

EXEO Group Corporate Profile

July. 2025



1. About Us

(1) Corporate Profile

Established	May 17, 1954
Representatives	Chairman : Tetsuya Funabashi President and CEO: Keigo Kajimura
Paid-in capital	¥6,888 million
listed exchange	Listed on TSE Prime (Code: 1951) Trading unit: 100 shares
Stocks	Total number of issued shares 208,624,838 shares Number of shareholders 56,806 (As of March 31, 2025)
Consolidated net sales	¥670.8 billion (FY2024)
Rating	Japan Credit Rating Agency, Ltd. (JCR) A + (stable)
Number of employees	Consolidated total: 17,260 (As of March 31, 2025)
Head office	3-29-20 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan
Number of business offices	Headquarters and Branch offices: 14 Sales offices: 23
Consolidated subsidiaries	139 (As of March 31, 2025)
Fiscal year-end	March 31

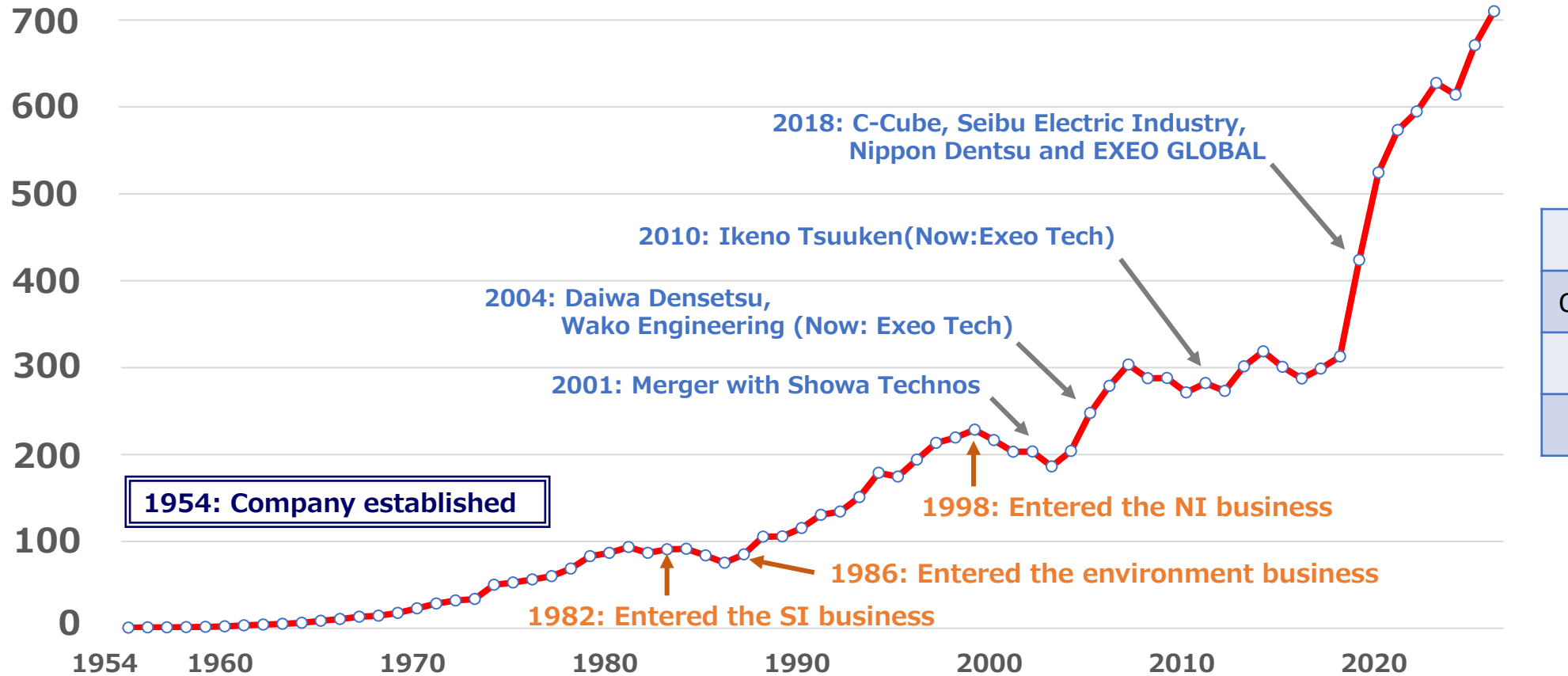
1. About Us

(2) Corporate History

(billion yen)

■ Transition of consolidated net sales

Note) Net before FY1991 are non-consolidated sales.



the Medium-Term Management Plan
(FY21-FY25)

Net Sales	¥ 630.0 billion
Operating profit	¥ 47.0 billion (7.5%)
ROE	9.0% or more
EPS	140 yen or more

Kyowa Densetsu (37 years)

(Foundation period) Building telecommunications facilities was a priority mission. Strengthened the foundation for building telecommunications facilities and expanded business domains gradually.
★ Established a brand for **Kyowa as a builder of telecom facilities**

Kyowa Exeo Corporation (30 years)

(Business expansion) Expanded business, establishing a telecommunications construction group and developing solutions
★ Established a brand for **Exeo as an engineering company.**

EXEO Group

(DX, innovation and Group management) Will promote global expansion and accelerate growth, responding to the digital shift.
★ **EXEO Group will enter a new stage.**

1. About Us

(3) Purpose and Vision

Group Purpose

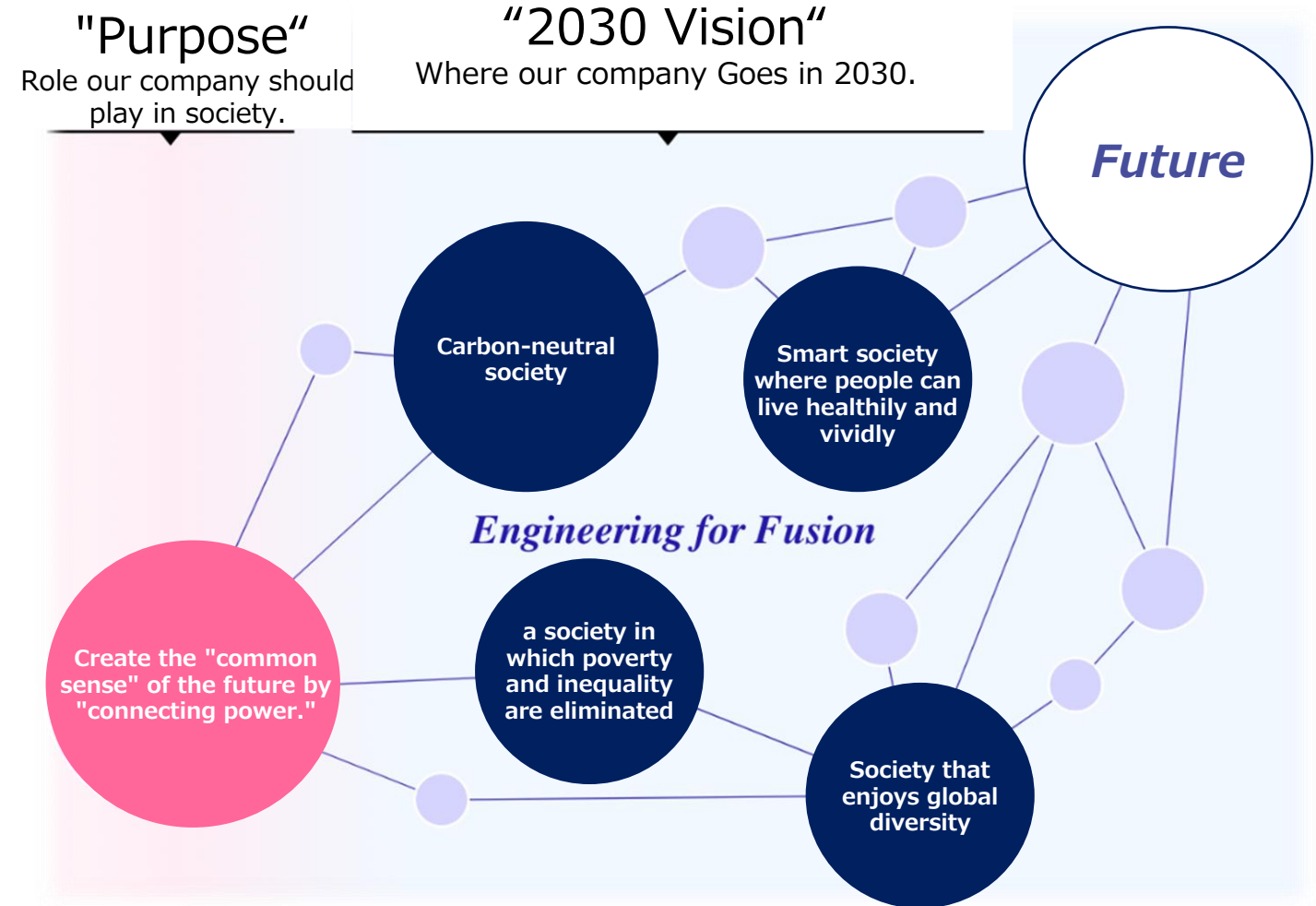
Create the "common sense" of the future by "connecting power."

All people, regardless of region or generation, can use the infrastructure that supports their lives as a matter of course and pursue happiness freely. That is the rich world that the EXEO Group aims for.

Our company will continue to refine its technology and connect all aspects of knowledge, from hardware to digital, to create new "common sense" with its partners in a rapidly changing society.

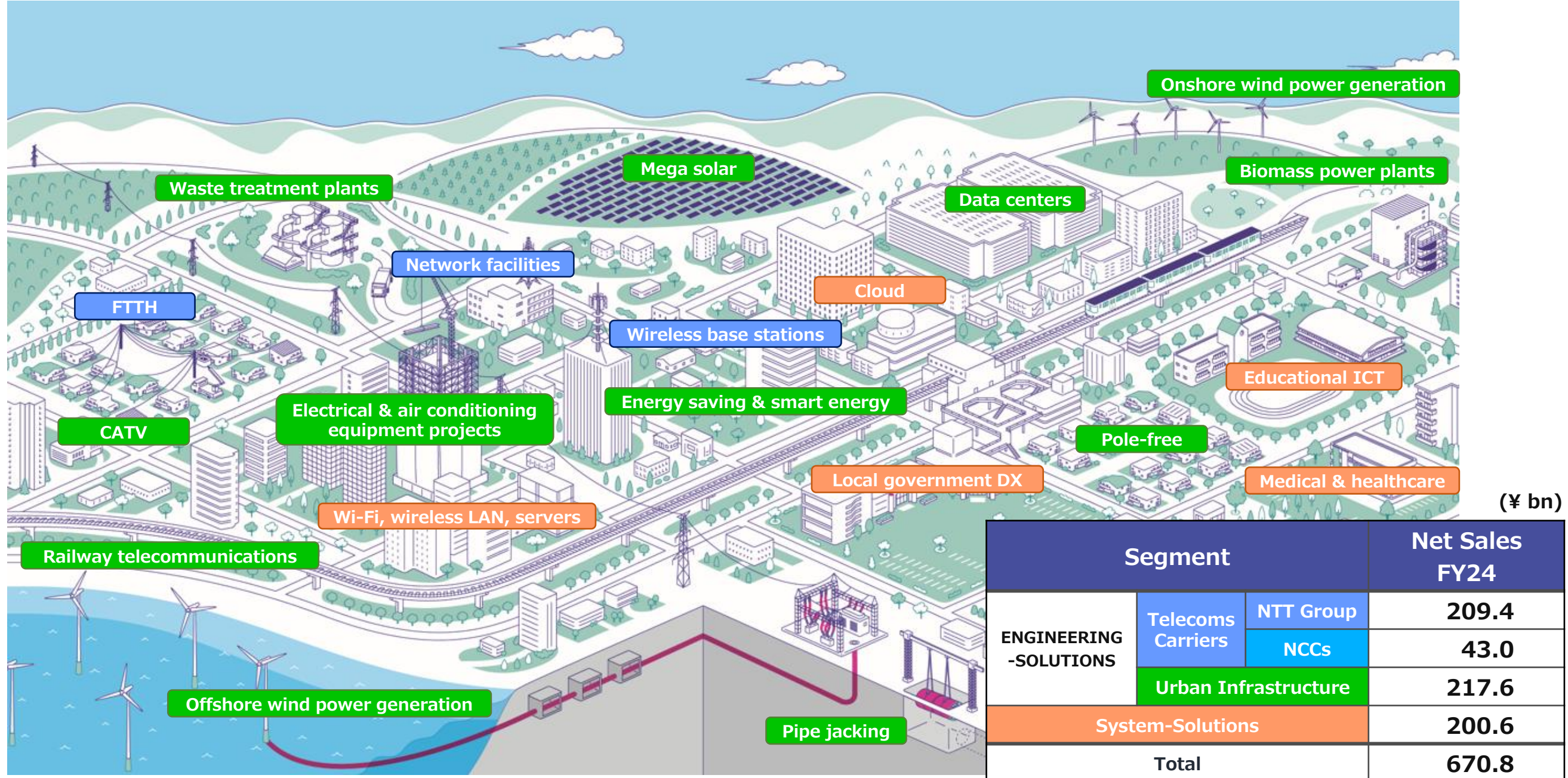
2030 Vision

Engineering for Fusion
~Connecting our world – to all our tomorrows~



1. About Us

(4) Segment Overviews

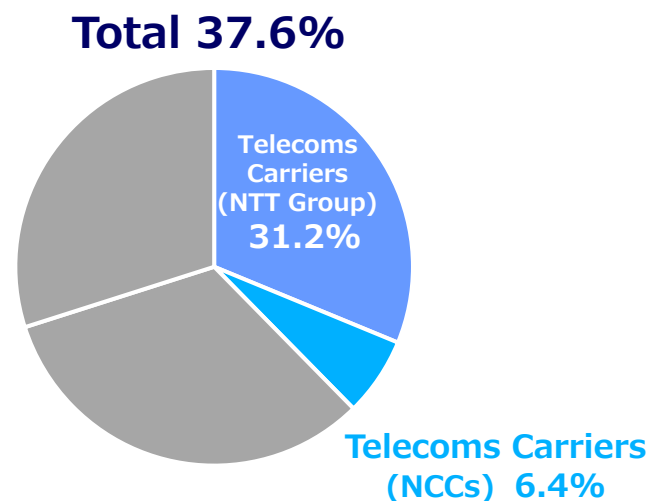
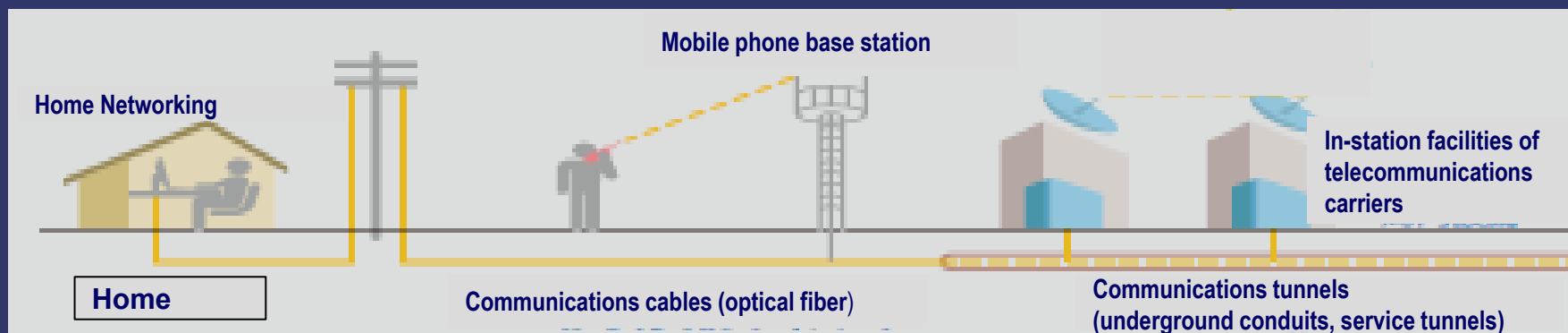


1. About Us

(4) Segment Overviews — Telecoms Carriers

◆ EXEO Group's core business, nurtured since the company was founded more than 70 years ago

- **NTT Group** We build and maintain telecommunications facilities for NTT Group companies.
- **NCCs** We design, construct, and maintain telecommunications facilities for KDDI, Softbank, Rakuten, and other customers.



(4) Segment Overviews — Urban Infrastructure

◆ Using the electrical and civil engineering skills developed in our telecommunications infrastructure business to build a more convenient society

- **Energy**
 - Constructing electrical and air-conditioning facilities for office buildings, data centers, and apartments
 - Renewable energy-related works such as solar power generation and biomass boilers
- **Public infrastructure**
 - Designing, constructing, operating, and maintaining water and waste-treatment plants
 - Urban civil engineering works involving to eliminate utility poles by laying electrical and to construct tunnel with non-cutting method
- **Facility infrastructure**
 - Construction and maintenance of various telecommunications infrastructure facilities for municipalities, government agencies, CATV companies, railway companies and private companies
 - 700MHz band TV reception interference countermeasure construction and local 5G facility construction



Data centers



Eliminating utility poles by laying electrical



Tunnel construction with non-cutting method



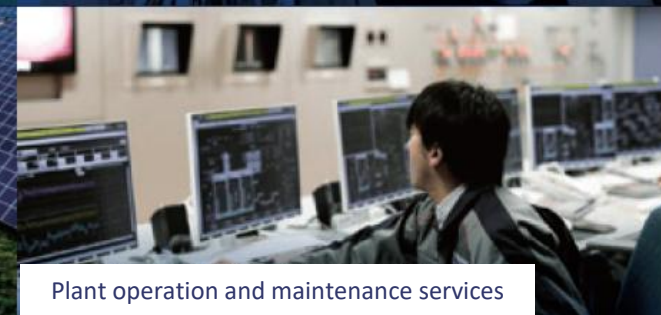
Maintenance work on underground facilities



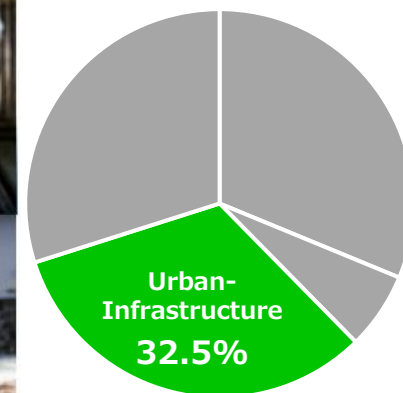
Constructing electrical in office building



Solar power generation facilities



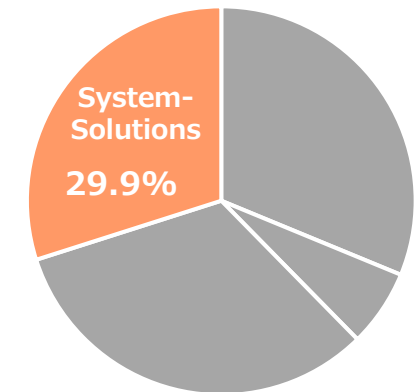
Plant operation and maintenance services



(4) Segment Overviews — System Solutions

◆ Using information and communications technology to provide total solutions in the SI and NI fields

- **System Integration (SI)** Provision of large-scale entrusted development for the public sector, telecommunications, manufacturing, and the financial industry and provision of a solution to business process reform and operation support
- **Network Integration (NI)** Offering network solution services covering servers, wireless networks, security, cloud computing, imaging, EMS , and sensors
- **Overseas projects** Construction and maintenance of overseas telecommunications infrastructure, provision of network solutions services



1. About Us

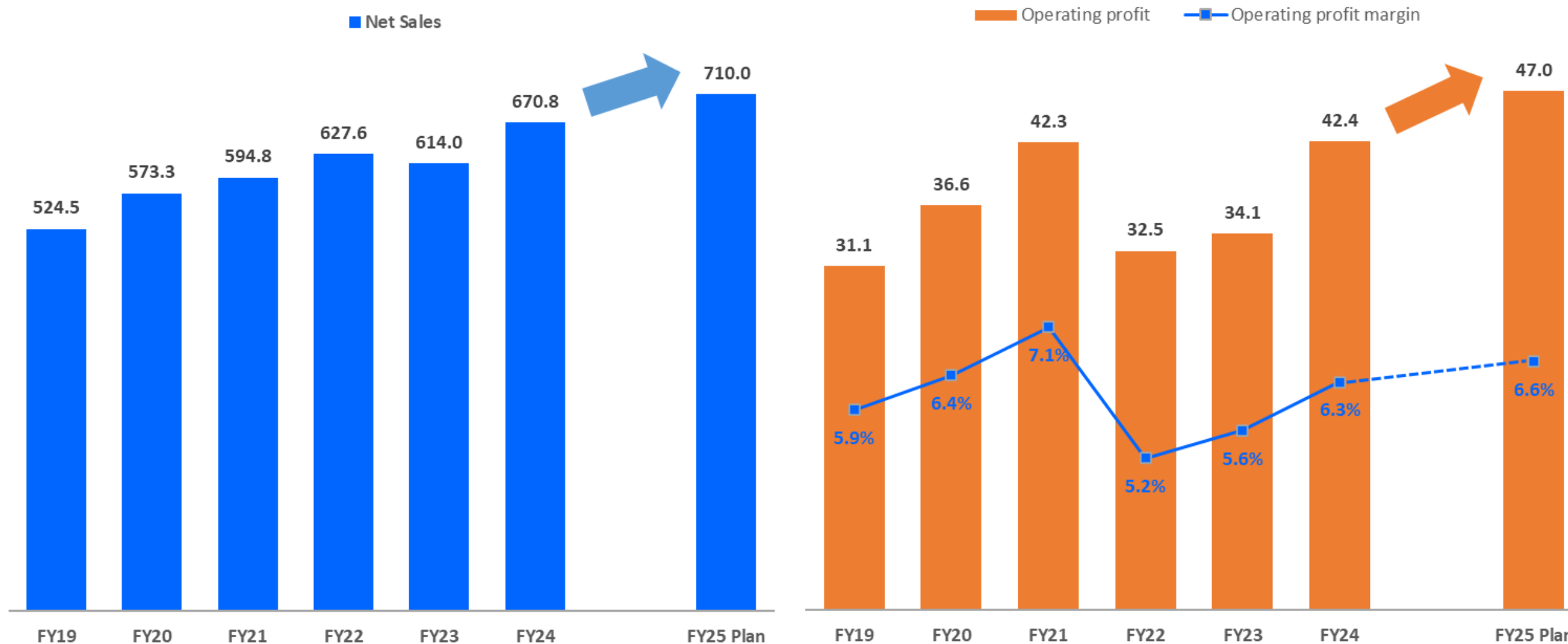
(5) Group Structure and Business Bases

■ Group Structure (as of March 31, 2025)

Major Consolidated Subsidiaries (5 companies)				
C-Cube	Seibu Electric Industry	Nippon Dentsu	Daiwa Densetsu	Exeo Tech
				
Other Consolidated Subsidiaries (134 companies) The following are major companies				
Telecom carriers	EXEO Engineering, EXEO Engineering Hokkaido, EXEO Engineering Tohoku, EXEO Engineering West Japan, KANAC, HIKARI PROGRESS, DENKEN, Denseisya			
Urban infrastructure	Exeo Infra, KOHKEN, RYOSEI, KIDOH CONSTRUCTION, KOYO ENGINEERING, SANETSU, ISEKI Poly-Tech, Kitanihon-Tsushin, Kyouei Dengyou, Core Techno			
System-Solutions	EDS, ESM, AID, NDI Solutions, WHERE, SUN PLANNING SYSTEMS, CPU, JUST Engineering, ICD			
Overseas projects	EXEO GLOBAL, DeClout, Leng Aik Engineering, Winner Engineering (Singapore) , MG EXEO NETWORK (Philippines) , Procurri (Singapore, United States of America, England)			

(6) Recent Performance Trends

(billion yen)



2. 2030 Vision, the Medium-Term Management Plan (FY2021-FY2025)

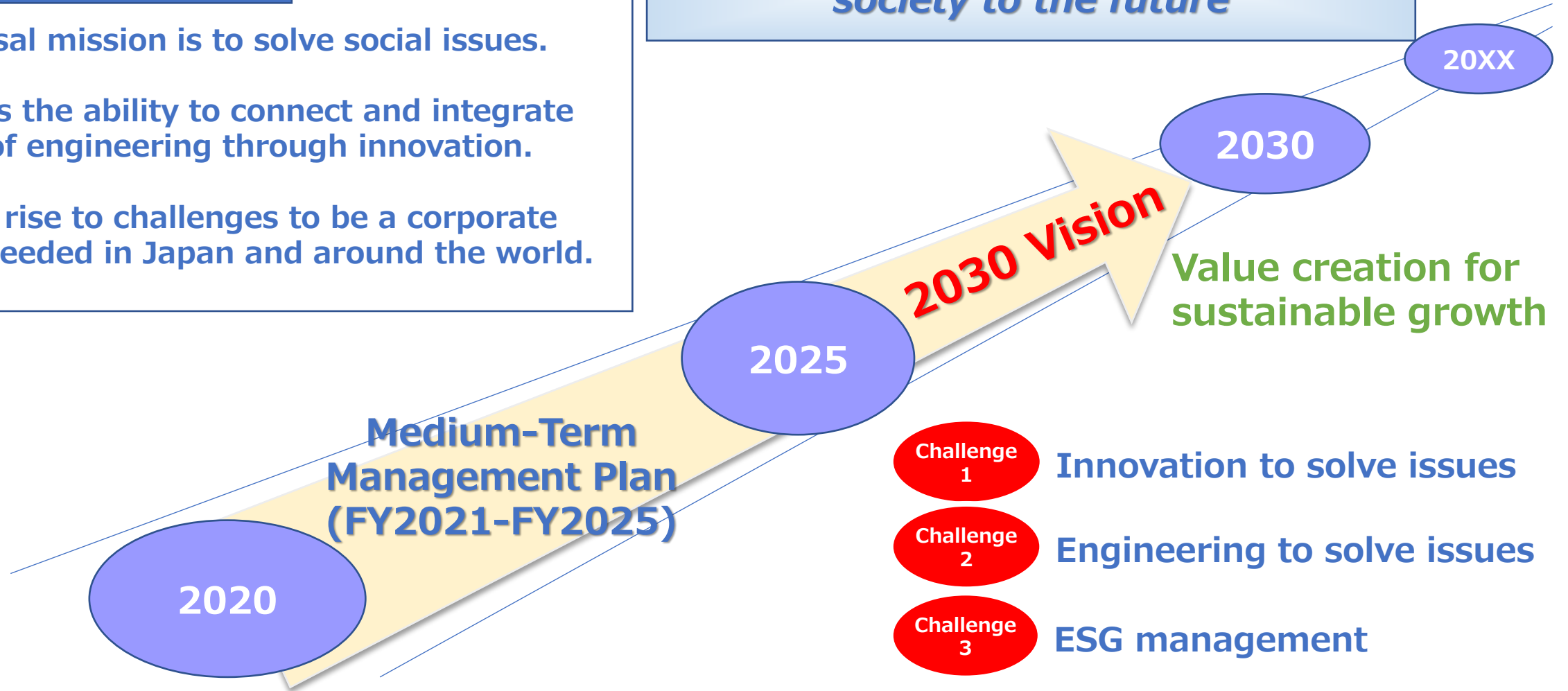
(1) 2030 Vision

Vision of the Exeo Group

- Exeo's universal mission is to solve social issues.
- The Group has the ability to connect and integrate diverse types of engineering through innovation.
- Our goal is to rise to challenges to be a corporate group that is needed in Japan and around the world.

2030 Vision

Engineering for Fusion
Engineering connecting everything in society to the future



2. 2030 Vision, the Medium-Term Management Plan (FY2021-FY2025)

(2) Roles of the Exeo Group as the world moves toward 2030

To achieve the Group's vision of society in 2030, the Group will create a solution innovation cycle in engineering and will expand engineering into new fields.

Vision of society in 2030

Carbon-neutral society

- The sophistication of resource recycling and energy
- Enhancement of renewable energy plants and zero waste gases

A smart society where people live healthy and vibrant lives

- Smart cities, buildings and homes using advanced communications
- Medical, government and social systems for an aging society

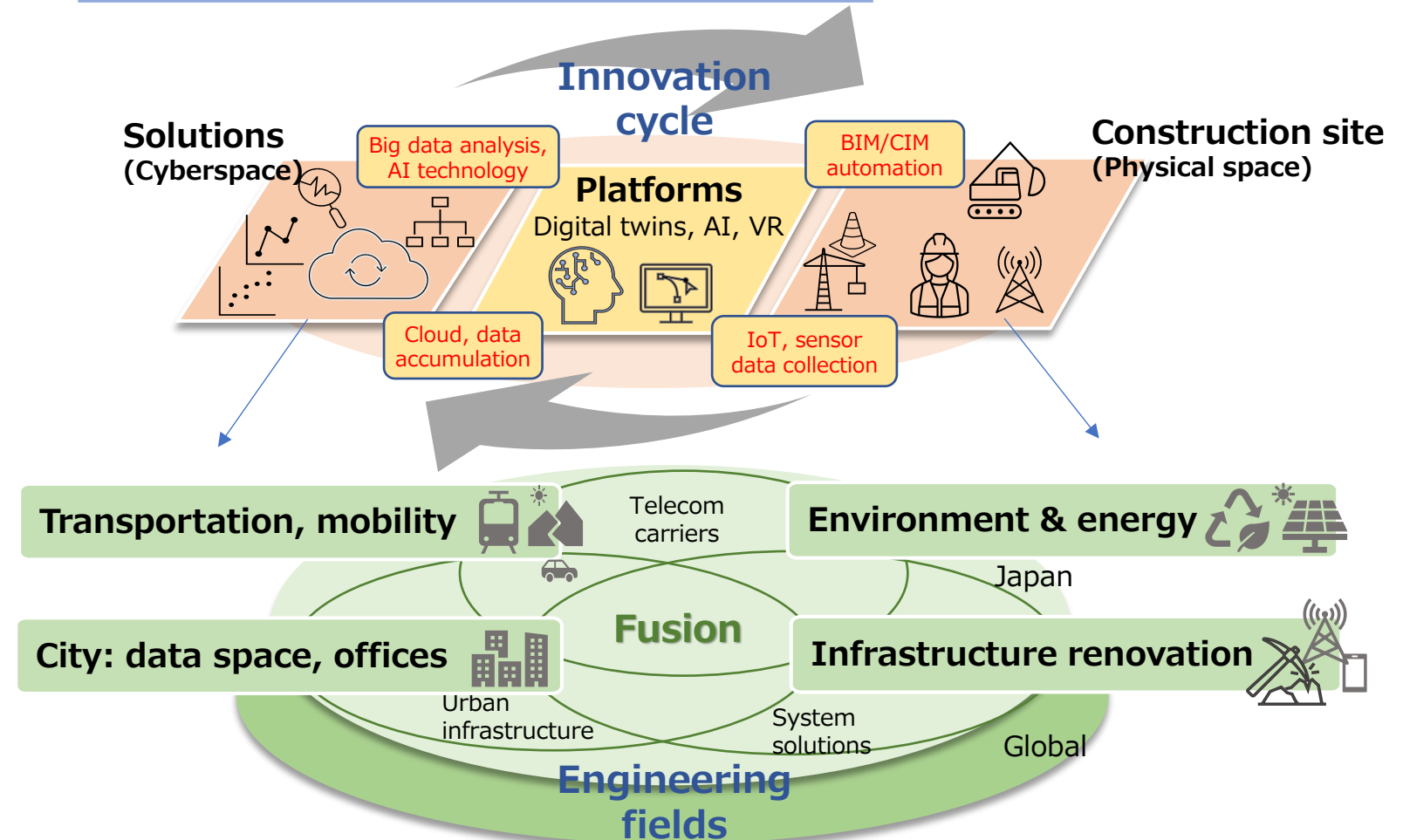
Global society where diversity is enjoyed

- Workstyle reforms that consider globalization and diversity
- Development of communications infrastructure in APAC

Society without poverty or inequality

- Education solutions for equal opportunities in education
- Digitalization of industry to eliminate inequalities in industry

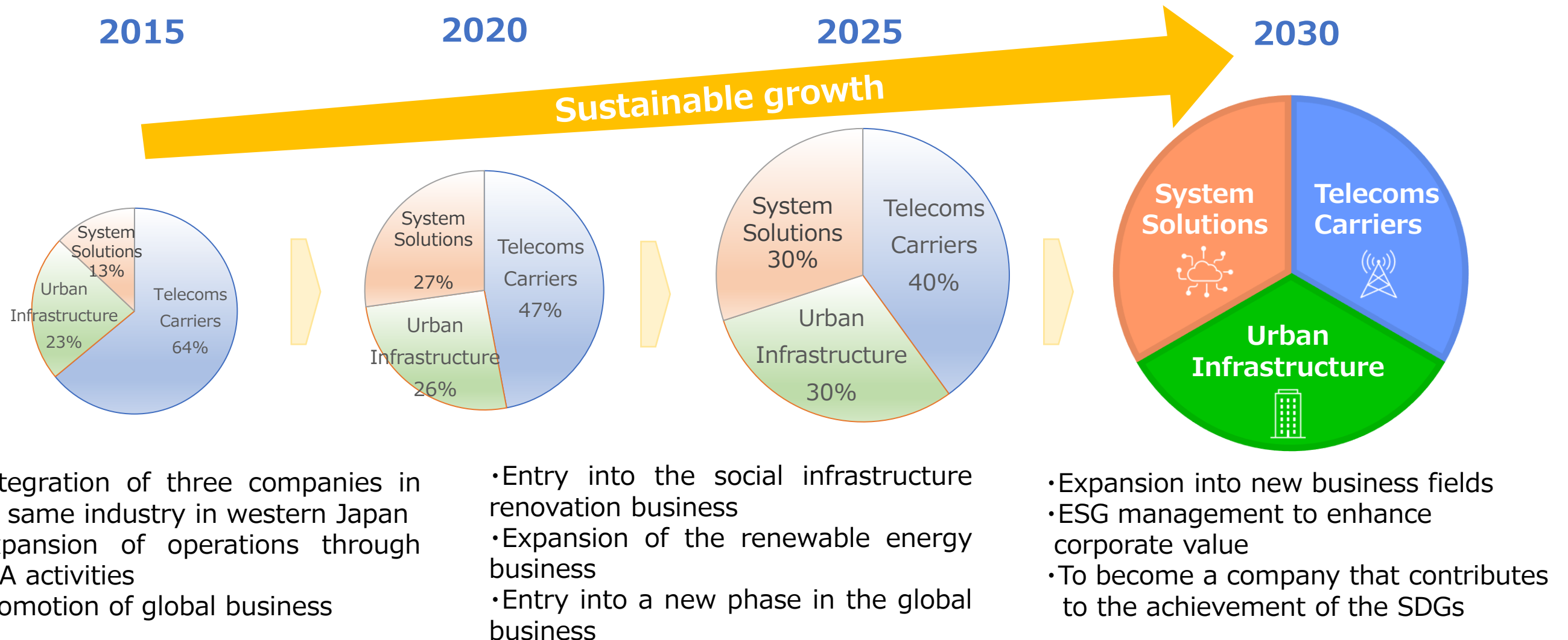
Roles of the Exeo Group



2. 2030 Vision, the Medium-Term Management Plan (FY2021-FY2025)

(3) Target Business Portfolio in 2030

To build a robust management foundation that is less affected by the economy and social conditions, Exeo will expand Urban Infrastructure and System-Solutions to make sales in each of its segment almost equal in FY2030.



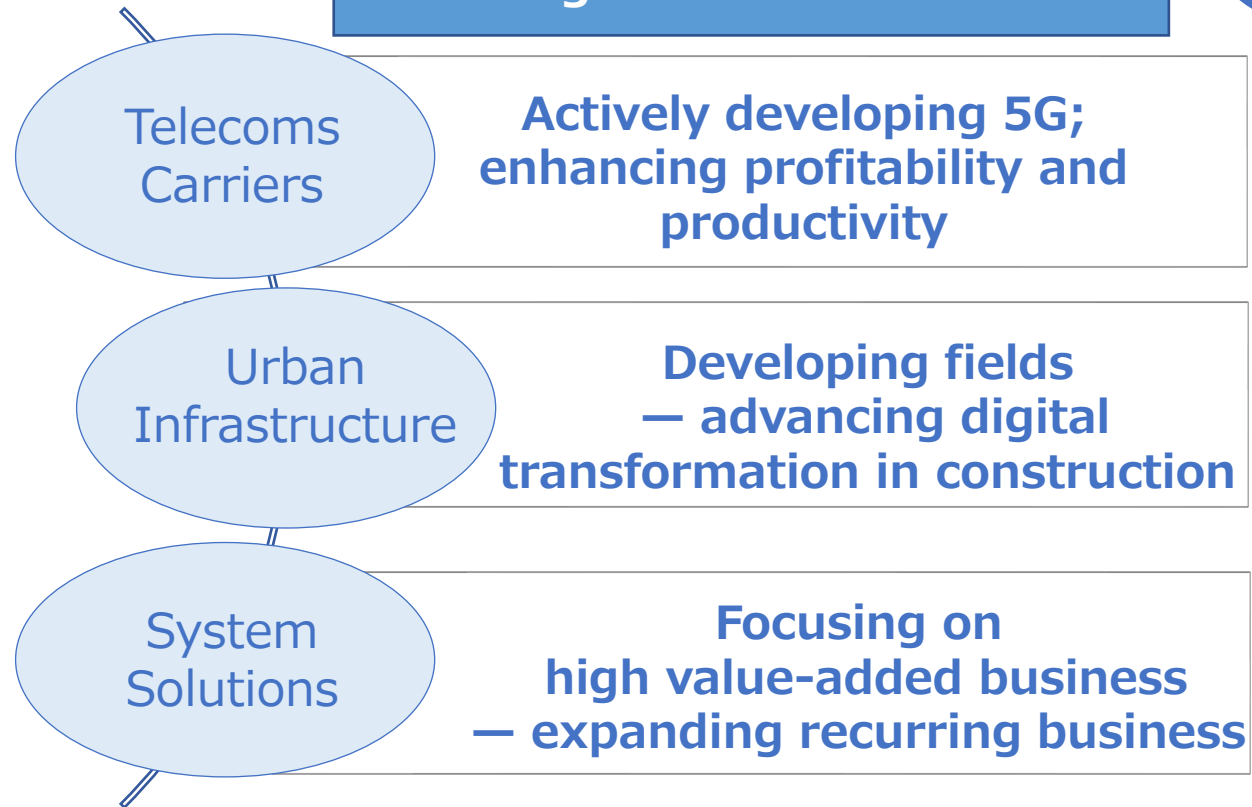
2. 2030 Vision, the Medium-Term Management Plan (FY2021-FY2025)

(4) Targets in the Medium-Term Management Plan

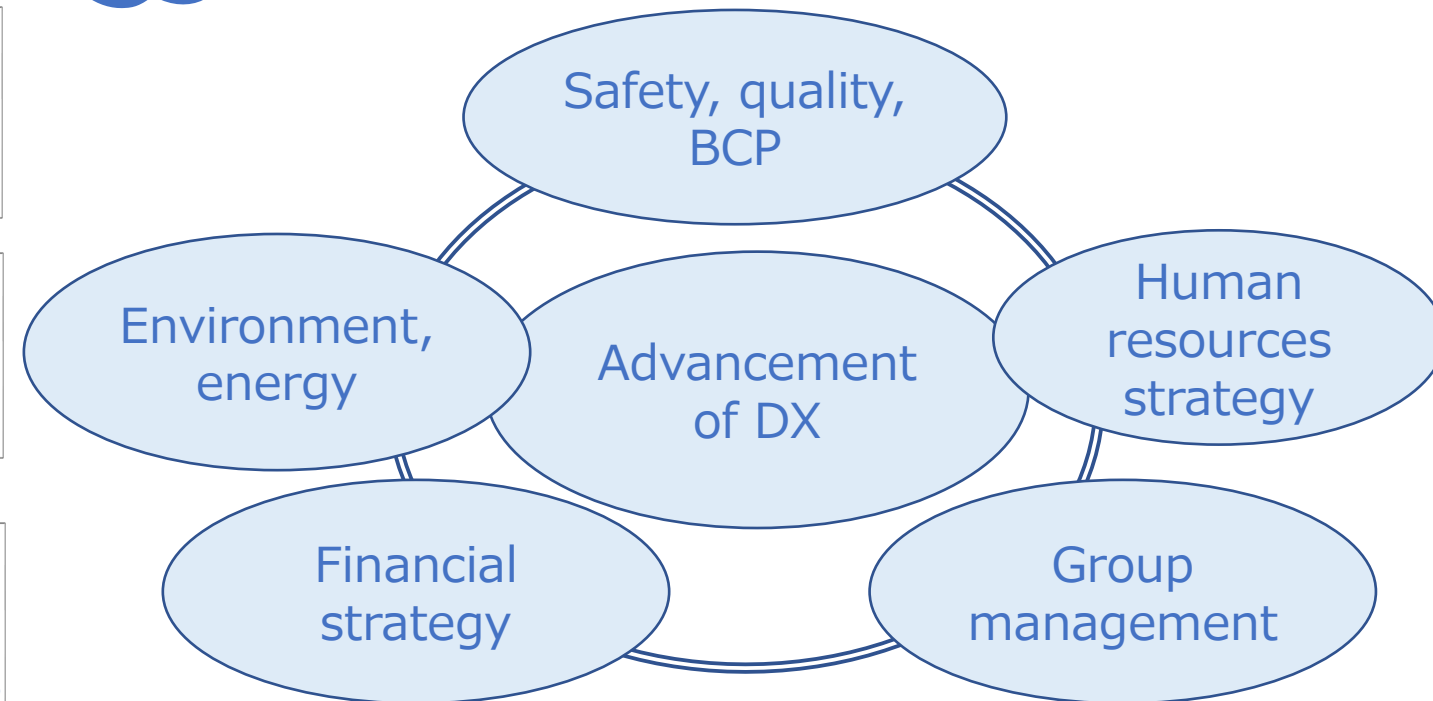
FY2025 Results targets

- Net sales: ¥630.0 billion
 - Operating profit: ¥47.0 billion (7.5%)
 - ROE: 9.0% or more
 - EPS: ¥140 or more
- (Taking into account the stock split on 2024.4.1)

Strategies in each business

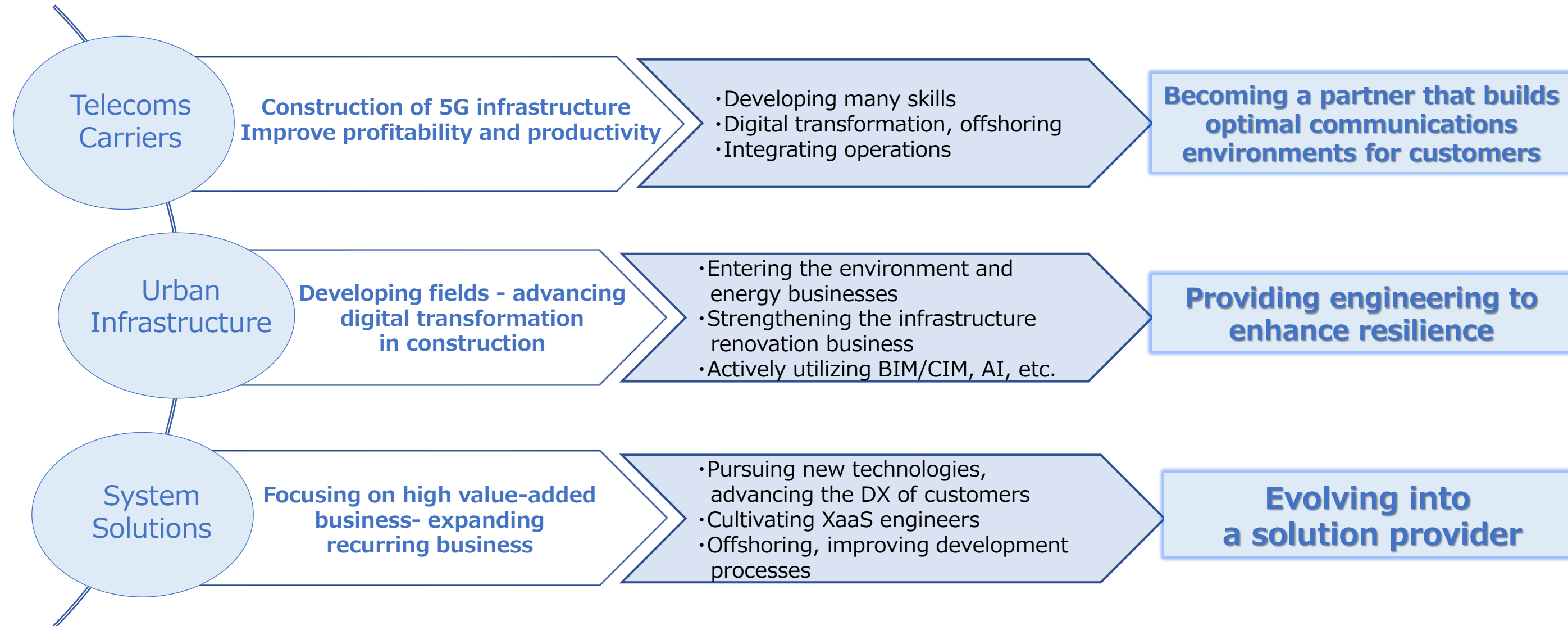


Business foundation



2. 2030 Vision, the Medium-Term Management Plan (FY2021-FY2025)

(5) Strategies in Each Segment



2. 2030 Vision, the Medium-Term Management Plan (FY2021-FY2025)

(6) Strengthening Our Business Infrastructure

Theme	Main Initiatives
Financial strategy	<ul style="list-style-type: none">• Invested heavily in human resources and R&D/DX• Raised the DOE of our dividend policy to 4.0%• Planning a dividend increase for the 14 consecutive years , continuing repurchase treasury stock
Group management	<ul style="list-style-type: none">• Strengthen of internal system (settlement of internal Audit division)• Instill the governance policy to all group companies• Unified internal system (core /operations)
DX implementation	<ul style="list-style-type: none">• Generated innovations through R&D promotion organizations• Continued efficiency improvements through digital implementation project teams• Established training systems for developing DX human resources

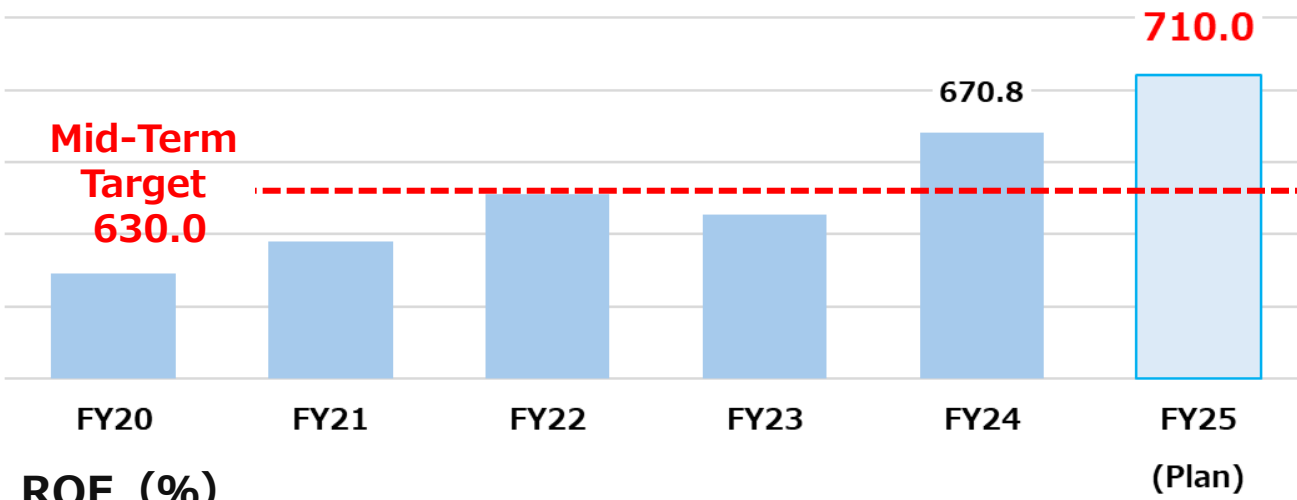
Theme	Main Initiatives
Safety, quality&BCP	<ul style="list-style-type: none">• Remote safety monitoring using network cameras• Introduced safety equipment and other checking functions through the use of AI• Conducted practical training for preparedness against cyberattacks
Environment & energy	<ul style="list-style-type: none">• Woody biomass power generation started its operation• Advanced our grid-scale battery storage business• Selected for CDP's 2024 "A List"
Human resources strategy	<ul style="list-style-type: none">• Introduced & implemented a transformation leader development program• Worked on multi-skilling & reskilling employees• Began building a Group-wide personnel database

2. 2030 Vision, the Medium-Term Management Plan (FY2021-FY2025)

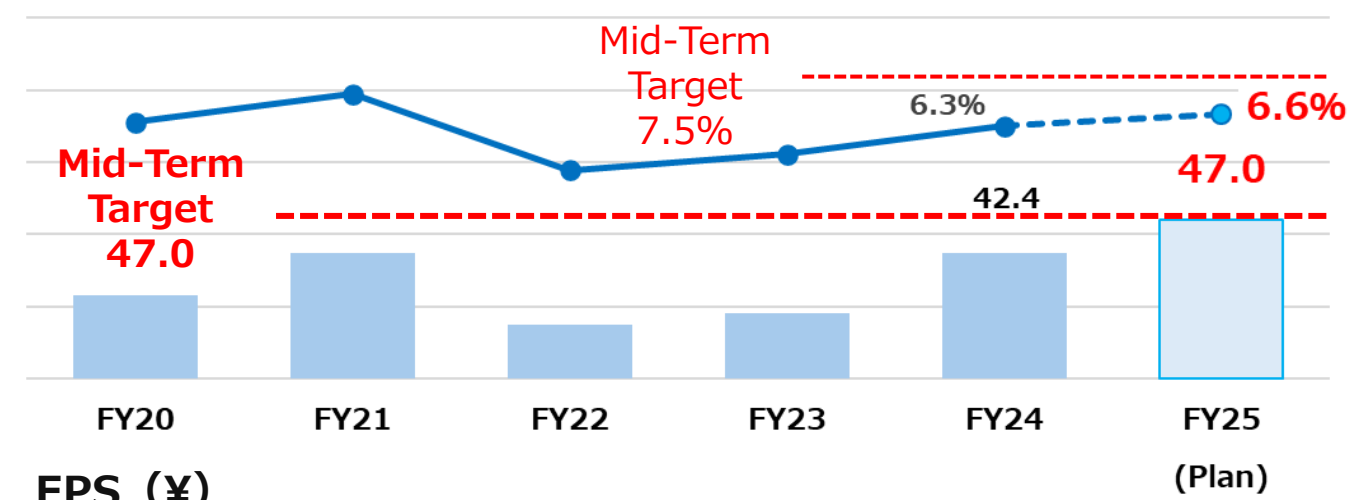
(7) Mid-Term Targets and FY2025 Plans

Medium-term plan sales target (630 billion yen) achieved one year early
In FY25, we aim to achieve our mid-term targets for operating profit, ROE, and EPS

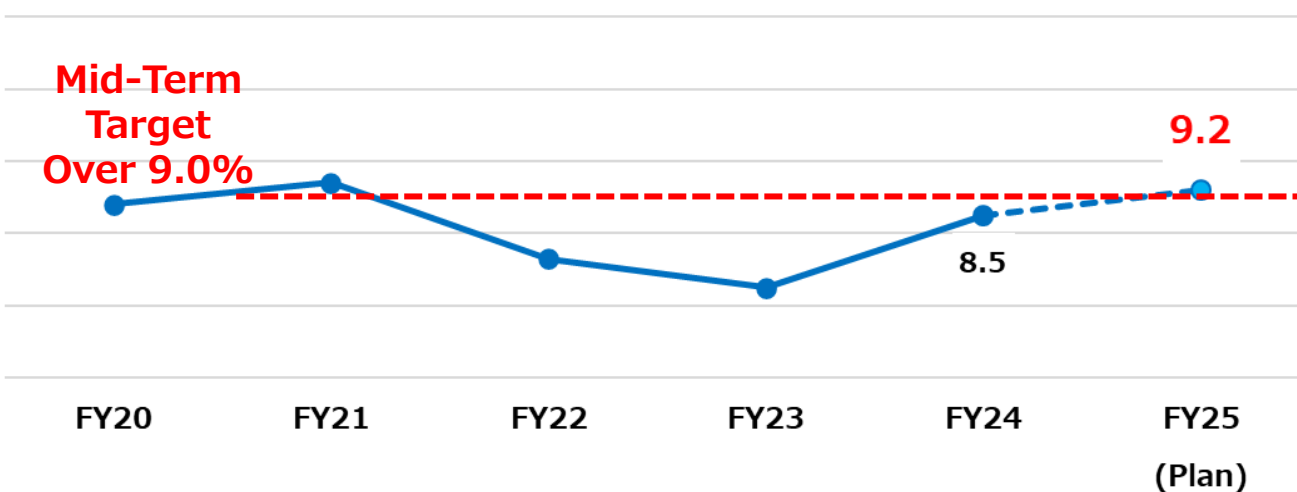
Net sales (bn)



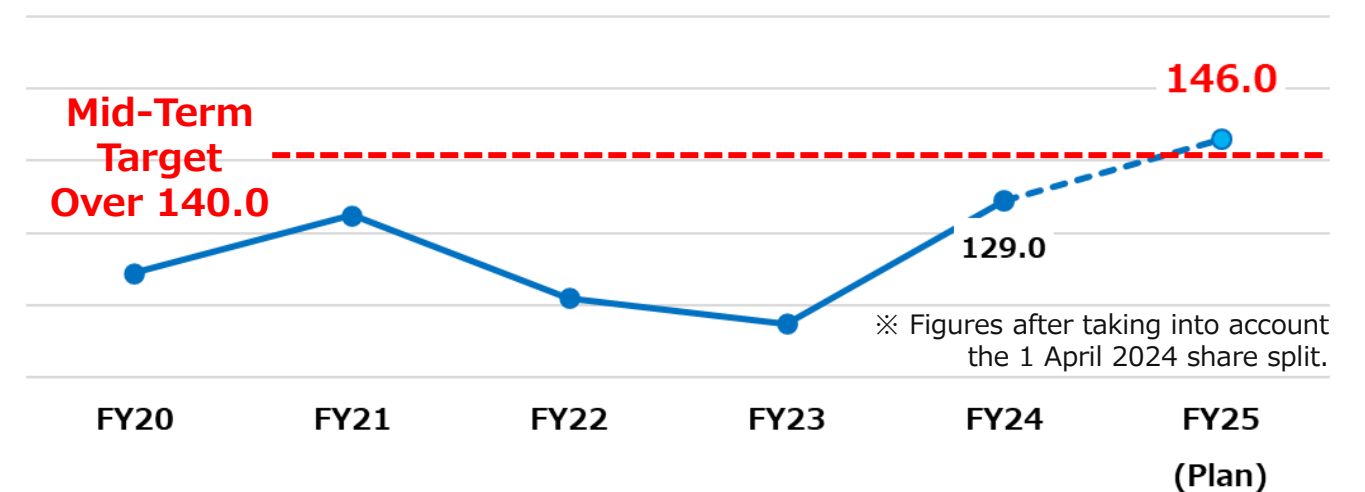
Operating Profit (bn·%)



ROE (%)



EPS (¥)



2. 2030 Vision, the Medium-Term Management Plan (FY2021-FY2025)

(8) Status of Initiatives (Telecoms Carriers)

Continue to implement initiatives to generate profits in our core business
A stronger business management structure through subsidiary integration, base consolidation, and business process improvements

Integration/ Consolidation	<ul style="list-style-type: none">• Integrating subsidiaries by area• Relocation of area bases within the group• Limiting cash outflows within the group ⇒ Efficient management system
Expand business area	<ul style="list-style-type: none">• Expanding into DC peripheral businesses and renewable energy businesses (servers/racks, power lines, etc.) ⇒ Continued human resource development
Process improvement	<ul style="list-style-type: none">• Standardization of business processes within the group• Area-free/offshore design/inspection work• Review of procurement operations ⇒ Consolidation of goods/outsourcing work, database, etc.

- Already implemented in the Tokyo metropolitan area, Hokkaido, Kansai, Kyushu, etc.
- To be implemented in other areas in the future

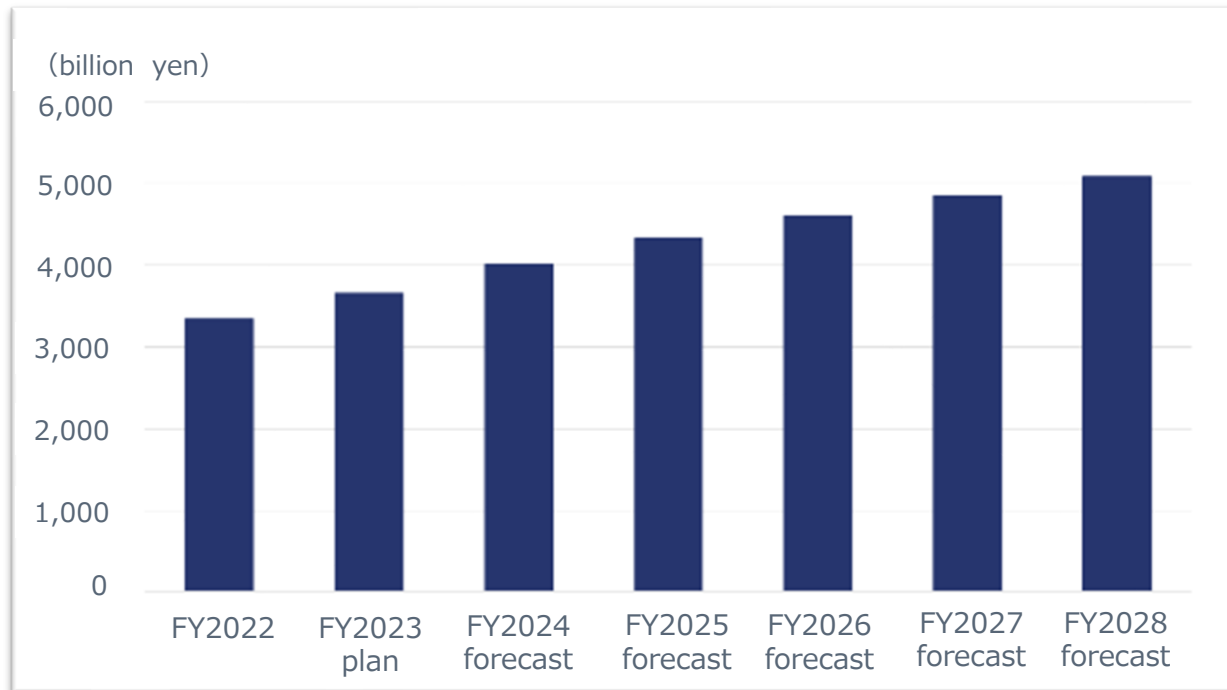
Generate profits through
flexible and strong
organizational management

2. 2030 Vision, the Medium-Term Management Plan (FY2021-FY2025)

(8) Status of Initiatives (Urban Infrastructure : DC)

Investment in domestic data centers by major cloud providers grows.
Responding to rising demand of data center market, shifting resources and sequentially expanding its business domain

Domestic Data Center Market Forecast



from : Fuji Chimera Research Institute Co., Ltd. "Investigating the domestic market for data center business"

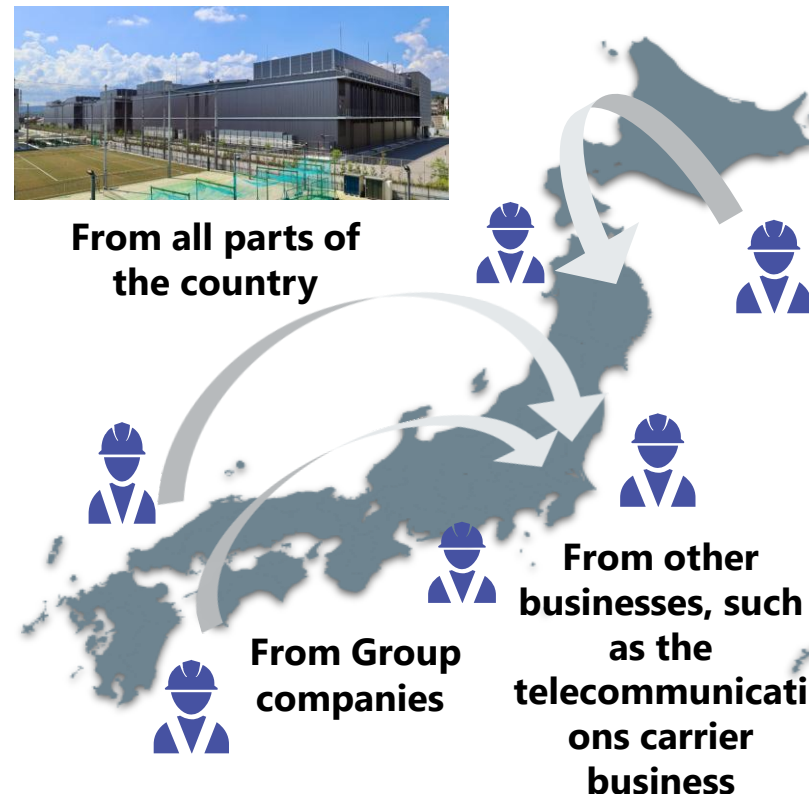
- Domestic DC market size is projected to exceed 4 trillion yen by 2025
- Major U.S. operators have also announced investments of over 4 trillion yen in Japan

Data Center Initiatives

Shifted resources to data centers and other electrical equipment projects.



From all parts of the country



Building construction
(Construction, electric power interconnection, etc.)

Fit Out construction
(Maintenance of equipment in the building)

Installation of racks, servers, etc.
(Construction work for DC lessee)

Various Services
(Reception, operation and maintenance)

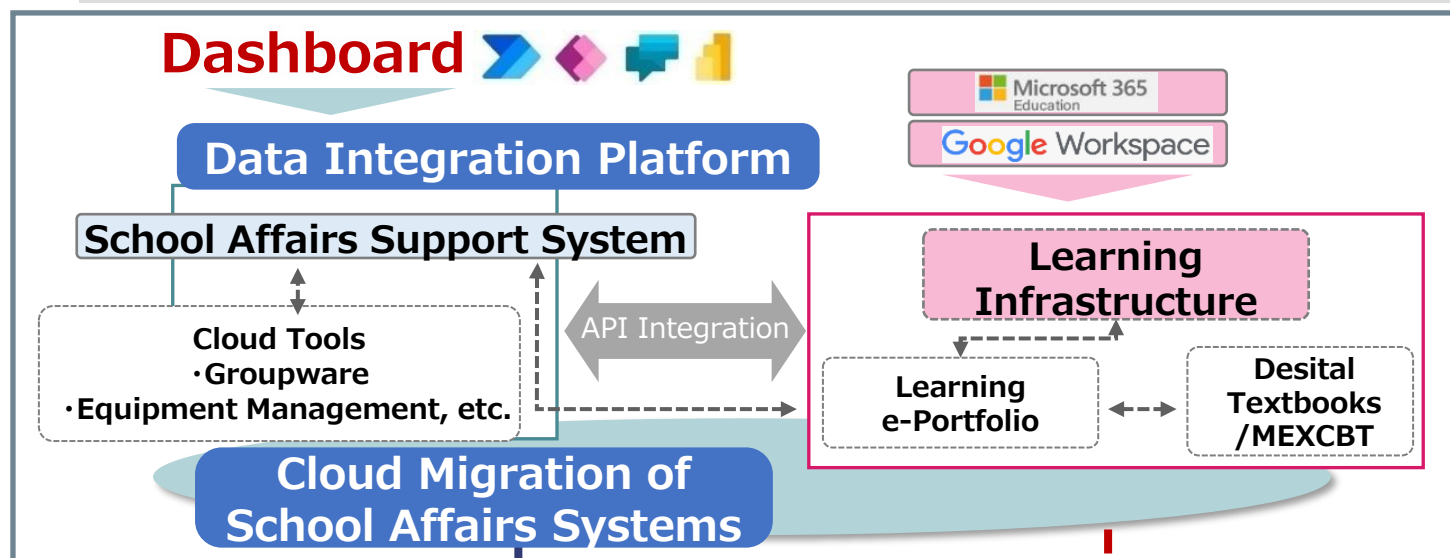
Expanding business areas

2. 2030 Vision, the Medium-Term Management Plan (FY2021-FY2025)

(8) Status of Initiatives (System Solution)

Acquire peripheral infrastructure/security businesses in the "Next GIGA" era, which will reach its peak in fiscal 2025

Expand business centered on cloud infrastructure and data utilization to realize digital transformation in education



Expansion of Education DX

Data Integration Platform Business Development

- Establishing an infrastructure for the effective utilization of educational data to promote personalized learning. (e.g., use of school system data, dashboards)

School Affairs Cloud Business Development

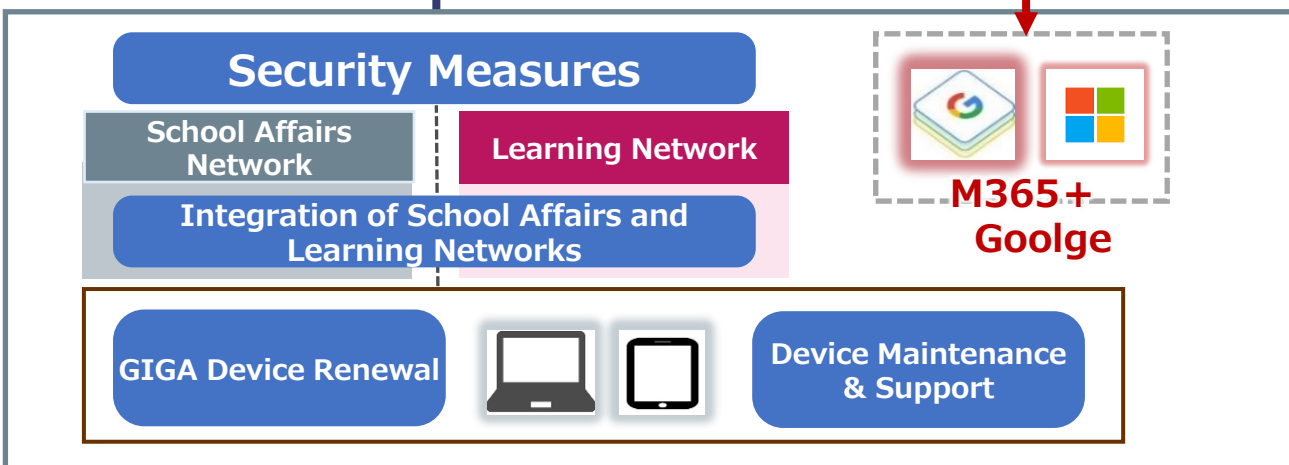
- Acquisition of Cloud migration projects for school administrative systems
- Acquisition of SASE / Zero Trust projects related to cloud migration

Infrastructure & Security Enhancements

- Proposals for GIGA Device and Network Security Solutions
- Integration of School Affairs and Learning Networks, Network Access Control, Security Response Guidelines etc. (Compliance with MEXT Guidelines,)










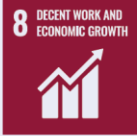






GIGA Device Renewal & Maintenance Services

- Acquisition of Phase 2 GIGA (Next GIGA)
- Provision of Maintenance Services by Group Units



2. 2030 Vision, the Medium-Term Management Plan (FY2021-FY2025)

(9) ESG Goals

	Action plan	KPI Targets for FY2025	Related SDGs
Environment	<ul style="list-style-type: none"> Reduce CO2 emissions Advance smart energy business Continue initiatives to reduce industrial waste, save energy & save resources 	<ul style="list-style-type: none"> Rate of CO2 emissions reduction (FY2030) Scope1+2 -43.9% vs. FY2020 Scope3 -25.0% vs. FY2020 Renewable electric power usage rate (Company-managed domestic sites) 100% Final disposal rate of industrial waste -50% vs. FY2020 	     
Social	<ul style="list-style-type: none"> Develop next-generation leaders who drive transformation Promote diversity, equity, and inclusion (DE&I) Advancing digital transformation in Construction 	<ul style="list-style-type: none"> Number of employees who undergo the Transformation Leader Development Program Cumulative total 1,040 Number of women in management positions 1.5 x FY2020 Number of severe accidents (bodily injury or equipment-related) Aim for zero 	     
Governance	<ul style="list-style-type: none"> Achieving transparent management Training & learning/development for compliance Conduct information security training, learning/development & drills/exercises 	<ul style="list-style-type: none"> Serious violations of laws and regulations Aim for zero Number of serious information security incidents Aim for zero Rate of risk assessment implementation for cases involving significant business risks 100% 	   

3. Other topics

(1) Practicing ESG Management (Environment)

Accelerate efforts to combat climate change to contribute to the realization of the SDGs.

■ Endorsing the TCFD Recommendations and Joining the TCFD Consortium.

⇒Promote disclosure of non-financial information.



■ Opened the “Sustainability Website” on the corporate website.

■ Established the “Sustainability Promotion Office” and “Sustainability Committee”.

■ Calculation of greenhouse gas emissions for the entire Group and establishment of reduction targets.

⇒Scope 1 and 2 aim to be carbon neutral by 2050.





Classification	Contents	Emissions (thousand t-CO ²)※ 1	Reduction targets for FY 2030※ 2
Scope 1	Direct emissions of greenhouse gases by businesses	60.4	▲43.9% Carbon neutral in fiscal 2050
Scope 2	Indirect emissions associated with the use of electricity, heat, and steam supplied by other companies	25.9	
Scope 3	Indirect emissions from the supply chain (emissions from other companies related to business activities)	1,757.0	▲25%

※1 : Emissions in FY 2020 ※ 2 : Compared to fiscal 2020

3. Other topics

(2) Practicing ESG Management (External Evaluation)

Social and governance-related initiatives continue to be implemented, and external evaluations obtained.

- **Recognized as an "A" by CDP for excellence in climate action and information disclosure**
CDP, a London-based non-governmental organization (NGO) that works internationally to disclose environmental assessments, rates companies on a scale of one to eight.
The "A" rating is the highest rating.
- **Acquires SBT Certification of Its GHG Reduction Targets**
We have acquired the international Science Based Targets initiative (SBTi)'s certification of the Group's science-based targets (SBTs) for the reduction of GHG emissions to be achieved by 2030 in accordance with the targets of the Paris Agreement.
- **Received the "Best Workplace for Diversity & Inclusion", the highest evaluation in "D&I Award 2024".**
Certification based on the Diversity Score; an index developed by Job rainbow that visualizes the promotion of corporate diversity.
- **Received silver certification for "PRIDE Index 2024".**
An evaluation index for LGBTQ and other sexual minorities in the workplace developed by "work with Pride", a voluntary organization.

3. Other topics

(3) Shareholder returns, etc.

Based on the dividend policy of DOE 4.0%, the company plans to increase the final dividend for FY24 by 1 yen, marking the 14th consecutive year of dividend increases

The company canceled 5 million treasury shares at the end of November 2024, and announced a 3 billion yen share buyback in May 2025

2-for-1 stock split in April 2024

■ Annual Dividends and Share Price



※ Figures after taking into account the 1 April 2024 share split.

“Bring the benefits of connectivity to all”

