



NISSO HOLDINGS Securities Code 9332

To Our Shareholders

FY 3/2025 Interim Report

April 1, 2024 ~ September 30, 2024



President's Message

While maintaining increases in revenue and profits, we will continue to invest for future growth and anticipate the large-scale market needs.

Ryuichi Shimizu
Representative Director, President & CEO

~Announcement of the New Medium-term Management Plan~

We will realize the Group's mission of "creating opportunities and hopes" and contribute to solving social issues.

On August 7, 2024, we announced our 3-year Medium-term Management Plan, with FY 3/2026 as the first year. We are fully aware that there has been a significant deviation from the profit targets set out in the current Medium-term Management Plan. On the other hand, while working to improve profitability, we have been promoting initiatives to anticipate and thoroughly delve into client needs.

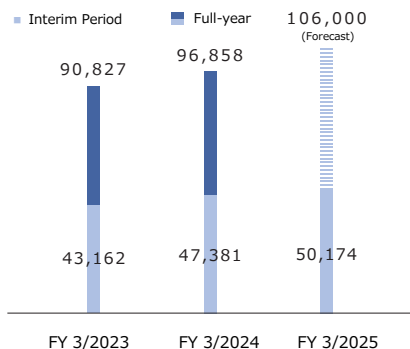
One of these is the creation of a structure for human resources development, and the number of staff receiving education and training has been steadily increasing due to the establishment and expansion of educational facilities nationwide.

We believe that these efforts will lead to the development of human resources for the new semiconductor and battery factories that will be launched in various parts of Japan in 2026~2027, and that these efforts will be beneficial for clients and employees alike.

In order for the Nisso Group to achieve sustainable growth, we believe that the "practice of human capital management" is at the center of our strategy. Specifically, we recognize that it is essential to create a "Human resources development model" that creates a virtuous cycle of investing in employees, including education, in order to provide high value-added services to our clients and to expand profits, so that employees can grow with a sense of fulfillment.

Consolidated Performance Highlights

Net sales (Million yen)

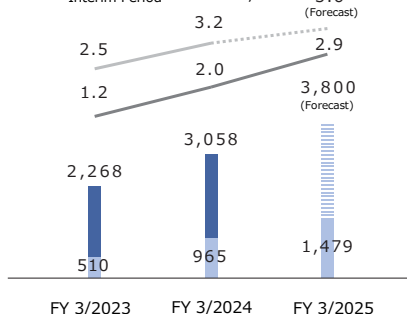


Operating profit (Million yen)

■ Interim Period ■ Full-year

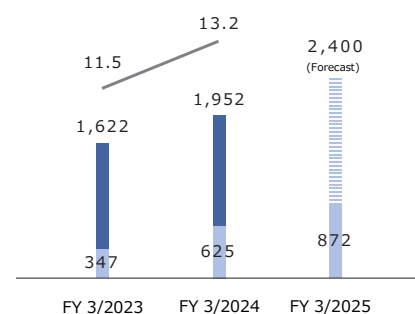
Operating profit margin (%)

— Interim Period — Full-year



Profit attributable to owners of parent (Million yen)/ROE (%)

■ Interim Period ■ Full-year



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

Mariko Mabuchi asks!

Special Conversation
Part 3

Ryuichi Shimizu
Representative Director &
President



Mariko Mabuchi
Economic Analyst



1 year has passed since the transition to the holding company structure.
What is the Group's strategy for further expansion and growth?

A conversation with President Shimizu of NISSO HOLDINGS was broadcast on the Nihon Securities Journal official YouTube channel as part of a corporate leadership interview segment called "Mariko Mabuchi asks". It was a deep and detailed discussion that delved into the Group's expansion strategy, M&A policy, and key points of the new Medium-term Management Plan starting from FY 3/2026. A portion of the content will be introduced here.

Delivering the human resources with the skills required by the times to the clients' worksites as quickly as possible

Mabuchi: It has been about a year since the company became a holding company, and you have announced a wonderful brand slogan, "Making hardworking people, happy" and are pursuing an aggressive expansion strategy.

Shimizu: Looking back over the past year, we have taken various measures to create a system that anticipates changes in our clients' needs. As the number of Group companies has increased, I believe that we are becoming a Group that can meet the expectations of our clients by developing human resources who can thrive in new fields. Although the labor shortage in the manufacturing industry is said to be chronic, the need for human resources in the conventional line assembly processes will decrease due to labor-saving measures.

At the same time, the demand for human resources who can manage equipment and robots, as well as field engineers, etc., will increase, so it will become increasingly important for our Group to provide the human resources that will be required in the future.

Human resources development focusing on new technologies is highly evaluated. Also launched an entrusted education and training service

Mabuchi: In fact, you are actively expanding your training facilities, but what functions does the newly established training center in Kansai have?

Shimizu: The Nisso EV Technical Center Kansai, established in Shiga Prefecture, is a human resources development base for the storage battery industry.

In addition, storage battery engineers will be in demand as battery technology evolves, from lithium-ion batteries to all-solid-state batteries, all-resin batteries that we have decided to invest in, and stationary batteries that store natural energy.

Mabuchi: You will also be involved in the new field of storage batteries, which will become increasingly important in the future. I'm very much looking forward to it.

Shimizu: Yes, that is our intention.

Furthermore, we expanded the capacity of the Nisso Technical Center Kumamoto, a training facility for engineers in the semiconductor manufacturing field. As the construction of JASM's (Japan Advanced Semiconductor Manufacturing) second plant has been decided, and demand for semiconductor-related human resources is expected to surge throughout the Kyushu region, in addition to the current annual capacity of 100 people, we have newly established a training building for 200 people, enabling us to accommodate up to 300 people. At our center, we are particularly committed to providing educational programs in an environment that closely resembles an actual manufacturing site, using actual manufacturing equipment in a simulated clean room, and this has been highly praised by the many semiconductor manufacturers who have come to visit. Based on this, NISSO CORPORATION has decided to launch the "NISSO HR Development Service", an entrusted education and training service that helps reskill employees of client companies. This service is already being used by semiconductor manufacturers and battery manufacturers.

Mabuchi: It seems that you are strengthening your human resources development at a considerable pace.

Supporting clients by developing specialized engineers, and NISSO HOLDINGS also grows significantly

Mabuchi: Moving on to the new Medium-term Management Plan, you have set ambitious targets for FY 3/2028: 150 billion yen in net sales, 7.5 billion yen in operating profit, and an operating profit margin of 5% or more. How will you achieve these targets?

Shimizu: After all, since human resources services are paid for the value of people, we believe that we can ultimately achieve high operating profits by increasing the value of not only the number of people but also the content of our work. In the past, we mainly focused on dispatching operators, but by increasing the number of specialized engineers, we will be able to increase the treatment (compensation) of the workers themselves, and our Group's profits will also increase.

Mabuchi: Increasing both wages and profits is a major challenge for all Japanese companies, but is it really possible?

Shimizu: Yes, I believe it is. There is no point in our existence if it doesn't happen. For example, 40% of the Nisso Group's total sales are related to automobiles, but if we can dispatch human resources who are in high demand in the future, such as for EVs, autonomous driving, and AI, we will be able to increase unit-costs by about 30%, rather than just a few percent. We are already anticipating the needs of our clients for the period up to FY 3/2028, so we will firmly establish a structure for human resources development in the fields such as semiconductors and storage batteries. Even for the same semiconductor, there are differences in preferences and manufacturing methods depending on the manufacturer, and the strength of our Group is that we work



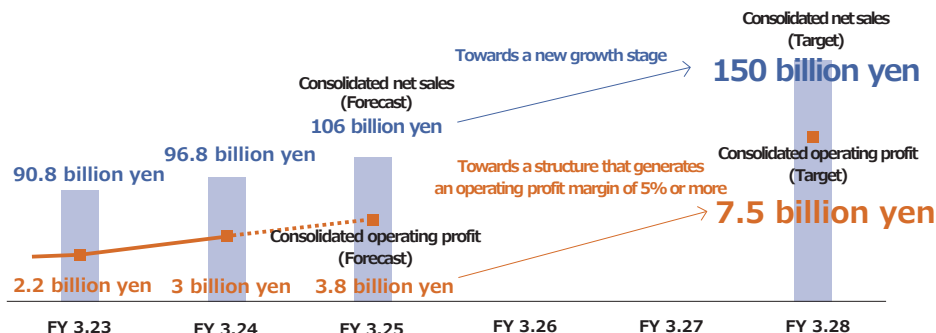
closely with our clients to obtain the necessary information, incorporate it into our training curriculum, and develop and provide the most suitable human resources. I think that these activities will be our main focus over the next 3 years.

Mabuchi: So, after those three years, a big leap forward awaits.

Shimizu: Yes, that's right. I would like to encourage our shareholders and investors to monitor our future progress.

Management Targets

Aiming for net sales of 150 billion yen and operating profit of 7.5 billion yen (profit margin of 5%) for FY 3.28



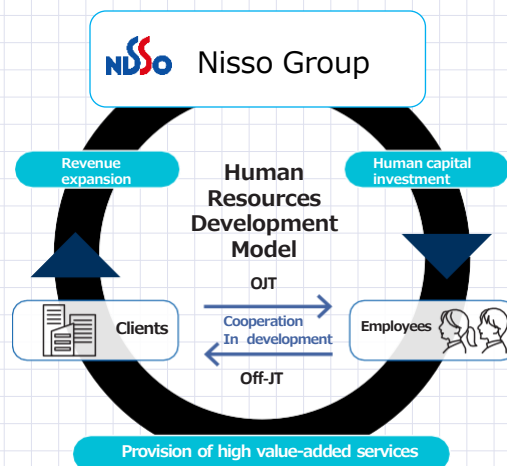
https://www.nsjournal.jp/nsj_library/nisso-9332/
(Japanese only)

Continuing to create new services through a virtuous cycle of the Human Resources Development Model

The environment surrounding the manufacturing industry is facing a wave of technological innovation driven by advances in AI and digital technologies. This innovation has led to changes such as further automation and mechanization at manufacturing sites, and as a result, maintenance work such as monitoring and maintenance of systems and machines is becoming increasingly important. As a result, the skills required of workers are becoming more sophisticated, and the Nisso Group is required to provide human resources services tailored to the times.

The Nisso Group has long recognized the importance of human resources development, and has strengthened our systems and infrastructure for human resources development. At our in-house training facilities located in 9 locations across the country, we develop human resources through an education and training curriculum using instructors from various manufacturers and actual manufacturing equipment.

The "NISSO HR Development Service", which was released this year, is a service in which we are entrusted with the onboarding training and reskilling of our business partners' employees, and is a service that was created as a result of the high evaluation we have received for the human resources development initiatives we have cultivated up to now. Nurturing people, upgrading services, and expanding profits. The virtuous cycle of our so-called "Human Resources Development Model" is our growth engine that enables us to provide human resources services with higher value



Voices of the Human Resources Development Division

Q1 Please tell us about your communication with trainees

Most of them are those who want to change their careers to engineers and newly graduated employees. Some of them have engineering experience, while others are trying to become engineers without any prior experience. For those who are taking on the challenge with no prior experience, I make an effort to communicate with them in order to increase their motivation, such as by explaining what they would be able to achieve by becoming an engineer.

Q2 Please tell us about your guidance policy

I myself have experienced difficulties as an engineer, and I know what areas are difficult to understand, so I think it is important to teach the trainees according to the level that suits them. Also, I make sure to convey my personal belief to the trainees that "I would work on something I designed with the expectation that someone important to me would use it".

Q3 Please tell us about the rewarding aspects of the Human Resources Development Division

I find it rewarding when I see trainees who are happy to be able to do something they have not been able to do before, or when I hear from trainees who have graduated that they are now designing products. I feel that working in human resources development is a job that allows me to grow together with the trainees.



M.A., Human Resources Development Division, NISSO CORPORATION

He joined NISSO CORPORATION in 2008, and after being engaged in the design of automobile manufacturing equipment, he has been educating design engineers as an instructor since 2010. From 2024, he has been managing the instructor team as a Section Manager.

Corporate Outline (As of September 30, 2024)

Trade Name	NISSO HOLDINGS Co., Ltd.
Listed Exchange	Prime Market, Tokyo Stock Exchange (Securities Code 9332)
Date Established	October 2, 2023
Headquarters	1-4-1 Shin Yokohama, Kohoku-ku, Yokohama, Kanagawa 222-0033



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

Status of Shares (As of September 30, 2024)

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

Shareholder memo

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

Shareholder Returns

Dividends (Forecast)



FY 3/2025

22.00

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

Shareholder Benefits

NISSO Premium Benefits Club



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

List of presentation points by number of shares held

Number of shares held	Number of points awarded
300 ~ 499 shares	3,000 points
500 ~ 699 shares	6,000 points
700 ~ 899 shares	10,000 points
900 ~ 999 shares	15,000 points
1,000 ~ 1,999 shares	20,000 points
2,000+ shares	50,000 points

In addition to expressing our gratitude to our shareholders for their continued support, we have established a Shareholder Benefits Program with the aim of enhancing the attractiveness of investing in our shares and increasing the number of shareholders who will hold our shares over the medium to long term.

Example of complimentary products



- Presentation conditions require one to be listed as a shareholder holding 300 shares or more in the register of shareholders at the end of March every year from 2022.
- The complimentary products are subject to change



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