Part 1

How Kajima Creates Value

Grounded in the corporate philosophy and enterprising spirit passed down to us, we continue to refine our people and technology as sources of value creation, pursuing growth for the Kajima Group and progress for society.

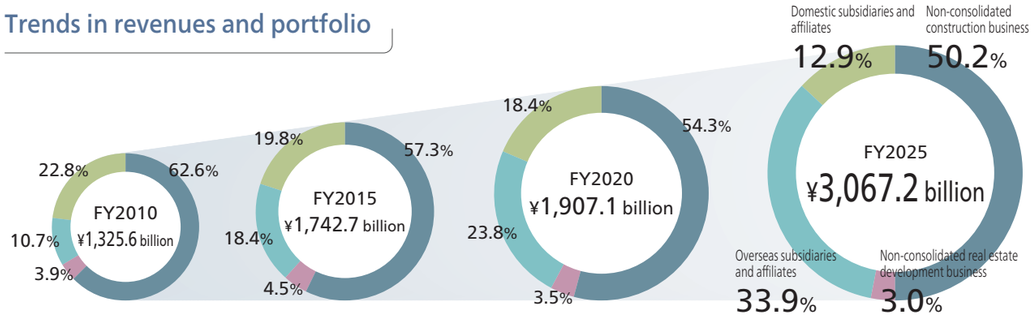
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History of Value Creation

The history of Kajima extends back more than 180 years since its founding. We have pursued trailblazing initiatives that anticipated the needs of the times, thereby contributing to the development of Japan's industry and economy. By advancing construction technology and expanding into businesses that build on that strength, we create social and economic value. At the same time, we cultivate the people and technology that underpin it, enhancing corporate value and market valuation.

Trends in revenues and portfolio



Where the Kajima Group stands today (FY2025)

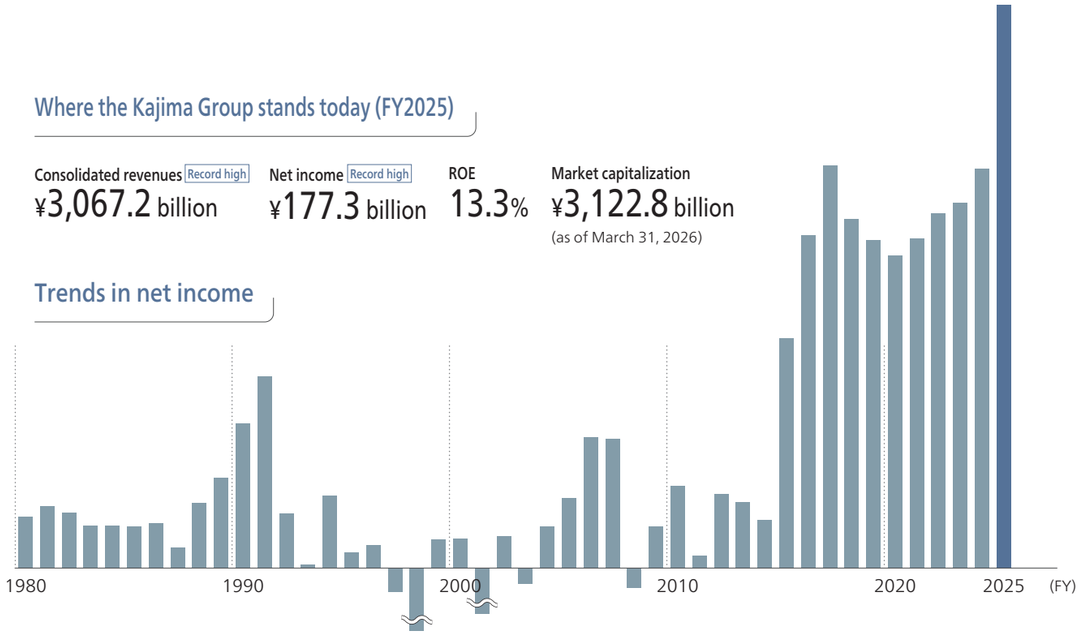
Consolidated revenues Record high
¥3,067.2 billion

Net income Record high
¥177.3 billion

ROE
13.3%

Market capitalization
¥3,122.8 billion
(as of March 31, 2026)

Trends in net income





Color print showing the prosperity of the Ei-Ichiban Kan



Ohmine Dam (completed in 1924, Kyoto)



Kasumigaseki Building (completed in 1968, Tokyo)



Little Tokyo (development completed in 2007, U.S.)



Shiki New Town (completed in 1988, Saitama)



CUCO-SUICOM Dome

1840-Leadership in Western-style buildings

Kajima was founded by Iwakichi Kajima, a skilled carpenter who frequented daimyo residences in Edo. He expanded to Yokohama, where construction flourished as an open port under the Treaty of Amity and Commerce with the United States. After building Ei-Ichiban Kan, Yokohama's first foreign trading house, Kajima became widely recognized as a pioneer for Western-style buildings.

1880-Leadership in railways and dams

Iwazo Kajima, second-generation leader, established Kajima Gumi in 1880 and entered the railway construction business, taking the opportunity of the Tsuruga Line construction. He built a substantial reputation in the railway field and expanded into dam construction to meet the rapidly growing demand for electricity, including Japan's first concrete high dam, the Ohmine Dam, which contributed to Japan's development.

1960-Leadership in skyscrapers

With the Kajima Technical Research Institute at our core, we advanced technological development and successfully completed Japan's first skyscraper, the Kasumigaseki Building, in 1968. Since then, we have built skyscrapers throughout the country, earning a reputation as a leader in the field. In the 1980s, we created seismic damping devices and constructed the world's first structure with an active control system. As a pioneer in seismic damping and isolation technologies, we continue to lead the world in this field.

1980-Promoting overseas business

Kajima entered the U.S. market through the redevelopment of Little Tokyo in Los Angeles, which began in 1964. We established Kajima U.S.A. Inc. in the U.S., Kajima Europe Ltd. in the U.K., and Kajima Overseas Asia Pte. Ltd.* in Singapore in the 1980s. Today, we provide high-value-added services from six bases worldwide, including Kajima Corporation (China) Co., Ltd., Chung-Lu Construction Co., Ltd., and Kajima Australia Pty Ltd.

*Now Kajima Asia Pacific Holdings Pte. Ltd.

2000-Branching out into real estate development

The development of Shiki New Town, a large housing project that began in 1971, marked Kajima's full-scale entry into large-scale mixed-use development. In the 2000s, we began participating in urban renewal projects, including the Akihabara Crossfield and the Toranomon Towers Office & Residence. Since then, we have leveraged our technological skills and comprehensive capabilities as a general contractor-developer with design-build capabilities to develop attractive urban communities.

2020-Creating new value

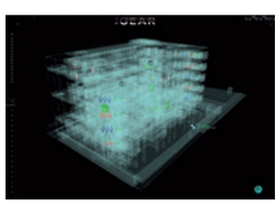
As the needs of society and customers grow more diverse, technology is called for that addresses challneges across a wide range of fields, including digital, energy and the environment. Drawing on advanced construction technology, together with the expertise and networks built up in our overseas and real estate development businesses, we create new value. By delivering that value to society and customers, we contribute to a sustainable society.

Advances in construction technology

As a technology-driven company, Kajima advances construction technology.
With the establishment of the industry's first technical research institute, we pioneered R&D and technologies in automation and digitalization.







Business expansion built on construction technology

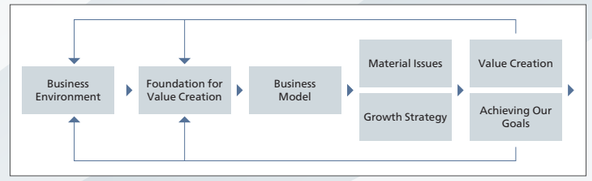
With construction technology as our strength, we expanded overseas and into real estate development, broadening our expertise and networks to strengthen our construction business and create new opportunities.







Value Creation Process



Building on the management foundation developed over more than 180 years, we operate businesses centered on construction and real estate development.
By addressing material issues in response to changes in the environment and implementing our growth strategies, we create social, environmental and economic value, working toward the growth of the Kajima Group and a sustainable society.

Business Environment

Politics / Economics

- Geopolitical risks
- Price and interest rate trends

Environment

- Carbon neutral society
- Circular economy
- Nature positivity
- Natural disasters

Society

- Diversifying values
- Human capital management
- Declining birthrate, aging population, and labor shortages

Technology

- Digitalization
- Transformation in mobility, communications, and logistics

Foundation for Value Creation

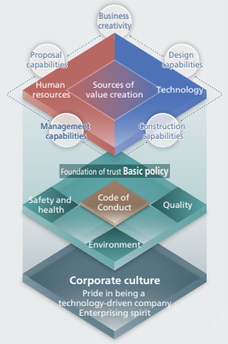
Kajima's Corporate Philosophy

As a group of individuals working together as one, we pursue creative progress and development founded on both rational, scientific principles and a humanitarian outlook, through which we strive to continually advance our business operations and contribute to society.

Vision Statement

Willingness to take on new challenges leveraging the power of ideas and technology to make imagination and amazement a reality

Sources of Value Creation

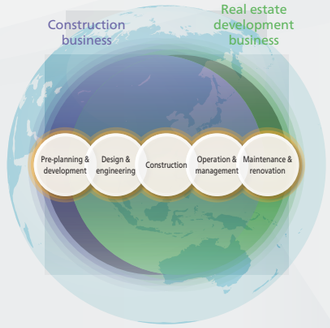


Forms of Capital

- Human capital
- Intellectual capital
- Financial capital
- Manufactured capital / Social and relationship capital
- Natural capital

Business Model

Value Chain



Strengths

- Comprehensive capabilities in construction business
- Ability to develop real estate in Japan and around the world
- Ability to provide services throughout the lifecycle of structures

Features

- Revenue bases in each business region
- Synergies between construction and real estate development businesses
- Collaboration with partners
- Global Network

Business Segments

- Civil engineering business
- Building construction business
- Real estate development business, etc.
- Overseas subsidiaries and affiliates
- Domestic subsidiaries and affiliates

Material Issues

Society

- Creating functional urban, regional, and industrial infrastructure capable of meeting new needs
- Developing sustainable and long-lasting social infrastructure
- Providing safety and security technologies and services for disaster preparedness

Platform for business sustainability

- Focusing on unwavering technological innovation and Kajima quality
- Construction that emphasizes people and partnerships
- Practicing corporate ethics

Environment

- Contributing to carbon neutrality, a circular economy, and nature positivity

Growth Strategy

Medium-Term Business Plan (FY2024–2026)

I Enhance domestic construction business
- Strengthening engineering capabilities
- Improving productivity and operational efficiency

II Expand growth areas
- Expanding real estate development business, overseas business, and value chain

III Create new value as a technology-driven company
- Strengthening our global R&D structure
- Promoting innovation

IV Sustainability
- The global environment, human resources, and respect for compliance and human rights

Value Creation

Social and Environmental Value

- Creation of comfortable and attractive buildings, and promotion of urban development
- Extension of the lifespan of buildings and infrastructure
- Services for responding to natural disasters
- Technologies for carbon neutrality, energy conservation and a circular economy
- Initiatives toward a sustainable construction industry

Economic Value

- Sustainable profit growth
- Improving capital efficiency
- Returns to stakeholders
  - Customers, suppliers, employees, local communities, stockholders and investors, among others

Achieving Our Goals

Society

- Sustainably develop our business by building a better world

Customers

- Deliver value exceeding customer expectations throughout the entire process

Expertise / Technology

- Value the expertise that emerges from onsite originality and ingenuity
- Combine the diverse knowledge of experienced people to create solutions for challenges

People

- Secure high engagement from diverse human resources who leverage their unique abilities
- Ensure every employee always takes the initiative in taking on new challenges

Contributing to a sustainable society through the Kajima Group's sustainable growth

Business Environment

We continuously monitor and analyze changes in the business environment, including politics and economics, the environment, society and technology, and assess their impact on the Kajima Group in terms of both opportunities and risks. We view changes in the business environment as opportunities to move forward, revising our initiatives as appropriate in light of our analysis as we pursue further growth.

• = Medium-Term Business Plan formulation »»» = Changes in the business environment

Trends

Politics / Economics

- Geopolitical risks and conflict between nations
- Rising prices and interest rates
  - » Promotion of responsible expansionary fiscal policy
  - » Designation of 17 strategic fields
  - » Growing drive to attract investment to the United States
  - » Soaring resource prices

Environment

- Carbon Neutrality, Circular Economy, and Nature Positivity
- Greater frequency and severity of natural disasters
  - » Calls for sustainable urban development

Society

- Human capital management
- Changing values and work styles
- Shortage of skilled workers in Japan
- Aging buildings and infrastructure
  - » Worsening labor shortages across many industries

Technology

- Advances in digital technology
- Transformation in mobility, communications, and logistics
  - » Rapid advances in AI and digital technology

Opportunities

» Growing demand related to economic security and defense

17 priority investment fields
- AI and semiconductors • Defense industry • Resources, energy and GX • Disaster prevention and national resilience • Shipbuilding • Drug discovery and advanced medicine • Biotechnology • Information and communications • Aerospace etc.

» Growing acceptance of price pass-through

» Increased capital investment by Japanese and foreign companies, and continued inbound demand (data centers, offices, hotels, luxury residences, etc.)

» Expanding investment in energy infrastructure and GX
» Promoting skills transfer and developing talent
» Accelerating DX (higher productivity, automation, etc.)

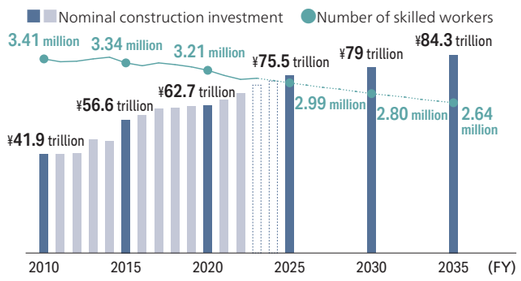
Risks

» Emerging risks in materials and equipment procurement
» Rising construction costs and constrained supply of materials
» Concern that rising interest rates will slow the real estate market

» Worsening labor shortages
» Intensifying competition for talent across industries

» Growing cybersecurity risks
» Uncertainty in the U.S. economy and concern over stagnation in the real estate market

Trends in the domestic construction business

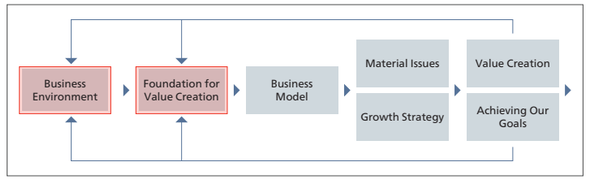


Source: Compiled by Kajima, based on "Construction Investment Outlook for FY2025," Ministry of Land, Infrastructure, Transport and Tourism, and "Long-Term Vision for the Construction Industry 2.0," Japan Federation of Construction Contractors

»»»

Issues to address	Opportunities for further growth
Improving productivity	• Automated and smart construction • More sophisticated construction processes through digital technology ▶ Collaboration with partners
Secure the future workforce	• Improving compensation for skilled workers • Developing future executives and skilled workers at partner companies • Enabling diverse talent, including foreign nationals, to thrive ▶ Strengthening the supply chain

Foundation for Value Creation



The ideas and values of successive Kajima leaders have been passed down since the Company's founding and live on as the "Kajima DNA," guiding the values and actions of our officers and employees. The Kajima DNA is reflected in management guidelines such as our Corporate Philosophy, Vision Statement, and Our Goals, and it informs how we put our management strategy into practice.

Kajima DNA

The enterprising spirit inherited from our founder, Iwakichi Kajima, and the *"20 Rules for Succeeding in Business"* established by our fourth president, Morinosuke Kajima, exemplify the enduring leadership principles passed on to our officers and employees.



20 Rules for Succeeding in Business

(Outlined below are the main principles)

Article 1 Abandon the idea that time-honored methods are the best.
Article 2 Always try to make an improvement. Don't say "It can't be done", but make an effort.
Article 3 Train capable leaders.
Article 4 A company which fails to develop human resources will court ruin.
[. . .]
Article 7 Pay high salaries.
[. . .]
Article 10 Use machines as much as possible.
[. . .]
Article 14 Don't neglect the adoption of new ideas and new methods.
[. . .]

Morinosuke Kajima (president, 1938–1957) promoted the modernization and rationalization of the company's management under the principle of "dynamic stability," which held that Kajima's path forward lay in finding stability amid constant expansion and development, and established the foundation for its development as a technology-driven company.

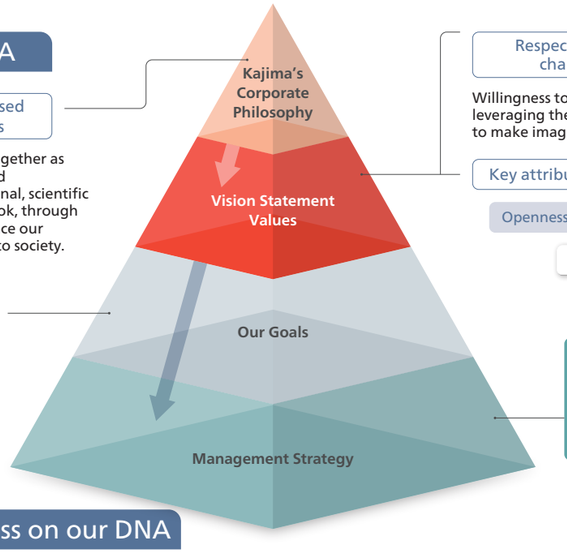
Codifying the DNA

Management philosophy passed down through generations

As a group of individuals working together as one, we pursue creative progress and development founded on both rational, scientific principles and a humanitarian outlook, through which we strive to continually advance our business operations and contribute to society.

Bringing people and technology together to serve customers, and beyond them, society ▶P.4

Society
Customers
Expertise / Technology
People



Respecting the past, embracing challenges for the future

Willingness to take on new challenges leveraging the power of ideas and technology to make imagination and amazement a reality

Key attributes for achieving the Vision

Openness Diversity Initiative

Corporate Culture

Strategy for achieving Our Goals, based on the Corporate Philosophy and Kajima Group Vision

Opportunities to pass on our DNA



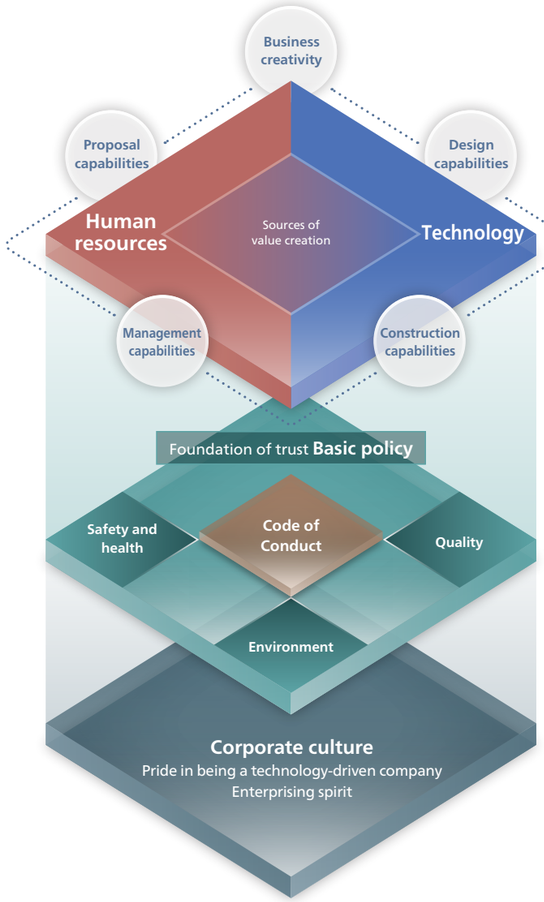
Talks by the president at officer training and project manager training, and lectures open to all employees, such as "Morinosuke Kajima's Achievements as a Manager and His Influence on Later Generations" by Jitsuro Terashima.



In addition to company histories, commemorative publications, and other books, video footage of Morinosuke Kajima explaining his management philosophy in his own words is available at training facilities and on the company intranet.

Sources of Value Creation

We are strengthening our human resources and technology, the sources of our value creation, through a corporate culture that takes pride in being a technology-driven company and embodies an enterprising spirit. Grounded in our Code of Conduct, we apply our policies on safety and health, the environment and quality without exception, creating new value and living up to the trust placed in us by society and our customers.



Our Five Strengths, Driven by Human Resources and Technology

Business creativity
Our ability to create business by leveraging our construction technologies, our expertise in real estate development, and our network of customers and partners.

Design capabilities
Our ability to provide advanced design and engineering technologies in fields including design, structure, and equipment.

Construction capabilities
Our ability to build high-quality structures using our professional expertise, cutting-edge technologies, and supply chain.

Proposal capabilities
Our ability to make optimal proposals by utilizing our understanding of true needs, internal and external technology and knowledge, and our networks.

Management capabilities
Our ability to coordinate many stakeholders including society, customers, and partner companies, and ensure success in our businesses.

Foundation of Trust: Our Basic Policies

Code of Conduct

1. High-Quality Construction Services as a Technology-Based Company
2. Fair Corporate Conduct with Integrity
3. Harmony with Society
4. Respect for All People Connected to the Kajima Group
5. Responsibility to the Environment

Safety and Health Policy
Safety and health are the barometers of a company's capabilities and ethics. Based on this understanding, Kajima proactively works in close cooperation with its partner companies to eliminate construction-related accidents and incidents, while aiming to enhance workplace safety and health and promote employee well-being.

Environmental Policy
Establish a long-term environmental vision that is shared throughout the company. Aim to create a more sustainable society in which environmental preservation and economic activities can successfully coexist.

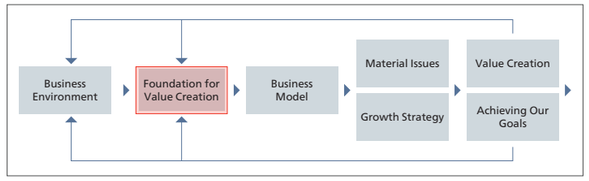
Quality Policy
Kajima provides products and services that satisfy clients, from marketing to follow-up services, allowing them to place orders with a sense of reassurance and trust.

The Corporate Culture Rooted in Kajima

Pride in being a technology-driven company
Building on our role in contributing to the development of industry and the economy through construction technology, we have adopted the motto "Kajima, the Technology Company." We have a deep-rooted culture of delivering advanced technologies that earn the trust of society.

Enterprising spirit
The 20 Rules for Succeeding in Business from our re-founder, Morinosuke Kajima, have become a core principle for every employee. This has cultivated a mindset that recognizes and encourages new ideas and the value of taking on challenges, with key phrases like "Abandon the idea that time-honored methods are the best" and "Don't neglect the adoption of new ideas and new methods."

Forms of Capital



Throughout our history of value creation, our human resources and technology have continued to develop as core foundations, while we have built up diverse forms of capital, including financial, manufactured, social and relationship, and natural capital. By integrating and further developing these forms of capital, we strengthen our capacity for value creation and achieve sustainable growth.

Human capital

In every phase of the construction value chain, our diverse human resources with advanced expertise meet the expectations of our stakeholders, particularly our customers and society.
With offices deeply rooted in local communities across the U.S., Europe, Southeast Asia, Oceania, and other regions, Kajima has a diverse workforce operating around the world.

- Group employees: 25,694
- Qualified personnel (Kajima Corporation only)
  - First-class architects: 2,440
  - First-class civil engineering works execution managing engineers: 1,915
- Overseas subsidiaries and affiliates
  - Number of employees (including secondees): 6,772

Intellectual capital

As a technology-driven company, we develop and verify new technologies and optimal construction methods, and many of our engineers put them into practice at project sites.
In advanced fields such as digital technologies, we look beyond the boundaries of Kajima to explore cutting-edge technologies inside and outside Japan and incorporate outstanding expertise through open innovation and collaboration with other companies, thereby further enhancing our technological capabilities.

- Number of patents registered / published: 194 / 237
- Medium-Term Business Plan R&D and digital investment: ¥120.0 billion for three years
- Research and development centers: Kajima Technical Research Institute, The GEAR (Singapore), Silicon Valley Office (U.S.)

Financial capital

By operating construction and real estate development as two core businesses with different earnings structures, we bring stability to our Group management and secure a sound financial foundation.
Grounded on our sound financial foundation, our cash-generating capabilities of both businesses and creditworthiness enable us to invest in sustainable growth and deliver returns to stakeholders.

- Total assets: ¥3,624.3 billion
- Owners' equity: ¥1,415.0 billion
- Issuer credit rating: A+(R&I)

Manufactured capital / Social and relationship capital

We build trusted relationships with stakeholders across our business regions and fields, including customers, local communities, and partner companies, through open communication and a strong emphasis on personal connections.
These relationships support the execution of our business and the creation of new business opportunities, driving further growth for the Kajima Group.

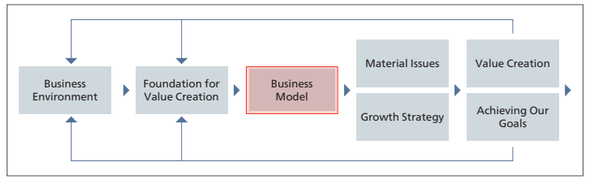
- Partnerships with partner companies
  - Kajima Business Partners' Association member companies: Approx. 950
  - Rokueikai member companies: Approx. 4,400
- Key business regions: 22 countries and regions

Natural capital

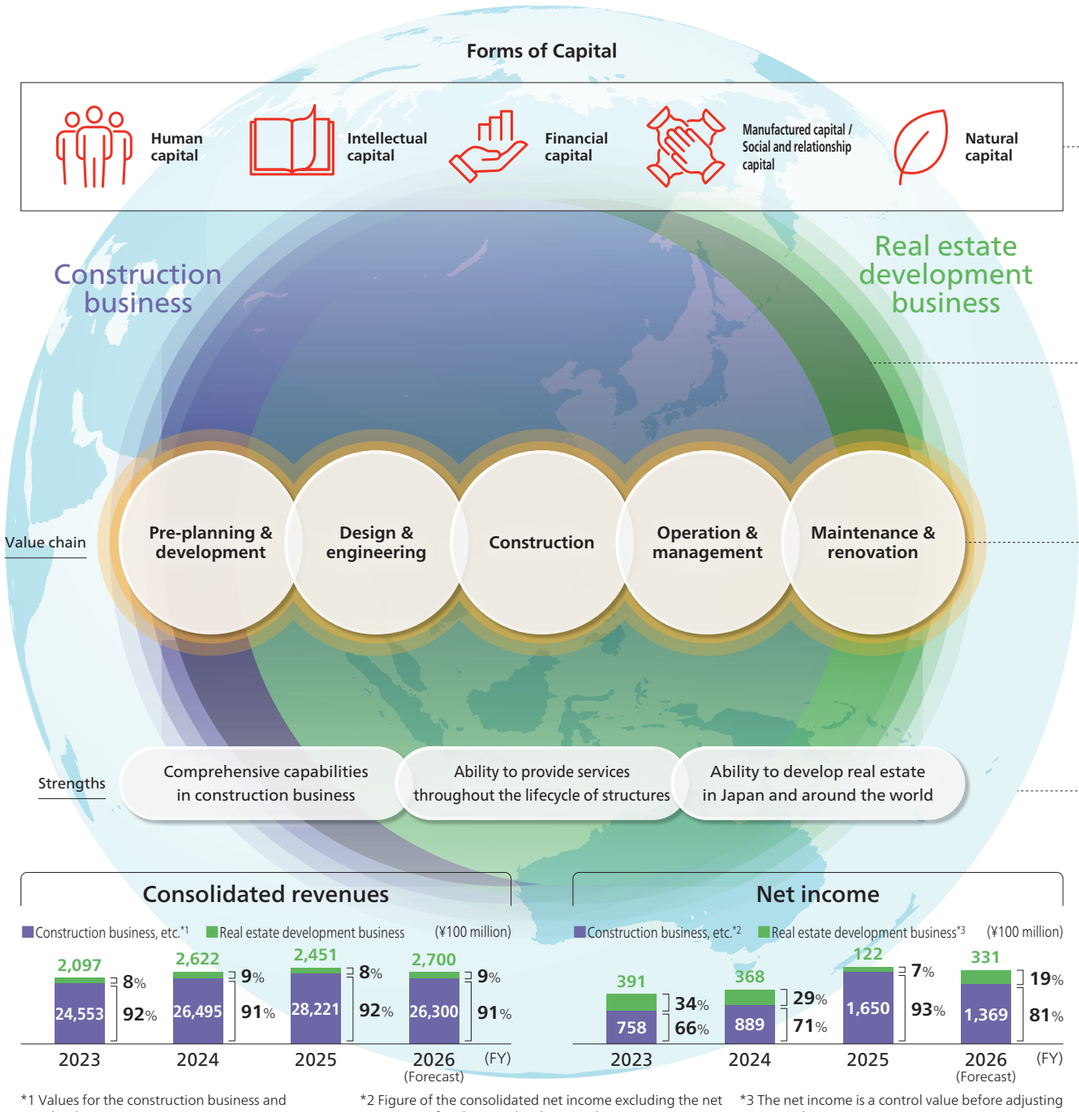
We quantify the environmental impact of our business activities and work to conserve finite natural capital.
Recognizing the interconnections among decarbonization, resource circulation, and nature restoration, including their synergies and tradeoffs, we contribute to building a sustainable society through initiatives in these three areas.

- Group-owned forests: 5,500 ha
- Conserving resources through the development and use of eco-friendly materials
- Countermeasures against global warming through the use of renewable energy
- Improving aquatic biodiversity through the development and application of seaweed bed and coral reef restoration technologies
- Soil remediation through countermeasures against soil contamination

Business Model



We are developing a global value chain while utilizing and expanding our diverse forms of capital.
By combining the strengths of these two businesses, we provide services that deliver greater value by addressing social issues and customer needs.



Consolidated revenues

Net income

*1 Values for the construction business and other businesses

*2 Figure of the consolidated net income excluding the net income of real estate development business

*3 The net income is a control value before adjusting internal transactions, etc.

Pre-planning & development

- Survey
- Marketing
- Project development
- Business planning
- Finance
- Master planning

Design & engineering

- Schematic design
- Design development
- Contract documentation

Construction

- Construction planning
- Procurement
- Construction management
- Construction supervision

Operation & management

- Building management
- Asset management
- Facilities management
- Property management
- Energy services
- Real estate liquidation and securitization

Maintenance & renovation

- Maintenance
- Renewal/Renovation

Establishing a revenue base in each business region

- Building revenue bases by creating construction and real estate development businesses that cater to regional needs.
- Providing high-quality structures and implementing high-value-added development projects in response to the needs of customers and society.

Construction business

Japan As a general contractor, we promote the construction business nationwide.

Overseas We operate construction businesses rooted in each local market, serving both Japanese and international companies.

Real estate development business

Japan We operate sales and rental businesses mainly throughout major cities.

Overseas We develop our real estate development business in line with market characteristics.

Synergies through the integration of construction and real estate development

- Coordinating two businesses with different traits generates diverse business and financial synergies.
- Enhancing the value provided to customers and society while achieving sustainable growth for the Kajima Group.

Construction business

Built-to-order/ labor-intensive business

- Construction technology
- Construction capabilities
- Network
- Kajima brand (creditworthiness)

Contributions to society and customers

- Accelerating and bringing higher added value to businesses
- Providing quality and environmental technologies that meet needs
- Realizing functional town planning
- Optimizing the entire lifecycle of structures

Sustainable growth of the Kajima Group

- Strengthening profitability and competitiveness
- Creating and expanding business opportunities
- Diversifying and developing human resources
- Demonstrating and deploying new technologies

Real estate development business

Capital-intensive investment businesses (short-term investment and sale/long-term ownership)

- Real estate development expertise
- Real estate information
- Network
- Proactive business promotion

Strengthening technical capabilities and creating new value through collaboration with partners

- Collaborating with partners who have advanced technology and expertise leads to the development of new technologies and businesses.
- Adding higher value to our services for customers and society while strengthening the Kajima Group's management foundations.

Technology development

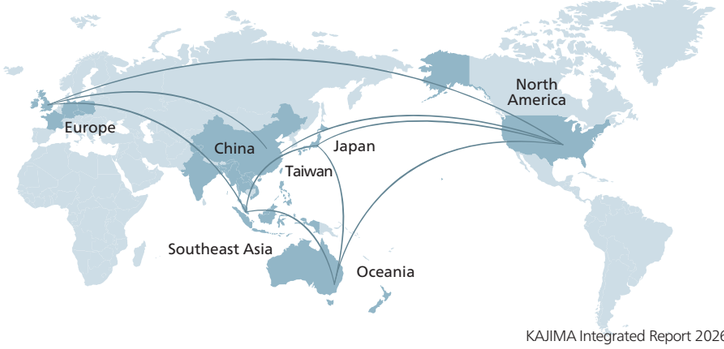
- Automated construction technology
- Cutting-edge digital technology
- Technologies that help solve environmental and social issues
- Joint research on optimal construction methods

Business creation

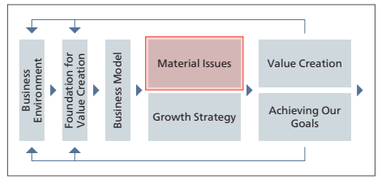
- Redevelopment projects
- Hotel
- Smart cities
- Development of renewable energy generation facilities
- Logistics warehouse development

Business development leveraging our global network

- Group companies with their own revenue bases collaborate and develop businesses by leveraging their networks.
- Providing services required by global customers and partners while expanding business opportunities for the Kajima Group.



Material Issues



Identifying and revising the Kajima Group's material issues

In July 2019, the Kajima Group assessed social issues on two axes: their impact on society and their importance to the Group. We then identified those with a high impact and major importance as our material issues. We identified seven material issues: four through which we contribute to society through our business, and three that form the foundation for business sustainability. We have also clarified their relationship to the SDGs.

We revise our material issues regularly in light of changes in the social and business environment. In FY2023, alongside deliberations on our Medium-Term Business Plan (2024–2026) and the Kajima Environmental Vision 2050plus, we conducted a review based on input from external experts. As a result, we updated some issues in 2024, including those related to the environment.

We have also linked these issues to the growth strategies of our Medium-Term Business Plan (2024–2026), setting specific measures and KPIs to promote sustainable growth and enhance our corporate value over the medium to long term.

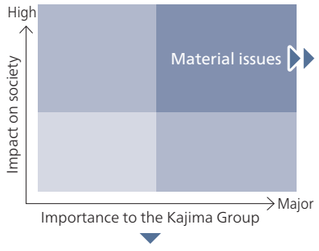
▶P.37

Process for revising material issues

1. Organize recent changes in the social environment and their impacts on the Kajima Group
2. Exchange opinions with external experts
3. Consider issues together with the Medium-Term Business Plan to identify points that should be revised, and create a revision proposal
4. Obtain feedback from each department on the proposed revisions
5. Discuss in Board of Directors and Sustainability Committee meetings and reflect in the Medium-Term Business Plan

6 Regular revisions

Issue mapping



The issues in the chart above with a high impact on society and major importance to the Kajima Group have been consolidated, reorganized and articulated as our material issues: four to which we contribute to society through our business and three that form the foundation for business sustainability, so seven in all.

1
- Revitalization of local communities
- Responding to changing work styles
- Increasing sophistication of urban functions

2
- Maintaining and renewing social infrastructure

3
- Improving disaster prevention and resilience
- Increasing sophistication of disaster prevention measures
- Supporting disaster recovery

4
- Responding to climate change
- Promoting efficient use and ensuring a stable supply of energy
- Contributing to the transition to a carbon neutral society
- Preserving biodiversity
- Promoting circular economy

5
- Assuring and improving quality
- Increasing labor productivity
- Improving employment conditions for skilled workers
- Talent management

6
- Strengthening partnerships
- Ensuring occupational safety
- Championing diversity, equity & inclusion

7
- Conducting fair business practices
- Ensuring compliance
- Respecting human rights

Our material issues and related SDGs

Society

1 Creating functional urban, regional, and industrial infrastructure capable of meeting new needs

Direction of initiatives for material issues: Kajima proposes sophisticated value in the fields of building construction, infrastructure construction, urban development, and industrial infrastructure to meet diversifying needs emerging from the changing values and behavioral patterns of society. Drawing on its accumulated experience and new technologies, Kajima creates spaces that enhance comfort, productivity, and well-being.

Specific initiatives — Contribution through customers' businesses:
- Creating comfortable and attractive spaces
- Improving productivity and product quality through engineering technologies
- Improving workplace productivity and wellness

Specific initiatives — Contribution through our businesses:
- Delivering large-scale, mixed-use redevelopment projects

- Constructing smart cities and a smart society
- Constructing smart buildings

Related SDGs: 3, 8, 11

2 Developing sustainable and long-lasting social infrastructure

Direction of initiatives for material issues: Kajima develops technology for building and infrastructure repair, maintenance, renovation, and lifespan extension. We develop the highest quality social infrastructure designed to be reliable and can be used safely long into the future.

Specific initiatives — Contribution through customers' businesses:
- Technologies for extending building lifespan
- Technologies for maintaining and renewing infrastructure
- Increasing sophistication of facility and building management services

Specific initiatives — Contribution through our businesses:
- Acquiring quality assets in the real estate development business
- Participating in infrastructure operation and public-private partnerships

Related SDGs: 9, 11, 12

3 Providing disaster prevention and mitigation technologies and services that help ensure safety and security

Direction of initiatives for material issues: Kajima provides disaster-resilient building and infrastructure construction, advances technology development, and provides services for recovery and reconstruction in the event of a disaster. We are responding to climate change by developing more sophisticated disaster prevention technologies as part of our commitment to supporting a safe society where people can live with peace of mind.

Specific initiatives — Contribution through customers' businesses:
- Increasing sophistication of seismic damping and isolation technologies
- Constructing buildings and structures resilient to climate change
- Proposing BCP solutions

Specific initiatives — Contribution through our businesses:
- Incorporating BCP into supply chain operations
- Strengthening disaster response capabilities

Related SDGs: 9, 11

Environment

4 Contributing to carbon neutrality, a circular economy, and nature positivity

Direction of initiatives for material issues: Kajima helps decarbonize society by reducing CO_2 emissions during construction projects, developing energy-efficient technologies and eco-friendly materials, building, engineering, and operating renewable-energy power generation facilities, developing green buildings, and enabling efficient energy management. We contribute to the transition to a circular economy by promoting the use of recycled materials and resource recovery, and to nature positive outcomes through initiatives such as conserving and restoring coral reefs and seaweed beds and making effective use of company-owned forests. We are seeking to realize the synergistic effects and accommodate the trade-offs from carbon neutrality, circular economy, and nature positivity.

Specific initiatives — Contribution through customers' businesses:
- Delivering zero-emission and other energy-efficient buildings
- Structuring optimal energy systems
- Constructing renewable-energy power generation facilities
- Promoting green infrastructure
- Promoting wider use of eco-friendly concrete
- Providing technology for coral and seaweed bed conservation and regeneration

Specific initiatives — Contribution through our businesses:
- Reducing CO_2 emissions during construction
- Developing green buildings
- Developing renewable energy power generation projects and facilities
- Developing and using eco-friendly materials
- Using recycled construction materials
- Utilizing Kajima-owned forests in a sustainable and responsible way

- Kajima Environmental Vision 2050plus

Related SDGs: 7, 12, 13, 14, 15

Platform for business sustainability

	Direction of initiatives for material issues	Platform for business sustainability	Related SDGs
5 Focusing on unwavering technological innovation and Kajima Quality	Kajima uses its worldwide R&D network to advance its technologies and digital transformation and continue improving productivity and safety when formulating sustainable next-generation construction systems that provide new value. We are also constantly improving our quality inspection and assurance systems so we remain confident that we are delivering high-quality and safe buildings and infrastructure to our customers.	• Promoting technology development and digital transformation to improve productivity and safety and to create new value • Ensuring safe, high-quality buildings through rigorous quality assurance systems • Leveraging our worldwide R&D network • Mechanizing, automating and employing ICT in construction • Kajima Smart Future Vision	11, 12
6 Construction that emphasizes people and partnerships	Kajima promotes workstyle reform at construction sites, secures construction personnel, hires and develops human resources, and creates an attractive working environment in which every employee can excel. In Japan and overseas, we co-create value with our business partners and promote innovation through collaboration with external parties including universities, research institutes, companies in other industries, and start-ups.	• Ensuring occupational health and safety • Promoting workstyle reform • Securing construction personnel, and reforming the multilayer subcontracting structure • Supporting diversity, equity, and inclusion in our workforce • Training and developing human resources • Using open innovation	3, 4, 5, 8, 10, 17
7 Practicing corporate ethics	Kajima practices thorough compliance and risk management to ensure fair and ethical corporate activities. All Group employees and officers are expected to act at an ethically high level, and initiatives throughout the supply chain are implemented to earn and maintain the trust of our customers and society. We respect the human rights of all stakeholders, including in all areas of the supply chain.	• Ensuring rigorous compliance • Enhancing risk management systems and process management • Conducting fair supply chain management • Respecting human rights	16

Material issues

*1 FY2024–2026 *2 FY2024–2025 *3 As of April 1, 2026

	Material issues	Medium-Term Business Plan (FY2024–2026) Strategies for growth: Ⅰ Enhance domestic construction business, Ⅱ Expand growth areas, Ⅲ Create new value as a technology-driven company, Ⅳ Sustainability	KPI	FY2026 targets	FY2025 results
Society	1 Creating functional urban, regional, and industrial infrastructure capable of meeting new needs	Ⅰ Strengthen proposal, design-build, and engineering capabilities to provide added value to customers and society	Civil engineering: Revenues from the fields of infrastructure renewal and renewable energy	¥55.0 billion	¥36.2 billion
			Building construction: Development and installation of wellness technology	Pursuit of people-centered building and town planning	Implemented smart wellness technology based on data on human understanding and preferences at our facilities
		Ⅲ Create new value by promoting innovation	Strategic investment	Three-year total: ¥80 billion*1	Two-year total: ¥11 billion*2
		Ⅲ Create new businesses unique to Kajima			
		Ⅱ Increase profits and improve investment efficiency in the real estate development business	Total investment in the real estate development business over three years	Three-year total: ¥280 billion in Japan*1 Three-year total: ¥610 billion overseas*1	Two-year total: ¥187 billion in Japan*2 Two-year total: ¥323 billion overseas*2
		Ⅱ Enhance global platforms			
	2 Developing sustainable and long-lasting social infrastructure	Ⅰ Strengthen proposal, design-build, and engineering capabilities to provide added value to customers and society	Civil engineering: Verification testing and installation of infrastructure maintenance and management technology	Contribution to infrastructure lifespan extension through development and installation of maintenance and management technology	Conducted joint research and commissioned work with infrastructure operators on the maintenance of expressways, underground conduits and similar assets, using optical fiber measurement technology
			Building construction: Renovation sales	¥200 billion or more	¥215.5 billion
		Ⅱ Diversify revenue sources by expanding the value chain	Pursuit of initiatives as a Group to expand operations in the building management area		Number of buildings managed by Kajima Tatemono Sogo Kanri Co., Ltd.: 2,759
	3 Providing disaster prevention and mitigation technologies and services that help ensure safety and security	Ⅳ Ensure social and corporate sustainability in the case of natural disasters	Expansion of application of total engineering services for BCP and flooding disasters		Number of buildings that employ BCP solutions: 76 buildings per year
		Ⅰ Strengthen proposal, design-build, and engineering capabilities to provide added value to customers and society			
Environment	4 Contributing to carbon neutrality, a circular economy, and nature positivity	Ⅳ Promote Kajima Environmental Vision 2050plus	Scope 1+2 CO_2 emissions Scope 3 (Categories 1+11) CO_2 emissions	288 kt-CO_2 (-23% reduction vs. FY2021) 11,080 kt-CO_2 (-10% reduction vs. FY2021)	395 kt-CO_2 (5% increase vs. FY2021) 14,420 kt-CO_2 (17% increase vs. FY2021)
			Recycling rate	97%	96.6%
			Provision of nature-based solutions (NbS; number of environmental certificates acquired, number of external awards)	10 projects	5 projects
Platform for business sustainability	5 Focusing on unwavering technological innovation and Kajima quality	Ⅰ Improve productivity and operational efficiency by promoting digital transformation	Number of projects involving mutual use of construction ICT and robots in the industry	10 projects	51 projects
			Digital investment	Three-year total: ¥60 billion*1	Two-year total: ¥37 billion*2
		Ⅲ Strengthen the global R&D system	R&D investment	Three-year total: ¥60 billion*1	Two-year total: ¥43 billion*2
	6 Construction that emphasizes people and partnerships	Ⅳ Maintain and strengthen the supply chain and secure future workforce	Implementation of construction systems that limit the scope of contracts to secondary subcontractors, in principle	At or above the level in the previous fiscal year	72.3% (74.2% in the previous fiscal year)
			Number of people who have completed Kajima Partner College	Three-year total: 18 people who have completed the management course*1 Three-year total: 60 people who have completed the technical course*1	Two-year total: 8 people who have completed the management course*2 Two-year total: 44 people who have completed the technical course*2
			E Award recipients (monetary incentive system for outstanding skilled workers)	800 people	959 people
		Ⅳ Increase engagement	Engagement score	At or above the level in the previous fiscal year	17.98/25 (17.65/25 in the previous fiscal year)
		Ⅳ Promote DE&I	Percentage of female new graduates in the managerial track	30% by FY2028	27%*3
			Percentage of female managers	10% by FY2035	3.5%*3
			Percentage of male employees taking extended paternity leave and leave for childcare purposes	100% (Men who take extended childcare leave of 30 days or longer: 50%)	94.3% (62.3%)
		Ⅰ Create safe work sites that are desirable workplaces	Number of fatal accidents (non-consolidated, domestic)	0	2 cases
	7 Practicing corporate ethics	Ⅳ Thorough compliance and respect for human rights	Percentage of employees who have completed compliance training	100%	100%
			Performance of human rights due diligence	Implementation of Group-wide measures to reduce, avoid, and mitigate risks, and pursuit of initiatives which include the supply chain	Verified the distribution channels for formwork materials, wood products and stone, and the use of certified materials
			Response rate on Kajima Group Conduct Guidelines for Business Partners survey (major business partners)	Pursuit of measures based on response results and improvement in response rate on the next survey	71.7% (previously 76.9%)