

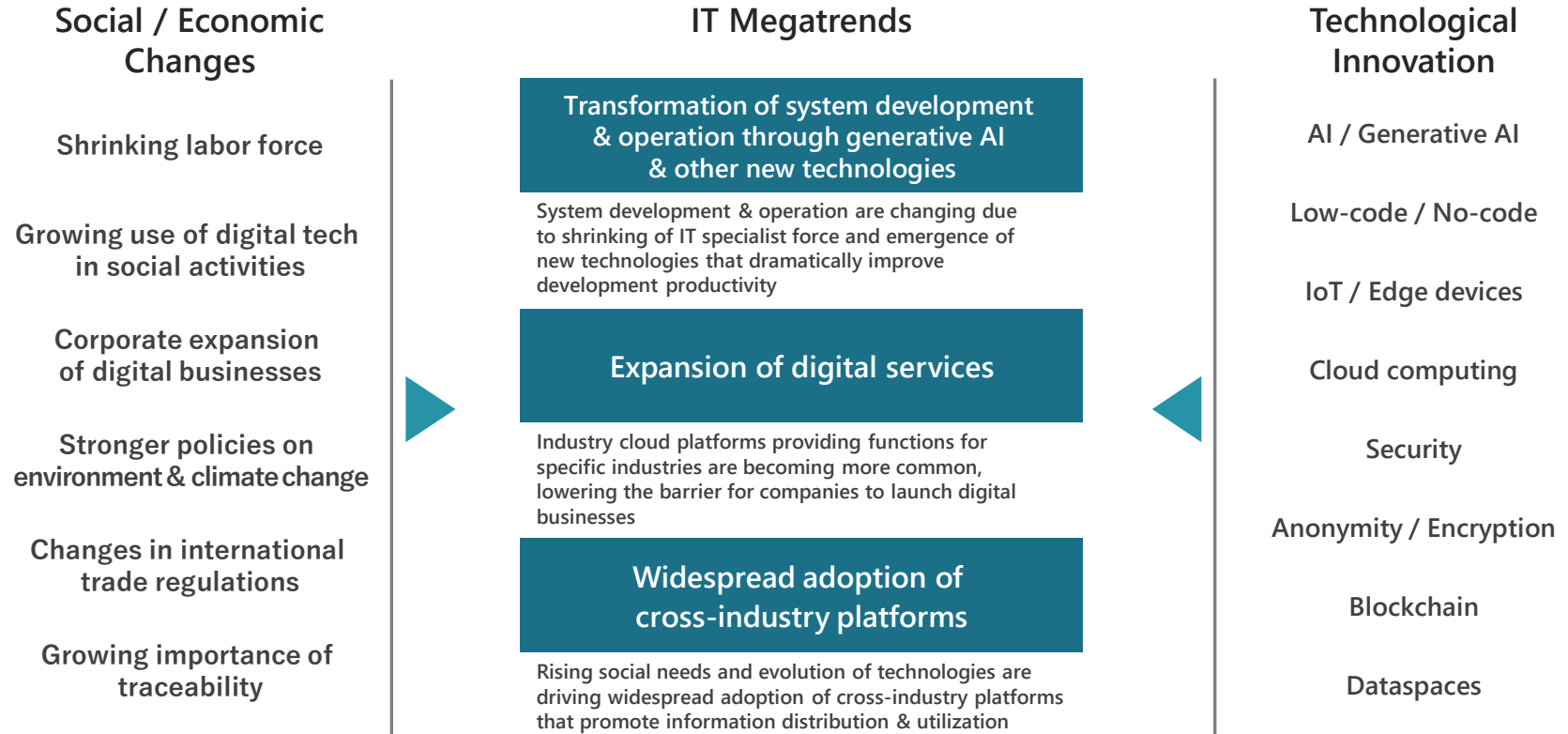


NSSOL 2030 Vision

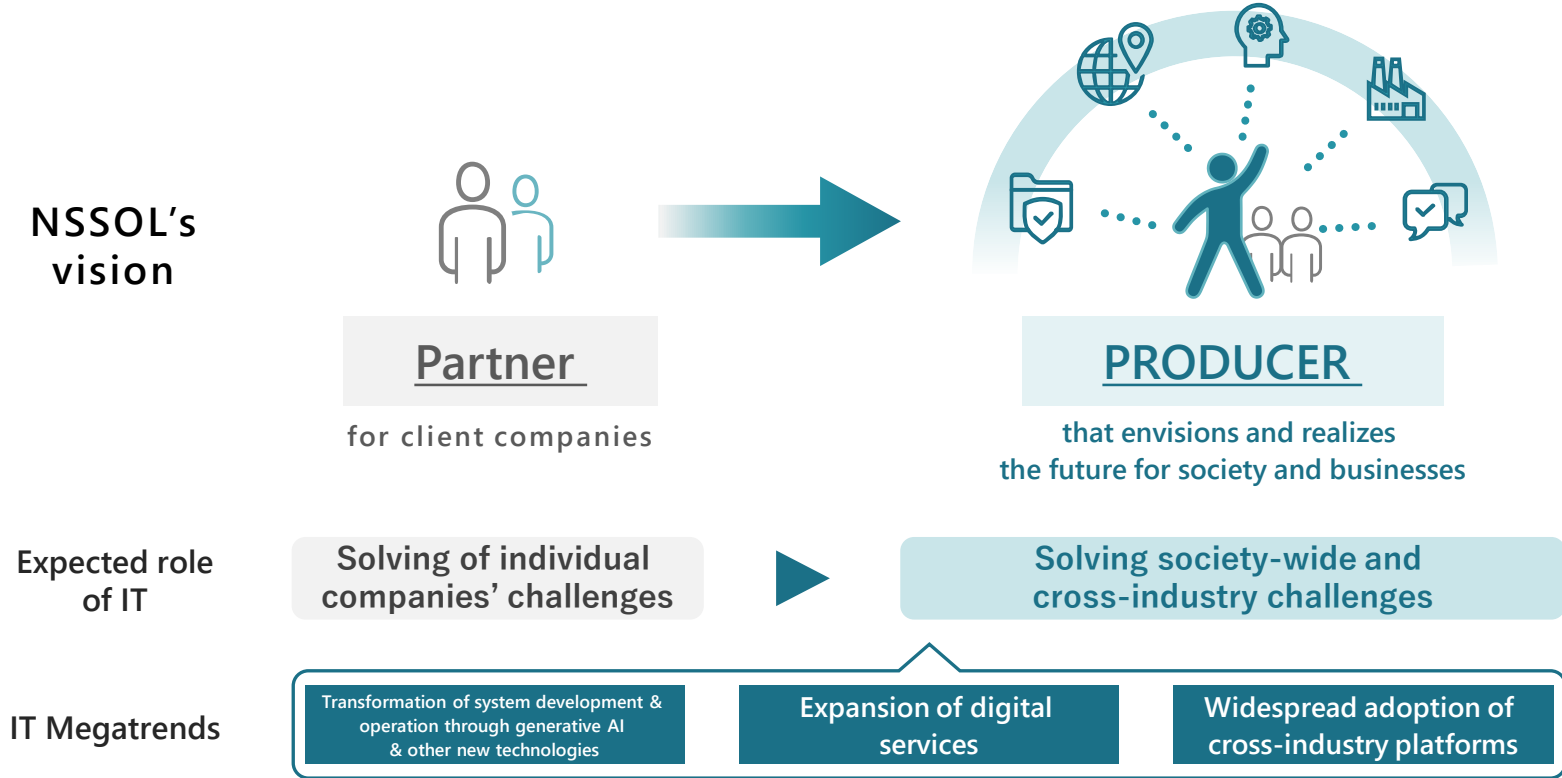


**We have positioned fiscal 2025, the 25th anniversary of our founding,
as the year of our “second founding”—
we will launch new activities to embark on the next stage of our journey.
As the lead-off, we have formulated “NSSOL 2030 Vision” to map out the future we aspire toward.**

Medium- / Long-term External Environment and IT Megatrends



The Direction of Our Vision for the Future



- Our Vision -

Social Value Producer with Digital

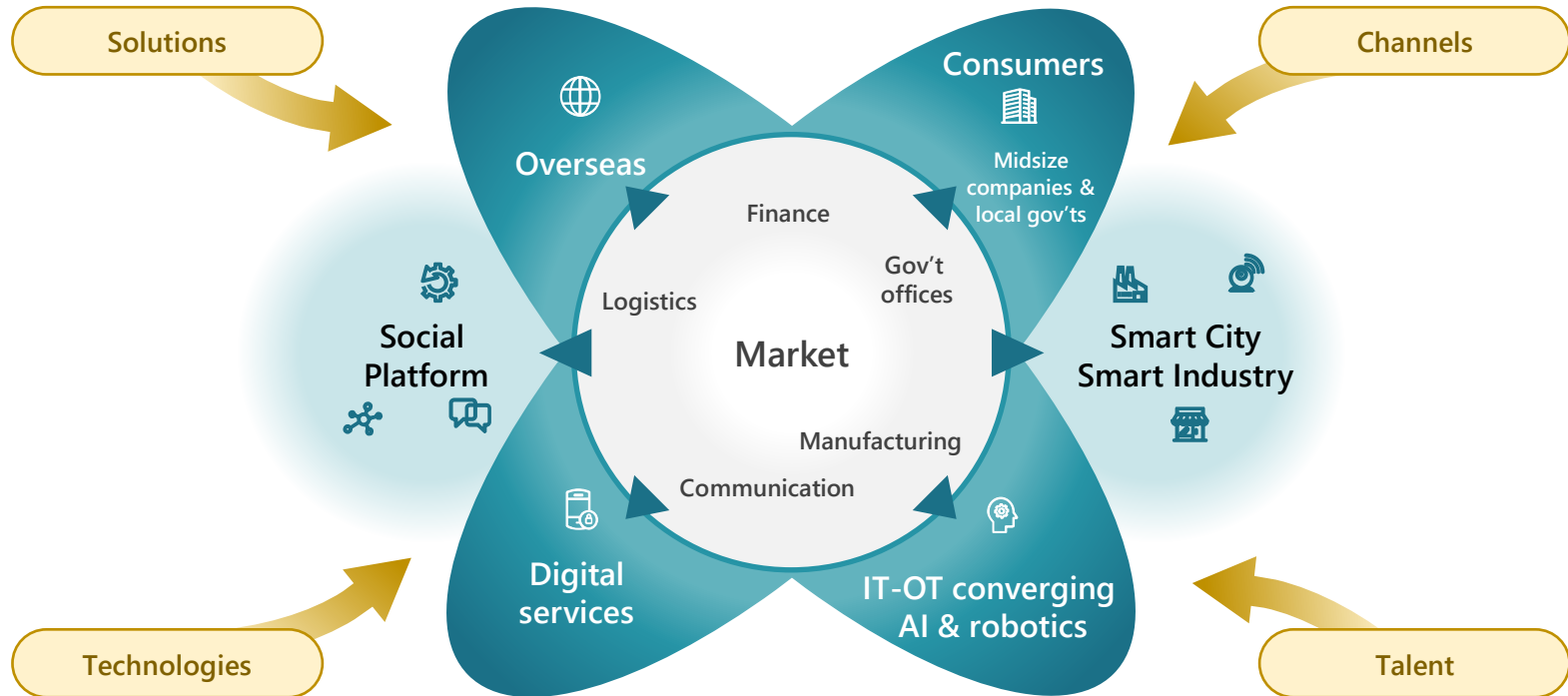
Envisioning and realizing the future of society through the power of digital technology

Today, the wave of transformation for realizing a sustainable society is starting to surge forward, powered by the dramatic evolution of IT.

Leveraging the strength of our insights and technological expertise, we will create new value that broadly supports society and industries so that we can envision the future of society with the power of digital technology and lead the transformation, development, and growth of industries and society as a whole.

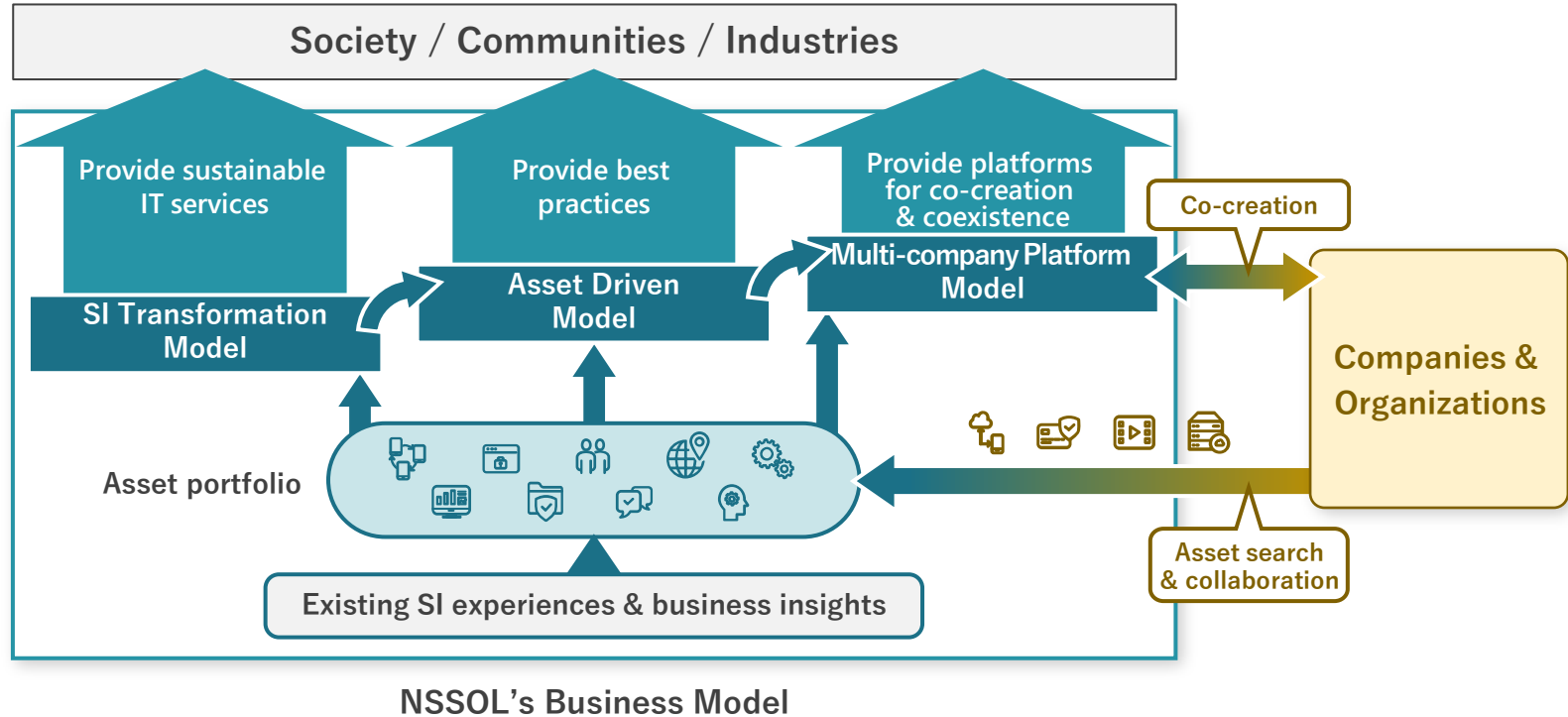
Actions for Realizing Vision (1): Expand beneficiaries of value we provide

We will strengthen our capabilities in order to expand the range of beneficiaries of the value that we provide



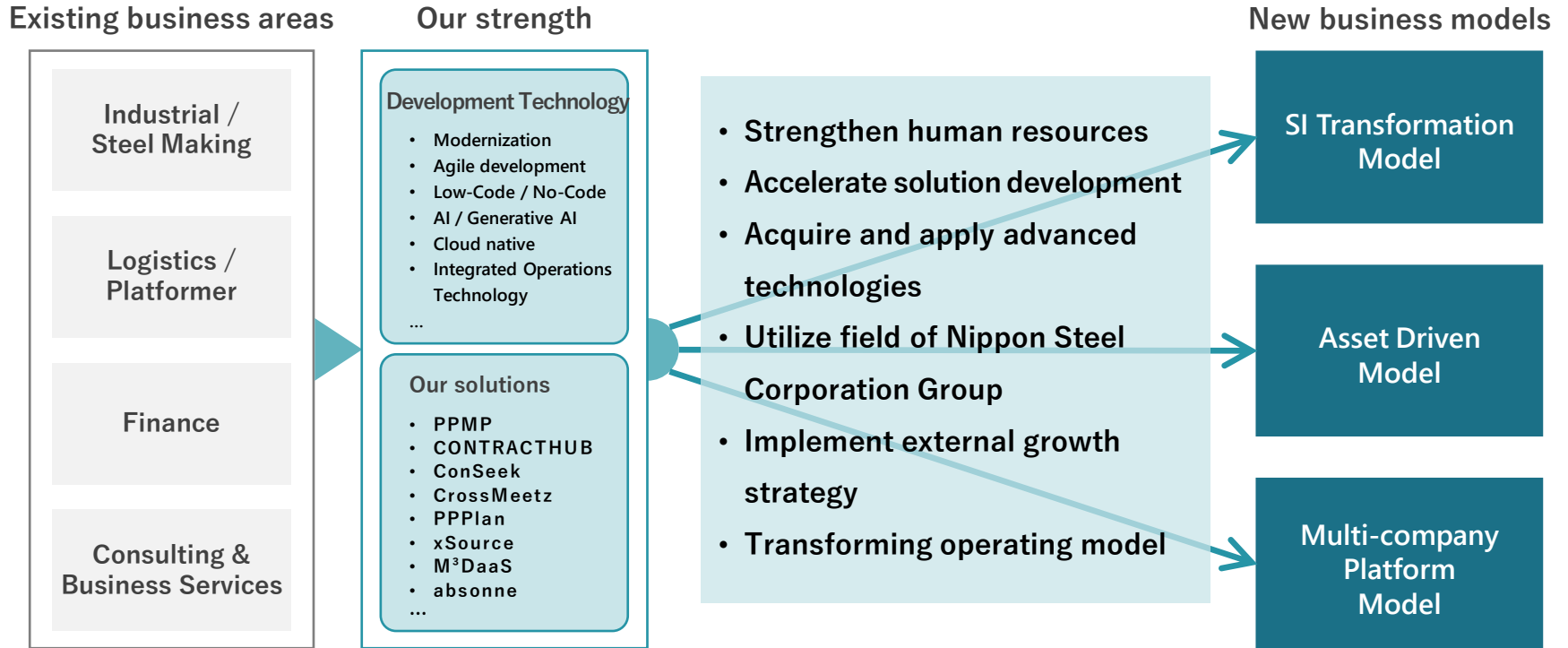
Actions for Realizing Vision (2): Realize diverse methods of providing value

We will use diverse approaches to provide new value



Actions for Realizing Vision (3): Utilize and strengthen our insights and technological expertise

We will shift to new business models by leveraging and strengthening our insights and technological expertise



Our Target Structure

We will strive to achieve the following structure by the early 2030s through top-of-the industry growth

	2024(e)		Target Structure
Revenue	¥330 bn		around ¥500 bn
Operating profit	¥36 bn	▶	around ¥100 bn
Operating profit margin	10.9 %		around 20 %
ROE	10.2 %		around 15 %

- Over ¥100 bn investment for strengthening R&D, solutions development, and human resources
- Creating business of the scale of 100 billion yen through M&A.
- Further improvement of capital efficiency for enhancing corporate value

Our Medium- / Long-term Growth Story

This year, we will formulate and announce a Mid-term Business Plan(MBP) that provides a detailed roadmap for realizing “NSSOL 2030 Vision”.



- Maximizing efforts to capture DX needs and achieving business growth mainly in four core areas
- Actively investing in growth

- Broaden scope to new markets
- Launch new business model
- Develop business base to support growth



- Grow businesses in new markets
- Accelerate shift to new business model
- Continue efforts to develop and strengthen business base



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