



September 30, 2025

To Whom It May Concern:

Company name: NS Solutions Corporation
Representative: Kazuhiko Tamaoki
Representative Director & President
(Code: 2327 TSE Prime Market, NSE, FSE)
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Notice Regarding Acquisition of Shares of Delivery Consulting Inc. to Qualify as Act of Buying Up

Today, NS Solutions Corporation has decided to acquire shares of Delivery Consulting Inc. held by Mr. Takuo Sakaguchi and MF Asset Co., Ltd. (hereinafter referred to as "the Share Acquisition").

As this acquisition of shares constitutes 5% or more of voting rights with respect to the shares of Delivery Consulting Inc., it is considered an act of buying up set forth as being equivalent to a tender offer under Article 167, Paragraph 1 of the Financial Instruments and Exchange Act and Article 31 of the Enforcement Order of the Financial Instruments and Exchange Act.

1 . Securities Code	9240
2 . Company Name	Delivery Consulting Inc.
3 . Number of Shares to be Acquired	554,800 shares of common stock
4 . Scheduled Acquisition Date	September 30, 2025
5 . Percentage of Total Voting Rights	11.57%
Remarks	The shares will be acquired through off-market transactions based on share transfer agreements executed today with existing shareholders of Delivery Consulting Inc.

Note: The percentage of total voting rights of all shareholders was calculated based on the total number of voting rights (rounded to the nearest second decimal place) as of January 31, 2025 stated in the semi-annual securities report published by Delivery Consulting Inc. on March 14, 2025.

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