



# **FYE June 2026 First Half Financial Results**

## **KOZO KEIKAKU ENGINEERING HOLDINGS Inc.**

2026.2.20

- 1. Overview of Consolidated Financial Results**
- 2. Forecast of Financial Results for the Fiscal Year  
Ending June 30, 2026**
- 3. The Group's Aspirations**

Note pertaining to this data:

- In principle, monetary amounts included in this document are rounded down to the nearest million yen.
- The forward-looking statements included in this document are based on information currently available to the Company and on certain preconditions that the Company deems reasonable. The Company provides no guarantee that what is stated will actually be realized.
- The names of companies, systems, and products included in this document are, as a general rule, trademarks or registered trademarks of companies, including KOZO KEIKAKU ENGINEERING Inc.



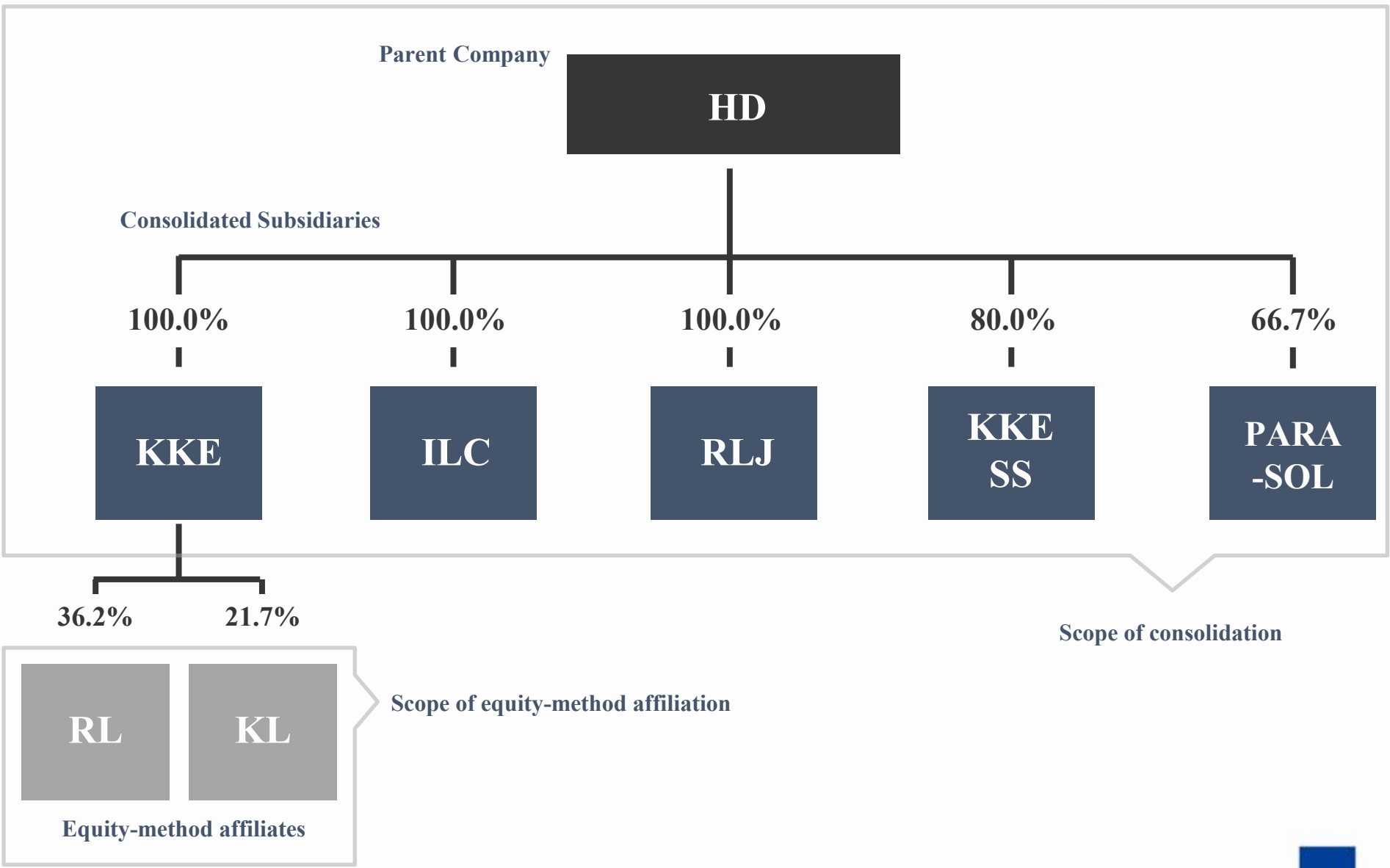
- ① **Achieved record high levels of net sales, operating profit and net profit**
- ② **Progress compared to the full-year consolidated net sales forecast was 43.0%, which is higher than in the same period of the previous fiscal year. The first-half operating profit achieved a positive figure for the second consecutive fiscal year.**
- ③ **On a segment basis, Engineering Consulting and Product Service both surpassed the previous year**
- ④ **The operating margin rose, since net sales were increased without a hike in SG&A expenses to keep the gross margin at a high level.**
- ⑤ **Proactive sales and marketing activities resulted in higher orders and a high order backlog compared with the same period of the previous fiscal year.**

# 1

## Overview of Consolidated Financial Results

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<b>Item</b>	<b>Details</b>
<b>Name</b>	<b>International Logic Corporation</b>
<b>Location</b>	<b>230 CALIFORNIA ST., SUITE 415 SAN FRANCISCO, CA 94111</b>
<b>Name and Title of Representative</b>	<b>Shota Hattori, Chief Executive Officer</b>
<b>Business Activities</b>	<b>RemoteLOCK purchasing and sales, consulting, etc.</b>
<b>Capital</b>	<b>320,800 USD</b>
<b>Date Acquired</b>	<b>March 25, 2005</b>
<b>Total Number of Outstanding Shares</b>	<b>320,800 shares</b>
<b>FYE</b>	<b>June</b>
<b>Number of Shares Held</b>	<b>KKEHD: 320,800 shares</b>

Item	Details
<b>Name</b>	<b>RemoteLock Japan Co., Ltd.</b>
<b>Location</b>	<b>Inside the Japan Holstein Hall, 4-38-13 Hon-cho, Nakano-ku, Tokyo</b>
<b>Name and Title of Representative</b>	<b>Takayuki Seto, Representative Director</b>
<b>Business Activities</b>	<b>Cloud-type access solution service, import and sales of electronic and electrical devices and equipment such as smart locks</b>
<b>Capital</b>	<b>2.5 million yen</b>
<b>Established</b>	<b>July 1, 2022</b>
<b>Total Number of Outstanding Shares</b>	<b>10,000 shares</b>
<b>FYE</b>	<b>June</b>
<b>Number of Shares Held</b>	<b>KKEHD: 10,000 shares</b>

<b>Item</b>	<b>Details</b>
<b>Name</b>	<b>KKE Smile Support Inc.</b>
<b>Location</b>	<b>Inside the Japan Holstein Hall, 4-38-13 Hon-cho, Nakano-ku, Tokyo</b>
<b>Name and Title of Representative</b>	<b>Tsuyoshi Sumiya, Representative Director</b>
<b>Business Activities</b>	<b>Personnel staffing and various support services</b>
<b>Capital</b>	<b>12.50 million yen</b>
<b>Established</b>	<b>August 1, 2022</b>
<b>Total Number of Outstanding Shares</b>	<b>50,000 shares</b>
<b>FYE</b>	<b>June</b>
<b>Number of Shares Held</b>	<b>KKEHD: 40,000 shares, Tsuyoshi Sumiya: 10,000 shares</b>

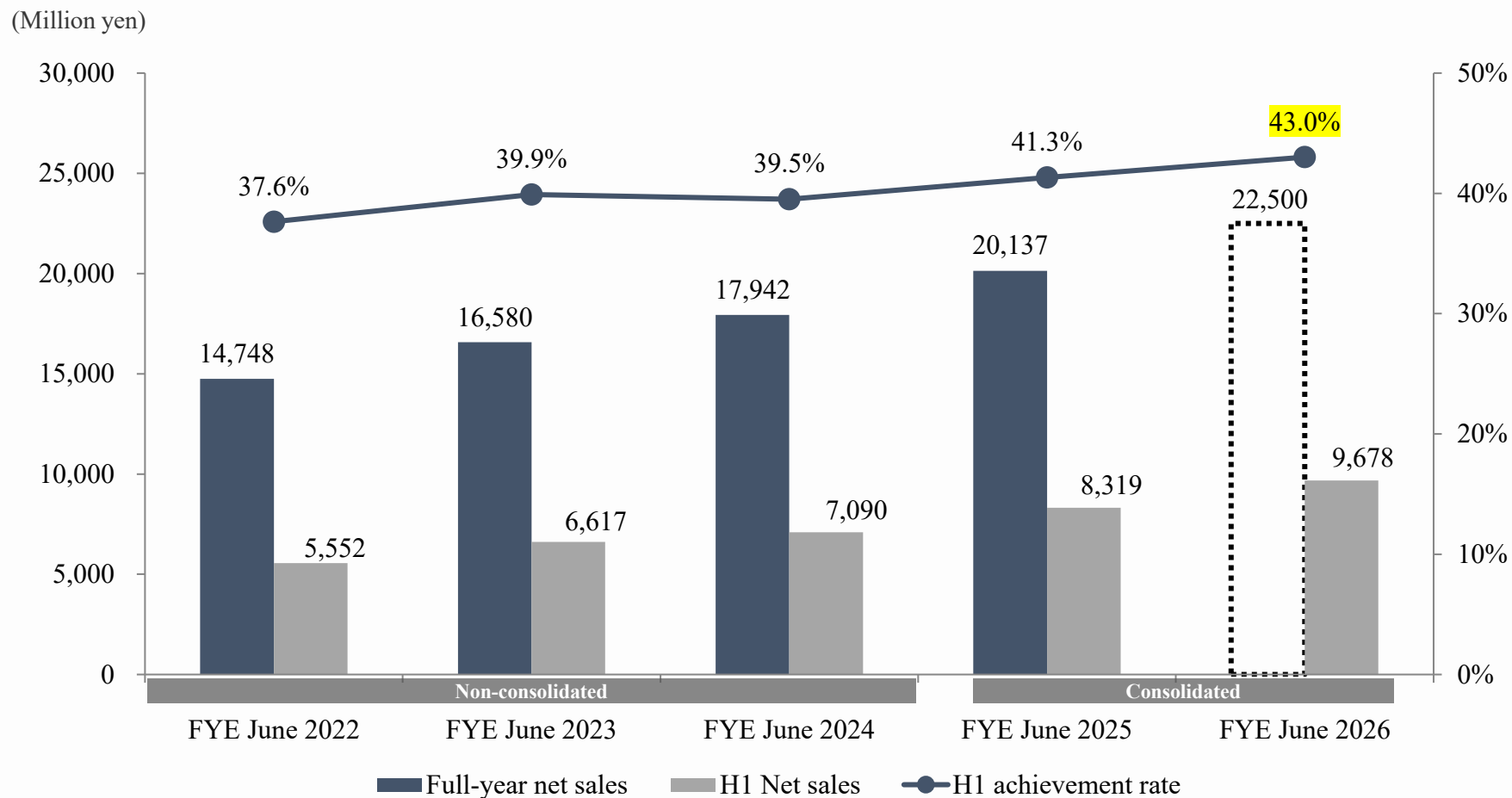
Item	Details
<b>Name</b>	<b>PARA-SOL, Inc.</b>
<b>Location</b>	<b>2081-28 Tabaru, Mashiki-machi, Kamimashiki-gun, Kumamoto</b>
<b>Name and Title of Representative</b>	<b>Munesada Tajiri, Representative Director</b>
<b>Business Activities</b>	<b>Personnel staffing, SE services and various support services</b>
<b>Capital</b>	<b>30 million yen</b>
<b>Established</b>	<b>August 8, 2018</b>
<b>Total Number of Outstanding Shares</b>	<b>3,000 shares</b>
<b>FYE</b>	<b>June</b>
<b>Number of Shares Held</b>	<b>KKEHD: 2,000 shares, Munesada Tajiri: 500 shares, Daiichi Corporation Co.: 500 shares</b>

- ① Net sales, operating profit and net profit all surpassed the levels of the same period in the previous fiscal year.
- ② Building on a strong order backlog from the previous year, we made a solid start from the first quarter. The growth of cloud services also contributed to easing the concentration of earnings in the second half.

(Million yen)

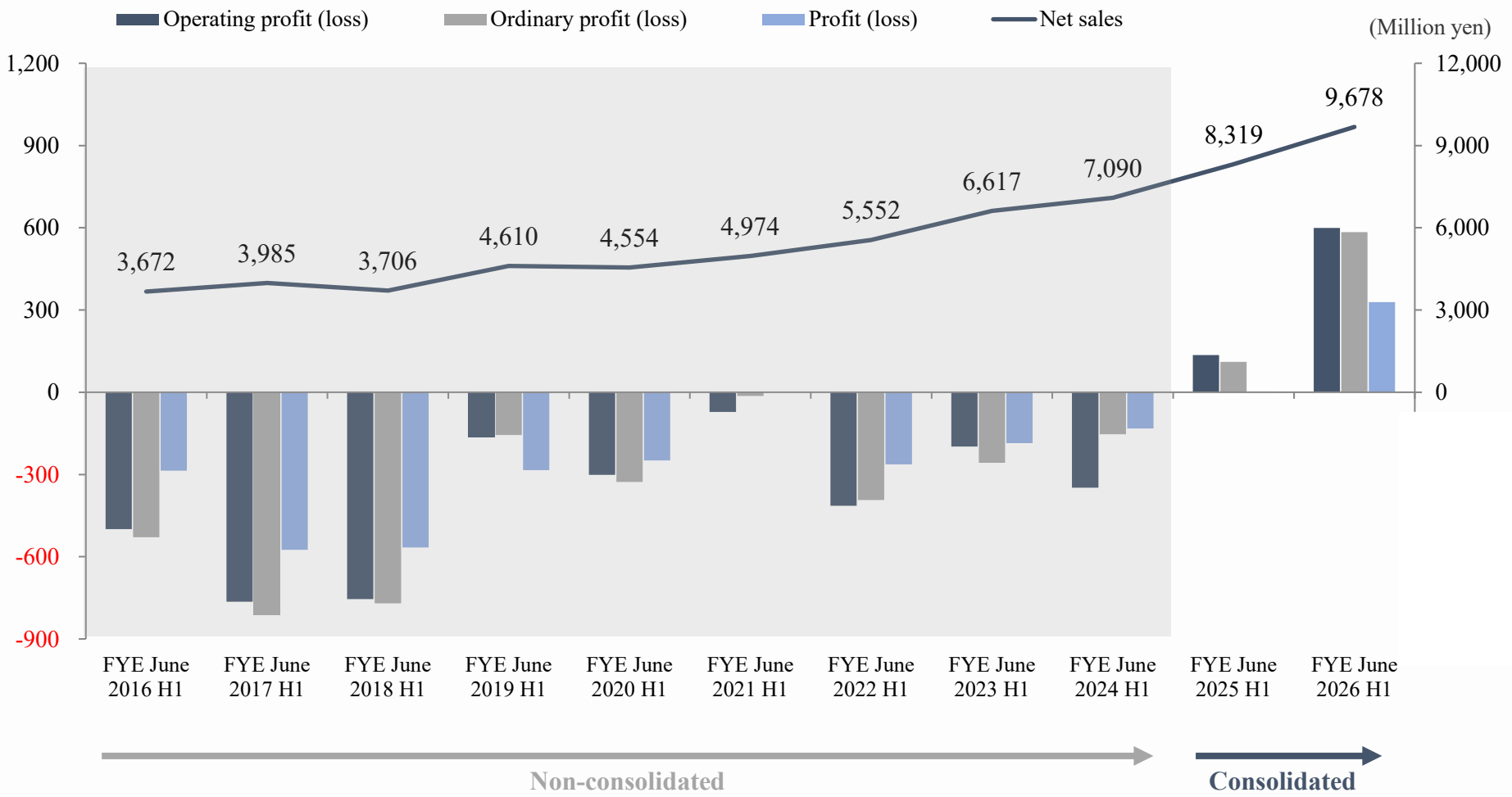
Item	FYE June 2025 H1	FYE June 2026 H1	Change	Rate of change from previous FY	FYE June 2026 Full-year forecast	Achievement rate
Net sales	8,319	9,678	1,359	16.3%	22,500	43.0%
Gross profit	3,710	4,314	604	16.3%		
(Gross margin)	(44.6%)	(44.6%)				
Operating profit	136	599	462	337.9%	3,400	17.6%
(Operating margin)	(1.6%)	(6.2%)				
Ordinary profit	111	584	472	423.4%	3,350	17.4%
(Ordinary margin)	(1.3%)	(6.0%)				
Profit attributable to owners of parent	3	329	325	9660.8%	2,300	14.3%
(Net margin)	(0.0%)	(3.4%)				

# First Half Achievement against Full-Year Net Sales Forecast



\* Up to FYE June 2024, figures for KOZO KEIKAKU ENGINEERING Inc. are listed.

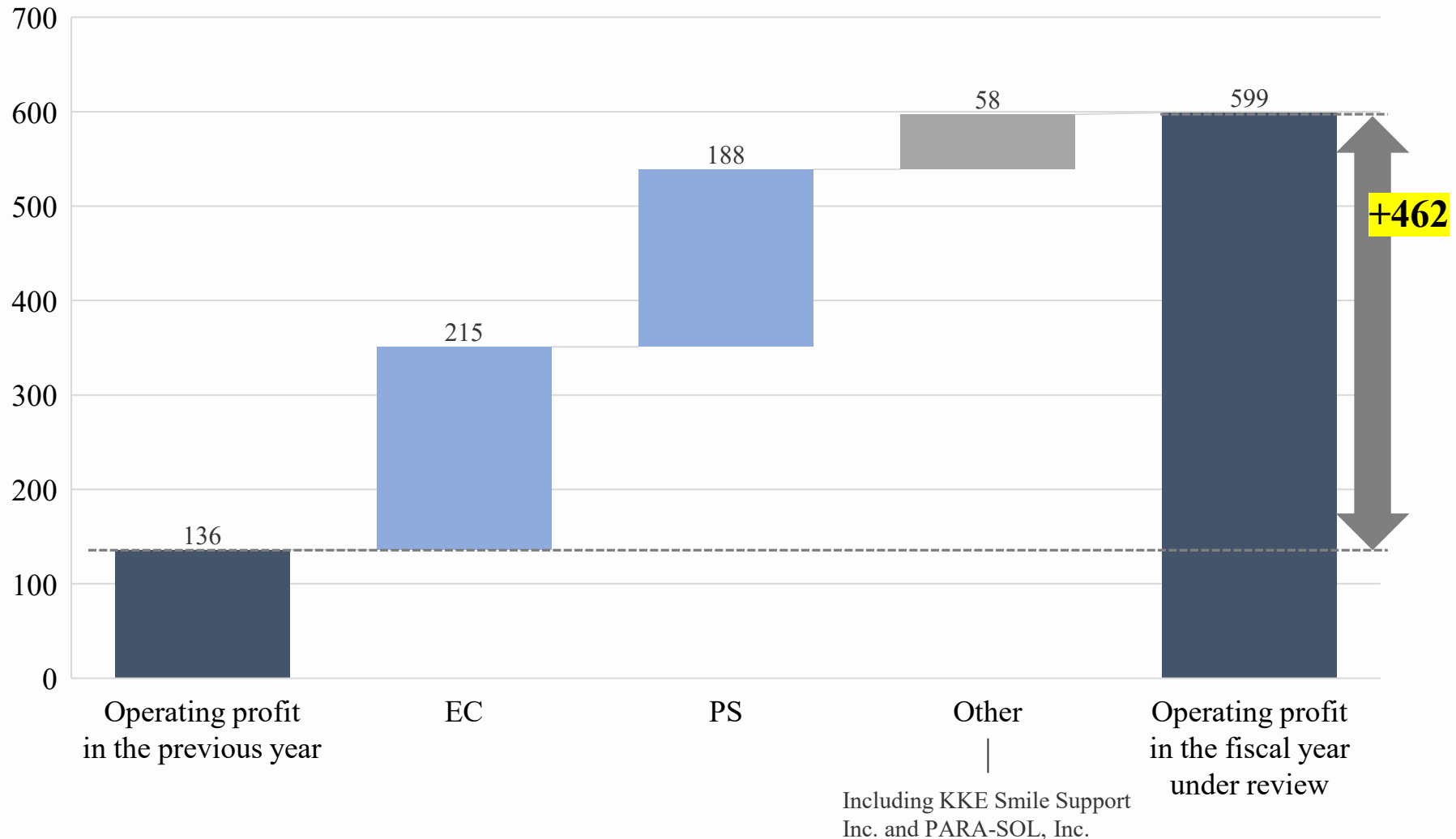
# Year-to-Year Trend in Financial Results



\* Up to FYE June 2024, figures for KOZO KEIKAKU ENGINEERING Inc. are listed.

# Factors Affecting Year-on-Year Changes in Operating Profit

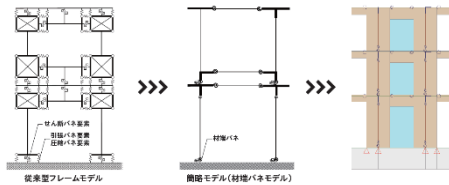
(Million yen)



## Tackling customer issues and providing solutions through consulting, system development and more

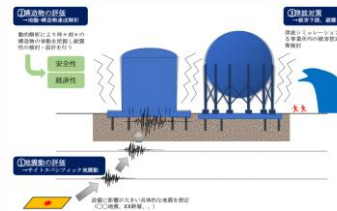
### Structural design and structural analysis consulting

- Structural analysis of specialized buildings
- Structural design of wind turbine foundations and towers



### Environment assessment and disaster risk reduction consulting

- Ground motion assessment
- Disaster risk assessment
- Wind condition analysis



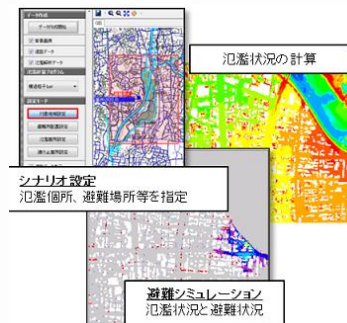
### IT system development for housing and construction

- System development including CAD, BIM and structural calculation



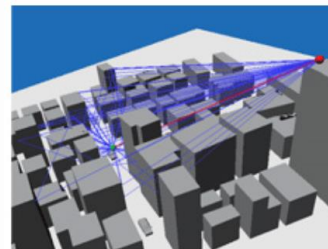
### Decision-making support consulting

- Social simulation
- Optimization



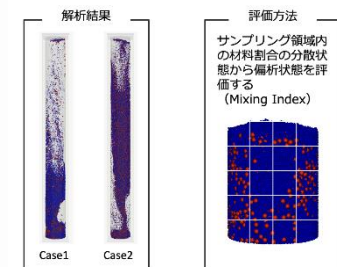
### Information and communication technology consulting

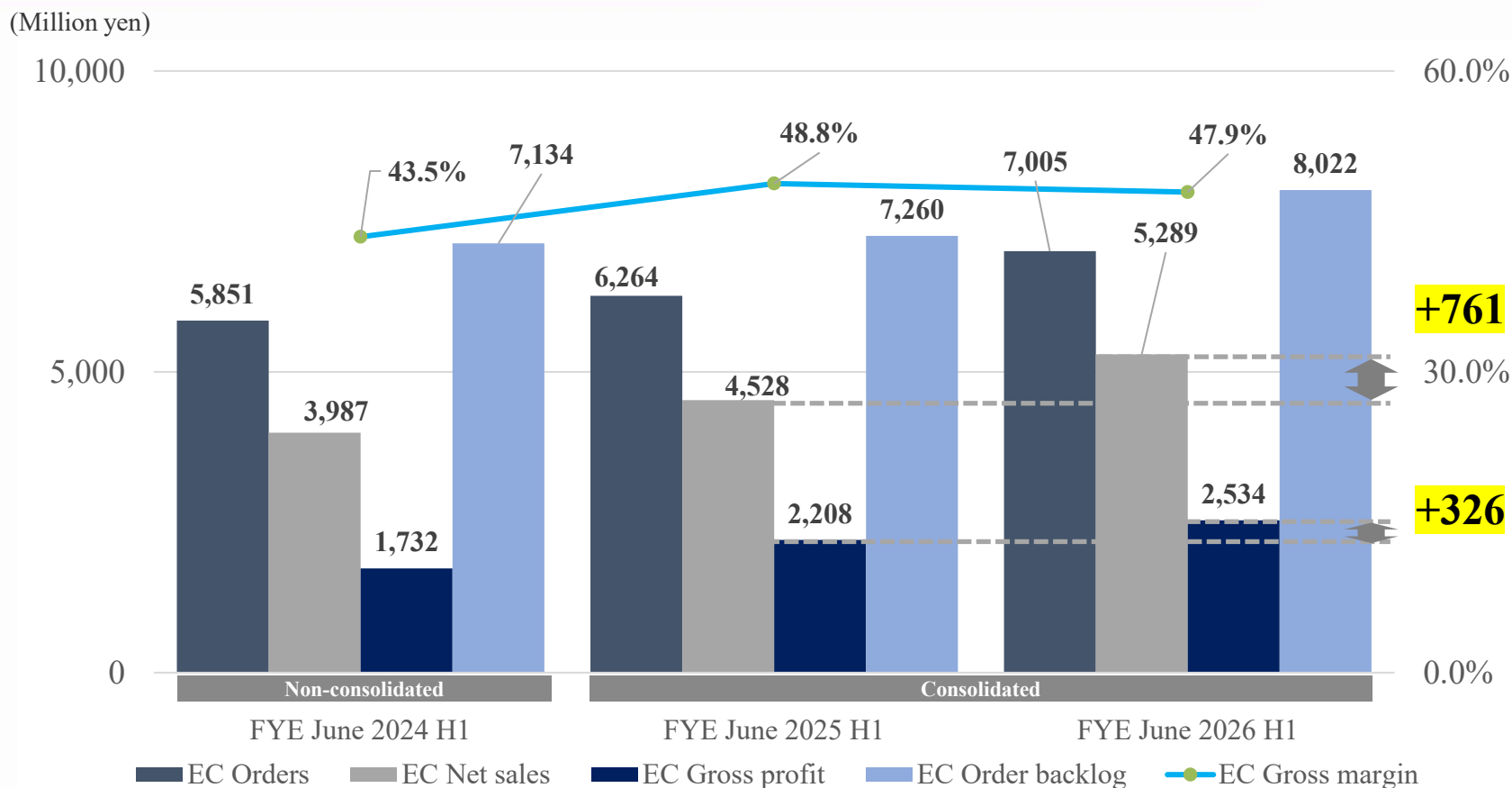
- Communication network
- Radio wave propagation simulation
- Electromagnetic field simulation



### Data utilization and consulting for the manufacturing sector

- CAE-based design streamlining and optimization of production technologies





- ❑ Produced solid results by steadily implementing projects carried over from the previous fiscal year and new orders secured during the fiscal year under review.
- ❑ Sales and profit both rose year on year to show strength.
- ❑ Continued to maintain high profit margins by focusing on ensuring quality

\* Up to FYE June 2024, figures for KOZO KEIKAKU ENGINEERING Inc. are listed.

## A business providing solutions with technology-driven extensibility

### Analysis and Design Support for Communication and Radio Wave Environments

- Radio propagation analysis
- Network analysis
- 5G and 6G verification platform

### Structural design support

- Architectural building analysis
- Ground analysis, etc.

RESP\* STAN\*

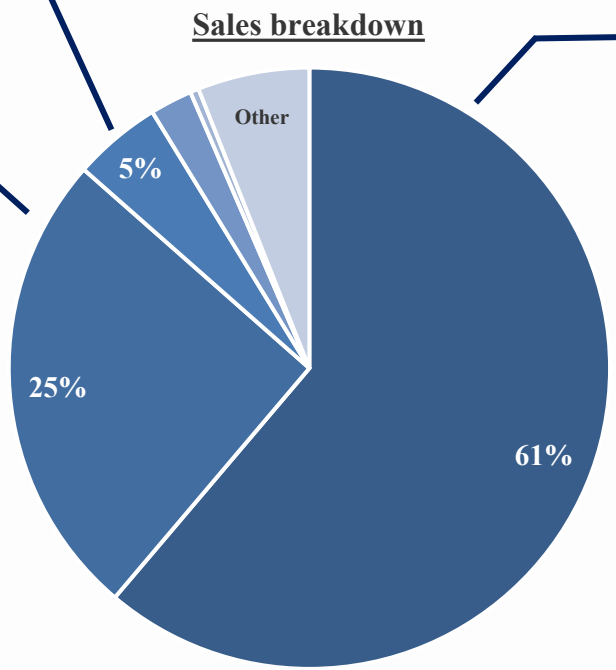
### Decision-making support

- Social simulation
- Risk assessment

artisoc\* Crystal Ball

### Design and development support for manufacturers

- CAE (thermal flow analysis, particle-based simulation, granular simulation)
- Sales support solutions, etc.

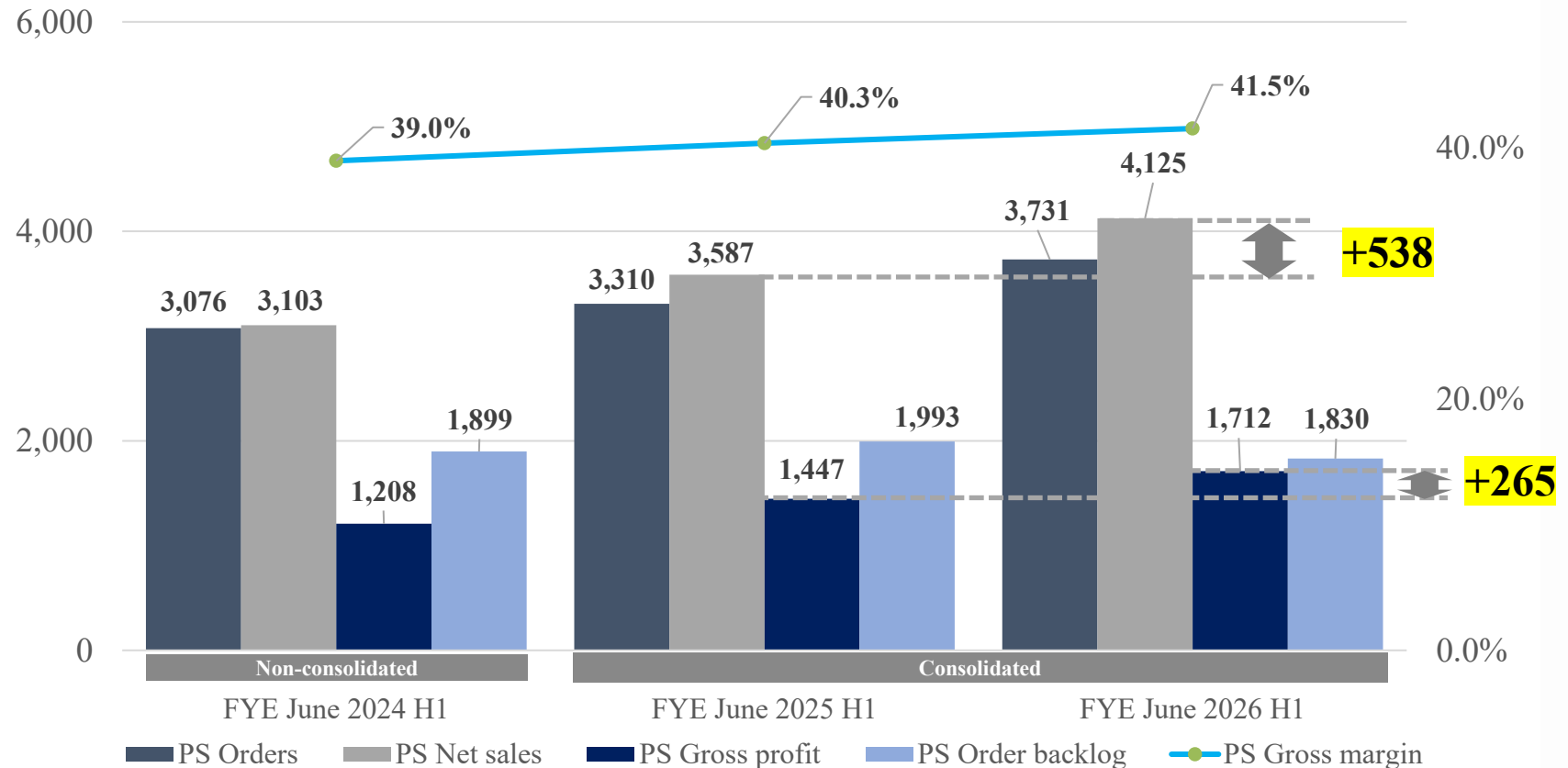


### Cloud

- Cloud-based e-mail delivery service
- Cloud-based entry/exit control system
- 3D site data platform

\* Products developed in-house and sold externally

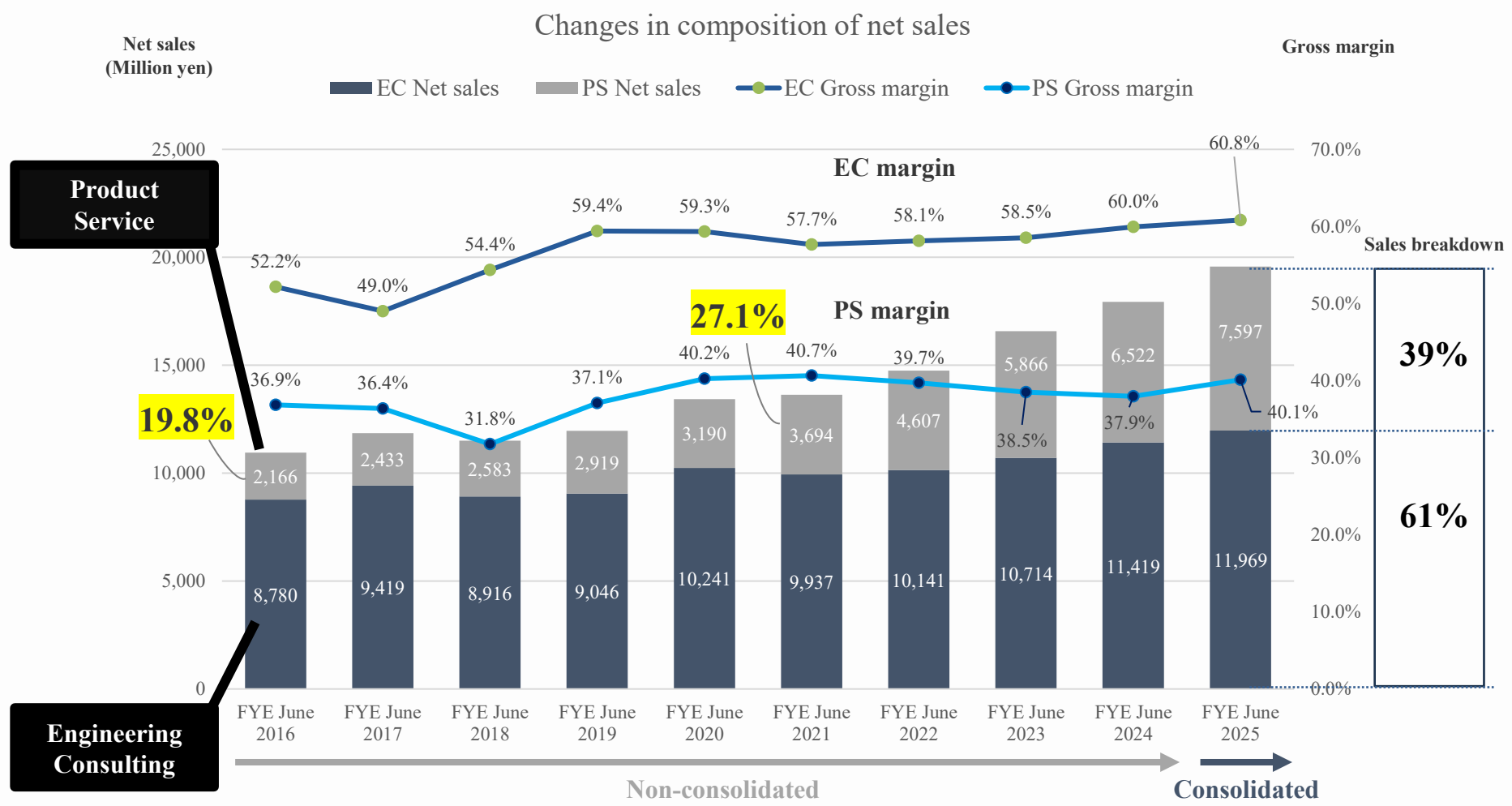
(Million yen)



- The cloud service provision-type business continued to drive sales growth and helped increase the profit margin.
- In the software package business, we are rolling out new products to address the moderating growth of mature products. As the product mix shifts, the order backlog for maintenance services of conventional products has decreased.

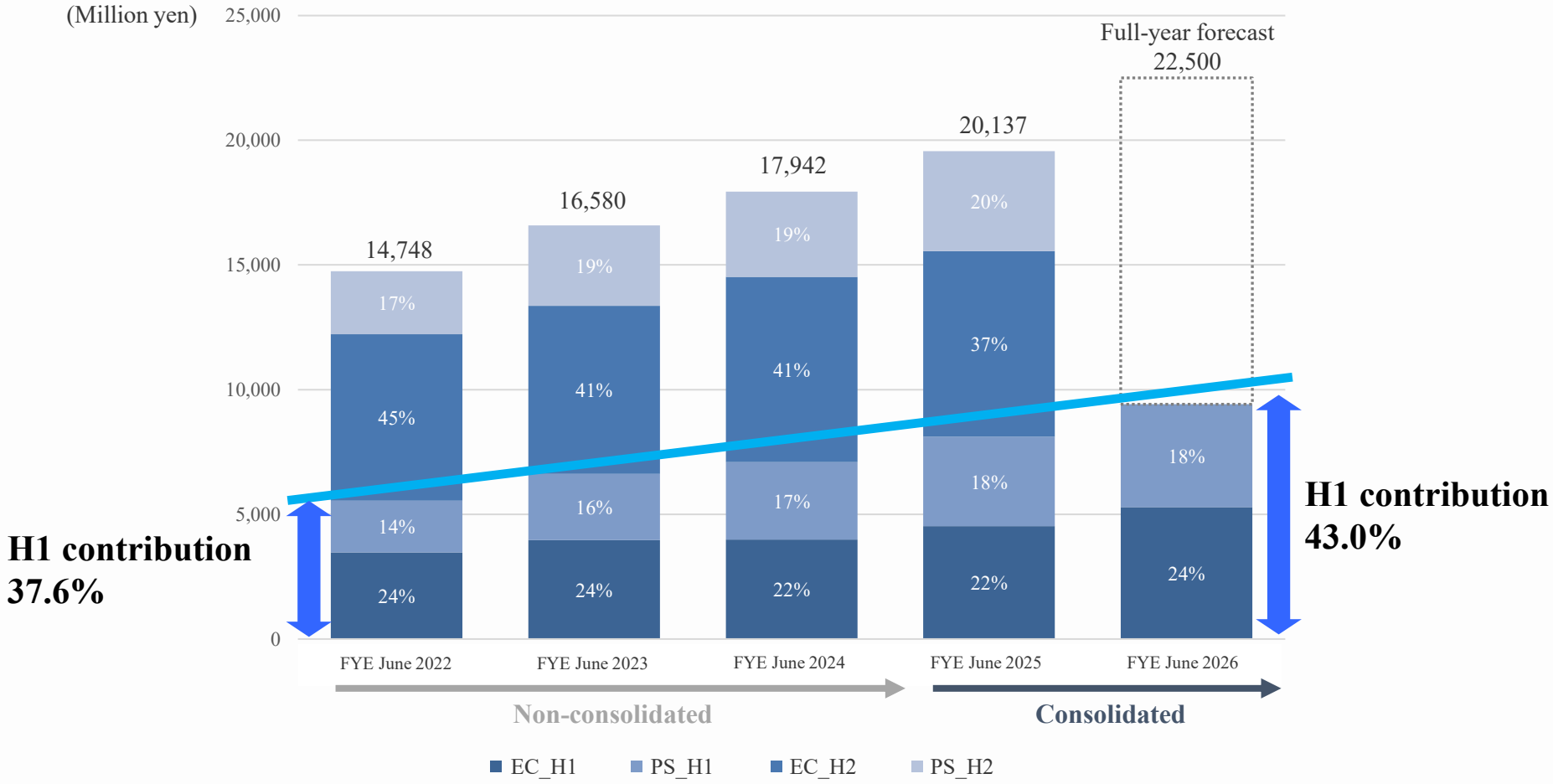
\* Up to FYE June 2024, figures for KOZO KEIKAKU ENGINEERING Inc. are listed.

Consistently high profitability from engineering consulting enables the launch of new businesses



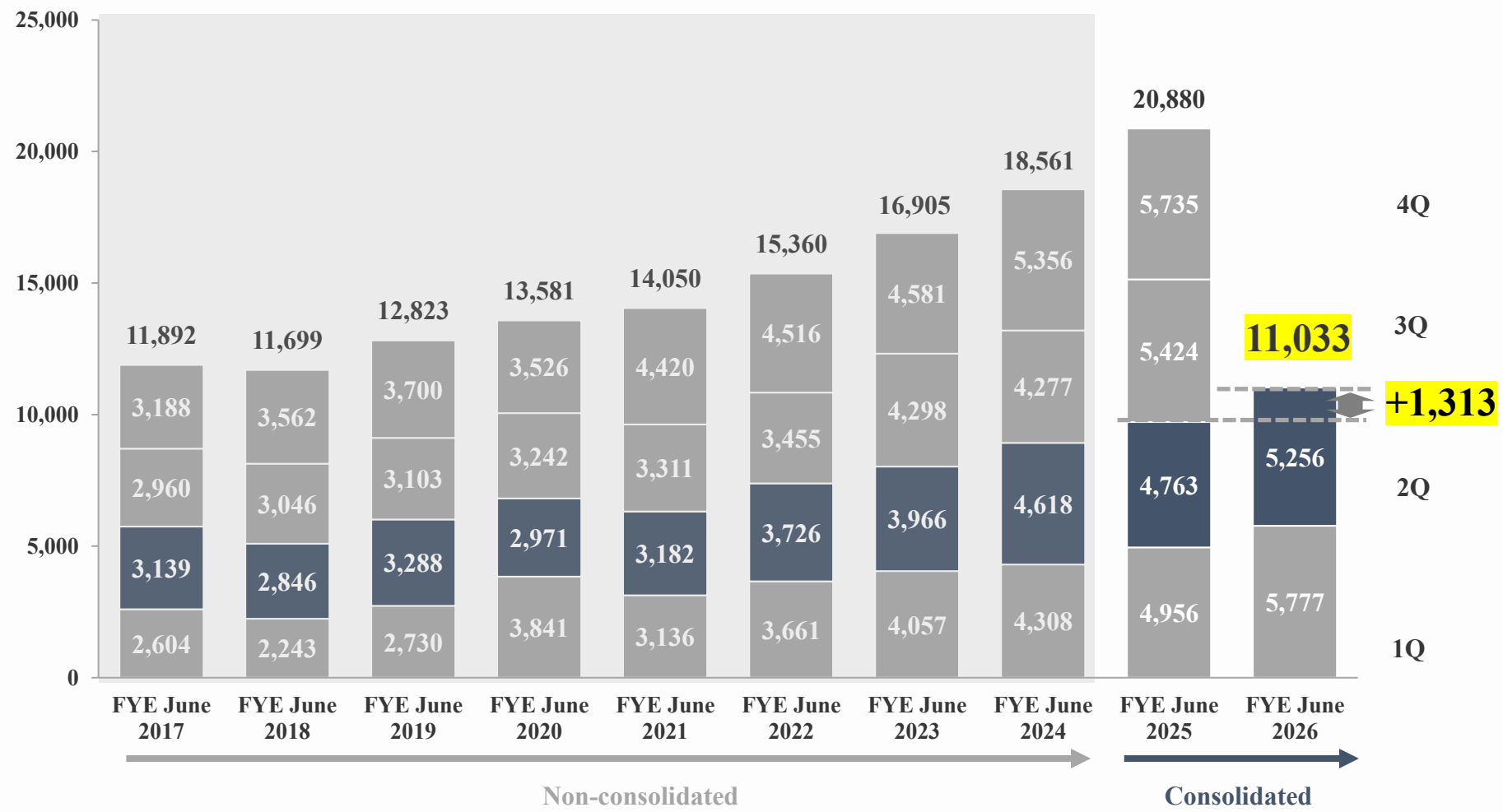
\* Up to FYE June 2024, figures for KOZO KEIKAKU ENGINEERING Inc. are listed.

In engineering consulting, the heavy sales concentration in the second half is gradually improving. Additionally, the growth of cloud services is contributing to the leveling of quarterly sales across the year.



\* Up to FYE June 2024, figures for KOZO KEIKAKU ENGINEERING Inc. are listed.

(Million yen)

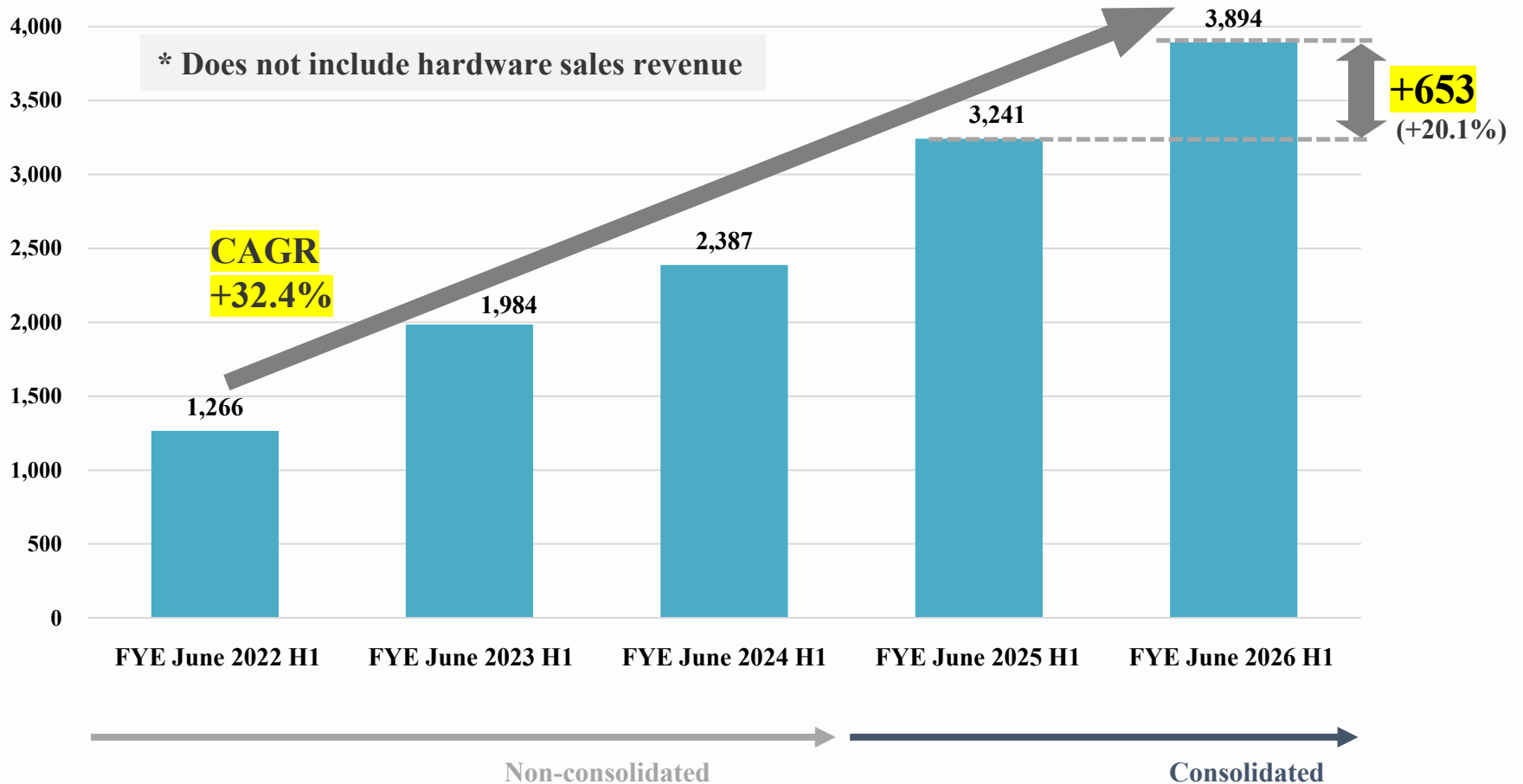


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## Subscription Revenue from the Cloud Service Provision-type Business

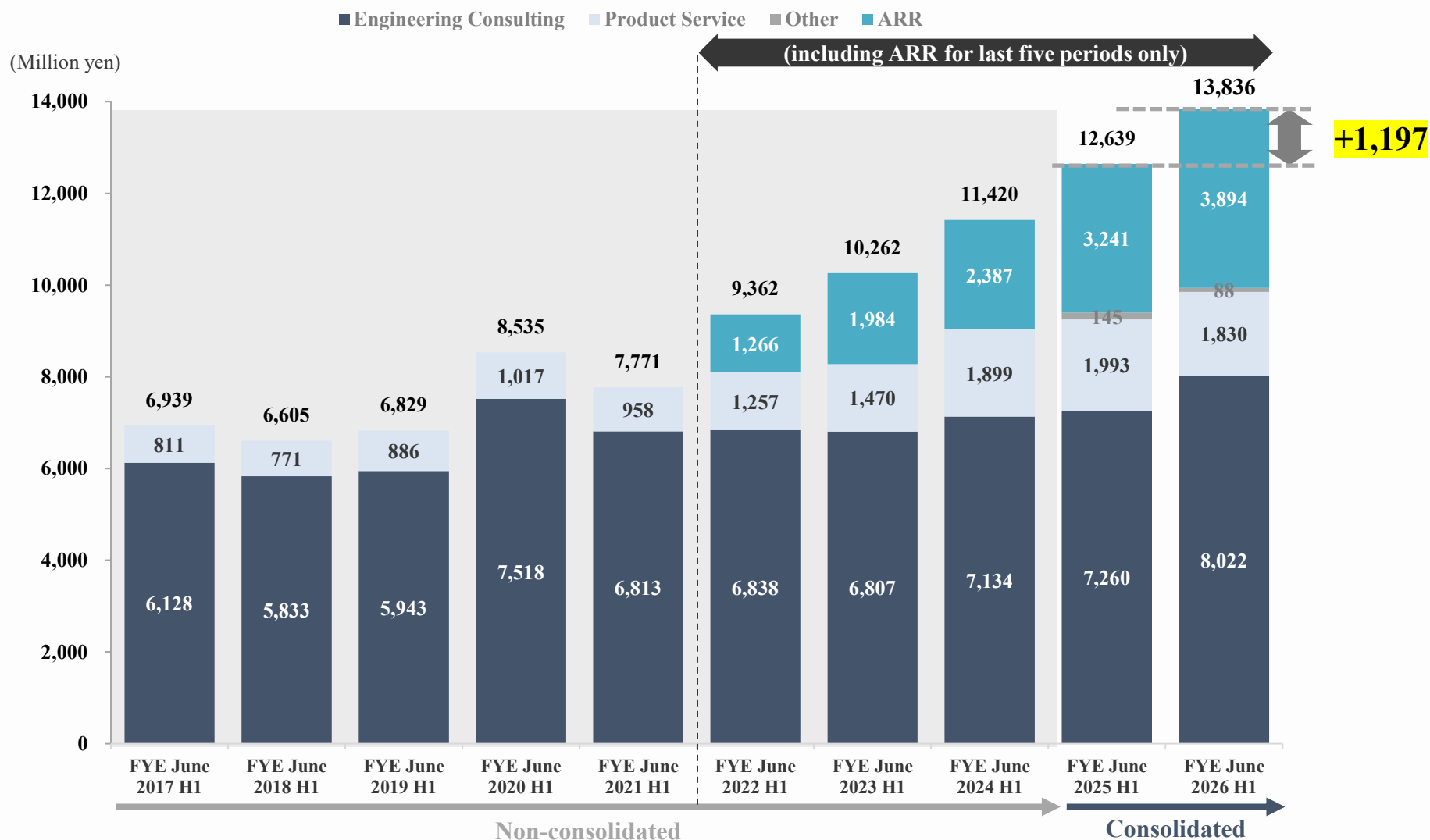
(Million yen)



\* Up to FYE June 2024, figures for KOZO KEIKAKU ENGINEERING Inc. are listed.

# (Reference) Consolidated Order Backlog (by Segment)

## + ARR



\* Up to FYE June 2024, figures for KOZO KEIKAKU ENGINEERING Inc. are listed.

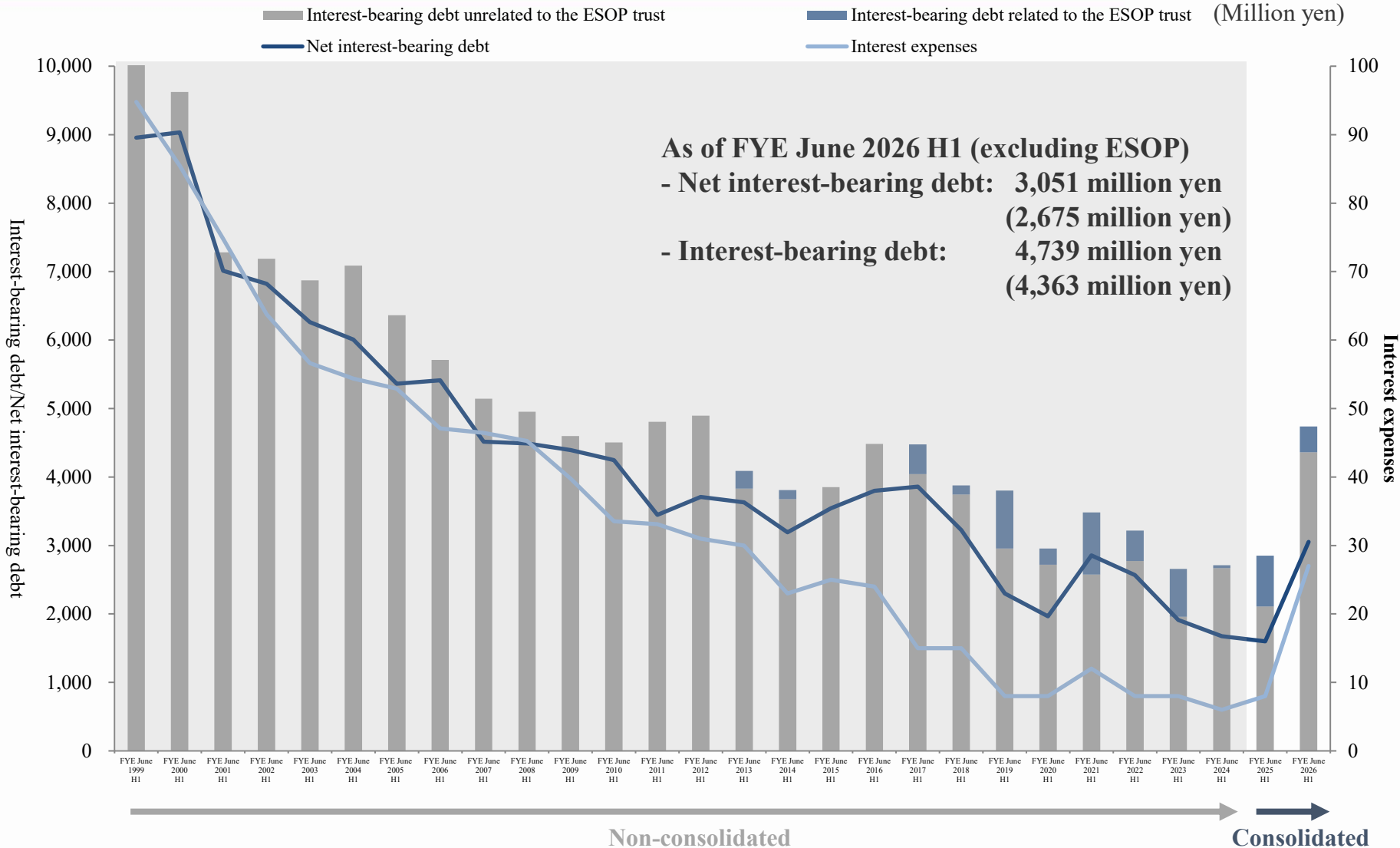
# Overview of Consolidated Balance Sheet

(Million yen)

Item	FYE June 2025	FYE June 2026 H1	Item	FYE June 2025	FYE June 2026 H1
Cash and deposits	4,242	1,688	Short-term borrowings	-	1,750
Notes / accounts receivable - trade and contract assets	3,085	3,909	Current portion of long-term borrowings	766	766
Work in process	46	95	Advances received	1,653	1,741
Other	2,068	2,884	Accrued expenses	2,302	347
			Other	2,111	2,569
<b>[Current assets]</b>	<b>9,444</b>	<b>8,576</b>	<b>[Current liabilities]</b>	<b>6,833</b>	<b>7,175</b>
Property, plant and equipment	6,192	6,147	Long-term borrowings	2,798	2,223
Intangible assets	289	250	Retirement benefit liability	1,723	1,271
Investments and other assets	6,141	6,421	Other	543	572
Investment securities	4,239	4,636	<b>[Non-current liabilities]</b>	<b>5,065</b>	<b>4,067</b>
Shares of subsidiaries and associates	35	35	<b>[Liabilities]</b>	<b>11,898</b>	<b>11,242</b>
Investments in capital of subsidiaries and associates	57	57	Capital	1,010	1,010
Deferred tax assets	1,337	1,218	Capital surplus	1,408	1,437
Other	470	472	Retained earnings	7,819	7,494
<b>[Non-current assets]</b>	<b>12,623</b>	<b>12,819</b>	Treasury shares	-892	-942
			Accumulated other comprehensive income	748	1,061
			Non-controlling interests	74	92
			<b>[Net assets]</b>	<b>10,168</b>	<b>10,153</b>
<b>[Assets]</b>	<b>22,067</b>	<b>21,396</b>	<b>[Liabilities and net assets]</b>	<b>22,067</b>	<b>21,396</b>

Equity ratio: 45.7%, 47.0%

# (Reference) Changes in Net Interest-Bearing Debt



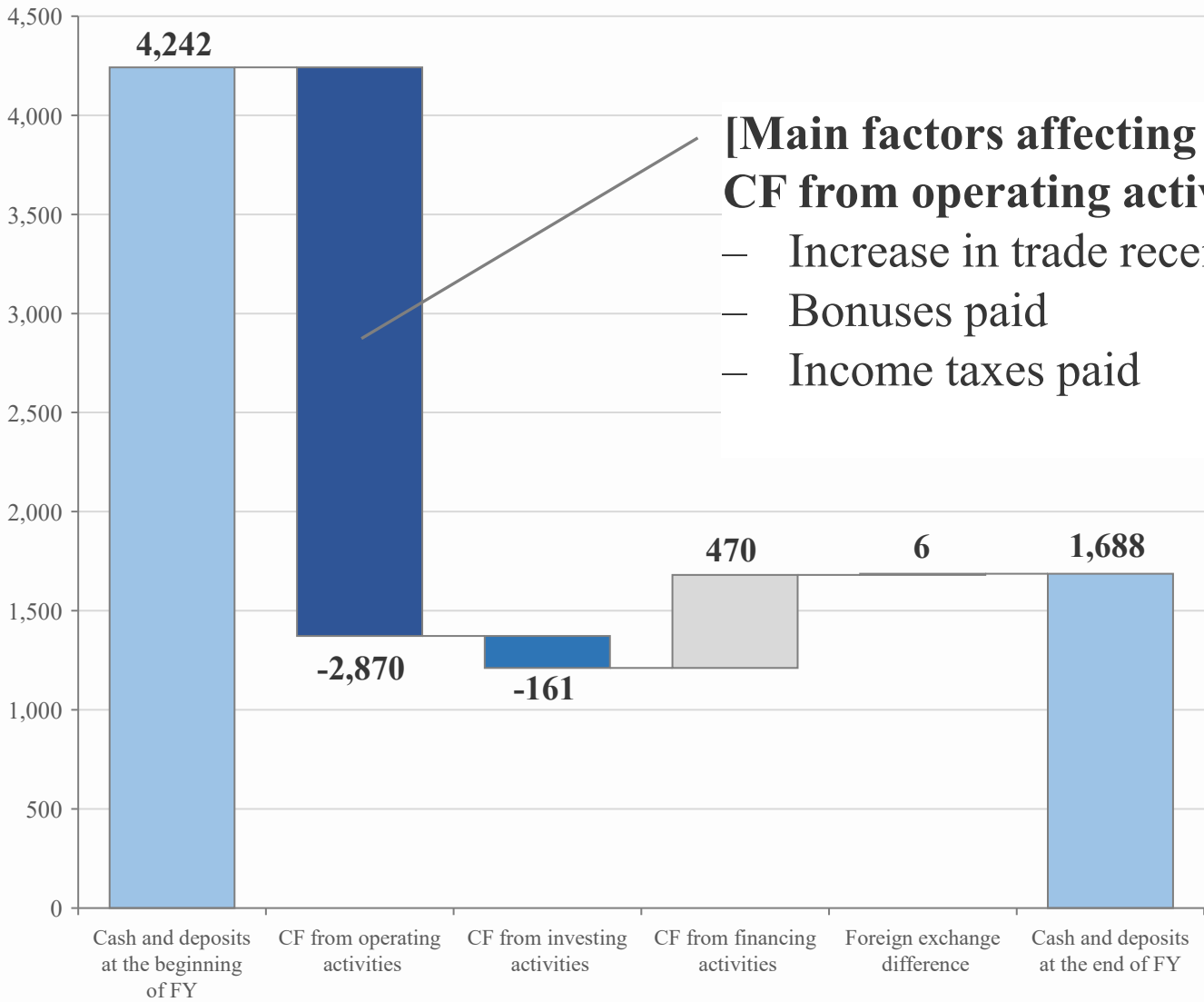
\* Up to FYE June 2024, figures for KOZO KEIKAKU ENGINEERING Inc. are listed.

# Consolidated Cash Flow Highlights

(Million yen)

	FYE June 2025 H1	FYE June 2026 H1	Change
Balance at the beginning of FY	3,157	4,242	1,085
CF from operating activities	-1,157	-2,870	-1,712
CF from investing activities	-636	-161	475
Free CF	-1,794	-3,031	-1,237
CF from financing activities	-104	470	574
Foreign exchange difference	-9	6	16
Balance at the end of FY	1,249	1,688	438

(Million yen)



**[Main factors affecting changes in CF from operating activities]**

- Increase in trade receivables -808
- Bonuses paid -1,905
- Income taxes paid -733

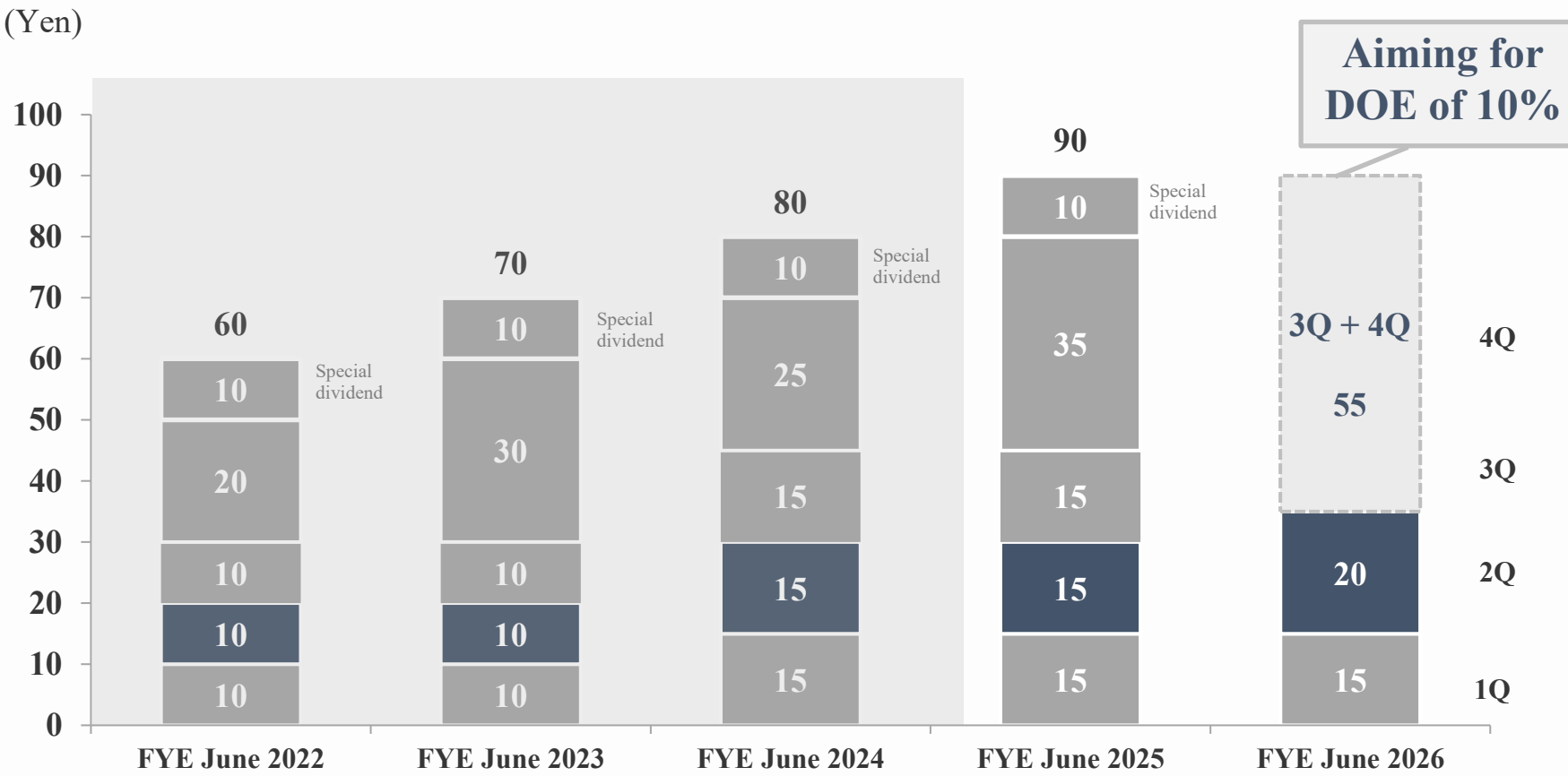
## Policy

- Issuing stable dividends is of the utmost importance from the perspective of enhancing shareholder value
- We will further clarify our shareholder return approach to shareholders who have held the Company's shares over the long term
- We seek to achieve more enhanced and stable shareholder returns that are less influenced by short-term fluctuations in operating results

Target

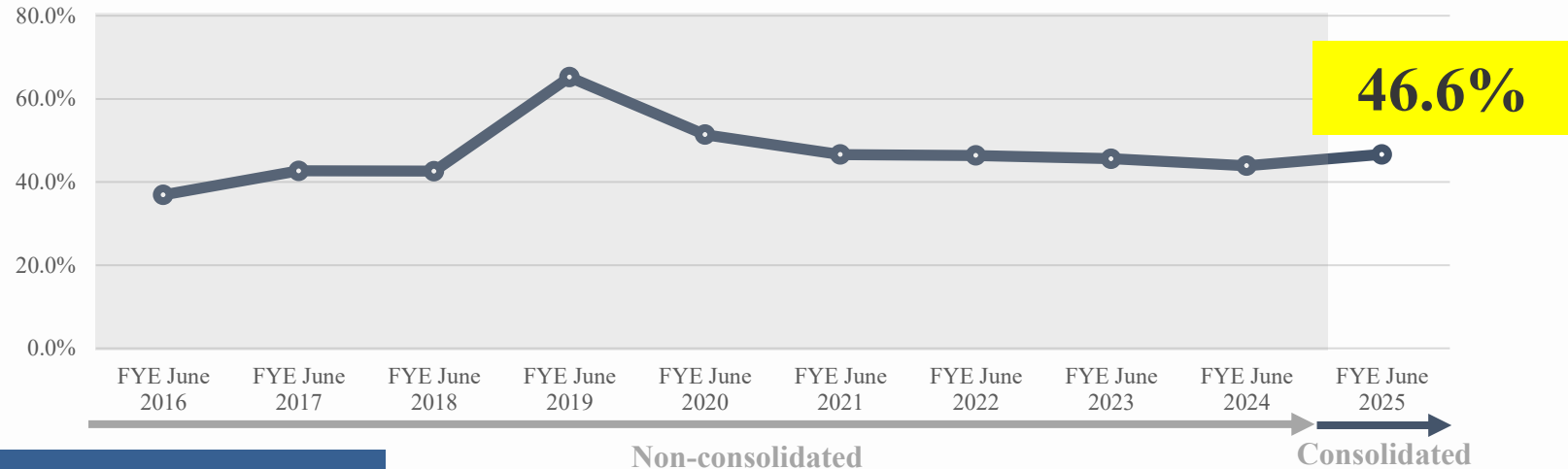
Consolidated  
DOE      Approx. **10%**

# Trend in Dividends Paid

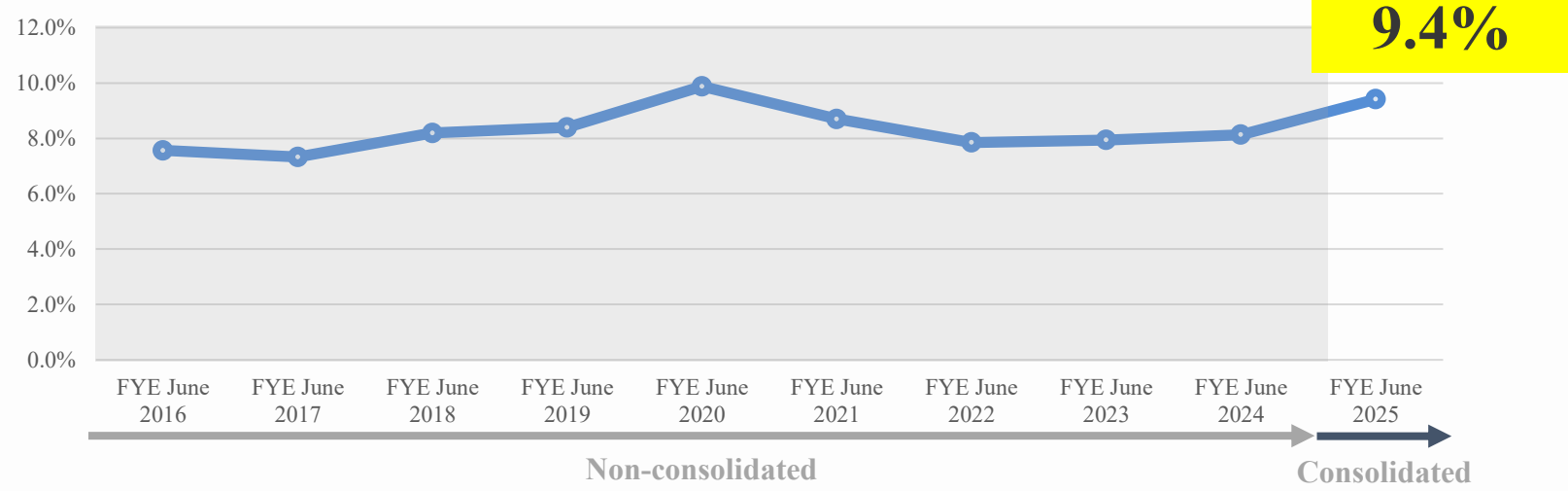


\*1. Up to FYE June 2024, figures for KOZO KEIKAKU ENGINEERING Inc. are listed.  
 \*2. A stock split (1:2) was carried out with a record date of February 28, 2025.  
 Due to the split, all dividend-per-share amounts are listed as the equivalent post-split amounts.

## Dividend payout ratio



## DOE



\* Up to FYE June 2024, figures for KOZO KEIKAKU ENGINEERING Inc. are listed.

# 2

## Forecast of Financial Results for the Fiscal Year Ending June 30, 2026

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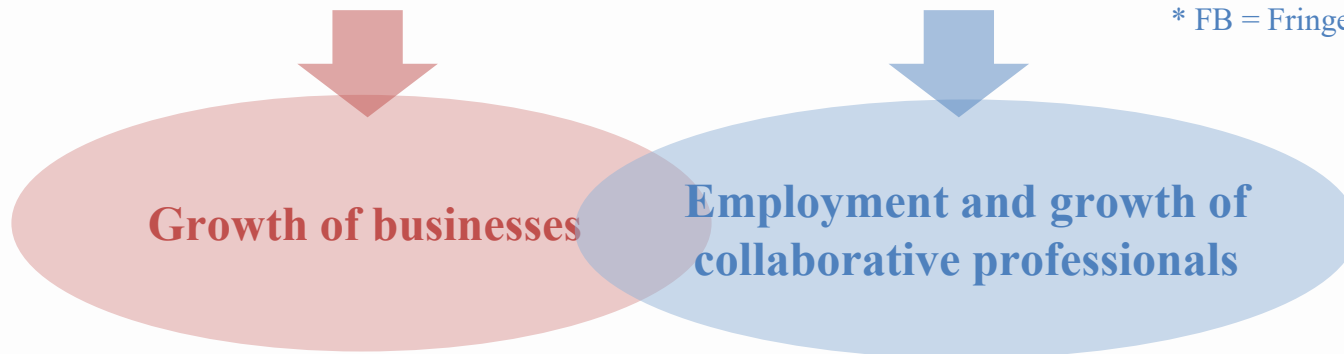
For the KKE Group's continuous growth, it is vital to gather and develop competent collaborative professionals.



## Our management indicators

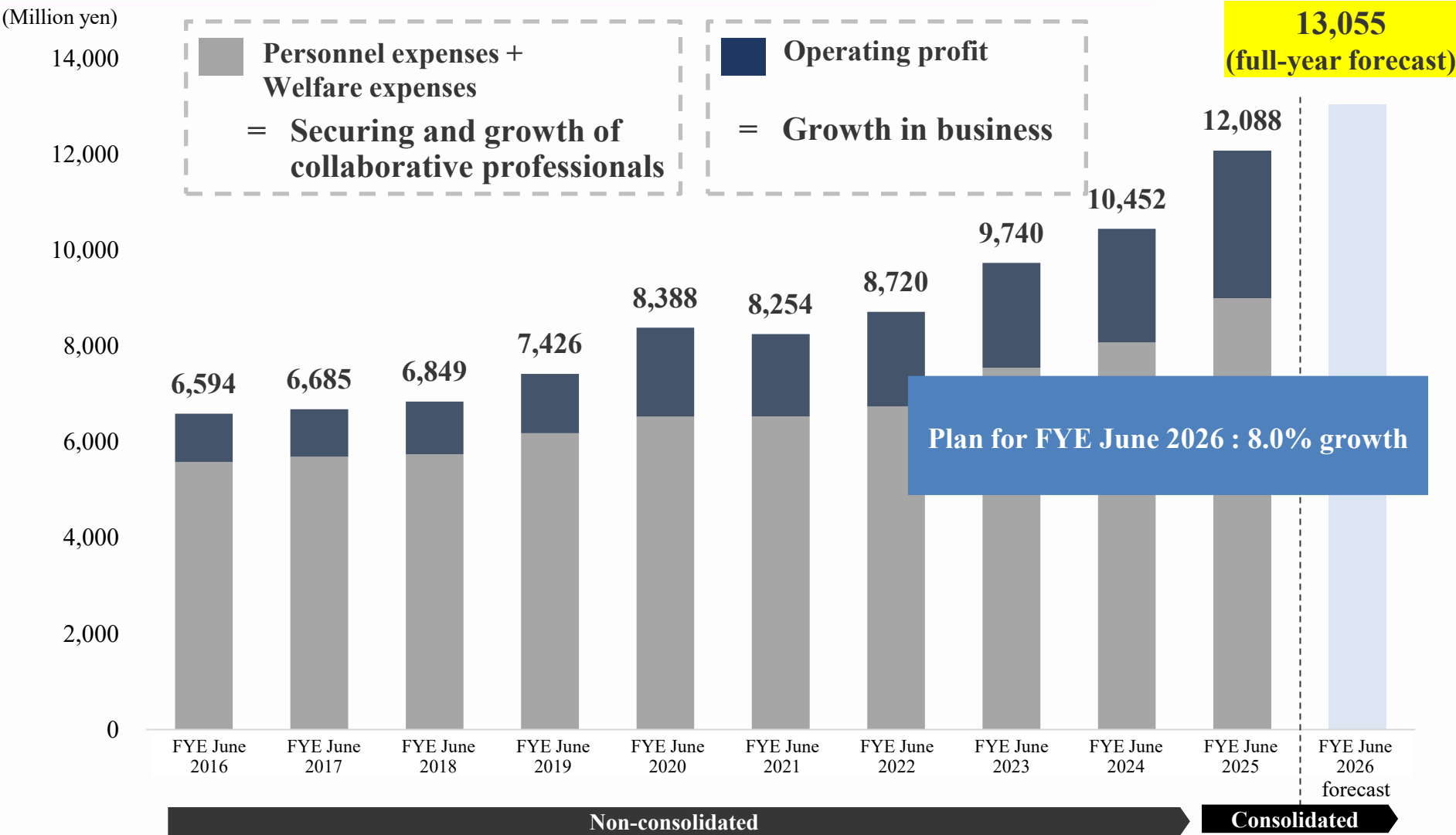
Total added value = **Operating profit** + **Personnel expenses** + **Welfare expenses (FB\*)**

\* FB = Fringe benefits



**We have adopted a management goal of achieving annual growth of approx. 8% on a medium- to long-term basis.**

# Changes in the Total Added Value over the Past 10 Years



\* Up to FYE June 2024, figures for KOZO KEIKAKU ENGINEERING Inc. are listed.

# Forecast of Financial Results for the Fiscal Year Ending June 30, 2026

(Million yen)

	FYE June 2025	FYE June 2026 Forecast	Change	Rate of change from previous FY
Net sales	20,137	<b>22,500</b>	2,362	11.7%
Operating profit	3,073	<b>3,400</b>	326	10.6%
Ordinary profit	3,046	<b>3,350</b>	303	10.0%
Profit attributable to owners of parent	2,048	<b>2,300</b>	251	12.3%
Annual dividend	90 <sup>*</sup>	<b>90</b>		

\* A stock split (1:2) was carried out with a record date of February 28, 2025.  
Due to the split, dividend-per-share amounts are listed as the equivalent post-split amounts.

## Factors that may impact the forecasts

### Quality risks

An increase in person-hours and the deterioration of quality due to **deficiencies in contract details and project management** may result in a **significant decrease in profitability** or have other impacts.

**Carry out companywide quality management for each process** from before the reception of an order for a project to the final deliverables.

### Foreign exchange risks

The possibility that profit may decrease due to **increases in purchases of overseas products and royalties** or that customers may be lost due to selling price increases that reflect rising costs associated with the sharp depreciation of the yen

**Price revisions with close explanations to customers and formulation of standards for price revisions**

# 3

## The Group's Aspirations

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## 3-1. The Company's Current Position

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(The Wall Street Journal on February 5, 2026 from Dow Jones & Company, Inc.)

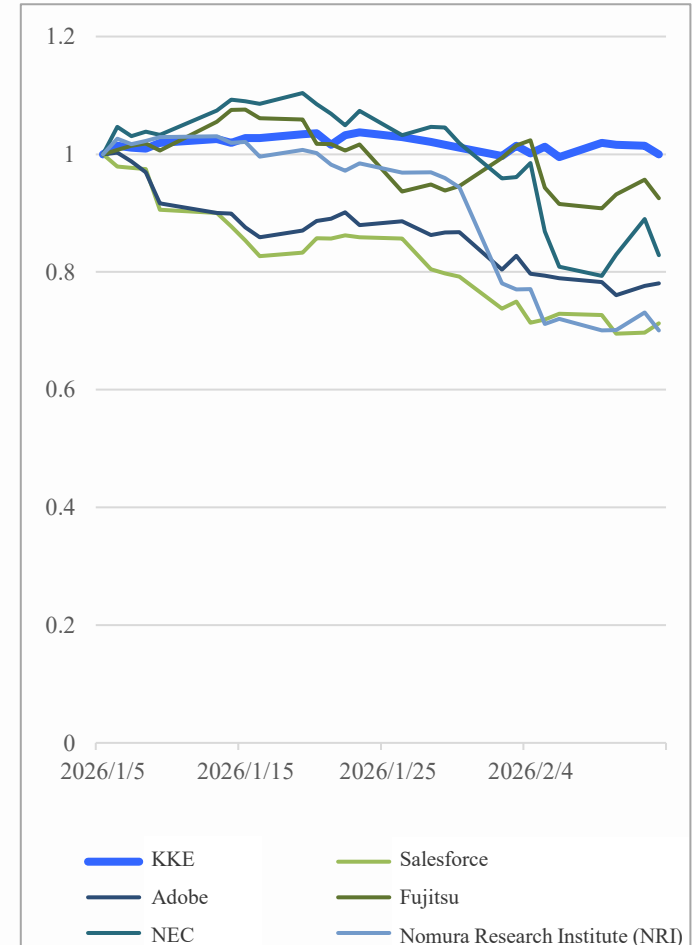
*AI Won't Kill the Software Business, Just Its Growth Story Fears that software companies are facing an extinction event are exaggerated, but other dangers are real* (Dan Gallagher)

*Artificial intelligence won't destroy the software business. But the persistent belief that it can still do a lot of damage.*

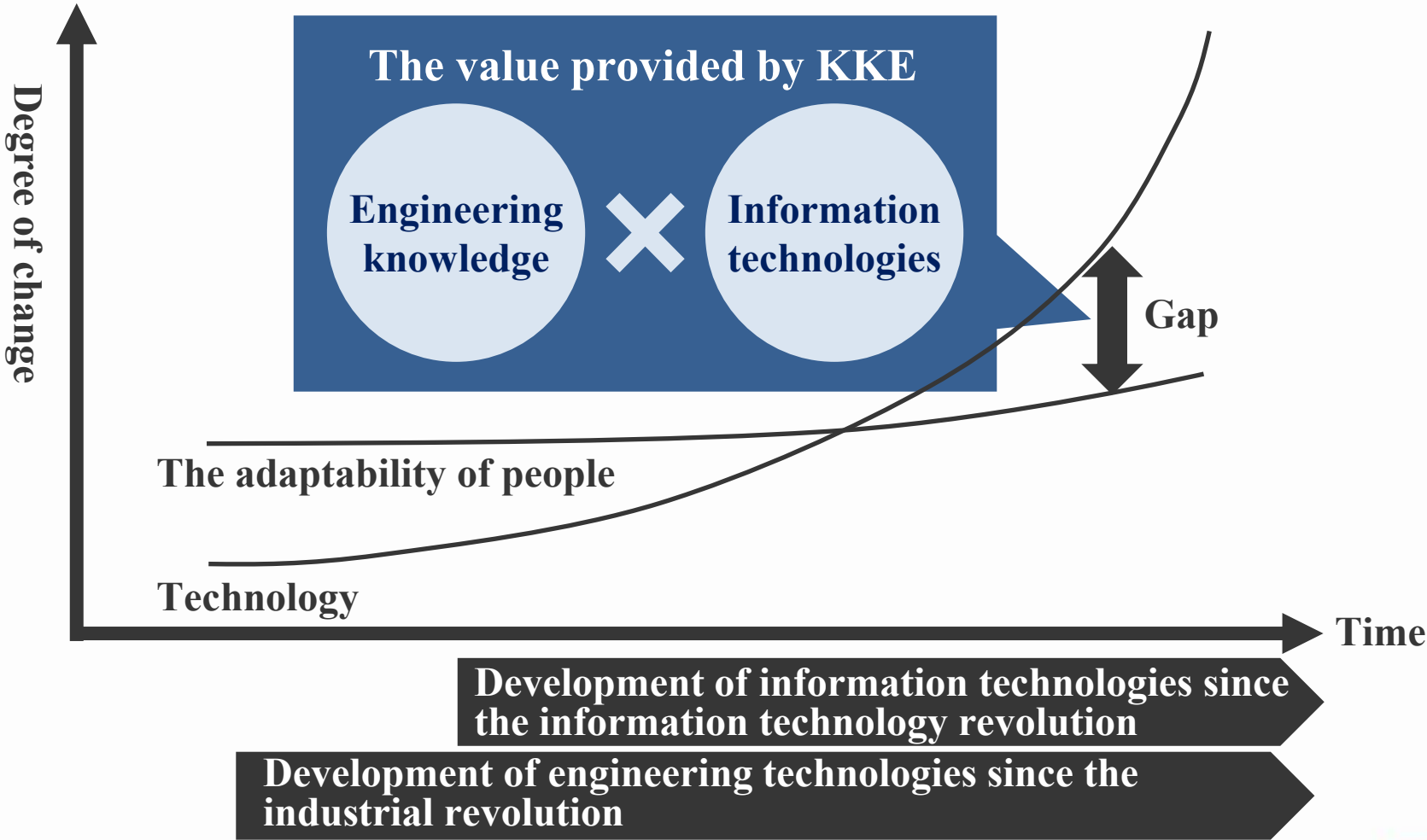
*And that has already been done. Software stocks have been on a downhill slide for several months, and the selloff has picked up steam the past few days. The IGV Software Index is down around 30% from its peak in late September, a decline punctuated by a brutal selloff on Tuesday.*

(The remainder of the article is omitted.)

(Reference) Trends in share prices shown as indices with a value of 1 representing the price at the beginning of the year, i.e. on January 5



Since its founding, KKE has combined engineering knowledge with information technologies to provide value that is useful to society



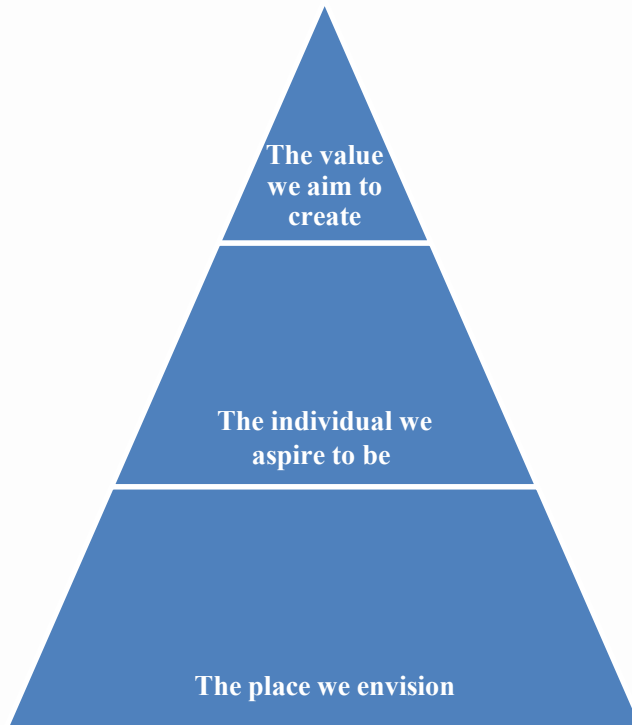


**In 1956, Kozo Keikaku Structural Engineering Firm was founded.**

**In 1959, KOZO KEIKAKU ENGINEERING Inc. was established.**

**It is my dream to build an organization that thrives based on engineering work performed by a wide variety of specialists to solve social issues.**

## KKE WAY



**We do business on the basis of the value of new knowledge.**

**We are therefore required to remain constantly aware of cutting-edge knowledge and to generate new knowledge on our own.**

**There is knowledge generated through academic studies and knowledge developed through practices. We refer to the knowledge created by combining these two types of knowledge as *engineering knowledge*.**

**The engineering knowledge is the value we aim to create.**

KKE has been flexibly expanding its specialty and changing the business domains it serves to meet the demands of the times and of society.

## Business, society and communities

- Decision-making support
- Disaster evacuation simulation
- Human flow measurement and behavior analysis
- Radio wave propagation and electromagnetic field analysis
- Optimization planning
- Supporting business continuity management (BCM)
- Cloud email distribution

## Nature

- Wind environment assessment
- Earthquake mechanisms
- Analysis of the propagation of seismic vibrations
- Ocean and river current assessment
- Flood and tsunami simulation

## Structures

- Structural design
- Design of seismic isolation and damping systems
- Disaster control facility design
- Structural design of bridges and viaducts

Net sales  
(Million yen)

20,000

10,000

0

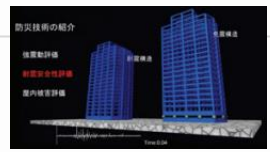
Structural Design for Castle Reconstruction



Nippon Minicomputer Corporation established

ILC established

Computer-based vibration analysis



Entry into the field of decision making



Public listing

Expansion of the communication business



Launch of the cloud business



Expansion of the housing business



Entry into the CAE business

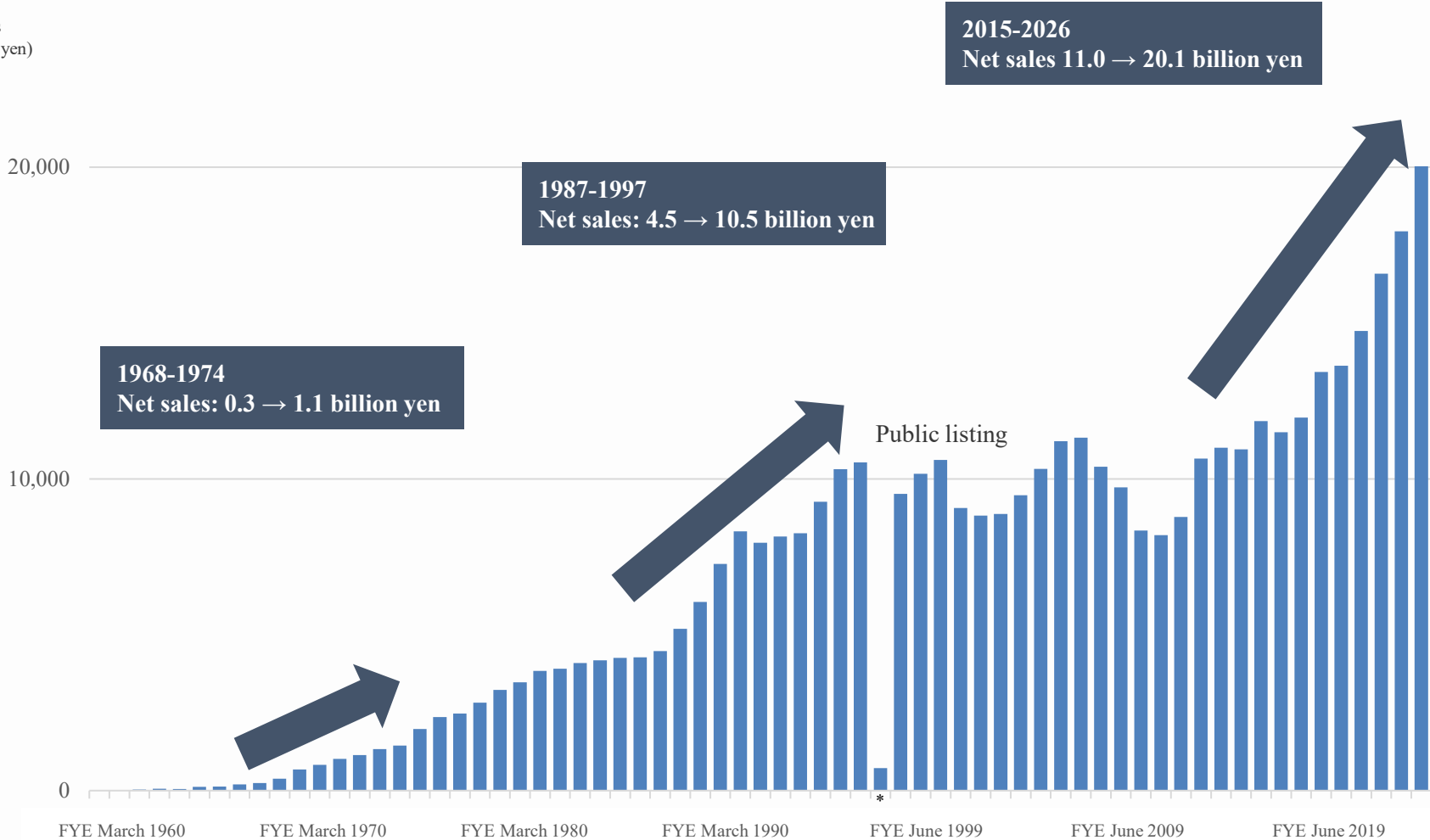


FYE March 1960      FYE March 1970      FYE March 1980      FYE March 1990      FYE June 1999      FYE June 2009      FYE June 2019

\* Fiscal year-end changed from March to June (fiscal year lasting three months)

# The Third Period of Growth

Net sales  
(Million yen)



\* Fiscal year-end changed from March to June (fiscal year lasting three months)

## 1968-1974

Net sales: 0.3  
→ 1.1 billion yen

- **Rapid growth of software development business**
- Number of members:  
60 → 220
- Establishment of Nippon Minicomputer Corporation System sales (hardware and software)
- Participation in the Japan World Exposition, Osaka, 1970
- International Logic Cooperation (ILC) in the United States for software sales

Business stagnation reflecting the economic slowdown caused by the oil crises

## 1987-1997

Net sales: 4.5  
→ 10.5 billion yen

- **NTT Mobile Communications Network, Inc.**  
One third of net sales came from NTT-related transactions.
- Number of members:  
300 → 500
- A software factory in Kumamoto
- Software development 55%

Shrinkage in orders from NTT DoCoMo, INC.

## 2015-2026

Net sales: 11.0  
→ 20.1 billion yen

- Strict quality assurance
- Participation of diverse human talent
- Creation of a place where human talent works actively
- **Collaboration with overseas startups**

## 3-2. The Three Pillars of Continuous Growth

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# I. Strict Quality Assurance

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Engineering  
Consulting

- Mainly including
- System development
  - Structural design services
  - Consulting services

Orders for many of them are received under a service contract.



**Deficiencies in contract details and project management**



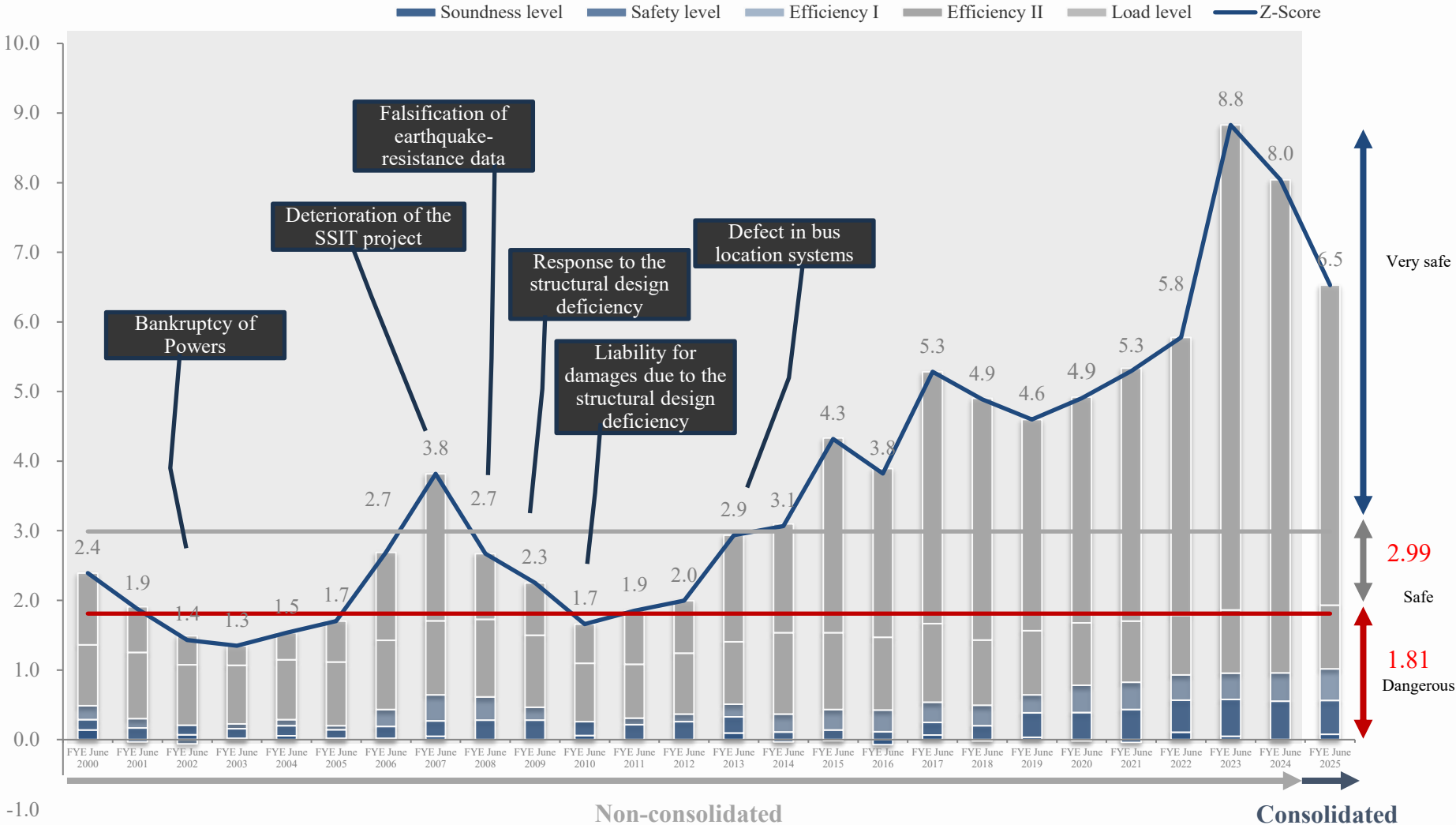
**In the case of an increase in person-hours and the deterioration of quality of deliverables**



**Significant decrease in profitability**

# (Reference) Z-Score (from FYE June 2000 to FYE June 2025)

Z-Score Trend (from FYE June 2000 to FYE June 2025)



\* Up to FYE June 2024, figures for KOZO KEIKAKU ENGINEERING Inc. are listed.

KKE conducts systematic initiatives to raise quality to a level appropriate to professionals and maintain trust with stakeholders.

Highest-level customer satisfaction as professionals

Sites

Improvement in technological capabilities  
Maintenance and improvement of the quality of projects and processes

Quality Assurance Center

ISO/IMS  
implementation plan

Management and improvement  
of the foundations for quality  
management system

Monitoring

Provision of information on the  
project status for managers

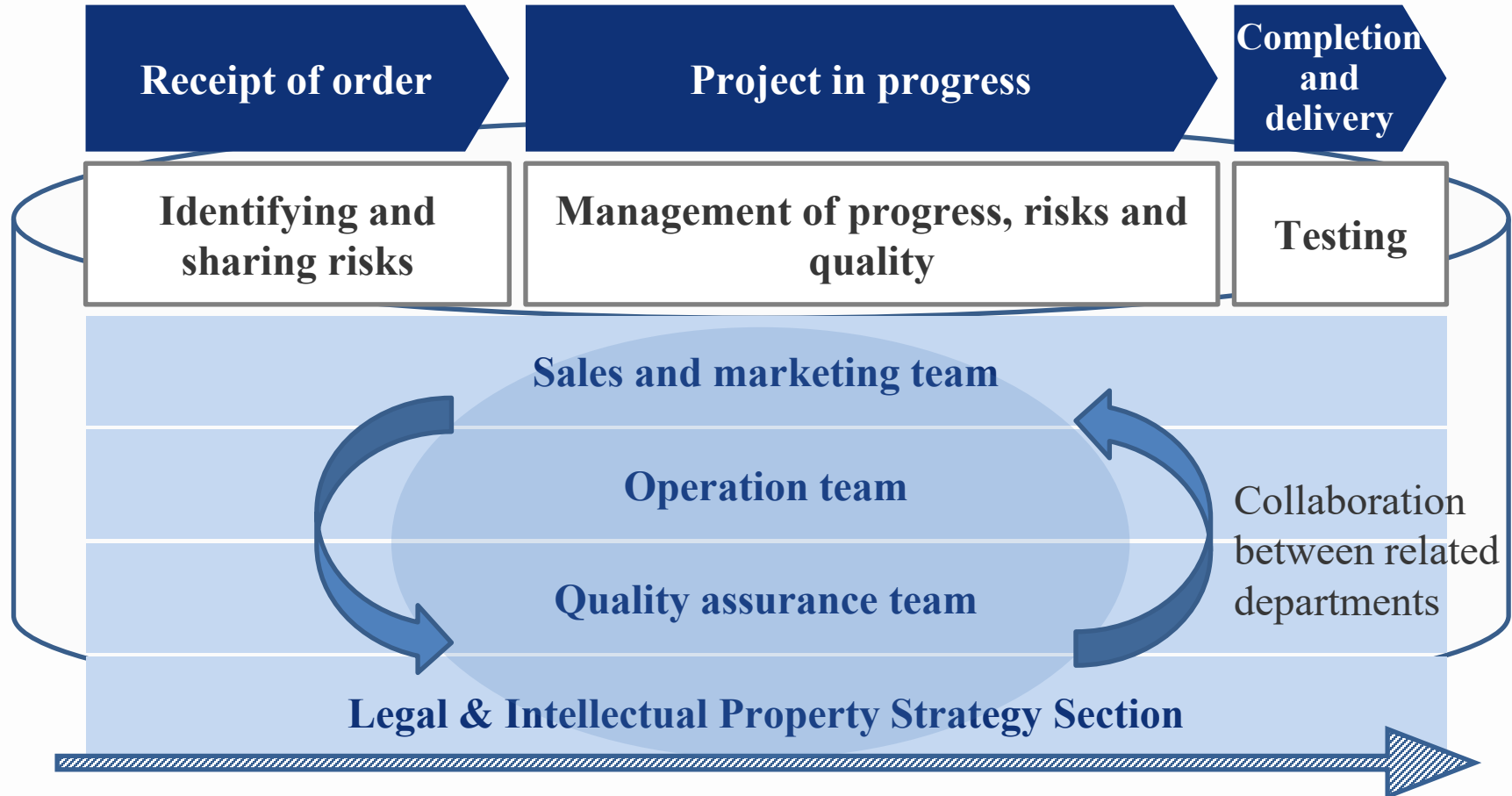
Human talent  
development support

Support for improvement in  
project management  
methodologies

Check and advice on  
project quality

Objective check and advice on  
quality assurance processes

We will prevent the occurrence of issues by identifying and sharing risks and countermeasures through company-wide collaboration on a process-by-process basis.

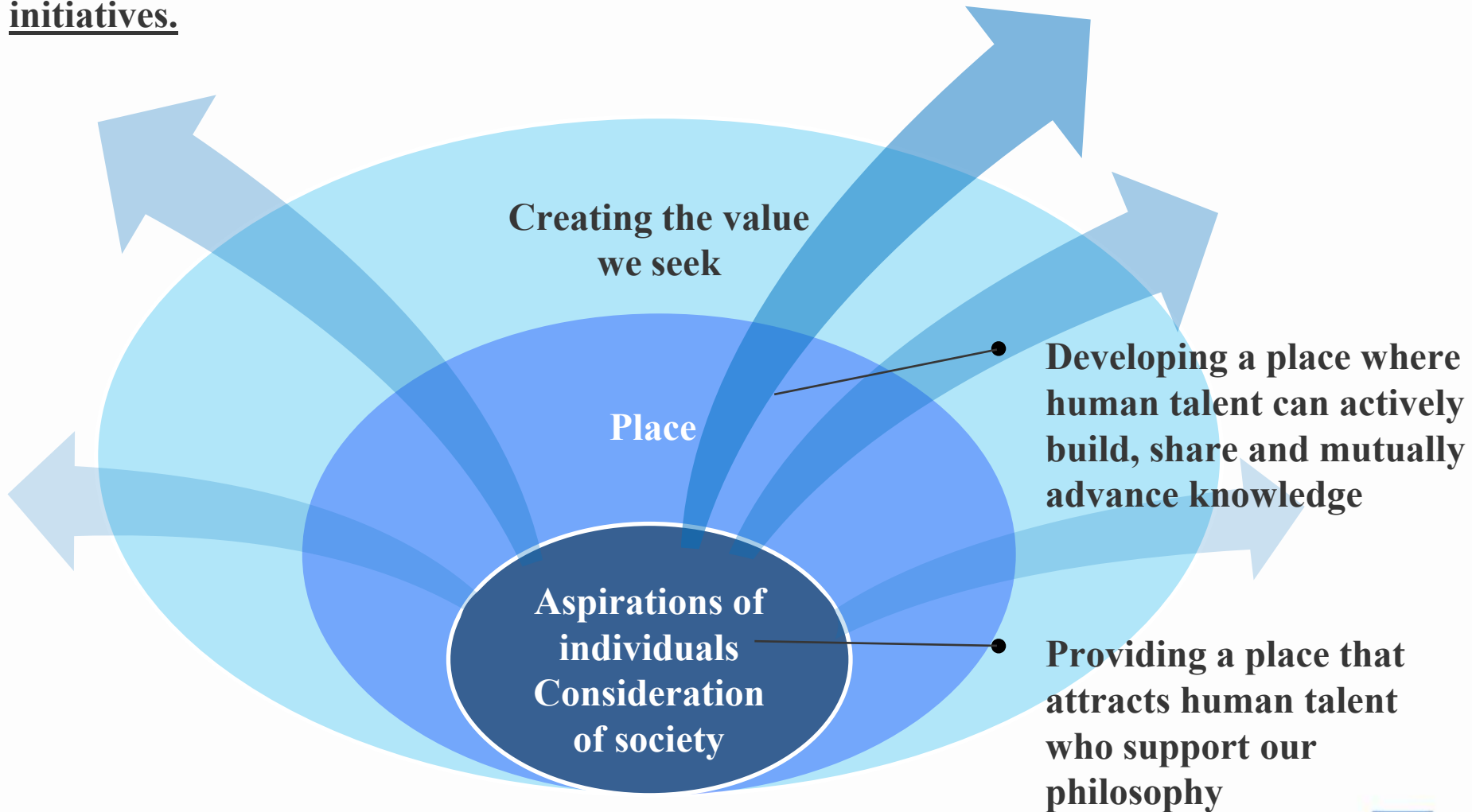


System collaboration that starts in the upstream stage

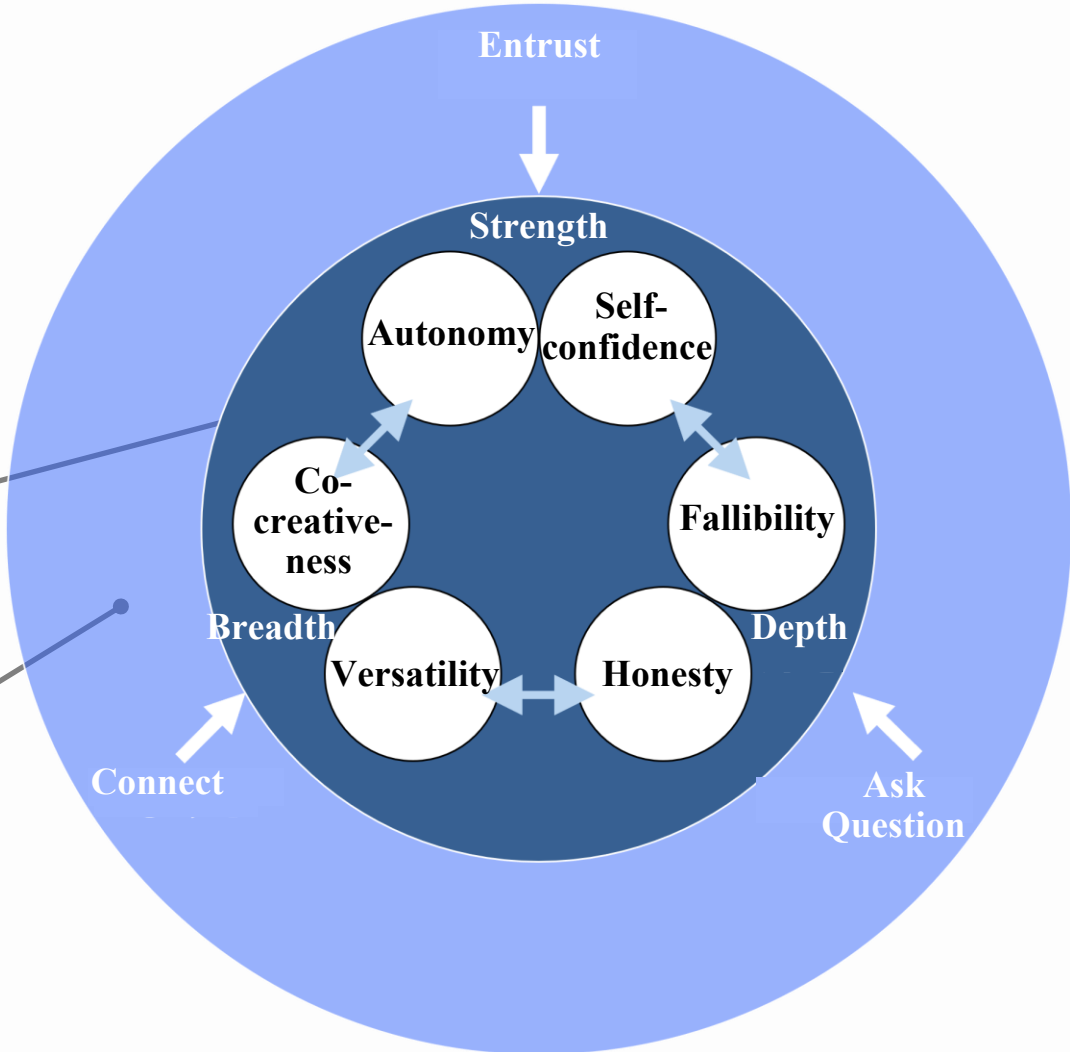
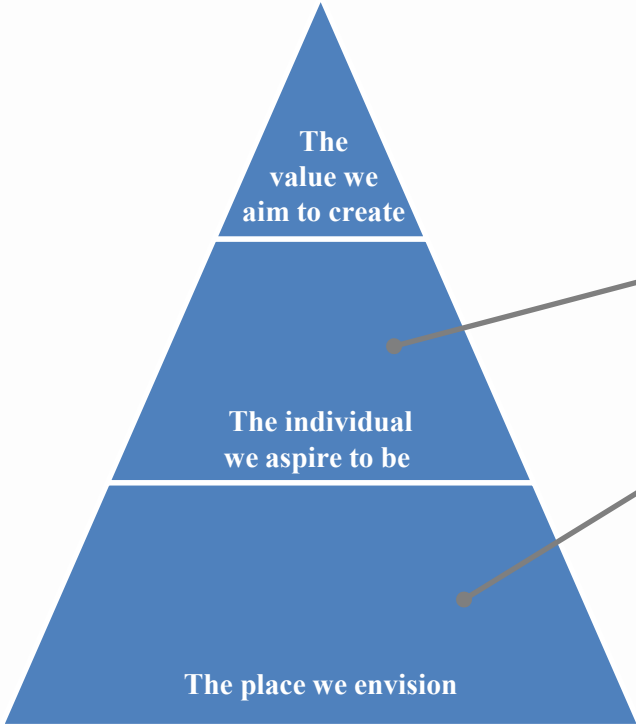
## II. Diverse Human Talent and Provision of Place

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Our management's role is to provide a place that attracts human talent who support our philosophy and to continuously refine it as a place for free and open-minded initiatives.



## KKE WAY



We place emphasis on the following as action guidelines for a knowledge-intensive company that provides "knowledge" as "value" to society.

## (1) Autonomy

In order to promote open innovation, we encourage free and open-minded exploration of knowledge, and create an organizational culture in which our staff members can take on challenges independently while working hard together.

## (2) Independence

We aim to build equal relationships with all customers and domestic and international partners, and aim to provide value by leveraging our experience and knowledge.

## (3) Diversity

Diversity of human resources regardless of major, gender, age, nationality, etc. and various forms of service based on criteria of social contribution.

## (4) Transparency

Build a highly transparent governance system for each stakeholder, share organizational goals with all staff members, and aim to achieve them.

## (5) Sociability

Each person should always maintain an attitude of consideration, carefully consider the other person's thoughts, and take measures that will benefit people and society.

(Excerpted from the company briefing material for recruiting activities)

Make the most of the environment (BA) called KKE

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

A corporation is only an instrument (**environment**) for organizing the activities of individual people toward a common goal.

- Peter Drucker



Image courtesy of Wikipedia

- > **What is it that you want to do in your life by utilizing the instrument called KKE?**
- > **Do you see this as an environment where you can devote your time to building your career?**

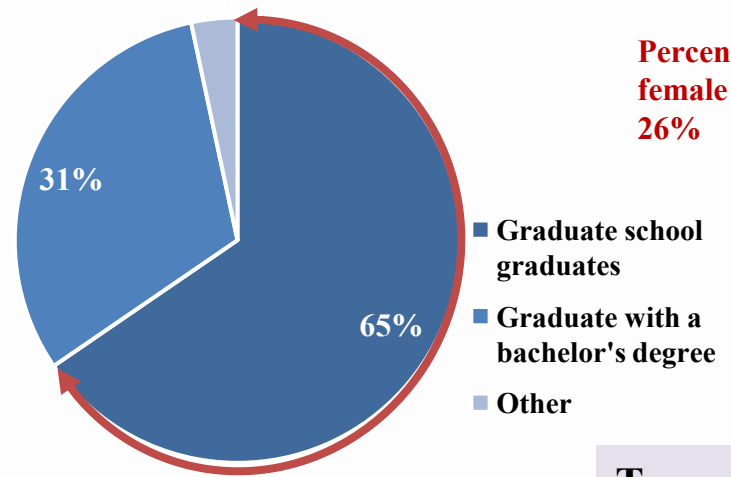
The data pertain to KOZO KEIKAKU ENGINEERING Inc.

Survey subjects : 628 members as of the end of December 2025

## Value the diversity of collaborative professionals to secure the capabilities to address any problem in society

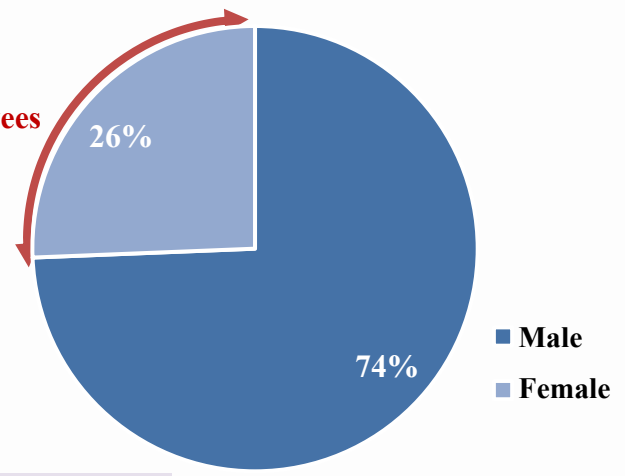
### Academic background

Graduate school graduates  
65%



### Gender

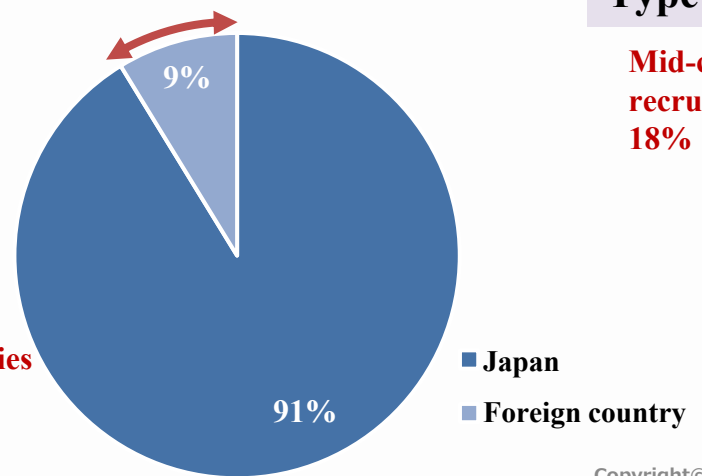
Percentage of female employees  
26%



### Nationality

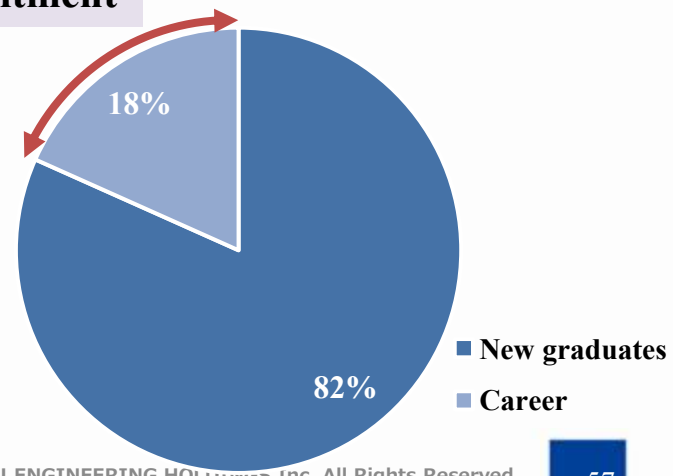
Foreign nationals  
9%

55 members from  
24 different countries



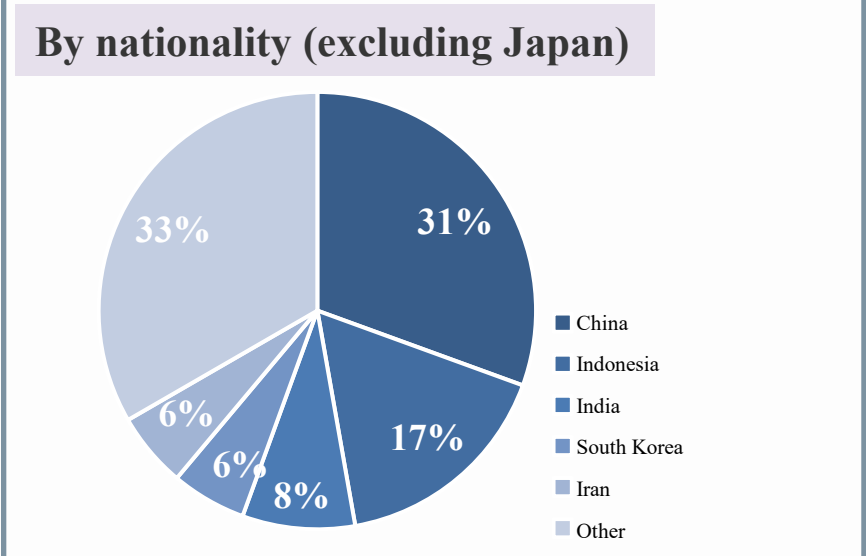
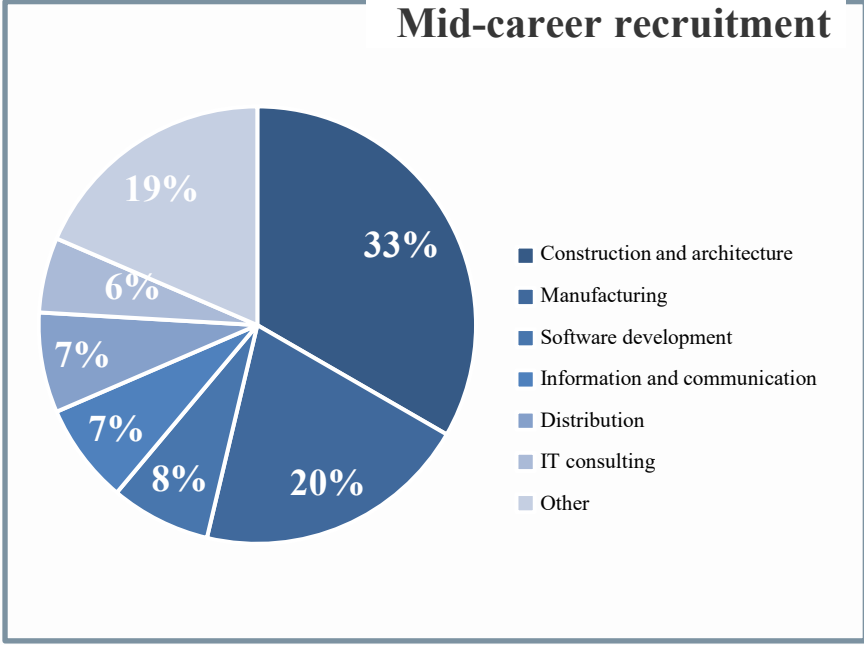
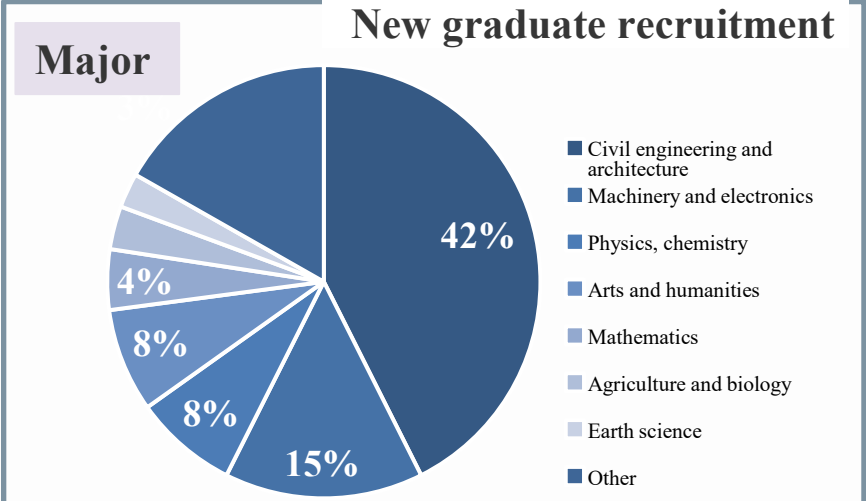
### Type of recruitment

Mid-career recruitment  
18%



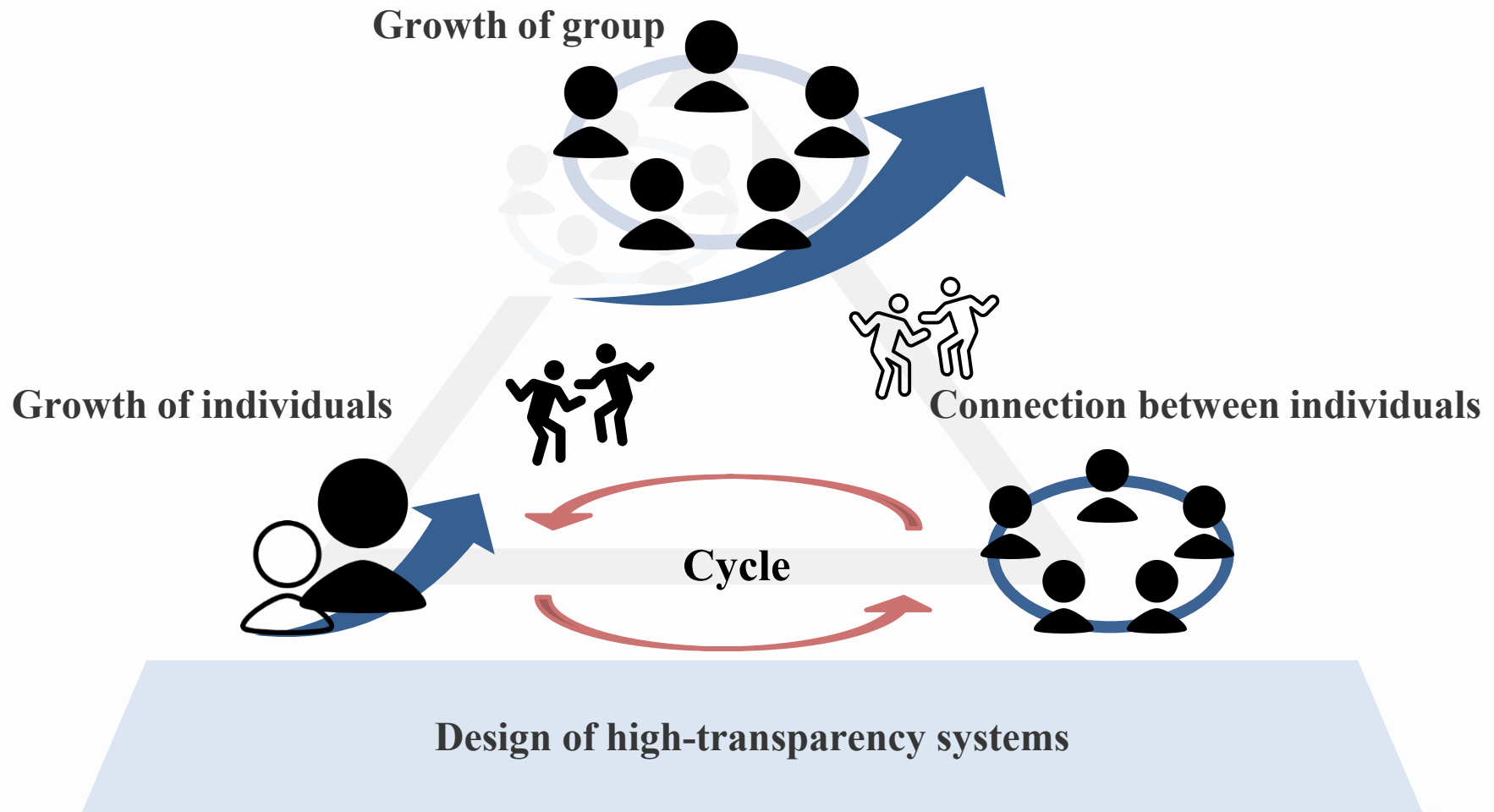
The data pertain to KOZO KEIKAKU ENGINEERING Inc.

Many members respond that they were inspired to join KKE because of its environment, which allows them to pursue new initiatives and have various experiences.



**Number of new graduate employees expected to join the Company in 2026:**  
**38**  
**April 2025 - March 2026**  
**Number of actual and prospective mid-career hires:**  
**10**

A place is formed where individuals inspire and grow with one another, and in turn, this place motivates them to reach new heights.



## Examples of initiatives

### Design of high-transparency systems

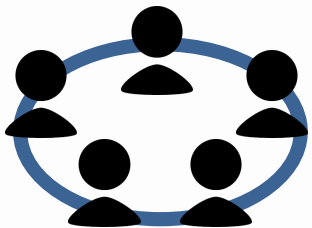
- **Review meetings:** Sharing of issues and initiatives across the company, led by respective team leaders
- **Appraisal systems:** MVA (Mission, vision and action) for officers  
MBO (Management by objectives and self-control) for members
- **Company with a Nominating Committee, etc.**

### Growth of individuals



- **Self-improvement through activities at external organizations, including universities and academic conferences**
- **Secondment to governmental officers and overseas partner companies and others**
- **Support for growth focusing on individual discretion**

### Connection between individuals



- **A large number of company-wide events (such as anniversary commemoration events, company-wide year-end parties, New Year addresses, and internal lecture meetings)**
- **External networking event (A Knowledge Engine 2025)**
- **Project award**

## Encouraging self-improvement through activities at external organizations

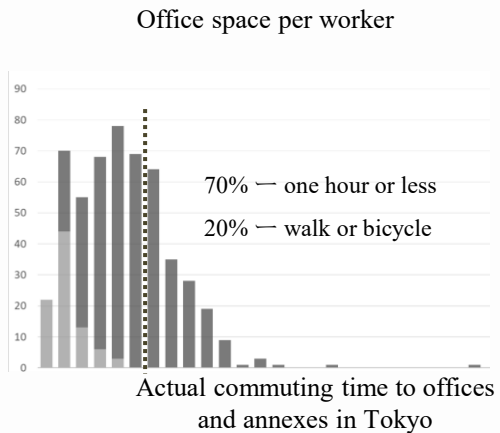
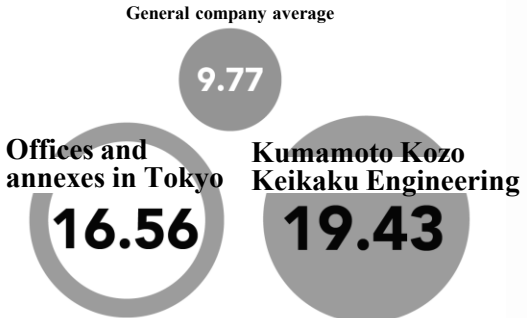
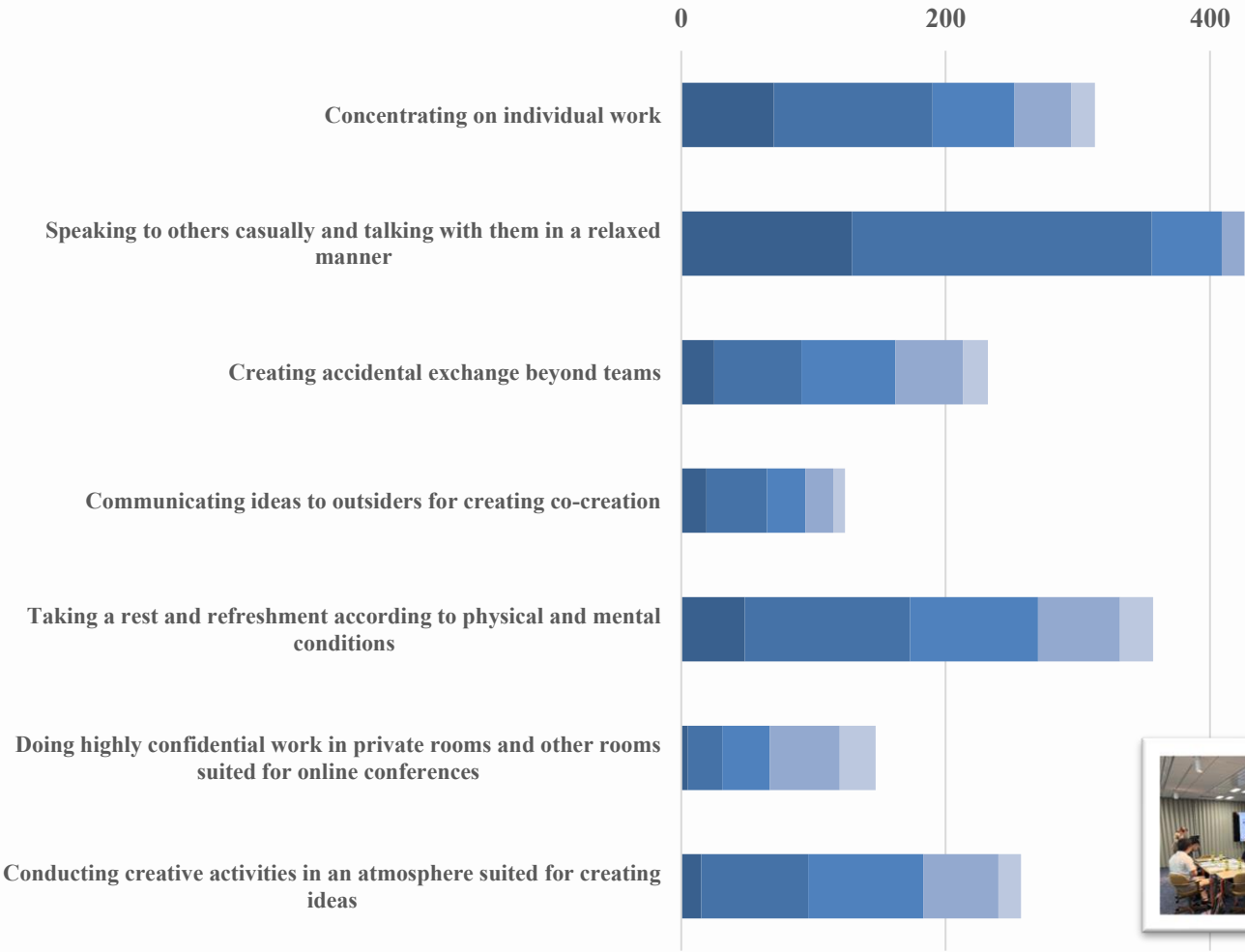
- ❑ **Activities as lecturers at universities and other institutions:**
  - **Advanced Digital Engineering, Graduate school of Engineering and Design, Hosei University**  
Two 90-minute sessions per term
  - **Management Science I, Faculty of Economics, the University of Tokyo**  
**Social simulation**  
Two 90-minute sessions per term
- ❑ **Activities at committees, study groups and others of outside associations**
- ❑ **Academic papers presented publicly**

Presentations at academic conferences	80	
Papers	9	
Contributions	8	
Publication	2	Others

## Secondment to Japanese and overseas locations

- ❑ **Assignment to overseas partners**
  - **NavVis, Munich, Germany**
  - **RemoteLock, Denver, Colorado, USA**
- ❑ **Secondment to government offices**
  - **Electricity and Gas Market Surveillance Commission, Ministry of Economy, Trade and Industry**
  - **ICT Standardization Division, Global Strategy Bureau, Ministry of Internal Affairs and Communications**
  - **River Environment Division, Water and Disaster Management Bureau, Ministry of Land, Infrastructure, Transport and Tourism**
- ❑ **Assignments related to startups**
  - **Kyushu TLO Company, Limited**
  - **Interstellar Technologies Inc.**

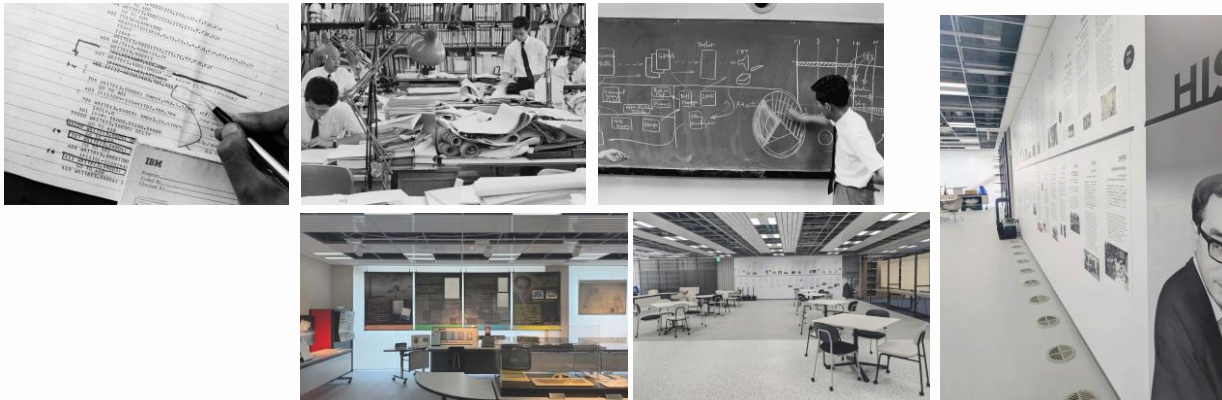
## Results of the survey to members on workplace environment (May 2025)



Living Room

Creating a vibrant environment that embodies our workstyle, as a place for diverse stakeholders to connect and collaborate for multiple purposes.

- A place for looking back at the past and for renewing awareness of the philosophy that has been passed down



知の  
ENGINE  
になる。

- Developing connection between individuals into sharing of cultural value



## III. Collaboration with overseas startups

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- **Overseas orientation in early days**

- **Visit to the University of Illinois for use of a computer for structural design in 1959**
- **Participation in the International OR Conference in Norway in 1964**
- **Structural design operations in the Sudan in Africa in 1964**

- **U.S. business**

- **Establishment of the San Francisco Office and ILC in 1969**
- **Establishment of Nippon Minicomputer Corporation as a joint venture with Data General Corporation in 1971**

- **Introduction of PC software to the Japanese market (In the late 1980s)**

- **CAD: Autodesk AutoCAD**
- **Manufacturing simulation: SLAM & TESS**

- **After 2000**

- **CAE business**                      **NIKA, Germany**
- **Image recognition**                **Vitracom, Germany**
- **Statistical software**                **MiniTab, US**
- **Personal support tools**            **Positiveware, US**

- **Launched in the past five years**

- **SimScale**                              **SimScale, Germany**
  - **e1ns**                                      **PeakAvenue, Germany**
  - **OAIBOX**                                **Allbesmart, Portugal**
- **Region: Karlsruhe, Germany, and Denver, Colorado, the U.S.**

KKE provides unique services with added value intended for the Japanese market. High growth is achieved through synergy between KKE's impressive ability to provide value and subscription model.

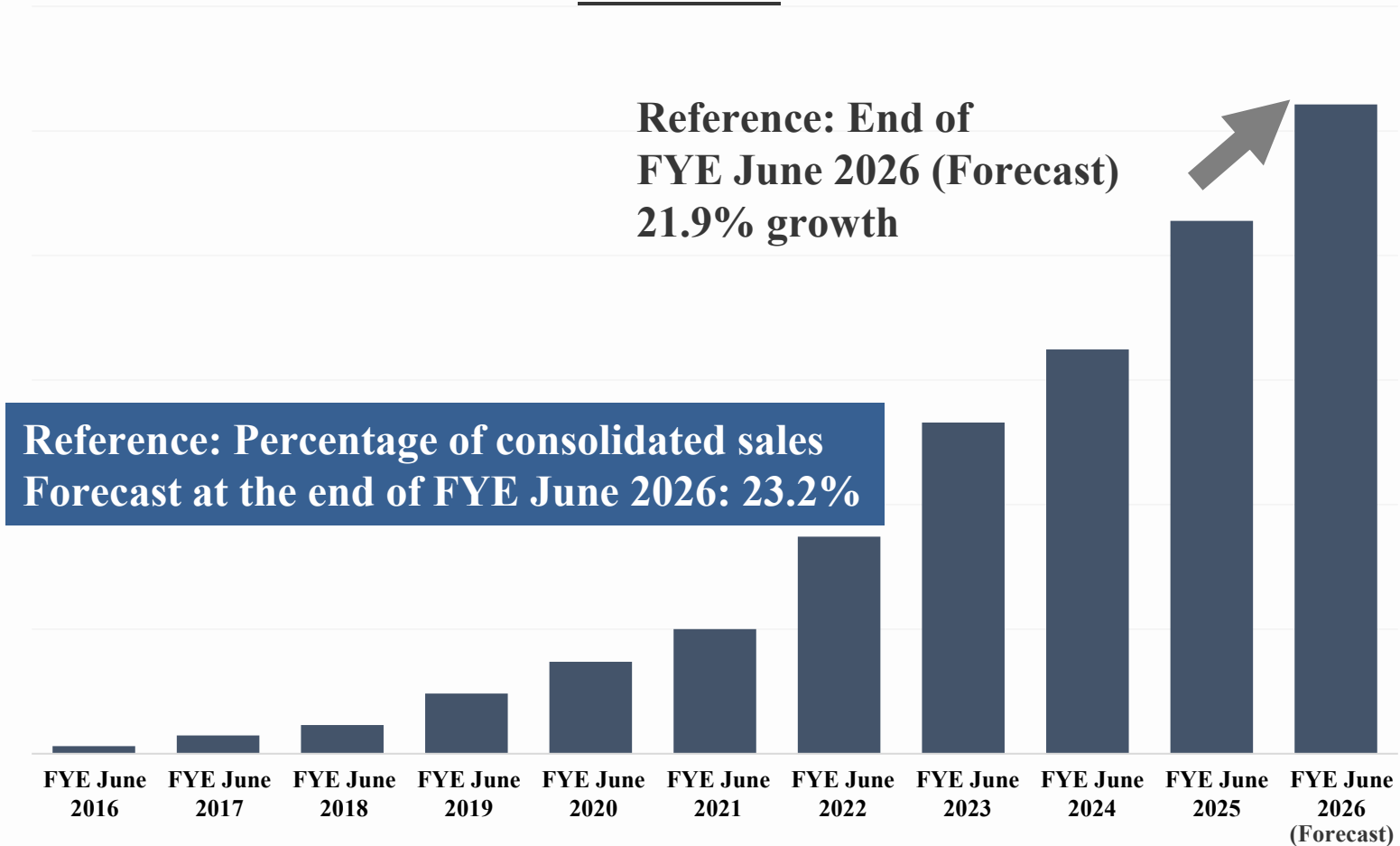


(Background)

Commitment to winning the highest-level customer satisfaction as professionals, which has been cultivated at KKE

## The three businesses - SendGrid, RemoteLOCK and NavVis - drive growth in Product Service and start to contribute to business stability

Trend in sales



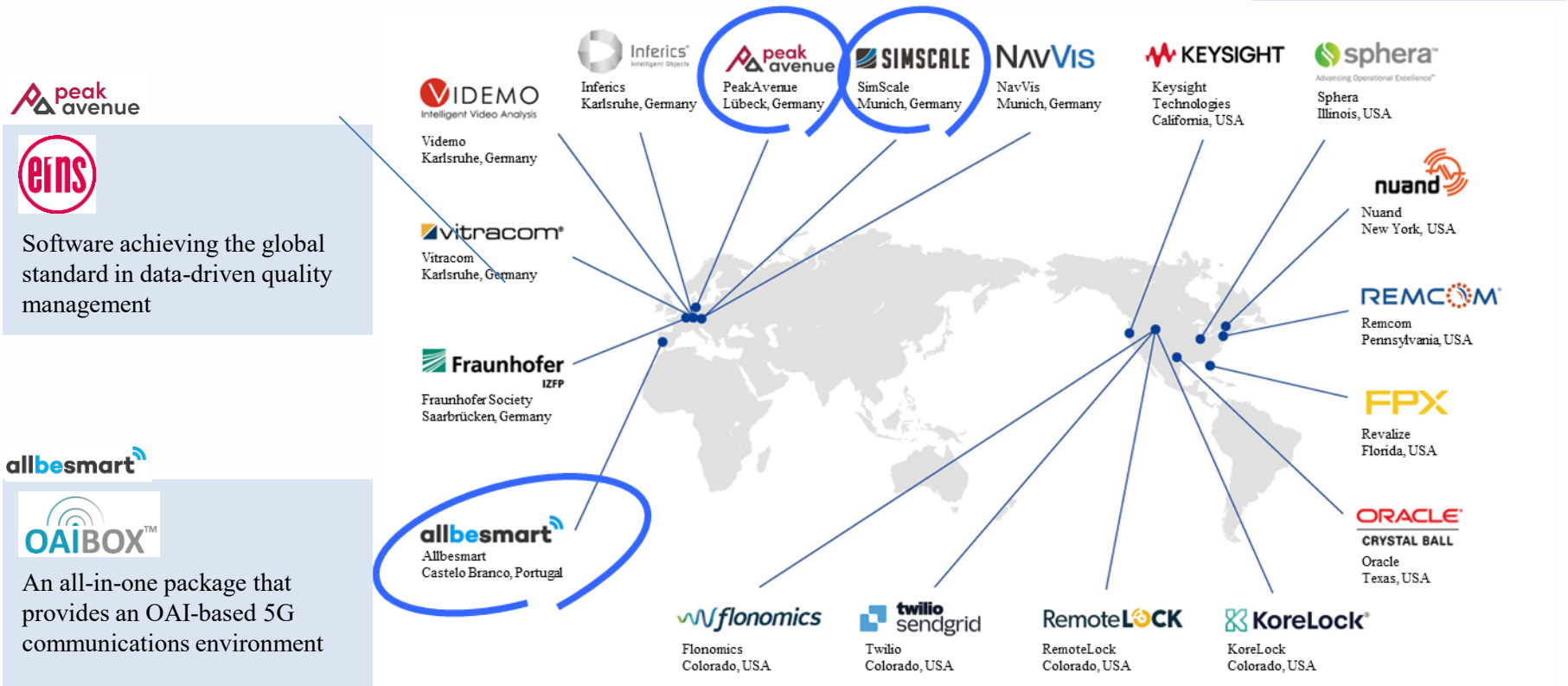
# Initiatives with Overseas Partners

## Initiatives with Startups - Expanding Partners

Initiatives with overseas startups have three positive effects.

- Introduction of new technologies and services not available in Japan
- Risk mitigation through collaboration with overseas startups
- No conflicts with Japanese markets

**SIMSCALE**  
The industry's first entirely cloud-based CAE platform



New collaborative partners

## 3-3. The Management We Trust in

---

**The value of knowledge we aim to create is not built by strategic blueprints alone. We believe it emerges from individual aspirations and our consideration for society.**

	<b>Management with design based on strategies proposed by Michael Porter</b>	<b>Management with empathy and emergence proposed by Ikujiro Nonaka</b>
<b>Origin of value</b>	<b>Inversely identified from market opportunities</b>	<b>Aspiration of individuals and consideration for society</b>
<b>Manner of value creation</b>	<b>Control based on a plan</b>	<b>Emergence through empathy</b>
<b>Goal</b>	<b>Achievement of targets set</b>	<b>Creation of value beyond imagination</b>

# A Five-Day Feat: Safety Assessment of the NTT Aomori Hachinohe Building's Steel Tower

Following the Dec. 8, 2025 earthquake off Aomori, the NTT Aomori Hachinohe Building's steel tower was damaged. Amidst local evacuations, an urgent safety assessment was vital.

(報道発表資料)

2025年12月23日

NTT東日本株式会社

## NTT青森八戸ビル鉄塔損傷における修復工事の状況および 第三者機関と連携した倒壊のおそれに関する検証について

このたびの青森県東方沖を震源とする地震により被災された皆さまに心よりお見舞い申し上げます。

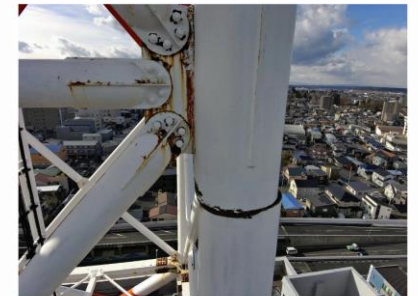
今回の地震により確認された、NTT青森八戸ビルに設置している鉄塔の一部損傷について、年内の修復に向け本日現在も順調に工事を進めております。併せまして、修復作業と並行して進めておりました、鉄塔の倒壊の可能性に関する、より詳細な検証の結果、地震直後の損傷状況でも倒壊の恐れが無いことを確認し、本日関係機関に報告をいたしました。

本ビルの鉄塔に関しては、被災当初より直ちに倒壊する恐れは低かったものの、北海道・三陸沖後発地震注意情報が発令されていたことから、住民の皆さまの安全を最優先に関係機関と連携し対応してまいりました。また、速やかな修復工事の着手と並行して、倒壊の可能性を正確に把握するため、技術支援チーム※と連携の上、第三者機関（株式会社構造計画研究所）の協力を得て専門的なシミュレーションを実施してまいりました。その結果、今回と同程度の地震や国土交通省の告示で定める基準と同程度の大地震が発生した場合においても、倒壊のおそれが無い、ことを確認いたしました。

「NTT青森八戸ビル」鉄塔が損傷、再び地震あれば倒壊恐れ...周辺48世帯に避難指示

2025/12/11 09:57

シェアする



鉄塔の柱の黒くなっている箇所が損傷部分＝NTT東日本提供

(Yomiuri Shimbun Online on December 11, 2025)

# A Five-Day Feat: Safety Assessment of the NTT Aomori Hachinohe Building's Steel Tower

Technologies, trust and spirit came together nicely to aligned perfectly to engage in an all-out intellectual challenge.

## [Grounds for trust]

- The industry's leading-class expertise in niche areas
- Independence from any specific capital paves the way for advanced discussions with administrative and technical government officials.

## [Grounds for capabilities to take action]

- A network constructed through day-to-day industry-government-academia collaboration
- KKE members who act autonomously with an awareness of their social responsibility for ensuring people's activities

## [Grounds for quickness]

- On-site functional upgrades of independently developed program for computing in an ultra-short time

### 八戸の鉄塔、倒壊恐れなし NTT東日本が発表一避難指示と通行止めも解除

時事通信 経済部

2025年12月23日23時19分 配信

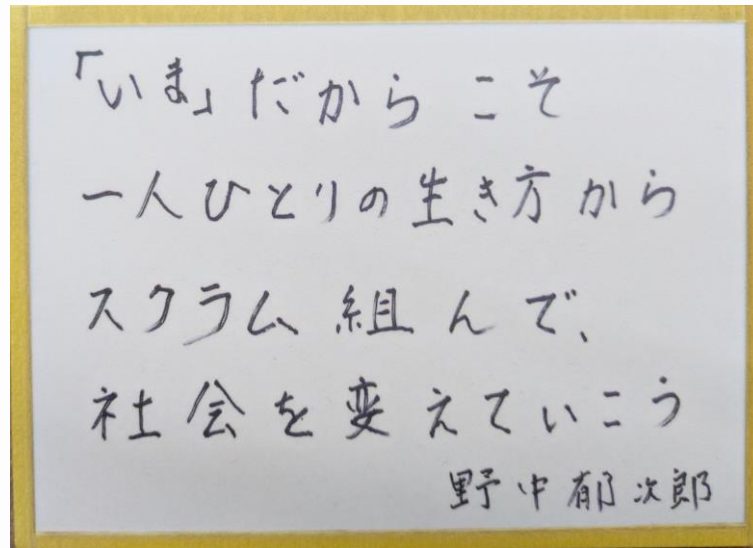


青森県で震度6強を観測した地震で損傷が確認されたNTT青森八戸ビルの鉄塔。手前は一部通行止めとなった国道45号=20日午後、青森県八戸市

NTT東日本は23日、青森県で震度6強を観測した地震で損傷が確認されたNTT青森八戸ビル（同県八戸市）の鉄塔について、「今回と同程度の地震が発生した場合でも倒壊の恐れがないことを確認した」と発表した。第三者機関の協力を得て、専門的なシミュレーションを行った。今後は、着手している修復工事の年内完了を目指す。

(Article courtesy of Jiji Press, Ltd.)

1. **Over-analysis**
2. **Over-planning**
3. **Over-compliance**



**Isn't it now time for us to shift back from speculative business to real business?**

# *Innovating for a **Wise Future***

## Contact

### Investor Relations Section

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**HP:** <https://www.kke-hd.co.jp>