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

Financial Results Explanatory Materials for the First Quarter of FY March 2027

NISSO HOLDINGS

August 2026

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FY March 2027 1Q Summary

- Consolidated net sales increased by 17.3% year-on-year due to an increase in the number of enrolled staff as a result of M&A contributions and a rise in billing unit-costs
- Consolidated operating profit increased by 64.7% year-on-year due to an improvement in the gross profit margin

- In addition to the situation in the Middle East, the Automotive Industry is currently in a phase of restructuring its electrification strategy, and with HEVs (hybrid electric vehicles) and BEVs (battery electric vehicles) coexisting in the market, demand for human resources has entered a wait-and-see phase. As a result, although the number of enrolled staff decreased year-on-year, net sales decreased slightly due to higher billing unit-costs and other factors
- The Semiconductor Industry continued to expand its human resources needs against the backdrop of growing demand for data centers and AI, and both the number of enrolled staff and net sales increased steadily
- In the Engineering Human Resources Services, the demand for human resources in the highly skilled area in the Semiconductor Industry has expanded, the number of enrolled staff and net sales have both increased, and the gross profit margin has improved

Financial Results Summary:
FY March 2027 1Q Consolidated Financial Results Highlights

NISSO HOLDINGS

Year-on-year: Net sales up 17.3% Operating profit up 64.7% Ordinary profit up 64.4% Profit up 91.0%

（単位：百万円）

	FY March 26 1Q		FY March 27 1Q		Year-on-Year	
	Results	% of Total	Results	% of Total	Increase (Decrease)	% Change
Net sales	**24,964**	100.0%	**29,282**	100.0%	**4,318**	17.3%
Gross profit	**4,050**	16.2%	**4,923**	16.8%	**873**	21.6%
SG&A expenses	**3,620**	14.5%	**4,216**	14.4%	**595**	16.5%
Operating profit	**429**	1.7%	**707**	2.4%	**277**	64.7%
Ordinary profit	**432**	1.7%	**711**	2.4%	**278**	64.4%
Profit attributable to owners of parent	**224**	0.9%	**428**	1.5%	**204**	91.0%

※Profit attributable to owners of parent for the corresponding quarter of the previous fiscal year is based on the revised amount after the provisional accounting treatment was finalized.

In our core Manufacturing・Production Human Resources Services business, the increase in the number of enrolled staff contributed to net sales growth

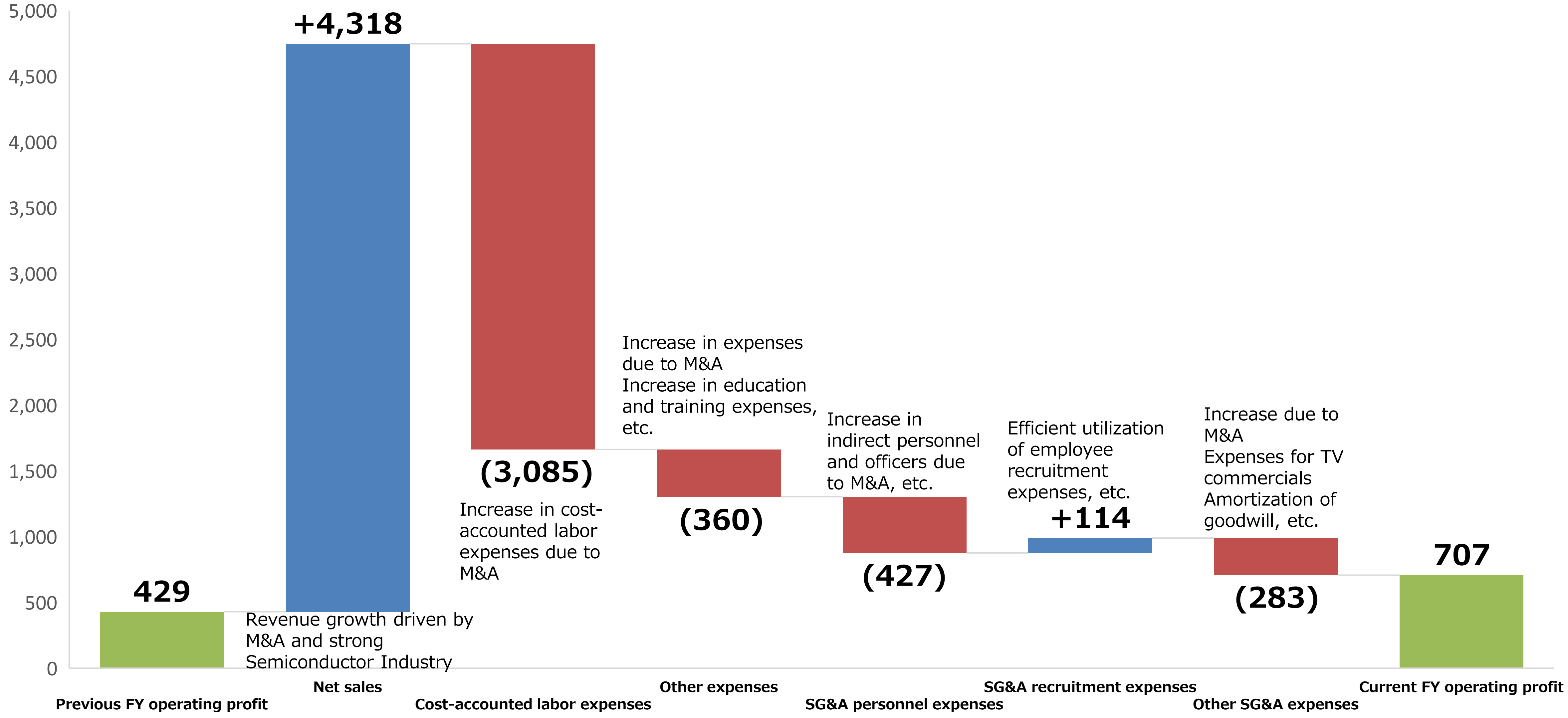
In addition to increased net sales, the rise in billing unit-costs, etc., were also factors that boosted earnings

Gross profit expanded, and profit growth outpaced the increase in SG&A expenses

Financial Results Summary:
FY March 2027 1Q Analysis of Changes in Consolidated Operating Profit

NISSO HOLDINGS

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



Financial Results Summary:
FY March 2027 Quarterly Consolidated Financial Results

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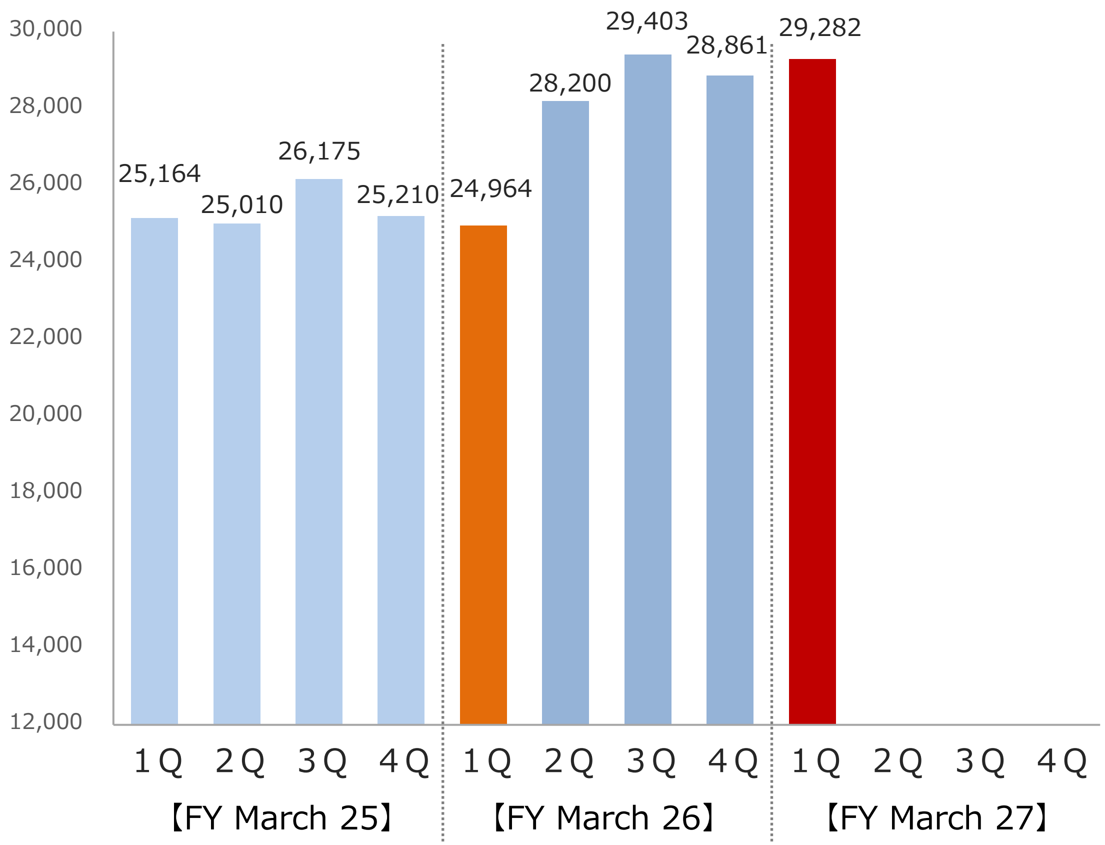
Net sales increased by 17.3% YoY, driven by the strong performance in the Semiconductor Industry (semiconductor manufacturing industry) and operating profit increased by 64.7%

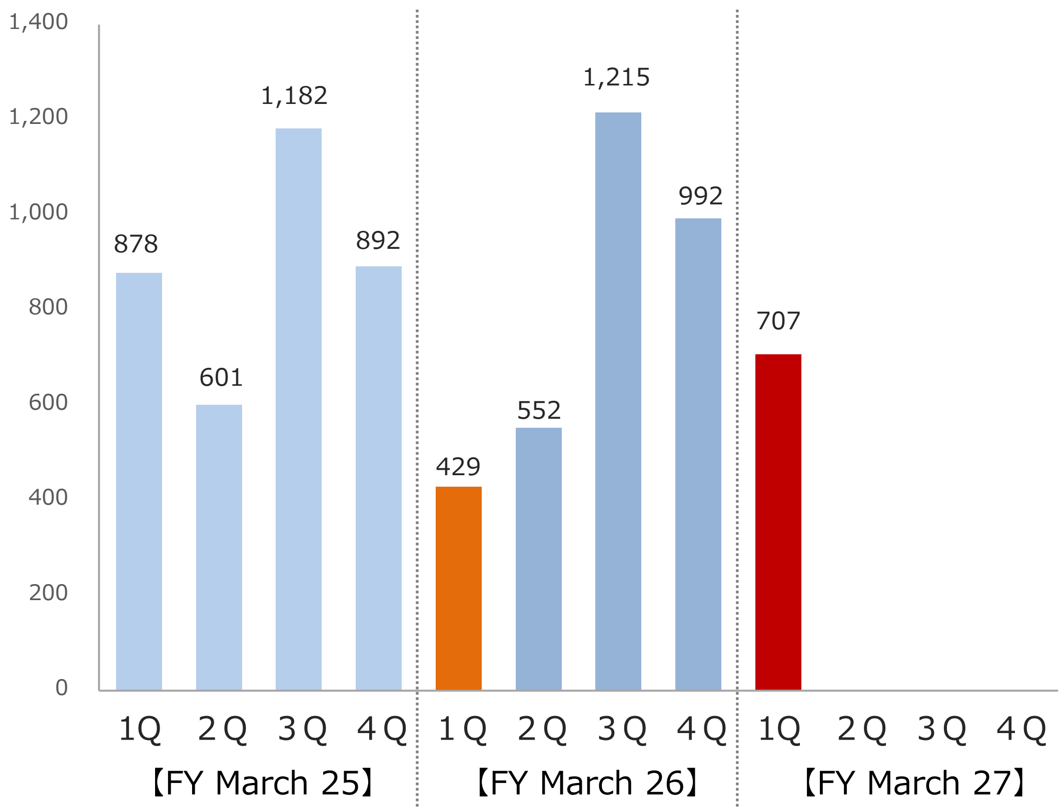
Net sales

(Unit: Million yen)



Operating profit

(Unit: Million yen)



Financial Results by Service: List of Group Companies

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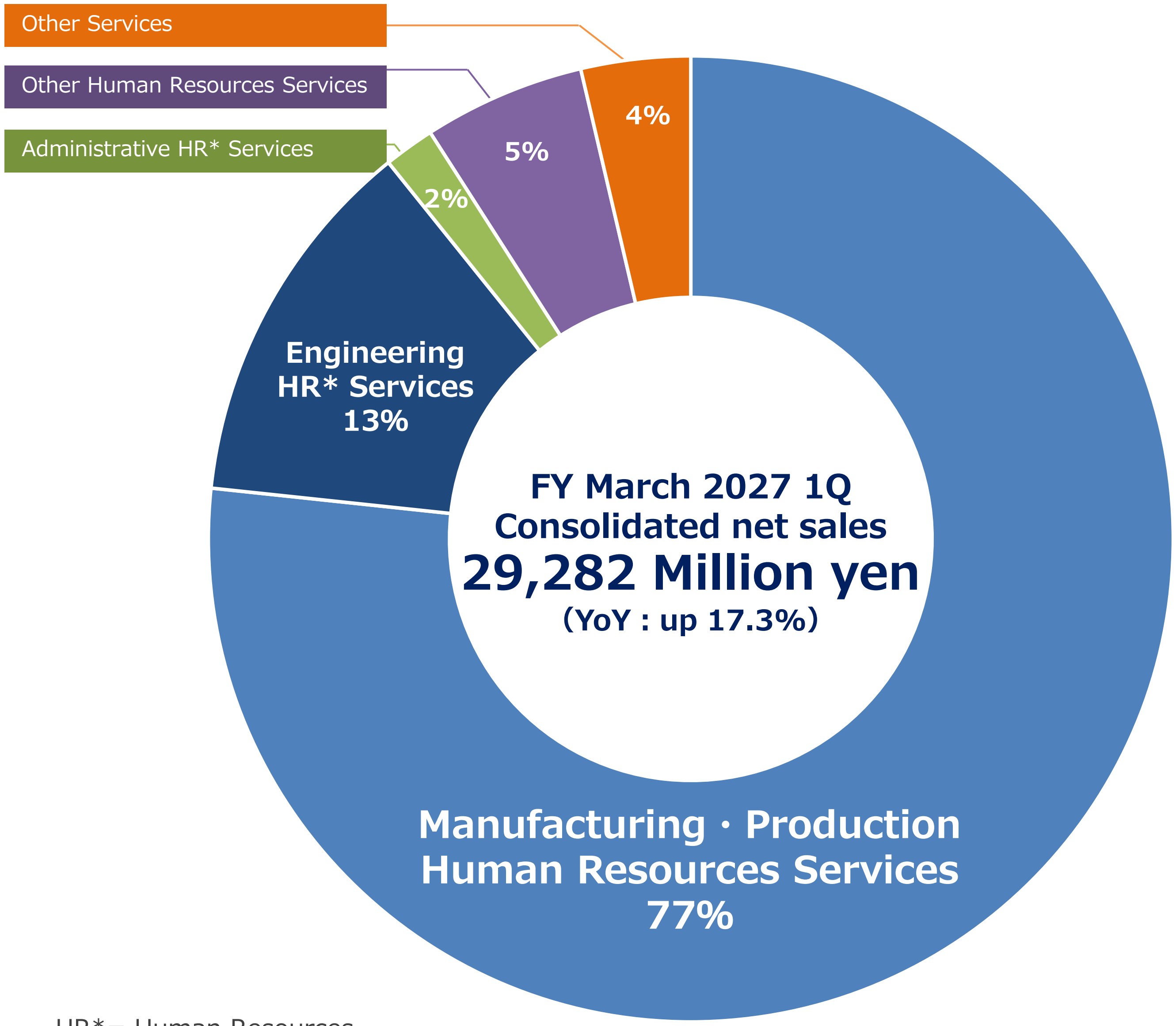
NISSOホールディングス	NISSO HOLDINGS Co., Ltd.		
日総工産株式会社	NISSO CORPORATION	Manufacturing dispatching・contracting, employment placement, etc.	Manufacturing・Production Human Resources Services / Engineering Human Resources Services
Vector Shinwa	Vector Shinwa Co., Ltd.	Manufacturing dispatching・contracting, etc.	Manufacturing・Production Human Resources Services / Engineering Human Resources Services
Nisso Brain	Nisso Brain Co., Ltd.	Administrative dispatching, BPO, etc.	Administrative Human Resources Services
株式会社ニコン日総プライム	NIKON NISSO PRIME CORPORATION	Human resources dispatching, recruitment, etc.	Other Human Resources Services
日総ぴゅあ株式会社	Nisso Pure Co., Ltd.	Light work contracting, sale of goods, etc.	Other Human Resources Services
Man to Man 株式会社	Man to Man Co., Ltd.	Manufacturing dispatching・contracting, employment placement, etc.	Manufacturing・Production Human Resources Services / Engineering Human Resources Services
Man to Man Vietnam	Man to Man Vietnam Co., Ltd.	Recruitment, etc.	Manufacturing・Production Human Resources Services / Engineering Human Resources Services
Man to Man Assist	Man to Man Assist. Corp.	Production・logistics consignment, etc.	Manufacturing・Production Human Resources Services / Engineering Human Resources Services
animo STYLE	Man to Man Animo Corp.	Web system development・government contracting business, etc.	Other Human Resources Services
TECHPORT テックポート株式会社	TECHPORT CO., LTD.	Manufacturing system development contracting, etc.	Other Services
日総ニフティ株式会社	Nisso Nifty Co., Ltd.	Facility nursing care, home-based nursing care, etc.	Other Services
All Japan Guard Co., Ltd.		Facility security・traffic security services, etc.	Other Services
Other affiliated companies	TSUNAGU GROUP HOLDINGS Inc., Leaf NxT Inc., SUBARU nw Sight Co., Ltd.		

※Man to Man Co., Ltd. absorbed Man to Man Holdings Co., Ltd. effective June 1, 2026, and NISSO CORPORATION absorbed EYE'S Co., Ltd. effective July 1 of the same year.

Financial Results by Service: Net Sales by Service

※Internal transactions have been eliminated



HR*= Human Resources

General Human Resources Services

Manufacturing・Production	22,453 Million yen
Engineering	3,672 Million yen
Administrative	497 Million yen
Other Human Resources Services	1,585 Million yen

Other Services (Nursing Care・Welfare・Security, etc.)

Other	1,073 Million yen

Financial Results by Service: Manufacturing・Production Human Resources Services

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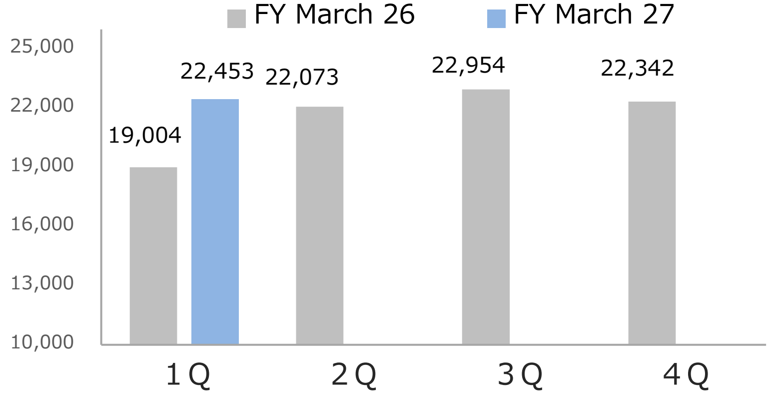
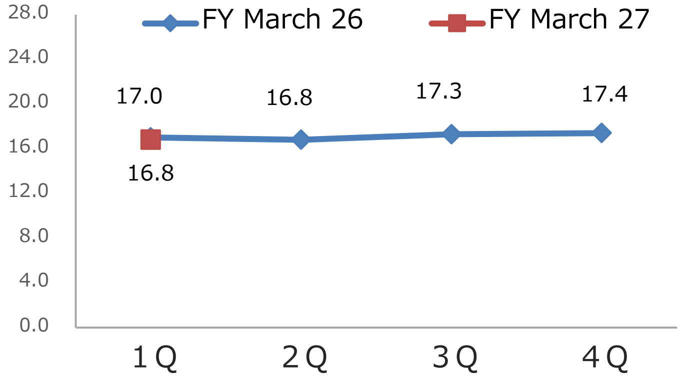
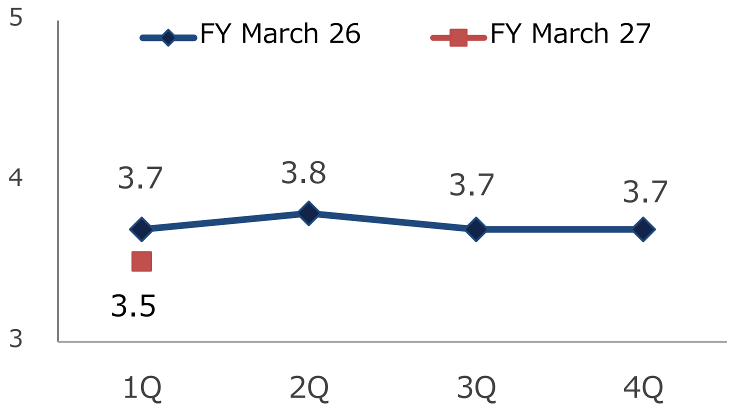
Points

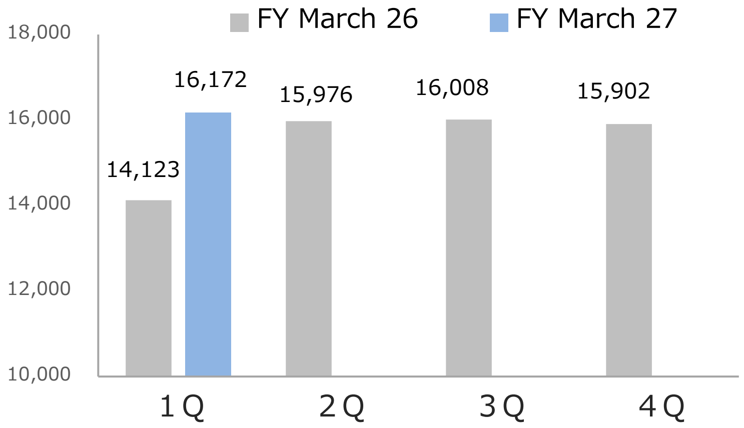
- In 1Q, manufacturing・production net sales increased by 18.1% YoY, partly due to an increase in the number of enrolled manufacturing・production staff
- Net sales per capita also increased by 3.7% YoY

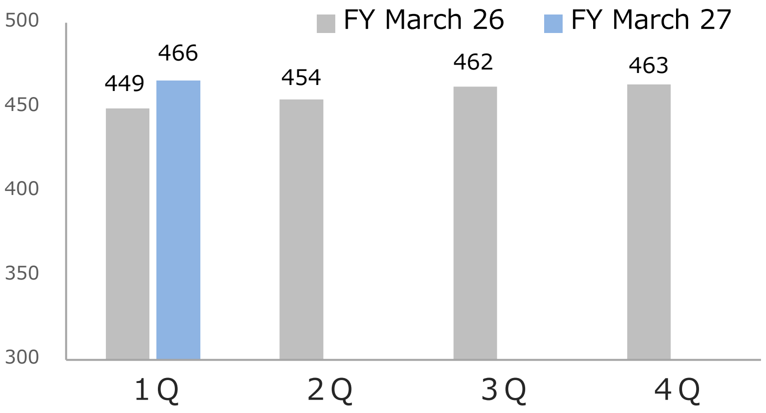


※Internal transactions have been eliminated









Financial Results by Service: Engineering Human Resources Services

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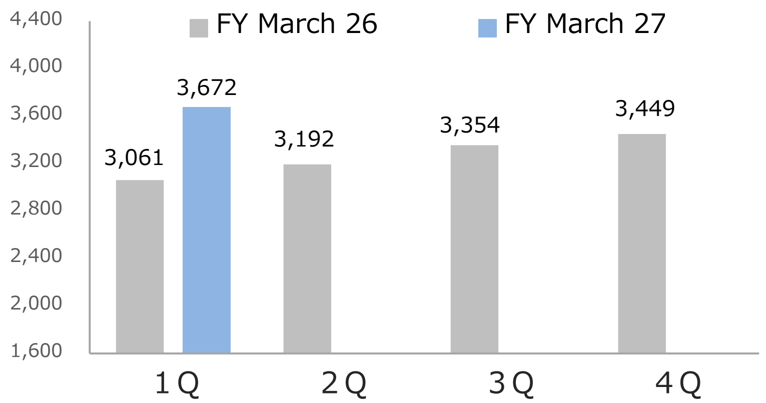
Points

- In 1Q, the number of enrolled engineers increased, and net sales increased by 20.0% YoY as demand caught up with upfront investments made in anticipation of growing semiconductor demand
- Net sales per capita also increased by 7.2% YoY due to higher billing unit-costs, increased operating hours, etc.
- The gross profit margin improved by 2.9 percentage points YoY

(Unit: Million yen)

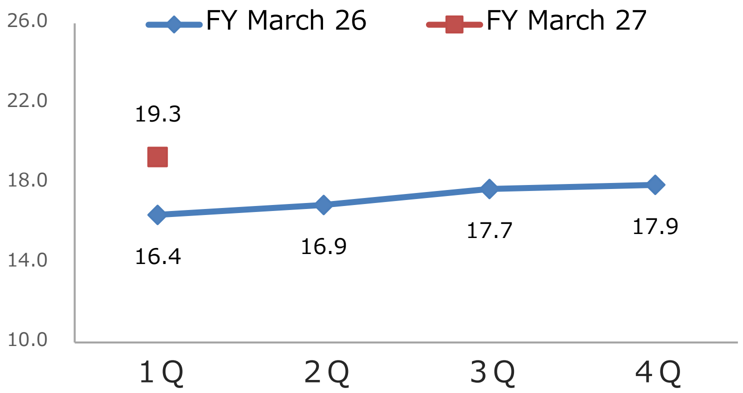
Engineering Net Sales (Quarterly)



※Internal transactions have been eliminated

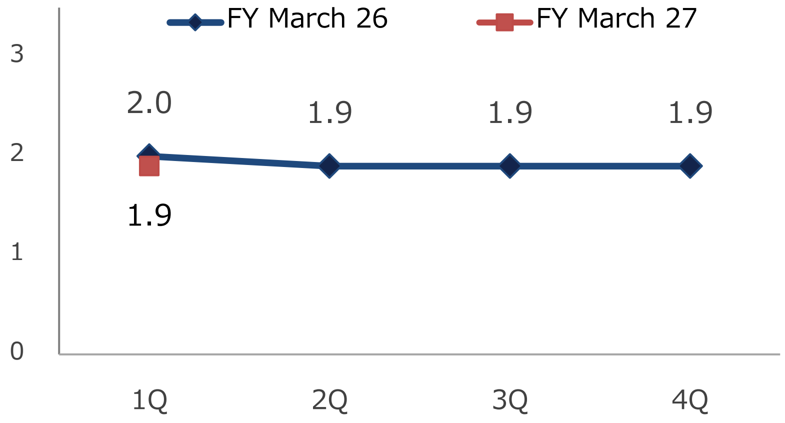
(Unit : %)

Engineering Gross Profit Margin



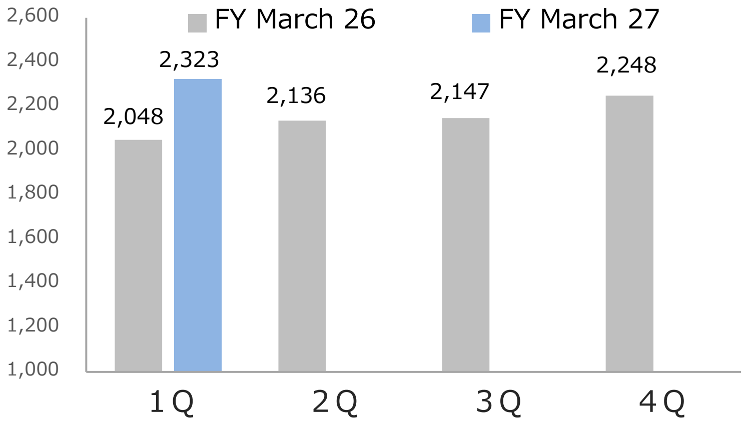
(Unit: %)

Engineering Trend of Turnover Rate (Monthly Avg.)



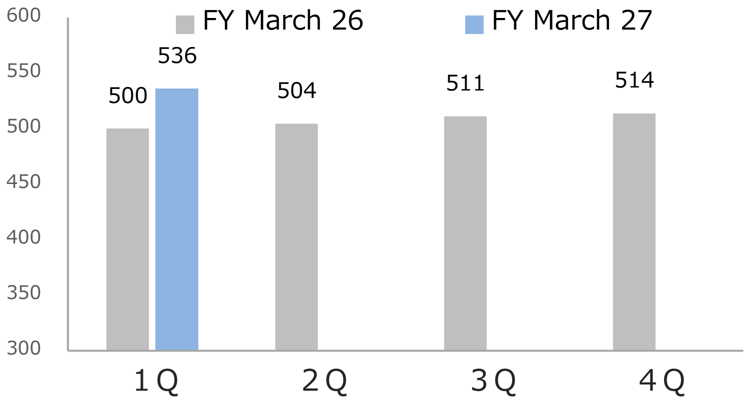
(Unit: # of Engineers)

Number of Enrolled Engineers at Quarter-end



(Unit: Thousand yen)

Engineering Avg. Monthly Net Sales per Capita



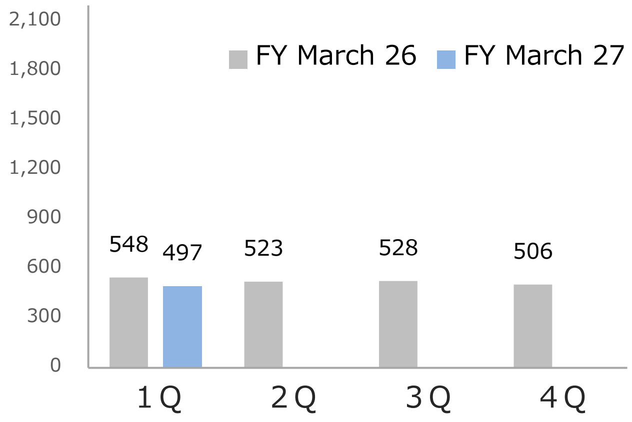
Financial Results by Service:
Administrative・Other Human Resources Services

Administrative Human Resources Services

In 1Q, administrative net sales decreased by 9.3% YoY, partly due to a decrease in the number of enrolled administrative staff

(Unit: Million yen)

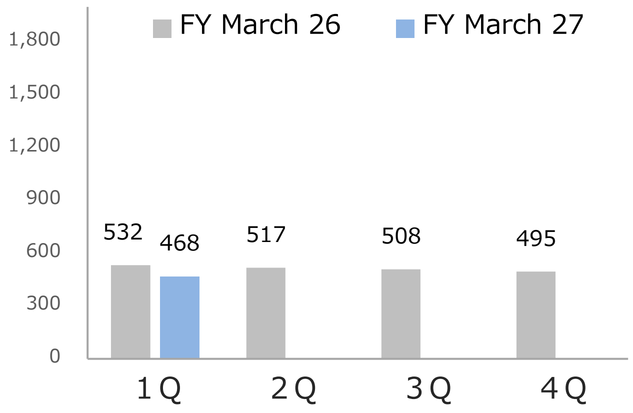
Administrative Net Sales (Quarterly)



※Internal transactions have been eliminated

(Unit: # of Staff)

Number of Enrolled Administrative Staff at Quarter-end

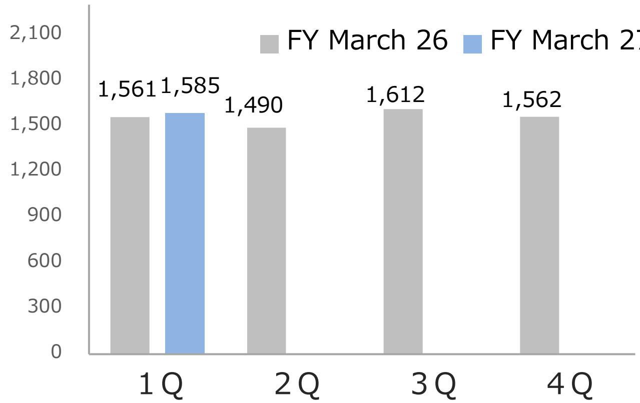


Other Human Resources Services

In 1Q, net sales of Other Human Resources Services increased by 1.5% YoY, partly due to an increase in diversity human resources

(Unit: Million yen)

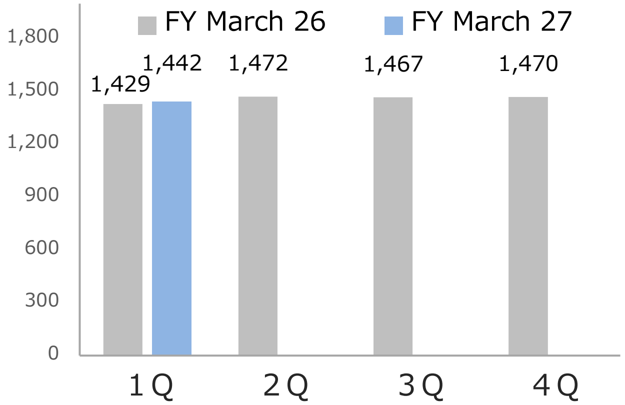
Other Net Sales (Quarterly)



※Internal transactions have been eliminated

(Unit: # of Staff)

Number of Enrolled Other Human Resources at Quarter-end



Financial Results by Service:
Other Services (Nursing Care・Welfare・Security, etc.)

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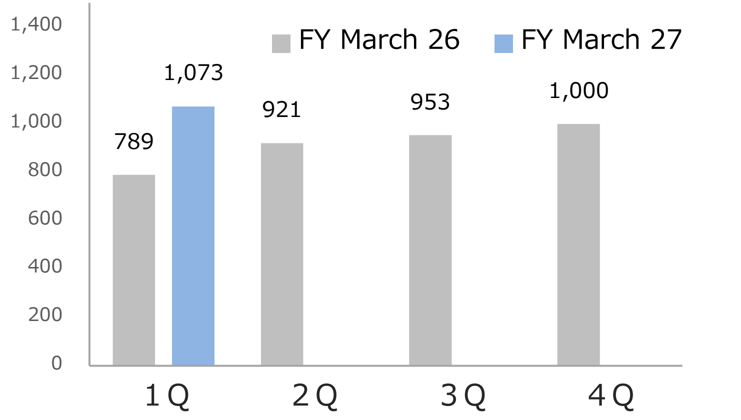
Points

- Other services include nursing care・welfare services, security services, and manufacturing system development contracting, etc
- In 1Q, net sales of Other Services increased by 36.0% YoY partly due to contributions from M&A
- The overall occupancy rate for nursing care facilities in the Nursing Care・Welfare Services, which account for the largest net sales, remained at a high level of 93.0%
- The gross profit margin improved by 11.5 percentage points YoY

(Unit: Million yen)

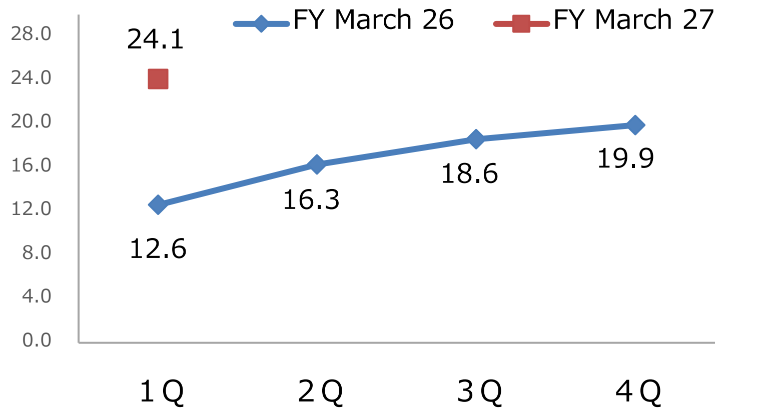
Other Services Net Sales (Quarterly)



※Internal transactions have been eliminated

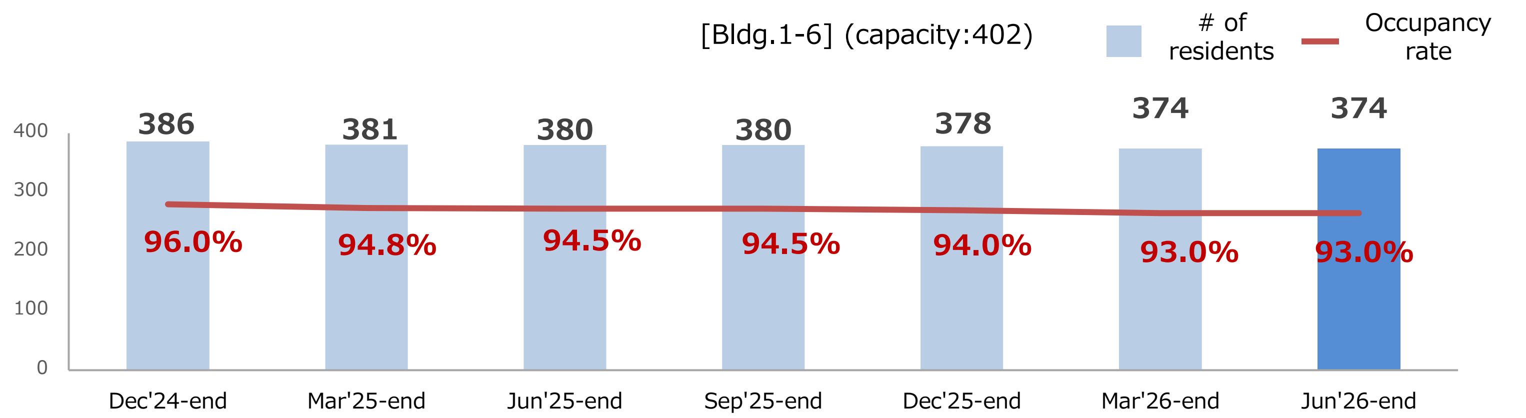
(Unit: %)

Other Services Gross Profit Margin



(Unit: # of residents)

Number of nursing care facility residents



Industry Strategy:
Net Sales by Industry

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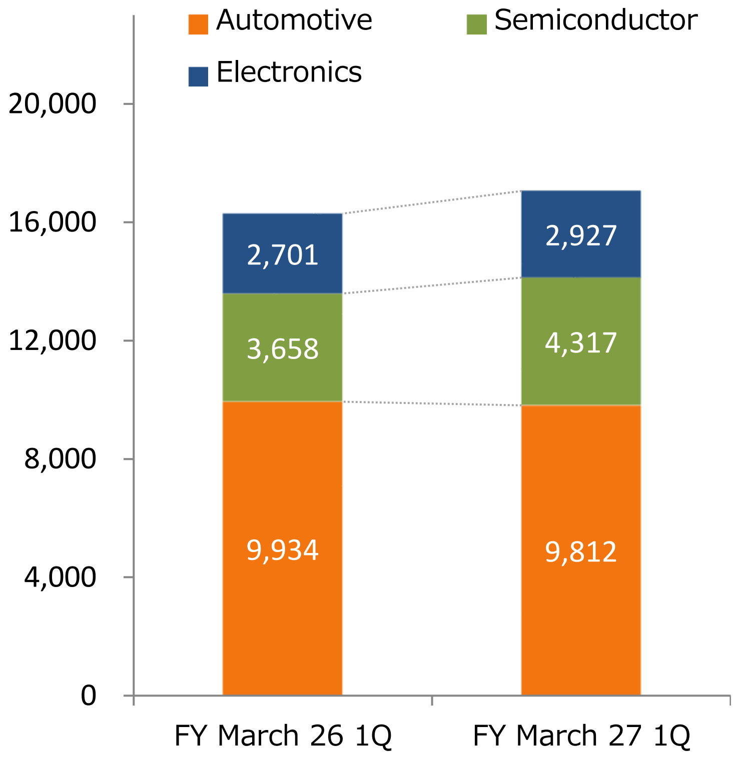
Net Sales by Industry (Year-on-Year)

- Automotive: 1.2% decrease, Semiconductor: 18.0% increase, Electronics: 8.4% increase
- Although total industry net sales increased by 4.7%, the composition ratio decreased due to the expansion of consolidated net sales

FY March 2027 1Q Net Sales by Industry

(Unit: Million yen)



Status By Industry

(ppt: percentage points)

	FY March 2026 1Q		FY March 2027 1Q		Year-on-Year Change	Composition Ratio Difference
	Results (Million yen)	Consolidated Net Sales Composition Ratios (%)	Results (Million yen)	Consolidated Net Sales Composition Ratios (%)		
Automotive Industry (Automobile manufacturing · EV-related manufacturing industry)	9,934	39.8%	9,812	33.5%	(1.2%)	(6.3 ppt)
Semiconductor Industry (Semiconductor manufacturing industry)	3,658	14.7%	4,317	14.7%	18.0%	0 ppt
Electronics Industry (Electronic equipment manufacturing industry)	2,701	10.8%	2,927	10.0%	8.4%	(0.8 ppt)
Total	16,293	65.3%	17,057	58.3%	4.7%	(7.0 ppt)

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

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Nagano Prefectural Governor Accredited Vocational Training School

Nisso Technical Center Naka-Nihon (Okaya City, Nagano)

Tomakomai Training Center (Tomakomai City, Hokkaido)

【Reference】 Consolidated entrustment of training at the facility

Iwate Semiconductor-related Human Resources Development Facility "I-SPARK"

Murasakino, Kitakami City, Iwate Prefecture (Within the Northern Industrial Complex)

Shiga Prefectural Governor Accredited Vocational Training School

Nisso EV Technical Center Kansai (Omihachiman City, Shiga)

Opened in March, 2024

Miyagi Prefectural Governor Accredited Vocational Training School

Nisso Technical Center Higashi-Nihon (Kurihara City, Miyagi)

Ota Training Center (Ota City, Gunma)

Nisso Techno Center (Yokohama City, Kanagawa)

Kumamoto Prefectural Governor Accredited Vocational Training School

Nisso Technical Center Kumamoto (Ozu Town, Kumamoto)

Opened in April, 2023 ※ Expansion in May, 2024

Hamamatsu Training Center (Hamamatsu City, Shizuoka)

Aichi Prefectural Governor Accredited Vocational Training School

Nisso Technical Center Aichi (Toyota City, Aichi)

Opened in October, 2025

Human Resources Development of the Nisso Group: Educational Achievements

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Points

- Engineer training progressed as planned
- In response to changes in the knowledge and skills required at jobsites, training needs have shifted from equipment operation to equipment maintenance
- Although the number of participants in the NISSO HR Development Service (external employee training) decreased YoY, the number of client companies increased

● FY March 2027 1Q Educational achievements (total # of participants)

Classification	Training content	FY March 2027 1Q
(Direct) Engineer training	Manufacturing equipment maintenance・manufacturing equipment technology Mechanical design・production technology Special education for industrial robots, etc.	429
(Direct) Manufacturing・production training	*MONOZUKURI* (manufacturing) education Foreman education Hazard simulation education, etc.	3,906
(Direct) Other training	Regular compliance education Career support training Qualification (enhancement) training, etc.	647
Nursing care・welfare training	Elder abuse prevention・physical restraint abolition training Accident prevention risk management training Infectious disease・food poisoning prevention training, etc.	607
Total		5,589
External employee training (Entrusted)	Fundamentals of mechanical maintenance Fundamentals of manufacturing equipment Hazard simulation education, etc.	276

Diversity Promotion of the Nisso Group

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Points

- Against the backdrop of a declining workforce and aging population in Japan, we recognize that responding to the diversification of human resources is a key management issue
- In order to be a company where diverse human resources can thrive, we are promoting activities aimed at improving our diversity ratio
- We have set the implementation issue as "Promotion of DE&I," the indicator as the "diversity ratio," and the **target as "40% by FY March 2031“**
- Although the number of diversity employees increased, the diversity ratio remained at the same level as at the end of the previous FY

● Trends in Diversity (Diversification of Human Resources)

(ppt: percentage points)

	FY March 2026-end	FY March 2027 1Q-end	Compared to Previous FY-end
Diversity ratio	34.2%	34.2%	0 ppt
Number of diversity employees	7,582	7,708	+126

(Reference) Number of people and ratio by diversity category

	Results	% of Total	Results	% of Total	Previous FY-end Increase (Decrease)
Number of female employees	5,518	24.9	5,645	25.1	+127
Number of senior employees	1,692	7.6	1,692	7.5	0
Number of global employees	673	3.0	682	3.0	+ 9
Number of employees with disabilities	347	1.6	355	1.6	+ 8

Diversity ratio: The total ratio of female employees, senior employees, global employees, and employees with disabilities to the total number of employees in the Nisso Group

Nisso Group Topics

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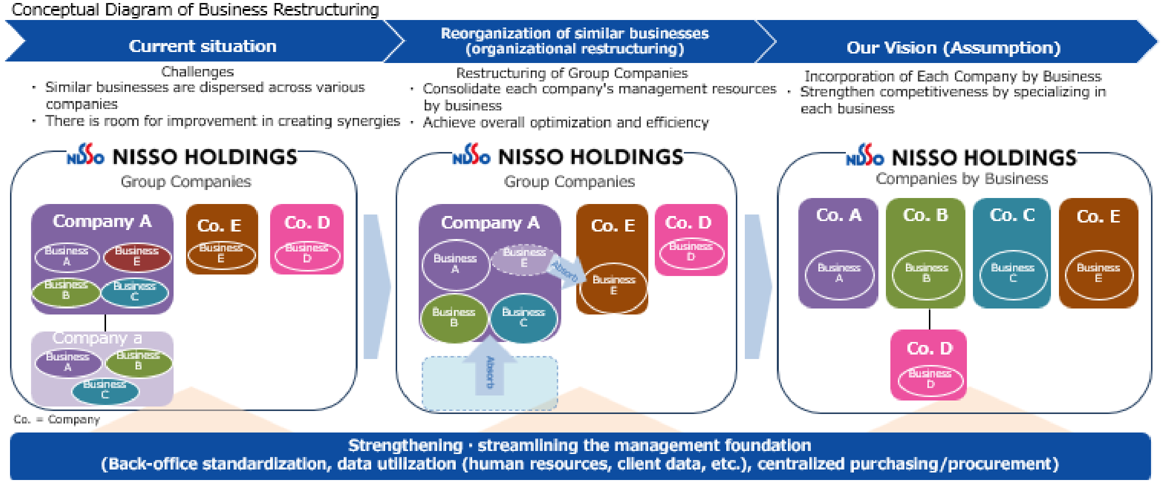
※From Financial Results Explanatory Materials for FY March 2026

Conceptual Diagram of Business Restructuring



Group Reorganization

- In June 2026, Man to Man Holdings was integrated into Man to Man to streamline the Group's management structure
- In July 2026, EYE'S was integrated into NISSO CORPORATION to accelerate business operations and decision-making
- We are currently promoting the consolidation of management resources through organizational restructuring and the establishment of a business promotion structure to accelerate the growth strategies of each business

FTSE JPX Blossom Japan Index

FTSE JPX Blossom Japan Sector Relative Index

Selected as Constituent of ESG Indices Developed by FTSE Russell

- Selected as a constituent of two ESG investment indices developed by FTSE Russell: the "FTSE JPX Blossom Japan Index" and the "FTSE JPX Blossom Japan Sector Relative Index"
- In FTSE Russell's 2026 ESG assessment, NISSO HOLDINGS' ESG score increased to 3.9 (up 0.4 year-on-year)
- In recognition of our ongoing efforts in ESG management and sustainability, particularly through the disclosure of diversity information, we received the highest rating of 5.0 in the "Social“ category

Future Prospects:
FY March 2027 Full-year Consolidated Forecasts

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● FY March 2027 Full-year Consolidated Forecast (April 1, 2026 ～ March 31, 2027)

(Unit: Million yen)

	FY March 26 Results		FY March 27 Forecast		Year-on-Year	
	Results	% of Total	Forecast	% of Total	Increase (Decrease)	% Change
Net sales	**111,430**	100.0%	**118,500**	100.0%	**7,069**	6.3%
Operating profit	**3,190**	2.9%	**3,500**	3.0%	**309**	9.7%
Ordinary profit	**3,200**	2.9%	**3,500**	3.0%	**299**	9.4%
Profit attributable to owners of parent	**1,902**	1.7%	**2,100**	1.8%	**197**	10.4%

Shareholder Return Policy

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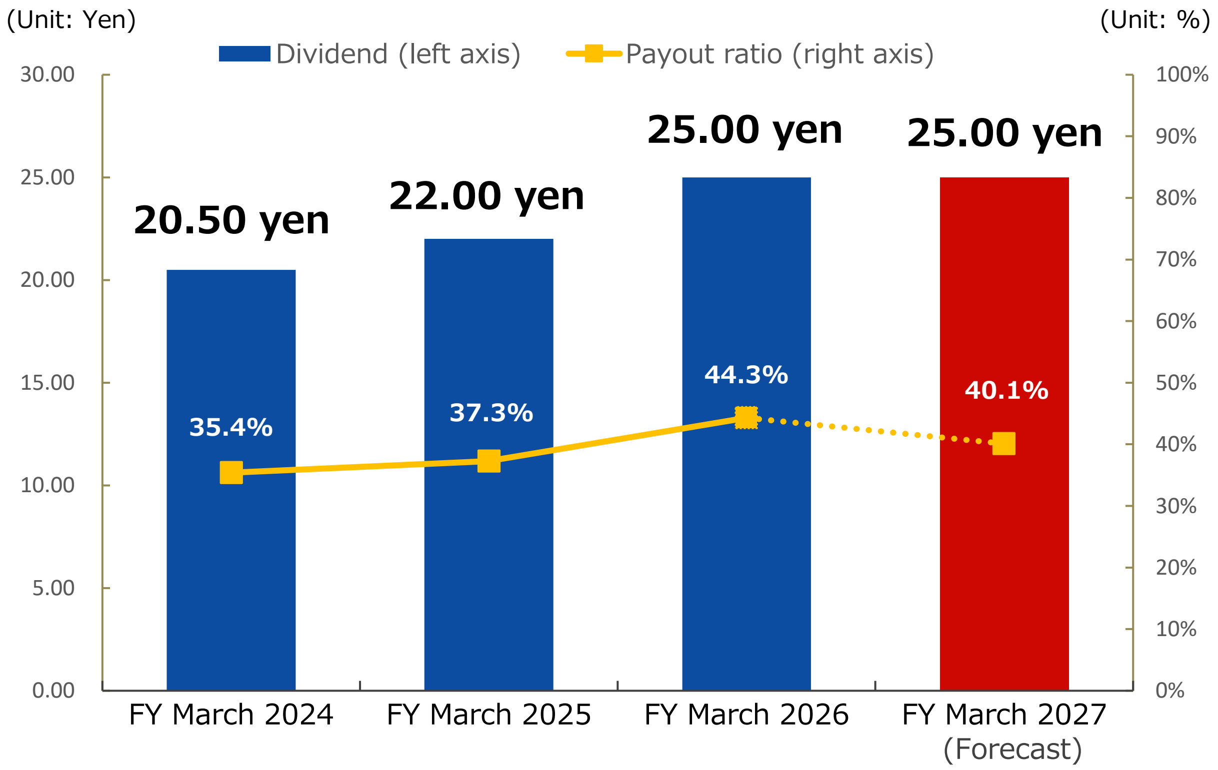
Basic Policy

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 March 2027 Dividend Forecast

NISSO HOLDINGS expects to pay a dividend of 25.00 yen per share (consolidated dividend payout ratio of 40.1%).

Dividend and Payout Ratio



Financial Condition: Consolidated Balance Sheet

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Points

① **Tax payments**
"Income taxes payable" of current liabilities decreased due to the payment of income taxes and other taxes

② **Bonus payments**
Due to the payment of summer bonuses in June, "provision for bonuses" of current liabilities decreased

③ **Repayments**
"Long-term loans payable" of non-current liabilities decreased due to the scheduled repayment of borrowings

④ **Overall**
As a result of the above, total assets increased by 1.0%, total liabilities increased by 4.9%, and total net assets decreased by 2.3% compared to the end of the previous fiscal year, resulting in an equity ratio of 51.6% (which was 53.4% at the end of the previous fiscal year)

(Unit: Million yen, %)

	Mar. 2026-end		Jun. 2026-end		Increase (Decrease)
	Amount	% of Total	Amount	% of Total	
Current assets	**20,528**	**59.6**	**21,238**	**61.1**	**709**
Cash and deposits	5,908	17.2	6,352	18.3	444
Notes and accounts receivable - trade	13,098	38.1	13,387	38.5	288
Non-current assets	**13,890**	**40.4**	**13,522**	**38.9**	**(367)**
Property, plant and equipment	5,524	16.1	5,469	15.7	(55)
Intangible assets	3,431	10.0	3,339	9.6	(91)
Investments and other assets	4,933	14.3	4,713	13.6	(220)
Total assets	**34,418**	**100.0**	**34,760**	**100.0**	**341**
Current liabilities	**13,412**	**39.0**	**14,251**	**41.0**	**839**
Accrued expenses	7,450	21.6	7,967	22.9	516
Income taxes payable	472	1.4	146	0.4	(326)
Provision for bonuses	1,679	4.9	977	2.8	(701)
Non-current liabilities	**2,323**	**6.7**	**2,261**	**6.5**	**(61)**
Long-term loans payable	554	1.6	481	1.4	(72)
Total liabilities	**15,736**	**45.7**	**16,513**	**47.5**	**777**
Shareholders' equity	**17,983**	**52.3**	**17,570**	**50.5**	**(413)**
Non-controlling interests	**306**	**0.9**	**295**	**0.8**	**(11)**
Total net assets	**18,682**	**54.3**	**18,247**	**52.5**	**(435)**
Total liabilities and net assets	**34,418**	**100.0**	**34,760**	**100.0**	**341**

働きものを、幸せものに。

Making hardworking people, happy.

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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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