

Foundation for Sustainable Growth

Part 5

To create abundant lifestyles and cities for a sustainable global environment, we are continuously cultivating our human resources and technologies as the driving force behind value creation.

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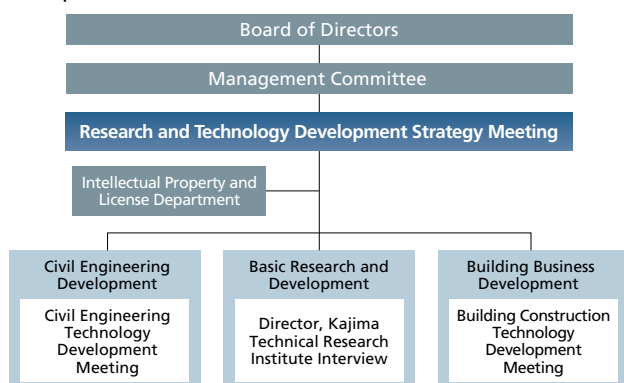


Research & Technology Development

R&D and management strategy

The Kajima Group Medium-Term Business Plan (FY2024–2026) sets “Creating new value as a technology-based company” as a growth strategy. We’re enhancing our global R&D [▶ page 75](#) and incorporating a balance perspective of business needs, field insights, and researcher expertise to ensure our R&D aligns with both our short- and long-term societal goals.

R&D promotion structure

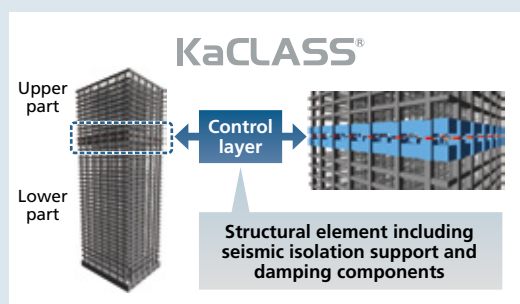


Research and technology development to address social issues

Kajima is using its wealth of R&D achievements as a foundation for integrating the latest AI, ICT, and robotics technologies as we actively advance R&D to address social issues in areas ranging from the environment, energy, and disaster prevention and mitigation to infrastructure maintenance and renewal, and labor shortages.

KaCLASS: A New Frontier in Seismic Control and Isolation Structure

Kajima’s seismic control technology continues to evolve. The KaCLASS seismic damping control-layer structure introduced in FY2023 provides ultra high-rise buildings with a seismic control layer that seismically isolates the upper part, which acts as a damping weight for the lower part, enhancing both building safety and comfort.



CUCO-SUICOM dome reduces CO₂ emissions by 70%

Topics

The CUCO-SUICOM Dome was test-constructed adjacent to the Kajima Technical Research Institute in Chofu, Tokyo, as part of the New Energy and Industrial Technology Development Organization’s (NEDO) “Green Innovation Fund Project.” The dome features a reinforced concrete shell structure constructed using our KT Dome method, which allows construction in any weather. Made from environmentally friendly CUCO-SUICOM shot concrete that reduces, absorbs, and fixes CO₂, the dome lowers CO₂ emissions by approximately 70%. The dome is scheduled to be constructed at the site of World Expo 2025 to demonstrate the feasibility and social implementation of construction technology using environmentally friendly concrete.



The test-constructed CUCO-SUICOM dome

BCP-ComPAS

Topics

Kajima developed and operates the BCP-ComPAS emergency information sharing system for centralized and easy to use communications, including real-time SNS information and damage estimates, during earthquakes, floods, and emergency events. The system enables, coordinated management using a geographic information system (GIS) that collects and displays location data for the headquarters and branch offices, project sites, and completed sites. BCP-ComPAS also has a function for checking on employees who can gather together in emergency situations and for verifying transportation routes. During the 2024 Noto Peninsula Earthquake, the system was used to gather information in real time from the afflicted area, the Hokuriku Branch, and the Kajima Earthquake Response Headquarters. We are continuing to develop BCP-ComPAS as an important tool for ensuring the safety of our workers and local communities.



The BCP-ComPAS screen

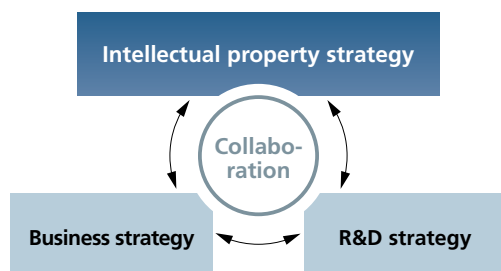
Intellectual Property Management

Promotion of intellectual property activities

The Intellectual Property Promotion Meeting, chaired by the officer in charge of R&D and Intellectual Property and License Department, and comprised of management and department managers, consolidates the opinions of each department, determine policies, and promotes measures related to intellectual capital for the Group, including planning R&D themes utilizing the intellectual property (IP) landscape and proactively securing IP. Major topics discussed in FY2023 included the promotion of rights (formalization) of ideas (tacit knowledge) generated at our operating sites.

Our IP promotion structure includes the Intellectual Property and License Department, which is responsible for supporting the IP strategy and IP management in the business units. We particularly focus on acquiring and using patents associated with our business and R&D strategies in our priority fields, which is also related to our efforts to promote open

Department collaboration in strategic intellectual property activities



innovation. Many of our construction operations use very different methods and materials at different work sites, which presents a broad range of IP risks. Our policy is to minimize our IP risk while fully respecting IP rights held by other companies.

Intellectual property education and awareness

To cultivate the “people” who will be responsible for creating IP and to continue generating new value, we provide extensive IP education, including training geared to specific jobs and divisions, and provide monetary rewards for inventions. We have also established an in-house award system to nurture and recognize young and mid-career inventors with promising IP achievements.



Comments from the FY2023 winner of the President's Award encouraging intellectual property development

Maiko Kawano
Senior Research Engineer
Environmental Engineering and
Bioengineering Group
Kajima Technical Research Institute

My research field of soil and groundwater will be facing new issues in ten years, which will present opportunities to develop new technologies. Winning this award is encouraging to continue developing new ideas that will meet the needs of the changing society and environment.

Case study: Intellectual property strategy

Civil engineering priority areas (Infrastructure renewal)

When developing the Smart Deck Renewal (SDR) System for replacing bridge decking, which is a priority area in the civil engineering field, we found and carefully examined prior art and acquired rights (basic patents) for the fundamental aspects of the technologies.

We then opened the patents for collaborative activities by deploying them at the construction sites of other companies, which positioned the SDR system as the de facto system to use.



An SDR System demonstration test

We are also using peripheral patents and our wide-ranging expertise in our proprietary technology to secure advantageous positions for attracting construction project orders in competitive areas.

Market environment

Growing demand for renovation of aging expressway bridges nationwide built during the rapid economic growth in the 1960s

Kajima technology

Development of the SDR System
High-speed overpass construction (shorter construction periods)

Significantly less social loss from restricted traffic during renovation work

Implementation of IP strategy

Collaboration areas

Establish de facto technology

Competitive areas

Securing of competitive advantage

Topics

FOCUS Strengthening Our Global R&D Structure

Promoting R&D at our new innovation hub in Singapore



Advanced and practical R&D activities at 5 laboratories in The GEAR

Kajima Technical Research Institute Singapore (KaTRIS)

Kajima established Kajima Technical Research Institute Singapore (KaTRIS) in Singapore in 2013. We were the first Japanese construction firm to open an overseas R&D office.

In recent years, the Singapore government has been increasing its emphasis on innovation as a strategy to accelerate economic growth. In order to solve issues being faced by its city and to drive sustainable economic growth, they have been focusing on the advanced technology, R&D expertise, and human resources of global enterprises. Accordingly, government agencies are seeking to stimulate innovation through a variety of programs to connect startup companies capable of providing innovative solutions to companies facing challenges.

In this vibrant environment, KaTRIS has endeavored to understand and gather the market needs of Asia, centered on Singapore, as well as seed technologies from around the world.

Through our efforts, we have worked with government agencies and universities to foster the development of world-leading technologies and apply them to meet the needs of Singapore and the Southeast Asian region.

KaTRIS plays a central role in advancing the three core strategies of the Kajima Group Medium-Term Business Plan (FY2024–2026) to strengthen the global R&D system, create new value by promoting innovation, and create new businesses unique to Kajima.

The consolidation of our operations in August 2023 at The GEAR as our new Asia regional headquarters marked the start of a new phase in our global operations, in which we will more actively collaborate with a greater number of partners for R&D in a wider range of more advanced fields.

The GEAR, Asia regional headquarters

In August 2023, Kajima opened The GEAR (Kajima Lab for Global Engineering, Architecture & Real Estate) in Singapore. The GEAR is Kajima's regional headquarters for Asia, serving as a hub for (1) corporate operations, (2) R&D activities and (3) open innovation. Located in the Changi Business Park adjacent to Changi Airport, Asia's largest hub airport, the building is an RC construction with six floors above ground and one below, with a total floor area of 13,000 m². The new building provides high quality technology and services by consolidating Kajima Development (KD), a real estate development company, Kajima Overseas Asia (KOA), a building construction company, and various other dispersed business companies, as well as KaTRIS. KD was responsible for the planning and development of the project, our Architectural Design Division was in charge of the design, and KOA Singapore was in charge of the construction.

The GEAR's future activities and research and development are highly anticipated by the Singapore Government, and the grand opening ceremony was attended by the Singapore Senior Minister of State for the Ministry of Trade and Industry, other government officials and the Japanese Ambassador to Singapore.



The front view of The GEAR building



The grand opening ceremony of The GEAR was attended by the then Minister of State for the Ministry of Culture, Community and Youth & Trade and Industry Ms. Low Yen Ling (front row, third from right) and many other local dignitaries. Kajima President Hiromasa Amano is the second right at the front row.

Global advanced R&D

KaTRIS at the GEAR houses five cutting-edge laboratories conducting collaborative practical research with government agencies, universities, industries, and startups to address the needs of society.

Co-creation with external partners at five laboratories



Human Centric Design Lab

Enhancing not only livability and energy efficiency but also well-being by recreating diverse building environments through virtual space technology



Construction Robotics Lab

Developing automation technology and solutions for digitalization to improve construction productivity with optimizing the entire construction process



Digital Tech Lab

Developing solutions for realizing smart buildings and smart cities by collecting data through IoT and analyzing it through AI



Environmental Engineering Lab

Promoting greening technologies and high-efficiency waste and wastewater treatment for a sustainable society



Urban Space Construction Lab

Contributing to the creation of a resilient society through the development of sustainable construction materials and structural monitoring techniques adapted to local ground conditions and materials.

The entire GEAR building also serves as a testbed for technology demonstration and PoC. Through the testbed, we persistently and repeatedly validate our ideas with our external partners and evolve The GEAR into a state-of-the-art smart wellness building, and implement the R&D results in society, thus contributing to our core and new businesses.

FOCUS Strengthening Our Global R&D Structure

KaTRIS R&D projects

1. Development of next-generation construction system for productivity improvement

We are aiming to change the construction system that requires human effort and manual operation to autonomous manufacture and digitalized management using AI and robotic technologies.

In Singapore, the usage level of Building Information Modeling (BIM) and digitalized tools is higher than other countries. These platforms stimulate prompt circulation for development of reliable applications through testing and improving process with accumulated digital data seamlessly.

KaTRIS is developing a platform and data analysis method for full and effective use of digital data. The system is currently being tested in actual projects to verify its practical viability. KaTRIS is also advancing research on modular component design, human-robot collaboration, and multi-dimensional data platforms toward realizing flexible and easy application of construction robotics.

The accomplishment of comprehensive system is not just making an application for reducing single problem. We are going to apply at actual projects and improve continually for providing



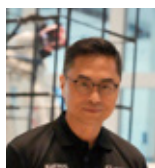
practical systems that contribute to productivity improvement and streamline the whole construction process.

PPVC (Prefabricated Prefinished Volumetric Construction) method

Challenging for global R&D

Chae Soungcho

Chief Research Engineer
Head of Construction Intelligence Team



In Japan, I worked on the development of construction management system at Kajima Technical Research Institute, and I joined KaTRIS as the head of Construction Intelligence Team to build a global research and dissemination base on construction robotics and digitalization. As the construction industry is facing labour shortage, there is an urgent need for ways to solve the problem from developed countries such as Japan and Singapore, so we are collaborating with global research teams to develop new applications efficiently and effectively. KaTRIS is co-working with overseas group companies in Asia, Europe, the United States, and Oceania in the same way to implement and disseminate the developed application in actual project to create the next generation of built environment.

2. Achieving both energy-saving and occupants well-being in tropical climates

In 2019, KaTRIS supported National University of Singapore (NUS) to realize the first net-Zero Energy Building (ZEB) in Singapore. And we continued to develop energy-saving technologies such as hybrid cooling systems combined with conventional air-conditioning systems and ceiling fans. Furthermore, at The GEAR, we attempted to realize the first semi-outdoor office, which is a particular challenge in tropical climates. Called "K/PARK," the space can be switched between an air-conditioned space and a semi-outdoor space by opening and closing movable partitions. Surrounded by pleasant breezes and abundant greenery, this space is also a testing workspace for biophilic design. By eliminating the need for a cooling system, significant energy savings have been achieved, and The GEAR obtained Singapore Green Mark Super Low Energy (SLE) certification.



The K/PARK semi-outdoor workplace at The GEAR

We are also developing and introducing various types of well-being technologies, including air-conditioning and lighting systems that use sensing technology to automatically adjust based on occupant's behaviour and biometric data. These technology can be "nudged" by smartphone intervention technology that uses human behavioural characteristics and psychology to encourage occupants to take breaks. Technologies like these improve work efficiency and comfort while also overcoming seemingly conflicting issues by both lowering a building's environmental footprint and requiring less labour for building management. The GEAR became the first newly constructed building in Singapore to receive the highest Platinum Level of the international WELL Building Standard system for certifying spaces that advance human health and well-being.



KaTRIS researchers discuss smart wellness using the digital platform at The GEAR

Innovation activities aimed at solving social issues

Innovation at The GEAR has been taken to a new level. Kajima Asia Pacific Holdings KAP, our regional headquarters in Asia, has established a new company to operate an open innovation hub floor where internal and external innovators can interact, form new collaborations and create new businesses.

KaTRIS is an active participant in open innovation, working to advance research and technology to address social issues.

Current collaborations with startup companies aim to improve the sustainability and resilience of society through joint research and proof of concept (PoC) of low carbon concrete and structural diagnostics technology using fiber optic sensor measurements.



Learning event with VC for innovative startups in Residency Programme at The GEAR



Digital geological survey using drone technology

Cultivating global R&D human resources

In order to strengthen the global R&D structure, it is essential to secure and develop high-level, internationally competent human resources. The Singapore government is promoting strategic initiatives to attract excellent human resources from inside and outside the country. Singapore is one of the world's leading countries in human talent, ranked number one in Asia in the IMD World Talent Ranking 2023. KaTRIS seeks to attract local talent by conducting research and creating an innovation environment that stands out from the rest. One of these

initiatives is joint research with research institutes in the USA, Europe, Australia and other Asian countries, utilizing the Kajima Group's rich global business base.

In the Philippines, with support from the Asian Development Bank, we are involved in initiatives to promote the conservation and restoration of coral reefs in collaboration with local stakeholders.

Through such technology-oriented sustainable activities, human resources who can realize a sustainable society are nurtured and connected around KaTRIS.

KaTRIS will motivate our own researchers and attract new high-level talent from inside and outside the Company through a variety of exchanges, such as expanding open innovation activities with startups, thus promoting global R&D activities at The GEAR.

Global research activities that embody a technology-based company

Yuichi Takemasa

Deputy Director (Overseas) and
General Manager of
Global Expansion Group
Kajima Technical Research Institute



In the nine years after KaTRIS was established in 2013, I worked to strengthen its functions through exchanges with local universities and government officials, R&D of advanced technologies, and technical cooperation with local subsidiaries. Currently, I am in charge of promoting global activities of the entire technical research institute.

The business environment is changing dramatically on the global level from digital technology, AI and other technological innovations, as well as the new needs of society to realize sustainable development amid climate change. Our R&D departments must now be able to quickly incorporate and deploy world-leading technologies to their business units and to make R&D results available to clients around the world. KaTRIS, which started activities from its new base in The GEAR, is expected to pave the way for the future of R&D for Kajima Group. I hope that KaTRIS, Kajima Technical Research Institute in Japan, and the Group's technology development related divisions will work together to take on the challenge of growing Kajima as a global technology-based company.

Transforming construction sites into factories using automated construction machinery



A⁴CSEL*-guided automated construction machinery building an embankment at Naruse Dam (August 2023)

* A⁴CSEL: Automated/ Autonomous/ Advanced/ Accelerated Construction system for Safety, Efficiency and Liability

Revolutionizing construction production systems by transforming construction sites into “factories”

Kajima is transforming construction sites into highly efficient on-site factories to address the shortage of labor and skilled workers and to eliminate occupational accidents in the construction industry.

Construction work efficiency often depends on the individual skills of the technicians in charge, which is difficult to quantify. Elevating construction work to the efficiency level of a factory requires converting intuitive and experiential knowledge into quantifiable and standardized processes. By restructuring and standardizing on-site work into routine and repetitive tasks, and strictly adhering to work procedures and manuals, we can improve productivity and stabilize construction quality. We take this a step further by modifying the manuals daily based on the construction progress and conditions, which further enhances productivity and effectively transforms the construction site into a highly efficient factory. Creating a coherent construction method and developing applicable software are essential for formulating a highly productive universal construction method.

Automated construction system “A⁴CSEL”

Kajima introduced the A⁴CSEL (pronounced “quad-accel”) autonomous construction machinery operation system in 2009 and have continuously refined and improved the system through real-world applications at dams and other construction sites. A⁴CSEL automates not only construction machinery, but also on-site work. The system uses the day’s work area, the type and number of machines in operation, and other information to optimize construction planning, including machine placement and work procedures, and performs the work automatically. A⁴CSEL has the potential to enable a single person to simultaneously operate multiple machines, dramatically increasing on-site productivity and safety. With the cooperation of the clients, we conducted demonstration tests and full-scale implementation in the embankment construction for the Gokayama Dam and Koishiwara Dam in Fukuoka Prefecture and the Oitagawa Dam in Oita Prefecture and worked to improve functionality and performance. At the Naruse Dam embankment construction project in Akita Prefecture, which began in 2020, A⁴CSEL enables three or four “IT pilots” to control more than ten automated construction machines, significantly reducing labor costs. In October 2022, the monthly

concrete placing volume for the dam construction project reached 271,000 m³, a substantial increase from the previous Japanese record of 147,000 m³ in 62 years. During our peak period in 2023, we successfully achieved full automation of all processes from material manufacturing to placing by automating three models of construction equipment (14 vehicles) and the transport of cemented sand and gravel (CSG)* from the on-site production plant to the embankment site. This marks one form of the “on-site factory” that Kajima aims to achieve.

* CSG material is made by mixing rock and sand gravel available at a construction site with water and cement.

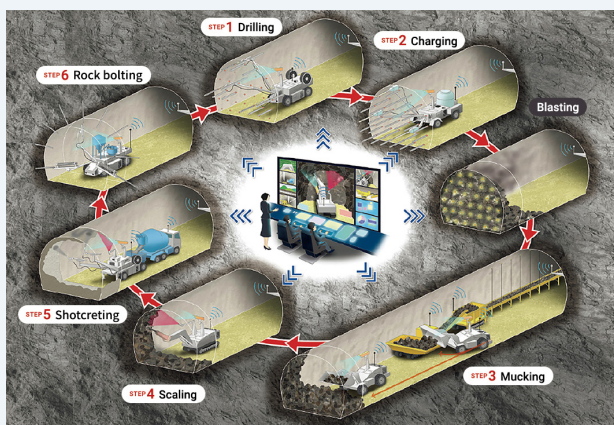
Constantly evolving A⁴CSEL

Remote centralized control system

We are using A⁴CSEL in projects of all sizes, from small to large, to expand its application range in various situations. One way we are doing this is by using a remote centralized control system that controls A⁴CSELS installed at multiple construction sites from a single location. From the remote control room at the Kajima Seisho Experimental Field in Kanagawa Prefecture, five pilots remotely operated several machines at three sites, including Naruse Dam. The system also contributes to workstyle reform by providing comfortable remote work environments.

A⁴CSEL for tunnel construction

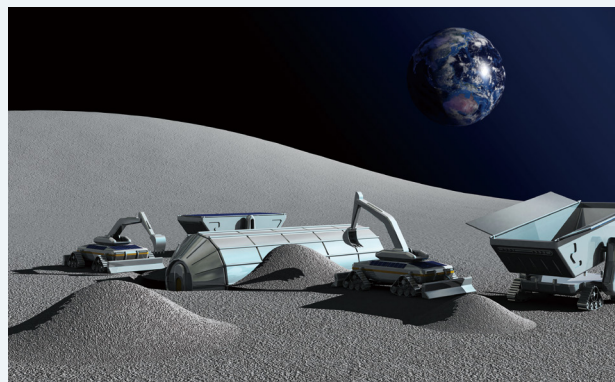
Kajima began developing the “A⁴CSEL for Tunnel” automated construction system for mountain tunnel construction in 2017. After extensive testing at a simulation tunnel in Shizuoka Prefecture and on bedrock at the Kamioka Test Tunnel in Gifu Prefecture, we successfully automated and remotely controlled operations for the six steps in mountain tunnel construction. The system enhances safety by enabling unmanned tunnel face operations, reducing risks, such as from collapses. We intend to deploy A⁴CSEL for Tunnel to more sites to further improve its performance and capabilities.



A⁴CSEL for Tunnel operations

A⁴CSEL for space exploration

We began collaborating with the Japan Aerospace Exploration Agency (JAXA) in 2016. Our R&D using A⁴CSEL has expanded from lunar base construction to lunar resource development. Guided by the principle of “what cannot be done on Earth cannot be done on the Moon,” we initiated research by testing automation technologies at the Kajima Seisho Experimental Field and have since progressed to simulating practical lunar construction scenarios.



Concept image of project site on the moon

Expanding the A⁴CSEL system

Satoru Miura
Principal Researcher
Kajima Technical Research Institute



In the construction industry, increasing productivity is critical as Japan confronts a growing labor shortage, shrinking labor force, and stricter regulations on overtime work hours. The manufacturing industry began incorporating automation in the 1980s to reduce defects and increase efficiency. By automating with industrial robots and devising production processes that required less human input, manufacturing companies successfully realized mass production systems that were less labor-intensive, safer, and produced fewer defects. We started developing A⁴CSEL with the aim of achieving the same effect in construction. Unlike manufacturing operations, construction sites were thought to be virtually impossible to automate due to their constantly changing conditions. A⁴CSEL's success is attributable to its ability to adapt quickly to changing construction plans and autonomous driving programs, as well as our dedicated team and robust organization. A⁴CSEL R&D started with five people, and we now have dozens of team members. We will continue to take on new challenges.

Industry-academia co-creation to address social issues

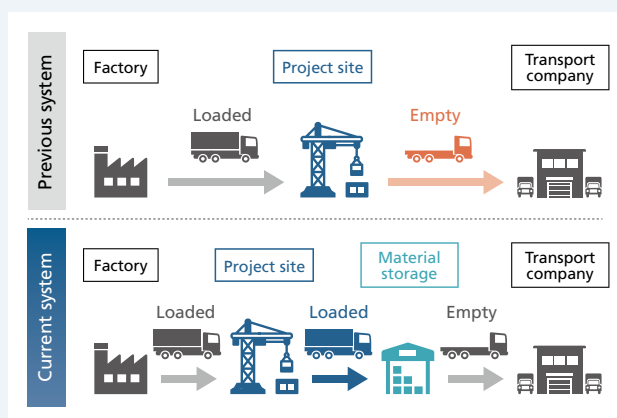
Case 1 Addressing the distribution labor shortage and reducing CO₂ emissions

Matching and relay systems for efficient material transport

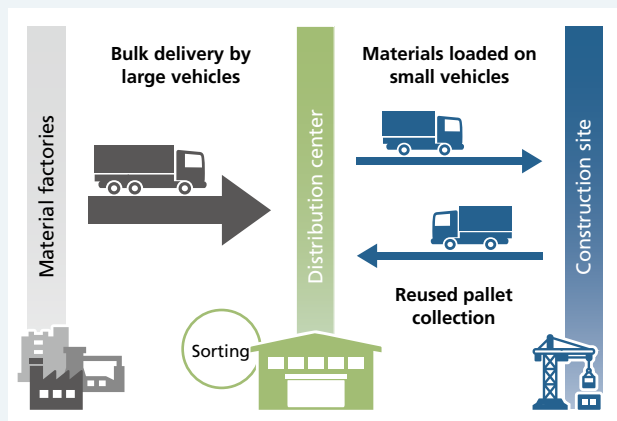
Kajima developed and launched the TraMatch platform that connects on-site subcontractors with transport companies alongside the Distribution Center Relay System, which enhances material transport efficiency. This system consolidates large shipments at logistics centers before delivering materials to construction sites using smaller vehicles as needed. Together, these systems address labor shortages in the logistics sector while also reducing CO₂ emissions.

These systems have significantly improved transportation efficiency. Key benefits include the elimination of underloaded trucks, a reduction in empty vehicle movements, and decreased wait times for vehicles at construction sites. These advancements contribute to more sustainable construction practices and help alleviate storage space shortages at project sites.

The TraMatch transport matching platform



Distribution center relay system



Case 2 Improving forest management productivity and added value

Comprehensive digital technology support for reforestation

Kajima has developed a technology to analyze high-resolution 3D point cloud data of forests, including individual tree species, location, and height. This technology leverages analytical techniques developed through joint research with Nagoya University and utilizes fully autonomous drones developed by Deep Forestry of Sweden to acquire precise data.

This technology is also the basis for our Forest Asset Service offering comprehensive support for forest management and utilization.

By integrating point cloud data obtained from the forest with our proprietary natural environment survey technology, we can measure and evaluate the various functions of forests. This enables us to propose tailored forest management plans, such as thinning to improve water retention, thereby enhancing forest management productivity and increasing added value.

The Kajima Group practices sustainable forest management across approximately 5,500 hectares of group-owned forests by conducting measurements, analyses, zoning, and utilizing harvested timber for wooden buildings. In June 2024, around 170 hectares of our forests in Fukushima, Miyazaki, and Kanagawa prefectures were registered under the J-Credit Scheme, using this technology. Leveraging this expertise, Kajima will extend these services to more local governments and corporate forest owners.



An autonomous forest survey drone

Sustainability Promotion System

Sustainability Committee

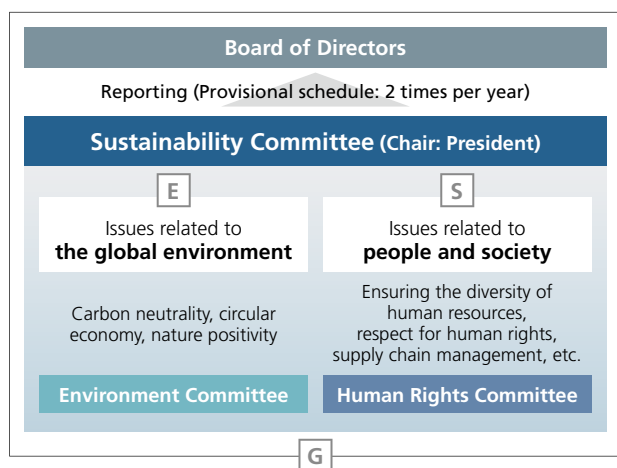
Kajima has established the Sustainability Committee with the aim of increasing the Group-wide commitment to ESG management and improving corporate value.

The Sustainability Committee is chaired by the President, and its members include relevant executive officers. The Committee is responsible for considering and making decisions on sustainability policies covering fields such as the environment (E), ensuring the diversity of human resources, respect for human rights, and supply chain management (S), as well as monitoring their implementation, and regularly reporting to the

Board of Directors (G). Specifically, environmental matters are discussed by the Environment Committee, while human rights issues are addressed by the Human Rights Committee. Both committees refer their findings and reports to the Sustainability Committee. Based on the Sustainability Committee's discussions, we work to further promote ESG management through cooperation within the Company, as well as with subsidiaries and affiliates in Japan and overseas.

For the management of sustainability-related risks and other risks, the Compliance and Risk Management Committee, which is chaired by the President, encompasses and verifies every risk and promotes activities according to their importance.

Promotion structure



Results of past meetings and topics for FY2024

The Sustainability Committee met six times in FY2023 and reported at three Board of Directors meetings. Discussions on the environment mainly focused on revising the Environmental Vision, while human resource discussions covered diversity, equity, and inclusion (DE&I), health and productivity management, and securing the future workforce. All discussions were open-minded, and Kajima's material issues were also revised in the meetings. From FY2024 onward, the committee will continue to address environmental issues, human resources, and the maintenance and strengthening of the supply chain, keeping in mind the sustainability approach outlined in the Medium-Term Business Plan's growth strategies. We plan to consider activity policies, targets, action plans, and a roadmap in light of various social trends and steadily pursue initiatives over the next three years.

Sustainability Committee topics: Results and plans

Topic	FY2022 Results	FY2023 Results	FY2024 Plans for issues to consider and topics to address
Overall	<ul style="list-style-type: none"> Positioning and role of the Sustainability Committee 	<ul style="list-style-type: none"> Review of material issues 	
Environment	<ul style="list-style-type: none"> Review of the CO₂ reduction goal to acquire SBT certification Determination of FY2023 reduction policies in light of actual CO₂ emissions in FY2022 (identification of construction projects subject to priority measures, suppression of emissions, and goal setting by branch office) Consideration to introduce internal carbon pricing in domestic construction projects 	<ul style="list-style-type: none"> Formulating Kajima Environmental Vision 2050plus Roadmap and KPIs for a circular economy and nature positivity Environmental targets and key measures in the Medium-Term Business Plan (FY2024–2026) Establishing the policy on investment in renewable energy 	Implementation of Kajima Environmental Vision 2050plus <ul style="list-style-type: none"> Determining concrete measures for achieving the environmental targets, checking the progress, and revising them
Human resources	<ul style="list-style-type: none"> Establishing goals and checking the progress of the percentage of female employees in the managerial track and the percentage of male employees who take extended parenting leave and childcare leave, etc. 	<ul style="list-style-type: none"> Holding lectures by experts on managing diversity Checking the current status and issues relating to DE&I, and considering and determining improvements in compensation and benefits to promote active participation of senior employees Reporting scores on mental health issues and stress checks in the health and productivity management survey 	Develop people and create systems that will promote growth and change <ul style="list-style-type: none"> Promoting diversity, equity, and inclusion (DE&I) Increasing engagement Strengthening human rights initiatives
Maintaining and strengthening the supply chain	<ul style="list-style-type: none"> Checking the progress and policy for future initiatives to secure workers and to maintain and enhance the supply chain (such as the operations of Kajima Partner College and promoting the spread of the Construction Career Up System [CCUS]) Checking the progress and policy for future initiatives to restructure multi-layered subcontracting system and closing sites for 8 days out of every four-week period (closing sites for 104 days each year) 	<ul style="list-style-type: none"> Checking the status of Kajima Partner College management and policies on future initiatives Reporting on support for hiring foreign skilled workers Checking the progress on initiatives to restructure multi-layered subcontracting system and closing sites for 8 days out of every four-week period (closing sites for 104 days each year) 	Develop people and create systems that will promote growth and change <ul style="list-style-type: none"> Securing future workforce Continuing restructuring of multi-layered subcontracting system Enhancing support for partner companies

Environment

Summary of environmental activities for FY2023

We formulated Kajima Environmental Vision: Triple Zero 2050 in 2013. This set out carbon neutrality, recycle resources (circular economy), and harmoniously co-existing with nature as the key aspects of a sustainable society and set three goals for Kajima to achieve by 2050: Zero Carbon, Zero Waste, and Zero Impact. This was our vision for the future, and the entire Company has been working to achieve these goals.

Kajima uses an ISO 14001-compliant environmental management system to oversee the environmental activities of Kajima Corporation, according to three-year (FY2021–2023) and annual targets. In FY2023, the final year of the three-year plan, CO₂ emissions per unit of revenues during construction decreased by 0.2% versus the goal of a 7% reduction, compared to FY2021. While the use of biofuels and initiatives to streamline construction reduced emissions per unit of revenue from the base year, the target was not met. For recycle resources, the final waste disposal rate including sludge was 3.0%, slightly below the target. There were no environmental problems affecting the natural environment.

	FY2021–2023 targets	FY2023 results
Carbon neutrality	CO ₂ emissions per unit of revenues 7.0% reduction vs. FY2021	0.2% reduction
Recycle resources	Final disposal rate including sludge of under 3%	3.0%
Harmoniously co-existing with nature	Promotion of biodiversity-conscious projects	14 quality projects (Civil engineering: 1; Building construction: 11; New fields: 2)
	Reduction of impact from construction on the natural environment (particularly by management of hazardous substances and polluted water)	No serious legal violations or environmental impact, and no environmental accidents

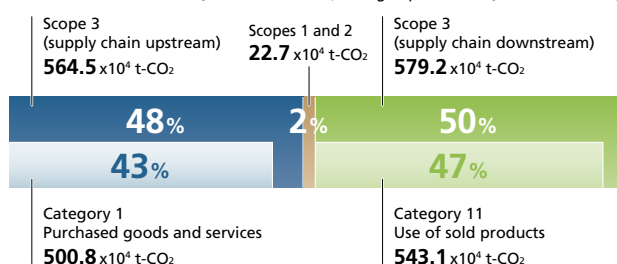
► See Environmental Data 2024 for more details.
https://www.kajima.co.jp/english/sustainability/data/pdf/data_report2024.pdf

CO₂ emissions from the Kajima Group's supply chain and results

Although CO₂ emissions during construction (Scopes 1 and 2) represent about 2% of total building lifecycle emissions, we, as a construction company, are directly responsible for these emissions and actively lead reduction efforts, primarily at construction sites.

Supply Chain CO₂ Emissions in FY2023

Non-consolidated: Total of **1,166.4** x10⁴ t-CO₂ (Entire group: Total of **1,977.3** x10⁴ t-CO₂)

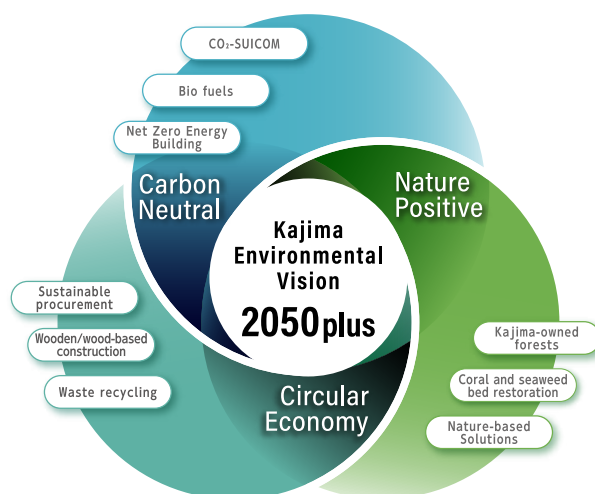


We will continue collaborating with construction materials manufacturers, clients, and other stakeholders to reduce supply chain emissions (Scope 3), which account for the majority of emissions, as it is challenging for the Kajima Group to achieve this alone.

Formulation of Kajima Environmental Vision 2050plus

We recently updated the environmental vision to the new Kajima Environmental Vision 2050plus. We have revised the Group's goals and action plans to reflect a new understanding of the interconnections among three initiative areas of carbon neutrality, circular economy, and nature positivity (changed from "harmoniously co-existing with nature"), recognizing their synergistic effects and trade-offs.

The word "plus" was added to the name of the new environmental vision because we acknowledge that we cannot fully implement the necessary initiatives alone. This signifies our intention to work together with customers and society, and to remain persistent, so that the vision goals can be achieved by 2050. Based on the new vision, Kajima will continue to promote initiatives to help build a sustainable world where economic activity is balanced with environmental conservation.



New KPIs and targets

Kajima Environmental Vision 2050plus set the 2050 goals of achieving carbon neutrality in decarbonization (no change), a circular economy in resource recycling, and nature positivity in restoring nature.

We have set KPIs and targets for FY2026 and FY2030 to achieve these goals. While there is no particular change in the FY2030 target for carbon neutrality, we have formulated measures to reduce CO₂ emissions and benchmarks. We will continue to pursue measures to achieve green electricity, use biofuels, and other measures by 2026.

As we gauge the international situation, we also plan to consider and establish methods to quantify the avoided emissions that cannot be measured under the GHG Protocol by FY2026.

KPIs and targets for 2050

1. Targets for businesses by Kajima (non-consolidated) and its domestic group companies 2. Targets for Kajima non-consolidated business

	Carbon Neutrality	Circular Economy	Nature Positivity
FY2050 targets	Achieve carbon neutrality Reduce the Kajima Group's greenhouse gas emissions (Scopes 1, 2, and 3) to net zero	Build a circular economy (Recycling rate of 100%) Update infrastructure using sustainable resources to create high-quality assets	Promote nature positivity Promote nature positivity throughout the supply chain and help build a society where ecosystem services can be enjoyed in a sustainable way
FY2030 targets	Emissions (compared to FY2021) Scopes 1 & 2: -42% Scope 3: -25% • 100% green electricity use • 65% biofuel adoption rate ² • 40% usage rate for environmentally friendly concrete ² • 20% usage rate for steel framework produced by electric furnaces ² • 100% ZEB achievement ²	• 60% recycled material usage rate for main materials ¹ • 99% recycling rate ¹ • Full-scale adoption of wooden/wood-based buildings • Social adoption of waste recycling technology ¹	• Cumulative total of nature-based solutions (NbS) to be provided to customers and society (environmental certification, etc.): 100 ¹ • Expansion of nature positive initiatives on Kajima-owned land ¹
FY2026 targets	Emissions (compared to FY2021) Scopes 1 & 2: -23% Scope 3: -10% • Adoption of green electricity • Use of biofuels ² • Use of low carbon concrete ² • Use of steel framework produced by electric furnaces ² • 40% energy saving rate using ZEB ²	• 40% recycled material usage rate for main materials ¹ • 97% recycling rate ¹ • Expansion of wooden/wood-based buildings • Development of waste recycling technology ¹	• Number of NbS to be provided to customers and society (environmental certification, etc.): 10 / year ¹ • Nature positive initiatives starting on Kajima-owned land ¹

Synergies and trade-offs for the three initiative areas

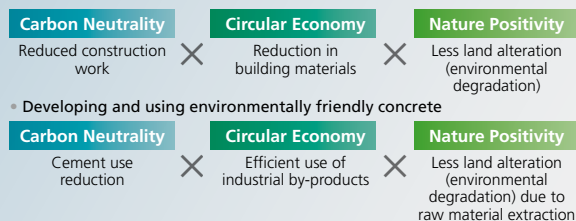
In each of the three areas, some initiatives are expected to yield synergies, while others present trade-offs.

For example, repurposing existing underground structures can reduce CO₂ emissions, conserve resources, and minimize land disturbance, benefiting multiple areas. Similarly, eco-friendly concrete can lower emissions, promote recycling, and reduce mining, leading to positive environmental impacts in three areas.

However, the energy input needed for recycling hinders carbon neutrality. We will continue to take a balanced approach to pursuing measures we expect to provide synergies while considering the trade-offs.

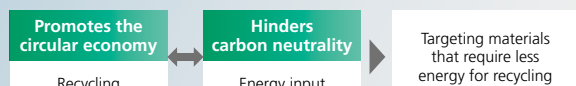
Synergy example

- Employing efficient design to reuse the underground structure of an existing building without alteration when constructing a new building on the site, thereby reducing the amount of building materials needed



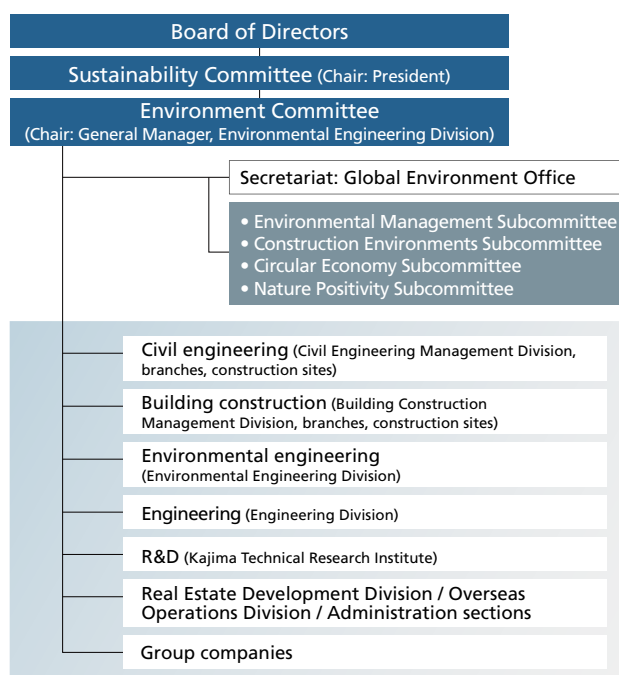
Trade-off example

- Energy input needed for recycling hinders carbon neutrality



Environmental Vision implementation system

To achieve our Environmental Vision, we have established an Environment Committee under the Sustainability Committee. This committee, along with four specialized subcommittees (environmental management, construction environments, circular economy, and nature positivity), and cross-functional working groups coordinates activities across departments and Group companies.



Carbon Neutrality

Targeting carbon neutrality

Kajima emissions

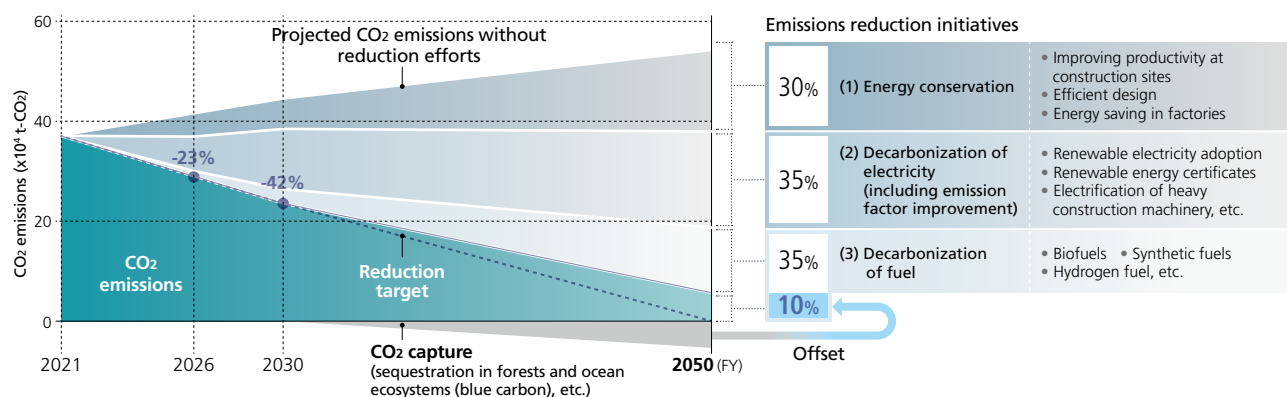
To reduce Kajima's CO₂ emissions (Scopes 1 and 2), we implement energy savings and measures to achieve net zero carbon neutrality in electricity and fuel. By FY2050, we aim to achieve a 30% reduction through energy savings, a 35% reduction through the decarbonization of electricity, and a 25% reduction from the decarbonization of fuel, which accounts for 35% of total emissions. We will offset 10% of emissions through CO₂ fixation, including absorption by Group-owned forests and seaweed beds, thereby achieving carbon neutrality.

The first priority is to improve productivity and achieve energy savings by reducing energy use at construction sites. We will promote the development and application of technology aimed at improving operational efficiency in both the civil engineering and building construction areas, with the aim of improving productivity. To achieve 100%

green energy by FY2030, we will actively invest to ensure our renewable energy sources exceed our electricity needs in Japan, accounting for increased energy demand from business expansion and the electrification of heavy construction machinery, as well as potential shortages in renewable energy supply. Overseas investments will be guided by the proliferation of renewable energy, differences in systems, and other relevant factors.

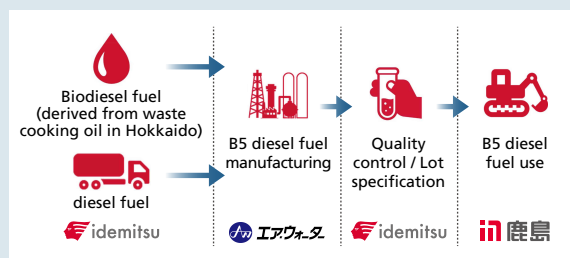
We expect to curb fuel emissions since the electrification of heavy construction machinery will offset the increase in emissions from the expansion of business domains. More specifically, we have set a target of converting 65% of fuel to biofuels (non-consolidated basis) by 2030 and aim to achieve a 42% reduction in combined Scope 1 and Scope 2 emissions. We are introducing an internal carbon pricing system for the purchase of biofuels.

Roadmap for reduction of Scopes 1 and 2



Building a B5 diesel fuel local production and consumption system in Hokkaido

We have been using B5 diesel fuel as fuel for construction machinery and power generation at construction sites in Hokkaido since August 2024. B5 diesel fuel is produced at Air Water Life Solution Inc.'s plant by blending light oil from Idemitsu Kosan Co., Ltd. with biodiesel derived from waste cooking oil collected from Seicomart stores in Hokkaido. Local production of biofuel for local consumption was achieved by overcoming the challenges of building a supply structure and strict quality management.



Overview of the supply chain

Pursuing further proliferation and expansion of CO₂-SUICOM by adding a grade

CO₂-SUICOM is a concrete that stores CO₂ during manufacturing, reducing CO₂ emissions to zero or even below. In addition to our existing carbon-negative grade, we have begun providing a carbon-reducing grade as well. The carbon-negative grade has been mainly marketed for small precast concrete products such as paving blocks. The establishment of a carbon-reducing grade dramatically expands product variety, making it suitable for the infrastructure construction market, such as large block retaining walls and other large precast concrete products.

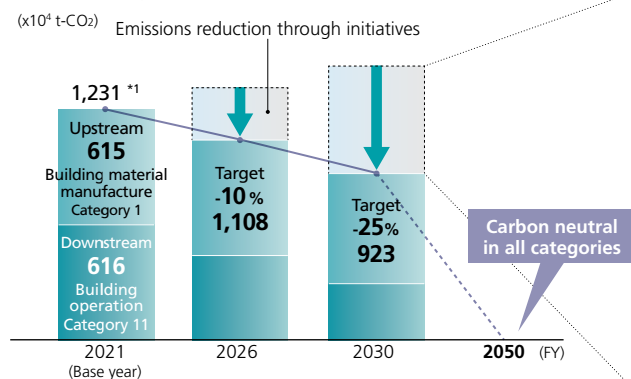
	CO ₂ -SUICOM	Grade	Estimated CO ₂ storage ^{*1} (kg/m ³)
Existing	CO ₂ -SUICOM (P) ^{*2}	Carbon-negative	100 or more
New	CO ₂ -SUICOM (E) ^{*2}	Carbon-reducing	Less than 100

^{*1} The standard for volume of CO₂ absorbed and fixed by CO₂-SUICOM, compared to conventional concrete
^{*2} (P): Premium; (E): Economy

To reduce Scope 3 emissions from the supply chain, we recognize the need for collaboration with other companies involved. Therefore, we first focus on the reductions Kajima can achieve independently, aiming to develop and use low-carbon construction materials in the upstream stage and expand zero energy buildings (ZEB) in the downstream stage.

Kajima has already introduced various low-carbon concrete types at construction sites, aiming for a 40% usage rate

KPIs and targets



by FY2030. Additionally, we will increase steel framework produced by electric furnaces to 20% by FY2030.

At the downstream stage, we will minimize building energy consumption through energy-saving measures, renewable energy utilization, and ZEB proliferation. Our FY2030 targets for design-build projects are a 50% energy saving rate (vs. FY2013) and 100% ZEB achievement (Net ZEB, Nearly ZEB, ZEB Ready, ZEB Oriented).

Upstream: Category 1 (CO₂ from material manufacture)

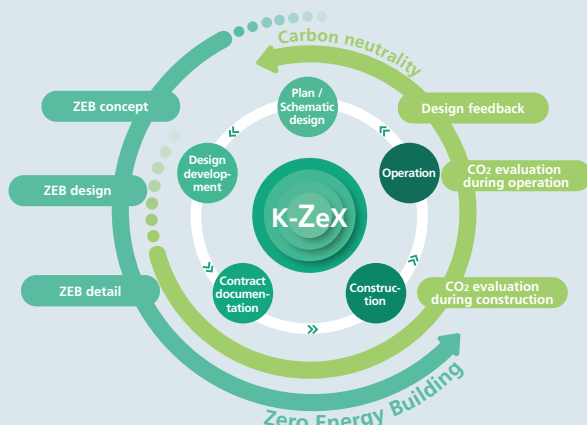
Main materials	(1) Concrete
	<ul style="list-style-type: none"> Low-carbon concrete (Eco-Crete, blast furnace slag concrete, etc.) → Focus Usage rate 40%^{*2} CO₂-absorbing concrete (CO₂-SUICOM), etc.
	(2) Steel products
Other materials	<ul style="list-style-type: none"> Use of steel framework produced by electric furnaces → Focus Usage rate 20%^{*2} Adoption of steel materials produced with low CO₂ emissions
	(3) Other (wood frames, etc.)
(4) Efforts by material manufacturers to reduce their own emissions and the adoption of products with low CO ₂ emissions	

Downstream: Category 11 (CO₂ from building operation × 60 years)

Energy saving design	(5) Reduction of building energy consumption → Focus Design target -50% ^{*2} (Compared to FY2013 level)
Green electricity	(6) Improvement of electricity emission factor

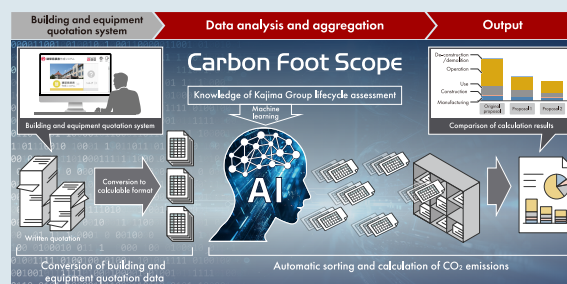
Developed K-ZeX system to support carbon neutrality throughout the building's lifecycle

K-ZeX is Kajima's integrated system that connects databases, knowledge, applications, and services across all stages, from building planning and schematic design to design development, construction, and operation. It enables integrated services to meet a customer's carbon neutrality needs over a building's lifecycle, facilitating efficient analysis of key focus areas to achieve carbon neutrality from the initial stage. Incorporating operating data into the next design phase in the optimal format enhances carbon neutral design and improves the building's overall environmental performance.



Development of Carbon Foot Scope to calculate CO₂ emissions from construction materials and equipment

The Kajima Group has developed a system that uses AI to accurately calculate CO₂ emissions from construction materials and equipment by learning from the expertise and data accumulated over years of building lifecycle assessments. Because the system automatically calculates emissions for tens of thousands of complex pieces of equipment in a short time, we can quickly propose multiple CO₂ reduction scenarios. This enables customers to explore various equipment options, making it easier for them to reduce CO₂ emissions efficiently and economically.



Environment

Circular Economy

Toward a circular economy

Kajima has been pursuing initiatives to reduce waste to zero through the “3 Rs” (reduce, reuse, and recycle). Kajima Environmental Vision 2050plus aims for a circular economy, minimizing resource input and consumption while maximizing resource utilization.

Though construction is resource-intensive, we balance carbon neutrality and nature positivity by reducing natural resource use and promoting reuse and recycling.

KPIs, targets, and roadmap

KPIs and targets	FY2026	FY2030	FY2050
	<ul style="list-style-type: none"> Recycled material usage rate^{*1} 40% Construction waste recycling rate^{*2} 97% 	<ul style="list-style-type: none"> Recycled material usage rate^{*1} 60% Construction waste recycling rate^{*2} 99% 	<ul style="list-style-type: none"> Achieve sustainable procurement^{*3} for all materials Construction waste recycling rate^{*2} 100%
Roadmap	2026	2030	2050
	Expanding the use of recycled materials		
	Investigation and adoption of sustainable procurement	Sustainable procurement expansion	
	Expansion and full-scale adoption of wooden/wood-based buildings		
	Efficient design (less building material input)		
	Waste reduction		
	Separation and collection of construction waste		
Construction	Development of construction waste recycling technology		Promotion of recycling of construction waste

*1 Recycled material usage rate: Percentage of recycled materials used

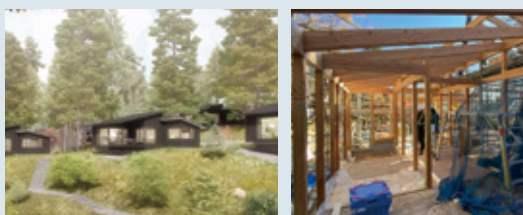
*2 Construction waste recycling rate: Percentage of construction waste sent for material, chemical, or thermal recycling

*3 Sustainable procurement means procurement of environmentally and socially friendly building materials throughout the supply chain.

Use of Group-owned forests and expansion of wood use

Promoting use of wood materials produced in Japan not only contributes to nature positivity; it also contributes to a circular economy as a sustainable construction material. Expansion of wooden and wood-based buildings is one of the targets in Kajima Environmental Vision 2050plus.

Kajima processes the timber harvested from Group-owned forests locally. At KX-FOREST KARUIZAWA, Kajima's corporate resort in Izuminosato, Karuizawa (scheduled for completion in October 2024), we are using timber harvested from the premises for the exterior and furniture of the lodging facilities. We also use timber from Mt. Hikage in Fukushima Prefecture for the lodging facilities' structures and exteriors, and other purposes.



Construction materials being used at the Izuminosato resort

Nature Positivity

Promoting nature positivity

The construction industry significantly impacts the environment, both directly through construction activities and indirectly through supply chains. To mitigate this, nature-positive initiatives are crucial.

Kajima Environmental Vision 2050plus adopts a two-pronged approach: reducing negative impacts to zero, such as proper hazardous material treatment, and increasing positive impacts, such as providing NbS to customers and society for environmental regeneration and recycling.

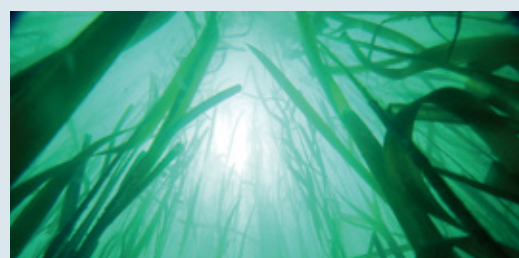
KPIs, targets, and roadmap

KPIs and targets	FY2026	FY2030	FY2050
	Number of NbS to be provided to customers and society (environmental certification, etc.): 10 / year	Cumulative total of NbS to be provided to customers and society (environmental certification, etc.): 100	Promote nature positivity Promote nature positivity throughout the supply chain and help build a society where ecosystem services can be enjoyed in a sustainable way
Roadmap	2026	2030	2050
	Proposals for biodiversity, etc., at the building design stage (environmental certification, etc.)		
	Expanding conservation activities in collaboration with customers and local communities, such as coral and seaweed bed restoration and rice terrace conservation		Further expansion of initiatives to increase positive impacts
	Nature positive initiatives starting on Kajima-owned land	Expansion of nature positive initiatives on Kajima-owned land	
	Appropriate treatment of hazardous materials onsite, and thorough water environment management		
	Expansion and promotion of environmental restoration projects that involve measures such as remediating contaminated soil from construction sites, water treatment (water supply and sewage systems), and disaster prevention, etc.		Further promotion of initiatives to reduce negative impacts
			Promote nature positivity

Joint research on seagrass bed restoration and expansion

Four organizations^{*4} began a joint research for restoration and expansion of seagrass beds in the town of Minamisanriku, Miyagi Prefecture. This approach utilizes the eelgrass restoration technology developed by Kajima, which could protect the genes of native eelgrass. Along with restoration of seagrass beds, we aim to systematize the restoration technology and initiatives, maintain and improve the ecosystem, generate blue carbon, and derive other future benefits.

*4 Four organizations: Minamisanriku Town, Center for Sustainable Society, MS&AD Insurance Group Holdings, Inc., and Kajima Corporation



Eelgrass being preserved off the coast of Minamisanriku

TCFD-based information disclosure

Having expressed our support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in December 2019, Kajima is establishing a governance structure

to address climate change, a major risk factor for the Group. Furthermore, we have identified risks and opportunities associated with climate change, clarified their impacts, and strengthened our efforts by setting targets.

► For more information on the TCFD, see the following web page.
<https://www.kajima.co.jp/english/sustainability/environment/tcfid/index.html>

Governance	Important policies and measures related to the environment, including responses to climate change, are discussed and decided on by the Sustainability Committee, which is chaired by the President. The committee reports the details of those discussions and other information regularly (about twice a year) to the Board of Directors, which then discusses and makes decisions on particularly important policies. In addition, in order to ensure substantial discussions and flexible follow-ups, the Environment Committee has been established as a special-purpose subcommittee under the Sustainability Committee, and it is comprised of the heads of business divisions and the general managers of related departments as its members. Under the Medium-Term Business Plan (FY2024–2026), carbon neutrality measures are positioned as a priority initiative, and as such their implementation has been incorporated into each department's business plan. Moreover, the Sustainability Committee and the Environment Committee will continue to work through the PDCA cycle, leading to further improvements and new initiatives.
Strategy	The construction industry uses materials that conventionally emit a large amount of greenhouse gases during manufacture, such as cement and steel, while the long operating lives of buildings and structures have a significant impact on the greenhouse gas emissions of clients. Accordingly, we have identified public policies related to carbon pricing and carbon emissions, zero energy buildings (ZEB) and renewable energy-related construction markets, and low-carbon construction technologies as highly relevant transition risks and opportunities. Due to the social mission of the construction industry, which includes contributing to disaster prevention and mitigation, as well as the frequent outdoor work characteristic of the industry, we have identified the impact of changing weather patterns, the intensification of extreme weather events, the effect of rising temperatures on labor productivity, and the corresponding labor legislation as physical risks and opportunities. In March 2021, Kajima revised the setting of the 2°C scenario to a 1.5°C scenario and estimated the impact on domestic construction projects in FY2030.
Risk management	The Office of Global Environment of the Environmental Engineering Division, which serves as the secretariat for the Environment Committee, leads cross-organizational assessments of environmental impact by the Environmental Management Subcommittee and other relevant internal departments. Lastly, the Environment Committee deliberates on and determines risks and opportunities. All operational risks, including climate change-related risks, are assessed by the Compliance and Risk Management Committee, which is chaired by the President and reports to the Board of Directors twice a year. In addition, Kajima is working to further improve its disaster preparedness and business continuity capabilities through means such as practical BCP drills for torrential rain and other scenarios.
Indicators and targets	In 2024, we updated the Kajima Environmental Vision: Triple Zero 2050, established in 2013, titling the new vision the Kajima Environmental Vision 2050plus. Regarding CO ₂ emission reduction, Kajima has set targets to reduce Scope 1 and 2 emissions by 42% and Scope 3 emissions by 25% by FY2030 compared to FY2021 levels and to achieve net zero emissions and carbon neutrality by FY2050. The company has also established various benchmarks to achieve these targets.

Risks, opportunities, and countermeasures

+: Positive impact on profit and loss
 -: Negative impact on profit and loss

Category		Risks and opportunities	Impact on FY2030 profit and loss		Countermeasures
			1.5°C scenario	4°C scenario	
Transition risks	Policy	Increase in costs due to carbon tax	— — —		(1) Promotion of activities to reduce CO ₂ emissions during construction (2) Development and introduction of low-carbon construction materials (3) Securing of renewable electricity supplies
		Contraction of construction market due to higher taxes	—		
		Restrictions on business based on CO ₂ emission allowances	—		
	Markets	Change in the energy mix (reduction of fossil fuels)	—		(1) Selection of focus fields based on the energy mix (2) Development of design and construction technologies for renewable energy facilities (3) Pursuing ZEB business feasibility and comfort
		Increase in demand for renewable energy	+ +	+ +	
		Expansion of ZEB market	+ +	+	
Physical risks	Chronic	Effects of rising temperatures on working conditions	—	— —	(1) Development of labor-saving construction technologies
	Acute	Disaster prevention and mitigation, and national resilience	+ +	+ +	(1) Promotion of technological developments related to disaster prevention and mitigation, and BCP (2) Development and application of hazard maps that leverage proprietary knowledge (3) Construction work that contributes to national resilience and the resilience of buildings and structures
		Relocation from disaster risk areas		— +	

TNFD-based information disclosure and future initiatives

Kajima participated in the Taskforce on Nature-related Financial Disclosures (TNFD) Forum in August 2023 and has trialed the identification and evaluation of nature-related risks and opportunities in the supply chain of cement, which is the main construction material, in accordance with the β version of the

TNFD framework (v0.4).

Moving forward, we will continue to adhere to the final TNFD recommendations and assess and disclose information on Kajima's dependence and impact on the climate and natural capital, as well as the risks and opportunities arising from climate change and degradation of natural capital.

► For more information on TNFD, see the following web page.
<https://www.kajima.co.jp/english/sustainability/environment/tnfd/index.html>

Human Resources Strategy

Human resource strategy overview

The Kajima corporate philosophy advocates “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.” This tradition of humanitarianism and valuing people is a cornerstone of our competitive advantage.

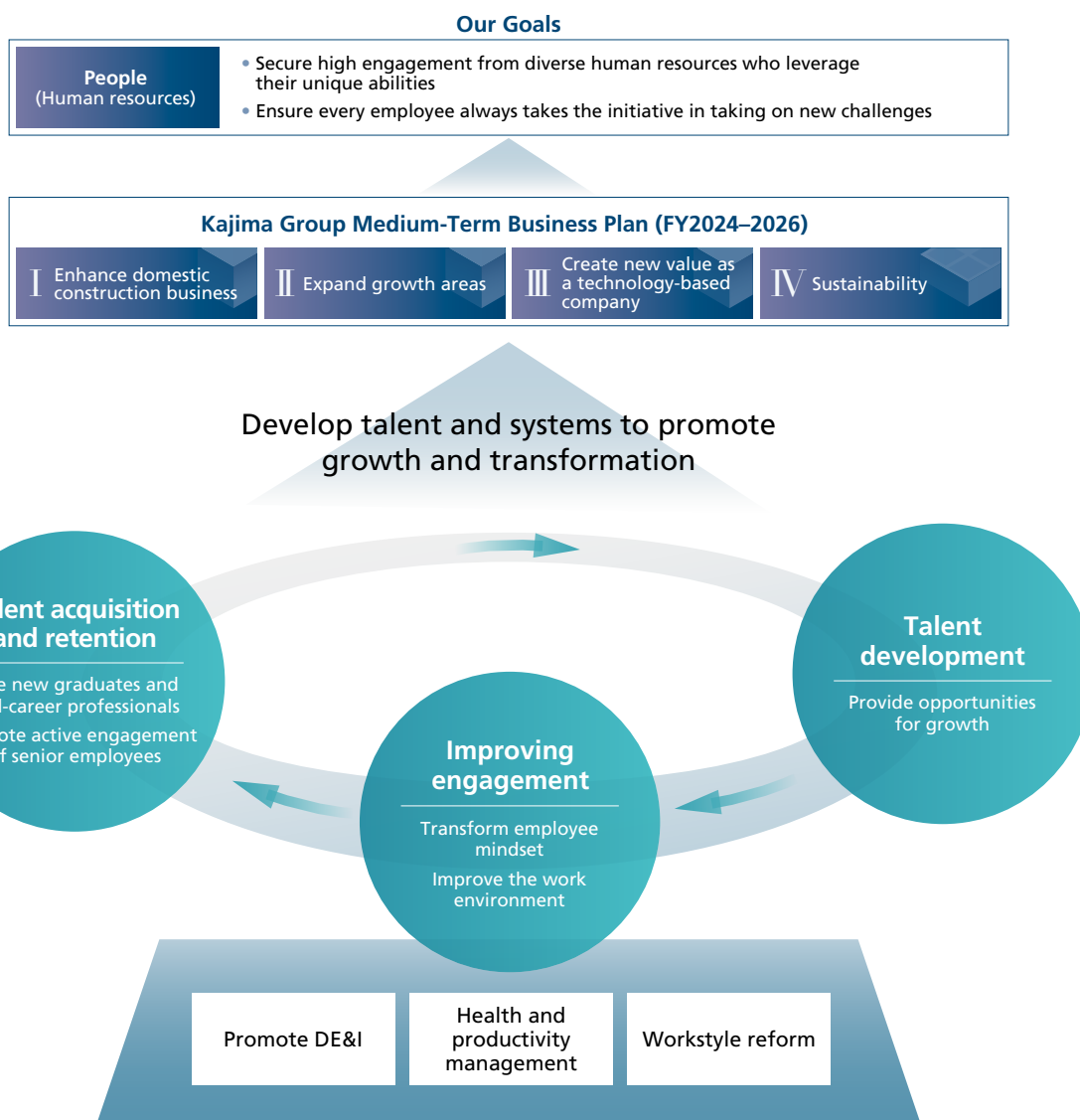
Since its founding, Kajima has consistently embraced an enterprising spirit, leading the way in fields such as railways and skyscraper construction. Moving forward, we aim to be a vibrant corporate group where each individual keenly senses the changing times, fully utilizes their capabilities, and takes pride in being a part of the Kajima Group.

In alignment with the Kajima Group Medium-Term Business Plan (FY2024–2026), we have newly defined our vision for the Kajima Group. This vision includes key objectives related to our human capital: securing high engagement from

diverse human resources who leverage their unique abilities and ensure every employee always takes the initiative in taking on new challenges.

The increasing demand for construction and the implementation of the “overtime work limit regulation” in Japan starting in FY2024 are presenting unique challenges that we view this as an opportunity. We are committed to promoting flexible work styles that value the rich individuality and diverse perspectives of each employee, aiming to develop into an even more attractive company.

Specifically, to develop talent and systems that drive growth and transformation, we are developing talent and systems to promote growth and transformation built on three pillars: (1) talent acquisition and retention to support our domestic construction business, growth areas, and technological development; (2) talent development to unlock their potential; (3) improving engagement through DE&I, health management, and workstyle reforms.



Strengthening recruitment of new graduates and mid-career professionals to maintain and enhance production capabilities

Recruiting high-potential talent to shape the future of Kajima

Kajima's recruitment policy focuses on consistently and sustainably securing high-potential talent capable of inheriting the knowledge, skills, values, and trust cultivated over many years, and shaping the future of Kajima. Anticipating medium- to long-term business scale and workforce trends, and addressing the immediate challenge of complying with overtime work limit regulations, we have increased our hiring efforts in recent years. This ensures a robust talent foundation essential for the sustainable development of our business.

We actively recruit diverse talent who can support our core construction and real estate development businesses, adapt to advanced technological requirements, and respond flexibly to the globalization and rapid changes in business.

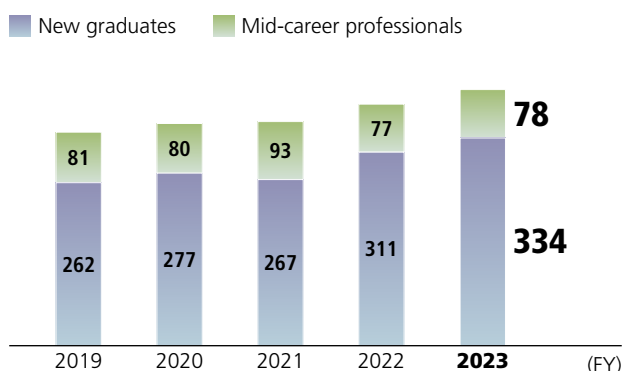
We host internships, the Kajima Expo, and other events to provide prospective applicant students with a closer look at Kajima's employees and technology, and to show how their studies can be applied in practice. In 2023, approximately 5,000 participants attended the Kajima Expo. Additionally, we organize site tours at various civil engineering and construction

sites nationwide, as well as at the Kajima Technical Research Institute. We also host forums for interactions between female students and professional engineers. These initiatives have boosted our recruitment, resulting in the hiring of 334 new graduates in 2023, including 86 women.

In 2022, Kajima actively advanced DE&I initiatives and the development of DX talent by participating as a managing company in the University of Tokyo's Metaverse School of Engineering. Kajima also joined the Cabinet Office's Science and Technology Challenge support group, regularly organizing site tours and other events.

Kajima mid-career recruitment actively seeks talent with experience and skills aligned with our growth strategies in fields including engineering, advanced IT fields such as automated construction and robotics, and overseas business.

Number of new graduate and mid-career hires



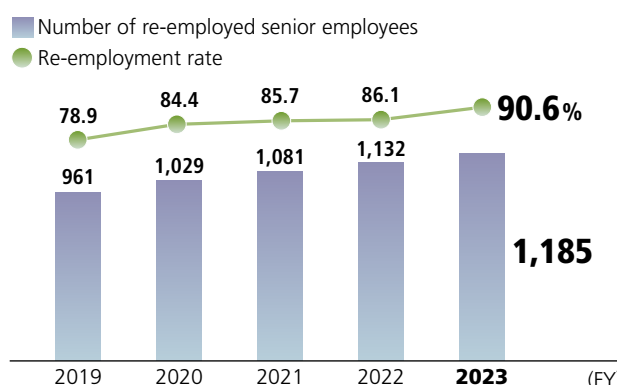
An internship group at the Kajima Technical Center

Promoting active participation of senior employees

Kajima has a re-employment system for employees reaching the retirement age of 60 who wish to continue working. Our reemployment rate is approximately 90%, with a 100% of those who apply being rehired. Recently, over 1,000 senior employees have been actively engaged as site managers, leveraging their skills and experience while mentoring the next generation and passing on their technical knowledge.

To ensure that senior employees remain highly motivated and continue to excel after reemployment, in FY2024 Kajima began providing the same compensation level for site managers and similar positions as before retirement.

Number and percentage of re-employed senior employees



Talent development

Establishing an environment that fosters continuous challenge and growth

Providing opportunities for growth

An important challenge is how to maximize the potential of the talented individuals we have secured. Kajima is actively committed to developing professionals who possess advanced expertise to meet the evolving expectations of society and clients, as well as the management skills required for organizational operations and project execution.

Kajima has designated the first 13 years after new graduate hires as a critical period for acquiring specialized skills. During this time, we implement both on-the-job training at workplace and off-the-job training through annual group training sessions. By promoting robust skill development and offering experience and challenge opportunities, we enhance the growth of our younger employees.

One example of this is in architectural engineering division where we have increased the in-house lectures with specific case studies to instill the decision-making skills and commitment to quality expected of Kajima engineers. In civil engineering division, we have extended the duration of our mentorship program to further encourage the proactive growth of our younger employees.

For our management team, we conduct training programs divided into four levels, from “entry-level” to “executive level,” aimed at enhancing the management skills required for each position. Approximately 600 participants join these programs annually, gaining not only the necessary management knowledge and skills but also insights into changing social dynamics.

We have developed video lectures and e-learning content on various business skills and DX, as well as support systems for domestic and international study programs and language learning. These initiatives aim to meet the diverse learning needs of our employees and foster a proactive learning environment.

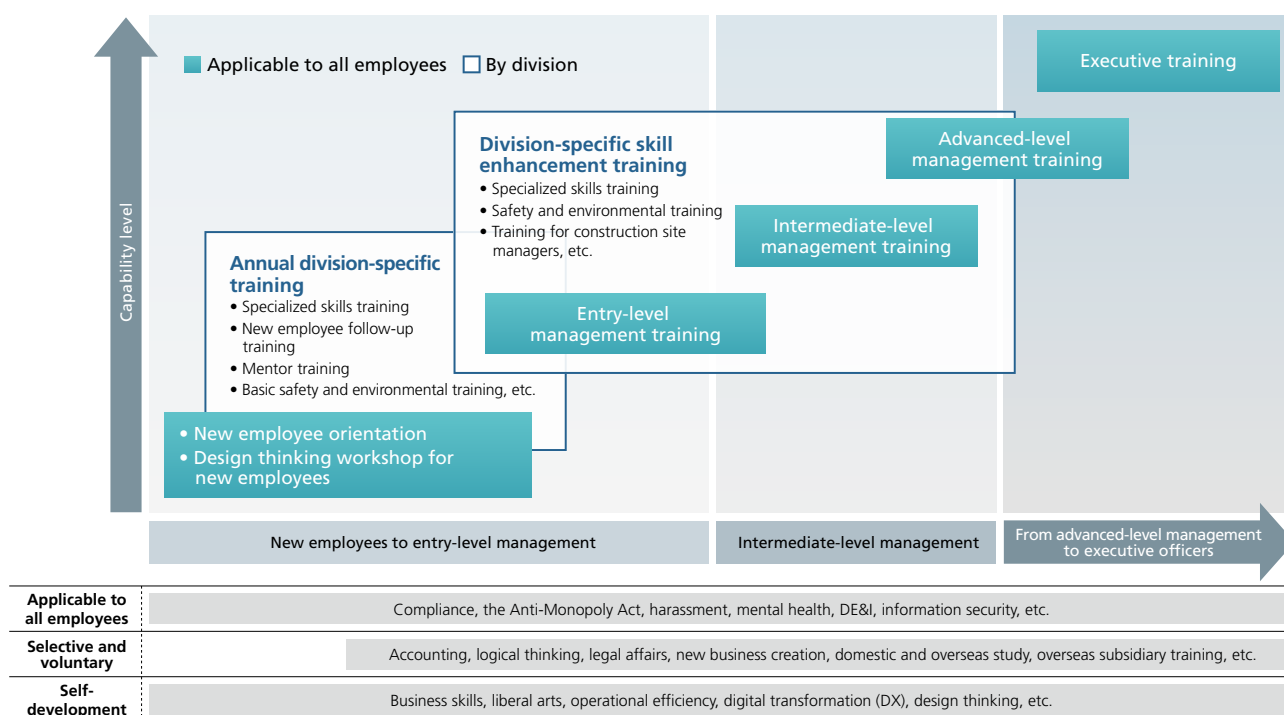
Additionally, we regularly host workshops and events to provide opportunities for employees to gain insights for their self-improvement. In FY2023, for example, we organized talk events with external guest speakers on the themes “Unconscious Bias” and “Perspectives of Generation Z.” Over the past three years, we have held approximately 40 events, with a total of around 2,600 participants, including online attendees.

In FY2023, we have started conducting workshops on design thinking for all new employees to foster a mindset geared towards creative initiatives.



A design thinking workshop

Employee education and training system



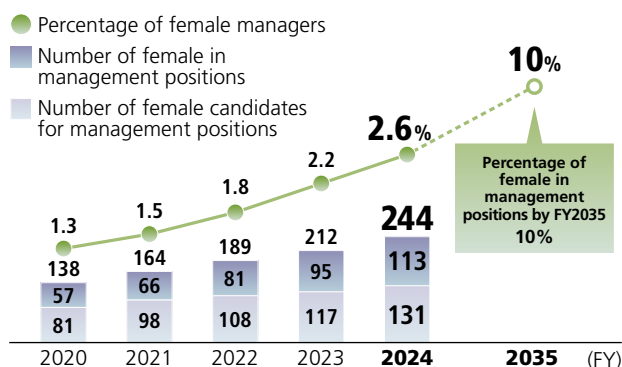
Promoting flexible workstyles to transform employee mindset and enhance the workplace environment

Diversity, equity & inclusion

Kajima is committed to creating an environment where employees from diverse backgrounds and with unique personalities can thrive fairly and equitably, maximizing their potential.

In 2014, our company set a target of over 20% women in career-track positions among new graduates, which we have generally met since 2016, reaching 21.1% in FY2023. We are furthering our DE&I efforts by aiming for 30% by FY2028. We have already doubled the number of female managers and engineers within five years and tripled it within ten years compared to FY2014. Our new goal is a 10% ratio of female managers by FY2035.

Percentage of female employees in management positions



The number of female managers and candidates is steadily increasing, and we expect the hiring gender ratio to be maintained in the medium to long term. Our annual career training programs for female employees fosters cross-departmental networks, aiding in their retention.

In recent years, we have supported work-life balance with measures such as expanding flexible schedules and telework policies, hosting work-childcare balance webinars, enhancing consultation services, and launching the KX-Family childcare service for young children.

Percentage breakdown of childcare leave days taken by male employees

Total	1-5 days	6-10 days	11-29 days	30 days or more
184	7.6%	8.7%	50.5%	33.2%

In FY2023, the paternity leave uptake rate rose to 71.3%, up 33.5 points from the previous year. Of those, 83% took 11 days or more. Including short-term childcare leave, the overall rate increased to 92.2%, up 27.9 points. We aim for a 100% uptake rate, with 50% taking 30 days or more.



Raising twins while working

Keisuke Akazawa

Chief of Structural Engineering Department
(Business & Lodging),
Architectural Design Division

I balance raising my three-year-old twins with my work. My wife and I, both working full-time, share childcare and household tasks based on our workloads. During my 20-day paternity leave, I worked hard to learn childcare skills to the same level as my wife, and was then able to manage on my own. Now, I use the flexible childcare system for morning daycare prep and to handle drop-offs on my telework days (twice a week). Despite time constraints, improving my work efficiency has led to better results and a more fulfilling life.

Health and productivity management

Kajima considers employee health a critical management issue and continuously practices "Health Management." Recognized as a 2024 Health & Productivity Management Outstanding Organization by the Ministry of Economy, Trade and Industry, our in-house clinic centrally manages the health information of all employees and actively engages in preventive healthcare, treatment, and mental health care, including stress checks. Our latest overall health risk score from these checks is 81, compared to the national average of 100, maintaining favorable numbers since 2016.

Additionally, we disseminate findings from the Central Safety and the Health Committee and the Headquarters Health Committee to all domestic branches and deploy industrial health staff at all major business sites (including construction site offices) to promote health initiatives.

Engagement survey

The engagement survey initiated in 2023 yielded positive results. We will continue conducting the survey annually to inform HR strategies, measure effectiveness, and manage our organization and talent.

FY2023 engagement survey content and results

- Target: All Kajima Corporation employees
- Main categories: Management understanding and trust, workplace personal relations, job satisfaction
- Response rate: Approximately 90%

Human Resources Strategy

Workstyle reform

We view the overtime work limit regulations for the construction industry implemented this fiscal year as an opportunity to transition to a work style that delivers results within limited hours. Under the leadership of the President, the Work Style Reform Committee is spearheading these initiatives.

We are fostering an attractive workplace by promoting flexible work styles, helping transform the employee mindset, and improving the work environment. These efforts aim to attract new high-caliber talent.

Foundation for workstyle reform: five-day workweek

Effectively reforming our work style and complying with the overtime regulations requires setting project timelines that assume a five-day workweek. In alignment with the “Declaration for Securing Appropriate Construction Periods” of the Japan Federation of Construction Contractors and the “Unified Weekend Closure Movement” by four construction industry organizations, we are establishing project timelines that assume a five-day workweek, with the understanding and cooperation of our clients.

Even in private construction projects, which often have shorter timelines due to business plans, we are committed to ensuring compliance with the overtime regulations and have secured a five-day workweek for approximately 70% of new contracts.

* Construction work of a certain scale started in FY2024

Transforming mindsets: Meetings between 9 a.m. and 4 p.m.

Kajima announced the Kajima Work Style Reform Declaration in December 2023 to advance our efforts to transform the employee mindset and gain the understanding and cooperation from clients. This declaration includes three key points as follows:



We are reforming our work style!

1. No e-mailing on days off and after hours
2. Meeting will finish within designated working hours
3. Encouraging active use of vacation time

To ensure a unified company-wide effort, we implemented a policy for all employees to include this declaration template in their email signatures.

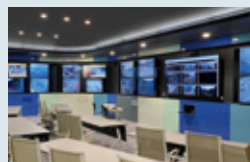
In FY2024, we are strengthening our efforts to conclude meetings and discussions at construction sites by 4 p.m. Site employees have generally focused on site management while skilled workers were on the job, often holding meetings in the evenings after work. By shifting meeting times earlier, we are transforming the work cycles of site employees and fostering a mindset geared toward productivity improvement. This change also supports flexible work styles, enabling employees with childcare responsibilities to attend meetings without difficulty.

Increasing productivity: Accelerating operations with digitalization

We are continuously digitizing the technical know-how and expertise accumulated over many years across the entire Company. By digitizing and breaking down tasks, we categorize them into those that can be improved, shared, or outsourced, thereby promoting operational efficiency at our sites. Successful examples of these improvements are shared horizontally through our intranet in the “Workstyle Reform News.”

Reducing travel time through remote management: Implementing Web Cameras and Integrated Management Systems

Civil engineering project sites often cover vast areas, especially in mountainous regions, where it can take over 30 minutes to travel from the site office to the work area. Kajima saves this time by equipping its sites with webcams that stream video to large displays in the site office, allowing remote monitoring of work progress and reducing employee travel time. We also deploy the Field Browser system we developed to integrate real-time data on the location and operation of personnel and machinery, and measurements of noise, vibration, and environmental conditions. This system enables site condition visualization that enhances decision-making accuracy and speed during construction method review meetings. As of May 2024, it is in use at 75 civil engineering sites. By combining remote management tools with our commitment to the Three Reality Principle of “actual site, actual equipment, and actual conditions,” we have raised our meticulous on-site management to a higher standard.



Multiple large display screens and a meeting using live video from an on-site webcam



The Field Browser integrated management system

Expanding practical training and operating the mentoring program

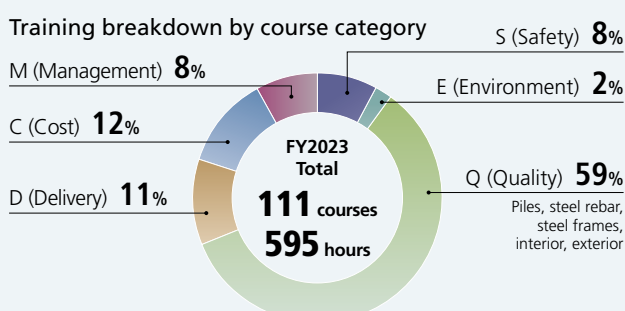
Building construction

Training programs designed to benefit both young employees and in-house instructors

At Kajima, an employee's first 13 years are considered a "training period" for acquiring specialized knowledge. On-the-job training and group training sessions are tailored to each person according to their years of service at the Company and their job categories. The training aims to develop individual skills and help younger employees set their career paths.

The Kajima Technical Center [▶ page 97](#) opened in April 2023 is a facility for practical experiences and hands-on training on building construction technologies. One of the training programs focuses on examining case studies presented by in-house instructors. Employees with extensive practical experience share their specialized skills and experience with new employees who may not yet have direct experience at a construction site. The program instructors draw on their actual experience and use the Center's collection of actual equipment and structures, which reproduce sections of buildings and other materials to make the sessions as similar as possible to on-the-job training and to demonstrate how theoretical knowledge can be applied to real-world situations. Participants are also given many opportunities to cultivate their judgment and intuitive abilities through discussions with senior employees and by learning from their experiences.

In-house Instructors are chosen from employees with experience relevant to the training content. Approximately 60 employees, including former construction site managers, at the Head Office and branch offices have completed training in presentation and instruction methods to be In-house Instructors. The training program at the Kajima Technical Center develops young employees, but it also provides employees who serve as instructors to grow through experiences outside their usual work content. Preparing the course content requires digging deep into their knowledge, gathering and organizing course materials, determining the most effective presentation method, and calibrating a course schedule. Many of the instructors will eventually take on management or more advanced roles, and one of the training program's main objectives is to provide them opportunities to learn, increase their perceptiveness, and grow together.



Comment from an in-house instructor

Providing practical tips to encourage growth and gaining fresh perspectives from young employees

Daisuke Koshu

Deputy Manager, Planning and Administration Group
 Planning Department,
 Building Construction Management Division



I joined the Company in 2011 and spent 12 years working on-site at large research facilities and redevelopment projects in central Tokyo. I transitioned to the Building Construction Management Division and in October 2022 became an in-house instructor training first- to fifth-year architectural engineers.

While helping young employees build their knowledge and skills, I also share practical tips I've picked up through my experiences to help them discover the joy being part of a large group of colleagues within a construction project. I devise the training content following the Kajima Technical Center's concept of "Feel and Think." I offer my classes in a participatory format so everyone can practice applying "Design Thinking," in addition to improving management skills useful on construction sites.

It's gratifying to pass on knowledge from my experience in the field to my juniors in the Company. Instructing also has a huge benefit of raising my own awareness by getting to know the thoughts and concerns of younger employees and learning what the atmosphere at the project sites is like right now. I want to be close to my juniors and grow with them, so they will feel the course was constructive and useful.

Comments from course participants (4th year group training in June 2024)

I had been struggling to find ways to direct workers, and the course gave me very practical ways to approach it and organize materials.

We've been changing our work style and improving our operating efficiency, but the course made me think that we can still improve the core on-site operations.

The discussion times, such as when we talked on-site failures, were invaluable.



Discussions during a group work project

Civil engineering

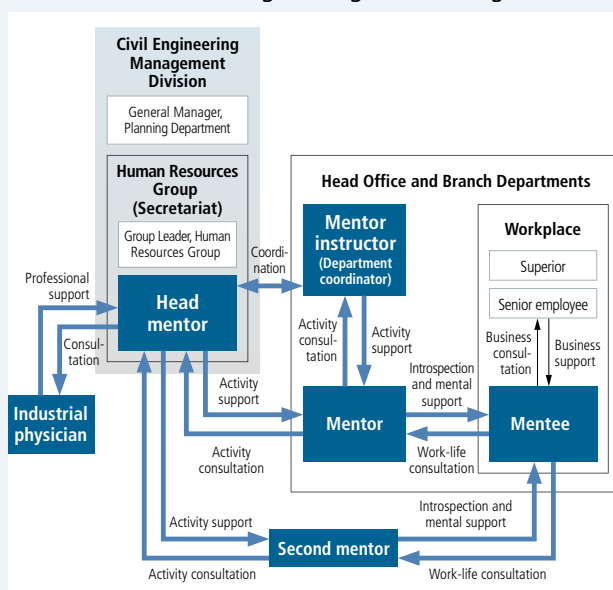
Civil Engineering Mentor Program designed to support and grow with young employees

Kajima has a mentor program for each of its numerous professional categories, including administrative, civil engineering, building construction technology, and architectural design. The program matches senior employee mentors to younger employee mentees, with the mentors providing both professional and personal guidance.

The mentor program for first- through 13th-year civil engineering employees provides a mentee with a mentor from a different worksite. This system helps mentees feel more comfortable about talking and receiving advice about work and life in general, while also giving both sides an opportunity to learn and grow through interactions that transcend workplace and department boundaries.

The senior employees receive specialized training to equip them with the skills needed as a mentor. Mentors and mentees are paired based on the individuals coming from different worksites in the Head Office or branch and takes into account work experience, such as the type of work and project size, as well as gender and life experiences. Mentees may also request a second mentor from another department. Mentors and mentees meet a minimum of twice a year in person while also using the online meeting tool and keeping in touch by email or telephone about once every two months. The secretariat of the Civil Engineering Management Division and the Company's industrial physicians conduct annual mentor skill training sessions and distribute self-assessment questionnaires to the mentors and mentees to encourage mentor activity.

Structure of the Civil Engineering Mentor Program



Comment from a mentee

Talking with my mentor has helped me focus on my day-to-day work in the field

Riko Koboku

Koyaura Tunnel Construction Project Office
Hiroshima-Kure Road Project
Chugoku Branch



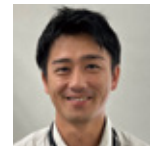
I joined the company in 2023 and have the support of two mentors. My second mentor is at the Kansai Branch, which is far away, but I like that we can easily talk via the online meeting tool and phone calls. My mentor gives me advice on things varying from work matters to specific challenges faced by women in the project sites. Hearing advice based on the mentor's experience is very helpful for my work. I'm grateful that there is a system for receiving emotional support when I'm feeling anxious or having a hard time; it helps me maintain a positive approach to my work every day.

Comments from mentors

I'm also growing from talking with my mentee

Takanori Hayashi

Manager
Civil Engineering Project Office
Shimane Nuclear Power Station
Chugoku Branch



At all the project sites I've been assigned to, I've had the good fortune of having senior employees, colleagues, and junior employees with whom I was able to easily talk about work and private issues. Because of that experience, I wanted to do my part to support junior employees and started serving as a mentor in 2019. I've learned new ways of thinking and different perspectives through my conversations with mentees. Everyone feels anxiety and stress when doing an unfamiliar job or in a new environment. I want to provide mentees with support that will help reduce those feelings so they can do their work the best they can.

Using a woman's perspective to support mentees

Ikuko Murakami

Manager
Project Control Group
Civil Engineering Department
Kansai Branch



I have mentored several female employees in western Japan. Initially, I was concerned about the age gap affecting our ability to communicate. However, meeting them in person reminded me of my own early experience and helped me understand their concerns. Women often worry about their careers as well as their personal life, including health and family. I do my best to help dispel their concerns.

Helping our partner companies cultivate skilled workers and executives

Maintaining our high-level construction capabilities and standards for safety and quality in the future requires that we work with our network of outstanding partner companies and secure and develop human resources in a planned and systematic manner.

Kajima, in cooperation with the Kajima Business Partners' Association, launched the Kajima Partner College training system in April 2021 specifically for the purpose of developing future talent. The system includes a Technical Course to train select candidates to become Kajima Meister forepersons and a Management Course for candidates for executive positions. The college aims to cultivate human resources with strong construction management and leadership skills, and a broad perspective of the overall construction industry.

The Technical Course includes short-term and one-time training sessions led by Kajima branches while working at project sites, and the Management Course is a nine-month program providing practical work and training experience at Kajima. All college costs are covered by Kajima.

The college currently has 53 people enrolled in courses. In the three years since opening the college has been in operation, 55 people have successfully completed courses and three graduates of the Technical Course have been certified as Kajima Meisters. Kajima looks forward to helping cultivate talented employees of its partner companies.

Fostering outstanding skilled workers with the Kajima Meister and New E Award

Kajima has two programs specifically designed to motivate and financially incentivize skilled workers of partner companies. The Kajima Meister program is an incentive program to motivate the workers to register as outstanding forepersons meeting the highest standards in the construction industry, and the New E Award is a monetary incentive program for outstanding skilled workers. During FY2021–2023, we placed priority on motivating and incentivizing younger skilled workers and set a temporary quota for the number of people under the age of 40 to be selected for the New E Award. This not only boosted motivation, but also increased the number of future Kajima Meister candidates as well as the number of outstanding forepersons. Given the positive outcome, we decided to continue the quota during FY2024–2026.

Registration and financial incentive system for outstanding forepersons (Kajima Meister program)	
Supermeister Approx. 100 Supermeisters certified from among the Meisters (FY2024: 149 people) Per-day incentive of ¥4,000	Meister Approx. 500 Meisters (FY2024: 422 people) Per-day incentive of ¥2,000
Incentive system for outstanding skilled workers (New E Award)	
Approx. 400 people each year (Quota increased from FY2021 to FY2023 to include a youth quota; FY2023: 854 people*) Per-year incentive of ¥100,000 * Monetary rewards are paid in the year after the target fiscal year	

Outline of the Technical Course for developing Kajima Meister candidates

The Kajima Partner College Technical Course is for forepersons and young skilled workers seeking to become forepersons. The course is designed to improve skills as on-site managers through on-the-job training (such as safety patrols and applying ICT tools) at Kajima project sites and by participating in presentations of improvement measures at partner companies.

Practical training programs, such as participating in on-site management of construction projects from the standpoint of the prime contractor, enable further development of on-site management skills. Skilled workers recommended by a partner company who earn the required number of credits within three years are eligible for registration as a Kajima Meister.

Comments from Technical Course graduates (FY2021–2023)

Accompanying on-site safety patrols:

- Seeing safety management from the prime contractor's perspective heightened my awareness of various issues.
- I learned about other types of work and safety management measures.

Participation in presentations of partner company improvement measures

- I learned about partner company efforts and ingenuity to address on-site issues.
- Participating in the national presentation gave me the opportunity to talk with people from across the country and build a network for exchanging information.

Other

- I learned a lot from experiencing a construction project from the prime contractor's perspective.
- I have a better understanding of other types of work and on-site management, and I gained a wider perspective on on-site work.
- The BIM and CAD training raised my skill level and work efficiency.



Accompanying a safety patrol



Partner company improvement measure presentation



CIM and CAD training



Graduation and entrance ceremony

Quality

Kajima's quality policy is to provide construction and services that satisfy clients, from marketing to follow-up services, enabling them to place orders with a sense of reassurance and trust. Each department establishes an appropriate and effective management system and continually improves it to meet the demands of society for high quality through compliance with laws and regulations and other means. We are also pursuing quality training for engineers and digitalization as we work to maintain and improve quality.

Quality assurance initiatives

For civil engineering, we have defined and operate a quality control system based on ISO standards in the Civil Engineering Work Manual, Civil Engineering Work Management Procedure, and Construction Plan Creation Procedure. We control quality according to the system, clarify problems and preventive measures in the construction plan, and perform follow-ups through appropriate construction site management and periodic internal inspections. We improve processes as needed.

In our building construction business, we have defined the KTMS (Kenchiku koji (building construction) Total Management System) as a unique quality control method based on ISO standards, and we implement quality control measures based on the system.

In design-build projects, the design review (DR) and drawing check processes are strictly operated and controlled during each design stage. We proactively manage design-build risks and solve issues early on through cooperation with the construction department at the early stages (front-loading) and using post-construction information as feedback. In addition,

construction supervision operations are conducted to confirm that the construction is conducted according to the design documentation and assure quality.

For building construction, we create documentation such as working drawings and plans based on the KTMS guidelines, clarify important management points, and manage production processes to build quality. We also provide an organizational quality control method in the KTMS Basic Operation Procedure. The branch office administration department conducts and follows up the periodic internal inspection, in addition to the daily quality control at construction sites. Furthermore, the administration department in the Head Office conducts a strict audit to confirm that quality is controlled based on the KTMS and improves processes at branch offices and construction sites if it finds a problem.

For overseas construction, we deploy and operate the overseas edition of the KTMS. Through specialized committees such as the Tender Review Meeting, we strive to anticipate and prevent quality risks and take follow-up actions against the risks. We are also establishing a system at the Head Office to make it possible to share the information of quality control data & management method with overseas subsidiaries.

Action in case of quality problem

To prevent quality problems, we hold construction reviews before groundbreaking and have a rigorous reporting system in place to notify branch office and Head Office immediately of quality incidents. We identify root cause and take measures to prevent problems from spreading across the Group. We also prevent recurrence by sharing information and providing training using quality incident cases.

Kajima Technical Center: A hands-on hub for quality excellence

The construction industry is characterized by its custom-built nature, where each project is unique in terms of scale, purpose, and the specific technologies and construction methods employed. Consequently, if we only rely on OJT, the techniques and expertise that can be learned will differ depending on the construction site to which employees are assigned. This has resulted in problems with inconsistencies in the development of construction engineers.

We therefore opened the Kajima Technical Center as a practical, hands-on training facility to provide quality control training suitable for the actual work being performed at construction sites. The facility features a training center where real structures are reproduced with various construction methods and technologies. It equips trainees with the skills to maintain and strengthen construction quality and passes on Kajima's spirit of commitment to quality.



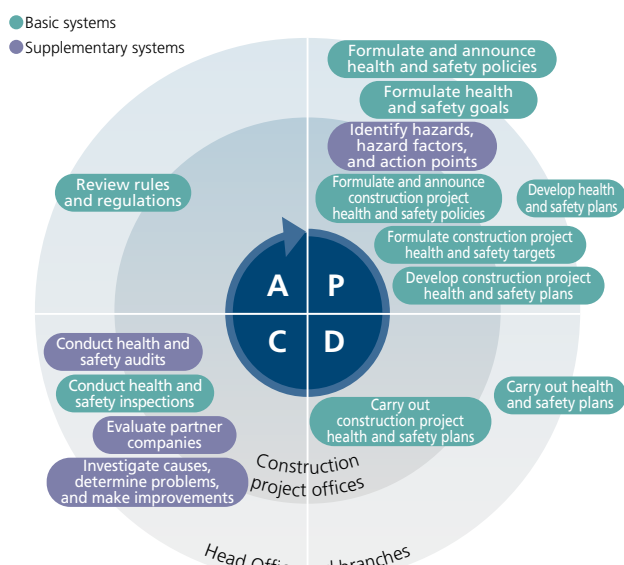
Some components, which seem to be perfectly assembled, have as many as 100 deliberately hidden "mistakes."

Topics

Occupational Safety and Health

Framework for ensuring safety and results in FY2023

Kajima implements safety and health management in conformance with the Construction Occupational Health and Safety Management System (COHSMS). We review our safety and health policies as necessary based on the performance and circumstances of the previous fiscal year, and then formulate Company-wide safety and health targets and plans for the current fiscal year. Starting from the Company-wide policies formulated through the PDCA (plan, do, check, and action) cycle, we narrow down the range of issues to determine the priority items to be implemented at individual construction project offices, as well as those for the Head Office, branches and partner companies supporting them. We then use these priority items to be implemented as the foundation for establishing construction safety and health policies, targets, and plans for each construction site, and we share them with our partner companies carrying out the construction work.



Safety Performance

(FY)

		2021	2022	2023
Accident frequency rate	Lost work time of 4 or more days	0.65	0.67	0.91
	Lost work time of 1 or more days	1.21	1.34	1.74
Accident severity rate		0.22	0.02	0.03
No. of accidents		55	61	83
Cumulative working hours	(millions of hours)	85.11	91.28	91.26
No. of fatalities	Non-consolidated (domestic)	2	0	0
	Non-consolidated (overseas)	0	0	0
	Domestic Group companies*	0	0	0
	Overseas Group companies*	0	1	0

- Accident frequency rate: The number of fatalities and injuries at worksites per one million cumulative working hours
 - Accident severity rate: The severity of illnesses and injuries represented by the number of workdays lost per one thousand cumulative working hours
- Note: Calculations include partner company workers.
* Subsidiaries involved in construction

In FY2023, there were 83 occupational accidents (lost work time of 4 or more days) at Kajima construction sites in Japan. The frequency rate of accidents resulting in lost work time of four or more days was 0.91, and the rate for accidents resulting in lost work time of one or more days was 1.74, resulting in a severity rate of 0.03. There were no accidents involving fatalities.

Safety management activities using cases of accidents

To prevent occupational accidents during construction work, it is important to learn from cases of past accidents and eliminate the work hazards that caused the accidents so similar accidents do not occur in the future. Kajima already maintains a database of information on past accidents and is building knowledge of safety by creating a video of cases of past accidents as a priority initiative in FY2024. We will continue to work to further improve safety management by using the video of past accidents when considering construction methods and in various other scenarios, in addition to during day-to-day work.

To further enhance and standardize safety management in our overseas operations, we also hold informational meetings on past accidents overseas every six months and carry out safety management activities such as creating a database of past accidents overseas and sharing information. We are strengthening initiatives aimed at preventing occupational accidents in Japan and overseas.

Introduction of a mobile hands-on safety training facility

While safety is a top priority for construction site managers and workers, the number of occupational accidents has decreased in recent years thanks to significant improvements in site equipment and safety regulations. Meanwhile, now that construction workers experience fewer incidents and occupational accidents, their risk sensitivity—essentially, their sense of danger—is said to be lower. This is not only a problem in the construction industry; it is a problem in all industries. Hazard simulation training is thus drawing interest as a way to increase risk sensitivity.

We introduced the “Kajima Safety Caravan,” a truck-mounted safety training facility to improve the safety awareness and risk sensitivity of all on-site workers. This fiscal year, we will visit construction sites primarily in the Greater Tokyo area to conduct various hazard simulation training programs. (July 2024 onward)



The training vehicle is a mid-sized (11t) truck equipped for nine types of hazard simulation training.

Human Rights and Supply Chain Management

Respecting human rights

The Kajima Group established the Kajima Group Human Rights Policy based on the United Nations Guiding Principles on Business and Human Rights and is pursuing initiatives to respect human rights. This policy applies to all the officers and employees of the Kajima Group. We also expect our business partners making up our global supply chain to understand and support this policy, and continue to engage in educational activities. The Human Rights Committee plays a central role in promoting these initiatives. The committee identified human rights issues in the Kajima Group and in its supply chain, and considered risk reduction and other measures in FY2023. In FY2024, we are pursuing these concrete measures as we continue to work to prevent and resolve human rights issues identified in the course of such initiatives.

Human rights due diligence

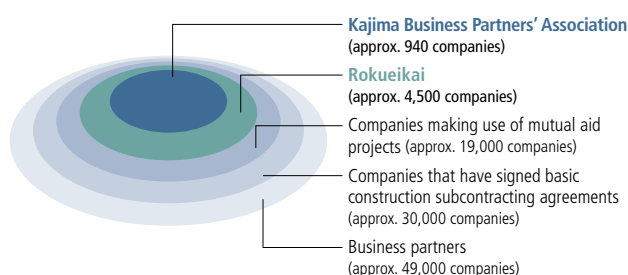
In FY2021, we undertook human rights due diligence, identifying serious potential issues from the perspectives of Kajima's internal structures and systems, as well as individual human rights concerns, up until the end of FY2022. Since FY2023, Kajima has been performing self-evaluations and analyzing the risks for Group companies in Japan and overseas, based on these findings. In FY2024, we continue to prioritize response of domestic and overseas Group companies as we actively work to prevent and reduce potential risks.

We have also established a corporate ethics hotline for all Group employees and relevant external parties to use for reporting human rights issues as well as a hotline for employees that specializes in harassment complaints. Both of these hotlines accept anonymous reports. We endeavor to respond

appropriately and in a timely manner, first taking thorough steps to ensure privacy and confidentiality, while protecting the whistleblowers from disadvantageous treatment.

Partnerships with partner companies

Kajima's partner companies have formed the Kajima Business Partners' Association, which engages in various projects in the spirit of mutual aid, and also Rokueikai, whose primary purpose is accident prevention activities. By coming together with partner companies through these organizations, Kajima is forming strong partnerships that will ensure safety and quality, and provide other benefits.



Conduct Guidelines for Business Partners

We established the Kajima Group Conduct Guidelines for Business Partners to ensure compliance with laws and regulations, respect for human rights, environmental friendliness, quality, and other sustainability requirements across our entire supply chain.

The Guidelines also incorporate the Kajima Group Code of Conduct in addition to items related to compliance with

Initiatives based on the Human Rights Policy and the Conduct Guidelines for Business Partners

	FY2023	FY2024	FY2025
Human Rights Policy	Awareness-raising activities for and dissemination of the Human Rights Policy		
	Human rights due diligence		
	Kajima Corporation	Self-evaluation ▶ Consideration of actions to take on identified issues	Implementation of measures to prevent, reduce, and mitigate risks ▶ Follow-up survey for risks and check of measures effectiveness
	Domestic and overseas Group companies	Survey and analysis of human rights risks	
	Supply chain	Conduct Guidelines for Business Partners survey coverage ▶ Provision of feedback, and guidance and support for improvement	
	Disclosure of information on surveys and current status of initiatives		
Conduct Guidelines for Business Partners		Survey on how the Guidelines are put into practice	Providing feedback, guidance, and support for improvements
	Development of a practical guide	Education and training based on the practical guide	
		Identifying high-risk materials	Developing and implementing risk mitigation measures
	Disclosing information on implementation status and results		

laws and regulations, safety, elimination of involvement with antisocial forces, prevention of corruption, and restrictions on child labor. These elements are included in the basic construction subcontracting agreements and the basic labor safety and health pledges that we ask our partner companies to sign.

In April 2024, we published a practical guide containing the definition of terms, explanations, and examples of specific initiatives to explain each of the topics in the Guidelines (13 topics, including compliance, human rights, labor practices, environment, information security, and BCP). To develop this practical guide, we interviewed major partner companies. We have shared this practical guide with our partner companies and encouraged them to promote further initiatives.

Since 2022, we have also conducted a survey of Kajima Business Partners' Association member companies which account for around 60% of total order value, with the goal of checking to make sure that partner companies are disseminating and complying with the Guidelines and identifying potential risks in our supply chain. The survey in 2024 checked the status of implementation on the 13 topics in the Guidelines, mainly concerning the examples of initiatives addressed in the practical guide. While progress in labor practices is encouraging, variations in performance exist across different areas. We will share best practices and feedback to improve overall performance and further promote the Guidelines with our partners.

Overview of the supply chain survey (2024)

- Survey coverage: Kajima Business Partners' Association member companies
- Survey period: June 26–July 19, 2024
- Survey content: Status of initiatives on 13 topics in the Guidelines
- Number of respondents: 692 companies (76.8% response rate [60.4% for previous survey])

This fiscal year, we will develop an English version of the commentary for our overseas supply chain. Additionally, we will conduct a thorough assessment of our supply chain to identify materials potentially associated with a high risk of forced labor, child labor, or other human rights abuses. We will develop strategies to mitigate these risks. These efforts demonstrate our commitment to building a sustainable and ethical supply chain.

Restructuring multi-layered subcontracting system

Japan's construction industry has a long-standing multi-layered subcontracting system. The general contractor oversees the entire project, while primary and secondary subcontractors handle intermediate construction management and labor provision.

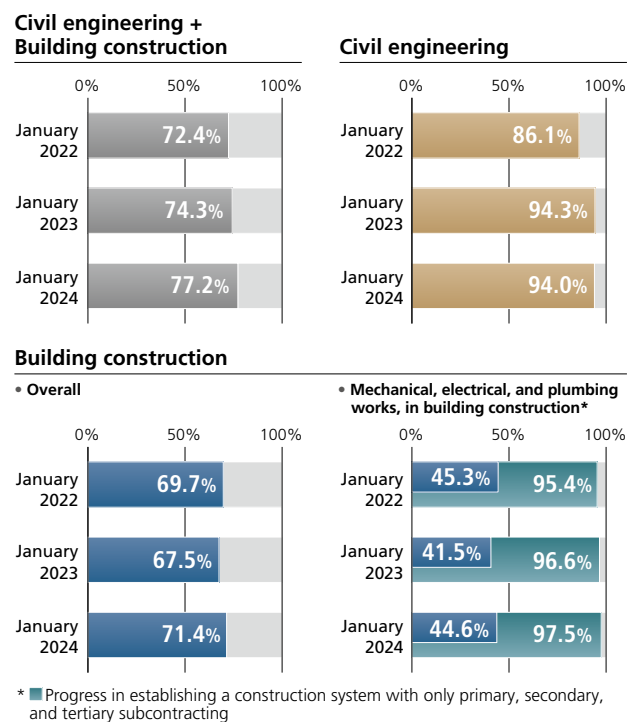
This multi-layered structure hinders productivity, safety, and quality improvements, and limits wage growth for skilled workers.

Since FY2021, Kajima has been addressing these issues by reforming the multi-layered subcontracting system, focusing on legal compliance, clarifying construction responsibilities, ensuring thorough safety and quality management, improving the treatment of skilled workers, and enhancing productivity. Initially, we identified factors leading to the multi-layered structure and implemented various measures. As a result, the ratio of secondary subcontractors has steadily improved. We have actively worked to prevent multi-layering in equipment construction, notably reducing the number of subcontracting layers beyond the fourth tier.

Limiting the subcontracting system to secondary subcontractors has led to improved wages and working conditions for skilled workers, making the construction industry more attractive. This is expected to increase the number of young entrants into the industry. We believe that creating a management system allowing the prime contractor to effectively oversee the entire project will lead to better management of safety and quality. This enables the primary subcontractor's foreperson to properly supervise the secondary subcontractors' forepersons, and to provide appropriate instruction and guidance.

Kajima will continue these efforts as outlined in our new Medium-Term Business Plan starting this fiscal year, striving to secure a construction system that limits the scope of contracts to only primary and secondary subcontractors.

Progress in establishing a construction system with only primary or secondary subcontracting



Outside Director Discussion

Kiyomi Saito, an Outside Director who chairs the Nomination Advisory Committee and the Governance and Remuneration Advisory Committee, and second-year Outside Directors Masami Iijima and Kazumine Terawaki gathered. They covered varied topics, including the creation of the Medium-Term Business Plan during Board of Directors meetings, talent development, and challenges to be overcome for future growth.



Masami Iijima
Outside Director

Member of the Nomination
Advisory Committee
Member of the Governance and
Remuneration Advisory Committee

Kiyomi Saito
Outside Director

Chairperson of the Nomination
Advisory Committee
Chairperson of the Governance and
Remuneration Advisory Committee

Kazumine Terawaki
Outside Director

Member of the Governance and
Remuneration Advisory Committee

Impressions of Kajima

Masami Iijima I had the impression that Kajima was a highly trustworthy company with a long history and numerous achievements, even before being appointed as an outside director. The name of Kajima has become synonymous in Japan with leadership in Western-style buildings, railways, dams, and skyscrapers, and it has expanded to overseas business and real estate development. I believe that this growth is driven by the enterprising spirit of its employees and the company's ability to adapt its business to meet the needs of society and its clients. In this VUCA era*, Kajima will now focus on pursuing its goals for the future.

Since I have various roles in the business community, I had a chance to visit Kumamoto and had opportunities to tour the construction site of JASM's 1st Fab several times, guided by local government officials. They highly praised Kajima's technology, quality, and adherence to construction schedules. In March 2024, during my visit to Taiwan to meet with our client TSMC, I was honored to hear high praise for Kajima directly

from Mr. C. C. Wei, the Chairman and CEO. This recognition was very gratifying for me as an outside director. Through my conversations with President Amano and other members of the management team, and also the people I met during site visits, I have consistently been impressed by Kajima's dedication to technology. Sometimes this focus seems excessive, it is undoubtedly a reflection of Kajima's unique corporate culture and one of its strengths. I feel that Kajima has not only met but exceeded the expectations I had before.

* Volatility, uncertainty, complexity, and ambiguity (VUCA) describes conditions that are uncertain and unpredictable.

Kazumine Terawaki Before becoming an outside director, I served as an outside auditor at Kajima for four years. Prior to that, I had a vague impression that the term "general contractor" carried some negative connotations. However, upon joining Kajima, my first observation was that everyone works with the utmost integrity. The Company's dedication was evident during the Noto earthquake on New Year's Day 2024. Kajima employees quickly responded, focusing on recovery efforts. While the media praised the Self-Defense Forces and

police, Kajima initially restored roads for access to affected areas. This determination and sense of duty, embedded in Kajima's DNA, are deeply rooted in the Company's long history.

Frankly, my impression of Kajima changed drastically after I joined the Company. It's unfortunate that the general public has little understanding of the fact that general contractors, like Kajima, feel a strong sense of national duty and contribute to society in many unseen ways.

Kiyomi Saito In the 1980s, when I was based in New York, I met people from Kajima who rarely mentioned the Company's achievements, which seemed to be a source of distinct pride. I believe this has always been the Company's way. However, in today's era of information overload, it's crucial to clearly communicate what needs to be said, and sometimes even over-communicating can be beneficial. Kajima still tends to be reserved and self-restrained, and I believe the Company has room for improvement in this area.

Terawaki I feel the same way. Kajima is ahead of other companies in many areas, such as its initiatives to promote carbon neutrality, but unfortunately, these efforts are not being adequately recognized by the media, and the public remains unaware of them.

Iijima I had a similar experience at Mitsui & Co., which underscored the importance of strategic public relations not only for enhancing the overall corporate image but also for investor relations (IR) activities targeting institutional investors. As I mentioned at the Board of Directors meeting, I believe that further strengthening our IR activities is crucial.

Board discussions when creating the Medium-Term Business Plan

Saito I believe it was a positive step to change the approach in creating the Medium-Term Business Plan, reflecting the input of a wide range of employees. This plan doesn't feel like a dry document produced solely by the planning department; instead, it has a "handmade" quality that shows broad participation.

Iijima I've directly participated in formulating management plans for six companies, including Mitsui & Co., but this is the first time I've seen a Board of Directors discuss a plan five times. It was an excellent idea to involve so many executives and employees to gather their ideas about the Company's future goals, and then analyze and consolidate their views. The Board discussed growth strategies, market environment, and conducted self-analysis, then backcast from the desired goals. I believe this approach resulted in a very solid plan.

Terawaki I was surprised by the approach they took, which was not only top-down but also included bottom-up input from employees. It was very interesting to hear the Board present and explain the different views of the executives and employees about the Company's goals, and the whole process felt quite refreshing. Many of the employees' views focused more on their personal sense of fulfillment, work styles, and connection with society rather than on company performance. The differences in perspectives can be attributed to the generation gap and varying viewpoints, but it was reassuring to see that Kajima's corporate tradition remains a solid foundation. By collecting and documenting everyone's visions for the future, the direction Kajima should take has become clearer.

Talent development and DE&I

Iijima In this VUCA era, planning for the next 10 or 20 years is challenging, as we cannot predict future conditions. The rapid advancements in IT and digital technology have far exceeded our expectations. Therefore, the only reliable strategy is to focus on comprehensive training for our workforce. Recently, I've been reflecting on how human resource development was often overlooked during the restructuring of Japanese companies in past economic downturns, leading to the current imbalances affecting the entire country. Kajima, however, has consistently valued its people, making strategic decisions to allocate resources based on anticipated needs. By renewing our focus on talent development, I believe Kajima can navigate to its next stage in the VUCA era.

At a Board of Directors meeting, I emphasized the need to explore potential entry points into various fields, including semiconductors, renewable energy, storage batteries, and medical healthcare. Given that human capital is the foundation of our business, we may need to reassess our training programs to better develop global talent and digital transformation leaders.

Saito I've heard that inter-departmental transfers have increased recently. While hiring individuals into specific categories like civil engineering, building construction, or business administration enhances specialization, it can also create silos. Moving beyond this structure and promoting personnel exchanges to achieve true DE&I will help cultivate and develop our talent.

Iijima In the fields of civil engineering, building construction, real estate development, and overseas business, it is essential to synchronize the organization and talent to foster a culture that generates new added value.

Outside Director Discussion

Terawaki The Board recognized that creating new businesses is a key challenge after analyzing Kajima's strengths and weaknesses. While a vertical organizational structure may be comfortable, it can hinder interactions with the outside world. I believe that fostering fluid human resource mobility can lead to positive developments.

Saito I am an instructor at the annual training sessions for female employees in their fifth year with the Company and often engage in discussions with them. First of all, every one of them is serious about their career. Many are already worried about their ability to continue working at different life stages, so I feel it's important to show them many examples of people who have been successful. These career-conscious women are invaluable to our workforce. Enabling them to gain experience and have a long career in the Company would help solve the imbalance in the male-to-female ratio over the long term.

Iijima I've previously worked on strategies to enhance the retention of female employees, and I firmly believe that having role models of successful women is crucial for their empowerment.

Saito I actually think that for many people, life events don't cause them to leave jobs, but they use a life event as an excuse to leave. If their work is enjoyable and rewarding, people will find a way to stay. It's important to create a work environment that encourages people to continue working, and I think Kajima's systems are quite developed in that way. At the same time, women often say their superiors don't share their values or priorities. This is not easy, but must be solved.

The Nomination and the Governance and Remuneration Advisory Committees

Saito It's now been four years since 2021 when we transformed the Outside Officers Advisory Council into the Governance and Remuneration Committee and the Nomination Advisory Committee, a groundbreaking move for our company at the time. Since last year, I have chaired both committees. I find these committees to be excellent forums where outside directors and members of the Audit & Supervisory Board can openly exchange their experiences, share insights on successes and failures from other companies, and discuss issues related to executive appointments and compensation. However, I believe replicating this level of openness with internal members would be challenging. While both committees have made significant contributions, I recognize the need to develop a management plan for achieving our future vision. At the same time, we face challenges in developing the next generation of management.

Iijima Succession planning presents a significant challenge for outside directors, as it is not feasible to pre-identify specific candidates. The process of selecting company presidents has also been evolving. In some companies, discussions about the next CEO begin as soon as the current CEO is appointed. Kajima will eventually need to adapt to these changes, but I believe that fostering acceptance and providing a clearer path forward will be beneficial.

Saito The Governance and Remuneration Advisory Committee's discussions on revising the executive compensation system have expanded beyond business performance to encompass non-financial aspects such as safety performance and employee engagement. While evaluating these types of indicators is complex, it is commendable that the Company is moving in this direction.

Terawaki Speaking of corporate governance, I feel that our Company has fostered an environment where outside directors can speak freely, ensuring psychological safety, since my time as an Audit & Supervisory Board member. On-site visits are particularly valuable as they allow for meaningful interactions with young employees. It would be beneficial to have similar opportunities to engage with branch managers, who are pivotal to our domestic construction business.

Awareness of longer-term issues

Saito In the context of talent development, which was mentioned earlier, I believe a key focus should be on nurturing individuals with an entrepreneurial mindset. This can be challenging for a large and well-established organization, but it is crucial to increase interactions with people who have real-world experience, including mid-career hires, to ensure the





company remains competitive in new business areas. Engaging with start-up companies is one way to achieve this.

Iijima In addition to hiring mid-career professionals, rehiring individuals who have left the Company and gained external experience can also be valuable. From a talent development perspective, implementing a training system that offers diverse experiences, including overseas assignments, and promotes internal mobility would further energize the organization. Recently, I visited Kajima's Taiwanese subsidiary, Chung-Lu Construction, and spoke with some of the Japanese employees there. I was surprised to learn that some had been in Taiwan for over 20 years. At the same time, such specialized talent is indispensable.

Terawaki It's easy to get so caught up in the daily grind that we lose the motivation to take on new challenges. Kajima was one of the first Japanese construction firms to expand overseas. However, the company's tightly organized internal environment may now be hindering the generation of new ideas. Given Kajima's current business success, it is essential to tackle this core issue.

Iijima I believe that during the new Medium-Term Business Plan, there will be opportunities to create new services by understanding overseas needs and synchronizing efforts across departments. In particular, refining our disaster prevention and mitigation capabilities in response to the increasing frequency and severity of natural disasters due to climate change could meet significant international demand. The completion of The GEAR, our R&D base and incubation hub in Singapore, will further support these initiatives.

Saito Climate change is drawing attention to how companies can contribute to societal sustainability.

Iijima While European countries are leading the way in sustainability disclosure, it is becoming increasingly urgent for all companies to address this issue. Sustainability metrics include various indicators such as resource input and waste output, with water usage receiving significant attention. Companies are being assessed not only on the specifics of their disclosures but also on their overall approach to transparency. Kajima should take the lead among general contractors by proactively disclosing both its targets and achievements.

Saito It's important for Kajima to communicate how its projects benefit society. For example, dam construction is often perceived negatively as it involves altering natural landscapes, but it's vital to highlight the positive impacts, such as preventing water-related disasters. Additionally, demonstrating the advantages of renovating and reusing aging buildings, rather than demolishing them, is critical. Sustainability is an exceptionally broad concept and can be ambitious to achieve. Kajima could help people understand by adopting a unique approach tailored to the construction industry and providing as many quantitative figures as possible.

Terawaki While ESG and sustainability are gaining attention, technological advancements can sometimes be hindered by existing rules and regulations. In such cases, Kajima must take the lead in voicing the industry's concerns to the relevant authorities. I believe that advocating for regulatory changes will not only benefit our company but also enhance societal sustainability.

Iijima The Medium-Term Business Plan identifies sustainability as a material issue. I believe that by diligently executing this plan, Kajima can achieve sustainable growth. As the Board of Directors, we intend to thoroughly monitor the plan's progress and effectively fulfill our responsibilities to ensure its success.



Officers (As of June 25, 2024)

Directors



Yoshikazu Oshimi

Chairman, Representative Director

1974 Joined the Company
2005 Executive Officer, General Manager, Yokohama Branch
2008 Managing Executive Officer
2009 General Manager, Building Construction Management Division
2010 Senior Executive Officer
2013 General Manager, Kansai Branch
2015 Executive Vice President
President, Representative Director
2021 Chairman, Representative Director (to the present)



Hiromasa Amano

President, Representative Director

1977 Joined the Company
2009 Executive Officer, General Manager, Planning Department, Building Construction Management Division
2012 General Manager, Chubu Branch
2013 Managing Executive Officer
2014 Senior Executive Officer, General Manager, Tokyo Architectural Construction Branch
2017 Executive Vice President
2021 President (to the present), Representative Director (to the present)



Keisuke Koshijima

Representative Director, Executive Vice President, General Manager, Overseas Operations Division

1978 Joined the Company
2005 President and CEO, Kajima U.S.A. Inc.
2009 Executive Officer
2010 General Manager, Overseas Operations Division (to the present)
2012 Managing Executive Officer
2015 Senior Executive Officer
2018 Executive Vice President (to the present)
2021 Representative Director (to the present)



Masaru Kazama

Representative Director, Executive Vice President, General Manager, Civil Engineering Management Division, Responsible for Safety and Overseeing Machinery and Electrical Engineering Department

1981 Joined the Company
2013 Executive Officer, Deputy General Manager, Civil Engineering Management Division
2015 Managing Executive Officer, Deputy General Manager, Kansai Branch
2017 General Manager, Tokyo Civil Engineering Branch
2021 Senior Executive Officer
2022 General Manager, Civil Engineering Management Division (to the present)
2023 Representative Director (to the present), Executive Vice President (to the present)
2024 Responsible for Safety (to the present)



Hiroshi Ishikawa

Director, Executive Vice President, Responsible for Sales and Marketing

1989 Advisory Counselor
2000 Director
2004 Senior Managing Director
2005 Director (to the present), Senior Executive Officer, General Manager, Sales and Marketing Division
2012 Managing Executive Officer
2016 Executive Vice President (to the present)
2019 General Manager, Sales and Marketing Division
2024 Responsible for Sales and Marketing (to the present)



Takeshi Katsumi

Director, Executive Vice President, General Manager, Administration Division, Overseeing Audit Department, and Safety and Environmental Affairs Department

1980 Joined the Company
2014 Executive Officer, General Manager, Corporate Planning Department
2017 Managing Executive Officer
2020 Senior Executive Officer, General Manager, Administration Division (to the present)
2021 Director (to the present)
2024 Executive Vice President (to the present)



Takashi Kumano

Director, Managing Executive Officer, General Manager, Treasury Division

1983 Joined the Company
2011 General Manager, Nagano District Office, Kanto Branch
2015 General Manager, Administration Department, Kanto Branch
2017 General Manager, Audit Department
2020 Audit & Supervisory Board member
2024 Director (to the present), Managing Executive Officer (to the present), General Manager, Treasury Division (to the present)



Kiyomi Saito

Director^{*1}

1973 Joined Nikkei Inc.
1975 Joined Sony Corporation
1984 Joined Morgan Stanley
1990 Executive Director, Morgan Stanley
2000 President, JBond Co., Ltd. (currently JBond Totan Securities Co., Ltd.)
2015 Director of the Company (to the present)
2021 Representative Director, JBond Totan Securities Co., Ltd. (to the present)



Yoichi Suzuki

Director^{*1}

1975 Joined the Ministry of Foreign Affairs, Japan (MOFA)
2005 Consul-General in Boston
2008 Director-General, Economic Affairs Bureau of MOFA
2010 Ambassador to Singapore
2013 Ambassador to France
2016 Government Representative and Ambassador in charge of the Kansai region
2017 Government Representative and Ambassador for International Economic Affairs
2018 Retired from MOFA
2021 Director of the Company (to the present)



Tamotsu Saito

Director^{*1}

1975 Joined Ishikawajima-Harima Heavy Industries Co., Ltd. (currently IHI Corporation)
2012 President, Representative Director, CEO, IHI Corporation
2016 Chairman of the Board, Representative Director, CEO, IHI Corporation
2020 Senior Counselor, IHI Corporation
2022 Director of the Company (to the present)
2023 Chairman, New Energy and Industrial Technology Development Organization (to the present)
2024 Special Advisor, IHI Corporation (to the present)



Masami Iijima

Director^{*1}

1974 Joined MITSUI & CO., LTD.
2008 Representative Director, Executive Managing Officer, MITSUI & CO., LTD.
2009 Representative Director, Senior Executive Managing Officer, MITSUI & CO., LTD.
2009 Representative Director, President and Chief Executive Officer, MITSUI & CO., LTD.
2015 Representative Director, Chair of the Board of Directors, MITSUI & CO., LTD.
2021 Director, MITSUI & CO., LTD.
2023 Counselor, MITSUI & CO., LTD. (to the present)
2023 Director of the Company (to the present)



Kazumine Terawaki

Director^{*1}

1980 Public Prosecutor, Tokyo District Public Prosecutor's Office
2014 Director-General, Public Security Intelligence Agency
2015 Superintending Prosecutor, Sendai High Public Prosecutors Office
2016 Superintending Prosecutor, Osaka High Public Prosecutors Office
2017 Retired from Public Prosecutors Office, registered as attorney
2019 Audit & Supervisory Board member of the Company
2023 Director (to the present)

^{*1} Outside Director as defined in Article 2, Item 15, of the Companies Act.

Audit & Supervisory Board Members



Masahiro Nakagawa

Audit & Supervisory Board member^{*2}

1981 Joined the Sumitomo Bank, Limited
2010 Executive Officer and General Manager, Real Estate Corporate Business Office, Sumitomo Mitsui Banking Corporation
2013 President and CEO, SMBC Trust Bank Ltd.
2015 Representative Director, Deputy Chief Executive and Deputy Chief Executive Officer, SMBC Trust Bank Ltd.
2018 Audit & Supervisory Board member of the Company (to the present)



Kazushi Suzuki

Audit & Supervisory Board member

1984 Joined the Company
2009 Group Leader, Internal Control Group, Corporate Planning Department
2013 Group Leader, Management Group, Corporate Planning Department
2014 General Manager, Affiliated Business Department
2021 Audit & Supervisory Board member (to the present)



Toshiaki Kobayashi

Audit & Supervisory Board member

1986 Joined the Company
2006 Deputy General Manager, Human Resources Department, Administration and Human Resources Division
2010 Senior Manager, Legal Department
2014 General Manager, Legal Department
2018 General Manager, Legal Department, Administration Division
2024 Audit & Supervisory Board member (to the present)



Emiko Takeishi

Audit & Supervisory Board member^{*2}

1982 Joined the Ministry of Labour (currently the Ministry of Health, Labour and Welfare)
1992 Joined NLI Research Institute
2003 Assistant Professor, Institute of Social Science, the University of Tokyo
2004 Senior Researcher, NLI Research Institute
2007 Professor, Faculty of Lifelong Learning and Career Studies, Hosei University (to the present)
2023 Audit & Supervisory Board member of the Company (to the present)



Makiko Nakamori

Audit & Supervisory Board member^{*2}

1987 Joined NIPPON TELEGRAPH AND TELEPHONE CORPORATION
1991 Joined Inoue Saito Eiwa Audit Corporation (currently KPMG AZSA LLC)
1996 Registered as a certified public accountant
1997 Representative Partner, Nakamori CPA Offices
2013 Outside Audit & Supervisory Board member, NEXT Co., Ltd. (currently LIFULL Co., Ltd.) (to the present)
2019 Outside Director, ITOCHU Corporation (to the present)
2024 Audit & Supervisory Board member of the Company (to the present)

^{*2} Outside Audit & Supervisory Board member as defined in Article 2, Item 16, of the Companies Act.

Executive Officers

President

Hiromasa Amano

Executive Vice Presidents

Keisuke Koshijima

General Manager, Overseas Operations Division

Masaru Kazama

General Manager, Civil Engineering Management Division, Responsible for Safety
Overseeing Machinery and Electrical Engineering Department

Hiroshi Ishikawa

Responsible for Sales and Marketing

Takeshi Katsumi

General Manager, Administration Division
Overseeing Audit Department, and Safety and Environmental Affairs Department

Senior Executive Officers

Jun Matsushima

General Manager, Tokyo Architectural Construction Branch

Takaharu Fukuda

Responsible for Research and Development and Building Structures,
Overseeing Digital Strategy Office and Intellectual Property and License Department

Norio Kita

General Manager, Architectural Design Division

Yoshihiko Riho

Director, Kajima Technical Research Institute

Hiroshi Shoji

General Manager, Tohoku Branch

Katsuhisa Takekawa

General Manager, Building Construction Management Division
Responsible for Safety (Construction)

Katsunori Ichihashi

General Manager, Real Estate Development Division, General Manager, Executive Office

Jun Shimai

General Manager, Sales and Marketing Division

Managing Executive Officers

Yasuhiko Yamada

Deputy General Manager, Building Construction Management Division
Deputy General Manager, Tokyo Architectural Construction Branch

Masahito Tanaami

Deputy General Manager, Architectural Design Division

Michiya Uchida

General Manager, Environmental Engineering Division

Shuichi Oishi

CEO, Kajima Development Pte. Ltd.

Kazuyoshi Yonezawa

Deputy General Manager, Tokyo Architectural Construction Branch

Mitsuharu Kodoi

Deputy General Manager, Civil Engineering Management Division

Takeshi Kayano

General Manager, Kansai Branch

Nobuhiro Kobayashi

Deputy General Manager, Building Construction Management Division
Deputy General Manager, Tokyo Architectural Construction Branch
Responsible for Construction RX Consortium

Hidemitsu Yoshihiro

General Manager, Tokyo Civil Engineering Branch

Koji Ikkatai

General Manager, Engineering Division

Tetsuya Ashida

Deputy General Manager, Civil Engineering Management Division

Hiroyuki Komori

General Manager, Kyushu Branch

Masami Moriguchi

Deputy General Manager, Civil Engineering Management Division
Responsible for Safety (Civil Engineering)

Takashi Kumano

General Manager, Treasury Division

Munehisa Yoshimi

Deputy General Manager, Sales and Marketing Division

Tadashi Fujimura

Deputy General Manager, Architectural Design Division

Noboru Sakata

Deputy General Manager, Civil Engineering Management Division
(Responsible for CUCO, Green Innovation Fund Project)

Nobuaki Yoshioka

Deputy General Manager, Tokyo Architectural Construction Branch

Masafumi Kiryu

General Manager, Yokohama Branch

Executive Officers

Mitsuru Niizuma

Deputy General Manager, Administration Division
Overseeing Public Relations Office

Miki Ito

Deputy General Manager, Building Construction Management Division

Yoshinori Moriyama

Senior Supervisory Engineer

Kenichi Nakajima

General Manager, International Division

Yasuo Murakami

Deputy General Manager, Sales and Marketing Division

Yasushi Kurokawa

Deputy General Manager, Architectural Design Division

Masaya Hiraoka

Deputy General Manager, Architectural Design Division

Hirofuka Takabayashi

General Manager, Corporate Planning Department
Overseeing Affiliated Business Department

Toshio Taikoji

General Manager, Planning Department, Civil Engineering Management Division

Yoshinobu Ozaki

General Manager, Shikoku Branch

Yukio Chida

Deputy General Manager, Tokyo Architectural Construction Branch

Jirou Tsuneoka

General Manager, Chugoku Branch

Hiroto Ichiki

President and CEO, Kajima Europe Ltd.

Naoshi Nishizawa

General Manager, Human Resources Department, Overseeing IT Solutions Department and Center for Shared Administrative Services

Shoichi Nomura

General Manager, Kanto Branch

Junji Kimura

General Manager, Hokuriku Branch

Daijiro Akita

General Manager, Chubu Branch

Daisuke Horiuchi

General Manager, Planning Department, Building Construction Management Division

Yukio Tada

General Manager, Civil Engineering Design Division

Tsuneo Narumi

Deputy General Manager, Sales and Marketing Division

Mitsuhiro Murao

Senior Supervisory Engineer, Civil Engineering Management Division

Junichiro Kurokawa

Senior Supervisory Engineer, Civil Engineering Management Division

Masaaki Tsukamoto

General Manager, Nuclear Power Department

Eiichi Saitoh

Deputy General Manager, Tokyo Architectural Construction Branch

Kazumasa Okumura

General Manager, Hokkaido Branch

Corporate Governance

Kajima is committed to fair and transparent corporate activities. To this end, it strengthens its corporate governance through enhanced management supervision by the Board of Directors and the Audit & Supervisory Board, as well as through risk management and accountability achieved via internal controls and systematic compliance measures. Kajima will continue to strengthen its corporate governance based on the Corporate Governance Code outlined by the Tokyo Stock Exchange.

Overview of the corporate governance structure

Kajima has elected to use a Company with an Audit & Supervisory Board structure, in which the Board of Directors makes key business decisions and monitors business execution and its Audit & Supervisory Board audits the execution of duties by directors.

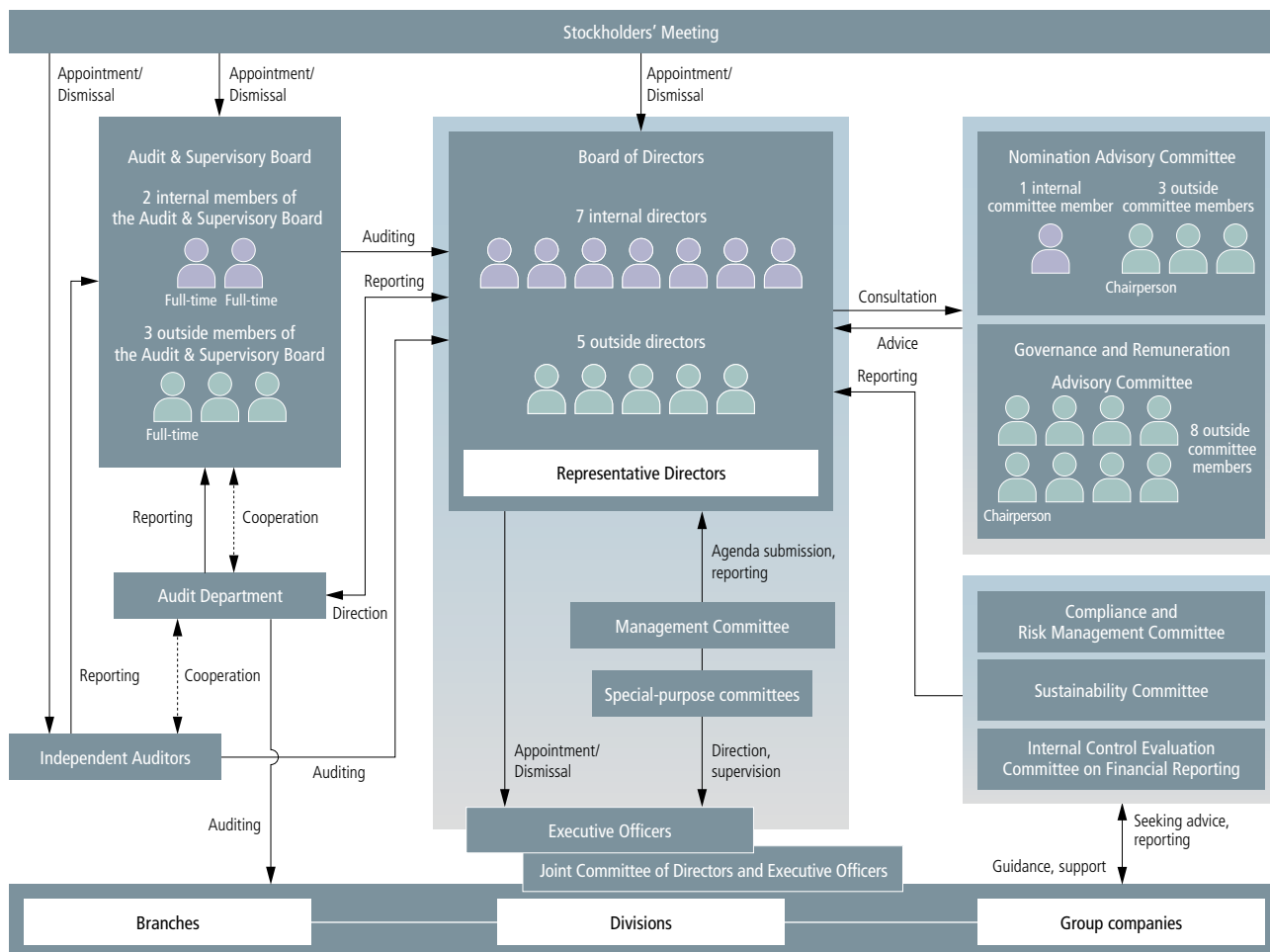
We have established a structure where Audit & Supervisory Board members, including independent outside members, conduct rigorous audits. The Board of Directors, comprised of experienced industry experts and independent outside directors, sets the company's strategic direction, makes critical

decisions, and oversees the execution of business operations.

To strengthen business oversight, Kajima has established two advisory committees to the Board of Directors: the Nomination Advisory Committee and the Governance and Remuneration Advisory Committee. To enhance operational efficiency, we have established the Management Committee and the Joint Committee of Directors and Executive Officers. The Management Committee, chaired by the President, meets weekly to discuss and decide on critical operational matters as directed by the Board of Directors.

The Basic Policy for Building Internal Control Systems, encompassing Group companies, is established by Board of Directors resolution. This policy aims to ensure strict compliance, efficient business execution, and effective risk management, while guaranteeing reliable financial reporting, underpinned by the organizational structure described above. In addition, the Audit Department, operating independently of business functions, conducts audits of Kajima Corporation and its Group companies to assess the establishment and operation of internal controls and risk management systems. The audit findings are directly reported to the Board of Directors and the Audit & Supervisory Board.

Corporate governance structure



Progress on strengthening corporate governance

(FY)

	2016	2017	2018	2019	2020	2021	2022	2023	2024
Number of outside directors [ratio]	3			4	3	4	5	5 [42%]	
Improving effectiveness of the Board of Directors	Implemented effectiveness evaluation							Survey for effectiveness evaluation conducted by an external organization	
Improving the objectivity and transparency of the nomination and remuneration decision-making processes				Governance Committee		Nomination Advisory Committee and Governance and Remuneration Advisory Committee			
Officer remuneration	<div>• Introduction of a system for allotting stock with a restriction on transfer</div> <div>• Bonus KPIs review</div>							<div>• Introduction of performance-linked stock remuneration</div> <div>• Bonus KPIs review</div>	

Board of Directors

The Board of Directors consists of all directors and Audit & Supervisory Board members, and is chaired by the Chairman. There are 12 directors, five of whom are outside directors, who serve one-year terms.

The Board of Directors meets once a month, in principle, and additionally as needed to deliberate and decide on fundamental management policies, matters that only the Board of Directors is allowed to handle legally, and other important matters related to management; supervise business execution; and confirm the progress of business plans, based on Kajima's corporate philosophy in order to ensure that Kajima Group continues to grow and develop sustainably in the future.

Medium- to long-term issues in Board of Directors meetings and internal control topics (FY2023)

Formulation of the Kajima Group Medium-Term Business Plan (FY2024–2026)	Sep., Dec., Jan., Feb., Mar.
Sustainability Committee reports (environment, human capital, DE&I, securing the future workforce, etc.)	Jul., Dec., Mar.
Operational status of internal control systems relating to financial reporting	Jun.
Compliance and Risk Management Committee reports, etc.	Aug., Oct., Dec., Mar.
Audit Department activity report	Mar.

Audit & Supervisory Board

The Audit & Supervisory Board consists of all Audit & Supervisory Board members, and the chairperson is determined by internal vote of the Audit & Supervisory Board. There are five Audit & Supervisory Board members, who serve four-year terms. It meets once a month, in principle, and additionally as needed.

The main matters considered by the Audit & Supervisory Board include the execution of business by directors, the status of corporate assets, the status of configuration and operation of systems to manage loss risk and compliance with laws and regulations and the Articles of Incorporation, and establishment and operation of systems to ensure the appropriate conduct of business in the Kajima Group, based on the Kajima Group Code of Conduct and the Medium-Term Business Plan. Each Audit & Supervisory Board member communicates with directors, those responsible for the internal audit function, and other relevant departments, and performs audits.

Audit & Supervisory Board members have opportunities to meet with the Audit Department, which is responsible for the internal audit function, quarterly and additionally as needed to receive reports on audit results and share information. They also meet with the independent auditor quarterly and additionally as needed to receive reports and explanations regarding the audits performed and the systems put in place to manage and ensure audit quality.

Key points audited by the Audit & Supervisory Board

- Securing major construction projects and status of establishment and operation of appropriate constructions systems and management systems
- Operational status of business risk management systems for the overseas and real estate development businesses
- Operational status of business risk management systems to ensure compliance with laws and regulations and prevent improper activities

Corporate Governance

Nomination Advisory Committee and Governance and Remuneration Advisory Committee

The Nomination Advisory Committee, which is comprised of the President and outside directors, deliberates on personnel-related matters for directors and other officers. The Governance and Remuneration Advisory Committee, which is comprised of outside directors and outside members of the Audit & Supervisory Board, deliberates on important matters related to corporate governance, including the remuneration of directors. Both committees were established to provide recommendations to the Board of Directors with the aim of ensuring objectivity and transparency.



	Nomination Advisory Committee	Governance and Remuneration Advisory Committee
Roles	The Nomination Advisory Committee was established as a meeting body that deliberates on personnel-related matters for directors and other officers, and it provides recommendations to the Board of Directors with the aim of ensuring objectivity and transparency.	The Governance and Remuneration Advisory Committee was established as a body to deliberate on important matters related to corporate governance, including the remuneration of directors. It provides recommendations to the Board of Directors to ensure objectivity and transparency.
Main themes for discussion	<ul style="list-style-type: none"> Composition of the Board of Directors Requirements and nomination guidelines for executives on the management team 	<ul style="list-style-type: none"> Officer remuneration system (including composition, standards, and guidelines for determining remuneration) Diversity Promotion of work style reforms
Meeting administration	The Executive Office functions as secretariat and is responsible for providing support.	The Executive Office serves as secretariat and provides administrative support. The President and other executives may also be invited to attend Governance and Remuneration Advisory Committee meetings to provide briefings, depending on the content of the meeting agenda.
Number of meetings in FY2023	2 meetings	4 meetings
Chairperson	Outside director	Outside director
Members	President 3 outside directors	5 outside directors 3 outside members of the Audit & Supervisory Board

Expertise and experience desired of directors and Audit & Supervisory Board members

Kajima directors and Audit & Supervisory Board members must possess broad experience, expertise, and exceptional qualities to make appropriate decisions and effectively supervise the management of Kajima, which operates businesses that encompass the entire value chain from upstream to downstream, mainly in domestic and overseas construction and real estate

development. From that perspective, we have created a skills matrix to identify the necessary qualifications for directors, including expertise in business, finance, and technology. Director selection considers broad diversity and composition, aiming for a balanced mix of knowledge, experience, and capabilities. To ensure objectivity and transparency in the nomination of candidates for director and Audit & Supervisory Board member roles, discussions and decisions are guided by the recommendations and insights provided by the Nomination Advisory Committee.

Reasons for selection of the desired skills

Main areas of expertise and experience	Reasons for selection
Corporate management	To oversee strategic direction and business execution
Finance/Accounting	To drive growth, including through M&A, and ensure sound financial management
Compliance/Risk management	To ensure ongoing compliance and risk management
Technology/IT	To maintain our technology leadership and deliver value to customers
Sales/Marketing	To focus on growth and priority areas while nurturing and strengthening client relationships
Government and public policy	To address social and environmental issues, we closely monitor governmental policies and international rules, as a provider of essential social infrastructure
Global business	To drive growth and respond to the increasing globalization of our business, we have prioritized global operations
Personnel matters/Human resource development	To cultivate a diverse and skilled workforce and foster a sustainable business, we prioritize investments in human capital across the entire supply chain
Knowledge of the construction and real estate development businesses	To further strengthen and expand our value chain, particularly in the construction and real estate development businesses

Skills matrix for directors and Audit & Supervisory Board members

Name	Internal/ Outside	Main areas of expertise and experience								
		Corporate management	Finance/ Accounting	Compliance/Risk management	Technology/IT	Sales/Marketing	Government and public policy	Global business	Personnel matters/Human resource development	Knowledge of the construction and real estate development business
Directors	Yoshikazu Oshimi	Internal	●		●	●			●	●
	Hiromasa Amano	Internal	●		●	●			●	●
	Keisuke Koshijima	Internal	●			●		●	●	●
	Masaru Kazama	Internal	●		●	●		●	●	●
	Hiroshi Ishikawa	Internal	●			●				●
	Takeshi Katsumi	Internal	●	●	●					●
	Takashi Kumano	Internal	●	●	●					●
	Kiyomi Saito	Outside	●	●		●		●		
	Yoichi Suzuki	Outside			●		●	●		
	Tamotsu Saito	Outside	●			●		●	●	
	Masami Iijima	Outside	●		●			●	●	
	Kazumine Terawaki	Outside			●		●			
Audit & Supervisory Board members	Masahiro Nakagawa	Outside	●	●	●				●	
	Kazushi Suzuki	Internal		●	●					●
	Toshiaki Kobayashi	Internal			●				●	●
	Emiko Takeishi	Outside			●		●		●	
	Makiko Nakamori	Outside		●	●	●				

Evaluating the effectiveness of the Board of Directors

Kajima evaluates the effectiveness of its Board of Directors once a year in order to enhance the Board's functions. The method for analyzing and evaluating the effectiveness of the Board as a whole and the results for the period from June 2023 to May 2024 are described below.

(Reference) Evaluation points in survey conducted by an external organization

	vs. the previous fiscal year	Evaluation points
Composition of the Board of Directors	No change	<ul style="list-style-type: none"> No increase in the percentage of female outside directors and female officers from FY2023 to FY2024
Operation of the Board of Directors	Increase	<ul style="list-style-type: none"> Site tours conducted for outside officers Materials sent in advance
Discussions in Board of Directors' meetings	Increase	<ul style="list-style-type: none"> Multiple discussions held on the Medium-Term Business Plan and sustainability issues

Analysis and evaluation method

- (1) Retain an external organization to conduct a survey of all directors and members of the Audit & Supervisory Board.
- (2) Based on the results of the survey and quantitative and qualitative analysis of matters such as the content of agenda items submitted to the Board of Directors meetings and the deliberation time, all members of the Board of Directors discuss actions taken in response to the recommendations and issues raised in the evaluation conducted in past fiscal years. They also review the activities of the Nomination Advisory Committee and the Governance and Remuneration Advisory Committee, as well as future issues and other topics, to evaluate their effectiveness.
- (3) The evaluation process and results are reviewed by external experts to ensure objectivity.

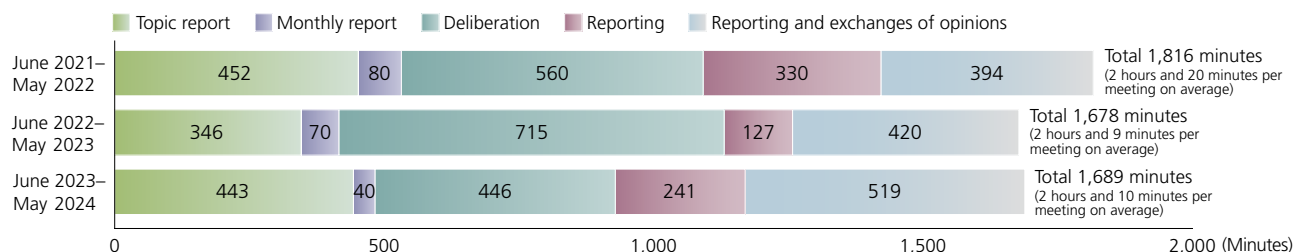
Evaluation results for the current period

The Board of Directors evaluated that the Board, the Nomination Advisory Committee and the Governance and Remuneration Advisory Committee are functioning appropriately and their effectiveness is being ensured.

- The results of the quantitative and qualitative analysis, as well as the results of the survey conducted by an external organization, confirmed that the composition, administration, and discussions of the Board meetings are appropriate.
- The evaluation confirmed that there were multiple substantive discussions of the Medium-Term Business Plan, sustainability, and other important issues from different perspectives. (It was also confirmed that the Nomination Advisory Committee and the Governance and Remuneration Advisory Committee also engaged in substantive discussions.)
- Management was rated highly for conducting site tours and providing materials in advance.
- The evaluation confirmed that the diversity of the Board of Directors will be addressed as a medium- to long-term issue, with discussions and actions coordinated by the Nomination Advisory Committee.

Results and evaluation for the current evaluation period (June 2023–May 2024)

1. Changes to times for deliberation and question-and-answer sessions by agenda item



Note: Analyzed 13 Board meetings held between June and May of the following year, all except the Board meeting held on the day of the Ordinary Stockholders' Meeting

2. Actions taken in response to the recommendations and issues raised in the previous fiscal year

Recommendations and issues raised in the previous fiscal year	Progress made on initiatives during this evaluation period	Advice for improvements in the next fiscal year
Issue 1 Further enhancement of deliberations at Board of Directors' meetings (Medium- to long-term issues, etc.)	<ul style="list-style-type: none"> The following topics were set as medium- to long-term issues for discussion at Board of Directors meetings Relating to the Medium-Term Business Plan (external environment, goals, market trends, etc.) Sustainability Committee reports (environment, human capital, DE&I, securing the future workforce, material issues) 	<ul style="list-style-type: none"> Good to simplify the explanation of the agenda at Board of Directors meetings Diversity of the Board of Directors requires ongoing consideration Regular reviews of the size of Board of Directors and the skills matrix should be conducted
Issue 2 Greater opportunities to engage in dialogue other than at Board of Directors' meetings	<ul style="list-style-type: none"> Site tour conducted for outside officers in December 2023 Informal gathering by directors, Audit & Supervisory Board members, and executive officers held 	
Issue 3 Continuous review of the composition of the Board of Directors	<ul style="list-style-type: none"> The percentage of outside directors gradually increased from FY2021 onward (from 38.5% in FY2022 to 41.6% in FY2023) The number of female officers increased (increase of 1 outside Audit & Supervisory Board member to 3 in FY2023) 	

3. Nomination Advisory Committee and Governance and Remuneration Advisory Committee

At the Board of Directors' meetings, the outside director serving as chairperson of both Committees explained the discussion results and made recommendations on officer personnel-related matters and remuneration. The Board of

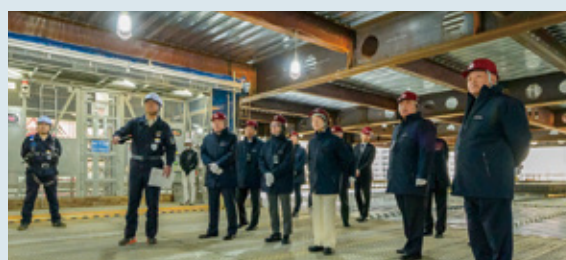
Directors further deliberated and made decisions based on these explanations and recommendations. This process helped to ensure the objectivity and transparency of the Board of Directors' meetings and to secure its effectiveness.

- Future issues**
- (1) Further enhancement of deliberations in Board of Directors meetings (expanding the time for deliberation by simplifying the explanation of the agenda, etc.)
 - (2) Greater opportunities to engage in dialogue other than at Board of Directors' meetings (for example, tours of construction site and Group-owned facilities and free discussions)
 - (3) Continual review of the composition of the Board of Directors (regular reviews of the diversity, size, skills matrix, and other aspects of the Board of Directors)

Outside officers toured large-scale building redevelopment in Tokyo

In December 2023, outside officers visited a large-scale building redevelopment site where Kajima was responsible for design and construction.

After reviewing the progress of the steel frame construction, they engaged in discussions about the site's implementation of robotic technologies, the future potential of BIM, and the broader adoption of digital tools and processes. They also discussed diversity and inclusion initiatives with young employees, including female workers.



Touring the site

Officer remuneration

Kajima has formulated a policy for determining officer remuneration. The content and methods of this policy are as indicated below.

Director remuneration system

Basic policy

- Remuneration standards are to be sufficient to secure and retain outstanding management personnel.
- Remuneration is structured to provide remuneration commensurate with the roles and responsibilities of each position.
- Remuneration linked to the achievement of management targets and to Kajima's stock price are to be introduced to increase medium- to long-term corporate value and to align officer values with those of stockholders.
- The remuneration decision-making processes must be objective and transparent.

To ensure objectivity and transparency in determining director remuneration, the Governance and Remuneration Advisory Committee, which is comprised of outside directors and outside members of the Audit & Supervisory Board and chaired by an outside director, discusses matters including the basic policy on officer remuneration, remuneration systems, and remuneration standards. The Board of Directors deliberates and decides on such matters based on the advice and recommendations of the Committee.

Kajima provides fixed remuneration to directors in the form of monthly remuneration, performance-linked remuneration in the form of bonuses, and stock remuneration, determined by position (including the executive officer position for directors concurrently serving in that role).

The composition of respective forms of remuneration as percentages of total remuneration is as indicated below (assuming bonuses and stock remuneration equal to standard amounts).

	Fixed remuneration (monthly remuneration)	Performance-linked remuneration (bonus)	Stock remuneration
President	50%	35%	15%
Other directors	The higher the position, the higher the percentage of the performance-linked bonus and stock remuneration.		

Fixed remuneration (monthly remuneration)

- (1) The total amount of fixed remuneration (monthly remuneration) shall not exceed ¥60 million per month. (Decided at the 108th Ordinary Stockholders' Meeting held on June 29, 2005; number of directors at the time: 14)
- (2) The amount of monthly remuneration depends on the position.
- (3) Revisions to the monthly remuneration amounts due to the

- appointment of new directors or the resignation of current directors shall be applied from the month following the appointment of the director at the Stockholders' Meeting.
- (4) The monthly remuneration of directors who have received a promotion shall, in principle, be revised effective the day of said promotion.

Performance-linked remuneration (bonus)

- (1) The total amount of bonuses shall not exceed ¥500 million per year. (Decided at the 126th Ordinary Stockholders' Meeting held on June 28, 2023; number of directors [excluding outside directors] at the time: 7)
- (2) Bonuses for the fiscal year (April 1–March 31) shall be based on officers' positions at the end of March and, following a resolution by the Board of Directors, be paid as a lump sum at the end of June the following fiscal year.
- (3) In principle, bonuses are calculated by multiplying the standard bonus amount determined for each position by the evaluation coefficient calculated determining the supply rates for net income attributable to owners of the parent for the current fiscal year, safety performance (accident frequency rate and accident severity rate), and employee

- health (stress check) based on the evaluation weight of 8:1:1. The upper limit of each supply rate is 200% and values below a certain standard are regarded as 0%.
- (4) The President can propose a bonus reduction or another action if the remuneration paid based on the calculation formula on the next page raises questions; for example, if the company committed a major compliance infraction.
- (5) In the event of an officer being newly appointed or resigning during the course of the fiscal year, in principle, the full calculation amount is to be paid if the officer is in office for nine months or longer, half of the calculation amount is to be paid if the officer is in office for six to nine months, and no bonus is to be paid if the officer is in office for less than six months.

We selected this evaluation coefficient as the index of bonuses paid as performance-linked remuneration to take safety performance and employee health into consideration, in addition to consolidated performance in light of the importance of actions for sustainability.

Formula

Bonus amount = Standard bonus amount × Evaluation coefficient

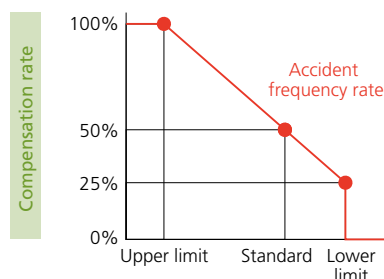
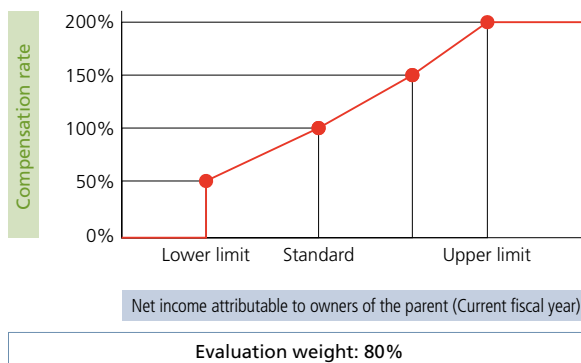
Evaluation coefficient:

Compensation rate based on the net income attributable to owners of the parent for the current fiscal year × 80% + supply rate based on safety performance (accident frequency rate^{*1}, accident severity rate^{*2}) × 10% + supply rate based on employee health (stress check^{*3}) × 10%

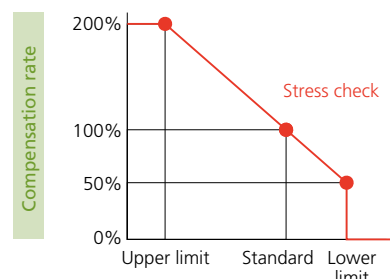
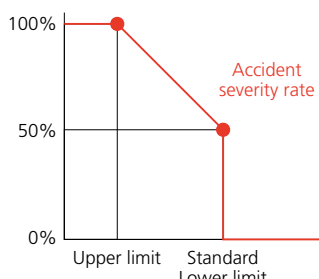
^{*1} Accident frequency rate: The number of fatalities and injuries at worksites per one million cumulative working hours.

^{*2} Accident severity rate: The severity of illnesses and injuries represented by the number of workdays lost per one thousand cumulative working hours.

^{*3} Stress check: Annual examination to understand the degree of psychological load on employees. The lower the score (health risk), the lower the stress level.



+



Stock remuneration

- (1) The total amount of stock remuneration shall not exceed ¥300 million per year. (Decided at the 126th Ordinary Stockholders' Meeting held on June 28, 2023; number of directors [excluding outside directors] at the time: 7)
- (2) The stock remuneration consists of the fixed remuneration for the position and the performance-linked remuneration. (The ratio is 1:1 for the standard amount.)
- (3) The fixed remuneration for the position depends on the position.
- (4) The performance-linked remuneration for the fiscal year (April 1–March 31) shall be based on officers' positions at the end of March. The performance-linked remuneration is calculated by multiplying the standard stock remuneration amount determined for each position by an evaluation

coefficient. The evaluation coefficient shall be the supply rate calculated based on the average net income attributable to owners of the parent for the previous three fiscal years. The upper limit of the supply rate is 200% and values below a certain standard are regarded as 0%.

- (5) In principle, remuneration of stocks with a restriction on transfer, consisting of the fixed remuneration for the position and the performance-linked remuneration, is paid as a lump sum in July or August.
- (6) The transfer restriction period shall extend from the day the shares are allotted through the day the recipient resigns from their position as director and/or executive officer.
- (7) The total number of stocks with a restriction on transfer shall not exceed 600,000 per fiscal year.

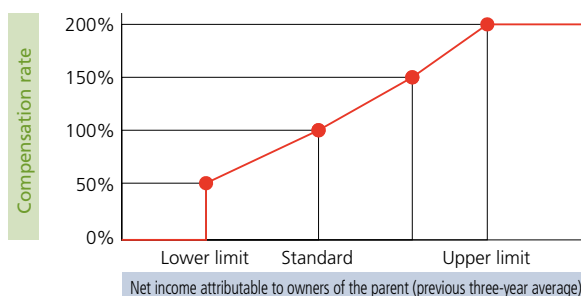
We selected this evaluation coefficient as the index of the performance-linked stock remuneration to provide management with incentives from a medium-term perspective.

Formula

Stock remuneration amount (performance-linked remuneration) = Standard stock remuneration amount × Evaluation coefficient

Evaluation coefficient:

Compensation rate based on the average net income attributable to owners of the parent for the previous three fiscal years (including the current fiscal year)



Audit & Supervisory Board member remuneration system

Members of the Audit & Supervisory Board are paid fixed remuneration in the form of monthly remuneration. The monthly remuneration amount paid to individual members of the Audit & Supervisory Board is decided through deliberations

among Audit & Supervisory Board members according to working conditions and other considerations.

The total amount of monthly remuneration shall not exceed ¥15 million per month. (Decided at the 97th Ordinary Stockholders' Meeting held on June 29, 1994; number of Audit & Supervisory Board members at the time: 5)

Details of officer remuneration

FY2023 remuneration for directors and Audit & Supervisory Board members

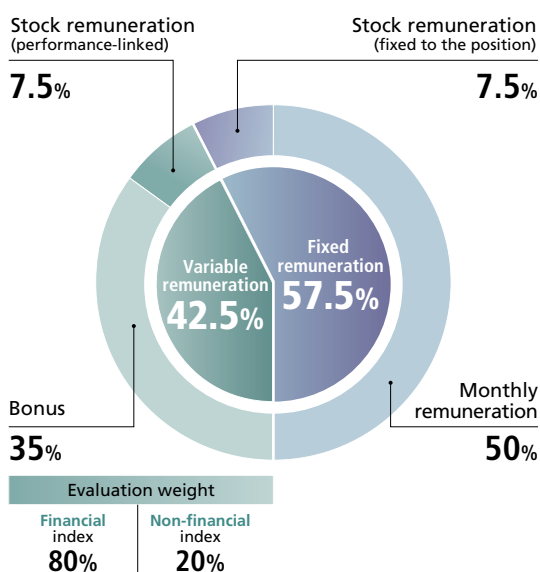
(¥ million)

Position	Total remuneration	Monthly remuneration	Bonus	Stock remuneration	Recipients
Directors (excluding outside directors)	786	372	276	138	9
Audit & Supervisory Board members (excluding outside members)	57	57	—	—	2
Outside directors and outside members of the Audit & Supervisory Board	133	133	—	—	11

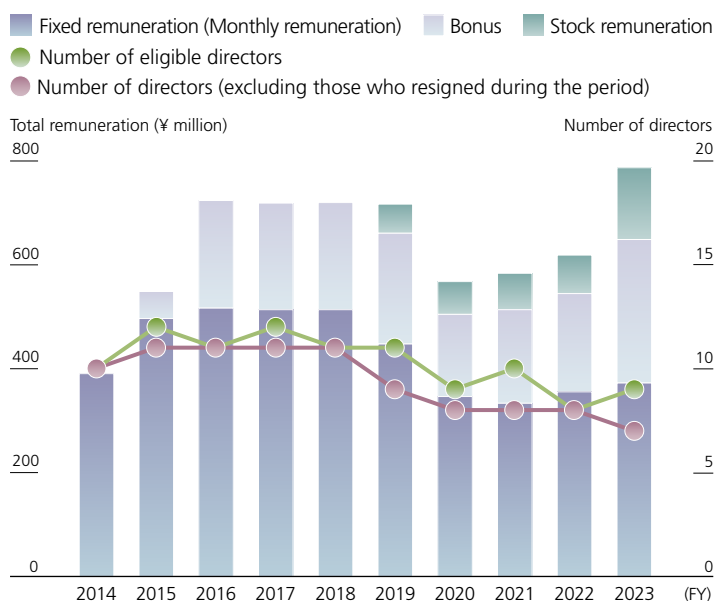
Notes: 1. The bonus amount above shows the amount expensed in FY2023 for officers' bonuses paid to eight directors.

2. The stock remuneration amount above shows the amount expensed in FY2023 for stock remuneration paid to six directors before the system was revised in 2023, the stock remuneration paid to six directors after the system was revised (part fixed to the position and part performance-linked), and the cash paid to one director who resides overseas in lieu of stock remuneration.

Composition of remuneration for directors (excluding outside directors)



Total remuneration for directors (excluding outside directors)



(Reference) Officer remuneration eligibility and upper limit

	Fixed remuneration (Monthly remuneration)	Performance-linked remuneration (bonus)	Remuneration in stocks with a restriction on transfer
Total remuneration	Directors, monthly Up to ¥60 million Audit & Supervisory Board members, monthly Up to ¥15 million	Up to ¥500 million/year	Up to ¥300 million/year
Directors*	●	●	●
Outside directors	●	—	—
Audit & Supervisory Board members	●	—	—

* Excluding outside directors

Risk Management

Based on effective and efficient risk management systems, the Kajima Group strives to identify risks in its businesses and operations and to prevent them from materializing. The Group also works to keep improving corporate value by winning the trust of stockholders, customers, and others with timely information disclosure.

Group-wide risk management system

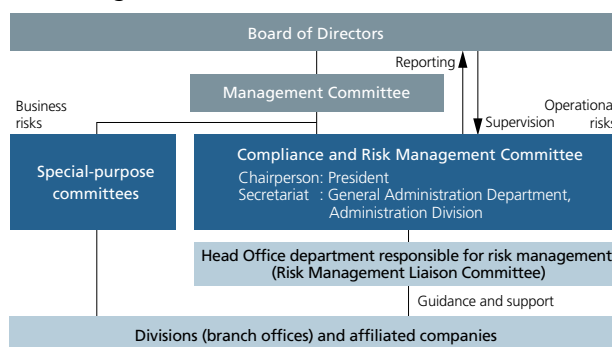
The Management Committee and special-purpose committees ascertain business risks and deliberate on countermeasures, including for new businesses and real estate development investments. With respect to operational risks such as those related to legal or regulatory compliance violations, a department is designated to be responsible for each risk, and the Compliance and Risk Management Committee (chaired by the President) ascertains and evaluates the operational status of the risk management system and deliberates on the risk management policy and how to address major risks, among other matters. Results are reported to the Board of Directors, which supervises the operational status of the risk management system.

The Risk Management Liaison Committee, composed of individuals in charge at the Head Office department responsible for risk management, meets regularly (24 times in FY2023) to report and share risks that have materialized in the Group, revisions to laws and regulations, social trends, case studies at other companies, and risk communication methodologies. It also reports important information to the Compliance and Risk Management Committee as appropriate.

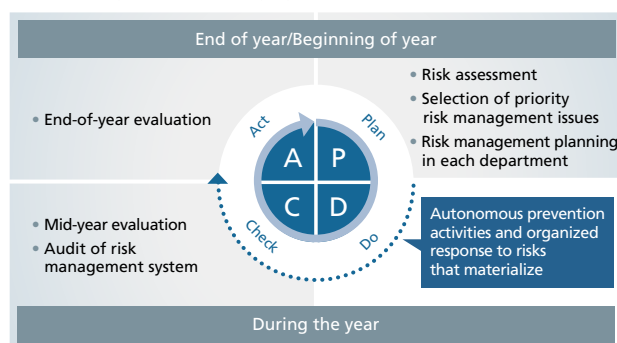
To improve the effectiveness of risk management activities, Kajima analyzes risks based on the frequency of their materialization and the impact, selects operational risk aspects of corporate activities requiring priority management as “priority risk management issues” to be applied across the Group, and implements risk management from the perspective of prevention at the beginning of each fiscal year. For risks

that have materialized, we perform effective activities based on the PDCA cycle, including mandatory early reporting and organization-level measures to contain risks and to prevent them from recurring. The General Administration Department (Administration Division), which serves as the secretariat for the Compliance and Risk Management Committee, continually follows up on the measures addressing these materialized risks. The main domestic and overseas Group companies adopt standardized systems in line with those of Kajima, and they independently introduce risk management initiatives.

Risk management framework



Risk management activity cycle



Special-purpose committees to ascertain business risks and deliberate on measures

Committee name	Purpose
Overseas Business Steering Committee	It deliberates and reports on important matters concerning overseas business (overseas subsidiaries and overseas operations directly controlled by Head Office).
Overseas Development Project Steering Committee	It deliberates and reports on plan content and profitability, etc., related to investment in the major real estate development projects of overseas subsidiaries and of the Overseas Operations Division, as well as major plan changes, and any transfer of a relevant development project.
Overseas Civil Engineering Project Review Committee / Overseas Building Construction Project Review Committee	It investigates and reports on technical, construction, and contractual risks at when an order is received for major overseas construction projects. It also investigates and reports on measures to address any serious problems that may occur during construction.
Development Steering Committee	It deliberates and reports on investments in Japanese real estate development projects, and on the commercialization or sale of important real estate properties and other ongoing projects.
Important Construction Project Review Committee	It confirms the technical, construction and contractual risks prior to estimates being submitted for important construction projects in Japan, and it clarifies the policy for submitting estimates.
PFI Civil Engineering Committee / PFI Building Committee	It deliberates and reports on Group-wide response policies and frameworks related to PFI projects and other, individual projects involving business risks such as investment, and response policies concerning the formation of consortia of companies.
Business Investment Committee	It identifies and deliberates on risks and issues regarding alliances, M&A, company establishment and new investment projects other than the above, and it also provides support for the promotion of such projects.

Information Security

Information security management framework and activities

The Kajima Group handles a wide range of information, including that relating to buildings, customers, management, technology and intellectual property. The Group adheres to an information security policy and conducts thorough risk management in order to protect such information, including from external attacks or leakage due to negligence.

As the team responsible for promoting Company-wide information security activities under the leadership of the Chief Information Security Officer, who oversees all management of information security, K-SIRT*1 takes the lead on working with each of the branches, departments, and domestic and overseas Group companies to reduce risk.

As a prevention measure, employees throughout the Group take an annual online course on information security. This makes everyone aware of incidents and the risks when using generative AI and other IT technologies. The Group also provides repeated education and training on risks such as targeted email attacks. At its offices, Kajima conducts regular inspections and audits to evaluate and improve physical, personal and technical measures. For partner companies, Kajima also distributes standard check sheets, awareness posters, and educational materials such as a video provided by the Japan Federation of Construction Contractors, to improve the level of information security, including throughout the supply chain.

*1 KAJIMA Security Incident Response Team

FY2023 education and training record

- Training on targeted email attacks
 - Conducted for 30,326 persons
- Online course on information security
 - Participants: 25,008 employees (including 9,971 employees from 77 Group companies)
 - Participation rate: 100%

Cybersecurity

Kajima is addressing today's increasingly diverse and sophisticated cybersecurity threats in accordance with the Cybersecurity Management Guidelines from Japan's Ministry of Economy, Trade and Industry. K-SIRT is a member of the Nippon

CSIRT Association and stays on top of the latest trends in security and cyber-attacks, cooperating on a regular basis with external organizations and CSIRT teams at other companies. Kajima is also strengthening its protection and detection measures as well as its systems for monitoring unauthorized access, computer viruses, and other events around the clock, 365 days a year, and it quickly addresses all potential threats to minimize potential damage.

Response guidelines have been formulated on rapidly launching a response to an incident and minimizing the damage and impact as much as possible. Every year, Kajima conducts a training drill based on a scenario of damage from a cybersecurity attack in an effort to improve systematic response capabilities and our ability to maintain business continuity.

Multi-hazard business continuity plan (BCP)

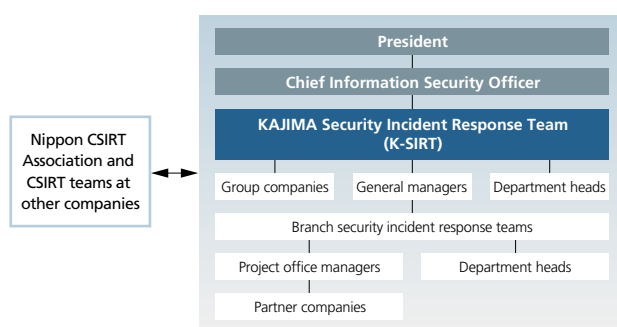
When a major earthquake, wind or flood damage, or other natural disaster occurs, the construction industry must quickly mobilize to ensure business continuity and the rapid recovery of vital social infrastructure, including the reopening of roads and the repair of bridges.

As a member of the Japan Federation of Construction Contractors that receives requests from the Government of Japan, Kajima operates and updates a BCP and conducts regular drills to prepare for contingencies. The Company has earned the Business Continuity and Disaster Recovery Certification for Construction Companies*2 and the Resilience Certification*3. Kajima is enhancing its cooperation with local governments and public infrastructure operators via disaster preparedness agreements to support recovery after a disaster, as well as preparing Group-wide frameworks capable of rapidly responding to foreseeable disasters, such as wind and flood damage. Furthermore, Kajima continues to enhance its supply chain and business continuity capabilities by formulating and providing BCP manuals to partner companies.

*2 A program offered by the Kanto Regional Development Bureau under the Ministry of Land, Infrastructure, Transport and Tourism to evaluate and certify the basic business continuity capabilities of construction companies.

*3 With the aim of enhancing disaster preparedness in Japan, this program provides certification to entities that are actively engaged in business continuity efforts. They are certified as organizations that contribute to national resilience through their preparations for large-scale natural disasters.

Information security management framework



Action for overseas risks

Kajima has established an International Emergency Response Committee (Chairperson: President) to ensure the safety of employees and their families when emergencies arise outside of Japan. In the event of a terrorist attack, large-scale natural disaster, conflict or other emergency outside of Japan, Kajima focuses first on gathering information to verify the safety of employees and their families and next on providing aid to the affected area. Kajima is raising awareness of the manual on preparedness measures and emergency response among employees on assignment outside of Japan and is providing information and alerts on security, epidemics and other concerns to employees traveling internationally.

Risk Management

Business and other risks

Risk factors	Risks and opportunities	Response
Risks of changes in the business environment	<ul style="list-style-type: none"> If there are significant changes in the construction, real estate development or other business environments, such as a significant decrease in construction demand or a rapid contraction of the real estate market due to factors such as an economic downturn, there could be a decline in construction contract awards and a decrease in real estate sales and lease income. If competition with other general construction companies intensifies and the Group is unable to maintain its competitiveness in aspects such as quality, cost or service content, there could be a deterioration in the Group's business performance. 	<ul style="list-style-type: none"> The Group will continue to advance the measures in the Kajima Group Medium-Term Business Plan (FY2024–2026)—Further Strengthening the Core Business and Building the Future, which was formulated based on changing conditions and market trends, in order to achieve management targets and increase corporate value. Overview of the Medium-Term Business Plan (FY2024–2026) ▶ Page 31
Risks of fluctuation in construction costs	<ul style="list-style-type: none"> Construction projects are subject to fluctuations in construction costs because they require the procurement of materials, equipment and labor over a long period of time. If a rapid rise in the prices of the main materials and labor costs results in unexpected increases in construction costs that the Group is unable to reflect in the contracted amount, there could be a deterioration in the profitability of construction work. 	<ul style="list-style-type: none"> The Group implements measures such as early procurement, diversifying suppliers and including price adjustment clauses in contracts with clients, in order to minimize the impact of construction cost fluctuations. Building construction business ▶ Page 63
Risks of fluctuations in prices and profitability of assets held	<ul style="list-style-type: none"> The Group could be required to record a valuation loss or an impairment loss in the event of a decline in the profitability of real estate for sale (consolidated balance sheet balance of ¥221.8 billion as of March 31, 2024), or a significant decline in the market value of assets such as real estate for lease (¥302.8 billion) and investments in securities (¥442.4 billion). 	<ul style="list-style-type: none"> The Group manages real estate development business assets by ascertaining the risk of a decline in asset value for each project and maintaining total risk below a defined level in proportion to its consolidated equity capital. For consolidated equity capital, the Group maintains a financial foundation that can sufficiently accommodate future growth in domestic and overseas real estate development business assets during the period of the Medium-Term Business Plan. When investing in individual projects, the Head Office special-purpose committees (Development Steering Committee and Overseas Development Project Steering Committee) and others ascertain risks and deliberate on countermeasures. The Board of Directors and the Management Committee then deliberate on these investments in accordance with defined standards. Each fiscal year, the Board of Directors deliberates on all the listed shares held for strategic purposes based on an assessment of the rationality of continuing to hold them and asset efficiency from a medium- to long-term perspective, and it sells off, in principle, shares that no longer satisfy the relevant criteria. The current Medium-Term Business Plan calls for reducing over ¥50 billion worth of the cross-shareholdings and lowering the ratio to less than 20% by the end of FY2026 and continuing to sell the shares thereafter. Message from the General Manager of the Treasury Division ▶ Page 37
Risks related to changes in political and economic conditions in other countries	<ul style="list-style-type: none"> The Group operates its construction and real estate development businesses in North America, Europe, Asia, Oceania, and other overseas locations. There could be a deterioration in the Group's business performance in the event of a substantial change in the political and economic climate, legal system, and foreign exchange rate of the countries where Group operates. 	<ul style="list-style-type: none"> The policy is to establish a business platform, strengthen governance, and take other relevant action as Kajima's businesses expand. When conducting M&A and entering into new markets overseas, a Head Office special-purpose committee (Overseas Business Steering Committee) ascertains risks and deliberates on countermeasures. The Board of Directors and the Management Committee then deliberate on these matters in accordance with defined standards. Kajima has established an International Emergency Response Committee to ensure the safety of employees and their families and to provide local support in the event of incidents such as a terrorist attack or civil disturbance. Risk Management ▶ Page 115
Risks associated with the shortage of workers in the construction industry	<ul style="list-style-type: none"> In Japan, the number of skilled construction workers in the construction industry is on the decline, and unless sufficient measures are taken, it will be difficult to maintain the construction system. This could lead to effects including a decline in revenues or a decrease in the profit margin on construction projects due to higher labor procurement costs. 	<ul style="list-style-type: none"> Kajima plans to continue pursuing various measures to improve compensation for skilled construction workers, reform the multi-layered subcontracting system by forming a construction system limited up to secondary subcontracting, and enhance support for partner companies through human resource training, strengthening collaboration, and other measures. Human Rights and Supply Chain Management ▶ Page 99

Risk factors	Risks and opportunities	Response
Legal and regulatory risks	<ul style="list-style-type: none"> The Group's business activities are subject to a variety of laws and regulations, including the Construction Business Act, the Building Standards Act, occupational health and safety laws, environmental laws and the Anti-Monopoly Act. Therefore, in the event of revisions of laws and regulations, the enactment of new laws and regulations, or changes in applicable standards, there could be an impact on the Group's business performance due to the effect on the contract award environment and costs, depending on the content of these changes. In the event of the violation of a law or regulation by the Group, there could be losses due to criminal or administrative penalties, business restrictions, or damage to the Group's reputation, which could have an impact on the Group's business performance. 	<ul style="list-style-type: none"> In response to the enactment or revision of relevant laws and regulations, the content is disseminated by the departments in charge and necessary measures are taken. For example, we sufficiently consider the construction system, including personnel allocation, and submit estimates after considering the required construction period while taking various measures, such as work-style reforms, improvement of operational efficiency and quality through digitization, concentration suitable for work contents, and outsourcing to address the upper limits on overtime work implemented in the construction industry from April 2024. As its compliance manual, the Group updates the Handbook for Practical Application of the Kajima Group Code of Conduct as necessary to reflect revisions to laws and regulations and changes in social conditions. It is disseminated to all officers and employees. To further improve and instill an awareness of compliance, the Group conducts ongoing online training programs for its officers and employees. In addition, the departments responsible for each field formulate rules and guidelines, and conduct training and audits to further ensure appropriate business activities. <p>Compliance ▶ Page 119</p>
Safety and health, environmental, and quality risks	<ul style="list-style-type: none"> In the event of a serious personal injury, environmental accident, or quality accident in the course of providing our services, including design and construction, there could be an impact on the Group's business performance due to the damage to its reputation, compensation for damages, delays in construction, and re-working costs. 	<ul style="list-style-type: none"> Safety and health, environmental management, and quality assurance are fundamental to production and corporate survival. Therefore, the Group has established a basic policy as well as a Safety and Health Policy, Environmental Policy, and Quality Assurance Policy, and it carries out production activities based on appropriate and effective management systems that comply with relevant laws, regulations and other social requirements. To ensure safety, Kajima has been implementing safety and health management in conformance with the Construction Occupational Health and Safety Management System (COHSMS). In terms of the environment, Kajima operates environmental management systems that are compliant with ISO 14001. With regards to quality, Kajima has received ISO 9001 certification in both its civil engineering and building construction operations. Individual overseas subsidiaries and affiliates have also obtained the relevant certifications. <p>Occupational Safety and Health ▶ Page 98 Environment ▶ Page 83 Quality ▶ Page 97</p>
Information security risks	<ul style="list-style-type: none"> The Group handles a wide range of information, including that relating to buildings, customers, management, technology and intellectual property, as well as personal information, in the course of providing various services, including design and construction. If such information is leaked, lost, or otherwise due to an external attack or the negligence of an employee, there could be an impact on the Group's business performance due to the damage to its reputation, compensation for damages, restoration costs, etc. 	<ul style="list-style-type: none"> The Group has established an information security policy and conducts intensive risk management. The Group conducts cyber-attack simulation drills to enhance our organizational response and conducts online education for its officers and employees, inspections, audits and awareness-raising activities targeting partner companies. <p>Risk Management ▶ Page 115</p>
Business partner credit risks	<ul style="list-style-type: none"> In the event of credit uncertainty at business partners such as clients and partner companies, there could be an impact on the Group's business performance due to the inability to collect payments for construction work, delays in construction, etc. The impact could be particularly significant if the payment for a large construction contract becomes uncollectible. 	<ul style="list-style-type: none"> Whenever the Group enters into a new project agreement, it reviews the creditworthiness, financial planning, and payment terms of the customer to avoid the risk of a payment becoming uncollectible. In the event of new forms of contract or unfavorable payment terms in which payments for construction work would still need to be collected after the completion of the construction, the Head Office ascertains the risks and takes countermeasures. The Management Committee also deliberates on these matters in accordance with defined standards. Whenever the Group enters into a new transaction with a partner company, in principle, it examines the financial position and other characteristics of the partner company before entering into a basic construction subcontracting agreement. In addition, the Group conducts regular visits to major partner companies to confirm their management conditions including their financial position.
Hazard risks (natural disasters, pandemics, etc.)	<ul style="list-style-type: none"> In the event of a large-scale natural disaster such as a major earthquake or wind or flood damage, there could be an impact on the Group's business performance due to damage to construction in progress, delays in construction, or damage to Group-owned buildings. In the event of a pandemic, there could be an impact on the Group's business performance, including a decline in construction contract awards due to an economic downturn or a decrease in revenues due to the suspension of construction work. 	<ul style="list-style-type: none"> The Group is working to further improve its disaster preparedness and business continuity capabilities through means such as the formulation of a BCP in the event of a disaster and conducting practical BCP drills assuming an earthquake directly under the Tokyo metropolitan area, torrential rain, and other scenarios. The Group positioned preventing both initial infections and the spread of infections as top priorities in response to epidemic outbreaks of infectious diseases. It is also gathering information, assessing risk scenarios, and instructing employees in Japan and overseas as well as partner companies on the necessary measures to ensure business continuity and minimize damage. <p>Risk Management ▶ Page 115</p>

Note: Physical risks associated with climate change and risks to transition to a carbon-neutral society are described in the section of TCFD-based information disclosure. [▶ Page 88](#)

Compliance

The Kajima Group recognizes that compliance is the foundation of all our business activities. To articulate this stance, we have established the Kajima Group Code of Conduct as a common standard for directors, officers and employees of the Kajima Group, under which the entire Group is committed to promoting compliance.

Compliance program and implementation

The Compliance and Risk Management Committee (chaired by the President) routinely accepts reports on the progress of compliance activities across the Group and, in the event of critical incidents arise, promptly issues instructions and corrective actions to address the incident and reports the details of the incident to the Board of Directors.

The Legal Department, which is part of the Administration Division, is in charge of compliance and has formulated and regularly reviews a compliance manual and conducts training through online courses. In addition, each department responsible for each business field set rules and guidelines and conduct training as necessary. The Audit Department, which is an internal audit division independent of operational divisions, conducts internal audits as part of its business audits.

Each Group company has also established and implements a compliance program in line with that of Kajima.

Major initiatives in FY2023

- Revision of compliance manual (9th edition)
- Online course on compliance
 - Participants: 25,121 employees (including 10,596 employees from 48 Group companies)
 - Participation rate: 100%

Anti-corruption initiatives

Kajima has signed the United Nations Global Compact and supports the principle that “Businesses should work against corruption in all its forms.” We have also established the Kajima Group Anti-Bribery Principles to further clarify our stance on anti-corruption initiatives.

Maintaining fair relationships with partner companies

The Kajima Group Code of Conduct states that we shall maintain healthy and fair relationships with partner companies such as subcontractors and suppliers.

Specifically, we established and began enforcing strict Company-wide rules that not only prohibit coercion of partner companies but also, as a general principle, prohibit the acceptance of hospitality, entertainment, or gifts from partner companies. In addition, we work with partner companies to ensure thorough compliance, including anti-corruption, by requesting them to comply with the Kajima Group Conduct Guidelines for Business Partners as part of our quotation and contract terms. At the same time, we carefully examine

and assess the details of individual transactions with the aim of ensuring fairness and appropriateness in the selection of partner companies and the drafting of contracts.

In April 2024, we published a commentary explaining the 13 items in the Kajima Group Conduct Guidelines for Business Partners and examples of specific initiatives, in an effort to further disseminate the guidelines.

Maintaining appropriate relationships with public officials in Japan

For payments made to public officials in Japan and similar cases, we make sure that all employees are aware that they must act in accordance with the National Public Service Ethics Code. In addition, we require all employees to submit applications for entertainment expenses in advance, and also conduct strict checks regarding the legality and appropriateness of expenditures during subsequent expense processing.

Maintaining appropriate relationships with public officials overseas

Regarding foreign public officials and the like, Kajima has established the Kajima Corporation Anti-Bribery Policy for Foreign Public Officials, etc., and has developed guidelines that define specific procedures and criteria for each type of conduct. Group companies in Japan and overseas are also working to formulate regulations and guidelines in line with those of Kajima, and they are implementing activities to prevent bribery risks in the Kajima Group.

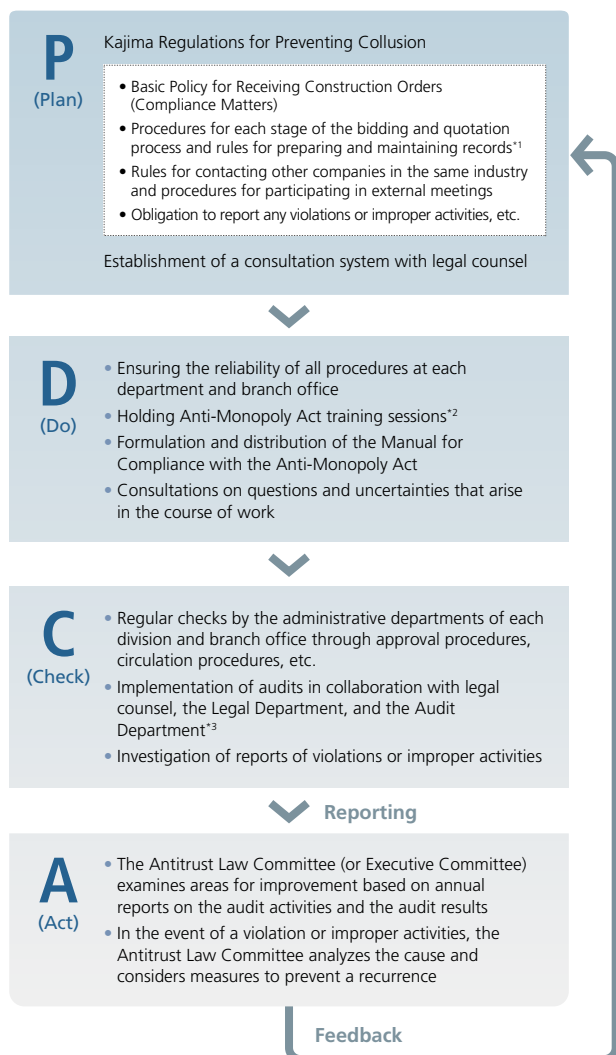
In FY2023, Kajima provided “online anti-bribery training” for employees working outside Japan, such as at Kajima Corporation’s overseas branches, at overseas subsidiaries under the Japanese group companies, and overseas group companies. In addition, Kajima’s legal staff conducted interviews with employees in Southeast Asia. We will continue to visit countries where the risk of corruption is reported to be relatively high, such as those in Southeast Asia, to ascertain how our guidelines are being applied and to disseminate and improve the guidelines.

Ensuring strict compliance with the Anti-Monopoly Act

Kajima has established an Antitrust Law Committee under the Compliance and Risk Management Committee. The Legal Department, which serves as the Head Office secretariat, and the administration departments of each branch office, which serve as the branch office secretariats, play central roles in the ongoing initiatives to establish a bid-rigging prevention framework.

Group companies that are engaged in activities to receive orders related to public procurement have also established and are abiding by regulations in accordance with the Kajima Regulations for Preventing Collusion, and we are actively involved in confirming the implementation status of each company by assisting them in their anti-bid-rigging audits and checking their audit reports.

Cycle of activities for compliance with the Anti-Monopoly Act



*1 For public works and selected construction works ordered by private companies (such as subsidized construction work and construction work for clients acting in the public interest)

*2 Participants in FY2023: 1,809 employees (including 391 employees from 28 Group companies)

*3 Implemented for all 12 branches and 2 relevant Head Office departments in FY2023

Current status of trial proceedings (as of August 2024)

- In March 2023, the Tokyo High Court rejected our appeal against the guilty judgment rendered by the Tokyo District Court (the first court) in the criminal case for involving violations of the Anti-Monopoly Act in connection with the construction project of the Chuo Shinkansen. We appealed this judgment to the Supreme Court. In relation to the same incident, in June 2024, the Tokyo District Court rejected the claim to revoke the cease-and-desist order issued by the Japan Fair Trade Commission in December 2020. We appealed this decision to the Tokyo High Court.
- In November 2023, the Tokyo High Court rejected the appeal by our subsidiary, Kajima Road Co., Ltd., to revoke the cease-and-desist order issued by the Japan Fair Trade Commission due to a violation of the Anti-Monopoly Act in relation to the manufacture and sale of asphalt mixture. After carefully examining the details of the judgement, Kajima Road made the decision not to appeal or file a petition for acceptance of final appeal, confirming its loss in the case.

Whistleblower system

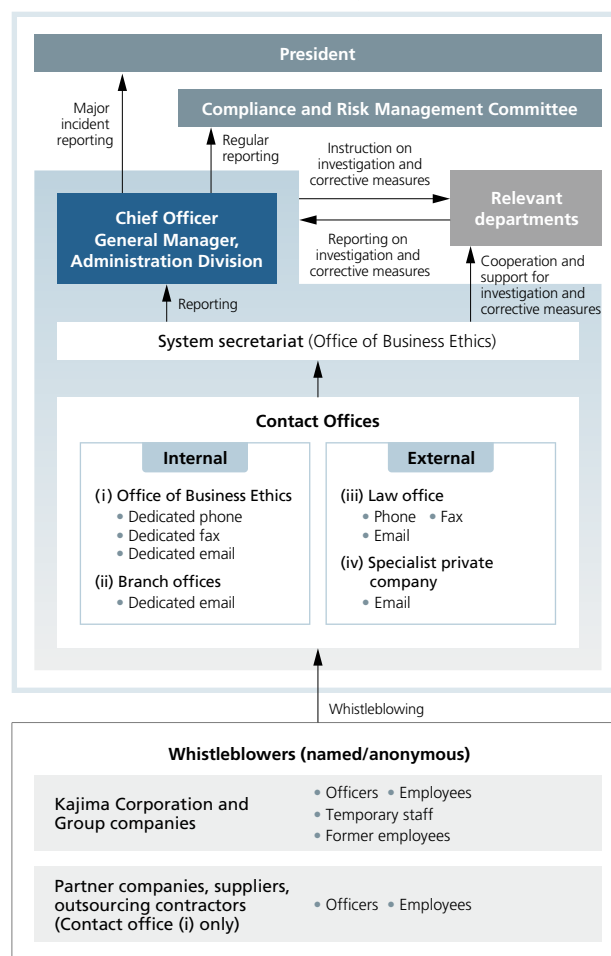
We have established a whistleblower system (a corporate ethics hotline) through which employees of Kajima, Group companies, partner companies and others are able to report, anonymously if they prefer, facts or suspicions concerning wrongdoings or legal violations, including corruption such as bribery involving our officers or employees. In order to ensure the ease-of-use and effectiveness of this system, we have also established multiple contact points outside the Company. As a new initiative, we are also pursuing the introduction of a global whistleblower hotline that employees at overseas locations can report directly to the Head Office.

We provide online courses and distribute information leaflets throughout the Group to raise awareness of this system, foster an environment where employees can safely use this system for appropriate whistleblowing, and improve the effectiveness of the system.

Whistleblowing reports to the corporate ethics hotline in FY2023

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Corporate ethics whistleblower system framework



Note: Each Group company also operates its own whistleblower system.