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## Press Release

### Medium-Term Plan 2028

**Tokyo, April 28, 2026**--- NEC Capital Solutions Limited (hereinafter, “the Company”) announces the outline of Medium-Term Plan 2028. It has been formulated to realize the Group Vision 2030, “Be a solution company leading the next-generation circular economy.” Under the plan, the Company will work to deepen sustainability management and strengthen business and management foundations with the aim of achieving sustainable growth and enhancing corporate value.

#### 1. Background of Formulation

The Company is steadily advancing phased initiatives toward realizing the Group Vision 2030, “Be a solution company leading the next-generation circular economy.” In the first phase, we focused on creating services unique to the company to realize next-generation circular economy. Medium-Term Plan 2028, as the second phase, is designed to further develop these services.

Currently, the economy is significantly affected by external factors such as U.S. tariff policy and instability in the Middle East. There is a risk that these factors will lead to a decline in exports and stagnation in business fixed investment, suppressing the growth rate of Japan's economy. Meanwhile, amid ongoing structural changes such as increased ICT (Note 1) investments and growing DX demand are creating new growth opportunities. The Company will achieve sustainable growth and increase corporate value by flexibly responding to these risks and accurately seizing growth opportunities.

#### 2. Overview of the Medium-Term Plan 2028

The Medium-Term Plan 2028 covers the 3 years from FY3/2027 to FY3/2029, positions this period for building a foundation for growth and has the following 6 basic policies.

- Expand earnings base for sustainable growth
- Creating Synergies with Group Partners
- Developing circulating economy-oriented services
- Building a Brand Identity
- Investing in Human Capital
- Promoting DX Strategies

Through these efforts, we will work in an integrated manner to strengthen our business, improve profitability, reform our operations, and transform our organization and human

resources. Based on the basic policy, we will work on the following business strategies and strengthen our management foundation.

(1) Business Strategies

We will review our business segments from products to businesses, further clarify the growth strategies of each business, and expand the business by implementing the following business strategies.

“Public and ICT Infrastructure Business”

The Company will expand leasing and strengthen PFI (Note 2) collaboration with government agencies. In the private sector, we will improve profitability by evolving PC-LCM (Note 3) and other original services.

“Corporate Finance Business”

The Company will respond to the diverse financing needs of corporate customers to expand earnings by providing both income gain and capital gain.

“Real Estate/Energy Business”

In the real estate business, the Company will diversify its financing and investment approach, target assets, and exit strategy. In the energy business, the Company will establish a business foundation that includes renewable energy and storage battery-related businesses.

“Global Business”

The Company plans to grow its assets by collaborating with partners, focusing on overseas opportunities in the U.S., Asia, and infrastructure sectors such as real estate, data centers, and aircraft.

“Investment Business”

The Company will work to rebuild our earnings base and strengthen portfolio management to develop a system for sustainable growth.

We will also create new business opportunities and strengthen the competitiveness of existing businesses by strengthening cooperation with SBI Shinsei Bank Group and cooperating with strategic partners such as the NEC Group.

(2) Strengthening the Management Foundation

The Company will also work to strengthen our management foundation to support sustainable growth. Specifically, we will standardize and streamline business processes, automate operations using AI and RPA, promote digital transformation (DX), including core system maintenance, advance human resource management based on roles and duties, expand investment in human resource development, and promote culture changes.

We will also work on brand rebranding ahead of the 50th anniversary of the foundation to enhance the corporate value both internally and externally.

### 3. Financial Indicators/ Non-Financial Indicators and Shareholder Returns

The Plan aims to expand the earnings base and improve capital efficiency by FY3/2029, targeting ROE of 10% or higher by FY3/2031, while enhancing corporate value over the medium to long term. In addition, the Company will promote management that is conscious of cost of capital and stock price, and work to improve capital profitability through enhancing business portfolio management and risk management. In addition, the Company will set non-financial indicators to promote solutions to social issues through its business activities, and work to achieve non-financial indicators on important themes such as human capital, governance, human rights, responding to climate change and natural capital, thereby deepening sustainable management.

To achieve shareholder returns commensurate with sustainable growth, the Company sets a basic policy of maintaining stable dividends and uses DOE (dividend on equity) as a reference indicator in addition to Dividend payout ratio indicator.

(Note 1) ICT: Information and Communication Technology.

(Note 2) PFI: Private Finance Initiative.

(Note 3) PC-LCM: Services tailored to the lifecycle of a PC. LCM is an abbreviation of Life Cycle Management.

For details of Medium-Term Plan 2028, please refer to the Japanese version of the Medium-Term Plan 2028 presentation materials.

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