Part 3

Business Strategy

By advancing business strategies that harness the Kajima Group's collective strengths to address increasingly complex social issues and evolving customer needs, we are working to expand the value we deliver throughout the construction value chain.

Kajima Group Businesses 51
Civil Engineering Business 53
Building Construction Business 55
Real Estate Development Business 57
Overseas Business 59
Domestic Group Business 61
Focus: Future of the Nuclear Power Business 63





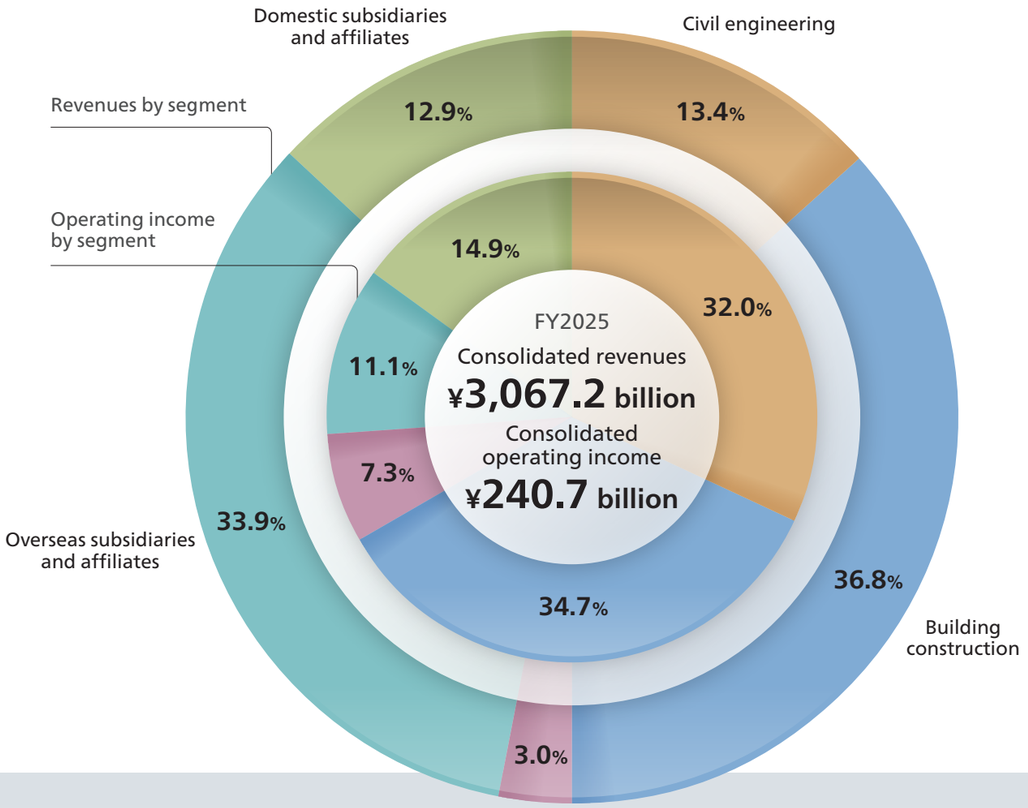




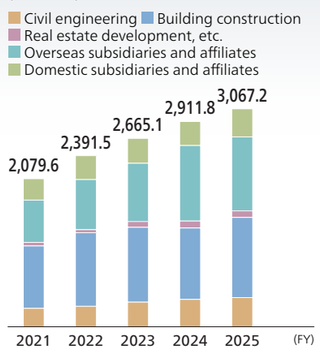
1 : Futami Bridge (LINE II) on the Matsuyama Expressway (Ehime)
2 : SMC Japan Technical Center (Chiba)
3 : Panasonic HVAC Czech New P1 Building (Plzen, Czech Republic)
4 : BASEGATE YOKOHAMA KANNAI (Kanagawa)

Kajima Group Businesses

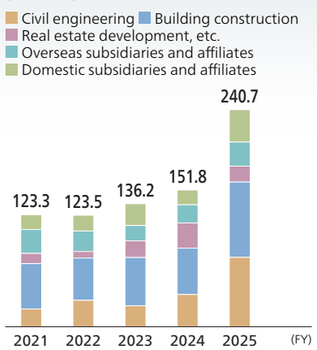
The Kajima Group consists of the principal company, Kajima Corporation, as well as 185 consolidated subsidiaries and 140 equity-method affiliates. The Group operates a wide range of businesses across five segments in Japan and overseas. With construction and real estate development as our core businesses, we create added value at every stage of the construction value chain and provide solutions that address social issues and customer needs by leveraging the diverse functions and expertise of Group companies.



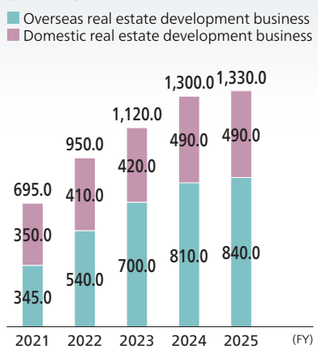
Consolidated revenues
(¥ billion)



Consolidated operating income
(¥ billion)



Real estate development assets
(¥ billion)



Business segments

FY2025 financial results	Business overview
Civil engineering business	A business engaged in designing and constructing social infrastructure, including dams, bridges, tunnels and energy-related facilities. We contribute to building and strengthening social infrastructure through national resilience initiatives, the renewal of aging infrastructure, and the provision of facilities that support decarbonization. We also actively work to improve safety and productivity through automated construction technologies. In addition, we conduct civil engineering business overseas, mainly in Taiwan and Southeast Asia.
Revenues ¥430.7 billion **Operating income** ¥76.7 billion Gross profit margin for construction projects 24.6%	
Building construction business	A business engaged in designing and constructing offices, production facilities, laboratories, hospitals, schools and other buildings in Japan. We are expanding our efforts in growth areas such as data centers, while continuing to prioritize production facilities and redevelopment projects. Drawing on our capabilities across the construction value chain, from planning and development to design, construction, and maintenance, we deliver solutions that address the needs of society and our customers. These solutions enhance building functionality and environmental performance while promoting resource circulation.
Revenues ¥1,182.9 billion **Operating income** ¥83.2 billion Gross profit margin for construction projects 11.8%	
Real estate development business, etc.	A business engaged in the development, sale, and leasing of offices, hotels, and other properties in Japan, primarily in the Tokyo metropolitan area and major regional cities. Drawing on the Kajima Group's extensive expertise across the construction value chain, the business develops a diverse range of assets, including urban redevelopment projects and logistics facilities, to expand revenue opportunities and enhance asset value. This sector also provides architectural and structural design and a broad range of engineering services.
Revenues ¥96.4 billion **Operating income** ¥17.6 billion Gross profit margin for real estate development and other businesses 23.1%	
Overseas subsidiaries and affiliates (overseas business)	The Kajima Group has established business foundations rooted in local communities and operates in building construction, design, development and related fields in the U.S., Asia, Europe and Oceania. To achieve sustainable profit growth through both construction and real estate development, we proactively invest in focus areas such as logistics warehouses, rental apartments, and renewable energy facilities, while expanding our business domains by leveraging our long-standing local networks and partnerships.
Revenues ¥1,091.9 billion **Operating income** ¥26.6 billion Net income ¥9.9 billion	
Domestic subsidiaries and affiliates (domestic group business)	Our domestic subsidiaries and affiliates engage in a wide range of businesses across upstream and downstream areas of the construction value chain. These include specialized construction work such as road paving, ground improvement, interior finishing, and installation of building services, as well as surveying and design, building leasing, design and construction support, and building management. We also focus on strengthening profitability by developing high-end real estate and advancing ICT-based construction production processes, while organically linking the expertise of each Group company to enhance the value creation capabilities of the Group as a whole.
Revenues ¥414.6 billion **Operating income** ¥35.7 billion Net income ¥29.5 billion	

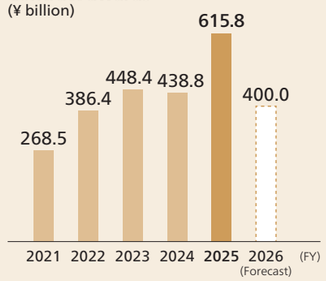
Civil Engineering Business

The social mission of the civil engineering division, including strengthening national resilience, achieving carbon neutrality, and developing security infrastructure, is increasingly important. By combining project-site expertise with advanced technologies, we will create high-value-added infrastructure and achieve steady growth while living up to the trust of society and our customers.

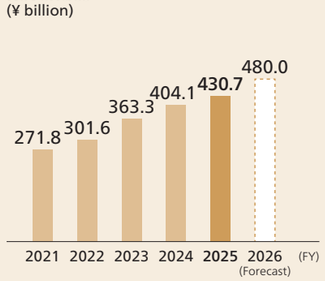


Masaru Kazama
Representative Director, Executive Vice President, General Manager, Civil Engineering Management Division

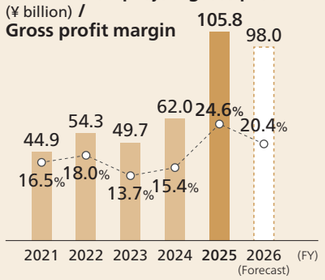
Contract awards
(¥ billion)



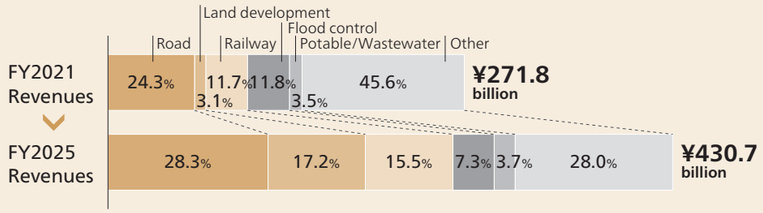
Revenues
(¥ billion)



Construction project gross profit
(¥ billion) /
Gross profit margin



Revenues by work type



- Revenues significantly increased compared to FY2021.
- Revenues from road projects and their share of total revenues remained high, reflecting our stronger focus on infrastructure renewal, a priority area.

Review of FY2025

Revenue and construction project gross profit steadily increased as multiple major projects progressed smoothly. Despite heavy workloads, site-driven innovation and ingenuity are flourishing, fostering Kajima's vibrant site operations. We won the Shin-Anama Tunnel Project in Shimamaki-mura on National Route 229, commissioned by the Hokkaido Regional Development Bureau, through the comprehensive evaluation method (SI type) based on technical proposals. Through this project, we promote labor-saving construction methods for mountain tunnels.

We also constructed and delivered a huge underground cavern for the University of Tokyo's Hyper-Kamiokande (Gifu Prefecture) 600 m underground, 69 m in diameter, and 94 m in height. Along with contributing to advances in science and technology, we accumulated technologies and expertise to meet future needs for underground space utilization.



Hyper-Kamiokande cavern, which was excavated underground at the Kamioka Mine

*A bidding system that evaluates technical proposals aimed at improving quality and workability, promoting decarbonization, reducing labor requirements, and achieving other objectives.

Market environment

Priority areas

Energy facilities

- The 7th Strategic Energy Plan aims for a power generation mix that achieves both a stable energy supply and decarbonization, in anticipation of growing electricity demand driven by digitalization and other factors.
- Construction demand is growing for renewable energy facilities, nuclear power plant restarts, and back-end processes, including final disposal.

Defense-related infrastructure

- In line with the policy of fundamentally strengthening its national defense capabilities, Japan's defense budget exceeded ¥9 trillion in FY2026. Demand for defense-related facilities is expected to remain steady.

Expressway renewal business

- An increasing number of expressways have been in service for more than 40 years and are aging. Customer demand is growing for efficient technologies and construction methods that minimize the social and economic impacts of traffic restrictions.

Ongoing areas

Dams, roads, railways, bridges, water and sewage facilities, etc.

- The budget for national resilience is approximately ¥5.3 trillion for FY2026. The budget prioritizes disaster prevention and stronger lifeline infrastructure.
- Strategic maintenance and renewal are progressing to ensure the soundness of critical infrastructure.

Environmental awareness

Opportunities

- Expanded demand for energy facilities that provide a stable energy supply and contribute to decarbonization.
- Growing demand for defense-related infrastructure to strengthen national defense capabilities.
- Continued rise in demand for disaster prevention and mitigation, and infrastructure maintenance and renewal, driven by national resilience efforts.
- Increasing value and reach of technologies addressing social issues (carbon neutrality, customer needs, etc.)
- Continued demand for infrastructure development and enhanced urban functionality in Southeast Asia and other regions where future economic growth is expected.

Risks and issues to address

- Workforce shortages due to skilled workers aging and fewer entrants to the construction industry.
- Rising construction costs, including prices of materials and equipment and workforce.
- Supply risks amid heightened geopolitical tensions.

Strengths

- Technological capabilities supported by our extensive construction track record and industry presence.
- Management foundation responsive to external changes (human resources, R&D framework, supply chain, etc.).
- Engineering capabilities meeting diverse customer needs.
- Accumulation of applications and expertise in automated construction technology to address future workforce shortages and enhance safety and productivity.

Business policies

Strengthening initiatives that leverage the engineering capabilities of the entire Group

- Strengthen technical proposal capabilities through strategic technology development, integrated design-build project teams, and close collaboration with Group companies.

Ensuring reliable revenue generation from growth sectors and international operations

- Expand opportunities to win contracts for energy facilities, infrastructure renewal, and other projects.
- Explore opportunities in Southeast Asia and beyond.

Promotion of R&D for transforming the construction site into a factory

- Accelerate deployment of automated construction.
- Systematize infrastructure renovation technologies.

Growing construction-related revenues and strengthening the future management foundation

- Pursue the commercialization of owned technologies, including external collaboration.
- Establish an organizational framework for developing next-generation technologies.
- Strengthen human resources development and training by leveraging digital technologies.

Priority initiatives

Initiatives in priority and promising areas

- Continue prioritizing nuclear power and defense infrastructure by leveraging comprehensive engineering capabilities.
- Identify offshore wind power facilities as a promising medium- to long-term growth area and strengthen collaboration between the design and construction departments.

Efforts to address continuing demand for expressway renewal

- Win more orders for renewal projects by utilizing the Smart Deck Renewal (SDR) System, which reduces social loss by significantly shortening the construction period.
- Expand SDR System use through licensing to other companies.

Application of automated construction technologies

- Focus on introducing the automated construction system A⁴CSEL for land development and tunnel construction, with the aim of further improving the system and accumulating expertise.
- Transform construction sites into factories to improve safety and productivity.



Automated embankment using an A⁴CSEL automated bulldozer and automated vibrating roller (Joyo project on the Shin-Meishin Expressway)
Further details are available via the QR code on the right.

Key indicators (KPIs)

- KPI 1: Contract awards in the nuclear power field: **¥25 billion or more**
- KPI 2: Renewal and renewable energy revenues: **¥60 billion or more**
- KPI 3: Application of A⁴CSEL® to construction sites: **6 or more**

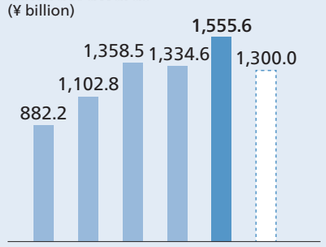
Building Construction Business

Construction demand remains strong, driven by expanding digital investment and advanced building functions, while diverse customer needs require a sincere response. For medium- to long-term growth, we will secure the future workforce, strengthen profitability and our business foundation, integrate design and construction, and further refine production processes using AI.

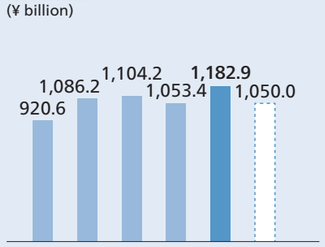
Takeshi Kayano
Senior Executive Officer, General Manager, Building Construction Management Division



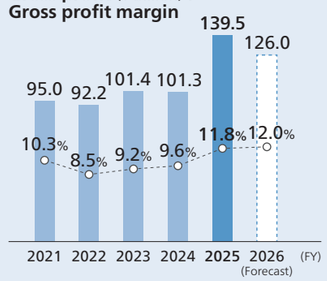
Contract awards
(¥ billion)



Revenues
(¥ billion)



Gross profit (¥ billion) / **Gross profit margin**



Market environment

Priority areas

Private-sector capital investment

- Solid capital investment continues in manufacturing and non-manufacturing. Demand for semiconductor and pharmaceutical plants plus accommodation and tourism facilities driven by strong inbound demand is expected to grow over the medium to long term.

Digital-related infrastructure

- Alongside growing data center demand driven by AI investment, demand is rising for restarting and building power generation facilities and related infrastructure to address power shortages and achieve carbon neutrality.

Urban redevelopment

- Large-scale redevelopment demand remains solid in Greater Tokyo and regional urban centers as urban functions advance. Building value is also rising through ZEB initiatives and carbon neutrality measures.

Ongoing areas

Security-related facilities

- Demand for new and replacement defense facilities is expected to grow as defense capabilities strengthen.

Renovation

- Needs now extend beyond aging buildings to enhanced BCP, energy conservation, and wellness. Demand for business continuity renovations is expected to grow, particularly for offices, factories, and accommodation facilities.

Environmental awareness

Opportunities

- Construction demand from the Japanese government's priority investment in 17 strategic fields, including AI and semiconductors; resources, energy and GX; disaster management and national resilience; drug discovery and advanced medicine; defense; and information and telecommunications.
- Solid private-sector investment, especially in production facilities, and growing social infrastructure demand.
- Growing demand for large-scale redevelopment in metropolitan areas and regional urban centers, and renovation for increasingly advanced building functions.

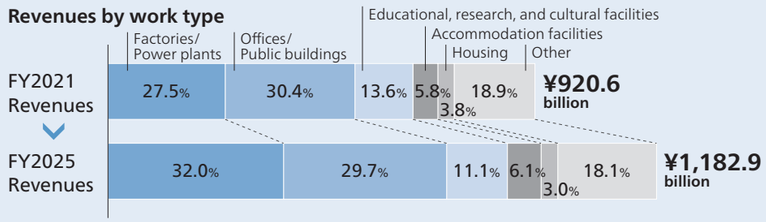
Risks and issues to address

- A structural future workforce shortage due to an aging workforce and declining new entrants.
- Instability in construction materials and equipment supply chains due to heightened geopolitical risks.
- Addressing social issues faced by society and customers, including disaster prevention and mitigation, carbon neutrality and the circular economy.

Strengths

- Advanced production processes using DX (BIM and AI).
- Proposal capabilities leveraging digital twins that replicate each phase from design and construction through maintenance in a virtual environment.
- Group collaboration for the construction value chain.
- Extensive track record in existing building-related businesses, including renovation and conversion (creating added value through changes in use).

Revenues by work type



- Revenues have steadily increased as a result of appropriately responding to strong construction demand and inflationary conditions.
- As initiatives in priority areas such as production facilities and redevelopment projects have progressed, the shares of revenues from "factories and power plants" and "offices and public buildings" have remained at high levels.

Review of FY2025

Driven by growth in private-sector capital investment, demand remained high, particularly for production facilities and redevelopment projects. Meanwhile, high material prices and skilled worker shortages mean more projects require sophisticated schedule and cost management. We support customers in advancing projects through proposals combining design changes and VE (value engineering), while working with partner companies to maintain stable construction capacity.

In addition, strengthening our human capital, which underpins sustainable growth, requires an environment where diverse talent can thrive. We therefore focus on improving well-being and advancing DE&I.


Toyosu Sail Park


KOSÉ Minami-Alps Factory

These initiatives have delivered results, with gross profit in FY2025 reaching ¥139.5 billion (gross profit margin of 11.8%), exceeding our forecast at the beginning of the fiscal year. We will continue to vigorously advance these initiatives in FY2026 with the aim of further improving the gross profit margin.

Business policies

Strengthening technical proposal capabilities to meet diverse construction demand

- Leverage knowledge, technologies and engineering capabilities gained through planning, design, construction and maintenance to provide optimal proposals tailored to customer needs.
- Strengthen design and construction capabilities by developing and demonstrating new methods and technologies for advanced needs in growth areas.

Innovating the building production process

- Advance production planning through BIM-centered design-construction collaboration, while streamlining construction and promoting labor-saving and automation through modular methods.
- Use AI to improve efficiency and sophistication at each stage of production, including design and cost estimation, enabling rapid customer proposals.

Sustainability initiatives

- Develop construction methods and technologies for a circular economy, including longer building lifespans and structural frame reuse and recycling.
- Plan appropriate construction periods (eight site-closure days every four weeks) and build customer consensus for a sustainable construction industry.

Priority initiatives

Deepening key initiatives and developing new markets

- Strengthen initiatives combining our engineering capabilities for semiconductor, pharmaceutical, data center, nuclear power and defense facilities.

Commitment to Kajima Quality

- Enhance quality management by using systems that digitize tacit knowledge and pass it on as organizational knowledge, while strengthening employee training.
- Identify risks before construction and proactively manage quality by verifying design, construction, and operational information using digital twins.

Promoting technology development and innovation

- Use robotic and remote management technologies on site.
- Develop and demonstrate new construction methods on site (foundations, timber, optical fiber, etc.).

Ensuring a safe work environment

- Prioritize eliminating fatal, severe, serious and public accidents through rigorous safety management.
- Identify high-risk construction sites and implement effective safety measures based on past accident trends.

Human-centric workplace management*

- Create psychologically safe, diverse workplaces and support fulfilling careers and employee well-being.

*An approach to management and business that puts people first, rather than prioritizing technology or efficiency.

Key indicators (KPIs)

KPI 1	FY2026 gross profit margin for building construction business **12% in FY2026**
KPI 2	Appropriate construction periods (8 site closures/4 weeks) **85% of new contracts**
KPI 3	Construction robots **Applied at 25 construction sites**

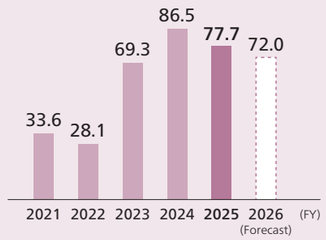
Real Estate Development Business

Our real estate development business integrates with construction technology to create value across the construction value chain and support Group growth. Along with stable rental income, we are diversifying revenues through timely asset sales and asset management services. We will continue expanding business areas while strengthening Group collaboration.

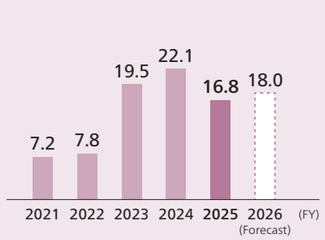


Katsunori Ichihashi
Senior Executive Officer, General Manager, Real Estate Development Division

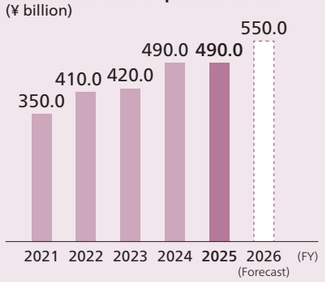
Revenues
(¥ billion)



Net income*
(¥ billion)



Real estate development assets
(¥ billion)



*The business management figures are the combined total net income for the real estate development business on a non-consolidated basis and for domestic subsidiaries and affiliates involved in real estate development.

Market environment

Real estate investment market

- Despite global economic fluctuations from Middle East developments and rising interest rates, investor demand remains high, supported by overseas capital inflows.

Office

- Supported by strong tenant demand, the office market remains solid nationwide, with vacant space continuing to be absorbed and leases signed at high rents. However, new office supply in each area requires close monitoring.

Housing

- Sales of residential condominiums remain strong, particularly for high-end properties in central Tokyo. Rents for rental housing also continue to rise.

Hotel

- Tourism demand, including inbound demand, remains solid, and favorable market conditions continue.

Logistics facilities and data centers (DCs)

- For logistics facilities, property selection is becoming increasingly dependent on location and specifications, making it important to develop projects that accurately capture market needs.
- Despite the challenges of securing tenants and sufficient power capacity, the data center market continues to expand, driven by increasing AI-related investment.

Environmental awareness

Opportunities

- Growing demand for office redevelopment and reconstruction driven by the enhancement of urban functions and increased investment in human capital.
- Demand for real estate development responding to social and economic changes, including digital infrastructure expansion and accelerated carbon neutrality efforts.
- Strong tourism demand, including inbound demand.

Risks and issues to address

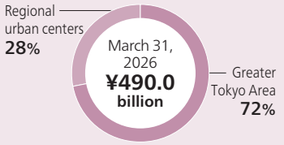
- Stagnation in the real estate market due to changes in global economic conditions.
- Changes in the real estate market as a result of increased real estate development business costs due to inflation and higher interest rates and rising CAP rates.
- Decline in demand due to changing needs and markets.
- Securing appropriate financing and capital efficiency for each real estate development project.

Strengths

- A business development framework that leverages construction technologies to create projects and consistently brings them through to commercialization.
- Extensive real estate development expertise, including business structuring and obtaining permits and approvals.
- Diverse business opportunities leveraging the Group's extensive network built through construction.
- Pursuit of capital efficiency through approaches integrating real estate and finance, including private REITs.

Domestic real estate development assets

By region



By use





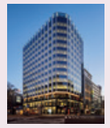
Osaka Sakurajima Resort
*Image courtesy of Sakurajima Development LLC



Canopy by Hilton Okinawa Miyako Island Resort



NAGOYA FUSHIMI K-FRONTIER



SAPPORO 4-CHOME PLACE

Review of FY2025

Stable rental income and property sales enabled the domestic real estate development business to secure ¥16.8 billion in net income. We also made steady progress in reducing risk and enhancing capital efficiency, including starting construction on Osaka Sakurajima Resort, a large-scale hotel project with external partners.

Amid favorable real estate market conditions, we are strengthening our earnings base through higher NOI from rental assets, mainly offices, while investing in well-located projects that will provide future earnings.

Real estate development project schedule

Project name	Primary use	Completion (planned)*1
JIYUGAOKA MUSE SQUARE	Commercial, housing and office	July 2026
YOKOHAMA BUILDING (tentative name) (Yokohama Naka-ku Kaigandori Project (A-1 District))	Office	January 2027
KALOC Tomiya Phase 2	Logistics facilities	March 2027
SANKAIDO BLDG. Reconstruction Project	Office	September 2027
REGENT KYOTO project*2	Hotel	January 2028
Yaesu 2-chome Central District Category-1 Urban Redevelopment Project	Office and commercial	January 2029
Osaka Sakurajima Resort	Hotel	FY2029
Kannai Station Minatocho District Category-1 Urban Redevelopment Project	Office, residential and retail	FY2030
Kannai Station North Exit District Category-1 Urban Redevelopment Project	Office, residential and retail	FY2030

*1 Completion dates are subject to change.
*2 A development project by Eaton Real Estate Co., Ltd., a Group company

Business policies

Strengthening earning power through asset value enhancement and timely investment and sales

- Build a stable earnings base by improving rents and occupancy rates of rental assets.
- Pursue the sale of properties and create new projects with advantageous terms, thereby securing steady profits from sales.

Promoting initiatives to improve capital efficiency

- Actively utilize external capital in large-scale development projects.
- Monitor projects using indicators such as ROIC and improve capital efficiency through early capital recovery.

Diversifying revenue opportunities through portfolio expansion

- Promote residential, hotel, logistics, and data center development alongside offices, plus luxury properties through consolidated subsidiary Eaton Real Estate Co., Ltd.

Creation of new revenue sources through the growth of Kajima Private REIT

- Grow Kajima Private REIT assets under management and expand revenue opportunities through asset management and related services.

Priority initiatives

Promotion of quality asset development and asset value enhancement

- Expand the portfolio to meet market needs.
- Build quality assets through selective investment in well-located properties in Greater Tokyo and regional urban centers.
- Enhance leasing activities to raise rents and maintain or improve occupancy rates.
- Promote initiatives in growth areas, including strengthening hotel management capabilities.
- Deepen collaboration with affiliated Group companies to enhance the earning power of the real estate development business.



JIYUGAOKA MUSE SQUARE
*Photo courtesy of SS Inc.: Masaki Kaiya



YOKOHAMA BUILDING (tentative name) (Yokohama Naka-ku Kaigandori Project (A-1 District))

Profit generation and early capital recovery through asset turnover business

- Secure high profitability through diverse asset sales tailored to investment demand.
- Recover capital, focusing on capital efficiency.

Strengthening the asset management business

- Diversify exit strategies and expand fee-based business using Kajima Private REIT, targeting ¥100 billion in AUM (currently about ¥88 billion), and private funds.

Key indicators (KPIs)

KPI 1	Domestic real estate development business net income in FY2026	**¥18.0 billion**	
KPI 2	Occupancy rate of rental properties	**95% or higher**	
KPI 3	Net investment (FY2024–2026)	**¥150.0 billion***	

*Investment: ¥280 billion; recovery of investment: -¥130 billion

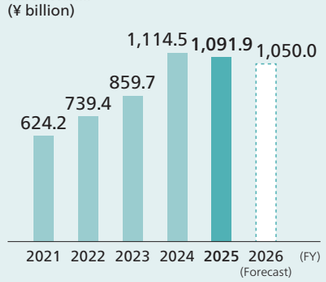
Overseas Business

We have built locally rooted networks across the United States, Asia, Europe and Oceania, and have established competitive business models tailored to the characteristics of each market. We will continue to expand our construction and real estate development businesses while actively pursuing new growth areas to achieve sustainable growth and create diverse revenue opportunities.

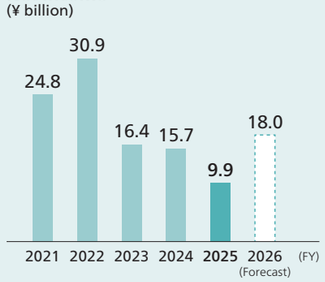


Hirotaka Takabayashi
Managing Executive Officer, General Manager, Overseas Operations Division

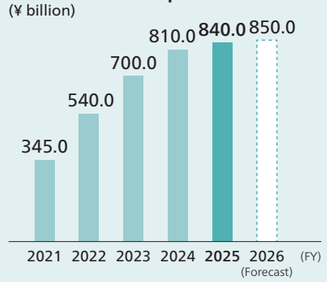
Revenues*
(¥ billion)



Net income*
(¥ billion)

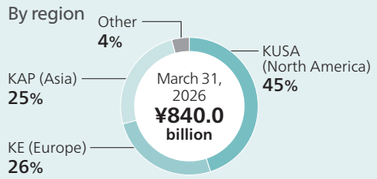


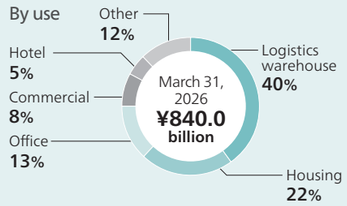
Real estate development assets
(¥ billion)



*Management accounts before inter-company elimination

Overseas real estate development assets






The Global One (Taiwan)

Review of FY2025

Profitability in the construction business improved, particularly in Europe and Southeast Asia. However, net income totaled ¥9.9 billion, mainly due to delayed property sales for a growing number of development projects amid sluggish real estate investment caused by uncertainty in global trade.

Meanwhile, construction orders rose year on year to ¥967.4 billion, driven mainly by large-scale projects in Southeast Asia and the United States. Revenues topped ¥1 trillion for a second consecutive year as projects progressed steadily. We believe the foundations for a sustained earnings recovery are taking shape.

In real estate development, we maintained disciplined operations focused on investment efficiency and financial soundness while closely monitoring interest rates and market conditions.

Stable construction profits and prudent real estate investment decisions enhanced the quality of our business portfolio. Going forward, we will adapt quickly to changes in the business environment and pursue initiatives tailored to each region and market to achieve further profit growth.

Market environment

U.S.
- Despite uncertainty over political and international affairs and monetary policy, capital investment should remain firm amid digitalization and reshoring.
- Real estate investor sentiment remains cautious, but demand for logistics facilities and rental housing should grow as supply chains strengthen and demographics shift.

Asia
- Despite geopolitical risks to energy supply, economic growth should remain solid. Construction demand should remain robust amid infrastructure development and private-sector investment.
- Despite external uncertainties, real estate development conditions are improving with urbanization and tourism recovery.

Europe
- Continued attention is required to monetary policy developments amid inflationary concerns and the prolonged conflict in Ukraine.
- Meanwhile, the euro area economy is expected to maintain growth, and signs of capital returning to the real estate transaction market are emerging.

Oceania
- Although fluctuations in financial conditions continue to affect the outlook, the Australian economy remains on a gradual recovery path.
- Over the medium to long term, demand for infrastructure expansion and residential construction is expected to remain strong, underpinned by population growth.

Environmental awareness

Opportunities
- Growing construction demand for new and upgraded social infrastructure, driven mainly by AI-related investment, alongside demand from manufacturing and environmental sectors.
- Faster real estate development investment and capital recovery amid economic expansion.
- Greater capacity to develop high-quality projects through strong customer and partner relationships.
- Creation of new business areas through open innovation.

Risks and issues to address
- Changes in market conditions and the competitive landscape due to inflation and rising interest rates.
- Economic slowdown due to heightened geopolitical risks, including escalating tensions in the Middle East.
- Ensuring quality and safety, and reinforcing governance.
- Securing and developing diverse talent to support business growth.

Strengths
- Extensive networks deeply rooted in local markets across the regions.
- Trusted relationships with globally operating customers and leading local partners.
- Integrated business platform combining construction and real estate development capabilities.
- Ability to create new business opportunities and foster external collaboration through The GEAR by Kajima, established in Singapore.

Business policies

Pursuing disciplined business operations focused on profitability and capital efficiency
- Make prudent project decisions by assessing opportunities and risks amid changing financial and market conditions.
- Improve profitability and capital efficiency in construction and real estate development.

Developing projects that meet customer needs by deepening relationships with customers and partners
- Strengthen collaboration with customers operating across multiple regions and trusted local partners.
- Collaborate in information gathering, proposal development, and project formation to secure follow-on projects and expand related opportunities.

Promoting strategic investment in new businesses and growth areas
- Promote the creation of new business models that support medium- to long-term growth and the diversification of revenue sources through investment in growth areas such as urban infrastructure development and environmental sectors, as well as open innovation.

Key initiatives (by region)

U.S.
- Improve project profitability, streamline processes, and raise productivity. Optimize organizational structures to strengthen competitiveness in construction.
- Diversify real estate assets and investment methods and expand stable income-generating assets. Maintain and improve profits through risk-conscious investment decisions.

Asia
- Boost construction profitability through strict risk management and by securing orders that meet customer needs.
- Improve real estate profitability and capital efficiency via stable long-term holdings and short-term asset sales.

Europe
- Improve construction profitability by gaining new high-quality customers and securing orders with sound execution structures.
- Restructure the real estate portfolio through capital recovery, profits from warehouse and renewable energy facility sales, and new project origination.

Oceania
- Stabilize performance in the construction business through an order acquisition strategy that emphasizes enhanced risk management and the securing of appropriate contract terms.

Key indicators (KPIs)

KPI 1	Net income in FY2026	¥18.0 billion	
KPI 2	Number of logistics warehouses sold in the U.S.	10–15	
KPI 3	Net investment (FY2024–2026)	¥70.0 billion*	

*Investment: ¥610 billion; Recoupment of investment: -¥540 billion

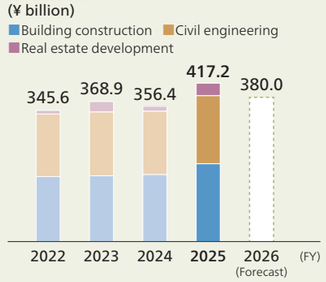
Domestic Group Business

The Kajima Group is composed of specialized companies responsible for each stage of the construction value chain. Through close collaboration and the sharing of talent, technologies, and expertise developed by each company, we will continue to leverage the Kajima Group's unique comprehensive capabilities to provide new value to society and our customers and take on challenges in new business areas.

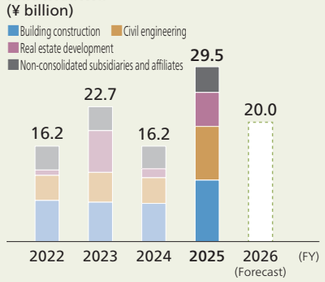
Yoshiharu Abe
Executive Officer, General Manager, Affiliated Business Department



Revenues[*1]
(¥ billion)



Net income[*1]
(¥ billion)



As of March 31, 2026, Kajima had 106 domestic subsidiaries and affiliates (51 subsidiaries[*2] and 55 affiliates). The subsidiaries' overall revenues and profits tend to fluctuate significantly due to property sales by real estate development subsidiaries. For FY2026, revenues and profits are forecast to decline from the record highs achieved in the previous fiscal year.

*2 Includes 18 consolidated subsidiaries and 33 non-consolidated subsidiaries

*1 Management accounts before inter-company elimination

KX-FOREST TATESHINA (Kajima Group recreation and training facility): A co-creation hub connecting the Group

The Kajima Group has opened KX-FOREST TATESHINA, a recreation and training facility available to employees of Group companies.

More than simply an employee welfare facility, KX-FOREST TATESHINA is a place for interaction, learning, and co-creation among Group companies. By taking the lead in shaping its use, Group companies bring employees together to build new connections and create value, making the Kajima Group an even more attractive organization. To realize this concept, volunteer employees from Group companies came together. They pooled the expertise and strengths of each company to plan, renovate and operate this 30-year-old facility.

In July 2026, the facility reopened following extensive renovations, and a full range of Group-wide activities, including training programs and events, commenced. As the first event, the photography workshop, led by a professional photographer, provided hands-on training and collaborative activities. During the networking session, participants acquired new knowledge and built stronger relationships with one another.

By promoting interaction and mutual learning across company boundaries, the facility serves as a hub for connecting people, creating new value, and generating synergies, thereby further enhancing the Kajima Group's comprehensive capabilities.

A new Kajima Group television commercial, which began airing in August 2026, showcases the Kajima Group's broad range of business activities and collective strengths and introduces the names of our 34 Group companies. We hope you will enjoy watching it.

Corporate Website
Advertising & TV Commercial Library







Principal subsidiaries and affiliates across the value chain

Domestic subsidiaries and affiliates
106
* 51 subsidiaries
* 55 affiliates

Planning & development

Kajima Leasing Corporation
Supports customer business development through financial planning and leasing solutions

Retec Engineering Inc.
Extends the service life of social infrastructure through inspection, diagnosis and repair design

- Kajima Real Estate Investment Advisors Inc.
- Avant Associates, Inc.
- Engineering & Risk Services Corporation

Design & engineering

Ilya Corporation
Creates value through spatial design and furniture planning

Chemical Grouting Co., Ltd.
Provides specialized ground improvement and waterproofing technologies for underground spaces

- ARMO Co., Ltd.
- ARTES Corporation
- Landscape Design Inc.
- Global BIM Inc.

Construction

Taiko Trading Co., Ltd.
Supports construction projects through materials procurement, logistics management, and construction management

Kajima Road Co., Ltd.
Develops social and industrial infrastructure through paving and land development technologies

Clima-Teq Co., Ltd.
Contributes to creating comfortable spaces through building equipment systems

KATABAMI CORPORATION
Provides comfortable environments and peace of mind through landscaping and insurance agency businesses

- Kajima Mechatro Engineering Co., Ltd.
- One Team Inc.
- Kajima Fit Co., Ltd.
- Clima Works Co., Ltd.

Operation & management

Kajima Tokyo Development Corporation
Contributes to enhancing asset value through facility operations

Atami Infrastructure Management LLC
Accumulates maintenance expertise through road operations

- Eaton Real Estate Co. Ltd.
- Kajima Yaesu Kaihatsu Co., Ltd.
- Kajima Property Management Co., Ltd.
- Kajima Resort Corporation
- Nasu Resort Corporation
- Kajima Karuizawa Resort, Inc.
- Shinrinkohen Golf Club

Maintenance & renovation

Kajima Tatemono Sogo Kanri Co., Ltd.
Leverages expertise gained through maintenance to create new value

KRC Co., Ltd.
Enhances the value of structures through repair and reinforcement technologies

- Kajima Environment Engineering Corporation
- Toshi Kankyo Engineering Co., Ltd.

From planning through maintenance.
We leverage the expertise and data accumulated across the entire construction value chain to create new value.

Group companies work together to develop talent and pass on technologies and expertise to the next generation. We create a virtuous cycle of value creation by feeding insights gained through operations back into planning, design and construction.

Focus

Future of the Nuclear Power Business

Contributing to a stable energy supply through building construction and civil engineering



Tohoku Electric Power Co., Inc.'s Onagawa Nuclear Power Station

Nuclear power is once again drawing attention amid rising electricity demand driven by AI and data centers and heightened geopolitical risks. These trends have increased the need to achieve both a stable energy supply and decarbonization. In response, the Japanese government has adopted a policy of maximizing the use of nuclear power alongside renewable energy while ensuring safety. Kajima has designed and constructed more than half of Japan's nuclear power plants. Building on this experience, we continue to strengthen the technologies and develop talent needed to maintain and advance them. How can we apply our building construction and civil engineering capabilities to meet these needs while keeping safety paramount? We visited project sites shaping the future of nuclear power.

Safety improvement work in preparation for restart

Tohoku Electric Power's Onagawa Nuclear Power Station stands on the Oshika Peninsula in Miyagi Prefecture. On its approximately 1.73 million m² site, Unit 2 (825 MW) was operating commercially after its first periodic inspection following its 2024 restart. The area near the seawall is now quiet.

Yuma Kitano, Manager, who worked on safety improvements for the restart, recalls, "At the peak, dozens of cranes operated across the site, and construction advanced rapidly." When Kitano returned in 2022 after spending three years at another project site, he was struck by how dramatically the sheer volume of construction work had transformed the site.

In 2013, Unit 2 entered regulatory review under new regulatory standards introduced after the Fukushima Daiichi accident. Requirements addressing natural hazards and severe accidents, including greater earthquake and tsunami resilience, significantly expanded the safety improvement work. Kazuo Sakurai, Project Manager of the Building Construction Project Office, explains, "Construction proceeded on a fast-track basis alongside government consultations and ongoing design, rather than starting after plans were finalized. We coordinated closely to minimize disruptions and rework."

Work accelerated after the design and construction plan was approved in late 2021, requiring rigorous quality and safety management. Roof truss reinforcement was particularly difficult because work was time-limited in radiation-controlled areas and conducted directly above the spent fuel pool. A temporary platform separated the work area from the pool. Kitano says, "Meeting strict quality and schedule requirements strengthened my ability to plan and evaluate safety and quality measures."

The civil engineering work also involved trial and error. During the Great East Japan Earthquake, an approximately 13 m tsunami remained below the site elevation of 13.8 m, despite about 1 m of subsidence. An emergency 3 m seawall initially provided protection to approximately 17 m above sea level. As scientific knowledge and the new standards evolved, the assumed tsunami height rose to 23.1 m. The seawall was raised to approximately 29 m, with measures against ground settlement and sliding, to enhance reliability and reassure local communities. Additional measures were also taken against ground settlement and sliding. Hirotake Tamura, Project Manager of the Civil Engineering Office, explains, "As the structures grew, components became thicker and heavier, making the required precision difficult to maintain." The steel pipe piles for the approximately 680 m seawall weigh about 20,000 t in total. Each 70 t component required high-precision installation to keep tsunami water from entering the site.

Shuhei Narita, Deputy Manager, says, "The unprecedented scale and complexity gave me opportunities, even as a young engineer, to devise solutions to new challenges." The seawall raising project spanned more than a decade and received the Japan Federation of Construction Contractors Civil Engineering Award in 2025.

Nuclear Power Department behind the construction of 39 reactors in Japan

Kajima has been involved in the construction of 39 of Japan's 62 nuclear power reactors (including those under construction or being decommissioned), whether through building construction or civil engineering work, and in 20 of the 33 reactors classified as operational (including those awaiting restart as of April 2026).



Yuma Kitano, Manager (left), and Shuhei Narita, Deputy Manager



Hirotake Tamura, Project Manager (left), and Kazuo Sakurai, Project Manager



Masaaki Tsukamoto, Managing Executive Officer, General Manager, Nuclear Power Department



Mamoru Ito, Deputy Manager

This extensive track record underpins Kajima's nuclear power business. Behind this track record is the Nuclear Power Department, whose origins date back to 1956, following the enactment of the Atomic Energy Basic Act.

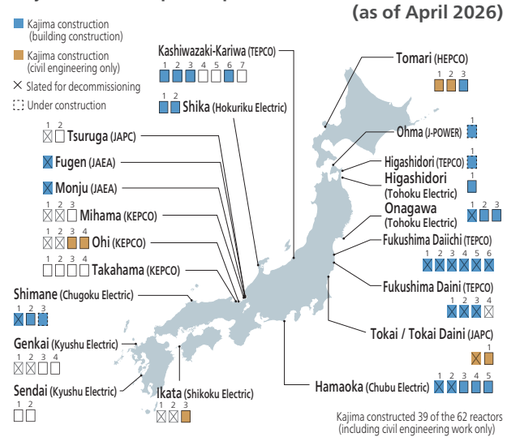
Established as Japan's first dedicated nuclear power organization at a general contractor, the department's work spans building design, regulatory support and building construction. Masaaki Tsukamoto, Managing Executive Officer and General Manager of the Nuclear Power Department, explains, "Kajima's strength lies in continuously developing and implementing new technologies while retaining and developing specialized talent." Using the latest advanced technologies such as seismic evaluation, the department supports regulatory approval processes for reactor restarts and new facilities while developing advanced analysis and construction technologies to meet evolving customer and societal needs.

One example is steel plate reinforced concrete (SC), which Kajima began developing in the 1980s and is expected to be used for safer next-generation advanced reactors. Conventional reinforced concrete (RC) requires multiple layers of heavy reinforcing bars to provide nuclear facilities with high seismic resistance. SC replaces the reinforcing bars and formwork with high-strength steel plate panels fabricated in factories. This shortens construction periods, reduces on-site labor, helps address shortages of skilled workers, and improves safety.

Although few nuclear power plants have been built since the Fukushima Daiichi accident, Kajima has continued to advance and transfer its technical expertise. Younger and mid-career engineers learn from past designs while supporting restart processes. Working with veterans, they capture expertise in 3D Building Information Modeling (BIM) models and use virtual construction to refine designs for future replacement projects and next-generation advanced reactors. Mamoru Ito, Deputy Manager, in his 12th year with Kajima and responsible for designing the Ohma Nuclear Power Plant, says, "Every site is different, so past project experience and the expertise of senior colleagues provide invaluable guidance."

The Agency for Natural Resources and Energy projects that electricity demand could reach 1.2 times its current level by FY2040, partly due to the expansion of data centers and semiconductor plants. Tsukamoto says, "Nuclear power will become increasingly important in diversifying energy sources and ensuring a stable energy supply. Looking ahead to plant replacements and next-generation advanced reactors, we will continue advancing and transferring our design and construction technologies while developing the talent needed for the future."

Kajima's nuclear power plant construction track record (as of April 2026)



Kajima constructed 39 of the 62 reactors (including civil engineering work only)

Column

Fukushima Daiichi Nuclear Power Station: The current state of decommissioning

Fifteen years after the Great East Japan Earthquake, decommissioning at TEPCO's Fukushima Daiichi Nuclear Power Station is progressing steadily. Drawing on its design and construction expertise, Kajima has contributed at every stage, from initial stabilization to contaminated water management and fuel removal. In January 2026, Kajima completed a large cover over Unit 1, damaged by a hydrogen explosion, to prevent radioactive material releases during building debris and fuel removal. In May, construction began on Waste Storage Facility No. 11 for the temporary storage of containerized debris and radioactive waste. The six-level facility, including one basement floor, will have approximately 70,000 m² of floor space. Its large-scale steel plate reinforced concrete (SC) structure will shorten construction and reduce costs.



Large cover structure for Unit 1

Masaaki Tsukamoto, Managing Executive Officer and General Manager of the Nuclear Power Department, says, "Steady decommissioning is essential to restoring confidence in nuclear power and its future use. Having construct all six units, Kajima considers it our responsibility to see the process through. We will continue taking on this challenge through company-wide efforts."