

OBAYASHI

CORPORATE PROFILE 2026



Company Overview

Company Overview

Company Name	OBAYASHI CORPORATION
Founded	January 1892
Capital	57,752 million yen
Employees	9,472 (as of March 31, 2026)

Scope of Business

1. Contracting of construction works
2. Regional, urban, oceanic, space, resource and energy and environmental development and other business relating to construction
3. Engineering and management related to the preceding two items, including research, surveying, planning, devising, designing and supervising
4. Development and sale of land, and construction and sale of housing
5. Sale, purchase, exchange, lease, brokerage, ownership, caretaking, and utilization of real estate
6. Investments in special purpose companies related to real estate, and real estate investment trusts, as well as transaction, brokerage, and management of the equity contribution related to said investments, and business under the Act on Specified Joint Real Estate Ventures
7. Operation of type II financial instruments and exchange business, investment advisory and agency business under Financial Instruments and Exchange Act
8. Planning, construction, retention, maintenance, and management of such infrastructures as road, railway, port, airport, river facility, water supply and drainage, municipal building, educational and cultural facility, waste treatment facility, medical facility, and others
9. Project of recovering environmental pollution like purification of soil, sediment of river and lake, water-quality of lake and sea; and collection, transportation, treatment, and recycling municipal and industrial wastes
10. Power generation, supply of electricity and heat, and manufacture and sale of fuels
11. Dealing business of right of exhausting greenhouse gases
12. Manufacture, supply, sale, and lease of construction machinery and equipment, materials and equipment for temporary works and general industrial machinery
13. Manufacture and sale of concrete products for construction, fireproof or nonflammable building materials, materials for interior and exterior of buildings, furniture, materials and processed products for timber construction, and other materials for civil engineering and buildings
14. Undertaking of diagnosis and evaluation and maintenance and care of buildings and related facilities, and undertaking of security and guard services and cleaning services
15. Acquisition, development, licensing for use, and sale of industrial properties, copyrights, know-how and software related to utilization of computers
16. Operation of information processing service, information furnishing service, telecommunication business and broadcasting business
17. Sale, lease, and maintenance service of electronic office machinery and equipment including computers
18. Management of health, medical, sport and leisure facilities, hotels and restaurants, and business of travel agency
19. Management of facilities for elderly people with nursing care services and business providing home-care service
20. Manufacture and sale of medical machinery and tools
21. Worker Dispatching Undertaking, and fee-charging employment placement business
22. Undertaking of services relating to general affairs, personnel affairs, accounting matters, etc.
23. Operation of insurance agency under the Automobile Accident Compensation Security Act and of nonlife insurance agency, and services related to life insurance solicitation
24. Landscaping, gardening, and tree planting
25. Production, processing and sale of agricultural, fishery, and forestry products and operation of related facilities, and acquisition, development, licensing for use and sale of agriculture-, fishery-, and forestry-related technologies
26. Business dealing with land, ocean and air transport, and of freight forwarding
27. Planning, production and sale of information media including advertisements, publications, printing, and videos, and planning and operation of event programs
28. Money-lending, suretyship on obligations and other financial services, and general lease business
29. Consulting services related to each item above
30. All activities related to or incidental to any of the preceding items

Directors and Officers

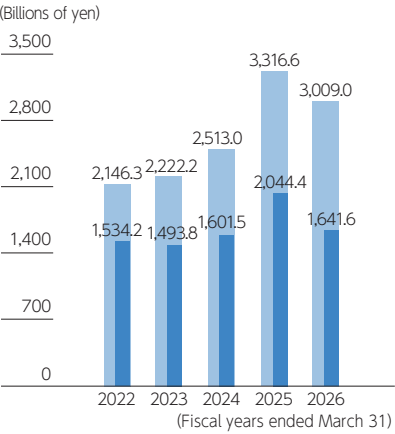
(As of August 1, 2026)

Members of the Board	Members of the Audit & Supervisory Board	Executive Officers			Fellows
Chairman of the Board Takeo Obayashi	Standing Audit & Supervisory Board Members Eiichiro Okano Yoshiaki Takata	President and CEO Toshimi Sato	Managing Executive Officers Hiromitsu Kato Futoshi Takahashi Toshiro Kito Tetsuya Kurebayashi Kimihiro Sato Kojiro Nitta Osamu Yoshizaki Ryuji Kitaoka Kazutoshi Mitsui Kazuhisa Sugiyama Toshio Suzuki Takayuki Tomioka Koji Furuse Takayuki Akiyama Yasuyuki Onishi Naoyuki Suzuki Jun Nakamura Katsunori Hanato Lee Aik Seng Hiroshi Kondo	Executive Officers Atsushi Takeuchi Shinobu Yamanaka Hajime Onojima Ryuichi Yanagawa Ikuo Okuwaki Tsuyoshi Ito Kenji Okamura Shinji Nishikawa Masato Yanou Hiroshi Abe Shinya Urakawa Ikuo Takeuchi Katsuhito Yamaura Ayako Kameda Tsutomu Arai Go Ando Mitsuhiro Urata Takayuki Kimura Yuichiro Sakai	Fellows Shigeru Kojima Koji Kohirata Akira Naito
Representative Directors Toshimi Sato Yoshihito Sasaki Yasuo Morita	Audit & Supervisory Board Members Shinya Kuwayama ² Sachiko Tsujino ²	Executive Vice Presidents Hironobu Kawakami Yoshihito Sasaki Yasuo Morita Motoi Yano	Senior Managing Executive Officers Kazuyuki Goto Kenichi Ando Shigeru Edatsune Mitsuaki Sadatoshi Hidefumi Takenaka		
Directors Masako Orii ¹ Hiroyuki Kato ¹ Yukiko Kuroda ¹ Hiroyuki Shime ¹ Yoshihiro Ikegawa ¹ Midori Tomita ¹					
*1 Outside Director as per Article 2, Section 15 of the Companies Act					
*2 Outside Audit & Supervisory Board Member as per Article 2, Section 16 of the Companies Act					

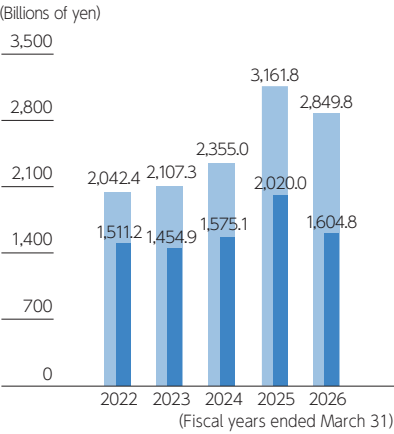
Financial Results

Consolidated Non-consolidated

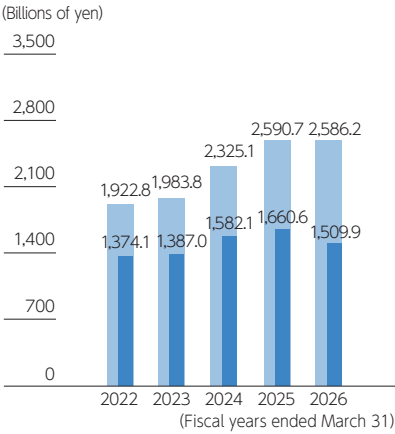
Orders received



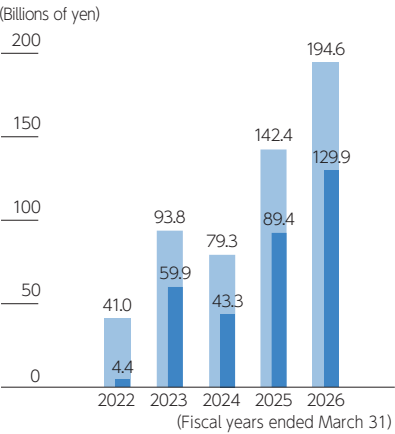
Orders received (Construction business)



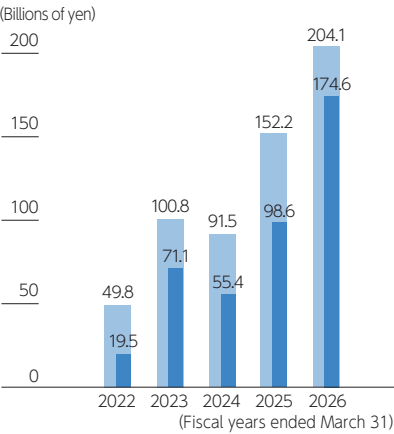
Net sales



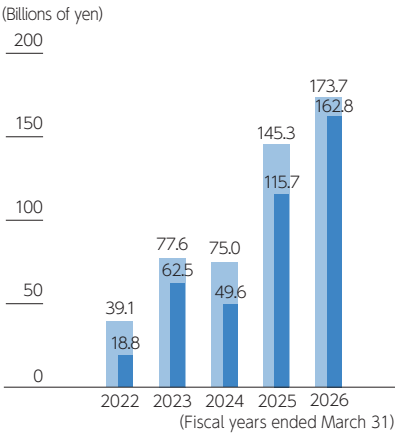
Operating income



Ordinary income

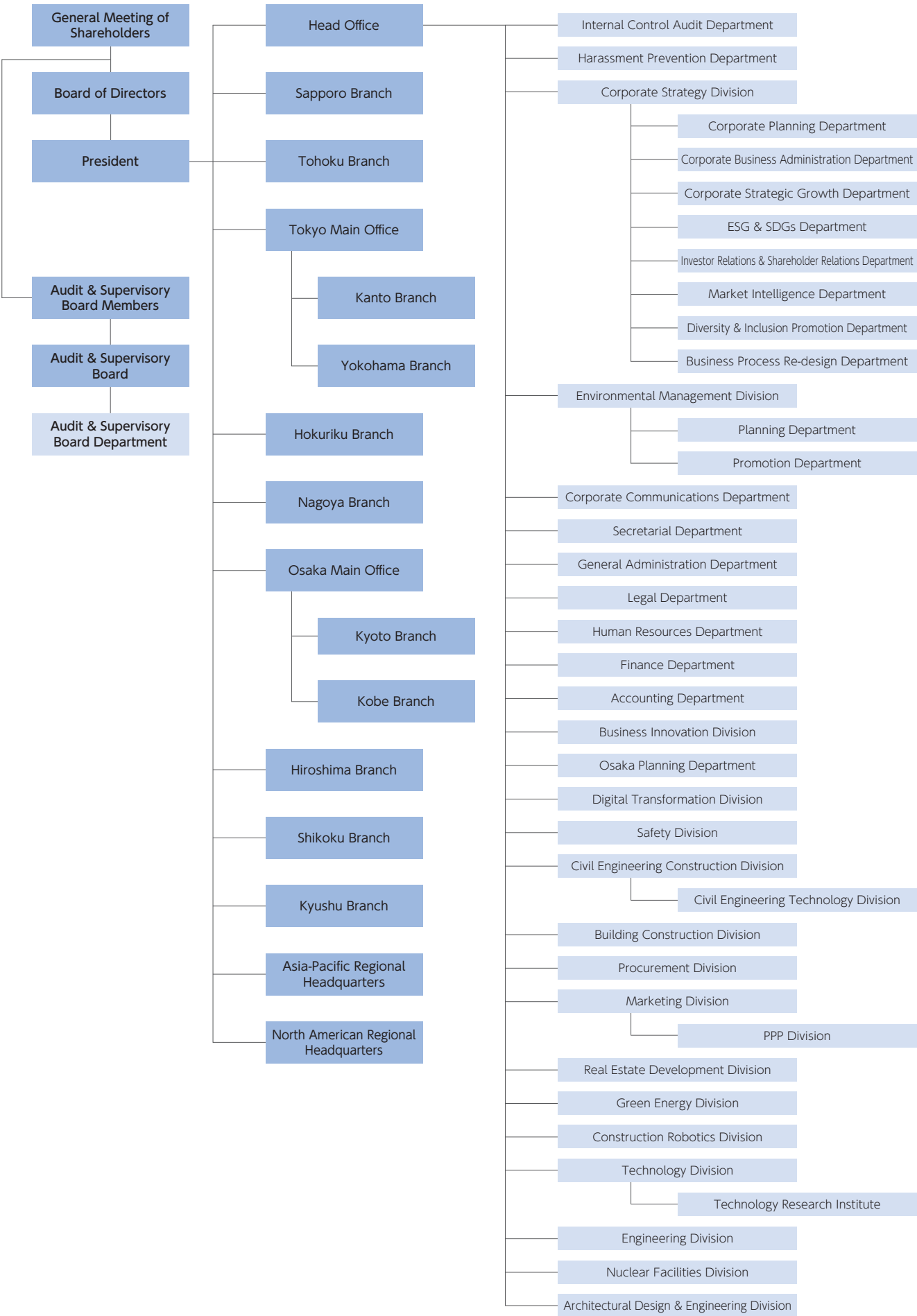


Net income (Consolidated results: Profit attributable to owners of parent)



Organization Chart

(As of April 1, 2026)



Domestic Offices

HEAD OFFICE

Shinagawa Intercity Tower B, 2-15-2, Konan, Minato-ku, Tokyo
108-8502, Japan
TEL: +81-3-5769-1111 FAX: +81-3-5769-1911

BRANCHES

Sapporo • Tohoku • Kanto • Tokyo Main Office • Yokohama • Hokuriku •
Nagoya • Kyoto • Osaka Main Office • Kobe • Hiroshima • Shikoku •
Kyushu

TECHNOLOGY RESEARCH INSTITUTE

4-640, Shimokiyoto, Kiyose-shi, Tokyo 204-8558, Japan
TEL: +81-42-495-1111 FAX: +81-42-495-0901

Domestic Subsidiaries

OBAYASHI ROAD CORPORATION
NAIGAI TECHNOS CORPORATION
OBAYASHI FACILITIES CORPORATION
OAK SETSUBI CORPORATION
Cypress Sunadaya Co., Ltd.
OBAYASHI-SHINSEIWA REAL ESTATE CORPORATION
OBAYASHI CLEAN ENERGY CORPORATION
OC FINANCE CORPORATION

Overseas Offices, Subsidiaries and Affiliates

NORTH AMERICA

■ NORTH AMERICAN REGIONAL HEADQUARTERS

950 Tower Lane, Suite 800, Foster City, CA 94404, U.S.A.
TEL: +1-650-952-4910 FAX: +1-650-589-8384

U.S.A.

● OBAYASHI USA, LLC

*Refer to NORTH AMERICAN REGIONAL HEADQUARTERS

● E.W. HOWELL CO., LLC

245 Newtown Road, Suite 600, Plainview, NY 11803, U.S.A.
TEL: +1-516-921-7100 FAX: +1-516-921-0119

● WEBCOR, L.P.

207 King Street, Suite 300, San Francisco, CA 94107, U.S.A.
TEL: +1-415-978-1000 FAX: +1-415-978-1005

● JAMES E. ROBERTS-OBAYASHI CORPORATION

20 Oak Court, Danville, CA 94526, U.S.A.
TEL: +1-925-820-0600 FAX: +1-925-820-1993

● JS BUILDERS, LLC

370 Diablo Road, Suite 103, Danville, CA 94526, U.S.A.
TEL: +1-925-399-8811 FAX: +1-925-399-8813

● KRAEMER NORTH AMERICA, LLC

One Plainview Road, Plain, WI 53577-0220, U.S.A.
TEL: +1-608-546-2311 FAX: +1-608-546-2130

● MWH MANAGEMENT, INC.

8001 Arista Place, Suite 500, Broomfield, CO 80021, U.S.A.
TEL: +1-720-547-5400 FAX: +1-720-453-2867

■ GUAM OFFICE

674 Harmon Loop Road, Suite 315, Dededo, Guam 96929, U.S.A.
TEL: +1-671-633-2340 FAX: +1-671-633-2344

CANADA

● OBAYASHI CANADA HOLDINGS LTD.

*Refer to NORTH AMERICAN REGIONAL HEADQUARTERS

● OBAYASHI CANADA LTD.

*Refer to NORTH AMERICAN REGIONAL HEADQUARTERS

● KENAI DAN GROUP LTD.

7080 Derrycrest Drive, Mississauga, Ontario L5W 0G5, Canada
TEL: +1-905-670-2660 FAX: +1-905-670-9172

ASIA

■ ASIA-PACIFIC REGIONAL HEADQUARTERS

1 Paya Lebar Link, #06-03, Paya Lebar Quarter 1, Singapore 408533
TEL: +65-6230-3200

THAILAND

● THAI OBAYASHI CORPORATION LTD.

9th Floor, O-NES Tower, 6 Sukhumvit 6, Klongtoey, Bangkok 10110, Thailand
TEL: +66-2-252-5200 FAX: +66-2-252-5381

■ THAILAND OFFICE

*Refer to THAI OBAYASHI CORPORATION LTD.

INDONESIA

● PT. JAYA OBAYASHI

JL. Pancoran Timur II No. 3, Pancoran, Jakarta 12780, Indonesia
TEL: +62-21-7982223, 7944142 FAX: +62-21-7973672, 7973673

■ INDONESIA OFFICE

JL. Pancoran Timur II No. 3, Pancoran, Jakarta 12780, Indonesia
TEL: +62-21-7948944, 79198444 FAX: +62-21-7973670

VIETNAM

● OBAYASHI VIETNAM CORPORATION

Ho Chi Minh Head Office

Saigon Trade Center, 24th Floor, Unit 2401, 37 Ton Duc Thang Street, District 1
Ho Chi Minh City, Vietnam
TEL: +84-28-3910-5523 FAX: +84-28-3910-5529

Hanoi Branch Office

PVI Tower 17th Floor, Unit 1701, Lot VP2, Pham Van Bach Street, Yen Hoa Ward,
Cau Giay District, Hanoi, Vietnam
TEL: +84-24-3933-3701 FAX: +84-24-3933-3700

■ HANOI OFFICE

*Refer to OBAYASHI VIETNAM CORPORATION Hanoi Branch Office

CAMBODIA

● OBAYASHI VIETNAM CORPORATION

Cambodia Branch Office

Royal PSL Serviced Apartment, No. 24, Corner of St. 360 and St. 57
Sangkat Boeung Keng Kang 1, Khan Chamkamorn, Phnom Penh, Cambodia
TEL: +855-23-922-301

■ CAMBODIA OFFICE

East Commercial Center, 27th Floor, Room No. 27HJKLM, Preah Norodom Blvd,
Phoum 19, Sangkat Tonle Bassac, Khan Chamkarmorn, Phnom Penh, Kingdom of
Cambodia
TEL: +855-10-830-899

SINGAPORE

● OBAYASHI SINGAPORE PRIVATE LTD.

1 Paya Lebar Link, #06-03, Paya Lebar Quarter 1, Singapore 408533
TEL: +65-6220-6333 FAX: +65-6224-8425

TAIWAN

● TAIWAN OBAYASHI CORPORATION

2F, Building C, No. 225, Section 2, Chang'an East Road, Songshan District, Taipei
City, Taiwan (R.O.C.)
TEL: +886-2-2781-2024 FAX: +886-2-2771-5368

■ TAIWAN OFFICE

*Refer to TAIWAN OBAYASHI CORPORATION

BANGLADESH

■ BANGLADESH OFFICE

Road#105, House#9, Apartment#C10, Gulshan-2, Dhaka-1212, Bangladesh

MIDDLE EAST

■ MIDDLE EAST OFFICE

Twin Towers #804, Baniyas Road, Deira, PO Box 182845, Dubai, U.A.E.
TEL: +971-4-221-2121 FAX: +971-4-221-2181

EUROPE

■ EUROPE OFFICE

Bracken House, One Friday Street, London EC4M 9JA, U.K.
TEL: +44-20-7236-8338

U.K.

● OBAYASHI PROPERTIES UK LTD.

*Refer to EUROPE OFFICE

OCEANIA

NEW ZEALAND

● OBAYASHI CLEAN ENERGY NEW ZEALAND LTD.

Level 3, Building 10, 666 Great South Road, Ellerslie, Auckland 1051, New Zealand

■ NEW ZEALAND OFFICE

*Refer to OBAYASHI CLEAN ENERGY NEW ZEALAND LTD.

AUSTRALIA

■ AUSTRALIA OFFICE

Suite 1203, Level 12, 115 Pitt Street, Sydney, NSW 2000, Australia
TEL: +61-2-9247-79115