

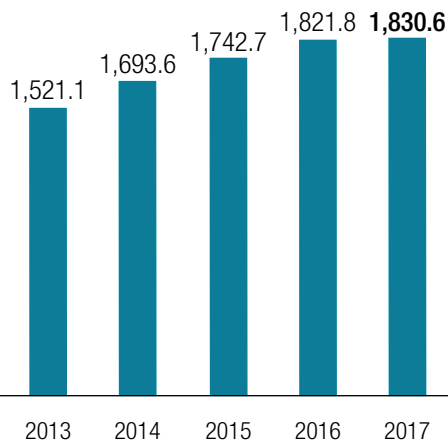
# The Kajima Group, by the Numbers

A review of Kajima's data for fiscal 2017 (ended March 31, 2018)

## Revenues

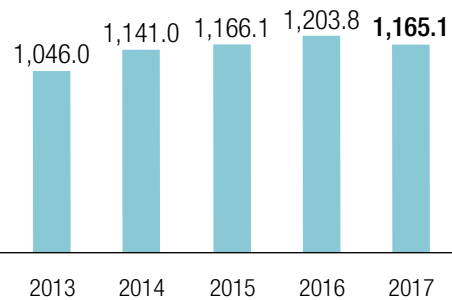
Consolidated

**1,830.6** (¥ billion)

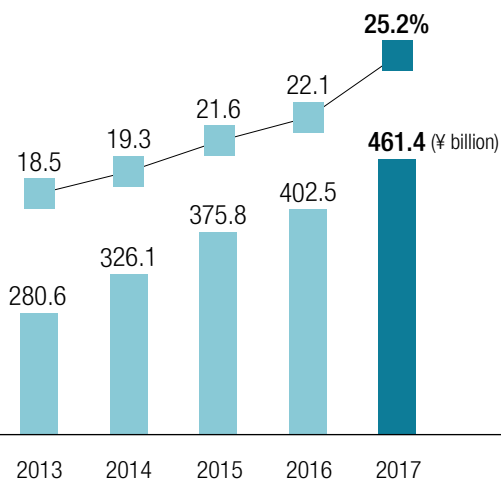


Non-consolidated

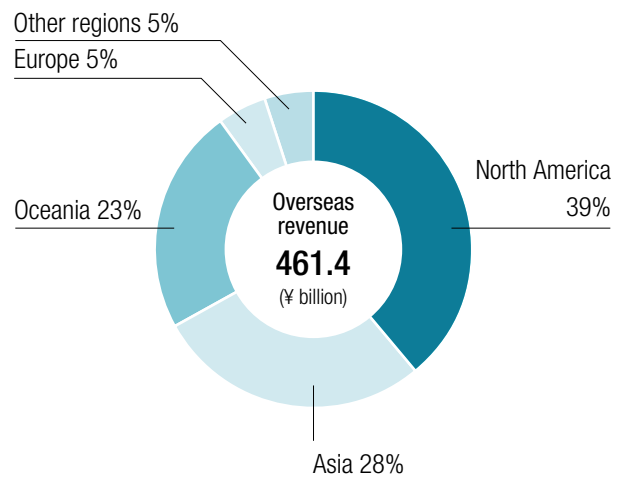
**1,165.1** (¥ billion)



## Overseas Revenues / Total Revenues Ratio



## Revenues outside Japan, by Region



## Construction Contract Awards

Consolidated

**1,685.9** (¥ billion)

Non-consolidated

**1,148.5** (¥ billion)

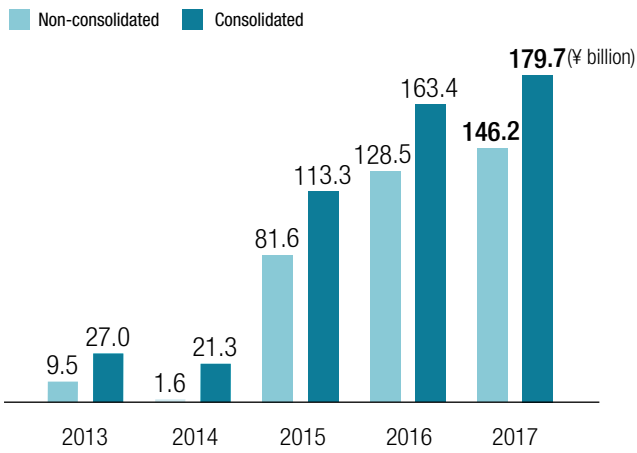
Civil Engineering

**303.2** (¥ billion)

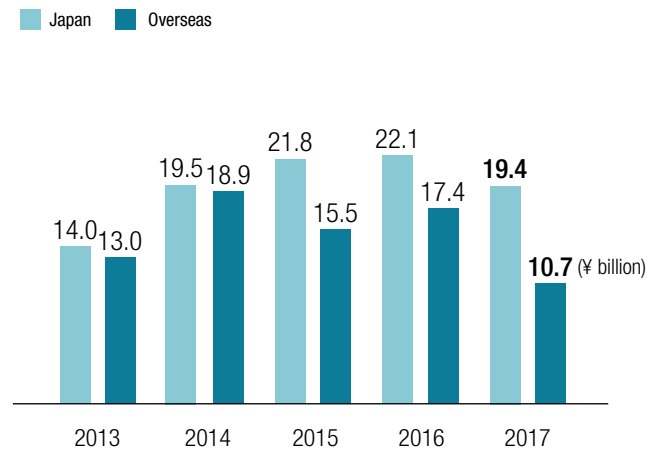
Building Construction

**845.3** (¥ billion)

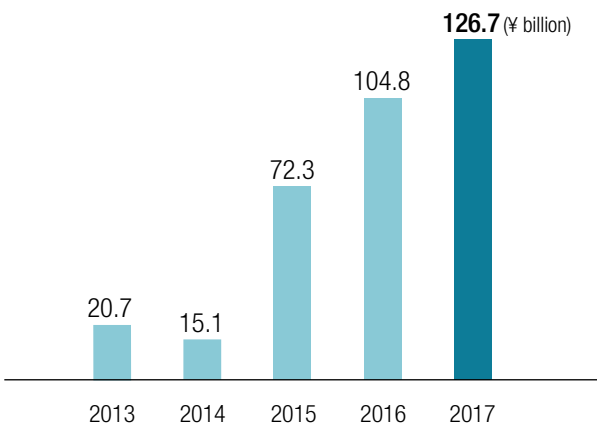
## Ordinary Income



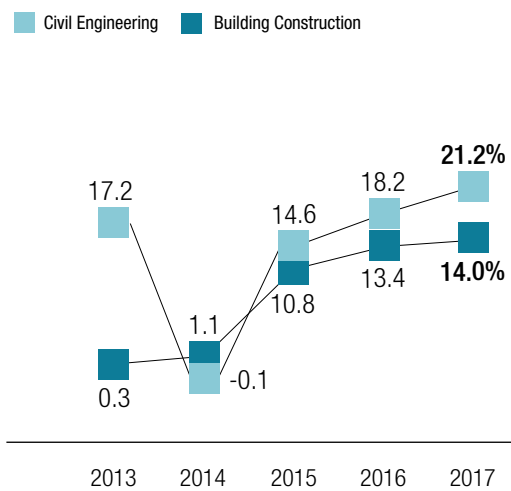
## Ordinary Income at Group Companies in Japan and Overseas



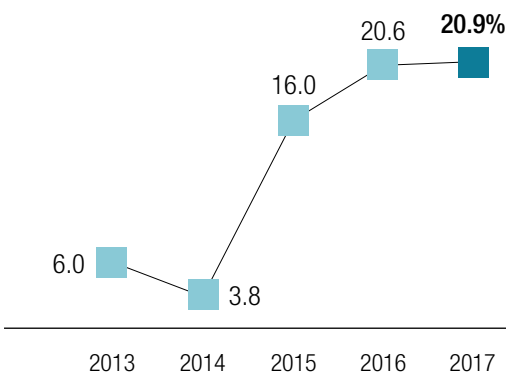
## Net Income Attributable to Owners of the Parent



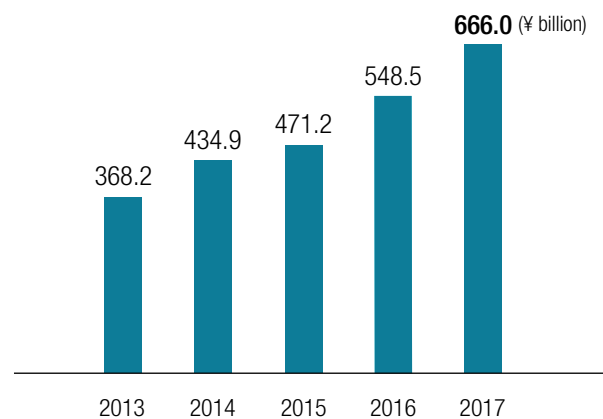
## Overall Profit Margin for Civil Engineering / Building Construction Businesses (Non-consolidated)



## Return on Equity

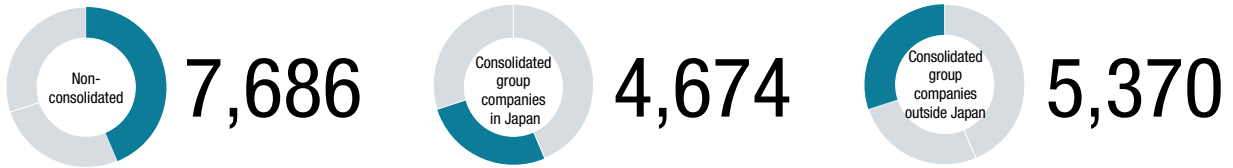


## Shareholders' Equity



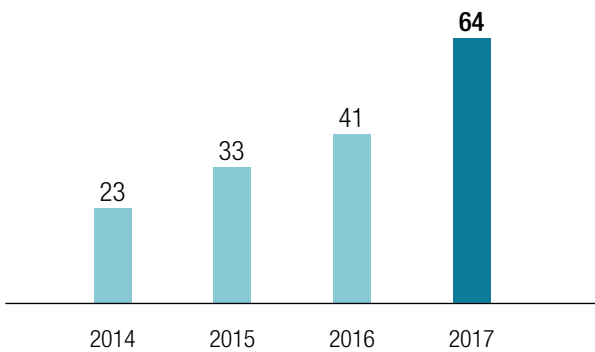
Number of Employees

17,730



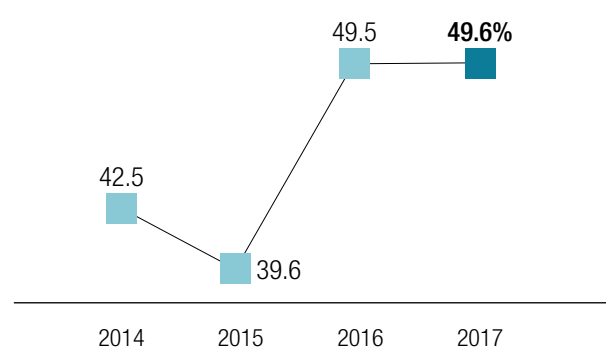
Number of Male Employees Taking Shortened Work Hours

64



Employees Taking Paid Leave

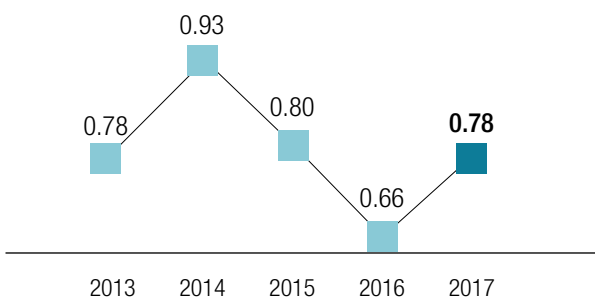
49.6 %



On-Site Safety

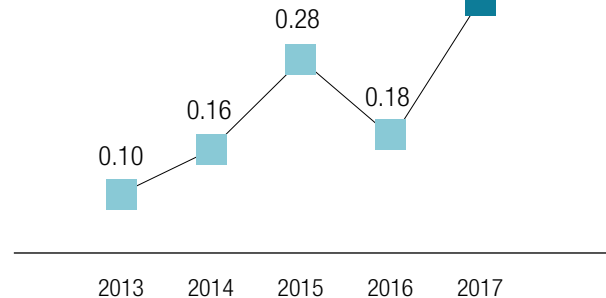
Accident frequency rate (at least 4 days off work)

0.78



Accident severity rate

0.36

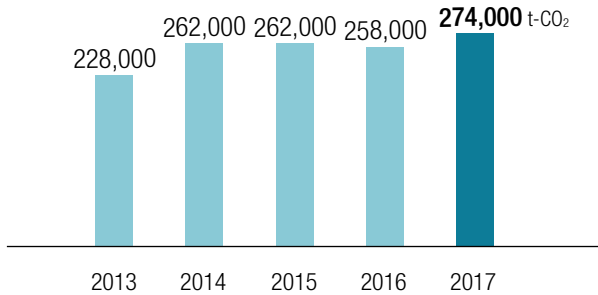


Frequency rate: The number of fatalities and injuries at worksites per one million cumulative working hours

Severity rate: The severity of illnesses and injuries represented by the number of workdays lost over one thousand cumulative working hours

### CO<sub>2</sub> Emissions Attributable to Construction

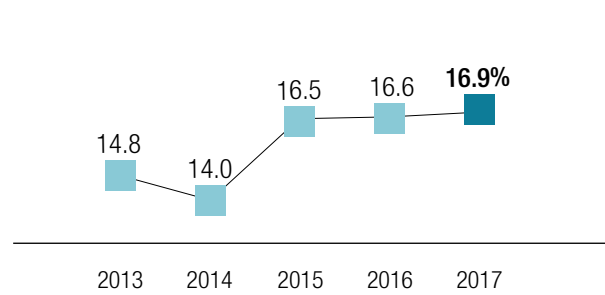
274,000 t-CO<sub>2</sub>



### Rate of CO<sub>2</sub> Reduction Attributable to Construction

16.9 %

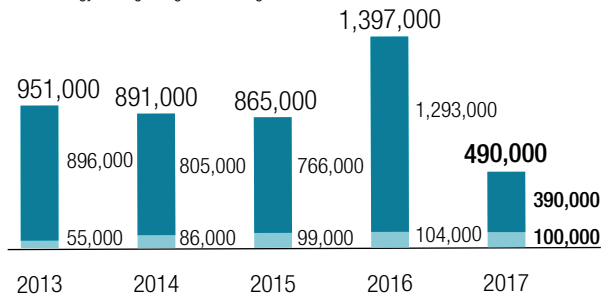
Rate of reduction compared with FY1990 for CO<sub>2</sub> emissions per unit of sales attributable to construction (CO<sub>2</sub> emissions per ¥1 million in construction)



### Indirect Contributions to CO<sub>2</sub> Reduction

490,000 t-CO<sub>2</sub>

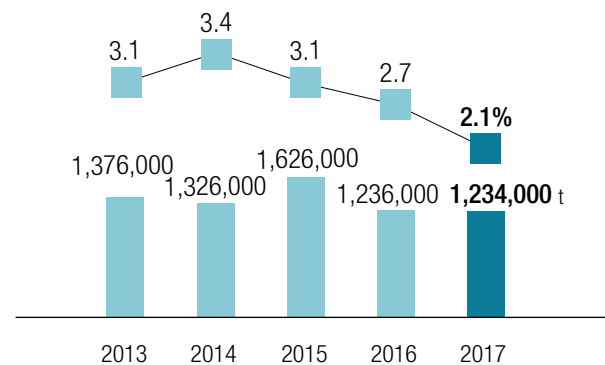
- Contribution to CO<sub>2</sub> emissions reduction attributable to green procurement (blast furnace cement/concrete)
- Contribution to CO<sub>2</sub> emissions reduction attributable to energy-saving design of buildings



\* The annual reduction contribution realized by the energy conservation measures of buildings designed by the Company and completed during the fiscal year, multiplied by building life cycle (30 years)

### Amount of Construction Waste Generated / Final Disposal Rate (Excluding Sludge)

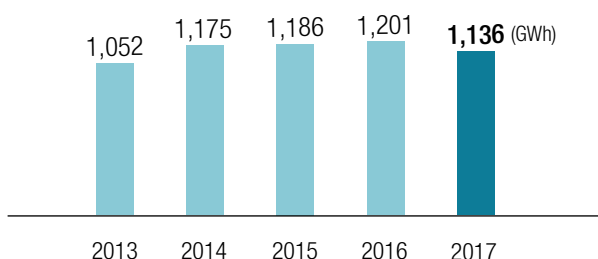
2.1 %



### Energy Consumption (Project Sites and Offices)

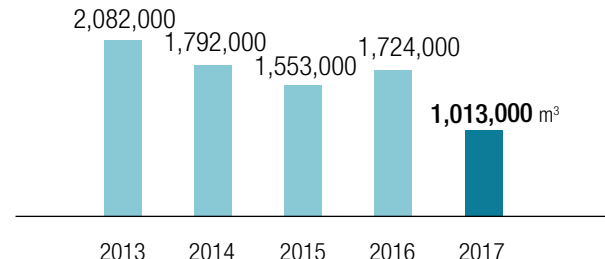
1,136 GWh

Energy consumption is the sum of electricity, fossil fuel, heat/steam, and refrigeration usage converted into primary energy equivalents.



### Water Consumption (Project Sites and Offices)

1,013,000 m<sup>3</sup>



# 10 Year Highlights

## Consolidated

(FY)	2008	2009	2010	2011
<b>Financial Results</b>				
Construction Contract Awards	1,585.4	1,138.3	1,188.4	1,296.0
Revenues	1,948.5	1,637.3	1,325.6	1,457.7
Operating Income (Loss)	19.6	(6.7)	17.2	29.4
Ordinary Income	15.9	9.0	17.5	41.3
Net Income (Loss) Attributable to Owners of the Parent	(6.2)	13.2	25.8	3.8
Operating Margin (%)	1.0	(0.4)	1.3	2.0
R&D Costs	9.9	10.0	9.7	9.1
Capital Investment	23.1	23.8	22.9	35.9
<b>Financial Position</b>				
Total Assets	1,885.4	1,796.8	1,644.9	1,686.2
Owners' Equity	231.1	261.8	252.8	256.7
Total Equity	239.0	262.1	253.2	256.7
Interest-bearing Debt	540.5	620.0	558.9	525.7
<b>Cash Flows</b>				
Cash Flows from Operating Activities	16.1	(76.9)	64.0	81.7
Cash Flows from Investing Activities	(30.5)	(5.7)	2.9	(38.7)
Cash Flows from Financing Activities	74.6	71.9	(50.5)	(37.7)
<b>Stock Information</b>				
Basic Net Income (Loss) per Share (¥)	(6.20)	13.03	24.87	3.69
Owners' Equity per Share (¥)	227.56	251.97	243.35	247.12
Cash Dividends per Share (¥)	6.0	6.0	6.0	5.0
<b>Management Benchmarks</b>				
Ratio of Net Income to Owners' Equity (ROE, %)	(2.4)	5.4	10.0	1.5
Owners' Equity Ratio (%)	12.3	14.6	15.4	15.2
Debt Equity Ratio	2.34	2.37	2.21	2.05
<b>Non-Financial Information</b>				
Number of Employees (Consolidated)	15,608	15,189	15,083	15,149
Kajima Corporation	8,705	8,452	8,164	7,925
Consolidated group companies in Japan	3,722	3,711	3,760	3,785
Consolidated group companies outside Japan	3,181	3,026	3,159	3,439
CO <sub>2</sub> Emissions Attributable to Construction (t-CO <sub>2</sub> )	288,000	251,000	205,000	213,000
CO <sub>2</sub> Emissions Per Unit of Sales Attributable to Construction (t-CO <sub>2</sub> /¥ million)	2,200	2,200	2,150	2,130
Final Disposal Rate for Construction Waste (Excl. Sludge, %)	5.2	2.2	2.3	3.1

(¥ billion)

2012	2013	2014	2015	2016	2017
1,333.2	1,573.5	1,474.8	1,795.8	1,728.3	1,685.9
1,485.0	1,521.1	1,693.6	1,742.7	1,821.8	1,830.6
18.4	23.0	12.6	111.0	155.3	158.3
24.6	27.0	21.3	113.3	163.4	179.7
23.4	20.7	15.1	72.3	104.8	126.7
1.2	1.5	0.7	6.4	8.5	8.7
8.4	7.8	7.7	7.8	8.2	10.3
20.5	19.8	25.4	32.9	29.4	16.1
1,686.0	1,789.4	1,839.2	1,886.7	1,992.8	2,074.1
320.4	368.2	434.9	471.2	548.5	666.0
318.1	364.1	436.9	474.0	552.5	669.7
480.1	444.7	385.0	378.5	372.9	344.8
58.4	32.9	59.2	36.3	187.5	120.4
36.7	17.3	8.3	(27.8)	(31.9)	(47.3)
(58.6)	(17.1)	(70.7)	(13.1)	(20.5)	(53.0)
22.55	19.98	14.58	69.66	101.01	122.14
308.49	354.62	418.86	453.93	528.46	641.69
5.0	5.0	5.0	12.0	20.0	24.0
8.1	6.0	3.8	16.0	20.6	20.9
19.0	20.6	23.6	25.0	27.5	32.1
1.50	1.21	0.89	0.80	0.68	0.52
15,468	15,391	15,383	15,810	16,422	17,730
7,737	7,657	7,546	7,527	7,611	7,686
3,920	3,945	4,068	4,144	4,442	4,674
3,811	3,789	3,769	4,139	4,369	5,370
229,000	228,000	262,000	262,000	258,000	274,000
2,200	2,200	2,220	2,150	2,150	2,140
2.8	3.1	3.4	3.1	2.7	2.1