Financial and Non-Financial Highlights

Financial information

(¥ billion)

(FY)		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Financial Results (consolidated)											
Construction Contract Awards		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	3,263.9
Revenues		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	3,067.2
Operating Income		155.3	158.3	142.6	131.9	127.2	123.3	123.5	136.2	151.8	240.7
Ordinary Income		163.4	179.7	162.9	146.6	139.7	152.1	156.7	150.1	160.6	240.4
Net Income Attributable to Owners of the Parent		104.8	126.7	109.8	103.2	98.5	103.8	111.7	115.0	125.8	177.3
Operating Margin (%)		8.5	8.7	7.2	6.6	6.7	5.9	5.2	5.1	5.2	7.8
R&D Expenses		8.2	10.3	13.9	16.4	15.0	17.3	18.2	20.7	22.2	24.2
Capital Expenditures		29.4	16.1	28.4	86.3	52.7	58.0	85.8	47.5	75.1	61.0
(Non-consolidated)	Construction Contract Awards	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	2,171.5
	Revenues	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	1,710.0
	Net Income	81.7	100.3	97.0	80.1	82.8	72.1	78.4	90.1	104.7	146.9
	Civil Engineering Gross Profit Margin (%)	18.2	21.2	19.0	14.0	15.5	16.5	18.0	13.7	15.4	24.6
	Building Construction Gross Profit Margin (%)	13.4	14.0	12.5	13.2	12.7	10.3	8.5	9.2	9.6	11.8
Financial Position											
Total Assets		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	3,624.3
Owners' Equity		548.5	666.0	753.2	791.7	874.8	945.7	1,052.4	1,210.1	1,258.1	1,415.0
Total Equity		552.5	669.7	756.9	796.0	884.8	953.5	1,061.1	1,223.6	1,277.9	1,436.2
Interest-Bearing Debt		372.9	344.8	298.7	326.8	317.0	359.9	537.7	612.6	792.0	833.1
Cash Flows											
Cash Flows from Operating Activities		187.5	120.4	30.3	53.0	153.0	30.2	(29.1)	123.7	30.6	114.6
Cash Flows from Investing Activities		(31.9)	(47.3)	(25.3)	(101.8)	(65.4)	(51.1)	(81.7)	(62.9)	(104.8)	(46.5)
Cash Flows from Financing Activities		(20.5)	(53.0)	(75.0)	(10.8)	(39.1)	(20.9)	111.8	(9.5)	61.6	(30.5)
Per Share Information											
Basic Net Income per Share (¥)*		101.01	244.29	211.67	200.99	193.13	208.00	227.98	238.76	266.49	379.81
Owners' Equity per Share (¥)*		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	3,036.89
Cash Dividends per Share (¥)		20.0	48.0	50.0	50.0	54.0	58.0	70.0	90.0	104.0	146.0
Key Financial Indicators											
Ratio of Net Income to Owners' Equity (ROE) (%)		20.6	20.9	15.5	13.4	11.8	11.4	11.2	10.2	10.2	13.3
Owners' Equity Ratio (%)		27.5	32.5	36.0	36.5	40.4	40.5	38.0	38.6	36.4	39.0
Debt-to-Equity Ratio (times)		0.68	0.52	0.40	0.41	0.36	0.38	0.51	0.51	0.63	0.59

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

	2023	2024	2025
Environment (consolidated)*1			
CO_2 emissions (Scope 1) (x10^4t-CO_2)	27.1	28.3	25.5* (25.8)
CO_2 emissions (Scope 2) (x10^4t-CO_2)	14.3	14.9	13.9
CO_2 emissions (Scopes 1+2) (x10^4t-CO_2)	41.4	43.2	39.5* (39.7)
CO_2 emissions (Scope 3) (x10^4t-CO_2)	1,936	1,355	1,597
Reduction in CO_2 emissions attributable to energy-saving design (x10^4t-CO_2)*2	42.2	45.3	76.4
Energy consumption (x10^4MWh)*2	105.7	115.2	104.8
Fossil fuel consumption (x10^4MWh)*2	72.1	76.5	68.9
Diesel alternative fuel consumption (x10^4MWh)*2	0.6	1.5	1.6
Electricity consumption (x10^4MWh)*2	11.8	13.2	13.3
Green power consumption (x10^4MWh)*2	0.9	1.3	2.8
Tap water consumption (x$10^4$$m^3$)*2	148.6	141.4	155.6
Construction waste generated (x10^4t)*3	154.7	143.8	173.0
Construction waste recycling rate (%)*3	95.9	96.4	96.6
Number of NbS projects (cases)*2	–	12	5
Human capital (non-consolidated)			
Number of employees*4	23,873	25,339	25,694
Number of employees	10,358	11,194	11,544
Number of female new graduate hires in the managerial track	64	74	77
Ratio of female new graduate hires in the managerial track (%)	21.1	23.2	22.4
Number of female managers	95	113	123
Percentage of female managers (%)	2.2	2.6	2.9
Average length of service (years)	17.9	16.4	15.7
Kajima Engagement Score	17.45	17.65	17.98
Turnover rate (%)	1.1	1.2	1.3
Turnover rate of new graduate hires within three years (%)	5.8	4.9	4.2
Ratio of mid-career hires (%)	18.9	61.4	18.2
Percentage of paid leave taken (%)	69.2	62.8	69.4
Paternity leave uptake rate (%)	92.2	91.2	94.3
of which, rate of employees taking 30 days or more (%)	35.1	46.0	62.3
Number of employees taking family care leave*5	48	40	52
Governance			
Board of Directors attendance rate (all directors) (%)	98.8	100.0	98.1
of which, outside directors (%)	98.6	100.0	95.4

*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.
* Figures include the use of carbon-neutral city gas.