

## 1. Overview of Financial Results

### (1) Overview of financial results for the fiscal year ended March 31, 2026

#### i. Overview of overall financial performance

During the fiscal year under review, the global economy maintained an overall resilience, supported by expanding investment in AI and digital fields, despite lingering unpredictability amid heightened geopolitical risks and trade-policy uncertainty. The Japanese economy showed a moderate recovery, with wage increases progressing on the back of solid corporate earnings, although price increases continued.

In the domestic construction market, while some stagnation in capital investment by export-related companies was observed due to the impact of U.S. tariff policies, private-sector companies' appetite for growth-oriented investment remained strong, and public investment remained stable, resulting in sustained high levels of demand. Meanwhile, tight supply-demand conditions have become entrenched, and challenges persist in responding to rising construction costs and establishing appropriate construction systems.

Against this backdrop, the Kajima Group has focused its efforts in Japan and overseas on the construction and real estate development businesses under the Kajima Group Medium-Term Business Plan (FY2024–2026).

As a result, the Group's financial results for the fiscal year ended March 31, 2026, were as follows.

Consolidated construction contract awards in Japan and overseas exceeded those of the previous fiscal year, increasing 24.4% year on year to 3,263.9 billion yen (compared with 2,624.5 billion yen in the previous fiscal year). Non-consolidated contract awards, including those for the real estate development and other businesses, rose 24.3% year on year to 2,275.3 billion yen (compared with 1,831.1 billion yen in the previous fiscal year).

Revenues rose 5.3% year on year to 3,067.2 billion yen (compared with 2,911.8 billion yen in the previous fiscal year), due to higher revenues in the construction business.

As for profit figures, operating income increased 58.5% year on year to 240.7 billion yen (compared with 151.8 billion yen in the previous fiscal year), primarily due to an improved gross profit margin in the construction business. Ordinary income increased 49.6% to 240.4 billion yen (compared with 160.6 billion yen in the previous fiscal year), and net income attributable to owners of the parent increased 40.9% to 177.3 billion yen (compared with 125.8 billion yen in the previous fiscal year).

Full-year performance by business was as follows.

Revenues and gross profit from the Company's construction business significantly exceeded those of the previous fiscal year. In the civil engineering business, large-scale projects at peak construction activity progressed steadily, and in the building construction business, large-scale projects that were scheduled for completion in the current fiscal year also advanced, contributing substantially to revenues. Across many projects, including these large-scale projects, profitability improved more than in past years thanks to cost reductions and the conclusion of additional amended contracts, and gross profit margins in the civil engineering (24.6%) and building construction (11.8%) businesses reached 24.6% and 11.8% respectively, exceeding those of the previous fiscal year (15.4%, and 9.6%). We believe that, in addition to contracts concluded with appropriate construction systems secured, thorough risk management during construction contributed to the improved profitability. In the real estate development and other businesses, although revenues and profits fell below those of the previous fiscal year, when both were at high levels, the Company sold several properties held as real estate for sale, securing gross profit above expectations.

Domestic subsidiaries and affiliates delivered revenues and income exceeding those of the previous fiscal year, as sales of properties held by real estate development-related subsidiaries and affiliates proceeded as planned, and revenues and gross profit in the construction business were higher.

In the construction business at overseas subsidiaries and affiliates, gross profit exceeded that of the previous fiscal year, primarily driven by improved profit margins in Europe and Southeast Asia. By contrast, in the real estate development and other businesses, gross profit and non-operating income fell below those of the previous fiscal year, primarily because the timing of sales of some developed properties was rescheduled from

the current fiscal year to the next fiscal year or later, considering trends in interest rates and real estate transaction market conditions. As a result, net income attributable to owners of the parent for overseas subsidiaries and affiliates as a whole decreased compared with the previous fiscal year.

ii. Segment performance

Segment results are as follows. (Segment results include internal sales or transfers between segments.)

Civil Engineering

*Civil engineering projects in the construction business operated by the Company*

Revenues increased 6.6% year on year to 430.7 billion yen (compared with 404.1 billion yen in the previous fiscal year) due to steady progress on large-scale projects in particular.

Operating income increased 114.9% year on year to 76.7 billion yen (compared with 35.7 billion yen in the previous fiscal year), primarily due to a significant improvement in the gross profit margin.

Building Construction

*Building construction in the construction business operated by the Company*

Revenues increased 12.3% year on year to 1,182.9 billion yen (compared with 1,053.4 billion yen in the previous fiscal year), due to an increase in the construction volume of large-scale projects, primarily those scheduled for completion in the current fiscal year.

Operating income increased 62.6% year on year to 83.2 billion yen (compared with 51.2 billion yen in the previous fiscal year), due to higher revenues and an improved gross profit margin.

Real Estate Development and Other

*Real estate development business, architectural, structural and other design business and engineering business operated by the Company*

Although the Company sold several real estate development properties during the fiscal year, revenues and gross profit decreased compared with the previous fiscal year, when there were sales and deliveries of highly profitable large-scale projects. Revenues decreased 5.8% year on year to 96.4 billion yen (compared with 102.3 billion yen in the previous fiscal year), and operating income decreased 36.8% to 17.6 billion yen (compared with 27.8 billion yen in the previous fiscal year).

Domestic Subsidiaries and Affiliates

*Sales of construction materials, special construction and engineering services, comprehensive leasing business, building rental business and others mainly in Japan operated by domestic subsidiaries and affiliates*

During the fiscal year, in addition to higher revenues and an improved gross profit margin in the construction business, sales of real estate for sale held by real estate development-related subsidiaries and affiliates contributed to higher revenues and operating income. Revenues increased 16.9% year on year to 414.6 billion yen (compared with 354.6 billion yen in the previous fiscal year), and operating income increased 118.1% to 35.7 billion yen (compared with 16.4 billion yen in the previous fiscal year).

Overseas Subsidiaries and Affiliates

*Construction business, real estate development business and others overseas such as in North America, Europe, Asia, Oceania, and other areas operated by overseas subsidiaries and affiliates*

Revenues decreased 2.0% year on year to 1,091.9 billion yen (compared with 1,114.5 billion yen in the previous fiscal year), mainly due to a decrease in sales of developed properties in the U.S., although revenues in the construction business were higher.

Operating income increased 32.8% year on year to 26.6 billion yen (compared with 20.0 billion yen in the previous fiscal year), primarily due to an improved gross profit margin in the construction business, although gross profit in the real estate development and other businesses was lower.

## (2) Overview of financial position for the fiscal year ended March 31, 2026

Total assets at the end of the fiscal year increased 169.7 billion yen year on year to 3,624.3 billion yen (compared with 3,454.5 billion yen at the end of the previous fiscal year). The increase was accounted for by an 81.2 billion yen increase in investment securities, a 50.8 billion yen increase in notes and accounts receivable – trade, a 48.8 billion yen increase in cash and deposits, and a 28.7 billion yen increase in property and equipment, partially reduced by a 68.0 billion yen decrease in inventories (real estate for sale, construction projects in progress, development projects in progress, and others). The balance of strategic shareholdings at the end of the fiscal year was 304.1 billion yen (compared with 253.5 billion yen at the end of the previous fiscal year), with the ratio to total equity at 21.2% (compared with 19.8% at the end of the previous fiscal year). This reflected the sale of 23 stocks for 21.0 billion yen during the fiscal year, more than offset by a 71.6 billion yen increase in the market value of holdings due to share price changes and other factors.

Total liabilities increased 11.5 billion yen year on year to 2,188.1 billion yen (compared with 2,176.6 billion yen at the end of the previous fiscal year). This was mainly due to a 41.1 billion yen increase in interest-bearing debt\* and a 28.7 billion yen increase in income taxes payable, partially reduced by a 95.3 billion yen decrease in notes and accounts payable – trade. Interest-bearing debt was 833.1 billion yen (compared with 792.0 billion yen at the end of the previous fiscal year).

Total equity, including shareholders' equity of 1,104.0 billion yen, accumulated other comprehensive income of 310.9 billion yen, and noncontrolling interests of 21.2 billion yen, increased by 158.2 billion yen year on year to 1,436.2 billion yen (compared with 1,277.9 billion yen at the end of the previous fiscal year).

In addition, the owners' equity ratio improved to 39.0%, up 2.6 points compared with 36.4% at the end of the previous fiscal year.

\* Total of short-term loans payable, commercial paper, bonds payable (including current portion of bonds payable) and long-term loans payable.

## (3) Overview of cash flows for the fiscal year ended March 31, 2026

Cash flows from operating activities in the fiscal year resulted in a net cash inflow of 114.6 billion yen (compared with a net cash inflow of 30.6 billion yen in the previous fiscal year). Main factors were income before income taxes of 255.3 billion yen, adjusted for depreciation and amortization of 33.4 billion yen, and an increase of 57.3 billion yen due to changes in consumption taxes payable or refund receivable, which were only partially reduced by a 97.4 billion yen decrease in trade payables, a 64.5 billion yen increase in trade receivables, income taxes paid of 52.5 billion yen, and a 26.2 billion yen decrease in advances received on construction and real estate development projects.

Cash flows from investing activities resulted in a net cash outflow of 46.5 billion yen (compared with 104.8 billion yen in the previous fiscal year). Main factors were payments for purchases of property and equipment of 50.5 billion yen, for disbursements for loans of 36.5 billion yen, and payment for purchases of investment securities of 18.3 billion yen, partially offset by inflows of proceeds from sales and redemption of investment securities of 35.2 billion yen and proceeds from collection of loans of 34.2 billion yen.

Cash flows from financing activities resulted in a net cash outflow of 30.5 billion yen (compared with a net cash inflow of 61.6 billion yen in the previous fiscal year). This was mainly due to cash dividends paid of 54.0 billion yen and payments for purchases of treasury stock of 20.0 billion yen, partially offset by net cash inflows from financing and repayments of short-term loans payable, long-term loans payable, commercial paper, and bonds payable of 46.4 billion yen.

As a result, the balance of cash and cash equivalents at the end of the fiscal year increased by 42.7 billion yen year on year to 392.2 billion yen (349.5 billion yen at the end of the previous fiscal year).

#### (4) Future outlook

In the global economy, demand in digital fields revolving around AI and investment in related infrastructure are expected to expand over the medium- to long-term. At the same time, the outlook remains uncertain, with concerns about a resurgence of inflation due to heightened international tensions and an unstable trade environment. In addition, the importance of human capital investment, with a focus on securing and developing diverse talent, is increasing, while structural shifts in the economy and society — including the transition to decarbonization and a circular economy — are also expected to accelerate. Achieving sustainable growth in this constantly changing business environment will require accurately identifying the challenges facing society and our customers, and continuing to deliver high-quality services and added value grounded in our proven technological capabilities.

In the construction market, while solid demand is expected for the time being both in Japan and overseas, supported by expanding private capital investment and the renewal of aging infrastructure and urban functions, fundamental challenges facing the industry persist, including a structural labor shortage and rising construction costs. Efforts to balance the resolution of social issues with medium- to long-term growth are called for — including securing skilled workers through improvements in their treatment, raising productivity through automation and labor-saving measures, and developing technologies that reduce environmental impact.

In the fiscal year ending March 31, 2027, in the domestic construction business, we will continue to work on improving productivity, while further strengthening our risk management framework in preparation for material supply shortages and rising construction costs. Gross profit margins in the Company's construction business are projected at 20.4% for the civil engineering business and 12.0% for the building construction business, and we expect to maintain steady performance. In the domestic real estate development business, business assets continue to accumulate steadily, and the sale of several properties is expected to contribute to results. For the overseas business, while carefully assessing the unstable international situation and financial environment, we aim to increase profits by proceeding with sales of real estate development properties. Our exchange rate assumption is JPY 156.56 to USD 1.

Reflecting this outlook, consolidated results for the fiscal year ending March 31, 2027 are expected to show lower revenues and income compared with the fiscal year under review; however, net income attributable to owners of the parent is forecast at 170.0 billion yen, significantly exceeding the management target of “130.0 billion yen or more” set in the Kajima Group Medium-Term Business Plan (FY2024–2026).

#### (5) Basic policy on profit distribution

The Company's basic policy is to allocate profits taking account of balance between growth investment and stockholder returns, with the aim of achieving sustainable growth and increasing corporate value, while maintaining financial soundness. Regarding dividends, the Company plans to pay dividends with a target payout ratio of 40%, as well as to flexibly contribute to stockholder returns by acquiring own shares and other means with consideration of business performance, financial condition and business environment.

For information on the Group's management policies, etc., please refer to the following website.

<https://www.kajima.co.jp/english/ir/admin/index.html>

## 2. Basic approach to the selection of accounting standards

The Kajima Group applies Japanese GAAP in consideration of the comparability of consolidated financial statements between periods and among companies, the nature of its business, and other factors. With regard to the application of International Financial Reporting Standards (IFRS), the Group's policy is to address them appropriately, taking into consideration various conditions in Japan and overseas.

Disclaimer: This document is a partial English translation of the Japanese Financial Statements which are filed with Stock Exchanges in Japan on May 14, 2026. The Company provides this translation for your reference and convenience only without any warranty as to its accuracy. In case of any discrepancy between the translation and the Japanese original, the latter shall prevail.