

# OVERSEAS SUBSIDIARIES AND AFFILIATES

Armed with superior technology and comprehensive capabilities with a long history of experiences, our overseas subsidiaries and affiliates have been engaged in and are aggressively promoting building construction and real estate development business in North America, Asia and Europe. The contribution of this segment to Kajima Group's financial performance is also growing.

## TOPICS 01

### COMPLETION OF SENTRAL SENAYAN III

On December 9, 2010, a ceremony was held to mark the completion of Sentral Senayan III, an office building located in Senayan Square in Senayan, a southern district in the Indonesian capital of Jakarta. STS, an affiliate of local Kajima subsidiary Kajima Overseas Asia Pte Ltd, is responsible for lease management of the property. Built by P.T. Kajima Indonesia, the reinforced-concrete building boasts 28 aboveground floors and one basement floor, for a total floor area of approximately 60,000 m<sup>2</sup>. The building is also the first in Indonesia to offer raised flooring on each floor, helping it achieve full occupancy since opening its doors.

The Senayan Square Project, a multifaceted development project overseeing the construction of shopping malls, office buildings, luxury condominiums and hotels over an approximately 20 hectare site, is the largest project of its kind in Asia. STS has a BOT (build-operate-transfer) agreement with the Indonesian government regarding the project that will run through 2036. Work on the project was first launched in 1989.

Plaza Senayan, a large-scale shopping mall on the site, opened for business in 1996. Today, two office buildings and luxury condominiums are also in operation. Construction is soon set to begin on a luxury hotel, with all construction work scheduled for completion in 2014.



Senayan Square



Sentral Senayan III Lobby

## TOPICS 02

### CONTRIBUTION OF U.S.-BASED SUBSIDIARIES TO THE KAJIMA GROUP

Alongside KBD Group, a U.S. subsidiary that has long serviced Japanese customers locally, overseas Kajima subsidiary Kajima U.S.A. Inc. (KUSA) acquired three construction and engineering firms between 2002 and 2008. Today, those acquisitions contribute heavily to KUSA business performance.

Hawaiian Dredging Construction Company, Inc., acquired in 2002, is a trusted company with industry-leading sales in the state and a century-long record of achievements. The company's own desire to steadily boost profits by becoming a top player in specified fields and regions meshed with KUSA's corporate strategy, culminating in the acquisition decision. The Austin Company, acquired in 2005, is a middle-tier firm headquartered in the state of Ohio that made its name as an industrial facility design and construction company.

With customers in fields as diverse as food product processing, pharmaceuticals and aeronautics, the company has established a reputation for its specialist knowledge related to engineering. Enabling the acquisition was the corporate culture of The Austin Company, which is very similar to that of Kajima, and an expectation that business related to industrial facilities will increase going forward. Batson-Cook Construction, acquired in 2008, is a prominent construction company in the southeastern United States with a history and track record stretching back more than 90 years. The acquisition of this company, which maintains a widespread network in the southeastern U.S., where economic growth is anticipated, and repeat customers, will be a major plus for future construction business development efforts in the country.

In light of unavoidable contraction in Japan's own construction market, Kajima is

taking proactive steps to develop overseas by eyeing M&A opportunities with prominent local companies in markets where it hopes to establish a foothold.



Duke Energy Center  
(Constructed by Batson-Cook Construction)

Projects completed during the fiscal year ended March 31, 2011



Sentral Senayan III, Indonesia



Marina Bay Financial Centre, Singapore



Cliveden at Grange, Singapore



Unicharm No. 2 Indonesia Plant



Duke Energy Center, USA



Siam Kubota Combine Plant, Thailand



Resorts World Sentosa, Singapore



AEON Mahkota Cheras Shopping Center, Malaysia