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## About the Exeo Group

Since our founding, the Exeo Group has continuously been supporting Japan's telecommunications infrastructure.

Through our three business segments, Telecom Carriers, Urban Infrastructure, and System Solutions, we will add prosperity to people's lives and contribute to society's continuous growth by turning "Bring the benefits of connectivity to all" into a reality.

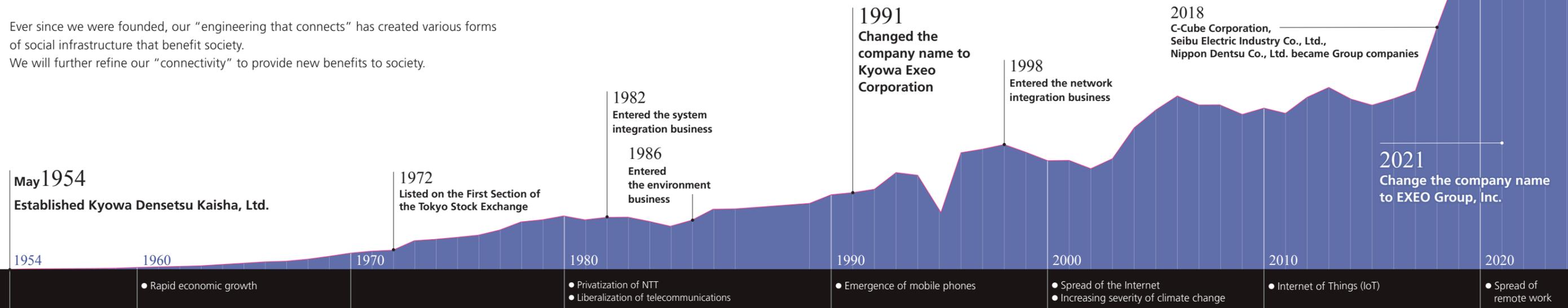
- 13 | History of our value creation
- 15 | Our businesses
- 17 | Group network
- 19 | Transforming our business portfolio

# Our heritage and our future: Delivering value by connecting people

Ever since we were founded, our “engineering that connects” has created various forms of social infrastructure that benefit society. We will further refine our “connectivity” to provide new benefits to society.

Net sales in FY2024 (consolidated)

¥670.8 billion




### Development of a high-quality telecommunication infrastructure network across Japan

As Japan entered a period of rapid economic growth, its telecommunications network, particularly telephones, became an indispensable aspect of its infrastructure. We were responsible for the construction of telecommunications facilities throughout Japan, contributing to the development of the telecommunications network.



### Contributing to the spread of optical fibers for high-volume data transmission

We took part in building the approximately 4,000 km high-speed telecommunications highway spanning all of Japan in the Trans-Japan Optical Fiber Transmission Line project from 1983 until 1985. Doing so, we played a part in bringing about the age of high-volume data transmission.



### Implementing the shield tunneling method in tunnel construction

Tunnels to house underground telecommunications cables were conventionally dug by hand, but starting in the 1960s it became normal to excavate such tunnels using shield tunneling machines. Tunnels reaching up to approximately 650 km in total length are currently supporting telecommunications infrastructure throughout Japan.



### Helping to bring about a mobile society

From the launch of NTT Docomo's i-mode service at the end of the 1990s to the rise of the smartphone and its prevalence today, our Group has been supporting the explosive growth of data traffic via cellular networks through the construction of wireless stations.



### Contributing to circular economies

Amid growing public concern about the environment, we have provided integrated services from construction to operations and maintenance of waste treatment facilities and biomass boilers, leveraging our technical capabilities cultivated through telecommunications construction.



### Construction, upkeep, and maintenance of public infrastructure and electrical facilities

Utilizing our technical expertise in urban civil engineering and telecom-related electrical engineering, both cultivated through experience in cable tunnel constructions, we have successfully expanded our business to areas such as cable undergrounding, highway/water/sewage infrastructure constructions, and electrical facility engineering in data centers and office buildings. We have also leveraged our engineering and construction expertise to expand into such areas as railroads and disaster-warning radio systems.



### Telecom Carriers business

Throughout Japan, we provide integrated all-in-one services from design to construction, operations, and maintenance, for the telecommunications facilities of telecom carriers. We support construction for a broad range of telecommunications infrastructure, including 5G mobile telecommunications, optical fibers, servers, and routers.



### Urban Infrastructure business

From design and construction to maintenance, we provide integrated services covering electrical facilities for data centers and office buildings, as well as a variety of infrastructure works including railroad communication facilities and undergrounding.



### System Solutions business

We provide a full range of ICT-based solutions for the construction, maintenance, and operation of various corporate systems, from communication network systems to core systems for the manufacturing industry, as well as educational and medical applications.



### Shift to a total ICT solutions provider

We provide total solutions that meet our customers' needs in this era when generative AI use is becoming a norm in addition to the widespread use of smartphones and tablets.

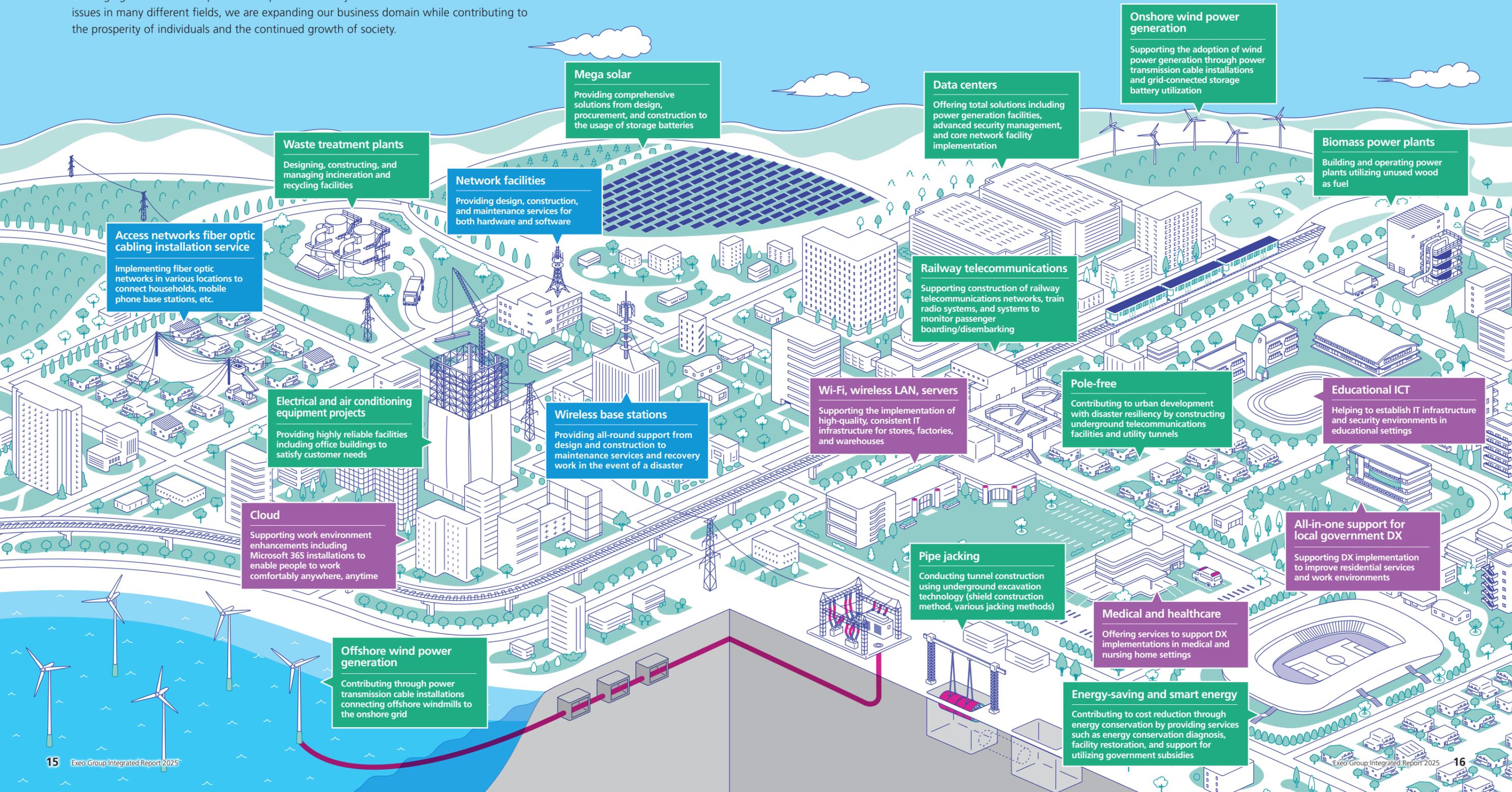
### Expanding global business with focus on Southeast Asia

Based out of Singapore, we are expanding our managed services, ICT Infrastructure, and M&E engineering businesses overseas, seeking further growth opportunities as the Japanese domestic market matures.



# Helping society flourish with diverse businesses generated by connectivity

The strength that we have acquired since our establishment is the technical capability to build high-quality information and communications infrastructure. Leveraging the technical capabilities acquired over the years to deliver solutions to social issues in many different fields, we are expanding our business domain while contributing to the prosperity of individuals and the continued growth of society.



**Waste treatment plants**  
Designing, constructing, and managing incineration and recycling facilities

**Mega solar**  
Providing comprehensive solutions from design, procurement, and construction to the usage of storage batteries

**Data centers**  
Offering total solutions including power generation facilities, advanced security management, and core network facility implementation

**Onshore wind power generation**  
Supporting the adoption of wind power generation through power transmission cable installations and grid-connected storage battery utilization

**Biomass power plants**  
Building and operating power plants utilizing unused wood as fuel

**Network facilities**  
Providing design, construction, and maintenance services for both hardware and software

**Access networks fiber optic cabling installation service**  
Implementing fiber optic networks in various locations to connect households, mobile phone base stations, etc.

**Railway telecommunications**  
Supporting construction of railway telecommunications networks, train radio systems, and systems to monitor passenger boarding/disembarking

**Electrical and air conditioning equipment projects**  
Providing highly reliable facilities including office buildings to satisfy customer needs

**Wireless base stations**  
Providing all-round support from design and construction to maintenance services and recovery work in the event of a disaster

**Wi-Fi, wireless LAN, servers**  
Supporting the implementation of high-quality, consistent IT infrastructure for stores, factories, and warehouses

**Pole-free**  
Contributing to urban development with disaster resiliency by constructing underground telecommunications facilities and utility tunnels

**Educational ICT**  
Helping to establish IT infrastructure and security environments in educational settings

**Cloud**  
Supporting work environment enhancements including Microsoft 365 installations to enable people to work comfortably anywhere, anytime

**All-in-one support for local government DX**  
Supporting DX implementation to improve residential services and work environments

**Offshore wind power generation**  
Contributing through power transmission cable installations connecting offshore windmills to the onshore grid

**Pipe jacking**  
Conducting tunnel construction using underground excavation technology (shield construction method, various jacking methods)

**Medical and healthcare**  
Offering services to support DX implementations in medical and nursing home settings

**Energy-saving and smart energy**  
Contributing to cost reduction through energy conservation by providing services such as energy conservation diagnosis, facility restoration, and support for utilizing government subsidies

# Connectivity throughout Japan and the world

Exeo Group, Inc. brings together more than 130 consolidated subsidiaries and more than 17,000 employees to offer integrated services spanning from design and construction to maintenance and management, with uniform quality throughout Japan. Developing a wide variety of businesses centered on EXEO Global Pte. Ltd. based in Singapore, we are gaining deeper penetration into overseas markets.



## Domestic Group companies

### 1 C-Cube Corporation

Head office: Nagoya Established: 1954  
Net sales: ¥85.6 billion Number of employees: 2,180



### 2 Seibu Electric Industry Co., Ltd.

Head office: Fukuoka Established: 1947  
Net sales: ¥62.8 billion Number of employees: 1,365



### 3 Nippon Dentsu Co., Ltd.

Head office: Osaka Established: 1947  
Net sales: ¥48.8 billion Number of employees: 912



### 4 Daiwa Densetsu Corporation

Head office: Sendai Established: 1949  
Net sales: ¥31.7 billion Number of employees: 1,009



### 5 Exeo Tech Corporation

Head office: Tokyo Established: 1948  
Net sales: ¥33.3 billion Number of employees: 851



### 6 Exeo Digital Solutions, Inc.

Head office: Tokyo Established: 2022  
Net sales (non-consolidated): ¥36.3 billion  
Number of employees (non-consolidated): 1,995



Note: Displaying consolidated data for net sales and employee numbers unless otherwise specified

## Overseas Group companies

■ Exeo Global's offices

### 7 Exeo Global Pte. Ltd.

- Exeo Engineering Hokkaido Co., Ltd.
- Exeo Engineering Tohoku Co., Ltd.
- Exeo Engineering West Japan Co., Ltd.
- Exeo Engineering, Inc.
- Just Engineering Co., Ltd.
- Kanac Co., Ltd.
- Denshaisha Co., Ltd.
- Denken Co., Ltd.
- K.Technos Co., Ltd.

### Urban Infrastructure-related

- Exeo Infra Co., Ltd.
- Ryosei, Ltd.
- Kidoh Construction Co., Ltd.
- Kohken Co., Ltd.
- Iseki Poly-Tech, Inc.
- Koyo Engineering Co., Ltd.
- Sanetsu Corp.
- Kitanihon-Tsushin Co., Ltd.
- Kyoei Dengyou Co., Ltd.
- Core Techno Co., Ltd.
- Ashikaga Eco Power Co., Ltd.
- Furudono Ronden Eco Power Co., Ltd.

### System Solutions-related

- Exeo System Management, Inc.
- Advanced Information Design Co., Ltd.
- Sun Planning Systems Co., Ltd.
- CPU Inc.
- Interactive Communication Design Co., Ltd.
- NDI Solutions Ltd.
- Where, Inc.
- SAT Co., Ltd.

### 7 Exeo Global Pte. Ltd.

Head office: Singapore  
Established: 2018  
Net sales: ¥47.0 billion\*  
Number of employees: 1,207\*

\* Total overseas Group companies

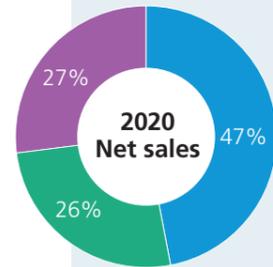
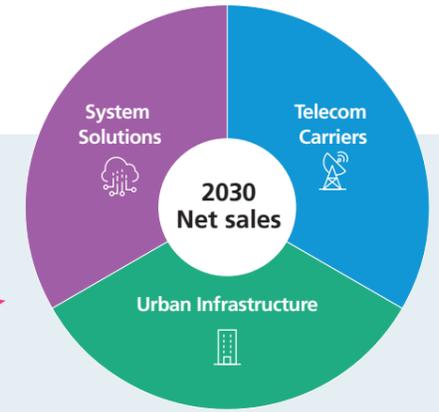
- Procuri Corporation Limited
- ARCO Japan, Inc.
- Telistar Solutions Pte. Ltd.
- PT EXEO Komunikasi Indonesia
- Guud Pte. Ltd.
- Aeqon TJ Pte. Ltd.
- dhost Global, Inc.
- Ascent Solutions Pte. Ltd.
- EXEO Asia Co. Ltd.
- EXEO Vietnam Company Limited
- Leng Aik Engineering Pte. Ltd.
- Winner Engineering Pte. Ltd.
- 68 Systems & Project Engineering Pte. Ltd.
- MG EXEO Network, Inc.
- EXEO Global Ventures Pte. Ltd.
- EXEO Innovation Fund Management Pte. Ltd.

# Trailblazing new business domains in pursuit of continuous growth

The Group's long-term vision is to drive net sales for each of the three business segments so they are level in size composing a balanced portfolio by the year 2030.

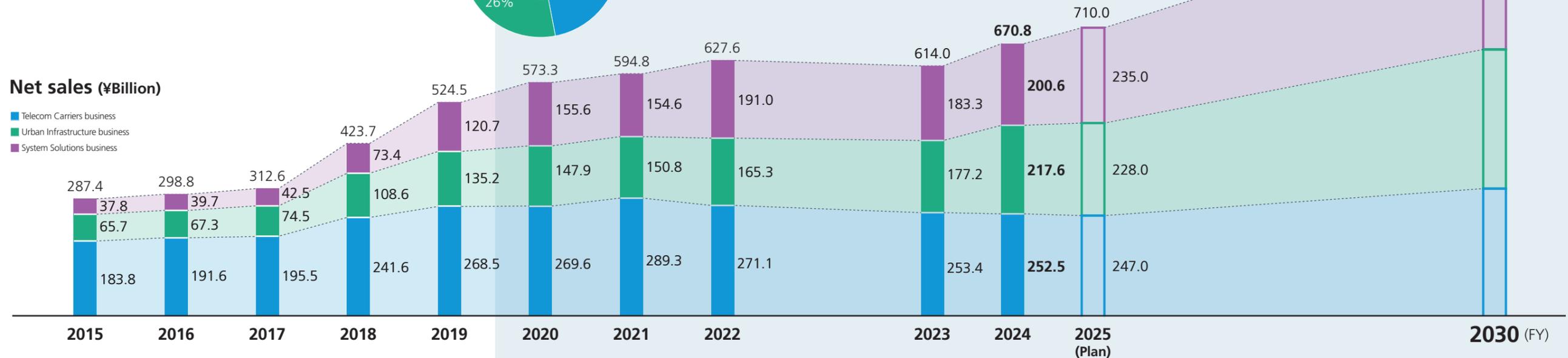
## 2030 Vision

Sales ratios of the three segments will be **1:1:1**



### Net sales (¥Billion)

■ Telecom Carriers business  
■ Urban Infrastructure business  
■ System Solutions business



## Key businesses for achieving our 2030 Vision

### Urban Infrastructure business → pp. 61–62 Urban Infrastructure business



#### Renewable energy

In addition to operating two woody biomass power plants, we also build solar power generation facilities, offshore and onshore wind power generation facilities, grid-scale battery storage plants, and more.



#### Data centers

As the rapid growth of generative AI drives market growths, we are striving to expand our business while addressing the changing needs of hyperscalers domestically and internationally.

→ pp. 33–34 Feature 1



#### Social infrastructure construction

From expressways to water supply and sewerage systems, railways, and disaster warning systems, including measures to address aging facilities, the fields where our engineering technologies can be utilized are growing.

### System Solutions business → pp.63–66 System Solutions business



#### Expanding business infrastructure via core subsidiaries

With Exeo Digital Solutions, Inc. which handles systems development playing the leading role, we are mobilizing Group resources to expand our business domains.



#### Expanding recurring business

We are working to expand our operations and maintenance services as a business to secure stable earnings.



#### Global business

Led by overseas management company Exeo Global Pte. Ltd., we are pursuing structural reforms, operational efficiency, and automation in the pursuit of greater profitability.

→ pp.65–66 Global business structural reform