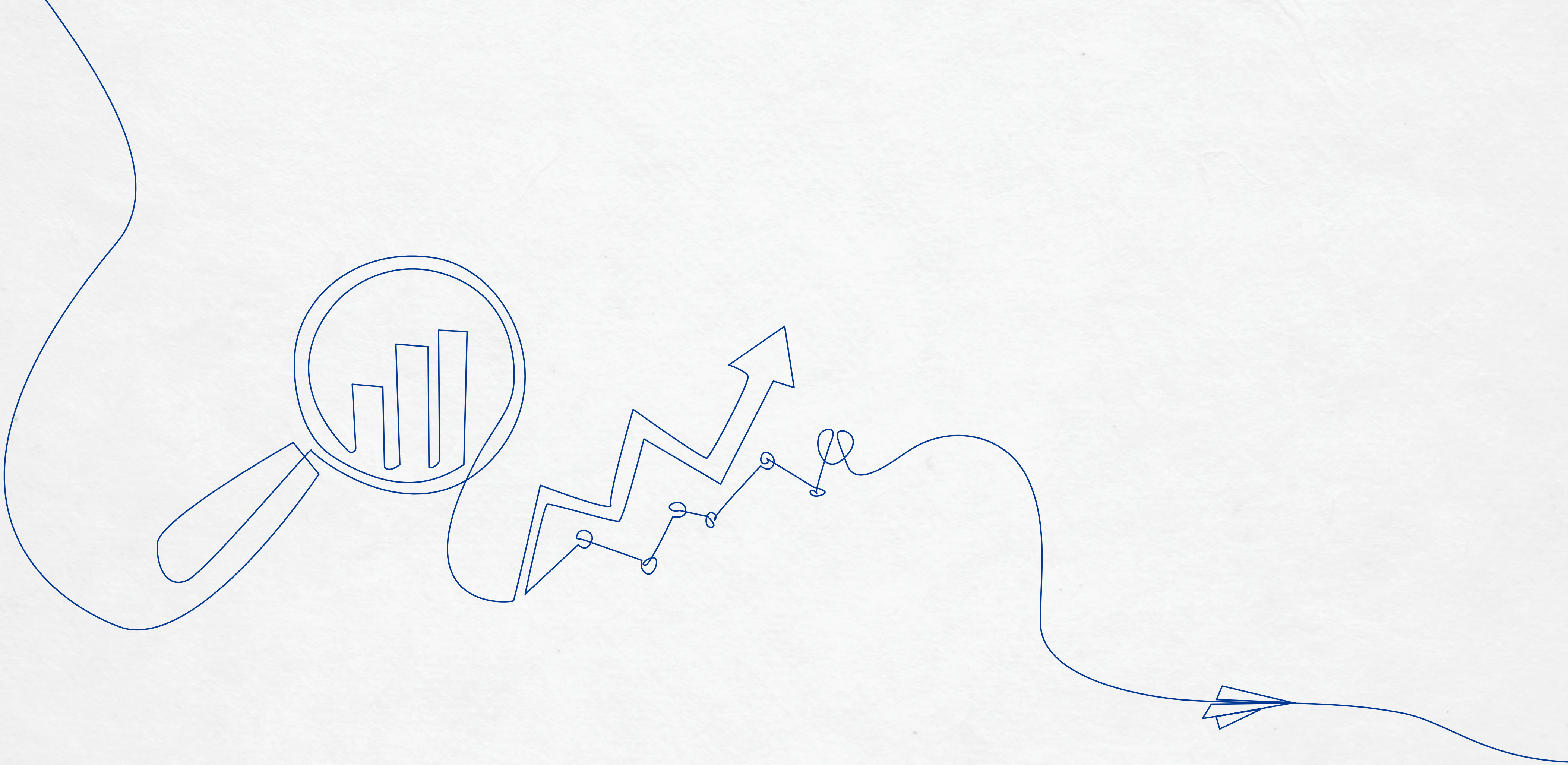


Data Section

Financial Data

Consolidated statement of financial position

(Unit: million yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and cash equivalents	47,044	**39,592**
Trade receivables	73,802	**70,530**
Inventories	52,651	**51,694**
Other financial assets	4,775	**4,308**
Other current assets	9,575	**6,665**
Total current assets	187,849	**172,790**
Non-current assets		
Property, plant and equipment	49,708	**48,374**
Goodwill	208,719	**206,500**
Intangible assets	91,388	**80,649**
Investments accounted for using equity method	2,188	**1,821**
Other financial assets	13,987	**13,932**
Deferred tax assets	7,058	**6,120**
Other non-current assets	3,426	**2,293**
Total non-current assets	376,477	**359,691**
Total assets	564,327	**532,482**
Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	69,881	**65,665**
Borrowings	36,922	**34,278**
Income taxes payable	2,311	**4,207**
Provisions	6,587	**7,725**
Other financial liabilities	6,251	**5,812**
Other current liabilities	25,445	**22,865**
Total current liabilities	147,400	**140,555**
Non-current liabilities		
Trade and other payables	847	**597**
Borrowings	248,123	**220,982**
Retirement benefit liability	5,709	**5,544**
Provisions	3,431	**4,575**
Other financial liabilities	9,200	**8,358**
Deferred tax liabilities	9,109	**9,291**
Other non-current liabilities	1,340	**1,405**
Total non-current liabilities	277,763	**250,755**
Total liabilities	425,163	**391,310**
Equity		
Share capital	48,423	**48,623**
Capital surplus	41,797	**42,039**
Retained earnings	(2,773)	**2,991**
Treasury shares	(568)	**(568)**
Other components of equity	52,635	**48,553**
Equity attributable to owners of parent	139,515	**141,639**
Non-controlling interests	(351)	**(468)**
Total equity	139,163	**141,171**
Total liabilities and equity	564,327	**532,482**

Consolidated statement of profit or loss

(Unit: million yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Revenue	353,900	**361,593**
Cost of sales	195,925	**195,369**
Gross profit	157,975	**166,224**
Selling, general and administrative expenses	149,663	**144,249**
Other income	6,254	**1,761**
Other expenses	12,828	**784**
Share of profit (loss) of investments accounted for using equity method	(170)	**(371)**
Operating profit	1,566	**22,580**
Finance income	648	**1,504**
Finance costs	15,464	**5,262**
Profit (loss) before taxes	(13,249)	**18,823**
Income tax expense	(391)	**8,458**
Profit (loss)	(12,857)	**10,364**
Profit (loss) attributable to		
Owners of parent	(12,893)	**10,485**
Non-controlling interests	35	**(120)**
Earnings (loss) per share		
Basic earnings (loss) per share (Unit: JPY)	(102.48)	**83.13**
Diluted earnings (loss) per share (Unit: JPY)	(102.48)	**82.58**

Consolidated statement of comprehensive income

(Unit: million yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit (loss)	(12,857)	**10,364**
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Re-measurements of defined benefit plans	1,853	**(228)**
Net change in fair value of equity instruments designated as measured at fair value through other comprehensive income	(1,471)	**1,102**
Items that may be reclassified to pr ofit or loss		
Effective portion of cash flow hedges	49	**(14)**
Exchange differences on translation of foreign operations	24,664	**(4,929)**
Share of other comprehensive income of investments accounted for using equity method	(297)	**(11)**
Other comprehensive income, net of taxes	24,798	**(4,081)**
Comprehensive income	11,940	**6,283**
Comprehensive income attributable to		
Owners of parent	11,878	**6,400**
Non-controlling interests	61	**(116)**
Comprehensive income	11,940	**6,283**

Consolidated statement of changes in equity

(Unit: million yen)

	Equity attributable to owners of parent						
					Other components of equity		
	Share capital	Capital surplus	Retained earnings	Treasury shares	Remeasurements of defined benefit plans	Net change in fair value of equity instruments designated as measured at fair value through other comprehensive income	Effective portion of cash flow hedges
As of April 1, 2023	47,946	43,641	17,081	(568)	-	550	(52)
Comprehensive income							
Profit (loss)	-	-	(12,893)	-	-	-	-
Other comprehensive income	-	-	-	-	1,853	(1,471)	49
Total comprehensive income	-	-	(12,893)	-	1,853	(1,471)	49
Issuance of new shares	476	(249)	-	-	-	-	-
Dividends to owners of parent	-	-	(9,043)	-	-	-	-
Dividends to non-controlling interests	-	-	-	-	-	-	-
Forfeiture of share acquisition rights and Restricted Stock Unit	-	(34)	34	-	-	-	-
Share-based payment transactions	-	7	-	-	-	-	-
Changes in ownership interest in subsidiaries	-	(1,566)	-	-	-	-	-
Transfer from other components of equity to retained earnings	-	-	2,043	-	(1,853)	(190)	-
Other	-	-	3	-	-	-	-
Transactions with owners	476	(1,843)	(6,961)	-	(1,853)	(190)	-
As of March 31, 2024	48,423	41,797	(2,773)	(568)	-	(1,110)	(3)

	Equity attributable to owners of parent				Non-controlling interests	Total
	Other components of equity			Total		
	Exchange differences on translation of foreign operations	Share of other comprehensive income of investments accounted for using equity method	Total			
As of April 1, 2023	28,742	666	29,906	138,008	819	138,827
Comprehensive income						
Profit (loss)	-	-	-	(12,893)	35	(12,857)
Other comprehensive income	24,638	(297)	24,772	24,772	25	24,798
Total comprehensive income	24,638	(297)	24,772	11,878	61	11,940
Issuance of new shares	-	-	-	227	-	227
Dividends to owners of parent	-	-	-	(9,043)	-	(9,043)
Dividends to non-controlling interests	-	-	-	-	(187)	(187)
Forfeiture of share acquisition rights and Restricted Stock Unit	-	-	-	(0)	-	(0)
Share-based payment transactions	-	-	-	7	-	7
Changes in ownership interest in subsidiaries	-	-	-	(1,566)	(1,044)	(2,611)
Transfer from other components of equity to retained earnings	-	-	(2,043)	-	-	-
Other	-	-	-	3	-	3
Transactions with owners	-	-	(2,043)	(10,372)	(1,232)	(11,604)
As of March 31, 2024	53,380	369	52,635	139,515	(351)	139,163

(Unit: million yen)

	Equity attributable to owners of parent						
					Other components of equity		
	Share capital	Capital surplus	Retained earnings	Treasury shares	Remeasurements of defined benefit plans	Net change in fair value of equity instruments designated as measured at fair value through other comprehensive income	Effective portion of cash flow hedges
As of March 31, 2024	48,423	41,797	(2,773)	(568)	-	(1,110)	(3)
Comprehensive income							
Profit (loss)	-	-	10,485	-	-	-	-
Other comprehensive income	-	-	-	-	(228)	1,102	(14)
Total comprehensive income	-	-	10,485	-	(228)	1,102	(14)
Issuance of new shares	200	(154)	-	-	-	-	-
Dividends to owners of parent	-	-	(4,917)	-	-	-	-
Dividends to non-controlling interests	-	-	-	-	-	-	-
Forfeiture of share acquisition rights and Restricted Stock Unit	-	(203)	199	-	-	-	-
Share-based payment transactions	-	600	-	-	-	-	-
Changes in ownership interest in subsidiaries	-	-	-	-	-	-	-
Transfer from other components of equity to retained earnings	-	-	(3)	-	228	(225)	-
Other	-	-	-	-	-	-	-
Transactions with owners	200	242	(4,720)	-	228	(225)	-
As of March 31, 2025	48,623	42,039	2,991	(568)	-	(233)	(17)

	Equity attributable to owners of parent				Non-controlling interests	Total
	Other components of equity			Total		
	Exchange differences on translation of foreign operations	Share of other comprehensive income of investments accounted for using equity method	Total			
As of March 31, 2024	53,380	369	52,635	139,515	(351)	139,163
Comprehensive income						
Profit (loss)	-	-	-	10,485	(120)	10,364
Other comprehensive income	(4,933)	(11)	(4,085)	(4,085)	3	(4,081)
Total comprehensive income	(4,933)	(11)	(4,085)	6,400	(116)	6,283
Issuance of new shares	-	-	-	45	-	45
Dividends to owners of parent	-	-	-	(4,917)	-	(4,917)
Dividends to non-controlling interests	-	-	-	-	-	-
Forfeiture of share acquisition rights and Restricted Stock Unit	-	-	-	(3)	-	(3)
Share-based payment transactions	-	-	-	600	-	600
Changes in ownership interest in subsidiaries	-	-	-	-	-	-
Transfer from other components of equity to retained earnings	-	-	3	-	-	-
Other	-	-	-	-	-	-
Transactions with owners	-	-	3	(4,275)	-	(4,275)
As of March 31, 2025	48,447	357	48,553	141,639	(468)	141,171

Trends in Key Financial Data

Consolidated statement of cash flows

(Unit: million yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit (loss) before taxes	(13,249)	**18,823**
Depreciation and amortization	27,933	**27,871**
Impairment losses (reversal of impairment losses)	16,657	**(54)**
Interest expenses	8,771	**4,929**
Decrease (increase) in trade receivables	3,062	**3,061**
Decrease (increase) in inventories	4,369	**(193)**
Increase (decrease) in trade payables	(1,476)	**(2,602)**
Other	647	**(1,860)**
Subtotal	46,715	**49,974**
Interest and dividends received	682	**354**
Interest paid	(5,939)	**(6,568)**
Income taxes paid	(6,849)	**(3,977)**
Income taxes refund	6,694	**2,160**
Net cash provided by operating activities	41,304	**41,941**
Cash flows from investing activities		
Purchase of property, plant and equipment, and intangible assets	(14,630)	**(11,610)**
Proceeds from sales of property, plant and equipment, and intangible assets	351	**902**
Payments for acquisition of subsidiaries resulting in change in scope of consolidation	(11,500)	**-**
Purchase of investments accounted for using equity method	(351)	**-**
Proceeds from sale of investments accounted for using equity method	3,821	**307**
Other	1,236	**1,927**
Net cash used in investing activities	(21,072)	**(8,473)**
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	5,000	**(2,329)**
Proceeds from long-term borrowings	62,215	**1,962**
Repayments of long-term borrowings	(88,241)	**(27,003)**
Repayments of lease liabilities	(6,180)	**(6,814)**
Proceeds from issuance of shares	231	**46**
Payments for acquisition of interests in subsidiaries from non-controlling interests	(2,611)	**-**
Dividends paid to owners of parent	(9,040)	**(4,916)**
Other	(511)	**(13)**
Net cash used in financing activities	(39,139)	**(39,068)**
Effect of exchange rate changes on cash and cash equivalents	5,017	**(1,851)**
Net increase (decrease) in cash and cash equivalents	(13,889)	**(7,451)**
Beginning balance of cash and cash equivalents	60,933	**47,044**
Ending balance of cash and cash equivalents	47,044	**39,592**

(Unit: million yen)

	Ended march, 2021	Ended march, 2022	Ended march, 2023	Ended march, 2024	Ended march, 2025
Results of operations					
Revenue	306,071	340,452	356,434	353,900	**361,593**
Operating profit	17,599	8,174	20,000	1,566	**22,580**
Finance income	16,319	2,348	411	648	**1,504**
Finance costs	11,130	7,520	20,231	15,464	**5,262**
Profit attributable to owners of parent	16,906	(8,460)	(3,222)	(12,893)	**10,485**
R&D expenses	15,710	10,262	9,931	11,971	**10,727**
CAPEX	12,154	11,736	11,516	14,630	**11,610**
Depreciation	30,371	31,077	29,015	27,933	**27,871**
Impairment loss	6,168	18,405	9,568	16,657	**(54)**
EBITDA	54,138	57,656	58,583	46,158	**50,397**
Adjusted EBITDA	64,053	71,872	64,882	49,713	**50,095**
Financial position					
Total assets	569,347	591,320	561,567	564,327	**532,482**
Total equity	107,561	136,065	138,827	139,163	**141,171**
Cash and cash equivalents	60,762	95,232	60,933	47,044	**39,592**
Goodwill	205,162	197,754	199,707	208,719	**206,500**
Gross debt	321,553	307,936	292,615	285,045	**255,260**
Net debt	260,791	212,704	231,682	238,001	**215,668**
Net debt/Adjusted EBITDA	4.1x	3.0x	3.6x	4.8x	**4.3x**
Cash flow					
Cash flows from operating activities	47,850	51,053	21,376	41,304	**41,941**
Cash flows from investing activities	(16,314)	(12,521)	(17,520)	(21,072)	**(8,473)**
Cash flows from financing activities	(20,395)	(7,015)	(40,832)	(39,139)	**(39,068)**
Per share data					
Basic earnings per share attributable to owners of parent	149.07	(70.78)	(25.84)	(102.48)	**83.13**
Equity attributable to owners of parent per share	921.04	1,092.33	1,101.33	1,106.98	**1,122.36**
Dividend per share	0.00	38.00	72.00	54.00	**42.00**
Others					
Operating profit margin	5.8%	2.4%	5.6%	0.4%	**6.2%**
ROE	19.1%	(7.0%)	(2.4%)	(9.3%)	**7.5%**
ROIC	-	-	-	0.3%	**3.8%**

List of Main Companies (As of March 31, 2025)

*** Production facilities**

Region	Country	English name	Participating interest	Main business content
Japan	Japan	PHC Corporation	100%	Development, manufacturing, and sales of healthcare products and services *** Gunma, Chiba, Tokushima, Ehime**
	Japan	LSI Medience Corporation	100%	Clinical testing business *** Tokyo**
	Japan	Wemex Corporation	100%	Healthcare IT Solutions business
	Japan	Mediford Corporation	100%	Drug discovery support business *** Ibaraki, Kumamoto**
	Japan	Wemex Healthcare Systems Corporation	100%	Healthcare IT Solutions business
North America	Canada	Ascensia Diabetes Care Canada Inc.	100%	Sales of diabetes care products and provision of services
	USA	Ascensia Diabetes Care US Inc.	100%	Sales of diabetes care products and provision of services
	USA	New Erie Scientific LLC	100%	Development, manufacturing, and sales of slide glass for the Pathology business *** Portsmouth**
	USA	Richard-Allan Scientific LLC	100%	Global development and manufacturing base for the Pathology business's pathology and diagnosis products *** Kalamazoo**
	USA	PHC Corporation of North America	100%	Sales and maintenance services for PHCbi products in North America
EMEA	Switzerland	Ascensia Diabetes Care Holdings AG	100%	Sales of diabetes care products and provision of services
	Germany	Ascensia Diabetes Care Deutschland GmbH	100%	Sales of diabetes care products and provision of services
	Italy	Ascensia Diabetes Care Italy S.R.L.	100%	Sales of diabetes care products and provision of services
	U.K.	Shandon Diagnostics Limited	100%	Manufacturing and sales of pathology equipment *** Runcorn**
	Netherlands	PHC Europe B.V.	100%	Sales and maintenance services for PHCbi products in Europe
APAC	Australia	Ascensia Diabetes Care Australia Pty Limited	100%	Sales of diabetes care products and provision of services
	China	Ascensia Diabetes Care Shanghai Co., Ltd.	100%	Sales of diabetes care products and provision of services
	China	Epredia Laboratory Products Manufacturing (Shanghai) Co., Ltd.	100%	Overseas development and manufacturing base for the Pathology business's pathology and diagnosis products *** Shanghai**
	Indonesia	PT PHC Indonesia	95%	Manufacturing of diabetes care and life science products *** Bekasi**
	Singapore	SciMed (Asia) Pte Ltd	100%	Sales and maintenance services for life science products, including PHCbi products, in areas such as Southeast Asia, the Middle East, and Central Asia

PHC Group Overview (As of March 31, 2025)

PHC Group Overview

Company Name	PHC Holdings Corporation
Business Address/Head Office	15F DAI-ICHI LIFE HIBIYA FIRST 1-13-2 Yurakucho, Chiyoda-ku, Tokyo 100-8403, Japan
Founded	1969 (Founded as Matsushita Kotobuki Electronics Co., Ltd.)
Representative	President, Representative Director and CEO Kyoko Deguchi
Share Capital	48,623 million yen
Listed Market	Tokyo Stock Exchange Prime Market (TSE 6523)
Main Businesses	• Diabetes Management • Healthcare Solutions • Diagnostics & Life Sciences

For more information related to this report, see the links below.

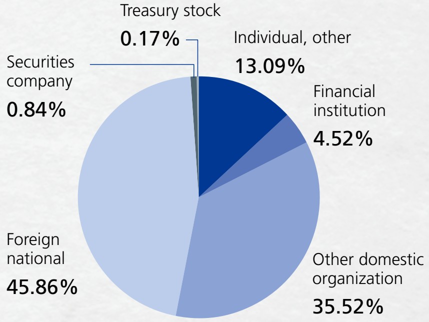
Investor Relations	**https://www.phchd.com/global/ir**
Products & Services	**https://www.phchd.com/global/products**
Sustainability	**https://www.phchd.com/global/sustainability**

Stock Information

Shares

Total number of authorized shares	460,000,000 shares
Total number of shares outstanding	126,410,072 shares
Number of shareholders	27,265

Stock Share Distribution Status by Owner



Major Shareholders

Shareholder names	Shareholding (thousand shares)	Shareholding ratio (%)
KKR PHC Investment L.P.	47,994	38.03
Mitsui & Co., Ltd.	21,870	17.33
Life Science Institute, Inc.	12,297	9.74
Panasonic Holdings Corporation	9,766	7.74
LCA 3 Moonshot LP	5,714	4.53
The Master Trust Bank of Japan, Ltd. (Investment account)	4,710	3.73
Hidetomo Oka	907	0.72
PHC Holdings Employee Stock Ownership Plan	851	0.67
Custody Bank of Japan, Ltd. (Investment account)	756	0.60
BNYM AS AGT/CLTS NON TREATY JASDEC	578	0.46

* The shareholding ratio is calculated after deducting treasury shares (211,941 shares)

Participation in Initiatives

Received near-term science-based target validation by the Science Based Targets Initiative,*[1] an international climate change initiative

Made environmental disclosures through CDP*[2]

External Evaluations

Received Commitment Badge in EcoVadis Sustainability Assessment*[3]

Selected as a constituent of the MSCI Nihonkabu ESG Select Leaders Index*[4]
Received an "AA" rating in the latest MSCI ESG rating

*1 The Science Based Targets initiative (SBTi) is an international initiative that scientifically assesses and certifies the validity of greenhouse (GHG) emission reduction targets set by companies to meet the Paris Agreement goal of limiting the rise in global temperature to 1.5 degrees Celsius above pre-industrial levels.

https://sciencebasedtargets.org/

*2 CDP is a non-government organization (NGO) managed by a charitable organization in the UK. Since its founding in 2000, it has operated a global disclosure system for investors, companies, countries, regions, and cities to manage their environmental impacts.

https://www.cdp.net/en

*3 The EcoVadis Sustainability Assessment covers four categories—Environment, Labor & Human Rights, Ethics, and Sustainable Procurement—based on thousands of external sources, such as NGOs, labor unions, international organizations, local governments, and audit institutions. EcoVadis is an independent and highly trusted collaborative platform that has evaluated more than 130,000 companies and organizations in 180 countries.

https://ecovadis.com/

*4 The MSCI Nihonkabu ESG Select Leaders Index is an ESG investment index provided by Morgan Stanley Capital International (MSCI) in the U.S. This index is comprised of companies that excel in ESG evaluation among the constituents of the parent index (MSCI Nihonkabu IMI Index), with 517 companies having been selected as of January 2024.

https://www.msci.com/indexes/index/713538

Editorial Note

On the Publication of the Integrated Report 2025

We would like to express our heartfelt gratitude to everyone, both inside and outside PHC Group, who contributed to the creation of the "Integrated Report 2025," as well as to all our stakeholders who continue to support us.

At PHC Group, we pursue our vision to "be a leader in precision technology that powers the future of healthcare." Through our efforts in research, development, manufacturing, and service, we are proud to see our products and services recognized as "indispensable" elements in the medical and healthcare sectors, and we embrace the responsibility that comes with this distinction.

In this report, we have particularly emphasized presenting the unique value of our group, which spans three business domains, in a clear and comprehensive way. We have sought to creatively illustrate how our global businesses collaborate with one another and create value with one another and with other stakeholders, while contributing to the future of healthcare and pursuing sustainable growth.

During the editing process, we witnessed the passion and determination of our employees, as well as the challenges they have overcome—stories that cannot be fully captured in numbers alone. We also felt the collective strength of our organization, united as "One PHC," in striving to realize our vision. It is our hope that these sentiments are conveyed, even in some small way, to all our readers.

Moving forward, we will continue to prioritize open dialogue with all of our stakeholders and ensure transparent disclosure of information about our business. Through these efforts, we aim to contribute to advancing value-based healthcare and the health of society. We hope that this Integrated Report will serve as a helpful resource in deepening your understanding of and engagement with PHC Group.

Main Production Members of the Integrated Report 2025

One PHC