To Whom It May Concern

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Notice Concerning the "NSSOL 2030 Vision"

We are pleased to announce that our Board of Directors has resolved the "NSSOL 2030 Vision" at a meeting held on April 26, 2024, as follows.

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

As the role of IT expands from solving the problems of individual companies and organizations to solving society-wide and cross-industry challenges, we aim to move from being a "partner" of individual companies to becoming a "producer" that envisions and realizes **the future for society and businesses**. We aim to achieve industry-leading business growth by 2030 as a "Social Value Producer with Digital".

For details, please refer to the attached document.

Attachment: "NSSOL 2030 Vision".

End of document

NSSOL 2030 Vision

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Medium- / Long-term External Environment and IT Megatrends

Social / Economic Changes

Shrinking labor force

Growing use of digital tech in social activities

Corporate expansion of digital businesses

Stronger policies on environment & climate change

Changes in international trade regulations

Growing importance of traceability

IT Megatrends

Transformation of system development & operation through generative Al & other new technologies

System development & operation are changing due to shrinking of IT specialist force and emergence of new technologies that dramatically improve development productivity

Expansion of digital services

Industry cloud platforms providing functions for specific industries are becoming more common, lowering the barrier for companies to launch digital businesses

Widespread adoption of cross-industry platforms

Rising social needs and evolution of technologies are driving widespread adoption of cross-industry platforms that promote information distribution & utilization

Technological Innovation

AI / Generative AI

Low-code / No-code

IoT / Edge devices

Cloud computing

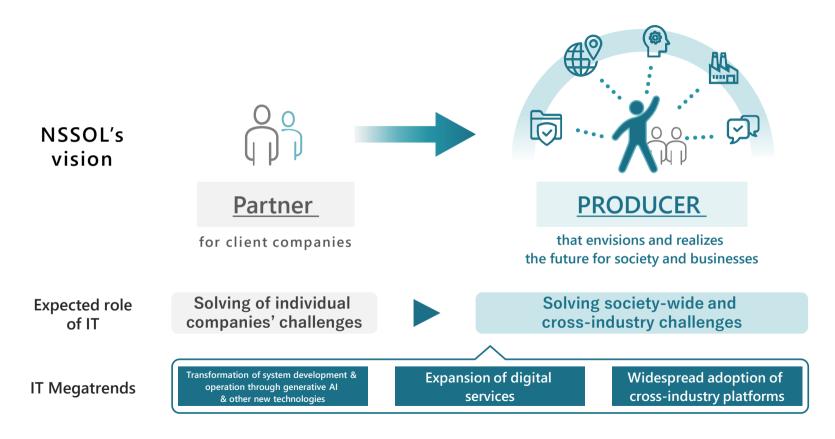
Security

Anonymity / Encryption

Blockchain

Dataspaces

The Direction of Our Vision for the Future



- Our Vision -

Social Value Producer with Digital

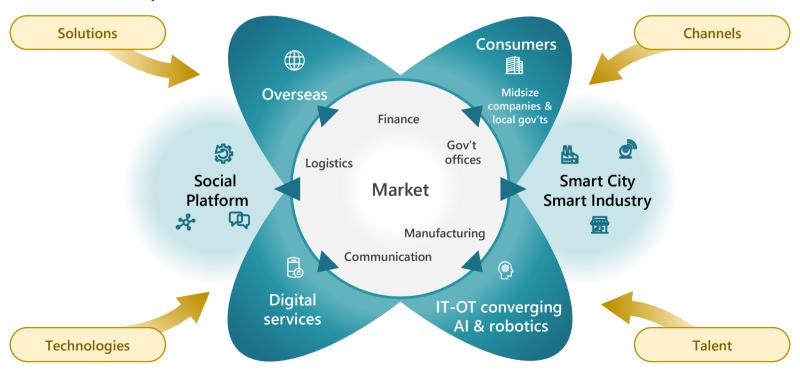
Envisioning and realizing the future of society through the power of digital technology

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

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

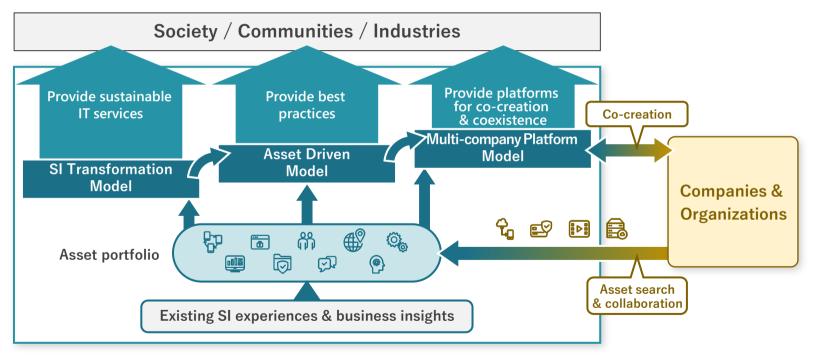
Actions for Realizing Vision (1): Expand beneficiaries of value we provide

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



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

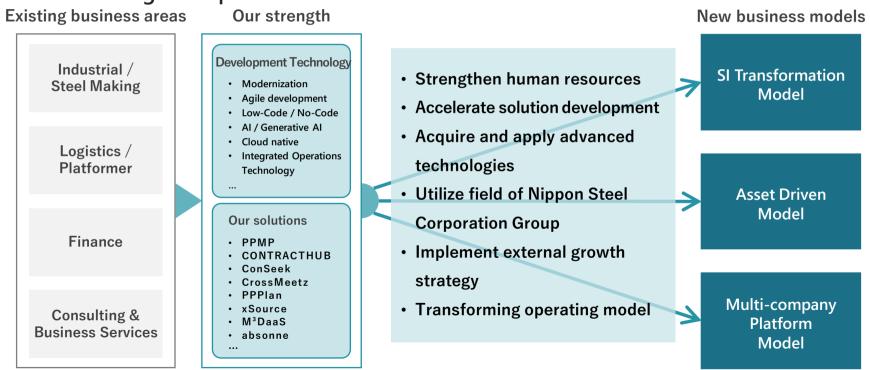
We will use diverse approaches to provide new value



NSSOL's Business Model

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

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



Our Target Structure

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

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

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

Our Medium- / Long-term Growth Story

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

NSSOL 2030 Vision Vision: Vision: First DX Partner Social Value Producer with Digital 2025 MBS 2027 MBP 2030 MBP (2021 - 2025)(2025 - 2027)(2028 - 2030)· Maximizing efforts to capture DX Broaden scope to new markets Grow businesses in new markets needs and achieving business growth Launch new business model Accelerate shift to new business model mainly in four core areas Develop business base to support Continue efforts to develop and Actively investing in growth growth strengthen business base



Dream our future
Unleash the possibilities of society,
With technology and passion

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

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