

KAJIMA FACT BOOK

2026.3 (Financial Year ended March 31, 2026)

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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, 2026)

Paid-in Capital ¥81,447 million

Number of Shares (as of March 31, 2026)

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, 2026)

Consolidated (Construction) ¥3,263,940 million
 Nonconsolidated ¥2,275,314 million

Revenues (Financial Year ended March 31, 2026)

Consolidated ¥3,067,275 million
 Nonconsolidated ¥1,710,084 million

Ordinary Income (Financial Year ended March 31, 2026)

Consolidated ¥240,420 million
 Nonconsolidated ¥190,064 million

Net Income Attributable to Owners of Parent (Financial Year ended March 31, 2026)

Consolidated ¥177,334 million
 Nonconsolidated ¥146,921 million

Total Assets (as of March 31, 2026)

Consolidated ¥3,624,341 million

Total Equity (as of March 31, 2026)

Consolidated ¥1,436,220 million

Staff Numbers (as of March 31, 2026)

Consolidated 21,170
 Nonconsolidated 8,959

■ Financial Summary (Consolidated)

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Construction Contract Awards	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	3,263,940
Revenues	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	3,067,275
Operating Income	155,392	158,373	142,622	131,987	127,298	123,382	123,526	136,226	151,882	240,780
Ordinary Income	163,438	179,716	162,901	146,645	139,729	152,103	156,731	150,112	160,663	240,420
Net Income Attributable to Owners of the Parent	104,857	126,778	109,839	103,242	98,522	103,867	111,789	115,033	125,817	177,334
Basic Net Income per Share (Yen)	101.01	244.29	211.67	200.99	193.13	208.00	227.98	238.76	266.49	379.81
ROE	20.6%	20.9%	15.5%	13.4%	11.8%	11.4%	11.2%	10.2%	10.2%	13.3%
Operating Margin	8.5%	8.7%	7.2%	6.6%	6.7%	5.9%	5.2%	5.1%	5.2%	7.8%
Total Assets	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	3,624,341
Owners' Equity	548,533	666,020	753,278	791,786	874,839	945,704	1,052,431	1,210,139	1,258,127	1,415,015
Total Equity	552,552	669,795	756,924	796,020	884,806	953,566	1,061,145	1,223,655	1,277,988	1,436,220
Owners' Equity Ratio	27.5%	32.5%	36.0%	36.5%	40.4%	40.5%	38.0%	38.6%	36.4%	39.0%
Owners' Equity per Share (Yen)	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	3,036.89
Interest-bearing Debt	372,927	344,832	298,702	326,885	317,032	359,904	537,785	612,660	792,013	833,134
D/E Ratio	0.68	0.52	0.40	0.41	0.36	0.38	0.51	0.51	0.63	0.59
Cash Dividends per Share (Yen)	20.0	48.0	50.0	50.0	54.0	58.0	70.0	90.0	104.0	146.0
No. of Shares Outstanding - Year-end (excluding treasury stock)	1,037,976	518,958	518,907	512,578	505,347	492,438	486,085	481,174	470,742	465,943
No. of Shares Outstanding - Average (excluding treasury stock)	1,038,088	518,974	518,924	513,668	510,144	499,371	490,342	481,790	472,120	466,896
Cash Flows - Operating Activities	187,546	120,479	30,390	53,061	153,097	30,215	-29,116	123,734	30,632	114,606
Cash Flows - Investing Activities	-31,912	-47,354	-25,346	-101,813	-65,434	-51,166	-81,743	-62,925	-104,836	-46,513
Cash Flows - Financing Activities	-20,577	-53,099	-75,007	-10,866	-39,110	-20,930	111,893	-9,566	61,687	-30,526

(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)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Contract Awards	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	2,275,314
Construction Contract Awards	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	2,171,552
Revenues	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	1,710,084
Operating Income	124,494	135,188	120,291	111,044	105,146	81,090	83,174	95,012	114,767	177,641
Ordinary Income	128,524	146,284	132,504	120,593	114,285	92,403	103,309	114,964	126,985	190,064
Net Income	81,730	100,320	97,078	80,136	82,829	72,192	78,416	90,134	104,747	146,921
Basic Net Income per Share (Yen)	78.60	192.96	186.74	155.72	162.06	144.29	159.61	186.72	221.42	314.04
Total Assets	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	2,165,017
Owners' Equity	370,485	465,593	545,421	563,176	638,435	656,485	693,278	791,410	778,493	891,975
Total Equity	370,485	465,593	545,421	563,176	638,435	656,485	693,278	791,410	778,493	891,975
Owners' Equity Ratio	24.2%	30.3%	35.3%	35.3%	41.0%	40.0%	39.3%	41.3%	38.0%	41.2%
Owners' Equity per Share (Yen)	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	1,910.46
Interest-bearing Debt	287,681	262,818	203,102	222,793	177,529	199,329	209,329	169,329	288,967	307,937
Gross Profit Margin	14.8%	16.5%	14.2%	13.6%	14.4%	12.4%	11.0%	11.1%	12.5%	15.6%
- Construction	14.7%	16.4%	14.1%	13.4%	13.6%	11.7%	10.6%	10.3%	11.2%	15.2%
- Civil Engineering	18.2%	21.2%	19.0%	14.0%	15.5%	16.5%	18.0%	13.7%	15.4%	24.6%
- Building Construction	13.4%	14.0%	12.5%	13.2%	12.7%	10.3%	8.5%	9.2%	9.6%	11.8%
- Real Estate and Other	16.8%	19.6%	15.0%	18.0%	27.1%	27.1%	23.5%	25.3%	30.8%	23.1%

(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)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
(Assets)										
Current Assets	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	2,181,525
Cash and Deposits	374,093	394,550	322,658	262,963	307,633	273,303	285,780	354,716	354,486	403,295
Notes and Accounts Receivable - trade	609,701	626,714	701,965	734,159	602,162	726,563	899,620	940,304	1,061,540	1,112,406
Marketable Securities	112	187	422	110	325	187	383	170	193	367
Operational Investments in Securities	10,156	12,388	12,383	12,355	12,319	11,897	11,624	11,311	11,395	11,365
Inventories - Real Estate for Sale	58,038	71,240	68,136	62,817	78,214	74,040	144,714	221,811	280,787	278,796
Inventories - Construction Projects in Progress	92,273	54,079	52,050	63,540	54,938	9,408	9,955	8,356	13,129	20,350
Inventories - Development Projects in Progress	32,615	35,845	46,940	74,692	103,505	183,132	268,097	260,661	248,058	169,715
Inventories - Other	16,409	17,892	21,523	18,180	17,094	4,658	6,855	3,764	3,873	8,899
Deferred Tax Assets	42,676	-	-	-	-	-	-	-	-	-
Other	70,223	81,817	97,158	121,300	87,729	109,478	129,969	123,559	172,458	186,754
Allowance for Doubtful Accounts	-1,654	-853	-841	-855	-980	-1,957	-5,416	-6,666	-8,794	-10,425
Noncurrent Assets	688,176	757,364	768,778	822,843	901,863	947,030	1,018,133	1,217,160	1,317,462	1,442,815
Property and Equipment	353,645	340,929	331,699	391,049	417,955	427,581	478,539	540,177	588,601	617,311
Buildings and Structures	145,748	134,904	122,349	117,412	125,752	158,111	159,363	203,926	212,194	236,985
Machinery, Vehicles, Tools, Furniture and Fixtures	16,725	17,089	16,943	17,526	15,960	15,990	16,846	19,715	24,400	27,241
Land	187,051	182,701	178,077	223,651	232,311	239,279	274,026	277,428	291,683	292,689
Construction in Progress	1,077	3,526	11,753	26,165	37,388	9,110	19,570	28,534	48,862	48,662
Other	3,041	2,706	2,575	6,292	6,542	5,089	8,733	10,573	11,460	11,732
Intangible Assets	8,418	10,541	11,661	11,548	11,330	14,898	27,733	26,647	29,968	31,032
Investments and Other Assets	326,112	405,894	425,416	420,246	472,578	504,550	511,860	650,334	698,893	794,471
Investments in Securities	264,755	294,485	326,255	309,623	350,351	355,871	356,143	442,493	397,478	478,697
Long-term Loans Receivable	23,964	49,132	48,938	50,012	62,953	69,019	60,200	98,765	145,365	138,929
Asset for Retirement Benefits	584	950	667	642	1,534	1,311	1,523	4,714	5,458	7,812
Deferred Tax Assets	1,075	15,096	4,022	18,635	8,032	10,144	13,347	3,407	16,973	7,591
Other	45,555	53,845	49,239	44,836	52,910	71,380	83,509	103,541	135,667	163,767
Allowance for Doubtful Accounts	-9,822	-7,615	-3,705	-3,503	-3,203	-3,177	-2,864	-2,587	-2,049	-2,326
Total Assets	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	3,624,341

(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)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
(Liabilities)										
Current Liabilities	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	1,604,762
Notes and Accounts Payable - Trade	517,834	509,027	530,420	520,653	445,589	501,962	603,867	583,998	631,710	536,387
Short-term Loans Payable	89,270	89,357	104,913	151,459	143,416	174,731	244,385	324,318	379,117	387,157
Commercial Paper	75,000	61,000	35,000	45,000	-	40,000	40,000	-	70,000	-
Current Portion of Bonds Payable	20,000	30,000	-	-	10,000	-	38	35,267	14,800	20,000
Income Taxes Payable	30,020	28,786	17,665	30,597	27,623	22,701	25,278	32,611	22,572	51,291
Advances Received on Construction Projects in Progress	210,429	187,647	146,075	162,087	146,103	124,112	149,817	203,326	250,009	224,527
Advances Received on Development Projects in Progress, Real Estate for Sale and Other	11,404	13,489	13,833	13,553	12,170	5,918	7,608	12,650	6,557	6,976
Provision for Warranties for Completed Construction Projects	5,202	5,136	12,680	12,824	13,465	12,086	12,678	11,763	13,008	15,561
Provision for Loss on Construction Projects in Progress	13,787	14,767	12,852	12,515	14,119	13,836	14,748	28,089	25,094	24,497
Provision for Directors' bonuses	144	143	111	153	142	141	154	205	240	278
Provision for stock awards	-	-	-	-	-	-	-	1,529	1,480	1,767
Provision for loss on Anti-Monopoly Act	-	-	8,702	-	-	-	-	-	-	-
Other	143,979	164,295	180,068	176,565	177,448	212,176	221,188	272,239	282,383	336,315
Long-Term Liabilities	323,197	277,779	271,928	250,678	289,919	276,507	388,804	405,492	479,628	583,358
Bonds Payable	60,000	40,000	40,000	50,000	40,000	50,000	80,067	44,800	95,850	105,850
Long-term Loans Payable	128,656	124,474	118,789	80,425	123,616	95,173	173,293	208,273	232,246	320,126
Deferred Tax Liabilities	16,510	929	1,963	605	989	1,662	254	12,534	8,810	14,157
Deferred Tax Liabilities on Revaluation Surplus of Land	21,726	20,714	20,694	19,859	20,689	20,689	20,627	20,605	21,011	20,969
Liability for Retirement Benefits	56,064	57,705	60,191	62,100	62,575	63,184	62,099	61,343	57,509	53,785
Equity Loss in Excess of Investments in and Loans to Unconsolidated Subsidiaries and Affiliates	1,226	1,279	1,205	1,205	1,205	1,205	1,205	1,205	-	-
Other	39,012	32,676	29,085	36,482	40,844	44,592	51,257	56,729	64,200	68,470
Total Liabilities	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	2,188,120

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■ Balance Sheets (Consolidated) - continued

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
(Equity)										
Shareholders' Equity	440,079	544,378	625,167	691,697	752,675	809,114	881,417	949,642	999,187	1,104,065
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	43,267	43,367	43,271	42,313	41,990	43,821	43,461	43,461
Retained Earnings	319,834	424,194	507,094	583,303	654,128	731,275	813,653	891,884	970,255	1,093,668
Treasury Stock	-6,505	-6,567	-6,641	-16,420	-26,172	-45,921	-55,673	-67,510	-95,976	-114,510
Accumulated Other Comprehensive Income (Loss)	108,453	121,642	128,110	100,089	122,163	136,590	171,013	260,496	258,940	310,949
Unrealized Gain (Loss) on Available-for-sale Securities	79,329	97,468	111,417	84,212	112,242	105,356	103,271	159,758	120,563	161,895
Deferred Gain (Loss) on Derivatives under Hedge Accounting	-409	-223	-371	-239	-659	-730	-30	5,142	5,830	6,953
Revaluation Surplus of Land	20,108	18,663	18,618	19,435	21,498	21,498	21,357	21,308	20,305	20,214
Foreign Currency Translation Adjustments	10,952	7,224	249	-1,400	-10,352	10,588	44,819	69,800	105,597	112,991
Defined Retirement Benefit Plans	-1,527	-1,491	-1,802	-1,918	-565	-122	1,595	4,485	6,643	8,894
Noncontrolling Interests	4,018	3,774	3,646	4,233	9,967	7,861	8,714	13,516	19,861	21,204
Total Equity	552,552	669,795	756,924	796,020	884,806	953,566	1,061,145	1,223,655	1,277,988	1,436,220
Total Liabilities and Equity	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	3,624,341

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Income Statements (Consolidated)

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Revenues	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	3,067,275
Construction Projects	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	2,678,680
Real Estate and Other	219,751	185,163	197,923	219,633	233,582	281,901	284,608	342,893	400,814	388,595
Cost of Revenues	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	2,641,407
Construction Projects	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	2,331,407
Real Estate and Other	177,696	150,061	163,184	178,091	188,179	210,069	213,602	257,926	306,898	309,999
Gross Profit	247,063	258,923	251,171	248,121	241,417	255,715	267,100	291,501	323,197	425,868
	13.6%	14.1%	12.7%	12.3%	12.7%	12.3%	11.2%	10.9%	11.1%	13.9%
Construction Projects	205,009	223,820	216,432	206,579	196,014	183,884	196,093	206,534	229,281	347,272
	12.8%	13.6%	12.2%	11.5%	11.7%	10.2%	9.3%	8.9%	9.1%	13.0%
Real Estate and Other	42,054	35,102	34,738	41,541	45,402	71,831	71,006	84,967	93,915	78,595
	19.1%	19.0%	17.6%	18.9%	19.4%	25.5%	24.9%	24.8%	23.4%	20.2%
Selling, General and Administrative Expenses	91,671	100,550	108,548	116,134	114,118	132,332	143,573	155,275	171,314	185,087
	5.1%	5.4%	5.5%	5.7%	6.0%	6.4%	6.0%	5.8%	5.9%	6.1%
Operating Income	155,392	158,373	142,622	131,987	127,298	123,382	123,526	136,226	151,882	240,780
	8.5%	8.7%	7.2%	6.6%	6.7%	5.9%	5.2%	5.1%	5.2%	7.8%
Nonoperating Income	17,010	26,761	26,552	21,769	18,969	34,682	44,546	31,376	37,397	35,851
Interest / Dividends Income	9,278	8,328	9,955	11,434	10,757	11,880	16,513	16,204	23,844	28,592
Equity in Earnings of Unconsolidated Subsidiaries and Affiliates	2,282	3,421	3,179	1,490	3,527	6,966	5,625	4,059	2,815	3,216
Equity in Earnings of Partnership	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	3,248	9,780	3,373	3,806	3,057	3,981	5,291	5,368	3,830	4,041
Nonoperating Expenses	8,964	5,419	6,273	7,110	6,538	5,961	11,341	17,490	28,616	36,211
Interest Expenses	3,893	3,349	3,432	3,522	2,666	2,362	4,828	14,406	22,571	26,381
Provision for Doubtful Accounts	273	-	-	-	210	21	304	401	772	3,172
Equity in losses of partnership	-	-	-	-	-	-	-	-	-	605
Loss on Investments in Silent Partnership	-	-	767	911	911	943	-	-	-	-
Other	4,797	2,069	2,073	2,676	2,750	2,634	6,208	2,681	5,273	6,051
Ordinary Income	163,438	179,716	162,901	146,645	139,729	152,103	156,731	150,112	160,663	240,420
	9.0%	9.8%	8.3%	7.3%	7.3%	7.3%	6.6%	5.6%	5.5%	7.8%

■ Income Statements (Consolidated) - continued

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Extraordinary Income	641	5,337	4,628	5,854	10,514	17,958	12,814	20,598	19,843	17,508
Extraordinary Losses	1,895	7,415	10,055	2,866	4,997	19,690	2,290	1,778	4,406	2,537
Income before Income Taxes	162,185	177,638	157,474	149,634	145,247	150,370	167,255	168,931	176,100	255,391
Income Taxes - Current	44,595	46,786	39,412	49,669	47,459	48,961	57,532	57,826	53,656	81,035
Income Taxes - Deferred	11,293	4,300	7,883	-3,821	-979	1,258	-4,342	-5,510	-4,010	-4,439
Total Income Taxes	55,889	51,086	47,296	45,847	46,479	50,220	53,190	52,316	49,645	76,595
Net Income	106,296	126,551	110,178	103,786	98,767	100,150	114,065	116,615	126,454	178,796
Net Income Attributable to Noncontrolling Interests	1,438	-226	339	544	245	-3,717	2,275	1,582	637	1,462
Net Income Attributable to Owners of the Parent	104,857	126,778	109,839	103,242	98,522	103,867	111,789	115,033	125,817	177,334
	5.8%	6.9%	5.6%	5.1%	5.2%	5.0%	4.7%	4.3%	4.3%	5.8%

Extraordinary Loss Details

Loss on Sales of Noncurrent Assets	10	20	240	3	6	0	69	12	4	140
Loss on Disposals of Noncurrent Assets	664	288	371	1,073	293	1,381	418	1,344	2,547	798
Loss on Reduction of Noncurrent Assets	-	317	-	12	-	-	-	-	-	-
Loss on Sales of Investment Securities	52	6	5	59	17	6	58	104	0	19
Valuation Loss on Investment Securities	354	2	630	1,674	3,699	237	1,405	251	1,233	720
Loss on Liquidation of Subsidiaries and Affiliates	-	1	-	-	-	-	-	-	-	-
Loss on Impairment of Long-lived Assets	706	6,647	66	14	946	16,453	336	-	621	655
Litigation Settlement	107	130	38	28	33	1,610	3	65	-	203
Provision for loss on Anti-Monopoly Act	-	-	8,702	-	-	-	-	-	-	-

Income Statements (Nonconsolidated)

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Revenues	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	1,710,084
Construction Projects	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	1,613,668
Real Estate and Other	71,838	45,909	51,207	59,401	72,516	52,412	44,945	85,383	102,398	96,416
Cost of Revenues	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	1,442,518
Construction Projects	965,889	935,857	1,055,563	1,078,906	965,534	1,052,590	1,241,158	1,316,419	1,294,228	1,368,330
Real Estate and Other	59,749	36,888	43,518	48,700	52,844	38,201	34,377	63,738	70,859	74,187
Gross Profit	178,206	192,429	181,284	177,450	171,182	154,131	157,238	172,791	194,929	267,566
	14.8%	16.5%	14.2%	13.6%	14.4%	12.4%	11.0%	11.1%	12.5%	15.6%
Construction Projects	166,117	183,409	173,595	166,749	151,511	139,920	146,670	151,147	163,389	245,337
	14.7%	16.4%	14.1%	13.4%	13.6%	11.7%	10.6%	10.3%	11.2%	15.2%
Real Estate and Other	12,088	9,020	7,689	10,701	19,671	14,211	10,568	21,644	31,539	22,228
	16.8%	19.6%	15.0%	18.0%	27.1%	27.1%	23.5%	25.3%	30.8%	23.1%
Selling, General and Administrative Expenses	53,711	57,241	60,992	66,406	66,036	73,041	74,064	77,779	80,161	89,925
	4.5%	4.9%	4.8%	5.1%	5.6%	5.9%	5.2%	5.0%	5.1%	5.2%
Operating Income	124,494	135,188	120,291	111,044	105,146	81,090	83,174	95,012	114,767	177,641
	10.3%	11.6%	9.4%	8.5%	8.8%	6.5%	5.8%	6.1%	7.4%	10.4%
Nonoperating Income	11,154	14,648	16,205	13,912	13,486	15,402	24,231	22,916	16,964	18,601
Interest / Dividends Income	8,507	9,929	10,564	11,682	11,214	12,676	22,242	19,428	15,125	15,307
Reversal of doubtful accounts	-	-	3,271	-	-	-	-	-	-	-
Compensation Income	-	1,490	-	-	-	-	-	-	-	-
Other	2,646	3,228	2,368	2,229	2,271	2,726	1,988	3,488	1,839	3,294
Nonoperating Expenses	7,123	3,552	3,992	4,363	4,347	4,089	4,097	2,965	4,746	6,179
Interest Expenses	2,858	2,199	1,836	1,721	1,621	1,527	1,210	1,284	2,447	3,990
Provision for Doubtful Accounts	617	2	-	-	-	-	-	-	-	-
Foreign Currency Exchange Loss	65	-	-	-	-	-	-	-	-	-
Loss on investments in silent partnership	-	-	767	911	1,366	1,003	1,162	-	-	-
Other	3,582	1,350	1,389	1,730	1,359	1,558	1,724	1,680	2,298	2,188
Ordinary Income	128,524	146,284	132,504	120,593	114,285	92,403	103,309	114,964	126,985	190,064
	10.7%	12.6%	10.3%	9.2%	9.6%	7.4%	7.2%	7.4%	8.1%	11.1%

Income Statements (Nonconsolidated) - continued

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Extraordinary Income	910	523	3,934	60	7,827	13,302	11,433	13,945	16,246	15,665
Extraordinary Losses	1,819	5,312	1,156	4,704	3,422	3,310	1,760	1,570	3,859	2,377
Income before Income Taxes	127,615	141,495	135,282	115,949	118,690	102,395	112,981	127,338	139,372	203,352
Income Taxes - Current	35,230	38,635	28,533	38,024	36,405	29,995	36,937	45,657	37,524	61,136
Income Taxes - Deferred	10,654	2,539	9,670	-2,210	-544	206	-2,371	-8,453	-2,899	-4,705
Total Income Taxes	45,885	41,174	38,203	35,813	35,860	30,202	34,565	37,203	34,625	56,430
Net Income	81,730	100,320	97,078	80,136	82,829	72,192	78,416	90,134	104,747	146,921
	6.8%	8.6%	7.6%	6.1%	7.0%	5.8%	5.5%	5.8%	6.7%	8.6%

Extraordinary Loss Details

Loss on Sales of Noncurrent Assets	0	0	177	0	3	0	54	2	3	32
Loss on Disposals of Noncurrent Assets	600	152	308	979	240	1,225	331	1,229	2,457	478
Loss on Sales of Investment Securities	35	6	1	13	11	4	56	21	0	-
Valuation Loss on Investment Securities	354	1	630	1,669	2,810	224	1,314	251	1,042	656
Loss on Liquidation of Subsidiaries and Associates	-	391	-	-	-	-	-	-	37	-
Valuation Loss on Shares of Subsidiaries and Affiliates	-	-	-	-	-	-	-	-	36	1,006
Valuation loss on investments in capital of subsidiaries and affiliates	121	31	-	1,999	-	-	-	-	-	-
Loss on Impairment of Long-lived Assets	599	4,598	-	14	323	245	-	-	282	-
Litigation Settlement	107	130	38	28	33	1,610	3	65	-	203

■ Business Segment (Consolidated)

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
1 Civil Engineering (Kajima Corporation)										
Revenues	296,857	366,588	301,063	288,098	334,791	271,839	301,622	363,333	404,143	430,767
Operating Income	35,994	57,404	35,235	17,195	29,858	19,683	29,302	23,268	35,703	76,742
2 Building Construction (Kajima Corporation)										
Revenues	835,149	752,677	928,095	957,556	782,253	920,671	1,086,206	1,104,233	1,053,474	1,182,901
Operating Income	78,610	70,934	79,626	85,321	57,834	50,109	46,677	53,311	51,225	83,292
3 Real Estate and Other (Kajima Corporation)										
Revenues	71,838	45,909	51,207	59,401	72,516	52,412	44,945	85,383	102,398	96,416
Operating Income	9,888	6,849	5,430	8,528	17,452	11,296	7,194	18,431	27,838	17,607
4 Domestic Subsidiaries and Affiliates										
Revenues	361,190	363,948	389,637	393,171	378,049	316,145	352,656	367,424	354,604	414,667
Operating Income	19,594	16,299	16,522	17,750	17,115	16,292	17,417	24,174	16,403	35,774
5 Overseas Subsidiaries and Affiliates										
Revenues	400,988	437,130	455,978	469,078	489,115	623,947	739,237	859,657	1,114,501	1,091,964
Operating Income	11,683	1,687	6,283	4,539	6,863	26,461	22,738	16,920	20,070	26,655
6 Total (1+2+3+4+5)										
Revenues	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	3,216,716
Operating Income	155,771	153,175	143,097	133,334	129,126	123,844	123,330	136,107	151,241	240,071
7 Reconciliations										
Revenues	-144,219	-135,628	-151,713	-156,555	-149,550	-105,320	-133,089	-114,855	-117,306	-149,440
Operating Income	-379	5,197	-474	-1,347	-1,827	-461	196	119	641	708
8 Consolidated Results(6+7)										
Revenues	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	3,067,275
Operating Income	155,392	158,373	142,622	131,987	127,298	123,382	123,526	136,226	151,882	240,780

■ Overseas Revenues (Consolidated)

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
North America	218,278	180,725	210,167	234,295	268,146	388,835	413,148	496,594	686,831	615,558
<i>Note:</i>	12.0%	9.9%	10.6%	11.7%	14.1%	18.7%	17.3%	18.6%	23.6%	20.1%
Europe	15,839	22,028	35,556	29,553	29,164	41,459	70,860	44,114	66,671	83,256
<i>Note:</i>	0.9%	1.2%	1.8%	1.5%	1.5%	2.0%	3.0%	1.7%	2.3%	2.7%
Asia	113,385	127,052	119,129	107,975	100,941	95,417	151,075	177,861	214,332	207,487
<i>Note:</i>	6.2%	6.9%	6.0%	5.4%	5.3%	4.6%	6.3%	6.7%	7.4%	6.8%
Oceania	54,290	107,825	92,192	98,770	91,754	96,806	103,292	140,185	145,047	184,622
<i>Note:</i>	3.0%	5.9%	4.7%	4.9%	4.8%	4.7%	4.3%	5.3%	5.0%	6.0%
Other Regions	766	23,844	194	134	418	1,662	1,798	3,030	3,922	4,157
<i>Note:</i>	0.0%	1.3%	0.0%	0.0%	0.0%	0.1%	0.1%	0.1%	0.1%	0.1%
Total	402,559	461,475	457,240	470,729	490,424	624,181	740,175	861,785	1,116,806	1,095,083
<i>Note:</i>	22.1%	25.2%	23.2%	23.4%	25.7%	30.0%	30.9%	32.3%	38.4%	35.7%
Consolidated Revenues	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	3,067,275

Note: percentage of overseas revenues to the consolidated revenues

■ Domestic Subsidiaries and Affiliates

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Construction Contract Awards	202,031	210,359	203,202	204,800	196,489	193,908	204,064	207,795	208,643	222,902
Revenues	363,302	366,700	393,774	398,038	380,704	319,105	345,641	368,971	356,406	417,231
Construction Projects	184,875	189,146	201,011	213,628	193,328	183,304	199,391	203,460	195,213	230,984
Real Estate and Other	178,426	177,553	192,763	184,410	187,376	135,800	146,249	165,510	161,192	186,246
Cost of Revenues	326,190	332,299	358,591	360,518	343,300	281,835	305,285	319,870	313,799	354,298
Construction Projects	166,157	172,827	183,315	193,949	171,852	164,095	179,006	181,731	172,911	196,646
Real Estate and Other	160,033	159,472	175,275	166,568	171,447	117,740	126,279	138,138	140,888	157,652
Gross Profit	37,111	34,400	35,183	37,520	37,404	37,269	40,355	49,101	42,606	62,933
	10.2%	9.4%	8.9%	9.4%	9.8%	11.7%	11.7%	13.3%	12.0%	15.1%
Construction Projects	18,718	16,319	17,695	19,678	21,475	19,209	20,385	21,729	22,302	34,338
	10.1%	8.6%	8.8%	9.2%	11.1%	10.5%	10.2%	10.7%	11.4%	14.9%
Real Estate and Other	18,392	18,080	17,488	17,841	15,928	18,060	19,970	27,372	20,303	28,594
	10.3%	10.2%	9.1%	9.7%	8.5%	13.3%	13.7%	16.5%	12.6%	15.4%
Selling, General and Administrative Expenses	17,586	18,164	18,805	19,969	20,409	21,065	23,047	25,014	26,294	27,110
	4.8%	5.0%	4.7%	5.0%	5.3%	6.6%	6.7%	6.8%	7.4%	6.5%
Operating Income	19,524	16,236	16,377	17,550	16,995	16,204	17,308	24,086	16,312	35,822
	5.4%	4.4%	4.2%	4.4%	4.5%	5.1%	5.0%	6.5%	4.6%	8.6%
Nonoperating Income	2,581	3,259	2,625	3,616	3,911	4,033	4,888	5,168	4,830	5,596
Financing Income	31	61	91	183	225	247	119	188	377	836
Equity in Earnings of Unconsolidated Subsidiaries and Affiliates	2,201	1,938	2,248	3,143	2,873	3,153	4,092	4,005	3,875	4,390
Equity in Earnings of Partnership	-	-	-	-	-	-	-	-	-	-
Ordinary Income	22,106	19,495	19,003	21,166	20,906	20,238	22,196	29,254	21,142	41,419
	6.1%	5.3%	4.8%	5.3%	5.5%	6.3%	6.4%	7.9%	5.9%	9.9%
Extraordinary Income	-659	-444	-6,803	2,905	-527	-77	-349	46	-150	-1,162
Income before Income Taxes	21,446	19,051	12,199	24,071	20,379	20,160	21,847	29,301	20,992	40,256
Income Taxes - Current	5,307	4,727	6,029	5,867	5,623	5,373	5,634	5,923	4,617	10,615
Net Income	16,138	14,323	6,170	18,204	14,755	14,787	16,213	23,377	16,374	29,641
Net Income Attributable to Noncontrolling Interests	38	21	20	27	-22	23	-7	633	78	139
Net Income Attributable to Owners of the Parent	16,100	14,302	6,150	18,177	14,778	14,763	16,221	22,744	16,295	29,501
	4.4%	3.9%	1.6%	4.6%	3.9%	4.6%	4.7%	6.2%	4.6%	7.1%

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Taiko Trading Co., Ltd.										
Construction Contract Awards	27,160	23,572	21,776	24,206	19,051	15,223	25,026	23,704	18,341	29,612
Revenues	113,929	105,211	117,522	109,698	112,137	49,846	62,728	58,015	59,178	71,676
Operating Income	1,908	1,177	1,527	1,843	2,035	2,208	3,555	3,543	3,657	5,331
Ordinary Income	1,932	1,204	1,559	1,877	2,175	2,380	3,620	3,636	3,774	5,489
Net Income Attributable to Owners of the Parent	2,025	1,134	1,057	1,429	1,459	1,598	2,551	2,570	2,647	3,832
Total Assets	56,418	56,047	66,439	52,015	55,670	51,662	65,495	77,136	63,386	63,853
Staff Numbers	273	283	295	296	306	317	323	314	332	333
Kajima Road Co., Ltd.										
Construction Contract Awards	102,590	119,159	113,795	111,280	111,944	110,205	111,290	110,041	115,892	102,623
Revenues	117,169	125,861	134,243	133,596	126,283	125,295	132,399	131,474	128,808	132,767
Operating Income	7,859	6,766	6,594	6,351	8,146	5,583	5,082	5,910	3,593	7,479
Ordinary Income	7,855	6,874	6,712	6,504	8,330	5,801	5,415	6,249	3,983	7,910
Net Income Attributable to Owners of the Parent	5,136	4,956	-3,770	7,158	5,250	4,090	3,476	4,419	2,793	4,786
Total Assets	90,155	99,395	100,466	98,523	99,268	100,560	104,404	109,898	101,240	107,711
Staff Numbers	1,273	1,318	1,349	1,414	1,394	1,413	1,440	1,468	1,492	1,470
Chemical Grouting Co., Ltd.										
Construction Contract Awards	30,540	25,560	25,187	27,394	27,940	22,777	26,232	30,343	28,423	38,523
Revenues	26,780	24,374	26,296	28,350	28,181	23,521	23,456	26,182	28,966	36,423
Operating Income	2,257	890	967	1,250	1,711	1,473	392	115	1,609	4,591
Ordinary Income	2,550	2,083	1,260	1,470	1,903	1,701	817	476	2,034	5,135
Net Income Attributable to Owners of the Parent	1,714	1,434	913	1,014	1,353	1,194	627	433	1,485	3,897
Total Assets	26,343	26,964	28,101	28,864	30,080	28,079	28,755	29,909	31,954	38,822
Staff Numbers	288	287	292	291	305	317	323	327	333	336
Kajima Tatemono Sogo Kanri Co., Ltd.										
Revenues	53,232	54,632	57,558	62,343	59,419	65,474	67,859	71,391	76,994	79,290
Operating Income	3,517	3,380	3,545	3,660	2,483	2,800	2,702	2,277	2,366	2,467
Ordinary Income	3,537	3,398	3,565	3,720	2,548	2,865	2,763	2,392	2,540	2,816
Net Income Attributable to Owners of the Parent	2,440	2,478	2,298	2,467	1,765	1,855	1,782	1,675	1,845	2,039
Total Assets	21,097	23,614	28,895	32,408	33,308	37,580	40,924	45,691	47,093	49,879
Staff Numbers	1,575	1,717	1,785	1,862	1,997	2,133	2,211	2,239	2,299	2,404
Kajima Leasing Corporation										
Revenues	7,902	8,563	9,100	9,068	9,548	10,002	10,838	9,163	9,560	10,847
Operating Income	1,111	1,411	878	868	370	1,418	1,837	951	761	691
Ordinary Income	1,125	1,429	885	862	385	1,417	1,834	972	783	694
Net Income Attributable to Owners of the Parent	734	726	587	524	357	948	1,274	637	494	444
Total Assets	35,169	33,463	32,054	29,975	31,732	34,795	32,900	32,648	38,637	39,795
Staff Numbers	50	51	54	55	55	57	59	59	60	55

Overseas Subsidiaries and Affiliates

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Construction Contract Awards	301,509	397,761	500,812	501,872	390,502	670,901	589,090	990,580	724,011	967,435
Revenues	401,005	437,148	456,017	469,112	489,136	624,286	739,414	859,718	1,114,511	1,091,988
Construction Projects	358,133	401,841	416,006	414,282	433,985	491,499	610,741	725,478	927,446	933,366
Real Estate and Other	42,872	35,306	40,010	54,830	55,151	132,787	128,673	134,239	187,065	158,622
Cost of Revenues	368,833	410,000	420,571	432,601	453,654	558,929	670,069	789,999	1,028,300	995,897
Construction Projects	339,910	385,707	393,878	393,984	412,428	470,063	585,743	697,249	890,464	871,286
Real Estate and Other	28,922	24,292	26,692	38,617	41,225	88,866	84,325	92,749	137,836	124,611
Gross Profit	32,172	27,147	35,445	36,510	35,482	65,357	69,345	69,719	86,211	96,090
	8.0%	6.2%	7.8%	7.8%	7.3%	10.5%	9.4%	8.1%	7.7%	8.8%
Construction Projects	18,222	16,134	22,128	20,297	21,556	21,435	24,997	28,229	36,981	62,079
	5.1%	4.0%	5.3%	4.9%	5.0%	4.4%	4.1%	3.9%	4.0%	6.7%
Real Estate and Other	13,949	11,013	13,317	16,213	13,925	43,921	44,347	41,490	49,229	34,011
	32.5%	31.2%	33.3%	29.6%	25.2%	33.1%	34.5%	30.9%	26.3%	21.4%
Selling, General and Administrative Expenses	20,007	24,648	28,025	29,161	27,431	37,825	46,063	52,410	64,603	67,809
	5.0%	5.6%	6.2%	6.2%	5.7%	6.1%	6.3%	6.1%	5.8%	6.2%
Operating Income	12,165	2,499	7,419	7,349	8,050	27,531	23,282	17,308	21,607	28,280
	3.0%	0.6%	1.6%	1.6%	1.6%	4.4%	3.1%	2.0%	1.9%	2.6%
Nonoperating Income	5,257	8,254	9,885	7,599	5,190	20,161	21,122	3,708	1,920	-9,138
Financing Income	1,747	1,509	2,089	2,545	3,080	4,578	2,212	-3,114	-3,735	-2,833
Equity in Earnings of Unconsolidated Subsidiaries and Affiliates	653	1,614	768	-1,225	609	3,945	2,109	925	63	895
Equity in Earnings of Partnership	2,201	5,231	6,920	5,038	1,627	11,853	17,115	5,744	6,907	-605
Ordinary Income	17,422	10,754	17,305	14,948	13,241	47,693	44,404	21,017	23,528	19,142
	4.3%	2.5%	3.8%	3.2%	2.7%	7.6%	6.0%	2.4%	2.1%	1.8%
Extraordinary Income	35	106	-487	-510	-245	-11,914	2,007	5,513	3,216	1,446
Income before Income Taxes	17,458	10,861	16,817	14,438	12,996	35,779	46,411	26,530	26,745	20,589
Income Taxes - Current	4,785	3,250	4,406	4,756	5,477	14,680	13,154	9,108	10,477	9,283
Net Income	12,672	7,611	12,410	9,681	7,518	21,098	33,256	17,422	16,267	11,306
Net Income Attributable to Noncontrolling Interests	1,399	-248	319	517	267	-3,739	2,283	948	558	1,322
Net Income Attributable to Owners of the Parent	11,272	7,859	12,091	9,164	7,250	24,838	30,973	16,473	15,709	9,983
	2.8%	1.8%	2.7%	2.0%	1.5%	4.0%	4.2%	1.9%	1.4%	0.9%

■ Kajima Group - Overseas

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
KUSA (Kajima USA Incorporated)										
Construction Contract Awards	146,151	129,293	219,964	273,956	208,149	380,161	317,243	546,006	405,940	490,666
Revenues	222,036	177,944	201,769	228,365	264,154	387,332	413,202	490,343	674,935	609,461
Operating Income	4,701	-598	787	4,665	9,271	33,028	23,322	15,901	19,923	13,705
Ordinary Income	6,965	4,737	7,453	9,493	10,767	44,708	39,770	18,543	20,503	3,994
Net Income Attributable to Owners of the Parent	3,860	3,511	4,948	7,011	5,715	33,482	27,536	12,984	13,784	1,723
Total Assets	145,229	149,531	159,475	180,655	216,112	294,858	436,381	553,165	632,722	609,419
Staff Numbers	1,036	1,023	1,214	1,309	1,366	1,498	1,552	1,618	1,814	1,943
KAP (Kajima Asia Pacific Holdings PTE. Ltd)										
Construction Contract Awards	64,379	113,801	75,143	68,239	19,310	82,992	77,377	108,289	96,252	213,544
Revenues	94,492	107,030	91,296	77,921	71,599	60,486	106,781	118,924	151,033	136,962
Operating Income	6,847	5,723	7,201	3,989	-1,839	-8,218	-1,340	-1,348	5,608	9,818
Ordinary Income	9,718	7,457	8,369	5,703	-1,347	-5,971	-1,842	-4,162	1,518	10,050
Net Income Attributable to Owners of the Parent	7,226	5,235	5,541	3,178	-2,695	-19,034	-4,000	-6,374	1,715	6,991
Total Assets	146,412	170,003	179,853	190,296	187,404	183,839	269,832	293,840	314,240	324,258
Staff Numbers	2,547	2,646	2,613	2,743	2,689	2,598	2,482	2,489	2,744	2,704
KE (Kajima Europe Ltd.)										
Construction Contract Awards	10,528	26,145	38,521	23,342	34,479	58,148	31,980	67,027	40,885	61,537
Revenues	15,425	21,618	35,149	29,117	28,739	40,948	67,558	41,388	64,579	81,185
Operating Income	-116	49	44	1,889	566	1,714	-260	594	2,791	8,492
Ordinary Income	643	1,210	1,281	3,731	2,741	6,576	3,451	3,238	6,220	6,215
Net Income Attributable to Owners of the Parent	561	1,044	938	2,507	3,673	8,482	5,138	7,038	3,338	3,347
Total Assets	26,854	38,208	43,341	53,747	65,982	79,714	118,883	185,742	220,454	276,795
Staff Numbers	257	287	317	324	385	413	455	508	539	526
KA (Kajima Australia PTY Limited)										
Construction Contract Awards	51,541	116,463	134,296	95,472	102,045	120,651	105,961	205,616	135,066	146,833
Revenues	54,290	115,740	108,239	110,642	99,602	104,548	112,600	155,267	164,381	198,363
Operating Income	264	-2,978	-1,173	-3,772	-667	130	-29	141	-8,654	-4,992
Ordinary Income	332	-2,948	-545	-2,826	52	929	1,162	1,115	-7,018	-2,826
Net Income Attributable to Owners of the Parent	44	-2,141	39	-2,257	-274	668	779	958	-4,929	-3,275
Total Assets	18,152	41,164	39,916	44,400	51,283	57,967	58,917	75,662	98,582	107,620
Staff Numbers	334	1,202	1,325	1,177	1,075	1,160	1,105	1,106	1,096	966
Chung-Lu Construction Co., Ltd.										
Construction Contract Awards	28,908	12,057	32,886	40,862	26,517	28,946	56,528	54,994	43,733	49,243
Revenues	14,759	14,813	19,561	23,065	25,039	30,970	39,272	43,443	51,216	60,747
Operating Income	468	303	559	577	720	875	1,590	2,011	2,111	2,053
Ordinary Income	700	344	648	642	904	1,072	1,627	2,128	2,298	2,340
Net Income Attributable to Owners of the Parent	517	257	524	519	706	862	1,283	1,711	1,796	1,828
Total Assets	12,927	14,207	18,640	19,133	17,460	21,674	24,060	28,420	32,886	39,286
Staff Numbers	195	212	229	257	271	286	295	302	316	332

■ Supplementary Information (Consolidated)

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Loans Guaranteed										
Loans Guaranteed	11,548	13,090	21,015	11,791	12,986	13,638	15,959	23,304	20,929	38,784

Staff Numbers

Staff Numbers ¹	16,422	17,730	18,297	18,673	18,905	19,295	19,396	19,813	21,029	21,170
Kajima Corporation	7,611	7,686	7,783	7,887	7,989	8,080	8,129	8,219	8,854	8,959
Domestic Consolidated Subsidiaries	4,442	4,674	4,816	4,976	5,130	5,260	5,378	5,436	5,537	5,612
Overseas Consolidated Subsidiaries	4,369	5,370	5,698	5,810	5,786	5,955	5,889	6,158	6,638	6,599

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	102	128	137	144	142	148	154	173	181	185
Japan	11	11	11	12	13	14	17	16	18	18
Overseas	91	117	126	132	129	134	137	157	163	167
Unconsolidated Subsidiaries accounted for using Equity Method	38	35	33	34	35	34	34	33	34	34
Affiliated Companies accounted for using Equity Method	60	71	72	82	84	97	108	107	107	106
Total	200	234	242	260	261	279	296	313	322	325

Other Data

Capital Expenditure ²	29,419	16,184	28,437	86,346	52,716	58,051	85,811	47,527	75,199	61,071
Depreciation / Amortization ²	19,343	19,379	19,166	19,962	19,080	22,611	24,711	27,270	30,851	33,472
Financing Income	5,384	4,979	6,523	7,912	8,091	9,518	11,684	1,797	1,273	2,211

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)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Selling, General and Administrative Expenses										
SG&A	53,711	57,241	60,992	66,406	66,036	73,041	74,064	77,779	80,161	89,925
Payrolls and Related Expenses	27,512	29,279	28,147	29,194	29,398	30,575	30,321	32,956	34,685	38,129
Other	26,199	27,961	32,845	37,211	36,638	42,465	43,742	44,823	45,476	51,795
Loans Guaranteed										
Loans Guaranteed	17,467	3,432	2,816	2,502	2,131	1,929	1,734	1,543	3,420	7,632
Staff Numbers										
Staff Numbers ¹	7,611	7,686	7,783	7,887	7,989	8,080	8,129	8,219	8,854	8,959
Staff Numbers ²	8,041	8,124	8,217	8,322	8,418	8,497	8,532	8,609	9,251	9,334
Other Data										
R&D	7,561	9,594	13,290	15,777	14,150	16,454	17,231	19,656	21,060	23,296
Capital Expenditure ³	13,495	5,041	12,724	55,617	36,661	25,419	28,908	24,537	37,367	34,022
Depreciation / Amortization ³	8,337	7,994	7,404	7,506	6,344	9,200	9,837	11,420	12,058	13,480
Financing Income	5,649	7,729	8,728	9,961	9,593	11,148	21,032	18,143	12,678	11,317

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.

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)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Construction Contract Awards										
Japan	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	2,290,888
Proportion	84.0%	76.3%	75.0%	71.3%	77.3%	64.7%	73.1%	66.1%	70.9%	70.2%
Overseas	276,127	399,725	501,720	502,377	390,294	680,823	590,136	991,480	763,732	973,051
Proportion	16.0%	23.7%	25.0%	28.7%	22.7%	35.3%	26.9%	33.9%	29.1%	29.8%
Kajima Corporation	-25,711	1,768	-189	-18	327	10,368	1,461	946	39,700	5,625
Overseas Consolidated Subsidiaries	301,509	397,761	500,812	501,872	389,841	669,874	588,536	990,456	724,010	967,365
Total	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	3,263,940
Overseas Construction Contract Awards										
North America	143,563	130,442	223,755	283,750	210,262	379,474	334,150	543,675	415,291	498,089
Note:	8.3%	7.7%	11.1%	16.2%	12.2%	19.7%	15.2%	18.5%	15.8%	15.3%
Europe	10,528	26,145	38,521	23,342	34,479	58,148	33,875	68,791	42,495	63,368
Note:	0.6%	1.6%	1.9%	1.4%	2.0%	3.0%	1.5%	2.4%	1.6%	1.9%
Asia	93,693	126,599	117,240	114,234	47,430	127,540	137,355	174,771	182,788	274,735
Note:	5.4%	7.5%	5.9%	6.5%	2.8%	6.6%	6.3%	6.0%	7.0%	8.4%
Oceania	51,541	115,237	122,063	80,583	97,492	113,945	83,858	198,401	117,885	135,978
Note:	3.0%	6.8%	6.1%	4.6%	5.7%	5.9%	3.8%	6.8%	4.5%	4.2%
Other Regions	-23,200	1,299	140	466	629	1,714	895	4,893	5,272	879
Note:	-1.3%	0.1%	0.0%	0.0%	0.0%	0.1%	0.1%	0.2%	0.2%	0.0%
Total	276,127	399,725	501,720	502,377	390,294	680,823	590,136	990,533	763,732	973,051
Note:	16.0%	23.7%	25.0%	28.7%	22.7%	35.3%	26.9%	33.9%	29.1%	29.8%

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

■ Contract Awards (Nonconsolidated)

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Civil Engineering	364,311	303,221	303,840	327,620	338,088	268,559	386,491	448,494	438,899	615,874
Japan - Public	273,550	171,198	152,208	162,122	159,892	154,190	266,574	295,398	251,294	353,397
Central Government	235,420	139,714	139,845	144,773	140,561	135,300	244,677	270,856	219,581	191,296
Local Government	38,129	31,484	12,362	17,348	19,331	18,889	21,897	24,542	31,712	162,101
Japan - Private	116,472	130,254	151,821	165,517	177,868	104,000	118,456	152,148	147,904	256,851
Manufacturing	18,221	16,371	20,897	29,481	15,122	18,802	11,460	16,361	18,030	17,249
Non-Manufacturing	98,251	113,882	130,923	136,035	162,746	85,197	106,995	135,787	129,874	239,601
Japan - Total	390,023	301,452	304,029	327,639	337,760	258,190	385,030	447,547	399,198	610,249
Overseas	-25,711	1,768	-189	-18	327	10,368	1,461	946	39,700	5,625
Building Construction	940,273	845,356	1,074,060	794,967	867,291	882,275	1,102,857	1,358,535	1,334,668	1,555,678
Japan - Public	101,054	83,582	53,682	50,623	37,986	50,020	50,944	62,760	13,655	132,151
Central Government	30,931	46,056	30,673	36,221	12,454	12,631	8,063	16,398	3,513	74,867
Local Government	70,122	37,525	23,009	14,402	25,531	37,389	42,880	46,362	10,142	57,284
Japan - Private	839,219	761,774	1,020,377	744,343	829,305	832,255	1,051,912	1,295,774	1,321,013	1,423,526
Manufacturing	150,377	183,181	206,613	231,427	213,425	270,543	521,682	502,240	436,641	500,637
Non-Manufacturing	688,842	578,592	813,764	512,916	615,879	561,712	530,230	793,534	884,372	922,888
Japan - Total	940,273	845,356	1,074,060	794,967	867,291	882,275	1,102,857	1,358,535	1,334,668	1,555,678
Overseas	-	-	-	-	-	-	-	-	-	-
Construction - Total	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	2,171,552
Japan - Public	374,604	254,780	205,891	212,745	197,878	204,210	317,518	358,159	264,949	485,549
Central Government	266,352	185,770	170,519	180,994	153,015	147,931	252,740	287,254	223,094	266,163
Local Government	108,252	69,010	35,372	31,750	44,862	56,278	64,777	70,904	41,854	219,385
Japan - Private	955,692	892,028	1,172,198	909,860	1,007,173	936,255	1,170,368	1,447,923	1,468,917	1,680,377
Manufacturing	168,599	199,553	227,511	260,909	228,548	289,346	533,142	518,601	454,671	517,887
Non-Manufacturing	787,093	692,475	944,687	648,951	778,625	646,909	637,226	929,322	1,014,246	1,162,490
Japan - Total	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	2,165,927
Overseas	-25,711	1,768	-189	-18	327	10,368	1,461	946	39,700	5,625
Real Estate and Other	45,379	51,507	66,522	59,477	59,820	62,606	46,363	136,999	57,539	103,762
Total	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	2,275,314

■ Contract Awards (Nonconsolidated) - continued

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Construction Contract Awards by Project Type										
Civil Engineering	364,311	303,221	303,840	327,620	338,088	268,559	386,491	448,494	438,899	615,874
Flood Control	64,657	26,484	47,189	43,194	14,843	18,647	18,391	47,201	35,449	140,928
Railway	48,505	33,900	43,581	48,128	51,177	45,068	48,492	84,243	102,304	92,108
Potable / Waste Water	7,277	18,463	7,057	5,270	12,031	4,947	13,088	16,981	8,740	25,214
Land Improvement	28,788	26,793	15,898	5,971	7,635	18,532	29,995	51,695	78,422	44,086
Port / Airport	13,711	4,240	3,824	5,081	2,378	1,186	28,696	19,199	23,386	15,157
Road	95,920	39,441	57,609	86,244	85,666	86,697	162,786	119,945	93,887	98,876
Other	105,449	153,897	128,679	133,729	164,355	93,478	85,039	109,227	96,708	199,502
Building Construction	940,273	845,356	1,074,060	794,967	867,291	882,275	1,102,857	1,358,535	1,334,668	1,555,678
Office (Public / Private)	413,483	241,079	409,585	239,832	278,838	240,823	289,879	442,338	535,749	425,933
Lodging	50,463	72,204	58,296	46,197	66,960	52,186	49,398	90,797	43,562	173,028
Retail	21,600	39,091	15,881	39,701	46,572	29,714	12,869	46,245	13,704	5,221
Power Plant / Factory	151,920	232,265	253,743	171,670	207,195	286,707	534,065	385,747	424,950	541,421
Warehouse / Distribution Center	18,674	21,837	33,538	34,412	38,536	98,834	26,094	16,864	23,959	6,068
Residential	70,300	43,366	95,538	16,084	29,022	37,011	26,797	45,293	91,959	119,097
Education / Research / Culture	100,285	76,748	113,168	143,879	59,372	45,567	37,894	128,647	113,206	83,507
Medical / Welfare	55,597	47,061	35,142	17,162	25,418	6,709	32,864	63,231	22,096	5,586
Other	57,946	71,701	59,164	86,025	115,374	84,720	92,993	139,367	65,479	195,813
Construction Contract Awards by Customer (Private Sector)										
Manufacturing	168,599	199,553	227,511	260,909	228,548	289,346	533,142	518,601	454,671	517,887
Food Processing	33,235	13,410	11,836	6,377	6,595	26,640	6,419	3,205	7,455	20,494
Petrochemical	50,651	51,699	80,028	166,053	108,620	142,010	67,316	118,839	154,138	99,220
Steel	4,614	20,039	15,099	15,345	8,772	4,058	8,030	12,444	18,680	58,523
Electronics	25,576	20,268	45,452	29,769	63,317	43,991	355,791	224,288	82,682	223,893
Vehicle	15,409	10,994	12,508	23,060	7,003	15,804	17,019	46,210	47,981	71,966
Machinery	7,544	12,537	25,994	4,636	17,390	32,450	24,840	89,182	48,902	17,559
Other	31,567	70,603	36,591	15,666	16,847	24,389	53,724	24,430	94,830	26,230
Non-Manufacturing	787,093	692,475	944,687	648,951	778,625	646,909	637,226	929,322	1,014,246	1,162,490
Commercial	201,309	40,452	50,377	32,213	26,910	79,735	10,819	37,989	44,132	13,651
Finance	17,210	21,113	26,108	11,590	25,436	30,067	60,910	34,267	33,408	141,442
Real Estate	246,556	145,363	261,648	140,606	314,071	187,917	174,486	492,645	253,075	398,236
Transportation / Distribution	39,339	89,379	78,192	118,557	83,390	129,880	118,536	74,645	72,041	90,835
Power / Gas	96,796	125,172	142,395	157,243	142,166	97,745	72,751	77,179	183,527	230,589
Information Technology	7,126	74,422	20,045	25,901	16,183	16,908	41,582	16,927	24,935	32,853
Service	171,929	183,075	353,864	153,503	156,457	100,524	150,312	182,085	388,565	242,519
(Medical / Welfare)	31,893	9,057	19,614	5,700	34,197	8,738	7,915	16,478	24,059	3,679
(Education)	31,965	26,641	71,240	29,484	18,046	15,983	41,274	72,268	14,712	11,413
Other	6,824	13,495	12,054	9,334	14,007	4,129	7,825	13,582	14,559	12,360

■ Contract Awards (Nonconsolidated) - continued

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Construction Contract Awards by Geographical Region (Japan)										
Urban	952,020	779,203	984,847	782,226	851,947	742,979	872,942	1,249,241	1,132,203	1,362,783
Proportion	71.6%	67.9%	71.5%	69.7%	70.7%	65.1%	58.7%	69.2%	65.3%	62.9%
Kanto	774,391	590,491	764,992	592,160	625,217	511,353	599,057	943,373	904,751	1,030,786
(Metropolitan Tokyo)	722,994	547,697	716,027	535,152	555,743	402,319	462,870	859,409	760,277	961,057
Tokai	112,579	94,355	91,075	62,135	117,004	128,289	119,660	112,030	103,273	96,383
Kinki	65,049	94,356	128,779	127,930	109,726	103,337	154,224	193,837	124,178	235,613
Suburban	378,276	367,605	393,242	340,380	353,104	397,486	614,945	556,841	601,663	803,143
Proportion	28.4%	32.1%	28.5%	30.3%	29.3%	34.9%	41.3%	30.8%	34.7%	37.1%
Hokkaido	31,471	14,114	37,837	17,086	17,721	50,505	40,369	234,931	178,049	62,618
Tohoku	193,574	185,950	183,279	144,831	158,933	147,324	122,408	103,967	112,127	210,831
Hokuriku	33,144	39,140	36,678	50,667	56,497	37,522	20,739	34,226	66,925	68,215
Chugoku	29,075	42,379	42,536	49,378	20,075	41,481	52,441	45,741	101,845	140,211
Shikoku	22,892	26,250	20,246	27,946	17,527	21,834	26,271	25,027	15,463	27,313
Kyusyu	68,117	59,772	72,663	50,469	82,348	98,818	352,715	112,947	127,252	293,952
Total	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	2,165,927

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	52.7%	42.2%	41.2%	41.7%	39.6%	38.9%	38.7%	39.6%	40.7%	47.8%
Civil Engineering	20.9%	28.6%	31.1%	23.6%	35.3%	20.0%	20.5%	42.1%	27.8%	35.5%
Building Construction	65.0%	47.1%	44.1%	49.1%	41.2%	44.6%	45.1%	38.8%	45.0%	52.7%
(Japan - Private)	(72.5%)	(50.4%)	(46.1%)	(52.4%)	(42.2%)	(45.4%)	(47.2%)	(40.5%)	(45.3%)	(56.6%)
Design-Build	53.1%	51.5%	46.6%	54.1%	62.1%	60.9%	54.6%	47.9%	57.2%	49.9%
Civil Engineering	18.9%	33.1%	27.8%	29.8%	31.2%	29.4%	19.8%	18.0%	13.2%	18.4%
Building Construction	66.3%	58.2%	51.9%	64.1%	74.2%	70.4%	66.8%	57.8%	71.7%	62.4%
(Japan - Private)	(70.6%)	(61.9%)	(53.2%)	(66.1%)	(76.9%)	(74.2%)	(69.4%)	(60.6%)	(72.3%)	(63.5%)

Construction Contract Awards by Contract Size

JPY 10 bln. or above	636,662	428,200	456,913	434,808	511,677	394,647	802,655	1,066,334	1,019,290	1,514,101
Proportion	48.8%	37.3%	33.2%	38.7%	42.5%	34.3%	53.9%	59.0%	57.5%	69.7%
JPY 5 bln. or above and below JPY 10 bln.	163,671	179,769	288,777	162,908	194,253	193,917	132,240	187,957	157,626	119,097
Proportion	12.5%	15.6%	20.9%	14.5%	16.1%	16.8%	8.9%	10.4%	8.9%	5.5%
Below JPY 5 bln.	504,252	540,608	632,209	524,870	499,449	562,269	554,453	552,737	596,651	538,353
Proportion	38.7%	47.1%	45.9%	46.8%	41.4%	48.9%	37.2%	30.6%	33.6%	24.8%
Total	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	2,171,552

■ Revenues (Nonconsolidated)

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Civil Engineering	296,857	366,588	301,063	288,098	334,791	271,839	301,622	363,333	404,143	430,767
Japan - Public	179,449	249,880	188,917	148,458	162,763	145,955	161,377	224,301	271,946	285,190
Japan - Private	116,646	93,109	111,424	138,816	171,254	125,668	139,241	137,363	129,771	142,605
Japan - Total	296,096	342,989	300,341	287,274	334,018	271,624	300,618	361,665	401,717	427,795
Overseas	761	23,598	721	824	773	215	1,004	1,668	2,425	2,971
Building Construction	835,149	752,677	928,095	957,556	782,253	920,671	1,086,206	1,104,233	1,053,474	1,182,901
Japan - Public	105,959	92,915	90,324	68,265	62,459	50,061	39,401	35,921	29,522	48,458
Japan - Private	729,190	659,761	837,770	889,291	719,793	870,610	1,046,804	1,068,312	1,023,951	1,134,442
Japan - Total	835,149	752,677	928,095	957,556	782,253	920,671	1,086,206	1,104,233	1,053,474	1,182,901
Overseas	-	-	-	-	-	-	-	-	-	-
Construction - Total	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	1,613,668
Japan - Public	285,409	342,795	279,241	216,723	225,222	196,017	200,779	260,222	301,468	333,648
Japan - Private	845,836	752,871	949,194	1,028,107	891,048	996,278	1,186,045	1,205,676	1,153,723	1,277,048
Manufacturing	170,257	184,131	212,348	210,773	191,529	289,031	422,888	460,027	395,953	477,605
Non-Manufacturing	675,579	568,740	736,846	817,333	699,519	707,246	763,156	745,648	757,769	799,442
Japan - Total	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	1,610,696
Overseas	761	23,598	721	824	773	215	1,004	1,668	2,425	2,971
Real Estate and Other	71,838	45,909	51,207	59,401	72,516	52,412	44,945	85,383	102,398	96,416
Total	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	1,710,084

Construction Revenues by Project Type

Civil Engineering	296,857	366,588	301,063	288,098	334,791	271,839	301,622	363,333	404,143	430,767
Flood Control	30,438	31,393	40,464	35,055	32,770	31,999	34,486	36,385	31,706	31,391
Railway	35,682	37,660	43,724	49,571	44,667	31,854	38,570	49,613	55,009	66,864
Potable / Waste Water	6,919	7,481	10,921	10,149	11,017	9,617	9,246	13,498	15,098	15,975
Land Improvement	30,919	30,171	28,123	12,202	5,593	8,535	10,593	23,491	58,191	74,208
Port / Airport	7,020	10,273	7,293	4,703	2,686	2,154	3,969	14,747	21,881	23,178
Road	83,626	103,083	65,522	51,108	65,875	66,021	84,228	124,619	131,439	122,097
Other	102,250	146,525	105,013	125,308	172,180	121,656	120,527	100,978	90,815	97,050
Building Construction	835,149	752,677	928,095	957,556	782,253	920,671	1,086,206	1,104,233	1,053,474	1,182,901
Office (Public / Private)	216,980	244,311	344,389	343,899	275,065	279,748	307,047	319,517	328,230	351,658
Lodging	51,561	63,499	59,946	86,142	33,999	53,700	49,641	46,955	55,390	72,621
Retail	106,054	20,245	30,450	22,072	28,148	26,540	45,071	28,904	30,313	22,446
Power Plant / Factory	146,495	162,523	200,478	231,894	188,778	252,726	402,209	445,542	349,914	378,581
Warehouse / Distribution Center	52,955	26,068	22,981	34,814	28,722	49,802	61,769	49,618	20,105	19,981
Residential	68,892	36,306	62,882	61,200	32,453	35,149	47,010	48,537	41,201	35,975
Education / Research / Culture	67,679	87,476	100,177	75,338	96,667	125,136	62,429	51,625	85,515	131,058
Medical / Welfare	57,237	54,110	38,592	30,310	32,880	22,607	18,883	20,336	31,500	57,978
Other	67,293	58,135	68,196	71,884	65,536	75,257	92,143	93,194	111,301	112,597

■ Contract Backlogs (Nonconsolidated)

(Millions of Yen)

	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Civil Engineering	588,184	524,817	527,593	567,115	570,412	558,987	643,856	729,017	763,773	948,880
Japan - Public	436,670	357,989	321,280	334,944	332,074	333,822	439,019	510,116	489,465	557,672
Japan - Private	125,056	162,200	202,596	229,297	235,911	213,915	193,130	207,915	226,048	340,294
Japan - Total	561,726	520,189	523,877	564,242	567,985	547,738	632,150	718,032	715,514	897,967
Overseas	26,457	4,627	3,716	2,873	2,427	11,249	11,706	10,985	48,259	50,913
Building Construction	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	2,123,074
Japan - Public	152,462	143,129	106,487	88,845	64,372	62,792	74,334	101,174	85,307	169,000
Japan - Private	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	1,954,073
Japan - Total	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	2,123,074
Overseas	-	-	-	-	-	-	-	-	-	-
Construction - Total	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	3,071,954
Japan - Public	589,133	501,118	427,768	423,790	396,446	396,615	513,354	611,291	574,772	726,673
Japan - Private	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	2,294,368
Manufacturing	138,791	154,212	169,375	219,510	256,529	252,589	362,843	421,417	480,135	520,418
Non-Manufacturing	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	1,773,950
Japan - Total	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	3,021,041
Overseas	26,457	4,627	3,716	2,873	2,427	11,249	11,706	10,985	48,259	50,913
Real Estate and Other	33,159	38,757	54,071	54,147	41,451	28,618	30,035	81,652	36,793	44,139
Total	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	3,116,093

Construction Contract Backlogs by Project Type

Civil Engineering	588,184	524,817	527,593	567,115	570,412	558,987	643,856	729,017	763,773	948,880
Flood Control	78,309	73,400	80,125	88,264	70,337	56,574	40,479	51,295	55,038	164,575
Railway	86,190	82,429	82,286	80,843	87,354	100,468	110,391	145,021	192,316	217,559
Potable / Waste Water	18,922	29,904	26,040	21,161	22,175	17,423	21,265	24,749	18,390	27,629
Land Improvement	26,610	23,232	11,007	4,777	6,819	16,825	36,228	64,432	84,663	54,541
Port / Airport	13,045	7,013	3,543	3,922	3,614	2,564	27,291	31,743	33,247	25,226
Road	218,412	154,771	146,857	181,993	201,783	217,587	296,145	291,471	253,919	230,698
Other	146,693	154,065	177,731	186,152	178,327	147,543	112,055	120,303	126,197	228,649
Building Construction	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	2,123,074
Office (Public / Private)	508,405	505,173	570,369	466,301	470,075	425,388	408,220	531,042	738,560	812,835
Lodging	76,856	85,561	83,912	43,966	76,927	74,072	73,829	117,671	105,843	206,249
Retail	6,251	25,096	10,527	28,156	46,581	50,200	17,998	35,339	18,730	1,504
Power Plant / Factory	144,586	214,328	267,593	207,369	225,786	254,152	386,008	326,214	401,250	564,090
Warehouse / Distribution Center	17,018	12,787	23,345	22,943	32,757	81,292	45,617	12,862	16,716	2,803
Residential	94,433	101,492	134,147	89,032	85,600	86,443	66,231	62,987	113,745	196,867
Education / Research / Culture	120,779	110,051	123,043	191,584	154,289	70,537	46,003	123,025	150,716	103,165
Medical / Welfare	69,462	62,413	58,963	45,816	38,354	21,542	35,523	78,418	69,014	16,622
Other	58,365	71,932	62,900	77,041	126,879	134,518	135,368	181,541	135,719	218,934