

THE KAJIMA GROUP, BY THE NUMBERS

A review of Kajima's data for fiscal 2016 (ended March 31, 2017)

Revenues

In fiscal 2016, revenue was ¥1,821.8 billion, driven by increases in both construction and real estate development.



1,821.8
(¥ billion)

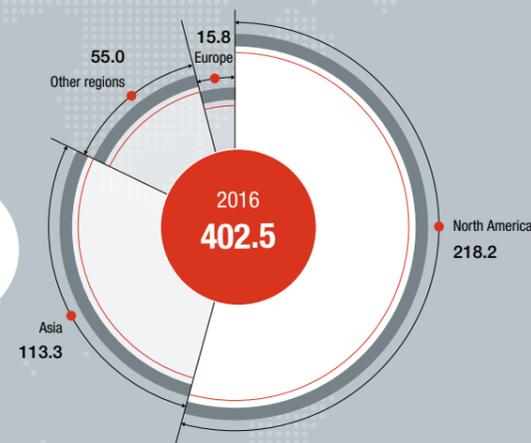
Overseas Revenues / Total Revenues Ratio

Overseas revenue has been steadily increasing in recent years, now accounting for 22.1% of consolidated revenue.

22.1%

Growth in Overseas Revenues

(¥ billion)



Construction Contract Awards

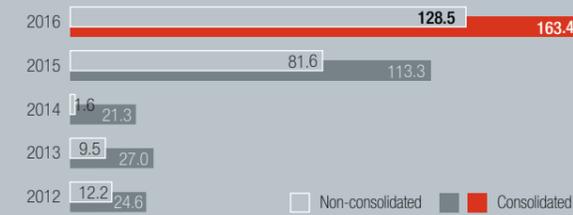
In fiscal 2016, consolidated construction contract awards stood at ¥1,728.3 billion, roughly the same level as the previous fiscal year.

1,728.3
(¥ billion)

Ordinary Income

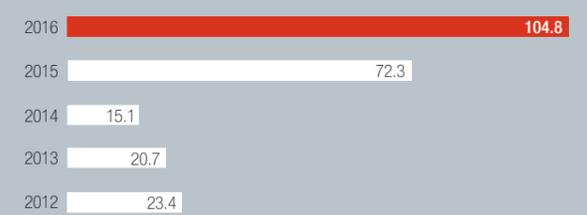
Consolidated ordinary income and net income attributable to owners of the parent both reached record highs in fiscal 2016 due to improved profit margins in construction and a favorable real estate development market.

163.4
(¥ billion)



Net Income Attributable to Owners of the Parent

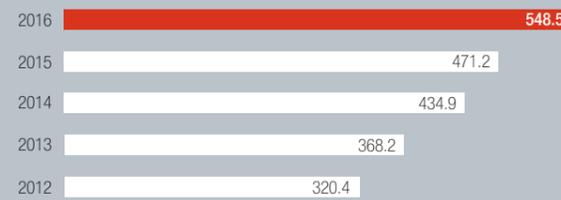
104.8
(¥ billion)



Shareholders' Equity

As corporate performance improves, shareholders' equity is steadily increasing.

548.5
(¥ billion)



Return on Equity (ROE)

ROE has far surpassed the 8.0% target for fiscal 2017 set out in the Medium-Term Business Plan.



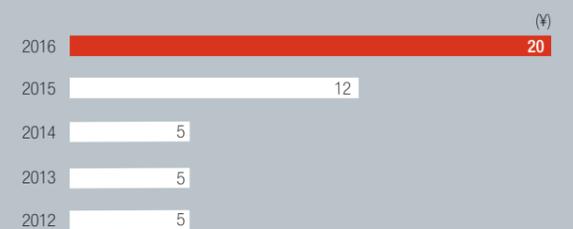
Debt Equity Ratio

Kajima has been working hard to strengthen its financial position. As a result, the debt equity ratio has continued to improve, falling to 0.68 in fiscal 2016. (The Company has ¥372.9 billion in interest-bearing debt.)



Cash Dividends per Share

Kajima's basic policy on profit allocation is to distribute profits to stockholders in line with business performance as well as to provide stable dividends, while securing internal reserves to maintain a sound business platform. After taking into account factors such as business performance and the future business environment, the Company paid a dividend of ¥20 per share for fiscal 2016.



Number of Employees

16,422

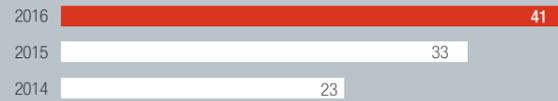
The Kajima Group had 16,422 employees as of the end of fiscal 2016. The number of employees at consolidated group companies in and outside of Japan continues to rise. The Group strives to cultivate the talents of all employees, regardless of nationality or gender.



Number of Male Employees Taking Shortened Work Hours

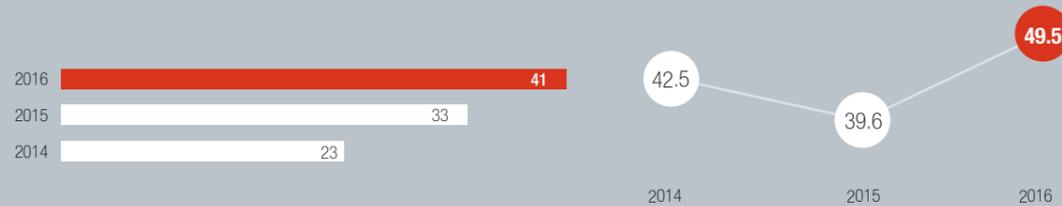
41

At Kajima Corporation, an increasing number of men are using the flex-time system to reduce work hours for child-rearing purposes. This number rose to 41 in fiscal 2016.



Employees Taking Paid Leave

49.5%



On-Site Safety

Accident frequency rate: **0.66**
 Accident severity rate: **0.18**

(Fiscal Year)	2014	2015	2016
Accident frequency rate			
(at least 4 days off work)	0.93	0.80	0.66
(at least 1 day off work)	1.99	1.37	1.14
Accident severity rate	0.16	0.28	0.18
No. of accidents	102	83	64
No. of fatalities	2	3	2
Cumulative working hours (millions of hours)	109.32	104.25	97.15

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 over one thousand cumulative working hours

CO₂ Emissions and Rate of Reduction Attributable to Construction

258,000 t-CO₂

16.6%

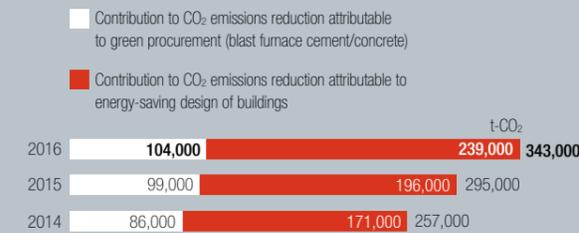


Kajima applied market-based methods for calculating Scope 2 emissions in fiscal 2016. Figures for past years have been recalculated to reflect this shift in accounting methods.

Rate of reduction compared with FY1990 for CO₂ emissions per unit of sales attributable to construction (CO₂ emissions per ¥1 million in construction)

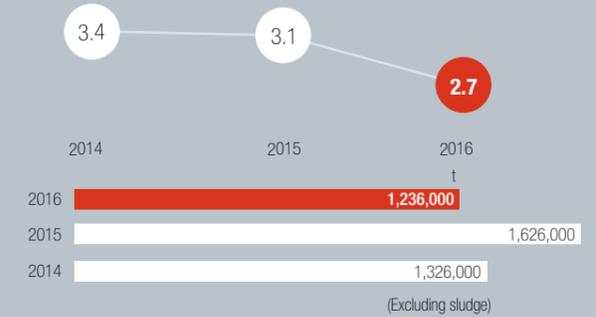
Indirect Contributions to CO₂ Reduction

343,000 t-CO₂



Amount of Construction Waste Generated and Final Disposal Rate

2.7%



Total Energy Consumption

1,201 GWh



Total energy consumption is the sum of electricity, fossil fuel, heat/steam, and refrigeration usage converted into primary energy equivalents.

Water Consumption

1,724,000 m³



10 YEAR HIGHLIGHTS

CONSOLIDATED

	(¥ billion)									
(FY)	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Financial Results										
Construction Contract Awards	1,677.2	1,585.4	1,138.3	1,188.4	1,296.0	1,333.2	1,573.5	1,474.8	1,795.8	1,728.3
Revenues	1,894.0	1,948.5	1,637.3	1,325.6	1,457.7	1,485.0	1,521.1	1,693.6	1,742.7	1,821.8
Operating Income (Loss)	18.0	19.6	(6.7)	17.2	29.4	18.4	23.0	12.6	111.0	155.3
Ordinary Income	29.4	15.9	9.0	17.5	41.3	24.6	27.0	21.3	113.3	163.4
Net Income (Loss) Attributable to Owners of the Parent	40.7	(6.2)	13.2	25.8	3.8	23.4	20.7	15.1	72.3	104.8
Operating Margin (%)	1.0	1.0	(0.4)	1.3	2.0	1.2	1.5	0.7	6.4	8.5
R&D Costs	9.6	9.9	10.0	9.7	9.1	8.4	7.8	7.7	7.8	8.2
Capital Investment	34.5	23.1	23.8	22.9	35.9	20.5	19.8	25.4	32.9	29.4
Financial Positions										
Total Assets	1,918.3	1,885.4	1,796.8	1,644.9	1,686.2	1,686.0	1,789.4	1,839.2	1,886.7	1,992.8
Owners' Equity	297.2	231.1	261.8	252.8	256.7	320.4	368.2	434.9	471.2	548.5
Total Equity	305.4	239.0	262.1	253.2	256.7	318.1	364.1	436.9	474.0	552.5
Interest-bearing Debt	473.8	540.5	620.0	558.9	525.7	480.1	444.7	385.0	378.5	372.9
Cash Flows										
Cash Flows from Operating Activities	(52.5)	16.1	(76.9)	64.0	81.7	58.4	32.9	59.2	36.3	187.5
Cash Flows from Investing Activities	3.0	(30.5)	(5.7)	2.9	(38.7)	36.7	17.3	8.3	(27.8)	(31.9)
Cash Flows from Financing Activities	(7.6)	74.6	71.9	(50.5)	(37.7)	(58.6)	(17.1)	(70.7)	(13.1)	(20.5)
Stock Information										
Basic Net Income (Loss) per Share (¥)	39.13	(6.20)	13.03	24.87	3.69	22.55	19.98	14.58	69.66	101.01
Owners' Equity per Share (¥)	292.63	227.56	251.97	243.35	247.12	308.49	354.62	418.86	453.93	528.46
Cash Dividends per Share (¥)	7.0	6.0	6.0	6.0	5.0	5.0	5.0	5.0	12.0	20.0
Management Benchmarks										
Ratio of Net Income to Owners' Equity (ROE, %)	12.8	(2.4)	5.4	10.0	1.5	8.1	6.0	3.8	16.0	20.6
Owners' Equity Ratio (%)	15.5	12.3	14.6	15.4	15.2	19.0	20.6	23.6	25.0	27.5
Debt Equity Ratio	1.59	2.34	2.37	2.21	2.05	1.50	1.21	0.89	0.80	0.68
Non-Financial Information										
Number of Employees (Consolidated)	14,934	15,608	15,189	15,083	15,149	15,468	15,391	15,383	15,810	16,422
Kajima Corporation	8,817	8,705	8,452	8,164	7,925	7,737	7,657	7,546	7,527	7,611
Consolidated group companies in Japan	3,411	3,722	3,711	3,760	3,785	3,920	3,945	4,068	4,144	4,442
Consolidated group companies outside Japan	2,706	3,181	3,026	3,159	3,439	3,811	3,789	3,769	4,139	4,369
CO ₂ Emissions Attributable to Construction (t-CO ₂)	283,000	288,000	251,000	205,000	213,000	229,000	228,000	262,000	262,000	258,000
CO ₂ Emissions Per Unit of Sales Attributable to Construction (t-CO ₂ /¥ million)	2,330	2,200	2,200	2,150	2,130	2,200	2,200	2,220	2,150	2,150
Final Disposal Rate for Construction Waste (Excl. Sludge, %)	3.3	5.2	2.2	2.3	3.1	2.8	3.1	3.4	3.1	2.7