



FY 3/2026- FY 3/2028

Medium-term Management Plan

August, 2024

 **NISSOホールディングス**

NISSO HOLDINGS Co., Ltd.

TSE Prime Market Code:9332



**We, the the Nisso Group,
established NISSO HOLDINGS Co., Ltd.
in October 2023**

**to rapidly facilitate swift decision-making and strategic, agile execution of M&A,
create new business opportunities that will become the next core businesses,
establish an appropriate capital policy, and optimize management resources.**

**We aim to become a company with even greater appeal by
establishing a seamless business management structure for the entire Group and
an environment that enables each of the companies to become an operating
company with a high level of expertise specialized in each field, and
managing the development of people, creation of workplaces, and other aspects of
well-being, based on our recognition that human resources are essential “capital”
who function as the central driving force in our businesses.**

事業を支えてきた「人」を根幹としながら新たな領域を開拓

- ① Review of the Previous Mid-term Plan Period
(FY 3/23 ~ FY 3/25)
- ② Basic Policy ・ Social Environment Awareness ・
Mission Achievement Story
- ③ New Medium-term Management Plan
(FY 3/26 ~ FY 3/28)
- ④ Management Targets and Financial Indicators
- ⑤ Company Profile

A large, semi-transparent blue sphere is positioned on the right side of the slide, partially cut off by the edge.

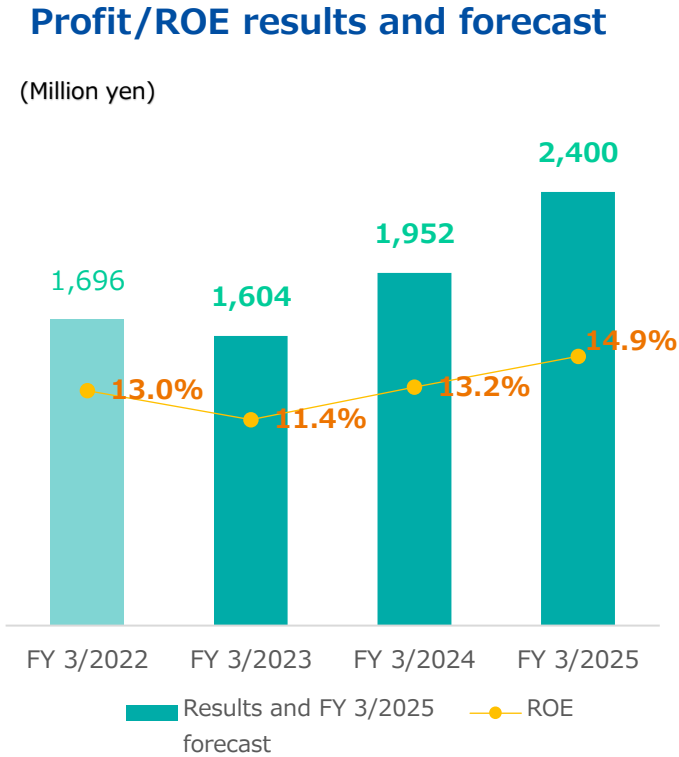
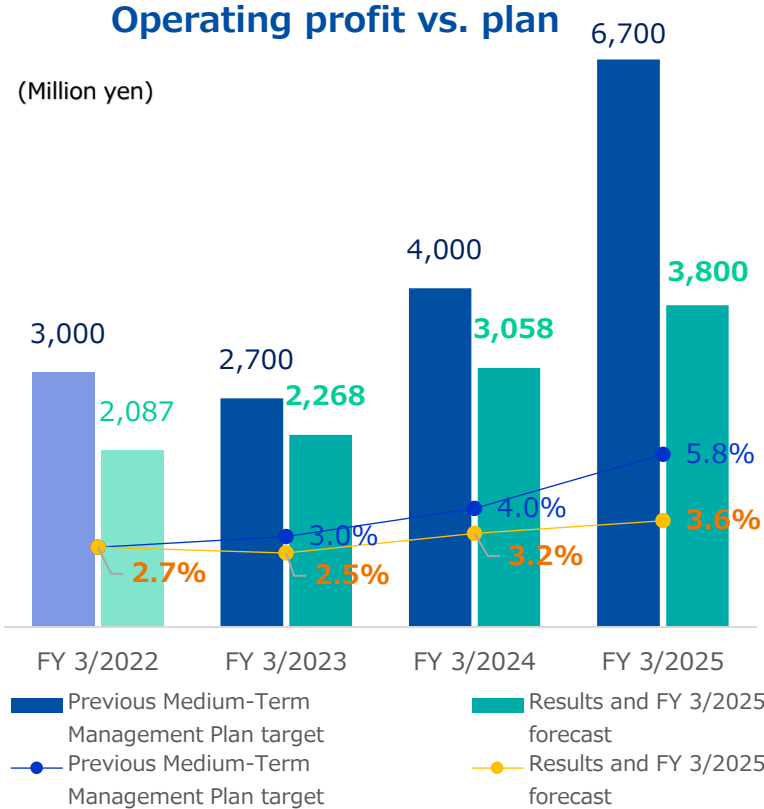
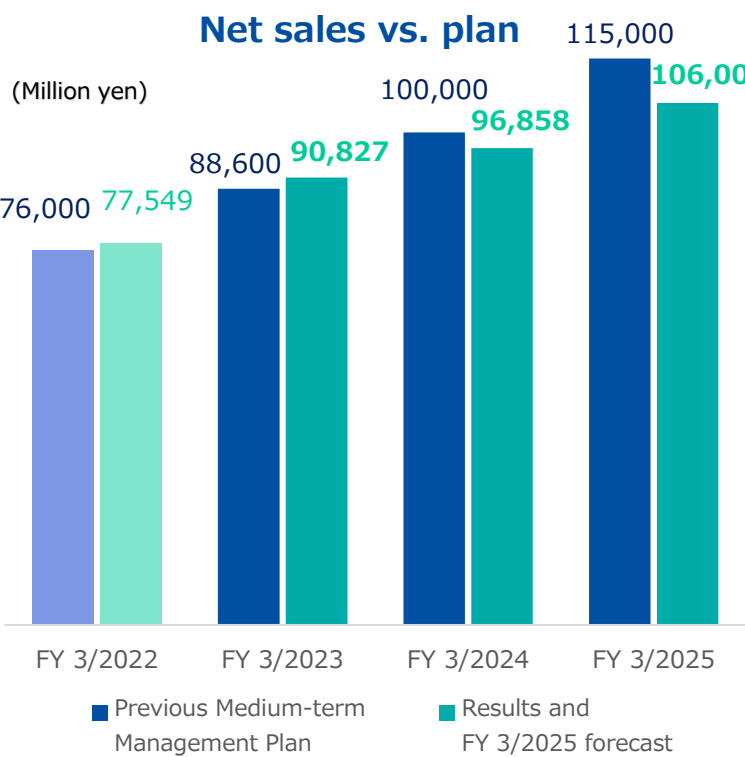
① Review of the Previous Mid-term Plan Period (FY 3/23 ~ FY 3/25)

Review of the Previous Medium-term Management Plan Period

 NISSO HOLDINGS

In the previous Medium-term Management Plan period, we set high plan targets because we anticipated demand for human resources as we emerged from the COVID-19 pandemic. Despite our efforts, multiple factors hindered our ability to maintain operations as expected: The rebound in the semiconductor industry was slower than expected, supply chain disruption from geopolitical risk also resulted in repeated parts shortages in the automotive industry, and quality control issues occurred.

Despite the severe environment, we invested in educational facilities and equipment, according to plan, to adapt human resources development to the changing human resources needs resulting from technological innovation. Although we did not achieve the targets in the plan, our clients appreciated the high quality of our service. As a result, the number of contracts concluded during unit-cost negotiations exceeded the plan and we achieved growth in both net sales and profit.



Management Strategy		Initiative Results	* See the Appendix on P. 50 for more information.
Business Strategy	● Business portfolio strategy	- Advanced the industry strategy - Added EYE'S Co., Ltd. as a consolidated Group subsidiary - Alliances with different industries: Doctors, Interstellar Technologies, APB	
	● Provision of services in response to changing <i>MONOZUKURI</i> (manufacturing)	- Expanded training facilities (Kumamoto, Kansai) - Pursued industry-government-academia collaboration (in five regions nationwide) - Exhibited at Manufacturing World Japan	
Infrastructure Strengthening Strategy	● Practice of human capital management ● Response to human resources mobility	- Reformed personnel system - Enhanced educational facilities and programs (for engineers and nurses) - Promoted changing careers to be an engineer	
	● Realization of business transformation by digitizing business operations	"Cloud Staffing" dispatch contract management "Start engineer" e-learning to train new personnel - Use of IT in recruitment operations	
	● Strengthening of governance	- Switched to a pure holding company structure - Established an Audit & Supervisory Committee	



② Basic Policy ・ Social Environment Awareness ・ Mission Achievement Story

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

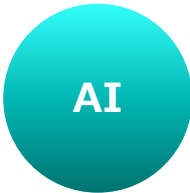
We will fulfill our Mission of

Creating opportunities and hopes for people to work

VISION

To transform into a corporate group with high-growth potential

Society 5.0 People × Cutting-edge technology



Advances in digital technology will enable people to live more convenient lives

- People will be able to access information instantaneously through smartphones, tablets, and other devices, and it will be possible to use online services anywhere in the world, making remote operation possible.
- Automation technology and AI will improve the efficiency of work and processes, reducing the time and labor required.

Industry 5.0 People × Machinery

Sustainable

Decarbonize (achieve carbon neutrality) and adopt a circular (recycling-oriented) approach to resources and energy or use digital to create an ecosystem

People-centered

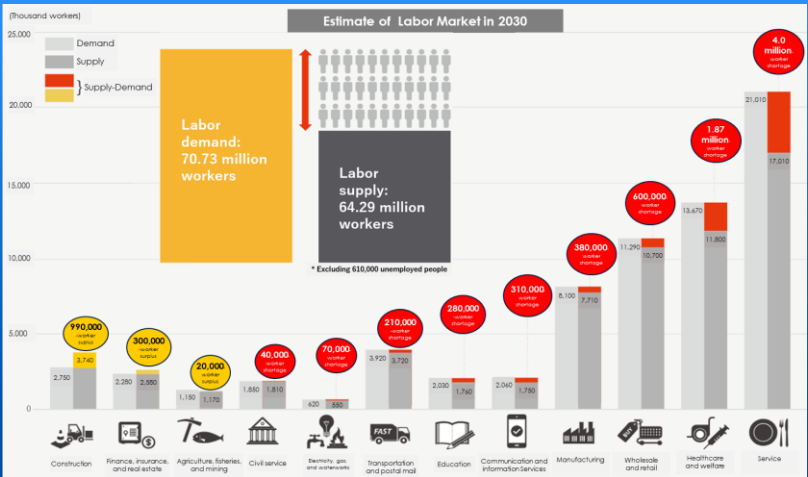
Maximize profit through collaboration between people and robots

Rebound ability

Introduce methods of using digital technology and acquire the management capability to overcome crisis conditions

Realize more sustainable, humane industries through maximal use of human intelligence and creativity and coordinated work of people and technology.
Re-evaluate the role of people, and emphasize situations where people can assume responsibility for important decisions and creative activities.
This will make more sustainable, efficient production methods and business models possible.

We anticipate expansion of the gap between supply and demand and a labor shortage despite implementing corrective measures



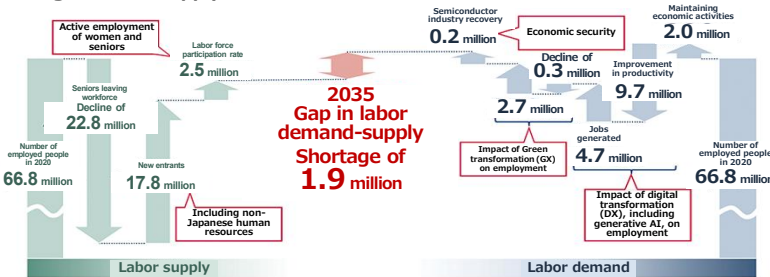
Source: PERSOL RESEARCH AND CONSULTING Co., Ltd.

- “Trinity labor market reforms” in the government’s Basic Policy on Economic and Fiscal Management and Reform 2023
- Support for skill improvement through upskilling and reskilling
 - Introduction of job-based pay on the reality of individual companies
 - Facilitate labor transfer into growth areas



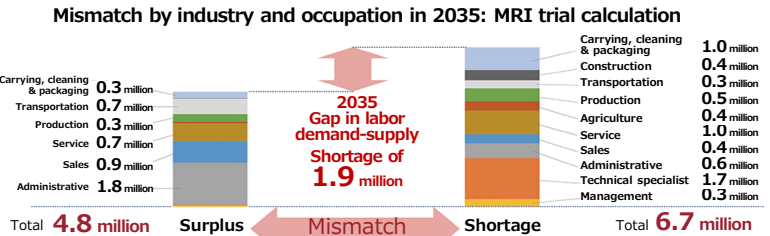
Drastic Change in Labor Supply-Demand in Japan by 2035

Change in labor supply-demand balance from 2020 to 2035: MRI trial calculation



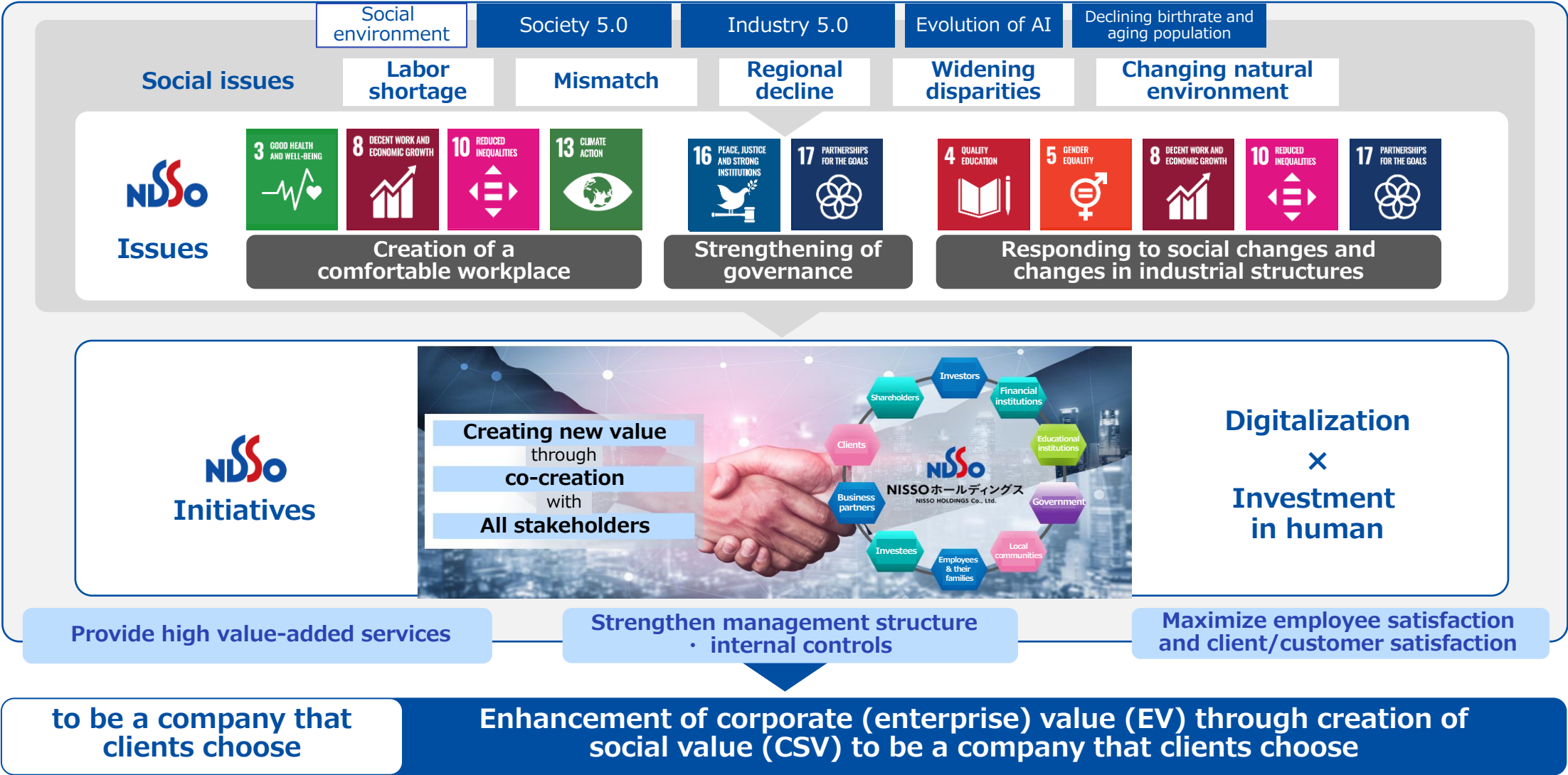
Note: Numbers for each category in millions of workers, rounded to the nearest 100,000

Mismatch in Human Resources is the Real Issue



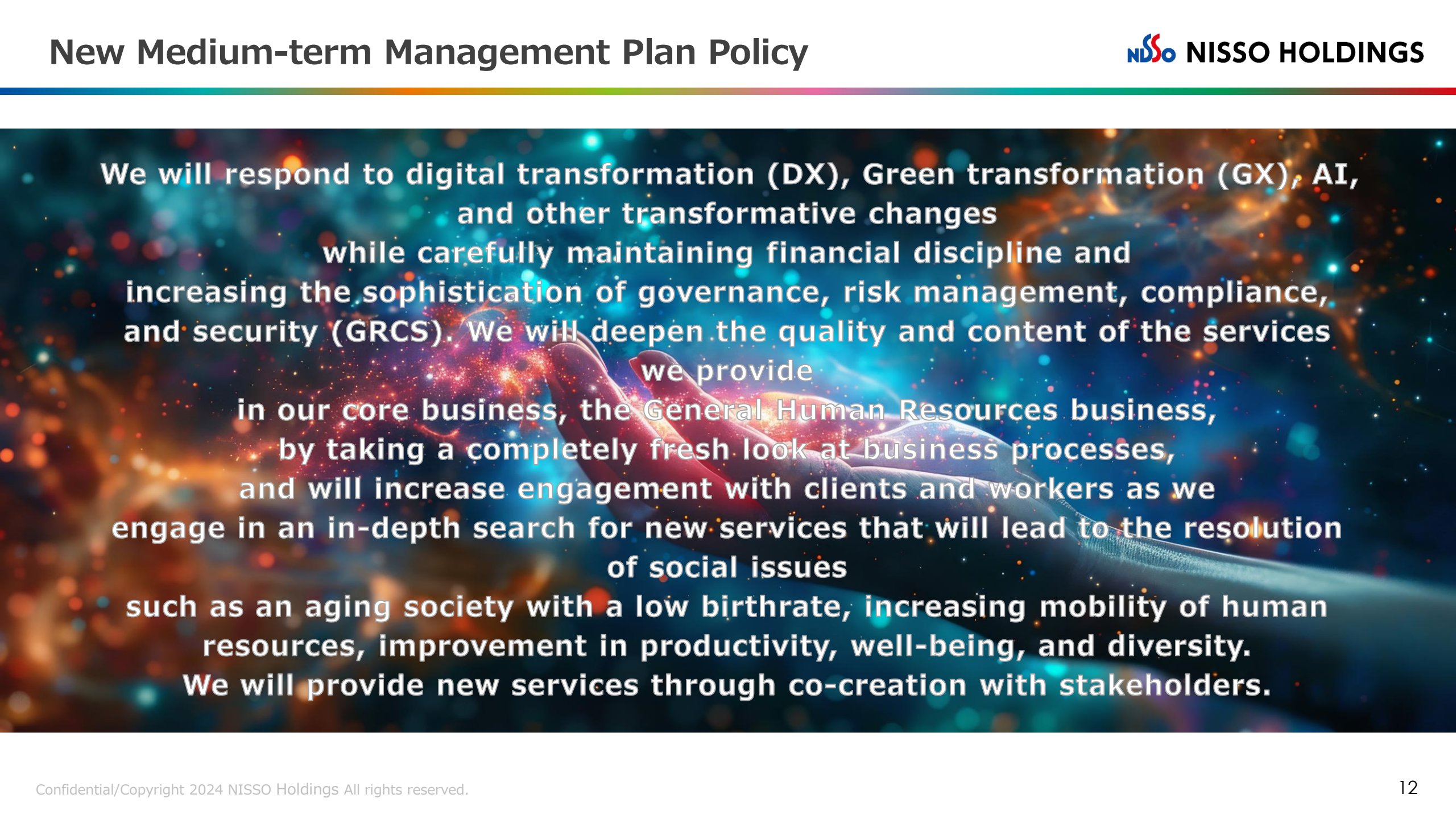
Source: Mitsubishi Research Institute

Mobility of the labor market will accelerate even more



The background of the slide features a light blue gradient with several large, semi-transparent, colorful spheres in shades of green, red, orange, and pink, some of which are partially cut off by the edges of the frame.

③ New Medium-term Management Plan (FY 3/26 ~ FY 3/28)



We will respond to digital transformation (DX), Green transformation (GX), AI, and other transformative changes while carefully maintaining financial discipline and increasing the sophistication of governance, risk management, compliance, and security (GRCS). We will deepen the quality and content of the services we provide in our core business, the General Human Resources business, by taking a completely fresh look at business processes, and will increase engagement with clients and workers as we engage in an in-depth search for new services that will lead to the resolution of social issues such as an aging society with a low birthrate, increasing mobility of human resources, improvement in productivity, well-being, and diversity. We will provide new services through co-creation with stakeholders.

Management Philosophy and Policy

Business portfolio diversification and expansion

③-1 Financial Strategy — Management strategies — ③-2 Non-financial strategies

- Expanding the ROIC spread
- Appropriate business resource allocation and shareholder return policy

- Practice of human capital management
- Environmental and social initiatives
- Strengthening governance

Delving deeper into existing core areas



Recruitment strategy



Industry strategy



Development strategy

③-3 Business strategies —Co-creation—

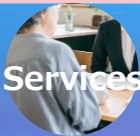
Exploring new areas



Creation of new services



General Human Resources Services



Five Services

Caregiving Services

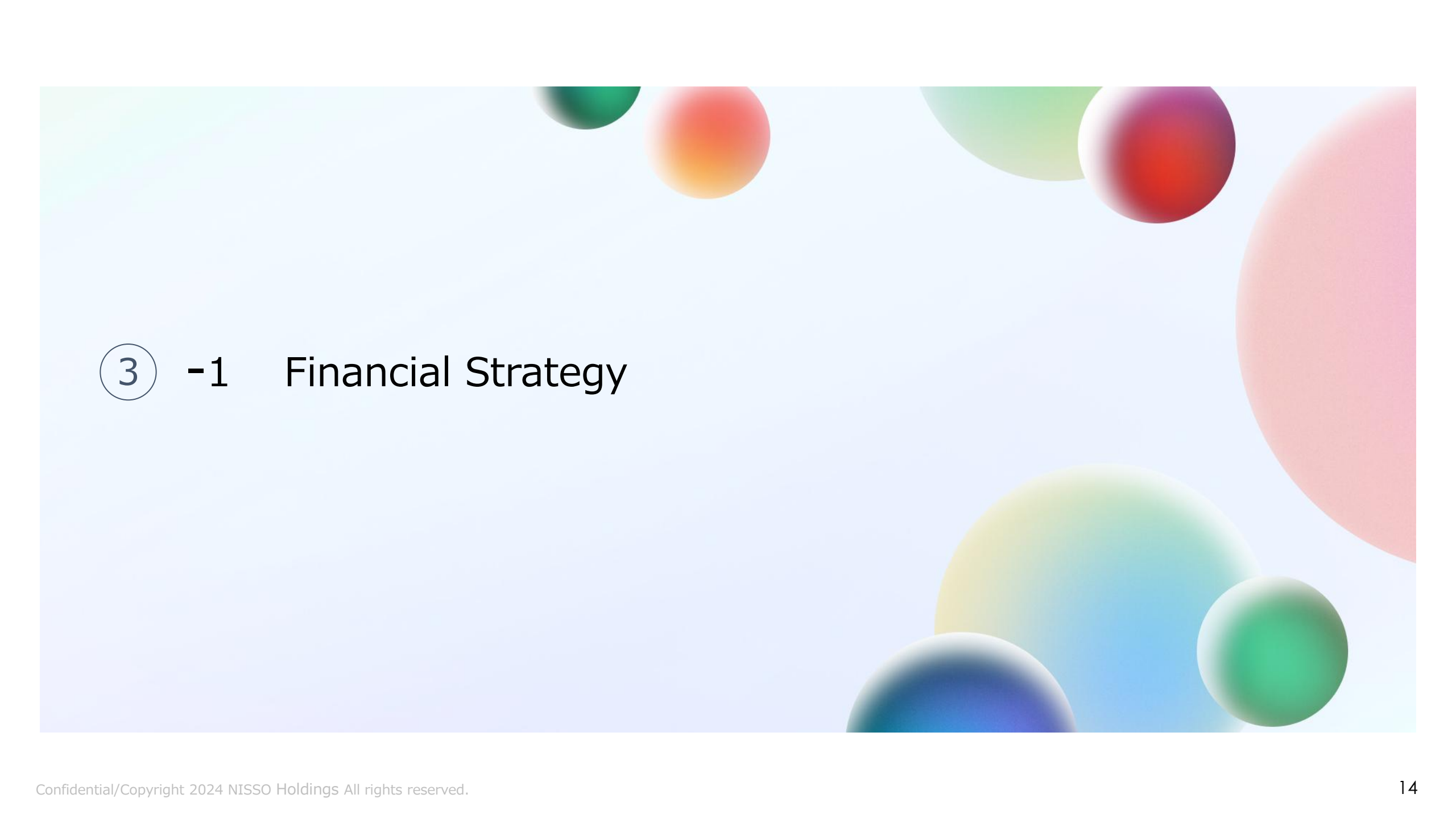


New Initiatives



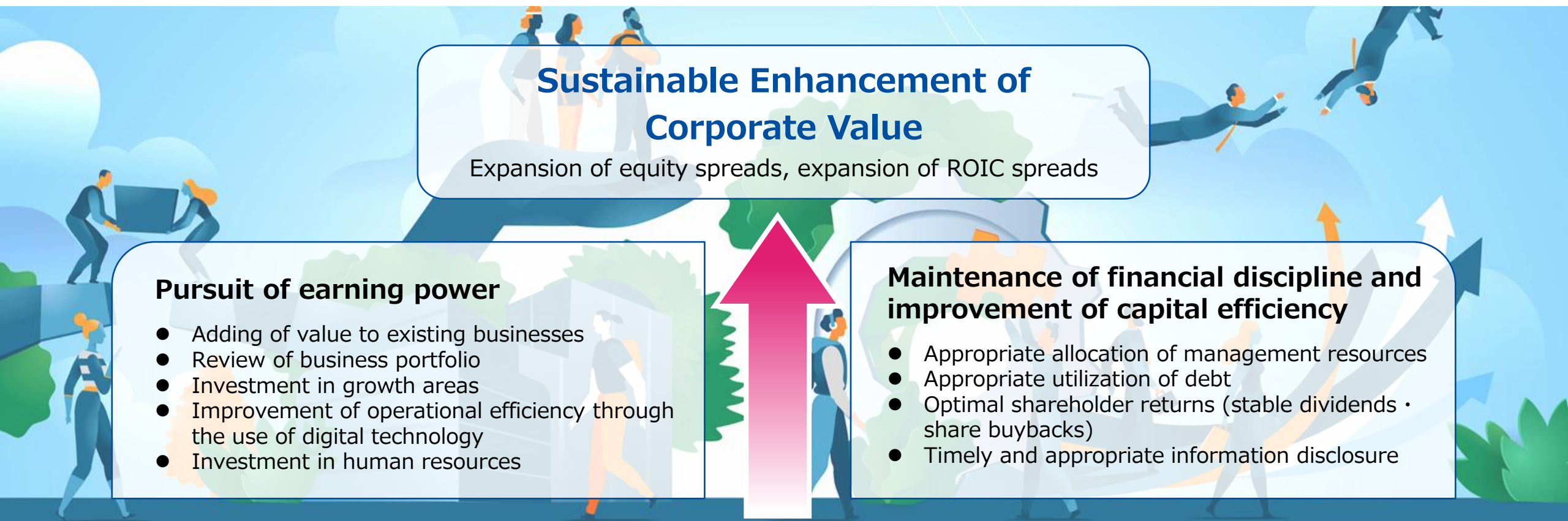
③-4 DX strategy

Building/Strengthening digital infrastructure Visualizing/Improving sophistication of management
Business reform/Improving efficiency/Automation

The background of the slide features a light blue gradient with several large, semi-transparent, colorful spheres in shades of green, red, orange, and pink, some of which are partially cut off by the edges of the frame.

③ -1 Financial Strategy

NISSO HOLDINGS will closely monitor our own cost of capital (cost of equity and weighted average cost of capital (WACC)) and will strive to pursue earning power and improve capital efficiency by using return on equity (ROE) and return on invested capital (ROIC) as key management indicators. In addition, we will strive to enhance corporate value by realizing a structure in which ROIC exceeds the cost of capital (weighted average cost of capital (WACC)) in a stable manner.



Sustainable Enhancement of Corporate Value

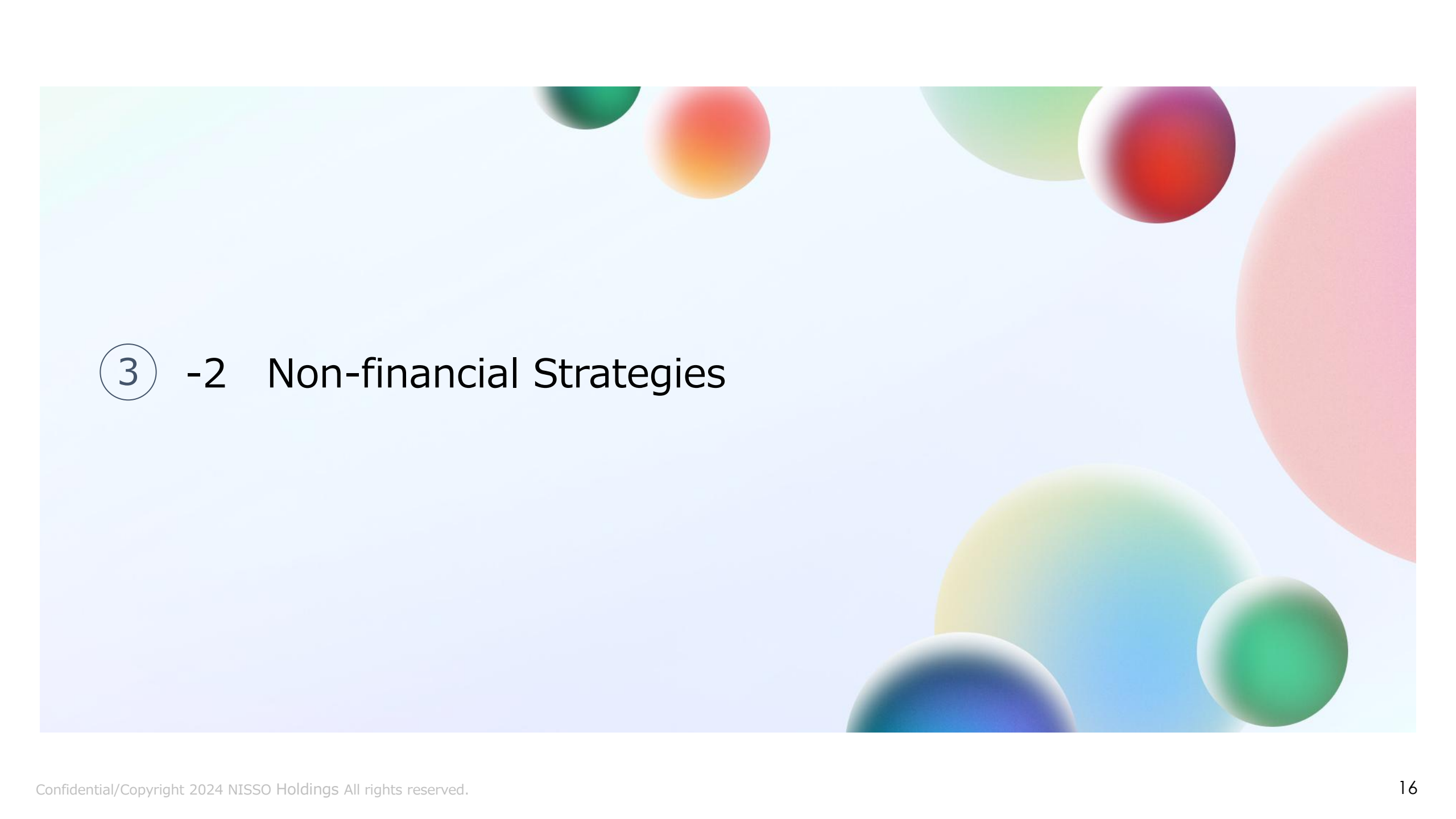
Expansion of equity spreads, expansion of ROIC spreads

Pursuit of earning power

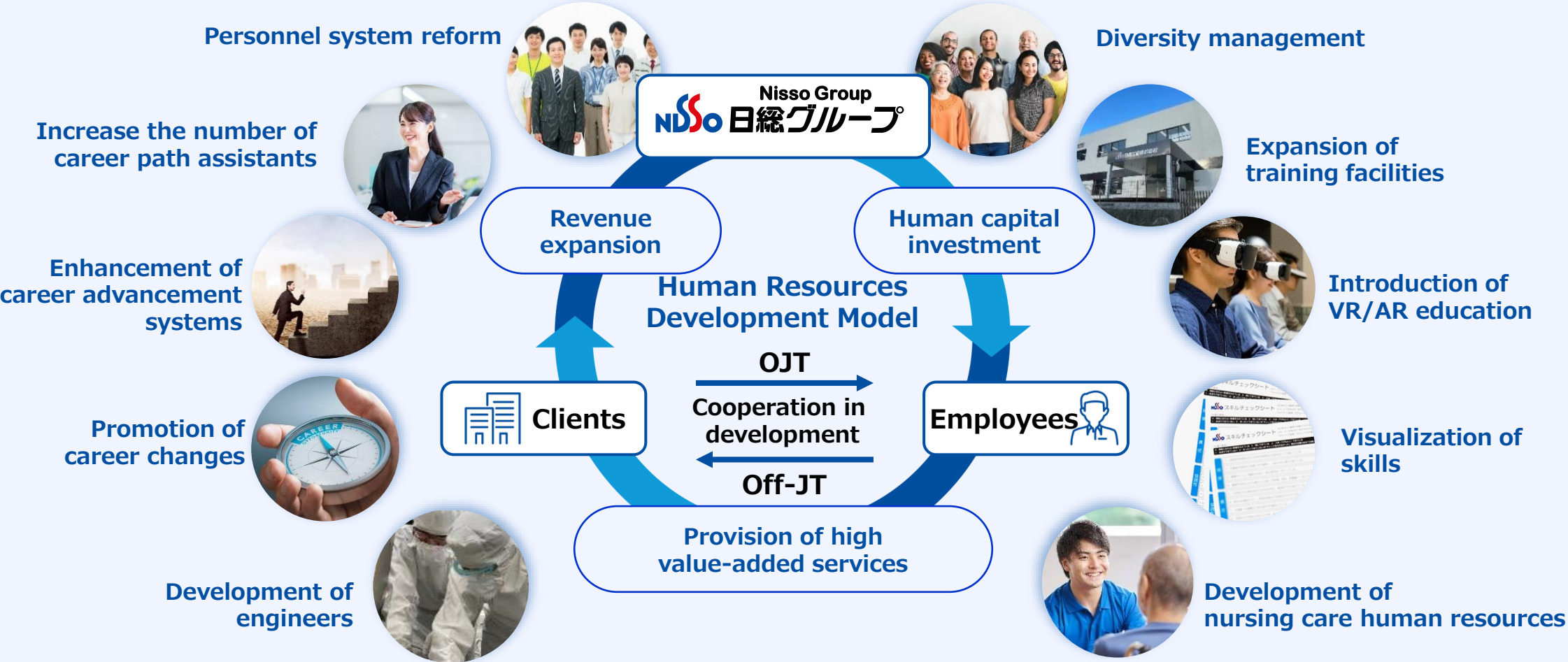
- Adding of value to existing businesses
- Review of business portfolio
- Investment in growth areas
- Improvement of operational efficiency through the use of digital technology
- Investment in human resources

Maintenance of financial discipline and improvement of capital efficiency

- Appropriate allocation of management resources
- Appropriate utilization of debt
- Optimal shareholder returns (stable dividends • share buybacks)
- Timely and appropriate information disclosure

The background of the slide features a light blue gradient with several large, semi-transparent, colorful spheres in shades of green, red, orange, and pink, positioned primarily in the upper and lower right areas.

③ -2 Non-financial Strategies



Non-financial Strategies

"Environmental" and "Social" Initiatives

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 are advancing initiatives to solve social issues through the provision of Human Resources Solution Services that support the growth of companies and people.

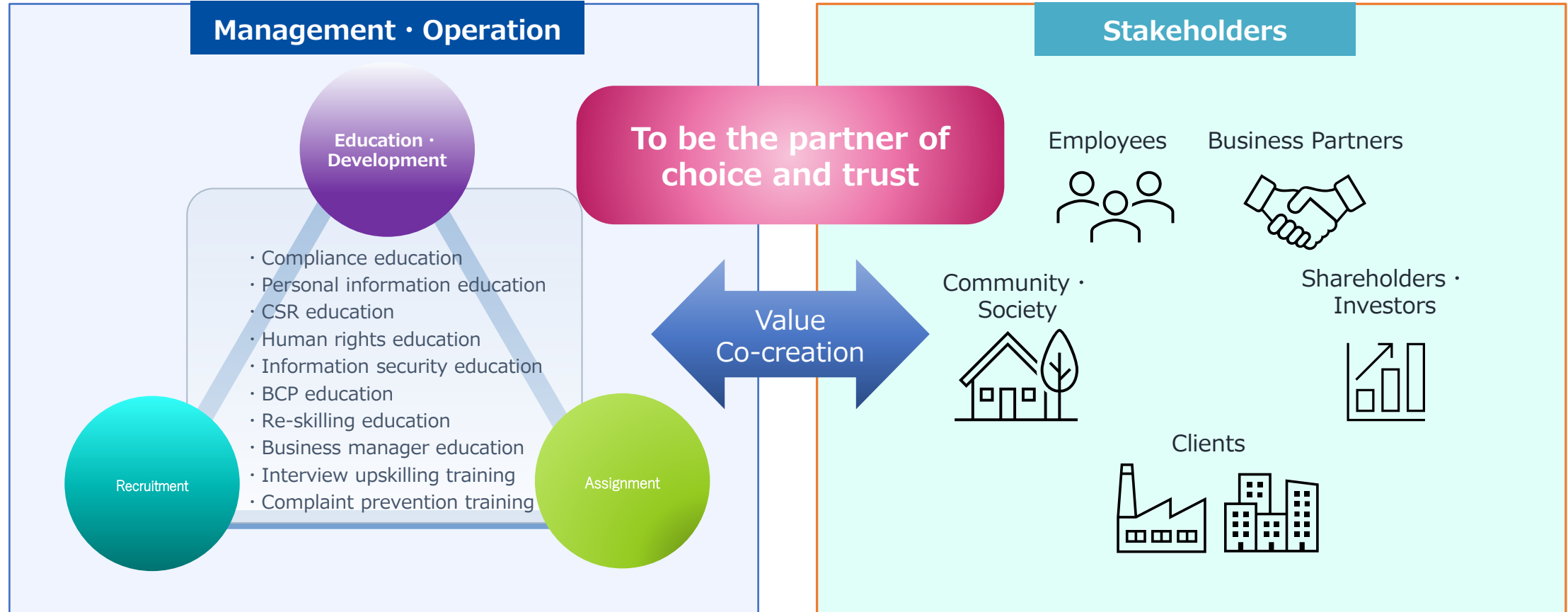


Non-financial Strategies Cases of Putting Diversity into Practice

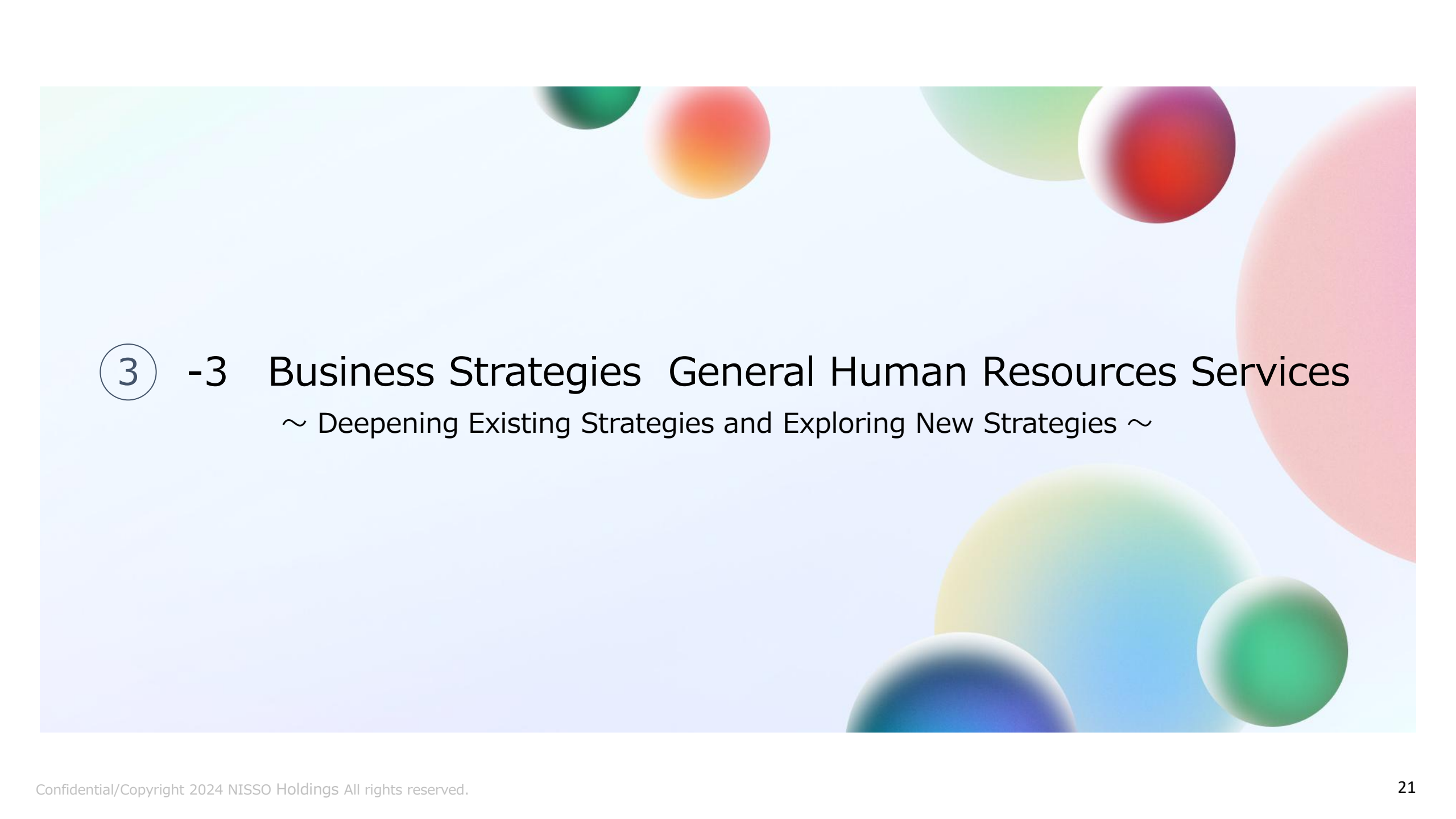
—Generating Active Participation of Employees with Disabilities



* Job coach: Person who is employed by a company to coach people employed at that company



As a corporate group with strengths in human resources development, we will implement educational programs to maintain governance and continue our efforts to earn the trust of our stakeholders.

The background of the slide features a light blue gradient with several large, semi-transparent, colorful spheres in shades of green, red, orange, and pink, some of which are partially cut off by the edges of the frame.

③ -3 Business Strategies General Human Resources Services

～ Deepening Existing Strategies and Exploring New Strategies ～

Deepening Existing Strategies

Technological Innovation Resulting in Changing Needs of a Changing Industry



Progress in introduction of new electric vehicle (EV) production technology combined with wide-ranging proliferation of AI and higher performance and miniaturization of semiconductors and electronic components

rise to new technologies, new devices, and new manufacturing processes

We anticipate an increasing need for professional human resources who are highly skilled in development, process management, and maintenance to replace conventional operators

As the industrial structure changes at an accelerating pace against the backdrop of technological innovation and environmental issues, the image of human resources required for each industry is also changing every moment. In particular, in order to meet the human resources needs of Japan's leading industries centered on automobiles, semiconductor, and electronics, we have established training facilities equipped with the latest manufacturing equipment to develop high value-added human resources, and provide strong support to the transforming industrial world.



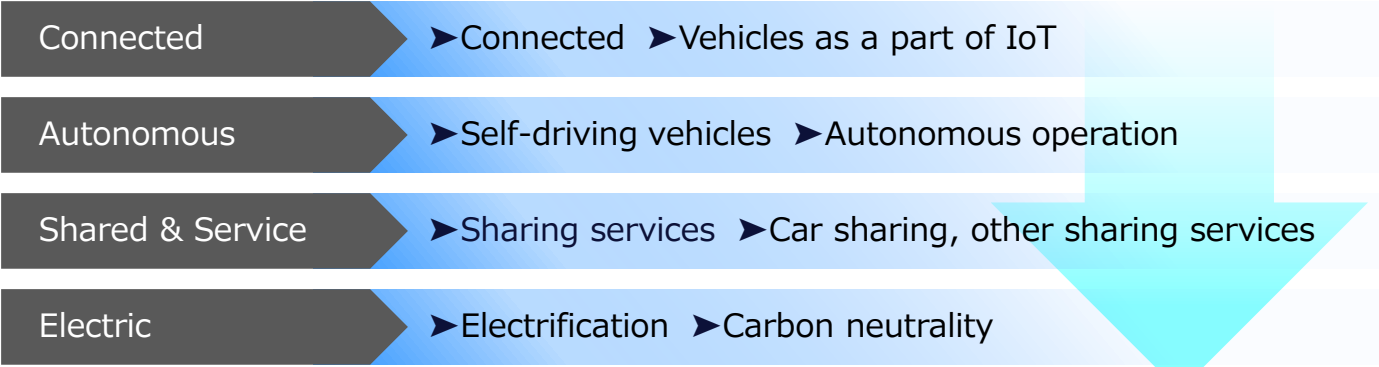
Industry Strategy

Industries driving Society 5.0

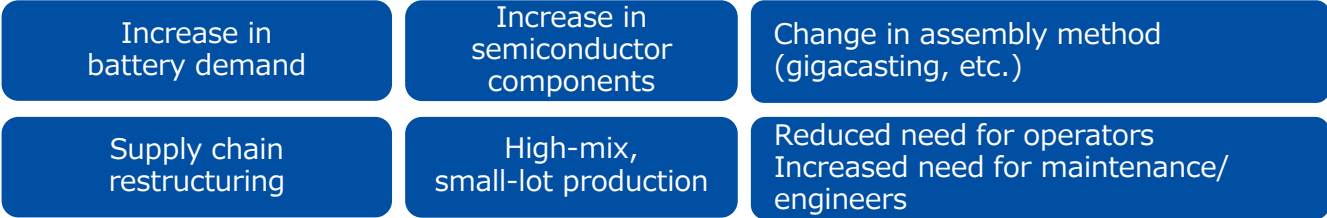
	Automotive Industry	Automobiles/ EV-related
	Semiconductor Industry	Semiconductors/ semiconductor manufacturing equipment
	Electronics Industry	Communication equipment/ electronic components

We also actively participate in industry-government-academia collaborations, and are currently participating in 5 educational consortiums nationwide to promote the improvement of the quality of education. (See P29)

Automotive industry being changed by CASE



Changes in the manufacturing/production area



The automotive industry is said to be undergoing a once-in-a-century transformation. We will continue to contribute to transformation of the industry through human resources.

Liquid LiB Production Locations Mainly for Vehicles in the Kansai Area	
Lithium Energy Japan	Shiga
Panasonic Energy Co., Ltd.	Suminoe, Osaka
Panasonic Energy Co., Ltd.	Kaizuka, Osaka
Panasonic Energy Co., Ltd.	Wakayama
Blue Energy Co., Ltd.	Kyoto
Vehicle Energy Japan Inc.	Kyoto
Prime Planet Energy & Solutions, Inc.	Kasai, Hyogo
Prime Planet Energy & Solutions, Inc.	Himeji, Hyogo
Prime Planet Energy & Solutions, Inc.	Sumoto, Hyogo
Prime Planet Energy & Solutions, Inc.	Tokushima

★ Participating in Kansai Storage Battery Human Resources Development Consortium

■ 産業界

Panasonic ENERGY prime planet energy & solutions GSYUASA

OSAKA SODA HIOKI HORIBA SHIMADZU 株式会社 日産工業 NIKKEN TOTAL SOURCING LIBTEC 公団建設 関西経済連合会

ニセ電池工業会 BASC Battery Association for Supply Chain

■ 教育機関

福井大学 三重大学 京都大学 KUAS 京都先端科学大学 大阪大学

大阪公立大学 近畿大学 兵庫県立大学 大阪公立大学工業高等専門学校

神戸高専 KOSEN NOKAIDAI

■ 自治体・支援機関

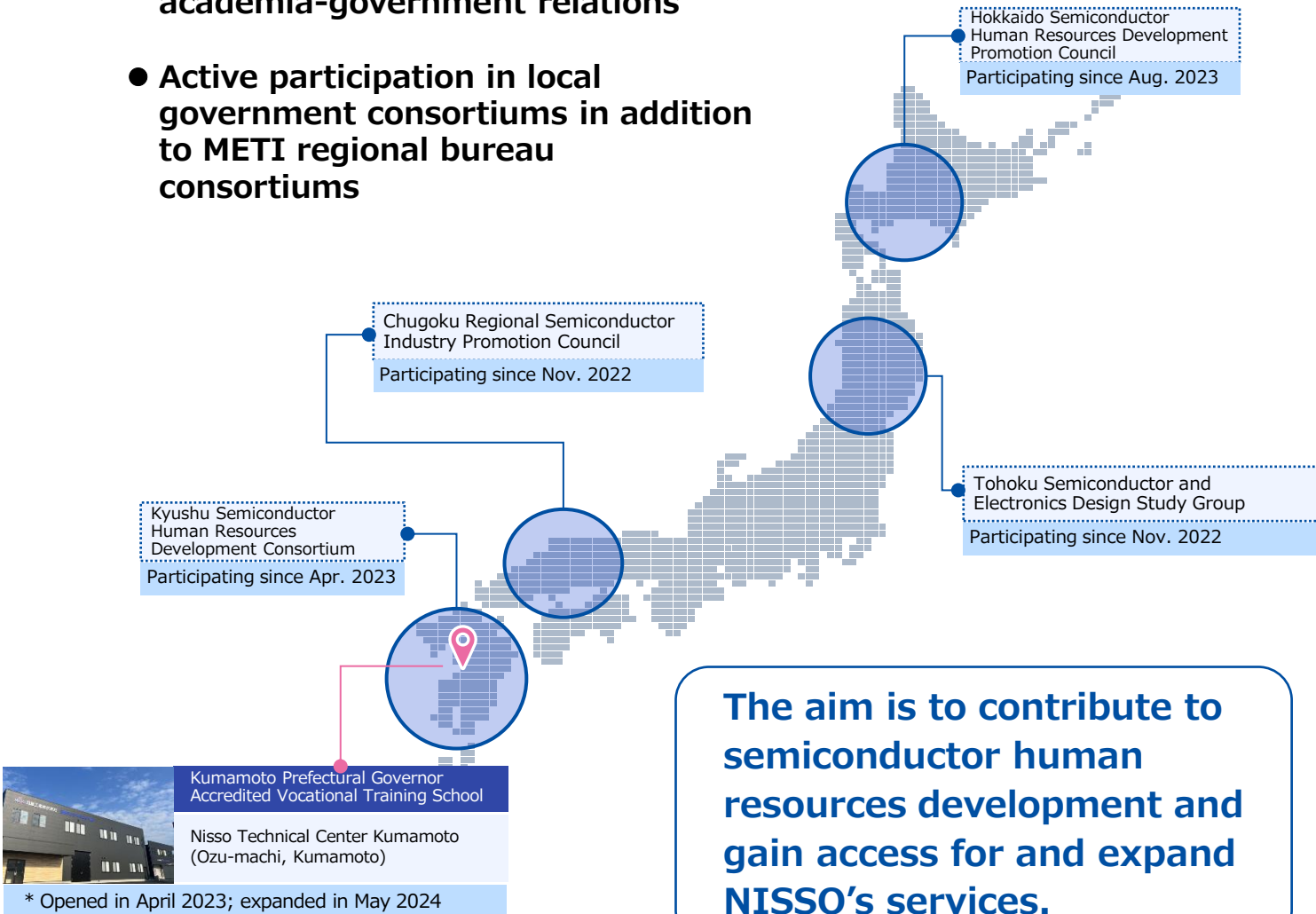
福井県、滋賀県、京都府、大阪府、兵庫県、奈良県、和歌山県、京都市、大阪市、堺市、神戸市、姫路市

ぎんざ 株式会社 高野・陣香・求職者雇用支援機構 産総研

NEDO nite 文部科学省 経済産業省 事務局：近畿経済産業局、BAJ、BASC

※メンバーは今後追加の可能性あり

- Delving deeper into industry-academia-government relations
- Active participation in local government consortiums in addition to METI regional bureau consortiums



2024 onward: Examples of information on new investments in semiconductor plants
(From company announcements/various media)

Start-up Year	Area	Company name	Product
2027	Chitose, Hokkaido	Rapidus Corporation	2 nm (300 mm)
	Ohira, Miyagi	JSMC	55 nm 40 nm 28 nm (300 mm)
	Koshi, Kumamoto	SONY	Image sensors
2026	Kikuyo, Kumamoto	Mitsubishi Electric Corporation	SiC power
	Isahaya, Nagasaki	KYOCERA Corporation	Fine ceramic parts, etc.
	Isesaki, Gunma	Shin-Etsu Chemical Co., Ltd.	Semiconductor lithography materials
	Kitakyushu, Fukuoka	Mitsubishi Chemical Group Corporation	Light-sensitive polymers for photo resist
2025	Higashihiroshima, Hiroshima	Micron Memory Japan, K.K.	1 γDRAM (300mm)
2024	Kitakami, Iwate	KIOXIA Iwate Corporation	NAND flash memory (300mm)
	Nomi, Ishikawa	KAGA TOSHIBA ELECTRONICS CORPORATION	Power semiconductors (300 mm)
	Kai, Yamanashi	Renesas Electronics Corporation	Power semiconductors (300 mm)
	Yokkaichi, Mie	KIOXIA Corporation	3D flash memory (300 mm)
	Kikuyo, Kumamoto	JASM	28 nm 22 nm 16 nm 12 nm (300 mm)
	Kunitomi, Miyazaki	LAPIS Semiconductor Co., Ltd.	Power semiconductors (150 mm)

Deepening Existing Strategies Recruitment Strategy

Expanding Recruitment of Global Human Resources

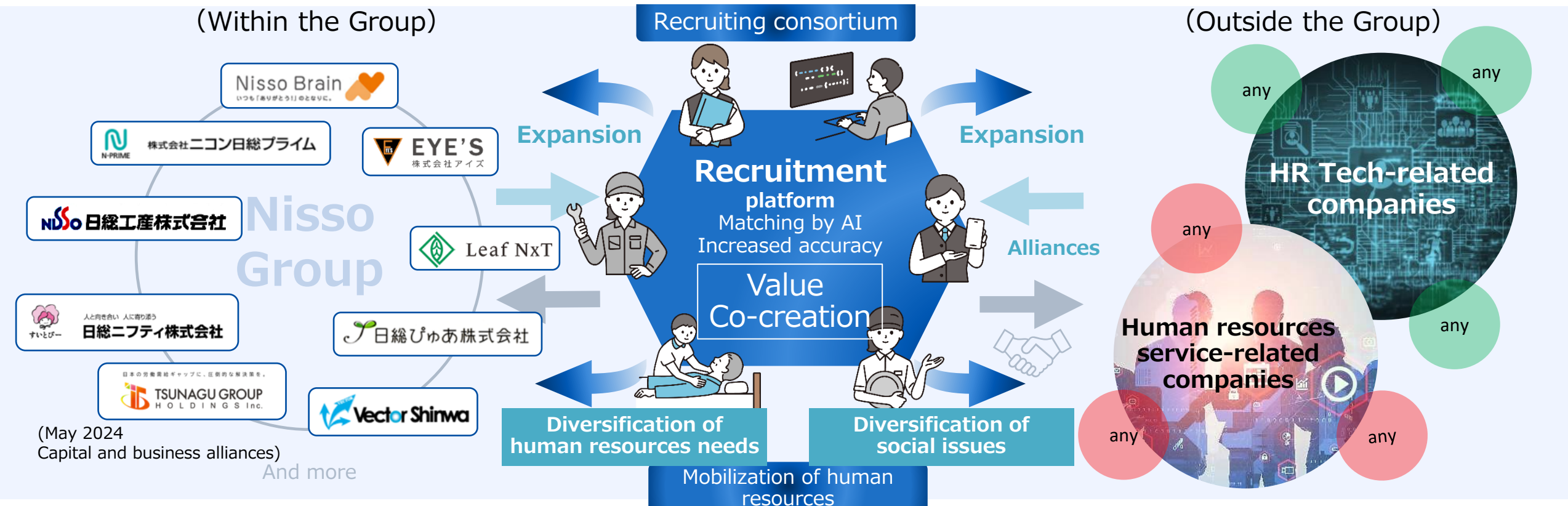


*RBA: Responsible Business Alliance

Deepening Existing Strategies Recruitment Strategy

Targeting Zero Mismatches

Despite the declining population of working age, mismatches are occurring at recruitment sites on a nearly daily basis. Mismatches can be resolved if recruitment sites have a menu of many different types of work to offer.



Reach zero mismatches by building and deploying a recruitment platform that utilizes Group synergies to respond to diversifying social issues and meet human resources needs.

Deepening Existing Strategies Development Strategy

NISSO HD's Development Abilities

【Nisso Technical Center
Higashi-Nihon】



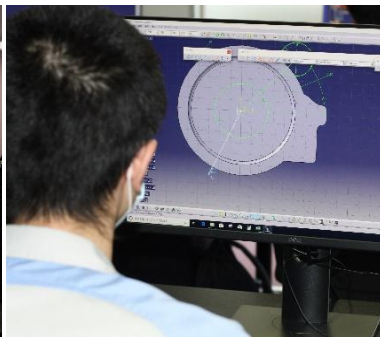
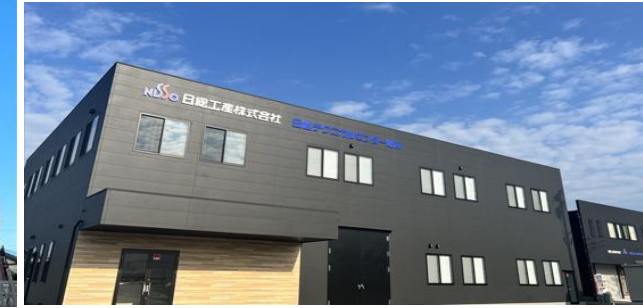
【Nisso Technical Center
Naka-Nihon】



【Nisso EV Technical Center
Kansai】

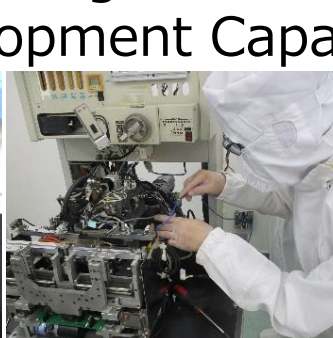


【Nisso Technical Center
Kumamoto】



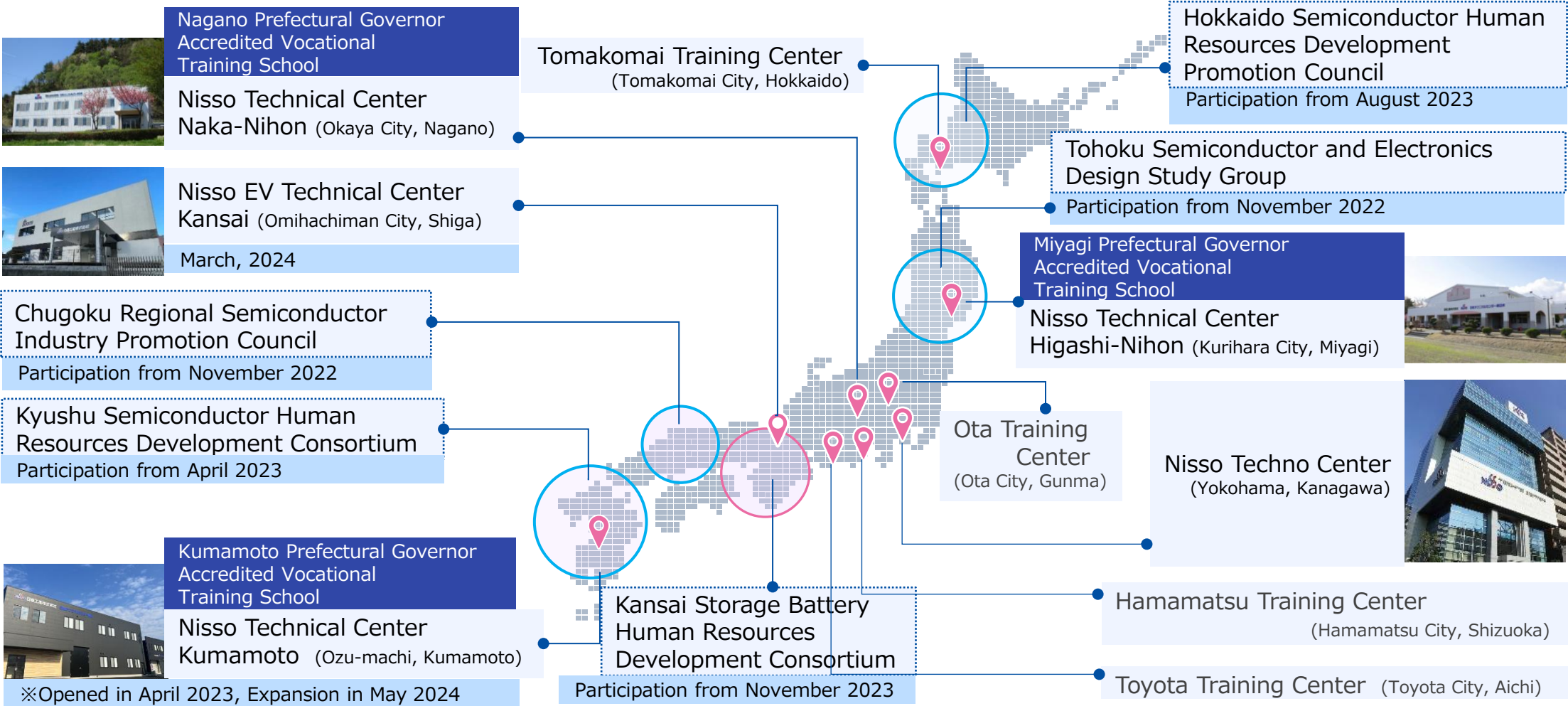
Founding Philosophy
Nurturing and Bringing Out
the Best in People

Core Competence
Overwhelming Human Resources
Development Capabilities



Deepening Existing Strategies Development Strategy

Nationwide Network of Training Bases



In order to meet the human resources needs of each industry, we will open new educational facilities and further promote industry-government-academia collaboration

● Facility characteristics

Location for training equipment technology engineers to support manufacturing of semiconductors and other electronic device systems.

- (1) Equipment technology order training (designed to address owned equipment and needs)
- (2) Subcontractor training (training for employees of business partners)
- (3) Conventional training (development of in-house engineers)

● Curriculum characteristics

Our vocational training curriculum provides an environment where trainees can learn actual work skills, including learning through failure, not possible in on-the-job training at actual work sites. We implemented a short-term intensive training program consisting of classroom study (2F) and practical hands-on training (1F) in an environment where participants can learn by working onsite, including learning through failure.

● Equipment characteristics

The training center became operational when we brought actual, cutting-edge 12-inch semiconductor manufacturing equipment online (etching, CVD).



Due in part to numerous client requests, we embarked on an expansion project in 2024. The area will be double the current area and will serve as a training that can accommodate up to three times the current capacity.

Issues involved in the shift to EV

- Changing components
- Changing production processes
- Changing systems
- **Changing human resources (skill) requirements**

We think the demand for human resources who possess specialized knowledge of electrical engineering, battery technology, etc. will increase. We therefore think the need for new skills and training programs in the manufacturing industry will also increase.

Rolling out a strategy aimed at adapting to the shift to EV and a sustainable future

令和6年3月1日時点の参画機関です。（今後、変更の可能性があります。）

■産業界

Panasonic ENERGY prime planet energy & solutions GS YUASA

OSAKA SODA HIOKI HORIBA SHIMADZU 能くべり科研

NISSO 日総工産 NIKKEN TOTAL SOURCING LIBTEC 京都経済連合会

電池工業会 BASC

■教育機関

福井大学 三重大学 京大 近畿大学 KUAS 京都先端科学大学 大阪大学

大阪公立大学 近畿大学 兵庫県立大学 大阪公立大学工業高等専門学校

神戸高等 KOSEN NOKAIDAI

■自治体・支援機関

福井県、滋賀県、京都府、大阪府、兵庫県、奈良県、和歌山県、京都市、大阪市、堺市、神戸市、姫路市

ぎぜんこう ポリテクセンター関西 高齢・障害・求職者雇用支援機構 産総研

NEDO nite 文部科学省 経済産業省

事務局：近畿経済産業局、BAJ、BASC

※メンバーは今後追加の可能性あり

Participating in the Kansai Storage Battery Human Resources Development Consortium

We opened a vocational training and certification school in Shiga Prefecture on March 25, 2024, and will increase EV training content in the future.



Deepening Existing Strategies Development Strategy

Meeting the Needs of a Changing Industry



In the Chubu and Tokai region,

We are planning to open a core training location to develop various kinds of engineers, mainly for absolutely essential maintenance in the rapidly changing automobile, storage battery, and semiconductor areas.

The main target for development is skill improvement/re-skilling of personnel who lack experience and manufacturing operators. Our plan is to accommodate external development needs as well as our own.

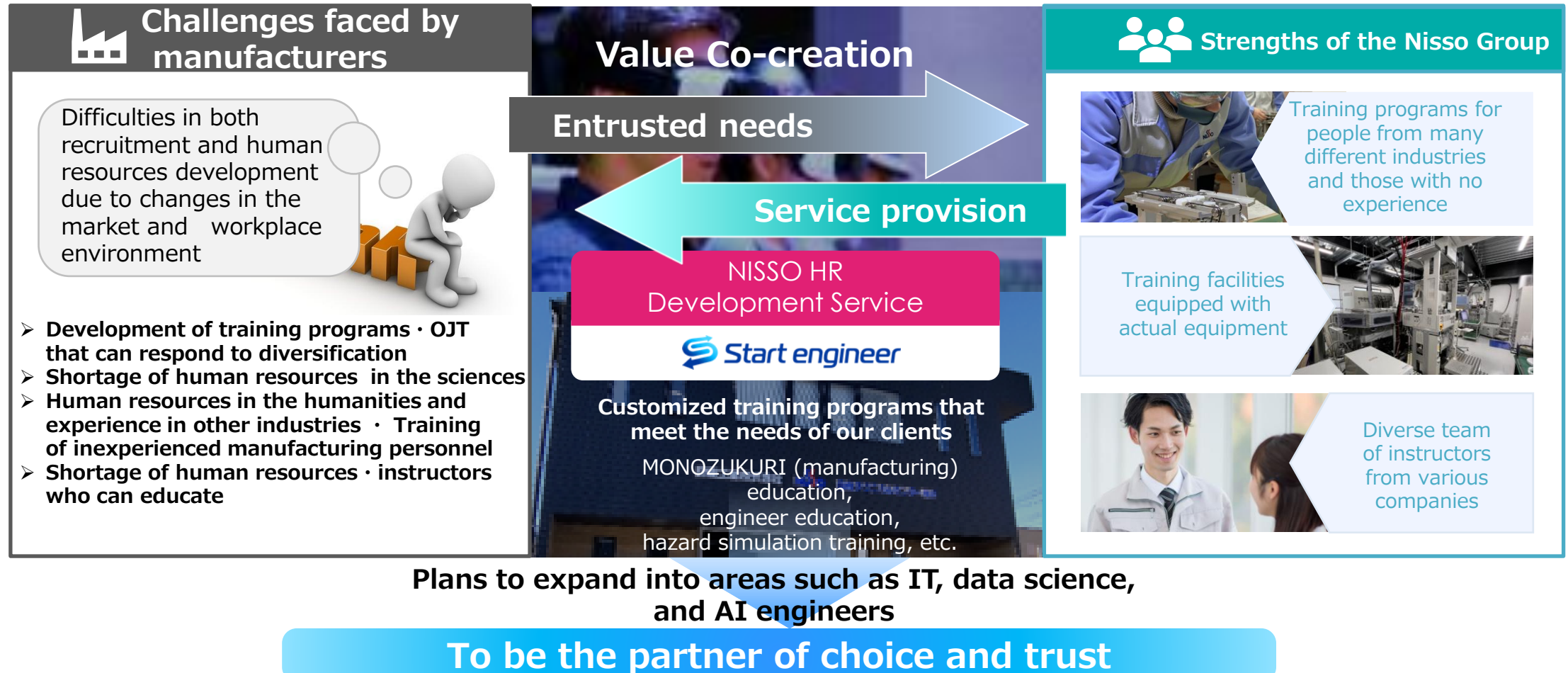
We are currently considering development and introduction of a curriculum that utilizes extended reality (XR) technology in addition to the actual core equipment.

The size of the human resources market is said to be around 10 trillion yen. This market is expected to remain stable and continue growing while evolving in structure.

We will accelerate exploration of new human resources-based business models as we reflect on the essential nature of working.

**In line with our founding philosophy of
“Nurturing and Bringing Out the Best in People”
we will co-create value with all of our stakeholders**

**as we create opportunities and hopes for people to work
and continue to take on challenges targeted at being a group with high growth
potential.**



【Clients who have endorsed us】

※Titles omitted

• Primearth EV Energy Co., Ltd. • TDK Corporation • Nikon Corporation • Mitsubishi Electric Corporation Power Device Works
• KIOXIA Iwate Corporation • DENSO IWATE CORPORATION • RHOMBIC Corporation • Kurihara city office other

Issues involved in human resources development



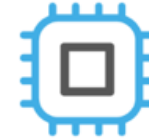
Shortage of
instructors



No time for human
resources
development



There are no external
instructors, and
outsourcing instruction is
expensive



Unable to provide training in
semiconductors and other
specialized areas



Content enhanced by the e-learning system we developed
Currently selling to the general public together with our business
partner (Proseeds Co., Ltd.)



Content created from
group training of over
2,000 people



A curriculum that even
those with zero basic
knowledge can understand



Easy-to-understand
educational materials and
a robust support structure

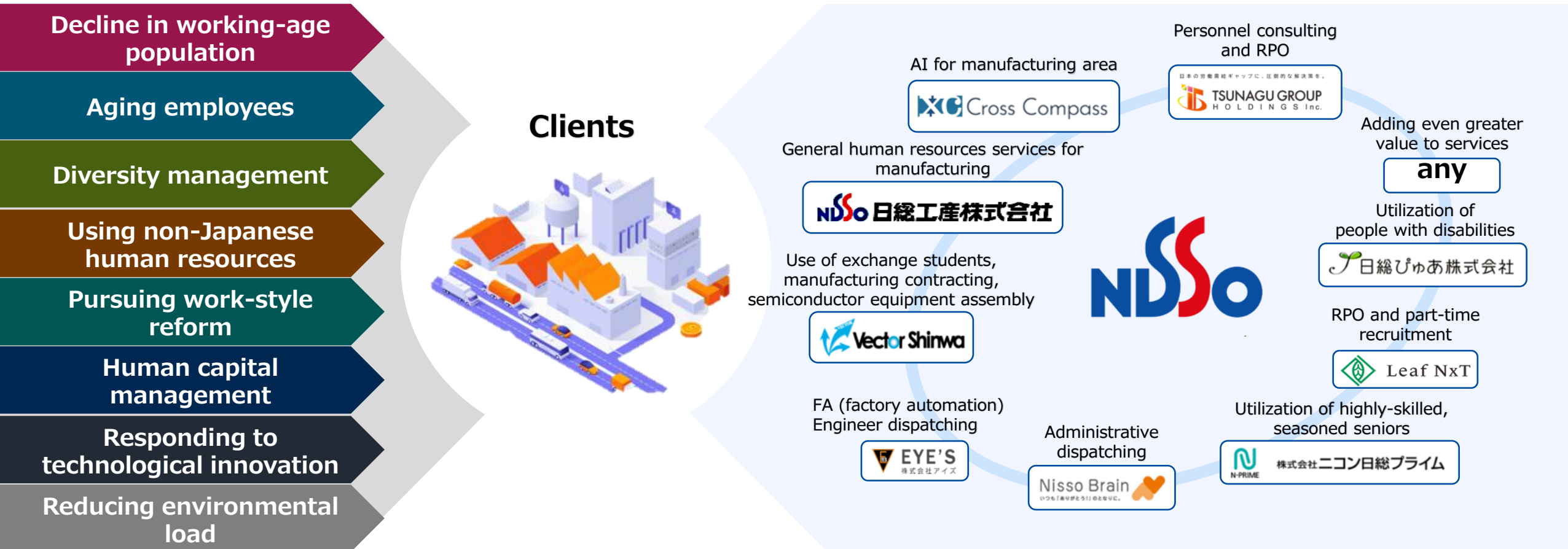


An extensive line-up,
ranging from basic areas
to new areas

Exploring New Strategies Creation of New Services

Manufacturing-related Human Resources Services Continuing to Expand

The Nisso Group will continue to support each client with customized services that utilize our Group synergies to the fullest extent for manufacturers who are confronting social issues head-on.



The background of the slide is a light blue gradient. It is decorated with several large, semi-transparent, colorful spheres in shades of green, red, orange, yellow, and blue, some of which are partially cut off by the edges of the frame.

③ -3 Business Strategies Nursing Care • Welfare Services

～ Deepening Existing Strategies and Exploring New Strategies ～

● Status of Elderly · Nursing Care Staff

■ Trends in Elderly by Prefecture	2020			2030			Growth rate of the aging rate (points)
	Total population (10,000 people)	Population aged 65 and over (10,000 people)	Aging rate (%)	Total population (10,000 people)	Population aged 65 and over (10,000 people)	Aging rate (%)	
Nationwide	12,615	3,603	28.6	12,011	3,696	30.8	2.2
Kanagawa Prefecture	924	236	25.5	912	255	28.0	2.5
Fukushima Prefecture	183	58	31.7	164	60	36.6	4.9

Source: "Projected Population by Region in Japan (December 2023 Estimate)" National Institute of Population and Social Security Research

Nursing Care Staff · Trends in Active Job Openings-to-Applicants Ratio

	January 2023	January 2024
Nationwide	1.35	1.27
Kanagawa Prefecture	1.10	1.09
Fukushima Prefecture	1.56	1.44
Nursing care staff	3.82	4.00

Social Issues in Nursing Care

- Further increase in the number of people requiring nursing care
- Chronic shortage of nursing care workers
- Decline in the quality of nursing care services

4 Commitments

Commitment to Customers

We treat each customer with consideration for their background, history, likes, dislikes, hobbies, and preferences, and value them wholeheartedly.

Commitment to Service

We act immediately in response to customer requests, and our team discusses and determines how to best respond to them.

Commitment to Local Communities

We value activities that are rooted in the local community, and strive to create an open environment where people can feel free to consult with us through open and cheerful communication.

Commitment to Peers

Our staff exchange greetings with each other with a smile and sincerely express their gratitude by saying "thank you". We will cooperate and support each other with a compassionate heart to provide better services.

5 Services

Facility Nursing Care Services



Outpatient Care Services



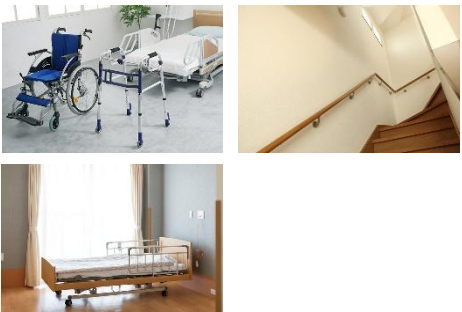
In-home Care Services



Home-visit Nursing Care · Disability Support Services



Welfare Equipment (Assistive Products) Home Improvement Services



Utilization of diverse human resources

- Promoting the utilization of foreign human resources
 - _ New assignment to Bldg. 5
 - _ Leader development
 - _ Home-visit nursing care staff training



Improvement of nursing care quality

- Industry-government-academia collaboration
 - _ Basic agreement with Kanagawa Prefecture on improvement of pre-symptomatic diseases
- Joint research with universities
 - _ Joint research agreement with Yokohama National University
 - ~Joint research on environmental adaptation of residents in facilities for the elderly~

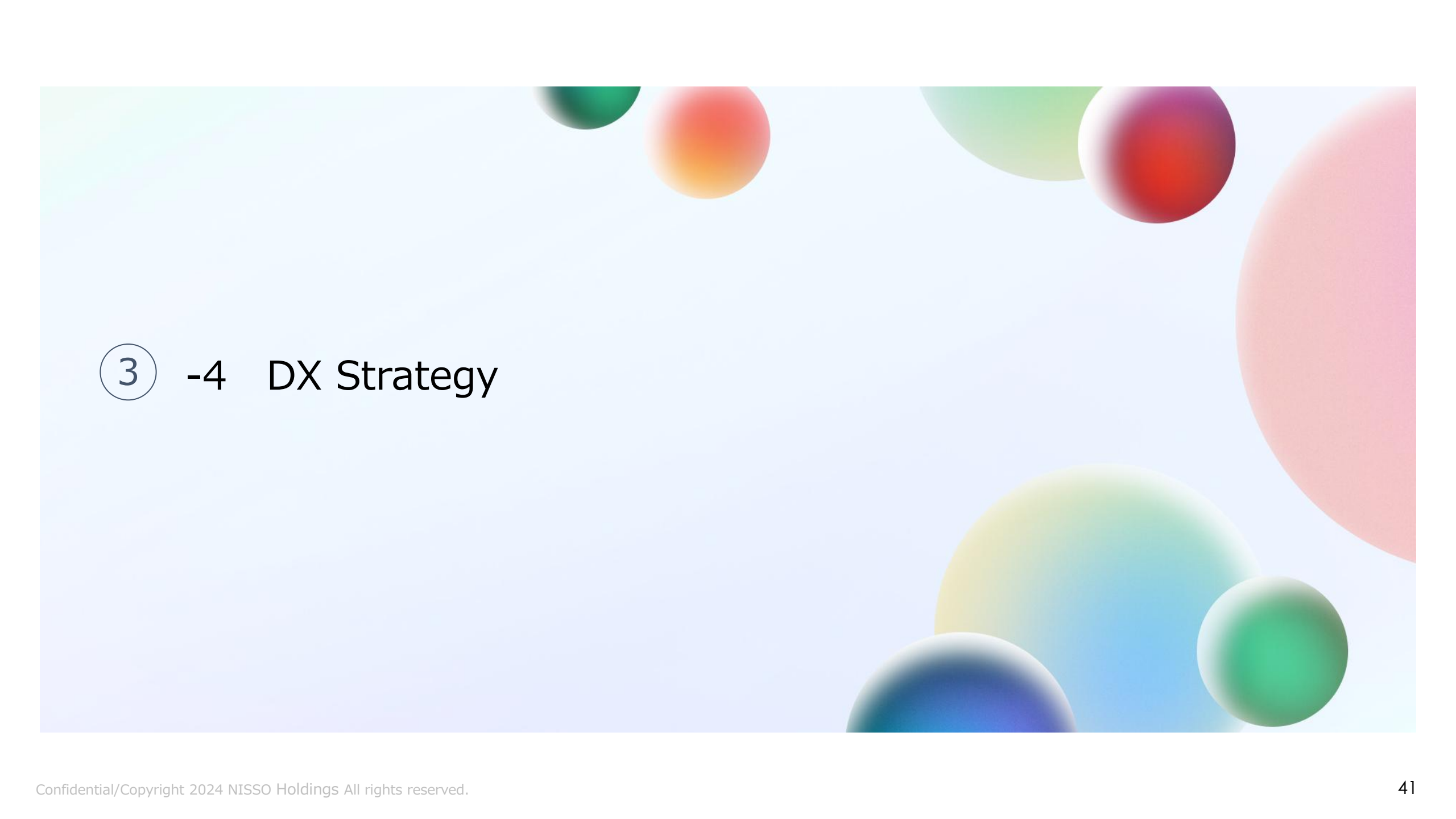


Improvement of productivity

- Utilization of nursing care support robots and ICT
- Manualized and extensive training programs



Nisso Nifty will contribute to solving social issues and improving customer satisfaction.

The background of the slide is a light blue gradient. In the top right and bottom right corners, there are several overlapping, semi-transparent spheres in various colors including green, red, orange, yellow, and blue. The spheres vary in size and are partially cut off by the edges of the frame.

③ -4 DX Strategy

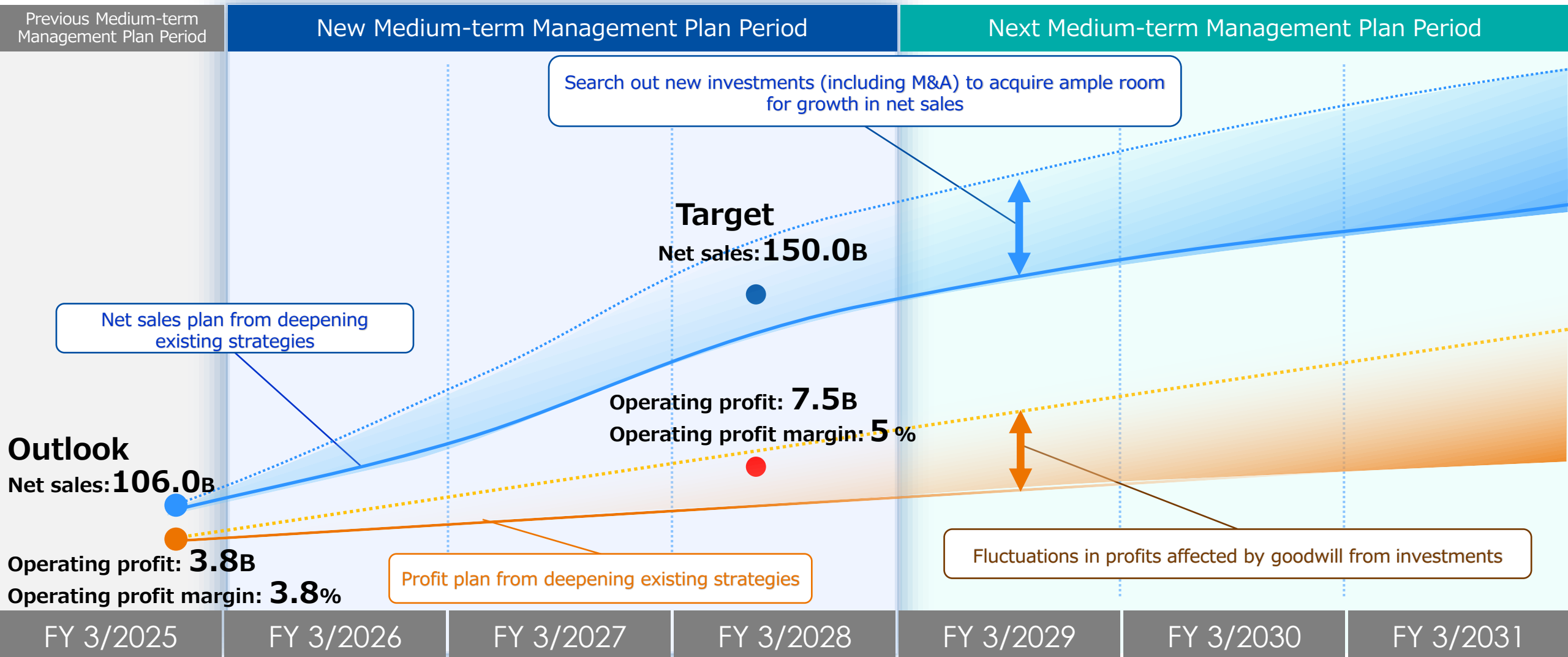
Previous Medium-term Management Plan Period		New Medium-term Management Plan Period				Next Medium-term Management Plan Period
~FY 3/2024		FY 3/2025	FY 3/2026	FY 3/2027	FY 3/2028	FY 3/2029~
Information system construction phase Procuring, building, and introducing infrastructure Introducing individually optimal apps • PC upgrades/replacement • Smartphone distribution • Building individually optimal core systems • Introduction of groupware • Internal network configuration • Data center relocation	Digital infrastructure construction phase The three pillars of the digital infrastructure construction phase Build/Strengthen digital infrastructure Providing the digital infrastructure to access apps no matter the time or place Visualization/Sophistication of management Integration, visualization, standardization, and utilization of group management data Business reform/Optimization/Automation Use of AI, virtual reality (VR), and other technology to improve in operating efficiency					Digital creation deployment phase Leveraging digital infrastructure to contribute to performance expansion Enhancing Existing Strategies • Rapid action through data utilization • Improved matching accuracy ~Improvement of number of enrolled staff × unit-cost × operating rate~ Exploring New Strategies • AI × HR = HRTech Providing clients with new services using AI, big data, etc. • Converting educational content into VR and selling it externally

The background of the slide features a light blue gradient with several large, semi-transparent, colorful spheres in shades of green, red, orange, and pink, positioned primarily in the upper and lower right areas.

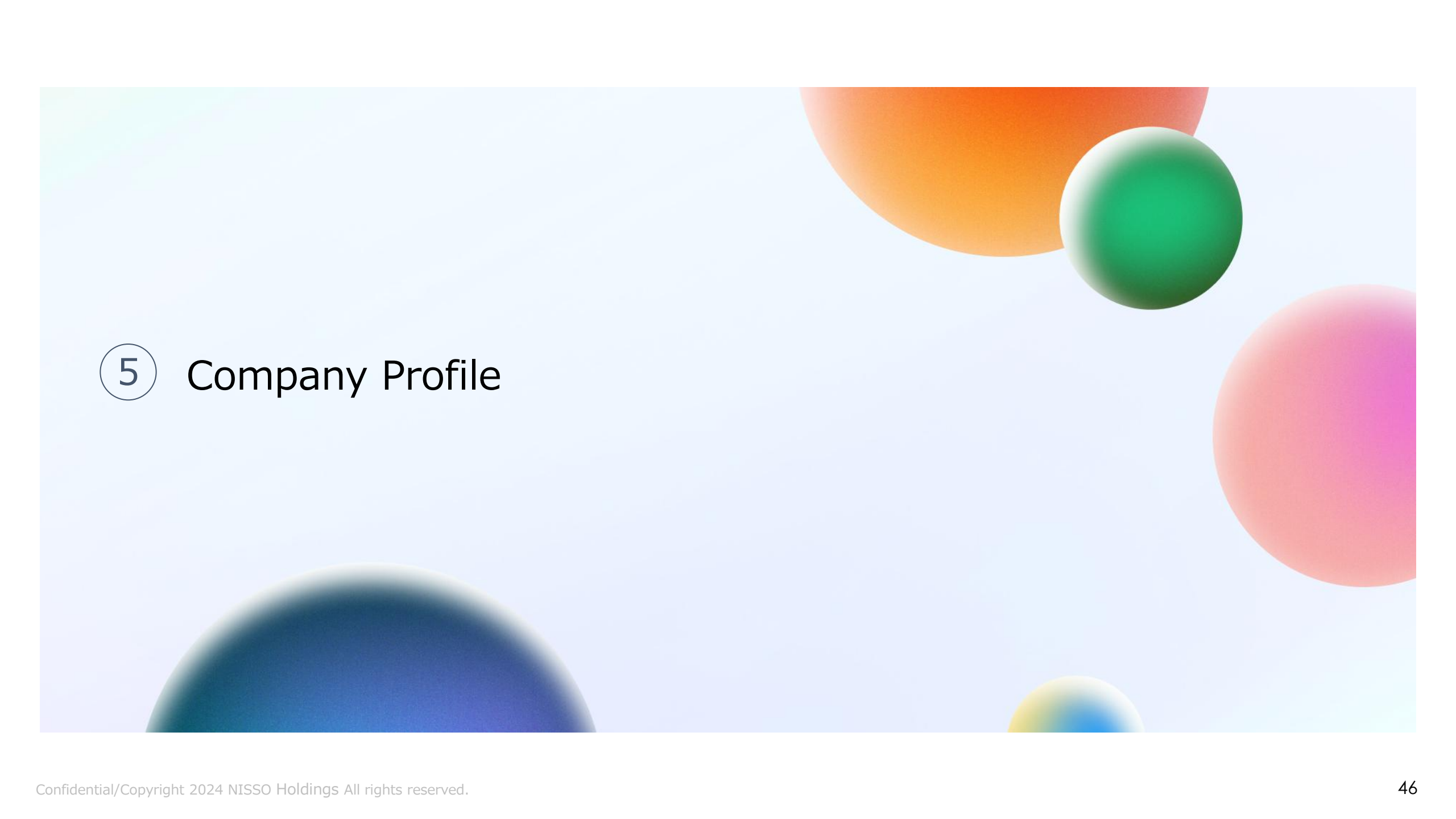
④ Management Targets and Financial Indicators

Management Targets

Aiming for Net Sales of 150 Billion Yen and Operating Profit of 7.5 Billion Yen (Profit Margin of 5%) for FY 3/2028



	Management Indicators	Management Targets
Growth potential	Net sales growth rate (CAGR)	12.3% or more Growth rate above industry standards
Profitability	Operating profit margin	5% or more
Efficiency	ROE	Average of 20% or more
	ROIC	Average of 15% or more
Soundness	Financial leverage	2.5 times or less
Shareholder returns	Dividend payout ratio	30% or more

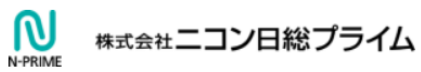
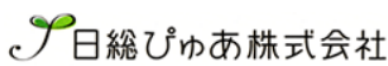


⑤ Company Profile

Trade Name	NISSO HOLDINGS Co., Ltd. (Japanese Co. Name: N I S S Oホールディングス株式会社)
Securities Code	9332 (Prime Market, Tokyo Stock Exchange)
URL	https://www.nisso-hd.com/en/
Fiscal Year-end	March 31
Date Established	October 2, 2023
Capital	2,016 Million JPY (As of March 31, 2024)
Headquarters	1-4-1 Shin Yokohama, Kohoku-ku, Yokohama, Kanagawa 222-0033
Business Description	Business management of group companies, etc. engaged in manufacturing dispatching • manufacturing contracting, general office dispatching • BPO, facility nursing care • home-based nursing care, etc., and incidental or related operations, etc.



List of Group Companies

 NISSOホールディングス NISSO HOLDINGS Co., Ltd.		Our Company・Holding Company	NISSO HOLDINGS Co., Ltd.			
	 日総工産株式会社	Consolidated subsidiary	NISSO CORPORATION	Manufacturing dispatching・contracting, employment placement, etc.	Manufacturing・Production Human Resources Services	Engineering Human Resources Services
	 Vector Shinwa	Consolidated subsidiary	Vector Shinwa Co., Ltd.	Manufacturing dispatching・contracting, etc.		
	 EYE'S 株式会社アイズ	Consolidated subsidiary	EYE'S Co., Ltd.	Manufacturing dispatching, IT engineer dispatching, FA support, etc.		
	 Nisso Brain いつも「ありがとう」の心で。	Consolidated subsidiary	Nisso Brain Co., Ltd.	Administrative dispatching, BPO, etc.	Administrative Human Resources Services	
	 株式会社ニコン日総プライム	Consolidated subsidiary	Nikon Nisso Prime Corporation	Human resources dispatching, recruitment, etc.	Other Human Resources Services	
	 日総ぴゅあ株式会社	NISSO CORP.'s special-purpose subsidiary	Nisso Pure Co., Ltd.	Light work contracting, sale of goods, etc.		
	 Leaf NxT	Equity-method affiliate	Leaf NxT Inc.	Recruitment support, HR platform services, etc.		
 日本の労働賃金ギャップに、圧倒的な解決策を。 TSUNAGU GROUP HOLDINGS Inc.		Equity-method affiliate	TSUNAGU GROUP HOLDINGS Inc.	RPO, personnel consulting, etc.		
 人と向き合い 人に寄り添う 日総ニフティ株式会社		Consolidated subsidiary	Nisso Nifty Co., Ltd.	Facility nursing care, home-based nursing care, etc.	Nursing Care・Welfare Services	

The Nisso Group Continues to Expand through Co-creation

 NISSO HOLDINGS

In order to solve the problems of our customers face, we will not set any restrictions and will proactively promote collaboration with potential partners. We aim to achieve new value co-creation (CSV) through group-wide participation in consortiums including industry, government, and academia, business and capital alliances, investment in startups, and M&A.



Initiative Results		Reference
Advanced the industry strategy		FY 3/2024, Full year, P. 22 of materials, etc.
Added EYE'S Co., Ltd. as a consolidated Group subsidiary		FY 3/2024, Full year, P. 34 of materials
Alliances with different industries:	Doctors Inc.	FY 3/2023, 2Q, P. 25 of materials
	Interstellar Technologies Inc.	FY 3/2023, 3Q, P. 22 of materials
	APB Corporation	FY 3/2024, 3Q, P. 30 of materials, etc.
Expanded training facilities (Kumamoto, Kansai)		FY 3/2024, 3Q, P. 31 of materials, etc.
Pursued industry-government-academia collaboration (in five regions nationwide)		FY 3/2024, Full year, P. 28 of materials, etc.
Exhibited at Manufacturing World in Japan		FY 3/2024, 1Q, P. 28 of materials, etc.
Reformed personnel system		FY 3/2024, Full year, P. 27 of materials, etc.
Enhanced educational facilities and programs (for engineers and caregivers)		FY 3/2024, Full year, P. 28 of materials, etc.
Promoted changing careers to be an engineer		FY 3/2024, Full year, P. 27 of materials, etc.
"Cloud Staffing" dispatching contract management		July 29, 2022 NISSO CORPORATION News Release
"Start engineer" e-learning to train new personnel		FY 3/2024, 1Q, P. 23 of materials
Use of IT in recruitment operations		FY 3/2024, 1Q, P. 28 of materials, etc.

* "Materials" refers to financial results briefing materials NISSO HOLDINGS [IR Library](#)



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