

# The Kajima Group, by the Numbers

A review of Kajima's data for fiscal 2015 (ended March 31, 2016)

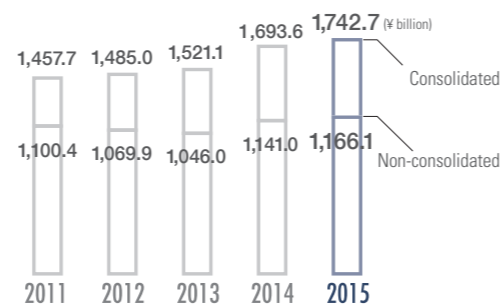
# ¥1,795.8 billion

## Construction Contract Awards

In fiscal 2015, consolidated construction contract awards rose to ¥1,795.8 billion, up 21.8% from ¥1,474.8 billion in the previous fiscal year. This growth was due to strong contract awards for both the non-consolidated construction business and group companies outside Japan.

## Revenues

# ¥1,742.7 billion



## Overseas Revenues / Total Revenues Ratio

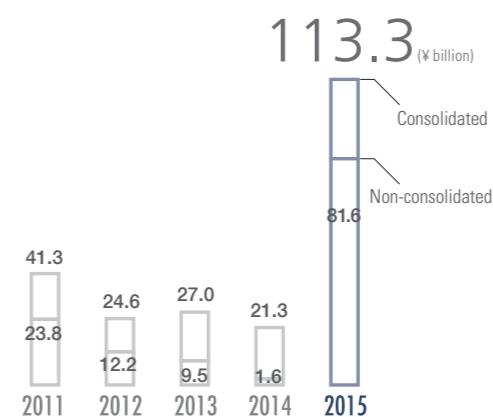
# 21.6%



Revenues, by Region	(¥ billion)	
Japan	1,366.8	78.4%
North America	202.6	11.6%
Europe	19.0	1.1%
Asia	122.3	7.0%
Other regions	31.8	1.9%

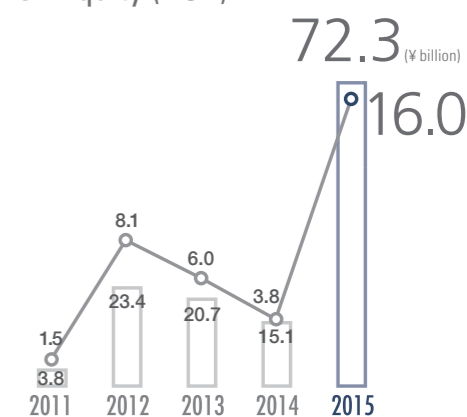
The Kajima Group is pursuing robust growth in its business outside Japan. Consolidated revenues in fiscal 2015 came to ¥1,742.7 billion, of which overseas revenues accounted for 21.6%.

## Ordinary Income



Net income attributable to owners of the parent hit an all-time high in fiscal 2015, while consolidated ordinary income topped ¥100 billion for the first time since 1991. As a result, ROE hit 16.0%, far surpassing the 8.0% target for fiscal 2017 set out in the Medium-Term Business Plan.

## Net Income Attributable to Owners of the Parent; Return on Equity (ROE)

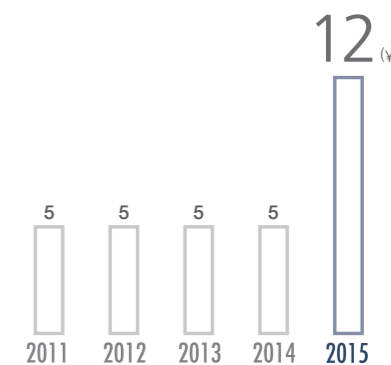


## Debt Equity Ratio



Kajima has been working hard to strengthen its financial position. As a result, the debt equity ratio has continued to improve, falling to 0.8 in fiscal 2015.

## Cash Dividends per Share



Kajima's basic policy on profit allocation is to distribute profits to stockholders in line with business performance as well as to provide stable dividends, while securing internal reserves to maintain a sound management foundation. After taking into account factors such as business performance and the future business environment, the Company paid a dividend of ¥12 per share for fiscal 2015.

Percentage of Net Sales from Design-Build Contracts in Private Construction

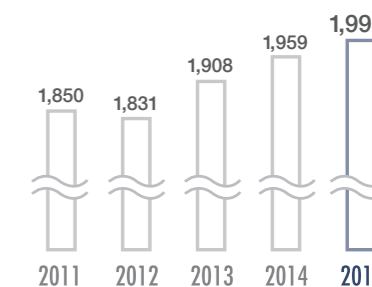
65.0%



Number of Patents Owned

Kajima takes pride in its technological prowess. The Group is moving forward with technology development and stepping up its focus on protecting its technologies and intellectual properties. Kajima owned 1,993 patents as of the end of fiscal 2015, leading the Japanese construction industry.

1,993



Notable Achievements

Renowned since the late 1800s for its mastery of Western construction techniques, Kajima has also come to be associated with railways, dams, and skyscrapers. The Group has built 181 dams in Japan and 24 dams overseas, and has renovated 32 dams, making Kajima an industry leader in this area. In the building construction field, Kajima built the first skyscraper in Japan, the Kasumigaseki Building, and has been a leading builder of ultra high-rise buildings in Japan ever since. The Group has constructed 58 iconic skyscrapers over 150 meters tall, and several more are currently under construction. In ultra high-rise buildings, Kajima has no rival.

Dams

181

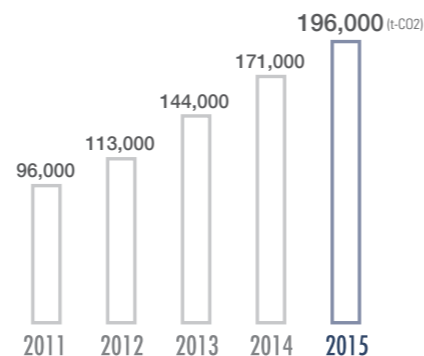
Skyscrapers over 150 m tall

58

CO<sub>2</sub> Emissions Reduction during Building Operation of Kajima Design-Build Projects

Construction firms can play a major role in reducing society's carbon footprint by building energy-efficient buildings. From 2008, Kajima started measuring CO<sub>2</sub> emissions reductions during operation of the buildings for design-build projects. In fiscal 2015, 196,000 metric tons of CO<sub>2</sub> emissions were reduced in total.

196,000 t-CO<sub>2</sub>



Number of Employees (Consolidated)

15,810<sup>\*1</sup>

Non-consolidated 7,527	Consolidated group companies in Japan 4,144	Consolidated group companies outside Japan 4,139
---------------------------	--	---

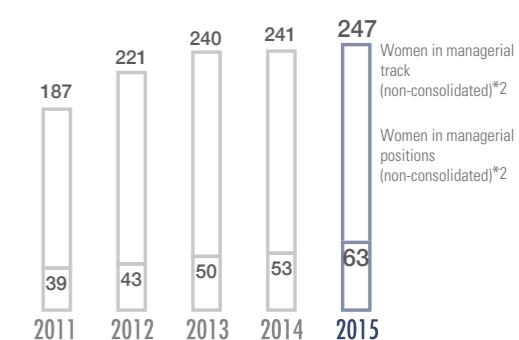
Number of Women in managerial track (non-consolidated)<sup>\*2</sup>

247

Number of Women in managerial positions (non-consolidated)<sup>\*2</sup>

63

The Kajima Group had 15,810 employees as of the end of fiscal 2015. Consolidated group companies in and outside Japan accounted for 52.4% of all employees, up sharply from 38.8% ten years earlier (fiscal 2006). The Group is working to promote women's participation and advancement, while stepping up its efforts to cultivate employees' talents, regardless of nationality or gender.



1. As of March 31 of the fiscal year  
2. As of April 1 of the fiscal year

## 10 Year Highlights

**(Consolidated)**

(¥ billion)

(FY)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<b>Financial Results</b>										
Construction Contract Awards	1,612.5	1,677.2	1,585.4	1,138.3	1,188.4	1,296.0	1,333.2	1,573.5	1,474.8	1,795.8
Revenues	1,891.3	1,894.0	1,948.5	1,637.3	1,325.6	1,457.7	1,485.0	1,521.1	1,693.6	1,742.7
Operating Income (Loss)	55.4	18.0	19.6	(6.7)	17.2	29.4	18.4	23.0	12.6	111.0
Ordinary Income	58.6	29.4	15.9	9.0	17.5	41.3	24.6	27.0	21.3	113.3
Net Income (Loss) Attributable to Owners of the Parent	41.3	40.7	(6.2)	13.2	25.8	3.8	23.4	20.7	15.1	72.3
Operating Margin (%)	2.9	1.0	1.0	(0.4)	1.3	2.0	1.2	1.5	0.7	6.4
R&D Costs	9.1	9.6	9.9	10.0	9.7	9.1	8.4	7.8	7.7	7.8
Capital Investment	39.8	34.5	23.1	23.8	22.9	35.9	20.5	19.8	25.4	32.9
<b>Financial Position</b>										
Total Assets	2,107.2	1,918.3	1,885.4	1,796.8	1,644.9	1,686.2	1,686.0	1,789.4	1,839.2	1,886.7
Shareholders' Equity	340.6	297.2	231.1	261.8	252.8	256.7	320.4	368.2	434.9	471.2
Net Assets	350.9	305.4	239.0	262.1	253.2	256.7	318.1	364.1	436.9	474.0
Interest-Bearing Debt	463.8	473.8	540.5	620.0	558.9	525.7	480.1	444.7	385.0	378.5
<b>Cash Flow</b>										
Cash Flow from Operating Activities	(4.1)	(52.5)	16.1	(76.9)	64.0	81.7	58.4	32.9	59.2	36.3
Cash Flow from Investing Activities	22.1	3.0	(30.5)	(5.7)	2.9	(38.7)	36.7	17.3	8.3	(27.8)
Cash Flow from Financing Activities	(4.8)	(7.6)	74.6	71.9	(50.5)	(37.7)	(58.6)	(17.1)	(70.7)	(13.1)
<b>Stock Information</b>										
Basic Net Income (Loss) per Share (Yen)	39.29	39.13	(6.20)	13.03	24.87	3.69	22.55	19.98	14.58	69.66
Net Assets per Share (Yen)	324.12	292.63	227.56	251.97	243.35	247.12	308.49	354.62	418.86	453.93
Cash Dividends per Share (Yen)	7.0	7.0	6.0	6.0	6.0	5.0	5.0	5.0	5.0	12.0
<b>Management Benchmarks</b>										
Return on Equity (ROE, %)	13.0	12.8	(2.4)	5.4	10.0	1.5	8.1	6.0	3.8	16.0
Shareholders' Equity Ratio (%)	16.2	15.5	12.3	14.6	15.4	15.2	19.0	20.6	23.6	25.0
Debt Equity Ratio	1.36	1.59	2.34	2.37	2.21	2.05	1.50	1.21	0.89	0.80
<b>Non-Financial Information</b>										
Number of Employees (Consolidated)	14,837	14,934	15,608	15,189	15,083	15,149	15,468	15,391	15,383	15,810
Kajima Corporation	9,084	8,817	8,705	8,452	8,164	7,925	7,737	7,657	7,546	7,527
Consolidated group companies in Japan	3,437	3,411	3,722	3,711	3,760	3,785	3,920	3,945	4,068	4,144
Consolidated group companies outside Japan	2,316	2,706	3,181	3,026	3,159	3,439	3,811	3,789	3,769	4,139
CO <sub>2</sub> Emissions Attributable to Construction (t-CO <sub>2</sub> )	292,000	283,000	288,000	251,000	205,000	213,000	229,000	228,000	262,000	262,000
CO <sub>2</sub> Emissions Per Unit of Sales Attributable to Construction (t-CO <sub>2</sub> /¥ million)	2,260	2,330	2,200	2,200	2,150	2,130	2,220	2,220	2,220	2,150
Final Disposal Rate for Construction Waste (Excl. Sludge, %)	6.7	3.3	5.2	2.2	2.3	3.1	2.8	3.1	3.2	3.1