Investor FAQs

Q What are the strengths of the Kajima Group?

A Our strength lies in the comprehensive capabilities in construction business that we have developed through technological innovation and our commitment to quality. Specifically, we have overcame a wide range of difficultie in the civil engineering and building construction businesses with our design and construction expertise and engineering strength. These advantages are supported by our people and technical capabilities. We are also proud of the competitive position we have established in the industry through our real estate development business, which leverages our comprehensive capabilities, and our overseas business, primarily in the U.S. We have built a value chain that provides a wide range of added value by maximizing these strengths. Through this value chain, we will offer value to society and customers in and outside Japan at every phase of infrastructure building, from upstream to downstream.

Q With costs and interest rates continuing to rise, what is your outlook for construction demand in Japan?

A We expect that medium- to long-term construction demand will remain firm with infrastructure renewal, disaster prevention and mitigation, investments related to energy, semiconductor and data centers, GX and decarbonization measures, etc. On the other hand, amid rising construction costs and interest rates that affect customers' investment decisions, it is becoming increasingly important to put forward high-value-added proposals that meet their needs. We provide plans to increase a building's value, such as by upgrading its functionality and expanding its leasable floor area, while meeting demands for shorter construction periods and advanced technical solutions. We then work closely with customers to move their business plans forward. In addition, we are strengthening procurement capabilities, for example, by diversifying suppliers in and outside Japan to increase options for stable procurement and cost reduction. We believe that enhancing both our proposal and procurement capabilities is essential to our sustainable growth.

Q Have you taken any measures to address the declining number of skilled construction workers?

A The declining number of skilled construction workers is an industry-wide challenge. We are focusing on addressing this issue. We back up investment in human capital to improve compensation and working conditions for skilled workers. For example, ¥100 billion is allocated to help partner companies strengthen their financial foundations by paying construction fees earlier to subcontractors in the current Medium-Term Business Plan. In addition, through the broader adoption and deployment of automated construction technologies and Kajima Smart Production initiatives utilizing ICT tools, we aim to improve productivity and safety at construction sites and establish a framework that enables high-quality construction even with a limited workforce. We are promoting efforts to maintain and improve medium- to long-term competitiveness through both investment in people and the transformation of production processes.

Q What is your strategy for the overseas business, which offers strong growth potential but also entails risks?

A Our overseas business is one of our key revenue sources, having grown to generate ¥1 trillion in revenue and account for more than 30% of consolidated revenues. However, we are not pursuing growth in scale alone. We prioritize assessing regional needs and business environments in order to select markets and fields where we can demonstrate our strengths. We also set stringent standards for investment decisions and bid review, and verify the balance between profitability and risk on each occasion. We aim to build a business portfolio that delivers steady profit growth and sustainably enhances corporate value, Key areas include our construction business, where performance is improving as a result of stronger risk management before contract award and during project execution, and logistics warehouse development in the U.S., which continues to generate high returns.

Q Do you plan to raise the ROE target from its current level of above 10%?

A We place weight on sustainable profit growth, in addition to capital efficiency improvements, as an approach to enhance ROE. With our participation in projects in prime locations increasing, particularly in domestic real estate development, we are now in an important investment phase aimed at strengthening our medium- to long-term earnings capacity. While we secure a sufficient level of equity to reliably seize these growth opportunities, we are also committed to stockholder returns through dividends and stock buybacks. In FY2025, our ROE reached 13.3%, securing a level sufficiently above the cost of equity, which is estimated to be approximately 8%. We will continue to improve our ROE and corporate value by achieving both growth investment and stockholder returns.

Company Information / Stock Information (as of March 31, 2026)

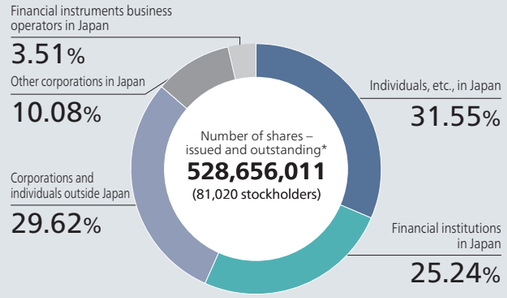
Company name	KAJIMA CORPORATION
Head Office	3-1, Motoakasaka 1-chome, Minato-ku, Tokyo 107-8388, Japan
Established	1840
Incorporated	1930
Paid-in capital	Over ¥81,400 million
Number of employees	11,544 (non-consolidated), 25,694 (consolidated)
Number of shares – authorized	1,250,000,000
Number of issued and outstanding shares	528,656,011 (including 60,849,229 shares of treasury stock)
Number of stockholders	81,020 (up 15,824 from end of FY2024)
Administrator of stockholder registry	Sumitomo Mitsui Trust Bank, Limited
Stock exchange listings	Prime Market, Tokyo Stock Exchange; Premier Market, Nagoya Stock Exchange (Code: 1812)

Major stockholders

Stockholders	Number of shares (Thousand shares)	Shareholding (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	71,094	15.20
Custody Bank of Japan, Ltd. (Trust Account)	33,071	7.07
Kimiko Kajima	15,849	3.39
Kajima Employee Stock Ownership	8,602	1.84
The Kajima Foundation	7,235	1.55
State Street Bank and Trust Company 505001	6,742	1.44
JP Morgan Chase Bank 385781	6,065	1.30
BNYM AS AGT/CLTS NON TREATY JASDEC	5,807	1.24
KATABAMI CORPORATION	5,800	1.24
The Kajima Foundation for the Arts	5,788	1.24

Notes: 1. In addition to the above, Kajima Corporation has 60,849 thousand shares of treasury stock.
2. Shareholding was computed excluding total treasury stock.

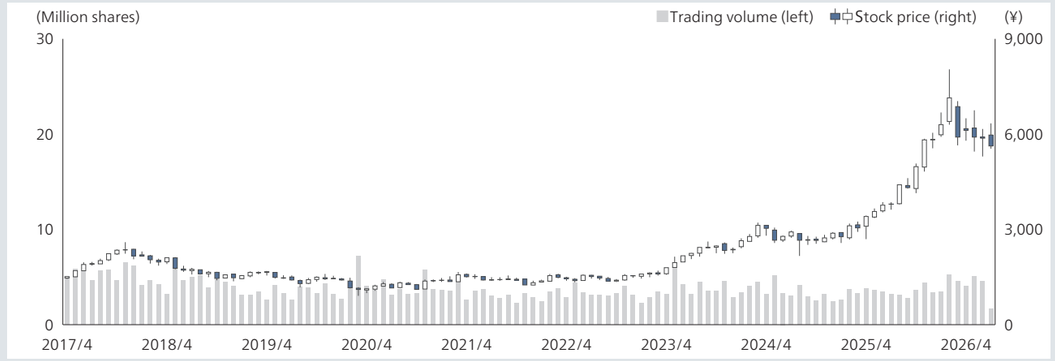
Stock ownership breakdown



3. The 608,492 units of treasury stock are included under "Individuals, etc., in Japan." The 25 units of stock held in the name of the Japan Securities Depository Center, Incorporated, are included under "Other corporations in Japan."

* Including 60,849,229 shares of treasury stock

Stock price and trading volume



4. On October 1, 2018, a reverse split was made (two shares consolidated into one) and the stock unit was changed (from 1,000 shares to 100 shares). The above stock prices have been calculated assuming the reverse stock split had taken place on April 1, 2017.