

10 Year Highlights

(Consolidated)

(FY)	2005	2006	2007
Construction Contract Awards	1,462.7	1,612.5	1,677.2
Revenues	1,770.8	1,891.3	1,894.0
Operating Income (Loss)	55.6	55.4	18.0
Recurring Profit	55.2	58.6	29.4
Net Income (Loss)	22.1	41.3	40.7
Basic Net Income (Loss) per Share (Yen)	20.81	39.29	39.13
Return on Equity (ROE) (%)	8.6	13.0	12.8
Operating Margin (%)	3.1	2.9	1.0
Total Assets	1,905.9	2,107.2	1,918.3
Shareholders' Equity	—	340.6	297.2
Net Assets	297.0	350.9	305.4
Shareholders' Equity Ratio (%)	15.6	16.2	15.5
Net Assets per Share (Yen)	282.19	324.12	292.63
Interest-bearing Debt	458.5	463.8	473.8
Debt Equity Ratio	1.54	1.36	1.59
Cash Dividends per Share (Yen)	6.0	7.0	7.0
Cash Flow from Operating Activities	53.4	(4.1)	(52.5)
Cash Flow from Investing Activities	(14.8)	22.1	3.0
Cash Flow from Financing Activities	(35.9)	(4.8)	(7.6)
R&D Costs	9.5	9.1	9.6
Capital Investment	21.9	39.8	34.5
Number of Employees (Consolidated)	15,951	14,837	14,934
(Non-consolidated)	9,234	9,084	8,817

(¥billion)

2008	2009	2010	2011	2012	2013	2014
1,585.4	1,138.3	1,188.4	1,296.0	1,333.2	1,573.5	1,474.8
1,948.5	1,637.3	1,325.6	1,457.7	1,485.0	1,521.1	1,693.6
19.6	(6.7)	17.2	29.4	18.4	23.0	12.6
15.9	9.0	17.5	41.3	24.6	27.0	21.3
(6.2)	13.2	25.8	3.8	23.4	20.7	15.1
(6.20)	13.03	24.87	3.69	22.55	19.98	14.58
(2.4)	5.4	10.0	1.5	8.1	6.0	3.8
1.0	(0.4)	1.3	2.0	1.2	1.5	0.7
1,885.4	1,796.8	1,644.9	1,686.2	1,686.0	1,789.4	1,839.2
231.1	261.8	252.8	256.7	320.4	368.2	434.9
239.0	262.1	253.2	256.7	318.1	364.1	436.9
12.3	14.6	15.4	15.2	19.0	20.6	23.6
227.56	251.97	243.35	247.12	308.49	354.62	418.86
540.5	620.0	558.9	525.7	480.1	444.7	385.0
2.34	2.37	2.21	2.05	1.50	1.21	0.89
6.0	6.0	6.0	5.0	5.0	5.0	5.0
16.1	(76.9)	64.0	81.7	58.4	32.9	59.2
(30.5)	(5.7)	2.9	(38.7)	36.7	17.3	8.3
74.6	71.9	(50.5)	(37.7)	(58.6)	(17.1)	(70.7)
9.9	10.0	9.7	9.1	8.4	7.8	7.7
23.1	23.8	22.9	35.9	20.5	19.8	25.4
15,608	15,189	15,083	15,149	15,468	15,391	15,383
8,705	8,452	8,164	7,925	7,737	7,657	7,546