



May 12, 2026

Press Release

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Representative: Representative Executive Officer Yuji Segawa
President and CEO

(Securities Code: 4549, TSE Prime)

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Notice Regarding Changes to Management Plan

— Formation of “Management Plan 2030” and Changes to Numerical Targets —

Eiken Chemical Co., Ltd. (the “Company”) hereby announces that, at the meeting of the Company’s Board of Directors held on May 12, 2026, the Company resolved to revise its strategic roadmap “EIKEN ROAD MAP 2030” and the Second Medium-Term Management Plan (fiscal year ending March 2026 to fiscal year ending March 2028) and reformulated the “Management Plan 2030” (FY2026 to FY2030) * as a new management plan for fiscal year 2030.

This resolution is neither a mere revision to the plan nor an extension of the timeframe; rather, it aims to perform a structural analysis and verification of reasons for failing to meet the previous plan under the new execution system established in June 2025, and then shift to management operations that seek to balance both feasibility and potential for growth.

For details of the “Management Plan 2030”, please refer to Attachment.

End

*FY (Fiscal Year) is a fiscal year defined by the Company, and FY2026 corresponds to the fiscal year ending March 2027.

Management Plan 2030

(FY2026-FY2030)

Introduction: What Has Changed with the Current Management Team?

The current management team has shifted to a “deliver-on-plan” execution model over the past 9 months.

Achievements (FY2025)

Decision-making

- ✓ Faster decision-making
- ✓ Greater delegation and reformation of the judging process

Resource allocation

- ✓ Concentrated in specified product groups
- ✓ Evaluations and determinations with ROIC

Execution

- ✓ Portfolio restructuring moved into execution phase
- ✓ Monitoring progress of the ROIC management

Organizational and cultural reform

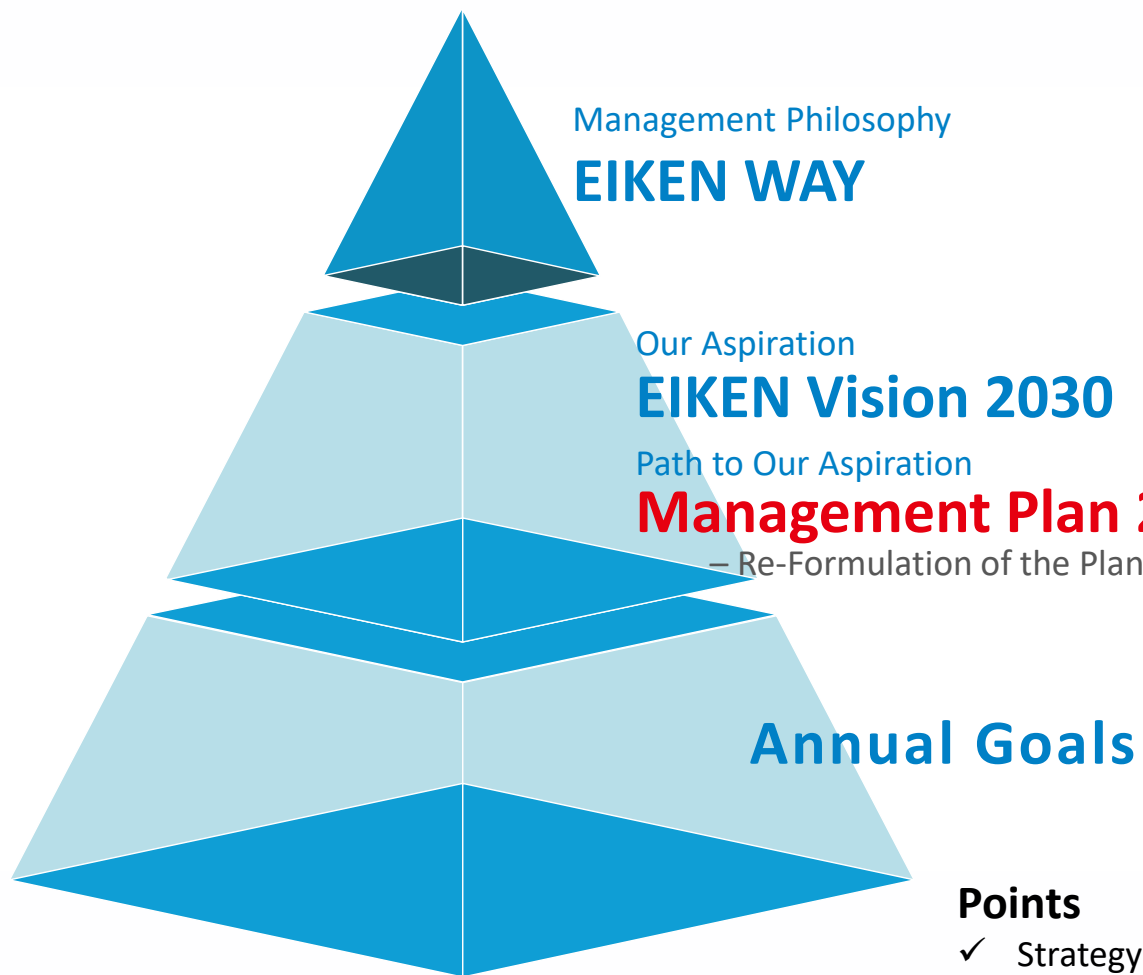
- ✓ CEO's caravan program/networking events
- ✓ Reviewed the HR system to motivate personnel.

Actions to markets

- ✓ Strength of external communication
- ✓ Implementation of branding measures

- Revenue and profit: Achieved 99.3% of the plan
- Japan: Increased revenue year to year, achieving 101.0% of the plan
- Overseas: Achieved 95.1% of the plan despite USAID closure

Orientation of Management Plan 2030



Management Philosophy Protect the health of the public through health care services.

Vision Eiken group is dedicated to leveraging expertise as a medical testing pioneer in order to increase corporate value by protecting the health of the public with products and services that customers can trust.

Motto We Eiken provide trustworthy quality, and develop with technology

– Re-Formulation of the Plan Under the Current Executive Management Structure –

Points

- ✓ Strategy direction toward FY2030 remains unchanged.
- ✓ Both EIKEN ROAD MAP 2030 and Medium-Term Management Plan (FY2025-FY2027) are reformulated into the “Management Plan 2030”.
- ✓ Going forward, rigorously achieve fiscal year goals, and review and refine the plan every term.

“EIKEN Vision 2030” The Vision of the Eiken Group

Strategy direction toward FY2030 remains unchanged.

EIKEN Vision 2030

Business Strategy

Sustainability Strategy

Cancer

Contribution to cancer prevention and treatment

Infectious disease

Contribution to eradication and control of infectious diseases

Healthcare

Provision of products and services useful for healthcare

Sustainability

Business activities in harmony with the global environment


Human capital

A vibrant corporation making use of employee's talent

Management Philosophy, Business Environment, and Sustainability Management

Background of Management Plan Reformulation

External Factors

 **Soaring costs** against a backdrop of geopolitical risks, etc. (raw material cost, logistics cost...)



Difficult to reflect the soaring costs in prices even as inflation proceeds due to Japan's medical insurance system (NHI point)



Decrease in demand of tuberculosis test overseas due to the USAID budget freeze

Internal Factors

Area	Root cause of shortfall
Market/Sales	Japan: Improvement of sales structure for competitive clinic market to strengthen sales activities.
	Overseas: Reliance on distributors, and improvement of the product differentiation and marketing activities.
Product development	<ul style="list-style-type: none"> Management capability for product development. A conservative structure driven by R&D.
Production	<ul style="list-style-type: none"> Inefficient operations due to sporadic production bases. Still promoting plant renovations toward automation.
Growth investment	<ul style="list-style-type: none"> Criteria of evaluation and decision for investments. New investments, lack of an M&A structure.



Measure
<ul style="list-style-type: none"> Create an alliance with companies having a strong presence in the clinic market. Dedicate sales teams for each customer's facility size.
<ul style="list-style-type: none"> Strengthen strategic partnerships with distributors overseas. Roll out new products (FIT+, etc.).
<ul style="list-style-type: none"> Clarification of KPIs, rigorous risk management, and optimization of resource allocation. Establish a market-in process. Making decisions for product development and strategic investments based on ROI.
<ul style="list-style-type: none"> Consolidate, reorganize and streamline production bases. Expand the production engineering structure and improve process with automation.
<ul style="list-style-type: none"> Thoroughly evaluate and decide investments based on capital efficiency indexes. Make growth investments, and build a structure for promoting M&As.

Financial KPIs

Previous Management Plan

(EIKEN ROADMAP 2030)

	FY2030
Sales	60 billion yen 75 billion yen including new businesses and non-continuous growth
Overseas sales ratio	40% +
Operating profit	15 billion yen
Operating profit margin	20%
ROE	15% +
ROIC	—



Management Plan 2030 (FY2026-FY2030)

	FY2030
Sales	50 billion yen + Excluding new businesses and non-continuous growth
Overseas sales ratio	35% +
Operating profit	7 billion yen +
Operating profit margin	14% +
ROE	10% +
ROIC	10% +



Continued Growth and Improvement of Profitability

Improvement of profitability of domestic business

Basis of ROIC improvement

- Expand sales of high-profit products
- Reorganize the low-profit product group
- Concentrate R&D activities in areas with high potential of profitability and growth

Growth acceleration of overseas business

Core of continuous growth

- Develop markets using FIT
- Immune serum reagents
 - Reinforce sales promotion in the animal test market
 - Develop new markets by introducing new products

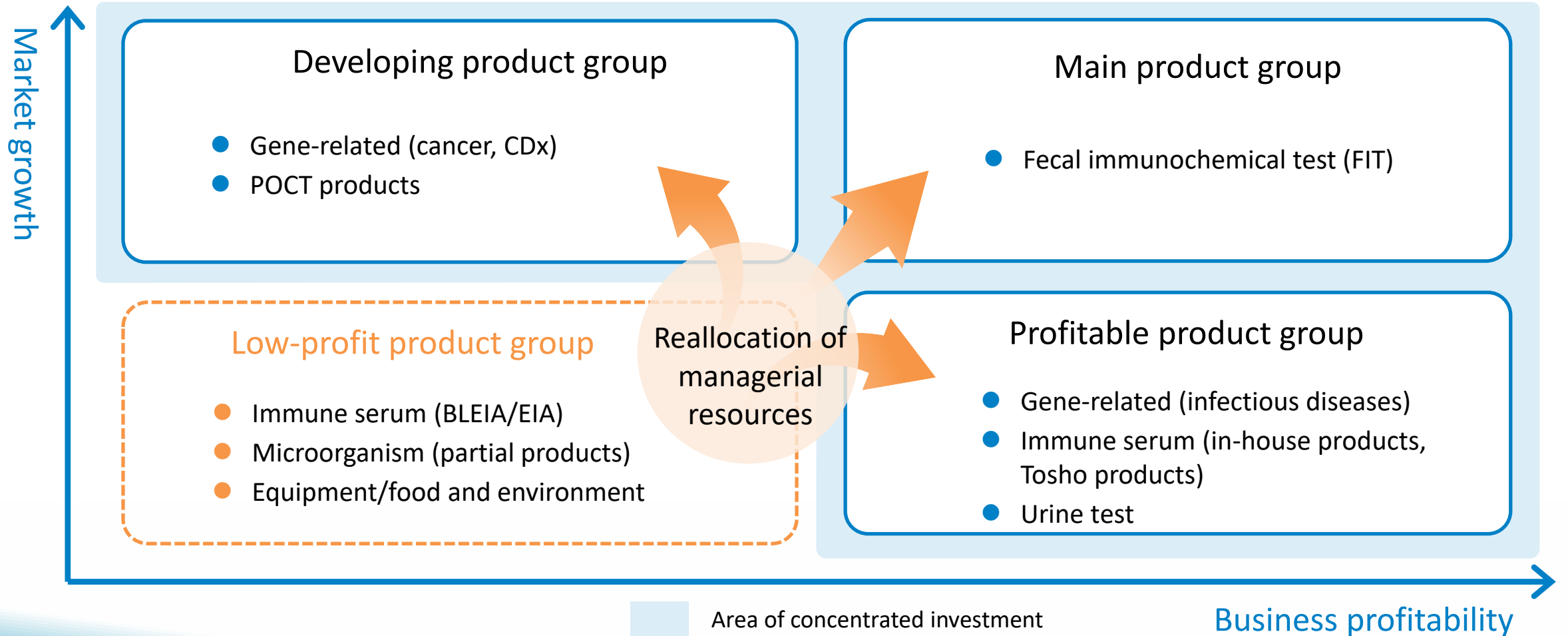
Non-continuous growth through alliances and M&As

Evolution of business portfolio

- Non-continuous growth factors
 - Expand and improve sales channels
 - Pursue high-precision technology
 - Focus on measurement devices

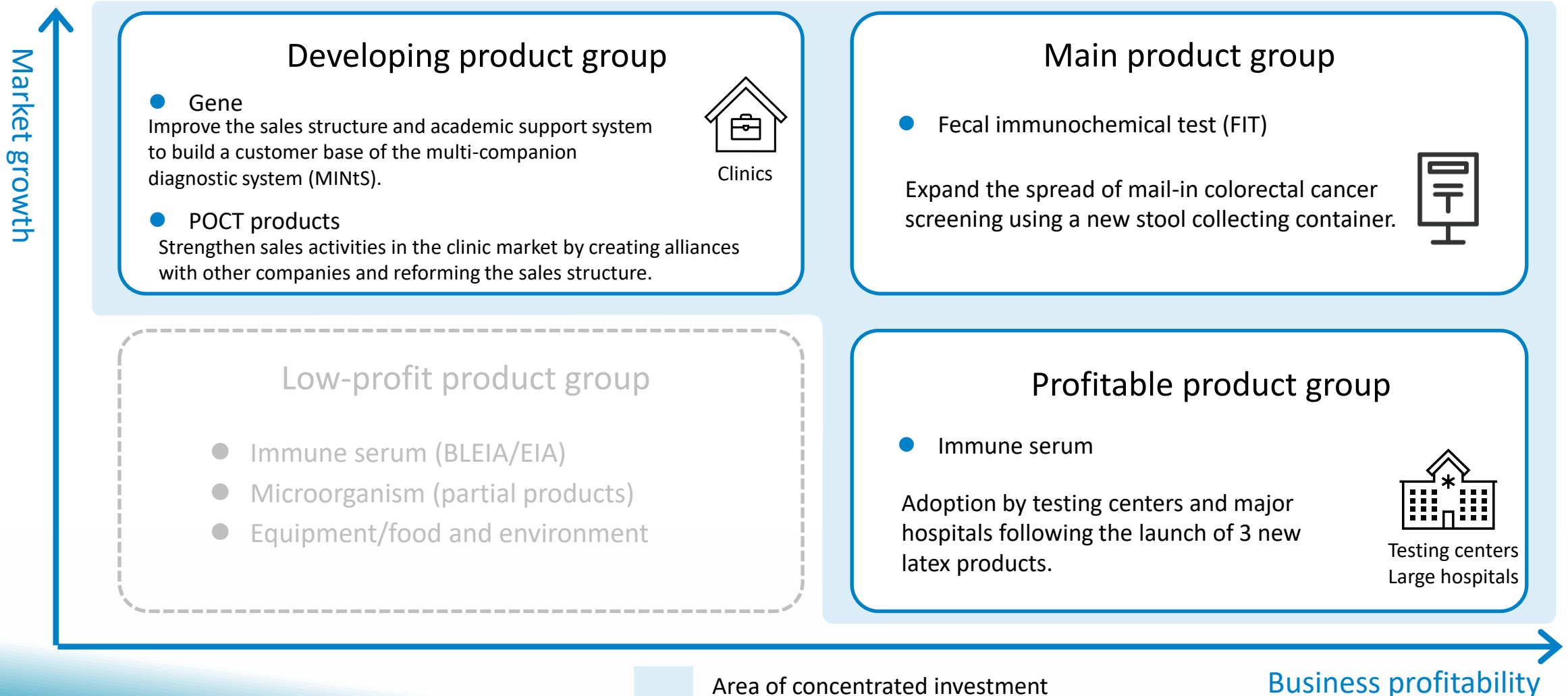
Reorganization of Product Portfolio

For the low-profit product group, a policy to be implemented in FY2025 was decided and initiated



Improvement of Profitability of Domestic Business

Concentrate managerial resources in the main product group, developing product group and profitable product group to improve profitability.



Growth Acceleration of Overseas Business

Americas will lead growth overseas under the Management Plan 2030.

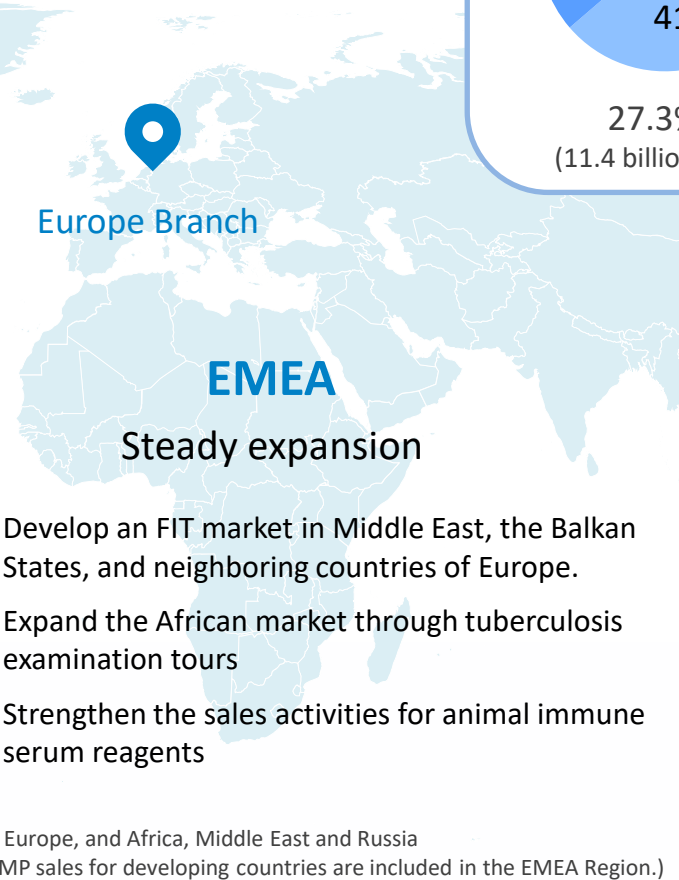


Americas

Center of growth of sales and profits

- **Review of FIT pricing structure** through regulatory (RA) strategy
- Continue to roll out FIT in South America
- Develop an animal immune serum reagent market in North America, and build a business foundation by securing sales channels

Americas: North America, and Central and South America



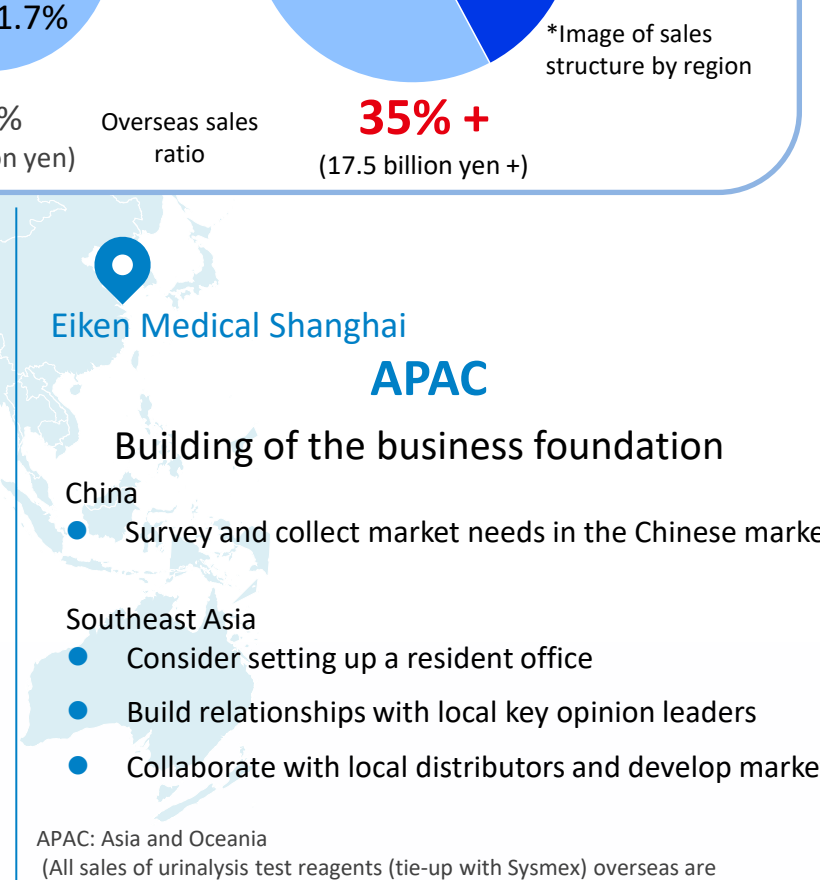
Europe Branch

EMEA

Steady expansion

- Develop an FIT market in Middle East, the Balkan States, and neighboring countries of Europe.
- Expand the African market through tuberculosis examination tours
- Strengthen the sales activities for animal immune serum reagents

EMEA: Europe, and Africa, Middle East and Russia
(TB-LAMP sales for developing countries are included in the EMEA Region.)



Eiken Medical Shanghai

APAC

Building of the business foundation

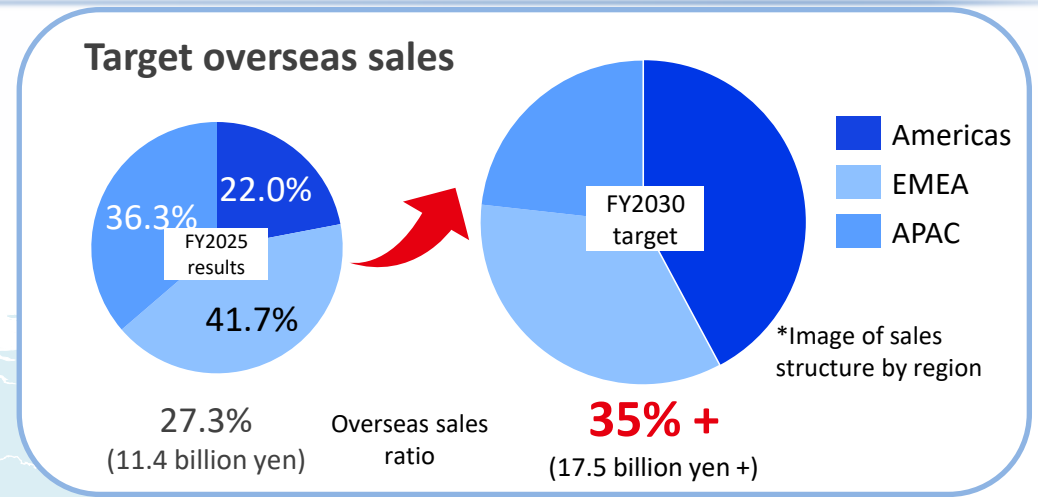
China

- Survey and collect market needs in the Chinese market

Southeast Asia

- Consider setting up a resident office
- Build relationships with local key opinion leaders
- Collaborate with local distributors and develop markets

APAC: Asia and Oceania
(All sales of urinalysis test reagents (tie-up with Sysmex) overseas are included in the APAC Region.)

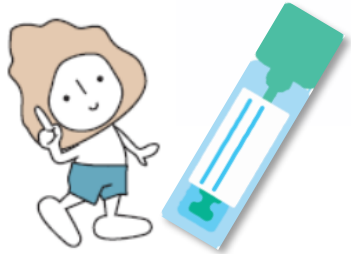


Development Pipeline – by development phase –

	Principle confirmation	Definition of required specifications, basic design	Design, development, prototype, examination, validation	Application
Cancer		FIT next-generation reagent		New Analyzer for FIT (R70)
	FIT+ (protein biomarker, etc.)	FIT+ (nucleic acid biomarker)		
	Helicobacter pylori antigen in stool : gastric cancer	MINtS : colorectal cancer	MINtS : lung cancer (CDx-8) Expansion of coverage	
	Elastase in stool : pancreatic cancer		Latex turbidimetric immunoassay Hematopoietic malignancy	Latex turbidimetric immunoassay Malignancies/ Serum iron
Infectious disease		POCT respiratory infection RSV/hMPV combo test kit		
	TB-LAMP: Expansion of specimen types	POCT sexually transmitted infections	TB-LAMP drug-resistant tuberculosis (POCT ; RUO reagent)	
Healthcare and others		Latex turbidimetric immunoassay Dementia risk prediction	Latex turbidimetric immunoassay cardiovascular disease	Latex turbidimetric immunoassay Anemia/ Serum iron
	Dysbiosis assessment using stool sampling bottles			
	POCT presymptomatic check	Veterinary POCT (U.S.) Inflammation marker (SAA)		
	Urinalysis test strip (self-care)	Depression risk check		Saliva Hb periodontal disease test (application of Urinalysis test strip)
	Healthcare application platform			

Business Development Centering Stool Collecting Containers

(FIT/FIT+ -- Gastrointestinal Cancer -- Healthcare)



- Target number of countries adopting FIT: 67 countries
- Overseas FIT sales: 10B yen +

FY2030

- FIT+ roll-out
- Healthcare application (intestinal flora, dysbiosis, etc.)

- FIT next-generation reagent
- Review of FIT pricing structure through RA strategy in US
- Elastase in stool: pancreatic cancer
- FIT+ (RUO reagent)

FY2028

- Helicobacter pylori antigen in stool: gastric cancer

- Roll out New Analyzer for FIT (R70)

FY2026

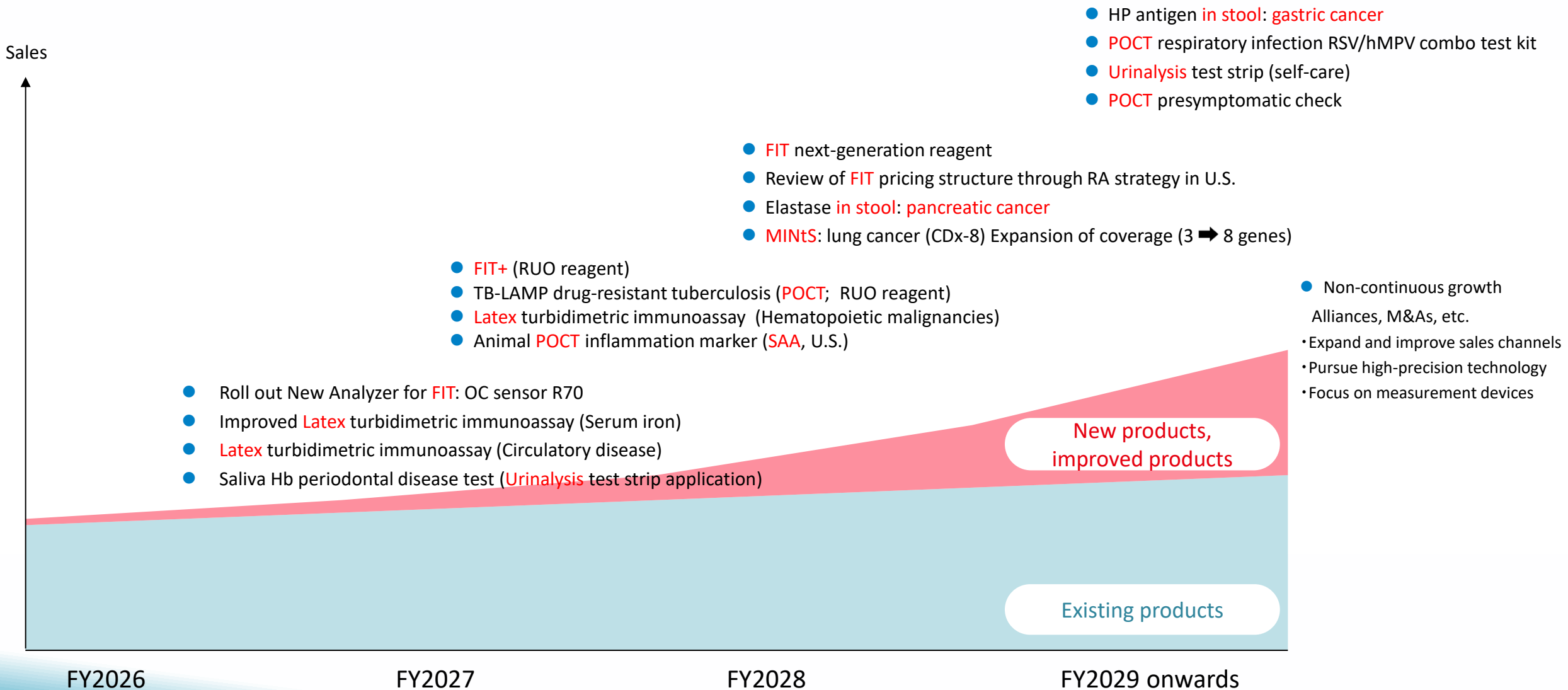
- FIT+ large-scale clinical research (miRNA, methylated DNA, mRNA, EVs, protein, etc.)

FY2025

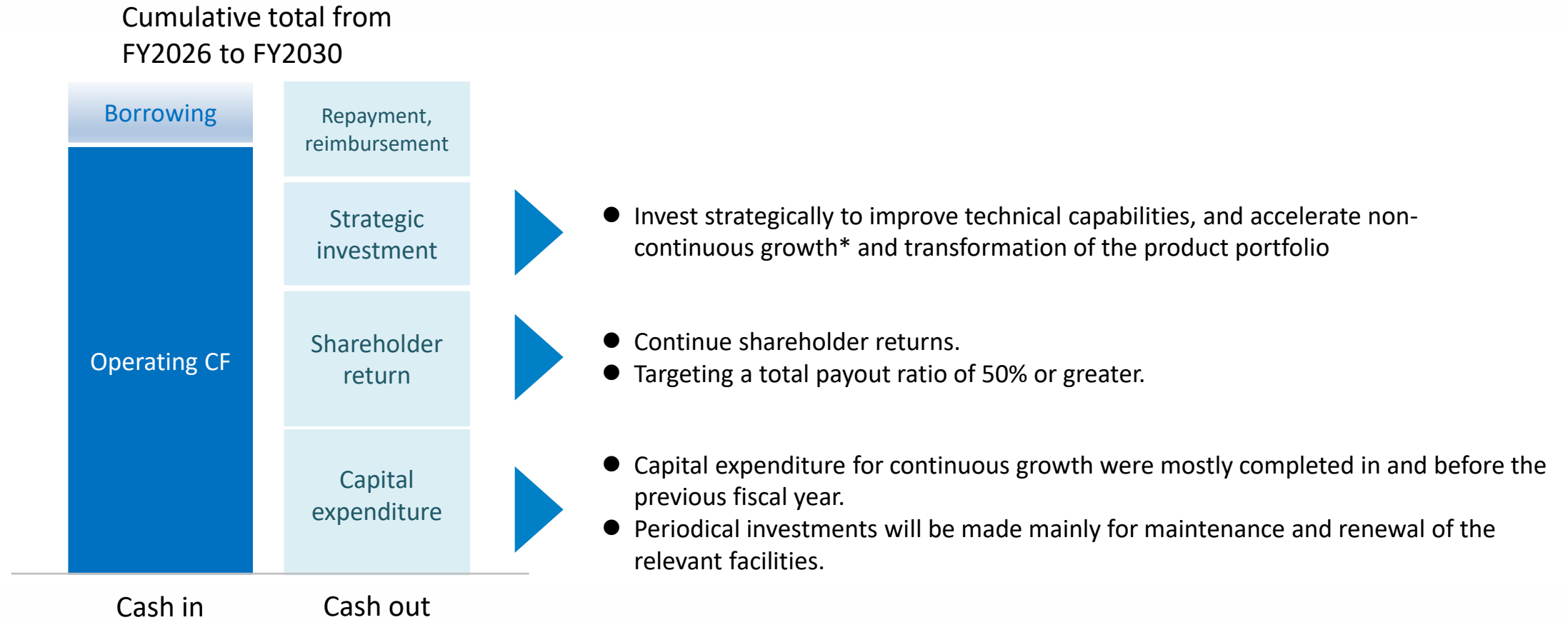
- Countries adopting FIT: 56 countries
- Overseas sales of fecal immunochemical test (FIT): 6.9B yen

- Target number of adopting countries: 59 countries
 - Seize opportunities* by strengthening strategic partnerships with overseas distributors
 - *expand subject age group, enhance medical examination rate
- Accelerate the expansion of the calprotectin test

Image of Target Launch Years and Sales toward the Realization of the “EIKEN Vision 2030”

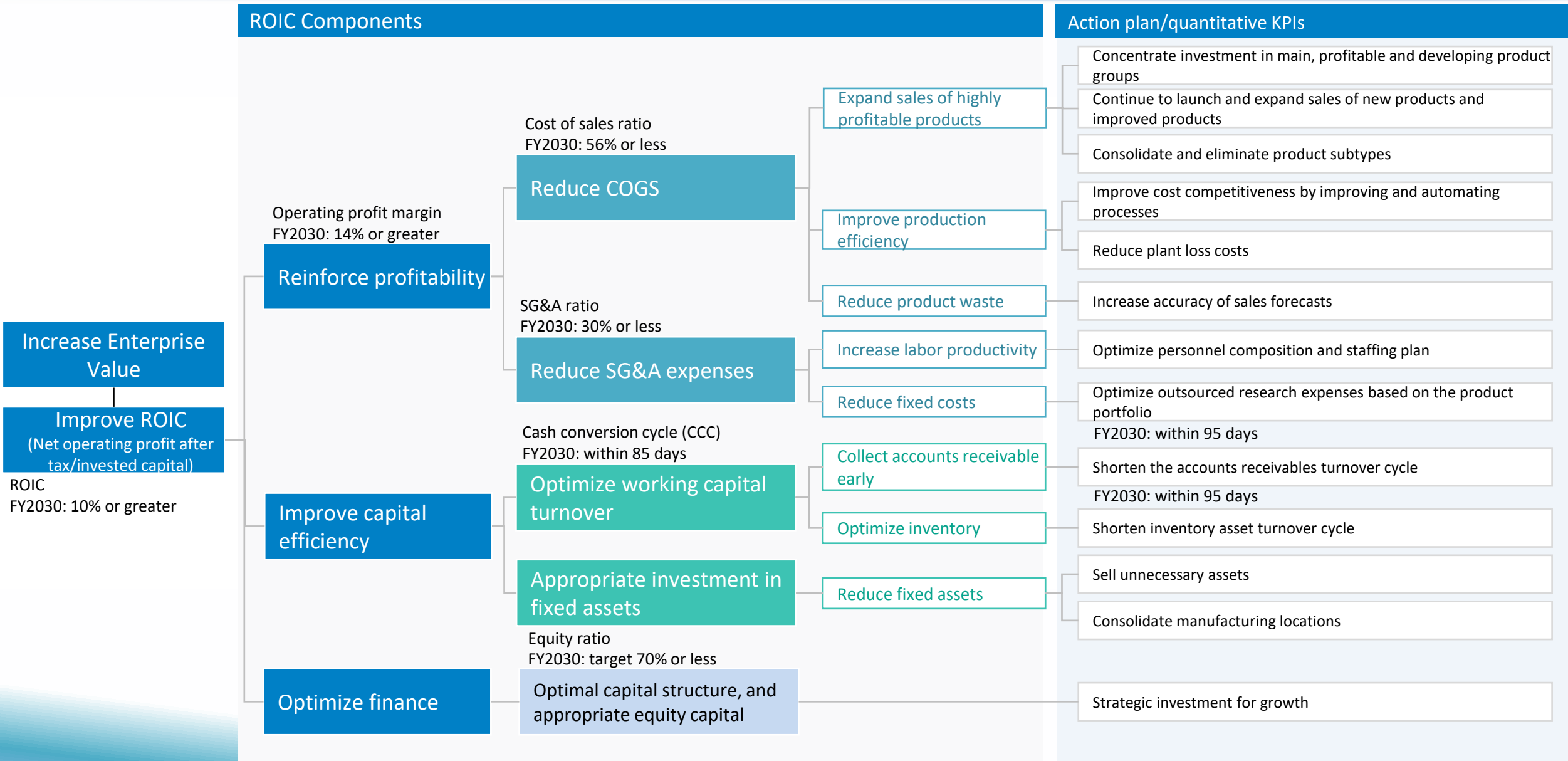


Capital Policy (Cash Allocation)



*Excluding non-continuous growth (M&As)

ROIC Tree



Achievement Level of Financial KPIs in the Management Plan 2030

	FY2030
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Promotion of Sustainability Strategy – Materialities KPI Progress –

By achieving our materiality KPIs toward FY2030 targets, we aim to contribute to solving social issues and achieve the Company's sustainable growth.

Assessment standards ◎:Exceeded target, ○: Achieved target

Materialities (key issues)	Measures	Main KPIs	Results (FY2025)	Assessment	Long-term target (FY2030)	
Medical	Improving Access to Healthcare	○Supply of products to developing countries that have not yet adopted them	Number of countries in which products deployed	10 countries	○	18 countries
	Solutions to Medical Issues	○Global solutions to healthcare issues ○Development of advanced technologies and advancement of innovation	Number of countries in which colorectal cancer screening tests are deployed	56 countries	○	67 countries
	Pursuing Quality and Establishing Sustainable Supply Chains	○Proactive measures on quality ○Strengthening of supply-chain management	Rate of implementation of CSR procurement surveys	100%	○	100%
Environment	Responding to Climate Change	○Reduction of CO ₂ emissions at worksites (Scope 1 and 2)	Rate of reduction in CO ₂ emissions (Scope 1 and 2) at worksites (versus FY2021)	69% reduction (2288t-CO ₂ ; Provisional Figures)	◎	56% reduction* ²
	Contributing to a Recycling-Oriented Society	○Reduction of water volume consumed ○Reduction of waste ○Reduction of packaging and use of sustainable materials	Rate of environmentally friendly material usage (versus FY2021)	29.8%	◎	30%
Social	Respecting Human Rights and Diversity	○DE&I promotion ○Eradication of harassment	Female managers as share of managers	18.7%	◎	30%
	Employee Engagement and HR Development	○Creating fulfilling and supportive workplaces and achieving work-life balance ○Development of global personnel	Rate of uptake of child-rearing leave* ¹	100% for men and women	○	100%
	Boosting Health and Ensuring Safety and Hygiene	○Advancement of health improvement programs and safety-and-hygiene activities	Rate of uptake of regular health checkups	100%	○	100%
Governance	Achieving Sound and Transparent Governance	○Promoting diversity among executives	Female Directors as share of Directors	20%	○	30%
	Rigorous Compliance and Thorough Corruption Prevention	○Training and monitoring based on compliance programs ○Thorough prevention of corruption	○Training attendance rate ○Serious violations of national antitrust and competition laws, and serious breaches of anti-corruption regulations	○ Attendance rate: 100% ○ Number of violations: 0 incidents	○	○ Attendance rate: 100% ○ Number of violations: 0 incidents
	Establishing Risk Management	○Continuous improvement of business continuity management ○Strengthening of information security management	○BCP training implementation ○Leaks of important data	○BCP training rate: 100% ○Data leaks: 0 incidents	○	○BCP training rate: 100% ○Data leaks: 0 incidents

*1 Denominator: number of male or female employees whose spouses gave birth during the fiscal year Numerator: number of male or female employees taking childcare leave or using the Company's own system of leave for the purpose of childcare during the fiscal year (includes employees who take childcare leave in the following fiscal year due to the timing with which their spouse gave birth, so in some cases the rate of uptake may exceed 100%) *2 Numerical target based on SBTs

Saving Your Health



EIKEN CHEMICAL CO., LTD.

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.