

NIKKON HOLDINGS REPORT

81st period Business Report

April 1, 2021 – March 31, 2022

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NIKKON Holdings Co., Ltd.

Security: 9072

To Our Shareholders

Greetings

I would like to extend my heartfelt gratitude to our shareholders for their support every day. In addition, I wish to express my deepest sympathies to everyone who has been affected by COVID-19.

Now, I will report on our business results for the fiscal year ended March 31, 2022 as well as our actions for future growth.

June 2022

Masakatsu Kuroiwa

President and Representative Director



During the pandemic, we have been aggressively making capital investments and conducting business activities including the enhancement of our logistics bases in anticipation of the recovery of demand after the pandemic.

Q

What were the consolidated financial results for the fiscal year ended March 31, 2022?

A

Sales and profit both increased, mainly due to the recovery of the volume of business.

During the consolidated fiscal year under review, there was a partial recovery of the Japanese economy following progress in vaccination. However, as the pandemic continues, there was a failure to achieve a full-scale recovery of social and economic activity, and the economic outlook remained uncertain.

Adverse business conditions persisted the logistics industry, including a chronic labor shortage, intensifying competition and soaring fuel prices.

In this situation, the NIKKON Group has aggressively carried out capital investments and business activities. Specifically, core facilities for packaging large equipment were built in Inzai in Chiba prefecture and Ibaraki in Osaka

prefecture. New facilities with constant temperature storage were opened in Takaoka in Toyama prefecture and facilities with enhanced logistics capabilities were opened in Yorii in Saitama prefecture and Ota in Gunma prefecture. Storage capacity was increased in Kani in Gifu prefecture, Niigata in Niigata prefecture and Seto in Aichi prefecture. Outside Japan, extra warehouses were built in Thailand.

To fill regional gaps and develop new businesses, we acquired shares of Yaskawa Transport Corporation based in the city of Kitakyushu in Fukuoka prefecture to make it a part of our Group.

According to the Group's consolidated results for the fiscal year under review, net sales stood at 198,159 million yen, up 8.6% year on year. Operating profit was up 7.3% year on year to 19,512 million yen. This is mainly a result of the growth of sales and the streamlining of operations. Ordinary profit was also up 4.9% year on year to 21,584 million yen, following the increase in operating profit. Profit

attributable to owners of parent stood at 14,741 million yen, up 1.4% year on year.

The year-end dividend was 35 yen per share. This means that the annual dividend per share, including the interim dividend, was 69 yen per share, reflecting an increase of 2 yen per share as initially forecast.

Q

What is the consolidated results forecast for the fiscal year ending March 31, 2023 and what actions will you be taking?

A

We will strive to make up for the delay resulting from the pandemic.

Future prospects remain uncertain as there are concerns about the economic impact of rising materials and fuel prices, although the Japanese economy is rallying at a moderate pace.

These are the conditions we are experiencing now in the fiscal year ending March 31, 2023, which is the final fiscal year of the medium-term management plan, Challenge 12. In view of the different changes in the business environment surrounding our Group, the full-year consolidated results forecast is as follows: net sales of 215.0 billion yen, up 8.5% year on year, operating profit of 21.5 billion yen, up 10.2% year on year, ordinary profit of 23.0 billion yen, up 6.6% year on year, and profit attributable to owners of parent of 15.7 billion yen, up 6.5% year on year. For sustainable growth in the future, we have aggressively make capital investments to strengthen logistics bases, etc. to build a framework to ensure that we capture the rallying demand that is anticipated after the pandemic. After the strengthening of these regional networks, transport on our main routes using double-trailer trucks and our logistics bases will cover the whole country. This enables us to better respond to customers' needs. To make up for the delay resulting from the pandemic, we will carry out different measures including the creation of synergy within the group in Japan and globally, which is defined as part of our basic strategies in the medium-term business plan for achieving our targets.

Regarding ESG actions, we will endeavor to address environmental issues, the labor shortage and diversity, among other issues. To address environmental issues, we will introduce green vehicles and solar power generation systems for the private consumption of electricity. To address the labor shortage, we will work to reduce the amount of labor necessary and increase robotization through the introduction of systems and the hiring of foreign workers. Regarding diversity, we will draw up career plans for women and provide internal training.

Q

Do you have a message for shareholders?

A

To clarify our stance on the return of profits to shareholders, we have increased the consolidated payout ratio.

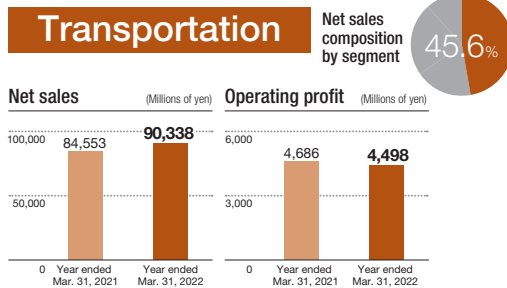
We have also recently increased the consolidated payout ratio from 30% to 40%. The new ratio will apply to dividends beginning with the interim dividend for the fiscal year ending March 31, 2023. Consequently, the annual dividend for the fiscal year ending March 31, 2023 is forecast to be 96 yen per share.

We will flexibly acquire treasury shares in consideration of recent share price trends and financial resources. We announced a decision on matters related to the acquisition of treasury shares on May 13, 2022. The acquisition period is from May 16 to December 28, 2022. We will purchase treasury shares until we acquire 1.4 million shares or until the total value of the total acquired shares reaches 3 billion yen, whichever is first. We aim to continually acquire a total of 10 billion yen of treasury shares over the next three years.

We will actively make capital investments in the future to increase corporate value. At the same time, we will also maintain stable dividends to proactively return profits to shareholders.

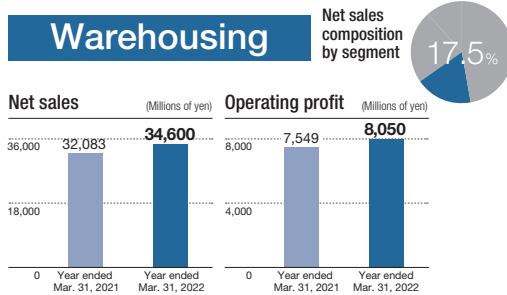
We look forward to your continued support.

Segment Information



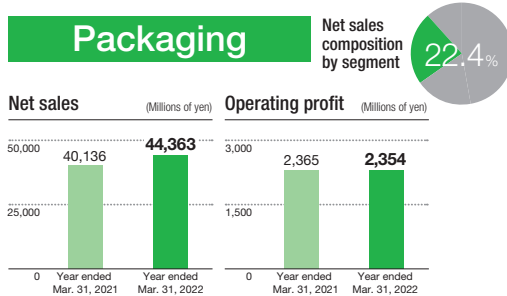
Results summary

Net sales increased 6.8% year on year to 90,338 million yen, due mainly to recovery in volume of cargo handled. Operating profit was down 4.0% year on year to 4,498 million yen, affected by the rising fuel prices.



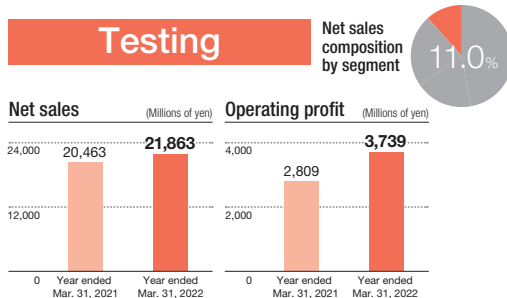
Results summary

Net sales surged 7.8% year on year to 34,600 million yen, due to an increase in cargo stored after the continued addition of warehouses in Japan and overseas. Operating profit also increased 6.6% year on year to 8,050 million yen, following the rise of net sales.



Results summary

Net sales rose 10.5% year on year to 44,363 million yen. This was due mainly to a turnaround in business volume. Operating profit dropped 0.5% year on year to 2,354 million yen, after increases in personnel expenses, outsourcing expenses and other expenses.



Results summary

Net sales were up 6.8% year on year to 21,863 million yen, following a resurgence in business volume. Operating profit leaped 33.1% year on year to 3,739 million yen, resulting chiefly from the growth of sales and the streamlining of operations.

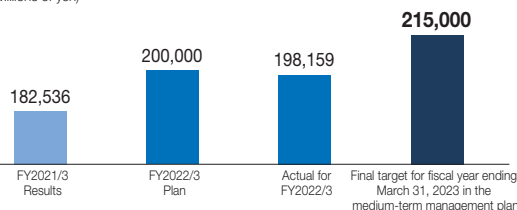


Progress of the Twelfth Medium-Term Management Plan

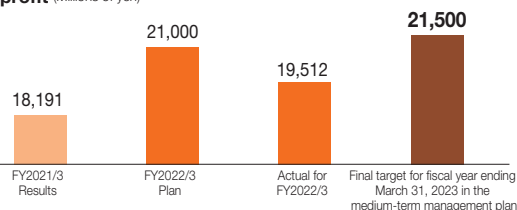
Progress of the Twelfth Medium-Term Management Plan

(for the fiscal year ended March 31, 2022)

Net sales (Millions of yen)



Operating profit (Millions of yen)



(Millions of yen)	FY2021/3 Results	FY2022/3 Plan	Actual for FY2022/3	Final target for fiscal year ending March 31, 2023 in the medium-term management plan
Net sales	182,536	200,000	198,159	215,000
Operating profit	18,191	21,000	19,512	21,500
Operating profit ratio	10.0%	10.5%	9.8%	10.0%
ROE	7.3%	–	6.9%	8.0%

Results for the Year ended Mar. 31, 2022 (Apr. 2021–Mar. 2022)

1. Creation of group synergies in Japan

(Key measures) Strengthening of domestic network

NIPPON KONPO UNYU SOKO CO., LTD.

· Shirone Business Office No. 2 Warehouse No. 2 completed (Niigata, Niigate Pref.) · Opened the Inzai Business Office (Inzai, Chiba Pref.)
· Opened the New Ibaraki Business office (Ibaraki, Osaka Pref.) · Acquired a warehouse (Asaka, Saitama Pref.)

NIPPON RIKUSO Co. Ltd.

· Opened the Yorii Business Office (Yorii, Saitama Pref.) · Gifu Business Office Warehouse No.2 completed (Kani, Gifu Pref.)
· Acquired a warehouse (Suzuka, Mie Pref.)

NIPPON UNYU CO., LTD.

· Kanto Logistic Center Business Office Ota Factory completed (Ota, Gunma Pref.)

CHUETSUTECH Co., Ltd.

· Hokuriku Business Office Logistics Center No. 2 completed (Takaoka, Toyama Pref.)

ITO-EXPRESS CO., LTD.

· Head Business Office warehouse completed (Seto, Aichi Pref.)

CHUETSU YUSOU Co., Ltd.

· Opened the Kitakyushu Representative Office (Kanda, Fukuoka Pref.)

CHUGOKU BUTSURYU SERVICE CO., LTD.

· Opened Yamaguchi Business Office (Hofu, Yamaguchi Pref.)

2. Creation of group synergies globally

(Key measures) Strengthen global network

A.N.I. LOGISTICS, LTD.

· Warehouse dedicated to heavy cargo completed (Ayutthaya Province, Thailand)

NIPPON KONPO (THAILAND) CO., LTD.

· Laem Chabang Business Office warehouse extension completed (Chon Buri Province, Thailand)

NKM LOGISTICS SDN. BHD.

· Commenced business operations (Negeri Sembilan, Malaysia)

3. Strengthening and creation of specialty businesses

(Key measures) Establishment of specialized business companies and expansion of their business

NIKKON Holdings Co., Ltd.

· Acquired real estate for an office (Wako, Saitama Pref.)

Auto Technic Japan Co., Ltd.

· Test equipment was newly installed

4. Collaborative creation-based logistics

(Key measures) From 3PL to 4PL

NIPPON KONPO UNYU SOKO CO., LTD.

· Proposed green logistics to existing and new customers centered on consolidated transportation (articulated trucks)

5. M&A

(Key measures) Alliances and acquisitions (logistics companies + logistics-related companies)

NIKKON Holdings Co., Ltd.

· Acquired 86% stake in Yaskawa Transport Corporation

6. Strengthen Group management resources

(Key measures) Implementation of strategic investment for greater returns

AUTO TECHNIC CO., LTD.

· Reorganization of subsidiaries (AUTO TECHNIC CO., LTD. merged with NICHYU SHOJI CO., LTD.)

Acquisition of Shares of Yaskawa Transport Corporation, domestic logistics subsidiary of Yaskawa Electric Group

On March 1, 2022, NIKKON Holdings acquired 86% of the shares of Yaskawa Transport Corporation (Kitakyushu, Fukuoka Pref.), which operated domestic transport for the Yaskawa Electric Group.

As a result of this share acquisition, Yaskawa Transport Corporation changed its trade name to NIKKON KITAKYU CO., LTD. effective March 1, 2022.



[Purpose of the acquisition]

- ▶ Regional synergy and expansion in shippers
- ▶ Diversification in shippers, branching out from transportation of auto parts to transportation of precision equipment
- ▶ Strengthening of business in Kyushu, Chugoku, Shikoku and Kansai
- ▶ Securing of return cargos from Kanto

[Characteristics of the company]

It mainly transports the products of Yaskawa Electric Corporation as one of that company's principal shippers. Products it conveys include arm-shaped industrial robots and inverters for many different machines. It has a large number of flat body trucks suited for transport of these products.

Incorporated in 1951, it has more than 70 years of history. Its mainstay business is the transport of precision devices and the installation of equipment. These operations require technique and experience. All of its employees are specialists.

[Company profile]

- Company name: NIKKON KITAKYU CO., LTD.
- Address: 2-2 Kurosakishiroishi, Yahatanishi-ku, Kitakyushu, Fukuoka
- Business description: Transportation, equipment handover and installation, packing

Signing of top partner agreement with Cerezo Osaka Co., Ltd.

On February 4, 2022, NIKKON Holdings signed a top partner agreement with Cerezo Osaka Co., Ltd. The goals of this are to increase social contribution activities through the support of a professional sports club and to increasing name recognition to strengthen workforce recruitment. It will work toward the realization of a sustainable society together with local communities.

● Feb. 26, 2022: Stadium Ceremony (Yodoko Sakura Stadium)

On the occasion of the first home match of the current season, there was a ceremony of a presentation of uniforms printed with the NIKKON logo to the team manager. Supporters applauded the speech by Masakatsu Kuroiwa, the president of NIKKON Holdings.



● Apr. 1, 2022: A webpage featuring NIKKON Group companies, linked from the official Cerezo Osaka website, was published

As a website page linked from the official Cerezo Osaka website, NIKKON Holdings published a webpage featuring the NIKKON Group companies on April 1. Clicking on NIKKON HD or any of the Group company names will take you to the website of that company. Please take a look.

■ The webpage featuring the NIKKON Group companies:

- ➔ <https://www.nikkon-hd.co.jp/crslp/index.html>



The NIKKON Holdings website has been redesigned

The redesigned website features a new structure and visual elements that are more user-friendly. Let us take a closer look at the highlights and main changes in the website.

1. Investor relations, sustainability and ESG information disclosure

The recent redesign improved investor relations (IR) information, sustainability-related information, and other information.

For IR, the redesigned website has a function which automatically publishes at the website timely disclosure information submitted to the Tokyo Stock Exchange's TDnet and statutory disclosure information submitted to the Financial Services Agency's EDINET and automatically displays the latest financial information.

Regarding sustainability, the redesigned website shares the ESG actions taken by Group companies with a view toward the realization of a sustainable society.



2. English language pages added

IR information and sustainability-related information are now available in English as well.

3. A webpage linking to the NIKKON Group companies published

Providing links to the individual Group companies' websites, it will be continually updated. Keep on top of the changes there. To enrich the pages for customers, the website has new pages focusing on NIKKON Holdings' real estate business and insurance business.



4. Job opportunities

The redesigned website provides information on job opportunities at the operating companies in Japan on a region-by-region basis.

We will continue our efforts to provide information that is useful to users and to enhance the content of the website.



The new URL of NIKKON Holdings' website

<https://www.nikkon-hd.co.jp/>

NIPPON KONPO UNYU SOKO CO., LTD. New Ibaraki Business Office opened

NIPPON KONPO UNYU SOKO CO., LTD., a core operating company of the NIKKON Group, completed the construction of its new Ibaraki Business office (Ibaraki, Osaka Pref.) which opened on November 18, 2021.

This **business** office is located inside Ibaraki Kita Techno Town approximately 2 km from the Ibaraki-Sendaiji Interchange on the Shin-Meishin Expressway and around 6 km from the Ibaraki Interchange on the Meishin Expressway. It is within a one-hour-drive of the city of Osaka. It is ideally located to be a relay point between neighboring prefectures and customers. It stands on solid hilly ground. The warehouse and the office are equipped with emergency power generation systems. They are fully prepared for earthquakes, heavy rain and other natural disasters that have been happening frequently in recent years.

- Location** ▶ 2-2-2 Saito-Hanada, Ibaraki, Osaka Prefecture
- Structure** ▶ Four-story reinforced concrete and steel frame structure
- Site Area** ▶ 39,900 m² **Warehouse Area** ▶ 24,139 m²
- Main Equipment** ▶ Freight elevators ▶ Vertical conveyors ▶ Storage area for intermodal shipping containers
 - Dock levelers ▶ Overhead cranes
 - Emergency power generation systems (for the warehouse and for the office)
 - LED lighting (in the warehouse and the office)
 - Accessibility equipment (in the warehouse and the office)



ITO-EXPRESS CO., LTD. Warehouse completed at the head business office

ITO-EXPRESS CO., LTD., a consolidated subsidiary of NIKKON Holdings, completed construction of a warehouse at its head office (Seto, Aichi Pref.) on January 26, 2022.

This **business** office is conveniently located with the Seto-Akazu Interchange on the Tokai-Kanjo Expressway, the Moriyama Interchange on the Meishin Expressway, the Nagakute Interchange on the Tomei Expressway, and the Hikiyama Interchange on the Mei-Nikan Expressway within 10 km of the office.

The warehouse was built to improve the system for providing integrated logistics services to business partners and expand the joint delivery network.

- Location** ▶ 7-49 Kyoekidori, Seto, Aichi Pref.
- Structure** ▶ Two-story steel frame structure
- Site Area** ▶ 3,997 m² **Warehouse Area** ▶ 3,879 m²
- Main Equipment** ▶ Power-efficient LED lighting ▶ Seven oversliding shutters
 - Two freight elevators (with a maximum loading capacity of 3.0 tons each)



CHUETSUTEC CO., LTD. Second Logistics Center completed at the Hokuriku Business Office

CHUETSUTEC CO., LTD., a consolidated subsidiary of NIKKON Holdings, completed construction of a second logistics center (Takaoka, Toyama Pref.) at the Hokuriku Office on November 12, 2021.

This facility is conveniently located adjacent to the Takaoka-Tonami Smart Interchange on the Hokuriku Expressway. It has installed a constant temperature and humidity control system, a high-speed roll shutter that minimizes the intrusion of foreign matter from outdoors, a private power generation system for business continuity plan (BCP) and a security system. It complies with the Good Distribution Practice (GDP) Guidelines for Pharmaceuticals.

- Location** ▶ 11-1 IC Park, Takaoka, Toyama Pref.
- Structure** ▶ Single-story steel frame structure
- Site Area** ▶ 13,394 m² **Warehouse Area** ▶ 6,507 m² (constant temperature warehouse: 2,003 m², ambient temperature warehouse: 4,504 m²)
- Main Equipment** ▶ Power-efficient LED lighting ▶ Manual oversliding doors
 - Partially heat insulating electric oversliding doors ▶ Electric heavyweight shutters
 - Aluminum doors ▶ Steel doors ▶ One dock leveler
 - Two dock shelters ▶ One 2.8-ton hoist crane
 - Emergency power supply system (for private power generation)



NIPPON KONPO (THAILAND) CO., LTD. Warehouse extension completed at the Laem Chabang Business Office

NIPPON KONPO (THAILAND) CO., LTD., a consolidated subsidiary of NIKKON Holdings based in Thailand, completed construction of the Pinthong Land warehouse at the Laem Chabang office in April 2019. The extension of the warehouse was completed in February 2022.

This warehouse is approximately 120 km southeast of central Bangkok and approximately 16 km east of the Laem Chabang port, which is a gateway to the rest of the world. It is located in a district that experiencing fast economic development since the Thai government began its East Economic Corridor (EEC) project.

- Location** ▶ 509/9 MOO 3, Nongkharm, Srirach, Chonburi, 20230 Thailand
- Structure** ▶ Single-story reinforced concrete-column and steel frame structure
- Site Area** ▶ 56,880 m² **Warehouse Area** ▶ 15,063 m²
- Main Equipment** ▶ High rise rack ... Very narrow aisle (VNA) rack system (with a capacity of 4,350 pallets)
 - Horizontal flow rail-based storage system (with a capacity of 3,550 pallets)
 - Warehouse management system (compatible with hand-held scanners) ▶ Eight dock levelers
 - Oversliding ▶ Power-efficient LED lighting ▶ Dustproof warehouse floor



Group Network (As of March 31, 2022)

Japan
45
Companies

Domestic operating sites 284

- ★ NIKKON Holdings Co., Ltd.
- NIPPON KONPO UNYU SOKO CO., LTD. (core subsidiary, hereinafter "NK") with 88 sites
- 44 other affiliates with 196 sites

Hokuriku area

Kanazawa (NK)
Toyama (NK)
Toyama Kosugi (NK)
KANAZAWA NIKKON CO., LTD.

Koushinetsu area

Niigata (NK)
Matsumoto (NK)
Other 7 sites (NK)
NIIGATA NIKKON CO., LTD.
MATSUMOTO NIKKON CO., LTD.

Hokkaido area

Tomakomai (NK)
Ebetsu (NK)
Takasu Center (NK)

Sapporo shinbun yuso Co., Ltd.
Hokkai Butsuryu service Co., Ltd.

Touhoku area

Hanamaki (NK)
Kakuda (NK)
Kitakami (NK)
Sendai (NK)
Osaki (NK)

Iwaki (NK)
Koriyama (NK)
NIKKON TOHOKU CO., LTD.
SENDAI NIKKON CO., LTD.

Chugoku area

Okayama (NK)
Osafune (NK)
Hiroshima (NK)
CHUGOKU BUTSURYU SERVICE CO., LTD.

Kanto area

NIKKON Holdings Co., Ltd. Head Office
NIPPON KONPO UNYU SOKO CO., LTD. Head Office
Utsunomiya (NK)
Koga (NK)
Ibaraki (NK)
Ota (NK)
Tokyo (NK)
Sayama (NK)

Fujisawa (NK)
Ogawa (NK)
Odawara (NK)
Other 23 sites (NK)
NIPPON UNYU CO., LTD.
CHUETSUTECH Co., Ltd.
Auto Technic Japan Co., Ltd.
Fyoji Unyu Co., Ltd.
Other 17 Companies

Kyushu area

Kikuyou (NK)
Fukuoka (NK)
Moji (NK)
Other 4 sites (NK)
Nikkon Kyushu Co., Ltd.
CHUETSU YUSOU Co., Ltd.
NIKKON KITAKYU CO., LTD.

Kinki area

Osaka (NK)
Hirakata (NK)
Kobe (NK)
Nagahama (NK)
New Ibaraki (NK)
Other 3 sites (NK)
NIKKON NARA CO., LTD.

Toukai area

New Miyoshi (NK)
Nagoya (NK)
Gifu (NK)
Hamamatsu (NK)
Suzuka Center (NK)
Other 7 sites (NK)

MEIKON CO., LTD.
NIPPON RIKUSO Co., Ltd.
TECNIC SERVIC Co., Ltd.
Technical Nippon Co., Ltd.
ITO-EXPRESS CO., LTD.
Other 5 Companies

Shikoku area

Matsuyama (NK)
Kochi (NK)
Sakaide (NK)
NIKKON MATSUYAMA CO., LTD.

Overseas

9
Countries
29
Companies

NIPPON KONPO VIETNAM CO., LTD.
NKV LOGISTICS LTD.
Other 2 Companies

NIPPON KONPO INDIA PVT. LTD.
KOLAR LOGISTICS AGENT PVT. LTD.
TAPUKARA LOGISTICS AGENT PVT. LTD.

A.N.I. LOGISTICS, LTD.
NIPPON KONPO(THAILAND)CO., LTD.
Other 2 Companies

NIPPON KONPO(MALAYSIA)SDN. BHD.
NKM LOGISTICS SDN. BHD.

NIKKON LOGISTICS CHINA CO., LTD.
FUTIAN NIKKON LOGISTICS (GUANGZHOU) CO., LTD.
GUANGZHOU DONGFENG NIKKON LOGISTICS CO., LTD.
NIKKON CHONGQING LOGISTICS CO., LTD.

NIPPON KONPO PHILIPPINES, INC.

NK PARTS INDUSTRIES, INC.
NK AMERICA, INC.
Other 4 Companies

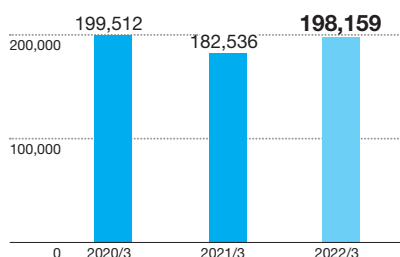
NKP MEXICO, S.A. de C.V.
NK LOGISTICA MEXICO, S.A. de C.V.

PT. NIPPON KONPO INDONESIA
PT. NK INDO LOGISTIK
PT. NKI GUDANG KEMAS

Consolidated Financial Highlights

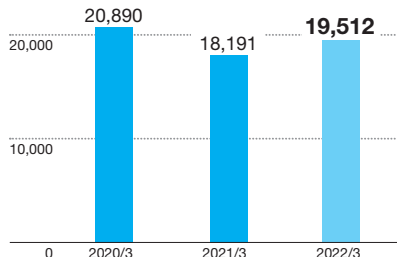
Net sales

(Millions of yen)



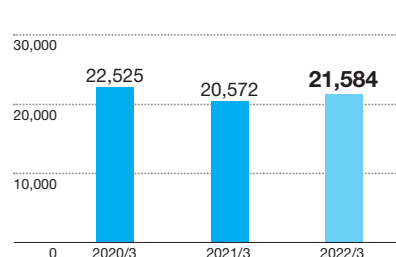
Operating profit

(Millions of yen)



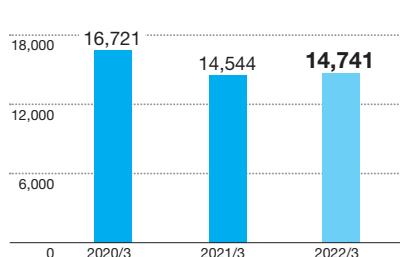
Ordinary profit

(Millions of yen)



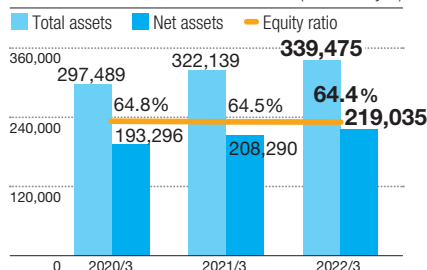
Profit attributable to owners of parent

(Millions of yen)



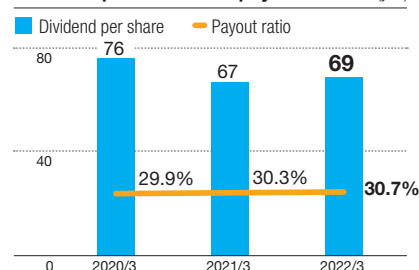
Total assets, net assets and equity ratio

(Millions of yen)



Dividend per share and payout ratio

(yen)



Consolidated Financial Statements

Balance sheet

(Millions of yen)

Title	Previous fiscal year As of March 31, 2021	Fiscal year under review As of March 31, 2022
Assets		
Total current assets	74,542	74,655
Total non-current assets	247,596	264,819
Total assets	322,139	339,475
Liabilities		
Total current liabilities	46,269	44,367
Total non-current liabilities	67,579	76,072
Total liabilities	113,848	120,440
Net assets		
Total net assets	208,290	219,035
Total liabilities and net assets	322,139	339,475

Statement of income

(Millions of yen)

Title	Previous fiscal year From April 1, 2020 to March 31, 2021	Fiscal year under review From April 1, 2021 to March 31, 2022
Net sales	182,536	198,159
Operating profit	18,191	19,512
Ordinary profit	20,572	21,584
Profit attributable to owners of parent	14,544	14,741

Statement of cash flows

(Millions of yen)

Title	Previous fiscal year From April 1, 2020 to March 31, 2021	Fiscal year under review From April 1, 2021 to March 31, 2022
Cash flows from operating activities	23,229	28,985
Cash flows from investing activities	-25,402	-31,567
Cash flows from financing activities	1,473	759
Cash and cash equivalents at end of period	30,366	29,157

Stock Information (As of March 31, 2022)

Shares Status

Total number of authorized shares	152,000,000
Total number of issued shares	68,239,892
Trading unit	100 shares
Number of Shareholders	3,612

Major Shareholders

Shareholder	No. of shares held (thousand)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (trust account)	8,941	13.64
NORTHERN TRUST CO. (AVFC) RE SILCHESTER INTERNATIONAL INVESTORS INTERNATIONAL VALUE EQUITY TRUST	5,869	8.95
NORTHERN TRUST CO. (AVFC) RE U.S. TAX EXEMPTED PENSION FUNDS	2,906	4.43
Custody Bank of Japan, Ltd. (trust account)	2,681	4.09
General Incorporated Association Kuroiwa-kai	2,560	3.90
Honda Motor Co., Ltd.	2,449	3.73
NORTHERN TRUST CO. (AVFC) SUB A/C NON TREATY	2,018	3.07
Isuzu Motors Limited	1,692	2.58
NORTHERN TRUST CO. (AVFC) RE IEDU UCITS CLIENTS NON LENDING 15 PCT TREATY ACCOUNT	1,514	2.30
Hino Motors, Ltd.	1,494	2.27

(Notes) 1. NIKKON Holdings Co., Ltd. holds 2,696,378 treasury shares. However, it is excluded from the major shareholders.

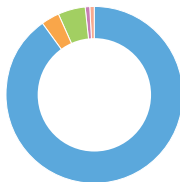
2. The treasury shares are excluded for the purpose of calculating shareholding ratios.

3. NIKKON Holdings Co., Ltd. implements a stock remuneration program. The treasury shares do not include 26,900 shares of NIKKON Holdings held by the Custody Bank of Japan, Ltd. (trust account) as assets in trust for this program.

Distribution of Shareholders

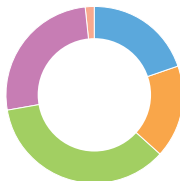
Number of shareholders by type

Individuals and others	3,260	90.25%
Other corporations	120	3.32%
Foreign corporations	177	4.90%
Financial institutions	31	0.86%
Financial instruments business operators	24	0.66%



Number of shares by shareholder type

Individuals and others	13,471 thousand	19.74%
Other corporations	11,558 thousand	16.94%
Foreign corporations	24,290 thousand	35.60%
Financial institutions	17,886 thousand	26.21%
Financial instruments business operators	1,032 thousand	1.51%



(Note) The treasury shares are included in the category Individuals and others.

Company Profile (As of March 31, 2022)

Company Overview

Company name	NIKKON Holdings Co., Ltd.
Established	August 27, 1953
Capital Stock	11,316 million yen
Website	https://www.nikkon-hd.co.jp
Number of group companies	74 (70 subsidiaries and 4 affiliates)



Officers (As of June 29, 2022)

President, Representative Director and Chief Executive Officer	Masakatsu Kuroiwa	Executive Officer	Keita Kuroiwa
Representative Director and Senior Executive Officer	Seiji Ooka	Executive Officer	Kenji Okamoto
Director and Managing Executive Officer	Yasunori Matsuda	Executive Officer	Takashi Abe
Director and Executive Officer	Hidehiro Motohashi	Executive Officer	Hideki Nagahama
Director and Executive Officer	Kioi Yamada	Executive Officer	Masahiko Masui
Director	Aiko Koma	Executive Officer	Yasuyuki Mizumachi
Director	Ryutaru Ozeki	Executive Officer	Takayuki Takada
Director (Full-Time Audit and Supervisory Committee Member)	Hiroshi Sakairi	Executive Officer	Takayuki Matsushima
Directors (Audit and Supervisory Committee Members)	Hideki Miyata	Executive Officer	Katsuya Unno
Directors (Audit and Supervisory Committee Members)	Tetsuya Okuda	Executive Officer	Atsushi Kayamoto
		Executive Officer	Hitoshi Kamimura
		Executive Officer	Takashi Shibayama
		Executive Officer	Toshihisa Nishimura

(Notes) 1. Aiko Koma, Ryutaru Ozeki, Hideki Miyata and Tetsuya Okuda are outside directors pursuant to Article 2, Item (xv) of the Companies Act.

2. Aiko Koma, Ryutaru Ozeki, Hideki Miyata and Tetsuya Okuda have been designated as independent officers stipulated in the rules of the Tokyo Stock Exchange and reported to the Tokyo Stock Exchange.

Notes for Shareholders

Fiscal Year	April 1 to March 31 of the following year
Year-End Dividend Record Date	March 31
Interim Dividend Record Date	September 30
Annual General Meeting of Shareholders	June each year
Administrator of the Register of Shareholders	Mitsubishi UFJ Trust and Banking Corporation
Administrator of the Special Account	
Contact Details	Mitsubishi UFJ Trust Banking Corporation Stock Transfer Agency Department 1-1, Nikko-cho, Fuchu-shi, Tokyo TEL: 0120-232-711 (toll free number) Postal address: 〒137-8081 PO Box 29, Shin-Tokyo Post Office Mitsubishi UFJ Trust and Banking Corporation Transfer Agency Department
Method of Giving Public Notices	Electronic Public Notice (https://www.nikko-hd.co.jp)
Stock Exchange Listing	The Prime Market of the Tokyo Stock Exchange
Securities Code	9072

Information

1. Note

- Changes of address, applications for the purchase (additional purchase) of shares of less than one unit and other such procedures requested by a shareholder are now principally handled by the account administrator (securities company, etc.) where the shareholder has opened an account. Please contact the securities company, etc. with which the account was opened for such inquiries. Please note that the administrator of the register of shareholders (Mitsubishi UFJ Trust and Banking Corporation) does not offer such services.
- Regarding the procedures for shares recorded in a special account, the shareholder should submit inquiries or requests to Mitsubishi UFJ Trust and Banking Corporation, the special account administrative institution.
- With regard to dividends not yet received, such dividends will be paid at the head office and branches of Mitsubishi UFJ Trust and Banking Corporation.

2. Statement of dividends

The statement of dividends that you find enclosed also serves as a notice of payment created in accordance with the Act on Special Measures Concerning Taxation. It may be used for the confirmation of the amount of dividends after the receipt of dividends and as a document for tax returns.

Shareholders receiving dividends through their respective securities accounts (by the method of share number pro-rata distribution) are asked to contact your securities company.

Stock-related Procedures

• Shareholders who have opened a special account

Details of Procedures, Inquiries, etc.	Inquiries	
<ul style="list-style-type: none"> Request for transfer from special account to general account Request for purchase (additional purchase) of shares less than one unit Change of address, name, etc. Inquiries about special account balance Designation of a method for receiving dividends^(*) 	Administrator of the Special Account	Mitsubishi UFJ Trust Banking Corporation Stock Transfer Agency Department 1-1, Nikko-cho, Fuchu-shi, Tokyo TEL: 0120-232-711 (toll free number) Postal address: 〒137-8081 PO Box 29, Shin-Tokyo Post Office Mitsubishi UFJ Trust and Banking Corporation Transfer Agency Department
<ul style="list-style-type: none"> Inquiries about sending and returning mailed materials Inquiries about dividends after the expiration of the time limit for payment General inquiries regarding stock administration 	Administrator of the Register of Shareholders	

^(*) Shareholders holding shares registered in special accounts are unable to select the method of share number pro-rata distribution for the method of receiving dividends.

• Shareholders who have an account with a securities company, etc.

Details of Procedures, Inquiries, etc.	Inquiries	
<ul style="list-style-type: none"> Inquiries about sending and returning mailed materials Inquiries about dividends after the expiration of the time limit for payment General inquiries regarding stock administration 	Administrator of the Special Account	Mitsubishi UFJ Trust Banking Corporation Stock Transfer Agency Department 1-1, Nikko-cho, Fuchu-shi, Tokyo TEL: 0120-232-711 (toll free number) Postal address: 〒137-8081 PO Box 29, Shin-Tokyo Post Office Mitsubishi UFJ Trust and Banking Corporation Transfer Agency Department
<ul style="list-style-type: none"> Procedures and inquiries, etc. other than the foregoing 	Please contact the securities company, etc. with which the account was opened for such inquiries.	

NIKKON Holdings Co., Ltd.

〒104-0044

6-17 Akashi-cho, Chuo-ku, Tokyo

TEL (03)3541-5330