

AND

HOLON

A&D HOLON Holdings

Briefing Materials: Financial Results for FY2023/24 Q2

**A&D HOLON Holdings Company,
Limited**

Securities Code:
7745

<Caution>

Statements regarding forecasts contained in this document are based on judgments made in accordance with information currently available and are subject to change due to future economic trends and new technological developments in Japan and around the world.

Therefore, the Company does not guarantee the accuracy of said statements.

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FY2023/24 Q2

**Progress slightly exceeded Q2 forecast
Sales increased and profit increased
significantly on the previous year.**

- In semiconductor-related business, demand for the Group's products remained strong, and in terms of profit, productivity improvements and cost reductions through Group procurement drove overall performance.
- The medical and healthcare equipment business remained almost on par with the same period of the previous year.
- In the measuring and weighing equipment business, sales in Japan were favorable, but DSP systems performed weakly due to sluggish demand for capital investment in the Americas.

Forecast for FYE March 31, 2024

**Net sales 62.0 billion yen, up 5.0% from the previous
year. Operating profit 7.8 billion yen, up 4.3% from the
previous year**

- Risks associated with the worsening Russia/Ukraine situation and the impact of material price hikes have also been factored into the forecast.

Sustainability

- April 2023: Established the 'Sustainability Committee' and formulated Sustainability Policy.

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Summary of Business Results for FY2023/24 Q2

Both sales and profit exceeded the 1H forecast.

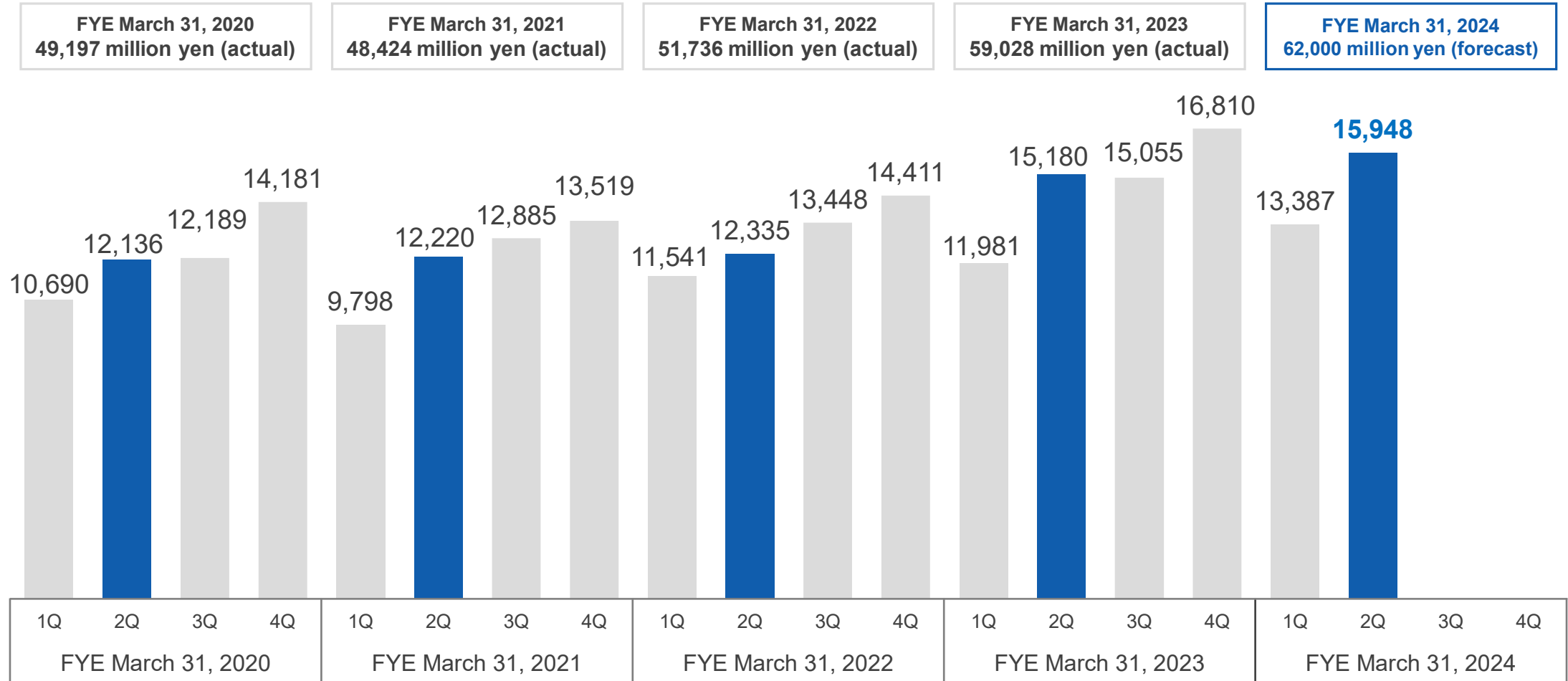
Sales increased by 8.0% and operating profit increased by 73.2% from the previous year. Semiconductor-related business grew significantly and drove the overall operating profit.

(Unit: million yen)	FY2022/23 Q2		FY2023/24 Q2		Change	YoY	(Reference)	
		Percentage		Percentage			Q2 Forecast	Achievement Rate
Net sales	27,162	-	29,335	-	2,173	+8.0%	28,370	103.4%
Cost of Sales	15,965	58.8%	16,503	56.3%	538	+3.4%	-	-
Gross Profit	11,197	41.2%	12,832	43.7%	1,635	+14.6%	-	-
SG&A Expenses	9,370	34.5%	9,669	33.0%	298	+3.2%	-	-
Operating profit	1,826	6.7%	3,163	10.8%	1,336	+73.2%	3,100	102.0%
Ordinary profit	2,232	8.2%	3,411	11.6%	1,179	+52.8%	2,915	117.1%
Net profit before taxes	2,227	8.2%	3,404	11.6%	1,176	+52.8%	-	-
Quarterly net profit attributable to shareholders of parent company	1,465	5.4%	2,150	7.3%	684	+46.7%	1,995	107.8%
Quarterly net profit per share (yen)	53.43	-	78.30	-	24.87	-	72.67	-

Net Sales by Quarter

Continued record quarterly sales in the second quarter of the fiscal year

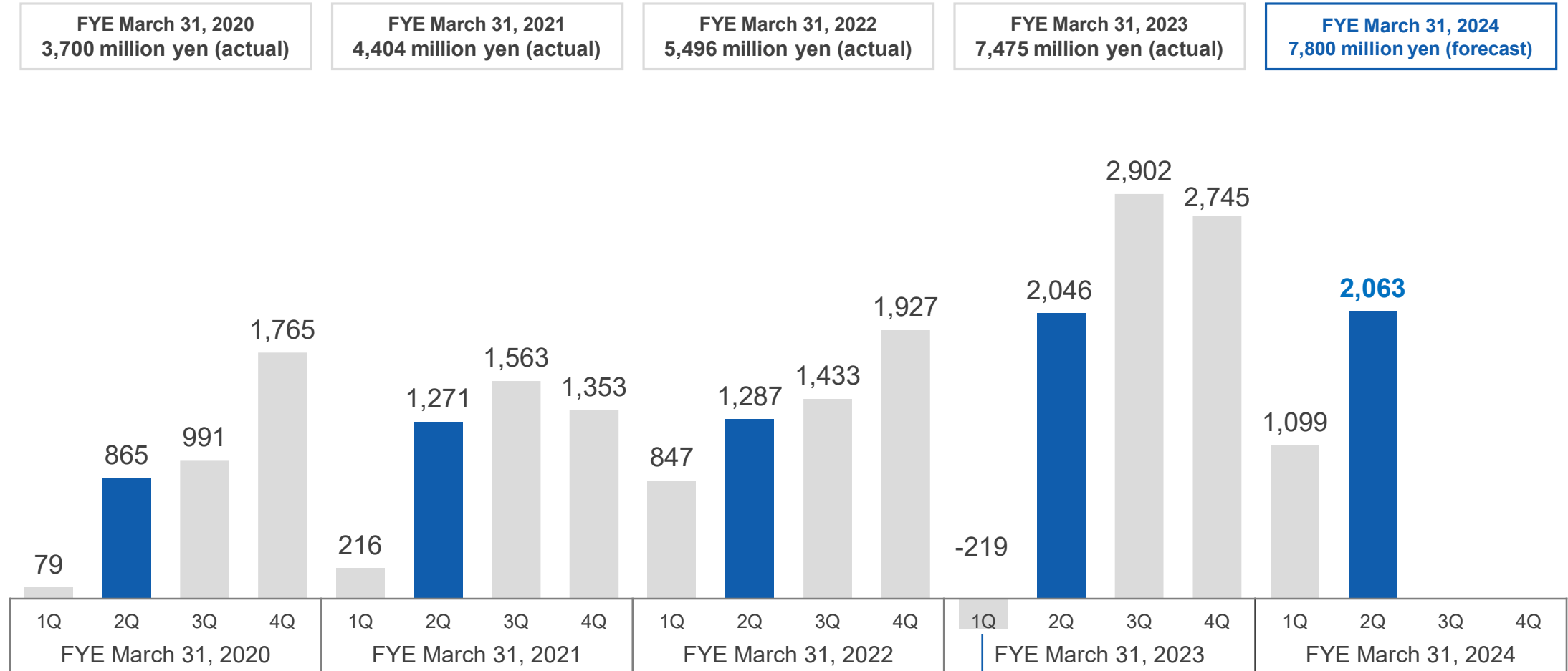
(Unit: million yen)



Operating Profit by Quarter

Quarterly operating profit increased in the second quarter of the fiscal year

(Unit: million yen)

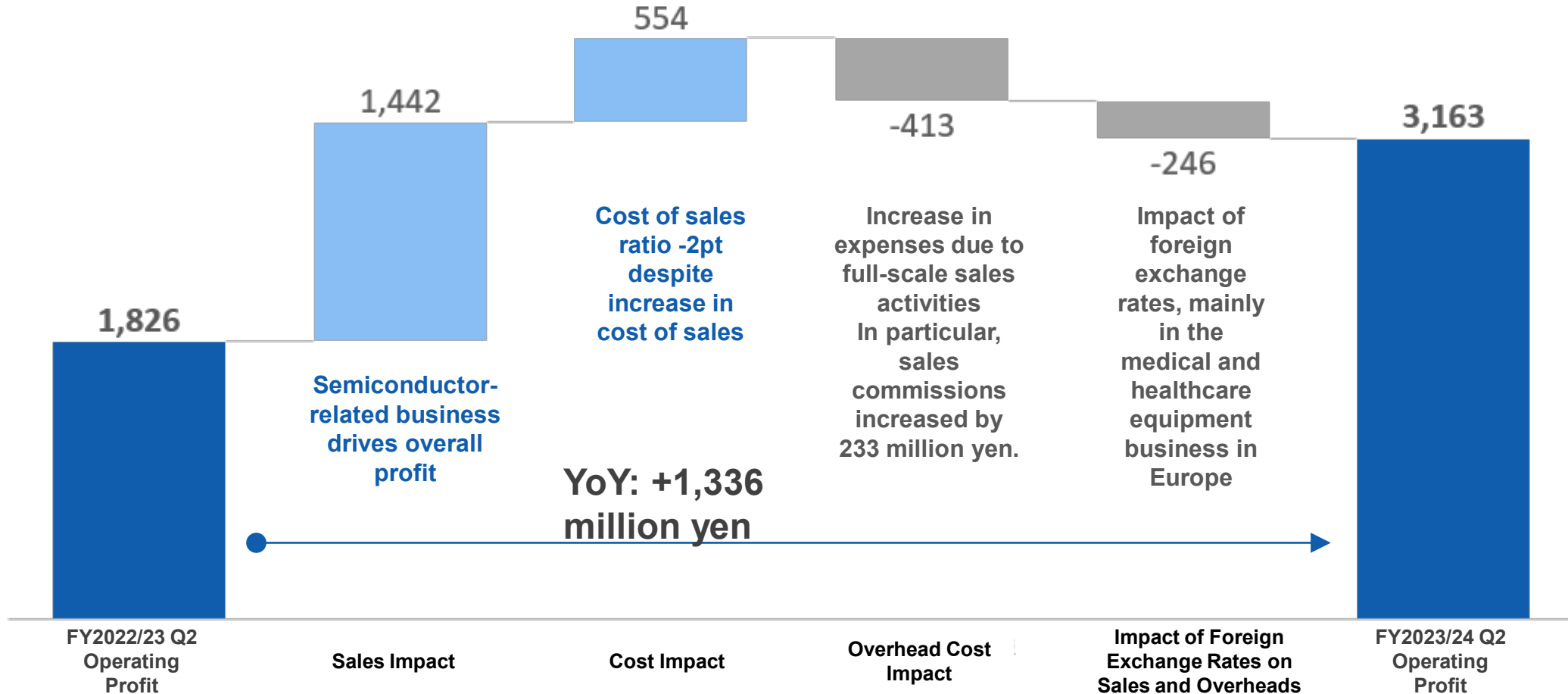


Unrealized profit effect of approx. 1.0 billion yen due to sharp yen depreciation

Factors Causing Changes in Operating Profit

Contribution to profit from semiconductor-related business and cost reductions absorbed various cost increases and impact of exchange rate fluctuations, resulting in a 1.3 billion yen increase on the same period last fiscal year

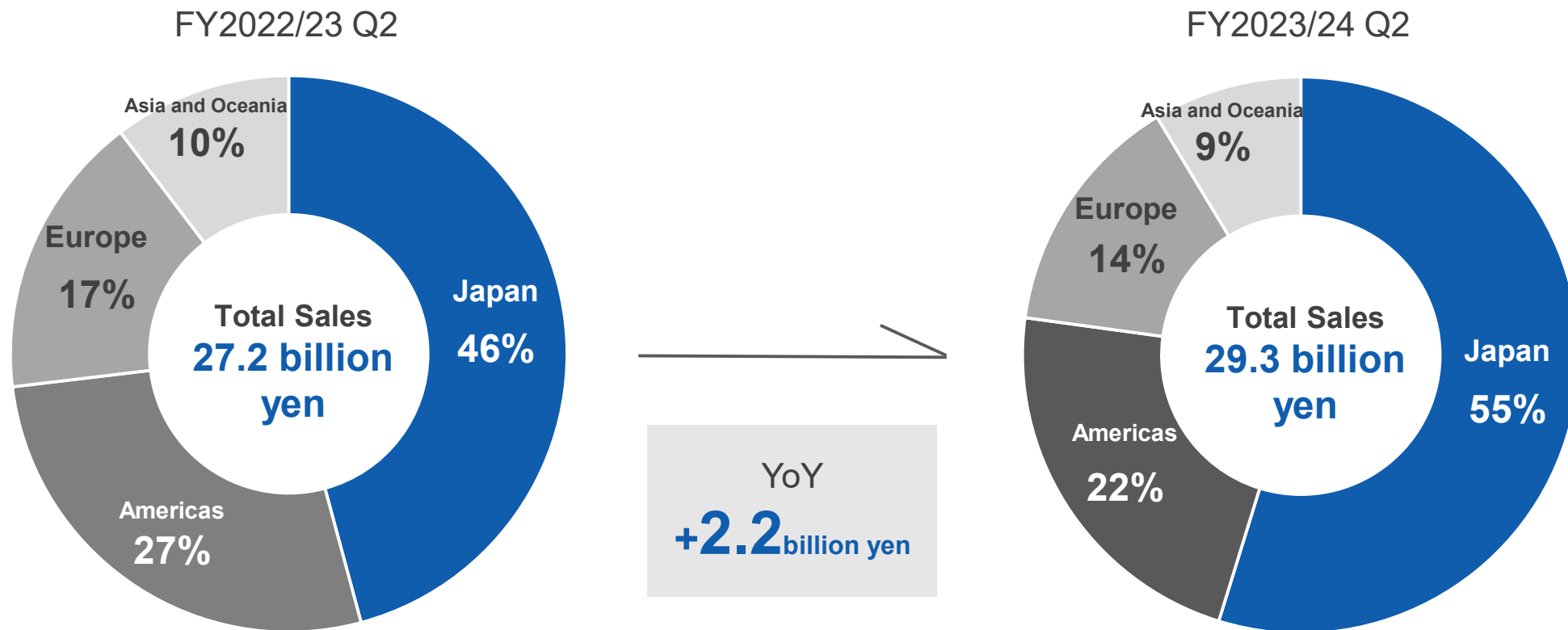
(Unit: million yen)



Percentage of Sales by Region

Overall sales increased on the same period last fiscal year, driven by semiconductor-related business in Japan.

Decrease in overseas sales was mainly due to pullbacks in capital investment in the Americas



(Unit: million yen)	FY2022/23 Q2	Composition ratio	FY2023/24 Q2	Composition ratio	YoY Comparison
Japan	12,442	45.8%	16,065	54.8%	+29.1%
Overseas	14,719	54.2%	13,270	45.2%	-9.8%

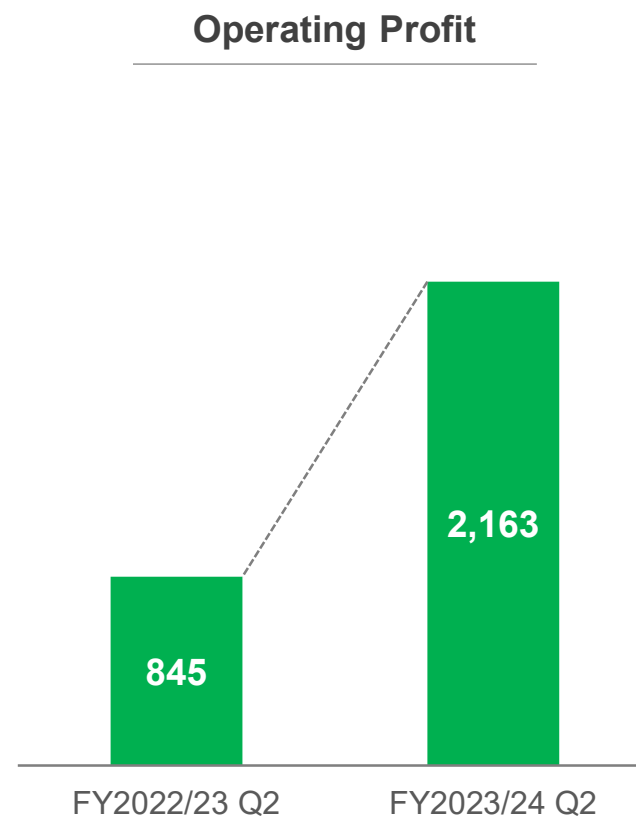
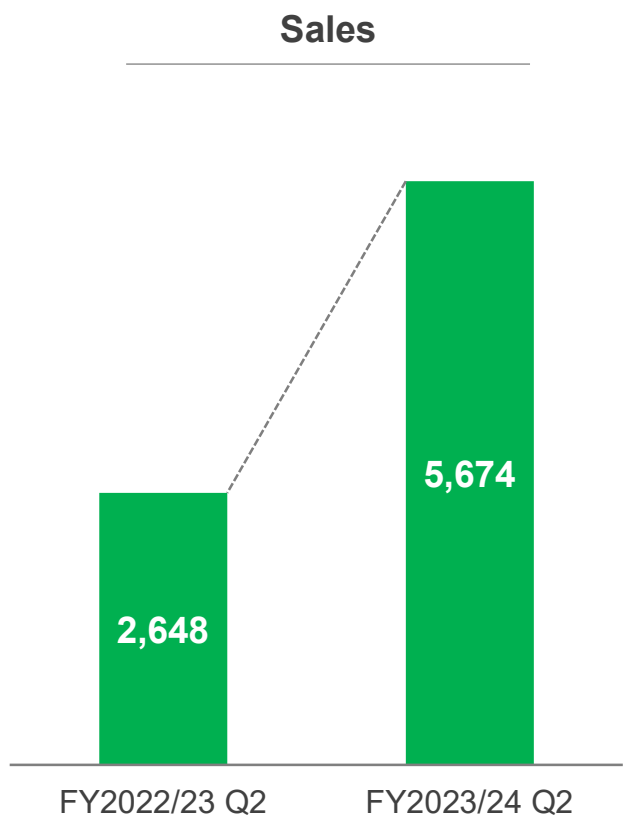
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Significant increase in sales and profit Net sales +114.2% YoY, Operating profit +155.8% YoY

- Orders remained firm, with no claims for backlog delays, and both manufacturing and shipping were able to meet customer demand.
- Improved productivity and cost reductions through group procurement also led to an increase in profit margin (31.9% in FY2022/23 Q2 -> 38.1% in FY2023/24 Q2, up 6.2 pt).

(Unit: million yen)



Segment Results: Medical and Healthcare Equipment Business

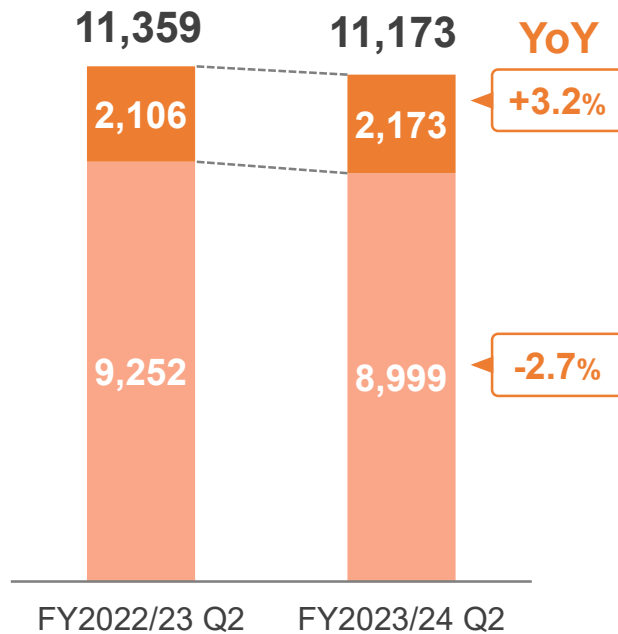
Net sales were almost flat YoY, while operating profit increased 11.9% YoY due to cost reductions and control of SG&A expenses.

- Japan** Demand for home blood pressure monitors for large customers slowed, sales decline was within expectations, and profit increased due to reduction of overseas transportation costs
- Americas** Continued strong demand for home blood pressure monitors in the U.S., increased sales mainly from large orders, and increased profit due to transportation cost reduction and product mix
- Europe** Although sales in local currency increased due to recovery in demand for blood pressure monitors, both sales and profit after yen conversion decreased due to the impact of foreign exchange rates.

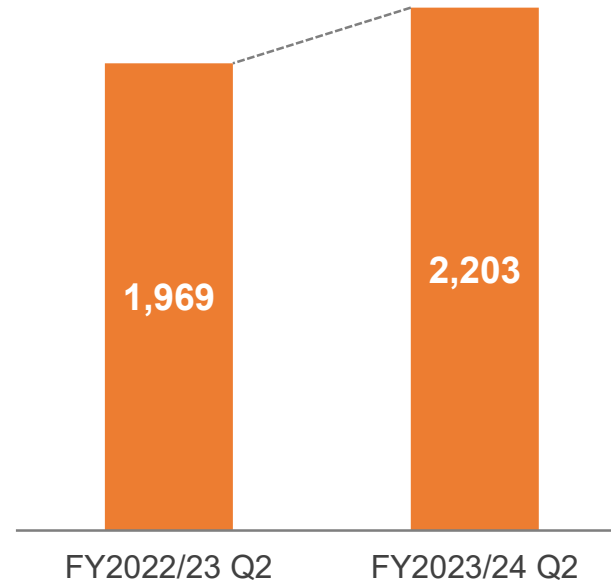
(Unit: million yen)

Sales

■ Medical Equipment ■ Healthcare Equipment

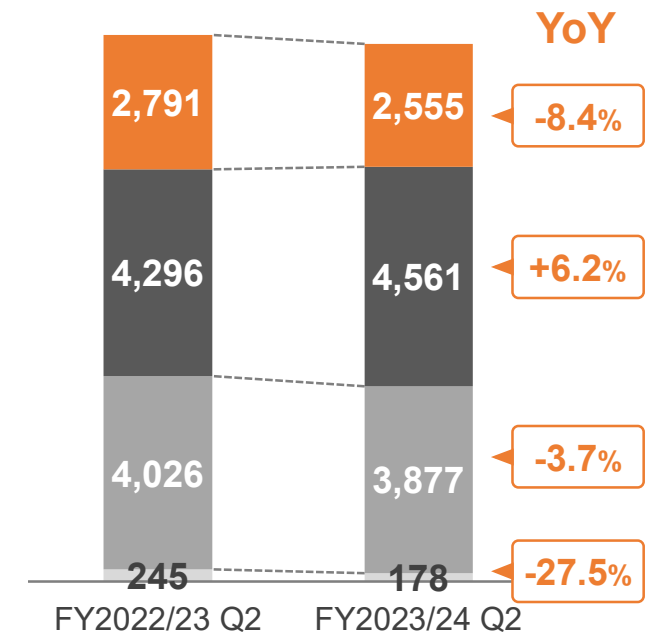


Operating Profit



Sales by Region

■ Japan ■ The Americas ■ Europe ■ Asia and Oceania



Measuring and Weighing Equipment Business

Weak demand for capital investment overseas led to a 5.1% YoY decline in net sales, but operating profit returned to the black in Q2

Japan

Industrial capital investment remained strong and demand for measuring equipment increased. In addition, shipments of large testing equipment contributed to increased sales and profit.

The Americas

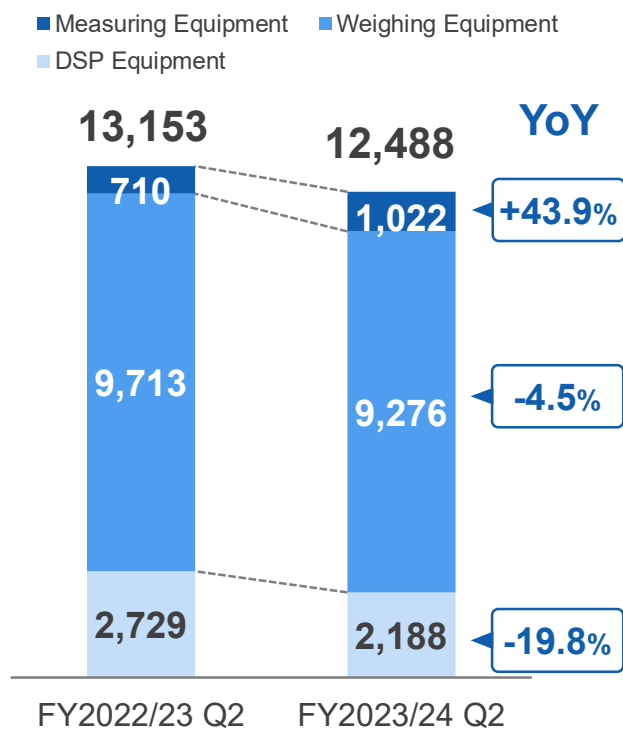
Weak sales of measurement, control and simulation systems (DSP systems) due to sluggish capital investment demand caused by rising interest rates, in addition to the impact of a reactionary decline from the previous fiscal year, when there was special demand for mainstay weighing equipment.

Asia and Oceania

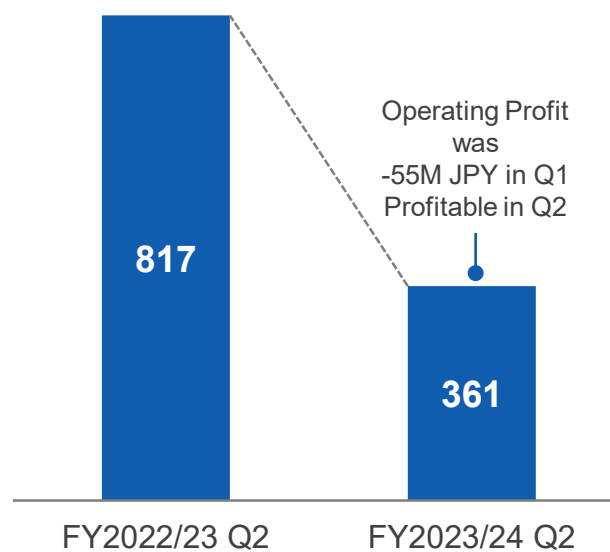
Sales and profit both decreased due to sluggish demand for measuring equipments in China and weighing equipments in India.

(Unit: million yen)

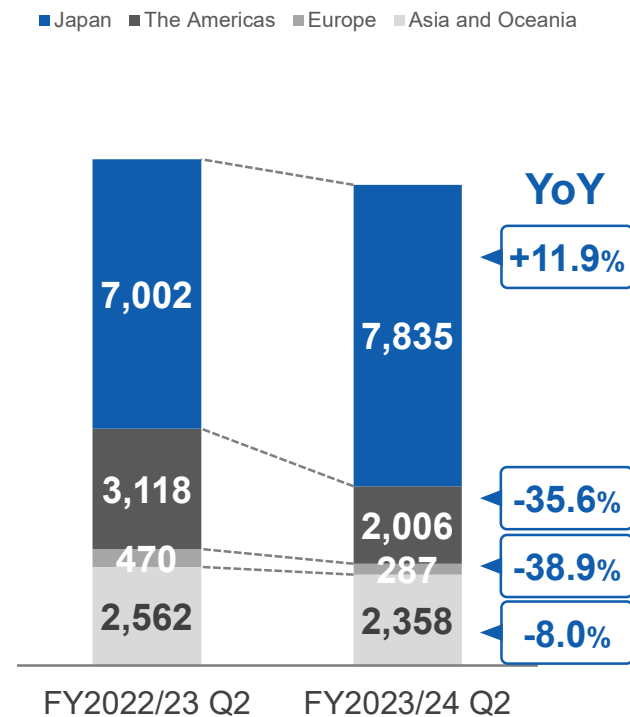
Sales



Operating Profit



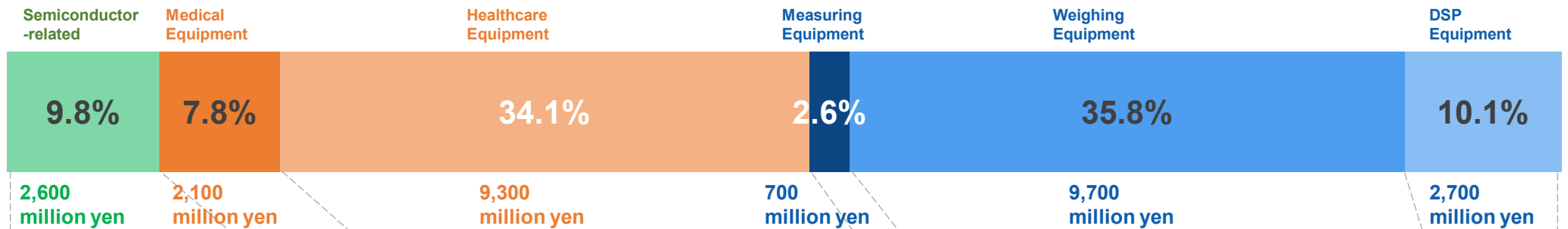
Sales by Region



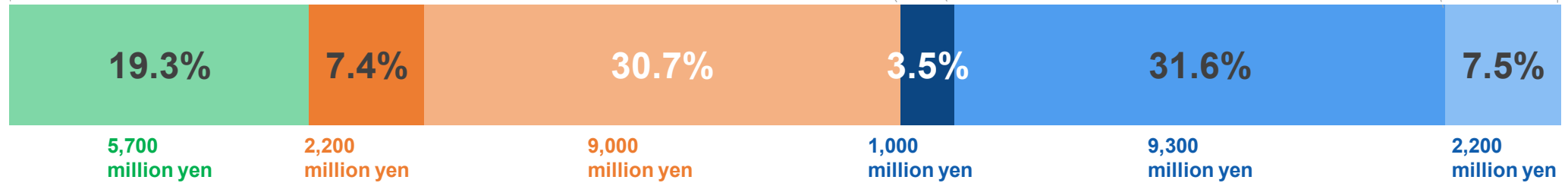
Sales Composition by Business Segment

FY2022/23
Q2
27.2B
JPY

Semiconductor - related 2.6 billion yen (9.8%)	Medical and Healthcare Equipment 11.4 billion yen (41.8%)	Measuring and Weighing Equipment 13.2 billion yen (48.4%)
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FY2023/24
Q2
29.3
B JPY



Semiconductor-related 5.7 billion yen (19.3%)	Medical and Healthcare Equipment 11.2 billion yen (38.1%)	Measuring and Weighing Equipment 12.5 billion yen (42.6%)
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CD-SEM for Photomask



Fully Automatic BPM



Home BPM



Tensile and Compression Testing Machine



Analytical Electronic Balances



Vehicle-mounted integrated Measurement System (VMS)

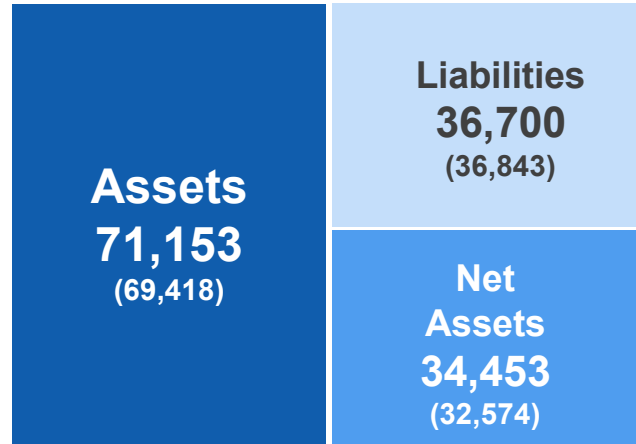
(Reference) Results by Business Segment

	FY2022/23 Q2 Total	FY2023/24 Q2 Total	YoY
Sales	27,162	29,335	+8.0%
Semiconductor-related	2,648	5,674	+114.2%
Medical and Healthcare Equipment	11,359	11,173	-1.6%
Measuring and Weighing Equipment	13,153	12,488	-5.1%
Cost of Sales	15,965	16,503	+3.4%
Semiconductor-related	1,136	2,322	+104.3%
Medical and Healthcare Equipment	6,189	5,874	-5.1%
Measuring and Weighing Equipment	7,675	7,582	-1.2%
SG&A expenses	9,370	9,669	+3.2%
Semiconductor-related	666	1,188	+78.4%
Medical and Healthcare Equipment	3,201	3,095	-3.3%
Measuring and Weighing Equipment	4,661	4,543	-2.5%
Operating profit*	1,826	3,163	+73.2%
Semiconductor related	845	2,163	+155.8%
Medical and Health Care Equipment	1,969	2,203	+11.9%
Measuring and Weighing Equipment	817	361	-55.7%

*: Operating profit by business segment does not include corporate expenses and intersegment transaction adjustments (-1,805 million yen for FY2022/23 Q2 and -1,566 million yen for FY2023/24 Q2).

Financial Position (September 30, 2023)

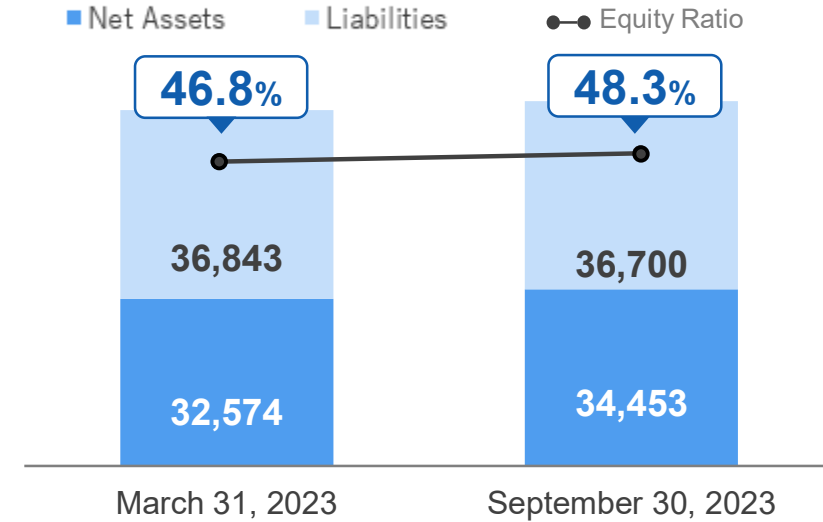
(Unit: million yen)



* Figures in parentheses are as of March 31, 2023.

Liabilities, Net Assets and Equity Ratio

(Unit: million yen)



(Unit: million yen)	March 31, 2023	September 30, 2023
Current assets	52,660	54,253
Fixed assets	16,757	16,899
Total assets	69,418	71,153
Current liabilities	31,202	31,652
Fixed liabilities	5,640	5,047
Total liabilities	36,843	36,700
Total net assets	32,574	34,453

1

Increase in cash and deposits 1,270 million yen
Increase in merchandise and finished goods and work in process 1,050 million yen

2

Increase in shareholders' equity 1,610 million yen

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Recognition of changes in the business environment and current conditions

Business Environment		
Semiconductor-related Business		<p>Although there are concerns about a slowdown in the semiconductor market in FY2023/24, new demand is expected to grow over the medium to long term due to technological innovations such as chip and device miniaturization, 3D technologies, and semiconductors for EVs.</p> <p>Changes in the environment, such as tighter U.S. restrictions on exports to China, require close monitoring.</p>
Medical and Health Care Equipment Business	Medical Equipment	<p>Demand is on an upward trend due to medium-term investment increase accompanying the promotion of digitalization of medical care and the development of medical infrastructure.</p>
	Healthcare Equipment	<p>Demand for ICT healthcare equipment increased due to rising health consciousness among individuals and promotion of digitalization, and demand growth is expected to continue in Japan and the Americas.</p> <p>However, changes in consumer attitudes due to rising inflation in the U.S. need to be closely monitored</p>
Measuring and Weighing Equipment Business	Measuring Equipment	<p>Although demand for measuring equipment is expected to increase in line with a recovery in industrial capital investment, it is necessary to respond to sluggish demand for capital investment due to rising interest rates in the U.S.</p>
	Weighing Equipment	<p>Demand for weighing equipment is expected to grow over the medium to long term, although there are regional differences in demand for production equipment due to the expansion of EV-related investment, including rechargeable battery manufacturing.</p>
	DSP Equipment	<p>Expanding investment in new technologies, especially CASE.</p> <p>Demand is on an upward trend due to continued medium- to long-term expansion of EV-related investments to accelerate carbon neutrality measures.</p>

Forecast for FY2023/24 Full Year Forecast

Expected increase in sales and operating profit of 5.0% and 4.3% YoY respectively.

A larger proportion of our group's business performance is in the second half of the year, and as of Q2 the progress rate is almost in line with the plan.

Geopolitical risks, such as Russia/Ukraine crisis, U.S.-China trade friction, and the impact of material price hikes have also been factored in.

(Unit: million yen)	FY2022/23 Results	FY2023/24 Results	YoY Comparison	(Reference)	
				FY2023/24 Q2 Results	Progress Rate
Net Sales	59,028	62,000	+5.0%	29,335	47.3%
Operating Profit	7,475	7,800	+4.3%	3,163	40.6%
Ordinary Profit	7,643	7,450	*-2.5%	3,411	45.8%
Net Profit Attributable to Shareholders of Parent Company	5,524	5,110	*-7.5%	2,150	42.1%
Net Profit Per Share (Yen)	201.33	186.15	-15.18	78.30	-

Assumed exchange rate: 130 yen: 1 U.S. dollar; 1.7 yen: 1 Russian ruble

Forecast of Business Performance by Segment for FYE March 31, 2024

(Unit: million yen)		FY2022/23 (Results)	FY2023/24 (Forecast)	% Change
Semiconductor-related Business		6,916	8,200	+18.6%
Medical and Healthcare Equipment Business	Medical Equipment	4,360	4,700	+7.8%
	Healthcare Equipment	20,150	18,900	-6.2%
	Subtotal	24,511	23,600	-3.7%
Measuring and Weighing Equipment Business	Measuring Equipment	2,439	2,860	+17.2%
	Weighing Equipment	19,151	20,170	+5.3%
	DSP Equipment	6,009	7,170	+19.3%
	Subtotal	27,600	30,200	+9.4%
Total Sales		59,028	62,000	+5.0%

Semiconductor-related Business

- We will aim to expand business performance to meet strong demand in the semiconductor industry by promoting new product development, pursuing group synergy effects and trying to acquire further customers.

Medical and Healthcare Equipment Business

- Medical Equipment: We aim to expand the market share of our mainstay products, fully automatic blood pressure monitors and 24-hour portable blood pressure monitors, and to expand the sales areas of medical scales and other products.
- Healthcare Equipment: We aim to expand our lineup of applications and products for telemedicine, etc., and deepen cooperation with business partners to increase market share, but expect a decline in sales due to the significant impact of exchange rate fluctuations.

Measuring and Weighing Equipment Business

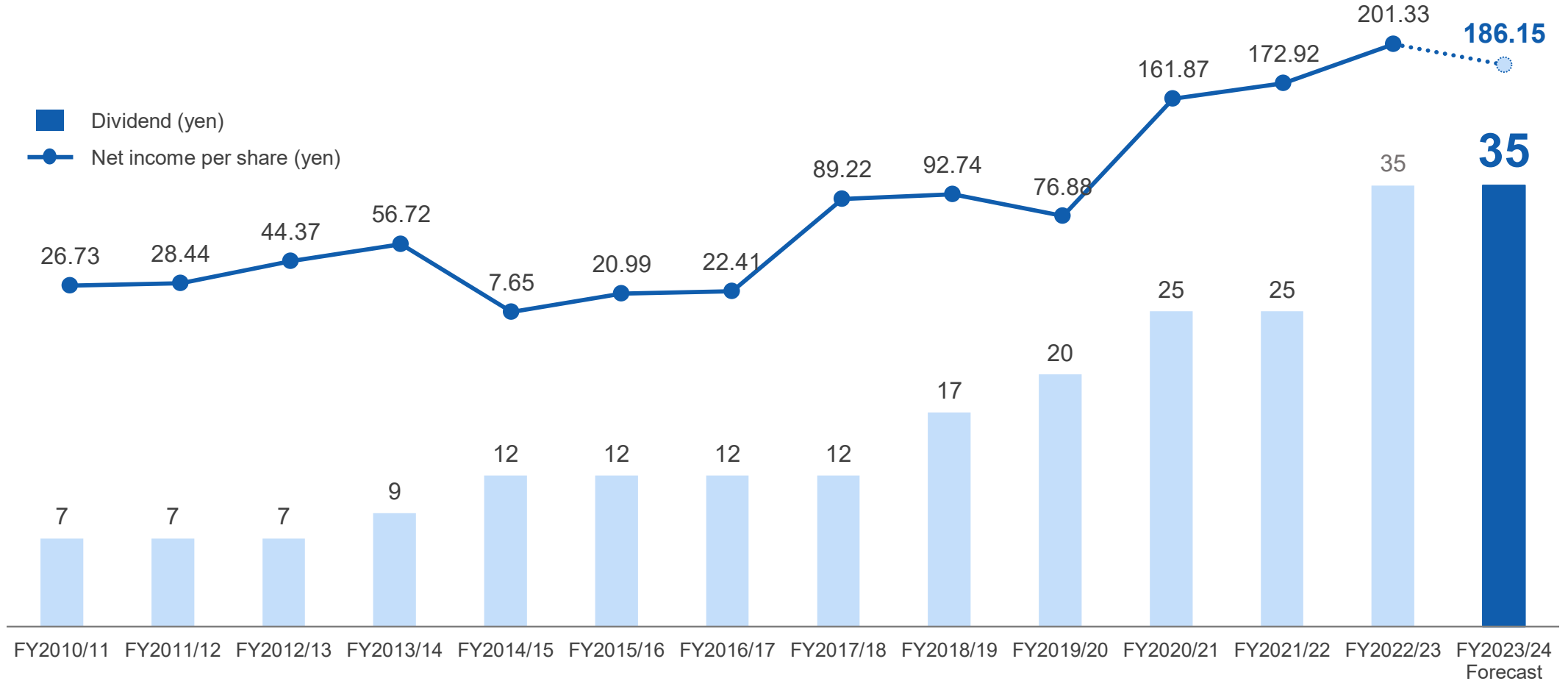
- Weighing Equipment: Aim to increase market share by promoting product development to meet market requirements and complying with each country's standards.
- DSP Equipment: To meet growing demand, in addition to our own development, we are actively supporting new technologies by promoting joint development with other companies.

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Return to Shareholder

Annual dividend (forecast) for the fiscal year ending March 31, 2024 is 35 yen, the same amount as the fiscal year ended March 31, 2023.



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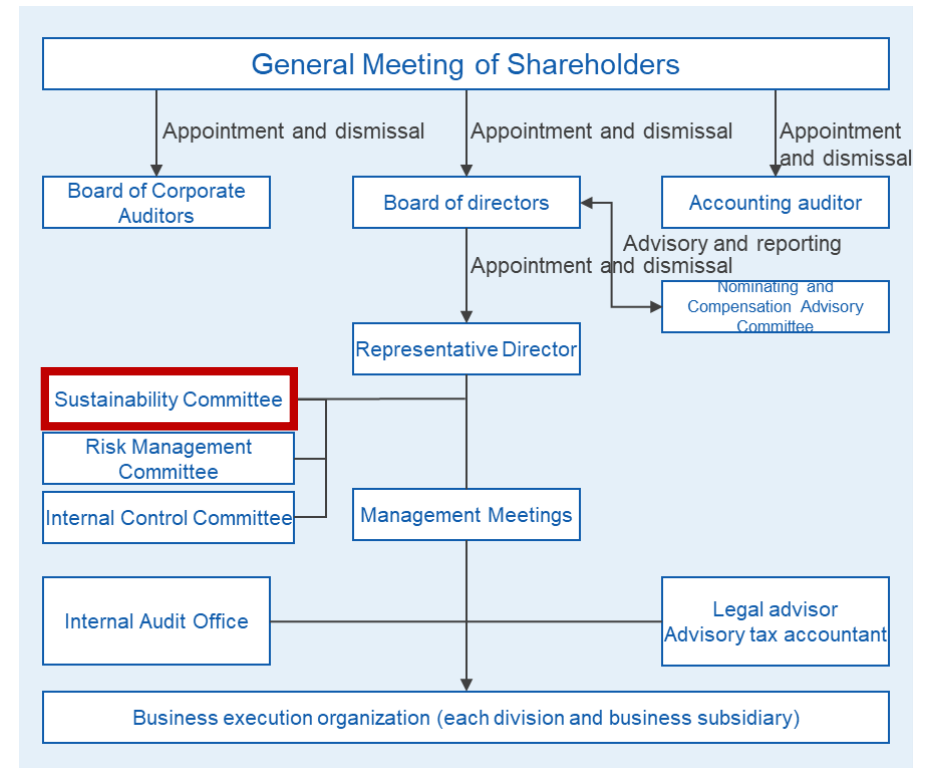
We will contribute to the creation of an affluent and sustainable society across the globe through measurement technology.

Formulated Sustainability Policy.

The Group aims to realize a prosperous and sustainable society and increase its corporate value over the medium to long term by contributing to solving social issues through its business activities in the fields of measuring and weighing, medical and health care, semiconductors, and by actively promoting environmental conservation and efforts to reduce environmental impact through cutting-edge and diverse "measurement" technologies.

Sustainability Committee established in April 2023.

The Committee, chaired by the director in charge of administrative management and composed of internal directors and managers of our main divisions will determine the basic policies for implementing sustainability management. They will deliberate on necessary measures to address issues and manages activities.

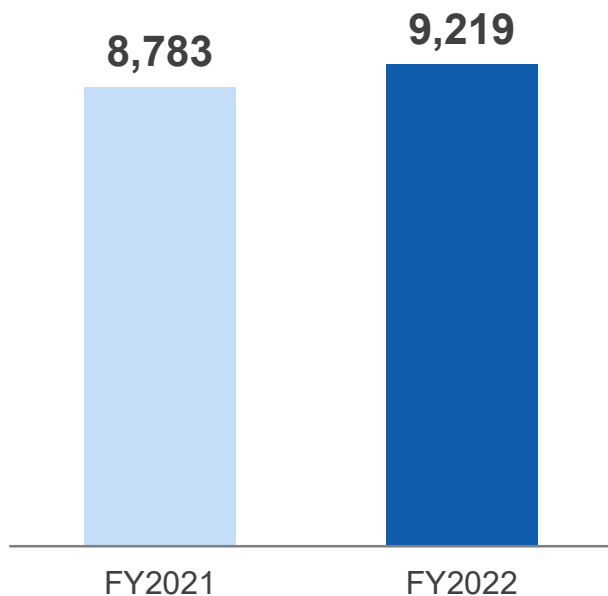


Ultimate goal is achieving carbon neutrality by 2050

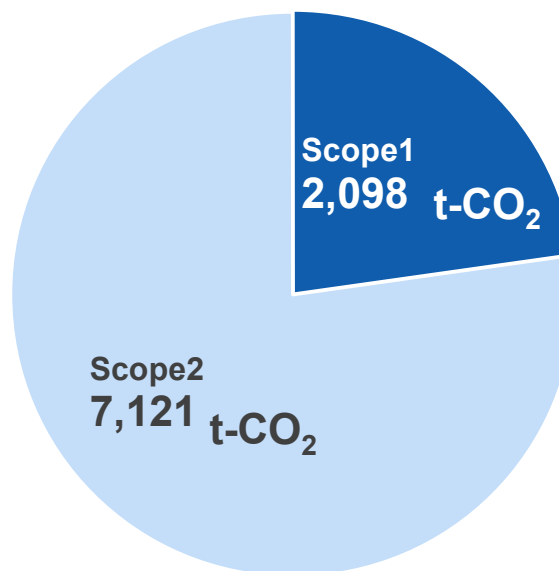
As a benchmark, we use greenhouse gas (GHG) emissions, in particular carbon dioxide (CO₂) emissions, which are considered a cause of climate change, with our ultimate goal being to achieve carbon neutrality by 2050. **As a first step, we are working on calculating emissions. We plan to disclose climate-related financial information based on the Task Force on Climate-related Financial Disclosures (TCFD) framework, and will also consider setting medium-term reduction targets.**

Greenhouse Gas Emissions Scope1+2 (Consolidated)

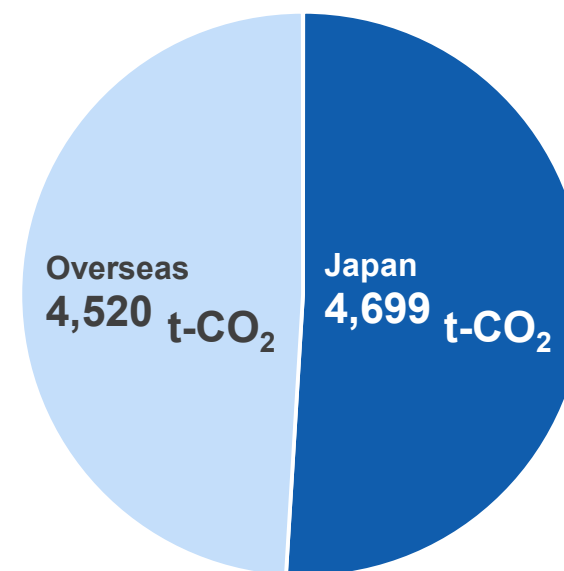
(t-CO₂)



Breakdown of Emissions in FY2022/23



Regional Breakdown for FY2022/23



* Calculation Criteria: Calculated in accordance with GHG Protocol * Scope 1: Direct emissions (gasoline, kerosene, diesel oil, LPG, city gas)

* Aggregate Scope: 14 domestic and overseas group companies (data coverage: 89.4% of sales) * Scope 2: Indirect energy-derived emissions (electricity)

We are working to promote environmentally friendly energy use and recycling

Utilization of natural energy

Installation of solar power systems at A&D, HOLON and A&D Manufacturing

A&D (Development and Technology Center)

In order to reduce electricity consumption and curb peak power demand, solar panels with a generating capacity of 295 kW were installed, and power generation began in April 2023. The facility is expected to generate approx. 301 MWh of electricity and **to reduce CO₂ emissions by approx. 121 tons per year.**



Promotion of waste reduction activities and recycling

Reduction of environmental impact through reduction of attachments and material

We are also working to **reduce the amount of disposable plastic** used for packaging our products by replacing it with corrugated cardboard.

Comprehensive sorting

- Provide staff with proper training on reducing waste
- Posting notices on internal bulletin boards when problems occur
- Establishment of a dedicated waste separation officer (since 2014)

2022
Recycling rate*

92%

* Total amount of recyclable waste 128,931 kg ÷ Total amount of waste 140,071 kg x 100 = 92.0%

Total amount of non-recyclable waste = 11,140 kg

Business Opportunities Related to Climate Change (1/2)

Our "measuring" technology is indispensable in various industries and sectors, and we will pursue manufacturing that leads to solutions to environmental problems with our technological capabilities.

Industry	Business Segment	Main Opportunities	Response Policies
Automobiles	Weighing Equipment DSP Equipment	<ul style="list-style-type: none"> Increased demand for materials to increase production of rechargeable batteries and to extend cruising range due to the progress of EVs Increased demand for testing equipment, etc., due to accelerated development of environmentally friendly vehicles, such as EVs and FCVs Increasing demand for new vehicle and tire testing equipment due to increased weight of electric vehicles 	<ul style="list-style-type: none"> Expansion of supply of high precision weighing sensors used in the production of rechargeable batteries for integration into production lines Aim for expansion of applications, and promotion of support for testing systems for electric vehicles Promotion of supply of tire testing machines that utilize high-capacity force sensors
Materials	Measuring Equipment Weighing Equipment	<ul style="list-style-type: none"> Increased demand due to intensified development activity related to CO₂ Capture, Utilization, and Storage (CCUS) Growing corporate and individual awareness of the need to curb climate change is driving substitution of renewable natural materials and the development of recycled materials 	<ul style="list-style-type: none"> Sales promotion of evaluation equipment (material testing machines and property testing machines) and analytical instruments (gas analyzers and analytical balances) for CCUS-related R&D Sales promotion of evaluation equipment (material testing machines and property testing machines) for containers and packaging materials using recyclable materials
Energy	Measuring Equipment DSP Equipment	<ul style="list-style-type: none"> Increased demand for related solutions due to accelerated development in pursuit of more efficient power supply and demand Demand for related testing machines, etc., is increasing due to the promotion of substitution of alternative fuels, such as hydrogen and ammonia 	<ul style="list-style-type: none"> Promotion of development and supply of products that factor into efforts to improve the operational efficiency of power systems, etc. (utilizing existing iTest and HILS equipment) Supply of solutions, such as gas analyzers for alternative fuels, systems to evaluate catalysts, etc.

Business Opportunities Related to Climate Change (2/2)

Our "measuring" technology is indispensable in various industries and sectors, and we will pursue manufacturing that leads to solutions to environmental problems with our technological capabilities.

Industry	Business Segment	Main Opportunities	Response Policies
Food	Weighing Equipment	<ul style="list-style-type: none"> Increased demand for inspection equipment to check for foreign objects in food production and processing, reducing food waste. 	<ul style="list-style-type: none"> Strengthen supply of line inspection equipment, such as weight checkers, metal detectors, and X-ray inspection machines, and use AI technology to improve inspection accuracy.
Medical Care	Medical Equipment	<ul style="list-style-type: none"> Increased demand for new markets due to progress in deregulation of telemedicine Need for products with reduced environmental impact due to development of low-carbon materials, creating new demand. 	<ul style="list-style-type: none"> Promotion of development of new products that support healthcare data in the cloud Promotion of development of lightweight and high-strength medical weighing equipment
Health	Healthcare Equipment	<ul style="list-style-type: none"> Growing awareness of the need to curb climate change and increasing demand for environmentally friendly products 	<ul style="list-style-type: none"> Promotion of development of rechargeable batteries and other renewable energy-compatible products Promotion of development of products that lead to reduction of parts and materials (e.g. hoseless blood pressure monitors)
Semiconductor	Semiconductor - related	<ul style="list-style-type: none"> Increasing need for higher functionality and faster processing speeds in semiconductor devices due to the advancement of DX Increased demand for semiconductors due to growing demand for higher efficiency (energy saving and power saving) mainly in the EV and industrial equipment markets 	<ul style="list-style-type: none"> Promotion of development of photomask inspection and length measurement systems for miniaturization of semiconductor devices Expansion of supply of semiconductor-related equipment, such as electron guns, power supplies, and A/D and D/A converters

* The business risks posed by climate change are also under review based on the framework proposed by the TCFD. The results of the study will be disclosed in the future.

(Example) Products that Contribute to Solving Environmental Problems

Measuring and weighing Equipment Business

Contribution to EV development Use in virtual verification of electric vehicles



EV-Sim HELIOS Edition (Simulator for electric vehicle development)

The automotive industry's move to EVs is extremely important for reducing CO2 emissions. A&D technology is being utilized in EV development.

Contribution to production of batteries for EVs (rechargeable batteries)



High-precision weighing sensors for production lines

Weight sensors are used in the production of rechargeable batteries that reduce the use of fossil energy, such as oil and gas, thereby curbing global warming.

Contribution to development for support of hydrogen, ammonia, and other alternative fuels



FTIR Gas Analyzers (for hydrogen gas analysis)

Providing measurement technologies and equipment essential to the realization of a carbon-neutral society. With our state-of-the-art measurement technology, we are contributing to achieving Zero Emissions.

Contribution to development of recyclable materials



TENSILON Universal Material Testing Machine

We contribute to the realization of a safe and secure recycling-oriented society by measuring the durability of recyclable materials with our superior force sensor technology.

Contribution to Development and Popularization of Eco Tires (Fuel-Efficient Tires) with Tire Rolling Resistance Test Machines

Rolling resistance measurement in accordance with ISO 28580

High repeatability with our self-developed high-precision force measuring system has a proven track record both in Japan and overseas. Reducing the rolling resistance of tires produces three effects.



3 Effects

1. Improved fuel efficiency

The amount of fuel required to travel the same distance is reduced, which in turn reduces carbon dioxide (CO₂) emissions.

2. Energy savings

There is less rolling resistance while the wheels are rolling, so energy consumption in all types of vehicles is reduced.

3. Extended tire life

Fuel-efficient tires have excellent wear resistance, which extends tire life and reduces the frequency of tire replacement, thereby contributing to the reduction of tire waste.

Toward Maximizing the Value of our Workforce

We aim to foster workforce development with individuals who can respond quickly and flexibly to changes in the environment, who are highly independent and positive towards change, and who are capable of self-improvement.

Diversity & Inclusion

To promote the activities of women, foreign nationals, senior employees, etc., we are working to create a work environment in which diverse human resources can maximize their abilities.

Promotion of Senior Employees (Meister System)

The company adopts a contract employee reemployment system from the retirement age of 60. Those who have made significant contributions to the company are recognized as "Meisters" and those who have made extremely significant contributions to the company are recognized as "Senior Meisters," and their contributions are reflected in their compensation.

Promotion of Female Employees

We will strengthen recruitment of women among new graduates and mid-career hires to increase the ratio of female employees, leading to an increase in the ratio of female managers in the future.

Developing a workforce that promotes independence

We respect the independence of our employees from the viewpoint of the right person for the right job, and have established a personnel system that enables them to realize their full potential.

Fair Evaluation and Human Resource Development

In order to appropriately evaluate the actions and results of employees and treat them fairly, we evaluate performance and work processes mainly by a target management system. In the process evaluation, competency* is set as an evaluation element of job performance for each grade. The aim is to encourage employees to grow gradually. In goal management, both supervisor and subordinate confirm set goals and results. Managers are also given evaluator training on a regular basis in order to understand the evaluation system and prevent evaluation errors.

Education System

We have established an education and training system which we are using effectively in order to improve employee skills.
(Education by job level, by job function, and by self-development)

* Competency: Actions that lead to consistently demonstrated results.

Creating an environment where employees can work with vigor and enthusiasm

Under a corporate culture based on respect for people's rights, we are creating a work environment in which each individual can maximize his or her abilities and feel a sense of fulfillment in their work.

Increase in the Rate of Male Employees Taking Childcare Leave

Improvement in acquisition rate of male employees was set as an action plan goal based on the Act on the Promotion of Women's Active Engagement in Professional Life. We explain the system to eligible employees and provide an environment for them to take leave.

Reduction Of Overtime Hours

- No-overtime days on Wednesdays and Fridays to encourage employees to leave the office on time.
- Alert superiors of employees who exceed a certain number of work hours and hold meetings to reduce.

Promotion of Annual Paid Leave

- Ensure appropriate leave is taken.
- Allow for half-day increments of paid leave.

Increased Work Engagement

Conducted an internal survey using a condensed version of the Utrecht Work Engagement Scale as one of the indicators for evaluating improvements in the workplace environment.

Other Collected Data

Item	2002	2007	2012	2017	2022
Total waste (kg)	64,492	168,103	144,677	100,681	140,071
Recycling rate (%)	78.6	84.6	78.1	96.2	92.0

Item	A&D			HOLON		
	FY2020/21	FY2021/22	FY2022/23	FY2020/21	FY2021/22	FY2022/23
Percentage of female employees (%)	7.5	8.0	9.0	8.8	10.0	11.5
Percentage of female managers (%)	0.5	0.6	0.5	5.5	5.2	5.0
Percentage of foreign employees (%)	1.5	1.5	1.5	13.3	16.0	17.3

Item	FY2020/21	FY2021/22	FY2022/23
Acquisition rate of childcare leave (total) (%)	18.5	33.3	57.1
Acquisition rate of childcare leave (male) (%)	15.4	30.0	55.0
Average monthly overtime (hours)	14.4	17.1	17.4
Annual paid leave taken (days)	14.2	15.3	16.7

Item	FY2020/21	FY2021/22	FY2022/23
Work engagement*	—	3.2	3.2

Published "Sustainability Initiatives" on November 27, 2023. Please see this document for details.



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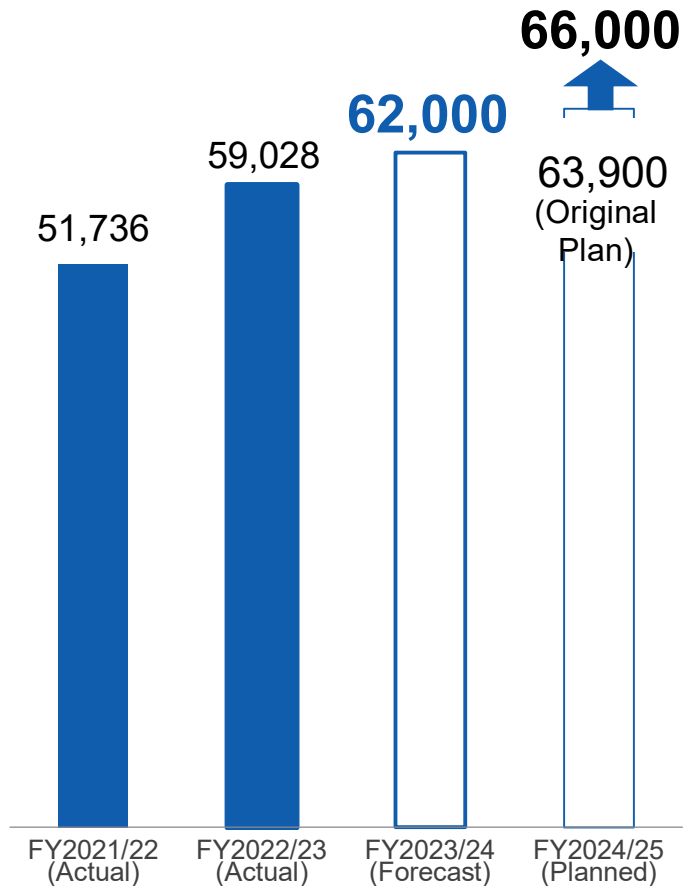
1 Summary of Financial Results for FY2023/24	P 4
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Medium-Term Business Plan Numerical Targets

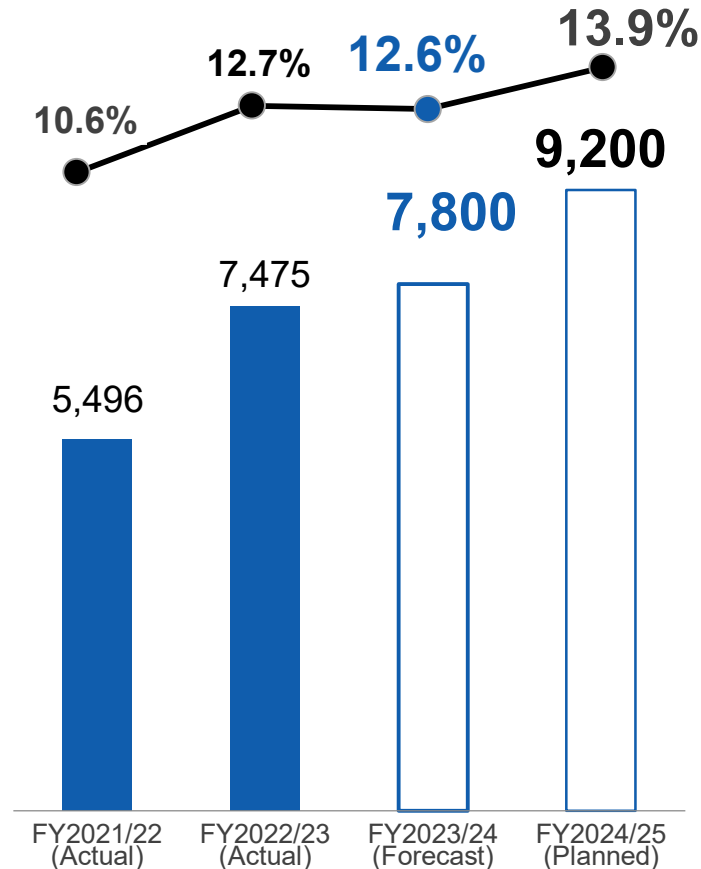
Net sales plan upwardly revised for the fiscal year ending March 31, 2025 on the back of strong orders; operating profit in line with original plan

(Unit: million yen)

Sales



Operating Profit/Percentage



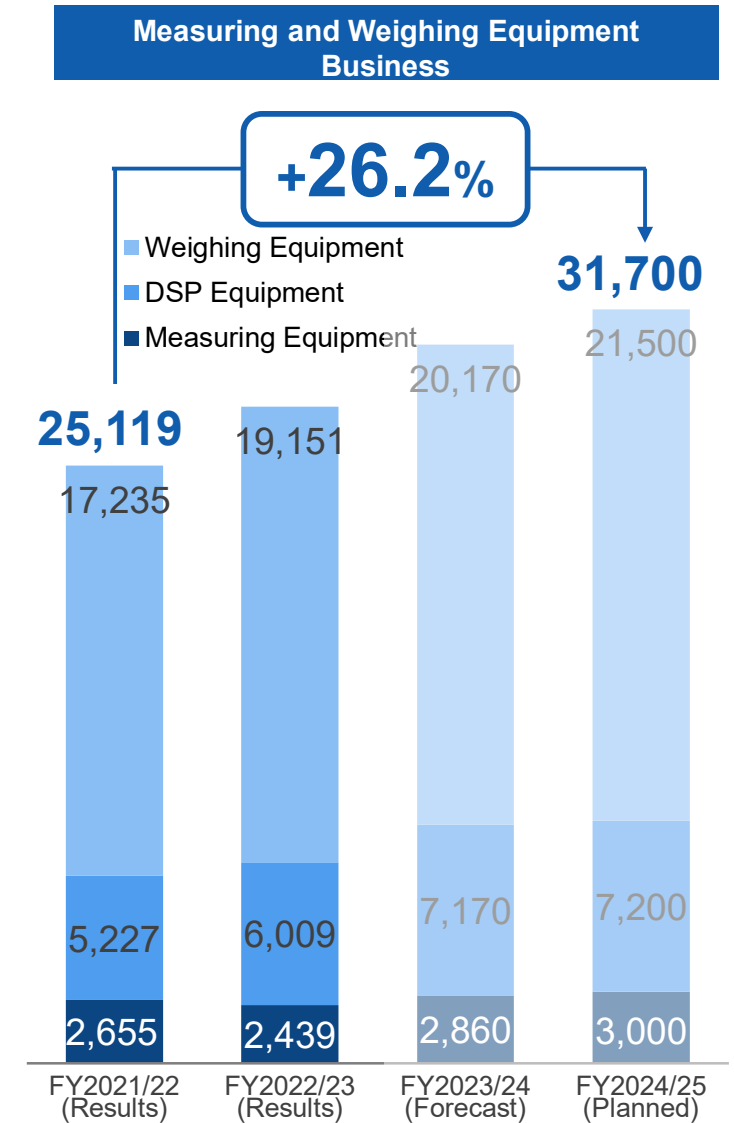
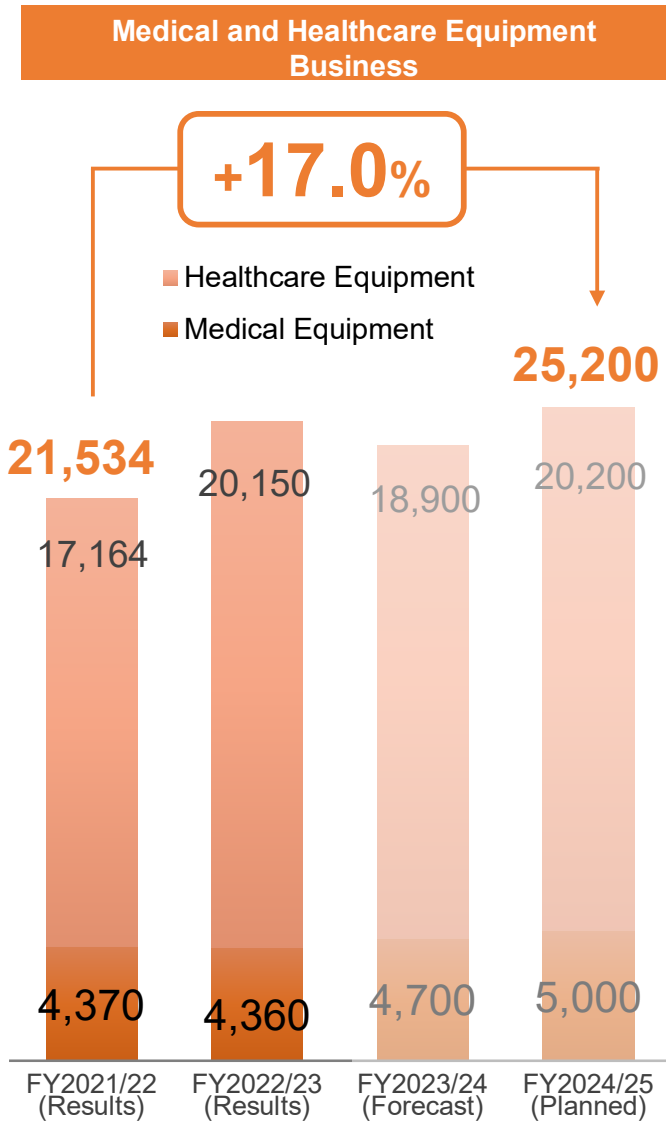
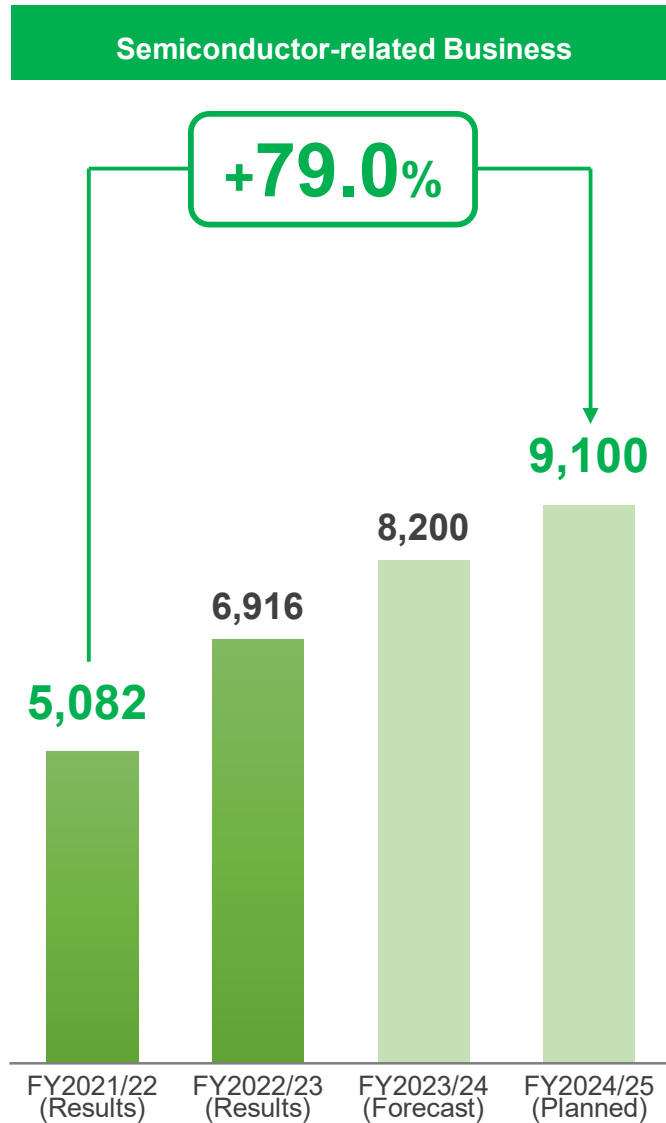
FY2024/25

Sales
Compared to
FY2021/22
+27.6%

Operating Profit
Compared to
FY2021/22
+67.4%

Medium-Term Business Plan Numerical Targets Sales by Segment

(Unit: million yen)



We aim to be a corporate group that contributes to the development of science and technology, the advancement of industry, and the health of people's lives by providing society with "measurement" technologies we have cultivated over many years. Doing so will contribute to the creation of a prosperous and sustainable society on a global scale.



Technological innovation with "measurement" at its core

AND

HOLON

A&D HOLON Holdings



The A&D HOLON HOLDINGS
IR site [is here](#)