

Nisso Group Sustainability Report 2023

Creating opportunities and hopes
for people to work

ENVIRONMENT

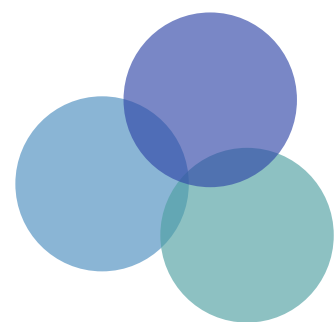
SOCIAL

GOVERNANCE



NISSOホールディングス
NISSO HOLDINGS Co., Ltd.





Nisso Group Charter of Corporate Behavior

-NISSO's Promise-

The Nisso Group respects basic human rights and maintains work environments that can be used safely and healthily, in addition to developing fair and sincere corporate activities with the aim of creating enriched lives. In addition to complying with laws and regulations, as a company that possesses high ethical standards, accepts diverse sets of values, and prizes the sense of fulfillment and job satisfaction of each individual, we pledge to take responsible actions, and have established the "Nisso Group Charter of Corporate Behavior".

• Scope of Application

This Charter shall be applicable to all officers and employees working for the Nisso Group.

• Regarding the Enforcement of the Charter

Officers and employees shall comply with this Charter, and strive to ensure that all people involved with the Nisso Group, including clients, business partners and shareholders, understand the purpose of this Charter, and be able to receive cooperation from them.

Officers and executives shall be obligated to take the initiative in the establishment, and the understanding and dissemination of this Charter both internally and externally.

<Sincere Business Activities>

- By positioning the improvement of our clients' satisfaction as the basis of our activities, we shall constantly strive for ingenuity and enhancement, and provide services that are beneficial to our clients.
- We shall fully utilize the organization and functions of the entire company in order to address problems that may arise in the workplace.
- We shall conduct fair and transparent corporate activities, and constantly strive to enhance corporate values and redistribute profits appropriately.
- We shall create employment through our businesses, and strive to actively contribute to society as a support function for the self-fulfillment of workers.

<Respect for Human Rights>

- We shall respect the international norms on human rights, and shall not participate in any action that may interfere with or impede human rights.
- We shall respect fundamental human rights, the diversity and individuality of employees, and shall not prejudice nor discriminate against individuals by reasons such as race, nationality, creed, gender, religion, physical characteristics, personal possessions, birthplace, etc.
- We shall comply with labor laws and regulations related to working conditions such as employment and wages. We shall not allow for child labor of those below the minimum age for employment, nor forced or unfair labor that is against the intentions of employees. In addition, we shall not purchase materials or products, etc., produced through child labor or forced labor.

<Communication with Society and Information Disclosure •

Information Protection>

- We shall manage company information appropriately, and disclose information deemed to be necessary in a prompt, adequate and accurate manner.
- We shall thoroughly protect and manage various kinds of information, including personal and client information, as well as intellectual property rights, and shall not unjustly infringe upon nor use such information.

<Exclusion of Anti-social Forces>

- We shall take a resolute stance against anti-social forces and organizations, and shall not respond to any unjust or unlawful demands.

<Creation of a Vibrant Workplace>

- We shall respect the existence of each employee, and actively create opportunities to maximize the abilities of each individual.
- We shall create a lively and vibrant working environment where employees can speak freely.
- We shall value our stance of seeking the reform and innovation of employees, and nurture employees who will lead the next generation.
- We shall respect fundamental labor rights, such as the right for employees to unite and/or bargain collectively, and shall not infringe upon such fundamental labor rights.

<Securement of Safety and Initiatives for the Environment>

- We shall recognize the importance of environmental problems, utilize resources effectively, promote energy conservation and actively address environmental improvement.
- We shall regard safety and "no accidents" as societal responsibilities, and strive to ensure safety not only during working hours, but also during commuting times.

<Responsibilities of Management>

- We shall consider the securement of safety and the maintenance of health of employees as a top priority, and shall spare no investment of management resources to maintain and improve the lives of employees.
- When operating the company, we shall listen to both internal and external comments/opinions with sincerity, and choose the best ways to fulfill our social responsibilities.

<Responses to the Occurrence of Problems>

- In the event of an incident or problem that contravenes this Charter, management shall show their determination to resolve such issues both internally and externally, take the initiative to promptly and reliably respond to such matters, and endeavor to investigate its cause and prevent its recurrence.

In addition, management shall disclose such information and fulfill their accountability to society in a prompt and accurate manner, and implement strict disciplinary measures, including on themselves, upon clarifying the authority and responsibility of those involved.

Nisso Group Employee Code of Conduct

-My Behavior-

For the realization of the spirit of the Nisso Group Charter of Corporate Behavior, as a standard of behavior that officers and employees of the Group should uphold on a daily basis, a more specific "Nisso Group Employee Code of Conduct" has been established. Officers and employees must recognize that they are responsible for compliance with this Code of Conduct, and act accordingly.

<Sincere Business Activities>

- We shall conduct fair and transparent transactions based on law and ethics and strive to gain the confidence of society as a whole.
- We shall maintain sound and moderate relationships with stakeholders, and shall not accept entertainment, gifts, or money for the purpose of acquiring unfair profits.
- We shall respond to the voices of clients' with integrity, and reflect such actions in the provision of services and the improvement of business operations in the future.
- We shall observe the Charter of Corporate Behavior, laws, rules of employment, internal regulations, etc., and act with dignity and discipline.

<Respect for Human Rights>

- We shall abolish discrimination based on race, creed, gender, social status, religion, nationality, age, physical and mental disability, and respect individuals.
- We shall always respect fundamental human rights in various aspects of corporate activities, and shall not engage in discriminatory behavior or actions that harms the dignity of individuals.
- We shall eliminate forced labor or labor that is against one's will, and child labor of those below the minimum age for employment.
- We shall not disrupt the morals, environment and the order of the workplace by acts that violate public order and standards of decency such as various types of harassment.

<Communication with Society and Information Disclosure · Information Protection>

- We shall deepen mutual understanding with society and establish relationships based on trust through communication.
- We shall conduct the accurate disclosure of corporate information to stakeholders in a timely and appropriate manner.
- We shall strictly manage confidential and personal information, including client information acquired in the course of business, and shall not divulge such information elsewhere. Such obligations shall also be fulfilled following employment at the Nisso Group and/or after retirement.
- We shall not infringe upon intellectual property rights, including copyrights and patent rights, of others.
- We shall not use internal information obtained in the course of duties for personal purposes. In addition, we shall not conduct acts that will be of self-interest based on insider information obtained during the course of duties.

<Dissociation with Anti-social Forces>

- We shall not have any relationships or business dealings with anti-social forces.
- We shall not make concessions by means of money, etc., against unreasonable demands from anti-social forces.

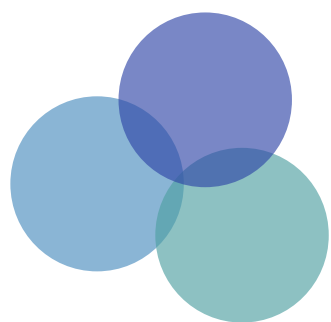
<Creation of a Vibrant Workplace>

- We shall comply to laws and regulations concerning labor, and strive to realize a healthy and comfortable working environment so that harmony between work and life can be achieved.
- With the stance to take on challenges to achieve higher goals, we shall strive to improve our abilities and to nurture subordinates and junior employees.

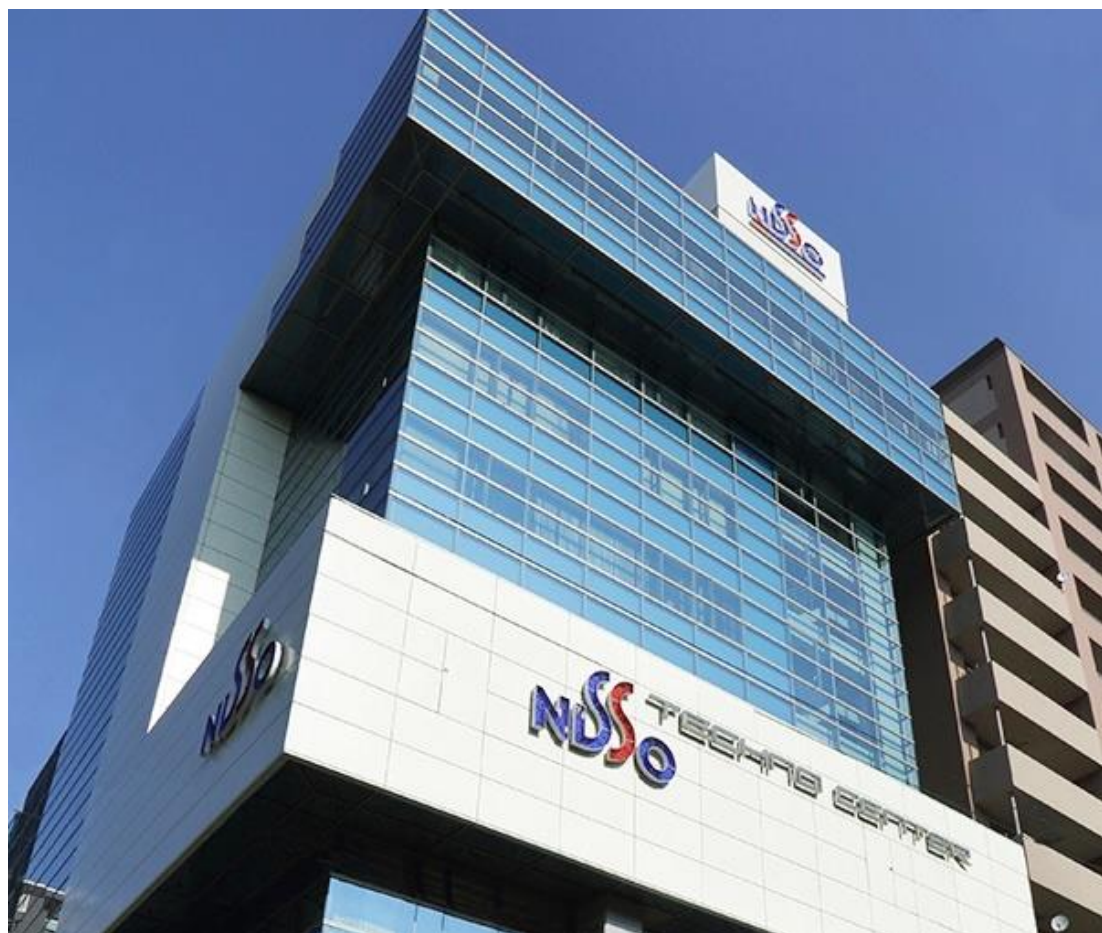
<Securement of Safety and Initiatives for the Environment>

- With regards to business activities, we shall strive to conserve resources and energy, and make efforts to preserve the environment and reduce waste. In addition, we shall actively cooperate with clients, business partners, etc., in their global environmental preservation efforts.
- We shall comply with laws, internal regulations and workplace rules related to occupational health and safety, promote the prevention of occupational accidents and mental health initiatives, and strive for the creation of a safe workplace.
- We shall strive to improve our compliance of laws, regulations and traffic manners, and make efforts to prevent traffic accidents by practicing safe driving.





Top Message



More than half a century has passed since NISSO CORPORATION was founded in 1971 to realize its founding philosophy of "Nurturing and Bringing Out the Best in People".

We, the Nisso Group, have established "NISSO Holdings Co., Ltd.", a pure holding company, in October 2023. By becoming a pure holding company, we will strengthen appropriate corporate governance and compliance risk management for the entire Group, and establish a system to ensure that each company becomes an operating company with a high level of expertise specialized in each field, thereby speeding up decision-making.

On the Publication of the "Sustainability Report 2023"

The business environment surrounding us is changing at an unprecedented rate, including a decline in the workforce due to a declining birthrate and an aging population, the emergence of geopolitical risks, frequent abnormal weather events, the diversifying client human resources and worker needs, and the progress of Society 5.0.

In addition, with the evolution of technologies such as AI, IoT, and 5G, everything is being digitized, and the need to transform business models is being questioned. The impact of the evolution of technology is said to be particularly significant for the manufacturing industry, and in order to respond to these changes, we believe that it is a management issue to consider IT and business as one, and to formulate strategies for creating new social value.

In order for a company to respond to these changes and achieve sustainable development, it is necessary to carry out management and business development that emphasizes the needs of society from a long-term perspective. To this end, in addition to strengthening governance and addressing management risks, we are striving to pursue sustainability in our business operations with the aim of acquiring new business opportunities.

The Nisso Group has published the "Sustainability Report 2023", which is the 4th such report since the "CSR Report" was published in 2020.

"People" are our greatest asset.

The Nisso Group aims for sustainable business growth and at the same time, promotes initiatives to realize a sustainable society.

We are further strengthening our activities with the aim of becoming a company that is needed by society, such as what kind of activities we will carry out in order to contribute to society through "people", and what kind of structure we will establish in order to create a workplace where each and every employee feels a sense of fulfillment.

In addition, for the Nisso Group, "people" are our greatest asset. Based on our belief that it is the most basic and important resource for providing services, we are also working to develop human resources based on the aptitude of each individual and to create a work environment where workers can flourish with a sense of satisfaction, based on respect for human rights and compliance.

The purpose of publishing the "Sustainability Report 2023" is to widely communicate these activities that value "people" above all else, while deepening dialogue with stakeholders and striving to enhance corporate value.

Nurturing and Bringing Out the Best in People

We are putting into practice management that values "people" above all else in order to realize our founding philosophy of "Nurturing and Bringing Out the Best in People". Believing in the potential of each and every employee, challenging infinite possibilities, and developing, will lead to our growth as a company.

We believe that by recognizing and utilizing the diverse values and individuality of each employee and creating a system that maximizes their abilities, and by continuing to create a workplace that is comfortable and pleasant to work in, we will be able to realize an environment where people can grow and live.

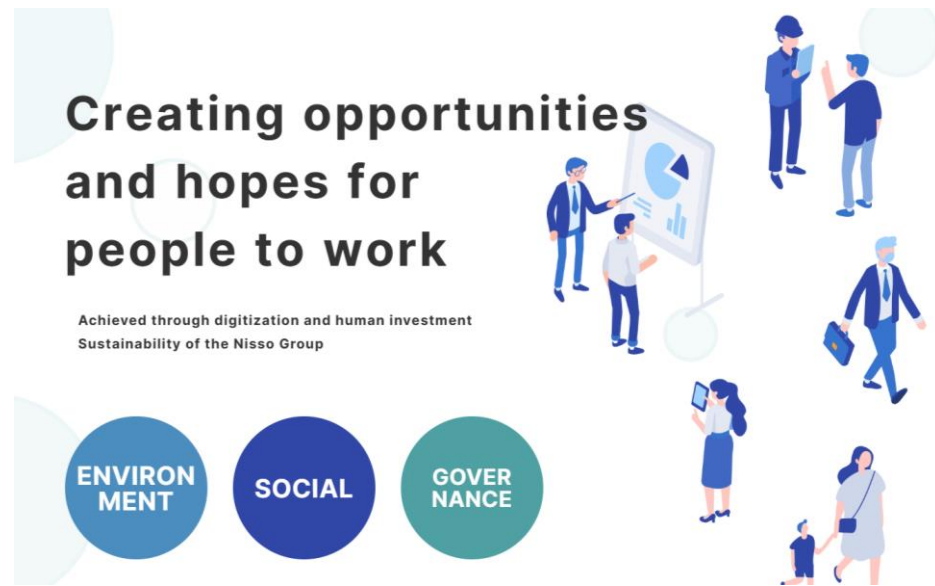


Top Message

Toward the Realization of "Creating Opportunities and Hopes for People to Work"

Based on our mission of "Creating opportunities and hopes for people to work", the Nisso Group aims to create workplaces where workers can gain a sense of self-fulfillment and flourish, with human resources solution services that support the growth of companies and people. In addition, we are promoting initiatives "To transform into a corporate group with high-growth potential" in order to provide services that can respond to social and structural changes.

In addition, the Nisso Group defines materiality (key issues) for the realization of our mission as "Creation of a comfortable workplace", "Responding to social and structural changes", and "Strengthening of governance". By promoting digitization and actively investing in human resources, we aim to enhance corporate value through the creation of social value by maximizing employee satisfaction and customer/client satisfaction, providing high value-added services, and strengthening management structures and internal controls.



Accelerate Investment in Human Capital

With digital technology, human capital management, decarbonization, pandemics, global affairs, etc., the business environment is changing at an unprecedented rate.

Aiming for sustainable growth, the Nisso Group will not stop investing in the working "people", and will further accelerate investment. Creating a workplace where workers can thrive and grow with job satisfaction, providing services that can respond to social and structural changes, and utilizing digital technology will lead to the transformation into a company with high-growth potential. By putting into practice "Creation of a comfortable workplace" and "Responding to social and structural changes", employee satisfaction will be improved, engagement will be fostered, and "work opportunities" and a "desire to work" will be created. While realizing our mission of "Creating opportunities and hopes for people to work", we will aim for sustainable growth and achieve the enhancement of corporate value as a company.

Based on our founding philosophy of "Nurturing and Bringing Out the Best in People", we will place top priority on human resources, who are the source of our business, and will actively invest in human resources management, education and training, and career development, with the aim of becoming a company that grows while making the most of the individual strengths of our employees.

Responding to Climate Change

While contributing to society through our investment in "people", the driving force of the Nisso Group, we recognize that responding to climate change, which is essential for the survival of our business, is also a key management issue.

Rather than creating a world where the temperature rise in the second half of the 21st century is 2°C, how to keep it within the range of 1.5°C is a common universal issue. In order to reduce greenhouse gas emissions, we will continue to promote the reduction of greenhouse gas emissions in company-owned vehicles. In addition, activities such as reducing the use of electricity at our sales offices nationwide will also lead to a reduction in emissions.

Furthermore, many of our major clients are promoting initiatives toward decarbonization. While participating in these activities, we will contribute to the efforts toward decarbonization.

By striving to achieve a carbon-free world in 2050 like the rest of the world, and by addressing global environmental issues through group management, we are confident that we will get closer to realizing this mission.

Aiming for the Realization of a Sustainable Society

Aiming to realize a sustainable society, we believe that it is important to address the challenges facing society in the "Sustainable Development Goals" of the SDGs and to respond to the demands of society.

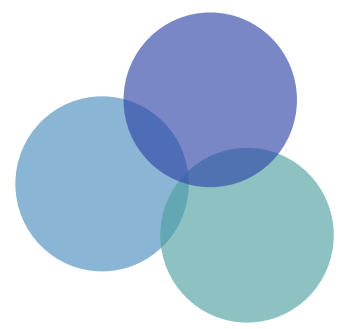
Based on our Sustainability Policy, the Nisso Group has identified 3 materialities (key issues) and has set implementation issues. In addition, we have established the necessary structures to resolve issues, including the launch of the Sustainability Council.

Going forward, the Nisso Group will continue to make concerted efforts to meet the expectations of all of our stakeholders by strengthening our efforts to contribute to society through our people and businesses.



Ryuichi Shimizu
Representative Director, President & CEO
NISSO HOLDINGS Co., Ltd.

清水竜一



Editorial Policy

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Reporting Policy/Editorial Policy

The Nisso Group Sustainability Report 2023 has been published with the aim of providing stakeholders with an understanding of information on the Nisso Group's sustainability-related activities.

Organizations to be Reported

This report contains the activities, initiatives and related data of NISSO HOLDINGS Co., Ltd. and our group companies.

Referenced Frameworks

GRI (Global Reporting Initiative) Standards, SDGs (Sustainable Development Goals), United Nations Global Compact, etc.

Reporting Period

FY 3/2023 (April 1, 2022~March 31, 2023)

※ Some information up to November 2023

is also included



Mission·Vision

■ Towards the Realization of Our Mission and Vision

On August 8, 2022, the Nisso Group made public a 3-year Medium-term Management Plan, with FY 3/2023 as the first year. In the midst of the need to speed up management decisions, our mission to fulfill is "Creating opportunities and hopes for people to work", and we aim to create workplaces where employees can work with motivation and flourish with Human Resources Solution Services that support the growth of companies and people. We also aim to provide services that can respond to social changes and changes in industrial structures, and will continue to promote initiatives "To transform into a corporate group with high-growth potential".

Founding Philosophy

Nurturing and Bringing Out the Best in People

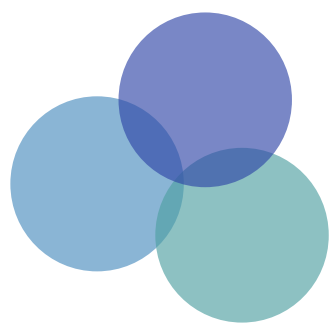
**We, the Nisso Group
with Human Resources Solution Services that support
the growth of companies and people**

Mission

**will fulfill our Mission of
Creating opportunities and hopes
for people to work**

Vision



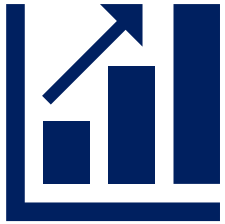


**To transform into a corporate group
with high-growth potential**



Stakeholders of the Nisso Group

■ Stakeholder Engagement

Based on the Charter of Corporate Behavior and the Employee Code of Conduct, the Nisso Group will develop sincere business activities, clarify our responsibilities to our stakeholders, deepen mutual understanding through two-way communication, and strive to build a sustainable relationship of trust with our stakeholders.

Stakeholders	Main Initiatives
<p>Employees</p> 	<p>Based on the founding philosophy of "Nurturing and Bringing Out the Best in People", we respect the diverse values and individuality of our employees, and actively create opportunities for them to flourish.</p> <ul style="list-style-type: none"> • Various education • training systems • Intra-company newsletter, portal sites • Safety and Health Committee • Various consultation counters • Qualification acquisition subsidy system
<p>Clients</p> 	<p>We build long-term relationships based on trust by working closely with our clients, responding to them sincerely and creatively, and providing high-quality services.</p> <ul style="list-style-type: none"> • Provision of information through NISSO HOLDINGS' corporate website • Establishment of inquiry counters • Safety and health activities • Industry trends seminars • Quality improvement activities
<p>Shareholders • Investors</p> 	<p>In order to earn the trust of our shareholders and investors, we strive to enhance corporate value through our business activities. In addition, we strive to disclose information in a fair, timely and appropriate manner, put into practice transparent management, and place importance on constructive dialogue.</p> <ul style="list-style-type: none"> • General Meetings of Shareholders • Briefings for individual investors • Meetings with institutional investors • Financial Results Briefings • Information disclosures
<p>Business Partners</p> 	<p>We build good relationships based on trust and achieve co-existence and co-prosperity through fair and equitable transactions with our business partners in accordance with laws and regulations.</p> <ul style="list-style-type: none"> • Daily procurement activities • Mutual cooperation for information security compliance • Survey of business partners
<p>Community • Society</p> 	<p>As a member of the local community, we contribute to the revitalization and development of the economy by creating employment opportunities in the region, giving consideration to the environment, and participating in social contribution activities.</p> <ul style="list-style-type: none"> • Participation in local events • Co-sponsorship of local sports • Environmental conservation activities • Support for culture and the arts

Sustainability of the Nisso Group

■ Basic View

The "Nisso Group Charter of Corporate Behavior", which is a code of conduct that officers and employees should adhere to, states that we must not only comply with laws and regulations, such as prohibition of discrimination, respect for diversity, freedom of association, prohibition of forced · child labor, etc., but that we also maintain high ethical standards and accept diverse values. We have established the "Nisso Group Employee Code of Conduct" as a standard of conduct that should be followed on a daily basis by putting into practice the spirit of the Charter of Corporate Behavior.

Recognizing that respect for human rights is the foundation of business in our daily activities, in October 2019, with the aim of thoroughly implementing the "Nisso Group Charter of Corporate Behavior", the "Policy on Human Rights and Labor" was established in order to advocate international standards on human rights, such as the United Nations Global Compact's principles concerning human rights · labor, and to conduct the management of respect for humanity. In addition, the "Ethics Policy" was also established in order to share compliance, which should be the basis of corporate management, and we will ensure its thorough awareness. Going forward, we will continue the activities of the United Nations Global Compact, which are the universal principles of "Human Rights", "Labor", "Environment", and "Anti-corruption" advocated by the United Nations.

Our Various Policies

The policies set forth by the Nisso Group are as follows:

Policy	Date of Enactment	Human Rights	Labor	Environment	Anti-corruption
Nisso Group Nisso Group Charter of Corporate Behavior -NISSO's Promise-	Oct. 2, 2023 (Oct. 1, 2016)	Human Rights	Labor	Environment	Anti-corruption
Nisso Group Employee Code of Conduct -My Behavior-	Oct. 2, 2023 (Apr. 1, 2017)	●	●	●	●
Policy regarding System Development of Internal Control related to Financial Reporting	Oct. 2, 2023 (Apr. 1, 2017)				●
Basic Policy regarding the Internal Control System	Oct. 2, 2023 (Apr. 1, 2017)				●
Nisso Group Sustainability Policy	Oct. 2, 2023 (Oct. 1, 2021)	●	●	●	●
Nisso Group Ethics Policy	Oct. 2, 2023 (Oct. 1, 2019)				●
Nisso Group Policy on Human Rights and Labor	Oct. 2, 2023 (Oct. 1, 2019)	●	●		
Nisso Group Environmental Policy	Oct. 2, 2023 (Jun. 1, 2016)			●	
Nisso Group Human Resources Development Policy	Oct. 2, 2023 (Oct. 1, 2021)	●	●		
Nisso Group Internal Environment Improvement Policy	Oct. 2, 2023 (Mar. 16, 2023)	●	●		
Nisso Group Business Continuity Plan (BCP) Basic Policy	Oct. 2, 2023 (Apr. 1, 2021)				●
Nisso Group Information Security Policy	Oct. 2, 2023 (Dec. 15, 2006)				●
Nisso Group Basic Policy regarding Proper Handling of Specific Personal Information	Oct. 2, 2023 (Apr. 1, 2017)	●			
Nisso Group Privacy Policy	Oct. 2, 2023 (Apr. 1, 2005)	●			
Nisso Group Mental Healthcare Policy	Oct. 2, 2023 (Oct. 1, 2017)		●		
Nisso Group Occupational Safety and Health Policy	Oct. 2, 2023 (Apr. 1, 2015)		●		

※() is the date of enactment at NISSO CORPORATION

Sustainability of the Nisso Group

Participation in the United Nations Global Compact

From October 2023, NISSO HOLDINGS began our participation in the United Nations Global Compact, a global initiative to achieve sustainable growth in the international community.

Until now, NISSO CORPORATION has been participating since March 2019, but it is important for the Nisso Group to contribute to the realization of a sustainable society by supporting and putting into practice the 10 principles of the UNGC, which consists of the four areas of "Human Rights · Labor · Environment · Anti-corruption" advocated by the United Nations, and we have reiterated our participation with the aim of accelerating these activities.



10 Principles of the United Nations Global Compact

Human Rights	Principle 1	Support and respect the protection of internationally proclaimed human rights
	Principle 2	Ensure that business practices are not complicit in human rights abuses
Labor	Principle 3	Uphold the freedom of association and the effective recognition of the right to collective bargaining
	Principle 4	Eliminate all forms of forced and compulsory labor
	Principle 5	Abolish child labor
	Principle 6	Eliminate discrimination in employment and occupation
Environment	Principle 7	Adopt a precautionary approach to environmental challenges
	Principle 8	Conduct environmentally responsible activities
	Principle 9	Encourage the development and diffusion of environmentally friendly technologies
Anti-corruption	Principle 10	Fight corruption in all its forms including extortion and bribery

Activities at the Global Compact Network Japan

NISSO HOLDINGS participates in activities carried out by the "Global Compact Network Japan" (GCNJ), Japan's local network of the United Nations Global Compact. GCNJ conducts themed subcommittee activities to discuss and exchange information on sustainability concepts and initiatives, learning from the practices of other companies and academic experts. In FY 3/2023, we participated in the following subcommittees.

- ESG Subcommittee
- Reporting and Research Subcommittee
- Human Rights Education Subcommittee
- Sustainability Subcommittee
- Human Rights Due Diligence Subcommittee etc.

Contributions to Sustainable Development Goals(SDGs)

The "Sustainable Development Goals (SDGs)" adopted by the United Nations in 2015, are universal goals for 2030 that address social issues such as poverty, employment, and the environment. The Nisso Group will face the various challenges facing the world with sincerity, and contribute to the realization of a sustainable society, namely the achievement of the SDGs, through its business activities.

SUSTAINABLE DEVELOPMENT GOALS



RBA Initiatives

NISSO CORPORATION is a company that provides human resources services, such as manufacturing contracting and dispatching, to clients mainly in the manufacturing industry. Therefore, there are many clients who are affiliated and compliant with RBA (Responsible Business Alliance), which promotes CSR in global supply chains such as the electronics industry.



In order to contribute to CSR procurement initiatives in our clients' supply chains, NISSO HOLDINGS believes that compliance with the RBA Code of Conduct is essential. Accordingly, we have created a CSR system and a structure for our activities to establish a foundation for continuous operation. Through these activities, we are working with our clients to address issues such as human rights, the working environment, safety and health, and ethics in the supply chain, and are responding to education and audits.

Sustainability of the Nisso Group

Nisso Group's "Sustainability"

<https://www.nisso-hd.com/en/sustainability/policy/>

■ Toward the Selection of Key CSR Issues

In accordance with our founding philosophy of "Nurturing and Bringing Out the Best in People", the Nisso Group aims to create a workplace where working people can work and grow with a sense of satisfaction, as well as to provide services that can contribute to our growth as a company. In order to enhance the corporate value of the Nisso Group, we will respect laws and social rules, and conduct CSR activities aimed at realizing a sustainable society.

Process for Identifying Key CSR Issues

The Nisso Group will continue to support the "working people" with the aim of allowing each and every employee to challenge infinite possibilities and continue working with enthusiasm.

In addition, "responding to social and structural changes" is an important issue that the Nisso Group must respond to. In order to solve these issues, we will reinforce governance, which is the foundation of all companies, and will realize a sustainable society.

To put it into practice, we have identified key issues in accordance with the following process:

Step 1 Extraction of Materiality (Key Issues)

Based on the GRI (Global Reporting Initiative) Standards, the SDGs (Sustainable Development Goals), and the United Nations Global Compact, we have extracted social issues that are highly relevant to Nisso Group's business.

Step 2 Evaluation of Importance from the Perspective of NISSO HOLDINGS and Our Stakeholders

Based on Step 1, we selected social issues in terms of importance to our stakeholders and importance to NISSO HOLDINGS, and identified issues that should be prioritized.

Step 3 Confirmation by the Sustainability Council

The Sustainability Council, which belongs to the Corporate Value Enhancement Committee, exchanged opinions on the issues in Step 2, and selected their materiality (key issues).

Step 4 Discussions and Decisions by Management

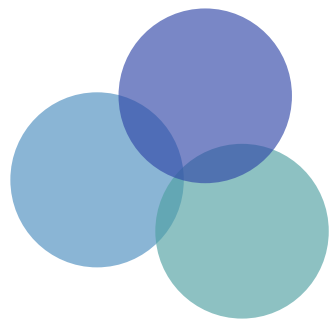
The materiality selected was decided after the exchange of opinions with management through the Corporate Value Enhancement Committee and the Board of Directors.

Step 5 Association with SDGs

We linked the activities connected with the identified materiality with the related SDGs.

Mapping of Key CSR Issues (As of October 17, 2023)

↑ Importance for stakeholders	<ul style="list-style-type: none"> • Response to climate change • Protection of forest ecosystems • Use of water resources • Wastewater treatment • management information • Energy-saving measures • Biodiversity conservation activities 	<ul style="list-style-type: none"> • Information disclosure inside and outside company • Provision of equal employment and growth opportunities for all • Strengthening of CSR management system • Promotion of CSR procurement • Expansion of CSR education • Communication with the local community 	<ul style="list-style-type: none"> • Respect for human rights • Diverse and flexible work-styles • Safety and health initiatives • Human resources development • Diversity • Environmental initiatives • Contributions to the local community • Corporate governance • Compliance • Responsibility to shareholders and investors
		<ul style="list-style-type: none"> • Protection of client information and privacy • Promotion of fair competition • External reporting contacts • Strengthening of information security systems 	<ul style="list-style-type: none"> • Development of mechanisms, infrastructure to develop human resources who can respond to changes in the world • Creation of new workplaces with focus on changes in the industrial structure
	→ Importance for business		



Sustainability Policy and Materiality (Key Issues)

■ Sustainability Policy

In order to achieve our mission of "Creating opportunities and hopes for people to work", we, the Nisso Group, aim to achieve sustainable business growth and realize a sustainable society by establishing policies on human rights, labor, the environment, safety and health, and ethics, and advancing initiatives to solve social issues through the provision of Human Resources Solution Services that support the growth of companies and people.

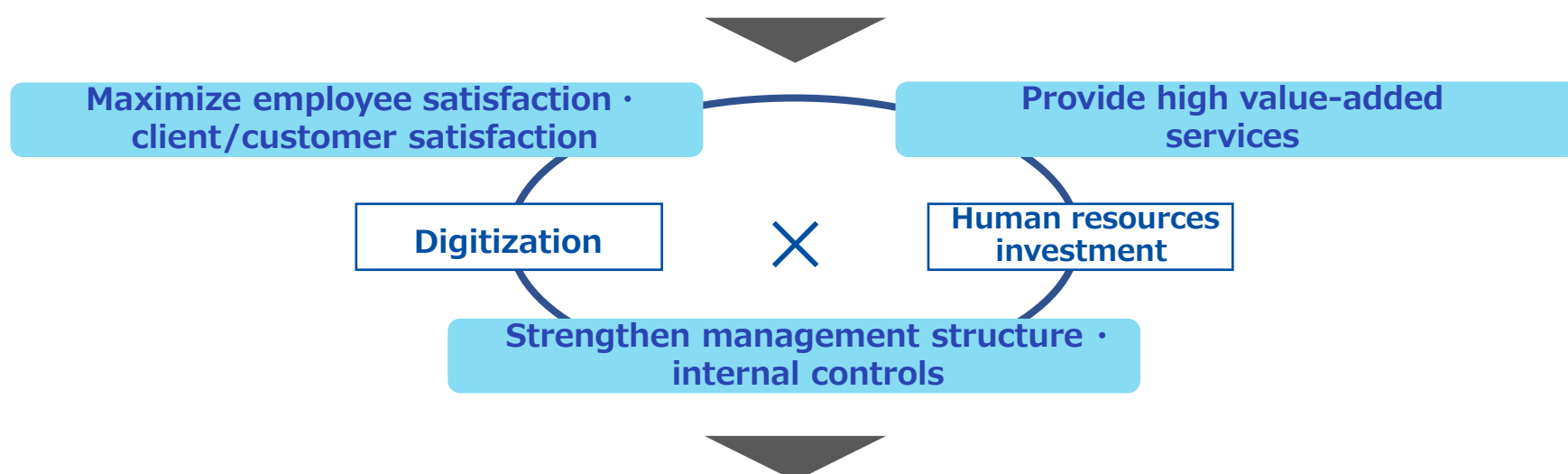
■ Materiality (Key Issues) and Implementation of Various Policies

Based on our Sustainability Policy, the Nisso Group considers that it is important to contribute to society and the environment through our business, and has identified materiality (key issues) with the aim of enhancing corporate value by balancing business and social value.

Materiality 1 Creation of a comfortable workplace	Materiality 2 Responding to social and structural changes	Materiality 3 Strengthening of governance
-----------------------------------------------------------------	-------------------------------------------------------------------------	---------------------------------------------------------



Policies	Implementation Issues	Opportunities and Risks	Key Indicators	Related SDGs
Human Resources Development Policy	Human resources development	Value enhancement perspective	Ratio of engineers	
Internal Environment Improvement Policy	Diversity		Ratio of female managers	
Policy on Human Rights and Labor	Respect for human rights		Number of participants in training	
Occupational Safety and Health Policy	Safety and health initiatives		Frequency rate/1000 person rate	
Environmental Policy	Response to climate change		GHG emissions	
Ethics Policy	Compliance		Number of participants in training	
-	Regional environmental conservation		Risk management perspective	-



Enhancement of corporate (enterprise) value (EV) through creation of social value (CSV)

Governance - Opportunities and Risks (Strategy) - Risk Management

■ Governance

The Nisso Group implements sustainability-related activities based on the sustainability framework of governance, strategy, risk management, and indicators and targets.

In terms of "governance", the "Sustainability Council", which is part of the "Corporate Value Enhancement Committee, chaired by the Representative Director and President", identifies issues related to sustainability and formulates measures to resolve them. After consultation with the Committee, our "Board of Directors" approves these measures.

Details of Discussions on Sustainability at the Board of Directors' Meetings from April 2022 to November 2023

Date Held	Name of Proposal	Details
(NISSO CORPORATION)		
Jun. 16, 2022	Disclosure based on the principles of the Corporate Governance Code	The content of disclosure based on the TCFD framework, which was requested in June 2022, was deliberated and resolved.
Nov. 17, 2022	Dissemination of Sustainability Report 2022	Discussions were held regarding the GHG emissions targets of NISSO CORPORATION. Discussions were held regarding the GHG emissions targets of NISSO CORPORATION. At the same time, a resolution to disseminate information regarding the Sustainability Report 2022 was determined.
Mar. 16, 2023	Formulation of Internal Environment Improvement Policy	At NISSO CORPORATION, the formulation of the "Internal Environment Improvement Policy" as a policy aimed at promoting "Diversity" within the Group was deliberated and resolved.
Jun. 16, 2023	Resolution on descriptions in the Annual Securities Report	The content regarding "Sustainability" in the "Annual Securities Report" disclosed on June 29, 2023 was deliberated and resolved.
	Establishment of targets regarding Human Resources Development Policy and Internal Environment Improvement Policy	The fact that the indicator related to Human Resources Development Policy is to be the "ratio of engineers" and the indicator related to Internal Environment Improvement Policy is to be the "ratio of female managers" was deliberated and resolved.
(NISSO HOLDINGS Co., Ltd.)		
Oct. 19, 2023	Approval of TCFD recommendations	The recognition that "responding to climate change is a management issue" was deliberated, and the "Approval" of TCFD recommendations was resolved.
Nov. 17, 2023	Dissemination of Sustainability Report 2023	The "dissemination" of the "Sustainability Report 2023" was deliberated and resolved.

■ Opportunities and Risks (Strategy)

Implementation Issues	Opportunities and Risks		Details
Human resources development	Opportunity Large	Risk Small	The business environment surrounding the Nisso Group is facing major social changes such as labor shortages, a declining birthrate and an aging population, regional decline, responses to advanced information processing technology, and the suppression of greenhouse gases. On the other hand, new needs in the human resources market are emerging due to social changes, and we recognize that these "risks" are also "opportunities" to expand our business.
Diversity	Opportunity Large	Risk Small	While the acceleration of the declining birthrate and aging population in Japan is a risk, we recognize that it is also a business opportunity for the Nisso Group that will lead to the need to recruit "people" and support their active participation.
Respect for human rights	Opportunity Medium	Risk Medium	We recognize that it is our corporate responsibility to recognize diversity in terms of human rights, religion, gender, sexual orientation, age, nationality and disability, and to respect all human rights.
Safety and health initiatives	Opportunity Medium	Risk Medium	We recognize that ensuring the safety and health of workers in the workplace and creating a comfortable working environment are important management issues.
Response to climate change	Opportunity Medium	Risk Large	We recognize that it is an important management issue to invest in "people", who are the driving force of the Nisso Group, and at the same time to respond to climate change, which is essential for the survival of our business.
Compliance	Opportunity Small	Risk Large	We recognize the importance of corporate governance in order to comply with laws and regulations, disclose accurate information, ensure management transparency, and continuously enhance corporate value, and conduct management with a focus on compliance.

■ Risk Management

Analysis and evaluation are conducted in conjunction with compliance and risk management, and are approved by NISSO HOLDINGS' Board of Directors after consultation with the Corporate Value Enhancement Committee.

Nisso Group ESG BOOK 2023



Initiatives for "People"

Development of Human Resources

Diversity

Aiming for Diverse and Flexible Work-styles

Respect for Human Rights

Safety and Health Initiatives

Response to Climate Change (TCFD)

Environmental Initiatives (ISO14001)

Compliance

Coexistence with Diverse Communities



Initiatives for "People"



Nisso Group's "Initiatives for "People""
<https://www.nisso-hd.com/en/sustainability/social/>

Basic View

In aiming for the sustainable growth of the Nisso Group's business, we define "human resources development" and "diversity" as the most important. From the perspective of enhancing value through the practice of human capital management, the Nisso Group will increase the ratio of highly skilled human resources by developing human resources who can challenge all possibilities in all fields. In addition, we aim to create a workplace where all employees can have dreams and a sense of fulfillment, and we will build a place where diverse human resources can flourish.

Human resources development



We will improve the ratio of highly skilled human resources by developing human resources who can challenge all possibilities in all fields.

【Opportunities and risks】

The business environment surrounding the Nisso Group is facing major social changes, including labor shortages, a declining birthrate and aging population, regional decline, response to advanced information processing technology, and the control greenhouse gas emissions. On the other hand, new needs are emerging in the human resources market due to social changes, and the Nisso Group recognizes these risks as "opportunities" to expand our business. Based on our "Human Resources Development Policy", the Nisso Group actively supports the improvement of employee satisfaction, career advancement and career change in order to create job satisfaction, the development of skills, the improvement of treatment (salaries), and work-styles, and thereby develops human resources who can challenge all possibilities in all fields.

【Target】

Nisso Group Ratio of engineering employees

April 2025
15.0%

Diversity



We aim to create a workplace where all employees can have dreams and a sense of fulfillment, and we will build a place where diverse human resources can flourish.

【Opportunities and risks】

While the acceleration of Japan's declining birthrate and aging population is a risk, the Nisso Group recognizes this as a business opportunity that will lead to the need to recruit "people" and support their active participation. Based on our "Internal Environment Improvement Policy", the Nisso Group aims to achieve sustainable business growth by creating an environment where diverse human resources, including women, the elderly, foreigners, and people with disabilities, can flourish.

【Target】

Nisso Group Ratio of female managers

April 2025
11.5%



Development of Human Resources



Nisso Group's "Human Resources Development"
<https://www.nisso-hd.com/en/sustainability/social/human-resource/>

Basic View

With social changes such as labor shortages, declining birthrates and an aging populations, regional decline, advanced information processing technology, and the control of greenhouse gases, companies, human resources and services with the ability to create new added value are in demand.

The Nisso Group is committed to implementing the "Human Resources Development Policy" in order to develop human resources who can challenge all possibilities in all fields. In order to build a virtuous cycle that improves service quality and employee engagement, we will provide more opportunities for diverse human resources, including education and training, to increase added value.

Nisso Group Human Resources Development Policy

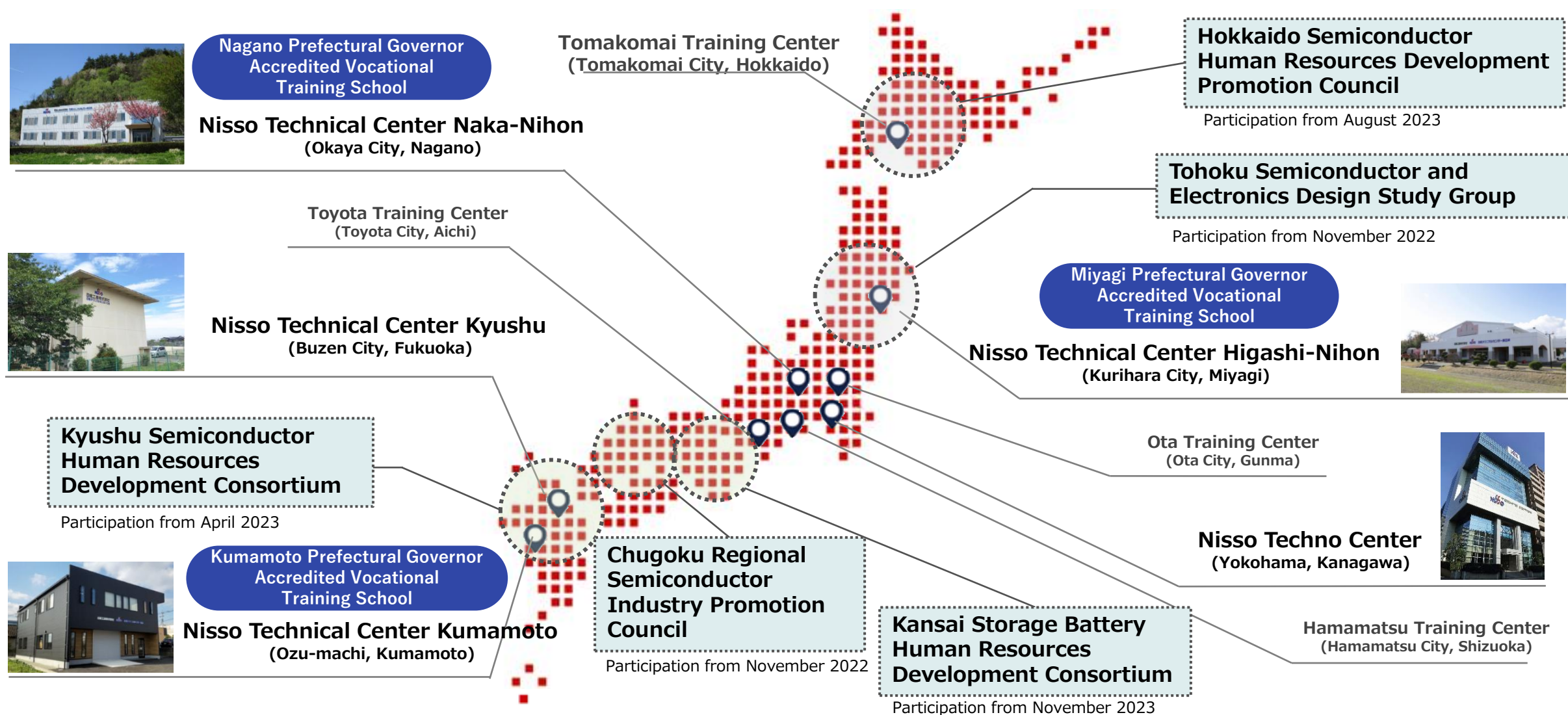
Believing in the potential of each person and bringing out such potential are thoughts that have been consistently included in our philosophy since our foundation, and they are fundamental concepts for promoting human resources development. The Nisso Group will develop human resources who challenge all possibilities in all fields in order to achieve sustainable business growth and realize a sustainable society.

- We provide educational opportunities that aim to improve the growth and engagement of each employee
- We provide educational opportunities in response to social changes so that diverse human resources can play an active role in a diverse society
- By providing educational opportunities, we foster independence and willingness to take on challenges, and support the realization of career visions

Aiming for High Value-added Education

In order to achieve sustainable growth of the Nisso Group's business, we recognize the importance of "improving the ratio of highly skilled human resources" in our group.

In order to increase the number of highly skilled engineering employees, we have established Nisso Technical Centers and Training Centers, which are education and training facilities, in 9 locations nationwide in order to provide high value-added education. Also, in order to improve the necessary skills and techniques in the MONOZUKURI workplaces, we actively conduct practical training using actual equipment such as semiconductor manufacturing equipment and automobile assembly tools, using the equipment of the education and training facilities. In addition, we are developing human resources so that diverse human resources can flourish in a diverse society by acquiring highly specialized skills and techniques, which will lead to improved client and employee engagement.



In April 2023, NISSO CORPORATION opened a training center in Kumamoto Prefecture, its 9th location nationwide. At this facility, we aim to develop human resources who can work immediately utilizing actual semiconductor manufacturing equipment. We are striving to contribute to the growth of not only the semiconductor industry in Kyushu but also the semiconductor industry throughout Japan, and to increase the number of engineering employees in the Nisso Group.

[Results]

Nisso Group Ratio of engineering employees

FY 3/2023

9.5%

Development of Human Resources



NISSO CORPORATION's "Human Resources Development"
<https://www.nisso.co.jp/en/strength/>

Development of Engineering Human Resources

NISSO CORPORATION, the main operating company of the Nisso Group, aims to solve social issues by developing engineering and highly skilled human resources, assigning them to clients, and playing a part in *MONOZUKURI* (manufacturing) in Japan.

On April 13, 2023, NISSO CORPORATION opened the Nisso Technical Center Kumamoto, a vocational training school accredited by the Governor of Kumamoto Prefecture, in Ozu-machi, Kumamoto Prefecture, for the purpose of training semiconductor engineers. This facility is our 9th education and training facility in Japan, and aims to produce more than 100 engineers annually for manufacturing equipment and device-related customers by providing highly specialized technical training on semiconductor devices, processes, and equipment structures through classroom education and actual equipment training at semiconductor manufacturing facilities.



Educational system and continuous human resources development with an awareness of changes in the times

Based on our founding philosophy of "Nurturing and Bringing Out the Best in People", we aim to provide both "OFF-JT education" to support employee growth, and "OJT education" to provide work experience. In addition, we are strengthening "recurrent education" to enhance expertise while grasping the changes of the times. The education system of the Nisso Group is based on these three fundamental structures.

【Results】 (Subject: NISSO CORPORATION)

FY 3/2023	Direct employees	Indirect employees
Total number of training participants	20,081	1,052
Training hours per participant	8.83 Hours	10.76 Hours
Total cost of human resources development · training	420 Million yen	25 Million yen

※ Direct employees are manufacturing staff at dispatching and contracting sites.

Aiming to Develop High-level Human Resources

In order to improve the skills and technology necessary in the *MONOZUKURI* (manufacturing) workplaces, we actively conduct practical training using actual equipment such as semiconductor manufacturing equipment and automobile assembly tools, using the equipment of our education and training facilities.

We will continue to develop human resources so that diverse human resources can flourish in a diverse society by acquiring highly specialized skills and technologies, leading to improved engagement with clients/customers and employees.

Main Training Activities

- Training of in-house instructors to build a continuous human resources development system
- Development of on-site leaders with the aim of acquiring the knowledge and skills that they should possess as leaders, such as measuring the effectiveness of quality control and process management using the check sheets for managers
- Development of equipment maintenance personnel using our own semiconductor equipment

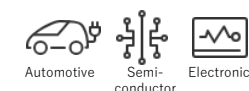
Accredited Vocational Training Facilities (Education and Training Facilities)

Technical Centers are large-scale education and training facilities that educate highly specialized technical staff in various industries such as automobiles, electricity, and semiconductors. Nisso Technical Center Higashi-Nihon, Nisso Technical Center Naka-Nihon, and Nisso Technical Center Kumamoto are also designated as accredited schools by Miyagi, Nagano, and Kumamoto prefectures.

Nisso Technical Center Higashi-Nihon

Miyagi Prefectural Governor
Accredited Vocational Training School

This facility provides equipment technology education and pre-assignment training using actual semiconductor manufacturing equipment, as well as basic design technology education (3D-CAD).



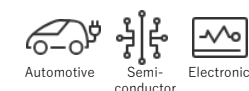
- Engineer training (equipment · production · design)
- Pre-assignment education for automobiles
- Hazard simulation training
- Industrial robots, low-voltage special education
- Foreman education
- New employee training · various commissioned education · discipline training



Nisso Technical Center Naka-Nihon

Nagano Prefectural Governor
Accredited Vocational Training School

This facility provides equipment technology education and pre-assignment training using actual semiconductor manufacturing equipment, as well as basic design technology education (3D-CAD).



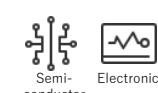
- Engineer training (equipment · production · design)
- Pre-assignment education
- Hazard simulation training
- Industrial robots, low-voltage special education
- Foreman education
- New employee training · various commissioned education · discipline training



Nisso Technical Center Kumamoto

Kumamoto Prefectural Governor
Accredited Vocational Training School

This facility provides training such as equipment technology education and pre-assignment training using actual semiconductor manufacturing equipment. We develop equipment technology engineers who support the manufacturing of electronic devices such as semiconductors.



- Engineer training (equipment · production)
- Pre-assignment education
- Specialized semiconductor education
- Semiconductor maintenance education
- Foreman education · hazard simulation training
- Industrial robots, low-voltage special education · discipline training



■ Aiming to Expand Training Opportunities

In terms of human resource development, NISSO CORPORATION employs a large number of instructors with extensive field experience, and training is conducted daily at 9 education and training facilities nationwide. Even if one has not studied engineering, there are many people who advance their careers as equipment maintenance engineers by training from the basics and further developing their education related to semiconductors, equipment technology, and production technology.

Training for New Manufacturing Engineers in Equipment Technology · Production Technology Deployment of e-learning tool "Start engineer"



With the aim of realizing the rapid integration in the effectiveness of online educational materials that condenses the expertise of on-site education to date, NISSO CORPORATION has launched "Start engineer," an e-learning tool for training new manufacturing engineers in equipment technology and production technology.

In the development of human resources in the manufacturing industry, there is a shortage of human resources to provide guidance and a lack of time to conduct human resources development.

In order to resolve these issues, NISSO CORPORATION aims to provide an environment where its staff can learn regardless of location by providing reliable online educational services that are easy to use and allows them to learn from the basics.

Further Utilization of Education and Training Facilities

The shortage of human resources to provide guidance is one of the challenges not only for clients but also for local communities. NISSO CORPORATION understands the needs of its clients, arranges the educational content it has cultivated over the years, and also conducts external development of education and training.

In addition, NISSO CORPORATION conducts training using actual equipment owned by accredited vocational training facilities, and carries out activities aimed at resolving its clients' issues.



■ Career Support

Based on our founding philosophy of "Nurturing and Bringing Out the Best in People", we will develop professional human resources who can flourish in various fields. Furthermore, we will promote education in response to social and industrial changes to support our company and people.

Career Consulting

In order to actively accept the various experiences that employees encounter in their lives and to help them develop a happier life, qualified career consultants provide regular counseling. Employees who receive counseling can set goals by clearly drawing out their career plans from a medium- to long-term perspective.

Career Consulting Results in FY 3/2023

Career consulting by qualified personnel : 26 cases

Day-to-day career consulting : 2,082 cases

※Includes daily workplace change/transfer consultations by business managers and hiring managers

Operation of Qualification Acquisition Support System

This system requires the acquisition of necessary qualifications based on roles and ranks, such as quality control certification and voluntary maintenance officer certification, including the Class-1 Health Officer, which is a national qualification. We also provide support such as paying for courses and examination fees required for the acquisition of various qualifications.

Results up to FY 3/2023 Successful applicants: 149 employees

Subsidies: 1,200,750 yen

■ Participation in Industry-Government-Academia Collaboration

NISSO CORPORATION began its participation in the "Tohoku Semiconductor and Electronics Design Study Group" and the "Chugoku Regional Semiconductor Industry Promotion Council" in November 2022, the "Kyushu Semiconductor Human Resources Development Consortium" in April 2023, the "Hokkaido Semiconductor Human Resources Development Promotion Council" in August 2023, and the "Kansai Storage Battery Human Resources Development Consortium" in November 2023.

As part of the semiconductor and digital industry strategy, these are "industry-government-academia collaborations" organized by the Regional Industry Bureaus of the Ministry of Economy, Trade and Industry (METI) among industries, educational institutions, administrative bodies, etc. It is believed that "developing and securing human resources", which is one of the policies of each collaboration, has a high affinity with the policy of NISSO CORPORATION, which aims to develop high value-added human resources and provide high quality human resources services with 9 education and training facilities throughout Japan.

NISSO CORPORATION and the Nisso Group will contribute to the development of not only the region but also the Japanese manufacturing industry by utilizing the training programs using actual manufacturing equipment at each education and training facility and the expertise that we have cultivated over the years.

Diversity (Promotion of Women's Participation and Advancement)



Nisso Group's "Diversity"

<https://www.nisso-hd.com/en/sustainability/social/divercity/>

Basic View

While the acceleration of Japan's declining birthrate and aging population is a risk, the Nisso Group recognizes that it is a business opportunity that will lead to the need to recruit and support the active participation of "people".

Based on the "Internal Environment Improvement Policy", the Nisso Group aims to achieve sustainable business growth by creating an environment in which diverse human resources, including women, the elderly, foreigners, and people with disabilities, can flourish.

Nisso Group Internal Environment Improvement Policy

As the environment changes at an unprecedented rate, the Nisso Group believes that a workplace environment that respects the diverse values and individuality of human resources is important for the sustainable growth of society.

Based on our founding philosophy of "Nurturing and Bringing Out the Best in People", the Nisso Group is committed to protecting workplace safety, as well as physical and mental health, and practices the creation of workplaces where all employees can have dreams and a sense of fulfillment. In addition, the Group will respect the human rights of all people, including women, the elderly, foreign nationals, and people with disabilities, and work to build a healthy work environment free from discrimination.

Promotion of Women's Participation and Advancement

In order to achieve the sustainable growth of the Nisso Group, we believe that it is important to create a workplace where all employees can have dreams and a sense of fulfillment, and to create "a place where diverse human resources can flourish". We aim to increase the ratio of female managers in the Nisso Group in order to promote the active participation of diverse human resources.

In addition, the Nisso Group aims to strengthen our organizational capabilities by investing in human resources for the "creation of a comfortable workplace" where diverse human resources, including women, can work comfortably.

【Results】 (Subject: Nisso Group)

Ratio of female managers	
FY 3/2023	11.3%

【Results】 (Subject: Nisso Group)

Wage difference between male and female workers	
FY 3/2023	74.2%
Regular workers	Part-time and fixed-term workers
79.6%	72.5%

Promotion at NISSO CORPORATION

Promotion of the General Business Owner Action Plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children (April 1, 2019 ~ March 31, 2024)

In order to enable employees to fully demonstrate their abilities by creating a comfortable working environment where they can balance their work and child-rearing, we are conducting activities to raise awareness of the system, which includes maternity leave, childcare leave, and shortened working-hour programs, using notices on the company-wide intranet to make the system widespread.

【Results】 (Subject: NISSO CORPORATION)

Childcare leave acquisition rate (Men)	Childcare leave acquisition rate (Women)
FY 3/2023	FY 3/2023
13.1%	100.0%

Promotion of the General Business Owner Action Plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace (April 1, 2019 ~ March 31, 2024)

Based on the Act on Promotion of Women's Participation and Advancement in the Workplace, we aim to increase the proportion of female regular employees to the total number of hires to 15.0% or more. Therefore, we promote the fact that we are a company where women too can flourish, such as introducing female employees who serve as role models and explaining our support system for balancing work and childcare through pamphlets for recruiting university graduates, recruitment websites, and company information sessions. As a result, the proportion of female regular employees to the total number of new hires was 26.0% in 2020, and 31.0% in 2021.



【Results】 (Subject: NISSO CORPORATION)

Wage difference between male and female workers	
FY 3/2023	78.8%
Regular workers	Part-time and fixed-term workers
81.2%	79.0%

Diversity (Promotion of Women's Participation and Advancement)



Holding of In-house Information Exchange Meetings on Child-rearing

As an initiative to create an employment environment that makes it easier for both men and women to take childcare leave, Nisso Brain has been holding in-house information exchange meetings on child-rearing once a year since June 2021. Aimed at employees who work while balancing child-rearing and work, male employees who have actually taken child-rearing leave share their experiences of taking child-rearing leave, and parents and children exchange opinions on health literacy that enhances body resistance, and Nisso Brain has formed a network among employees and share role models who can balance child-rearing and work.

Promotion at Nisso Brain Co., Ltd.

Always next to 「Thank you!」



Nisso Brain Co., Ltd. came into existence in Yokohama in March 1986, and aims to be a company rooted in the areas of Yokohama City and Matsumoto City, Nagano, where it has a branch office. At Nisso Brain, a large number of female employees are active, and as of October 2023, the ratio of female employees, including dispatched staff, reached 90.3%.

【Results】 (Subject: Nisso Brain Co., Ltd.)

Wage difference between male and female workers	
FY 3/2023 66.7%	
Regular workers	Part-time and fixed-term workers
71.2%	85.9%

Promotion of Workplace Expansion where Women can Flourish

With the exception of unavoidable circumstances, the return rate of female employees after taking maternity leave and childcare leave has been maintained at 100% for the 10th consecutive year, and Nisso Brain has a system in place that allows women to flourish, such as giving them the ability to work shorter hours even after returning to work. In addition, to support the career development of young female dispatched staff, Nisso Brain has implemented a career enhancement program that allows them to acquire qualifications while working, and is working to expand employment opportunities for women.

Nisso Brain will continue to work to contribute to the sustainable development of society as a whole by taking more proactive measures, such as creating an environment and systems where people can balance work and family life.

Nisso Brain Co., Ltd.
<https://www.nsbrain.jp/>

Promotion at Nisso Nifty Co., Ltd.

Coming face-to-face with people and being there for them



人と向き合い 人に寄り添う

日総ニフティ株式会社

Nisso Nifty Co., Ltd. started its participation in the nursing care business in April 2004. In the nursing care business, coexistence with the local community is necessary, and many female employees are participating actively. In FY 3/2023, the ratio of female employees has reached 76.3%.

In addition, the number of female managers as of the end of March 2023 was 9. Of these, out of the 6 facilities in Yokohama City, 3 of the facility managers are women, and Nisso Nifty is working to coexist not only with the residents of the facilities, but also with the local community.

【Results】 (Subject: Nisso Nifty Co., Ltd.)

Nisso Nifty Co., Ltd. Ratio of female managers

FY 3/2023
47.4%

The flower language of the name of the nursing care facilities, "Sweetpea", is "the joy of sharing". Coexistence with the local community is essential to enable the nursing care brand "Sweetpea" to flourish to a greater extent through the pursuit of joy and excitement for customers and staff. Many people are employed with the aim of providing high-quality services to local residents. Nisso Nifty has created an environment where diverse people can advance their careers without discrimination, and the difference in wages between men and women for part-time and fixed-term workers, who play a central role in its services, was 123.7% in the FY 3/2023. Nisso Nifty will continue to aim to provide high-quality services in order to "create a sustainable and comfortable workplace".

【Results】 (Subject: Nisso Nifty Co., Ltd.)

Wage difference between male and female workers

FY 3/2023 **73.1%**

Regular workers	Part-time and fixed-term workers
82.5%	123.7%



Diversity (Creation of Opportunities for the Elderly to Flourish)



Nikon Nisso Prime Corporation
<https://www.n-prime.co.jp/>

■ Promoting the Active Participation of the Elderly

Nikon Nisso Prime Corporation was established on January 6, 2020 as a joint venture between NISSO CORPORATION and Nikon Corporation. Its mission is to "create a society where people can continue to work" by developing and securing employment opportunities for older employees of the Nikon Group, and conducting research and development on a framework that enable older people in Japanese society to continue working.

From the inception of Nikon Nisso Prime to October 1, 2022, a total of 31 senior employees with experience in the Nikon Group have moved to new environments and have begun to flourish by utilizing their knowledge and expertise.

Increasing work-style options and promoting the active participation of the elderly

Nikon Nisso Prime has introduced a secondary·supplementary employment system in order to respond to changes in the social and work environment, including the pursuit of self-fulfillment through today's diverse work-styles, and to further expand opportunities for the elderly to flourish. In addition, by utilizing IT tools and remote work, it has become possible for people to work concurrently in rural areas while living in urban areas with their main occupation. These efforts have made it possible to "acquire a new career while continuing with the existing job", which leads to "adapting to changes in the social environment and continue working".

Career Support for the Elderly

"Providing functions that can respond to diverse changes and diverse work-styles"

Nikon Nisso Prime is working to build career support functions for the elderly who are motivated to work so that they can respond to diverse environmental changes and work-styles. Initiatives such as career support training contribute to raising awareness and motivating employees to continue working in new environments, and to the development of individual skills to realize their career plans.

(Career support results from January 2020 to the end of September 2023)

- Career support training # of times: 57
of participants: 2,079 total
- Career interviews # of times: 599 total

【Results】 (Subject: Nikon Nisso Prime Corporation)

Number of older employees

FY 3/2023

598

Creating New Opportunities for the Elderly to Flourish

"Cooperation with local authorities. Promoting regional revitalization with the diverse experiences of the elderly."

In the era of the so-called "100 years of life", NISSO HOLDINGS believes that in order for individuals to work as long and energetically as possible, broadening their horizons and having them take on challenges without being limited to a single company or region will lead to "fulfillment" for the elderly, which will also contribute to the creation of innovation in society as a whole. In rural areas, "sustainable urban development" initiatives are being promoted in various regions, and diverse experience of human resources working in urban areas are required.

Nikon Nisso Prime aims to actively contribute to the challenges of regional revitalization, the declining birthrate and population decline in Japan through "relationships with people" that utilize the knowledge, expertise and diverse experiences possessed by the elderly, and is working on activities to create attractive communities in cooperation with local authorities. Through these contributions to the local community, Nikon Nisso Prime provides new opportunities for the elderly to flourish, and by demonstrating the knowledge and expertise that they have cultivated, they are linked to the creation of new "purpose in life" and "fulfillment".

Initiatives with Local Authorities



Nanbu-cho, Tottori

Agreement concluded
on Dec. 16, 2021

Regional revitalization initiatives aiming for sustainable local communities



Mr. Fujiwara (pictured on far right), who has been working as a town development manager since April 2023, is working on the evolution of population creation initiatives, including the promotion of projects related to community development projects such as migration and settlement.



Tsuru City, Yamanashi

Agreement concluded
on Mar. 17, 2022

Promotion of regional revitalization through government-private sector collaboration



Mr. Ishii (pictured on right), who has been participating in new projects as a city employee leader since April 2022, is creating and operating businesses from a new perspective based on the experience and knowledge he has accumulated over the years.



Naie-cho, Hokkaido

Agreement concluded
on Aug. 31, 2022

Promotion of regional revitalization and regional activation



Mr. Kurishima, who has been working as a lifelong town advisor since October 2022, is working on regional revitalization while utilizing his expertise and knowledge he has accumulated so far. Naie-cho aims to advance the resolution of regional issues through the use of private-sector specialists.

Diversity (Active Participation of Employees with Disabilities)



Nisso Pure Co., Ltd.
<https://www.nisso-pure.co.jp/>

Active Participation of Employees with Disabilities

In April 2007, Nisso Pure Co., Ltd. was established as a special-purpose subsidiary of NISSO CORPORATION in order to actively hire people with disabilities, with the aim of fulfilling corporate responsibility through the employment of people with disabilities.

Nisso Pure Corporate Philosophy

We aim to put into practice the philosophy of "Nurturing and Bringing Out the Best in People" and to further contribute to society.

Nisso Pure's mission is to develop the skills and abilities of employees with disabilities through their work, thereby creating a stage for the growth and self-realization of each individual, expanding the circle of activities, and leading them to rich and happy lives.

Going forward, Nisso Pure will continue to contribute to the realization of a sustainable society while growing together as a company that not only complies with laws and regulations, but also has a high sense of ethics, accepts diverse values, and values each and every person's motivation and work satisfaction.

Promotion of Employment of People with Disabilities

At Nisso Pure, employees with various disabilities (physical, intellectual, and mental) are referred to as Challenged Staff (CS), and staff who provide guidance and support to those employees are referred to as Servant Staff (SS). For CS employees, as people who take on challenges, Nisso Pure will continue to expand the scope of their work areas to make full use of their potential and develop them to flourish.

Aiming for the success of each and every employee, the SS, who provide guidance and support to employees, are qualified as job coaches (company-registered workplace adaptation supporters), utilize internal systems such as the leader system, the Meister system, and the commendation system, and strive everyday to develop abilities and increase motivation tailored to the qualities of each employee with disabilities. From April 2023, Nisso Pure has introduced AS (Assistant Staff) to the new leader system, making it possible for CS employees to be promoted to SS employees. Currently, 4 CS employees have been selected to support SS in the workplace and provide guidance to CS employees.

NISSO CORPORATION's employment rate for people with disabilities as of June 1, 2023 was 2.282% (number of people employed with disabilities: 224 / 299 points).

【Results】 (Subject: NISSO CORPORATION (Including Nisso Pure))

Number of employees with disabilities	Employment ratio of people with disabilities
June 1, 2023 224	June 1, 2023 2.28%

Ensuring Diversity of Work

In May 2023, Nisso Pure established a new office in Nakamachidai, Tsuzuki-ku, Yokohama. At the Nakamachidai Office, people with disabilities are actively engaged in light work. In addition, at the Shin Yokohama Head Office, employees with disabilities focus on BPO operations such as those provided by the parent company, NISSO CORPORATION, while at the Sachiura and the Fukuura Offices, employees with disabilities make the most of their individuality and play an active role, focusing on work requested by transportation companies.



Shin Yokohama Head Office

There are members of the in-house cleaning team who clean the Head Office building on a daily basis, and members of the administrative team who create business cards, sort mail, and perform tasks entrusted to them by the parent company.



Nakamachidai Office

There are many operations that are part of Nisso Pure's own business. Various operations such as sales, light work and office work are consolidated, and they also offer tours and other activities here.



Sachiura Office

Nisso Pure carries out tasks such as picking and packaging for e-commerce sites, food assembly, and cleaning of automobile parts.



Fukuura Office

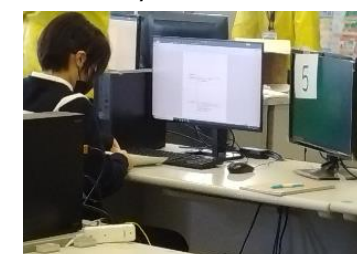
From the assembly of food products, members carry out packing and packaging work using packaging machines. In addition, they also support the assembly of various products.

Kanagawa Skills Competition for Persons with Disabilities

(Abilympics)

The Abilympics is a competition in which people with disabilities compete in vocational skills (abilities), and Nisso Pure participates with the aim of improving the skills of their staff by demonstrating and further refining the skills cultivated in daily work.

At the Kanagawa Skills Competition for Persons with Disabilities held in October 2023, 1 person participated in product packing and 1 person participated in word processing. In product packing, Nisso Pure has won prizes every year, and has been active this year as well.



Continuous Service Awards Ceremony

In January 2023, a ceremony was held to recognize employees with 10 years of continuous service, and 6 CS employees were honored.



Aiming for Diverse and Flexible Work-styles

■ Basic View

Companies are required to respond to changes such as the "decline in the working population due to the declining birthrate and aging population" and the "diversification of working needs".

In order to respond to these changes, the Nisso Group believes that it is important to foster a corporate culture in which employees can choose a work-style that suits them individually based on their own autonomous way of thinking. By valuing these changes, we believe that a virtuous cycle of increased engagement, securement of excellent human resources, and increased productivity will function, and as a result, the sustainable growth of the Nisso Group will be realized.

Initiatives to Realize Materiality (Key Issues)

Materiality 1

Creation of a comfortable workplace

The Nisso Group aims to create a workplace environment where each and every employee can feel a sense of satisfaction and satisfaction in their work, and grow with peace of mind. In order to realize the key issues of "creation of a comfortable workplace" and "responding to social and structural changes", we have implemented various policies centered on the "Human Resources Development Policy" and the "Internal Environment Improvement Policy", and we are making efforts to construct a personnel system that values personality and individuality, and that can provide fair opportunities for recruitment, employment, skills development, education, salary increases, advancement/promotion, etc., according to ability.

System that can realize work-life balance

In April 2020, at NISSO CORPORATION, we introduced a region-limited employee system to meet the needs of employees who want to lead lives rooted in their local communities. In addition, we are promoting the use of paid leave in order to increase the number of days taken per employee per year each year.

Status of Mid-career Recruitment

In the Nisso Group, a wide variety of people, mainly manufacturing staff, are employed, and many members support the Nisso Group as immediate, ready-to-work employees, without the handicap or disadvantage of entering the company mid-career.

【Results】 (Subject: NISSO CORPORATION)

Mid-career recruitment ratio of regular employees		
FY 2020	FY 2021	FY 2022
89.5%	97.0%	94.3%

※Publication of mid-career recruitment ratio based on the Act on Comprehensive Promotion of Labor Policies

※ Publication date: April 1, 2023 (as of March 16, 2023)

Materiality 2

Responding to social and structural changes

Participation in the Health and Productivity Management Alliance

NISSO CORPORATION joined the Health and Productivity Management® Alliance in June 2023.

The Health and Productivity Management® Alliance is an organization of 265 companies and organizations (as of October 31, 2023) that share the vision of "revitalizing Japanese companies through the employee health and realizing the sustainability of health insurance". The Health and Productivity Management® Alliance aims to identify data-driven issues, implement solutions, and evaluate various measures through the promotion of collaborative health in collaboration between companies and health insurance organizations. In addition, through the steady implementation of the PDCA cycle based on the Data Health Plan, we will realize the co-creation and implementation of solutions for shaping health management and the creation of results in industry.

In order to realize the Nisso Group's founding philosophy of "Nurturing and Bringing Out the Best in People", we must ensure that our employees and their families are healthy both physically and mentally. We believe that it is important to create an environment where diverse human resources can maximize their abilities, and we have established a policy to support the maintenance and promotion of health. Through our participation in the Health and Productivity Management Alliance, we will work to improve work engagement and promote work-life balance, thereby accelerating human capital management.

Obtainment of Yokohama Health and Productivity Certification

NISSO CORPORATION has received the Yokohama Health and Productivity Management Certification Class A certification, which aims to contribute to the sustainable growth of society as a whole and the realization of a lifelong active society by creating an environment where each and every employee can work safely and energetically for a long time.

Registration as Promotional Partner Company for

"Corporate Action to Promote Cancer Control"

NISSO HOLDINGS has registered with the "Corporate Action to Promote Cancer Control", a national project with the aim of achieving a cancer screening rate of 60% or more in the workplace through corporate collaboration for the early detection and treatment of cancer.

Basic View

The Nisso Group recognizes the diversity of human rights, religion, gender, sexual orientation, age, nationality, disability, etc., and recognizes that it is a corporate responsibility to respect all human rights and strengthen our business foundation. NISSO HOLDINGS has formulated the "Policy on Human Rights and Labor", and is engaged in management that respects human rights.

Nisso Group Policy on Human Rights and Labor

Recognizing that respect for human rights is the foundation of business in our daily activities, NISSO HOLDINGS Co., Ltd. and our affiliates (hereinafter, the "Nisso Group") shall uphold and commit to the following policy in order to advocate international standards on human rights, such as the United Nations Global Compact's principles concerning human rights · labor, and conduct the management of respect for humanity.

① (Free choice of employment)

The Nisso Group is committed to not employing any kind of forced labor in our business activities.

- We shall not employ forced labor, bonded or indentured labor, or involuntary prison labor.
- Certification documents belonging to individuals, such as passports and ID cards, shall be kept · managed by employees, and the Nisso Group shall not retain any of the original documents.
- The relationship between workers and the Nisso Group shall be voluntary, and workers shall have the freedom to leave their workplaces or to terminate their employment at any time.

② (Young workers)

The Nisso Group is committed to complying with the minimum age laws and requirements of each country, and to not employing child labor.

- We shall not hire children under the age of 15 in Japan.
- We shall also give appropriate consideration to young workers under the age of 18 in conformity with domestic laws.

③ (Working hours)

The Nisso Group is committed to complying with the laws and regulations related to labor of each country regarding working hours · holidays · vacations (paid leave).

④ (Wages and welfare · benefits)

The Nisso Group is committed to complying with the wage-related laws of each country, to making appropriate salary payments, and to not making unjust reductions or deductions.

- We shall provide workers with ways to accurately confirm their compensation on a regular basis.
- Compensation shall be paid by cash or bank transfer on a regular basis.

⑤ (Humane treatment)

The Nisso Group is committed to taking strict measures to prevent harsh and inhumane treatment, such as abuse and harassment.

- We shall not tolerate or engage in acts such as sexual harassment · sexual abuse · corporal punishment · mental or physical coercion · verbal abuse.

⑥ (Elimination of discrimination)

The Nisso Group is committed to respecting the diversity of each individual and to creating a workplace free of harassment and unlawful discrimination.

- We shall eliminate discrimination based on human rights · creed · gender · age · social status · family origin · nationality · ethnicity · religion · sexual orientation · gender identity/expression · marital status/history · pregnancy status · protected genetic information · presence/absence of military experience · political affiliation · status of labor union participation, or presence/absence of disabilities.
- We shall value personality · individuality, and shall provide fair opportunities for recruitment · employment · skills development · education · salary increases · advancement/promotion, etc., according to ability.

⑦ (Freedom of association)

In accordance with the laws and customs of each country, the Nisso Group is committed to respecting the operation of labor unions and organizations of employees, and to respecting the rights of workers, including their formation of and participation in such organizations, and their right to collective bargaining.

⑧ (Full dissemination)

In order to ensure the thorough observance of this policy, we shall appropriately implement education for our officers and employees, disseminate its content, and conduct checks on a regular basis to further promote the management of respect for humanity.

Toward Raising Awareness of Human Rights

The Nisso Group's goal is to respect the human rights of all people and create an environment free from discrimination. We aim to achieve a 100% implementation rate of human rights education for all employees, including on-site workers and contract employees.

In addition, we have established a system for the implementation of human rights due diligence, determined audit items and personnel in charge, and deepened understanding of human rights by displaying harassment prevention posters.



【Results】 (Subject: NISSO CORPORATION)

Number of human rights education participants

FY 3/2023

16,716

Safety and Health Initiatives



Nisso Group's "Safety and Health Initiatives"

<https://www.nisso-hd.com/en/sustainability/materiality/health/>

Basic View

We recognize that ensuring the safety and health of workers in the workplace and creating a comfortable working environment are key management issues.

In accordance with the Occupational Safety and Health Policy, the Nisso Group aims to reduce management risks and improve employment opportunities for the working people by clarifying systems and continuing to build, implement, and improve management and activity systems.

Nisso Group Occupational Safety and Health Policy

The Nisso Group's occupational safety and health activities are the foundation of our corporate management, and ensuring the safety and health of all workers working at the Nisso Group has become our utmost priority. By establishing a comfortable work environment, and by unifying the entire company to work together in all aspects of our business activities, we will strive to actively promote and improve our occupational safety and health activities, and will continue to aim for a true zero disaster workplace.

- ① In all aspects of our business activities, we will strive to prevent workplace accidents and disasters by taking the necessary measures to eliminate or reduce risks based on the investigations of dangers and hazards and the results thereof.
- ② We will develop safety and health activities with the participation and cooperation of all employees and relevant parties of NISSO, and will continue to aim for the improvement of our safety and health standards.
- ③ We will comply with the Industrial Safety and Health Act, relevant laws and regulations, and the safety and health regulations established at the workplace, and will endeavor to improve the level of our safety and health management structure.
- ④ We will establish, periodically review, and continuously enhance our occupational safety and health management system, and will continue to aim for the further improvement of our safety and health standards.
- ⑤ In order to prevent health problems caused by overwork and mental health-related issues, we will enhance our health management structure and promote the maintenance of health for all employees.
- ⑥ We will promote measures to prevent traffic accidents, and will raise awareness in order to ensure both vehicular and pedestrian traffic safety.
- ⑦ We will conduct education and training necessary to ensure the safety and health of all employees, and will improve their knowledge and awareness regarding safety and health.
- ⑧ We will ensure the full dissemination of NISSO's Occupational Safety and Health Policy to all employees, and will continue to aim for zero accidents and disasters in the workplace.

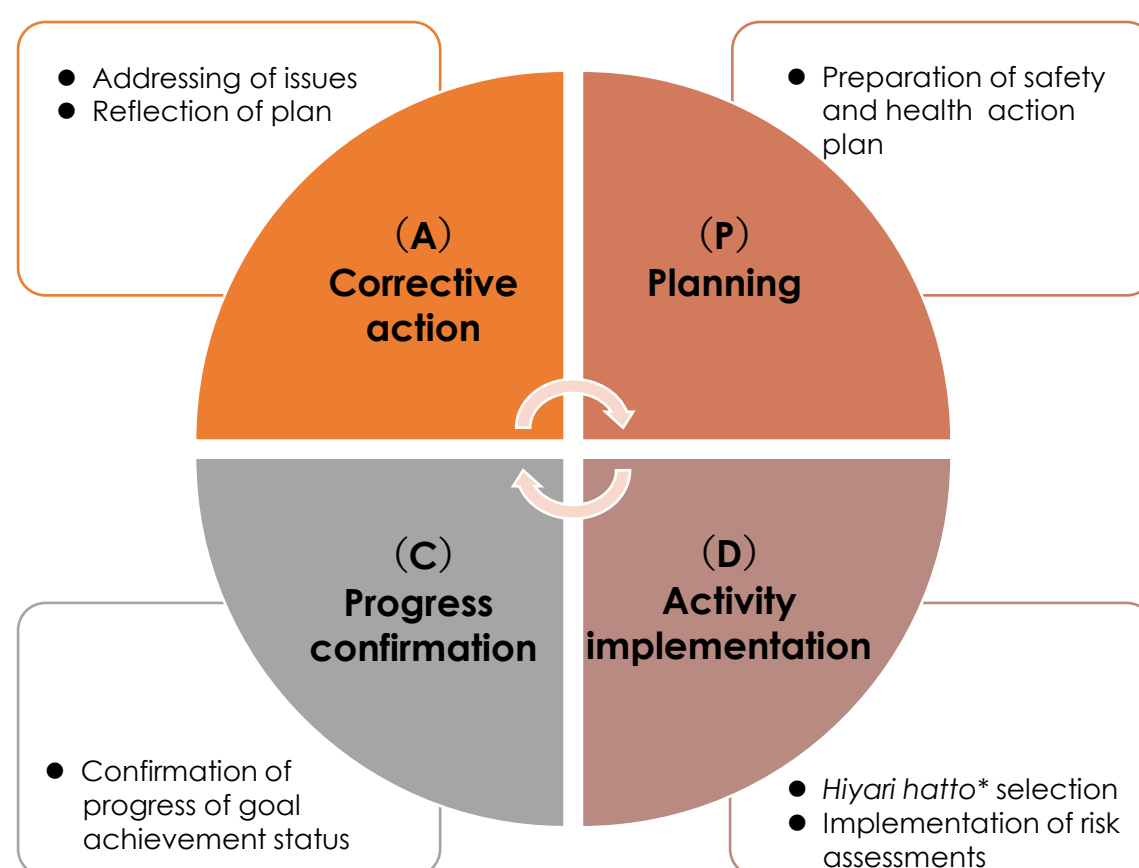
【Results】 (Subject: NISSO CORPORATION)

Frequency rate of lost work time due to work-related accidents (Years)	Ratio of work-related accidents resulting in lost work time by 1,000 persons (Years)
FY 3/2023 1.20	FY 3/2023 1.31

Occupational Safety and Health Management

In order to manage the safety and health of our company, the Nisso Group has established a company-wide Safety and Health Committee and a safety and health committee for each business site, and holds a meeting once a month for each committee to deliberate and share information on the prevention of occupational accidents and health problems. In addition, in order to ensure the safety and health of all working people, we have introduced an occupational safety and health management system, formulated a company-wide action plan to achieve zero occupational · traffic accidents, and are promoting the PDCA (Plan, Do, Check, Act) cycle of safety and health activities.

Unique "Occupational Safety and Health Management System"



(P) Planning

- Declaration of safety and health policy
- Setting of safety and health goals for each business site and workplace
- Establishment of workplace safety and health system, and formulation of workplace rules
- Creation of safety and health plan

(D) Implementation · inspection · improvement of health and safety plan

- Risk assessments, workplace inspections, *hiyari hatto*, etc.

(C) Progress confirmation

- Reporting, confirmation, deliberation, and recording at the Safety and Health Committee
- Investigation of causes of occupational accidents, etc.

(A) Corrective action

- Reflection of activities in safety and health activity reports
- Preparation of safety and health activity report

Occupational Safety Activities

Based on the Occupational Safety and Health Policy, we formulate one-year activity plans and carry out safety and health activities.

Promotion of Annual Plans based on Safety and Health Management Structure

National Safety Week

We held the "National Safety Week" for the purpose of preventing occupational accidents. During the implementation period from July 1 to July 7, 2023, we notified employees of the contents of our occupational accident prevention activities, and worked to improve safety activities and safety awareness.

(Slogan)

Raising awareness and safety behavior

Let's build a zero-disaster workplace for everyone

(Main priority items)

- ① Measures to prevent machinery-related accidents and falls
- ② Measures to promote voluntary safety and health activities
- ③ Measures to prevent traffic accidents etc.

Year-end and New Year "Zero Accident" Campaign

The period from December 1, 2022 to January 15, 2023 was carried out as the "Year-end and New Year Zero Accident Campaign". Based on the notification and implementation guidelines of the Ministry of Health, Labour and Welfare, we shared priority implementation items and worked on safety activities in order to achieve zero-accidents and zero-disasters.

Measures for Hazard Prevention

Risk Assessments

Based on our annual plans, we conduct risk assessment activities in advance at our workplaces in order to prevent hazards. We conduct more thorough activities at sites where we manage chemical substances.

Workplace Inspections

We reduce risks by promoting safety guidance and improvements by conducting workplace inspections (at all workplaces) by health officers and workplace inspections by industrial physicians (at locations of 50 or more people).

Hiyari Hatto (near-miss reporting) Activities

In order to identify potential risks in the workplace and prevent disasters in advance, we report and improve *hiyari hatto* activities.

Disaster Prevention Initiatives

We conduct regular disaster prevention drills at workplaces, provide guidance and education for fire prevention, and conduct inspections of employee dormitories, etc.

Safety and Health Education

Hazard Simulation Education

Nisso Technical Centers (TCs), which are training facilities owned by NISSO HOLDINGS in 9 locations nationwide, are furnished with equipment that simulate hazards, and education with real-world experiences are provided.



KYT (Kiken Yochi Training, or Hazard Prediction Training)

KYT is implemented as a voluntary activity. By raising our sensitivity to hazards and applying them to risk assessment practices, we are able to create a safer workplace environment.

Safety and Health Study Groups

We hold study group sessions aimed at promoting safety and health activities and acquiring knowledge of laws and regulations. We will further raise safety and health standards by raising safety awareness among all employees involved in the promotion activities, including safety personnel.

(KYT activities at the Yamaguchi Satellite)



Traffic Safety Initiatives

Accident Prevention Activities

We are taking various measures to prevent traffic accidents, such as having our staff take courses at driving schools, utilizing analysis results by obtaining driving record certificates, enforcing parking rules and conducting quarterly checks, installing drive recorders in new vehicles and conducting video checks, creating traffic warning maps, conducting on-board passenger checks, having our staff watch traffic safety videos, implementing traffic KYT, and thoroughly implementing vehicle 4S.

In addition, in order to raise awareness of safe driving, we continuously conduct traffic safety patrol activities at the gates and parking lots of our clients' factories.

■ Promotion of Occupational Health Management

The Nisso Group places top priority on the health of our employees. In order to ensure their health, we promote work environment management, work management and health management, which are the fundamentals of occupational health management. At the same time, we promote the creation of a workplace environment where employees can work for a long time in good physical and mental health.

Health and Occupational Health Management Initiatives

Appropriate management of working hours to control long working hours

In order to control long working hours, we have established our own rules to prevent overwork by providing interview guidance by doctors in accordance with the requirements for overtime work hours.

Various health examinations

We carry out various health examinations (general and special health examinations, etc.) to help maintain and improve the health of workers by listening to opinions from doctors based on the results, and recommending re-examinations.

Heatstroke prevention measures

From May to September 2023, we implemented measures to prevent heatstroke among employees by distributing salt candy and proposing environmental improvements at workplaces with the goal of zero heatstroke occurrences.

National Occupational Health Week

We held "National Occupational Health Week" with the aim of preventing health disorders. During the implementation period from October 1 to October 7, 2023, we notified employees of the contents of our activities to prevent health problems and worked to improve health management and the workplace environment.

(Slogan)

Let's aim to be two-way

A healthy workplace for mind and body

(Main priority items)

- ① Prevention of health problems caused by chemical substances
(Implementation of risk assessments)
- ② Promotion of mental health care
- ③ Securement of worker safety and utilization of safety confirmation system

Measures to Prevent Health Problems

Health problem prevention activities and management

Based on our annual plan, we are implementing activities to prevent health problems caused by heat stroke, infectious diseases, and lower back pain. In addition, as activities to prevent health problems caused by chemical substances, we implement risk assessments, improve the workplace environment and work methods, and carry out activities to maintain a comfortable workplace, such as wearing appropriate protective equipment.

Mental Health

NISSO HOLDINGS carries out mental health activities not only for physical health but also for mental health promotion. We provide regular mental health education (self-care and "line care", or employee care overseen by managers), and have established an in-house "mental care consultation room" to provide counseling and awareness-raising activities related to mental health. In addition, we conduct stress checks once a year for our employees, recommend doctor interview guidance to people with high levels of stress, and make efforts to improve work environments based on organizational analysis.

In addition, NISSO CORPORATION, the core company of the Nisso Group, has established the following "Mental Healthcare Policy" and is working to establish and improve mental health.

■ Nisso Group Mental Healthcare Policy

In order for a company to grow and operate soundly, it is the basis of all things that all employees can work safely and in good health, and the Nisso Group aims to support the realization of a richer social life. In order to achieve this, based on the Ministry of Health, Labour and Welfare's "Guidelines for Maintaining and Improving Workers' Mental Health", we recognize that mental health is an important issue for the happy lives and vibrant workplaces of all employees and their families. We will implement the following matters to address and improve mental healthcare so that we are able to maintain physical and mental health and work with vitality.

- ① Provision of education, training and information
We will strive to raise awareness by providing education, training, and information on mental health knowledge, other health measures, and ways to prevent, reduce, and deal with stress.
- ② Implementation of stress checks
Stress checks will be carried out in accordance with laws and regulations to help employees become aware of stress. We will also recommend that employees perform self-checks as needed from the viewpoint of prevention.
- ③ Maintenance of a consultation structure
We will maintain a structure that allows employees to feel more comfortable to seek assistance so that they can recover their health through interviews with industrial physicians, etc., when they feel physically and/or mentally unwell.
- ④ Improvement of working environments
We will strive to prevent physical and mental fatigue by reducing working hours through business improvements and promoting the acquisition of planned annual paid leave.
- ⑤ Compliance with laws and regulations
We will comply with laws and regulations concerning the handling of personal information when conducting mental healthcare.



Response to Climate Change (TCFD)



Nisso Group's "Response to Climate Change"
<https://www.nisso-hd.com/en/sustainability/environment/>

■ Basic View

The Nisso Group strives to contribute to society through investments in "people", which are our driving force, and at the same time, we recognize that responding to climate change, which is essential for the survival of our business, is an important management issue.

Through a series of human resources service activities, we are committed to global environmental conservation and pollution prevention, and by clarifying the financial impact of climate change on our company, we aim to improve corporate resilience and realize the key issue of "Creation of a comfortable workplace".

■ Nisso Group Environmental Policy

Through a series of human resources services activities, NISSO HOLDINGS Co., Ltd. and its affiliates (hereinafter, the "Nisso Group") has regarded global environmental conservation and pollution prevention as one of the most significant management issues. In order to achieve harmony with our business activities and the global environment, we have formulated this Environmental Policy.

After recognizing the environmental impact caused by business activities, in accordance to the following basic policy, all employees will be actively involved in the creation of a recycling-oriented society as the Nisso Group sets and re-examines environmental objectives and targets, co-exists with local communities and strives to make continuous improvements.

- ① With regards to business activities, we will devote our efforts to the following items in order to prevent pollution and reduce environmental burdens.
 1. Thorough reduction of electricity consumption in offices
 2. Promotion of eco-driving
 3. Thorough sorted collection of waste material
 4. Active contribution to local environmental conservation activities of local communities and clients
 5. Increase of green purchasing rate of company-use equipment
- ② We will comply with environmental laws · ordinances · regulations, and other requirements.
- ③ We will make considerations for the utilization of sustainable resources · mitigation and adaption of climate change · protection of biodiversity and ecosystems.
- ④ We will promote awareness-raising activities such as internal public relations activities to ensure that all employees are able to enhance their awareness of environmental conservation and fully comprehend our Environmental Policy.
- ⑤ We will periodically re-examine and disclose this Environmental Policy to the general public.

■ Response to Climate Change

Recognizing that rising temperatures due to climate change will have a significant impact on our business, the Nisso Group is enhancing the quality and quantity of information disclosure based on the TCFD framework of "Governance", "Strategy", "Risk Management", and "Indicators and Targets".

In order to limit the temperature rise to less than 1.5 °C in the second half of the 21st century, NISSO CORPORATION, the core of the Nisso Group, has identified medium-term risks until 2030 and long-term risks until 2050 based on the 4 °C, 2 °C, and 1.5 °C scenarios, and has formulated strategies to reduce these risks and acquire opportunities.

With the aim of further enhancing information disclosure on climate change, we have endorsed the Task Force on Climate-related Financial Disclosures in October 2023. In addition, we are also a member of the TCFD Consortium, a forum for discussion among supporting companies.



Governance

With regard to "Governance", the "Sustainability Council", which is part of the "Corporate Value Enhancement Committee" chaired by the Representative Director and President, identifies issues related to climate change and devises measures to resolve them, consults with the Committee, and approves them at the "Board of Directors' Meetings" of NISSO HOLDINGS.

Strategy

We refer to reports issued by the IEA for transition scenarios (Note 1) and IPCC for physical scenarios (Note 2) to develop strategies for identifying risks and acquiring opportunities that will impact NISSO HOLDINGS' business, strategy and financial plans.

1. Streamlining of sales activities

Opportunity

The use of company-owned vehicles in sales activities has become essential, and a certain amount of gasoline and other fuels are used. In order to reduce greenhouse gas emissions in our sales activities, NISSO HOLDINGS is promoting switching to more fuel-efficient transportation methods such as hybrid vehicles, and establishing remote work environments. As a result, it is possible not only to reduce costs, but also to gain opportunities such as acquiring new clients.



Response to Climate Change (TCFD)

2. Reduction of reputation risk and enhancement of brand strength in the recruitment market

Transition risk

Opportunity

The source of NISSO HOLDINGS' business is "people", and more than 10,000 diverse human resources visit us for interviews throughout the year. By enhancing our brand strength while promoting measures to prevent global warming, which society demands, we are working not only to reduce reputation risk but also to create new opportunities.

3. Suspension of operations due to floods, etc.

Physical risk

Supply chains may be disrupted due to abnormal weather such as large typhoons and storms at client factories, or factories may be shut down due to damages, which may affect the working conditions of dispatching and business contracting.

4. Health hazards caused by heat waves, droughts, etc.

Physical risk

Due to the increase in heat waves and droughts associated with global warming, health hazards such as heatstroke may increase among the employees of NISSO HOLDINGS, which may affect their working conditions.

5. Introduction of carbon tax, etc.

Transition risk

In the event that a new tax system such as a carbon tax is introduced due to the increased momentum to respond to climate change, the business performance of NISSO HOLDINGS may be affected.

Note 1: NISSO HOLDINGS refers to various scenarios in the World Energy Outlook (WEO) published annually by the International Energy Agency (IEA). Specifically, we identified risks and opportunities based on NZE for the 1.5°C scenario, SDS for the 2°C scenario, and STEPS for the 4°C scenario.

Note 2: NISSO HOLDINGS refers to various scenarios in the Fifth Assessment Report (AR5) issued by the Intergovernmental Panel on Climate Change (IPCC). Specifically, we identified risks and opportunities based on RCP2.6 for the 2°C scenario and RCP8.5 for the 4°C scenario. In addition, the 1.5°C scenario refers to the 1.5°C Special Report.

Risk Management

Analysis and evaluation are conducted in conjunction with compliance and risk management, and approval is given by the Board of Directors after discussion by the Corporate Value Enhancement Committee.

Indicators

While monitoring the current situation and measuring the effects, NISSO HOLDINGS is promoting initiatives toward the target of reducing greenhouse gas emissions.

Scope1 (Emissions calculated from fuel usage of company-owned vehicles)

FY 3/2021	FY 3/2022	FY 3/2023
2,213	2,279	2,418
t-CO ₂	t-CO ₂	t-CO ₂

In order to reduce greenhouse gas emissions in our sales activities, NISSO HOLDINGS is working to reduce emissions by promoting a switch to more fuel-efficient means of transportation and improving the efficiency of our sales activities.

Scope2 (Emissions calculated from electricity consumption in offices)

FY 3/2021	FY 3/2022	FY 3/2023
738	714	698
t-CO ₂	t-CO ₂	t-CO ₂

While promoting efficiency in our business activities, NISSO HOLDINGS is working to reduce electricity consumption and emissions by curbing overtime and other overtime work.

Note: In order to calculate CO₂ emissions, NISSO HOLDINGS uses "Sustana", a cloud service provided by Sumitomo Mitsui Banking Corporation to support CO₂ emissions calculation and reduction (validation of calculation formula and emission count DB confirmed by SGS Japan Inc.).

Target

We have set the following greenhouse gas emissions reduction targets and will continue to implement them further.

Interim reduction target

Reduce by 30%
by 2030 based on FY 3/2021

Long-term reduction target

Achieve carbon neutrality
(net zero emissions) by 2050



Environmental Initiatives (ISO14001)



■ Basic View

Through a series of human resources services activities, NISSO CORPORATION strives to protect the global environment and prevent pollution, and aims to harmonize its business activities with the global environment. In addition, NISSO CORPORATION is working on continuous improvements based on its Environmental Policy.

Acquisition of ISO14001

In 2005, NISSO CORPORATION acquired ISO14001 certification for management of manufacturing-related human resources services at its headquarters.



Obtained at HQ only

Under the ISO14001 environmental management system, NISSO CORPORATION has established an Environmental Policy with its President as the top management, formulated an environmental action plan, and is carrying out the environmental activities of NISSO HOLDINGS.

In addition, NISSO CORPORATION has established a system to provide feedback on the results of its activities to the top management and is implementing the PDCA cycle.

Furthermore, through annual management reviews, it confirms the appropriateness, validness and effectiveness of its environmental management system, and is making continuous improvements.

Environmental Contribution Activities

Introduction of charity vending machines

As part of our SDGs and social contribution activities, we replaced 4 vending machines installed in the NISSO CORPORATION Headquarters Building with charity vending machines from the Nippon Foundation. The charity vending machine is a system in which 10 yen is donated to the Nippon Foundation for every bottle of beverage purchased by an employee. We will contribute to environmental activities through these activities.

(Support recipients)

- Special Fund for Disaster Recovery : Special fund to respond to emergency relief
- Umi to Nihon (the Sea and Japan) Project : Supporting hands-on events such as marine environmental conservation and garbage collection



Activities based on Environmental Policy

As part of our environmental conservation activities, NISSO HOLDINGS is promoting eco-driving (the use of automobiles that reduce environmental impact). By being conscious of eco-driving, we reduce gasoline consumption, CO2 emissions, and avoid the risk of accidents and damage due to improved driving manners, which leads to reduced damage and replacement of parts, etc.

Activities and targets to prevent pollution and reduce environmental impacts

We have set specific targets to prevent pollution and reduce environmental impacts. The target values are based on last year's results, taking into consideration factors such as equipment renewal and the expected number of personnel.

Thorough reduction of electricity consumption in offices (electricity usage)

(FY2022 Target) Keep within 550,000 kWh per year

(FY2022 Actual) 600,000 (Down 1.8% from last year)

This was due to the switch to LEDs, which was completed by February 2023, but the main reason for not achieving the target was that the switch to LEDs took longer than expected.

Improvement of fuel efficiency through eco-driving (fuel efficiency)

(FY2022 Target) Annual average of 20km/L or more

(FY2022 Actual) Annual average of 23.44km/L (Down 20.4% from last year)

The target was achieved due to an increase in mileage as a result of increased sales activities following the convergence of the COVID-19 pandemic.

Thorough sorted collection of waste material (waste disposal costs)

(FY2022 Target) Keep the total within 2 million yen per year

(FY2022 Actual) Total of 1.57 million yen per year

The main reason for the achievement and reduction of the target was due to increased operational efficiency through digitization.

Thorough purchase of green products (purchasing rate)

(FY2022 Target) Aim for purchasing rate of 96% or more

(FY2022 Actual) 95% (Same level as last year)

With the aim of increasing the ratio of green product purchased, we will promote the dissemination of information within the company.

Thorough reduction of paper in offices (paper usage)

(FY2022 Target) Keep the total within 1,100 packets per year

(FY2022 Actual) 934 packets

The main reason for the achievement and reduction of the target was due to increased operational efficiency through digitization.

Thorough water saving in offices (water usage)

(FY2022 Target) Keep the total within 3,100m³ per year

(FY2022 Actual) 3,345m³

The main reason for the deterioration and failure to achieve the target was the increase in the number of employees who came to work due to the convergence of the COVID-19 pandemic. We will continue to strive to thoroughly conserve water.

※ Figures in actual results have been rounded down.



■ Nisso Group Ethics Policy

The Nisso Group, as well as our officers and employees, shall uphold and comply with the following policy in order to share our commitment to and ensure the awareness of compliance, which is fundamental to corporate management.

① (Ethical compliance with laws and regulations)

With high ethical standards, we shall act with integrity and respect both the letter and the spirit of the law both at home and abroad.

② (Elimination of improper benefits)

We shall prohibit bribery, corruption, extortion, and embezzlement of any kind. In addition, we shall not engage in acts that fall within the scope of bribery, such as granting, accepting, requesting, authorizing, or making promises for (improper) benefits, with the aim of engaging in inappropriate acts which violate laws and internal regulations by abusing our authority or position in the course of our duties.

③ (Information disclosure and transparency)

We shall disclose corporate information to our stakeholders, such as clients, shareholders · investors, business partners, the government, local communities, and society in a timely · accurate manner in order to enhance transparency.

④ (Protection of intellectual property)

We shall respect the intellectual property of others obtained through our corporate activities, and protect confidential information.

⑤ (Fair · transparent · free competition and business transactions)

We shall always engage in fair · transparent · free competition and business transactions in domestic and overseas markets.

⑥ (Protection of identities and elimination of retaliation)

In conformity with laws and internal regulations, we shall protect those who report any wrongdoings (whistle-blowers) using internal systems, such as by telephone or e-mail, from being forced into disadvantageous situations or from being retaliated against.

⑦ (Dissemination and thorough observance)

In order to ensure the thorough observance of this policy, we shall appropriately implement education for our officers and employees, disseminate its content, and conduct checks on a regular basis to further promote compliance management.

Compliance System

The Nisso Group has established the "Nisso Group Charter of Corporate Behavior", which indicates the core concepts of a company that conducts sound and sincere business activities, and the "Nisso Group Employee Code of Conduct", which provides specific action guidelines. We also distribute the pocket leaflet "NISSO Michishirube" (literal meaning: "NISSO Guidelines") which contains the aforementioned Charter and Code to officers and employees of the Nisso Group in order to ensure that they are fully aware of legal compliance and ethical behavior. In addition, we have established an educational system on compliance based on our "Compliance Regulations", and provide regular training on such matters to officers and employees. Also, in order to detect violations of laws and regulations at an early stage, NISSO HOLDINGS and our subsidiaries have established "Whistleblower Protection Regulations", and have set up the "Nisso Group Internal Reporting Counter" as an external contact point. Furthermore, in addition to prohibiting the disadvantageous treatment of informants, we have developed and continue to operate a system to investigate and administer corrective and recurrence prevention measures in the event of any such submission of reports.

Establishment of a Counter based on the Internal Reporting System

We have set up the "Nisso Group Internal Reporting Counter" to prohibit disadvantageous treatment of informants, and have developed and are operating a system to investigate and administer corrective and recurrence prevention measures in the event of any such submission of reports.

Compliance Education

With the aim of ensuring thorough compliance, NISSO HOLDINGS distributes the "NISSO Michishirube" to all officers and employees, including the Nisso Group companies, and conducts compliance education once a year. For new employees, we conduct ethics education during new employee training. In addition, we are making thorough efforts to raise awareness of harassment prevention among all employees by hanging posters and issuing notifications on harassment prevention.

【Results】 (Subject: NISSO CORPORATION)

Number of compliance education participants

FY 3/2023

16,716

Initiatives to Protect Personal Information

We believe that it is our important responsibility to properly manage the personal information of our clients, business partners, shareholders and other stakeholders acquired through our business activities, and strive to appropriately manage personal information under our Privacy Policy.

Coexistence with Diverse Communities

Nisso Group's "Community Contribution Activities"
<https://www.nisso-hd.com/en/sustainability/materiality/communities/>

Community Contribution Activities

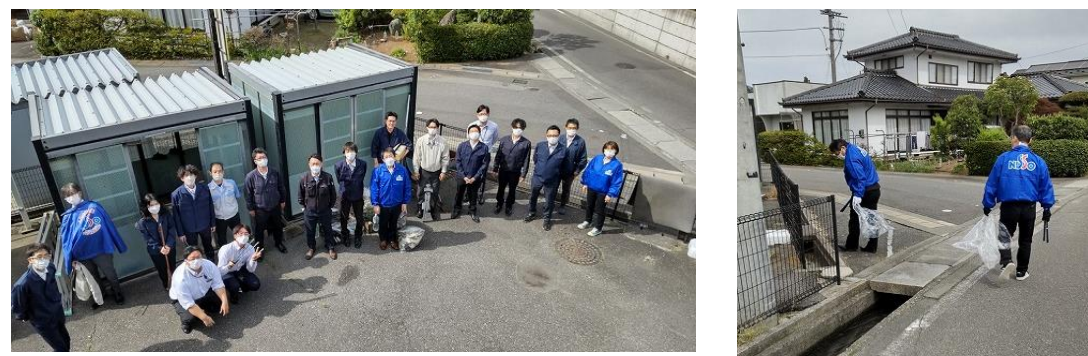
The Nisso Group has branches throughout Japan, and we believe that partnerships that include local communities are important. As a member of the local community, we contribute to the revitalization and development of the economy by understanding each custom and culture through the creation of employment opportunities in the region, giving consideration to the environment, and participating in social contribution activities.

Contribution activities at NISSO CORPORATION locations

Clean-up activities · traffic patrol activities (Yokkaichi Sales Office)



Clean-up activities (Nagano Sales Office)



Traffic patrol activities · clean-up activities (Utsunomiya Sales Office)



Contribution activities at Nisso Brain

Employees of Nisso Brain participate in local clean-up activities as a Hama Road Supporter (in cooperation with Yokohama City) (about 4 times a year).



Contribution activities at Nikon Nisso Prime

Manabi's (Learning) Future Creation Project (Cooperation with Tsuru City, Yamanashi Prefecture)

Nikon Nisso Prime concluded a comprehensive partnership agreement with Tsuru City, Yamanashi Prefecture in March 2022, and in April 2022, Genichiro Ishii was dispatched as an advisor to Tsuru City's "Manabi's (Learning) Future Creation Project".

Drawing on his experience as the Education Section Manager of Nikon's Human Resources Development Department, which is in charge of employee training, Mr. Ishii serves as a leader in educational projects centered on "inquiry-based learning", which fosters children's ability to learn and think for themselves. As one of the results of these efforts, the Tsuru Manabi Future Creation Promotion Organization, a general incorporated association that operates the "Tankyu Manabi-ba · Tsuru Labo" has been established, where he serves as a Director.

Ability to learn and think for oneself

This organization not only holds "Tsuru Labo" for elementary school students, but also holds many one-off events. The organization plans a wide range of events such as camping, craft experiences, and programming courses that takes advantage of the nature of Tsuru City, and provides a place to foster the intellectual curiosity, consensus-building ability, and expressive skills of children. The organization has also established a research team to measure the effectiveness of inquiry-based learning through a partnership agreement with Tsuru University, in addition to seminars and lectures for children and educators, as well as film screenings for parents, and is disseminating a culture of "growing together" throughout the community.



"Tsuru Labo" (<https://tsurulabo.jp/>)
(in Japanese only)

Contribution to local disaster prevention

Co-sponsorship of the Yokohama City Fire Band

NISSO CORPORATION is co-sponsoring the Yokohama City Fire Bureau's Fire Band with the aim of contributing to local disaster prevention. The Yokohama City Fire Band was founded in 1958 as the only musical band in Yokohama City to commemorate the 100th Anniversary of the opening of Yokohama Port and the 70th Anniversary of the city's establishment. Concerts are held in various locations throughout the city, from regular concerts and local events to school events and lunch concerts at the Yokohama Station East Exit and City Hall. The Yokohama City Fire Band conducts public relations activities through musical performances and other performances to "realize Yokohama, a city where people can feel safe and secure," and is engaged in community contribution activities in Yokohama City, where NISSO CORPORATION was founded.

With the aim of contributing to these activities, NISSO HOLDINGS is also sponsoring the "Yokohama City Fire Band 65th Anniversary Concert" to be held in March 2024.



Coexistence with Diverse Communities

Co-sponsorship of the Hamakko (Yokohama's Children) Disaster Prevention Project



Raising awareness of disaster prevention so that lives can be protected "in the event of an emergency"
This is an educational project that aims to help junior high school students in Yokohama City learn about disaster prevention in an easy-to-understand manner. This is a public-private co-creation project that is supervised by the "Yokohama City Crisis Management Office", the "Yokohama City Fire Bureau", and the "Yokohama City Board of Education", and is being promoted with the cooperation of the City of Yokohama.

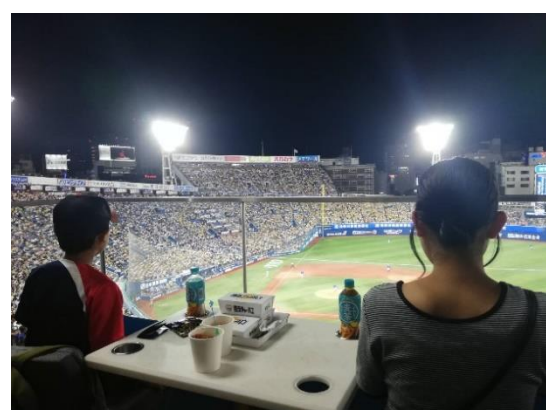
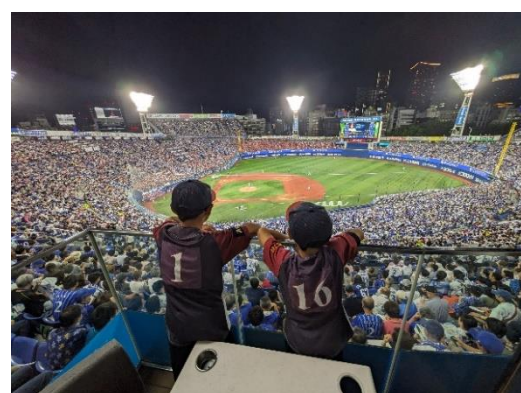
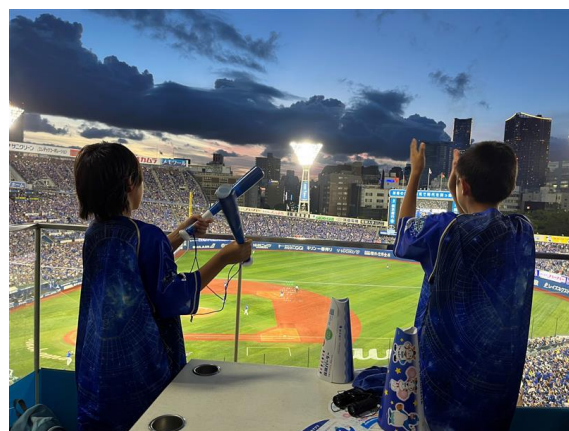
As a company rooted in the local community, NISSO CORPORATION is a co-sponsor of the Hamakko Disaster Prevention Project, a co-creation educational project of Yokohama City that aims to help junior high school students in Yokohama learn about disaster prevention in an easy-to-understand manner.

When a major earthquake strikes, knowledge of disaster prevention is necessary not only for junior high school students themselves, but also to help their loved ones. Through their learning, NISSO CORPORATION is conducting company-wide activities to raise awareness of local disaster prevention.

Co-sponsorship Agreement with Yokohama DeNA BayStars

The Nisso Group hopes to contribute to the revitalization of local sports and the development of the next generation through our support for sports. Since 2018, we have signed a co-sponsorship agreement with "Yokohama DeNA BayStars", and have acquired the annual right to use 4 box seats on their Party Sky Deck.

As part of its community contribution activities, NISSO CORPORATION donated the "NISSO Party Sky Deck 2023 Season Tickets" to the Yokohama Rubber Baseball Association, and is contributing to their growth by providing opportunities for the children to see and feel the success of professional baseball players up close and be pleased.



Support for Kanagawa University's Track and Field Club Ekiden (Road Relay) Team

Based on our founding philosophy of "Nurturing and Bringing Out the Best in People", NISSO HOLDINGS is carrying out activities aimed at coexistence with diverse communities in order to respond to social and structural changes.

Based on the founding principles of "Sincere and Resilient", "Forward-thinking", and "Balanced and Steady", Kanagawa University is actively engaged in the development of university sports, centered on the Athletic Department. The students of the Priority Strengthening Department spend their student lives diligently studying both schoolwork and sports since they are truly "accomplished in both academics and athletics".

In support of the educational philosophy of Kanagawa University, we started supporting the track and field club Ekiden team in December 2021 with the aim of "developing human resources through sports" by helping to invigorate Yokohama, Kanagawa, which is also our hometown.



(Images courtesy of Kanagawa University)

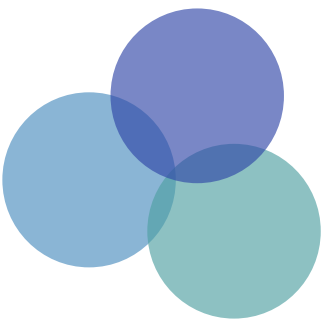


Support of Kanagawa University Football Club

Nisso Brain Co., Ltd. has been supporting the Kanagawa University Football Club since 2018, marking its 6th year as a supporter.

This year, the Kanagawa University Football Club will compete in the third division of the Kanto University Football League, and aims to be promoted to the second division next year. Nisso Brain will continue to support the activities of the Kanagawa University Football Club, who is competing as hard as possible as a team under their slogan of "Let's work hard and have fun!"





Contribution to Local Communities (Provision of Nursing Care Services)

Nisso Nifty Co., Ltd.
<https://sweetpea.co.jp/>

Contribution to the Local Community through Heartfelt Nursing Care

Nisso Nifty Co., Ltd. started participating in the nursing care business in April 2004 with the aim of "contributing to society through heartfelt nursing care rooted in the community". "Sweetpea" nursing care facilities have been nurtured to count 6 facilities in Yokohama City with the hope that elderly people and their families will be able to continue living enriched and fulfilling lives for a long time.

Fee-based nursing homes with nursing care



Sweetpea Shin Yokohama

This facility is furnished with a complete rehabilitation system, and its experienced nursing care staff aim to provide nursing care that faces and is close to residents.



Sweetpea Kanazawa Hakkei

This facility is at a great location overlooking Nojima and the sea of Hiragata Bay. It is about an 8-minute walk from the closest station, making it an easy-to-access environment when family visits.



Sweetpea Mitsukyo

At this facility, there is a clinic in the medical mall on the 1st floor, and residents can receive medical treatment without putting a burden on their bodies. There is also a large garden on the south side of the 2nd floor.



Sweetpea Konandai mio

This facility is located in a quiet cityscape with an appearance of European-style architecture. Although it is a small facility with 30 rooms, each room is furnished with a kitchen and a bathing room.



Sweetpea Honmoku Sankeien

This facility has a sophisticated appearance in a city surrounded by lush greenery with great convenience. It is a place where residents can spend time being themselves.



Sweetpea Higashi Totsuka

This facility aims for residents to be at "home". Located in a quiet neighborhood surrounded by cherry blossom trees, it aims to provide high-quality nursing care in cooperation with medical care.

In 2005, Nisso Nifty opened Building 1 in Yokohama City, "Sweetpea Shin Yokohama", and in 2018, it opened Building 6, "Sweetpea Higashi Totsuka".

Nisso Nifty's motto is to provide high quality services, and it maintains high occupancy rates at its facilities which are utilized by many people.

【Results】 (Subject: Nisso Nifty Co., Ltd.)

Number of facility residents	Facility occupancy rate
End of September 2023 378	End of September 2023 94.0%

Aiming for High Quality Nursing Care

All Japan Care Contest

The All Japan Care Contest is a nursing care technology contest that aims to think about what nursing care is, to learn from each other, to deepen bonds, and to foster a foundation that supports nursing care. This year's event, the 13th of its kind, was held in October 2023, and various companies and schools participated.

Employees of Sweetpea Kanazawa Hakkei participated from Nisso Nifty and won an award for excellence in the bathing category.



Coexistence with the Local Community

Contribution to the Local Community

Honmoku Kabocha Matsuri (Pumpkin Festival)

The "Honmoku Kabocha Matsuri" was held in the Honmoku area of Naka-ku, Yokohama for the first time in 4 years. Sweetpea Honmoku Sankeien participated as a base for the stamp collection rally, where many participants, including local residents, visited stores and facilities in costumes, and welcomed many local residents, including children. Through open and cheerful communication with local communities, Nisso Nifty strives to coexist with local residents.

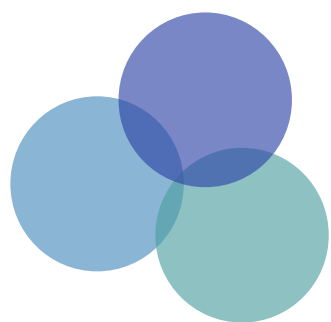


Nisso Group Governance BOOK 2023



Purpose of establishing NISSO HOLDINGS Co., Ltd.
Corporate Governance
Responsibility to Shareholders and Investors





Purpose of establishing NISSO HOLDINGS Co., Ltd.

■ Aiming to be the Company of Choice

In October 2023, the Nisso Group established "NISSO HOLDINGS Co., Ltd.", taking a new step forward as a pure holding company.

In order for the Nisso Group to achieve further growth, we believe that it is necessary to accelerate decision-making, strategically and flexibly implement M&A and capital policies, create the next core business opportunities, and optimize management resources.

While ensuring a seamless business management system for the entire Group, we will ensure an environment in which each operating company can enhance their expertise and focus on their areas of expertise, and we will engage in well-being management such as "human development" and "workplace creation" based on the recognition that human resources are important capital that plays a central role in our business.

『52nd year of birth』

The Nisso Group will move forward together with you, always evolving into a company of choice.

Developing new areas based on the people who have supported our business





Corporate Governance

"Corporate Governance"

<https://www.nisso-hd.com/en/ir/management/governance.html>

■ Basic View

The Nisso Group is promoting respect for human rights and the creation of compassionate human relationships based on (our founding philosophy) "Nurturing and Bringing Out the Best in People". With the aim of creating new corporate value that can contribute to society by striving to create and establish our own unique, proprietary technologies, the Nisso Group shall ensure the transparency of management by complying with laws and ordinances and disclosing accurate information. We recognize the importance of corporate governance in order to achieve continuous improvement of corporate value, and conduct management focused on compliance. Furthermore, we respect the rights of shareholders, and aim to be a company that is trusted by society.

■ Compliance with the Corporate Governance Code

NISSO HOLDINGS conducts activities based on the principles of the Corporate Governance Code, which was revised in June 2021.

For details, please refer to the Corporate Governance Report.

IR Site "Other Materials"

<https://www.nisso-hd.com/en/ir/library/others.html>

Listed Stock Market and Market Section	Tokyo Stock Exchange Prime Market
Fiscal Year-End	March
Type of Business	Services
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	More than 1000 (Note)
Net sales (consolidated) as of the End of the Previous Fiscal Year	From ¥10 billion to less than ¥100 billion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	Less than 10

(Note) As of the end of September 2023, the number of consolidated employees was 2,294.

■ Status of the Corporate Governance Code System

Organizational Composition and Operation

Organization Form	Company with Audit and Supervisory Committee
-------------------	----------------------------------------------

Directors

Maximum Number of Directors Stipulated in Articles of Incorporation	14
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board of Directors	President
Number of Directors	8名
Status of Appointment of External Directors	Appointed
Number of External Directors	5
Number of External Directors Designated as Independent Officers	5

Audit and Supervisory Committee

All Committee Members	4
Full-time Members	1
Internal Directors	0
External Directors	4
Chairperson	External Director

Appointment of Directors and Employees to Assist in Fulfillment of Duties of Audit and Supervisory Committee	Not Appointed
--------------------------------------------------------------------------------------------------------------	---------------

Reasons for Adopting Current System

In the event that the Audit and Supervisory Committee requests that an employee be appointed to assist in its duties, NISSO HOLDINGS will immediately appoint an employee. Employees who assist in the duties of the Audit and Supervisory Committee shall perform their duties under the direction and orders of the Audit & Supervisory Committee Members, and decisions on personnel matters shall be discussed in advance with the Audit and Supervisory Committee.



Corporate Governance

■ Status of Directors and Meeting Bodies

Name	Ryuichi Shimizu	Kenji Fujino	Naoki Hayakawa	Junichi Fukui	Akira Ishida	Miki Ohno	Hideo Sakano	Yukiteru Hamada
Title	Representative Director, President & CEO	Senior Managing Director & COO	Managing Director & CFO	Director (External)	Director Audit & Supervisory Committee Member	Director Audit & Supervisory Committee Member	Director Audit & Supervisory Committee Member	Director Audit & Supervisory Committee Member
Date of birth	May 30, 1961	August 13, 1973	June 25, 1958	November 5, 1953	July 21, 1951	August 3, 1971	October 28, 1972	October 28, 1959
Internal · External (Attribute)	Internal	Internal	Internal	External (From another company)	External (From another company)	External (Attorney)	External (Certified public accountant)	External (From another company)

【Skills Matrix of Directors】

	Ryuichi Shimizu	Kenji Fujino	Naoki Hayakawa	Junichi Fukui	Akira Ishida	Miki Ohno	Hideo Sakano	Yukiteru Hamada
Management	●	●	●	●	●			●
Markets · Business	●	●		●				
Finance · Accounting			●	●	●		●	●
Organization · Human Resources	●	●		●				
Risk Management	●	●			●	●		●
Society			●			●		
Internal Control · Governance			●		●	●	●	●

【Constituent Members of the Meeting Body】 (As of October 2, 2023)

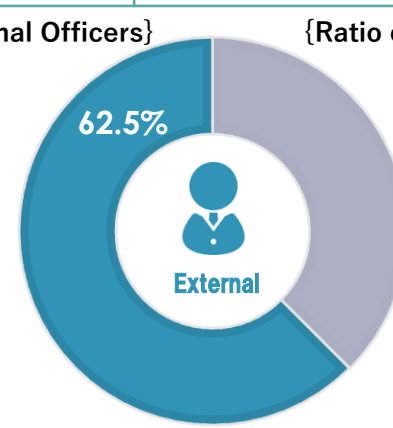
Board of Directors	Chairperson	●	●	●	●	●	●	●
Audit and Supervisory Committee					Chairperson	●	●	●
Nomination and Remuneration Committee	●				Chairperson	●		
Group Meetings	Chairperson	●	●	●	●	●	●	●
Corporate Value Enhancement Committee	Chairperson	●	●	●	●	●	●	●

【Meeting Body Attendance Status】 (Attendance Status at NISSO CORPORATION for FY 3/2023)

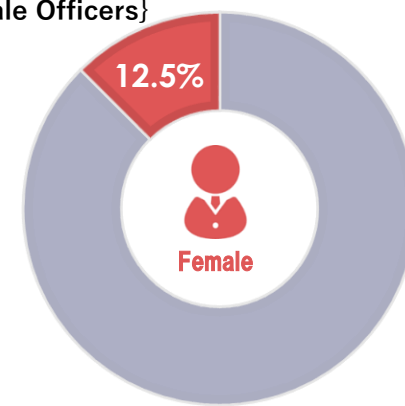
Board of Directors	(20/20)	-	-	-	(20/20)	(20/20)	(20/20)	-
Audit and Supervisory Board	-	-	-	-	(14/14)	-	(14/14)	-
※Although NISSO HOLDINGS is a "company with an Audit and Supervisory Committee", NISSO CORPORATION was a "company with an Audit and Supervisory Board" in FY 3/2023, and the attendance status of the Audit and Supervisory Board is listed.								
Nomination and Remuneration Committee	-	-	-	-	(11/11)	(11/11)	-	-
Group Meetings	(12/12)	(12/12)	(12/12)	-	(12/12)	(12/12)	(12/12)	-
Corporate Value Enhancement Committee	(3/3)	(3/3)	(3/3)	-	(3/3)	(3/3)	(3/3)	-

Number of Directors and Resolution Requirements for Election of Directors {Ratio of External Officers}

The Articles of Incorporation stipulate that the number of Directors other than Directors who are Audit & Supervisory Committee Members shall be no more than 10, and that the number of Directors who are Audit & Supervisory Committee Members shall be no more than 4. In addition, the Articles of Incorporation of NISSO HOLDINGS stipulate that resolutions for the election of Directors shall be made by a majority of the voting rights of shareholders who hold 1/3 or more of the voting rights of shareholders who are entitled to exercise their voting rights, and that they shall not be based on cumulative voting.

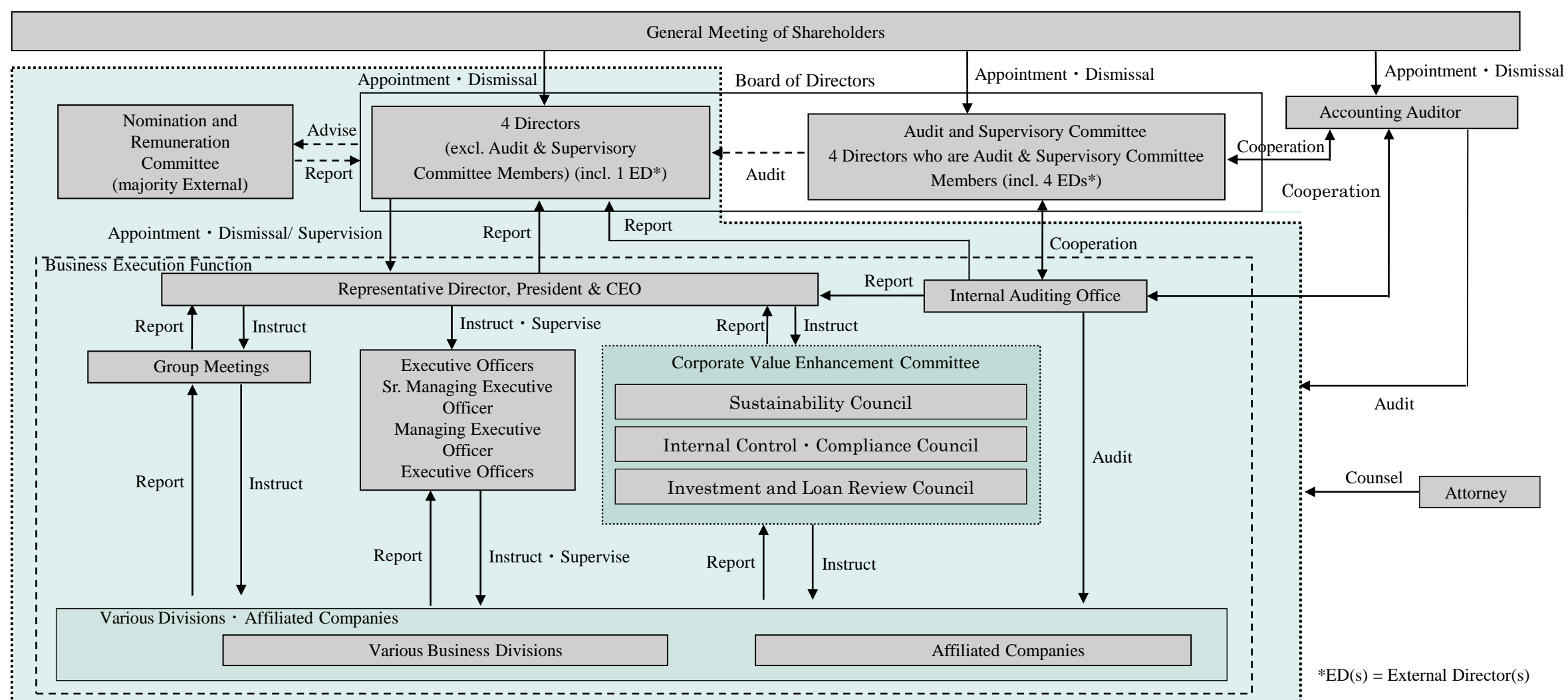


{Ratio of Female Officers}



(Of the 8 Directors, 5 are External Directors) (Of the 8 Directors, 1 is a Female Director)

Overview of Corporate Governance Structure



Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions

a. Board of Directors

The Board of Directors of NISSO HOLDINGS is comprised of 8 Directors (including 5 External Directors). In addition to holding regular Board of Directors' Meetings once a month, in principle, a system has been established where extraordinary meetings can be flexibly held when important matters arise. As a supervisory body for decision-making and business execution of important matters concerning the management of our company, the Board of Directors examines the validity, efficiency and fairness of management, and resolves matters that are stipulated by laws and ordinances as well as other matters related to important business tasks.

b. Audit and Supervisory Committee

In order to further strengthen the supervisory function of the Board of Directors and corporate governance, NISSO HOLDINGS has established the Audit and Supervisory Committee to strengthen the supervisory function of the Board of Directors and further enhance corporate governance.

The Audit and Supervisory Committee is comprised of 4 Directors who are Audit & Supervisory Committee Members (including 4 External Directors). Audit policies and audit plans are discussed and decided by the Audit and Supervisory Committee.

In addition to striving to communicate with Directors and employees who are not Audit & Supervisory Committee Members to gather information, Directors who are Audit & Supervisory Committee Members attend Board of Directors' meetings, receive reports on the status of the execution of duties from Directors and employees, request explanations as deemed necessary, inspect important decision-making documents etc., and investigate the status of NISSO HOLDINGS' business operations and assets.

The Audit and Supervisory Committee convenes on a regular basis once a month, and extraordinary meetings are held occasionally as deemed necessary.

Furthermore, the Audit and Supervisory Committee works closely with the Internal Auditing Office and the Accounting Auditor, and strives to enhance the effectiveness and efficiency of audits.

c. Nomination and Remuneration Committee

The Nomination and Remuneration Committee is comprised of 2 Independent External Directors and the Representative Director, President & CEO, and is chaired by an Independent External Director.

For the purpose of enhancing the transparency of personnel affairs and remuneration, etc., of Directors (excluding Directors who are Audit & Supervisory Committee Members) and Executive Officers, it will report to the Board of Directors matters concerning (i) the personnel affairs of Representative Directors, Directors, Executive Officers and Directors of subsidiaries, as well as successor planning, and (ii) the remuneration structure and remuneration levels of Directors and Executive Officers based on the evaluation of the company's business performance, etc.

The Nomination and Remuneration Committee will be convened at any time as deemed necessary.

d. Group Meetings

Group Meetings are comprised of the NISSO HOLDINGS' Directors, representatives of affiliated companies, part-time directors of affiliated companies and the Corporate Planning Division Director, and convenes once a month. Reports regarding the status of business operations as well as business performance results are received at Group Meetings, and business plans and significant factors that contribute to their differences are confirmed. In addition, progress reports and policy guidance regarding important matters such as management issues are conducted.

e. Corporate Value Enhancement Committee

The Corporate Value Enhancement Committee is comprised of the NISSO HOLDINGS' Directors, representatives of subsidiaries, our Internal Auditing Office Director and the Council Chairperson. It conducts reports · deliberations of issues for the prevention of corporate scandals for the entire Group, the strengthening of our multifaceted corporate structure, and the realization of sustainable businesses, as well as constructing a management system to enhance corporate value over the medium-to long-term.

The Sustainability Council, which belongs to the Corporate Value Enhancement Committee, clarifies the roles that the Company should fulfill through its businesses to shareholders, society, and other stakeholders, establishes the structures to put them into practice, and promotes their appropriate operations · checks. The Internal Control · Compliance Council establishes, operates, and checks the internal control structure of the Group, reviews its compliance observance status, and promotes risk assessment · countermeasures. In order to make effective use of the Nisso Group's resources, assets, and capital, the Investment and Loan Review Council promotes the establishment of standards and management methods that include not only financial aspects but also non-financial aspects such as environmental · social impacts.

The Committee convenes 3 times a year, but extraordinary meetings are held as deemed necessary.



Corporate Governance

■ Basic Policy on Internal Control Systems

At the Board of Directors' Meeting, the Company has made resolutions that define the "Basic Policy on Internal Control Systems". The contents of the policy are as follows:

1. System to ensure that the execution of duties by the Group's Directors is in accordance with laws, ordinances and the Articles of Incorporation

(1) In order to carry out sound and sincere business activities with compliance as well as high moral values, the Company has established the "Nisso Group Charter of Corporate Behavior", and concrete guidelines for personal conduct, the "Nisso Group Employee Code of Conduct". In addition, the Directors have taken the initiative to implement these measures, and the Company shall continue to strive to ensure the thorough awareness of the measures by employees by posting them on the in-house intra-system.

(2) In order to ensure the thorough compliance of laws and ordinances, corporate ethics and internal regulations, the Company has established "Compliance Regulations", and has set up a "Corporate Value Enhancement Committee" chaired by the President to promote sound and sincere business activities.

(3) Directors who discover any material violation of laws or ordinances or any other material facts concerning compliance, shall report such matters to the Board of Directors.

(4) The Group has taken a resolute stance against unreasonable demands from anti-social forces, and has established concrete action guidelines which demonstrate that it has no relationships whatsoever with them. The Group shall continue to ensure the thorough awareness of such matters to Directors and employees in order to eliminate any relationships with these forces.

(5) In order to preserve corporate assets and improve management efficiency, the Company has established "Internal Audit Regulations", and has set up an independent Internal Auditing Office. The Group shall continue the auditing of its entire operations in regards to its compliance with laws and ordinances and the status of the execution of its business operations.

2. System concerning storage and control of information related to the execution of duties of Directors

(1) The Company has established "Document Control Regulations" for documents such as the minutes of the Board of Directors' Meetings and documents pertaining to other significant decisions as prescribed by laws and ordinances, in addition to properly storing and managing such documents after clarifying management responsibilities. Also, the Company shall continue to maintain a system which allows for the viewing of such documents as deemed necessary.

(2) The Company has established "Information Management Regulations" for confidential information, and shall continue to ensure security.

3. Regulations and other systems concerning the management of risk of loss

(1) The Company has established "Risk Management Regulations" for risks affecting business objectives (hereinafter referred to as "risks"), and in order to maintain a system that can adequately respond to such risks, it has set up a "Corporate Value Enhancement Committee" (hereinafter referred to as the "Committee") which each company in the Group takes part in. The Committee shall convene in accordance with the regulations of the meeting body and shall be convened as deemed necessary.

(2) Based on the "Risk Management Regulations", the Committee identifies, analyzes and evaluates concrete risks, and has established a policy to correspond to such matters. In addition, in the event where an emergency response is needed as the Committee monitors the status of risk management, it shall convene an emergency committee to take the necessary measures.

(3) The Committee shall report any matters concerning risks to the Board of Directors on a regular basis.

(4) Each Division Head of the Group shall be responsible for risk management within their respective divisions, and must promptly report to the Committee Secretariat in the event that an emergency situation requiring reporting on risks arises. In addition, they are required to administer appropriate procedures, such as incorporating countermeasures in their business plans to respond to significant risks identified within their division of responsibility, as well as other individual risk-related matters.

(5) Each Division Head of the Group, after sharing information with relevant divisions, shall clarify response systems, and must take appropriate measures regarding risks that may affect multiple divisions, as well as other significant risks that may be actualized.

(6) In order to respond promptly and accurately to the actualization of risks that may affect its business objectives, the Group has established response systems, procedures, and regulations in advance, and shall maintain and strive to improve the structure of reporting systems in the event of a crisis, as well as processes capable of responding quickly and appropriately.

(7) The Group shall formulate a business continuity plan and strive to develop a system that can promptly carry out business continuity after the occurrence of a disaster.

4. System to ensure the efficient execution of duties by Directors

(1) The Group has established "Regulations of the Board of Directors", and shall clarify the governance of the Board of Directors and matters to be discussed.

(2) To ensure the smooth and efficient operation of duties of Directors and employees, the Board of Directors has established "Organization · Division of Duties Regulations" and "Regulations of Administrative Authority", and shall determine matters regarding the segregation of duties of each division, as well as the fundamental roles, duties and authorities of each position.

5. System to ensure that the execution of duties by employees is in accordance with laws, ordinances and the Articles of Incorporation

(1) In order to carry out sound and sincere business activities with compliance as well as high moral values, the Company has established the "Nisso Group Charter of Corporate Behavior", and concrete guidelines for personal conduct, the "Nisso Group Employee Code of Conduct". In addition, the Directors have taken the initiative to implement these measures, and the Company shall continue to strive to ensure the thorough awareness of the measures by employees by posting them on the in-house intra-system.

(2) In order to ensure the thorough compliance of laws and ordinances, corporate ethics and internal regulations, the Company has established "Compliance Regulations", and has set up a "Corporate Value Enhancement Committee" chaired by the President to promote sound and sincere business activities.

(3) The Group has established "Whistleblower Protection Regulations", and shall institute a system for the early detection of violations of laws and regulations with regard to the Group, as well as ensuring that the informant is not subjected to any disadvantages.

(4) The Group has taken a resolute stance against unreasonable demands from anti-social forces, and has established concrete action guidelines which demonstrate that it has no relationships whatsoever with them. The Group shall continue to ensure the thorough awareness of such matters to Directors and employees in order to eliminate any relationships with these forces.

(5) In order to preserve corporate assets and improve management efficiency, the Company has established "Internal Audit Regulations", and has set up an independent Internal Auditing Office. The Group shall continue the auditing of its entire operations in regards to its compliance with laws and ordinances and the status of the execution of its business operations.

6. System to ensure appropriate business operations in the Corporate Group consisting of the Company and its subsidiaries

(1) In order to promote the fair business activities of the Group, the Company has established the Group-wide "Nisso Group Charter of Corporate Behavior", and concrete guidelines for personal conduct, the "Nisso Group Employee Code of Conduct". Furthermore, each company in the Group shall continue to strive to ensure the thorough awareness of these matters by Directors and employees.

(2) In order to strengthen the management of the Group, the Company has established "Affiliated Companies Management Regulations". In addition to requiring the reporting of significant matters concerning the business operations of subsidiaries, the Company shall refer matters of particular importance to the Board of Directors.

(3) The Company's Internal Auditing Office shall conduct audits of each company in the Group on a regular basis and when deemed necessary. Furthermore, the Internal Auditing Office shall cooperate with the Audit and Supervisory Committee and the Accounting Auditor to strive to ensure the proper business operations of the Group through audits.

7. Matters concerning employees and their appointment to assist in the fulfillment of duties of the Audit and Supervisory Committee when requested

(1) The Company shall immediately appoint employees to assist in the fulfillment of the duties of the Audit and Supervisory Committee when requested to do so.

8. Matters concerning the independency of employees in the preceding item from Directors (excluding Directors who are Audit & Supervisory Committee Members)

(1) The Company shall have employees assisting in the fulfillment of the duties of the Audit and Supervisory Committee execute their duties under the direction of the Audit & Supervisory Committee Members whom they are assisting.

(2) The Company shall consult with the Audit and Supervisory Committee in advance about the decision of matters concerning personnel affairs of employees assisting in the fulfillment of the duties of the Audit and Supervisory Committee.

9. System for Directors (excluding Directors who are Audit & Supervisory Committee Members) and employees to submit reports to the Audit and Supervisory Committee and other systems related to submitting reports to the Audit and Supervisory Committee

(1) The Company shall request the attendance of Audit & Supervisory Committee Members for the "Board of Directors' Meetings", the "Corporate Value Enhancement Committee Meetings", and other meetings of importance.

(2) The Company's Representative Director and the Internal Auditing Office shall maintain cooperation with the Audit and Supervisory Committee and exchange information on a regular basis.

(3) Directors (excluding Directors who are Audit & Supervisory Committee Members) and employees of the Group shall respond to requests in the event they are asked by the Audit and Supervisory Committee to submit reports on important information.

(4) The Company shall ensure that persons who submit reports to the Audit and Supervisory Committee do not receive disadvantageous treatment due to reasons for submitting the report.

10. Other systems to ensure the effective implementation of audits by the Audit and Supervisory Committee

(1) Audit & Supervisory Committee members shall attend the "Board of Directors' Meetings", the "Corporate Value Enhancement Committee Meetings", and other meetings of importance.

(2) In response to the request of the Audit and Supervisory Committee, the Company shall establish a system that allows for the viewing of important documents such as minutes of meetings.

(3) The Company shall formulate a budget after confirming with the Audit and Supervisory Committee about the expenses required to perform its duties, in addition to establishing a system for the prepayment or reimbursement of expenses incurred when executing its duties.



Responsibility to Shareholders and Investors

"Investor Relations Information"
<https://www.nisso-hd.com/en/ir/>

■ Policy for Constructive Dialogue with Shareholders

NISSO HOLDINGS actively engages in IR and SR activities based on the following basic policy in order to contribute to the Nisso Group's sustainable growth and the enhancement of corporate value over the medium-term by promoting constructive dialogue with shareholders and investors.

(1) Designation of management personnel, etc., regarding dialogue with shareholders

The Representative Director & President plays a central role in dialogue with shareholder and investors, and the Chief Financial Officer, along with the division in charge of IR assist and promote such dialogue.

(2) Initiatives for seamless collaboration within NISSO HOLDINGS
 NISSO HOLDINGS works together with relevant divisions/departments, centering on the division in charge of IR, for constructive dialogue with shareholders through the discussion, sharing and preparation of disclosure information. NISSO HOLDINGS also cooperates with the "Corporate Value Enhancement Committee" and strives for timely and appropriate disclosures.

(3) Initiatives to enhance means of dialogue other than individual interviews

By recognizing that the General Meeting of Shareholders is a forum for dialogue with shareholders, NISSO HOLDINGS strives to set the date and time of the General Meeting by avoiding days when such meetings are concentrated, and sends out and discloses convocation notices and reports as soon as possible.

In addition, in order to help deepen the understanding of NISSO HOLDINGS, we hold Financial Results Briefings and Medium-term Management Plan Briefings for institutional investors and analysts, and conduct Company Briefings for individual investors.

(4) Initiatives for feedback of shareholder opinions and concerns
 NISSO HOLDINGS has established a system for the timely reporting of IR activity reports, including opinions and concerns of shareholders and investors obtained through dialogue, to the Board of Directors, etc.

(5) Initiatives related to management of insider information
 Regarding dialogue with shareholders and investors, in addition to establishing "Information Disclosure Regulations" and "Insider Trading Prevention Regulations" in order to prevent material information from being disclosed to some specified persons and to thoroughly manage material information, NISSO HOLDINGS has selected a Chief Information Handling Officer, and strives to prevent the leakage of material information and insider trading by internal personnel.

Furthermore, NISSO HOLDINGS will refrain from dialogue with shareholders and investors for a certain period of time prior to the announcement of financial results, setting it as a "silent period".

(6) Other initiatives

In addition to regularly ascertaining the shareholder composition on the register of shareholders, NISSO HOLDINGS conducts shareholder identification surveys of those who hold substantial shares of NISSO HOLDINGS, which will be utilized in constructive dialogue with shareholders and investors.

Furthermore, NISSO HOLDINGS will focus further on providing non-financial information such as business strategies and information related to ESG, etc.

Dialogue with Shareholders and Investors

We actively provide opportunities for dialogue with shareholders and investors in order for them to deepen their understanding of NISSO HOLDINGS. In meetings with institutional investors and analysts, we actively engage in dialogue on topics such as shareholder returns and capital policy, in addition to business models, management strategies, and medium-term management plans.

Regarding information disclosure, in addition to holding Financial Results Briefings, we actively disclose information voluntarily by disclosing Financial Results Briefing Materials, Main Q&A (questions and answers), etc.

Furthermore, we publish reports (shareholder correspondence) and participate in IR events in order to enable shareholders and investors to deepen their understanding of our management strategy and business activities.

In addition, we hold Company Briefings for individual shareholders and investors, and strive to introduce easy-to-understand business contents through various contents on our website.

【Results for FY 3/2023】

Individual Interviews with Institutional Investors	79 times
Small Meetings	6 times
Financial Results Briefings	3 times
Company Briefings for Individual Investors	1 times
Overseas IR	0 times

General Meetings of Shareholders

NISSO CORPORATION held its 43rd Ordinary General Meeting of Shareholders on June 28, 2023 at 10 a.m.

NISSO CORPORATION places importance on opportunities for dialogue with shareholders and is working to revitalize the General Meetings of Shareholders. In order for its shareholders to fully consider the proposals for the general meetings of shareholders, NISSO CORPORATION posted convocation notices on the Tokyo Stock Exchange and its website 3 weeks prior to the general meeting date, and sent them out to its shareholders. In addition, NISSO CORPORATION has made efforts every year to make convocation notices easier to understand by posting photos, etc. NISSO CORPORATION also digitized the exercise of voting rights in order to create an environment in which shareholders were able to easily participate by resolution.

These activities will also be continued at NISSO HOLDINGS. Furthermore, on the day of the General Meeting of Shareholders, the President will explain in detail the items to be resolved and reported, using videos and narration, etc., and will strive to ensure that shareholders can fully deliberate on each proposal item.



Responsibility to Shareholders and Investors

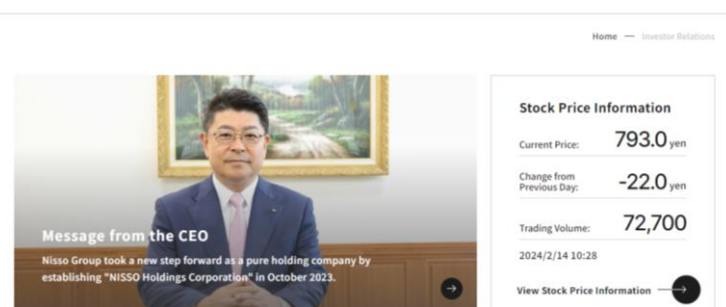
Information Disclosure Methods

NISSO HOLDINGS discloses information based on the Financial Instruments and Exchange Act, etc., using EDINET (or Electronic Disclosure for Investors' NETwork, an electronic disclosure system for disclosure documents such as Securities Reports based on the Financial Instruments and Exchange Act) provided by the Financial Services Agency. Information disclosures that fall under the Timely Disclosure Rules and other important information will be disclosed on the TDnet (or Timely Disclosure network, a timely disclosure information transmission system) provided for by the Tokyo Stock Exchange. In either case, information will be promptly announced on the NISSO HOLDINGS website. Please note that the posting of information on our website may be delayed from the time of announcement on TDnet due to the availability of tools and systems. To ensure the accuracy of information and the fairness of disclosure, NISSO HOLDINGS designates the Representative Director, President & CEO, the Managing Director & CFO, and the Head of the IR Division as our spokespersons.

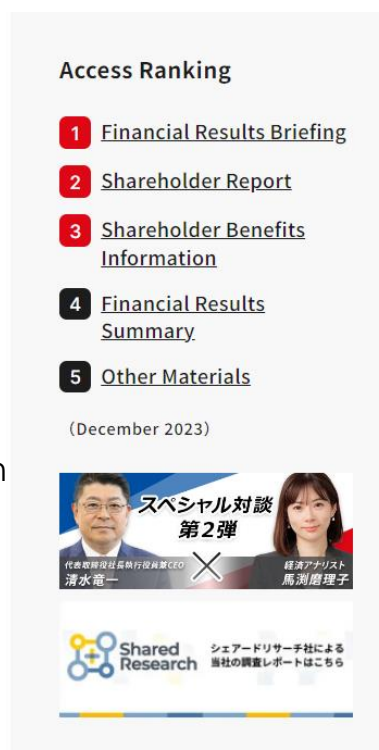
Website Information Disclosure

In conjunction with the establishment of NISSO HOLDINGS, we have renovated our website dedicated to shareholders and investors. With the aim of timely information disclosure and improving convenience, we will continue to enhance the content of our website by disclosing quarterly Financial Results Briefing Materials, Main Q&A, Sustainability Reports, and other materials, and continue to create a website that is easy to understand and use.

Investor Relations



In addition, we recognize that collaboration with individual investors is important in enhancing corporate value, and we provide full transcripts of the contents of Financial Results Briefings for analysts and institutional investors and disseminate the contents widely.



Commendations for IR Website of NISSO CORPORATION

【FY 3/2023】

NISSO CORPORATION has received awards for the quality of its IR-related web pages.



Gomez IR Site Ranking:
Bronze Award



Nikko IR Best Site:
Outstanding Site



Daiwa Internet IR Award2023:
Commendation Award

Shareholder Privacy Policy

NISSO HOLDINGS will handle and protect the personal information of shareholders in accordance with the Act on the Protection of Personal Information, the Companies Act, and other relevant laws and regulations, as well as the Privacy Policy of NISSO HOLDINGS.

In addition, within this Policy, shareholders, registered pledgees of shares, or their legal representatives who have been entered or recorded as individuals in the register of shareholders are referred to as "shareholders".

(1) Purpose of use

NISSO HOLDINGS will use the personal information of our shareholders for the following purposes:

- ① To exercise the rights and fulfill obligations of shareholders under the Companies Act
- ② To provide various conveniences from NISSO HOLDINGS to the position of shareholders
- ③ To implement various measures to facilitate the relationship between shareholders and NISSO HOLDINGS
- ④ For shareholder management, such as creating shareholder data according to prescribed standards based on various laws and regulations

(2) Provision of personal information of shareholders to third parties

NISSO HOLDINGS will not provide personal information received from shareholders to third parties without obtaining the prior consent of the shareholders concerned, except when it falls under Article 23, paragraph 1 of the Act on the Protection of Personal Information, or Article 23, paragraph 5 of the same Act.

(3) Provision of personal information of shareholders for shared-use

NISSO HOLDINGS will not share personal information received from shareholders with specific individuals.

(4) Shareholder Personal Information Inquiries (in Japanese only)

For inquiries regarding the personal information of shareholders, please contact the following:

【Contact information】

(Shareholder Registry Administrator)

Stock Transfer Agency Business Planning Department

Mizuho Trust & Banking Co., Ltd.

2-8-4 Izumi, Suginami-ku, Tokyo 168-8507

TEL: 0120-288-324 (Toll-free, **in Japanese only**)

<http://www.mizuho-tb.co.jp/daikou/>

Nisso Group

DATA BOOK 2023



Results of activities based on:

"Human Resources Development Policy"

"Internal Environment Improvement Policy"

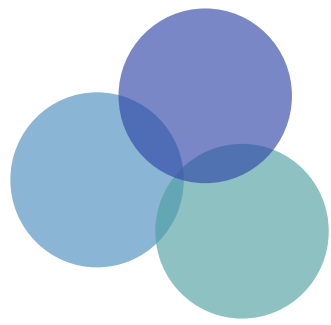
"Policy on Human Rights and Labor"

"Occupational Safety and Health Policy"

"Environmental Policy"

"Ethics Policy"





Activities based on the "Human Resources Development Policy"

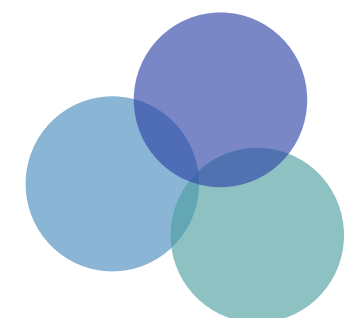
Indicator	Unit	Scope	FY 3/2021	FY 3/2022	FY 3/2023
Ratio of engineers	%	Consolidated	—	—	9.5
(Direct) Total number of participants	# of people	NISSO CORPORATION	—	18,441	20,081
Training hours per person	Hours	NISSO CORPORATION	—	6.62	8.83
Total cost of human resources development · training	Million yen	NISSO CORPORATION	—	279	420
(Indirect) Total number of participants	# of people	NISSO CORPORATION	—	491	1,052
Training hours per person	Hours	NISSO CORPORATION	—	12.44	10.76
Total cost of human resources development · training	Million yen	NISSO CORPORATION	—	13	25

Activities based on the "Internal Environment Improvement Policy"

Indicator	Unit	Scope	FY 3/2021	FY 3/2022	FY 3/2023
Ratio of female managers	%	Consolidated	—	—	11.3
Wage difference between male and female workers	Regular	%	Consolidated	—	79.6
	Irregular	%	Consolidated	—	72.5
	Total	%	Consolidated	—	74.2
Childcare leave acquisition rate	Male	%	Consolidated	—	12.8
	Female	%	Consolidated	—	98.3

(Disclosure based on the Act on the Promotion of Women's Participation and Advancement in the Workplace)

Ratio of female managers	%	NISSO CORPORATION	2.4	2.5	3.2	
Wage difference between male and female workers	Regular	%	NISSO CORPORATION	—	81.7	81.2
	Irregular	%	NISSO CORPORATION	—	79.0	79.0
	Total	%	NISSO CORPORATION	—	79.0	78.8
Childcare leave acquisition rate	Male	%	NISSO CORPORATION	—	6.0	13.1
	Female	%	NISSO CORPORATION	—	—	100
Wage difference between male and female workers	Regular	%	Nisso Brain	—	—	71.2
	Irregular	%	Nisso Brain	—	—	85.9
	Total	%	Nisso Brain	—	—	66.7



Indicator		Unit	Scope	FY 3/2021	FY 3/2022	FY 3/2023
(Disclosure based on the Act on the Promotion of Women's Participation and Advancement in the Workplace)						
Wage difference between male and female workers	Regular	%	Nikon Nisso Prime	—	—	93.0
	Irregular	%		—	—	58.3
	Total	%		—	—	63.5
Childcare leave acquisition rate	Male	%	Nikon Nisso Prime	—	—	0.0
	Female	%		—	—	100
Wage difference between male and female workers	Regular	%	Nisso Nifty	—	—	82.5
	Irregular	%		—	—	123.7
	Total	%		—	—	73.1
Indicator		Unit	Scope	FY 3/2021	FY 3/2022	FY 3/2023
Number of older employees		# of people	Nikon Nisso Prime	—	—	598
Number of people with disabilities employed		# of people	NISSO CORPORATION (Nisso Pure)	200	196	211
Employment ratio of people with disabilities		%	NISSO CORPORATION (Nisso Pure)	2.28	2.35	2.34

Activities based on the "Policy on Human Rights and Labor"

Indicator		Unit	Scope	FY 3/2021	FY 3/2022	FY 3/2023
Number of human rights education participants		# of people	NISSO CORPORATION	13,312	15,504	16,716

Activities based on the "Occupational Safety and Health Policy"

Indicator		Unit	Scope	FY 3/2021	FY 3/2022	FY 3/2023
Frequency rate of lost work time due to work-related accidents		Years	NISSO CORPORATION	0.75	0.93	1.20
Ratio of work-related accidents resulting in lost work time by 1,000 persons		Years	NISSO CORPORATION	0.90	1.33	1.31

Activities based on the "Environmental Policy"

Indicator		Unit	Scope	FY 3/2021	FY 3/2022	FY 3/2023
Scope1		t-CO2	NISSO CORPORATION	2,213	2,279	2,418
Scope2		t-CO2	NISSO CORPORATION	738	714	698

Activities based on the "Ethics Policy"

Indicator		Unit	Scope	FY 3/2021	FY 3/2022	FY 3/2023
Number of compliance education participants		# of people	NISSO CORPORATION	13,312	15,504	16,716


Nisso Group Corporate Profile 2023



Corporate Outline
History of the Nisso Group
Description of Business
External Evaluation



Corporate Outline



NISSOホールディングス

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Company Name	NISSO HOLDINGS Co., Ltd.
	(Japanese Name: NISSO ホールディングス株式会社)
Securities Code	9332 (Tokyo Stock Exchange Prime Market)
Homepage	https://www.nisso-hd.com/en/
Fiscal year-end	March 31
Date of Establishment	October 2, 2023
Capital	2,016 Million JPY (As of October 2, 2023)
Representative	Representative Director, President & CEO, Ryuichi Shimizu
Headquarters	1-4-1 Shin Yokohama, Kohoku-ku, Yokohama, Kanagawa 222-0033



日総工産株式会社

Company Name	NISSO CORPORATION
Homepage	https://www.nisso.co.jp/en/
Date Founded	February 3, 1971
Capital	100 Million JPY (As of November 16, 2023)
Representative	Representative Director & President, Ryuichi Shimizu
Headquarters	Nisso Kosan (NISSO) Shin Yokohama Bldg., 1-4-1 Shin Yokohama, Kohoku-ku, Yokohama, Kanagawa 222-0033
Main Business	Manufacturing-related Human Resources Services (Manufacturing Dispatching, Manufacturing Contracting, Employment Placement, etc.)
Registered License Number	Temporary Staffing Business / 派14-150048 Employment Placement Business / 14-ユ-150026



Nisso Brain

いつも「ありがとう」のとなり。

Company Name	Nisso Brain Co., Ltd.
Date of Establishment	March, 1986
Capital	50 Million JPY
Representative	President, Tsuyoshi Miyashita
Headquarters	Nisso Dai Ichi Bldg., 28-26 Toyooka-cho, Tsurumi-ku, Yokohama, Kanagawa
Business Description	Administrative Human Resources Services (General Office Work Dispatching, Employment Placement, Commissioned Projects)
	Temporary Staffing Business / 派14-020001 Employment Placement Business / 14-ユ-020011



人と向き合い 人に寄り添う

日総ニフティ株式会社

Company Name	Nisso Nifty Co., Ltd.
Date of Establishment	February, 1983
Capital	450 Million JPY
Representative	President, Shinichi Matsuo
Headquarters	Nisso Kosan (NISSO) Shin Yokohama Bldg., 1-4-1 Shin Yokohama, Kohoku-ku, Yokohama, Kanagawa
Business Description	Facility Nursing Care Business, Home-based Nursing Care Business



日総ぴゅあ株式会社

Company Name	Nisso Pure Co., Ltd.
Date of Establishment	April, 2007
Capital	40 Million JPY
Representative	President, Takashi Endo
Headquarters	Nisso Kosan (NISSO) Shin Yokohama Bldg., 1-4-1 Shin Yokohama, Kohoku-ku, Yokohama, Kanagawa
Business Description	Light Work Contracting, Sale of Goods (NISSO CORPORATION's Special-purpose Subsidiary)



Vector Shinwa

Company Name	Vector Shinwa Co., Ltd.
Date of Establishment	June, 2004
Capital	78 Million JPY
Representative	President & Representative Director, Masao Kanemoto
Headquarters	3-1 Ikehata, Chiryu City, Aichi
Business Description	General Human Resources Services Business Temporary Staffing Business / 派23-300331 Employment Placement Business / 23-ユ-300581 Registered Support Organization Registration Notice Number / 19登-001122



株式会社ニコン日総プライム

Company Name	Nikon Nisso Prime Corporation
Date of Establishment	November, 2003 (Joint Venture Company established: January 2020)
Capital	50 Million JPY
Representative	President, Masahiko Yoshida
Headquarters	Shin Yokohama 214 Bldg., 8F, 2-14-2 Shin Yokohama, Kohoku-ku, Yokohama, Kanagawa
Business Description	Human resources dispatching · recruitment Consignment/entrustment · contracting business Human resources sharing business Planning, R&D, operation and support of structure development and opportunity creation for seniors' continued employment Temporary Staffing Business / 派14-303092 Employment Placement Business / 14-ユ-301602



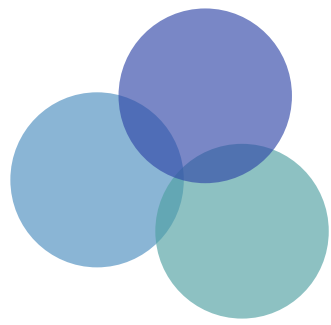
上海霓索人力资源服务有限公司

Company Name	SHANGHAI NISSO HUMAN RESOURCES Co., Ltd.
Date of Establishment	November 2003
Capital	300 Thousand USD
Representative	Chairman, Wang Wan Peng General Manager, Hideaki Sugikawa
Headquarters	Rm. 508, 36-7 Building 7, 36 Xuelin Road, Pudong New Area, Shanghai, China
Business Description	Recruitment, Human Resources Consulting



Leaf NxT

Company Name	Leaf Nxt Inc.
Date of Establishment	August, 2021
Capital	124 Million JPY
Representative	Representative Director, Koji Ishibashi
Headquarters	Honey Gotanda Dai 2 Bldg. 4F 1-4-1 Higashi Gotanda, Shinagawa-ku, Tokyo
Business Description	Human resources dispatching business, development-type qualified personnel dispatching business, recruitment platform business, media direction business, etc.



History of the Nisso Group

1970s

- NISSO CORPORATION's predecessor, Nisso Koei Co., Ltd. was established in Minato-ku, Tokyo, for the purpose of conducting welding-related works [1971]

1980s

- The predecessor company of the current Nisso Nifty Co., Ltd. was established in Minato-ku, Tokyo [1983]
- Construction of Nisso Dai Ichi Bldg. (Tsurumi-ku, Yokohama/former Headquarters Bldg.) was completed [1984]
- Nisso Office M Two Co., Ltd. was established in Tsurumi-ku, Yokohama, for the purpose of conducting general worker dispatching undertakings [1986] (Obtained licensing for general worker dispatching business in accordance with the enforcement of the Worker Dispatch Law (or "Worker Dispatching Act") in July, 1986)
- Construction of Nisso Dai Ni Bldg. (Hamamatsu City, Shizuoka) was completed [1989]
- The new "NISSO" logo was decided [1989]
- Trade name was changed from Nisso Koei Co., Ltd. to NISSO CORPORATION [1989]

1990s

- 6 affiliated companies were merged with NISSO CORPORATION [1991]
- Construction of Nisso Kosan (NISSO) Shin Yokohama Bldg. (Kohoku-ku, Yokohama/new Headquarters Bldg.) was completed [1997]
- Trade name was changed from Nisso Office M Two Co., Ltd. to Nisso Brain Co., Ltd. [1999]
- Trade name was changed from Nisso Fudosan (Real Estate) Co., Ltd. to Nisso Nifty Co., Ltd. [1999]

2000s

- Tadao Shimizu was inaugurated as the first Chairman of the Japan Production Skill Labor Association [2000]
- The recruitment site "*Ninaa Shigoto* Net (717450.net)" was established [2002]
- Employment Placement Business license was obtained [2002], Temporary Staffing Business license was obtained [2002]
- Pursuant to the removal of the ban on worker dispatching for the manufacturing work of goods, dispatching for manufacturing work was started [2004]
- The international standard for environmental management, the "ISO 14001:2004" certification was obtained by the headquarters office [2005]
- The Call centers were opened (later renamed to "Contact Centers") [2005]
- The official mascot character, "Seizo-kun" was born [2007]
- Nisso Pure Co., Ltd. was established in Kohoku-ku, Yokohama for the purpose of facilitating the employment of people with disabilities, and was certified as a special-purpose subsidiary [2007]

2010s

- The Nisso Group joint recruitment site "*Arunashigoto* (R7450.jp) was established [2010]
- The position of Chairman of the Japan Production Skill Labor Association was assumed by Ryuichi Shimizu [2011]
- The Ministry of Health, Labour and Welfare's commissioned project, the "Superior Manufacturing Contractors" certification was obtained [2011]
- The international standard for quality management, the "ISO 9001:2008" certification was obtained by the Kanazawa Sales Office [2011]
- The recruitment site, "*Kojo Kyujin Navi*" was renewed [2013]
- Was admitted to the Japan Business Federation (Keidanren) [2015]
- The education and training facility "Nisso Technical Center Higashi-Nihon" (Kurihara City, Miyagi) was established [2016]
- "Tohoku Technical Center" and "Nisso Technical Center Higashi-Nihon" were certified as "Accredited Polytechnic Schools" by Miyagi Prefecture [2016]
- The education and training facility "Nisso Technical Center Kyushu" (Buzen City, Fukuoka) was established [2017]
- Was listed on the First Section of the Tokyo Stock Exchange [2018]
- Sponsorship agreement with professional baseball team "Yokohama DeNA Baystars" was signed [2018]
- The education and training facility "Nisso Technical Center Naka-Nihon" (Okaya City, Nagano) was established [2018]
- "Nisso Technical Center Naka-Nihon" was certified as an "Accredited Polytechnic School" by Nagano Prefecture [2018]

2020s

- Agreed to cooperate with Nikon Corporation in the human resources dispatching business and established joint venture company "Nikon Nisso Prime Corporation" [2020]
- 50th Anniversary of our founding [2021]
- Vector Shinwa Co., Ltd. became a subsidiary with a focus on the contracting business in the manufacturing industry such as for semiconductors and precision equipment [2021]
- Leaf Nxt Inc. was established as a joint venture company through the underwriting of a third-party allotment of shares to a consolidated subsidiary of TSUNAGU GROUP HOLDINGS Inc. [2021]
- Transitioned to the Prime Market of the Tokyo Stock Exchange [2022]
- Capital and business alliance with DOCTORS Co., Ltd. was concluded [2022]
- Invested in and concluded partnership agreement with Interstellar Technologies Inc. [2022]
- The education and training facility "Nisso Technical Center Kumamoto" was opened and was certified as an "Accredited Polytechnic School" by Kumamoto Prefecture [2023]
- "NISSO Holdings Co., Ltd." was established as a pure holding company of the Nisso Group [October 2, 2023]



Description of Business

■ Description of Business

NISSO HOLDINGS is comprised of 5 consolidated subsidiaries and 2 equity-method affiliates, and is engaged in the "General Human Resources Services Business" and "Other Businesses".

Based on the founding philosophy of "Nurturing and Bringing Out the Best in People", the Nisso Group continues to aim to create workplaces where working people can work with a sense of satisfaction and grow, as well as providing services that will contribute to our growth as a company. In addition, we will continue to aim to improve the quality of the services that we offer, and will strive for the continued growth and prosperity of our businesses.

(General Human Resources Services Business)

Manufacturing-related Human Resources Services (NISSO CORPORATION • Vector Shinwa Co., Ltd. • Nikon Nisso Prime Corporation • Nisso Pure Co., Ltd.)

• Manufacturing dispatching

Manufacturing dispatching is conducted in accordance with the "Act for Securing the Proper Operation of Worker Dispatching Undertakings and Protection of Dispatched Workers" (hereinafter, "Worker Dispatch Law", or "Worker Dispatching Act"), and dispatching services are provided to manufacturers including automobiles, electronic components, precision equipment, and housing equipment.

Companies engaged in the dispatching business have obtained permission for a worker dispatching business from the Ministry of Health, Labour and Welfare, and have concluded worker dispatching contracts between client companies and the Group companies. In addition, after concluding an employment contract between the applicant and the Group company, the employed worker is dispatched to the destination company. Employed workers dispatched to the destination company will engage in work under the instructions and orders of the destination company, and quality control and labor management will be carried out by the destination company. In this way, dispatching contracts are characterized by the fact that the employer of the dispatched worker (Group companies) and the person in charge of the work (destination company) are different.

• Manufacturing contracting

With manufacturing contracting, we provide services to manufacturers, including automobiles, electronic components, precision equipment, and housing equipment. Unlike manufacturing dispatching, manufacturing contracting is characterized by the fact that the contractor company (Group companies) provides job-related instructions, and we must establish frameworks relating to production, quality control, labor management and workplace operations. In response to orders from the ordering party (client manufacturers), we conduct manufacturing, processing and inspections under our own management system, and delivers the finished products (deliverables) upon completion.

• Other

As for matters not included in the above, NISSO CORPORATION's special-purpose subsidiary (Nisso Pure Co., Ltd.) engages in the light work contracting and sales of goods businesses.

Administrative Human Resources Services (Nisso Brain Co., Ltd.)

General office work dispatching and BPO general office work dispatching are businesses conducted in accordance with the Worker Dispatch Law, (or "Worker Dispatching Act"), and mainly provide dispatching services such as office work and reception-related duties.

Companies engaged in the dispatching business have obtained permission for a worker dispatching business, and have concluded a worker dispatching contract between client companies (destination companies) and Nisso Brain Co., Ltd. In addition, after concluding an employment contract between the applicant and Nisso Brain Co., Ltd., the employed worker is dispatched to the destination company. These dispatching contracts are characterized by the fact that the employer of the dispatched worker (Nisso Brain Co., Ltd.) and the person who gives instructions for the work (destination company) are different.

In addition, Nisso Brain in part administers BPO services and is entrusted with collective operations of its clients.

(Other Businesses)

• Other Businesses (Nisso Nifty Co., Ltd.)

The Nisso Group has established nursing care and welfare businesses such as facility nursing care (fee-based senior-care nursing homes) and home-based nursing care, mainly in Yokohama, Kanagawa and Iwaki City, Fukushima.

① Facility nursing care

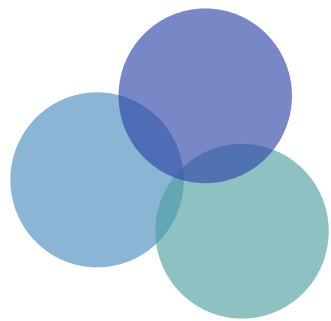
In Yokohama, Kanagawa, we operate 6 fee-based nursing homes and provide nursing care services to residents.

② Home-based nursing care

We have 1 nursing care station in Yokohama, Kanagawa Prefecture, 2 in Iwaki City, Fukushima, and 2 outpatient care facilities in Iwaki City, Fukushima.

■ Consolidated Financial Results of the Nisso Group

		FY 3/2018	FY 3/2019	FY 3/2020	FY 3/2021	FY 3/2022	FY 3/2023
Net sales	(Million yen)	59,208	69,161	74,966	68,213	77,549	90,827
Operating profit	(Million yen)	1,800	2,869	3,061	2,599	2,087	2,268
Ordinary profit	(Million yen)	1,781	2,895	3,149	2,949	2,369	2,349
Profit attributable to owners of parent	(Million yen)	1,014	2,053	2,033	1,592	1,696	1,622
Net income per share	(Yen)	37.89	61.58	60.51	47.08	49.94	47.71



External Evaluation

(NISSO CORPORATION)

Superior Manufacturing Contractor certification (2011~)

Contractors who operate a superior and appropriate business with good structures in place = Superior Manufacturing Contractors, are granted with accreditation certificates and certification marks (GJ Mark). NISSO CORPORATION received initial certification as a Superior Manufacturing Contractor in 2011.



Excellent Dispatching Business Operator Certification (2015~)

Dispatching business operators who not only comply with laws and regulations, but who also provide dependable services to both dispatched staff and dispatching destinations (client companies), such as supporting the career formation of dispatched employees and securing a better working environment for them, in addition to preventing troubles at dispatching destinations, are certified as "Excellent Dispatching Business Operators". NISSO CORPORATION received initial certification as an Excellent Dispatching Business Operator by the examination and accreditation body in 2015.



PrivacyMark Obtainment (2006~)

The PrivacyMark System is a system that complies with the Japanese Industrial Standard "JIS Q 15001 Personal information protection management systems-Requirements", certifies business operators, etc., who maintain a system to take appropriate protection measures for personal information, and grants PrivacyMarks to that effect, as well as permitting the use of PrivacyMarks for business activities. NISSO CORPORATION obtained the PrivacyMark in 2006.



ISO14001 : 2015 Certification (2005~)

ISO14001 is one of the international standards that is comprised of standards related to various methods of supporting environmental management systems. By repeating the cycle of PDCA (Plan {policy・plan}, Do {implement}, Check {inspect}, and Act {correct, readjust})

based on the requirements, the intention of companies is to continuously improve their level of environmental management. In addition, by receiving third party certification from an external organization, companies are issued with a publicly certified certificate of registration. NISSO CORPORATION obtained ISO14001 certification for management operations at Headquarters for business contracting and human resources dispatching services in 2005.



Obtained at HQ only

ISO9001 : 2015 Certification (Kanazawa Business Office, 2011~)

ISO9001 is one of the international standards that is comprised of a structure that is designed for companies, etc., to always deliver products and services with the quality that clients and society are seeking. NISSO CORPORATION obtained ISO certification for the manufacturing of electronic components (product manufacturing excluding product design + services) by manufacturing business contracting in 2011.



Kanazawa KKM-CSP

Yokohama Health and Productivity 2020 Certification

Yokohama Health and Productivity is a system in which the City of Yokohama certifies business establishments that strategically implement the health promotion of employees from a management perspective as a certified Yokohama Health and Productivity business establishment, based on the viewpoint that initiatives to maintain and promote the health of employees, etc., are investments that increase the profitability of companies. With the declining workforce due to the declining birthrate and aging population, and the need to utilize diverse human resources and enhance productivity, we recognize that maintaining and promoting the health of our employees is a particularly important management issue for NISSO CORPORATION, which considers people to be its greatest assets. NISSO CORPORATION will contribute to the sustainable growth of society as a whole and the realization of a lifelong active society by creating an environment where each and every employee can work safely and actively for a long time, with the Headquarters business office taking a central role.



External Evaluation

(Nikon Nisso Prime Corporation)

Excellent Dispatching Business Operator Certification (2023~)

Nikon Nisso Prime has been certified as an Excellent Dispatching Business Operator since April 2023.

Nikon Nisso Prime will continue its efforts to "create "social platform that allows anyone with a desire to work to adapt to changes in the social environment and continue to work", and will continue to take on the challenge of contributing as a member of society that creates a better future.



優良派遣事業者

(Nisso Pure Co., Ltd.)

Yokohama Community Contribution Company

As a company that contributes to the employment of persons with disabilities in the Yokohama area, Nisso Pure received the top-level certification (2008 ~ 2028) as a "Yokohama Community Contribution Company".



YOKOHAMA

10年表彰
地域貢献企業

Yokohama Good Balance Award

Recognized as a company that promotes the active participation and advancement of women and work-life balance, Nisso Pure has been awarded the "Yokohama Good Balance Award" (2015 ~ 2023).



(COLUMN)

Hosting of ALL NISSO (employee exchange event)

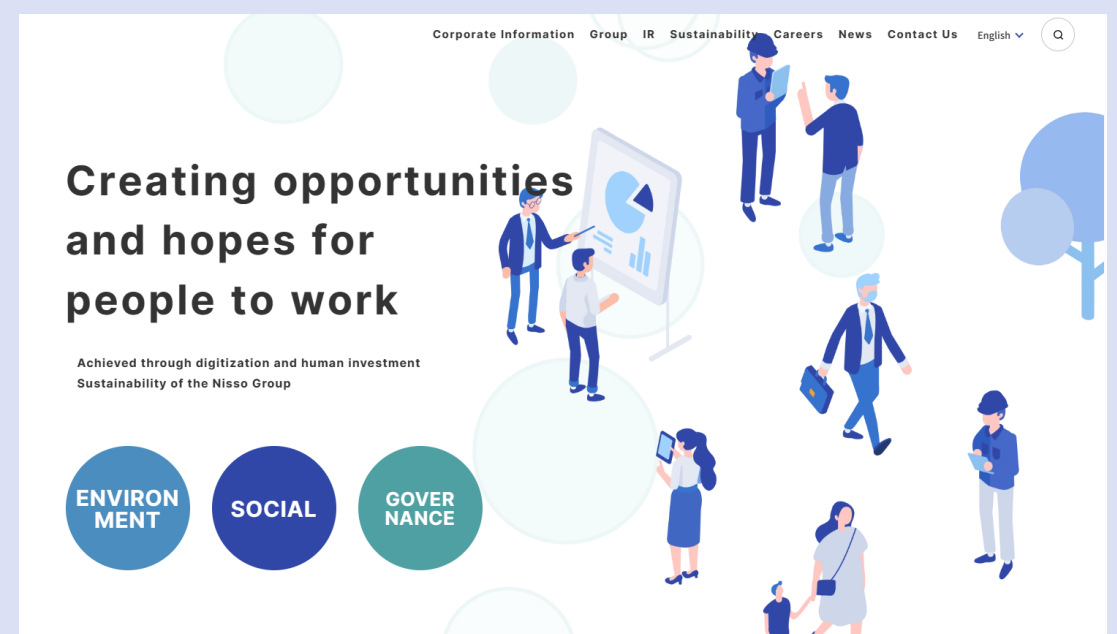
Once a year, employee representatives are selected from all over the country, and an annual business performance and continuous service awards ceremony is held. In addition, exchange events for participants such as quiz tournaments to enhance motivation and communication between fellow employees are provided. In FY 3/2023, it was held as a hybrid event, both online and in-person.



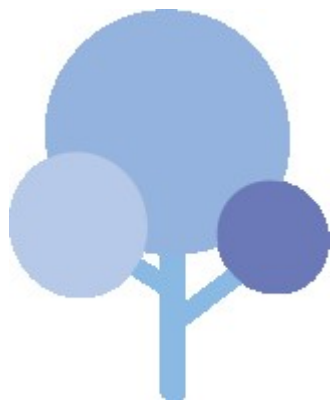
The Nisso Group's "Sustainability Site" has been newly established

The Nisso Group aims to enhance its corporate value by achieving sustainable business growth with initiatives aimed at realizing a sustainable society.

In order to inform stakeholders about the status of sustainability initiatives to date, NISSO Holdings Co., Ltd. has established a new "Sustainability Site".



<https://www.nisso-hd.com/en/sustainability/>



NISSOホールディングス
NISSO HOLDINGS Co., Ltd.



(For inquiries)

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