Financial and Non-Financial Highlights

Financial information

(¥ billion)

(FY)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Financial Results (consolidated)										
Construction Contract Awards	1,795.8	1,728.3	1,685.9	2,010.1	1,752.8	1,720.1	1,929.8	2,196.9	2,927.2	2,624.5
Revenues	1,742.7	1,821.8	1,830.6	1,974.2	2,010.7	1,907.1	2,079.6	2,391.5	2,665.1	2,911.8
Operating Income	111.0	155.3	158.3	142.6	131.9	127.2	123.3	123.5	136.2	151.8
Ordinary Income	113.3	163.4	179.7	162.9	146.6	139.7	152.1	156.7	150.1	160.6
Net Income Attributable to Owners of the Parent	72.3	104.8	126.7	109.8	103.2	98.5	103.8	111.7	115.0	125.8
Operating Margin (%)	6.4	8.5	8.7	7.2	6.6	6.7	5.9	5.2	5.1	5.2
R&D Costs	7.8	8.2	10.3	13.9	16.4	15.0	17.3	18.2	20.7	22.2
Capital Investment	32.9	29.4	16.1	28.4	86.3	52.7	58.0	85.8	47.5	75.1
(Non-consolidated) Construction Contract Awards	1,188.0	1,304.5	1,148.5	1,377.9	1,122.5	1,205.3	1,150.8	1,489.3	1,807.0	1,773.5
Revenues	1,166.1	1,203.8	1,165.1	1,280.3	1,305.0	1,189.5	1,244.9	1,432.7	1,552.9	1,560.0
Net Income	39.0	81.7	100.3	97.0	80.1	82.8	72.1	78.4	90.1	104.7
Civil Engineering Gross Profit Margin (%)	14.6	18.2	21.2	19.0	14.0	15.5	16.5	18.0	13.7	15.4
Building Construction Gross Profit Margin (%)	10.8	13.4	14.0	12.5	13.2	12.7	10.3	8.5	9.2	9.6
Financial Position										
Total Assets	1,886.7	1,992.8	2,051.2	2,091.1	2,172.1	2,164.8	2,337.7	2,769.7	3,135.1	3,454.5
Owners' Equity	471.2	548.5	666.0	753.2	791.7	874.8	945.7	1,052.4	1,210.1	1,258.1
Total Equity	474.0	552.5	669.7	756.9	796.0	884.8	953.5	1,061.1	1,223.6	1,277.9
Interest-Bearing Debt	378.5	372.9	344.8	298.7	326.8	317.0	359.9	537.7	612.6	792.0
Cash Flows										
Cash Flows from Operating Activities	36.3	187.5	120.4	30.3	53.0	153.0	30.2	(29.1)	123.7	30.6
Cash Flows from Investing Activities	(27.8)	(31.9)	(47.3)	(25.3)	(101.8)	(65.4)	(51.1)	(81.7)	(62.9)	(104.8)
Cash Flows from Financing Activities	(13.1)	(20.5)	(53.0)	(75.0)	(10.8)	(39.1)	(20.9)	111.8	(9.5)	61.6
Per Share Information										
Basic Net Income per Share (¥)*	69.66	101.01	244.29	211.67	200.99	193.13	208.00	227.98	238.76	266.49
Owners' Equity per Share (¥)*	453.93	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
Cash Dividends per Share (¥)	12.0	20.0	48.0	50.0	50.0	54.0	58.0	70.0	90.0	104.0
Management Benchmarks										
Ratio of Net Income to Owners' Equity (ROE) (%)	16.0	20.6	20.9	15.5	13.4	11.8	11.4	11.2	10.2	10.2
Owners' Equity Ratio (%)	25.0	27.5	32.5	36.0	36.5	40.4	40.5	38.0	38.6	36.4
Debt-to-Equity Ratio (times)	0.80	0.68	0.52	0.40	0.41	0.36	0.38	0.51	0.51	0.63

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.

* 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.

Non-financial information

	2022	2023	2024
Environment (consolidated)*1			
CO_2 emissions (Scope 1) (x10^4 t-CO_2)	29.1	27.1	28.3
CO_2 emissions (Scope 2) (x10^4 t-CO_2)	13.8	14.3	14.9
CO_2 emissions (Scopes 1+2) (x10^4 t-CO_2)	42.9	41.4	43.2
CO_2 emissions (Scope 3) (x10^4 t-CO_2)	2,030	1,936	1,355
Reduction in CO_2 emissions attributable to energy-saving design (x10^4 t-CO_2)*2	42.2	42.2	45.3
Energy consumption (x10^4 MWh)*2	108.2	105.7	115.2
Fossil fuel consumption (x10^4 MWh)*2	75.5	72.1	76.5
Diesel alternative fuel consumption (x10^4 MWh)*2	0.6	0.6	1.5
Electricity consumption (x10^4 MWh)*2	11.4	11.8	13.2
Green power consumption (x10^4 MWh)*2	0.9	0.9	1.3
Tap water consumption (x10^4 m^3)*2	139.7	148.6	141.4
Construction waste generated (x10^4 t)*3	–	154.7	143.8
Construction waste recycling rate (%)*3	–	95.9	96.4
Number of NbS projects (cases)*2	–	–	12
Human capital (non-consolidated)			
Number of employees*4	23,141	23,873	25,339
Number of employees	10,172	10,358	11,194
Number of female new graduate hires in the managerial track	64	64	74
Ratio of female new graduate hires in the managerial track (%)	22.9	21.1	23.2
Number of female managers	81	95	113
Percentage of female managers (%)	1.8	2.2	2.6
Average length of service (years)	18.1	17.9	16.4
Kajima Engagement Score	–	17.45	17.65
Turnover rate (%)	1.1	1.1	1.2
Turnover rate of new graduate hires within three years (%)	4.6	5.8	4.9
Ratio of mid-career hires (%)	19.8	18.9	61.4
Percentage of paid leave taken (%)	61.3	69.2	62.8
Paternity leave uptake rate (%)	64.3	92.2	91.2
of which, rate of employees taking 30 days or more (%)	31.9	35.1	46.0
Number of employees taking family care leave*5	45	48	40
Governance			
Board of Directors attendance rate (all directors)	100.0	98.8	100.0
of which, outside directors	100.0	98.6	100.0

*1 For more detailed environmental data, please refer to the following pages.
https://www.kajima.co.jp/english/sustainability/data/environment/index.html

*2 Non-consolidated

*3 Domestic

*4 Consolidated

*5 Includes all types of family care leave: short-term care leave, absence due to caregiving, and extended caregiving leave.