

nms Holdings Corporation

Overview of Consolidated Financial Results

for the Third Quarter of Fiscal Year Ending March 31, 2025

- Net sales increased YoY on the back of firm demand overall, mainly owing to the positive effects from the receipt of new orders and commencement of mass production. Sales increased despite the negative impact from production adjustments resulting from production cuts at some locations and changes in the sales strategies by customers.
- Operating income and ordinary income decreased despite the full positive benefits from past cost restructuring and the measures to strengthen the business base. The decreases resulted from foreign exchange losses (212 million yen) as the yen strengthened from the second half onward, on top of production cuts by customers in the HS Business.
- An extraordinary loss (250 million yen) was recognized for a series of expenses relating to investigation of the improper use of expenses by the former President and CEO (disclosed on October 22, 2024) by a special investigative committee.

(Million yen)	Third Quarter of FYE Mar. 31, 2024 Results	Third Quarter of FYE Mar. 31, 2025 Results					YoY	Main Points
		1st Quarter	2nd Quarter	3rd Quarter	Total			
Net sales	54,682	17,508	19,255	19,531	56,295	+2.9%		
Operating income	1,108	400	487	109	996	(111)	[Non-operating income/expenses] Non-operating income: ¥97 million (Down ¥641 million YoY)	
Ordinary income	1,159	764	561	(910)	414	(744)	Non-operating expenses: ¥679 million (Down ¥9 million YoY)	
Profit attributable to owners of parent	776	562	327	(1,110)	(220)	(997)	[Extraordinary income/losses] Extraordinary income: ¥62 million Extraordinary losses: ¥251 million	
Net income per share (yen)	49.98	36.19	21.10	(71.47)	(14.18)	(64.16)		
EBITDA	2,178	765	858	484	2,107	(71)		

Financial Performance Highlights by Segment

(Million yen)		Third Quarter of FYE Mar. 31, 2024 Results	Third Quarter of FYE Mar. 31, 2025 Results					YoY	Main Points
			1st Quarter	2nd Quarter	3rd Quarter	Total			
HS Business	Net sales	17,153	5,586	5,908	5,778	17,273	+0.7%	<ul style="list-style-type: none"> Domestically, the HS Business pursued improvement in the cost-to-sales ratio, stricter management to maintain SG&A expenses at an appropriate level, and other measures to strengthen the business base. However, segment income declined, mainly due to the negative impact of production cuts by customers at some locations. Overseas, costs incurred for the commencement of business with new customers put downward pressure on segment income, despite the growth in sales in China, Thailand, and Laos. 	
	Segment Income	759	113	197	205	515	(243)		
EMS Business	Net sales	25,735	8,388	9,226	9,424	27,039	+5.1%	<ul style="list-style-type: none"> Despite the negative impact from production adjustments by customers, demand was firm as the location in Malaysia also saw growth in demand in addition to receipt of new orders and commencement of mass production at locations where strategic investments were made. The positive effects from productivity improvements and cost restructuring at each location also led to growth in segment income. 	
	Segment Income	220	332	75	40	448	+228		
PS Business	Net sales	11,793	3,533	4,120	4,328	11,982	+1.6%	<ul style="list-style-type: none"> Demand remained at a high level despite the negative impact stemming mainly from production cuts and postponement of sales due to a changing business environment by customers. We will continue our steady efforts to maintain stable production, mainly by improving production efficiency and expanding procurement sources for parts and materials, and implementing measures to increase segment income. 	
	Segment Income	575	114	385	229	729	+153		
Segment Eliminations	Segment Income	(447)	(160)	(171)	(365)	(697)	-	Company-wide expenses attributable to the holding company	
Total	Net sales	54,682	17,508	19,255	19,531	56,295	+2.9%	HS Business: Human Resource Solution Business EMS Business: Electronics Manufacturing Service Business PS Business: Power Supply Business	
	Segment Income	1,108	400	487	109	996	(111)		

(For Reference) Financial Performance by Segment: HS Business

Net sales

¥17,273 million

Up 0.7% YoY

Segment income

¥515 million

Down 243 million YoY

[Business Entity]

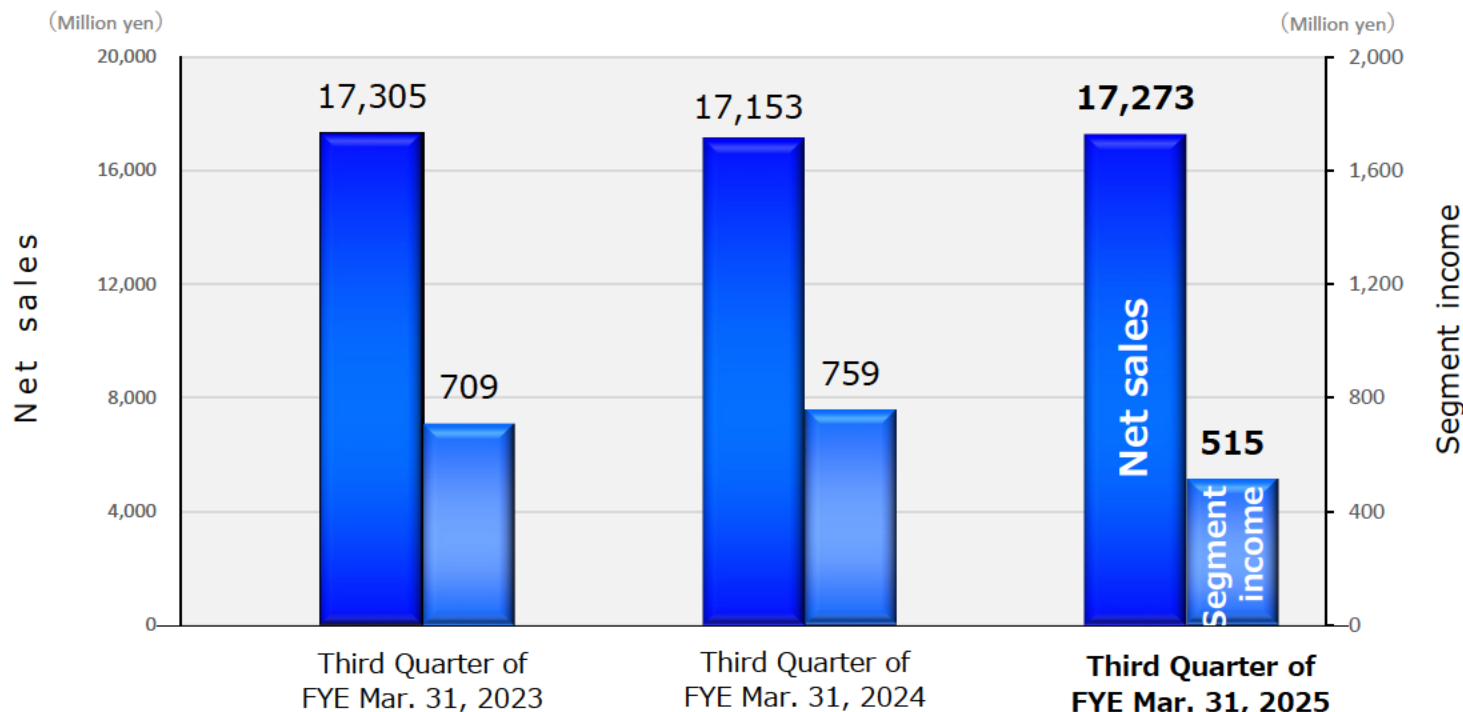
Nippon Manufacturing Service Group

Japan

- Demand was firm overall, despite the negative impact of production cuts by customers at some locations.
- In addition to upfront expenses for strategic investments, mainly for opening technical centers to develop highly-skilled engineers, segment income continued to decline from the negative impact of production cuts. We endeavored to improve profitability through improvement in the cost-to-sales ratio, stricter management to maintain SG&A expenses at an appropriate level, and progress on other measures to strengthen the business base in ongoing transactions.

Overseas

Sales in China, Thailand, and Laos increased, in addition to the positive effects from strengthening the business base. However, costs were incurred for the commencement of business with new customers in Thailand.



(For Reference) Financial Performance by Segment: EMS Business

Net sales

¥27,039 million

Up 5.1% YoY

Segment income

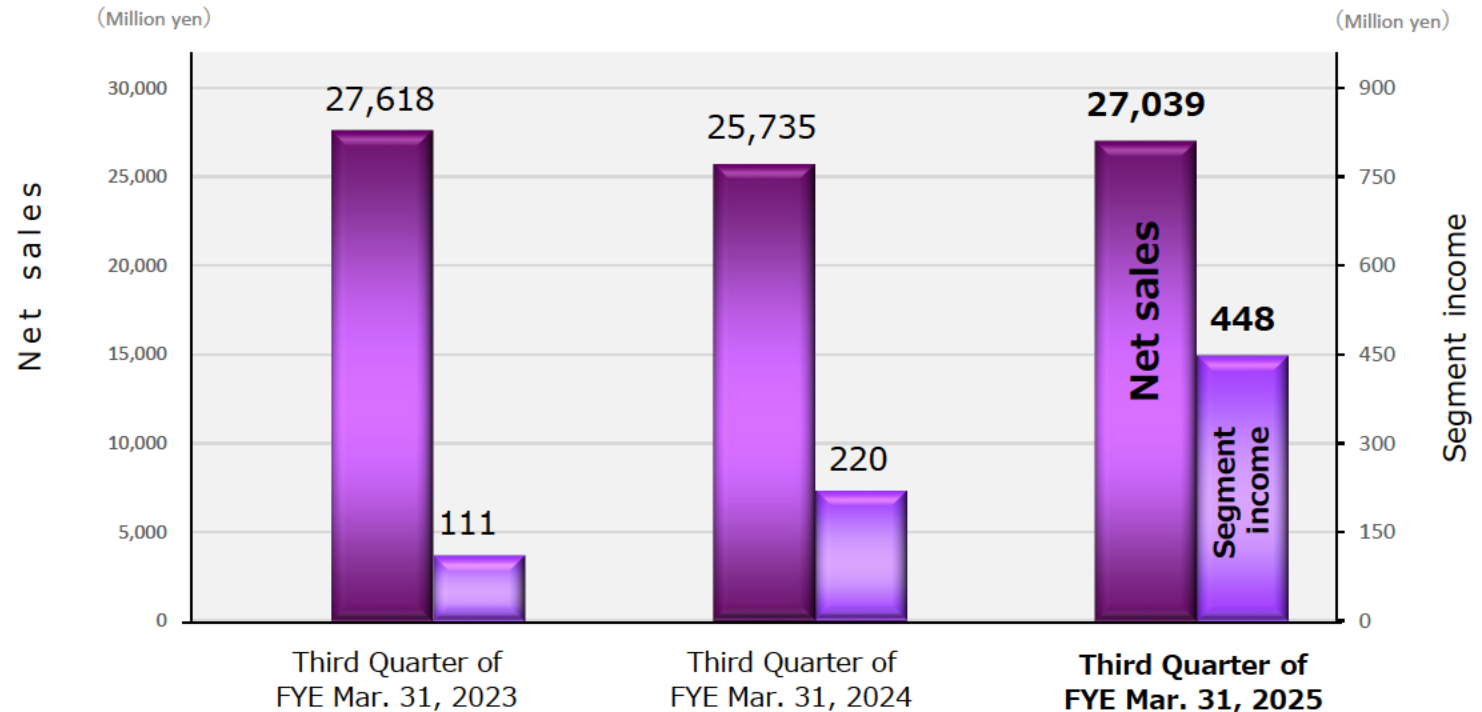
¥448 million

Up 228 million YoY

[Business Entity]

TKR Group

- The EMS business has production operations in China, ASEAN countries, and North America. Despite the negative impact from production adjustments by customers as they changed sales strategies, demand was firm as demand increased at the location in Malaysia, in addition to the receipt of new orders and increase in production volume from commencement of mass production at strategic investment locations in Vietnam and North America.
- On the profit front, the positive effects from productivity improvements and cost restructuring at each location led to substantial improvement in segment income.
- The North America business is a strategic measure accompanying expansion of market domains. Inquiries from customers are also increasing so we are implementing measures to strengthen the business base to improve performance.



(For Reference) Financial Performance by Segment: PS Business

Net sales

¥11,982 million

Up 1.6% YoY

Segment income

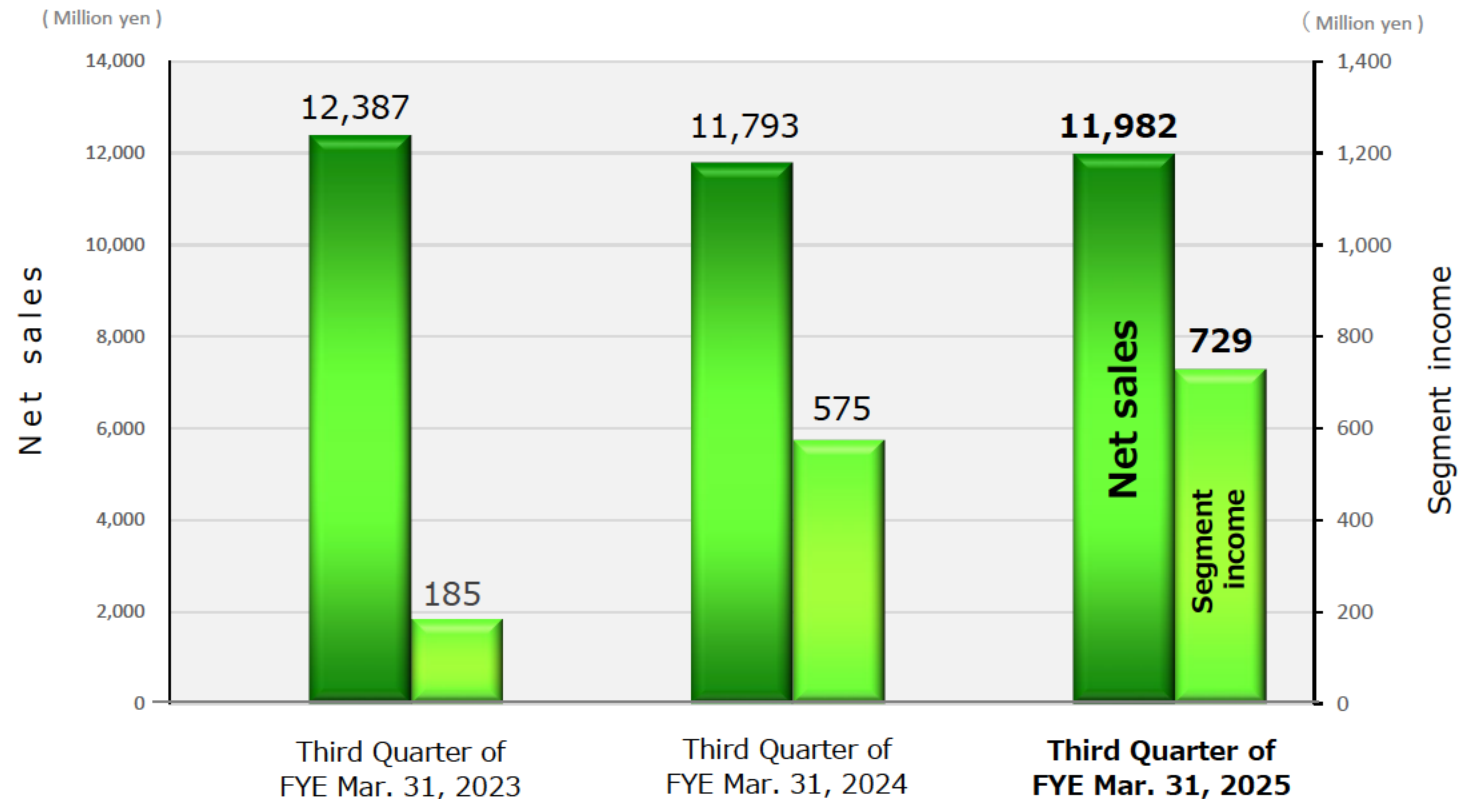
¥729 million

Up 153 million YoY

[Business Entity]

Power Supply
Technology Group

- Demand remained at a high level despite the negative impact resulting from inventory adjustments due to structural changes in the supply chain at the beginning of the period, production cuts by customers, and postponement of sales for some products due to a changing business environment.
- A rebound in orders for main types of equipment from the second quarter, mainly from an increase in sales in the domestic market, also boosted segment profit and we will continue to steadily implement measures to expand procurement sources for parts and materials, and other measures to ensure stable production and boost net sales and segment income.



■ Financial Performance Highlights (B/S)

(Million yen)	FYE Mar. 31, 2024 (March 31, 2024)	Third Quarter of FYE Mar. 31, 2025 (December 31, 2024)	Change
Current assets	26,178	26,523	+344
Non-current assets	9,784	9,889	+104
Property, plant and equipment	7,981	8,112	+130
Intangible assets	605	564	(41)
Investments and other assets	1,197	1,212	+15
Deferred assets	13	3	(9)
Total assets	35,976	36,415	+439
Total liabilities	32,631	33,301	+670
Current liabilities	29,219	30,002	+783
Non-current liabilities	3,411	3,298	(113)
Total net assets	3,344	3,114	(230)
Total liabilities and net assets	35,976	36,415	+439

nms Holdings Corporation

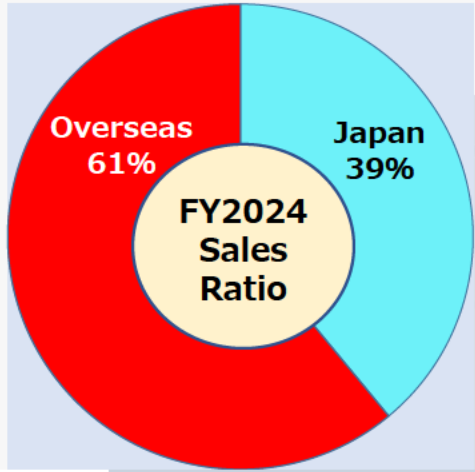
<https://www.n-ms.co.jp/english/>

Head Office	Tokyo Opera City Tower 45F, 3-20-2 Nishi-shinjuku, Shinjuku-ku, Tokyo 163-1445, Japan
Representative	Toshiko Kono, President and CEO
Capital	500,690,000 yen (as of December 31, 2024)
Stock Exchange Listings	Tokyo Securities Exchange (Standard market) Securities Code 2162
Number of group employees	12,421 people (as of December 31, 2024)
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 TKR Corporation Power Supply Technology Co., Ltd.

Group Company Total
25

(For Reference) nms Holdings Group Overseas Expansion

Integrate the unique characteristics of each business and capture new demand



China (Hong Kong)



Sino-Japan Stafftraining and Dispatch Co., Ltd.
Sino Manufacturing Service Corporation
Wuxi office Shenzhen office Shanghai office Dongguan office
Guangzhou office Suzhou office Dalian office
TKR Huanan Electronics Co., Ltd. (Dong Guan)
PST Huanan Electronics Co., Ltd. (Foshan)
Shenzhen office Suzhou office



TKR Hong Kong Limited
Power Supply Technology (HONG KONG) Co., Limited

Vietnam



NMS International Resources Co., Ltd.
nms Vietnam Co., Ltd.
TKR Manufacturing Vietnam Co., Ltd.

U.S.A · Mexico



TKR USA, Inc.



TKR de México S.A. de C.V.

Thailand · Cambodia · Laos



nms(Thailand) Co., Ltd.
Power Supply Technology (Thailand) Co., Ltd.



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



NMS Lao Sole Co., Ltd.

Malaysia



SHIMA Electronic Industry (Malaysia) Sdn. Bhd.
TKR Manufacturing (Malaysia) Sdn. Bhd.
TKR Precision (Malaysia) Sdn. Bhd.



Indonesia



PT. NMS CONSULTING INDONESIA

Bringing Japanese Manufacturing Quality to the World

nms Holdings

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

Domestic bases 29
Overseas bases 19

EMS

Electronics Manufacturing Service Business

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

Legal Entity



TKR Corporation

Domestic bases 3
Overseas bases 8

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 Group

Domestic bases 2
Overseas bases 5

(For Reference) nms Holdings Group Business Structure

Main Consolidated Subsidiaries	Countries/ Regions Entered	Main Business Activities
Human Resource Solution Business (HS Business)		
<ul style="list-style-type: none"> • Nippon Manufacturing Service Corporation • nms Engineering Co., Ltd. • Japan Technical Education Organization (JATEO) • Sino-Japan Staff training and Dispatch Co., Ltd. • Sino Manufacturing Service Corporation • nms Vietnam Co., Ltd. • NMS International Resources Co., Ltd. • nms (Thailand) Co., Ltd. • PT. NMS CONSULTING INDONESIA • NMS Lao Sole Co., Ltd. etc. 	<p>Japan China Vietnam Thailand Laos Indonesia Cambodia</p>	<p>General manufacturing services in Japan and overseas</p> <ul style="list-style-type: none"> • Contract manufacturing business (contracting [on-premises contract manufacturing] and contract manufacturing staffing and recruitment services) • IT production engineering business (staffing and recruitment services) • IT and design development engineering business (staffing, recruitment services and contracting) • Technical service business (various repairs, rework and analysis / general customer services) • Logistics service business (distribution 3PL / flow surface processing / staffing) • Contract education/training after entering Japan for technical interns and business support for companies accepting interns concerning the technical intern training program for foreigners
Electronics Manufacturing Service Business (EMS Business)		
<ul style="list-style-type: none"> • TKR Corporation • TKR Huanan Electronics (Dongguan) Co., Ltd. • TKR Manufacturing (Malaysia) Sdn. Bhd. • TKR Precision (Malaysia) Sdn. Bhd. • TKR Manufacturing Vietnam Co., Ltd. • TKR USA, Inc. • TKR de México S.A. de C.V. • SHIMA Electronic Industry (Malaysia) Sdn. Bhd. etc. 	<p>Japan China Malaysia Vietnam U.S.A. Mexico</p>	<ul style="list-style-type: none"> • Electronics Manufacturing Service business (substrate mounting, substrate assembling, simple pressing, resin molding, assembly, etc.) • Labor-saving Device Manufacturing/Sales business • Energy-saving Device Manufacturing/Sales business • Business initiatives shared with the customer, and design, development and sales efforts related to such • Startup solutions business
Power Supply Business (PS Business)		
<ul style="list-style-type: none"> • Power Supply Technology Co., Ltd. • PST Huanan Electronics (Foshan) Co., Ltd. • Power Supply Technology (Thailand) Co., Ltd. • Power Supply Technology (Hong Kong) Co., Limited 	<p>Japan China Hong Kong (China) Thailand</p>	<ul style="list-style-type: none"> • Custom power supply (switching and high-voltage): development, design, manufacturing, sales • Magnet roll: development, design, manufacturing, sales • A wide variety of transformers (switching/high-voltage transformers): development, design, manufacturing, sales

None of the information in these materials constitutes a solicitation to purchase or sell shares in nms Holdings Corporation.

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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