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

Financial Results Explanatory Materials for the First Six Months of FY March 2027 (Interim Period)

NISSO HOLDINGS

November, 2026

CONTENTS

NISSO HOLDINGS

1 Financial Results Summary (First Six Months of FY March 2027 (2Q))

2 Financial Results by Service (First Six Months of FY March 2027 (2Q))

3 Industry Strategy

4 Human Resources Development of the Nisso Group

5 Diversity Promotion of the Nisso Group

6 Nisso Group Topics

7 Future Prospects (FY March 2027)

8 Shareholder Return Policy

9 Financial Condition (First Six Months of FY March 2027 (2Q))

Copyright ⓒ 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

NISSO HOLDINGS

FY March 2027 2Q (Interim Period) Summary

- Consolidated net sales increased by 11.2% year-on-year due to an increase in the number of enrolled staff and a rise in billing unit-costs
- Consolidated operating profit increased by 48.9% year-on-year due to an improvement in the gross profit margin

- In the Automotive Industry, although the number of enrolled staff decreased due to supply chain disruptions caused by the 2026 Kumamoto Earthquake and floods in various regions, as well as sluggish growth in human resources needs, net sales saw only a slight decrease, partly due to an increase in billing unit-costs
- In the Semiconductor Industry, human resources needs continued to expand 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 Electronics Industry, net sales increased due to an increase in the number of enrolled staff at major clients for the same reasons as in the Semiconductor Industry, as well as an increase in billing unit-costs
- In the Engineering Human Resources Services, the demand for human resources in the highly skilled area in the Semiconductor Industry continued to expand. Both the number of enrolled staff and net sales increased
- Increased media expenses to strengthen recruitment and promoted the development of recruitment methods for highly skilled human resources using digital twins

Copyright ⓒ 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

Financial Results Summary: FY March 2027 2Q (Interim Period)
Consolidated Financial Results Highlights

NISSO HOLDINGS

Year-on-year: Net sales up 11.2% Operating profit up 48.9% Ordinary profit up 56.1% Profit up 70.4%

(Unit: Million yen)

	FY March 26 2Q		FY March 27 2Q		Year-on-Year	
	Results	% of Total	Results	% of Total	Increase (Decrease)	% Change
Net sales	**53,165**	100.0%	**59,133**	100.0%	**5,967**	11.2%
Gross profit	**8,565**	16.1%	**9,873**	16.7%	**1,308**	15.3%
SG&A expenses	**7,583**	14.3%	**8,412**	14.2%	**828**	10.9%
Operating profit	**981**	1.8%	**1,461**	2.5%	**479**	48.9%
Ordinary profit	**970**	1.8%	**1,515**	2.6%	**544**	56.1%
Profit attributable to owners of parent	**521**	1.0%	**889**	1.5%	**367**	70.4%

Revenue growth was driven by M&A contributions and growth in the Semiconductor Industry and Engineering Human Resources Services, which have been focused on as growth areas

In addition to increases in personnel expenses and amortization of goodwill associated with M&A, we are actively investing in recruitment to expand the number of enrolled staff

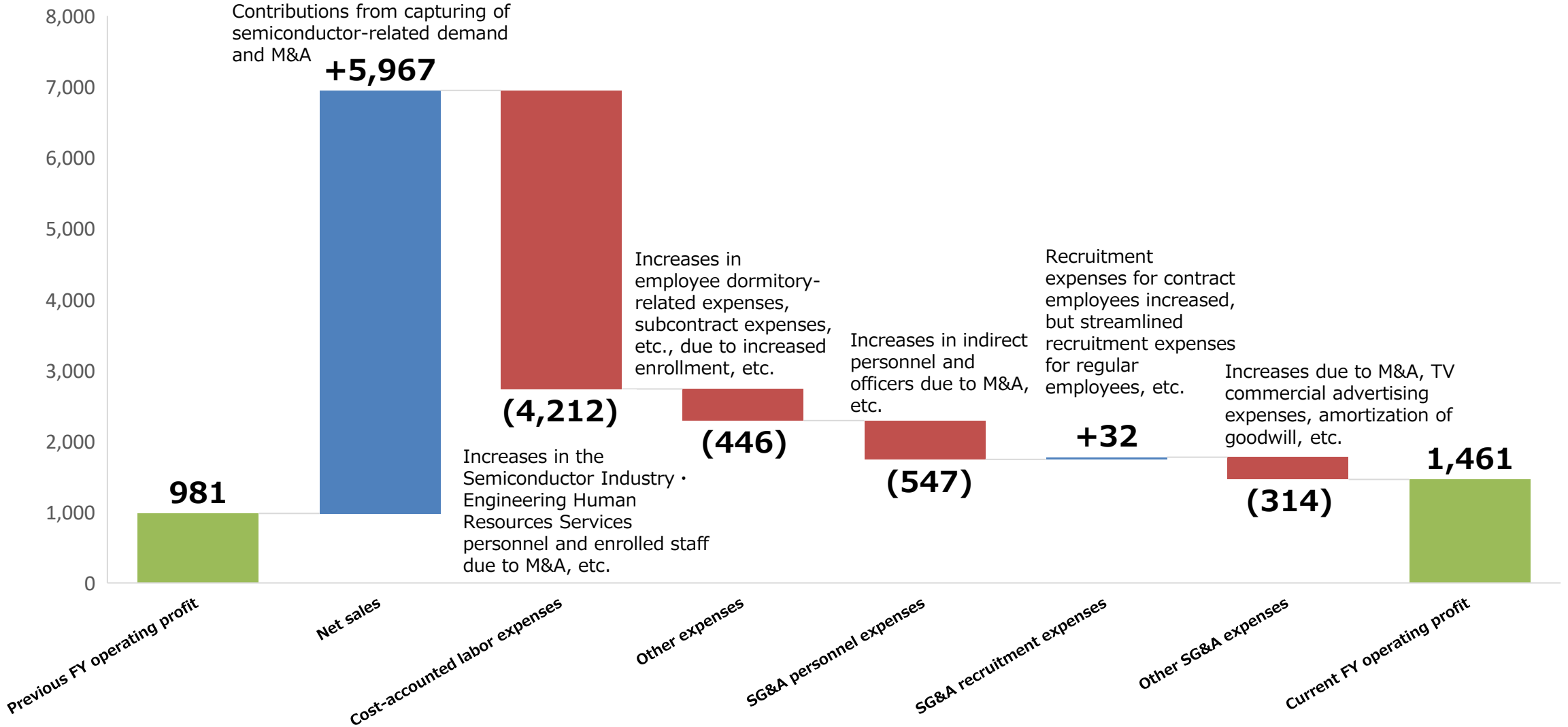
Operating profit increased as the increase in gross profit from growth in revenue, etc., exceeded the increase in SG&A expenses

Copyright © 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

Financial Results Summary: FY March 2027 2Q (Interim Period)
Analysis of Changes in Consolidated Operating Profit

NISSO HOLDINGS

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



Copyright ⓒ 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

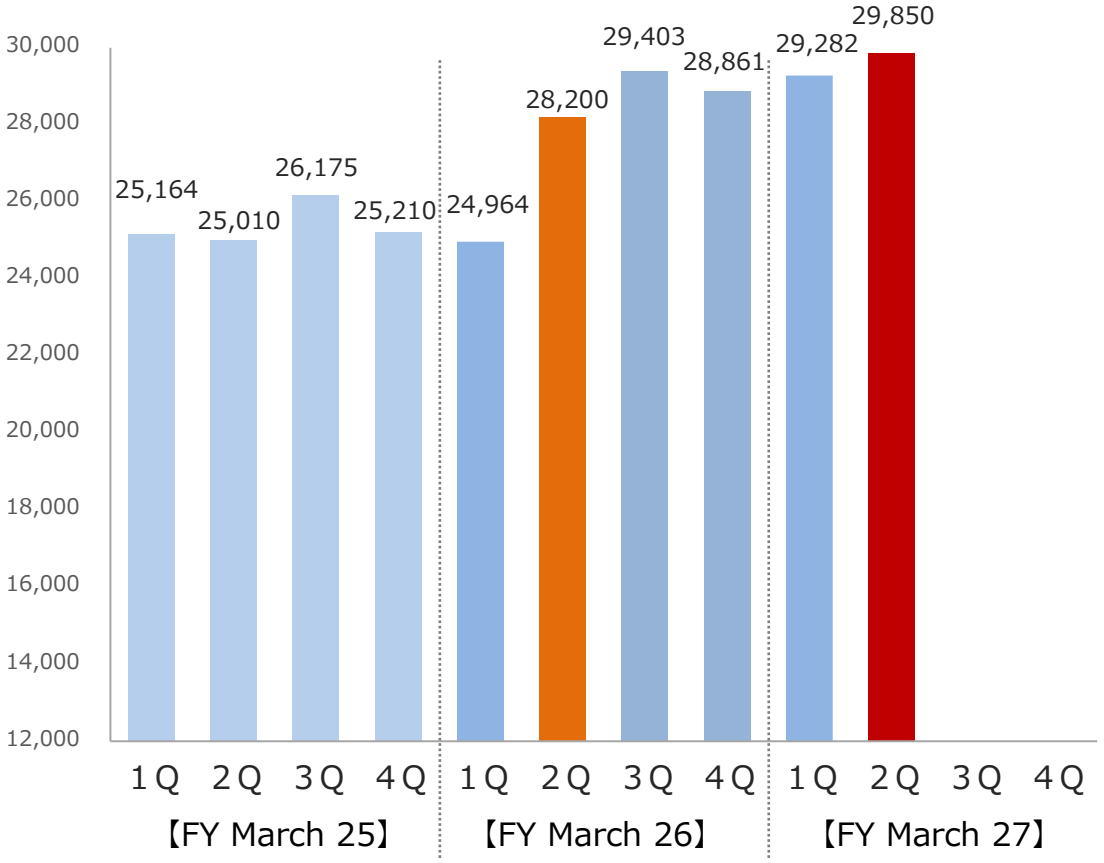
Financial Results Summary:
FY March 2027 Quarterly Consolidated Financial Results

NISSO HOLDINGS

Net sales in 2Q increased by 5.8% YoY, and operating profit in 2Q increased by 36.5% YoY due to the effect of increased revenue, etc.

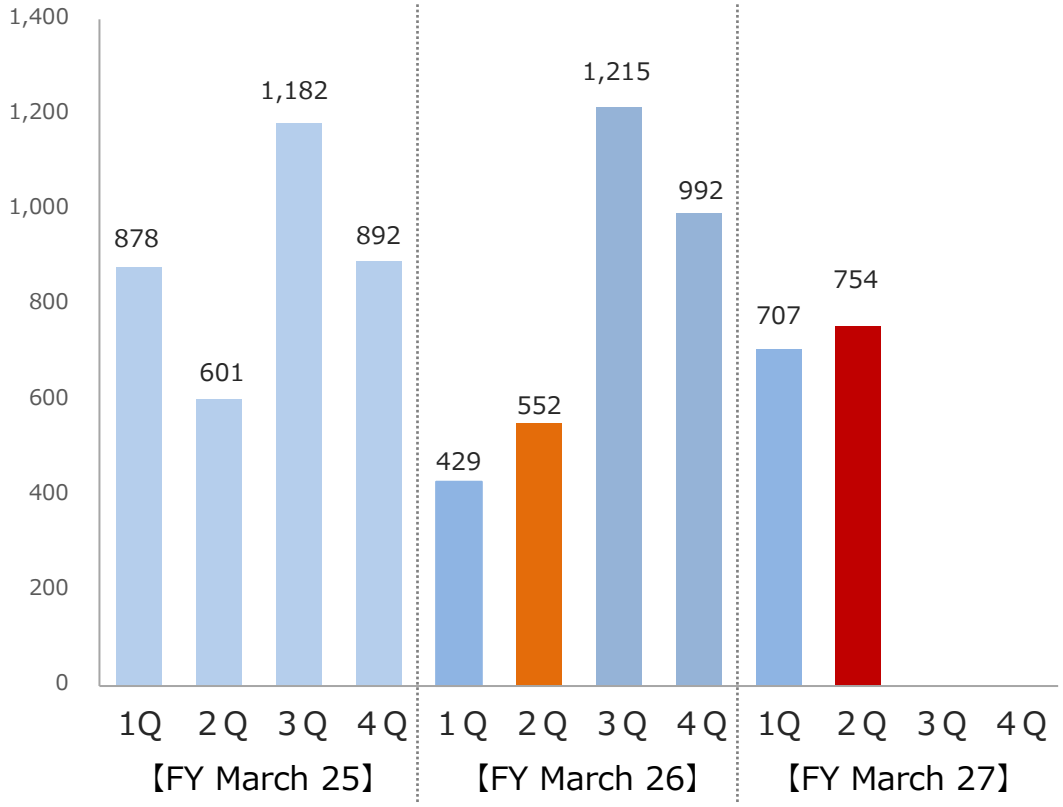
Net sales

(Unit: Million yen)



Operating profit

(Unit: Million yen)



Copyright ⓒ 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

Financial Results by Service: List of Group Companies

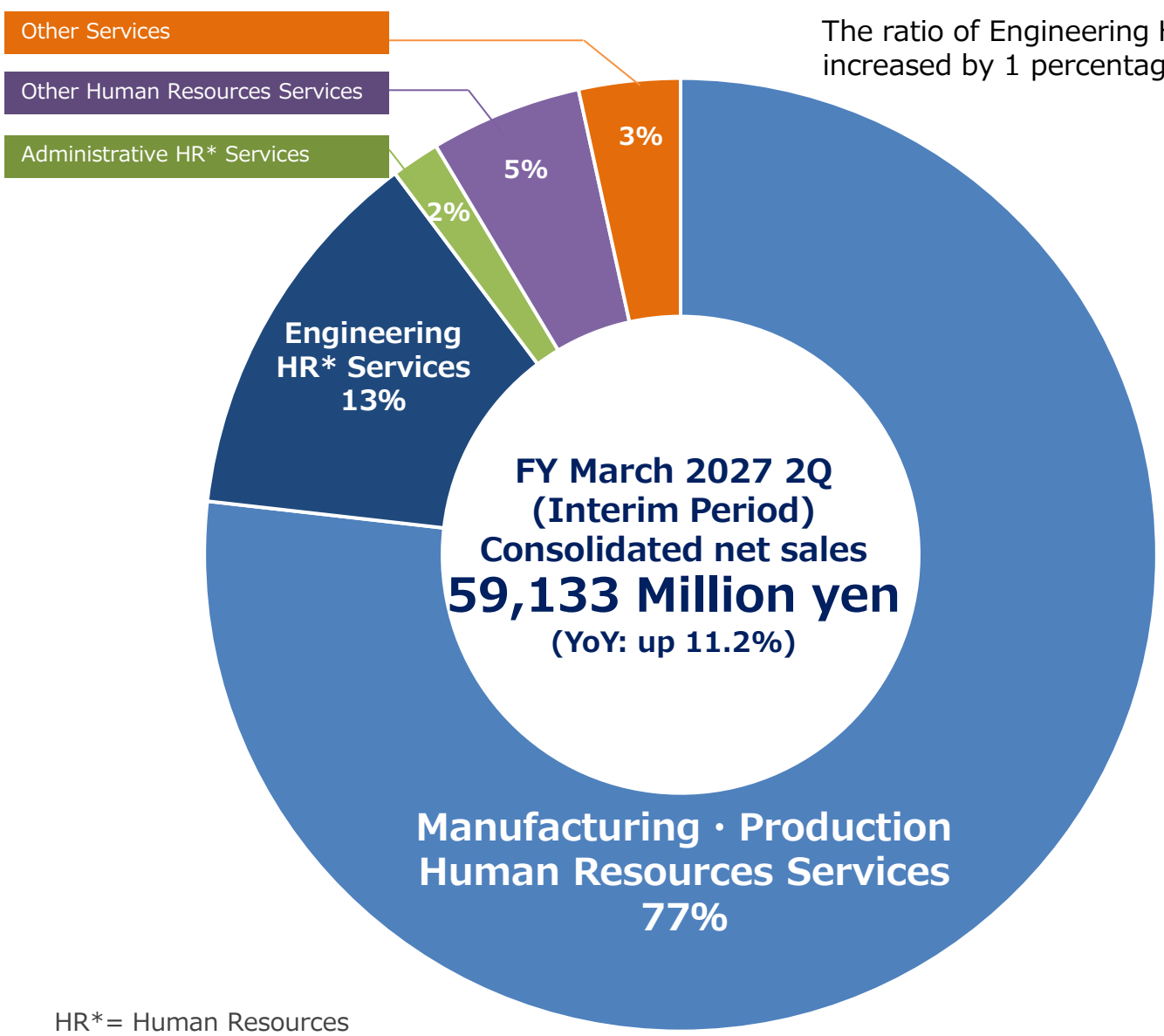
NISSO HOLDINGS

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.	
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 N-PRIME	**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.	
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.	
Man to Man Assist	**Man to Man Assist. Corp.**	Production・logistics consignment, etc.	
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
すいとぴー 日総ニフティ株式会社	**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., NISSO FLORA CO., LTD., Urth Inc.		

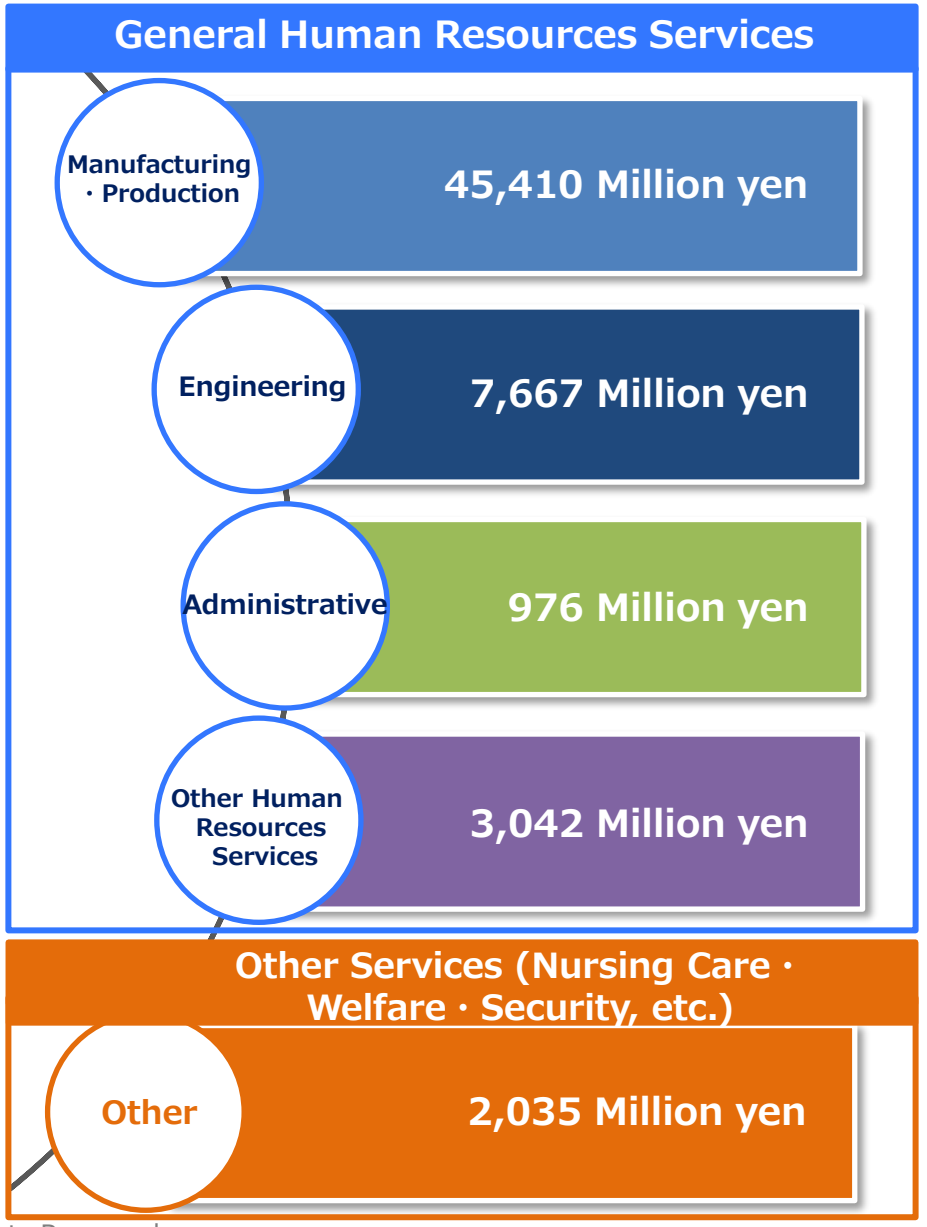
Copyright © 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

Financial Results by Service:
Net Sales by Service ※Internal transactions have been eliminated

NISSO HOLDINGS



The ratio of Engineering HR Services increased by 1 percentage point YoY



HR*= Human Resources

Copyright ⓒ 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

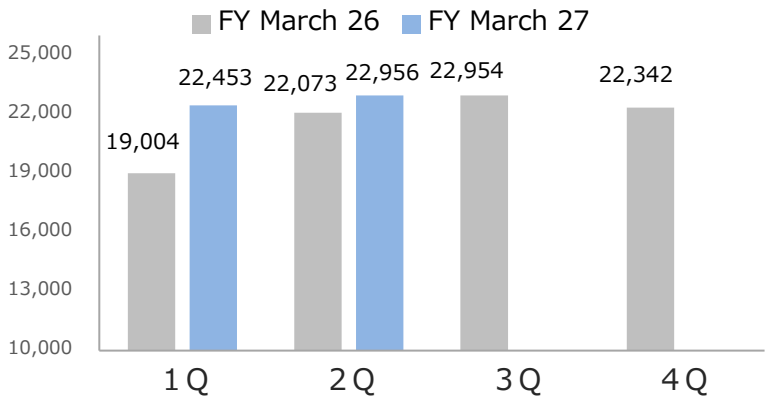
Financial Results by Service: Manufacturing・Production Human Resources Services

Points

- In 2Q, manufacturing・production net sales increased by 4.0% YoY, partly due to an increase in the number of enrolled manufacturing・production staff and an increase in billing unit-costs
- Net sales per capita increased by 3.4% YoY

(Unit: Million yen)

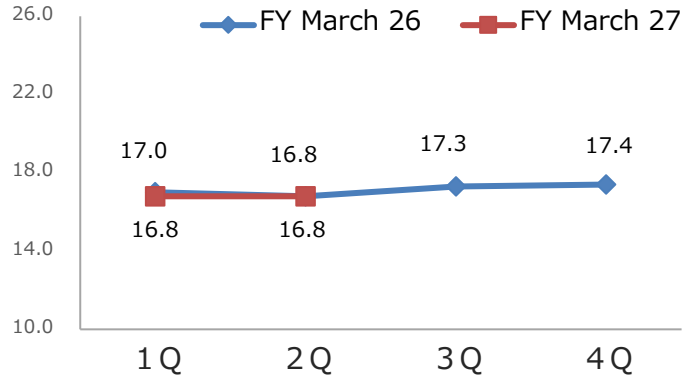
Manufacturing・Production Net Sales (Quarterly)



※Internal transactions have been eliminated

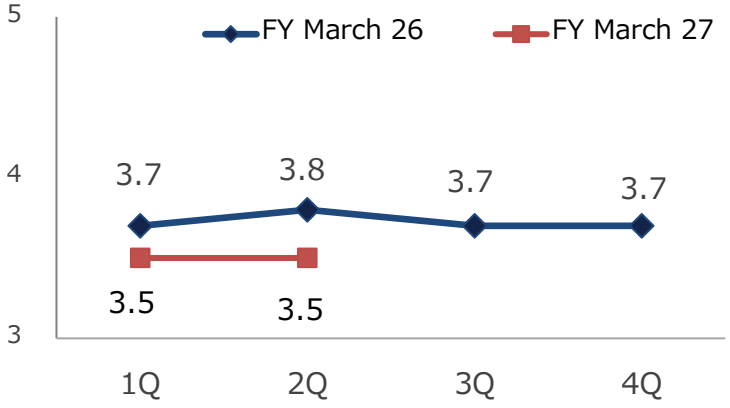
(Unit : %)

Manufacturing・Production Gross Profit Margin



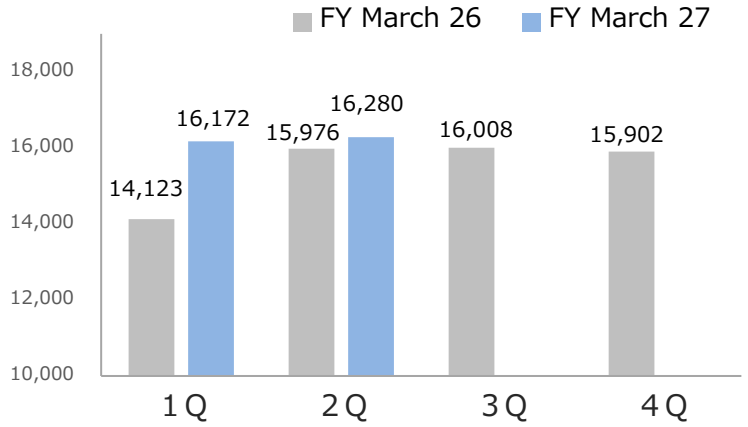
(Unit: %)

Manufacturing・Production Trend of Turnover Rate (Monthly Avg.)



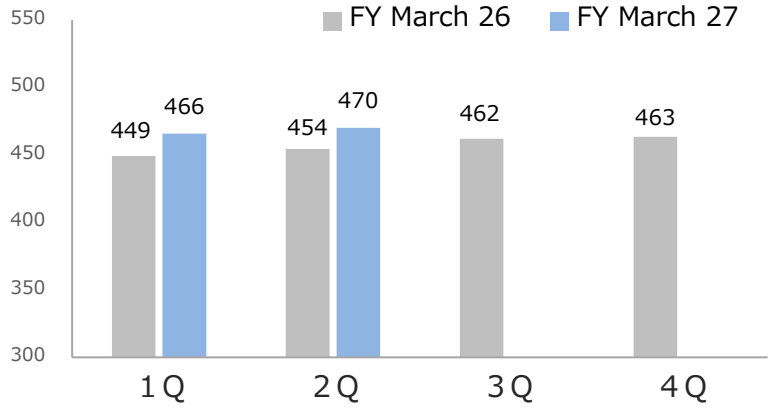
(Unit: # of Staff)

Number of Enrolled Manufacturing・Production Staff at Quarter-end



(Unit: Thousand yen)

Manufacturing・Production Avg. Monthly Net Sales per Capita



Copyright © 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

Financial Results by Service: Engineering Human Resources Services

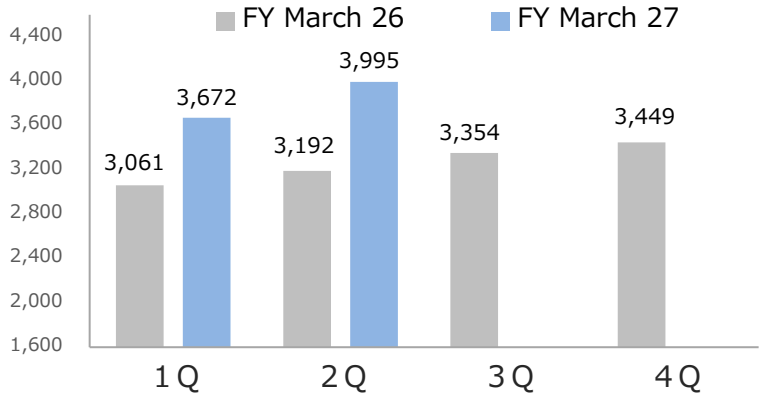
NISSO HOLDINGS

Points

- In 2Q, the number of enrolled engineers increased due to strong human resources needs as a result of growing demand for semiconductors, and net sales increased by 25.2% YoY
- Net sales per capita also increased by 6.2% YoY due to higher billing unit-costs, etc.
- Although the gross profit margin improved by 1.9 percentage points YoY, it declined temporarily compared to 1Q due to a reduction in operating hours caused by calendar-related factors, natural disasters, etc.

(Unit: Million yen)

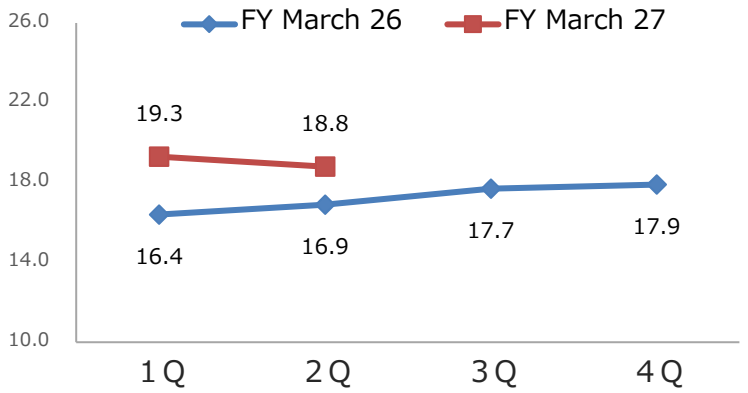
Engineering Net Sales (Quarterly)



※Internal transactions have been eliminated

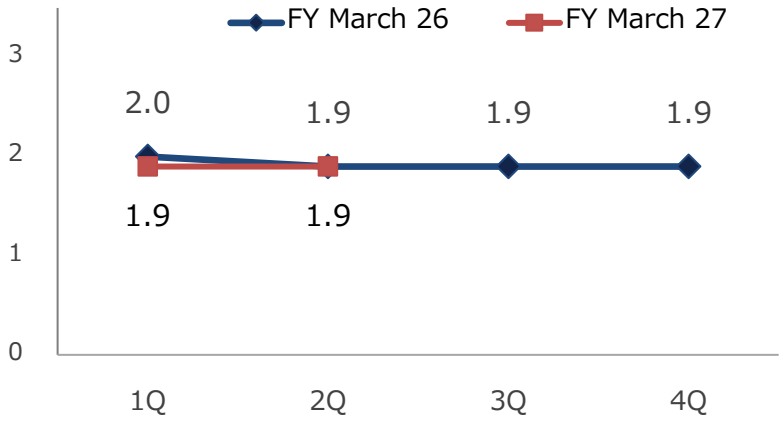
(Unit : %)

Engineering Gross Profit Margin



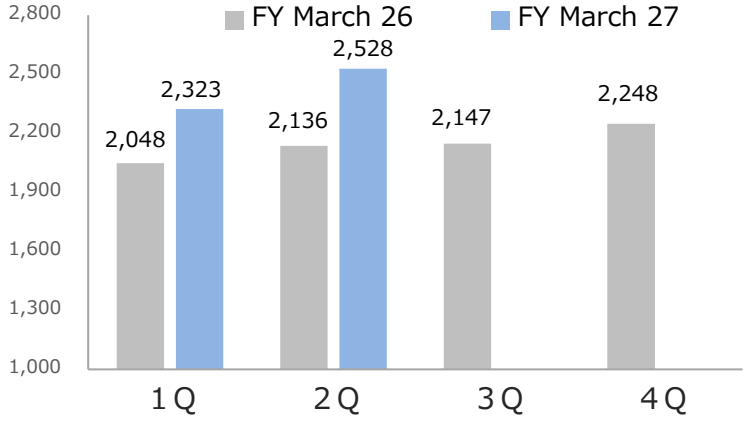
(Unit: %)

Engineering Trend of Turnover Rate (Monthly Avg.)



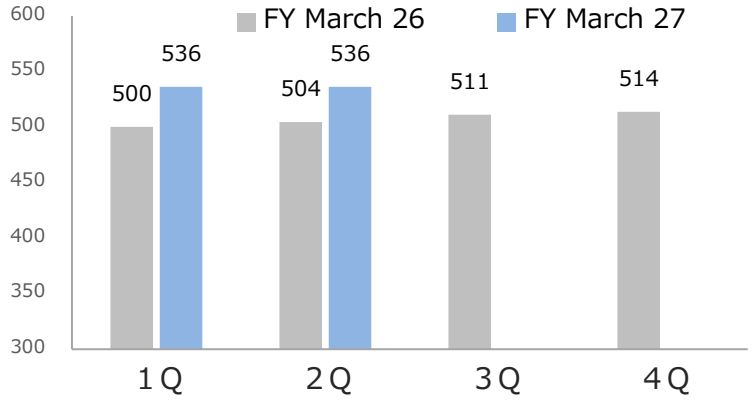
(Unit: # of Engineers)

Number of Enrolled Engineers at Quarter-end



(Unit: Thousand yen)

Engineering Avg. Monthly Net Sales per Capita



Copyright © 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

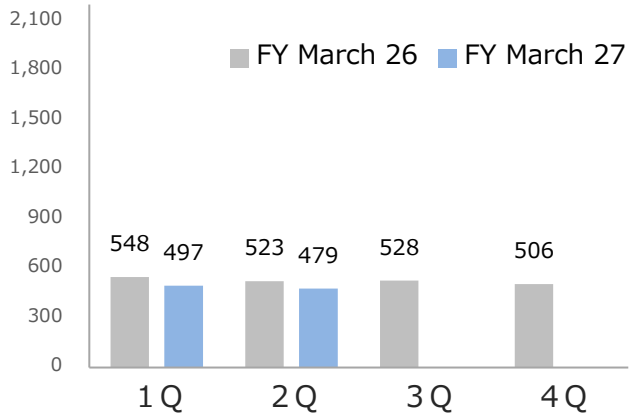
Financial Results by Service: Administrative・Other Human Resources Services

Administrative Human Resources Services

In 2Q, administrative net sales decreased by 8.5% YoY, partly due to a decrease in the number of enrolled administrative staff

(Unit: Million yen)

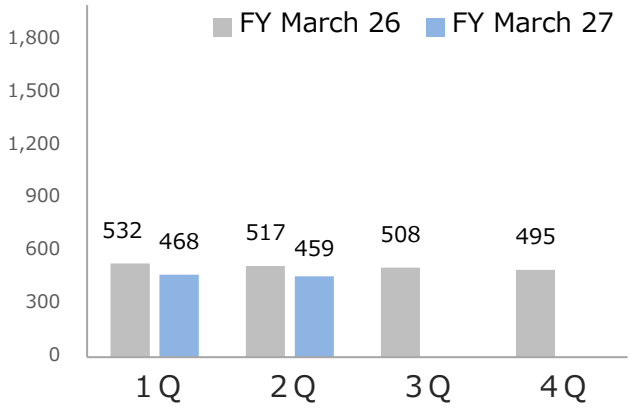
Administrative Net Sales (Quarterly)



※Internal transactions have been eliminated

(Unit: # of Staff)

Number of Enrolled Administrative Staff at Quarter-end

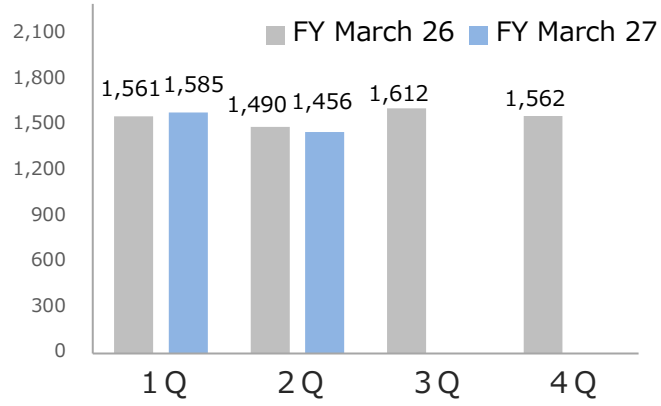


Other Human Resources Services

In 2Q, net sales of Other Human Resources Services decreased by 2.3% YoY, partly due to a decrease in the number of enrolled other human resources

(Unit: Million yen)

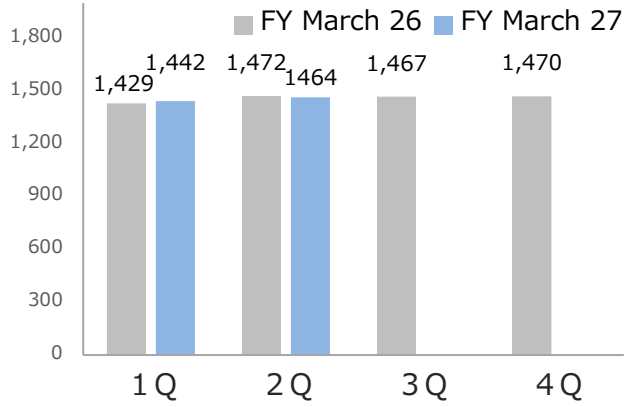
Other Human Resources Net Sales (Quarterly)



※Internal transactions have been eliminated

(Unit: # of Staff)

Number of Enrolled Other Human Resources at Quarter-end



Copyright ⓒ 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

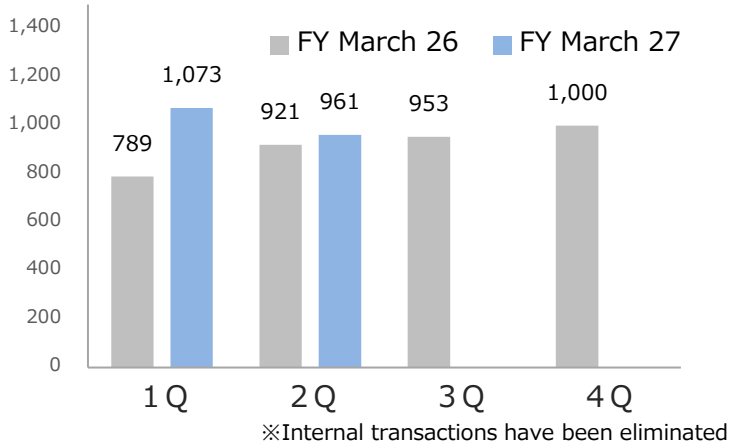
Financial Results by Service: Other Services (Nursing Care・Welfare・Security, etc.)

Points

- Other Services include nursing care・welfare services, security services, and manufacturing system development contracting, etc.
- In 2Q, net sales of Other Services increased by 4.4% 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 94.8%
- The gross profit margin improved by 5.7 percentage points YoY

(Unit: Million yen)

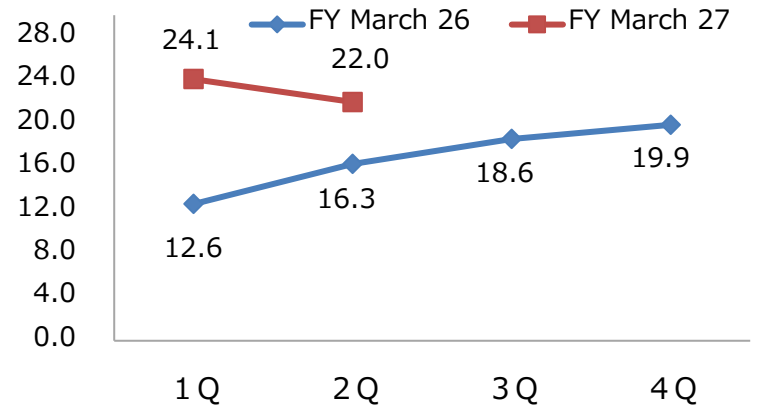
Other Services Net Sales (Quarterly)



※Internal transactions have been eliminated

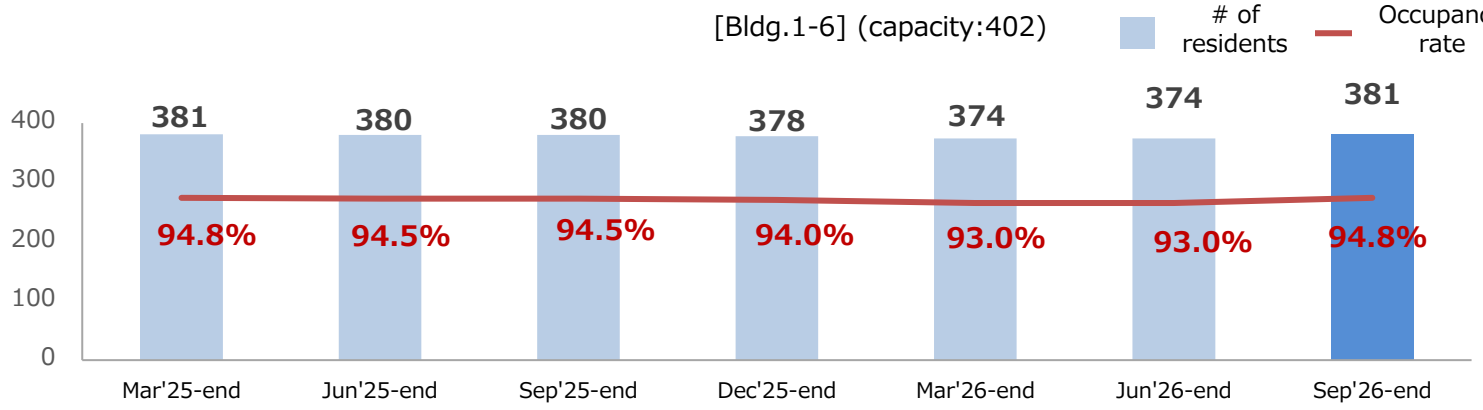
(Unit: %)

Other Services Gross Profit Margin



(Unit: # of residents)

Number of nursing care facility residents



Copyright ⓒ 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

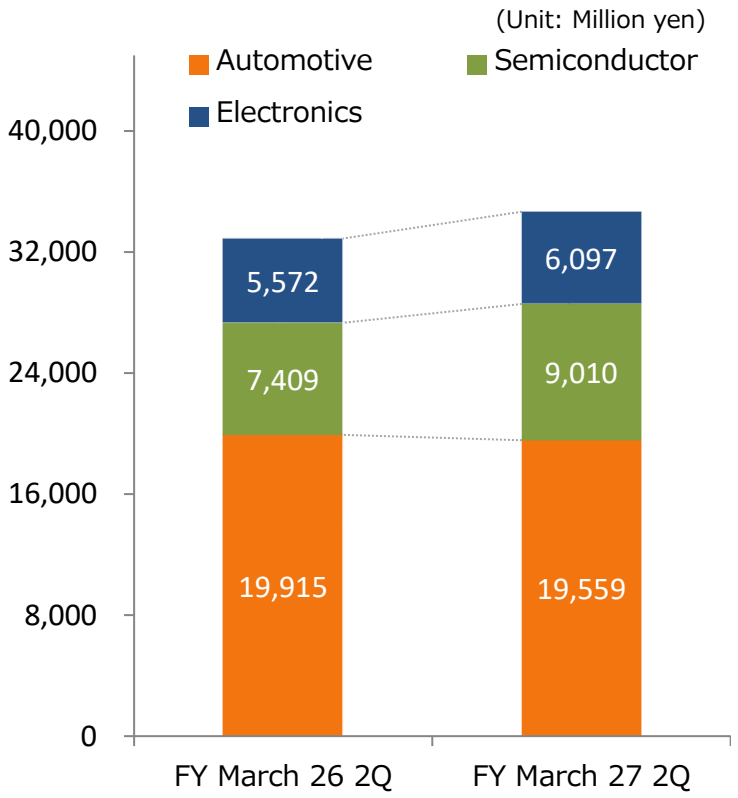
Industry Strategy: Net Sales by Industry

NISSO HOLDINGS

Net Sales by Industry (Year-on-Year)

- Automotive: 1.8% decrease, Semiconductor: 21.6% increase, Electronics: 9.4% increase
- Total industry net sales increased by 5.4%, and although the composition ratio decreased due to the expansion of consolidated net sales, it increased compared to 1Q

FY March 2027 2Q Net Sales by Industry



Status By Industry

(ppt: percentage points)

	FY March 2026 2Q		FY March 2027 2Q		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)	19,915	37.5%	19,559	33.1%	(1.8%)	(4.4 ppt)
Semiconductor Industry (Semiconductor manufacturing industry)	7,409	13.9%	9,010	15.2%	21.6%	+1.3 ppt
Electronics Industry (Electronic equipment manufacturing industry)	5,572	10.5%	6,097	10.3%	9.4%	(0.2 ppt)
Total	32,897	61.9%	34,667	58.6%	5.4%	(3.3 ppt)

Copyright © 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

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

NISSO HOLDINGS



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)

Miyagi Prefectural Governor Accredited Vocational Training School

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





Shiga Prefectural Governor Accredited Vocational Training School

Nisso EV Technical Center Kansai (Omihachiman City, Shiga)

Opened in March, 2024

Ota Training Center
(Ota City, Gunma)



Nisso Techno Center
(Yokohama City, Kanagawa)

Hamamatsu Training Center
(Hamamatsu City, Shizuoka)



Kumamoto Prefectural Governor Accredited Vocational Training School

Nisso Technical Center Kumamoto (Ozu Town, Kumamoto)

Opened in April, 2023 ※ Expansion in May, 2024



Aichi Prefectural Governor Accredited Vocational Training School

Nisso Technical Center Aichi (Toyota City, Aichi)

Opened in October, 2025

Copyright © 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

Human Resources Development of the Nisso Group: Educational Achievements

NISSO HOLDINGS

Points

- Although the number of participants in traditional engineering training decreased YoY, customized training tailored to the specific needs of individual companies is expanding
- The number of participants in the NISSO HR Development Service (external employee Training) obtained the same level of demand as the previous year, and training for students at partner educational institutions is also being conducted

● FY March 2027 2Q Educational achievements (total # of participants)

Classification	Training content	FY March 2027 2Q
(Direct) Engineer training	Manufacturing equipment maintenance・manufacturing equipment technology Mechanical design・production technology Special education for industrial robots, etc.	775
(Direct) Manufacturing・production training	*MONOZUKURI* (manufacturing) education Foreman education Hazard simulation education, etc.	7,680
(Direct) Other training	Regular compliance education Career support training Qualification (enhancement) training, etc.	1,966
Nursing care・welfare training	Elder abuse prevention・physical restraint abolition training Accident prevention risk management training Infectious disease・food poisoning prevention training, etc.	1,026
	Total	11,447
External employee training (Entrusted)	Fundamentals of mechanical maintenance Fundamentals of manufacturing equipment Hazard simulation education, etc.	419

Copyright ⓒ 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

Diversity Promotion of the Nisso Group

NISSO HOLDINGS

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. "**
- The number of diversity employees increased, and the diversity ratio increased by 0.2 percentage points compared to the previous FY-end

● Trends in Diversity (Diversification of Human Resources)

(ppt: percentage points)

	FY March 2026-end	FY March 2027 2Q-end	Compared to Previous FY-end
Diversity ratio	34.2%	34.4%	+0.2 ppt
Number of diversity employees	7,582	7,825	+243

(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	5,643	24.8	+125
Number of senior employees	1,692	7.6	1,720	7.6	+28
Number of global employees	673	3.0	847	3.7	+174
Number of employees with disabilities	347	1.6	351	1.5	+4

※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

Copyright ⓒ 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

Nisso Group Topics



NISSO HOLDINGS' Consolidated Subsidiary Acquires Shares in Urth Inc.

- NISSO CORPORATION, a subsidiary of NISSO HOLDINGS, has decided to acquire shares in Urth, a company that provides design and utilization support for real and virtual spaces, and held a signing ceremony for the share transfer agreement
- We aim to expand our business portfolio and strengthen our business foundation by incorporating new service areas
- By leveraging the Nisso Group’s client base and Urth’s services, we aim to expand the scope of areas to meet client needs



Published the Nisso Group Sustainability Report 2026

- In August 2026, the “Nisso Group Sustainability Report 2026, ” the 7th such report since we began publishing CSR reports, was published
- Based on our "Sustainability Policy," we view contributing to society and the environment through our business as a key mission, and are committed to implementing our activities and enhancing the dissemination of information
- The report includes a wide range of sustainability-related initiatives and non-financial information, including human capital, DE&I, coexistence with local communities, climate change, and governance.

Copyright ⓒ 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

Future Prospects:
FY March 2027 Full-year Consolidated Forecasts

NISSO HOLDINGS

● 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%

Copyright ⓒ 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

Shareholder Return Policy

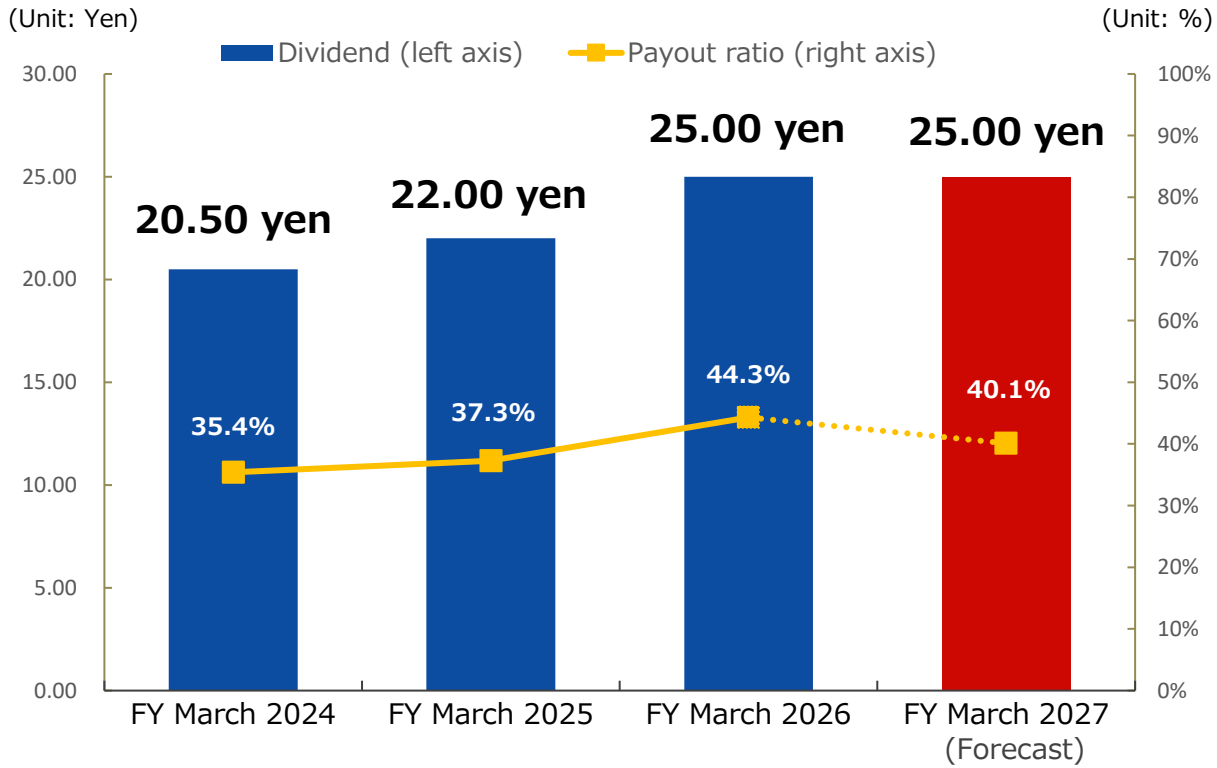
Basic Policy

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



Copyright ⓒ 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

Financial Condition: Consolidated Balance Sheet

NISSO HOLDINGS

Points

① **Increase due to business expansion**
Due to an increase in net sales in the General Human Resources Services, etc., "notes and accounts receivable (trade)" of current assets and "accrued expenses" of current liabilities increased

② **Repayments**
"Long-term loans payable" of non-current liabilities decreased due to the scheduled repayment of borrowings

③ **Overall**
As a result of the above, total assets increased by 1.5%, total liabilities increased by 3.1%, and total net assets increased by 0.2% compared to the end of the previous fiscal year, resulting in an equity ratio of 52.8% (which was 53.4% at the end of the previous fiscal year)

(Unit: Million yen, %)

	Mar. 2026-end		Sep. 2026-end		Increase (Decrease)
	Amount	% of Total	Amount	% of Total	
Current assets	**20,528**	**59.6**	**21,346**	**61.1**	**818**
Cash and deposits	5,908	17.2	6,852	19.6	944
Notes and accounts receivable – trade	13,098	38.1	13,217	37.8	118
Non-current assets	**13,890**	**40.4**	**13,591**	**38.9**	**(298)**
Property, plant and equipment	5,524	16.1	5,436	15.6	(87)
Intangible assets	3,431	10.0	3,255	9.3	(175)
Investments and other assets	4,933	14.3	4,898	14.0	(34)
Total assets	**34,418**	**100.0**	**34,938**	**100.0**	**519**
Current liabilities	**13,412**	**39.0**	**14,013**	**40.1**	**601**
Accrued expenses	7,450	21.6	7,532	21.6	82
Income taxes payable	472	1.4	660	1.9	187
Provision for bonuses	1,679	4.9	1,785	5.1	106
Non-current liabilities	**2,323**	**6.7**	**2,205**	**6.3**	**(117)**
Long-term loans payable	554	1.6	409	1.2	(144)
Total liabilities	**15,736**	**45.7**	**16,219**	**46.4**	**483**
Shareholders' equity	**17,983**	**52.3**	**18,066**	**51.7**	**83**
Non-controlling interests	**306**	**0.9**	**288**	**0.8**	**(17)**
Total net assets	**18,682**	**54.3**	**18,719**	**53.6**	**36**
Total liabilities and net assets	**34,418**	**100.0**	**34,938**	**100.0**	**519**

Copyright © 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

Financial Condition:
Consolidated Statement of Cash Flows

NISSO HOLDINGS

Points

①Cash flows from operating activities
Proceeds such as profit before income taxes of 1,515 million yen, etc., absorbed income taxes paid of 499 million yen, etc., resulting in proceeds of 2,066 million yen

②Cash flows from investing activities
Expenditures amounted to 19 million yen, due to proceeds from sales of investment securities of 29 million yen, expenditures for purchase of property, plant and equipment of 25 million yen, and for purchase of intangible assets of 19 million yen, etc.

③ Cash flows from financing activities
Repayments of long-term loans payable of 245 million yen and cash dividends paid of 841 million yen, etc., resulted in expenditures of 1,103 million yen

(Unit: Million yen)

	FY March 26 Interim Period	FY March 27 Interim Period	Increase (Decrease)
	Amount	Amount	
Cash flows from operating activities	445	2,066	1,620
Cash flows from investing activities	(464)	(19)	445
Cash flows from financing activities	(810)	(1,103)	(292)
Net increase (decrease) in cash and cash equivalents	(828)	944	1,773
Cash and cash equivalents at beginning of period	8,186	5,908	(2,277)
Cash and cash equivalents at end of period	7,357	6,852	(504)

Copyright ⓒ 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

Notice

The Integrated Report 2026 was published on November 4, 2026.
Please take a look at this as well.





Nisso Group Integrated Report
URL: https://www.nisso-hd.com/ir/upload_file/m005-m005_09/20261104.pdf

※in Japanese only; the English version will be published at a later date

Copyright © 2026 NISSO HOLDINGS Co., Ltd. All Rights Reserved

働きものを、幸せものに。

Making hardworking people, happy.

NISSO HOLDINGS

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 IR-related inquiries〉

PR・IR Division, NISSO HOLDINGS Co., Ltd.

TEL 045-777-7630 E-mail ir@nisso-ir.com URL https://www.nisso-hd.com