

10-Year Highlights

Financial information

	(FY)	2014	2015	2016	2017
Financial Results					
Construction Contract Awards		1,474.8	1,795.8	1,728.3	1,685.9
Revenues		1,693.6	1,742.7	1,821.8	1,830.6
Operating Income		12.6	111.0	155.3	158.3
Ordinary Income		21.3	113.3	163.4	179.7
Net Income Attributable to Owners of the Parent		15.1	72.3	104.8	126.7
Operating Margin (%)		0.7	6.4	8.5	8.7
R&D Costs		7.7	7.8	8.2	10.3
Capital Investment		25.4	32.9	29.4	16.1
Kajima Corporation					
Civil Engineering					
Gross Profit Margin (%)		(0.1)	14.6	18.2	21.2
Building Construction					
Gross Profit Margin (%)		1.1	10.8	13.4	14.0
Financial Position					
Total Assets		1,839.2	1,886.7	1,992.8	2,051.2
Owners' Equity		434.9	471.2	548.5	666.0
Total Equity		436.9	474.0	552.5	669.7
Interest-Bearing Debt		385.0	378.5	372.9	344.8
Cash Flows					
Cash Flows from Operating Activities		59.2	36.3	187.5	120.4
Cash Flows from Investing Activities		8.3	(27.8)	(31.9)	(47.3)
Cash Flows from Financing Activities		(70.7)	(13.1)	(20.5)	(53.0)
Stock Information					
Basic Net Income per Share (¥)*1		14.58	69.66	101.01	244.29
Owners' Equity per Share (¥)*1		418.86	453.93	528.46	1,283.38
Cash Dividends per Share (¥)		5.0	12.0	20.0	48.0
Management Benchmarks					
Ratio of Net Income to Owners' Equity (ROE) (%)		3.8	16.0	20.6	20.9
Owners' Equity Ratio (%)		23.6	25.0	27.5	32.5
Debt-to-Equity Ratio (times)		0.89	0.80	0.68	0.52

Non-financial information

	(FY)	2014	2015	2016	2017
Number of Employees (Consolidated)		18,637	19,100	19,580	20,914
Kajima Corporation		9,314	9,289	9,337	9,398
Consolidated Group Companies in Japan		5,505	5,611	5,804	5,983
Consolidated Group Companies outside Japan		3,818	4,200	4,439	5,533
CO ₂ Emissions Attributable to Construction (x10 ⁴ t-CO ₂)*2 *3		26.2	26.2	25.8	27.4
CO ₂ Emissions per Unit of Sales Attributable to Construction (t-CO ₂ /¥100 million)*2 *3		22.2	21.5	21.5	21.4
Final Disposal Rate for Construction Waste (Incl. Sludge) (%)*3		7.1	6.5	5.8	2.4

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.

*3 Kajima Corporation non-consolidated

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(¥ billion)

2018	2019	2020	2021	2022	2023
2,010.1	1,752.8	1,720.1	1,929.8	2,196.9	2,927.2
1,974.2	2,010.7	1,907.1	2,079.6	2,391.5	2,665.1
142.6	131.9	127.2	123.3	123.5	136.2
162.9	146.6	139.7	152.1	156.7	150.1
109.8	103.2	98.5	103.8	111.7	115.0
7.2	6.6	6.7	5.9	5.2	5.1
13.9	16.4	15.0	17.3	18.2	20.7
28.4	86.3	52.7	58.0	85.8	47.5
19.0	14.0	15.5	16.5	18.0	13.7
12.5	13.2	12.7	10.3	8.5	9.2
2,091.1	2,172.1	2,164.8	2,337.7	2,769.7	3,135.1
753.2	791.7	874.8	945.7	1,052.4	1,210.1
756.9	796.0	884.8	953.5	1,061.1	1,223.6
298.7	326.8	317.0	359.9	537.7	612.6
30.3	53.0	153.0	30.2	(29.1)	123.7
(25.3)	(101.8)	(65.4)	(51.1)	(81.7)	(62.9)
(75.0)	(10.8)	(39.1)	(20.9)	111.8	(9.5)
211.67	200.99	193.13	208.00	227.98	238.76
1,451.66	1,544.71	1,731.16	1,920.45	2,165.12	2,514.97
50.0	50.0	54.0	58.0	70.0	90.0
15.5	13.4	11.8	11.4	11.2	10.2
36.0	36.5	40.4	40.5	38.0	38.6
0.40	0.41	0.36	0.38	0.51	0.51

2018	2019	2020	2021	2022	2023
21,648	22,133	22,389	22,819	23,141	23,873
9,549	9,701	9,884	10,007	10,172	10,358
6,227	6,456	6,584	6,736	6,937	7,213
5,872	5,976	5,921	6,076	6,032	6,302
25.1	22.7	15.7	17.7	22.6	20.9
20.0	17.6	13.8	14.0	16.0	13.9
4.3	3.9	2.5	2.4	2.7	3.0