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Securities Code: 9332

June 9, 2026

(Commencement date of electronic provision measures June 2, 2026)

Dear Shareholders

Ryuichi Shimizu
Representative Director,
President & Executive Officer
NISSO HOLDINGS Co., Ltd.
1-4-1 Shin Yokohama, Kohoku-ku, Yokohama

Notice of Convocation of the 3rd Ordinary General Meeting of Shareholders

We would like to express our gratitude to all of our shareholders for your continued support.

This is to notify you that the 3rd Ordinary General Meeting of Shareholders of NISSO HOLDINGS Co., Ltd. (hereinafter, the "Company") will be held as described below.

When convening the General Meeting of Shareholders, we have taken measures to electronically provide information (electronic provision measures) that are contained in the Reference Materials etc., for the General Meeting of Shareholders, and the information will be posted on the Company's website on the Internet, so please access the following website to confirm.

【The Company's website】

<https://www.nisso-hd.com/ir/event/meeting.html>

In addition to the Company's website above, electronic provision measures are posted on the website of the Tokyo Stock Exchange (TSE), so please refer to the following link.

【The Tokyo Stock Exchange's website (Listed Company Search)】

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show>

(Please access the TSE's website (Listed Company Search) above, perform a search by entering "NISSO HOLDINGS" in "Issue name (company name)" or the Company's securities code "9332" in "Code," select "Basic information" then Documents for public inspection/PR information," and view "Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting" under "Filed information available for public inspection".)

If you are unable to attend the meeting, you may exercise your voting rights via the Internet or in writing (by mail). Please review the Reference Materials for the General Meeting of Shareholders and exercise your voting rights by 6:00 PM (Japan Standard Time) on June 23, 2026 (Tuesday).

【Souvenirs for the General Meeting of Shareholders】

No souvenirs will be available for shareholders attending the General Meeting of Shareholders. Thank you in advance for your understanding.

1. **Date and Time** Wednesday, June 24, 2026 at 10:00 a.m. (Japan Standard Time)
(Reception starts at 9:00 a.m.)
2. **Venue** Shin Yokohama Prince Hotel, 3F Nocturne Banquet Hall
3-4 Shin Yokohama, Kohoku-ku, Yokohama
(Please refer to the guide map for the venue at the end.)
3. **Agenda for the Meeting**
 1. Business Report and Consolidated Financial Statements for the 3rd Fiscal Year (April 1, 2025 - March 31, 2026) and the results of the audit of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee
 2. Non-consolidated Financial Statements for the 3rd Fiscal Year (April 1, 2025 - March 31, 2026)

Items to be resolved

Proposal 1 Appropriation of Surplus
Proposal 2 Election of 5 Directors (excluding Directors who are Audit & Supervisory Committee Members)
4. **Items to be decided upon convocation (Information on the exercise of voting rights)**
 - (1) When voting rights are exercised in writing (by mail), if there is no indication of approval or disapproval of the proposal on the voting rights exercise form, it will be treated as an indication of approval.
 - (2) If voting rights are exercised multiple times via the Internet, etc., the last exercise of voting rights will be treated as valid.
 - (3) If voting rights are exercised in duplicate via the Internet, etc., and in writing (by mail), the exercise of voting rights via the Internet, etc., will be treated as valid regardless of the date and time of arrival.
 - (4) If voting rights are exercised by proxy, one other shareholder with voting rights may attend the General Meeting of Shareholders as a proxy. However, please note that you will be required to submit a document certifying your authority of representation.

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- ◎For those attending, please kindly submit the voting rights exercise form at the reception desk upon arrival at the meeting.
 - ◎In the event that there are any revisions to the electronic provision measures, a statement to that effect and the items before and after the revisions will be posted on the Company's website and the TSE website on the Internet mentioned above.
 - ◎At this General Meeting of Shareholders, regardless of whether or not there is a request for document delivery, we will uniformly send a document stating the items for electronic provision. However, in accordance with laws and regulations and the provisions of Article 15 of the Company's Articles of Incorporation, the following items are excluded:
 - ① "Main Business Contents" "Significant Sales Offices, etc." "Status of Employees" "Status of Major Lenders" "Other Important Matters Concerning the Current Status of the Corporate Group" "Status of Shares" "Status of Share Acquisition Rights, etc." "Status of Accounting Auditor" "Status of Systems to Ensure Appropriate Business Operations and Their Operational Status" "Basic Policy on Control of the Company" "Policy on the Determination of Dividends of Surplus, etc." in the Business Report
 - ② "Notes to Consolidated Financial Statements" in the Consolidated Financial Statements
 - ③ "Balance Sheet" "Statement of Income" "Statement of Changes in Equity" "Notes to Non-consolidated Financial Statements" in the Non-consolidated Financial Statements

Therefore, the Business Report, Consolidated Financial Statements, and Non-consolidated Financial Statements provided in this notice are portions of the documents audited by the Accounting Auditor when preparing the accounting audit report and the Audit and Supervisory Committee when preparing the audit report.

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\*For institutional investors, it is possible to use the electronic voting rights exercise platform for institutional investors operated by ICJ, Inc.

## Reference Materials for the General Meeting of Shareholders

### Proposal 1 Appropriation of Surplus

The Company considers the redistribution of profits to shareholders as one of its most important management issues, and while maintaining stable dividends with consideration to future business development, we would like to propose the year-end dividends for the 3rd Fiscal Year as follows.

#### Matters Concerning Year-end Dividends

- (1) Type of asset distributed as dividend  
Cash.
- (2) Matters concerning allocation of assets distributed as dividends and total amount  
25 yen per share of common stock of the Company  
Total dividend amount: 841,818,350 yen
- (3) Effective date of distribution of dividends of surplus  
June 25, 2026.

### Proposal 2 Election of 5 Directors (excluding Directors who are Audit & Supervisory Committee Members)

The terms of office of all 6 Directors (excluding Directors who are Audit & Supervisory Committee Members; the same shall apply hereinafter in this Proposal) will expire at the conclusion of this General Meeting.

Therefore, we kindly ask that 5 Directors be elected.

The Candidates for Director are as follows.

Candidates for Directors are determined by the Board of Directors based on deliberations by the Nomination and Remuneration Committee. In addition, the Audit and Supervisory Committee also reviewed the matter, but has expressed its opinion that there are no particular matters to be pointed out.

| Candidate No. | Name                                                                                                                                            | Gender | Current Position in the Company                           | Attendance at Board of Directors Meetings (3rd Term) |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------------------------------------------------------|------------------------------------------------------|
| 1             | <div style="background-color: black; color: white; padding: 2px; display: inline-block; font-size: 8px;">Reappointment</div><br>Ryuichi Shimizu | Male   | Representative Director,<br>President & Executive Officer | 100%<br>(18/18)                                      |
| 2             | <div style="background-color: black; color: white; padding: 2px; display: inline-block; font-size: 8px;">Reappointment</div><br>Kenji Fujino    | Male   | Director & Executive Officer                              | 100%<br>(18/18)                                      |
| 3             | <div style="background-color: black; color: white; padding: 2px; display: inline-block; font-size: 8px;">Reappointment</div><br>Yoichiro Tanaka | Male   | Director & Executive Officer                              | 100%<br>(13/13)                                      |

| Candidate No. | Name                                                                                                                                                                                                                                                                                                                                                                                                                 | Gender | Current Position in the Company | Attendance at Board of Directors Meetings (3rd Term) |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------------------------------|------------------------------------------------------|
| 4             | <div style="display: flex; align-items: center;"> <div style="background-color: black; color: white; padding: 2px 5px; margin-right: 10px;">Reappointment</div> <div>Takashi Endo</div> </div>                                                                                                                                                                                                                       | Male   | Director & Executive Officer    | 100%<br>(13/13)                                      |
| 5             | <div style="display: flex; align-items: center;"> <div style="background-color: black; color: white; padding: 2px 5px; margin-right: 10px;">Reappointment</div> <div style="background-color: black; color: white; padding: 2px 5px; margin-right: 10px;">External</div> <div style="background-color: black; color: white; padding: 2px 5px; margin-right: 10px;">Independent</div> <div>Junichi Fukui</div> </div> | Male   | External Director               | 100%<br>(18/18)                                      |

|               |                                          |          |                                 |             |                                                                        |
|---------------|------------------------------------------|----------|---------------------------------|-------------|------------------------------------------------------------------------|
| Reappointment | Candidate for re-appointment as Director | External | Candidate for External Director | Independent | Independent Officer pursuant to provisions of the Tokyo Stock Exchange |
|---------------|------------------------------------------|----------|---------------------------------|-------------|------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                                                                                 |                            |                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------|
| Candidate No.<br><b>1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Ryuichi Shimizu | Reappointment                                                                   | Date of Birth May 30, 1961 | No. of the Company's<br>Shares Owned<br>173,162 Shares |
| <b>Career Summary, Position and Responsibilities in the Company</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                                                                                 |                            |                                                        |
| 1988                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Jul.            | Joined NISSO CORPORATION                                                        |                            |                                                        |
| 1990                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Oct.            | Toyota Sales Office Manager                                                     |                            |                                                        |
| 1991                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Aug.            | Director & Toyota Sales Office Manager                                          |                            |                                                        |
| 1993                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Feb.            | Director & Production Business Department Head                                  |                            |                                                        |
| 1997                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Apr.            | Director & Administration Department Head                                       |                            |                                                        |
| 1998                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Sep.            | Senior Director                                                                 |                            |                                                        |
| 2001                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Jun.            | Executive Vice President                                                        |                            |                                                        |
| 2004                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Apr.            | President, COO & Representative Director                                        |                            |                                                        |
| 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Apr.            | Chairman & Representative Director                                              |                            |                                                        |
| 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Feb.            | Chairman, President & Representative Director                                   |                            |                                                        |
| 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Apr.            | Representative Director, President & CEO                                        |                            |                                                        |
| 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Oct.            | Representative Director & President                                             |                            |                                                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 | Representative Director, President & CEO of the Company                         |                            |                                                        |
| 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Jun.            | Representative Director, President & Executive Officer of the Company (present) |                            |                                                        |
| <b>■ Significant Concurrent Positions</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                                                                                 |                            |                                                        |
| CW Holdings Co., Ltd. Representative Director                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                                                                                 |                            |                                                        |
| NS Holdings Co., Ltd. Representative Director                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                                                                                 |                            |                                                        |
| Japan Business Process Outsourcing & Staffing Association Chairman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                                                                                 |                            |                                                        |
| Japan Association of Human Resource Services Industry Vice Chairman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                                                                                 |                            |                                                        |
| <b>■ Reasons for nomination as a candidate for Director</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                                                                                 |                            |                                                        |
| <p>Since joining NISSO CORPORATION, Ryuichi Shimizu has been involved in making key decisions for the development of the General Human Resources Services Business, and has an abundance of business experience, achievements and insight as a management executive. Since there are high expectations for him to contribute to the realization of management strategies of the Company and the Nisso Group (hereinafter, the "Group") in its entirety in order to further enhance corporate value in the future, the Company has deemed him to be well-qualified, and therefore he has been nominated as a candidate for Director.</p> |                 |                                                                                 |                            |                                                        |

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| Candidate No.<br><b>2</b>                                                                                                                                                                                                                                                                                                                                                          | <b>Kenji Fujino</b> | Reappointment<br>Date of Birth August 13, 1973                   | No. of the Company's<br>Shares Owned<br>69,860 Shares |
| <b>Career Summary, Position and Responsibilities in the Company</b>                                                                                                                                                                                                                                                                                                                |                     |                                                                  |                                                       |
| 1994                                                                                                                                                                                                                                                                                                                                                                               | Jun.                | Joined NISSO CORPORATION                                         |                                                       |
| 2000                                                                                                                                                                                                                                                                                                                                                                               | Oct.                | Hachioji Sales Office Manager                                    |                                                       |
| 2007                                                                                                                                                                                                                                                                                                                                                                               | Apr.                | Minami Kanto Business Office Section Manager                     |                                                       |
| 2009                                                                                                                                                                                                                                                                                                                                                                               | Apr.                | Atsugi Business Office Manager                                   |                                                       |
| 2013                                                                                                                                                                                                                                                                                                                                                                               | Apr.                | Higashi-Nihon Area Manager                                       |                                                       |
| 2014                                                                                                                                                                                                                                                                                                                                                                               | Apr.                | Recruitment Division Head                                        |                                                       |
| 2015                                                                                                                                                                                                                                                                                                                                                                               | Apr.                | Recruitment Division Executive Officer                           |                                                       |
| 2019                                                                                                                                                                                                                                                                                                                                                                               | Apr.                | Administration Department Senior Executive Officer               |                                                       |
| 2020                                                                                                                                                                                                                                                                                                                                                                               | Apr.                | Business Department Senior Executive Officer                     |                                                       |
| 2022                                                                                                                                                                                                                                                                                                                                                                               | Jul.                | Managing Executive Officer                                       |                                                       |
| 2023                                                                                                                                                                                                                                                                                                                                                                               | Apr.                | Senior Managing Executive Officer & COO                          |                                                       |
| 2023                                                                                                                                                                                                                                                                                                                                                                               | Jun.                | Senior Managing Director & COO                                   |                                                       |
| 2023                                                                                                                                                                                                                                                                                                                                                                               | Oct.                | Senior Managing Director                                         |                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                    |                     | Senior Managing Director & COO of the Company                    |                                                       |
| 2024                                                                                                                                                                                                                                                                                                                                                                               | Apr.                | Senior Managing Director & COO/Head of Business Support Office   |                                                       |
| 2025                                                                                                                                                                                                                                                                                                                                                                               | Apr.                | Senior Managing Director & COO                                   |                                                       |
| 2025                                                                                                                                                                                                                                                                                                                                                                               | Jun.                | Director & Executive Officer (present)                           |                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                    |                     | NISSO CORPORATION, Representative Director & President (present) |                                                       |
| <b>■ Significant Concurrent Positions</b>                                                                                                                                                                                                                                                                                                                                          |                     |                                                                  |                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                    |                     | NISSO CORPORATION Representative Director & President            |                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                    |                     | TSUNAGU GROUP HOLDINGS Inc. External Director                    |                                                       |
| <b>■ Reasons for nomination as a candidate for Director</b>                                                                                                                                                                                                                                                                                                                        |                     |                                                                  |                                                       |
| Since Kenji Fujino has a wealth of experience, achievements, and knowledge in the General Human Resources Business, which is the main business of the Group, the Company is determined that he will be able to fulfill an appropriate role for the future business expansion and overall management of the Group, and therefore he has been nominated as a candidate for Director. |                     |                                                                  |                                                       |

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| Candidate No.<br><b>3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Yoichiro Tanaka | Reappointment<br>Date of Birth February 12, 1978                                                                      | No. of the Company's<br>Shares Owned<br>4,003 Shares |
| <b>Career Summary, Position and Responsibilities in the Company</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                                                                                                                       |                                                      |
| 2001                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Apr.            | Joined NISSO CORPORATION                                                                                              |                                                      |
| 2014                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Apr.            | Business Promotion Division Section Manager in Charge                                                                 |                                                      |
| 2015                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Apr.            | Business Innovation Office Section Manager in Charge                                                                  |                                                      |
| 2016                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Apr.            | Business Promotion Division Section Manager                                                                           |                                                      |
| 2017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Nov..           | Business Promotion Division Chief Manager                                                                             |                                                      |
| 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Apr.            | Personnel Division, Personnel Planning Section Manager                                                                |                                                      |
| 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Apr.            | Corporate Planning Division Head                                                                                      |                                                      |
| 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Apr.            | Corporate Planning Department Head & Corporate Planning Division Head                                                 |                                                      |
| 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Oct.            | Group Planning Department, Group Planning Division Head of the Company                                                |                                                      |
| 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Apr.            | NISSO CORPORATION, Executive Officer, Corporate Planning Department Head & Corporate Planning Division Head           |                                                      |
| 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Apr.            | Executive Officer & Corporate Planning Department Head                                                                |                                                      |
| 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Apr.            | Corporate Planning Division Head of the Company                                                                       |                                                      |
| 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Jun.            | Director, Executive Officer & Corporate Planning Division Head                                                        |                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 | NISSO CORPORATION, Director, Executive Officer, Corporate Planning Department Head & Corporate Planning Division Head |                                                      |
| 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Apr.            | Director & Executive Officer of the Company (present)                                                                 |                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 | NISSO CORPORATION, Director, Executive Officer & Corporate Planning Department Head (present)                         |                                                      |
| <b>■ Significant Concurrent Positions</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                                                                                                                       |                                                      |
| NISSO CORPORATION Director & Executive Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                                                                                                                       |                                                      |
| <b>■ Reasons for nomination as a candidate for Director</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                                                                                                                       |                                                      |
| Since Yoichiro Tanaka has extensive experience in the business administration, human resources, and corporate planning divisions of the Group's core subsidiary, and possesses considerable knowledge of the Group as the Corporate Planning Division Head of the Company, the Company is determined that he will be able to utilize his experience and knowledge in management to contribute to the further development of the Group and enhance corporate value, and therefore he has been nominated as a candidate for Director. |                 |                                                                                                                       |                                                      |

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| Candidate No.<br><b>4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Takashi Endo</b> | Reappointment                                                        | Date of Birth July 21, 1970 | No. of the Company's<br>Shares Owned<br>55,694 Shares |
| <b>Career Summary, Position and Responsibilities in the Company</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                     |                                                                      |                             |                                                       |
| 2000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Dec.                | Joined NISSO CORPORATION                                             |                             |                                                       |
| 2007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Oct.                | Koshinetsu Business Office Manager & Shinetsu Sales Office Manager   |                             |                                                       |
| 2009                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Apr.                | Shinetsu Business Office Manager                                     |                             |                                                       |
| 2010                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Oct.                | Business Department, Area Management Division Deputy Head            |                             |                                                       |
| 2011                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Oct.                | Shinetsu Business Office Manager                                     |                             |                                                       |
| 2012                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Apr.                | Business Department, Block Leader & Shinetsu Business Office Manager |                             |                                                       |
| 2012                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Nov.                | Manufacturing Management Division Deputy Head                        |                             |                                                       |
| 2013                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Apr.                | Nishi-Nihon Area, Area Manager                                       |                             |                                                       |
| 2015                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Apr.                | Business Department Manager in Charge                                |                             |                                                       |
| 2016                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Apr.                | Business Department Executive Officer                                |                             |                                                       |
| 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Apr.                | Administration Department Executive Officer                          |                             |                                                       |
| 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Apr.                | Human Resources Development Department Senior Executive Officer      |                             |                                                       |
| 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Apr.                | Senior Executive Officer                                             |                             |                                                       |
| 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Apr.                | Executive Officer                                                    |                             |                                                       |
| 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Jun.                | Director & Executive Officer of the Company (present)                |                             |                                                       |
| <b>■ Significant Concurrent Positions</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                     |                                                                      |                             |                                                       |
| Nisso Pure Co., Ltd. Representative Director & President                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                     |                                                                      |                             |                                                       |
| NIKON NISSO PRIME CORPORATION Director                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                     |                                                                      |                             |                                                       |
| <b>■ Reasons for nomination as a candidate for Director</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                     |                                                                      |                             |                                                       |
| <p>Since Takashi Endo has a wealth of experience in the business, administration, and human resources development divisions/departments of the Group's core subsidiary, as well as experience in corporate management, such as serving as the Representative Director &amp; President of the special-purpose subsidiary and contributing to the expansion and promotion of employment of people with disabilities, the Company is determined that he will fulfill the Group's social responsibility and enhance corporate value as the driving force for sustainability of the Group, and therefore he has been nominated as a candidate for Director.</p> |                     |                                                                      |                             |                                                       |

|                                                                                                                                                                                                                                                                                                                                                                                                                |                      |                                                                   |               |                  |             |                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------------------------------------------------|---------------|------------------|-------------|--------------------------------------------------|
| Candidate No.                                                                                                                                                                                                                                                                                                                                                                                                  |                      |                                                                   | Reappointment | External         | Independent | No. of the Company's<br>Shares Owned<br>– Shares |
| <b>5</b>                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Junichi Fukui</b> |                                                                   | Date of Birth | November 5, 1953 |             |                                                  |
| <b>Career Summary, Position and Responsibilities in the Company</b>                                                                                                                                                                                                                                                                                                                                            |                      |                                                                   |               |                  |             |                                                  |
| 1977                                                                                                                                                                                                                                                                                                                                                                                                           | Apr.                 | Joined Nippon Real Estate Bank, Ltd. (current: Aozora Bank, Ltd.) |               |                  |             |                                                  |
| 1999                                                                                                                                                                                                                                                                                                                                                                                                           | Feb.                 | Public Relations Division General Manager                         |               |                  |             |                                                  |
| 2000                                                                                                                                                                                                                                                                                                                                                                                                           | Jun.                 | Head of Secretary's Office & Public Relations Office              |               |                  |             |                                                  |
| 2001                                                                                                                                                                                                                                                                                                                                                                                                           | Apr.                 | Head Office Corporate Business Division III General Manager       |               |                  |             |                                                  |
| 2005                                                                                                                                                                                                                                                                                                                                                                                                           | Oct.                 | STAFF SERVICE HOLDINGS CO., LTD., Director                        |               |                  |             |                                                  |
| 2014                                                                                                                                                                                                                                                                                                                                                                                                           | Mar.                 | Corporate Advisor                                                 |               |                  |             |                                                  |
| 2014                                                                                                                                                                                                                                                                                                                                                                                                           | Oct.                 | KYODO NEWS, Corporate Planning Office Advisor                     |               |                  |             |                                                  |
| 2015                                                                                                                                                                                                                                                                                                                                                                                                           | Jun.                 | K.K. Kyodo News, Business Director                                |               |                  |             |                                                  |
| 2016                                                                                                                                                                                                                                                                                                                                                                                                           | Jun.                 | Managing Director                                                 |               |                  |             |                                                  |
| 2018                                                                                                                                                                                                                                                                                                                                                                                                           | Jun.                 | CRESCO LTD., Outside Director (present)                           |               |                  |             |                                                  |
| 2019                                                                                                                                                                                                                                                                                                                                                                                                           | Jun.                 | K.K. Kyodo News, Corporate Advisor                                |               |                  |             |                                                  |
| 2022                                                                                                                                                                                                                                                                                                                                                                                                           | Aug.                 | NISSO CORPORATION, Corporate Advisor                              |               |                  |             |                                                  |
| 2023                                                                                                                                                                                                                                                                                                                                                                                                           | Jun.                 | External Director                                                 |               |                  |             |                                                  |
| 2023                                                                                                                                                                                                                                                                                                                                                                                                           | Oct.                 | External Director of the Company (present)                        |               |                  |             |                                                  |
| 2025                                                                                                                                                                                                                                                                                                                                                                                                           | Mar.                 | Harada Sekizenkai, Councilor (present)                            |               |                  |             |                                                  |
| <b>■ Significant Concurrent Positions</b>                                                                                                                                                                                                                                                                                                                                                                      |                      |                                                                   |               |                  |             |                                                  |
| CRESCO LTD. Outside Director                                                                                                                                                                                                                                                                                                                                                                                   |                      |                                                                   |               |                  |             |                                                  |
| Harada Sekizenkai Councilor                                                                                                                                                                                                                                                                                                                                                                                    |                      |                                                                   |               |                  |             |                                                  |
| <b>■ Reasons for nomination as a candidate for External Director and expected role</b>                                                                                                                                                                                                                                                                                                                         |                      |                                                                   |               |                  |             |                                                  |
| Since Junichi Fukui has insight and experience in corporate management, as well as extensive experience and achievements in areas such as corporate planning and public relations, the Company is determined that he will provide advice and support to the Board of Directors from an objective standpoint as an External Director, and therefore he has been nominated as a candidate for External Director. |                      |                                                                   |               |                  |             |                                                  |

(Notes)

1. There are no special interests between each candidate and the Company.
2. Junichi Fukui is a candidate for External Director.
3. Since Junichi Fukui meets the independence criteria for External Officer of the Company and the requirements for External Officer based on the provisions of the Tokyo Stock Exchange, Inc. (hereinafter, the "Tokyo Stock Exchange"), he has been registered as an Independent Officer based on the provisions of the Tokyo Stock Exchange, and if Junichi Fukui is elected as originally proposed, he will continue to be an Independent Officer.
4. Junichi Fukui is currently an External Director of the Company, and his term of office will be 2 years and 8 months at the conclusion of this General Meeting.
5. Pursuant to the provisions of Article 427, paragraph 1 of the Companies Act, the Company has concluded an agreement with Junichi Fukui to limit his liability for damages under Article 423, paragraph 1 of the Companies Act, and the maximum amount of liability for damages under this agreement is the minimum liability amount stipulated in Article 425, paragraph 1 of the Companies Act. If Junichi Fukui is re-elected as originally proposed, the Company plans to continue the above limitation of liability agreement with him.
6. The Company has concluded Liability Insurance Contracts for Officers, etc., with an insurance company to indemnify the insured against any damages that may arise from liability for the execution of his/her duties or from receiving a claim for pursuing such liability. If each candidate is elected and assumes the office of Director, all candidates for Director will be included as an insured under the said insurance policy. In addition, the same content is scheduled to be updated in the next update.

**【Reference】 Skills that the Board of Directors should Possess**

Based on the medium- to long-term direction and business strategy of the Group, the Company believes that the skills that the Board of Directors of the Company should possess at the present time are as follows:

| Skill items                    | Reasons for selection as an item                                                                                                                                                                                                                                                                                      |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Management                     | Even in a rapidly changing business environment, it is necessary to have the skills to present policies and plans for the sustainable growth of the Group and the enhancement of corporate value over the medium- to long-term.                                                                                       |
| Markets · Business             | In addition to being familiar with the human resource services business, including human resources development and education, it is also necessary to have skills to gain insight into market trends and needs in other business areas.                                                                               |
| Finance · Accounting           | It is necessary to have the skills to make decisions on "offensive" and "defensive" investments and fund-raising based on the profitability of the Group.                                                                                                                                                             |
| Organization · Human Resources | In order to achieve sustainable growth of the Group and the enhancement of corporate value over the medium- to long-term, it is necessary to have the skills to formulate and manage organizational and human resources strategies that enable diverse human resources to maximize their individuality and abilities. |
| Risk Management                | Rather than simply reducing risks, it is necessary to have the skills to understand risks and to determine whether or not to appropriately retain risks when necessary for the sustainable growth of the Group and the enhancement of corporate value over the medium- to long-term.                                  |
| Society                        | In order to continue medium- to long-term sustainable growth and development, it is important to co-exist and co-prosper with stakeholders. so it is necessary to have the skills to understand different cultures and diverse values, and to plan and implement initiatives to fulfill social responsibilities.      |
| Internal Control · Governance  | It is necessary to have the skills to legally and appropriately construct and promote the business processes of the Group and to manage sound corporate governance.                                                                                                                                                   |

【Reference】 Skills Matrix after the General Meeting of Shareholders (scheduled)

If Proposal 2 is approved as originally proposed, the skills possessed by each Director will be as follows:

| Name            | Management | Markets · Business | Finance · Accounting | Organization · Human Resources | Risk Management | Society | Internal Control · Governance |
|-----------------|------------|--------------------|----------------------|--------------------------------|-----------------|---------|-------------------------------|
| Ryuichi Shimizu | ●          | ●                  |                      | ●                              | ●               |         |                               |
| Kenji Fujino    | ●          | ●                  |                      | ●                              | ●               |         |                               |
| Yoichiro Tanaka | ●          | ●                  |                      | ●                              |                 |         | ●                             |
| Takashi Endo    | ●          | ●                  |                      | ●                              |                 | ●       |                               |
| Junichi Fukui   | ●          | ●                  | ●                    | ●                              |                 |         |                               |
| Yukiteru Hamada | ●          |                    | ●                    |                                | ●               |         | ●                             |
| Miki Ohno       |            |                    |                      |                                | ●               | ●       | ●                             |
| Hideo Sakano    |            |                    | ●                    |                                |                 |         | ●                             |

※The above table does not represent all the knowledge and experience of the Directors.

※Of the skills possessed by the Directors, up to four skills that can be particularly contributed are marked with "●".

