



# **FYE June 2022 (64th Term) Financial Results**

2022.08.25

- 1. Overview of Financial Results**
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- 3. Year-end Dividend**
- 4. Aiming to become an organization that will develop sustainably with an eye to the future**

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.
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# 1

## Overview of Financial Results

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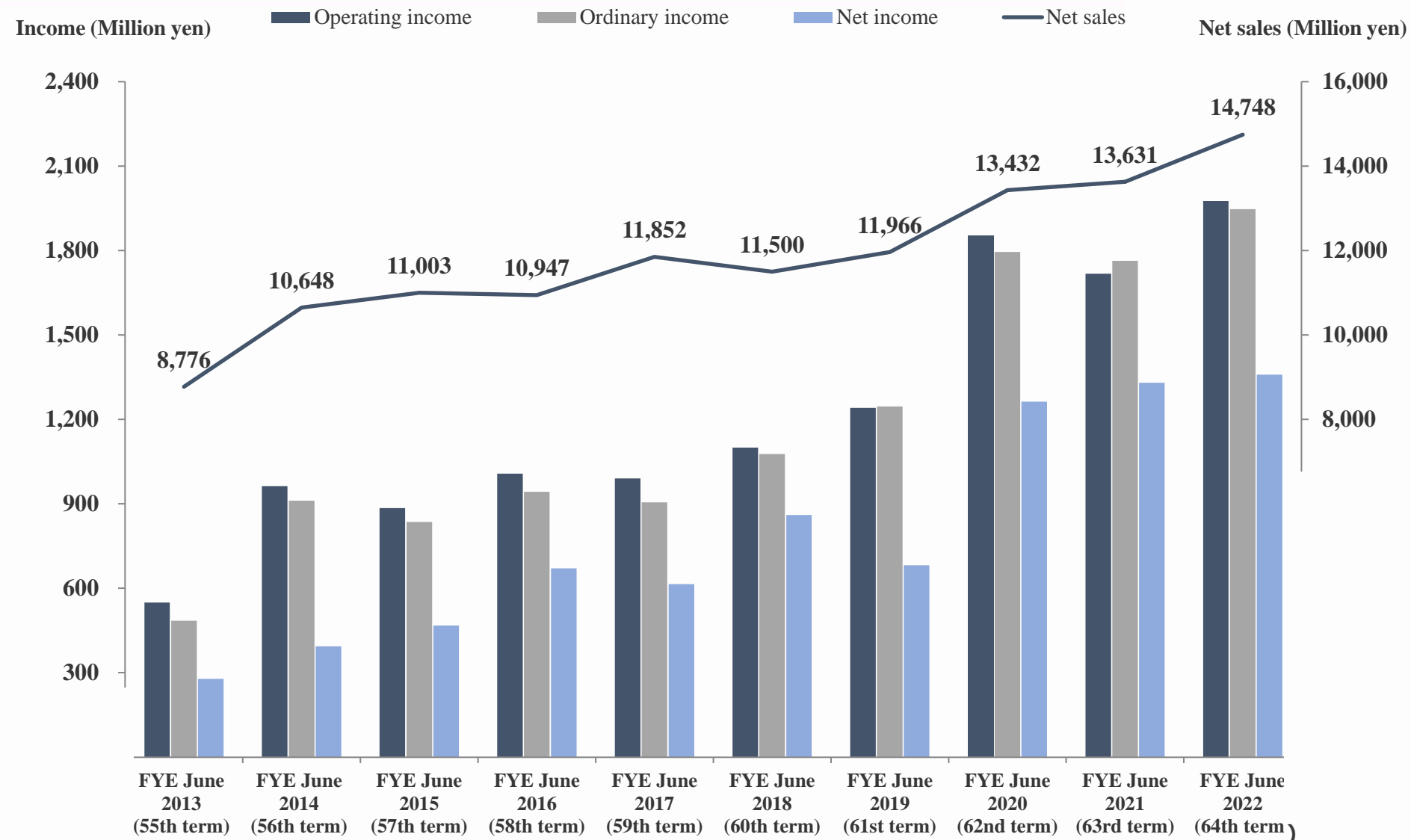
# Income Statement

(Million yen)

	FYE June 2021 (63rd term)	FYE June 2022 (64th term)	Change from previous FY	Rate of change from previous FY
<b>Net sales</b>	13,631	<b>14,748</b>	1,117	8.2%
Cost of sales	6,398	<b>7,025</b>	627	9.8%
<b>Gross income</b>	7,232	<b>7,723</b>	490	6.8%
(Gross margin)	(53.1%)	(52.4%)		
SGA expenses	5,514	<b>5,746</b>	231	4.2%
<b>Operating income</b>	1,718	<b>1,976</b>	258	15.1%
(Operating margin)	(12.6%)	(13.4%)		
Non-operating profit & loss	46	<b>-29</b>	-75	—
<b>Ordinary income</b>	1,764	<b>1,947</b>	183	10.4%
(Ordinary margin)	(12.9%)	(13.2%)		
Extraordinary profit & loss	58	<b>-80</b>	-139	—
<b>Net income before taxes</b>	1,823	<b>1,866</b>	43	2.4%
Income taxes	492	<b>507</b>	14	3.0%
<b>Net income</b>	1,330	<b>1,359</b>	28	2.2%
(Net margin)	(9.8%)	(9.2%)		

\* Starting from the 64th term, we have applied the Accounting Standard for Revenue Recognition, etc. (hereinafter the “New Standard”).

# Trends in Results



# Balance Sheet

(Million yen)

Item	FYE June 2021 (63rd term)	FYE June 2022 (64th term)	Change	Item	FYE June 2021 (63rd term)	FYE June 2022 (64th term)	Change
Cash and deposits	2,120	2,560	440	Short-term borrowings	—	—	—
Notes / accounts receivable - trade and contract assets	1,699	2,689	990	Current portion of long-term borrowings / corporate bonds	612	896	283
Work in process	601	22	-579	Advances received	939	1,056	117
Other	1,648	1,486	-161	Accounts payable - accrued expenses	805	1,434	628
				Other	1,594	2,047	452
<b>[Current assets]</b>	<b>6,069</b>	<b>6,759</b>	<b>689</b>	<b>[Current liabilities]</b>	<b>3,951</b>	<b>5,434</b>	<b>1,483</b>
Property, plant and equipment	5,442	5,538	95	Long-term borrowings/corporate bonds	1,952	1,215	-737
Intangible assets	374	361	-13	Provision for retirement benefits	2,223	2,252	28
Investments and other assets	3,661	4,562	901	Other	264	289	25
Investment securities	2,154	2,097	-56	<b>[Long-term liabilities]</b>	<b>4,440</b>	<b>3,756</b>	<b>-684</b>
Shares of subsidiaries and associates	76	836	759	<b>[Liabilities]</b>	<b>8,392</b>	<b>9,191</b>	<b>799</b>
Investments in capital of subsidiaries and associates	54	55	0	Capital stock	1,010	1,010	—
Deferred tax assets	860	1,156	295	Capital surplus	1,325	1,325	—
Other	514	416	-98	Retained earnings	5,453	6,154	700
<b>[Fixed assets]</b>	<b>9,478</b>	<b>10,462</b>	<b>983</b>	Treasury shares	-765	-623	141
				Other securities			
				Valuation difference on available-for-sale securities	132	164	31
				<b>[Net assets]</b>	<b>7,156</b>	<b>8,030</b>	<b>873</b>
<b>[Assets]</b>	<b>15,548</b>	<b>17,221</b>	<b>1,673</b>	<b>[Liabilities and net assets]</b>	<b>15,548</b>	<b>17,221</b>	<b>1,673</b>

\*1 Capital ratio

FYE June 2021: 46.0%; FYE June 2022: 46.6%

\*2 Impact of introducing ESOP: FYE June 2021: 58 million yen is included in Other of current assets, 660 million yen in treasury shares, and 677 million yen in long-term borrowings.

FYE June 2022: 83 million yen is included in Other of current assets, 203 million yen in treasury shares, and 206 million yen in current portion of long-term borrowings.

# Cash Flow Statement

(Million yen)

	FYE June 2021 (63rd term)	FYE June 2022 (64th term)	Change
Balance at the beginning of FY	2,014	2,120	105
CF from operations	1,469	2,105	635
CF from investments	-683	-700	-17
Free CF	786	1,404	618
CF from financing	-680	-964	-284
Balance at the end of FY	2,120	2,560	440

Highlights of CF from operations	FYE June 2021	FYE June 2022	Change
Net income before taxes	1,823	1,866	43
Increase/decrease in accounts receivable*	90	-872	-963
Increase/decrease in inventories*	45	577	531
Highlights of CF from investments	FYE June 2021	FYE June 2022	Change
Purchase of investment securities	-193	-647	-454
Purchase of property, plant and equipment	-487	-323	164
Sale of shares of subsidiaries and associates	21	321	299
Highlights of CF from financing	FYE June 2021	FYE June 2022	Change
Net increase/decrease in long-term borrowings	-16	-354	-337
Proceeds from disposal of treasury shares	1,003	501	-501
Dividend payments	-638	-658	-19

\* Changes are significant due to the application of the New Standard.  
However, the total amount of operating cash flow is not affected.

# 2

## Overview of Results by Segment

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## ■ Structural design and structural analysis consulting

Structural design of high-rise buildings and structural analysis of large buildings and windmills, etc.

## ■ Environment assessment and disaster risk reduction consulting

Ground motion assessment, wind condition analysis and disaster risk assessment

## ■ IT system development for housing and construction

System development including CAD, BIM and structural calculation

## ■ Decision-making support consulting

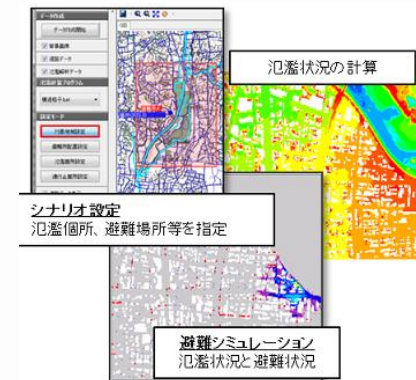
Social simulation and optimization

## ■ Information and communication technology consulting

Communication network, radio wave propagation, and electromagnetic field simulation



Wind power generation business



Evacuation simulation



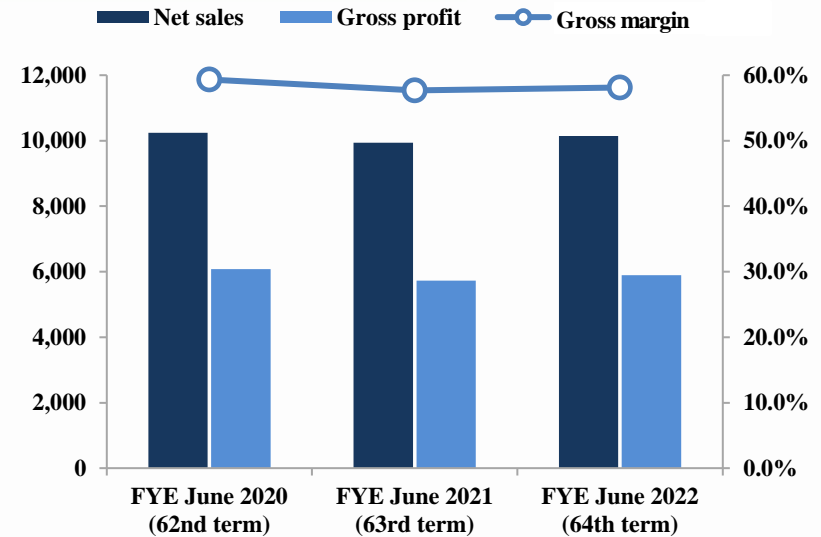
System development for housing

# Overview by Segment

## (Engineering Consulting: Changes over the past two terms)

(Million yen)

	FYE June 2020 (62nd term)	FYE June 2021 (63rd term)	FYE June 2022 (64th term)	Year-on-year Change
Orders	10,352	10,254	10,315	60
Net sales	10,241	9,937	10,141	204
Gross income	6,076	5,730	5,893	163
(Gross margin)	(59.3%)	(57.7%)	(58.1%)	
Backlog of orders	5,306	5,624	5,212	-412



### Analysis of results

- As the appetite for investment in system development continued to be strong, system development services for housing and construction remained firm.
- Wind conditions analysis consulting and structural design and analysis consulting services also remained steady, reflecting solid demand for wind power generation-related businesses.
- Information and communication technology consulting services also held firm, reflecting the acceleration of research and development investments in the telecommunication industry.

# Product Service (PS)

## Business themes

### Manufacturing industry

CAE, thermal flow analysis, particle-based simulation, granular simulation, sales support solutions, etc.

### Structural and seismic analysis

Architectural building analysis, ground analysis, etc.

### Decision-making support

Social simulation, risk assessment, optimization, etc.

### Information and communications/IoT

Radio propagation analysis, indoor navigation, email delivery, remote lock, etc.

## Examples of package-sales type



## Examples of cloud service-provision type

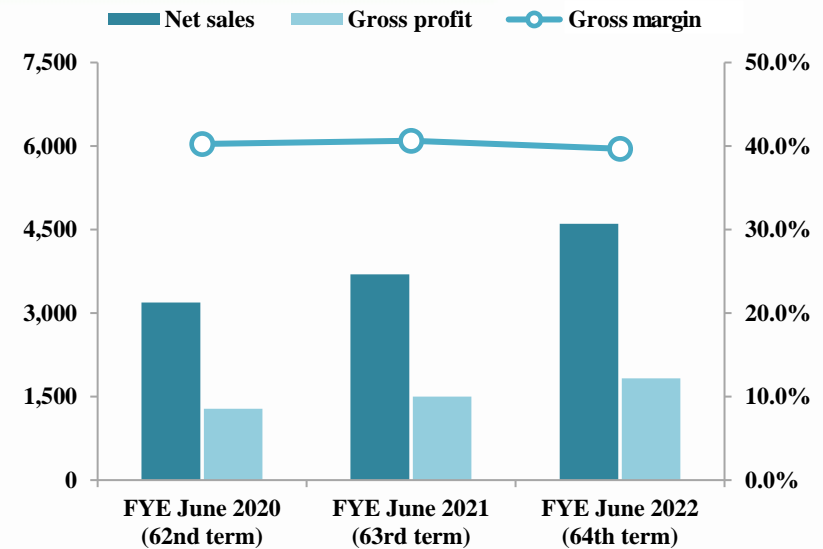


# Overview by Segment

## (Product Service: Changes over the Past Two Terms)

(Million yen)

	FYE June 2020 (62nd term)	FYE June 2021 (63rd term)	FYE June 2022 (64th term)	Year-on-year Change
Orders	3,228	3,796	5,044	1,248
Net sales	3,190	3,694	4,607	913
Gross income	1,284	1,501	1,829	327
(Gross margin)	(40.2%)	(40.7%)	(39.7%)	
Backlog of orders	1,120	1,222	1,659	437



### Analysis of results

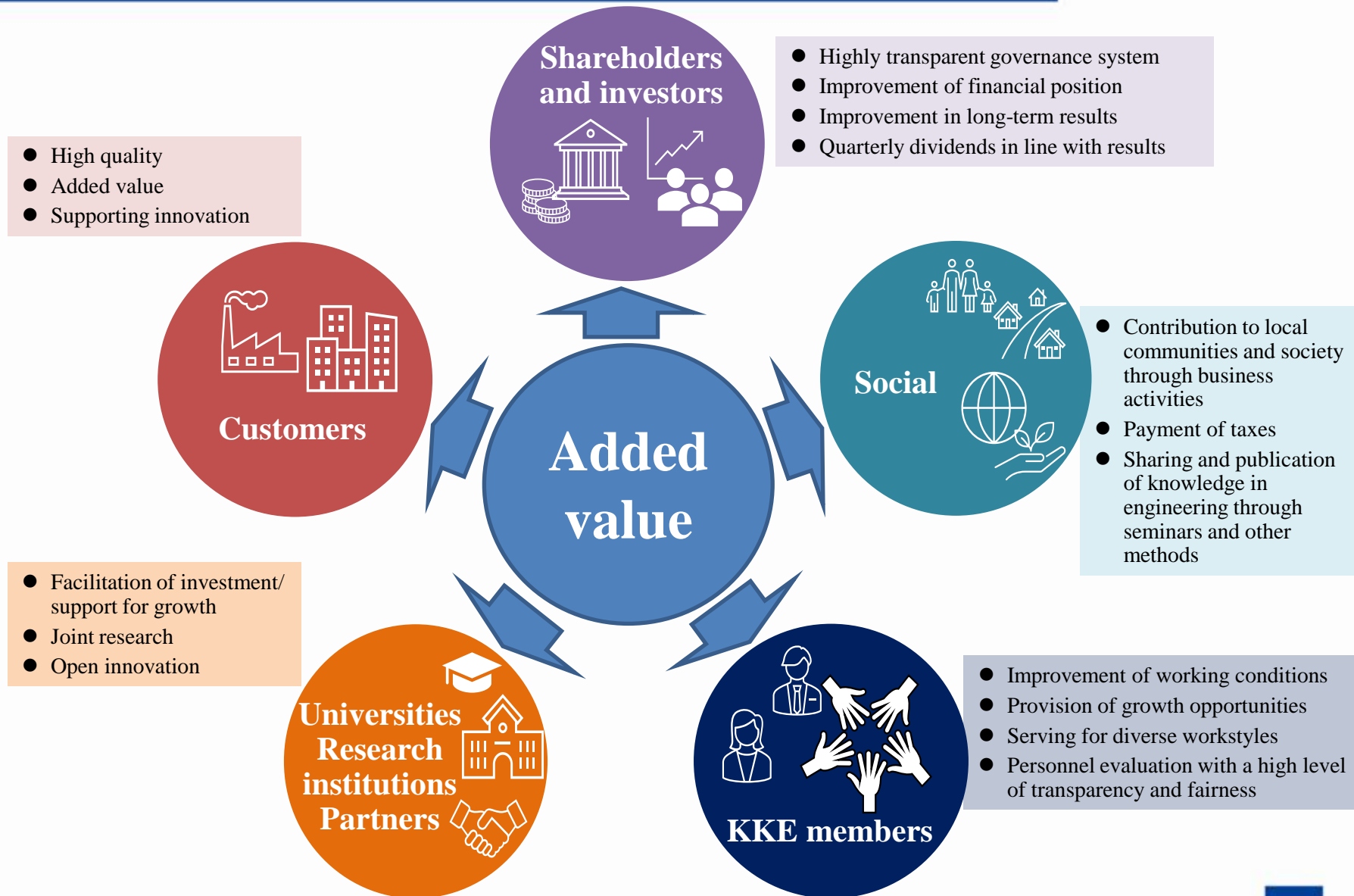
- Sales of CAE software for design engineers increased, reflecting a rise in the appetite for investment in the manufacturing industry. Sales of radio wave propagation analysis software, etc. were steady.
- A steady expansion of sales was achieved for the cloud-based email delivery service of Twilio, Inc. in the United States, solutions for 3D digitization of NavVis GmbH in Germany, and the room entry and exit management cloud service of LockState, Inc. (present RemoteLock, Inc.) in the United States, significantly contributing to results in the fiscal year ended June 2022.

# 3

## Year-end Dividend

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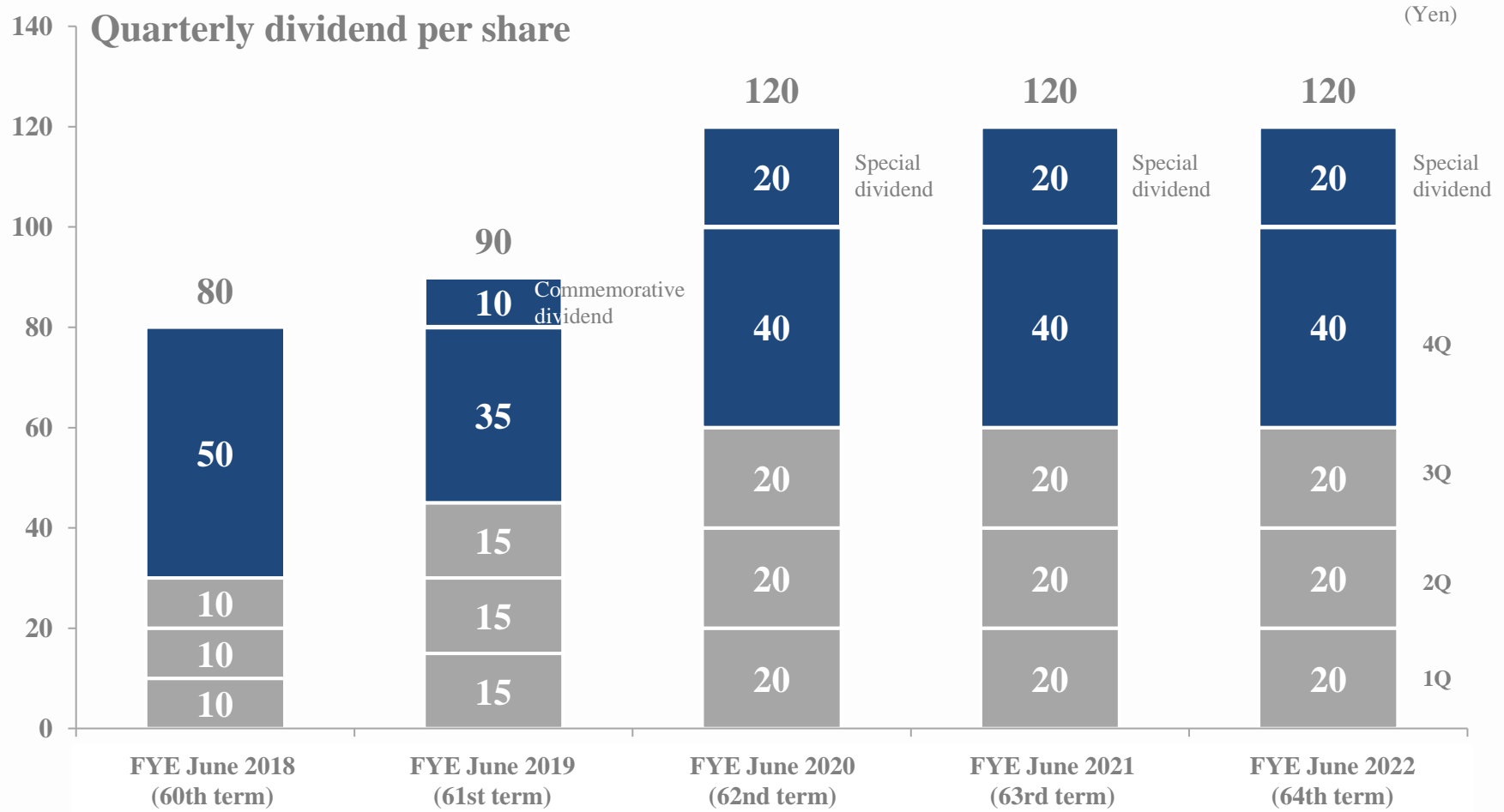




	Decided amount
Record date	June 30, 2022
Dividends per share	Year-end dividend: 40 yen Special dividend: 20 yen Total: 60 yen
Total dividends (Sep. 9)	322 million yen
Effective date	September 9, 2022
Source of dividends	Retained earnings
Dividend payout ratio	46.4%

# Actual Dividends in the Past and Dividends for the 64th Term

Pay dividends according to the basic policy: consistent dividend payments



# 4

**Aiming to become an organization  
that will develop sustainably  
with an eye to the future**

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*The Future Vision We Aim to Share and Achieve with Society  
("Thought")*

*Innovating for a **Wise Future***

Our vision

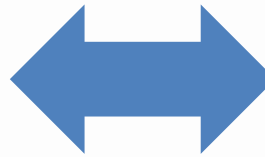
**A knowledge-intensive company  
that represents Japan in the 21st century**



## Provide knowledge as value to society.

Conventional  
Japanese companies  
(Capital- and labor-intensive)

- Equity
- Hourly wage
- Repeat
- Real estate



**KOZO KEIKAKU**  
**ENGINEERING Inc.**

- Knowledge and expertise
- Evaluation of achievements
- Always changing
- **People, collaborative professionals**



**The source of our added value are collaborative professionals**

**For the Company to achieve sustainable development, it is important to employ and cultivate better collaborative professionals.**

- Our management indicators

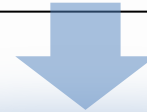
**Total added value =**

**Operating income** + **Personnel expenses** + **Fringe benefits (FB\*)**

\* FB = Fringe benefits



**Growth of businesses**



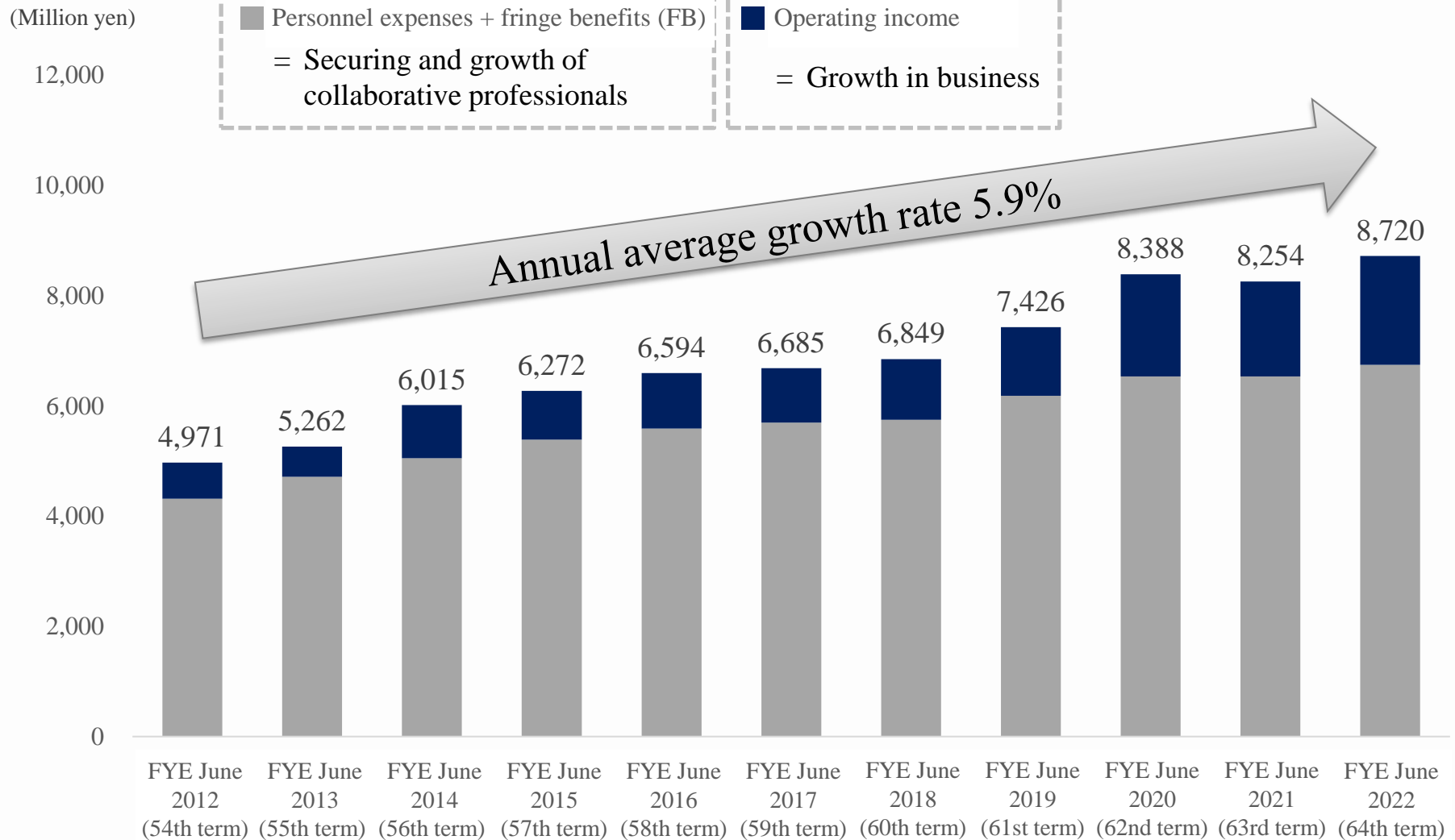
**Employment and growth of  
collaborative professionals**

In addition to pursuing **operating income** that shows the profitability of businesses, the Company emphasizes growth in **personnel expenses and fringe benefits (FB)**.

**We have adopted a management goal of achieving annual growth of 5% to 7% on a medium- to long-term basis.**

**We aim to achieve sustainable growth through growth in business and by securing and achieving growth in collaborative professionals.**

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

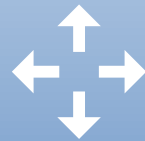


## *Innovating for a **Wise Future***

Three factors necessary for growth in total added value

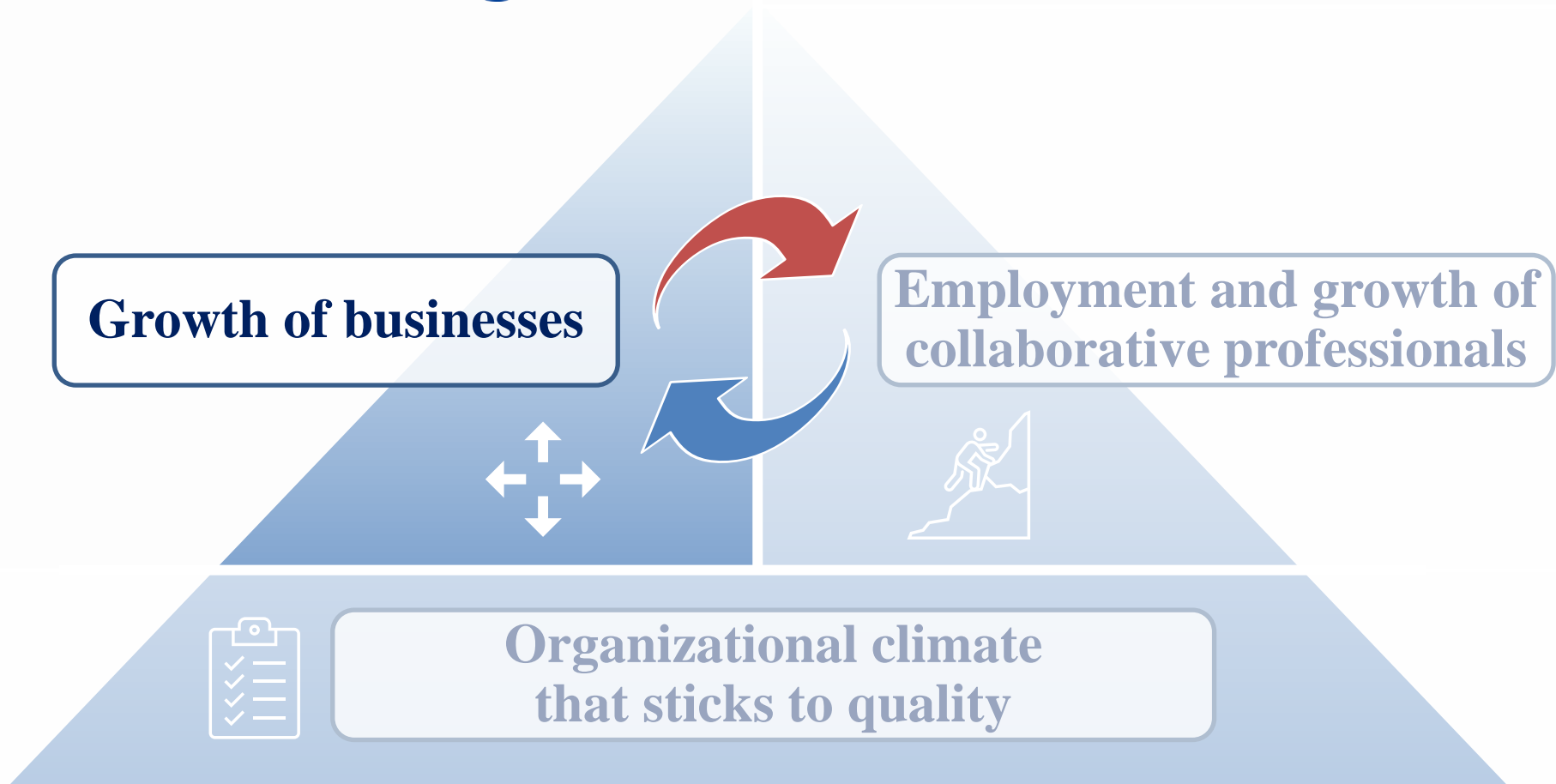
**Growth of businesses**

**Employment and growth of collaborative professionals**

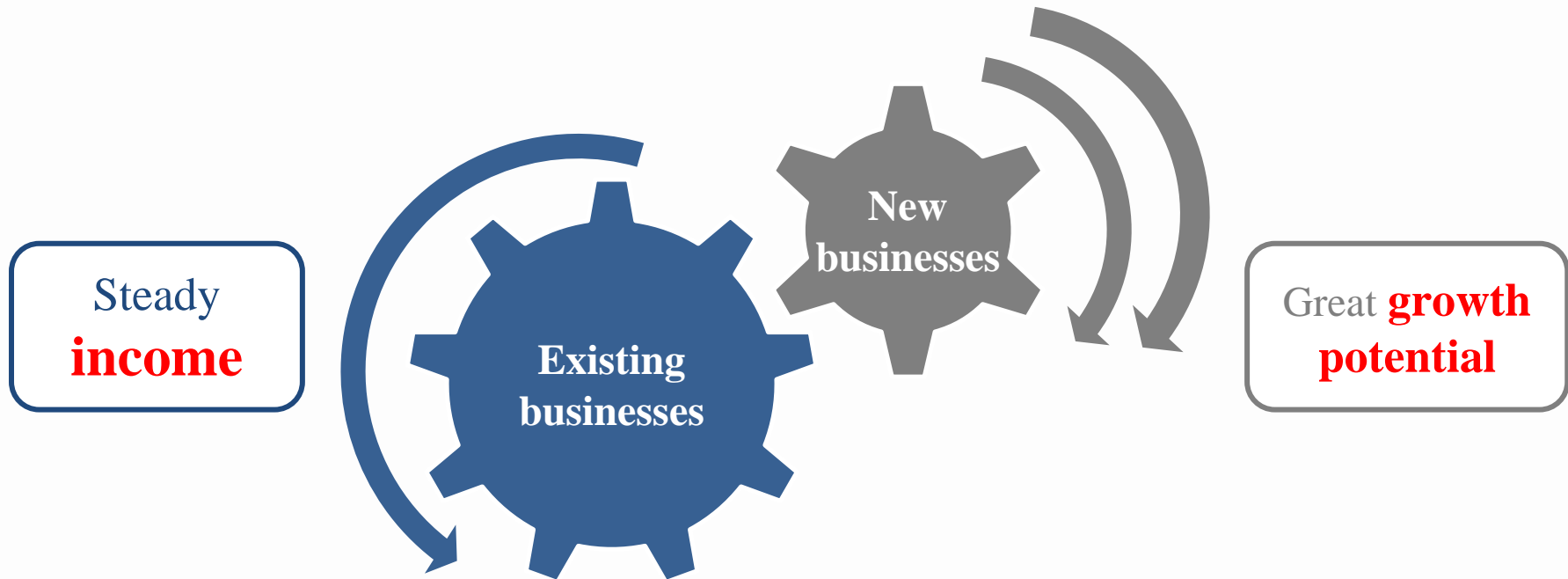


**Organizational climate  
that sticks to quality**

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



Steady income in existing businesses and growth in new businesses



The entire company's business grew significantly through a cycle of increases in revenue in the existing businesses and the reinvestment of income from the existing businesses in new businesses.

**The Company's existing businesses grew steadily and made a profit.**

## Structure, disaster prevention

The structural design of buildings, response analysis, analysis of earthquake motion, etc.

## Telecommunication

Communication network, radio wave propagation, and electromagnetic field simulation

## Manufacturing

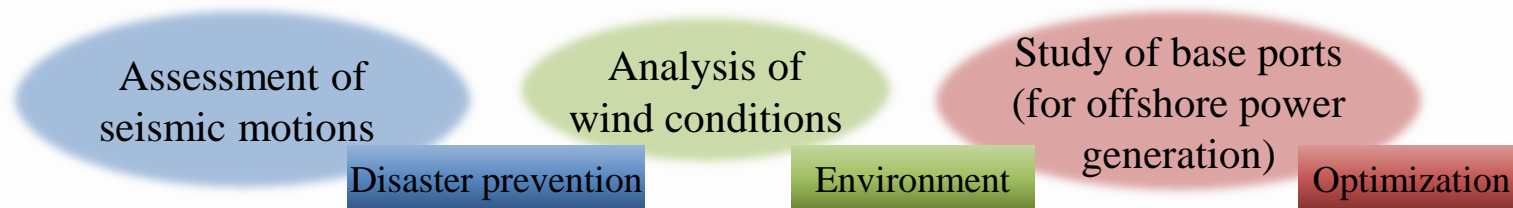
System development including CAD, BIM and structural calculation, and thermal flow analysis, granular simulation, etc. for manufacturing industry

## Decision-making support

Social simulation and optimization consulting

## Wind power generation business

**Provides a one-stop services in the offshore wind power business, using a wealth of empirical knowledge gained in the onshore wind power business and technologies in other business areas.**



## Wooden Structure Design Business

- Started wooden structure consulting in 2011.
- Engages in practical design, development of methods, system development, etc., using wooden structure engineering in consideration of **the trend toward a carbon-free society in the world.**



A kindergarten building completed that uses the CLT (cross laminated timber) Ichimatsu Block Wall, which has been developed by the Company

## Established AK Radio Design with Anritsu



Simulation engineering



Manufacturing of measurement  
equipment/measurement technologies



To solve a range of issues related to the implementation and operation of **local 5G, which is attracting attention**, we will provide **services fusing simulation and actual measurement in collaboration with Anritsu.**

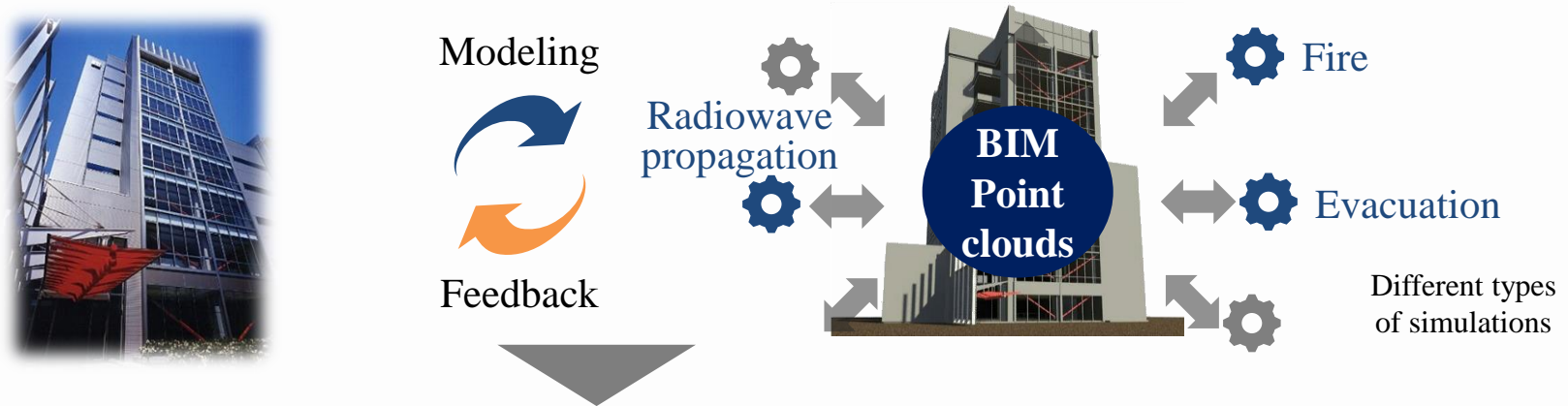
## Radio Wave Propagation Business

- Provides optimal analysis services and products services, etc. suitable for different customers' varied communication systems and issues.
- Pays attention to international trends in radio wave propagation technology, participates in related international meetings to gain cutting-edge knowledge, and provides sophisticated services.

# Manufacture: Digitalization, Product Services for Designers

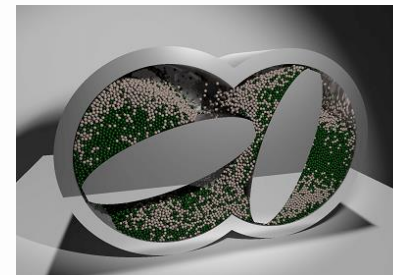
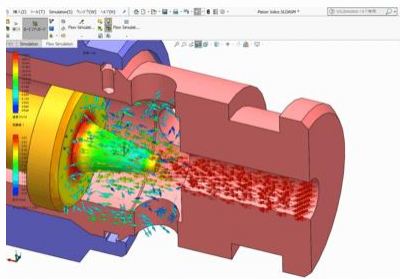
## Digitalization of BIM\*, point clouds, etc. by harnessing information technologies

\* BIM: A method of centrally managing building information in a 3D-based model.



We will use digital information to advance construction digital transformation.

## Product services for designers



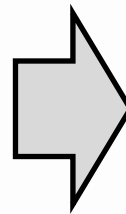
We will shorten a design period, improve quality and reduce costs through the use of the services at the upstream stage in design.

## Decision-making support to local governments and public offices

Featuring the simulation of social issues, we will promote decision-making process support consulting for disaster prevention-related projects undertaken by local governments and public offices.

### Social simulation technologies

- Evacuation simulation
- Pedestrian flow (walking around) data
- Traffic simulation
- Network analysis, etc.



### **Disaster prevention-related projects of local governments and public offices**

- ✓ Estimated time of evacuation (ETE) in case of nuclear disaster
- ✓ Support for the evaluation of projects and policies

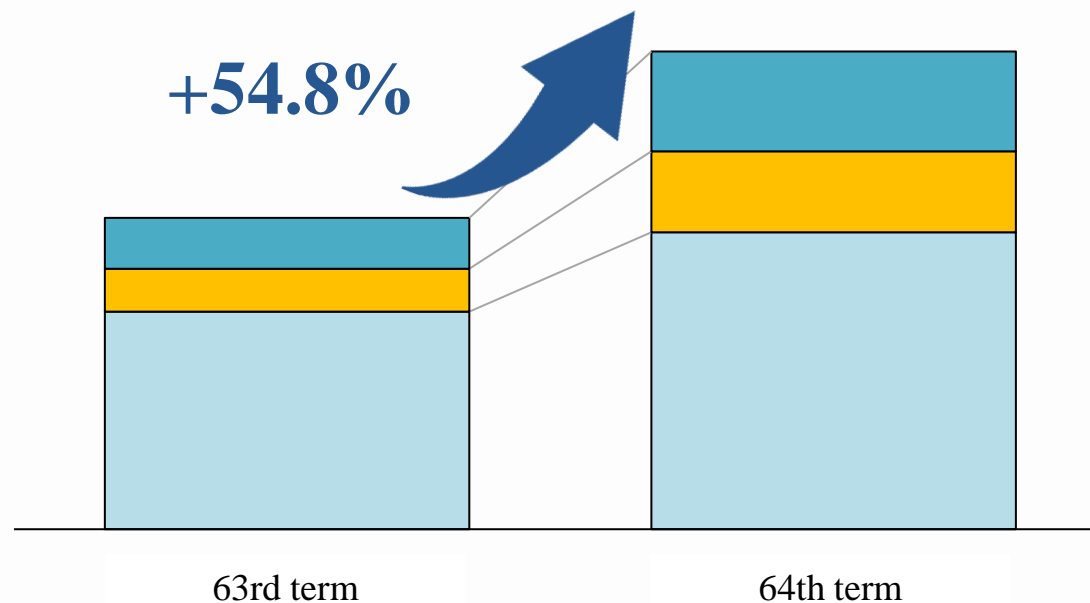
## Cloud-based MAS\* platform      \* MAS: multi-agent simulation

We have developed and provide artisoc Cloud, which enables the user to run and share simulations easily on Web browsers.

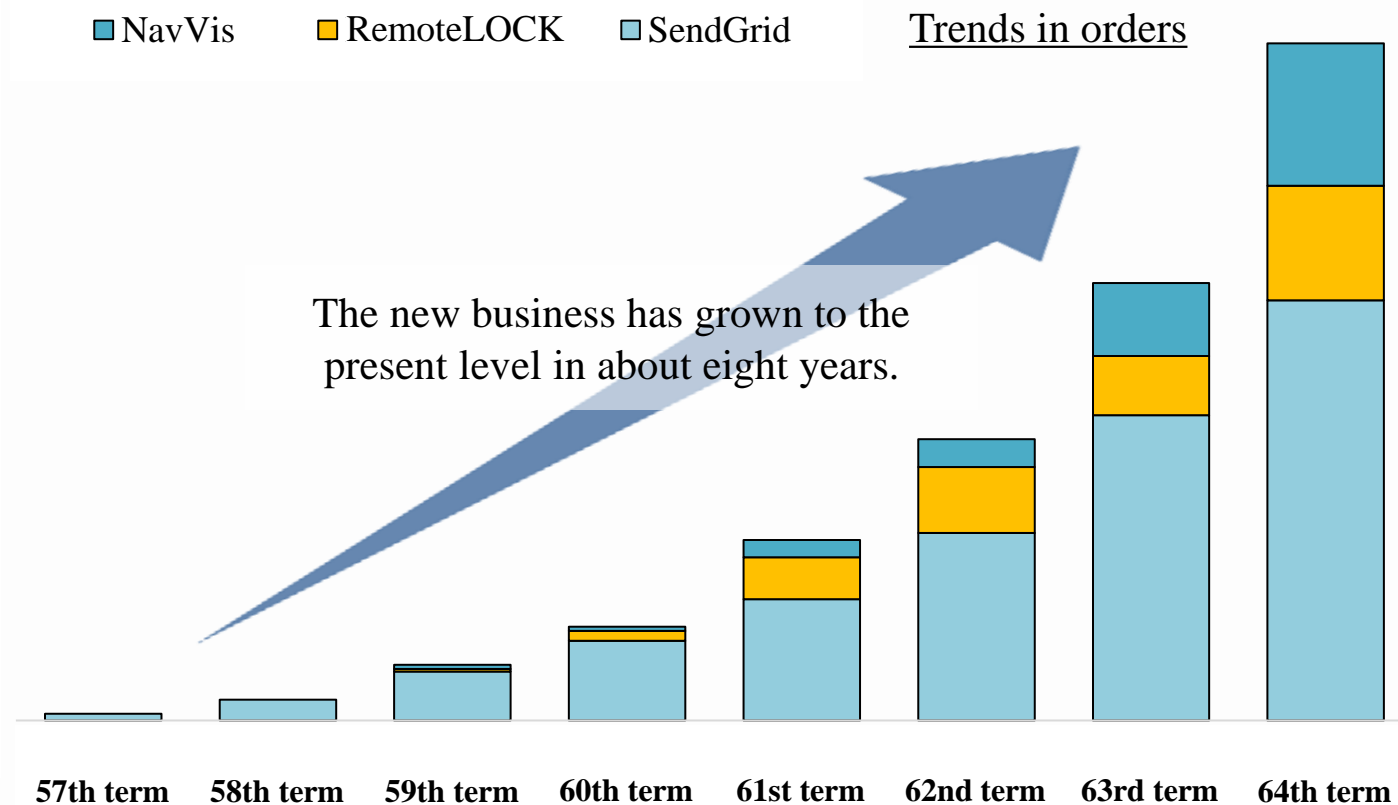
- Orders in three new businesses rose **54.8% year on year**.
- The increase was driven by SendGrid. Orders for RemoteLOCK and NavVis also increased steadily.

New businesses:  **SendGrid** +  **RemoteLOCK** +  **NavVis**

□ SendGrid    □ RemoteLOCK    □ NavVis    Amount of orders received



- Ratio of orders for the new businesses to the orders at the entire Company  
From 0.2% in the 57th term to **12.7%** in the 64th term



# Developments in New Businesses up to the 64th Term

## -Twilio SendGrid-

### ❑ Cloud-based e-mail delivery service



- 2013: Launched the service for Japan
  - Spread through communities, provision of safety and reliability and changes in the external environment
    - After the launch, the business scale was expanded continually.

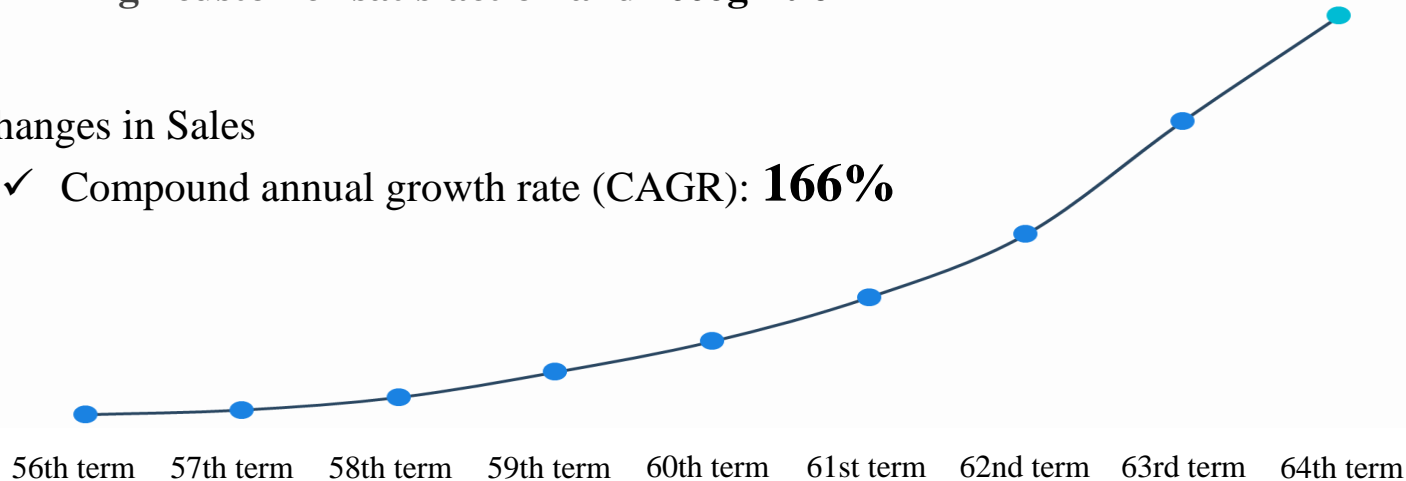


- 2022:
  - Received the ITreview Grid Award 2022 Winter in the review site that provides IT and Cloud-based services
    - Became the leader of the industry due to **high customer satisfaction and recognition**



### ❑ Changes in Sales

- ✓ Compound annual growth rate (CAGR): **166%**



# Developments in New Businesses up to the 64th Term

## -RemoteLOCK-

### ❑ Cloud-based entry/exit control system

RemoteLOCK™



- 2017: Launched the service for Japan
    - Expanded business primarily in the accommodation market
    - System integration with 40 or more external services (as of 2022)
  - 2020: Developed new products jointly with WEST Corporation, a Japan-based key manufacturer, and released them
- ▼
- 2022:
    - **The Fund Corporation for the Overseas Development of Japan's ICT and Postal Services (JICT)** invested in LockState.
      - A public-private investment fund supervised by the Ministry of Internal Affairs and Communications
      - Additional investment (\$3.00M) for Series B financing
    - **Jointly developed** a new product compatible with FeliCa and the QR code
    - Established RemoteLock Japan Co., Ltd.



# Developments in New Businesses up to the 64th Term

## -RemoteLOCK-

Collaborative creation with many different partners through open innovation.

We will strengthen and expand collaboration to enhance added value and increase sales.

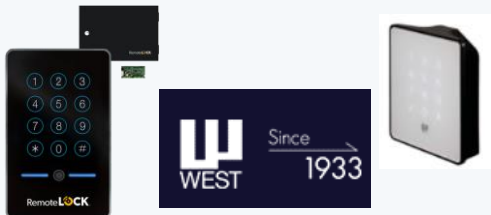
## Any Brands, Any credential, Any Software

### Hardware collaboration

- ✓ Our lock system
- ✓ Other companies' lock systems
- ✓ Gate into the facility
- ✓ Gate into the parking place
- ✓ Lockers, etc.



Application of the certification system to broader areas



### System collaboration with different types of services

- ✓ Reservation system
- ✓ Settlement system
- ✓ Hotel system, etc.



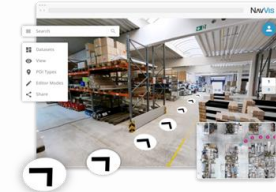
- Access control open platform able to manage various devices and collaborate with different services, irrespective of manufacturers.

# Developments in New Businesses up to the 64th Term

## -NavVis-

### □ Platform for the digitization of indoor spaces

# NavVis



- 2015: Formed an alliance with NavVis in the Japanese market
- 2020: Launched wearable NavVis VLX
- 2022: Accelerated **technological development** to improve convenience and expand applications

### <福岡県警 事故現場VR>

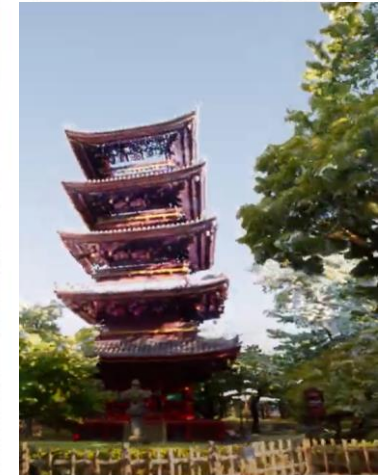


朝日新聞, 20220518, 「事件現場VR保存」



KBC九州朝日放送, 20220521,  
<https://www.youtube.com/watch?v=4AzhqRq0L6E>

### <歴史的建造物のアーカイブ>



Left: Nakagin Capsule Tower (photo of external appearance)  
Right: Digital Ueno no Mori (point cloud)  
<https://www.youtube.com/watch?v=fgCm2E37wK8>

**Grew 100% year on year due to strong sales of hardware (VLX) and new needs acquired.**

Made the following investments in overseas partners as **a strategic partner** and temporary assigned KKE members to them **to create value through business collaboration and partnership**

□ NavVis GmbH

NAVVIS

Head office: Munich, Germany



Investment

Series C

Investment of €2 million  
(December 2021)

Cumulative investment:  
€11.00M

Members

Temporary  
assignment of a  
KKE member

□ RemoteLock

RemoteLOCK

Head office: Denver, Colorado, the U.S.



Series B

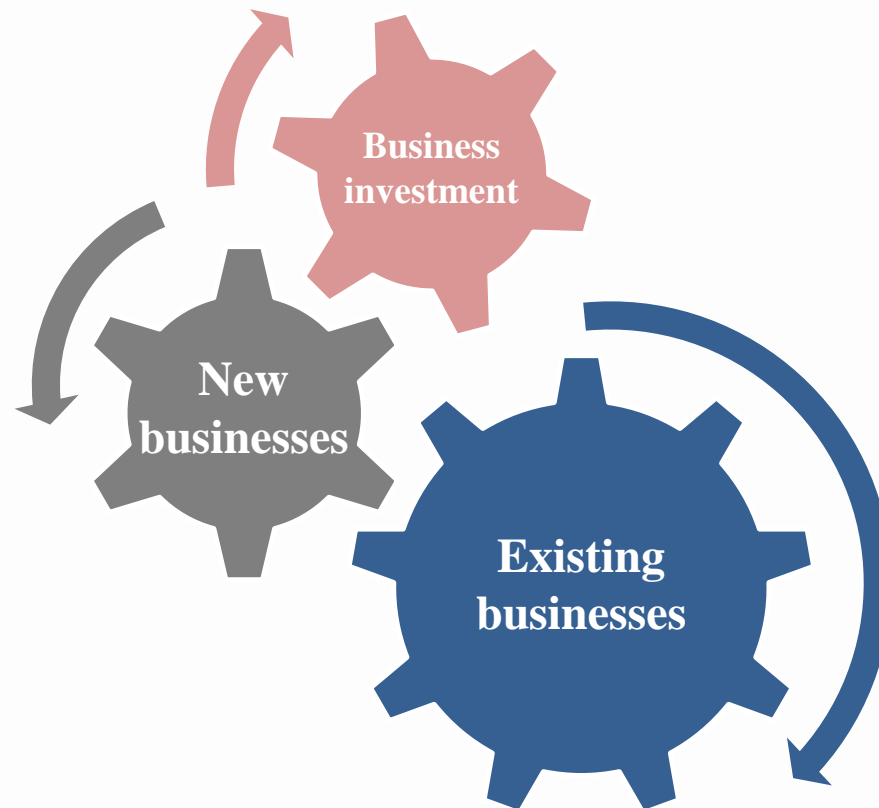
Investment of US\$3.25 million  
(December 2021)

Cumulative investment:  
\$10.15M

Temporary  
assignment of a  
KKE member

**Further efforts to strengthen partnership and facilitate business collaboration**

# Development through Business Investment in Partners in Japan and Overseas



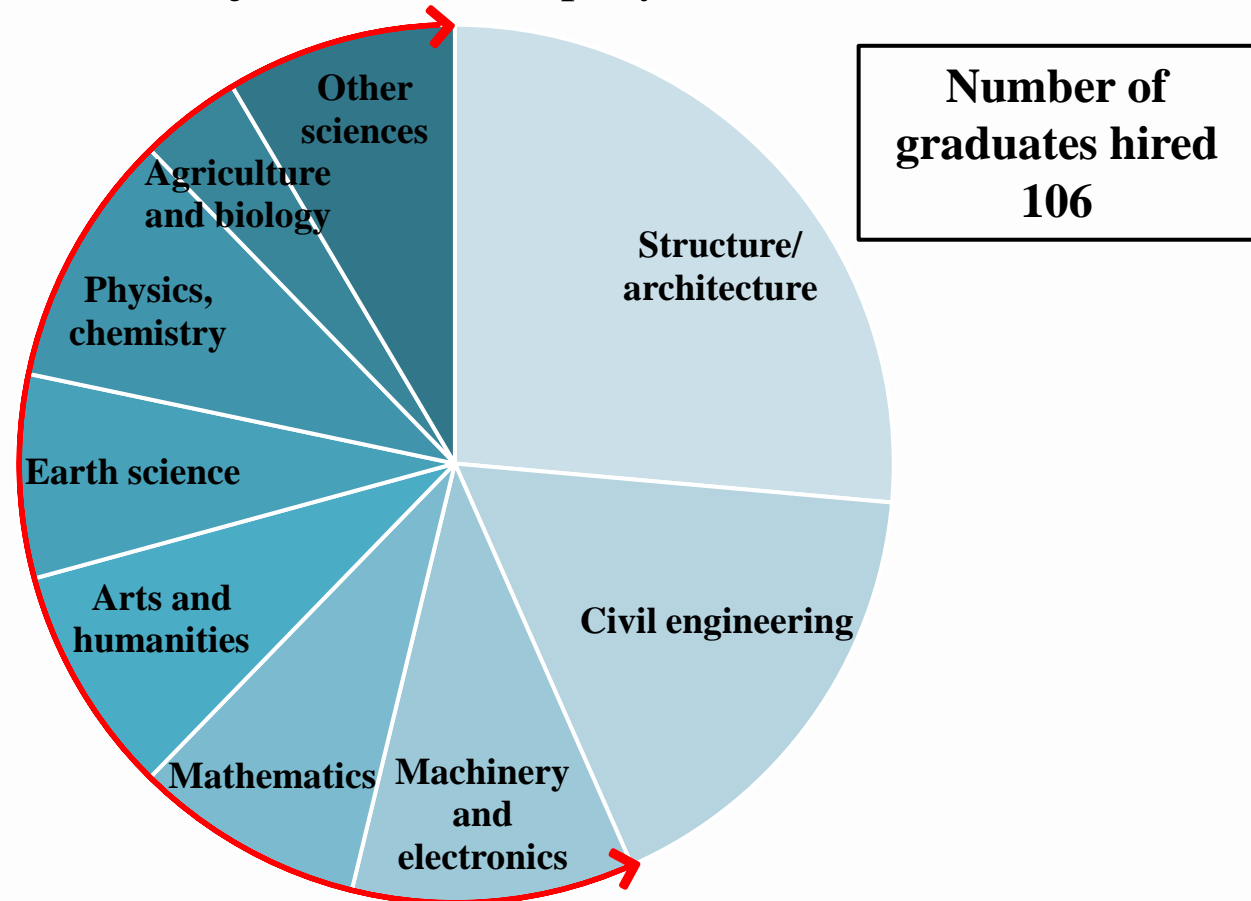
- From the perspective of our corporate vision for the 21st century, while also continuing to engage in existing businesses, **we will make new investments** in the development of business models in which efforts are made to increase value based on strategic partnerships, including investments in domestic and overseas companies.

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



# Employment of Diverse Collaborative Professionals: Diverse Majors and Expertise

## ◆ Majors of new graduates who joined the Company (2020 to 2022)



**New graduates whose  
majors were not  
architecture or civil  
engineering  
A little less than 60%**

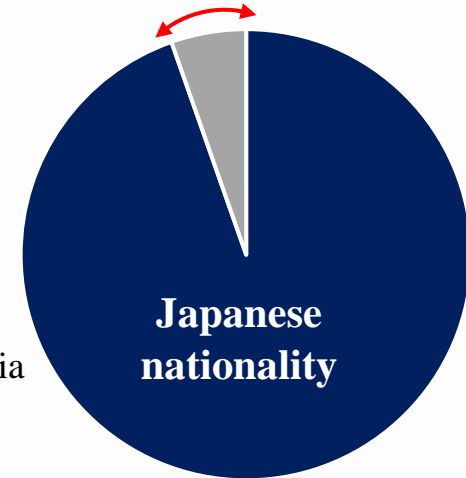
In the past three years, new graduates whose majors were not architecture or civil engineering accounted for a little less than 60%.

→ Members who are experts in respective areas participated.

# Employment of Diverse Collaborative Professionals: Employment of Members Having Foreign Nationality



Foreign nationals  
Approx. 5.5%



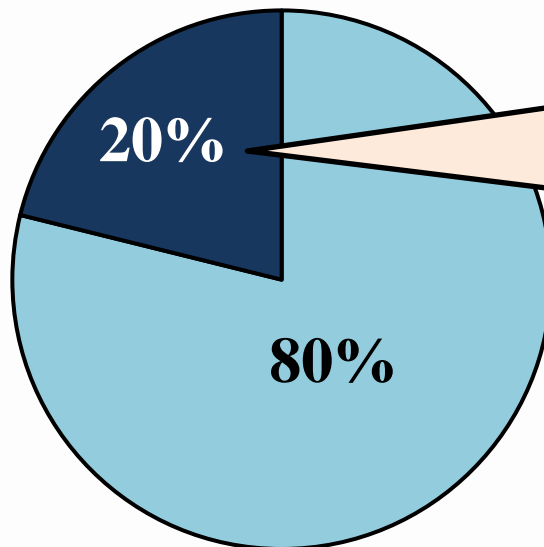
KKE has been recruiting overseas personnel since 2014.  
As of the end of June 2022, approx. 5.5% in of all KKE members,  
specifically 34 members, were non-Japanese nationals.

- In 2023, we plan to hire **eight** collaborative professionals having foreign nationality (as of August 2022).

# Employment of Diverse Collaborative Professionals: Active Participation of Collaborative Professionals Hired as Mid-Career Employees

## ◆ Mid-career recruitment

- **Approximately 20%** of all 621 KKE members\* have joined the Company as mid-career employees.  
(\*as of June 30, 2022; excluding Directors, Executive Officers, and advisers, etc.)
- Individuals having diverse backgrounds and experiences work actively as key members.



### Backgrounds of mid-career employees hired

- Chemical manufacturers
- First-class architect offices
- Machinery and plant companies
- Information and communications companies
- Software sales agencies

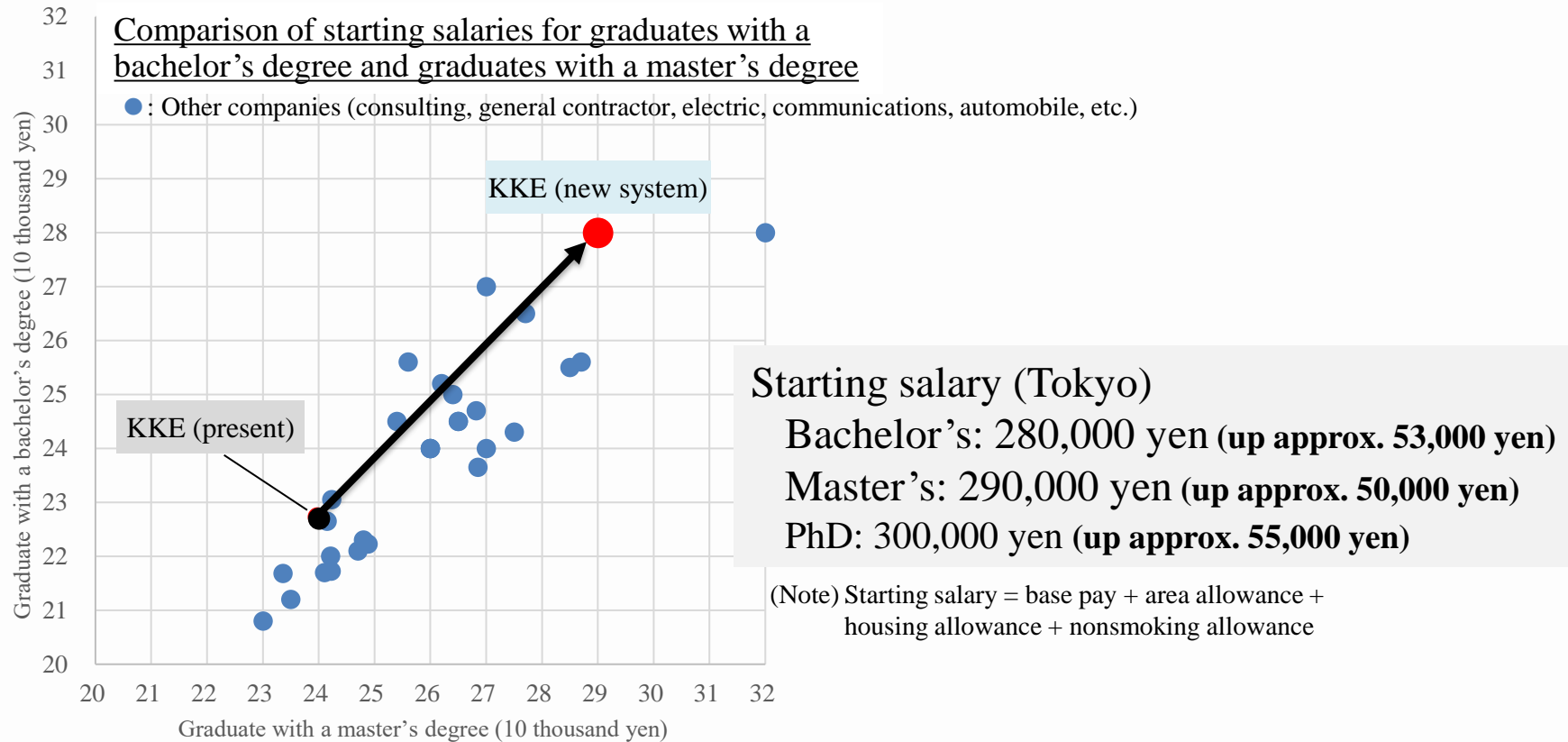
■ New graduate recruitment

■ Mid-career recruitment

# Employment of Diverse Collaborative Professionals: Improving the Treatment of Young Members and Strengthen Hiring Capabilities

## ◆ Improve the treatment of young members.

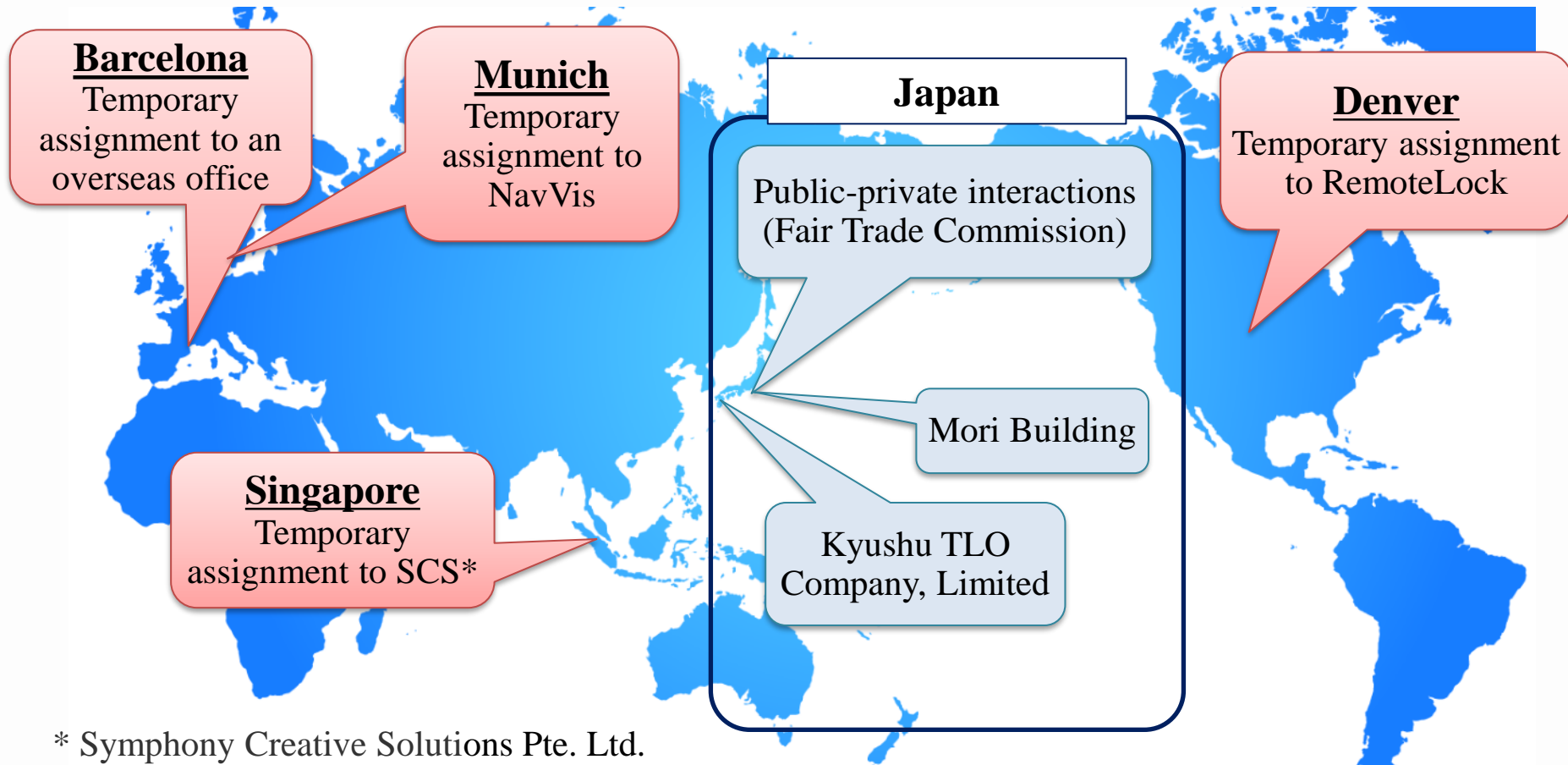
- **Raise starting salaries.** Improve the treatment of young members.
- Strengthen competitiveness in the recruitment market, employ excellent collaborative professionals



**To high levels compared with competitors**

# Facilitation of Growth of Collaborative Professionals: Temporary Assignment of Members in Japan and Overseas

## ◆ Temporary assignment of KKE members (August 2022)



**Providing opportunities for collaborative professionals to grow through experience in many different places in Japan and overseas**

# Facilitation of Growth of Collaborative Professionals: Activities and Training outside KKE

- ◆ Encouraging self-improvement through activities at external organizations, including universities and academic conferences
  - Participation in committees and study groups, etc. outside KKE: a total of 151 registrations, a total of 78 people
  - Activities as lecturers at universities and other institutions: a total of 24 lectures and 19 people
  - Academic papers and publications outside the company: 71
- ◆ Training outside KKE for cultivating next-generation leaders
  - Acquiring not only knowledge but also problem solving and agenda setting skills
  - Interacting with people outside KKE and building a network of connections



Waseda University Next Leader Program

# Facilitation of Growth of Collaborative Professionals: Sharing and Expanding Knowledge

## ◆ Providing opportunities to share and expand knowledge

### KKE Best Project

(Held in September each year)

Commended projects implemented in the fiscal year  
and shared information on a companywide basis.  
(Note) Distributed online in the 64th term



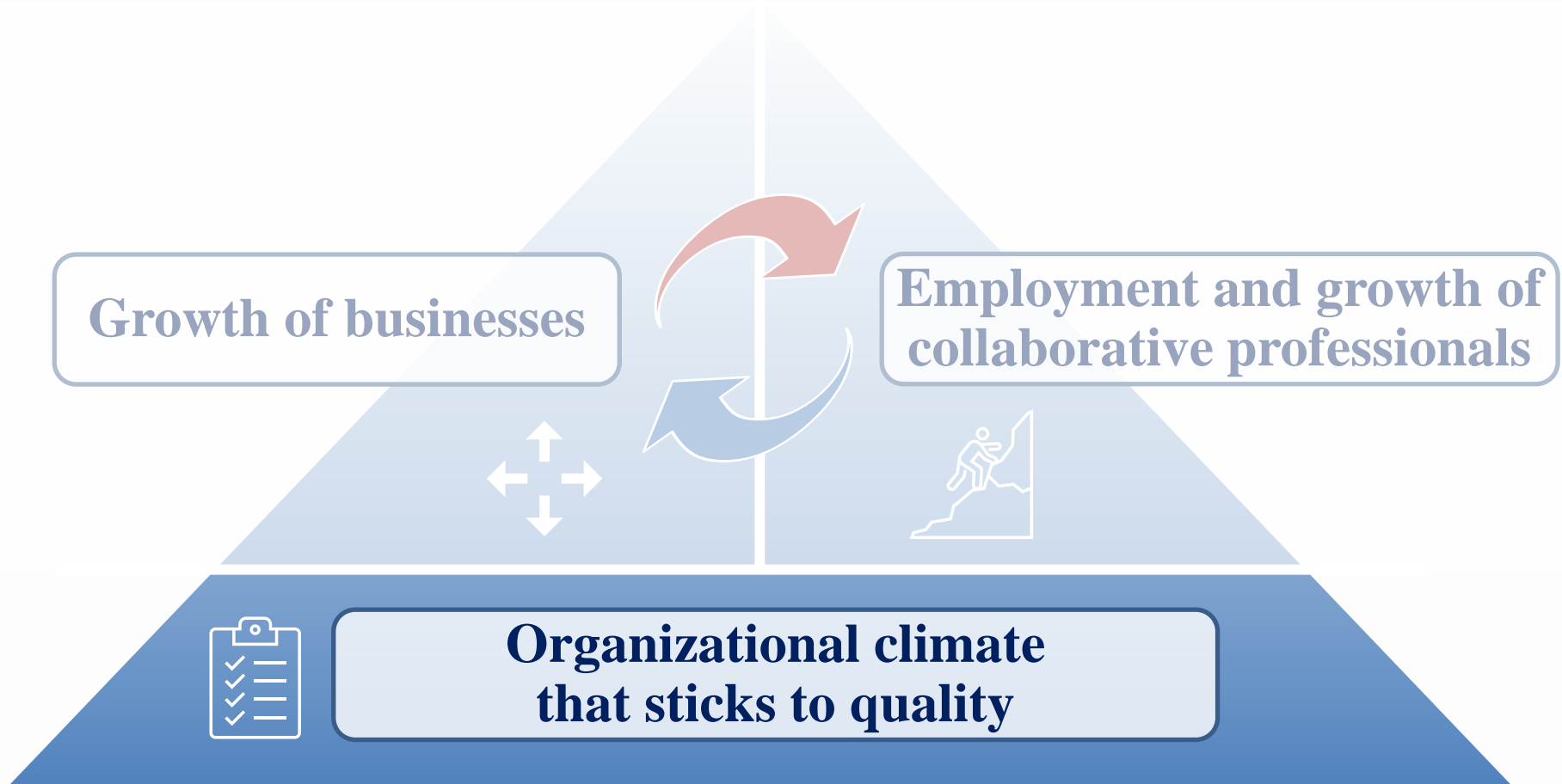
### Hattori Award

(Held in January each year)

An internal commendation program in which  
academic or business achievements are  
awarded once a year



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



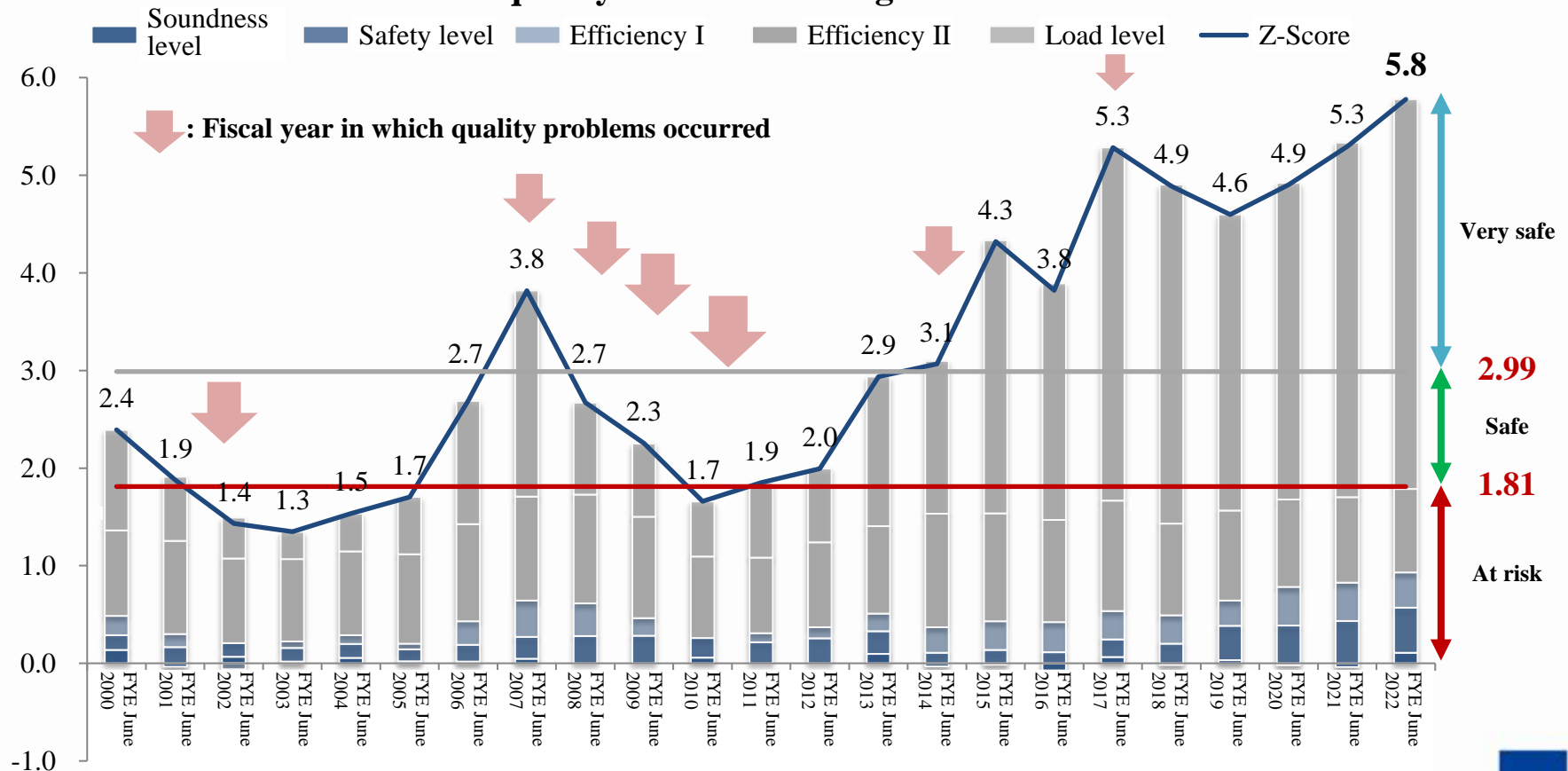
# Accumulation and Utilization of Empirical Knowledge Including Past Quality Issues

The present quality assurance system and scheme are **lessons** learned from the past.

## Change in Z-scores (bankruptcy risk levels)

- Quality issue has a significant impact on organizational growth in the medium to long term.

### Past quality issues and changes in Z-scores



**(From (2) Important management policy in the fiscal year in the summary of financial results for the fiscal year ended June 30, 2022)**

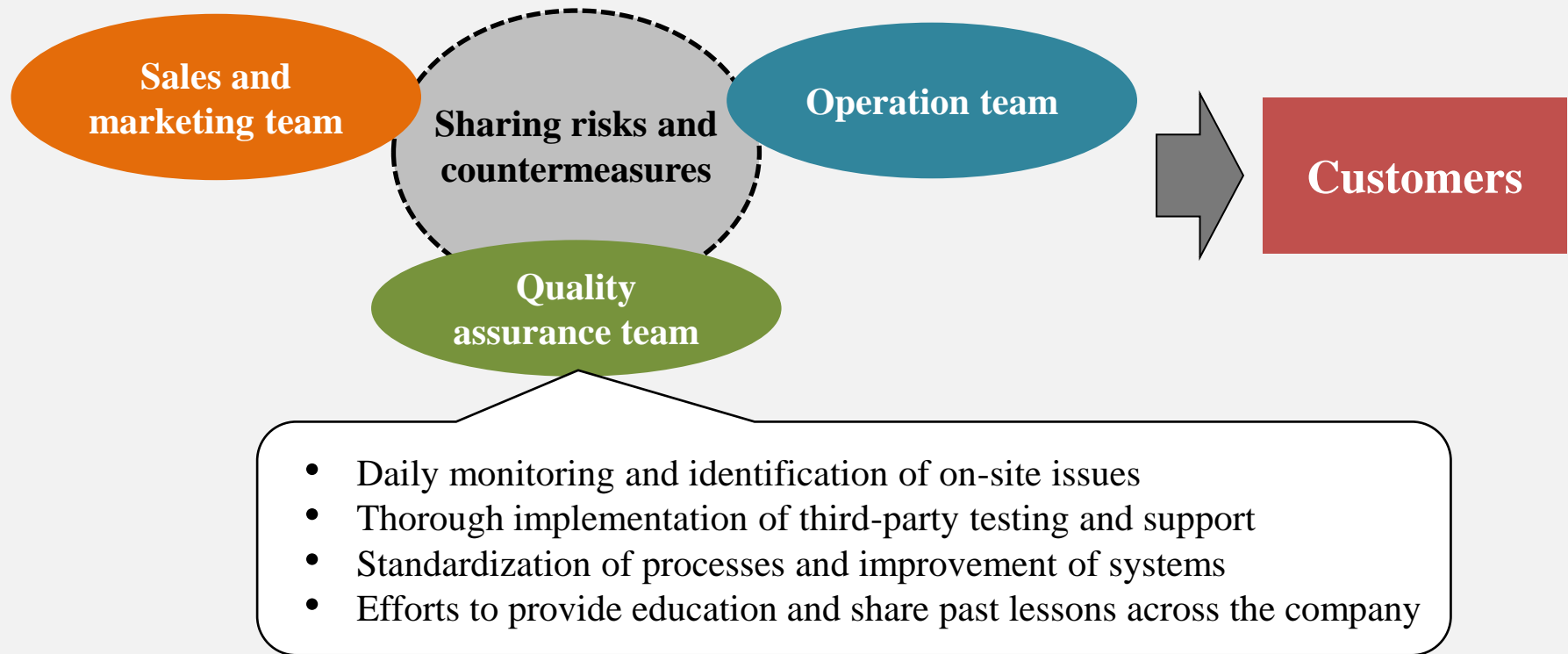
Our important management policy in the term under review is “improving organizational quality.” We have undertaken a number of initiatives under the policy.

**First, we consider securing and enhancing quality as a top priority in management and strives to prevent deterioration in quality by developing and operating a quality control system based on knowledge we have gained.**

We seek to raise each KKE member’s awareness of quality and sense of responsibility. The quality assurance team and the operation team cooperate with each other to carry out business unit-based quality management.

**Securing and improving **quality** is  
a top priority in management.**

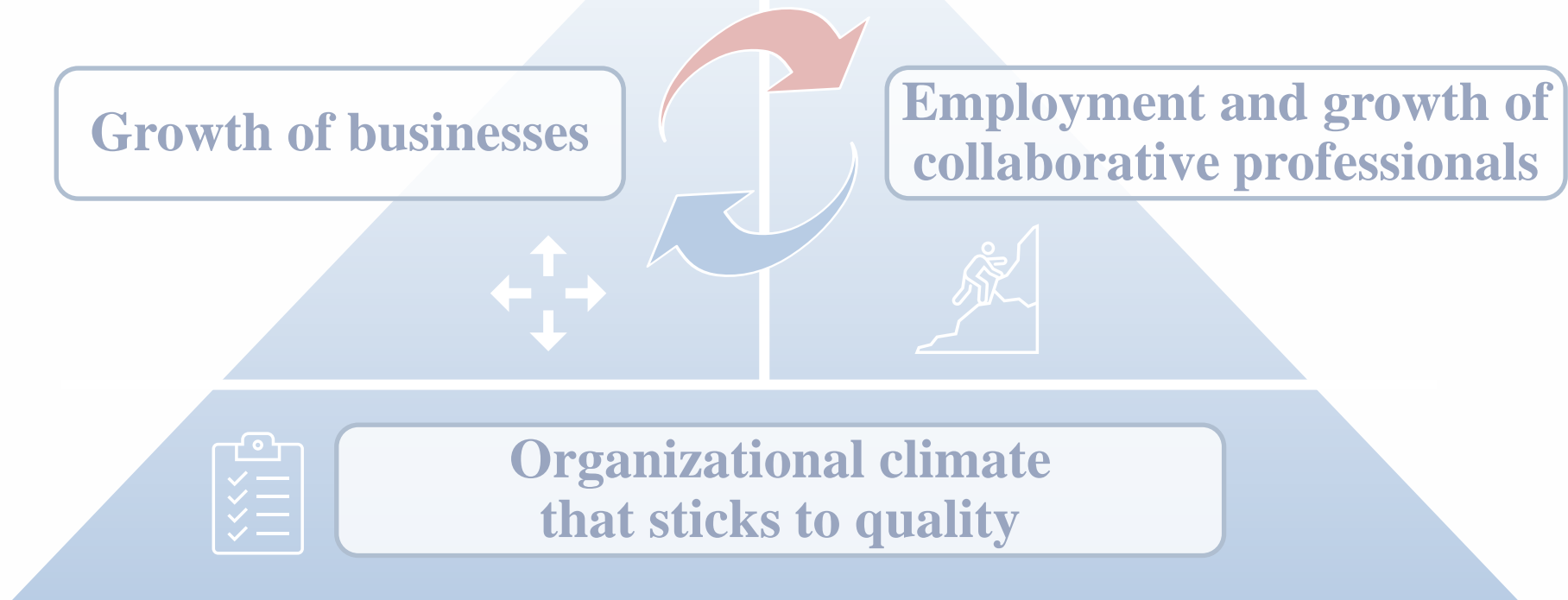
**We will prevent the occurrence of issues by identifying and sharing risks through company-wide collaborations.**



- A quality assurance system independent from the Business Unit & Sales Unit and quality assurance initiatives
- We **aim to secure quality over the medium to long term** according to lessons learned from past quality issues.

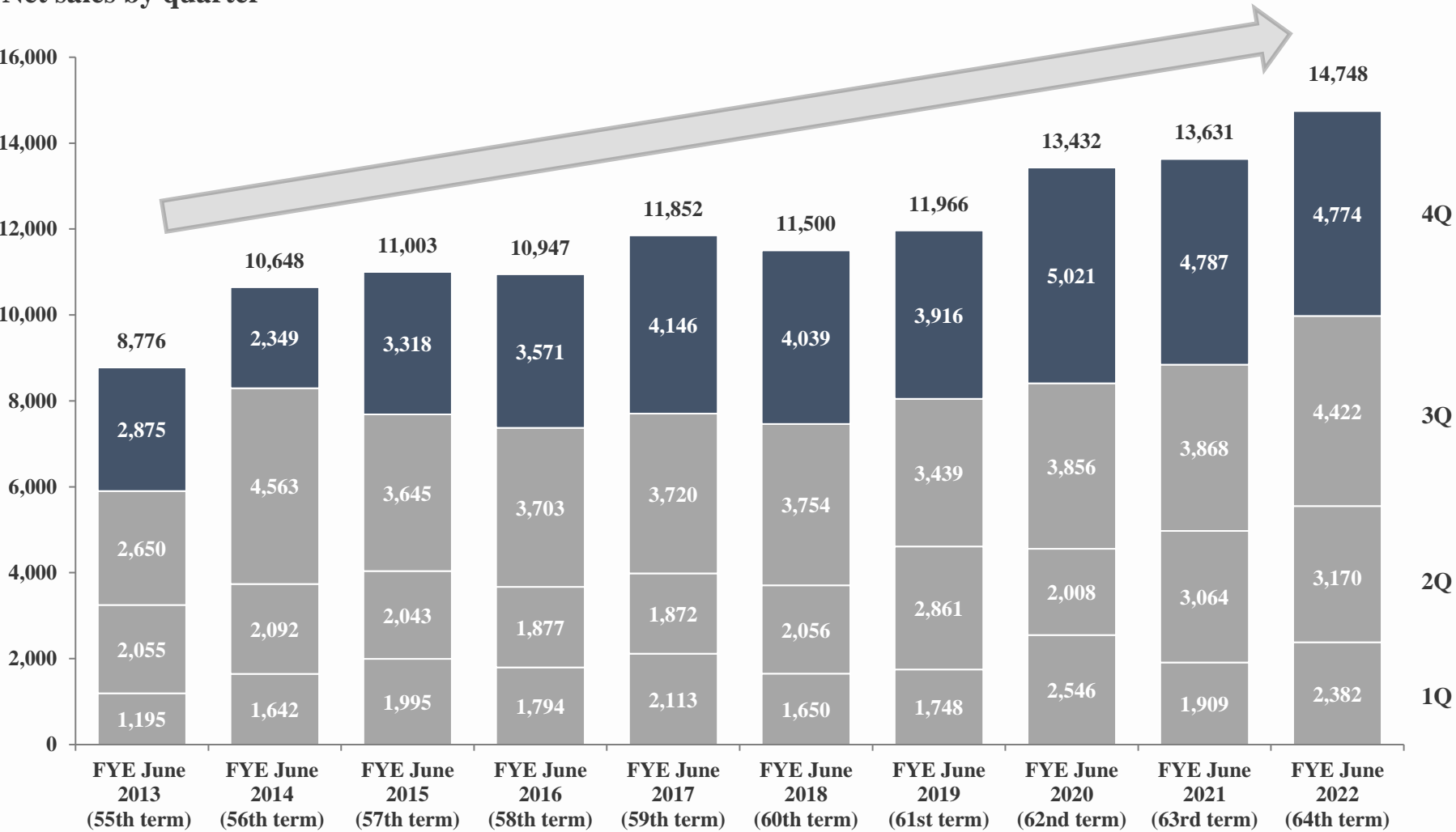
## *Innovating for a **Wise Future***

**Toward the achievement of sustainable growth**

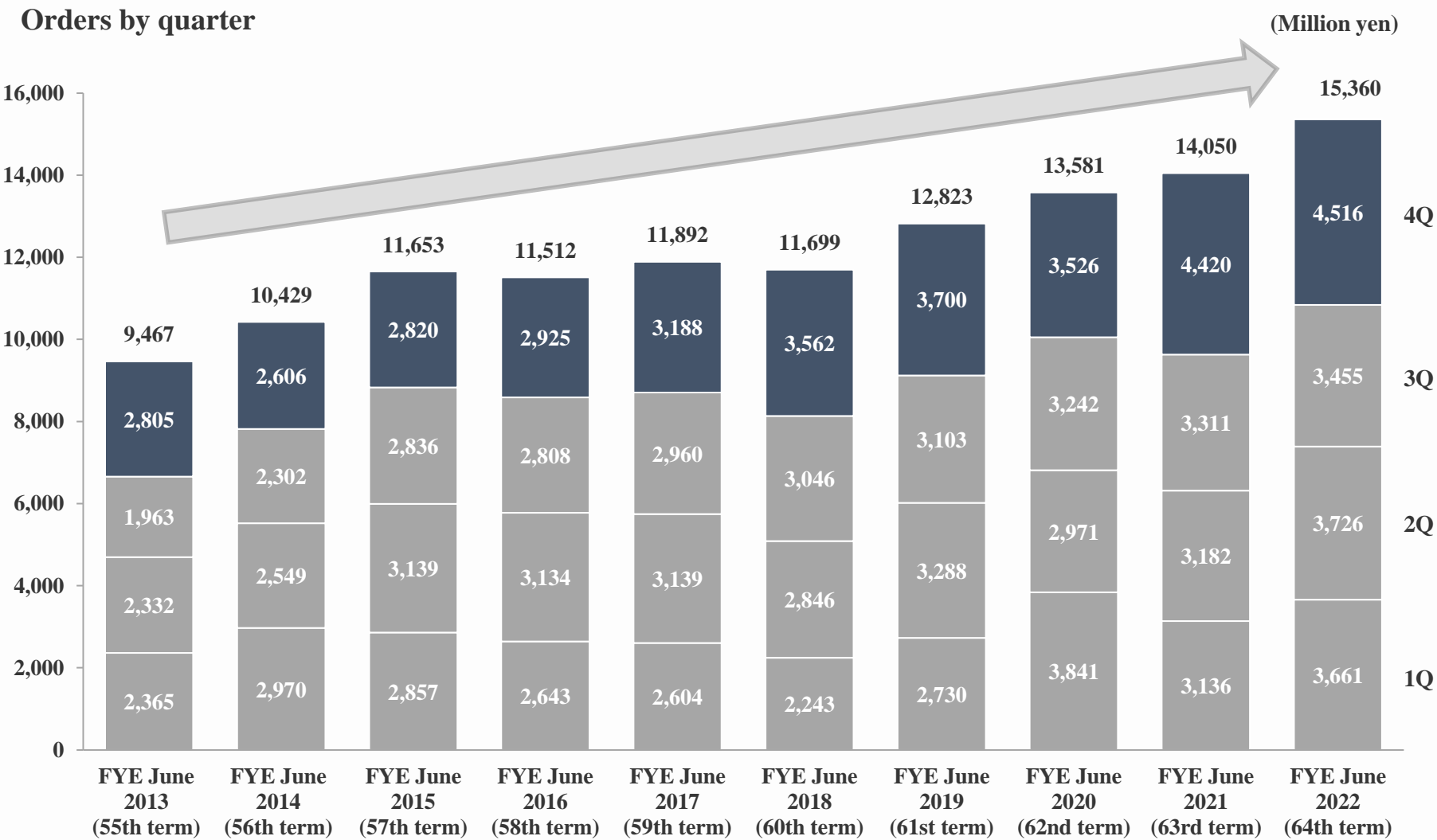


Net sales by quarter

(Million yen)

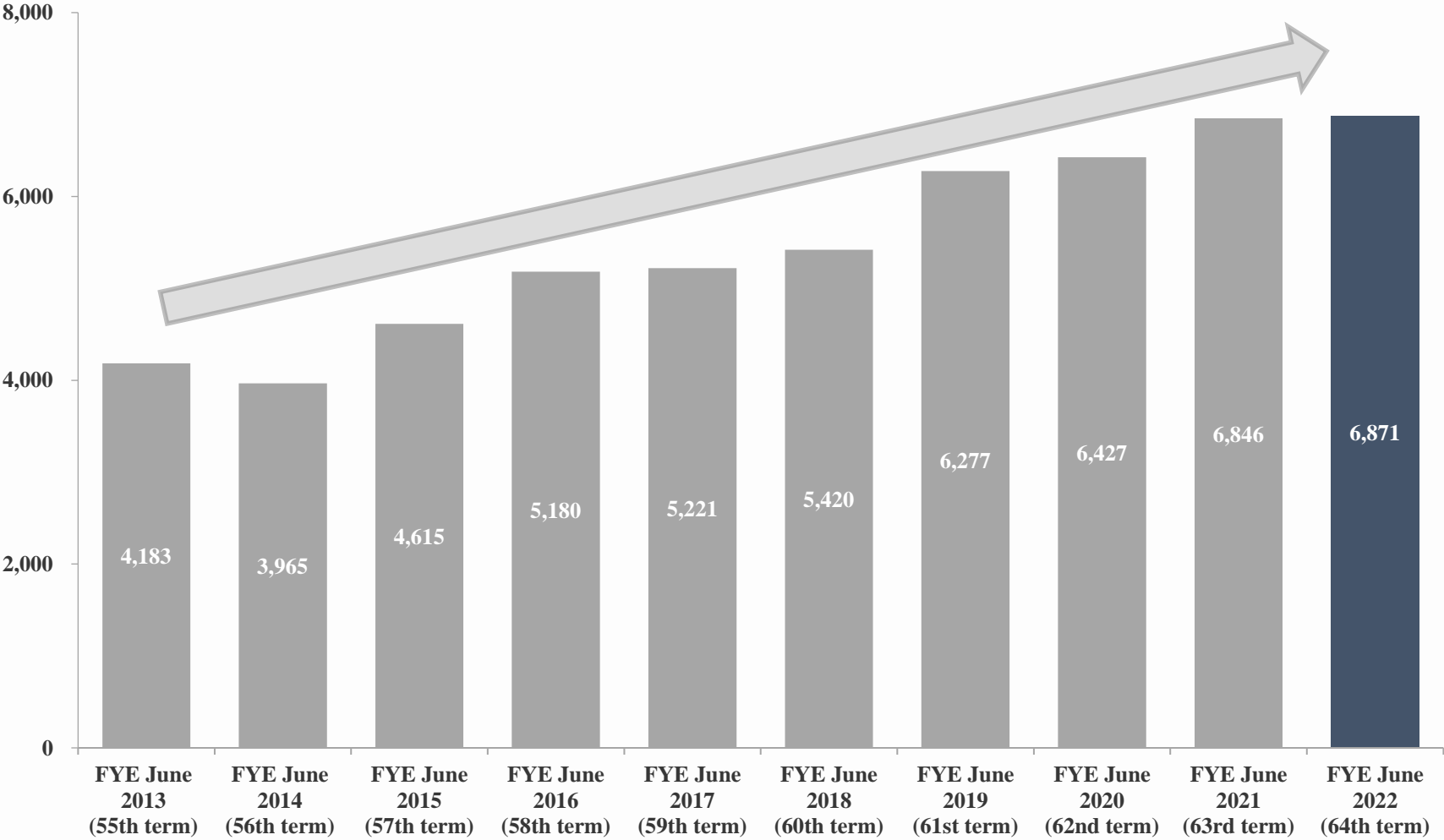


# Changes in Orders by Quarter



Backlog of orders

(Million yen)



## Status at beginning of 65th term

- The **order backlog** exceeded the level at the beginning of the 64th term (an increase of 25 million yen from a year earlier).
- **Investments** remained **active** in **markets** related to the Company's businesses.



## Policies in the 65th term

- Maintain growth in both the existing businesses and new businesses
- Take action to secure and cultivate better collaborative professionals
- Carry out quality assurance activities steadily
- Maintain the governance system

**We aim to increase total added value 7% from the 64th term.**

# Forecasts for FYE June 2023 (65th Term)

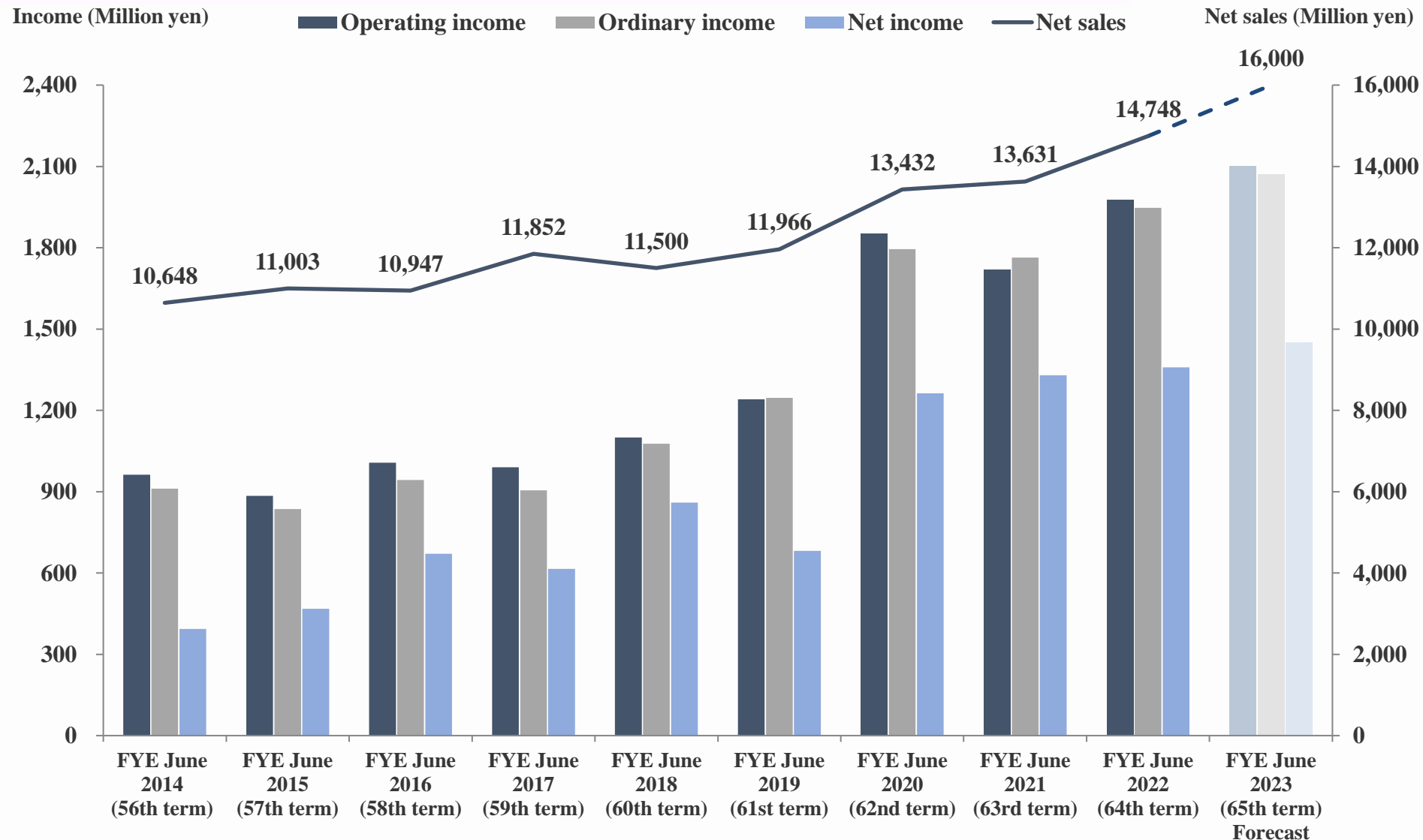
(Million yen)

	FYE June 2022 64th term (Forecast)	FYE June 2022 64th term (Result)	FYE June 2023 65th term (Forecast)	Change	Rate of change from previous FY
Net sales	14,000	14,748	<b>16,000</b>	1,252	<b>8.5%</b>
Operating income	1,700	1,976	<b>2,100</b>	123	<b>6.2%</b>
Ordinary income	1,680	1,947	<b>2,070</b>	122	<b>6.3%</b>
Net income	1,200	1,359	<b>1,450</b>	90	<b>6.7%</b>

(Yen)

	FYE June 2022 64th term (Forecast)	FYE June 2022 64th term (Result)	FYE June 2023 65th term (Forecast)	Change in common dividend	Dividend payout ratio (Forecast)
Dividends	100	120 (Common dividend: 100) (Special dividend: 20)	<b>120</b>	20	<b>43.0%</b>

# Trends in Results and Results Forecasts for 65th Term



Steady growth from the 65th term



## *Innovating for a Wise Future*

**Wise Future:** With the aim of creating a future society full of human wisdom

**Innovating:** We will keep innovating to provide value to society in a sustainable way.

“We want to create a wise future society with our stakeholders by disseminating useful technologies based on our engineering knowledge.”

## Contact:

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