TSE:2327

Full-year Results FY2025 and Progress of 2025-2027 Mid-term Business Plan

April 27, 2026

NS Solution Corporation

Good afternoon, everyone. My name is Tamaoki from NS Solutions Corporation.

Thank you for joining today's earnings briefing.

I will walk you through our FY2025 full-year results, announced earlier today, and provide an update on the progress of our 2025–2027 Mid-Term Business Plan.

EXECTIVE SUMMERY

➢ Results of FY2025

*Profit attributable to owners of parent

Revenue 381.3 ¥bn	Operating Profit 442 ¥bn	*Net Profit 308 ¥bn
YoY +13% +43.0 ¥bn	YoY +15% +5.7 ¥bn	YoY +14% +3.8 ¥bn

- Driven by strong IT demand, the company is on track to set new records.

➢ Guidance of FY2026

Revenue 417.0 ¥bn	Operating Profit 47.5 ¥bn	*Net Profit 31.6 ¥bn
YoY +9% +35.7 ¥bn	YoY +7% +3.3 ¥bn	YoY +2% +0.8 ¥bn

- Promoting the transition to a new business model (TAM model), and expect that approximately 50% of revenue will come from the TAM model by fiscal year 2026.
- We have launched the CorePeak© brand as a new business offering, with a goal of generating 10 billion yen in new business in the first year.

Let me begin with a summary of today's key messages.

In FY2025, we delivered strong results supported by robust domestic IT demand. Revenue reached ¥381.3 billion, operating profit ¥44.2 billion, and net income ¥30.8 billion—each surpassing our guidance and setting new all-time highs.

For FY2026, although we expect domestic IT investment to remain firm, elevated oil prices and broader geopolitical uncertainties continue to weigh on the global outlook, and visibility remains limited.

Our full-year guidance calls for revenue of ¥417.0 billion, operating profit of ¥47.5 billion, and net income of ¥31.6 billion.

We will press ahead with the key initiatives of our Mid-Term Business Plan, including the transformation of our business model and the rollout of our new offering brand, "CorePeak."

Results of FY2025

3

Let me now turn to the details of our FY2025 results.

1. FY2025 Highlights

¥ in billion

	FY2024	FY2025	YoY change	YoY rate
Revenue	338.3	381.3	+43.0	+13%
Gross Profit	81.7	101.8	+20.1	+25%
<Gross Profit Margin>	<24.2%>	<26.7%>	<+2.5%>	
SG & A and Other Profit	43.2	57.6	+14.4	+33%
Operating Profit	38.5	44.2	+5.7	+15%
<Operating Profit Margin>	<11.4%>	<11.6%>	<+0.2%>	
Profit before tax	39.1	45.3	+6.2	+16%
Profit attributable to owners of parent	27.0	30.8	+3.8	+14%
ROE	10.9%	11.4%	+0.5%	

A smooth start was made in the first year of the mid-term business plan.

- Domestic IT demand remains strong; revenue up 13%
- Gross profit margin improved by 2.5 points due to factors such as business model transformation, increased productivity and a rise in high-value-added projects.
- The increase in SG & A expenses (+14.4 billion yen) was primarily due to the impact of making Infocom a subsidiary (+9.9 billion yen) and the accelerated implementation of mid-term plan initiatives.
- Operating profit came in at 44.2 billion yen (+15%), exceeding expectations
- Infocom posted an operating profit of 3.3 billion yen; including acquisition-related expenses/PPA (-2.2 billion yen), it contributed 1 billion yen to consolidated operating profit.

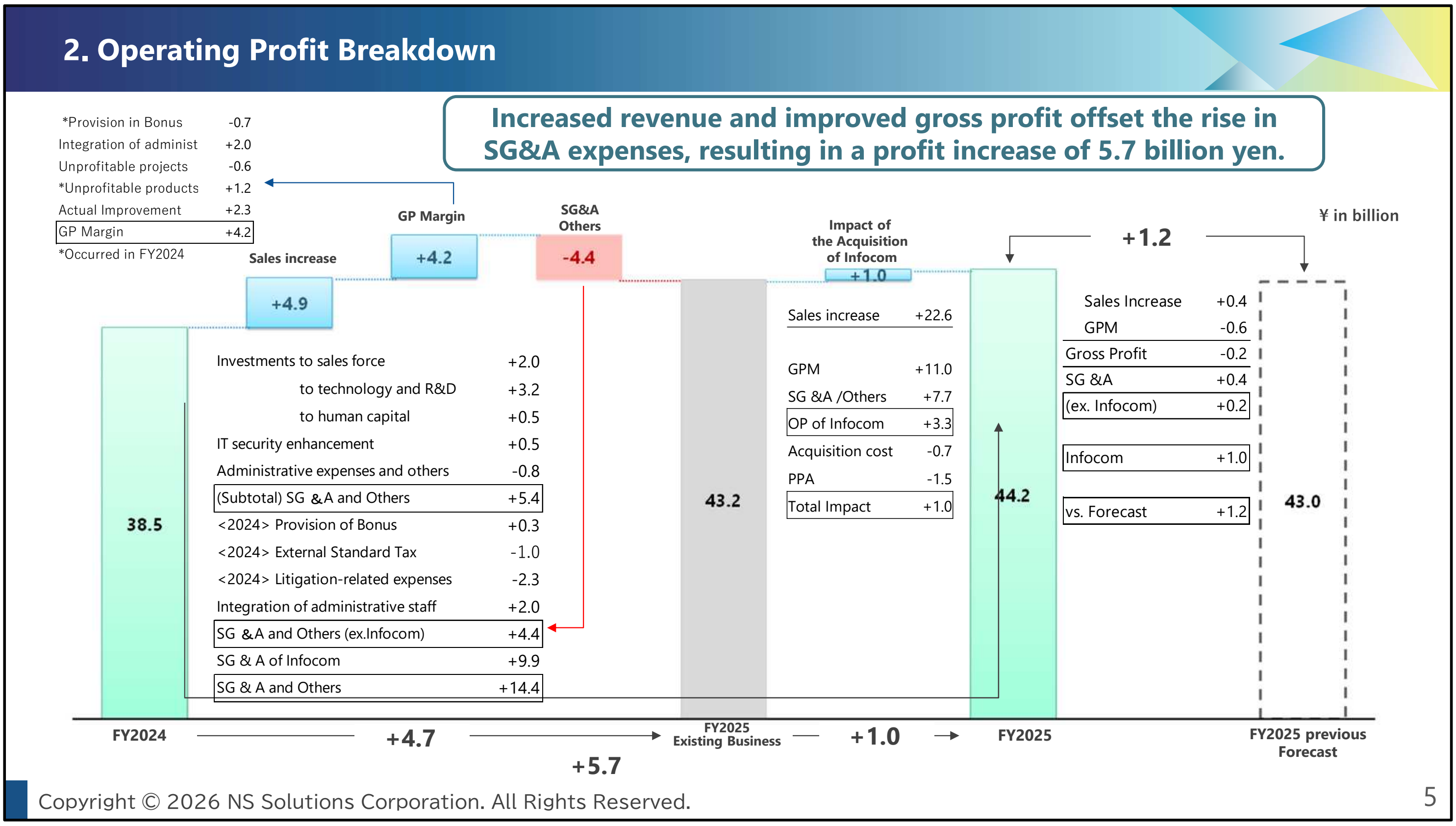
4

As highlighted, all profit lines reached record highs.

Revenue grew 13% year on year, and the gross profit margin improved by 2.5 percentage points to 26.7%. This margin expansion reflects not only the consolidation of higher-margin Infocom but also the tangible benefits of our business model transformation, productivity gains, and a shift toward higher-value-added engagements.

SG&A rose by ¥14.4 billion year on year; however, ¥9.9 billion of this increase stemmed from the consolidation of Infocom, with the balance primarily attributable to strategic initiatives under the Mid-Term Business Plan.

As a result, operating profit came in at ¥44.2 billion—up ¥5.7 billion, or 15% year on year—exceeding our guidance.



Let me break down the drivers of operating profit.

Excluding Infocom, the gross profit uplift from higher revenue was ¥4.9 billion, while gross margin improvement contributed ¥4.2 billion. Stripping out one-off items such as bonus provisions and loss-making projects, the underlying margin improvement was ¥2.3 billion—evidence that our business model transformation and productivity initiatives are delivering real results.

SG&A for the existing business rose ¥4.4 billion, driven mainly by investment in sales capabilities, R&D, and cybersecurity—all strategic priorities under the Mid-Term Plan.

Infocom's net contribution to consolidated operating profit, after deducting acquisition costs and purchase price allocation amortization, was ¥1.0 billion.

3. Sales by Segment / Customer Industry

¥ in billion

	FY2024 After Reclassifications	FY2025 Forecast	Change YoY
Business Solutions	195.5	**209.8**	**+14.4**
Manufacturing, Nippon Steel Group	95.4	**102.5**	**+7.0**
Retail and Service, Digital Platformer	54.3	**60.8**	**+6.4**
Financial Service	45.7	**46.6**	**+0.9**
Consulting & Digital Service	90.7	**91.5**	**+0.8**
Government, Educational and Research Institutions	26.1	**25.8**	**-0.3**
IT Infrastructure Services	64.6	**65.7**	**+1.0**
Subsidiaries	52.1	**80.0**	**+27.9**
Total	338.3	**381.3**	**+43.0**
<FYI> Revenue to Nippon Steel	65.3	**70.6**	**+5.3**

In addition to the benefits of M&A, existing business areas are also performing well overall

+7% Manufacturing : The manufacturing sector is generally performing well
Steel: Revenue increased, primarily due to Nippon Steel's new facilities and related projects

+12% Retails/PF:
Revenue growth driven primarily by the retail and travel sectors

+2% Financial Services:
Offset the impact of the previous year's Oracle projects with its asset-based business, achieving increased revenue.

+1% Consulting & Digital Service:
Increased sales of IT infrastructure (cloud solution, etc.)

+54% Group Business：
Revenue increased significantly, driven primarily by the consolidation of Infocom (2–4Q: 22.6 billion yen)

 6

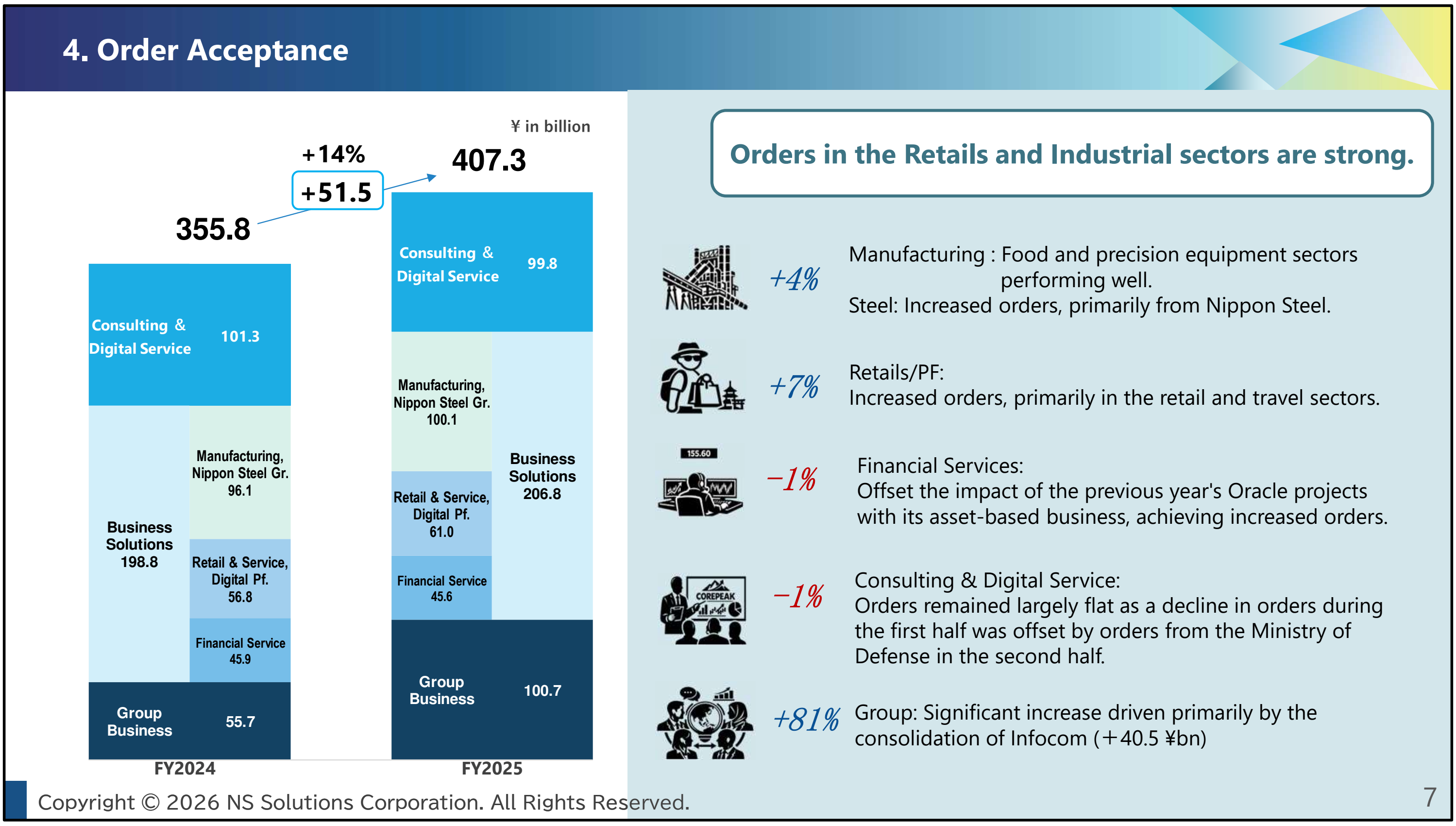
Here is the revenue breakdown by segment and customer industry.

In FY2025, the manufacturing sector and the retail and travel verticals were the standout performers.

Financial Services posted modest growth, as the roll-off of a large Oracle engagement in FY2024 was offset by recurring asset-based revenue.

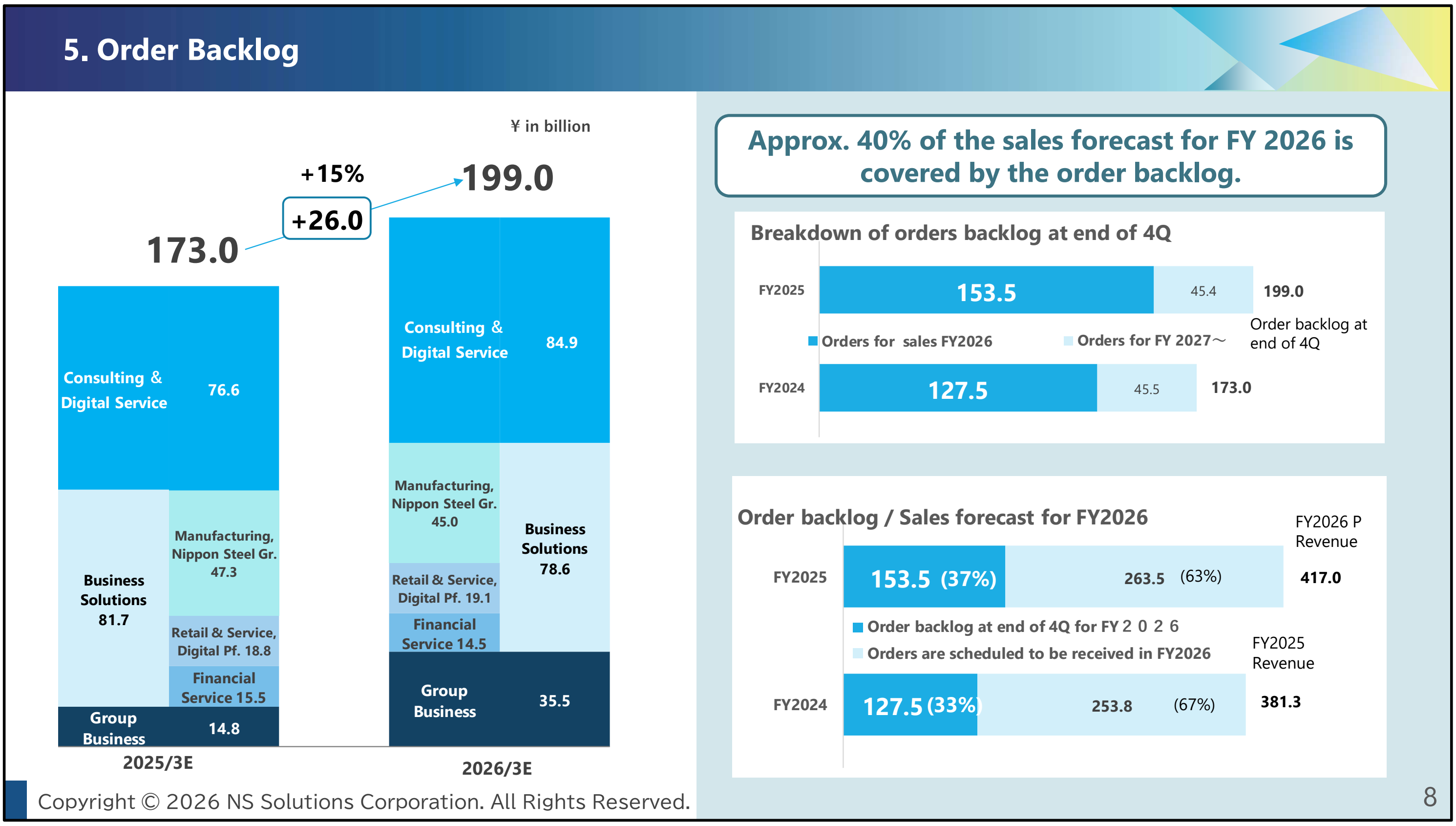
Consulting & Digital Services was largely flat—the loss of a sizable first-half project was compensated by Ministry of Defense and other second-half engagements.

Group Business revenue surged 54%, or ¥27.9 billion, year on year, although approximately ¥22.6 billion of this reflects the consolidation of Infocom.



Total orders received in FY2025 reached ¥407.3 billion, up 14% year on year and crossing the ¥400 billion threshold for the first time.

The segment-level trends broadly mirror the revenue patterns I just described.



The order backlog at the end of March stood at ¥199 billion, up ¥26 billion year on year.

This covers approximately 37% of our FY2026 revenue guidance of ¥417 billion—a higher coverage ratio than at the same point last year.

We will continue to build the backlog to underpin delivery of the full-year target.

6. Cash flow

¥ in billion

	FY2024	FY2025	Change	
Operating CFs	37.2	-3.4	-40.6	One-time factors: -36.0 ¥bn (Tax payments related to the sale of shares: -36.0 ¥bn)
Investing CFs	70.3	-59.4	-129.6	Cost of acquiring Infocom: -55 ¥bn
Financial CFs	-18.8	-21.6	-2.8	Dividend payout: -14.2 ¥bn

	2025/3E	2026/3E	Change	
Cash and Cash Equivalents	192.9	108.8	-84.1	In line with the mid-term management plan, we intend to reduce costs by 84.1 billion yen by focusing on mergers and acquisitions, growth investments, and shareholder returns.

 9

Turning to cash flow.

Operating cash flow was negative ¥3.4 billion in FY2025, weighed down by one-off tax payments of approximately ¥36 billion related to the sale of the RECRUIT share in FY2024.

Investing cash flow swung to negative ¥59.4 billion, largely reflecting the acquisition of Infocom, compared with a significant inflow in FY2024 from cross-shareholding disposals.

Financing cash flow was negative ¥21.6 billion, driven primarily by ¥14.2 billion in dividend payments.

As a result, cash and cash equivalents declined ¥84.1 billion year on year to ¥108.8 billion—in line with the trajectory outlined in our Mid-Term Plan.

7. Balance sheet / ROE

¥ in billion

	2025/3E	2026/3E	Change
Assets	421.3	417.6	-3.7

A: Cash and Cash Equivalents: -84.1
Goodwill (Acquisition of Infocom, etc.): +28.9
Intangible assets +28.5

	2025/3E	2026/3E	Change
Liabilities	151.5	128.8	-22.7

L: Accrued corporate income tax, etc. -28.5

	2025/3E	2026/3E	Change
Equity	269.8	288.8	+19.0

E: Net income+30.8
Dividend payout- 14.2

	FY2024	FY2025	Change
ROE	10.9 %	11.4 %	+0.5 %

Trend of ROE

FY2021	2022	2023	2024	2025	2027 MTP
10.9%	11.0%	11.1 %	10.9 %	11.4 %	Approx.13%

 10

Reflecting the cash deployment I just described, total assets declined modestly year on year.

Meanwhile, steady revenue growth and higher profitability lifted ROE to 11.4%—a 0.5-point improvement and a step toward our Mid-Term Plan target of approximately 13%.

FY2026 Guidance

11

Now let me turn to the FY2026 outlook.

8. Market Trend

Business Environment	Domestic IT investment remains robust Rising risks stemming from overseas political and economic conditions (Middle East, U.S. tariff etc.)	
Demand Trends by Industry	Manufacturing, Nippon Steel Gr.	● Although the outlook for the manufacturing sector is becoming increasingly uncertain due to rising external risks such as tensions in the Middle East and U.S. tariff measures, IT investment in areas such as moving away from legacy systems, strengthening supply chains, improving design and manufacturing processes, and data-driven management remains robust. ● The global steel market remains challenging, with margins expected to continue shrinking due to imported materials and domestic demand remaining sluggish.
	Retail and Service, Digital Platformers	● Major internet service companies are continuing to restructure their businesses to shift their focus from business growth to improving profitability。 ● With the rapid expansion of inbound tourism demand, the travel sector is experiencing strong demand. Major clients have a strong need to upgrade their core systems. The retail sector is also seeing further growth in e-commerce.
	Financial Service	● Amid environmental changes such as rising interest rates, structural reforms and digital transformation are advancing in the financial industry. ● As major Japanese banks become increasingly reliant on overseas revenue, the shift of IT investment from domestic to overseas markets is accelerating.
	Consulting & Digital Service	● The renewal of legacy systems, the growing demand for Crowdlift*, and the accelerating adoption of cutting-edge technologies in these areas. ● While there is a growing need among client companies to strengthen their IT capabilities through collaboration between business and IT departments, a shortage of IT personnel and skills remains a challenge.

*Cloudlift is a method of migrating systems from an existing on-premises environment to the cloud without modification.

Our base-case assumption is that domestic IT investment will remain firm.

That said, as you are well aware, the macroeconomic environment—both in Japan and globally—has grown increasingly uncertain, and we acknowledge that visibility is limited at this stage.

9. FY2026 Guidance

Revenue 417.0 ¥bn
YoY +9% +35.7 ¥bn

Operating Profit 47.5 ¥bn
YoY +7% +3.3 ¥bn

***Net Profit** 31.6 ¥bn
YoY +2% +0.8 ¥bn

- Promoting the transition to a new business model (TAM model), and expect that approximately 50% of revenue will come from the TAM model by fiscal year 2026.
- We have launched the CorePeak© brand as a new business offering, with a goal of generating 10 billion yen in new business in the first year.

Dividends forecast

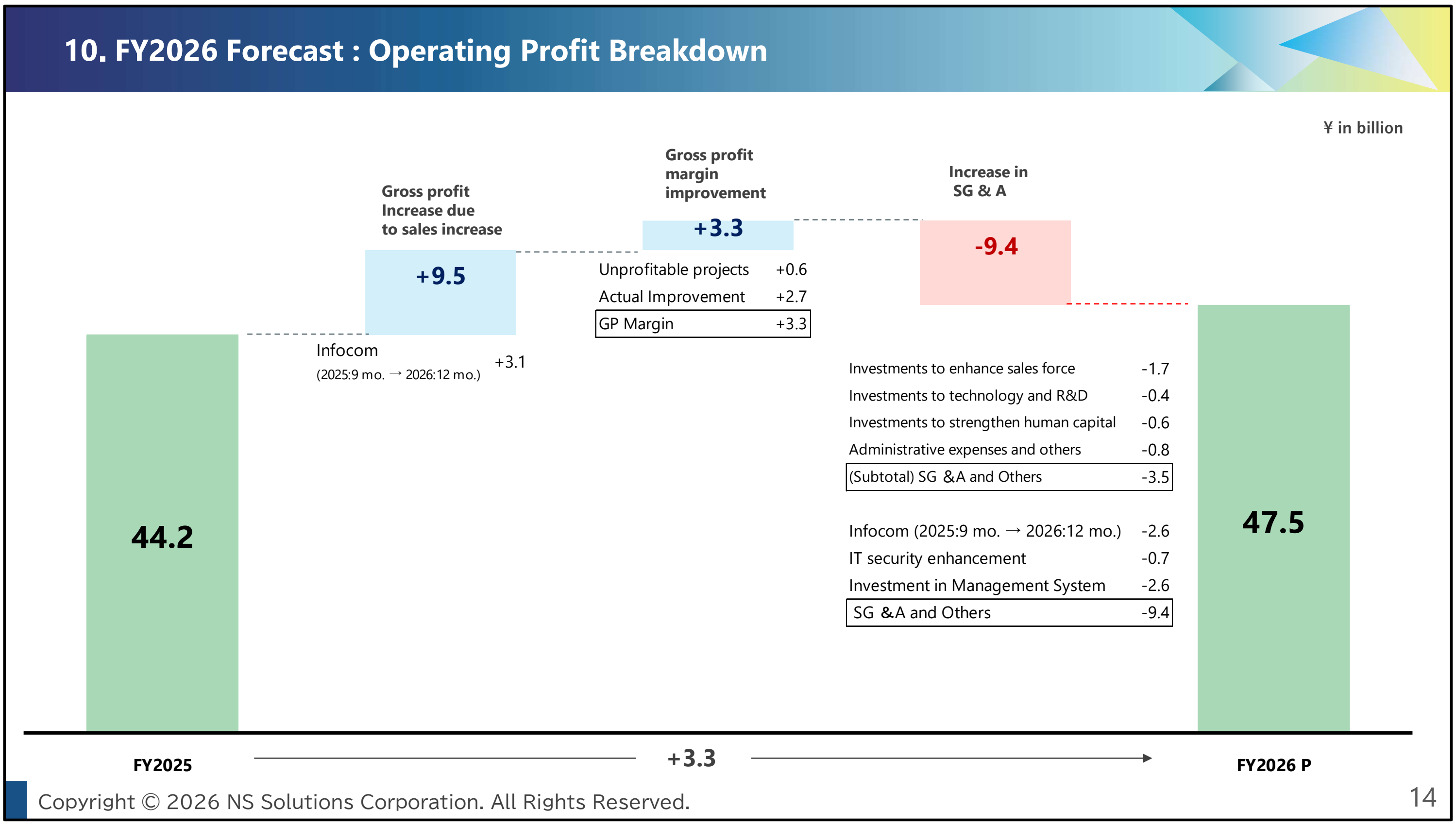
	FY2025	vs. Previous forecast	FY2026 forecast	Change
Profit attributable to Owners of parent (¥ in billions)	30.8	+16.0	**31.6**	+0.8
EPS (Yen per Share)	168.5	+8.9	**172.7**	+4.2
Interim	40.0	-	**43.5**	+3.5
Year end	45	+5.0	**43.5**	-1.5
Dividends (Yen per Share)	85	+5.0	**87.0**	+2.0
POR	50.4%		**50.4%**	0.0%

 13

Here is our FY2026 guidance.

The ¥47.5 billion operating profit target represents a critical milestone on the path to our Mid-Term Plan goal of ¥60 billion in FY2027.

On dividends, we paid ¥85 per share for FY2025—¥5 above the initial forecast—and we project a further increase to ¥87 per share for FY2026.



Let me walk through the operating profit bridge for FY2026.

The gross profit uplift from revenue growth is ¥9.5 billion, although this includes approximately ¥3.1 billion attributable to a three-quarter timing benefit from the Infocom consolidation, which began in July of last year.

Gross margin improvement contributes ¥3.3 billion; on an underlying basis, excluding one-off items, the improvement is ¥2.7 billion.

SG&A is forecast to rise ¥9.4 billion, which similarly includes the Infocom timing effect as well as investments in cybersecurity and management system upgrades. We estimate the underlying SG&A increase at approximately ¥3.5 billion.

11. FY2026 Half-Yearly Earnings Forecast

¥ in billion

	FY2025			FY2026(e)			Difference *YoY rate*		
	1H	2H	FY	1H(e)	2H(e)	**FY (e)**	1H	2H	**FY**
Revenue	178.4	203.0	381.3	198.0	219.0	**417.0**	*11%* +19.6	*8%* +16.0	***9%*** **+35.7**
Gross Profit <Gross Profit Margin>	46.1 <25.9%>	55.7 <27.4%>	101.8 <26.7%>	54.0 <27.3%>	60.5 <27.6%>	**114.5** **<27.5%>**	*17%* +7.9 <+1.4%>	*9%* +4.8 <+0.2%>	***12%*** **+12.7** **<+0.8%>**
SG & A and Other Profit	27.9	29.7	57.6	33.5	33.5	**67.0**	*20%* +5.6	*13%* +3.8	***16%*** **+9.4**
Operating Profit <Operating Profit Margin>	18.3 <10.2%>	26.0 <12.8%>	44.2 <11.6%>	20.5 <10.4%>	27.0 <12.3%>	**47.5** **<11.4%>**	*12%* +2.2 <0.1%>	*4%* +1.0 <-0.5%>	***7%*** **+3.3** **<-0.2%>**
Profit before tax	18.8	26.4	45.3	20.9	27.4	**48.3**	*11%* +2.1	*4%* +1.0	***7%*** **+3.0**
Profit attributable to owners of parent	12.0	18.8	30.8	12.6	19.0	**31.6**	*5%* +0.6	*1%* +0.2	***2%*** **+0.8**

This table provides a half-yearly breakdown of the P&L. Please refer to it for the detailed phasing.

12. FY2026 Sales Forecast by Segment / Customer Industry

From the perspective of strengthening consolidated management, we have included the revenue of group companies in the revenue figures for each of our business segments for disclosure purposes.

	FY2025		FY2025 After Reclassifications	FY2026 Forecast	Change
Business Solutions	209.8	+76.7	**286.5**	**305.0**	**+18.5**
Manufacturing, Nippon Steel Group	102.5	+53.2	**155.7**	**167.0**	**+11.3**
Retail and Service, Digital Platformer	60.8	+14.6	**75.4**	**76.5**	**+1.1**
Financial Service	46.6	+8.8	**55.4**	**61.5**	**+6.1**
Consulting & Digital Service	91.5	+3.3	**94.8**	**112.0**	**+17.2**
Government, Educational and Research Institutions	25.8		**25.8**	**34.5**	**+8.7**
IT Infrastructure Services	65.7	+3.3	**69.0**	**77.5**	**+8.5**
Subsidiaries	80.0	-80.0			
Total	381.3		**381.3**	**417.0**	**+35.7**
<FYI> Revenue to Nippon Steel	70.6		**70.6**	**70.0**	**-0.6**

Disclosure Information Starting from Q1 of FY2026

¥ in billion	FY2026/1Q Revenue	FY2026/1Q Operating Profit
Manufacturing /Steel		
Retails/ PFs		
Financial Service		
Consulting/ Digital		
Total		

 16

Regarding revenue by service and customer industry,

we expect growth, particularly in the manufacturing sector.

As explained earlier regarding the order backlog, the order coverage rate is projected to be around 37% at the start of the fiscal year. While there may be some fluctuations by industry segment in the actual results, we will work steadily to exceed the current forecast for the company as a whole.

Furthermore, starting this fiscal year, with a view to strengthening collaboration between the parent company and group companies, we plan to reorganize our reporting format. Previously, group companies were listed separately, but we will now incorporate them into each business segment. In conjunction with this change, we intend to present operating profit by segment—such as "Industrial & Steel"—for your reference.

Progress of 2025-2027 Mid-term Business Plan

17

I would now like to update you on the progress we have made in the first year of the 2025–2027 Mid-Term Business Plan.

13. 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

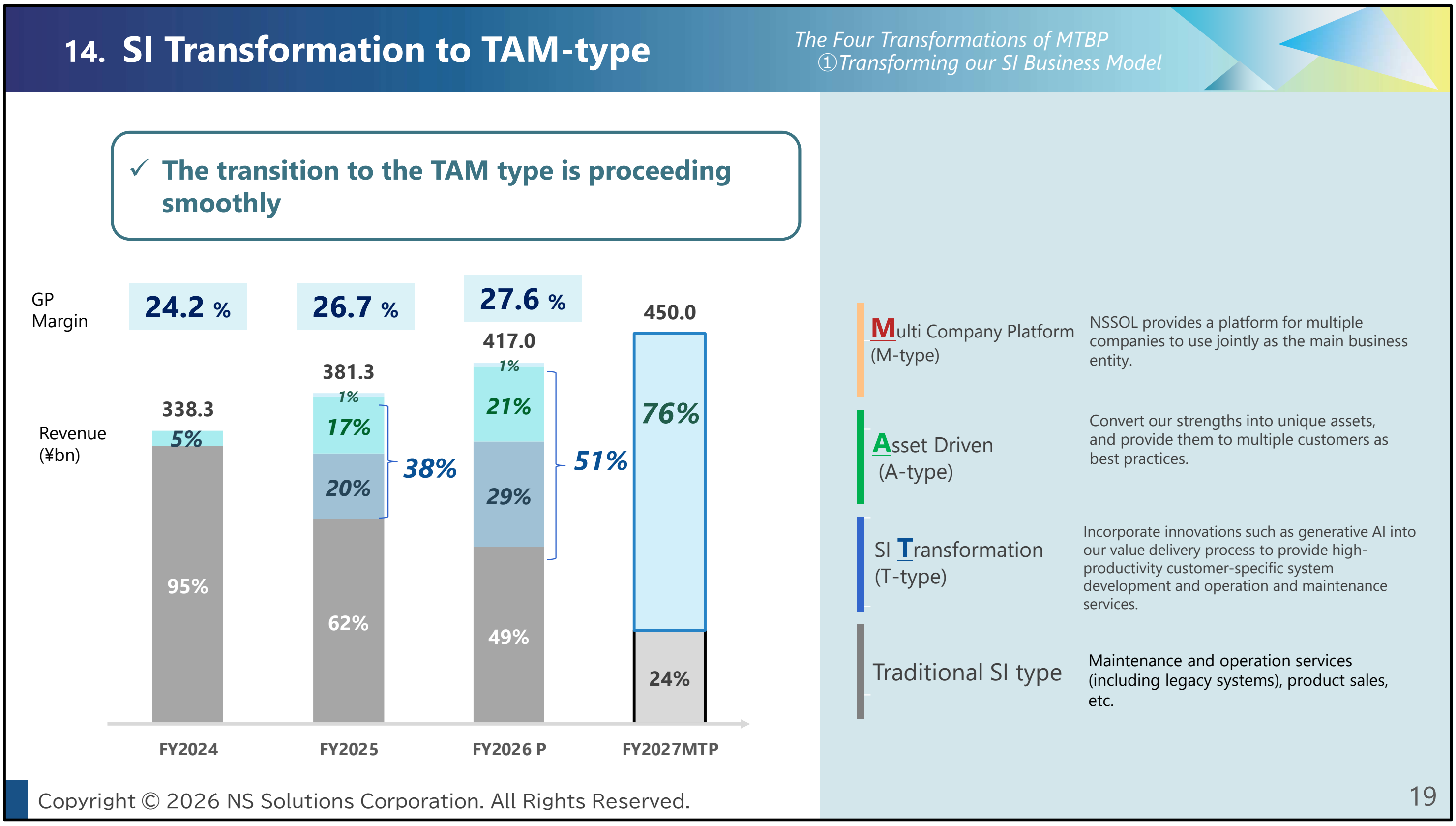
	FY2024 forecast	FY2027 plan	NSSOL 2030 Vision
Revenue	¥330.0 bn	**¥450.0** bn	¥500.0 bn
Operating profit (Operating margin)	¥39.0 bn (11.8%)	**¥60.0** bn (13%)	¥100.0 bn (20%)
ROE	Approx. 11%	Approx. **13%**	Approx. 15%
M&A	(2022-2024 total) Approx. ¥10.0 bn	**¥150.0** bn / 3 years	N/A
Shareholder returns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

 18

This slide outlines the architecture of our Mid-Term Business Plan.

Over the three-year period, we are pursuing four fundamental transformations: our SI business model, customer engagement approach, technology and R&D capabilities, and internal operations and management.

Our FY2027 financial targets are revenue of ¥450 billion, operating profit of ¥60 billion, and ROE of approximately 13%.



The first transformation is our SI business model.

We are shifting from the traditional project-based systems integration model toward three scalable models—SI Transformation (T-type), Asset-Driven (A-type), and Multi-Company Platform (M-type)—which collectively define our "Social Value Producer" vision.

In FY2025, the combined TAM-model share of total revenue reached 38%, and the transition is accelerating across all business units.

Our target for FY2026 is to bring this share to approximately 50%.

15. A-Type / M-Type Business

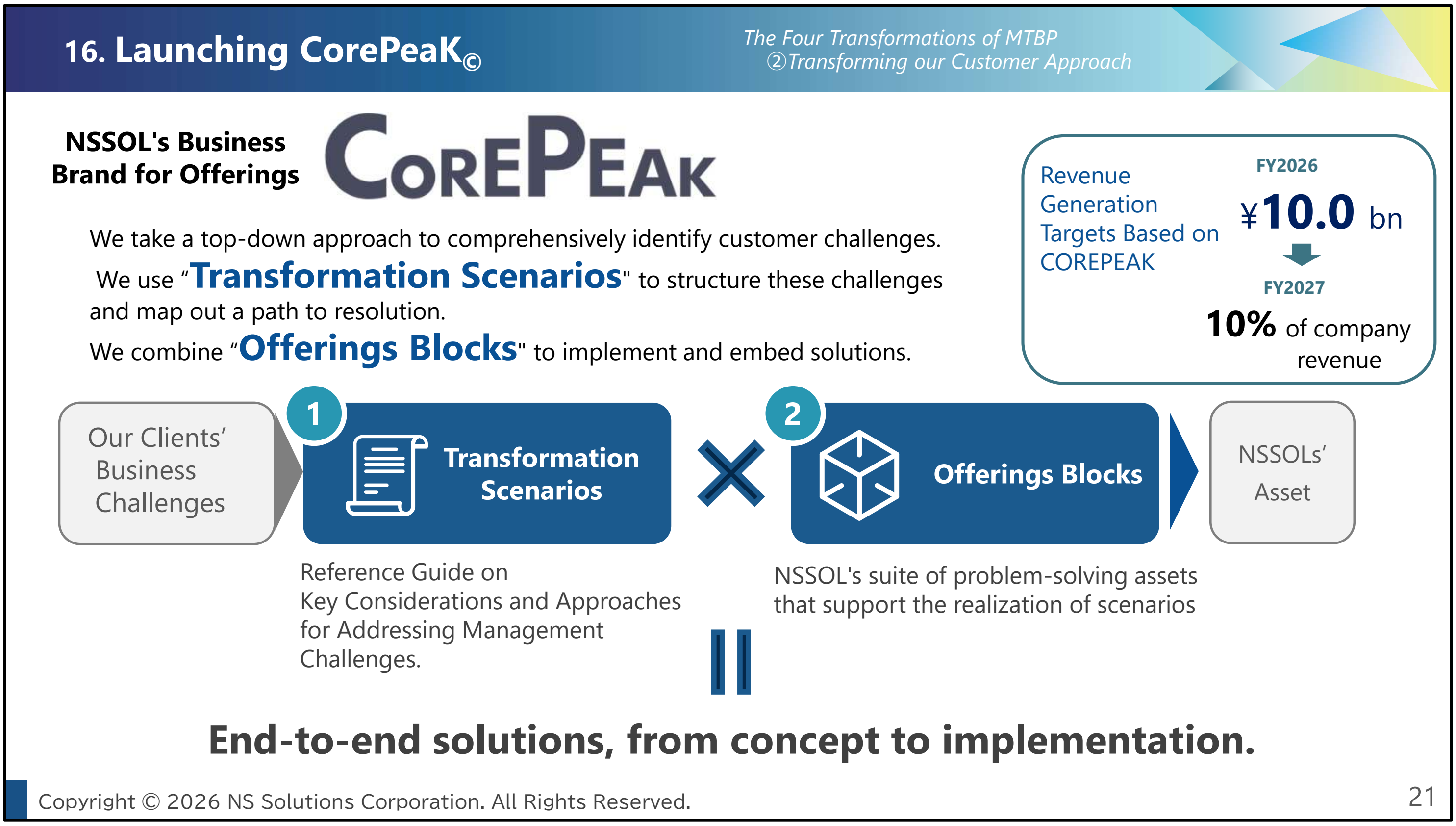
The Four Transformations of MTBP
①Transforming our SI Business Model

	A-Type	M-Type
Manufacturing	・Geminant（Digital Twin Platform） ・PPPlan（Supply Chain Management for the Food Industry）	・Hakobini（Collaborative Delivery Platform）
Steel	・PPMP（Production Management Package） ・PPCV（Image AI Solutions）	・NSLOGIX（Data Integration Platform for Logistics Companies）
Retails/PF	・NS Devia（AI-Driven Development） ・fitAI（AI Support for Retail Stores） ・COCOTRA（Solutions for Inbound Business）	・NS Eclipa（E-commerce platform）
FInancial	・ConSeek（Integrated Business Management Platform） ・BM4I（IFRS Financial Instruments Accounting Services） ・Enesage（Energy Trading Management Service）	・Web3 Financial Data Platform
Consulting/ Digital Service	・Oracle Alloy（Cloud services） ・NSSIRIUS（Cybersecurity Services）	・emerald SaaS（Next-Generation Operations Service -SaaS Edition-）
Company-wide	・BPMS（Business Process Management System） ・Advanced Document Management Solution（Box）	・CONTRACT CROSS（Electronic Contracts）

 20

This slide provides an overview of our A-type and M-type product and service lineup across each business segment.

These are proprietary offerings that generate recurring and asset-leveraged revenue streams.

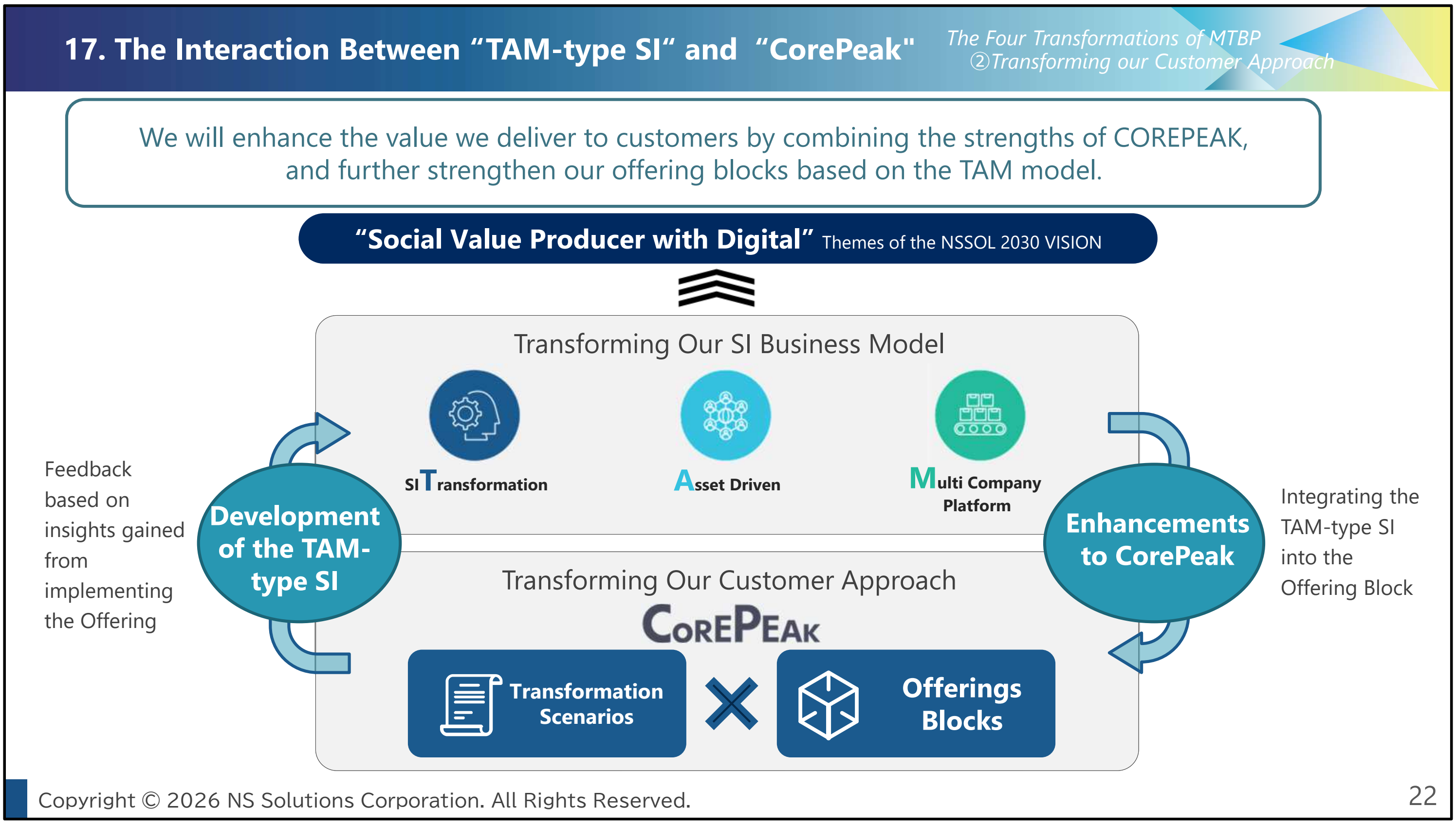


The second transformation is our customer engagement approach, anchored by our new offering brand, "CorePeak."

The name reflects our mission: to support the core of our clients' value creation and help them reach the peak through digital transformation.

Our competitive edge lies in the deep industry expertise we have built over decades. Through structured "Transformation Scenarios," we diagnose client challenges and define a clear path to resolution. We then combine these with "Offering Blocks"—industry- and theme-specific solution assets—to move from concept to tangible implementation.

Our FY2026 target is to generate ¥10 billion in new revenue through CorePeak.



Our customer engagement transformation and SI business model transformation are mutually reinforcing.

CorePeak is the vehicle through which we are shifting to an offering-led customer approach.

As adoption scales, two dynamics emerge: first, top-down, proactive engagement drives growth in T-type projects; second, the insights gained from these implementations surface common industry challenges, fueling the creation of new A-type and M-type offerings.

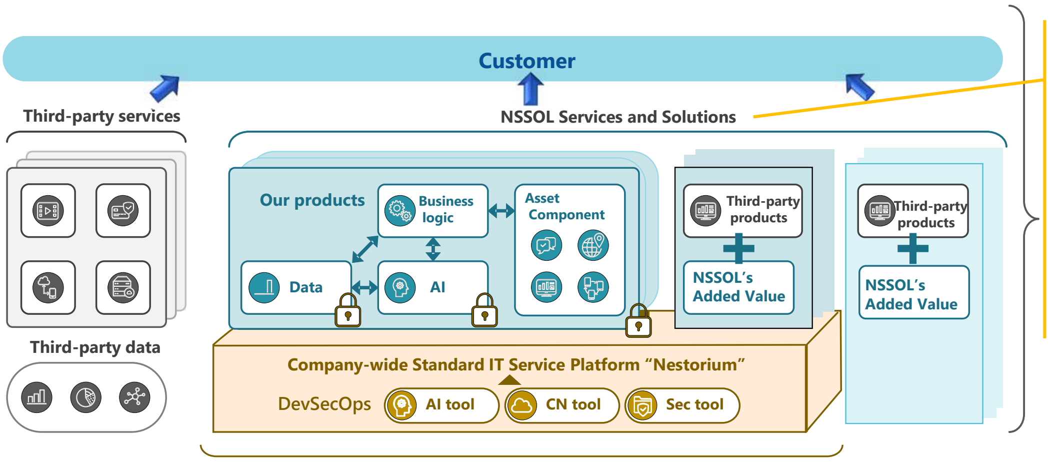
These enhanced assets, in turn, strengthen the CorePeak portfolio. We are committed to accelerating this virtuous cycle across the entire organization.

18.Progress on "Nestorium"

The Four Transformations of MTBP
③Transforming the Technology and R&D

Aiming for a 20% improvement in development productivity by FY2027, we are driving the application of AI to our development processes

We utilize standard platforms for the development of our own services and solutions, and thoroughly leverage cutting-edge technologies such as AI across all operations to achieve high productivity, quality, and safety company-wide.



On Nestorium, around 30 services are currently running
・PPMP
・Workplace Safety Monitoring System
・PPPlan
・NSLOGIX
・NSEclipa etc.

With this Aria, we ensure exceptional productivity, quality, and safety, accelerating the creation of high-value-added products

*CN (Cloud-Native) Tools: Mechanisms and services for developing and operating applications that leverage the characteristics of the cloud

 23

The third transformation focuses on technology and R&D.

Enabling our engineers company-wide to leverage cutting-edge technologies—including generative AI—in a secure and standardized environment is critical to raising the value of our service delivery.

"Nestorium," our company-wide standard IT service platform launched last year, continues to expand its capabilities on a monthly basis, with approximately 30 services already deployed on the platform.

19. Usage of Generative AI

The Four Transformations of MTBP
③Transforming the Technology and R&D

NSSOL helps developers overcome the challenges of AI-driven development and make doubling development productivity the norm

Utilization Rate and Effectiveness

Utilization Rate in Development Projects	Over **50**%
Efficiency improvement rate in new development projects	Max **43**% Min **10**%

Case Studies

・Development of in-house services to address business challenges in the travel industry
・Implementation of AI-driven development across all phases—from requirements definition to integration testing—resulting in significant productivity gains

Efficiency improvement	Efficiency improvement
Requirements Definition : 36%up	Production Process : 45%up
Prototyping Using AI-Driven Build Tools	Coding Agent, Test Automation

·Cost reduction
·Faster delivery
lead to enhanced market **competitiveness**
And improved **profitability**

Trends in Development Models

・AI-assisted development: A development approach that integrates AI and other technologies into existing development and operations processes to improve efficiency and quality
・AI-driven development: A development model in which processes are redesigned with AI utilization in mind, enabling AI agents to collaborate and operate autonomously across various stages of the development process

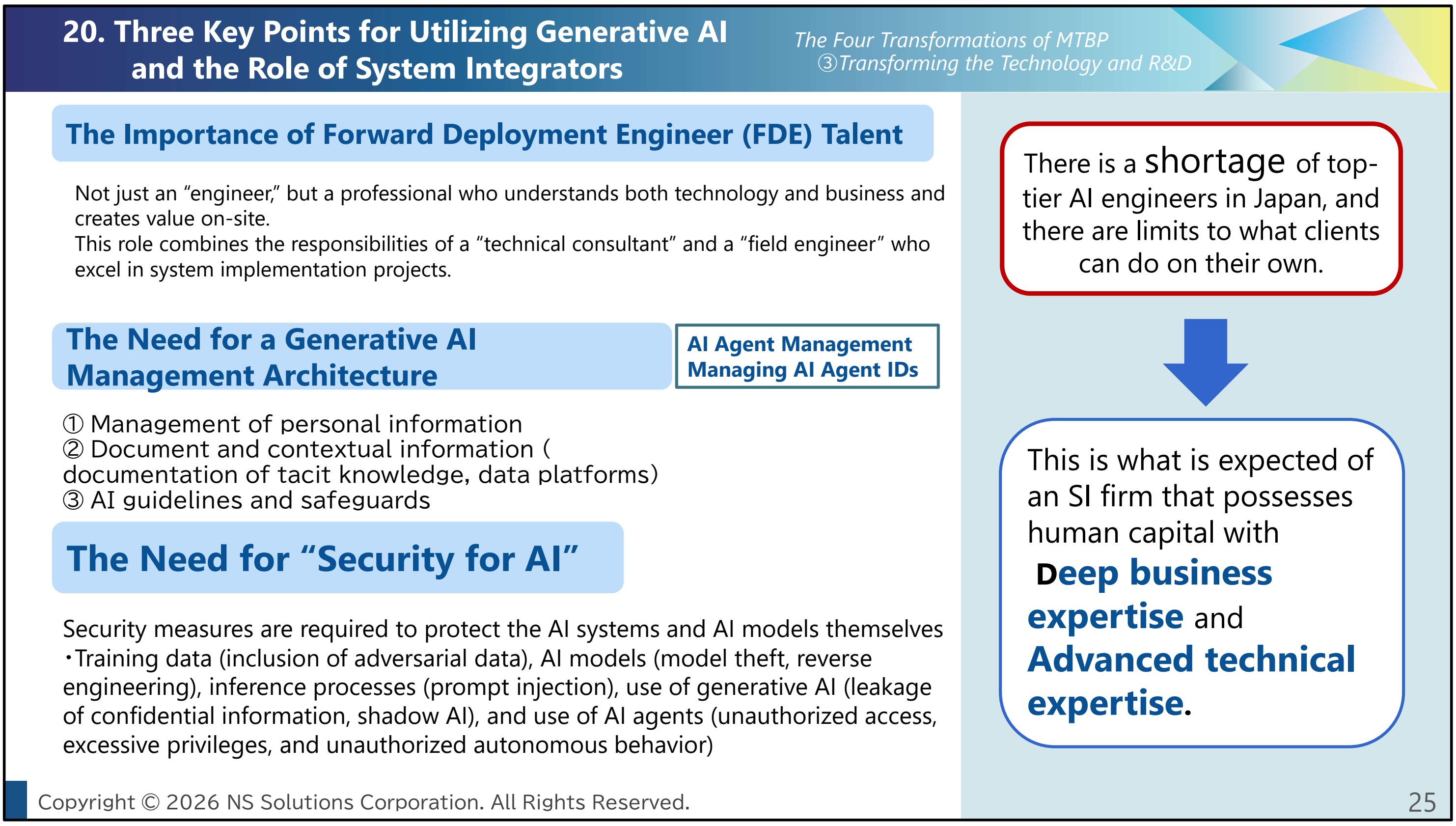
Let me share our progress on generative AI adoption.

Over 50% of our current development projects now incorporate generative AI. As the bottom chart illustrates, traditional development still accounts for roughly half; the remainder is split between “AI-assisted” and “AI-driven” approaches. We intend to progressively shift the mix toward AI-driven development.

The case studies on the right demonstrate productivity gains of approximately 36% at the requirements definition stage and 45% in the production process.

These efficiencies translate directly into lower costs, faster time to market, and enhanced competitiveness. In Japan’s capacity-constrained IT market, this also means we can take on a greater volume of projects.

Our ultimate goal is to double development productivity through the expansion of AI-driven methodologies.



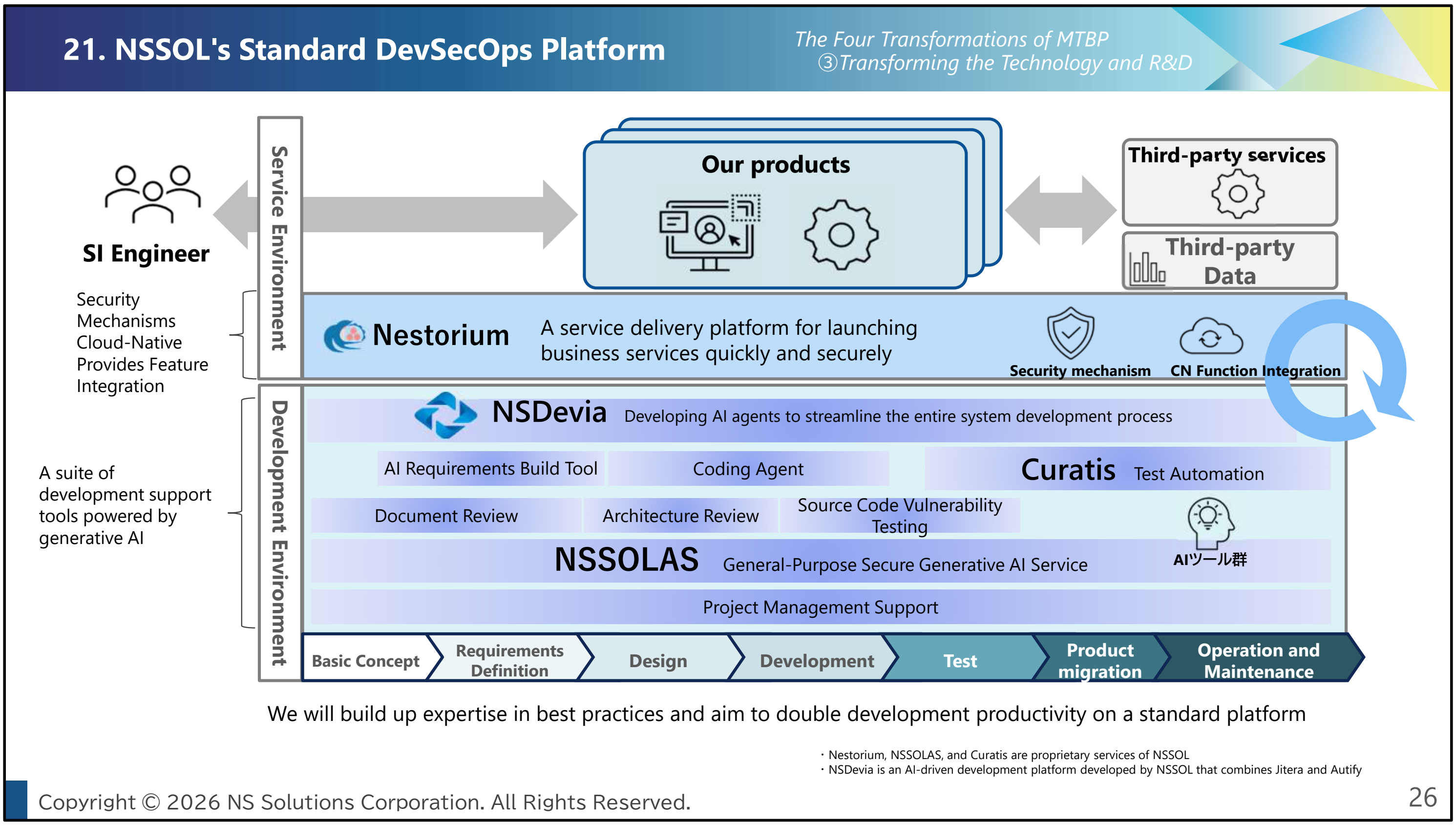
Enterprise adoption of generative AI hinges on three critical factors.

First is talent—specifically, "Forward Deployment Engineers" who combine advanced AI skills with deep business domain knowledge. Internally, we call these professionals "IT Directors," and we have a substantial bench of them working directly with clients to drive transformation.

Second is the need for a robust AI management architecture—covering identity management, data governance, and operational guardrails—without which enterprise AI deployments cannot function at scale.

Third is AI-specific security: protecting training data, models, and inference pipelines from threats such as adversarial data injection, model theft, and prompt manipulation.

These are complex challenges that most enterprises cannot address independently, and they represent a significant value proposition for a systems integrator with our combination of deep industry expertise and advanced engineering capabilities.



On the platform I described earlier, we have already integrated best-of-breed AI tools across every phase of the software lifecycle—from requirements definition through development, testing, and operations.

This platform is evolving rapidly and continuously. We believe very few systems integrators can deliver this end-to-end capability.

For NSSOL, with our deep business expertise and strong engineering talent, generative AI is a decisive competitive differentiator and a cornerstone of our NSSOL 2030 Vision.

22. Transforming In-house Operations and Management

The Four Transformations of MTBP
③Transforming In-house Operations and Management

✓ **Improve back-office productivity to control overall SG&A expenses**
✓ **Staff are being reduced despite an increase in sales volume.**

***Back-office revenue productivity** 2024→2025 **+15%**

2024→2026 target **+30%**

Problems that have accumulated over many years under the **Business Unit structure**

- The Bloating of Management Structures
- Business Unit-specific administrative tasks.

Inefficient business processes caused by delays in investing in an integrated management system.

Initiatives in the Mid-Term Plan

- Organizational **Integration** and Operational **Standardization**
  - Consolidate the administrative functions of each business unit in April 2025
  - Centralizing and standardizing office automation management across the company (NSSOLVIT)
- Improving Productivity with **AI**
  - AI active user rate: 76%
- Implementing Global Standard Package Software with "**Fit to Standard**"
  - **FieldGlass** July 2025
  - **SAP S/4 Hana** April 2028
- **Consolidation and Service-Oriented Transformation** of Group Company Management Functions.

* Number of administrative staff per unit of revenue

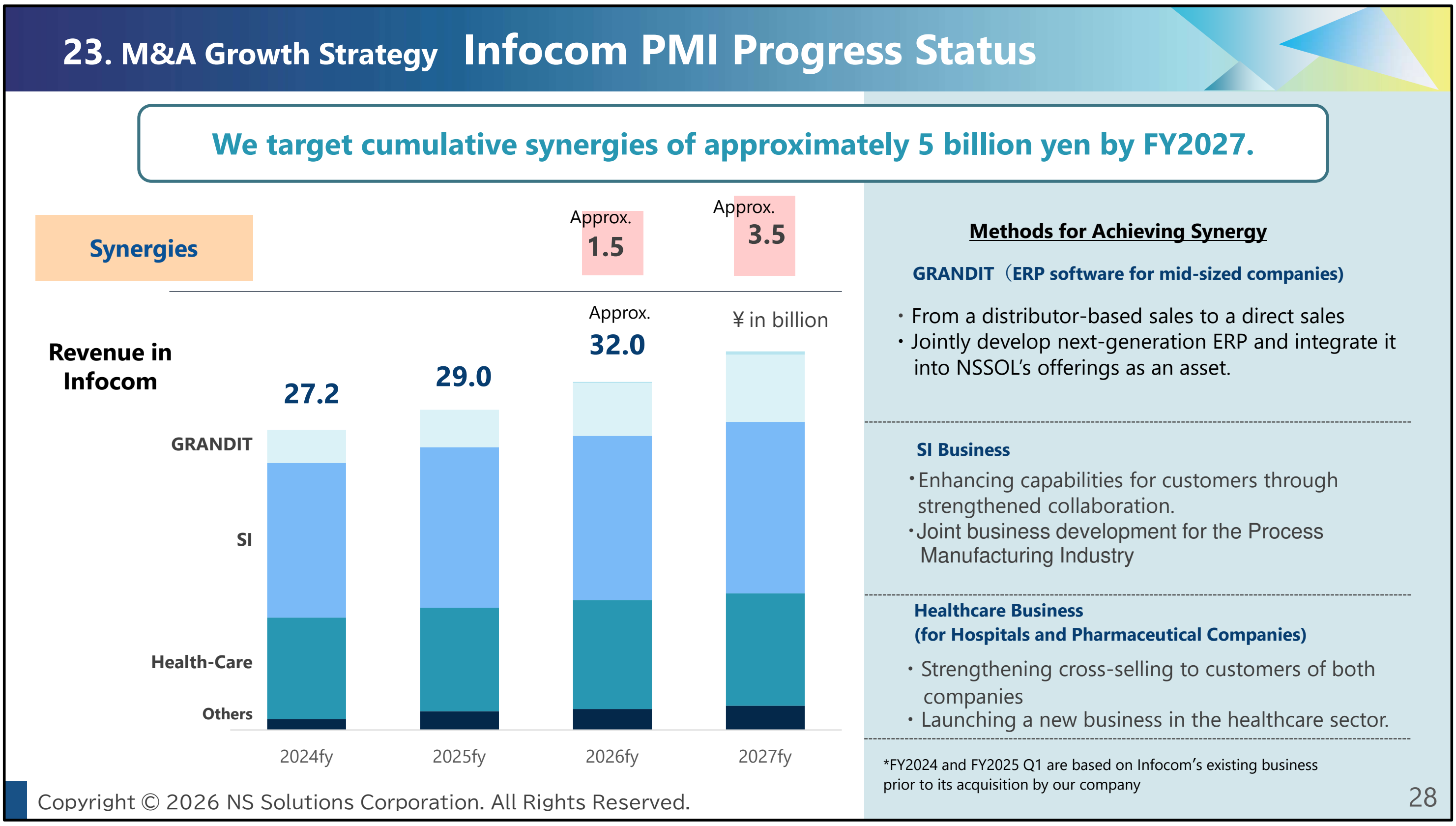
 27

The fourth transformation targets our internal operations and management.

Controlling SG&A growth through back-office productivity improvements is essential to margin expansion.

In FY2025, back-office revenue productivity improved by 15%, driven not merely by scale benefits but also by the integration and standardization of administrative functions across business units.

During this Mid-Term Plan period, we will implement global-standard ERP and workforce management systems, further enhancing operational efficiency.



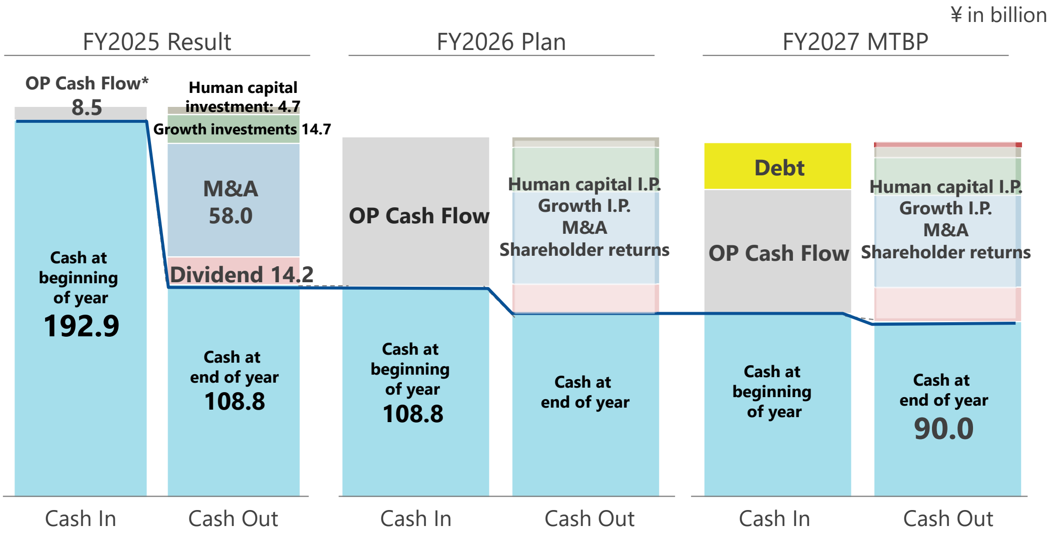
Let me update you on the post-merger integration of Infocom—our largest acquisition to date.

The integration has progressed smoothly, and business performance has exceeded our initial projections.

On the synergy front, dedicated working groups are on track to deliver cumulative synergies of approximately ¥5 billion over FY2026–2027, and we are actively exploring opportunities to expand this figure further in the next Mid-Term Plan period.

24. Cash Allocation Policy

Cash will be allocated for M&A ,investment for growth and shareholder returns.



Cash In (Debt)
Utilize accumulated cash on hand
Utilize borrowing when making large investments, etc.

Human capital investment
Growth investments
Up-front investment for transformation implementation costs

M&A
Actively execute M&A for business model transformation
Scale of ¥150.0 bn /3 years

Shareholder returns
Make steady annual increases based on the dividend amount for F**Payout ratio: 50%**

Cash on Hand
We expect sales to be around 2.4 months, (=CCC 60–70 days + a few extra)
Reduction of approx. ¥100.0 bn

*OP Cash Flow：Growth investment, Human capital investment Before deductions
*One-time factors in FY2025：Tax implications of the sale of policy-held shares: -36 billion yen, etc.

 29

Let me now address our capital allocation framework.

Under our Mid-Term Plan, we have committed to two principles. First, cash will be deployed toward growth investments, human capital, M&A, and shareholder returns—all aimed at enhancing corporate value. Second, we are targeting a cash-on-hand level equivalent to approximately 2.4 months of revenue, implying a cash conversion cycle of 60–70 days plus a modest buffer.

Consistent with this framework, in FY2025 we executed a large-scale acquisition while maintaining a 50% dividend payout ratio, reducing our cash balance by nearly ¥90 billion.

In FY2026 and FY2027, we will continue to allocate operating cash flow and existing cash reserves toward growth investments, M&A, and shareholder returns to drive long-term value creation.

25. Synergies with Nippon Steel Group

through the growth story outlined in the Mid-term Plan

Growth story

NSSOL's Transformation

- **Transforming our SI Business Model**
- **Transforming our Customer Approach**
- **Transforming the Technology and R&D**
- **Transforming In-house Operations and Management**

Grobal Strategies

M&A

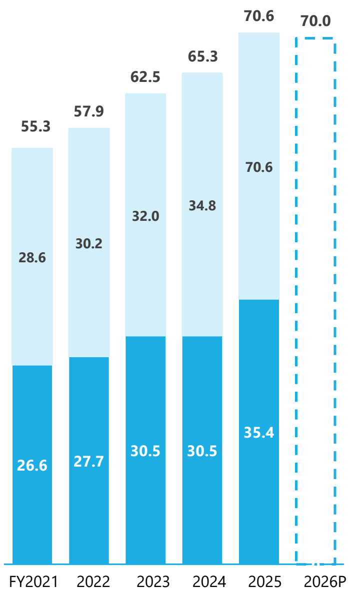
Synergies with Nippon Steel Group

- In support of the Nippon Steel Group's **digital transformation** efforts, we are transforming our **company-wide offerings** at All NSSOL to deliver more proactive proposals.
- Application of results from the use of **cutting-edge technologies** such as AI at All NSSOL to Nippon Steel

- Providing optimal development and operations frameworks leveraging **global resources.**
- Strengthening our operational capabilities at our **North American and Indian locations**.

Trends in Sales to Nippon Steel

¥ in billion



 30

Synergies with Nippon Steel continue to expand.

Beyond deploying cutting-edge technologies including AI, we are strengthening our delivery capabilities in North America and India to support Nippon Steel's ambitious global expansion.

We are committed to driving growth across the broader Nippon Steel Group.

This concludes my presentation. Thank you for your attention.

Appendix

26. Quarterly Consolidated Results

¥ in billion

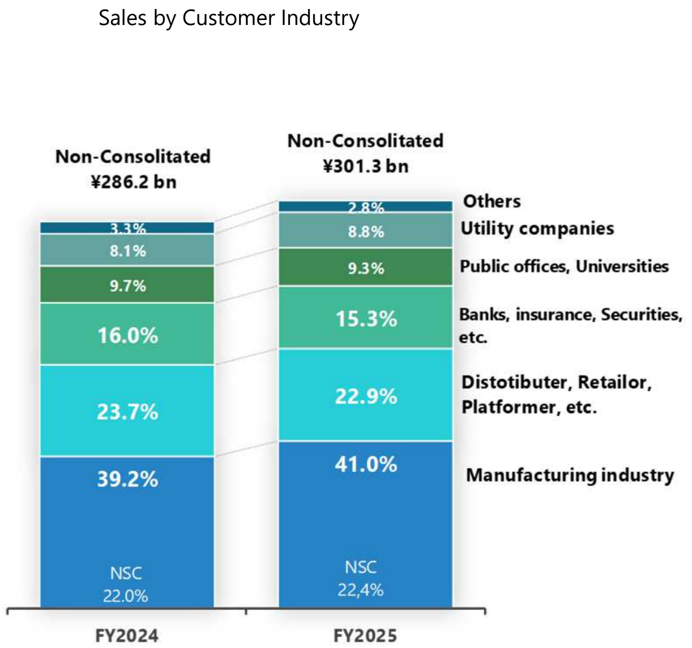
	FY2024				FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	**4Q**
Revenue	76.8	79.8	83.7	98.0	82.7	95.7	97.0	**105.9**
Gross Profit	18.7	19.6	21.0	22.4	21.0	25.1	27.0	**28.7**
<Gross Profit Margin>	<24.4%>	<24.6%>	<25.0%>	<22.8%>	<25.4%>	<26.3%>	<27.8%>	**<27.1%>**
SG & A and Other Profit	9.9	10.3	9.5	13.5	12.4	15.4	14.2	**15.5**
Operating Profit	8.8	9.3	11.5	8.9	8.5	9.8	12.7	**13.3**
<Operating Profit Margin>	<11.5%>	<11.7%>	<13.7%>	<9.1%>	<10.3%>	<10.2%>	<13.1%>	**<12.5%>**
Profit before tax	9.0	9.1	12.1	8.8	8.8	10.0	13.0	**13.5**
Profit attributable to owners of parent	5.4	6.8	8.2	6.6	5.1	6.9	9.1	**9.7**

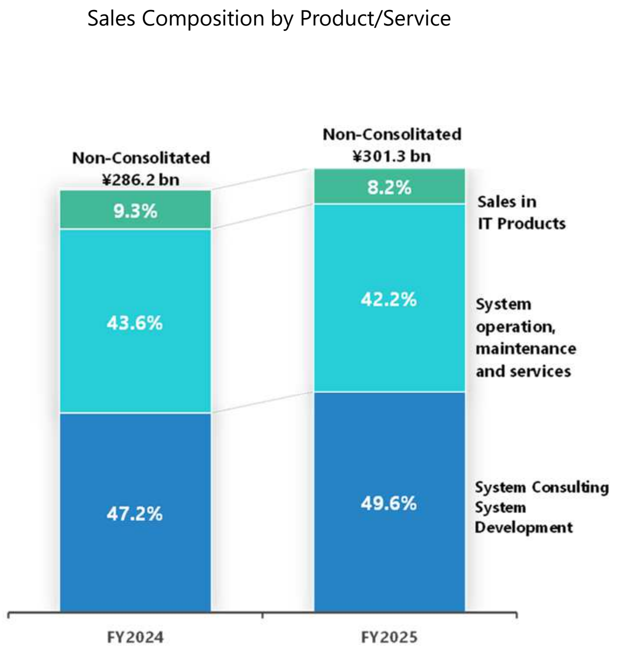
27. Quarterly Sales by Segment / Customer Industry

¥ in billion

	FY2024				FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	**4Q**
Business Solutions	47.9	46.6	48.4	52.6	50.7	53.0	52.7	**53.5**
Manufacturing, Nippon Steel Group	22.4	23.1	23.8	26.2	24.6	26.0	25.2	**26.7**
Retail and Service, Digital Platformer	12.9	13.2	13.5	14.7	14.8	15.0	16.4	**14.5**
Financial Service	12.5	10.3	11.2	11.7	11.3	11.9	11.2	**12.2**
Consulting & Digital Service	18.4	19.6	23.0	29.7	20.2	21.9	23.5	**25.9**
Government, Educational and Research Institutions	3.9	5.0	6.0	11.3	4.3	6.3	7.5	**7.8**
IT Infrastructure Services	14.5	14.6	17.0	18.4	15.9	15.6	16.0	**18.2**
Subsidiaries	10.5	13.6	12.2	15.7	11.9	20.8	20.8	**26.6**
Total	76.8	79.8	83.7	98.0	82.7	95.7	97.0	**105.9**
<FYI> Revenue to Nippon Steel	15.3	15.3	17.1	17.7	17.8	17.6	17.3	**17.8**

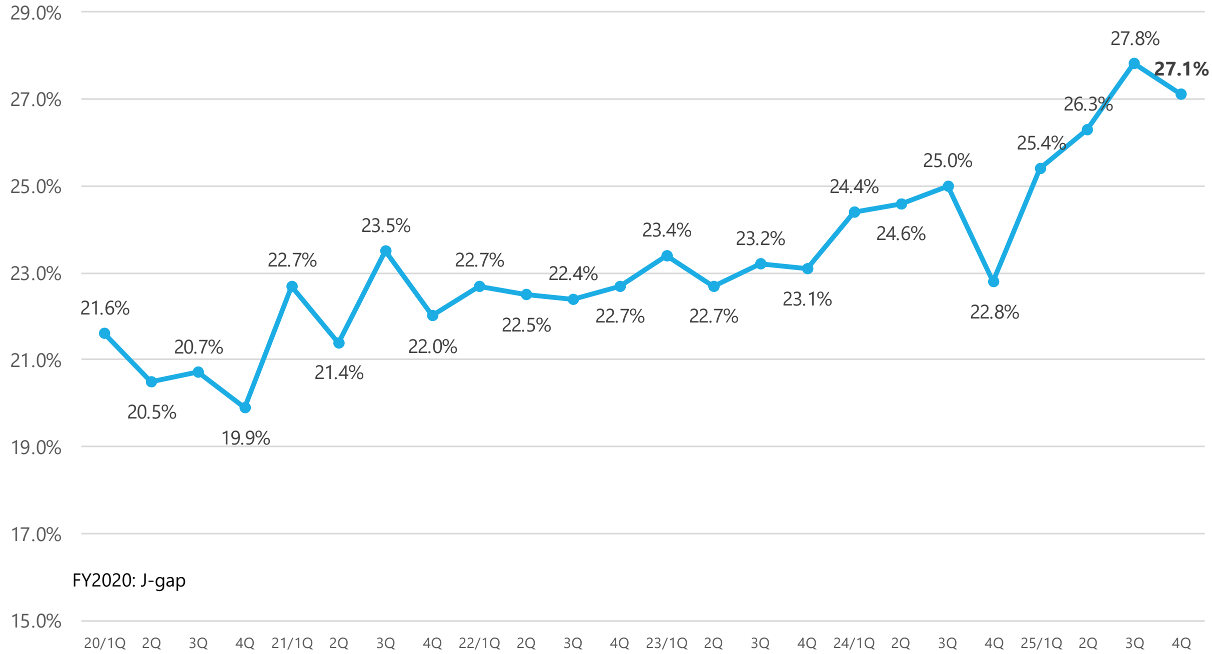
28. Sales by Customer Industry / Sales Composition by Product/Service





34

29.Trends in Gross Profit Margin



Copyright@2026 NS Solutions Corporation. All Rights Reserved.

30. Major One-Time Factors, Major Projects by Quarter

¥ in billion

	FY2024				FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Sales	76.8	79.8	83.7	98.0	82.7	95.7	97.0	105.9
Major Projects	Ⓑ O 3.0 ⓈNewly subsidiaries 1.2	ⓈNewly subsidiaries 1.2	ⓈNewly subsidiaries 1.3	ⓈNewly subsidiaries 1.4		ⓈNewly subsidiaries 7.0	ⓈNewly subsidiaries 6.8	ⓈNewly subsidiaries 8.8
O.P.	8.8	9.3	11.5	8.9	8.5	9.8	12.7	13.3
One-Time	Provision for bonuses+1.0	Dual corporate tax -1.0		Litigation-related reserves --2.3 Lower profit product -1.2		Acquisition Cost -0.7		
Order	86.5	87.2	85.2	97.0	75.2	111.2	108.5	112.4
One-Time	Ⓑ 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	Ⓒ G 26.8 ⓈNewly subsidiaries 3.8	ⓈNewly subsidiaries 11.8

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

Copyright@2026 NS Solutions Corporation. All Rights Reserved.


NS Solutions
Starting with business transformation,
toward a sustainable future
CorePeak
NS Solutions
NIPPON STEEL
https://www.nssol.nipponsteel.com/en/
This document includes statements of forward-looking descriptions regarding the intent, belief or current expectations of NS Solutions Corporation (the "Company") or its officers in terms of its operation and financial condition.
Accordingly, such statements contain risks and uncertainties since they are neither historical facts nor guarantees of future performance. Actual results may be varied and influenced by various factors. The Company does not undertake to revise such forward-looking descriptions to reflect those factors. NS Solutions, NSSOL, NS logos are either registered trademarks or trademarks of NS Solutions Corporation.
All other company and product names in this material are either registered trademarks or trademarks of their respective owners.
Unless otherwise noted, all financial figures are on consolidated basis.
Copyright © 2026 NS Solutions Corporation. All Rights Reserved.