

| Item | Unit | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--|----------------------------|----------|----------|----------|---------|----------|----------|----------|----------|----------|----------|----------|
| Operating results | | | | | | | | | | | | |
| Orders received | ¥Million | 301,446 | 300,438 | 324,102 | 325,029 | 424,318 | 556,321 | 631,088 | 595,373 | 625,689 | 656,533 | 712,415 |
| Net sales of completed construction contracts | ¥Million | 300,912 | 287,437 | 298,825 | 312,669 | 423,727 | 524,574 | 573,339 | 594,840 | 627,607 | 614,095 | 670,822 |
| Gross profit on completed construction contracts | ¥Million | 35,740 | 35,795 | 38,480 | 43,354 | 58,337 | 68,327 | 75,865 | 84,323 | 81,837 | 89,158 | 100,481 |
| Selling, general and administrative expenses | ¥Million | 17,382 | 17,382 | 17,607 | 17,732 | 26,620 | 37,226 | 39,241 | 41,942 | 49,285 | 55,037 | 58,016 |
| Operating profit | ¥Million | 18,358 | 18,412 | 20,873 | 25,621 | 31,716 | 31,100 | 36,623 | 42,380 | 32,552 | 34,121 | 42,465 |
| Ordinary profit | ¥Million | 18,589 | 18,512 | 21,409 | 26,448 | 33,431 | 30,669 | 38,186 | 45,217 | 33,771 | 36,922 | 43,508 |
| Profit attributable to owners of parent | ¥Million | 12,264 | 12,184 | 13,789 | 17,993 | 40,219 | 15,603 | 24,192 | 27,766 | 22,391 | 20,058 | 26,855 |
| Capital expenditures | ¥Million | 4,219 | 13,215 | 7,139 | 4,256 | 3,945 | 15,855 | 12,239 | 20,802 | 15,263 | 20,710 | 21,328 |
| Depreciation | ¥Million | 2,660 | 3,001 | 3,251 | 3,272 | 4,725 | 6,473 | 6,789 | 7,414 | 8,700 | 10,142 | 11,439 |
| Financial status | | | | | | | | | | | | |
| Total assets | ¥Million | 228,422 | 238,301 | 243,438 | 261,305 | 416,483 | 444,905 | 491,574 | 535,617 | 577,941 | 591,637 | 642,505 |
| Property, plant and equipment | ¥Million | 52,005 | 59,830 | 62,002 | 62,664 | 97,955 | 107,677 | 113,375 | 126,900 | 135,635 | 145,954 | 155,716 |
| Net assets | ¥Million | 146,768 | 151,241 | 158,280 | 176,101 | 267,811 | 270,109 | 288,884 | 307,053 | 308,100 | 319,217 | 326,783 |
| Balance of interest-bearing debt (balance of loans payable, bonds payable, etc.) | ¥Million | 8,679 | 16,299 | 12,825 | 11,435 | 18,049 | 47,167 | 57,520 | 80,619 | 115,716 | 106,431 | 133,843 |
| Cash flow status | | | | | | | | | | | | |
| Cash flows from operating activities | ¥Million | 23,167 | 5,389 | 15,504 | 24,800 | 12,770 | 17,299 | 6,301 | 26,406 | 5,483 | 41,902 | 6,842 |
| Cash flows from investing activities | ¥Million | (2,828) | (13,907) | (6,027) | (4,538) | (17,609) | (17,085) | (9,249) | (20,388) | (13,332) | (13,591) | (18,432) |
| Free cash flow | ¥Million | 20,338 | (8,518) | 9,477 | 20,262 | (4,839) | 213 | (2,947) | 6,018 | (7,849) | 28,311 | (11,589) |
| Cash flows from financing activities | ¥Million | (12,343) | 313 | (10,230) | (5,137) | (4,924) | 4,227 | (1,750) | 5,023 | 3,298 | (30,555) | 2,887 |
| Cash and cash equivalents at end of period | ¥Million | 24,291 | 16,037 | 15,241 | 30,343 | 41,469 | 46,012 | 41,246 | 53,727 | 50,204 | 47,430 | 39,413 |
| Per share data^{*1} | | | | | | | | | | | | |
| Earnings per share | ¥ | 61.92 | 62.95 | 72.62 | 94.71 | 195.12 | 69.87 | 108.67 | 125.32 | 103.22 | 94.76 | 128.97 |
| Net assets | ¥ | 741.41 | 784.54 | 834.15 | 921.48 | 1,171.71 | 1,197.58 | 1,288.39 | 1,374.11 | 1,416.85 | 1,490.44 | 1,551.71 |
| Cash dividend | ¥ | 16 | 19 | 23 | 25 | 35 | 40 | 41 | 48 | 51 | 60 | 63 |
| Payout ratio | % | 25.8 | 30.2 | 31.7 | 26.4 | 17.9 | 57.2 | 37.7 | 38.3 | 49.4 | 63.3 | 48.8 |
| Financial indices | | | | | | | | | | | | |
| Operating profit margin | % | 6.1 | 6.4 | 7.0 | 8.2 | 7.5 | 5.9 | 6.4 | 7.1 | 5.2 | 5.6 | 6.3 |
| Profit attributable to owners of parent to net sales | % | 4.1 | 4.2 | 4.6 | 5.8 | 9.5 | 3.0 | 4.2 | 4.7 | 3.6 | 3.3 | 4 |
| Return on equity (ROE) | % | 8.7 | 8.2 | 8.9 | 10.8 | 18.3 | 5.9 | 8.8 | 9.4 | 7.4 | 6.5 | 8.5 |
| Return on assets (ROA) | % | 5.5 | 5.2 | 5.7 | 7.1 | 11.9 | 3.6 | 5.2 | 5.3 | 4.0 | 3.4 | 4.4 |
| Equity ratio | % | 64.0 | 63.3 | 64.8 | 66.6 | 63.4 | 59.9 | 58.1 | 56.6 | 52.5 | 52.9 | 50 |
| Stock price | | | | | | | | | | | | |
| Highest stock price | ¥ | 1,494 | 1,543 | 1,744 | 3,075 | 3,410 | 3,135 | 3,030 | 3,065 | 2,482 | 3,370 | 1,859.5 |
| Lowest stock price | ¥ | 1,141 | 1,096 | 1,142 | 1,559 | 2,309 | 1,906 | 2,182 | 2,261 | 2,034 | 2,368 | 1,350.5 |
| Non-financial metrics | | | | | | | | | | | | |
| CO ₂ emissions (Scope 1 and 2) (Consolidated) | Thousand t-CO ₂ | – | – | – | – | – | – | 86.3 | 79.9 | 76.9 | 71.7 | 66.9 |
| Green procurement ^{*2} | % | – | – | – | – | – | – | 64.8 | 71.4 | 78.0 | 82.1 | 88.0 |
| Number of consolidated employees | People | 7,988 | 7,903 | 8,074 | 8,331 | 13,151 | 13,882 | 14,374 | 15,847 | 16,772 | 17,056 | 17,260 |
| Ratio of mid-career hires ^{*2} | % | – | – | – | – | – | – | – | 25 | 26 | 24 | 38 |
| Ratio of women in managerial positions (Consolidated) | % | – | – | – | – | – | – | 1.4 | 1.6 | 1.7 | 2.3 | 2.60 |
| Percentage of annual paid leave taken ^{*3} | % | – | – | – | – | – | – | 61.3 | 62.1 | 71.5 | 74.1 | 66.9 |
| Number of consolidated subsidiaries | Companies | 33 | 30 | 28 | 28 | 82 | 88 | 103 | 107 | 135 | 142 | 139 |

*1 We conducted a two-for-one stock split for common stock effective April 1, 2024. Numerical values shown for past years are recalculated figures taking this stock split into consideration

*2 Scope of data: Exeo Group, Inc. only. Calculated using total new graduate hires, mid-career hires, and hires accepted through other companies as the denominator.

*3 The scope of data until fiscal 2023 comprised Exeo Group, Inc. and its five major subsidiaries (C-Cube Corporation, Seibu Electric Industry Co., Ltd., Nippon Dentsu Co., Ltd., Daiwa Densetsu Corporation, and Exeo Tech Corporation)

Measures to combat climate change

CDP is a London-based global non-profit organization that collects, analyzes, and evaluates information about the environmental activities of major companies around the world. For the first time, the Group was selected as an "A List" company, the highest rating in the field of climate change, in fiscal 2024.



SBT

In July 2024, our greenhouse gas reduction targets for 2030 received SBT Validation from the international Science Based Targets (SBT) initiative organization as being based on scientific evidence.



Outstanding Organization of KENKO Investment for Health

In March 2025, we were certified by the Ministry of Economy, Trade and Industry (METI) as a "2025 Outstanding Organization of KENKO Investment for Health (large enterprise category)" as an organization with outstanding practices in health management.



Supporting women's career advancement

Exeo Group, Inc. has formulated an action plan in accordance with the Act on the Promotion of Women's Participation and Advancement in the Workplace to create and support opportunities for women's career advancement in the workplace. As a result, the Ministry of Health, Labour and Welfare has recognized Exeo Group, Inc. with its Eruboshi certification, which is awarded to companies for outstanding efforts to support women's career development. We have also been recognized by the METI and the Tokyo Stock Exchange for three consecutive years, being selected as a Nadeshiko Brand in 2019 and as a Semi-Nadeshiko Brand in 2020 and 2021.



Work-life balance

We formulated an action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children, developing an environment that makes it easy for both men and women to balance work and childcare responsibilities. As a result, in 2015, we earned the Kurumin Mark, an accreditation from the Ministry of Health, Labour and Welfare recognizing companies providing support for childcare.



Respecting diversity

Since 2021, we have received silver certification in the PRIDE Index for four consecutive years. The PRIDE Index was created by the organization "work with Pride," which supports the promotion and establishment of diversity management related to sexual minorities. Also, for four consecutive years starting in 2021, we have been awarded the highest possible rank "Best Workplace for Diversity & Inclusion" by the D&I Award presented by JobRainbow Co., Ltd., recognizing companies making admirable efforts toward diversity and inclusion.



Work style reform

Exeo Group, Inc. received a 4 star rating in the 8th Nikkei Smart Work Management Survey conducted by Nikkei Inc. The survey defines "smart work management" as efforts to maximize organizational performance through three elements: realization of diverse and flexible work styles, systems for creating new businesses, and capabilities in developing markets. Corporate governance and other foundations for management are also included in the five-level evaluation.



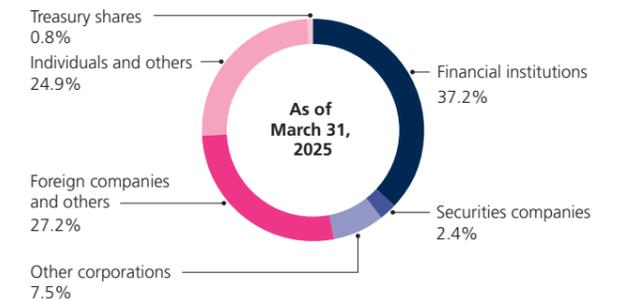
DX certification

Based on the DX (digital transformation) Certification System of the Ministry of Economy, Trade and Industry, Exeo Group was recognized as a certified DX operator in March 2022.



| | |
|------------------------------|---|
| Company name | Exeo Group, Inc. |
| Established | May 17, 1954 |
| Paid-in capital | ¥6,888 million |
| Fiscal year-end | March 31 |
| Stock listing | Listed on Prime Market of Tokyo Stock Exchange |
| Common stock authorized | 300,000,000 shares |
| Issued | 208,624,838 shares |
| Total number of shareholders | 56,806 |
| Representative | Tetsuya Funabashi Chairman and Representative Director Keigo Kajimura President and CEO (As of June 25, 2025) |
| Net sales | ¥670.8 billion (consolidated) (fiscal year ended March 31, 2025) |
| Number of employees | 17,260 (consolidated) (as of March 31, 2025) |
| Head office | 29-20, Shibuya 3-chome, Shibuya-ku, Tokyo |
| West Japan head office | 2-10, Uchihonmachi 2-chome, Chuo-ku, Osaka |
| Number of business offices | Headquarters and branch offices: 14, Sales offices: 22 |
| Consolidated subsidiaries | 139 companies (excludes non-consolidated subsidiaries (15 companies) and affiliated companies (17 companies)) |
| Correspondent banks | Mizuho Bank / Sumitomo Mitsui Banking Corporation / MUFG Bank |

Shareholding structure

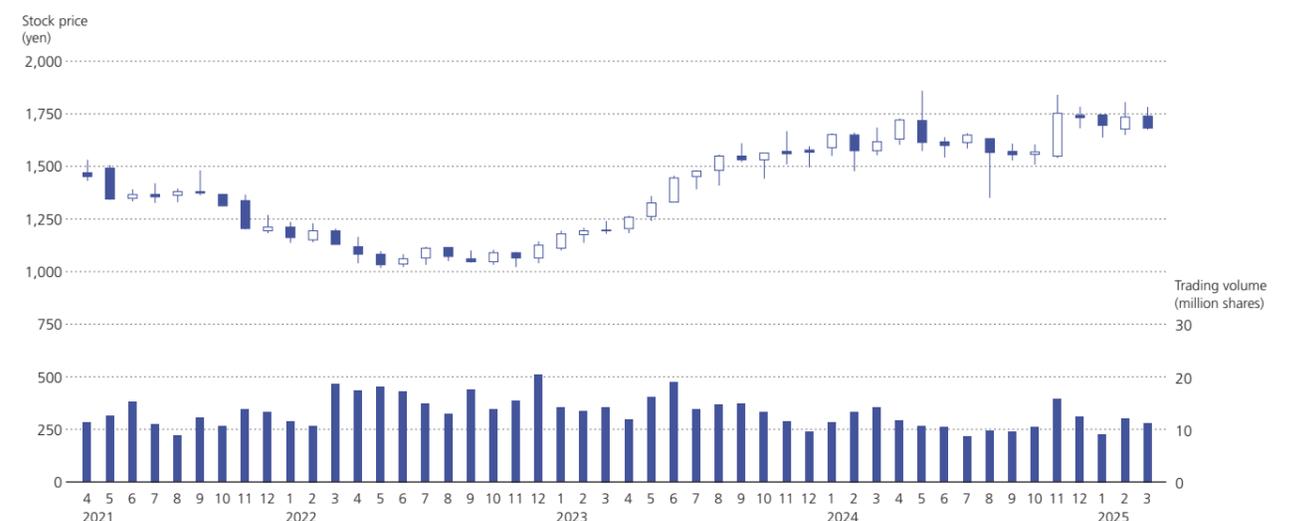


Major shareholders

| | Number of shares held (thousand) | Percentage of total (%) |
|--|----------------------------------|-------------------------|
| The Master Trust Bank of Japan, Ltd. (Trust Account) | 33,501 | 16.19 |
| Custody Bank of Japan, Ltd. (Trust Account) | 20,223 | 9.77 |
| Exeo Group, Inc. Employee Shareholding Association | 9,852 | 4.76 |
| NORTHERN TRUST CO.(AVFC)RE SILCHESTER INTERNATIONAL INVESTORS INTERNATIONAL VALUE EQUITY TRUST | 6,969 | 3.37 |
| STATE STREET BANK AND TRUST COMPANY 505001 | 5,708 | 2.76 |
| Sumitomo Life Insurance Company | 4,593 | 2.22 |
| Sumitomo Realty & Development Co., Ltd. | 4,163 | 2.01 |
| Custody Bank of Japan, Ltd. (Mitsui Sumitomo Trust & Banking Co., Ltd. Retirement Benefit Trust Account) | 3,668 | 1.77 |
| NORTHERN TRUST CO. (AVFC) RE U.S. TAX EXEMPTED PENSION FUNDS | 3,666 | 1.77 |
| Custody Bank of Japan, Ltd. (portion managed as sub-custodian of Sumitomo Mitsui Trust Bank & retirement benefit trust account for Sumitomo Electric Industries, Ltd.) | 3,000 | 1.45 |

Note: The Company holds 1,728 thousand shares of treasury stock although those shares are not included in the above table. Treasury shares are also excluded from calculation of equity stake.

Stock price range and trading volume



Note: We conducted a two-for-one stock split for common stock effective April 1, 2024. Numerical values shown for past years are recalculated figures taking this stock split into consideration.