



**NISSO HOLDINGS Co., Ltd. (TSE Prime Market Code:9332)**

# **Financial Results Explanatory Materials for the First Quarter of FY 3/2026**

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## FY 3/2026 1Q Summary

- NISSO HOLDINGS is currently in an investment phase, mainly for training and new graduate recruitment, and we have already factored in a decrease in the number of working days year-on-year due to the calendar. Although revenue and profits decreased year-on-year, the budget plan is progressing as planned.
- In the Automotive Industry, although the impact of U.S. tariffs on domestic production was limited, human resources needs from major manufacturers has shifted to a wait-and-see approach. Net sales decreased year-on-year due to a decrease in the number of enrolled as a result of the expiration of contracts despite an increase in billing unit-costs
- Net sales in the Semiconductor Industry increased year-on-year due to an increase in the number of enrolled staff in addition to an increase in billing unit-costs
- Net sales in the Electronics Industry decreased slightly year-on-year, partly due to a decrease in the number of enrolled staff, despite an increase in operations
- In the Engineering Human Resources Services, revenue increased significantly due to an increase in the number of enrolled engineers year-on-year. On the other hand, pre-assignment training costs for new graduates increased, and planned OJT aimed at responding to future production increases at contracted sites, which mainly focuses on equipment maintenance, had an impact on the gross margin

# Financial Results Summary:

## FY 3/2026 1Q Consolidated Financial Results Highlights

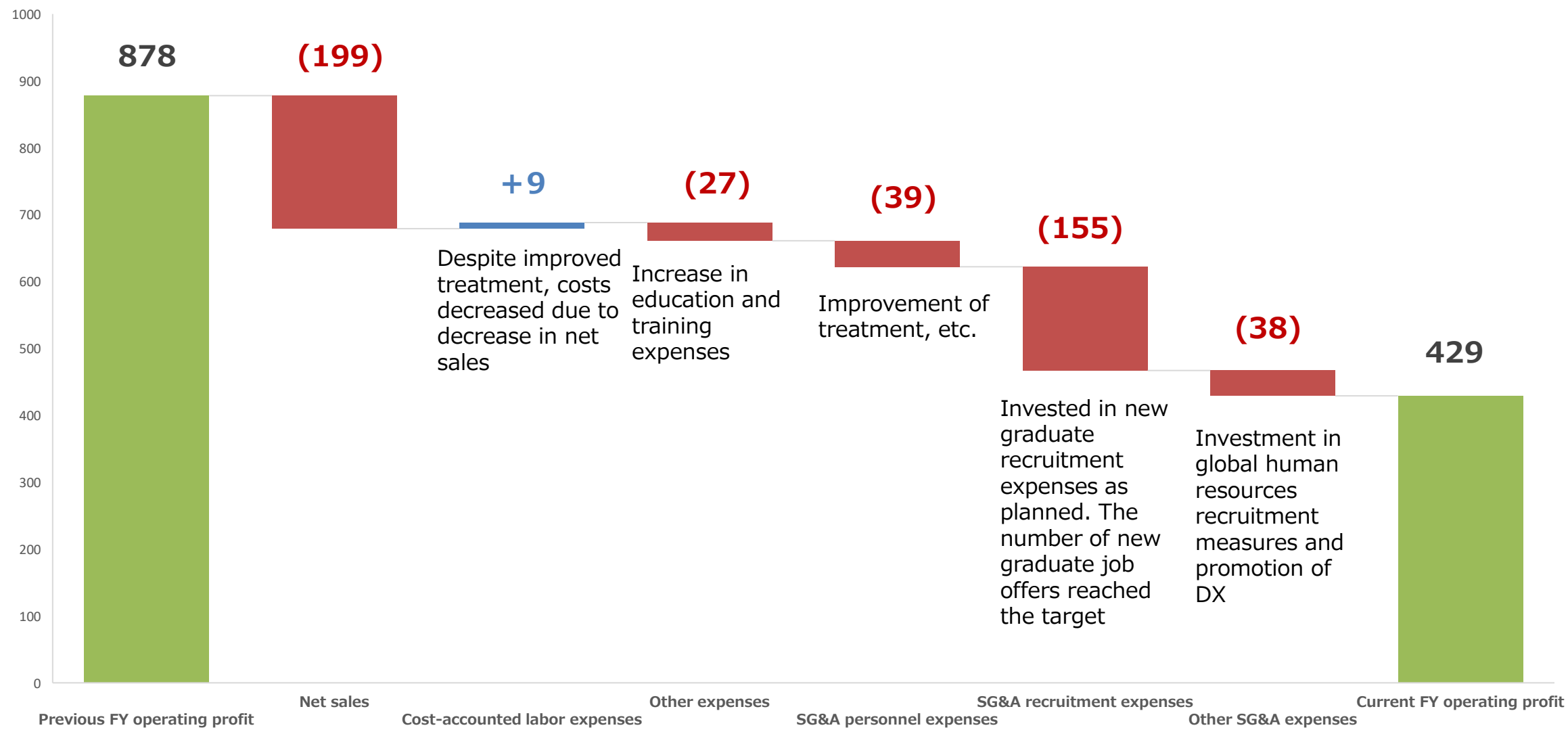
### Points

Net sales decreased by 0.8% YoY due to a decrease in the number of working days due to the calendar and a decrease in the number of enrolled staff in the Manufacturing・Production Human Resources Services, but this was offset by an increase in billing unit-costs and an increase in the number of enrolled engineers in the Engineering Human Resources Services.

(Unit: Million yen)

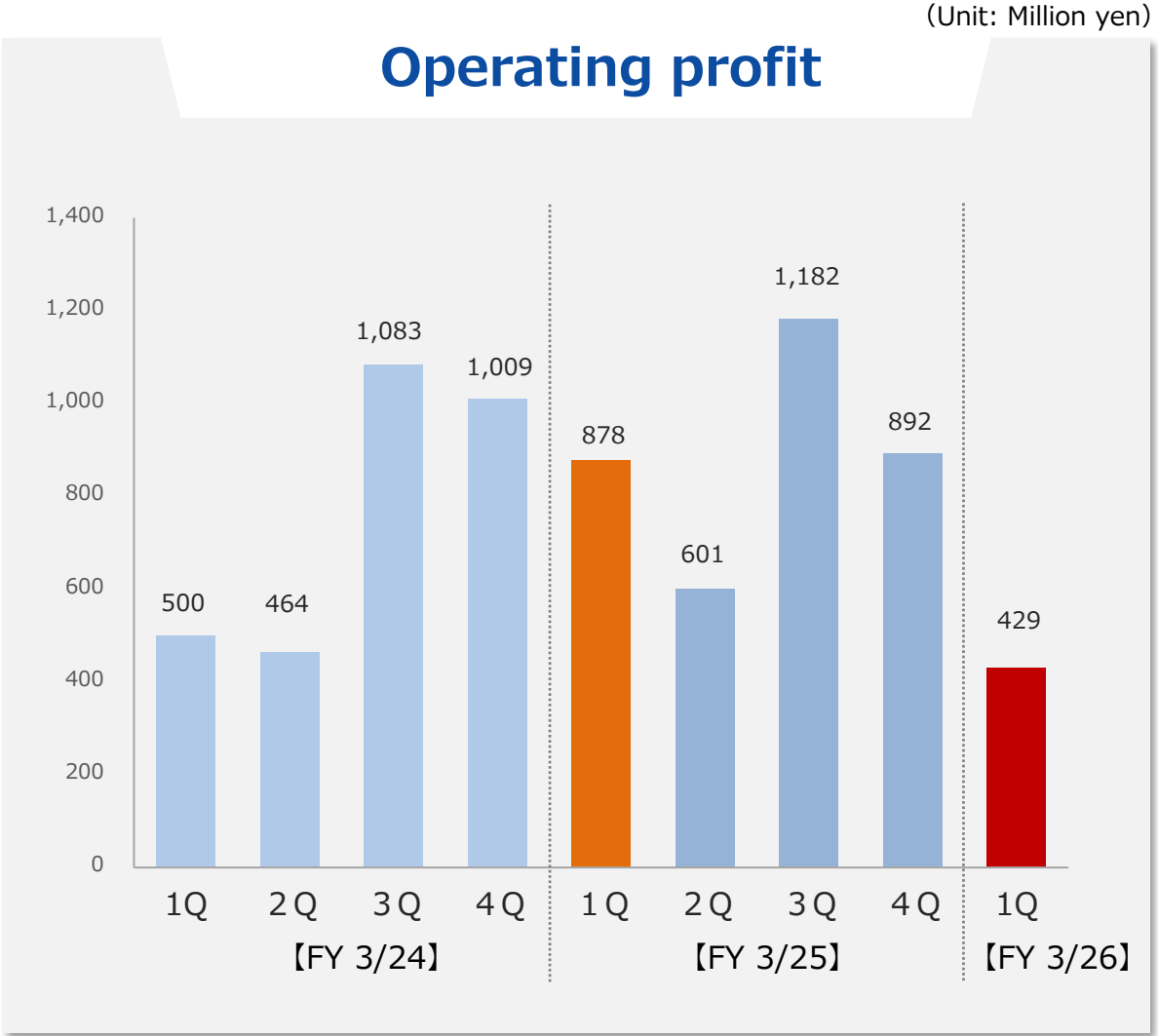
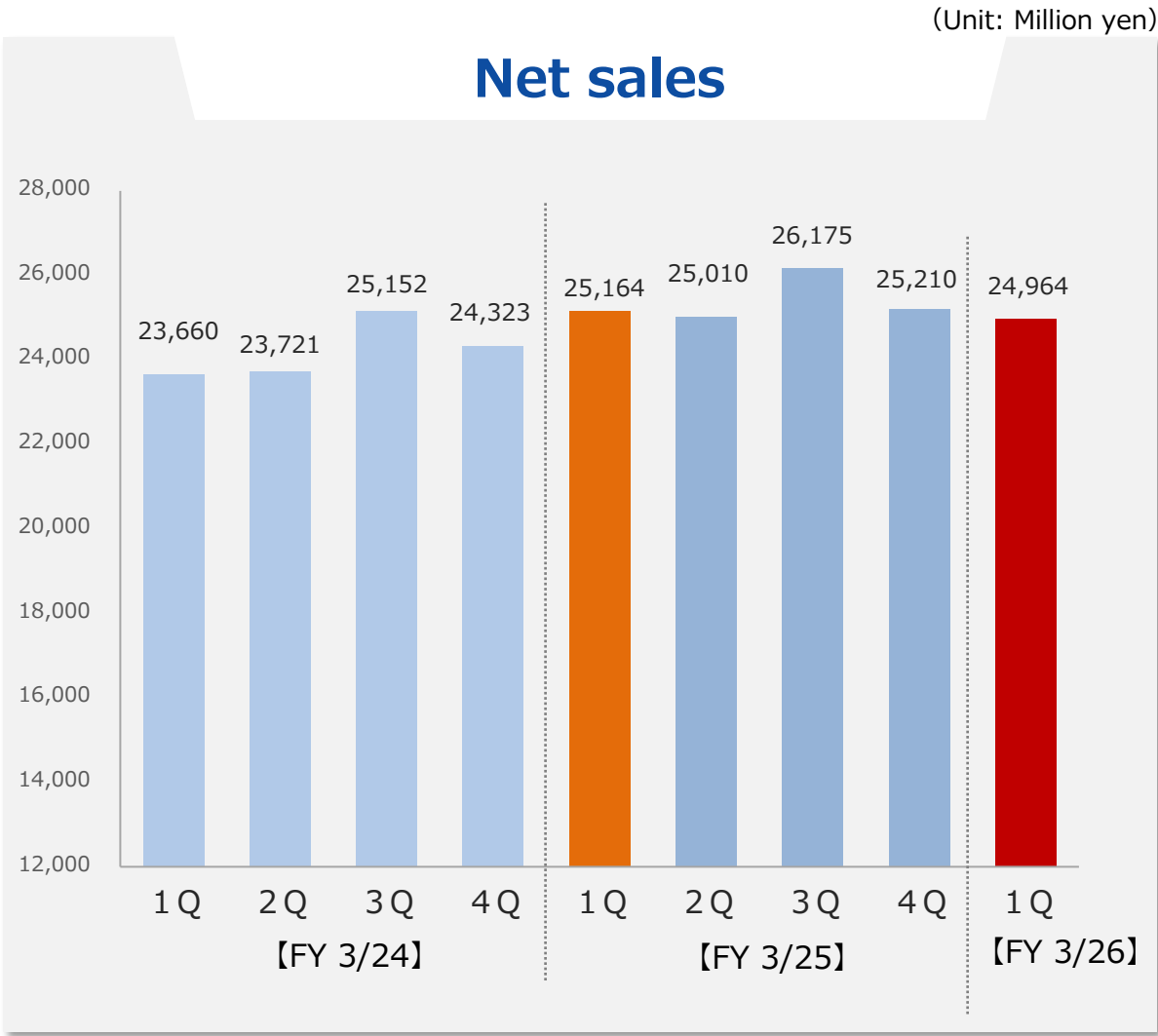
	FY 3/2025 1Q		FY 3/2025 1Q		Year-on-Year	
	Results	% of Total	Results	% of Total	Increase (Decrease)	% Change
Net sales	25,164	100.0%	24,964	100.0%	(199)	(0.8%)
Gross profit	4,266	17.0%	4,050	16.2%	(216)	(5.1%)
SG&A expenses	3,388	13.5%	3,620	14.5%	232	6.8%
Operating profit	878	3.5%	429	1.7%	(448)	(51.1%)
Ordinary profit	887	3.5%	432	1.7%	(455)	(51.3%)
Profit attributable to owners of parent	511	2.0%	218	0.9%	(292)	(57.2%)

**Consolidated Operating Profit Year-on-Year** (Unit: Million yen)



# Financial Results Summary:

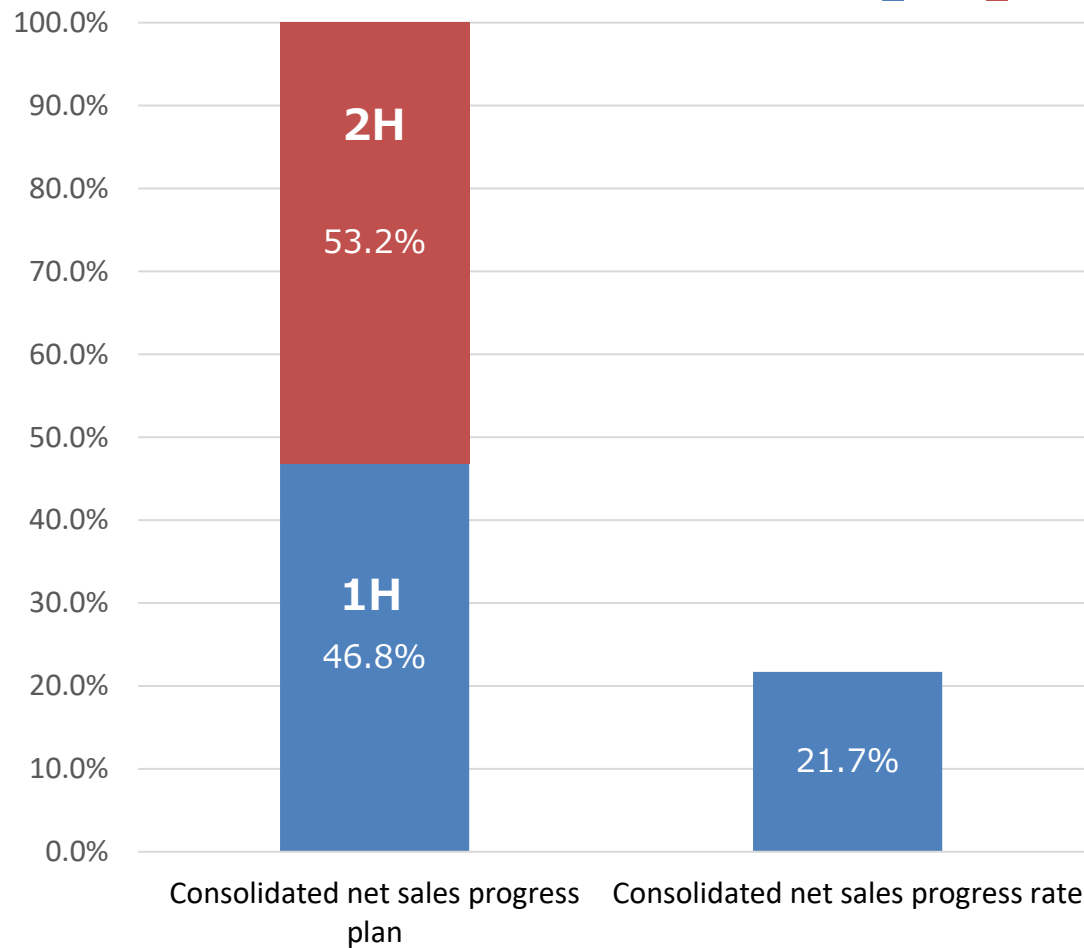
## FY 3/2026 Quarterly Consolidated Financial Results



# Financial Results Summary: Progress Plans and Progress Results against Forecasts

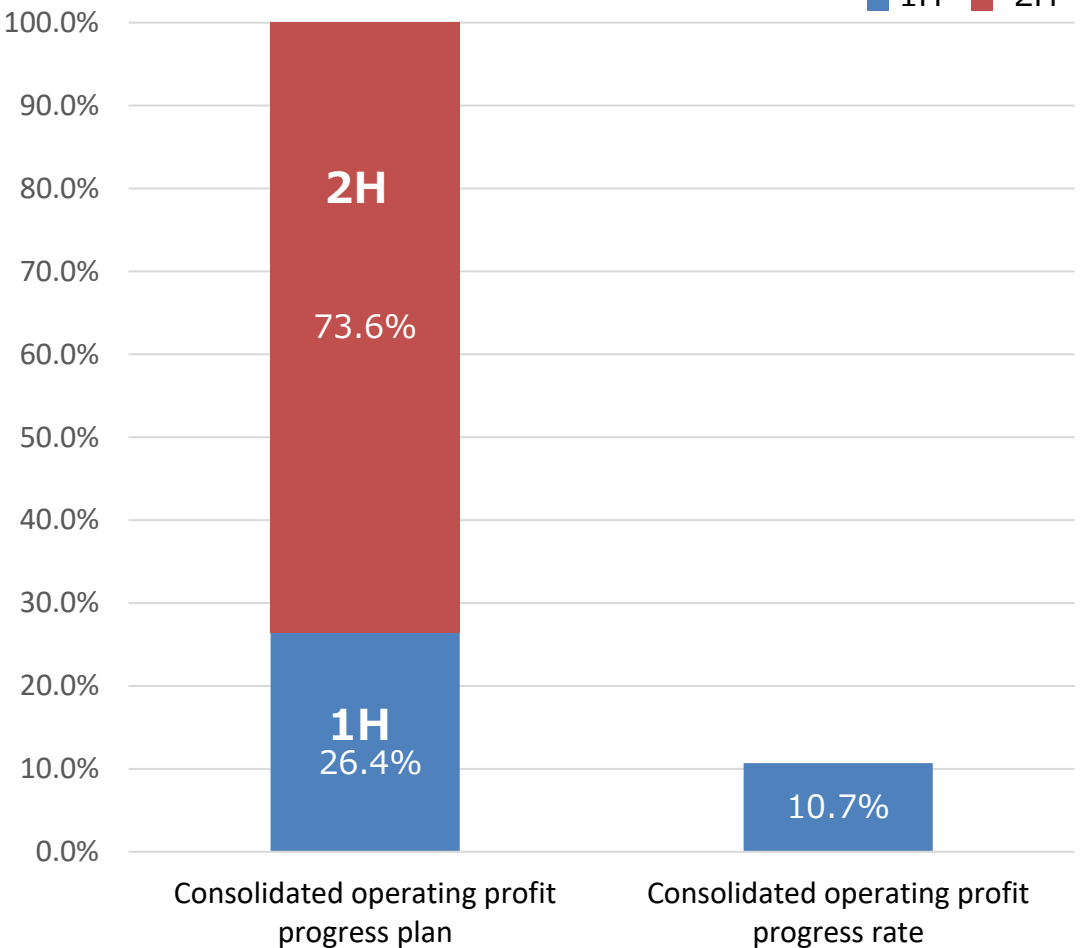
Consolidated Net Sales Progress Plan and Results

■ 1H ■ 2H



Consolidated Operating Profit Progress Plan and Results

■ 1H ■ 2H



Due to the calendar and other factors, we expect a focus on the second half of the fiscal year.  
Although profits decreased in 1Q due to the investment phase, progress is proceeding as planned  
The results of Man to Man Holdings and All Japan Guard, which were acquired through M&A, will be consolidated from 2Q

# Financial Results by Service:

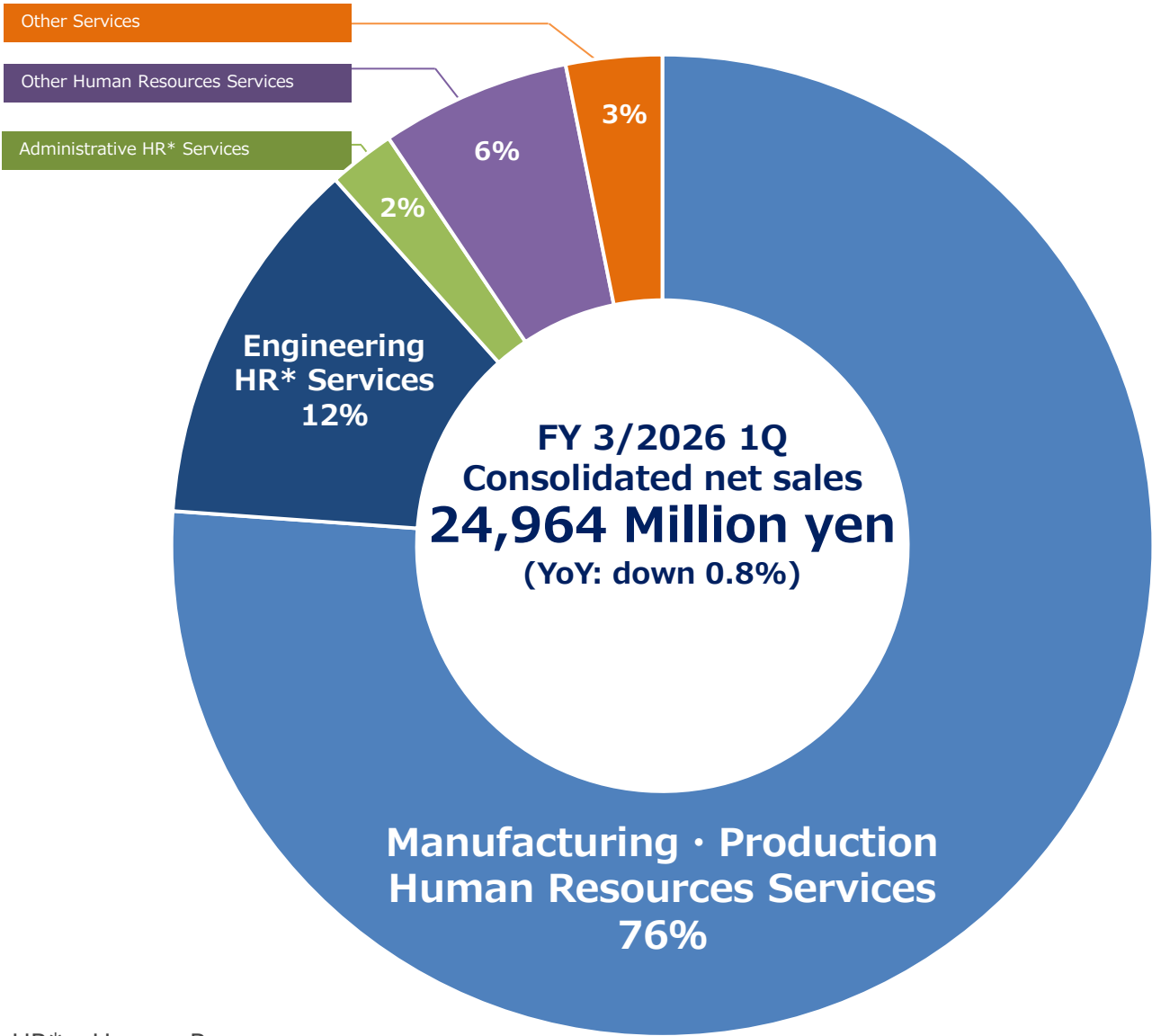
## List of Group Companies

NISSOホールディングス NISSO HOLDINGS Co., Ltd.		NISSO HOLDINGS Co., Ltd.			
<div>NISSO 日総工産株式会社</div>	NISSO CORPORATION	Manufacturing dispatching・contracting, employment placement, etc.	Manufacturing・Production Human Resources Services	Engineering Human Resources Services	
	Vector Shinwa Co., Ltd.	Manufacturing dispatching・contracting, etc.			
	EYE'S Co., Ltd.	Manufacturing dispatching, IT engineer dispatching, FA support, etc.			
	Nisso Brain Co., Ltd.	Administrative dispatching, BPO, etc.	Administrative Human Resources Services		
	Nikon Nisso Prime Corporation	Human resources dispatching, recruitment, etc.	Other Human Resources Services		
	Nisso Pure Co., Ltd.	Light work contracting, sale of goods, etc.			
<div>MantoMan Holdings</div>		Man to Man Holdings Co., Ltd.			
<div>Man to Man 株式会社</div>	Man to Man Co., Ltd.	Manufacturing dispatching・contracting, employment placement, etc.	Manufacturing・Production Human Resources Services	Engineering Human Resources Services	
	Man to Man Vietnam Co.,Ltd.	Recruitment, etc.			
	Man to Man Assist Corp.	Production・logistics consignment, etc.			
	Man to Man Animo Corp.	Web system development・government contracting business, etc.	Other Human Resources Services		
	TECHPORT CO., LTD.	Manufacturing system development contracting, etc.	Other Services		
Nisso Nifty Co., Ltd.	Facility nursing care, home-based nursing care, etc.				
All Japan Guard Co., Ltd.		Facility security・traffic security services, etc.			
Other affiliated companies		TSUNAGU GROUP HOLDINGS Inc., Leaf NxT Inc., SUBARU nw Sight Co., Ltd., Force Corporation			

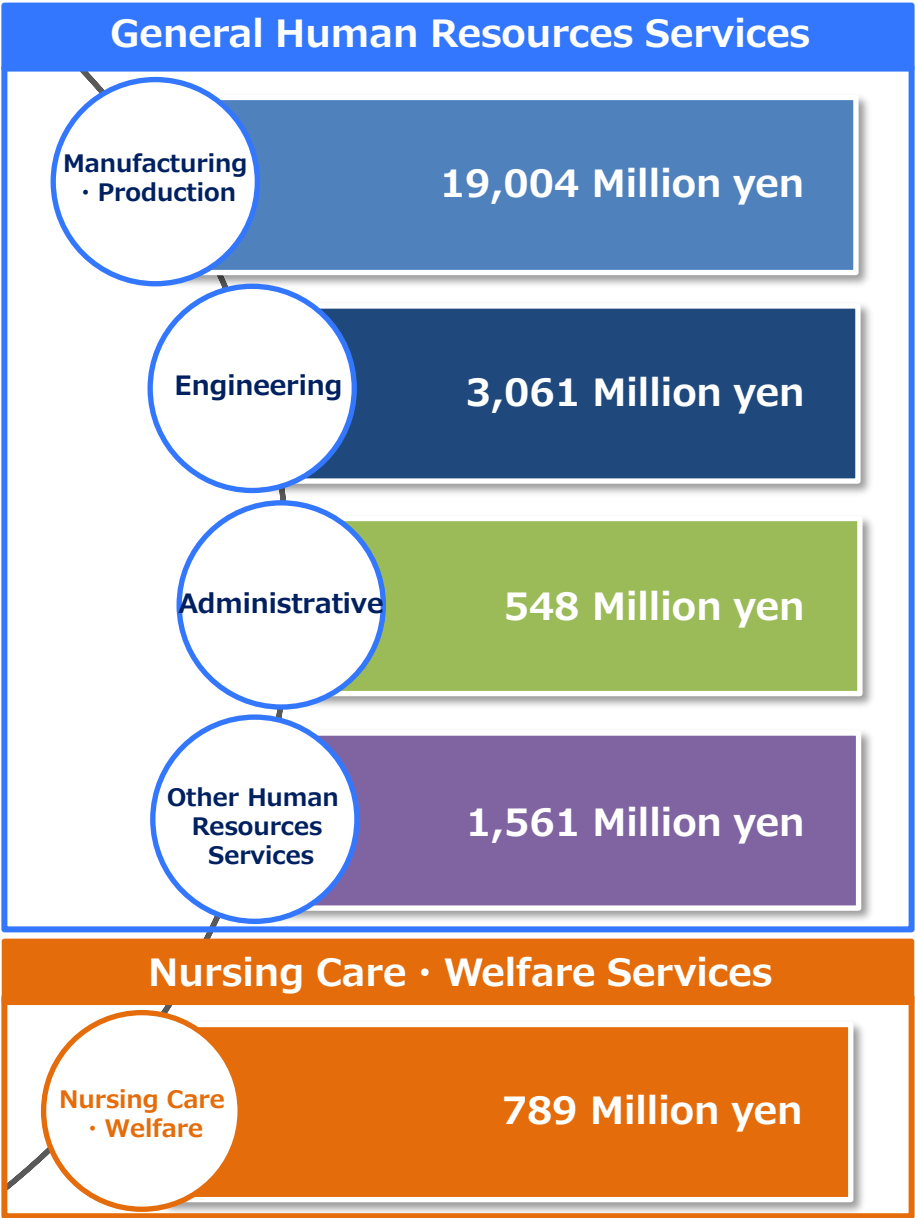


# Financial Results by Service: Net Sales by Service

※Internal transactions have been eliminated



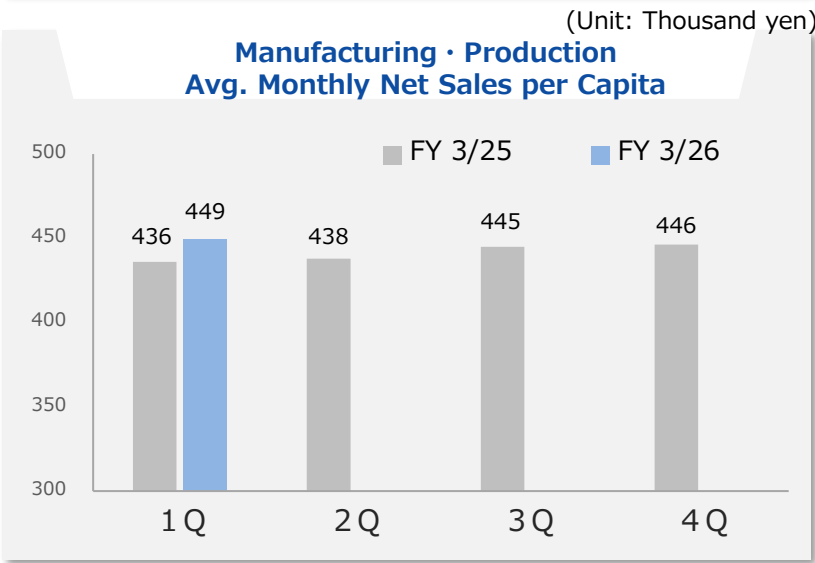
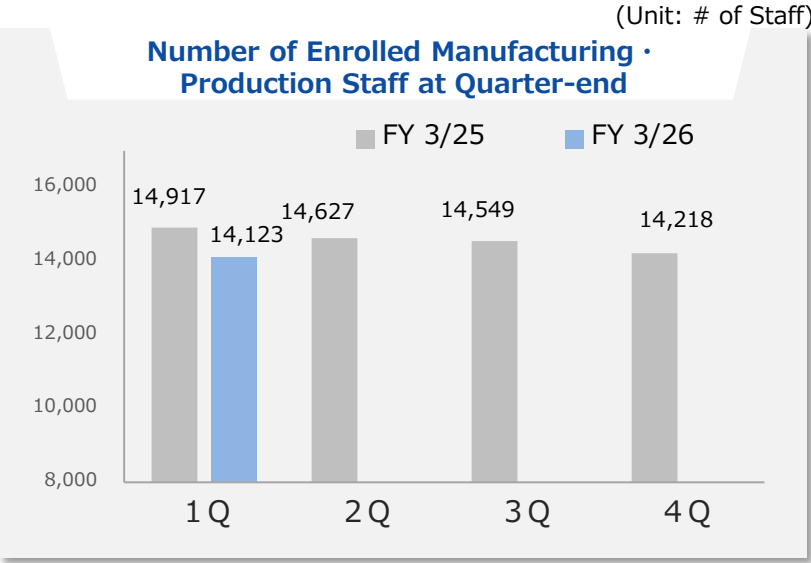
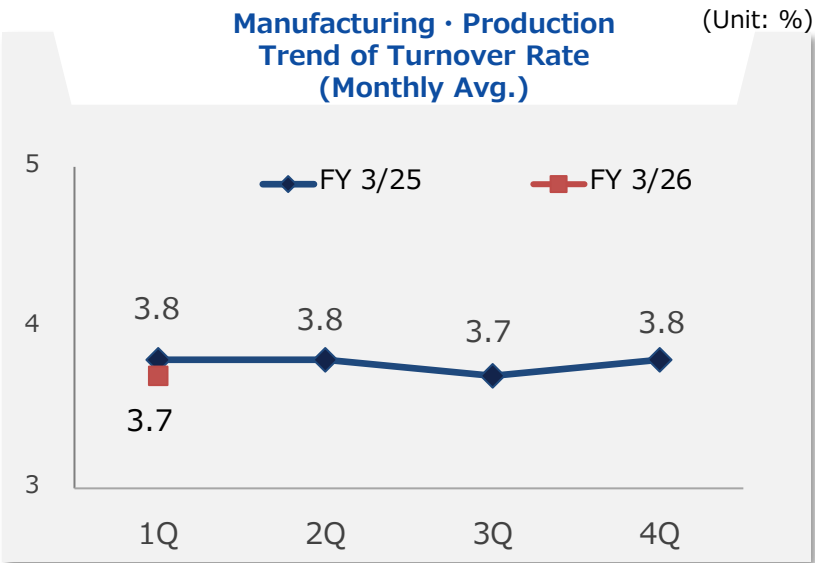
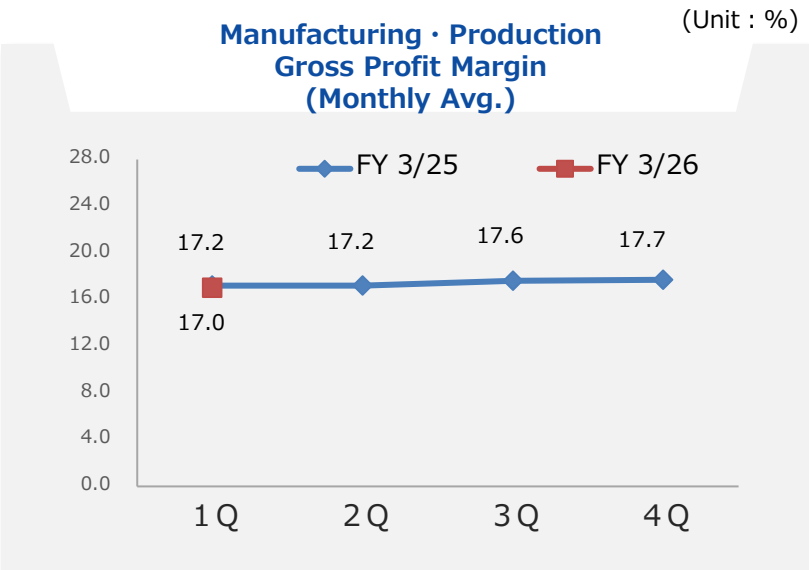
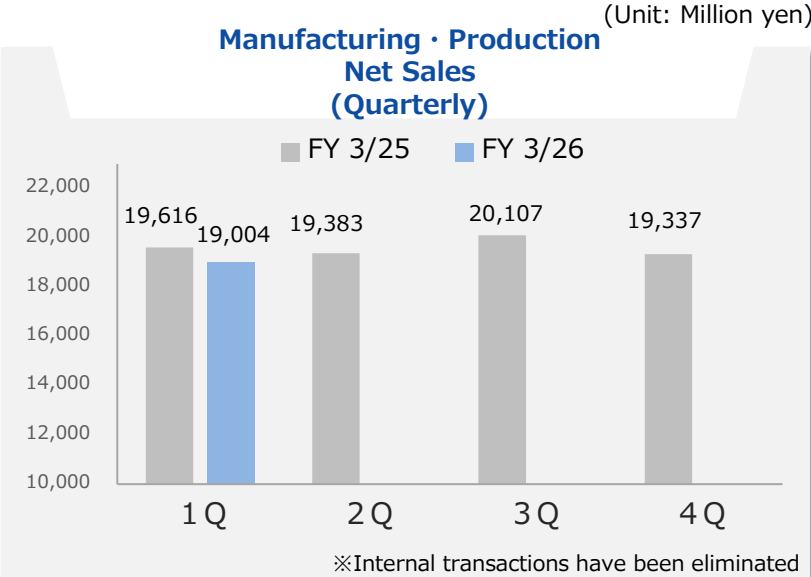
HR\* = Human Resources



# Financial Results by Service: Manufacturing · Production Human Resources Services

## Points

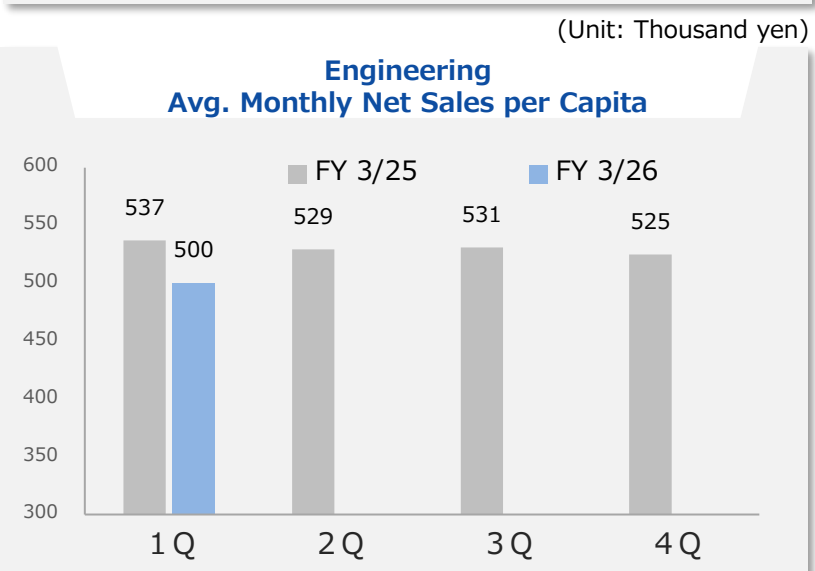
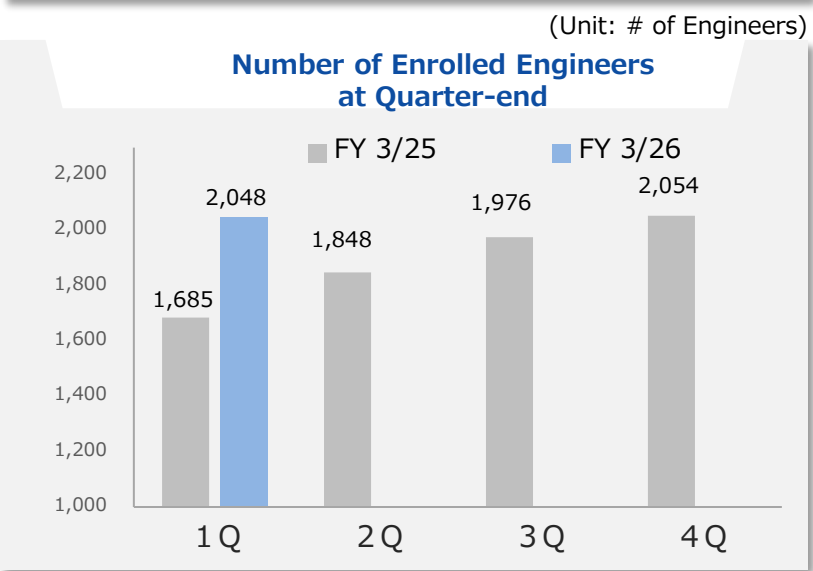
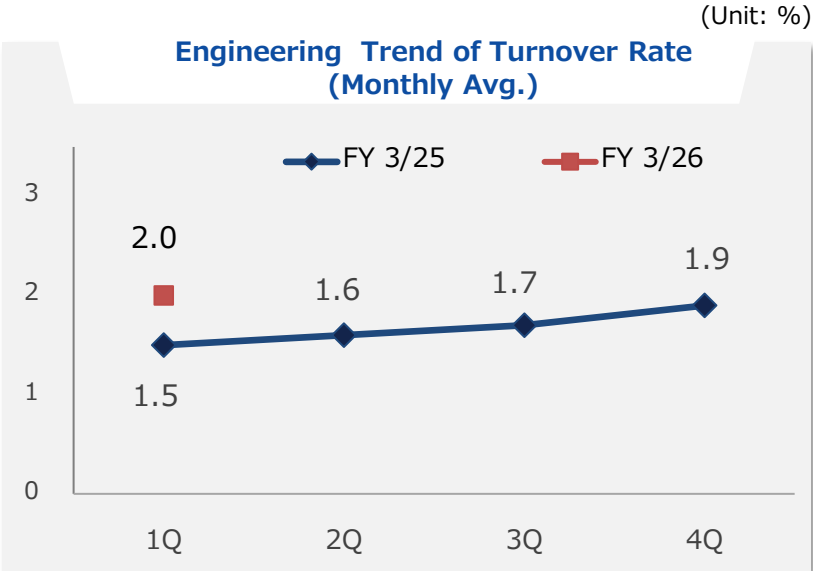
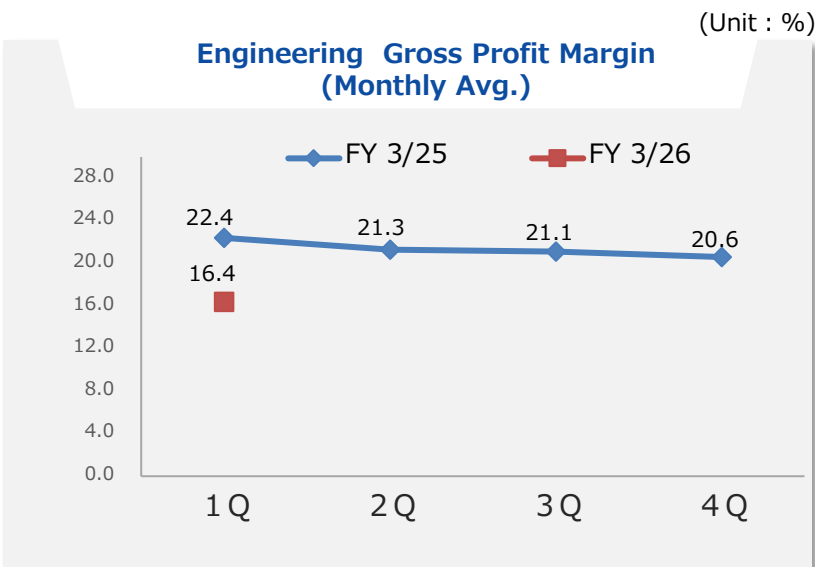
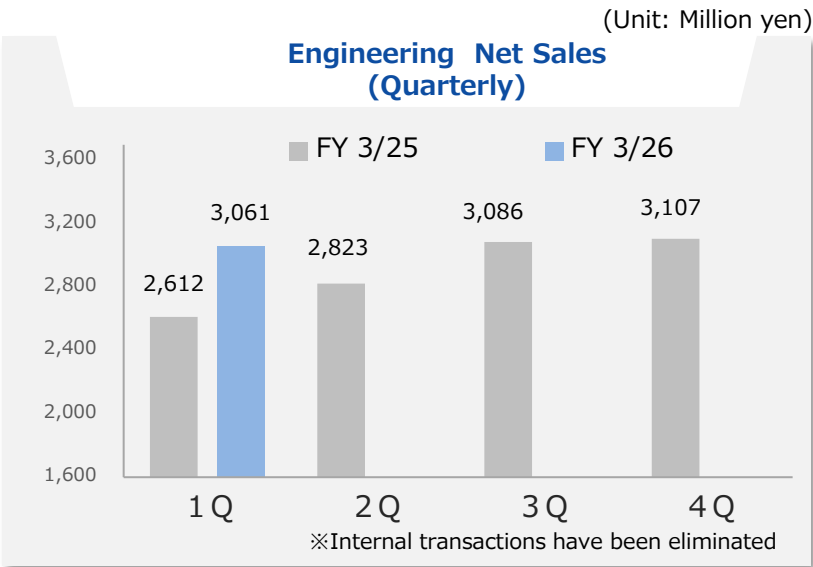
Manufacturing · production net sales decreased by 3.1% YoY due to a decrease in the number of enrolled staff in the Automotive and Electronics Industries, as well as the promotion of career changes to engineers.



# Financial Results by Service: Engineering Human Resources Services

## Points

Engineering net sales increased by 17.2% YoY, partly due to an increase in the number of enrolled engineers. On the other hand, although the gross profit margin is expected to decline due to the investment phase of development, it is expected to improve as personnel will be gradually assigned from 2Q onwards.



# Financial Results by Service: Administrative • Other Human Resources Services

## Administrative Human Resources Services

In 1Q, administrative net sales decreased by 4.4%, partly due to a decrease in the number of enrolled administrative staff.

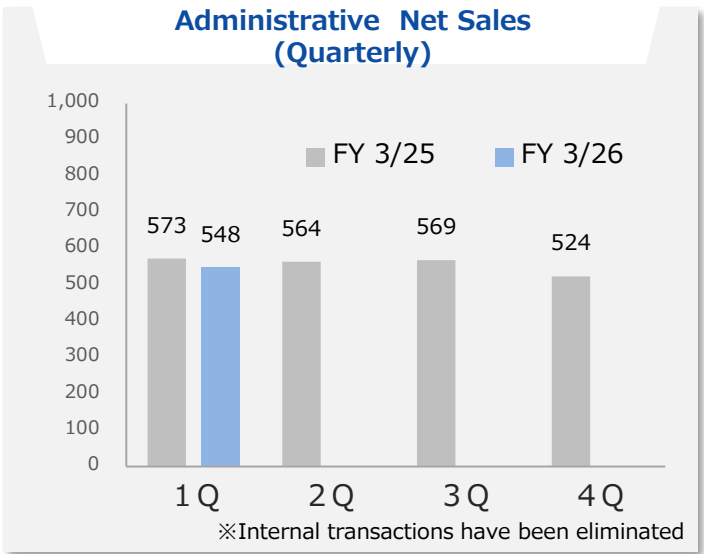
## Other Human Resources Services

- Nikon Nisso Prime Corporation supports the active participation of Prime employees, and the number of Prime employees in 1Q was 706.

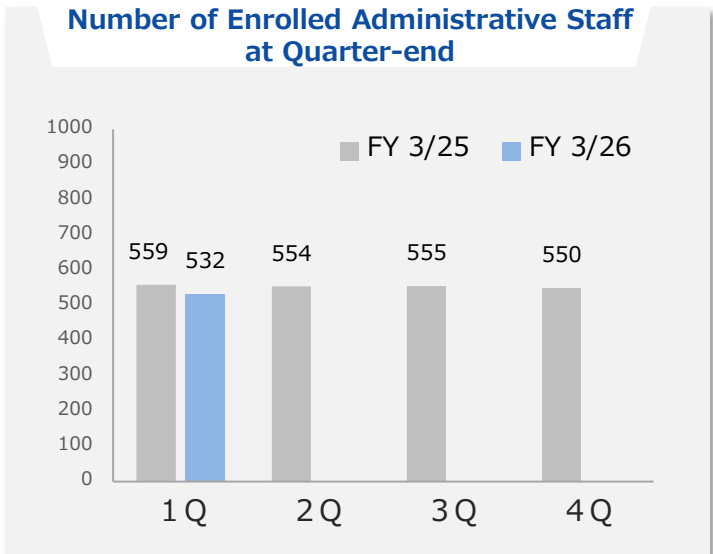
※Prime employees: Senior employees

- Nisso Pure Co., Ltd. has created a workplace environment where diverse human resources can flourish, and the number of employees with disabilities in 1Q was 250.

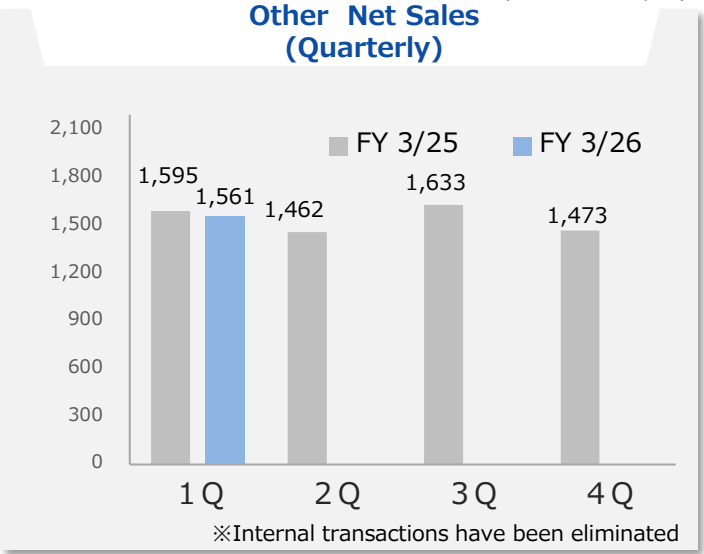
(Unit: Million yen)



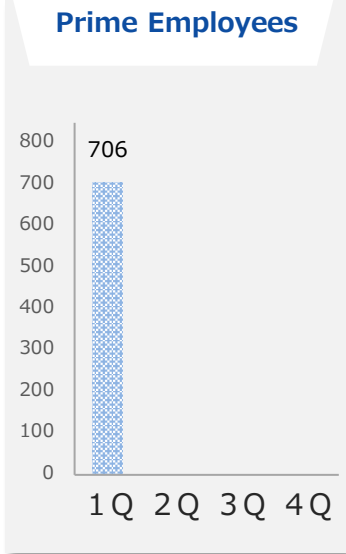
(Unit: # of Staff)



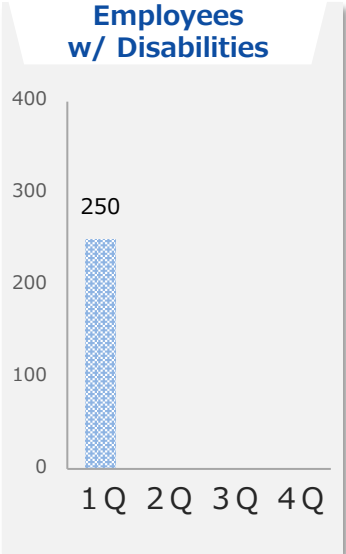
(Unit: Million yen)



(Unit: # of Employees)



(Unit: # of Employees)



### Points

- The overall occupancy rate of nursing care facilities remained at a high level of 94.5%.
- Net sales increased by 3.1% YoY.
- Gross profit increased by 15.2% YoY, due to an increase in users of day (nursing) care services.

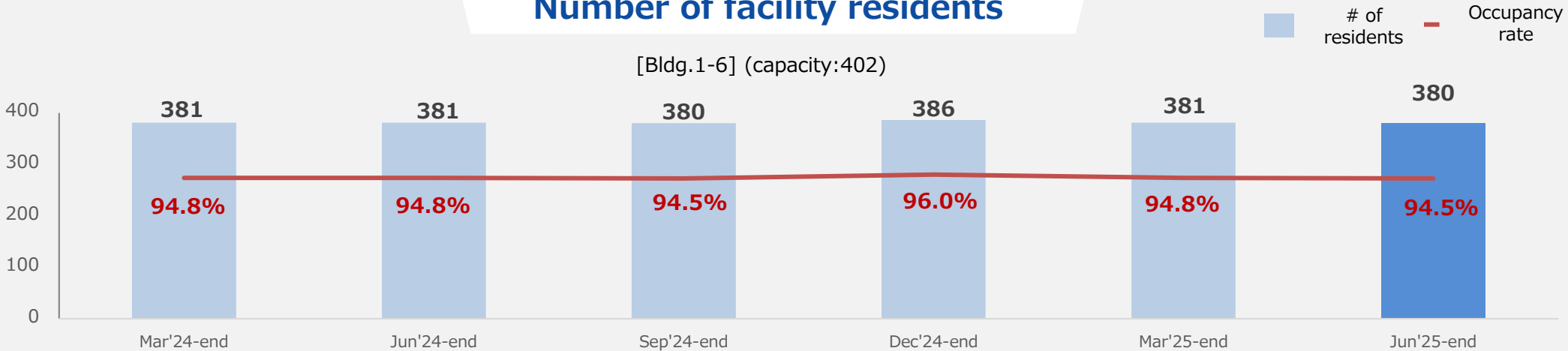
### ● Results of Nursing Care · Welfare Services

※Internal transactions have been eliminated  
(Unit: Million yen)

	FY 3/25 1Q	FY 3/26	Year-on-Year	
	Results	Results	Increase (Decrease)	% Change
Net sales	765	789	23	3.1%
Gross profit	86	99	13	15.2%

### Number of facility residents

(Unit: # of) residents



# Industry Strategy:

## FY 3/2026 1Q Net Sales by Industry

※Year-on-Year

(Unit: Million yen)

### Consolidated Net Sales Composition Ratios

Automotive Semiconductor Electronics

2,732 (10.9%)	(1.2%)	2,701 (10.8%)
3,259 (13.0%)	+ 12.2%	3,658 (14.7%)
10,209 (40.6%)	(2.7%)	9,934 (39.8%)

※ ( ) = % of consolidated net sales, Red = % of Year-on-Year growth rate













		Automotive Industry (Automobile manufacturing · EV-related manufacturing industry)	Semiconductor Industry (Semiconductor manufacturing industry)	Electronics Industry (Electronic equipment manufacturing industry)
1 S T  Q U A R T E R	NET SALES	Decreased	Increased	Decreased
	# OF ENROLLED STAFF	Decreased	Increased	Decreased
	OPERATING STATUS	Increased	Decreased	Increased
	PERSONNEL STATUS	Decreased	Increased	Same level

Shifted sales and recruitment resources to the Semiconductor Industry, which were less affected by U.S. tariffs

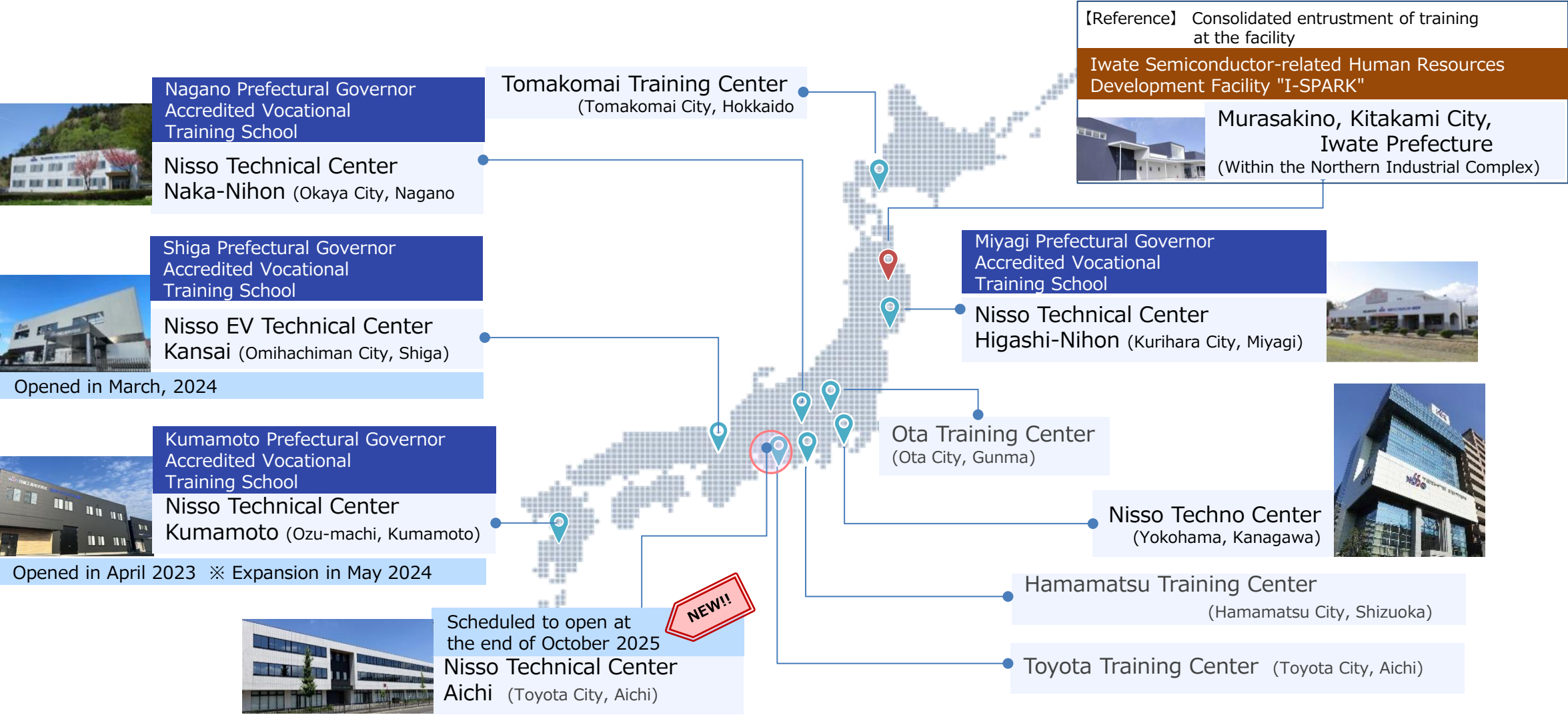
# Industry Strategy:

## FY 3/2026 Trends by Industry

※NISSO HOLDINGS' own forecasts

	Automotive Industry (Automobile manufacturing · EV-related manufacturing industry)		Semiconductor Industry (Semiconductor manufacturing industry)		Electronics Industry (Electronic equipment manufacturing industry)	
Capital Investment	Cloudy 	Will be at a standstill	Sunny 	Will expand	Cloudy 	Will stagnate
Production Trends	Cloudy 	Will have mixed increases · decreases in production	Cloudy & sometimes sunny 	Will increase gradually	Cloudy 	Will have mixed increases · decreases in production
Operational Trends	Cloudy 	Operations will normalize	Sunny 	Operations will normalize	Sunny 	Operations will normalize
Personnel Trends	Cloudy & sometimes sunny 	Increase in staff · stagnation will be mixed	Cloudy & sometimes sunny 	Will increase staff gradually	Cloudy 	Increase in staff · stagnation will be mixed

# Human Resources Development of the Nisso Group: Nationwide Network of Training Bases



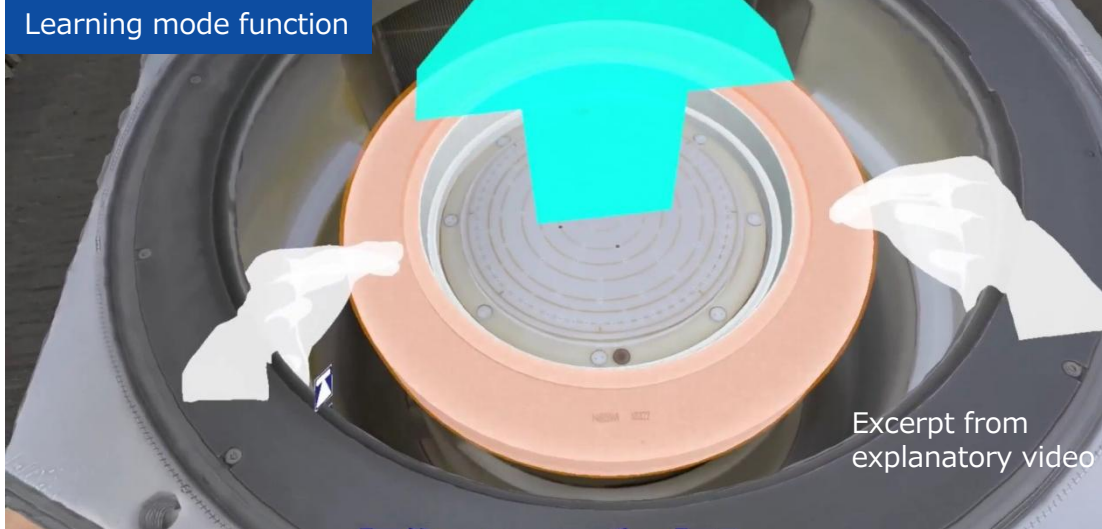


● FY 3/2026 1Q Educational achievements (total # of participants)

Points

- Engineer training decreased YoY.  
※ YoY: 534 (last FY)
- Demand for the NISSO HR Development Service (external employee training) is seasonal but steadily growing.  
※YoY: 139 (last FY)

Classification	Training content	FY 3/26 1Q
(Direct) Engineer training	Manufacturing equipment maintenance · manufacturing equipment technology Mechanical design · production technology Special education for industrial robots, etc.	477
(Direct) Manufacturing · production training	<i>MONOZUKURI</i> (manufacturing) education Foreman education Hazard simulation education, etc.	3,751
(Direct) Other training	Regular compliance education Career support training Qualification (enhancement) training, etc.	712
Nursing care · welfare training	Elder abuse prevention · physical restraint abolition training Accident prevention risk management training Infectious disease · food poisoning prevention training, etc.	444
Total		5,384
External employee training (Entrusted)	Fundamentals of mechanical maintenance Fundamentals of manufacturing equipment Hazard simulation education, etc.	325



## Development of XR Education System for Semiconductor Human Resources Development

- An education system (the “system”) utilizing MR・VR has been completed and is now in operation at Technical Centers nationwide
- With this system, it is possible to learn basic knowledge of semiconductor manufacturing equipment (etching equipment) and procedures of chamber cleaning work regardless of location
- Management of course results and comprehension checks can be managed on the system, contributing to the improvement of the quality and quantity of engineers

※Introduction video URL: <https://youtu.be/YnrOqVjAV6Q> (in Japanese only)



## New Training Facility Scheduled to Open at the End of October 2025

- Nisso Technical Center Aichi is scheduled to open in Toyota City, Aichi at the end of October 2025
- In addition to training that combines technical education and skills training, we also strive to develop human resources capable of utilizing smart technology
- With the aim of passing on knowledge and technology to foster future-ready capabilities and to improve the technical capabilities that can be utilized in the field, we are engaging in the practical development of human resources that goes beyond mere knowledge

# Future Prospects:

## FY 3/2026 Full-year Consolidated Forecasts

● FY 3/2026 Full-year Consolidated Forecast (April 1, 2025 ~ March 31, 2026)

(Unit: Million yen)

	FY 3/25 Results		FY 3/26 Forecast		Year-on-Year	
	Results	% of Total	Forecast	% of Total	Increase (Decrease)	% Change
Net sales	101,560	100.0%	115,000	100.0%	13,439	13.2%
Operating profit	3,555	3.5%	4,000	3.5%	444	12.5%
Ordinary profit	3,563	3.5%	4,000	3.5%	436	12.2%
Profit attributable to owners of parent	1,935	1.9%	2,500	2.2%	564	29.1%

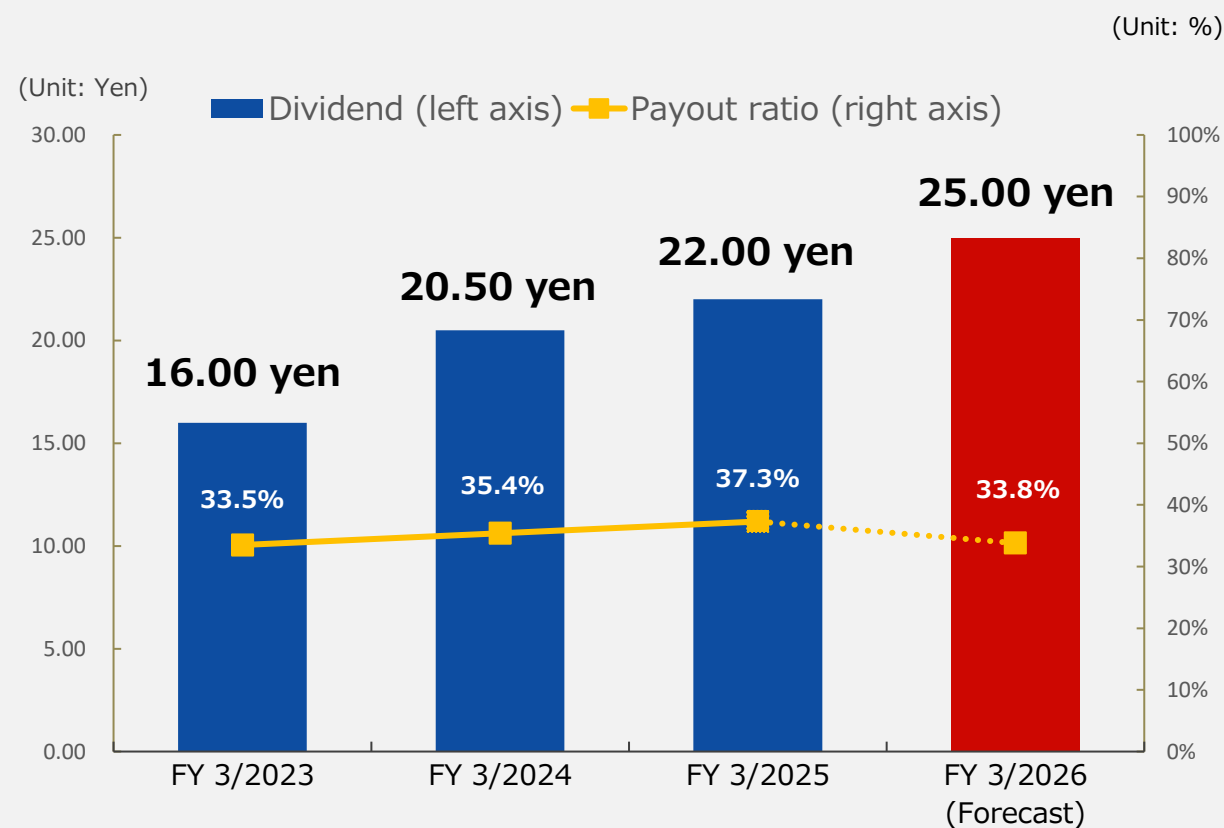
## Basic Policy

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.

## FY 3/2026 Dividend Forecast

NISSO HOLDINGS expects to pay a dividend of 25.00 yen per share (consolidated dividend payout ratio of 33.8%).

## Dividend and Payout Ratio



※Until FY 3/2023, the figures for NISSO CORPORATION before the holding company structure are presented.

# Financial Condition: Consolidated Balance Sheet

(Unit: Million yen, %)

## Point

### ① Business combinations

Assets and liabilities increased due to an increase in consolidated subsidiaries resulting from the acquisition of shares.

### ② Tax payments

"Income taxes payable" of current liabilities decreased due to the payment of income taxes and other taxes.

### ③ Bonus payments

Due to the payment of summer bonuses in June, "provision for bonuses" of current liabilities decreased.

### ④ Borrowings · repayments

"Short-term loans payable" of current liabilities increased due to the procurement of short-term working capital. In addition, "long-term loans payable" of non-current liabilities decreased due to the scheduled repayment of borrowings.

### ⑤ Overall

As a result of the above, total assets increased by 13.0%, total liabilities increased by 27.6%, and total net assets increased by 0.3% compared to the end of the previous fiscal year, resulting in an equity ratio of 46.9%.

	Mar. 2025-end		Jun. 2025-end		Increase (Decrease)
	Amount	% of Total	Amount	% of Total	
<b>Current assets</b>	<b>20,408</b>	<b>65.3</b>	<b>21,370</b>	<b>60.5</b>	<b>961</b>
Cash and deposits	8,186	26.2	7,217	20.4	(968)
Notes and accounts receivable - trade	11,223	35.9	12,577	35.6	1,354
<b>Non-current assets</b>	<b>10,867</b>	<b>34.7</b>	<b>13,957</b>	<b>39.5</b>	<b>3,089</b>
Property, plant and equipment	5,337	17.1	5,624	15.9	287
Intangible assets	1,414	4.5	3,657	10.4	2,242
Investments and other assets	4,115	13.2	4,675	13.2	559
<b>Total assets</b>	<b>31,276</b>	<b>100.0</b>	<b>35,328</b>	<b>100.0</b>	<b>4,051</b>
<b>Current liabilities</b>	<b>12,233</b>	<b>39.1</b>	<b>16,056</b>	<b>45.4</b>	<b>3,822</b>
Short-term loans payable	-	-	2,400	6.8	2,400
Accrued expenses	6,174	19.7	7,565	21.4	1,390
Income taxes payable	771	2.5	38	0.1	(733)
Provision for bonuses	1,551	5.0	935	2.6	(615)
<b>Non-current liabilities</b>	<b>2,247</b>	<b>7.2</b>	<b>2,425</b>	<b>6.9</b>	<b>177</b>
Long-term loans payable	1,038	3.3	915	2.6	(122)
<b>Total liabilities</b>	<b>14,481</b>	<b>46.3</b>	<b>18,481</b>	<b>52.3</b>	<b>4,000</b>
<b>Shareholders' equity</b>	<b>16,399</b>	<b>52.4</b>	<b>16,462</b>	<b>46.6</b>	<b>63</b>
<b>Non-controlling interests</b>	<b>295</b>	<b>0.9</b>	<b>285</b>	<b>0.8</b>	<b>(9)</b>
<b>Total net assets</b>	<b>16,795</b>	<b>53.7</b>	<b>16,846</b>	<b>47.7</b>	<b>50</b>
<b>Total liabilities and net assets</b>	<b>31,276</b>	<b>100.0</b>	<b>35,328</b>	<b>100.0</b>	<b>4,051</b>

働きものを、幸せものに。

Making hardworking people, happy.



The forward-looking statements and performance forecasts contained in this document are forecasts determined by NISSO HOLDINGS based on information available at the time of preparation, and include potential risks and uncertainties. Therefore, please be aware that the actual results may differ greatly from the forward-looking statements described due to changes in various factors.

〈For future IR-related inquiries〉

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