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Press Release

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## **Formulation of EIKEN ROAD MAP 2030 and the New Medium-Term Management Plan**

To respond to the unfolding changes in its business environment and operate from a perspective of sustainable management, the Eiken Group has revamped its existing management framework, EIKEN ROAD MAP 2019. The road map is redefined as EIKEN ROAD MAP 2030, with 2030 as the target year for its fulfillment.

The slogan for the Group's vision for 2030 is “Beyond the Field: Team × Challenge.” Under this slogan, we aim to achieve three objectives: To energize the skillset of each and every employee so that all employees can broaden their domain of activity; to give rise to fresh possibilities by gathering those individuals with their enhanced capabilities and taking them beyond their respective domains to take on challenges as a team; and to step beyond existing business domains to inspire innovation in medical processes, thereby building the future of testing.

EIKEN ROAD MAP 2030 identifies the Group’s existing business domains as its core businesses while specifying three areas as key business fields: Contribution to the prevention and treatment of cancer; Contribution to the eradication and control of infectious diseases; and Provision of products and services that play a valuable role in health management. In the field of cancer, we will focus on areas that are more directly related to treatment, while in the field of infectious diseases, we will focus on establishing simpler testing technologies. In the field of healthcare, the Group will expand its products and services to serve the needs of remote diagnosis and home testing.

With a view to establishing a sustainable society, the Group has identified 11 materialities (key issues) for priority response and is deploying detailed action plans for each. We believe that contributing solutions to social issues in this way will further bolster our corporate value and lead to the achievement of a sustainable society.

### **1. EIKEN ROAD MAP 2030**

#### **Vision for the Medium-to-Long Term**

##### **■ Contribution to the prevention and treatment of cancer**

The Eiken Group concentrates its efforts on the diagnostic business (prevention and early detection). This focus has enabled the Group to contribute to lowering the cancer death rate, particularly in colorectal cancer, by constructing a global screening program and enabling the early detection of cancer. However, the cancer treatment field has other needs as well. Cancer treatment can be ruinously expensive, and choosing the right treatment is paramount. To serve these treatment needs, the Group aims not only to prevent cancer but also to develop comprehensive testing systems with which to select therapeutic agents and judge the efficacy of treatments. In this way the Eiken Group is committed to reducing the death rate from cancer.

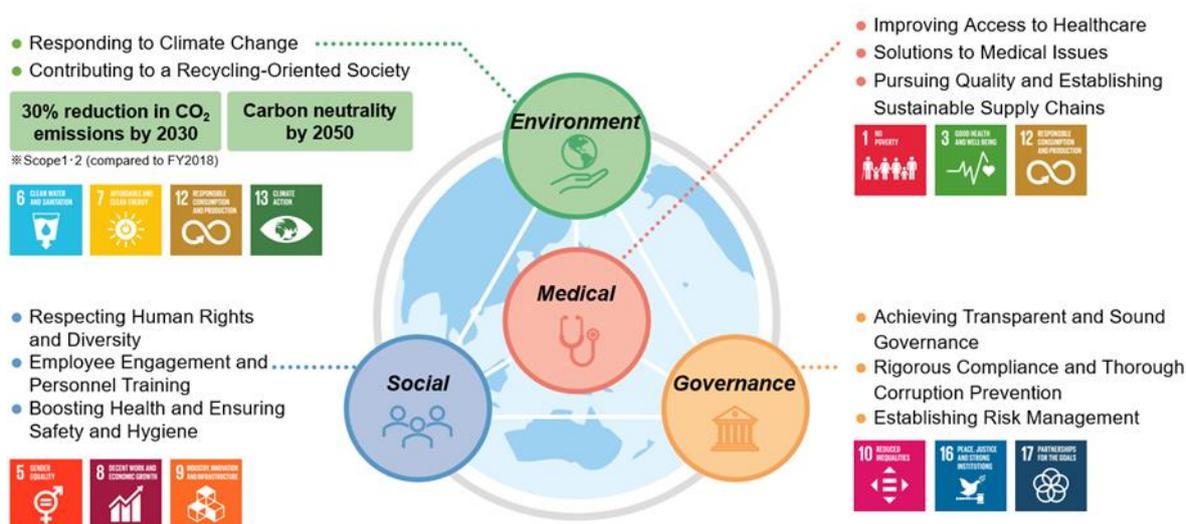
- Contribution to the eradication and control of infectious diseases  
To grapple with threatening infectious diseases, the Eiken Group will expand its lineup of related products and deploy genetic testing systems for tuberculosis, malaria and other infectious diseases worldwide. By developing infection-diagnostic systems that are simpler and faster than previous diagnostic methods, the Group will contribute to improved access to healthcare.
- Provision of products and services that play a valuable role in health management  
To extend people’s healthy lifespan, the Eiken Group will advance into the field of mobile health, diversifying into remote diagnostics and home testing. Ultimately, the Group aims to develop monitoring systems that stay close to people’s lives, providing information about their health condition before they realize they need it.

### Financial Targets (FY2030)

	Index	Target
Growth	Net sales	JPY 75 billion
	Overseas sales as share of total	40% or greater
Profitability	Operating income margin	20% or greater
Capital efficiency	Return on equity (ROE)	15% or greater

### Non-financial Targets

As a Group whose mission is to protect the health of people worldwide, the Eiken Group is addressing issues not only of healthcare but also of the environment, society and governance. For each materiality, the Group sets key performance indicators (KPIs)\* and monitors its progress toward achieving them. In addition to tracking its performance on the KPIs, the Eiken Group reflects this performance in its evaluation of executive officers’ performance and in their remuneration.



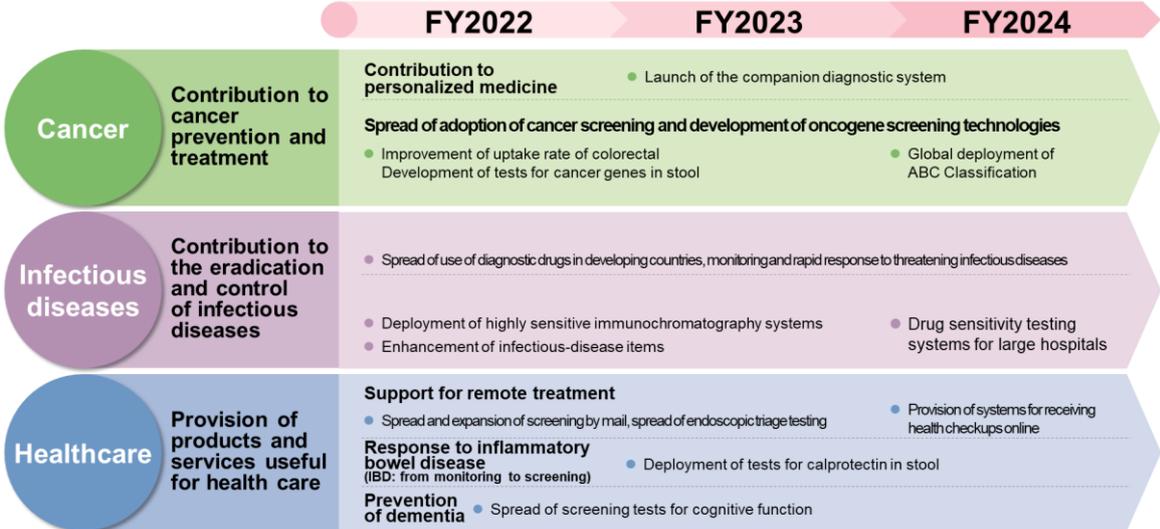
\*Materialities and KPIs: [https://www.eiken.co.jp/uploads/Materialities&KPIs\\_220428\\_1.pdf](https://www.eiken.co.jp/uploads/Materialities&KPIs_220428_1.pdf)

## 2. Medium-Term Management Plan (FY2022–FY2024)

The current Medium-Term Management Plan is the first such Plan aimed at achieving EIKEN ROAD MAP 2030 and the Group’s growth strategy for the three years to March 31, 2025. This Plan outlines key measures in accordance with the vision of EIKEN ROAD MAP 2030 and responds to the currently accelerating paradigm shift in healthcare. In addition, the Plan aims to advance the

establishment of a management platform, promote personnel-focused management, enhance employee satisfaction and motivation, furnish an environment that fosters innovation and boost sustainable growth with steady improvement in profitability.

**Principal Fields and Key Measures**



**Establishing a Management Platform for Sustainable Growth**

- Human resources strategy
 

The Group is shifting to a wage system that focuses on job responsibilities and expertise and an evaluation system that brings out teamwork and challenges employees to pursue employee satisfaction and meaningful work
- Structural reform
 

Based on a common understanding that our business field is the global market, the Group is optimizing business processes and overhauling its systems with a view to speeding up decision-making.
- IT strategy
 

The Group is actively introducing AI and robots, advancing DX in products and services and a wide range of business processes.
- Financial strategy
 

By setting targets for cash conversion cycles, the Group is improving funding efficiency for business investment and diversifying its fundraising.
- Governance
 

The Group is strengthening its measures on ESG, with the aim of ensuring sound management that improves long-term corporate value. In addition, the Group is advancing proactive IR and PR with high transparency, for example through the publication of integrated reports.



**Financial Targets (FY2024)**

	Index	Target
Growth	Net sales	JPY 43.5 billion
	Overseas sales as share of total	25.8%
Profitability	Operating income margin	14.4%
Capital efficiency	Return on equity (ROE)	9.2%

**Disclaimer**

Future-oriented statements in this document, including descriptions of plans, forecasts and strategies, are based on information available to Eiken Chemical Co., Ltd. and assumptions that the Company judges to be reasonable at the time of publication. These statements do not constitute promises of performance in any way. Actual business and other results are subject to change due to a wide range of factors.