



EXEO Group Corporate Profile

EXEO Group, Inc. (Code:1951)

Jun. 2026

1. About Us

(1) Corporate Profile

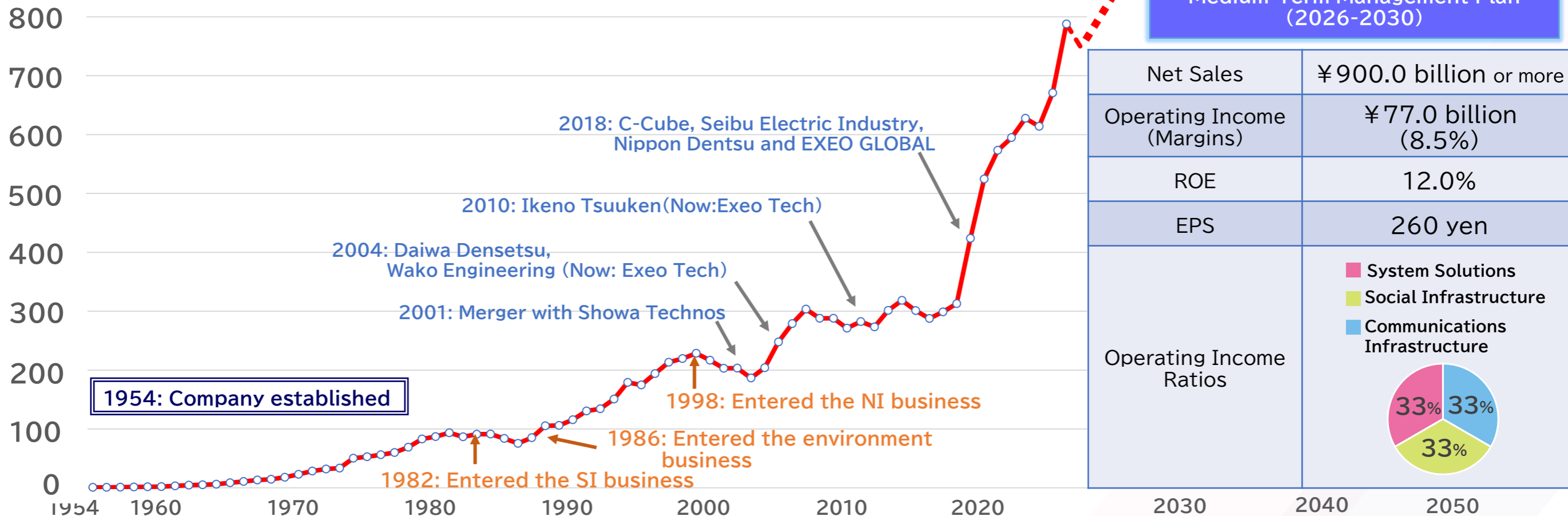
Established	May 17, 1954
Representatives	President and CEO: Keigo Kajimura
Paid-in capital	¥6,888 million
listed exchange	Listed on TSE Prime (Code: 1951) Trading unit: 100 shares
Stocks	Total number of issued shares: 205,624,838 shares Number of shareholders: 58,651 (As of March 31, 2026)
Consolidated net sales	¥787.7 billion (FY2025)
Rating	Japan Credit Rating Agency, Ltd. (JCR): A + (stable)
Number of employees	Consolidated total: 17,751 (As of March 31, 2026)
Head office	3-29-20 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan
Number of business offices	Headquarters and Branch offices: 14 Sales offices: 18
Consolidated group companies	136 (As of March 31, 2026)
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.



Medium-Term Management Plan (2026-2030)

Net Sales	¥ 900.0 billion or more
Operating Income (Margins)	¥ 77.0 billion (8.5%)
ROE	12.0%
EPS	260 yen
Operating Income Ratios	<ul style="list-style-type: none"> System Solutions: 33% Social Infrastructure: 33% Communications Infrastructure: 33%

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 the "Kyowa" brand as a builder of telecom facilities

Kyowa Exeo Corporation (30 years)
 (Business expansion) Expanded business, establishing a telecommunications construction group and developing solutions
 ★ Established the "Exeo" brand 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 enters a new stage

1. About Us

(3) Purpose and Vision

Group Purpose

Bring the benefits of connectivity to all

Exeo Group believes access to infrastructure should be universal. Everyone everywhere deserves the basic support functions to pursue happiness on their own terms.

This is the world we're aiming for.

Working closely with our partners in a rapidly evolving world, we're betting on technology and combined expertise, from hardware to software, to bring the benefits of connectivity to all.

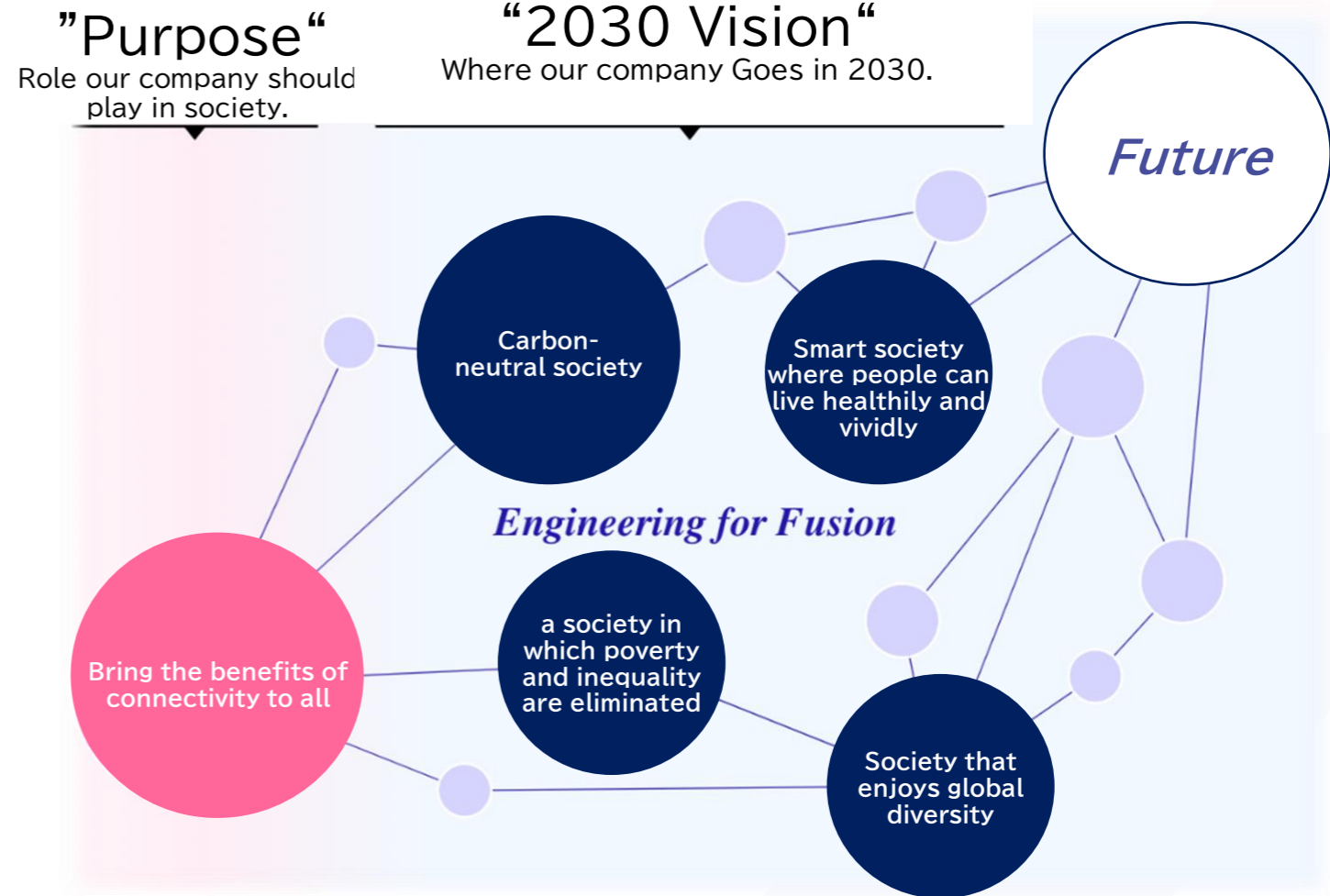
2030 Vision

Engineering for Fusion
Engineering connecting everything in society to the future

Exeo's universal mission is to solve social issues.

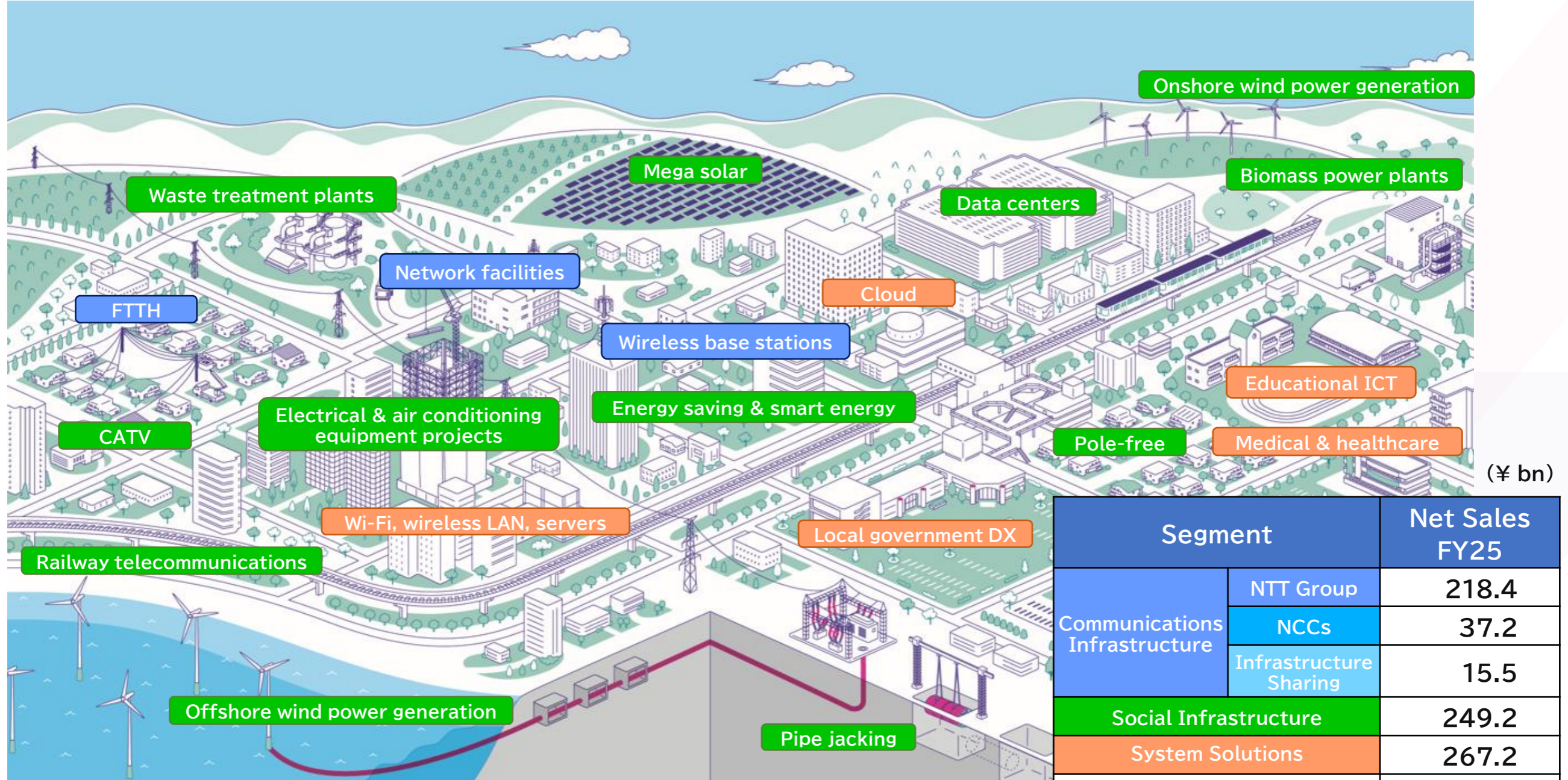
The Group has the ability to connect and integrate diverse types of engineering through innovation.

Our goal is to rise to challenges to be a corporate group that is needed in Japan and around the world.



1. About Us

(4) Segment Overviews



(¥ bn)

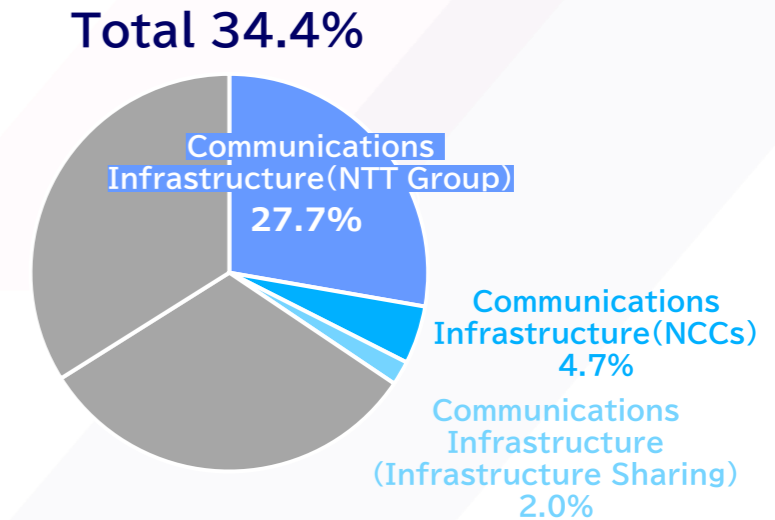
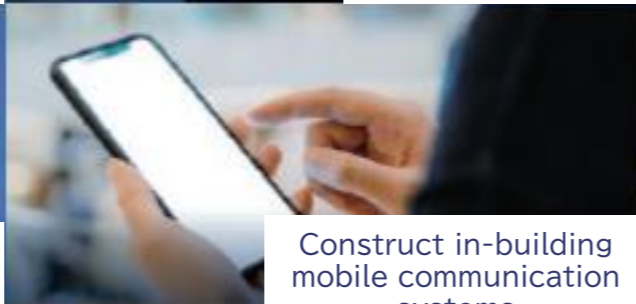
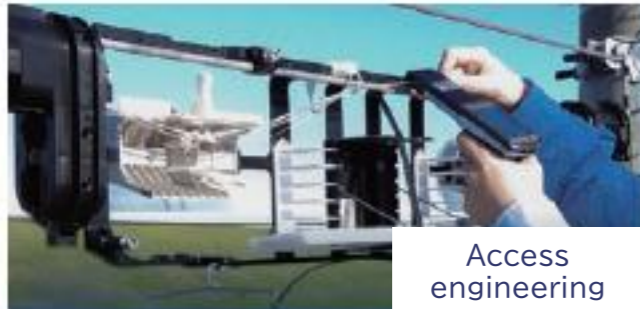
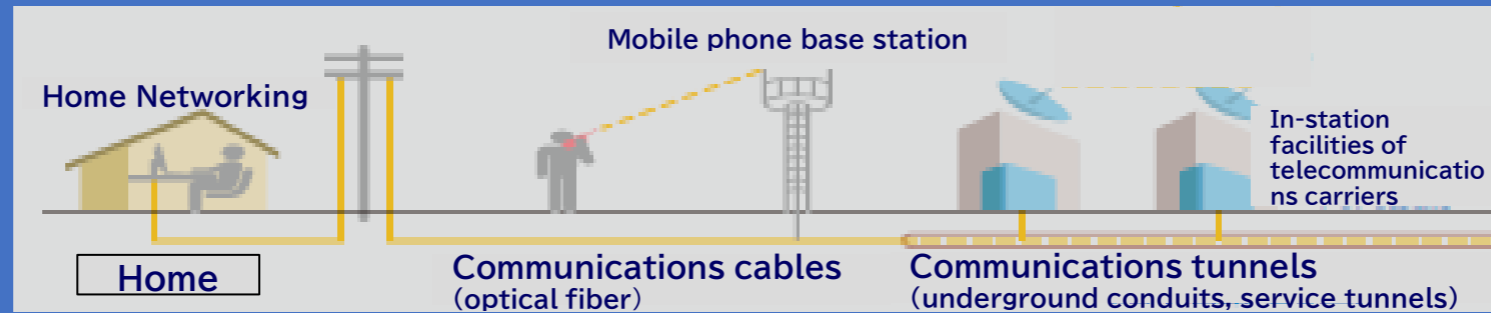
Segment		Net Sales FY25
Communications Infrastructure	NTT Group	218.4
	NCCs	37.2
	Infrastructure Sharing	15.5
Social Infrastructure		249.2
System Solutions		267.2
Total		787.7

1. About Us

(4) Segment Overviews — Communications Infrastructure

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

- NTT Group Various engineering work for the NTT Group
- NCCs Telecommunications infrastructure construction for NCCs (KDDI, Softbank, Rakuten)
- Infrastructure Sharing Shared base station infrastructure, CATV, other telecommunications infrastructure construction



1. About Us

(4) Segment Overviews — Social Infrastructure

◆ Utilizing electrical and civil engineering capabilities developed in our communications infrastructure business to build a more convenient society

- **Electrical Engineering**
 - 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
 - Designing, constructing, operating, and maintaining water and waste-treatment plants
- **Social Infrastructure Engineering**
 - Urban civil engineering works including undergrounding and non-cutting method tunnel construction
 - Construction and maintenance of various telecommunications infrastructure facilities for municipalities, government agencies, railway companies and private companies



Data centers



Undergrounding to eliminated utility poles



Tunnel construction with non-cutting method



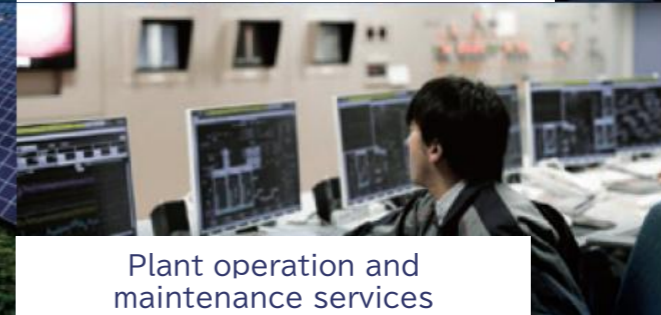
Maintenance work on underground facilities



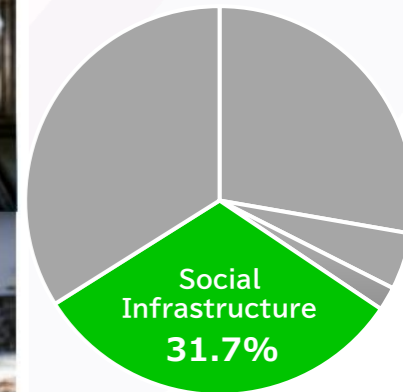
Constructing electrical in office building



Solar power generation facilities



Plant operation and maintenance services

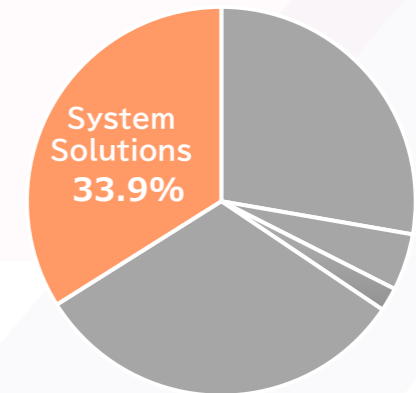


1. About Us

(4) Segment Overviews — System Solutions

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

- System Integration (SI) Large-scale development on consignment for the public sector, telecommunications, manufacturing, and the financial industry; business process reform solution provisioning; operational support
- Network Integration (NI) Network solution services covering servers, wireless networks, security, cloud computing, EMS , and sensors
- Service System operation and maintenance, license sales, and provision of managed services



1. About Us

(5) Group Structure and Business Bases (as of March 31, 2026)

Main Group Companies (6 companies)

<p>C-Cube</p> 	<p>Seibu Electric Industry</p>  <p>西部電気工業株式会社</p>	<p>Nippon Dentsu</p>  <p>日本電通 NIPPON DENTSU</p>	<p>Daiwa Densetsu</p> <p>(The company will change its name to DAIWA effective July 1, 2026.)</p>  <p>大和電設工業株式会社</p>	<p>Exeo Tech</p> 	<p>EDS (EXEO Digital Solutions)</p> 
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Other Consolidated Group Companies (130 companies)

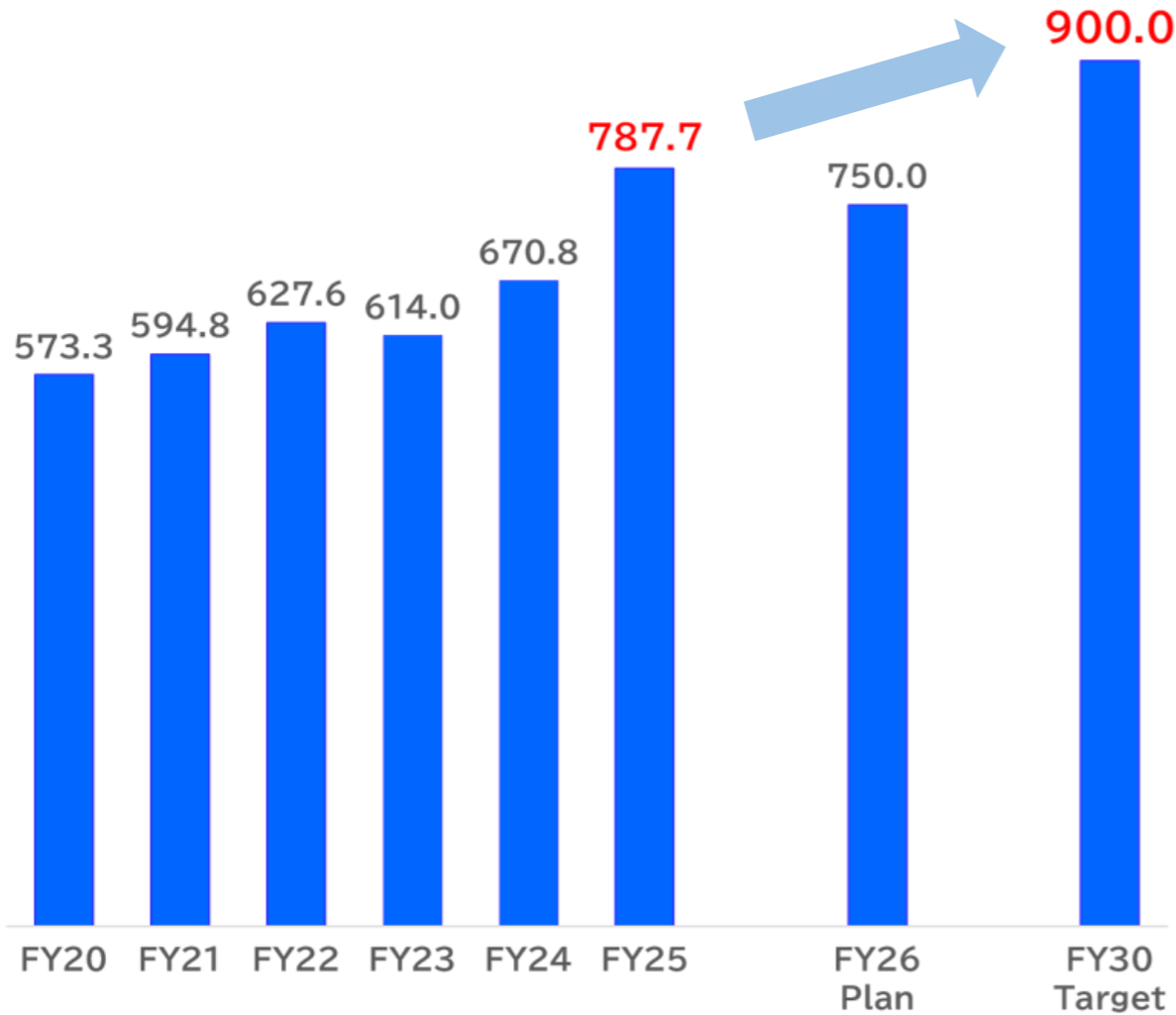
Communications Infrastructure	EXEO Engineering, EXEO Engineering Hokkaido, EXEO Engineering Tohoku, EXEO Engineering West Japan, KANAC, HIKARI PROGRESS, DENKEN, Denseisya
	<Overseas group companies> dhost (Indonesia, Philippines, Taiwan, Singapore)
Social Infrastructure	Exeo Infra, KOHKEN, RYOSEI, KIDOH CONSTRUCTION, KOYO ENGINEERING, SANETSU, ISEKI Poly-Tech, Kitanihon-Tsushin, Kyoei Dengyou, Core Techno
	<Overseas group companies> Leng Aik Engineering (Singapore), Winner Engineering (Singapore), MG EXEO NETWORK (Philippines)
System Solutions	ESM, AID, NDI Solutions, WHERE, SUN PLANNING SYSTEMS, CPU, ICD, SAT, Olivier
	<Overseas group companies> EXEO GLOBAL (Singapore), Aeqon (Singapore), Ascent Solutions (Singapore), Procurri (Singapore, USA, UK)

1. About Us

(6) Recent Performance Trends

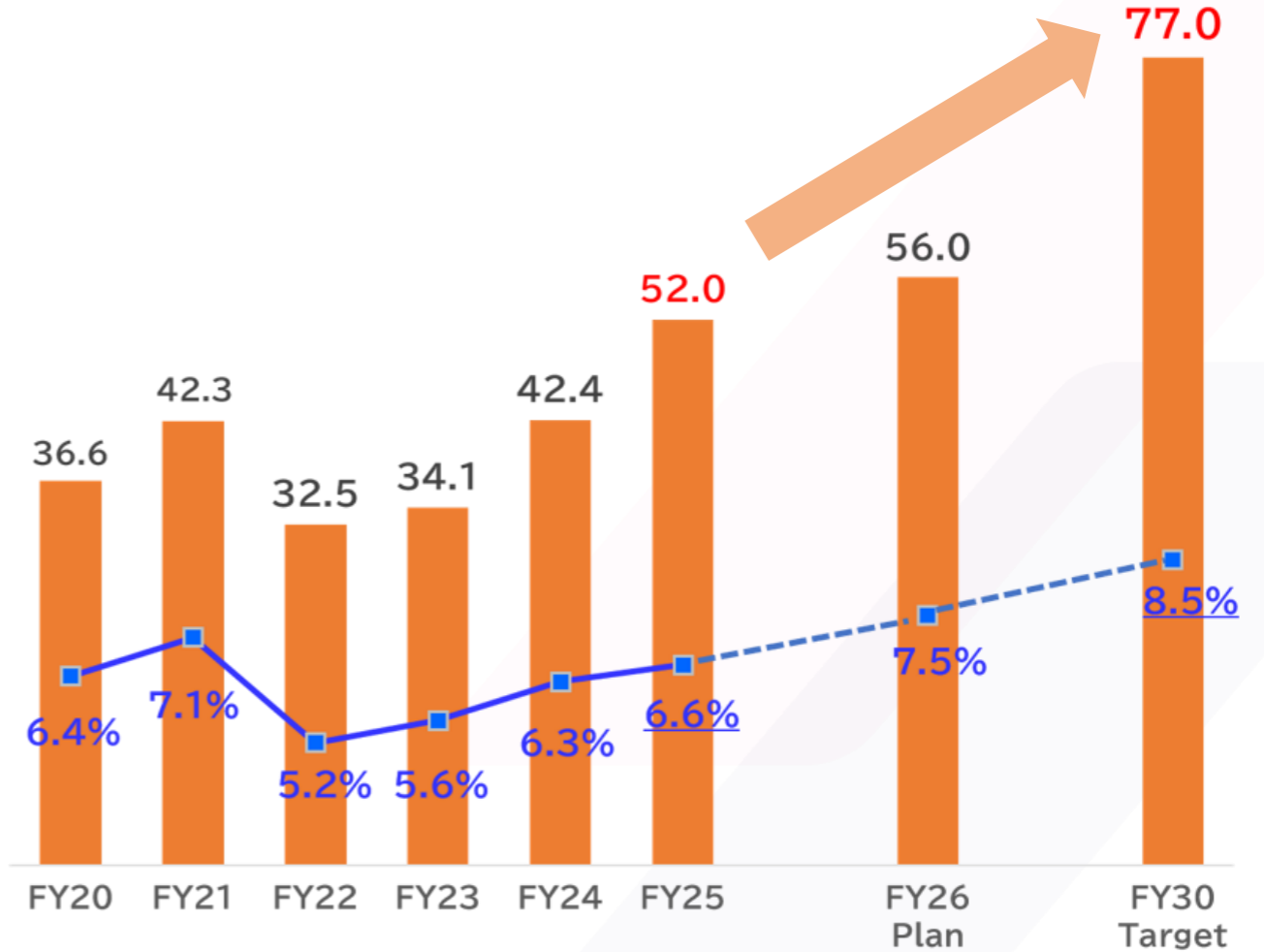
(billion yen)

■ Net Sales



■ Operating Profit

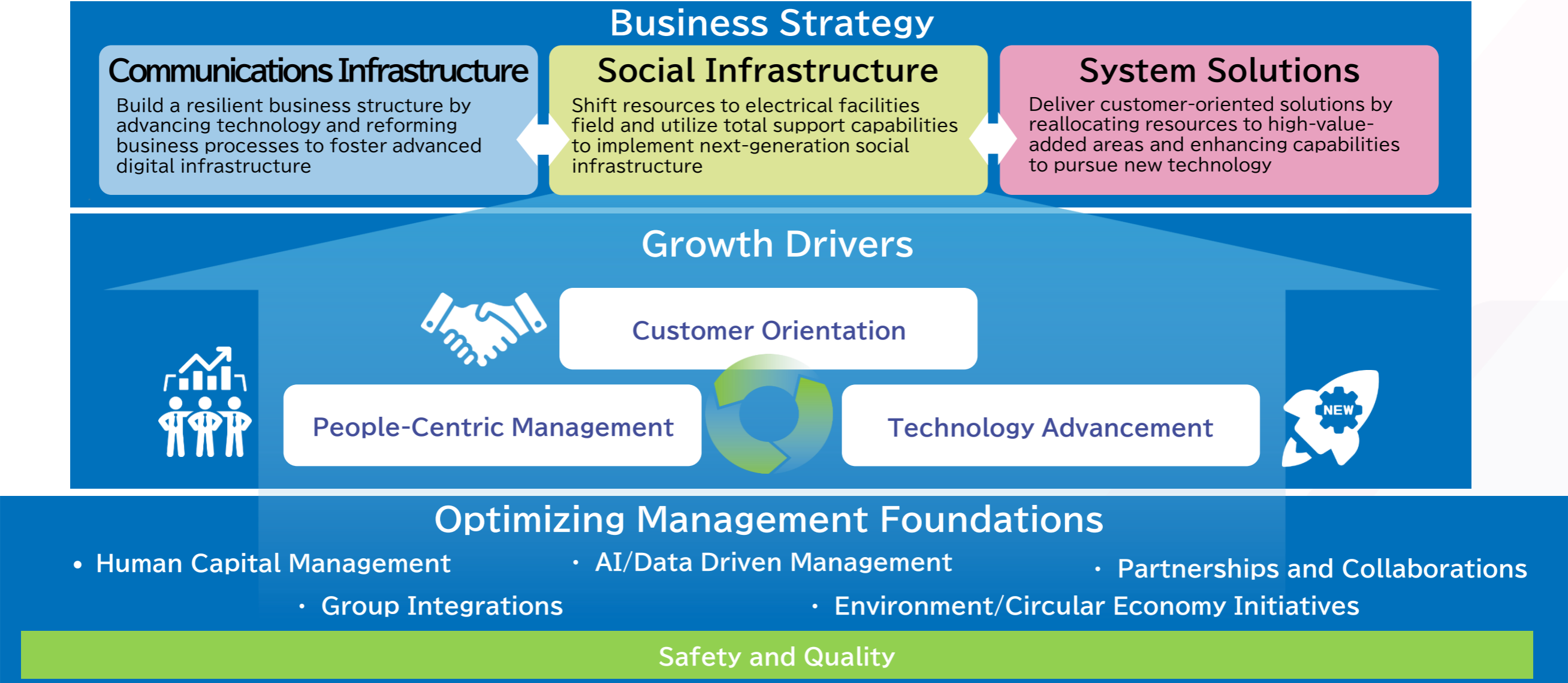
■ Operating Profit Margin



2. The Medium-Term Management Plan (2026~2030)

(1) Core Principles

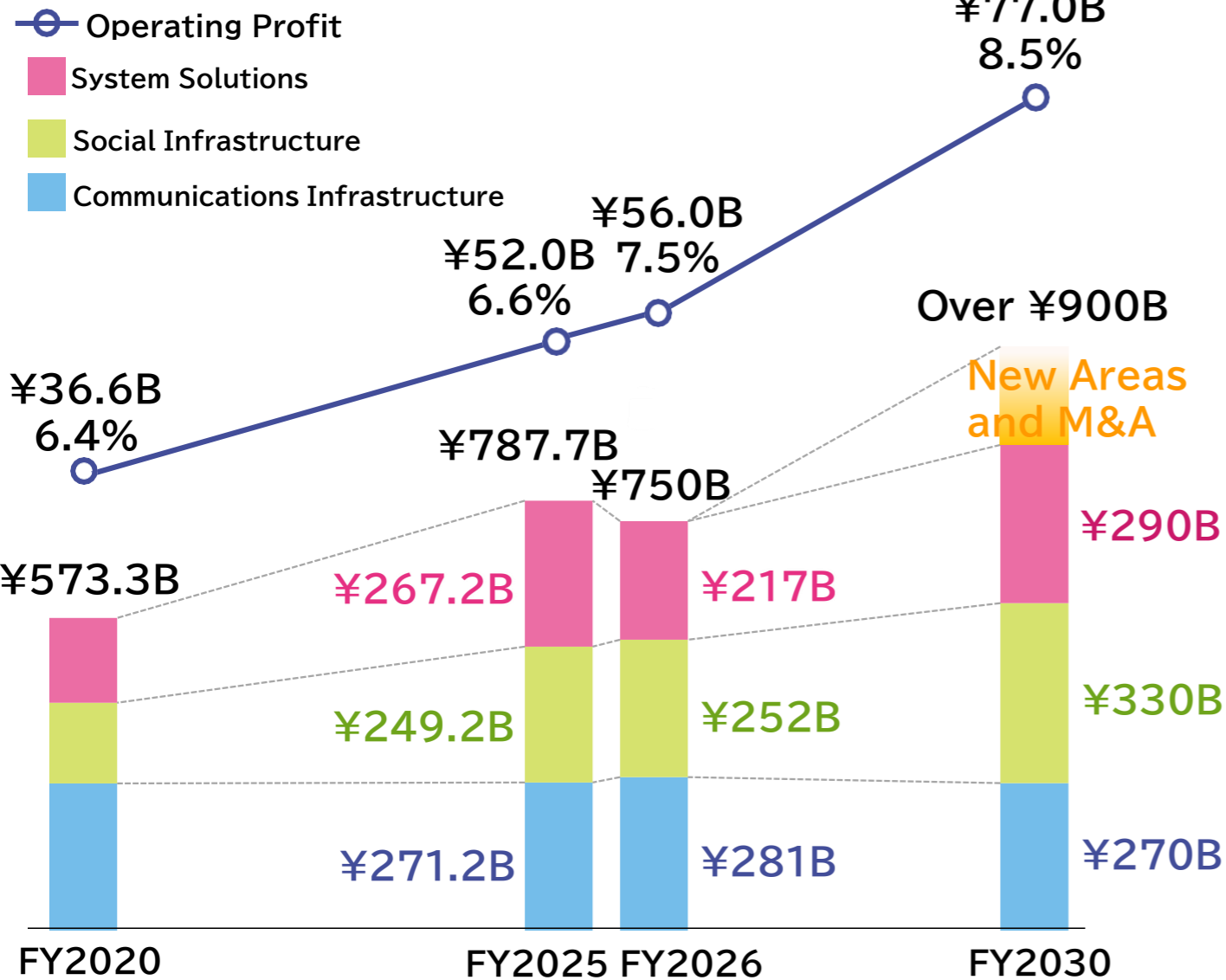
”Harnessing change, advancing together through strong skills and talent growth”



2. The Medium-Term Management Plan (2026~2030)

(2) Financial Targets

■ Net Sales and Operating Income



	FY2025 Actuals	FY2026 Plans	FY2030 Targets
Net Sales	¥787.7 Billion	¥750 Billion	¥900 Billion or more
Operating Income (Margins)	¥52 Billion	¥56 Billion	¥77 Billion
	(6.6%)	(7.5%)	(8.5%)
ROE	9.4%	10.1%	12.0%
EPS	¥151	¥175	¥260
Operating Income Ratios		-	

Segment Revisions

Segments were restructured to provide clarity of business scope and to strengthen management. Global operations previously grouped under the System Solutions segment will be reassigned to the relevant segments based on capabilities and scope.

2. The Medium-Term Management Plan (2026~2030)

(3) Segment Strategy - Communications Infrastructure

Build a resilient business structure by advancing technology and reforming business processes to foster advanced digital infrastructure

Key Transformation Points

Maximize profits through cross-group cost efficiency (5%+ productivity improvement)

- Standardize processes and utilize generative AI and digital technologies for design, construction, and indirect task optimization
 - ✓ Conduct site surveys with 3D technology and automate design and cost estimation using generative AI
 - ✓ Automate quality inspections with AI for document preparation
- Revise construction systems by consolidating tasks, enabling area-free operations, and expanding offshore work
- Reduce fixed costs through site consolidation

Enhance capabilities and secure workforce in line with telecom carrier business trends

- Improve communication quality and NW construction capabilities to handle increasing traffic
- Establish systems to promote service transfer and metal migration deployment
- Secure personnel through partner programs and collaborative training

Keep up to date on advanced technologies (e.g. IOWN, 6G, and satellite communications)

- Develop engineering and implementation capabilities for advanced technologies supporting next-generation digital infrastructure, such as photonics-electronics conversion and satellite communications

Train and Shift Resources to New Growth Areas

- Train personnel in power line jointing to grow power line engineering business
- Strengthen engineering capabilities for edge data centers by leveraging expertise in cabling and power construction

Financial Targets

	FY2025 Results	FY2030 Targets
Net Sales	¥271.2B	¥270.0B
Operating Income	¥25.2B (9.3%)	¥27.0B (10.0%)



Customer Orientation



People Centric Management

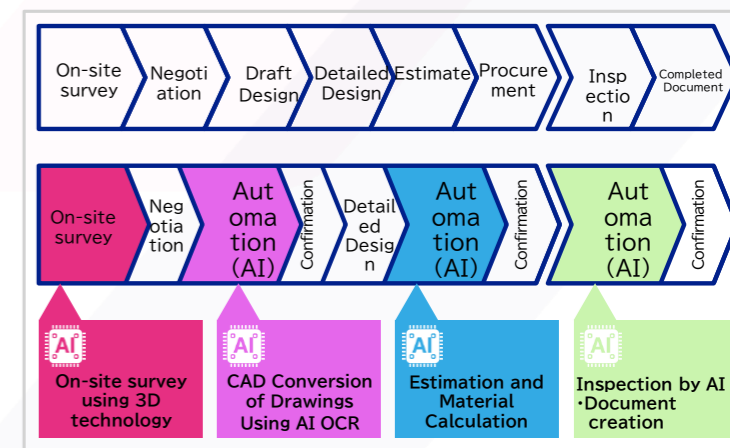


Technology Advancement



People Centric Management

Efficiency initiative example



2. The Medium-Term Management Plan (2026~2030)

(3) Segment Strategy - Social Infrastructure

Shift resources to electrical facilities field and utilize total support capabilities to implement next-generation social infrastructure

Key Transformation Points

Expand data center and electrical facility business utilizing enhanced group-wide total support capability

- Cover electrical, communication, network, and HVAC for Data Centers, providing design, construction, and maintenance at one-stop
- Strengthen construction capabilities for grid-scale storage batteries, power transmission and distribution construction, and semiconductor factories amid expected market growth

Leverage group engineering expertise to provide solutions for societal and customer challenges

- Support national resilience (disaster prevention), defense facility development, highway upgrades, and railway automation, contributing to the maintenance and enhancement of social infrastructure

Enhance construction capacity through bold personnel shifts

- Strengthen recruitment and training in the electrical field through a dedicated task force (40 new hires annually, including new graduates and experienced professionals)
- Shift talent actively via skill transfers; recruit, train, and utilize overseas personnel

Improve profits at group-wide levels

- Deploy advanced design and cost estimation analysis methods across group companies to set rational prices in order to maximize profits

Enhance technology to secure competitive advantage

- Strengthen construction techniques and streamline processes using AI (AI remote operation support technology)



Customer Orientation



Customer Orientation



People Centric Management

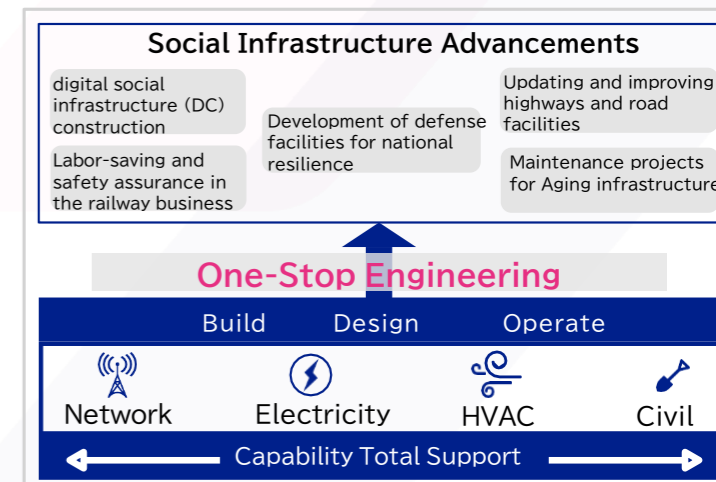


Technology Advancement

Financial Targets

	FY2025 Results	FY2030 Targets
Net Sales	¥249.2B	¥330.0B
Operating Income	¥14.5B (5.8%)	¥25.0B (7.6%)

Total Support Capability



2. The Medium-Term Management Plan (2026~2030)

(3) Segment Strategy - System Solutions

Deliver customer-oriented solutions by reallocating resources to high-value-added areas and enhancing capabilities to pursue new technology

Key Transformation Points

Strengthen proposals through consultative sales as a unified group and diversify customer portfolio

- Develop group-wide account plans based on client business trends and challenges
- Core Domain : Expand custom development and construction from key clients to heighten loyalty and secure recurring revenue



Customer Orientation

Expand range of solutions and enhance value

- Growth Domain: Accelerate customer-oriented solution offerings, strengthening consulting, cloud, edge computing, security, ERP, CRM, and BI proposals to improve customer reach and increase revenues/profits
- Reinforce ERP capabilities to gain competitive advantage delivering all-in-one applications combining low-code software development with security and cloud
- Emerging Domain: Strengthen R&D in AI and other emerging technologies to deliver new value and acquire new customers



Customer Orientation



Technology Advancement

Shift talent and skillsets

- Expand business focusing on Growth and Emerging domains, developing PM/PL talent skilled in AI and shifting resources to upstream processes
- Promote talent rotation among group companies to generate synergies



People Centric Management

Improve productivity

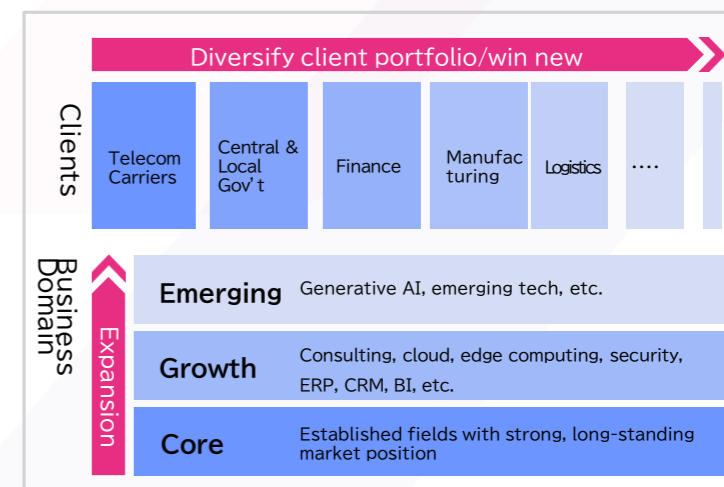
- Integrate AI into business processes to pursue efficient, data-driven/AI-driven operations

Financial Targets

	FY2025 Results	FY2030 Targets
Net Sales*	¥267.2B	¥290.0B
Operating Income	¥12.2B (4.6%)	¥25.0B (8.6%)

*expected 5yr growth of non-GIGA school related projects: +¥70B

Sales/Solution Strategy



2. The Medium-Term Management Plan (2026~2030)

(4) Status of Initiatives - Edge data center initiatives

“Edge Data Center Solutions” with two menu options (modular and container-based), delivering tailored construction and management as a comprehensive, one-stop solution



Edge data center solutions

- Two menu options: “modular” and “container” types, allowing customers to select the optimal environment that fits installation location as well as application needs
- Comprehensive support from hardware selection to installation
- Fulfills essential requirements of edge data centers—short delivery times, low costs, and flexibility—at a high level
- One-stop solution for quick and flexible response to corporate IT needs
- Exploring development of an economically efficient packaged data center solution combining refurbished GPU servers procured by the Exeo Group

2. The Medium-Term Management Plan (2026~2030)

(4) Status of Initiatives - Offering Services

Comprehensive, end-to-end solutions - from concept development to implementation and operation - leveraging technology, expertise, and system integration capabilities to address client challenges.

Offering Services

EXEO Group's knowledge and achievements organized and systematized as best practices

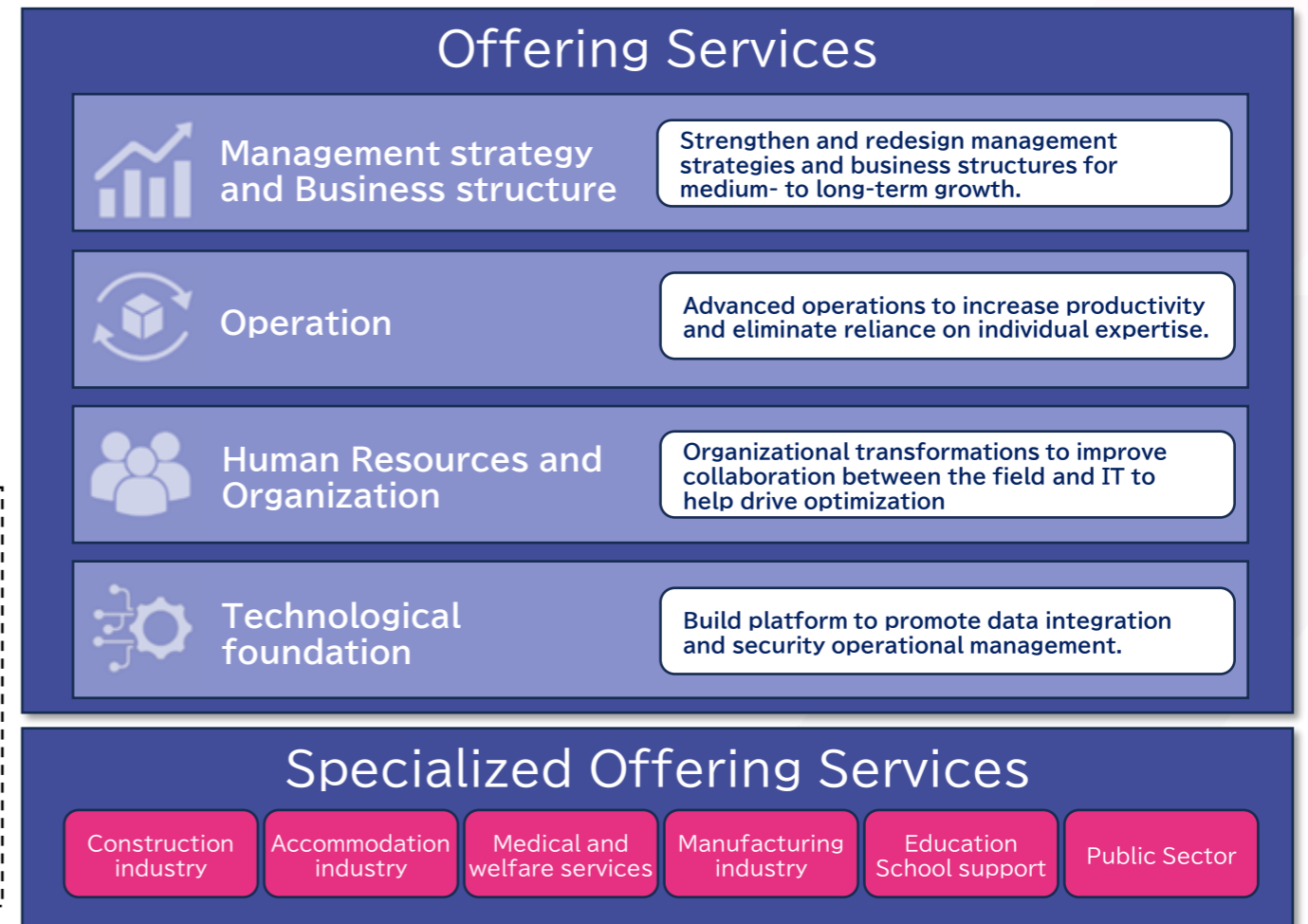
- Identify challenges and develop roadmap through consultation
- Implement systems and network infrastructure according to the roadmap
- Continuous improvements through operation and maintenance support

Service Name: EX-LIGN

EX (Exeo Group) + ALIGN (Align/Partner)



"LIGN" embodies the meanings of ALIGN (align/partner) and LINE (connect with a single line). EX-LIGN is a collaborative approach that visualizes ground-level insights, identifies discrepancies within organizations, and connects them into a single, cohesive line, helping clients progress through continuous digital transformation.



2. The Medium-Term Management Plan (2026~2030)

(4) Status of Initiatives - Global Initiatives

Unlocking new phase of growth through seamless domestic and global operations

Key Transformation Points

Create synergies among group companies

- Pursue segment management, leveraging domestic segment expertise to support global subsidiaries
- Deploy overseas business knowledge and capabilities into the Japanese market
- Utilize offshore centers (Vietnam, Philippines, Indonesia, etc.) to improve domestic business productivity



Customer Orientation

Continuous investments in growth businesses to stabilize earnings

- Grow the neutral hosting business capturing demand in Southeast Asia
- Scale the refurbishing business to meet growing GPU server demands
- Address global data center customer needs driven by AI demand (Malaysia, India)
- Expand footprint in system solutions domain
- Improve engineering processes using DfMA to increase profitability

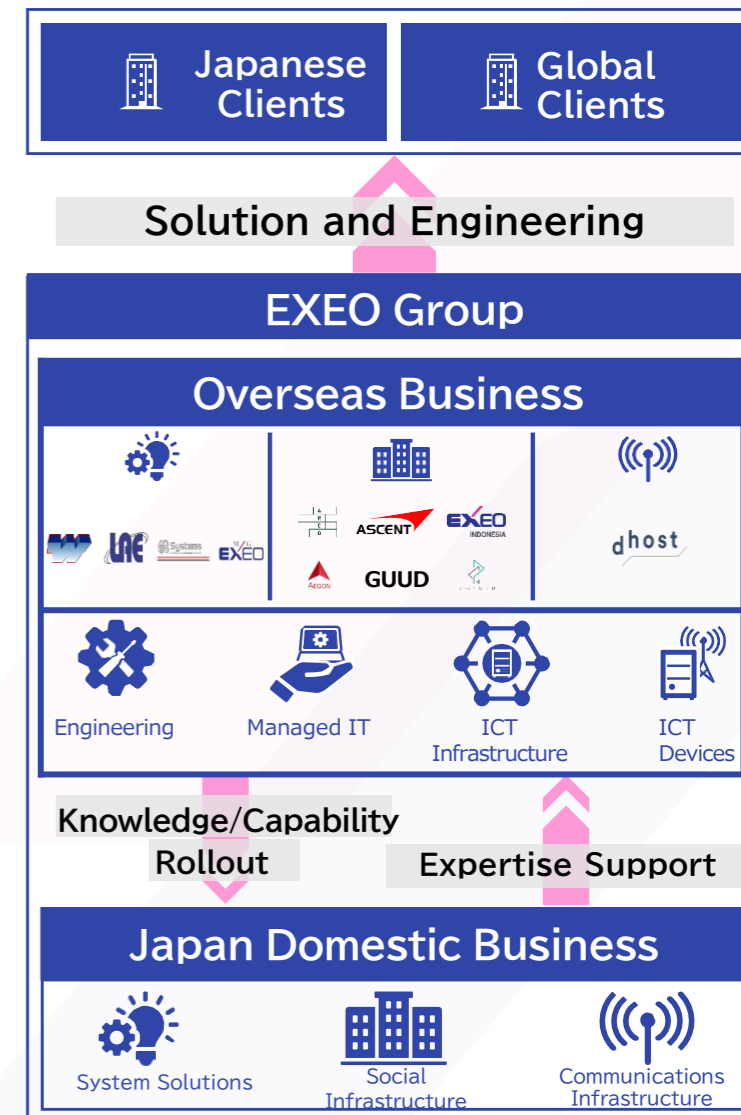


Customer Orientation

Strengthen overseas operations management

- Strengthen governance over overseas subsidiaries with global seamless framework (including business processes and IT infrastructure)
- Optimize internal tasks and pursue efficiencies through AI tool utilization and digital transformation
- Accelerate business profitability through selection and concentration

Seamless Global Operation



3. Capital Allocation and Operational Efficiencies

(1) Capital strategy under the Medium-Term Management Plan (2026~2030)

Capital Efficiency Improvements

Promote profit growth and improve capital efficiency, aiming for an **ROE of 12%**.

ROE

Profit Growth

- Enhance customer focus to increase profitability through high value-added proposals
- Improve productivity by revising business processes using AI and other technologies
- Invest actively in growth sectors

Capital Efficiency

- Sell non-necessary assets
- Continue progressive dividends
- Repurchase treasury stock

Optimal Capital Allocation

Balance **proactive growth investment** and **stable shareholder returns**

CASH IN

Funding
¥74B

Sale of Assets
¥60B

Operating Cash Flow*
¥350B

Growth Investments
¥120B

CASH OUT

Growth Investments
¥300B

Shareholder Returns
¥130B

* allocate ¥120B from operating CF to growth investments

Business Growth and Expansion Investments 100B JPY

- Enhance new technology areas and secure talent through M&A
- Invest in ventures aiming to collaborate with advanced technology firms

Human Capital Investments 50B JPY

- Establish technical training centers
- Talent development
- Talent acquisition and recruitment
(including increased labor costs due to workforce expansion)

IT & Digital Transformation 70B JPY

- Centralize data and automate integration through common system infrastructure
- Develop data utilization platforms and provide to group companies
- Enhance metadata and improve data quality to activate data use by humans, AI, and robots
- Operate, maintain, and upgrade foundational systems

R&D Investments 20B JPY

- Enhance R&D productivity for growth businesses
- Investigate advanced technologies and assess commercialization

Facility/maintenance development 60B JPY

- Improve construction productivity while enhancing employee engagement through site development
- Promote consolidation and optimization of sites

3. Capital Allocation and Operational Efficiencies

(2) Shareholder Returns - Dividends, Share Buybacks

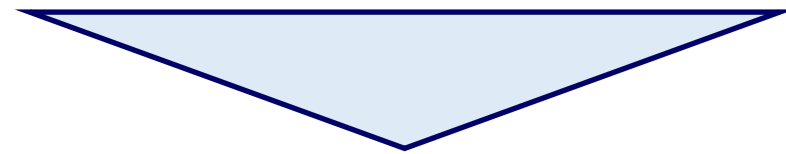
Following the strong performance in fiscal year 2025, the year-end dividends for fiscal year 2025 will be increased by 2 yen.

For fiscal year 2026, the dividend policy will be changed to 4.5% DOE standard with a planned dividend of 80 yen, marking the 15th consecutive year of dividend increases.

The company will continue share buybacks of 4 billion yen, aiming for a total shareholder return ratio of 60%

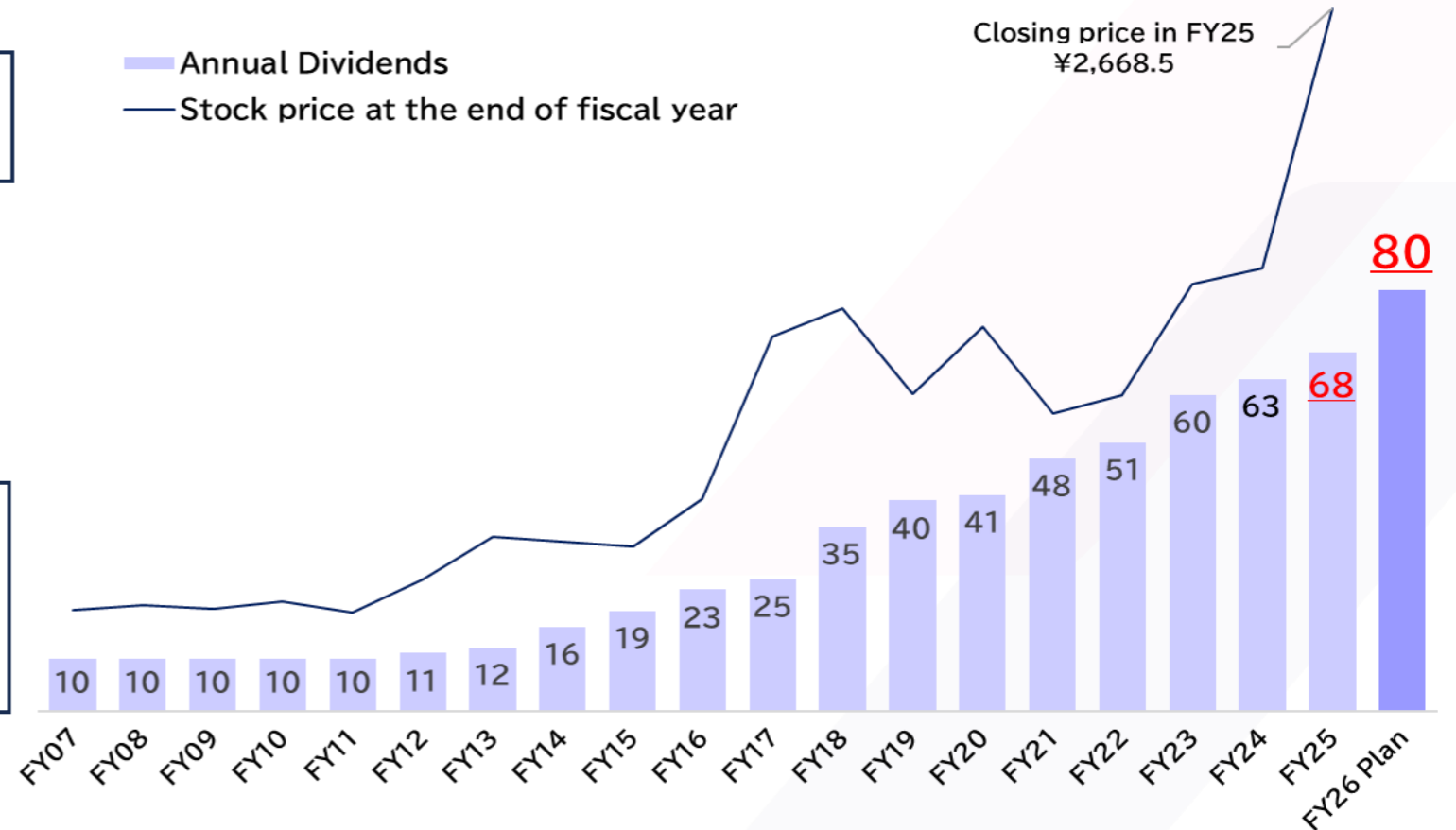
Change in shareholder return policy

Dividends: To be paid at a target of 4.0% DOE.



From 2026
 Dividends: To be paid at a target of **4.5% DOE**
 Total shareholder returns: To continue share buybacks with a total shareholder return ratio of **60%**

Annual Dividends and Share Price





Engineering for Fusion

社会を繋ぐエンジニアリングを
すべての未来へ

