



Briefing Materials: Financial Results for FY2025 (Fiscal Year Ended March 31, 2026)

May 27, 2026

A&D HOLON Holdings Company, Limited

Security Code: 7745

Regarding Inappropriate Expenditures at a Consolidated Subsidiary

The Company recently confirmed that inappropriate expenditures related to fund management took place at a consolidated subsidiary in South Korea, A&D SCALES CO., LTD. (the “Subsidiary”). Consequently, the Company has recorded ¥243 million as extraordinary losses to reflect the impact on results of the fiscal year under review.

The Company sincerely apologizes to its shareholders and investors, as well as all other stakeholders, for the significant inconvenience and concern caused by this matter.

Overview

On April 29, 2026, the Company’s auditor identified discrepancies between the bank deposit balance and the book balance at the Subsidiary. In response, the Company conducted an internal investigation. As a result of the investigation, the Company determined that one employee of the Subsidiary (the “Employee”) had made inappropriate expenditures in connection with the management of funds.

Between February 2026 and April 2026, the Employee withdrew funds from the Subsidiary’s bank accounts on multiple occasions without obtaining the prescribed approvals, and used such funds for personal purposes. The total amount of the inappropriate expenditures is approximately KRW 2.5 billion (approximately ¥270 million). Of the approximately ¥270 million in losses related to this matter, ¥243 million, representing losses incurred through March 31, 2026, has been reflected in the consolidated financial results for FY2025.

Future Measures

In light of this matter, a Group-wide investigation will be conducted. In addition, measures to prevent a recurrence will be formulated and thoroughly implemented.

The Company takes this matter very seriously and is committed to further strengthening internal controls and governance to restore trust.

Regarding Violations of the Measurement Act by a Consolidated Subsidiary (Progress Report)

As announced on September 30, 2025, A&D Company, Limited, a consolidated subsidiary of the Company, violated the Measurement Act in the repair of specified measuring instruments. The Company sincerely apologizes to its shareholders and investors, as well as all other stakeholders, for the significant inconvenience and concern. The Company is currently addressing this matter and will continue striving to regain the trust of shareholders and other parties involved.

● Corrective actions: *Progress since the report of November 27, 2025

(1) Violation of Article 49: Removal of Verification Mark

In order to ensure that corrective actions are carried out swiftly and effectively, on December 1, 2025, the Company established the Corrective Action Task Force Department as a department dedicated solely to tasks related to corrective actions. Units affected: 5,109, As of March 31, 2026: 1,741 (progress rate: 34.1%)
Affected units whose users have not been identified: 160

With regard to affected units whose users have not been identified, in addition to posting information on the Company's website, in May the Company began distributing informational materials to solicit information when returning repaired units and during on-site repairs.

Regarding the costs associated with corrective actions, since these are expected to be completed by the end of October 2027, the Company anticipates that some costs will be incurred after March 2027; however, the Company will proceed in a manner that will ensure these costs do not exceed the ¥552 million recorded as an extraordinary loss in FY2025.

(2) Violation of Article 46: Notification of Business

The offices in Nagoya, Osaka, Hiroshima, and Fukuoka which had neglected to file the required notifications finished submitting the notifications to the respective prefectural governors by the end of March 2026. The Osaka and Fukuoka offices have maintained their registration as specified measuring instrument repair businesses, while the Nagoya and Hiroshima offices have discontinued this business.

Recurrence prevention measures

The Company will strive to prevent recurrence by implementing the following measures under the management and supervision of a business improvement committee.

Enhancing compliance and employee training

March 2026: Conducted compliance training for all employees of domestic Group companies, Participation rate: 100%

April 2026: Appointed external experts as advisors (to conduct legal awareness campaigns, education, etc.)

From May 2026: Began holding seven in-house seminars on the Measurement Act to be attended by not only repair but also design, development, and other departments. The Company plans to hold at least two sessions this fiscal year.

Improving repair operations and related administrative procedures

The Company is working on assessing the current state of operating procedures, identifying areas for improvement, and building a new operations management system.

Reviewing the organizational structure and systems

Currently, the Company is prioritizing both the prompt completion of corrective actions and the continuation of normal operations, and is addressing the situation via both the repair department and the new Corrective Action Task Force Department in parallel. Based on the progress of corrective actions, the Company will begin reviewing the organizational structure and systems.

Summary of Financial Results for FY2025

- Sales and profit increased with +3.3% for net sales and +4.5% for operating profit year on year, though results fell slightly short of the full-year forecast.
- Net profit decreased year on year due to the recognition of extraordinary losses (costs associated with corrective actions in response to Measurement Act violations and losses from inappropriate expenditures).

FY2026 Results Forecast and Medium-term Business Plan Revision

- Based on the temporary adjustment in semiconductor investment in the Chinese market, as well as US EV market trends, tariff impacts, and other related factors, the Company expects sales and profit to decline for FY2026. The Company has also revised the Medium-term Business Plan financial targets to reflect changes in the business environment.

Shareholder Returns

- The year-end dividend for FY2025 will be ¥30, an increase of ¥5 from the initial forecast (total annual dividend: ¥55).
- The annual dividend forecast for FY2026 is ¥60 per share (¥30 interim and ¥30 year-end), an increase of ¥5 from the previous fiscal year, with a payout ratio of 36.5%.

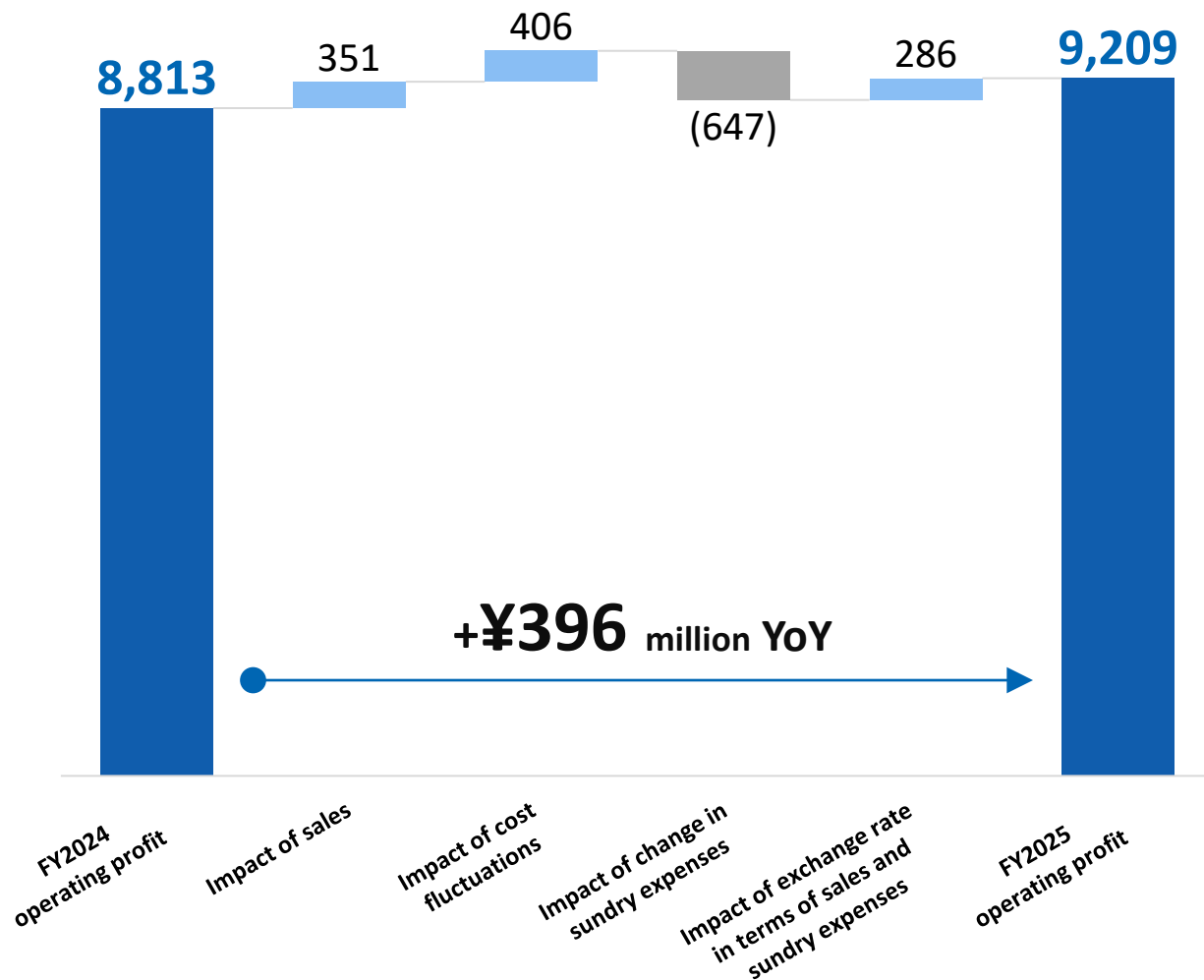
Summary of Business Results for FYE March 31, 2026

- Net sales came in largely in line with projections, despite being affected EV business environment changes and the impact of tariffs in the US.
- Operating profit increased year on year thanks to contributions from the Measuring and Weighing Equipment Business, but fell short of the initial forecast due to the impact of US tariffs and various cost increases.
- Net profit decreased due to the recognition of expenses related to corrective actions for violations of the Measurement Act and losses from inappropriate expenditures at a consolidated subsidiary in South Korea as extraordinary losses.

(Unit: million yen)	FY2024 Full-Year		FY2025 Full-Year		Change	YoY	(Reference)	
	Amount	Percentage	Amount	Percentage			Initial forecast	Achievement rate
Net sales	67,083	—	69,326	—	2,243	+3.3%	70,000	99.0%
Cost of sales	36,880	55.0%	37,875	54.6%	995	+2.7%	—	—
Gross profit	30,203	45.0%	31,451	45.4%	1,247	+4.1%	—	—
Selling, general and administrative expenses	21,390	31.9%	22,241	32.1%	851	+4.0%	—	—
Operating profit	8,813	13.1%	9,209	13.3%	396	+4.5%	9,500	96.9%
Ordinary profit	8,954	13.3%	9,470	13.7%	515	+5.8%	9,400	100.7%
Extraordinary losses *	77	0.1%	806	1.2%	729	—	—	—
Net profit attributable to parent company shareholders	6,468	9.6%	5,923	8.5%	(545)	(8.4%)	6,500	91.1%
Basic earnings per share (yen)	235.63	—	216.33	—	(19.3)	—	237.45	91.1%
Return on equity	16.1%	—	12.9%	—	—	(3.2 points)	—	—

Analysis of Changes in Operating Profit

(Unit: million yen)



Impact of sales

Sales from other businesses offset the decline in the Semiconductor-related Business; sales increased slightly excluding the impact of foreign exchange rates.

Impact of cost fluctuations

Measures to improve DSP equipment profitability proved effective throughout the fiscal year, contributing to an improvement in gross profit margin.

Impact of change in sundry expenses

Advertising and personnel expenses increased due to intensified sales activities.

- Personnel expenses: +¥193 million
- Advertising and promotional expenses: +¥228 million
- Repair and maintenance expenses: +¥95 million

Impact of exchange rate in terms of sales and sundry expenses

- Sales: +¥491 million
- Sundry expenses: -¥205 million
(Of which, +¥257 million due to ruble exchange rate impact)

Results by Business Segment

Net sales

(Unit: million yen)

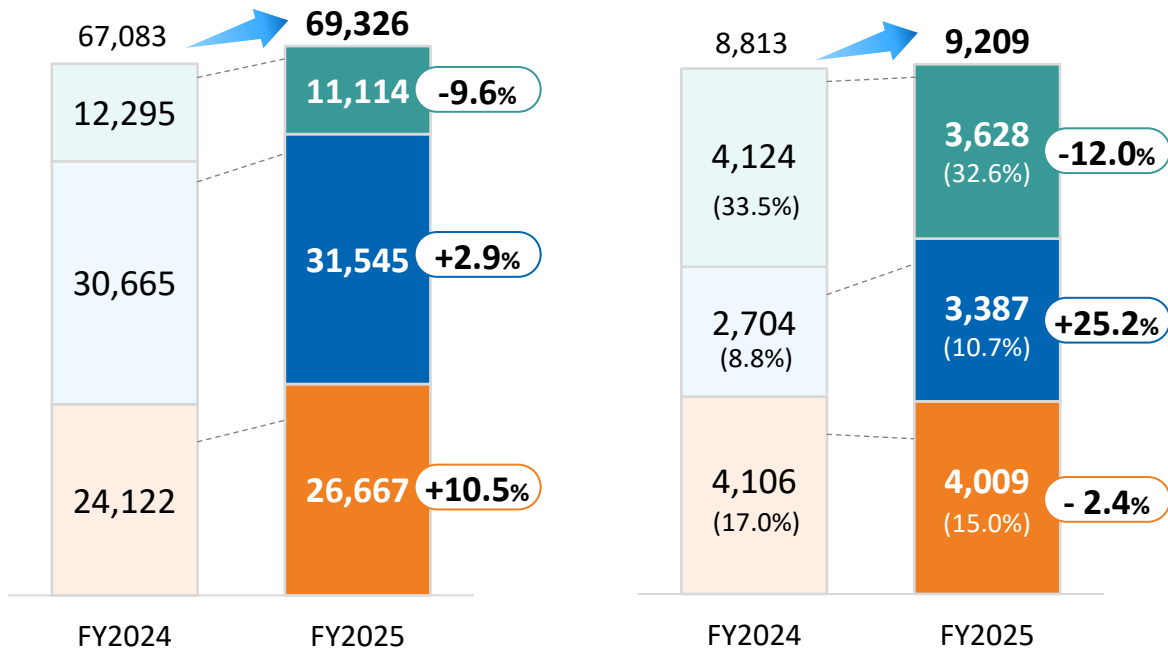
Operating profit

(Unit: million yen)

■ Medical and Healthcare Equipment Business
 ■ Measuring and Weighing Equipment Business
 ■ Semiconductor-related Business
 () Operating profit margin

+¥2.2 billion YoY
(+3.3%)

+¥0.4 billion YoY
(+4.5%)



Order backlog (Unit: million yen)

	FY2024	FY2025	YoY
Semiconductor-related Business	9,794	3,359	(6,435)
Measuring and Weighing Equipment Business	6,271	5,228	(1,042)
Medical and Healthcare Equipment Business	326	543	216

Semiconductor-related Business

Decreased sales and profit

Due to a correction following the strong growth in demand through FY2024, this segment entered a period of adjustment in FY2025, resulting in a decline in sales and profit.

Measuring and Weighing Equipment Business

Increased sales and profit

Although conditions remained challenging due to changes in the EV business environment and the impact of tariffs in the US, sales and profit increased, supported by stable earnings in Japan.

Net sales (Unit: million yen)	FY2024	FY2025	YoY
Weighing equipment	20,138	21,098	+4.8%
DSP equipment	10,527	10,447	(0.8%)

Medical and Healthcare Equipment Business

Increased sales, decreased profit

Sales increased due to strong overseas demand and exchange rate impacts. Although operating profit was impacted by higher costs resulting from US tariffs, it remained largely level year on year due to the effects of price adjustments and productivity improvements.

Net sales (Unit: million yen)	FY2024	FY2025	YoY
Medical equipment	4,666	5,042	+8.1%
Healthcare equipment	19,455	21,624	+11.1%

Net Sales by Region

		Japan			Americas			Europe			Asia and Oceania		
		FY2024	FY2025	YoY	FY2024	FY2025	YoY	FY2024	FY2025	YoY	FY2024	FY2025	YoY
Semiconductor-related Business	Net sales	12,295	11,099	(9.7%)							—	15	—
	Operating profit	4,124	3,620	(12.2%)							—	7	—
Measuring and Weighing Equipment Business	Net sales	18,712	20,241	+8.2%	5,719	4,989	(12.8%)	649	618	(4.8%)	5,583	5,696	+2.0%
	Operating profit	2,075	3,060	+47.5%	69	(345)	—	(28)	41	—	588	630	+7.2%
Medical and Healthcare Equipment Business	Net sales	4,805	4,348	(9.5%)	10,003	11,129	+11.3%	8,820	10,598	+20.2%	493	590	+19.7%
	Operating profit	3,215	3,244	+0.9%	472	168	(64.3%)	193	454	+134.4%	224	141	(37.0%)
Total	Net sales	35,814	35,689	(0.3%)	15,723	16,118	+2.5%	9,469	11,216	+18.4%	6,076	6,301	+3.7%
	Operating profit	9,415	9,925	+5.4%	542	(176)	—	165	495	+200.0%	813	780	(4.0%)

Semiconductor-related Business	Japan	Sales declined significantly due to a sharp drop in demand following a surge among certain customers. Profit also declined due to changes in the product mix as well as increased upfront investments aimed at expanding service operations.
	Americas	While demand for weighing equipment remained strong, both sales and profit declined due to factors such as restrained capital investment in response to changes in the policies and market environment surrounding EVs, as well as increased costs resulting from tariffs.
Measuring and Weighing Equipment Business	Japan	Sales increased due to strong demand for weighing equipment, as well as major orders for DSP equipment. Profit also increased significantly due to measures to improve profitability for DSP equipment proving effective throughout the fiscal year, in addition to improved productivity driven by increased sales.
	Asia and Oceania	Although demand for weighing equipment in South Korea remains sluggish, strong demand in China and India led to increases in sales and profit.
Medical and Healthcare Equipment Business	Japan	Sales declined due to sluggish demand for weighing equipment for medical use and changes in distribution channels for products for overseas markets. Profit remained level year on year, driven by factors such as improved productivity resulting from increased shipments of products to overseas markets.
	Americas	Sales grew significantly, driven by strong performance with major customers in the medical equipment business, as well as the introduction of products for digital transformation in healthcare and an expansion of sales channels in the healthcare equipment sector. Profit decreased due to the impact of tariffs and increased costs associated with intensified sales activities.
	Europe	Sales, when converted to yen, increased significantly due to changes in distribution channels from Japan and the impact of exchange rates. Profits increased as improved profitability, driven by price adjustments, offset the higher costs associated with intensified sales activities.

As of March 31, 2026

Total assets: **¥75,277 million**

(¥6,272 million increase YoY)

Equity ratio: 65.7%

YoY		YoY
<p>Current assets</p> <p>+¥3,624 million</p> <ul style="list-style-type: none"> Operating assets increased due to strong sales in the fourth quarter. Notes and accounts receivable - trade, and contract assets: +¥2,518 million Merchandise and finished goods: +¥1,395 million 	<p>Current assets</p> <p>55,292</p>	<p>Current liabilities</p> <p>23,149</p>
<p>Non-current assets</p> <p>+¥2,648 million</p> <ul style="list-style-type: none"> Increase in property, plant and equipment due to the completion of the new HOLON factory Buildings and structures: +¥1,960 million 		<p>Non-current liabilities</p> <p>2,550</p>
	<p>Non-current assets</p> <p>19,984</p>	<p>Net assets</p> <p>49,577</p>
		<p>Current liabilities</p> <p>+¥369 million</p> <ul style="list-style-type: none"> Recording of a provision for Measurement Act corrective actions: +¥419 million
		<p>Non-current liabilities</p> <p>-¥876 million</p> <ul style="list-style-type: none"> Acceleration of repayment of long-term borrowings to secure future investment capacity: -¥1,093 million
		<p>Net assets</p> <p>+¥6,779 million</p> <ul style="list-style-type: none"> Shareholders' equity: +¥4,689 million Accumulated other comprehensive income: +¥2,079 million

Cash flows from operating activities

Although trade receivables increased, as in the previous fiscal year, high profit levels contributed to net cash provided by operating activities of ¥6,469 million.

- Net profit before taxes: +¥8,669 million
- Depreciation: +¥1,906 million
- Income taxes paid: -¥2,523 million
- Increase in trade receivables: -¥1,828 million
- Decrease in trade payables: -¥1,122 million

Cash flows from investing activities

Investments increased by ¥1,786 million year on year, mainly due to higher expenditures related to the construction of the new HOLON factory.

Cash flows from financing activities

While shareholder returns increased (+¥139 million), financial expenditures decreased as borrowings repayments were completed.

(Unit: million yen)	FY2024	FY2025	Change
Cash flows from operating activities	6,578	6,469	(109)
Cash flows from investing activities	(2,005)	(3,792)	(1,786)
Free cash flow	4,573	2,677	(1,896)
Cash flows from financing activities	(5,440)	(2,909)	2,531
Balance of cash and cash equivalents at end of period	13,257	13,618	361

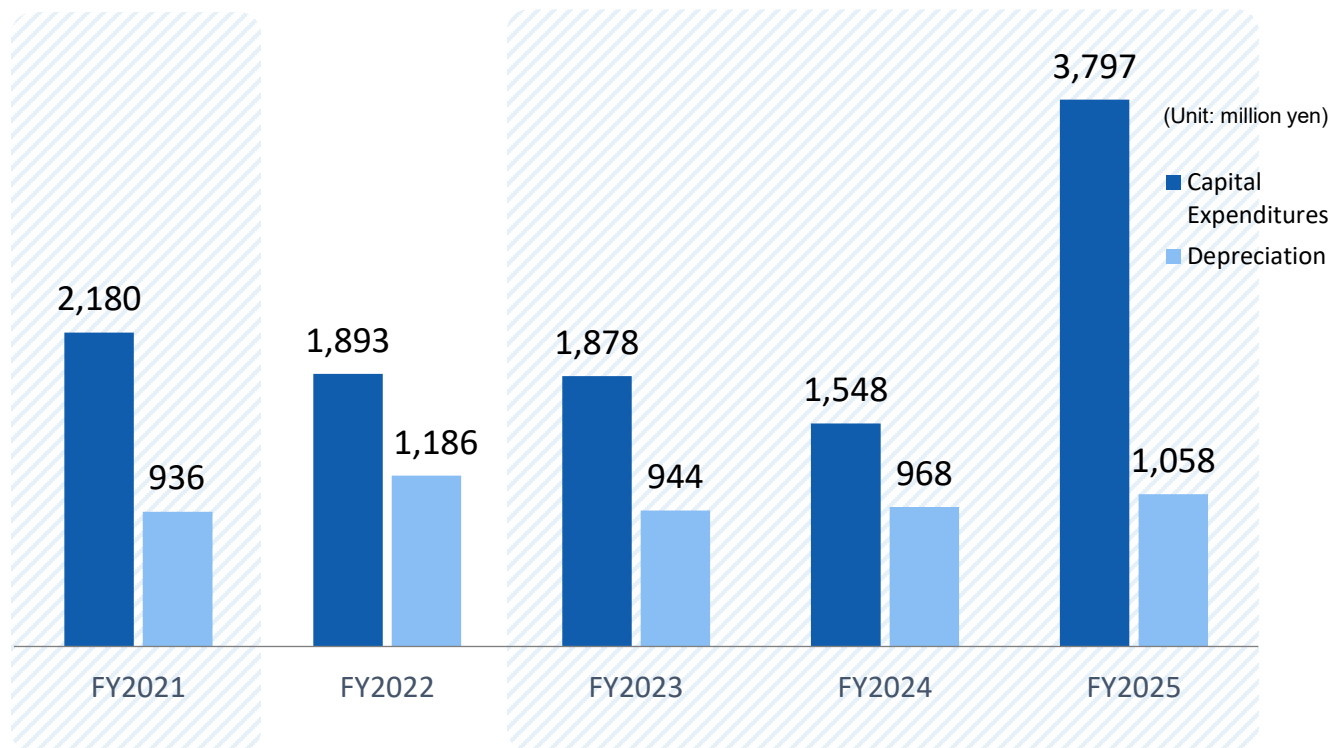
Strengthening investment in Semiconductor-related Business

FY2021

Capital expenditures increased due to construction of a new factory in South Korea and continuation of the construction of the HOLON head office factory.

FY2023~2025

Investment of approx. ¥3.0 billion to build HOLON's new second factory



* The amount recorded to assets increased in FY2024 due to contract renewals of rental property such as overseas subsidiary plants and offices (due to the adoption of IFRS and US GAAP).

New HOLON factory Began operating in March 2026

Greatly expanded clean room space

- Establishment of a stable production system capable of meeting future increases in demand
- Active streamlining of new product development by making the most of the space at the head office factory for dedicated development purposes



New Factory Overview

Location : 4-55-7 Ichiban-cho, Tachikawa City, Tokyo
Area : Site area 4,602.64 m² / Total floor area 4,241.79 m²
Total investment : Approx. ¥3.0 billion



Revision of the Medium-Term Management Plan Forecasts for FY2026 (Fiscal Year Ending March 31, 2027)

The Group carried out initiatives that will drive future growth in each business segment.

Semiconductor-related Business

- Released a new product “the next-generation CD-SEM, HSS-1000” in November 2025
- Completed construction of new factory in December 2025
- Semiconductor-related Unit acquired new customers in China and North America
- Developing multiple high-value-added products through technology integration between A&D and HOLON

Measuring and Weighing Equipment Business

- Acquired an inspection equipment business in North America in October 2025, contributing to revenue expansion and enhancement of engineering capabilities
- Strengthened distributor networks in China, resulting in expanded sales and enhanced partnerships with local companies and universities
- Launch of new products for the laboratory market (analytical balances and moisture analyzers) (August 2025)
- Developed equipment for thermal management system evaluation and secured new projects
- Invested in facilities for engineering services related to electric vehicles

Medical and Healthcare Equipment Business

- Launch of cellular (LPWA) blood pressure monitors compatible with medical DX in the North American market
- Contribution to improved regional sales mix and enhanced market presence through expansion of overseas e-commerce channels
- Launched home-use blood pressure monitor capable of sleep-time measurement in Japan (October 2025) *1
- Promotion of new product development through the establishment of a joint research program with Jichi Medical University (from April 2025) *2

*1: Upper arm hose-less sleep blood pressure monitor UA-1300BLE <https://www.aandd.co.jp/products/hhc/special/ua1300ble/>

*2: Joint research program on digital hypertension <https://www.jichi.ac.jp/medicine/department/hypertension/>

Background to the Revision of the Medium-term Business Plan

Financial targets have been revised in response to changes in the global economy and business environment, while maintaining the plan's themes and strategies.

Key Factors Behind the Revision

- **Changes in investment trends in the Chinese market** ▶ Temporary impact on the Semiconductor-related Business, with demand expected to recover from FY2027 onward
- **Slowing growth of the EV-related market** ▶ Impact on the Measuring and Weighing Equipment Business
- **Impact of U.S. tariffs** ▶ Effects on profitability in the Medical and Healthcare Equipment Business and Measuring and Weighing Equipment Business (Due to reduced demand and rising costs)
- **Foreign exchange impact** ▶ The assumed exchange rate revised from JPY 140 / USD to JPY 150 / USD

Medium-term Business Plan Theme (FY2025 to FY2027) Redefining Business Value and Rebuilding Foundations

(Unit: billion yen)	FY2025				FY2026				FY2027			
	Initial Plan	Actual	Change	Change %	Initial Plan	Revised Plan	Change	Change %	Initial Plan	Revised Plan	Change	Change %
Net sales	700	693	(7)	(1.0%)	745	680	(65)	(8.7%)	800	755	(45)	(5.6%)
Operating profit	95	92	(3)	(3.1%)	104	70	(34)	(32.7%)	117	99	(18)	(15.4%)
Operating profit margin	13.6%	13.3%	(0.3%)	—	14.0%	10.3%	(3.7%)	—	14.6%	13.1%	(1.5%)	—

* The impact of ongoing tensions in the Middle East is not incorporated into the current plan.

Assumed exchange rate: USD1 = JPY 150.00, RUB 1 = JPY 1.90

Assessment of Business Environment by Segment

While each business offers significant growth opportunities, recent changes in the business environment are affecting performance.

Assessment of Business Environment at Time of Initial Plan Release

No Change

Semiconductor-related Business

- The business will grow in the medium to long term with the expansion of application uses such as AI.
- Requirements for higher performance and less power consumption will result in technological innovation in terms of miniaturization, structural advancement, and increased complexity.
- Supply chain development will accelerate in each region.

Measuring and Weighing Equipment Business

- Investment activities related to complying with environmental regulations will gain momentum globally.
- To deal with rising labor costs due to factors like inflation, there will be an increase in investment in development and production of operator-free systems, automation, and remote operations.
- Strengthened regulations will lead to greater importance placed on quality control and certification acquisition.

Medical and Healthcare Equipment Business

- Investment in digital healthcare and health tech will grow.
- Personalized medicine based on individual health data will be the focus.
- Progress will be made in diagnostic support and optimizing treatment plans through AI and big data analysis.

Key Changes in the Business Environment

In FY2026, temporary demand adjustments in China have become evident, driven by a pause in capital investment and a transitional phase in technology adoption.

Demand is expected to recover from FY2027 onward.

Demand adjustments related to EV and battery sectors are currently materializing amid slowing EV market growth.

Cost increases due to U.S. tariff policies are expected to continue impacting profitability for the time being.

Cost increases due to U.S. tariff policies are expected to continue impacting profitability for the time being.

Revised Plan by Business Segment

Revised plan figures for each segment are as follows:

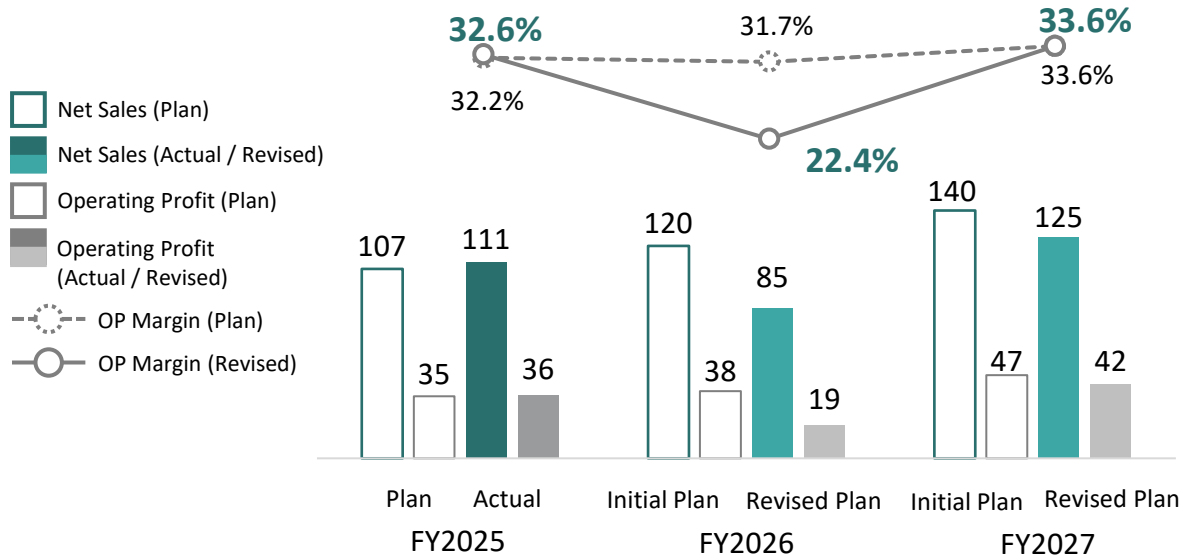
	(Unit: billion yen)	FY2025				FY2026				FY2027			
		Initial plan	Actual	Change	Change (%)	Initial plan	Revised	Change	Change (%)	Initial plan	Revised	Change	Change (%)
Semiconductor-related Business	Net sales	107	111	+4	3.9%	120	85	(35)	(29.2%)	140	125	(15)	(10.7%)
	Operating profit	35	36	+2	5.2%	38	19	(19)	(50.0%)	47	42	(5)	(10.6%)
	Operating profit margin	32.2%	32.6%	+0.4%	—	31.7%	22.4%	(9.3%)	—	33.6%	33.6%	0.0%	—
Measuring and Weighing Equipment Business	Net sales	333	315	(18)	(5.3%)	353	323	(30)	(8.5%)	373	343	(30)	(8.0%)
	Operating profit	35	34	(1)	(3.2%)	39	32	(7)	(16.9%)	42	35	(7)	(16.7%)
	Operating profit margin	10.5%	10.7%	+0.2%	—	10.9%	9.9%	(1.0%)	—	11.3%	10.2%	(1.1%)	—
Medical and Healthcare Equipment Business	Net sales	260	267	+7	2.6%	272	272	0	0.0%	287	287	0	0.0%
	Operating profit	44	40	(4)	(8.9%)	48	43	(5)	(9.5%)	50	45	(5)	(10.0%)
	Operating profit margin	16.9%	15.0%	(1.9%)	—	17.5%	15.8%	(1.7%)	—	17.4%	15.7%	(1.7%)	—

The Group will continue growth investments, including the next-generation CD-SEM and a new factory, while enhancing profitability through stronger global customer support and product expansion toward recovery in FY2027.

Key Factors Behind the Revision

- Review of profitability in light of temporary fluctuations in Chinese market demand
- Need to optimize global sales and support systems
- Review of commercialization assumptions and timing of new products

Financial Targets



* Business segment operating profit does not include Group-wide costs and inter-segment transaction adjustments.

Measures

POINT

Based on order trends, recovery in performance expected from FY2027

Sales expansion initiatives

- Strengthen relationships with customers to secure orders at earlier stages
- Enhance promotion of next-generation CD-SEM (HSS-1000) to expand adoption and acquire new customers
- Accelerate new product development and early market introduction
- Expand customer base by utilizing overseas sales bases (Korea, China, North America)

Profitability improvement initiatives

- Improve productivity by consolidating manufacturing functions into the new factory
- Improve profitability through strengthening service structure

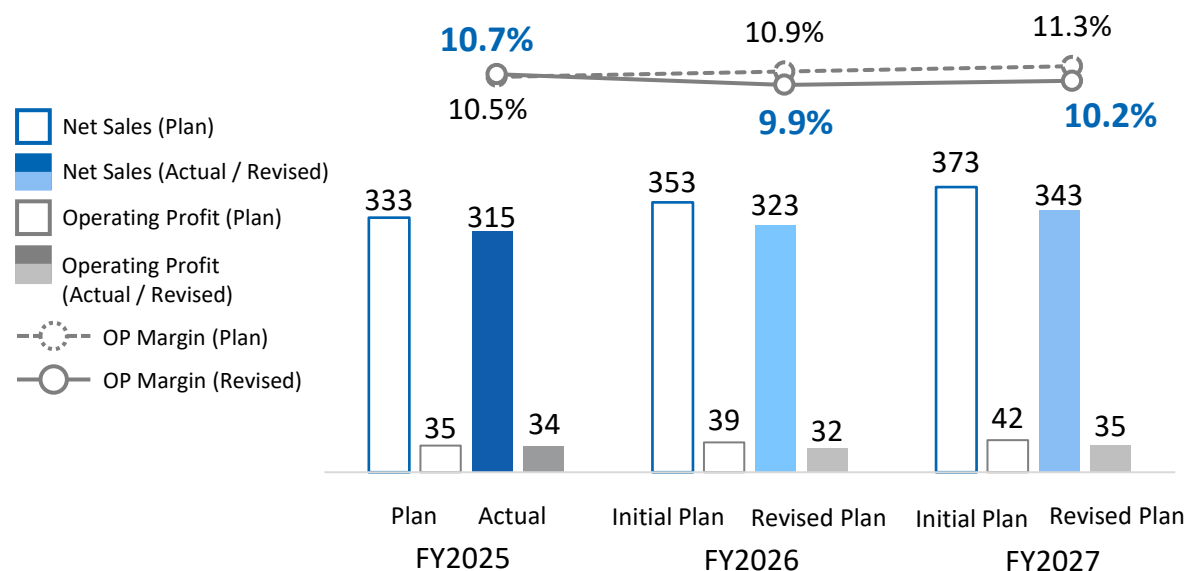
Measuring and Weighing Equipment Business: Issues and Measures

The Group will strengthen its core businesses in key regions while expanding into new industries and application areas, thereby reinforcing its business foundation with a focus on future growth.

Key Factors Behind the Revision

- Changes in the order environment in overseas markets due to restrained investment and reprioritization in EV-related sectors
- Gradual rollout of new products in key regions
- Review of development processes for new products addressing environmental regulations and related testing infrastructure

Financial Targets



* Business segment operating profit does not include Group-wide costs and inter-segment transaction adjustments.

Measures

Sales expansion initiatives

Deepening Core Businesses

- Strengthen customer relationships in DSP equipment
- Focus sales efforts in key regions (North America, China, India)

Expansion of Business Domains

- Expand into new fields leveraging applications of weighing and DSP equipment
- Strengthen approach to electric power and aerospace industries
- Promote development and sales of new products addressing environmental regulations
- Consider strategic M&A for entry into growth fields

Profitability improvement initiatives

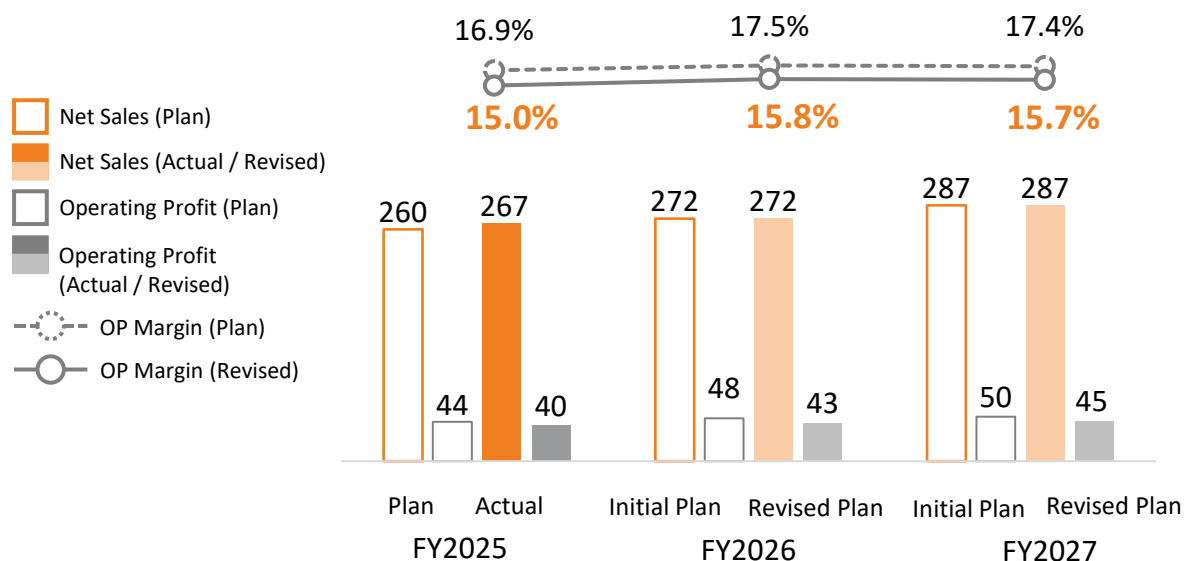
- Improve margins through expansion of high-value-added products
- Promote cost reductions for products targeting the U.S. market
- Optimize pricing based on market conditions

Sales are on track, although profitability is affected by higher costs due to U.S. tariffs. The Group will improve profitability by capturing demand in growth areas while reducing costs and expanding high-value-added products.

Key Factors Behind the Revision

- Review of cost structure in response to U.S. tariff policies
- Rising labor and operating costs overseas due to inflation
- Strengthening sales activities in response to changes in the competitive landscape in overseas markets

Financial Targets



* Business segment operating profit does not include Group-wide costs and inter-segment transaction adjustments.

Measures

Sales expansion initiatives

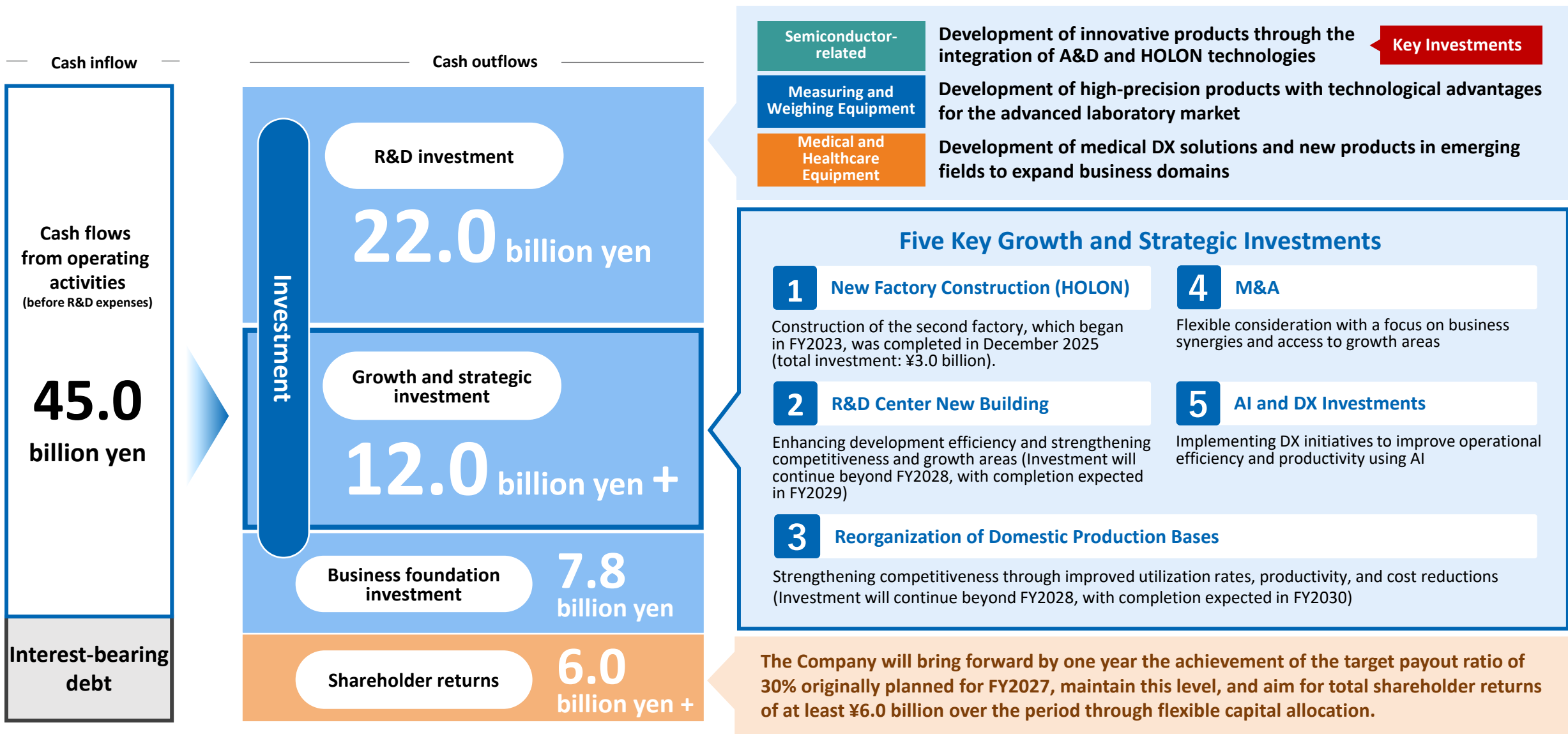
- Expand sales and services for medical DX-compatible products in the U.S.
- Promote in-house brand products through branding strategies
- Strengthen sales in Asia by utilizing local production and sales functions
- Accelerate global development capabilities for early product launches

Profitability improvement initiatives

- Promote cost reduction initiatives for U.S.-bound products
- Improve profitability through expansion of high-value-added products
- Optimize pricing based on market conditions
- Improve productivity through automation of production lines

Cash Allocation

The Group has begun constructing a new R&D center building and restructuring its domestic production bases as part of growth investments, and will accelerate investments toward performance recovery from FY2027 onward.



The Company will bring forward by one year the achievement of the target payout ratio of 30% originally planned for FY2027, maintain this level, and aim for total shareholder returns of at least ¥6.0 billion over the period through flexible capital allocation.

Shareholders Returns

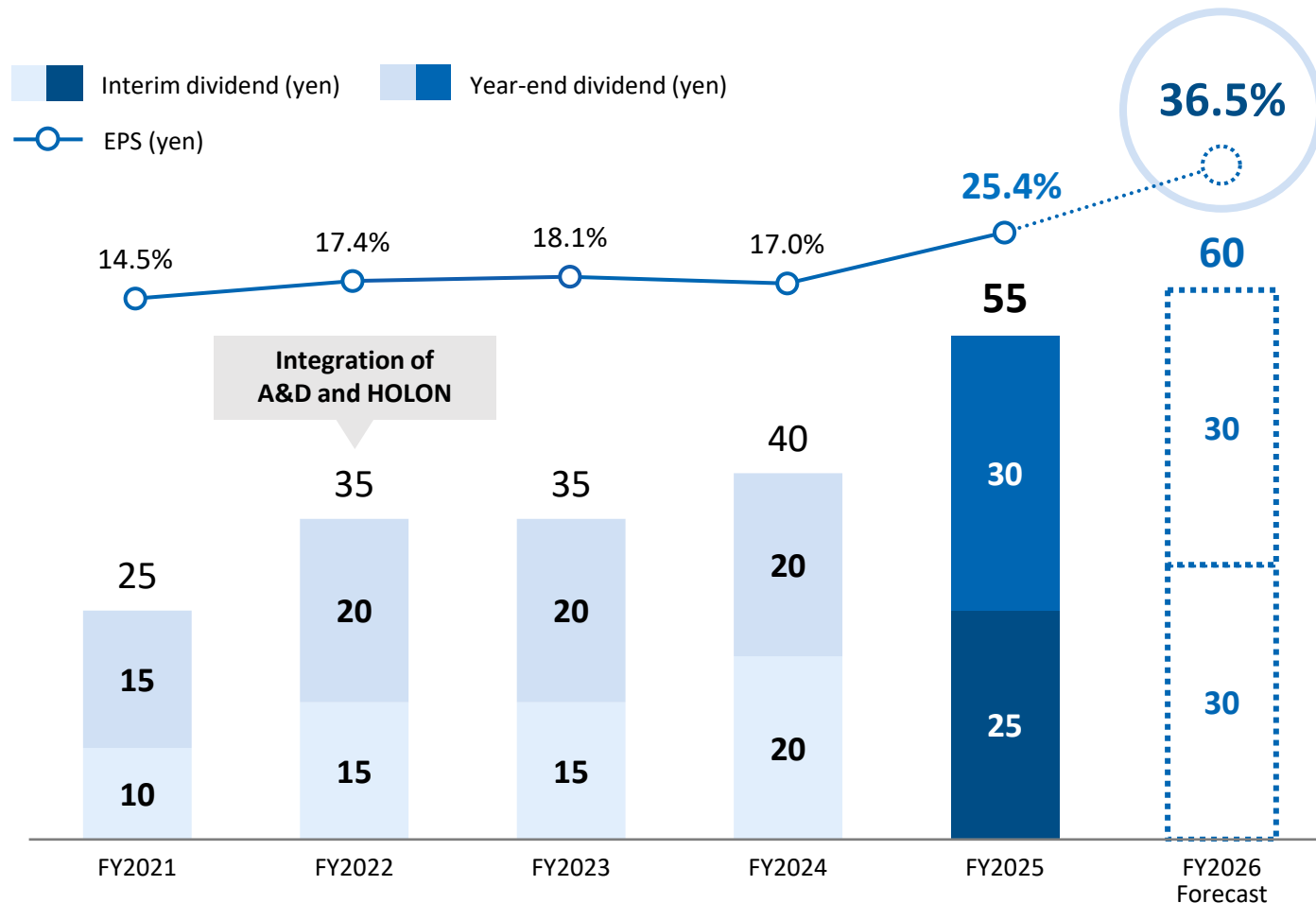
The Year-end dividend for FY2025 is increased by ¥5 to ¥30 (Annual dividend: ¥55).

The dividend forecast for FY2026 is an Annual dividend of ¥60 (Interim dividend: ¥30, Year-end dividend: ¥30), representing an increase of ¥5 from FY2025.

- In FY2025, both net sales and operating profit increased year on year; however, net profit fell short of the plan due to the recording of extraordinary losses.
- For FY2026, both net sales and profit are expected to decrease due to changes in the market environment; however, this is primarily attributable to temporary factors, and there are no changes to the Group's medium- to long-term growth strategy or business expansion policy.

Based on a comprehensive assessment of the Company's financial position and stable cash generation capacity, a dividend increase of ¥5 per share is planned for FY2026 from the perspective of enhancing shareholders returns.

forecast dividend payout ratio for
FY2026: **36.5%**



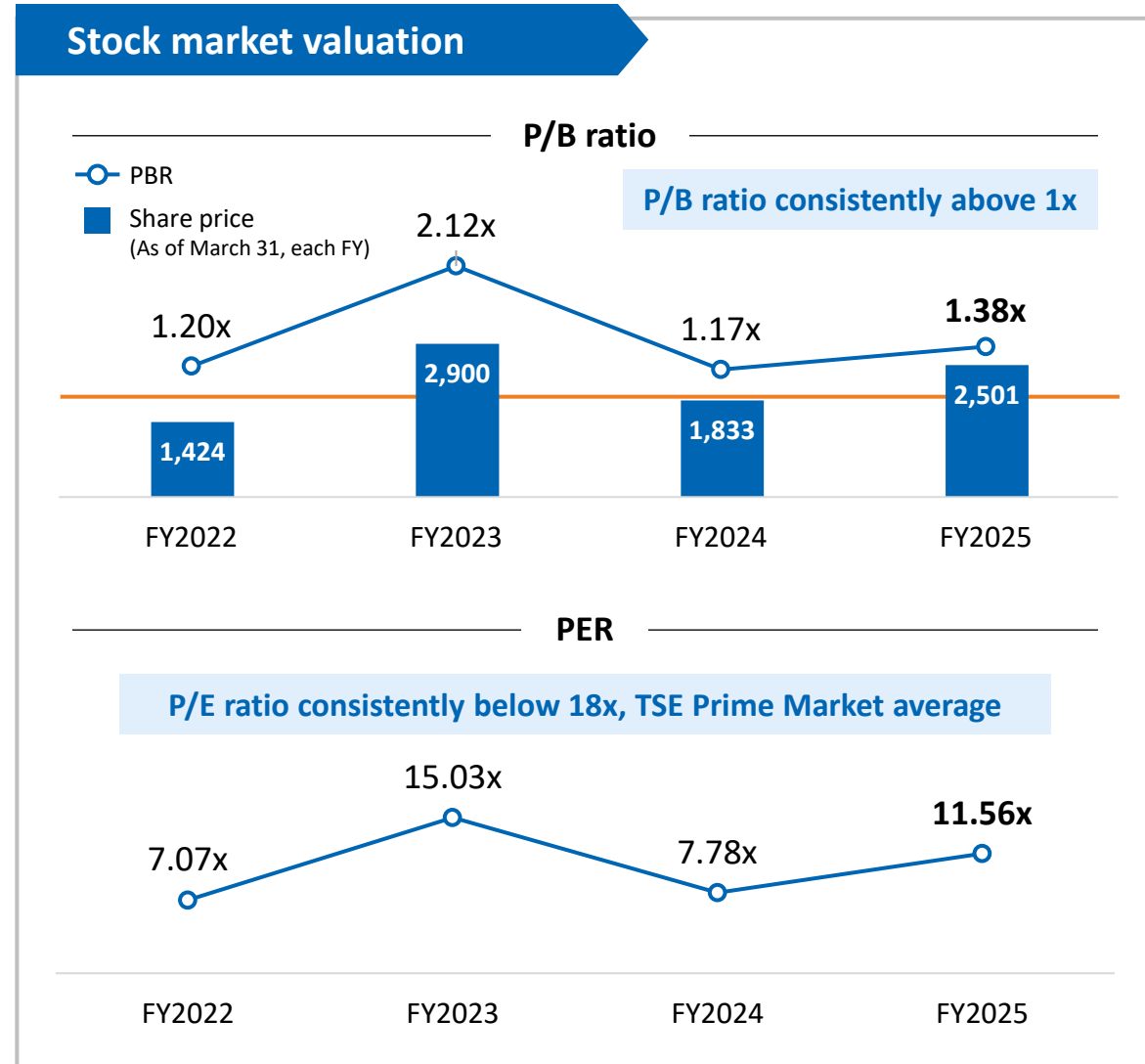
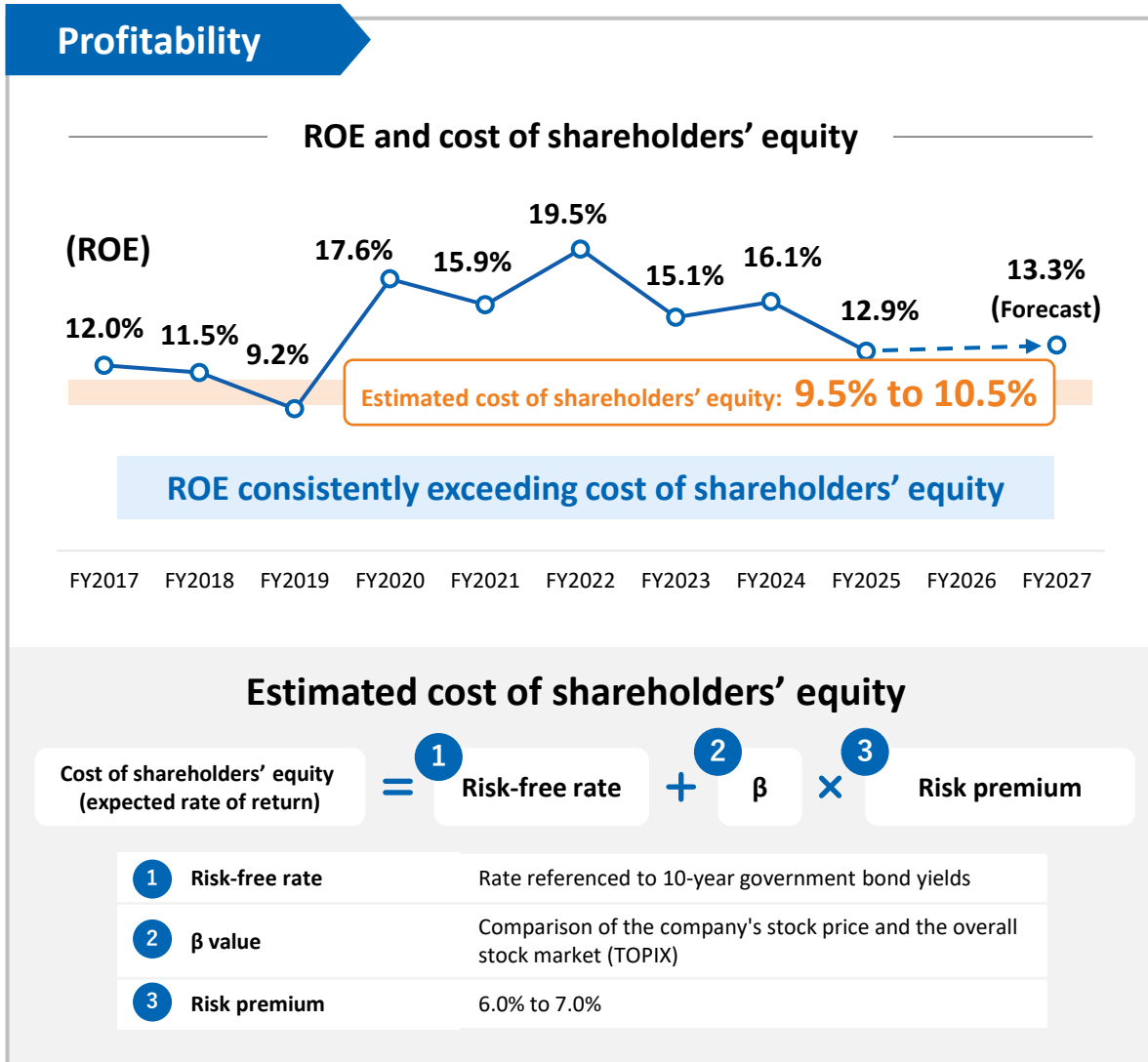
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026 Forecast
EPS	172.92	201.33	192.91	235.63	216.33	164.31

The Group will strengthen functions to support a global management structure.

Group Functions	Main Progress
 <p>Marketing</p>	<p>Establishment of the Global Marketing Headquarters (July 2025): Enhancing market responsiveness through strengthened marketing functions</p> <p>Expansion in mature markets: Initiated product planning aligned with local needs</p> <p>Driving new business creation: Considering product development for new business domains</p>
 <p>Development / Production</p>	<p>Strengthening development capabilities: Initiated product development at the China base (blood pressure monitors / weighing scales)</p> <p>Strengthening the product value chain:</p> <ul style="list-style-type: none"> • Promoting automation of production lines and peripheral equipment at each production site • Initiating automation of material handling operations in product warehouses
 <p>DX</p>	<p>Advancement of digital marketing: Generating leads through integrated customer data and personalized initiatives</p> <p>Supply chain enhancement system: Introduction of a demand forecasting system (November 2025)</p> <p>Operational efficiency: Implementation of a generative AI platform (from April 2026)</p>
 <p>Organization and HR</p>	<p>Improving workforce management efficiency through the launch of a new HR system (from the second half of FY2025)</p> <p>Initiation of HR system reforms (review of job-based qualification system, introduction of a multi-track HR system, etc.)</p>
 <p>Finance</p>	<p>Building a framework for business portfolio management based on ROIC principles to enhance transparency of capital efficiency</p>

Measures to Promote Management with a Focus on Capital Cost and Stock Price

The Group will enhance the equity spread through capital allocation based on the cost of equity and proactive engagement with investors.



Enhancing Engagement with the Capital Market

The Group held a total of 98 IR meetings in FY2025 and reported investor feedback to management to support further enhancements in corporate value.

Investor meetings (FY2025)

Number of meetings	Investor profile	Participants (depending on the case)
98	Institutional investors in Japan and overseas with diverse investment styles	President and CEO, IR executive officers, and IR personnel

Status of internal feedback

	Frequency	Reporting method	Details
Investor comments and feedback	As and when financial results are announced	Shared with officers at management meetings and operational briefing sessions	Feedback and comments from shareholder and investor meetings held after each quarterly earnings announcement are compiled and reported

Major IR activities and events planned for FY2026

Recognizing the need to enhance visibility in the stock market through investor engagement, the Company will strengthen IR activities and enhance disclosure on business operations and growth strategies

- Financial results briefings (twice a year: interim and year-end)
- Factory tours for institutional investors and analysts
- One-on-one meetings and small meetings with institutional investors
- Consideration of issuing sponsored research reports
- Strengthening information dissemination via the IR website

Released on Website

We are strengthening the content of our IR website.
Please visit our IR website for more information.



Semiconductor Related Business: Spotlight on the New “HSS-1000” & New Factory! *1

Also featuring a behind-the-scenes look at the development of Holon’s new product, released in November 2025



Organizational Strategy for Future Growth *2

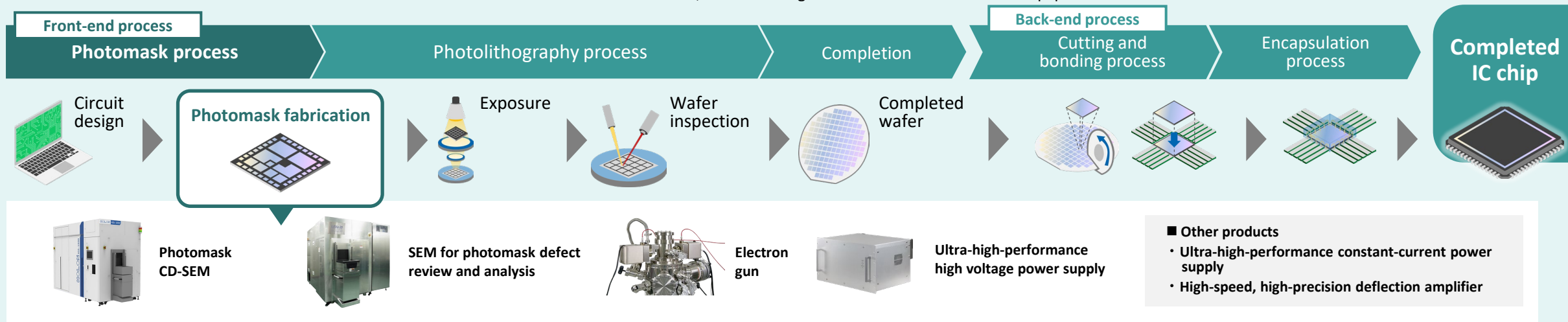
Explaining the objectives behind the establishment of the Semiconductor Business Division and the Global Marketing Division



APPENDIX

Semiconductor-related Business

In the front-end process of semiconductor manufacturing, this business provides products related to photomask fabrication, including photomask measurement equipment designed to meet the dimensional accuracy required for EUV mask production at the 1.6 nm node and beyond, electron microscopes capable of measurement at the nanometer level, and electron guns for use in microfabrication equipment.



Measuring and Weighing Equipment Business

This business provides equipment for the high-precision measurement and analysis of physical quantities such as sound, vibration, displacement, force, and viscoelasticity, as well as equipment for weighing objects.

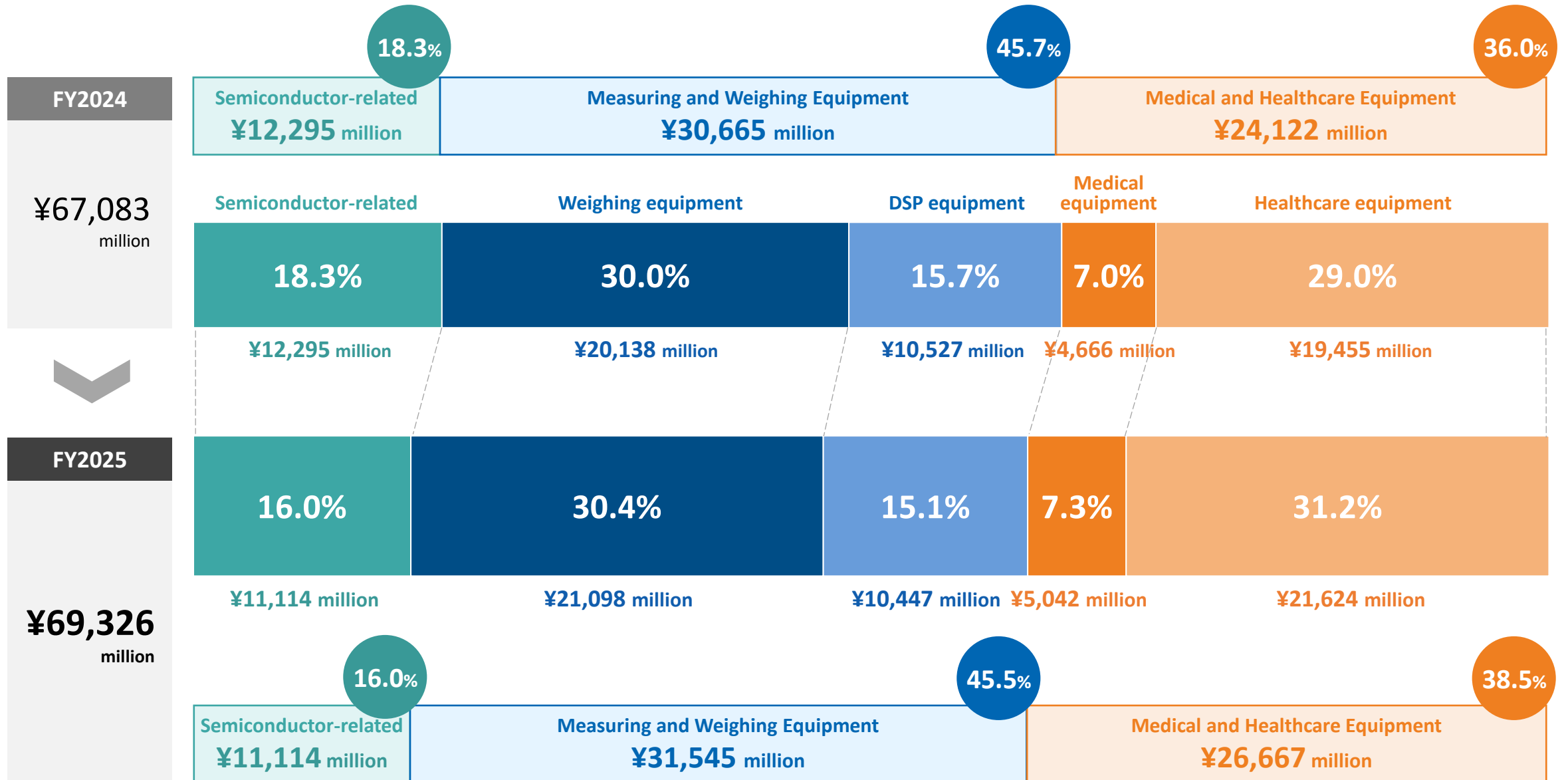


Medical and Healthcare Equipment Business

This business offers a wide range of equipment, from medical to home-use products, including the digital blood pressure monitors the Company has been manufacturing since its founding, as well as certified scales used in hospitals and other settings.

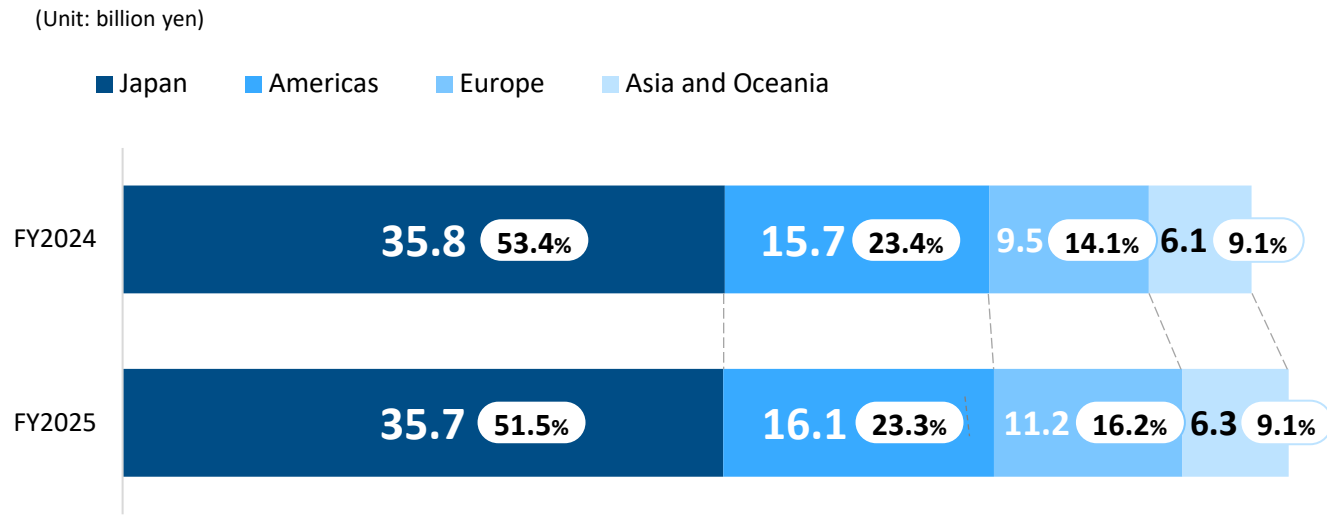


Sales Breakdown by Segment for FY2025

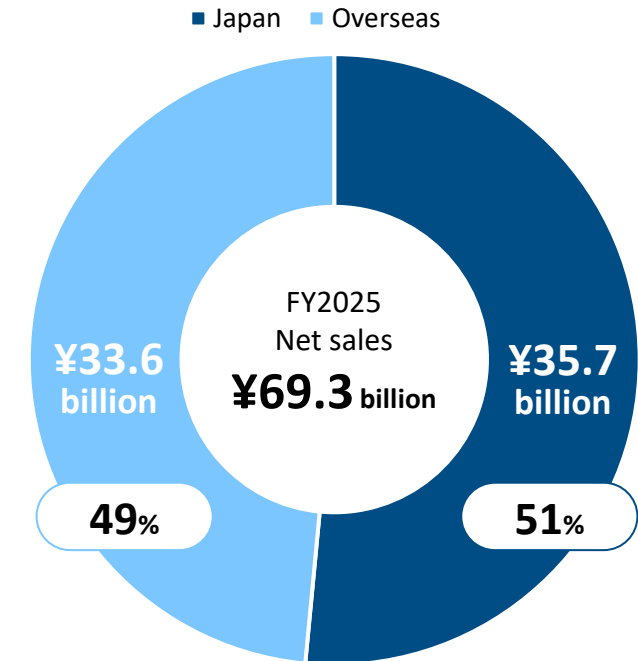


Business Results for FY2025 (by Region, by Domestic/Overseas)

Net sales breakdown by region



Net sales breakdown by domestic and overseas markets



Results by Business Segment for FY2025

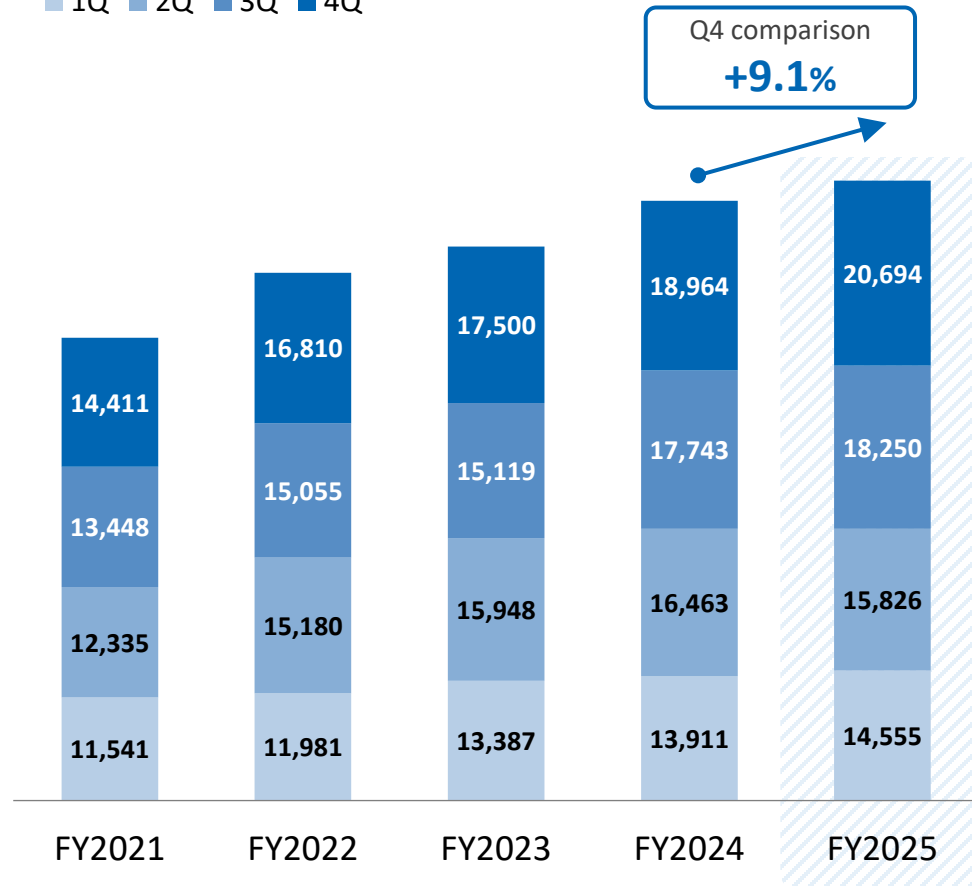
(Unit: million yen)	FY2024	FY2025	YoY
Net sales	67,083	69,326	+3.3%
Semiconductor-related	12,295	11,114	(9.6%)
Measuring and Weighing Equipment	30,665	31,545	+2.9%
Medical and Healthcare Equipment	24,122	26,667	+10.5%
Cost of sales	36,880	37,875	+2.7%
Semiconductor-related	5,115	4,876	(4.7%)
Measuring and Weighing Equipment	18,256	18,295	+0.2%
Medical and Healthcare Equipment	13,246	14,769	+11.5%
SG&A expenses	21,390	22,241	+3.9%
Semiconductor-related	3,055	2,609	(14.6%)
Measuring and Weighing Equipment	9,704	9,862	+1.5%
Medical and Healthcare Equipment	6,769	7,888	+16.2%
Operating profit	8,813	9,209	+4.5%
Semiconductor-related *	4,124	3,628	(12.0%)
Measuring and Weighing Equipment *	2,704	3,387	+25.7%
Medical and Healthcare Equipment *	4,106	4,009	(1.8%)

Quarterly Performance Trends

Net sales

FY2021	FY2022	FY2023	FY2024	FY2025
51,736	59,028	61,955	67,083	69,326

■ 1Q ■ 2Q ■ 3Q ■ 4Q

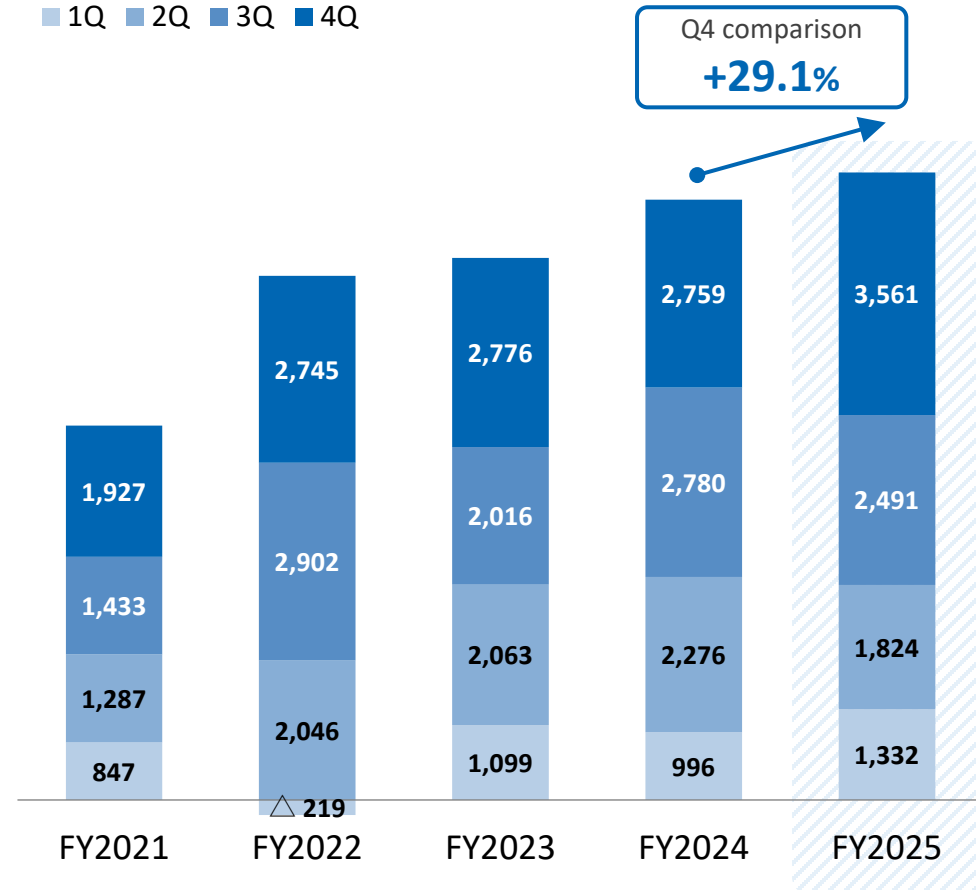


Operating profit

(Unit: million yen)

FY2021	FY2022	FY2023	FY2024	FY2025
5,496	7,475	7,955	8,813	9,209

■ 1Q ■ 2Q ■ 3Q ■ 4Q

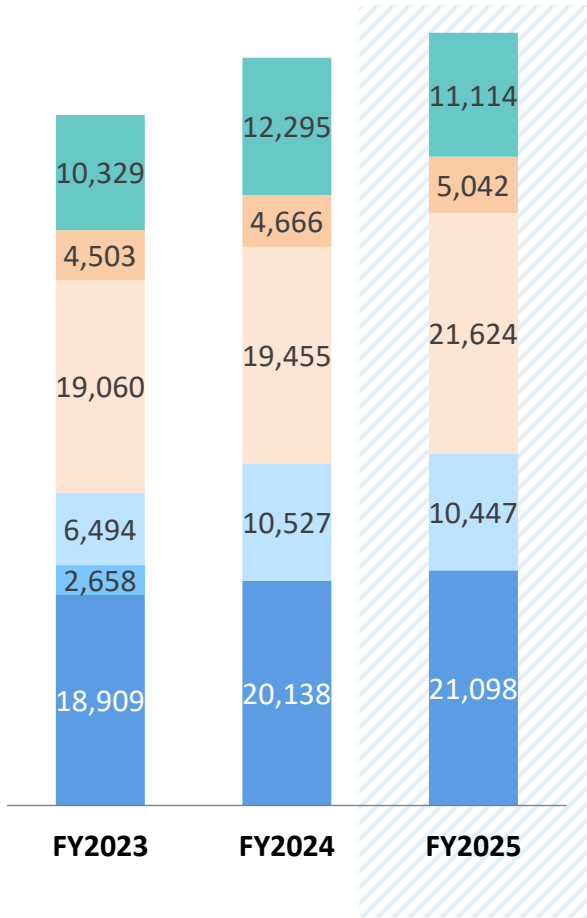


Performance Trends by Segment (Annual and Quarterly)

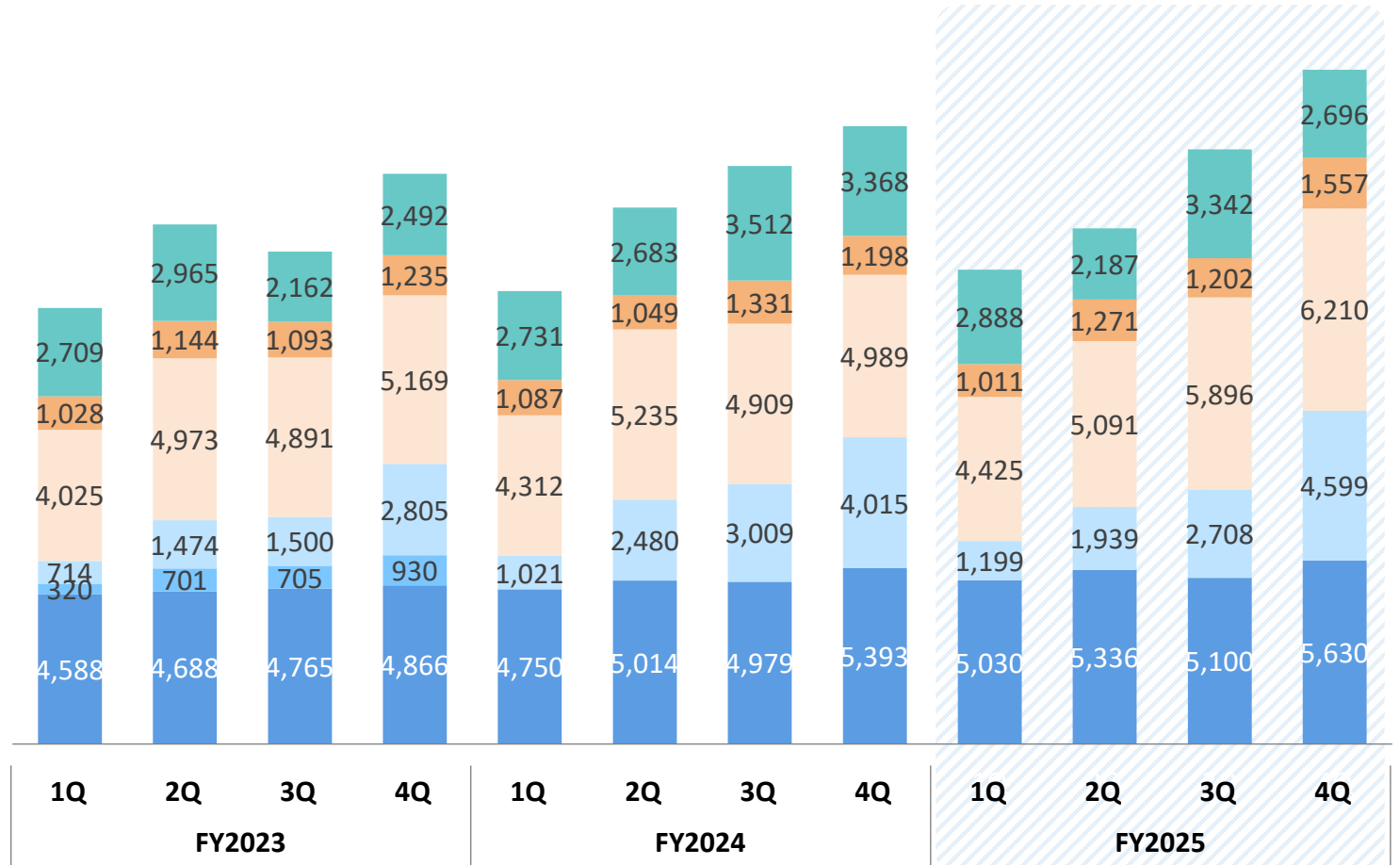
(Unit: million yen)

Net sales trends (annual)

- Weighing equipment
- Measuring equipment
- DSP equipment
- Healthcare equipment
- Medical equipment
- Semiconductor-related



Net sales trends (quarterly)



Sales and operating income are expected to decline, with sales down 1.9% YoY and operating income down 24.0% YoY.

(Unit: million yen)	FY2025 Actual	FY2026 Forecast	Percentage change
Net sales	69,326	68,000	(1.9%)
Operating profit	9,209	7,000	(24.0%)
Ordinary profit	9,470	6,900	(27.1%)
Net profit attributable to parent company shareholders	5,923	4,500	(24.0%)
Basic earnings per share (yen)	216.33	164.31	—

Assumed exchange rates: 1 USD = ¥150.00, 1 Russian ruble = ¥1.90

Full-Year Forecasts by Segment are as follows:

(Unit: million yen)

		Net sales			Operating profit		
		FY2025 (Actual)	FY2026 (Forecast)	Percentage change	FY2025 (Actual)	FY2026 (Forecast)	Percentage change
Semiconductor-related Business		11,114	8,500	(23.5%)	3,628	1,900	(47.6%)
Measuring and Weighing Equipment Business	Weighing equipment	21,098	22,200	+5.2%	—	—	—
	DSP equipment	10,447	10,100	(3.3%)	—	—	—
	Subtotals	31,545	32,300	+2.4%	3,387	3,200	(5.5%)
Medical and Healthcare Equipment Business	Medical equipment	5,042	5,000	(0.8%)	—	—	—
	Healthcare equipment	21,624	22,200	+2.7%	—	—	—
	Subtotals	26,667	27,200	+2.0%	4,009	4,300	+7.3%
Total		69,326	68,000	(1.9%)	9,209	7,000	(24.0%)

Start new businesses and make further progress

STEP 3

FY2031 ~ FY2034

Become a sustainable company that continues to create and establish next-generation segments

FY2034
Net sales

150 billion yen

Operating profit

30 billion yen

Grow to become a 100 billion yen company

STEP 2

FY2028 ~ FY2030

Promoting business strategy to expand market share
Complete transition to a business unit system

Redefine business value and restructure foundations

STEP 1

FY2025 ~ FY2027

A period of reviewing business and strengthening management foundation

Revised Plan

FY2027
Net Sales

75.5 billion yen

Operating Profit

9.9 billion yen

Long-term Vision 2034

Sensing the Future

Mastering Measurement, Supporting the World

Medium-term
Business Plan Theme
(FY2025 to FY2027)

Redefining Business Value and Rebuilding Foundations

Redefining business value

- Build global marketing capabilities.
- Boost global expansion and achieve growth in line with business portfolio.
- Strengthen R&D and production capabilities to support business growth.

Rebuilding foundations

- Conduct business portfolio management.
- Implement sustainability management that adapts to environmental changes.

Medium-term Business Plan Strategies for Each Business Segment (No Change)

Semiconductor-related Business

Toward the peak of high industry performance with analog technology

1 Expand global market share

- Improve presence in target markets (Asia).
- Launch power sources and electron guns globally.

2 Promote new product development

- Release next-generation CD-SEM.
- Create innovative products using electron beam technology.
- Use AD/DA conversion technologies to develop high-value-added products.

3 Strengthen Group's advanced technologies

- Integrate A&D and HOLON's core technologies.
- Improve processing capacity of technologies like image analysis using AI.

Measuring and Weighing Equipment Business

Targeting and entering strategic markets to boost profitability

1 Expand global market share

- Strengthen sales in key regions (North America and China).
- Enhance global engineering capabilities.

2 Promote new product development

- Develop new products for the laboratory market (analysis scales, etc.).
- Develop new products for the factory automation market (measurement modules, etc.).
- Develop tire testing machines for new regulations.

3 Take energy transition measures

- Develop thermal management systems.
- Expand electric vehicle engineering services.

Medical and Healthcare Equipment Business

Bringing cutting edge medical care to the global market

1 Expand global market share

- Expand coverage of home-use blood pressure monitors.
- Promote products for medical facilities in countries the Group do not yet have a presence.

2 Promote new product development

- Expand product lineup with a view to offer digital healthcare solutions globally.
- Develop home-use upper arm blood pressure monitors with sleep measurement capabilities, an industry first.

3 Strengthen business foundation and approach to advanced technology

- Promote innovative product development through industry-academia collaboration.
- Strengthen the product value chain.



Investor Relations: <https://andholon.com/en/ir/>

IR Library: <https://andholon.com/en/ir/library/>

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.

Accordingly, A&D HOLON Holdings Company, Limited (the “Company”) does not guarantee the accuracy of said statements.