

IT & YouT^

May 9, 2022

# Medium-term Management Plan (from FY2021 to FY2025)

May 10, 2021 : Decision  
May 9, 2022 : Revision



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## Targets for Consolidated Figures in the Medium-term Management Plan ( 1 )

- Based on results of the first year, sales and profit levels of the second and third years have been revised upward.
- Along with this, the numerical targets aimed at in five years were reviewed as follows :
 

Net Sales	100 billion yen	(of which new core business net sales* <sup>1</sup> of 45 billion)
Operating Income	15.0 billion yen	
Net Income	10.2 billion yen	

	(1 <sup>st</sup> year)	(2 <sup>nd</sup> year)	(3 <sup>rd</sup> year)	(million yen)
	2022/3 Results	2023/3 Revised plan	2024/3 Revised plan	2026/3 Goal
Net Sales	71,188	75,000	79,000	100,000
New core Business net sales* <sup>1</sup>	23,537	26,500	30,500	45,000
Operating Income	11,414	12,000	12,500	15,000
Operating Income Margin (%)	16.0	16.0	15.8	15.0
Ordinary Income	11,654	12,100	12,500	15,000
Net Income	7,823	8,000	8,400	10,200
ROE (%)	15.7	15.3	15.3	16.5

\*1. The definition of new core business net sales has been revised in the new Medium-Term Management Plan. Net sales now includes systems development net sales from new technology and solutions businesses in which NSD is involved, as well as newly-added net sales from new DX business.

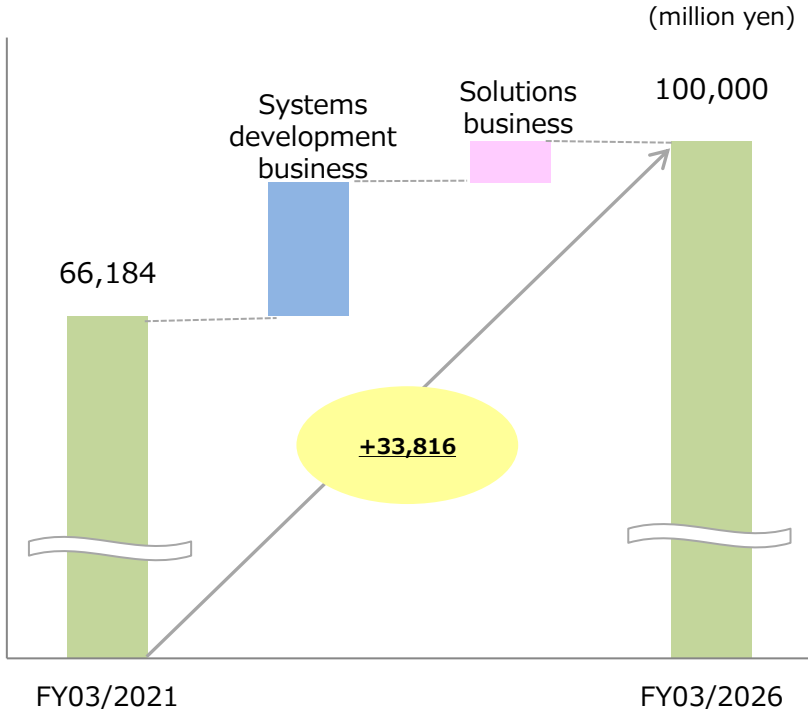


# Targets for Consolidated Figures in the Medium-term Management Plan ( 2 )

## Analysis of factors for achieving targets

- When expanding net sales, we consider both the systems development business and solutions business drivers of growth.
- Sustain an operating income margin of around 15% while including spending on new technology and DX (e.g. procuring and training needed personnel), goodwill amortization arising from M&A deals, etc.
- For new core business net sales, aim for consolidated net sales of 45% while focusing on addressing new technology and DX.
- Expected total spending on M&A deals is around 20 billion yen.

Consolidated net sales



New core business net sales

