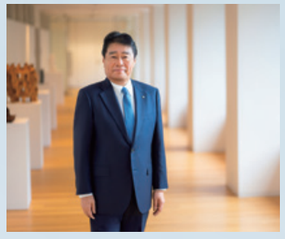
Our Focus in the KAJIMA Integrated Report 2026

This report presents the Kajima Group's value creation from two perspectives: what is carried forward and what continues to evolve. Our corporate philosophy, enterprising spirit, and commitment to contributing to society have been carried forward as enduring foundations of Kajima, even as the times and our management structures have changed. At the same time, our people and technology continue to evolve as experience and expertise gained at project sites are passed on to the next generation. From person to person, from people to machines, and from Japan to the world, this growth and progress extend across generations and regions.
This report is structured around the following two perspectives. We hope this report will deepen your understanding of the Kajima Group's value creation by showing how its various sections are interconnected and how each contributes to the overall process.

Perspective 1 A New Management Structure, Enduring Values

This perspective explores how the Kajima Group will carry forward its corporate philosophy, enterprising spirit, and commitment to contributing to society under a new management structure while pursuing sustainable growth.



P.07 **Message from the President**



P.28 **Foundation for Value Creation**



P.91 **Outside Officer Discussion**

Perspective 2 The Continuity and Evolution of People and Technology

The expertise and techniques developed at project sites create new value through talent development, automated construction, and overseas expansion. This perspective highlights how Kajima passes on expertise as its people and technology evolve across diverse settings.



P.13 **Feature 1**

Yaesu 2-Chome Central District: The final piece in the redevelopment of the Tokyo Station area. A major project bringing together people and technology



P.17 **Feature 2**

A[4]CSEL passes Kajima's on-site capabilities to the next generation: From skilled workers to automated machines, and on to everyone in the field



P.19 **Feature 3**

Global technology marketing pioneered by The GEAR by Kajima

Cover Overview

People and technology are Kajima's sources of value creation. To represent these pillars, we selected pictures of employees working on the front lines at diverse locations internationally, the large-scale redevelopment project for Yaesu in Tokyo, and the Kajima Technical Center, our facility for hands-on training. Running through the design as its central axis, the carpenter's square motif from Kajima's logo expresses our aspiration to draw new lines toward the future, building on people and technology, and chart a course for growth.

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Editorial Policy

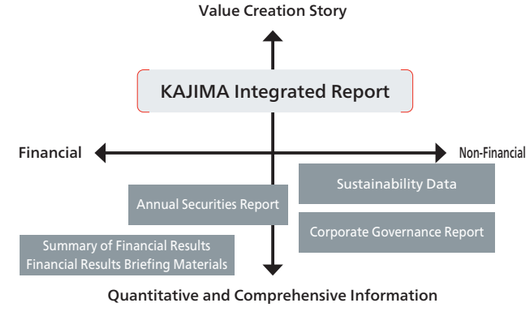
Kajima publishes the *KAJIMA Integrated Report* as a communication tool to deepen understanding of the Kajima Group's value creation and growth strategies and to facilitate constructive dialogue with its stakeholders. This edition focuses on "People and Technology," the key sources of value creation at the Kajima Group, highlighting how expertise is passed on through people and technology and how both continue to evolve. Through case studies on topics such as a large-scale project where Kajima's history and spirit of challenge come together, the passing on of skills through automated construction, the global application of our technologies, and our initiatives in the nuclear power field, we show how skills and expertise are passed on from one generation to the next. We also highlight how people and technology continue to evolve, thereby creating new value. It includes information to address investor inquiries alongside details on our business model, strategies, financial position, sustainability, and corporate governance, with a focus on our construction and real estate development businesses. We hope this report will further enhance our dialogue with stakeholders. In assembling this report, the editorial team used the following documents as references: The International Integrated Reporting Framework, GRI Standards, Guidance for Collaborative Value Creation by Japan's Ministry of Economy, Trade and Industry, and Environmental Reporting Guidelines by Japan's Ministry of the Environment.

Environment Social Governance
Guidance for Collaborative Value Creation

Scope of Report

Period	FY2025 April 1, 2025 to March 31, 2026 in Japan January 1, 2025 to December 31, 2025 overseas Note: Target periods may differ from those indicated above. Some activities conducted in a different period may be included.
Organization	Kajima Group
Publication	November 2026
Online Information	• Corporate Website https://www.kajima.co.jp/english/ • Investor Relations https://www.kajima.co.jp/english/ir/ • Sustainability Initiatives https://www.kajima.co.jp/english/sustainability/

Our Disclosure Framework



Forward-Looking Statements

This integrated report includes forward-looking statements that are based on various assumptions. Actual performance figures and the achievement of strategies could differ in reality.