FY2026 1st quarter

April 1st,2026– June 30th, 2026

Financial Results

KAJIMA CORPORATION

August 5th, 2026

Yamakita Tenku Ohashi
(tentative name : Kouchigawa Bridge)
(Kanagawa pref.)

INDEX

Key Points

First-quarter income increased, driven mainly by higher margins in the nonconsolidated construction business and by property sales in the overseas real estate development business

Even amid an unstable international environment, we will maintain rigorous risk management and aim to achieve the full-year forecast

FY2026 Q1 Results

- Consolidated revenues fell YoY, mainly due to lower revenues in the building construction business, where many projects are in the early stages of construction.
- **Gross profit margins** in the nonconsolidated civil engineering and building construction businesses both **rose YoY**, contributing to higher income on both a consolidated and a nonconsolidated basis.
- Three property sales were completed in the U.S. distribution warehouse development business, **lifting both revenues and income at overseas subsidiaries and affiliates**.
- Despite rising construction costs and interest rates, **construction demand remained steady both in Japan and overseas**. We will continue to pursue contract awards that secure both profitability and adequate construction capacity.

FY2026 Full-Year Forecast

- In the construction business, we will work to **improve the gross profit margin** while closely monitoring trends in material and equipment prices.
- In the real estate development business, we will respond flexibly to changes in interest rates and real estate market conditions, and advance **property sales** both in Japan and overseas.
- **The impact of the situation in the Middle East has been limited** to date. Given the continued uncertainty in the outlook, however, **the full-year consolidated forecast**, which factors in a certain level of risk, **remains unchanged**.

FY2026 Q1 Financial Results (April 1 – June 30, 2026)

Consolidated revenues fell YoY, but operating income and net income both increased

Billions of yen

FY2026 Q1 Results Highlights	Consolidated			Nonconsolidated			Domestic Subsidiaries and Affiliates			Overseas Subsidiaries and Affiliates		
	FY2025 Q1 Result	FY2026 Q1 Result	YoY Change	FY2025 Q1 Result	FY2026 Q1 Result	YoY Change	FY2025 Q1 Result	FY2026 Q1 Result	YoY Change	FY2025 Q1 Result	FY2026 Q1 Result	YoY Change
Revenues	649.6	640.0	-9.5	369.5	343.6	-25.8	81.1	87.4	+6.3	228.8	240.5	+11.7
Operating Income	37.5	40.5	+2.9	26.7	28.0	+1.3	5.4	4.1	-1.2	5.8	8.5	+2.7
Ordinary Income	38.8	44.4	+5.5	35.2	39.7	+4.4	6.4	5.2	-1.1	3.6	8.9	+5.3
Net Income Attributable to Owners of the Parent	26.5	30.9	+4.4	26.3	31.9	+5.6	4.5	3.9	-0.6	2.0	4.5	+2.4
Construction Contract Awards	520.6	630.2	+109.6	331.0	452.5	+121.5	48.9	61.3	+12.4	164.4	142.9	-21.5
Exchange rate per US$= Rate as of :	¥149.52 March 31, 2025	¥159.88 March 31, 2026								¥149.52 March 31, 2025	¥159.88 March 31, 2026	

GP Margin	FY2025 Q1 Result	FY2026 Q1 Result
Civil Engineering	17.0%	21.4%
Building Construction	10.5%	11.3%
Construction total	12.2%	14.6%

Note: For overseas subsidiaries and affiliates, Q1 is from January 1 to March 31.

- Consolidated revenues decreased, mainly due to lower nonconsolidated revenues, but consolidated income increased, driven mainly by higher margins in the nonconsolidated construction business and by property sales in the overseas real estate development business.
- The decrease in nonconsolidated revenues was mainly due to decline in the building construction business, where many projects are in the early stages of construction. The impact of the situation in the Middle East was limited, and gross profit margins rose YoY by 4.4 percentage points in the civil engineering business and by 0.8 percentage points in the building construction business.
- Income decreased at domestic subsidiaries and affiliates. At overseas subsidiaries and affiliates, however, the sale of multiple properties in the U.S. distribution warehouse development business contributed to both revenues and income.
- Construction contract awards increased YoY, marking steady progress, supported by a consistent flow of large-scale orders, principally in Japan.

KAJIMA

FY2026 Forecast (April 1, 2026 – March 31, 2027)

Amid an unstable international environment, We will maintain rigorous risk management and achieve the full-year forecast

Billions of yen

FY2026 Forecasts Highlights	Consolidated			Nonconsolidated			Domestic Subsidiaries and Affiliates			Overseas Subsidiaries and Affiliates		
	FY2026 Q1 Result	FY2026 Forecast	Progress	FY2026 Q1 Result	FY2026 Forecast	Progress	FY2026 Q1 Result	FY2026 Forecast	Progress	FY2026 Q1 Result	FY2026 Forecast	Progress
Revenues	640.0	2,900.0	22.1%	343.6	1,630.0	21.1%	87.4	380.0	23.0%	240.5	1,050.0	22.9%
Operating Income	40.5	200.0	20.3%	28.0	155.0	18.1%	4.1	23.0	18.2%	8.5	25.0	34.3%
Ordinary Income	44.4	206.0	21.6%	39.7	165.0	24.1%	5.2	27.0	19.5%	8.9	26.0	34.4%
Net Income Attributable to Owners of the Parent	30.9	170.0	18.2%	31.9	142.0	22.5%	3.9	20.0	19.6%	4.5	18.0	25.2%
Construction Contract Awards	630.2	2,670.0	23.6%	452.5	1,700.0	26.6%	61.3	210.0	29.2%	142.9	850.0	16.8%
Exchange rate per US$= Rate as of :	¥159.88 March 31, 2026	¥156.56 December 31, 2025								¥159.88 March 31, 2026	¥156.56 December 31, 2025	

GP Margin	FY2026 Q1 Result	FY2026 Forecast
Civil Engineering	21.4%	20.4%
Building Construction	11.3%	12.0%
Construction total	14.6%	14.6%

Note: For overseas subsidiaries and affiliates, the fiscal year is from January 1 to December 31.

- The full-year forecast announced on May 14, 2026, remains unchanged.
- We will focus on further improving margins in the construction business while steadily advancing property sales in Japan and overseas in the real estate development business, aiming to achieve the full-year forecast.
- The international situation remains unstable, and trends in material and equipment prices and in interest rates require close attention. We continue to factor a certain level of risk into the full-year forecast for the domestic construction business and the overseas real estate development business.

FY2026 Forecast (comparison with FY2025 result)

billions of Yen

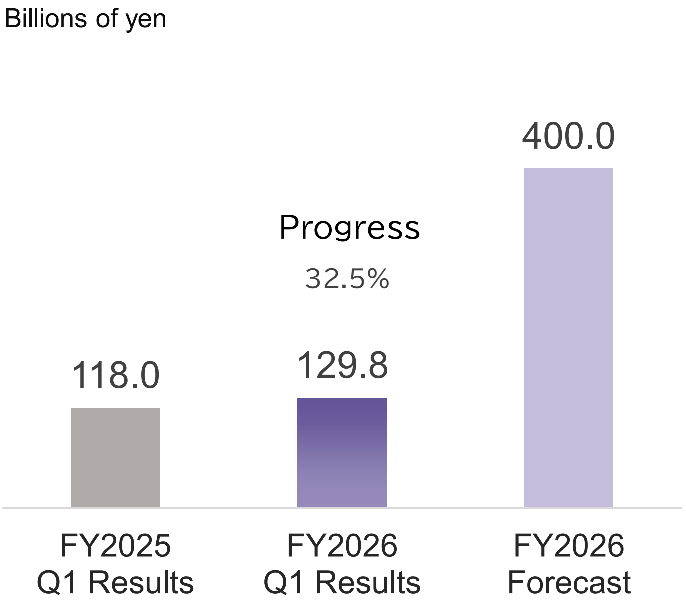
Consolidated	FY2025 Result		FY2026 Forecast		Change	%
Revenues	3,067.2		**2,900.0**		(167.2)	(5.5%)
Construction	2,678.6		**2,480.0**		(198.6)	(7.4%)
Real estate and other	388.5		**420.0**		+31.4	8.1%
Gross profit	425.8	13.9%	**394.0**	**13.6%**	(31.8)	(7.5%)
Construction	347.2	13.0%	**305.0**	**12.3%**	(42.2)	(12.2%)
Real estate and other	78.5	20.2%	**89.0**	**21.2%**	+10.4	13.2%
Operating Income	240.7	7.8%	**200.0**	**6.9%**	(40.7)	(16.9%)
Ordinary Income	240.4	7.8%	**206.0**	**7.1%**	(34.4)	(14.3%)
Net Income Attributable to Owners of the Parent	177.3	5.8%	**170.0**	**5.9%**	(7.3)	(4.1%)
Domestic Subsidiaries and Affiliates	29.5	7.1%	**20.0**	**5.3%**	(9.5)	(32.2%)
Overseas Subsidiaries and Affiliates	9.9	0.9%	**18.0**	**1.7%**	+8.0	80.3%
Exchange rate per US$=	¥156.56		¥156.56			
Construction Contract Awards	3,263.9		**2,670.0**		(593.9)	(18.2%)
Japan	2,290.8		**1,810.0**		(480.8)	(21.0%)
Overseas	973.0		**860.0**		(113.0)	(11.6%)

Nonconsolidated	FY2025 Result		FY2026 Forecast		Change	%
Revenues	1,710.0		**1,630.0**		(80.0)	(4.7%)
Construction	1,613.6		**1,530.0**		(83.6)	(5.2%)
Civil Engneering	430.7		**480.0**		+49.2	11.4%
Bulding Construction	1,182.9		**1,050.0**		(132.9)	(11.2%)
Real Estate and other	96.4		**100.0**		+3.5	3.7%
Gross profit	267.5	15.6%	**252.0**	**15.5%**	(15.5)	(5.8%)
Construction	245.3	15.2%	**224.0**	**14.6%**	(21.3)	(8.7%)
Civil Engneering	105.8	24.6%	**98.0**	**20.4%**	(7.8)	(7.4%)
Bulding Construction	139.5	11.8%	**126.0**	**12.0%**	(13.5)	(9.7%)
Real Estate and other	22.2	23.1%	**28.0**	**28.0%**	+5.7	26.0%
Operating Income	177.6	10.4%	**155.0**	**9.5%**	(22.6)	(12.7%)
Ordinary Income	190.0	11.1%	**165.0**	**10.1%**	(25.0)	(13.2%)
Net Income Attributable to Owners of the Parent	146.9	8.6%	**142.0**	**8.7%**	(4.9)	(3.4%)
Construction Contract Awards	2,171.5		**1,700.0**		(471.5)	(21.7%)
Civil Engneering	615.8		**400.0**		(215.8)	(35.1%)
Bulding Construction	1,555.6		**1,300.0**		(255.6)	(16.4%)

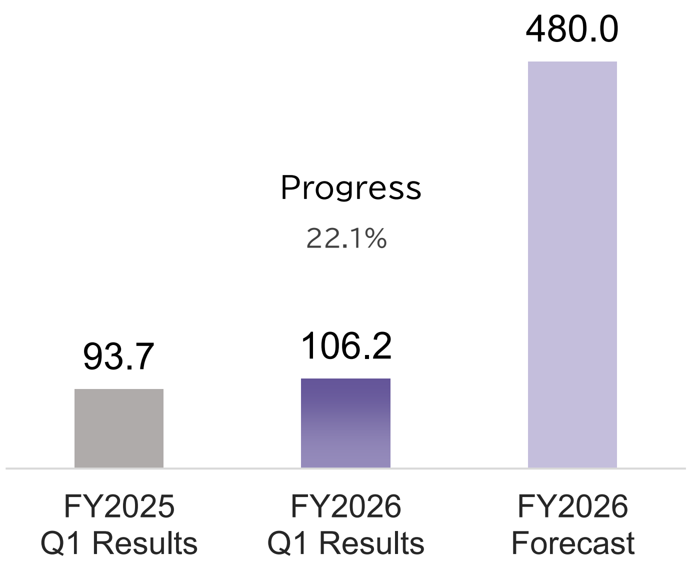
* No changes have been made to FY2026 Forecast released on May 14, 2026.

Segment Performance | Civil Engineering (Kajima Corporation)

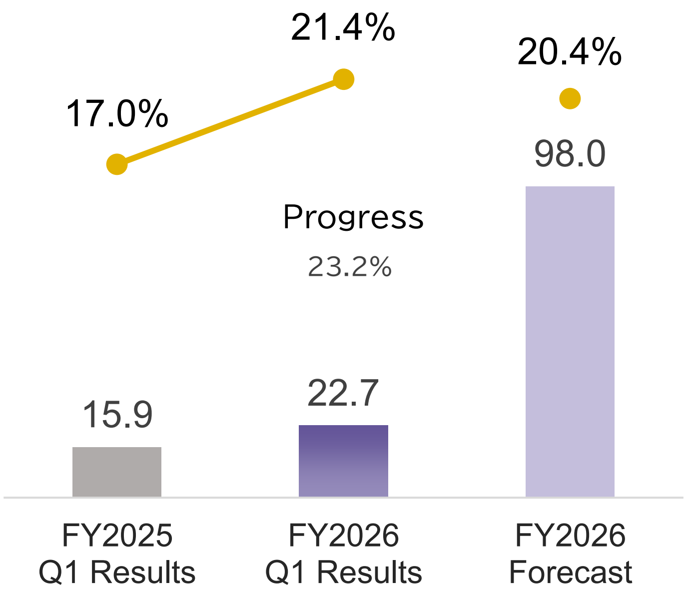
Contract awards



Revenues



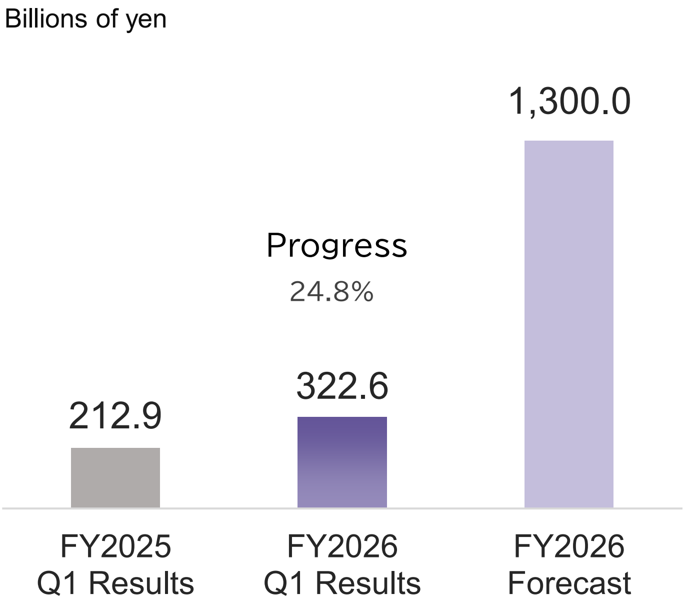
Gross profit



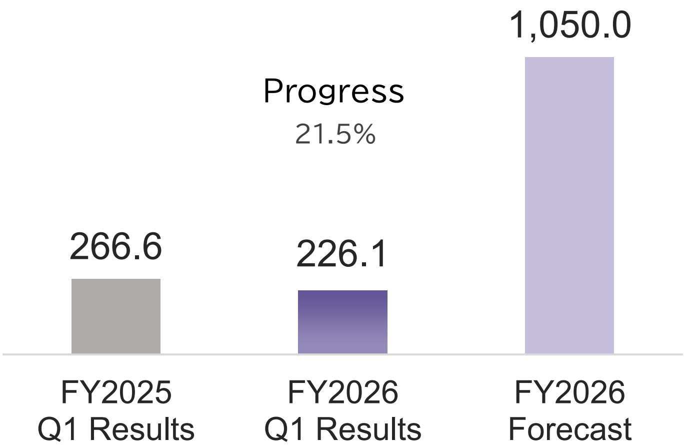
- Contract awards exceeded the same period of the previous fiscal year, driven by orders for public-sector work, including defense-related projects and infrastructure renewal, and large-scale private-sector projects, marking a strong start to the year.
- Revenues and gross profit both increased YoY. Large-scale projects in their peak construction phase continued to contribute to revenues and income. Alongside the consistently robust earnings from construction projects on hand, the award of several additional contract amendments provided a further boost, lifting the gross profit margin to 21.4%, exceeding the same period of the previous fiscal year.
- With revenues from certain large-scale projects expected to increase from the second quarter onward, and with the gross profit margin running above forecast, we aim to deliver results that exceed the full-year forecast.

Segment Performance | Building Construction (Kajima Corporation)

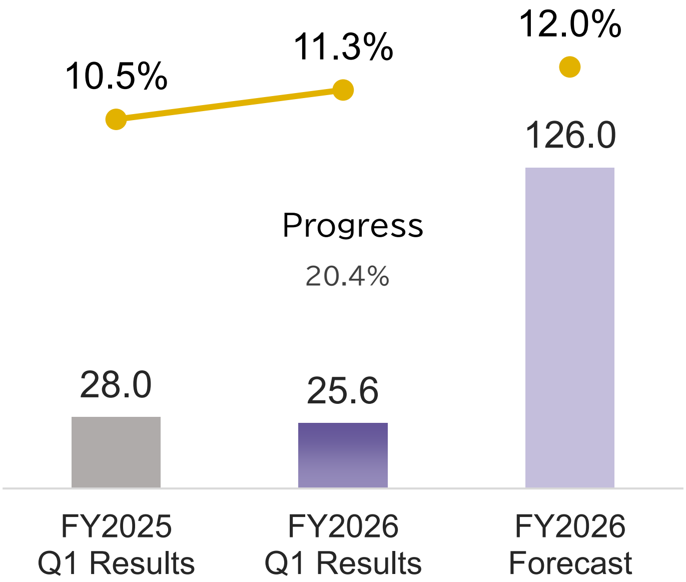
Contract awards



Revenues



Gross profit



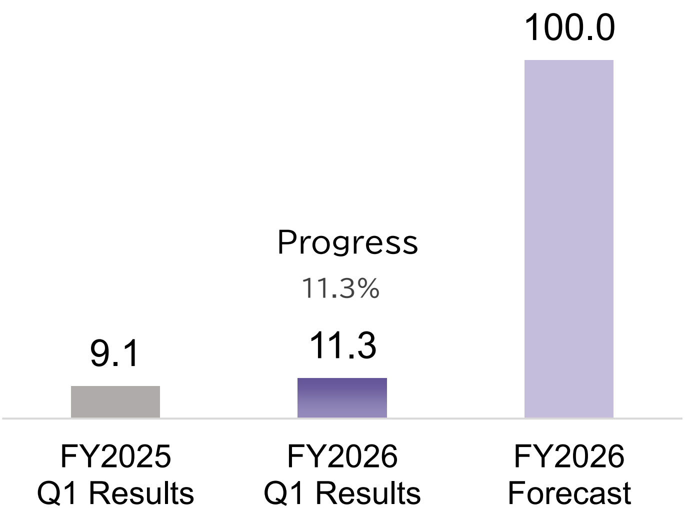
- Contract awards exceeded the same period of the previous fiscal year, with a steady flow of large-scale orders from both the manufacturing and non-manufacturing sectors. Profitability on new contracts remained high.
- Revenues and gross profit both decreased YoY, as many large-scale projects were still in the early stages of construction. The gross profit margin improved 0.8 percentage points YoY, and margins are expected to improve further as construction progresses toward the end of the fiscal year.
- To date, the increase in construction costs associated with heightened tensions in the Middle East and surging crude oil prices has been limited. Given the continued uncertainty in the outlook, we will maintain rigorous cost management while further strengthening information sharing and coordination with clients.

KAJIMA

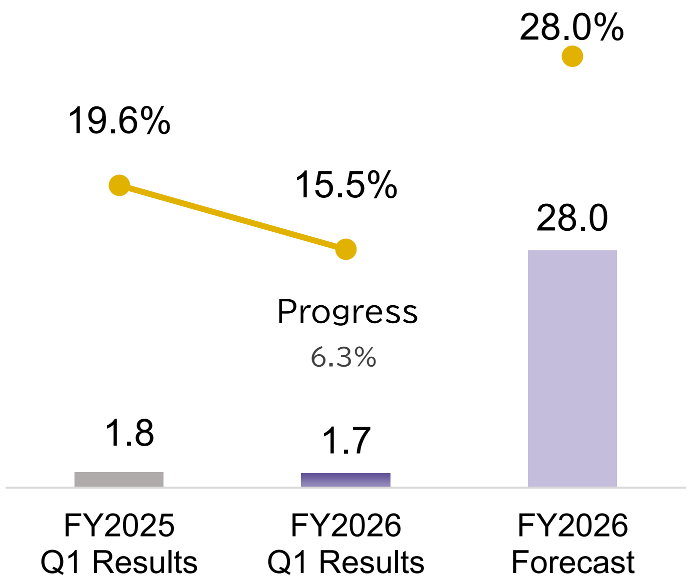
Segment Performance | Real Estate Development and Other (Kajima Corporation)

Revenues

Billions of yen

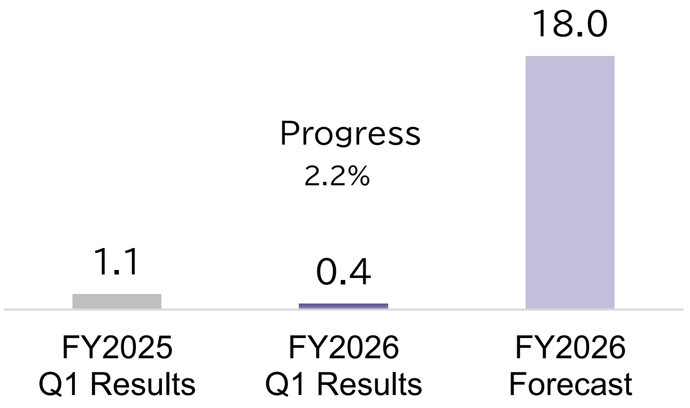


Gross profit



Domestic real estate development business net income

* Business management figure obtained by combining net income of Kajima Corporation's real estate development business and that of its real estate development-related domestic subsidiaries and affiliates

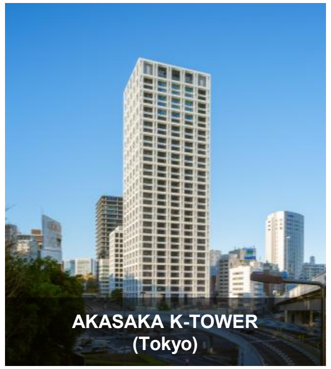


- There were no property sales in Q1, and the leasing business accounted for most of the segment's earnings. Revenues and gross profit were in line with the same period of the previous fiscal year.
- Going forward, we plan to sell several properties, including offices in the Tokyo metropolitan area. Sales contracts for some of these were signed in FY2025, and we expect the domestic real estate development business to achieve its full-year net income forecast of 18.0 billion yen.

KAJIMA

Segment Performance | Major Domestic Real Estate Development Projects

Properties in operation


AKASAKA K-TOWER
(Tokyo)


YOKOHAMA
GATE TOWER
(Kanagawa)

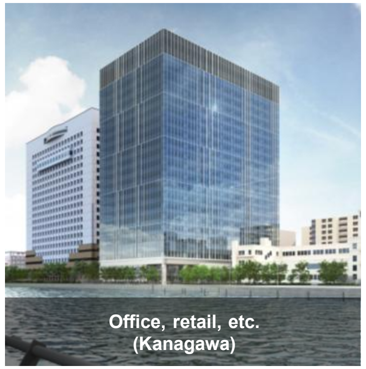

HANEDA INNOVATION CITY
(Tokyo)

■Operating Properties: 53 ■Occupancy Rate: Approximately 95% ■NOI Yield: Approximately 6%

Scheduled for completion in FY2026


Retail, office, etc.
(Tokyo)

Construction start:
November 2023
Completion: July 2026

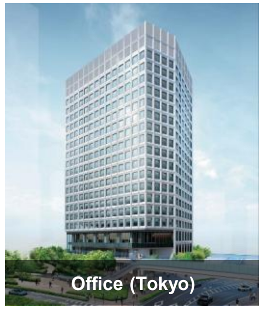

Office, retail, etc.
(Kanagawa)

Construction start:
May 2024
Completion: January 2027


Logistics warehouse
(Miyagi)

Construction start:
January 2026
Completion: March 2027

in FY2027


Office (Tokyo)

Construction start:
July 2024
Completion:
September 2027

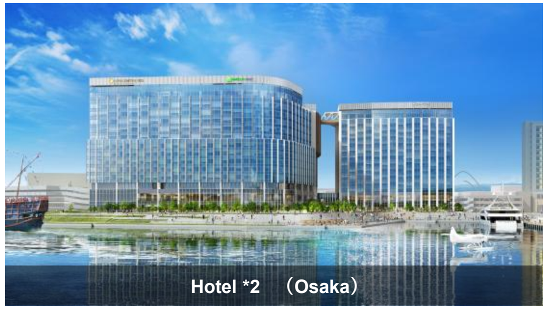

Hotel*1 (Kyoto)

Construction start:
May 2025
Completion:
January 2028

in FY2028


Office, retail
(Tokyo)

Construction start:
August 2024
Completion:
January 2029


Hotel *2 （Osaka）

Construction start:
December 2025
Completion:
January 2029

in FY2029 and beyond


Office, commercial facilities
(Kanagawa)

Construction start: FY2026
Completion: FY2030

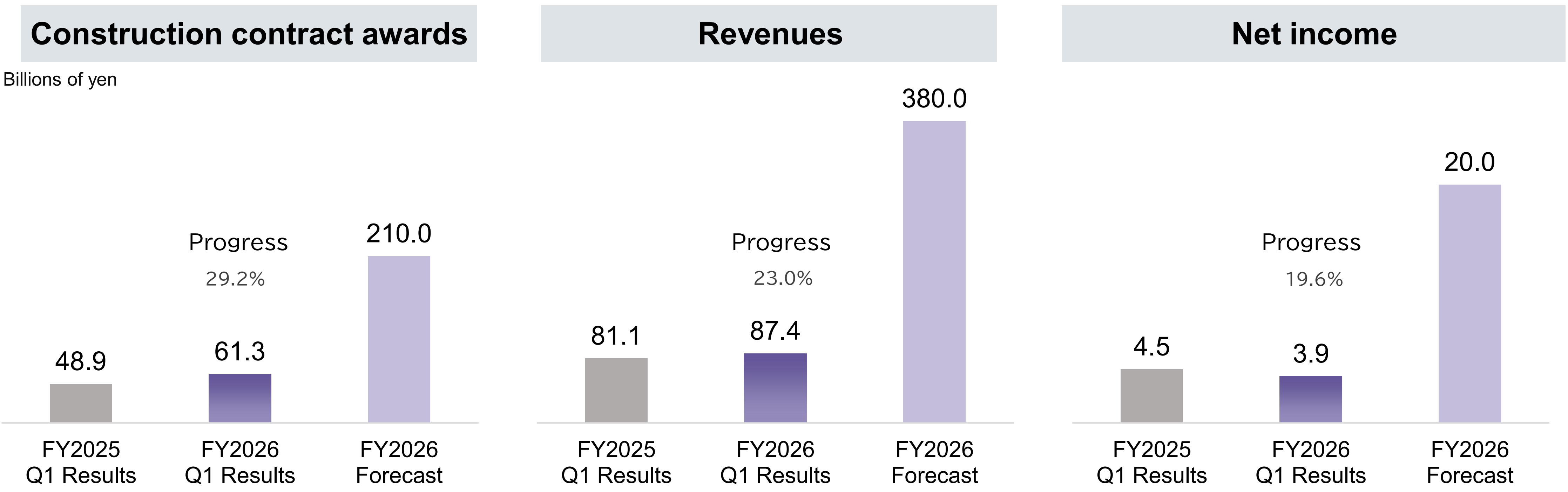
Sports facilities（Tokyo）

Construction start: FY2025
Completion: FY2030

*1 A development project by Eaton Real Estate Co. Ltd., a Kajima Group company
*2 Source: Sakurajima Development G.K.

KAJIMA

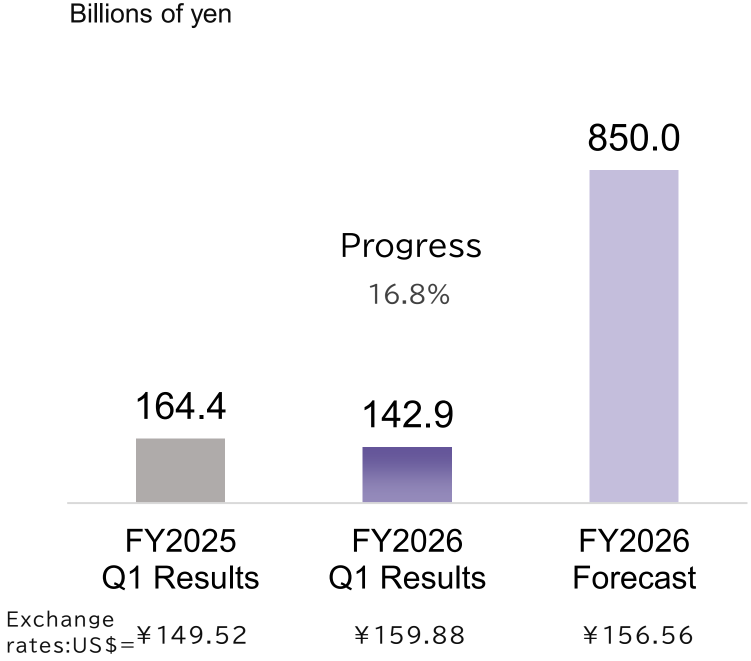
Segment Performance | Domestic Subsidiaries and Affiliates



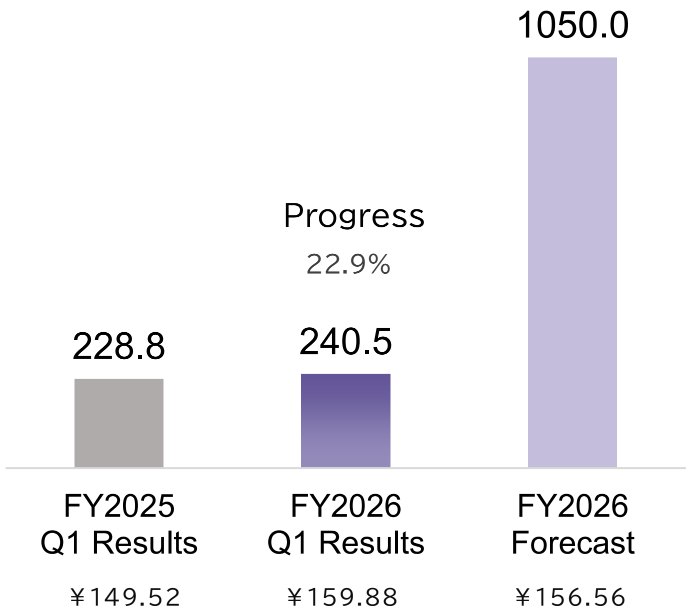
- Construction contract awards increased YoY, with an increase in orders from clients outside the Group, and are progressing steadily toward the full-year forecast.
- Revenues increased YoY, driven by steady construction progress in the construction business, together with higher sales of construction materials and equipment.
- Net income fell below the same period of the previous fiscal year, when income at some construction-related subsidiaries and affiliates was particularly high, but there is no particular concern about achieving the full-year forecast.

Segment Performance | Overseas Subsidiaries and Affiliates

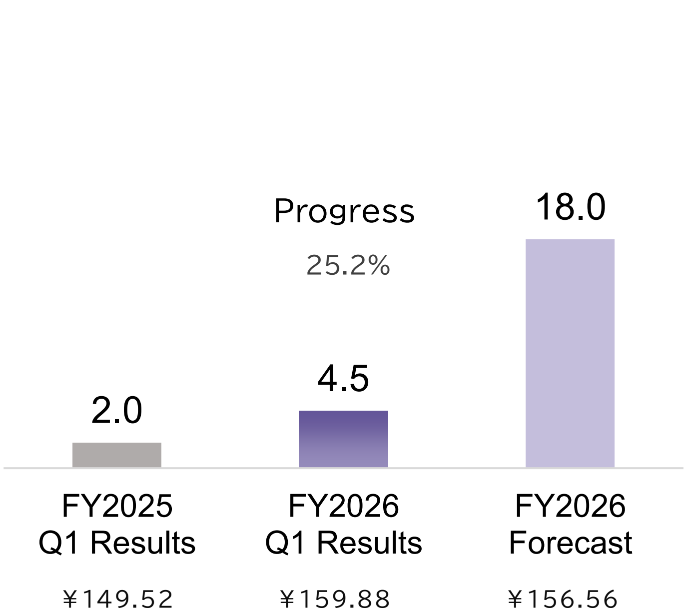
Construction contract awards



Revenues



Net income



- Construction contract awards increased in Southeast Asia and Oceania but declined in the U.S. and Europe. Overall, overseas contract awards decreased YoY.
- Revenues and net income both increased YoY. In the U.S., three property sales were completed in the distribution warehouse development business, and the construction business also outperformed the same period of the previous fiscal year, driving results at overseas subsidiaries and affiliates.
- With the international situation remaining unstable, we will respond flexibly to changes in interest rates and price levels and aim to achieve the full-year forecast.

Segment Performance | Overseas Subsidiaries and Affiliates

Results Highlights — Breakdown by construction and real estate development segments

*Figures for each business segment are before inter-segment transaction adjustments

Billions of yen

	Construction and Other					Real Estate				
	FY2025	FY2026		FY2026		FY2025	FY2026		FY2026	
	Q1 Result	Q1 Result	YoY change	Forecast	YoY change	Q1 Result	Q1 Result	YoY change	Forecast	YoY change
Revenues	216.8	200.6	(16.1)	850.0	(98.1)	12.1	39.9	27.7	200.0	56.8
Gross Profit	14.2	11.9	(2.2)	49.5	(15.4)	3.8	12.0	8.2	41.8	13.2
	6.6%	6.0%	-0.6pp	5.8%	-1.1pp	31.3%	30.2%	-1.1pp	20.9%	+0.9pp
Operating Income	6.4	2.3	(4.1)	9.8	(13.2)	(0.3)	6.5	6.8	17.8	8.8
Nonoperating Income	1.1	0.6	(0.4)	1.6	(2.6)	(2.6)	(0.3)	2.2	2.7	12.4
Ordinary Income	7.5	2.9	(4.5)	11.5	(15.8)	(3.0)	6.1	9.1	20.5	21.3
Extraordinary Income	0.0	0.0	(0.0)	0.0	0.0	0.0	0.0	(0.0)	4.9	3.4
Net Income Attributable to Noncontrolling Interests	5.7	2.2	(3.5)	8.2	(11.5)	(2.9)	2.6	5.5	15.1	19.7
Exchange rate per US$=	¥149.52	¥159.88		¥156.56		¥149.52	¥159.88		¥156.56	
Rate as of :	March 31, 2025	March 31, 2026		December 31, 2025		March 31, 2025	March 31, 2026		December 31, 2025	

- In the construction and other businesses, revenues and income fell compared with the same period of the previous fiscal year, which had benefited from highly profitable large-scale projects. Even so, the gross profit margin held at 6.0%, and the business is progressing steadily against the full-year forecast. We will continue to steadily advance large-scale projects in Q2 and beyond, aiming to achieve the full-year forecast.
- In the real estate development business, revenues and income increased YoY, supported by the sale of three properties in the U.S. distribution warehouse business. While monitoring interest rates and real estate market conditions, we will continue to advance sales of a diverse range of assets, including distribution warehouses, in Q2 and beyond.

Segment Performance | Overview of Overseas Real Estate Development Business by Region

Region/ Characteristics of business	Core business (operating company, property name, etc.)	Type of business*	Items recorded as profit*	Progress
United States Mainly short-term turnover sales business	Distribution warehouse (Core5)	Sales business On-balance sheet	Gross profit Operating income	• 47 projects in operation or under development. Q1: three sales, two new starts. • 10–15 sales planned for the full year. Market conditions show signs of recovery, with distribution warehouse transaction volume up more than 30% YoY. Sales contracts have been signed for several properties slated for sale in Q2 and beyond, and progress toward the target is steady.
	Multifamily development (Flournoy, BCDC)	Sales business Off-balance sheet	Non-operating income (Gain on investments in the real estate development business)	• 54 projects in operation or under development. Q1: one sale, two new starts. • With new multifamily supply having peaked, rents and vacancy rates are on an improving trend, if only modestly. Occupancy at operating properties is holding at around 90%. We are working to raise NOI while pursuing sales timed to trends in interest rates and cap rates.
Europe Mainly short-term turnover sales business	Distribution warehouse (KPE)	Sales business Off-balance sheet	Non-operating income (Equity in earnings of affiliates)	• 12 projects in operation or under development. Q1: one sale. • Although geopolitical risk and interest rate trends require close attention, demand for logistics facilities remains firm, and market conditions are expected to move into a gradual recovery. We continue to focus on leasing operating properties ahead of the planned sale of several of them.
	Renewable energy generation facility (PAD-RES, Poland)	Sales business Off-balance sheet	Non-operating income (Equity in earnings of affiliates)	• Three projects in operation and 18 under development or planning, centered on solar power facilities. Combined generation capacity across the 21 projects is approximately 1,500 MW. • We aim to sell to operators and investors in Japan and overseas, broadening our options to include partial stake sales of completed properties and pre-construction sales of properties that have already obtained development permits.
Asia Mainly long-term holdings in the leasing business	Complex facility management and operation (Senayan Square, Indonesia)	Leasing business On-balance sheet	Gross profit Operating income	• Occupancy at hotels and retail facilities remained steady. • Office occupancy in Asia in Q1 FY2026 was generally above FY2025 levels. We continue to pursue leasing activity to strengthen earning power.
Strengthening sales business	Hotels, rental factories, etc. (Indochina Kajima Development, Vietnam)	Sales business On-balance sheet	Gross profit Operating income	• 22 projects in operation, under development, or in planning in Vietnam. Occupancy at the three Core5-branded rental factories remains high. • Several property sales are planned for FY2026, including partial stake sales.

* Depending on the project, the business structure differs, and profits may be recorded under different accounts.

KAJIMA

Cash Allocation (FY 2024-FY2026)

＊No changes have been made since the original materials released on May 14, 2026.

Strengthening stockholder returns and invest in the supply chain, using profits exceeding the plan and proceeds from the sale of strategic shareholdings as the main funding sources

Cash Allocation (figures show change vs. the time the Medium-Term Business Plan was formulated)

Cash In

Sale of strategic shareholdings: Up ¥40.0 billion

Sales amount increased to meet target of “less than 20% of consolidated net assets.”

Interest-bearing debt (no change)

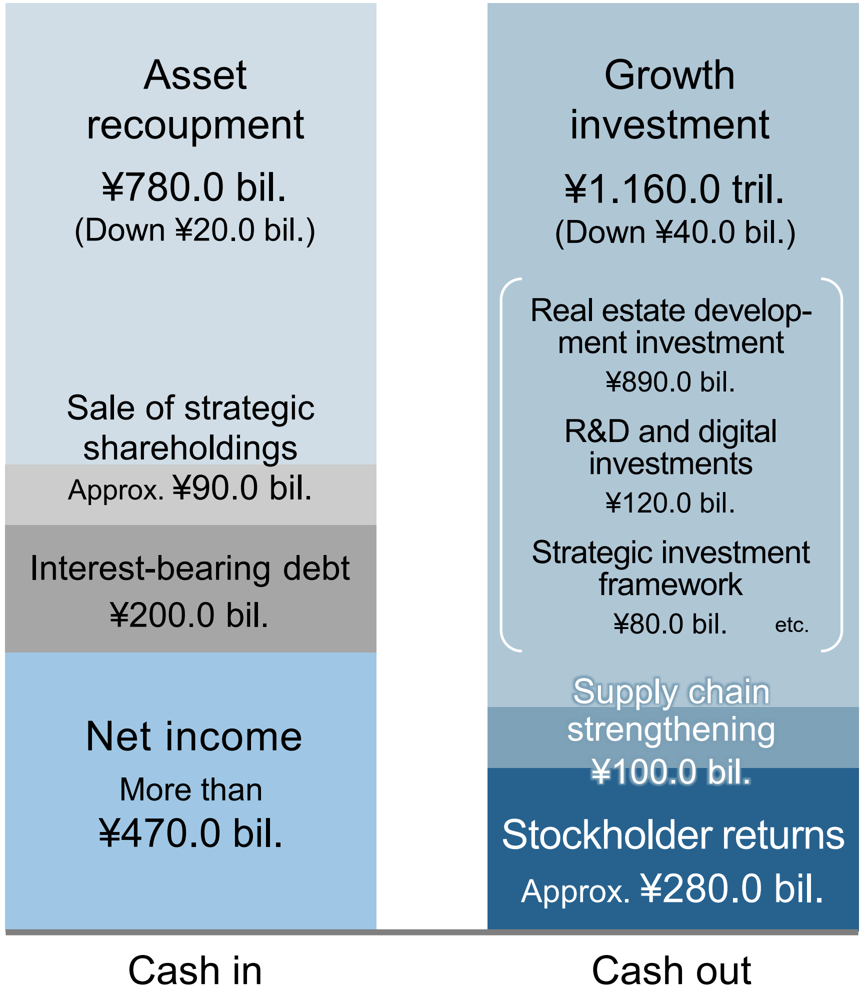
D/E ratio guideline of 0.7x maintained

Note: Temporary increases in working capital and interest-bearing debt accompanying the larger scale and longer duration of construction projects are excluded from cash allocation.

Net income: Up ¥120.0 billion

Driven by the domestic construction and real estate development, profit growth is accelerating.
We will maintain ROE above 10%.

Note: Figures take into account human capital investment, such as wage increases. Wage increases have been implemented for five consecutive years.



Cash Out

Net investment: Down ¥20.0 billion

Investment focused on projects that contribute to corporate value, with recoupment targeted through well-timed sales of developed properties.

Note: Net investment = growth investment − asset recoupment

Supply chain strengthening: Up ¥100.0 billion

Measures implemented to strengthen the supply chain over the medium- to long-term (Details on p.29)

Stockholder returns: Up ¥80.0 billion

Dividends: approx. ¥190.0 bil. (Up ¥50.0 bil.)
Share buybacks: approx. ¥90.0 bil. (Up ¥30.0 bil.)

With dividends targeting a payout ratio of 40% and flexible share buybacks, we will enhance stockholder returns in line with profit growth.

Reduction of Strategic Shareholdings

Steadily selling strategic shareholdings beginning Q1, toward the target of "less than 20% of consolidated net assets"

	As of May 2024 (the time the Medium-Term Business Plan was formulated)	As of May 2026 (the time the Financial strategy was updated)
Sales amount	about 50 billion yen over the three years (FY2024-FY2026)	about 90 billion yen over the three years (FY2024-FY2026)
balance	Reduce to less than 20% of consolidated net assets by the end of FY2026 and continue reducing thereafter.	

Strategic shareholdings balance

	March 31, 2025	March 31, 2026	June 30, 2026
Balance sheet value	253.5	304.1	287.3
ratio to consolidated net assets	19.8%	21.2%	20.7%
Number of stocks (listed stocks)	278 (100)	272 (97)	271 (95)

Strategic shareholdings sales amount

	FY2024	FY2025	FY2026 (Q1 result)	FY2026 (target)
Amount of sales	20.3	21.0	6.0	Approx. 50.0
Number of stocks sold (including partial sales)	34	23	5	-

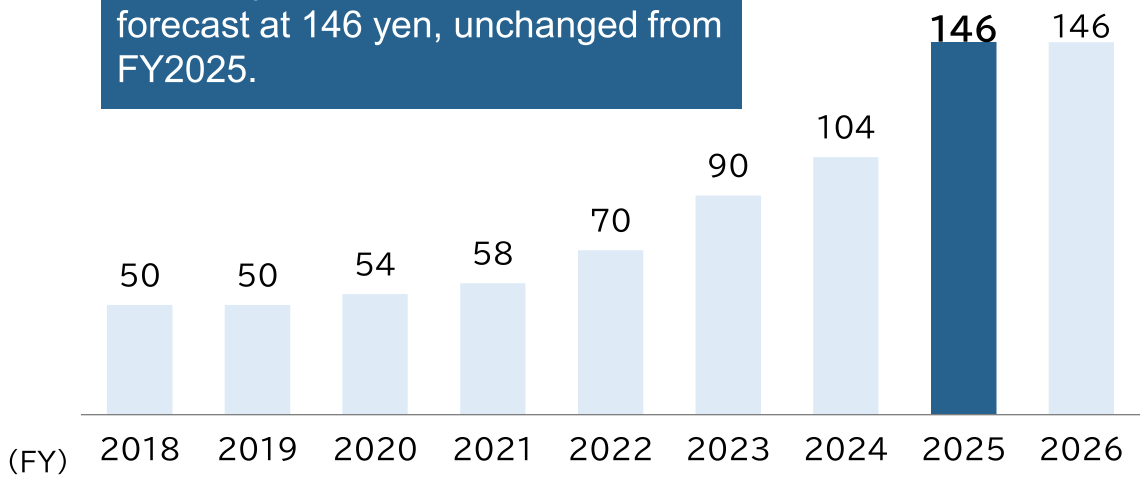
Expanding Stockholder Returns

Stockholder Return Policy

The basic policy is to implement dividends with a target payout ratio of 40%, as well as to flexibly contribute to stockholder returns through purchases of treasury stock and other means, with consideration of business performance, financial condition, and business environment.

Dividend per share

The full-year dividend for FY2026 is forecast at 146 yen, unchanged from FY2025.



Share buybacks

(FY)	2023	2024	2025	2026
Acquisition of own shares (billions of yen)	10.0	30.0	20.0	40.0

In FY2026, we carried out record share buybacks totaling 40.0 billion yen, and they have already been completed in full.

Share buybacks have been undertaken for eight consecutive years since 2019, totaling approximately 150.0 billion yen.

(FY)	2018	2019	2020	2021	2022	2023	2024	2025	2026
Dividend payout ratio	23.6%	24.9%	28.0%	27.9%	30.7%	37.7%	39.0%	38.4%	39.7%
Acquisition of own shares (billions of yen)	-	10.0	10.0	20.0	10.0	10.0	30.0	20.0	40.0
Consolidated net income (billions of yen)	109.8	103.2	98.5	103.9	111.8	115.0	125.8	177.3	170.0
ROE	15.5%	13.4%	11.8%	11.4%	11.2%	10.2%	10.2%	13.3%	A level above 10%

Advancing Initiatives to Raise Productivity and Strengthen Automated Construction Technology

Making Enzan Koubou, a company specializing in tunnel measurement and construction management systems, a wholly owned subsidiary

enzan koubou

Company name	Enzan Koubou Co., Ltd.
Established	2001
Capital	80 million yen
Employees	149 (as of July 2026)
Financial overview	Revenues: Approx. 4.0 billion yen Net income: Approx. 0.4 billion yen

- **Enzan Koubou** possesses an **industry-leading technology base** in measurement and construction management systems for mountain tunnels and shield tunnels, covering everything from system development to on-site implementation.
- **A track record of deployment at approximately 3,900 sites in Japan and overseas,** with **the leading market share in Japan** for mountain tunnel surveying systems.
- Enzan Koubou is scheduled **to become a wholly owned subsidiary** around the end of August 2026.
- By combining the Kajima Group's technological capabilities with Enzan Koubou's strengths in system development and on-site implementation, we aim to **advance construction DX (digital transformation) and strengthen automated construction technology**.

Investment in Noetra, a Japanese AI developer

- **Noetra** is **developing foundation models for "physical AI"** focused on the manufacturing sector.
- **Kajima is the only general contractor among the investors.**
- The investment is intended to provide access to the latest developments in AI technology and to advanced expertise, and to **raise productivity and strengthen competitiveness** by linking these with Kajima's own technologies and data.

Ministry of Economy, Trade and Industry → Support: Of one trillion yen → **Noetra Corp.** Domestic AI development ← Investment: Over 1.0 billion yen ← 44 Japanese companies

Leveraging the "manufacturing data" held by Japanese companies to strengthen the international competitiveness of "physical AI."

KAJIMA GROUP

Inquiries

Corporate Communication Group,
Corporate Planning Department
E-Mail：ir@ml.kajima.com

Disclaimer: All financial information has been prepared in accordance with generally accepted accounting principles in Japan. While every attempt has been made to ensure the accuracy of information, forecasts contained in this slides are based on the judgments made with information available as at August 5, 2026, and are subject to risks and uncertainties that may cause the actual results to vary. 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.