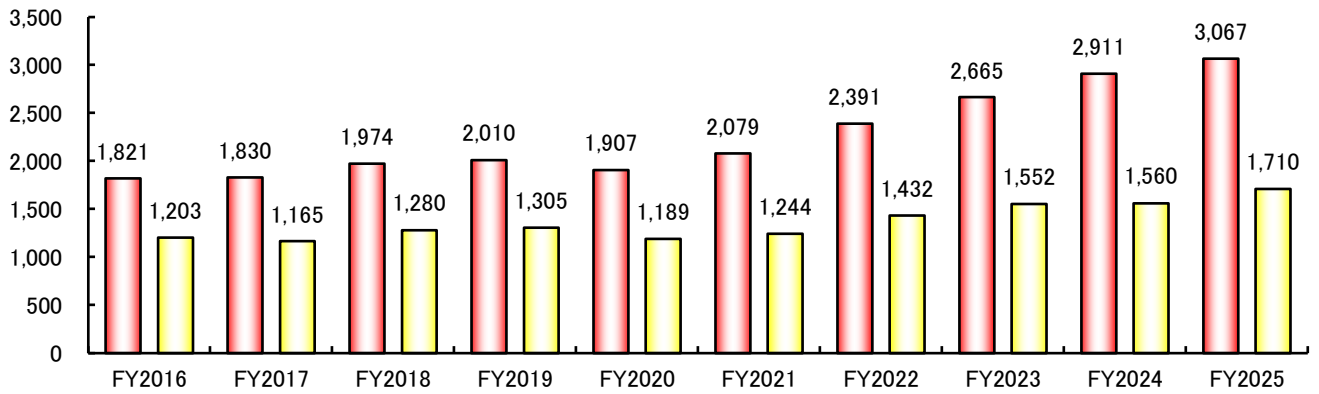


Revenues

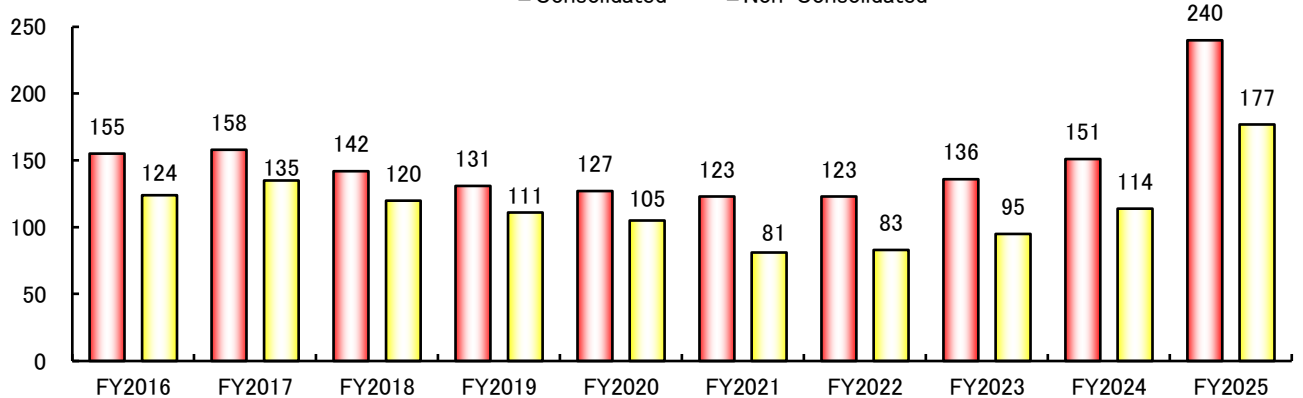
Consolidated Non-Consolidated

(Billions of Yen)


Operating Income

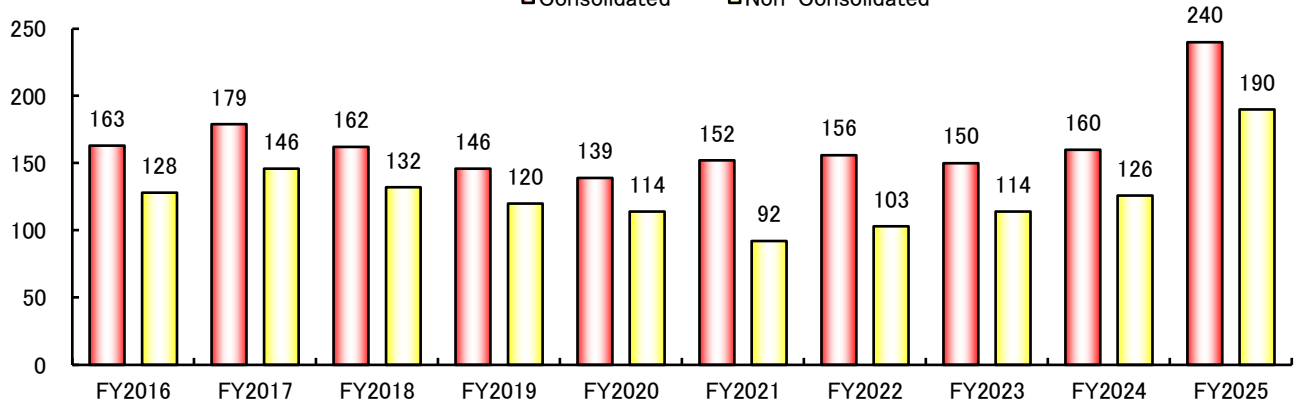
Consolidated Non-Consolidated

(Billions of Yen)


Ordinary Income

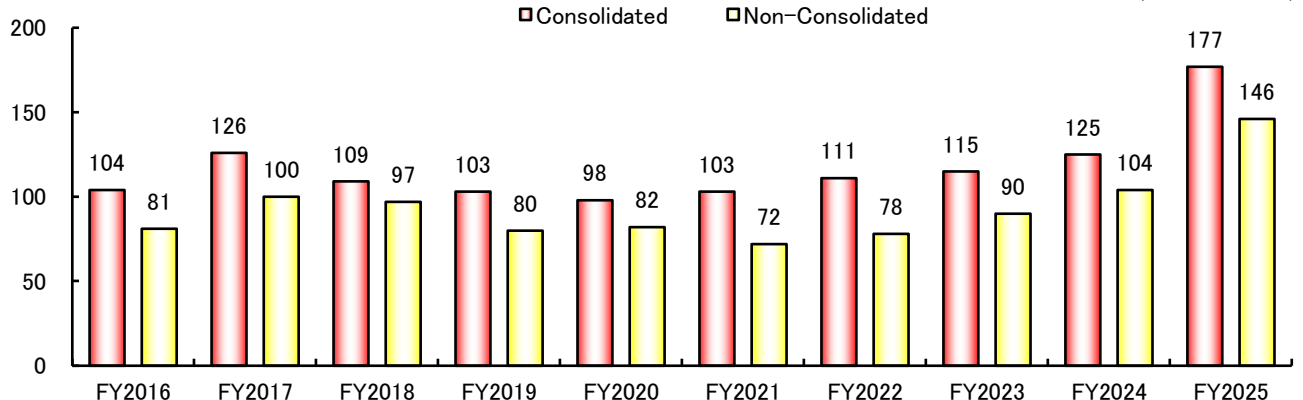
Consolidated Non-Consolidated

(Billions of Yen)


Net Income Attributable to Owners of the Parent

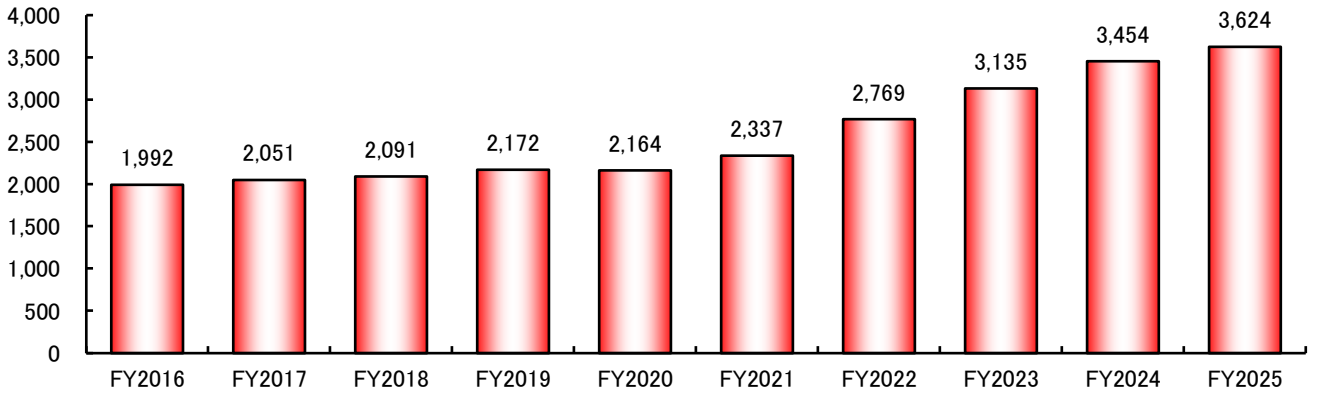
Consolidated Non-Consolidated

(Billions of Yen)

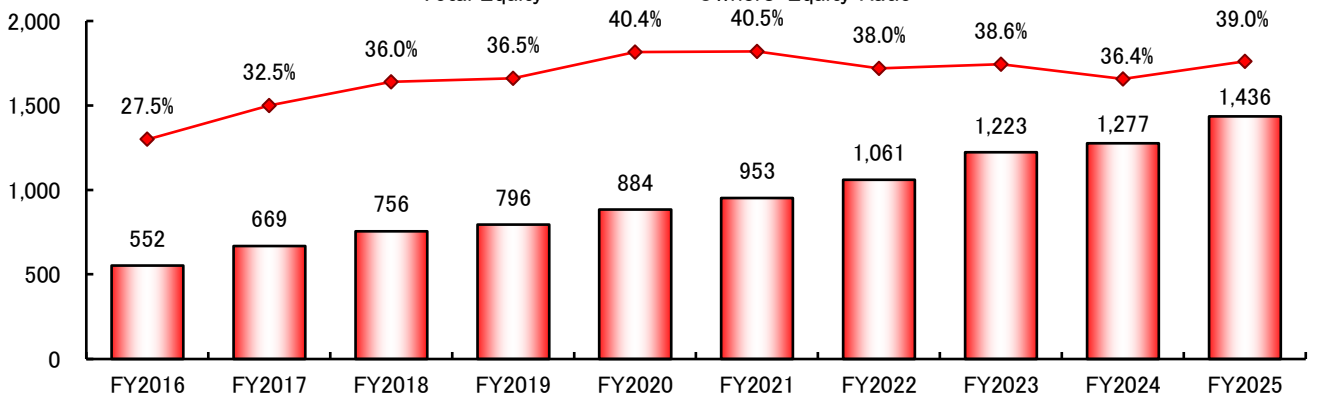


Total Assets (Consolidated)

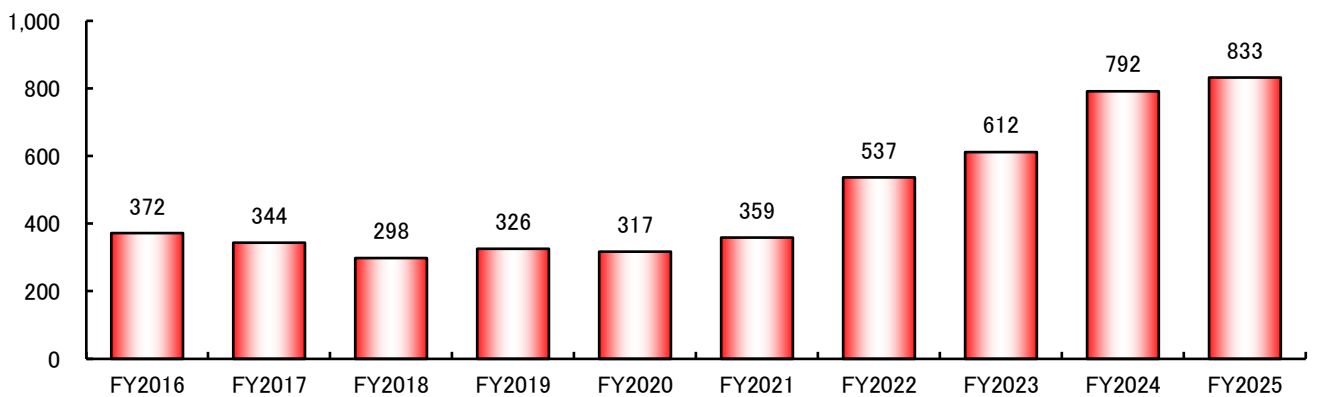
(Billions of Yen)


Total Equity (Consolidated)

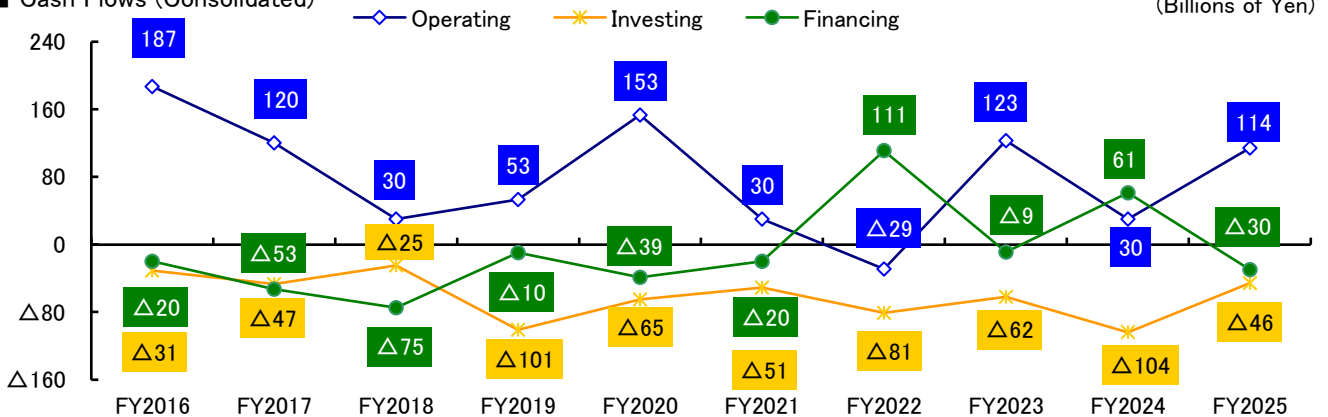
(Billions of Yen)

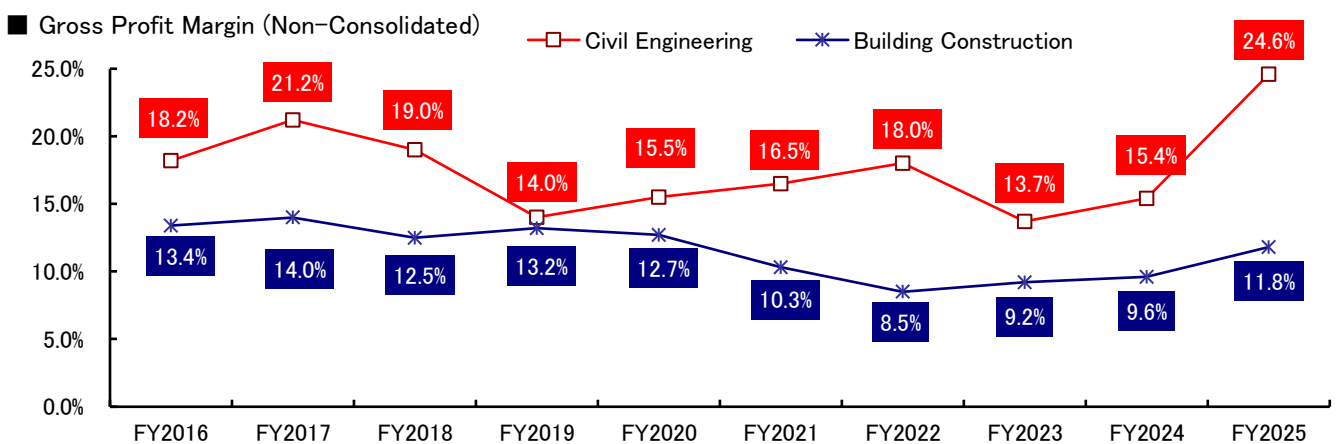
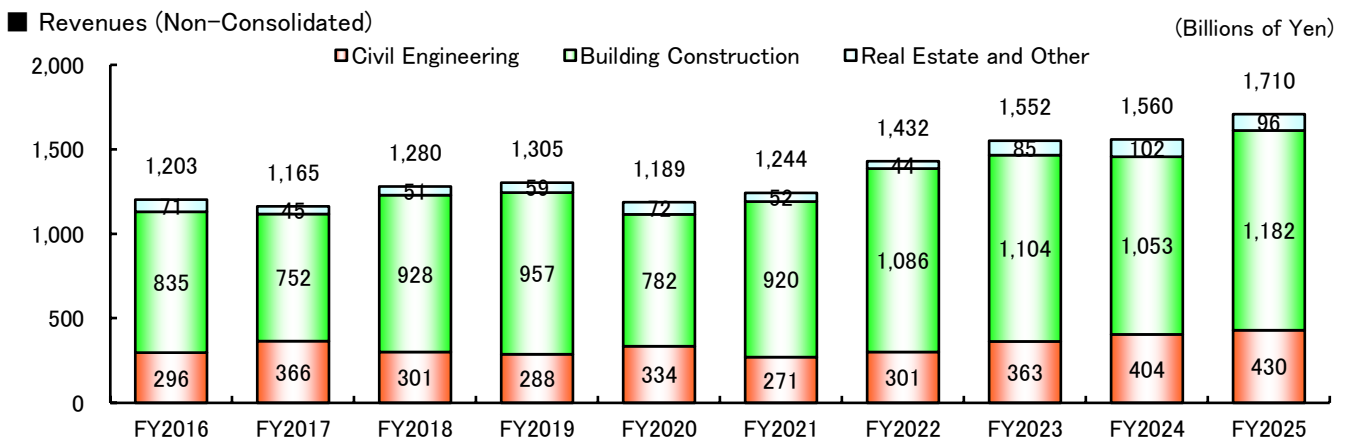
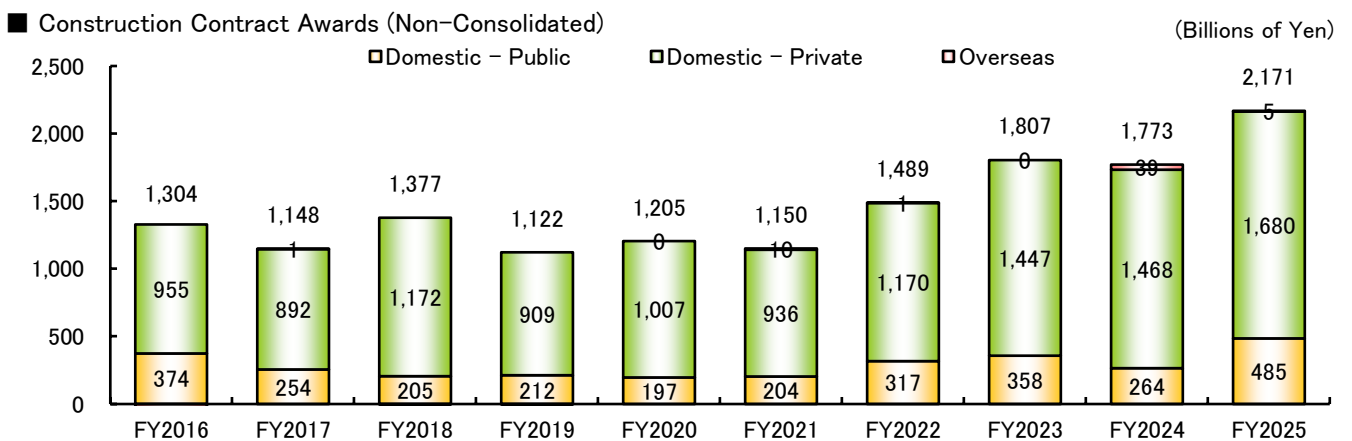
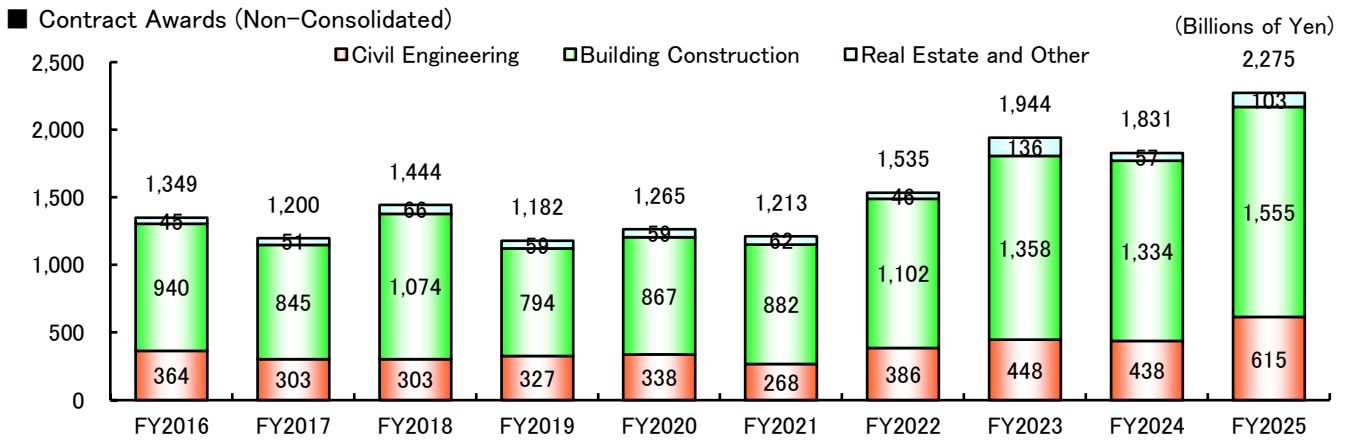

Interest-bearing Debt (Consolidated)

(Billions of Yen)


Cash Flows (Consolidated)

(Billions of Yen)





Consolidated	(Billions of Yen)									
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Revenues	1,821	1,830	1,974	2,010	1,907	2,079	2,391	2,665	2,911	3,067
Gross Profit	247	258	251	248	241	255	267	291	323	425
Selling, General and Administrative Expenses	91	100	108	116	114	132	143	155	171	185
Operating Income	155	158	142	131	127	123	123	136	151	240
Ordinary Income	163	179	162	146	139	152	156	150	160	240
Net Income Attributable to Owners of the Parent	104	126	109	103	98	103	111	115	125	177
Basic Net Income per Share (Yen)	101.01	244.29	211.67	200.99	193.13	208.00	227.98	238.76	266.49	379.81
Operating Margin	8.5%	8.7%	7.2%	6.6%	6.7%	5.9%	5.2%	5.1%	5.2%	7.8%
Construction Contract Awards	1,728	1,685	2,010	1,752	1,720	1,929	2,196	2,927	2,624	3,263
Total Assets	1,992	2,051	2,091	2,172	2,164	2,337	2,769	3,135	3,454	3,624
Total Equity	552	669	756	796	884	953	1,061	1,223	1,277	1,436
Owners' Equity per Share (Yen)	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	3,036.89
Owners' Equity Ratio	27.5%	32.5%	36.0%	36.5%	40.4%	40.5%	38.0%	38.6%	36.4%	39.0%
Interest-bearing Debt	372	344	298	326	317	359	537	612	792	833
ROE	20.6%	20.9%	15.5%	13.4%	11.8%	11.4%	11.2%	10.2%	10.2%	13.3%
Cash Flow – Operating Activities	187	120	30	53	153	30	△29	123	30	114
Cash Flow – Investing Activities	△31	△47	△25	△101	△65	△51	△81	△62	△104	△46
Cash Flow – Financing Activities	△20	△53	△75	△10	△39	△20	111	△9	61	△30
Overseas Revenues	402	461	457	470	490	624	740	861	1,116	1,095
North America	218	180	210	234	268	388	413	496	686	615
Europe	15	22	35	29	29	41	70	44	66	83
Asia	113	127	119	107	100	95	151	177	214	207
Oceania	54	107	92	98	91	96	103	140	145	184
Other Area	0	23	0	0	0	1	1	3	3	4
Overseas Revenues / Total Revenues Ratio	22.1%	25.2%	23.2%	23.4%	25.7%	30.0%	30.9%	32.3%	38.4%	35.7%
Cash Dividends per Share (Yen)	20.0	48.0	50.0	50.0	54.0	58.0	70.0	90.0	104.0	146.0

Non-Consolidated

(Billions of Yen)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Revenues	1,203	1,165	1,280	1,305	1,189	1,244	1,432	1,552	1,560	1,710
Gross Profit	178	192	181	177	171	154	157	172	194	267
Selling, General and Administrative Expenses	53	57	60	66	66	73	74	77	80	89
Operating Income	124	135	120	111	105	81	83	95	114	177
Ordinary Income	128	146	132	120	114	92	103	114	126	190
Net Income	81	100	97	80	82	72	78	90	104	146
Basic Net Income per Share (Yen)	78.60	192.96	186.74	155.72	162.06	144.29	159.61	186.72	221.42	314.04
Contract Awards	1,349	1,200	1,444	1,182	1,265	1,213	1,535	1,944	1,831	2,275
Civil Engineering	364	303	303	327	338	268	386	448	438	615
Building Construction	940	845	1,074	794	867	882	1,102	1,358	1,334	1,555
Total Construction ... (A)	1,304	1,148	1,377	1,122	1,205	1,150	1,489	1,807	1,773	2,171
Real Estate and Other	45	51	66	59	59	62	46	136	57	103
Construction Contract Awards ... (A)										
Domestic – Public	374	254	205	212	197	204	317	358	264	485
Domestic – Private	955	892	1,172	909	1,007	936	1,170	1,447	1,468	1,680
Overseas	△25	1	△0	△0	0	10	1	0	39	5
Revenues	1,203	1,165	1,280	1,305	1,189	1,244	1,432	1,552	1,560	1,710
Civil Engineering	296	366	301	288	334	271	301	363	404	430
Building Construction	835	752	928	957	782	920	1,086	1,104	1,053	1,182
Total Construction	1,132	1,119	1,229	1,245	1,117	1,192	1,387	1,467	1,457	1,613
Real Estate and Other	71	45	51	59	72	52	44	85	102	96
Gross Profit Margin	14.7%	16.4%	14.1%	13.4%	13.6%	11.7%	10.6%	10.3%	11.2%	15.2%
Civil Engineering	18.2%	21.2%	19.0%	14.0%	15.5%	16.5%	18.0%	13.7%	15.4%	24.6%
Building Construction	13.4%	14.0%	12.5%	13.2%	12.7%	10.3%	8.5%	9.2%	9.6%	11.8%
Total Assets	1,529	1,535	1,546	1,593	1,558	1,642	1,764	1,918	2,046	2,165
Total Equity	370	465	545	563	638	656	693	791	778	891
Owners' Equity per Share (Yen)	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	1,910.46
Owners' Equity Ratio	24.2%	30.3%	35.3%	35.3%	41.0%	40.0%	39.3%	41.3%	38.0%	41.2%
Interest-bearing Debt	287	262	203	222	177	199	209	169	288	307

(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.