

KAJIMA FACT BOOK

2025.3 (Financial Year ended March 31, 2025)

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KAJIMA CORPORATION

Inquiries: Contact Corporate Communication Group, Corporate Planning Department at ir@ml.kajima.com

■ 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, 2025)

Paid-in Capital ¥81,447 million

Number of Shares (as of March 31, 2025)

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, 2025)

Consolidated (Construction) ¥2,624,553 million
Nonconsolidated ¥1,831,107 million

Revenues (Financial Year ended March 31, 2025)

Consolidated ¥2,911,816 million
Nonconsolidated ¥1,560,016 million

Ordinary Income (Financial Year ended March 31, 2025)

Consolidated ¥160,663 million
Nonconsolidated ¥126,985 million

Net Income Attributable to Owners of Parent (Financial Year ended March 31, 2025)

Consolidated ¥125,817 million
Nonconsolidated ¥104,747 million

Total Assets (as of March 31, 2025)

Consolidated ¥3,454,592 million

Total Equity (as of March 31, 2025)

Consolidated ¥1,277,988 million

Staff Numbers (as of March 31, 2025)

Consolidated 21,029
Nonconsolidated 8,854

■ Financial Summary (Consolidated)

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Construction Contract Awards	1,795,875	1,728,300	1,685,971	2,010,147	1,752,800	1,720,143	1,929,897	2,196,901	2,927,225	2,624,553
Revenues	1,742,700	1,821,805	1,830,625	1,974,269	2,010,751	1,907,176	2,079,695	2,391,579	2,665,175	2,911,816
Operating Income	111,079	155,392	158,373	142,622	131,987	127,298	123,382	123,526	136,226	151,882
Ordinary Income	113,376	163,438	179,716	162,901	146,645	139,729	152,103	156,731	150,112	160,663
Net Income Attributable to Owners of the Parent	72,323	104,857	126,778	109,839	103,242	98,522	103,867	111,789	115,033	125,817
Basic Net Income per Share (Yen)	69.66	101.01	244.29	211.67	200.99	193.13	208.00	227.98	238.76	266.49
ROE	16.0%	20.6%	20.9%	15.5%	13.4%	11.8%	11.4%	11.2%	10.2%	10.2%
Operating Margin	6.4%	8.5%	8.7%	7.2%	6.6%	6.7%	5.9%	5.2%	5.1%	5.2%
Total Assets	1,886,781	1,992,822	2,051,226	2,091,175	2,172,108	2,164,806	2,337,741	2,769,718	3,135,149	3,454,592
Owners' Equity	471,295	548,533	666,020	753,278	791,786	874,839	945,704	1,052,431	1,210,139	1,258,127
Total Equity	474,051	552,552	669,795	756,924	796,020	884,806	953,566	1,061,145	1,223,655	1,277,988
Owners' Equity Ratio	25.0%	27.5%	32.5%	36.0%	36.5%	40.4%	40.5%	38.0%	38.6%	36.4%
Owners' Equity per Share (Yen)	453.93	528.46	1,283.38	1,451.66	1,544.71	1,731.16	1,920.45	2,165.12	2,514.97	2,672.64
Interest-bearing Debt	378,527	372,927	344,832	298,702	326,885	317,032	359,904	537,785	612,660	792,013
D/E Ratio	0.80	0.68	0.52	0.40	0.41	0.36	0.38	0.51	0.51	0.63
Cash Dividends per Share (Yen)	12.0	20.0	48.0	50.0	50.0	54.0	58.0	70.0	90.0	104.0
No. of Shares Outstanding - Year-end (excluding treasury stock)	1,038,251	1,037,976	518,958	518,907	512,578	505,347	492,438	486,085	481,174	470,742
No. of Shares Outstanding - Average (excluding treasury stock)	1,038,282	1,038,088	518,974	518,924	513,668	510,144	499,371	490,342	481,790	472,120
Cash Flows - Operating Activities	36,354	187,546	120,479	30,390	53,061	153,097	30,215	-29,116	123,734	30,632
Cash Flows - Investing Activities	-27,800	-31,912	-47,354	-25,346	-101,813	-65,434	-51,166	-81,743	-62,925	-104,836
Cash Flows - Financing Activities	-13,158	-20,577	-53,099	-75,007	-10,866	-39,110	-20,930	111,893	-9,566	61,687

(Note)1. The Company consolidated its shares at a rate of one share for every two shares, effective October 1, 2018.

Accordingly, the figures for FY2017 and FY2018 are calculated as if the consolidation of shares had been conducted at the beginning of FY2017.

2. From the beginning of FY2018, Kajima corporation has applied "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No.28 issued on February 16, 2018).

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

3. From the beginning of FY2021, the company has applied "Accounting Standard for Revenue Recognition" (ASBJ Statement No.29 revised on March 31, 2020) and relevant implementation guidance.

Financial Summary (Nonconsolidated)

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Contract Awards	1,236,872	1,349,965	1,200,085	1,444,422	1,182,065	1,265,200	1,213,441	1,535,712	1,944,029	1,831,107
Construction Contract Awards	1,188,060	1,304,585	1,148,577	1,377,900	1,122,587	1,205,379	1,150,835	1,489,349	1,807,029	1,773,567
Revenues	1,166,147	1,203,845	1,165,175	1,280,366	1,305,057	1,189,562	1,244,923	1,432,774	1,552,950	1,560,016
Operating Income	86,977	124,494	135,188	120,291	111,044	105,146	81,090	83,174	95,012	114,767
Ordinary Income	81,683	128,524	146,284	132,504	120,593	114,285	92,403	103,309	114,964	126,985
Net Income	39,014	81,730	100,320	97,078	80,136	82,829	72,192	78,416	90,134	104,747
Basic Net Income per Share (Yen)	37.52	78.60	192.96	186.74	155.72	162.06	144.29	159.61	186.72	221.42
Total Assets	1,436,418	1,529,699	1,535,173	1,546,981	1,593,643	1,558,909	1,642,964	1,764,726	1,918,318	2,046,869
Owners' Equity	308,747	370,485	465,593	545,421	563,176	638,435	656,485	693,278	791,410	778,493
Total Equity	308,747	370,485	465,593	545,421	563,176	638,435	656,485	693,278	791,410	778,493
Owners' Equity Ratio	21.5%	24.2%	30.3%	35.3%	35.3%	41.0%	40.0%	39.3%	41.3%	38.0%
Owners' Equity per Share (Yen)	296.91	356.30	895.59	1,049.18	1,096.69	1,261.00	1,330.57	1,423.48	1,641.52	1,650.44
Interest-bearing Debt	295,373	287,681	262,818	203,102	222,793	177,529	199,329	209,329	169,329	288,967
Gross Profit Margin	11.8%	14.8%	16.5%	14.2%	13.6%	14.4%	12.4%	11.0%	11.1%	12.5%
- Construction	11.9%	14.7%	16.4%	14.1%	13.4%	13.6%	11.7%	10.6%	10.3%	11.2%
- Civil Engineering	14.6%	18.2%	21.2%	19.0%	14.0%	15.5%	16.5%	18.0%	13.7%	15.4%
- Building Construction	10.8%	13.4%	14.0%	12.5%	13.2%	12.7%	10.3%	8.5%	9.2%	9.6%
- Real Estate and Other	9.2%	16.8%	19.6%	15.0%	18.0%	27.1%	27.1%	23.5%	25.3%	30.8%

(Note)1. The company consolidated its shares at a rate of one share for every two shares, effective October 1, 2018.

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■ Balance Sheets (Consolidated)

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
(Assets)										
Current Assets	1,198,473	1,304,646	1,293,861	1,322,397	1,349,264	1,262,942	1,390,711	1,751,584	1,917,988	2,137,129
Cash and Deposits	241,903	374,093	394,550	322,658	262,963	307,633	273,303	285,780	354,716	354,486
Notes and Accounts Receivable - trade	588,656	609,701	626,714	701,965	734,159	602,162	726,563	899,620	940,304	1,061,540
Marketable Securities	51	112	187	422	110	325	187	383	170	193
Operational Investments in Securities	10,156	10,156	12,388	12,383	12,355	12,319	11,897	11,624	11,311	11,395
Inventories - Real Estate for Sale	57,282	58,038	71,240	68,136	62,817	78,214	74,040	144,714	221,811	280,787
Inventories - Construction Projects in Progress	85,039	92,273	54,079	52,050	63,540	54,938	9,408	9,955	8,356	13,129
Inventories - Development Projects in Progress	34,364	32,615	35,845	46,940	74,692	103,505	183,132	268,097	260,661	248,058
Inventories - Other	14,390	16,409	17,892	21,523	18,180	17,094	4,658	6,855	3,764	3,873
Deferred Tax Assets	51,133	42,676	-	-	-	-	-	-	-	-
Other	117,068	70,223	81,817	97,158	121,300	87,729	109,478	129,969	123,559	172,458
Allowance for Doubtful Accounts	-1,572	-1,654	-853	-841	-855	-980	-1,957	-5,416	-6,666	-8,794
Noncurrent Assets	688,308	688,176	757,364	768,778	822,843	901,863	947,030	1,018,133	1,217,160	1,317,462
Property and Equipment	350,749	353,645	340,929	331,699	391,049	417,955	427,581	478,539	540,177	588,601
Buildings and Structures	148,253	145,748	134,904	122,349	117,412	125,752	158,111	159,363	203,926	212,194
Machinery, Vehicles, Tools, Furniture and Fixtures	16,136	16,725	17,089	16,943	17,526	15,960	15,990	16,846	19,715	24,400
Land	180,129	187,051	182,701	178,077	223,651	232,311	239,279	274,026	277,428	291,683
Construction in Progress	3,086	1,077	3,526	11,753	26,165	37,388	9,110	19,570	28,534	48,862
Other	3,143	3,041	2,706	2,575	6,292	6,542	5,089	8,733	10,573	11,460
Intangible Assets	7,356	8,418	10,541	11,661	11,548	11,330	14,898	27,733	26,647	29,968
Investments and Other Assets	330,202	326,112	405,894	425,416	420,246	472,578	504,550	511,860	650,334	698,893
Investments in Securities	270,301	264,755	294,485	326,255	309,623	350,351	355,871	356,143	442,493	397,478
Long-term Loans Receivable	23,396	23,964	49,132	48,938	50,012	62,953	69,019	60,200	98,765	145,365
Asset for Retirement Benefits	574	584	950	667	642	1,534	1,311	1,523	4,714	5,458
Deferred Tax Assets	1,114	1,075	15,096	4,022	18,635	8,032	10,144	13,347	3,407	16,973
Other	44,491	45,555	53,845	49,239	44,836	52,910	71,380	83,509	103,541	135,667
Allowance for Doubtful Accounts	-9,673	-9,822	-7,615	-3,705	-3,503	-3,203	-3,177	-2,864	-2,587	-2,049
Total Assets	1,886,781	1,992,822	2,051,226	2,091,175	2,172,108	2,164,806	2,337,741	2,769,718	3,135,149	3,454,592

(Note)1. 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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■ Balance Sheets (Consolidated) - continued

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
(Liabilities)										
Current Liabilities	1,082,708	1,117,072	1,103,651	1,062,323	1,125,410	990,080	1,107,668	1,319,768	1,506,000	1,696,974
Notes and Accounts Payable - Trade	517,266	517,834	509,027	530,420	520,653	445,589	501,962	603,867	583,998	631,710
Short-term Loans Payable	84,890	89,270	89,357	104,913	151,459	143,416	174,731	244,385	324,318	379,117
Commercial Paper	80,000	75,000	61,000	35,000	45,000	-	40,000	40,000	-	70,000
Current Portion of Bonds Payable	20,000	20,000	30,000	-	-	10,000	-	38	35,267	14,800
Income Taxes Payable	30,798	30,020	28,786	17,665	30,597	27,623	22,701	25,278	32,611	22,572
Advances Received on Construction Projects in Progress	155,468	210,429	187,647	146,075	162,087	146,103	124,112	149,817	203,326	250,009
Advances Received on Development Projects in Progress, Real Estate for Sale and Other	12,722	11,404	13,489	13,833	13,553	12,170	5,918	7,608	12,650	6,557
Provision for Warranties for Completed Construction Projects	5,267	5,202	5,136	12,680	12,824	13,465	12,086	12,678	11,763	13,008
Provision for Loss on Construction Projects in Progress	45,432	13,787	14,767	12,852	12,515	14,119	13,836	14,748	28,089	25,094
Provision for Directors' bonuses	105	144	143	111	153	142	141	154	205	240
Provision for stock awards	-	-	-	-	-	-	-	-	1,529	1,480
Provision for loss on Anti-Monopoly Act	-	-	-	8,702	-	-	-	-	-	-
Other	130,755	143,979	164,295	180,068	176,565	177,448	212,176	221,188	272,239	282,383
Long-Term Liabilities	330,021	323,197	277,779	271,928	250,678	289,919	276,507	388,804	405,492	479,628
Bonds Payable	60,000	60,000	40,000	40,000	50,000	40,000	50,000	80,067	44,800	95,850
Long-term Loans Payable	133,636	128,656	124,474	118,789	80,425	123,616	95,173	173,293	208,273	232,246
Deferred Tax Liabilities	14,286	16,510	929	1,963	605	989	1,662	254	12,534	8,810
Deferred Tax Liabilities on Revaluation Surplus of Land	21,815	21,726	20,714	20,694	19,859	20,689	20,689	20,627	20,605	21,011
Liability for Retirement Benefits	55,551	56,064	57,705	60,191	62,100	62,575	63,184	62,099	61,343	57,509
Equity Loss in Excess of Investments in and Loans to Unconsolidated Subsidiaries and Affiliates	1,226	1,226	1,279	1,205	1,205	1,205	1,205	1,205	1,205	-
Other	43,506	39,012	32,676	29,085	36,482	40,844	44,592	51,257	56,729	64,200
Total Liabilities	1,412,730	1,440,270	1,381,430	1,334,251	1,376,088	1,280,000	1,384,175	1,708,572	1,911,493	2,176,603

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■ Balance Sheets (Consolidated) - continued

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
(Equity)										
Shareholders' Equity	351,943	440,079	544,378	625,167	691,697	752,675	809,114	881,417	949,642	999,187
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	43,267	43,367	43,271	42,313	41,990	43,821	43,461
Retained Earnings	231,499	319,834	424,194	507,094	583,303	654,128	731,275	813,653	891,884	970,255
Treasury Stock	-6,307	-6,505	-6,567	-6,641	-16,420	-26,172	-45,921	-55,673	-67,510	-95,976
Accumulated Other Comprehensive Income (Loss)	119,351	108,453	121,642	128,110	100,089	122,163	136,590	171,013	260,496	258,940
Unrealized Gain (Loss) on Available-for-sale Securities	82,587	79,329	97,468	111,417	84,212	112,242	105,356	103,271	159,758	120,563
Deferred Gain (Loss) on Derivatives under Hedge Accounting	-724	-409	-223	-371	-239	-659	-730	-30	5,142	5,830
Revaluation Surplus of Land	20,196	20,108	18,663	18,618	19,435	21,498	21,498	21,357	21,308	20,305
Foreign Currency Translation Adjustments	19,485	10,952	7,224	249	-1,400	-10,352	10,588	44,819	69,800	105,597
Defined Retirement Benefit Plans	-2,193	-1,527	-1,491	-1,802	-1,918	-565	-122	1,595	4,485	6,643
Noncontrolling Interests	2,756	4,018	3,774	3,646	4,233	9,967	7,861	8,714	13,516	19,861
Total Equity	474,051	552,552	669,795	756,924	796,020	884,806	953,566	1,061,145	1,223,655	1,277,988
Total Liabilities and Equity	1,886,781	1,992,822	2,051,226	2,091,175	2,172,108	2,164,806	2,337,741	2,769,718	3,135,149	3,454,592

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Income Statements (Consolidated)

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Revenues	1,742,700	1,821,805	1,830,625	1,974,269	2,010,751	1,907,176	2,079,695	2,391,579	2,665,175	2,911,816
Construction Projects	1,581,042	1,602,054	1,645,461	1,776,346	1,791,118	1,673,594	1,797,794	2,106,970	2,322,282	2,511,002
Real Estate and Other	161,657	219,751	185,163	197,923	219,633	233,582	281,901	284,608	342,893	400,814
Cost of Revenues	1,543,601	1,574,741	1,571,701	1,723,098	1,762,630	1,665,759	1,823,979	2,124,479	2,373,673	2,588,619
Construction Projects	1,408,833	1,397,045	1,421,640	1,559,913	1,584,538	1,477,579	1,613,910	1,910,877	2,115,747	2,281,720
Real Estate and Other	134,767	177,696	150,061	163,184	178,091	188,179	210,069	213,602	257,926	306,898
Gross Profit	199,099	247,063	258,923	251,171	248,121	241,417	255,715	267,100	291,501	323,197
	11.4%	13.6%	14.1%	12.7%	12.3%	12.7%	12.3%	11.2%	10.9%	11.1%
Construction Projects	172,208	205,009	223,820	216,432	206,579	196,014	183,884	196,093	206,534	229,281
	10.9%	12.8%	13.6%	12.2%	11.5%	11.7%	10.2%	9.3%	8.9%	9.1%
Real Estate and Other	26,890	42,054	35,102	34,738	41,541	45,402	71,831	71,006	84,967	93,915
	16.6%	19.1%	19.0%	17.6%	18.9%	19.4%	25.5%	24.9%	24.8%	23.4%
Selling, General and Administrative Expenses	88,019	91,671	100,550	108,548	116,134	114,118	132,332	143,573	155,275	171,314
	5.0%	5.1%	5.4%	5.5%	5.7%	6.0%	6.4%	6.0%	5.8%	5.9%
Operating Income	111,079	155,392	158,373	142,622	131,987	127,298	123,382	123,526	136,226	151,882
	6.4%	8.5%	8.7%	7.2%	6.6%	6.7%	5.9%	5.2%	5.1%	5.2%
Nonoperating Income	16,201	17,010	26,761	26,552	21,769	18,969	34,682	44,546	31,376	37,397
Interest / Dividends Income	7,606	9,278	8,328	9,955	11,434	10,757	11,880	16,513	16,204	23,844
Equity in Earnings of Unconsolidated Subsidiaries and Affiliates	3,825	2,282	3,421	3,179	1,490	3,527	6,966	5,625	4,059	2,815
Equity in Earnings of Partnership	1,723	2,201	5,231	6,920	5,038	1,627	11,853	17,115	5,744	6,907
Reversal of Doubtful Accounts	-	-	-	3,122	-	-	-	-	-	-
Other	3,045	3,248	9,780	3,373	3,806	3,057	3,981	5,291	5,368	3,830
Nonoperating Expenses	13,904	8,964	5,419	6,273	7,110	6,538	5,961	11,341	17,490	28,616
Interest Expenses	4,365	3,893	3,349	3,432	3,522	2,666	2,362	4,828	14,406	22,571
Provision for Doubtful Accounts	174	273	-	-	-	210	21	304	401	772
Foreign Currency Exchange Loss	1,482	-	-	-	-	-	-	-	-	-
Compensation Expenses	4,333	-	-	-	-	-	-	-	-	-
Loss on Investments in Silent Partnership	-	-	-	767	911	911	943	-	-	-
Other	3,548	4,797	2,069	2,073	2,676	2,750	2,634	6,208	2,681	5,273
Ordinary Income	113,376	163,438	179,716	162,901	146,645	139,729	152,103	156,731	150,112	160,663
	6.5%	9.0%	9.8%	8.3%	7.3%	7.3%	7.3%	6.6%	5.6%	5.5%

Income Statements (Consolidated) - continued

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Extraordinary Income	5,186	641	5,337	4,628	5,854	10,514	17,958	12,814	20,598	19,843
Extraordinary Losses	10,037	1,895	7,415	10,055	2,866	4,997	19,690	2,290	1,778	4,406
Income before Income Taxes	108,524	162,185	177,638	157,474	149,634	145,247	150,370	167,255	168,931	176,100
Income Taxes - Current	33,388	44,595	46,786	39,412	49,669	47,459	48,961	57,532	57,826	53,656
Income Taxes - Deferred	2,370	11,293	4,300	7,883	-3,821	-979	1,258	-4,342	-5,510	-4,010
Total Income Taxes	35,758	55,889	51,086	47,296	45,847	46,479	50,220	53,190	52,316	49,645
Net Income	72,766	106,296	126,551	110,178	103,786	98,767	100,150	114,065	116,615	126,454
Net Income Attributable to Noncontrolling Interests	442	1,438	-226	339	544	245	-3,717	2,275	1,582	637
Net Income Attributable to Owners of the Parent	72,323	104,857	126,778	109,839	103,242	98,522	103,867	111,789	115,033	125,817
	4.2%	5.8%	6.9%	5.6%	5.1%	5.2%	5.0%	4.7%	4.3%	4.3%

Extraordinary Loss Details

Loss on Sales of Noncurrent Assets	43	10	20	240	3	6	0	69	12	4
Loss on Disposals of Noncurrent Assets	315	664	288	371	1,073	293	1,381	418	1,344	2,547
Loss on Reduction of Noncurrent Assets	-	-	317	-	12	-	-	-	-	-
Loss on Sales of Investment Securities	18	52	6	5	59	17	6	58	104	0
Valuation Loss on Investment Securities	14	354	2	630	1,674	3,699	237	1,405	251	1,233
Loss on Liquidation of Subsidiaries and Affiliates	-	-	1	-	-	-	-	-	-	-
Loss on Impairment of Long-lived Assets	8,645	706	6,647	66	14	946	16,453	336	-	621
Litigation Settlement	1,000	107	130	38	28	33	1,610	3	65	-
Provision for loss on Anti-Monopoly Act	-	-	-	8,702	-	-	-	-	-	-

Income Statements (Nonconsolidated)

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Revenues	1,166,147	1,203,845	1,165,175	1,280,366	1,305,057	1,189,562	1,244,923	1,432,774	1,552,950	1,560,016
Construction Projects	1,132,062	1,132,007	1,119,266	1,229,158	1,245,655	1,117,045	1,192,511	1,387,828	1,467,566	1,457,617
Real Estate and Other	34,085	71,838	45,909	51,207	59,401	72,516	52,412	44,945	85,383	102,398
Cost of Revenues	1,028,654	1,025,639	972,745	1,099,081	1,127,606	1,018,379	1,090,792	1,275,535	1,380,158	1,365,087
Construction Projects	997,705	965,889	935,857	1,055,563	1,078,906	965,534	1,052,590	1,241,158	1,316,419	1,294,228
Real Estate and Other	30,949	59,749	36,888	43,518	48,700	52,844	38,201	34,377	63,738	70,859
Gross Profit	137,492	178,206	192,429	181,284	177,450	171,182	154,131	157,238	172,791	194,929
	11.8%	14.8%	16.5%	14.2%	13.6%	14.4%	12.4%	11.0%	11.1%	12.5%
Construction Projects	134,356	166,117	183,409	173,595	166,749	151,511	139,920	146,670	151,147	163,389
	11.9%	14.7%	16.4%	14.1%	13.4%	13.6%	11.7%	10.6%	10.3%	11.2%
Real Estate and Other	3,135	12,088	9,020	7,689	10,701	19,671	14,211	10,568	21,644	31,539
	9.2%	16.8%	19.6%	15.0%	18.0%	27.1%	27.1%	23.5%	25.3%	30.8%
Selling, General and Administrative Expenses	50,514	53,711	57,241	60,992	66,406	66,036	73,041	74,064	77,779	80,161
	4.3%	4.5%	4.9%	4.8%	5.1%	5.6%	5.9%	5.2%	5.0%	5.1%
Operating Income	86,977	124,494	135,188	120,291	111,044	105,146	81,090	83,174	95,012	114,767
	7.5%	10.3%	11.6%	9.4%	8.5%	8.8%	6.5%	5.8%	6.1%	7.4%
Nonoperating Income	8,081	11,154	14,648	16,205	13,912	13,486	15,402	24,231	22,916	16,964
Interest / Dividends Income	5,508	8,507	9,929	10,564	11,682	11,214	12,676	22,242	19,428	15,125
Reversal of doubtful accounts	-	-	-	3,271	-	-	-	-	-	-
Compensation Income	-	-	1,490	-	-	-	-	-	-	-
Other	2,572	2,646	3,228	2,368	2,229	2,271	2,726	1,988	3,488	1,839
Nonoperating Expenses	13,375	7,123	3,552	3,992	4,363	4,347	4,089	4,097	2,965	4,746
Interest Expenses	3,556	2,858	2,199	1,836	1,721	1,621	1,527	1,210	1,284	2,447
Provision for Doubtful Accounts	889	617	2	-	-	-	-	-	-	-
Foreign Currency Exchange Loss	2,032	65	-	-	-	-	-	-	-	-
Loss on investments in silent partnership	-	-	-	767	911	1,366	1,003	1,162	-	-
Compensation Expenses	4,333	-	-	-	-	-	-	-	-	-
Other	2,564	3,582	1,350	1,389	1,730	1,359	1,558	1,724	1,680	2,298
Ordinary Income	81,683	128,524	146,284	132,504	120,593	114,285	92,403	103,309	114,964	126,985
	7.0%	10.7%	12.6%	10.3%	9.2%	9.6%	7.4%	7.2%	7.4%	8.1%

Income Statements (Nonconsolidated) - continued

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Extraordinary Income	1,040	910	523	3,934	60	7,827	13,302	11,433	13,945	16,246
Extraordinary Losses	12,556	1,819	5,312	1,156	4,704	3,422	3,310	1,760	1,570	3,859
Income before Income Taxes	70,167	127,615	141,495	135,282	115,949	118,690	102,395	112,981	127,338	139,372
Income Taxes - Current	23,259	35,230	38,635	28,533	38,024	36,405	29,995	36,937	45,657	37,524
Income Taxes - Deferred	7,894	10,654	2,539	9,670	-2,210	-544	206	-2,371	-8,453	-2,899
Total Income Taxes	31,153	45,885	41,174	38,203	35,813	35,860	30,202	34,565	37,203	34,625
Net Income	39,014	81,730	100,320	97,078	80,136	82,829	72,192	78,416	90,134	104,747
	3.3%	6.8%	8.6%	7.6%	6.1%	7.0%	5.8%	5.5%	5.8%	6.7%

Extraordinary Loss Details

Loss on Sales of Noncurrent Assets	12	0	0	177	0	3	0	54	2	3
Loss on Disposals of Noncurrent Assets	247	600	152	308	979	240	1,225	331	1,229	2,457
Loss on Sales of Investment Securities	18	35	6	1	13	11	4	56	21	0
Valuation Loss on Investment Securities	14	354	1	630	1,669	2,810	224	1,314	251	1,042
Loss on Liquidation of Subsidiaries and Associates	5	-	391	-	-	-	-	-	-	37
Valuation Loss on Shares of Subsidiaries and Affiliates	120	-	-	-	-	-	-	-	-	36
Valuation loss on investments in capital of subsidiaries and affiliates	-	121	31	-	1,999	-	-	-	-	-
Loss on Impairment of Long-lived Assets	6,348	599	4,598	-	14	323	245	-	-	282
Provision for Loss on Investments in Subsidiaries and Affiliates	5,788	-	-	-	-	-	-	-	-	-
Litigation Settlement	-	107	130	38	28	33	1,610	3	65	-

■ Business Segment (Consolidated)

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
1 Civil Engineering (Kajima Corporation)										
Revenues	307,964	296,857	366,588	301,063	288,098	334,791	271,839	301,622	363,333	404,143
Operating Income	28,846	35,994	57,404	35,235	17,195	29,858	19,683	29,302	23,268	35,703
2 Building Construction (Kajima Corporation)										
Revenues	824,097	835,149	752,677	928,095	957,556	782,253	920,671	1,086,206	1,104,233	1,053,474
Operating Income	57,437	78,610	70,934	79,626	85,321	57,834	50,109	46,677	53,311	51,225
3 Real Estate and Other (Kajima Corporation)										
Revenues	34,085	71,838	45,909	51,207	59,401	72,516	52,412	44,945	85,383	102,398
Operating Income	693	9,888	6,849	5,430	8,528	17,452	11,296	7,194	18,431	27,838
4 Domestic Subsidiaries and Affiliates										
Revenues	364,637	361,190	363,948	389,637	393,171	378,049	316,145	352,656	367,424	354,604
Operating Income	20,639	19,594	16,299	16,522	17,750	17,115	16,292	17,417	24,174	16,403
5 Overseas Subsidiaries and Affiliates										
Revenues	367,963	400,988	437,130	455,978	469,078	489,115	623,947	739,237	859,657	1,114,501
Operating Income	7,502	11,683	1,687	6,283	4,539	6,863	26,461	22,738	16,920	20,070
6 Total (1+2+3+4+5)										
Revenues	1,898,748	1,966,024	1,966,254	2,125,982	2,167,307	2,056,726	2,185,016	2,524,668	2,780,031	3,029,122
Operating Income	115,119	155,771	153,175	143,097	133,334	129,126	123,844	123,330	136,107	151,241
7 Reconciliations										
Revenues	-156,047	-144,219	-135,628	-151,713	-156,555	-149,550	-105,320	-133,089	-114,855	-117,306
Operating Income	-4,040	-379	5,197	-474	-1,347	-1,827	-461	196	119	641
8 Consolidated Results										
Revenues	1,742,700	1,821,805	1,830,625	1,974,269	2,010,751	1,907,176	2,079,695	2,391,579	2,665,175	2,911,816
Operating Income	111,079	155,392	158,373	142,622	131,987	127,298	123,382	123,526	136,226	151,882

■ Overseas Revenues (Consolidated)

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
North America	202,625	218,278	180,725	210,167	234,295	268,146	388,835	413,148	496,594	686,831
Note:	11.6%	12.0%	9.9%	10.6%	11.7%	14.1%	18.7%	17.3%	18.6%	23.6%
Europe	19,008	15,839	22,028	35,556	29,553	29,164	41,459	70,860	44,114	66,671
Note:	1.1%	0.9%	1.2%	1.8%	1.5%	1.5%	2.0%	3.0%	1.7%	2.3%
Asia	122,387	113,385	127,052	119,129	107,975	100,941	95,417	151,075	177,861	214,332
Note:	7.0%	6.2%	6.9%	6.0%	5.4%	5.3%	4.6%	6.3%	6.7%	7.4%
Oceania	-	54,290	107,825	92,192	98,770	91,754	96,806	103,292	140,185	145,047
Note:	-	3.0%	5.9%	4.7%	4.9%	4.8%	4.7%	4.3%	5.3%	5.0%
Other Regions	31,859	766	23,844	194	134	418	1,662	1,798	3,030	3,922
Note:	1.9%	0.0%	1.3%	0.0%	0.0%	0.0%	0.1%	0.1%	0.1%	0.1%
Total	375,881	402,559	461,475	457,240	470,729	490,424	624,181	740,175	861,785	1,116,806
Note:	21.6%	22.1%	25.2%	23.2%	23.4%	25.7%	30.0%	30.9%	32.3%	38.4%
Consolidated Revenues	1,742,700	1,821,805	1,830,625	1,974,269	2,010,751	1,907,176	2,079,695	2,391,579	2,665,175	2,911,816

Note: percentage of overseas revenues to the consolidated revenues

■ Domestic Subsidiaries and Affiliates

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Construction Contract Awards	197,037	202,031	210,359	203,202	204,800	196,489	193,908	204,064	207,795	208,643
Revenues	368,333	363,302	366,700	393,774	398,038	380,704	319,105	345,641	368,971	356,406
Construction Projects	197,506	184,875	189,146	201,011	213,628	193,328	183,304	199,391	203,460	195,213
Real Estate and Other	170,826	178,426	177,553	192,763	184,410	187,376	135,800	146,249	165,510	161,192
Cost of Revenues	329,410	326,190	332,299	358,591	360,518	343,300	281,835	305,285	319,870	313,799
Construction Projects	176,325	166,157	172,827	183,315	193,949	171,852	164,095	179,006	181,731	172,911
Real Estate and Other	153,085	160,033	159,472	175,275	166,568	171,447	117,740	126,279	138,138	140,888
Gross Profit	38,922	37,111	34,400	35,183	37,520	37,404	37,269	40,355	49,101	42,606
	10.6%	10.2%	9.4%	8.9%	9.4%	9.8%	11.7%	11.7%	13.3%	12.0%
Construction Projects	21,181	18,718	16,319	17,695	19,678	21,475	19,209	20,385	21,729	22,302
	10.7%	10.1%	8.6%	8.8%	9.2%	11.1%	10.5%	10.2%	10.7%	11.4%
Real Estate and Other	17,741	18,392	18,080	17,488	17,841	15,928	18,060	19,970	27,372	20,303
	10.4%	10.3%	10.2%	9.1%	9.7%	8.5%	13.3%	13.7%	16.5%	12.6%
Selling, General and Administrative Expenses	18,382	17,586	18,164	18,805	19,969	20,409	21,065	23,047	25,014	26,294
	5.0%	4.8%	5.0%	4.7%	5.0%	5.3%	6.6%	6.7%	6.8%	7.4%
Operating Income	20,540	19,524	16,236	16,377	17,550	16,995	16,204	17,308	24,086	16,312
	5.6%	5.4%	4.4%	4.2%	4.4%	4.5%	5.1%	5.0%	6.5%	4.6%
Nonoperating Income	1,286	2,581	3,259	2,625	3,616	3,911	4,033	4,888	5,168	4,830
Financing Income	-13	31	61	91	183	225	247	119	188	377
Equity in Earnings of Unconsolidated Subsidiaries and Affiliates	1,078	2,201	1,938	2,248	3,143	2,873	3,153	4,092	4,005	3,875
Equity in Earnings of Partnership	-	-	-	-	-	-	-	-	-	-
Ordinary Income	21,826	22,106	19,495	19,003	21,166	20,906	20,238	22,196	29,254	21,142
	5.9%	6.1%	5.3%	4.8%	5.3%	5.5%	6.3%	6.4%	7.9%	5.9%
Extraordinary Income	-6,930	-659	-444	-6,803	2,905	-527	-77	-349	46	-150
Income before Income Taxes	14,896	21,446	19,051	12,199	24,071	20,379	20,160	21,847	29,301	20,992
Income Taxes - Current	6,852	5,307	4,727	6,029	5,867	5,623	5,373	5,634	5,923	4,617
Net Income	8,043	16,138	14,323	6,170	18,204	14,755	14,787	16,213	23,377	16,374
Net Income Attributable to Noncontrolling Interests	31	38	21	20	27	-22	23	-7	633	78
Net Income Attributable to Owners of the Parent	8,011	16,100	14,302	6,150	18,177	14,778	14,763	16,221	22,744	16,295
	2.2%	4.4%	3.9%	1.6%	4.6%	3.9%	4.6%	4.7%	6.2%	4.6%

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Taiko Trading Co., Ltd.										
Construction Contract Awards	22,739	27,160	23,572	21,776	24,206	19,051	15,223	25,026	23,704	18,341
Revenues	107,706	113,929	105,211	117,522	109,698	112,137	49,846	62,728	58,015	59,178
Operating Income	2,049	1,908	1,177	1,527	1,843	2,035	2,208	3,555	3,543	3,657
Ordinary Income	2,062	1,932	1,204	1,559	1,877	2,175	2,380	3,620	3,636	3,774
Net Income Attributable to Owners of the Parent	1,673	2,025	1,134	1,057	1,429	1,459	1,598	2,551	2,570	2,647
Total Assets	52,110	56,418	56,047	66,439	52,015	55,670	51,662	65,495	77,136	63,386
Staff Numbers	282	273	283	295	296	306	317	323	314	332
Kajima Road Co., Ltd.										
Construction Contract Awards	108,865	102,590	119,159	113,795	111,280	111,944	110,205	111,290	110,041	115,892
Revenues	122,329	117,169	125,861	134,243	133,596	126,283	125,295	132,399	131,474	128,808
Operating Income	8,909	7,859	6,766	6,594	6,351	8,146	5,583	5,082	5,910	3,593
Ordinary Income	9,046	7,855	6,874	6,712	6,504	8,330	5,801	5,415	6,249	3,983
Net Income Attributable to Owners of the Parent	5,560	5,136	4,956	-3,770	7,158	5,250	4,090	3,476	4,419	2,793
Total Assets	86,486	90,155	99,395	100,466	98,523	99,268	100,560	104,404	109,898	101,240
Staff Numbers	1,024	1,273	1,318	1,349	1,414	1,394	1,413	1,440	1,468	1,492
Chemical Grouting Co., Ltd.										
Construction Contract Awards	28,032	30,540	25,560	25,187	27,394	27,940	22,777	26,232	30,343	28,423
Revenues	31,505	26,780	24,374	26,296	28,350	28,181	23,521	23,456	26,182	28,966
Operating Income	3,400	2,257	890	967	1,250	1,711	1,473	392	115	1,609
Ordinary Income	3,382	2,550	2,083	1,260	1,470	1,903	1,701	817	476	2,034
Net Income Attributable to Owners of the Parent	2,227	1,714	1,434	913	1,014	1,353	1,194	627	433	1,485
Total Assets	26,330	26,343	26,964	28,101	28,864	30,080	28,079	28,755	29,909	31,954
Staff Numbers	286	288	287	292	291	305	317	323	327	333
Kajima Tatemono Sogo Kanri Co., Ltd.										
Revenues	50,865	53,232	54,632	57,558	62,343	59,419	65,474	67,859	71,391	76,994
Operating Income	3,215	3,517	3,380	3,545	3,660	2,483	2,800	2,702	2,277	2,366
Ordinary Income	3,245	3,537	3,398	3,565	3,720	2,548	2,865	2,763	2,392	2,540
Net Income Attributable to Owners of the Parent	2,068	2,440	2,478	2,298	2,467	1,765	1,855	1,782	1,675	1,845
Total Assets	18,830	21,097	23,614	28,895	32,408	33,308	37,580	40,924	45,691	47,093
Staff Numbers	1,509	1,575	1,717	1,785	1,862	1,997	2,133	2,211	2,239	2,299
Kajima Leasing Corporation										
Revenues	6,953	7,902	8,563	9,100	9,068	9,548	10,002	10,838	9,163	9,560
Operating Income	1,111	1,111	1,411	878	868	370	1,418	1,837	951	761
Ordinary Income	1,141	1,125	1,429	885	862	385	1,417	1,834	972	783
Net Income Attributable to Owners of the Parent	716	734	726	587	524	357	948	1,274	637	494
Total Assets	33,948	35,169	33,463	32,054	29,975	31,732	34,795	32,900	32,648	38,637
Staff Numbers	50	50	51	54	55	55	57	59	59	60

■ Overseas Subsidiaries and Affiliates

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Construction Contract Awards	491,382	301,509	397,761	500,812	501,872	390,502	670,901	589,090	990,580	763,732
Revenues	367,993	401,005	437,148	456,017	469,112	489,136	624,286	739,414	859,718	1,114,511
Construction Projects	336,929	358,133	401,841	416,006	414,282	433,985	491,499	610,741	725,478	927,446
Real Estate and Other	31,063	42,872	35,306	40,010	54,830	55,151	132,787	128,673	134,239	187,065
Cost of Revenues	340,857	368,833	410,000	420,571	432,601	453,654	558,929	670,069	789,999	1,028,300
Construction Projects	319,370	339,910	385,707	393,878	393,984	412,428	470,063	585,743	697,249	890,464
Real Estate and Other	21,487	28,922	24,292	26,692	38,617	41,225	88,866	84,325	92,749	137,836
Gross Profit	27,135	32,172	27,147	35,445	36,510	35,482	65,357	69,345	69,719	86,211
	7.4%	8.0%	6.2%	7.8%	7.8%	7.3%	10.5%	9.4%	8.1%	7.7%
Construction Projects	17,559	18,222	16,134	22,128	20,297	21,556	21,435	24,997	28,229	36,981
	5.2%	5.1%	4.0%	5.3%	4.9%	5.0%	4.4%	4.1%	3.9%	4.0%
Real Estate and Other	9,576	13,949	11,013	13,317	16,213	13,925	43,921	44,347	41,490	49,229
	30.8%	32.5%	31.2%	33.3%	29.6%	25.2%	33.1%	34.5%	30.9%	26.3%
Selling, General and Administrative Expenses	19,087	20,007	24,648	28,025	29,161	27,431	37,825	46,063	52,410	64,603
	5.2%	5.0%	5.6%	6.2%	6.2%	5.7%	6.1%	6.3%	6.1%	5.8%
Operating Income	8,048	12,165	2,499	7,419	7,349	8,050	27,531	23,282	17,308	21,607
	2.2%	3.0%	0.6%	1.6%	1.6%	1.6%	4.4%	3.1%	2.0%	1.9%
Nonoperating Income	7,511	5,257	8,254	9,885	7,599	5,190	20,161	21,122	3,708	1,920
Financing Income	2,186	1,747	1,509	2,089	2,545	3,080	4,578	2,212	-3,114	-3,735
Equity in Earnings of Unconsolidated Subsidiaries and Affiliates	2,969	653	1,614	768	-1,225	609	3,945	2,109	925	63
Equity in Earnings of Partnership	-	2,201	5,231	6,920	5,038	1,627	11,853	17,115	5,744	6,907
Ordinary Income	15,559	17,422	10,754	17,305	14,948	13,241	47,693	44,404	21,017	23,528
	4.2%	4.3%	2.5%	3.8%	3.2%	2.7%	7.6%	6.0%	2.4%	2.1%
Extraordinary Income	2,701	35	106	-487	-510	-245	-11,914	2,007	5,513	3,216
Income before Income Taxes	18,260	17,458	10,861	16,817	14,438	12,996	35,779	46,411	26,530	26,745
Income Taxes - Current	4,051	4,785	3,250	4,406	4,756	5,477	14,680	13,154	9,108	10,477
Net Income	14,209	12,672	7,611	12,410	9,681	7,518	21,098	33,256	17,422	16,267
Net Income Attributable to Noncontrolling Interests	412	1,399	-248	319	517	267	-3,739	2,283	948	558
Net Income Attributable to Owners of the Parent	13,797	11,272	7,859	12,091	9,164	7,250	24,838	30,973	16,473	15,709
	3.7%	2.8%	1.8%	2.7%	2.0%	1.5%	4.0%	4.2%	1.9%	1.4%

■ Kajima Group - Overseas

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
KUSA (Kajima USA Incorporated)										
Construction Contract Awards	279,924	146,151	129,293	219,964	273,956	208,149	380,161	317,243	546,006	405,940
Revenues	206,101	222,036	177,944	201,769	228,365	264,154	387,332	413,202	490,343	674,935
Operating Income	3,620	4,701	-598	787	4,665	9,271	33,028	23,322	15,901	19,923
Ordinary Income	5,690	6,965	4,737	7,453	9,493	10,767	44,708	39,770	18,543	20,503
Net Income Attributable to Owners of the Parent	3,662	3,860	3,511	4,948	7,011	5,715	33,482	27,536	12,984	13,784
Total Assets	143,772	145,229	149,531	159,475	180,655	216,112	294,858	436,381	553,165	632,722
Staff Numbers	1,024	1,036	1,023	1,214	1,309	1,366	1,498	1,552	1,618	1,814
KAP (Kajima Asia Pacific Holdings PTE. Ltd)										
Construction Contract Awards	97,330	64,379	113,801	75,143	68,239	19,310	82,992	77,377	108,289	96,252
Revenues	99,280	94,492	107,030	91,296	77,921	71,599	60,486	106,781	118,924	151,033
Operating Income	4,556	6,847	5,723	7,201	3,989	-1,839	-8,218	-1,340	-1,348	5,608
Ordinary Income	8,377	9,718	7,457	8,369	5,703	-1,347	-5,971	-1,842	-4,162	1,518
Net Income Attributable to Owners of the Parent	5,282	7,226	5,235	5,541	3,178	-2,695	-19,034	-4,000	-6,374	1,715
Total Assets	152,038	146,412	170,003	179,853	190,296	187,404	183,839	269,832	293,840	314,240
Staff Numbers	2,411	2,547	2,646	2,613	2,743	2,689	2,598	2,482	2,489	2,744
KE (Kajima Europe Ltd.)										
Construction Contract Awards	16,468	10,528	26,145	38,521	23,342	34,479	58,148	31,980	67,027	40,885
Revenues	18,616	15,425	21,618	35,149	29,117	28,739	40,948	67,558	41,388	64,579
Operating Income	-425	-116	49	44	1,889	566	1,714	-260	594	2,791
Ordinary Income	1,092	643	1,210	1,281	3,731	2,741	6,576	3,451	3,238	6,220
Net Income Attributable to Owners of the Parent	4,472	561	1,044	938	2,507	3,673	8,482	5,138	7,038	3,338
Total Assets	28,381	26,854	38,208	43,341	53,747	65,982	79,714	118,883	185,742	220,454
Staff Numbers	244	257	287	317	324	385	413	455	508	539
KA (Kajima Australia PTY Limited)										
Construction Contract Awards	84,299	51,541	116,463	134,296	95,472	102,045	120,651	105,961	205,616	135,066
Revenues	26,666	54,290	115,740	108,239	110,642	99,602	104,548	112,600	155,267	164,381
Operating Income	-655	264	-2,978	-1,173	-3,772	-667	130	-29	141	-8,654
Ordinary Income	-576	332	-2,948	-545	-2,826	52	929	1,162	1,115	-7,018
Net Income Attributable to Owners of the Parent	-365	44	-2,141	39	-2,257	-274	668	779	958	-4,929
Total Assets	12,597	18,152	41,164	39,916	44,400	51,283	57,967	58,917	75,662	98,582
Staff Numbers	270	334	1,202	1,325	1,177	1,075	1,160	1,105	1,106	1,096
Chung-Lu Construction Co., Ltd.										
Construction Contract Awards	13,358	28,908	12,057	32,886	40,862	26,517	28,946	56,528	54,994	43,733
Revenues	17,327	14,759	14,813	19,561	23,065	25,039	30,970	39,272	43,443	51,216
Operating Income	952	468	303	559	577	720	875	1,590	2,011	2,111
Ordinary Income	958	700	344	648	642	904	1,072	1,627	2,128	2,298
Net Income Attributable to Owners of the Parent	726	517	257	524	519	706	862	1,283	1,711	1,796
Total Assets	12,376	12,927	14,207	18,640	19,133	17,460	21,674	24,060	28,420	32,886
Staff Numbers	190	195	212	229	257	271	286	295	302	316

■ Supplementary Information (Consolidated)

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Loans Guaranteed										
Loans Guaranteed	12,316	11,548	13,090	21,015	11,791	12,986	13,638	15,959	23,304	20,929
Staff Numbers										
Staff Numbers ¹	15,810	16,422	17,730	18,297	18,673	18,905	19,295	19,396	19,813	21,029
Kajima Corporation	7,527	7,611	7,686	7,783	7,887	7,989	8,080	8,129	8,219	8,854
Domestic Consolidated Subsidiaries	4,144	4,442	4,674	4,816	4,976	5,130	5,260	5,378	5,436	5,537
Overseas Consolidated Subsidiaries	4,139	4,369	5,370	5,698	5,810	5,786	5,955	5,889	6,158	6,638
^{1.} 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	101	102	128	137	144	142	148	154	173	181
Japan	11	11	11	11	12	13	14	17	16	18
Overseas	90	91	117	126	132	129	134	137	157	163
Unconsolidated Subsidiaries accounted for using Equity Method	38	38	35	33	34	35	34	34	33	34
Affiliated Companies accounted for using Equity Method	56	60	71	72	82	84	97	108	107	107
Total	195	200	234	242	260	261	279	296	313	322
Other Data										
Capital Expenditure ²	32,989	29,419	16,184	28,437	86,346	52,716	58,051	85,811	47,527	75,199
Depreciation / Amortization ²	19,557	19,343	19,379	19,166	19,962	19,080	22,611	24,711	27,270	30,851
Financing Income	3,240	5,384	4,979	6,523	7,912	8,091	9,518	11,684	1,797	1,273

^{2.} 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)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Selling, General and Administrative Expenses										
SG&A	50,514	53,711	57,241	60,992	66,406	66,036	73,041	74,064	77,779	80,161
Payrolls and Related Expenses	24,837	27,512	29,279	28,147	29,194	29,398	30,575	30,321	32,956	34,685
Other	25,677	26,199	27,961	32,845	37,211	36,638	42,465	43,742	44,823	45,476

Loans Guaranteed

Loans Guaranteed	18,783	17,467	3,432	2,816	2,502	2,131	1,929	1,734	1,543	3,420
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Staff Numbers

Staff Numbers ¹	7,527	7,611	7,686	7,783	7,887	7,989	8,080	8,129	8,219	8,854
Staff Numbers ²	7,961	8,041	8,124	8,217	8,322	8,418	8,497	8,532	8,609	9,251

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

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

Other Data

R&D	7,292	7,561	9,594	13,290	15,777	14,150	16,454	17,231	19,656	21,060
Capital Expenditure ³	11,579	13,495	5,041	12,724	55,617	36,661	25,419	28,908	24,537	37,367
Depreciation / Amortization ³	8,587	8,337	7,994	7,404	7,506	6,344	9,200	9,837	11,420	12,058
Financing Income	1,952	5,649	7,729	8,728	9,961	9,593	11,148	21,032	18,143	12,678

³. 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)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Construction Contract Awards										
Japan	1,308,924	1,452,173	1,286,246	1,508,427	1,250,422	1,329,849	1,249,074	1,606,765	1,935,745	1,860,820
Proportion	72.9%	84.0%	76.3%	75.0%	71.3%	77.3%	64.7%	73.1%	66.1%	70.9%
Overseas	486,950	276,127	399,725	501,720	502,377	390,294	680,823	590,136	991,480	763,732
Proportion	27.1%	16.0%	23.7%	25.0%	28.7%	22.7%	35.3%	26.9%	33.9%	29.1%
Kajima Corporation	-4,712	-25,711	1,768	-189	-18	327	10,368	1,461	946	39,700
Overseas Consolidated Subsidiaries	491,382	301,509	397,761	500,812	501,872	389,841	669,874	588,536	990,456	724,010
Total	1,795,875	1,728,300	1,685,971	2,010,147	1,752,800	1,720,143	1,929,897	2,196,901	2,927,225	2,624,553
Overseas Construction Contract Awards										
North America	273,791	143,563	130,442	223,755	283,750	210,262	379,474	334,150	543,675	415,291
Note:	15.2%	8.3%	7.7%	11.1%	16.2%	12.2%	19.7%	15.2%	18.5%	15.8%
Europe	16,468	10,528	26,145	38,521	23,342	34,479	58,148	33,875	68,791	42,495
Note:	0.9%	0.6%	1.6%	1.9%	1.4%	2.0%	3.0%	1.5%	2.4%	1.6%
Asia	109,195	93,693	126,599	117,240	114,234	47,430	127,540	137,355	174,771	182,788
Note:	6.1%	5.4%	7.5%	5.9%	6.5%	2.8%	6.6%	6.3%	6.0%	7.0%
Oceania	-	51,541	115,237	122,063	80,583	97,492	113,945	83,858	198,401	117,885
Note:	-	3.0%	6.8%	6.1%	4.6%	5.7%	5.9%	3.8%	6.8%	4.5%
Other Regions	87,495	-23,200	1,299	140	466	629	1,714	895	4,893	5,272
Note:	4.9%	-1.3%	0.1%	0.0%	0.0%	0.0%	0.1%	0.1%	0.2%	0.2%
Total	486,950	276,127	399,725	501,720	502,377	390,294	680,823	590,136	990,533	763,732
Note:	27.1%	16.0%	23.7%	25.0%	28.7%	22.7%	35.3%	26.9%	33.9%	29.1%

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

■ Contract Awards (Nonconsolidated)

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Civil Engineering	285,967	364,311	303,221	303,840	327,620	338,088	268,559	386,491	448,494	438,899
Japan - Public	178,917	273,550	171,198	152,208	162,122	159,892	154,190	266,574	295,398	251,294
Central Government	163,540	235,420	139,714	139,845	144,773	140,561	135,300	244,677	270,856	219,581
Local Government	15,377	38,129	31,484	12,362	17,348	19,331	18,889	21,897	24,542	31,712
Japan - Private	111,767	116,472	130,254	151,821	165,517	177,868	104,000	118,456	152,148	147,904
Manufacturing	12,989	18,221	16,371	20,897	29,481	15,122	18,802	11,460	16,361	18,030
Non-Manufacturing	98,778	98,251	113,882	130,923	136,035	162,746	85,197	106,995	135,787	129,874
Japan - Total	290,684	390,023	301,452	304,029	327,639	337,760	258,190	385,030	447,547	399,198
Overseas	-4,717	-25,711	1,768	-189	-18	327	10,368	1,461	946	39,700
Building Construction	902,092	940,273	845,356	1,074,060	794,967	867,291	882,275	1,102,857	1,358,535	1,334,668
Japan - Public	89,967	101,054	83,582	53,682	50,623	37,986	50,020	50,944	62,760	13,655
Central Government	32,980	30,931	46,056	30,673	36,221	12,454	12,631	8,063	16,398	3,513
Local Government	56,987	70,122	37,525	23,009	14,402	25,531	37,389	42,880	46,362	10,142
Japan - Private	812,120	839,219	761,774	1,020,377	744,343	829,305	832,255	1,051,912	1,295,774	1,321,013
Manufacturing	246,240	150,377	183,181	206,613	231,427	213,425	270,543	521,682	502,240	436,641
Non-Manufacturing	565,880	688,842	578,592	813,764	512,916	615,879	561,712	530,230	793,534	884,372
Japan - Total	902,087	940,273	845,356	1,074,060	794,967	867,291	882,275	1,102,857	1,358,535	1,334,668
Overseas	4	-	-	-	-	-	-	-	-	-
Construction - Total	1,188,060	1,304,585	1,148,577	1,377,900	1,122,587	1,205,379	1,150,835	1,489,349	1,807,029	1,773,567
Japan - Public	268,885	374,604	254,780	205,891	212,745	197,878	204,210	317,518	358,159	264,949
Central Government	196,520	266,352	185,770	170,519	180,994	153,015	147,931	252,740	287,254	223,094
Local Government	72,364	108,252	69,010	35,372	31,750	44,862	56,278	64,777	70,904	41,854
Japan - Private	923,887	955,692	892,028	1,172,198	909,860	1,007,173	936,255	1,170,368	1,447,923	1,468,917
Manufacturing	259,229	168,599	199,553	227,511	260,909	228,548	289,346	533,142	518,601	454,671
Non-Manufacturing	664,658	787,093	692,475	944,687	648,951	778,625	646,909	637,226	929,322	1,014,246
Japan - Total	1,192,772	1,330,297	1,146,809	1,378,090	1,122,606	1,205,051	1,140,466	1,487,887	1,806,083	1,733,867
Overseas	-4,712	-25,711	1,768	-189	-18	327	10,368	1,461	946	39,700
Real Estate and Other	48,812	45,379	51,507	66,522	59,477	59,820	62,606	46,363	136,999	57,539
Total	1,236,872	1,349,965	1,200,085	1,444,422	1,182,065	1,265,200	1,213,441	1,535,712	1,944,029	1,831,107

■ Contract Awards (Nonconsolidated) - continued

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Construction Contract Awards by Project Type										
Civil Engineering	285,967	364,311	303,221	303,840	327,620	338,088	268,559	386,491	448,494	438,899
Flood Control	25,684	64,657	26,484	47,189	43,194	14,843	18,647	18,391	47,201	35,449
Railway	50,892	48,505	33,900	43,581	48,128	51,177	45,068	48,492	84,243	102,304
Potable / Waste Water	-754	7,277	18,463	7,057	5,270	12,031	4,947	13,088	16,981	8,740
Land Improvement	29,882	28,788	26,793	15,898	5,971	7,635	18,532	29,995	51,695	78,422
Port / Airport	6,092	13,711	4,240	3,824	5,081	2,378	1,186	28,696	19,199	23,386
Road	74,694	95,920	39,441	57,609	86,244	85,666	86,697	162,786	119,945	93,887
Other	99,475	105,449	153,897	128,679	133,729	164,355	93,478	85,039	109,227	96,708
Building Construction	902,092	940,273	845,356	1,074,060	794,967	867,291	882,275	1,102,857	1,358,535	1,334,668
Office (Public / Private)	206,610	413,483	241,079	409,585	239,832	278,838	240,823	289,879	442,338	535,749
Lodging	69,971	50,463	72,204	58,296	46,197	66,960	52,186	49,398	90,797	43,562
Retail	82,565	21,600	39,091	15,881	39,701	46,572	29,714	12,869	46,245	13,704
Power Plant / Factory	223,732	151,920	232,265	253,743	171,670	207,195	286,707	534,065	385,747	424,950
Warehouse / Distribution Center	50,200	18,674	21,837	33,538	34,412	38,536	98,834	26,094	16,864	23,959
Residential	67,052	70,300	43,366	95,538	16,084	29,022	37,011	26,797	45,293	91,959
Education / Research / Culture	87,560	100,285	76,748	113,168	143,879	59,372	45,567	37,894	128,647	113,206
Medical / Welfare	55,702	55,597	47,061	35,142	17,162	25,418	6,709	32,864	63,231	22,096
Other	58,695	57,946	71,701	59,164	86,025	115,374	84,720	92,993	139,367	65,479
Construction Contract Awards by Customer (Private Sector)										
Manufacturing	259,229	168,599	199,553	227,511	260,909	228,548	289,346	533,142	518,601	454,671
Food Processing	16,128	33,235	13,410	11,836	6,377	6,595	26,640	6,419	3,205	7,455
Petrochemical	87,222	50,651	51,699	80,028	166,053	108,620	142,010	67,316	118,839	154,138
Steel	5,082	4,614	20,039	15,099	15,345	8,772	4,058	8,030	12,444	18,680
Electronics	98,996	25,576	20,268	45,452	29,769	63,317	43,991	355,791	224,288	82,682
Vehicle	19,034	15,409	10,994	12,508	23,060	7,003	15,804	17,019	46,210	47,981
Machinery	8,127	7,544	12,537	25,994	4,636	17,390	32,450	24,840	89,182	48,902
Other	24,637	31,567	70,603	36,591	15,666	16,847	24,389	53,724	24,430	94,830
Non-Manufacturing	664,658	787,093	692,475	944,687	648,951	778,625	646,909	637,226	929,322	1,014,246
Commercial	38,233	201,309	40,452	50,377	32,213	26,910	79,735	10,819	37,989	44,132
Finance	38,451	17,210	21,113	26,108	11,590	25,436	30,067	60,910	34,267	33,408
Real Estate	108,299	246,556	145,363	261,648	140,606	314,071	187,917	174,486	492,645	253,075
Transportation / Distribution	74,820	39,339	89,379	78,192	118,557	83,390	129,880	118,536	74,645	72,041
Power / Gas	65,328	96,796	125,172	142,395	157,243	142,166	97,745	72,751	77,179	183,527
Information Technology	24,577	7,126	74,422	20,045	25,901	16,183	16,908	41,582	16,927	24,935
Service	289,837	171,929	183,075	353,864	153,503	156,457	100,524	150,312	182,085	388,565
(Medical / Welfare)	28,544	31,893	9,057	19,614	5,700	34,197	8,738	7,915	16,478	24,059
(Education)	52,502	31,965	26,641	71,240	29,484	18,046	15,983	41,274	72,268	14,712
Other	25,109	6,824	13,495	12,054	9,334	14,007	4,129	7,825	13,582	14,559

■ Contract Awards (Nonconsolidated) - continued

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Construction Contract Awards by Geographical Region (Japan)										
Urban	741,744	952,020	779,203	984,847	782,226	851,947	742,979	872,942	1,249,241	1,132,203
Proportion	62.2%	71.6%	67.9%	71.5%	69.7%	70.7%	65.1%	58.7%	69.2%	65.3%
Kanto	506,746	774,391	590,491	764,992	592,160	625,217	511,353	599,057	943,373	904,751
(Metropolitan Tokyo)	447,241	722,994	547,697	716,027	535,152	555,743	402,319	462,870	859,409	760,277
Tokai	110,207	112,579	94,355	91,075	62,135	117,004	128,289	119,660	112,030	103,273
Kinki	124,790	65,049	94,356	128,779	127,930	109,726	103,337	154,224	193,837	124,178
Suburban	451,027	378,276	367,605	393,242	340,380	353,104	397,486	614,945	556,841	601,663
Proportion	37.8%	28.4%	32.1%	28.5%	30.3%	29.3%	34.9%	41.3%	30.8%	34.7%
Hokkaido	26,487	31,471	14,114	37,837	17,086	17,721	50,505	40,369	234,931	178,049
Tohoku	191,856	193,574	185,950	183,279	144,831	158,933	147,324	122,408	103,967	112,127
Hokuriku	103,961	33,144	39,140	36,678	50,667	56,497	37,522	20,739	34,226	66,925
Chugoku	53,244	29,075	42,379	42,536	49,378	20,075	41,481	52,441	45,741	101,845
Shikoku	26,751	22,892	26,250	20,246	27,946	17,527	21,834	26,271	25,027	15,463
Kyusyu	48,726	68,117	59,772	72,663	50,469	82,348	98,818	352,715	112,947	127,252
Total	1,192,772	1,330,297	1,146,809	1,378,090	1,122,606	1,205,051	1,140,466	1,487,887	1,806,083	1,733,867

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	46.0%	52.7%	42.2%	41.2%	41.7%	39.6%	38.9%	38.7%	39.6%	40.7%
Civil Engineering	30.1%	20.9%	28.6%	31.1%	23.6%	35.3%	20.0%	20.5%	42.1%	27.8%
Building Construction	51.0%	65.0%	47.1%	44.1%	49.1%	41.2%	44.6%	45.1%	38.8%	45.0%
(Japan - Private)	(57.1%)	(72.5%)	(50.4%)	(46.1%)	(52.4%)	(42.2%)	(45.4%)	(47.2%)	(40.5%)	(45.3%)
Design-Build	50.2%	53.1%	51.5%	46.6%	54.1%	62.1%	60.9%	54.6%	47.9%	57.2%
Civil Engineering	20.9%	18.9%	33.1%	27.8%	29.8%	31.2%	29.4%	19.8%	18.0%	13.2%
Building Construction	59.5%	66.3%	58.2%	51.9%	64.1%	74.2%	70.4%	66.8%	57.8%	71.7%
(Japan - Private)	(65.0%)	(70.6%)	(61.9%)	(53.2%)	(66.1%)	(76.9%)	(74.2%)	(69.4%)	(60.6%)	(72.3%)

Construction Contract Awards by Contract Size

JPY 10 bln. or above	479,435	636,662	428,200	456,913	434,808	511,677	394,647	802,655	1,066,334	1,019,290
Proportion	40.4%	48.8%	37.3%	33.2%	38.7%	42.5%	34.3%	53.9%	59.0%	57.5%
JPY 5 bln. or above and below JPY 10 bln.	150,870	163,671	179,769	288,777	162,908	194,253	193,917	132,240	187,957	157,626
Proportion	12.7%	12.5%	15.6%	20.9%	14.5%	16.1%	16.8%	8.9%	10.4%	8.9%
Below JPY 5 bln.	557,755	504,252	540,608	632,209	524,870	499,449	562,269	554,453	552,737	596,651
Proportion	46.9%	38.7%	47.1%	45.9%	46.8%	41.4%	48.9%	37.2%	30.6%	33.6%
Total	1,188,060	1,304,585	1,148,577	1,377,900	1,122,587	1,205,379	1,150,835	1,489,349	1,807,029	1,773,567

Revenues (Nonconsolidated)

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Civil Engineering	307,964	296,857	366,588	301,063	288,098	334,791	271,839	301,622	363,333	404,143
Japan - Public	173,121	179,449	249,880	188,917	148,458	162,763	145,955	161,377	224,301	271,946
Japan - Private	127,649	116,646	93,109	111,424	138,816	171,254	125,668	139,241	137,363	129,771
Japan - Total	300,770	296,096	342,989	300,341	287,274	334,018	271,624	300,618	361,665	401,717
Overseas	7,194	761	23,598	721	824	773	215	1,004	1,668	2,425
Building Construction	824,097	835,149	752,677	928,095	957,556	782,253	920,671	1,086,206	1,104,233	1,053,474
Japan - Public	125,443	105,959	92,915	90,324	68,265	62,459	50,061	39,401	35,921	29,522
Japan - Private	698,648	729,190	659,761	837,770	889,291	719,793	870,610	1,046,804	1,068,312	1,023,951
Japan - Total	824,092	835,149	752,677	928,095	957,556	782,253	920,671	1,086,206	1,104,233	1,053,474
Overseas	4	-	-	-	-	-	-	-	-	-
Construction - Total	1,132,062	1,132,007	1,119,266	1,229,158	1,245,655	1,117,045	1,192,511	1,387,828	1,467,566	1,457,617
Japan - Public	298,564	285,409	342,795	279,241	216,723	225,222	196,017	200,779	260,222	301,468
Japan - Private	826,297	845,836	752,871	949,194	1,028,107	891,048	996,278	1,186,045	1,205,676	1,153,723
Manufacturing	232,289	170,257	184,131	212,348	210,773	191,529	289,031	422,888	460,027	395,953
Non-Manufacturing	594,008	675,579	568,740	736,846	817,333	699,519	707,246	763,156	745,648	757,769
Japan - Total	1,124,862	1,131,245	1,095,667	1,228,436	1,244,830	1,116,271	1,192,295	1,386,824	1,465,898	1,455,191
Overseas	7,199	761	23,598	721	824	773	215	1,004	1,668	2,425
Real Estate and Other	34,085	71,838	45,909	51,207	59,401	72,516	52,412	44,945	85,383	102,398
Total	1,166,147	1,203,845	1,165,175	1,280,366	1,305,057	1,189,562	1,244,923	1,432,774	1,552,950	1,560,016

Construction Revenues by Project Type

Civil Engineering	307,964	296,857	366,588	301,063	288,098	334,791	271,839	301,622	363,333	404,143
Flood Control	26,992	30,438	31,393	40,464	35,055	32,770	31,999	34,486	36,385	31,706
Railway	34,666	35,682	37,660	43,724	49,571	44,667	31,854	38,570	49,613	55,009
Potable / Waste Water	8,947	6,919	7,481	10,921	10,149	11,017	9,617	9,246	13,498	15,098
Land Improvement	31,828	30,919	30,171	28,123	12,202	5,593	8,535	10,593	23,491	58,191
Port / Airport	3,145	7,020	10,273	7,293	4,703	2,686	2,154	3,969	14,747	21,881
Road	87,761	83,626	103,083	65,522	51,108	65,875	66,021	84,228	124,619	131,439
Other	114,622	102,250	146,525	105,013	125,308	172,180	121,656	120,527	100,978	90,815
Building Construction	824,097	835,149	752,677	928,095	957,556	782,253	920,671	1,086,206	1,104,233	1,053,474
Office (Public / Private)	208,602	216,980	244,311	344,389	343,899	275,065	279,748	307,047	319,517	328,230
Lodging	14,844	51,561	63,499	59,946	86,142	33,999	53,700	49,641	46,955	55,390
Retail	60,461	106,054	20,245	30,450	22,072	28,148	26,540	45,071	28,904	30,313
Power Plant / Factory	206,079	146,495	162,523	200,478	231,894	188,778	252,726	402,209	445,542	349,914
Warehouse / Distribution Center	61,406	52,955	26,068	22,981	34,814	28,722	49,802	61,769	49,618	20,105
Residential	64,115	68,892	36,306	62,882	61,200	32,453	35,149	47,010	48,537	41,201
Education / Research / Culture	71,117	67,679	87,476	100,177	75,338	96,667	125,136	62,429	51,625	85,515
Medical / Welfare	75,767	57,237	54,110	38,592	30,310	32,880	22,607	18,883	20,336	31,500
Other	61,701	67,293	58,135	68,196	71,884	65,536	75,257	92,143	93,194	111,301

■ Contract Backlogs (Nonconsolidated)

(Millions of Yen)

	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3
Civil Engineering	520,730	588,184	524,817	527,593	567,115	570,412	558,987	643,856	729,017	763,773
Japan - Public	342,569	436,670	357,989	321,280	334,944	332,074	333,822	439,019	510,116	489,465
Japan - Private	125,229	125,056	162,200	202,596	229,297	235,911	213,915	193,130	207,915	226,048
Japan - Total	467,799	561,726	520,189	523,877	564,242	567,985	547,738	632,150	718,032	715,514
Overseas	52,931	26,457	4,627	3,716	2,873	2,427	11,249	11,706	10,985	48,259
Building Construction	991,034	1,096,158	1,188,837	1,334,803	1,172,213	1,257,250	1,198,149	1,214,800	1,469,102	1,750,297
Japan - Public	157,368	152,462	143,129	106,487	88,845	64,372	62,792	74,334	101,174	85,307
Japan - Private	833,666	943,696	1,045,708	1,228,315	1,083,367	1,192,878	1,135,357	1,140,465	1,367,928	1,664,989
Japan - Total	991,034	1,096,158	1,188,837	1,334,803	1,172,213	1,257,250	1,198,149	1,214,800	1,469,102	1,750,297
Overseas	-	-	-	-	-	-	-	-	-	-
Construction - Total	1,511,765	1,684,343	1,713,655	1,862,397	1,739,329	1,827,663	1,757,137	1,858,657	2,198,120	2,514,070
Japan - Public	499,937	589,133	501,118	427,768	423,790	396,446	396,615	513,354	611,291	574,772
Japan - Private	958,896	1,068,752	1,207,908	1,430,912	1,312,665	1,428,790	1,349,272	1,333,596	1,575,844	1,891,038
Manufacturing	140,449	138,791	154,212	169,375	219,510	256,529	252,589	362,843	421,417	480,135
Non-Manufacturing	818,446	929,961	1,053,696	1,261,537	1,093,154	1,172,260	1,096,682	970,752	1,154,426	1,410,902
Japan - Total	1,458,833	1,657,885	1,709,027	1,858,680	1,736,456	1,825,236	1,745,887	1,846,950	2,187,135	2,465,811
Overseas	52,931	26,457	4,627	3,716	2,873	2,427	11,249	11,706	10,985	48,259
Real Estate and Other	59,617	33,159	38,757	54,071	54,147	41,451	28,618	30,035	81,652	36,793
Total	1,571,382	1,717,502	1,752,412	1,916,468	1,793,476	1,869,114	1,785,755	1,888,693	2,279,773	2,550,864

Construction Contract Backlogs by Project Type

Civil Engineering	520,730	588,184	524,817	527,593	567,115	570,412	558,987	643,856	729,017	763,773
Flood Control	44,090	78,309	73,400	80,125	88,264	70,337	56,574	40,479	51,295	55,038
Railway	73,367	86,190	82,429	82,286	80,843	87,354	100,468	110,391	145,021	192,316
Potable / Waste Water	18,564	18,922	29,904	26,040	21,161	22,175	17,423	21,265	24,749	18,390
Land Improvement	28,741	26,610	23,232	11,007	4,777	6,819	16,825	36,228	64,432	84,663
Port / Airport	6,354	13,045	7,013	3,543	3,922	3,614	2,564	27,291	31,743	33,247
Road	206,118	218,412	154,771	146,857	181,993	201,783	217,587	296,145	291,471	253,919
Other	143,494	146,693	154,065	177,731	186,152	178,327	147,543	112,055	120,303	126,197
Building Construction	991,034	1,096,158	1,188,837	1,334,803	1,172,213	1,257,250	1,198,149	1,214,800	1,469,102	1,750,297
Office (Public / Private)	311,901	508,405	505,173	570,369	466,301	470,075	425,388	408,220	531,042	738,560
Lodging	77,954	76,856	85,561	83,912	43,966	76,927	74,072	73,829	117,671	105,843
Retail	90,705	6,251	25,096	10,527	28,156	46,581	50,200	17,998	35,339	18,730
Power Plant / Factory	139,161	144,586	214,328	267,593	207,369	225,786	254,152	386,008	326,214	401,250
Warehouse / Distribution Center	51,298	17,018	12,787	23,345	22,943	32,757	81,292	45,617	12,862	16,716
Residential	93,024	94,433	101,492	134,147	89,032	85,600	86,443	66,231	62,987	113,745
Education / Research / Culture	88,173	120,779	110,051	123,043	191,584	154,289	70,537	46,003	123,025	150,716
Medical / Welfare	71,102	69,462	62,413	58,963	45,816	38,354	21,542	35,523	78,418	69,014
Other	67,712	58,365	71,932	62,900	77,041	126,879	134,518	135,368	181,541	135,719