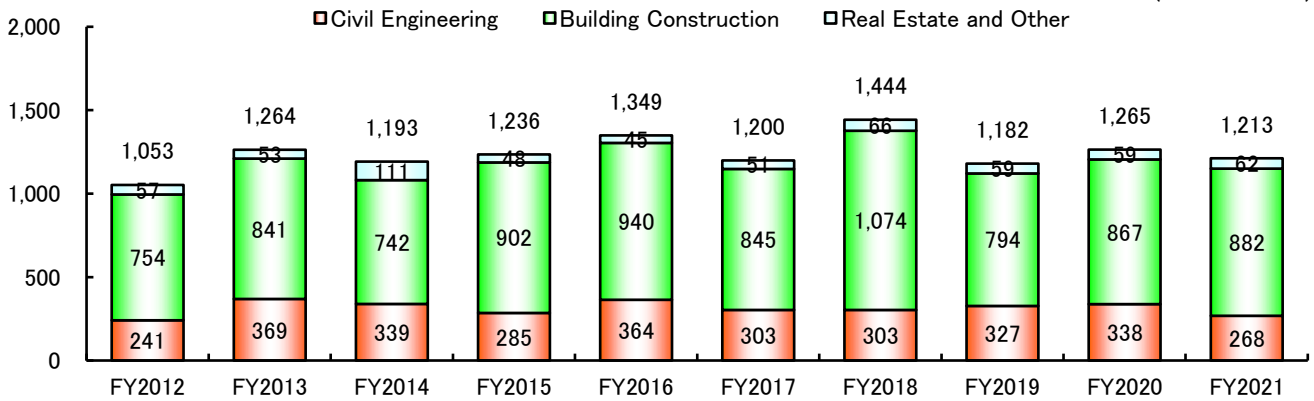


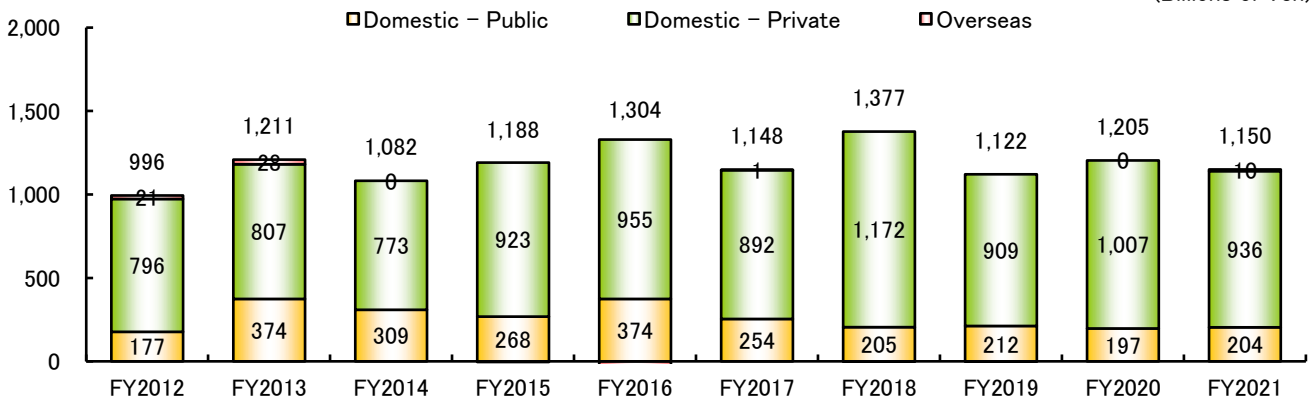
■ Contract Awards (Non-Consolidated)

(Billions of Yen)



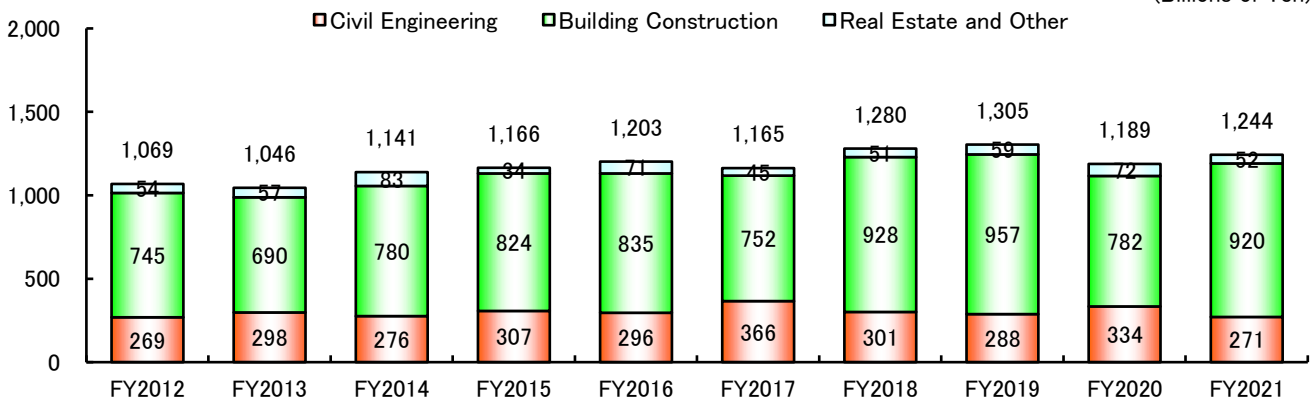
■ Construction Contract Awards (Non-Consolidated)

(Billions of Yen)



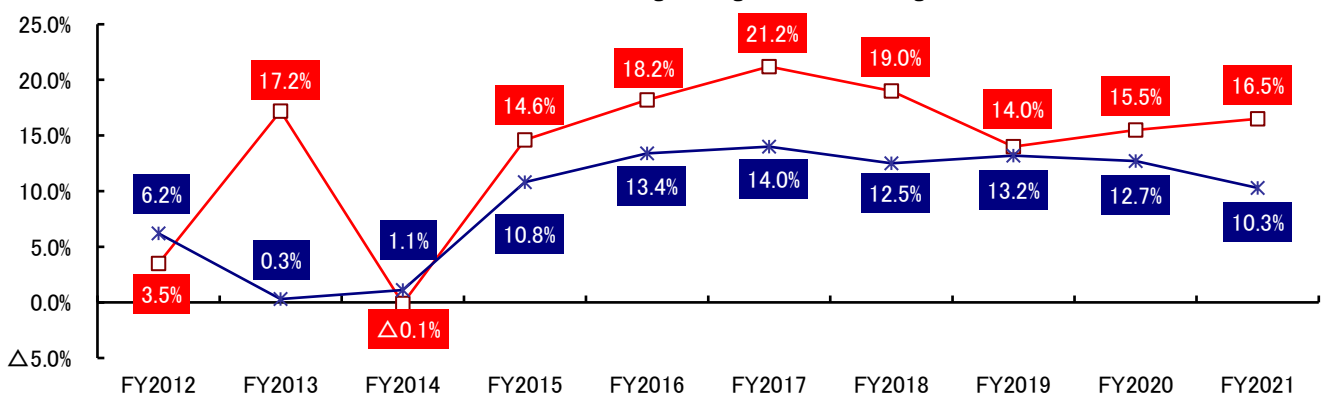
■ Revenues (Non-Consolidated)

(Billions of Yen)



■ Gross Profit Margin (Non-Consolidated)

—□— Civil Engineering    —\*— Building Construction



Consolidated	(Billions of Yen)									
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Revenues	1,485	1,521	1,693	1,742	1,821	1,830	1,974	2,010	1,907	2,079
Gross Profit	104	107	96	199	247	258	251	248	241	255
Selling, General and Administrative Expenses	85	84	84	88	91	100	108	116	114	132
Operating Income	18	23	12	111	155	158	142	131	127	123
Ordinary Income	24	27	21	113	163	179	162	146	139	152
Net Income Attributable to Owners of the Parent	23	20	15	72	104	126	109	103	98	103
Basic Net Income per Share (Yen)	22.55	19.98	14.58	69.66	101.01	244.29	211.67	200.99	193.13	208.00
Operating Margin	1.2%	1.5%	0.7%	6.4%	8.5%	8.7%	7.2%	6.6%	6.7%	5.9%
Construction Contract Awards	1,333	1,573	1,474	1,795	1,728	1,685	2,010	1,752	1,720	1,929
Total Assets	1,686	1,789	1,839	1,886	1,992	2,051	2,091	2,172	2,164	2,337
Total Equity	318	364	436	474	552	669	756	796	884	953
Owners' Equity per Share (Yen)	308.49	354.62	418.86	453.93	528.46	1,283.38	1,451.66	1,544.71	1,731.16	1,920.45
Owners' Equity Ratio	19.0%	20.6%	23.6%	25.0%	27.5%	32.5%	36.0%	36.5%	40.4%	40.5%
Interest-bearing Debt	480	444	385	378	372	344	298	326	317	359
ROE	8.1%	6.0%	3.8%	16.0%	20.6%	20.9%	15.5%	13.4%	11.8%	11.4%
Cash Flow – Operating Activities	58	32	59	36	187	120	30	53	153	30
Cash Flow – Investing Activities	36	17	8	△27	△31	△47	△25	△101	△65	△51
Cash Flow – Financing Activities	△58	△17	△70	△13	△20	△53	△75	△10	△39	△20
Overseas Revenues	229	280	326	375	402	461	457	470	490	624
North America	90	126	193	202	218	180	210	234	268	388
Europe	10	11	23	19	15	22	35	29	29	41
Asia	125	131	128	122	113	127	119	107	100	95
Oceania	–	–	–	–	54	107	92	98	91	96
Other Area	2	11	△18	31	0	23	0	0	0	1
Overseas Revenues / Total Revenues Ratio	15.5%	18.5%	19.3%	21.6%	22.1%	25.2%	23.2%	23.4%	25.7%	30.0%
Cash Dividends per Share (Yen)	5.0	5.0	5.0	12.0	20.0	48.0	50.0	50.0	54.0	58.0

Non-Consolidated	(Billions of Yen)									
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Revenues	1,069	1,046	1,141	1,166	1,203	1,165	1,280	1,305	1,189	1,244
Gross Profit	57	57	31	137	178	192	181	177	171	154
Selling, General and Administrative Expenses	55	52	49	50	53	57	60	66	66	73
Operating Income	1	5	△18	86	124	135	120	111	105	81
Ordinary Income	12	9	1	81	128	146	132	120	114	92
Net Income	8	5	8	39	81	100	97	80	82	72
Basic Net Income per Share (Yen)	8.39	4.83	7.73	37.52	78.60	192.96	186.74	155.72	162.06	144.29
Contract Awards	1,053	1,264	1,193	1,236	1,349	1,200	1,444	1,182	1,265	1,213
Civil Engineering	241	369	339	285	364	303	303	327	338	268
Building Construction	754	841	742	902	940	845	1,074	794	867	882
Total Construction ... (A)	996	1,211	1,082	1,188	1,304	1,148	1,377	1,122	1,205	1,150
Real Estate and Other	57	53	111	48	45	51	66	59	59	62
Construction Contract Awards ... (A)										
Domestic - Public	177	374	309	268	374	254	205	212	197	204
Domestic - Private	796	807	773	923	955	892	1,172	909	1,007	936
Overseas	21	28	0	△4	△25	1	△0	△0	0	10
Revenues	1,069	1,046	1,141	1,166	1,203	1,165	1,280	1,305	1,189	1,244
Civil Engineering	269	298	276	307	296	366	301	288	334	271
Building Construction	745	690	780	824	835	752	928	957	782	920
Total Construction	1,015	988	1,057	1,132	1,132	1,119	1,229	1,245	1,117	1,192
Real Estate and Other	54	57	83	34	71	45	51	59	72	52
Gross Profit Margin	5.5%	5.4%	0.8%	11.9%	14.7%	16.4%	14.1%	13.4%	13.6%	11.7%
Civil Engineering	3.5%	17.2%	△0.1%	14.6%	18.2%	21.2%	19.0%	14.0%	15.5%	16.5%
Building Construction	6.2%	0.3%	1.1%	10.8%	13.4%	14.0%	12.5%	13.2%	12.7%	10.3%
Total Assets	1,345	1,422	1,413	1,436	1,529	1,535	1,546	1,593	1,558	1,642
Total Equity	241	254	297	308	370	465	545	563	638	656
Owners' Equity per Share (Yen)	232.30	244.29	286.45	296.91	356.30	895.59	1,049.18	1,096.69	1,261.00	1,330.57
Owners' Equity Ratio	18.0%	17.9%	21.1%	21.5%	24.2%	30.3%	35.3%	35.3%	41.0%	40.0%
Interest-bearing Debt	384	374	305	295	287	262	203	222	177	199

(Note)1. The Company consolidated its shares at a rate of one share for every two shares, effective October 1, 2018.

Accordingly, the figures for FY2017 and FY2018 are calculated as if the consolidation of shares had been conducted at the beginning of FY2017.

2. From the beginning of FY2018, Kajima corporation has applied "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No.28 issued on February 16, 2018). Accordingly, the figures for FY2017 were reclassified to reflect this change.

3. From the beginning of FY2021, the company has applied "Accounting Standard for Revenue Recognition" (ASBJ Statement No.29 revised on March 31, 2020) and relevant implementation guidance. Accordingly, the figures for FY2021 are based on the new accounting policy.