



EIKEN CHEMICAL CO., LTD.

Financial Results for FY2025 and Management Plan

– Re-Formulation of the Management Plan Toward FY2030 –

EIKEN CHEMICAL CO., LTD. (Code: 4549)

May 12, 2026

* FY2025; April 1, 2025 to March 31, 2026

Key Message Today

Reviewed the EIKEN ROAD MAP 2030 and Medium-term Plan under the current executive system, and reformulated as the

01 “Management Plan 2030” (FY2026-FY2030)

02 Sincere execution and commitment to achieve our goals

- We have taken seriously the fact that the plan fell short of expectations under the current executive management structure established in 2025, and conducted a thorough analysis of the underlying causes.
- We redrew the roadmap to achieve the “EIKEN Vision 2030” which is the vision of the Eiken Group.
- We will rigorously implement ROIC-focused management to enhance capital efficiency and profitability.



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CEO, COO



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(CTO)



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Agenda

1. Financial Results for FY2025
2. Financial Forecasts for FY2026
3. Management Plan 2030

Financial Results for FY2025

Performance for FY2025

	FY2024 Results	FY2025 Results	Amount of Change	Percentage of Change	Millions of yen	
					FY2025 Forecast Amount	FY2025 Forecast Achievement rate
Net sales	40,539	41,899	1,359	3.45%	42,200	99.3%
Cost of sales	24,027	25,723	1,696	7.1%	25,150	102.3%
Gross profit	16,512	16,175	(337)	(2.0%)	17,050	94.9%
SG&A expenses	13,512	13,255	(256)	(1.9%)	13,800	96.1%
Operating profit	2,999	2,919	(80)	(2.7%)	3,250	89.8%
Ordinary profit	3,198	2,844	(354)	(11.1%)	3,100	91.7%
Net profit	2,228	3,708	1,480	66.5%	3,770	98.4%

- Growth of FIT and medical devices
- Negative impact of discontinuation of gene-related and instrument-related products following the USAID program closure.

- Increase in cost of sales ratio
- Delay in the effects of measures to improve earning power

- Efficient use of expenses

- Recorded approx. ¥2.0 billion in Q2 for the transfer of consolidated subsidiary equity.

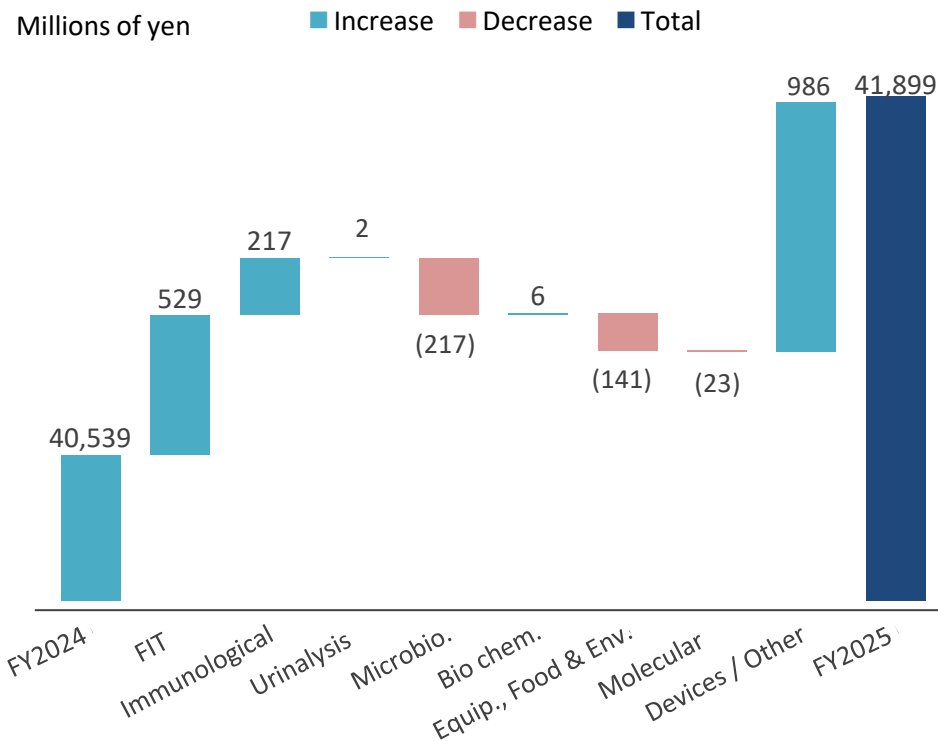
► **Sales and profits increased year on year**, but results fell short of the forecast.

Sales: Sales increased mainly because of significant growth of fecal immunochemical test (FIT) reagents in overseas markets and medical devices.

Profit: Operating profit decreased due to changes in the sales mix, while net profit increased on a gain from the transfer of a consolidated subsidiary.

	FY2024 Results	FY2025 Results	FY2025 Forecast
R&D expenses	4,386	3,676	4,040
Capital investment	7,699	3,817	4,240
Depreciation expenses	2,554	2,528	2,780

Sales by Segment



	FY2024 Results	FY2025 Results	Amount of Change	Percentage of Change	Millions of yen	
					FY2025 Forecast Amount	FY2025 Forecast Achievement rate
Fecal immunochemical tests (FIT)	12,941	13,470	529	4.1%	13,640	98.8%
Immunological and serological excluding FIT	9,599	9,816	217	2.3%	9,680	101.4%
Urinalysis	4,620	4,623	2	0.1%	4,740	97.5%
Microbiological	4,501	4,284	(217)	(4.8%)	4,900	87.4%
Clinical chemistry test	573	579	6	1.1%	610	94.9%
Equipment/Food and Environment	1,960	1,818	(141)	(7.2%)	1,860	97.7%
Molecular test	1,980	1,957	(23)	(1.2%)	2,440	80.2%
Medical devices/Others	4,362	5,348	986	22.6%	4,330	123.5%
Total	40,539	41,899	1,359	3.4%	42,200	99.3%

- FIT: Sales increased both in Japan and overseas, driven mainly by strong growth in sales for overseas markets
- Microbiological: Sales decreased due to declined sales of POCT products and antimicrobial susceptibility test reagents
- Equip., Food & Env. : Sales decreased due to discontinuation of unprofitable test tools
- Molecular tests: Temporary patent income, but decrease in sales of tuberculosis test reagents (TB-LAMP) for Nigeria due to the impact of USAID program closure
- Medical devices: Sales increased for Urinalysis devices, FIT analyzers, and Immunological and serological testing products introduced and sold by Tosoh Corporation

Sales by Region

	FY2024 Results	FY2025 Results	Amount of Change	Percentage of Change	Millions of yen	
					FY2025 Forecast Amount	FY2025 Forecast Achievement rate
Domestic Sales	29,829	30,442	612	2.1%	30,150	101.0%
Overseas Sales	10,710	11,457	746	7.0%	12,050	95.1%
Overseas Sales Ratio	26.4%	27.3%	—	—	—	—
Total	40,539	41,899	1,359	3.4%	42,200	99.3%
Americas	2,430	2,516	86	3.6%	2,530	99.4%
EMEA	4,282	4,774	491	11.5%	5,260	90.8%
APAC	3,997	4,165	168	4.2%	4,260	97.8%

Domestic

- Increased sales of diagnostic instruments, including immunological and serological testing products introduced from Tosoh Corporation, urinalysis, and other testing devices

Americas

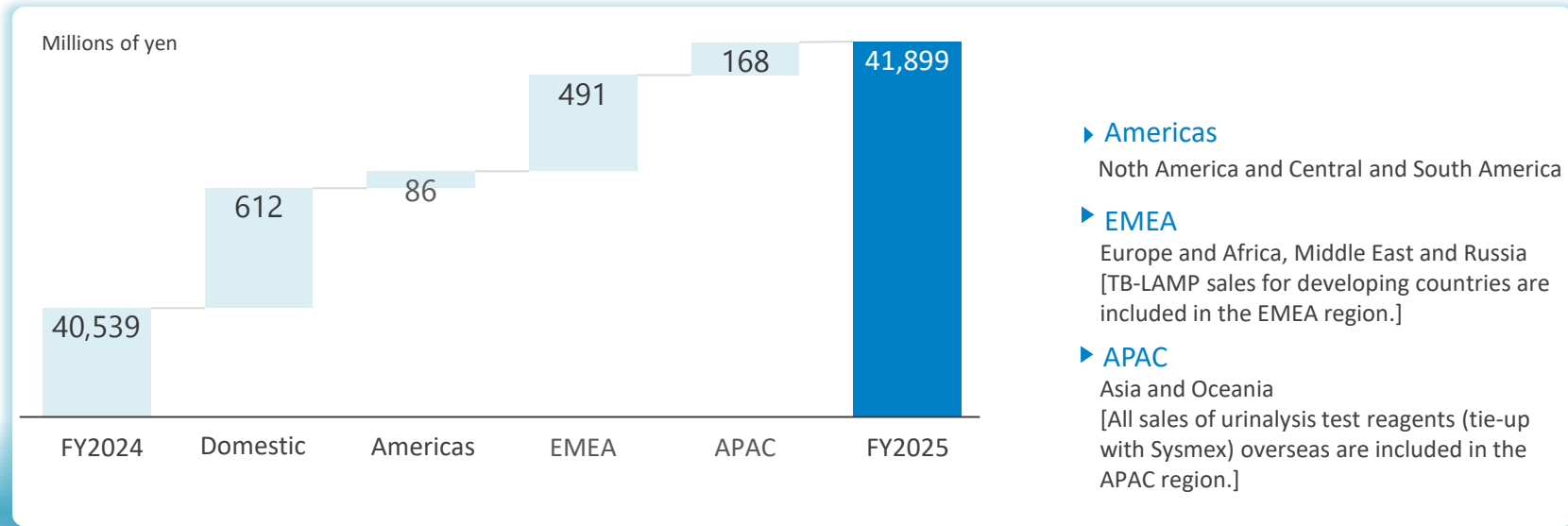
- Despite a temporary shipment decline due to device replacement timing, demand growth continued amid an expanded FIT target age group, endoscopic triage, and a shift to immunological methods.

EMEA

- Growth of FIT reagents and devices
- England:** Increase due to temporary inventory adjustment caused by shipping method change
- Italy:** Increase due to expansion of target age group
- Israel:** Decrease due to the Middle East situation
- South Africa:** Increase by gaining a leading testing center as a customer
- Decrease in sales of TB-LAMP due to the closure of USAID program

APAC

- Growth of FIT reagents
- South Korea:** Recovery from the impact of the doctors' strike in the previous term
- Decrease in sales from urinalysis reagents overseas, but increase in revenues from urine test devices



Financial Forecasts for FY2026

Consolidated Financial Forecasts

Millions of yen

	FY2025 Results		FY2026 Forecasts		YoY change	
		Ratio of net sales		Ratio of net sales		Percentage
Net sales	41,899	100.0%	42,000	100.0%	100	0.2%
Domestic Sales	30,442	72.7%	30,210	71.9%	(232)	(0.8%)
Overseas Sales	11,457	27.3%	11,790	28.1%	333	2.9%
Cost of sales	25,723	61.4%	25,650	61.1%	(73)	(0.3%)
Gross profit	16,175	38.6%	16,350	38.9%	174	1.1%
SG&A expenses	13,255	31.6%	13,280	31.6%	24	0.2%
Operating profit	2,919	7.0%	3,070	7.3%	150	5.2%
Ordinary profit	2,844	6.8%	2,900	6.9%	55	2.0%
Net profit	3,708	8.9%	2,070	4.9%	(1,638)	(44.2%)

R&D expenses: 3,600; capital investment: 2,318; depreciation expenses: 2,654 (Millions of yen)

[Shareholder returns] Dividend per share; ¥58

Forecasts by Segment

	FY2025 Results		FY2026 Forecasts		YoY change	
		Ratio of net sales		Ratio of net sales		Percentage
Fecal immunochemical tests (FIT)	13,470	32.1%	14,220	33.9%	749	5.6%
Immunological and serological excluding FIT	9,816	23.4%	10,000	23.8%	183	1.9%
Urinalysis	4,623	11.0%	4,650	11.1%	26	0.6%
Microbiological	4,284	10.2%	4,580	10.9%	295	6.9%
Clinical chemistry test	579	1.4%	640	1.5%	60	10.4%
Equipment/Food and Environment	1,818	4.3%	1,620	3.9%	(198)	(10.9%)
Molecular test	1,957	4.7%	1,680	4.0%	(277)	(14.2%)
Medical devices/Others	5,348	12.8%	4,610	11.0%	(738)	(13.8%)
Total	41,899	100.0%	42,000	100.0%	100	0.2%

Millions of yen

Management Plan 2030

(FY2026-FY2030)

*FY2030; April 1, 2030 to March 31, 2031

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

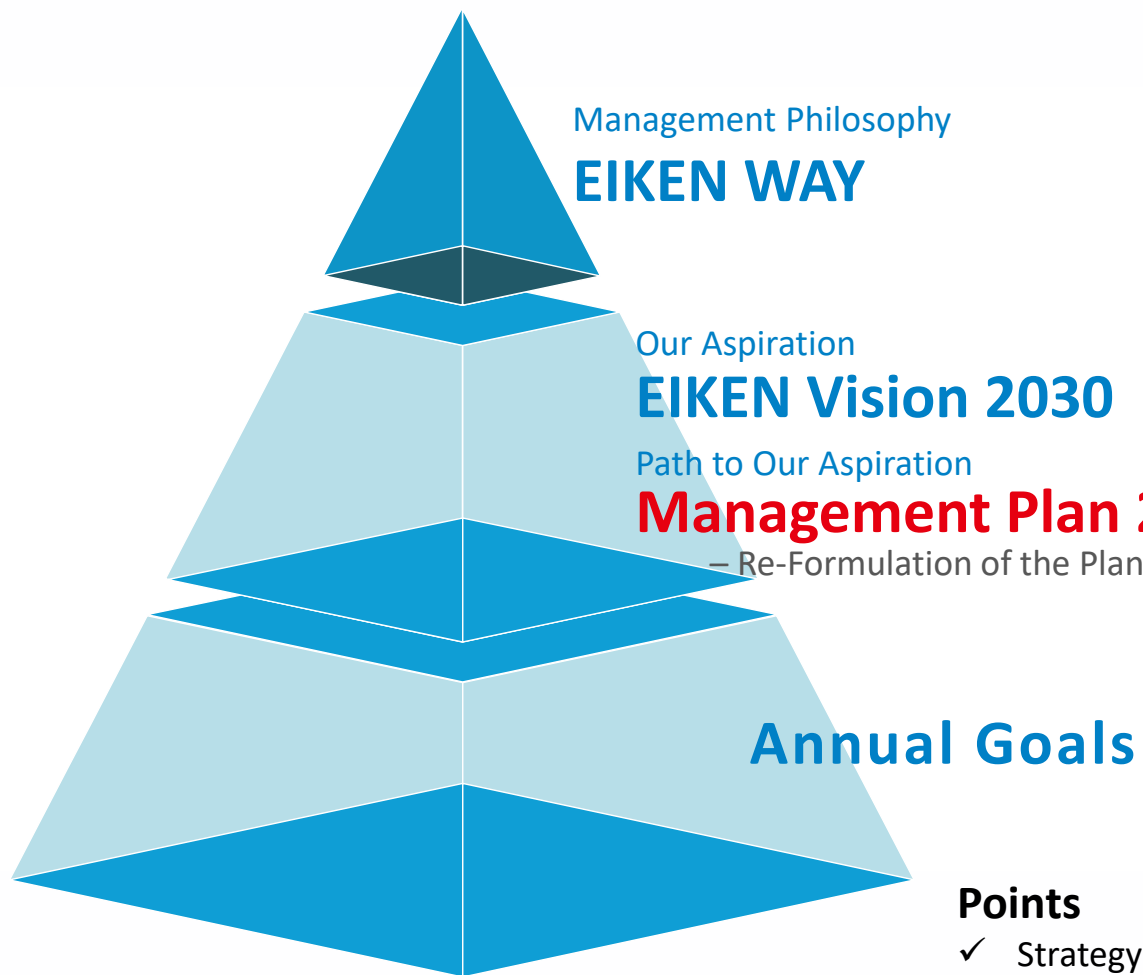
- ✓ CEO's caravan program/networking events
- ✓ Reviewed the HR system to motivate personnel.

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

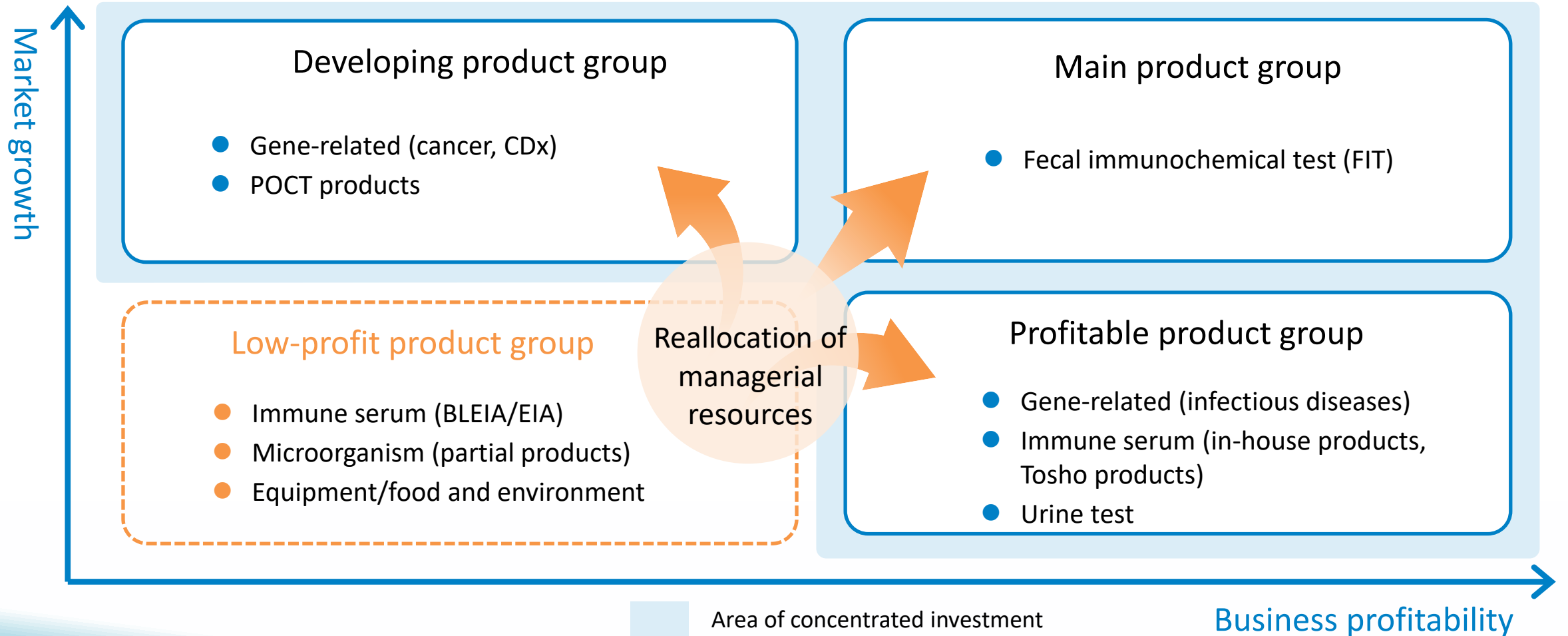
Non-continuous growth through alliances and M&As

Evolution of business portfolio

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

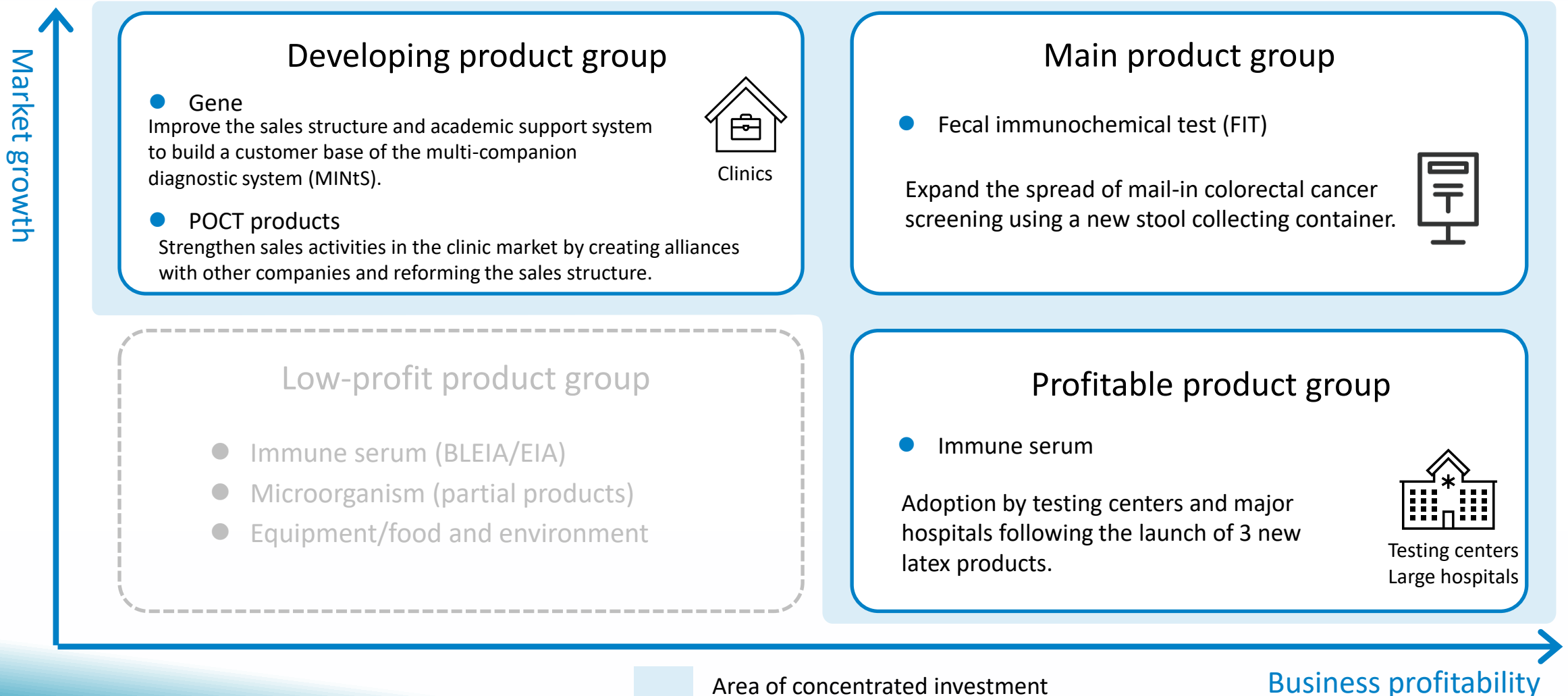
Reorganization of Product Portfolio

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.



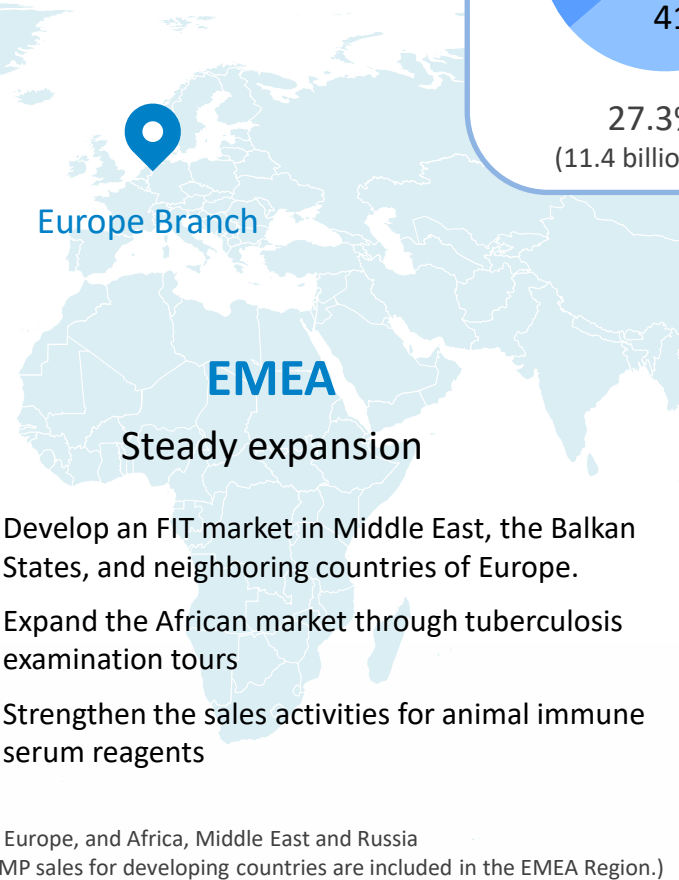
EIKEN Medical America

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



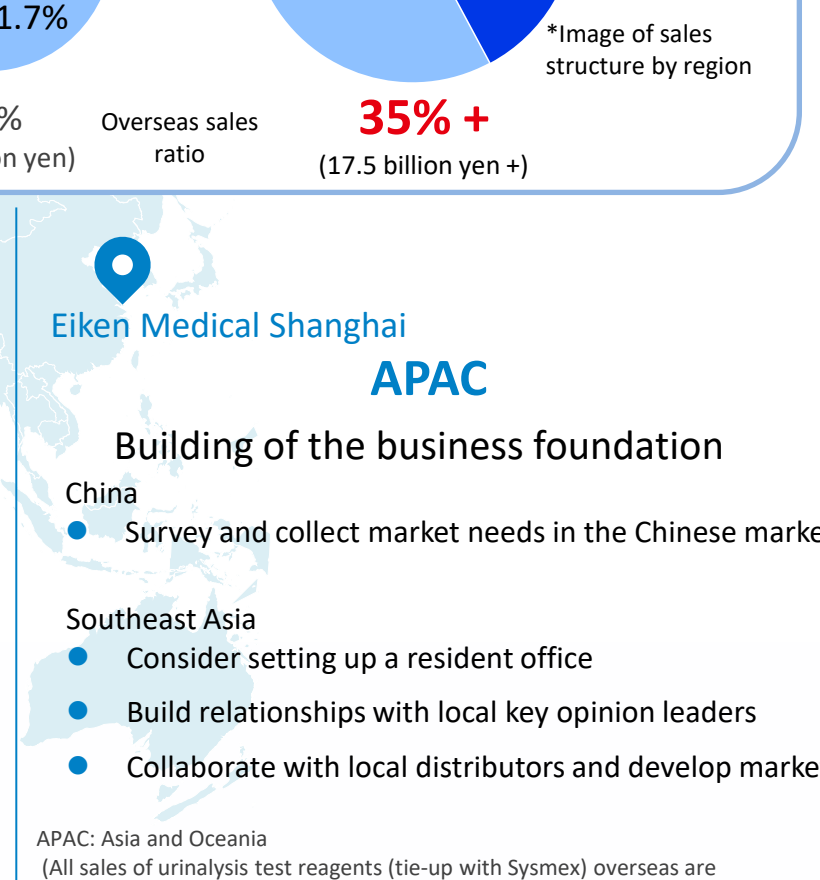
Europe Branch

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

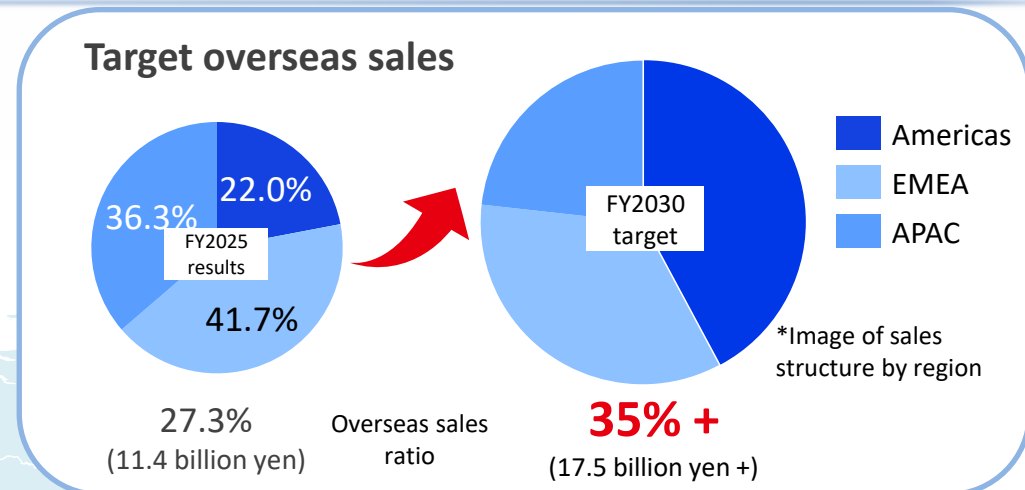
China

- 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.)

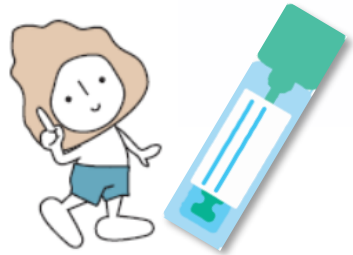


Development Pipeline – by development phase –

	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

- New Analyzer for FIT (R70)

FY2026

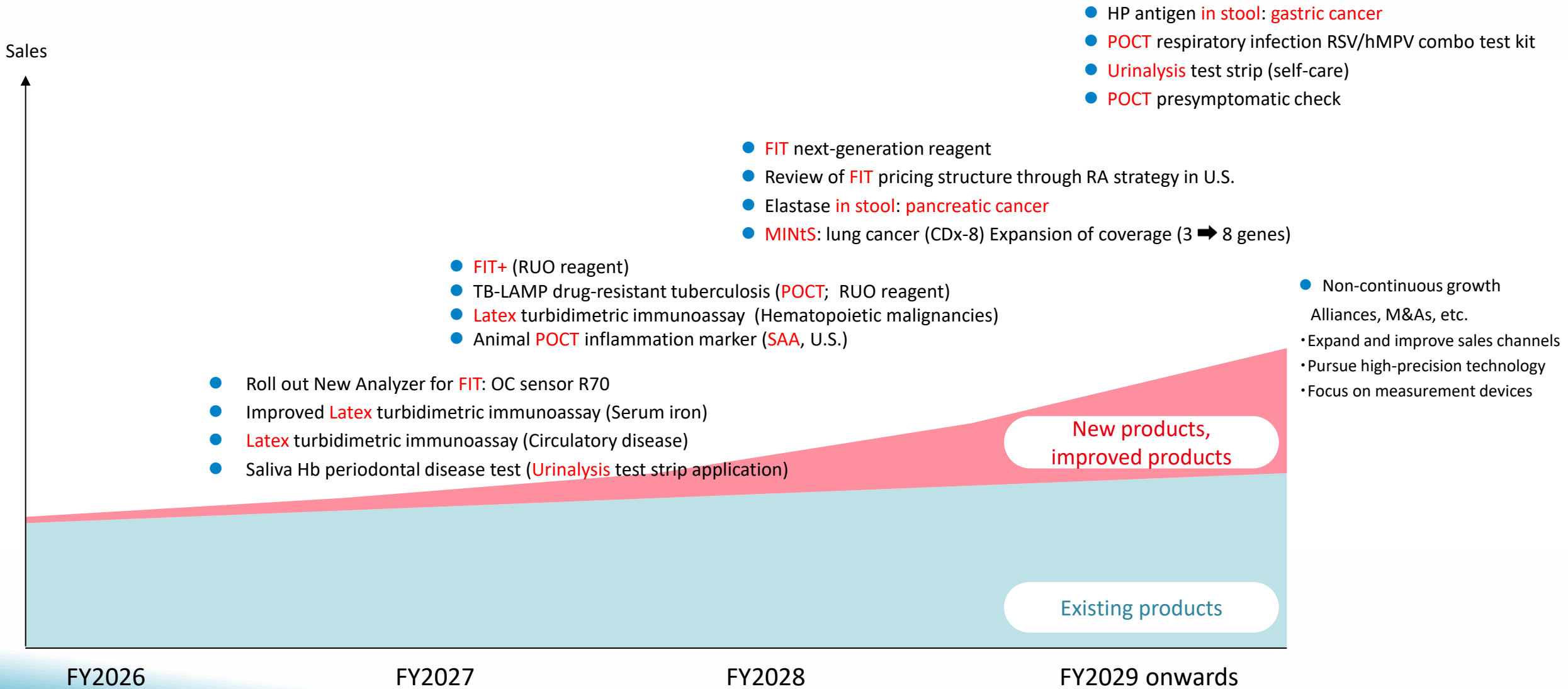
- FIT+ large-scale clinical research (miRNA, methylated DNA, mRNA, EVs, protein, etc.)

FY2025

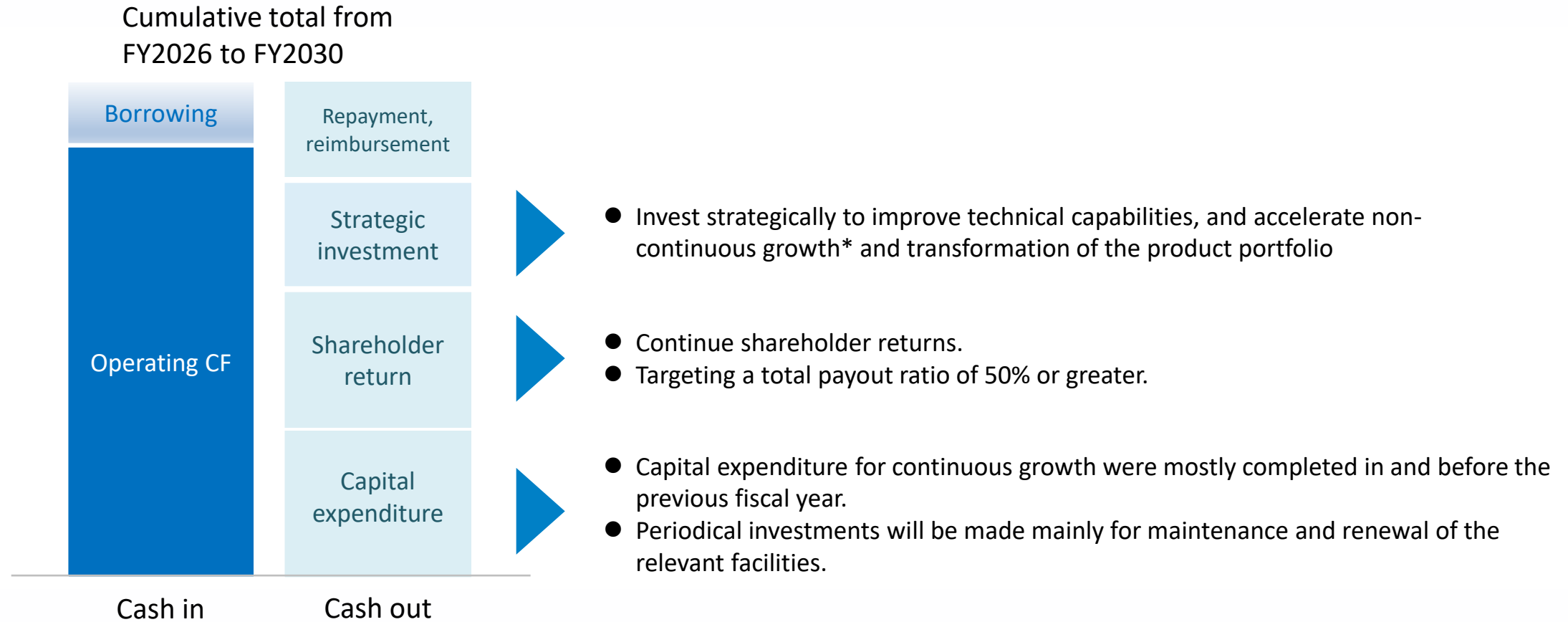
- Countries adopting FIT: 56 countries
- Overseas sales of fecal immunochemical test (FIT): 6.9B yen

- 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”

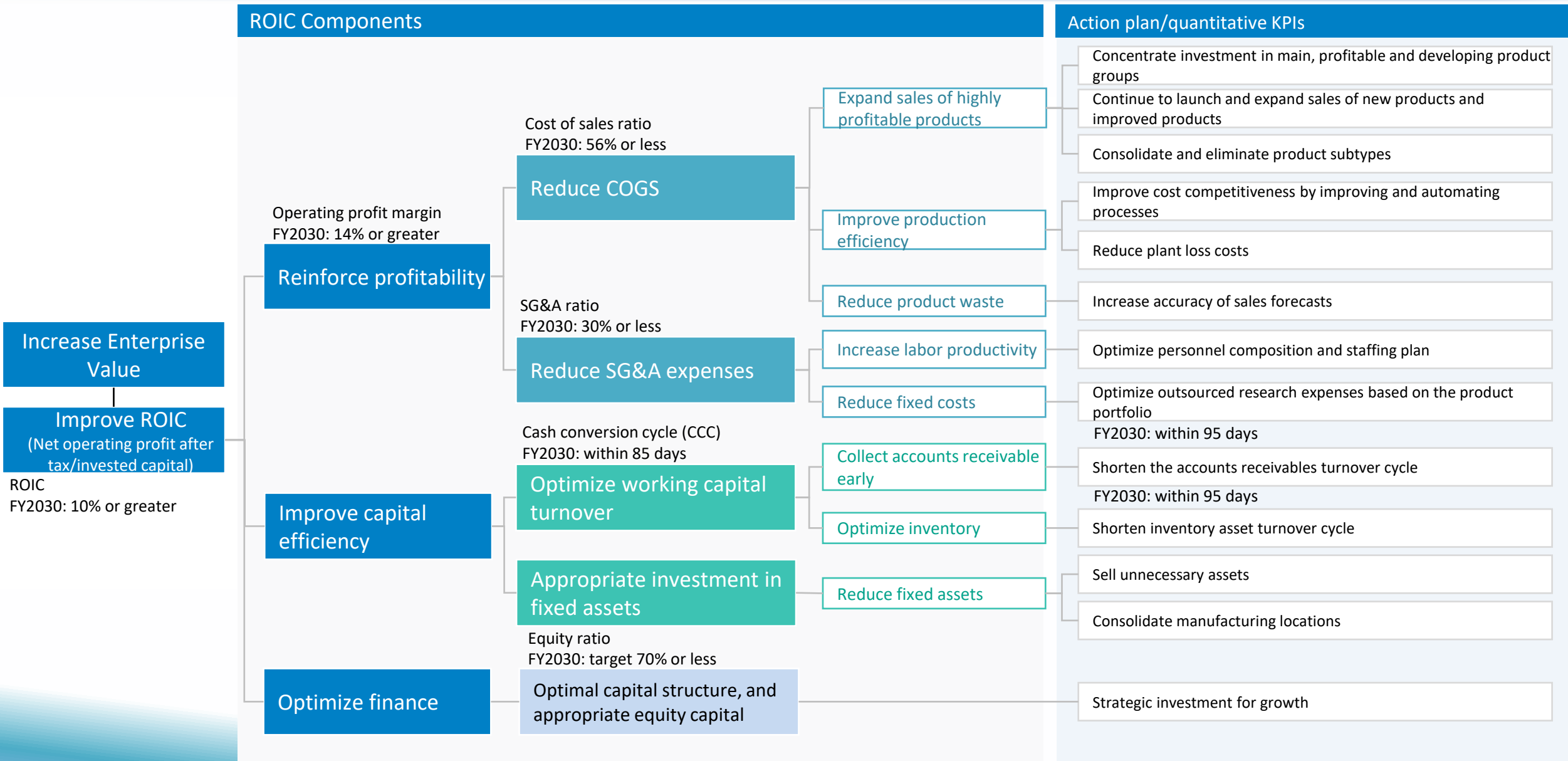


Capital Policy (Cash Allocation)



*Excluding non-continuous growth (M&As)

ROIC Tree



Achievement Level of Financial KPIs in the Management Plan 2030

	FY2030
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% +

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.

Appendix

Consolidated Balance Sheet

				Millions of yen			
	As of March 31, 2025	As of March 31, 2026	Change		As of March 31, 2025	As of March 31, 2026	Change
Cash and deposits	9,873	10,943	1,070	Trade and other payables	8,489	7,460	(1,029)
Trade and other receivables	11,741	11,399	(342)	Other current liabilities	5,886	7,176	1,290
Other financial assets	0	0	0	Total current liabilities	14,376	14,636	260
Inventories	8,500	7,991	(509)	Bonds and borrowings	3,000	2,650	(350)
Other current assets	1,416	1,707	291	Other non-current liabilities	1,397	1,336	(61)
Total current assets	31,532	32,040	508	Total non-current liabilities	4,397	3,986	(411)
Property, plant and equipment	22,121	23,338	1,217	Total liabilities	18,773	18,622	(151)
Intangible assets	670	332	(338)	Share capital	6,897	6,897	0
Investments and other assets	8,048	6,945	(1,103)	Capital surplus	7,892	7,892	0
Total non-current assets	30,840	30,616	(224)	Retained earnings	34,700	30,884	(3,816)
Total assets	62,372	62,657	285	Treasury shares	(6,756)	(2,242)	4,514
				Accumulated other comprehensive income	505	513	8
				Share acquisition rights	358	89	(269)
				Total equity	43,598	44,034	436
				Total liabilities and equity	62,372	62,657	285

Consolidated Cash Flows

(Operating) Profit before income taxes: 4,834, Depreciation: 2,536, Gain on transfer of subsidiary equity interest: (2,004)

(Investing) Purchase of property, plant and equipment: (5,756), Proceeds from transfer of subsidiary equity interest accompanying change in scope of consolidation: 2,074

(Financing) Share buyback: (1,675), Dividend payment: (1,858), Proceeds from long-term borrowings: 3,000

Millions of yen

	FY2024	FY2025	Change
Operating CF	6,033	4,045	(1,988)
Investing CF	(4,499)	(3,423)	1,076
Financing CF	(4,857)	(322)	4,535
Cash and cash equivalents at end of period	7,640	7,943	303

CEO's Caravan program and Open Communication Day

Elevating Human Capital and Organizational Engagement

CEO's Caravan program

Company-wide site visits conducted for all employees

- Town Hall Meetings: 23 sessions / 680 participants
Shared management policies and ROIC principles
- Roundtable Discussions: 29 sessions / 233 participants
Identified on-site challenges and reflected them in management



Open Communication Day

Created cross-functional dialogue opportunities

- Over 400 participants across two days
- Shared current status and challenges across departments
- Theme-based discussions involving diverse functions
- Two-way communication between management and employees



Initiatives to Promote Awareness of Colorectal Cancer Screening (CRC)



- Promoting CRC screening in collaboration with *Unko Drill*
- Enhancing cancer screening literacy from an early age
- Encouraging awareness and action within households
- Leveraging our expertise in diagnostic testing

PDF : https://www.eiken.co.jp/uploads/_4.pdf
Japanese only

Sustainability-Related Disclosures and External Evaluations

Based on our Sustainability Policy, we contribute to addressing social issues in the areas of **Medical, Environment, Society, and Governance** through our business activities as a company committed to protecting the health of people around the world.

✓ Integrated Report 2025

https://www.eiken.co.jp/uploads/Integrated_2025_en.pdf



✓ External Evaluations and Participation in Initiatives

