

May 13, 2025

To Whom It May Concern:

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Representative:	Tsugunomi Notomi, President & CEO
	(Securities Code: 4549, TSE Prime)
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<u>Notice regarding Formulation of</u> <u>New Medium-Term Management Plan FY2025 to FY2027</u>

Eiken Chemical Co., Ltd. has formulated a medium-term management plan with the fiscal year ending March 2028 as the final year, and we would like to announce as follows.

The new medium-term management plan, with the slogan "Challenges to Innovation", is positioned as a period of transformation that will accelerate at once with fundamental changes to strengthen the earnings base toward the realization of the long-term vision "EIKEN Vision 2030.

For details, please refer to the attached document, " New Medium-Term Management Plan FY2025 to FY2027 ".



New Medium-Term Management Plan FY2025-FY2027 Challenges to Innovation

Eiken Chemical Co., Ltd. (Securities code: 4549) May 13, 2025

AGENDA

- 1. Review of Previous Medium-Term Management Plan
- 2. New Medium-Term Management Plan

(FY2025-FY2027)

- Business Strategies
- Finance · Capital Strategies
- Corporate Governance
- 3. Growth Strategy Toward Long-Term Vision

Main points of today's presentation

Review

Factors of discrepancy with the previous Medium-Term Management Plan targets

(1) Shortfall in Overseas Sales Against Budget (2) Delays in new product launches (3) Increase in SG&A expenses

(4) Sharp decline in demand for COVID-19 testing reagents (5) Rising costs for logistics and raw material procurement



New Medium-Term Management Plan (FY2025-FY2027)

Development and Expansion of Overseas Markets

Emphasize global penetration of fecal immunochemical testing (FIT) and tuberculosis testing (TB-LAMP) and deployment of immunological and serological latex reagents

Restructure product portfolio

Focus investment in main, profitable and developing product groups, and change direction of lowearning product group from "review and consideration" to "liquidation and withdrawal"

Improve financial and capital efficiency

Increase earnings strength by shifting to management with emphasis on ROIC

Change management structure

Renovate executive structure to pursue product development and global expansion with strong leadership and sense of urgency

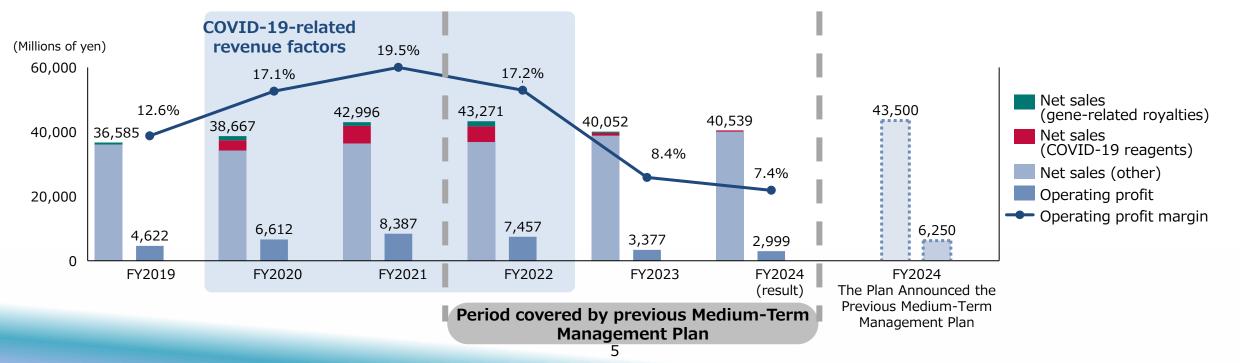
Review of Previous Medium-Term Management Plan

Summary of results under previous Medium-Term Management Plan

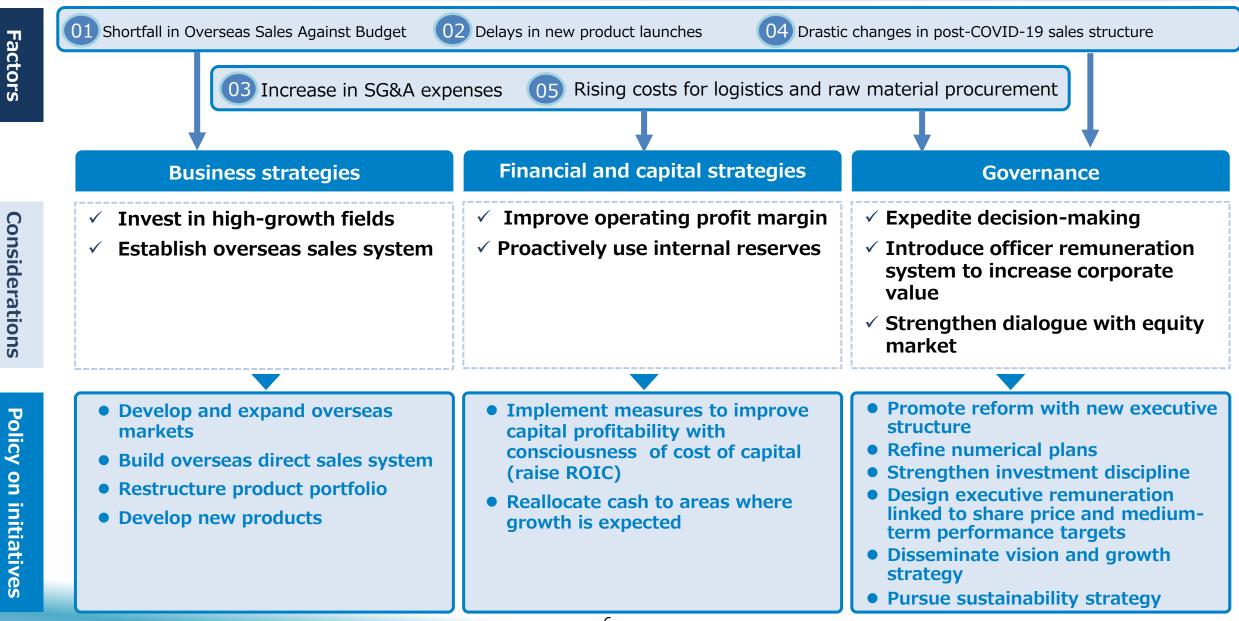
				(Millions of yen)
	FY2022 result	FY2023 result	FY2024 result	FY2024 plan
Net sales Of which overseas sales	43,271 _{8,797}	40,052 10,115	40,539 _{10,710}	43,500 11,226
Operating profit	7,457	3,377	2,999	6,250
Operating profit margin	17.2%	8.4%	7.4%	14.4%
Net profit	5,736	2,634	2,228	-
Net profit ratio	13.3%	6.6%	5.5%	-
ROE	12.1%	5.6%	5.0%	9.2%

Reasons for shortfalls in targets

- Overseas Sales Shortfall in Key Growth Driver Category
- 02 Delays in new product launches
- 03 Increase in SG&A expenses, mainly in R&D expenses
- Of Sharp decline in demand for COVID-19 testing reagents (drastic change in sales composition)
- 5 Rising costs for logistics and raw material procurement



Issue arrangement and policy for initiatives under new Medium-Term Management Plan



New Medium-Term Management Plan (FY2025-FY2027)

Overall image

Slogan

Challenges to Innovation

-Pursue challenge of thorough reform to reinforce earnings strength-

Decie	Business st	ategies	Capi	Finance tal strategie	S	Governance
Basic policy	 Develop and exp overseas market Restructure proc Develop new proc 	ts duct portfolio	• Raise R	e cash allocation DIC	 Strong disc Pro 	novate executive structure engthen investment cipline mote sustainability ategy
FY2027	Net sales	Operating	g profit	ROIC	ROE	Total payout ratio FY2025-FY2027 cumulative
targets	¥46.9 billion	¥5.9 b	oillion	8.1%	9.3%	70% or more

Performance targets

				(Millions of yen)		
	FY2024 result	FY2025 forecast	FY2027 target	Change		
Net sales Of which overseas sales	40,539 _{10,710}	42,200 12,050	46,900 15,100	6,361 _{4,390}	Ach ROE	
Operating profit	2,999	3,250	5,900	2,901	Achieve	
Operating profit margin	7.4%	7.7%	12.6 %	5.2pt	ROE 9.3%	
Net profit	2,228	3,770	4,200	1,972		
Net profit ratio	5.5%	8.9%	9.0 %	3.5pt		
ROE	5.0%	8.8%	9.3 %	4.3pt		
ROIC	5.2%	5.1%	8.1 %	2.9pt		
1 Promote oversea				T)		
and molecular te Restructure prod high-earning pro	uct portfolio to ducts	concentrate re	sources in		FY2024 FY2025 FY2026 FY2027 F Period covered by new Medium-Term Management Plan	Y20

O3 Stronger supply structure and higher productivity for main products through concentration of production sites

04 Finance and Capital policies to achieve ROE of 9.3% by FY2027

Reinforcing earnings strength

product groups

Nogi Plant

Reduce plant loss costs

By increasing sales of high-earning products and reducing fixed costs, absorb higher costs for logistics and raw material procurement and continuously improve profitability

reductions +2.0 pt

Cost

SG&A expense reductions +3.2 pt

• Optimize outsourced research expenses based on product portfolio

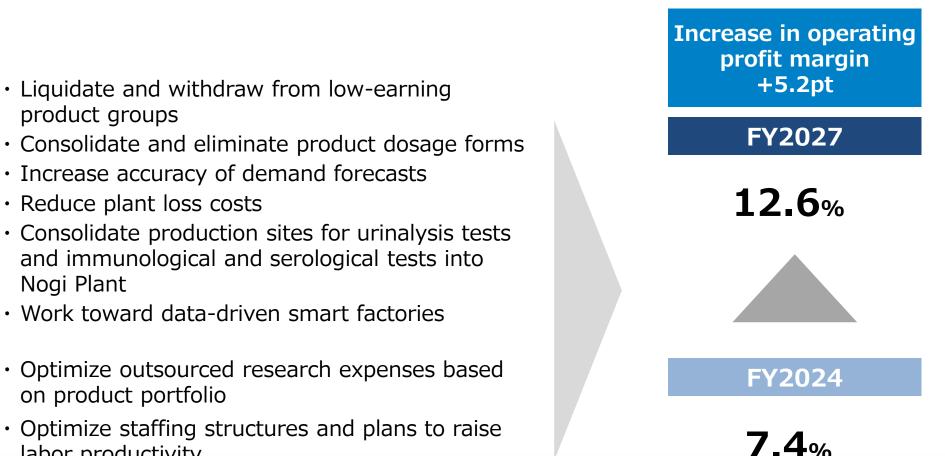
• Consolidate production sites for urinalysis tests and immunological and serological tests into

• Liquidate and withdraw from low-earning

• Increase accuracy of demand forecasts

Work toward data-driven smart factories

• Optimize staffing structures and plans to raise labor productivity



New Medium-Term Management Plan

(FY2025-FY2027)

Business Strategies

Main items



Develop and expand overseas markets

- 2 Restructure product portfolio
- 3 Develop new products

✓ FY2027 net sales target

¥46,900 million

✓ FY2027 operating profit target

¥5,900 million

✓ Operating profit margin

12.6%

Business strategy: Develop and expand overseas markets

By concentrating on the global deployment of fecal immunochemical testing (FIT), tuberculosis testing (TB-LAMP) and immunological and serological latex reagents, our FY2027 target is net sales of ¥15,100 million (+41.0% vs. FY2024).

Unit: Millions of yen

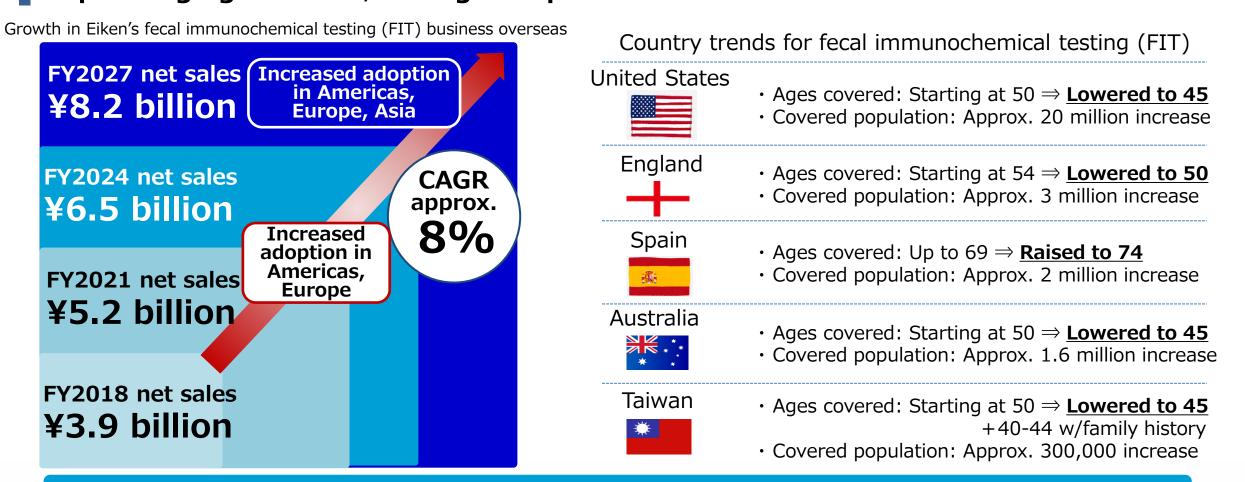
Fecal immunochemical testing: FIT Promote conversion to FIT in SE Asia **EMEA Tuberculosis testing: TB-LAMP** Expand business in China, India, Indonesia Latex reagents Americas **Develop products with leading local partners APEC** Fecal immunochemical testing: FIT Expand ages covered and increase uptake rates in various countries Fecal immunochemical testing: FIT New adoption in countries of Eastern Europe, Expand ages covered 3,99 Middle East, Africa Proactively develop market in South America Launch and roll out calprotectin **Tuberculosis testing: TB-LAMP** FY2024 Immunological and serological testing Expand business in African countries Roll out animal testing reagents and establish Starting from FY2025, we have revised the regional sales categories in line with the expansion of countries adopting our direct sales structure products overseas (1) Americas : North and Central/South America 2 EMEA : Europe, Africa, the Middle East, and Russia [Tuberculosis testing reagent (TB-LAMP) for developing countries is included in the European region] 3 APAC : Asia and Oceania

Up to FY2024 (the fiscal year ending March 2025), the regions were categorized as "North America," "Europe," and "Asia, Oceania, and Others (including Latin America, Africa, the Middle East, and Russia)."

Note

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Develop and expand overseas markets: Overseas rollout of fecal immunochemical testing (FIT) driving growth Forecasting large increase in testing demand from increase in new countries adopting tests, expanding ages covered, and higher uptake rates



Investing ¥6.5 billion in additional manufacturing equipment (of which, ¥4.3 billion completed by FY2024)

*Sources United States: American College of Gastroenterology (https://gi.org/topics/colorectal-cancer/) England: Bowel cancer screening standards data report 2023-24 - GOV.UK Spain: *Ministerio de Sanidad - Press and communication – Noticias Australia: *Population Screening.Appendix E Taiwan: Healthy Taiwan: Expanding Colorectal Cancer Screening for Better Protection Covered populations are estimates based on population

Develop and expand overseas markets: Develop market for tuberculosis diagnosis using LAMP method

More advanced testing for zero missed diagnoses. Dramatic increase in screening access to eradicate infections.

Difference between potential number of tuberculosis tests and actual number of tuberculosis genetic tests: U.N., WHO policy] Shift from microscopy to Genetic testsing		Country initiatives
approx. 40 million tests Potential number of tuberculosis tests: 82 million tests/year	Nigeria	Coordination among health ministry, KNCV, STOP TB Partnership. Promote proactive search for cases using TB- LAMP's features, expand adaption of TB-LAMP for new tuberculosis testing algorithms tailored to needs of the field.
Number of tuberculosis tests: 53 million tests/year	Indonesia	As country with world's largest tuberculosis burden, national policies are being promoted to address tuberculosis under presidential leadership. Based on U.N., WHO policy, attempting Nigeria model of horizontal deployment.
Number of tuberculosis genetic tests: 41 million tests/year 15	 Proactively exprosed of the second sec	

Business strategy: Restructure product portfolio

Focus investment in main, profitable and developing product groups, and change direction of low-earning product group from "review and consideration" to "liquidation and withdrawal"

Large		Areas of investment focus
Market gro	Developing product groups Molecular test (cancer, CDx) Microbiological (POCT)	Main product groups• Fecal immunochemical (FIT)
growth potential	 Low-earning product groups Immunological and serological (BLEIA·EIA) Microbiological Equipment/food and environment 	 Profitable product groups Molecular test (infectious disease) Immunological and serological (Eiken and Tosoh products) Urinalysis tests
	Business prof	fitability Lar

Product group details

Fecal immunochemical (FIT) Main

Utilize overwhelming evidence and share, increase added value with new technologies, acquire new customers

Basic strategy

- Increase opportunities for Fecal immunochemical (FIT) testings
- Maximize value of endoscopic testing through increased diagnostic accuracy and more accurate screening

(Millions of yen)	FY2024 actual	FY2027 target
Net sales	12,941	15,000

*FIT+: New items and technologies added to FIT to increase screening accuracy and correct diagnosis rate for colorectal cancer screening.





Estimated arowth rate

(vs. FY2024)

- ii. Expand and uncover scope of postal screening in Japan using new sampling bottles
- iii. Use same sampling bottles as FIT to increase sales of inflammatory bowel disease testing (calprotectin)
- iv. Promote development of FIT+* (fecal genetic testing)
- V. Double supply capacity with operation of new manufacturing building

Product group details

Microbiological (POCT)



Molecular test



Estimated

growth rate:

(vs. FY2024)

Basic strategy

- Optimize sales channels
- Invest in and develop highly accurate POCT

(Millions of yen)	FY2024 actual	FY2027 target
Net sales	797	1,700

Basic strategy

- Maintain competitiveness through differentiation (cancer, CDx)
- Acquire budget from global fund (infectious disease)

(Millions of yen)	FY2024 actual	FY2027 target
Net sales	1,980	5,100

Actions under new Medium-Term Management Plan

- i. Expand coverage of items for MINtS use $(3 \rightarrow 8 \text{ lung cancer items})$
- Promote tuberculosis testing in India and African countries, increase number of countries adopting (FY2024: 8 ⇒ FY2027: 13 countries)
- iii. Establish supply structure for tuberculosis testing reagents and reduce manufacturing costs

Actions under new Medium-Term Management Plan

- i. Strengthen sales structure in private practitioner market (Japan)
- ii. Develop respiratory infectious disease items (Nanotis, etc.)
- iii. Establish U.S.-based sales structure



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Product group details

Urinalysis tests

Profitable

Basic strategy

- Increase global market share
- Pursue cost reductions and higher productivity

(Millions of yen)	FY2024 actual	FY2027 target
Net sales	4,620	5,000

Actions under new Medium-Term Management Plan

- i. Cooperate with Sysmex to acquire customers globally
- Consolidate production sites and reduce manufacturing costs for urinalysis test strips (Uropaper and Uropaper a)



Immunological and serological

Basic strategy

- Develop clinical chemistry and immunoassay transport systems
- Strengthen U.S. animal testing business

(Millions of yen)	FY2024 actual	FY2027 target
Net sales	9,599	10,300

Actions under new Medium-Term Management Plan

- i. Cooperate with Hitachi High-Tech and Tosoh to increase sales (Japan)
- **ii.** Launch new and improved products in cardiovascular and cancer fields (Japan)
- iii. Develop animal testing reagents and establish direct sales structure in United States

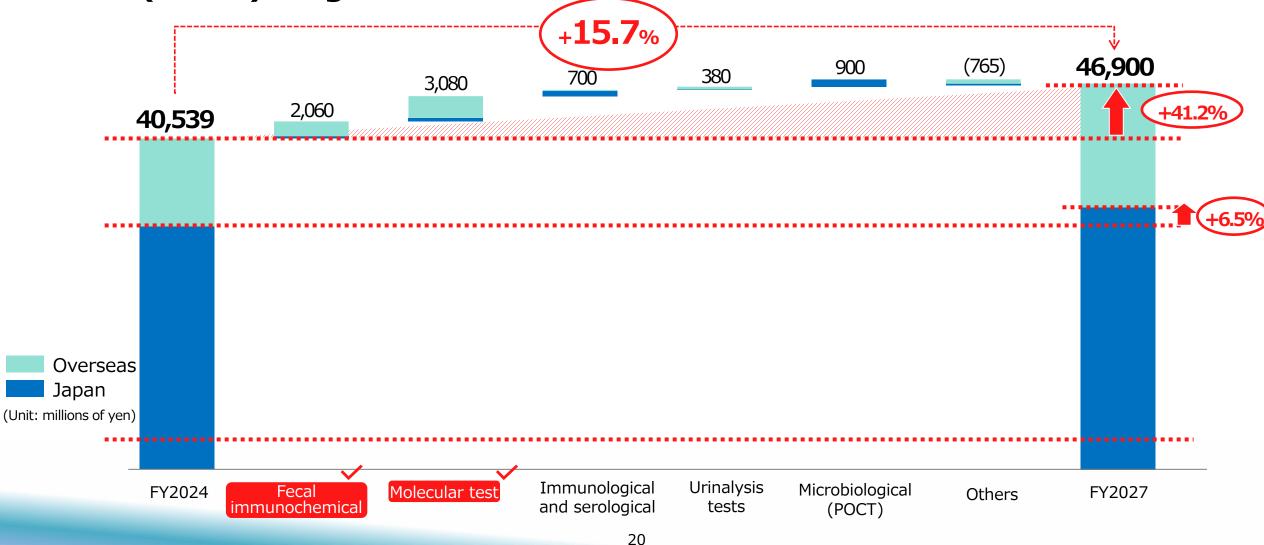


Profitable

Business strategy: Sales composition (product group, region)



Overseas growth in fecal immunochemical (FIT) and molecular test (LAMP) as growth drivers



New product development

Product segment	Products planned for release	Effect from new products, product improvements
Fecal immunochemical	 Successor model of large fecal immunochemical measuring equipment 	 Maintaining top share Further Development and Expansion of Overseas Markets
Immunological and serological	 New items for proprietary latex reagents Cardiovascular disease Cancer 	 Enhanced competitiveness in domestic market
Molecular test	 MINtS (3→8 lung cancer items) New items in neglected tropical diseases (NTDs) (Chagas disease, etc.) 	 Inroads in personalized medicine Contribution to eradication of NTDs

New Medium-Term Management Plan

(FY2025-FY2027)

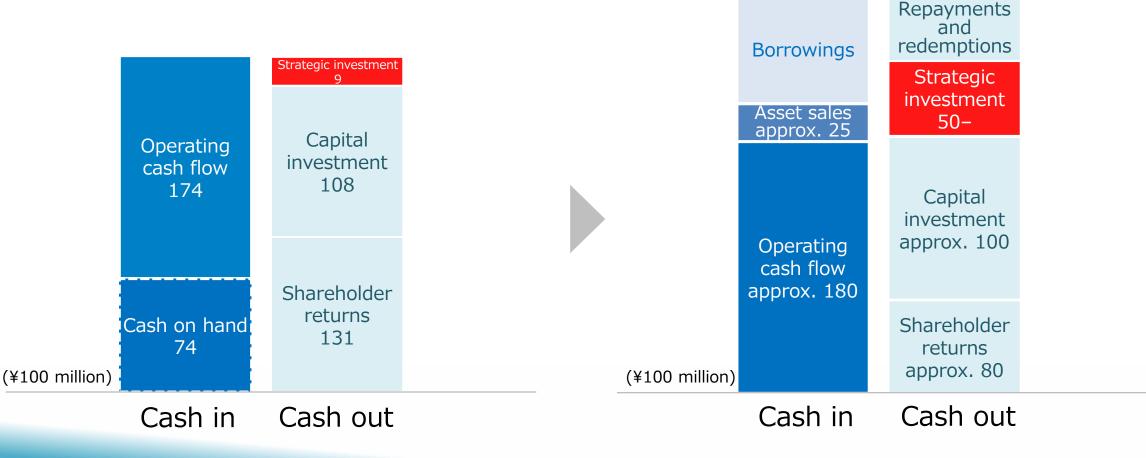
Finance Capital Strategies

Cash allocation

Previous Medium-Term Management Plan FY2022-FY2024 cumulative

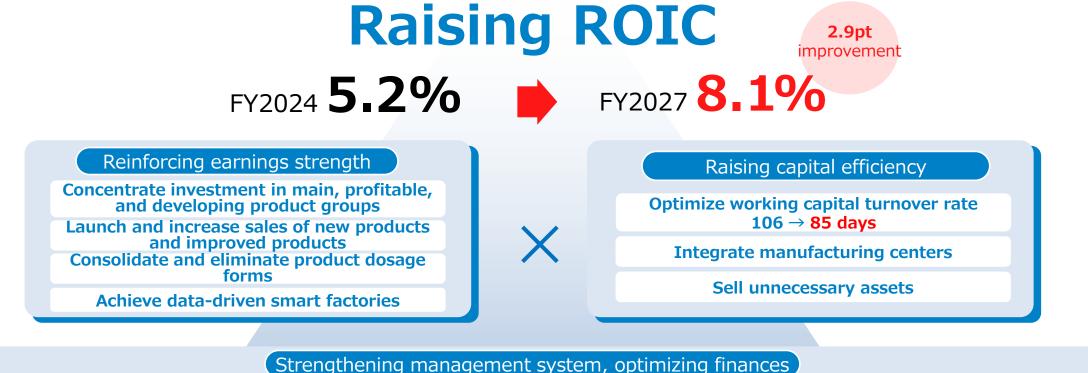
New Medium-Term Management Plan FY2025-FY2027 cumulative

Proactive strategic investment, enhanced, continuous shareholder returns



Introducing ROIC management to enhance corporate value

Thoroughly implementing ROIC management and strengthening management system to reinforce earnings strength, increase return on capital, and enhance corporate value



Strengthening management system, optimizing man

Tighten investment guidelines Review investment process Optimize capital structure Equity ratio: 70% or less **Change in Shareholder Return Policy** From Dividend Payout Ratio to Total Payout Ratio

Using ROIC tree to develop workplace targets and measures

	Components of ROIC			Action plan/Quantitative KPIs
	FY2027 operating profit to net sales ratio: 12.6%	FY2027 cost of sales ratio: 57.4%	Sales expansion of high-profit products Reducing product waste	Concentrate investment in main, profitable, and developing product groups Launch and increase sales of new products and improved products Consolidate and eliminate product dosage forms Increase accuracy of demand forecasts
	Reinforcing earnings strength	FY2027 SG&A expense ratio: 30.0% SG&A expense reductions FY2027 CCC: 85 days	Improvement of	Achieve data-driven smart factories
			production efficiency	Reduce plant loss costs
Enhancing corporate value Raising ROIC			Increasing labor productivity Reducing fixed costs	Optimize staffing structures and plans to raise labor productivity
				Realign outsourced research expenses based on product portfolio
				FY2027: 100 days
(Operating profit after taxes/Invested capital)		-	Early collection of accounts receivable	Reduce trade receivable turnover cycle
ROIC FY2027: 8.1%	Improving capital	Optimizing working capital turnover ratio	Inventory optimization	FY2027: 105 days
				Reduce inventory asset turnover cycle
	enterery	Appropriate investment	Fixed asset	Sell unnecessary assets
		in fixed assets	reductions	Integrate manufacturing centers
		FY2027 equity ratio: 70% or less		
	Financial optimization	Optimal capital structure Appropriate capital		Use of cash on hand for share buybacks and retirement of treasury shares

Return to shareholders policy

Eiken has set management targets of strengthening its financial foundation and proactively expanding its businesses to achieve sustainable growth in corporate value, while also positioning the continuous return of profits to shareholders as an important management priority.

To further enhance returns to shareholders, Eiken has revised its shareholder return policy, shifting from a benchmark of a consolidated dividend payout ratio of 30% or higher to a new benchmark of a total payout ratio of 50% or higher.

	Period covered by new Medium-Term Management Plan			
	FY2024	FY2025	FY2026	FY2027
Dividend per share	¥53	¥58	¥60–65	
Aggregate dividend amount (Dividends + Share buybacks)	¥4.4 billion	¥7.5 billion–¥8.5 billion (estimate) (Dividends: ¥5.5 billion–¥6.0 billion; Share buybacks: ¥2.0 billion–¥2.5 billion)		
Total payout ratio	209.3%	FY2025–FY2027 cumulative aggregate total payout ratio target: 70% or higher		

New Medium-Term Management Plan

(FY2025-FY2027)

Corporate Governance

Promoting transformation with new executive structure

New executive structure to achieve "EIKEN ROAD MAP 2030"



New President & CEO Yuji Segawa (59)

- April 1990 Joined Sony Corporation
- May 2013 Joined the Company
- April 2020 General Manager, Technology Research Laboratory, R&D Division of the Company
- April 2022 Appointed Executive Officer of the Company (to present)
- April 2023 General Manager, Marketing Office, Sales Division of the Company
- April 2025 Manager, CEO Office of the Company (current)
- June 2025 Scheduled to take office as new President & CEO of the Company

Highlights of new executive structure

- Appointment of new President & CEO (scheduled to take office in late June 2025)
- Strong leadership under new president
- Replacing 6 of 10 executive officers to inject youth into organization, add new viewpoints and mobility, and increase speed
- Acceleration of product development and measures to make global inroads
- More detailed planning
- Tighter investment guidelines



Toshiyuki Tsuchitani General Manager, Sales Division



ani Tomohiro Kudo General Manager, Business Management Division



New Executive Officers

Keiichiro Yoshida General Manager, Global Business Office, Sales Division



Satoshi Ákaishi General Manager, Domestic Business Office, General Manager, Sales Control Office, Sales Division



Katsunori Watanabe General Manager, Nogi Plant, General Manager, Nasu Plant, Production Division



Norihiro Tomita General Manager, Fundamental Research Laboratory, R&D Division

Promoting sustainability strategy

Basic policy: Achieve materiality KPIs to contribute to resolution of social issues and achieve continuous corporate growth

Main KPIs (targets for FY2027 and FY2030)

Medicine

Targeted position

Contributing to health and quality of life for people around the world

- Solid development of colorectal cancer screening, upward revision of targets
- Aiming to accelerate adoption of tuberculosis screening products in developing countries under new Medium-Term Management Plan

KPI: Number of countries for colorectal cancer screening



Society

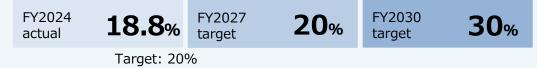
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Targeted position

A vibrant corporation making use of employee's talent

- Hiring route diversification and onboarding to retain human capital
- More career training and providing upskilling and reskilling opportunities to support career formation without gender bias

KPI: Percentage management positions held by women



Environment Targeted position

Targeted position

Business activities in harmony with the global environment



- Promoting reductions through proactive introduction of energy-saving activities and renewable energy
- Leaving SBT-based targets in place taking into account business expansion

KPI: CO₂ emission reductions (Scope 1+2) vs. FY2020



Governance

Targeted position

An organizational base that supports sustainable growth



> Aiming to promote DE&I in Board of Directors and strengthen governance

KPI: Percentage of female directors



Growth Strategy Toward Long-Term Vision

Growth strategy for achievement of "EIKEN Vision 2030"

Envisioning growth strategy based on growth in existing businesses as earnings base and strategic investment including Nanotis

New businesses: Strategic investment in high-sensitivity POCT

Develop high-sensitivity POCT globally through strategic investment in growth fields, including investment in Nanotis Corporation, a developer of digital infectious disease testing technologies using saliva samples

Growth in existing businesses

FIT: Expand ages covered + Increased uptake rates, FIT+ (genetic testing, etc.)Simprova: Apply to cancer screeningMINtS: Expand types of cancer covered and apply to liquid biopsiesImmunological and serological testing: Expand lineup of items and develop globallyUrinalysis testing: Increase global share through tie-up with Sysmex

New business development

Growth in existing businesses

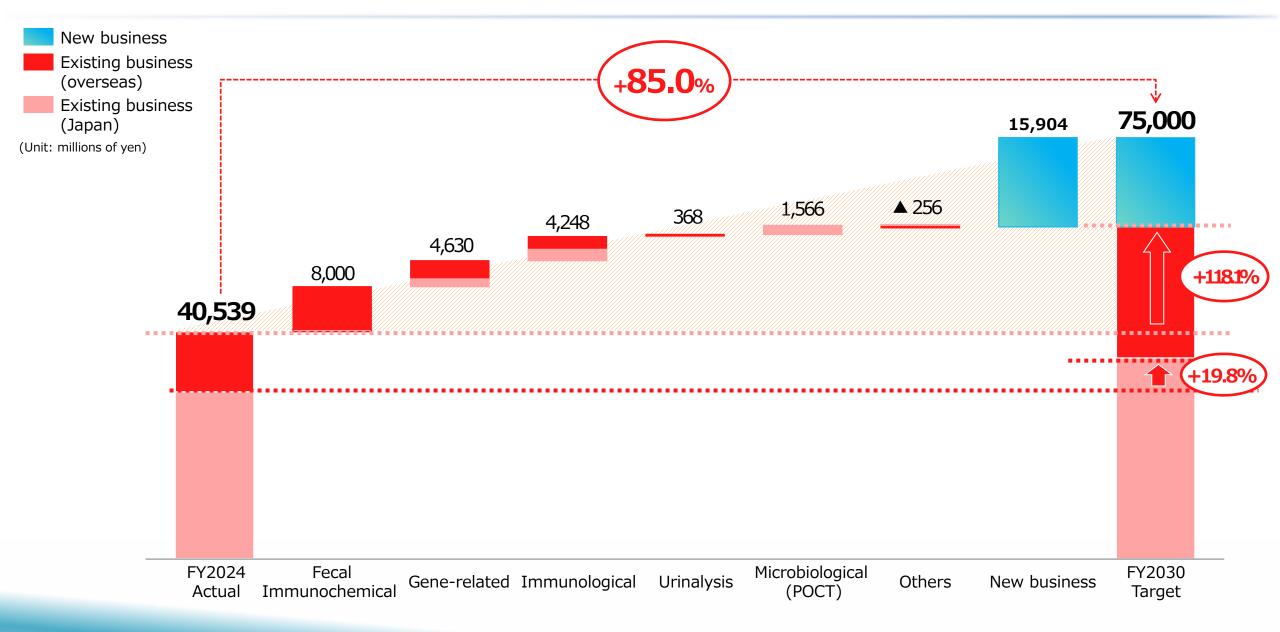
Existing businesses

FY2025-FY2027 Period covered by Medium-Term Management Plan

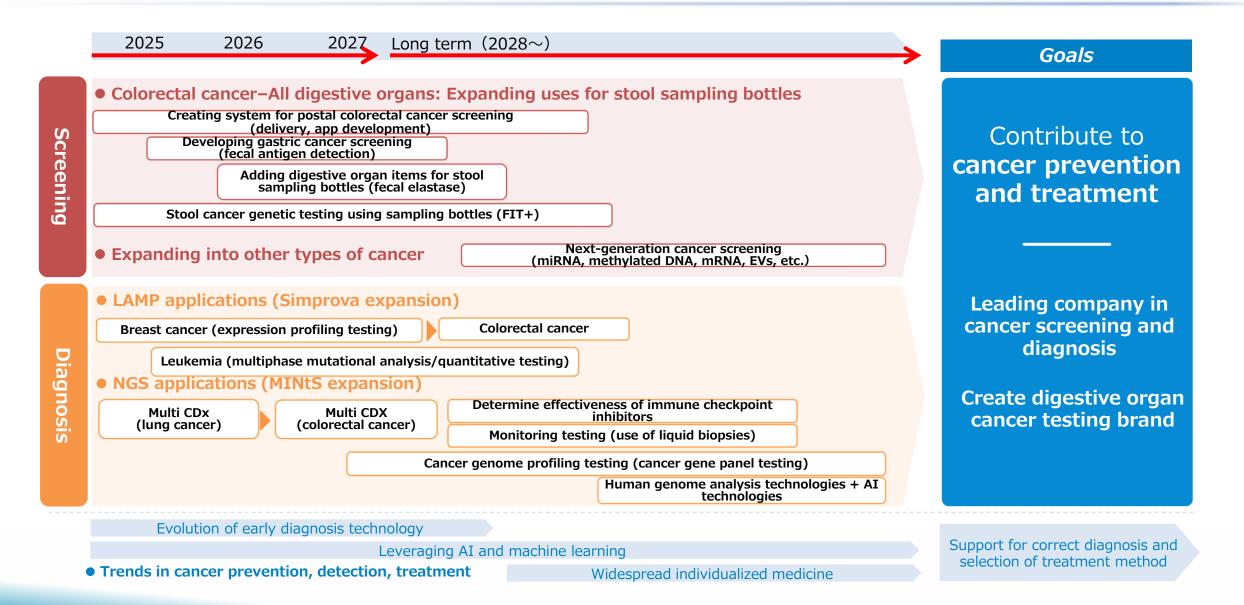
FY2028-FY2030

FY2022-FY2024

Growth strategy for achievement of "EIKEN Vision 2030"



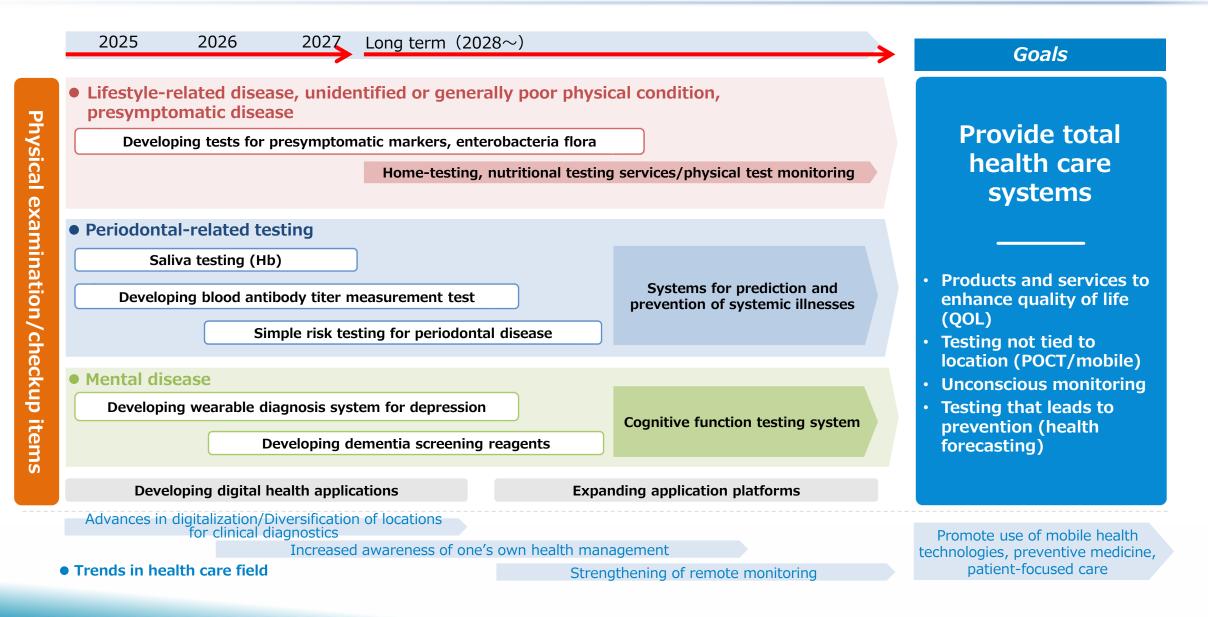
Development pipeline -Cancer field: Fields more closely tied to treatment-



Development pipeline –Infectious disease field: Establishing simpler testing technologies–

	2025 20	2027	Long term (2028~)	Goals
LAMP method		ectious diseases/ perculosis (India)	Neglected tropical diseases (NTDs) Malaria (India) Chagas disease	Contribute to eradication of infectious diseases and infection control
hod	Systems	to prepare for pande	mics National and local government development (providing real infection data)	Create structure to address emerging infectious diseases (100-day mission)
POCT	Developme immunoch Technologi (genetic Po	sting/Immunity ant and expansion of romatography items es for higher sensiti OCT, NANOTIS meth TRF method)		Provide testing for wide variety of infectious diseases
	Higher testir		sitivity etection becoming multiplex Stronger pandemic response (monitoring spread of infections)	Strengthen preventive medicine, promote use of mobile health technologies, address infectious disease globally

Development pipeline –Health care field: Expanding products and services for remote diagnosis and home testing–



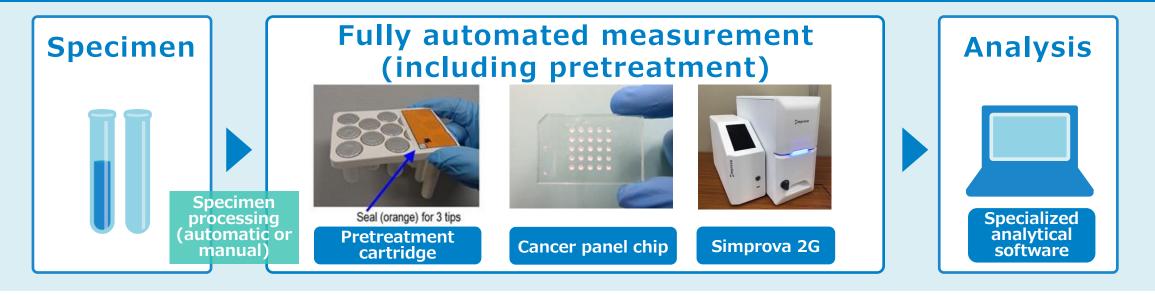
Investment focus: Colorectal cancer screening field

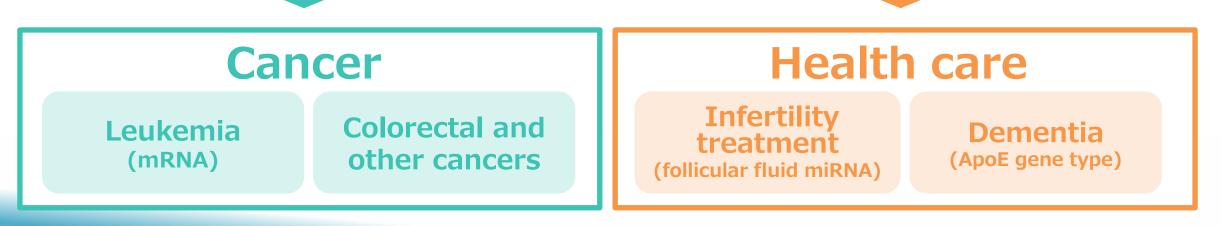
Pursuing added value in stool sampling bottles Establishing EIKEN brand in colorectal cancer screening tests

Stage 01	Stage 02	Stage 03
Adapt specimen transport to higher temperatures	Early detection of pre-cancerous patients with high-precision colorectal cancer testing	Expand use of FIT+ globally
 Growth of covered population Initiatives to increase uptake rates Acquisition of screening in new countries and regions Use of new stool sample buffer beginning to spread FIT+ Development of fecal genetic testing technologies Fecal RNA, methylated DNA, miRNA 	 FIT Growth of covered population Initiatives to increase uptake rates (ongoing) Acquisition of new screening (ongoing) FIT+ Development of fecal genetic testing (U.S.) 	 FIT Stable, high uptake rates FIT+ Development of fecal genetic testing (Product development tailored to local needs)
2025	2030	Future

Investment focus: New development for Simprova platform

Establish and develop genetic testing technologies for breast cancer





Investment focus: New development for Simprova platform

Aiming to develop genetic testing for cancer, and enter health care market to create a platform that will go beyond previous infectious disease field with ability to cover "cancer," "infectious disease," and "health care"

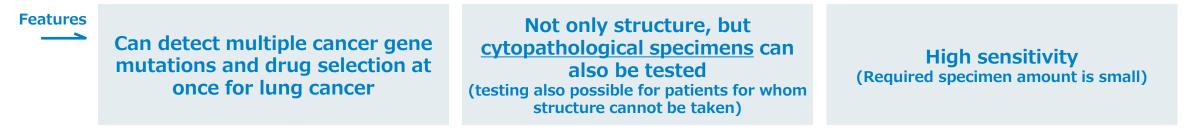
Development plan		
Stage 01	Stage 02	Stage 03
Begin clinical evaluation (breast cancer)	Begin to develop market	Expand lineup
Create algorithm to predict	Breast cancer (IVD)	Breast cancer (IVD)
risk of breast cancer relapse	Additional items	 Leukemia (IVD) Infertility treatment
Establish clinical significance	Leukemia (non-IVD)	Dementia
Market development lineup	 ✓ Breast cancer (IVD) ✓ Leukemia (non-IVD) 	 ✓ Breast cancer (IVD) ✓ Leukemia (IVD) ✓ Infertility treatment ✓ Dementia
2025	2028	2030

Investment focus: Developing and supplying genetic testing for cancer (MINtS)

Covered by national health insurance from December, beginning to undertake consigned testing

Companion diagnostic system

Multiple genetic mutation testing system using next-generation sequencer MINtS: Mutation Investigator using the Next-era Sequencer



MINtS system

	MINtS reagent	NGS	Analytic program	
	Library setting	Base sequence determination	Analysis	Report
Pretreatment (nucleic acid extraction)	PURSUE (MiSeqDx system (Illumina)	正式学校的プログラム 保護で学校式会社 日本 20172 07	

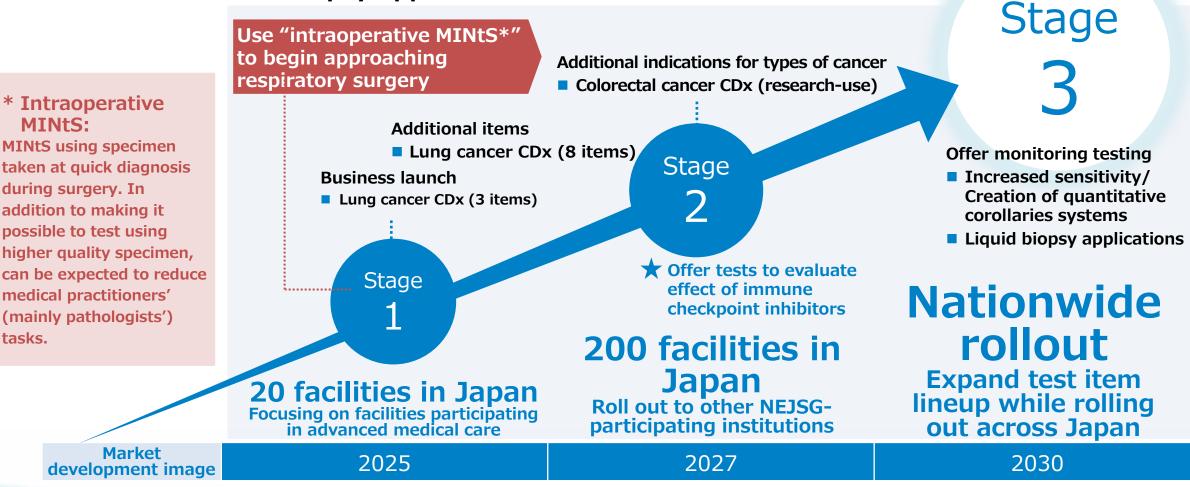
Investment focus: Development of genetic testing for cancer (MINtS)

Development pipeline

First, expand lung cancer items, then expand indications for other types of cancer and use liquid biopsy applications to contribute to cancer treatment

Use "intraoperative MINtS*" to begin approaching respiratory surgery





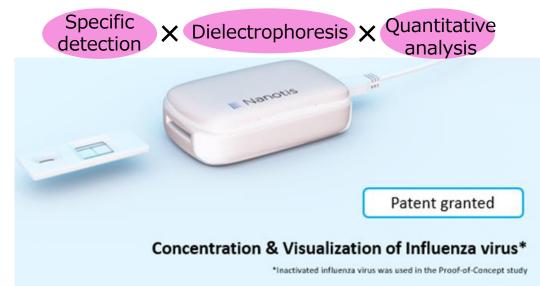
Investment focus: Investment strategy for Nanotis Corporation

- Investment in Nanotis Corporation, a developer of digital testing technology for salivabased infectious diseases.
- We will proceed with development for implementation and aim to manufacture and sell next-generation test kits.

Core Technology NANOTIS Method

Nucleic Acid Navigated Optically Traceable Immuno-Sensing

- Next-Gen infectious disease testing platform technology, that is neither PCR or immunochromatography.
- World's first: integration of concentration using dielectrophoretic with detection technology, achieving high sensitivity.
- Theoretically equivalent approach to PCR, but with greater speed, simplicity, and cost-effectiveness.



Saliva	Ultra rapid (3 minutes)	Simple
Affordable	Digital/Instant	data collection

*The product concept illustrations in this document are based on the current product vision and are subject to change based on future developments. The actual specifications may differ from what is depicted in this document.

Saving Your Health

Continuing to protect people's health as a global clinical diagnostics company

Forward-Looking Statements

- This material contains forward-looking statements about EIKEN CHEMICAL CO., LTD. (EIKEN).
- These forward-looking statements are based on the current judgments and assumptions of EIKEN in light of the information currently available to it.
- Uncertainties inherent in such judgments and assumptions, the future course of our business operations and changes in operating environments both in Japan and overseas may cause our actual results, performance, achievements, or financial position to be materially different from any future results, performance, achievements or financial position either expressed or implied within these forward-looking statements.



Plan for R&D expenses, capital expenditures, and depreciation expenses

(Unit: billions of yen)

