November 2025

Nisso Group Sustainability Report 2025

NISSO HOLDINGS

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.

CONTENTS

Introduction
・01 Nisso Group Charter of Corporate Behavior
02 Nisso Group Employee Code of Conduct
03 Top Message
05 Contents
06 Editorial Policy
07 Mission・Vision
08 Stakeholder Engagement

Sustainability Management

Social

Environment

Governance

Data

Corporate Profile

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.

CONTENTS

Introduction
01 Nisso Group Charter of Corporate Behavior
02 Nisso Group Employee Code of Conduct
03 Top Message
05 Contents
06 Editorial Policy
07 Mission・Vision
08 Stakeholder Engagement
Sustainability Management
Social
Environment
Governance
Data
Corporate Profile

Top Message

Evolving into a sustainable corporate structure that is resistant to change, centered on "people"

Evolution of the Group Structure

We, the Nisso Group, have been developing our business for more than half a century, with the philosophy of "*Nurturing and Bringing Out the Best in People*" in mind. This philosophy is more than just words, it is the foundation of our management and guides every decision we make. Even in a society that is changing at an unprecedented pace and becoming more complex, this philosophy has not wavered and continues to define our reason for existence, serving as a guiding principle for the future.

In October 2023, we established a pure holding company, NISSO Holdings Co., Ltd. This decision is an important step toward strengthening governance and risk management, while establishing a structure that enables each operating company to demonstrate its expertise. By becoming a holding company, we have evolved into a strong organization that can respond flexibly and reliably to the rapidly changing business environment by speeding up decision-making and enhancing business momentum.

"People" are our greatest asset.

The Nisso Group is promoting initiatives to enhance the sustainability of society as a whole as well as the sustainable growth of our business. At the heart of this is "people."

Since the founding of NISSO CORPORATION in 1971, the Nisso Group has considered "people" to be our most important asset, believed in their potential, and supported their growth. Human resource services connect people and companies, and create value for society. That is why we continue to put our founding philosophy into practice on the front lines.

Our mission is to deliver value to society through "people," and we are committed to creating an environment where each and every employee can feel a sense of job satisfaction and demonstrate their abilities to the fullest. We are strengthening our career development support and diversity promotion, and have put in place a system to ensure that we remain a company that is trusted and needed by society.

"People" are the core of the Nisso Group's services and our most important resource. We thoroughly respect human rights and ensure compliance, and promote human resources development that utilizes aptitude. We believe that creating environments where "working people can take on new challenges with satisfaction and peace of mind," and where "diverse values are respected and everyone can thrive in their own unique way," is the key to corporate growth and societal development. That is why we place importance not only on systems but also on on-site practice, and enhance flexible work-styles and comprehensive educational programs. These initiatives create a virtuous cycle that enhances corporate value by promoting engagement, securing human resources, and improving productivity.

On the Publication of the Sustainability Report 2025

The purpose of this report is to widely convey the Nisso Group's initiatives that value "people" above all else, deepen dialogue with stakeholders while promoting sustainability management, and aim to enhance corporate value.

The business environment surrounding us is rapidly changing due to factors such as the declining birthrate and aging population, geopolitical risks, extreme weather, and the progress of Society 5.0. In addition, the evolution of AI, IoT, and 5G is bringing about major changes to the industrial structure.

In order for companies to respond to these changes and develop sustainably, it is essential to view IT and business as one, and to formulate strategies to promote digital transformation (DX) and create new social value. In addition to strengthening governance and responding to risks, NISSO HOLDINGS will strive to operate our business in a way that captures new business opportunities while pursuing sustainability.

CONTENTS

- Introduction
  - 01 Nisso Group Charter of Corporate Behavior
  - 02 Nisso Group Employee Code of Conduct
  - 03 Top Message
  - 05 Contents
  - 06 Editorial Policy
  - 07 Mission・Vision
  - 08 Stakeholder Engagement
- Sustainability Management
- Social
- Environment
- Governance
- Data
- Corporate Profile

Top Message

Accelerating Investment in Human Capital

We believe that the "Practice of Human Capital Management" is at the heart of the Nisso Group's strategy for achieving sustainable growth.

The key to enhancing corporate value is to create a "Human Resources Development Model" that enables employees to continue to grow and to find satisfaction in their work. Therefore, we recognize that the virtuous cycle of strengthening human capital investment in employees, providing high value-added services to clients, and expanding profits is what leads to human capital management.

In particular, it is essential to promote career "visualization" and support individual growth. To this end, it is important to increase opportunities for dialogue and communication, and to support career development by grasping not only skills but also future visions and everyday concerns. In order to realize these efforts, the reform of the personnel system is an unavoidable top priority, and we have already begun to do so.

While the declining birthrate and aging population in Japan is a major social issue, it also presents a business opportunity for our company to recruit "people" and support their active participation. Creating an environment in which diverse human resources, including women, the elderly, foreign nationals, and people with disabilities, can flourish is directly linked to sustainable growth of our business. Furthermore, it is important to foster a corporate culture in which diverse employees can choose work-styles that suit them, based on their own independent thinking. This corporate culture creates a virtuous cycle that enhances corporate value by promoting increased engagement, securing talented human resources, and improving productivity.

Through these initiatives, the Nisso Group will accelerate investment in human capital to achieve sustainable growth and enhance corporate value.

Responding to Sustainability

The Nisso Group regards "responding to climate change" as a management issue essential for the survival of our business. In order to reduce GHG (greenhouse gas) emissions, one of the factors contributing to global warming, we are promoting a transformation to more energy-efficient business operations, including the introduction of renewable energy and switching to hybrid vehicles. Limiting the rise in temperature in the second half of the 21st century to 2° C rather than 1.5° C is a common global challenge. In order to address this issue, NISSO HOLDINGS endorsed the TCFD in November 2023. In particular, we have set a target of reducing GHG emissions by 30% by 2030 and are promoting concrete plans.

In Scope 1 (fuel usage of company-owned vehicles), we are considering the introduction of electric vehicles and other measures to improve the efficiency of fuel usage, and for Scope 2 (usage of electricity), we are promoting the use of renewable energy. Furthermore, the entire Group will strive to achieve carbon neutrality by 2050. These initiatives are directly linked to the realization of our mission by responding to changes in the global environment.

In addition, as a "people"-based company, it is important to accelerate the practice of human resources development, diversity, respect for human rights, occupational safety and health, and compliance management through investment in human capital. These activities will not be limited to the Nisso Group, but will be carried out in collaboration with our clients, business partners, and local communities, contributing to the realization of a sustainable society.

Aiming for the Realization of a Sustainable 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 Sustainability Committee and are working to build the necessary structures to resolve social issues. 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 "people" and our businesses.

November 2025
Ryuichi Shimizu
Representative Director, President & Executive Officer

CONTENTS

- Introduction
  - 01 Nisso Group Charter of Corporate Behavior
  - 02 Nisso Group Employee Code of Conduct
  - 03 Top Message
  - 05 Contents
  - 06 Editorial Policy
  - 07 Mission・Vision
  - 08 Stakeholder Engagement
- Sustainability Management
- Social
- Environment
- Governance
- Data
- Corporate Profile

Contents

Introduction

01 Nisso Group Charter of Corporate Behavior
02 Nisso Group Employee Code of Conduct
03 Top Message
05 Contents
06 Editorial Policy
07 Mission・Vision
08 Stakeholder Engagement

Sustainability Management

09 Sustainability of the Nisso Group
10 Implementation of Sustainability
11 Sustainability Policy and Materiality
12 Risks and Opportunities by Implementation Issue

Social

13 Human Rights
15 Development of Human Resources
16 -Initiatives at Education and Training Facilities-
17 -Toward Further Improvement-
18 DE&I (Diversity, Equity and Inclusion)
19 - Promotion of Global Human Resources Participation -
20 - Creation of Opportunities for the Elderly to Flourish -
21 - Active Participation of Employees with Disabilities -
22 Feature Implementation of Active Participation of Employees with Disabilities
24 Well-being
25 Occupational Safety and Health
27 Provision of Local Community-oriented Services
28 Coexistence with Diverse Communities
29 Feature Coexistence with Local Communities through Sports and the Arts

Environment

31 Climate Change・Environmental Initiatives
34 - Environmental Conservation Activities through ISO 14001 -

Governance

35 Corporate Governance
36 Risk Management
37 Compliance

Data

38 Key Non-financial Data

Corporate Profile

39 Corporate Outline
40 External Evaluation/Endorsement Initiatives

FEATURE -1

Implementation of Active Participation of Employees with Disabilities

Mr. Endo, President of Nisso Pure, which employs about 180 people with disabilities who are active in Yokohama, Kanagawa, and Mr. Nunogaki, President of Man to Man Animo, who has newly joined the Group.
The leaders of both companies discussed the "challenges" and "future" of employing people with disabilities from the perspective of a special-purpose subsidiary, and talked about how to realize a workplace environment where everyone can thrive and create new value beyond that.

FEATURE -2

Coexistence with Local Communities through Sports and the Arts

Heating up the region and the future! The Nisso Group's declaration of support.
We want to support everyone who works hard! We believe that the power of sports and the arts has the ability to energize people and heat up the city.
That's why we want to grow together with the people of the local communities based in Kanagawa and Yokohama. With that in mind, we're stepping up our support activities even further.

CONTENTS

Introduction
01 Nisso Group Charter of Corporate Behavior
02 Nisso Group Employee Code of Conduct
03 Top Message
05 Contents
06 Editorial Policy
07 Mission・Vision
08 Stakeholder Engagement

Sustainability Management
Social
Environment
Governance
Data
Corporate Profile

Editorial Policy

Editorial Policy

The Nisso Group Sustainability Report 2025 has been published to clearly communicate to stakeholders our Group's initiatives for sustainability, ESG, and coexistence with local communities.
Referencing international disclosure standards, we aim to provide transparent and reliable information, and through this report, we will deepen dialogue with our stakeholders and strive for continuous improvement.

Organizations to be Reported

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

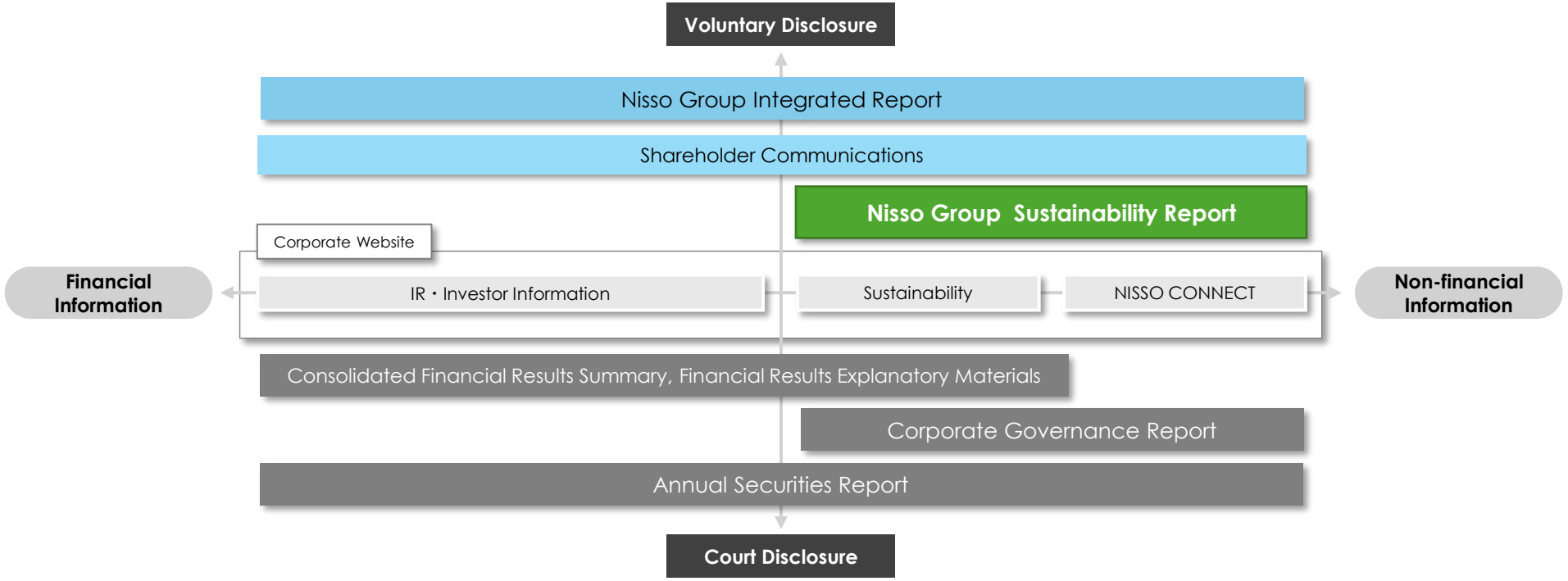
Reporting Period

FY 3/2025 (April 1, 2024~March 31, 2025)
※Some information of activities after April 2025 are also mentioned.

Referenced Frameworks

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

Information Disclosure and Communication System Diagram



CONTENTS
Introduction
01 Nisso Group Charter of Corporate Behavior
02 Nisso Group Employee Code of Conduct
03 Top Message
05 Contents
06 Editorial Policy
07 Mission・Vision
08 Stakeholder Engagement
Sustainability Management
Social
Environment
Governance
Data
Corporate Profile

Mission• Vision

Toward the Realization of Our Mission and Vision

In the midst of the need to speed up management decisions, the Nisso Group's mission to fulfill is "Creating opportunities and hopes for people to work," and we aim to create workplaces where employees can gain a sense of self-fulfillment and flourish, through 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 believe in the infinite potential of people. Through teaching and learning, we grow together, creating vibrant workplaces while expanding circles of trust.

MISSION

We, the Nisso Group with Human Resources Solution Services that support the growth of companies and people will fulfill our Mission of

Creating opportunities and hopes for people to work

VISION

To transform into a corporate group with high-growth potential

Through Human Resources Solution Services that support the growth of companies and people, we are creating workplaces where working people can work with fulfillment and continue to grow, while also aiming to provide services that can respond to social and industrial structural changes. We are promoting initiatives "to transform into a corporate group with high-growth potential."

Brand Slogan

Making hardworking people, happy.

What do people seek in "working"? There are many answers to that question.
"Work" is profound. That is why NISSO stands close to "working"
—seriously, kindly, reliably, and steadfastly.
For more than 50 years, NISSO has walked together with the needs and changes of "working."
That is why we understand how we can make "working" better from here on.
The experience we have accumulated, our human resources development,
and our sales efforts—these connect and bear fruit.
So that "working" brings people fulfillment and joy.

CONTENTS

Introduction
01 Nisso Group Charter of Corporate Behavior
02 Nisso Group Employee Code of Conduct
03 Top Message
05 Contents
06 Editorial Policy
07 Mission・Vision
08 Stakeholder Engagement

Sustainability Management
Social
Environment
Governance
Data
Corporate Profile

Stakeholder Engagement

Basic View

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	Our Approach	Forms of Dialogue	Expectations
Job seekers	Based on our founding philosophy of "Nurturing and Bringing Out the Best in People," we respect diverse values and individuality of our employees, and actively create opportunities for them to flourish.	• Staff recruitment • New graduate recruitment	Expectations Broader career options and career advancement opportunities
Employees	Based on the founding philosophy of "Nurturing and Bringing Out the Best in People," we respect diverse values and individuality of our employees, and promote the creation of a comfortable workplace.	• New graduate recruitment • Various education and training systems • Various consultation counters • Intra-company newsletter, portal sites • Qualification acquisition subsidy system • Safety and Health Committee	Fostering job satisfaction Career development and improved treatment
Clients	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.	• Provision of information through NISSO HOLDINGS' corporate website • Industry trends seminars • Quality improvement activities • Establishment of inquiry counters • Safety and health activities	Addressing business challenges Provision of services, including high value-added human resources
Shareholders・ Investors	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.	• General Meeting of Shareholders • Briefings for individual investors • Meetings with institutional investors • Financial Results Briefings • Information disclosures	Highly transparent information disclosures Income gains and capital gains
Business Partners	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.	• Compliance with the multi-stakeholder policy • Daily procurement activities • Mutual cooperation in building compliance systems • Survey of business partners	Appropriate collaboration Fair distribution
Community・ Society	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.	• Participation in local events • Co-sponsorship of local sports • Support for culture and the arts • Environmental conservation activities	Contributions leading to the development of local communities and society
Government, NPO, etc.	In addressing social issues such as regional revitalization and declining labor population, we leverage the knowledge and diverse experiences of Group employees to contribute through "human relations."	• Participation in various consortiums • Cooperation with NPOs	Information provision through business Shared use of connections

CONTENTS

Introduction
01 Nisso Group Charter of Corporate Behavior
02 Nisso Group Employee Code of Conduct
03 Top Message
05 Contents
06 Editorial Policy
07 Mission・Vision
08 Stakeholder Engagement

Sustainability Management
Social
Environment
Governance
Data
Corporate Profile

Sustainability of the Nisso Group

Basic View

In the "Nisso Group Charter of Corporate Behavior," which sets forth the code of conduct to be observed by officers and employees, we state our commitment not only to compliance with laws and regulations but also to upholding high ethical standards, prohibiting discrimination, respecting diversity, guaranteeing freedom of association, and prohibiting forced labor and child labor. To embody this spirit and serve as the daily standard of conduct, we have established the "Nisso Group Employee Code of Conduct." Furthermore, the Nisso Group recognizes that respecting human rights in our daily activities is fundamental to our business. We support international standards on human rights, including the principles on human rights and labor of the United Nations Global Compact, and established the "Policy on Human Rights and Labor" to promote management that respects people. To strengthen compliance awareness as a cornerstone of corporate management, we formulated the "Nisso Group Ethics Policy" in October 2023. We will continue to comply with the ten principles of the United Nations Global Compact—covering "human rights," "labor," the "environment," and "anti-corruption"—and proactively promote sustainability initiatives.

Our Various Policies

Policy	Date of Enactment	Human Rights	Labor	Environment	Anti-corruption
Nisso Group Charter of Corporate Behavior -NISSO's Promise-	Oct. 2, 2023	●	●	●	●
Nisso Group Employee Code of Conduct -My Behavior-	Oct. 2, 2023	●	●	●	●
Policy regarding System Development of Internal Control related to Financial Reporting	Oct. 2, 2023				●
Basic Policy regarding the Internal Control System	Oct. 2, 2023				●
Nisso Group Sustainability Policy	Oct. 2, 2023	●	●	●	●
Nisso Group Ethics Policy	Oct. 17, 2024				●
Nisso Group Policy on Human Rights and Labor	Oct. 2, 2023	●	●		
Nisso Group Environmental Policy	Oct. 2, 2023			●	
Nisso Group Human Resources Development Policy	Oct. 2, 2023	●	●		
Nisso Group Internal Environment Improvement Policy	Oct. 2, 2023	●	●		
Nisso Group Business Continuity Plan (BCP) Basic Policy	Oct. 2, 2023				●
Nisso Group Information Security Policy	Oct. 2, 2023				●
Nisso Group Basic Policy regarding Proper Handling of Specific Personal Information	Oct. 2, 2023	●			
Nisso Group Multi-stakeholder Policy	Oct. 2, 2023	●	●	●	●
Nisso Group Privacy Policy	Oct. 2, 2023	●			
Nisso Group Mental Healthcare Policy	Oct. 2, 2023		●		
Nisso Group Occupational Safety and Health Policy	Oct. 17, 2024		●		

Participation in the United Nations Global Compact

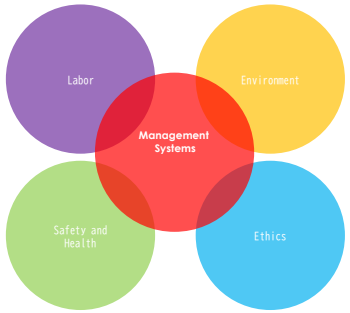
In October 2023, NISSO HOLDINGS joined the United Nations Global Compact, a global initiative to achieve sustainable growth in the international community.

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.

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

Initiatives Related to the RBA Code of Conduct

Many of NISSO HOLDINGS' clients are members of or aligned with the Responsible Business Alliance (RBA), which promotes CSR in global supply chains.
NISSO HOLDINGS supports and complies with the RBA Code of Conduct, aiming to be a company that can provide human resources dispatching and related services with confidence.



Specifically, in the Profit Division, which manages direct employees, we established a "CSR Council" chaired by the head of the Profit Division. The Council monitors and identifies issues based on management systems for labor, safety and health, environment, and ethics, formulates measures to address them, and submits resolutions to the "Board of Directors." We have also established "CSR Procurement Guidelines" for Tier 1 suppliers. In addition to basic quality, cost, and delivery (QCD) requirements, these stipulate the CSR requirements demanded by the international community. We work to build a responsible supply chain by conducting compliance checks, hearings, and providing support for improvements.

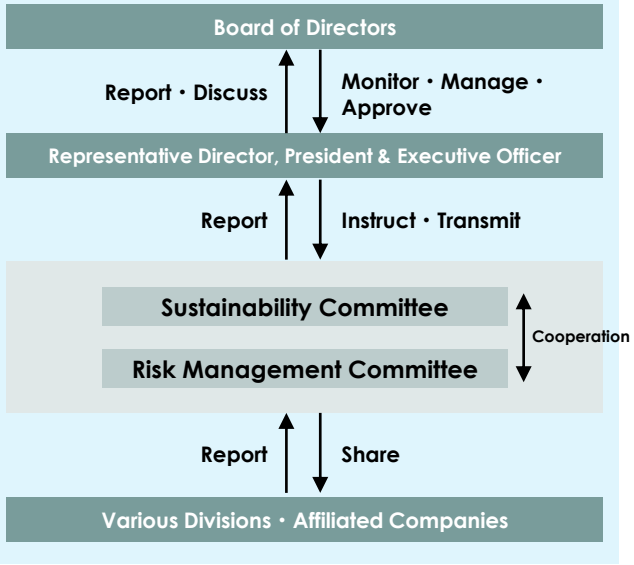
CONTENTS
Introduction
Sustainability Management
09 Sustainability of the Nisso Group
10 Implementation of Sustainability
11 Sustainability Policy and Materiality
12 Risks and Opportunities by Implementation Issue
Social
Environment
Governance
Data
Corporate Profile

Implementation of Sustainability

Sustainability Promotion Framework

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

Sustainability Promotion Framework Chart



To enhance the effectiveness of our governance system, the Nisso Group abolished the "Corporate Value Enhancement Committee" and established two committees, the "Sustainability Committee" and the "Risk Management Committee," in June 2025.

These organizational changes have strengthened the monitoring function of Group-wide risks and issues, including the prevention of misconduct, multi-faceted reinforcement of corporate constitution, and realization of sustainable business. Furthermore, Directors of the Nisso Group serve as the chairpersons of the two committees, conducting discussions that are more closely linked with business. The matters discussed in the committees are to be submitted to the Board of Directors at least once every quarter.

FY 3/2025 Details of Sustainability Promotion

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

In FY 3/2525, the "Sustainability Council," which is part of the "Corporate Value Enhancement Committee," chaired by the Representative Director and President, identified issues related to sustainability, and formulated and discussed measures to resolve them, which were then approved by our "Board of Directors."

Main Considerations for FY 3/2025

September 19, 2024
Measures to achieve GHG emission reduction targets

Specific measures to achieve our interim target of reducing greenhouse gas emissions by 30% by 2030, with FY 3/2021 as the base year were formulated. These measures were deliberated by the Sustainability Council and approved by the Board of Directors.

October 17, 2024
Revision of policies

The revision of the Nisso Group's "Ethics Policy" and "Occupational Safety and Health Policy" was resolved.

October 17, 2024
Publication of Sustainability Report 2024

The "dissemination" of the "Sustainability Report 2024" was deliberated and approved.

February 18, 2025
Implementation Issues by Materiality (Key Issues)

In order to clarify the direction the Nisso Group is aiming for and our vision for long-term value creation, implementation issues corresponding to each materiality, which were deliberated by the Sustainability Council and approved by the Board of Directors, were formulated.

Materiality Identification 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 of high importance from both the stakeholder and business perspectives, and identified the issues to be prioritized.

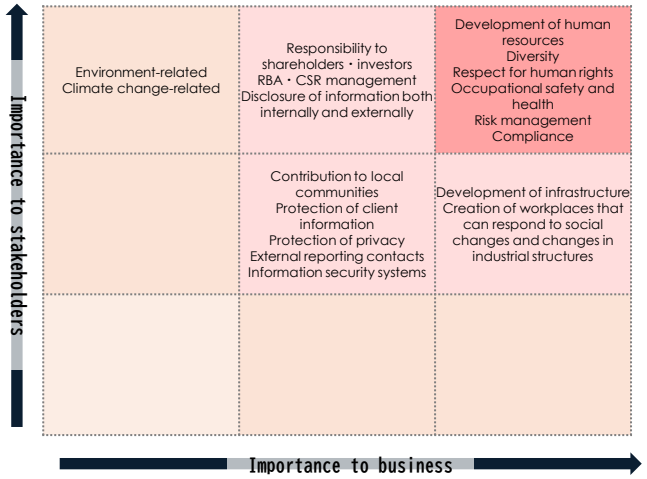
Step 3 Confirmation by the Sustainability Council

The Sustainability Council exchanged opinions on the issues in Step 2 and selected the materiality (key issues).

Step 4 Discussion and Decision by Management

The materiality selected was determined through the exchange of opinions with management through the Board of Directors.

Mapping of Key Issues



CONTENTS
Introduction
Sustainability Management
09 Sustainability of the Nisso Group
10 Implementation of Sustainability
11 Sustainability Policy and Materiality
12 Risks and Opportunities by Implementation Issue
Social
Environment
Governance
Data
Corporate Profile

Sustainability Policy and Materiality

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.

Materiality (Key Issues)

Based on our Sustainability Policy, we recognize that contributing to society and the environment through our business is equally important. We have re-identified materiality (key issues) in February 2025 with the aim of enhancing corporate value by pursuing both business growth and social value. We will continue to conduct periodic reviews, aiming for once a year, through the Board of Directors.

Materiality (Key Issues)	Implementation Issues	Key Indicators	Target	Status in FY 3/2025	Related SDGs
Key Issue 1 **Creation of a Comfortable Workplace** As a "people" oriented company, the Nisso Group listens to employees, enhances engagement, and seeks to create a workplace environment where both "job satisfaction" and "ease of working" can be achieved.	Respect for Human Rights	Human rights education implementation rate	Conduct 100% annually	91.3%	
	Well-being Initiatives	Employee engagement	Conduct satisfaction surveys and implement gradual improvements	–	
	Occupational Safety and Health Initiatives	Occupational accidents	Establish a zero occupational accidents framework	88	
Key Issue 2 **Responding to Social and Structural Changes** While transforming into a company that can adapt to rapid social changes such as population decline and climate change, we practice a virtuous cycle of investing in, developing, and producing diverse human resources—the driving force of the Group. By enhancing the value of "people," we aim to address social issues and structural changes across industries.	Development of Human Resources	Ratio of engineering employees	Achieve 30% by FY 3/2031	12.6%	
	Promotion of DE&I (Diversity, Equity & Inclusion)	Diversity ratio	Achieve 40% level by FY 3/2031	31.9%	
	Climate Change Initiatives	GHG emission reduction rate	30% by FY 3/2031 100% by FY 3/2051	(0.3%)	
Key Issue 3 **Strengthening of Governance**	Strengthening of Corporate Governance	Ensuring effectiveness of the Board of Directors	Promote diversification of the Board of Directors, clarify the decision-making process, and establish an appropriate monitoring system that ensures accountability to stakeholders, thereby enhancing stakeholder engagement.		
	Establishing a Risk Management Structure				
	Thorough Compliance				
	Dialogue with Shareholders and Investors				

CONTENTS
Introduction
Sustainability Management
09 Sustainability of the Nisso Group
10 Implementation of Sustainability
11 Sustainability Policy and Materiality
12 Risks and Opportunities by Implementation Issue
Social
Environment
Governance
Data
Corporate Profile

Risks and Opportunities by Implementation Issue

Risks and Opportunities by Implementation Issue

The Nisso Group has identified the following risks and opportunities for each implementation issue related to materiality. Please refer to the related pages for details of our structure and activities.

Implementation issue	Risk		Opportunity		Related page
Respect for Human Rights	M	Failure to establish a structure that respects human rights will adversely affect employee retention.	M	Initiatives to respect human rights in society as a whole will enhance the credibility of companies and expand opportunities to acquire new human resources. Furthermore, creating an environment where employees can work with peace of mind will lead to improved retention rates.	P.13
Well-being Initiatives	M	Retention rates decline due to a lack of motivation and a lack of sense of belonging, as employees do not feel fulfilled in the workplace.	M	By creating an environment where people feel motivated, engagement such as independence and willingness to contribute will be enhanced.	P. 24
Occupational Safety and Health Initiatives	M	Failure to establish a structure for safety and health can adversely affect the health of employees, leading to a decline in attendance rates and a decrease in sales.	M	Maintain employee health, improve retention rate and stabilize working hours. In addition, skills are improved through the accumulation of experience, which leads to improved service quality and client satisfaction.	P. 25
Development of Human Resources	S	Failure to respond to new human resources needs arising from structural changes in the industry will lead to a decrease in orders for human resources from business partners.	L	By developing the human resources needed by our clients, the Nisso Group, as a human resources company, increases our market dominance and leads to an expansion of orders for human resources from our business partners.	P. 15
Promotion of DE&I (Diversity, Equity & Inclusion)	S	The declining population due to declining birthrate and aging population is intensifying recruitment difficulties for key workers, making it increasingly difficult to place the right people in the right positions.	L	By promoting the creation of places where all human resources, including women, the elderly, foreign nationals, and people with disabilities, can flourish, it will be possible to expand employment opportunities and assign the right people to the right positions.	P. 18
Climate Change Initiatives	M	As for transition risks, there are concerns that the introduction of a carbon tax and a decline in reputation will increase costs and reduce competitiveness. In terms of physical risks, operational shutdowns caused by floods and health hazards caused by heat waves and droughts could affect business continuity.	M	Enhanced brand value in the recruitment market.	P. 31
Thorough Compliance	L	In the event that there is a violation of the Worker Dispatching Act or the Employment Security Act, administrative penalties or suspension of transactions could have a significant impact on business operations.	S	Strengthening the compliance structure ensures compliance with laws and regulations and transparency, improves reliability from business partners, and leads to stable transactions and expanded business opportunities.	P. 37

※ Large (L), medium (M), and small (S) in the table indicate the degree of impact.
L: has a significant impact on consolidated business results (30% of consolidated operating profit or 10% of consolidated net sales), M: has an impact on achievement of management plan,
S: has a minor impact on management.

CONTENTS
Introduction
Sustainability Management
09 Sustainability of the Nisso Group
10 Implementation of Sustainability
11 Sustainability Policy and Materiality
12 Risks and Opportunities by Implementation Issue
Social
Environment
Governance
Data
Corporate Profile

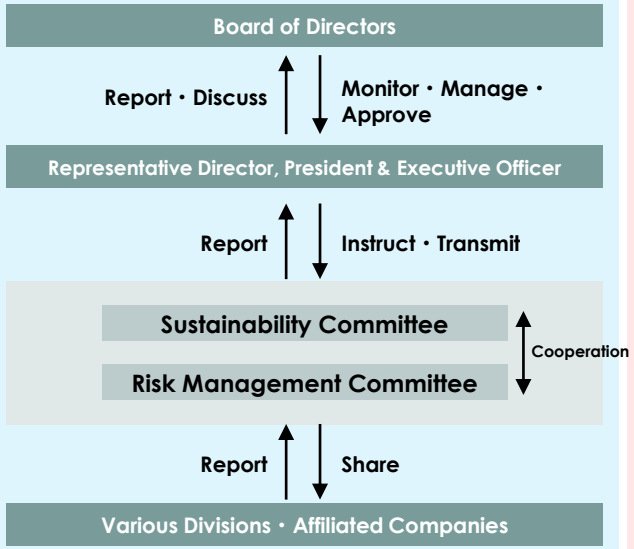
Human Rights

Basic View

The Nisso Group supports the "International Bill of Human Rights," the International Labour Organization (ILO) "Declaration on Fundamental Principles and Rights at Work," the United Nations "Guiding Principles on Business and Human Rights," and the "Children's Rights and Business Principles," which respect the rights of all children.
In October 2023, NISSO HOLDINGS signed the United Nations Global Compact (UNGC). We recognize diversity—including human rights, religion, gender, sexual orientation, age, nationality, and disability—respect all human rights, and strengthen our business foundation.

Structure

In FY 3/2025, the "Sustainability Council," under the Corporate Value Enhancement Committee, deliberated on human rights issues and countermeasures. From June 2025, this structure was transferred to the "Sustainability Committee."



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.
- When employing student workers, interns, apprentices, etc., we shall ensure compliance with domestic laws, appropriate training and management, and shall not use such employees as cheap labor.

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.

CONTENTS

Introduction
Sustainability Management
Social
・13 Human Rights
15 Development of Human Resources
16 -Initiatives at Education and Training Facilities-
17 -Toward Further Improvement-
18 DE&I (Diversity, Equity and Inclusion)
19 - Promotion of Global Human Resources Participation -
20 - Creation of Opportunities for the Elderly to Flourish -
21 - Active Participation of Employees with Disabilities -
22 Feature Implementation of Active Participation of Employees with Disabilities
24 Well-being
25 Occupational Safety and Health
27 Provision of Local Community-oriented Services
28 Coexistence with Diverse Communities
29 Feature Coexistence with Local Communities through Sports and the Arts
Environment
Governance
Data
Corporate Profile

Human Rights

Human Rights Due Diligence

To fulfill our corporate responsibility to respect human rights, the Nisso Group bases our approach on the United Nations "Guiding Principles on Business and Human Rights" and has introduced a human rights due diligence process, aiming to establish a structure that respects all human rights related to the Group. In FY 3/2025, we examined key human rights issues within the Nisso Group and countermeasures to address them.

Key Human Rights Issues	Stakeholders Most Affected	Countermeasures
(1) Excessive working hours, occupational accidents, and health management	Employees	In cooperation with clients, we monitor production plans and thoroughly manage operations to maintain appropriate workloads for employees.
(2) Occurrence of harassment and discriminatory treatment	Job applicants/ employees	We have established rules prohibiting the use criteria unrelated to competence in recruitment. In addition, we conduct regular training sessions at least once a year and continue awareness-raising activities on human rights to reduce adverse impacts.
(3) Unfair wage practices	Employees	Working with clients, we thoroughly check compliance with local laws and regulations from before dispatching until wage determination, ensuring fair wage practices.
(4) Forced labor, young workers, and child labor	Job applicants/ employees	The Nisso Group has adopted a policy prohibiting forced labor and rigorously checks this at hiring. We do not recruit children under 15 years of age, and for young workers under 18, we ensure appropriate consideration in compliance with domestic laws.

Implementation of Human Rights Training

The Nisso Group aims to respect the human rights of all people and foster a non-discriminatory environment. We target a 100% implementation rate for human rights education for all employees, including on-site workers and contract employees.

【Results】

(Subject: NISSO CORPORATION)

	FY 3/2023	FY 3/2024	FY 3/2025
Human rights education implementation rate	96.7%	93.1%	91.3%
Number of participants	16,716	16,320	15,711

Child Labor and Forced Labor

In our "Employee Code of Conduct" and "Policy on Human Rights and Labor," the Nisso Group states that we will eliminate forced or involuntary labor and labor of children under the legal working age.
During FY 3/2025, there were no children under the age of 15 employed or working for the Nisso Group.

Contact Counter

The Nisso Group has established a dedicated contact point for reporting fraud and other irregularities from inside and outside the company, and also accepts reports related to human rights, such as human rights concerns and cases of human rights violations.
With regard to inquiries from employees, we have established a dedicated contact point for reporting anonymously through the use of external services, and at the same time, we have established rules to ensure that employees who report whistleblowing are protected from disadvantageous treatment.
Inquiries from outside the company are accepted on our corporate website using an inquiry form for each purpose that allows for anonymous reporting.

Inquiries: https://www.nisso-hd.com/en/contact/

Freedom of Association

Although no labor union has been formed within the Nisso Group, labor-management relations are good.

CONTENTS

Introduction

Sustainability Management

Social

13 Human Rights
15 Development of Human Resources
16 -Initiatives at Education and Training Facilities-
17 -Toward Further Improvement-
18 DE&I (Diversity, Equity and Inclusion)
19 - Promotion of Global Human Resources Participation -
20 - Creation of Opportunities for the Elderly to Flourish -
21 - Active Participation of Employees with Disabilities -
22 Feature Implementation of Active Participation of Employees with Disabilities
24 Well-being
25 Occupational Safety and Health
27 Provision of Local Community-oriented Services
28 Coexistence with Diverse Communities
29 Feature Coexistence with Local Communities through Sports and the Arts

Environment

Governance

Data

Corporate Profile

Development of Human Resources

Basic View

In order to solve social issues such as labor shortages, mismatches, regional decline, widening disparities, and changes in the natural environment, companies, human resources, and services with the ability to create new added value are required.
The Nisso Group implements our "Human Resources Development Policy" to develop human resources who can take on the challenge of infinite possibilities in all fields. By providing diverse human resources with more opportunities for education and training, and enhancing added value, we build a virtuous cycle that improves both service quality and employee engagement.

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

Opportunities and Risks

The business environment surrounding the Nisso Group is facing major social changes, including labor shortages, mismatches, regional decline, widening disparities, and changes in the natural environment. On the other hand, new needs are emerging in the human resources market due to social changes, and we recognize that these "risks" are also "opportunities" to expand our business.

Development of Engineering Human Resources

The Nisso Group is focusing on developing equipment technology engineers who support MONOZUKURI (manufacturing) of electronic devices such as semiconductors. By promoting these activities, we have set a target of increasing the ratio of engineering employees to 30% by FY 3/2031, and are working to achieve this goal.

【Target】

(Subject: Nisso Group)

Nisso Group Ratio of engineering employees

FY 3/2031 30.0%

【Results】

The ratio of engineering employees has been increasing year by year, reaching 12.6% in FY 3/2025.

(Subject: Nisso Group)

	FY 3/2023	FY 3/2024	FY 3/2025
Ratio of engineering employees	9.4%	9.5%	12.6%
Number of employees	1,517	1,544	2,054

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 order to improve the ratio of highly skilled human resources, it is necessary to provide education not only for direct employees (staff at dispatching and contracting sites) but also for indirect employees, and by recognizing the importance of building a resilient organization, we are working to enhance our business value as well as our corporate value by formulating annual education plans and implementing education.

【Results】

(Subject: Nisso Group)

Business Unit・Training Content	FY 3/2024	FY 3/2025
Engineering Manufacturing equipment maintenance, manufacturing equipment technology, mechanical design, production technology, special education for industrial robots, etc.	1,370	1,852
Manufacturing・production *MONOZUKURI* (manufacturing) education, foreman education, hazard simulation education, etc.	16,613	14,804
Other Regular compliance education, career support training, qualification (enhancement) training, etc.	1,485	3,124
Nursing care・welfare Elder abuse prevention・physical restraint abolition training, accident prevention risk management training, infectious disease・food poisoning prevention training, etc.	1,571	2,882

(Subject: Nisso Group)

Indirect Unit・Training Content	FY 3/2024	FY 3/2025
New employee training, labor management training, sales training, recruitment training, DX・ICT-related training, regular compliance・risk education	2,585	1,587

CONTENTS

- Introduction
- Sustainability Management
- Social
  - 13 Human Rights
  - 15 **Development of Human Resources**
  - 16 -Initiatives at Education and Training Facilities-
  - 17 -Toward Further Improvement-
  - 18 DE&I (Diversity, Equity and Inclusion)
  - 19 - Promotion of Global Human Resources Participation -
  - 20 - Creation of Opportunities for the Elderly to Flourish -
  - 21 - Active Participation of Employees with Disabilities -
  - 22 Feature Implementation of Active Participation of Employees with Disabilities
  - 24 Well-being
  - 25 Occupational Safety and Health
  - 27 Provision of Local Community-oriented Services
  - 28 Coexistence with Diverse Communities
  - 29 Feature Coexistence with Local Communities through Sports and the Arts
- Environment
- Governance
- Data
- Corporate Profile

Development of Human Resources -Initiatives at Education and Training Facilities-

Nationwide Education and Training Facilities

At our education and training facilities nationwide, NISSO HOLDINGS conducts training for employees dispatched to our business partners. We invite former manufacturer employees as instructors, set curricula by hearing client companies' required human resources and operational issues, and provide training using actual equipment such as semiconductor manufacturing equipment. This creates an environment where employees "can learn through trial and error," fostering the development of ready-to-work human resources.

Nagano Prefectural Governor Accredited Vocational Training School

Nisso Technical Center Naka-Nihon
(Okaya City, Nagano)

Tomakomai Training Center
(Tomakomai City, Hokkaido)

Consolidated entrustment of training at the facility
Iwate Semiconductor-related Human Resources Development Facility "I-SPARK" (Kitakami City, Iwate)

Shiga Prefectural Governor Accredited Vocational Training School

Nisso EV Technical Center Kansai
(Omihachiman City, Shiga)

Miyagi Prefectural Governor Accredited Vocational Training School

Nisso Technical Center Higashi-Nihon
(Kurihara City, Miyagi)

Kumamoto Prefectural Governor Accredited Vocational Training School

Nisso Technical Center Kumamoto
(Ozu Town, Kumamoto)

Ota Training Center
(Ota City, Gunma)

Hamamatsu Training Center
(Hamamatsu City, Shizuoka)

Nisso Techno Center
(Yokohama, Kanagawa)

Nisso Technical Center Aichi
(Toyota City, Aichi)

Nisso Technical Center Kumamoto PR Video

Details of the Technical Center are available on the official YouTube channel.

https://www.youtube.com/watch?v=s26fipmt4VA

(in Japanese only)

Aiming for Coexistence with Local Communities

Our large-scale educational and training facilities, "Technical Centers," are spread across the country and regularly accept visits from not only clients, but also schools, local governments, and other organizations, with the aim of revitalizing local industries and developing human resources.

(FY 2024 results)

	# of visits	# of people
Local governments, schools, etc.	17	166
Business organizations, etc.	8	49
Business partners and others	73	278
Total	98	493

Opening of the "Nisso Technical Center Aichi"

NISSO CORPORATION opened the "Nisso Technical Center Aichi" (Toyota City, Aichi) as a new in-house education and training facility on October 29, 2025, and held an opening ceremony.

The opening ceremony was attended by numerous people from TOYOTA MOTOR CORPORATION, TOYOTA AUTO BODY Co., Ltd., TOYOTA BATTERY Co., Ltd., the Industry Department of Toyota City Hall, and Mikawa Vocational Training Institute.

The opening of this facility will enable further improvement of skills at manufacturing sites and the development of highly skilled human resources capable of responding flexibly to the rapidly changing automobile manufacturing sites. In addition to practical training using XR, we have established a system where XR development engineers can develop unique software for business partners, and we plan to use it as a training facility for not only Group employees but also business partner employees.

For more details about this facility, please watch the PR video.

https://www.youtube.com/watch?v=Rkg3i6ulSpQ&t=1s

(in Japanese only)

CONTENTS

- Introduction
- Sustainability Management
- Social
  - 13 Human Rights
  - 15 Development of Human Resources
  - 16 **-Initiatives at Education and Training Facilities-**
  - 17 -Toward Further Improvement-
  - 18 DE&I (Diversity, Equity and Inclusion)
  - 19 - Promotion of Global Human Resources Participation -
  - 20 - Creation of Opportunities for the Elderly to Flourish -
  - 21 - Active Participation of Employees with Disabilities -
  - 22 Feature Implementation of Active Participation of Employees with Disabilities
  - 24 Well-being
  - 25 Occupational Safety and Health
  - 27 Provision of Local Community-oriented Services
  - 28 Coexistence with Diverse Communities
  - 29 Feature Coexistence with Local Communities through Sports and the Arts
- Environment
- Governance
- Data
- Corporate Profile

Development of Human Resources -Toward Further Improvement-

Nisso Group Holding of Improvement Cases Presentation Conferences

Since 2006, the Nisso Group has regularly held Improvement Cases Presentation Conferences.
NISSO CORPORATION introduced QC activities since the 1980s, and has been working to continuously improve the workplace by utilizing the knowledge gained through education and training at work sites. The Improvement Cases Presentation Conferences provide an important opportunity for employees to share the results of these efforts within the company and aim to raise their awareness of improvement and raise the level of the entire organization.

October 9, 2025 (Thu) 12:45~17:40 (held online)
Attendees: Approximately 400 people
Number of participants: 45 teams in preliminary round, 10 teams in finals (in addition to NISSO CORPORATION, 1 team each from Vector Shinwa and EYE'S participated)
(Below: WS = Worksite)
Grand Prize: Shimane IZ WS, Excellence Award: Hamamatsu NAK WS, President's Award: Atsugi RGJ WS, Audience Award: Yamaguchi SH WS

Improvement Cases Presentation Conference Grand Prize

Team: IZ Worksite, Shimane Sales Office, NISSO CORPORATION
"Team: Education"
Theme: Reforming the education system to reduce work errors and lower the turnover rate of new employees

Content At the IZ Worksite, production・quality control are carried out under the direction of the company, commissioned by the client manufacturer.
- Initiated a fundamental review of the education system due to the frequent occurrence of work errors by new staff.
- Through the development of training regulations and the restructuring of the trainer system, reduced the number of work errors made by new staff by half
- These efforts have improved the retention rate of new staff and contributed to the efficiency of production activities.

Comment by Mr. Ishitomi, Person in Charge of Education
Although there was strong resistance to new initiatives, I believe this was the result of repeated improvements based on feedback from the worksite. We will continue our activities to gain even greater trust from our clients.

Contributing to Society to Nurture the Next Generation

Local junior high school students participated in a "workplace experience training program" at Nisso Pure's Nakamachidai Business Office. During the training program, they gained a deeper understanding of "work" and "how people with disabilities work" while experiencing actual work.

(Results)
- November 7, 2024 2 participants
- November 28, 2024 3 participants

Reference https://www.nisso-pure.co.jp/blog/ (in Japanese only)

NISSO CORPORATION is co-sponsoring the "U-15 Metaverse Programming Course" scheduled to open in December 2025. This course is a free VR programming education program for junior high school students by VR Design Institute Inc., and aims to develop programming and creativity through experiences in VR and metaverse spaces.

Reference https://vracademy.jp/u-15metaverse/ (in Japanese only)

Development into New Services

The Nisso Group has supported Japan's manufacturing industry through human resources services, accumulating extensive expertise in human resources development and on-site training. We have made these assets available online and have expanded them both inside and outside the Group, and are aiming to create an environment where people can learn any time, anywhere.

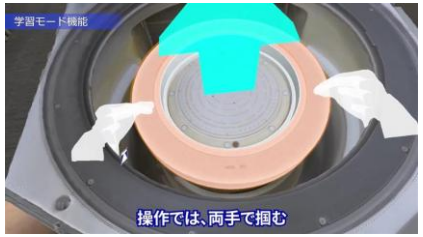
Development of E-learning System

NISSO CORPORATION has developed "Start engineer," an e-learning system for new employees, utilizing its expertise in on-site training. By providing a highly reliable education service online that teaches from the basics, we are contributing to building an environment for human resources development that enables students to learn anywhere and to reduce environmental impact.

Start engineer https://startengineer.jp/ (in Japanese only)

Development of XR Training System

NISSO CORPORATION has developed a training system utilizing mixed reality (MR) and virtual reality (VR) technologies, and has begun implementing it at Technical Centers nationwide.
With this system, participants can learn basic knowledge of semiconductor manufacturing equipment (etching equipment) and the procedures for chamber cleaning operations.



This content is available on YouTube.
https://youtu.be/YnrOqVjAV6Q?si=XX5_-PKRmBBD5_d3
(in Japanese only)

CONTENTS
Introduction
Sustainability Management
Social
13 Human Rights
15 Development of Human Resources
16 -Initiatives at Education and Training Facilities-
17 -Toward Further Improvement-
18 DE&I (Diversity, Equity and Inclusion)
19 - Promotion of Global Human Resources Participation -
20 - Creation of Opportunities for the Elderly to Flourish -
21 - Active Participation of Employees with Disabilities -
22 Feature Implementation of Active Participation of Employees with Disabilities
24 Well-being
25 Occupational Safety and Health
27 Provision of Local Community-oriented Services
28 Coexistence with Diverse Communities
29 Feature Coexistence with Local Communities through Sports and the Arts
Environment
Governance
Data
Corporate Profile

DE&I (Diversity, Equity and Inclusion)

Basic View

While the accelerating declining birthrate and aging population in Japan poses risks, the Nisso Group also recognizes this as a business opportunity linked to the need for recruiting and supporting the success of "people."
Based on the Nisso Group's "Internal Environment Improvement Policy," we aim for sustainable business growth by building an environment in which diverse human resources—including women, the elderly, foreign nationals, and people with disabilities—can thrive.
It is important to foster a corporate culture where diverse employees can autonomously choose work-styles suited to them.
We believe such a culture leads to a virtuous cycle that promotes engagement, secures outstanding human resources, and enhances productivity. We recognize that realizing this will contribute to further enhancing the Nisso Group's corporate value.

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.

Aiming to Improve the Diversity Ratio

In February 2025, the Nisso Group revised the indicators and targets under our "Internal Environment Improvement Policy." We updated the implementation issues to "Promotion of DE&I (Diversity, Equity and Inclusion)" and newly established the "diversity ratio" as a key indicator. The target is set at achieving a 40% level by FY 3/2031.
With the declining labor population and the rising proportion of the elderly in Japan, the Nisso Group's management environment is undergoing significant changes. As of the end of March 2025, the "diversity ratio" (women, senior employees, foreign nationals, and people with disabilities combined) accounted for 31.9% of all employees. By increasing this ratio, the Nisso Group aims to strengthen organizational resilience and achieve sustainable business growth.

【Target】

(Subject: Nisso Group)

Nisso Group Diversity ratio
FY 3/2031 **40.0%**

【Results】

(Subject: Nisso Group)

	End of FY 3/2025
Diversity ratio	31.9%
Total number of employees	19,631
Number of diverse employees	6,260
Ratio of female employees	23.9%
Number of female employees	4,691
Number of senior employees	1,395
Number of foreign employees	307
Number of employees with disabilities	278

Ratio of Female Managers

In February 2025, we revised our target for the "ratio of female managers," aiming to achieve 15% by FY 3/2031.

【Results】

(Subject: Nisso Group)

	FY 3/2023	FY 3/2024	FY 3/2025
Ratio of female managers	11.3%	11.4%	9.0%
Number of female managers	18	20	16
Number of male managers	141	156	161

Gender Wage Gap

The ratio of female employees within the Nisso Group has remained largely unchanged, and we recognize this as an issue.

【Results】

(Subject: Nisso Group)

	FY 3/2023	FY 3/2024	FY 3/2025
Regular	79.6%	80.8%	80.7%
Irregular	72.5%	75.0%	72.7%
Total	74.2%	75.9%	74.6%

Childcare Leave Acquisition

【Results】

(Subject: Nisso Group)

	FY 3/2023	FY 3/2024	FY 3/2025
Male	12.0%	25.0%	39.0%
Female	98.0%	100.0%	96.0%

CONTENTS

- Introduction
- Sustainability Management
- Social
  - 13 Human Rights
  - 15 Development of Human Resources
  - 16 -Initiatives at Education and Training Facilities-
  - 17 -Toward Further Improvement-
  - **18 DE&I (Diversity, Equity and Inclusion)**
  - 19 - Promotion of Global Human Resources Participation -
  - 20 - Creation of Opportunities for the Elderly to Flourish -
  - 21 - Active Participation of Employees with Disabilities -
  - 22 Feature Implementation of Active Participation of Employees with Disabilities
  - 24 Well-being
  - 25 Occupational Safety and Health
  - 27 Provision of Local Community-oriented Services
  - 28 Coexistence with Diverse Communities
  - 29 Feature Coexistence with Local Communities through Sports and the Arts
- Environment
- Governance
- Data
- Corporate Profile

DE&I -Promotion of Global Human Resources Participation-

Basic View

To address the challenge of securing human resources on a sustainable basis, the Nisso Group is working to further advance the success of global human resources.
We are developing systems and environments where each and every global human resources can feel they are "glad they came to Japan" and "want to work more in Japan." Maintaining and improving motivation is key to promoting global human resources success. Considering that skill acquisition is both challenging and a source of growth, we primarily assign global employees to engineering positions that require advanced skills.
Furthermore, we take into account the acquisition of skills and qualifications that will enable global employees to succeed upon returning to their home countries, actively utilizing the Nisso Group's training and educational facilities to support each individual's growth. We are also working to create further opportunities for success, including the option of employment in their country of origin.

Concluded a Basic Agreement with FPT and MRIV to Promote the Return of Semiconductor Human Resources

In May 2025, NISSO CORPORATION concluded a basic agreement to form a business alliance with FPTIS COMPANY LIMITED (FPT IS), Vietnam's largest IT company, and a local subsidiary of Mitsubishi Research Institute.
Global human resources who have come to Japan and mastered the operation and maintenance of robots and machinery at the Nisso Group's educational and training facilities will eventually return to their home countries.

We will continue to promote initiatives centered on our global strategy, which focuses on creating an environment where they can maintain connections with us and flourish even after returning to their home countries.

Initiatives by Vector Shinwa

Vector Shinwa Co., Ltd. (VS) joined the Nisso Group in August 2021. Based in Hiroshima Prefecture, they have earned a high reputation through their dealings with clients mainly related to semiconductor manufacturing. They also do business with a semiconductor manufacturing-related companies in Fukuoka Prefecture, and are actively recruiting global human resources who transcend national and cultural barriers.

Building a System for Global Human Resources

As of the end of September 2025, a total of 41 Vietnamese human resources are active in each sector: 7 with Engineer, Specialist in Humanities, or International Services residence statuses, 30 with specified skills qualifications, and 4 technical intern trainees. These human resources utilize their expertise and diligence, in areas such as "reading blueprints and manufacturing equipment," and contribute to improving on-site productivity and promoting organizational diversity. VS also provides employment support to meet inbound demand by introducing resort-related work to short-term visitors, mainly from Taiwan, through the Working Holiday Program. In the future, VS plans to expand the scope of the program to include South Korea and Hong Kong, and provide not only short-term employment support but also long-term career development support.

Creating a Sustainable Human Resources Acceptance System

At Vector Shinwa, the acceptance of global human resources is not limited to simply securing a workforce, but is positioned as a sustainable system that aims for individual growth and coexistence with local communities. VS will continue to promote the creation of an environment where everyone can work with peace of mind, respecting differences in cultural backgrounds and languages.
From "Interview with Vietnamese Staff: Beyond Language and Culture, 2 People Create a Path to Their Dreams" (L: Mr. Huan / R: Mr. Chun) NISSO CONNECT
https://nisso-connect.com/archives/1170
(in Japanese only)

Partnerships with Overseas Schools

In order to further expand the opportunities for global human resources, NISSO CORPORATION is promoting collaboration with universities and educational institutions, mainly in Asian countries such as Vietnam, Thailand and India.

(Main Universities)

Vietnam
- Thuyloi University)
- Hanoi University of Industrial
- Bach Khoa College of Engineering and Technology)
- Hue University
- Ho Chi Minh City University of Technology

Indonesia
- Universitas Katolik Indonesia Atma Jaya

India
- Indian Institute of Information Technology

Thailand
- Sripatum University

Participation in Internship Program for International Students

"Man to Man Co., Ltd." and "Man to Man Animo Corp.," which joined the Nisso Group in 2025, are participating in an internship program for international students promoted by Aichi Prefecture. They promote mutual understanding with companies so that international students who wish to work in Japan can thrive in the local community after graduation Since FY 2014, Man to Man has been providing summer and spring internships at the request of Aichi Prefecture and the Aichi Labor Bureau Business plan presentations are held upon completion of the program, providing valuable learning opportunities for both parties.

CONTENTS
Introduction
Sustainability Management
Social
13 Human Rights
15 Development of Human Resources
16 -Initiatives at Education and Training Facilities-
17 -Toward Further Improvement-
18 DE&I (Diversity, Equity and Inclusion)
19 **- Promotion of Global Human Resources Participation -**
20 - Creation of Opportunities for the Elderly to Flourish -
21 - Active Participation of Employees with Disabilities -
22 Feature Implementation of Active Participation of Employees with Disabilities
24 Well-being
25 Occupational Safety and Health
27 Provision of Local Community-oriented Services
28 Coexistence with Diverse Communities
29 Feature Coexistence with Local Communities through Sports and the Arts
Environment
Governance
Data
Corporate Profile

DE&I -Creation of Opportunities for the Elderly to Flourish-

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. In addition to developing and securing employment opportunities for older employees of the Nikon Group, it conducts research and development on a framework that enables older people in Japanese society to continue working, and conducts business operations based on the mission to "create a society where people can continue to work." From the inception of NIKON NISSO PRIME to April 1, 2024, a total of 45 senior employees with experience in the Nikon Group have moved to new environments and have flourished by utilizing their knowledge and expertise.

Career Support for the Elderly

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: 1/2020 to the end of 9/2025)

- Career support training # of times: 130
  # of participants: 4,051 total
- Career interviews # of times: 754 total

Trend in the Number of Senior Employees

【Results】

(Subject: NIKON NISSO PRIME)

	FY 3/2023	FY 3/2024	FY 3/2025
Number of Prime employees	598	697	707

Promoting Regional Revitalization with Diverse Experiences of Older People

NIKON NISSO PRIME is committed to contributing to social issues such as regional revitalization and the declining working population through "human relations," utilizing the knowledge and diverse experiences of older people.

Initiatives with Local Governments through Comprehensive Partnership Agreements

{() = Conclusion date of agreements}

(Nov. 5, 2021) Buzen City, Fukuoka — Promotion of regional revitalization and SDGs

- From 4/2024, dispatched employees under the "Regional Activation Entrepreneurship System" to work at the International Coexistence Promotion Office

(Dec. 16, 2021) Nanbu-cho, Tottori — Regional revitalization initiatives aiming for sustainable local communities

- 4/2023: Dispatched employee under the "Regional Activation Entrepreneurship System," appointed as Town Development Manager

(Mar. 17, 2022) Tsuru City, Yamanashi — Promotion of regional revitalization through government-private sector collaboration

- From 4/2022, dispatched employees using "Corporate Hometown Tax", established and contributed to the "Tsuru Manabi Future Creation Promotion Organization" (general incorporated association) (term expired in 3/2025)
- From 4/2025, utilizing the "Regional Activation Entrepreneurship System (side business-type)," employees contributed to SDGs awareness by expanding content of the city newsletter

(Aug. 31, 2022) Naie-cho, Hokkaido — Promotion of regional revitalization and regional activation

- 5/2023: Dispatched employee under the "Regional Revitalization Entrepreneur System," appointed as Town Advisor for Lifelong Participation (term expired in 9/2025)
- From 4/2024, 2 employees started side businesses in Naie-cho, Hokkaido utilizing the "Regional Activation Entrepreneurship System (side business-type)"

(Nov. 21, 2022) Minamiuonuma City, Niigata — Promotion of regional revitalization through government-private sector collaboration

- From 1/2025, dispatched employees under the "Regional Revitalization Entrepreneur System" to work at the U&I Tokimeki Division in Minamiuonuma City

(May 21, 2024) Chikuma City, Nagano — Promotion of regional revitalization and regional activation

- 7/2024: Dispatched employees under the "Regional Revitalization Entrepreneur System"

Promotion of Regional Revitalization (Initiatives in Naie-cho, Hokkaido)

In August 2022, NIKON NISSO PRIME signed a "Comprehensive Partnership Agreement" with Sorachi-gun, Naie-cho, Hokkaido, and an agreement regarding the dispatching of employees under the "Regional Revitalization Entrepreneur System," with the aim of promoting regional and local revitalization.
Here, we would like to introduce Mr. Kawabata, who utilized this system as a secretariat advisor of the Naie Kyoso Network, a general incorporated association, from May 2024 to September 2025.

Taking on New Challenges after 38 Years Dedicated to Design

During his time as a Nikon employee, Mr. Kawabata worked as an industrial designer for many years, working on product designs for cameras, microscopes, etc. Cherishing the value of "always wanting to be moved" in both work and life, he was dispatched to Sorachi-gun, Naie-cho, Hokkaido in April 2024 as a regional revitalization entrepreneur, where he worked together with the townspeople to promote regional revitalization.

Creating Places Where Local Residents Can Flourish / Achieving the Hometown Tax Target

Utilizing his experience and design thinking as an industrial designer, he worked on improving the hometown tax website and developing return gifts, and put ideas into shape in collaboration with the townspeople.

"Music Throughout the Town" as a Slogan

Under the slogan of "Music Throughout the Town," Naie-cho is promoting town development that connects people through music across generations. Mr. Kawabata was in charge of planning and organizing the event as part of the "Music Throughout the Town Team."

CONTENTS

- Introduction
- Sustainability Management
- Social
  - 13 Human Rights
  - 15 Development of Human Resources
  - 16 -Initiatives at Education and Training Facilities-
  - 17 -Toward Further Improvement-
  - 18 DE&I (Diversity, Equity and Inclusion)
  - 19 - Promotion of Global Human Resources Participation -
  - 20 **- Creation of Opportunities for the Elderly to Flourish -**
  - 21 - Active Participation of Employees with Disabilities -
  - 22 Feature Implementation of Active Participation of Employees with Disabilities
  - 24 Well-being
  - 25 Occupational Safety and Health
  - 27 Provision of Local Community-oriented Services
  - 28 Coexistence with Diverse Communities
  - 29 Feature Coexistence with Local Communities through Sports and the Arts
- Environment
- Governance
- Data
- Corporate Profile

DE&I -Active Participation of Employees with Disabilities-

Active Participation of Employees with Disabilities

In April 2007, Nisso Pure Co., Ltd. was established as a special-purpose subsidiary of NISSO CORPORATION with the aim of fulfilling corporate social responsibility through the employment of people with disabilities. As of 2025, more than 180 employees with disabilities are working at Nisso Pure, and it is actively developing the expertise that enables them to flourish among the Nisso Group. In particular, its parent company, NISSO CORPORATION, has been working to employ people with disabilities, and the number of places where they can thrive is expanding.

Creating Opportunities for People with Disabilities to Flourish

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 has expanded 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.

【Results】

(Subject: NISSO CORPORATION (incl. Nisso Pure))

	FY 3/2023	FY 3/2024	FY 3/2025
Number of employees with disabilities	205	227	237

Establishment of Human Resources Development and Career Path System

Nisso Pure visualizes the performance and growth stages of employees according to the potential of their skills and abilities while considering the characteristics of their disabilities. In addition, Nisso Pure has revised its personnel system in line with these changes, and in April 2023, it introduced AS (Assistant Staff) to its leader system, making it possible for CS employees to be promoted to SS employees. Currently, 4 CS employees have been selected to support SS employees and provide guidance to CS employees in the workplace.

Contributing to Society by Realizing Diverse Work-styles

Many people with disabilities work at Nisso Pure's offices, and local organizations and companies come to visit to learn about their efforts. Nisso Pure also receives requests for external lectures and training in order to share the expertise on how to make the most of the individuality of people with disabilities.

Total number of workplace visitors FY 2024: 398

Results of lectures, etc.

Dec. 2024: Participation in vocational rehabilitation research and practice presentations

Kanagawa Prefecture Skills Competition for Persons with Disabilities (Abilympics)

The Abilympics is a competition in which people with disabilities compete in vocational skills (abilities). Nisso Pure participates in this event every year to improve the vocational abilities of employees with disabilities and to promote understanding of the employment of people with disabilities in companies and society. In November 2025, 5 people participated, and all of them won prizes.

(Main results in November 2025)
- Product packing: Gold Award Winner
  Fighting Spirit Award (2 people)
- Spreadsheets: Silver Award Winner
- DTP: Bronze Award Winner

Creating a town where everyone can thrive.

Man to Man Animo Corp. was established on October 8, 2004, and is a special-purpose subsidiary based on the "Act to Facilitate the Employment of Persons with Disabilities," which applies to groups of people with disabilities, centered around Man to Man Co., Ltd.
Man to Man Animo's philosophy is to "promote the employment of people with disabilities and create opportunities for them to thrive," and they are working to "expand career options" and "improve the workplace environment" in order to realize a society where people with disabilities can utilize their individual abilities and work with hope.

【Reference】

(Subject: Man to Man Animo)

	Reported on 8/31/2025
Number of employees with disabilities	26

Nagoya Ai Support Project Certification

Nagoya City, Aichi, is training "Ai Supporters" who understand the characteristics of disabilities and provide small amounts of help and consideration to people with disabilities. As a result, the "Ai Support Campaign" aims to realize a society where all people can live comfortably, regardless of whether or not they have a disability, and the "Nagoya Ai Support Project" has been implemented since October 2024.
Man to Man and Man to Man Animo are certified as "Ai Support Companies・Organizations" since they are engaged in "Ai Supporter Training" for their employees to promote the "Ai Support Campaign."

CONTENTS

- Introduction
- Sustainability Management
- Social
  - 13 Human Rights
  - 15 Development of Human Resources
  - 16 -Initiatives at Education and Training Facilities-
  - 17 -Toward Further Improvement-
  - 18 DE&I (Diversity, Equity and Inclusion)
  - 19 - Promotion of Global Human Resources Participation -
  - 20 - Creation of Opportunities for the Elderly to Flourish -
  - 21 **- Active Participation of Employees with Disabilities -**
  - 22 Feature Implementation of Active Participation of Employees with Disabilities
  - 24 Well-being
  - 25 Occupational Safety and Health
  - 27 Provision of Local Community-oriented Services
  - 28 Coexistence with Diverse Communities
  - 29 Feature Coexistence with Local Communities through Sports and the Arts
- Environment
- Governance
- Data
- Corporate Profile

FEATURE

Implementation of Active Participation of Employees with Disabilities

Creating a vibrant workplace environment and a future that only a special-purpose subsidiary engaged in the human resources business can achieve

CROSS TALK

Akira Nunogaki
Director & President
Man to Man Animo Corporation

Takashi Endo
Representative Director & President
Nisso Pure Co., Ltd.

Mr. Endo is the President of Nisso Pure Co., Ltd. (hereinafter, "Pure"), a special-purpose subsidiary of NISSO CORPORATION with a history of more than 15 years since its establishment. And, Mr. Nunogaki, President of Man to Man Animo Corporation (hereinafter, "Animo"), a special-purpose subsidiary of Man to Man Co., Ltd., which joined the Nisso Group in June 2025. We asked the two of them to share their insights on the current situation and challenges of hiring people with disabilities, perspectives that can only be seen as a special-purpose subsidiary of a company engaged in the human resources business.

What a Special-purpose Subsidiary Operating a Human Resources Business Can Do

Endo As the statutory employment rate for companies increase, at Pure, we believe that it is important not only to hire people with disabilities, but also to create an environment where employees can play flourish..
Special-purpose subsidiaries have a role to play in achieving the employment rate of the parent company, but in essence, it is important to work toward the realization of an inclusive society. Pure supports the acquisition of skills necessary to become a valuable asset to society. We approach our business operations with this mindset.

Nunogaki To be honest, I was surprised when we joined the Nisso Group and heard that Pure was running its business with the same philosophy.

At Animo, we are engaged in website system development, but like Pure, we are mainly focused on contracted work from general companies and government agencies rather than carving out internal operations. In addition, we believe that our business operations, which are aimed at "nurturing employment" rather than merely "protecting employment" through our business operations, represent the uniqueness of a special-purpose subsidiary of a company engaged in the human resources business.

Endo Our parent company, NISSO CORPORATION, operates a human resources business for major manufacturers in the manufacturing industry, and has strengths in human resources development and quality control. At Pure, we are implementing similar initiatives and have received positive feedback from our customers. As a result, the scope of our business is steadily expanding, with an increasing number of cases where we are now taking on new work that had previously been outsourced to general companies.

Challenges in Hiring People with Disabilities

Nunogaki Since we are engaged in the human resources business, there are areas where we can utilize our strengths Furthermore, it is easy to expand into other fields, and as a result, the scope of our business expands. For employees with disabilities to thrive, it is essential to leverage each individual's unique characteristics and strengths.
On the other hand, it is also true that there are social barriers to the awareness of people with disabilities, such as a lack of understanding of the characteristics of disabilities and a lack of awareness of the possibilities of working, among some companies and organizations that employ people with disabilities.

Endo Certainly, I feel that it is important to acquire a variety of jobs in order to make the most of the characteristics of one's disability. Being able to take on the challenge of any job is one of our Group's strengths in the human resources business, but it is true that there are many barriers both inside and outside the company, such as work we aren't able to do or have any precedent doing.
As we assess their skills and engage in ongoing communication, we're discovering that they are actually capable of doing a lot of work.

At Pure, we thoroughly implement the fundamentals of *MONOZUKURI* (manufacturing), such as the development of operation manuals and the 5S3 standards. By protecting the safety of our employees and making procedures easy to understand, we ensure stable quality and create an environment where each individual can demonstrate their strengths.

Nunogaki I visited Pure's Nakamachidai Business Office the other day, and it was really thorough. I felt that there was an environment in place where employees with communication issues could concentrate on their own work, and that reasonable considerations were given. I heard that special-needs schools and government agencies seeking examples of how employees with disabilities are working have come to visit, and I realized the importance of visiting "places of activity" not only for specialized institutions but also for people inside and outside the company to deepen their understanding of the employment of persons with disabilities.

Endo In order to remove any conscious barriers, it is important for people to actually see our efforts. Pure aims to receive 500 workplace visitors each year. We continue to proactively approach anyone who is even slightly interested, and hope that they will come and visit our business offices.

CONTENTS

- Introduction
- Sustainability Management
- Social
  - 13 Human Rights
  - 15 Development of Human Resources
  - 16 -Initiatives at Education and Training Facilities-
  - 17 -Toward Further Improvement-
  - 18 DE&I (Diversity, Equity and Inclusion)
  - 19 - Promotion of Global Human Resources Participation -
  - 20 - Creation of Opportunities for the Elderly to Flourish -
  - 21 - Active Participation of Employees with Disabilities -
  - **22 Feature Implementation of Active Participation of Employees with Disabilities**
  - 24 Well-being
  - 25 Occupational Safety and Health
  - 27 Provision of Local Community-oriented Services
  - 28 Coexistence with Diverse Communities
  - 29 Feature Coexistence with Local Communities through Sports and the Arts
- Environment
- Governance
- Data
- Corporate Profile

FEATURE

Implementation of Active Participation of Employees with Disabilities

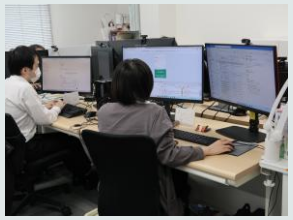
Creating a vibrant workplace environment and a future that only a special-purpose subsidiary engaged in the human resources business can achieve

Toward Creating an Environment Where People Can Flourish and be Active

Endo In May 2023, Pure opened the Nakamachidai Business Office in Yokohama to provide more opportunities for employees with disabilities to work enthusiastically. Approximately 120 employees with disabilities work in the five-story building, making it a lively workplace. Recently, we have been working to develop people with disabilities in order to expand new business areas, such as expanding our operations in the IT field as well as light work contracting.

Nunogaki At Animo, employees with mental disabilities are active, mainly in website development. Even though they are not good at communication, they are able to demonstrate their strengths in areas such as programming and design, and contribute to the team with their concentration and desire to grow.

On the other hand, the challenge lies in "personalization." Dependence on specific employees can cause problems in the event of a vacancy, so it is necessary to strengthen the organizational structure to create a sustainable workplace.



Endo As the statutory employment rate for private companies will be raised to 2.7% in 2026, consultations on employment of persons with disabilities are increasing. Pure obtained a license for a fee-based employment placement business in August 2024 and a license for a general worker dispatching business in May 2025. Our goal is to support employees with disabilities so that they can flourish not only at Pure but also within society. We believe that not only the "quantity" but also the "quality" of employment -- in other words, understanding, consideration, and opportunities for growth in the workplace -- contribute to a sense of well-being for employees.

Holding of Nisso Pure Company-wide Convention

Endo In order to promote the growth of employees with disabilities, Pure has introduced an evaluation system that recognizes employees who have achieved significant growth on a monthly, semi-annual, and annual basis. This has led to increased employee motivation.
In addition, as a new initiative, we held the "Nisso Pure Company-wide Convention" in September 2025, bringing together all employees.

Nunogaki Considering the differences in the characteristics of disabilities, I believe that various measures were necessary to gather approximately 200 employees together.

Endo Since it was the first time for the event to be held, we handled everything from planning to preparation by ourselves, and an employee with disabilities served as the master of ceremonies As a result, it was a warm and intimate event that not only motivated employees but also increased employee engagement.

Nunogaki I heard that there were also activity reports by employees. I believe this is a very meaningful initiative for people inside and outside the company to deepen their understanding of the employment of people with disabilities.

Endo It was a great learning opportunity for me as well. Next year, we would like to invite Animo and other Group companies to participate in this event to deepen their understanding of us and broaden the scope of our activities.

Realizing "Make hardworking people, happy."

Nunogaki Animo joined the Nisso Group in June 2025. Currently, we are working to adapt to the Group's policies and management style. In order to realize the brand slogan, "Making hardworking people, happy." we see great potential in the synergies created by the active participation of employees with disabilities, regardless of whether or not they have disabilities. In order to achieve sustainable growth, it is essential to improve profitability in the employment of people with disabilities, and I think that having two companies facing the same challenges can be a great strength.

Endo It is important to engage in re-skilling to bring out the potential of employees with disabilities while changing awareness both inside and outside the company. As a special-purpose subsidiary specializing in the human resources business, the key is to create a structure that enables us to take on highly profitable operations. The expansion of IT-related operations is also based on this background. Employees will be able to perform their current duties and become more active in society. We believe that the accumulation of these steps will lead to the resolution of social issues and, as a result, to an improvement in profitability.

CONTENTS

Introduction

Sustainability Management

Social

13 Human Rights
15 Development of Human Resources
16 -Initiatives at Education and Training Facilities-
17 -Toward Further Improvement-
18 DE&I (Diversity, Equity and Inclusion)
19 - Promotion of Global Human Resources Participation -
20 - Creation of Opportunities for the Elderly to Flourish -
21 - Active Participation of Employees with Disabilities -
22 Feature Implementation of Active Participation of Employees with Disabilities
24 Well-being
25 Occupational Safety and Health
27 Provision of Local Community-oriented Services
28 Coexistence with Diverse Communities
29 Feature Coexistence with Local Communities through Sports and the Arts

Environment

Governance

Data

Corporate Profile

Well-being

Basic View

The Nisso Group regards employees as important capital and promotes well-being management with "development of people" and "creation of workplaces" as our pillars. In the "development of people," we aim to maximize employee value by realizing diverse work-styles. In the "creation of workplaces," we seek to provide an environment where employees, based on autonomous thinking, can work with fulfillment and motivation.

Toward the Embedding of Well-being

To foster a well-being-oriented corporate culture, we post dialogue videos with the President on our intranet under themes such as those below, as a way of directly communicating with Group employees.

(Main Dialogue Themes)
- What is "Well-being Management?"
- How to motivate employees
- What reforms to implement as an executive

Participation in the Health and Productivity Management Alliance

Since June 2023, NISSO CORPORATION has participated in the "Health and Productivity Management® Alliance," which aims to revitalize Japanese companies and ensure the sustainability of health insurance through employee health, while promoting work engagement and work-life balance.

健康経営アライアンス

ALL NISSO 2025
(Group Performance Awards Ceremony)

Every July, the Nisso Group connects the bases of Group companies nationwide online and holds annual performance awards and long-term service awards. At the event held on July 18, 2025, the theme was "~Knot a new chapter~," and approximately 1,200 employees attended. In addition, we hold quiz contests and other events to encourage interaction among participants, which helps to improve employee motivation and communication.

Results of Main Awards in FY 2024

(Subject: NISSO CORPORATION)

Recruitment Activity Award: Hirosaki Satellite
Branch Office Activity Award: Hokkaido・Tohoku Branch Office
Health and Safety Activity Award: Yokkaichi Sales Office
Contracting Production Activity Award: Hirosaki Satellite (MJC Worksite)
Base Activity Awards
Overall evaluation: Kitakami SO*, Yokkaichi SO, Shimane SO
Net sales: Kitakami Sales Office
Gross profit: Sapporo Sales Office
Operating profit: Yokkaichi Sales Office
Recognition of Continuous Service: 40 employees
(30 Years of Service: 4 employees, 20 years: 36 employees)

*SO = Sales Office

COLUMN

Recruitment Information Site for Freelance Mechanical and Electrical Engineers

Operation of "FREE AID"

EYE'S Co., Ltd., which joined the Nisso Group in April 2024, is engaged in dispatching・entrustment services in the IT area, and manufacturing dispatching・contracting services for machine tool manufacturers.
EYE'S has established a multifaceted service system that can respond to a wide range of industries from IT companies to manufacturing and logistics, centering on the 5 areas of "production", "logistics", "management" and "development.“ Utilizing the latest technologies and abundant expertise, EYE'S realizes innovation that closely meets needs by offering flexible and high value-added proposals that directly lead to business process improvement and problem resolution.

In addition, EYE'S began operating a recruitment information site for freelance mechanical and electrical engineers in April 2020, as a way to support diverse work-styles. It connects the specialized needs of manufacturing sites with the skills of engineers, creating opportunities to maximize their potential.

FREE AID https://freelance-aid.com/

(in Japanese only)

The concept is to "provide lifelong support (AID) to freelancers who use the service.“ FREE AID provides information and services to enhance the self-branding ability of freelancers, along with job information.

Job posting content
Providing specialized information and job listings for mechanical and electrical engineers. As of October 2025, 42 job openings have been posted.

CONTENTS

Introduction
Sustainability Management
Social
13 Human Rights
15 Development of Human Resources
16 -Initiatives at Education and Training Facilities-
17 -Toward Further Improvement-
18 DE&I (Diversity, Equity and Inclusion)
19 - Promotion of Global Human Resources Participation -
20 - Creation of Opportunities for the Elderly to Flourish -
21 - Active Participation of Employees with Disabilities -
22 Feature Implementation of Active Participation of Employees with Disabilities
24 Well-being
25 Occupational Safety and Health
27 Provision of Local Community-oriented Services
28 Coexistence with Diverse Communities
29 Feature Coexistence with Local Communities through Sports and the Arts
Environment
Governance
Data
Corporate Profile

Occupational Safety and 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 "Nisso Group Occupational Health and Safety Policy," the Nisso Group aims to reduce management risks and improve employment opportunities by clarifying systems, establishing, implementing and improving management and activity systems.

Nisso Group Occupational Safety and Health Policy

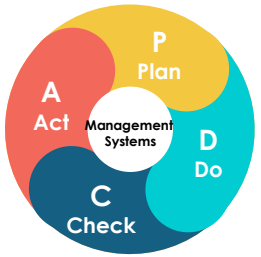
The Nisso Group's occupational safety and health activities are the foundation of our corporate management, and ensuring the safety and health of all workers working at the Nisso Group has become our utmost priority. By establishing a comfortable work environment, and by unifying the entire company to 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 the Nisso Group, and will continue to aim for the improvement of our safety and health standards.
③ In addition to complying with the Industrial Safety and Health Act, relevant laws and regulations, and the health and safety regulations established at the workplace, we will endeavor to improve the level of our safety and health management by establishing, periodically reviewing, and continuously enhancing our occupational safety and health management structure.
④ In order to prevent health problems caused by overwork and mental health, we will promote the maintenance of health of all employees by reducing excessive working hours and enhancing our health management structure.
⑤ We will promote measures to prevent traffic accidents, and will raise awareness in order to ensure both vehicular and pedestrian traffic safety.
⑥ 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.
⑦ We will ensure the full dissemination of the Nisso Group's Occupational Safety and Health Policy to all employees, and will continue to aim for zero accidents and disasters in the workplace.

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. Meetings are held 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 Preparation of safety and health action plan
- D *Hiyari hatto** selection Implementation of risk assessments
- C Confirmation of progress of goal achievement status
- A Addressing of issues Reflection of plan

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

With the cooperation and support of its clients' manufacturers, NISSO CORPORATION formulates one-year activity plans based on its "Occupational Safety and Health Policy" and carries out health and safety activities.

【Results】 (Subject: NISSO CORPORATION)

	FY 3/2023	FY 3/2024	FY 3/2025
Number of occupational accidents	78	83	88
Frequency rate of lost work time due to work-related accidents	1.20	1.14	1.41
Ratio of work-related accidents resulting in lost work time by 1,000 persons	1.31	1.01	1.36

Initiatives Toward Zero Accidents

National Safety Week・Year-end and New Year Zero Accident Campaign

Based on the implementation guidelines and notices of the Ministry of Health, Labour and Welfare, we have been working to prevent "machine-related accidents and falls," promote voluntary safety and health activities, and prevent traffic accidents through the National Safety Week (July 1 to 7, 2025) and the New Year Zero Accident Campaign (December 1, 2024 to January 15, 2025).

Risk Assessments

Based on our annual plan, we conduct activities to prevent risks at our workplaces. We conduct more thorough activities at sites where we manage chemical substances.

Workplace Inspections・*Hiyari Hatto** Activities

We continuously implement workplace inspections by health officers at all workplaces, workplace inspections by industrial physicians at sites with 50 or more people, safety guidance and promotion of improvements, and *hiyari hatto** and improvement activities.

*near-miss reporting

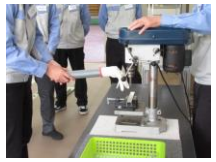
CONTENTS
Introduction
Sustainability Management
Social
13 Human Rights
15 Development of Human Resources
16 -Initiatives at Education and Training Facilities-
17 -Toward Further Improvement-
18 DE&I (Diversity, Equity and Inclusion)
19 - Promotion of Global Human Resources Participation -
20 - Creation of Opportunities for the Elderly to Flourish -
21 - Active Participation of Employees with Disabilities -
22 Feature Implementation of Active Participation of Employees with Disabilities
24 Well-being
25 Occupational Safety and Health
27 Provision of Local Community-oriented Services
28 Coexistence with Diverse Communities
29 Feature Coexistence with Local Communities through Sports and the Arts
Environment
Governance
Data
Corporate Profile

Occupational Safety and Health

Safety and Health Education

Hazard Simulation Education

Nisso Technical Centers (TCs), which are education and training facilities owned 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.

COLUMN

Hazard Simulation Education Using VR Technology

The Nisso Group conducts training to enable employees to experience manufacturing sites in a virtual space and understand the mechanism of disasters using their five senses.

We have confirmed that sensory experiences that stimulate the five senses are highly effective for learning, and we plan to further enhance our safety education content.

Promotion of Occupational Health Management

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

Control of long working hours and appropriate management of working hours

In accordance with the requirements for overtime work hours, we provide interview guidance by doctors to help prevent overwork.

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 2025, 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

In FY 2025, we held National Occupational Health Week from October 1 to 7 under the slogan "Healthy Workplaces through Stress Checks with Awareness of Work-Life Balance," and worked to improve health management and the workplace environment with the aim of preventing health problems.

Measures to Prevent Health Problems

Based on annual plans, we are implementing activities to prevent occupational diseases such as back pain and heat stroke, as well as mental disorders. In particular, we are striving to prevent health problems caused by chemical substances by establishing and implementing a system for risk assessment and appointing chemical substance managers and protective equipment management managers.

Mental Health

The Nisso Group has established a "Mental Health Care Policy" and is working to establish and improve a mental health care system to promote mental health.
In addition to regular education (self-care and "line care," or employee care overseen by managers), stress checks are conducted once a year. In addition to regular education (self-care and "line care," or employee care overseen by managers), we conduct stress checks once a year, recommend doctor interview guidance to people with high levels of stress, and make efforts to improve work environments based on organizational analysis. NISSO CORPORATION provides a dedicated application (apseeds Portal) to facilitate easy and smooth communication with its employees.
Employees can easily communicate with their supervisors about issues at work, various types of harassment, and everyday life.

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.

CONTENTS

Introduction

Sustainability Management

Social
13 Human Rights
15 Development of Human Resources
16 -Initiatives at Education and Training Facilities-
17 -Toward Further Improvement-
18 DE&I (Diversity, Equity and Inclusion)
19 - Promotion of Global Human Resources Participation -
20 - Creation of Opportunities for the Elderly to Flourish -
21 - Active Participation of Employees with Disabilities -
22 Feature Implementation of Active Participation of Employees with Disabilities
24 Well-being
25 **Occupational Safety and Health**
27 Provision of Local Community-oriented Services
28 Coexistence with Diverse Communities
29 Feature Coexistence with Local Communities through Sports and the Arts

Environment

Governance

Data

Corporate Profile

Provision of Local Community-oriented Services

Contribution to the Local Community through Heartfelt Nursing Care Services

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 a furnished with a complete rehabilitation system, and its experienced nursing care staff are close to residents and provide heartfelt care.

Sweetpea Kanazawa Hakkei
This facility is located in an open location overlooking Nojima and Hirakata Bay. It is easily accessible from the station, making it convenient for family visits.

Sweetpea Mitsukyo
At this facility, there is a medical clinic on the 1st floor, so you can receive treatment with peace of mind. There is a garden on the 2nd floor where you can enjoy the four seasons.

Sweetpea Konandai mio
This is a small-scale facility with European-style architecture that harmonizes with the cityscape. All 30 rooms are equipped with kitchens and bathrooms, providing quiet private spaces.

Sweetpea Honmoku Sankeien
This sophisticated facility is located in a convenient location surrounded by greenery. You can enjoy your own lifestyle in a peaceful atmosphere.

Sweetpea Higashi Totsuka
In a quiet environment surrounded by cherry blossoms, reliable nursing care services are provided in cooperation with medical institutions. This facility aims to be a place that feels like "home."

Improving the Quality of Nursing Care Services

Nisso Nifty is working to improve the quality of its nursing care services with the aim of contributing to solving social issues and improving customer satisfaction.

Promoting the Utilization of Foreign Human Resources

Aiming to improve the quality of nursing care services and build a resilient organization, Nisso Nifty is working to create a workplace environment where diverse nursing care human resources can work. In 2022, Nisso Nifty began accepting people from Myanmar, and in 2024, 1 employee obtained the nursing care worker qualification. Furthermore, in September 2025, they began accepting human resources from Indonesia, and the number of global human resources active in nursing care services has expanded to 13.

Participation in the All Japan Care Contest

The All Japan Care Contest is a national nursing care technology contest that aimed at fostering a foundation that supports nursing care, while thinking about "what nursing care is," learning from each other, and deepening bonds. This year, the 15th event of its kind (October 2025), 3 employees from Nisso Nifty participated on behalf of each Sweetpea facility.

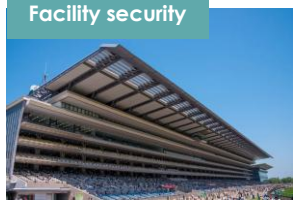
Coexistence and Exchange With the Local Community

In order to promote interaction with the local community, Nisso Nifty held the "Honmoku Pumpkin Festival" at Sweetpea Honmoku Sankeien, inviting local children.

Providing Security Services that are Close to People and Protect the Community

All Japan Guard Co., Ltd., which joined the Nisso Group in April 2025, is the oldest security company in Aichi Prefecture, with a track record of 55 years focusing on facility security for public facilities and traffic guidance. People of a wide range of ages work at All Japan Guard, with the oldest being an 85 year-old security guard, and the total number of security guards is 68.

Facility security



Security services are a line of work that requires constant interaction with people. Therefore, it is important to have a sense of gratitude and compassion for others when providing these services.

This attitude creates a warm and welcoming atmosphere, bringing a sense of security to local residents. In addition, the safety and reliability of the entire organization are enhanced by ensuring that each security guard is responsible for their role and performs their duties reliably.

Crowd control

Patrol security

This is the foundation for providing stable and continuous services to local communities, and sincere human response is essential, which cannot be replaced by mechanical processing.

Emergency situations require the ability to calmly and quickly assess the situation and take appropriate measures. These capabilities contribute to ensuring the safety of the local community by preventing accidents not only in emergencies but also in everyday life situations.

CONTENTS

- Introduction
- Sustainability Management
- Social
  - 13 Human Rights
  - 15 Development of Human Resources
  - 16 -Initiatives at Education and Training Facilities-
  - 17 -Toward Further Improvement-
  - 18 DE&I (Diversity, Equity and Inclusion)
  - 19 - Promotion of Global Human Resources Participation -
  - 20 - Creation of Opportunities for the Elderly to Flourish -
  - 21 - Active Participation of Employees with Disabilities -
  - 22 Feature Implementation of Active Participation of Employees with Disabilities
  - 24 Well-being
  - 25 Occupational Safety and Health
  - 27 **Provision of Local Community-oriented Services**
  - 28 Coexistence with Diverse Communities
  - 29 Feature Coexistence with Local Communities through Sports and the Arts
- Environment
- Governance
- Data
- Corporate Profile

Coexistence with Diverse Communities

Basic View

The Nisso has branches throughout Japan and values partnerships with local communities. As a member of the local community, we strive to revitalize and develop the economy while respecting local customs and culture through the creation of employment opportunities, consideration for the environment, and participation in social contribution activities.

"NISSO CONNECT "
(Connecting people to people, and people to the future)

人と人、人と未来を繋ぐ
NISSO connect
NISSOグループの「今」がわかる情報サイト

An information site that shows the "NOW" of the Nisso Group

(in Japanese only)

NISSO CONNECT https://nisso-connect.com/

Aiming to provide "line information" from "point information"

The word "Connect" in "NISSO CONNECT" has the meaning of "connecting" people to people and people to things, such as "to connect," "connections," "connections (as in business and personal relationships)," and "connectivity."
By getting to know us, we hope to connect the Nisso Group with various people both inside and outside the company, strengthen relationships and trust, and aim to build new channels that connect "NISSO" with "society" and then, to the "future."

Participation in Local Community Activities

As a corporate group with branches nationwide, the Nisso Group emphasizes cooperation with local communities and contributes to environmental conservation and revitalization of local communities through clean-up activities and participation in local events.

Activities at Sites

Clean-up activities
(Hachioji Sales Office)

Community greening activities
(Atsugi Sales Office)

Clean-up Activities at our Headquarters

In Shin Yokohama, where the Nisso Group's Headquarters is located, we regularly conduct clean-up activities in cooperation with neighboring companies with the aim of "actively contributing to the environmental conservation activities of local communities and clients."

Main Donation・Support Activities

Donations through the introduction of charity vending machines

As part of our social contribution activities, we have installed 5 charity vending machines for the Nippon Foundation in the NISSO CORPORATION Headquarters Building.
In FY 2024, donation results amounted to 319,640 yen.

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

Collection・Donation of PET Bottle Caps

In order to promote CO_2 reduction and recycling, we collect plastic bottle caps and donate them to the NPO Ecocap Promotion Association. In FY 3/2025, these donations contributed to reducing approximately 0.4 t-CO_2 of greenhouse gas emissions.

Donation of care goods

As part of its support for cancer patients, Man to Man Co., Ltd. donates 50 items such as care hats and care goods once a month.

Support recipients:
・*Shachihoko* Memorial Cancer Philosophy Outpatient Medical Cafe

CONTENTS
Introduction
Sustainability Management
Social
13 Human Rights
15 Development of Human Resources
16 -Initiatives at Education and Training Facilities-
17 -Toward Further Improvement-
18 DE&I (Diversity, Equity and Inclusion)
19 - Promotion of Global Human Resources Participation -
20 - Creation of Opportunities for the Elderly to Flourish -
21 - Active Participation of Employees with Disabilities -
22 Feature Implementation of Active Participation of Employees with Disabilities
24 Well-being
25 Occupational Safety and Health
27 Provision of Local Community-oriented Services
28 Coexistence with Diverse Communities
29 Feature Coexistence with Local Communities through Sports and the Arts
Environment
Governance
Data
Corporate Profile

FEATURE

Coexistence with Local Communities through Sports and the Arts

As part of our commitment to supporting people, the Nisso Group supports sports organizations and cultural arts in Kanagawa, where we were founded, and through this, contributes to the development of local communities and society.

Co-sponsorship Agreement with Yokohama DeNA BayStars

Donation of Tickets to Children

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 our community contribution activities, the Nisso Group donated the "NISSO Party Sky deck 2024 Season Tickets" to the Yokohama Rubber Baseball Association, and is providing opportunities for children to have fun and be happy.

Co-sponsorship of the Yokohama City Fire Band

Contribution to Local Disaster Prevention

NISSO HOLDINGS is co-sponsoring the Yokohama City Fire Bureau's Fire Band with the aim of contributing to local disaster prevention, and is supporting the holding of regular concerts. 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.

With the aim of contributing to these activities, the Nisso Group regularly holds their concerts at Nisso Nifty's nursing care facility, "Sweetpea," to raise awareness about disaster prevention. In 2025, a concert was held in November at "Sweetpea Mitsukyo."

Heating up the region and the future!

Kanagawa University

Support for the KU Track and Field Club Ekiden (Road Relay) Team

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.

Kanagawa University

Support for the KU Football Club

Nisso Brain Co., Ltd. is a long-established human resources business company founded in 1986, with the slogan "Always next to 「Thank you!」," and provides BPO, administrative human resources dispatching, and recruitment services, mainly in Kanagawa Prefecture.

Nisso Brain's Initiatives to Work Together with Local Communities

Nisso Brain has been supporting the Kanagawa University Football Club since 2018 as part of its community contribution activities. The members of the football club live together in the Takeyama Housing Complex in Midori-ku, Yokohama, and have deepened their ties with the local community, for example, by opening a cafeteria utilizing a vacant store to the local community. In addition, they support the "YSCC Farm," which addresses the issues of aging farmers and fallow land. Nisso Brain supports this activity, and employees also participate in potato digging events every year.

CONTENTS

- Introduction
- Sustainability Management
- Social
  - 13 Human Rights
  - 15 Development of Human Resources
  - 16 -Initiatives at Education and Training Facilities-
  - 17 -Toward Further Improvement-
  - 18 DE&I (Diversity, Equity and Inclusion)
  - 19 - Promotion of Global Human Resources Participation -
  - 20 - Creation of Opportunities for the Elderly to Flourish -
  - 21 - Active Participation of Employees with Disabilities -
  - 22 Feature Implementation of Active Participation of Employees with Disabilities
  - 24 Well-being
  - 25 Occupational Safety and Health
  - 27 Provision of Local Community-oriented Services
  - 28 Coexistence with Diverse Communities
  - **29 Feature Coexistence with Local Communities through Sports and the Arts**
- Environment
- Governance
- Data
- Corporate Profile

FEATURE

Coexistence with Local Communities through Sports and the Arts

As part of our commitment to supporting people, the Nisso Group supports sports organizations and cultural arts in Kanagawa, where we were founded, and through this, contributes to the development of local communities and society.

Creating Opportunities for Athlete Employees to Flourish

NISSO CORPORATION employs an athlete who is committed to the future, and aims to revitalize the company by enhancing a sense of solidarity within the company through the support of the athlete employee belonging to the Nippatsu Yokohama FC Seagulls, who is constantly taking on the challenge of achieving high goals.

Interview

I am from Toyama Prefecture and have dedicated my entire life to soccer (football I came across Nisso Brain through my activities with the Kanagawa University Football Club. Going forward, as a member of the Nisso Group, I will continue to communicate the appeal of sports and social contribution activities to everyone in an easy-to-understand and thorough manner.

Rio MATSUI
Born: October 20, 2001
Team: Nippatsu Yokohama FC Seagulls
Position: Goalkeeper

Expanding the brand slogan "Making hardworking people, happy."

We want more people to know about this and increase the number of "happy people." With this in mind, our athlete employees are actively engaged in public relations activities.

Example of Activities

Goals Aimed at EYE'S Co., Ltd. ~Living with Trail Running~

NISSO CONNECT has published an interview with EYE'S President Arai and Mr. Tsukada, an employee in the FA Division who is involved in trail running.
https://nisso-connect.com/archives/1277
(in Japanese only)

For other activities, please refer to the links below. (in Japanese only)
NISSO CONNECT https://nisso-connect.com/
X (Twitter) https://x.com/717450NISSO
Instagram https://www.instagram.com/nisso_kosan_kouhou/

Heating up the region and the future!

Sponsorship with Yokohama FC and Affiliated Clubs

From 2004 to 2008, NISSO CORPORATION was the main sponsor of the J-League soccer team "Yokohama FC," and starting with the 2025 season, NISSO CORPORATION has returned as an official sponsor and to support the team.

The Nisso Group has concluded sponsorship agreements not only with J.League's "Yokohama FC," but also with "Nippatsu Yokohama FC Seagulls" of the Nadeshiko (women's football) League Division 1 and its subordinate football club, the "Yokosuka Seagulls FC." The Yokosuka Seagulls is a football club where various people are active regardless of gender and age.

YOKOHAMA FC　ニッパツ YOKOHAMA FC seagulls　KANAGAWA Seagulls SINCE 1977

Examples of Activities

Presents for Attendees at Yokohama FC Home Games

NISSO CORPORATION sponsored the "Yokohama FC Supporter Shirt" giveaway event held at a Yokohama FC home game in July 2025. At this event, support shirts were distributed to the 10,000 people in attendance, and the stadium was united in a wave of excitement.

Reconstruction Support: Sponsorship of the 2025 Smile Challenge Cup

The "Yokohama Furie Sports Club," the parent company of Yokohama FC, has been engaged in reconstruction support activities in the disaster-affected areas since immediately after the Great East Japan Earthquake. We also share that sentiment and support their activities. As part of this initiative, a soccer tournament for children nationwide was held at J-Village in Fukushima Prefecture during the 2025 season. At the tournament, soccer notebooks also sponsored by NISSO CORPORATION, were distributed to the participating children, giving them opportunities to interact and grow through soccer (football).

CONTENTS

Introduction
Sustainability Management
Social
13 Human Rights
15 Development of Human Resources
16 -Initiatives at Education and Training Facilities-
17 -Toward Further Improvement-
18 DE&I (Diversity, Equity and Inclusion)
19 - Promotion of Global Human Resources Participation -
20 - Creation of Opportunities for the Elderly to Flourish -
21 - Active Participation of Employees with Disabilities -
22 Feature Implementation of Active Participation of Employees with Disabilities
24 Well-being
25 Occupational Safety and Health
27 Provision of Local Community-oriented Services
28 Coexistence with Diverse Communities
29 Feature Coexistence with Local Communities through Sports and the Arts
Environment
Governance
Data
Corporate Profile

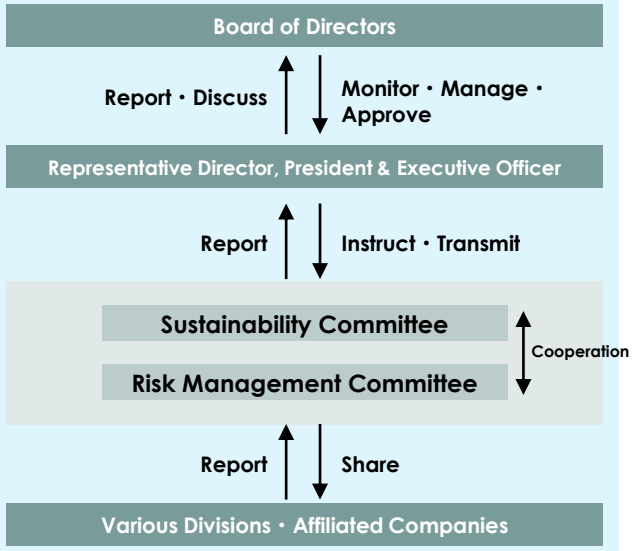
Climate Change・Environmental Initiatives

Basic View

The Nisso Group recognizes climate change response as a key management issue essential for business continuity. To reduce GHG emissions, a cause of global warming, we are transforming our business operations toward greater energy efficiency by introducing renewable energy and shifting to hybrid vehicles.
Furthermore, by fostering environmental awareness among employees and encouraging active participation in energy conservation and recycling in daily operations, we aim to build a resilient corporate group capable of adapting to social change.

Structure

The "Sustainability Committee," chaired by a Director of NISSO HOLDINGS, formulates countermeasures for identifying and addressing environmental and climate change issues, which are then monitored, managed, and approved by the "Board of Directors." Risks and opportunities related to the environment and climate change are shared with the "Risk Management Council," where collaborative discussions are held.



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.

Disclosure based on TCFD Recommendations

Recognizing that rising temperatures due to climate change significantly impact business, the Nisso Group is enhancing both the quality and quantity of information disclosure based on the TCFD framework of "Governance," "Strategy," "Risk Management," and "Indicators and Targets."
Toward early transition to a decarbonized society, under the scenario of limiting temperature rise to 2° C in the latter half of the 21st century, we have identified the following risks and opportunities in connection with achieving our materiality, "responding to social and structural changes."
Furthermore, to enhance our climate-related information disclosures, NISSO HOLDINGS expressed support for the Task Force on Climate-related Financial Disclosures (TCFD) in October 2023.

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Strategies for Achieving GHG Reduction Targets

Transition risks

Risks and Opportunities	・Occurrence of reputation risks ・Introduction of carbon tax
Details	Delays in responding to climate change could lower social credibility, while the introduction of new tax systems, such as carbon taxes, may impact performance.
Financial Impact	S
Timeline of Occurrence	Medium-term (2030)
Countermeasures	・Improve the efficiency in the use of company-owned vehicles ・Switch to hybrid and EV vehicles ・Switch to energy-efficient equipment ・Promote introduction of renewable energy
Progress	In progress (including some scheduled items)

CONTENTS

Introduction
Sustainability Management
Social
Environment
・31 Climate Change・Environmental Initiatives
34 - Environmental Conservation Activities through ISO 14001 -
Governance
Data
Corporate Profile

Climate Change・Environmental Initiatives

Physical risks

Risks and Opportunities	・Suspension of operations due to flooding and other events ・Health impacts caused by heatwaves and droughts
Details	Extreme weather events such as major typhoons and storms, or extreme heatwaves and droughts, may cause work stoppages and affect performance.
Financial Impact	M
Timeline of Occurrence	To long-term (～2050)
Countermeasures	・Strengthen safety and health management systems ・Collaborate with clients to improve workplace environments ・Negotiate compensation for operation stoppages
Progress	In progress

Opportunities

Risks and Opportunities	・Enhanced brand strength in the recruitment market
Details	By enhancing brand strength through proactive climate change measures required by society, we can attract diverse human resources and not only reduce risks but also create new business opportunities.
Financial Impact	L
Timeline of Occurrence	Medium- to long-term (2030～2050)
Countermeasures	・Build business operations capable of responding to social change ・Disclose and implement GHG emissions reduction targets toward carbon neutrality and strengthen monitoring systems
Progress	In progress (including some scheduled items)

Scenario Analysis

Transition risks

The Nisso Group recognizes transition risks due to climate change as important management issues. In the IEA STEPS scenario, progress in decarbonization is limited, and temperature rises could reach 2.5~3.0° C.
In expanding the human resources business nationwide, the use of company-owned vehicles is essential due to the traffic conditions at our regional bases, and accounts for a large portion of Scope 1 emissions If the adoption of EVs is limited, decarbonization of company-owned vehicles may be delayed, potentially resulting in constraints on emission reductions. NISSO CORPORATION, a core company, has about 600 company-owned vehicles and has started to consider the introduction of EVs. However, since it is difficult to immediately transition to EVs, they are working to improve business efficiency and review transportation methods.
In addition, if the spread of renewable energy is limited, it will also impact the reduction of Scope 2 emissions. In locations with inadequate environmental measures, there is also the risk of reputation risk in the recruitment market and a decrease in the number of applicants.

Physical risks

The Nisso Group recognizes the physical risks caused by climate change, such as flooding and high temperatures, as important management issues. In particular, the suspension of factory operations due to flooding has a direct impact on the human resources dispatching business, so early risk identification and response are essential.
At our core company NISSO CORPORATION, the indirect impact of client factory shutdowns and supply chain disruptions could affect sales. While this currently accounts for less than 1% of sales, it is expected to increase as climate change progresses. There are also concerns about the risk of heatstroke due to rising temperatures, and 9 mild cases were confirmed in FY 2024. In preparation for future temperature rises, it is necessary to respond to increased workload and costs. The Nisso Group has adopted the IPCC RCP2.6 scenario and is continuously implementing measures such as strengthening our safety and health management system, improving the workplace environment, and negotiating compensation for lost work time.

Examples of Initiatives

Introduction of Renewable Energy

At its Headquarters, which accounts for approximately 30% of NISSO CORPORATION's electricity consumption, they are promoting a switch to renewable energy sources.

Electric Power Contract Company: ORIX Corporation
Non-fossil Fuel Value: 127,269 kWh (5/2024~3/2025)
Non-fossil Fuel Ratio: 30%
Power Generating Equipment Classification: Biomass
(Soma Energy Park LLC)

Furthermore, from April 2025, this contract has been changed to electric power with a 100% renewable energy ratio.
In addition, from October 2025, the Nisso Technical Center Higashi-Nihon, Naka-Nihon, and Kumamoto, which are training facilities, the contracts have been changed to electric power with a 100% renewable energy ratio.

Implementation of Regular Education

At NISSO CORPORATION's Headquarters, as part of its ISO 14001 activities, regular training is conducted to provide opportunities for training and re-skilling to mitigate adverse effects of industry and climate change.
For FY 2025, 307 employees, including officers working at its Headquarters and employees of Group companies, participated in the training via the company intranet during the period from June 2 to June 30.

Publication of "E *Neta*!" ("Good Content!")

In order to strengthen its initiatives and raise awareness of environmental issues, NISSO CORPORATION regularly publishes "E *Neta*! (Environment × good content)" via its company intranet.

CONTENTS
Introduction
Sustainability Management
Social
Environment
・31 Climate Change・Environmental Initiatives
34 - Environmental Conservation Activities through ISO 14001 -
Governance
Data
Corporate Profile

Climate Change・Environmental Initiatives

Strategies for Achieving GHG Reduction Targets

The Nisso Group is working to reduce GHG emissions in order to achieve our reduction target for FY 3/2031 and realize carbon neutrality by FY 3/2051. In FY 3/2025, GHG emissions at NISSO CORPORATION, the Nisso Group's core company, totaled 2,943 t-CO_2, a 2.4% decrease compared to the same period of the previous year. Due to increased electricity consumption (Scope 2) from the establishment of a new Technical Center, the reduction in GHG emissions was limited to a slight decrease. Toward achieving the target, in FY 3/2026, we switched contracts at our Headquarters—responsible for about 30% of total electricity consumption—to electricity with 100% renewable energy. We will continue initiatives aimed at reducing GHG emissions.

Risk Management

The "Sustainability Committee" and the "Risk Management Committee" cooperate with each other to discuss analysis and evaluation in conjunction with risk management, and the Board of Directors monitors, manages, and approves the results.

(Examples of Main Activities)

March 26, 2025

Risk Assessment through Scenario Analysis

The Sustainability Council, which is part of the Corporate Value Enhancement Committee, analyzed risks in light of the Nisso Group's business activities based on the IEA STEPS scenario and the IPCC RCP2.6 scenario.
Furthermore, this structure has been passed on to the Sustainability Committee and the Risk Management Committee.

【Target】

The Nisso Group has identified GHG emissions as a key indicator for this implementation issue, and has set a medium-term target of "30% reduction by 2030" and a long-term target of "100% reduction by 2050."

(Subject: NISSO CORPORATION)

GHG Emissions Reduction Targets

30% reduction by FY 3/2031
based on FY 3/2021

Achievement of carbon neutrality by FY 3/2051

【Breakdown of GHG Emissions】

(Subject: NISSO CORPORATION)

	FY 3/2021	FY 3/2022	FY 3/2023	FY 3/2024	FY 3/2025
Scope 1 + 2 Total (t-CO_2)	2,951	2,993	3,116	3,015	2,943
Scope 1 (Emissions calculated from fuel usage of company-owned vehicles)					
Scope 1 emissions (t-CO_2)	2,213	2,279	2,418	2,429	2,297
Gasoline consumption (kl)	730	763	798	820	796
Diesel fuel consumption (kl)	200	196	219	204	181
Scope 2 (Emissions calculated from electricity consumption in offices, etc.)					
Market standards Scope 2 emissions (t-CO_2)	738	714	698	586	645
Location-based Scope 2 emissions (t-CO_2)	686	677	683	670	690
Electricity consumption (kWh)	1,541,233	1,563,465	1,573,752	1,530,655	1,631,696
Headquarters electricity consumption (kWh)	602,082	614,877	603,536	457,715	424,228
Headquarters usage ratio	39.0%	39.3%	38.4%	29.9%	26.0%
Scope 1 + 2 emission intensity (t-CO_2/million yen sales)	0.043	0.039	0.034	0.031	0.029

CONTENTS

- Introduction
- Sustainability Management
- Social
- Environment
  - 31 Climate Change・Environmental Initiatives
  - 34 - Environmental Conservation Activities through ISO 14001 -
- Governance
- Data
- Corporate Profile

Climate Change・Environmental Initiatives -Environmental Conservation Activities through ISO 14001-

Basic View

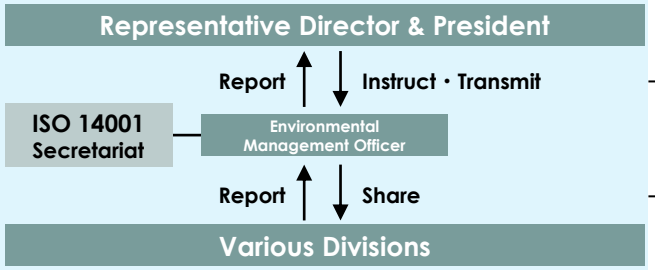
Through a series of human resources services activities, NISSO CORPORATION strives to protect the global environment conservation and pollution prevention, and aims to harmonize its business activities with the global environment. In addition, NISSO CORPORATION is working on continuous improvements based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

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.
NISSO CORPORATION has been engaged in activities aimed at preventing pollution and reducing the environmental impact.

【Target and Results】

(Subject: Headquarters Management Operations NISSO CORPORATION)

Indicator	FY 2024	
Electricity usage Thorough reduction of electricity consumption in offices	Target	Annual total: Within 445,000 kWh
	Actual	424,000 kWh
Fuel efficiency Improvement of fuel efficiency through eco-driving	Target	Annual average: 22.5 km/L or more
	Actual	23.79 km/L
Waste disposal costs Thorough sorted collection of waste material	Target	Annual total: Within 1.26M JPY/year
	Actual	1.64M JPY/year
Purchasing rate Thorough purchase of green products	Target	Purchasing rate: 95% or more
	Actual	96%
Paper usage Thorough reduction of paper in offices	Target	Annual total: Within 1,000 packets/ year
	Actual	924 packets
Water usage Thorough water saving in offices	Target	Annual total: Within 3,200㎥/year
	Actual	3,290㎥

※ Figures in actual results have been rounded down.

Toward Company-wide Expansion of Environmental Activities

By acquiring ISO 14001 certification, NISSO CORPORATION (NC) is promoting efforts to protect the global environment and prevent pollution.
Among the main indicators for FY 2024, "Headquarters electricity usage" was reduced by 7.3% compared to FY 2023 as a result of energy-saving efforts made by switching to LED lighting and air conditioning equipment.
In addition, NC exceeded its target by 5.7% by providing education and promoting eco-driving for the use of company-owned vehicles at its Headquarters.
This target falls under Scope 1 of GHG emissions and will be implemented company-wide from FY 2025.
Furthermore, the scope of application of paper usage will be expanded as it falls under the "sustainable utilization of resources, protection of biodiversity and ecosystems" of the Environmental Policy, and NC is promoting DX and paperless operations.

【Target】

(Subject: NISSO CORPORATION)

Indicator	Subject	Target for FY 2025
Electricity usage Thorough reduction of electricity consumption in offices	HQ	Annual total: Within 424,000 kWh
Fuel efficiency Improvement of fuel efficiency through eco-driving	CW	Annual: Within 1,024kl
Waste disposal costs Thorough sorted collection of waste material	HQ	Annual total: Within 1.86M JPY/year
Purchasing rate Thorough purchase of green products	HQ	Purchasing rate: 96% or more
Paper usage Thorough reduction of paper in offices	CW	Annual total: Within 5.47M sheets

HQ* = Headquarters
CW* = Company-wide

CONTENTS

- Introduction
- Sustainability Management
- Social
- Environment
  - 31 Climate Change・Environmental Initiatives
  - 34 - Environmental Conservation Activities through ISO 14001 -
- Governance
- Data
- Corporate Profile

Corporate Governance

Basic View

Based on our founding philosophy, "Nurturing and Bringing Out the Best in People," the Nisso Group promotes respect for human rights and the building of compassionate human relationships. Aiming to create and establish Nisso Group's unique technologies and generate new corporate value that contributes to society, we practice strict compliance with laws and regulations and accurate information disclosures, ensuring management transparency and the continuous enhancement of corporate value. We recognize the importance of corporate governance and pursue compliance-focused management. We also respect shareholder rights and strive to be a company trusted by society.

Response to the Corporate Governance Code

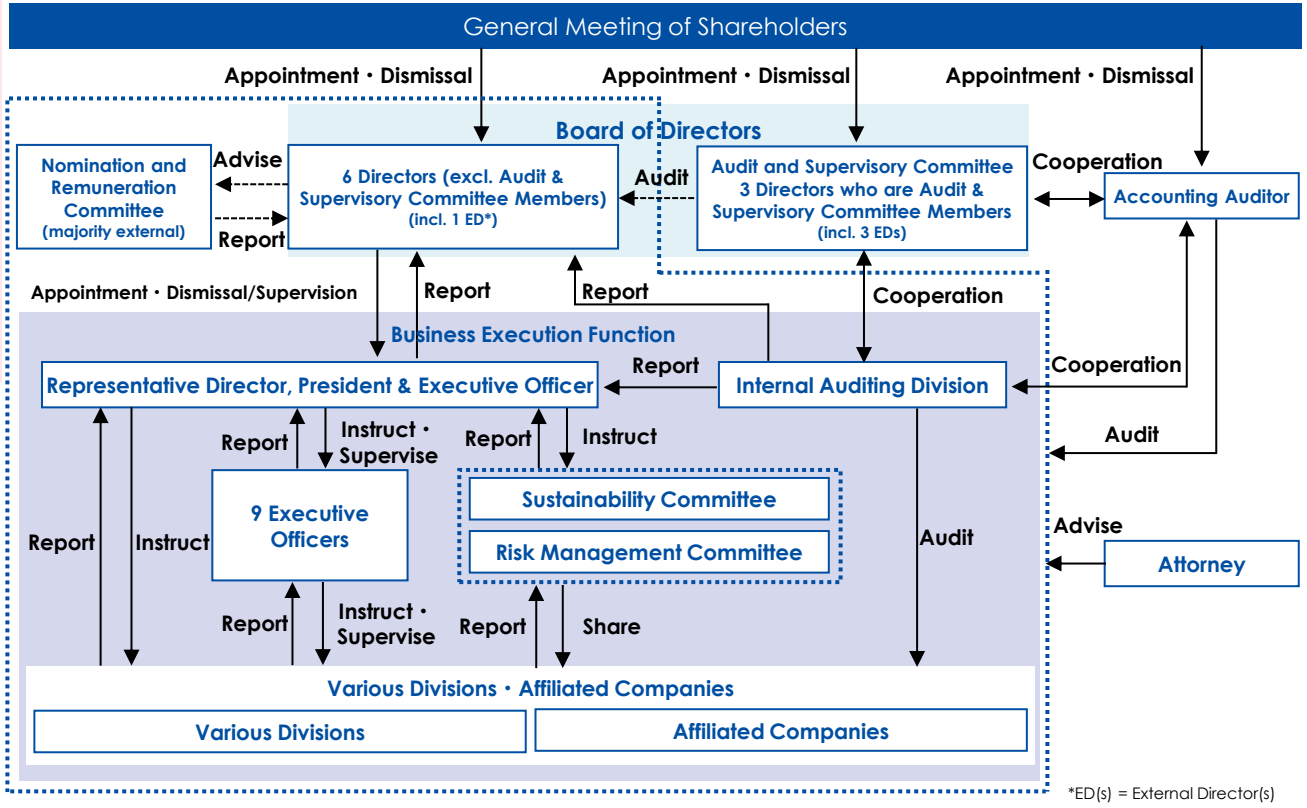
NISSO HOLDINGS conducts our activities in accordance with the principles of the Corporate Governance Code, revised in June 2021.
For details, please refer to our Corporate Governance Report. We will continue to promote two-way communication and strive for continuous improvement.

IR Site "Other Materials"
https://www.nisso-hd.com/en/ir/library/others.html

Reasons for Selection of the Current Corporate Governance Structure

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.

Overview of Corporate Governance Structure



*ED(s) = External Director(s)

Basic Policy on Internal Control Systems

The Board of Directors of NISSO HOLDINGS has adopted a resolution to establish the "Basic Policy on Internal Control Systems."
For details, please refer to our corporate website.

IR Site "Corporate Governance"
https://www.nisso-hd.com/en/ir/management/governance.html

External Director Ratio 44%

Female Director Ratio 11%

Ratio of External Directors on the Nomination and Remuneration Committee 75%

CONTENTS

- Introduction
- Sustainability Management
- Social
- Environment
- Governance
  - 35 Corporate Governance
  - 36 Risk Management
  - 37 Compliance
- Data
- Corporate Profile

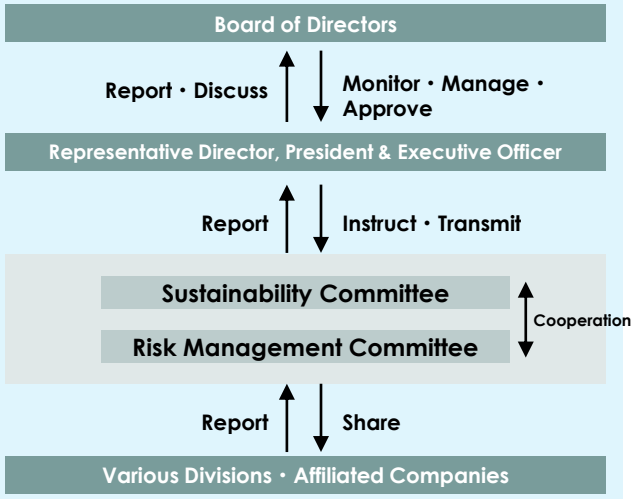
Risk Management

Basic View

The Nisso Group defines all internal and external events that may hinder the achievement of the business objectives of each Group company—with respect to the management strategy, social credibility, trust relationships with clients, personal information of applicable parties, intellectual property, facilities, and other assets—as risks. Accurate identification and appropriate management of risks are key management issues that lead to the sustainable maintenance and enhancement of corporate value. Based on this recognition, we will thoroughly implement company-wide risk management.

Structure

The Nisso Group has established "Risk Management Regulations" to appropriately address risks that may affect our business activities, and has established the "Risk Management Committee" to develop a risk response system. The Committee has established a system for continuously monitor risks and issues common to the entire Group, with the aim of preventing corporate scandals, strengthening the multifaceted corporate structure, and realizing sustainable business operations.



Risk Management Process

Based on the "Risk Management Regulations," the Nisso Group holds discussions on the following items and shares them with each division and affiliated company once a year through resolutions of the Board of Directors.

- Identify, analyze, and evaluate the impact of risks, and create and update "risk maps"
- In the event of an emergency, take the necessary actions to control the situation appropriately
- If the content needs to be disclosed internally or externally, disclose it promptly

Particularly Significant Risks and Key Countermeasures

Item	Probability of Occurrence	Degree of Impact	Main Countermeasures
Difficulty in securing personnel and cost increases due to rising wage levels	High	High	Securing diverse employment opportunities and realizing diverse work-styles; implementing unit-cost negotiations
Insufficient development of working environments due to an increase in foreign workers	High	High	Developing working environments where employees can continue to work
Maintaining employee employment following the termination or downsizing of contracts with major clients	Low	High	Reskilling to increase the probability of employment outside the current workplace, and expanding to new clients
Reputation risk	Low	High	Continuously maintaining manuals, thoroughly implementing training, and continuously monitoring information

"Probability of occurrence" is classified as follows: High: Occurs at least once a year; Medium: Occurs once every few years; Low: Occurs infrequently.
"Degree of impact" is classified as follows: High: Significantly affects consolidated business results (30% decrease in consolidated operating profit or 10% decrease in consolidated net sales); Medium: Affects achievement of management plans; Low: Has only a minor impact on management.

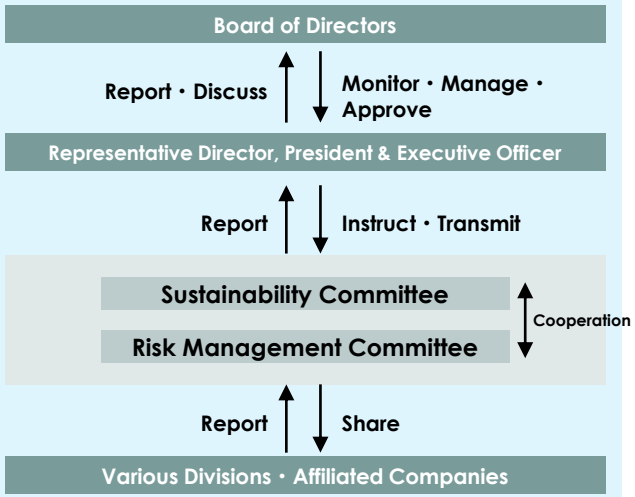
CONTENTS
Introduction
Sustainability Management
Social
Environment
Governance
35 Corporate Governance
36 Risk Management
37 Compliance
Data
Corporate Profile

Compliance

Basic View

We have established the "Nisso Group Charter of Corporate Behavior," which presents the fundamental principles of conducting fair and sincere business activities, and the "Nisso Group Employee Code of Conduct," which provides specific action guidelines. We distribute a 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. Furthermore, the "Risk Management Committee," chaired by one of our Directors, discusses the promotion of corporate ethics and compliance, as well as the development of systems for the prevention and detection of misconduct, and the "Board of Directors" supervises, manages, and approves these initiatives.

Structure



Anti-corruption

In accordance with the Employee Code of Conduct and the Ethics Policy, we prohibit inappropriate gratuities and gifts, illegal or improper political donations, and the exchange of benefits contrary to social norms. We prohibit all forms of corruption and strive to prevent them.

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 all forms of corruption, including bribery, extortion, and embezzlement.
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.

Establishment of a Point of Contact Based on the Internal Reporting System

We have established the "Nisso Group Internal Reporting Counter," which enables anonymous reporting of any corrupt practices, including bribery. At the same time, we prohibit any disadvantageous treatment of informants and have established a system to conduct investigations, implement corrective actions, and take measures to prevent recurrence in the event of such reports. In FY 3/2025, there were 10 consultations and reports submitted to the "Nisso Group Internal Reporting Counter" (disclosed in accordance with the Whistleblower Protection Act Guidelines). Each consultation and report was investigated and verified while thoroughly ensuring whistleblower protection, and necessary measures were implemented. Responses to all reports and consultations have been completed.

Internal Audits

Internal audits at NISSO HOLDINGS are conducted by the Internal Auditing Division, an organization under the direct control of the Representative Director, comprising one Division Head and three staff members. Audits are conducted in accordance with the annual plan, covering the Headquarters, subsidiaries, and sub-subsidiaries. Results are reported to the Representative Director and the Audit and Supervisory Committee, as well as to the Board of Directors. In addition, instructions for improvements based on the results of the audits are issued to the department/division that has received the audits, and the status of improvements are reported by them and confirmed by the Internal Auditing Division without delay. Follow-up audits and special audits are conducted as deemed necessary.
In addition, the Internal Auditing Division exchanges information with the Audit and Supervisory Committee and the Accounting Auditor as required to strengthen mutual coordination.

Compliance Education

In order to ensure thorough compliance, we provide compliance training for all officers and employees in accordance with our Ethics Policy. In FY 3/2025, a total of 15,711 officers and employees of NISSO CORPORATION participated in compliance-related training.

CONTENTS
Introduction
Sustainability Management
Social
Environment
Governance
35 Corporate Governance
36 Risk Management
37 Compliance
Data
Corporate Profile

Key Non-financial Data

		Unit	Scope	FY 3/2021	FY 3/2022	FY 3/2023	FY 3/2024	FY 3/2025
Human resources development								
Ratio of engineers		%	Consolidated*	-	-	9.4	9.5	12.6
Number of engineering employees		Persons	Consolidated*	-	-	1,517	1,544	2,054
Total number of participants in training	Business division	Persons	Consolidated*	-	-	-	21,039	22,662
		Persons	NISSO CORPORATION	-	18,441	20,081	17,983	16,656
	Indirect division	Persons	Consolidated*	-	-	-	2,585	1,587
		Persons	NISSO CORPORATION	-	491	1,052	2,339	1,430
Total training hours	Business division	Hours	NISSO CORPORATION	-	122,079	177,500	158,251	170,603
	Indirect division	Hours	NISSO CORPORATION	-	6,108	11,325	16,557	13,191
Training hours per employee	Business division	Hours	NISSO CORPORATION	-	6.62	8.83	8.80	10.24
	Indirect division	Hours	NISSO CORPORATION	-	12.44	10.76	7.07	9.22
DE&I								
Diversity ratio		%	Consolidated*	-	-	-	-	31.9
Number of employees	Male	Persons	Consolidated*	-	-	-	-	14,940
	Female	Persons	Consolidated*	-	-	-	-	4,691
Number of senior employees		Persons	Consolidated*	-	-	-	-	1,395
Number of Prime employees		Persons	NIKON NISSO PRIME	-	-	598	697	707
Number of foreign employees		Persons	Consolidated*	-	-	-	-	307
Number of employees with disabilities		Persons	Consolidated*	-	-	-	-	278
Number of employees with disabilities		Persons	NISSO CORPORATION Nisso Pure	-	-	205	227	237

		Unit	Scope	FY 3/2021	FY 3/2022	FY 3/2023	FY 3/2024	FY 3/2025
Disclosure based on the Act on the Promotion of Women's Participation and Advancement in the Workplace								
Ratio of female managers		%	Consolidated*	-	-	11.3	11.4	9.0
Number of female managers		Persons	Consolidated*	-	-	18	20	16
Number of male managers		Persons	Consolidated*	-	-	141	156	161
Gender wage gap	Regular	%	Consolidated*	-	-	79.6	80.8	80.7
	Irregular	%	Consolidated*	-	-	72.5	75.0	72.7
	Total	%	Consolidated*	-	-	74.2	75.9	74.6
Childcare leave acquisition rate	Male	%	Consolidated*	-	-	12.0	25.0	39.0
	Female	%	Consolidated*	-	-	98.0	100.0	96.0
Human rights								
Human rights education implementation rate		%	NISSO CORPORATION	-	-	96.7	93.1	91.3
Number of human rights education participants		Persons	NISSO CORPORATION	-	-	16,716	16,320	15,711
Occupational safety and health								
Number of occupational accidents		Cases	NISSO CORPORATION	-	-	78	83	88
Frequency rate of lost work time due to work-related accidents		Years	NISSO CORPORATION	0.75	0.93	1.20	1.14	1.41
Ratio of work-related accidents resulting in lost work time by 1,000 persons		Years	NISSO CORPORATION	0.90	1.33	1.31	1.01	1.36
Environment								
GHG emissions (Scope 1 + Scope 2)		t-CO2	NISSO CORPORATION	2,951	2,993	3,116	3,015	2,943
Scope 1		t-CO2	NISSO CORPORATION	2,213	2,279	2,418	2,429	2,297
Scope 2 (market-based)		t-CO2	NISSO CORPORATION	738	714	698	586	645

※"Consolidated" is calculated as the total of NISSO HOLDINGS, NISSO CORPORATION, Vector Shinwa, EYE's, Nisso Brain, NIKON NISSO PRIME, Nisso Pure, and Nisso Nifty.

CONTENTS

- Introduction
- Sustainability Management
- Social
- Environment
- Governance
- Data
  - 38 Key Non-financial Data
- Corporate Profile

Corporate Outline

NISSOホールディングス	NISSO HOLDINGS Co., Ltd.	Representative Director, President & Executive Officer Ryuichi Shimizu	1-4-1 Shin Yokohama, Kohoku-ku, Yokohama, Kanagawa	Our company・Holding Company
日総工産株式会社	NISSO CORPORATION	Representative Director, President & Executive Officer Kenji Fujino	Nisso Kosan (NISSO) Shin Yokohama Bldg., 1-4-1 Shin Yokohama, Kohoku-ku, Yokohama, Kanagawa	Manufacturing dispatching, manufacturing contracting, employment placement, etc.
Vector Shinwa 株式会社ベクトル伸和	Vector Shinwa Co., Ltd.	Representative Director & President Masao Kanemoto	3-1 Ikehata, Chiryu City, Aichi	Manufacturing contracting, manufacturing dispatching, etc.
EYE'S 株式会社アイズ	EYE'S Co., Ltd.	Representative Director & President Shogo Arai	7F NIPPON GAS Hatchobori Bldg., 2-10-7 Hatchobori, Chuo-ku, Tokyo	Manufacturing dispatching, IT engineer dispatching, etc.
Nisso Brain 日総ブレイン株式会社	Nisso Brain Co., Ltd.	Representative Director & President Tsuyoshi Miyashita	Nisso Dai Ichi Bldg., 28-26 Toyooka-cho, Tsurumi-ku, Yokohama, Kanagawa	Administrative dispatching, BPO, etc.
N-PRIME 株式会社ニコン日総プライム	NIKON NISSO PRIME CORPORATION	President Masahiko Yoshida	Shin Yokohama 214 Bldg., 3F, 2-14-2 Shin Yokohama, Kohoku-ku, Yokohama, Kanagawa	Human resources dispatching, recruitment, etc.
日総ぴゅあ株式会社	Nisso Pure Co., Ltd.	Representative Director & President Takashi Endo	Nisso Kosan (NISSO) Shin Yokohama Bldg. New Wing, 1-4-1 Shin Yokohama, Kohoku-ku, Yokohama, Kanagawa	Light work contracting, sale of goods, etc.
MantoMan Holdings	Man to Man Holdings Co., Ltd.	Representative Director & President Yuichi Teshima	RT Center Stage Bldg., 1-7-7 Shinsakae, Naka-ku, Nagoya City, Aichi	Management of subsidiaries related to Man to Man
Man to Man 株式会社	Man to Man Co., Ltd.	Representative Director & President Yuichi Teshima	RT Center Stage Bldg., 1-7-7 Shinsakae, Naka-ku, Nagoya City, Aichi	Manufacturing dispatching, manufacturing contracting, employment placement, etc.
Man to Man Vietnam	MAN TO MAN VIETNAM CO., LTD.	Director Daisuke Katayama	–	Recruitment, etc.
Man to Man Assist	Man to Man Assist Corporation	Representative Director & President Akihiro Shinozaki	RT Center Stage Bldg., 1-7-7 Shinsakae, Naka-ku, Nagoya City, Aichi	Production consignment・logistics consignment, etc.
animo STYLE	Man to Man Animo Corporation	Director & President Akira Nunogaki	RT Center Stage Bldg., 1-7-7 Shinsakae, Naka-ku, Nagoya City, Aichi	Web system development・government contracting business, etc.
TECHPORT テックポート株式会社	TECHPORT CO., LTD.	Representative Director & President Yasuhide Kanai	Tokyo Boeki Bldg., 3-4-1 Tsuchihashi-cho, Toyota City, Aichi	Manufacturing system development contracting, etc.
すいとぴー 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.	Representative Director & President Shinichi Matsuo	Nisso Kosan (NISSO) Shin Yokohama Bldg., 1-4-1 Shin Yokohama, Kohoku-ku, Yokohama, Kanagawa	Facility nursing care, home-based nursing care, etc.
オールジャパンガード株式会社 ALL JAPAN GUARD	All Japan Guard Co., Ltd.	Representative Director & President Toshihisa Osawa	2-11-22 Osu, Naka-ku, Nagoya City, Aichi	Facility security for public facilities・traffic security, etc.

CONTENTS

- Introduction
- Sustainability Management
- Social
- Environment
- Governance
- Data
- Corporate Profile
  - 39 Corporate Outline
  - 40 External Evaluation/Endorsement Initiatives

External Evaluation/Endorsement Initiatives

Evaluations・Certifications in Japan

NISSO CORPORATION

Superior Manufacturing Contractor

A certification system for manufacturing contractors that conduct superior and appropriate business operations with good structures in place. NISSO CORPORATION received initial certification as a Superior Manufacturing Contractor in 2011.

NISSO CORPORATION

Excellent Dispatching Business Operator

A certification system for dispatching business operators that provide services, ensuring confidence for both dispatched staff and dispatch destinations. NISSO CORPORATION was certified in 2015 as an Excellent Dispatching Business Operator and has since renewed this certification three times.

優良派遣事業者

NIKON NISSO PRIME CORPORATION

Excellent Dispatching Business Operator

A certification system for dispatching business operators that provide services, ensuring confidence for both dispatched staff and dispatch destinations. NIKON NISSO PRIME was certified in 2023 as an Excellent Dispatchin Business Operator.

優良派遣事業者

Nisso Pure Co., Ltd.

Yokohama Community Contribution Company—10th Year Recognition

A system that recognizes companies engaged in community contribution activities through their core business and other initiatives. Nisso Pure has been certified since 2008, was awarded the 10th Year Recognition in 2019, and continues to maintain this status.

NISSO CORPORATION

ISO 14001

ISO 14001 is an international standard for environmental management systems, requiring continuous improvement of environmental management levels. NISSO CORPORATION obtained ISO certification in 2005 for its Headquarters management operations.

Obtained at HQ only

NISSO HOLDINGS Co., Ltd.

Nikko Investor Relations Comprehensive Ranking of All Listed Companies' Websites—Outstanding Website

An award that recognizes companies for enhancing information disclosure on their websites and raising awareness toward corporate information disclosure. In 2024, NISSO HOLDINGS was selected as an outstanding website in the comprehensive ranking category.

NISSO CORPORATION

Ranked No. 1 Overall in Oricon Customer Satisfaction for 3rd Consecutive Year

In the Oricon Customer Satisfaction® Survey "Factory・Manufacturing Dispatching," NISSO CORPORATION ranked 1st overall for the sixth time since the survey began in 2019, and have been ranked 1st overall for 3 consecutive years since 2023.

※Ranked 1st overall in the 2025 Oricon Customer Satisfaction® Survey for "Factory・Manufacturing Dispatching"

International Evaluations・Initiatives

NISSO HOLDINGS Co., Ltd.

CDP

An environmental information disclosure system covering three fields: climate change, forests, and water security. In 2024, NISSO HOLDINGS responded to the climate change questionnaire and received a B- rating.

NISSO HOLDINGS Co., Ltd.

United Nations Global Compact

In 2023, NISSO HOLDINGS signed the United Nations Global Compact, a global initiative to achieve sustainable growth in the international community.

Inclusion in Indices

NISSO HOLDINGS Co., Ltd.

FTSE Blossom Japan Index

Selected as a constituent of the FTSE Blossom Japan Index, a leading global ESG (environmental, social, and governance) investment index developed by FTSE Russell.

NISSO HOLDINGS Co., Ltd.

FTSE Blossom Japan Sector Relative Index

Selected as a constituent of the FTSE Blossom Japan Sector Relative Index, a leading global ESG (environmental, social, and governance) investment index developed by FTSE Russell.

FTSE Blossom Japan Index

FTSE Blossom Japan Sector Relative Index

CONTENTS
Introduction
Sustainability Management
Social
Environment
Governance
Data
Corporate Profile
39 Corporate Outline
40 External Evaluation/Endorsement Initiatives

働きものを、幸せものに。

Making hardworking people, happy.

NISSO HOLDINGS

This document has been prepared for the purpose of providing stakeholders with an understanding of the Nisso Group's sustainability initiatives, and does not guarantee future performance or business activities. In addition, forward-looking statements are based on information currently available and may differ from actual results.

(For inquiries)
PR・IR Division, NISSO HOLDINGS Co., Ltd.
TEL 045-777-7630
E-mail ir@nisso-ir.com
URL https://www.nisso-hd.com