utilizing construction management techniques that increase the value of existing buildings, comprehensive development with a firm foundation in the construction business, and new financing strategies.







Developing Projects outside Japan

Kajima develops projects in the U.S., Europe, and Asia that are tailored to suit the unique characteristics of each specific region.

In Asia, the Company is especially involved in a numerous large-scale projects that contribute to the development of the region. In Singapore, for example, Kajima became involved in 1991 with the Millennia project, a development measuring



Senayan Square

<p>1951 San Francisco Peace Treaty signed</p>	<p>1964 Tokyo Olympics</p>	<p>1972 Sino-Japanese diplomatic relations normalized</p>	
<p>1950 Pioneers Japan's first joint-venture with Morrison-Knudsen of the U.S.A.</p> 	<p>1955 Completes Kamishiiba Dam, Japan's first arch dam</p> 	<p>1957 Completes Japan's first nuclear reactor at Japan Atomic Energy Research Institute</p>  <p style="text-align: center;">1963 New Tanna Tunnel</p>	<p>1961 Listed on Tokyo Stock Exchange and Osaka Securities Exchange</p> 
	<p>1964 Establishes Kajima International Inc. in Los Angeles, U.S.A</p>	<p>1968 Completes Japan's first skyscraper (Kasumigaseki Building)</p>  <p style="text-align: center;">1974 Shinjuku Skyline</p>	<p>1978 Completes International Trade Center, in Berlin</p>  <p style="text-align: center;">1984 Kokugikan Sumo Arena</p>
			<p>1982 Awarded Deming Application Prize for total quality control activities</p>

Technological Research and Development, Engineering

Kajima's construction and real estate development businesses are underpinned by diligent research and technical development. By constantly pursuing R&D one step ahead of the times, Kajima is striving to build a firm basis for responding to the needs of customers and society.

The Company's research and development activities began in 1949 when Morinosuke Kajima, the Company president at the time, established the Kajima Technical Research Institute based on his philosophy that "continual research and creation is what brings prosperity to society." This marked the first time in the world that a construction company had commenced R&D at a dedicated in-house facility. With a view to help Japan rebuild after World War II, Kajima conducted research on soil foundations and concrete materials at the institute. The Company persistently and tenaciously pursued basic research that would eventually play a vital role in building the country's infrastructure. The results of these endeavors were applied to construct numerous dams, and led to Kajima's expertise in high-rise building construction.

Simulations Conducted at Large-Scale Laboratories

The Kajima Technical Research Institute (KaTRI) consists of several research centers located in the greater Tokyo area. The Institute's headquarters feature a new laboratory completed

in 2009, which provides space for joint multifunctional experimentation used particularly for environmental research. The Nishichofu Complex is equipped with facilities for a wide range of experimentation such as load testing of the strength and safety of large-scale structures, (architectural) environmental engineering tests, wind-tunnel tests to analyze the impact of wind on high-rise buildings, vibration testing for seismic disaster prevention and soil and foundation research including countermeasures to liquefaction. At the Kemigawa Revegetation Laboratory, environmental, slope revegetation, and other studies are conducted, while the Hayama Marine Science Laboratory undertakes research on marine and aquatic environments. These research centers respond to a broad variety of needs and conduct tests to verify new ideas and technologies with the aim to accelerate the commercial use of research results.

Creating Knowledge for Building a Better Tomorrow

Kajima's R&D aims to realize a safe and secure society, to conduct research on the increasingly sophisticated and complex functions of structures, to cope with such environmental issues as global warming, and to respond to the needs of clients while contributing to the advancement of society. As a vital pillar of "Kajima: The technology leader," the Kajima Technical Research Institute functions as a center for the creation of knowledge and continues to pursue research in technologies that will serve as a source of pride for the Company in the future.

Introduction of research equipment



Reproduction test of the seismic response of a high-rise building



Evaluation of wind environment around tall building (using wind-tunnel laboratory)



Large-Size Wave Basic in Ocean and Hydraulic Laboratory

KaTRI 4 ASPECTS

Disaster Prevention

Earthquake / Tsunami
Wind / Flood / Fire

Civil Engineering

Bridges / Coastal structures
Dams / Earthworks
Tunnels / Urban civil works

Disaster Prevention
Civil Engineering
Environmental Consideration

Building Science

Environmental Consideration

Building Science

Offices / Commercial facilities
Residences / Cultural facilities
Factories / Hospitals / Laboratories

Environmental Consideration

Biodiversity conservation / Greenification
Environmental protection / Pollution cleanup
New energy sources / Sustainable engineering

