



**nms** Holdings Corporation  
(JASDAQ 2162)

# **FY2020 Medium-Term Business Plan**

**May 14, 2018**

## Bringing Japanese Manufacturing Quality to the World

This is the rallying cry of the nms group.

Our business is a combination of three business segments that meet the many different needs of our customers, from the Human Resource Solution Business, to the EMS (Electronics Manufacturing Service) Business which performs contract manufacturing and achieves production efficiency, and the Power Supply Business, which engages in the development, manufacturing, and sale of power sources that ensure the safety and security of many types of equipment.

# HS

## Human Resource Solution Business

Staff members who are highly knowledgeable about products, manufacturing processes and production sites are taking an active role in each region of Japan, China and ASEAN member countries.

**Legal Entity**

**Nippon Manufacturing  
Service Corporation**

# EMS

## Electronics Manufacturing Service Business

This business implements total solutions that help customers to improve their competitive strength.

**Legal Entity**

**SHIMA ELECTRONIC  
INDUSTRY CO., LTD.  
TKR Corporation**

# PS

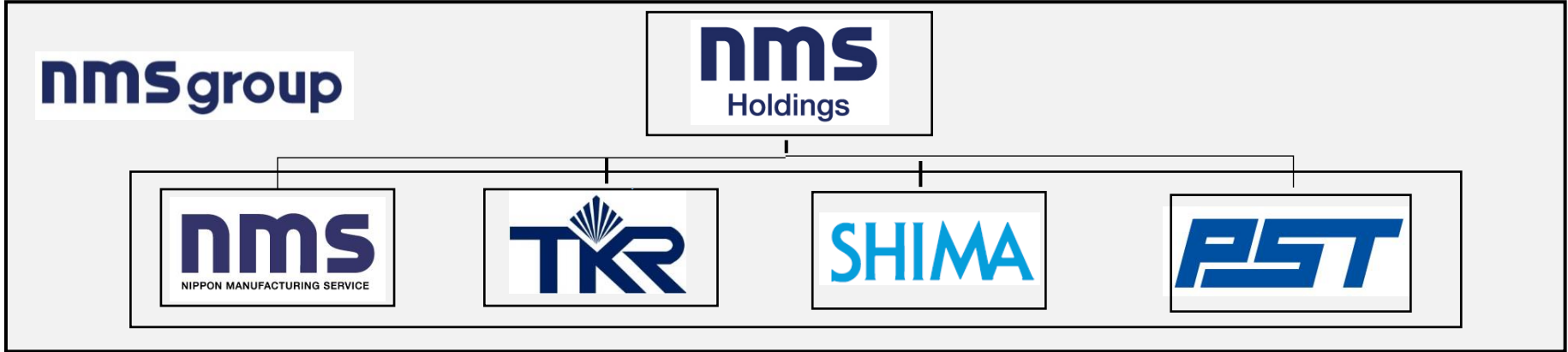
## Power Supply Business

This business offers improved solutions that are a step above the rest with our technical expertise as a dedicated power source manufacturer.

**Legal Entity**

**Power Supply  
Technology CO., LTD.**

# (For Reference) nms Group Business Structure

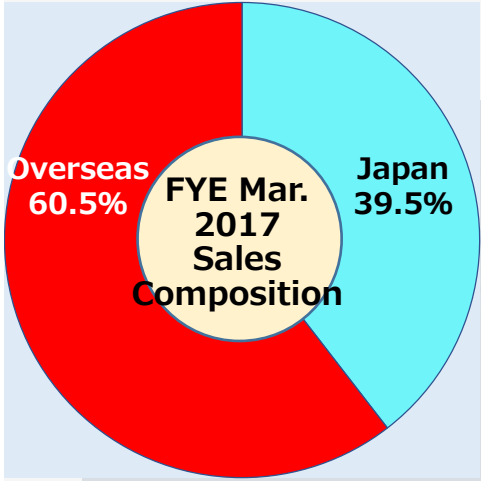


Main Consolidated Subsidiaries (fiscal year end for each company listed in parentheses)	Countries/ Regions Entered	Main Business Activities
<b>Human Resource Solution Business (HS Business)</b>		
<ul style="list-style-type: none"> <li>Nippon Manufacturing Service Corporation (Mar.)</li> <li>Sino-Japan Stafftraining and Dispatch Co., Ltd. (Dec.)</li> <li>Sino Manufacturing Service Corporation (Dec.)</li> </ul>	Japan China Vietnam Thailand	<ul style="list-style-type: none"> <li>Worker dispatch for manufacturing</li> <li>Customer service for repairs</li> <li>Dispatch of engineers</li> </ul>
<b>Electronics Manufacturing Service Business (EMS Business)</b>		
<ul style="list-style-type: none"> <li>SHIMA ELECTRONIC INDUSTRY CO., LTD. (Dec.)</li> <li>TKR Corporation (Dec.)</li> </ul>	Japan Hong Kong (China) Malaysia	<ul style="list-style-type: none"> <li>Electronics Manufacturing Service business (substrate mounting, substrate assembling, simple pressing, resin molding, assembly, etc.)</li> <li>Labor-saving Device Manufacturing/Sales business</li> </ul>
<b>Power Supply Business (PS Business)</b>		
<ul style="list-style-type: none"> <li>Power Supply Technology CO., LTD. (Dec.)</li> <li>TKR Corporation (Dec.)</li> </ul>	Japan Hong Kong (China)	<ul style="list-style-type: none"> <li>Custom power supply (low/high-voltage): development, design, manufacturing, sales</li> <li>Magnet roll: development, design, manufacturing, sales</li> <li>A wide variety of transformers (switching/high-voltage transformers): development, design, manufacturing, sales</li> <li>Development, design, manufacture and sale of battery management system related products</li> </ul>

(For Reference)

# nms Group Overseas Expansion

**Integrate the unique characteristics of each business and capture new demand**



Sino-Japan Stafftraining and Dispatch Co., Ltd.  
Sino Manufacturing Service Corporation

- Wuxi office
- Shenzhen office
- Shanghai office
- Dongguan office
- Huizhou office
- Guangzhou office



TKR HUANAN ELECTRONICS CO., LTD (DONG GUAN)  
PST HUANAN ELECTRONICS CO., LTD (Foshan)  
PST HUANAN ELECTRONICS CO., LTD (Foshan) (SHENZHEN OFFICE)  
PST HUANAN ELECTRONICS CO., LTD (Foshan) (SUZHOU OFFICE)



TKR HONG KONG LIMITED  
Power Supply Technology CO., LTD.  
HONG KONG Branch



nms (Thailand) Co., Ltd.



Representative office of nms (Thailand) Co., Ltd.



TKR MANUFACTURING PHILIPPINES INC.



NMS INTERNATIONAL RESOURCES CO., LTD.  
NMS VIETNAM CO., LTD.



SHIMA ELECTRONIC INDUSTRY (MALAYSIA) SDN. BHD.  
TKR MANUFACTURING (MALAYSIA) SDN. BHD.  
TKR PRECISION (MALAYSIA) SDN. BHD.

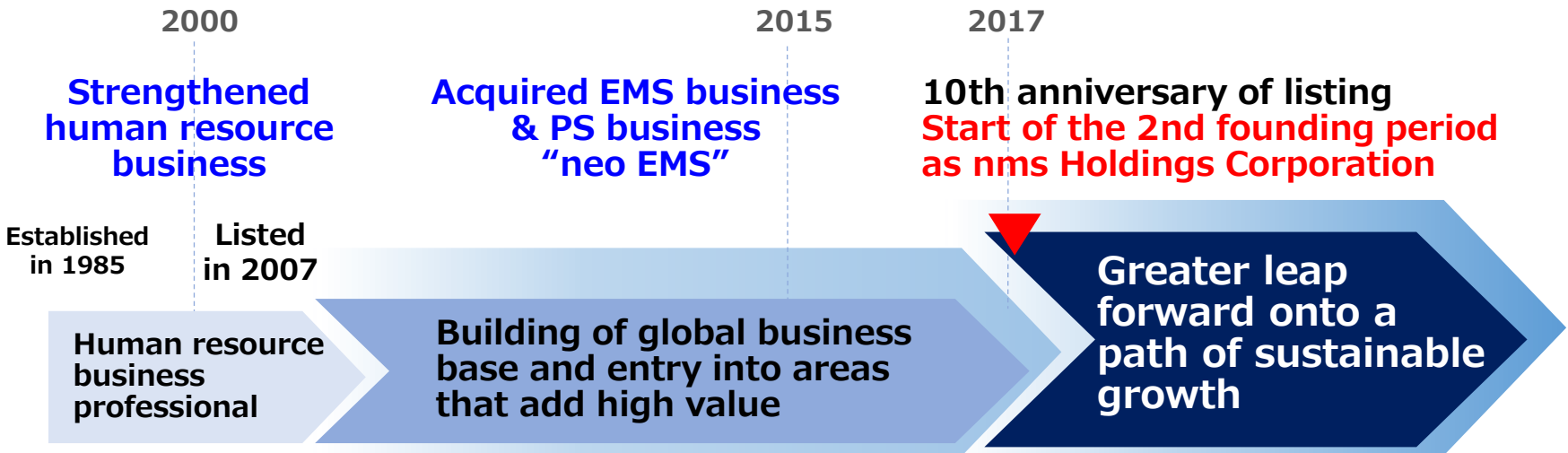


# **FY2020 Medium-Term Business Plan**

**—Building a foundation for growth through strategic measures that capitalize on changes—**

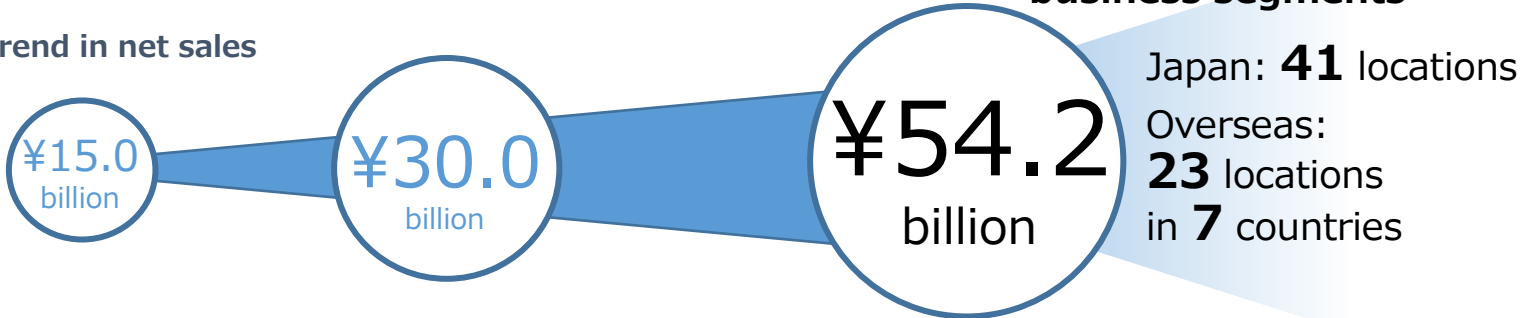
# 1. Progress to Date

**Broaden the scope of business and switch to an innovative business structure**



**Increase earning power  
Expand markets and business segments**

Trend in net sales



- Expanded business to China and Vietnam
- Acquired manufacturing plants in China and Malaysia through M&A by EMS company
- Acquired part of the businesses from Hitachi Group company and Panasonic, and launched the power supply (PS) business
- Opened locations in the Philippines, Thailand, Cambodia, and Laos
- Established human resource services + contract manufacturing plant in Vietnam
- Launched business related to foreign technical trainees (established Japan Technical Education Organization (JATEO), an agency that handles education and general affairs)
- Group developed a business to provide labor-saving devices

### Implemented Measures that Will Lead to Medium- and Long-term Growth

#### 1. Opened ASEAN markets

- Expanded the human resource solution business in Thailand (HS Business)
- Expanded contract manufacturing of automotive parts at the location in Vietnam (HS Business + EMS Business)
- Expanded overall ASEAN production infrastructure, and finalized establishment of factory in Vietnam (EMS Business)

#### 2. Launched new plans

- Established a training company for foreign technical trainees  
Opened facilities for post-entry training and education (HS Business)
- Entered alliances with institutions that send technical trainees who are certified by the Vietnamese government (HS Business)

#### 3. Developed and launched new products

- Developed LiB secondary battery packs and launched them in the market  
Developed and launched business in the electric vehicle (EV) sector (PS Business)
- Opened the Matsusaka Factory as a development and manufacturing center for the EV sector (PS Business)

# 3. Changes in the Environment Surrounding the nms Group

Emergence of labor shortages due to an aging society and birth of fewer children, rise of emerging countries, multipolarization of production locations, and increase in demand for alternative energy sources due to stricter environmental regulations

**HS**

**EMS**

**PS**

Formulate new plans for diversification of human resources

Implement agile production strategy

Take advantage of the good opportunity presented by the trend toward EV to expand business

Develop and contract provision of highly proficient human resources. Develop alliances with various ASEAN countries and regions. Support foreign technical trainees in getting established.

Build efficient production lines by using our expertise in labor-saving methods that also require fewer worker hours. Develop a plan to take on the challenge of new markets and new areas.

Develop battery packs and introduce them to the market. Build the next pillar of business to follow power supply products and battery packs.

**There is a high probability that the potential of the nms Group can be harnessed.**

**Build a base for sustainable growth through alliances that utilize the unique characteristics of each segment.**

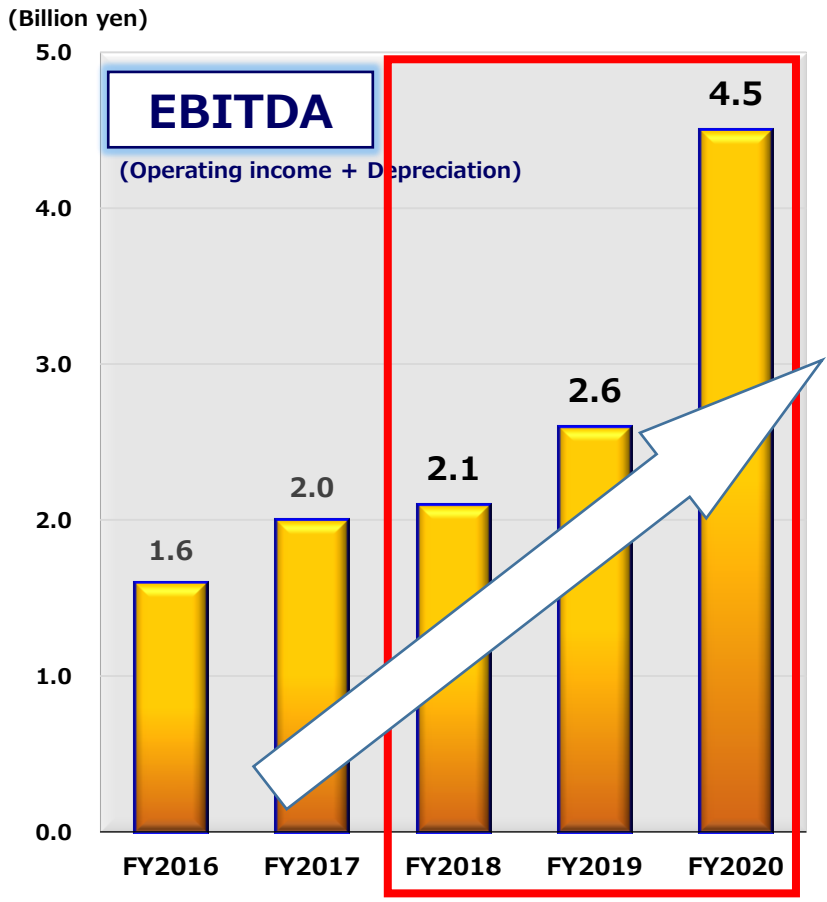
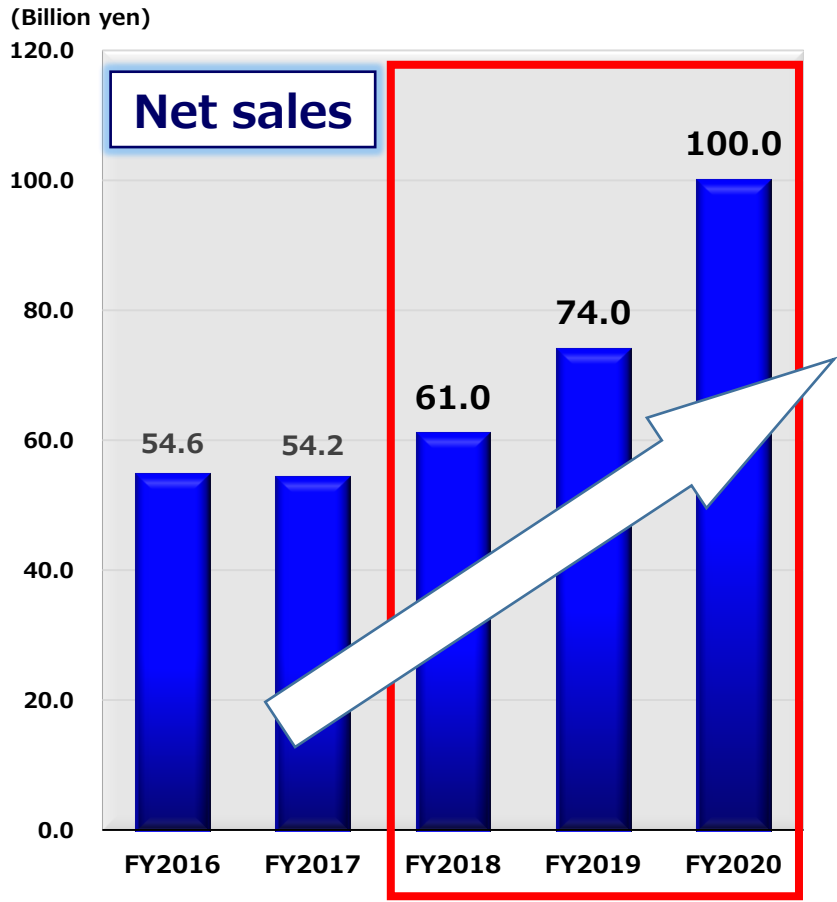


# 4. Main Points of the FY2020 Medium-Term Business Plan

Quantitative Goals

**FY2020 (ending March 31, 2021):**  
**100 billion yen in net sales; 4.5 billion yen in EBITDA**  
 (4.5% of net sales)

The results of strategic investments made in FY2018 and FY2019 will be harvested FY2020.



### (1) Strengthen, Change, and Evolve

Key  
Points

- Strengthen main businesses
- Take on the challenge of new markets and new areas

### (2) Group-wide

Key  
Points

- Location strategy, sales strategy, human resources strategy
- Utilize resources and expand business opportunities

### (3) Improve Quality

Key  
Points

- Improve profitability, and financial health
- Enhance corporate quality

**Look 5 years into the future and build a base that will lead to the next stage.**

### **(1) FY2018 to FY2020**

- **Position the three years from FY2018 to FY2020 as the timeframe for implementing the action plan.**
- **Implement measures from a strategic position.**

### **(2) FY2021 to FY2022**

- **Complete the FY2020 Medium-Term Business Plan and move to a new growth stage from FY2021 based on the results.**
- **Implement the action plan as the Mid-Term Vision.**

# 7-1. Key Points and Key Strategies by Segment (HS Business)

## Basic Policy

- Build new business pillars while keeping the manufacturing industry as the core business domain and evolve into a general employment agency.
- Strengthen the profit base of overseas business and promote consistent management.

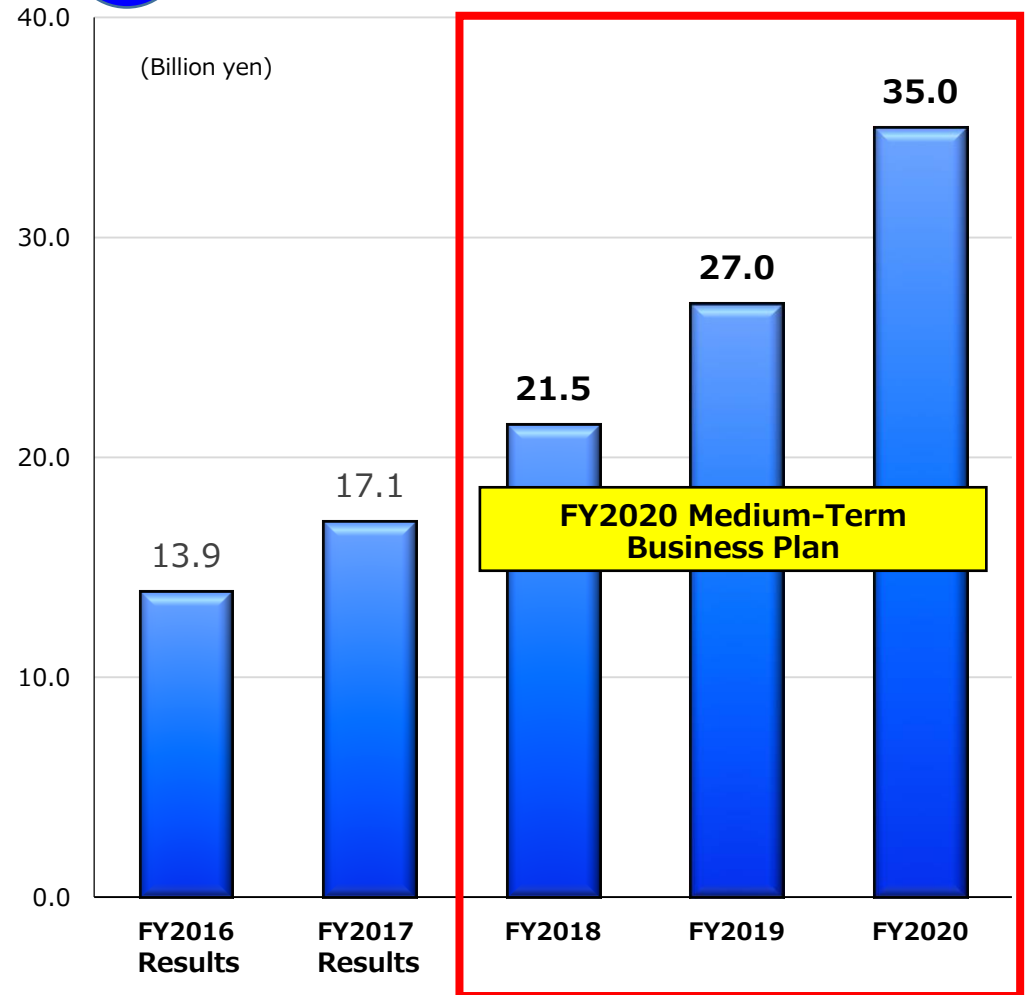


## Key Strategies

- Build a value cycle for the foreign technical trainees business and expand the scale.
  - Provide dispatching, training, practical experience, and support for finding employment after return to the home country.
- Provide human resource solutions in the segment of manufacturing technology that supports the acceleration of automation.
- Expand business by making multiple proposals on labor-saving mechanisms and staffing services through EMS within the group.
- Implement strategies to differentiate the third-party logistics contracting business and the technical logistics processing business and expand the scale of business.
- Expand technical service contracting
  - Acquire certification to provide regular repair services from major electrical equipment and mobile communication device manufacturers.



## Sales Plan



# 7-2. Key Points and Key Strategies by Segment (EMS Business)

## Basic Policy

- Expand segments we are strong in and enter new markets and new areas. Strengthen the business base, with manufacturing at its core.
- Implement location strategy and build a production structure, including R&D, through both growth and efficiency.

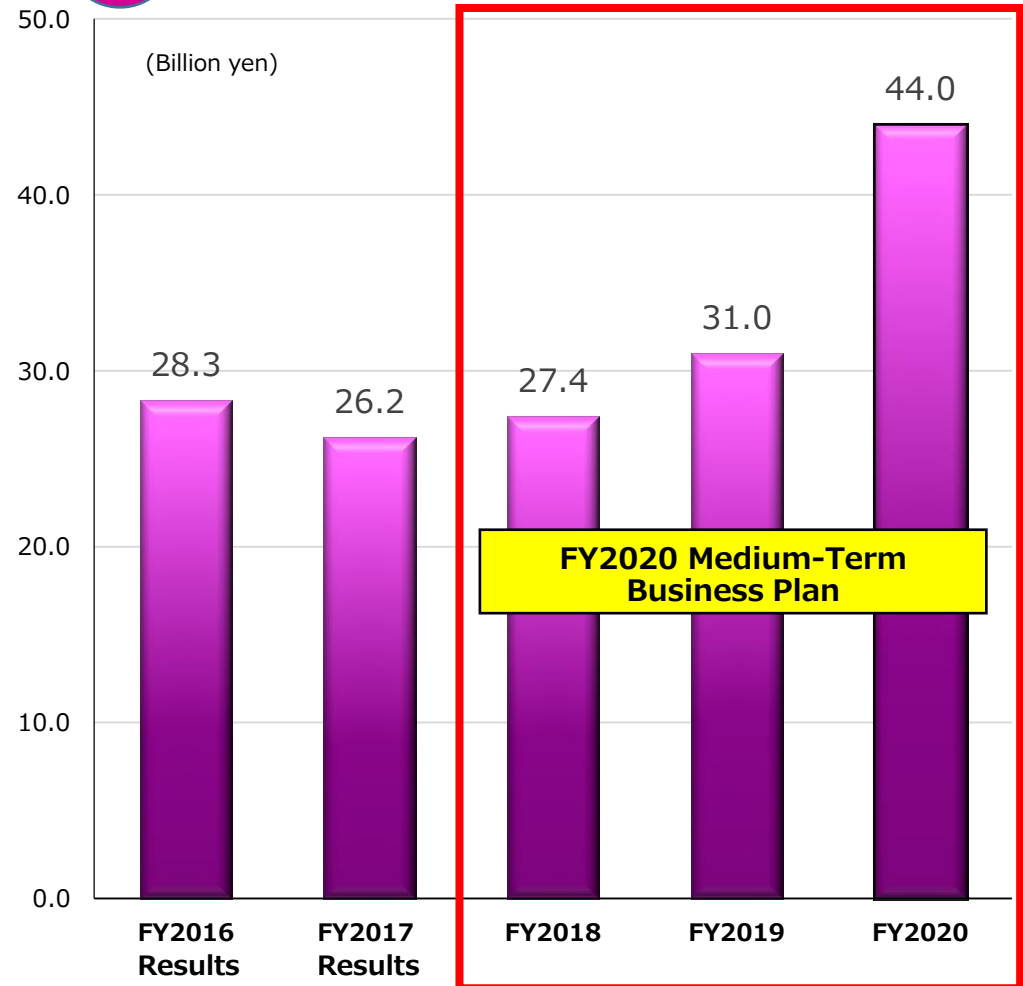


## Key Strategies

- Implement the location strategy.
  - Strengthen functions at existing production sites and use group resources to optimize overall production (Japan, Malaysia, and China).
  - Establish a mass production structure at the manufacturing plant in Vietnam.
  - Build an R&D structure (Strengthen the functions of the location in China).
  - Identify the next market to enter.
- Expand the business and steadily expand performance by developing businesses that are differentiable, such as small-lot production of a wide variety of products, precision press, and mounting of irregular shaped parts.
- Reinforce external marketing of business in labor-saving methods and automation.
- Strengthen parts procurement capabilities.

EMS

## Sales Plan



# 7-3. Key Points and Key Strategies by Segment (PS Business)

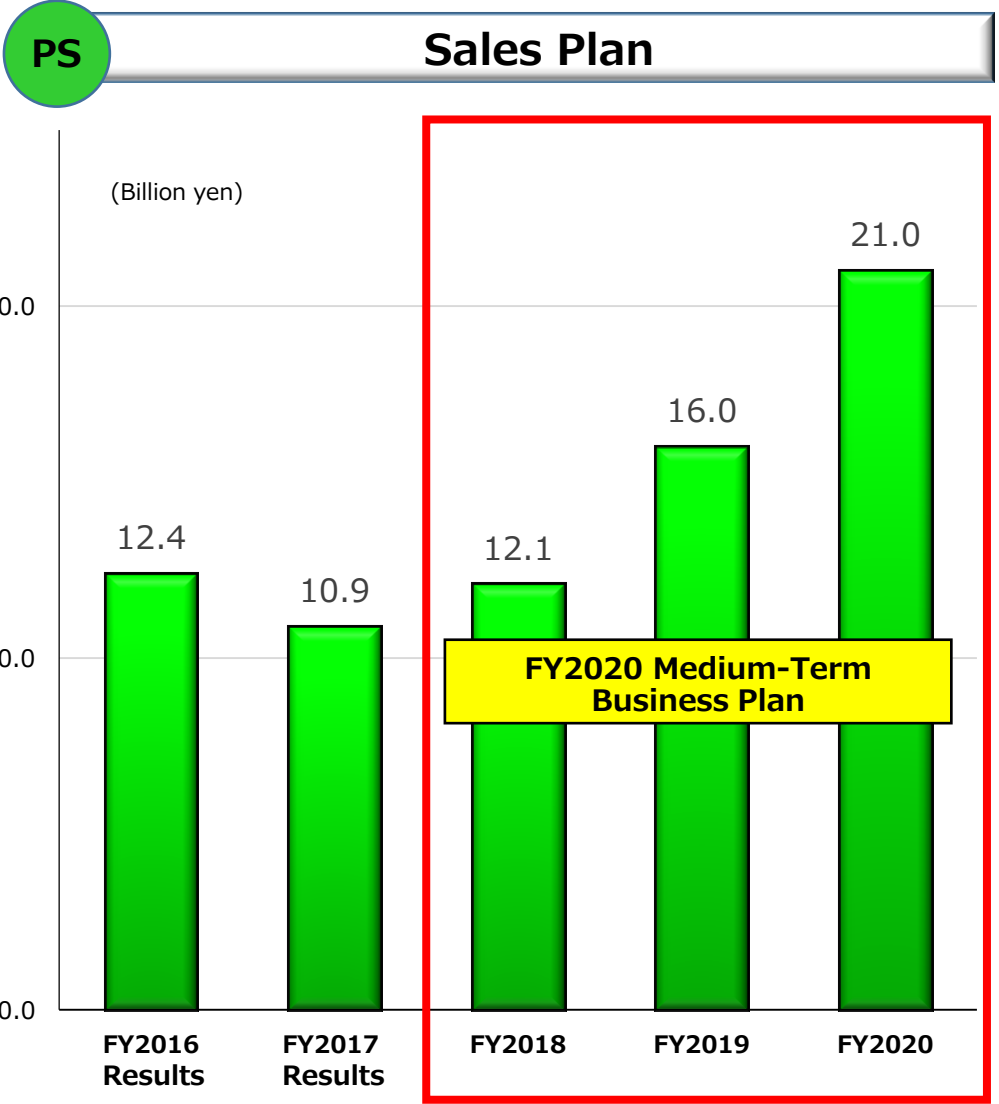
## Basic Policy

- Expand business by strengthening existing businesses and entering growing markets, and secure a position as a top manufacturer of highly profitable power supply products.
- Hone our manufacturing skills and become a strong group once again.



## Key Strategies

- Power supply components business:
  - Expand the customer base through the production location strategy.
    - Also utilize group resources and meet the needs of customers with a flexible production structure.
    - Generate growth capital by strengthening the business structure.
- Battery pack business:
  - Get the production location in Japan (Matsusaka Factory) up and running quickly, and establish a mass production structure.
    - Respond to the need for EV.
    - Develop industrial infrastructure-related demand in addition to demand from vehicle installation.
- Identify the next-generation businesses that will support growth of the group.



# 8. Investment Plans

A cumulative total of over 8 billion yen in investments is planned over the three years, from FY2018 to FY2020.

### Nature of main investments

**HS**

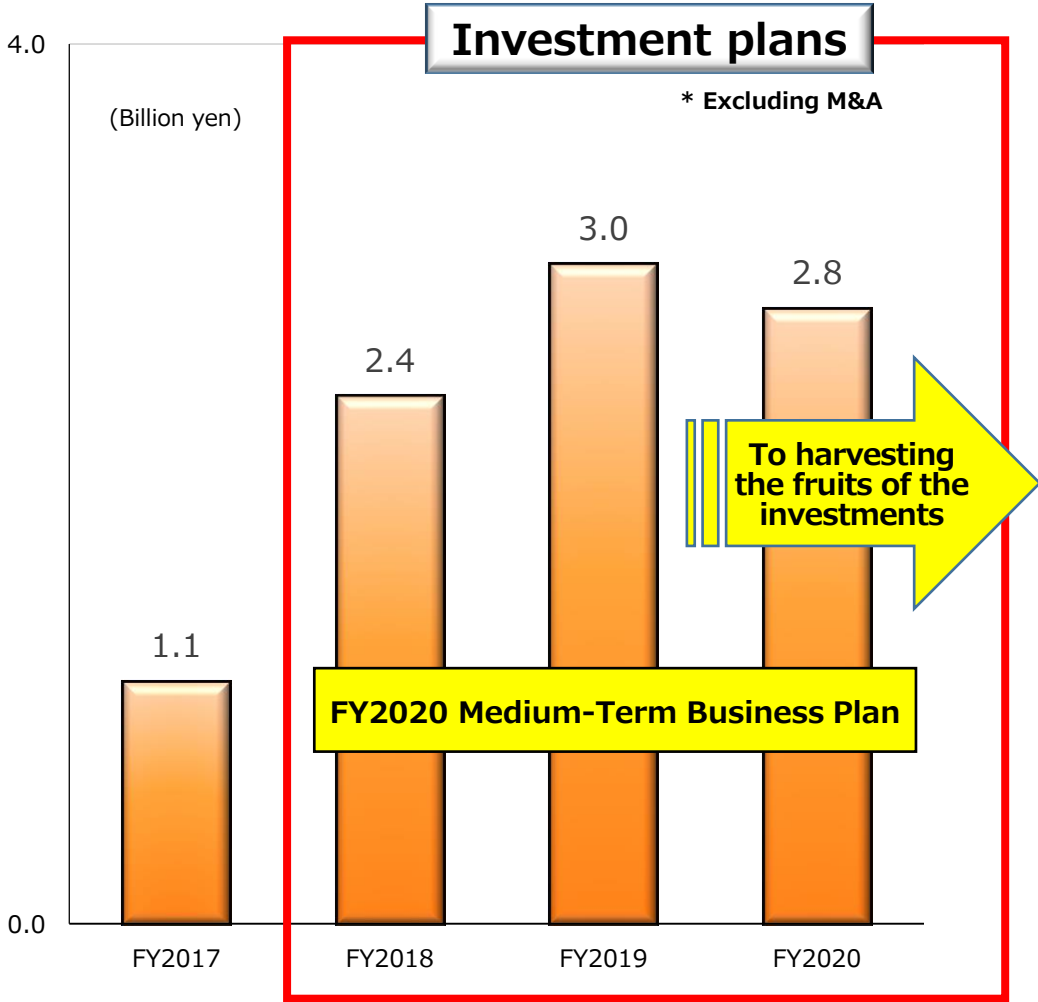
- Installation of equipment in the contract manufacturing plant in Vietnam
- Development of a training system for overseas human resources
- Strengthening functions related to information systems etc.

**EMS**

- Construction, installation of equipment, and start-up of production at the manufacturing plant in Vietnam.
- Line installation at manufacturing plant in Japan etc.

**PS**

- Construction of the new Matsusaka manufacturing factory in Japan
- Installation of equipment for moving to mass production of battery packs etc.



# 9. New Initiative (1): Keywords, Foreign Technical Trainees

**Expand the foreign technical trainees business by building a value cycle.**

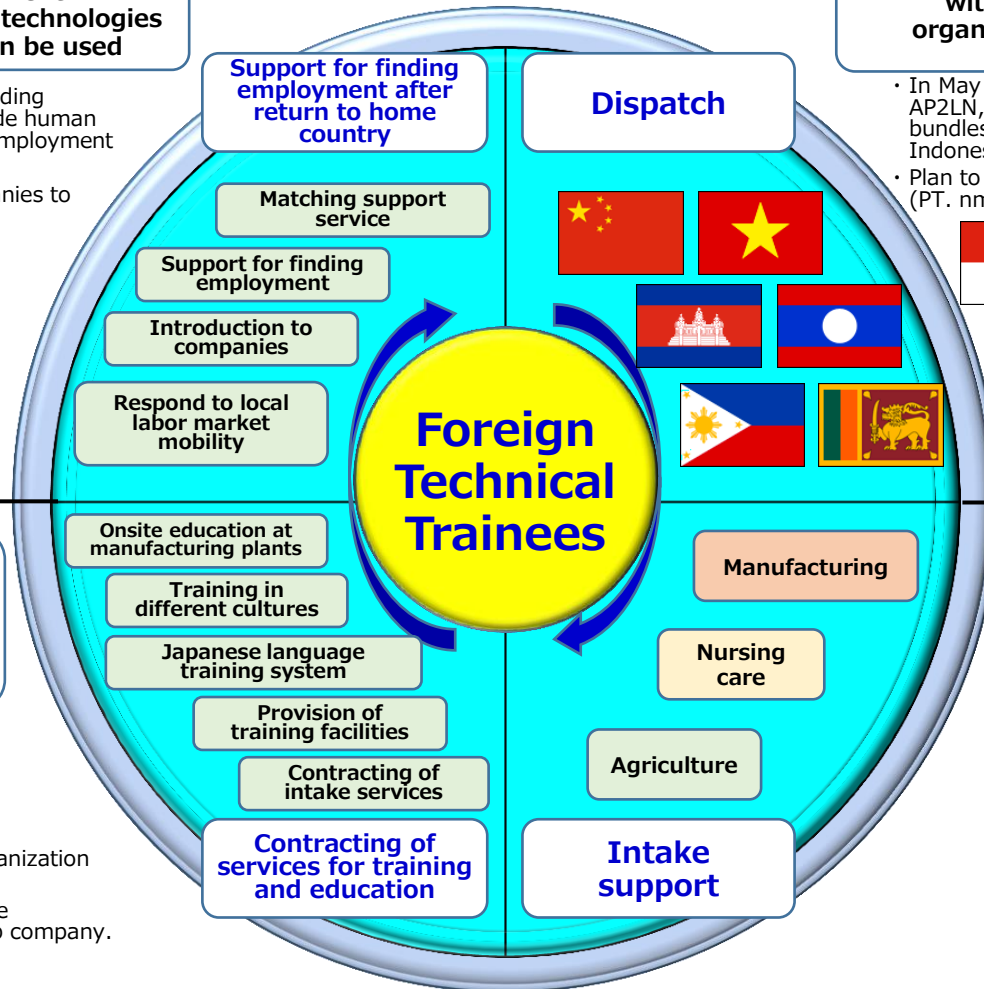
**Provide innovative solutions such as dispatch, practical experience, and support for finding employment after return to the home country**

**Support for finding employment in companies and areas where the technologies and skills learned in Japan can be used**

- Utilize alliances with technical intern sending organizations in each country and provide human resources matching to support finding employment after return to the home country.
- Utilize the network of nms Group companies to introduce trainees to employers.
  - Vietnam: NMS INTERNATIONAL RESOURCES
  - Indonesia: PT. nms Indonesia
- Respond to mobility of local labor markets, and provide support for job changing needs

**Build a network through strategic liaisons with technical intern sending organizations in 7 countries and 8 government systems**

- In May 2018, we entered a partnership with AP2LN, an official government organization that bundles technical intern sending organizations in Indonesia.
- Plan to establish a local subsidiary in July 2018 (PT. nms Indonesia)



(Left) B. Satrio Lelono, Deputy Minister for Directorate General of Training and Productivity, Ministry of Manpower, Indonesia  
(Right) Shofiullah, SE.,MM.,MA, Representative of AP2LN

**Provide a system of education and training before and after entering the company to help trainees become productive quickly**

- Vietnam: NMS Vietnam, NMS INTERNATIONAL RESOURCES
- Indonesia: PT. nms Indonesia
- Japan: Japan Technical Education Organization (JATEO)
- Provide a training program through the manufacturing expertise of each group company.

**Use the group network to gain access to intaking organizations**

- Provide human resource matching support through the expertise of nms in manufacturing dispatch.
  - Nippon Manufacturing Service
  - Japan Technical Education Organization (JATEO)
- Provide support for intake at companies in the nms Group
  - TKR Group (EMS)
  - SHIMA Group (EMS)



# 10. New Initiative (2): Keywords, Labor-saving/Worker Hour Reduction

**Enter manufacturing and sale of labor-saving devices with a high-resolution camera from KEYENCE CORPORATION.**

Contributing to customer cost competitiveness through a combination of the staffing service business and labor-saving devices

**Generate business opportunities by combining group resources.**

Begin global development of manufacturing and sale of external inspection devices that use a high resolution camera from KEYENCE CORPORATION and other labor-saving mechanisms.

- Develop proposals for combining flexible acquisition of human resources through worker dispatch for manufacturing (human resource solution business) and improvements in production efficiency through development of labor-saving devices (EMS business).
- Contribute to the achievement of substantial reduction in worker hours previously used for visual inspection and consistent quality management.
- Inquiries are already increasing in Vietnam and China, and growth can be anticipated in Thailand as well.
- Pursuing on-premises contracting while developing the devices as contracting service menus to meet needs overseas.
- Support the wide range of customer needs, including the installation, start-up, and post-installation service of devices, and roll out total support for manufacturing linked to IoT and smart factories.

**Group example:**  
Plant in Vietnam

- NMS Vietnam is considering installation of external inspection devices and other equipment.
- This is expected to reduce annual worker hours by around 1,500 hours, and is expected to reduce costs by improving production efficiency and achieve consistent quality management.

**In the future, we will pursue installation of labor-saving devices at manufacturing locations within the group, and will provide innovative proposals and services based on the results.**

# 11. Strengthening the Holding Function

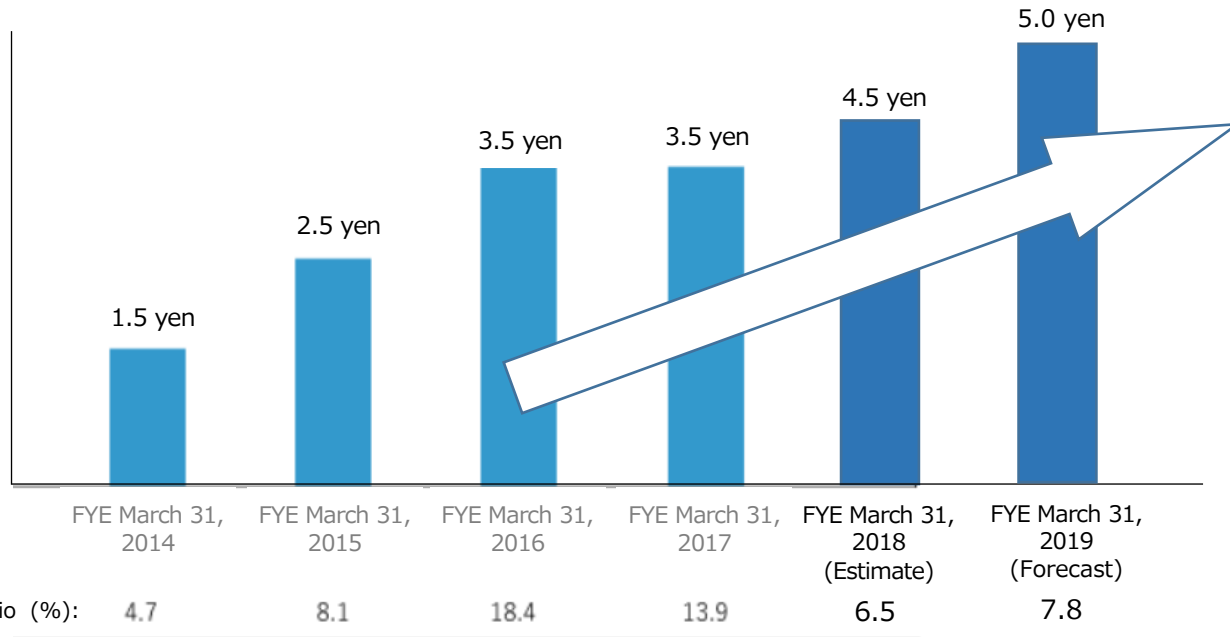
- (1) Optimize management of the group as a whole and improve management efficiency**
  - Redefine the positioning of each business and location. Redefine and optimize functions and roles based on what is best for the group as a whole.
  - Set benchmarks for investing management resources and follow-up on recovery of the investment.
  
- (2) Reassess missed profits and the cost of external leakage**
  - Strengthen our grip on results management and strengthen group accounting.
  - Strengthen the due diligence function for new investments.
  
- (3) Strengthen governance and make qualitative improvements**
  - Establish and install the various systems that will form the base for global expansion.
  - Search for human resources through the group and develop the next generation of human resources to assume management.
  - Strengthen risk response capabilities and build the structure for this.

# 12. Policy on Shareholder Return

## Dividend payout ratio during the term of the Medium-Term Business Plan: Target of 20%

The policy on shareholder return during the term of this Medium-Term Business Plan is to meet the expectations of shareholders through profit growth.

This is positioned as the timeframe for building a base to achieve the sustainable growth in the FY2020 Medium-Term Business Plan. We will raise the dividend payout ratio in stages to provide a return to shareholders as we also direct cash toward growth investments.



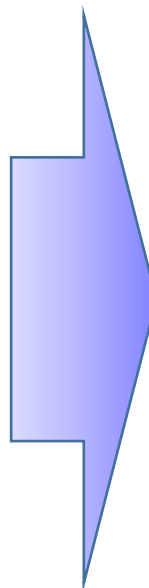
\* The annual dividend includes both an ordinary dividend and a commemorative dividend.

\* A stock split was implemented on March 1, 2018. The dividend amounts noted above reflect the amounts after adjustment for the stock split.

**Build a base for growth through strategic measures that capitalize on the opportunities presented by change.**

## FY2017 Results

Net sales: ¥54.2 billion  
EBITDA: ¥2.0 billion  
Equity ratio: 21.8%  
Dividend payout ratio: 6.5%



## FY2020 Goals

**Net sales: ¥100.0 billion**  
**EBITDA: ¥4.5 billion**  
**Equity ratio: 30% or higher**  
**Dividend payout ratio: 20%**

# **(Reference materials)**

## **FY2017 Topics**

**EMS  
Vietnam** Address main ASEAN customer needs for more production and local production/consumption

- We have built a global production system with overseas sites in China (Dong Guan) and Malaysia, but there is an **increasing need to expand it in ASEAN** because of customers' more distributed markets/regions and growing needs for local production/consumption.
- **Vietnam has a large labor force, and is opening** industrial parks and building business infrastructure (airports, seaports, etc.). It's a **promising market forecast to grow** more as Japanese manufacturers' "**China + 1**" production base strategies progress.
- In Vietnam, our Human Resource Solution Business (HS Business) already has a center for dispatching staff and contracting production. As that business develops, we will use the results of an expanded EMS Business production system with the goal of **growing the entire Group's business in ASEAN**.

**EMS  
Vietnam**

**Address main ASEAN customer needs for more production and local production/consumption**



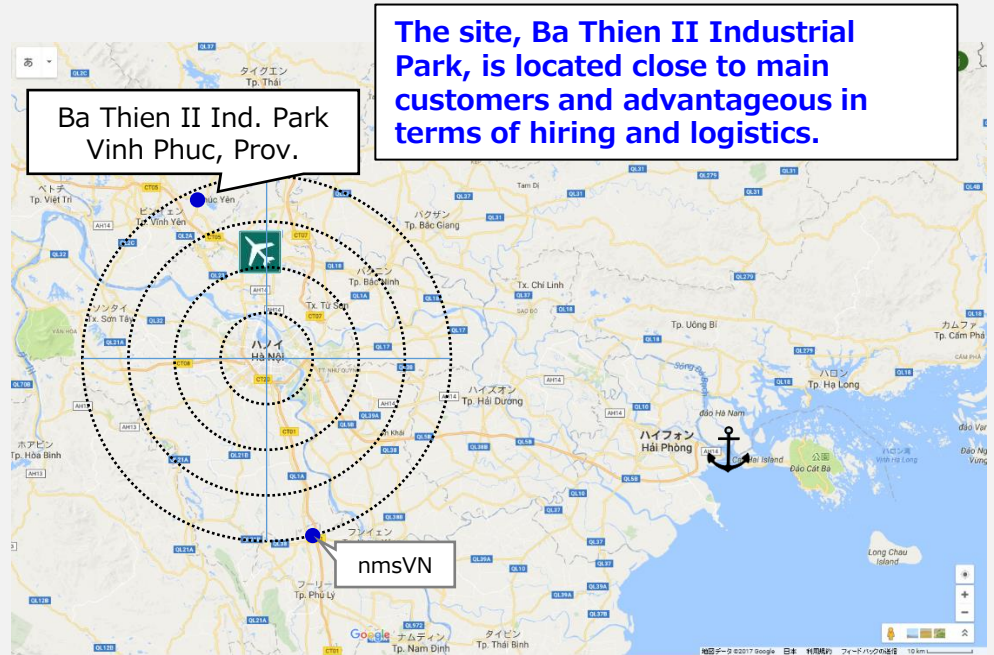
- Company: TKR MANUFACTURING VIETNAM CO., LTD (tentative)
- Location: Ba Thien II Industrial Park, Thien Ke Ward, Binh Xuyen District, Vinh Phuc Province, Vietnam
- Business: Production & sale of electronic components, automobile parts and other parts
- Capital: US\$1.82 million (~JPY 200 million)

**New Factory Overview**

Pressing plant  
(Land: 20,000 m<sup>2</sup>, Bldg: 11,000 m<sup>2</sup>)  
Mount assembly plant  
(Land: 20,000 m<sup>2</sup>, Bldg: 20,000 m<sup>2</sup>)

**Coming Schedule**

May 2018: Establish & register (tent.)  
April 2019: Start operation (tent.)



## Vietnam Help customers launch overseas production with human resource solutions + EMS expertise.



Jan. 2016: **NMS VIETNAM CO., LTD. established**  
Jun. 2016: Vietnam plant completed, operations began  
Jul. 2016: Contract manufacturing began



- Current contract manufacturing: Automotive parts assembly operation
- Human resources in production: When contracting began: 300 people → as of Oct. 2017: 920 people
- Future plans:
  - (1) Use labor-saving equipment of the TKR Group to solidify contract manufacturing projects and increase production efficiency.
  - (2) Expand the scope of contract manufacturing to quality control, inspection services, etc., and expand the customer base.
  - (3) Use the functions of NMS INTERNATIONAL RESOURCES CO., LTD., which operates a staffing service business to build a framework for training local people and develop highly proficient human resources to further improve the quality of contract manufacturing.



Plant opening ceremony on March 1, 2017



Continual activity on the production lines inside the plant





**Increasingly diverse needs for human resources as society ages more and fewer children are born**

**Agricultural Sector**

The number of agricultural workers has declined by roughly 70% over the past 30 years (to around 1.5 million), and the average age has risen.

**Nursing Care Sector**

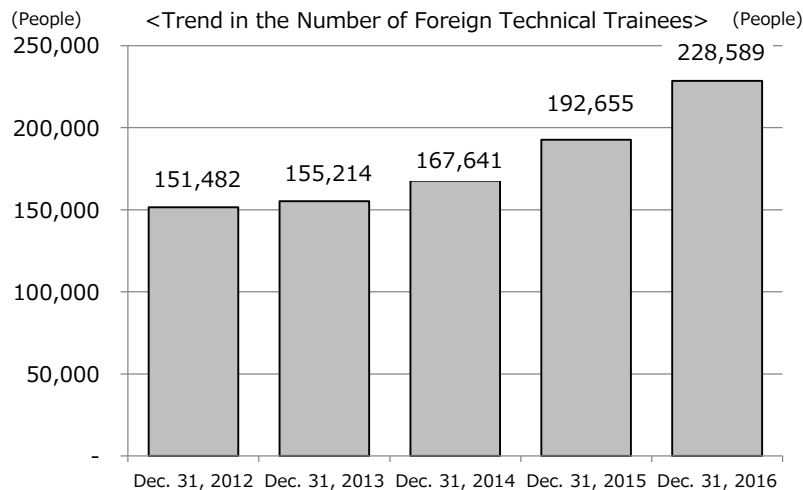
The baby boomers will begin to enter their seventies from 2017, and the children of baby boomers will then face the problem of taking leave from work to provide nursing care.

**Manufacturing Sector**

The nms Group is already working on acceptance of around 200 trainees amid a continuing shortage of labor in many manufacturing sectors and the anticipated increased difficulty of securing human resources in the future.

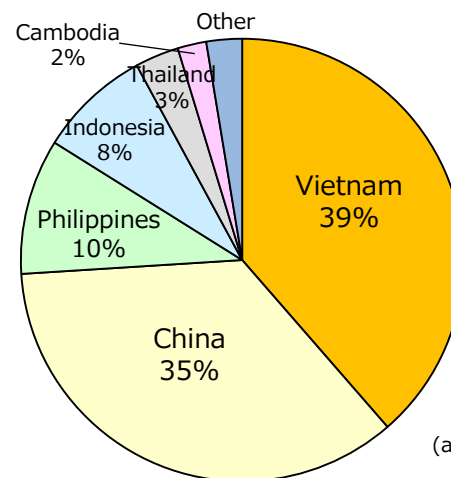
**Foreign Technical Trainees**

A foreign trainee system was established as one part of Japan's international contributions to and cooperation with developing countries, etc. There were roughly 230,000 people in the program nationwide as of the end of December 2016. Establishing a structure and programs aimed at promoting acceptance is a matter of urgency amid the expanding number of candidate sectors such as the agricultural and nursing sectors.



Source: Ministry of Justice "Statistics of Foreign Residents"

<Foreign Trainees by Country and Region>



(as of Dec. 31, 2016)

JATEO, a training company for foreign technical trainees established

JATEO was established to help foreign technical trainees get established quickly and provide total support to both the trainees and accepting entities through services relating to acceptance of the trainees, in addition to providing education and training that matches the needs of the accepting entities after entry into Japan.

➤ **Establish the environment for post-entry education and training, and establish a training facility.**

We established the JATEO Tokyo School training facility, and are targeting commencement of operations by year-end. The school will accept around 1,000 trainees a year (total) from 2018 onward. We will plan and structure training and practice of technical skills that meets the needs of the accepting entities.

➤ **Contract provision of services necessary for accepting trainees.**

JATEO will provide comprehensive and expert support for services relating to general affairs, human resources, labor, and benefits.

➤ **Support for finding employment after return to the home country will be provided through a broad range of support services.**

**Conducting training at local nursing care facilities in China**

The company participates in a Japan-China Nursing Care Trainee Program Committee consisting of welfare and medical corporations in Japan, local Chinese schools, and institutions where trainees are sent. It conducts local training designed to teach technical nursing skills for Japan and provides other technical training to nursing care personnel to develop Chinese technical trainees in the field of nursing care.



**JATEO**  **Japan Technical Education Organization** <http://jateo.n-ms.co.jp/>

Business description	The following businesses relating to the foreign technical trainee system: 1) provide post-entry training and education on contract, 2) support services for entities accepting trainees
Established	August 22, 2017 (business launched September 1, 2017)
Training facility	JATEO Tokyo School, Kohokudai, Abiko-shi, Chiba Prefecture

PS Launch a business in in-vehicle battery management systems

Provide a product that provides battery control, charging, and storage that utilizes the power supply technology that is our strength and focuses on safety and security, amid the increasing move toward EV due to stricter environmental regulations.

➤ **Develop a LiB secondary battery pack and launch it on the market.**

Battery needs are shifting from high capacity to quick charging, high durability, and other features along the continuum of safety and security. There is a need for highly accurate checks of residual battery capacity and degradation, and proper control of charging and storage (battery management) to prevent overcharging and other problems. Provide a customized flexible systems that integrate these.

➤ **The main uses are for ultra-compact mobility, special-purpose vehicles, (and various devices other than drive systems), etc.**

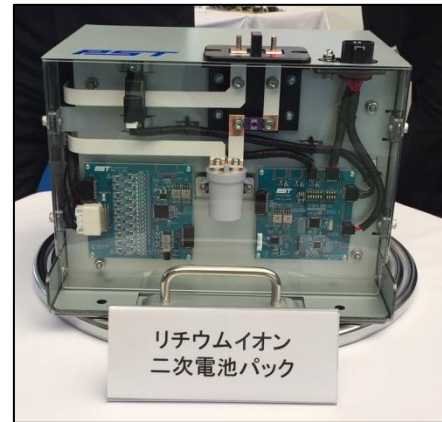
➤ **Mass production is scheduled at the PST location in Matsusaka-shi, Mie Prefecture from 2018.**

➤ **Introduce a series of developed products to the market in the future as well.**

We will also utilize our existing battery charging control technology to develop a proprietary BMS (Battery Management System) that controls battery charging and discharging to prevent the battery from reaching an abnormal state, and also monitors the battery cell voltage and surrounding temperature. Such technology will also be used to steadily expand the product line-up.

➤ **Also break into new areas of on-board equipment that fall under the keywords of environmental performance and migration to EV.**

In the future, we will expand into industrial battery storage systems (for robots, conveyor machinery, etc.), batteries for emergency back-up, UPS\*, etc. We will also work on simultaneous development of specialized charging devices equipped with the optimal charging function for these batteries.



\*UPS: Uninterruptible Power Supply

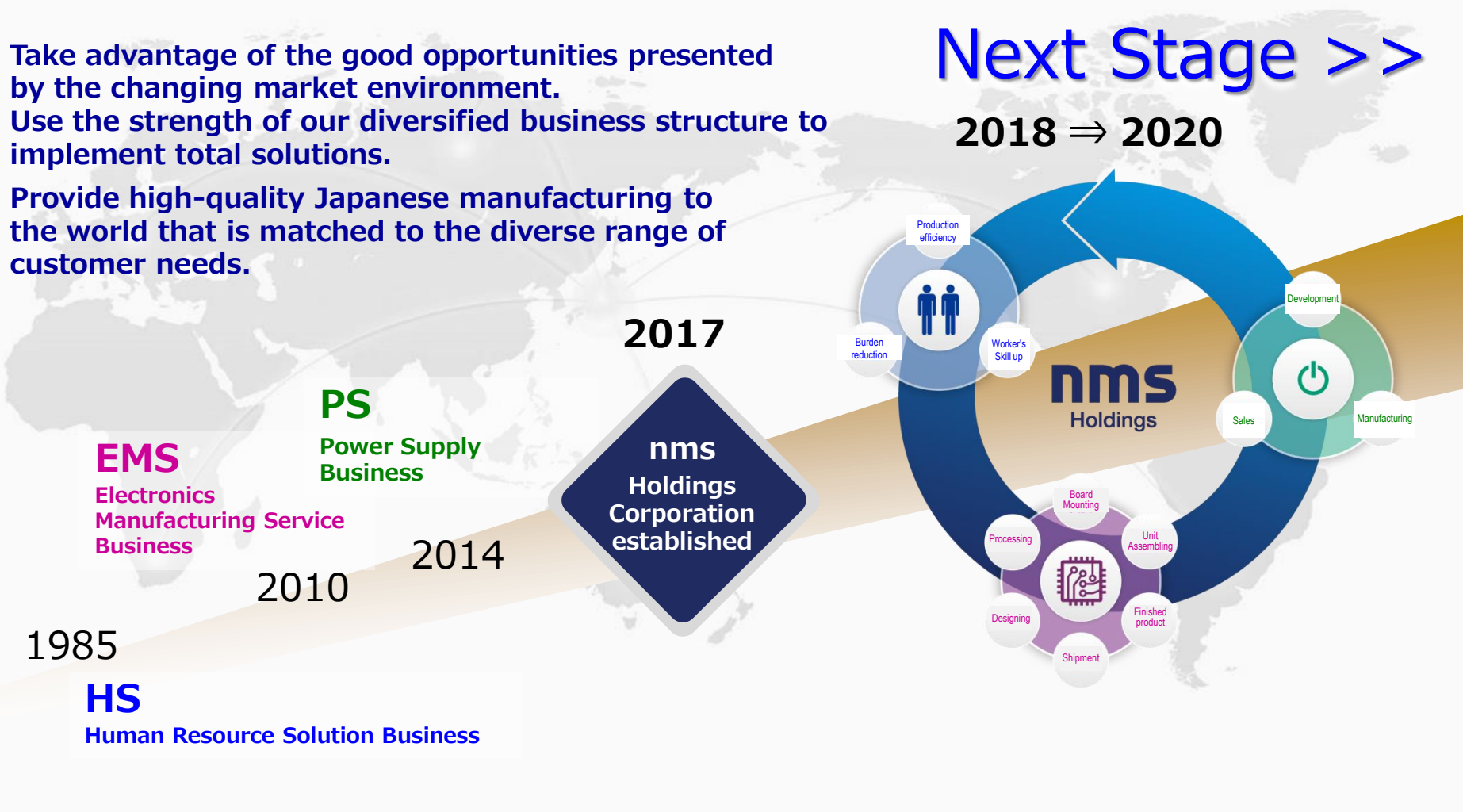
# Assemble group resources and bring Japanese manufacturing quality to the world.

Take advantage of the good opportunities presented by the changing market environment.  
Use the strength of our diversified business structure to implement total solutions.

Provide high-quality Japanese manufacturing to the world that is matched to the diverse range of customer needs.

## Next Stage >>

2018 ⇒ 2020



# **nms** Holdings Corporation

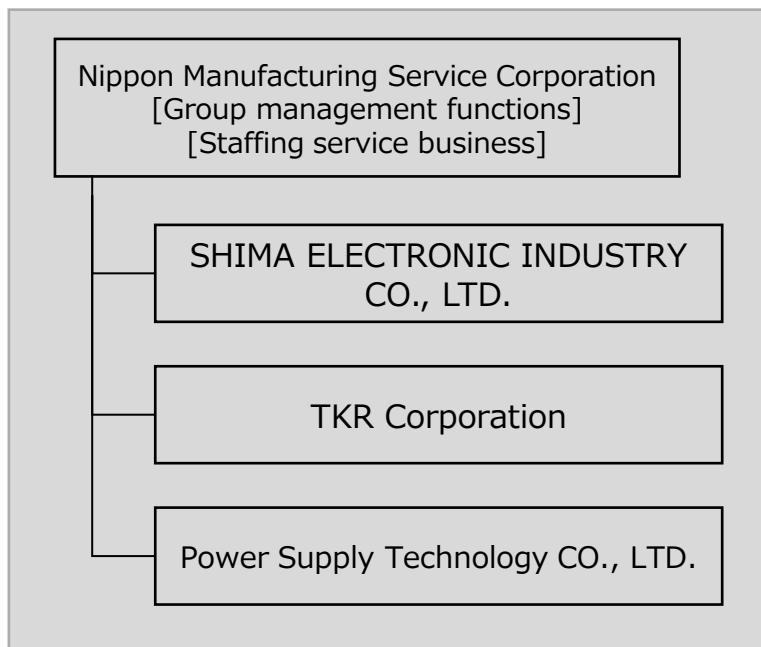
<http://www.n-ms.co.jp/english/>

Company Name	nms Holdings Corporation
Head Office	Tokyo Opera City Tower 45F, 3-20-2 Nishi-shinjuku, Shinjuku-ku, Tokyo 163-1445, Japan
Representative	Fumiaki Ono, President and CEO
Capital	500,690,000 yen (as of April 1, 2018)
Stock Exchange Listings	Tokyo Securities Exchange (JASDAQ market) Securities Code 2162
Business Activities	Integration of group businesses, management of operations, etc. in the Human Resource Solution (HS) Business, Electronics Manufacturing Service (EMS) Business, and Power Supply (PS) Business
Main Consolidated Subsidiaries	Nippon Manufacturing Service Corporation SHIMA ELECTRONIC INDUSTRY CO., LTD. TKR Corporation Power Supply Technology CO., LTD.

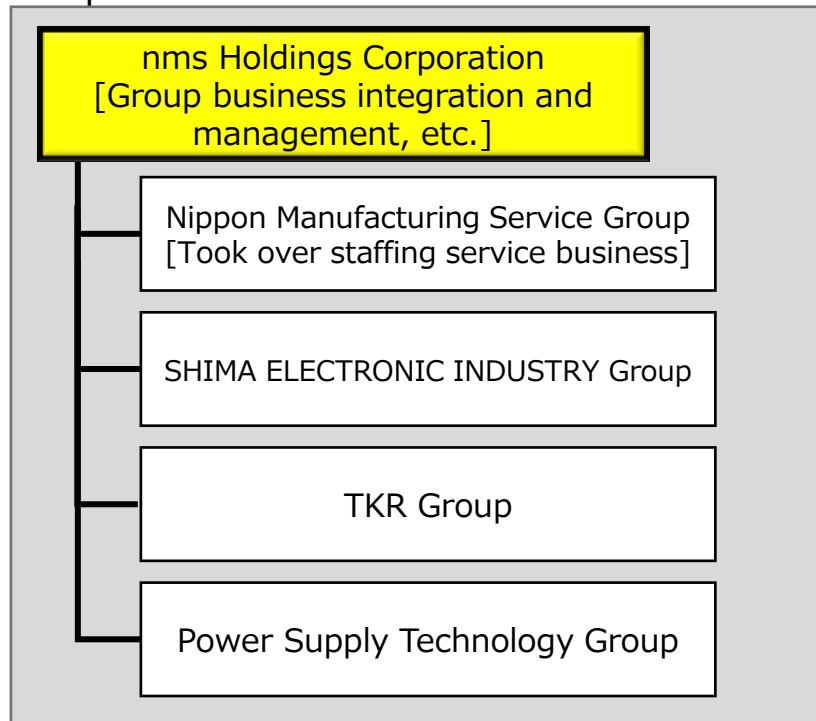
## Purpose

To strengthen group management functions and enable flexible response on expansion of markets and business domains

- Group management structure after migration to a holding company structure



<April 2017 onward>



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The financial forecasts and other forward-looking statements in these materials are based on information available at the time these materials were produced as well as certain assumptions deemed reasonable by the company. Actual results may differ substantially due to various risks and uncertainties.

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