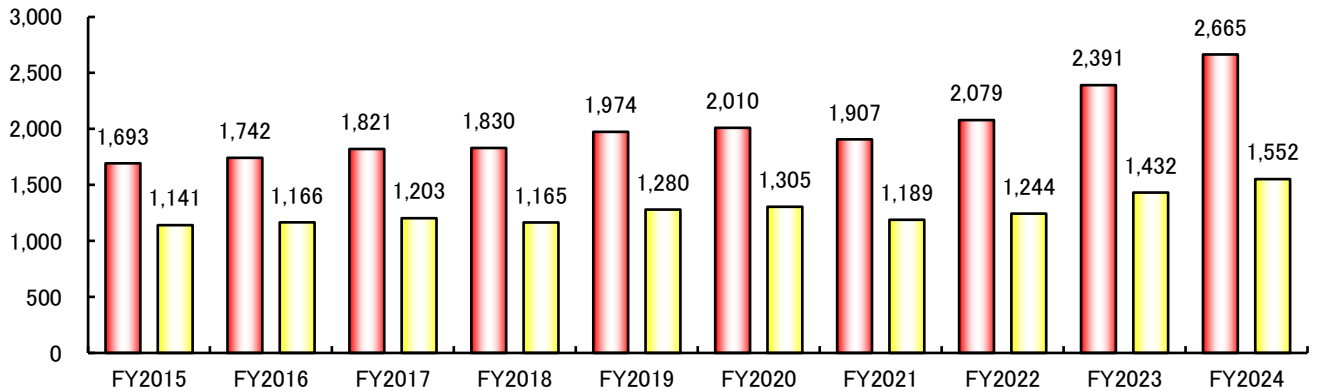


Revenues

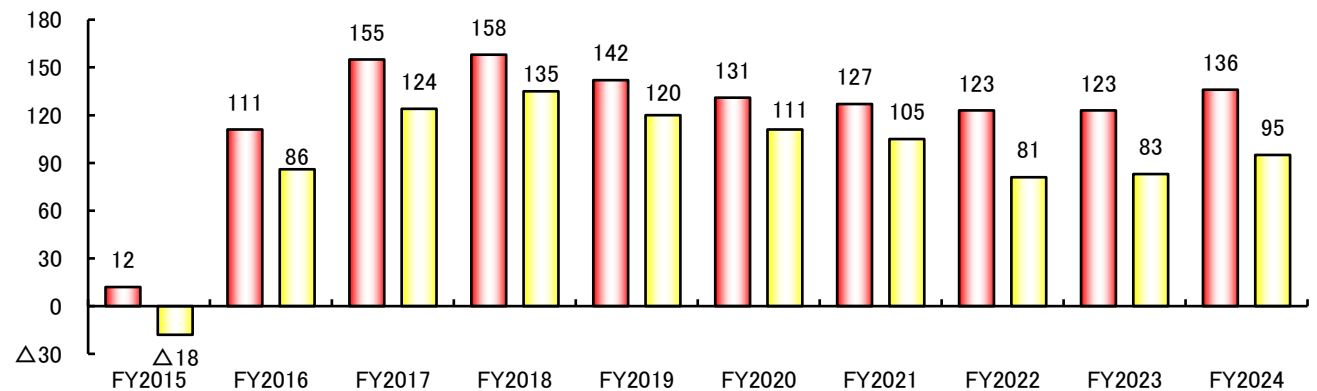
Consolidated Non-Consolidated

(Billions of Yen)


Operating Income

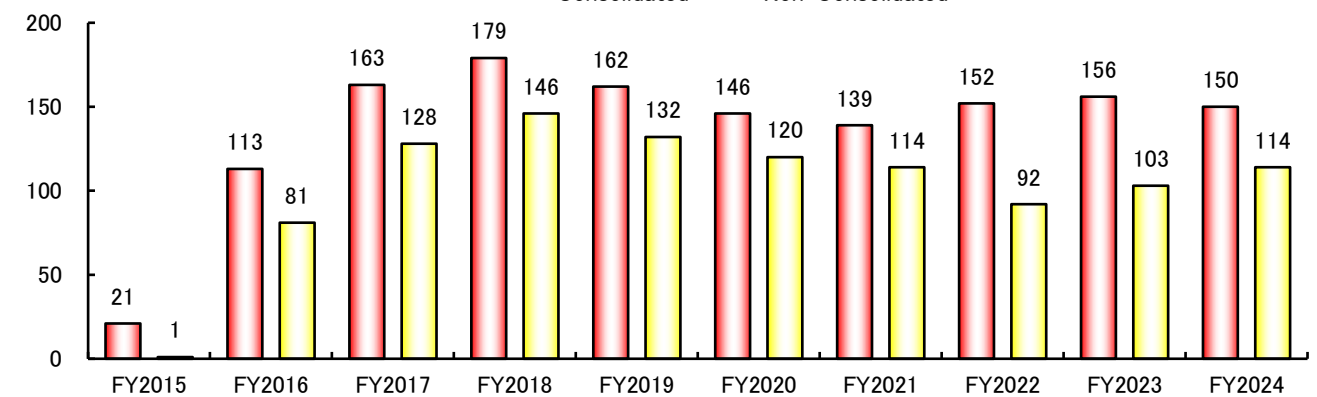
Consolidated Non-Consolidated

(Billions of Yen)


Ordinary Income

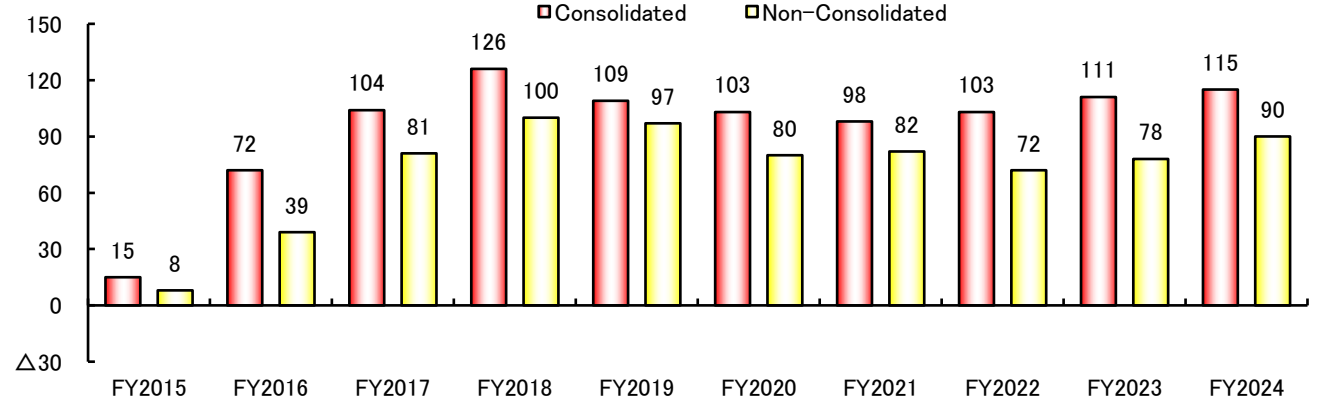
Consolidated Non-Consolidated

(Billions of Yen)


Net Income Attributable to Owners of the Parent

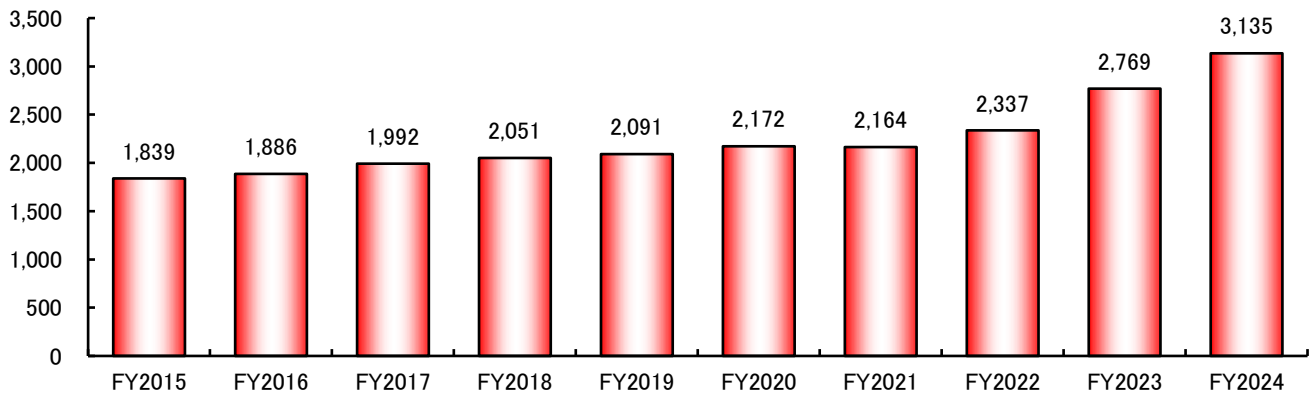
Consolidated Non-Consolidated

(Billions of Yen)



■ Total Assets (Consolidated)

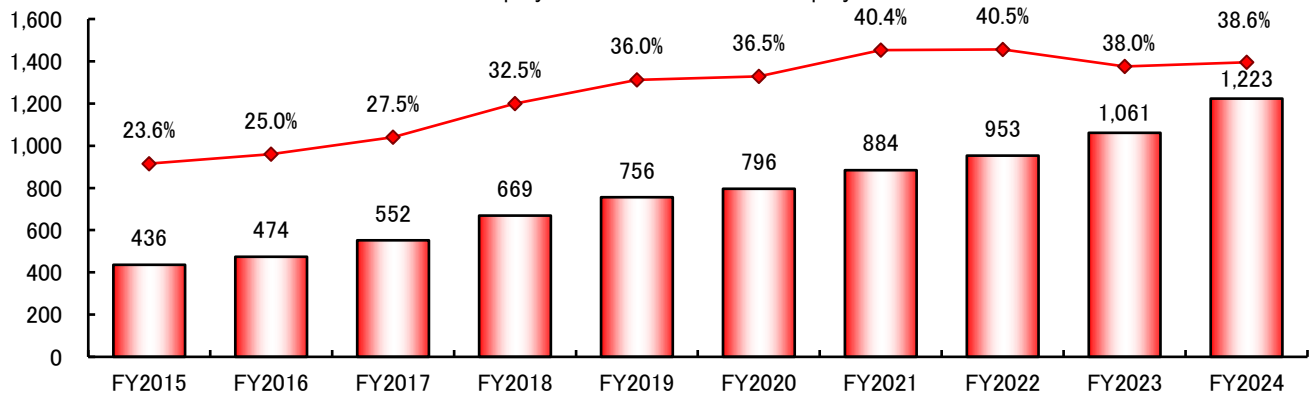
(Billions of Yen)


■ Total Equity (Consolidated)

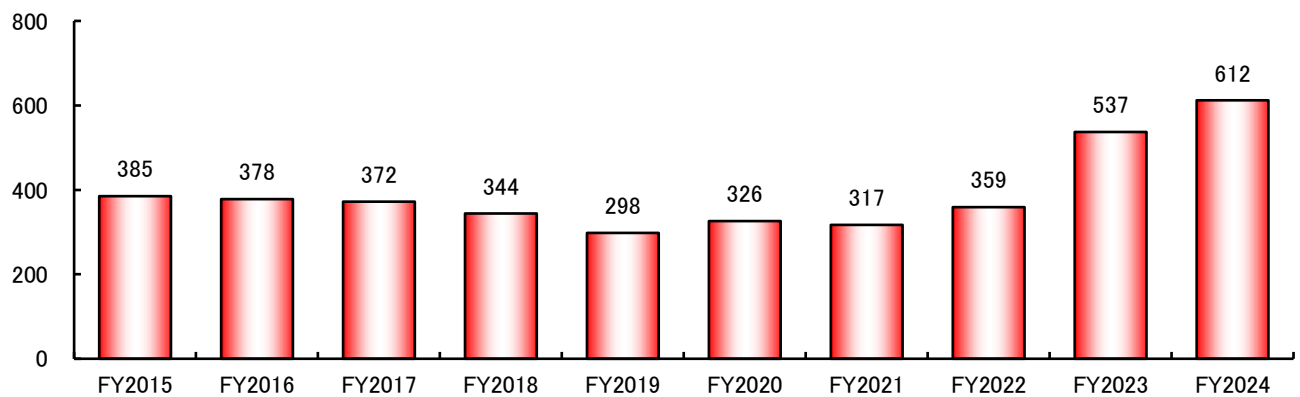
■ Total Equity

◆ Owners' Equity Ratio

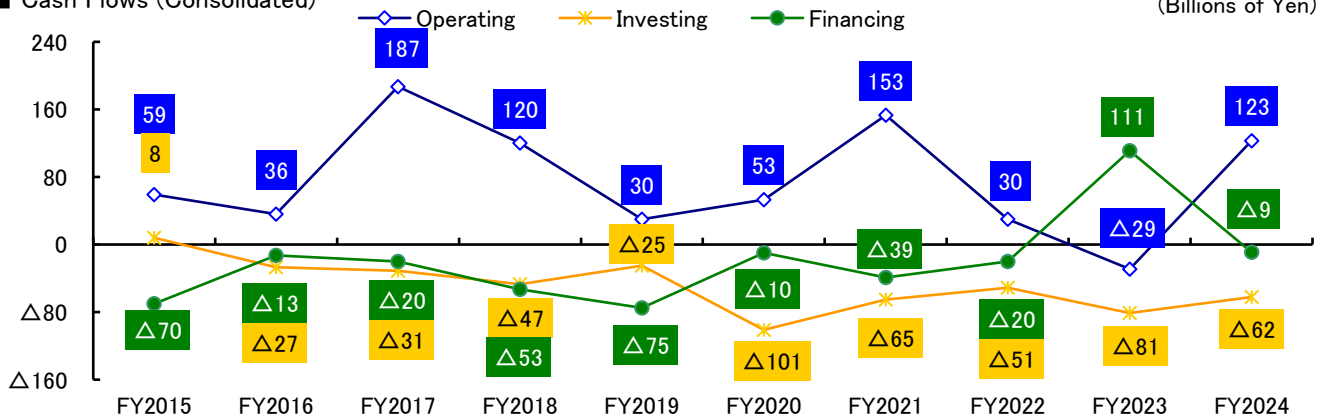
(Billions of Yen)


■ Interest-bearing Debt (Consolidated)

(Billions of Yen)

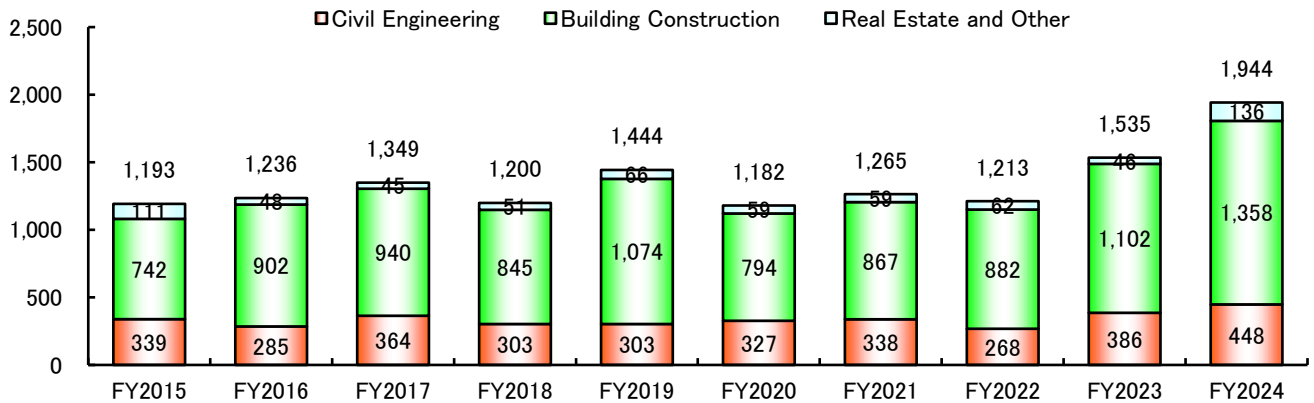

■ Cash Flows (Consolidated)

(Billions of Yen)



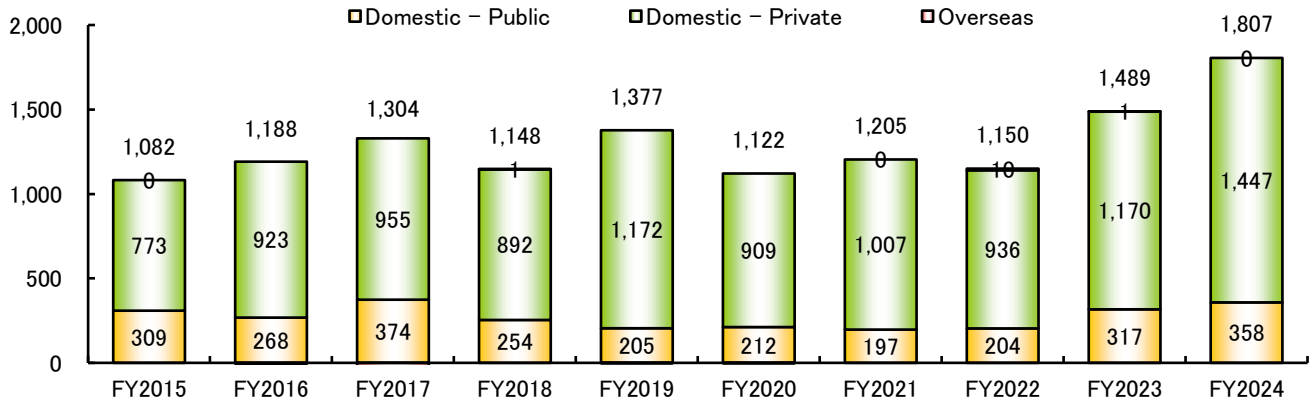
Contract Awards (Non-Consolidated)

(Billions of Yen)



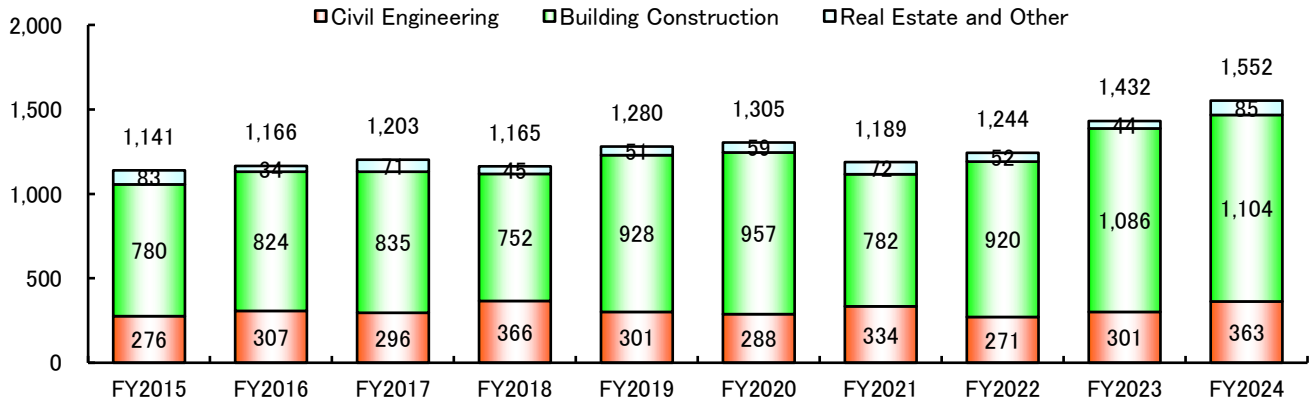
Construction Contract Awards (Non-Consolidated)

(Billions of Yen)

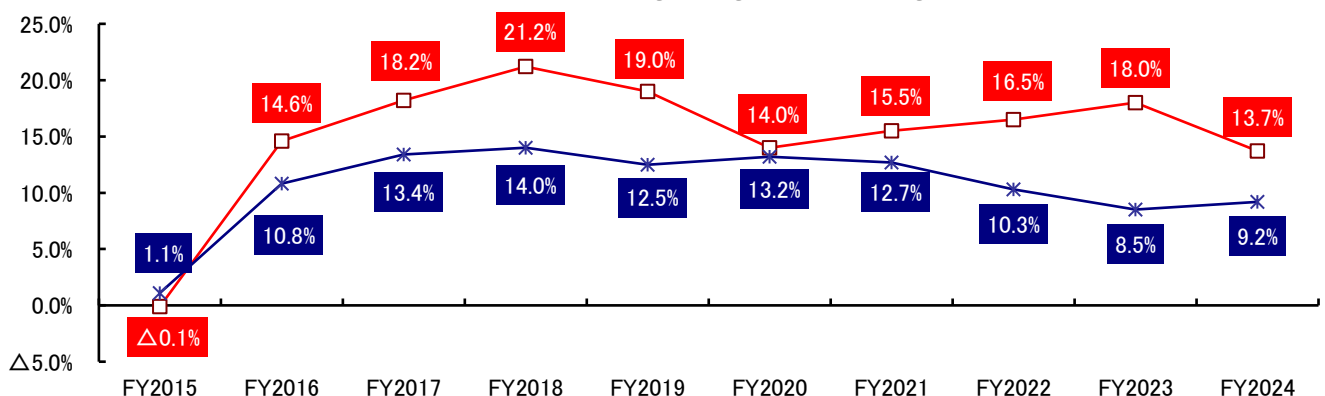


Revenues (Non-Consolidated)

(Billions of Yen)



Gross Profit Margin (Non-Consolidated)



Consolidated	(Billions of Yen)									
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Revenues	1,693	1,742	1,821	1,830	1,974	2,010	1,907	2,079	2,391	2,665
Gross Profit	96	199	247	258	251	248	241	255	267	291
Selling, General and Administrative Expenses	84	88	91	100	108	116	114	132	143	155
Operating Income	12	111	155	158	142	131	127	123	123	136
Ordinary Income	21	113	163	179	162	146	139	152	156	150
Net Income Attributable to Owners of the Parent	15	72	104	126	109	103	98	103	111	115
Basic Net Income per Share (Yen)	14.58	69.66	101.01	244.29	211.67	200.99	193.13	208.00	227.98	238.76
Operating Margin	0.7%	6.4%	8.5%	8.7%	7.2%	6.6%	6.7%	5.9%	5.2%	5.1%
Construction Contract Awards	1,474	1,795	1,728	1,685	2,010	1,752	1,720	1,929	2,196	2,927
Total Assets	1,839	1,886	1,992	2,051	2,091	2,172	2,164	2,337	2,769	3,135
Total Equity	436	474	552	669	756	796	884	953	1,061	1,223
Owners' Equity per Share (Yen)	418.86	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
Owners' Equity Ratio	23.6%	25.0%	27.5%	32.5%	36.0%	36.5%	40.4%	40.5%	38.0%	38.6%
Interest-bearing Debt	385	378	372	344	298	326	317	359	537	612
ROE	3.8%	16.0%	20.6%	20.9%	15.5%	13.4%	11.8%	11.4%	11.2%	10.2%
Cash Flow – Operating Activities	59	36	187	120	30	53	153	30	△29	123
Cash Flow – Investing Activities	8	△27	△31	△47	△25	△101	△65	△51	△81	△62
Cash Flow – Financing Activities	△70	△13	△20	△53	△75	△10	△39	△20	111	△9
Overseas Revenues	326	375	402	461	457	470	490	624	740	861
North America	193	202	218	180	210	234	268	388	413	496
Europe	23	19	15	22	35	29	29	41	70	44
Asia	128	122	113	127	119	107	100	95	151	177
Oceania	–	–	54	107	92	98	91	96	103	140
Other Area	△18	31	0	23	0	0	0	1	1	3
Overseas Revenues / Total Revenues Ratio	19.3%	21.6%	22.1%	25.2%	23.2%	23.4%	25.7%	30.0%	30.9%	32.3%
Cash Dividends per Share (Yen)	5.0	12.0	20.0	48.0	50.0	50.0	54.0	58.0	70.0	90.0

Non-Consolidated

(Billions of Yen)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Revenues	1,141	1,166	1,203	1,165	1,280	1,305	1,189	1,244	1,432	1,552
Gross Profit	31	137	178	192	181	177	171	154	157	172
Selling, General and Administrative Expenses	49	50	53	57	60	66	66	73	74	77
Operating Income	△18	86	124	135	120	111	105	81	83	95
Ordinary Income	1	81	128	146	132	120	114	92	103	114
Net Income	8	39	81	100	97	80	82	72	78	90
Basic Net Income per Share (Yen)	7.73	37.52	78.60	192.96	186.74	155.72	162.06	144.29	159.61	186.72
Contract Awards	1,193	1,236	1,349	1,200	1,444	1,182	1,265	1,213	1,535	1,944
Civil Engineering	339	285	364	303	303	327	338	268	386	448
Building Construction	742	902	940	845	1,074	794	867	882	1,102	1,358
Total Construction ... (A)	1,082	1,188	1,304	1,148	1,377	1,122	1,205	1,150	1,489	1,807
Real Estate and Other	111	48	45	51	66	59	59	62	46	136
Construction Contract Awards ... (A)										
Domestic – Public	309	268	374	254	205	212	197	204	317	358
Domestic – Private	773	923	955	892	1,172	909	1,007	936	1,170	1,447
Overseas	0	△4	△25	1	△0	△0	0	10	1	0
Revenues	1,141	1,166	1,203	1,165	1,280	1,305	1,189	1,244	1,432	1,552
Civil Engineering	276	307	296	366	301	288	334	271	301	363
Building Construction	780	824	835	752	928	957	782	920	1,086	1,104
Total Construction	1,057	1,132	1,132	1,119	1,229	1,245	1,117	1,192	1,387	1,467
Real Estate and Other	83	34	71	45	51	59	72	52	44	85
Gross Profit Margin	0.8%	11.9%	14.7%	16.4%	14.1%	13.4%	13.6%	11.7%	10.6%	10.3%
Civil Engineering	△0.1%	14.6%	18.2%	21.2%	19.0%	14.0%	15.5%	16.5%	18.0%	13.7%
Building Construction	1.1%	10.8%	13.4%	14.0%	12.5%	13.2%	12.7%	10.3%	8.5%	9.2%
Total Assets	1,413	1,436	1,529	1,535	1,546	1,593	1,558	1,642	1,764	1,918
Total Equity	297	308	370	465	545	563	638	656	693	791
Owners' Equity per Share (Yen)	286.45	296.91	356.30	895.59	1,049.18	1,096.69	1,261.00	1,330.57	1,423.48	1,641.52
Owners' Equity Ratio	21.1%	21.5%	24.2%	30.3%	35.3%	35.3%	41.0%	40.0%	39.3%	41.3%
Interest-bearing Debt	305	295	287	262	203	222	177	199	209	169

(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.