

For FYE June 2025

Annual Shareholders Newsletter

From July 1, 2024 to June 30, 2025



Innovating for a **Wise Future**

Creating systems that advance society by integrating
human, physical, and intangible resources.

 構造計画研究所 ホールディングス
KOZO KEIKAKU ENGINEERING HOLDINGS Inc.

In July 2024, we transitioned to a holding company structure, commencing the first fiscal year under this system.

For this past year, we have worked with focus and determination, as this fiscal year has put our management to the test to see if we can take a further leap as a corporate group by providing more valuable engineering services.

Thanks to our efforts, we have surpassed net sales of ¥20 billion, operating profit of ¥3 billion, and profit attributable to owners of parent of ¥2 billion. During the fiscal year, our share price also exceeded for the first time the initial listing price of ¥5,000 (before share split) on March 23, 2000. I would like to express my deepest appreciation to our shareholders, whose continued support has made this achievement possible.

Overview of FYE June 2025

The transition to a holding company structure was a significant change for the company, but KOZO KEIKAKU ENGINEERING HOLDINGS Inc., a pure holding company, and KOZO KEIKAKU ENGINEERING Inc., an operating company, each recognized their role and deepened coordination with other group companies to make effective use of management resources, thereby enhancing our performance while solidifying

the foundation as a corporate group.

Financial Results for FYE June 2025

In FYE June 2025, we recorded net sales of ¥20,137 million, operating profit of ¥3,073 million, and profit attributable to owners of parent of ¥2,048 million, each exceeding the company forecast announced publicly. Our highly profitable Engineering Consulting (EC) segment continued to perform robustly, while our new cloud service provision business steadily improved its profitability and, with its high growth rate, also drove group performance. As a result, we maintained a high gross profit margin while not increasing selling, general and administrative expenses, thereby significantly improving our operating profit margin to 15.3%.

Transition to a Holding Company Structure

Generally, it is said that a transition to the holding company structure involves various risks such as increased management costs, a decline in group cohesion, and weakening of governance system. Based on the recognition of these risks, we set forth the purpose of transition as follows, emphasized the need to do it at this time, and implemented it.

Purpose of transition to a pure holding company structure

With an eye on year 2056, which will mark the company's 100th anniversary, we will pursue autonomous and agile decision-making and business operations in line with the diversification of our business, and appropriately allocate management resources centered on human resources, thereby aiming for sustainable growth as a group.

The purpose of the transition to a holding company structure is to clarify each subsidiary's mission, continue taking on the challenge of addressing unknown social issues toward the realization of a wiser future society, further expand the value we provide, and ensure the sustainable growth of the entire group.

As the first fiscal year of the new structure, we have cautiously managed the company while placing importance on two points. The first is shareholder returns. Starting from this first year as KKE Holdings, we have worked to secure retained earnings as a source of dividends and to reliably maintain the same quarterly dividend schedule and dividend level as in previous years. The second is, in order to realize the shareholder returns, to ensure a structure and environment where each operating company is able to remain focused on its own business operations with peace of mind and without confusion. Looking back on the first year, I am relieved that we were able to accomplish these two missions without incident.

New Efforts from the Second Fiscal Year

We have already entered the second fiscal year as KKE Holdings and have taken on new challenges to take another step toward the next stage.

Raising the Level of Management Targets

We had announced that the annual growth rate target for our total added value (operating profit + personnel expenses + fringe benefits)—a management indicator on which our group places the greatest importance—was 5% to 7%. However,

taking into account recent higher prices, wage increases and other changes in the external environment, we are now aiming for a growth rate of around 8% going forward, with a focus on our highly profitable EC business and our new cloud service.

As for the dividend policy, although we had set a dividend payout ratio of approximately 50% and a dividends on equity (DOE) ratio of approximately 8% as targets with the aim of achieving long-term and stable shareholder returns, we have changed the DOE target to approximately 10% starting from the second fiscal year.

Start-up of RemoteLock Japan

As I described earlier, the purpose of the transition to a holding company structure includes enabling “autonomous and agile decision-making and business operations in line with the diversification of our business.” As the first step for this, we established RemoteLock Japan Co., Ltd. and have proceeded with preparations, and from the second fiscal year, the business was transferred from KKE to RemoteLock Japan, putting the company into full operation. We will work to further strengthen our relationship with RemoteLock, Inc. in the U.S., an investee company, and aim for global expansion together through mutual inspiration and collaboration. We kindly ask for your continued support for the business of this company as one of the operating companies of our group.

We will conform to our corporate philosophy, which we have cherished since our founding, continue to pursue truth, goodness, and beauty as a knowledge-intensive company, as advocated by the late business scholar Ikujiro Nonaka, and strive to contribute to building a wise future society with our stakeholders. We would greatly appreciate your continued support.

木村香代子

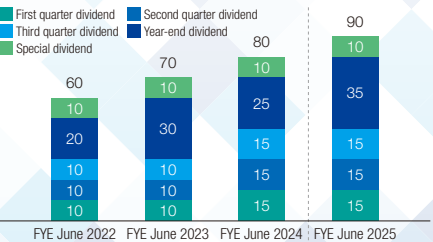
Kayoko Kimura, Executive Officer

Shareholder Returns

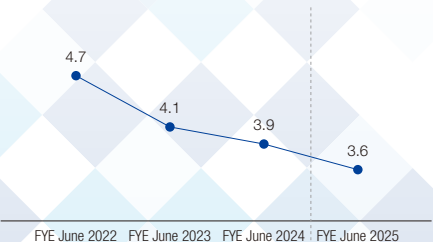
Basic Policy on Profit Distribution

We recognize that returning profits to our shareholders is an important management issue, and makes it a basic policy to pay continuous and stable dividends while taking into account the needs for internal reserves for the strengthening of management base and future business development.

Trends in Dividends



Dividend Yield



*1. Figures of FYE June 2024 and earlier indicate those for KOZO KEIKAKU ENGINEERING Inc.

*2. We conducted a two-for-one share split, effective February 28, 2025. Following this, dividends per share are all shown on a post-share split basis.

Trajectory of RemoteLOCK Business and a Challenge for the Future

From the second fiscal year, RemoteLock Japan Co., Ltd. will start operations.

RemoteLOCK has become the “key” business unprecedented to KKE. Finding opportunities in system collaboration with partner companies, RemoteLOCK has entered the evolving market, from private home lodgings to hotels and to local governments.

Leveraging open innovation as its strength, the business has reached the next stage of starting operations as an independent operating company.

Our First Key Business, Marked by Trial and Error

RemoteLOCK is a smart lock that enables cloud-based access control, including the issuance of PIN codes, by connecting to the internet. KKE began to provide services in 2017. It was the first time for KKE to handle hardware—locks—so they could not use their existing customer base, meaning just a start from zero.

Although they began services, they could not make use of distribution channels unique to locks, relying on direct marketing for most of sales. As a result, sales in the first year were only one tenth of the plan. Considering that in the U.S., where the developer is located, the private home lodging market had been rapidly growing, similar growth was expected in Japan as well. However, the Private Lodging Business Act did not take effect until 2018. Until private home lodging was established as a market, KKE team members would spend their days exploring the potential of the services.



Shuichi Ikeda
Director,
RemoteLock Japan
Co., Ltd.

They underwent a repeated trial and error in the uncertain situation. “But it was also fun,” says Shuichi Ikeda, Director of RemoteLock Japan, looking back on those days.

“Actually, we didn’t anticipate system collaboration with business partners at first. However, the response to our exhibition at a trade show caused us to realize that the strength of RemoteLOCK lies in collaboration. This led to our current direction of strengthening collaboration, such as by holding a private home

lodging conference once a month to bring together related parties. But we didn’t know how much the private home lodging market would grow, so we were always researching other markets, too.”

Private Home Lodging, Hotels, and Municipalities—Changing Targets Driven by the External Environment

Currently, RemoteLOCK boasts the largest number of collaborations in the lodging services industry. However, our business in the industry has not necessarily developed as expected and has

continued to change in response to a fluid external environment. Private home lodging businesses we initially targeted shifted toward hotel operations due to the enforcement of the Private Lodging Business Act, which limits the number of days of lodging service available. Following this, RemoteLOCK also shifted its business to suit hotels, leading to an acceleration of system collaboration.

But in 2020, COVID-19 broke out. There occurred a series of delays in hotel construction and business withdrawals, significantly affecting the lodging industry.

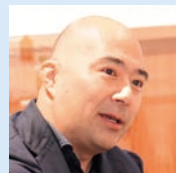
On the other hand, the pandemic caused RemoteLOCK to provide value to industries other than lodging. A new value of non-face-to-face and non-contact spread and lowered people’s resistance to unmanned service, thereby increasing and promoting the introduction of unmanned shops and pay-by-the-hour spaces.

Amid the changing society like this, RemoteLOCK was introduced more in municipalities that manage public facilities. Backed in part by the government’s promotion grants for the Vision for a Digital Garden City Nation, which commenced in 2021, digital technology has been utilized in measures for disasters and declining population, and RemoteLOCK is currently introduced in over 140 municipalities. Services for municipalities, symbolic in their public nature, occupy an important place in demonstrating the range of value that RemoteLOCK provides.

Start-up of RemoteLock Japan

Since its launch in 2017, RemoteLOCK has steadily grown, affected by various external factors such as the private home lodging business, inbound travel, the pandemic, and measures for disasters and declining population. Takayuki Seto, Representative Director of RemoteLock Japan, says, “To find the next core business following lodging and municipalities, it’s important to always be sensitive to various markets.”

He also says, “The RemoteLOCK market



Takayuki Seto
Representative Director,
RemoteLock Japan
Co., Ltd.



System Collaboration with Various Services

is really difficult to forecast. We cannot move as planned, and I think we should rather be most careful about overplanning. Meanwhile, resources are limited. So, we think and move. We repeat cycles of thinking and moving. The number of staff members has now increased, and I feel

the need for us to work together as one team by forming our own hypotheses and aligning our recognition with each other.”

KKE Holdings has entered its second fiscal year, and RemoteLock Japan has taken over the business from KKE, launching a full-fledged operation. Aiming for further development of the RemoteLOCK business, we will raise organizational flexibility by hiring not only personnel specialized in development and marketing, but also hardware experts and other talent not previously in the company, in order to accelerate growth going forward.

The establishment of a company for a single business was a new attempt by KKE, which has been taking on challenges since its founding. In addition to aiming to become a new role model, “I also want to value enjoying the challenges,” says Seto.

“The RemoteLOCK business requires a mentality that enjoys new things and aspires to change society. Both the Engineering Consulting business and the Product Service business of KKE were generated from taking on challenges. In its history, we aim to take a new step for KKE Holdings.”

* * *

Appeal, Strength, and Social Responsibility of Open Innovation

Open innovation through system collaboration with partners is the characteristic and appeal of the RemoteLOCK business. RemoteLOCK publishes its application programming interface (API; a mechanism that allows one piece of software to access the functions of another), and in the U.S., linkage with private home lodging operators resulted in rapid business growth. In Japan as well, collaboration with hotel check-in systems and other systems marked a turning point, establishing its status in the lodging industry.

Mutually understanding the value of RemoteLOCK and that of its partner companies opens up the potential for providing new value. For collaboration with partners, it is important for both parties to deepen relationships of trust by repeating this co-creation process and to build a win-win relationship that enables them to maintain their zeal. We also hold partner meetings that connect our current partners with each other and facilitate innovation.

Open innovation served as a strength to support growth of RemoteLOCK. However, collaboration with partners is, at the same time, a social responsibility imposed on RemoteLOCK. A major purpose of the RemoteLOCK business is to promote the use of space and contribute to society together with partners. As a means to provide new value to society, we need to place strong emphasis on numbers.

How do partners who co-create new value for society view RemoteLOCK? We interviewed Kai Sato of Rebase, Inc., which has been working with us to resolve issues since the dawn of the business.

Interview

Collaborating for the Target We Should Aim for Together



Kai Sato

Representative Director, Rebase, Inc.

Building a Relationship with a Long-term Perspective

Rebase, Inc. is a company that operates a business focused on providing “instabase,” a platform for making reservations and attracting customers to space for rent, which matches those who want to use space with those who want to rent out space. It was in 2016 that I met the RemoteLOCK team. At that time, we were finally able to handle around 1,000 spaces after working hard toward profitability from the first fiscal year, without advertising. This was because we didn’t want to be the kind of start-up which raised funds from venture capital firms at the founding stage and ran a deficit without hesitation, while we had launched our company in 2014 only with share capital of ¥250,000.

We were far less established than we are now, while the RemoteLOCK team had just started. But since that time, they have consistently been working to build a relationship with us from a long-term perspective. I always feel excited to think of what we work together to achieve. We share similarities in our approaches to persons and things, and in our stance of not being bound only by short-term profit seeking. That could be a reason why we want to collaborate with them.

Still Only a Beginning

Our company got listed in December 2022 and now needs to aim for a further leap. To ensure that our potential partner companies think they can aim for something interesting because they are with us, we must further evolve ourselves. Not only our company but also each and every one of our employees needs to think of evolving themselves in earnest.

About 10 years have passed since we met RemoteLOCK, and we have been collaborating in various ways. But both of us are currently experiencing organizational changes, and I think that in the future

there will be more occasions that make us think, “This is because we have been with RemoteLOCK for a long time.” For example, we might think that our collaboration has changed the world or the industry, or that we have accomplished something we both knew we absolutely had to do, no questions asked. While we stimulate each other, I think it’s perfectly fine if we clash or have disagreements at times. I can’t help feeling that it’s still only a beginning at present.

To do that, each individual must further enhance their strengths. It’s essential for all of us to keep saying, “There are still possibilities,” and to keep taking on challenges. We don’t need to limit each other’s growth as a matter of course, and there could be cases when the relationship needs to be handled purely as business. On the other hand, it’s true that the RemoteLOCK team is special for us. That’s why, going forward, we want to continue collaborating by sharing broader visions with each other and examining the current status backward from our future goals. What landscapes will be waiting for us after we expand and grow our business? We want to continue to look for one of them together with RemoteLOCK.

Feature II

Business Development with an Eye to 10 Years Ahead

Since its founding, KKE has grown by continually taking on new business challenges. As the company matures and our organization grows, how should we maintain the spirit of a challenger and create the next value? This is an eternal theme of KKE. Two leaders are at its front line. Seiji Sawatari, Supervisor of Business Development Unit, has built relationships with overseas partners for many years and underpins the business base with an eye to 10 years ahead. And Kansuke Nakai, Manager of Business Development Dept., started up our first cloud business, SendGrid, from scratch, and is leading the fields right now. Words from two of these, who differ in position and generation, express surprisingly simple but resolute belief in common.

Human Network Serves as a True Driving Force for Business



Seiji Sawatari

Director and Vice President, Supervisor of Business Development Unit, General Manager of Business Development Unit, KOZO KEIKAKU ENGINEERING Inc.

Engine to Sow the Seeds of Business

It may currently be difficult for us to take on the kind of reckless and unprecedented challenges as we did at the founding stage. But we must not lose that mindset. The company has let me move freely up until now. From that experience, I think a company needs two engines. One is the engine to steadily make profits with outstanding management. The other is the one that sows the seeds of business

with an eye to 10 years ahead, even if it produces no immediate profits.

Of course, seeding always goes with failure. That’s why the Business Development Dept. values sharing insights obtained through past failures. KKE has a culture of tolerating some failure that comes with taking on challenges in the first place, so even if someone makes a big mistake, the failure doesn’t define them, nor are they sidelined for it. Then, we should take on more challenges, shouldn’t we? I think so. However, freedom is accompanied by a rigorous responsibility. I require the Business Development Dept. to maintain a high level of autonomy and transparency. We need to act decently in every situation and fulfill our accountability. That resolution underpins our challenges.

Pure Excitement Is the Driving Force of All

Business development at KKE, which has many engineers, tends to look solely at technologies. But, to truly nurture a business, it’s

not enough only to think in our heads. It’s more important for leaders to go out, meet people, and build networks than merely to think. We cannot find our way forward without exchanging opinions with many people through activities that may seem unglamorous and without developing relationships with partners and customers who sympathize with our business.

As the human network that our founder struggled to establish by himself still constitutes our flesh and blood, face-to-face relationships have generated a true driving force for business in all ages. Always seeking to meet new people is crucial. I still exchange 300 business cards annually, and make an appointment to meet someone at all times. Such actions, which may appear unglamorous and inefficient at first glance, will make up the base supporting a new business. In doing these, the driving force is nothing less than the pure sense of excitement of each member. Preserve the fervent enthusiasm to surely link it to a new value creation. That’s my most important responsibility, I believe.

Thinking How the Technology Creates Value



Kansuke Nakai

Corporate Officer, Manager of Cloud Business Dept., Manager of Business Development Dept., KOZO KEIKAKU ENGINEERING Inc.

From Engineer to Business Operator

In many cases, KKE’s business begins not with a market-in approach but from unique seeds of technology. That’s why we are confronted by one question at all times. “Who will the technology make happy? What will it be useful for?” If we don’t address this question and instead take the attitude of, “Here’s some great technology, but it’s up to the customer to figure out how to use it,” we will not be able to develop it into value helpful to society.

As technology is pursued, it diverges from consideration for its use and concentrates on sophistication. Engineers also tend to become inward-looking because they explore their expertise. We turn these perspectives and stances toward society to link them to the market—this process is our way of business development. We cannot move ahead by remaining inside the company alone. It’s essential for

engineers to go out to maximize their activities, keep communicating with society for themselves, and always update themselves.

Entrusting Others with Confidence, Holding On to Enthusiasm

Looking back at successful businesses, we find that the three factors of people, details, and social situations—who does it, what is done, and whether society needs it—happen to perfectly mesh with each other. Business cannot be reproduced by aiming for success.

Moreover, we cannot achieve anything all alone under any circumstances. We absolutely need an environment that supports us within the company and someone who gives us a big push to go ahead. For me, when I started up the SendGrid business, many people trusted me and gave me backups. Thanks to that environment, I was able to take on challenges without fear of trial and error.

Representative Hattori often tells us, “Don’t be afraid to fail.” To be honest, I don’t want to fail, and I want to be a professional who leads the team to success without failure. But there is no success without taking on challenges. That is precisely why I will keep taking on challenges and eventually intend to play the role of backing up someone’s try with all my strength.

Development of Integrated Granular Flow Simulation Software (iGRAF) >

Among businesses that support the next generation, iGRAF, which was developed as Japan's first granular flow simulation software in 2017, looks ahead to overseas development, including in Taiwan and South Korea. Regarding the future of iGRAF, which originated from academia-industry cooperation, we interviewed Norimasa Shimada, Manager of the Manufacturing Business Marketing Dept., and Professor Mikio Sakai of the University of Tokyo, who supports us in development.

Over 70% of Industrial Products Are Involved with Powders



Norimasa Shimada
Corporate Officer, Manager
of Manufacturing Business
Marketing Dept., KOZO
KEIKAKU ENGINEERING Inc.

Shimada | KKE is currently participating in a corporate-sponsored research program jointly established by the University of Tokyo and private enterprises.

This program aims to promote the use of digital technology in powder processing within the manufacturing industry, and Professor Sakai serves as the lead instructor.

Sakai | KKE is the developer of iGRAF, and the companies participating in the program are users of iGRAF. Unlike fluids and solids, powder is a new area whose academic discipline has not been

established. However, it is said that over 70% of industrial products are involved with powder during the process undergone from raw materials to final products. For us researchers, it is substantially important that a granular flow model developed ahead of the rest of the world is implemented in iGRAF and used by many people. The engineers who use it are actually competent and enthusiastic, aren't they?

Shimada | That's right. Requests from our customers are undoubtedly our driving force for development. We hold a meeting with you once a month and receive feedback, such as, "Could this issue be solved through that method?" I think this cycle enables the steady expansion of iGRAF's functions.

Supporting Each Other from Positions of Academia and Industry

Sakai | In fact, I hadn't thought at all that we would bring the results of our research into software products.

For researchers, how much their own academic papers are cited in other papers is a vital indicator in terms of transparency and influence. For example, if simulation results from iGRAF are compiled in papers, that indirectly provides opportunities for our research results to be cited. At the



Simulation of powder
material stirring

international conference we hosted the other day, there were also visitors who came because of iGRAF.

Shimada | In that sense, you cooperate with KKE not only in technology development, but also in sales, such as by giving lectures at seminars, don't you?

Sakai | I feel we are able to support each other from our respective positions in academia and industry. I also think KKE's forte is its approach of taking on a challenge first even if they do it for the first time, while putting aside short-term profit seeking. I believe it was the first time for KKE to handle powder, but it received proposals for development after firmly understanding the equations of physical phenomena. KKE also managed things well in terms of business, and meeting KKE was a truly fortunate encounter for me.

Utilizing KKE's Unique Strengths

Sakai | In the overseas development of iGRAF, marketing is the key, I believe. How can we align with and adapt to various demands and existing systems, such as those of the R&D departments of companies engaged in improving productivity and innovating technologies? I believe that simulation and digital twins basically require customized, tailor-made approaches. KKE is able to consider AI-driven technology development and support, and provide value through their collaboration. Furthermore, its approach can also serve as a role model, given its experience handling other overseas analysis software. In addition, diversity—including the presence of foreign employees—will also contribute to overseas development.

Shimada | During this conversation, I was once again strongly impressed that you see not only our technologies but also the personality of each KKE employee. iGRAF is our first in-house-developed software for the manufacturing industry, so it's indispensable to foster developers. Your expectations of people especially motivate young engineers.

Sakai | iGRAF was developed by utilizing my past research methods. While the continued demand for faster simulations is tough, I find it extremely significant to back up manufacturing through domestically developed software because Japan is a manufacturing country.



Professor
Mikio Sakai
The University of Tokyo

Current Position and Future of Our Group Companies

During FYE June 2025, the first year under the holding company structure, we dedicated ourselves to establishing our organizational system with the aim of enhancing our comprehensive capabilities as a group. We interviewed three representatives of our group companies regarding the current position of each company and the future they envision.



Tatsuo Yuguchi
Representative Director and President,
KOZO KEIKAKU ENGINEERING Inc.

"Leaving behind a fortune ranks lowest, leaving behind a business is in the middle, and leaving behind talent ranks highest."

Regarding the importance of human talent development, this was stated by Shimpei Goto, who, as the Minister of Home Affairs and Director of the Bureau for Reconstruction of the Imperial Capital, worked to formulate and promote the urban reconstruction plan of Tokyo after the Great Kanto Earthquake in 1923. Also, regarding human talent development, Isoroku Yamamoto said the following.

"Show them how to do something, explain it to them, let them try it, and praise them; otherwise, people won't act. Discuss it with them, listen to them, approve them, and leave them to do it; otherwise, people won't grow. Watch over them with gratitude and trust as they do it; otherwise, people won't mature."

With these two precepts in mind, in KKE's first fiscal year—which was also my first year as President—I set forth a policy of pursuing not only quantitative numerical targets but also tasks tailored to our organizational culture, and aiming to build a qualitatively robust organization. Guided by this policy, we have been steadily implementing the performance plan. From the second fiscal year, RemoteLock Japan Co., Ltd. will start operations. When a company is smaller, its members can feel stronger joy and excitement upon successfully completing a job, despite a number of hardships, of course. At KKE, we are currently engaged in multiple new businesses following RemoteLOCK. I hope that our shareholders will look forward to them.



Munesada Tajiri
Representative Director, PARA-SOL, Inc.

As KKE expands its businesses such as SendGrid, RemoteLOCK, and bus operation diagram, PARA-SOL has accumulated a wide range of experience and technologies based on its planning business, which decides on the placement of cargo containers loaded on cargo ships. Utilizing this expertise, we are currently striving to develop

businesses for customers outside the KKE Group.

Additionally, we encourage our employees to foster their own strengths and broaden their potential by working without setting a specific domain, so that they can try out various operations within the company. We have many female employees in the parenting generation and have proactively introduced shorter work hours and remote working. At present, we are exploring the creation of an environment where employees who are caring for their family members, as well as senior employees we have begun hiring, can work comfortably.

Our company seeks richness for employees, which means not only favorable financial conditions but also the environment where they can do valuable work in the rich nature of Kumamoto. Without being satisfied with what we have achieved, we will aim to further grow as a company that is involved with cutting-edge business in Tokyo while staying in Kumamoto, and engages in business that links to the world as a planner.



Tsuyoshi Sumiya
Representative Director, KKE Smile Support Inc.

KKE Smile Support is a temporary staffing and recruitment agency established in 2022 for the purpose of enhancing added value within KKE. It has enabled temporary and part-time staff who previously worked at KKE to become permanent employees for the long term, while also developing benefit packages such as retirement payments and an employee shareholding association. While KKE adopts membership-type employment, KKE Smile Support applies job-type employment, introduces remote working, and provides an environment where those in occupational categories with limited duties, as well as those with restrictions on working time or location, can work.

Due to the shift to a holding company structure, our staff has also participated this past year in the event commemorating the founding of KKE Holdings as a member company of the KKE Group, and has deepened exchanges. Going forward, we will stand alongside KKE's human capital management while continuing to take on challenges with a view to various possibilities, including the hiring of foreign nationals and foreign workforce support businesses within companies.

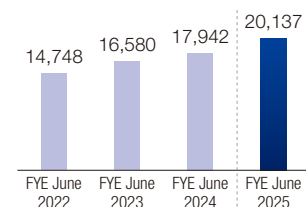
Review of Operations

Financial Highlights

In the fiscal year under review, net sales and profit trended favorably, exceeding earnings forecasts. This was supported by steady progress in the Engineering Consulting segment and growth in the cloud service provision business in the Product Service segment, in addition to the order backlog carried over from the previous fiscal year. Growth in subscription income from the cloud service provision business contributed to the improvement of productivity per member, and the operating profit margin was 15.3%. As of the end of the fiscal year, we had secured an order backlog of ¥8,587 million.

Net Sales

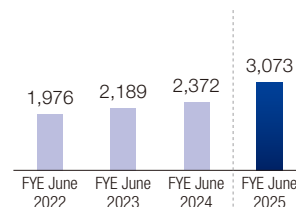
(Unit: Million yen)



*Net sales of KOZO KEIKAKU ENGINEERING Inc. included in the consolidated net sales: ¥19,634 million

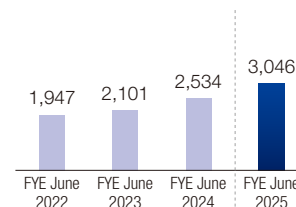
Operating Profit

(Unit: Million yen)



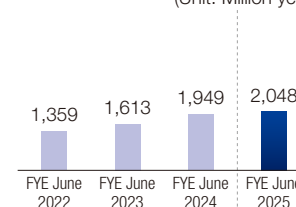
Ordinary Profit

(Unit: Million yen)



Profit Attributable to Owners of Parent

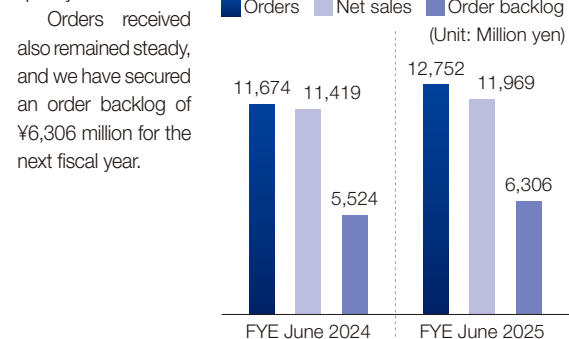
(Unit: Million yen)



Segment Review

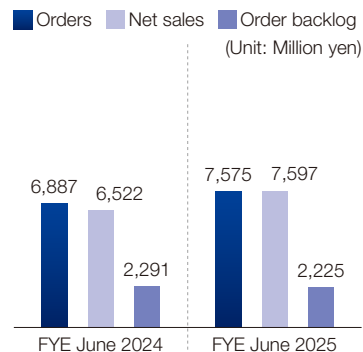
Engineering Consulting

In the fiscal year under review, net sales and profit remained robust, following the steady implementation of projects carried over from the end of the previous fiscal year, and new orders received during the fiscal year under review. We continued to maintain a high profit margin by paying attention to ensuring quality.



Product Service

Our cloud service provision business progressed at a growth rate of more than 30% according to plan, driving forward sales growth in the Product Service segment and contributing to the improvement of its profit margin. Specifically, for our cloud-based access control system, RemoteLOCK, we made diversified proposals suited to clients and markets by coordinating with various partners, resulting in progress in its implementation in the lodging market, as well as by local governments and other parties. NavVis, which supports the acceleration of on-site 3D rendering, expanded customer use of the cloud by speeding up the provision of measurement services in collaboration with partners, thereby increasing subscription income.



Financial Data

Consolidated Balance Sheet (Summary)

(Unit: Thousand yen)

	FYE June 2025
(Assets)	
Current assets	9,444,243
Cash and deposits	4,242,765
Notes receivable-trade	48,755
Accounts receivable-trade	2,362,666
Contract assets	674,229
Work in process	46,963
Other	2,068,862
Non-current assets	12,623,305
Property, plant and equipment	6,192,608
Intangible assets	289,408
Investments and other assets	6,141,288
Total assets	22,067,549
(Liabilities)	
Current liabilities	6,833,579
Accounts payable-trade	297,788
Current portion of long-term borrowings	766,000
Accrued expenses	2,302,512
Other	3,467,278
Non-current liabilities	5,065,200
Long-term borrowings	2,798,920
Lease liabilities	36,733
Provision for share-based payments	339,741
Retirement benefit liability	1,723,256
Provision for retirement benefits for directors (and other officers)	35,752
Asset retirement obligations	130,796
Total liabilities	11,898,779
(Net Assets)	
Shareholders' equity	9,346,036
Share capital	1,010,200
Capital surplus	1,408,227
Retained earnings	7,819,622
Treasury shares	-892,013
Accumulated other comprehensive income	748,459
Non-controlling interests	74,273
Total net assets	10,168,769
Total liabilities and net assets	22,067,549

Consolidated Statement of Income (Summary)

(Unit: Thousand yen)

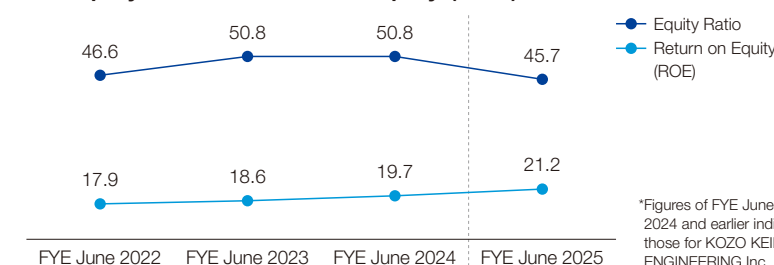
	FYE June 2025 (From July 1, 2024 to June 30, 2025)
Net sales	20,137,374
Cost of sales	9,623,162
Gross profit	10,514,212
Selling, general and administrative expenses	7,440,767
Operating profit	3,073,445
Non-operating income	52,841
Non-operating expenses	79,832
Ordinary profit	3,046,454
Extraordinary losses	30,716
Profit before income taxes	3,015,737
Income taxes-current	1,090,882
Income taxes-deferred	-157,247
Profit	2,082,102
Profit attributable to non-controlling interests	33,139
Profit attributable to owners of parent	2,048,962

Consolidated Statement of Cash Flows (Summary)

(Unit: Thousand yen)

	FYE June 2025 (From July 1, 2024 to June 30, 2025)
Cash flows from operating activities	3,320,797
Cash flows from investing activities	-2,273,447
Cash flows from financing activities	57,202
Effect of exchange rate change on cash and cash equivalents	-19,468
Net increase (decrease) in cash and cash equivalents	1,085,084
Cash and cash equivalents at beginning of period	3,157,681
Cash and cash equivalents at end of period	4,242,765

Equity Ratio / Return on Equity (ROE) (Unit: %)



*Figures of FYE June 2024 and earlier indicate those for KOZO KEIKAKU ENGINEERING Inc.

Corporate Profile / Stock Information



■ Corporate Data (As of June 30, 2025)

Name:	KOZO KEIKAKU ENGINEERING HOLDINGS Inc.
Date of foundation:	June 6, 1956
Date of establishment:	July 1, 2024
Fiscal year end:	June 30
Listed on:	Tokyo Stock Exchange (Standard Market)
Line of business:	Engineering Consulting/Product Service

■ Main Locations

Head Office:	4-38-13 Hon-cho, Nakano-ku, Tokyo 164-0012, Japan
Central Office:	4-5-3 Chuo, Nakano-ku, Tokyo 164-0011
Nakanosakaue Annex:	Sumitomo Nakanosakaue Building 10Fl. 1-38-1 Chuo, Nakano-ku, Tokyo 164-0011
Nagoya Branch Office:	JP TOWER NAGOYA 25Fl. 1-1-1 Meieki, Nakamura-ku, Nagoya, Aichi 450-6325
Osaka Branch Office:	Midosuji MTR Bldg. 5Fl. 3-6-3 Awaji-cho, Chuo-ku, Osaka 541-0047
Fukuoka Branch Office:	JRJP Hakata Bldg. 8Fl. 8-1 Hakataekichuogai, Hakata-ku, Fukuoka-shi, Fukuoka 812-0012
Kumamoto Office:	1315 Muro, Ozu-machi, Kikuchi-gun, Kumamoto 869-1235
Shanghai Rep. Office:	Shanghai World Financial Center, 15Fl. No. 100 Century Avenue, Pudong New Area, Shanghai, 200120, China

■ Main Group Companies

KOZO KEIKAKU ENGINEERING Inc.
KKE Smile Support Inc.
PARA-SOL, Inc.
RemoteLock Japan Co., Ltd.
International Logic Corporation (U.S.A.)

■ Share Status (As of June 30, 2025)

Total number of authorized shares:	43,000,000
Total number of issued shares :	11,000,000
Number of shareholders:	7,855

■ Additional Information

Fiscal year:	From July 1 to June 30 of the following year
Annual meeting of shareholders:	Every September
Record dates for dividends:	March 31, June 30, September 30, and December 31
Record date:	June 30
Administrator of shareholder registry & Special account management institution:	Mitsubishi UFJ Trust and Banking Corporation
Contact information for the above:	Corporate Agency Division, Mitsubishi UFJ Trust and Banking Corporation 1-1 Nikkocho, Fuchu-shi, Tokyo (Mailing address) Corporate Agency Division, Mitsubishi UFJ Trust and Banking Corporation P.O. Box No. 29 Shin-Tokyo Post Office, 137-8081 TEL: 0120-232-711 (Toll free)
Method of public notice:	By electronic public notice
URL where public notice is posted:	https://www.kke-hd.co.jp (in Japanese) (However, public notice is posted on the Nihon Keizai Shimbun in the event that electronic public notice is unavailable due to accident or other unavoidable reasons.)

■ 構造計画研究所 ホールディングス
KOZO KEIKAKU ENGINEERING HOLDINGS Inc.

Contact: | Investor Relations Section e-mail: ir@kke-hd.co.jp