

# FYE June 2010 First Half Financial Results

### **PROFESSIONAL ENGINEERING SOLUTION FIRM**



### Agenda

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Note pertaining to this data:				
- In this - Amou	<ul> <li>In this report, the cumulative first two quarters are written as "first half."</li> <li>Amounts written in this report are rounded to the nearest million yen, in principle.</li> </ul>			

- Results forecasts appearing in this report are prepared based on the information available as of the date of publication. Actual results may differ materially from forecast figures due to various factors such as economic uncertainties.
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### 1. Results for FYE June 2010 First Half

### **Financial Highlights**

(Million yen)

	FYE June 2009 H1 (Results)	FYE June 2010 H1 (Plan)	FYE June 2010 H1 (Results)	Change compared with plan	Year-on-year change
Orders	5,059	-	4,606	-	-453
Net sales	3,562	3,200	3,271	71	-291
Operating income	-355	-440	-635	-195	-280
Ordinary income	-396	-480	-675	-195	-279
Extraordinary profit/loss	-145	0	0	145	145
Net income	-331	-270	-409	-139	-78

### Net sales were in line with the target, but profits were below the targets

- Decline in orders, reflecting reduced investments by customers
- Slight increase in net sales compared with the target
- Decrease in operating income as a result of reduced profitability with the emergence of large troubled projects
- ✤ No extraordinary loss in the current fiscal year, despite the loss in the previous fiscal year
- ✤ Decline in net income



### Changes in Full-Year Results and Initial Plan



-500

### (Reference) Trends in First Half Results

### Seasonal trends in net sales and cost of sales

- A concentration of deadlines and acceptance inspections for projects in March, due to year-end closing by customers, is a factor for seasonal trends.
- Approximately 70% of annual net sales are posted in the second half every year.

### Posting of SGA expenses throughout each fiscal year

- SGA expenses account for slightly less than 35% of total expenditure by KKE, which places emphasis on investments in areas such as human resources, sales and new businesses.
- SGA expenses squeeze first half results as they are posted monthly, irrespective of fluctuations in net sales.

Given the factors stated above, numerical results for first half tend to be lower than those for second half.

### Changes in First Half Orders and Order Backlog



Order backlog\*

\* Order backlog: The balance of orders not yet recorded as sales

### (Reference) KKE's Unigue Project Management Indicators

Projects that require several months from receiving orders to the posting of net sales after the delivery and acceptance inspection of deliverables, including system development and consulting services, account for the majority of KKE's operations. The business category to which the Company belongs can be considered one subject to frequent seasonal fluctuations in numerical results.

For this reason, KKE quantifies results in the process of advancing projects with its two internal management indicators, GIV, which shows the level of project progress in amount, and GIV earnings, which show earnings from GIV, and is conducting results and plan management and results tracing on a monthly basis.

GIV:order amount multiplied by the level of project progress

GIV earnings: GIV after deducting project expenses (excluding SGA expenses)



\* GIV earnings forecasts are presently calculated on the basis of planned personnel expenses. Income at the end of the fiscal year may fluctuate with changes in personnel expenses, as KKE adopts a wage system linked to performance in the fiscal year in question. Please bear this possibility in mind.

### **Comparison of GIV**



### **Comparison of GIV Earnings**



GIV earnings forecasts are presently calculated on the basis of planned personnel expenses. Income at the end of the fiscal year may fluctuate with changes in personnel expenses as KKE adopts a wage system linked to performance in the fiscal year in question.

### 2. Interim Financial Statements for FYE June 2010

### P/L: Profits Decline (Year on Year) on Lower Net Sales



### B/S: Decline in Liabilities and Improvement in Capital Adequacy Ratio (Year on Year)



### (Reference) Change in Interest-Bearing Liabilities



Changes in interest-bearing liabilities at the end of December of each fiscal year

### CF: CF from Operations Improves (Year on Year)

(Million yen)



	(1/11/10/1/5/1/)
Major components for FYE June 2010	) First Half
CF from operations:	-1,060
- Net loss before taxes	-676
- Depreciation and amortization	123
- Increase in inventories	-450
- Decrease in trade notes and accounts receiv	able 572
- Decrease in accrued expenses payable	-495
- Corporation and other taxes paid	-43
CF from investments:	-173
- Purchase of property, plant and equipment	-141
- Purchase of intangible assets	-30
CF from financing:	1,223
- Net increase in borrowings	1,340
- Dividends paid	-104

### FCF: up ¥113 million year on year

### (Reference) Changes in Free Cash Flows



### 3. FYE June 2010 First Half Results by Segment

### Synergy among Three Business Segments



# Segment (1) Engineering Consulting

	FYE June 2008 H1 totals	FYE June 2009 H1 totals	FYE June 2010 H1 totals	Rate of change
Orders	2,156	2,058	2,023	-1.7%
Order backlog	2,761	2,500	2,457	-1.7%
Net sales	1,094	1,353	967	-28.5%
Cost of sales	900	1,076	786	-26.9%
Gross profit (margin)	193 (17.7%)	276 (20.5%)	180 (18.7%)	-34.7%



(Million yen)

- Requirement definition, basic design and trial model study for software development
- Simulation for manufacturing and logistics businesses
- Disaster prevention, earthquake resistance and numeric analysis
- Structural design of building
- $\boldsymbol{\bigstar}$  Marketing and decision-making support consulting

### Analysis of results

Orders remained flat year on year. Net sales declined. The gross margin remained unchanged.

- Analysis consulting for disaster prevention and earthquake resistance at energy-related facilities and operations related to seismic isolation and building vibration control remained firm. As multiple projects with work periods of more than six months are underway, they are due to be delivered after the third quarter.
- The basic review phase ended in the upstream process of software development in large projects in the manufacturing sector.

### Segment (2) System Solutions

	FYE June 2008	FYE June 2009	FYE June 2010	Rate of change
		111 totals	111 totals	
Orders	2,663	2,072	1,837	-11.4%
Order backlog	3,235	3,177	2,222	-30.1%
Net sales	1,825	1,257	1,472	17.0%
Cost of sales	1,068	841	1,145	36.2%
Gross profit (margin)	757 (41.5%)	416 (33.1%)	326 (22.2%)	-21.7%



(Million yen)

- Sales and design support systems for manufacturers
- ✤ Mobile communications and mobile network
- Structural design support systems
- Multimedia solutions

### Analysis of results

Orders and the gross margin declined year on year. Net sales increased.

- Orders for major projects received from large building material manufacturers and large projects received from telecommunications carriers in the previous fiscal year were recorded as sales.
- Profits declined substantially because of large troubled projects. However, this has ended in the first half and will not have an impact in the second half.

### **Unprofitable Project**

### Fact

A large-scale project has turned out to be unprofitable in the system development segment.

### Factor

- There was a problem in the estimation accuracy for the scale of development and the development period took more than scheduled.
  - Significant labor hours were required for quality assurance (failure prevention, etc.).

### Result

- The delivery of the system to the customer was managed without delay.
- Actual labor hours and costs surpassed the initial estimate.
- As the profitability of the project was substantially lower than the initial plan, it put pressure on profits.

### Countermeasure

- PMO\* was established to upgrade cross-functional project management.
  - Strengthening the management and supervision of project managers in charge of development sites
  - > Improving the project management capability throughout the Company
  - > Ensuring higher quality and higher productivity

### \*PMO: Project Management Office

## Segment (3) Product Service

				(Million yen)
	FYE June 2008 H1 totals	FYE June 2009 H1 totals	FYE June 2010 H1 totals	Rate of change
Orders	1,065	928	745	-19.7%
Order backlog	355	309	198	-35.9%
Net sales	983	951	831	-12.6%
Cost of sales	666	660	613	-7.2%
Gross profit (margin)	317 (32.2%)	290 (30.6%)	218 (26.3%)	-24.8%

\* Cost of sales for the segment includes selling expenses for the Sales divisions.



- ✤ CAE software for designers
- Package software for structural analysis and earthquake resistance studies
- ✤ Simulation software for telecommunications companies
- \* Software for supporting marketing and decisionmaking

### Analysis of results

Orders, net sales, gross margin declined year on year.

- Net sales declined as CAE software for designers in the ٠ manufacturing sector and software for structural analysis and earthquake resistance studies in the construction sector grew at a sluggish pace as customers sought to reduce IT investment.
- Although the direct cost ratio remained unchanged, the • gross margin fell as fixed costs could not be offset given the decline in net sales.

(Selling expenses for Sales divisions were added to the cost of sales)

### 4. Full-Year Forecasts

(Million yen)

	FYE June 20	FYE June 2010	
	Forecasts	Results	results forecasts
Net sales	3,200	3,271	10,500
Operating income	-440	-635	880
Ordinary income	-480	-675	800
Net income	-270	-409	430

Dividends	_	_	@23 yen/share
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- For the FYE June 2010 First Half, operating income, ordinary income and net income are as above.

- For the full-year results forecasts, figures announced on August 14, 2009 remain unchanged.

Note) Results forecasts are prepared on the basis of information available as of the date of publication. As such, they contain uncertainties.

[Factors]

- Concentration of net sales in the second half
  - Approximately 70% of annual net sales are posted in the second half
- Carrying-over of profitable projects to the second half
  - The GIV earnings rate for projects brought forward to the second half is 55.6%
  - The effect of the performance-linked wage system
  - Increasing the variable cost component of personnel expenses

### Performance Trend of the Company

As approximately 70% of annual net sales tend to be concentrated in the second half, it is estimated that profits can recover in the final six months of the year.



### Profitable Projects Are Brought Forward to the Second Half

### 55.6% of GIV earnings rate for projects has been brought forward to the second half.



### (Reference) Full-Year Results Forecasts Using "Crystal Ball"

### Full-Year Results Forecasts Using "Crystal Ball"

Forecast full-year results using "Crystal Ball," a KKE software product for risk analysis.

Conventional results forecasts

Pinpoint forecasts based on the accumulated values with the highest probabilities, etc.

The probability of, and impact required for, a given scenario are unknown.

Results forecasts based on risk analysis
 Probability distribution is established for each item that is assumed to fluctuate.

The range of final results, the impact of risks and other aspects are forecasted through the Monte Carlo simulation.

Full-year results are forecast with the following variables taken into consideration.

Variable parameters are established on the basis of results for the past five fiscal years.

- Changes in forecast second-half profit margins
- Changes in second half net sales against forecast second half orders
- Changes in forecast second half net sales against the order backlog at the end of first half
- Changes in personnel expenses associated with the performance-linked wage system

### **Operating Income Forecast**

[Frequency distribution]



Number of trials	500,000
Average value	6.83
Median	6.79
Mode	
Standard deviation	2.28
Variance	5.2
Skewness	0.1064
Kurtosis	3.03
Coefficient of variation	0.3338
Infimum	-3.59
Supremum	17.67
Average standard error	0

### (100 million yen)

	Dlan	Forecast result	
	Fiall	Within the range of 1	
Operating income	8.8	4.6 to 9.1	

### **Ordinary Income Forecast**

### [Frequency distribution]



Number of trials	500,000
Average value	6.04
Median	6
Mode	
Standard deviation	2.28
Variance	5.2
Skewness	0.1064
Kurtosis	3.03
Coefficient of variation	0.3775
Infimum	-4.38
Supremum	16.89
Average standard error	0

### (100 million yen)

	Dlag	Forecast result	
	Plan	Within the range of 1	
Ordinary income	8.0	3.8 to 8.3	

### After-Tax Income Forecast

### [Frequency distribution]



Number of trials	500,000
Average value	3.21
Median	3.18
Mode	
Standard deviation	1.35
Variance	1.81
Skewness	0.1188
Kurtosis	3.04
Coefficient of variation	0.4196
Infimum	-2.8
Supremum	10.12
Average standard error	0

### (100 million yen)

	Dlan	Forecast result
Plan	Within the range of 1	
Net income	4.3	1.9 to 4.6

### Perception that the plan for the current fiscal year can be achieved

(Million yen)

	FYE June 2010 H1 totals		FYE June 2010
	Forecasts	Results	results forecasts
Net sales	3,200	3,271	10,500
Operating income	-440	-635	880
Ordinary income	-480	-675	800
Net income	-270	-409	430

Dividends	_	_	@23 yen/share
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5. Providing Engineering Solutions for a Sustainable Society

### Initiatives During the Current Fiscal Year

- Strictly Discipline the PDCA Cycle
- Differentiating Sales Activities under Marketing & Sales Unit
- Improving Productivity and Efficiency of Internal Resources centering on ATC
- Preventing the Recurrence of Troubled Projects (Establishing PMO)

### **Bases for Knowledge Engineering**



### Differentiating Sales Activities under the Marketing & Sales Unit

Propose unique solutions by amalgamating organizational knowledge in information and telecommunications, building, manufacturing and decisionmaking support



(Image censoring technology + personnel

... etc.

### Improving the Productivity and Efficiency of Internal Resources centering on ATC

- Pursuing advanced manufacturing by assembling software engineers at ATC (Advanced Technology Center) in a cross-functional manner
- Striving to further advance development technologies and project management by crossing different technologies and experiences
- Achieving overall streamlining by raising the operating rate in development work



### PMO (Project Management Office)

- Strengthening the management and supervision of project managers who control development sites by setting up cross-functional teams
- Pursuing operations with superior quality and productivity by reviewing processes from upstream, including estimates and contract forms

### Organization Form



### The Origin of Engineering Solutions

Management philosophy

### A professional engineering solution firm that acts as a bridge between academic and business worlds.

- A one-of-a-kind technology-oriented firm
- Provision of a forum for fair challenges and opportunities
- Respect for corporate grades

Management policies

**Professional Engineering Solution Firm (PESF)** 

### Intellectual Capital That Financial Statements Cannot Express

### The key is the human power of individual workers





- Providing customers with value by adding experience and care to our knowledge and technologies, rather than providing them on their own
- Engineers stand face to face with customers, with a sense of responsibility and mission for themselves, as well as a feeling of trust and security offered to customers



### THE KKE WAY



THE KKE WAY... "Thought and emotion" when we deal with things we have created in the time we have spent

"THE KKE WAY" (Brochure)

### What KKE is and seeks to be (THE KKE WAY)

- Strengths we have
  - "Proactive nature" and "self-confidence"
- Depths we have
  - "Stubborn honesty" and "fallibility"
- Widths we have
  - "Co-creativity" and "redundancy"



### (Reference) Structure of Knowledge at KKE



### Added Value Enabled by Engineering Solutions

### Driving Force for Added Value Growth



### Increase in per-capita added value



Scale expansion through staff increase



Added value growth attributable to new businesses and investments

### Invest in added value growth even if it involves risk taking.

### Adequate Distribution of Added Value to Each Stakeholder



### Aiming for a Sustainable Organization

- Medium- and Long-Term Investments -

### [Investment] Personnel Recruitment

An emphasis on people. Degree of understanding of the Company and degree of conviction. Outstanding people join the Company in this April.

Actively recruiting excellent people who can forge the future of the Company Recruitment activities for human resources who will join in April 2011 have begun.





### [Investment] Personnel Recruitment (Recruiting Foreign Students)



### Aiming to become a multinational engineering company

### (Reference) Changes in Turnover Rate



Number of staff members as of December 31, 2009: 572

### [Investment] Developing Human Resources

	January 2009 to December 2009
Joint research with universities and related organizations	51 cases
Workers' postgraduate studies for a doctorate	5 persons in Japan, 1 person in Germany
Overseas posting for business	2 persons in China, 1 person in the United States
Activities through committees, research associations, etc.	119 persons in 50 organizations in total
Lecturing activities at universities, etc.	15 persons in 13 schools in total
Research paper presentation	25 papers in Japan, 8 papers abroad
Writing books and translation	7 cases

- Important activities to create engineering knowledge
- Cultivating unique human resources with knowledge crossing, rather than general training
- Activities using shadow work

### [Investment] Technical Development (Expansion of Overseas Partners)

### 16 overseas partners in six countries



### Case Studies of the Company's Initiatives

### A Framework for Engineering Solutions





# Buildings offering safety and security

Asagaya Project, construction of the world's first 3D seismic isolation system, begins (November 2009)

### • Overview of building

- Usage: Apartment building
- Floor space: 506.42 m<sup>2</sup>
- Floors: Three (above ground)
- Height: 9.00 m
- Structure: RC structure
- Seismic isolation system:

3D seismic isolation system



Perspective drawing of the building

Oil damper system with rocking suppression mechanism Horizontal seismic isolation oil dampers

### Key features of building

- World's first 3D seismic isolation house
- Designated as "Pioneering Ultra Long-Term Housing Model Project" under a scheme set up by the Ministry of Land, Infrastructure and Transport
- Participating in the Smile Project as a model house history system



3D seismic isolation system

### Site Visits

# Installation of seismic isolation system (precedent premium excursion)

- Installation work: March 15 to March 25
- Visit dates
  - (1) March 19 (Fri.) Assembly of system at rear of site completed
  - (2) March 25 (Thurs.) Assembly completed
  - (3) March 26 (Fri.) Assembly completed

# <image>

Situation of the construction site

### General visit (to disclose construction work)

- After first floor support broke down: Twice a week from late June (Every Friday morning and afternoon: up to 10 persons)
- Web application: Opened after Golden Week in May



3D seismic isolation system



# Creating safer buildings

Simulation technology for high-precision numeric analysis

- Winner of highest award in a blind analysis contest -

### Simulation Technology for High-Precision Numeric Analysis

- Winner of the highest award in two categories at the Blind Analysis Contest 2009
- What is the Blind Analysis Contest 2009?

The E-defense steel research team conducts a shaking test with full-scale 3D vibration equipment (E-Defense) using a five-story steel building, and the participant that anticipates the behavior of the building most accurately wins the award.

Organizer: National Research Institute for Earth Science and Disaster Prevention

"Blind Analysis Contest 2009" Fifty-two teams from eight countries participated, and KKE won the highest award in two categories.

\* We used RESP-F3T, a 3D nonlinear structural analysis program which we have developed internally.





# Technology for extended use of bridges

Studying a bridge health monitoring system using a regular-service bus

### Structures Health Monitoring System

### Background/needs

- Many bridges in Japan are outliving their design service life\*.
- The longevity of bridges exposed to nature (water, salt air) varies.
- Bridges are an important lifeline of society.

\* Approximately 70% of bridges in about 670,000 locations in Japan were constructed in the 1960s and 1970s and are all reaching their estimated design service life.

### KKE Technology

We analyze the vibrations of medium and small bridges with a span of 10 meters to 20 meters, using an acceleration sensor attached to a regular-service bus.

### Added values provided by KKE

- The use of a regular-service bus operating in a certain area enables daily checks of the area and maintenance of a safe and secure social environment.
- Degradation of the examination equipment (such as an acceleration sensor) can be prevented by attaching it to a bus.
- The health of structures can be determined quantitatively without person-specific variations in diagnosis.



Regular-service bus and bride oscillation analysis





# Shifting to a Stock-Type Society

A housing life information management system for superior lifestyles and a sustainable society

- House history management system (SMILE Project) -

(Support system for Management of Information, Living and Environment)

### Preserving Home Living Across Generations

### Background/needs

Shift from a scrap-and-build society to a stock-type society where good houses are used over the long term.



A scheme is needed to help residents maintain and manage the asset value of housing appropriately.

### KKE Technology

- An easy-to-understand system design, so that residents can manage the design information and inspection history of their homes
- Construction and provision of information infrastructure that enables housing companies to provide information and residents to exchange information

### Added values provided by KKE

- Management is easy as residents are able to manage and view at anytime housing information in one place, using the Internet.
- Resident are able to continue living comfortably as it is possible to quickly respond to home renovations and the recall of home appliances using digitized information.
- Residents are able to achieve a greener lifestyle as they are able to see information on energy use, including electricity and gas charges.



Companies introduced the SMILE system at exhibitions, etc.



Overview of SMILE ASP



# Responding to the advent of the green society

Study and assessment of the installation of charge stations for electric cars

- Technologies to support decisions on complication issues in a complex society -

# Study and Assessment of Installing Charge Stations for Electric Cars

### Background/ needs

- The study of the installation of charge stations is required in anticipation of the advent of a future society where electric cars are widely used for urban transport.
- It is very difficult to plan the necessary number of charge stations and their locations as mileage will vary depending on the car's performance, how it is driven, and the use of air conditioning.



We want to create an appropriate installation plan for charge stations assuming different conditions.

### KKE Technology

An MAS (Multi Agent Simulation) approach in which we will be able to evaluate the impact of a certain cause by creating a complex system called society inside a computer and recreating social phenomena deriving from individual mutual interactions

### Added values provided by KKE

It is possible to reflect social behavior on plans in the actual community by creating a complex society on a computer and observing and evaluating behaviors.
 Effective measures can be considered from short- and long-term perspectives based on diverse standpoints, including changing



Simulation studying the installation of charge stations (GIS+MAS)



Image of virtual society

lifestyles.

### News releases at a glance

### July 21, 2009

RapLab v5 Electromagnetic Simulator Launched

Highly Effective When Configuring Portable/Wimax Base Stations or Running High-Speed/Large-Scale Network Simulations

August 25, 2009

Knowledgeplan Version 4.3, Estimate and Planning Tool for Software Development Projects, Launched

- Facilitates Preparation of Estimates for Successful Projects Based on Data of More Than 14,000 Projects -

August 31, 2009

Provision of 3D Electromagnetic Analysis Software Enabling Ultrahigh-Speed Simulations of up to 300 Times Begins

- New Version of XFdtd 7 Of Remcom Shipped with Xstream High-Speed Calculation Module Compatible with NVIDIA GPGPU Accelerator as Standard Feature -

September 2, 2009

Participation in Pilot Program of House History Information

- Undertaking Leading Role as an Information Service Agency Using SMILE ASP -

September 15, 2009

KKE VISION 2009 Held On October 27

- Keynote Speech "The Future Created by Engineering" By Professor Yukio Ohsawa of Chance Discovery and Professor Katsuhiro Nishinari of Jammology at The University Of Tokyo and 35 Sessions in Nine Tracks Based on Themes Such as Structural Technology, Disaster Prevention, Millimeter-Wave Communication, Manufacturing and People, Management and the Future Implemented -

October 13, 2009

Press Release on "Publication Of *Quake Map*, A Map Showing Tremors from Earthquake Across a Wide Areas in Detail," Created with Assistance from KKE, Announced by Advanced Industrial Science and Technology

### November 6, 2009

With Construction of World's First 3D Seismic Isolation House to Begin on November 9, Asagaya Project Now Underway in Earnest

### December 10, 2009

Selected as Best Team in Two Categories at Blind Analysis Contest of E Defense

- Fifty-Two Teams from Eight Countries Compete in Four Categories for Analysis Accuracy by Comparing Tests And Analyses, Using a Full-Scale Five-Story Steel Building -

### December 11, 2009

DARS, a 3D Dynamic Analysis of Railway Concrete Structures, Developed Jointly with Railway Technical Research Institute

- Seismic Capacity Checking Program Complied with Design Standards for Railway Structures and Commentary Launched on December 15 -

# Thank you very much for taking the time to attend today's briefing.

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