



September 2, 2005

# Briefing on the Financial Results for the Fiscal Year Ended June 30, 2005

KOZO KEIKAKU ENGINEERING Inc.

# Agenda

Note: All monetary figures in this document are rounded down to the nearest million yen.

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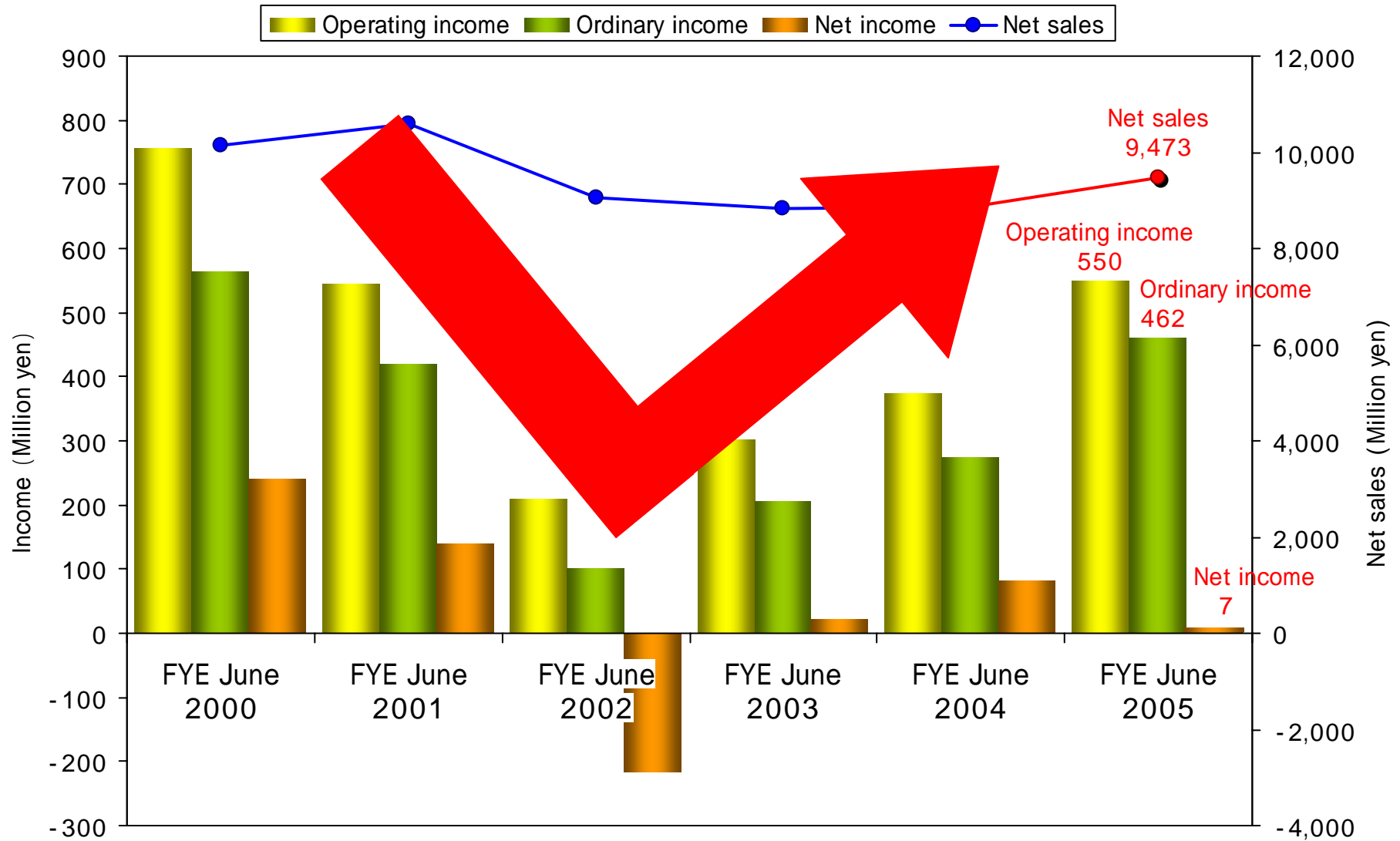
# **1. Outline of financial results**

# Outline of financial results

(Million yen)

	Plan	FYE June 2005	FYE June 2004	Discrepancy from plan (rate of change)	Change from previous FY (rate of change)
Net sales	<b>9,500</b>	<b>9,473</b>	<b>8,877</b>	<b>- 26</b> (- 0.2%)	<b>596</b> (6.7%)
Operating income	<b>540</b>	<b>550</b>	<b>374</b>	<b>10</b> (1.9%)	<b>175</b> (46.8%)
Ordinary income	<b>420</b>	<b>462</b>	<b>274</b>	<b>42</b> (10.0%)	<b>187</b> (68.2%)
Net income	<b>160</b>	<b>7</b>	<b>82</b>	<b>- 152</b> (- 95.2%)	<b>- 75</b> (- 90.8%)

# Performance since IPO



# Extraordinary profit / loss

(Million yen)

	FYE June 2004	FYE June 2005 plan	FYE June 2005
Ordinary income	274	420	462
Extraordinary profit	64	0	0
Extraordinary loss	172	110	384
Net income before income tax	166	310	77

## Initial plan

- Discrepancy from change in accounting standards for retirement benefits  
¥104 million

Supplementary information: Final amortization of the 5-year installment that began in FYE June 2001 (will not occur next year or thereafter)

## Not in initial plan

- Loss from the termination of the qualified pension plan   ¥209 million
- Costs associated with design defects  
¥66 million

## Breakdown of extraordinary loss (loss from the termination of the qualified pension plan)

### ■ Traditional pension plan

The company employed a defined-benefit pension plan under the tax-qualified pension system.

The system will be abolished by the end of March 2012, so the company has been studying new plans for the last several years.

### ■ Background to transition to defined-contribution pension (401(k))

- (1) Strong performance (net sales, ordinary income)
- (2) Progress on specific programs, including exchanges of opinions with worker representatives.
- (3) Need for early control of financial risks associated with modest increases in retirement benefit obligations and changes in asset values.

While not incorporated in results forecast, the company decided on July 1, 2005 to accelerate the amortization of liabilities in order to stabilize management of the retirement benefits system.

# Breakdown of extraordinary loss (costs associated with design defects)

## ■ Background

In December of last year, the Fureai Plaza in Atsugi city, for which we supervised the design between 1987 and 1990, was found to have insufficient anti-seismic performance due to defects in our design.

Placing highest priority on the safety of residents, the company recognized the need to provide anti-seismic reinforcement before the facility was damaged by a large earthquake and therefore performed emergency reinforcement work at its own expense (resulting in an extraordinary loss of ¥66 million).

The company has architect liability insurance to provide for any problems arising from design defects and expects to be able to cover the majority of the cost of these works from the insurance, but more time is required before the insurance settlement is finalized.

## ■ Response to this issue

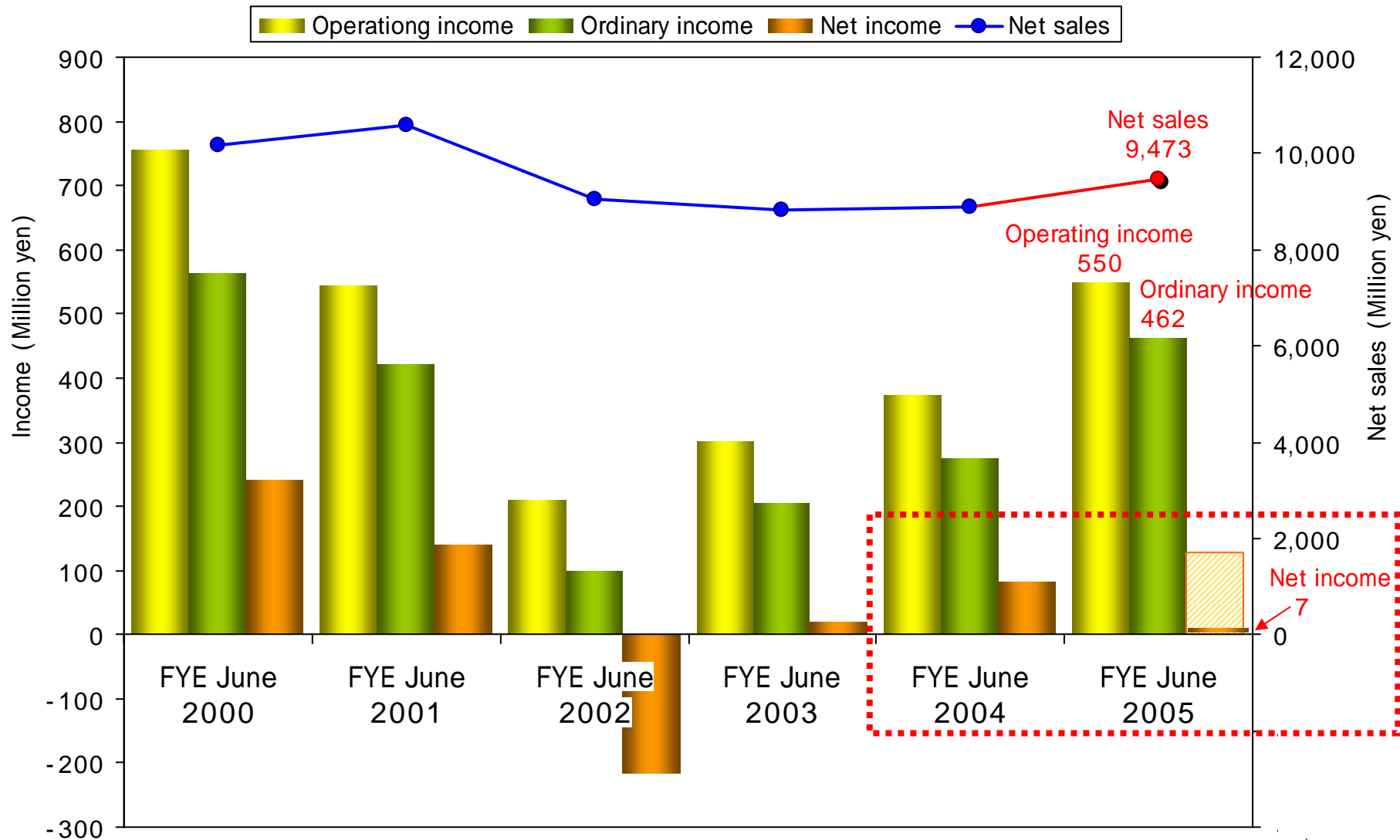
The cause of the problem was determined to be inadequacies in our quality assurance system at that time.

We reinvestigated other projects designed during the same period and confirmed that there were no problems.

We have since reinforced our design quality management and we do not expect any recurrence of such incidents.



# Performance since IPO (reference)



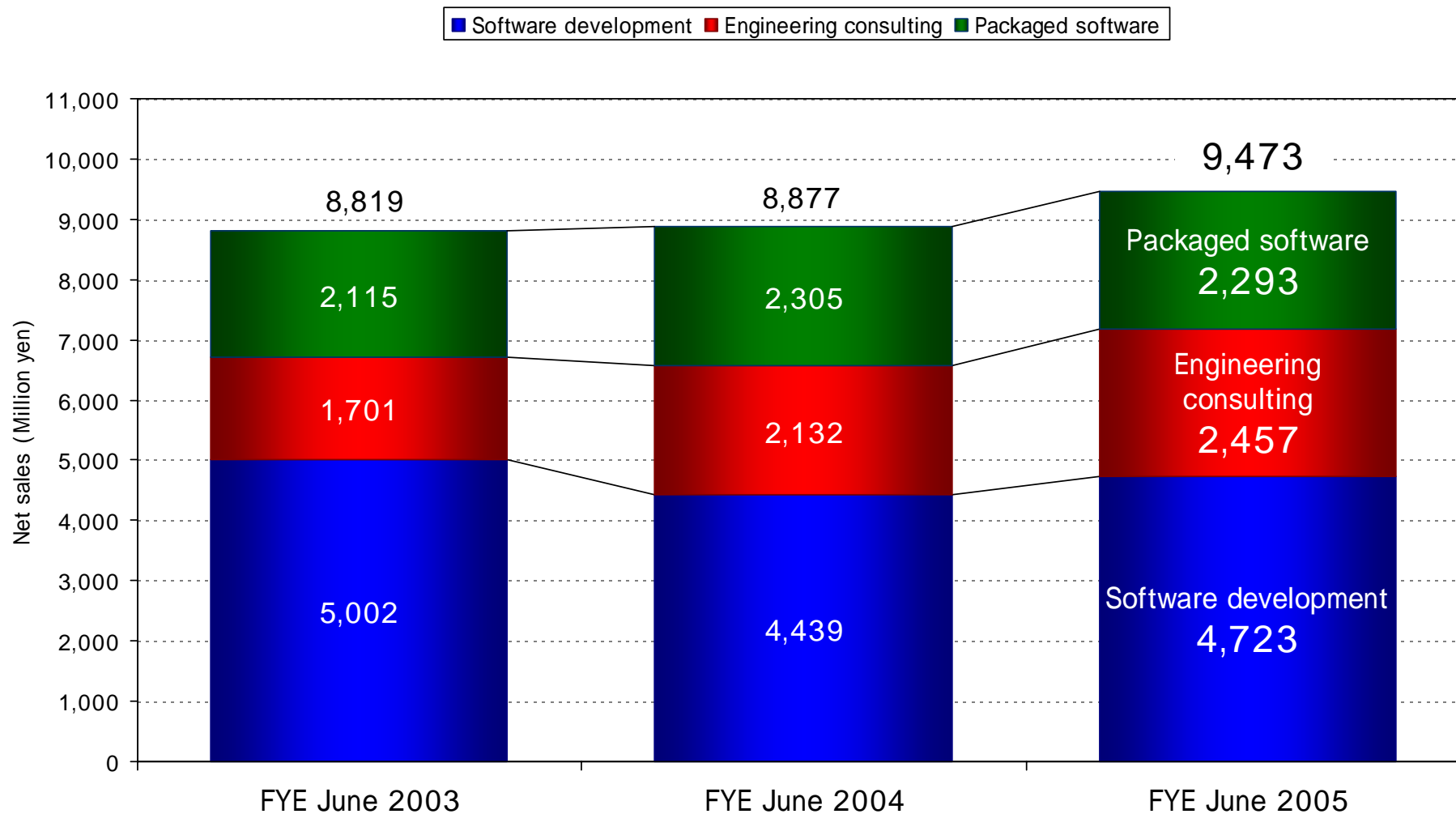
## 2. Net sales breakdown by segment

# Segment overview

(Million yen)

Segment	Description of business	Contribution to net sales		
		FYE June 2003	FYE June 2004	FYE June 2005
Software development	<ul style="list-style-type: none"> <li>- Mobile telecoms, mobile network communications</li> <li>- Operations/design support systems for manufacturing</li> <li>- Architectural and construction software</li> <li>- Multimedia</li> </ul>	<b>5,002</b> (56.7%)	<b>4,439</b> (50.0%)	<b>4,723</b> (49.9%)
Engineering consulting	<ul style="list-style-type: none"> <li>- Disaster prevention, anti-seismic, numerical analysis</li> <li>- Architectural structure design</li> <li>- Marketing/decision-making support consulting</li> <li>- Fabrication/logistics solutions</li> </ul>	<b>1,701</b> (19.3%)	<b>2,132</b> (24.0%)	<b>2,457</b> (25.9%)
Packaged software	<ul style="list-style-type: none"> <li>- CAE software for designers</li> <li>- Structural analysis/anti-seismic investigation software packages</li> <li>- Architectural/civil engineering CAD software packages</li> <li>- Marketing / decision-making support software</li> <li>- Electromagnetic wave propagation analysis software</li> </ul>	<b>2,115</b> (24.0%)	<b>2,305</b> (26.0%)	<b>2,293</b> (24.2%)
Total		<b>8,819</b> (100.0%)	<b>8,877</b> (100.0%)	<b>9,473</b> (100.0%)

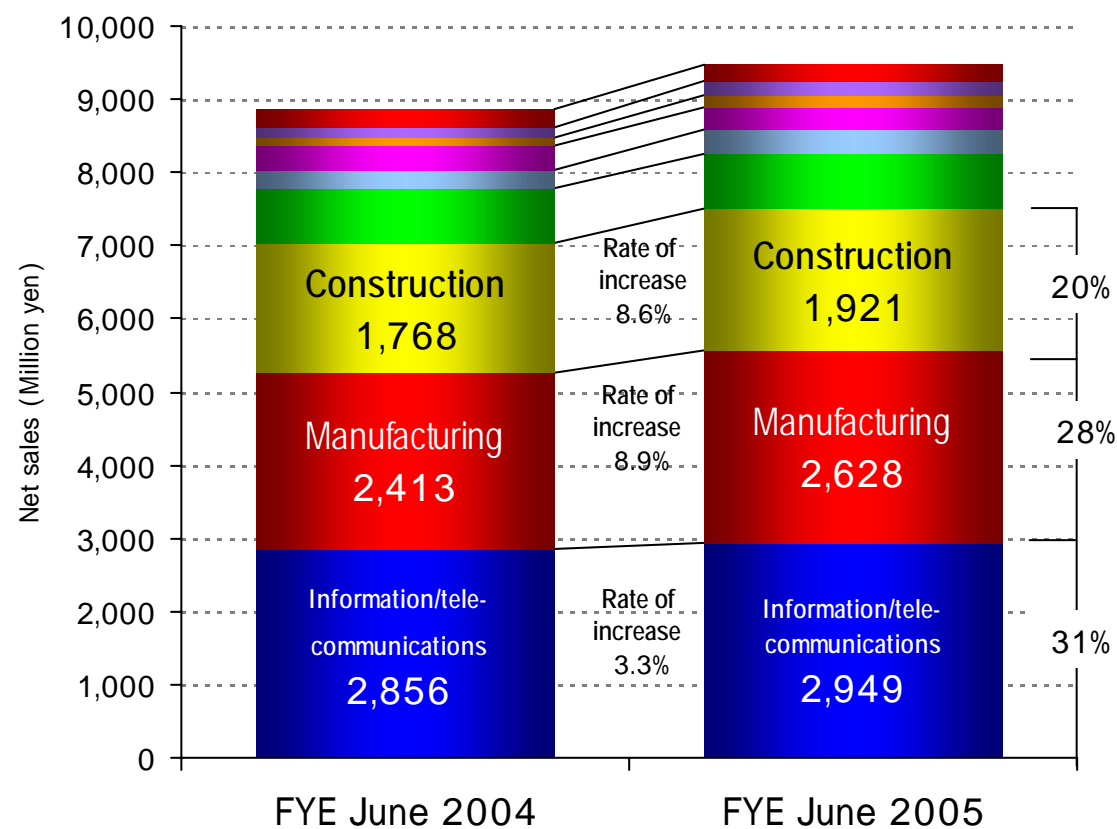
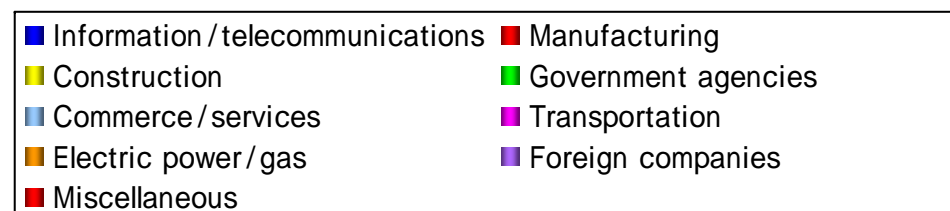
# Net sales breakdown by segment



# Net sales breakdown by industry

(Million yen)

	FYE June 2004	FYE June 2005	Rate of change
Information / telecommunications	2,856	2,949	3.3%
Manufacturing	2,413	2,628	8.9%
Construction	1,768	1,921	8.6%
Commerce / services	232	318	37.3%
Transportation	329	299	-9.0%
Electric power / gas	136	176	28.8%
Government agencies	754	769	2.0%
Foreign companies	131	186	42.3%
Miscellaneous	255	222	-12.6%
Total	8,877	9,473	6.7%



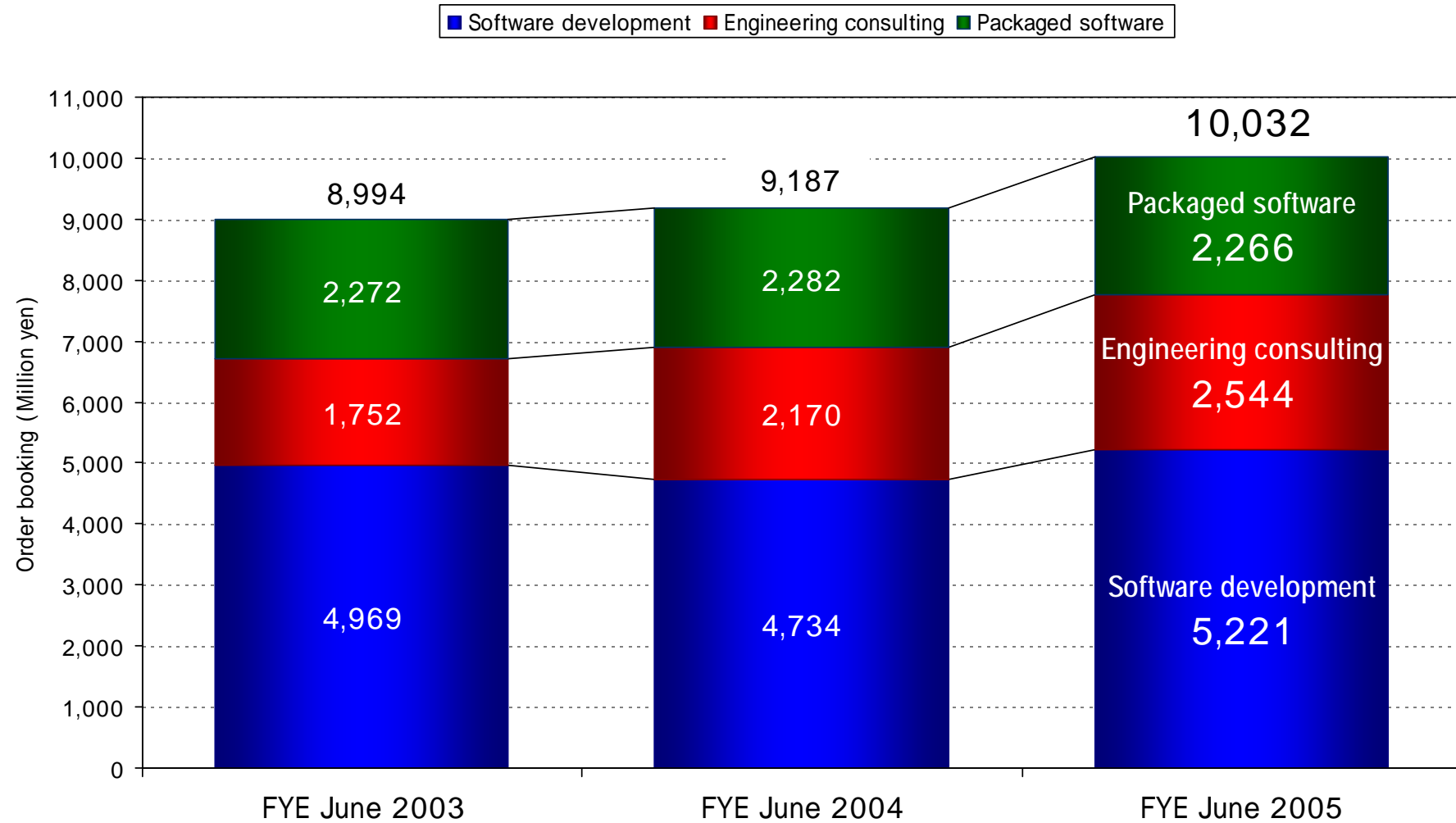
# **3. Order booking breakdown by segment**

## Order booking breakdown by segment

(Million yen)

	FYE June 2003	FYE June 2004	FYE June 2005	Change from previous FY (rate of change)
Software development	<b>4,969</b>	<b>4,734</b>	<b>5,221</b>	<b>487</b> (10.3%)
Engineering consulting	<b>1,752</b>	<b>2,170</b>	<b>2,544</b>	<b>373</b> (17.2%)
Packaged software	<b>2,272</b>	<b>2,282</b>	<b>2,266</b>	<b>- 15</b> (- 0.7%)
<b>Total</b>	<b>8,994</b>	<b>9,187</b>	<b>10,032</b>	<b>845</b> (9.2%)

# Order booking trend by segment



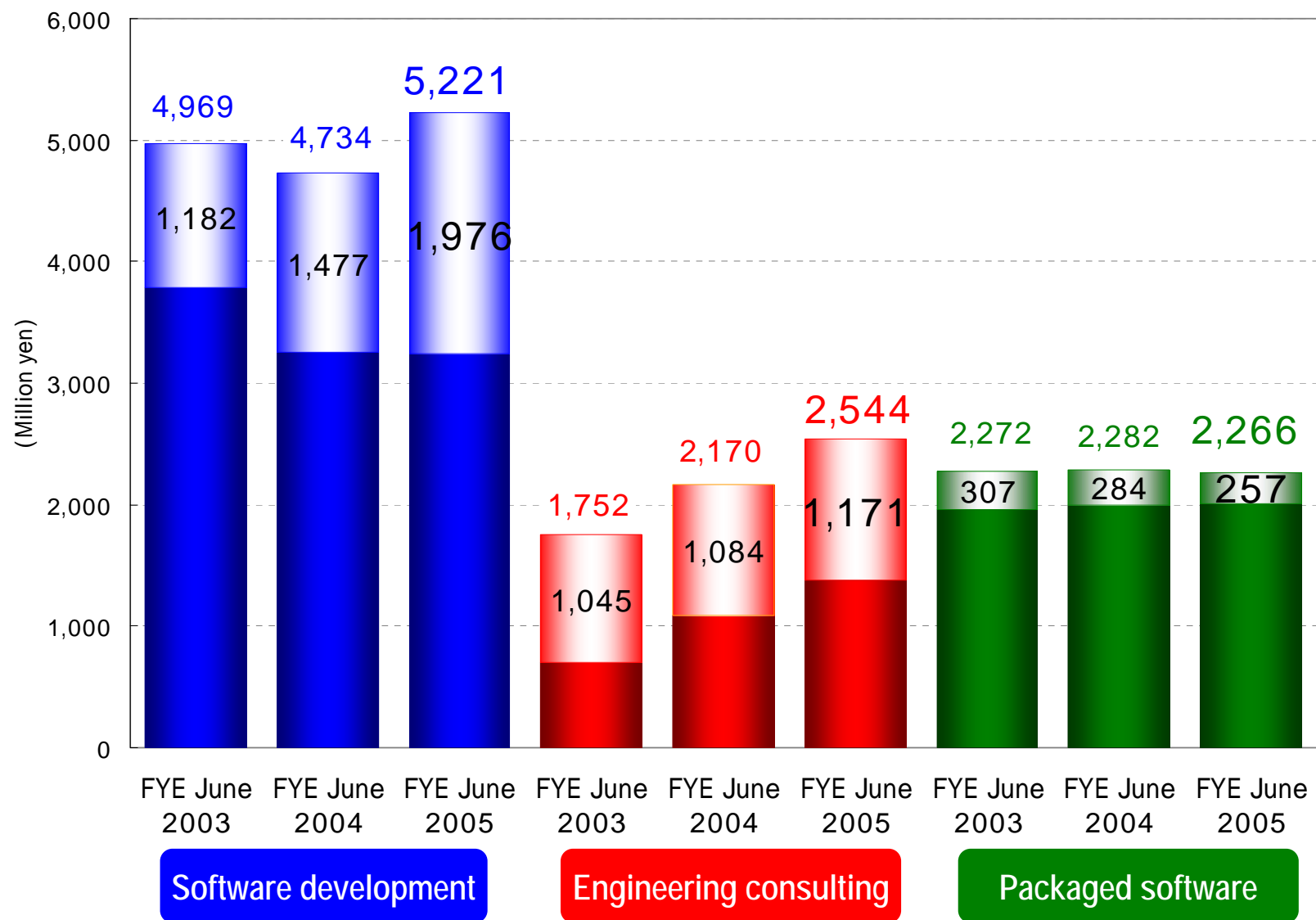


## Order outstanding breakdown by segment

(Million yen)

	FYE June 2003	FYE June 2004	FYE June 2005	Change from previous FY (rate of change)
Software development	1,182	1,477	1,976	498 (33.8%)
Engineering consulting	1,045	1,084	1,171	87 (8.0%)
Packaged software	307	284	257	-26 (-9.4%)
Total	2,535	2,845	3,404	559 (19.7%)

# Order booking and term-end order outstanding trend by segment



## 4. Earnings breakdown by segment

# Operating income breakdown by segment (Reference)

(Million yen)

Category	Software development	Engineering consulting	Packaged software	Total
Net sales	<b>4,723</b>	<b>2,457</b>	<b>2,293</b>	<b>9,473</b>
Cost of sales	<b>3,222</b>	<b>1,771</b>	<b>1,450</b>	<b>6,444</b>
Gross profit	<b>1,500</b>	<b>685</b>	<b>843</b>	<b>3,029</b>
Sales expenses <sup>*1</sup>	<b>428</b>	<b>226</b>	<b>506</b>	<b>1,162</b>
General and administrative expenses <sup>*2</sup>	<b>658</b>	<b>362</b>	<b>296</b>	<b>1,316</b>
Segment operating income <sup>*3</sup> (margin)	<b>413</b> <b>(8.8%)</b>	<b>96</b> <b>(3.9%)</b>	<b>40</b> <b>(1.7%)</b>	<b>550</b> <b>(5.8%)</b>

\*1 Sales expenses are allocated to individual segments proportional to their order bookings.

\*2 General and administrative expenses are allocated to individual segments proportional to their cost of sales.

\*3 Segment operating income is a management indicator used by the company for internal purposes and is found by subtracting the cost of sales, sales expenses and general and administrative expenses from net sales.

## Operating income breakdown by segment (New business development shown as separate segment)

(Million yen)

Category	Software development	Engineering consulting	Packaged software	New business development	Total
Net sales	<b>4,717</b>	<b>2,373</b>	<b>2,285</b>	<b>96</b>	<b>9,473</b>
Cost of sales	<b>3,214</b>	<b>1,572</b>	<b>1,441</b>	<b>216</b>	<b>6,444</b>
Gross profit	<b>1,502</b>	<b>801</b>	<b>844</b>	<b>- 119</b>	<b>3,029</b>
Sales expenses <sup>*1</sup>	<b>428</b>	<b>218</b>	<b>505</b>	<b>9</b>	<b>1,162</b>
General and administrative expenses <sup>*2</sup>	<b>656</b>	<b>321</b>	<b>294</b>	<b>44</b>	<b>1,316</b>
Segment operating income <sup>*3</sup> (margin)	<b>417</b> <b>(8.8%)</b>	<b>261</b> <b>(11.0%)</b>	<b>44</b> <b>(2.0%)</b>	<b>- 173</b> <b>( - 179.6%)</b>	<b>550</b> <b>(5.8%)</b>

\*1 Sales expenses are allocated to individual segments proportional to their order bookings.

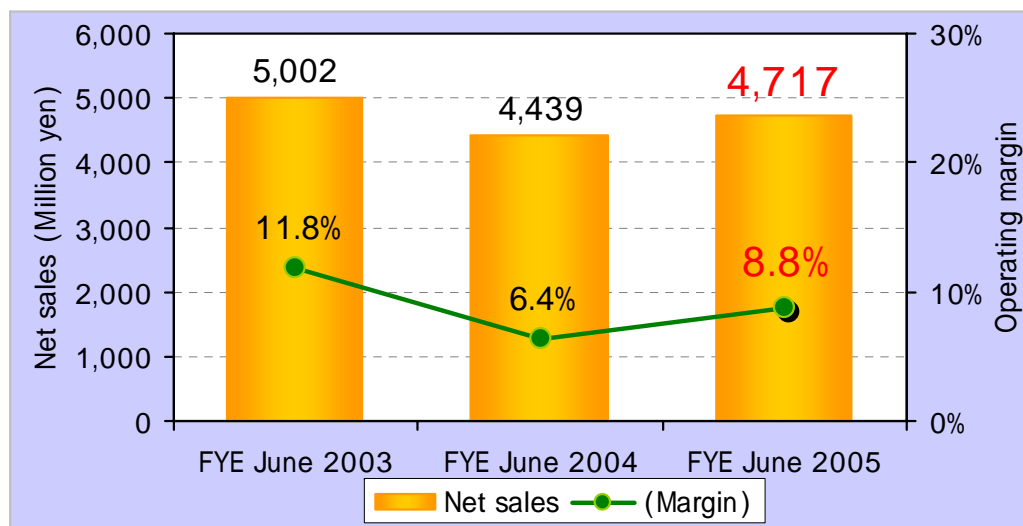
\*2 General and administrative expenses are allocated to individual segments proportional to their cost of sales.

\*3 Segment operating income is a management indicator used by the company for internal purposes and is found by subtracting the cost of sales, sales expenses and general and administrative expenses from net sales.

# Software development (Segment 1)

(Million yen)

	FYE June 2003	FYE June 2004	FYE June 2005
Net sales	5,002	4,439	4,717
Cost of sales	3,237	3,049	3,214
Gross profit	1,765	1,390	1,502
Sales expenses	391	419	428
General and administrative expenses	783	688	656
Operating income (margin)	590 (11.8%)	282 (6.4%)	417 (8.8%)



## ➤ Net sales

- Net sales began to recover thanks to strong performance in the telecoms area together with higher sales to manufacturing areas, particularly the home equipment industry.

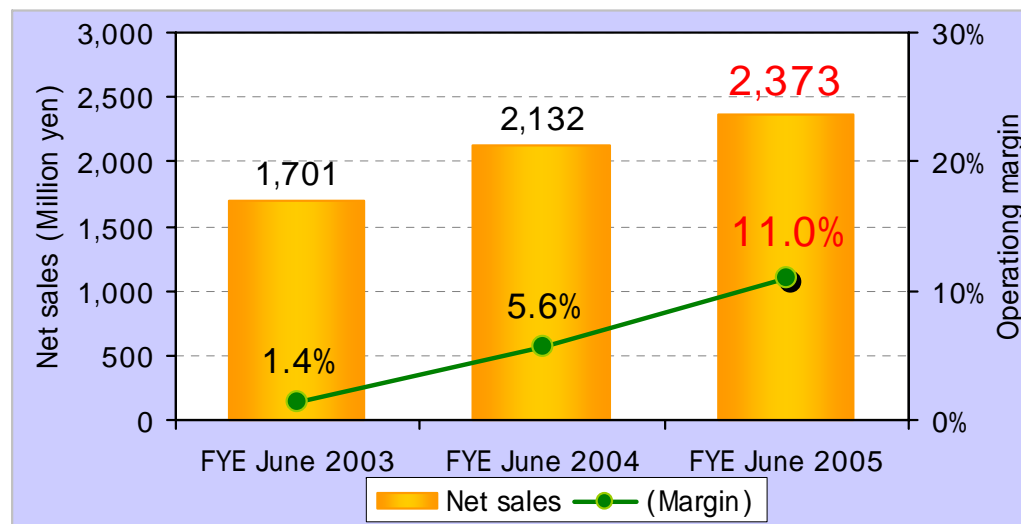
## ➤ Segment income

- Gross profits on sales increased thanks to improved margins from the efficiency gains caused by higher sales.
- Operating income increased substantially because of reductions in sales and general administrative expenses.

# Engineering consulting (Segment 2)

(Million yen)

	FYE June 2003	FYE June 2004	FYE June 2005
Net sales	1,701	2,132	2,373
Cost of sales	1,197	1,487	1,572
Gross profit	503	644	801
Sales expenses	190	190	218
General and administrative expenses	289	335	321
Operating income (Margin)	23 (1.4%)	118 (5.6%)	261 (11.0%)



## ➤ Net sales

- The segment experienced increases in construction-related consulting, particularly seismic isolation and vibration control technologies and seismic risk evaluations due to the Niigata Earthquake and revisions in the damage forecasts for earthquakes in the Tokai, Tonankai and Nankai regions, which are expected to occur in the near future.

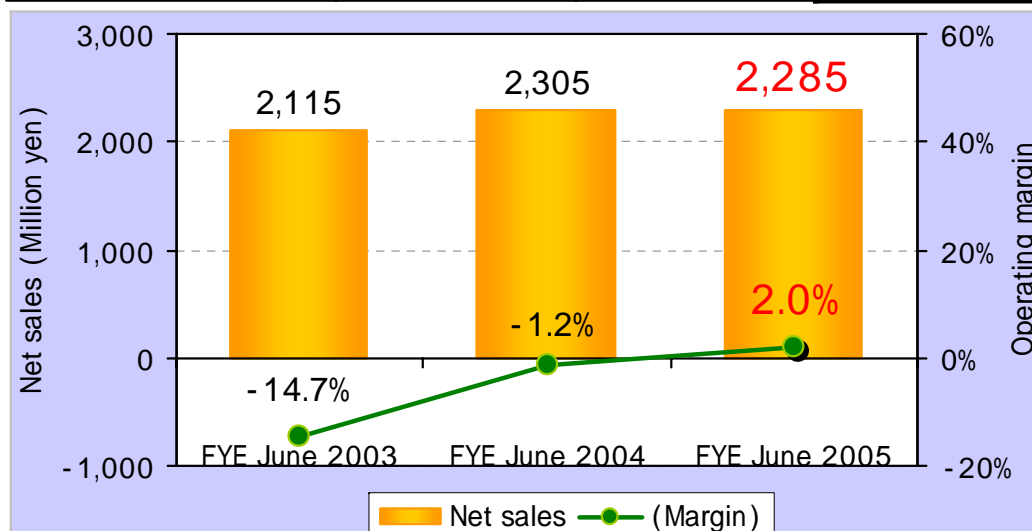
## ➤ Segment income

- Income increased substantially as a result of expansions in construction-related consulting services.

# Packaged software (Segment 3)

(Million yen)

	FYE June 2003	FYE June 2004	FYE June 2005
Net sales	2,115	2,305	2,285
Cost of sales	1,460	1,419	1,441
Gross profit	654	885	844
Sales expenses	612	592	505
General and administrative expenses	353	320	294
Operating income (Margin)	-311 (-14.7%)	-26 (-1.2%)	44 (2.0%)



## ➤ Net sales

- Sales of construction industry software, manufacturing industry software, and data analysis and simulation software were roughly on par with FYE June 2004.

## ➤ Segment income

- Although there was a slight decline in gross profits on sales due to changes in the product mix, a fundamental overhaul of the sales system substantially reduced sales and administrative expenses and led to gains in operating income.



# **5. Financial statements**

# Balance sheet

(Million yen)

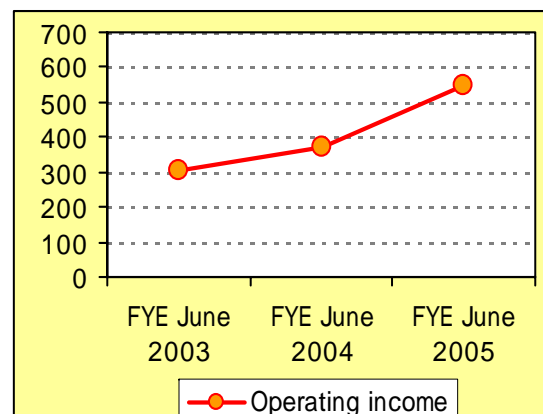
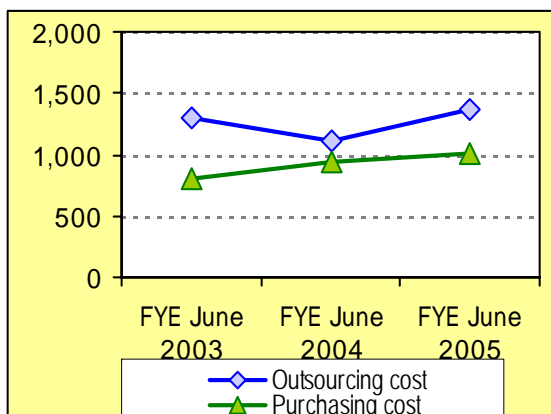
	FYE June 2003	FYE June 2004	FYE June 2005	Change from previous FY
Current assets	3,401	3,568	3,351	- 216
Cash on hand and in banks	405	583	303	- 280
Trade notes and accounts receivable	1,960	1,760	1,995	235
Fixed assets	7,077	6,756	7,001	244
Total assets	10,478	10,324	10,352	28
Current liabilities*	3,419	3,294	3,670	375
Short-term borrowings	2,355	1,752	1,890	137
Long-term liabilities	3,940	3,867	3,626	- 240
Long-term borrowings	3,233	3,211	2,606	- 605
Total liabilities	7,359	7,162	7,297	135
Total shareholders' equity	3,119	3,162	3,055	- 107
Total liabilities and shareholders' equity	10,478	10,324	10,352	28

\* "Long-term borrowings scheduled for repayment within 1 year" are included in short-term borrowings.

# Statement of income

(Million yen)

	FYE June 2003	FYE June 2004	FYE June 2005	Change from previous FY (rate of change)
Net sales	8,819	8,877	9,473	596 (6.7%)
Cost of sales	5,895	5,956	6,444	487 (8.1%)
Gross profit	2,923	2,920	3,029	108 (3.7%)
Sales expenses	2,621	2,546	2,478	-67 (-2.6%)
Operating income	302	374	550	175 (46.8%)
Operating margin	3.4%	4.2%	5.8%	1.6%



## ➤ Cost of sales

- Outsourcing cost and purchasing cost increased in conjunction with higher order bookings
- Increases were also the result of higher investments in the new business development division.

## ➤ Sales and administrative expenses

- General and administrative expenses declined thanks to higher cost consciousness.

## ➤ Operating income

- Operating income increased substantially due to higher net sales and lower sales and administrative expenses.

# Statement of cash flows

(Million yen)

	FYE June 2003	FYE June 2004	FYE June 2005
Cash and cash equivalents at beginning of year	202	405	583
Cash flow from operating activities	663	926	621
Cash flow from investing activities	- 299	- 63	- 320
Cash flow from financing activities	- 161	- 684	- 581
Cash and cash equivalents at end of year	405	583	303

## ➤ Cash flow from operating activities

- Net income before income tax   ¥77 million
- Increase in sales credits       -¥268 million
- Increase in purchasing liabilities and accrued expenses   ¥236 million
- Allocation to reserves for retirement benefits   ¥364 million
- Depreciation charges       ¥356 million

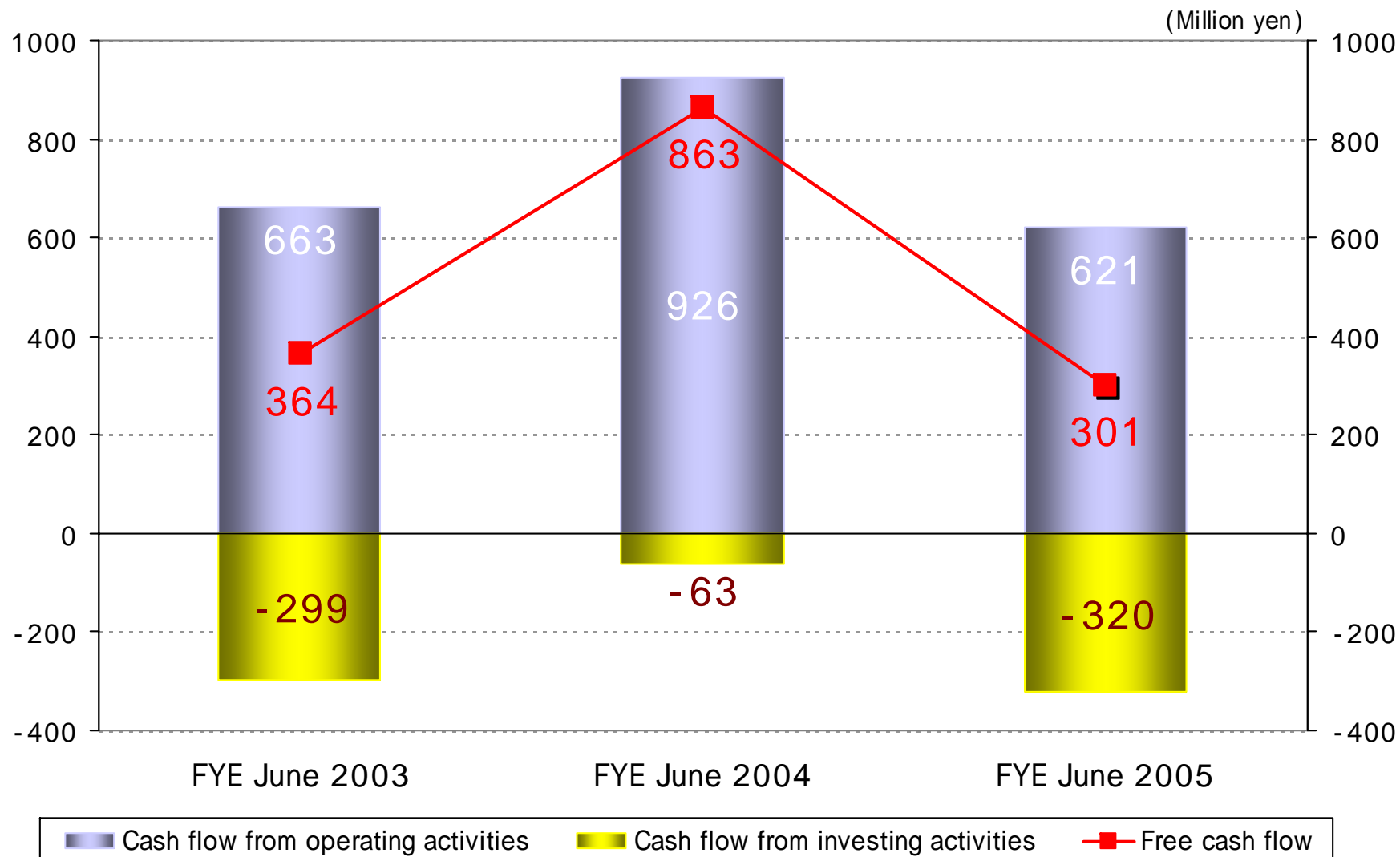
## ➤ Cash flow from investing activities

- Sale of investment securities   ¥87 million
- Acquisition of investment securities       -¥125 million
- Acquisition of intangible fixed assets       -¥218 million

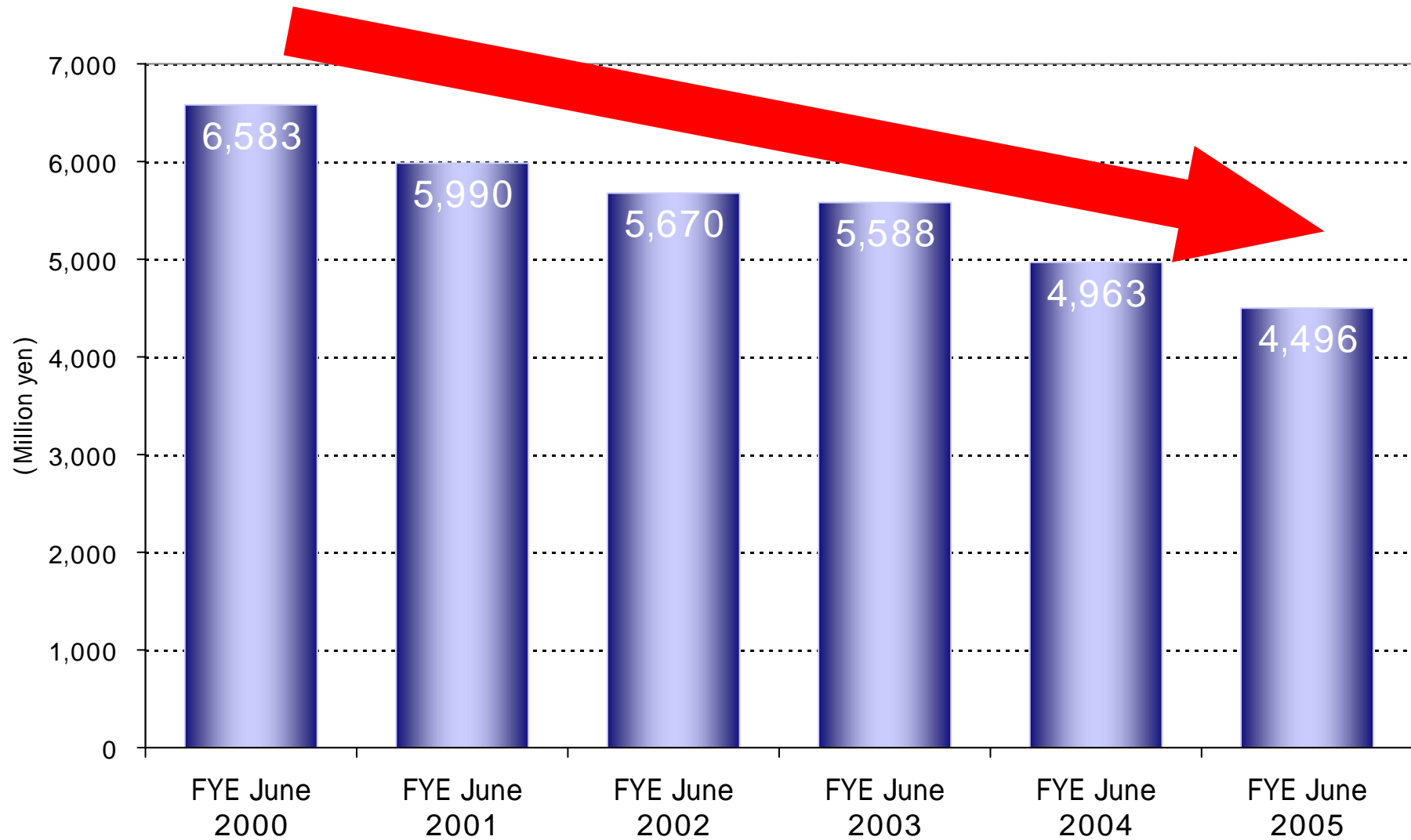
## ➤ Cash flow from financing activities

- Increase in short-term borrowings   ¥200 million
- Decrease in long-term borrowings       -¥667 million
- Acquisition of treasury shares       -¥98 million
- Payment of dividends       -¥59 million

# Free cash flow



## Interest-bearing liabilities for the most recent 6 years



# 6. Plans for Fiscal Year Ending June 2006

# Outlook for FYE June 2006

(Million yen)

	FYE June 2005	FYE June 2006 plan	Change from previous FY	Rate of change from previous FY
<b>Net sales</b>	<b>9,473</b>	<b>10,000</b>	<b>526</b>	5.5%
Software development	4,723	5,100	376	8.0%
Engineering consulting	2,457	2,600	143	5.8%
Packaged software	2,293	2,300	6	0.3%
<b>Operating income</b>	<b>550</b>	<b>730</b>	<b>180</b>	32.6%
<b>Ordinary income</b>	<b>462</b>	<b>620</b>	<b>157</b>	34.0%
<b>Net income</b>	<b>7</b>	<b>330</b>	<b>322</b>	-
<b>Dividend</b>	@¥10 / share	@¥15 / share	Targeting payout ratio of 30%	

Note: Results forecast are prepared based on the information available at the time of preparation but include many elements of uncertainty.

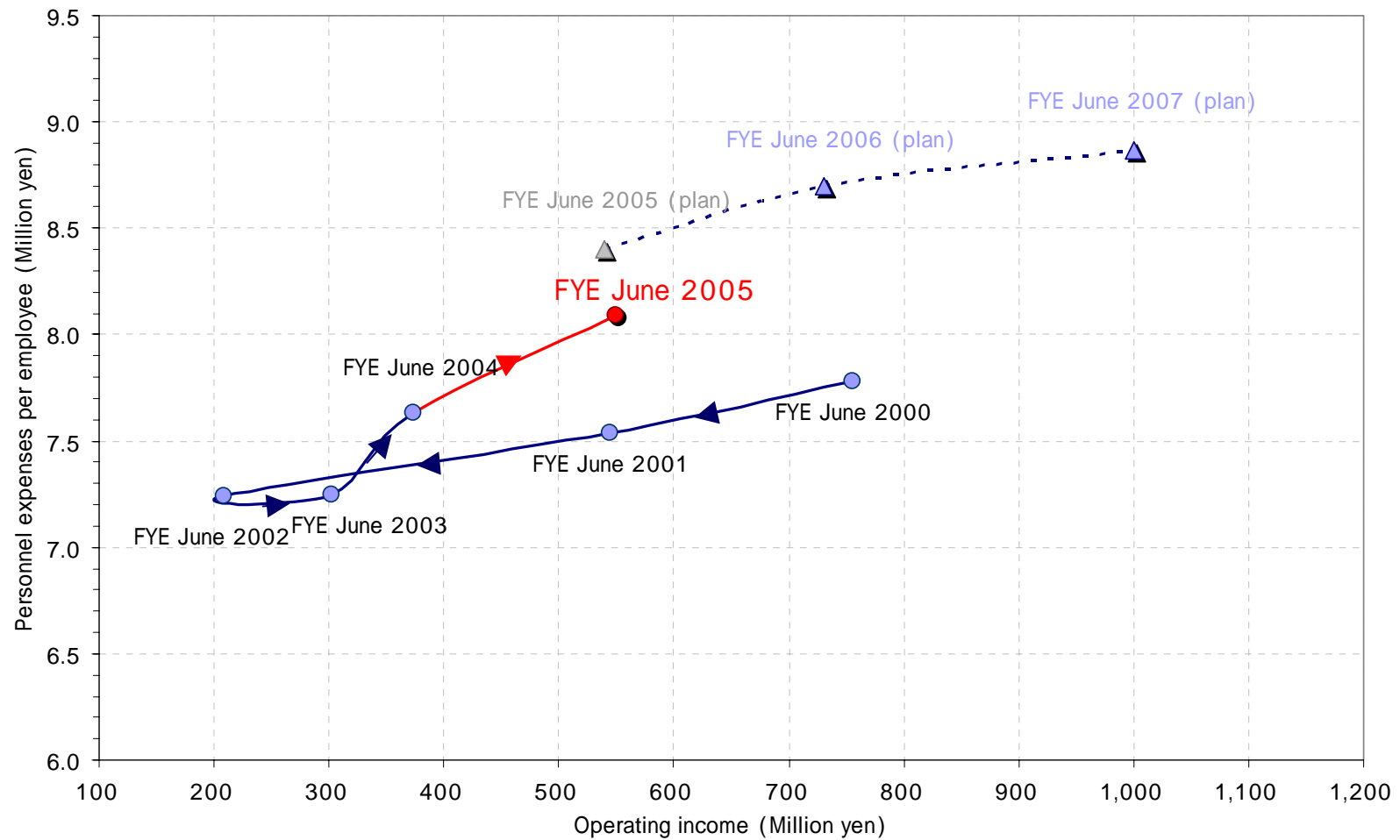


## Medium-term business plan (FYE June 2005 to FYE June 2007)

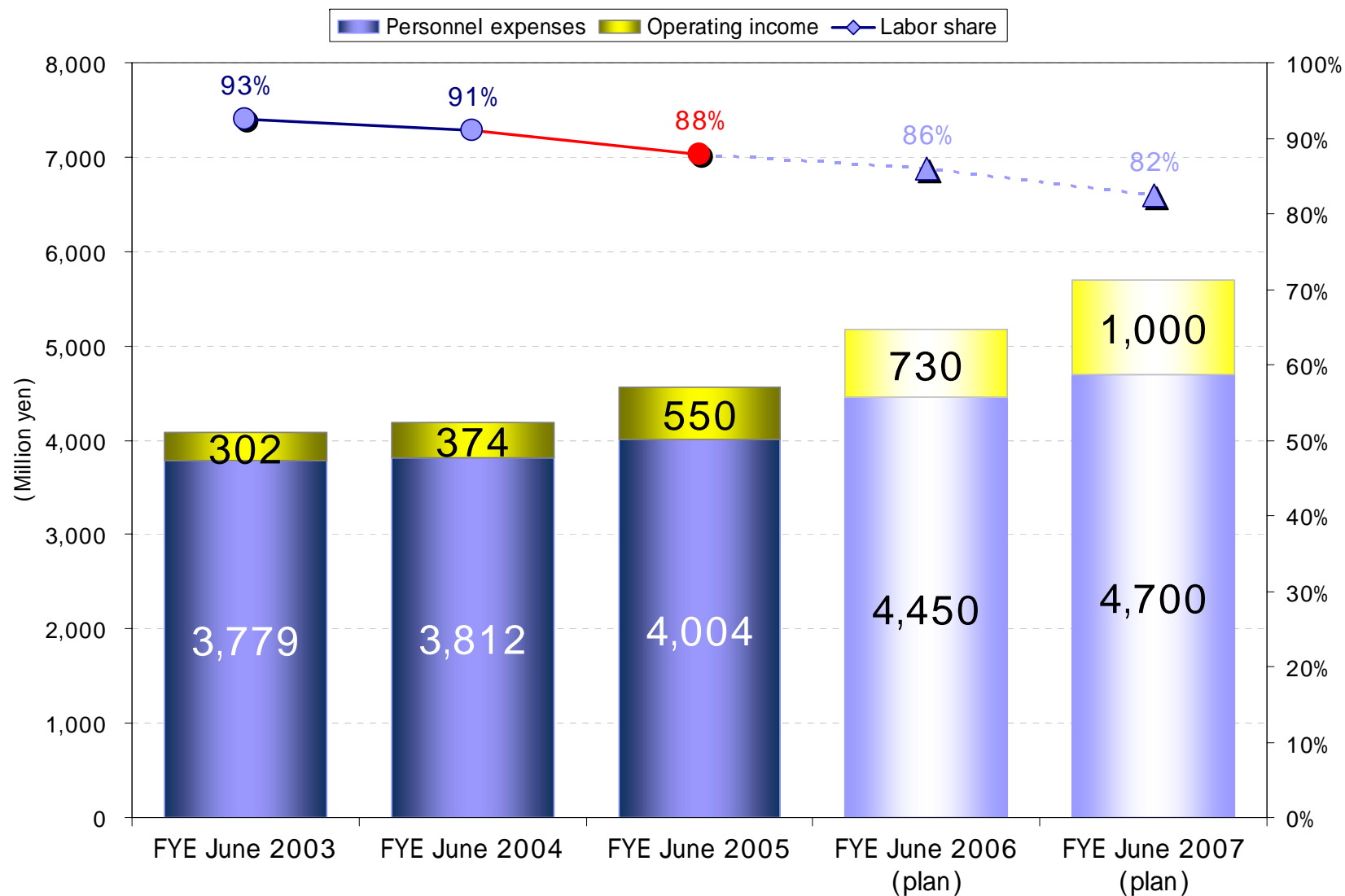
(Million yen)

	FYE June 2005		FYE June 2006	FYE June 2007
	Plan	Results	Plan	Plan
<b>Net sales</b>	<b>9,500</b>	<b>9,473</b>	<b>10,000</b>	<b>10,500</b>
<b>Operating income</b>	<b>540</b>	<b>550</b>	<b>730</b>	<b>1,000</b>
<b>Ordinary income</b>	<b>420</b>	<b>462</b>	<b>620</b>	<b>900</b>
<b>Net income</b>	<b>160</b>	<b>7</b>	<b>330</b>	<b>500</b>

# Correlation between operating income and personnel expenses per employee



# Added value



**(Simplified) Added value = Operating income + Personnel expenses**

# **7. Orientation as a knowledge technology company**

## Why Kozo Keikaku Engineering is unique (the "Five I's")

**Independent**

**Able to maintain neutrality**

**Interdisciplinary**

**Multifaceted approach**

**International**

**Coordination with overseas partners**

**Intelligent**

**Offer added value and solutions**

**Innovative**

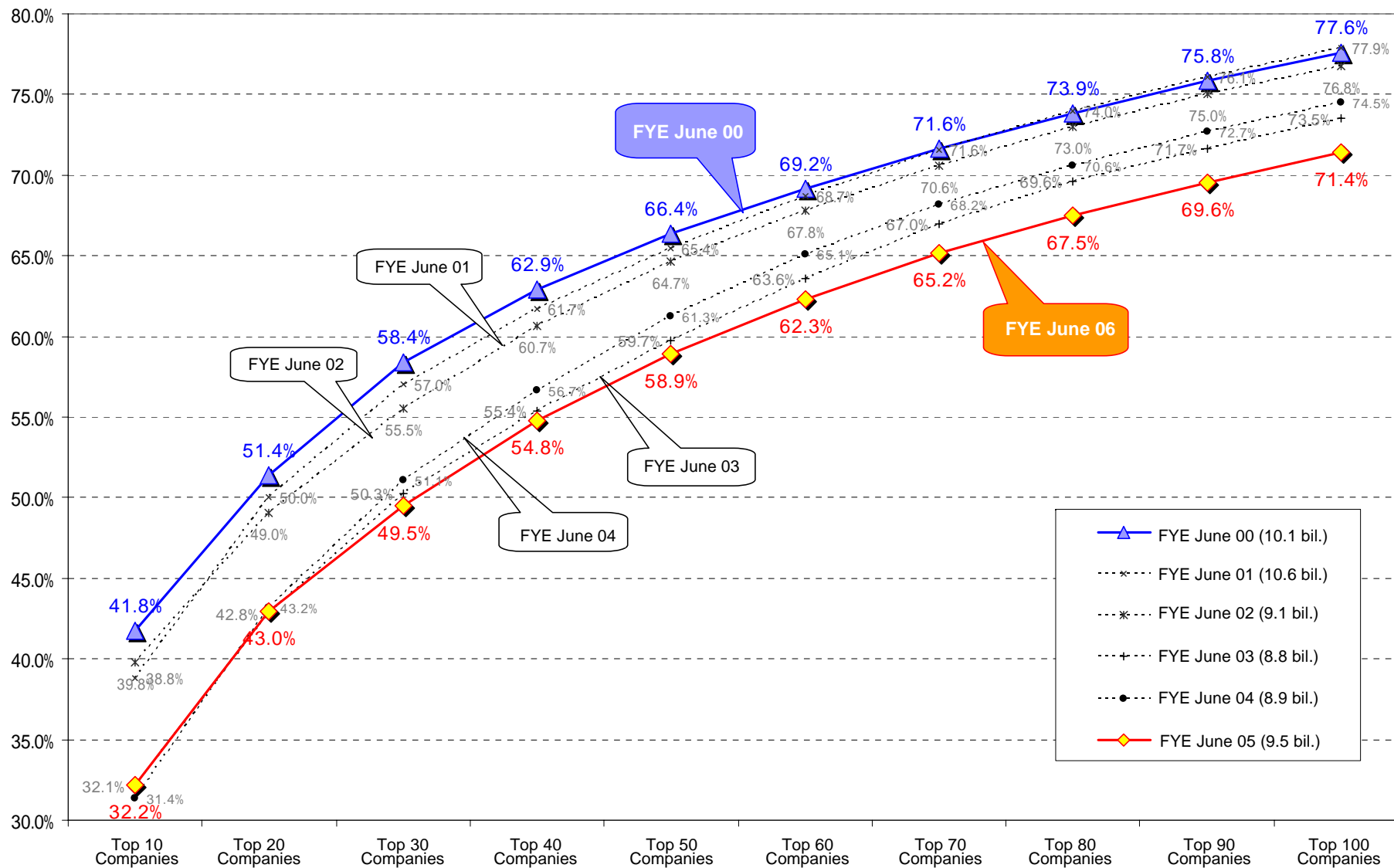
**Invest in human resources**



# Independent

**Able to maintain neutrality**

# Independent : Percentage of business accounted for by top customers



# Independent : Changes in customers and markets

(Million yen)

Rank	FYE June 2000	Total sales 10,160	Rank	FYE June 2005	Total sales 9,473
1	NTT DoCoMo, Inc.	Percentage of sales accounted for by top 10 firms 41.8%	1	DoCoMo Technology, Inc.	Percentage of sales accounted for by top 10 firms 32.2%
2	Information-technology Promotion Agency		2	Cleanup Co., Ltd.	
3	Mori Building Co., Ltd.		3	NTT DoCoMo, Inc.	
4	Japan Information Processing Development Corp.		4	Otsuka Corporation	
5	NTT Building Technology Institute Co., Ltd.		5	KDDI Corporation	
6	NTT Communications, Inc.		6	NTT Software Corporation	
7	Building Administration Systems Information Center		7	NEC Nexsolutions, Ltd.	
8	Otsuka Corporation		8	KDDI R&D Laboratories Inc.	
9	NEC Techno-Service, Ltd.		9	NTT Building Technology Institute Co., Ltd.	
10	NTT Software Corporation		10	Sun Wave Corporation	
11	Asahi Kasei Information Systems Co., Ltd.	Percentage of sales accounted for by top 20 firms 51.4%	11	Shanghai World Financial Center Co Ltd	Percentage of sales accounted for by top 20 firms 43.0%
12	Ministry of Posts and Telecommunications		12	Kanko Kikaku Sekkeisha Co., Ltd.	
13	Daiwa House Industry Co., Ltd.		13	NTT Communications, Inc.	
14	Sekisui House, Ltd.		14	NTT Advanced Technology Corporation	
15	Kanko Kikaku Sekkeisha Co., Ltd.		15	Nippon Paint Co., Ltd.	
16	Sun Wave Corporation		16	Itochu Techno-Science Corporation	
17	Yokomori Mfg. Co., Ltd.		17	Canon Inc.	
18	Fujitsu Limited		18	TG Information Network Co., Ltd.	
19	NYK Systems Research Institute		19	NEC Corporation	
20	Cleanup Co., Ltd.		20	TEPCO Systems Corporation	





# Interdisciplinary

**Multifaceted approach**

Interdisciplinary : Entrepreneurial vision

**An organization that bridges  
academia and industry**

# Interdisciplinary : Coordination with universities

## Telecommunications/IT

Okayama University	Electric wave propagation
Sophia University	Wireless network simulation
The University of Electro-Communications	Networks at disaster
The University of Electro-Communications	Electric wave propagation

## New business development

The University of Tokyo	Academic creation KK-MAS
The University of Tokyo	"Vein-style" logistics
Waseda University	Real estate financial engineering

## Construction

(Highlights)

Ibaraki University	Bridge vibration by traffic
Okayama University	Vibration by traffic
Kyushu University	Bridge dynamic instability issues, etc.
Kyushu University	COE Project brick CAD
Kyushu Sangyo University	Multilayer rubber sliding bearing
Nagoya University	Fracture behavior analysis of concrete
Kumamoto University	Modeling of three-dimensional structures
Tokyo Institute of Technology	Earthquake disaster prevention project
The University of Tokyo	Wind pressure forecasting
The University of Tokyo	Three-dimensional analysis of long-period seismic movement
Tohoku University	Tsunami analysis simulation

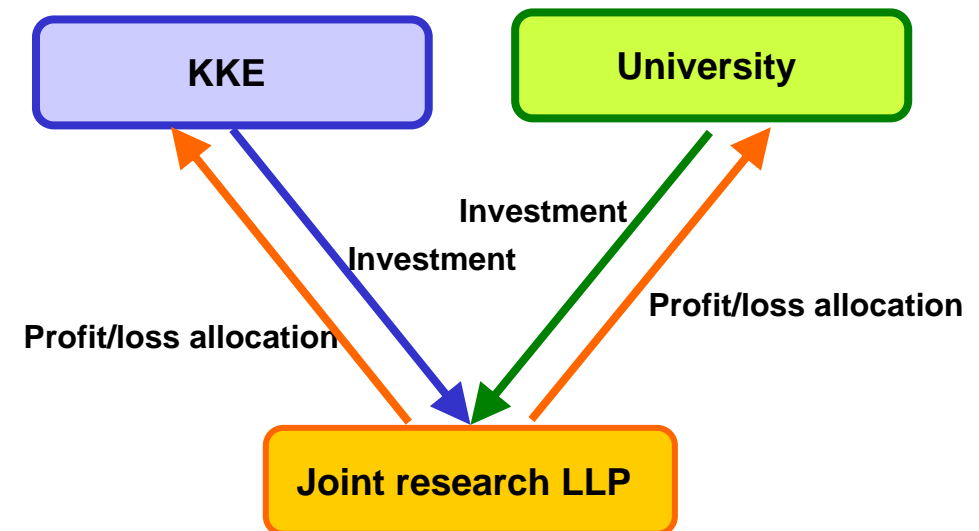
# Interdisciplinary : Examples of industry-academia collaboration

## Joint research and development project making use of LLP

The company joined hands with the University of Tokyo and others to propose a project on "development of systems to support the self-management of quality and historical data related to housing and structural materials" which was adopted by the Ministry of Land, Infrastructure and Transport as a public project.  
We are working towards the establishment of an LLP (limited liability partnership) in order to make use of the provisions of the LLP Law to implement the joint research project.

### Features of LLPs

Limited liability for all members  
Profit/loss and authority can be allocated quickly and freely regardless of investment ratios  
Members subject to taxation, but LLP is not (members directly taxed)



**LLP (limited liability partnership):** A new system introduced in August of this year under the leadership of the Ministry of Economy, Trade and Industry. Purpose is to promote the development of new businesses and create mechanisms suited to creative collaborations.

# Interdisciplinary : Book publication

## Making Process Improvement Work A Concise Action Guide for Software Managers and Practitioners

Author(s): Neil S. Potter , Mary E. Sakry  
Translator(s): Hisashi Tomino, Sadao Araki  
Publisher: Kyoritsu Shuppan Co., Ltd.  
Publication date: June 10, 2005



## Introduction to Business Risk Analysis: Applied Monte Carlo Simulation

Editor(s) : Takumi Hashizume  
Author(s): Waseda University Management Risk Research Group  
Susumu Komatsubara, Masao Tomizawa, Kazuaki Henmi  
Publisher: Waseda University Press  
Publication date: May 31, 2005

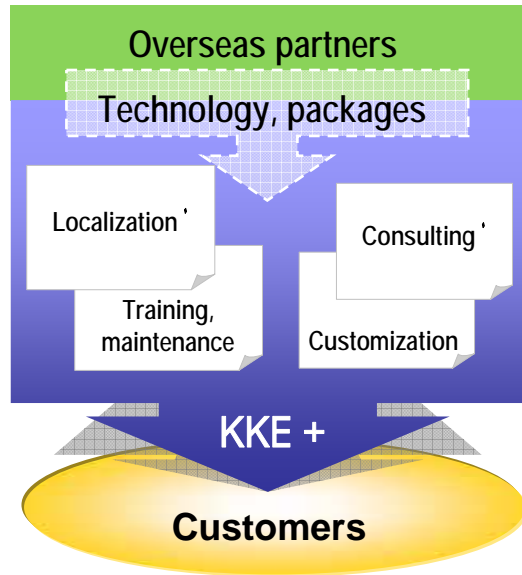




# International

**Coordination with overseas partners**

# International : Coordination with overseas partners



KKE takes technologies and packages from excellent companies throughout the world and adds consulting, customization, education / training and other services that differentiate it from a mere marketing agent and enables it to engage in high-value added business.

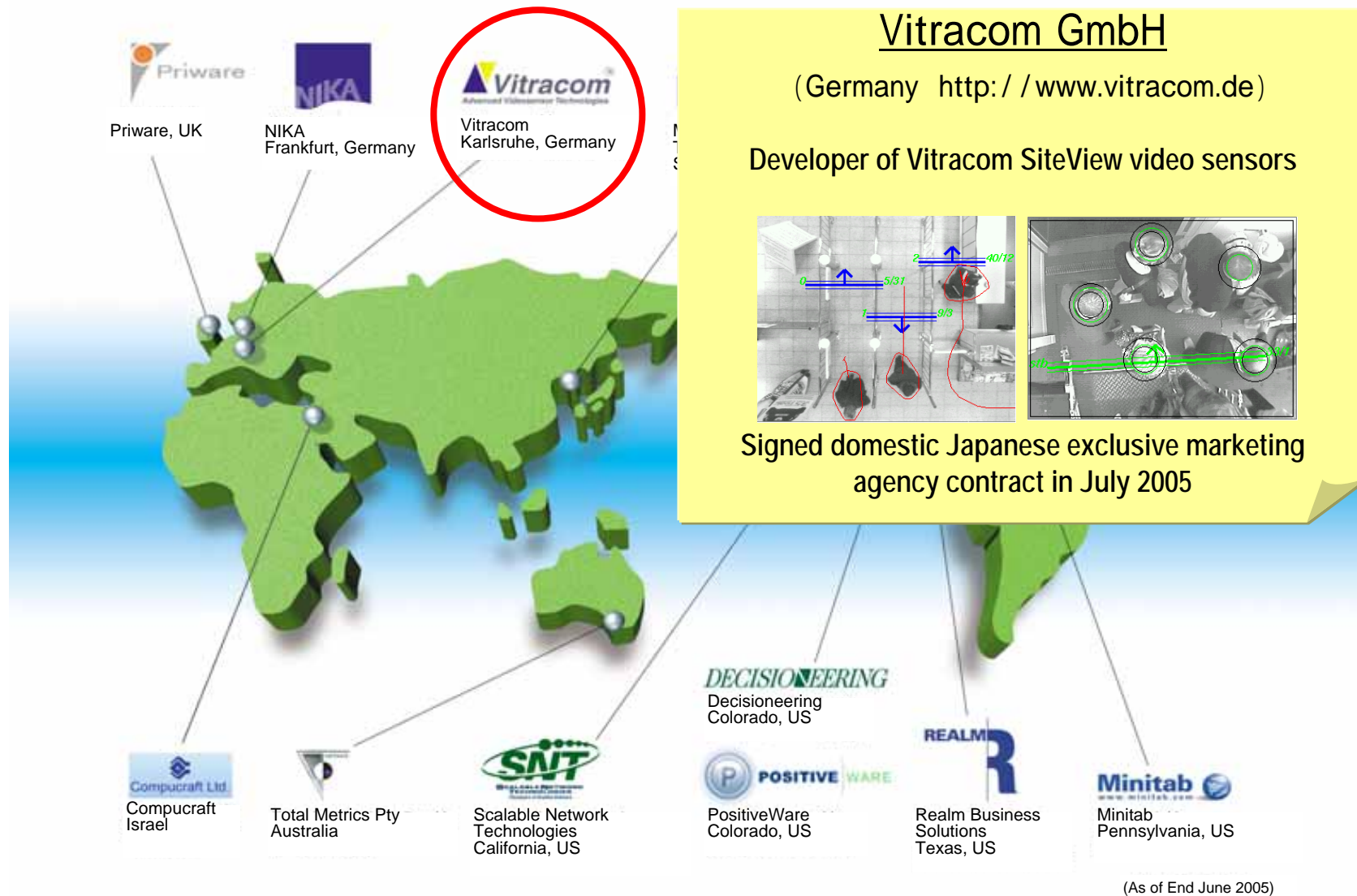


# International : New partners





# International : New partners (Vitracom GmbH)



# International : New partners (Realm Business Solutions, Inc.)

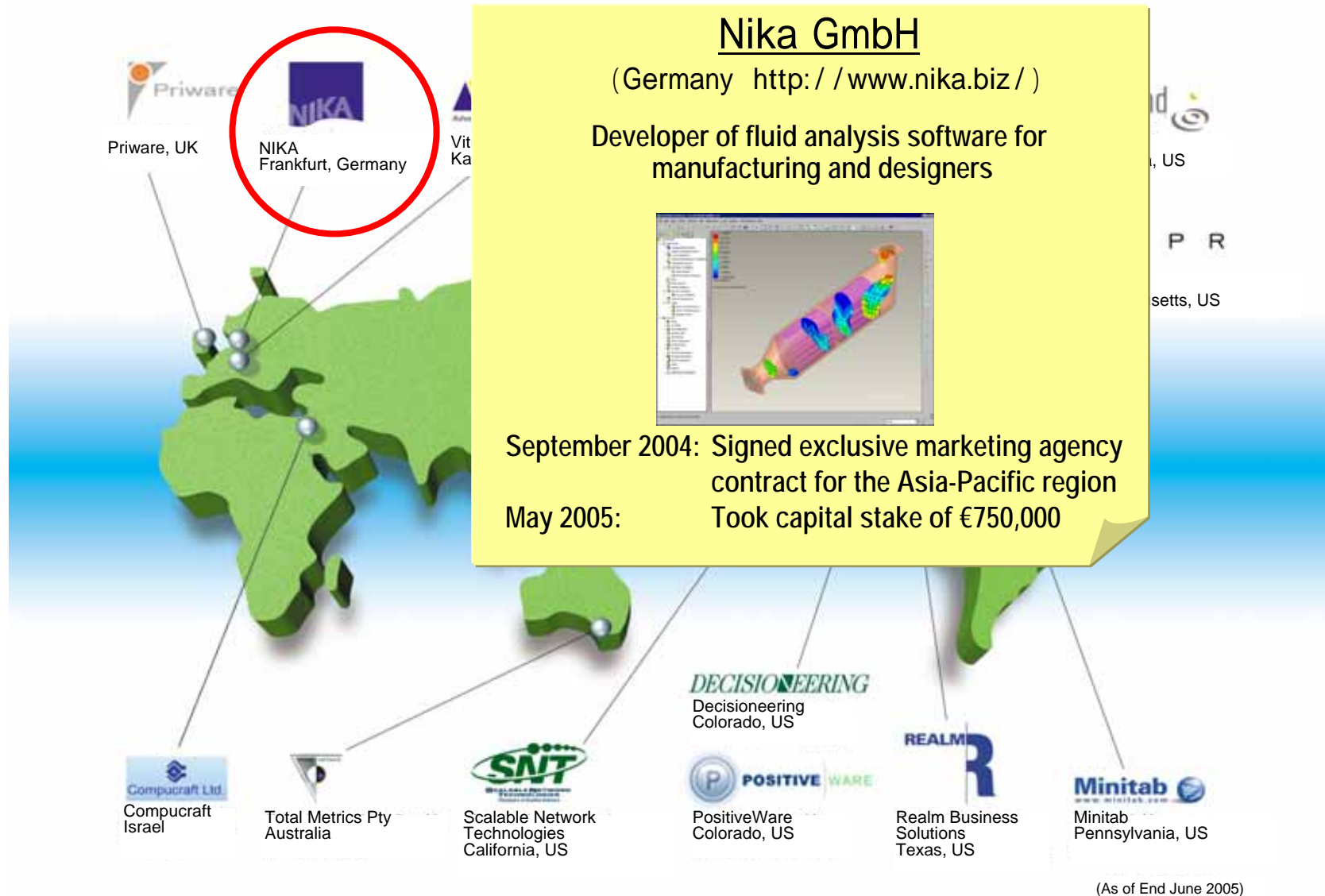


# International : Capital stakes



(As of End June 2005)

# International : Capital stakes (Nika GmbH)

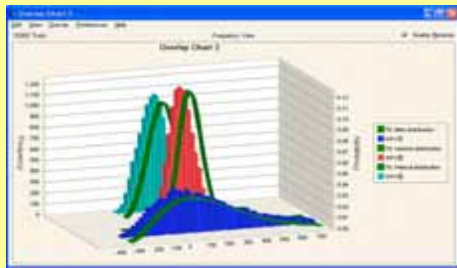


# International : Capital stakes (Decisioneering, Inc.)

## Decisioneering, Inc.

(U.S.A. <http://www.decisioneering.com>)

Developer of Crystal Ball risk analysis software



March 1992: Signed domestic Japanese exclusive marketing agency contract

December 2004: Acquired 4000 shares (3% of total)

  
Compucraft  
Israel

  
Total Metrics Pty  
Australia

  
Scalable Network  
Technologies  
California, US

  
Decisioneering  
Colorado, US

  
PositiveWare  
Colorado, US

  
Realm Business  
Solutions  
Texas, US

  
Minitab  
Pennsylvania, US

  
MIDAS Information  
Technology  
Seoul, Korea

  
PositiveWare  
Colorado, US

  
Firepond  
Minnesota, US

  
SPR  
Massachusetts, US

(As of End June 2005)





# Intelligent

**Offer added value and solutions**

# Intelligent : Establishment of highly profitable businesses

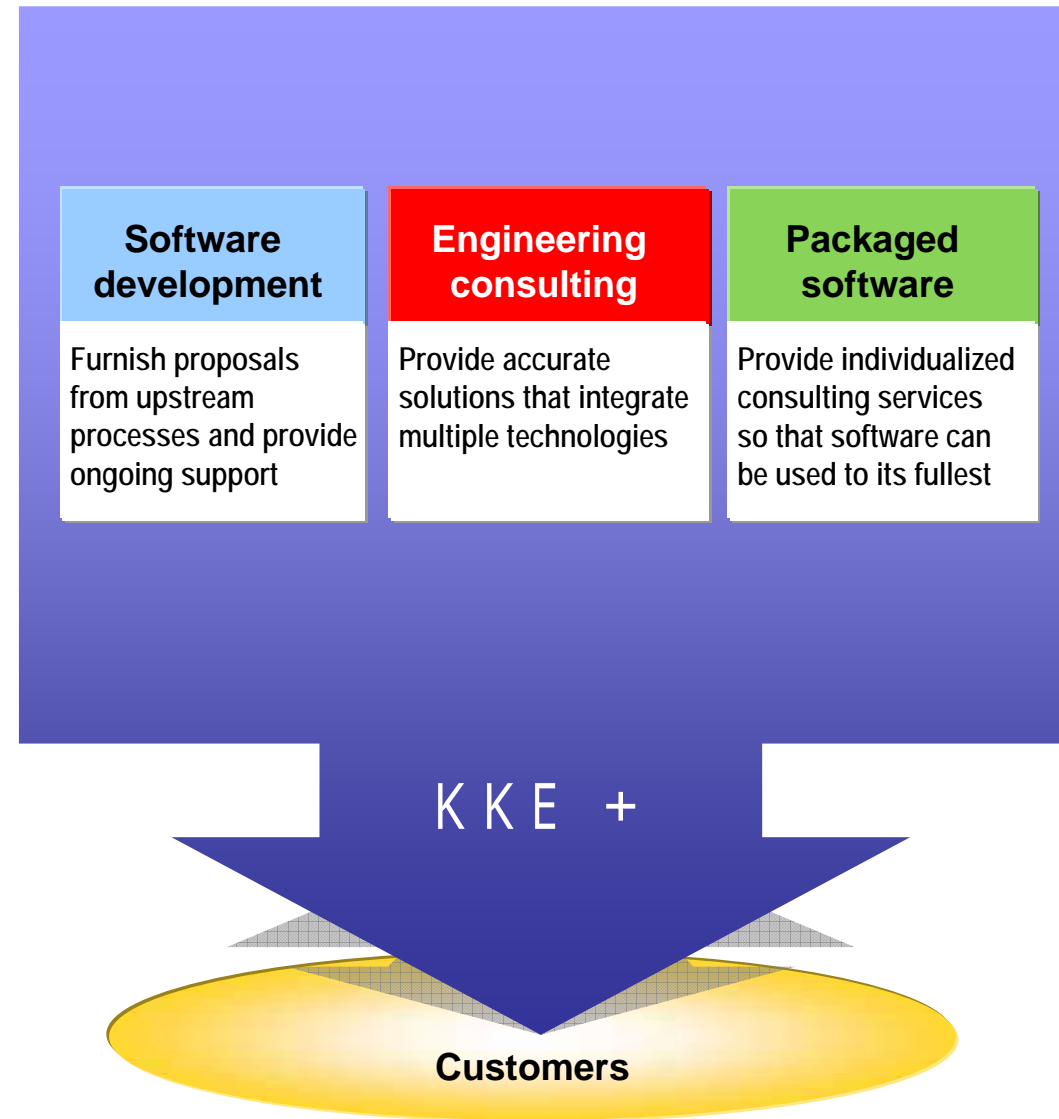
## 1. Three business areas:

"Software development"

"Engineering consulting"

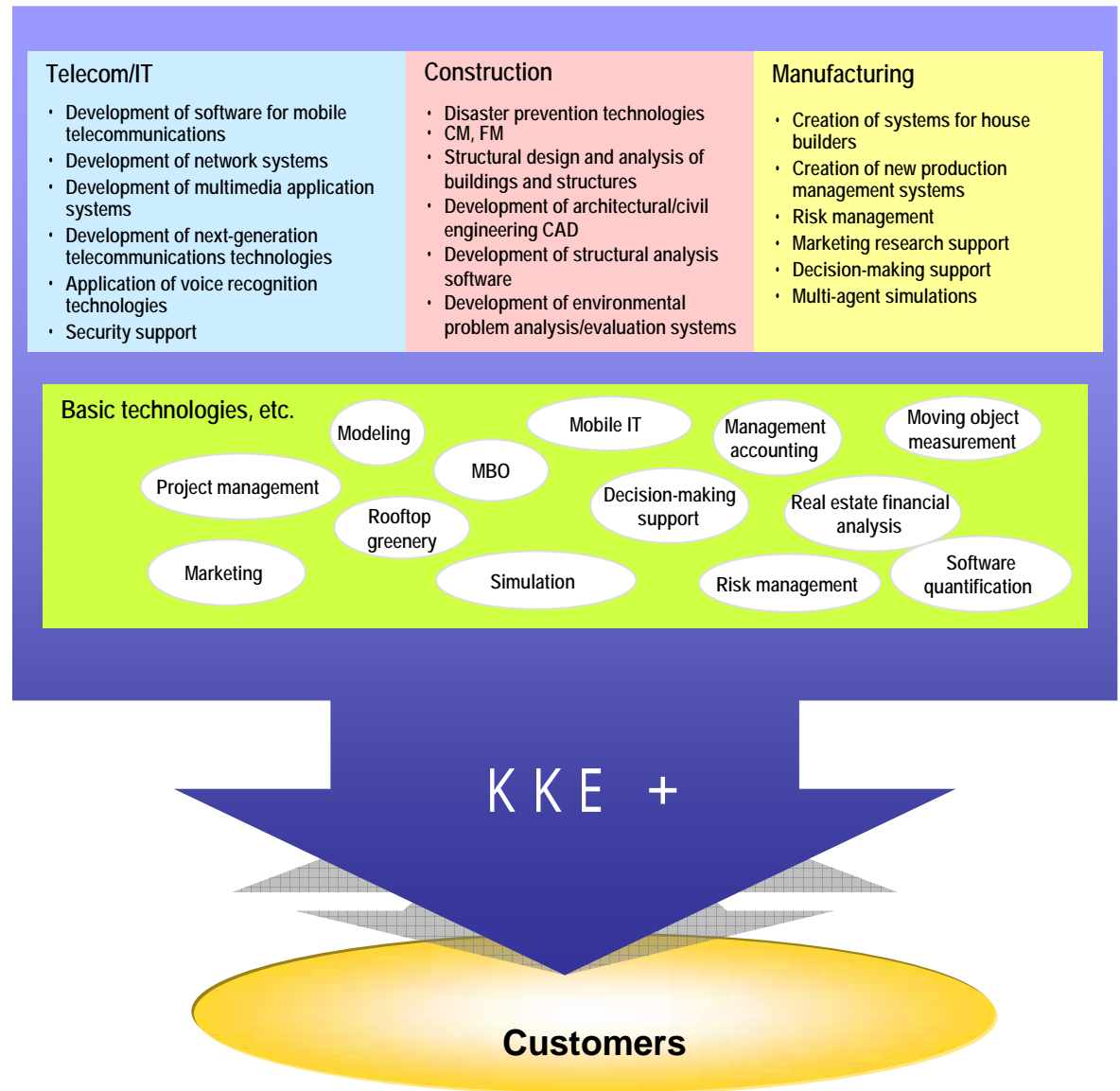
"Packaged software"

- **Specialize in high-profit services in each business area**
- **Provide a mix of products and services that meets customer needs**



# Intelligent : Solutions-oriented businesses

Develop partnerships and collaborations that go beyond individual sectors, industries or countries by proposing projects that integrate multiple KKE technologies so as to attract new customers and furnish new services to existing customers.

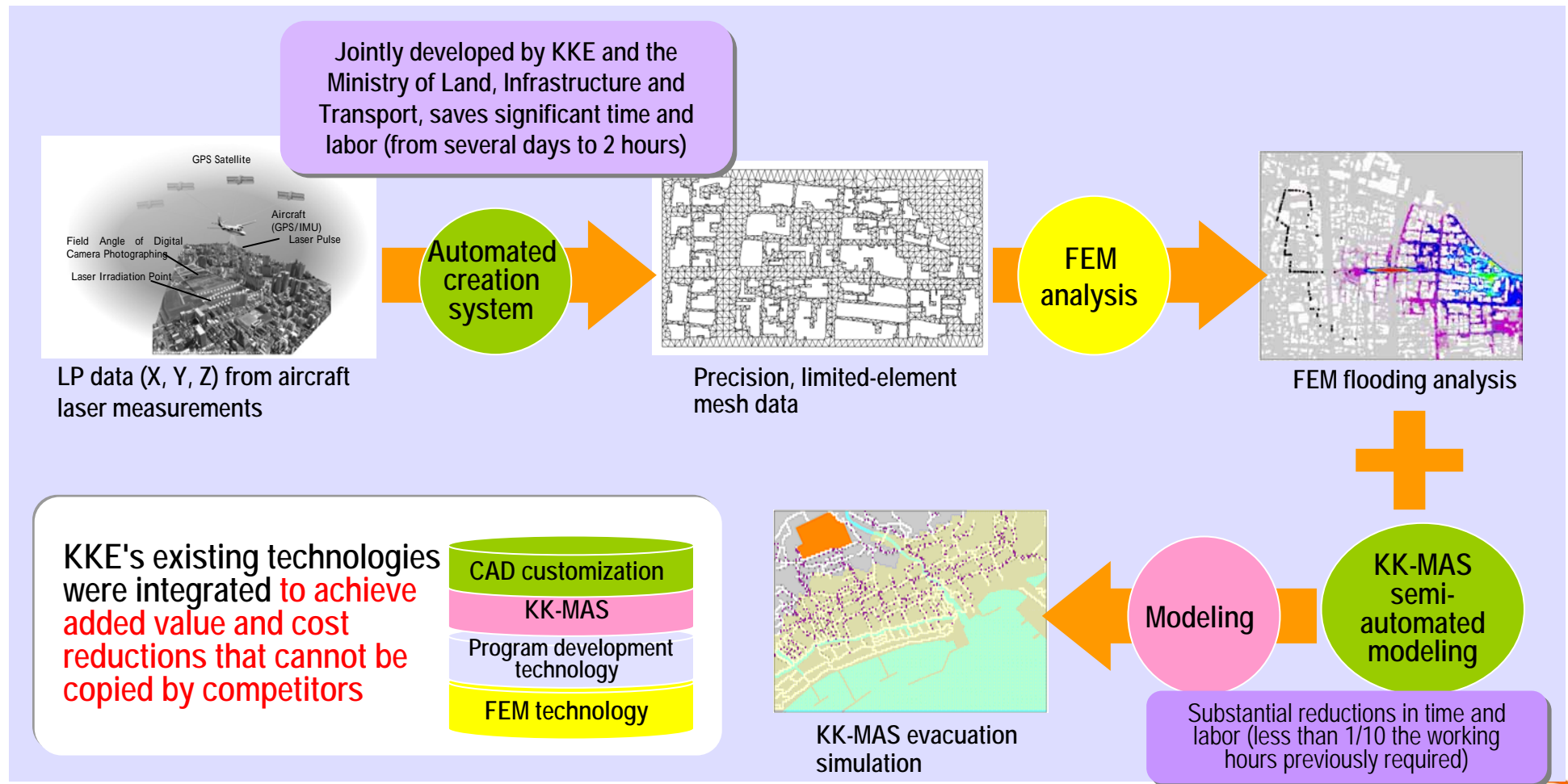




# Intelligent : Solutions that integrate KKE technologies

## Tsunami / flood evacuation simulation

Re-creates flooding conditions on model map and dynamically displays evacuation status in reflection of human behavior rules to provide support for the creation of more effective hazard maps.





# Innovative

**Invest in human resources**

# Innovative : Real communication

## In-house forum (April)

KKE has created a forum in which all employees meet. The forum increases employee unity, encourages employees to share information and provides momentum for the creation of new areas for KKE in the future.

(FY 2005 results: Question-and-answer session with Board of Directors, 16 breakout sessions led by employees)



## Project awards (August)

KKE recognizes and awards individuals and groups who have contributed to the development and achievement of company priorities.

"Projects given the Award for Excellence = **High value added** projects"

(FY 2005 awards : 29 projects, 135 people)

# Innovative: Accumulation of expertise and sharing of information

## KOZO e-Club (began operations July 2005)

An intra-web site to host information on technology and operations. The site encourages the "tacit knowledge" of experience to be formalized in ways so that it can be shared beyond business and department lines. It serves as a knowledge base for operations, proposals and consulting that produce high levels of customer satisfaction.



# Innovative : Steady recruitment



# Company-wide marketing event (September 6)



**KKE VISION 2005 1 DAY SEMINAR**

創造心が、目を覚ます

■会場：東京コンファレンスセンター・品川  
■日時：2005年9月6日(火)

**入場無料**

基調講演  
**iモード開発秘話**  
～イノベーションのメカニズム～  
株式会社NTTドコモ東海 代表取締役社長 榎 啓一氏

主催：構造計画研究所  
KOZO KEIKAKU ENGINEERING Inc.

Creativity comes alive.



構造計画研究所: KKE VISION 2005 > セミナー: トラックD - Microsoft Internet Explorer

構造計画研究所  
KOZO KEIKAKU ENGINEERING Inc.

KKE VISION 2005について 開催概要 基調講演 セミナー 参加登録 展示 協賛

セミナー

KEYNOTE SPEECH 10:00~12:00

**「iモード開発秘話 ～イノベーションのメカニズム～」**  
株式会社 NTTドコモ東海 代表取締役社長 榎 啓一氏

現在、iモードの利用者は国内4,500万人、海外500万人の計5,000万人、総量は1日にメール6億通、5億PVに上ります。さらに、コンテンツプロバイダーは2,000社、4,000サイトを抱え、年間のデジタルコンテンツ売上額は2,000億円、iモード上で行われている物産販売も数千億円と規模に達しようとしています。このiモードというイノベーションが起きたメカニズムについて、人材の確保、商品コンセプトの確立、移動型「サーバー・コンテンツ」の開発など、iモードが生まれるまでのプロセスを中心にこの講演いただきます。

【空席あり】

トラックA	トラックB	トラックC	トラックD	トラックE	トラックF	トラックG
マネジメント支援						
			D-1			
			ベンチャーファイナンスとリスク分析			
			神戸大学大学院 経営学研究科 教授 忽那 憲治 氏			
			起業前は事業の成功のために多くの問題を克服する必要があります。例えば事業プランのどこどの程度のリスクがあるかを分析した上で、投資家を選択し、投資家ともご納得できるディール・スタートラチャーを構築しなければなりません。本セッションでは、ベンチャーファイナンスに関するいくつかのトピックを取り上げ、リスク分析の重要性について考えます。			
						【空席あり】
			D-2			
			不動産情報の標準化がもたらす世界 —ARGUSの果たす役割—			
			株式会社 構造計画研究所 不動産ソリューション室 古田 稔			
			バブル崩壊後冷え込んだ日本の不動産投資マーケットは、ここ数年、大きく成長してきています。そこでは、不動産がもたらす増殖性に着目した不動産投資分析も広く投資が行われています。このようなシーンにおいて、不動産財務分析ツール「ARGUS」がどのような役割を果たしているのかご紹介いたします。			

✓ As many as **35** seminars and lectures by experts, customers and business partners

✓ Total number of participants: **3491**  
(Applications as of September 1)