



Full Year Results FY2024 and FY2025 Guidance

April 28, 2025

NS Solutions Corporation



Full Year Results of FY2024

Agenda

I. Full Year Results of FY2024

II. FY2025 Guidance

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

IV. Topics

V. Appendix

I -1. FY2024 Results

¥ in billions

Record highs in revenue, gross profit, operating profit, and net income.

	FY2023	FY2024	YoY		Previous Forecast	
			change	rate	FY2024 PF	Change
Revenue	310.6	338.3	+27.7	+9%	333.0	+5.3
Gross Profit	71.8	81.7	+9.9	+14%	81.5	+0.2
<Gross Profit Margin>	<23.1%>	<24.2%>	<+1.0%>		<24.5%>	<-0.3%>
SG & A and Other Profit	36.8	43.2	+6.4	+17%	42.5	+0.7
Operating Profit	35.0	38.5	+3.5	+10%	39.0	-0.5
<Operating Profit Margin>	<11.3%>	<11.4%>	<+0.1%>		<11.7%>	<-0.3%>
Profit before tax	35.4	39.1	+3.6	+10%	39.5	-0.4
Profit attributable to owners of parent	24.2	27.0	+2.8	+12%	26.5	+0.5
ROE	11.0%	10.9%	-0.1%			

I -2. Sales by Segment / Customer Industry

¥ in billions

Oracle-related sales to financial institutions and Group companies continue to be strong.

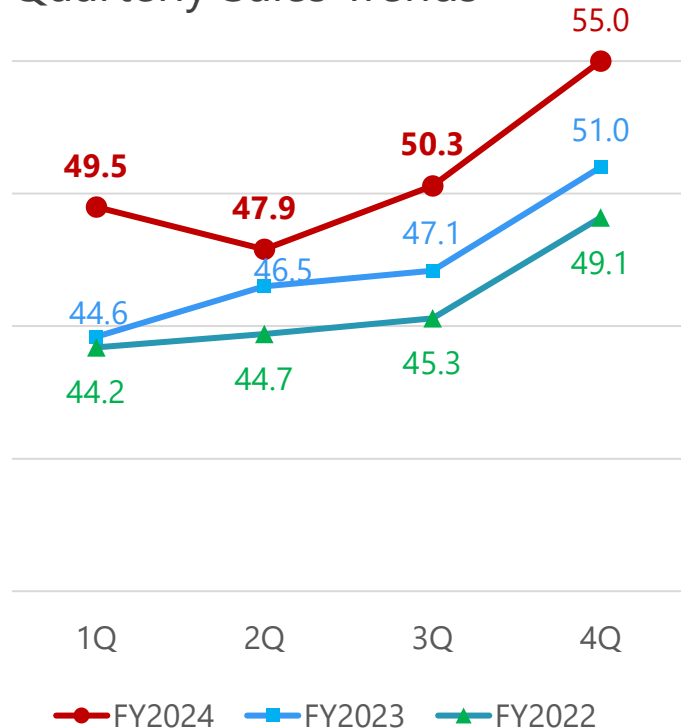
	A	B-A	B	C	C-B
	FY2023	Reclassifications	FY2023 After Reclassifications	FY2024	Change YoY
Business Solutions	192.6	-3.4	189.2	202.7	7% +13.4
Manufacturing, Nippon Steel Group	92.6	-3.4	89.2	95.4	+6.2
Retail and Service, Digital Platformer	60.5		60.5	61.5	+1.0
Financial Service	39.5		39.5	45.7	+6.2
Consulting & Digital Service	74.8	+3.4	78.2	83.5	7% +5.3
Government, Educational and Research Institutions	27.0		27.0	26.1	-0.9
IT Infrastructure Services	47.8	+3.4	51.2	57.4	+6.2
Group Business	43.2		43.2	52.1	21% +8.9
Total	310.6		310.6	338.3	9% +27.7
<FYI> Revenue to Nippon Steel	62.5		62.5	65.3	+2.8

* Some areas have been reclassified from "Manufacturing, Nippon Steel Group" to "Consulting & Digital Services", and comparisons for the prior period are presented with figures after reclassification.

I -3. Business Solutions Segment

¥ in billions

Quarterly Sales Trends (¥ bn)



	FY2023 After Reclassifications	FY2024	Change YoY
Business Solutions	189.2	202.7	+7% +13.4
Manufacturing, Nippon Steel Group	89.2	95.4	+6.2
Retail and Service, Digital Platformer	60.5	61.5	+1.0
Financial Service	39.5	45.7	+6.2

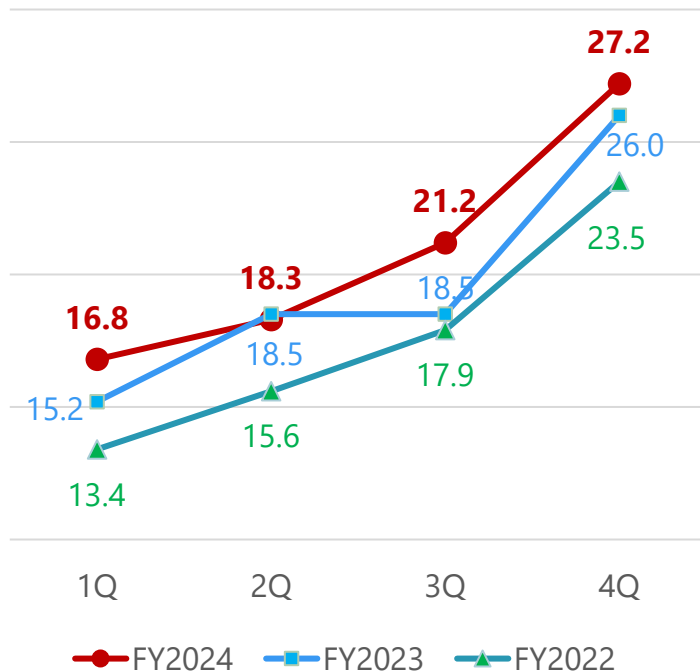
Strong performance in the Financial Service, Manufacturing and NSC

- ✓ Sales to NSC are stable at a high level due to IT investment in new facilities and DX measures, etc.
- ✓ In the manufacturing sector, strong sales were recorded for automobiles and automotive parts, as well as for chemicals, electrical machinery, precision equipment and Food & beverage manufacturers.
- ✓ Almost flat YoY for Retail and Service, and Digital Platformers Seg.
- ✓ Oracle-related sales to financial institutions continue to be strong.

I -4. Consulting & Digital Service Segment

¥ in billions

Quarterly Sales Trends (¥ bn)



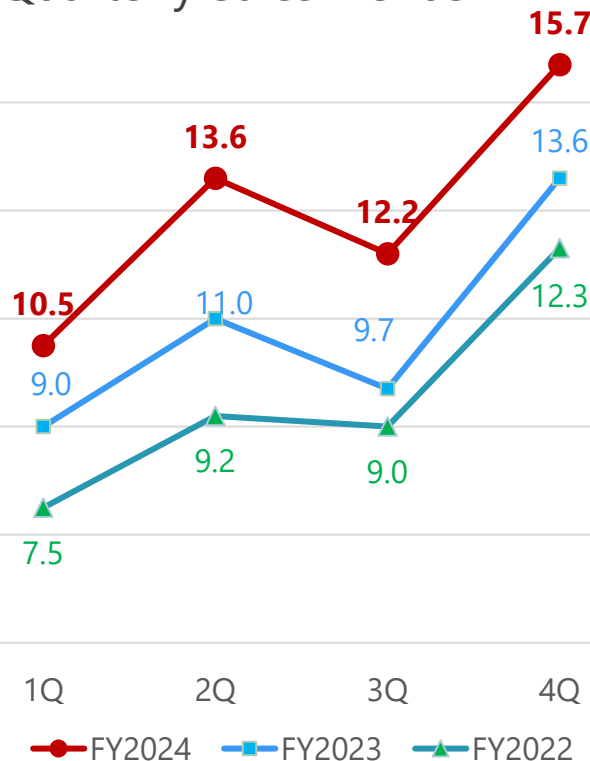
	FY2023 After Reclassifications	FY2024	Change YoY
Consulting & Digital Service	78.2	83.5	7% +5.3
Government, Educational and Research Institutions	27.0	26.1	-0.9
IT Infrastructure Services	51.2	57.4	+6.2

Increased sales of IT infrastructure (cloud solution, etc.) and products such as Oracle

- ✓ Decrease in sales to public sector due to large projects in the same period of the previous year.
- ✓ Major Factors of Sales Increase/Decrease in IT Infrastructure (¥ in billions)
 - Cloud Solutions (+1.8)
 - IT Product Sales (+1.5)
 - Security Solutions (+1.0)
 - Communication Platform (+0.5)
 - Digital Workplace Solution (-0.8) <Impact of large projects in FY2023>

I -5. Group Business

Quarterly Sales Trends (¥ bn)



¥ in billions

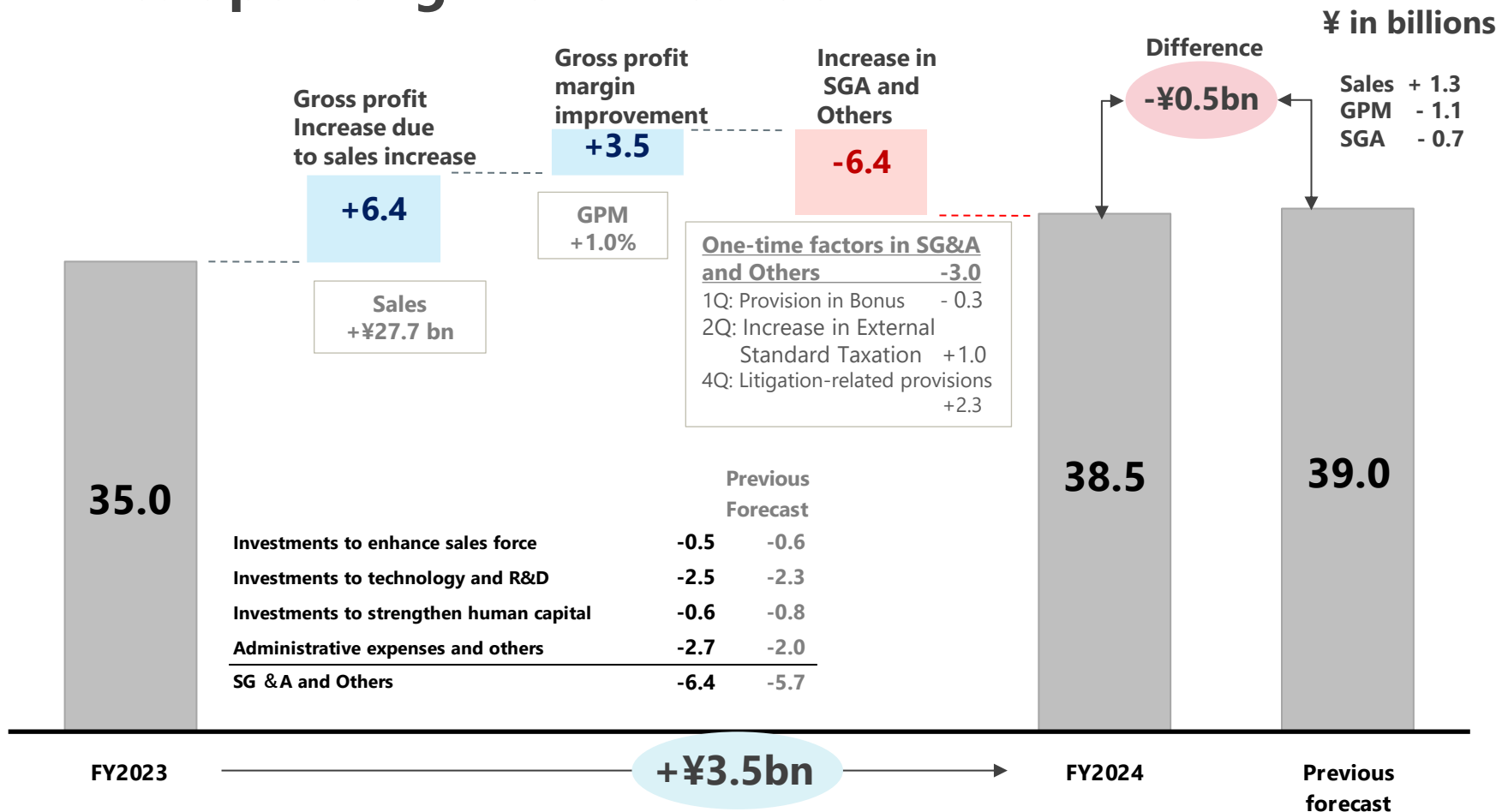
	FY2023	FY2024	Change
			YoY
Group Bussiness	43.2	52.1	21% +8.9

Generally favorable in all sectors.
Increase in sales of newly consolidated subsidiaries.

Sales Growth In

- Newly consolidated subsidiaries + 5.2
- Regional Companies in Japan + 1.5
- Overseas Companies + 1.1
- JVs + 1.1

I -6. Operating Profit Breakdown



I -7. FY2024 Order Acceptance

¥ in billions

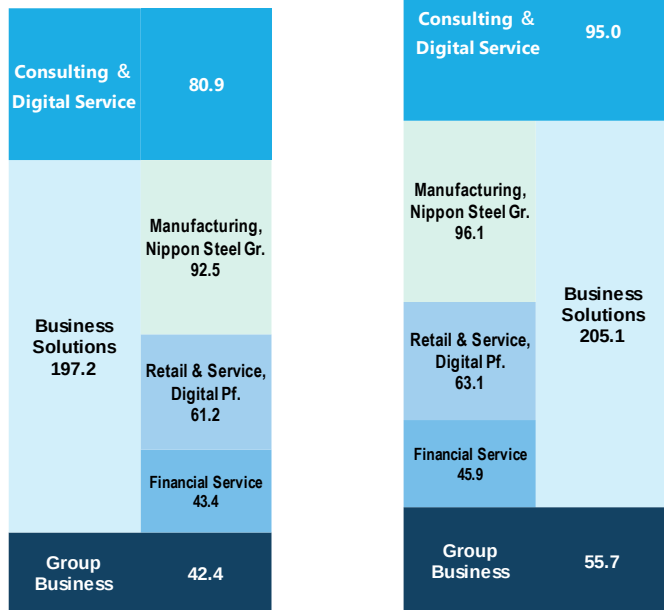
Order Acceptance

+11%

+35.3

355.8

320.5



FY2023

FY2024

Consulting & Digital Service Segment

YoY+¥14.1 bn

- ✓ Amid a favorable business environment, sales increased mainly in product projects for Nippon Steel Corporation and projects for digital agencies.

Business Solutions Segment

YoY+¥8.0 bn

- ✓ Manufacturing & NSC +3.5
Increased mainly in NSC. Manufacturing remained generally flat in reaction to the large Oracle project in the previous year's 3Q.
- ✓ Retail & Service, Digital Pf. +2.0
Telecom reductions are covered by the travel sector, retail sector, and other distribution sectors.
- ✓ Financial Service +2.5
Increase mainly in Oracle projects for Megabanks.

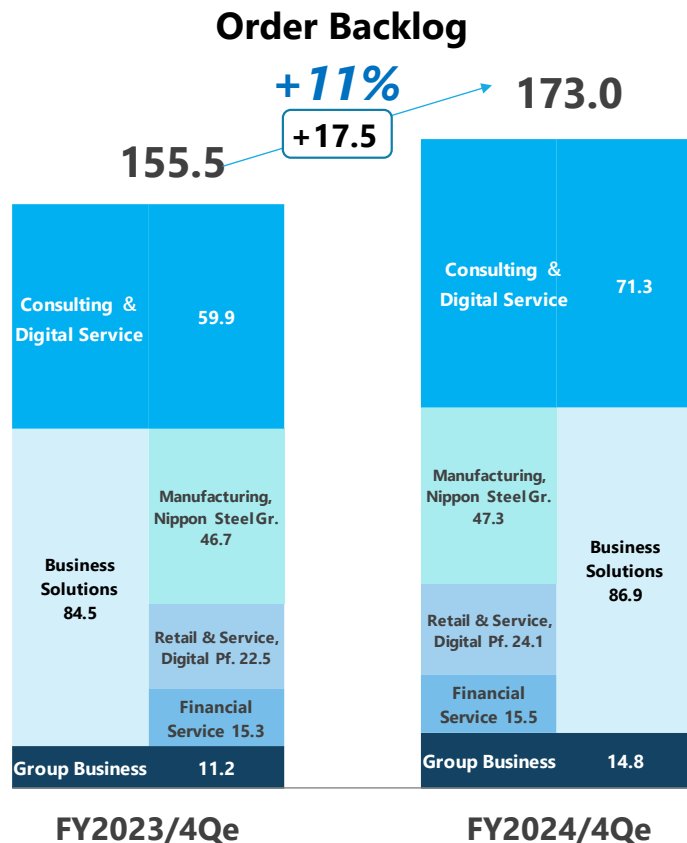
Subsidiaries

YoY+¥13.3 bn

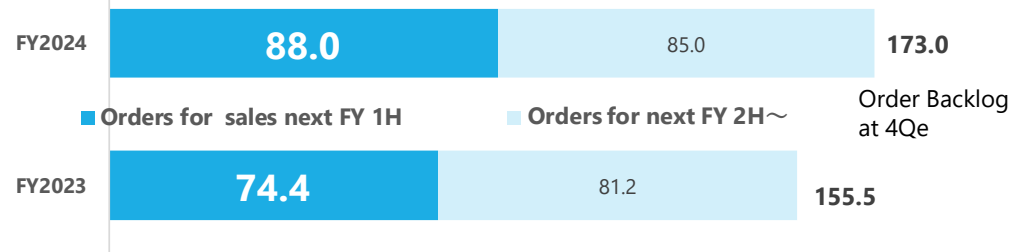
- ✓ Increase from newly acquired companies through M&A. : +6.2
- ✓ JVs, Overseas and Domestic Regional Subsidiaries also enjoyed strong orders.

I -8. FY2024/3Q Order Backlog

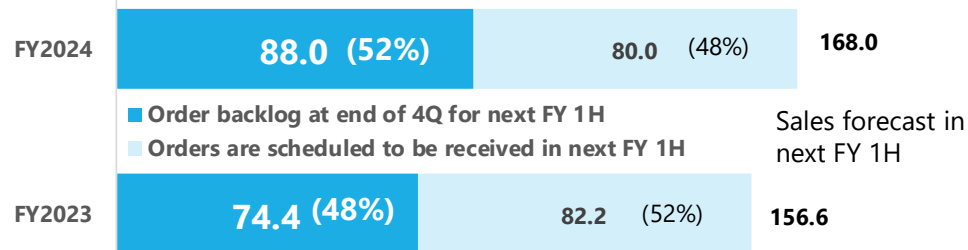
¥ in billions



Breakdown of orders backlog at end of 4Q



Order backlog / Sales forecast for Next FY 1st Half





FY2025 Guidance

II -1. Market Trend and NSSOL's Action

Business Environment

- Demand for IT in Japan remains strong.
- Be aware of increased risks from overseas political and economic developments (slowdowns in China and Europe, tariffs, currency fluctuations, etc.)..

Market trend and NSSOL's Action

Manufacturing, Nippon Steel Gr.

- Although the environment surrounding the manufacturing industry is becoming increasingly uncertain, IT investment remains strong in areas such as legacy breakthroughs, supply chain resilience, design and manufacturing process improvement, and data-driven management.
- Demand for steel is tight around the world. IT investments must be made efficiently, with greater effectiveness and shorter construction times.

Retail and Service, Digital Platformers

- Major Internet service companies continue to restructure their operations to improve profitability.
- Inquiries in the travel field are brisk due to the rapid growth of inbound demand. Demand for core system renewal is strong among major clients. The retail industry is also making further progress in the shift to e-commerce.

Financial Service

- Structural reforms and the shift to DX in the financial industry are progressing in response to rising interest rates and other changes in the environment.
- As major banks become increasingly dependent on overseas sources of revenue, IT investments are shifting from Japan to overseas at an accelerated pace.

Consulting & Digital Service

- Growing needs for legacy system renewal and cloud lift, and accelerated application of advanced technologies to these systems.
- Increasing need to strengthen IT competitiveness through collaboration between business and IT departments at client companies, while facing a shortage of IT human resources in terms of quantity and skills.

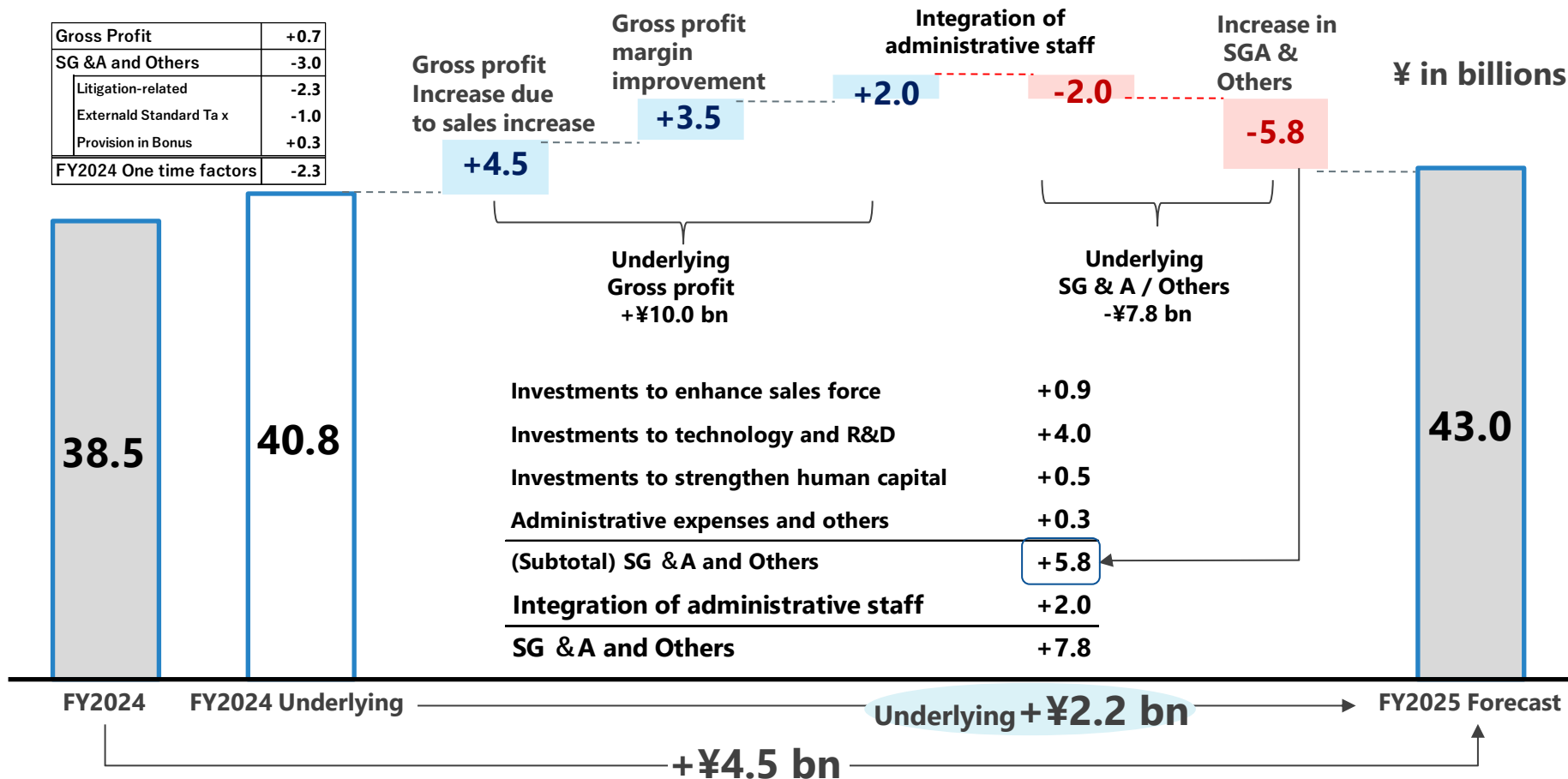
II -1. FY2025 Forecast

¥ in billions

	A	B	C=A-B	D	D-A	D-B								
	FY2024	FY2024 One time factors	FY2024 ex. One time Factors	FY2025(e)	Difference <i>YoY rate</i>	Difference vs Underlying <i>YoY rate</i>								
Revenue	338.3		338.3	357.0	+18.7 6%	+18.7 6%								
Gross Profit <Gross Profit Margin>	81.7 <24.2%>	+0.7	81.0 <23.9%>	91.0 <25.5%>	+9.3 11% <+1.3%>	+10.0 12% <+1.5%>								
SG & A and Other Profit	43.2	+3.0	40.2	48.0	+4.8 11%	+7.8 19%								
Operating Profit <Operating Profit Margin>	38.5 <11.4%>	-2.3	40.8 <12.0%>	43.0 <12.0%>	+4.5 12% <+0.7%>	+2.2 5% <+0.0%>								
Profit before tax	39.1	<table><tr><td>Gross Profit</td><td>+0.7</td></tr><tr><td>SG &A and Others</td><td>-3.0</td></tr></table>		Gross Profit	+0.7	SG &A and Others	-3.0	43.7	+4.6 12%					
Gross Profit	+0.7													
SG &A and Others	-3.0													
Profit attributable to owners of parent	27.0	<table><tr><td>Litigation-related</td><td>-2.3</td></tr><tr><td>Externald Standard Ta x</td><td>-1.0</td></tr><tr><td>Provision in Bonus</td><td>+0.3</td></tr><tr><td>FY2024 One time factors</td><td>-2.3</td></tr></table>		Litigation-related	-2.3	Externald Standard Ta x	-1.0	Provision in Bonus	+0.3	FY2024 One time factors	-2.3	29.2	+2.2 8%	
Litigation-related	-2.3													
Externald Standard Ta x	-1.0													
Provision in Bonus	+0.3													
FY2024 One time factors	-2.3													

II -2. Operating Profit Breakdown <FY2025 Forecast>

Gross Profit	+0.7
SG & A and Others	-3.0
Litigation-related	-2.3
External Standard Tax	-1.0
Provision in Bonus	+0.3
FY2024 One time factors	-2.3



II -3. Sales Forecast by Segment / Customer Industry

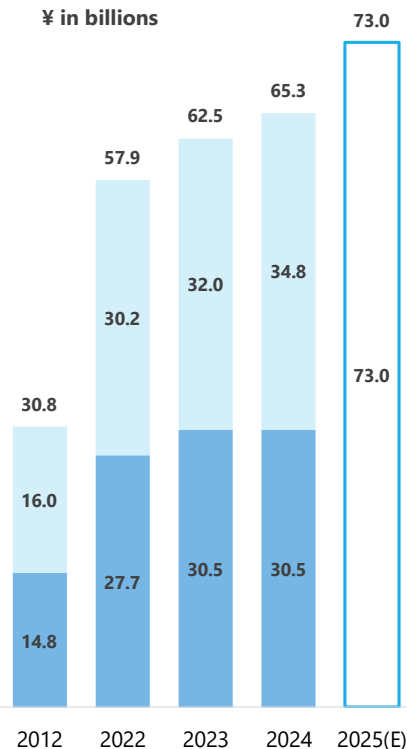
¥ in billions

	A	B-A	B	C	C-B
	FY2024		FY2024	FY2025 Forecast	Change
Business Solutions	202.7	-7.2	195.5	198.0	+2.5
Manufacturing, Nippon Steel Group	95.4		95.4	96.5	+1.1
Retail and Service, Digital Platformer	61.5	-7.2	54.3	57.0	+2.7
Financial Service	45.7		45.7	44.5	-1.2
Consulting & Digital Service	83.5	+7.2	90.7	103.5	+12.8
Government, Educational and Research Institutions	26.1		26.1	29.0	+2.9
IT Infrastructure Services	57.4	+7.2	64.6	74.5	+9.9
Group Business	52.1		52.1	55.5	+3.4
Total	338.3		338.3	357.0	+18.7
<FYI> Revenue to Nippon Steel	65.3		65.3	73.0	+7.7

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

II -5. Synergies with Nippon Steel Corporation

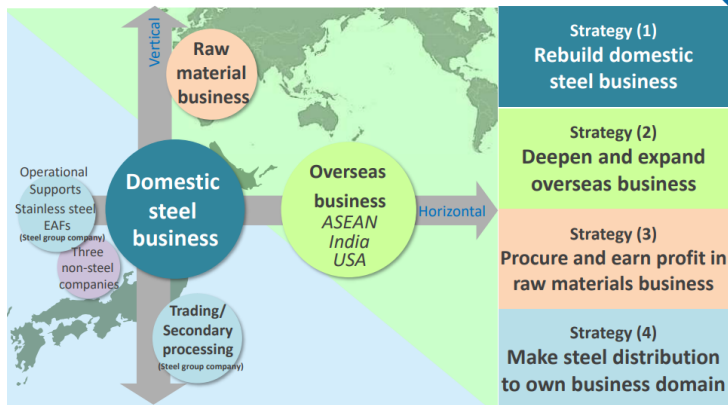
1. Sales to Nippon Steel



2.Cooperating with NSC Strategies

• Strategies of NSC

Developing a Robust Business Structure with Vertical and Horizontal Expansion



For realization of “¥1 trillion and 100MT” vision, further sustainable growth

NIPPON STEEL

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(NSC FY2024/3Q IR presentation materials)

• IT Support through NSSOL

(1) Strengthening domestic steel works

- Establishment of IT systems for new lines and new varieties of products
- Support to improve staff work productivity
- IT support for group company reorganization

(2)Overseas Business

- IT Support for reorganization of overseas bases
- System renewal, common system deployment

(3)Raw Materials

- Scrap supply and demand management system, advanced ship allocation system

(4)Steel Distributions

- IT support for the group trading companies
- Support for Logistics Efficiency
- Strengthening IT Services for Group Companies

• Expanding technology and knowledge cultivated through the above IT support to general customers

II -6. Dividend Forecast

1. Dividend Policy

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

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

2. Dividend Forecast

	FY2024	vs. Previous forecast	FY2025 forecast	Change
Profit attributable to Owners of parent (¥ in billions)	27.0	+5.5	29.2	+2.2
EPS (Yen per Share)	147.8	+3.0	159.6	+11.8
Interim	36.5	-	40.0	+3.5
Year end	37.5	+1.0	40.0	+2.5
Dividends (Yen per Share)	74	+1.0	80.0	+6.0
POR	50.1%		50.1%	0.0%



Progress of the 2025-2027 Medium-Term Business Plan

III -1. Summary of the FY2025-2027 MTBP

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

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

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

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

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

Shifting to “TAM type Sler”

FY2024

Approx. 5%

FY2025
forecast

Approx. **35%**

MTBP
FY2027

Approx. 75%



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

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



Asset Driven (A-type)

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



Multi Company Platform (M-type)

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

FY2025 plan Composition* Approx. **19%**
GPM Approx. **25%**

Composition Approx. **16%**
GPM Approx. **26%**

Composition Approx. **1%**
GPM Approx. **26%**

*Percentage of consolidated sales

III -3. *Initiatives for FY2025*

Transforming of

Customer Approach Technology / R&D Operation / Management

Transforming of

Customer Approach

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

- ✓ Apr.1~ **Offering Promotion Center**→ Offering proposals will be made to several "key customers" to establish business models.
- ✓ Apr.1~ **Strategic Sales Department**→ Promotion of Offering Marketing through "Integrated Offering Menu."

Transforming of

Technology / R&D

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

- ✓ Apr.1~ Started 24-hour, 365-day operation of the company-wide standard IT service platform "**Nestorium**".
- ✓ Apr.1~ **AI Utilization Promotion Center** → Promote know-how sharing, community design, information dissemination, guidance development, etc..

Transforming of

Operation /Management

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

- ✓ Apr.1~Integration of administrative staff→ Personnel to be transferred: approx.. 300 persons, decrease in manufacturing cost → increase in general and administrative expenses: approx. 2 billion yen/year
- ✓ Encourage early realization of transformation benefits through business sophistication, standardization, and commonality.

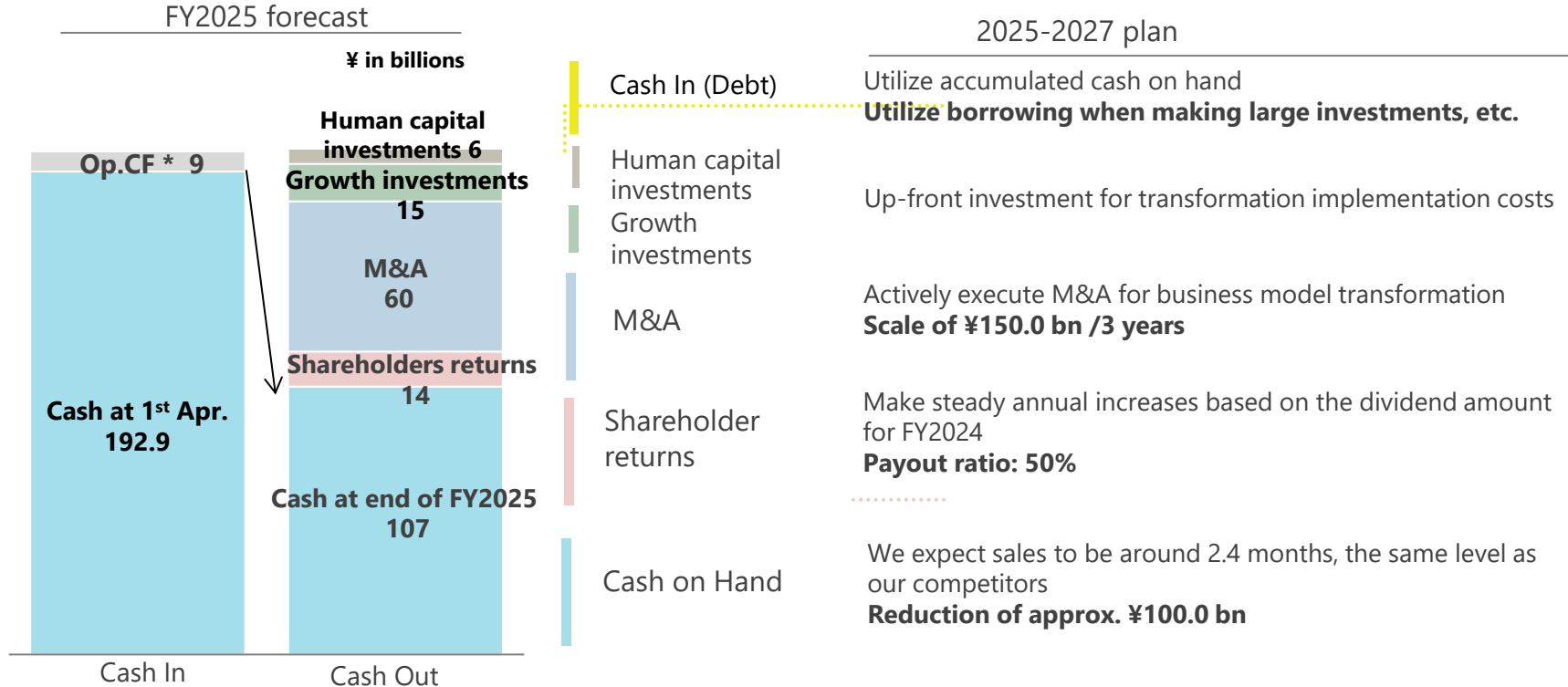
III -4. *Initiatives for FY2025* Targeted Indicators

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

	FY2024 Results	FY2025 Forecast	FY2027 Target
Revenue	¥ 338.3 bn	¥357.0 bn	¥450.0 bn
Operating profit (Operating margin)	¥38.5 bn (11.4%)	¥43.0 bn (12.0%)	¥60.0 bn (13%)
ROE	10.9%	Approx. 11%	Approx. 13%
Capital invested for M&A	¥1.6 bn	Over ¥60 bn	¥150.0 bn / 3 years
Shareholder returns	Payout ratio 50.1%	Payout ratio 50%	Payout ratio 50%
TAM-type/Sales Ratio	Approx. 5%	Approx. 35%	Approx. 75%
Growth Investments/Sales Ratio (excluding M&A)	3.6%	Approx. 4%	Approx. 5%

III -5. Initiatives for FY2025 Cash Allocation Forecast

- M&A funds are being used to fund cash on hand, and internal investments are being aggressively made to transform our business model.



*Operating cash flow :Growth investments,Human capital investment Before deductions

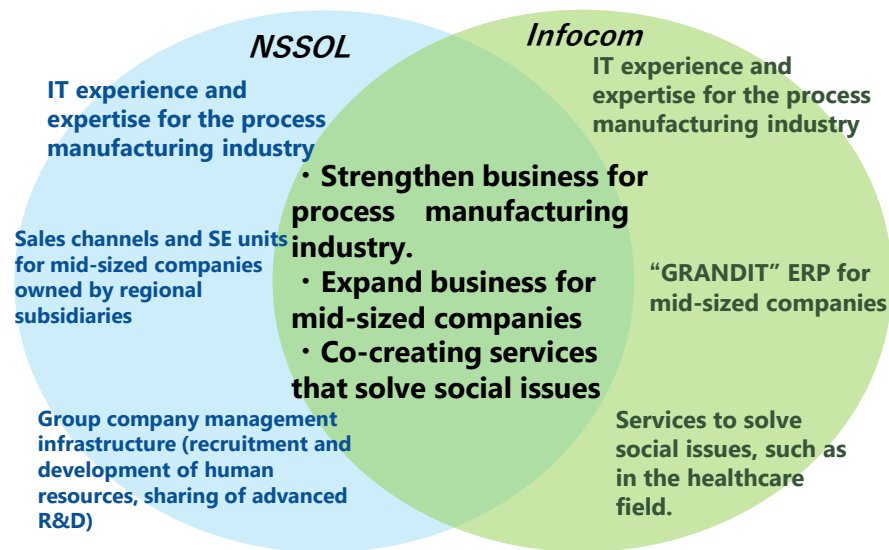
IV

Topics

IV-1. Became a wholly owned subsidiary of Infocom Corporation

- Acquire promising assets and knowledge for business domain expansion and business model transformation.
- Maximize synergies throughout the NSSOL Group.

1. Target Businesses; Businesses other than e-comic distribution service of Infocom.
2. Acquisition Method; Acquisition of Infocom shares from Infocom parent company*1
3. Acquisition Price; ¥55.0bn*2
4. Funds application; Cash
5. Closing; July 1, 2025 (scheduled)
Scheduled to become a consolidated subsidiary from FY2025/2Q
6. Outline of Target Businesses



Company name	INFOCOM CORPORATION
Business (to be acquired)	Provision of IT services such as planning, development, operation, and management of information systems to corporations, medical institutions, pharmaceutical companies, public institutions, etc.
Sales Result	Infocom's IT Services Segment FY2023 Result Consolidated Net Sales: ¥27.5 bn, Segment Income: ¥2.3 bn
Head Office	AKASAKA, TOKYO

*1Infocom Holdings (Investment management company of Blackstone Group in Japan)

*2The final acquisition price will be determined after price adjustments based on the share transfer agreement.

IV-2. Our position on the presentation materials provided by 3D*

Since December 2023, we have had dialogues with 3D, including our top management and outside directors, to explain our management content, management strategy, and governance philosophy in detail and to gain their understanding. However, the presentation materials from 3D this time contain many figures that deviate from reality and information without rational basis. Moreover, the claims made therein do not take into account the explanations we have provided to 3D through our dialogues, which is truly regrettable.

We are fully committed to maximizing the interests of all our stakeholders, including shareholders, through the steady implementation of the "NSSOL 2030 Vision" and the specific measures outlined in the "2025-2027 Medium-Term Management Plan".

As of March 31, this year, 3D's shareholding ratio in the Company was 10.1%.

According to the FAQ on the Distribution of Share Certificates, etc. on the Tokyo Stock Exchange published on April 23, shares, etc. held in foreign investment trusts, etc. are, in principle, treated as tradable shares.

Based on the FAQs, the Company believes that the shares of the Company held by the 3D Fund are tradable shares and is in the process of proceeding accordingly. As soon as we receive the results of this coordination and it becomes clear whether or not the Company shares held by 3D Fund qualify as Tradeable Shares, we will promptly make a public announcement.

*1 3D Investment Partners Pte, Ltd and 3Ds fund

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Appendix

V -1. Gross Profit Margin Model (FY2025)

¥ in billions	Sales			Gross profit	SGA etc.	Operating margin	Operating profit
		Proportion of total	Gross profit margin				
Traditional-type		65%	26%				
T-type		19%	25%				
A-type		16%	26%				
M-type		1%	26%				
Organic total	357.0	100%	25.5%	91.0	48.0	12.0%	43.0
External growth	*Profitability impact of Infocom acquisition not yet included.						
Target for FY2025	357.0		25.5%	91.0	48.0	12.0%	43.0
Target for FY2025	450.0			-	-	13.3%	60.0

V -2. Quarterly Consolidated Results

¥ in billions

	FY2023				FY2024			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Revenue	68.8	76.0	75.3	90.5	76.8	79.8	83.7	98.0
Gross Profit	16.1	17.3	17.5	20.9	18.7	19.6	21.0	22.4
<Gross Profit Margin>	<23.4%>	<22.7%>	<23.2%>	<23.1%>	<24.4%>	<24.6%>	<25.0%>	< 22.8% >
SG & A and Other Profit	9.5	9.2	8.8	9.2	9.9	10.3	9.5	13.5
Operating Profit	6.6	8.1	8.7	11.7	8.8	9.3	11.5	8.9
<Operating Profit Margin>	<9.6%>	<10.6%>	<11.5%>	<12.9%>	<11.5%>	<11.7%>	<13.7%>	< 9.1% >
Profit before tax	6.9	8.1	8.7	11.7	9.0	9.1	12.1	8.8
Profit attributable to owners of parent	4.0	5.5	6.0	8.8	5.4	6.8	8.2	6.6

V -3. Quarterly Sales by Segment / Customer Industry

¥ in billions

	FY2023				FY2024			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Business Solutions	44.6	46.5	47.1	51.0	49.5	47.9	50.3	55.0
Manufacturing, Nippon Steel Group	21.6	22.2	22.1	23.4	22.4	23.1	23.8	26.2
Retail and Service, Digital Platformer	14.4	14.8	14.5	16.8	14.6	14.5	15.3	17.2
Financial Service	8.7	9.5	10.6	10.8	12.5	10.3	11.2	11.7
Consulting & Digital Service	15.2	18.5	18.5	26.0	16.8	18.3	21.2	27.2
Government, Educational and Research Institutions	3.7	5.4	5.9	11.9	3.9	5.0	6.0	11.3
IT Infrastructure Services	11.5	13.1	12.6	14.0	12.9	13.3	15.2	16.0
Group Business	9.0	11.0	9.7	13.6	10.5	13.6	12.2	15.7
Total	68.8	76.0	75.3	90.5	76.8	79.8	83.7	98.0
<FYI> Revenue to Nippon Steel	15.3	15.3	16.0	16.0	15.3	15.3	17.1	17.7

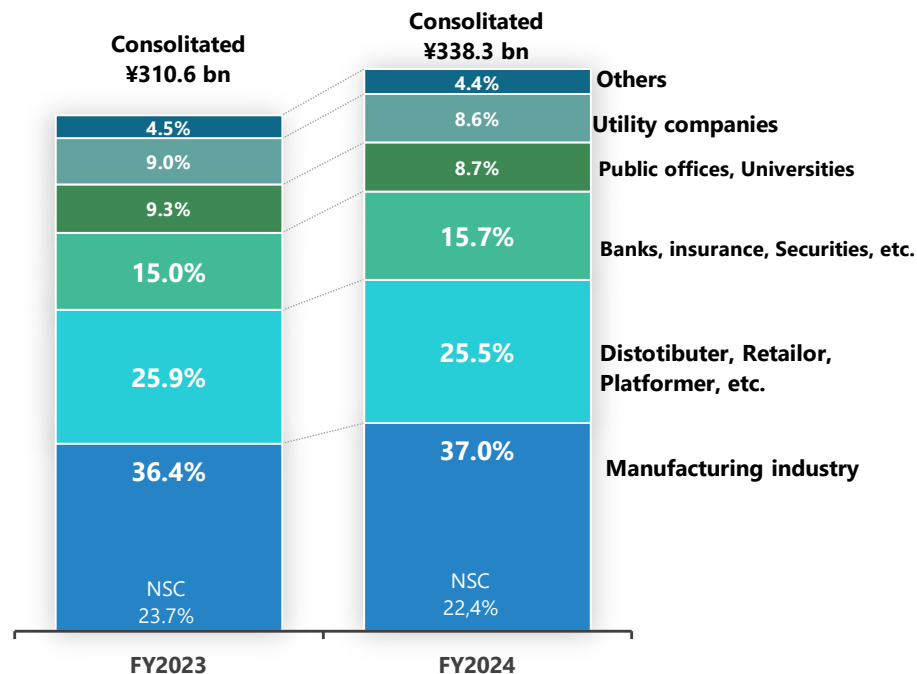
V -4. FY2025 Forecast by Half Year

¥ in billions

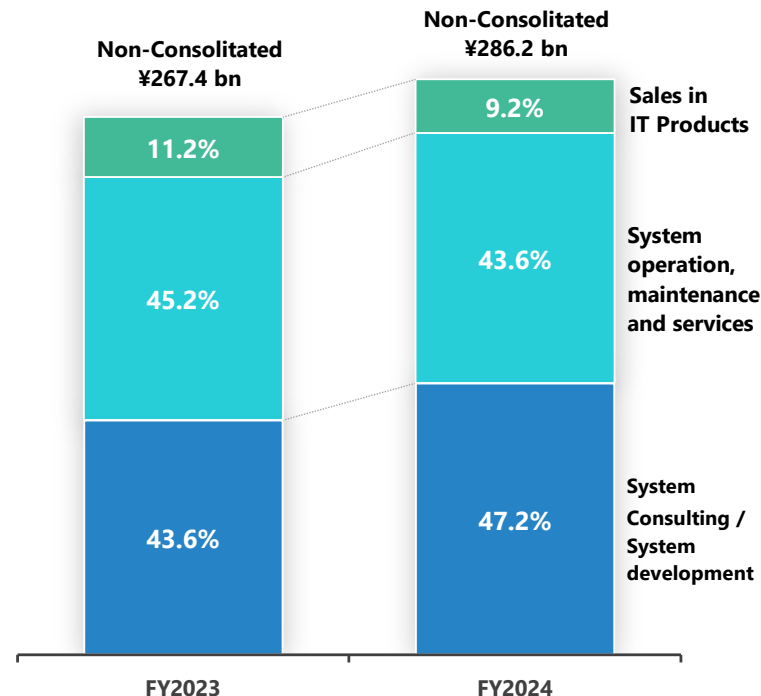
	FY2024			FY2025(e)			Difference YoY rate		
	1H	2H	FY	1H(e)	2H(e)	FY (e)	1H	2H	FY
Revenue	156.6	181.7	338.3	168.0	189.0	357.0	7% +11.4	4% +7.3	6% +18.7
Gross Profit <Gross Profit Margin>	38.4 <24.5%>	43.3 <23.9%>	81.7 <24.2%>	42.6 <25.4%>	48.4 <25.6%>	91.0 <25.5%>	11% +4.2 <+0.9%>	12% +5.1 <+1.7%>	11% +9.3 <+1.3%>
SG & A and Other Profit	20.2	23.0	43.2	23.6	24.4	48.0	17% +3.4	6% +1.4	11% +4.8
Operating Profit <Operating Profit Margin>	18.1 <11.6%>	20.4 <11.2%>	38.5 <11.4%>	19.0 <11.3%>	24.0 <12.7%>	43.0 <12.0%>	5% +0.9 <-0.3%>	18% +3.6 <+1.5%>	12% +4.5 <+0.7%>
Profit before tax	18.2	20.9	39.1	19.4	24.3	43.7	7% +1.2	16% +3.4	12% +4.6
Profit attributable to owners of parent	12.2	14.9	27.0	12.6	16.6	29.2	3% +0.4	11% +1.7	8% +2.2

V -5. Sales by Customer Industry / Sales Composition by Product/Service

Sales by Customer Industry



Sales Composition by Product/Service



V -6. Major One-Time Factors, Major Projects by Quarter

¥ in billions

	FY2023				FY2024			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Sales	68.8	76.0	75.3	90.5	76.8	79.8	83.7	98.0
Major Projects		© G 1.3	® O 1.0 © G 2.3	© G 4.8	® O 3.0 § Newly subsidiaries 1.2	§ Newly subsidiaries 1.2	§ Newly subsidiaries 1.3	§ Newly subsidiaries 1.4
O.P.	6.6	8.1	8.7	11.7	8.8	9.3	11.5	8.9
One-Time					Provision for bonuses+ 1.0	Dual corporate tax -1.0		Litigation-related reserves -2.3
Order	62.2	83.6	74.8	99.8	86.5	87.2	85.2	97.0
Major Projects	© G 3.4	© G 3.1	® O 4.2 ® O 4.5	© G 6.1	® O 3.0 © G 7.3 § Newly subsidiaries 2.2	© G 4.0 § Newly subsidiaries 1.4	© G 5.0 § Newly subsidiaries 1.2	§ Newly subsidiaries 1.4

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

V-7. Our Achievements in Sustainability Management

Materiality	Activities	Relevant SDGs
Solve social issues through IT	- Contribute to solving regional issues by supporting local governments in promoting DX and smart cities. - Improving the quality and convenience of administrative services through the cloud service "NSDDD Cloud for Government". - Improvement of labor productivity through visualization of human capital with "Soshikinomilai Human Capital Series". - Reduction of food loss by "PPPlan," a SCM planning cloud service specialized for the food industry. - Support for next-generation education through the operation of the "K3Tunnel" programming learning site and on-site classes for elementary and junior high schools.	   
Provide a stable supply of IT services as social infrastructure	- Nestorium, a development and production platform for providing SaaS, was built and put into operation. - Zero major failures in IT service projects	
Create opportunities for diverse individuals to play active roles	- Promote women's activities by maintaining the ratio of women in new graduate hiring at 30% or higher and by implementing measures to develop female leaders. - Support for balancing work with childcare and nursing care by encouraging male employees to take childcare leave, holding seminars on nursing care, and establishing a consultation service. - Support for women's careers through measures such as internal recruitment systems, career support systems, and systems for dual/secondary employment. - Promote a cycle of engagement improvement with the participation of all employees. - Strengthen and expand training programs to create human resources who can create social value and diversify both soft and hard skills. - Establish and expand the scope of the human rights due diligence process	  
Reduce environmental impact	- Actively utilizing renewable energy at our headquarters district offices (Toranomon and Shinkawa) and main data center. - Contributing to paperless operations and waste reduction for clients through CONTRACTHUB, an electronic contracting service.	 
Pursue governance and compliance as a trusted member of society	- The Company has adopted a policy of selling all of its listed strategic holdings in principle, and has been selling them in stages. - Proposed to reduce the number of directors from 13 to 11, with 5 internal directors and 6 independent outside directors. - Established and operated an internal control system based on autonomous internal control. - Implemented annual compliance education for all Group employees in Japan and overseas.	



Social Value Producer with Digital

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Unless otherwise noted, all financial figures are on consolidated basis.