

Corporate Profile / Stock Information

Corporate Data (As of June 30, 2026)	
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 26Fl. 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, 2026)	
Total number of authorized shares:	43,000,000
Total number of issued shares:	11,000,000
Number of shareholders:	8,073

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.)

For FYE June 2026

Annual Shareholders Newsletter

From July 1, 2025 to June 30, 2026



Innovating for a *Wise Future*

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



I would like to extend my deepest appreciation to our shareholders for their continued support. On June 6, 2026, our group celebrated the 70th anniversary of its founding. During the fiscal year under review, KKE members worked diligently toward our targets of achieving a DOE of approximately 10% and growth in total added value of 8%. The change in dividend policy was implemented with the aim of achieving stable shareholder returns; our total added value (operating profit + total personnel expenses) reflects our commitment to improve profitability for our shareholders and to return that profit to those staff members who create such value. As a result, we were able to achieve both of these targets during the fiscal year.

■ Overview of FYE June 2026

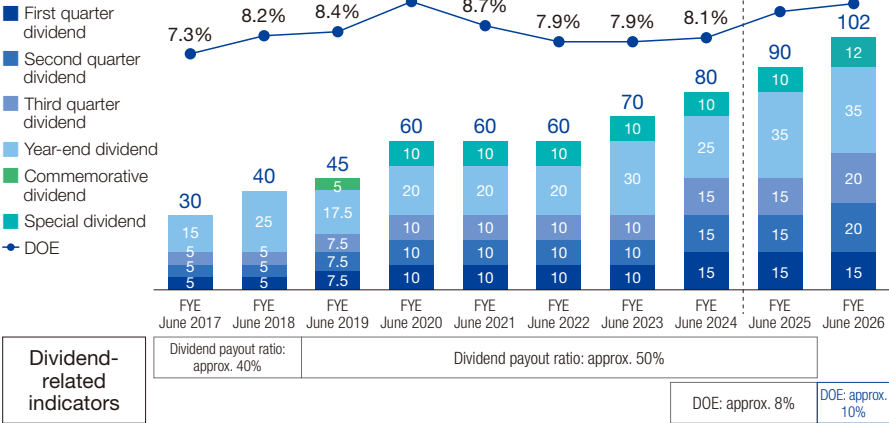
In the fiscal year under review—the second year since our transition to a holding company structure—we established a system for KKE Holdings to provide support to each subsidiary, enabling each subsidiary to focus on expanding its business. KOZO KEIKAKU ENGINEERING Inc., which accounts for the majority of sales, steadily executed orders carried over from the previous fiscal year; meanwhile, the salesforce engaged in activities to acquire orders, factoring in the status of onsite operations and projected revenue timing, thereby enabling a smooth start from the first quarter.

◆◆◆ Dividend Status

■ Dividend Policy

Our group recognizes that returning profits to our shareholders is an important management issue, and makes it a basic policy to continuously and stably return profits to our shareholders while securing internal reserves for the strengthening of management base and future business development. Under this policy, we seek to achieve more stable shareholder returns that are less influenced by short-term fluctuations in operating results, and have set our target for consolidated DOE at approximately 10%.

■ Trends in Dividends



*The Company implemented a 1-for-2 stock split as of February 28, 2025. All per share information for the second quarter of FYE June 2025 and earlier has been restated retroactively to reflect the impact of the stock split.

In addition, following the transfer of assets through a company split in October of last year, RemoteLock Japan Co., Ltd., which was established four years ago, officially started operations and is pursuing further business expansion while maintaining a high growth ratio.

■ Financial Results for FYE June 2026

In FYE June 2026, we recorded net sales of ¥22,453 million (+11.5% year on year), operating profit of ¥3,540 million (+15.2% year on year), and profit attributable to owners of parent of ¥2,114 million (+3.2% year on year), each exceeding the results of the previous fiscal year. The highly profitable Engineering Consulting segment continued to perform robustly. Our new cloud service provision business drove group sales with its high growth rate, contributing to the steady improvement of profit margin. 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 15.8%. Looking at each segment, as a result of significant growth of the cloud service provision business, the Product Service segment came to account for approximately 40% of total sales. This helps gradually improve the tendency for sales to be concentrated in the second half of the fiscal year.

■ Amendments to the Articles of Incorporation

To manifest our commitment to the purpose of existence and universal management policy to all stakeholders including shareholders and staff members, we have added our corporate philosophy to the articles of incorporation as outlined below.

In this milestone year marking our 70th anniversary, we have enshrined the core elements of our management, cultivated over the years, in our articles of incorporation. We believe that this will ensure unwavering management and preservation of our positive organizational culture—regardless of future changes in leadership or shifts in the external environment.

Corporate Philosophy

- Article 2
1. The Company adopts “Thought: Innovating for a Wise Future” as the Company’s future vision to be pursued together with society. The Company shall continue to take on challenges, contributing to the solution of a wide array of social issues through engineering approaches, aiming for a wiser future society together with its diverse stakeholders.
 2. The Company acknowledges that people are the source of value creation. The Company shall define those who come together at the Company as talented professionals, and make it a top management priority to provide a place and environment where talented professionals can thrive and demonstrate their potential.
 3. The Company’s management indicator shall be total added value, derived by adding personnel expenses and fringe benefits to operating profit.
 4. The Company shall respect diversity and provide each individual with a stage to realize their full potential and opportunities for growth.
 5. The Company shall, as an independent entity, build positive relationships and collaborate with various domestic and international partners.
 6. The Company shall maintain a highly transparent governance system for each stakeholder.

■ The 70th Anniversary Milestone

In addition to corporate philosophy, there are various aspects of our organizational culture that we wish to carry forward. Interaction among staff members in informal settings is one example. In June, over 80% of all staff members of our group companies gathered

for the event commemorating the 70th anniversary of our founding and stayed at the ANA Intercontinental Manza Beach Resort in Okinawa—a project for which KOZO KEIKAKU ENGINEERING Inc. handled the structural design in 1983. Reflecting on the great achievement of our predecessors, we celebrated the group’s 70th anniversary. We wore commemorative T-shirts and polo shirts while enjoying the party, fireworks, and watermelon-splitting game, as well as Okinawan dance performances at the after-party. The following day, some of us joined the various tours that had been arranged, while others went off exploring the areas around Okinawa, fully immersing ourselves in the island’s charm and creating wonderful, lasting memories.

In October, we will be publishing a book “Curiosity-Driven Management That Puts Knowledge in Motion: the 70 Years of a Social Issue-Solving Company Shaped by Intellectual Curiosity” from SHINCHOSHA Publishing to commemorate our 70th anniversary.

■ Toward Our 100th Anniversary

In this issue of the Annual Shareholders Newsletter, we put together a feature article in which our curious young staff members—who are sure to play a major role toward our 100th anniversary—share their dreams. The book “Itsudemo Yume Wo (Stories of people who never forget their dreams and aspirations)” (written by Hisashi Tomino, former Representative Director and President of KOZO KEIKAKU ENGINEERING Inc.), which was published on the occasion of our 50th anniversary, begins with the words, “In every situation, it all came down to people, because dreams and aspirations were only possible with people. As long as you remember this, the day will come when you can again see the rainbow.” Please take a moment to listen to the voices of our amazing colleagues—who are dedicated to their work and achieving results, while also harboring big dreams and aspirations, and who are constantly striving to become the “ENGINE (driving force) of Knowledge” through their own initiative.

We will conform to our corporate philosophy and corporate culture which we have always cherished, 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

Running Towards One's Dream The ENGINE of Knowledge

“In every situation, it all came down to people, because dreams and aspirations were only possible with people.”

As stated in our corporate philosophy—which we have newly inscribed in our articles of incorporation toward our 100th anniversary—people (talented professionals) have always been, and will always be the source of value creation at KKE. So what dreams and aspirations are driving the engineers who are forging a path to the future on the front lines today?

Some want to take on stimulating and exciting projects; some take it step by step, driven by a sense of mission toward society; and there are those who strive to demonstrate the true value of engineering consultants by listening to individual aspirations and connecting technology with people.

Although their perspectives and approaches may differ, they are all driven by a shared desire to “design a desirable future.”

We took a close look at three individuals who, despite occasional doubts and struggles, are striving to go beyond being an ENGINEER and become an ENGINE (driving force), and the vision of the future they are depicting.



Ko Shiozaki

Innovative Information Technology
Dept., 4th year since joining as new
graduate

I want to create a city where lots of people walk— Bringing an idea to life and paving a path to the next idea

“I want to value ideas, whether it’s my own or someone else’s.” In his fourth year with the company, Ko Shiozaki is working in the field of urban planning, tackling various urban challenges by drawing inspiration from the people he meets and the things around him. This year, he enrolled in a doctoral program as a working student. Following his curiosity, he is expanding his horizons and taking on new challenges.

Create Trends Together with Others

“Wouldn’t it be fun to create a new trend, a buzz? I want to do something exciting, with someone.”

Each year, Shiozaki has been setting an annual goal. In the first year, he decided to become an expert in something; in the second year, to deliver results as a consultant; in the third year, to generate a job from scratch. And now, in his fourth year, he wants to get people engaged.

“I want to build a team on my own. Not only with colleagues inside the company, but also with people outside. Also in my PhD program, I am interested in cross-disciplinary and interdisciplinary topics. While delving deeply into my studies and building on my connections with others, I will take initiative in pursuing my own research topics. I will be my own leader. I have a clear picture of what I want to do.”

Foster Liveliness and Interaction Through Walking

“There are trends in urban planning too. A while ago it was compact city, and now, walkable city. A city with lots of pedestrians will bustle with excitement and foster interaction among people. You can enjoy the local scenery even more by walking. I want to take out the obstacles that hinder people from walking in the city.”

Shiozaki decided to major in urban planning when choosing his track at university. He had always liked math and reading books. Urban planning involved taking some sort of action to improve the city—a space formed by the accumulation of people and buildings. It is a discipline in which not only mathematical data analysis but also elements from the humanities and anthropology play an important role.

“Even when implementing certain measures, we will have different outcomes depending on the location. If we don’t tailor these measures to suit the local customs, history, and nature of the community, they may be totally unacceptable. Actually, that’s part of the fun.”

On days off, Shiozaki often goes off to places he has never been before. He strolls around town, takes photos, and learns about its history. Gaining insight into what kind of a place it is becomes the foundation of urban planning. “It’s also fun to talk with the locals. Many people are self-employed, so I really get a sense that we have different perspectives.”

How Does the Heat Affect Foot Traffic?

Currently, Shiozaki’s main focus is on the relationship between pedestrian traffic in cities and extreme heat. Recent climate change and the urban heat island effects have led to decline in people’s comfort and reduction in opportunities for mobility.

What sparked Shiozaki’s interest was a project in Toyohashi City in 2025 that combined pedestrian flow data with thermal analysis. This was originally carried out as part of the PLATEAU project (led by Japan’s Ministry of Land, Infrastructure, Transport and Tourism), which aimed to recreate cities across the country in 3D within a digital space.

“This project was born out of the idea of doing something interesting using PLATEAU’s city models, when one of the

members said, ‘Come to think of it, Toyohashi gets really hot, doesn’t it?’ That got us started. Really, when it’s hot, people become hesitant to move. So we started thinking: how does heat affect foot traffic, and what measures should we take to create liveliness? We formulated various hypotheses, conducted a wide range of research, and analyzed and verified the results. That process was exciting.”

One idea can lead to the next idea. Through this project, Shiozaki came to focus on air-conditioning systems in urban areas. Libraries and community centers are legally designated as primary locations where people can seek refuge from the heat. And today, administrative authorities are starting to consider measures to prevent heatstroke not only in public facilities but also in collaboration with private facilities.

Meanwhile, there are many challenges in collaborating with the private sector. Providing air conditioning incurs cost; a surge in visitors could also disrupt normal operations. People’s behavior, as they try to escape the heat, varies depending on the location and time of day. What are the optimal locations and operating hours for air-conditioned facilities in urban areas? As a working adult student, Shiozaki plans to work on a research project that contributes to solving social issues through public-private partnerships.

Endless Intellectual Curiosity

Whether in academia or industry, it generally takes a long-term process for research to bear fruit in society—decades for basic research and several years for applied research. Yet, Shiozaki believes that some portion of that person’s ideas will remain.

“It’s a joy to work on a project where we all pitch in ideas and grow together. Whether in research or business, I feel that ideas



Visualized the relationship between pedestrian flow and heat stress by overlaying the results of thermal environment analyses with human occupancy data.

should be contagious. I provide consulting services, but it's ultimately up to the clients whether they actually follow through. I believe that personal charm, or the ability to make people think, 'That really interesting, let's work together,' is also an important factor for a consultant."

Shiozaki has worked with clients in diverse industries. Each time he comes across an industry that he is not familiar with, he does research. Learning is fun. Shiozaki has endless intellectual curiosity.

"Going into my fourth year, I feel a deep sense of gratitude

toward everyone who supports me. I'm focusing on my sales activities with the goal of building a business from scratch, but to be honest, there is still room for improvement. Right now, I am interested in projects that involve spatial design. I am thinking of targeting KKE's existing clients like general contractors and developers, and propose new value that takes into account human behavior and comfort. I have always been interested in the relationship between people and space, so I would really love to do a project where I can incorporate my own ideas into a space."



In the design competition for Tokushima Prefecture's Awa Portside Project, we used simulations to propose a design that makes effective use of natural light and other elements.

to exercise in the transformed space. By breathing structural safety and natural comfort into the aged space, it could be truly revitalized. This proposal won the grand prize.

Days of Trial and Error, Head on with Challenges

However, a proposal for a single building or a stand-alone approach had their limits when it came to making a significant impact on society.

The more Meral expanded the concept, her colleagues told her, "We can't see where this is headed to." She spent many days struggling on her own. She had a grand ideal, but couldn't figure out how to make it a reality. But she didn't give up. Three times, she submitted her proposal for the in-house business contest.

"I couldn't organize the ideas in my head alone. But I had colleagues and supervisors in the company who were willing to listen to me. They were patient and talked through with me what essentially I was trying to achieve, and that kept me going without giving up."

From the daunting vision of decarbonizing all industries, Meral identified a single angle to approach the issue. That was the challenge: to transform Japan's vast stock of existing buildings into comfortable, green spaces with minimal investment.

In the Middle of a Dream

Under international environmental certification systems, renovating existing building—which helps minimize environmental damage associated with demolition and reconstruction—is defined as the greenest option. To begin with, simply making new buildings more energy-efficient will not be nearly enough to

achieve society's overall decarbonization goals; renovating the vast number of existing buildings is essential.

"Calculating and quantifying CO2 emissions is not the ultimate goal. However, the sustainability disclosure and reporting set to be mandated next year will serve as a major catalyst for building owners and society as a whole to address the environmental value of existing buildings. Calculations and disclosures are triggers to transform buildings into green, comfortable spaces."

Meanwhile, Meral has obtained world-class environmental certifications (such as LEED® Green Associate™) to enhance her own expertise. Her scope has expanded beyond environmental simulations of individual buildings she did for the Tokushima project to an even larger scale. She is taking on the challenge of developing a new approach that can provide comprehensive environmental performance assessment for the entire life cycle of buildings including the economic aspects.

"We aren't going to handle just buildings. We will start by making gradual changes to existing buildings, but then expand the coverage to the neighborhoods, cities, and eventually the entire society."

Designing a Sustainable Future

There is a person whose philosophy she deeply sympathizes. Buckminster Fuller was the first sustainable designer of the 20th century, who advocated the principle of "doing more with less" by making effective use of limited resources. Fuller did not merely predict the future; he emphasized the importance of visualizing a preferred future and designing deliberately toward it.

Meral's aspiration of creating space where people and nature can coexist more harmoniously is deeply aligned with this philosophy. For her, the effort to make use of existing buildings and extend their functions to the neighborhood and entire society is "designing the future."

She is an engineer who, despite running into obstacles, continues to pursue her ideals with determination. Together with her partners, she is now working, step by step, to turn a scene of the future—one that no one has ever seen—into reality.



Yucel Meral
Social System Design & Marketing Dept., 7th year since joining as new graduate

To Create a Space in Harmony with Nature— A Challenge of an Engineer Who Keeps Moving Forward with Determination

"When I am at a café or in an office, I find myself unconsciously observing the light coming in through the windows and the way the breeze flows. For a long time, I have been concerned that the natural environment—the kind that makes people feel comfortable—is disappearing from our cities..." says Meral, who came to Japan from Turkey and examined in depth the relationship between architecture and the environment (wind, light, and heat) during her PhD studies at a university in Japan. The concept of sustainability, which she encountered during her student days, is the foundation of her actions. It's not just about building a sturdy structure, but about how that structure can harmonize with the surrounding environment and the people who live there. She wants to create more spaces in society where people and nature coexist in harmony—that strong aspiration and her pure intellectual curiosity are what fundamentally drive her.

A New Possibility, Found in a Warehouse Where Time Stood Still

There is one unforgettable project in which her vision took shape: a proposal on renovating a disused warehouse in Tokushima Prefecture.

In conventional structural design, the focus would be limited to how to reinforce walls to improve seismic resistance. However, she used physical simulation to visualize how, when the walls were removed to create an open space, a breeze would flow through the rooms and how comfortably people would be able

Enjoying the Process and Guiding with Aspiration and Dialogue— The Value of Engineering Consultants of the Future

“Knowing that she has such strong determination, I want to find a way to make it happen.” Hirokazu Ishizuka, Executive Officer at KOZO KEIKAKU ENGINEERING Inc., continues to work closely with Yucel Meral to help bring her passionate vision for the environment to life as a business. Together with Meral, Ishizuka took on numerous new design proposals. They produced new value by interweaving environmental elements into structural design. What goes through his mind, and what drives him as he creates value together with others while cherishing the aspiration of colleagues and clients? We also asked Ishizuka about his own passion for what engineering consultants should be.



Hirokazu Ishizuka
Executive Officer and Manager
of Engineering Consulting
Sales Dept.-I, KOZO KEIKAKU
ENGINEERING Inc.

◆◆ The Aspiration at the Root of Management

What I value most in management is the aspiration of each staff member. By drawing out and understanding the aspiration of members through dialogue, management should design a workplace where they can enjoy working and become fully immersed in it, thereby maximizing organizational strength. I believe that is what management is all about.

Each person's aspirations are rooted in their unique personality and their past experiences. When I was Manager of the Structural Design Department, I once asked my team members to draw images on the theme, “What Drives Me.” By talking about their drawings, I wanted to understand where the origin of each member's motivation was—something that is usually hard to see.

For me, at the core I have a curiosity that drives me to bring different things together and try new things, along with a sense of joy for the process of trial and error to get there. Come to think of it, as a small kid, I already enjoyed coming up with devices to catch beetles. I still remember that thrill, hurrying in the dark night to check whether the trap worked. I think I always

focused more on how to approach things rather than whether I can do it or not.

When it comes to how we approach things, who we work with is also an important factor. We can only do so much alone, and I believe there is an irreplaceable joy in the process of having lively discussions with a diverse group of colleagues and working together to create something exciting.

◆◆ The Cycle of Intellectual Curiosity and the Desire to Contribute to Society

There are many people at KKE who have a strong sense of curiosity. Meanwhile, KKE's unique approach—serving as a bridge between industry and academia—is born because we combine the desire to satisfy our curiosity with our aspiration to apply the knowledge we have gained to real-world social issues.

When I was on the front lines tackling complex and difficult social issues in the past, I felt firsthand that our technology was benefiting society. That experience marked a major turning point for me, shifting my perspective from focusing only on the single

building in front of me, to thinking about what could be done for society going forward and for the future.

An intellectual curiosity that finds technology fascinating, and a desire to contribute to society—these two elements will, as we engage earnestly with our clients on site and with society, form a continuous cycle that becomes the driving force behind shaping a brighter future.



A collection of proposals that combined various solutions and structural designs offered by KKE group. The book also contains numerous proposals made with Meral.

◆◆ Company-Wide Approach for Bringing the Future to Life

We aim to give concrete form to the cycle of intellectual curiosity and the desire to contribute to society. To that end, it is important to begin the dialogue by sharing what kind of future we want to envision together with clients.

For example, if we are called to help renovate some university facilities through industry-academia collaboration, we won't start off talking about what we can do with our technology. We would focus more on the phenomenon itself. How are these facilities being used? How should we enhance their spatial value? How should a school open itself to the community? ... We look beyond the current conditions toward the future and expand our imagination to envision how they want to be. By taking our own perspective on the words and concepts around us, and earnestly sharing our thoughts on how we see the future and how we plan to face it, we will receive new insights and honest feedback in return. It is only through this kind of in-depth dialogue that we can arrive at substantive proposals.

And a company-wide approach is the means by which we will make that envisioned future a reality. Not only do we connect technologies across various fields within KKE, we don't even have to keep things within KKE. If the pieces needed to build the future we envisioned are not available within the company, we just bring in partners from outside to make it happen. As an independent entity with a unique focus on industry-academia collaboration, we believe that we have the capability to design the future freely without being constrained by conventional boundaries and to give back to society.

◆◆ The Ideal Role of Engineering Consultants

I, myself, have always held a deep passion for the field of structural design.

Structural engineers bear a heavy responsibility for protecting people's lives. However, I believe that such value extends beyond simply constructing a safe building or pursuing structural beauty. As structural engineers at KKE—co-creating with colleagues who possess a deep understanding of geology, earthquakes, and materials and who make full use of advanced simulation techniques—we should be able to design not only buildings but also society that lies beyond them and the future.

And this isn't just about structural design. Engaging with clients from a higher vantage point and designing society and the future—I believe this is the ideal role that we as KKE's engineering consultants should strive for in the years ahead, and that it will demonstrate our true value to society.

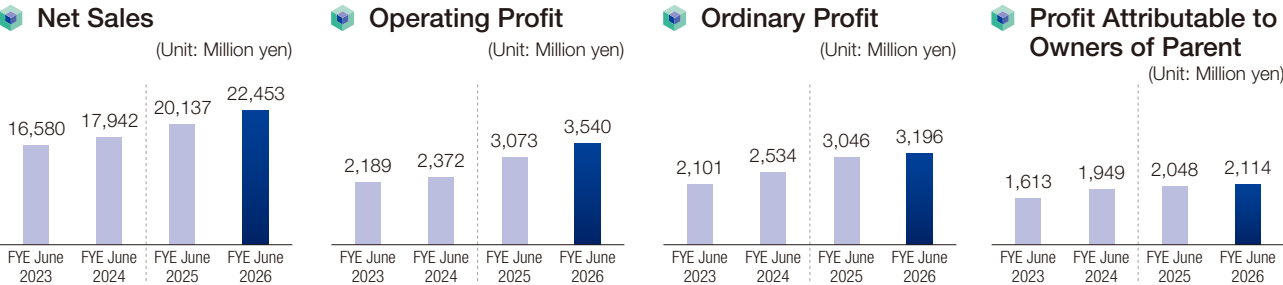


In addition to his regular work, he also teaches a 100-minute class every week at university.

Review of Operations

Financial Highlights

In the fiscal year under review, the Engineering Consulting segment remained robust, thanks to the solid backlog of orders carried over from the previous fiscal year and the steady implementation of new projects received during the fiscal year under review. In addition, the cloud service provision business in the Product Service segment maintained continuous growth. As a result, both net sales and profit at all levels exceeded the figures from the previous fiscal year. We have secured an order backlog of ¥9,137 million, exceeding the amount as of the end of the previous fiscal year (¥8,587 million).

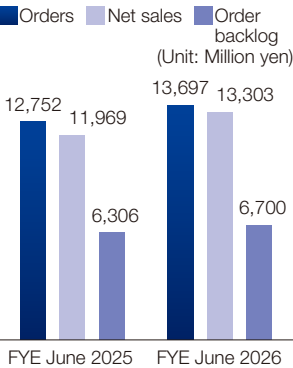


Segment Review

Engineering Consulting

In the fiscal year under review, both net sales and profit increased, 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. While we are further enhancing returns to our staff members, we have been able to maintain a trend of growth in both net sales and profit. We remain committed to ensuring quality as we continue to undertake high-value-added projects.

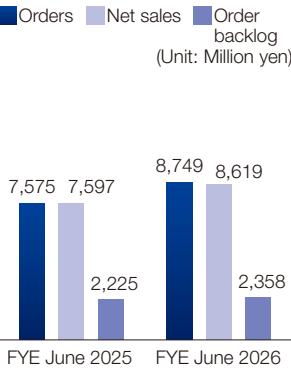
We have secured an order backlog of ¥6,700 million, which exceeds the amount in the previous fiscal year (¥6,306 million), for the next fiscal year.



Product Service

In the fiscal year under review, our cloud service provision business continued to drive forward new orders and sales growth. In particular, our RemoteLOCK cloud-based access control system and NavVis, which supports the acceleration of onsite 3D rendering, progressed at high growth rates and continued to contribute to the improvement of profit margins. Meanwhile, due to upfront investment costs for the launch of a new cloud service and new products in the software package business, profit margin for the overall Product Service segment remained at the same level as the previous fiscal year.

Annual recurring revenue (ARR) from the overall cloud services increased 20.4% year on year to ¥4,218 million.



Consolidated Financial Data

Consolidated Balance Sheet (Summary)

	(Unit: Thousand yen)	
	FYE June 2025	FYE June 2026
(Assets)		
Current assets	9,444,243	9,492,105
Cash and deposits	4,242,765	3,428,638
Notes receivable-trade	48,755	-
Accounts receivable-trade	2,362,666	2,514,485
Contract assets	674,229	752,013
Work in process	46,963	35,452
Other	2,068,862	2,761,515
Non-current assets	12,623,305	13,003,548
Property, plant and equipment	6,192,608	6,157,369
Intangible assets	289,408	255,968
Investments and other assets	6,141,288	6,590,210
Total assets	22,067,549	22,495,654
(Liabilities)		
Current liabilities	6,833,579	7,826,504
Accounts payable-trade	297,788	403,977
Current portion of long-term borrowings	766,000	885,690
Accrued expenses	2,302,512	2,682,484
Other	3,467,278	3,854,352
Non-current liabilities	5,065,200	3,109,419
Long-term borrowings	2,798,920	1,534,500
Lease liabilities	36,733	32,081
Provision for share-based payments	339,741	404,085
Retirement benefit liability	1,723,256	961,391
Provision for retirement benefits for directors (and other officers)	35,752	38,877
Asset retirement obligations	130,796	138,484
Total liabilities	11,898,779	10,935,923
(Net Assets)		
Shareholders' equity	9,346,036	10,152,377
Share capital	1,010,200	1,010,200
Capital surplus	1,408,227	1,437,700
Retained earnings	7,819,622	8,844,063
Treasury shares	-892,013	-1,139,586
Accumulated other comprehensive income	748,459	1,300,765
Non-controlling interests	74,273	106,587
Total net assets	10,168,769	11,559,730
Total liabilities and net assets	22,067,549	22,495,654

Consolidated Statement of Income (Summary)

	(Unit: Thousand yen)	
	FYE June 2025	FYE June 2026
Net sales	20,137,374	22,453,238
Cost of sales	9,623,162	11,166,310
Gross profit	10,514,212	11,286,927
Selling, general and administrative expenses	7,440,767	7,745,935
Operating profit	3,073,445	3,540,992
Non-operating income	52,841	42,209
Non-operating expenses	79,832	387,147
Ordinary profit	3,046,454	3,196,053
Extraordinary losses	30,716	19,871
Profit before income taxes	3,015,737	3,176,182
Income taxes-current	1,090,882	1,215,854
Income taxes-deferred	-157,247	-186,197
Profit	2,082,102	2,146,525
Profit attributable to non-controlling interests	33,139	32,313
Profit attributable to owners of parent	2,048,962	2,114,211

Consolidated Statement of Cash Flows (Summary)

	(Unit: Thousand yen)	
	FYE June 2025	FYE June 2026
Cash flows from operating activities	3,320,797	2,272,851
Cash flows from investing activities	-2,273,447	-679,255
Cash flows from financing activities	57,202	-2,425,640
Effect of exchange rate change on cash and cash equivalents	-19,468	17,916
Net increase (decrease) in cash and cash equivalents	1,085,084	-814,127
Cash and cash equivalents at beginning of period	3,157,681	4,242,765
Cash and cash equivalents at end of period	4,242,765	3,428,638

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

