

## Domestic Subsidiaries and Affiliates

Revenues  
**¥320.1 billion**

Operating Income  
**¥8.6 billion**

In Japan, the Kajima Group comprises 89 subsidiaries and affiliates nationwide, including 11 consolidated subsidiaries. These companies handle a wide range of operations in Kajima's construction business, such as specialized construction work, sales and leasing of construction materials and equipment, building maintenance and administration, and building and hotel management. In the fiscal year ended March 31, 2013, revenues were ¥320.1 billion, unchanged from the previous fiscal year. Operating income, however, decreased ¥1.3 billion, or 12.7%, to ¥8.6 billion, mainly owing to declining gross profit at several consolidated subsidiaries.

### Design & Consulting

Ilya Corporation  
ARMO Co., Ltd.  
ARTES Corporation  
Engineering & Risk Services Corporation  
RTC Inc.  
LANDSCAPE DESIGN Inc.  
EcoRoad Co., Ltd.  
AVANT ASSOCIATES, Inc.

### Sales & Services

Kajima Services Co., Ltd.  
ACT TECHNICAL SUPPORT Inc.  
Kajima Information Communication  
Technology Co., Ltd.  
Toshi Kankyo Engineering Co., Ltd.  
Kajima Tohoku Kousan Co., Ltd.  
K-PROVISION Co., Ltd.  
Kajima Accounting Inc.  
Kajima Real Estate Investment Advisors Inc.

### Finance & Insurance

Katabami Kogyo Co., Ltd.  
Kajima Leasing Corporation  
KR Lease Corporation

### Procurement & Construction

Taiko Trading Co., Ltd.  
Chemical Grouting Co., Ltd.  
Kajima Road Co., Ltd.  
Japan Sea Works Co., Ltd.  
Chuo Industries Co., Ltd.  
Kajima Kress Co., Ltd.  
Kajima Environment Engineering Corporation  
Kajima Mechatro Engineering Co., Ltd.  
Grout Trading Co., Ltd.  
KRC Co., Ltd.  
Clima-Teq Co., Ltd.

### Hotel & Leisure

Azuma Kanko Kaihatsu Co., Ltd.  
Hotel Kajima no Mori Co., Ltd.  
Kajima Resort Corporation  
Atema Kogen Resort, Inc.  
Nasu Resort Corporation  
Shinrinkohen Golf Club Co., Ltd.  
Kajima Karuizawa Resort, Inc.

### Real Estate Development & Management

Kajima Tatemono Sogo Kanri Co., Ltd.  
Kajima Tokyo Development Corporation  
East Real Estate Co., Ltd.  
Kajima Yaesu Kaihatsu Co., Ltd.  
Niigata Bandaijima Building Co., Ltd.

### Culture

Kajima Institute Publishing Co., Ltd.  
Yaesu Book Center Co., Ltd.

\*Green indicates consolidated subsidiaries.



As of March 31

	2011	2012	2013
Number of Employees	3,760	3,785	<b>3,920</b>

## Overview of Business Activities of Principal Subsidiaries and Affiliates

### Taiko Trading Co., Ltd.

### Procurement & Construction



- Procurement business:** Procurement and sales of construction equipment and machinery, facility instruments, and industrial machinery
- Construction business:** Management and contracting of design and construction work for civil engineering projects, equipment installation and general construction projects
- Environment business:** Provision of water treatment and soil decontamination services, and sales of various types of environment-related materials
- International business:** Import and export of construction equipment and machinery, and management of construction projects outside Japan
- Leasing business:** Leasing of a wide range of temporary building materials and construction machinery
- Trading business:** Sales of products that facilitate construction site management

Revenues decreased as a result of intensifying competition and declining demand for restoration and reconstruction work in disaster-affected areas. Nevertheless, profit increased owing to stringent cost management and reduced procurement costs.

(Billions of yen)

	Years ended March 31		As of March 31	
	2012	2013	2013	
Construction Contract Awards	18.5	<b>19.3</b>	Total Assets	<b>42.1</b>
Revenues	95.8	<b>89.9</b>	Number of Employees	<b>268</b>
Operating Income	0.4	<b>0.6</b>		

### Kajima Road Co., Ltd.

### Procurement & Construction



- Contracting and entrustment of pavement work for roads and airport runways, waterproofing work, construction of sports and leisure facilities, and other civil engineering and construction projects
- Manufacturing and sales of building materials
- Design, manufacturing, sales and rental of equipment and machinery used in construction work
- Disposal of industrial waste and sales of recycled products
- Reclamation of land, and sales, brokerage, leasing and management of real estate

Kajima Road maintained a high number of construction contracts and achieved strong sales of asphalt, resulting in increased revenues and profit.

(Billions of yen)

	Years ended March 31		As of March 31	
	2012	2013	2013	
Construction Contract Awards	88.7	<b>89.6</b>	Total Assets	<b>79.0</b>
Revenues	105.7	<b>112.3</b>	Number of Employees	<b>986</b>
Operating Income	3.0	<b>3.6</b>		



### Kajima Tatemono Sogo Kanri Co., Ltd

#### Real Estate Development & Management

1. Contracting and entrustment of overall building and site management
2. Contracting and entrustment of building equipment operations, maintenance and other management activities
3. Contracting of security services
4. Contracting of cleaning services
5. Contracting and entrustment of consulting, planning, design, supervision and construction work related to buildings, electrical systems, sanitation, air conditioning, and building equipment



Steady increases in fixed-term facility management contracts and expanding maintenance work contributed to record-high operating income.

	Years ended March 31		As of March 31	
	2012	2013	2013	
Construction Contract Awards	—	—	Total Assets	15.8
Revenues	39.7	41.9	Number of Employees	1,365
Operating Income	1.9	2.5		

(Billions of yen)

### Ilya Corporation

#### Design & Consulting

1. Interior design and graphic design
2. Consulting related to facility programming, procurement agents, and project management
3. Interior design-related work including interior renovations and provision of furniture



Amid expectations for an economic recovery, construction contract awards expanded and drove up revenues. Profit decreased, however, owing to intensified competition for construction contracts.

	Years ended March 31		As of March 31	
	2012	2013	2013	
Construction Contract Awards	7.0	7.5	Total Assets	3.6
Revenues	6.6	7.7	Number of Employees	162
Operating Income	0.0	0.0		

(Billions of yen)

### Chemical Grouting Co., Ltd

#### Procurement & Construction

1. Surveying, design, construction and consulting related to foundation improvement work and ground stabilization work
2. Surveying, design, construction and consulting related to building foundation work
3. Surveying, design, construction and consulting related to building structural reinforcement work
4. Surveying, design, construction and consulting related to soil decontamination work
5. Sale and rental of various types of equipment, machinery, and materials, as well as related technical assistance



Construction contract awards increased, but revenues and profit decreased due to a decline in ongoing construction projects.

	Years ended March 31		As of March 31	
	2012	2013	2013	
Construction Contract Awards	24.2	25.1	Total Assets	17.9
Revenues	25.3	18.0	Number of Employees	288
Operating Income	1.0	0.1		

(Billions of yen)

### Kajima Mechatro Engineering Co., Ltd.

#### Procurement & Construction

1. Design, manufacturing, installation, sale and rental of machinery and equipment used for civil engineering and construction work as well as shipping
2. Servicing, upgrading, and maintenance of the machinery and equipment listed in 1. above
3. Consulting related to 1. and 2. above
4. Contracting and entrustment of civil engineering and construction projects
5. Contracting and entrustment of management and engineering work for construction project-related surveys, research, planning, design, supervision, procurement, technical assistance, maintenance, and other duties
6. Deployment of construction workers
7. All ancillary work related to the preceding items



Revenues rose as a result of increased construction contract awards during the fiscal 2011 related to reconstruction work in areas damaged by the earthquake disaster. Operating profit was achieved reflecting measures to reduce cost prices.

	Years ended March 31		As of March 31	
	2012	2013	2013	
Construction Contract Awards	13.8	7.3	Total Assets	5.5
Revenues	10.4	13.5	Number of Employees	175
Operating Income	(0.1)	0.0		

(Billions of yen)

### Kajima Leasing Corporation

#### Finance & Insurance

1. Leasing, renting, buying and selling of machine tools, electrical equipment, construction equipment, medical equipment, automobiles, transport equipment, and intangible property rights
2. Buying, selling, renting and brokerage of real estate and ancillary facility equipment
3. Financing of cash loans, credit purchases, and installment sales
4. Consulting related to business management, investment planning, and other matters
5. Construction project-related planning, design, management and contracting



Revenues and profit increased reflecting the sale of large-scale properties for which building lease contracts had expired.

	Years ended March 31		As of March 31	
	2012	2013	2013	
Construction Contract Awards	—	—	Total Assets	33.7
Revenues	7.3	7.9	Number of Employees	40
Operating Income	0.5	0.7		

(Billions of yen)

### Clima-Teq Co., Ltd.

#### Procurement & Construction

1. Design, construction and after-sales service of facility systems related to air conditioning equipment, plumbing and sanitary equipment, electrical and communications equipment, and electronic devices
2. Design, construction and after-sales service related to building surveys and assessments, planning of long-term repair projects, seismic reinforcement work, equipment upgrades and building renovation work
3. Design, construction and after-sales service related to plumbing systems and the installation of manufacturing and laboratory equipment



Construction contract awards and revenues increased, but an operating loss was incurred as a result of deteriorating profits from construction projects.

	Years ended March 31		As of March 31	
	2012	2013	2013	
Construction Contract Awards	18.0	21.3	Total Assets	12.2
Revenues	19.3	21.8	Number of Employees	373
Operating Income	0.4	(0.2)		

(Billions of yen)