

## NS Solutions Announces Medium-term Business Plan

Tokyo, February 28, 2025 – NS Solutions Corporation (TSE:2327 / "NSSOL") today announced the 2025-2027 Mid-term Business Plan ("MTBP").

### 1. Formulate a Three-year Plan for Achieving the 'NSSOL 2030 VISION'

The IT/DX market in Japan is expected to continue to experience high demand growth.

At the same time, we believe that the environment surrounding businesses and society will change even more drastically by 2030.

Based on this realization, last year we announced our "NSSOL 2030 Vision," which is based on the concept of "Social Value Producer with Digital.

This MTBP was designed as a concrete action plan for the first three years toward the realization of the "NSSOL 2030 Vision".

### 2. NSSOL's Ambition for the MTBP

The following four points are our goals under this MTBP.

- Achieving even higher profitability through business model transformation, leveraging our unique strengths.
- Focus on IT megatrends to achieve growth exceeding the industry average.
- Proactive investment in growth and external growth through M&As.
- Advancing governance and enhancing shared shareholder value.

Target Indicators of MTBP are as follows

	<b>FY2024 forecast</b>	<b>FY2027 MTBP</b>	<b>NSSOL 2030 VISION</b>
<b>Revenue</b>	¥330 bn.	<b>¥450 bn</b>	¥500 bn.
<b>Operating Profit (OP Margin)</b>	¥39.0 bn. (11.8%)	<b>¥ 60 bn. (13%)</b>	¥100 bn.
<b>ROE</b>	Applox. 11%	<b>Applox. 13%</b>	Applox. 15%
<b>Capital Invested for M&amp;A</b>	(2022-2024) Applox. ¥10 bn.	<b>¥150 bn./ 3Years</b>	Creating business of the ¥ 100 bn through M&A.
<b>Shareholder Returns</b>	POR 50%	<b>POR 50%</b>	POR 50%
<b>TAM-type<sup>1</sup>/ Sales revenue ratio</b>	Applox. 5%	<b>Applox. 75%</b>	-
<b>Growth Investments/ Sales revenue ratio (excluding M&amp;A)</b>	Applox. 2.7%	<b>Applox. 5%</b>	-

1. NSSOL's new business model, which consists of SI Transformation, Asset Driven, and Multi Company Platform

### 3. Four Transformations in MTBP

This medium-term plan is positioned as a period for laying the foundation for growth, and we will work to transform ourselves into a highly profitable company.

To achieve this goal, we will

- 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.

#### 4. Global Strategy

Overseas sales will more than double from the current level (approx. 12 billion yen).  
In terms of resources, we will reallocate development and production functions and strengthen delivery functions.

#### 5. M&A Growth Strategy

To accelerate the realization of the NSSOL 2030 Vision, we will make active investments.

#### 6. Financial Strategy

- Leveraging abundant accumulated cash as a source of fund, we will implement more aggressive growth investments and enhanced shareholder returns.
- We will continue to steadily improve TSR , an indicator of shareholder value, and aim to achieve management that contributes to shareholder returns.

#### 6. Evolution of Sustainable Management

##### ① Human Resources Strategy

- To realize our VISION, we will secure human resources to drive business model transformation.
- To achieve this, we have implemented 4 measures, including strengthening recruitment and development, and revising the evaluation and compensation system.

##### ② Evolution of Governance

From the three perspectives of "Strengthening corporate governance",  
"Enhancing strategic execution capabilities," and "Realizing social value,"  
we are implementing various measures for governance evolution.

For more information, please visit the following URL

<https://www.nssol.nipponsteel.com/en/ir/presentation.html>

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