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May 13, 2026

A&D HOLON Holdings Company, Limited  
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## Notice of Revision of Medium-Term Business Plan

A&D HOLON Holdings Company, Limited (the “Company”) hereby announces that, at a meeting of the Board of Directors held on May 13, 2026, the Company resolved to revise its Medium-Term Management Plan (covering FY2025-FY2027), which was originally disclosed on May 13, 2025, as outlined below.

### 1. Background of the Revision

Our group has been promoting the Medium-Term Management Plan (FY2025-FY2027) as STEP 1 toward realizing our long-term vision. However, in light of the impact of recent global economic trends, and as well as changes in the business environment, including demand adjustments, changes in the investment environment, and rising costs, and their impact on future performance, we have decided to revise the planned figures from FY2026 onward and optimize our cash allocation policy.

### 2. Details of Revision

#### (1) Financial Plan

(Unit: Hundred Million Yen)

	FY2026			FY2027		
	Initial Plan	Revised Plan	Change	Initial Plan	Revised Plan	Change
Net Sales	745	680	(65)	800	755	(45)
Operating Profit	104	70	(34)	117	99	(18)
Operating Profit Margin	14.0%	10.3%	(3.7%)	14.6%	13.1%	(1.5%)

#### (2) Cash Allocation Policy

##### (a) Clarification of Growth and Strategic Investments

Under our policy of making investments for sustainable growth, we have clarified the content of our growth and strategic investments to contribute to strengthening competitiveness and improving added value. While the initial plan called for an investment of 15 billion yen, after reviewing the timing and priorities, we have set the investment amount for the current plan period at 12 billion yen or more. This is because investments related to the restructuring of R&D centers and the reorganization of domestic production bases will continue beyond FY2028, and does not represent a reduction in the scale of investment. Furthermore, in order to achieve more agile investments and improve capital efficiency, we will utilize not only operating cash flow but also interest-bearing debt as a source of funds.

(b) Strengthening Shareholder Returns

While the initial plan aimed for a dividend payout ratio of 30% in FY2027, from the perspective of enhancing shareholder returns and improving capital efficiency, we have decided to implement this one year earlier and will maintain this level. Furthermore, through flexible shareholder returns, including dividends, we aim to return over 6 billion yen to shareholders in total during this plan period.

3. Future Initiatives

While maintaining the basic themes of the medium-term management plan and the direction of the growth strategy, we will steadily implement profitability improvement measures and investments in key areas to ensure the successful achievement of the revised plan. In addition, we will improve capital efficiency through the concretization of growth investments and strengthening of shareholder returns, thereby realizing the sustainable improvement of corporate value.

For further details, please refer to the attached materials.

The logo for AND, consisting of the letters 'A', 'N', and 'D' in a bold, blue, sans-serif font.The logo for HOLON, consisting of the letters 'H', 'O', 'L', 'O', 'N' in a blue, outlined, sans-serif font.

A&D HOLON Holdings

## Revision of the Medium-term Business Plan (FY2025 to FY2027)

**May 13, 2026**

**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.

## 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 JPY140/USD to JPY150/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.

# 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%)	-

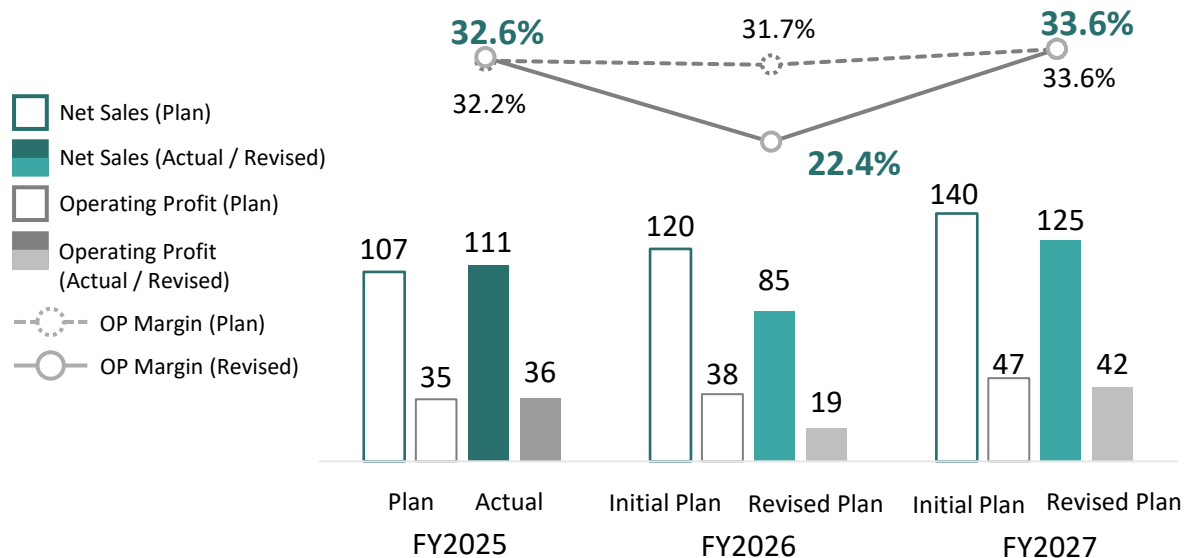
## Semiconductor-related Business: Issues and Measures

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

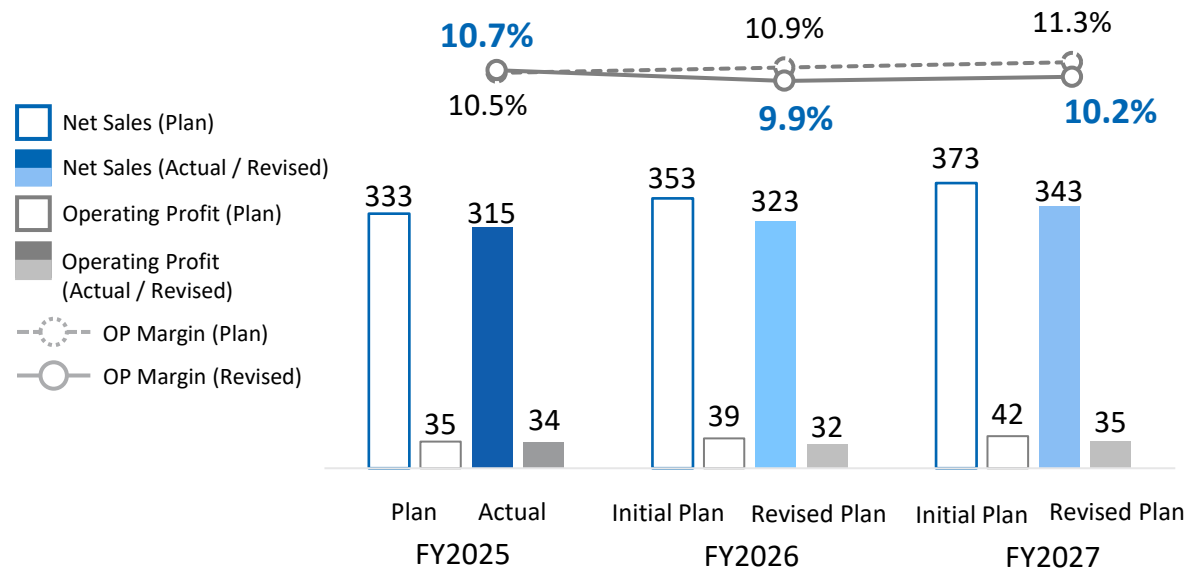
## Measuring and Weighing Equipment Business: Issues and Measures

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

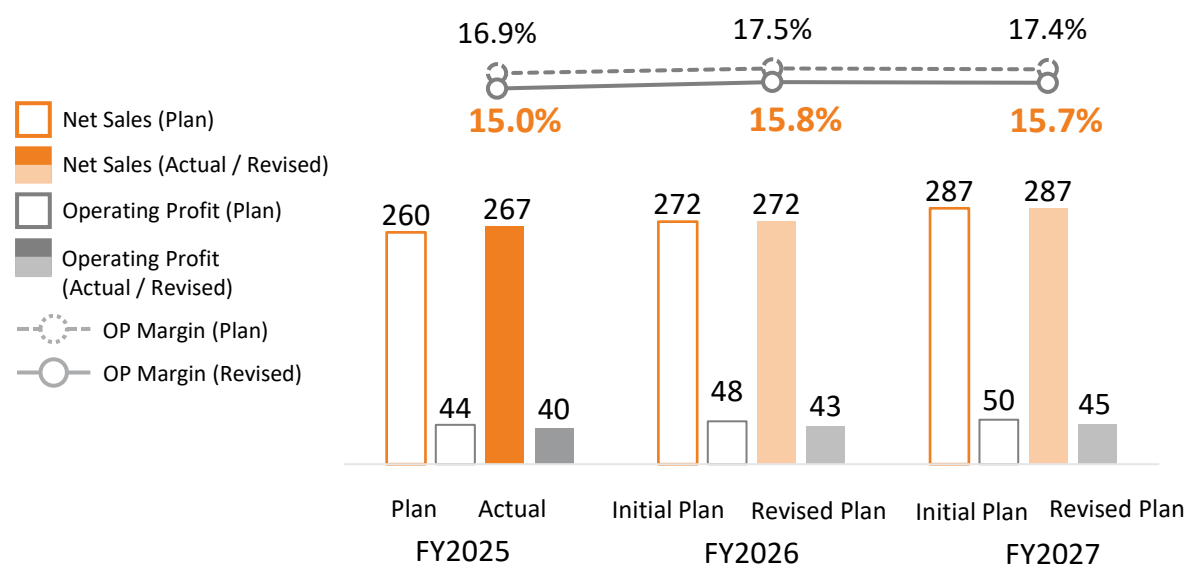
## Medical and Healthcare Equipment Business: Issues and Measures

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

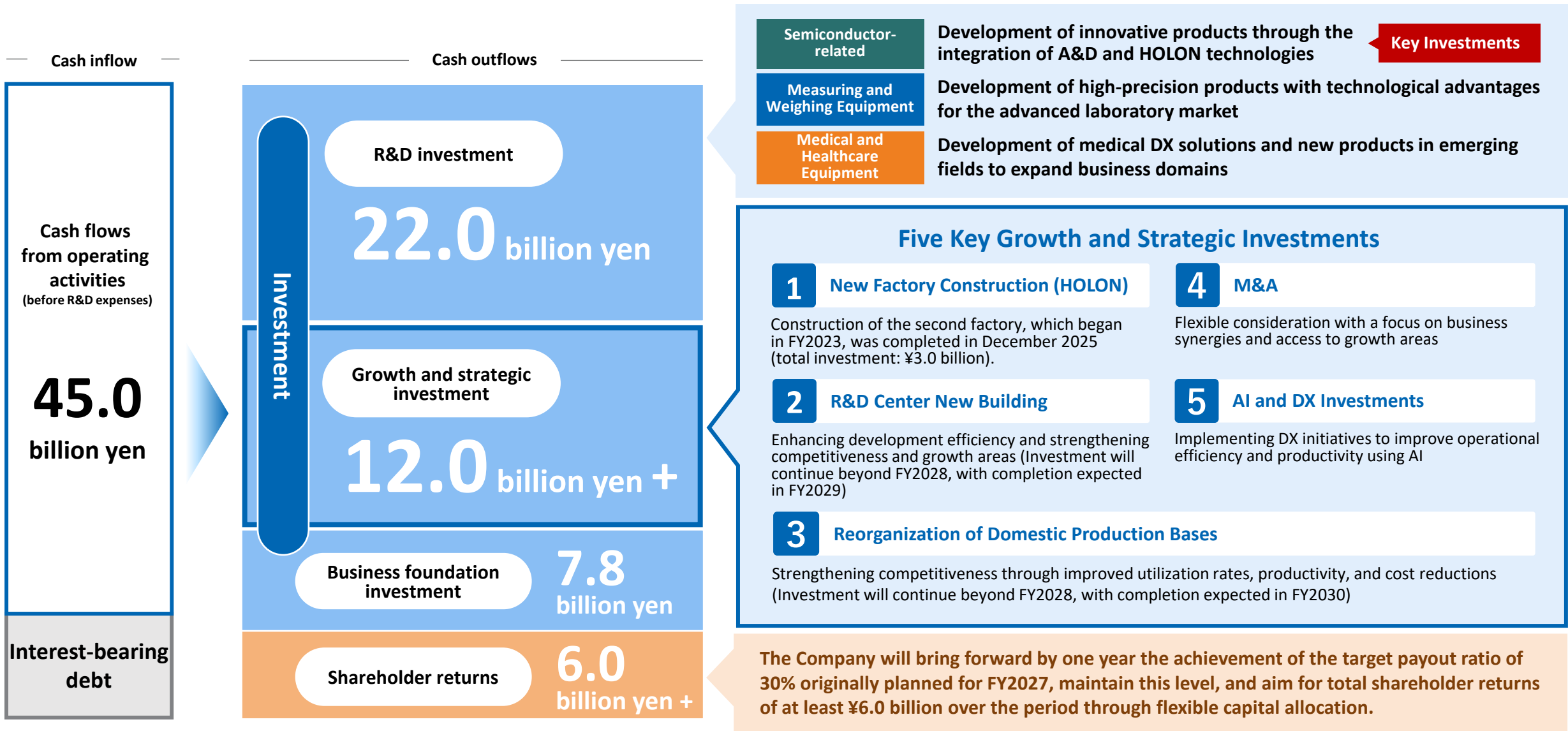
- Expand sales and services for medical DX-compatible products in the U.S.
- Promote in-house brand products through branding strategies
- Strengthen sales in Asia by utilizing local production and sales functions
- Accelerate global development capabilities for early product launches

### 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.



## Group Functional Strategy

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

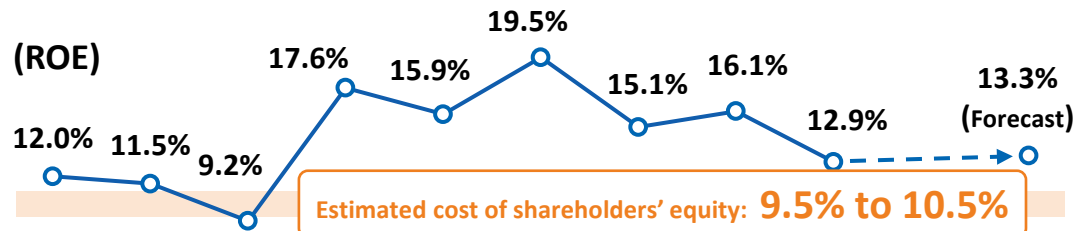
Group Functions	Main Progress
 <b>Marketing</b>	<p><b>Establishment of the Global Marketing Headquarters (July 2025):</b> Enhancing market responsiveness through strengthened marketing functions</p> <p><b>Expansion in mature markets:</b> Initiated product planning aligned with local needs</p> <p><b>Driving new business creation:</b> Considering product development for new business domains</p>
 <b>Development / Production</b>	<p><b>Strengthening development capabilities:</b> Initiated product development at the China base (blood pressure monitors / weighing scales)</p> <p><b>Strengthening the product value chain:</b></p> <ul style="list-style-type: none"><li>• Promoting automation of production lines and peripheral equipment at each production site</li><li>• Initiating automation of material handling operations in product warehouses</li></ul>
 <b>DX</b>	<p><b>Advancement of digital marketing:</b> Generating leads through integrated customer data and personalized initiatives</p> <p><b>Supply chain enhancement system:</b> Introduction of a demand forecasting system (November 2025)</p> <p><b>Operational efficiency:</b> Implementation of a generative AI platform (from April 2026)</p>
 <b>Organization and HR</b>	<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>
 <b>Finance</b>	<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.

### Profitability

#### ROE and cost of shareholders' equity



ROE consistently exceeding cost of shareholders' equity

FY2017 FY2018 FY2019 FY2020 FY2021 FY2022 FY2023 FY2024 FY2025 FY2026 FY2027

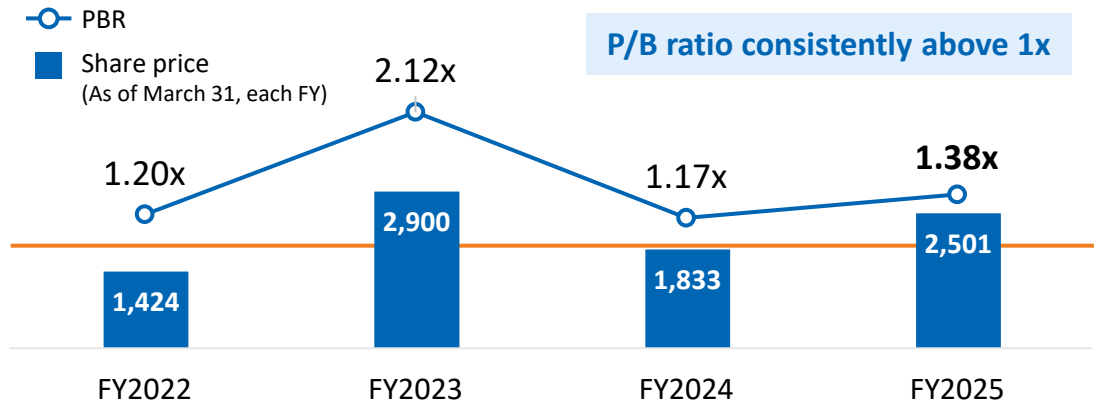
#### Estimated cost of shareholders' equity

$$\text{Cost of shareholders' equity (expected rate of return)} = \text{1 Risk-free rate} + \text{2 } \beta \times \text{3 Risk premium}$$

- |                  |  |
|------------------|--|
| 1 Risk-free rate | Rate referenced to 10-year government bond yields                            |
| 2 $\beta$ value  | Comparison of the company's stock price and the overall stock market (TOPIX) |
| 3 Risk premium   | 6.0% to 7.0%   |

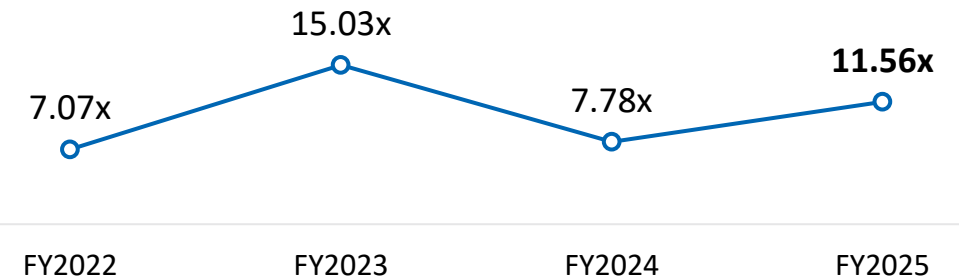
### Stock market valuation

#### P/B ratio



#### PER

P/E ratio consistently below 18x, TSE Prime Market average



## 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

# Long-term Vision 3-Step Growth Model and Management Objectives

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.



A&D HOLON Holdings  
Click [here](#) for IR website.