

**AND**

**HOLON**

A&D HOLON Holdings

**Financial Results Briefing Materials  
for FYE March 31, 2023**

**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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## FYE March 31, 2023

**Record high sales for the second consecutive fiscal year  
Record high operating income for the fourth consecutive fiscal year**

- Both sales and income increased from the previous fiscal year due to strong orders in all businesses and the impact of foreign exchange rates.
- Kept overall costs to a minimum by reducing costs and curbing fixed costs in response to expected price hikes of materials and transportation costs.

## Forecast for FYE March 31, 2024

**Expect continued increase in operating income despite various risks.**

- Risks associated with the worsening Ukraine/Russia situation and the impact of material price hikes have also been factored into the forecast.
- Expect to see increased sales by expanding market share of mainstay weighing equipment, and by capturing demand for semiconductor-related business and EV-related DSP equipment.

## Dividend

**Dividend for the fiscal year ended March 31, 2023 was raised by 5 yen, from 30 yen to 35 yen.**

## Medium-term Business Plan

**Upwardly revised net sales plan for the fiscal year ending March 31, 2025 from 63.9 to 66.0 billion yen.**

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# Summary of Business Results for the FYE March 31, 2023

In addition to strong orders, the impact of foreign exchange rates resulted in a significant increase in sales and income.

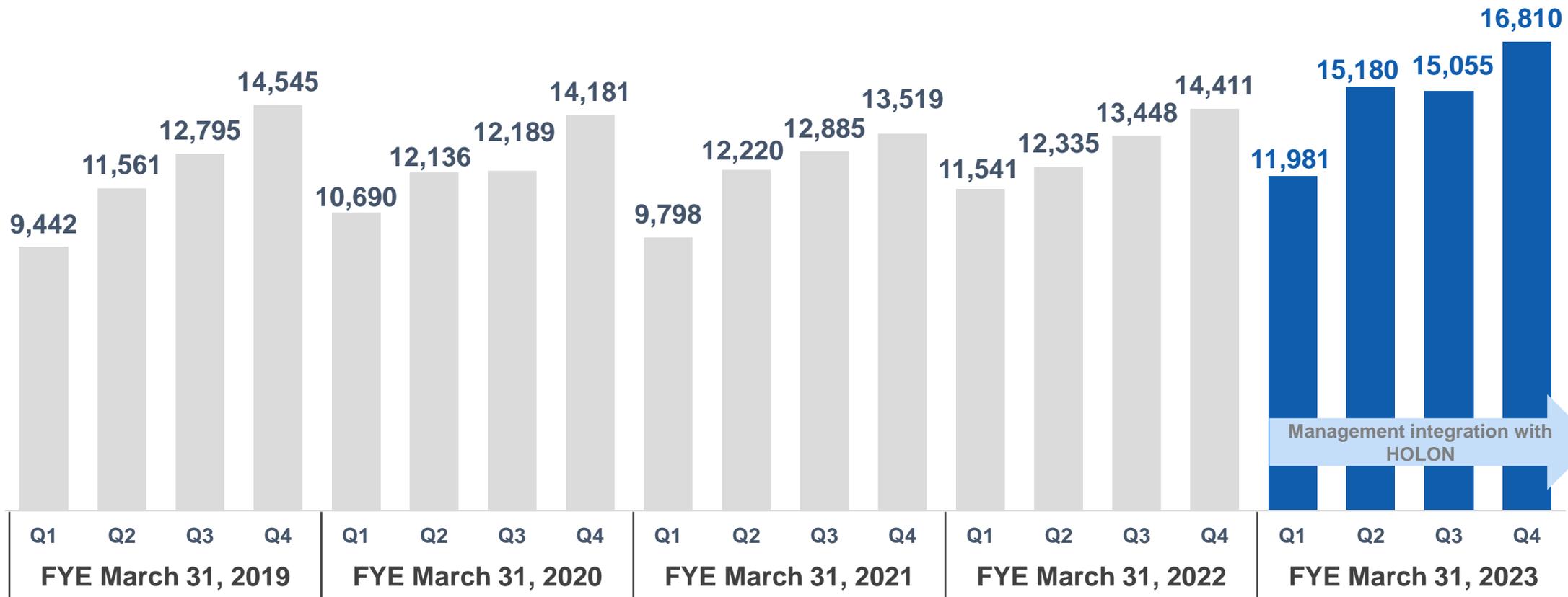
(Unit: million yen)	FYE March 31, 2022		FYE March 31, 2023		Change	YoY Comparison
		Percentage		Percentage		
<b>Net Sales</b>	51,736	-	<b>59,028</b>	-	7,291	+14.1%
<b>Cost of Sales</b>	28,853	55.8%	<b>32,725</b>	55.4%	3,871	+13.4%
<b>Gross Profit</b>	22,883	44.2%	<b>26,303</b>	44.6%	3,420	+14.9%
<b>SG&amp;A Expenses</b>	17,386	33.6%	<b>18,827</b>	31.9%	1,441	+8.3%
<b>Operating Income</b>	5,496	10.6%	<b>7,475</b>	12.7%	1,979	+36.0%
<b>Ordinary profit</b>	5,604	10.8%	<b>7,643</b>	12.9%	2,039	+36.4%
<b>Pre-tax Income</b>	5,532	10.7%	<b>7,571</b>	12.8%	2,039	+36.9%
<b>Net Profit Attributable to Shareholders of Parent Company</b>	3,573	6.9%	<b>5,524</b>	9.4%	1,950	+54.6%
<b>Net Income Per Share (Yen)</b>	172.92		<b>201.33</b>		28.41	-

# Net Sales by Quarter

## Record quarterly sales

(Unit: million yen)

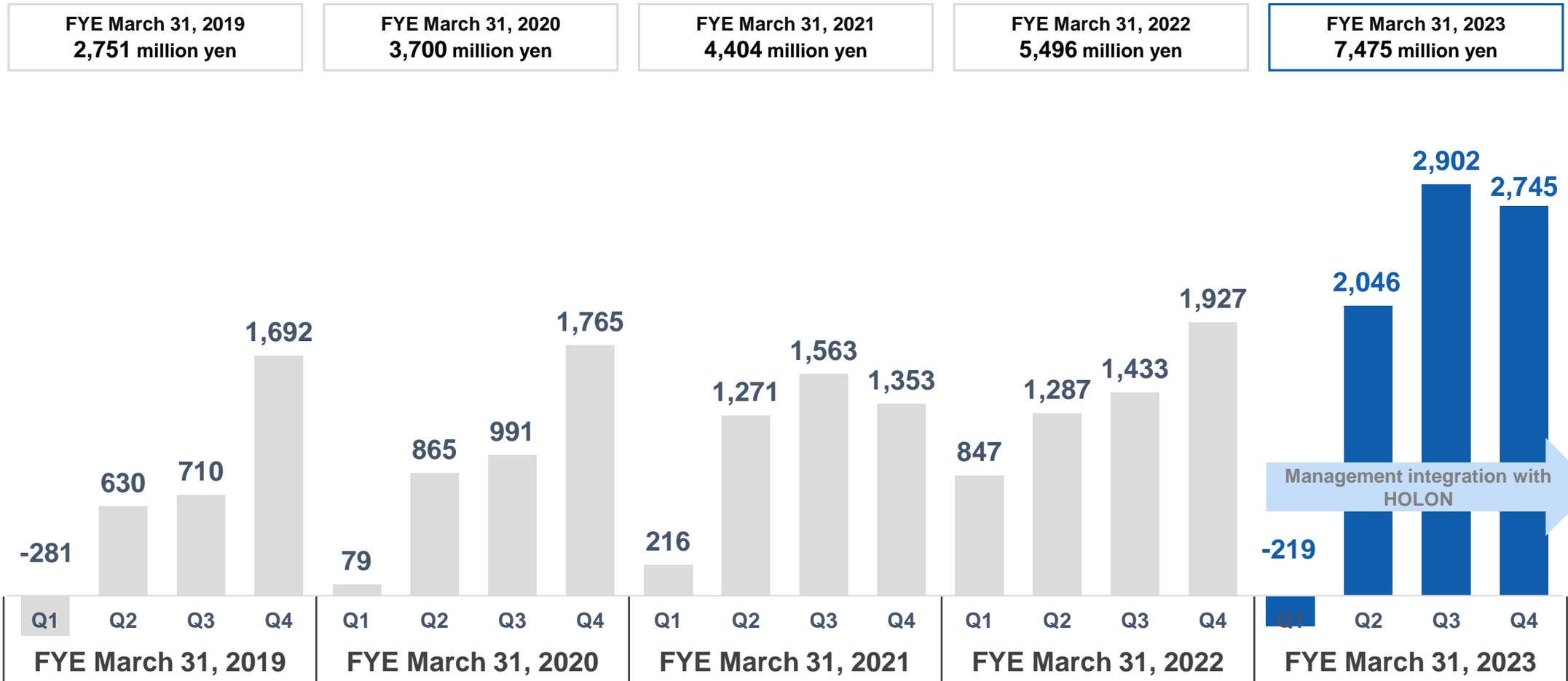
FYE March 31, 2019 48,344 million yen	FYE March 31, 2020 49,197million yen	FYE March 31, 2021 48,424million yen	FYE March 31, 2022 51,736 million yen	FYE March 31, 2023 59,028million yen
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# Operating Income by Quarter

Operating income saw record quarterly highs in the fourth quarter.

(Unit: million yen)



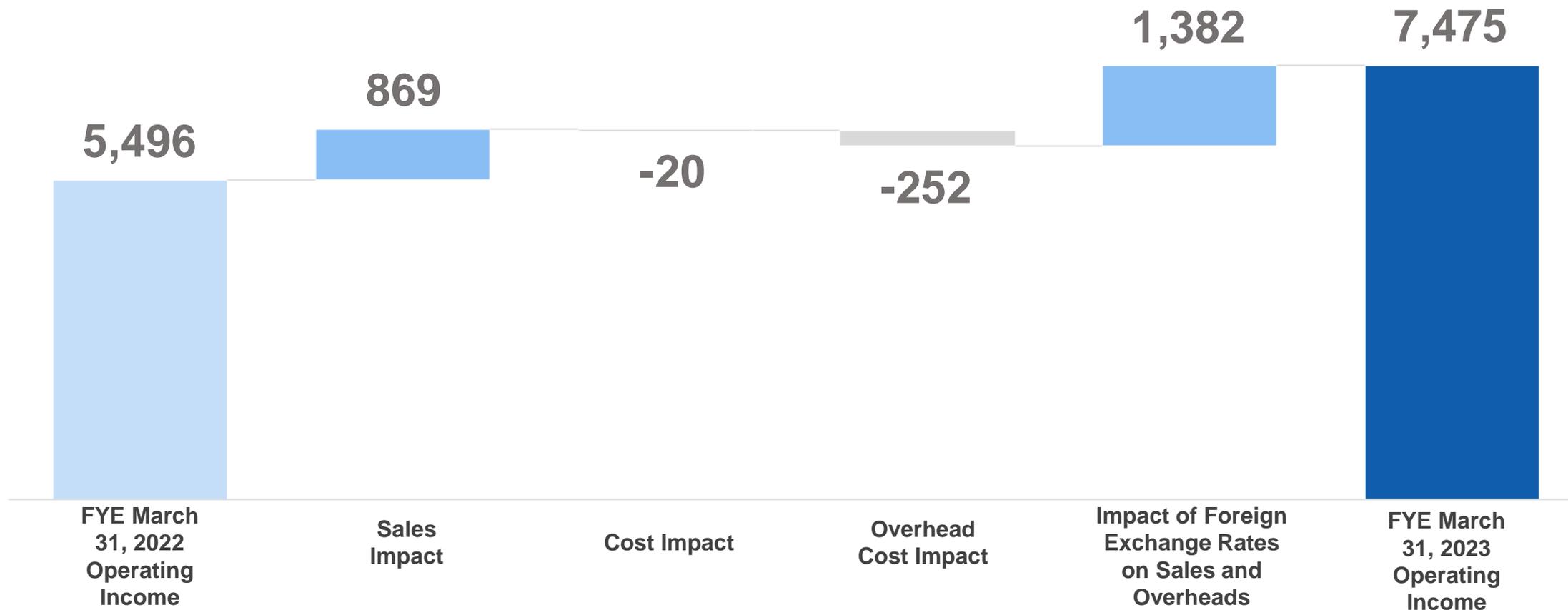
\* In FY2023 Q3, profit increased due to an increase in sales of high-margin products, especially in the medical and health care equipment business.

# Factors Causing Changes in Operating Income

Gross profit increased due to revenue growth, and operating income increased significantly due to the impact of yen depreciation.

- Cost of sales increase related to elimination of unrealized gains on inventories due to foreign exchange rate trends, also mitigated by the yen's depreciation peaking out. We will continue efforts to optimize inventory levels to minimize the impact of foreign exchange rates.
- Operating income increased by approximately 2.0 billion yen from the previous year due to various cost reduction efforts.

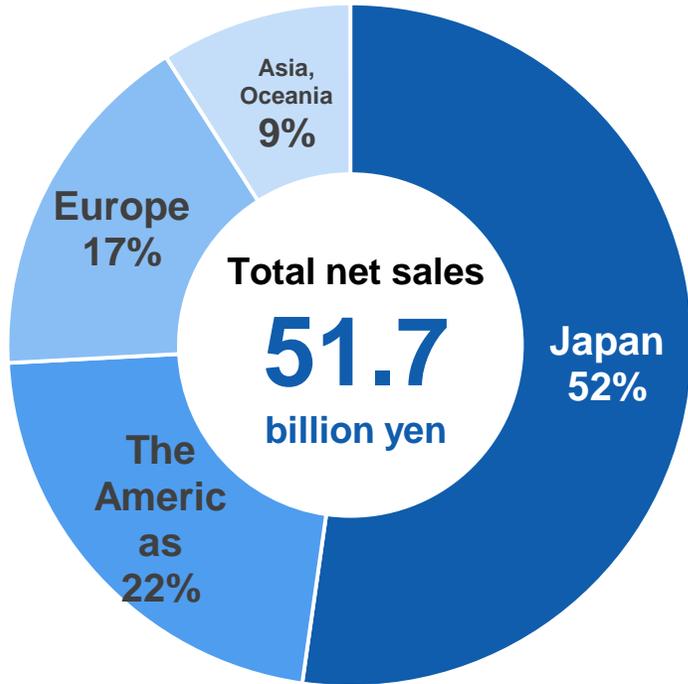
(Unit: million yen)



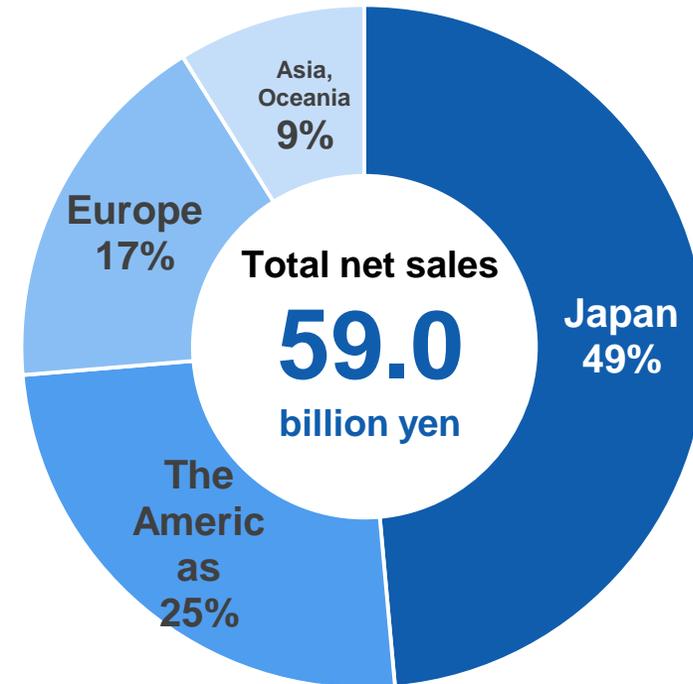
# Percentage of Sales by Region

Overseas sales growth drove overall performance.

FYE March 31, 2022



FYE March 31, 2023



YoY Comparison  
**+7.3 billion yen**

(Unit: million yen)

Region	FYE March 31, 2022	Composition ratio	FYE March 31, 2023	Composition ratio	YoY Comparison
Japan	27,026	52.2%	28,670	48.6%	+6.1%
Overseas	24,705	47.8%	30,355	51.4%	+22.9%

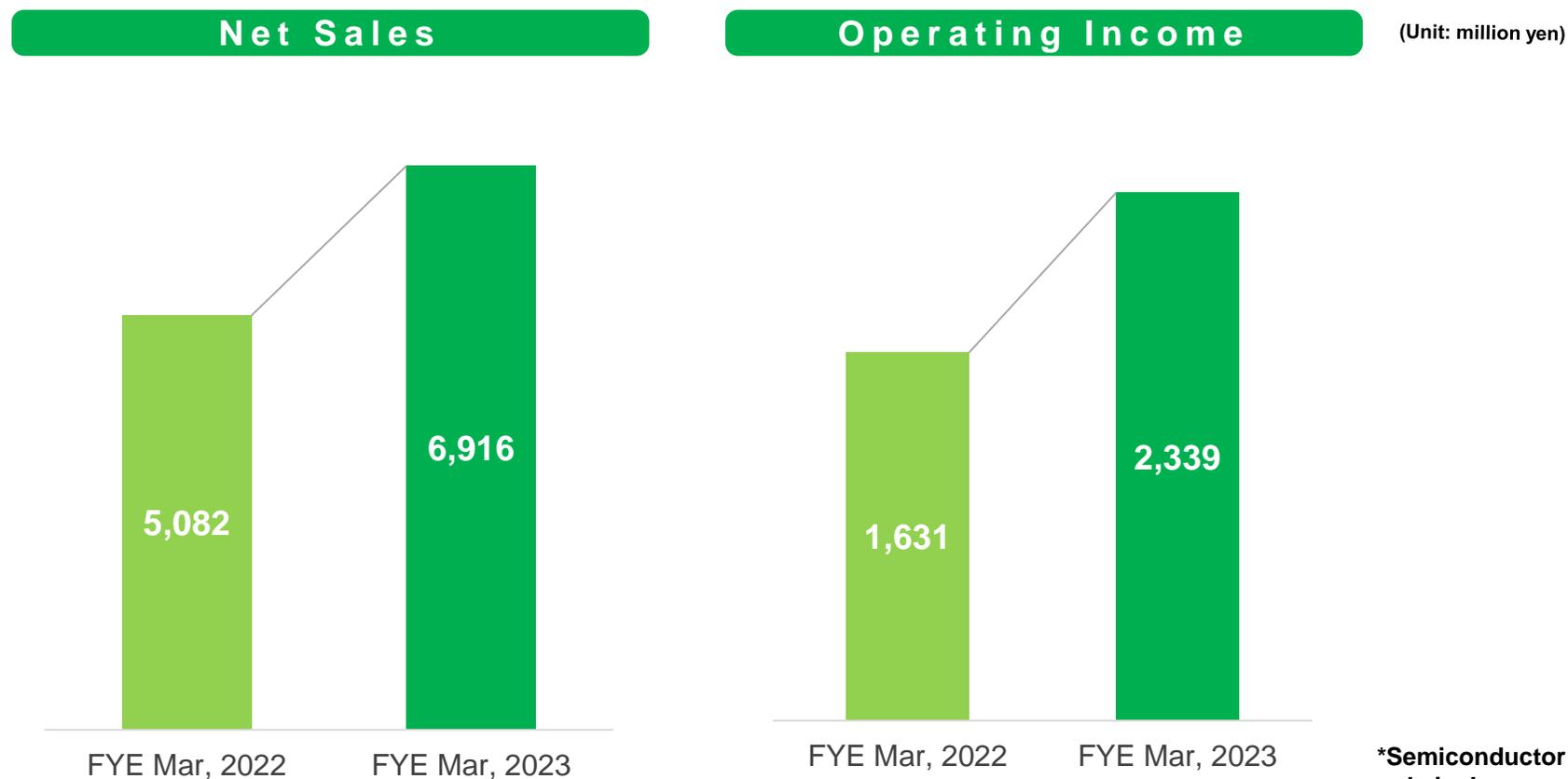
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# Segment Results: Semiconductor-related Business

**Significant increase in sales and income** Net sales +36.1% YoY, Operating income +43.4% YoY

Of the back of demand in the semiconductor market, orders and inquiries increased, logistics improved and SG&A costs were curbed leading to higher sales and income than initially expected.



\*Semiconductor related business only in Japan

## Significant increase in sales and income Net sales +9.9% YoY, Operating income +33.3% YoY

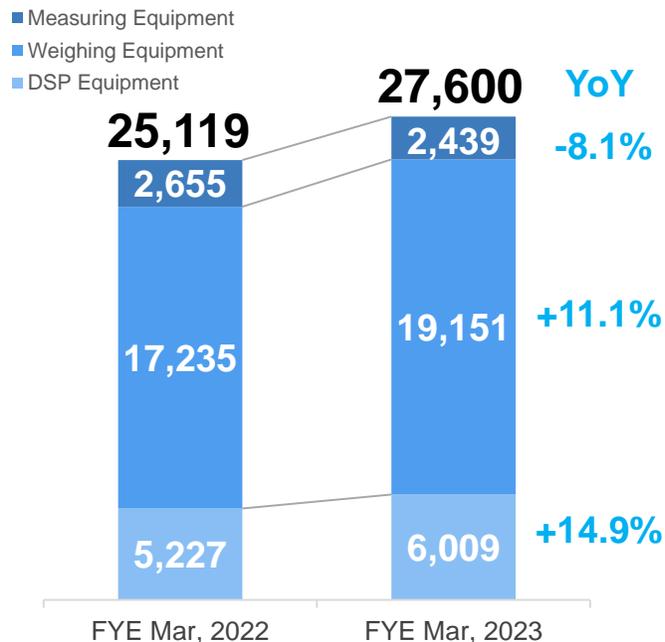
**Japan:** Measurement, control and simulation systems (DSP systems) maintaining solid performance. Sales growth was sluggish due to a shortage of parts and materials for some testing and weighing equipment, which prevented planned production, but profits increased due to efforts to reduce costs and improve production efficiency.

**U.S.:** Sales of mainstay weighing equipment continued to grow due to special demand for general-purpose balances. Production of DSP systems for orders received in the previous fiscal year resulted in a large increase in both sales and profit.

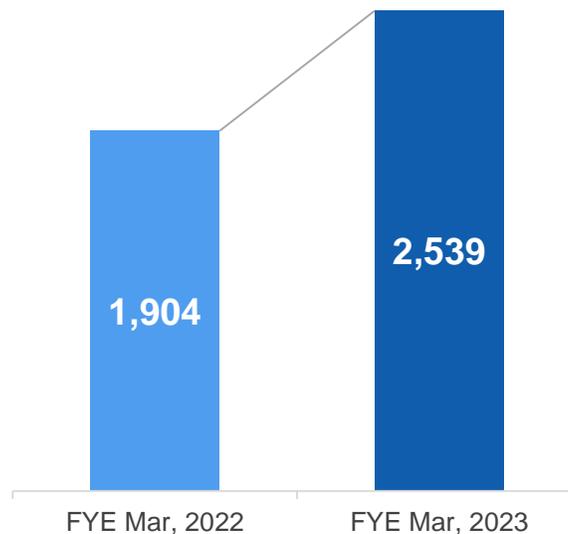
**Asia and Oceania:** Sales and income increased due to sales growth of weighing equipment in Australia and Korea and metal detectors and checkweighers in India.

(Unit: million yen)

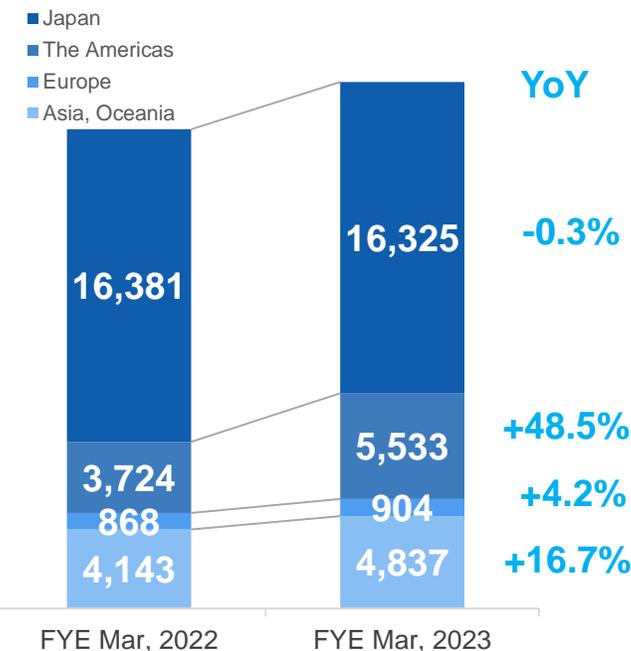
### Net Sales



### Operating Income



### Sales by Region



# Segment Results: Medical and Healthcare Equipment Business

**Significant increase in sales and income** Net sales +13.8% YoY, Operating income +19.5% YoY

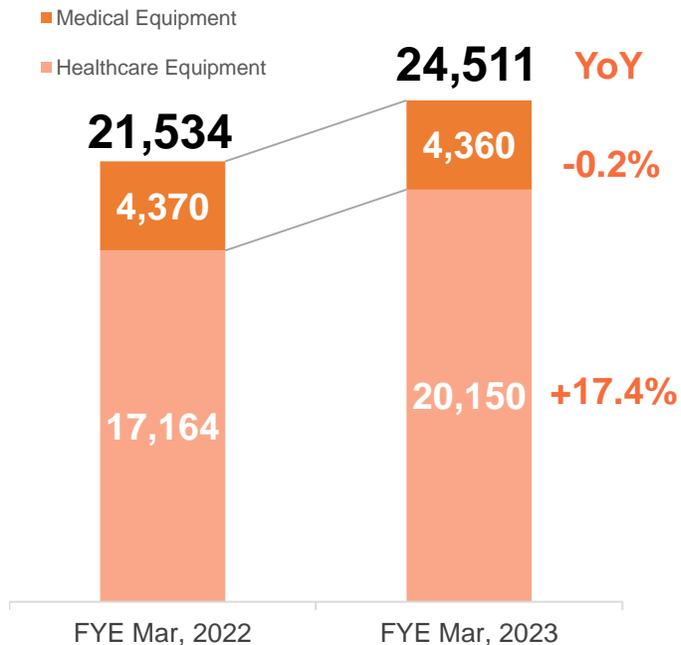
**Japan:** While demand for home blood pressure monitors and other products remained strong, there was a lull in demand for blood pressure monitors for nursing care in hospitals, resulting in a slight decrease in sales. Overall, profit increased due to efforts to control expenses.

**U.S.:** In addition to continued large orders in the U.S. and growth in sales to general consumers in Canada, revenue growth due to yen depreciation and higher airfreight transportation costs to the U.S. had an impact on profits.

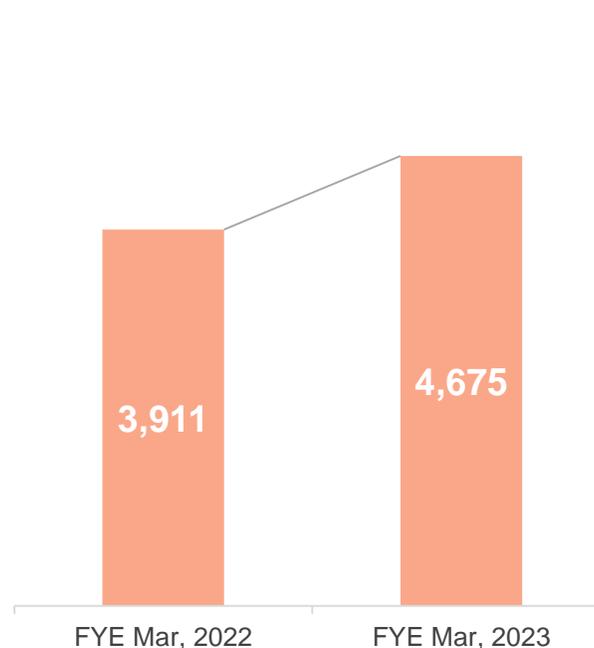
**Europe:** Despite a decrease in sales volume in some regions, after converting to yen, both sales and income increased due to the significant impact of yen depreciation.

(Unit: million yen)

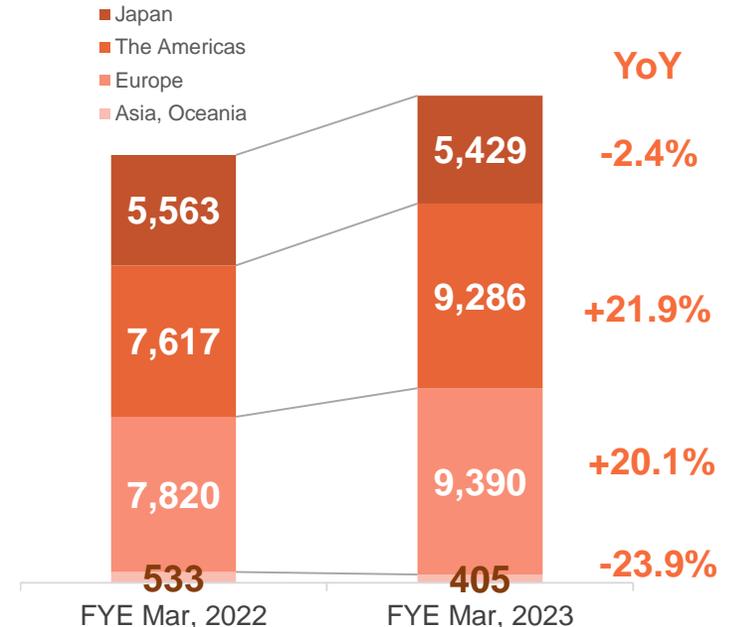
## Net Sales



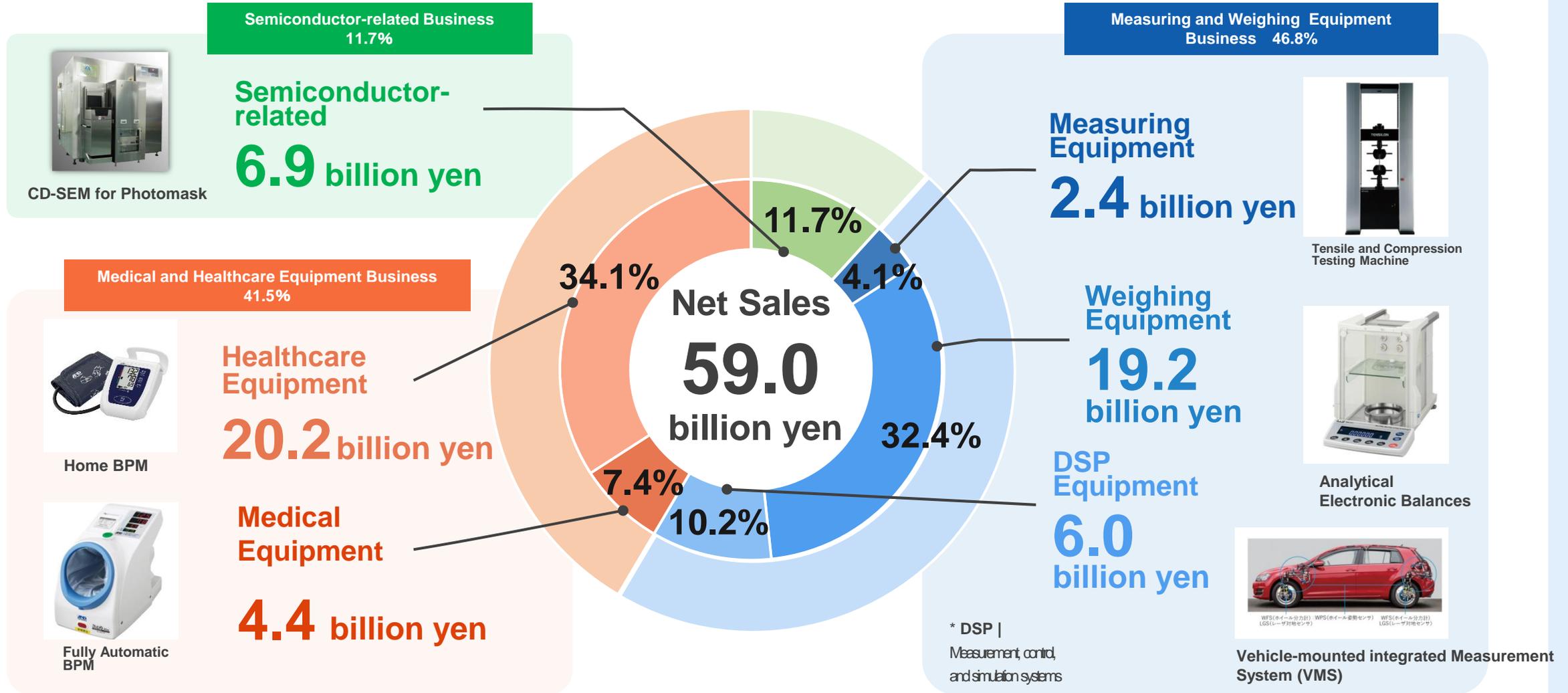
## Operating Income



## Sales by Region



# Sales Composition by Business Segment



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## Business Environment

<b>Semiconductor-related Business</b>		<p>Although there are concerns about a slowdown in the semiconductor market in the fiscal year ending March 31, 2024, <b>new demand is expected to increase in the medium to long term</b> due to technological innovations in device miniaturization and an increased need for semiconductors to be utilized for 3D processing and EVs.</p> <p><b>Changes in the environment, such as tighter U.S. restrictions on exports from China will require close monitoring.</b></p>
Measuring and Weighing Equipment Business	<b>Measuring Equipment</b>	<p>As industrial capital investment recovers, <b>increased demand for measuring equipment is expected.</b></p>
	<b>Weighing Equipment</b>	<p>For weighing equipment, <b>demand for weighing equipment for production facilities continued to increase due to expanded EV-related investments</b>, including secondary battery manufacturing.</p>
	<b>DSP Equipment</b>	<p>Expanding investment in new technologies, especially CASE.</p> <p><b>Expanding EV-related investment</b> due to accelerated efforts to become carbon neutral. <b>Increasing demand overseas.</b></p>
Medical and Healthcare Equipment Business	<b>Medical Equipment</b>	<p><b>Demand is on an upward trend due to medium-term investment increases</b> accompanying the promotion of digitalization of medical care and the development of medical infrastructure.</p>
	<b>Healthcare Equipment</b>	<p>As individuals become more health conscious the <b>demand for ICT health equipment is expected to increase, with demand continuing to increase in Japan and the Americas.</b></p> <p><b>However, changes in consumer attitudes due to inflation concerns in the U.S. need to be closely monitored.</b></p>

# Forecast for FYE March 31, 2024

**Expected significant increase in sales and operating income** Net sales +5.0% YoY, Operating income +4.3% YoY  
 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)

	FYE Mar, 2023 Results	FYE Mar, 2024 forecast	YoY Comparison
Net Sales	59,028	62,000	+5.0%
Operating Income	7,475	7,800	+4.3%
Ordinary profit	7,643	7,450	*-2.5%
Net Profit Attributable to Shareholders of Parent Company	5,524	5,110	*-7.5%
Net Income Per Share (Yen)	201.33	186.15	-15.18

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

\* A large amount of foreign exchange gains and interest income from overseas subsidiaries were recorded in ordinary income for the fiscal year ended March 31, 2023. In the forecast for FYE March 31, 2024, foreign exchange gains and losses are not taken into account and interest income is expected to be within normal range. In addition, for net income in the forecast for FYE March 31, 2024, corporate tax is expected to increase due to the increase in profits in FYE March 31, 2023.

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

(Unit: million yen)		FYE Mar, 2023 (Results)	FYE Mar, 2024 (Forecast)	% change
<b>Semiconductor-related Business</b>		<b>6,916</b>	<b>8,200</b>	<b>+18.6%</b>
<b>Measuring and Weighing Equipment Business</b>	Measuring Equipment	2,439	2,860	+17.2%
	Weighing Equipment	19,151	20,170	+5.3%
	DSP Equipment	6,009	7,170	+19.3%
	<b>Subtotal</b>	<b>27,600</b>	<b>30,200</b>	<b>+9.4%</b>
<b>Medical and Healthcare Equipment Business</b>	Medical Equipment	4,360	4,700	+7.8%
	Healthcare Equipment	20,150	18,900	-6.2%
	<b>Subtotal</b>	<b>24,511</b>	<b>23,600</b>	<b>-3.7%</b>
<b>Total Sales</b>		<b>59,028</b>	<b>62,000</b>	<b>+5.0%</b>

## 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 acquiring new customers.

## 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.

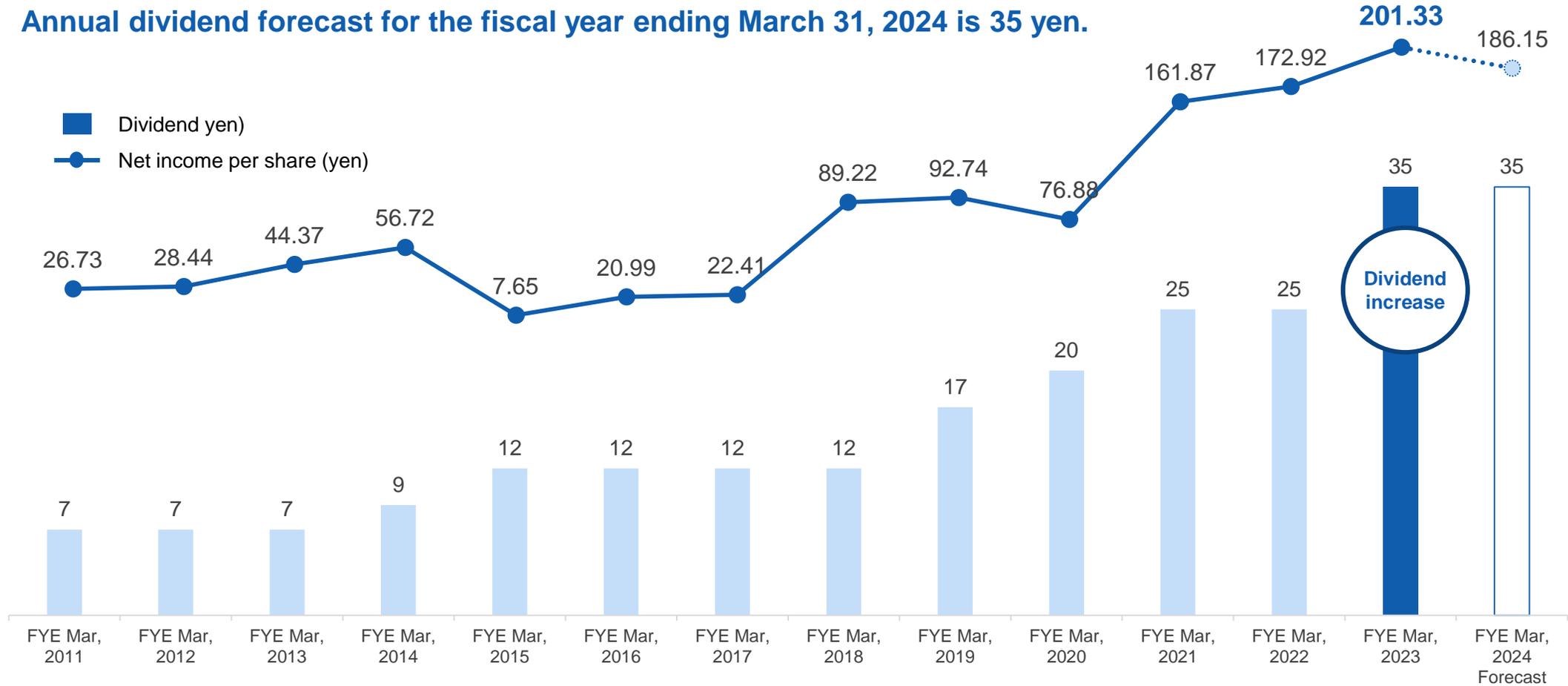
## Medical and Healthcare Equipment Business

- 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.

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- As the full-year results for the fiscal year ended March 31, 2023 significantly exceeded the initial forecast, the year-end dividend was increased by 5 yen from the initial forecast and the annual dividend rose from 30 yen to 35 yen.
- Annual dividend forecast for the fiscal year ending March 31, 2024 is 35 yen.

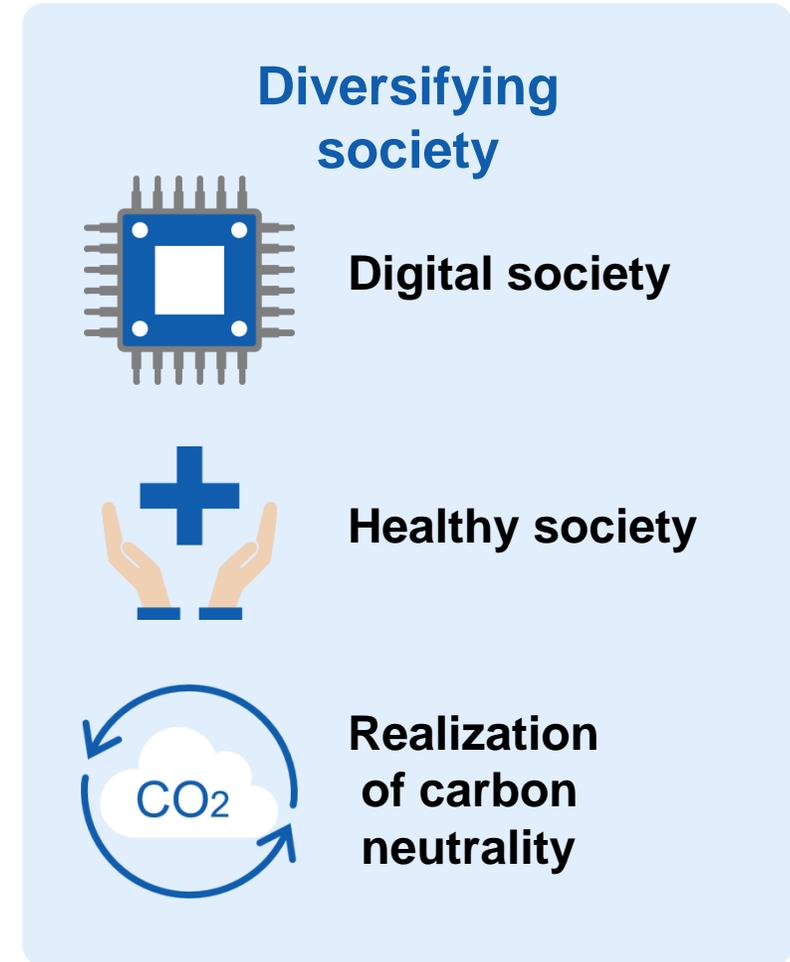
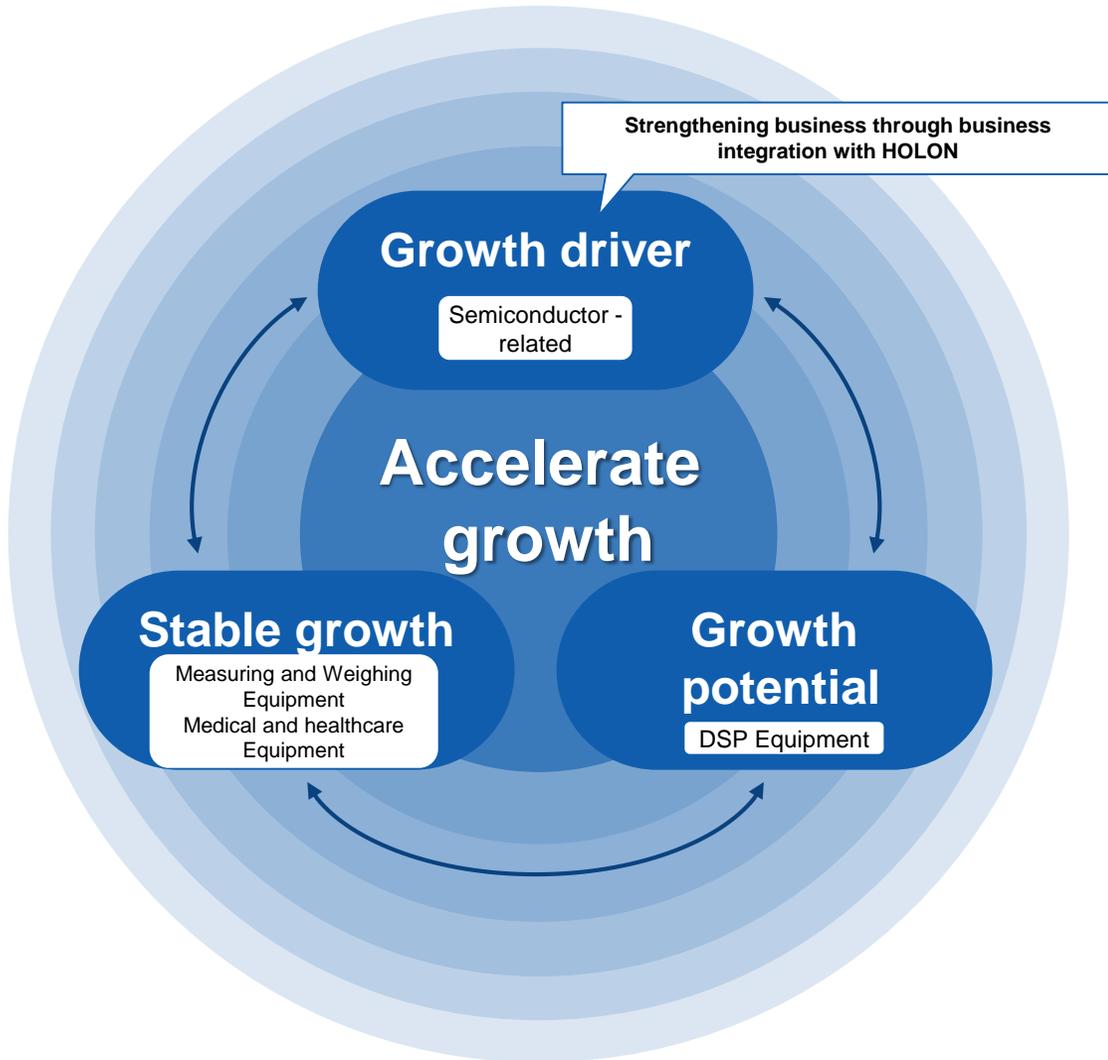


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# Medium-Term Business Plan (FYE Mar, 2023 – FYE Mar, 2025)

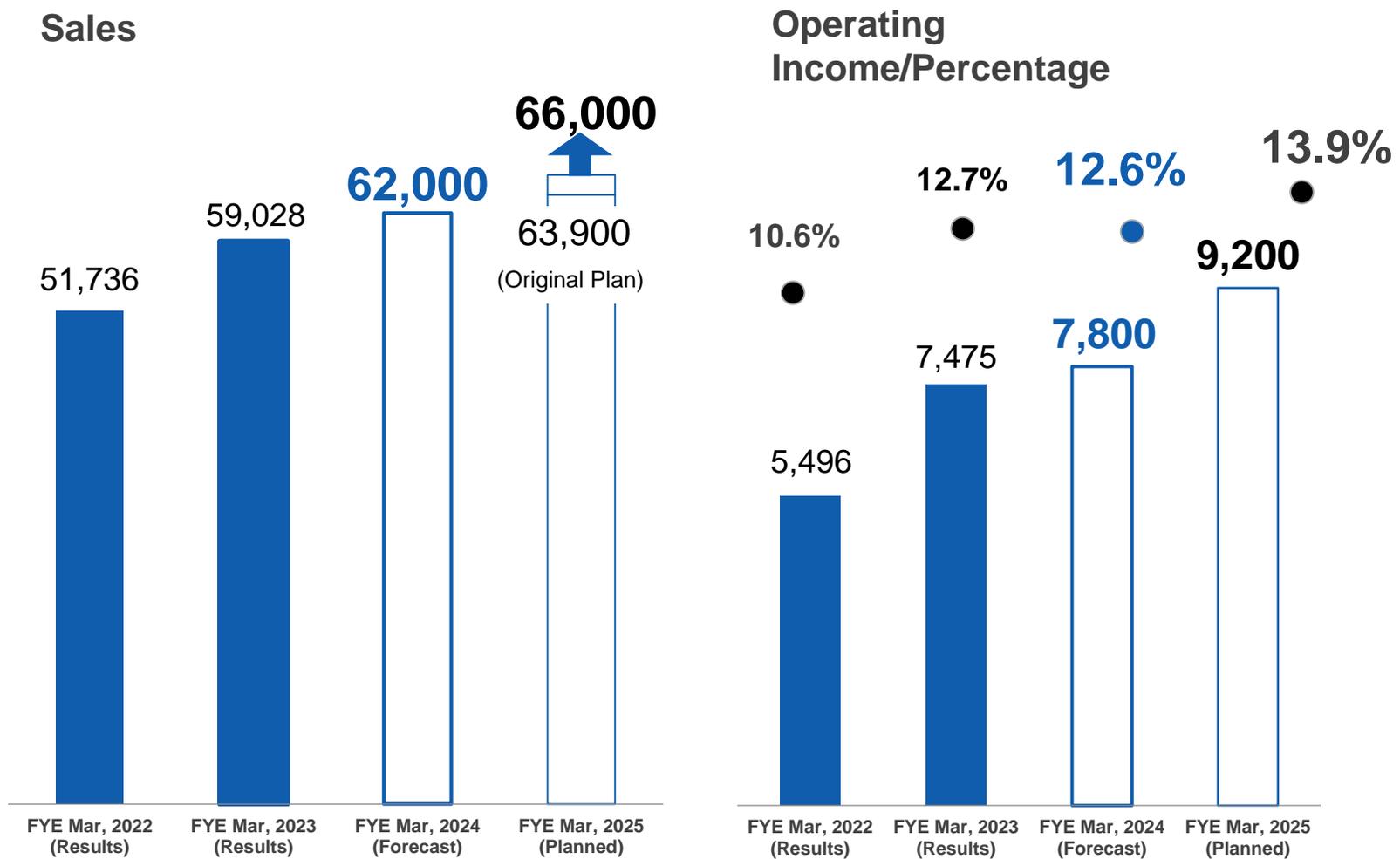
Management integration with HOLON on April 1, 2022 Responding to a diversifying society's changes  
**Accelerate growth by strengthening business portfolio management.**



# 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 income in line with initial plan

(Unit: million yen)



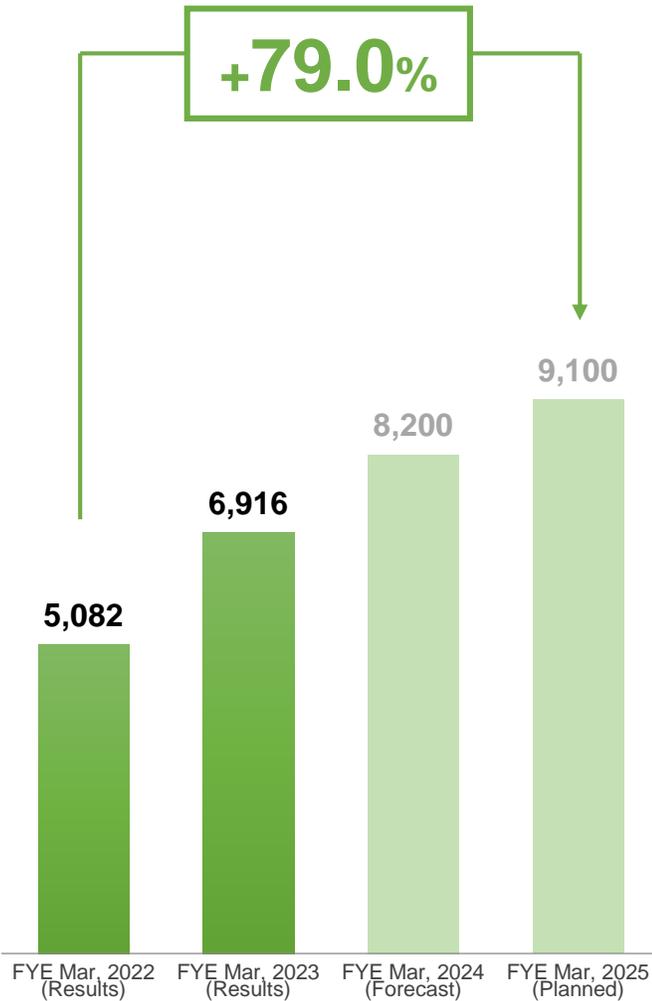
**FYE March 31, 2025**

**Net Sales**  
Compared to  
FYE Mar, 2022  
**+27.6%**

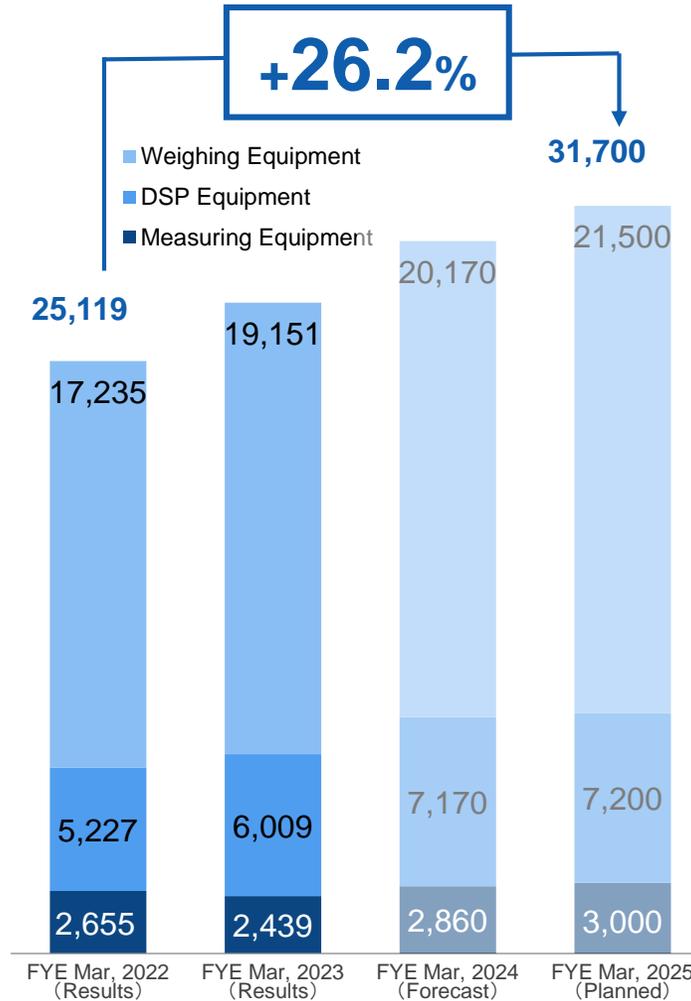
**Operating Income**  
Compared to  
FYE Mar, 2022  
**+67.4%**

(Unit: million yen)

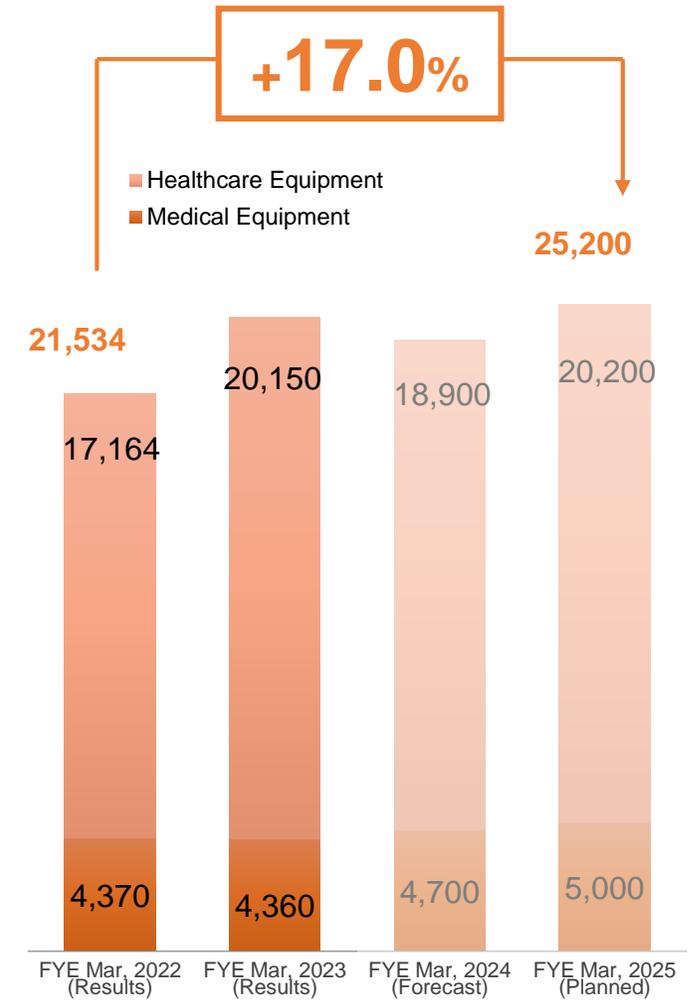
## Semiconductor-related Business



## Measuring and Weighing Equipment Business



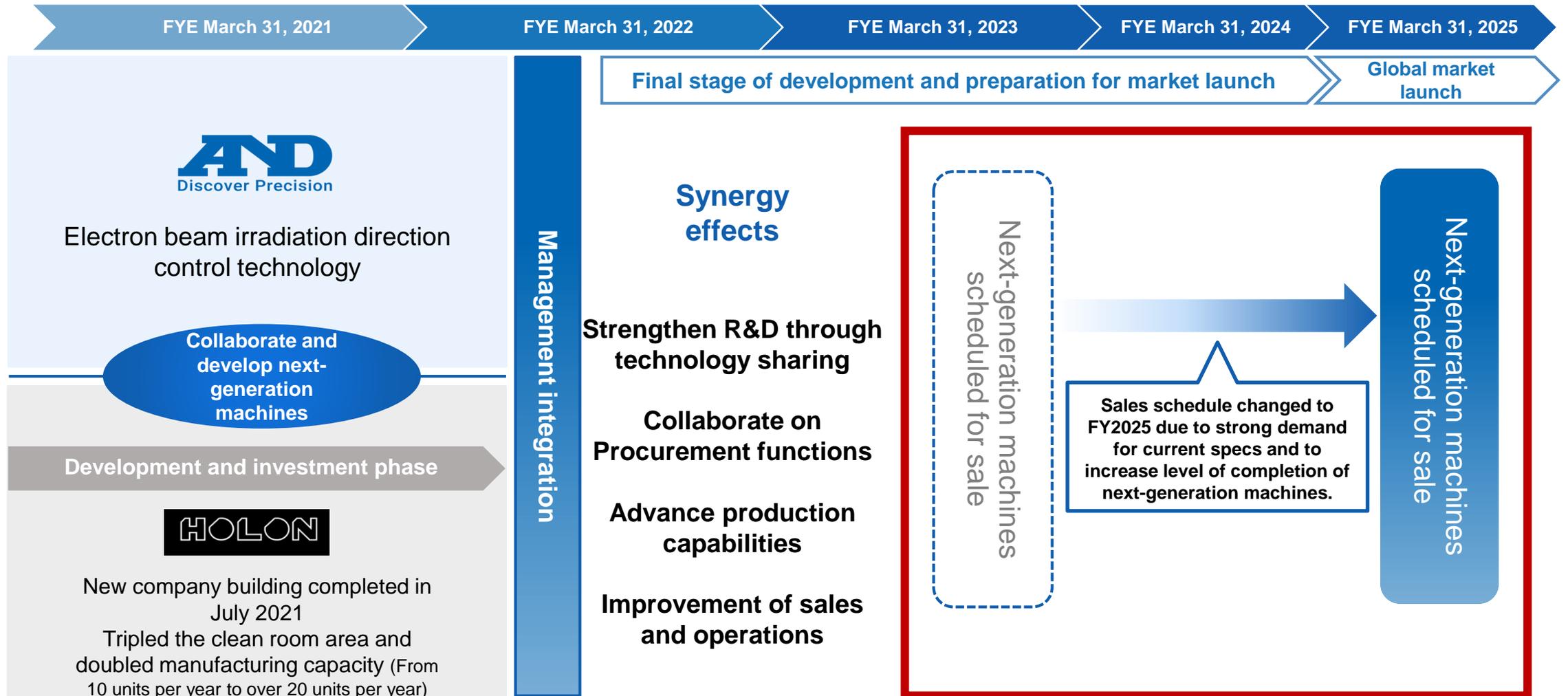
## Medical and Healthcare Equipment Business



# Medium-term Business Plan Important Policies for Each Business Segment

Business Segment		Important Policies	Keywords	Progress
Semiconductor-related Business		<b>Pick UP 1</b> Roadmap for introducing next-generation machines to the market	Semiconductors	Changed sales schedule of next-generation machines to fiscal year ending March 31, 2025.
Measuring and Weighing Equipment Business	Weighing Equipment	<b>Pick UP 2</b> Strengthen products for secondary battery production lines	EV-related	Strengthen product lineups to meet growing demand for EVs, mainly in South Korea and China.
		Strengthen weighing equipment sales in North America		Gradually expand sales volume.
	Measuring Equipment DSP Equipment	<b>Pick UP 2</b> Provide measurement technologies and equipment essential to the realization of a carbon-neutral society.	Carbon neutral	A large number of inquiries and orders for gas analyzers (FTIR) for combustion-related development using alternative fuels, such as ammonia and hydrogen.
		Enhanced support for connected/automation		Strengthen sales towards expanding sales.
		<b>Pick UP 2</b> Enhanced support for electrification	EV-related	Electrification demand remains at a high level worldwide, and inquiries and orders for related products are steadily increasing.
Medical and healthcare Equipment Business		<b>Pick UP 3</b> Further market share expansion	Medical DX	Release e-commerce only products and strengthen client partnerships
		Business alliance with Tanita Corporation		OEM supply of body composition analyzers for medical equipment from Tanita Corporation decided; collaboration in various events
		<b>Pick UP 3</b> Establishment of regional telemedicine system Industry-academia collaboration with Jichi Medical University	Medical DX	The system has been renewed and PoC will be implemented as a regional medical support system which uses a cellular blood pressure monitor.
		Strengthening remote patient monitoring business overseas		Continuing licensing business; hardware sales remain strong
		<b>Pick UP 3</b> Expand introduction of data collection systems to companies, educational institutions, etc.	Medical DX	Expanded sales of digital height and weight scales to educational institutions Enhancing solutions for Medical DX (digital transformation)

Expand market share by establishing a global structure for the market launch of next-generation machines.



## Strengthen products for secondary battery production lines

Demand for our products is growing due to the shift to electric vehicles.

We will develop products to match market needs and expand our product lineup.

South Korea, China

As the batteries used in EV vehicles get larger in size, we are developing balances for the battery production lines with production scheduled for later in 2023.

New product development

We receive many requests for products which solve safety issues in battery production associated with the shift to EVs, so we are developing a dedicated balance for this line.



High-precision weighing sensors for production lines



Built-in FA network, high-precision, high-speed response weighing indicators

## Strong sales of real simulators for electric vehicles

Jointly developed "EV-Sim HELIOS Edition," a real-time simulator for electric vehicle development with Toyota Technical Development Corporation (TTDC).



- ✓ Full-scale sales started in May 2022. Afterwards, sales steady, capturing demand for EVs.
- ✓ Order backlog continues to build strongly.
- ✓ Also expanding sales markets through joint development.

Significantly shortened development time for control development/technology



Contribute to more efficient development

### Collaboration with Yamaha Motor Co., Ltd.

Strengthened initiatives for carbon neutrality by improving existing systems to create a HILS (\*1) environment and reduced the evaluation period for SMG (Smart Motor Generator)(\*2) by 90% !

Please see the A&D [website](#) for details.

(Note 1) HILS (Hardware In the Loop Simulation): A testing device for computers installed in automobiles  
 (Note 2) SMG (Smart Motor Generator): Technology to realize quiet and low-vibration engine starting

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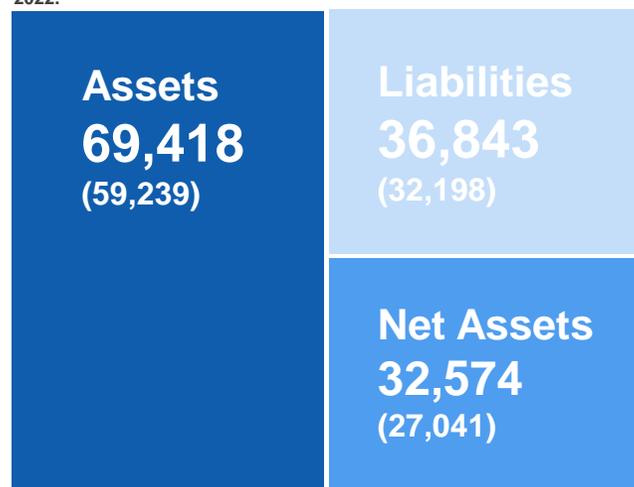
# Summary of Business Results for Each Business Segment

(Unit: million yen)

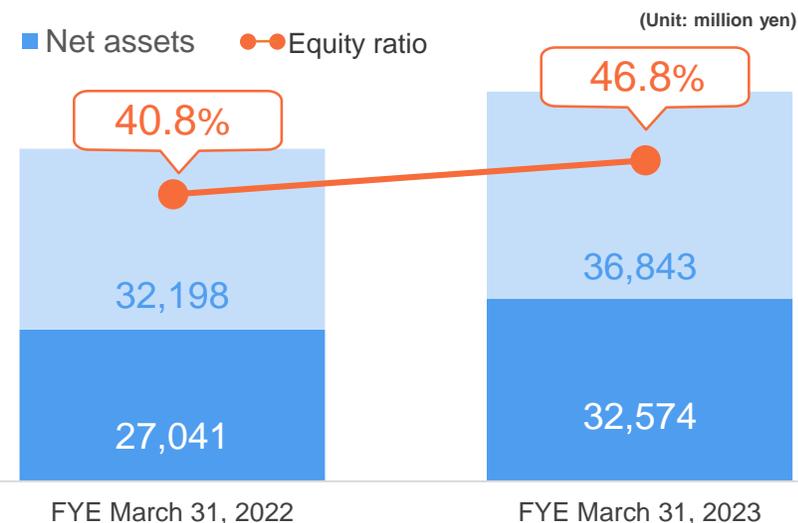
	FYE Mar, 2022	FYE Mar, 2023	YoY Comparison
<b>Net Sales</b>	51,736	59,028	+14.1%
Semiconductor-related	5,082	6,916	+36.1%
Measuring and Weighing Equipment	25,119	27,600	+9.9%
Medical and Healthcare Equipment	21,534	24,511	+13.8%
<b>Cost of Sales</b>	28,853	32,725	+13.4%
Semiconductor-related	2,156	2,976	+38.0%
Measuring and Weighing Equipment	14,240	15,893	+11.6%
Medical and Healthcare Equipment	12,084	13,460	+11.4%
<b>SG&amp;A expenses</b>	17,386	18,827	+8.3%
Semiconductor-related	1,294	1,600	+23.7%
Measuring and Weighing Equipment	8,973	9,167	+2.2%
Medical and Healthcare Equipment	5,538	6,375	+15.1%
<b>Operating Income</b>	5,496	7,475	+36.0%
Semiconductor-related	1,631	2,339	+43.4%
Measuring and Weighing Equipment	1,904	2,539	+33.3%
Medical and Healthcare Equipment	3,911	4,675	+19.5%

## Financial Conditions FYE Mar, 2023

Figures in parentheses are as of the end of FYE Mar, 2022. (Unit: million yen)



## Liabilities, Net Assets and Equity Ratio



(Unit: million yen)	FYE Mar, 2022	FYE Mar, 2023
Current assets	43,946	52,660
Fixed assets	15,292	16,757
<b>Total assets</b>	<b>59,239</b>	<b>69,418</b>
Current liabilities	26,202	31,202
Fixed liabilities	5,995	5,640
<b>Total liabilities</b>	<b>32,198</b>	<b>36,843</b>
<b>Total net assets</b>	<b>27,041</b>	<b>32,574</b>

- 1 Increase in cash and deposits 3,120 million yen
- 1 Increase in merchandise and finished goods and work in process 2,630 million yen
- Increase in raw materials and supplies 1,050 million yen
- 2 Decrease in notes and accounts payable-trade -170 million yen
- 2 Increase in short-term borrowings 2,700 million yen
- 3 Increase in shareholders' equity 7,550 million yen

(Unit: million yen)

	FYE March 31, 2022	FYE March 31, 2023
Cash Flow from Businesses	1,782	4,096
Cash Flow from Investment	(2,395)	(1,364)
Cash Flow from Financing	(741)	452
Cash and Cash Equivalents at End of Fiscal Year	11,012	14,315

1

Change in notes and accounts receivable: -823 million yen

Change in inventories: -3,037 million yen

2

Purchase of property, plant and equipment: -885 million yen

Purchase of intangible fixed assets: -639 million yen

3

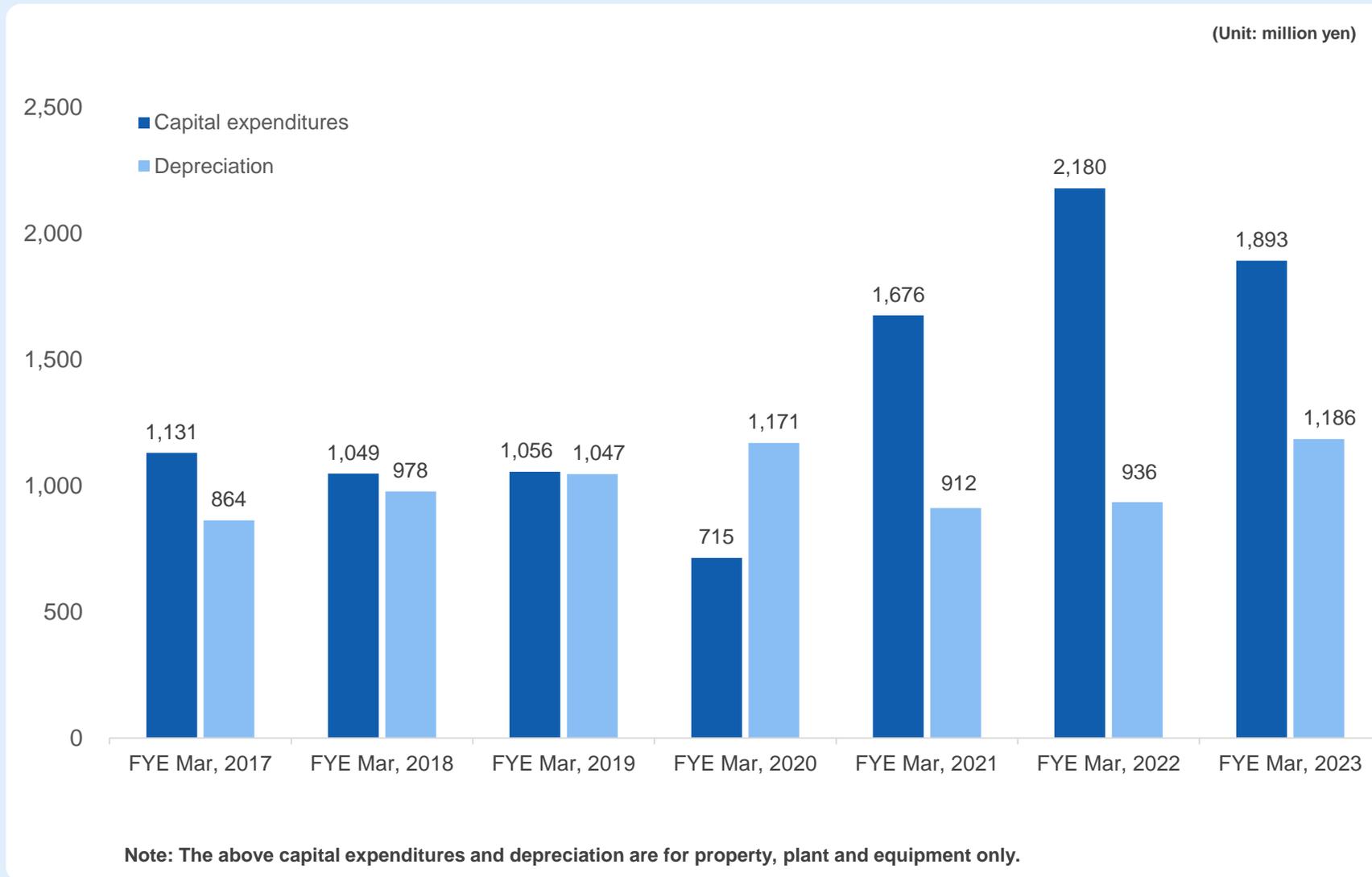
Net increase in short-term borrowings: 2,498 million yen

Proceeds from long-term borrowings: 1,750 million yen

Repayments of long-term borrowings: -2,713 million yen

Dividends paid: -746 million yen

# Capital Expenditures and Depreciation



- 1**

Capital expenditures increased in the fiscal year ended March 31, 2021 due to the construction of the new HOLON head office and manufacturing facility.
- 2**

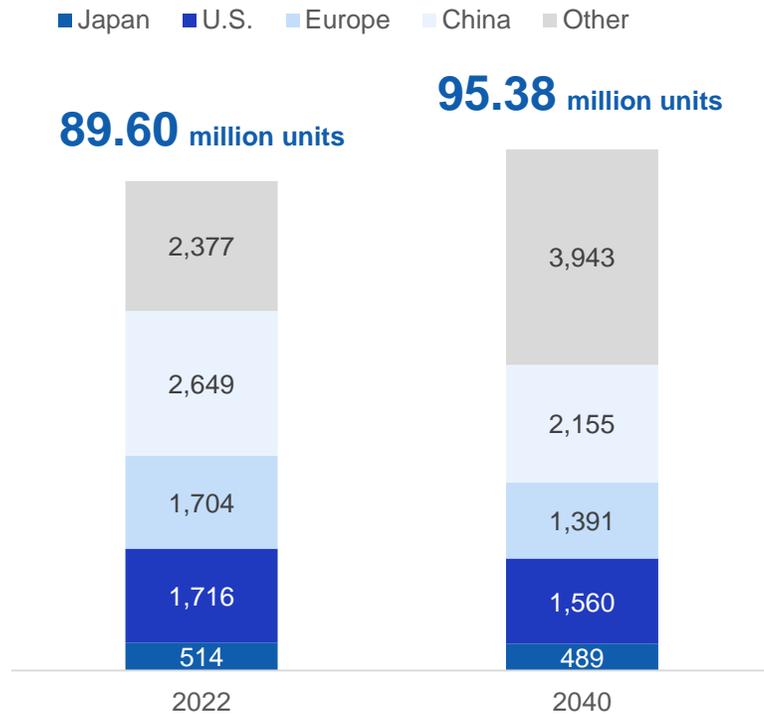
Capital expenditures increased in the fiscal year ended March 31, 2022 due to construction of a new manufacturing plant in South Korea and continuation of the construction of the new HOLON head office and manufacturing facility.
- 3**

In the fiscal year ended March 31, 2023, the amount recorded in assets will increase due to renewal of lease contracts for factories, offices, and other rental properties at overseas subsidiaries (due to the application of IFRS and U.S. accounting standards).

# Strengthening Support for EVs/Electrification

## Automobile Sales Forecast

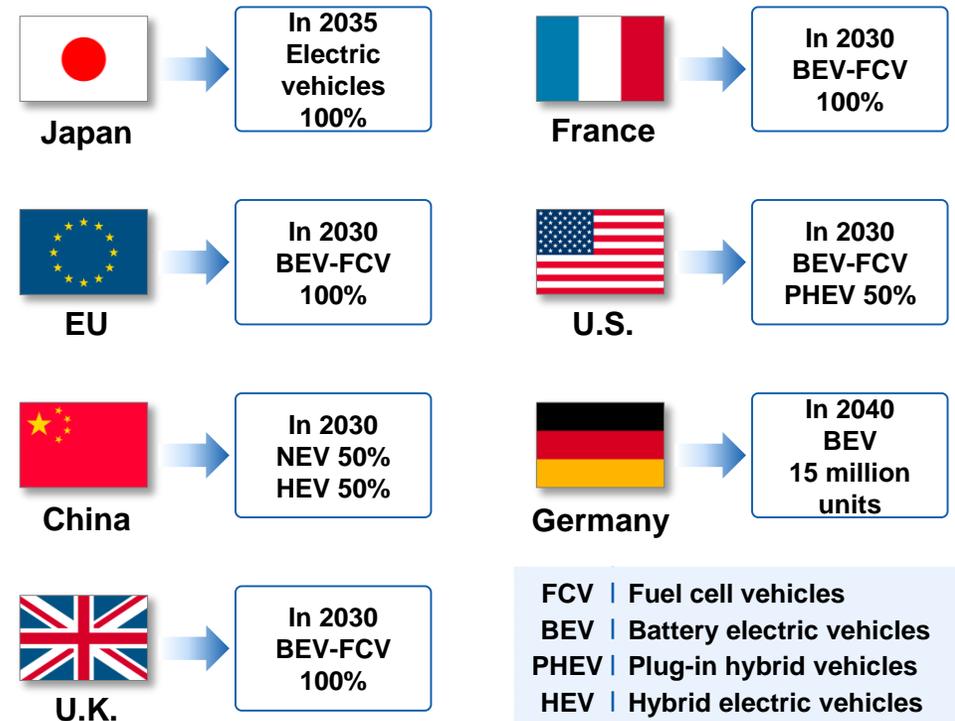
Automobile sales are expected to decline in developed countries. Sales are increasing in other countries, with the global trend being an increase.



Source: Created based on "Automotive Industry 2040" by Nikkei Business Publications, Inc.

## Electrification targets for each country/region for 2030 and later

Electrification is expected to progress rapidly in developed countries as targets for electrification are set in national policies.



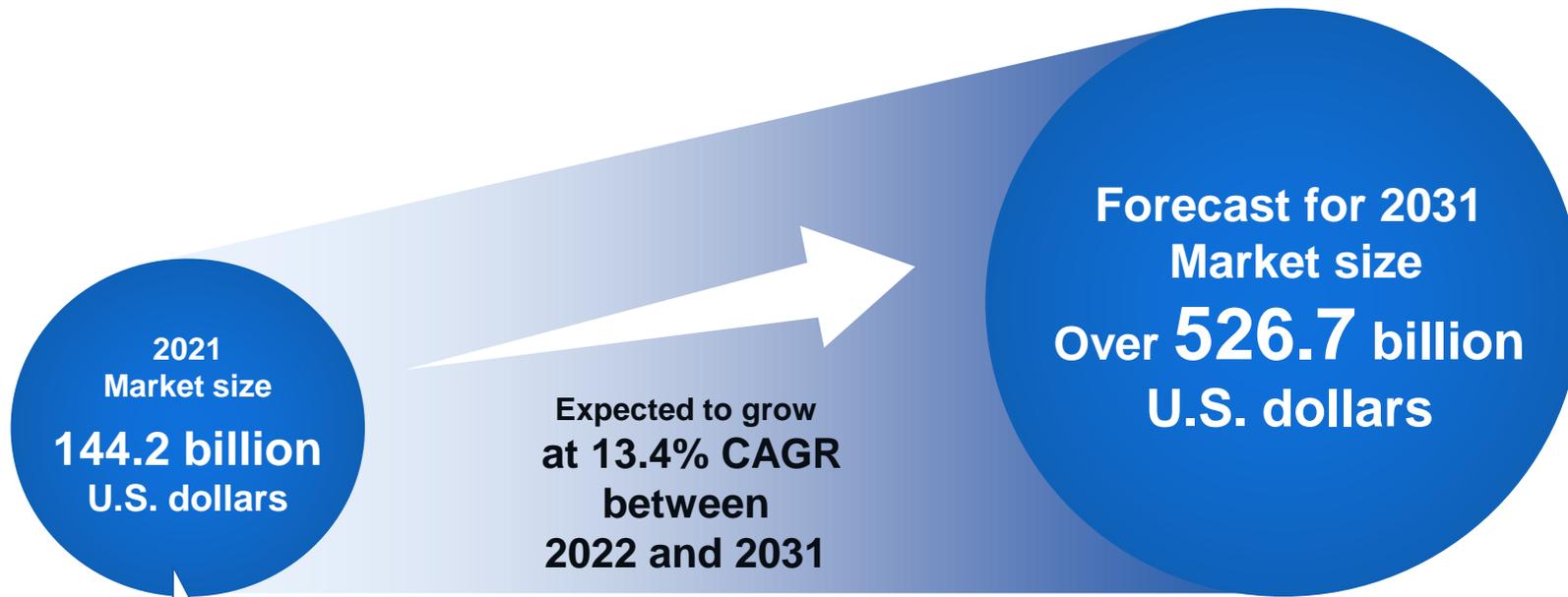
Source: Referenced the website of the Agency for Natural Resources and Energy of the Ministry of Economy, Trade and Industry.



# Medical DX Telemedicine Market Size

**The telemedicine market is expected to exceed USD 526.7 billion by 2031** \*1

Society preference shifting from traditional medicine to telemedicine is driving the telemedicine market.



### Factors contributing to market expansion

- Expanding telemedicine solutions
- Improving home diagnosis and home health care
- Expanding remote monitoring needs  
As the global population grows, as does the importance of preventive medicine. The quality of health monitoring improves and there are more opportunities to access care.
- Growing interest in health

The COVID-19 pandemic has driven the telemedicine market for the past several years.

(Reference) Size of telemedicine-related market in Japan \*2

**24.1 billion yen in 2019; over 40 billion yen in 2025**

In addition to remote diagnostic imaging and remote pathology, expanding use of online medical services and online medication guidance are driving the market.

\*1 Source: "Telemedicine Market - Global Industry Analysis, Size, Share, Growth, Trends, and Forecast, 2022-2031" Market Research Report, Global Information, Inc.

\*2 Source: "Internet of Medical Things (IoMT) 2021 Future Prospects of New Markets", Fuji Chimera Research Institute

# New Product Development for Market Share Expansion

We are developing product lines that protect the environment and enable healthy lifestyles, in turn strengthening sales and increasing our market share.

**ECONomy  
&  
ECOlogy**

**Strengthening e-commerce  
Release “softer, more accessible A&D” E-commerce-only products**



As part of our effort to solve social problems to realize a sustainable society under the concept of “ECONomy & ECOlogy,” we have used simple packaging and included only the essential contents in order to reduce the impact on the environment. Sold as an e-commerce-only model to respond to purchaser needs.

**Market  
share  
expansion**

**Strengthening partnerships with clients and actively supporting private brands.**

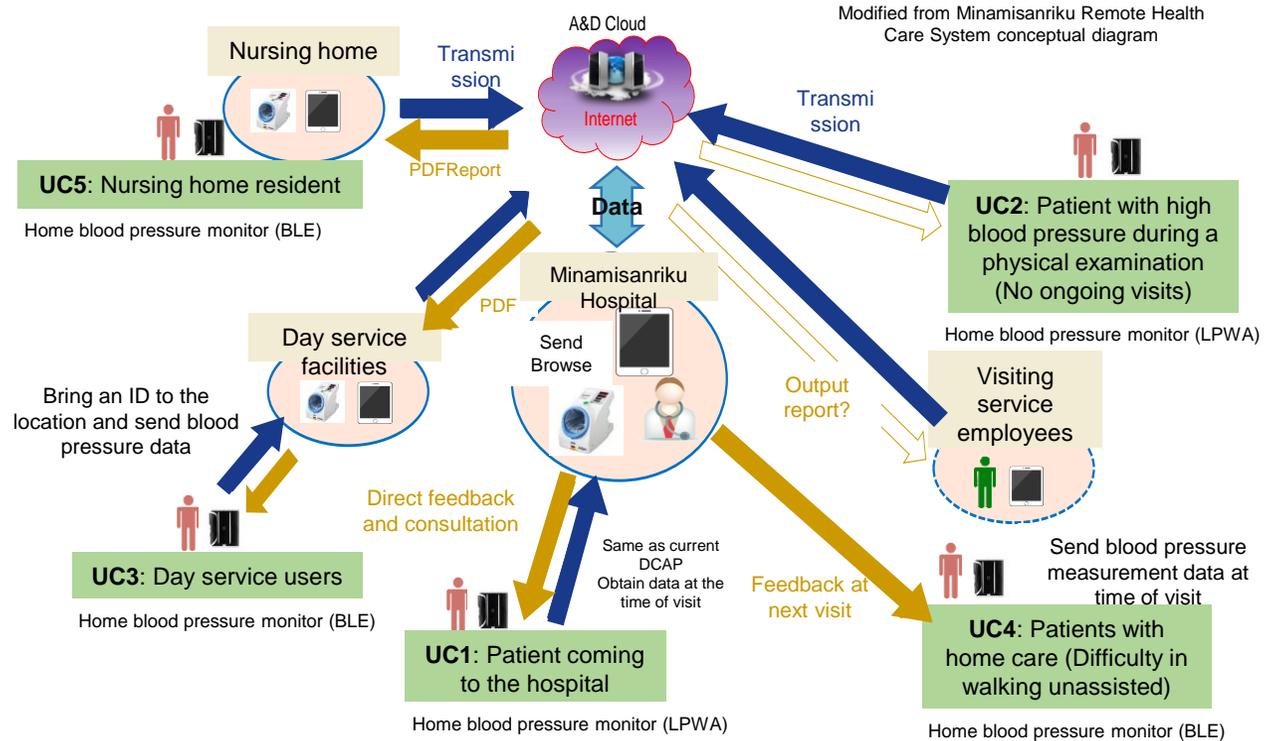


Actively offering private products and working with well-known stores to meet the needs of our customers and help to create healthy, long-lived society.

# Establishment of regional telemedicine system Industry-academia collaboration with Jichi Medical University

## Collaboration with Jichi Medical University to build a solution that enables regional telemedicine DiCAP System\*) Disaster Cardiovascular Prevention Network System

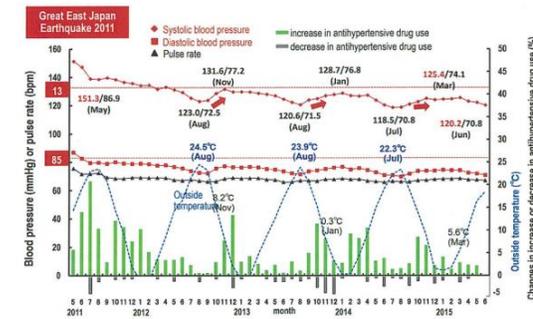
Renewed the system and started PoC using a cellular blood pressure monitor as a regional medical support system.



\*Disaster Cardiovascular Prevention Network System



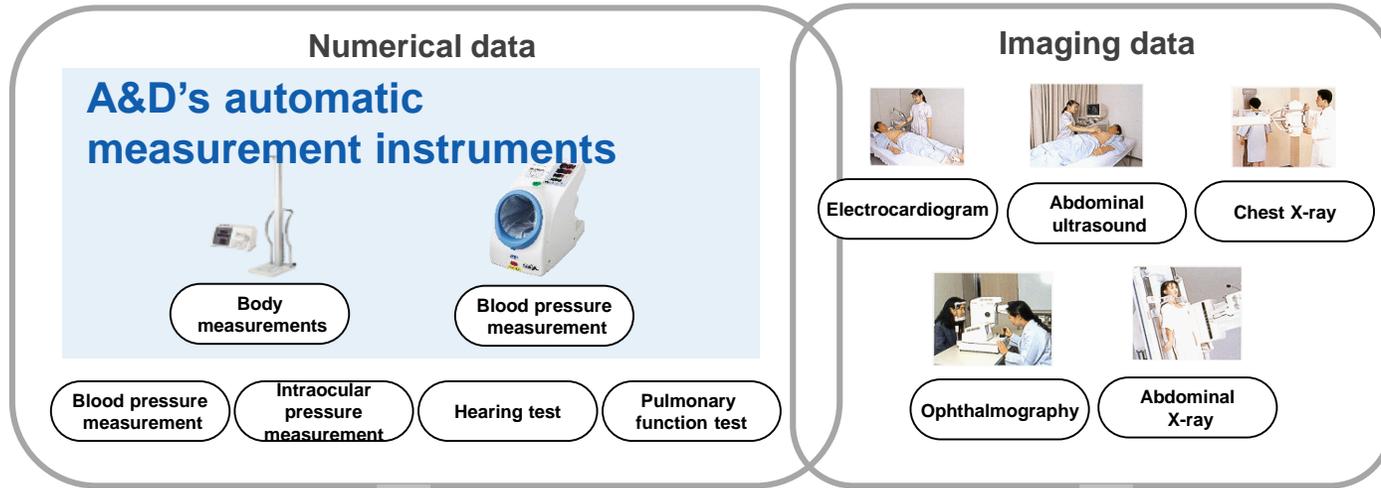
Utilizing the experience of the Great East Japan Earthquake, we have built an advanced cardiovascular disease remote support system.



Over the course of a decade, D-CAP proved to be able to assist in the control of high blood pressure of natural disaster survivors.

# Medical DX Promoting Digitalization of Health Checkups

Increasing health awareness among companies, local governments, and educational institutions has led to the shift to digital health checkups and an increase in the number of medical and health devices installed.



Automatic import of numerical data

Via various ID input devices, it is possible to manage patient progress and input patient attributes to measuring instruments.

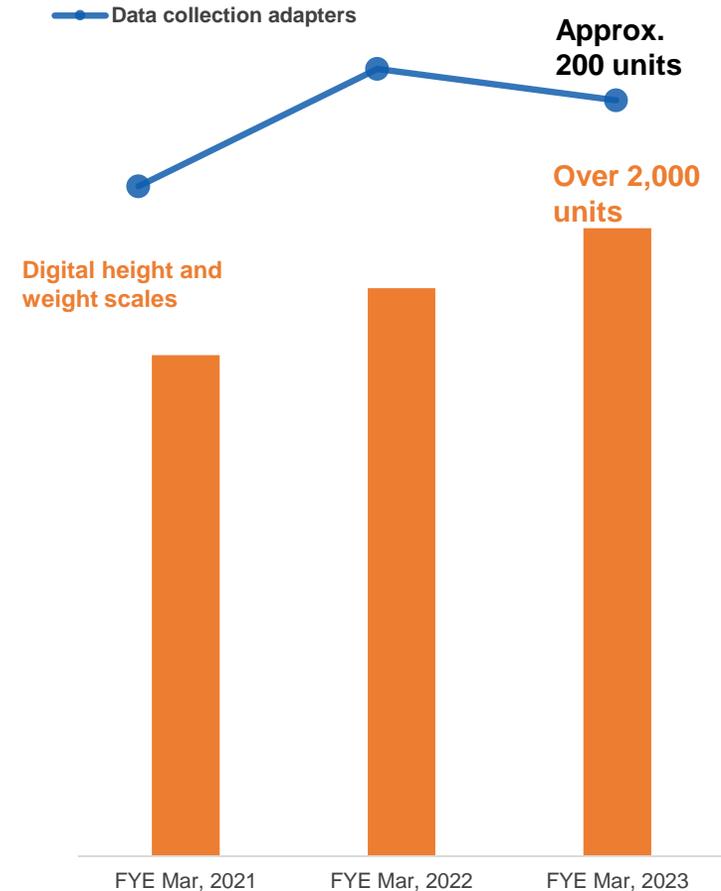
A&D's data collection adapters can also acquire data from other manufacturer's equipment

Data collection adapter (AD6904A)



Due to greater collaborations with system vendors, measuring equipment installations are increasing.

(Reference: Example)  
Sales Volume of Digital Height and Weight Scales and Data Collection Adapters



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 the "measurement" technology we have cultivated over many years, thereby contributing 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



A&D HOLON Holdings Company, Limited  
[Click here](#) for the Investor Relations site.



A&D HOLON Holdings Company, Limited  
[Click here](#) for the Medium-Term Business Plan.