

# KAJIMA FACT BOOK

2020.3 (Financial Year ended March 31, 2020)

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## KAJIMA CORPORATION

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## ■ Profile

### Company Name

KAJIMA CORPORATION

### Corporate Philosophy

"As a group of individuals working together as one, we pursue creative progress and development founded on both rational, scientific principles and a humanitarian outlook, through which we strive to continually advance our business operations and contribute to society."

### Established / Incorporated

Established in 1840 / Incorporated in 1930

### Head Office

3-1, Motoakasaka 1-chome, Minato-ku, Tokyo 107-8388, Japan

### Paid-in Capital (as of March 31, 2019)

Paid-in Capital ¥81,447 million

### Number of Shares (as of March 31, 2019)

Authorized 1,250,000,000  
Issued and Outstanding 528,656,011

### Business Domain

Construction (Civil Engineering and Building Construction), Real Estate Development, Architectural Design, Civil Engineering Design, Engineering, and Other

### Contract Awards (Financial Year ended March 31, 2020)

Consolidated (Construction) ¥1,752,800 million  
Nonconsolidated ¥1,182,065 million

### Revenues (Financial Year ended March 31, 2020)

Consolidated ¥2,010,751 million  
Nonconsolidated ¥1,305,057 million

### Ordinary Income (Financial Year ended March 31, 2020)

Consolidated ¥146,645 million  
Nonconsolidated ¥120,593 million

### Net Income Attributable to Owners of Parent (Financial Year ended March 31, 2020)

Consolidated ¥103,242 million  
Nonconsolidated ¥80,136 million

### Total Assets (as of March 31, 2020)

Consolidated ¥2,172,108 million

### Total Equity (as of March 31, 2020)

Consolidated ¥796,020 million

### Staff Numbers (as of March 31, 2020)

Consolidated 18,673  
Nonconsolidated 7,887

## ■ Financial Summary (Consolidated)

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
Construction Contract Awards	1,188,438	1,296,042	1,333,291	1,573,595	1,474,855	1,795,875	1,728,300	1,685,971	2,010,147	1,752,800
Revenues	1,325,679	1,457,754	1,485,019	1,521,191	1,693,658	1,742,700	1,821,805	1,830,625	1,974,269	2,010,751
Operating Income	17,272	29,499	18,469	23,007	12,665	111,079	155,392	158,373	142,622	131,987
Ordinary Income	17,502	41,343	24,633	27,006	21,365	113,376	163,438	179,716	162,901	146,645
Net Income Attributable to Owners of the Parent	25,844	3,833	23,429	20,752	15,139	72,323	104,857	126,778	109,839	103,242
Basic Net Income per Share (Yen)	24.87	3.69	22.55	19.98	14.58	69.66	101.01	244.29	211.67	200.99
ROE	10.0%	1.5%	8.1%	6.0%	3.8%	16.0%	20.6%	20.9%	15.5%	13.4%
Operating Margin	1.3%	2.0%	1.2%	1.5%	0.7%	6.4%	8.5%	8.7%	7.2%	6.6%
<b>Total Assets</b>	<b>1,644,962</b>	<b>1,686,221</b>	<b>1,686,072</b>	<b>1,789,495</b>	<b>1,839,259</b>	<b>1,886,781</b>	<b>1,992,822</b>	<b>2,051,226</b>	<b>2,091,175</b>	<b>2,172,108</b>
Owners' Equity	252,886	256,715	320,449	368,231	434,915	471,295	548,533	666,020	753,278	791,786
Total Equity	253,299	256,705	318,126	364,126	436,952	474,051	552,552	669,795	756,924	796,020
Owners' Equity Ratio	15.4%	15.2%	19.0%	20.6%	23.6%	25.0%	27.5%	32.5%	36.0%	36.5%
Owners' Equity per Share (Yen)	243.35	247.12	308.49	354.62	418.86	453.93	528.46	1,283.38	1,451.66	1,544.71
Interest-bearing Debt	558,974	525,712	480,142	444,708	385,097	378,527	372,927	344,832	298,702	326,885
D/E Ratio	2.21	2.05	1.50	1.21	0.89	0.80	0.68	0.52	0.40	0.41
<b>Cash Dividends per Share (Yen)</b>	<b>6.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>12.0</b>	<b>20.0</b>	<b>48.0</b>	<b>50.0</b>	<b>50.0</b>
No. of Shares Outstanding - Year-end (excluding treasury stock)	('000 shares) 1,039,173	('000 shares) 1,038,834	('000 shares) 1,038,778	('000 shares) 1,038,395	('000 shares) 1,038,320	('000 shares) 1,038,251	('000 shares) 1,037,976	('000 shares) 518,958	('000 shares) 518,907	('000 shares) 512,578
No. of Shares Outstanding - Average (excluding treasury stock)	('000 shares) 1,039,235	('000 shares) 1,038,829	('000 shares) 1,038,806	('000 shares) 1,038,638	('000 shares) 1,038,358	('000 shares) 1,038,282	('000 shares) 1,038,088	('000 shares) 518,974	('000 shares) 518,924	('000 shares) 513,668
Cash Flows - Operating Activities	64,049	81,729	58,460	32,955	59,212	36,354	187,546	120,479	30,390	53,061
Cash Flows - Investing Activities	2,976	-38,724	36,715	17,388	8,304	-27,800	-31,912	-47,354	-25,346	-101,813
Cash Flows - Financing Activities	-50,579	-37,752	-58,628	-17,159	-70,743	-13,158	-20,577	-53,099	-75,007	-10,866

(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.

## ■ Financial Summary (Nonconsolidated)

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
Contract Awards	1,023,940	1,101,122	1,053,611	1,264,674	1,193,813	1,236,872	1,349,965	1,200,085	1,444,422	1,182,065
Construction Contract Awards	957,966	1,053,087	996,061	1,211,067	1,082,446	1,188,060	1,304,585	1,148,577	1,377,900	1,122,587
Revenues	970,413	1,100,424	1,069,925	1,046,007	1,141,014	1,166,147	1,203,845	1,165,175	1,280,366	1,305,057
Operating Income	7,962	17,683	1,315	5,113	-18,076	86,977	124,494	135,188	120,291	111,044
Ordinary Income	5,786	23,856	12,214	9,574	1,666	81,683	128,524	146,284	132,504	120,593
Net Income	4,540	-7,102	8,725	5,023	8,039	39,014	81,730	100,320	97,078	80,136
Basic Net Income per Share (Yen)	4.36	-6.82	8.39	4.83	7.73	37.52	78.60	192.96	186.74	155.72
Total Assets	1,327,429	1,356,228	1,345,435	1,422,944	1,413,889	1,436,418	1,529,699	1,535,173	1,546,981	1,593,643
Owners' Equity	208,275	205,003	241,684	254,063	297,889	308,747	370,485	465,593	545,421	563,176
Total Equity	208,275	205,003	241,684	254,063	297,889	308,747	370,485	465,593	545,421	563,176
Owners' Equity Ratio	15.7%	15.1%	18.0%	17.9%	21.1%	21.5%	24.2%	30.3%	35.3%	35.3%
Owners' Equity per Share (Yen)	200.04	197.04	232.30	244.29	286.45	296.91	356.30	895.59	1,049.18	1,096.69
Interest-bearing Debt	439,093	417,997	384,942	374,667	305,966	295,373	287,681	262,818	203,102	222,793
Gross Profit Margin	6.8%	6.8%	5.4%	5.5%	2.7%	11.8%	14.8%	16.5%	14.2%	13.6%
- Construction	7.0%	7.1%	5.5%	5.4%	0.8%	11.9%	14.7%	16.4%	14.1%	13.4%
- Civil Engineering	0.7%	8.1%	3.5%	17.2%	-0.1%	14.6%	18.2%	21.2%	19.0%	14.0%
- Building Construction	9.7%	6.7%	6.2%	0.3%	1.1%	10.8%	13.4%	14.0%	12.5%	13.2%
- Real Estate and Other	2.7%	2.1%	3.3%	6.8%	27.7%	9.2%	16.8%	19.6%	15.0%	18.0%

(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.

## ■ Balance Sheets (Consolidated)

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
<b>(Assets)</b>										
Current Assets	1,017,298	1,059,060	1,055,595	1,146,395	1,122,746	1,198,473	1,304,646	1,293,861	1,322,397	1,349,264
Cash and Deposits	158,960	162,217	202,194	268,890	252,250	241,903	374,093	394,550	322,658	262,963
Notes and Accounts Receivable - trade	442,615	503,867	498,067	567,203	545,422	588,656	609,701	626,714	701,965	734,159
Marketable Securities	246	91	66	162	113	51	112	187	422	110
Operational Investments in Securities	18,438	16,790	11,356	10,156	10,156	10,156	10,156	12,388	12,383	12,355
Inventories - Real Estate for Sale	89,978	78,801	72,160	38,866	45,401	57,282	58,038	71,240	68,136	62,817
Inventories - Construction Projects in Progress	48,225	64,273	47,498	44,180	71,815	85,039	92,273	54,079	52,050	63,540
Inventories - Development Projects in Progress	91,261	73,084	75,108	55,837	32,599	34,364	32,615	35,845	46,940	74,692
Inventories - Other	12,500	10,255	7,929	8,942	10,049	14,390	16,409	17,892	21,523	18,180
Deferred Tax Assets	65,308	60,185	58,900	70,193	56,823	51,133	42,676	-	-	-
Other	92,981	91,403	84,297	84,185	101,083	117,068	70,223	81,817	97,158	121,300
Allowance for Doubtful Accounts	-3,218	-1,908	-1,982	-2,223	-2,969	-1,572	-1,654	-853	-841	-855
Noncurrent Assets	627,664	627,160	630,476	643,100	716,513	688,308	688,176	757,364	768,778	822,843
Property and Equipment	337,260	345,642	323,246	328,426	347,222	350,749	353,645	340,929	331,699	391,049
Buildings and Structures	109,019	127,156	124,965	121,605	123,601	148,253	145,748	134,904	122,349	117,412
Machinery, Vehicles, Tools, Furniture and Fixtures	13,491	10,664	11,187	11,941	12,208	16,136	16,725	17,089	16,943	17,526
Land	193,891	197,531	177,727	177,531	180,197	180,129	187,051	182,701	178,077	223,651
Construction in Progress	18,055	7,372	6,500	14,316	28,040	3,086	1,077	3,526	11,753	26,165
Other	2,803	2,918	2,864	3,030	3,172	3,143	3,041	2,706	2,575	6,292
Intangible Assets	6,560	6,462	5,684	4,907	5,220	7,356	8,418	10,541	11,661	11,548
Investments and Other Assets	283,843	275,055	301,546	309,765	364,071	330,202	326,112	405,894	425,416	420,246
Investments in Securities	197,206	199,857	246,688	257,316	304,849	270,301	264,755	294,485	326,255	309,623
Long-term Loans Receivable	11,359	7,354	11,537	22,863	24,297	23,396	23,964	49,132	48,938	50,012
Asset for Retirement Benefits	-	-	-	457	553	574	584	950	667	642
Deferred Tax Assets	32,099	21,706	1,605	1,811	925	1,114	1,075	15,096	4,022	18,635
Other	63,594	59,786	55,286	36,505	42,411	44,491	45,555	53,845	49,239	44,836
Allowance for Doubtful Accounts	-20,416	-13,650	-13,571	-9,189	-8,965	-9,673	-9,822	-7,615	-3,705	-3,503
<b>Total Assets</b>	<b>1,644,962</b>	<b>1,686,221</b>	<b>1,686,072</b>	<b>1,789,495</b>	<b>1,839,259</b>	<b>1,886,781</b>	<b>1,992,822</b>	<b>2,051,226</b>	<b>2,091,175</b>	<b>2,172,108</b>

(Note) 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.

■ Balance Sheets (Consolidated) - continued

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
<b>(Liabilities)</b>										
<b>Current Liabilities</b>	946,574	1,027,542	1,005,947	1,046,591	1,047,257	1,082,708	1,117,072	1,103,651	1,062,323	1,125,410
Notes and Accounts Payable - Trade	417,148	466,237	446,399	458,796	539,811	517,266	517,834	509,027	530,420	520,653
Short-term Loans Payable	200,044	188,303	201,222	127,078	122,322	84,890	89,270	89,357	104,913	151,459
Commercial Paper	64,000	63,000	43,300	54,000	53,700	80,000	75,000	61,000	35,000	45,000
Current Portion of Bonds Payable	10,000	20,000	20,000	45,000	10,000	20,000	20,000	30,000	-	-
Income Taxes Payable	2,811	3,721	10,633	21,401	4,124	30,798	30,020	28,786	17,665	30,597
Advances Rreceived on Construction Projects in Progress	72,160	96,058	100,755	130,921	104,846	155,468	210,429	187,647	146,075	162,087
Advances Received on Development Projects in Progress, Real Estate for Sale and Other	20,847	7,936	5,092	6,458	9,230	12,722	11,404	13,489	13,833	13,553
Provision for Warranties for Completed Construction Projects	3,790	4,546	4,287	4,733	5,690	5,267	5,202	5,136	12,680	12,824
Provision for Loss on Construction Projects in Progress	20,894	26,150	27,504	35,632	58,195	45,432	13,787	14,767	12,852	12,515
Provision for Directors' bonuses	119	143	123	137	149	105	144	143	111	153
Provision for loss on Anti-Monopoly Act	-	-	-	-	-	-	-	-	8,702	-
Other	134,755	151,443	146,628	162,430	139,185	130,755	143,979	164,295	180,068	176,565
<b>Long-Term Liabilities</b>	445,088	401,972	361,999	378,777	355,050	330,021	323,197	277,779	271,928	250,678
Bonds Payable	95,000	105,000	105,000	80,000	70,000	60,000	60,000	40,000	40,000	50,000
Long-term Loans Payable	189,929	149,409	110,620	138,630	129,074	133,636	128,656	124,474	118,789	80,425
Deferred Tax Liabilities	-	-	-	16,027	30,502	14,286	16,510	929	1,963	605
Deferred Tax Liabilities on Revaluation Surplus of Land	32,055	28,779	28,419	27,729	25,080	21,815	21,726	20,714	20,694	19,859
Provision for Retirement Benefits	59,866	61,170	61,588	-	-	-	-	-	-	-
Liability for Retirement Benefits	-	-	-	60,174	53,697	55,551	56,064	57,705	60,191	62,100
Equity Loss in Excess of Investments in and Loans to Unconsolidated Subsidiaries and Affiliates	1,653	1,295	1,148	1,192	1,249	1,226	1,226	1,279	1,205	1,205
Other	66,583	56,317	55,222	55,023	45,445	43,506	39,012	32,676	29,085	36,482
<b>Total Liabilities</b>	<b>1,391,662</b>	<b>1,429,515</b>	<b>1,367,946</b>	<b>1,425,368</b>	<b>1,402,307</b>	<b>1,412,730</b>	<b>1,440,270</b>	<b>1,381,430</b>	<b>1,334,251</b>	<b>1,376,088</b>

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Accordingly, the figures for FY2017 were reclassified to reflect this change.

■ Balance Sheets (Consolidated) - continued

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
<b>(Equity)</b>										
Shareholders' Equity	237,252	233,457	252,758	269,265	283,593	351,943	440,079	544,378	625,167	691,697
Common Stock	81,447	81,447	81,447	81,447	81,447	81,447	81,447	81,447	81,447	81,447
Capital Surplus	45,330	45,304	45,304	45,304	45,304	45,304	45,304	45,304	43,267	43,367
Retained Earnings	116,503	112,774	132,089	148,740	163,104	231,499	319,834	424,194	507,094	583,303
Treasury Stock	-6,029	-6,068	-6,082	-6,226	-6,262	-6,307	-6,505	-6,567	-6,641	-16,420
Accumulated Other Comprehensive Income (Loss)	15,634	23,257	67,690	98,966	151,321	119,351	108,453	121,642	128,110	100,089
Unrealized Gain (Loss) on Available-for-sale Securities	19,796	25,960	58,706	71,424	106,662	82,587	79,329	97,468	111,417	84,212
Deferred Gain (Loss) on Derivatives under Hedge Accounting	-1,252	-1,442	-980	-418	-498	-724	-409	-223	-371	-239
Revaluation Surplus of Land	14,309	19,818	19,236	18,164	20,834	20,196	20,108	18,663	18,618	19,435
Foreign Currency Translation Adjustments	-17,219	-21,078	-9,271	9,281	24,472	19,485	10,952	7,224	249	-1,400
Defined Retirement Benefit Plans	-	-	-	514	-149	-2,193	-1,527	-1,491	-1,802	-1,918
Noncontrolling Interests	413	-9	-2,323	-4,104	2,037	2,756	4,018	3,774	3,646	4,233
<b>Total Equity</b>	<b>253,299</b>	<b>256,705</b>	<b>318,126</b>	<b>364,126</b>	<b>436,952</b>	<b>474,051</b>	<b>552,552</b>	<b>669,795</b>	<b>756,924</b>	<b>796,020</b>
<b>Total Liabilities and Equity</b>	<b>1,644,962</b>	<b>1,686,221</b>	<b>1,686,072</b>	<b>1,789,495</b>	<b>1,839,259</b>	<b>1,886,781</b>	<b>1,992,822</b>	<b>2,051,226</b>	<b>2,091,175</b>	<b>2,172,108</b>

(Note) 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.

## Income Statements (Consolidated)

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
Revenues	1,325,679	1,457,754	1,485,019	1,521,191	1,693,658	1,742,700	1,821,805	1,830,625	1,974,269	2,010,751
Construction Projects	1,146,133	1,269,231	1,301,467	1,334,314	1,480,106	1,581,042	1,602,054	1,645,461	1,776,346	1,791,118
Real Estate and Other	179,546	188,522	183,552	186,877	213,551	161,657	219,751	185,163	197,923	219,633
Cost of Revenues	1,223,164	1,343,272	1,380,670	1,413,204	1,596,939	1,543,601	1,574,741	1,571,701	1,723,098	1,762,630
Construction Projects	1,059,927	1,173,841	1,220,136	1,250,707	1,432,587	1,408,833	1,397,045	1,421,640	1,559,913	1,584,538
Real Estate and Other	163,236	169,431	160,533	162,496	164,351	134,767	177,696	150,061	163,184	178,091
Gross Profit	102,515	114,481	104,349	107,987	96,719	199,099	247,063	258,923	251,171	248,121
	7.7%	7.9%	7.0%	7.1%	5.7%	11.4%	13.6%	14.1%	12.7%	12.3%
Construction Projects	86,205	95,389	81,330	83,606	47,519	172,208	205,009	223,820	216,432	206,579
	7.5%	7.5%	6.2%	6.3%	3.2%	10.9%	12.8%	13.6%	12.2%	11.5%
Real Estate and Other	16,309	19,091	23,018	24,380	49,199	26,890	42,054	35,102	34,738	41,541
	9.1%	10.1%	12.5%	13.0%	23.0%	16.6%	19.1%	19.0%	17.6%	18.9%
Selling, General and Administrative Expenses	85,242	84,981	85,879	84,979	84,053	88,019	91,671	100,550	108,548	116,134
	6.4%	5.9%	5.8%	5.6%	5.0%	5.0%	5.1%	5.4%	5.5%	5.7%
Operating Income	17,272	29,499	18,469	23,007	12,665	111,079	155,392	158,373	142,622	131,987
	1.3%	2.0%	1.2%	1.5%	0.7%	6.4%	8.5%	8.7%	7.2%	6.6%
Nonoperating Income	15,876	24,846	19,367	19,278	16,194	16,201	17,010	26,761	26,552	21,769
Interest / Dividends Income	5,403	7,002	5,879	6,140	7,473	7,606	9,278	8,328	9,955	11,434
Equity in Earnings of Unconsolidated Subsidiaries and Affiliates	2,007	1,323	809	4,499	1,030	3,825	2,282	3,421	3,179	1,490
Equity in Earnings of Partnership	4,576	5,000	4,290	-	2,528	1,723	2,201	5,231	6,920	5,038
Penalty Income on Development Projects	-	6,000	3,610	-	-	-	-	-	-	-
Reversal of Doubtful Accounts	-	-	-	-	-	-	-	-	3,122	-
Other	3,888	5,519	4,777	8,639	5,162	3,045	3,248	9,780	3,373	3,806
Nonoperating Expenses	15,646	13,001	13,202	15,279	7,494	13,904	8,964	5,419	6,273	7,110
Interest Expenses	8,838	7,432	6,527	6,342	4,918	4,365	3,893	3,349	3,432	3,502
Provision for Doubtful Accounts	-	-	427	-	-	174	273	-	-	-
Foreign Currency Exchange Loss	2,673	-	-	-	-	1,482	-	-	-	-
Compensation Expenses	-	-	-	4,400	-	4,333	-	-	-	-
Loss on Investments in Silent Partnership	-	-	-	-	-	-	-	-	767	911
Other	4,135	5,569	6,248	4,537	2,576	3,548	4,797	2,069	2,073	2,696
Ordinary Income	17,502	41,343	24,633	27,006	21,365	113,376	163,438	179,716	162,901	146,645
	1.3%	2.8%	1.7%	1.8%	1.3%	6.5%	9.0%	9.8%	8.3%	7.3%



## Income Statements (Consolidated) - continued

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
Extraordinary Income	12,801	870	26,178	18,816	19,565	5,186	641	5,337	4,628	5,854
Extraordinary Losses	4,159	17,261	6,947	2,982	1,127	10,037	1,895	7,415	10,055	2,866
Income before Income Taxes	26,144	24,953	43,864	42,840	39,803	108,524	162,185	177,638	157,474	149,634
Income Taxes - Current	4,912	4,238	16,220	24,651	7,171	33,388	44,595	46,786	39,412	49,669
Refund of Income Taxes for Prior Periods	-3,996	-	-	-	-	-	-	-	-	-
Income Taxes - Deferred	-2,243	15,618	3,006	-3,116	15,530	2,370	11,293	4,300	7,883	-3,821
Total Income Taxes	-1,328	19,857	19,226	21,535	22,702	35,758	55,889	51,086	47,296	45,847
Net Income	27,472	5,095	24,637	21,305	17,100	72,766	106,296	126,551	110,178	103,786
Net Income Attributable to Noncontrolling Interests	1,628	1,262	1,207	552	1,961	442	1,438	-226	339	544
Net Income Attributable to Owners of the Parent	25,844	3,833	23,429	20,752	15,139	72,323	104,857	126,778	109,839	103,242
	1.9%	0.3%	1.6%	1.4%	0.9%	4.2%	5.8%	6.9%	5.6%	5.1%

### Extraordinary Loss Details

Loss on Sales of Noncurrent Assets	68	136	636	464	77	43	10	20	240	3
Loss on Disposals of Noncurrent Assets	161	627	1,554	720	236	315	664	288	371	1,073
Loss on Reduction of Noncurrent Assets	-	-	-	-	-	-	-	317	-	12
Loss on Sales of Investment Securities	835	8	1,407	16	63	18	52	6	5	59
Valuation Loss on Investment Securities	1,520	6,780	696	38	16	14	354	2	630	1,674
Valuation Loss on Investments in Capital	2	-	-	-	-	-	-	-	-	-
Loss on Liquidation of Subsidiaries and Affiliates	-	-	-	-	-	-	-	1	-	-
Loss on Impairment of Long-lived Assets	477	5,827	2,568	1,394	447	8,645	706	6,647	66	14
Litigation Settlement	13	200	84	348	101	1,000	107	130	38	28
Contribution for Loss on Disaster	-	-	-	-	-	-	-	-	-	-
Loss on Accident	-	2,981	-	-	-	-	-	-	-	-
Loss on Revision of Retirement Benefit Plan	-	698	-	-	184	-	-	-	-	-
Loss on Adjustment for Changes of Accounting Standard for Asset Retirement Obligations	225	-	-	-	-	-	-	-	-	-
Reversal of Foreign Currency Transaction Adjustments	853	-	-	-	-	-	-	-	-	-
Provision for loss on Anti-Monopoly Act	-	-	-	-	-	-	-	-	8,702	-

## Income Statements (Nonconsolidated)

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
Revenues	970,413	1,100,424	1,069,925	1,046,007	1,141,014	1,166,147	1,203,845	1,165,175	1,280,366	1,305,057
Construction Projects	913,309	1,032,501	1,015,417	988,826	1,057,271	1,132,062	1,132,007	1,119,266	1,229,158	1,245,655
Real Estate and Other	57,104	67,922	54,508	57,181	83,742	34,085	71,838	45,909	51,207	59,401
Cost of Revenues	904,853	1,025,706	1,012,680	988,472	1,109,638	1,028,654	1,025,639	972,745	1,099,081	1,127,606
Construction Projects	849,285	959,192	959,993	935,154	1,049,090	997,705	965,889	935,857	1,055,563	1,078,906
Real Estate and Other	55,568	66,513	52,686	53,317	60,547	30,949	59,749	36,888	43,518	48,700
Gross Profit	65,559	74,717	57,245	57,535	31,376	137,492	178,206	192,429	181,284	177,450
	6.8%	6.8%	5.4%	5.5%	2.7%	11.8%	14.8%	16.5%	14.2%	13.6%
Construction Projects	64,024	73,308	55,423	53,671	8,180	134,356	166,117	183,409	173,595	166,749
	7.0%	7.1%	5.5%	5.4%	0.8%	11.9%	14.7%	16.4%	14.1%	13.4%
Real Estate and Other	1,535	1,409	1,822	3,863	23,195	3,135	12,088	9,020	7,689	10,701
	2.7%	2.1%	3.3%	6.8%	27.7%	9.2%	16.8%	19.6%	15.0%	18.0%
Selling, General and Administrative Expenses	57,597	57,033	55,930	52,421	49,453	50,514	53,711	57,241	60,992	66,406
	6.0%	5.2%	5.3%	5.0%	4.3%	4.3%	4.5%	4.9%	4.8%	5.1%
Operating Income	7,962	17,683	1,315	5,113	-18,076	86,977	124,494	135,188	120,291	111,044
	0.8%	1.6%	0.1%	0.5%	-1.6%	7.5%	10.3%	11.6%	9.4%	8.5%
Nonoperating Income	10,232	16,615	20,835	17,890	27,371	8,081	11,154	14,648	16,205	13,912
Interest / Dividends Income	7,574	6,699	16,713	14,089	22,503	5,508	8,507	9,929	10,564	11,682
Reversal of doubtful accounts	-	-	-	-	-	-	-	-	3,271	-
Compensation Income	-	-	-	-	-	-	-	1,490	-	-
Penalty Income on Development Projects	-	6,000	-	-	-	-	-	-	-	-
Other	2,658	3,916	4,122	3,800	4,867	2,572	2,646	3,228	2,368	2,229
Nonoperating Expenses	12,408	10,442	9,936	13,430	7,627	13,375	7,123	3,552	3,992	4,363
Interest Expenses	7,219	6,176	5,347	5,293	4,162	3,556	2,858	2,199	1,836	1,721
Provision for Doubtful Accounts	94	-	-	-	1,240	889	617	2	-	-
Foreign Currency Exchange Loss	1,951	-	-	-	-	2,032	65	-	-	-
Loss on investments in silent partnership	-	-	-	-	-	-	-	-	767	911
Compensation Expenses	-	-	-	4,400	-	4,333	-	-	-	-
Other	3,143	4,266	4,589	3,736	2,225	2,564	3,582	1,350	1,389	1,730
Ordinary Income	5,786	23,856	12,214	9,574	1,666	81,683	128,524	146,284	132,504	120,593
	0.6%	2.2%	1.1%	0.9%	0.1%	7.0%	10.7%	12.6%	10.3%	9.2%

■ Income Statements (Nonconsolidated) - continued

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
Extraordinary Income	14,513	458	9,615	8,916	19,389	1,040	910	523	3,934	60
Extraordinary Losses	10,051	17,399	8,013	3,411	617	12,556	1,819	5,312	1,156	4,704
Income before Income Taxes	10,249	6,915	13,815	15,079	20,438	70,167	127,615	141,495	135,282	115,949
Income Taxes - Current	-824	-1,446	1,728	15,101	-3,993	23,259	35,230	38,635	28,533	38,024
Refund of Income Taxes for Prior Periods	-3,996	-	-	-	-	-	-	-	-	-
Income Taxes - Deferred	10,531	15,464	3,362	-5,045	16,392	7,894	10,654	2,539	9,670	-2,210
Total Income Taxes	5,709	14,017	5,090	10,056	12,398	31,153	45,885	41,174	38,203	35,813
Net Income	4,540	-7,102	8,725	5,023	8,039	39,014	81,730	100,320	97,078	80,136
	0.5%	-0.6%	0.8%	0.5%	0.7%	3.3%	6.8%	8.6%	7.6%	6.1%

Extraordinary Loss Details

Loss on Sales of Noncurrent Assets	34	117	554	414	72	12	0	0	177	0
Loss on Disposals of Noncurrent Assets	103	558	1,474	681	137	247	600	152	308	979
Loss on Sales of Investment Securities	835	8	1,406	16	63	18	35	6	1	13
Valuation Loss on Investment Securities	1,373	6,763	681	38	16	14	354	1	630	1,669
Loss on Liquidation of Subsidiaries and Associates	-	-	-	-	-	5	-	391	-	-
Loss on Sales of Shares of Subsidiaries and Affiliates	-	-	15	-	-	-	-	-	-	-
Valuation Loss on Shares of Subsidiaries and Affiliates	-	323	-	-	-	120	-	-	-	-
Valuation Loss on Investments in Other Securities of Subsidiaries and Affiliates	7,209	-	-	-	-	-	-	-	-	-
Valuation Loss on Investments in Capital	2	-	-	-	-	-	-	-	-	-
Valuation Loss on Shares of Subsidiaries and Affiliates	-	578	1,300	94	-	-	121	31	-	1,999
Loss on Impairment of Long-lived Assets	296	5,827	2,300	1,335	224	6,348	599	4,598	-	14
Provision for Loss on Investments in Subsidiaries and Affiliates	-	39	195	481	-	5,788	-	-	-	-
Litigation Settlement	1	200	84	348	101	-	107	130	38	28
Loss on Accident	-	2,981	-	-	-	-	-	-	-	-
Loss on Adjustment for Changes of Accounting Standard for Asset Retirement Obligations	194	-	-	-	-	-	-	-	-	-

## ■ Business Segment (Consolidated)

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
<b>1 Civil Engineering (Kajima Corporation)</b>										
Revenues	273,901	284,005	269,492	298,806	276,430	307,964	296,857	366,588	301,063	288,098
Operating Income	-16,066	5,204	-8,143	35,044	-15,591	28,846	35,994	57,404	35,235	17,195
<b>2 Building Construction (Kajima Corporation)</b>										
Revenues	639,407	748,495	745,925	690,020	780,841	824,097	835,149	752,677	928,095	957,556
Operating Income	25,307	13,438	9,926	-31,624	-23,476	57,437	78,610	70,934	79,626	85,321
<b>3 Real Estate and Other (Kajima Corporation)</b>										
Revenues	57,104	67,922	54,508	57,181	83,742	34,085	71,838	45,909	51,207	59,401
Operating Income	-1,278	-959	-467	1,693	20,990	693	9,888	6,849	5,430	8,528
<b>4 Domestic Subsidiaries and Affiliates</b>										
Revenues	332,159	319,921	320,077	338,181	366,473	364,637	361,190	363,948	389,637	393,171
Operating Income	3,803	9,901	8,647	11,534	19,127	20,639	19,594	16,299	16,522	17,750
<b>5 Overseas Subsidiaries and Affiliates</b>										
Revenues	155,858	165,037	223,345	263,805	340,139	367,963	400,988	437,130	455,978	469,078
Operating Income	2,959	1,411	7,366	6,581	11,172	7,502	11,683	1,687	6,283	4,539
<b>6 Total (1+2+3+4+5)</b>										
Revenues	1,458,431	1,585,382	1,613,349	1,647,994	1,847,627	1,898,748	1,966,024	1,966,254	2,125,982	2,167,307
Operating Income	14,725	28,996	17,329	23,230	12,223	115,119	155,771	153,175	143,097	133,334
<b>7 Reconciliations</b>										
Revenues	-132,751	-127,628	-128,329	-126,803	-153,969	-156,047	-144,219	-135,628	-151,713	-156,555
Operating Income	2,547	502	1,139	-222	442	-4,040	-379	5,197	-474	-1,347
<b>8 Consolidated Results</b>										
Revenues	1,325,679	1,457,754	1,485,019	1,521,191	1,693,658	1,742,700	1,821,805	1,830,625	1,974,269	2,010,751
Operating Income	17,272	29,499	18,469	23,007	12,665	111,079	155,392	158,373	142,622	131,987

## ■ Overseas Revenues (Consolidated)

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
North America	76,686	72,184	90,240	126,387	193,373	202,625	218,278	180,725	210,167	234,295
<i>Note:</i>	5.8%	4.9%	6.1%	8.3%	11.4%	11.6%	12.0%	9.9%	10.6%	11.7%
Europe	4,117	8,256	10,734	11,566	23,073	19,008	15,839	22,028	35,556	29,553
<i>Note:</i>	0.3%	0.6%	0.7%	0.8%	1.4%	1.1%	0.9%	1.2%	1.8%	1.5%
Asia	86,822	91,426	125,709	131,041	128,637	122,387	113,385	127,052	119,129	107,975
<i>Note:</i>	6.6%	6.3%	8.5%	8.6%	7.6%	7.0%	6.2%	6.9%	6.0%	5.4%
Oceania	-	-	-	-	-	-	54,290	107,825	92,192	98,770
<i>Note:</i>	-	-	-	-	-	-	3.0%	5.9%	4.7%	4.9%
Other Regions	26,949	31,233	2,923	11,700	-18,968	31,859	766	23,844	194	134
<i>Note:</i>	2.0%	2.1%	0.2%	0.8%	-1.1%	1.9%	0.0%	1.3%	0.0%	0.0%
Total	194,576	203,102	229,609	280,695	326,116	375,881	402,559	461,475	457,240	470,729
<i>Note:</i>	14.7%	13.9%	15.5%	18.5%	19.3%	21.6%	22.1%	25.2%	23.2%	23.4%
Consolidated Revenues	1,325,679	1,457,754	1,485,019	1,521,191	1,693,658	1,742,700	1,821,805	1,830,625	1,974,269	2,010,751

*Note: percentage of overseas revenues to the consolidated revenues*

## ■ Domestic Subsidiaries and Affiliates

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
Construction Contract Awards	162,357	170,175	170,156	199,018	206,804	197,037	202,031	210,359	203,202	204,800
Revenues	334,341	322,276	322,391	342,560	371,133	368,333	363,302	366,700	393,774	398,038
Construction Projects	182,810	167,063	170,884	185,593	206,136	197,506	184,875	189,146	201,011	213,628
Real Estate and Other	151,530	155,213	151,506	156,966	164,997	170,826	178,426	177,553	192,763	184,410
Cost of Revenues	314,782	296,344	297,865	314,796	334,780	329,410	326,190	332,299	358,591	360,518
Construction Projects	173,560	157,043	161,208	171,935	186,390	176,325	166,157	172,827	183,315	193,949
Real Estate and Other	141,221	139,300	136,656	142,861	148,389	153,085	160,033	159,472	175,275	166,568
Gross Profit	19,559	25,932	24,525	27,763	36,353	38,922	37,111	34,400	35,183	37,520
	5.9%	8.0%	7.6%	8.1%	9.8%	10.6%	10.2%	9.4%	8.9%	9.4%
Construction Projects	9,250	10,019	9,676	13,658	19,745	21,181	18,718	16,319	17,695	19,678
	5.1%	6.0%	5.7%	7.4%	9.6%	10.7%	10.1%	8.6%	8.8%	9.2%
Real Estate and Other	10,308	15,912	14,849	14,105	16,607	17,741	18,392	18,080	17,488	17,841
	6.8%	10.3%	9.8%	9.0%	10.1%	10.4%	10.3%	10.2%	9.1%	9.7%
Selling, General and Administrative Expenses	16,568	16,182	16,338	16,275	17,291	18,382	17,586	18,164	18,805	19,969
	5.0%	5.0%	5.1%	4.7%	4.7%	5.0%	4.8%	5.0%	4.7%	5.0%
Operating Income	2,990	9,749	8,187	11,488	19,061	20,540	19,524	16,236	16,377	17,550
	0.9%	3.0%	2.5%	3.4%	5.1%	5.6%	5.4%	4.4%	4.2%	4.4%
Nonoperating Income	480	952	4,688	2,535	514	1,286	2,581	3,259	2,625	3,616
Financing Income	-355	-79	-217	-78	-56	-13	31	61	91	183
Equity in Earnings of Unconsolidated Subsidiaries and Affiliates	444	468	1,019	2,042	100	1,078	2,201	1,938	2,248	3,143
Equity in Earnings of Partnership	-	-	-	-	-	-	-	-	-	-
Ordinary Income	3,470	10,701	12,875	14,023	19,576	21,826	22,106	19,495	19,003	21,166
	1.0%	3.3%	4.0%	4.1%	5.3%	5.9%	6.1%	5.3%	4.8%	5.3%
Extraordinary Income	-629	-693	15,383	518	-560	-6,930	-659	-444	-6,803	2,905
Income before Income Taxes	2,841	10,008	28,259	14,541	19,015	14,896	21,446	19,051	12,199	24,071
Income Taxes - Current	3,470	4,150	9,942	5,308	7,315	6,852	5,307	4,727	6,029	5,867
Net Income	-629	5,858	18,316	9,233	11,699	8,043	16,138	14,323	6,170	18,204
Net Income Attributable to Noncontrolling Interests	-4	10	10	12	24	31	38	21	20	27
Net Income Attributable to Owners of the Parent	-624	5,848	18,306	9,221	11,675	8,011	16,100	14,302	6,150	18,177
	-0.2%	1.8%	5.7%	2.7%	3.1%	2.2%	4.4%	3.9%	1.6%	4.6%

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
<b>Taiko Trading Co., Ltd.</b>										
Construction Contract Awards	22,271	18,488	19,324	20,585	26,698	22,739	27,160	23,572	21,776	24,206
Revenues	93,174	95,848	89,905	93,691	103,782	107,706	113,929	105,211	117,522	109,698
Operating Income	-333	366	585	693	1,536	2,049	1,908	1,177	1,527	1,843
Ordinary Income	-243	415	620	733	1,572	2,062	1,932	1,204	1,559	1,877
Net Income Attributable to Owners of the Parent	-239	530	541	658	1,276	1,673	2,025	1,134	1,057	1,429
Total Assets	39,376	55,692	42,094	40,806	50,446	52,110	56,418	56,047	66,439	52,015
Staff Numbers	284	277	268	278	289	282	273	283	295	296
<b>Kajima Road Co., Ltd.</b>										
Construction Contract Awards	74,176	88,666	89,579	109,133	104,192	108,865	102,590	119,159	113,795	111,280
Revenues	102,175	105,709	112,284	125,927	129,181	122,329	117,169	125,861	134,243	133,596
Operating Income	2,154	3,042	3,678	5,618	8,360	8,909	7,859	6,766	6,594	6,351
Ordinary Income	2,229	3,151	3,711	5,761	8,590	9,046	7,855	6,874	6,712	6,504
Net Income Attributable to Owners of the Parent	1,085	1,279	2,315	3,521	5,279	5,560	5,136	4,956	-3,770	7,158
Total Assets	73,784	81,311	79,034	84,523	87,762	86,486	90,155	99,395	100,466	98,523
Staff Numbers	1,022	988	986	975	1,016	1,024	1,273	1,318	1,349	1,414
<b>Chemical Grouting Co., Ltd.</b>										
Construction Contract Awards	25,685	24,216	25,072	28,310	35,218	28,032	30,540	25,560	25,187	27,394
Revenues	27,825	25,262	18,027	26,853	38,522	31,505	26,780	24,374	26,296	28,350
Operating Income	981	1,005	91	1,782	3,445	3,400	2,257	890	967	1,250
Ordinary Income	1,150	1,201	323	2,059	3,660	3,382	2,550	2,083	1,260	1,470
Net Income Attributable to Owners of the Parent	610	622	272	1,044	1,846	2,227	1,714	1,434	913	1,014
Total Assets	22,346	20,038	17,850	23,316	29,400	26,330	26,343	26,964	28,101	28,864
Staff Numbers	284	291	288	281	288	286	288	287	292	291
<b>Kajima Tatemono Sogo Kanri Co., Ltd.</b>										
Revenues	36,742	39,745	41,946	44,831	48,132	50,865	53,232	54,632	57,558	62,343
Operating Income	1,553	1,933	2,529	2,853	3,143	3,215	3,517	3,380	3,545	3,660
Ordinary Income	1,528	1,942	2,543	2,895	3,166	3,245	3,537	3,398	3,565	3,720
Net Income Attributable to Owners of the Parent	851	1,050	1,441	1,685	1,831	2,068	2,440	2,478	2,298	2,467
Total Assets	12,760	14,491	15,793	16,556	17,232	18,830	21,097	23,614	28,895	32,408
Staff Numbers	1,191	1,248	1,365	1,383	1,446	1,509	1,575	1,717	1,785	1,862
<b>Kajima Leasing Corporation</b>										
Revenues	7,982	7,278	7,861	7,083	6,770	6,953	7,902	8,563	9,100	9,068
Operating Income	669	454	717	721	1,254	1,111	1,111	1,411	878	868
Ordinary Income	667	669	744	753	1,269	1,141	1,125	1,429	885	862
Net Income Attributable to Owners of the Parent	297	334	423	444	703	716	734	726	587	524
Total Assets	36,139	35,400	33,727	34,022	34,626	33,948	35,169	33,463	32,054	29,975
Staff Numbers	36	36	40	44	48	50	50	51	54	55

## Overseas Subsidiaries and Affiliates

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
Construction Contract Awards	139,758	146,129	240,100	246,125	281,237	491,382	301,509	397,761	500,812	501,872
Revenues	155,858	165,037	223,345	263,807	340,221	367,993	401,005	437,148	456,017	469,112
Construction Projects	131,028	143,759	186,497	228,731	303,094	336,929	358,133	401,841	416,006	414,282
Real Estate and Other	24,829	21,277	36,848	35,075	37,126	31,063	42,872	35,306	40,010	54,830
Cost of Revenues	141,197	151,497	202,117	240,859	311,347	340,857	368,833	410,000	420,571	432,601
Construction Projects	122,052	134,398	174,064	214,568	287,310	319,370	339,910	385,707	393,878	393,984
Real Estate and Other	19,144	17,099	28,052	26,290	24,037	21,487	28,922	24,292	26,692	38,617
Gross Profit	14,660	13,539	21,228	22,948	28,873	27,135	32,172	27,147	35,445	36,510
	9.4%	8.2%	9.5%	8.7%	8.5%	7.4%	8.0%	6.2%	7.8%	7.8%
Construction Projects	8,976	9,361	12,432	14,163	15,784	17,559	18,222	16,134	22,128	20,297
	6.9%	6.5%	6.7%	6.2%	5.2%	5.2%	5.1%	4.0%	5.3%	4.9%
Real Estate and Other	5,684	4,178	8,796	8,785	13,089	9,576	13,949	11,013	13,317	16,213
	22.9%	19.6%	23.9%	25.0%	35.3%	30.8%	32.5%	31.2%	33.3%	29.6%
Selling, General and Administrative Expenses	11,677	12,126	14,251	16,530	17,683	19,087	20,007	24,648	28,025	29,161
	7.5%	7.3%	6.4%	6.3%	5.2%	5.2%	5.0%	5.6%	6.2%	6.2%
Operating Income	2,983	1,413	6,977	6,417	11,190	8,048	12,165	2,499	7,419	7,349
	1.9%	0.9%	3.1%	2.4%	3.3%	2.2%	3.0%	0.6%	1.6%	1.6%
Nonoperating Income	5,161	5,610	2,980	6,616	7,721	7,511	5,257	8,254	9,885	7,599
Financing Income	-392	-153	-6	394	2,125	2,186	1,747	1,509	2,089	2,545
Equity in Earnings of Unconsolidated Subsidiaries and Affiliates	1,372	1,072	-351	2,578	1,539	2,969	653	1,614	768	-1,225
Equity in Earnings of Partnership	-	-	-	-	-	-	2,201	5,231	6,920	5,038
Ordinary Income	8,144	7,024	9,957	13,034	18,911	15,559	17,422	10,754	17,305	14,948
	5.2%	4.3%	4.5%	4.9%	5.6%	4.2%	4.3%	2.5%	3.8%	3.2%
Extraordinary Income	353	381	383	9,233	105	2,701	35	106	-487	-510
Income before Income Taxes	8,498	7,405	10,341	22,268	19,016	18,260	17,458	10,861	16,817	14,438
Income Taxes - Current	1,995	2,458	3,597	6,501	3,847	4,051	4,785	3,250	4,406	4,756
Net Income	6,502	4,946	6,744	15,766	15,169	14,209	12,672	7,611	12,410	9,681
Net Income Attributable to Noncontrolling Interests	1,715	1,290	1,197	540	1,937	412	1,399	-248	319	517
Net Income Attributable to Owners of the Parent	4,787	3,656	5,547	15,226	13,231	13,797	11,272	7,859	12,091	9,164
	3.1%	2.2%	2.5%	5.8%	3.9%	3.7%	2.8%	1.8%	2.7%	2.0%



## ■ Kajima Group - Overseas

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
<b>KUSA (Kajima USA Incorporated)</b>										
Construction Contract Awards	64,978	57,835	93,059	148,533	193,114	279,924	146,151	129,293	219,964	273,956
Revenues	76,679	72,184	90,188	128,025	193,539	206,101	222,036	177,944	201,769	228,365
Operating Income	-926	-2,402	126	627	1,067	3,620	4,701	-598	787	4,665
Ordinary Income	2,736	2,408	2,996	2,314	4,094	5,690	6,965	4,737	7,453	9,493
Net Income Attributable to Owners of the Parent	542	511	750	5,780	2,408	3,662	3,860	3,511	4,948	7,011
Total Assets	110,241	102,205	113,643	100,315	127,156	143,772	145,229	149,531	159,475	180,655
Staff Numbers	869	858	889	849	939	1,024	1,036	1,023	1,214	1,309
<b>KAP (Kajima Asia Pacific Holdings PTE. Ltd)</b>										
Construction Contract Awards	63,861	63,409	126,645	74,772	62,649	97,330	64,379	113,801	75,143	68,239
Revenues	69,721	75,220	106,640	110,103	110,124	99,280	94,492	107,030	91,296	77,921
Operating Income	4,400	4,440	7,860	6,725	6,801	4,556	6,847	5,723	7,201	3,989
Ordinary Income	5,152	4,574	8,669	10,545	9,969	8,377	9,718	7,457	8,369	5,703
Net Income Attributable to Owners of the Parent	3,827	2,888	6,045	7,705	7,686	5,282	7,226	5,235	5,541	3,178
Total Assets	75,793	83,237	110,901	139,541	154,520	152,038	146,412	170,003	179,853	190,296
Staff Numbers	1,931	2,213	2,512	2,530	2,407	2,411	2,547	2,646	2,613	2,743
<b>KE (Kajima Europe Ltd.)</b>										
Construction Contract Awards	3,272	5,488	7,215	8,441	14,241	16,468	10,528	26,145	38,521	23,342
Revenues	3,555	7,694	10,749	11,010	22,582	18,616	15,425	21,618	35,149	29,117
Operating Income	-973	-918	-1,130	-1,577	2,458	-425	-116	49	44	1,889
Ordinary Income	-165	-410	-421	-576	3,865	1,092	643	1,210	1,281	3,731
Net Income Attributable to Owners of the Parent	114	-44	64	1,121	2,341	4,472	561	1,044	938	2,507
Total Assets	19,693	20,917	21,108	24,331	26,588	28,381	26,854	38,208	43,341	53,747
Staff Numbers	209	216	226	225	234	244	257	287	317	324
<b>KA (Kajima Australia PTY Limited)</b>										
Construction Contract Awards	-	-	-	-	-	84,299	51,541	116,463	134,296	95,472
Revenues	-	-	-	-	-	26,666	54,290	115,740	108,239	110,642
Operating Income	-	-	-	-	-	-655	264	-2,978	-1,173	-3,772
Ordinary Income	-	-	-	-	-	-576	332	-2,948	-545	-2,826
Net Income Attributable to Owners of the Parent	-	-	-	-	-	-365	44	-2,141	39	-2,257
Total Assets	-	-	-	-	5,621	12,597	18,152	41,164	39,916	44,400
Staff Numbers	-	-	-	-	0	270	334	1,202	1,325	1,177
<b>Chung-Lu Construction Co., Ltd.</b>										
Construction Contract Awards	7,646	19,395	13,179	14,378	11,232	13,358	28,908	12,057	32,886	40,862
Revenues	5,901	9,937	15,767	14,667	13,974	17,327	14,759	14,813	19,561	23,065
Operating Income	482	294	121	643	861	952	468	303	559	577
Ordinary Income	481	516	297	731	1,023	958	700	344	648	642
Net Income Attributable to Owners of the Parent	364	366	270	599	836	726	517	257	524	519
Total Assets	6,383	7,707	8,488	12,184	12,481	12,376	12,927	14,207	18,640	19,133
Staff Numbers	150	152	184	185	189	190	195	212	229	257

## ■ Supplementary Information (Consolidated)

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
Loans Guaranteed										
Loans Guaranteed	13,209	10,363	9,374	11,996	6,863	12,316	11,548	13,090	21,015	11,791

### Staff Numbers

Staff Numbers <sup>1</sup>	15,083	15,149	15,468	15,391	15,383	15,810	16,422	17,730	18,297	18,673
Kajima Corporation	8,164	7,925	7,737	7,657	7,546	7,527	7,611	7,686	7,783	7,887
Domestic Consolidated Subsidiaries	3,760	3,785	3,920	3,945	4,068	4,144	4,442	4,674	4,816	4,976
Overseas Consolidated Subsidiaries	3,159	3,439	3,811	3,789	3,769	4,139	4,369	5,370	5,698	5,810

<sup>1</sup> The staff numbers exclude employees who are; 1) seconded to subsidiaries, affiliates or other organizations, 2) sent to universities or other organizations for study.

### No. of Kajima Group Companies

Consolidated Subsidiaries	89	93	86	89	93	101	102	128	137	144
Japan	12	11	11	11	11	11	11	11	11	12
Overseas	77	82	75	78	82	90	91	117	126	132
Unconsolidated Subsidiaries accounted for using Equity Method	47	46	42	41	38	38	38	35	33	34
Affiliated Companies accounted for using Equity Method	51	50	57	55	59	56	60	71	72	82
<b>Total</b>	<b>187</b>	<b>189</b>	<b>185</b>	<b>185</b>	<b>190</b>	<b>195</b>	<b>200</b>	<b>234</b>	<b>242</b>	<b>260</b>

### Other Data

Capital Expenditure <sup>2</sup>	22,939	35,992	20,583	19,858	25,438	32,989	29,419	16,184	28,437	86,346
Depreciation / Amortization <sup>2</sup>	18,920	17,739	18,335	18,289	17,129	19,557	19,343	19,379	19,166	19,912
Financing Income	-3,434	-429	-647	-201	2,554	3,240	5,384	4,979	6,523	7,912

<sup>2</sup> The capital expenditure and the depreciation / amortization relate to tangible, intangible fixed assets as well as other investment assets.

**■ Supplementary Information (Nonconsolidated)**

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
<b>Selling, General and Administrative Expenses</b>										
SG&A	57,597	57,033	55,930	52,421	49,453	50,514	53,711	57,241	60,992	66,406
Payrolls and Related Expenses	27,434	28,015	26,668	26,513	24,406	24,837	27,512	29,279	28,147	29,194
Other	30,163	29,018	29,262	25,907	25,047	25,677	26,199	27,961	32,845	37,211
<b>Loans Guaranteed</b>										
Loans Guaranteed	68,359	57,871	37,844	24,854	27,213	18,783	17,467	3,432	2,816	2,502
Guarantee Commitments	4,136	3,032	1,567	1,500	-	-	-	-	-	-
<b>Staff Numbers</b>										
Staff Numbers <sup>1</sup>	8,164	7,925	7,737	7,657	7,546	7,527	7,611	7,686	7,783	7,887
Staff Numbers <sup>2</sup>	8,585	8,378	8,191	8,110	7,995	7,961	8,041	8,124	8,217	8,322
<b>Other Data</b>										
R&D	9,418	8,799	8,142	7,491	7,333	7,292	7,561	9,594	13,290	15,777
Capital Expenditure <sup>3</sup>	11,198	26,998	6,769	3,338	3,364	11,579	13,495	5,041	12,724	55,617
Depreciation / Amortization <sup>3</sup>	10,434	9,795	10,779	9,852	8,560	8,587	8,337	7,994	7,404	7,506
Financing Income	354	523	11,366	8,796	18,341	1,952	5,649	7,729	8,728	9,961

<sup>1</sup> The staff numbers exclude employees who are; 1) seconded to subsidiaries, affiliates or other organizations, 2) sent to universities or other organizations for study.

<sup>2</sup> The staff numbers include employees who are; 1) seconded to subsidiaries, affiliates or other organizations, 2) sent to universities or other organizations for study.

<sup>3</sup> The capital expenditure and the depreciation / amortization relate to tangible, intangible fixed assets as well as other investment assets.

## ■ Construction Contract Awards (Consolidated)

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
<b>Construction Contract Awards</b>										
Japan	1,054,203	1,140,873	1,071,184	1,298,322	1,193,022	1,308,924	1,452,173	1,286,246	1,508,427	1,250,422
Proportion	88.7%	88.0%	80.3%	82.5%	80.9%	72.9%	84.0%	76.3%	75.0%	71.3%
Overseas	134,234	155,169	262,106	275,273	281,832	486,950	276,127	399,725	501,720	502,377
Proportion	11.3%	12.0%	19.7%	17.5%	19.1%	27.1%	16.0%	23.7%	25.0%	28.7%
Kajima Corporation	-4,367	8,770	21,861	28,656	331	-4,712	-25,711	1,768	-189	-18
Overseas Consolidated Subsidiaries	139,758	146,129	240,100	246,125	281,237	491,382	301,509	397,761	500,812	501,872
Total	1,188,438	1,296,042	1,333,291	1,573,595	1,474,855	1,795,875	1,728,300	1,685,971	2,010,147	1,752,800
<b>Overseas Construction Contract Awards</b>										
North America	65,013	57,835	93,083	148,542	192,940	273,791	143,563	130,442	223,755	283,750
Note:	5.5%	4.5%	7.0%	9.5%	13.1%	15.2%	8.3%	7.7%	11.1%	16.2%
Europe	3,272	5,488	7,216	8,442	14,241	16,468	10,528	26,145	38,521	23,342
Note:	0.3%	0.4%	0.6%	0.5%	1.0%	0.9%	0.6%	1.6%	1.9%	1.4%
Asia	71,832	90,213	146,658	102,248	75,542	109,195	93,693	126,599	117,240	114,234
Note:	6.0%	7.0%	11.0%	6.5%	5.1%	6.1%	5.4%	7.5%	5.9%	6.5%
Oceania	-	-	-	-	-	-	51,541	115,237	122,063	80,583
Note:	-	-	-	-	-	-	3.0%	6.8%	6.1%	4.6%
Other Regions	-5,883	1,630	15,147	16,039	-891	87,495	-23,200	1,299	140	466
Note:	-0.5%	0.1%	1.1%	1.0%	-0.1%	4.9%	-1.3%	0.1%	0.0%	0.0%
Total	134,234	155,169	262,106	275,273	281,832	486,950	276,127	399,725	501,720	502,377
Note:	11.3%	12.0%	19.7%	17.5%	19.1%	27.1%	16.0%	23.7%	25.0%	28.7%

Note: percentage of overseas construction contract awards to the consolidated construction contract awards

■ Contract Awards (Nonconsolidated)

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
Civil Engineering	226,016	305,250	241,357	369,237	339,908	285,967	364,311	303,221	303,840	327,620
Japan - Public	143,100	192,591	117,692	212,166	210,123	178,917	273,550	171,198	152,208	162,122
Central Government	103,348	60,335	87,619	189,006	189,702	163,540	235,420	139,714	139,845	144,773
Local Government	39,752	132,256	30,072	23,159	20,421	15,377	38,129	31,484	12,362	17,348
Japan - Private	87,310	103,940	101,811	128,427	129,455	111,767	116,472	130,254	151,821	165,517
Manufacturing	20,941	34,775	17,553	21,050	33,924	12,989	18,221	16,371	20,897	29,481
Non-Manufacturing	66,368	69,165	84,257	107,376	95,531	98,778	98,251	113,882	130,923	136,035
Japan - Total	230,411	296,532	219,503	340,593	339,579	290,684	390,023	301,452	304,029	327,639
Overseas	-4,394	8,718	21,853	28,643	329	-4,717	-25,711	1,768	-189	-18
Building Construction	731,950	747,837	754,704	841,830	742,538	902,092	940,273	845,356	1,074,060	794,967
Japan - Public	67,625	48,888	60,255	162,777	98,968	89,967	101,054	83,582	53,682	50,623
Central Government	28,417	25,357	20,752	62,115	50,043	32,980	30,931	46,056	30,673	36,221
Local Government	39,208	23,531	39,502	100,661	48,925	56,987	70,122	37,525	23,009	14,402
Japan - Private	664,297	698,895	694,440	679,040	643,567	812,120	839,219	761,774	1,020,377	744,343
Manufacturing	159,892	193,457	154,343	149,012	144,923	246,240	150,377	183,181	206,613	231,427
Non-Manufacturing	504,404	505,438	540,097	530,028	498,644	565,880	688,842	578,592	813,764	512,916
Japan - Total	731,923	747,784	754,696	841,817	742,536	902,087	940,273	845,356	1,074,060	794,967
Overseas	26	52	8	12	2	4	-	-	-	-
Construction - Total	957,966	1,053,087	996,061	1,211,067	1,082,446	1,188,060	1,304,585	1,148,577	1,377,900	1,122,587
Japan - Public	210,726	241,480	177,947	374,943	309,092	268,885	374,604	254,780	205,891	212,745
Central Government	131,766	85,693	108,372	251,122	239,745	196,520	266,352	185,770	170,519	180,994
Local Government	78,960	155,787	69,575	123,821	69,346	72,364	108,252	69,010	35,372	31,750
Japan - Private	751,607	802,835	796,252	807,468	773,023	923,887	955,692	892,028	1,172,198	909,860
Manufacturing	180,834	228,232	171,897	170,063	178,847	259,229	168,599	199,553	227,511	260,909
Non-Manufacturing	570,773	574,603	624,354	637,405	594,175	664,658	787,093	692,475	944,687	648,951
Japan - Total	962,334	1,044,316	974,199	1,182,411	1,082,115	1,192,772	1,330,297	1,146,809	1,378,090	1,122,606
Overseas	-4,367	8,770	21,861	28,656	331	-4,712	-25,711	1,768	-189	-18
Real Estate and Other	65,973	48,035	57,549	53,607	111,367	48,812	45,379	51,507	66,522	59,477
Total	1,023,940	1,101,122	1,053,611	1,264,674	1,193,813	1,236,872	1,349,965	1,200,085	1,444,422	1,182,065

■ Contract Awards (Nonconsolidated) - continued

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
<b>Construction Contract Awards by Project Type</b>										
Civil Engineering	226,016	305,250	241,357	369,237	339,908	285,967	364,311	303,221	303,840	327,620
Flood Control	26,088	14,767	30,755	31,391	25,104	25,684	64,657	26,484	47,189	43,194
Railway	28,813	28,416	25,648	49,581	41,215	50,892	48,505	33,900	43,581	48,128
Potable / Waste Water	34,196	10,069	20,773	14,585	15,151	-754	7,277	18,463	7,057	5,270
Land Improvement	3,562	5,083	21,164	21,036	31,104	29,882	28,788	26,793	15,898	5,971
Port / Airport	12,064	4,560	5,435	3,651	2,326	6,092	13,711	4,240	3,824	5,081
Road	61,096	45,331	71,186	105,401	114,881	74,694	95,920	39,441	57,609	86,244
Other	60,193	197,019	66,392	143,588	110,123	99,475	105,449	153,897	128,679	133,729
Building Construction	731,950	747,837	754,704	841,830	742,538	902,092	940,273	845,356	1,074,060	794,967
Office (Public / Private)	237,515	207,557	278,223	174,509	251,033	206,610	413,483	241,079	409,585	239,832
Lodging	18,726	7,770	4,875	16,104	27,000	69,971	50,463	72,204	58,296	46,197
Retail	18,175	35,619	47,178	100,670	39,582	82,565	21,600	39,091	15,881	39,701
Power Plant / Factory	136,000	186,784	147,295	167,924	158,565	223,732	151,920	232,265	253,743	171,670
Warehouse / Distribution Center	52,256	21,454	24,489	73,372	59,794	50,200	18,674	21,837	33,538	34,412
Residential	50,057	61,479	101,718	45,661	27,552	67,052	70,300	43,366	95,538	16,084
Education / Research / Culture	61,597	102,689	70,034	94,689	55,986	87,560	100,285	76,748	113,168	143,879
Medical / Welfare	87,817	84,000	51,363	119,001	58,915	55,702	55,597	47,061	35,142	17,162
Other	69,804	40,479	29,525	49,896	64,108	58,695	57,946	71,701	59,164	86,025
<b>Construction Contract Awards by Customer (Private Sector)</b>										
Manufacturing	180,834	228,232	171,897	170,063	178,847	259,229	168,599	199,553	227,511	260,909
Food Processing	21,028	11,389	14,511	12,750	16,230	16,128	33,235	13,410	11,836	6,377
Petrochemical	62,721	92,148	47,690	68,132	80,291	87,222	50,651	51,699	80,028	166,053
Steel	9,821	9,106	8,229	7,787	9,732	5,082	4,614	20,039	15,099	15,345
Electronics	43,774	43,921	41,058	27,266	13,735	98,996	25,576	20,268	45,452	29,769
Vehicle	12,242	25,765	21,456	22,619	15,519	19,034	15,409	10,994	12,508	23,060
Machinery	10,533	16,304	9,155	9,383	26,327	8,127	7,544	12,537	25,994	4,636
Other	20,713	29,596	29,796	22,123	17,010	24,637	31,567	70,603	36,591	15,666
Non-Manufacturing	570,773	574,603	624,354	637,405	594,175	664,658	787,093	692,475	944,687	648,951
Commercial	26,142	33,723	46,305	63,639	35,132	38,233	201,309	40,452	50,377	32,213
Finance	23,040	55,867	24,849	22,296	18,297	38,451	17,210	21,113	26,108	11,590
Real Estate	153,670	89,564	215,432	108,857	163,026	108,299	246,556	145,363	261,648	140,606
Transportation / Distribution	120,874	53,690	57,273	80,939	77,909	74,820	39,339	89,379	78,192	118,557
Power / Gas	39,423	71,209	61,119	107,167	81,227	65,328	96,796	125,172	142,395	157,243
Information Technology	24,852	26,732	22,052	18,502	9,613	24,577	7,126	74,422	20,045	25,901
Service	174,059	229,199	177,185	229,584	202,676	289,837	171,929	183,075	353,864	153,503
(Medical / Welfare)	80,572	34,039	32,761	85,348	46,460	28,544	31,893	9,057	19,614	5,700
(Education)	32,794	88,513	47,820	48,200	23,965	52,502	31,965	26,641	71,240	29,484
Other	8,710	14,615	20,135	6,416	6,293	25,109	6,824	13,495	12,054	9,334

■ Contract Awards (Nonconsolidated) - continued

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
<b>Construction Contract Awards by Geographical Region (Japan)</b>										
Urban	729,372	665,306	745,639	779,328	734,577	741,744	952,020	779,203	984,847	782,226
Proportion	75.8%	63.7%	76.5%	65.9%	67.9%	62.2%	71.6%	67.9%	71.5%	69.7%
Kanto	530,523	465,957	584,090	577,353	584,093	506,746	774,391	590,491	764,992	592,160
(Metropolitan Tokyo)	486,267	402,545	528,509	498,399	541,366	447,241	722,994	547,697	716,027	535,152
Tokai	87,900	110,937	77,237	106,720	90,549	110,207	112,579	94,355	91,075	62,135
Kinki	110,948	88,411	84,311	95,254	59,934	124,790	65,049	94,356	128,779	127,930
Suburban	232,961	379,009	228,560	403,083	347,538	451,027	378,276	367,605	393,242	340,380
Proportion	24.2%	36.3%	23.5%	34.1%	32.1%	37.8%	28.4%	32.1%	28.5%	30.3%
Hokkaido	14,781	17,599	34,018	22,088	31,066	26,487	31,471	14,114	37,837	17,086
Tohoku	52,611	204,516	84,596	225,031	150,655	191,856	193,574	185,950	183,279	144,831
Hokuriku	37,062	50,810	24,288	29,179	22,568	103,961	33,144	39,140	36,678	50,667
Chugoku	43,937	40,764	25,771	48,381	41,253	53,244	29,075	42,379	42,536	49,378
Shikoku	17,384	22,127	21,159	15,504	46,550	26,751	22,892	26,250	20,246	27,946
Kyusyu	67,184	43,191	38,725	62,897	55,443	48,726	68,117	59,772	72,663	50,469
<b>Total</b>	<b>962,334</b>	<b>1,044,316</b>	<b>974,199</b>	<b>1,182,411</b>	<b>1,082,115</b>	<b>1,192,772</b>	<b>1,330,297</b>	<b>1,146,809</b>	<b>1,378,090</b>	<b>1,122,606</b>

Kanto: Tokyo, Kanagawa, Saitama, Chiba, Ibaraki, Tochigi, Gunma, Yamanashi, Nagano

(Metropolitan Tokyo): Tokyo, Kanagawa, Saitama, Chiba

Tokai: Gifu, Shizuoka, Aichi, Mie

Kinki: Shiga, Kyoto, Osaka, Hyogo, Nara, Wakayama

**Construction Contract Awards by Contract Type**

Designated / Negotiated	39.9%	50.0%	44.9%	36.8%	48.2%	46.0%	52.7%	42.2%	41.2%	41.7%
Civil Engineering	21.8%	52.6%	20.0%	17.1%	23.2%	30.1%	20.9%	28.6%	31.1%	23.6%
Building Construction	45.5%	48.9%	52.8%	45.4%	59.6%	51.0%	65.0%	47.1%	44.1%	49.1%
(Japan - Private)	(47.3%)	(51.6%)	(55.2%)	(49.3%)	(66.5%)	(57.1%)	(72.5%)	(50.4%)	(46.1%)	(52.4%)
Design-Build	33.0%	37.6%	34.0%	40.0%	44.9%	50.2%	53.1%	51.5%	46.6%	54.1%
Civil Engineering	18.9%	44.1%	15.5%	19.5%	22.8%	20.9%	18.9%	33.1%	27.8%	29.8%
Building Construction	37.4%	34.9%	39.9%	48.9%	55.1%	59.5%	66.3%	58.2%	51.9%	64.1%
(Japan - Private)	(38.8%)	(36.3%)	(42.0%)	(53.7%)	(59.1%)	(65.0%)	(70.6%)	(61.9%)	(53.2%)	(66.1%)

**Construction Contract Awards by Contract Size**

JPY 5 bln. or above	332,911	375,473	351,892	509,606	532,792	630,305	800,333	607,969	745,691	597,717
Proportion	34.8%	35.7%	35.3%	42.1%	49.2%	53.1%	61.3%	52.9%	54.1%	53.2%
JPY 5 bln. or below	625,055	677,613	644,169	701,461	549,653	557,755	504,252	540,608	632,209	524,870
Proportion	65.2%	64.3%	64.7%	57.9%	50.8%	46.9%	38.7%	47.1%	45.9%	46.8%
<b>Total</b>	<b>957,966</b>	<b>1,053,087</b>	<b>996,061</b>	<b>1,211,067</b>	<b>1,082,446</b>	<b>1,188,060</b>	<b>1,304,585</b>	<b>1,148,577</b>	<b>1,377,900</b>	<b>1,122,587</b>

## ■ Revenues (Nonconsolidated)

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
Civil Engineering	273,901	284,005	269,492	298,806	276,430	307,964	296,857	366,588	301,063	288,098
Japan - Public	153,383	154,535	168,915	178,875	164,669	173,121	179,449	249,880	188,917	148,458
Japan - Private	85,642	93,019	94,744	104,051	126,849	127,649	116,646	93,109	111,424	138,816
Japan - Total	239,025	247,555	263,659	282,926	291,518	300,770	296,096	342,989	300,341	287,274
Overseas	34,875	36,450	5,832	15,879	-15,087	7,194	761	23,598	721	824
Building Construction	639,407	748,495	745,925	690,020	780,841	824,097	835,149	752,677	928,095	957,556
Japan - Public	40,178	62,048	78,725	69,854	99,619	125,443	105,959	92,915	90,324	68,265
Japan - Private	598,700	685,905	667,191	620,152	681,219	698,648	729,190	659,761	837,770	889,291
Japan - Total	638,878	747,953	745,916	690,007	780,839	824,092	835,149	752,677	928,095	957,556
Overseas	529	541	8	12	2	4	-	-	-	-
Construction - Total	913,309	1,032,501	1,015,417	988,826	1,057,271	1,132,062	1,132,007	1,119,266	1,229,158	1,245,655
Japan - Public	193,561	216,584	247,641	248,729	264,289	298,564	285,409	342,795	279,241	216,723
Japan - Private	684,342	778,924	761,935	724,203	808,068	826,297	845,836	752,871	949,194	1,028,107
Manufacturing	173,730	211,253	194,683	158,260	192,251	232,289	170,257	184,131	212,348	210,773
Non-Manufacturing	510,612	567,671	567,252	565,943	615,817	594,008	675,579	568,740	736,846	817,333
Japan - Total	877,904	995,509	1,009,576	972,933	1,072,357	1,124,862	1,131,245	1,095,667	1,228,436	1,244,830
Overseas	35,404	36,991	5,841	15,892	-15,085	7,199	761	23,598	721	824
Real Estate and Other	57,104	67,922	54,508	57,181	83,742	34,085	71,838	45,909	51,207	59,401
<b>Total</b>	<b>970,413</b>	<b>1,100,424</b>	<b>1,069,925</b>	<b>1,046,007</b>	<b>1,141,014</b>	<b>1,166,147</b>	<b>1,203,845</b>	<b>1,165,175</b>	<b>1,280,366</b>	<b>1,305,057</b>

### Construction Revenues by Project Type

Civil Engineering	273,901	284,005	269,492	298,806	276,430	307,964	296,857	366,588	301,063	288,098
Flood Control	41,296	24,885	20,336	21,042	28,487	26,992	30,438	31,393	40,464	35,055
Railway	47,382	47,935	34,448	35,104	35,576	34,666	35,682	37,660	43,724	49,571
Potable / Waste Water	14,712	19,735	19,946	19,407	15,670	8,947	6,919	7,481	10,921	10,149
Land Improvement	6,992	5,418	5,905	15,603	24,256	31,828	30,919	30,171	28,123	12,202
Port / Airport	17,294	6,957	4,206	5,316	2,693	3,145	7,020	10,273	7,293	4,703
Road	83,820	97,125	72,966	84,113	48,351	87,761	83,626	103,083	65,522	51,108
Other	62,402	81,948	111,683	118,219	121,394	114,622	102,250	146,525	105,013	125,308
Building Construction	639,407	748,495	745,925	690,020	780,841	824,097	835,149	752,677	928,095	957,556
Office (Public / Private)	239,849	251,345	215,106	188,500	221,489	208,602	216,980	244,311	344,389	343,899
Lodging	16,946	7,763	14,980	10,856	12,879	14,844	51,561	63,499	59,946	86,142
Retail	32,443	29,529	42,046	45,708	55,912	60,461	106,054	20,245	30,450	22,072
Power Plant / Factory	119,787	179,398	156,919	144,706	158,952	206,079	146,495	162,523	200,478	231,894
Warehouse / Distribution Center	10,677	28,341	34,277	51,214	49,846	61,406	52,955	26,068	22,981	34,814
Residential	40,544	45,383	61,345	57,414	49,536	64,115	68,892	36,306	62,882	61,200
Education / Research / Culture	77,241	72,724	92,510	71,547	79,723	71,117	67,679	87,476	100,177	75,338
Medical / Welfare	44,570	87,306	83,898	75,101	95,036	75,767	57,237	54,110	38,592	30,310
Other	57,347	46,702	44,840	44,970	57,465	61,701	67,293	58,135	68,196	71,884



## ■ Contract Backlogs (Nonconsolidated)

(Millions of Yen)

	2011.3	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3
Civil Engineering	415,710	436,954	408,819	479,250	542,727	520,730	588,184	524,817	527,593	567,115
Japan - Public	271,196	309,251	258,028	291,319	336,773	342,569	436,670	357,989	321,280	334,944
Japan - Private	96,140	107,060	114,128	138,504	141,111	125,229	125,056	162,200	202,596	229,297
Japan - Total	367,336	416,312	372,156	429,824	477,884	467,799	561,726	520,189	523,877	564,242
Overseas	48,373	20,641	36,662	49,426	64,843	52,931	26,457	4,627	3,716	2,873
Building Construction	791,410	790,752	799,531	951,342	913,039	991,034	1,096,158	1,188,837	1,334,803	1,172,213
Japan - Public	132,203	119,043	100,573	193,495	192,844	157,368	152,462	143,129	106,487	88,845
Japan - Private	658,718	671,708	698,958	757,846	720,194	833,666	943,696	1,045,708	1,228,315	1,083,367
Japan - Total	790,921	790,752	799,531	951,342	913,039	991,034	1,096,158	1,188,837	1,334,803	1,172,213
Overseas	489	-	-	-	-	-	-	-	-	-
Construction - Total	1,207,120	1,227,706	1,208,351	1,430,592	1,455,767	1,511,765	1,684,343	1,713,655	1,862,397	1,739,329
Japan - Public	403,399	428,295	358,601	484,814	529,617	499,937	589,133	501,118	427,768	423,790
Japan - Private	754,858	778,769	813,086	896,351	861,306	958,896	1,068,752	1,207,908	1,430,912	1,312,665
Manufacturing	120,917	137,895	115,110	126,912	113,509	140,449	138,791	154,212	169,375	219,510
Non-Manufacturing	633,941	640,873	697,976	769,438	747,796	818,446	929,961	1,053,696	1,261,537	1,093,154
Japan - Total	1,158,257	1,207,065	1,171,688	1,381,166	1,390,923	1,458,833	1,657,885	1,709,027	1,858,680	1,736,456
Overseas	48,862	20,641	36,662	49,426	64,843	52,931	26,457	4,627	3,716	2,873
Real Estate and Other	37,686	17,798	20,839	17,265	44,890	59,617	33,159	38,757	54,071	54,147
Total	1,244,807	1,245,505	1,229,190	1,447,857	1,500,657	1,571,382	1,717,502	1,752,412	1,916,468	1,793,476

### Construction Contract Backlogs by Project Type

Civil Engineering	415,710	436,954	408,819	479,250	542,727	520,730	588,184	524,817	527,593	567,115
Flood Control	38,131	28,013	38,433	48,782	45,398	44,090	78,309	73,400	80,125	88,264
Railway	65,342	45,823	37,023	51,500	57,140	73,367	86,190	82,429	82,286	80,843
Potable / Waste Water	42,446	32,780	33,607	28,785	28,266	18,564	18,922	29,904	26,040	21,161
Land Improvement	3,482	3,147	18,407	23,839	30,687	28,741	26,610	23,232	11,007	4,777
Port / Airport	6,605	4,209	5,438	3,773	3,407	6,354	13,045	7,013	3,543	3,922
Road	184,939	133,146	131,366	152,654	219,185	206,118	218,412	154,771	146,857	181,993
Other	74,761	189,833	144,542	169,912	158,641	143,494	146,693	154,065	177,731	186,152
Building Construction	791,410	790,752	799,531	951,342	913,039	991,034	1,096,158	1,188,837	1,334,803	1,172,213
Office (Public / Private)	279,011	235,223	298,340	284,349	313,893	311,901	508,405	505,173	570,369	466,301
Lodging	13,557	13,564	3,459	8,706	22,828	77,954	76,856	85,561	83,912	43,966
Retail	18,746	24,836	29,968	84,930	68,600	90,705	6,251	25,096	10,527	28,156
Power Plant / Factory	100,032	107,418	98,678	121,896	121,509	139,161	144,586	214,328	267,593	207,369
Warehouse / Distribution Center	47,074	40,187	30,399	52,556	62,504	51,298	17,018	12,787	23,345	22,943
Residential	67,355	83,451	123,824	112,071	90,086	93,024	94,433	101,492	134,147	89,032
Education / Research / Culture	64,834	94,802	72,326	95,468	71,730	88,173	120,779	110,051	123,043	191,584
Medical / Welfare	119,227	115,922	83,387	127,287	91,167	71,102	69,462	62,413	58,963	45,816
Other	81,569	75,345	59,148	64,075	70,718	67,712	58,365	71,932	62,900	77,041