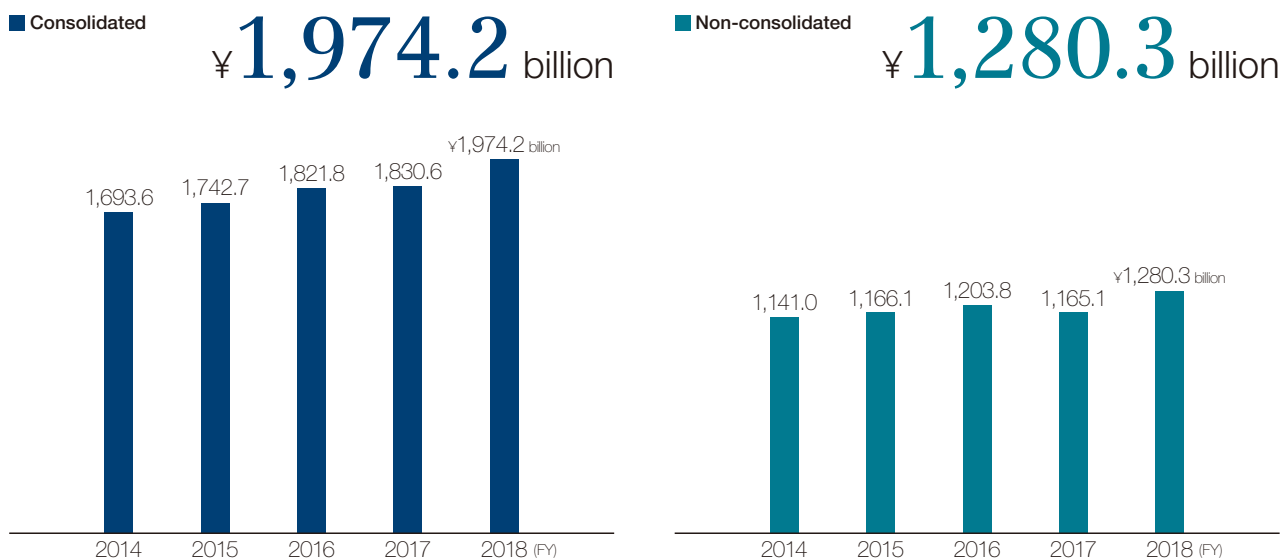


Financial and Non-Financial Highlights

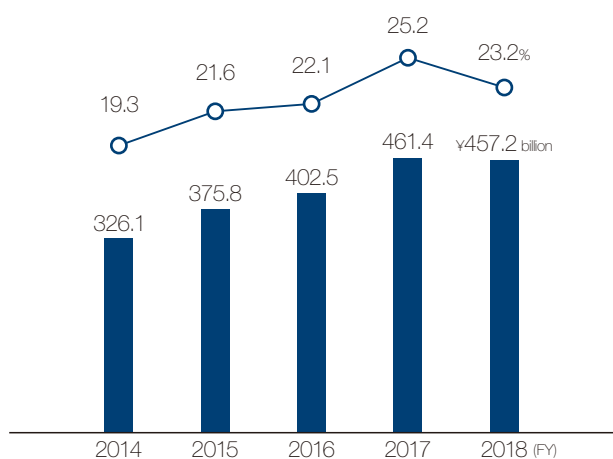
Kajima Group by the Numbers

A review of Kajima's data for fiscal 2018 (ended March 31, 2019)

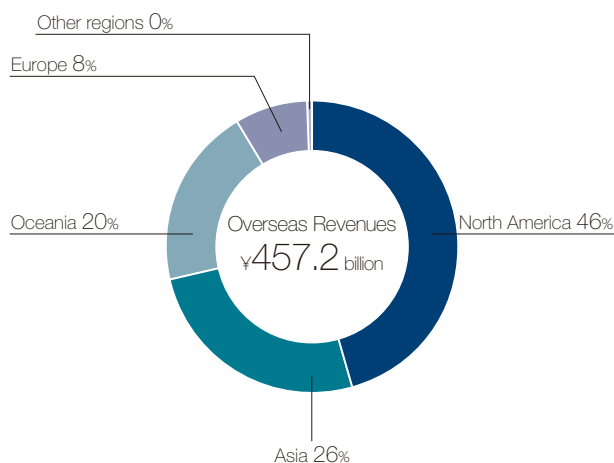
Revenues



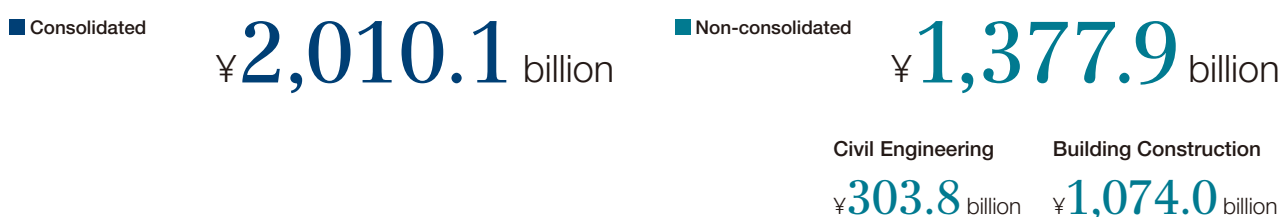
Overseas Revenues / Total Revenues Ratio



Revenues outside Japan, by Region

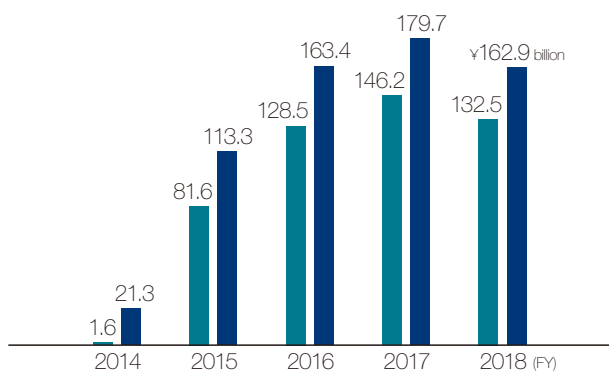


Construction Contract Awards



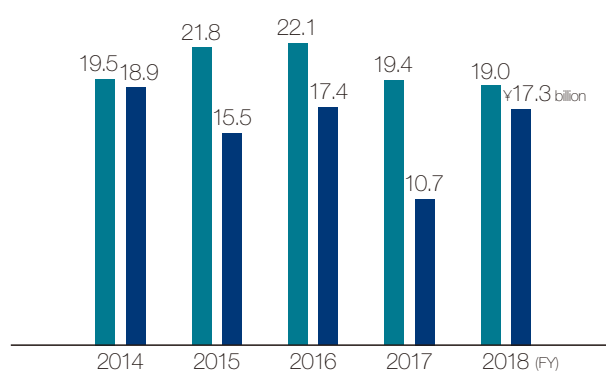
Ordinary Income

■ Consolidated ■ Non-consolidated

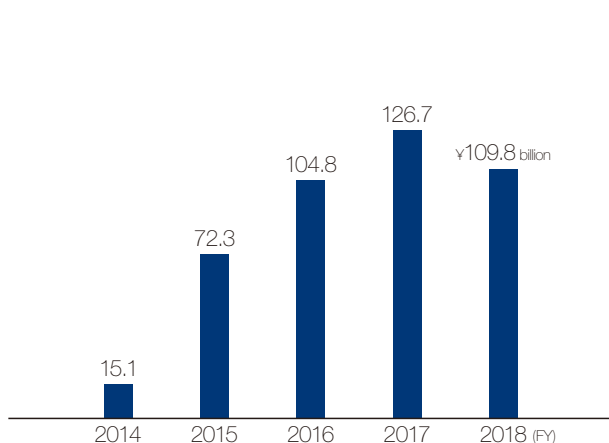


Ordinary Income at Group Companies in Japan and Overseas

■ Japan ■ Overseas

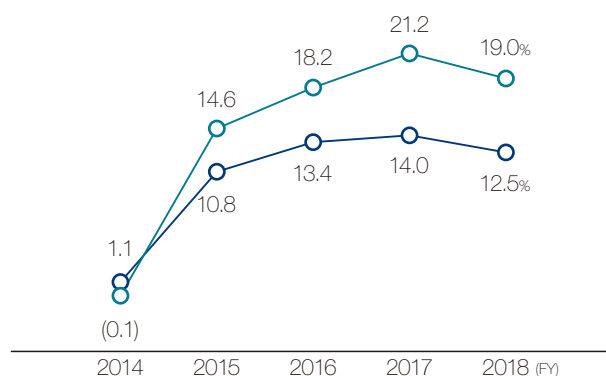


Net Income Attributable to Owners of the Parent

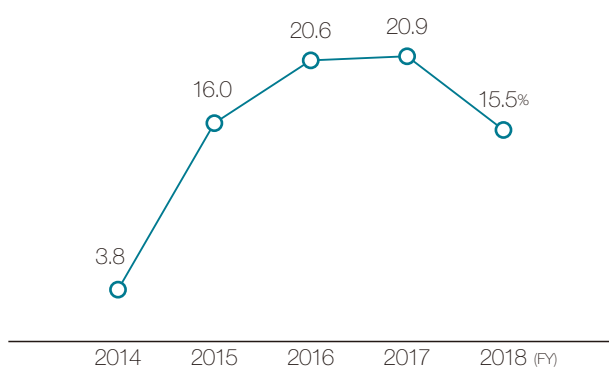


Gross Profit Margin for Civil Engineering / Building Construction Businesses (Non-Consolidated)

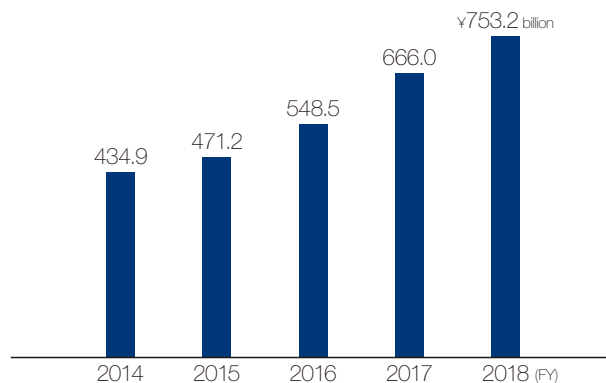
■ Civil Engineering ■ Building Construction



Return on Equity



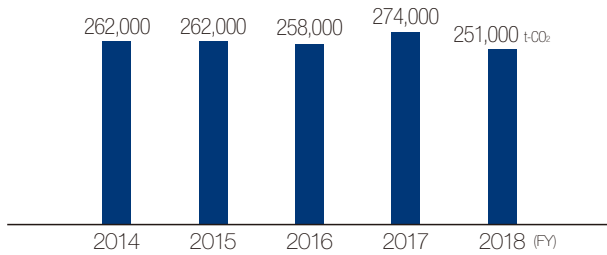
Owners' Equity



Financial and Non-Financial Highlights

CO₂ Emissions Attributable to Construction

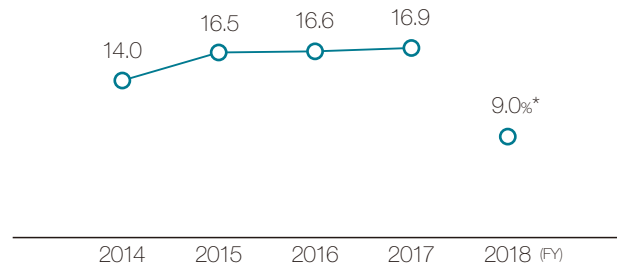
251,000 t-CO₂



Reduction in CO₂ Emissions Per Unit of Sales Attributable to Construction

9.0%

Rate of reduction compared with benchmark fiscal year for CO₂ emissions per unit of sales attributable to construction (CO₂ emissions per ¥1 hundred million in construction)

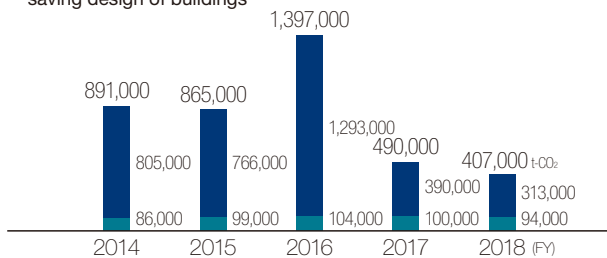


* Benchmark year was 1990 through FY2017, and is 2013 from FY2018.

Indirect Contributions to CO₂ Reduction

407,000 t-CO₂

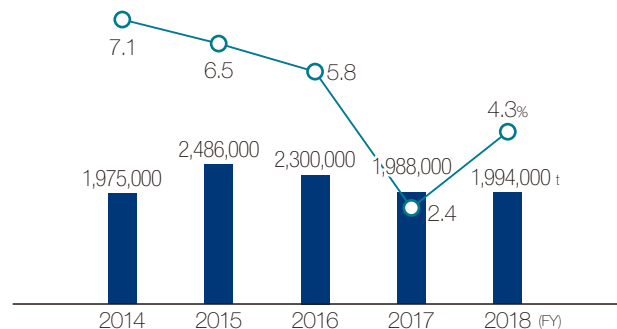
- Contribution to CO₂ emissions reduction attributable to green procurement (blast furnace cement/concrete)
- Contribution to CO₂ emissions reduction attributable to energy-saving design of buildings*



* 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 (Including Sludge)

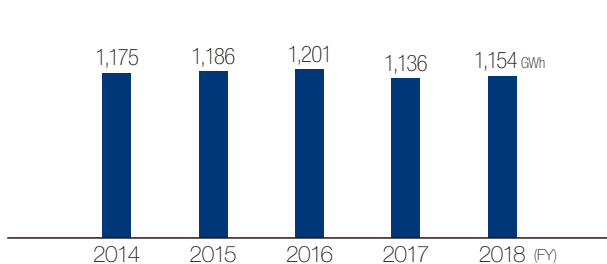
4.3%



Energy Consumption (Project Sites and Offices)

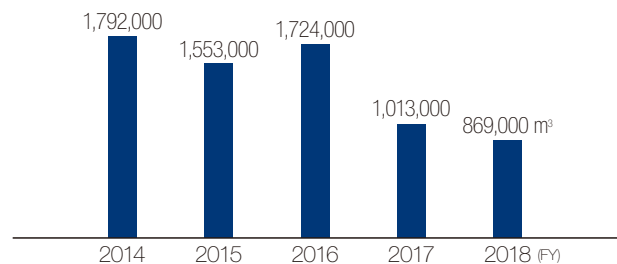
1,154 GWh

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)

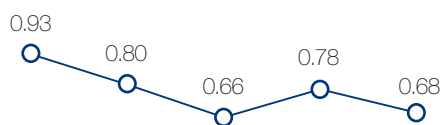
869,000 m³



On-Site Safety

Accident Frequency Rate (Lost Work Time of 4 or More Days)

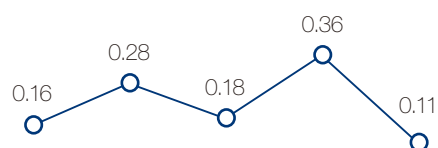
0.68



2014 2015 2016 2017 2018 (FY)

Accident Severity Rate

0.11



2014 2015 2016 2017 2018 (FY)

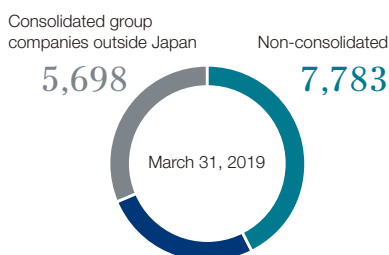
Frequency rate: The number of fatalities and injuries at worksites per one million cumulative working hours

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

Number of Employees

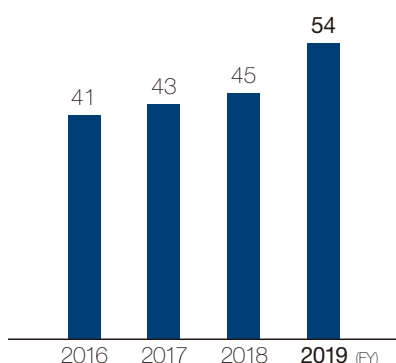
18,297

(20,058 including non-consolidated subsidiaries)



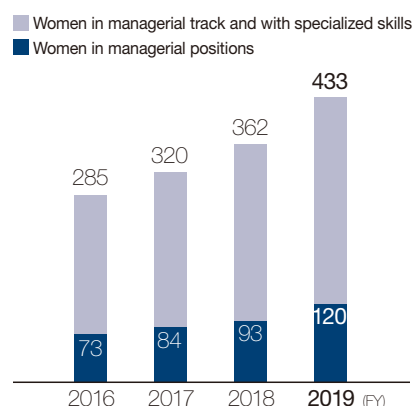
Consolidated group companies in Japan **4,816**

Number of Women among New Graduate Hires



* Of 247 new graduate hires at Kajima Corporation on April 1, 2019, women accounted for 21.9%.

Number of Women in Managerial Positions



* Women in managerial track and with specialized skills presented from FY2019

Human Resources Data (Non-Consolidated)

(As of March 31 of the fiscal year)

		2014	2015	2016	2017	2018
Employees	Number of employees	7,546	7,527	7,611	7,686	7,783
	Re-employed personnel	908	921	1,102	919	930
	Employees with disabilities (%)	2.2	2.2	2.1	2.2	2.2
	Turnover rate within three years (%)	3.7	3.7	3.0	3.5	2.0
Childbirth/parenting/caregiving	Employees taking extended parenting leave	28	34	39	35	53
	Employees taking leave for spouse's childbirth	100	115	112	117	111
	Employees taking leave for caregiving	96	86	93	90	78
	Male employees taking shortened work hours	23	33	41	64	89
	Employees taking extended caregiving leave	25	22	22	37	22
Other	Employees using leave system for volunteering	10	12	17	21	15
	Employees taking paid leave (%)	42.5	39.6	49.5	49.6	46.4

10-Year Highlights

Consolidated

(FY)	2009	2010	2011	2012
Financial Results				
Construction Contract Awards	1,138.3	1,188.4	1,296.0	1,333.2
Revenues	1,637.3	1,325.6	1,457.7	1,485.0
Operating Income (Loss)	(6.7)	17.2	29.4	18.4
Ordinary Income	9.0	17.5	41.3	24.6
Net Income Attributable to Owners of the Parent	13.2	25.8	3.8	23.4
Operating Margin (%)	(0.4)	1.3	2.0	1.2
R&D Costs	10.0	9.7	9.1	8.4
Capital Investment	23.8	22.9	35.9	20.5
Financial Position				
Total Assets	1,796.8	1,644.9	1,686.2	1,686.0
Owners' Equity	261.8	252.8	256.7	320.4
Total Equity	262.1	253.2	256.7	318.1
Interest-Bearing Debt	620.0	558.9	525.7	480.1
Cash Flows				
Cash Flows from Operating Activities	(76.9)	64.0	81.7	58.4
Cash Flows from Investing Activities	(5.7)	2.9	(38.7)	36.7
Cash Flows from Financing Activities	71.9	(50.5)	(37.7)	(58.6)
Stock Information				
Basic Net Income per Share (¥)	13.03	24.87	3.69	22.55
Owners' Equity per Share (¥)	251.97	243.35	247.12	308.49
Cash Dividends per Share (¥)	6.0	6.0	5.0	5.0
Management Benchmarks				
Ratio of Net Income to Owners' Equity (ROE) (%)	5.4	10.0	1.5	8.1
Owners' Equity Ratio (%)	14.6	15.4	15.2	19.0
Debt Equity Ratio	2.37	2.21	2.05	1.50
Non-Financial Information				
Number of Employees (Consolidated)	15,189	15,083	15,149	15,468
Kajima Corporation	8,452	8,164	7,925	7,737
Consolidated Group Companies in Japan	3,711	3,760	3,785	3,920
Consolidated Group Companies outside Japan	3,026	3,159	3,439	3,811
CO ₂ Emissions Attributable to Construction (t-CO ₂)	251,000	205,000	213,000	229,000
CO ₂ Emissions per Unit of Sales Attributable to Construction (t-CO ₂ /¥ hundred million)	22.0	21.5	21.3	22.0
Final Disposal Rate for Construction Waste (Incl. Sludge) (%)	14	13	9	6.9

Notes: 1. The Company consolidated its shares at a rate of one share for every two shares, effective October 1, 2018. Accordingly, basic net income per share for FY2017 and FY2018 is calculated as if the consolidation of shares had been conducted at the beginning of FY2017.

2. From the beginning of the fiscal year ended March 31, 2019, the Company has applied "Partial Amendments to Accounting Standard for Tax Effect Accounting" (Statement No. 28 issued by the Accounting Standards Board of Japan on February 16, 2018). Accordingly, the figures for the fiscal year ended March 31, 2018 were restated to reflect this change.

(¥ billion)

2013	2014	2015	2016	2017	2018
1,573.5	1,474.8	1,795.8	1,728.3	1,685.9	2,010.1
1,521.1	1,693.6	1,742.7	1,821.8	1,830.6	1,974.2
23.0	12.6	111.0	155.3	158.3	142.6
27.0	21.3	113.3	163.4	179.7	162.9
20.7	15.1	72.3	104.8	126.7	109.8
1.5	0.7	6.4	8.5	8.7	7.2
7.8	7.7	7.8	8.2	10.3	13.9
19.8	25.4	32.9	29.4	16.1	28.4
1,789.4	1,839.2	1,886.7	1,992.8	2,051.2	2,091.1
368.2	434.9	471.2	548.5	666.0	753.2
364.1	436.9	474.0	552.5	669.7	756.9
444.7	385.0	378.5	372.9	344.8	298.7
32.9	59.2	36.3	187.5	120.4	30.3
17.3	8.3	(27.8)	(31.9)	(47.3)	(25.3)
(17.1)	(70.7)	(13.1)	(20.5)	(53.0)	(75.0)
19.98	14.58	69.66	101.01	244.29	211.67
354.62	418.86	453.93	528.46	1,283.38	1,451.66
5.0	5.0	12.0	20.0	48.0	50.0
6.0	3.8	16.0	20.6	20.9	15.5
20.6	23.6	25.0	27.5	32.5	36.0
1.21	0.89	0.80	0.68	0.52	0.40
15,391	15,383	15,810	16,422	17,730	18,297
7,657	7,546	7,527	7,611	7,686	7,783
3,945	4,068	4,144	4,442	4,674	4,816
3,789	3,769	4,139	4,369	5,370	5,698
228,000	262,000	262,000	258,000	274,000	251,000
22.0	22.2	21.5	21.5	21.4	20.0
6.9	7.1	6.5	5.8	2.4	4.3