July 15, 2026

Company name:	SEIWA HOLDINGS Co., Ltd.
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Notice Regarding IR Q&A for the Fiscal Year Ended May 31, 2026

We would like to express our sincere gratitude for your continued interest in SEIWA Holdings.
To provide greater clarity and address the specific points of interest raised by our investors, we have compiled the following frequently asked questions in a Q&A format. Please be advised that while minor discrepancies may arise due to the timing of information updates, the following responses are provided based on our most current management policies and outlook.

Q. Please summarize the financial results for the fiscal year ended May 31, 2026.

A. Revenue increased 3.1% year on year to JPY 8,011 million. Operating profit rose 114.6% to JPY 1,502 million, Adjusted Operating Profit increased 115.1% to JPY 1,741 million, Adjusted EBITDA increased 91.5% to JPY 2,055 million, and Profit for the Year increased 229.8% to JPY 1,080 million, with all profit indicators reaching record highs.

Although reported operating profit fell slightly below the Company's forecast due to a one-off accounting factor, the Company's key performance measures—Adjusted Operating Profit, Adjusted EBITDA, and Profit for the Year—all exceeded plan, reflecting steady improvement in the profitability of existing businesses and continued value enhancement across the Group.

Q. Why were operating profit and profit before tax below the Company's forecast?

A. Operating profit reached 96.7% of the Company's forecast. The primary reason was the accounting treatment of the gain on a bargain purchase arising from the acquisition of the cation coating business of Katsuyama Tosou Kogyosho.

While the budget assumed a gain of JPY 259 million, consolidation accounting resulted in an offset against income tax expense, and JPY 168 million was ultimately recognized as operating profit.

This difference is solely attributable to accounting presentation and had no impact on the Company's underlying earnings power, cash flow, or profit for the year.

In addition, profit before tax reached 91.5% of the Company's forecast due to financial expenses associated with the early repayment of borrowings. This initiative was undertaken to improve capital efficiency and is expected to reduce future interest costs.

Q. Why did the Company begin disclosing Adjusted Operating Profit, Adjusted EBITDA, and Adjusted Profit for the Year?

A. As the Company continues to pursue an M&A-driven growth strategy, amortization of acquisition-related intangible assets, acquisition-related costs, and one-off gains and losses can materially affect reported earnings.

To provide investors with a clearer picture of the Company's underlying earnings power and recurring profitability, we have commenced disclosure of Adjusted Operating Profit, Adjusted EBITDA, and Adjusted Profit for the Year. We will continue to disclose these metrics to improve transparency regarding our growth and profitability.

Q. What is your earnings outlook for the fiscal year ending May 31, 2027?

A. We forecast revenue of JPY 9,800 million (+22.3% YoY), Adjusted Operating Profit of JPY 1,800 million (+25.8%), Adjusted EBITDA of JPY 2,100 million (+20.4%), and Adjusted Profit for the Year of JPY 1,221 million (+26.1%).

We will continue to improve profitability in our existing businesses while driving earnings growth across our Group through the SEIWA Platform.

This forecast does not include the impact of any M&A transactions that have not yet been announced or completed.

Q. Are you continuing to secure M&A opportunities?

A. Yes. Demand from business owners seeking succession solutions remains strong due to the increasing number of companies without successors, while the number of qualified acquirers remains limited. In addition, anticipated tax reforms, including the minimum tax regime, may further stimulate transaction activity. We have recently experienced an increase in acquisition opportunities.

Q. Are you considering expanding beyond the manufacturing sector?

A. As stated in our Growth Potential disclosure materials, we remain focused primarily on manufacturing businesses and manufacturing-related businesses, including staffing, IT systems, construction, and other services that support manufacturers.

Q. What types of companies are your primary M&A targets?

A. We primarily target niche manufacturing companies with strong competitive advantages. Our typical targets generate EBITDA of JPY 100–300 million, although we also consider larger opportunities with EBITDA of approximately JPY 1 billion.

Q. What is your leverage policy?

A. We maintain a Net Debt / EBITDA ceiling of 3x–4x. Based on our current EBITDA level, we estimate investment capacity of approximately JPY 6.4–8.6 billion.

Q. What is your policy regarding future equity financing?

A. We aim to avoid shareholder dilution and currently have no plans to issue new shares. Our Net Debt / EBITDA ratio is currently approximately zero, allowing us to finance future growth through existing cash resources and debt financing.

Q. What are your key risks and how do you manage them?

A. Rising raw material prices, labor shortages, and geopolitical risks continue to create an uncertain environment for small and medium-sized manufacturers.

We mitigate these risks by promoting price pass-through initiatives, improving productivity, investing in automation, strengthening continuous improvement activities, and diversifying our business portfolio through M&A.

We remain committed to maintaining constructive dialogue with investors and providing timely and appropriate disclosures.