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# Annual Results for the Fiscal Year Ended March 31, 2021

May 14, 2021

**KYOWA EXEO CORPORATION**

# 1. Consolidated Figures



## (1) Overview

(¥bn)

	FY 2019	FY 2020					FY 2021	
	Full year A	Full year					Full year	
		Initial Plan B	Corrective Plan (Announced on Feb. 10, 2021) C	Actual D	YOY D/A	Initial Plan accuracy D/B	※ Plan E	YOY E/D
Orders received	556.3	525.0	600.0	631.0	113%	120%	550.0	87%
Net sales	524.5	525.0	560.0	573.3	109%	109%	560.0	98%
Gross profit	(13.0%) 68.3	(13.8%) 72.5	(13.1%) 73.5	(13.2%) 75.8	111%	105%	(13.6%) 76.4	101%
SG&A expenses	(7.1%) 37.2	(7.7%) 40.5	(7.1%) 39.5	(6.8%) 39.2	105%	97%	(7.0%) 39.4	100%
Operating income	(5.9%) 31.1	(6.1%) 32.0	(6.1%) 34.0	(6.4%) 36.6	118%	114%	(6.6%) 37.0	101%
Ordinary income	(5.8%) 30.6	(6.3%) 33.0	(6.3%) 35.0	(6.7%) 38.1	125%	116%	(6.8%) 37.8	99%
Net income attributable to owners of parent	(3.0%) 15.6	(4.0%) 21.1	(3.9%) 22.0	(4.2%) 24.1	155%	115%	(4.3%) 24.1	100%

Notes: 1. All amounts less than ¥100m are disregarded.

2. Figures in parentheses are ratio to net sales.

※ The fiscal 21 plan is based on the "Accounting Standard for Revenue Recognition" which is applied from the beginning of the fiscal year.

# 1. Consolidated Figures

## (2) Orders Received, Net Sales and Amount Carried Forward

(¥bn)

			FY 2019	FY 2020				FY 2021		
			Full year	Full year				Full year		
			A	Initial Plan B	Corrective Plan (Announced on Feb. 10, 2021) C	Actual D	YOY D/A	Initial Plan accuracy D/B	※ Plan E	YOY E/D
Orders Received	ENGINEERING-SOLUTIONS	Access engineering	151.2	136.0	160.7	166.4	110%	122%	146.9	88%
		NTT Group engineering	25.6	24.6	20.8	21.6	84%	88%	23.2	107%
		Mobile engineering	50.2	49.4	49.0	51.0	102%	103%	44.5	87%
		Sub-total	227.0	210.0	230.5	239.1	105%	114%	214.6	90%
		NCCs	51.7	48.2	60.6	68.1	132%	141%	57.3	84%
		Urban infrastructure	153.0	134.6	142.3	154.2	101%	115%	141.2	92%
		Sub-total	431.8	392.8	433.4	461.5	107%	118%	413.1	90%
		SYSTEM-SOLUTIONS	124.5	132.2	166.6	169.5	136%	128%	136.9	81%
	TOTAL	556.3	525.0	600.0	631.0	113%	120%	550.0	87%	
Net Sales	ENGINEERING-SOLUTIONS	Access engineering	152.7	143.0	155.4	155.8	102%	109%	156.9	101%
		NTT Group engineering	25.4	25.3	22.1	22.5	88%	89%	23.3	104%
		Mobile engineering	49.5	47.3	44.1	44.2	89%	94%	43.6	99%
		Sub-total	227.8	215.6	221.6	222.6	98%	103%	223.8	101%
		NCCs	40.7	46.9	45.2	47.0	115%	100%	56.0	119%
		Urban infrastructure	135.2	137.7	138.1	147.9	109%	107%	142.5	96%
		Sub-total	403.8	400.2	404.9	417.6	103%	104%	422.3	101%
		SYSTEM-SOLUTIONS	120.7	124.8	155.1	155.6	129%	125%	137.7	88%
	TOTAL	524.5	525.0	560.0	573.3	109%	109%	560.0	98%	
Amount Carried Forward	ENGINEERING-SOLUTIONS	Access engineering	26.4	—	—	37.0	140%	—	—	—
		NTT Group engineering	11.0	—	—	10.0	92%	—	—	—
		Mobile engineering	27.2	—	—	34.0	125%	—	—	—
		Sub-total	64.7	—	—	81.2	126%	—	—	—
		NCCs	30.9	—	—	52.1	168%	—	—	—
		Urban infrastructure	113.7	—	—	121.1	107%	—	—	—
		Sub-total	209.3	—	—	254.4	122%	—	—	—
		SYSTEM-SOLUTIONS	21.5	—	—	34.8	161%	—	—	—
	TOTAL	230.9	—	—	289.2	125%	—	—	—	

Note: All amounts less than ¥100m are disregarded.

※As the "Accounting Standard for Revenue Recognition" is applied from fiscal 21, the amount carried forward for the next fiscal year will decrease by ¥10.7 billion to ¥278.5 billion at the beginning of fiscal 21.

# 1. Consolidated Figures

## (3) Balance Figures

(¥bn)

		FY 2019		FY 2020		
		Year-end		Year-end		B-A
		A	Percentage of total	B	Percentage of total	
Current assets		264.0	(59.3%)	300.2	(61.1%)	36.2
Fixed assets		180.8	(40.7%)	191.3	(38.9%)	10.4
Total assets		444.9	(100%)	491.5	(100%)	46.6
Liabilities	Current	118.1	(26.6%)	156.2	(31.8%)	38.0
	Long-term	56.6	(12.7%)	46.4	(9.4%)	-10.1
Total liabilities		174.7	(39.3%)	202.6	(41.2%)	27.8
Shareholder's equity		266.4	(59.9%)	285.6	(58.1%)	19.2
Minority interests and stock acquisition rights		3.6	(0.8%)	3.2	(0.7%)	-0.4
Total liabilities and net assets		444.9	(100%)	491.5	(100%)	46.6

Note: All amounts less than ¥100m are disregarded.

# 1. Consolidated Figures

## (4) Cash Flows

(¥bn)

	FY 2017	FY 2018	FY 2019	FY 2020
Net cash provided by (used in) operating activities	24.8	12.7	17.2	6.3
Net cash provided by (used in) investing activities	-4.5	-17.6	-17.0	-9.2
Net cash provided by (used in) financial activities	-5.1	-4.9	4.2	-1.7
Free cash flow (Note 2)	20.2	-4.8	0.2	-2.9
Net increase (decrease) in cash and cash equivalents ,etc	-	21.0	0.1	-0.0
Cash and cash equivalents at end of period	30.3	41.4	46.0	41.2

Notes: 1. All amounts less than ¥100m are disregarded.

2. Free cash flow = Net cash provided by (used in) operating activities + Net cash provided by (used in) investing activities

## (5) Interest-bearing Debt

(¥bn)

	FY 2017	FY 2018	FY 2019	FY 2020
Short-term	1.1	13.2	7.5	29.9
Long-term	10.2	4.7	39.6	27.5
Total	11.4	18.0	47.1	57.5

Notes: 1. All amounts less than ¥100m are disregarded.

2. Including Lease Liabilities.

# 1. Consolidated Figures

## (6) Capital Expenditures

(¥bn)

	FY 2017	FY 2018	FY 2019	FY 2020
Tangible fixed assets	3.2	2.8	14.0	10.8
Intangible fixed assets	1.0	1.1	1.8	1.4
Total	4.2	3.9	15.8	12.2

Note: All amounts less than ¥100m are disregarded.

## (7) Depreciation and Amortization

(¥bn)

	FY 2017	FY 2018	FY 2019	FY 2020
Depreciation and amortization	3.2	4.7	6.4	6.7

Note: All amounts less than ¥100m are disregarded.

## 2. Non-consolidated Figures

### (1) Overview

(¥bn)

	FY 2019	FY 2020					FY 2021	
	Full year	Full year					Full year	
		Initial Plan	Corrective Plan (Announced on Feb. 10, 2021)	Actual	YOY	Initial Plan accuracy	※ Plan	YOY
A	B	C	D	D/A	D/B	E	E/D	
Orders received	301.7	280.0	310.0	332.3	110%	107%	290.0	87%
Net sales	282.9	280.0	290.0	298.2	105%	103%	300.0	101%
Gross profit	(10.2%) 28.7	(10.3%) 28.8	(10.2%) 29.5	(10.7%) 32.0	111%	109%	(10.4%) 31.3	98%
SG&A expenses	(5.4%) 15.1	(5.8%) 16.3	(5.3%) 15.5	(5.3%) 15.7	104%	102%	(5.3%) 16.0	101%
Operating income	(4.8%) 13.6	(4.5%) 12.5	(4.8%) 14.0	(5.4%) 16.2	119%	116%	(5.1%) 15.3	94%
Ordinary income	(6.0%) 17.1	(4.9%) 13.8	(5.2%) 15.0	(6.0%) 17.9	105%	119%	(7.4%) 22.1	123%
Net income	(2.9%) 8.1	(8.0%) 22.3	(7.9%) 23.0	(8.2%) 24.5	304%	107%	(5.7%) 17.0	69%

Notes: 1. All amounts less than ¥100m are disregarded.

2. Figures in parentheses are ratio to net sales.

※ The fiscal 21 plan is based on the "Accounting Standard for Revenue Recognition" which is applied from the beginning of the fiscal year.

## 2. Non-consolidated Figures

### (2) Orders Received, Net Sales and Amount Carried Forward

(¥bn)

			FY2019	FY2020					FY2021	
			Full Year	Full Year					Full Year	
				Initial Plan	Corrective Plan (Announced on Feb. 10, 2021)	Actual	YOY	Initial Plan accuracy	✖ Plan	YOY
			A	B	C	D	D/A	D/B	E	E/D
Orders Received	ENGINEERING-SOLUTIONS	NTT Group engineering	140.8	130.1	135.5	139.8	99%	108%	126.6	91%
		NCCs	26.0	28.7	38.0	42.4	163%	148%	35.6	84%
		Urban infrastructure	101.6	86.1	92.5	102.4	101%	119%	91.2	89%
		Sub-total	268.6	244.9	266.0	284.7	106%	116%	253.4	89%
	SYSTEM-SOLUTIONS	33.1	35.1	44.0	47.5	143%	135%	36.6	77%	
TOTAL			301.7	280.0	310.0	332.3	110%	119%	290.0	87%
Net Sales	ENGINEERING-SOLUTIONS	NTT Group engineering	142.1	132.4	128.8	130.6	92%	99%	131.7	101%
		NCCs	25.6	28.7	27.6	28.2	110%	98%	35.3	125%
		Urban infrastructure	83.3	88.4	96.6	101.1	121%	114%	92.8	92%
		Sub-total	251.0	249.5	253.0	260.0	104%	104%	259.8	100%
	SYSTEM-SOLUTIONS	31.9	30.5	37.0	38.2	120%	125%	40.2	105%	
TOTAL			282.9	280.0	290.0	298.2	105%	107%	300.0	101%
Amount Carried Forward	ENGINEERING-SOLUTIONS	NTT Group engineering	49.4	—	—	58.6	119%	—	—	—
		NCCs	16.2	—	—	30.4	187%	—	—	—
		Urban infrastructure	96.3	—	—	97.6	101%	—	—	—
		Sub-total	162.0	—	—	186.7	115%	—	—	—
	SYSTEM-SOLUTIONS	7.2	—	—	16.5	228%	—	—	—	
TOTAL			169.3	—	—	203.3	120%	—	—	—

Note: All amounts less than ¥100m are disregarded.

✖As the "Accounting Standard for Revenue Recognition" is applied from fiscal 21, the amount carried forward for the next fiscal year will decrease by ¥8.2 billion to ¥195.1 billion at the beginning of fiscal 21.



### 3. Business Overview of Main Subsidiaries

#### Overview – ①

▶ Transactions with other groups in the consolidated group are not offset.

(¥bn)

	EXEO TECH Group			Daiwa Densetsu Group		
	FY 2019	FY 2020		FY 2019	FY 2020	
	Full year A	Full year B	YOY B/A	Full year C	Full year D	YOY D/C
Orders received	37.4	34.9	93%	18.6	22.0	118%
Net sales	32.1	31.2	97%	18.0	19.0	106%
Gross profit	(11.0%) 3.52	(9.2%) 2.86	81%	(12.9%) 2.31	(12.0%) 2.30	99%
SG&A expenses	(4.6%) 1.47	(4.6%) 1.43	97%	(5.6%) 1.01	(5.7%) 1.08	108%
Operating income	(6.4%) 2.05	(4.6%) 1.42	70%	(7.3%) 1.30	(6.4%) 1.21	93%
Ordinary income	(6.6%) 2.12	(5.0%) 1.56	73%	(7.0%) 1.25	(6.5%) 1.23	99%
Net income	(4.5%) 1.44	(3.3%) 1.04	72%	(4.9%) 0.88	(4.5%) 0.85	96%

Notes: 1. Figures below 100 million yen (or below 10 million yen in some cases) are disregarded.

2. Figures in parentheses are ratio to net sales.

### 3. Business Overview of Main Subsidiaries

#### Overview – ②

▶ Transactions with other groups in the consolidated group are not offset.

(¥bn)

	C-CUBE Group		Seibu Electric Industry Group		NIPPON DENTSU Group		TOTAL		
	FY 2019	FY2020	FY 2019	FY2020	FY 2019	FY2020	FY 2019	FY2020	
	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year A	Full Year B	YOY B/A
Orders received	75.6	96.1	60.0	64.6	39.5	49.2	175.2	210.1	120%
Net sales	73.6	88.4	56.8	59.3	38.2	49.9	168.7	197.7	117%
Gross profit	(12.7%) 9.37	(12.1%) 10.71	(8.6%) 4.88	(9.7%) 5.77	(12.4%) 4.76	(12.8%) 6.39	(11.3%) 19.01	(11.6%) 22.88	120%
SG&A expenses	(6.4%) 4.72	(5.8%) 5.08	(4.9%) 2.78	(4.4%) 2.60	(9.0%) 3.42	(7.1%) 3.56	(6.5%) 10.93	(5.7%) 11.25	103%
Operating income	(6.3%) 4.64	(6.4%) 5.63	(3.7%) 2.10	(5.3%) 3.17	(3.5%) 1.33	(5.7%) 2.83	(4.8%) 8.08	(5.9%) 11.63	144%
Ordinary income	(6.6%) 4.86	(6.8%) 6.05	(4.3%) 2.44	(5.8%) 3.46	(3.7%) 1.42	(5.9%) 2.92	(5.2%) 8.73	(6.3%) 12.44	142%
Net income	(4.0%) 2.92	(4.4%) 3.85	(2.7%) 1.55	(4.7%) 2.78	(2.3%) 0.89	(3.9%) 1.92	(3.2%) 5.36	(4.3%) 8.56	159%

Notes: 1. Figures below 100 million yen (or below 10 million yen in some cases) are disregarded.  
2. Figures in parentheses are ratio to net sales.

## Disclaimer Regarding Forward-Looking Statements

Forward-looking statements in this document are based on information available to our company as of the date of publication. Actual results may differ materially from these forecasts due to various factors.

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