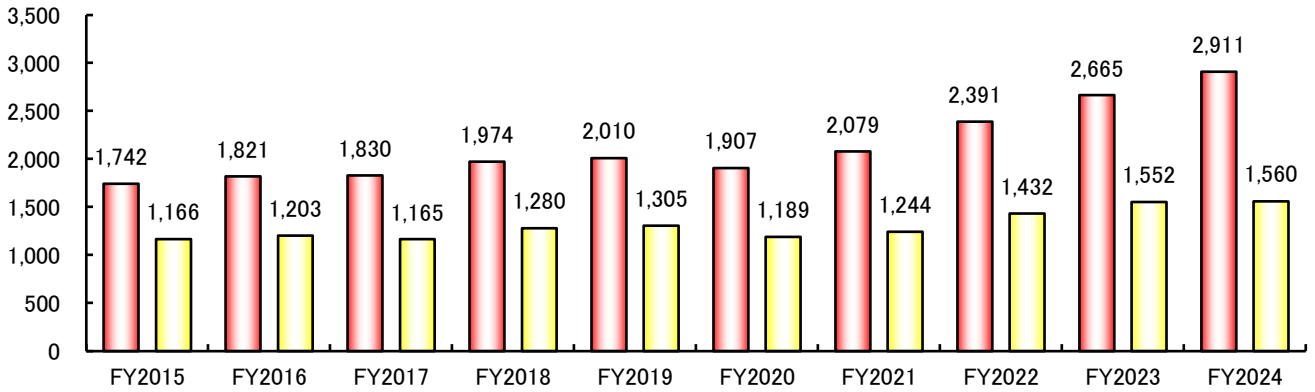


Revenues

Consolidated

Non-Consolidated

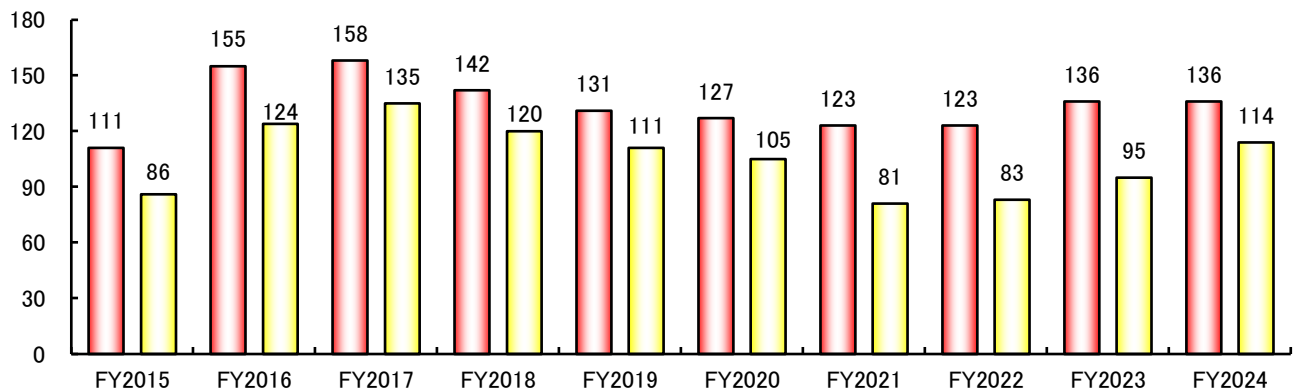
(Billions of Yen)


Operating Income

Consolidated

Non-Consolidated

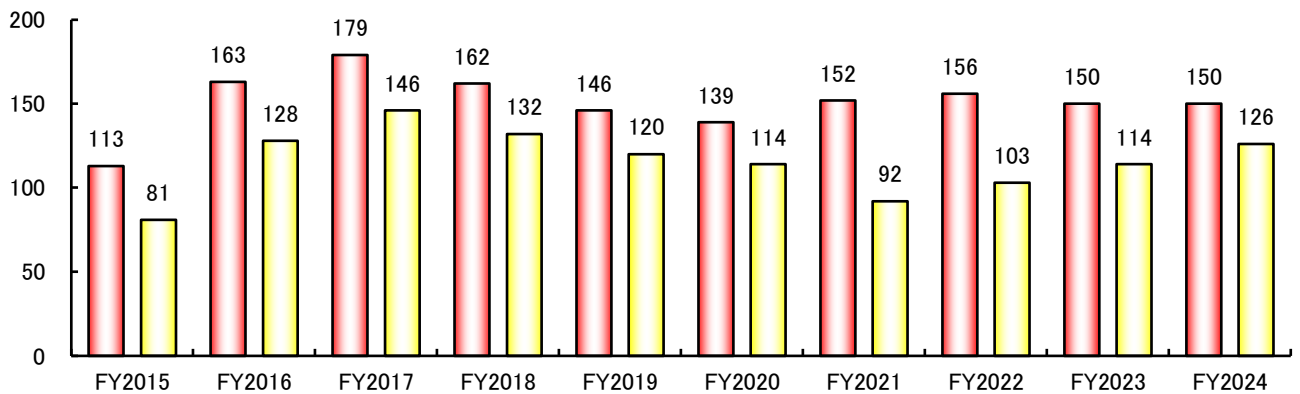
(Billions of Yen)


Ordinary Income

Consolidated

Non-Consolidated

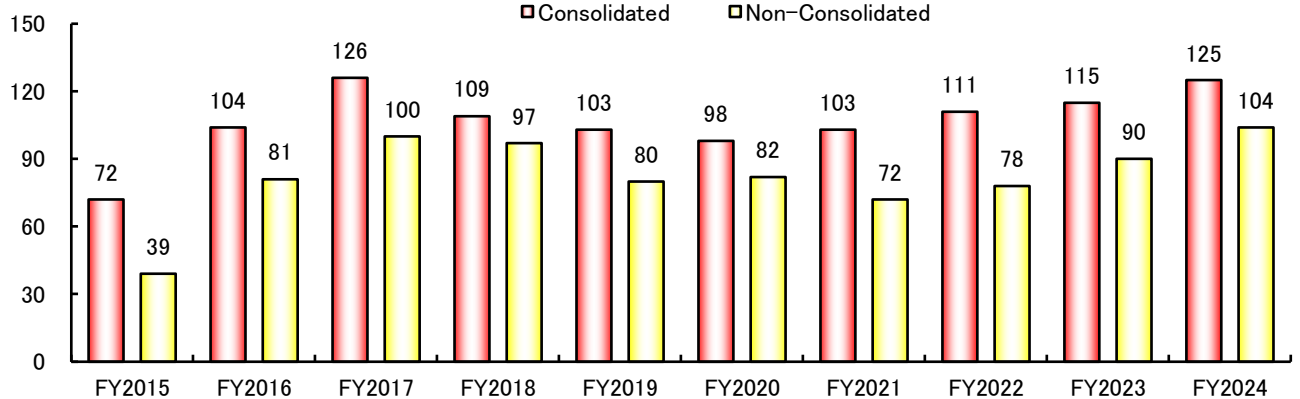
(Billions of Yen)


Net Income Attributable to Owners of the Parent

Consolidated

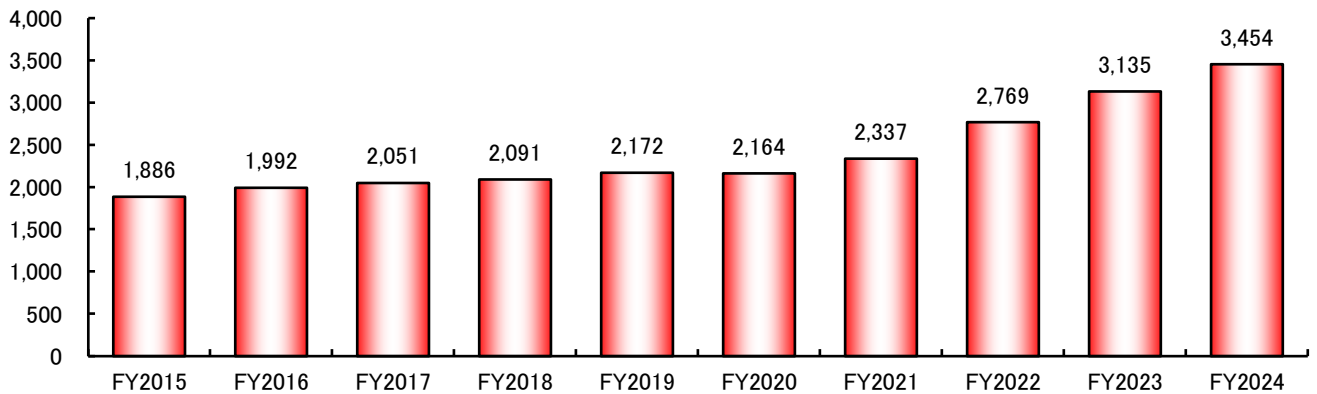
Non-Consolidated

(Billions of Yen)

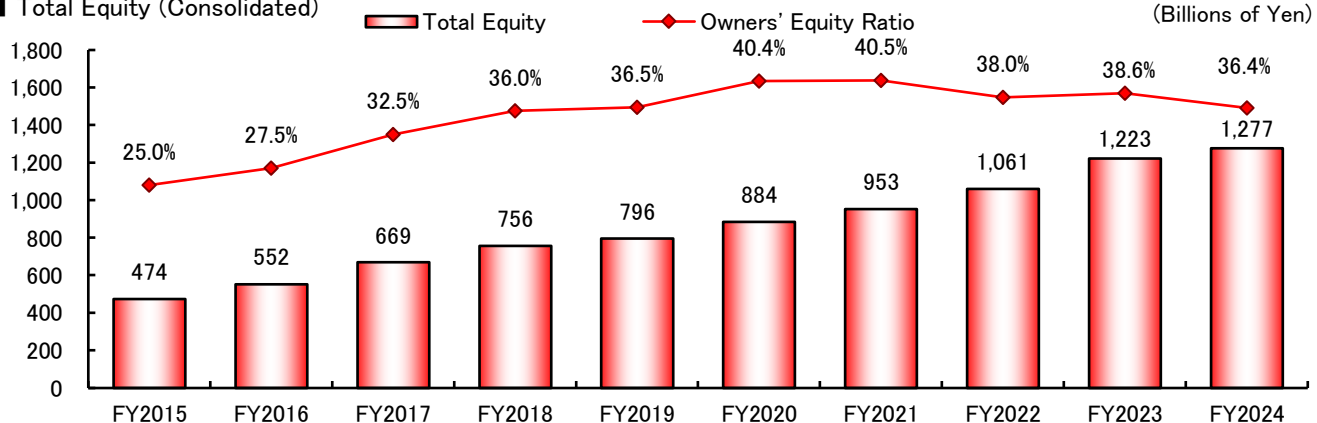


■ Total Assets (Consolidated)

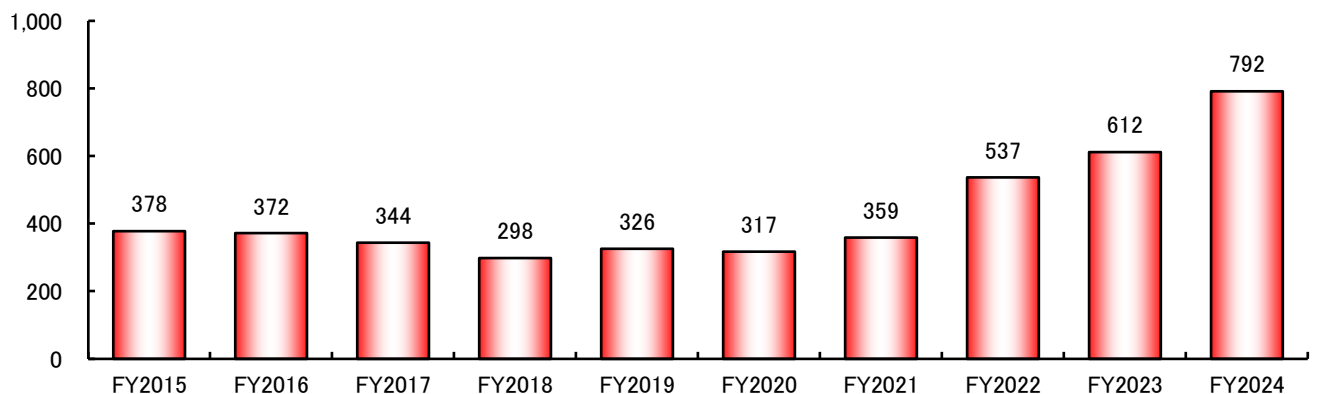
(Billions of Yen)


■ Total Equity (Consolidated)

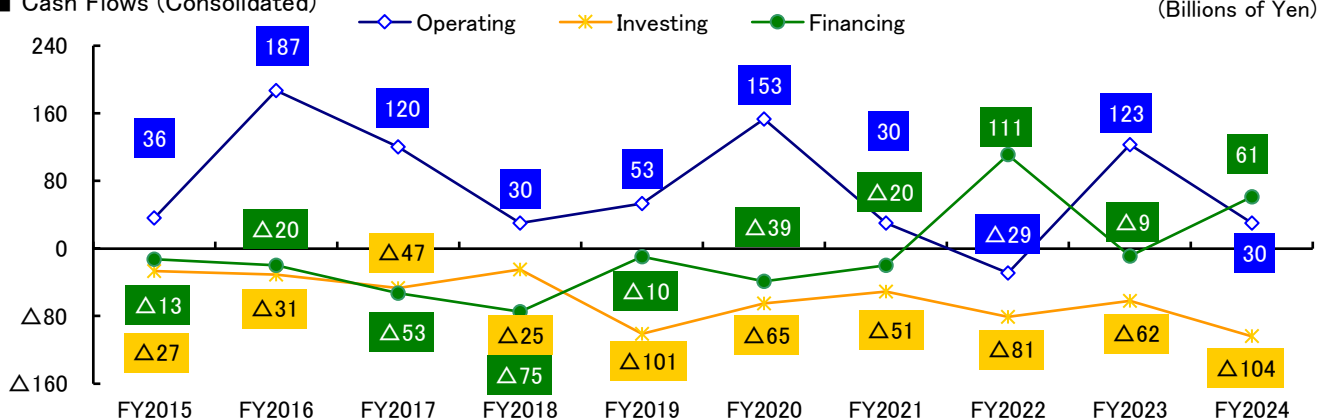
(Billions of Yen)


■ Interest-bearing Debt (Consolidated)

(Billions of Yen)

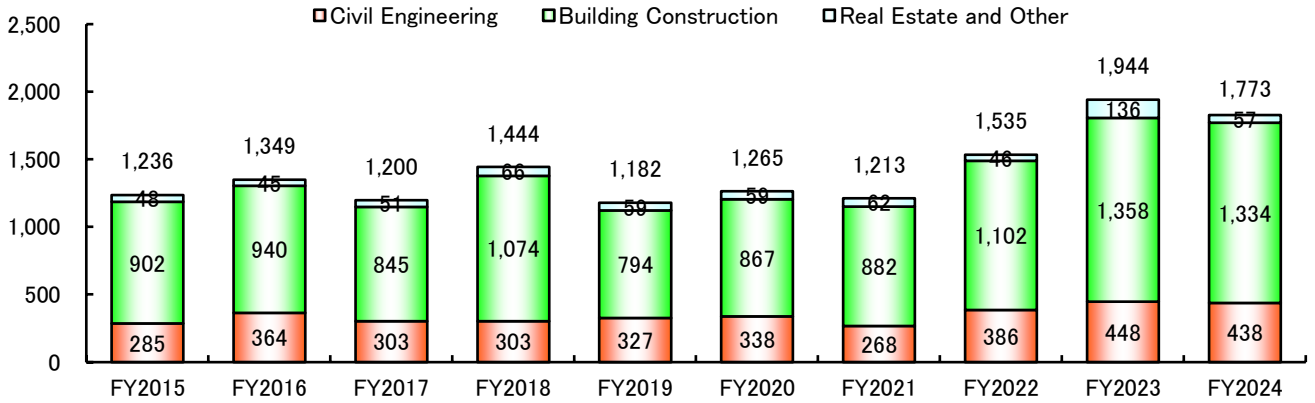

■ Cash Flows (Consolidated)

(Billions of Yen)

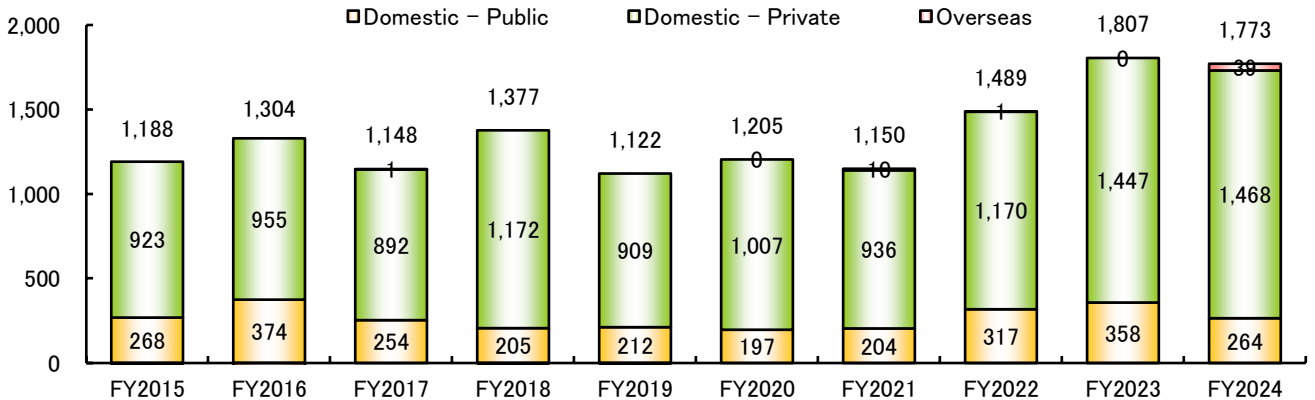


Contract Awards (Non-Consolidated)

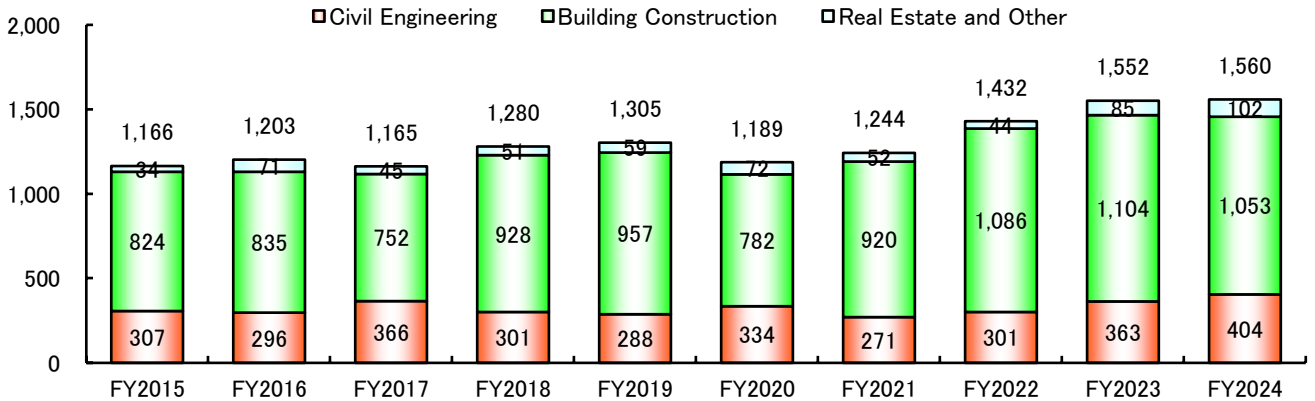
(Billions of Yen)


Construction Contract Awards (Non-Consolidated)

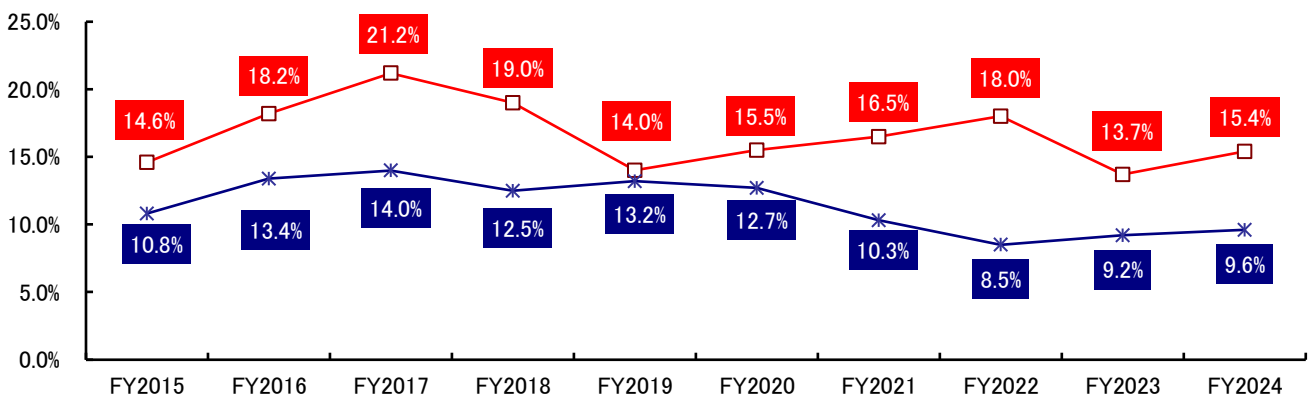
(Billions of Yen)


Revenues (Non-Consolidated)

(Billions of Yen)


Gross Profit Margin (Non-Consolidated)

Civil Engineering (red line) Building Construction (blue line)



Consolidated	(Billions of Yen)									
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Revenues	1,742	1,821	1,830	1,974	2,010	1,907	2,079	2,391	2,665	2,911
Gross Profit	199	247	258	251	248	241	255	267	291	323
Selling, General and Administrative Expenses	88	91	100	108	116	114	132	143	155	171
Operating Income	111	155	158	142	131	127	123	123	136	136
Ordinary Income	113	163	179	162	146	139	152	156	150	150
Net Income Attributable to Owners of the Parent	72	104	126	109	103	98	103	111	115	125
Basic Net Income per Share (Yen)	69.66	101.01	244.29	211.67	200.99	193.13	208.00	227.98	238.76	238.76
Operating Margin	6.4%	8.5%	8.7%	7.2%	6.6%	6.7%	5.9%	5.2%	5.1%	5.2%
Construction Contract Awards	1,795	1,728	1,685	2,010	1,752	1,720	1,929	2,196	2,927	2,624
Total Assets	1,886	1,992	2,051	2,091	2,172	2,164	2,337	2,769	3,135	3,454
Total Equity	474	552	669	756	796	884	953	1,061	1,223	1,277
Owners' Equity per Share (Yen)	453.93	528.46	1,283.38	1,451.66	1,544.71	1,731.16	1,920.45	2,165.12	2,514.97	2,672.64
Owners' Equity Ratio	25.0%	27.5%	32.5%	36.0%	36.5%	40.4%	40.5%	38.0%	38.6%	36.4%
Interest-bearing Debt	378	372	344	298	326	317	359	537	612	792
ROE	16.0%	20.6%	20.9%	15.5%	13.4%	11.8%	11.4%	11.2%	10.2%	10.2%
Cash Flow – Operating Activities	36	187	120	30	53	153	30	△29	123	30
Cash Flow – Investing Activities	△27	△31	△47	△25	△101	△65	△51	△81	△62	△104
Cash Flow – Financing Activities	△13	△20	△53	△75	△10	△39	△20	111	△9	61
Overseas Revenues	375	402	461	457	470	490	624	740	861	1,116
North America	202	218	180	210	234	268	388	413	496	686
Europe	19	15	22	35	29	29	41	70	44	66
Asia	122	113	127	119	107	100	95	151	177	214
Oceania	–	54	107	92	98	91	96	103	140	145
Other Area	31	0	23	0	0	0	1	1	3	3
Overseas Revenues / Total Revenues Ratio	21.6%	22.1%	25.2%	23.2%	23.4%	25.7%	30.0%	30.9%	32.3%	38.4%
Cash Dividends per Share (Yen)	12.0	20.0	48.0	50.0	50.0	54.0	58.0	70.0	90.0	104.0

Non-Consolidated

(Billions of Yen)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Revenues	1,166	1,203	1,165	1,280	1,305	1,189	1,244	1,432	1,552	1,560
Gross Profit	137	178	192	181	177	171	154	157	172	194
Selling, General and Administrative Expenses	50	53	57	60	66	66	73	74	77	80
Operating Income	86	124	135	120	111	105	81	83	95	114
Ordinary Income	81	128	146	132	120	114	92	103	114	126
Net Income	39	81	100	97	80	82	72	78	90	104
Basic Net Income per Share (Yen)	37.52	78.60	192.96	186.74	155.72	162.06	144.29	159.61	186.72	221.42
Contract Awards	1,236	1,349	1,200	1,444	1,182	1,265	1,213	1,535	1,944	1,773
Civil Engineering	285	364	303	303	327	338	268	386	448	438
Building Construction	902	940	845	1,074	794	867	882	1,102	1,358	1,334
Total Construction ... (A)	1,188	1,304	1,148	1,377	1,122	1,205	1,150	1,489	1,807	1,773
Real Estate and Other	48	45	51	66	59	59	62	46	136	57
Construction Contract Awards ... (A)										
Domestic – Public	268	374	254	205	212	197	204	317	358	264
Domestic – Private	923	955	892	1,172	909	1,007	936	1,170	1,447	1,468
Overseas	△4	△25	1	△0	△0	0	10	1	0	39
Revenues	1,166	1,203	1,165	1,280	1,305	1,189	1,244	1,432	1,552	1,560
Civil Engineering	307	296	366	301	288	334	271	301	363	404
Building Construction	824	835	752	928	957	782	920	1,086	1,104	1,053
Total Construction	1,132	1,132	1,119	1,229	1,245	1,117	1,192	1,387	1,467	1,457
Real Estate and Other	34	71	45	51	59	72	52	44	85	102
Gross Profit Margin	11.9%	14.7%	16.4%	14.1%	13.4%	13.6%	11.7%	10.6%	10.3%	11.2%
Civil Engineering	14.6%	18.2%	21.2%	19.0%	14.0%	15.5%	16.5%	18.0%	13.7%	15.4%
Building Construction	10.8%	13.4%	14.0%	12.5%	13.2%	12.7%	10.3%	8.5%	9.2%	9.6%
Total Assets	1,436	1,529	1,535	1,546	1,593	1,558	1,642	1,764	1,918	2,046
Total Equity	308	370	465	545	563	638	656	693	791	778
Owners' Equity per Share (Yen)	296.91	356.30	895.59	1,049.18	1,096.69	1,261.00	1,330.57	1,423.48	1,641.52	1,650.44
Owners' Equity Ratio	21.5%	24.2%	30.3%	35.3%	35.3%	41.0%	40.0%	39.3%	41.3%	38.0%
Interest-bearing Debt	295	287	262	203	222	177	199	209	169	288

(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.