

To Our Shareholders

FY 3/2026

Interim Report [April 1, 2025 ~
September 30, 2025]

**New TV commercial
featuring Takumi Saito
now airing!**





President's Message

Our "Human Resources Development Method," which is the source of our competitive advantage, enhances the added value of our human resources and strengthens our "earning power" over the medium to long term.

Representative Director, President & Executive Officer

清水 竜一

Human resources development in line with the needs of the times is the key to achieving the Medium-term Management Plan. We will maximize the potential of our employees and take on the challenge

In order to meet the needs of the times, we are fully committed to developing "high value-added human resources" and, as a group, we provide flexible and accurate human resources services.

In October 2025, we opened the "Nisso Technical Center Aichi" as a new training facility. Here, we provide education that meets the needs of the times, from the fundamentals of automobile manufacturing to next-generation batteries, robotics, and cutting-edge training utilizing XR. With regard to XR technology in particular, we will focus not only on fostering a deep understanding but also on developing human resources capable of system development. This is one of the Nisso Group's new challenges.

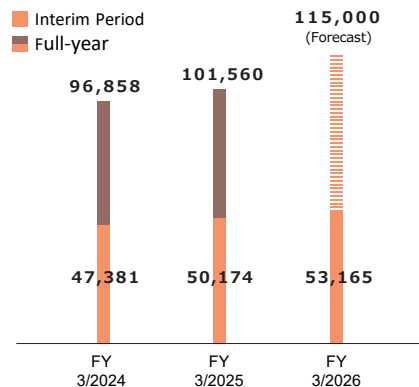
The Medium-term Management Plan launched in FY 3/2026 sets targets of achieving net sales of 150 billion yen and operating profit of 7.5 billion yen (profit margin of 5%) in FY 3/2028. To that end, we are focusing on upfront investment in human resources development, while also actively working to transform our business portfolio through M&A and joint ventures.

We embrace our brand slogan "Making hardworking people, happy." and believe that the happiness of our employees is the driving force that maximizes their potential.

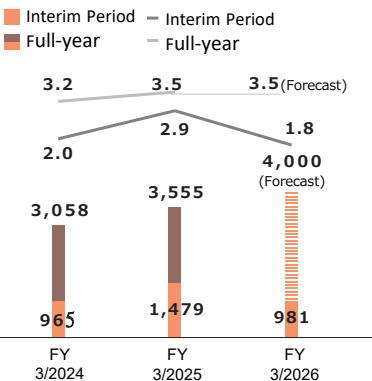
Through enhanced engagement and human resources development, we will strive to resolve issues facing our clients and society by fostering and producing high value-added human resources and improving the quality of our services.

Consolidated Performance Highlights

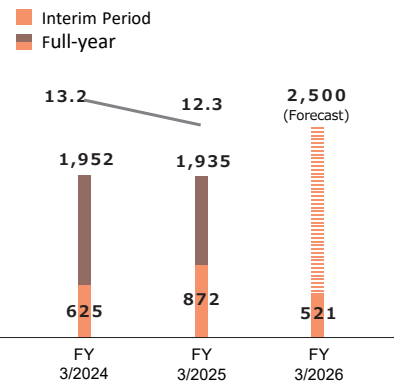
Net sales (Million yen)



Operating profit (Million yen) / Operating profit margin (%)



Profit attributable to owners of parent (Million yen) / ROE (%) ※Return on Equity



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

The Group has published our first ever "Nisso Group Integrated Report 2025"

On September 1, 2025, we published the Nisso Group's first ever "Nisso Group Integrated Report 2025." This report details our management's determination to achieve the 3-year Medium-term Management Plan beginning in FY 3/2026, as well as the transformation of our business portfolio with the aim of sustainable growth, through interviews with Directors and a roundtable discussion with External Directors. We encourage all of our shareholders to read this as well.

■ Prologue



■ Message from the President P5-10



■ Human Resources Development Dialogue P31-32



■ Roundtable Discussion with Newly Appointed Directors P69-71



■ Roundtable Discussion with External Directors P74-77



■ cover



■ NISSO in Figures P17-18



The Interview

■ Message from the Officer in Charge of Strategy P34-36



■ Value Creation Process P21-22



https://www.nisso-hd.com/en/ir/upload_file/tdnrelease/9332_20251120506990_P01_.pdf

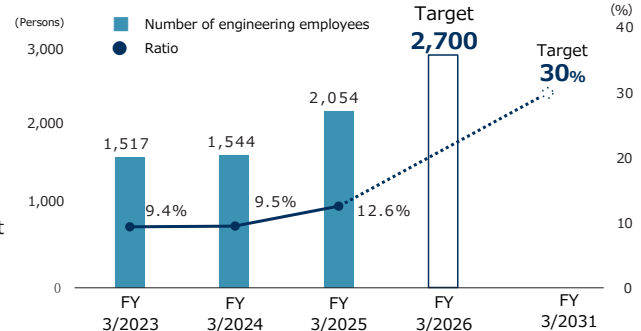
Making hardworking people, happy.

The Nisso Group is passionate about investing in "people"

Our group believes that people are our greatest asset and the source of our services.

With the mission of "Creating opportunities and hopes for people to work," we are developing Human Resources Solutions that support the growth of companies and people, and are promoting the creation of an environment where workers can find fulfillment and grow. At our 9 educational and training facilities nationwide, we provide practical education using actual equipment such as semiconductor manufacturing equipment in addition to classroom instruction, and share challenges with our business partners to provide practical curricula. The system allows employees who have gained on-site experience to re-learn and enhance their skills, creating a virtuous cycle in which the unit-costs for dispatching increases and workers are promoted to regular employee positions at our dispatch destinations. In addition, the Group is also focusing on the development of engineers, and aims to increase the ratio of engineering employees to 30% by FY 3/2031.

Trends in Number and Ratio of Engineering Employees



Newly established an education and training facility in Aichi

In October 2025, we opened a new education and training facility, the "Nisso Technical Center Aichi," in Toyota City, Aichi Prefecture. With the theme of developing human resources capable of responding to the shift to EVs in the automobile industry and the evolution of autonomous driving technology, we have introduced a unique program that allows workers to learn everything from the basics to cutting-edge technologies. In addition to training 500 employees annually, we also provide training for our business partner manufacturers.



NISSO CORPORATION's second brand movie, "Tomorrow, Together" now available

Set at the Nisso Technical Center Kumamoto, the story follows the main character, who takes on the challenge of becoming an engineer despite having no prior experience, and grows through her encounters with various people despite facing obstacles. Please watch it on NISSO CORPORATION's official YouTube channel. (in Japanese only)



<https://www.youtube.com/watch?v=y3eNqtnISiQ>

(In Japanese Only)



NISSO CORPORATION entrusted with training operations at Iwate Prefecture's human resources development facility "I-SPARK"

NISSO has been entrusted with the comprehensive provision of lectures and practical training at the facility. We support the development of next-generation human resources in the region.

Developed an XR education system for semiconductor human resources development

An XR education system has been introduced at Technical Centers nationwide. We have created an environment where users can virtually experience the knowledge and work of semiconductor devices.

We will continue to prioritize human resources development and provide high value-added services that can respond to changes in society and industrial structures.

To help more people become familiar with the Nisso Group

A new TV commercial featuring actor Takumi Saito has started airing!

On November 1, NISSO CORPORATION launched a new promotion featuring actor Takumi Saito.

Takumi Saito, who has been supported by many people through his activities such as taking on various roles as an actor and being involved in film production, has been cast as the main character in the commercial to express his desire for people to "take on challenges without hesitation, even if you have no experience, and experience the joy of your personal growth."



CM Overview

【Title】"Film director, Takumi Saito Edition"

【Starring】Takumi Saito

【Broadcast starts】November 2025～



<https://www.717450.net/cm2025/>
(In Japanese Only)



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

『NISSO CONNECT』



<https://nisso-connect.com>
(In Japanese Only)

"NISSO CONNECT" is a public relations website that shares the current status of the Nisso Group. It aims to provide various information about the Nisso Group in an easy-to-understand manner, helping people to feel more connected to us. The website features articles organized by theme, such as introductions of young employees and interviews with Group companies and sponsors. Please take a look. (in Japanese only)

NISSO×SPORTS

Rio Matsui, an athlete employee of NISSO CORPORATION, directly reports on various fields! It is a popular content full of her charm.



Education

Introducing the Nisso Group's initiatives in human resources development and education, as well as the content of services that are attracting a lot of attention.



Career paths

We will provide you with the lively voices and growth of employees and staff who are thriving within the Nisso Group.



Corporate Outline

(As of September 30, 2025)

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, Kohokuku, Yokohama, Kanagawa 222-0033



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

Status of Shares

(As of September 30, 2025)

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

Shareholder Returns

Dividends

(Forecast)



FY 3/2026

25.00 Yen

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

Shareholder Benefits

NISSO Premium Benefits Club



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

List of presentation points by number of shares held

Number of shares held	Number of shares held
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.
- The complimentary products are subject to change.



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