

# To Our Shareholders

## 44th Fiscal Year Interim Report

April 1, 2023 ~ September 30, 2023

Securities Code 9332

October 2, 2023

The Nisso Group, led by NISSO CORPORATION, has established a pure holding company, NISSO Holdings Co., Ltd.

We look forward to your continued patronage in the future.



## President's Message

In October 2023, NISSO HOLDINGS was established. We aim "To transform into a corporate group with high-growth potential".

Ryuichi Shimizu Representative Director, President & CEO

### Transitioning to a holding company structure and taking a step toward growth

I would like to express my deepest gratitude to all of our shareholders for your continued support.

In October 2023, the Nisso Group took a new step forward by establishing "NISSO Holdings Co., Ltd."

Aiming "*To transform into a corporate group with high-growth potential*", we will promote our business under our company, the holding company, 5 consolidated subsidiaries, including NISSO-CORPORATION, and two equity-method affiliates.

In addition, we will contribute to the resolution of social issues by realizing the Nisso Group's mission of "*Creating opportunities and hopes for people to work*" through sustainable business growth while promoting our own reforms and deepening dialogue with our stakeholders.

### A solution business that responds to the changing times

The business environment surrounding the Nisso Group is changing at an unprecedented rate, including digital technology, human capital management, and decarbonization, and the demands and needs of society are also changing accordingly. Further technological innovation is expected in Japanese industry, and operational reform at manufacturing sites has become an urgent issue. On the other hand, in the labor market, in addition to the decline in the working population due to the declining birthrate and aging population, a structural shortage of human resources is deepening due to a mismatch between the skills required by companies and the skills possessed by workers.

Under such circumstances, when we considered the future of the Nisso Group, we came to the conclusion that we would not be able to achieve sustainable growth unless we strengthened and revamped our organizational structure by more actively bringing in companies that can cope with the changing times.

With this transition to a holding company structure, we will bring together operating companies with new functions and foundations into the Nisso Group and promote a solutions business that responds to a variety needs. In addition to creating more opportunities for workers to flourish, we will provide a variety of human resources services through the development of human resources who can contribute to solving corporate issues.

Please look forward to the future of the Nisso Group.



## Mariko Mabuchi asks!

Special Conversation

Representative Director & President

Ryuichi Shimizu



Economic Analyst

Mariko Mabuchi

### Accelerating growth to "the next level" by becoming a holding company

#### Q1 What is the aim of becoming a holding company?

5 years have passed since we were listed on the First Section of the Tokyo Stock Exchange in 2018, and we are finally moving up a gear. As the industry and labor market change, we must strive to become a company that continues to be trusted and expected by our clients, their workers, and society. In order to do this, by becoming a holding company rather than a business company, we are making it easier to seek out partners who can fill in the missing functions.

#### Q2 Do you intend to promote M&A as well?

Since we are originally a human resources company, fields such as the application of the human resources area are subject to M&A. We would also like to work closely with companies that have the expertise to efficiently recruit and develop human resources and manage the job sites, and we will continue to pursue not only acquisitions but also capital and business alliances.

#### Q3 What is the aim of the core company, NISSO CORPORATION, opening a training facility in Kumamoto?

At the "Nisso Technical Center Kumamoto", which we opened in Kumamoto, we not only provide basic classroom lectures, but students are also able to use actual semiconductor manufacturing equipment before being assigned to their sites, which has earned us extremely high levels of trust from our clients.

#### Q4 Does it mean that it is important to develop human resources who can work immediately?

In the recent market, there has been a huge increase in the number of career and job changes. Since there aren't many people with careers in the market, I think the companies that hire them are starting to think about developing and using them with determination.

In the past, it was thought that working until retirement was the right way to work, but now, we live in an era where we can rebuild our career over and over again, even at the same company. Moreover, when it comes to changing jobs, we have to rebuild our careers, and for those of us who are in charge of the external labor market, it is becoming extremely important to have a training structure to create such new careers.

#### Q5 Your new commercial features actress Yuina Kuroshima...

This commercial conveys the message that *MONOZUKURI* (manufacturing) is creating the future of Japan and that we want people from various countries to flourish in the Japanese manufacturing industry, so we hope that people will watch it with these points in mind.

# TOPICS

## April 2023

Opened Nisso Technical Center  
Kumamoto



Started participation in the "Kyushu Semiconductor  
Human Resources Development Consortium"

## August 2023

Started participation in the  
"Hokkaido Semiconductor  
Human Resources  
Development Promotion  
Council"

## October 2023

Established NISSO HOLDINGS



Engineer seconded to Interstellar Technologies Inc., a rocket  
development company (NISSO CORPORATION)

Exhibited at the 26th Manufacturing World Osaka  
(NISSO CORPORATION)

Co-sponsored the "JAPAN  
MOBILITY SHOW 2023"  
(NISSO CORPORATION)



APR.

MAY

JUN.

JUL.

AUG.

SEP.

OCT.

NOV.

2023

## June 2023

Had first exhibit at Manufacturing  
World Japan 2023



Developed an e-learning system for  
employee education (Start  
engineer)

## July 2023

Jointly promoted the  
development · supply  
of semiconductor  
manufacturing human  
resources with  
Mitsubishi Research  
Institute

## October 2023

Latest commercials featuring Yuina  
Kuroshima began airing on TV and  
YouTube (NISSO CORPORATION)



## November 2023

Started participation  
in the "Kansai Storage  
Battery Human Resources  
Development Consortium"  
(NISSO CORPORATION)

### Toward the Growth of Engineering Human Resources Services

Developed by condensing the on-site education expertise of  
NISSO CORPORATION Realizing the development  
of human resources in a short period of time with on-line  
educational materials

**Start engineer**

On sale from December 2023!

1  
Learn in a  
short period  
of time!

2  
Learn from  
scratch!

3  
Utilize it at  
work!

**3 Features**

Utilizing the experience of NISSO CORPORATION and  
the human resources matching service "JOBMINES™"  
provided by Mitsubishi Research Institute

**NISSO NISSO CORPORATION**

② Human resources development

- Data-based placement and development plan (human capital management)
- Education/training at in-house training facilities

① Human resources  
visualization

③ Stable supply of  
human resources

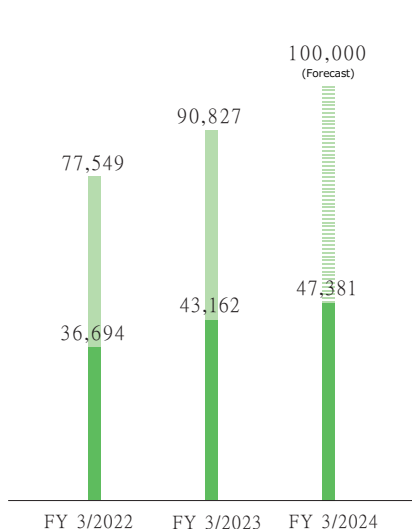
**MRI 三菱総合研究所  
JOBMINES**

Human Resources  
Matching Service

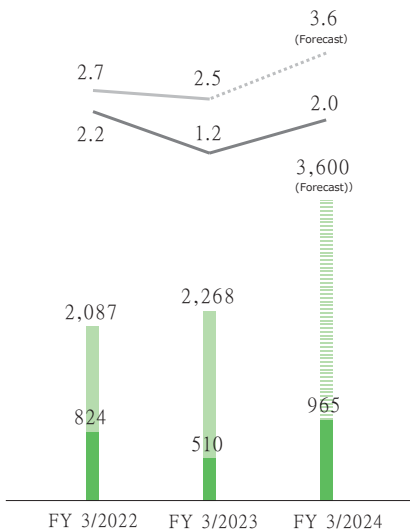
Semiconductor  
manufacturing site

# Consolidated Performance Highlights

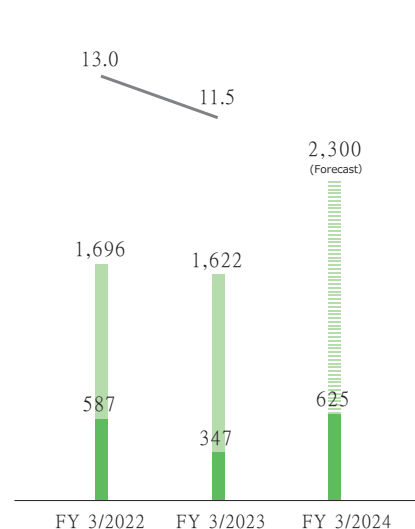
**Net sales** (Million yen)  
 ■ 2Q YTD ■ Full-year



**Operating profit (Million yen)** ■ 2Q YTD ■ Full-year  
 / **Operating profit margin (%)** - 2Q YTD Full-year



**Profit attributable to owners of parent**  
 (Million yen) ■ 2Q YTD ■ Full-year  
 / **ROE (%)**



<https://www.nisso-hd.com/en/ir/finance/highlight.html>

## Sustainability of the Nisso Group

The Nisso Group aims to enhance corporate value by balancing sustainable business growth with initiatives to realize sustainable society. We have newly established a "Sustainability Site". In addition, we have published the "Nisso Group Sustainability Report 2023", which contains information on the Nisso Group's approach to sustainability and our activities. **(The English version will also be published in the future.)**



Sustainability web page

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

# Corporate Outline (As of October 2, 2023)

Trade Name	NISSO HOLDINGS Co., Ltd.
Listed Exchange	Prime Market, Tokyo Stock Exchange (Securities Code 9332)
Date Established	October 2, 2023
Headquarters	1-4-1 Shin Yokohama, Kohoku-ku, Yokohama, Kanagawa 222-0033
Number of Employees (Consolidated)	2,294 (294) The number of temporary employees (part-timers) is the average number of such employees for the relevant consolidated cumulative period in parentheses ( ).
Manufacturing Staff Dispatched Staff	16.757(Avg. during FY)
Capital	2,016 Million yen
Main Business Activities	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.

## Corporate Officers

Representative Director, President & CEO **Ryuichi Shimizu**  
Senior Managing Director & COO **Kenji Fujino**  
Managing Director & CFO **Naoki Hayakawa**  
Director (External) **Junichi Fukui**  
Director (Audit and Supervisory Committee Member)  
**Akira Ishida**  
Director (Audit and Supervisory Committee Member)  
**Miki Ohno**  
Director (Audit and Supervisory Committee Member)  
**Hideo Sakano**  
Director (Audit and Supervisory Committee Member)  
**Yukiteru Hamada**

# Shareholder memo

Shareholder Registry Administrator	Mizuho Trust & Banking Co., Ltd. 1-3-3 Marunouchi, Chiyoda-ku, Tokyo, Japan
Mailing Address	Mizuho Trust & Banking Co., Ltd. Stock Transfer Agency (Business Planning) Department 2-8-4 Izumi, Suginami-ku, Tokyo 168-8507 Japan
Telephone inquiries	TEL. 0120-288-324 (Toll-free, in Japanese only) (9:00 ~ 17:00 excluding Saturdays, Sundays and public holiday)

# Status of Shares (As of October 2, 2023)

Total number of authorized shares	102,400,000 shares
Total number of outstanding shares	34,024,720 shares

# Shareholder Returns

## Dividends (Forecast)



FY 3/2024

20.50 yen

NISSO HOLDINGS considers the redistribution of profits to shareholders and the enhancement of corporate value as key management issues. In addition, by setting the consolidated dividend payout ratio of 30% or more as a general standard, NISSO HOLDINGS' basic policy is to continue to steadily redistribute profits to all of our shareholders.

## Shareholder Benefits

### NISSO Premium Benefits Club

**Accumulate points and  
redeem them for over  
5,000 different products**



In addition to expressing our gratitude to our shareholders for their continued support, we have established a Shareholder Benefits Program with the aim of enhancing the attractiveness of investing in our shares and increasing the number of shareholders who will hold our shares over the medium to long term. We will continue the benefits program even after the company name change to NISSO HOLDINGS.

■ Presentation conditions require one to be listed as a shareholder holding 300 shares or more in the register of shareholders at the end of March every year from 2022

■ The special site is scheduled to open in May 2024. (in Japanese only).

<https://www.nisso-hd.com/en/ir/stock-bond/benefits.html>