



May 13, 2026

For Immediate Release

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Notice Concerning the Formulation of the Medium-Term Management Plan (2026-2030)

EXEO Group, Inc. hereby announces that its Board of Directors resolved the Medium-Term Management Plan (2026-2030) at a meeting held on May 13, 2026.

1. Overview of the Medium-Term Management Plan (2026-2030)

Under its 2030 Vision, "Engineering for Fusion" –Engineering connecting everything in society to the future-, Exeo Group, Inc. has established its medium-term management plan. Anchored by the phrase "Harnessing change, advancing together through strong skills and talent growth", Exeo Group, Inc. will strategically navigate three growth drivers -Customer Orientation, Technology Advancement, and People-Centric Management- to transform itself from a telecommunications construction company into an enterprise that delivers value across a broad range of infrastructure fields.

In addition, with the aim of optimizing its management foundation, the company will spearhead six key initiatives: Human Capital Management, Partnerships and Collaborations, AI/Data Driven Management, Group Integration, Environment/Circular Economy Initiatives, and Safety and Quality.

2. Financial Targets under the Medium-Term Management Plan (2026-2030)

Financial targets for FY2030 are as follows:

Net Sales	Operating Income (Margin)	ROE	EPS
Over 900 billion Yen	77 billion Yen (8.5%)	12.0%	260 Yen

3. Reference Material

For details of the Medium-term Management Plan, please refer to the attached materials.



EXEO Group Medium-Term Management Plan (2026-2030)

EXEO Group, Inc.

May 13, 2026

Medium-Term Management Plan (2021-2025) Review

- Review: Medium-Term Management Plan (2021-2025)
- Evolving Corporate Landscape & Challenges

Medium-Term Management Plan (2026-2030)

- Core Principles
- Financial Targets
- Segment Strategies: Communications Infrastructure, Social Infrastructure, System Solutions
- Global Initiatives
- Growth Drivers: Customer Orientation, Technology Advancement, People-Centric Management
- Investment Strategy for Business Growth and Expansion
- 6 Initiatives to Optimize Management Foundations
- Investments Towards Sustainable Growth
- Capital Allocation and Operational Efficiencies

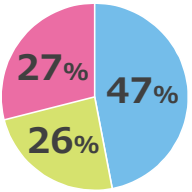
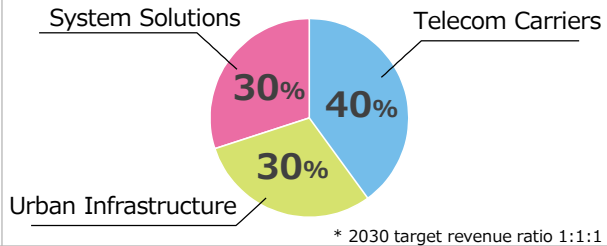
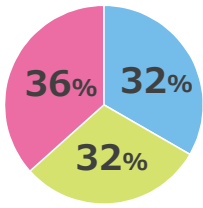
Appendix	Changes to Business Segments
	List of Group Companies (Assets and Capabilities)
	Non-Financial Targets (2030)
	Value Creation Process



Medium-Term Management Plan (2021-2025) Review

4 Review: Medium-Term Management Plan (2021-2025)

Financial Achievements

	FY2020	FY2025 Targets	FY2025 Actuals	Variance
Net Sales	¥573.3 B	¥630.0 B	¥787.7 Billion	+ ¥157.7 B
Operating Income	¥36.6 B	¥47.0 B	¥52.0 Billion	+ ¥5 B
Operating Margins	6.4%	7.5%	6.6%	- 0.9%
Business Portfolio				-
ROE	8.8%	> 9.0%	9.4%	+ 0.4%
EPS	¥109	> ¥140	¥151	+ ¥11

* EPS figures revised to reflect stock splits

All financial targets met except operating margins, indicating potential for profitability improvements

5 Review: Current Medium-Term Management Plan (2021-2025)

Achievements by Segments

Telcom Carriers		Urban Infrastructure		System Solutions	
Building a 5G Base <p>Contributed toward construction of high-speed NW infrastructure such as mobile 5G and fixed 10GB lines</p>	Increasing profitability and productivity <p>Standardized business processes and quality inspection centers</p>	Developing new fields <p>Expanded data center business through electrical and communication construction capabilities and workforce shifts</p> <p>Grew building renovation and infrastructure development projects utilizing advanced construction methods.</p>	Advancement of construction DX <p>Utilized BIM/CIM in electrical and cabling projects for data centers and building construction</p>	Promoting High Value-added businesses <p>Deployed solutions using ServiceNow and low-code development</p> <p>Executed large-scale projects including Giga School and advanced educational apps for school administration</p> <p>Expanded global business and promoted structural reforms for sustainable growth</p>	Expanding recurring businesses <p>Scaled maintenance and operation services</p>

Management Foundations

Safety/Quality <p>Promoted safety measures utilizing digital transformation solutions (e.g., NW-AI cameras)</p>	Environment/Energy <p>Selected as "A-List" company in CDP (FY24)</p>	Human Resource Strategy <p>Promoted work-style reform and diversity improving employee engagement</p> <p>Obtained Gold certification in the PRIDE Index 2025</p>	Group Management <p>Integrated and standardized core systems</p> <p>Established Group Compliance Risk Control Standards</p>
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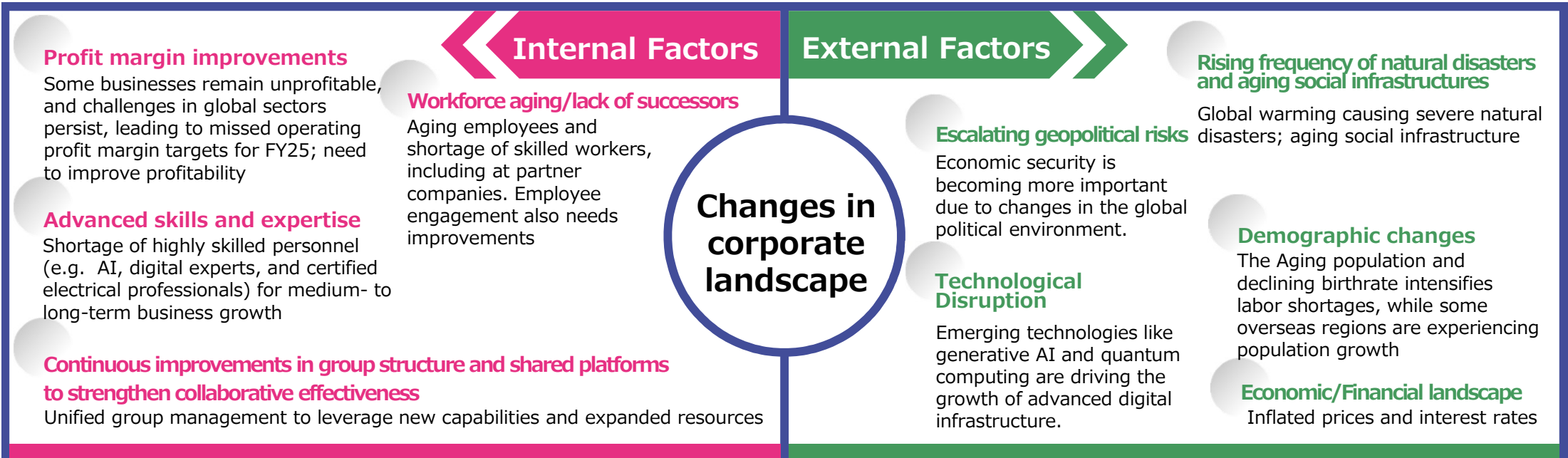
Challenges

- Selective business growth in low-margin projects and global sector for profitability improvements
- Optimize group formation and shared infrastructure to further enhance group synergies

Established a well-diversified business portfolio by expanding all segments, though profitability enhancements are still required

6 Evolving Corporate Landscape & Challenges

Address challenges and adapt to rapidly changing external environments



Managerial Challenges

Profitability/Productivity

- Focus on growth sectors
- Improve low-profit businesses
- Utilize generative AI and other technologies

Sustainable Growth

- Develop technical skills to support growth
- Secure/develop human resources
- Emphasize customer orientation

Group Synergy

- Transition to an optimal group formation
- Strengthen standardized management platforms

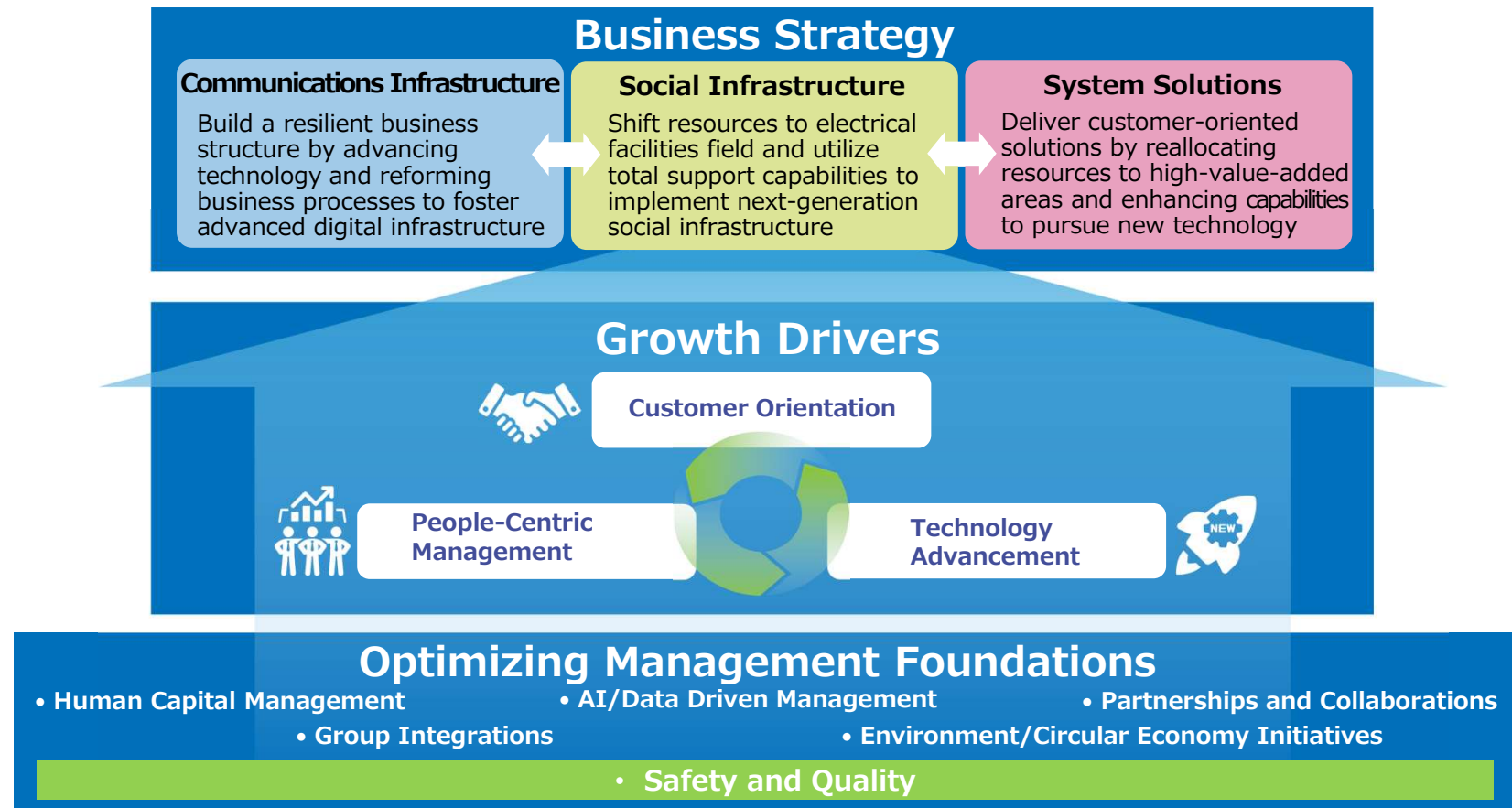


Medium-Term Management Plan (2026-2030)

Core Principles

2030 Vision: "Engineering for Fusion" –Engineering connecting everything in society to the future-

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

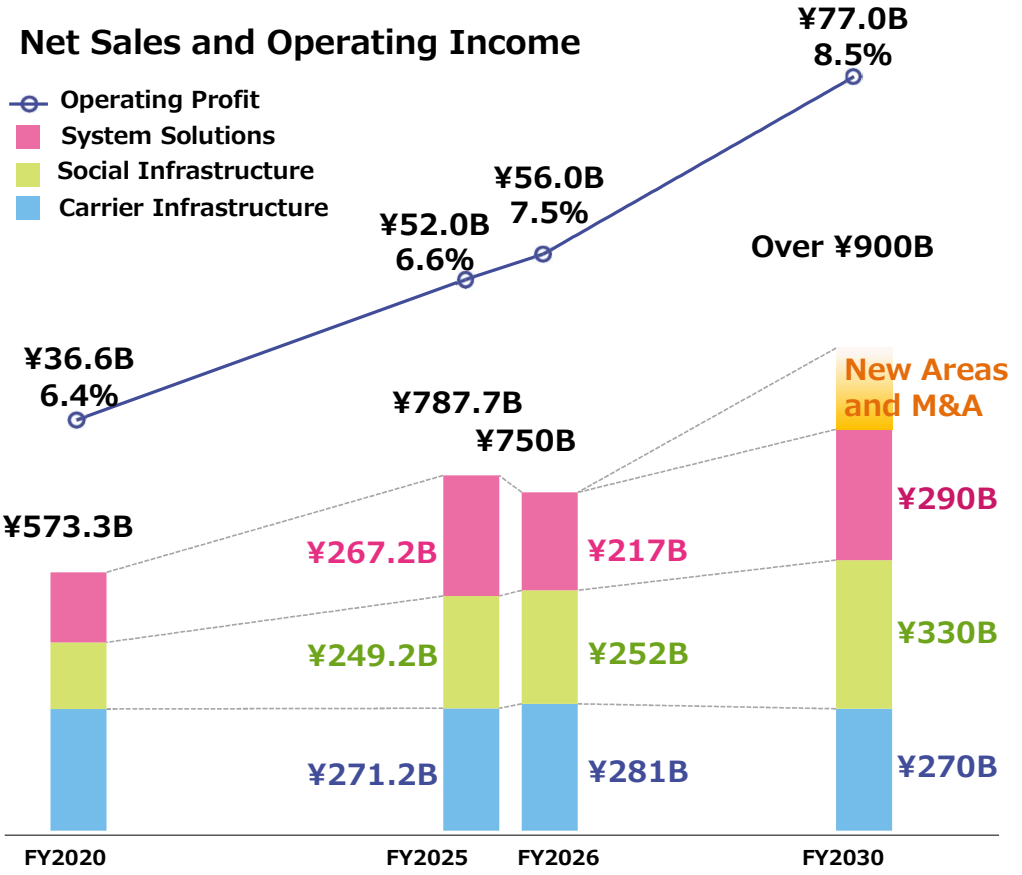


Financial Targets

Improve profitability of each business to achieve sustainable growth and reach new heights

Customer-oriented approach to enhance value creation productivity, aiming to balance profitability across segments

Net Sales and Operating Income



NOTE: Figures for FY25 and beyond shown under new segments

	FY2025 Actuals	FY2026 Plans	FY2030 Targets
Net Sales	¥787.7 Billion	¥750 Billion	> ¥900 Billion
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	<ul style="list-style-type: none"> System Solutions: 24% Social Infrastructure: 28% Communications Infrastructure: 49% 	-	<ul style="list-style-type: none"> System Solutions: 33% Social Infrastructure: 33% Communications Infrastructure: 33%

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.

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



Customer Orientation



People Centric Management



Technology Advancement

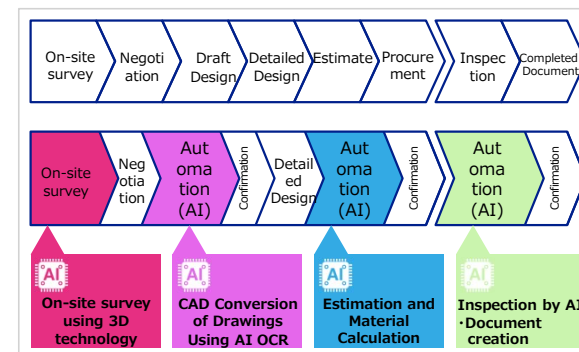


People Centric Management

Financial Targets

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

Efficiency initiative example



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



Customer Orientation

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



Customer Orientation

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



People Centric Management

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)

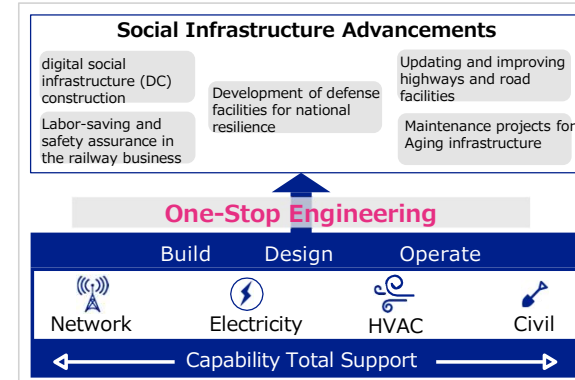


Technology Advancement

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



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

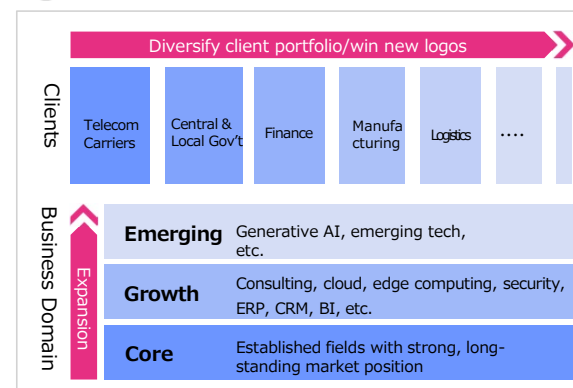
- Integrate AI into business processes to pursue efficient, data-driven/AI-driven operations

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



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

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

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

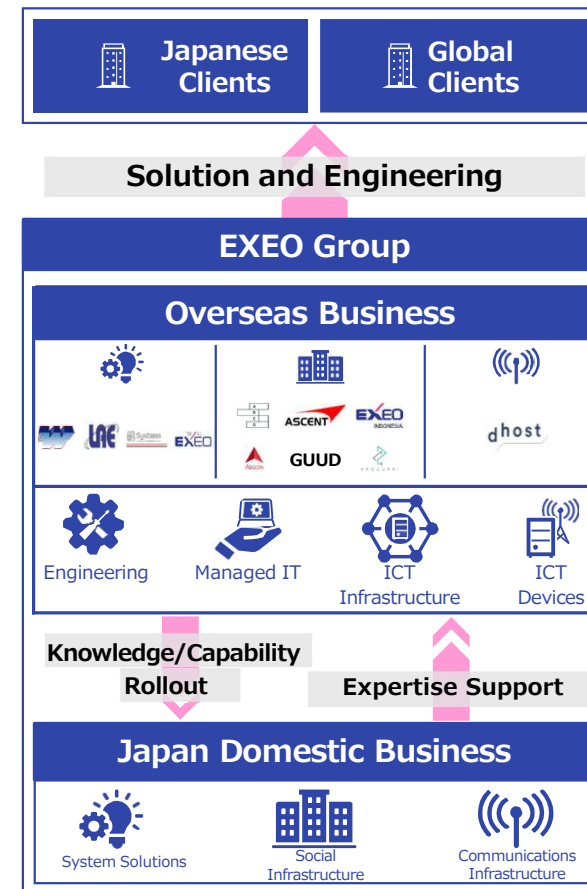


Customer
Orientation



Customer
Orientation

Seamless Global Operation



Growth Drivers: ① Strengthening Customer Orientation

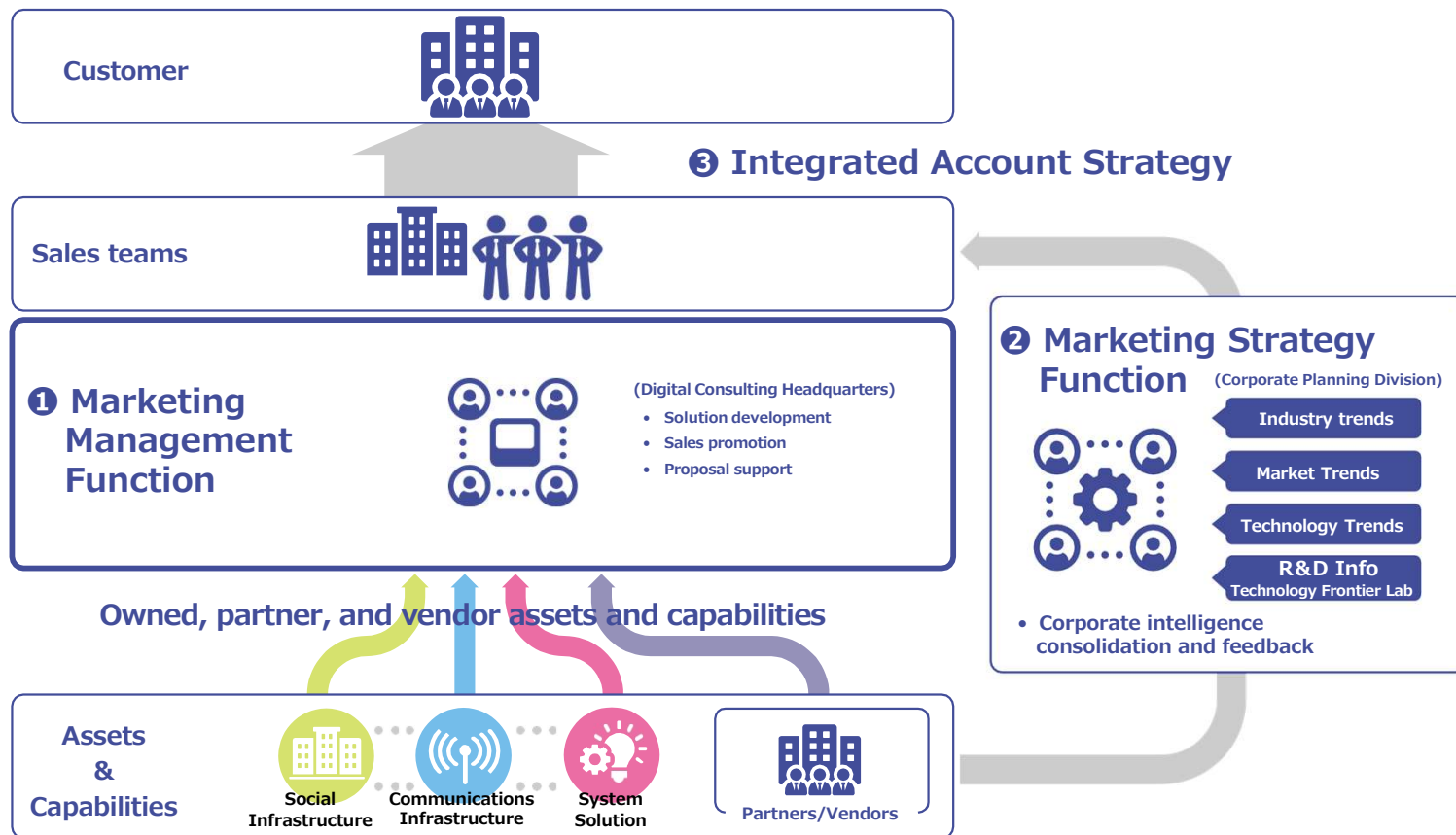
Enhance marketing capabilities and deliver high-value services through market-driven strategies

Strengthen marketing management capabilities to support solution business development and sales, consolidate strategic market intelligence regarding industry/market/technology trends, and drive cross-sell/upsell of high-value services structured around group integrated account plans to ensure customer-centric practices

① Marketing management function to consolidate group-wide market-driven businesses

② Marketing strategy function to accelerate market-driven business development

③ Integrated account strategies to drive cross-sell/upsell of high value-added services



Growth Drivers: ② Accelerating Technology Advancement

Enhance R&D through a market-driven approach, addressing social challenges and technology trends

Organizational Strategy

- **Established Technology Frontier Lab**
R&D promotion and management

Commercialization Strategy

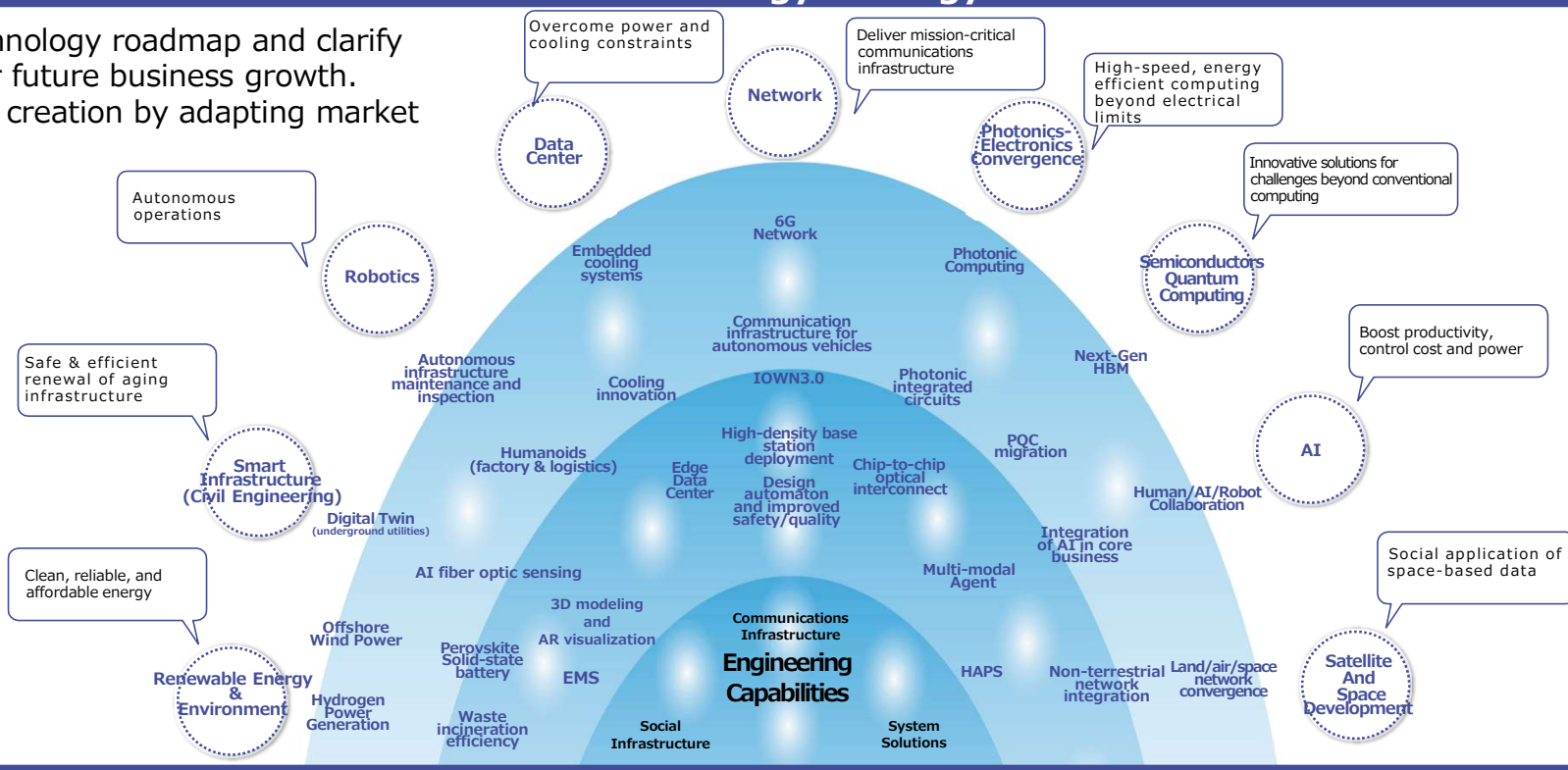
- Identify essential technology and addressable market
- Leverage accelerator programs and VCs to engage with startups and developers

Investment Strategy

- Double R&D investment-to-sales ratio

Technology strategy

- Formulate a technology roadmap and clarify priority areas for future business growth. Accelerate value creation by adapting market needs.



Growth Drivers: ③ Implementing People-Centric Management

Execute business strategy predicated on the Human Capital Portfolio

Business Strategies



Communications Infrastructure

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



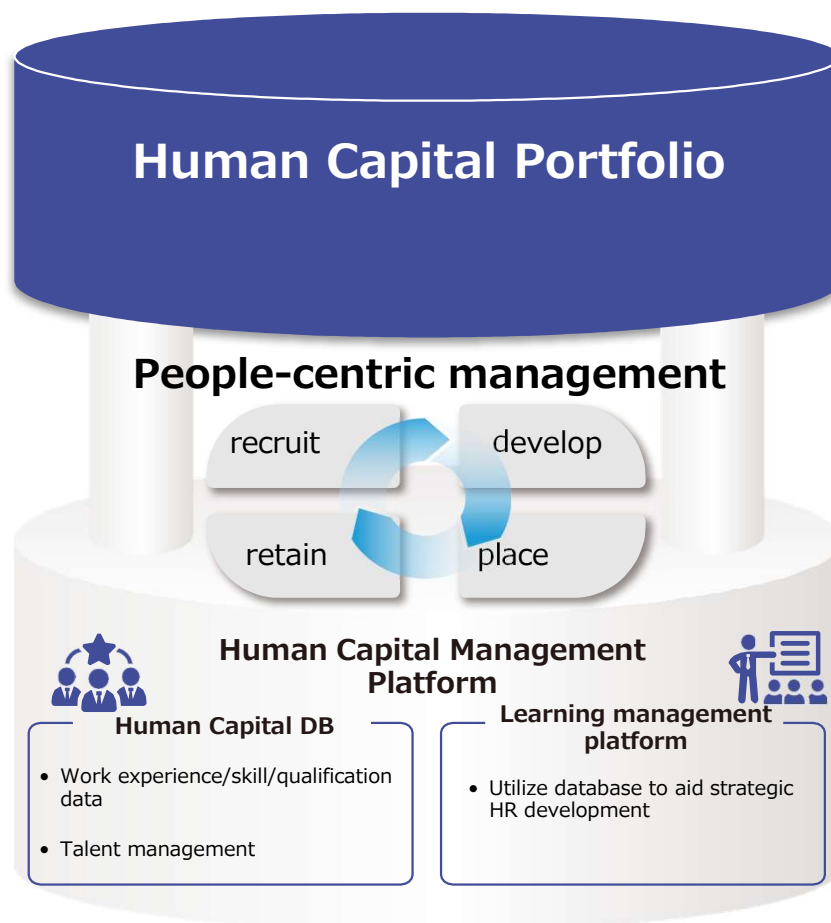
Social Infrastructure

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



System Solution

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



Human Capital Strategies



Communications Infrastructure

- Develop digital technology talent
- Strengthen partnerships with partner companies to attract talent (recruitment and training collaboration)
- Develop talent for private transmission lines



Social Infrastructure

- Drive skill transfers to electrical equipment construction and resource shifts
- Strengthen recruitment for new and experienced personell
- Utilize offshore and overseas resources



System Solution

- Develop generative AI skills
- Develop PM/PL talent and shift to upstream processes



Partners

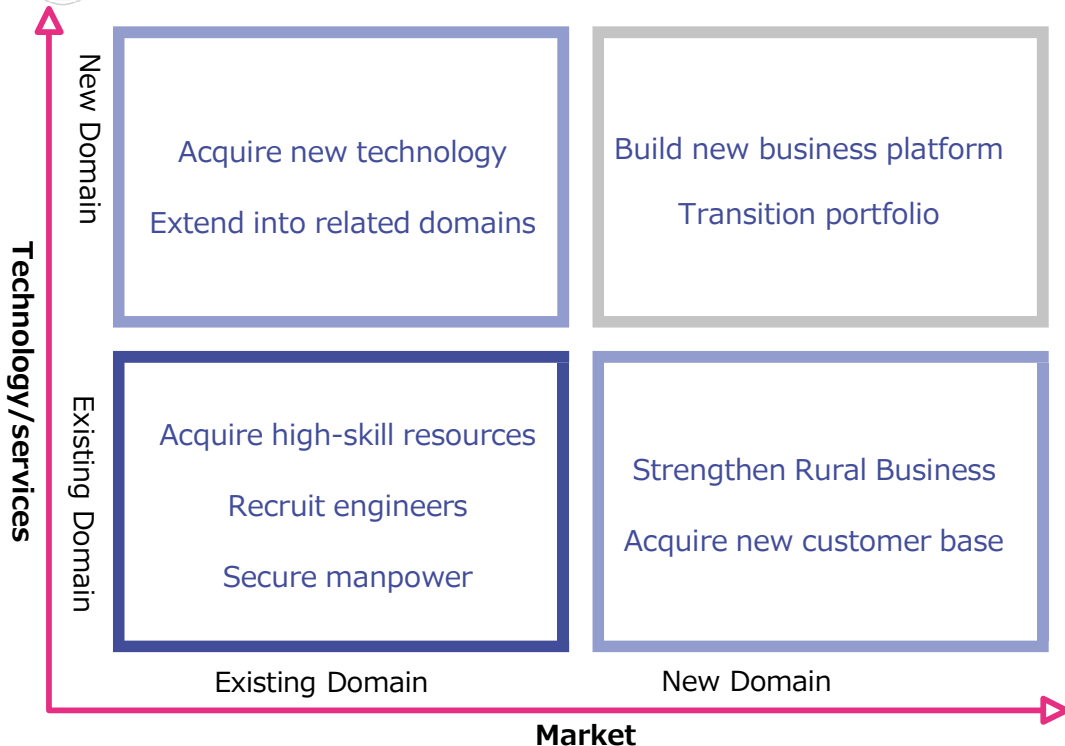
- Strengthen partnerships and collaborate recruitment and training activities

Investment Strategy for Business Growth and Expansion

Enhance capabilities and acquire advanced technologies via M&A and venture capital

- Execute M&As to accelerate growth in data centers and generative AI, enhance engineering capabilities, and strengthen core businesses through expansion into adjacent domains
- Investments in venture and startup companies to collaborate with next-generation and advanced technologies

Capability Improvements utilizing M&A



Investments in emerging technology

Invest to analyze/select emerging technologies and businesses, identify growth-driving themes at an early stage, and translate them into next actions



Innovation Development Unit/ EXEO Innovation Fund

- Coordinate regularly with general partners
- Monitor current and prospective startups
- Analyze technology and business trends
- Outline initial synergy hypotheses



Business Organizations

- Assess conformity with existing business
- Evaluate contribution to customer value and competitive advantage
- Plan PoC and collaboration plans
- Make initial Go/No-Go decision



Upper management/Strategic Alliances Division

- Negotiate additional investments in selected startups
- Monitor post-investment commercialization progress

Six Initiatives to Optimize Management Foundations

Human Capital Management

Partnerships and Collaborations

AI/Data Driven Management

Group Integration

Environment/Circular Economy Initiatives

Safety and Quality

Human Capital Management

Strengthen human capital management by enhancing recruitment, development, optimal placement, and retention to maximize corporate value

**FY2030
Targets**

- Transformational Leaders: 780
- Paternity Leave Utilization: 85%
- Employee Satisfaction: > 80%

(Currently Implemented Survey Criteria)

Secure Competitive Talent

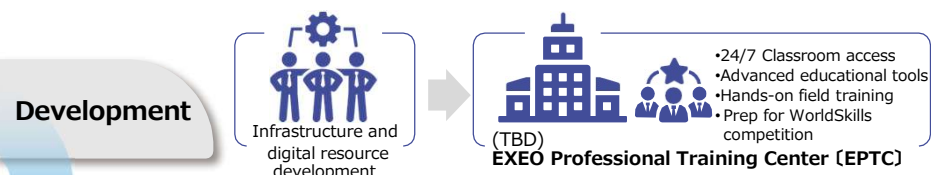
- Utilize diverse recruitment methods to acquire talent
- Raise awareness regarding initiatives toward advanced technologies and social contribution (e.g., university partnerships)
- Secure and support retention of diverse talent, including foreign nationals, through offshore collaboration
- Strengthen recruitment and training through collaboration with partners

Global Talent Recruitment PF



Develop Transformational Leaders and Strategic Talent

- Establish training centers to develop technical skills
- Strengthen development of transformational leaders
- Cultivate expertise in strategic business domains (electricity, AI, security, power private line joint, PM, etc.)
- Enhance practical AI capabilities



Enhance engagement & enable diverse work styles

- Enhance work motivation through autonomous learning and career support
- Improve work styles and compensation systems to maximize employee capabilities
- Refine welfare programs to meet diverse employee needs
- Foster psychologically safe workplace culture and promote health management

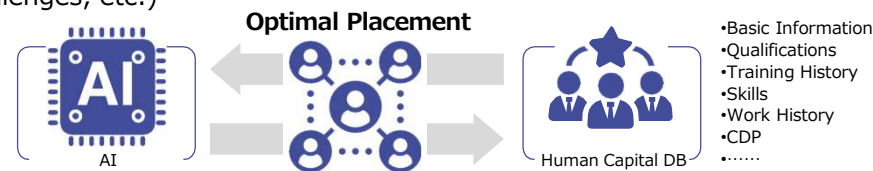


Retention

Assignments Aligned with Business Trends

Optimal Placement

- Enhance talent database to accumulate and visualize skill and experience data
- Build talent management with AI-integrated talent database for optimal placement
- Facilitate cross-group personnel mobility (secondments, reskilling, job challenges, etc.)

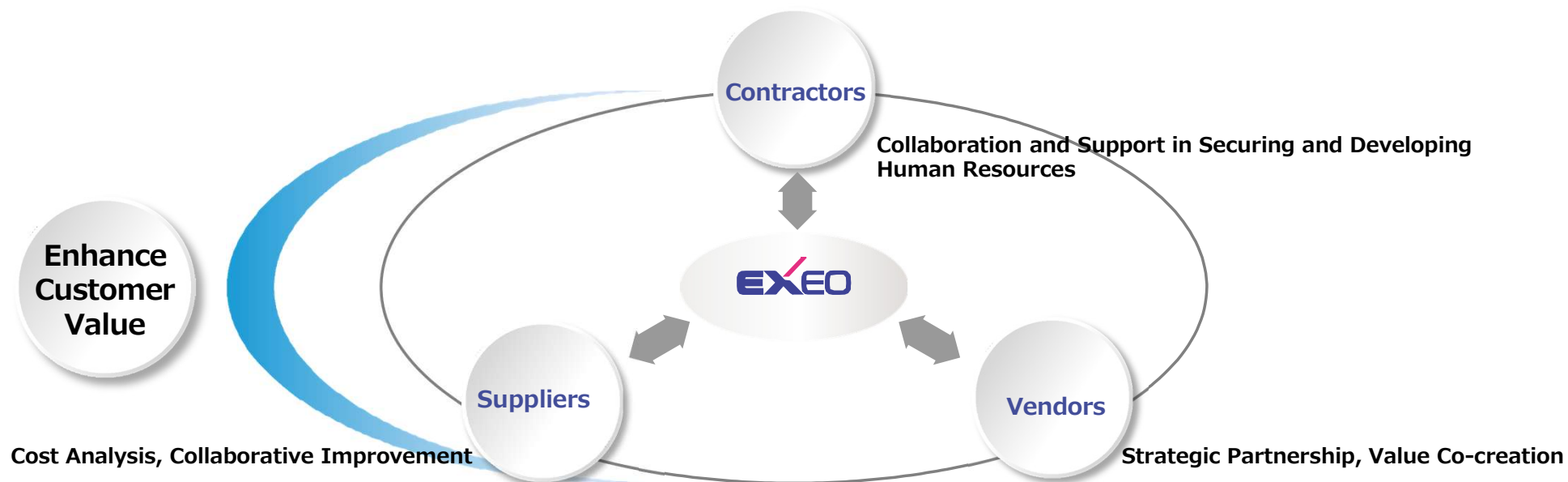


Partnerships and Collaborations

Build a win-win ecosystem with partner companies to address customer needs, secure talent, and improve efficiency throughout the value chain

Elevate risk management and create competitive advantage with partner companies to enhance customer value

- Suppliers : Jointly analyze and improve costs; enhance procurement through digital operations
- Contractors : Utilize partner programs and collaborative training to secure talent
- Vendors : Engage early in new projects as strategic partners to build and ecosystem creating competitive advantage.



21 AI/Data Driven Management

Strengthen group IT infrastructure, evolve into an AI-centric company, and implement data-driven management

FY2030
Targets

Standardized Platform Adoption Rate: 100%

8 strategic imperatives toward transitioning to an AI-centric organization and achieve data-driven management

Connecting data to foster cohesiveness
"One EXEO Group"

Cross-group management through digital transformation

1 Reinforce group IT governance

2 Build/standardize core systems

3 Provide IT services to group companies

4 Unify group communication environment

Leveraging Group-wide IT and digital transformation expertise to support business

Digital transformation for sustainable growth

5 Enhance data utilization

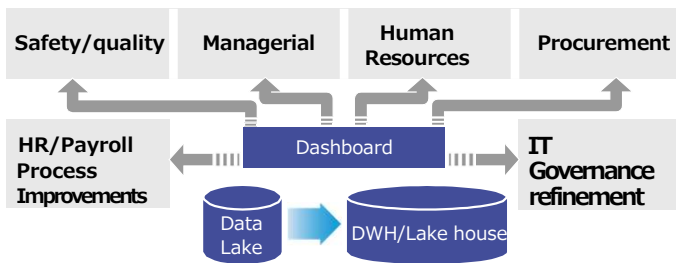
6 Improve efficiency and transform business through AI utilization

7 Create an employee friendly IT environment

8 Reinforce security and compliance

Data-driven management decisions

Build a foundation for rapid management decisions by integrating & visualizing data



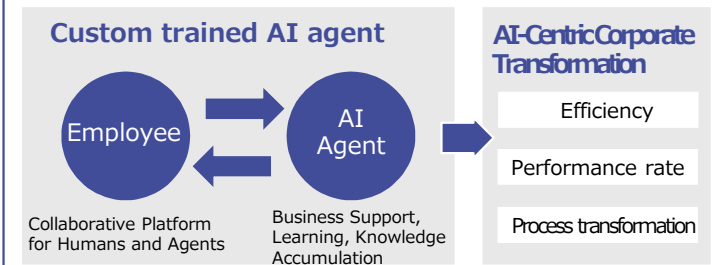
Agentic AI to transform business

Accelerate business transformation by leveraging external AI solutions, and raise competitiveness through industry-specific expertise and proprietary knowledge



Personal AI agents to revolutionize management

Personal AI agent for every employee to trigger transformation



22 Group Integration

Strengthen centralized management and optimize governance to drive group synergy

Refine organizational structure and governance to deliver heightened customer value

Optimize organization structures aligned with area of business

- Communication Infrastructure and Social Infrastructure segments managed by areas considering regional characteristics; system solution segment managed nationwide without area restrictions
- Consolidate overlapping resources and functions to drive centralized operations

	Communications Infrastructure	Social Infrastructure	System Solutions
Tohoku	Tohoku Branch/Daiwa Densetsu Corp.	EDS /ESM	
Tokai	Tokai Branch/C-Cube Corp.		
Kansai	Kansai Branch/Nippon Dentsu Co. Ltd.		
Kyushu	Kyushu Branch/Seibu Electric Industry Co, Ltd.		
Kanto/Hokkaido	EXEO Branches		

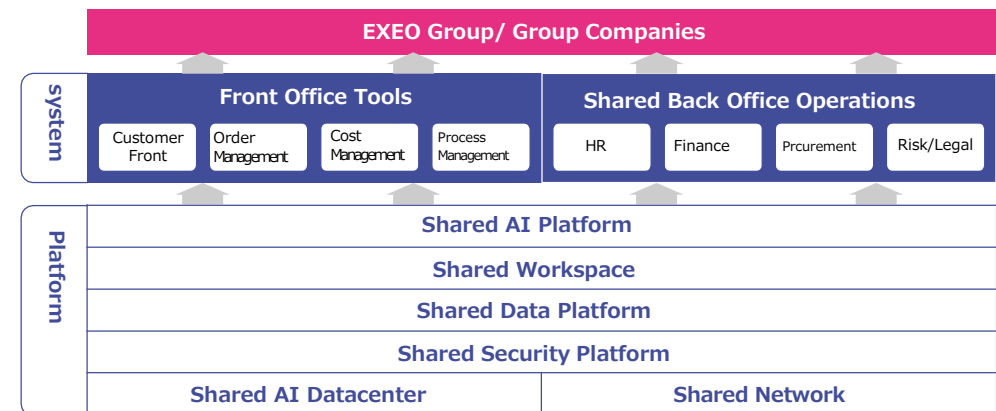
Refine and improve governance structure

- Standardize group regulations
- Delegate authority to accelerate decision-making

Implement group-wide IT infrastructure and shared services for efficient business operation

Implement group-wide IT infrastructure

- Facilitate a centralized IT platform to enable all group companies to operate under a common environment



Deploy shared services

- Standardize financial, procurement, and HR payroll operations across group companies

Environment/Circular Economy Initiatives

Reduce environmental impact and promote a circular society

- Implement Internal Carbon Pricing (ICP) to promote low-carbon investments
- Achieve net renewable energy use at all sites, accelerate energy-saving measures for vehicles and equipment, and implement fuel efficiency improvements
- Contribute to a circular society by delivering net positive CO₂ reductions through biomass power generation and other initiatives

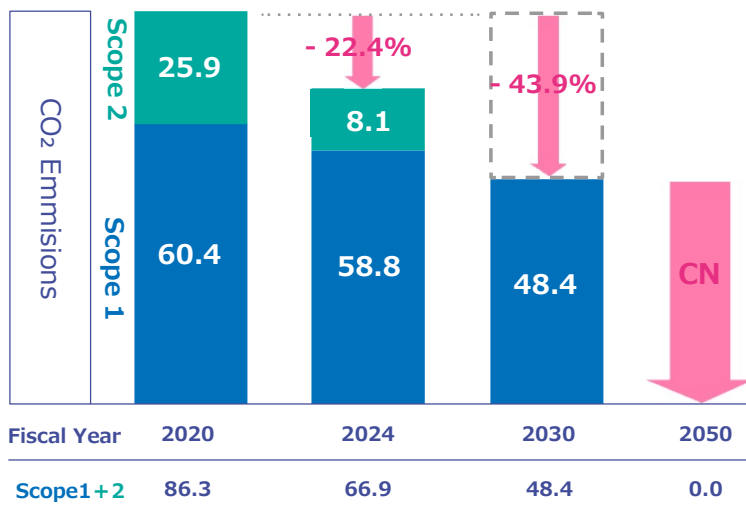
**FY2030
Targets**

**CO₂ emission reductions: - 43.9%
CDP Listing : "A-List"**

CO₂ emissions reductions targets

CO₂ emissions reductions using ICP

(Thousand t-CO₂)



USE CASE

**Phase 1
assessment**

Translate fuel-efficiency savings and CO₂ reductions into monetary value to drive climate-action behavior

**Phase 2
decision making**

Translate CO₂ reductions from alternative fuels (e.g., biofuels) into monetary value to support fuel-switching decisions

24 Safety and Quality

Build upon corporate culture prioritizing safety and quality by reinforcing operational excellence and leveraging AI technology

FY2030
Targets

Zero major incidents

ICT x Engineering for Safety and Quality improvements

Accumulate practical on-site knowledge and leverage AI to enhance safety and quality

- Utilize AI image analysis technology

Shift from manual confirmation to AI-powered real-time image diagnosis

- Utilize AI-guided voice input technology

Collect and analyze close-call incidents using AI

Advanced Adaptation

Utilization

Knowledge sharing

Provide expertise to external parties, contributing toward creating a safer working environment

AI-driven hazard prediction system

Information Needed

"Work Restrictions and Rules"

"Hazards at Construction Sites"



Web Search

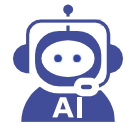


Internal Data

Information Provided

"Legally required measures"

Key issues from past cases



Investments Towards Sustainable Growth

Investments to execute growth strategies and strengthen management foundations

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



Capital Allocation and Operational Efficiencies

Maximize corporate value by pursuing capital-efficient management in the execution of medium-term plan

Increase cash flow by improving profitability and capital efficiency and leverage external funds to execute growth investments and shareholder returns

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



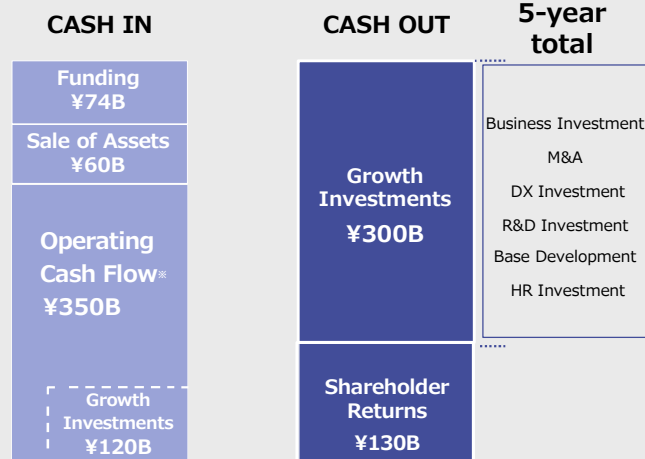
Capital Efficiency

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



Optimal Capital Allocation

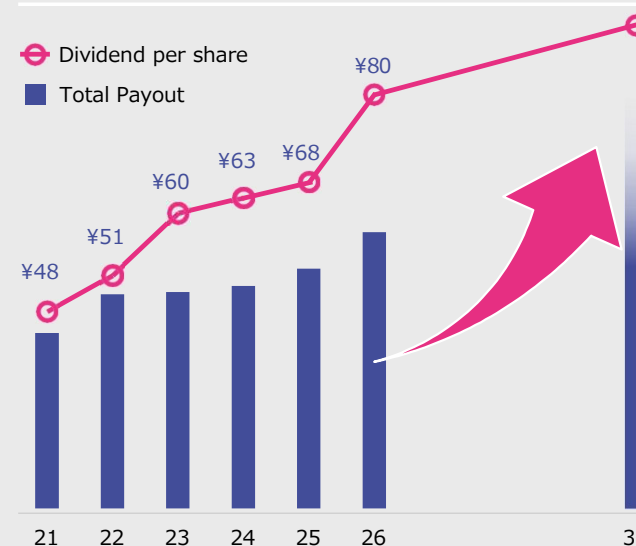
Balance **proactive growth investment** and **stable shareholder returns**



* allocate ¥120B from operating CF to growth investments

Enhanced shareholder returns

Continue progressive dividends with a target of **60% total payout ratio**



Key Targets (FY2030)

Operating Income **¥77B**
(margin) **8.5%**

ROE **12%**

EPS **¥260**



Engineering for Fusion

社会を繋ぐエンジニアリングを
すべての未来へ



Appendix: Changes to Business Segments

Business segment changes aimed to strengthen management and clarify segment operations within the Exeo Group

























Current

Segment	Business Unit	Overview
Telecom Carriers	Access Engineering	Access work and civil engineering work for the NTT Group
	Network Engineering	Network engineering work for the NTT Group
	Mobile Engineering	Mobile engineering work for the NTT Group
	NCCs	Telecommunications infrastructure construction for NCCs(KDDI, Softbank, Rakuten)
Urban Infrastructure	Energy	Electrical and air conditioning work for data centers and other facilities; construction, operation, and maintenance of waste treatment plants, etc.
	Public Infrastructure	Urban civil engineering works such as trenchless tunnels. Construction and maintenance of various communication facilities for public services, CATV, railways, etc.
	Facility Infrastructure	Construction of other corporate telecommunications facilities, including infrastructure sharing.
System Solutions	Information System	SI (Contract development of large-scale systems, etc.) NI (Servers, wireless LAN, security, cloud, etc.)
	Service	Sales and maintenance of customer systems, various licenses, recurring business of fixed amount maintenance of various systems, etc.
	Overseas Projects	Overseas Business Projects (Communication, electric air conditioning, provision of various solutions, etc.)

NEW

Overview	Business Unit	Segment
Access work and civil engineering work for the NTT Group	Access Engineering	Communications Infrastructure
Network engineering work for the NTT Group	Network Engineering	
Mobile engineering work for the NTT Group	Mobile Engineering	
Telecommunications infrastructure construction for NCCs(KDDI, Softbank, Rakuten)	NCCs	
Infrastructure sharing, CATV, other telecommunications infrastructure equipment construction (Including global)	Infrastructure Sharing	Social Infrastructure
Electrical and air conditioning work for data centers and other facilities; construction, operation, and maintenance of waste treatment plants, etc. (Including global)	Electrical Engineering	
Urban civil engineering works such as trenchless tunnels. Construction and maintenance of various communication facilities for public services, railways, and other companies . (Including global)	Social Infrastructure Engineering	
SI (Contract development of large-scale systems, etc.) NI (Servers, wireless LAN, security, cloud, etc.) (Including global)	Information System	System Solutions
Sales and maintenance of customer systems, various licenses, recurring business of fixed amount maintenance of various systems, etc. (Including global)	Service	

Appendix: List of Group Companies (Assets and Capabilities)

	Main Group Companies	Group Companies
<p>Communications Infrastructure</p>	 <p>C-CUBE</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>EXEO エンジニアリング</p> </div> <div style="text-align: center;">  <p>EI エレクトロインフラ株式会社</p> </div> <div style="text-align: center;">  <p>dhost</p> </div> </div> <p>Construction and maintenance of fixed and wireless communication facilities (Japan domestic and overseas)</p>
<p>Social Infrastructure</p>	<div style="display: flex; flex-direction: column; align-items: center;">  <p>西部電気工業株式会社</p>   <p>大和電設工業株式会社</p> </div>	<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;">  <p>光陽エンジニアリング株式会社 KOTO ENGINEERING CO., LTD.</p> <ul style="list-style-type: none"> Air conditioning and sanitation work in office buildings, data centers, etc. </div> <div style="width: 30%;">  <p>SANETSU</p> <ul style="list-style-type: none"> Instrumentation work in office buildings, data centers, etc. </div> <div style="width: 30%;">  <p>since 1949 共栄電業</p> <ul style="list-style-type: none"> Traffic signals and traffic control system construction </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 30%;">  <p>KOHKEN</p> <ul style="list-style-type: none"> Heavy protective coating for steel towers, bridges, etc. </div> <div style="width: 30%;">  <p>機動建設工業株式会社 KIDOH CONSTRUCTION CO.,LTD.</p> <ul style="list-style-type: none"> Trenchless construction methods (Japan domestic and overseas) Liquefaction countermeasures </div> <div style="width: 30%;">  <p>大田屋電機工業株式会社</p> <ul style="list-style-type: none"> Construction of electrical and information communication facilities on highways, airports, etc. (Electrical and information communication construction in public transportation facilities and equipment) </div> </div> <div style="width: 30%; margin-top: 20px;">  <p>Iseki</p> <ul style="list-style-type: none"> Development of thrust boring machines Thrust construction methods in soft ground (Pipe roof method) </div>
<p>System Solutions</p>	<div style="display: flex; flex-direction: column; align-items: center;">   </div>	<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;">  <p>WHERE?</p> <ul style="list-style-type: none"> Positioning platform "EXBeacon" </div> <div style="width: 30%;">  <p>SPS</p> <ul style="list-style-type: none"> BPM/tool (iGrafx) Medical Examination system (SUMMITS II) </div> <div style="width: 30%;">  <p>Olivier オフィスエ</p> <ul style="list-style-type: none"> AI, Blockchain Fintech </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 30%;">  <p>SAT</p> <ul style="list-style-type: none"> Third Party Maintenance </div> <div style="width: 30%;">  <p>Interactive Communication Design</p> <ul style="list-style-type: none"> Offshore/nearshore development </div> <div style="width: 30%;">  <p>EXEO System Management</p> <ul style="list-style-type: none"> IT Equipment Maintenance and Operation BPO </div> </div> <div style="width: 30%; margin-top: 20px;">  <p>CPU</p> <ul style="list-style-type: none"> CAD civil engineering cost estimation software Implementation and construction of ICT platforms for local govt </div> <div style="width: 30%; margin-top: 20px;">  <p>PROCURRI</p> <ul style="list-style-type: none"> Refurbish, IT asset disposition, third party maintenance </div>

Appendix: Non-Financial Targets (FY2030)

Human Capital Management

- Transformational Leaders: 780
- Paternity Leave Utilization: 85%
- Employee Satisfaction: > 80%

AI/Data Driven Management

Standardized Platform Adoption Rate: 100%

Safety and Quality

Zero Major Incidents

Environment/Circular Economy Initiatives

CO₂ emission reductions: - 43.9%

CDP Listing : "A-List"

Materiality and related non-financial KPIs will be disclosed separately in the integrated report

31 Appendix: Value Creation Process

