Securities code: 2327 (TSE Prime, NSE, FSE)

FY2026 Q2 Financial Results and Progress of the 2025–2027 Mid-Term Plan

November 2, 2026

NS Solutions Corporation
Kazuhiko Tamaoki, President & CEO

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Good afternoon, and thank you for joining us. I am Kazuhiko Tamaoki, President of NS Solutions. Today I will cover three things: our first-half results, the outlook for the full year, and where we stand on our Mid-Term Plan.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

EXECUTIVE SUMMARY

Record 1H revenue and profit; FY OP forecast raised to ¥49.0bn

FY2026 1H Results

Revenue	OP	Profit attributable to owners of parent*
¥199.0bn	¥23.2bn	¥14.9bn
YoY +12% +¥20.6bn	YoY +27% +¥4.9bn	YoY +24% +¥2.8bn

Robust demand delivered record first-half revenue, operating profit and net profit

FY2026 Forecast (revised up)

Revenue	OP	Profit attributable to owners of parent*
¥419.0bn	¥49.0bn	¥32.4bn
YoY +10% +¥37.7bn / vs. prev. ±0	YoY +11% +¥4.8bn / vs. prev. +¥0.5bn	YoY +5% +¥1.6bn / vs. prev. +¥0.1bn

* Profit attributable to owners of parent (same below)

Transformation Highlights

Shift to TAM business model
TAM models expected to account for c.50% of FY2026 revenue

COREPEAK© launched
Our offering brand, targeting about ¥10bn of new business in its first year

Strategic partnership with Anthropic
A first for a Japanese user-affiliated SIer; AI-native transformation starting at Nippon Steel's plants

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Let me start with the headlines. First-half revenue was ¥199.0bn, up ¥20.6bn or 12% year on year. Operating profit was ¥23.2bn, up ¥4.9bn or 27%, and net profit was ¥14.9bn, up ¥2.8bn or 24%. All three are first-half records. Demand was strong, most segments grew, and our gross profit ratio improved. For the full year, we have made a modest upward revision to operating profit and net profit. Our Mid-Term Plan transformation is progressing steadily: TAM models should account for about half of our revenue this year, we launched COREPEAK in April, and we signed a strategic partnership with Anthropic in September. I will come back to these.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

01

FY2026 1H Results

1H: Record revenue and profit

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Let me begin with the first-half results.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

1. FY2026 1H Results

Record first-half revenue and profit, with gross profit ratio up 1.2pt

	FY2025 1H	FY2026 1H	Change	%	Prev. Outlook	vs. prev.
Revenue	178.4	199.0	+20.6	+12%	200.0	-1.0
Gross profit	46.1	53.9	+7.7	+17%	54.5	-0.6
Gross profit ratio	*25.9%*	*27.1%*	*+1.2pt*		*27.3%*	*-0.2pt*
SG&A	27.9	30.7	+2.8	+10%	33.0	-2.3
OP	18.3	23.2	+4.9	+27%	21.5	+1.7
Operating profit ratio	*10.2%*	*11.7%*	*+1.4pt*		*10.8%*	*+0.9pt*
Pre-tax profit	18.8	23.7	+4.9	+26%	21.9	+1.8
Profit attrib. to owners of parent*	12.0	14.9	+2.8	+24%	13.3	+1.6

*Prev. Outlook: 1H consolidated forecast announced on July 30, 2026 (Q1 results)

Revenue ¥199.0bn (+12%)
Domestic IT demand remains broadly strong

GP ratio 27.1% (+1.2pt)
More high-margin projects plus the Infocom timing effect

SG&A +¥2.8bn
Infocom timing effect, security investment and management system renewal

OP ¥23.2bn (+27%)
A first-half record

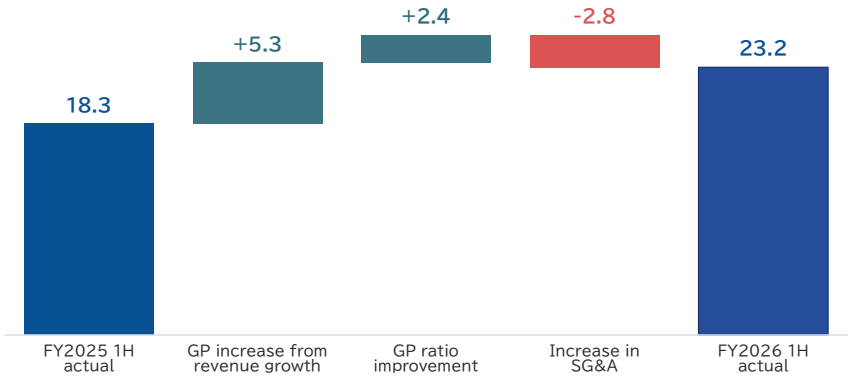
Copyright © 2026 NS Solutions Corporation. All Rights Reserved.
Unit: ¥bn
4

Here is the P&L. Revenue was ¥199.0bn, up ¥20.6bn or 12%. Gross profit was ¥53.9bn, up ¥7.7bn or 17%, and the gross profit ratio improved by 1.2 points to 27.1%, helped by more high-margin projects and the Infocom timing effect. SG&A was ¥30.7bn, up ¥2.8bn or 10%, mainly management system renewal and security plus other investment for the future. Operating profit came to ¥23.2bn, up ¥4.9bn or 27%, and net profit was ¥14.9bn, up ¥2.8bn or 24%. Against the outlook we gave on July 30, operating profit was ¥1.7bn higher, mainly because SG&A came in lower.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

2. OP Bridge (1H)

Revenue growth and margin gains (+¥7.7bn) outweighed higher SG&A (-¥2.8bn): OP +¥4.9bn



GP from revenue growth	**+5.3**
Infocom effect (volume)	+1.7
Other	+3.6
GP ratio improvement	**+2.4**
Infocom effect (mix)	+1.2
Prior-year loss projects eliminated	+0.6
Margin gains (public sector, TAM ratio)	+0.6
Higher SG&A	**-2.8**
Infocom effect	-2.2
Management system renewal	-1.3
Other (incl. lower legacy system costs)	+0.7

Infocom effect (incl. PPA & acquisition costs) FY2025 1H → FY2026 1H, ¥bn

Revenue	Gross profit	SG&A	OP
7.0 → 13.2	3.2 → 6.1	3.6 → 5.7	▲0.4 → +0.4
+6.3	+2.9	+2.2	+0.7
	GP ratio 45.9%→46.0%	Incl. PPA & acquisition costs	Excl. PPA: 0.8→1.2 (+0.3)

vs. prev. Outlook +¥1.7bn (21.5→23.2)

Volume	-0.3	Revenue ¥1.0bn below prev. Outlook
Margin	-0.3	Margin +0.7, reclass to COGS -1.0*
SG&A	+2.3	Timing shift to 2H +1.0, other +0.3, reclass to COGS +1.0*

*Reclassification from SG&A to COGS (no impact on OP)

Unit: ¥bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

This is the bridge for the ¥4.9bn increase in operating profit. Gross profit from higher revenue added ¥5.3bn, of which ¥1.7bn is the Infocom effect. A better gross profit ratio added ¥2.4bn: ¥1.2bn from Infocom's high-margin business, ¥0.6bn from the recovery from last year's loss-making projects, and ¥0.6bn from higher margins, including the large public-sector project and a higher TAM ratio. SG&A rose by ¥2.8bn: Infocom added ¥2.2bn and management system renewal ¥1.3bn, partly offset by ¥0.7bn of savings such as lower legacy system costs. Against the previous outlook, operating profit was ¥1.7bn higher on lower SG&A.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

3. Revenue / OP by Segment (1H)

Growth led by Manufacturing & Nippon Steel Group and C&DS

	FY2025 1H			FY2026 1H			Change			Rev. %
	Revenue	OP	OP ratio	Revenue	OP	OP ratio	Revenue	OP	OP ratio	
Business Solutions	138.8	15.7	11.3%	148.2	16.0	10.8%	+9.4	+0.3	-0.5pt	+7%
Manufacturing, Nippon Steel Group	74.9	9.3	12.4%	84.3	9.5	11.3%	+9.4	+0.2	-1.2pt	+13%
Retail and Service, Digital Platformer	36.1	3.4	9.5%	35.0	3.0	8.6%	-1.1	-0.4	-0.9pt	-3%
Financial Service	27.8	3.0	10.6%	28.8	3.5	12.3%	+1.0	+0.6	+1.7pt	+4%
Consulting & Digital Service	69.5	3.2	4.6%	79.3	8.7	10.9%	+9.8	+5.5	+6.3pt	+14%
Other / Adjustments	-29.9	-0.6	–	-28.5	-1.5	–	+1.4	-0.9	–	
Total	178.4	18.3	10.2%	199.0	23.2	11.7%	+20.6	+4.9	+1.4pt	+12%
(Ref.) Sales to Nippon Steel Corp.	*35.4*			*32.7*			*-2.7*			*-7%*

*OP ratio = OP ÷ revenue. Group companies are included in each segment (Infocom consolidated from FY2025 Q2)

Unit: ¥bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

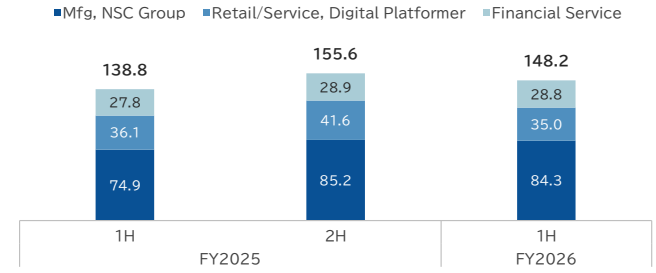
Results by segment. In the first half, growth came from manufacturing customers and the large public-sector project. I will take each segment in turn.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

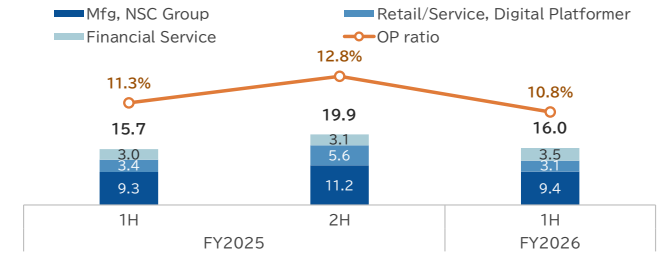
4. Business Solutions

Manufacturing & Nippon Steel Group led: revenue +¥9.4bn (+7%), OP +¥0.3bn

Revenue (¥bn)



OP (¥bn) and OP ratio (%)



Drivers (1H, YoY)

	Revenue (YoY)
Mfg, NSC Group	+13%
Rev. 84.3 (+9.4) OP 9.5 (+0.2) Margin 11.3% (-1.2pt)	
Revenue: Infocom consolidation +4.9; manufacturing (auto, chemicals, machinery, food, rail) +3.7; steel -2.4	
OP: Flat YoY; gains from Infocom and manufacturing offset higher SG&A (PPA) and lower steel sales	
Retail/Service, Digital Platformer	-3%
Rev. 35.0 (-1.1) OP 3.0 (-0.4) Margin 8.6% (-0.9pt)	
Revenue: Infocom (healthcare) +1.4, offset by retail -1.4 and information services -1.0	
OP: Lower on reduced revenue and Infocom-related SG&A (PPA)	
Financial Service	+4%
Rev. 28.8 (+1.0) OP 3.5 (+0.6) Margin 12.3% (+1.7pt)	
Revenue: Growth driven by group companies, including a newly consolidated subsidiary	
OP: Higher on revenue growth and better margins; the largest margin gain in the segment	

*Figures are YoY changes (¥bn)

Unit: ¥bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

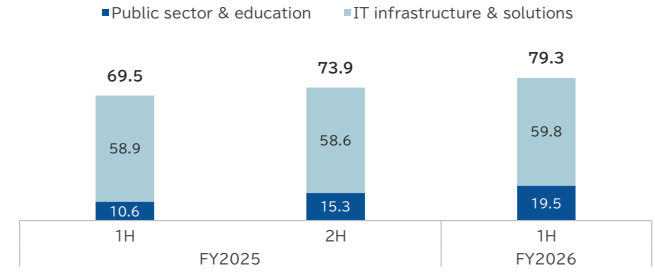
Business Solutions. In Manufacturing and Nippon Steel Group, revenue was ¥84.3bn, up ¥9.4bn or 13%. Infocom's consolidation added ¥4.9bn and manufacturing customers such as autos added ¥3.7bn, while steel was down ¥2.4bn. Operating profit was ¥9.5bn, up ¥0.2bn or 2%, essentially flat, as gross profit gains covered higher SG&A including PPA. Retail and Service, Digital Platformer revenue was ¥35.0bn, down ¥1.1bn or 3%, mainly in retail and information services, and operating profit fell ¥0.4bn or 12% to ¥3.0bn on the lower volume. Financial Service revenue was ¥28.8bn, up ¥1.0bn or 4%, and operating profit was ¥3.5bn, up ¥0.6bn or 20%; better margins lifted the operating profit ratio 1.7 points to 12.3%.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

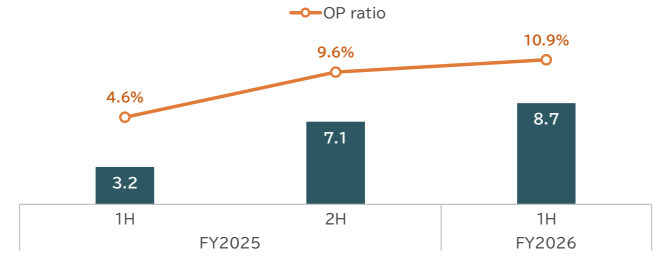
5. Consulting & Digital Service

A large public-sector project lifted revenue ¥9.8bn (+14%) and OP ¥5.5bn

Revenue (¥bn)



OP (¥bn) and OP ratio (%)



Drivers (1H, YoY)

	Revenue (YoY)
C&DS total	+14%

Rev. 79.3 (+9.8) OP 8.7 (+5.5) Margin 10.9% (+6.3pt)

Revenue: Up mainly on the large public-sector project (+11.1)
OP: Sharply higher on the large public-sector project and others

Public sector & education

Revenue: Large public-sector project +11.1

IT infrastructure & solutions

Revenue: Products +1.3, telecom +1.1, public cloud +0.5; internal -2.3

*Figures are YoY changes (¥bn)

Unit: ¥bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

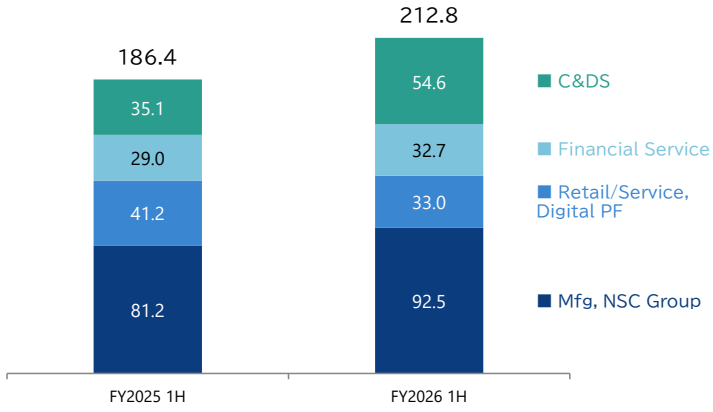
Consulting and Digital Service. Revenue was ¥79.3bn, up ¥9.8bn or 14%, and operating profit was ¥8.7bn, up ¥5.5bn, taking the margin up 6.3 points to 10.9%. The large public-sector project drove most of the revenue growth, and its relatively good gross profit ratio was a major factor in the sharp improvement in profit. We expect continued public-sector demand in the second half.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

6. Orders (1H)

1H orders ¥212.8bn (+14%); c.20% underlying growth excl. Infocom backlog effect

¥186.4bn → ¥212.8bn +26.4 / +14%



*Infocom backlog take-in: Infocom's order backlog (¥17.5bn) recognized as orders at consolidation

+14% **Mfg, NSC Group 92.5 (+11.3)**
- Manufacturing up sharply
- Steel flat YoY
- Reflects last year's Infocom backlog take-in*

-20% **Retail/Service, Digital PF 33.0 (-8.2)**
- Parent decline mainly reflects order timing
- Reflects last year's Infocom backlog take-in*

+13% **Financial Service 32.7 (+3.7)**
- Growth at both parent and group companies

+56% **C&DS 54.6 (+19.5)**
- Sharp increase, mainly public sector
- Group companies also up

*( ) = YoY change, ¥bn

Unit: ¥bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Orders. First-half orders were ¥212.8bn, up ¥26.4bn or 14%. Last year's figure included the Infocom backlog we took on at acquisition, so on an underlying basis orders grew about 20%. Manufacturing and Nippon Steel Group orders were ¥92.5bn, up ¥11.3bn or 14%, with growth from manufacturing customers more than offsetting the Infocom backlog effect. Retail and Service, Digital Platformer orders were ¥33.0bn, down ¥8.2bn or 20%, mainly the Infocom effect and project timing. Financial Service orders were ¥32.7bn, up ¥3.7bn or 13%, and Consulting and Digital Service jumped to ¥54.6bn, up ¥19.5bn or 56%, led by the public sector.

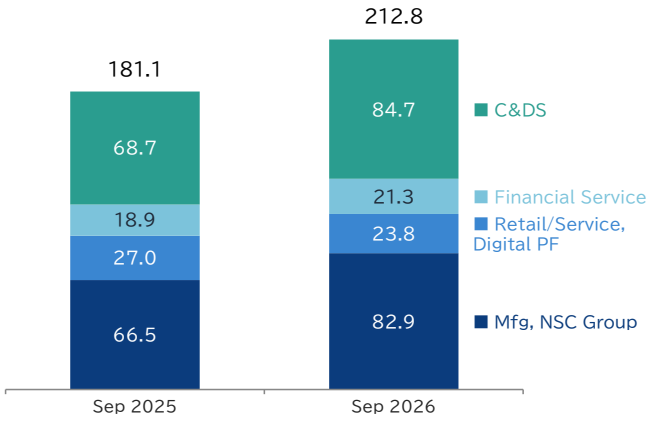
Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

7. Order Backlog

Backlog ¥212.8bn at Sep-end (+18%), covering 56% of 2H revenue Outlook (+2pt)

¥181.1bn → ¥212.8bn +31.7 / +18%

Backlog by segment (¥bn)



By segment (Sep-end backlog, YoY)

- Mfg, NSC Group 82.9 (+16.4 / +25%)
  Manufacturing up sharply; steel and group companies also higher
- Retail/Service, Digital PF 23.8 (-3.2 / -12%)
  Lower at both parent and group companies
- Financial Service 21.3 (+2.5 / +13%)
  Higher at both parent and group companies
- C&DS 84.7 (+16.0 / +23%)
  Sharp increase, mainly public sector

Coverage of 2H revenue

FY2026 2H (revenue Outlook ¥220.0bn)

123.3 / 96.7 — 56%

FY2025 2H (actual ¥203.0bn)

110.0 / 93.0 — 54%

■ From Sep-end backlog ☐ New orders to be booked

Coverage up 2pt YoY

Unit: ¥bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Order backlog. At the end of September the backlog stood at ¥212.8bn, up ¥31.7bn or 18% year on year. Manufacturing and Nippon Steel Group grew to ¥82.9bn, up ¥16.4bn or 25%, and Consulting and Digital Service to ¥84.7bn, up ¥16.0bn or 23%, centered on the public sector. Financial Service rose to ¥21.3bn, up ¥2.5bn or 13%, while Retail and Service, Digital Platformer fell to ¥23.8bn, down ¥3.2bn or 12%. This backlog covers ¥123.3bn, or 56%, of our ¥220.0bn second-half revenue outlook, two points more than a year ago, which gives us good visibility on the second half.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

8. Consolidated Balance Sheet

Balance sheet expanded with revenue: total assets ¥433.9bn, up ¥16.3bn from March

Summary BS (¥bn) Mar 2026 → Sep 2026

	Mar 2026	Sep 2026	Change
Cash & equivalents	**108.8**	**127.4**	**+18.6**
Receivables & contract assets	104.9	110.4	+5.6
Goodwill & intangibles	64.4	65.7	+1.3
Other assets	139.5	130.3	-9.2
Total assets	**417.6**	**433.9**	**+16.3**
Lease liabilities	25.2	30.2	+5.0
Other liabilities	103.6	108.0	+4.4
Total liabilities	**128.8**	**138.2**	**+9.4**
Total equity	**288.8**	**295.7**	**+6.9**
Total liabilities & equity	**417.6**	**433.9**	**+16.3**

*Receivables & contract assets = trade and other receivables + contract assets. Goodwill & intangibles = goodwill + intangible assets

Key 1H changes (vs. Mar-end)

Cash & equivalents +¥18.6bn
Operating CF +31.2 (incl. tax refund +9.2), investing CF -0.1
Financing CF -12.6 (year-end dividend -8.2, lease repayments -3.5)

Receivables & contract assets +¥5.6bn
Contract assets +9.0 (work in progress ahead of 2H revenue)
Receivables -3.5

Other assets -¥9.2bn
Refund of tax receivable (12.7) recorded at Mar-end, etc.

Lease liabilities +¥5.0bn
Matches increase in right-of-use assets (offices, etc.) +5.0

Total equity +¥6.9bn
Interim profit +14.9, year-end dividend paid -8.2

Unit: ¥bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

The balance sheet. Total assets at the end of September were ¥433.9bn, up ¥16.3bn from March in line with revenue growth, and total equity was ¥295.7bn, up ¥6.9bn. Cash and cash equivalents rose ¥18.6bn to ¥127.4bn, reflecting higher profit and an income tax refund.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

9. Consolidated Cash Flow

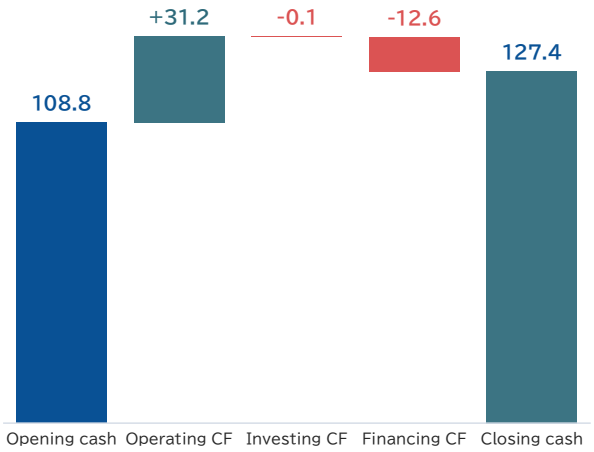
Operating cash flow of ¥31.2bn; ¥127.4bn cash reserved for M&A and growth investment

	FY2025 1H	FY2026 1H	Change
Operating CF	-12.3	31.2	+43.5
Investing CF	-56.7	-0.1	+56.7
Free CF	-69.0	31.2	+100.2
Financing CF	-10.7	-12.6	-1.9
Cash & equivalents, end of period	112.9	127.4	+14.4

- Operating CF: Higher profit and no repeat of last year's c.¥30bn tax payment; c.¥9bn tax refund received this year
- Investing CF: Roughly neutral this year (capex/software -4.4, securities redeemed +5.2), versus last year's c.¥55bn Infocom acquisition
- Financing CF: Year-end dividend at 50% payout (-8.2) and lease repayments (-3.5)

Disciplined allocation: growth investment (5% of revenue), M&A (incl. debt), 50% payout

FY2026 1H change in cash & equivalents



Unit: ¥bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Cash flow. Operating cash flow was ¥31.2bn, an improvement of ¥43.5bn on last year, reflecting higher profit and the swing from last year's large tax payment to a refund this year. Investing cash flow was roughly neutral, with no large acquisition payments, and financing cash flow was an outflow of ¥12.6bn, mainly ¥8.2bn of dividends.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

02

FY2026 Forecast

FY OP guidance raised to ¥49.0bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Next, the outlook for FY2026.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

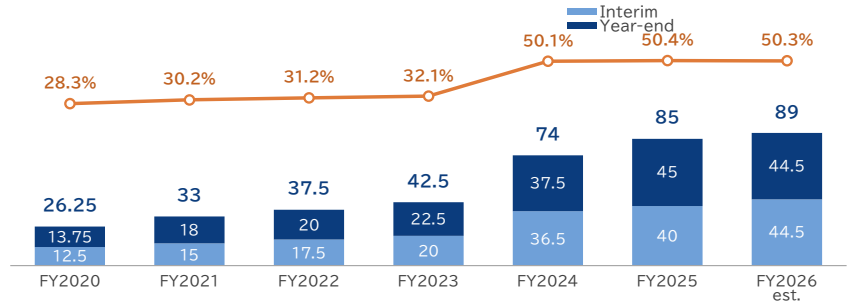
10. FY2026 Guidance (revised up)

Full-year OP raised to ¥49.0bn; annual dividend ¥89.0, +¥2.0 vs. previous Outlook

Revenue	OP	Profit attributable to owners of parent*
¥419.0bn	¥49.0bn	¥32.4bn
YoY +10% +¥37.7bn / vs. prev. ±0	YoY +11% +¥4.8bn / vs. prev. +¥0.5bn	YoY +5% +¥1.6bn / vs. prev. +¥0.1bn

* Profit attributable to owners of parent

Dividend history (DPS: ¥, payout: %)



*FY2023 and earlier restated for the 2-for-1 stock split on July 1, 2024. Payout target raised from 30% to 50% from FY2024

Dividends: FY2025 and FY2026 Outlook

	FY2025	FY2026 Outlook	YoY
Profit attrib. to owners of parent (¥bn)	30.8	32.4	+1.6
EPS (¥)	168.5	177.1	+8.6
Interim dividend (¥)	40.0	44.5	+4.5
Year-end dividend (¥)	45.0	44.5	-0.5
Annual dividend (¥)	85.0	89.0	+4.0
Dividend payout ratio	50.4%	50.3%	

Annual dividend ¥89.0: +¥4.0 YoY, +¥2.0 vs. prev. Outlook; dividend payout ratio 50.3%

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Here is our guidance. Based on the first half, we have made a modest upward revision to operating profit and net profit. On dividends, with our 50% payout target, the interim and year-end dividends are both ¥44.5, making ¥89.0 for the year, up ¥4.0 on last year and ¥2.0 above our previous outlook. The chart at lower left shows dividends since FY2020; this year's dividend should be about 3.4 times the FY2020 level.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

11. FY2026 by Half (1H actual, 2H Outlook)

47% of full-year revenue and OP delivered in 1H; FY OP raised from ¥48.5bn to ¥49.0bn

	FY2025 actual			FY2026 (Outlook revised up)			YoY (upper: %, lower: change)		
	1H	2H	FY	1H actual	2H Outlook	FY Outlook	1H	2H	FY
Revenue	178.4	203.0	381.3	199.0	220.0	**419.0**	+12% +20.6	+8% +17.1	+10% +37.7
Gross profit	46.1	55.7	101.8	53.9	59.1	**113.0**	+17% +7.7	+6% +3.5	+11% +11.2
Gross profit ratio	*25.9%*	*27.4%*	*26.7%*	*27.1%*	*26.9%*	*27.0%*	*+1.2pt*	*-0.6pt*	*+0.3pt*
SG&A	27.9	29.7	57.6	30.7	33.3	**64.0**	+10% +2.8	+12% +3.6	+11% +6.4
OP	18.3	26.0	44.2	23.2	25.8	**49.0**	+27% +4.9	-1% -0.2	+11% +4.8
Operating profit ratio	*10.2%*	*12.8%*	*11.6%*	*11.7%*	*11.7%*	*11.7%*	*+1.4pt*	*-1.1pt*	*+0.1pt*
Pre-tax profit	18.8	26.4	45.3	23.7	26.1	**49.8**	+26% +4.9	-1% -0.4	+10% +4.5
Profit attrib. to owners of parent*	12.0	18.8	30.8	14.9	17.5	**32.4**	+24% +2.8	-7% -1.3	+5% +1.6

1H progress: revenue 47%, OP 47%, net profit 46% *Earnings are typically weighted to the second half

Unit: ¥bn

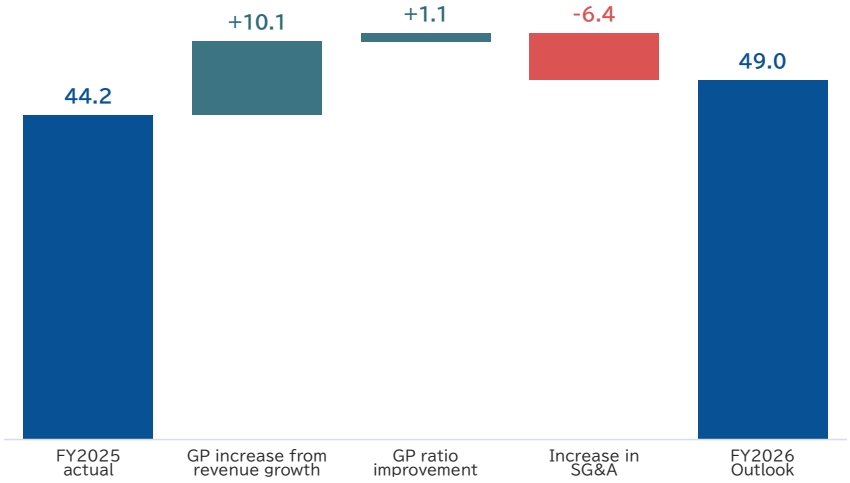
Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Results by half. The first half went broadly to plan, and we will keep driving our initiatives through the second half without complacency.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

12. FY2026 OP Bridge (revised up)

FY2026 OP Outlook ¥49.0bn, up ¥4.8bn from FY2025 and ¥0.5bn above the previous Outlook



GP from revenue growth	**+10.1**
Infocom effect (volume)	+2.9
Other	+7.2
GP ratio improvement	**+1.1**
Infocom effect (mix)	+0.6
Prior-year loss projects eliminated	+0.6
AI and own-asset investment	-1.0
Other	+0.9
Higher SG&A	**-6.4**
Infocom effect	-2.1
Management system renewal	-2.6
Security enhancement	-0.7
Other	-1.1

vs. prev. Outlook (Jul 30) +0.5 (48.5→49.0)

Margin	-2.0	Margin gain +1.0, new initiatives & AI licenses -1.0 Reclass to COGS -2.0*
SG&A	+2.5	Reclass to COGS +2.0*, other +0.5

Volume: revenue Outlook unchanged at ¥419.0bn
*Reclassification from SG&A to COGS (no impact on OP)

Unit: ¥bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

The bridge for full-year operating profit of ¥49.0bn. Higher revenue adds ¥10.1bn of gross profit and a better gross profit ratio adds ¥1.1bn. SG&A is planned to rise ¥6.4bn, reflecting Infocom as well as management system renewal, security and growth investment planned for the future. Against the previous outlook, excluding the reclassification between cost of sales and SG&A, we have this time raised guidance by the amount of the SG&A reduction. Looking to next year's ¥60.0bn Mid-Term Plan target, we will keep making the investments we need, deliver this year's number, and look for upside.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

03

Progress of the 2025–2027 Mid-Term Plan

Midpoint status, gaps and path to targets

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Now, progress on the Mid-Term Plan.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

14. 2025–2027 Mid-Term Plan (MTP) Overview

First three years of Vision 2030: four transformations toward ¥100bn OP

NSSOL Vision 2030 "Social Value Producer with Digital"

FY2027 Targets

KPI	FY2027 target	FY2025 actual
Revenue	**¥450.0bn**	¥381.3bn
OP	**¥60.0bn**	¥44.2bn
OP ratio	**13%**	11.6%
ROE	**c.13%**	11.4%
TAM ratio	**c.75%**	c.38%

Source: 2025-2027 MTP (Feb 2025), FY2025 results presentation (Apr 2026)

Four Transformations

① Revenue model
Shift to TAM revenue model

② Customer approach
Offering-led support from concept through implementation

③ Technology
Higher productivity through AI-driven development

④ Operations
Consolidated, standardized back office

Growth Investment & Shareholder Returns

M&A
¥150bn over 3 years

Growth investment (excl. M&A)
c.5% of revenue

Shareholder returns
50% dividend payout ratio

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

This page is an overview of the current Mid-Term Plan, for your reference.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

15. MTP Progress Summary

OP and ROE must accelerate: margins and external growth are the priorities

Revenue	OP	ROE	TAM ratio
On track	Accelerate	Accelerate	In progress
338.3 → 450.0 ¥bn	38.5 → 60.0 ¥bn	10.9% → c.13%	5% → c.75%
FY24 → FY27 target	FY24 → FY27 target	FY24 → FY27 target	FY24 → FY27 target
FY26 est. 419.0 Progress 72%	FY26 est. 49.0 Progress 49%	FY26 est. c.11% Progress 19%	FY26 est. c.51% Progress 66%

By fiscal year

	Revenue	OP	ROE	TAM ratio
FY24 actual	338.3	38.5	10.9%	c.5%
FY25 actual	381.3	44.2	11.4%	c.38%
FY26 1H actual	199.0	23.2	10.5%*	c.45%
FY26 est.	**419.0**	**49.0**	**c.11%**	**c.51%**
FY27 target	**450.0**	**60.0**	**c.13%**	**c.75%**

*ROE annualized from 1H net profit (¥14.9bn×2 ÷ average equity), for reference

Where we are
Record profit and higher ROE in FY25; the four transformations are in execution and employee mindsets are shifting

Gap
OP must rise a further ¥11.0bn beyond the FY26 estimate

Path
Organic: lift margins to clear a higher cost of capital; external: accelerate M&A

Unit: ¥bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

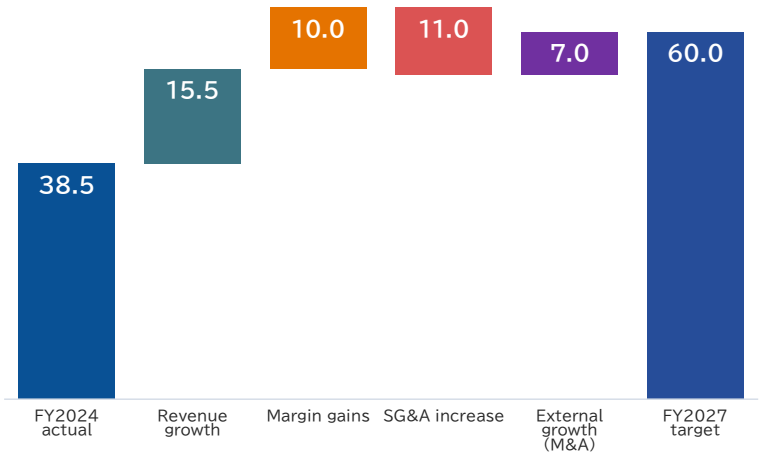
The progress summary. FY2025, the first year, delivered record profit and the four transformations moved into execution. Including this year's outlook, revenue is 72% of the way to target and on track, and the shift to TAM models is proceeding as planned at 66%. Operating profit and ROE, as you can see, need to improve faster: we need more profit, and above all a faster improvement in gross profit ratio.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

16. Path to ¥60bn OP Target and Progress

From ¥38.5bn (FY2024) to ¥60.0bn: +¥14.5bn organic and +¥7.0bn external growth
Challenges: margins, external growth, recovering front-loaded SG&A

MTP OP growth drivers (plan restated to FY2024 actual)



Plan vs. FY2026 est.
FY2026 est. 49.0 = organic 46.5 + external 2.5

Organic progress 55% (38.5 → FY26 est. 46.5 / target 53.0)

	Plan	FY26 est.	
Revenue growth	+15.5	+11.8	76%
Capture IT demand / expand customer base			
Margin gains	+10.0	+5.0	50%
Better pricing and mix; shift to TAM			
SG&A increase	-11.0	-8.8	80%
Growth investment, talent and management infrastructure			
External growth (M&A)	+7.0	+2.5	36%
Infocom contribution (after PPA)			

Unit: ¥bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

How we get to ¥60.0bn. Starting from ¥38.5bn in FY2024, we aim to reach ¥53.0bn organically and add ¥7.0bn from M&A. Revenue growth is about 80% of plan and on track, but margin gains are about 50%, and we have spent SG&A ahead of plan. So the second half of the plan is about accelerating margin gains and earning back that front-loaded SG&A. External growth will come from Infocom synergies and further M&A.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

17. Acceleration Items: GP Ratio Improvement

Margins first: four levers to convert transformation into profit

01 Raise TAM ratio

Issue
Ratio is rising but not yet showing in margins

Actions
- Set GP ratio targets by model (T/A/M)
- Lower costs through asset reuse; convert COREPEAK into projects

02 Shift to value-based pricing

Issue
Man-month-based pricing persists

Actions
- Accelerate contracts on lead projects
- Standardize outcome-based, fixed-price and subscription contracts

03 Productivity gains with AI

Issue
Slow uptake in small projects; behind plan

Actions
- Embed Claude Code etc. in standard processes
- Contracts keeping efficiency gains; rollout company-wide (FY27 +20%)

04 Curb unprofitable projects

Issue
Risk that loss-making projects offset gains

Actions
- Tighter risk review at proposal and upstream gates
- Standardized estimates with variance control

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

To deliver the Mid-Term Plan, as I said, margin improvement is our top priority. The TAM ratio is rising steadily, but a higher ratio does not raise margins by itself. The four levers shown here are the key. First, raising the TAM-model ratio: cut costs by reusing assets. Second, value-based pricing: standardize contracts that let us keep AI efficiency gains as profit. Third, productivity with AI: build Claude Code and similar tools into our standard processes, targeting 20% higher productivity in FY2027. Fourth, unprofitable projects: tighter risk review at the proposal stage and better estimate management.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

18. Revenue Model × Customer Approach: Reinforcing Each Other

COREPEAK drives T-model growth, and field feedback creates new A and M models

② Customer approach transformation

COREPEAK© Company-wide offering brand

Frames management issues as transformation scenarios and combines offering blocks (solution assets) to deliver from concept to implementation

Embed TAM in offering blocks

FDE

Drives the cycle
Forward Deployed Engineer

Feedback from practice creates new TAM

① Revenue model transformation

- T — SI Transformation / Next-gen SI model
- A — Asset Driven / Asset-based model
- M — Multi Company Platform / Platform model

TAM ratio: FY24 5% → FY25 38% → FY26 est. 50% → FY27 75%

Social Value Producer with Digital

More T-model

Upstream engagement lets us lead how systems are built and shift to high-productivity SI with GenAI

Create A and M models

FDEs embedded with customers bring back insights; common issues emerge and become assets and platforms

Higher COREPEAK value

Stronger assets expand the offering blocks and raise the value of each proposal: a virtuous cycle company-wide

Revenue target from COREPEAK
FY26 ¥10bn → FY27 10% of revenue

Key A/M-model products are listed in the Appendix. FDE = Forward Deployed Engineer: embedded with the customer from concept through implementation to feeding insights back

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

The revenue model and customer approach transformations are two wheels of one vehicle that together change our profit structure. COREPEAK puts us in a position to engage with customers' upstream issues at management level, embed TAM assets as offering blocks and propose solution scenarios. Forward-deployed engineers, or FDEs, are the people who turn these two wheels. Leading project formation from upstream grows T-model work; feeding insights back to the field surfaces common customer issues and creates new A- and M-model offerings. That is the virtuous cycle we are running across the company.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

19. Investment, Implementation and Monetization: Where We Are

FY2026 1H: Investment continues while AI and Infocom start to pay off

Investment
Capital deployed | INPUT (cumulative)

Equity & M&A (cumulative)
¥60.0bn Infocom 55.0, B-Prost, etc.

Growth investment (cumulative)
¥23.8bn FY25 14.7 + 1H 9.1

Human capital investment (cumulative)
¥7.1bn FY25 4.7 + 1H 2.4

Cash deployed
¥65.5bn Mar25 192.9 → Sep26 127.4

Total investment (cumulative)
¥90.9bn M&A + growth + talent

Implementation
Leading KPI (Aug 2026)

Hours saved (company-wide, per month)
235K hrs/month c.1.9x prior survey

Same, in man-months
1,470 man-months /month (prior 774)

GenAI use in development / near-daily users
Over 50% / 64.5% dev projects / all staff

AI agents
2,107 users 32% of employees

Productivity cases
36% / 45% requirements / build

Monetization
Financial outcome (FY26 1H)

Infocom OP
¥1.2bn FY26 1H (FY25: 3.3)

Consolidated contribution
+¥0.4bn After PPA (FY25: +1.0)

TAM ratio
45 % FY26 1H (FY25: 38%)

OP
¥23.2bn FY26 1H +27%, record high

Next harvest
¥60.0bn FY27 OP target

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

This page shows where we stand on investment, implementation and monetization, with figures through the first half. Investment is around ¥90bn, and productivity gains from AI and other initiatives are growing steadily. Little more than a month after the partnership, about 60% of our employees have started using Anthropic's Claude.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

20. Growth Investment & M&A: Track Record and Next Steps

Disciplined execution of growth investment and M&A to build value

¥150bn 3-year M&A budget | Executed ¥60bn (Infocom ¥55bn, B-Prost) | Remaining ¥90bn by Mar 2028

Apr 2024 – Sep 2026: steady execution of external growth and alliances

First half of MTP

Apr 2024	Acquired OSP Solutions (now NS Solutions Okinawa)
Sep 2024	Sold all Recruit Holdings shares (c.¥74.3bn) to fund growth and M&A
Jan 2025	Acquired WCS ABYAKTA NAWASENA (Indonesia); entered local market
FY2025	Acquired Infocom (c.¥55bn); 100-day PMI; accretive in year one
Aug 2025–	4 capital & business alliances: Intelligent Force, Delivery Consulting, N.Avenue, cBioinformatics
May 2026	Acquired B-Prost; strengthens core systems for P&C insurers
Sep 2026	Strategic partnership with Anthropic: AI agent platform and legacy modernization

Oct 2026 – Mar 2027: what we will do

- Shortlist candidates in priority areas and close deals
- Realize Infocom synergies
- Acquire global capabilities
- Continue alliances with startups

Execution Policy

1. **Deliver within the MTP period**
   Deploy the ¥150bn M&A budget and growth investment (5% of revenue) in priority areas
2. **Long-term returns and MTP targets**
   Pursue Vision 2030 returns while meeting ¥60bn OP and c.13% ROE
3. **Capital efficiency with a sound balance sheet**
   Deploy cash for growth, reducing it to ¥90bn; use debt where appropriate; maintain 50% payout

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

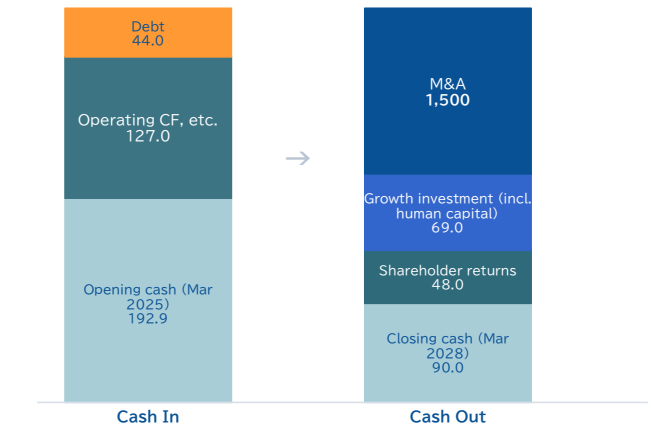
Growth investment and M&A. Against the three-year ¥150bn M&A budget, we have executed ¥60bn, centered on Infocom. The left side shows our track record since April 2024 in external growth and capital alliances. For the rest of the plan, we will shortlist candidates in our priority areas of upstream consulting, AI, industry-specific solutions and global, and move to execution, while delivering Infocom synergies and continuing capital and business alliances with startups and others. We will deploy the ¥150bn budget and growth investment of about 5% of revenue within the plan period, securing returns over the medium to long term.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

21. Cash Allocation: MTP Policy and Progress

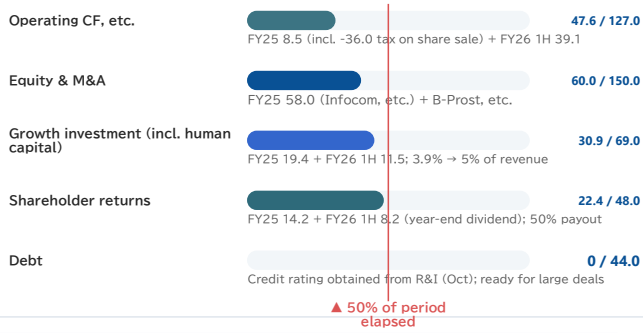
Cash allocated to growth, M&A and returns as planned; cash to fall to c.¥90bn

2025–2027 MTP cash allocation policy (3 years)



Use leverage, step up M&A and growth investment, maintain stable returns (50% payout), optimize working capital (2.4 months of sales)

Progress vs. plan (FY2025 + FY2026 1H) 18 of 36 months elapsed



Cash ¥192.9bn (Mar 25) → ¥127.4bn (Sep 26) → ¥90.0bn (Mar 28 target; 2.4 months of sales)

Addressing a higher cost of capital
Reflected in hurdle rates; margin and capital-efficiency gains to deliver returns above the cost of capital

Unit: ¥bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Cash allocation. This compares the Mid-Term Plan policy with progress through the first half. Operating cash flow, equity and M&A, growth investment and shareholder returns are all in line with the policy. Cash rose temporarily because of the tax refund and will go into growth investment and M&A. On debt, we obtained an A issuer rating from R&I in October, so we are ready for large deals.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

(Ref.) Business Characteristics and Cash Conversion Cycle (CCC)

Large development projects lengthen our CCC; appropriate cash is c.2.4 months of sales

Large system development (manufacturing)

Custom / project-based




① Req. → ② Design → ③ Build → ④ Test → ⑤ Accept → ⑥ Invoice → ⑦ Pay

6–18 months from start to payment: long cash lead time

Characteristics
- Mainly large, long projects
- Complex requirements, customization
- Many approval steps

Financial impact
- Higher contract assets / unbilled receivables
- Longer DSO
- Longer CCC

Managed services / subscription

Recurring = A and M models




Service delivery → Monthly invoice → Payment → Service delivery → Monthly invoice → Payment

Repeats monthly: short billing and collection

Characteristics
- Continuous service
- Mainly monthly/fixed fees
- Regular, short billing/collection

Financial impact
- Shorter DSO
- Higher contract liabilities (deferred revenue)
- Shorter CCC

Peer trends (examples) vs. NSSOL (FY2027 target)

	Peer A	Peer B	Peer C	Peer D	NSSOL
Customer / sales mix	Mainly financial & securities	Mainly services / recurring	High service ratio	Similar mix to NSSOL	Manufacturing-centric, many large developments
CCC (months of sales)	c.1.95 months	c.1.30 months	c.1.89 months	c.5.05 months	c.68 days = c.2.27 months

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

For reference, our business characteristics and cash conversion cycle. Large development projects for manufacturers take 6 to 18 months from start to payment, which ties up working capital. Our cash conversion cycle is about 68 days, somewhat longer than peers, and we set our appropriate cash level at 2.4 months of sales. We will look for efficiencies as the shift to TAM models proceeds.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

22. Key Initiatives for the Remaining 18 Months

Six initiatives tracked against half-year milestones, with leading KPIs for early course correction

	FY26 2H	FY27	
Core business	Win projects, fix pricing	Expand value-based contracts	Maximize profit
Expand TAM	Expand target projects	Margin gains	Embed profit contribution
Company-wide productivity	Realize AI gains	Accelerate AI-driven dev	Become AI-native
Infocom	Resolve PMI issues	Expand synergies	Accelerate profit contribution
M&A	Execute deals		Pieces for next MTP
Capital allocation	Execute investment & returns		Achieve target capital structure

Each initiative managed as a set: impact × owner × leading KPI × decision deadline

Progress management

Per initiative

- Impact (¥)
- Owner
- Leading KPI
- Decision

Monitoring and review cycle

- Mo. — KPI monitoring: Compiled by Strategy Execution Mgmt Center
- Qtr — Reviewed by Management Committee and Board: Check progress and issues, decide actions
- Half — Milestone assessment: Confirm half-year milestones
- Half — Disclosed at results briefings: Explain progress with results, KPIs and cases

↺ Feed review results back into each initiative

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Our key initiatives for the remaining 18 months. We have set milestones for six initiatives: the core business, TAM expansion, company-wide productivity, Infocom, M&A and capital allocation. We will execute steadily to hit the FY2027 targets and lay the groundwork for the next plan.

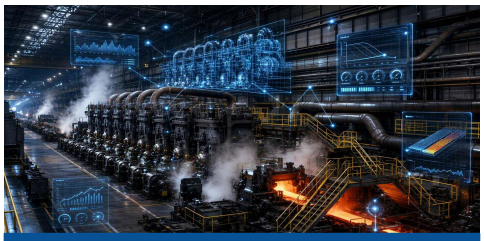
Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

23. Strategic Partnership with Anthropic

Winning on the shop floor, not on scale: Anthropic's AI × NSSOL's domain knowledge and delivery

Large SIers lead on the scale of company-wide rollouts

NSSOL (Sep 2026): first strategic partnership among Japan's user-affiliated SIers
We differentiate on the steel IT/OT shop floor



Client Zero: Nippon Steel × Claude

01 AI agent platform
AI agents link scattered data and processes and make tacit knowledge explicit

02 Legacy modernization
End-to-end legacy assessment and migration with Claude Code; headless ERP to follow

03 Nippon Steel as the field
Nippon Steel as Client Zero: AI proven on a demanding IT/OT shop floor

Next steps
- Expand from manufacturing to finance, retail/services and the public sector
- Joint marketing with Anthropic in Japan and overseas

From manufacturing to finance, retail and the public sector: making AI an active participant in running the business

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

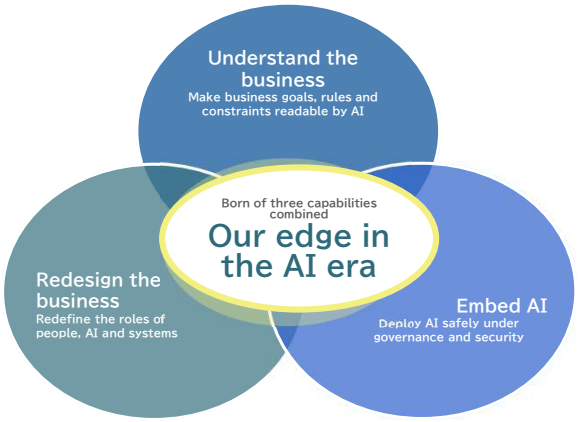
From here, how we differentiate in the AI era. First, strengthening our AI capability. In September we signed a strategic partnership with Anthropic, the first among Japan's user-affiliated system integrators. With this as our weapon, we will differentiate by making the most of our strengths in industry and domain knowledge. There are three pillars: an AI agent collaboration platform, legacy modernization and headless ERP using Claude Code, and proving AI rigorously on Nippon Steel's IT and OT operations as our Client Zero. We will take these results from manufacturing into finance, retail and the public sector.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

24. Turning the AI Era into Growth: NSSOL's Strengths and Role

AI threatens man-month SI, but for us it is a tailwind that accelerates transformation

Competitive edge in the AI era = three capabilities combined



Only people can decide what to entrust to AI and what humans must own



1. AI breaks the man-month model, but off-the-shelf AI tools alone create no value
2. What's needed are AI-ready platforms, guardrails and integration with operations: this is the SIer's role
3. Domain knowledge from Nippon Steel's mission-critical operations is the context asset that lets AI judge correctly

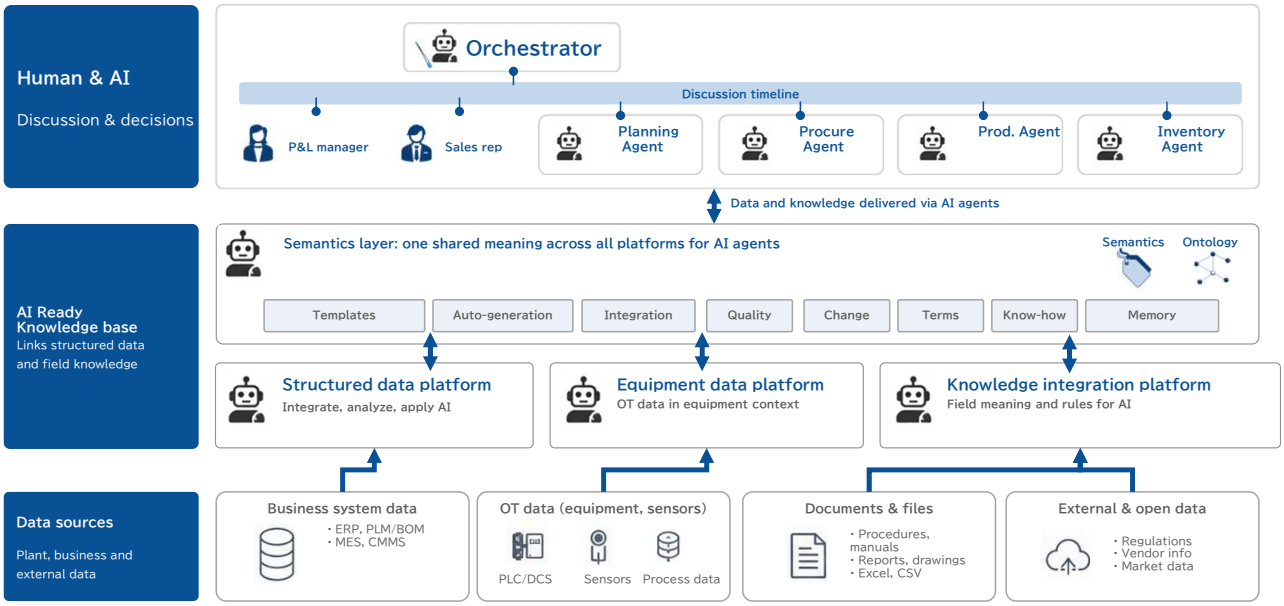
Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

To get results from AI, companies need AI-ready platforms, guardrails and integration into their operations, and that is the system integrator's job in the AI era. The domain knowledge we built in Nippon Steel's mission-critical operations and across many industries is the context asset that lets AI make the right judgments. Domain knowledge, times business design capability, times the know-how to adopt AI and make it stick: that combination is our edge in the AI era.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

25. Platform for Humans and AI to Run the Business Together

Manufacturing case: shared meaning across data so people and AI agents decide together



Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

The integrated data and AI platform for manufacturing shown here is a concrete example: a semantics layer gives all kinds of data, from equipment to documents, a shared meaning so that people and AI agents can make decisions on the same footing. We are already receiving many inquiries about this platform.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

26. Rising Cyber Attacks and NSSOL's Response: NSSIRIUS

Assume breach: a dedicated Security Account Manager (SAM) works alongside customers to minimize attack impact

Three strengths others lack

01 Dedicated SAM
A CISSP-certified Security Account Manager dedicated to each customer, from everyday readiness to command support in a crisis

02 AI × integrated logs
Logs from multiple sensors are correlated, including with AI, to catch early signs of dormant attacks and act before damage is done

03 Retainer contract
Prepaid annual credits mean no time lost on quotes, orders or staffing in a crisis; unused credits fund assessments and training

Why NSSOL: an SIer's full capabilities

01 Whole-system view
Experience building and running core systems lets us see the whole system; AI expertise is growing through the Anthropic partnership

02 App development expertise
Today's attacks often require application fixes such as PHP vulnerabilities; our deep pool of developers takes countermeasures through to implementation

03 Client Zero know-how
Over 30 years in security; practical know-how from supporting and running security for our own group flows into the service

NSSIRIUS

What NSSIRIUS is
Incident response retainer service launched in November 2025.

Supports the customer's CSIRT end to end: proactive (risk assessment, vulnerability scans, training, threat hunting) and reactive (first response, analysis, recovery, prevention).

More than products or SOC monitoring: the capability to decide, explain and recover in a crisis.

Responding to cyber attacks now takes the full range of capabilities
NSSIRIUS plus our capabilities as an SIer: end-to-end support for customers' cyber defense

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Finally, security. Data breaches are disclosed almost daily, and we are in an era where intrusions cannot be fully prevented. In November 2025 we launched NSSIRIUS, an incident response retainer service. A dedicated Security Account Manager works alongside the customer day to day; integrated log analysis, including with AI, catches dormant attacks before they cause damage; and a retainer contract lets us respond immediately in a crisis. These three strengths set us apart. AI technology, domain knowledge and security. With these three, we will create an environment where more companies can use AI safely and effectively, raising value for customers and society, which in turn raises our corporate value. We will make this cycle solid toward our NSSOL 2030 Vision. That concludes my presentation. Thank you for your attention.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Appendix

Quarterly results, revenue mix, GP ratio trend, one-off items, key news

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

27. Quarterly Consolidated Results

Q2 revenue ¥105.3bn and OP ¥14.0bn; OP ratio a healthy 13.3%

	FY2025				FY2026	
	1Q	2Q	3Q	4Q	1Q	2Q
Revenue	82.7	95.7	97.0	105.9	93.7	105.3
Gross profit	21.0	25.1	27.0	28.7	24.8	29.1
Gross profit ratio	*25.4%*	*26.3%*	*27.8%*	*27.1%*	*26.5%*	***27.6%***
SG&A	12.5	15.4	14.2	15.5	15.6	15.1
OP	8.5	9.8	12.7	13.3	9.2	14.0
Operating profit ratio	*10.3%*	*10.2%*	*13.1%*	*12.5%*	*9.9%*	*13.3%*
Pre-tax profit	8.8	10.0	13.0	13.5	9.5	14.2
Profit attrib. to owners of parent*	5.1	6.9	9.1	9.7	5.2	9.6

Unit: ¥bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Notes
Quarterly consolidated results. Q2 revenue was ¥105.3bn and operating profit ¥14.0bn, with an operating profit ratio of 13.3%. Revenue and profit build toward fiscal year-end, so Q3 and Q4 margins tend to be higher. See the one-off items page when comparing quarters.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

28. Quarterly Revenue / OP by Segment

Q2 revenue ¥105.3bn (+10%), OP ¥14.0bn (+43%), OP ratio 13.3%

	Revenue						OP						OP ratio					
	FY2025				FY2026		FY2025				FY2026		FY2025				FY2026	
	1Q	2Q	3Q	4Q	1Q	2Q	1Q	2Q	3Q	4Q	1Q	2Q	1Q	2Q	3Q	4Q	1Q	2Q
Business Solutions	63.5	75.3	74.6	81.1	72.7	75.5	6.9	8.8	9.7	10.1	7.5	8.5	10.9%	11.7%	13.1%	12.5%	10.3%	11.3%
Manufacturing, Nippon Steel Group	33.5	41.4	40.2	45.0	41.5	42.8	4.0	5.3	5.7	5.5	4.6	4.9	12.1%	12.7%	14.1%	12.2%	11.1%	11.4%
Retail and Service, Digital Platformer	16.6	19.4	20.8	20.8	17.4	17.6	1.5	1.9	2.6	3.0	1.3	1.7	9.2%	9.8%	12.4%	14.6%	7.6%	9.6%
Financial Service	13.4	14.4	13.6	15.3	13.7	15.1	1.3	1.6	1.5	1.6	1.6	2.0	10.1%	11.2%	10.8%	10.5%	11.5%	13.1%
Consulting & Digital Service	37.1	32.4	35.6	38.3	37.6	41.7	2.3	0.9	3.2	3.9	2.6	6.0	6.1%	2.9%	9.0%	10.2%	7.1%	14.4%
Public sector & education	4.3	6.3	7.5	7.8	5.0	14.5												
IT infrastructure & solutions	32.8	26.1	28.1	30.5	32.6	27.2												
Other / Adjustments	-18.0	-12.0	-13.2	-13.4	-16.6	-11.9	-0.7	0.1	-0.2	-0.8	-0.9	-0.6	–	–	–	–	–	–
Total	82.7	95.7	97.0	105.9	93.7	105.3	8.5	9.8	12.7	13.3	9.2	14.0	10.3%	10.2%	13.1%	12.5%	9.9%	13.3%
(Ref.) Sales to Nippon Steel Corp.	*17.8*	*17.6*	*17.3*	*17.8*	*16.6*	*16.1*												

*OP ratio = OP ÷ revenue. Group companies are included in each segment (Infocom consolidated from FY2025 Q2). Public sector & education / IT infrastructure not shown (data unavailable)

Unit: ¥bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Notes
Quarterly revenue, operating profit and margin by segment. Group companies are included in each segment.
In FY2026 Q2, revenue was ¥105.3bn, up ¥9.6bn or 10% year on year, and operating profit was ¥14.0bn, up ¥4.2bn or 43%, lifting the operating profit ratio 3.0 points to 13.3%.
Consulting and Digital Service posted revenue of ¥41.7bn, operating profit of ¥6.0bn and a 14.4% margin on the large public-sector project, up sharply from 2.9% a year earlier.
Business Solutions posted revenue of ¥75.5bn, operating profit of ¥8.5bn and an 11.3% margin. Financial Service improved to 13.1%, while Manufacturing and Nippon Steel Group at 11.4% and Retail and Service, Digital Platformer at 9.6% were slightly below the prior year.
For reference, Q2 sales to Nippon Steel were ¥16.1bn, down ¥1.4bn or 8% year on year.

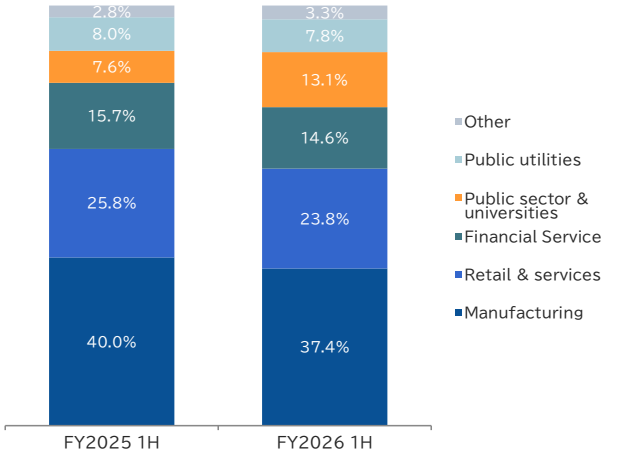
Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

29. Revenue Mix (Non-consolidated)

1H mix: public sector & universities 13.1%, hardware 11.2%, manufacturing 37.4%

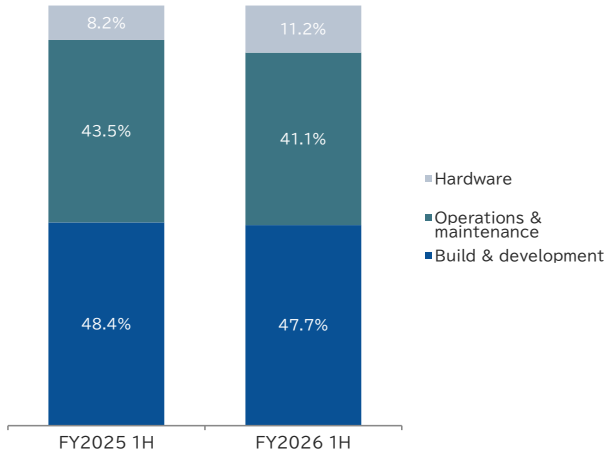
Revenue by industry

Non-consolidated (external) FY2025 1H ¥145.7bn / FY2026 1H ¥154.6bn
(NSC within manufacturing: 23.4% / 20.3%)



Revenue by product/service

Non-consolidated (external) FY2025 1H ¥145.7bn / FY2026 1H ¥154.6bn



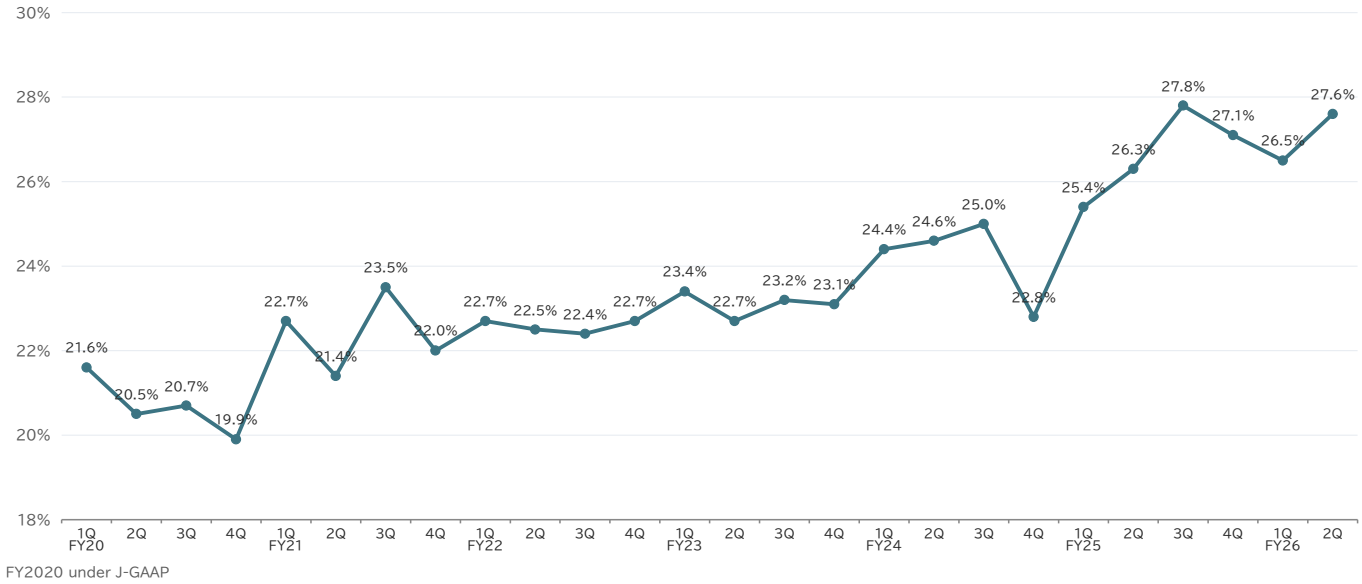
Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Notes
Non-consolidated revenue mix for the first half. By industry, public sector and universities rose to 13.1% on the public-sector project, while manufacturing was 37.4%, of which Nippon Steel accounted for 20.3%, down from 23.4% a year earlier.
By product and service, build and development was 47.7%, operations and maintenance 41.1%, and hardware rose to 11.2%. As the shift to TAM models proceeds, we expect asset- and platform-based revenue to grow as a share of the total.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

30. GP Ratio Trend (Quarterly)

GP ratio on a long-term uptrend: 27.1% in FY26 1H (+1.2pt YoY), 27.6% in Q2



FY2020 under J-GAAP

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

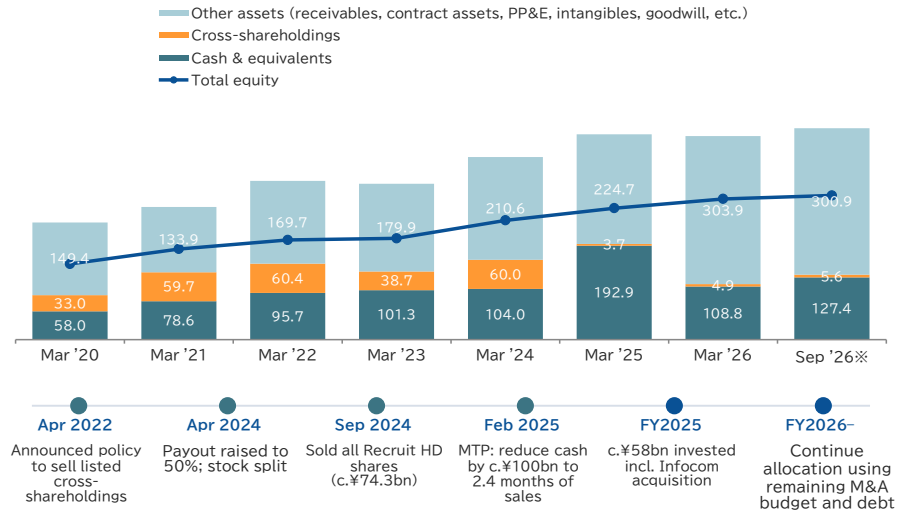
Notes
Quarterly gross profit ratio. The ratio has risen over the long term from around 20% in FY2020; FY2026 first half was 27.1%, up 1.2 points year on year, and Q2 was 27.6%. The Mid-Term Plan treats continuous margin improvement as the main driver toward ¥60.0bn operating profit.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

31. Balance Sheet Trend (Mar 2020 – Sep 2026)

Proceeds from cross-shareholding sales redirected to growth, M&A and shareholder returns

Total assets by component and total equity (¥bn) *Equity figures in table at right



Apr 2022 — Announced policy to sell listed cross-shareholdings

Apr 2024 — Payout raised to 50%; stock split

Sep 2024 — Sold all Recruit HD shares (c.¥74.3bn)

Feb 2025 — MTP: reduce cash by c.¥100bn to 2.4 months of sales

FY2025 — c.¥58bn invested incl. Infocom acquisition

FY2026– — Continue allocation using remaining M&A budget and debt

*Cross-shareholdings (listed and unlisted) and the ratio to net assets are on a parent-company basis per the Annual Securities Report (Sep 2026: consolidated BS note)

Change in BS quality

	Mar 2020	Mar 2025	Mar 2026	MTP target
Cross-shareholdings / net assets (parent)	26%	1.6%	2.1%	Only with a concrete alliance
Cash (months of sales)	2.5	6.8	3.4	2.4
Total equity (¥bn)	155.4	269.8	288.8	Grows with earnings

Financial management policy

Maintain a sound balance sheet
Preserve creditworthiness and investment capacity

Use debt for large investments
Combine cash with debt to lift capital efficiency

Maintain 50% dividend payout
Dividends rise with profit; keep ROE above the cost of capital

Unit: ¥bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Notes
Balance sheet trend since March 2020. Under our policy of selling all listed cross-shareholdings, we sold all Recruit Holdings shares in September 2024, taking cross-shareholdings from 26% to about 2% of parent-company net assets.
Cash that built up temporarily from the sale was redirected to growth investment and M&A, including the Infocom acquisition, and to shareholder returns through the higher 50% payout, bringing cash from 6.8 to 3.4 months of sales by March 2026. Cash of ¥127.4bn at September 2026 remains earmarked for M&A and growth investment toward the 2.4-month target.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

32. Quarterly One-off Items and Large Projects

One-off items and large projects to consider in quarterly comparisons

	FY2025				FY2026	
	1Q	2Q	3Q	4Q	1Q	2Q
Revenue	**82.7**	**95.7**	**97.0**	**105.9**	**93.7**	**105.3**
Large projects		*© New consol. 7.0*	*© New consol. 6.8*	*© New consol. 8.8*	*© New consol. 6.4*	*G 9.4 (+Q1 1.7 = 1H 11.1)*
OP	**8.5**	**9.8**	**12.7**	**13.3**	**9.2**	**14.0**
One-off		*Acquisition costs -0.7*				
Orders	**75.2**	**111.2**	**108.5**	**112.4**	**107.2**	**105.6**
Large projects		*© New consol. 24.8*	*© G 26.8 © New consol. 3.8*	*© New consol. 11.8*	*Ⓑ O 15.2 © New consol. 7.5*	*G6.5 G 6.4*

Ⓑ: Business Solutions, ©: Consulting & Digital Service, Ⓢ: subsidiaries, O: Oracle, G: public sector

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Unit: ¥bn

Notes
One-off items and large projects to keep in mind when comparing quarters: newly consolidated subsidiaries, large projects, and one-offs such as acquisition costs, for revenue, operating profit and orders.
Infocom's consolidation from FY2025 adds significantly to revenue and orders, so year-on-year comparisons should also be read on an organic basis excluding this effect.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

33. Key News and Press Releases

May–Oct 2026: 30 releases, mainly AI, financial DX and industry platforms

Oct 29	Obtained an issuer rating of A (stable) from R&I
Oct 29	Basic agreement with Helpfeel on a strategic alliance for CX transformation in the AI era
Oct 22	Gunma Bank and Daishi Hokuetsu Bank jointly adopt BM4I Service Platform
Oct 21	Mishima Shinkin Bank first shinkin bank to adopt FINCHUB e-contract service
Oct 15	Began selling Rockwell Automation's cloud MES "PLEX"
Oct 13	Joined Japan Digital Decentralized Financial Service Association (JDFA)
Oct 1	Launched AI solution linking Box and Databricks for enterprise data
Oct 1	Published Integrated Report 2026
Sep 28	NSSOL signs strategic partnership with Anthropic
Sep 28	Received Appian INNOVATION AWARD
Sep 24	Launched identity platform solution using Auth0
Sep 17	Started BM4I Service Platform implementation for Yokohama Financial Group
Sep 10	Linked HULFT Square and CONTRACT CROSS to digitalize e-contract operations
Aug 25	Launched NSRelato, CX and contact center enhancement service
Aug 18	Launched wisepot, lifecycle platform for optimization models
Aug 10	Built new sales support system for Chiba Bank
Aug 7	Saitama University renews academic affairs system with CampusSquare on OCI
Aug 6	Began selling Alli Coworker vibe-coding platform
Jul 9	Started joint PoC of next-gen digital asset execution platform
Jul 9	NSSOL and Dentsu Soken to collaborate on next-gen IT infrastructure
Jul 2	Crypto asset index NADA: test calculation and user recruitment begin
Jul 1	Introduced AI-driven development to NS DevCompass
Jun 30	Launched AI Agents × Financial Transactions working group (DID/VC consortium)
Jun 30	Crypto Asset Index Council publishes report toward domestic crypto ETFs
Jun 25	Launched NS Eclipa, industry-specific e-commerce platform
May 29	Acquisition of B-Prost Co., Ltd.
May 25	Supported Sony Life's implementation of SimCorp One
May 13	Strategic partnership with Teciem to expand capital-market solutions in APAC
May 12	Rolling out data environment linking Data Synchronicity Platform and Geminant
May 7	Agreement with Matsumoto City on research for Kamikochi management framework

*Press releases listed on this page are available in Japanese only.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

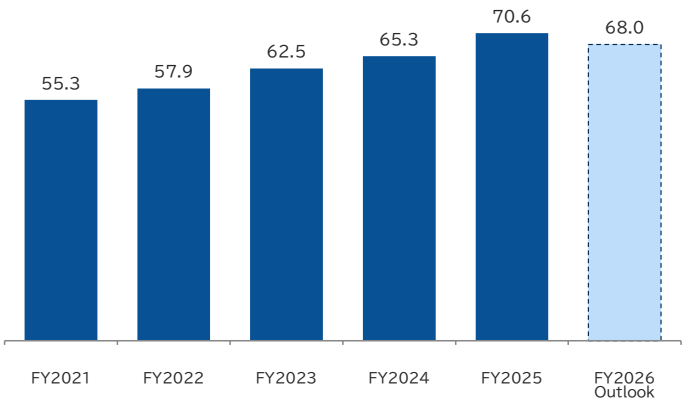
Notes
Key news and press releases from May to October 2026: 30 releases, mainly on AI, financial DX and industry-specific platforms. On October 29 we obtained an issuer rating of A (stable) from R&I, preparing for financing of large deals. Press releases are available in Japanese only.
AI-related announcements continued after the September partnership with Anthropic, including BM4I adoption by two regional banks, the first FINCHUB adoption by a shinkin bank, the launch of a cloud MES, and an AI solution linking Box and Databricks.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

34. Synergies with Nippon Steel Group and Sales to Nippon Steel Corp.

Stable revenue base; extending All-NSSOL offerings and AI results across the group

Sales to Nippon Steel Corp. (¥bn)



Synergies through the mid-term growth story

- Proactively propose All-NSSOL offerings for the Nippon Steel Group's digital transformation
- Develop IT/OT solutions with Nippon Steel Texeng
- Turn technology proven at steelworks into assets for external and overseas customers

Parent-subsidiary listing: benefits and independence

- Stable c.¥70bn/year customer and proving ground for advanced IT/OT solutions
- c.80% of revenue from customers outside Nippon Steel; independent, IT-savvy management
- Material related-party transactions reviewed by a committee of independent outside directors to prevent conflicts of interest

Unit: ¥bn

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Notes
Synergies with the Nippon Steel Group and sales to Nippon Steel. Sales to Nippon Steel are a stable base of around ¥70bn a year; the FY2026 outlook is ¥68.0bn, and first-half sales were ¥32.7bn, down ¥2.7bn or 7% year on year.
From that base we proactively propose All-NSSOL offerings and develop IT/OT solutions with Nippon Steel Texeng. On the parent-subsidiary listing, material transactions are reviewed by a committee of independent outside directors to protect minority shareholders.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

35. Key A- and M-Model Products and Services

Domain knowledge turned into assets and platforms in each business area and deployed across customers

Business area	Key A/M-model products and services (bold: product names)
Cross-industry	**BPMS (business process mgmt) / Advanced document mgmt (Box) / Geminant (digital twin PF) / NS Devia (AI-driven development) / CONTRACT CROSS (e-contract) / ConSeek (management control PF) / Oracle Alloy (cloud) / NSSIRIUS (cybersecurity) / emerald SaaS (next-gen operations)**
Manufacturing	**PPPlan (food industry SCM) / PPCV (image AI) / NSLOGIX (logistics data-sharing PF) / Hakobini (collaborative delivery PF)**
Steel	**PPMP (production mgmt package) deployed as a platform for materials industries**
Retail	**fitAI (retail store AI) / COCOTRA (inbound travel) / NS Eclipa (industry e-commerce PF)**
Financial Service	**BM4I (IFRS financial instruments accounting) / Enesage (energy trading mgmt) / Web3 financial data PF / VIGILO MRM (model risk mgmt)**
C&DS	**absonne (managed cloud) / NS DevCompass (AI-driven development) / Knowledge integration PF (Data Synchronicity) / OptiMagic (optimization support)**

Target GP ratio (MTP): T 27%→30%, A 30%→40%, M 20%→30% (FY2027→FY2030) / c.35 services running on Nestorium

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

41

Notes
Key A-model (asset-based) and M-model (platform) products and services. Domain knowledge is turned into assets and platforms, from cross-industry BPMS and document management to industry-specific products, and deployed across customers.
The Mid-Term Plan targets gross profit ratio improvements of 27% to 30% for T, 30% to 40% for A and 20% to 30% for M, and about 35 services run on our standard platform, Nestorium.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

36. Technology Platform and Internal Transformation

Integrated Report 2026 Highlights

2x development productivity with the right AI tool per phase; leaner back office to curb SG&A

③ Technology acquisition & application: standard platform

Concept	Req.	Design	Build	Test	Migr.	Ops

NSDevia	Dev AI agents (Jitera, Autify), AI requirements builder, coding agents
Curatis	Test automation
NSSOLAS	Secure GenAI services (review, vulnerability checks, PM support)
Nestorium	Standard IT service PF: security, cloud integration, SBOM mgmt. c.35 services running

④ Internal operations & management

Back-office productivity (revenue / back-office headcount)

Base → +15% → +30%

FY2024 base / FY2025 actual / FY2026 target

- Consolidated back-office functions company-wide in Apr 2025; standardized processes
- Centralized OA management as a service (NSSOLVIT)
- AI applied to legal, sales, purchasing, finance and HR; 76% active AI users
- Fit to Standard: FieldGlass live (Jul 2025), SAP S/4HANA (planned Apr 2028)
- Leaner back office despite revenue growth, curbing SG&A

GenAI adoption today

Conventional → AI-assisted → AI-driven development:
2x productivity as the norm

Used in over 50% of dev projects
Efficiency: 10%-45% on new development
Cases: requirements +36%, build +45%



Conventional
People do all work manually (paid by man-month)

AI-assisted
AI assists, people lead (over 50% adoption)

AI-driven
AI agents lead; people judge and review

Source: Integrated Report 2026 p.11, FY2025 results presentation

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

42

Notes
Progress on our technology platform and internal transformation. We combine the right AI tools for each phase from concept to operations, aiming to double development productivity. Generative AI is used in over 50% of development projects, with efficiency gains of 36% in requirements and 45% in build.
Internally, consolidating back-office functions and applying AI raised back-office productivity 15% in FY2025, with a 30% improvement targeted for FY2026.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

37. Sustainability: Materiality, KPIs and Ratings

Integrated Report 2026 Highlights

The TAM model is sustainability in practice; five materialities managed with KPIs

Materiality	Key KPI	FY2025 actual	Target	Related SDGs
① Solving social issues through IT	T / A / M model revenue	T ¥68.0bn (met) / A ¥57.0bn (met) / M ¥3.5bn (missed)	FY26: T 121.0 / A 87.0 / M 3.0 (¥bn)	
② Stable IT services as social infrastructure	Major incidents in IT service projects	0 (met)	0	
③ A workplace where diverse talent thrives	Engagement / female managers / male parental leave	57% (up YoY) / 8.2% / 110%	Improve YoY / 10%+ by FY2030 / sustain 90%+	
④ Lower environmental impact	GHG Scope 1+2 / Scope 3 intensity	14,526 t-CO_2 (-64% vs. 2015) / 830 t-CO_2 per ¥bn	Halve by FY2030, carbon neutral by FY2050 / 740 (2030)	
⑤ Governance and compliance as a trusted member of society	Board effectiveness review / compliance e-learning completion	Effectiveness confirmed (incl. third-party review) / 100%	Continue / 100%	

Human capital

- 10,276 employees (Mar 2026, consolidated)
- New Business Architect role; skill portfolio measured annually
- Vision awareness/empathy 63.3%, growth motivation 66%

Governance

- 6 of 11 directors independent; 2 women
- ROE-linked restricted stock and materiality assessment in executive pay
- No listed cross-shareholdings in principle (under 1% of net assets)

External ratings

- First Human Capital Management Quality award (Silver)
- First White 500 certification; Platinum Kurumin Plus, Eruboshi, PRIDE Index Gold
- FTSE4Good / FTSE Blossom Japan constituent

SDG icons used under UN guidelines; mapping to materiality based on NSSOL sustainability disclosures

Source: Integrated Report 2026 pp.27-31 (materiality & KPIs), pp.32-44 (human capital), pp.47-53 (governance), pp.77-78 (non-financial data)

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Notes
Sustainability management. We regard the TAM model itself as sustainability in practice and manage five materialities with quantitative KPIs.
In human capital, with more than 10,000 employees, we created the Business Architect role and are mapping skills; in governance, 6 of our 11 directors are independent. We received our first Human Capital Management Quality (Silver) and White 500 recognitions and are included in indices such as FTSE4Good.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

38. Information Security Management

Integrated Report 2026 Highlights

From departmental to company-wide control: security as a management foundation for the AI era

Governance & structure

- Information Security Committee (management-level) sets policy; annual report to the Board
- Company-wide Information Security Division oversees; SIRT monitors and responds
- PDCA and OODA linked; audited by Internal Control & Audit Dept.

Rules, drills, incident response

- NIST CSF 2.0 as the core, referencing ISO/IEC 27001
- Annual training for all staff and contractors, phishing drills, executive-level response drills
- Response HQ led by the President; five principles of action

AI-era risks and value

- "Security first" becoming the standard across industries
- Security for AI / AI for Security: supporting governance for the AI era
- Client Zero know-how turned into services (NSSIRIUS, etc.)

Company-wide structure linking governance (PDCA) with daily operations (OODA)



Internal Control & Audit: audits appropriateness and efficiency of decisions and responses

Three assets protected × frameworks



NIST CSF 2.0 (primary) + ISO/IEC 27001 (information assets)

Security is the foundation of business continuity and trust, not a defensive cost: toward the most trusted SIer

Source: Integrated Report 2026 p.4, p.49, pp.55-60

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

44

Notes
Information security management. We have moved from departmental management to company-wide control, with the Information Security Committee and the company-wide Information Security Division in charge and PDCA and OODA cycles linked.
Based on NIST CSF 2.0, we train all employees and contractors every year. As Client Zero, we turn our own practice into services such as NSSIRIUS and help customers build security governance for the AI era.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

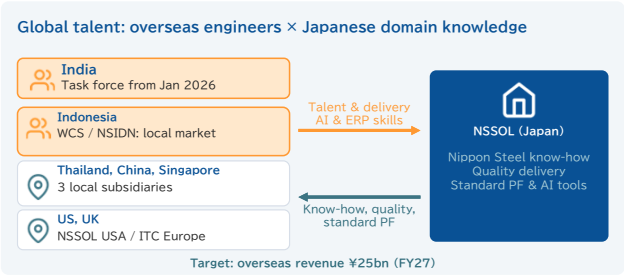
39. Global and External Growth Strategy

Integrated Report 2026 Highlights

Overseas revenue above ¥15bn, entry into Indonesia's local market, and disciplined M&A

Global: overseas revenue ¥12bn → ¥15bn+ → ¥25bn (FY27)

- ERP solutions for manufacturing, steel and retail are solid; Dynamics 365 deployed in China, Thailand and Indonesia
- Acquired WCS ABYAKTA NAWASENA (Indonesia); entered the local market
- India task force (Jan 2026) to tap engineering talent
- Acquire technology and delivery capacity through M&A and alliances
- Overseas mix: packages 47%, custom 28%, infrastructure 25%



External growth: ¥150bn → c.¥47bn revenue / c.¥7bn OP

- Infocom: 100-day PMI complete, synergies ramping this year, GRANDIT being AI-enabled
- External growth working groups with each business unit to acquire missing pieces
- Returns above the cost of capital as the benchmark, with ongoing post-deal monitoring

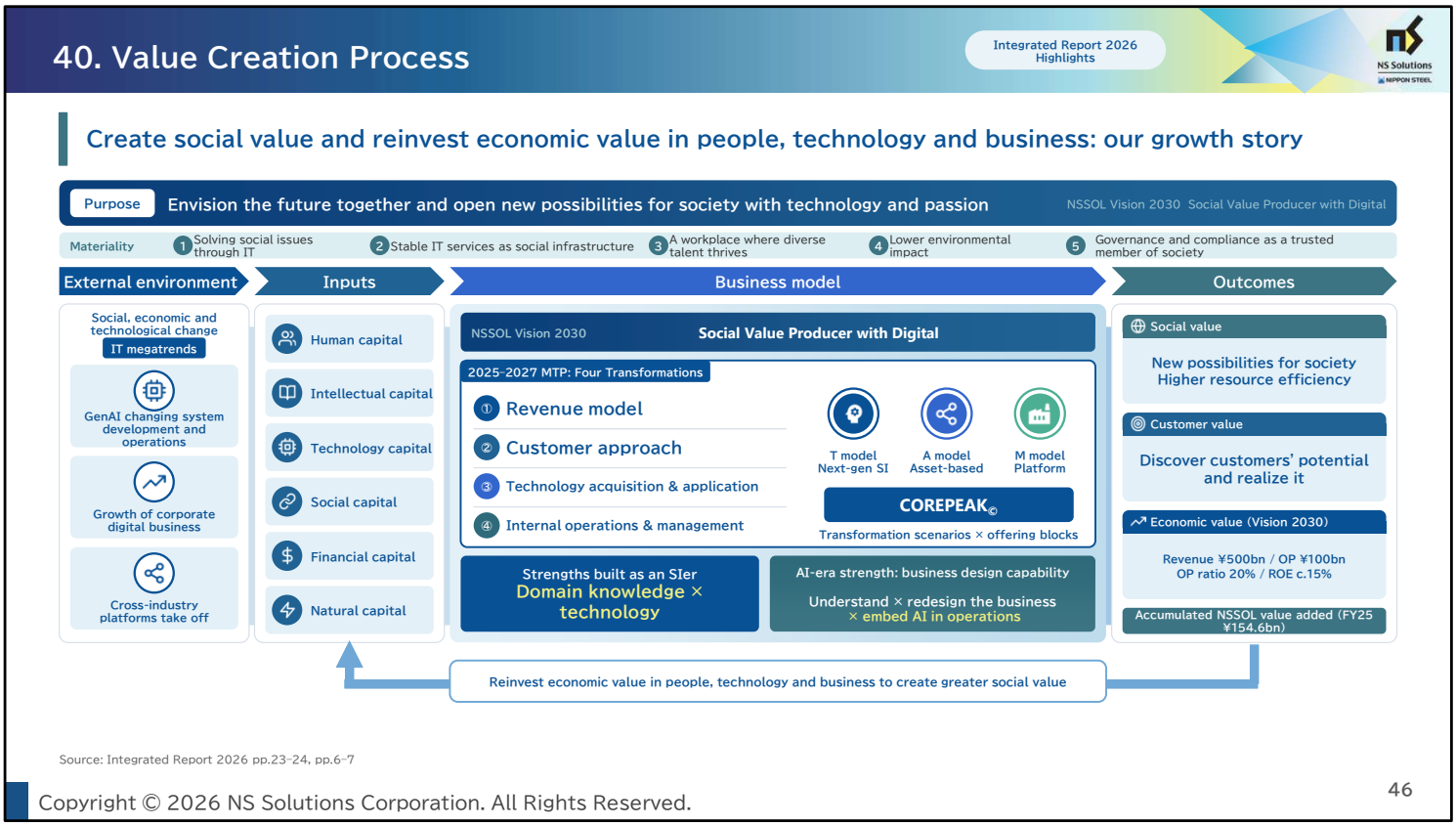
Date	Target	Type	Purpose
2025.08	Intelligent Force	Invest.	Strengthen offerings and upstream consulting
2025.09	Delivery Consulting	Invest.	Strengthen data consulting and implementation
2025.11	N.Avenue	Invest.	Co-create business in crypto assets
2026.03	cBioinformatics	Invest.	Co-create business in cancer genomic medicine
2026.05	B-Prost	Acq.	Strengthen core systems for P&C insurers

Source: Integrated Report 2026 p.12, p.7, p.74

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Notes
Global and external growth strategy. Overseas revenue exceeds ¥15bn; we entered the Indonesian local market by acquiring WCS Abyakta Nawasena and set up an India task force to tap engineering talent. The FY2027 overseas revenue target is ¥25bn.
On external growth, Infocom synergies are ramping up after the 100-day PMI, and working groups with each business unit are pursuing the missing pieces. Returns above the cost of capital are the benchmark, with continuous monitoring after each deal.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.



Source: Integrated Report 2026 pp.23-24, pp.6-7

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

46

Notes

Our value creation process. Taking six capitals as inputs, our business model, built on the four transformations and business design capability, creates social, customer and economic value.

Reinvesting that economic value in people, technology and business to create even greater social value is our growth story, with targets for the early 2030s of ¥500bn in revenue, ¥100bn in operating profit and ROE of around 15%.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

41. Growth Investment toward Vision 2030

Integrated Report 2026 Highlights

Profit growth and next growth base in parallel: invest → implement → monetize

	2025–2027 Invest & build	2027–2030 Implement & commercialize	Early 2030s Monetize & recover
M&A ¥150bn over 3 years | Infocom, etc.	**Acquire & PMI** Acquire businesses & capabilities Investment / PMI	**Expand synergies** Profit contribution / deals	**Payback** IRR／ROIC
 Growth investment c.5% of revenue | AI & IT platforms	**Build technology & platforms** AI, internal IT, PoC	**Productize & deploy** Commercialize / orders / reuse	**Revenue model shift** Revenue / GP / productivity
 Human capital investment Shift to social-value-creating talent	**Hire, develop, reward** Build capability & capacity Talent / skills	**Redeploy & upskill** Advanced talent ratio / utilization	**Sustainable growth** Value added per employee
	Investment | INPUT	Implementation | LEADING KPI	Monetization | FINANCIAL OUTCOME

Source: 2025-2027 MTP; Integrated Report 2026 pp.9-12, 19-22.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

47

Notes
Our growth investment roadmap toward Vision 2030. For M&A, growth investment and human capital, we manage three stages: investment and platform building in FY2025–27, implementation and commercialization in FY2027–30, and monetization and payback in the early 2030s.
Through the Infocom acquisition, investment in AI and IT platforms, and hiring and developing consulting and AI talent, we track leading KPIs and financial outcomes at each stage from investment to implementation to monetization.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

42. NSSOL GenAI Results: Progress since Q1

From "using AI" to "scaling results": hours saved c.1.9x, AI agents in daily use, Anthropic partnership

Internal practice

Hours saved (company-wide, per month)

123,900 hours → **235,236 hours**

774 → 1,470 man-months equivalent

Near-daily users

48% → **64.5%**

2–3+ days/week: 73% → 84%

AI agents

2,107 users (32% of employees)

- Company-wide survey Aug 2026: 6,624 responses (87%)
- NSSOLAS Dify expansion, Copilot Studio rollout, company-wide training

SI projects & development

GenAI adoption rate

Over 50% sustained; moving to AI-driven dev

Tools used in development

Sharp rise in Claude / Claude Code use

Third after M365 Copilot and NSSOLAS; Anthropic partnership in Sep

Productivity cases

Requirements +36%, build +45%

- NSDevia AI-driven dev platform rolled out company-wide (design/test documentation)
- Embedding "2x productivity as the norm" in standard processes

Recent releases & cases

2026/9 **Strategic partnership with Anthropic**

First among Japan's user-affiliated SIers; AI agent platform and legacy modernization with the steel shop floor as Client Zero

2026/8 **Alli Coworker vibe-coding PF launched**

Extending AI-driven development to customers' in-house teams

2026/6 **AI Agents × Financial Transactions working group launched**

DID/VC consortium; joint research on AI agents in financial transactions

**Internal practice × SI delivery × customer transformation:
know-how honed in-house flows into customer transformation and our own productivity (T-model)**

Source: NSSOL AI SURVEY 2026 (Aug 2026, 6,624 responses); hours-saved calculation differs from the prior survey due to finer response options

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.
48

Notes
Progress on generative AI since the Q1 disclosure. The August 2026 company-wide survey showed 235,236 hours saved per month, about 1.9 times the previous survey; near-daily users rose to 64.5%, and 2,107 employees use AI agents in their work.
In development, use of Claude and Claude Code has risen sharply, and the September partnership with Anthropic will accelerate AI-driven development. Know-how built internally flows into customer transformation and our own productivity.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

43. Transformation Progress: COREPEAK, AI, Operations

Offerings, AI and operations transformations raise confidence in the ¥60bn OP target



Offering brand

c.¥10bn

FY2026 new business target

- Rolled out in Apr 2026
- Transformation scenarios × offering blocks, from concept to implementation
- Toward c.¥10bn of new business this year

AI-driven

Technology acquisition & application

+20%

FY2027 dev productivity target

- Proven productivity gains from AI-driven development
- Rolling out with the Anthropic partnership
- Faster adoption in small projects toward +20% in FY27

Internal operations

Internal operations & management

+30%

FY2026 back-office target

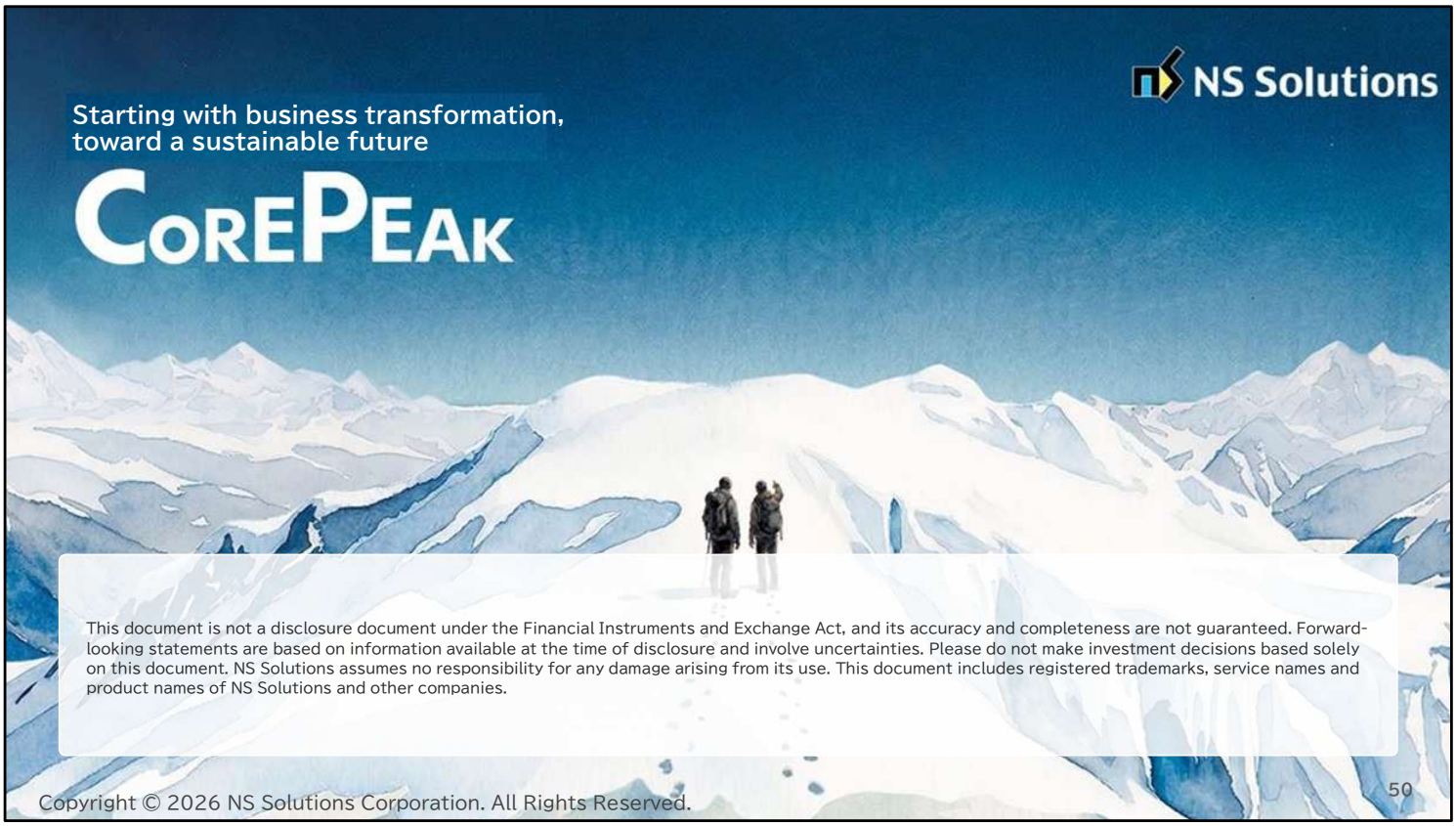
- Consolidate and standardize back-office functions
- Redesign processes through management system renewal
- FY2025 SG&A up ¥14.4bn, mainly Infocom (+¥9.9bn) and front-loaded MTP initiatives

Source: FY2025 results presentation (Apr 2026); COREPEAK launch press release (Apr 8, 2026)

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Notes
Progress on transformation initiatives. COREPEAK, our offering brand launched in April 2026, targets about ¥10bn of new business in its first year.
AI-driven development targets 20% higher development productivity in FY2027, and internal transformation targets 30% higher back-office productivity in FY2026, which gives us more confidence in reaching ¥60.0bn of operating profit.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.



Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

44. Glossary: IT Terms and NSSOL Abbreviations

Term	Meaning
TAM	T (SI Transformation), A (Asset Driven), M (Multi Company Platform): NSSOL's three non-conventional revenue models
T model	Next-gen SI with GenAI built in; high-productivity custom development and operations
A model	Asset-based model: NSSOL's own assets (products, templates) deployed across customers
M model	Platform model: platforms shared by multiple companies, operated by NSSOL
COREPEAK	Company-wide offering brand launched Apr 2026; transformation scenarios × offering blocks
Offering block	Reusable solution asset combined to deliver from concept to implementation
Client Zero	Nippon Steel and NSSOL as the first users of our own solutions before offering them to customers
FDE	Forward Deployed Engineer: works inside customer operations from concept through implementation, and feeds insights back to create new assets
Business design capability	Understanding, redesigning and embedding AI in business operations; NSSOL's AI-era strength
Context asset	Structured domain knowledge (goals, criteria, constraints) that lets AI judge correctly
Nestorium	NSSOL's standard IT service platform (c.35 services)
NSSIRIUS	NSSOL incident response retainer service (launched Nov 2025)
NSDevia / NS DevCompass	NSSOL AI-driven development platform / development support service
NSSOLAS	NSSOL's internal GenAI service
NSC / IFC	Nippon Steel Corporation (parent) / Infocom (consolidated from FY2025 Q2)
BS / C&DS	Business Solutions / Consulting & Digital Service (reporting segments)
PF	Platformer (customer segment) or platform

Term	Meaning
MTP	Mid-Term Plan (2025–2027)
OP / GP / SG&A	Operating profit / gross profit / selling, general and administrative expenses
Outlook / est.	Forecast / estimate
YoY	Year on year
PMI	Post-merger integration
PPA	Purchase price allocation (amortization of acquired intangibles)
CCC / DSO	Cash conversion cycle / days sales outstanding
SIer	System integrator
IT / OT	Information technology / operational technology (plant and equipment systems)
ERP / MES / PLM / CMMS	Enterprise resource planning / manufacturing execution / product lifecycle / maintenance management systems
Headless ERP	ERP core without a fixed UI, accessed via APIs and AI agents
GenAI / LLM	Generative AI / large language model
AI agent	AI that plans and executes tasks autonomously using tools and data
Vibe coding	Building applications by natural-language instructions to AI
Ontology / semantics	Formal definitions of concepts and their relationships so systems share the same meaning
SIEM / XDR / SAM	Security information and event management / extended detection and response / Security Account Manager
NIST CSF / OODA / PDCA	US cybersecurity framework / observe-orient-decide-act / plan-do-check-act
DID / VC	Decentralized identifiers / verifiable credentials (digital identity standards)
NPA	National Police Agency (Japan)
¥bn	Billion yen; all amounts in this document are shown in ¥bn (1 billion yen = 10 oku-yen)

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.

Copyright © 2026 NS Solutions Corporation. All Rights Reserved.