

10-Year Highlights

(FY)	2013	2014	2015	2016
Financial Results				
Construction Contract Awards	1,573.5	1,474.8	1,795.8	1,728.3
Revenues	1,521.1	1,693.6	1,742.7	1,821.8
Operating Income	23.0	12.6	111.0	155.3
Ordinary Income	27.0	21.3	113.3	163.4
Net Income Attributable to Owners of the Parent	20.7	15.1	72.3	104.8
Operating Margin (%)	1.5	0.7	6.4	8.5
R&D Costs	7.8	7.7	7.8	8.2
Capital Investment	19.8	25.4	32.9	29.4
Kajima Corporation				
Civil Engineering				
Gross Profit Margin (%)	17.2	(0.1)	14.6	18.2
Building Construction				
Gross Profit Margin (%)	0.3	1.1	10.8	13.4
Financial Position				
Total Assets	1,789.4	1,839.2	1,886.7	1,992.8
Owners' Equity	368.2	434.9	471.2	548.5
Total Equity	364.1	436.9	474.0	552.5
Interest-Bearing Debt	444.7	385.0	378.5	372.9
Cash Flows				
Cash Flows from Operating Activities	32.9	59.2	36.3	187.5
Cash Flows from Investing Activities	17.3	8.3	(27.8)	(31.9)
Cash Flows from Financing Activities	(17.1)	(70.7)	(13.1)	(20.5)
Stock Information				
Basic Net Income per Share (¥)*1	19.98	14.58	69.66	101.01
Owners' Equity per Share (¥)*1	354.62	418.86	453.93	528.46
Cash Dividends per Share (¥)	5.0	5.0	12.0	20.0
Management Benchmarks				
Ratio of Net Income to Owners' Equity (ROE) (%)	6.0	3.8	16.0	20.6
Owners' Equity Ratio (%)	20.6	23.6	25.0	27.5
Debt-to-Equity Ratio (times)	1.21	0.89	0.80	0.68
Non-Financial Information				
Number of Employees (Consolidated)	15,391	15,383	15,810	16,422
Kajima Corporation	7,657	7,546	7,527	7,611
Consolidated Group Companies in Japan	3,945	4,068	4,144	4,442
Consolidated Group Companies outside Japan	3,789	3,769	4,139	4,369
CO ₂ Emissions Attributable to Construction (×10 ⁴ t-CO ₂)*2 *3	22.8	26.2	26.2	25.8
CO ₂ Emissions per Unit of Sales Attributable to Construction (t-CO ₂ /¥100 million)*2 *3	22.0	22.2	21.5	21.5
Final Disposal Rate for Construction Waste (Incl. Sludge) (%)*3	6.9	7.1	6.5	5.8

Note: From the beginning of FY2018, the Company has applied "Partial Amendments to Accounting Standard for Tax Effect Accounting." Accordingly, the figures for FY2017 were recalculated to reflect this change.

*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 The method for compiling data on CO₂ emissions attributable to construction and CO₂ emissions per unit of sales attributable to construction changed as of FY2020. ▶ Page 25

*3 Kajima Corporation Non-consolidated

(¥ billion)

2017	2018	2019	2020	2021	2022
1,685.9	2,010.1	1,752.8	1,720.1	1,929.8	2,196.9
1,830.6	1,974.2	2,010.7	1,907.1	2,079.6	2,391.5
158.3	142.6	131.9	127.2	123.3	123.5
179.7	162.9	146.6	139.7	152.1	156.7
126.7	109.8	103.2	98.5	103.8	111.7
8.7	7.2	6.6	6.7	5.9	5.2
10.3	13.9	16.4	15.0	17.3	18.2
16.1	28.4	86.3	52.7	58.0	85.8
21.2	19.0	14.0	15.5	16.5	18.0
14.0	12.5	13.2	12.7	10.3	8.5
2,051.2	2,091.1	2,172.1	2,164.8	2,337.7	2,769.7
666.0	753.2	791.7	874.8	945.7	1,052.4
669.7	756.9	796.0	884.8	953.5	1,061.1
344.8	298.7	326.8	317.0	359.9	537.7
120.4	30.3	53.0	153.0	30.2	(29.1)
(47.3)	(25.3)	(101.8)	(65.4)	(51.1)	(81.7)
(53.0)	(75.0)	(10.8)	(39.1)	(20.9)	111.8
244.29	211.67	200.99	193.13	208.00	227.98
1,283.38	1,451.66	1,544.71	1,731.16	1,920.45	2,165.12
48.0	50.0	50.0	54.0	58.0	70.0
20.9	15.5	13.4	11.8	11.4	11.2
32.5	36.0	36.5	40.4	40.5	38.0
0.52	0.40	0.41	0.36	0.38	0.51
17,730	18,297	18,673	18,905	19,295	19,396
7,686	7,783	7,887	7,989	8,080	8,129
4,674	4,816	4,976	5,130	5,260	5,378
5,370	5,698	5,810	5,786	5,955	5,889
27.4	25.1	22.7	15.7	17.7	22.6
21.4	20.0	17.6	13.8	14.0	16.0
2.4	4.3	3.9	2.5	2.4	2.7