(Translation)

Note: This document has been translated from the Japanese original for reference purposes only. Should any conflict arise between this translated document and the Japanese original, the Japanese original shall prevail.

ARTICLES OF INCORPORATION

KAJIMA CORPORATION

ARTICLES OF INCORPORATION
OF
KAJIMA CORPORATION

CHAPTER I
GENERAL PROVISIONS

Article 1. Trade Name

The name of the Company shall be "KAJIMA KENSETSU KABUSHIKI KAISHA," and in English, "KAJIMA CORPORATION."

Article 2. Corporate Objectives

The objective of the Company shall be to engage in the following businesses:

1. Contracting and undertaking of civil engineering, architecture, machinery and equipment, and other construction work in general;
2. Investigation, research, evaluation, examination, planning, surveying, design, supervision, procurement, operational management, technical guidance, and other comprehensive engineering, management, and consulting concerning construction projects and other projects related to community development, urban development, marine development, space development, natural resource development, environmental management, energy supply, etc.;
3. Land development, manufacture and construction of residential and other buildings, purchase and sale, leasing, brokerage, maintenance, management, appraisal, valuation, and consulting of real estate, and afforestation and landscaping work;
4. Investment in and sale and purchase of interests in real estate investment trusts and special-purpose companies relating to real estate, and specified joint real estate ventures;
5. Design, manufacture, processing, sale, export and import, and leasing of construction, cargo-working and conveying equipment, cableways, cable railways, pollution control equipment, construction materials, furniture, interior and exterior decorations, craftworks, gardening tools, etc.;
6. Planning, development, acquisition, licensing, and sale of industrial property rights, copyrights, know-how, and various types of computer software;
7. Business related to collection, processing, and provision of various types of information, telecommunication, and broadcasting business;
8. Research and development related to agricultural produce cultivation and farming of fish and shellfish, and the sale of such products thereof;
9. Maintenance and management, security services, and cleaning services for buildings (both interior and exterior);
10. Collection, transport, and disposal of municipal waste and industrial waste, recycling, removal of environmentally hazardous substances, and consulting business relating thereto, supply of electricity and thermal energy;

11. Planning, construction, ownership, maintenance, management, and operation of roads, railways, harbors, airports, rivers, water supply, drainage, government office buildings, waste management facilities, and other public facilities and facilities related thereto;
12. Ownership, management and consulting of hotels and other lodging facilities, sports facilities, health and medical facilities, resorts and other welfare facilities, educational and training facilities, amusement parks and other recreational facilities, supermarkets and other commercial facilities, warehouses, distribution centers, restaurants, etc.;
13. Travel agency, business of transportation by land, sea, and air, freight forwarding, non-life insurance agency business, solicitation of life insurance, and worker dispatching services;
14. Planning, production, and sale of advertising, publishing, printing, audio-visual, and all other types of media, and planning, production, management, and consulting for all types of events;
15. Retail business related to food, clothing, medicine, cigarettes, liquor, postage stamps, books, stationery, and other daily sundries, and intermediation, sale and mail-order sale services related to golf club memberships and other memberships, accommodation tickets, and admission tickets;
16. Financial business, such as loaning money and guaranteeing debts, and general leasing business; and
17. All activities related or incidental to any of the above.

Article 3. Location of Head Office
The head office of the Company shall be located in Minato-ku, Tokyo.

Article 4. Organizational Bodies
In addition to the Shareholders’ Meeting and Directors, the Company shall have the following organizational bodies:
(1) Board of Directors
(2) Audit and Supervisory Committee
(3) Financial Auditor

Article 5. Method of Public Notice
Public notices of the Company shall be given electronically. Provided that if a public notice cannot be made electronically due to an accident or other unavoidable circumstances, it shall be given in *The Nihon Keizai Shimbun*.

CHAPTER II
SHARES

Article 6. Total Number of Shares that May be Issued by the Company
The total number of shares that may be issued by the Company shall be one billion two hundred fifty million (1,250,000,000).

Article 7. Number of Shares per Share Unit

The number of shares constituting one share unit of the Company shall be one hundred (100).

Article 8. Rights in Relation to Shares of Less Than One Share Unit

Shareholders of the Company may not exercise any rights other than those listed below with respect to shares held in amounts less than one share unit:

(1) Right listed in Article 189, Paragraph 2 of the Companies Act of Japan;
(2) Right to make a demand pursuant to Article 166, Paragraph 1 of the Companies Act of Japan; and
(3) Right to receive an allotment of shares for subscription and share options for subscription in proportion to the number of shares held by the shareholder.

Article 9. Shareholder Register Administrator

The Company shall hire a shareholder register administrator.

The shareholder register administrator and its business location shall be determined by a resolution of the Board of Directors and public notice thereof shall be given.

Preparation and keeping of the Shareholder Register and Share Option Register of the Company and other administrative services relating thereto shall be entrusted to the shareholder register administrator, and the Company shall not handle any such matters.

Article 10. Share Handling Regulations

The matters concerning the handling of shares and the fees therefor shall be governed by the Share Handling Regulations established by the Board of Directors, as well as the applicable laws and regulations and these Articles of Incorporation.

CHAPTER III
SHAREHOLDERS' MEETINGS

Article 11. Convocation

The annual shareholders' meeting shall be convened in June of each year, and a special shareholders' meeting may be convened whenever necessary, by the Director serving as President.

If the Director serving as President is unable to act or the position is vacant, another Director selected in accordance with the order of priority determined in advance by the Board of Directors shall act on his or her behalf.

Article 12. Location of Meetings

Shareholders' meetings of the Company shall be convened in one of the 23 wards of Tokyo.

Article 13. Record Date for Annual Shareholders' Meeting

The record date for voting rights at the annual shareholders' meeting of the Company shall be March 31 of each year.

Article 14. Chairperson

The Director serving as President shall act as the chairperson of the shareholders' meeting. If the Director serving as President is unable to act or the position is vacant, another Director selected in accordance with the order of priority determined in advance by the Board of Directors shall act on his or her behalf.

Article 15. Measures for Electronic Provision, etc.

When convening a shareholders' meeting, the Company shall take measures to electronically provide the information contained in the reference documents for the shareholders' meeting.

The Company may omit all or part of the matters specified by a Ministry of Justice Order, among the matters for which electronic provision measures are taken, from the printed documents to be delivered to shareholders who have made a request for printed document delivery by the record date for voting rights.

Article 16. Proxy Voting

A shareholder may exercise his or her voting rights of the Company by appointing as a proxy one (1) shareholder having voting rights.

In the case of the preceding paragraph, the shareholder or the proxy shall submit to the Company a document evidencing the proxy's authority at each shareholders' meeting.

Article 17. Resolutions

Unless otherwise provided for by laws and regulations or these Articles of Incorporation, resolutions of a shareholders' meeting shall be adopted by a majority of the voting rights held by the shareholders present at the meeting who are entitled to exercise their voting rights.

Resolutions provided for in Article 309, Paragraph 2 of the Companies Act of Japan shall be adopted with attendance of shareholders holding at least one-third (1/3) of the voting rights of shareholders entitled to exercise voting rights and by a vote of at least two-thirds (2/3) of those voting rights in attendance.

CHAPTER IV
DIRECTORS AND BOARD OF DIRECTORS

Article 18. Number of Directors
The Company shall have no more than fourteen (14) Directors.

Of the Directors referred to in the preceding paragraph, no more than five (5) Directors shall be Audit & Supervisory Committee Members.

Article 19. Election of Directors
Directors who are Audit & Supervisory Committee Members and other Directors shall be elected separately at a shareholders' meeting.

A resolution for the election provided for in the preceding paragraph shall be adopted with attendance of shareholders holding at least one-third (1/3) of the voting rights of shareholders entitled to exercise voting rights and by a majority vote of those voting rights in attendance.

Resolutions for the election of Directors shall not be made by cumulative voting.

Article 20. Directors' Term of Office
The term of office of Directors (excluding Directors who are Audit & Supervisory Committee Members) will continue until the conclusion of the annual shareholders' meeting for the last business year which ends within one (1) year from the time of their election.

The term of office of Directors who are Audit & Supervisory Committee Members will continue until the conclusion of the annual shareholders' meeting for the last business year which ends within two (2) years from the time of their election.

The term of office of Directors who are Audit & Supervisory Committee Members and are elected as a substitute for a Director who is an Audit & Supervisory Committee Member who retires before the expiry of his or her term of office shall conclude when the term of office of the retired Director who was an Audit & Supervisory Committee Member expires.

A resolution for the election of substitute Directors who are Audit & Supervisory Committee Members elected pursuant to Article 329, Paragraph 3 of the Companies Act of Japan shall remain effective until the commencement of the annual shareholders' meeting for the last business year ending within two (2) years following such election.

Article 21. Representative Directors and Officers with Special Titles, etc.
The Board of Directors shall, through a resolution, appoint Representative Directors from among the Directors (excluding Directors who are Audit & Supervisory Committee Members).

The Board of Directors shall, through a resolution, appoint one (1) President from among the Representative Directors or Executive Officers.

The Board of Directors may, through a resolution, appoint one (1) Director to serve as Chairman and a few Directors to serve as Vice Chairmen from among the Directors (excluding Directors who are Audit & Supervisory Committee Members).

The President shall execute the resolutions of the Board of Directors and manage the overall business of the Company.

Article 22. Convocation and Notice of Board of Directors' Meeting
The Director serving as President shall convene Board of Directors' meetings, and notice thereof shall be dispatched to each Director no later than three (3) days prior to the day of the meeting. However, such period may be shortened if the circumstances warrant.

If the Director serving as President is unable to act or the position is vacant, another Director selected in accordance with the order of priority determined in advance by the Board of Directors shall act on his or her behalf.

Article 23. Delegation of Decision-making on Important Business Execution
Pursuant to Article 399-13, Paragraph 6 of the Companies Act of Japan, the Company may, through a resolution of the Board of Directors, delegate all or part of the decisions regarding the execution of important business operations (excluding the matters set forth in Paragraph 5 of the same Article) to the Directors.

Article 24. Omission of Resolutions at Board of Directors' Meeting
The Company shall deem that a resolution at a Board of Directors' meeting has been adopted when the requirements set forth in Article 370 of the Companies Act of Japan have been satisfied.

Article 25. Regulations of the Board of Directors
Matters concerning the Board of Directors shall be governed by the Regulations of the Board of Directors established by the Board of Directors, as well as the applicable laws and regulations and these Articles of Incorporation.

Article 26. Liability Limitation Agreement with Directors

Pursuant to Article 427, Paragraph 1 of the Companies Act of Japan, the Company may enter into an agreement with a Director (excluding Executive Directors, etc.) to limit liability for damages under Article 423, Paragraph 1 of the Companies Act of Japan within the limit of the amount provided by the applicable laws and regulations, as long as such Director is acting in good faith and without gross negligence.

Article 27. Executive Officers

The Board of Directors may, through a resolution, appoint Executive Officers, and have them carry out the business operations of the Company with divided responsibilities.

CHAPTER V
AUDIT & SUPERVISORY COMMITTEE

Article 28. Full-time Audit & Supervisory Committee Members

The Audit & Supervisory Committee may, through a resolution, appoint full-time Audit & Supervisory Committee Members.

Article 29. Notice of Convocation of the Audit & Supervisory Committee Meetings

Notice of convening an Audit & Supervisory Committee meeting shall be dispatched to each Audit & Supervisory Committee Member no later than three (3) days prior to the day of the meeting. However, such period may be shortened if the circumstances warrant.

Article 30. Audit & Supervisory Committee Regulations

Matters concerning the Audit & Supervisory Committee shall be governed by the Audit & Supervisory Committee Regulations established by the Audit & Supervisory Committee, as well as the applicable laws and regulations and these Articles of Incorporation.

CHAPTER VI
FINANCIAL AUDITOR

Article 31. Election of Financial Auditor

The Financial Auditor shall be elected at a shareholders' meeting.

Article 32. Term of Office of Financial Auditor

The term of the Financial Auditor will continue until the conclusion of the annual shareholders' meeting for the last business year which ends within one (1) year from the time of his or her election.

The Financial Auditor is deemed to have been re-elected at the annual shareholders' meeting referred to in the preceding paragraph unless otherwise resolved at such shareholders' meeting.

CHAPTER VII
ACCOUNTING

Article 33. Business Year

The business year of the Company shall be one (1) year, commencing on April 1 of each year and ending on March 31 of the following year.

Article 34. Organs That Decide Dividends of Surplus, etc.

Unless otherwise provided for by laws and regulations, the Company may, through a resolution of the Board of Directors, determine the matters set forth in Article 459, Paragraph 1 of the Companies Act of Japan, including dividends of surplus.

Article 35. Record Date for Dividends of Surplus

The record date for the year-end dividend of the Company shall be March 31 of each year.

The record date for the interim dividend of the Company shall be September 30 of each year.

In addition to the preceding two paragraphs, the Company may pay dividends of surplus upon specifying a record date.

Article 36. Period of Exclusion for Payment of Dividends

If a dividend is to be paid in cash, the Company shall be exempt from its obligation to pay the dividend if such a dividend remains unreceived for a period of three (3) full years from the start date to receive payment thereof.

No interest shall accrue on any unpaid amount referred to in the preceding paragraph.

(Last Amended: June 26, 2026)