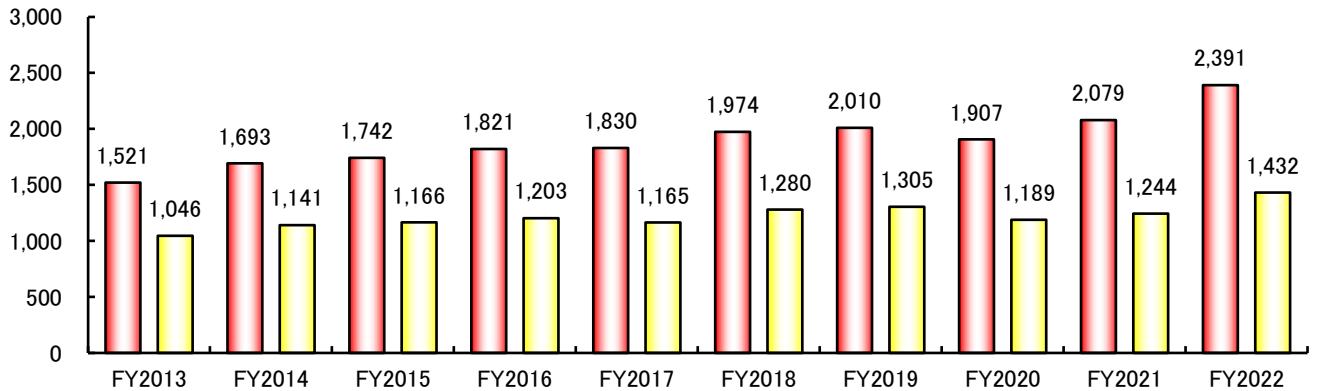


Revenues

Consolidated Non-Consolidated

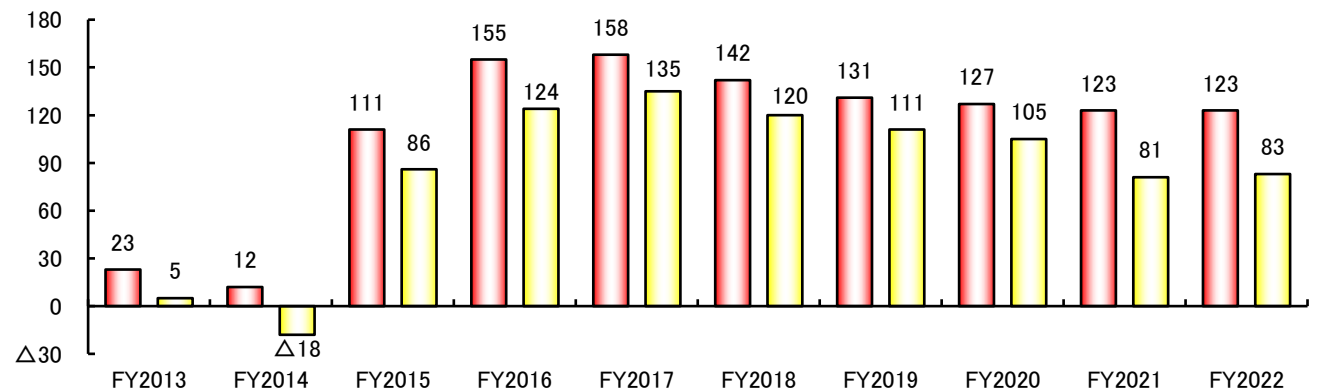
(Billions of Yen)



Operating Income

Consolidated Non-Consolidated

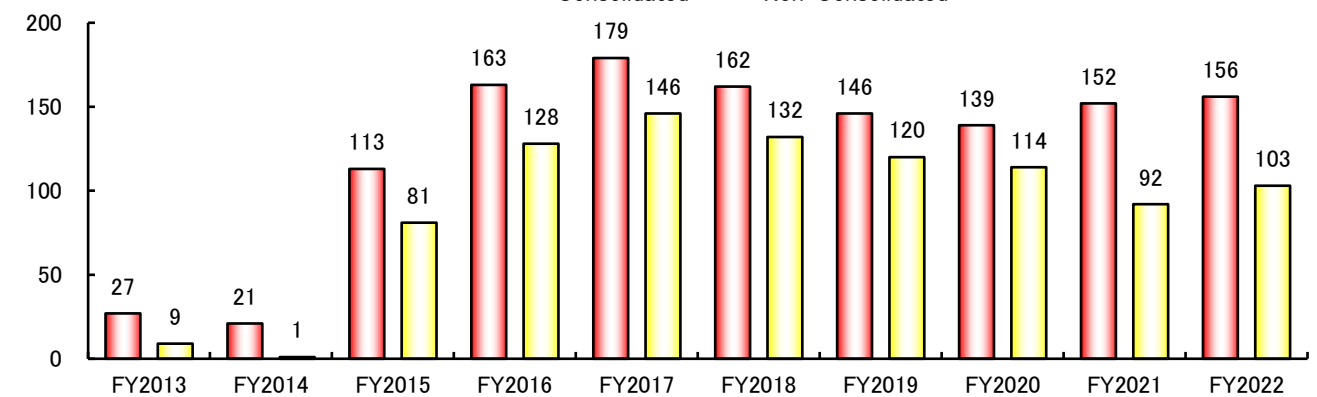
(Billions of Yen)



Ordinary Income

Consolidated Non-Consolidated

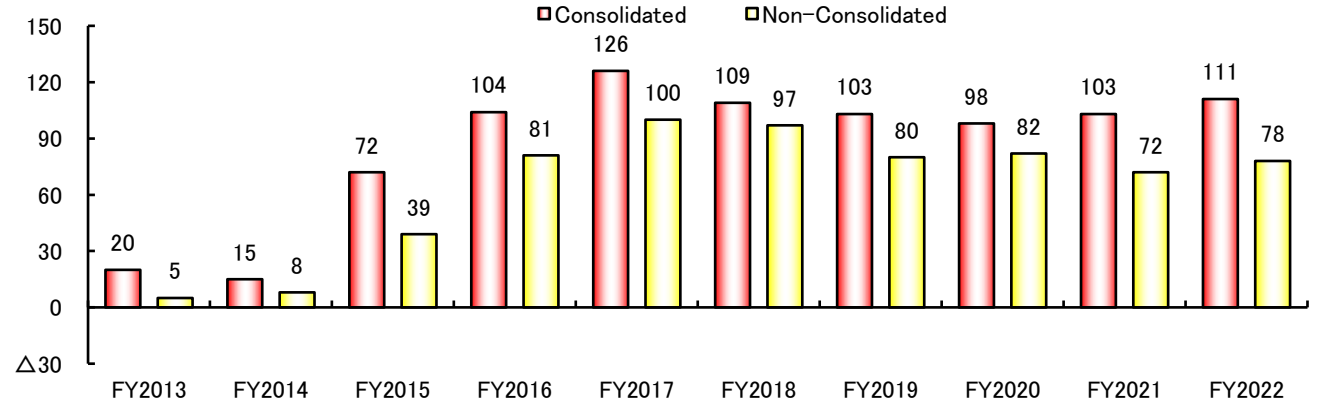
(Billions of Yen)



Net Income Attributable to Owners of the Parent

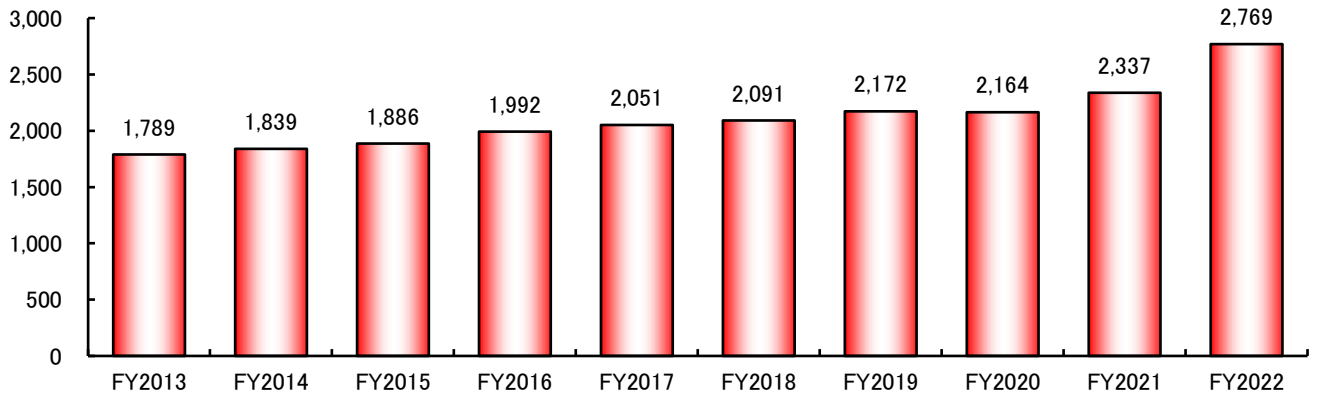
Consolidated Non-Consolidated

(Billions of Yen)



■ Total Assets (Consolidated)

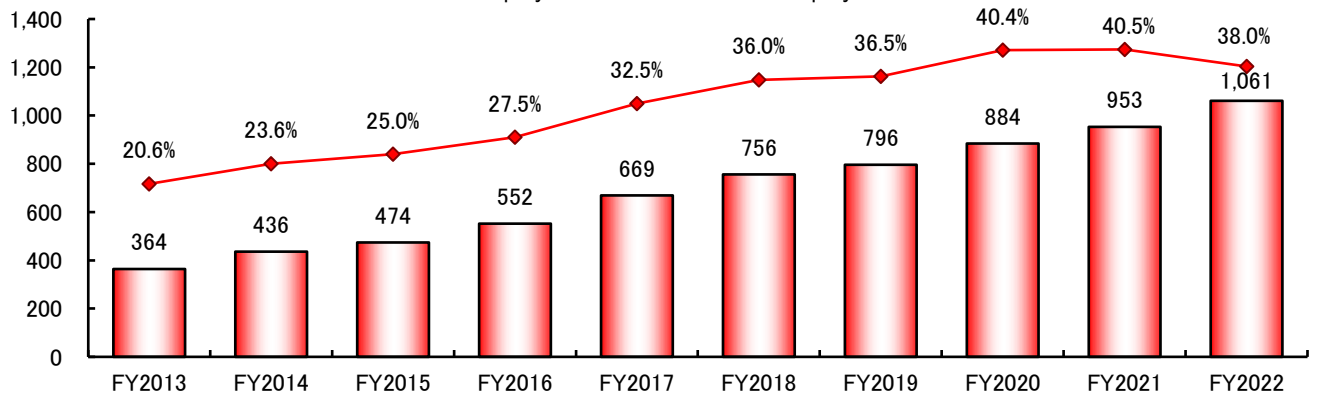
(Billions of Yen)


■ Total Equity (Consolidated)

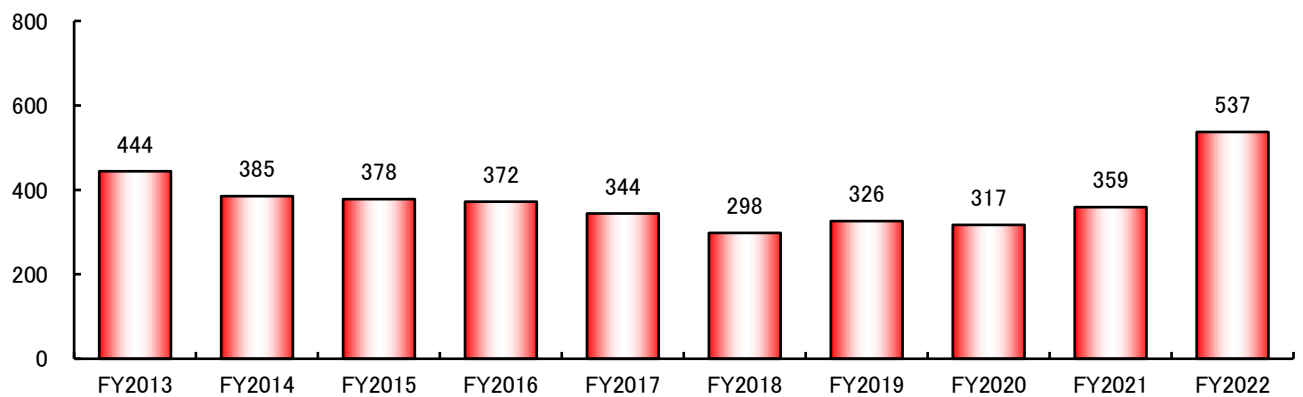
Total Equity

Owners' Equity Ratio

(Billions of Yen)

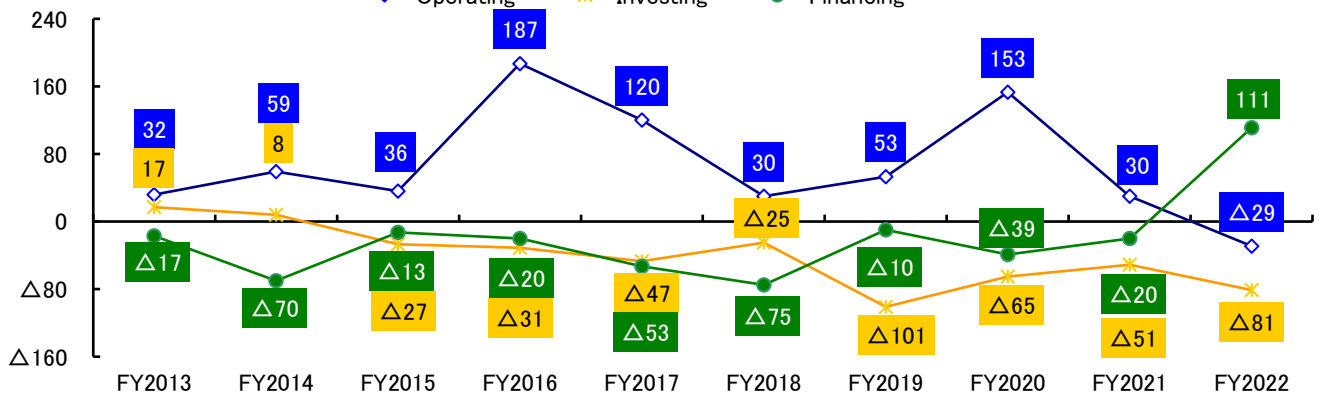

■ Interest-bearing Debt (Consolidated)

(Billions of Yen)


■ Cash Flows (Consolidated)

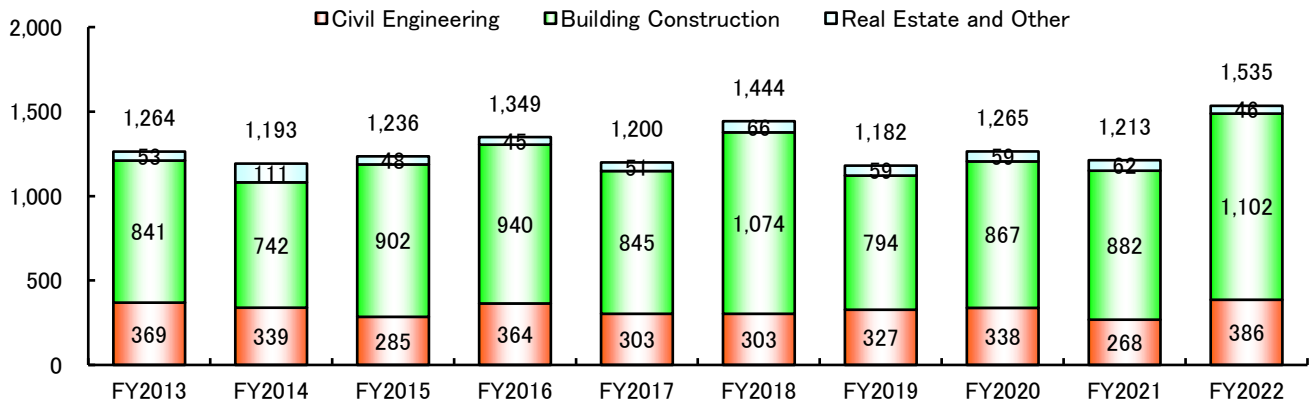
Operating Investing Financing

(Billions of Yen)

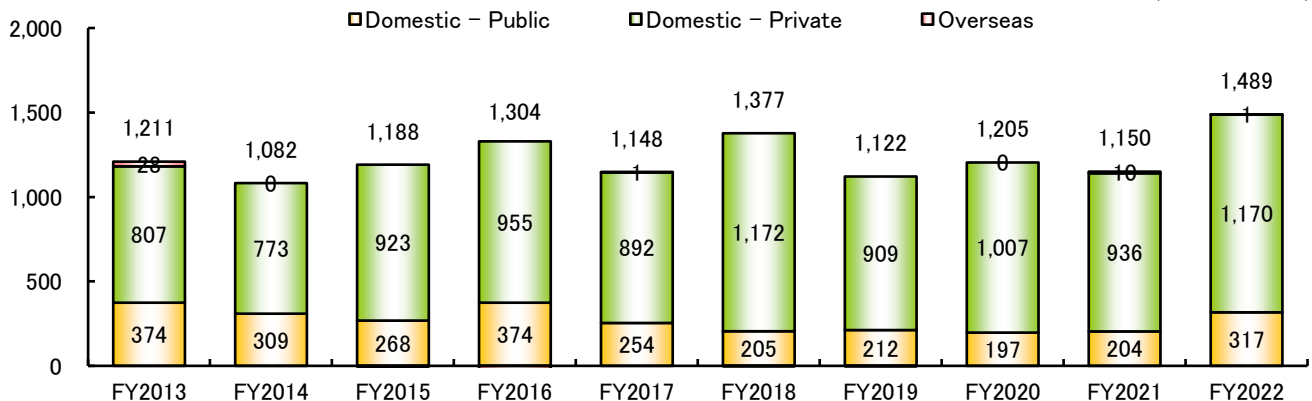


Contract Awards (Non-Consolidated)

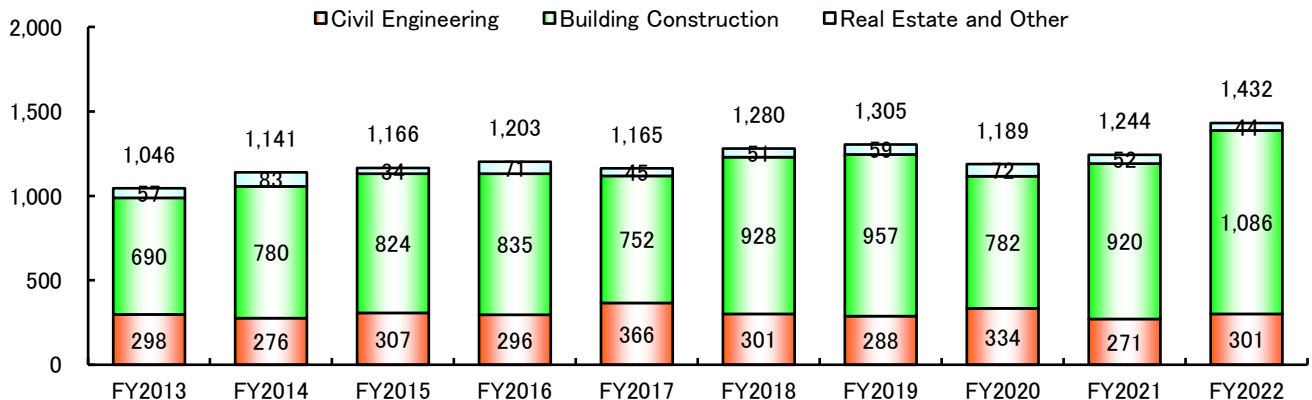
(Billions of Yen)


Construction Contract Awards (Non-Consolidated)

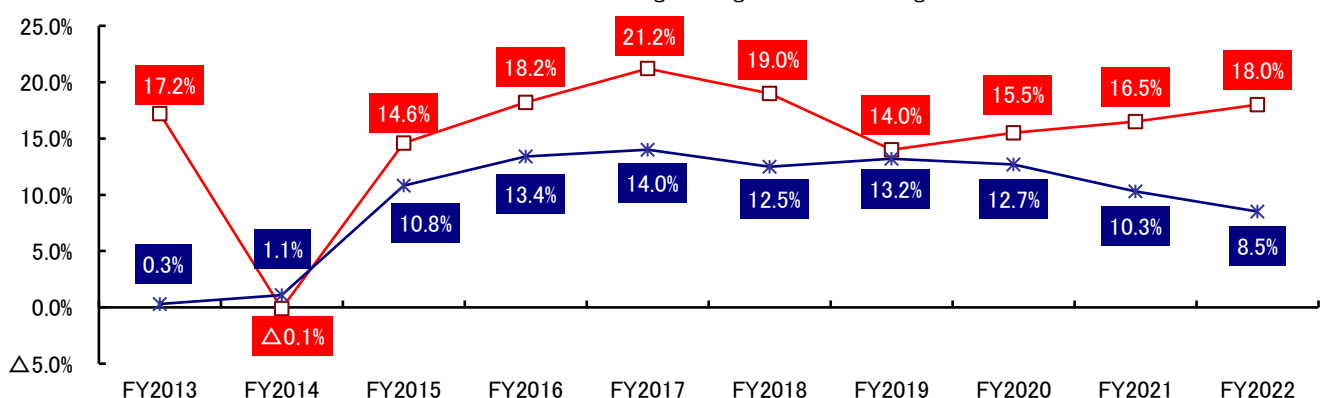
(Billions of Yen)


Revenues (Non-Consolidated)

(Billions of Yen)


Gross Profit Margin (Non-Consolidated)

Civil Engineering (red line with squares), Building Construction (blue line with asterisks)



Consolidated	(Billions of Yen)									
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues	1,521	1,693	1,742	1,821	1,830	1,974	2,010	1,907	2,079	2,391
Gross Profit	107	96	199	247	258	251	248	241	255	267
Selling, General and Administrative Expenses	84	84	88	91	100	108	116	114	132	143
Operating Income	23	12	111	155	158	142	131	127	123	123
Ordinary Income	27	21	113	163	179	162	146	139	152	156
Net Income Attributable to Owners of the Parent	20	15	72	104	126	109	103	98	103	111
Basic Net Income per Share (Yen)	19.98	14.58	69.66	101.01	244.29	211.67	200.99	193.13	208.00	227.98
Operating Margin	1.5%	0.7%	6.4%	8.5%	8.7%	7.2%	6.6%	6.7%	5.9%	5.2%
Construction Contract Awards	1,573	1,474	1,795	1,728	1,685	2,010	1,752	1,720	1,929	2,196
Total Assets	1,789	1,839	1,886	1,992	2,051	2,091	2,172	2,164	2,337	2,769
Total Equity	364	436	474	552	669	756	796	884	953	1,061
Owners' Equity per Share (Yen)	354.62	418.86	453.93	528.46	1,283.38	1,451.66	1,544.71	1,731.16	1,920.45	2,165.12
Owners' Equity Ratio	20.6%	23.6%	25.0%	27.5%	32.5%	36.0%	36.5%	40.4%	40.5%	38.0%
Interest-bearing Debt	444	385	378	372	344	298	326	317	359	537
ROE	6.0%	3.8%	16.0%	20.6%	20.9%	15.5%	13.4%	11.8%	11.4%	11.2%
Cash Flow – Operating Activities	32	59	36	187	120	30	53	153	30	△29
Cash Flow – Investing Activities	17	8	△27	△31	△47	△25	△101	△65	△51	△81
Cash Flow – Financing Activities	△17	△70	△13	△20	△53	△75	△10	△39	△20	111
Overseas Revenues	280	326	375	402	461	457	470	490	624	740
North America	126	193	202	218	180	210	234	268	388	413
Europe	11	23	19	15	22	35	29	29	41	70
Asia	131	128	122	113	127	119	107	100	95	151
Oceania	–	–	–	54	107	92	98	91	96	103
Other Area	11	△18	31	0	23	0	0	0	1	1
Overseas Revenues / Total Revenues Ratio	18.5%	19.3%	21.6%	22.1%	25.2%	23.2%	23.4%	25.7%	30.0%	30.9%
Cash Dividends per Share (Yen)	5.0	5.0	12.0	20.0	48.0	50.0	50.0	54.0	58.0	70.0

Non-Consolidated

(Billions of Yen)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues	1,046	1,141	1,166	1,203	1,165	1,280	1,305	1,189	1,244	1,432
Gross Profit	57	31	137	178	192	181	177	171	154	157
Selling, General and Administrative Expenses	52	49	50	53	57	60	66	66	73	74
Operating Income	5	△18	86	124	135	120	111	105	81	83
Ordinary Income	9	1	81	128	146	132	120	114	92	103
Net Income	5	8	39	81	100	97	80	82	72	78
Basic Net Income per Share (Yen)	4.83	7.73	37.52	78.60	192.96	186.74	155.72	162.06	144.29	159.61
Contract Awards	1,264	1,193	1,236	1,349	1,200	1,444	1,182	1,265	1,213	1,535
Civil Engineering	369	339	285	364	303	303	327	338	268	386
Building Construction	841	742	902	940	845	1,074	794	867	882	1,102
Total Construction ... (A)	1,211	1,082	1,188	1,304	1,148	1,377	1,122	1,205	1,150	1,489
Real Estate and Other	53	111	48	45	51	66	59	59	62	46
Construction Contract Awards ... (A)										
Domestic – Public	374	309	268	374	254	205	212	197	204	317
Domestic – Private	807	773	923	955	892	1,172	909	1,007	936	1,170
Overseas	28	0	△4	△25	1	△0	△0	0	10	1
Revenues	1,046	1,141	1,166	1,203	1,165	1,280	1,305	1,189	1,244	1,432
Civil Engineering	298	276	307	296	366	301	288	334	271	301
Building Construction	690	780	824	835	752	928	957	782	920	1,086
Total Construction	988	1,057	1,132	1,132	1,119	1,229	1,245	1,117	1,192	1,387
Real Estate and Other	57	83	34	71	45	51	59	72	52	44
Gross Profit Margin	5.4%	0.8%	11.9%	14.7%	16.4%	14.1%	13.4%	13.6%	11.7%	10.6%
Civil Engineering	17.2%	△0.1%	14.6%	18.2%	21.2%	19.0%	14.0%	15.5%	16.5%	18.0%
Building Construction	0.3%	1.1%	10.8%	13.4%	14.0%	12.5%	13.2%	12.7%	10.3%	8.5%
Total Assets	1,422	1,413	1,436	1,529	1,535	1,546	1,593	1,558	1,642	1,764
Total Equity	254	297	308	370	465	545	563	638	656	693
Owners' Equity per Share (Yen)	244.29	286.45	296.91	356.30	895.59	1,049.18	1,096.69	1,261.00	1,330.57	1,423.48
Owners' Equity Ratio	17.9%	21.1%	21.5%	24.2%	30.3%	35.3%	35.3%	41.0%	40.0%	39.3%
Interest-bearing Debt	374	305	295	287	262	203	222	177	199	209

(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.