



## CEO's comments

Japan has currently food issues, be it because of its climate, its lack of agricultural space or its inhabitants' habits. For the climate part, agriculture is threatened by typhoon in late summer. These meteorological events destroy whole plantations every year. Each time this scenario occurs, it leads to a rise in prices. Moreover, Japan does not have enough space for agriculture on its own territory and, added to the typhoon, it requires massive food importation. In the meantime, Japan is trying to educate its population to eat more vegetables.

Giving these questions, the company Keystone has decided to take part in the Japanese agricultural revolution by providing plant factory technology and services.

Keystone Technology' s major activities are:

- Development, manufacturing and sales of LED lighting for plant factory;
- Development of cultivation technique using artificial light sources;
- Planning and operating support of vegetable factory;
- Farm products production, sales, marketing and branding;
- Support for opening a new market;

Keystone' s business model is based on turnkey farms. They are both on the supplier and customer side of the plant factory.

They operate a pilot farm through the company Agri-Oh. It is demonstration farm to educate their customers on indoor farming. This farm is nevertheless a commercial one and products are sell to restaurants and supermarkets in the neighborhood.

Keystone has already equipped factories elsewhere in Asia, such as in Hong-Kong, Shenzhen and Macau.

Seiichi OkaZaki, CEO and president, (Figure 1) founded Keystone in 2006 with the idea of creating vegetables able to meet Japanese inhabitants needs. He firmly believes that vertical farming is a solution to reduce food mileage and to promote "Made in Japan" food. People are not aware of vertical farming potential. Seiichi Okazaki would like people to realize that hydroponic and LED lighting technics can provide them high nutritional vegetables which do not come from the other side of the planet.



: Seiichi Okazaki, CEO& President of Keystone.