

# KAJIMA FACT BOOK

2021.3 (Financial Year ended March 31, 2021)

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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, 2021)

Paid-in Capital ¥81,447 million

### Number of Shares (as of March 31, 2021)

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, 2021)

Consolidated (Construction) ¥1,720,143 million  
Nonconsolidated ¥1,265,200 million

### Revenues (Financial Year ended March 31, 2021)

Consolidated ¥1,907,176 million  
Nonconsolidated ¥1,189,562 million

### Ordinary Income (Financial Year ended March 31, 2021)

Consolidated ¥139,729 million  
Nonconsolidated ¥114,285 million

### Net Income Attributable to Owners of Parent (Financial Year ended March 31, 2021)

Consolidated ¥98,522 million  
Nonconsolidated ¥82,829 million

### Total Assets (as of March 31, 2021)

Consolidated ¥2,164,806 million

### Total Equity (as of March 31, 2021)

Consolidated ¥884,806 million

### Staff Numbers (as of March 31, 2021)

Consolidated 18,905  
Nonconsolidated 7,989

## ■ Financial Summary (Consolidated)

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
Construction Contract Awards	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	1,720,143
Revenues	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	1,907,176
Operating Income	29,499	18,469	23,007	12,665	111,079	155,392	158,373	142,622	131,987	127,298
Ordinary Income	41,343	24,633	27,006	21,365	113,376	163,438	179,716	162,901	146,645	139,729
Net Income Attributable to Owners of the Parent	3,833	23,429	20,752	15,139	72,323	104,857	126,778	109,839	103,242	98,522
Basic Net Income per Share (Yen)	3.69	22.55	19.98	14.58	69.66	101.01	244.29	211.67	200.99	193.13
ROE	1.5%	8.1%	6.0%	3.8%	16.0%	20.6%	20.9%	15.5%	13.4%	11.8%
Operating Margin	2.0%	1.2%	1.5%	0.7%	6.4%	8.5%	8.7%	7.2%	6.6%	6.7%
Total Assets	1,686,221	1,686,072	1,789,495	1,839,259	1,886,781	1,992,822	2,051,226	2,091,175	2,172,108	2,164,806
Owners' Equity	256,715	320,449	368,231	434,915	471,295	548,533	666,020	753,278	791,786	874,839
Total Equity	256,705	318,126	364,126	436,952	474,051	552,552	669,795	756,924	796,020	884,806
Owners' Equity Ratio	15.2%	19.0%	20.6%	23.6%	25.0%	27.5%	32.5%	36.0%	36.5%	40.4%
Owners' Equity per Share (Yen)	247.12	308.49	354.62	418.86	453.93	528.46	1,283.38	1,451.66	1,544.71	1,731.16
Interest-bearing Debt	525,712	480,142	444,708	385,097	378,527	372,927	344,832	298,702	326,885	317,032
D/E Ratio	2.05	1.50	1.21	0.89	0.80	0.68	0.52	0.40	0.41	0.36
Cash Dividends per Share (Yen)	5.0	5.0	5.0	5.0	12.0	20.0	48.0	50.0	50.0	54.0
No. of Shares Outstanding - Year-end (excluding treasury stock)	('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	('000 shares) 505,347
No. of Shares Outstanding - Average (excluding treasury stock)	('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	('000 shares) 510,144
Cash Flows - Operating Activities	81,729	58,460	32,955	59,212	36,354	187,546	120,479	30,390	53,061	153,097
Cash Flows - Investing Activities	-38,724	36,715	17,388	8,304	-27,800	-31,912	-47,354	-25,346	-101,813	-65,434
Cash Flows - Financing Activities	-37,752	-58,628	-17,159	-70,743	-13,158	-20,577	-53,099	-75,007	-10,866	-39,110

(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)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
Contract Awards	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	1,265,200
Construction Contract Awards	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	1,205,379
Revenues	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	1,189,562
Operating Income	17,683	1,315	5,113	-18,076	86,977	124,494	135,188	120,291	111,044	105,146
Ordinary Income	23,856	12,214	9,574	1,666	81,683	128,524	146,284	132,504	120,593	114,285
Net Income	-7,102	8,725	5,023	8,039	39,014	81,730	100,320	97,078	80,136	82,829
Basic Net Income per Share (Yen)	-6.82	8.39	4.83	7.73	37.52	78.60	192.96	186.74	155.72	162.06
Total Assets	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	1,558,909
Owners' Equity	205,003	241,684	254,063	297,889	308,747	370,485	465,593	545,421	563,176	638,435
Total Equity	205,003	241,684	254,063	297,889	308,747	370,485	465,593	545,421	563,176	638,435
Owners' Equity Ratio	15.1%	18.0%	17.9%	21.1%	21.5%	24.2%	30.3%	35.3%	35.3%	41.0%
Owners' Equity per Share (Yen)	197.04	232.30	244.29	286.45	296.91	356.30	895.59	1,049.18	1,096.69	1,261.00
Interest-bearing Debt	417,997	384,942	374,667	305,966	295,373	287,681	262,818	203,102	222,793	177,529
Gross Profit Margin	6.8%	5.4%	5.5%	2.7%	11.8%	14.8%	16.5%	14.2%	13.6%	14.4%
- Construction	7.1%	5.5%	5.4%	0.8%	11.9%	14.7%	16.4%	14.1%	13.4%	13.6%
- Civil Engineering	8.1%	3.5%	17.2%	-0.1%	14.6%	18.2%	21.2%	19.0%	14.0%	15.5%
- Building Construction	6.7%	6.2%	0.3%	1.1%	10.8%	13.4%	14.0%	12.5%	13.2%	12.7%
- Real Estate and Other	2.1%	3.3%	6.8%	27.7%	9.2%	16.8%	19.6%	15.0%	18.0%	27.1%

(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)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
<b>(Assets)</b>										
Current Assets	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	1,262,942
Cash and Deposits	162,217	202,194	268,890	252,250	241,903	374,093	394,550	322,658	262,963	307,633
Notes and Accounts Receivable - trade	503,867	498,067	567,203	545,422	588,656	609,701	626,714	701,965	734,159	602,162
Marketable Securities	91	66	162	113	51	112	187	422	110	325
Operational Investments in Securities	16,790	11,356	10,156	10,156	10,156	10,156	12,388	12,383	12,355	12,319
Inventories - Real Estate for Sale	78,801	72,160	38,866	45,401	57,282	58,038	71,240	68,136	62,817	78,214
Inventories - Construction Projects in Progress	64,273	47,498	44,180	71,815	85,039	92,273	54,079	52,050	63,540	54,938
Inventories - Development Projects in Progress	73,084	75,108	55,837	32,599	34,364	32,615	35,845	46,940	74,692	103,505
Inventories - Other	10,255	7,929	8,942	10,049	14,390	16,409	17,892	21,523	18,180	17,094
Deferred Tax Assets	60,185	58,900	70,193	56,823	51,133	42,676	-	-	-	-
Other	91,403	84,297	84,185	101,083	117,068	70,223	81,817	97,158	121,300	87,729
Allowance for Doubtful Accounts	-1,908	-1,982	-2,223	-2,969	-1,572	-1,654	-853	-841	-855	-980
Noncurrent Assets	627,160	630,476	643,100	716,513	688,308	688,176	757,364	768,778	822,843	901,863
Property and Equipment	345,642	323,246	328,426	347,222	350,749	353,645	340,929	331,699	391,049	417,955
Buildings and Structures	127,156	124,965	121,605	123,601	148,253	145,748	134,904	122,349	117,412	125,752
Machinery, Vehicles, Tools, Furniture and Fixtures	10,664	11,187	11,941	12,208	16,136	16,725	17,089	16,943	17,526	15,960
Land	197,531	177,727	177,531	180,197	180,129	187,051	182,701	178,077	223,651	232,311
Construction in Progress	7,372	6,500	14,316	28,040	3,086	1,077	3,526	11,753	26,165	37,388
Other	2,918	2,864	3,030	3,172	3,143	3,041	2,706	2,575	6,292	6,542
Intangible Assets	6,462	5,684	4,907	5,220	7,356	8,418	10,541	11,661	11,548	11,330
Investments and Other Assets	275,055	301,546	309,765	364,071	330,202	326,112	405,894	425,416	420,246	472,578
Investments in Securities	199,857	246,688	257,316	304,849	270,301	264,755	294,485	326,255	309,623	350,351
Long-term Loans Receivable	7,354	11,537	22,863	24,297	23,396	23,964	49,132	48,938	50,012	62,953
Asset for Retirement Benefits	-	-	457	553	574	584	950	667	642	1,534
Deferred Tax Assets	21,706	1,605	1,811	925	1,114	1,075	15,096	4,022	18,635	8,032
Other	59,786	55,286	36,505	42,411	44,491	45,555	53,845	49,239	44,836	52,910
Allowance for Doubtful Accounts	-13,650	-13,571	-9,189	-8,965	-9,673	-9,822	-7,615	-3,705	-3,503	-3,203
<b>Total Assets</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>	<b>2,164,806</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)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
<b>(Liabilities)</b>										
<b>Current Liabilities</b>	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	990,080
Notes and Accounts Payable - Trade	466,237	446,399	458,796	539,811	517,266	517,834	509,027	530,420	520,653	445,589
Short-term Loans Payable	188,303	201,222	127,078	122,322	84,890	89,270	89,357	104,913	151,459	143,416
Commercial Paper	63,000	43,300	54,000	53,700	80,000	75,000	61,000	35,000	45,000	-
Current Portion of Bonds Payable	20,000	20,000	45,000	10,000	20,000	20,000	30,000	-	-	10,000
Income Taxes Payable	3,721	10,633	21,401	4,124	30,798	30,020	28,786	17,665	30,597	27,623
Advances Rreceived on Construction Projects in Progress	96,058	100,755	130,921	104,846	155,468	210,429	187,647	146,075	162,087	146,103
Advances Received on Development Projects in Progress, Real Estate for Sale and Other	7,936	5,092	6,458	9,230	12,722	11,404	13,489	13,833	13,553	12,170
Provision for Warranties for Completed Construction Projects	4,546	4,287	4,733	5,690	5,267	5,202	5,136	12,680	12,824	13,465
Provision for Loss on Construction Projects in Progress	26,150	27,504	35,632	58,195	45,432	13,787	14,767	12,852	12,515	14,119
Provision for Directors' bonuses	143	123	137	149	105	144	143	111	153	142
Provision for loss on Anti-Monopoly Act	-	-	-	-	-	-	-	8,702	-	-
Other	151,443	146,628	162,430	139,185	130,755	143,979	164,295	180,068	176,565	177,448
<b>Long-Term Liabilities</b>	401,972	361,999	378,777	355,050	330,021	323,197	277,779	271,928	250,678	289,919
Bonds Payable	105,000	105,000	80,000	70,000	60,000	60,000	40,000	40,000	50,000	40,000
Long-term Loans Payable	149,409	110,620	138,630	129,074	133,636	128,656	124,474	118,789	80,425	123,616
Deferred Tax Liabilities	-	-	16,027	30,502	14,286	16,510	929	1,963	605	989
Deferred Tax Liabilities on Revaluation Surplus of Land	28,779	28,419	27,729	25,080	21,815	21,726	20,714	20,694	19,859	20,689
Provision for Retirement Benefits	61,170	61,588	-	-	-	-	-	-	-	-
Liability for Retirement Benefits	-	-	60,174	53,697	55,551	56,064	57,705	60,191	62,100	62,575
Equity Loss in Excess of Investments in and Loans to Unconsolidated Subsidiaries and Affiliates	1,295	1,148	1,192	1,249	1,226	1,226	1,279	1,205	1,205	1,205
Other	56,317	55,222	55,023	45,445	43,506	39,012	32,676	29,085	36,482	40,844
<b>Total Liabilities</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>	<b>1,280,000</b>

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■ Balance Sheets (Consolidated) - continued

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
<b>(Equity)</b>										
Shareholders' Equity	233,457	252,758	269,265	283,593	351,943	440,079	544,378	625,167	691,697	752,675
Common Stock	81,447	81,447	81,447	81,447	81,447	81,447	81,447	81,447	81,447	81,447
Capital Surplus	45,304	45,304	45,304	45,304	45,304	45,304	45,304	43,267	43,367	43,271
Retained Earnings	112,774	132,089	148,740	163,104	231,499	319,834	424,194	507,094	583,303	654,128
Treasury Stock	-6,068	-6,082	-6,226	-6,262	-6,307	-6,505	-6,567	-6,641	-16,420	-26,172
Accumulated Other Comprehensive Income (Loss)	23,257	67,690	98,966	151,321	119,351	108,453	121,642	128,110	100,089	122,163
Unrealized Gain (Loss) on Available-for-sale Securities	25,960	58,706	71,424	106,662	82,587	79,329	97,468	111,417	84,212	112,242
Deferred Gain (Loss) on Derivatives under Hedge Accounting	-1,442	-980	-418	-498	-724	-409	-223	-371	-239	-659
Revaluation Surplus of Land	19,818	19,236	18,164	20,834	20,196	20,108	18,663	18,618	19,435	21,498
Foreign Currency Translation Adjustments	-21,078	-9,271	9,281	24,472	19,485	10,952	7,224	249	-1,400	-10,352
Defined Retirement Benefit Plans	-	-	514	-149	-2,193	-1,527	-1,491	-1,802	-1,918	-565
Noncontrolling Interests	-9	-2,323	-4,104	2,037	2,756	4,018	3,774	3,646	4,233	9,967
<b>Total Equity</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>884,806</b>
<b>Total Liabilities and Equity</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>	<b>2,164,806</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).

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## Income Statements (Consolidated)

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
Revenues	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	1,907,176
Construction Projects	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	1,673,594
Real Estate and Other	188,522	183,552	186,877	213,551	161,657	219,751	185,163	197,923	219,633	233,582
Cost of Revenues	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	1,665,759
Construction Projects	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	1,477,579
Real Estate and Other	169,431	160,533	162,496	164,351	134,767	177,696	150,061	163,184	178,091	188,179
Gross Profit	114,481	104,349	107,987	96,719	199,099	247,063	258,923	251,171	248,121	241,417
	7.9%	7.0%	7.1%	5.7%	11.4%	13.6%	14.1%	12.7%	12.3%	12.7%
Construction Projects	95,389	81,330	83,606	47,519	172,208	205,009	223,820	216,432	206,579	196,014
	7.5%	6.2%	6.3%	3.2%	10.9%	12.8%	13.6%	12.2%	11.5%	11.7%
Real Estate and Other	19,091	23,018	24,380	49,199	26,890	42,054	35,102	34,738	41,541	45,402
	10.1%	12.5%	13.0%	23.0%	16.6%	19.1%	19.0%	17.6%	18.9%	19.4%
Selling, General and Administrative Expenses	84,981	85,879	84,979	84,053	88,019	91,671	100,550	108,548	116,134	114,118
	5.9%	5.8%	5.6%	5.0%	5.0%	5.1%	5.4%	5.5%	5.7%	6.0%
Operating Income	29,499	18,469	23,007	12,665	111,079	155,392	158,373	142,622	131,987	127,298
	2.0%	1.2%	1.5%	0.7%	6.4%	8.5%	8.7%	7.2%	6.6%	6.7%
Nonoperating Income	24,846	19,367	19,278	16,194	16,201	17,010	26,761	26,552	21,769	18,969
Interest / Dividends Income	7,002	5,879	6,140	7,473	7,606	9,278	8,328	9,955	11,434	10,757
Equity in Earnings of Unconsolidated Subsidiaries and Affiliates	1,323	809	4,499	1,030	3,825	2,282	3,421	3,179	1,490	3,527
Equity in Earnings of Partnership	5,000	4,290	-	2,528	1,723	2,201	5,231	6,920	5,038	1,627
Penalty Income on Development Projects	6,000	3,610	-	-	-	-	-	-	-	-
Reversal of Doubtful Accounts	-	-	-	-	-	-	-	3,122	-	-
Other	5,519	4,777	8,639	5,162	3,045	3,248	9,780	3,373	3,806	3,057
Nonoperating Expenses	13,001	13,202	15,279	7,494	13,904	8,964	5,419	6,273	7,110	6,538
Interest Expenses	7,432	6,527	6,342	4,918	4,365	3,893	3,349	3,432	3,522	2,666
Provision for Doubtful Accounts	-	427	-	-	174	273	-	-	-	210
Foreign Currency Exchange Loss	-	-	-	-	1,482	-	-	-	-	-
Compensation Expenses	-	-	4,400	-	4,333	-	-	-	-	-
Loss on Investments in Silent Partnership	-	-	-	-	-	-	-	767	911	911
Other	5,569	6,248	4,537	2,576	3,548	4,797	2,069	2,073	2,676	2,750
Ordinary Income	41,343	24,633	27,006	21,365	113,376	163,438	179,716	162,901	146,645	139,729
	2.8%	1.7%	1.8%	1.3%	6.5%	9.0%	9.8%	8.3%	7.3%	7.3%



■ Income Statements (Consolidated) - continued

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
Extraordinary Income	870	26,178	18,816	19,565	5,186	641	5,337	4,628	5,854	10,514
Extraordinary Losses	17,261	6,947	2,982	1,127	10,037	1,895	7,415	10,055	2,866	4,997
Income before Income Taxes	24,953	43,864	42,840	39,803	108,524	162,185	177,638	157,474	149,634	145,247
Income Taxes - Current	4,238	16,220	24,651	7,171	33,388	44,595	46,786	39,412	49,669	47,459
Income Taxes - Deferred	15,618	3,006	-3,116	15,530	2,370	11,293	4,300	7,883	-3,821	-979
Total Income Taxes	19,857	19,226	21,535	22,702	35,758	55,889	51,086	47,296	45,847	46,479
Net Income	5,095	24,637	21,305	17,100	72,766	106,296	126,551	110,178	103,786	98,767
Net Income Attributable to Noncontrolling Interests	1,262	1,207	552	1,961	442	1,438	-226	339	544	245
Net Income Attributable to Owners of the Parent	3,833	23,429	20,752	15,139	72,323	104,857	126,778	109,839	103,242	98,522
	0.3%	1.6%	1.4%	0.9%	4.2%	5.8%	6.9%	5.6%	5.1%	5.2%

Extraordinary Loss Details

Loss on Sales of Noncurrent Assets	136	636	464	77	43	10	20	240	3	6
Loss on Disposals of Noncurrent Assets	627	1,554	720	236	315	664	288	371	1,073	293
Loss on Reduction of Noncurrent Assets	-	-	-	-	-	-	317	-	12	-
Loss on Sales of Investment Securities	8	1,407	16	63	18	52	6	5	59	17
Valuation Loss on Investment Securities	6,780	696	38	16	14	354	2	630	1,674	3,699
Loss on Liquidation of Subsidiaries and Affiliates	-	-	-	-	-	-	1	-	-	-
Loss on Impairment of Long-lived Assets	5,827	2,568	1,394	447	8,645	706	6,647	66	14	946
Litigation Settlement	200	84	348	101	1,000	107	130	38	28	33
Loss on Accident	2,981	-	-	-	-	-	-	-	-	-
Loss on Revision of Retirement Benefit Plan	698	-	-	184	-	-	-	-	-	-
Provision for loss on Anti-Monopoly Act	-	-	-	-	-	-	-	8,702	-	-

## Income Statements (Nonconsolidated)

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
Revenues	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	1,189,562
Construction Projects	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	1,117,045
Real Estate and Other	67,922	54,508	57,181	83,742	34,085	71,838	45,909	51,207	59,401	72,516
Cost of Revenues	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	1,018,379
Construction Projects	959,192	959,993	935,154	1,049,090	997,705	965,889	935,857	1,055,563	1,078,906	965,534
Real Estate and Other	66,513	52,686	53,317	60,547	30,949	59,749	36,888	43,518	48,700	52,844
Gross Profit	74,717	57,245	57,535	31,376	137,492	178,206	192,429	181,284	177,450	171,182
	6.8%	5.4%	5.5%	2.7%	11.8%	14.8%	16.5%	14.2%	13.6%	14.4%
Construction Projects	73,308	55,423	53,671	8,180	134,356	166,117	183,409	173,595	166,749	151,511
	7.1%	5.5%	5.4%	0.8%	11.9%	14.7%	16.4%	14.1%	13.4%	13.6%
Real Estate and Other	1,409	1,822	3,863	23,195	3,135	12,088	9,020	7,689	10,701	19,671
	2.1%	3.3%	6.8%	27.7%	9.2%	16.8%	19.6%	15.0%	18.0%	27.1%
Selling, General and Administrative Expenses	57,033	55,930	52,421	49,453	50,514	53,711	57,241	60,992	66,406	66,036
	5.2%	5.3%	5.0%	4.3%	4.3%	4.5%	4.9%	4.8%	5.1%	5.6%
Operating Income	17,683	1,315	5,113	-18,076	86,977	124,494	135,188	120,291	111,044	105,146
	1.6%	0.1%	0.5%	-1.6%	7.5%	10.3%	11.6%	9.4%	8.5%	8.8%
Nonoperating Income	16,615	20,835	17,890	27,371	8,081	11,154	14,648	16,205	13,912	13,486
Interest / Dividends Income	6,699	16,713	14,089	22,503	5,508	8,507	9,929	10,564	11,682	11,214
Reversal of doubtful accounts	-	-	-	-	-	-	-	3,271	-	-
Compensation Income	-	-	-	-	-	-	1,490	-	-	-
Penalty Income on Development Projects	6,000	-	-	-	-	-	-	-	-	-
Other	3,916	4,122	3,800	4,867	2,572	2,646	3,228	2,368	2,229	2,271
Nonoperating Expenses	10,442	9,936	13,430	7,627	13,375	7,123	3,552	3,992	4,363	4,347
Interest Expenses	6,176	5,347	5,293	4,162	3,556	2,858	2,199	1,836	1,721	1,621
Provision for Doubtful Accounts	-	-	-	1,240	889	617	2	-	-	-
Foreign Currency Exchange Loss	-	-	-	-	2,032	65	-	-	-	-
Loss on investments in silent partnership	-	-	-	-	-	-	-	767	911	1,366
Compensation Expenses	-	-	4,400	-	4,333	-	-	-	-	-
Other	4,266	4,589	3,736	2,225	2,564	3,582	1,350	1,389	1,730	1,359
Ordinary Income	23,856	12,214	9,574	1,666	81,683	128,524	146,284	132,504	120,593	114,285
	2.2%	1.1%	0.9%	0.1%	7.0%	10.7%	12.6%	10.3%	9.2%	9.6%

■ Income Statements (Nonconsolidated) - continued

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
Extraordinary Income	458	9,615	8,916	19,389	1,040	910	523	3,934	60	7,827
Extraordinary Losses	17,399	8,013	3,411	617	12,556	1,819	5,312	1,156	4,704	3,422
Income before Income Taxes	6,915	13,815	15,079	20,438	70,167	127,615	141,495	135,282	115,949	118,690
Income Taxes - Current	-1,446	1,728	15,101	-3,993	23,259	35,230	38,635	28,533	38,024	36,405
Income Taxes - Deferred	15,464	3,362	-5,045	16,392	7,894	10,654	2,539	9,670	-2,210	-544
Total Income Taxes	14,017	5,090	10,056	12,398	31,153	45,885	41,174	38,203	35,813	35,860
Net Income	-7,102	8,725	5,023	8,039	39,014	81,730	100,320	97,078	80,136	82,829
	-0.6%	0.8%	0.5%	0.7%	3.3%	6.8%	8.6%	7.6%	6.1%	7.0%
Extraordinary Loss Details										
Loss on Sales of Noncurrent Assets	117	554	414	72	12	0	0	177	0	3
Loss on Disposals of Noncurrent Assets	558	1,474	681	137	247	600	152	308	979	240
Loss on Sales of Investment Securities	8	1,406	16	63	18	35	6	1	13	11
Valuation Loss on Investment Securities	6,763	681	38	16	14	354	1	630	1,669	2,810
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 capital of subsidiaries and affiliates	578	1,300	94	-	-	121	31	-	1,999	-
Loss on Impairment of Long-lived Assets	5,827	2,300	1,335	224	6,348	599	4,598	-	14	323
Provision for Loss on Investments in Subsidiaries and Affiliates	39	195	481	-	5,788	-	-	-	-	-
Litigation Settlement	200	84	348	101	-	107	130	38	28	33
Loss on Accident	2,981	-	-	-	-	-	-	-	-	-

## ■ Business Segment (Consolidated)

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
<b>1 Civil Engineering (Kajima Corporation)</b>										
Revenues	284,005	269,492	298,806	276,430	307,964	296,857	366,588	301,063	288,098	334,791
Operating Income	5,204	-8,143	35,044	-15,591	28,846	35,994	57,404	35,235	17,195	29,858
<b>2 Building Construction (Kajima Corporation)</b>										
Revenues	748,495	745,925	690,020	780,841	824,097	835,149	752,677	928,095	957,556	782,253
Operating Income	13,438	9,926	-31,624	-23,476	57,437	78,610	70,934	79,626	85,321	57,834
<b>3 Real Estate and Other (Kajima Corporation)</b>										
Revenues	67,922	54,508	57,181	83,742	34,085	71,838	45,909	51,207	59,401	72,516
Operating Income	-959	-467	1,693	20,990	693	9,888	6,849	5,430	8,528	17,452
<b>4 Domestic Subsidiaries and Affiliates</b>										
Revenues	319,921	320,077	338,181	366,473	364,637	361,190	363,948	389,637	393,171	378,049
Operating Income	9,901	8,647	11,534	19,127	20,639	19,594	16,299	16,522	17,750	17,115
<b>5 Overseas Subsidiaries and Affiliates</b>										
Revenues	165,037	223,345	263,805	340,139	367,963	400,988	437,130	455,978	469,078	489,115
Operating Income	1,411	7,366	6,581	11,172	7,502	11,683	1,687	6,283	4,539	6,863
<b>6 Total (1+2+3+4+5)</b>										
Revenues	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	2,056,726
Operating Income	28,996	17,329	23,230	12,223	115,119	155,771	153,175	143,097	133,334	129,126
<b>7 Reconciliations</b>										
Revenues	-127,628	-128,329	-126,803	-153,969	-156,047	-144,219	-135,628	-151,713	-156,555	-149,550
Operating Income	502	1,139	-222	442	-4,040	-379	5,197	-474	-1,347	-1,827
<b>8 Consolidated Results</b>										
Revenues	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	1,907,176
Operating Income	29,499	18,469	23,007	12,665	111,079	155,392	158,373	142,622	131,987	127,298

## ■ Overseas Revenues (Consolidated)

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
North America	72,184	90,240	126,387	193,373	202,625	218,278	180,725	210,167	234,295	268,146
<i>Note:</i>	4.9%	6.1%	8.3%	11.4%	11.6%	12.0%	9.9%	10.6%	11.7%	14.1%
Europe	8,256	10,734	11,566	23,073	19,008	15,839	22,028	35,556	29,553	29,164
<i>Note:</i>	0.6%	0.7%	0.8%	1.4%	1.1%	0.9%	1.2%	1.8%	1.5%	1.5%
Asia	91,426	125,709	131,041	128,637	122,387	113,385	127,052	119,129	107,975	100,941
<i>Note:</i>	6.3%	8.5%	8.6%	7.6%	7.0%	6.2%	6.9%	6.0%	5.4%	5.3%
Oceania	-	-	-	-	-	54,290	107,825	92,192	98,770	91,754
<i>Note:</i>	-	-	-	-	-	3.0%	5.9%	4.7%	4.9%	4.8%
Other Regions	31,233	2,923	11,700	-18,968	31,859	766	23,844	194	134	418
<i>Note:</i>	2.1%	0.2%	0.8%	-1.1%	1.9%	0.0%	1.3%	0.0%	0.0%	0.0%
Total	203,102	229,609	280,695	326,116	375,881	402,559	461,475	457,240	470,729	490,424
<i>Note:</i>	13.9%	15.5%	18.5%	19.3%	21.6%	22.1%	25.2%	23.2%	23.4%	25.7%
Consolidated Revenues	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	1,907,176

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

## ■ Domestic Subsidiaries and Affiliates

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
Construction Contract Awards	170,175	170,156	199,018	206,804	197,037	202,031	210,359	203,202	204,800	196,489
Revenues	322,276	322,391	342,560	371,133	368,333	363,302	366,700	393,774	398,038	380,704
Construction Projects	167,063	170,884	185,593	206,136	197,506	184,875	189,146	201,011	213,628	193,328
Real Estate and Other	155,213	151,506	156,966	164,997	170,826	178,426	177,553	192,763	184,410	187,376
Cost of Revenues	296,344	297,865	314,796	334,780	329,410	326,190	332,299	358,591	360,518	343,300
Construction Projects	157,043	161,208	171,935	186,390	176,325	166,157	172,827	183,315	193,949	171,852
Real Estate and Other	139,300	136,656	142,861	148,389	153,085	160,033	159,472	175,275	166,568	171,447
Gross Profit	25,932	24,525	27,763	36,353	38,922	37,111	34,400	35,183	37,520	37,404
	8.0%	7.6%	8.1%	9.8%	10.6%	10.2%	9.4%	8.9%	9.4%	9.8%
Construction Projects	10,019	9,676	13,658	19,745	21,181	18,718	16,319	17,695	19,678	21,475
	6.0%	5.7%	7.4%	9.6%	10.7%	10.1%	8.6%	8.8%	9.2%	11.1%
Real Estate and Other	15,912	14,849	14,105	16,607	17,741	18,392	18,080	17,488	17,841	15,928
	10.3%	9.8%	9.0%	10.1%	10.4%	10.3%	10.2%	9.1%	9.7%	8.5%
Selling, General and Administrative Expenses	16,182	16,338	16,275	17,291	18,382	17,586	18,164	18,805	19,969	20,409
	5.0%	5.1%	4.7%	4.7%	5.0%	4.8%	5.0%	4.7%	5.0%	5.3%
Operating Income	9,749	8,187	11,488	19,061	20,540	19,524	16,236	16,377	17,550	16,995
	3.0%	2.5%	3.4%	5.1%	5.6%	5.4%	4.4%	4.2%	4.4%	4.5%
Nonoperating Income	952	4,688	2,535	514	1,286	2,581	3,259	2,625	3,616	3,911
Financing Income	-79	-217	-78	-56	-13	31	61	91	183	225
Equity in Earnings of Unconsolidated Subsidiaries and Affiliates	468	1,019	2,042	100	1,078	2,201	1,938	2,248	3,143	2,873
Equity in Earnings of Partnership	-	-	-	-	-	-	-	-	-	-
Ordinary Income	10,701	12,875	14,023	19,576	21,826	22,106	19,495	19,003	21,166	20,906
	3.3%	4.0%	4.1%	5.3%	5.9%	6.1%	5.3%	4.8%	5.3%	5.5%
Extraordinary Income	-693	15,383	518	-560	-6,930	-659	-444	-6,803	2,905	-527
Income before Income Taxes	10,008	28,259	14,541	19,015	14,896	21,446	19,051	12,199	24,071	20,379
Income Taxes - Current	4,150	9,942	5,308	7,315	6,852	5,307	4,727	6,029	5,867	5,623
Net Income	5,858	18,316	9,233	11,699	8,043	16,138	14,323	6,170	18,204	14,755
Net Income Attributable to Noncontrolling Interests	10	10	12	24	31	38	21	20	27	-22
Net Income Attributable to Owners of the Parent	5,848	18,306	9,221	11,675	8,011	16,100	14,302	6,150	18,177	14,778
	1.8%	5.7%	2.7%	3.1%	2.2%	4.4%	3.9%	1.6%	4.6%	3.9%

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
<b>Taiko Trading Co., Ltd.</b>										
Construction Contract Awards	18,488	19,324	20,585	26,698	22,739	27,160	23,572	21,776	24,206	19,051
Revenues	95,848	89,905	93,691	103,782	107,706	113,929	105,211	117,522	109,698	112,137
Operating Income	366	585	693	1,536	2,049	1,908	1,177	1,527	1,843	2,035
Ordinary Income	415	620	733	1,572	2,062	1,932	1,204	1,559	1,877	2,175
Net Income Attributable to Owners of the Parent	530	541	658	1,276	1,673	2,025	1,134	1,057	1,429	1,459
Total Assets	55,692	42,094	40,806	50,446	52,110	56,418	56,047	66,439	52,015	55,670
Staff Numbers	277	268	278	289	282	273	283	295	296	306
<b>Kajima Road Co., Ltd.</b>										
Construction Contract Awards	88,666	89,579	109,133	104,192	108,865	102,590	119,159	113,795	111,280	111,944
Revenues	105,709	112,284	125,927	129,181	122,329	117,169	125,861	134,243	133,596	126,283
Operating Income	3,042	3,678	5,618	8,360	8,909	7,859	6,766	6,594	6,351	8,146
Ordinary Income	3,151	3,711	5,761	8,590	9,046	7,855	6,874	6,712	6,504	8,330
Net Income Attributable to Owners of the Parent	1,279	2,315	3,521	5,279	5,560	5,136	4,956	-3,770	7,158	5,250
Total Assets	81,311	79,034	84,523	87,762	86,486	90,155	99,395	100,466	98,523	99,268
Staff Numbers	988	986	975	1,016	1,024	1,273	1,318	1,349	1,414	1,394
<b>Chemical Grouting Co., Ltd.</b>										
Construction Contract Awards	24,216	25,072	28,310	35,218	28,032	30,540	25,560	25,187	27,394	27,940
Revenues	25,262	18,027	26,853	38,522	31,505	26,780	24,374	26,296	28,350	28,181
Operating Income	1,005	91	1,782	3,445	3,400	2,257	890	967	1,250	1,711
Ordinary Income	1,201	323	2,059	3,660	3,382	2,550	2,083	1,260	1,470	1,903
Net Income Attributable to Owners of the Parent	622	272	1,044	1,846	2,227	1,714	1,434	913	1,014	1,353
Total Assets	20,038	17,850	23,316	29,400	26,330	26,343	26,964	28,101	28,864	30,080
Staff Numbers	291	288	281	288	286	288	287	292	291	305
<b>Kajima Tatemono Sogo Kanri Co., Ltd.</b>										
Revenues	39,745	41,946	44,831	48,132	50,865	53,232	54,632	57,558	62,343	59,419
Operating Income	1,933	2,529	2,853	3,143	3,215	3,517	3,380	3,545	3,660	2,483
Ordinary Income	1,942	2,543	2,895	3,166	3,245	3,537	3,398	3,565	3,720	2,548
Net Income Attributable to Owners of the Parent	1,050	1,441	1,685	1,831	2,068	2,440	2,478	2,298	2,467	1,765
Total Assets	14,491	15,793	16,556	17,232	18,830	21,097	23,614	28,895	32,408	33,308
Staff Numbers	1,248	1,365	1,383	1,446	1,509	1,575	1,717	1,785	1,862	1,997
<b>Kajima Leasing Corporation</b>										
Revenues	7,278	7,861	7,083	6,770	6,953	7,902	8,563	9,100	9,068	9,548
Operating Income	454	717	721	1,254	1,111	1,111	1,411	878	868	370
Ordinary Income	669	744	753	1,269	1,141	1,125	1,429	885	862	385
Net Income Attributable to Owners of the Parent	334	423	444	703	716	734	726	587	524	357
Total Assets	35,400	33,727	34,022	34,626	33,948	35,169	33,463	32,054	29,975	31,732
Staff Numbers	36	40	44	48	50	50	51	54	55	55

## Overseas Subsidiaries and Affiliates

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
Construction Contract Awards	146,129	240,100	246,125	281,237	491,382	301,509	397,761	500,812	501,872	390,502
Revenues	165,037	223,345	263,807	340,221	367,993	401,005	437,148	456,017	469,112	489,136
Construction Projects	143,759	186,497	228,731	303,094	336,929	358,133	401,841	416,006	414,282	433,985
Real Estate and Other	21,277	36,848	35,075	37,126	31,063	42,872	35,306	40,010	54,830	55,151
Cost of Revenues	151,497	202,117	240,859	311,347	340,857	368,833	410,000	420,571	432,601	453,654
Construction Projects	134,398	174,064	214,568	287,310	319,370	339,910	385,707	393,878	393,984	412,428
Real Estate and Other	17,099	28,052	26,290	24,037	21,487	28,922	24,292	26,692	38,617	41,225
Gross Profit	13,539	21,228	22,948	28,873	27,135	32,172	27,147	35,445	36,510	35,482
	8.2%	9.5%	8.7%	8.5%	7.4%	8.0%	6.2%	7.8%	7.8%	7.3%
Construction Projects	9,361	12,432	14,163	15,784	17,559	18,222	16,134	22,128	20,297	21,556
	6.5%	6.7%	6.2%	5.2%	5.2%	5.1%	4.0%	5.3%	4.9%	5.0%
Real Estate and Other	4,178	8,796	8,785	13,089	9,576	13,949	11,013	13,317	16,213	13,925
	19.6%	23.9%	25.0%	35.3%	30.8%	32.5%	31.2%	33.3%	29.6%	25.2%
Selling, General and Administrative Expenses	12,126	14,251	16,530	17,683	19,087	20,007	24,648	28,025	29,161	27,431
	7.3%	6.4%	6.3%	5.2%	5.2%	5.0%	5.6%	6.2%	6.2%	5.7%
Operating Income	1,413	6,977	6,417	11,190	8,048	12,165	2,499	7,419	7,349	8,050
	0.9%	3.1%	2.4%	3.3%	2.2%	3.0%	0.6%	1.6%	1.6%	1.6%
Nonoperating Income	5,610	2,980	6,616	7,721	7,511	5,257	8,254	9,885	7,599	5,190
Financing Income	-153	-6	394	2,125	2,186	1,747	1,509	2,089	2,545	3,080
Equity in Earnings of Unconsolidated Subsidiaries and Affiliates	1,072	-351	2,578	1,539	2,969	653	1,614	768	-1,225	609
Equity in Earnings of Partnership	-	-	-	-	-	2,201	5,231	6,920	5,038	1,627
Ordinary Income	7,024	9,957	13,034	18,911	15,559	17,422	10,754	17,305	14,948	13,241
	4.3%	4.5%	4.9%	5.6%	4.2%	4.3%	2.5%	3.8%	3.2%	2.7%
Extraordinary Income	381	383	9,233	105	2,701	35	106	-487	-510	-245
Income before Income Taxes	7,405	10,341	22,268	19,016	18,260	17,458	10,861	16,817	14,438	12,996
Income Taxes - Current	2,458	3,597	6,501	3,847	4,051	4,785	3,250	4,406	4,756	5,477
Net Income	4,946	6,744	15,766	15,169	14,209	12,672	7,611	12,410	9,681	7,518
Net Income Attributable to Noncontrolling Interests	1,290	1,197	540	1,937	412	1,399	-248	319	517	267
Net Income Attributable to Owners of the Parent	3,656	5,547	15,226	13,231	13,797	11,272	7,859	12,091	9,164	7,250
	2.2%	2.5%	5.8%	3.9%	3.7%	2.8%	1.8%	2.7%	2.0%	1.5%



## ■ Kajima Group - Overseas

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
<b>KUSA (Kajima USA Incorporated)</b>										
Construction Contract Awards	57,835	93,059	148,533	193,114	279,924	146,151	129,293	219,964	273,956	208,149
Revenues	72,184	90,188	128,025	193,539	206,101	222,036	177,944	201,769	228,365	264,154
Operating Income	-2,402	126	627	1,067	3,620	4,701	-598	787	4,665	9,271
Ordinary Income	2,408	2,996	2,314	4,094	5,690	6,965	4,737	7,453	9,493	10,767
Net Income Attributable to Owners of the Parent	511	750	5,780	2,408	3,662	3,860	3,511	4,948	7,011	5,715
Total Assets	102,205	113,643	100,315	127,156	143,772	145,229	149,531	159,475	180,655	216,112
Staff Numbers	858	889	849	939	1,024	1,036	1,023	1,214	1,309	1,366
<b>KAP (Kajima Asia Pacific Holdings PTE. Ltd)</b>										
Construction Contract Awards	63,409	126,645	74,772	62,649	97,330	64,379	113,801	75,143	68,239	19,310
Revenues	75,220	106,640	110,103	110,124	99,280	94,492	107,030	91,296	77,921	71,599
Operating Income	4,440	7,860	6,725	6,801	4,556	6,847	5,723	7,201	3,989	-1,839
Ordinary Income	4,574	8,669	10,545	9,969	8,377	9,718	7,457	8,369	5,703	-1,347
Net Income Attributable to Owners of the Parent	2,888	6,045	7,705	7,686	5,282	7,226	5,235	5,541	3,178	-2,695
Total Assets	83,237	110,901	139,541	154,520	152,038	146,412	170,003	179,853	190,296	187,404
Staff Numbers	2,213	2,512	2,530	2,407	2,411	2,547	2,646	2,613	2,743	2,689
<b>KE (Kajima Europe Ltd.)</b>										
Construction Contract Awards	5,488	7,215	8,441	14,241	16,468	10,528	26,145	38,521	23,342	34,479
Revenues	7,694	10,749	11,010	22,582	18,616	15,425	21,618	35,149	29,117	28,739
Operating Income	-918	-1,130	-1,577	2,458	-425	-116	49	44	1,889	566
Ordinary Income	-410	-421	-576	3,865	1,092	643	1,210	1,281	3,731	2,741
Net Income Attributable to Owners of the Parent	-44	64	1,121	2,341	4,472	561	1,044	938	2,507	3,673
Total Assets	20,917	21,108	24,331	26,588	28,381	26,854	38,208	43,341	53,747	65,982
Staff Numbers	216	226	225	234	244	257	287	317	324	385
<b>KA (Kajima Australia PTY Limited)</b>										
Construction Contract Awards	-	-	-	-	84,299	51,541	116,463	134,296	95,472	102,045
Revenues	-	-	-	-	26,666	54,290	115,740	108,239	110,642	99,602
Operating Income	-	-	-	-	-655	264	-2,978	-1,173	-3,772	-667
Ordinary Income	-	-	-	-	-576	332	-2,948	-545	-2,826	52
Net Income Attributable to Owners of the Parent	-	-	-	-	-365	44	-2,141	39	-2,257	-274
Total Assets	-	-	-	5,621	12,597	18,152	41,164	39,916	44,400	51,283
Staff Numbers	-	-	-	0	270	334	1,202	1,325	1,177	1,075
<b>Chung-Lu Construction Co., Ltd.</b>										
Construction Contract Awards	19,395	13,179	14,378	11,232	13,358	28,908	12,057	32,886	40,862	26,517
Revenues	9,937	15,767	14,667	13,974	17,327	14,759	14,813	19,561	23,065	25,039
Operating Income	294	121	643	861	952	468	303	559	577	720
Ordinary Income	516	297	731	1,023	958	700	344	648	642	904
Net Income Attributable to Owners of the Parent	366	270	599	836	726	517	257	524	519	706
Total Assets	7,707	8,488	12,184	12,481	12,376	12,927	14,207	18,640	19,133	17,460
Staff Numbers	152	184	185	189	190	195	212	229	257	271

## ■ Supplementary Information (Consolidated)

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
<b>Loans Guaranteed</b>										
Loans Guaranteed	10,363	9,374	11,996	6,863	12,316	11,548	13,090	21,015	11,791	12,986
<b>Staff Numbers</b>										
Staff Numbers <sup>1</sup>	15,149	15,468	15,391	15,383	15,810	16,422	17,730	18,297	18,673	18,905
Kajima Corporation	7,925	7,737	7,657	7,546	7,527	7,611	7,686	7,783	7,887	7,989
Domestic Consolidated Subsidiaries	3,785	3,920	3,945	4,068	4,144	4,442	4,674	4,816	4,976	5,130
Overseas Consolidated Subsidiaries	3,439	3,811	3,789	3,769	4,139	4,369	5,370	5,698	5,810	5,786
<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.										
<b>No. of Kajima Group Companies</b>										
Consolidated Subsidiaries	93	86	89	93	101	102	128	137	144	142
Japan	11	11	11	11	11	11	11	11	12	13
Overseas	82	75	78	82	90	91	117	126	132	129
Unconsolidated Subsidiaries accounted for using Equity Method	46	42	41	38	38	38	35	33	34	35
Affiliated Companies accounted for using Equity Method	50	57	55	59	56	60	71	72	82	84
<b>Total</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>	<b>261</b>
<b>Other Data</b>										
Capital Expenditure <sup>2</sup>	35,992	20,583	19,858	25,438	32,989	29,419	16,184	28,437	86,346	52,716
Depreciation / Amortization <sup>2</sup>	17,739	18,335	18,289	17,129	19,557	19,343	19,379	19,166	19,912	19,080
Financing Income	-429	-647	-201	2,554	3,240	5,384	4,979	6,523	7,912	8,091

<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)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
<b>Selling, General and Administrative Expenses</b>										
SG&A	57,033	55,930	52,421	49,453	50,514	53,711	57,241	60,992	66,406	66,036
Payrolls and Related Expenses	28,015	26,668	26,513	24,406	24,837	27,512	29,279	28,147	29,194	29,398
Other	29,018	29,262	25,907	25,047	25,677	26,199	27,961	32,845	37,211	36,638
<b>Loans Guaranteed</b>										
Loans Guaranteed	57,871	37,844	24,854	27,213	18,783	17,467	3,432	2,816	2,502	2,131
Guarantee Commitments	3,032	1,567	1,500	-	-	-	-	-	-	-
<b>Staff Numbers</b>										
Staff Numbers <sup>1</sup>	7,925	7,737	7,657	7,546	7,527	7,611	7,686	7,783	7,887	7,989
Staff Numbers <sup>2</sup>	8,378	8,191	8,110	7,995	7,961	8,041	8,124	8,217	8,322	8,418
<b>Other Data</b>										
R&D	8,799	8,142	7,491	7,333	7,292	7,561	9,594	13,290	15,777	14,150
Capital Expenditure <sup>3</sup>	26,998	6,769	3,338	3,364	11,579	13,495	5,041	12,724	55,617	36,661
Depreciation / Amortization <sup>3</sup>	9,795	10,779	9,852	8,560	8,587	8,337	7,994	7,404	7,506	6,344
Financing Income	523	11,366	8,796	18,341	1,952	5,649	7,729	8,728	9,961	9,593

<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)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
<b>Construction Contract Awards</b>										
Japan	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	1,329,849
Proportion	88.0%	80.3%	82.5%	80.9%	72.9%	84.0%	76.3%	75.0%	71.3%	77.3%
Overseas	155,169	262,106	275,273	281,832	486,950	276,127	399,725	501,720	502,377	390,294
Proportion	12.0%	19.7%	17.5%	19.1%	27.1%	16.0%	23.7%	25.0%	28.7%	22.7%
Kajima Corporation	8,770	21,861	28,656	331	-4,712	-25,711	1,768	-189	-18	327
Overseas Consolidated Subsidiaries	146,129	240,100	246,125	281,237	491,382	301,509	397,761	500,812	501,872	389,841
Total	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	1,720,143
<b>Overseas Construction Contract Awards</b>										
North America	57,835	93,083	148,542	192,940	273,791	143,563	130,442	223,755	283,750	210,262
Note:	4.5%	7.0%	9.5%	13.1%	15.2%	8.3%	7.7%	11.1%	16.2%	12.2%
Europe	5,488	7,216	8,442	14,241	16,468	10,528	26,145	38,521	23,342	34,479
Note:	0.4%	0.6%	0.5%	1.0%	0.9%	0.6%	1.6%	1.9%	1.4%	2.0%
Asia	90,213	146,658	102,248	75,542	109,195	93,693	126,599	117,240	114,234	47,430
Note:	7.0%	11.0%	6.5%	5.1%	6.1%	5.4%	7.5%	5.9%	6.5%	2.8%
Oceania	-	-	-	-	-	51,541	115,237	122,063	80,583	97,492
Note:	-	-	-	-	-	3.0%	6.8%	6.1%	4.6%	5.7%
Other Regions	1,630	15,147	16,039	-891	87,495	-23,200	1,299	140	466	629
Note:	0.1%	1.1%	1.0%	-0.1%	4.9%	-1.3%	0.1%	0.0%	0.0%	0.0%
Total	155,169	262,106	275,273	281,832	486,950	276,127	399,725	501,720	502,377	390,294
Note:	12.0%	19.7%	17.5%	19.1%	27.1%	16.0%	23.7%	25.0%	28.7%	22.7%

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

## ■ Contract Awards (Nonconsolidated)

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
Civil Engineering	305,250	241,357	369,237	339,908	285,967	364,311	303,221	303,840	327,620	338,088
Japan - Public	192,591	117,692	212,166	210,123	178,917	273,550	171,198	152,208	162,122	159,892
Central Government	60,335	87,619	189,006	189,702	163,540	235,420	139,714	139,845	144,773	140,561
Local Government	132,256	30,072	23,159	20,421	15,377	38,129	31,484	12,362	17,348	19,331
Japan - Private	103,940	101,811	128,427	129,455	111,767	116,472	130,254	151,821	165,517	177,868
Manufacturing	34,775	17,553	21,050	33,924	12,989	18,221	16,371	20,897	29,481	15,122
Non-Manufacturing	69,165	84,257	107,376	95,531	98,778	98,251	113,882	130,923	136,035	162,746
Japan - Total	296,532	219,503	340,593	339,579	290,684	390,023	301,452	304,029	327,639	337,760
Overseas	8,718	21,853	28,643	329	-4,717	-25,711	1,768	-189	-18	327
Building Construction	747,837	754,704	841,830	742,538	902,092	940,273	845,356	1,074,060	794,967	867,291
Japan - Public	48,888	60,255	162,777	98,968	89,967	101,054	83,582	53,682	50,623	37,986
Central Government	25,357	20,752	62,115	50,043	32,980	30,931	46,056	30,673	36,221	12,454
Local Government	23,531	39,502	100,661	48,925	56,987	70,122	37,525	23,009	14,402	25,531
Japan - Private	698,895	694,440	679,040	643,567	812,120	839,219	761,774	1,020,377	744,343	829,305
Manufacturing	193,457	154,343	149,012	144,923	246,240	150,377	183,181	206,613	231,427	213,425
Non-Manufacturing	505,438	540,097	530,028	498,644	565,880	688,842	578,592	813,764	512,916	615,879
Japan - Total	747,784	754,696	841,817	742,536	902,087	940,273	845,356	1,074,060	794,967	867,291
Overseas	52	8	12	2	4	-	-	-	-	-
Construction - Total	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	1,205,379
Japan - Public	241,480	177,947	374,943	309,092	268,885	374,604	254,780	205,891	212,745	197,878
Central Government	85,693	108,372	251,122	239,745	196,520	266,352	185,770	170,519	180,994	153,015
Local Government	155,787	69,575	123,821	69,346	72,364	108,252	69,010	35,372	31,750	44,862
Japan - Private	802,835	796,252	807,468	773,023	923,887	955,692	892,028	1,172,198	909,860	1,007,173
Manufacturing	228,232	171,897	170,063	178,847	259,229	168,599	199,553	227,511	260,909	228,548
Non-Manufacturing	574,603	624,354	637,405	594,175	664,658	787,093	692,475	944,687	648,951	778,625
Japan - Total	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	1,205,051
Overseas	8,770	21,861	28,656	331	-4,712	-25,711	1,768	-189	-18	327
Real Estate and Other	48,035	57,549	53,607	111,367	48,812	45,379	51,507	66,522	59,477	59,820
<b>Total</b>	<b>1,101,122</b>	<b>1,053,611</b>	<b>1,264,674</b>	<b>1,193,813</b>	<b>1,236,872</b>	<b>1,349,965</b>	<b>1,200,085</b>	<b>1,444,422</b>	<b>1,182,065</b>	<b>1,265,200</b>

■ Contract Awards (Nonconsolidated) - continued

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
<b>Construction Contract Awards by Project Type</b>										
Civil Engineering	305,250	241,357	369,237	339,908	285,967	364,311	303,221	303,840	327,620	338,088
Flood Control	14,767	30,755	31,391	25,104	25,684	64,657	26,484	47,189	43,194	14,843
Railway	28,416	25,648	49,581	41,215	50,892	48,505	33,900	43,581	48,128	51,177
Potable / Waste Water	10,069	20,773	14,585	15,151	-754	7,277	18,463	7,057	5,270	12,031
Land Improvement	5,083	21,164	21,036	31,104	29,882	28,788	26,793	15,898	5,971	7,635
Port / Airport	4,560	5,435	3,651	2,326	6,092	13,711	4,240	3,824	5,081	2,378
Road	45,331	71,186	105,401	114,881	74,694	95,920	39,441	57,609	86,244	85,666
Other	197,019	66,392	143,588	110,123	99,475	105,449	153,897	128,679	133,729	164,355
Building Construction	747,837	754,704	841,830	742,538	902,092	940,273	845,356	1,074,060	794,967	867,291
Office (Public / Private)	207,557	278,223	174,509	251,033	206,610	413,483	241,079	409,585	239,832	278,838
Lodging	7,770	4,875	16,104	27,000	69,971	50,463	72,204	58,296	46,197	66,960
Retail	35,619	47,178	100,670	39,582	82,565	21,600	39,091	15,881	39,701	46,572
Power Plant / Factory	186,784	147,295	167,924	158,565	223,732	151,920	232,265	253,743	171,670	207,195
Warehouse / Distribution Center	21,454	24,489	73,372	59,794	50,200	18,674	21,837	33,538	34,412	38,536
Residential	61,479	101,718	45,661	27,552	67,052	70,300	43,366	95,538	16,084	29,022
Education / Research / Culture	102,689	70,034	94,689	55,986	87,560	100,285	76,748	113,168	143,879	59,372
Medical / Welfare	84,000	51,363	119,001	58,915	55,702	55,597	47,061	35,142	17,162	25,418
Other	40,479	29,525	49,896	64,108	58,695	57,946	71,701	59,164	86,025	115,374
<b>Construction Contract Awards by Customer (Private Sector)</b>										
Manufacturing	228,232	171,897	170,063	178,847	259,229	168,599	199,553	227,511	260,909	228,548
Food Processing	11,389	14,511	12,750	16,230	16,128	33,235	13,410	11,836	6,377	6,595
Petrochemical	92,148	47,690	68,132	80,291	87,222	50,651	51,699	80,028	166,053	108,620
Steel	9,106	8,229	7,787	9,732	5,082	4,614	20,039	15,099	15,345	8,772
Electronics	43,921	41,058	27,266	13,735	98,996	25,576	20,268	45,452	29,769	63,317
Vehicle	25,765	21,456	22,619	15,519	19,034	15,409	10,994	12,508	23,060	7,003
Machinery	16,304	9,155	9,383	26,327	8,127	7,544	12,537	25,994	4,636	17,390
Other	29,596	29,796	22,123	17,010	24,637	31,567	70,603	36,591	15,666	16,847
Non-Manufacturing	574,603	624,354	637,405	594,175	664,658	787,093	692,475	944,687	648,951	778,625
Commercial	33,723	46,305	63,639	35,132	38,233	201,309	40,452	50,377	32,213	26,910
Finance	55,867	24,849	22,296	18,297	38,451	17,210	21,113	26,108	11,590	25,436
Real Estate	89,564	215,432	108,857	163,026	108,299	246,556	145,363	261,648	140,606	314,071
Transportation / Distribution	53,690	57,273	80,939	77,909	74,820	39,339	89,379	78,192	118,557	83,390
Power / Gas	71,209	61,119	107,167	81,227	65,328	96,796	125,172	142,395	157,243	142,166
Information Technology	26,732	22,052	18,502	9,613	24,577	7,126	74,422	20,045	25,901	16,183
Service	229,199	177,185	229,584	202,676	289,837	171,929	183,075	353,864	153,503	156,457
(Medical / Welfare)	34,039	32,761	85,348	46,460	28,544	31,893	9,057	19,614	5,700	34,197
(Education)	88,513	47,820	48,200	23,965	52,502	31,965	26,641	71,240	29,484	18,046
Other	14,615	20,135	6,416	6,293	25,109	6,824	13,495	12,054	9,334	14,007

■ Contract Awards (Nonconsolidated) - continued

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
<b>Construction Contract Awards by Geographical Region (Japan)</b>										
Urban	665,306	745,639	779,328	734,577	741,744	952,020	779,203	984,847	782,226	851,947
Proportion	63.7%	76.5%	65.9%	67.9%	62.2%	71.6%	67.9%	71.5%	69.7%	70.7%
Kanto	465,957	584,090	577,353	584,093	506,746	774,391	590,491	764,992	592,160	625,217
(Metropolitan Tokyo)	402,545	528,509	498,399	541,366	447,241	722,994	547,697	716,027	535,152	555,743
Tokai	110,937	77,237	106,720	90,549	110,207	112,579	94,355	91,075	62,135	117,004
Kinki	88,411	84,311	95,254	59,934	124,790	65,049	94,356	128,779	127,930	109,726
Suburban	379,009	228,560	403,083	347,538	451,027	378,276	367,605	393,242	340,380	353,104
Proportion	36.3%	23.5%	34.1%	32.1%	37.8%	28.4%	32.1%	28.5%	30.3%	29.3%
Hokkaido	17,599	34,018	22,088	31,066	26,487	31,471	14,114	37,837	17,086	17,721
Tohoku	204,516	84,596	225,031	150,655	191,856	193,574	185,950	183,279	144,831	158,933
Hokuriku	50,810	24,288	29,179	22,568	103,961	33,144	39,140	36,678	50,667	56,497
Chugoku	40,764	25,771	48,381	41,253	53,244	29,075	42,379	42,536	49,378	20,075
Shikoku	22,127	21,159	15,504	46,550	26,751	22,892	26,250	20,246	27,946	17,527
Kyusyu	43,191	38,725	62,897	55,443	48,726	68,117	59,772	72,663	50,469	82,348
Total	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	1,205,051

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	50.0%	44.9%	36.8%	48.2%	46.0%	52.7%	42.2%	41.2%	41.7%	39.6%
Civil Engineering	52.6%	20.0%	17.1%	23.2%	30.1%	20.9%	28.6%	31.1%	23.6%	35.3%
Building Construction	48.9%	52.8%	45.4%	59.6%	51.0%	65.0%	47.1%	44.1%	49.1%	41.2%
(Japan - Private)	(51.6%)	(55.2%)	(49.3%)	(66.5%)	(57.1%)	(72.5%)	(50.4%)	(46.1%)	(52.4%)	(42.2%)
Design-Build	37.6%	34.0%	40.0%	44.9%	50.2%	53.1%	51.5%	46.6%	54.1%	62.1%
Civil Engineering	44.1%	15.5%	19.5%	22.8%	20.9%	18.9%	33.1%	27.8%	29.8%	31.2%
Building Construction	34.9%	39.9%	48.9%	55.1%	59.5%	66.3%	58.2%	51.9%	64.1%	74.2%
(Japan - Private)	(36.3%)	(42.0%)	(53.7%)	(59.1%)	(65.0%)	(70.6%)	(61.9%)	(53.2%)	(66.1%)	(76.9%)

**Construction Contract Awards by Contract Size**

JPY 5 bln. or above	375,473	351,892	509,606	532,792	630,305	800,333	607,969	745,691	597,717	705,930
Proportion	35.7%	35.3%	42.1%	49.2%	53.1%	61.3%	52.9%	54.1%	53.2%	58.6%
JPY 5 bln. or below	677,613	644,169	701,461	549,653	557,755	504,252	540,608	632,209	524,870	499,449
Proportion	64.3%	64.7%	57.9%	50.8%	46.9%	38.7%	47.1%	45.9%	46.8%	41.4%
Total	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	1,205,379

## ■ Revenues (Nonconsolidated)

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
Civil Engineering	284,005	269,492	298,806	276,430	307,964	296,857	366,588	301,063	288,098	334,791
Japan - Public	154,535	168,915	178,875	164,669	173,121	179,449	249,880	188,917	148,458	162,763
Japan - Private	93,019	94,744	104,051	126,849	127,649	116,646	93,109	111,424	138,816	171,254
Japan - Total	247,555	263,659	282,926	291,518	300,770	296,096	342,989	300,341	287,274	334,018
Overseas	36,450	5,832	15,879	-15,087	7,194	761	23,598	721	824	773
Building Construction	748,495	745,925	690,020	780,841	824,097	835,149	752,677	928,095	957,556	782,253
Japan - Public	62,048	78,725	69,854	99,619	125,443	105,959	92,915	90,324	68,265	62,459
Japan - Private	685,905	667,191	620,152	681,219	698,648	729,190	659,761	837,770	889,291	719,793
Japan - Total	747,953	745,916	690,007	780,839	824,092	835,149	752,677	928,095	957,556	782,253
Overseas	541	8	12	2	4	-	-	-	-	-
Construction - Total	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	1,117,045
Japan - Public	216,584	247,641	248,729	264,289	298,564	285,409	342,795	279,241	216,723	225,222
Japan - Private	778,924	761,935	724,203	808,068	826,297	845,836	752,871	949,194	1,028,107	891,048
Manufacturing	211,253	194,683	158,260	192,251	232,289	170,257	184,131	212,348	210,773	191,529
Non-Manufacturing	567,671	567,252	565,943	615,817	594,008	675,579	568,740	736,846	817,333	699,519
Japan - Total	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	1,116,271
Overseas	36,991	5,841	15,892	-15,085	7,199	761	23,598	721	824	773
Real Estate and Other	67,922	54,508	57,181	83,742	34,085	71,838	45,909	51,207	59,401	72,516
<b>Total</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>	<b>1,189,562</b>

### Construction Revenues by Project Type

Civil Engineering	284,005	269,492	298,806	276,430	307,964	296,857	366,588	301,063	288,098	334,791
Flood Control	24,885	20,336	21,042	28,487	26,992	30,438	31,393	40,464	35,055	32,770
Railway	47,935	34,448	35,104	35,576	34,666	35,682	37,660	43,724	49,571	44,667
Potable / Waste Water	19,735	19,946	19,407	15,670	8,947	6,919	7,481	10,921	10,149	11,017
Land Improvement	5,418	5,905	15,603	24,256	31,828	30,919	30,171	28,123	12,202	5,593
Port / Airport	6,957	4,206	5,316	2,693	3,145	7,020	10,273	7,293	4,703	2,686
Road	97,125	72,966	84,113	48,351	87,761	83,626	103,083	65,522	51,108	65,875
Other	81,948	111,683	118,219	121,394	114,622	102,250	146,525	105,013	125,308	172,180
Building Construction	748,495	745,925	690,020	780,841	824,097	835,149	752,677	928,095	957,556	782,253
Office (Public / Private)	251,345	215,106	188,500	221,489	208,602	216,980	244,311	344,389	343,899	275,065
Lodging	7,763	14,980	10,856	12,879	14,844	51,561	63,499	59,946	86,142	33,999
Retail	29,529	42,046	45,708	55,912	60,461	106,054	20,245	30,450	22,072	28,148
Power Plant / Factory	179,398	156,919	144,706	158,952	206,079	146,495	162,523	200,478	231,894	188,778
Warehouse / Distribution Center	28,341	34,277	51,214	49,846	61,406	52,955	26,068	22,981	34,814	28,722
Residential	45,383	61,345	57,414	49,536	64,115	68,892	36,306	62,882	61,200	32,453
Education / Research / Culture	72,724	92,510	71,547	79,723	71,117	67,679	87,476	100,177	75,338	96,667
Medical / Welfare	87,306	83,898	75,101	95,036	75,767	57,237	54,110	38,592	30,310	32,880
Other	46,702	44,840	44,970	57,465	61,701	67,293	58,135	68,196	71,884	65,536



## ■ Contract Backlogs (Nonconsolidated)

(Millions of Yen)

	2012.3	2013.3	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3
Civil Engineering	436,954	408,819	479,250	542,727	520,730	588,184	524,817	527,593	567,115	570,412
Japan - Public	309,251	258,028	291,319	336,773	342,569	436,670	357,989	321,280	334,944	332,074
Japan - Private	107,060	114,128	138,504	141,111	125,229	125,056	162,200	202,596	229,297	235,911
Japan - Total	416,312	372,156	429,824	477,884	467,799	561,726	520,189	523,877	564,242	567,985
Overseas	20,641	36,662	49,426	64,843	52,931	26,457	4,627	3,716	2,873	2,427
Building Construction	790,752	799,531	951,342	913,039	991,034	1,096,158	1,188,837	1,334,803	1,172,213	1,257,250
Japan - Public	119,043	100,573	193,495	192,844	157,368	152,462	143,129	106,487	88,845	64,372
Japan - Private	671,708	698,958	757,846	720,194	833,666	943,696	1,045,708	1,228,315	1,083,367	1,192,878
Japan - Total	790,752	799,531	951,342	913,039	991,034	1,096,158	1,188,837	1,334,803	1,172,213	1,257,250
Overseas	-	-	-	-	-	-	-	-	-	-
Construction - Total	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	1,827,663
Japan - Public	428,295	358,601	484,814	529,617	499,937	589,133	501,118	427,768	423,790	396,446
Japan - Private	778,769	813,086	896,351	861,306	958,896	1,068,752	1,207,908	1,430,912	1,312,665	1,428,790
Manufacturing	137,895	115,110	126,912	113,509	140,449	138,791	154,212	169,375	219,510	256,529
Non-Manufacturing	640,873	697,976	769,438	747,796	818,446	929,961	1,053,696	1,261,537	1,093,154	1,172,260
Japan - Total	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	1,825,236
Overseas	20,641	36,662	49,426	64,843	52,931	26,457	4,627	3,716	2,873	2,427
Real Estate and Other	17,798	20,839	17,265	44,890	59,617	33,159	38,757	54,071	54,147	41,451
Total	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	1,869,114

### Construction Contract Backlogs by Project Type

Civil Engineering	436,954	408,819	479,250	542,727	520,730	588,184	524,817	527,593	567,115	570,412
Flood Control	28,013	38,433	48,782	45,398	44,090	78,309	73,400	80,125	88,264	70,337
Railway	45,823	37,023	51,500	57,140	73,367	86,190	82,429	82,286	80,843	87,354
Potable / Waste Water	32,780	33,607	28,785	28,266	18,564	18,922	29,904	26,040	21,161	22,175
Land Improvement	3,147	18,407	23,839	30,687	28,741	26,610	23,232	11,007	4,777	6,819
Port / Airport	4,209	5,438	3,773	3,407	6,354	13,045	7,013	3,543	3,922	3,614
Road	133,146	131,366	152,654	219,185	206,118	218,412	154,771	146,857	181,993	201,783
Other	189,833	144,542	169,912	158,641	143,494	146,693	154,065	177,731	186,152	178,327
Building Construction	790,752	799,531	951,342	913,039	991,034	1,096,158	1,188,837	1,334,803	1,172,213	1,257,250
Office (Public / Private)	235,223	298,340	284,349	313,893	311,901	508,405	505,173	570,369	466,301	470,075
Lodging	13,564	3,459	8,706	22,828	77,954	76,856	85,561	83,912	43,966	76,927
Retail	24,836	29,968	84,930	68,600	90,705	6,251	25,096	10,527	28,156	46,581
Power Plant / Factory	107,418	98,678	121,896	121,509	139,161	144,586	214,328	267,593	207,369	225,786
Warehouse / Distribution Center	40,187	30,399	52,556	62,504	51,298	17,018	12,787	23,345	22,943	32,757
Residential	83,451	123,824	112,071	90,086	93,024	94,433	101,492	134,147	89,032	85,600
Education / Research / Culture	94,802	72,326	95,468	71,730	88,173	120,779	110,051	123,043	191,584	154,289
Medical / Welfare	115,922	83,387	127,287	91,167	71,102	69,462	62,413	58,963	45,816	38,354
Other	75,345	59,148	64,075	70,718	67,712	58,365	71,932	62,900	77,041	126,879