

TSE:2327



NS Solutions

 **NIPPON STEEL**

Half-year Results FY2025 and FY2025 Guidance

October 30, 2025

NS Solutions Corporation

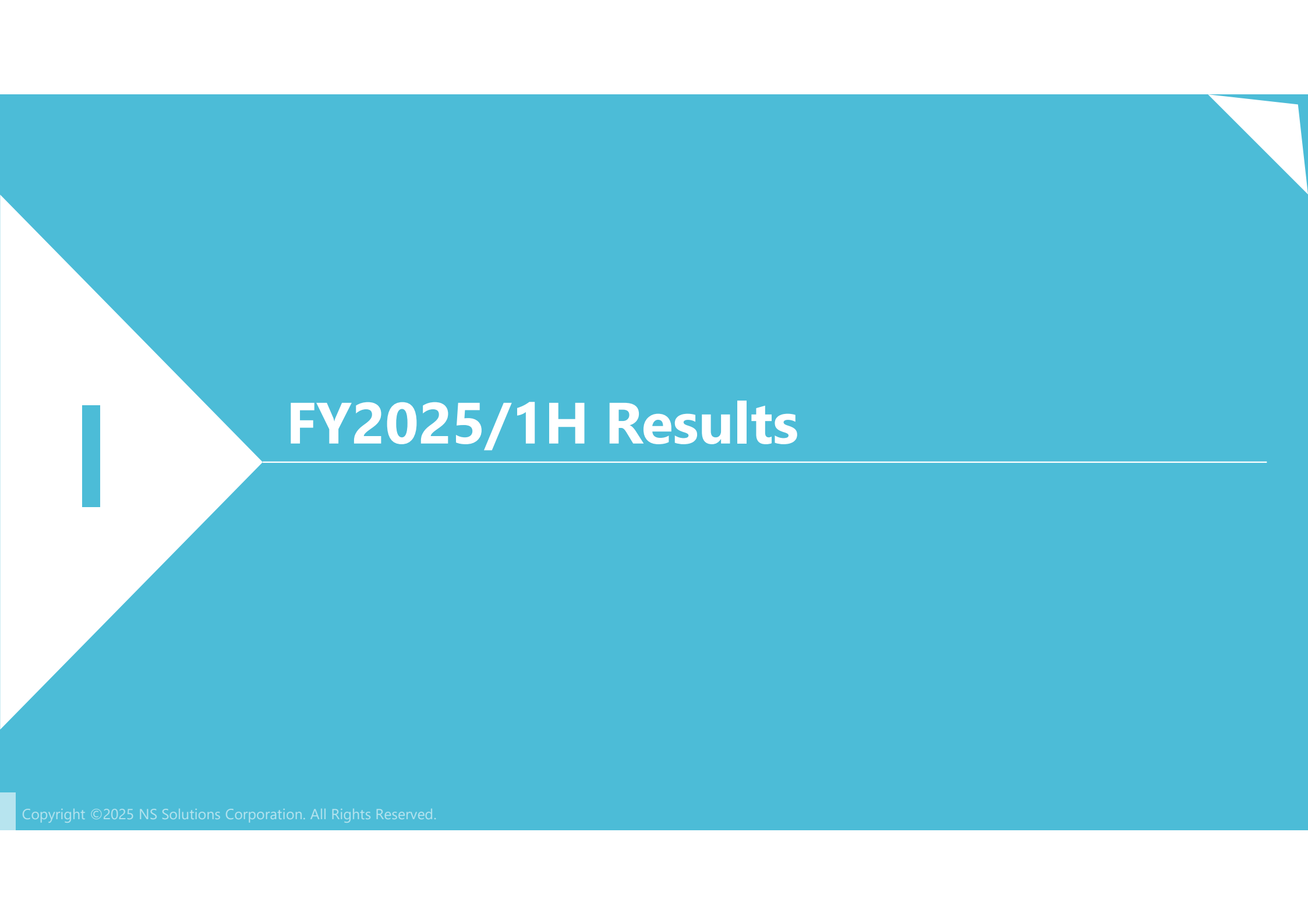
Agenda

I . FY2025/1H Results

II . FY2025 Guidance

III. Progress of the 2025-2027 Medium-Term Business Plan

IV. Appendix



FY2025/1H Results

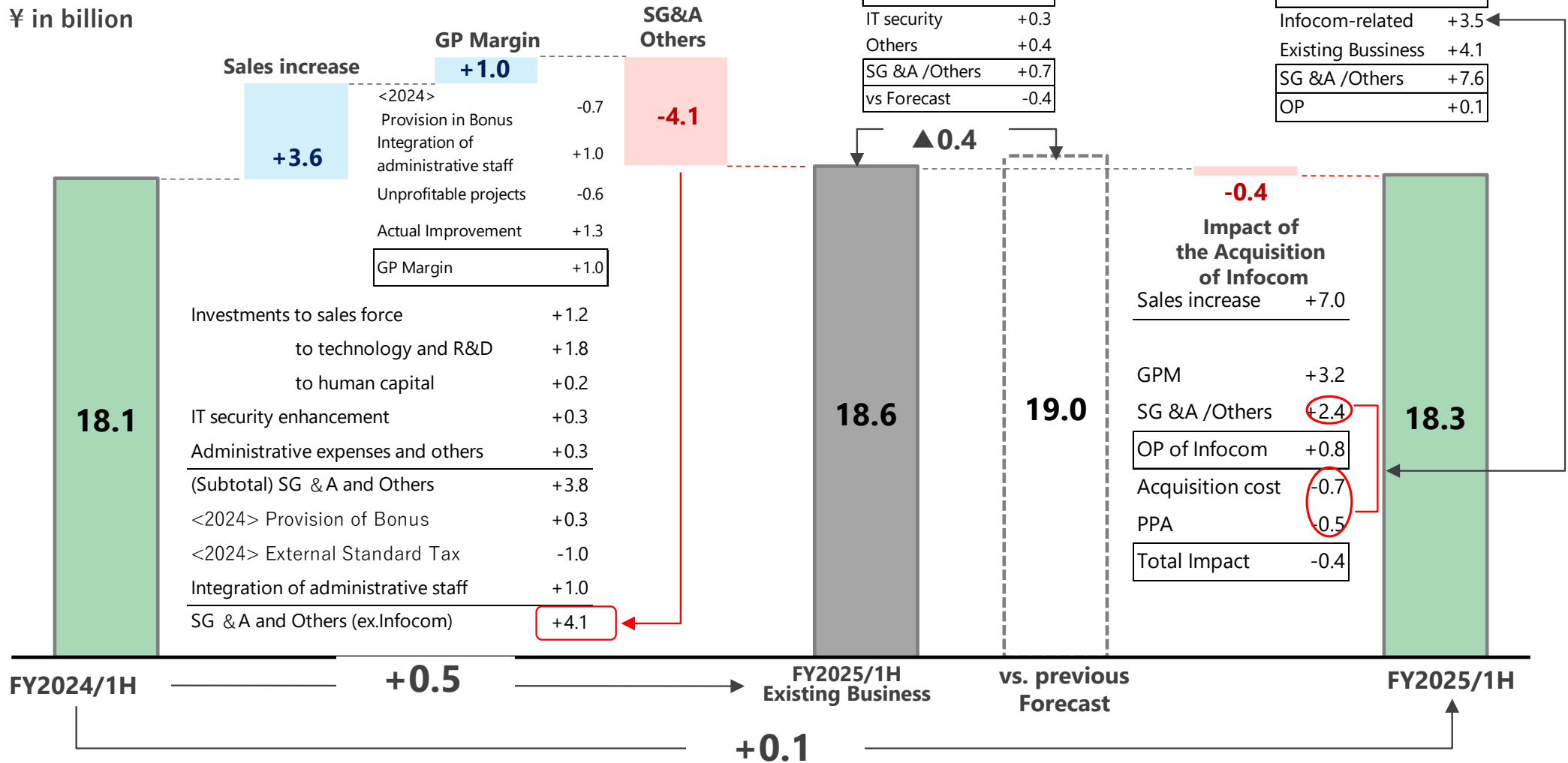
I -1. FY2025/1H Highlights

- Japan's IT demand remains strong.
- We are accelerating investments to transform our business model.
- Infocom became a consolidated subsidiary starting in FY2025/2Q.

	A	B	C	D=B+C	E=B-A	F=D-A		G	H=D-G	I=B-G
¥ in billion	FY2024 /1H	Existing Business	Impact of the Acquisition of Infocom	FY2025 / 1H	Existing Business	Difference YoY rate		Previous Forecast	vs Previous Forecast	Existing Business Basis
Revenue	156.6	1,714	70	178.4	+14.8	+21.8 14%		168.0	+10.4	+3.4
Gross Profit <GP Margin>	38.4 <24.5%>	430 <25.1%>	32	46.1 < 25.9% >	+4.6 <+0.6%>	+7.8 <+1.4%> 20%		42.6 <25.4%>	+3.5 <+0.5%>	+0.4 <-0.3%>
SG&A and Other Profit	20.2	243	35	27.9	+4.1	+7.6 38%		23.6	+4.3	+0.7
Operating Profit <OP Margin>	18.1 <11.6%>	186 <10.9%>	-4	18.3 < 10.2% >	+0.5 <-0.7%>	+0.1 <-1.3%> 1%		19.0 <11.3%>	-0.7 <-1.1%>	-0.4 <-0.4%>
Profit before tax	18.2	* Including M&A costs and PPA		18.8		+0.7 4%		19.4	-0.6	
Profit attributable to owners of parent	12.2			12.0		-0.2 -1%		12.6	-0.6	

I -2. Operating Profit Breakdown

¥ in billion



I -3. Sales by Segment / Customer Industry

- Sales increased across all sectors amid a favorable business environment.

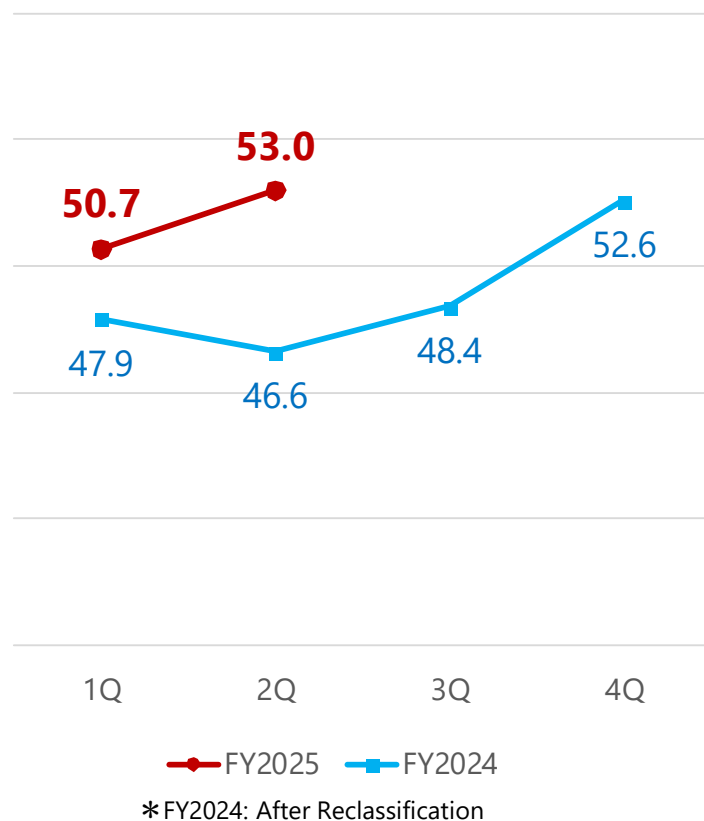
	A	B	C=B-A	D	D-B	
	FY2024/1H	FY2024/1H After Reclassifications		FY2025/1H	Change YoY	
¥ in billion						
Business Solutions	97.4	94.4	-2.9	103.6	10% +9.2	
Manufacturing, Nippon Steel Group	45.5	45.5	0.0	50.6	+5.1	
Retail and Service, Digital Platformer	29.0	26.1		29.8	+3.7	
Financial Service	22.8	22.8		23.3	+0.4	
Consulting & Digital Service	35.1	38.0	+2.9	42.1	11% +4.0	
Government, Educational and Research Institutions	8.8	8.8		10.5	+1.7	
IT Infrastructure Services	26.3	29.2	+2.9	31.5	+2.3	
Group Business	24.2	24.2		32.7	35% +8.5	
Total	156.6	156.6		178.4	14% +21.8	
<FYI> Revenue to Nippon Steel	30.5	30.5		35.4	+4.9	
						Manufacturing NS Group C & D Group +2.3 +2.2 +0.4

*Some areas have been reclassified from "Retail and Service, Digital Platformer" to "Consulting & Digital Services", and comparisons for the prior period are presented with figures after reclassification.

I -4. Business Solutions Segment

¥ in billions

Quarterly Sales Trends (¥ bn)



	FY2024/1H After Reclassifications	FY2025/1H	Change YoY
Business Solutions	94.4	103.6	10% +9.2
Manufacturing, Nippon Steel Group	45.5	50.6	+5.1
Retail and Service, Digital Platformer	26.1	29.8	+3.7
Financial Service	22.8	23.3	+0.4

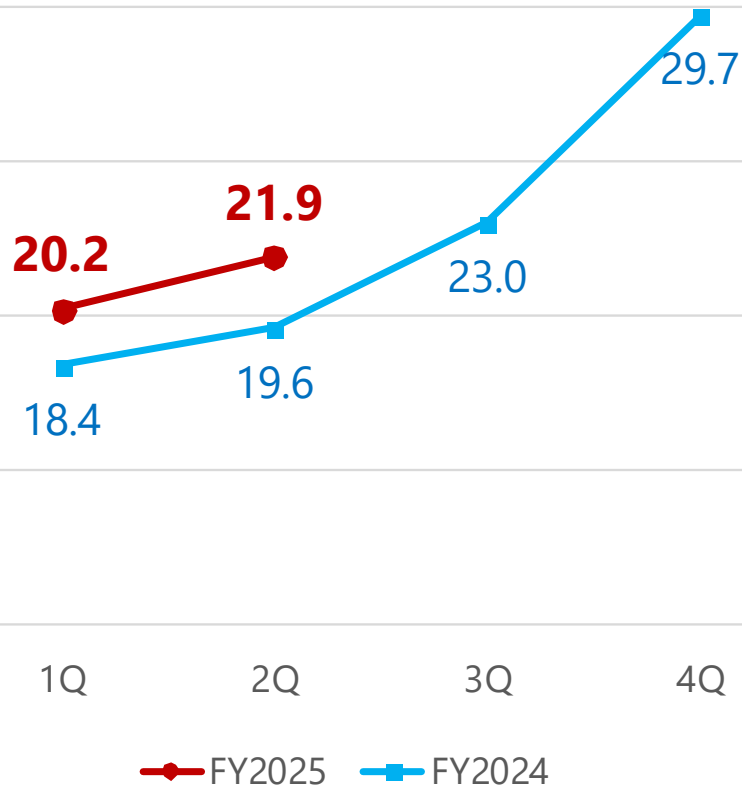
“Manufacturing” and “Retail” areas are recovering

- ✓ Revenue from Nippon Steel is stable.
- ✓ Manufacturing increased in industrial machinery, electronics and chemical, etc.
- ✓ Retail and Service, Digital Platformer increase in sales mainly in retail.
- ✓ Financial Services offset the impact of the previous year's Oracle projects with its asset-based business, achieving increased revenue.

I -5. Consulting & Digital Service Segment

¥ in billions

Quarterly Sales Trends (¥ bn)



*FY2024: After Reclassification

	FY2024/1H After Reclassifications	FY2025/1H	Change YoY
Consulting & Digital Service	38.0	42.1	11% +4.0
Government, Educational and Research Institutions	8.8	10.5	+1.7
IT Infrastructure Services	29.2	31.5	+2.3

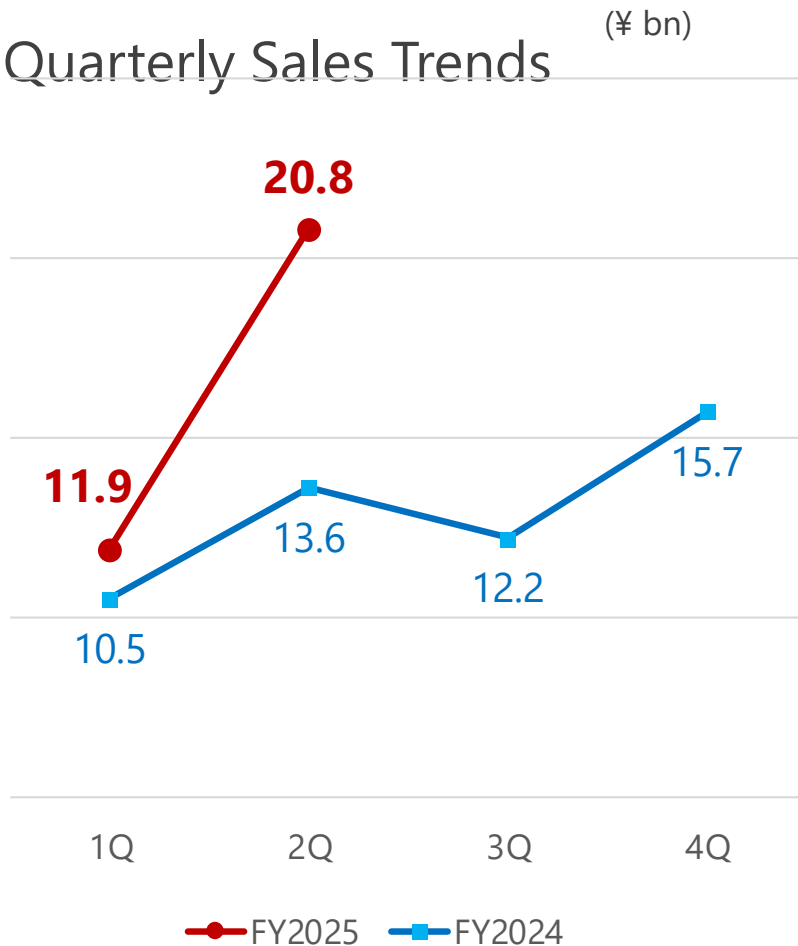
Increased sales of IT infrastructure (cloud solution, etc.)

- ✓ Major Factors of Sales Increase/Decrease in IT Infrastructure (¥ in billions)
 - CMP : +1.3
 - Security : +0.8

I -6. Group Business

¥ in billions

Quarterly Sales Trends (¥ bn)



	FY2024/1H	FY2025/1H	Change YoY
Group Business	24.2	32.7	35% +8.5

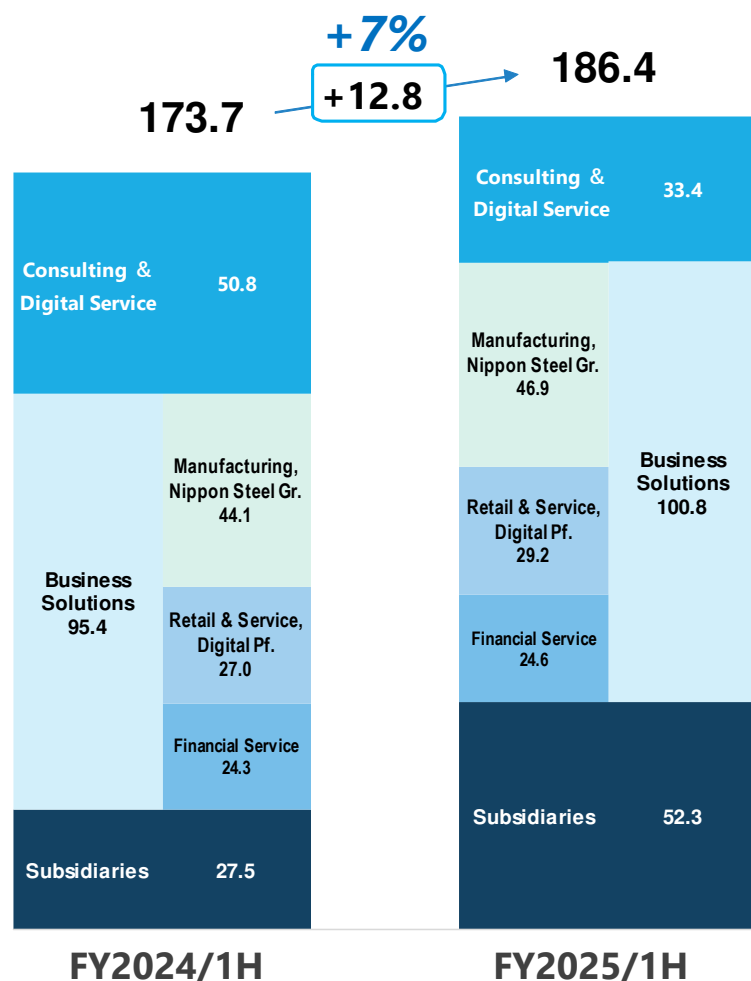
Infocom became a consolidated subsidiary starting in FY2025/2Q.

- Sales in Infocom +7.0
- ERP projects in joint ventures continue to perform well.
- Projects for local companies at regional subsidiaries are performing well.

I -7. FY2025/1H Order Acceptance

Order Acceptance

¥ in billions



Consulting & Digital Service Segment

YoY-¥17.4 bn

- ✓ Revenue declined due to the loss of a major project in the first quarter and a decrease in government-related projects compared to the same period last year.

Business Solutions Segment

YoY+¥5.4 bn

- ✓ Manufacturing & NSC +2.9
Increased Food Industries.
- ✓ Retail & Service, Digital Pf. +2.2
Increased in retail sector, etc.
- ✓ Financial Service +0.3
Offset the year-on-year decline in Oracle projects with asset-based projects to maintain flat performance

Group Business

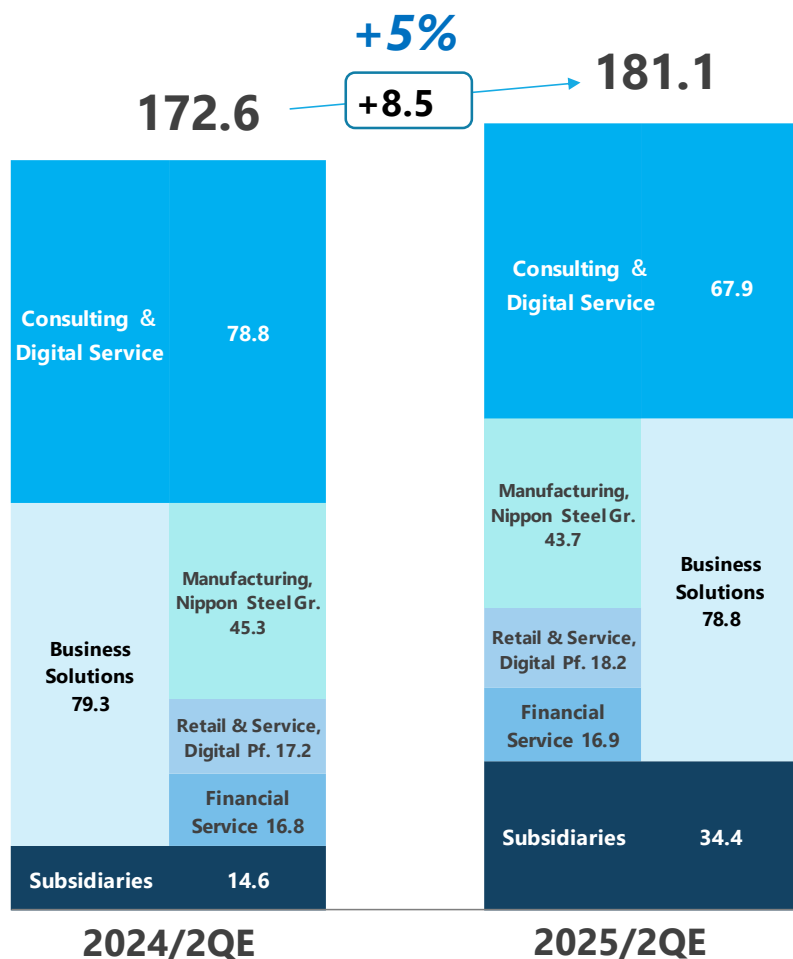
YoY+¥24.8 bn

- ✓ Significant increase due to Infocom's consolidation effect (¥24.8bn)

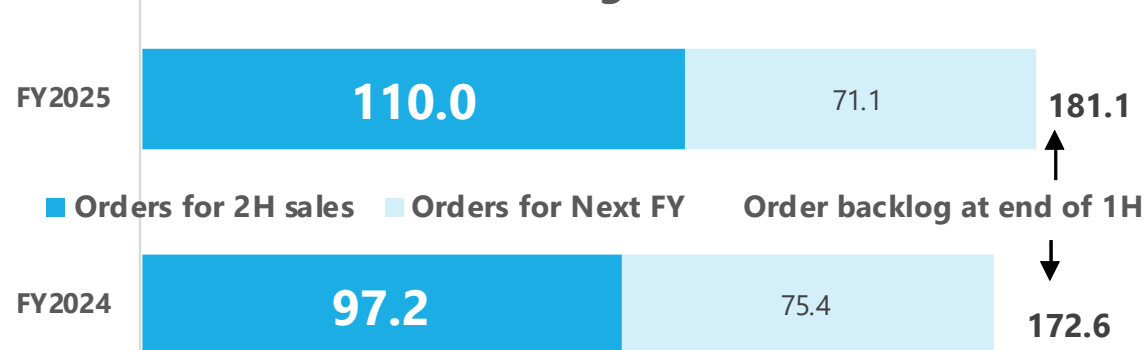
I -8. FY2025/1H Order Backlog

Order Backlog

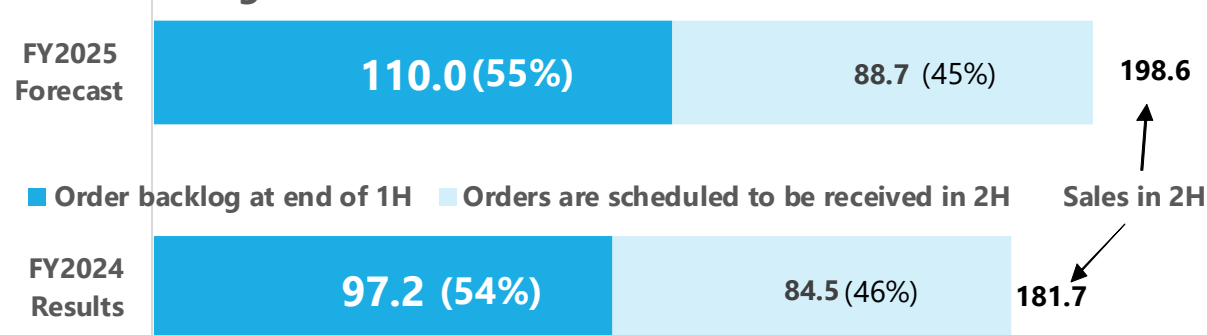
¥ in billions



Breakdown of orders backlog at end of 1H



Order backlog / Sales forecast for 2H



I -9. Balance sheet / Cash flow

Balance sheet

	Mar.31, 2025	Sep.30, 2025	Change	
Cash and cash equivalents	192.9	112.9	-80.0	Infocom acquisition / Corporate tax payment
Trade and other receivables, etc	70.2	62.4	-7.8	
Inventories	32.1	33.1	+1.1	
Property, plant and equipment and Contract asset	29.6	45.2	+15.6	
Listed strategic holdings	0.9	1.1	+0.2	Alliance with Delivery Consulting Inc.
Other Assets	95.6	150.6	+55.0	Infocom Intangible Assets
Total Aseets	421.3	405.3	-16.0	
Trade and other payables	30.7	28.9	-1.8	Unpaid corporate taxes, etc. ¥24.9bn
Contract liabilities and Lease liabilities	56.7	59.7	+3.0	
Othe liabilities	64.1	41.8	-22.3	
Total Liabilities	151.5	130.4	-21.1	
Total equity attributable to owners of parent	261.2	266.0	+4.9	
Non-controlling interests	8.6	8.9	+0.3	
Total equity	269.8	274.9	+5.1	
Total liabilities and equity	421.3	405.3	-16.0	

Cash flow

	FY2024/ 1H	FY2025/ 1H	Change	
Profit before tax	18.2	18.8	+0.7	Stock sale gains from the previous year
Depreciation and amortization	6.0	6.4	+0.3	
Working capital increase/decrease	11.6	-2.2	-13.7	
Income taxes paid	-7.6	-30.4	-22.8	
Others	-4.2	-4.9	-0.7	
Operating Cash Flows	24.0	-12.3	-36.3	
CAPEX	-2.0	-1.7	+0.3	Previous Year: Strategic Stock Sale Impact of Infocom's Subsidiary Status
Acquisition and sales of financial assets, etc.	73.2	-0.4	-73.6	
Others	1.3	-54.5	-55.8	
Investing Cash Flows	72.3	-56.7	-129.1	
Dividends paid	-4.1	-6.9	-2.7	
Othres	-4.2	-3.9	+0.3	
Financial Cash Flows	-8.3	-10.7	-2.5	
Effect of exchange rate change	0.3	-0.2	-0.5	
Net increase in cash and cash equivalents	88.3	-80.0	-168.3	

I -10. Infocom as an NSSOL Group Company <from July 2025>

By mutually leveraging and complementing the strengths and expertise cultivated by both companies, we will accelerate our efforts to achieve the NSSOL 2030 Vision through the realization of a TAM business model.

Achieving synergy

- Strengthening Asset-Based Sales
- Strengthening the SI Business
- Cross-selling to customers of both companies

In addition to Infocom's profits, we aim to achieve approximately ¥10 bn in increased sales by the end of FY 2027 through synergies.

Infocom's Asset-Based Solution



- Purely Domestic, Fully Web-Based ERP
- All-in-One Solution
- Suitable for a Wide Range of Company Sizes and Industries
- Number of Implemented Companies: Over 1,500
- Partner Companies: Over 70 in Japan



- Package system specialized for medical institutions
- Implemented at over 400 medical institutions nationwide



Effective Patient Acquisition Strategy Through Regional Healthcare Collaboration DX



- Comprehensive support for crisis management.
- Since launching the service in 1995, a total of 5,200 companies have adopted it.

FY2025	FY2026~	FY2027
Infocom related Profit (2Q~) ⊖ Acquisition cost ≒ 0	Infocom profit ⊕ Synergy	Increased Sales Approx. ¥10 bn



FY2025 Guidance

II -1. Market Trend and Our Initiative

Market Trend

- Japan's IT demand continues to show steady growth.
- Advances in new technologies, including the adoption of AI and generative AI, are accelerating changes in the industry's production structure.

8.1% 

CAGR 2024-2029 : Gartner (Aug.2025)



NSSOL's Initiative

- ✓ Managing to both steadily execute the “Four Fundamental Transformations” of the mid-term management plan and respond to the current robust demand
- ✓ Promoting the shift to TAM-based business models and the necessary investments required for this purpose
- ✓ Strengthening offerings to customers and promoting the shift from cost-based contracts to value-based contracts
- ✓ Control of administrative overhead costs
- ✓ Thorough implementation of recurrence prevention measures based on reflections from unauthorized access incidents and unprofitable project.



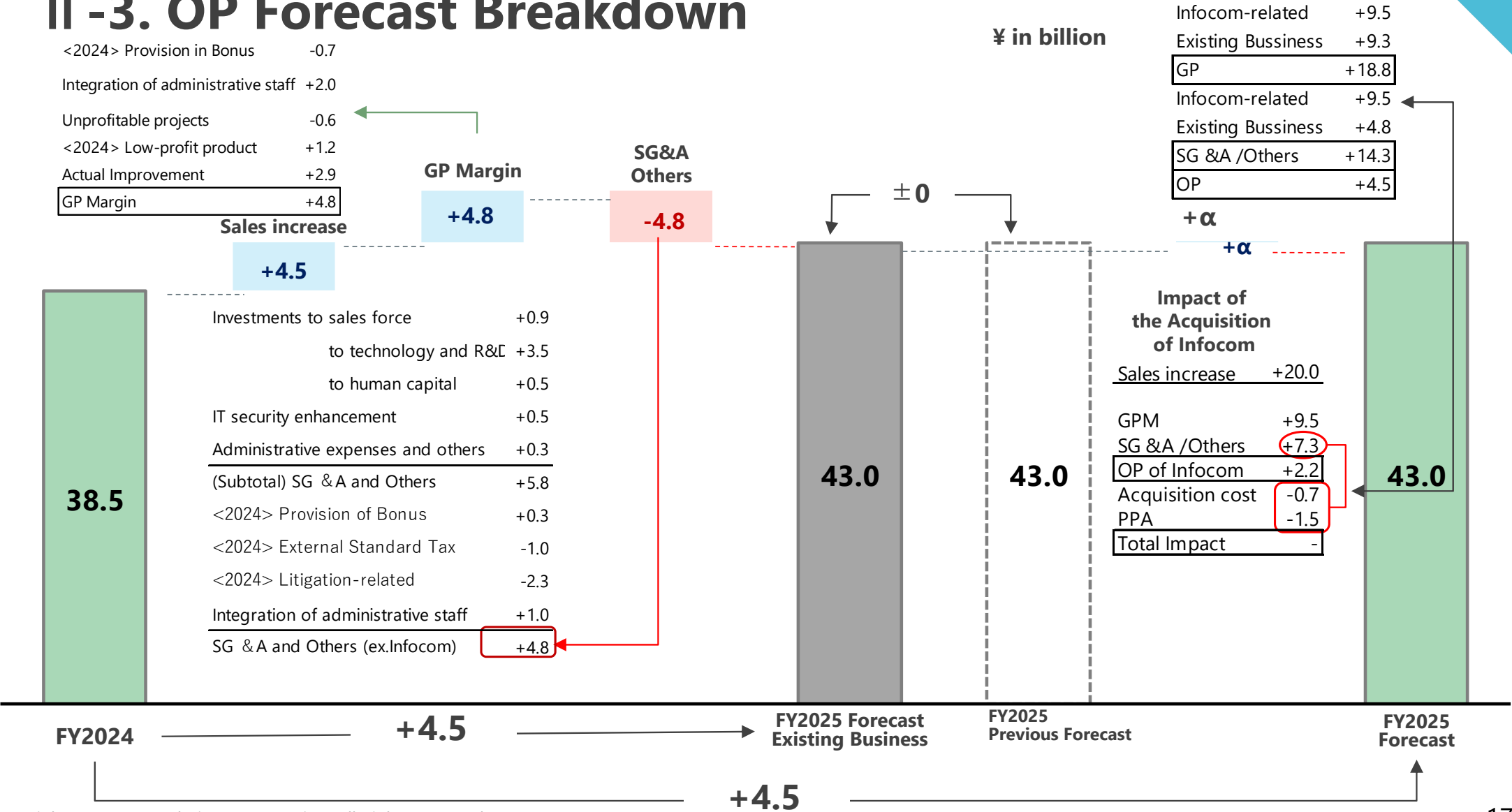
II -2. FY2025 Forecast

- Add Infocom's sales to the initial forecast

¥ in billion

	FY2024			FY2025(e)			Difference YoY			Difference vs Previous forecast		
	1H	2H	FY	1H(e)	2H(e)	FY (e)	1H	2H	FY	1H	2H	FY
Revenue	156.6	181.7	338.3	178.4	198.6	377.0	14%	9%	11%	+10.4	+9.6	+20.0
Gross Profit	38.4	43.3	81.7	46.1	54.4	100.5	20%	25%	23%	+3.5	+6.0	+9.5
<Gross Profit Margin>	<24.5%>	<23.9%>	<24.2%>	<25.9%>	<27.4%>	<26.7%>	<+1.4%>	<+3.5%>	<+2.5%>	<+0.5%>	<+1.8%>	<+1.2%>
SG & A and Other Profit	20.2	23.0	43.2	27.9	29.6	57.5	38%	29%	33%	+4.3	+5.2	+9.5
Operating Profit	18.1	20.4	38.5	18.3	24.7	43.0	1%	21%	12%	-0.7	+0.7	+0.0
<Operating Profit Margin>	<11.6%>	<11.2%>	<11.4%>	<10.2%>	<12.4%>	<11.4%>	<-1.3%>	<+1.2%>	<+0.0%>	<-1.1%>	<-0.2%>	<-0.6%>
Profit before tax	18.2	20.9	39.1	18.8	24.9	43.7	3%	19%	12%	-0.6	+0.6	+0.0
Profit attributable to owners of parent	12.2	14.9	27.0	12.0	17.2	29.2	-1%	16%	8%	-0.6	+0.6	+0.0

II -3. OP Forecast Breakdown



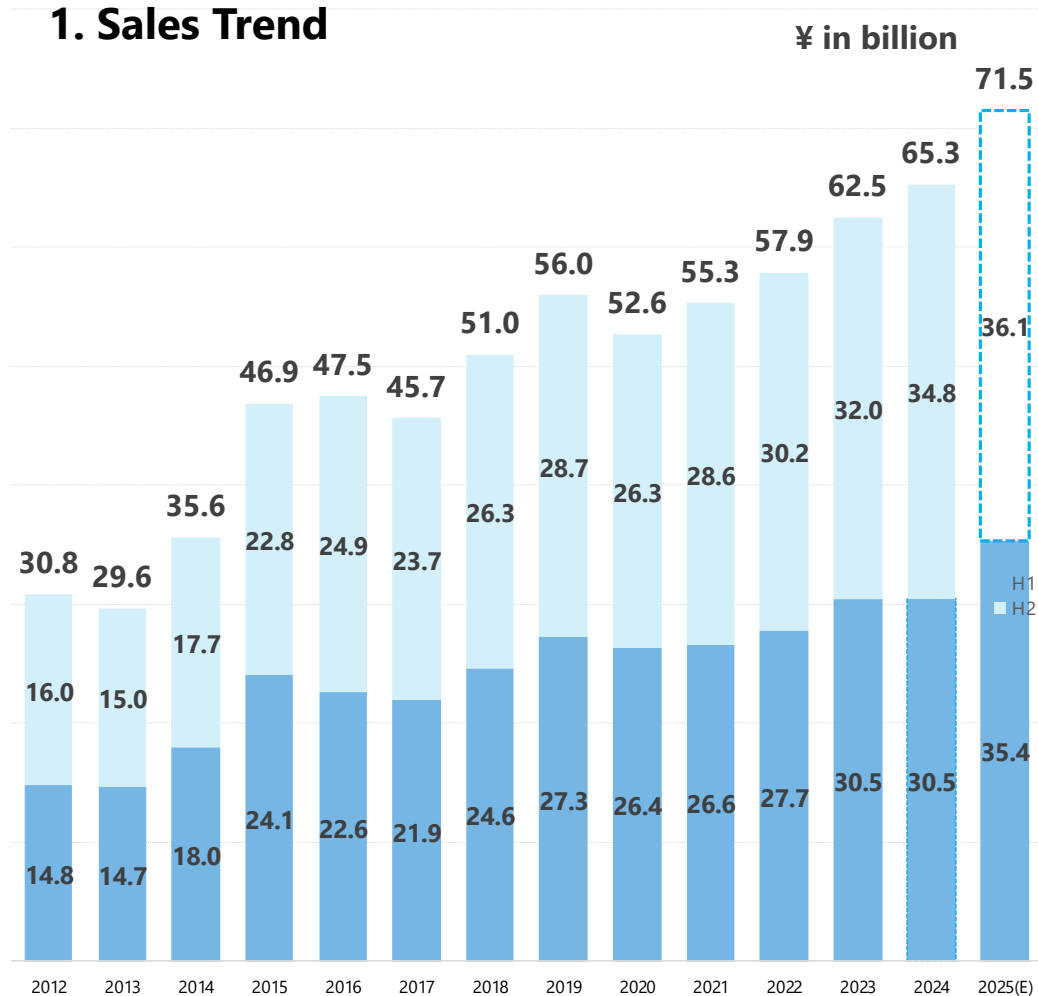
II -4. Sales Forecast by Segment / Customer Industry

¥ in billion	A FY2023	B FY2023 After Reclassifications	B-A	C FY2024 Forecast	C-B Change	Change vs Previous Forecast
Business Solutions	202.7	195.5	-7.2	203.5	+8.0	+5.5
Manufacturing, Nippon Steel Group	95.4	95.4	-	98.0	+2.6	+1.5
Retail and Service, Digital Platformer	61.5	54.3		59.5	+5.2	+2.5
Financial Service	45.7	45.7		46.0	+0.3	+1.5
Consulting & Digital Service	83.5	90.7	+7.2	96.5	+5.8	-7.0
Government, Educational and Research Institutions	26.1	26.1		25.5	-0.6	-3.5
IT Infrastructure Services	57.4	64.6	+7.2	71.0	+6.4	-3.5
Subsidiaries	52.1	52.1		77.0	+24.9	+21.5
Total	338.3	338.3		377.0	+38.7	+20.0
<FYI> Revenue to Nippon Steel	65.3	65.3		71.5	+6.2	-1.5

*Some areas have been reclassified from "Retail and Service, Digital Platformer" to "Consulting & Digital Services", and comparisons for the prior period are presented with figures after reclassification.

II -5. Sales to Nippon Steel

1. Sales Trend



2. Topix

- Nippon Steel is shifting its budget from **maintenance to development projects** such as DX projects. (The company's sales forecast for the current fiscal year has been revised from ¥73 billion to ¥71.5 billion.)
- **New investment projects** such as the NSC Nagoya New Hot Rolling Mill are progressing smoothly.
- **ERP projects for Nippon Steel Group** companies are increasing.
- NSSOL will collaborate with Nippon Steel in **the Nippon Steel Group's new medium-to-long-term management plan starting in fiscal 2026**, contributing to enhancing the competitiveness of group companies both domestically and internationally through advanced IT initiatives.

II -6. Dividend Forecast

1. Dividend Policy

We believe it is important to maintain and strengthen our competitiveness and increase our shareholder value in the future. Our basic policy for distributing profits is to pay appropriate and stable dividends to shareholders and to secure internal reserves for investment in business growth and to prepare for business risks.

In terms of dividends, we aim for a consolidated dividend **payout ratio of 50%**, placing an emphasis on returning profits to shareholders in line with consolidated business performance.

2. Dividend Forecast

	FY2024	FY2025 forecast			YoY
		Interim	Year-end		
Profit attributable to Owners of parent (¥ in billions)	27.0	12.0	17.2	29.2	+2.2
EPS (Yen per Share)	147.8	65.6	94.0	159.6	+11.8
Dividends (Yen per Share)	74.0	40.0	40.0	80.0	+6.0
POR	50.1%			50.1%	0.1%



Progress of the 2025-2027 Medium-Term Business Plan

III-1. Summary of the FY2025-2027 MTBP

 The FY2025-FY2027 Medium-Term Business Plan is positioned as a foundation period for achieving significant profit growth in the next Medium-Term Business Plan, and we will strive to implement four fundamental transformations.

1	Transforming our SI Business Model	
2	Transforming our Customer Approach	3 Transforming the Technology and R&D
4	Transforming In-house Operations and Management	

 We have set targets aimed at the early achievement of the 100.0 billion yen operating profit target of the NSSOL 2030 Vision

	FY2024 forecast	FY2027 plan	NSSOL 2030 Vision
Revenue	¥330.0 bn	¥450.0 bn	¥500.0 bn
Operating profit (Operating margin)	¥39.0 bn (11.8%)	¥60.0 bn (13%)	¥100.0 bn (20%)
ROE	Approx. 11%	Approx. 13%	Approx. 15%
M&A	(2022-2024 total) Approx. ¥10.0 bn	¥150.0 bn / 3 years	N/A
Shareholder returns	Payout ratio 50%	Payout ratio 50%	Payout ratio 50%
TAM-type/Sales Ratio	Approx. 5%	Approx. 75%	-
Growth investments/Sales Ratio (excluding M&A)	2.7%	Approx. 5%	-

III-2. Initiatives for FY2025 Transforming our SI Business Model

Shifting to "TAM type Sler

Encourage the establishment of new businesses and solutions throughout the company.

FY2024

Approx. 5%

FY2025
forecast

(31%→)
Approx. **35%**

MTBP
FY2027

Approx. 75%



SI **T**ransformation (T-type)

Incorporate innovations such as generative AI into our value delivery process to provide high-productivity customer-specific system development and operation and maintenance services.

FY2025 plan

Composition*Approx.(14%→) **19%**

GPM Approx. (24%→) **25%**



Asset Driven (A-type)

Convert our strengths into unique assets, and provide them to multiple customers as best practices.

Composition*Approx.(16%→) **16%**

GPM Approx.(26%→) **26%**



Multi Company Platform (M-type)

NSSOL provides a platform for multiple companies to use jointly as the main business entity.

Composition*Approx. (1%→) **1%**

GPM Approx. (26%→) **26%**

*Percentage of consolidated sales (*Italic text indicates first-half results*), excluding Infocom

(FYI) A(Asset)-Type Business



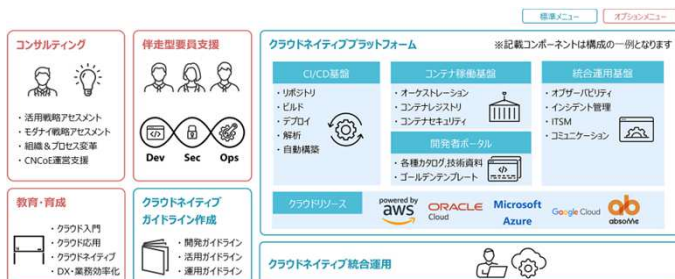
Integrated Management Platform Service for Financial Institutions

■ Strengths as A-Type Business

- ✓ Based on extensive implementation experience in the financial institution management domain, services aligned with regulatory compliance and practical needs are prepared as assets and available for provision.
- ✓ Develop and provide treasury functions for corporate finance departments by leveraging market-based transaction management assets.



Comprehensive Cloud-Native Transformation Support Service



■ Strengths as A-Type Business

- ✓ All components required for cloud-native transformation are prepared as assets and require no customization.
- ✓ Depending on your cloud usage, you can also select and utilize only what you need in a pluggable manner.

Delifit AI



TRIPHOO



NAYASAPO



PPPlan



Geminant



PPMP



For details on each solution, please visit our website. <https://www.nssol.nipponsteel.com/ss/>

III-3. Initiatives for FY2025 Transforming

Customer Approach Technology / R&D Operation / Management

Transforming of Customer Approach

- From individual customer issues to perspectives to customer's management issues and social agendas.

- ✓ While preparing the company-wide offering menu and company-wide managed offering block, we are launching offerings for key customers.
- ✓ Intelligent Force and Delivery Consulting Enter into Capital and Business Alliance Agreement to Strengthen Consulting Capabilities

Transforming of Technology / R&D

- Building of provision-type IT service platforms.
- Enhancing the collaboration between research and development and business operations.

- ✓ Vigorously promote measures to expand the use of AI in the development process
- ✓ System Development AI Agent "NSDevia" Now Available



Transforming of Operation / Management

- Enhancing administrative **productivity by 20%** through the consolidation of common functions and business foundation development, while simultaneously advancing KPI-driven management.

- ✓ The organizational restructuring and personnel reassignments have been completed. Further progress will be made in consolidating operations and sharing best practice.
- ✓ Average time saved per month for AI users: 9.4 hours → Implementing measures to expand the heavy user base

III-4. *Initiatives for FY2025* Targeted Indicators

- Ensuring Business Model Transformation Plan Moves Forward
- Aggressive investment in growth and M&A to achieve the FY2027 Target.

	FY2024 Results	FY2025 Forecast	FY2027 Target
Revenue	¥ 338.3 bn	¥377.0 bn	¥450.0 bn
Operating profit (Operating margin)	¥38.5 bn (11.4%)	¥43.0 bn (12.0%)	¥60.0 bn (13%)
ROE	10.9%	Approx. 11%	Approx. 13%
Capital invested for M&A	¥1.6 bn	Over ¥60 bn	¥150.0 bn / 3 years
Shareholder returns	Payout ratio 50.1%	Payout ratio 50%	Payout ratio 50%
TAM-type/Sales Ratio	Approx. 5%	Approx. 35%	Approx. 75%
Growth Investments/Sales Ratio (excluding M&A)	3.6%	Approx. 4%	Approx. 5%

IV

Appendix

IV-1. Gross Profit Margin Model (FY2025)

¥ in billion	Sales			Gross profit	SGA etc.	Operating margin	Operating profit
		Proportion of total	Gross profit margin				
Traditional-type		65%	26%				
T-type		19%	25%				
A-type		16%	26%				
M-type		1%	26%				
Organic total	357.0	100%	25.5%	91.0	48.0	12.0%	43.0
External growth	20.0			9.5	7.9		
Acquisition cost PPA					1.6		
							} +α
Target for FY2025	377.0		26.7%	100.5	57.5	11.4%	43.0
Target for FY2025	450.0			-	-	13.3%	60.0

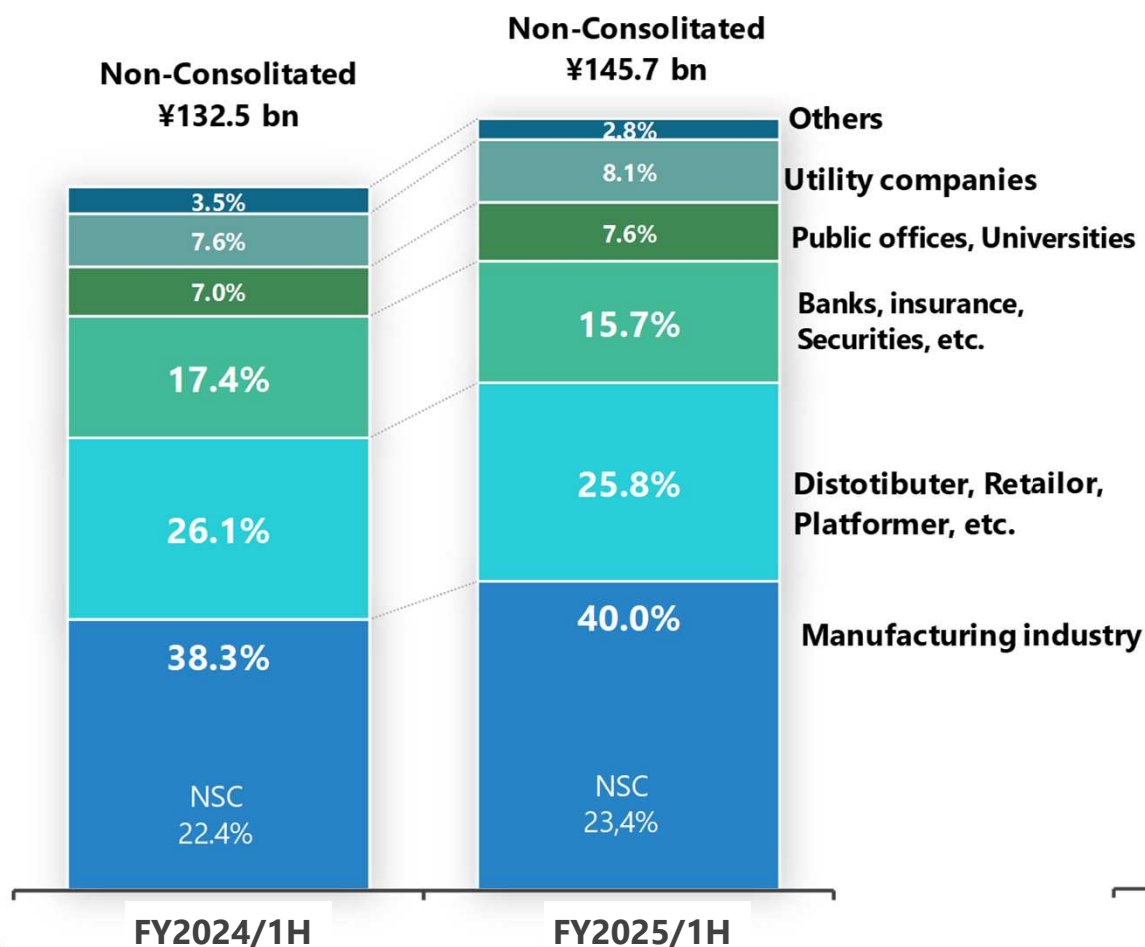
IV-2. Quarterly Sales by Segment / Customer Industry

¥ in billion	FY2023		FY2024				FY2025	
	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
Business Solutions	47.1	51.0	47.9	46.6	48.4	52.6	50.7	53.0
Manufacturing, Nippon Steel Group	22.1	23.4	22.4	23.1	23.8	26.2	24.6	26.0
Retail and Service, Digital Platformer	14.5	16.8	12.9	13.2	13.5	14.7	14.8	15.0
Financial Service	10.6	10.8	12.5	10.3	11.2	11.7	11.3	11.9
Consulting & Digital Service	18.5	26.0	18.4	19.6	23.0	29.7	20.2	21.9
Government, Educational and Research Institutions	5.9	11.9	3.9	5.0	6.0	11.3	4.3	6.3
IT Infrastructure Services	12.6	14.0	14.5	14.6	17.0	18.4	15.9	15.6
Group Business	9.7	13.6	10.5	13.6	12.2	15.7	11.9	20.8
Total	75.3	90.5	76.8	79.8	83.7	98.0	82.7	95.7
<FYI> Revenue to Nippon Steel	16.0	16.0	15.3	15.3	17.1	17.7	17.8	17.6

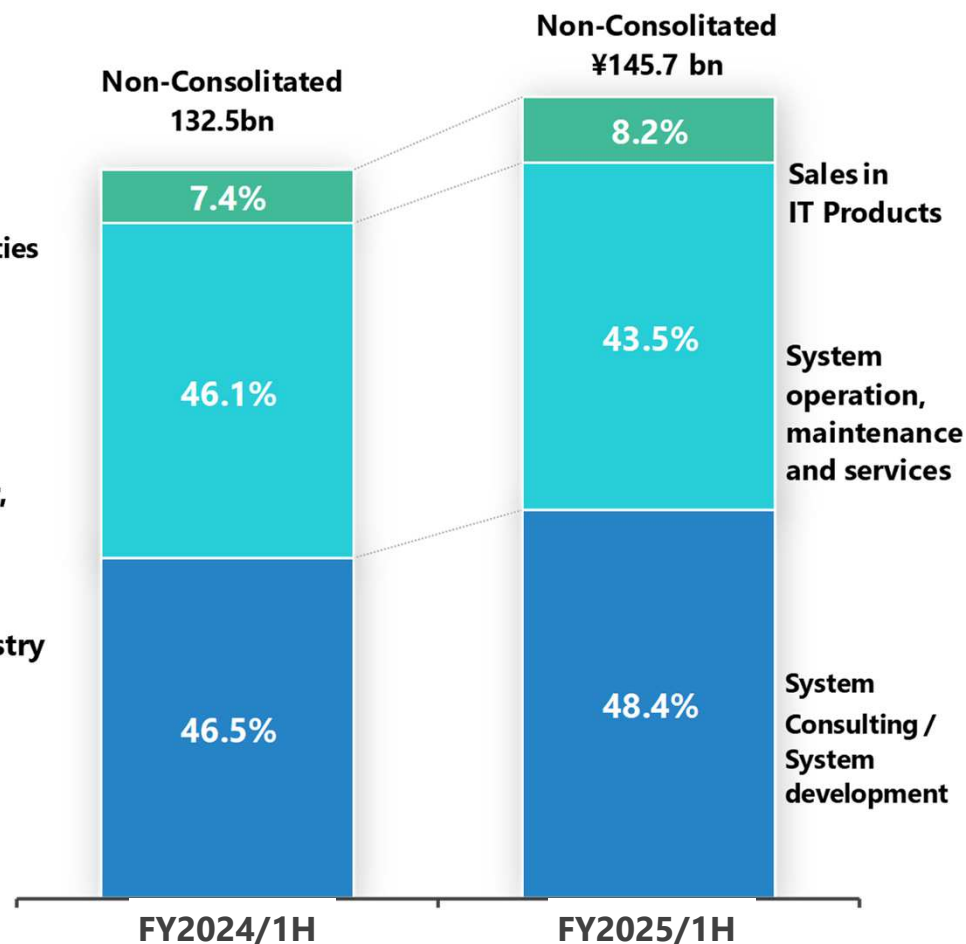
* FY2023 figures are presented prior to the reclassification in the telecom sector.

IV-3. Sales by Customer Industry / Sales Composition by Product/Service

Sales by Customer Industry



Sales Composition by Product/Service



IV-4. Major One-Time Factors, Major Projects by Quarter

¥ in billion

	FY2023		FY2024				FY2025	
	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
Sales	75.3	90.5	76.8	79.8	83.7	98.0	82.7	98.0
Major Projects	Ⓑ O 1.0 © G 2.3	© G 4.8	Ⓑ O 3.0 Ⓢ Newly subsidiaries 1.2	Ⓢ Newly subsidiaries 1.2	Ⓢ Newly subsidiaries 1.3	Ⓢ Newly subsidiaries 1.4		Ⓢ Newly subsidiaries 7.0
O.P.	8.7	11.7	8.8	9.3	11.5	8.9	8.5	8.9
One-Time			Provision for bonuses+ 1.0	Dual corporate tax -1.0		Litigation-related reserves -2.3 Lower profit product -1.0		Acquisition Cost -0.7
Order	74.8	99.8	86.5	87.2	85.2	97.0	75.2	111.2
Major Projects	Ⓑ O 4.2 Ⓑ O 4.5	© G 6.1	Ⓑ O 3.0 © G 7.3 Ⓢ Newly subsidiaries 2.2	© G 4.0 Ⓢ Newly subsidiaries 1.4	© G 5.0 Ⓢ Newly subsidiaries 1.2	Ⓢ Newly subsidiaries 1.4		Ⓢ Newly subsidiaries 24.8

Ⓑ: Business Solutions, ©:Consulting & Digital Service,Ⓢ: Subsidiaries 、O:Oracle, G:Government Project

IV-5. NSSOL's Strengths in the AI and Data Science Field

Addressing various challenges in automation and productivity improvement, we stand by our customers and provide comprehensive support.



High technological capabilities based on research and development

- Over 180 researchers possess expertise in AI and machine learning, system architecture, and improving SI productivity, conducting research on practical cutting-edge technologies.
- In the AI field, we placed 6th (out of 1,514 teams) in the "Kaggle - Santa 2024 - The Perplexity Permutation Puzzle" competition and earned a Gold Medal.



Extensive project management experience

- We possess AI implementation expertise gained through deployments at over 150 companies, covering both traditional SI and cutting-edge AI.
- Well-versed in project management methodologies specific to the AI field, which is often described as "highly uncertain"



Comprehensive support covering development and operations

- Instead of ending with one-off service implementations or model development, we provide comprehensive support, including consulting, development of business applications, and operation, maintenance and training. Further progress will be made in consolidating operations and sharing best practice.



Broad technical offerings through collaboration with partners

- Strengthen collaboration with vendors possessing distinctive technologies to provide a wide range of solutions

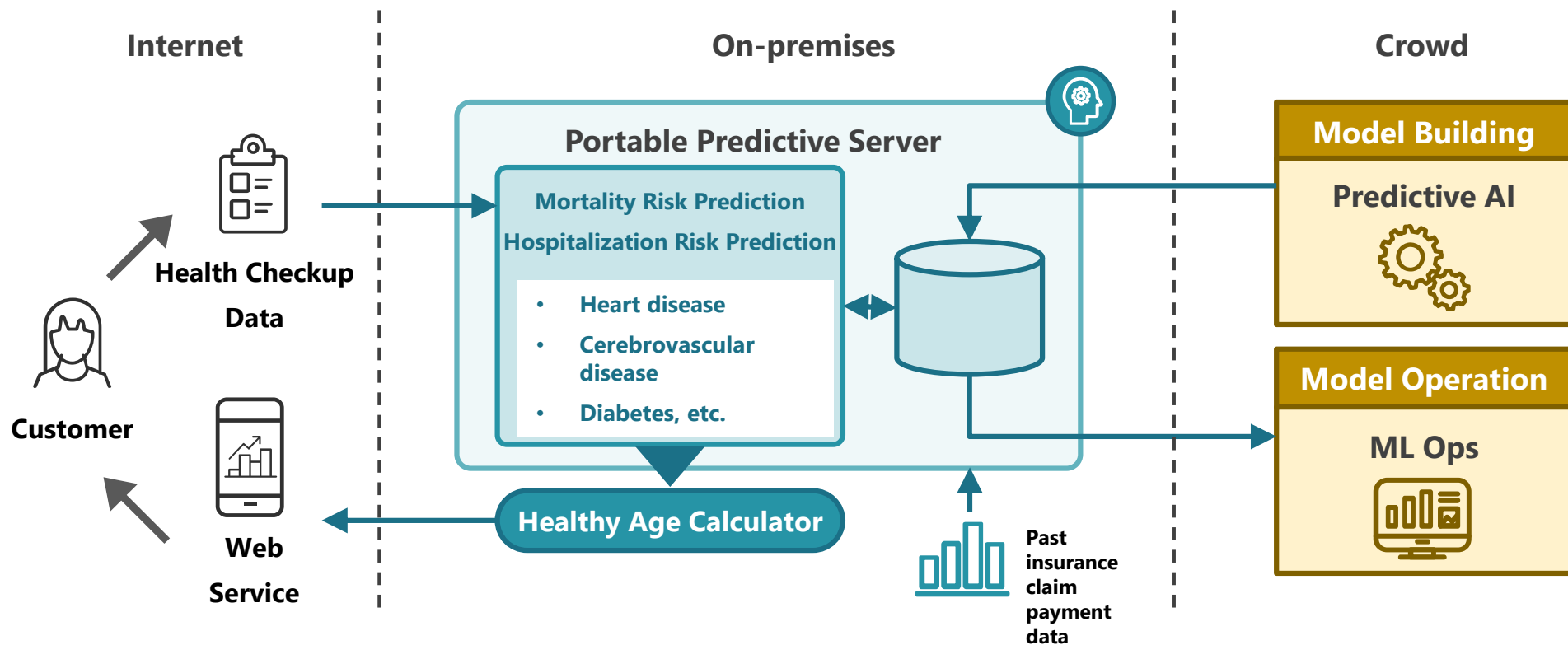
Case 1

Meiji Yasuda Life Insurance Co., Ltd.

AI-Based Customer Health Metric Calculation Service

Calculate a health-active age indicator using AI to assess customer health status and prevent disease

Developing proprietary AI models also facilitates new service creation



Case 1

for Retail Industry; Supermarket Prepared Foods Section Operations Support



Delifit AI

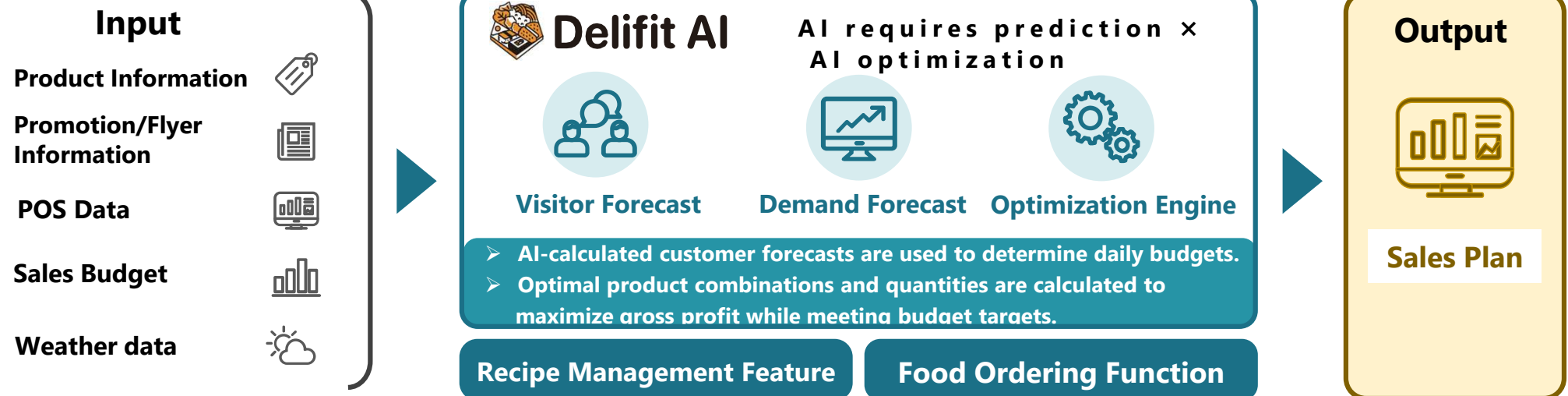
AI automatically creates plans to minimize waste and maximize profits through demand forecasting and optimization.

Before: Sales floor operations reliant on veteran staff

- Planning and ordering dependent on individual skills
- Being consumed by back-office tasks
- Management of unstaffed stores is highly demanding

After: AI-Powered Store Operations

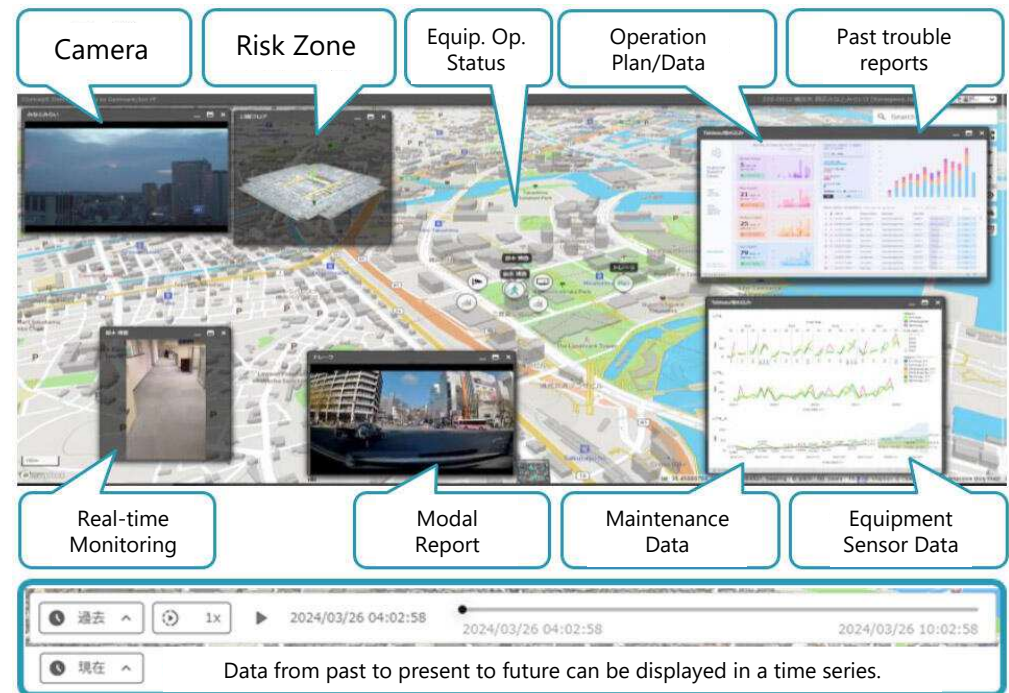
- AI-assisted planning and ordering that doesn't rely on veterans
- Streamlining operations to focus on management
- Enabling stable order operations with AI



Case 3

for Manufacturing; **Digital Twin Solutions “Geminant”**

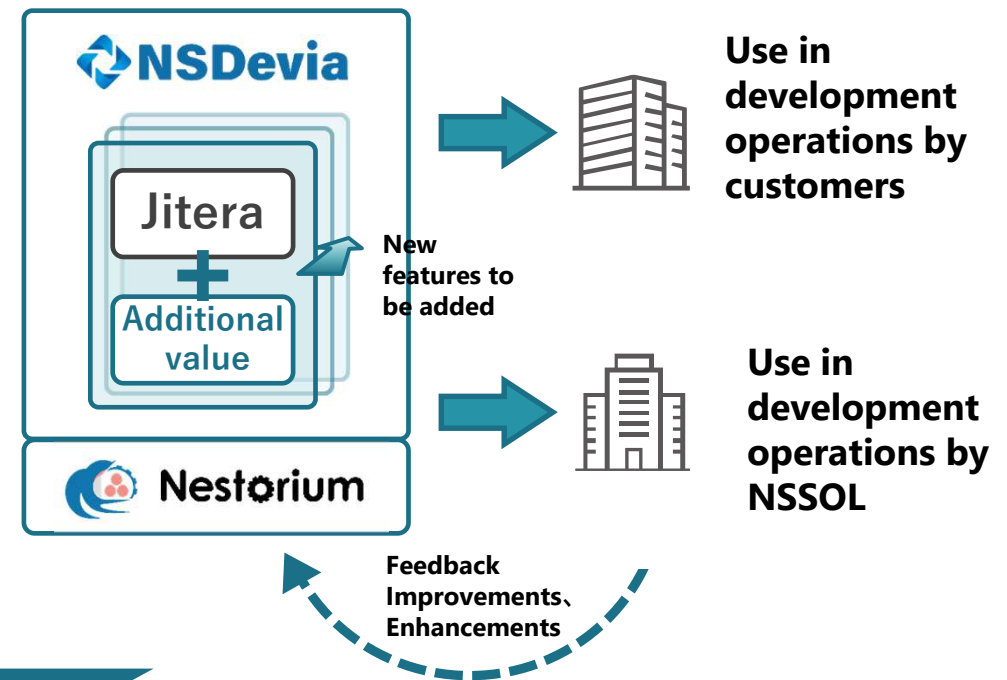
- This digital twin solution provides manufacturing, energy and transportation companies, as well as those in other industries with manufacturing and logistics facilities, with a range of benefits.
- It enables centralized visualization of operational, maintenance, security and logistics information for these facilities within a 3D digital space.
- This solution provides comprehensive situational awareness through bird's-eye visual monitoring (Visible Twin). Furthermore, by incorporating planning data and simulation results, it enables actual versus planned analysis and anomaly prediction (Touchable Twin).



- AI analysis of images and video captured by fixed cameras and quadrupedal robots for meter reading
- AI-based condition monitoring solutions for detecting early signs of equipment abnormalities and failures

NSDevia Supporting Sustainable IT System Development

- ✓ As part of our NSDevia service, we have implemented the 'Jitera' feature on Nestorium.
- ✓ We promote development using AI agents powered by NSDevia. This aims to enhance productivity not only within our company, but also for our customers.
- ✓ NSDevia plans to progressively expand its range of AI-powered services to include project management support and the automation of testing and operational tasks.



Strongly supporting sustainable productivity improvement in system development environments



Social Value Producer with Digital

<https://www.nssol.nipponsteel.com/en/>

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