FY2025 FINANCIAL RESULTS AND MID-TERM MANAGEMENT PLAN “H.U.2030” 2.0

May 14th, 2026

H.U. Group Holdings, Inc.

(TSE: 4544)

※ The financial information in this document follows Japanese GAAP, with the exception for EBITDA (Operating Profit + Depreciation + Goodwill Impairment), which is a non-GAAP measure.

※ In some cases, “Net profit/loss attributable to shareholders of the parent company” may be abbreviated as “Net profit/loss”.

※ Figures are generally rounded to the nearest whole number. As a result of rounding, there may be instances where the totals do not exactly match the sum of the individual figures.

※ Abbreviations:

LTS	:	Lab Testing and its related Services
IVD	:	In-Vitro Diagnostics
HS	:	Healthcare-related Services

※ Exchange rates in this report:

FY2024	:	1 USD = 152.58 JPY	1 EURO = 163.78 JPY
FY2025	:	1 USD = 150.77 JPY	1 EURO = 174.77 JPY

Today’s Topics

1. FY2025 (Ended March 31, 2026) FINANCIAL RESULTS

2. MID-TERM MANAGEMENT PLAN “H.U.2030” 2.0 – TOWARDS A GLOBAL H.U. GROUP –

3. FY2026 (Ending March 31, 2027) OUTLOOK

1. FY2025 (Ended March 31, 2026) FINANCIAL RESULTS

EXECUTIVE SUMMARY (CONSOLIDATED)

(100 Million JPY)

NET SALES	EBITDA	OPERATING PROFIT	NET PROFIT
2,474	265	48	68
	EBITDA margin: 10.7%	OP margin: 1.9%	
YoY	+43 / +1.8%	+32 / +13.5%	+21 / +81.0%	+41 / +147%

KEY POINTS

- LTS： Sales and OP grew driven by growth in genetic testing and price optimization initiatives.
- IVD： NEURO grew in US / EU markets, offsetting low growth in CDMO and Japan Lumipulse performance.
  Profit impacted by one-time M&A-related costs (PSG)
- HS ： Sterilization/operation-related business grew steadily.
- Net profit increased due to extraordinary income (Sale of assets, etc.)
- ROE: 5.0%, ROIC: 1.5%

EXECUTIVE SUMMARY (BY SEGMENT)

(100 Million JPY)

	NET SALES	EBITDA	OPERATING PROFIT	KEY FACTORS
LTS	1,573	137	0	• Genetic/Esoteric testing steadily grew resulting in revenue growth • Increase in marginal profit, due to pricing optimization and fixed costs reduction contributed to OP increase
YoY	+43 / +2.8%	+60 / +79%	+47 / + --%	
IVD	607	147	91	• Unfavorable product mix in CDMO, due to decrease in antibody sales. Impact from China market • NEURO business grew in US / EU • OP decreased due to decline in COVID reagent sales and M&A related costs
YoY	+2 / +0.4%	-20 / -12%	-23 / -20%	
HS	293	31	18	• Sterilization/operation-related business growth offset divestment of Care'X business • Impact to profit by Care'X divestment offset by Sterilization/operation-related business growth
YoY	-2 / -1%	-5 / -13%	-0 / -1%	

CONSOLIDATED RESULTS FOR FY2025

(100 Million JPY)

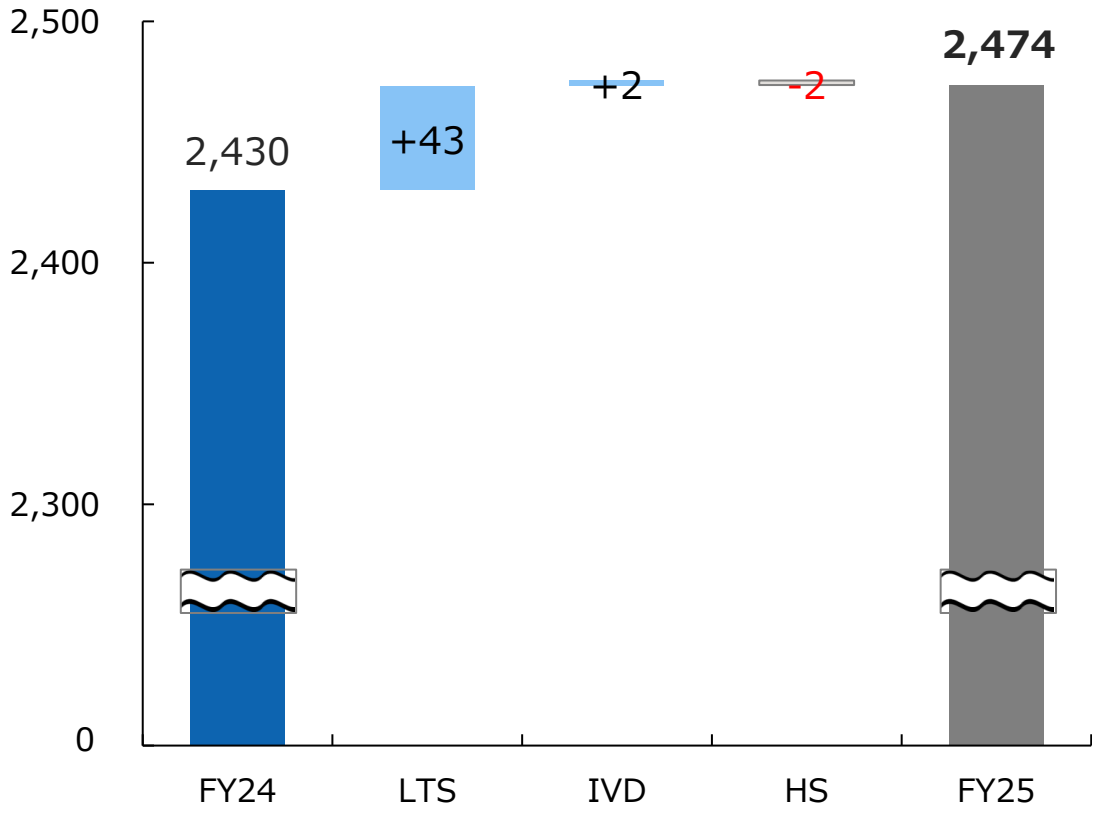
	FY2024 Results	FY2024 Profit Ratio	FY2025 Results	FY2025 Profit Ratio	YoY	
Net Sales	**2,430**		**2,474**		**+43**	**+1.8%**
LTS	1,530		1,573		+43	+2.8%
IVD	605		607		+2	+0.4%
HS	295		293		-2	-0.6%
EBITDA	**234**	**9.6%**	**265**	**10.7%**	**+32**	**+13.5%**
LTS	77	5.0%	137	8.7%	+60	+78.7%
IVD	167	27.6%	147	24.2%	-20	-12.1%
HS	35	12.0%	31	10.5%	-5	-13.0%
Corporate	-45		-49		-4	–
Operating Profit/Loss	**26**	**1.1%**	**48**	**1.9%**	**+21**	**+81.0%**
LTS	-46	-3.0%	0	0.0%	+47	–
IVD	113	18.8%	91	14.9%	-23	-20.2%
HS	18	6.0%	18	6.0%	-0	-1.0%
Corporate	-58		-61		-2	–
Ordinary Profit	**47**	**2.0%**	**28**	**1.1%**	**-19**	**-40.2%**
Net Profit	**28**	**1.1%**	**68**	**2.8%**	**+41**	**+147.1%**

ROE	**2.0%**	**5.0%**	**+3.0pt**
ROIC	**0.8%**	**1.5%**	**+0.7pt**

NET SALES / OP CHANGES (YoY)

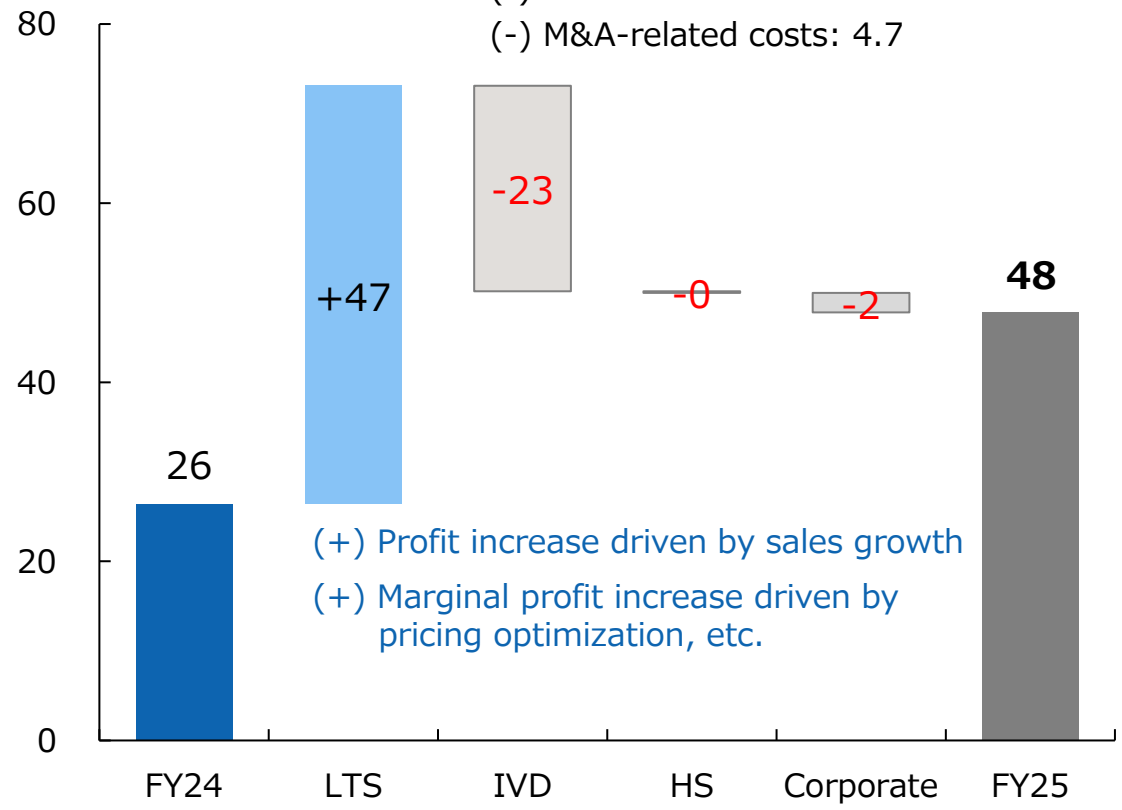
(100 Million JPY)

NET SALES



OPERATING PROFIT

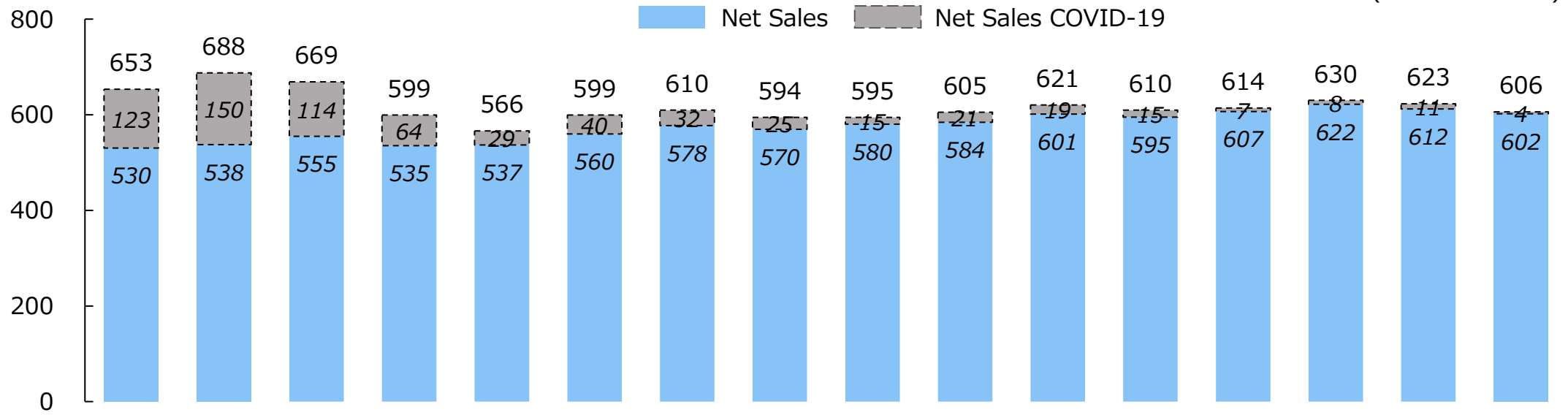
(-) Unfavorable CDMO product mix
(-) COVID-19-related sales decrease
(-) M&A-related costs: 4.7



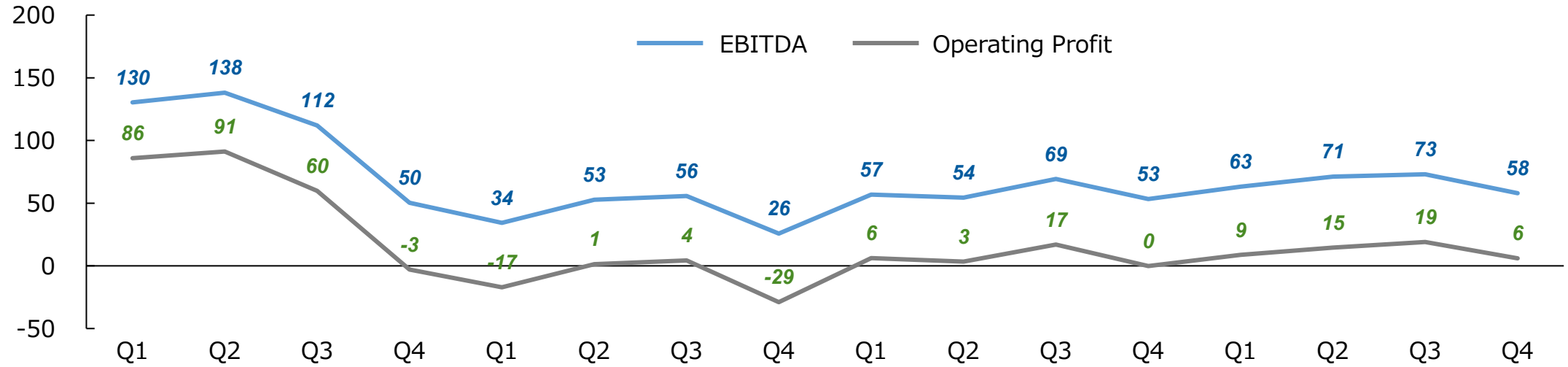
QUARTERLY PERFORMANCE

(100 Million JPY)

NET SALES



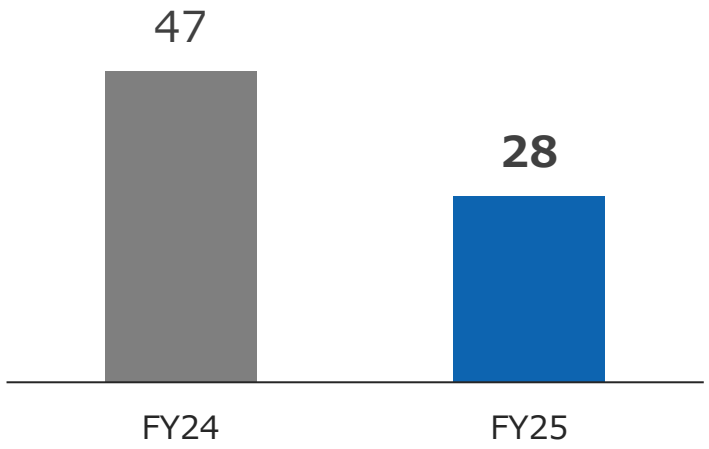
EBITDA + OP



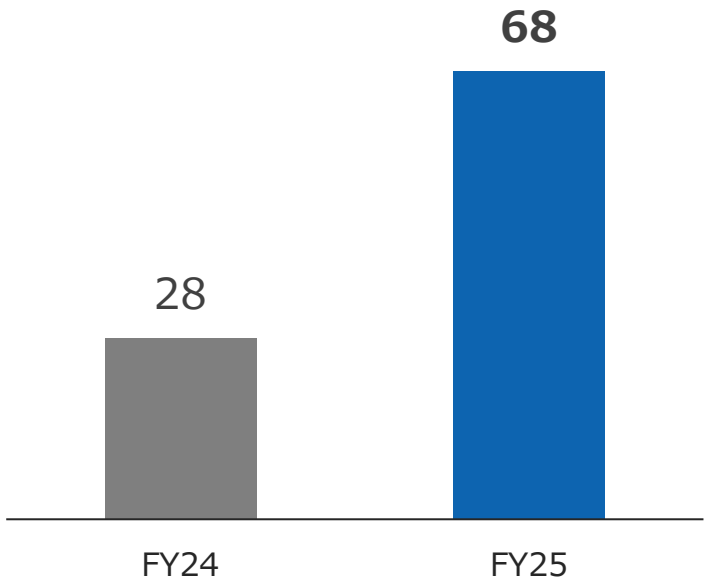
ORDINARY PROFIT & NET PROFIT (YoY)

(100 Million JPY)

ORDINARY PROFIT



NET PROFIT



Major Non-Operating Factors

- Equity in losses of affiliates 9.0 (FY24: 7.3)
- Loss on investments in capital 5.9 (30.7 gain on investments in capital in FY24)

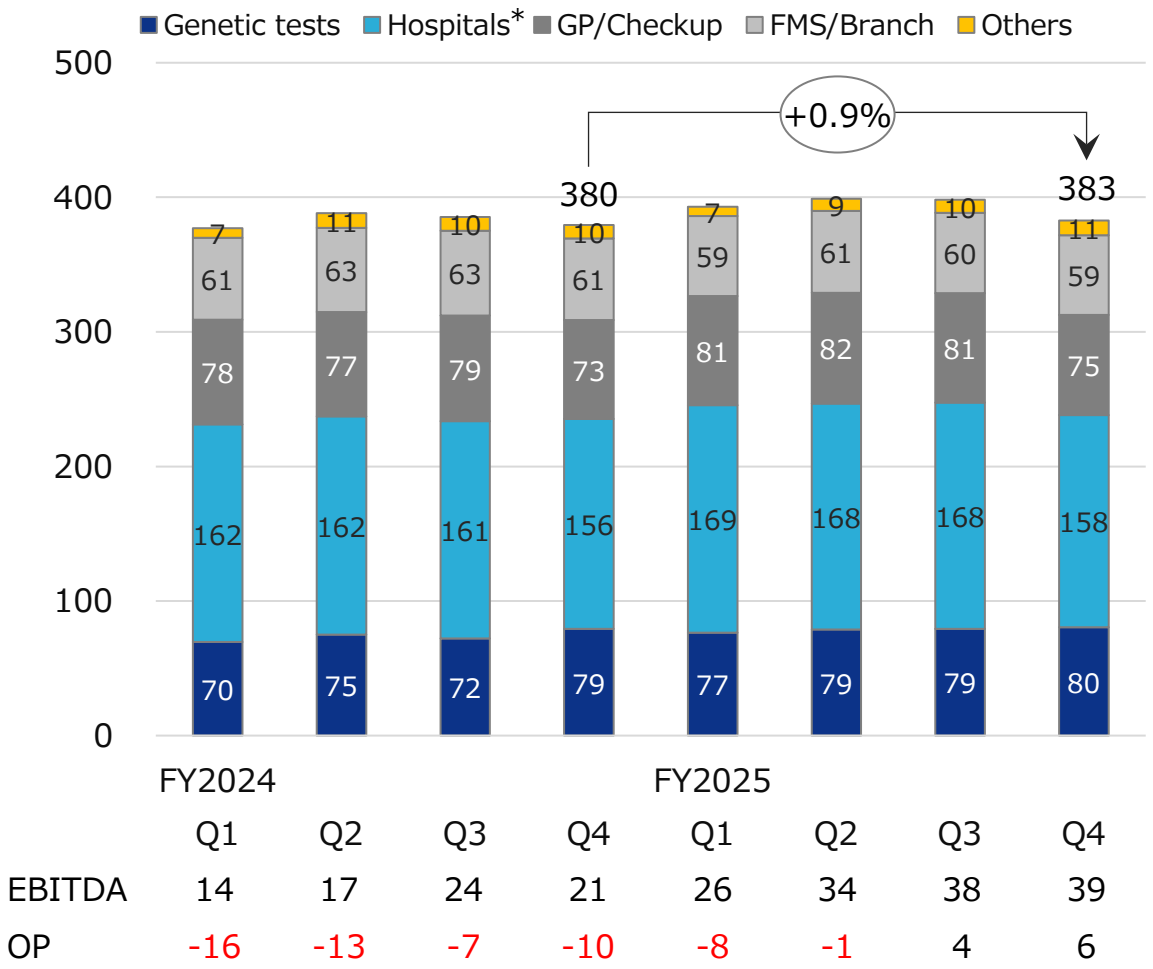
Major Extraordinary Factors

- Gain on sale of shares of subsidiaries 39.3 (Sale of shares in Care'X)
- Gain on sale of non-current assets 22.9 (Sale of land in Kyoto)
- Loss on retirement of non-current assets 4.0 (Asset retirement following SRL legacy system shutdown)

LTS BUSINESS

(100 Million JPY)

QUARTERLY PERFORMANCE



	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EBITDA	14	17	24	21	26	34	38	39
OP	-16	-13	-7	-10	-8	-1	4	6

YoY

	FY24	FY25	YoY	
Net sales	1,530	1,573	+43	+2.8%
Off-site	1,245	1,297	+53	+4.2%
Hospitals*	937	978	+41	+4.3%
Genetic tests	296	315	+19	+6.5%
GP/Health Checkup	307	319	+12	+3.9%
FMS/Branch	247	239	-8	-3.3%
Others	38	37	-1	-3.8%
EBITDA	77	137	+60	+78.7%
OP	-46	0	+47	-

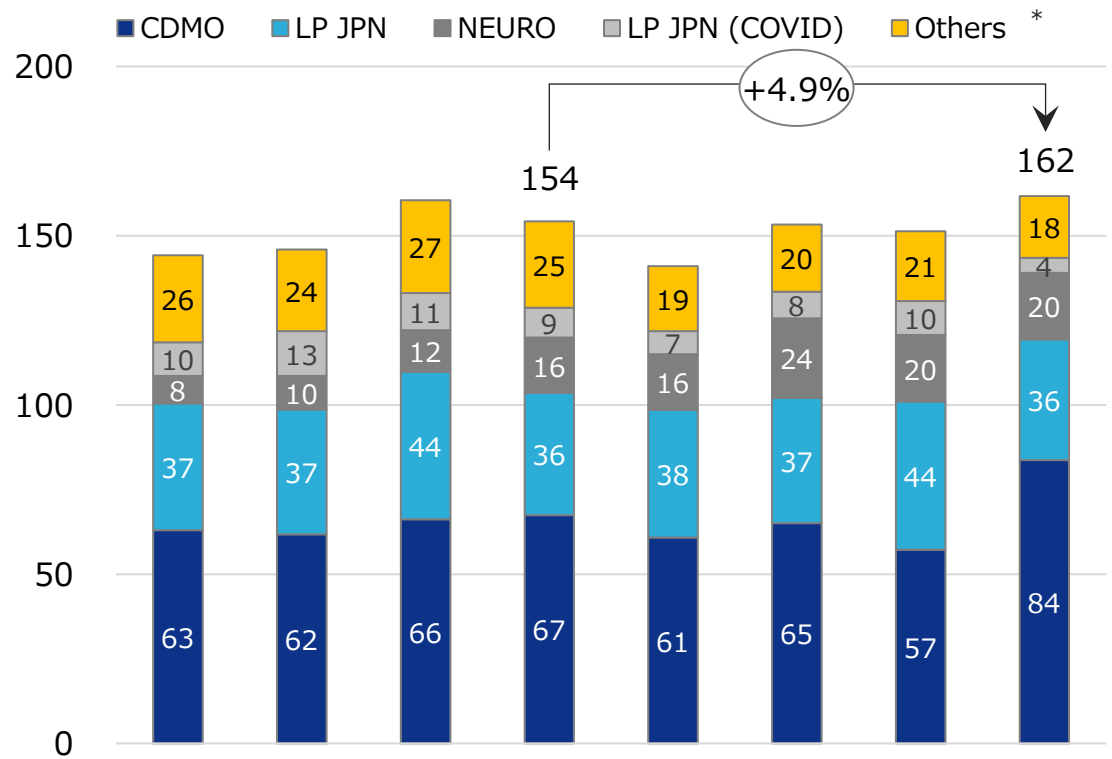
- Genetic testing and esoteric testing growth mainly driven by hospital clients
- Marginal profit increase driven by both pricing optimization and sales growth
- Improvement in testing operation leveraged by fully operated Akiruno Cube

*: Including sales come from alliance partners

IVD BUSINESS

(100 Million JPY)

QUARTERLY PERFORMANCE



	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EBITDA	42	39	52	34	36	39	38	33
OP	29	25	38	20	23	25	24	18

*Including Lumipulse overseas (others)

YoY

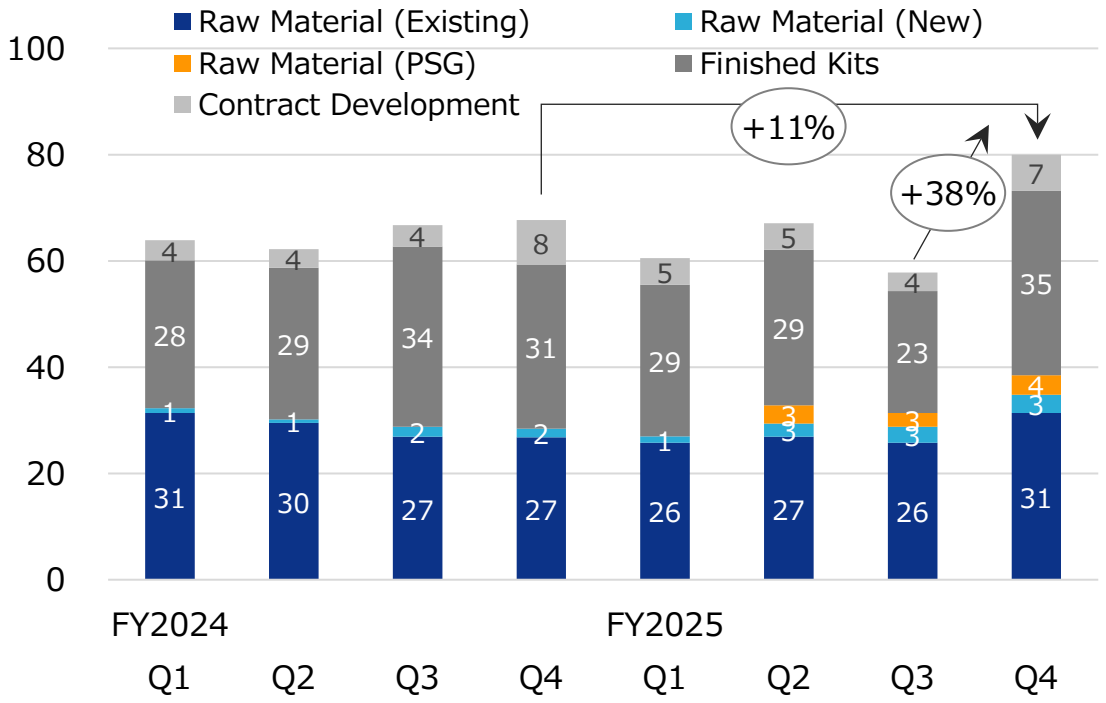
	FY24	FY25	YoY	
Net sales	605	607	+2	+0.4%
Lumipulse	260	278	+18	+7.0%
Japan (base)	154	154	+0	+0.1%
Japan (COVID)	43	29	-14	-32.2%
Overseas (NEURO)	47	79	+33	+69.7%
Overseas (Others)	17	16	-1	-4.5%
CDMO	259	267	+8	+3.3%
Others	87	62	-24	-28.1%
EBITDA	167	147	-20	-12.1%
OP	113	91	-23	-20.2%

- NEURO (US/EU/JPN): Steady growth (YoY +70%)
- CDMO: Impact from China market. YoY sales grew including PSG acquisition
- Lumipulse Japan: Base business (excl COVID) was flat
- Operating Profit: Increase in Gross profit from base business
- FX impact (Net Sales: +1.6, OP: +0.1)

IVD BUSINESS: PROGRESS IN CDMO AND NEURO

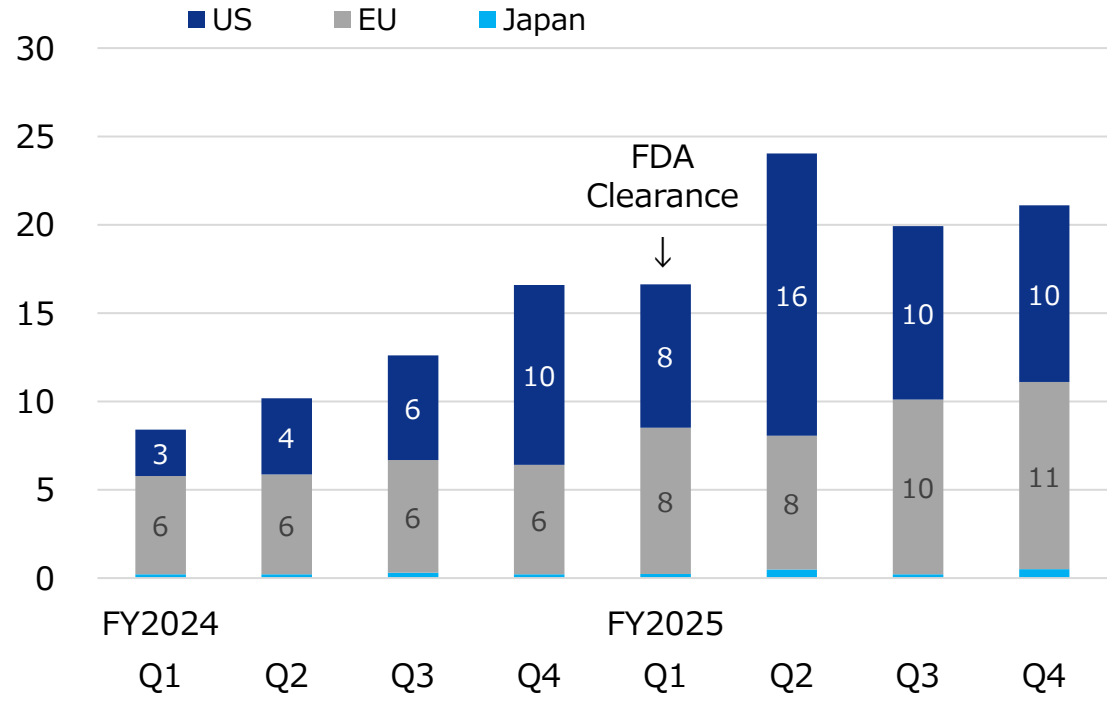
(100 Million JPY)

CDMO



- Raw material and finished kit shipment was stagnant during FY25 Q3, due to indirect impact from China market
- Q4 showed improvement (YoY＋11% ; QoQ＋38%)

NEURO

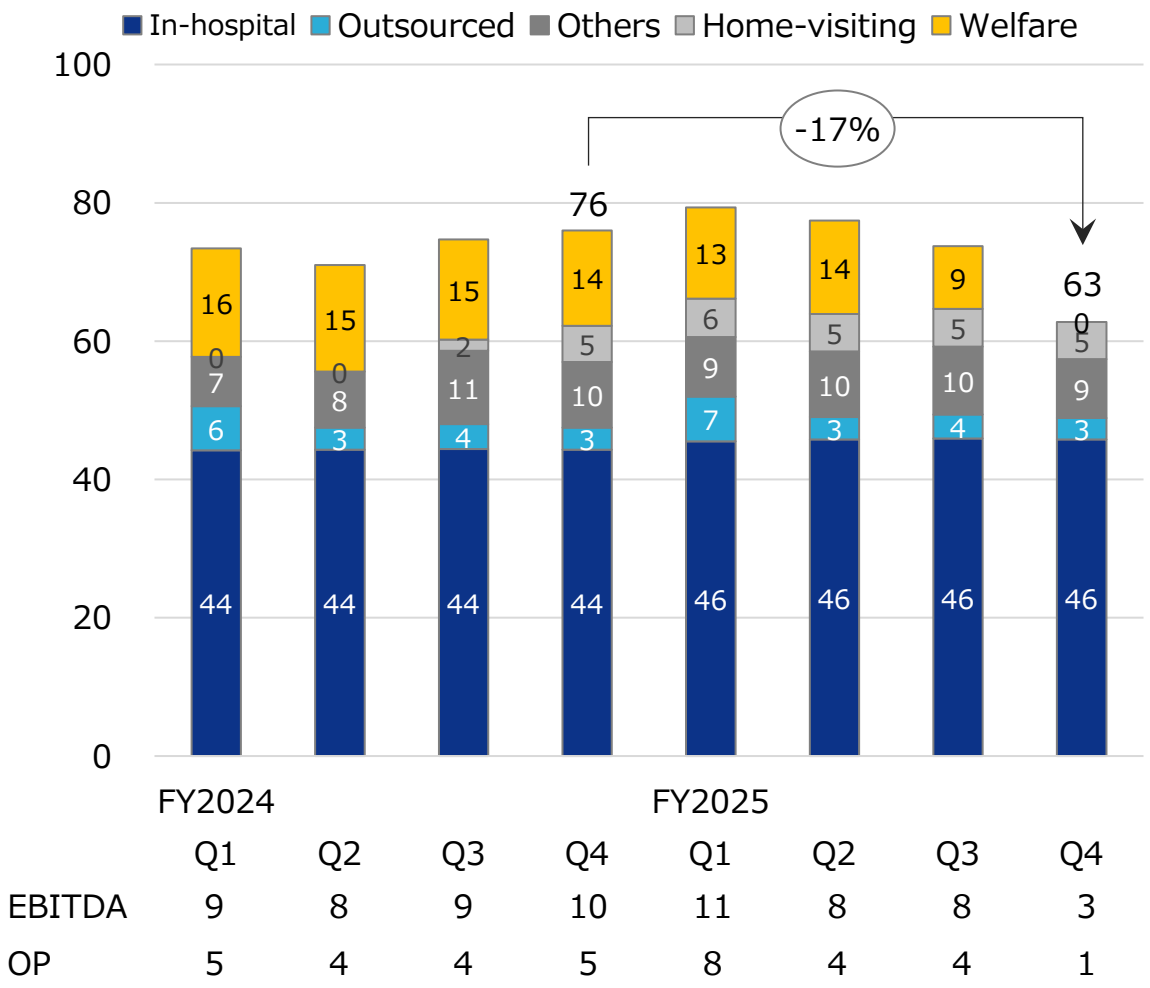


- Growth driven by US/EU market. Market still in development phase
- CE Mark: Plasma NfL (March 2026)
- CE Mark: Plasma pTau217 (May 2026)

HS BUSINESS

(100 Million JPY)

QUARTERLY PERFORMANCE



YoY

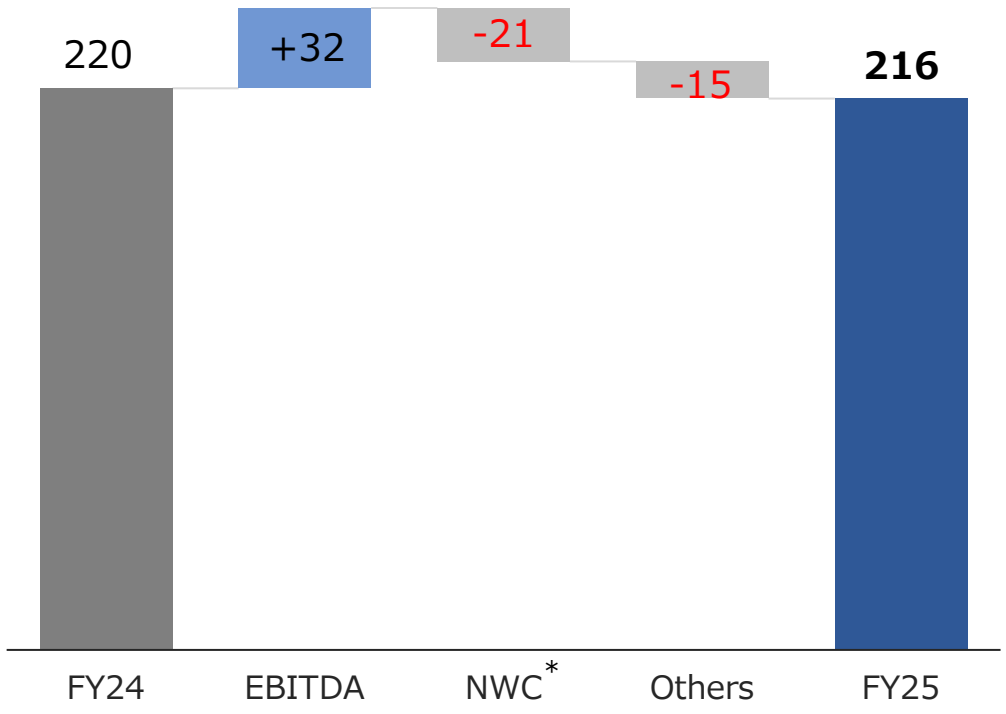
	FY24	FY25	YoY	
Net sales	295	293	-2	-0.6%
Sterilization/ operation-related	229	236	+7	+3.0%
In-hospital	177	183	+6	+3.3%
Outsourced	16	16	-0	-0.1%
Others	35	36	+1	+3.1%
Home-visiting	7	22	+15	+222.4%
Welfare	59	36	-24	-39.9%
EBITDA	35	31	-5	-13.0%
OP	18	18	-0	-1.0%

- Sterilization/operation-related business grew by price optimization etc., mainly in in-hospital category
- Welfare business sales decreased, due to Care'X becoming an equity-method affiliate (December 2025)
- Home-visiting business sales increased, due to consolidation of GAIA Medicare (December 2024)

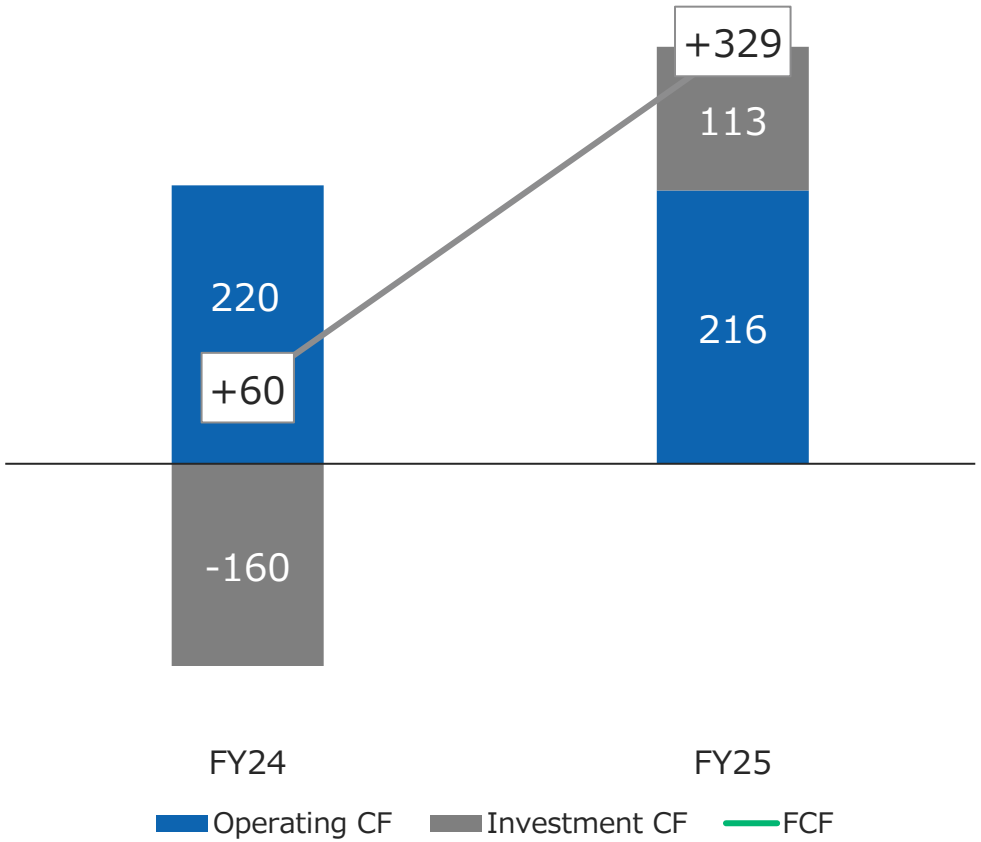
CASH FLOW (YoY)

(100 Million JPY)

OPERATING CASH FLOW



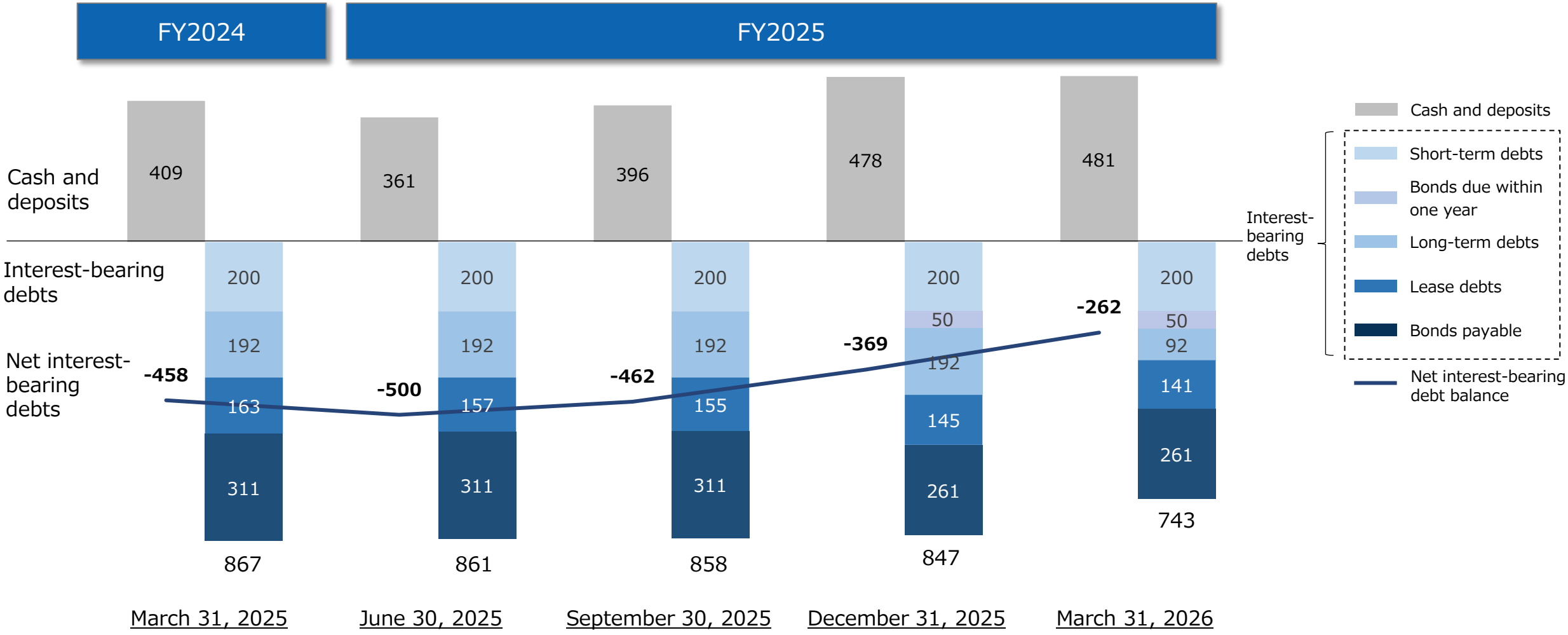
FREE CASH FLOW



* Net Working Capital
(Including changes in 'other current assets' and 'other current liabilities,' among others)

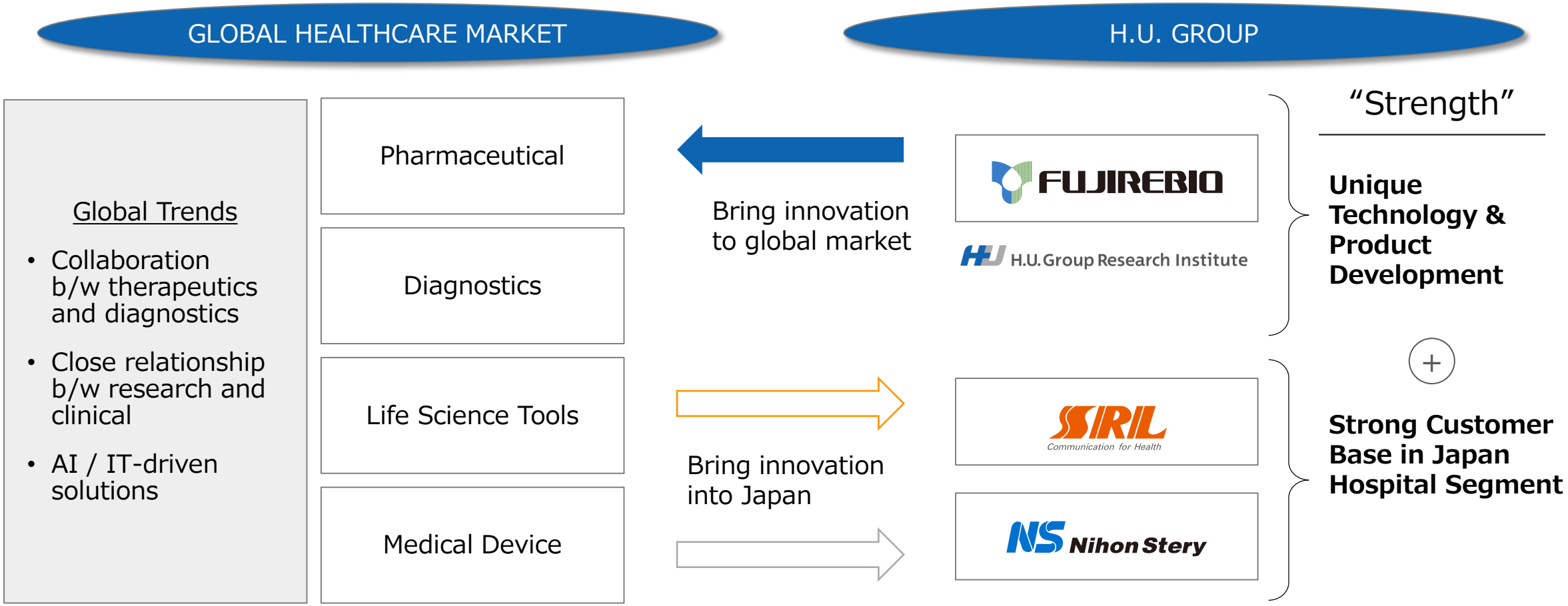
CASH AND DEPOITS / INTEREST BEARING DEBTS

(100 Million JPY)



2. MID-TERM MANAGEMENT PLAN “H.U.2030” 2.0

GOAL: TOWARDS A **GLOBAL H.U.GROUP**



LEVERAGE R&D AND CUSTOMER BASE TO BECOME
TRUE PARTNER WITH GLOBAL HEALTHCARE COMPANIES

OUR MISSION

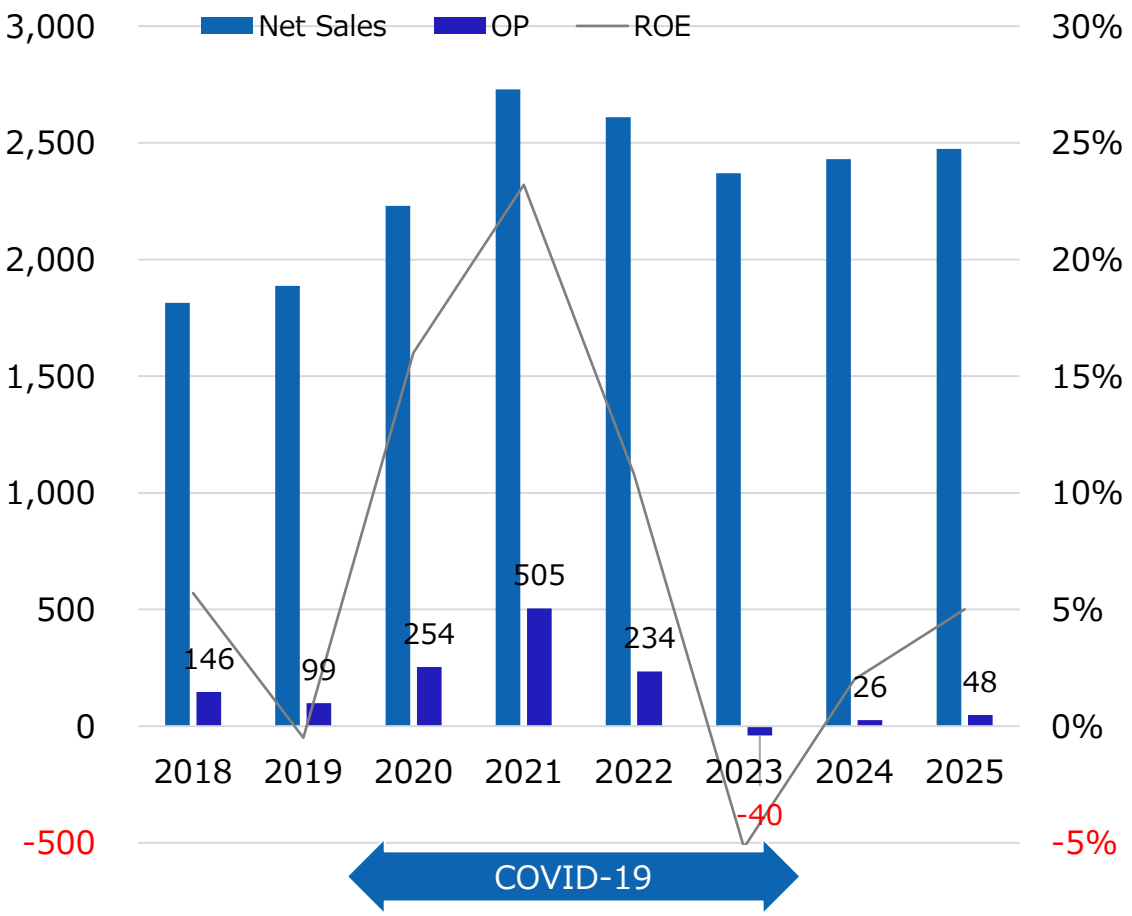
**CREATE NEW VALUE IN HEALTHCARE AND
THEREBY CONTRIBUTE TO HUMAN HEALTH AND THE FUTURE OF MEDICAL CARE**

Support Testing (IVD / LTS) Support Surgeries (HS)	Role as Healthcare Infrastructure Provider • Stable Supply / Quality First / Customer Trust
Create New Value through Innovation	Based on Science & Technology (incl. IT) • Unique products with High Clinical Value
Deliver new products to global market Bring innovation in global market into Japan	Business model based on Partnership • Towards a Global H.U. Group

BUSINESS ENVIRONMENT

(100 Million JPY)

FINANCIAL PERFORMANCE



Note: FY2018 and FY2019 figures exclude the impact of the overseas testing business

KEY ISSUES

- Can each business improve profitability to achieve growth in Mid-term Plan?
  - LTS : How to improve profitability through leveraging major investments (New lab & IT system)
  - IVD : CDMO growth / NEURO growth What's next?
  - HS : Stable business, but can it grow?
- How will changes in market environment affect each business's growth scenario?
- Why form a Group?
  - Are there synergies? What are benefits of integration?

"H.U.2030" 2.0

MID-TERM MANAGEMENT PLAN “H.U.2030” 2.0: OUTLINE

"H.U.2030" (May 2025)	"H.U.2030" 2.0 (Today)
1. Further acceleration of integrated management	1. Group Strategy focusing on Disease Area • Priority on Business Collaboration over Functional Integration
2. Transformation into a highly profitable structure	2. Each Business Focus on Profitability Improvement • Focus on Core; Optimal resource allocation
3. Optimization of capital allocation and improvement of capital efficiency	3. Optimization of capital allocation and improvement of capital efficiency
	4. Strengthen Human Capital: Enhance Engagement
	5. Strengthen Governance: ONE TEAM with independent directors

MID-TERM MANAGEMENT PLAN “H.U.2030”: FINANCIAL TARGETS

(100 Million JPY)

	FY2025	FY2029 Target
EBITDA/ Margin	265	16% or more
LTS	137	13% or more
IVD	147	30% or more
HS	31	10% or more
Operating Profit/ Margin	48	11% or more
LTS	0	10% or more
IVD	91	25% or more
HS	18	8% or more
ROIC	1.5%	10% or more
ROE	5.0%	13% or more
Operating Cash Flow	216	1,500 or more*

*5 years cumulative (FY2025-FY2029)

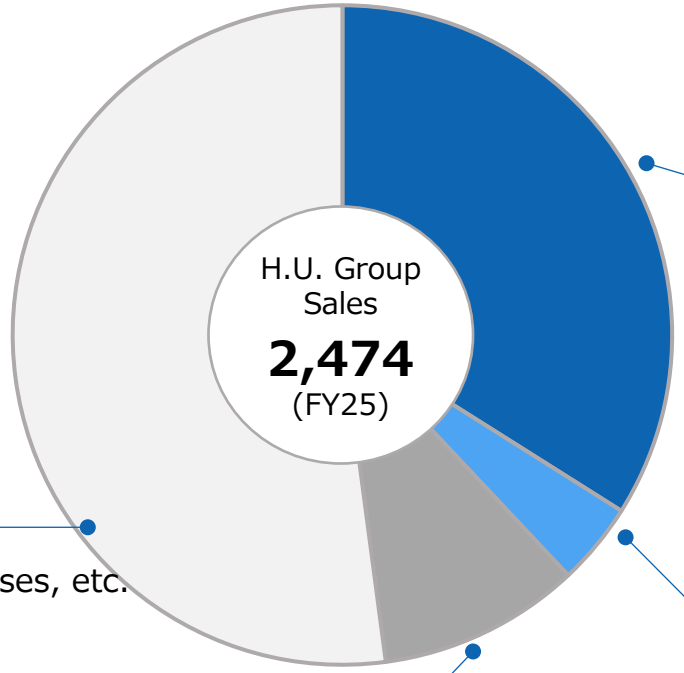
Net Debt / EBITDA Ratio (Excluding Lease Liabilities)	1.3x or Lower
Equity Ratio	40% or Higher

NO CHANGES TO MID-TERM FINANCIAL TARGETS (FY2029)

OVERVIEW OF DISEASE-SPECIFIC STRATEGIES

BREAKDOWN BY DISEASE

(JPY in 100 millions)



GROWTH

ONOCOLOGY
840
(34%)

FOCUS

OTHERS
Metabolic,
Autoimmune,
and Rare Diseases, etc.

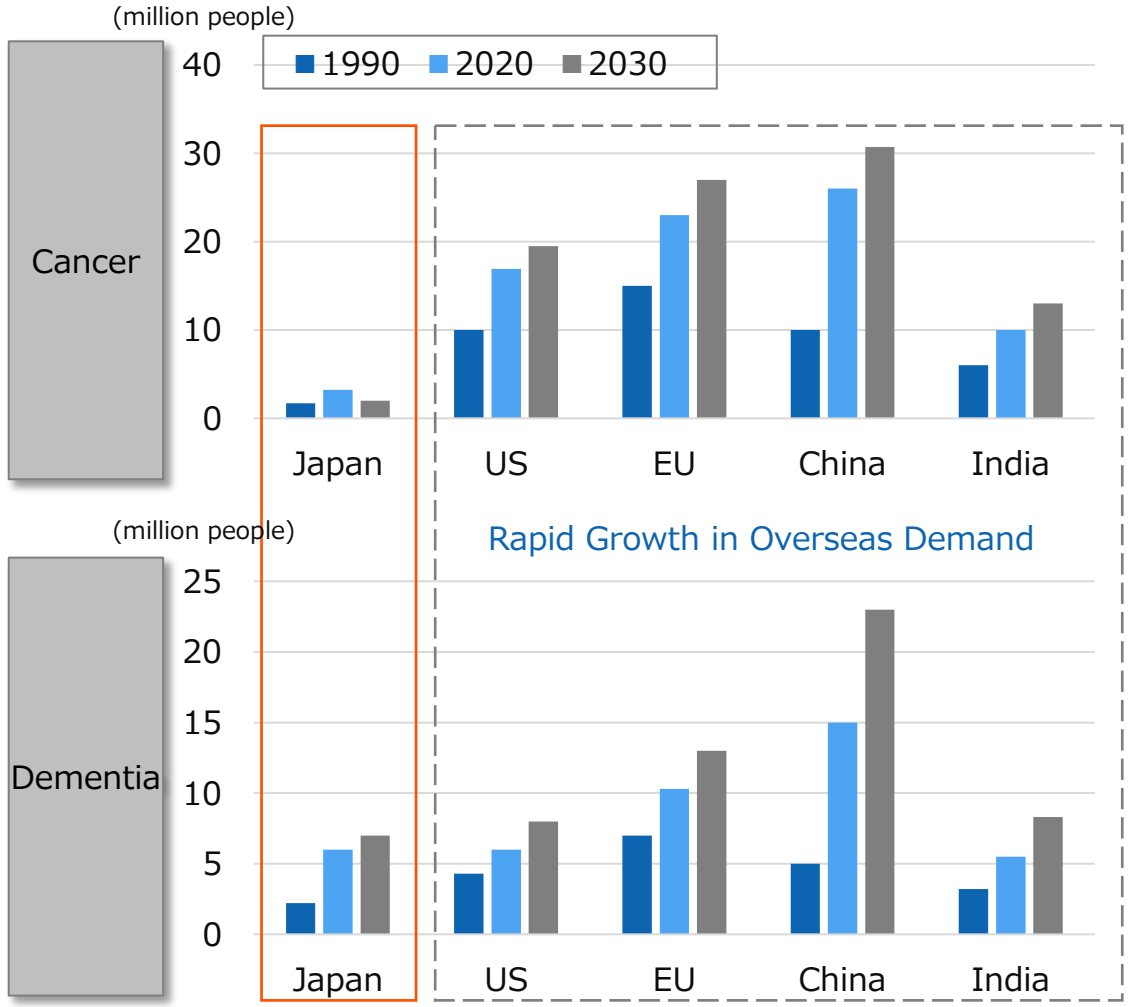
GROWTH

NEURO*
100
(4%)

FOCUS

INFECTIOUS DISEASE
245 (10%)

NUMBER OF PATIENT BY COUNTRY



* NEURO includes revenue from Lumipulse, CDMO/raw material supply, and legacy products.

Source: Compiled and estimated by the Company based on data from WHO/IARC GLOBOCAN, WHO GDO, OECD, Alzheimer Europe, NIH, CDC, and other sources.

EXAMPLE 1: ONCOLOGY (TUMORS IN JAPAN AND GLOBAL MARKETS)

	Screening	Diagnosis	Treatment Decisions	Treatment	Monitoring
Japan	**Tumor Marker** (CA Series, etc.) • Lumipulse • CDMO/ Raw materials • SRL In-hospital / off-site FUJIREBIO	**Pathology Testing** (General / Esoteric) SRL Communication for Health	**Genetic Testing / CDx** • Cancer genomics/ molecular pathology testing • Cancer panel testing (Japan / Overseas) SRL Communication for Health	**Sterilization / Surgical Support** • In-Hospital sterilization • Operating room support • Off-site sterilization NS Nihon Stery	**Tumor Marker** (CA Series, etc.) • Lumipulse • CDMO / Raw materials • SRL in-hospital / off-site FUJIREBIO
Global	**Tumor Marker** (CA Series, etc.) • CDMO / Raw materials FUJIREBIO	--	--	--	**Tumor Marker** (CA Series, etc.) • CDMO/ Raw materials FUJIREBIO

OUR GROUP PLAYS A SIGNIFICANT ROLE IN ONCOLOGY AREA GLOBALLY

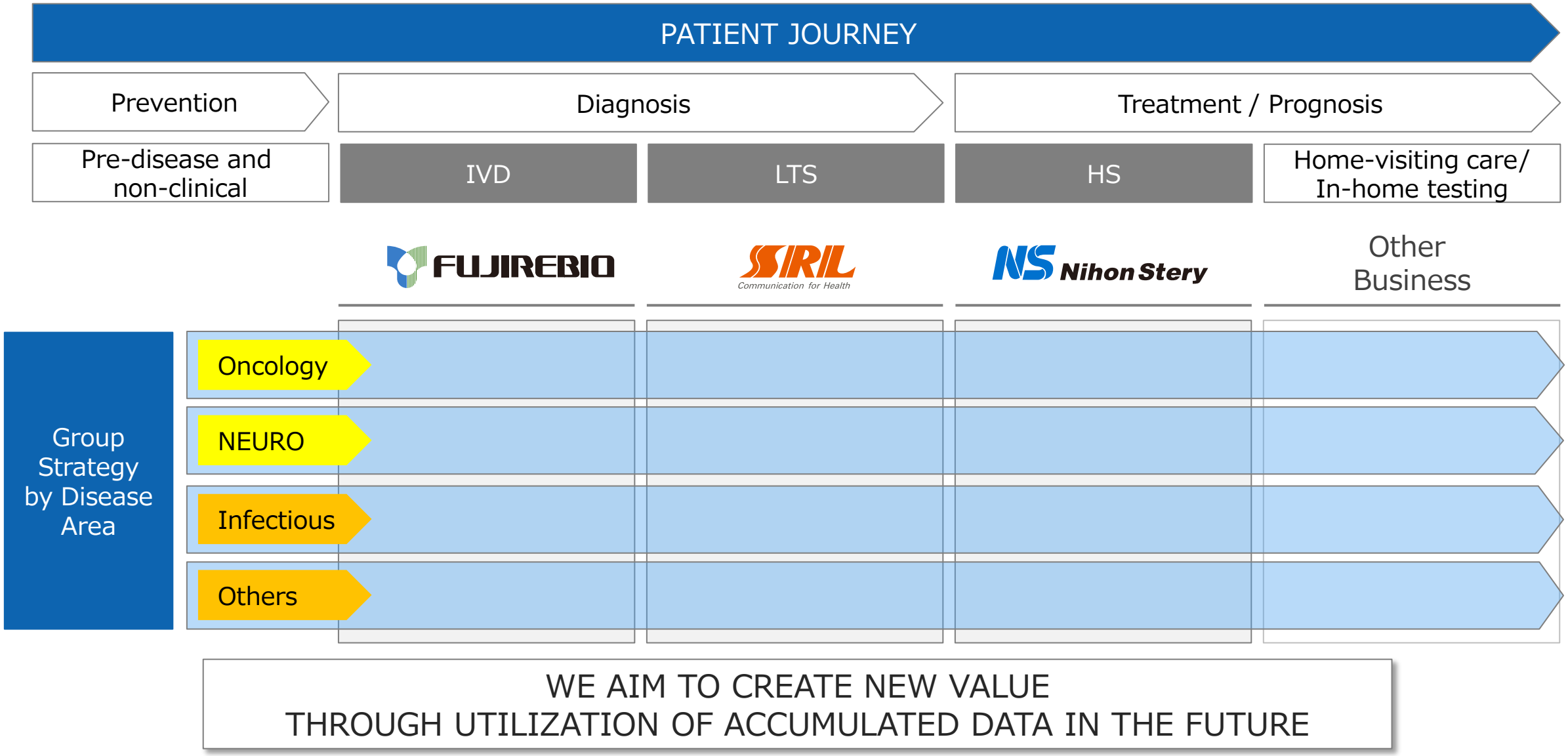
EXAMPLE 2: NEURO (AD IN JAPAN AND GLOBAL MARKETS)

PATIENT JOURNEY

	Early Diagnosis	Diagnosis	Treatment	Monitoring	Prognosis
Japan	Biomarker Discovery & Reagent Development + Evidence Accumulation	**Lumipulse Reagents** • Plasma / CSF • RUO / IVD FUJIREBIO **LTS market Development** • Hospitals / GP SIRIL	Close Collaboration with Pharma	Biomarker Discovery & Reagent Development + Evidence Accumulation	**Home-visiting Nursing** • 27 sites in Greater Tokyo for 2,500 users • About 40% of users with mental disorders (including dementia)
Global		**Expansion of Lumipulse Markets** • Plasma / CSF • RUO / IVD **Supply to CDMO Partners** • Global Supply FUJIREBIO			--

COLLABORATE WITH PHARMA AND IVD PARTNERS
TO DEVELOP AND EXPAND GLOBAL NEURO DIAGNOSTICS MARKET

GROUP-WIDE FOCUS ON UNMET NEEDS IN PATIENT JOURNEY



WE AIM TO CREATE NEW VALUE
THROUGH UTILIZATION OF ACCUMULATED DATA IN THE FUTURE

OVERVIEW: GROWTH STRATEGY AND FOCUS AREA

GROWTH STRATEGY

Expand testing volume in Japan hospital segment through differentiation in esoteric / advanced testing

1. Differentiation in esoteric / advanced testing
   - Tests for cancer genomics, molecular pathology, chromosome, etc.
   - Introduce newly developed tests into Japan; including cancer genomic panels
     - Build strong partnerships with manufacturers
2. Increase testing volume in hospital segment
   - Strengthen Sales team / Scientific education
3. Create NEURO market in Japan
   - Accelerate market development following expected approval in FY2026
   - Collaboration with KOLs and pharma companies

FOCUS AREA

1. **Strategically utilize Akiruno Cube to improve marginal profitability and accelerate differentiation**
   - Profitable model created in 1F lab through automation and less personnel operation
   - Strengthen differentiation in 2F/3F lab
     - Expand the testing lineup (new technologies / new test items)
   - Proactive introduction of in-house reagents
     - Immunoassay / Genetic testing reagents
2. **Pursue operational efficiency and productivity improvement at AkirunoCube**
   - AI-driven operational process improvement
3. **Strengthen Quality Control, IT Security, and BCP**
   - Enhance quality management systems (CAP / CLIA / ISO15189) / LDT frameworks
   - Strengthen IT Security and BCP

FOCUS AREA (1): STRATEGIC UTILIZATION OF AKIRUNO CUBE

AKIRUNO CUBE STRUCTURE

3F

GENOMICS / PATHOLOGY
- Gene / Genome
- Chromosome / Flow Cytometry
- Pathology / Cytology

2F

ESOTERIC TESTING
- Immuno Serological Testing
- Infectious Diseases
- LC/MS

1F

AUTOMATED TESTING
- Biochemistry / Allergy Test
- Immunology (Lumipulse)
- Hematology / Hemostasis

OUR STRENGTHS

Esoteric and advanced testing samples from hospitals across Japan
- 80%+ coverage in Large Hospital segment in Japan
- Operational know-how for large-volume processing
- Lab technicians with specialized expertise

Automation and less personnel operation
- Automation of complex pre-processing workflows
- Line robot utilizing cutting-edge technology
- Profit generating model completed

STRATEGIC DIRECTION

- Introduce new tests from Japan and global
  - Strengthen differentiation
- Reliable quality / LDT frameworks
- Further promote AI-driven operational efficiency

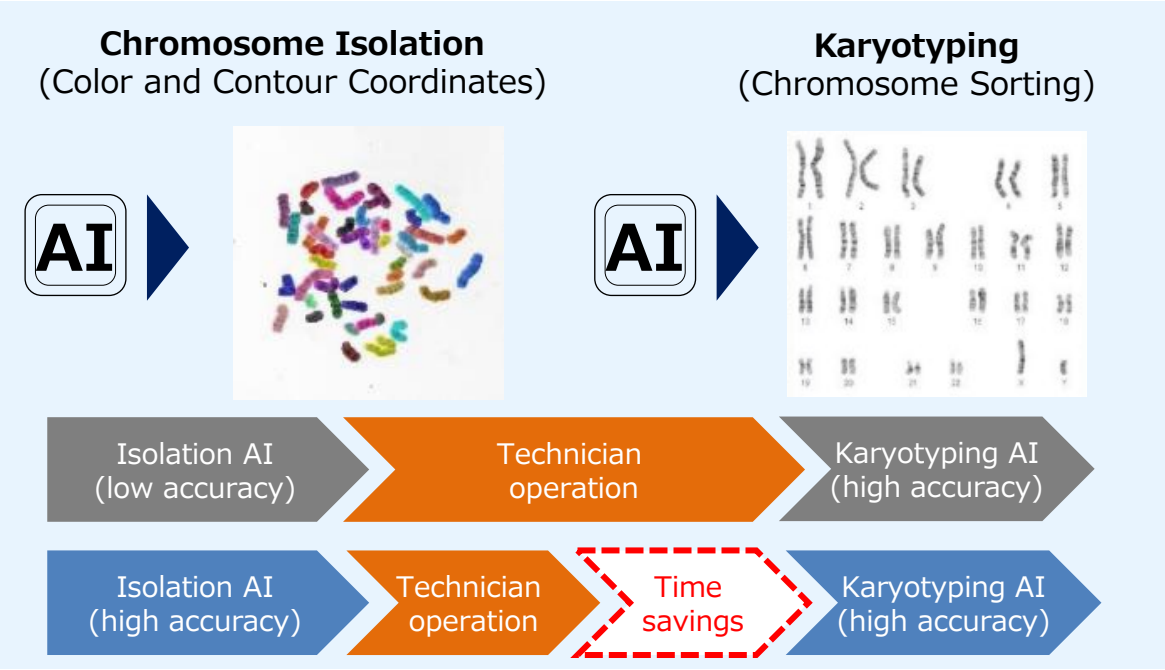
STRENGTHEN COMPETITIVENESS

- Increase testing volume from hospitals
- Further leverage in-house developed products (Fujirebio)
  - Stable supply through domestic manufacturing

FOCUS AREA (2): PRODUCTIVITY IMPROVEMENTS THROUGH AI

CHROMOSOME TESTING

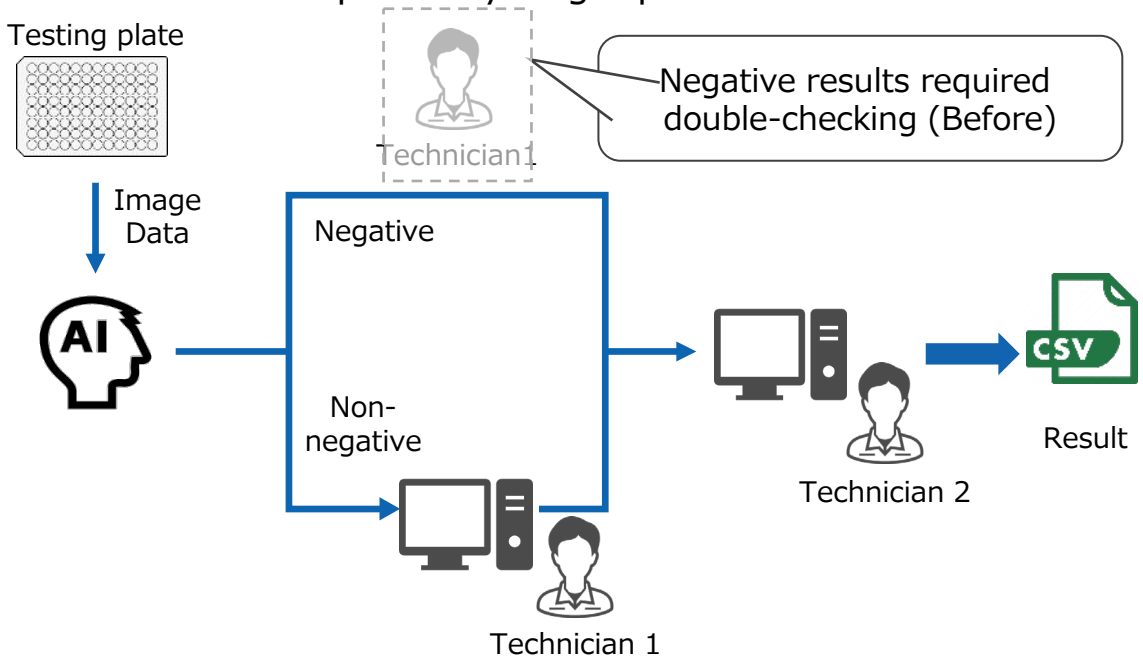
Introduce in-house AI to process of isolating chromosomes from samples and arrange in numerical order



T-SPOT (TUBERCULOSIS TESTING)

Developed in-house AI and analysis software for spot counting on testing plate

- Established workflow where AI-negative test results require only single-person verification



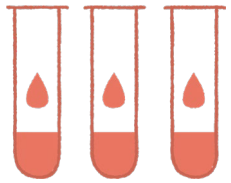
AI DEVELOPMENT AND DEPLOYMENT PLATFORM WITH REAL-WORLD IMPACT

FOCUS AREA (3): INTRODUCTION OF IN-HOUSE REAGENTS

Oncology | Infectious

Inter Group Collaboration from Reagent Development to Commercialization

Pre-processing (Nucleic Acid Extraction)



Sample

DNA / RNA

MagreNA®

- Ensuring stable reagent supply
- Reducing dependence on overseas suppliers

Testing Process (Detection and Analysis)

PCR / Sequencing, etc.

NAVETECT®

- Launched **UGT1A1 reagent** in Feb. 2026
- Plan to launch three additional assays by the end of FY2029
- External sales planned

SUCCESSFUL EXAMPLE OF GROUP R&D COLLABORATION

OVERVIEW: GROWTH STRATEGY AND FOCUS AREA

GROWTH STRATEGY

Create New Markets with Technically Differentiated Items by Supplying to Global Markets through Partnerships

1. CDMO
   - Launch Unique Assays in Infectious disease, Vitamin D, NEURO, and others on top of Oncology
   - Expand into Emerging Markets with our Indian Partner

2. NEURO
   - Enter new markets with Lumipulse (incl. partners)
   - Lead global market with No.1 lineup
   - Ensure stable and robust supply (Manufacturing capacity expansion in Europe / Japan)

3. Japan Lumipulse
   - Expand unique assays, including NEURO, through partnerships (Commercial labs, Distributors, Pharma etc.)

FOCUS AREA

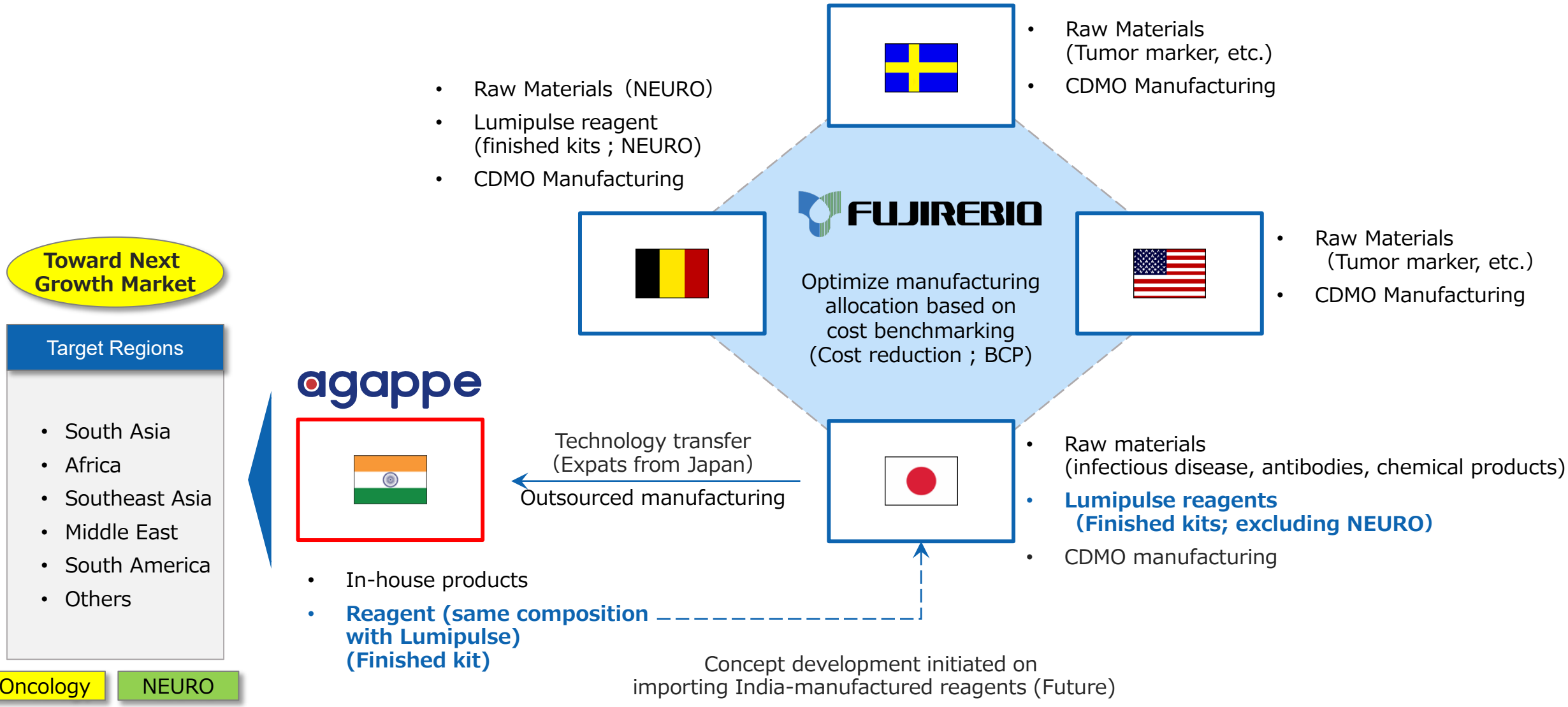
1. Execution of Global Manufacturing Strategy (Cost reduction / BCP)

- Implement cost benchmarking across group to optimize manufacturing allocation (JPN / US / Europe)
- Leverage manufacturing capabilities of CDMO partner in India to optimize Lumipulse reagent production
  - Developing concept of outsourcing manufacturing between India and Japan, ensuring product quality

2. Accelerate Launch of New Contents and Market Creation

- NEURO assays: AD & Beyond AD (Europe)
- Ultra-sensitive detection (*C.difficile*) (U.S.)
- Lumiplulse reagents utilizing PeptiDream technologies (Japan)
- Tropical infectious diseases: Dengue / Zika (India)
- Market creation for other unique assays (Global)

FOCUS AREA (1): GLOBAL MANUFACTURING STRATEGY



FOCUS AREA (2): NEURO MARKET EXPANSIN AND CREATION

NEURO

NEURO MARKET ENTRY (RUO/IVD) as of the end of April 2026

Region	Country
Americas 4 (+1)	• US • Canada • Chile • Brazil • (Mexico)
Asia 3 (+3)	• Japan • India - CDMO • (China - CDMO) • Taiwan • (Singapore) • (Australia)

Region	Country
EU 21	• Austria • Belgium • Bulgaria • Cyprus • Denmark • Finland • France • Germany • Greece • Italy • Luxemburg • Netherlands • Poland

Region	Country
EU	• Portugal • Serbia • Slovakia • Slovenia • Spain • Sweden • Switzerland • United Kingdom
Middle East Africa 2 (+2)	• UAE • Morocco • (Saudi Arabia) • (Turkey)

* Countries shown in parentheses are currently in preparation

FOCUS AREA (3): DEVELOPMENT AND LAUNCH OF NEW CONTENTS

NEURO

NEURO Lineup Expansion: AD & Beyond AD

To accelerate expansion of NEURO assay lineup,
ADx was integrated into Fujirebio Europe in April 2026

- Lead Global NEURO market
  - Focus on biomarker discovery for diagnosis of Parkinson's disease, multiple sclerosis, ALS, beyond AD
- NfL and pTau217 (both blood-based) received CE marking in Europe

Infectious

Ultra Sensitivity Reagent for Infectious Disease

Clostridioides difficile

- Anaerobic bacteria that proliferate when gut microbiota balance is disrupted, mainly after antibiotic use, causing diarrhea and severe pseudomembranous colitis
  - Extremely high unmet diagnostic needs
- Diagnostics market size: ¥ 150 billion (U.S. is the largest market)
- FLUXUS reagent (under development) recognized at ESCMID 2026. Aim for U.S. RUO launch and IVD clearance during this Mid-term

Infectious

Expansion of NTDs-related Products

Develop NTD (Neglected Tropical Disease) assays with high global demand and significant unmet needs

- Dengue fever (launch in India in FY2026), Zika virus, chikungunya fever, and TB-LAM (Tuberculosis / Ultra-sensitive / Urine-based)
- Develop reagents in overseas markets where clinical trial samples are more accessible (India, etc.)
- Future demand in Japan is expected due to global warming

Others

Aim to Launch First Reagent using Peptide Binder

Aim to launch peptide-based reagents using PDPS*,
licensed from PeptiDream in September 2022. (Target: FY2027)

- The first product is planned to be "E2 (Estradiol)" (as LUMIPULSE reagent)
- Successfully developed new products using Peptide technologies that complement conventional antibody-based reagent development
- Aim to share and supply to CDMO partners

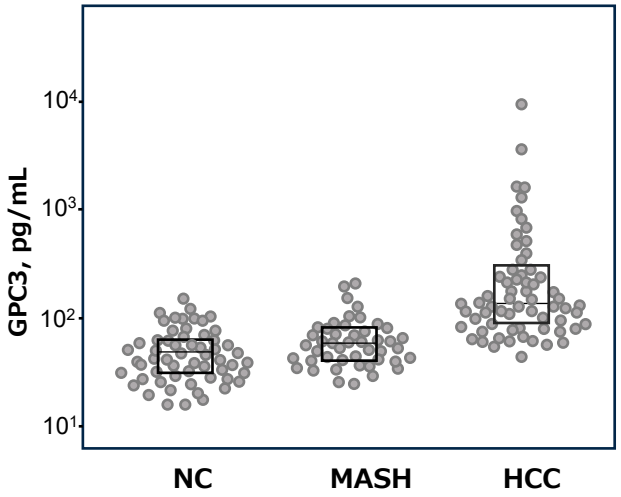
* *Proprietary Drug Discovery Platform - System*

FOCUS AREA (3): DEVELOPMENT AND LAUNCH OF NEW CONTENTS (CONT.)

Oncology

GLYPICAN-3 (GPC-3 ; Liver Cancer)

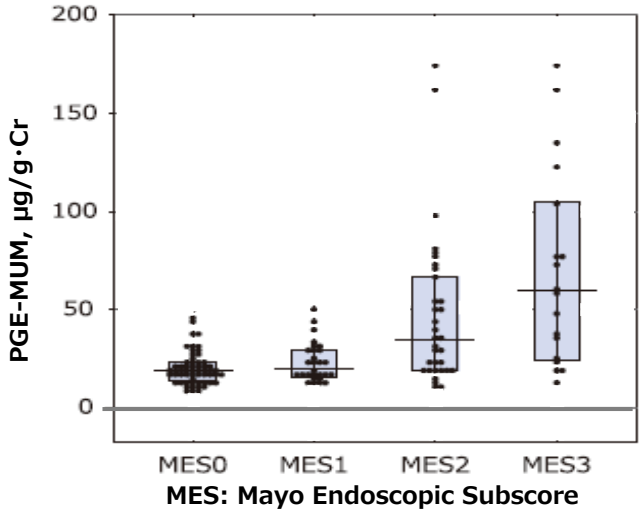
- High specificity for hepatocellular carcinoma and attracting attention as a blood biomarker complementing existing markers (AFP, PIVKA-II)
- Global liver cancer diagnostics market is estimated at over ¥ 250 billion (2023)
- In addition to Lumipluse reagents, we aim to expand through our CDMO partnerships



Oncology

PGE-MUM (Ulcerative Colitis)

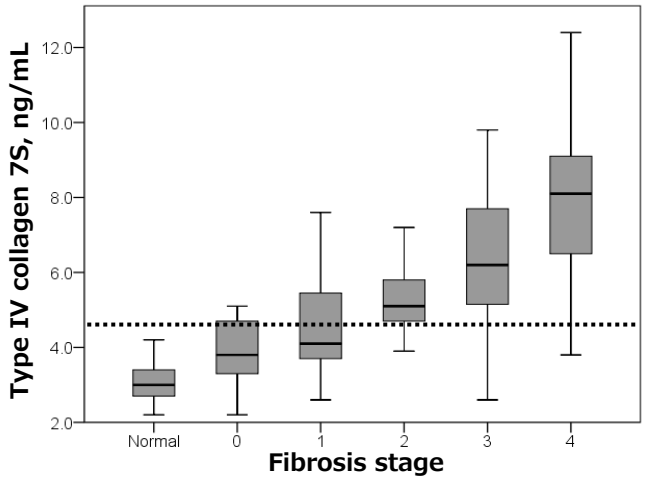
- An intractable disease in which chronic inflammation over time increases the risk of colorectal cancer (colon / rectal cancer)
- Patients: 5 million worldwide (Mainly in Europe and US)
- As an alternative to conventional fecal calprotectin testing, PGE-MUM can be measured in urine, offering a simpler approach



Others

TYPE IV COLLAGEN 7S (Liver Fibrosis / Metabolism)

- A blood biomarker for evaluating liver fibrosis (progression toward cirrhosis) Primarily used for diagnosis of cirrhosis and MASH
- Therapeutic drug received FDA approval in 2024, global expansion of MASH treatment is expected to drive creation of the diagnostics market



BEYOND NEURO, WE HAVE A ROBUST PIPELINE WITH “ONLY ONE” TECHNOLOGIES
WE AIM TO EXPAND GLOBALLY THROUGH CDMO AND PHARMA PARTNERSHIPS

OVERVIEW: GROWTH STRATEGY AND FOCUS AREAS

GROWTH STRATEGY

Support surgeries at major hospitals in Japan and shift toward higher value-added services

1. Expand services to higher value-added areas in operating rooms while creating demand for off-site sterilization
   - Strengthen quality and productivity via operational transformation
   - Implement advanced sterilization services, including support for surgical robots
   - Develop demand for off-site sterilization and promote service expansion

2. Shift visiting nursing toward higher value-added model with a focus on Mental Health and Dementia Care
   - Transform into sites with strengths in Dementia Care
   - Promote specialized training and certification acquisition
   - Ensure reproducibility through standardized care models

FOCUS AREA

1. Sterilization and Surgical Support Business
   - Strengthen quality and shift to higher value-added services
     - Promote operational transformation
     - Expand operating room support services
     - Strengthen human capital strategy
   - Off-site sterilization
     - Strengthen proposal capabilities for off-site sterilization services (deregulation February 2025)
     - Optimize operational structure, including collection and delivery

2. Home-visiting nursing business
   - Reorganize by function to provide differentiated care and improve profitability
   - Enhance knowledge related to “testing”: A unique strength of H.U. Group

FOCUS AREA (1): STERILIZATION AND SURGICAL SUPPORT

Advanced Services

	IN-HOSPITAL	OFF-SITE
Surgical Support	Operational Support in Operating Rooms • Preparation of surgical instruments and medical materials • Instrument management support • Reduction of indirect workload for operating room staff	

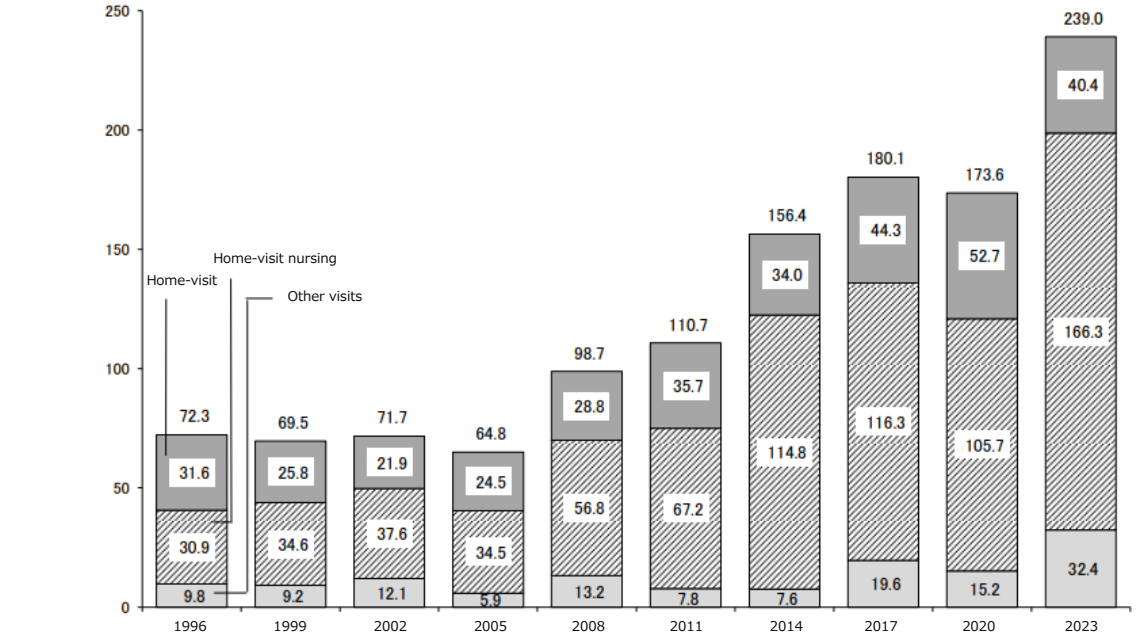
Sterilization	• Existing sterilization services: Surgical Instruments, Endoscopes, etc.
	• Sterilization services for Surgical Support Robots (Oncology)
	• Strengthening quality and know-how
		• Conventional Sterilization Services
		  • Surgical instruments, endoscopes, etc.
		  • Reduce the burden on hospitals performing in-house sterilization
		• Improve transportation and logistics efficiency

STERILIZATION TO BECOME HUB FOR PARTNERSHIP WITH MEDICAL DEVICE MANUFACTURES

FOCUS AREA (2): HOME VISIT NURSING DEMAND

DEMAND FOR HOME VISIT NURSING

Annual trends in the estimated number of outpatients receiving home healthcare



Challenges

- Highly labor-dependent industry
- Highly competitive market with many participants ("differentiation")

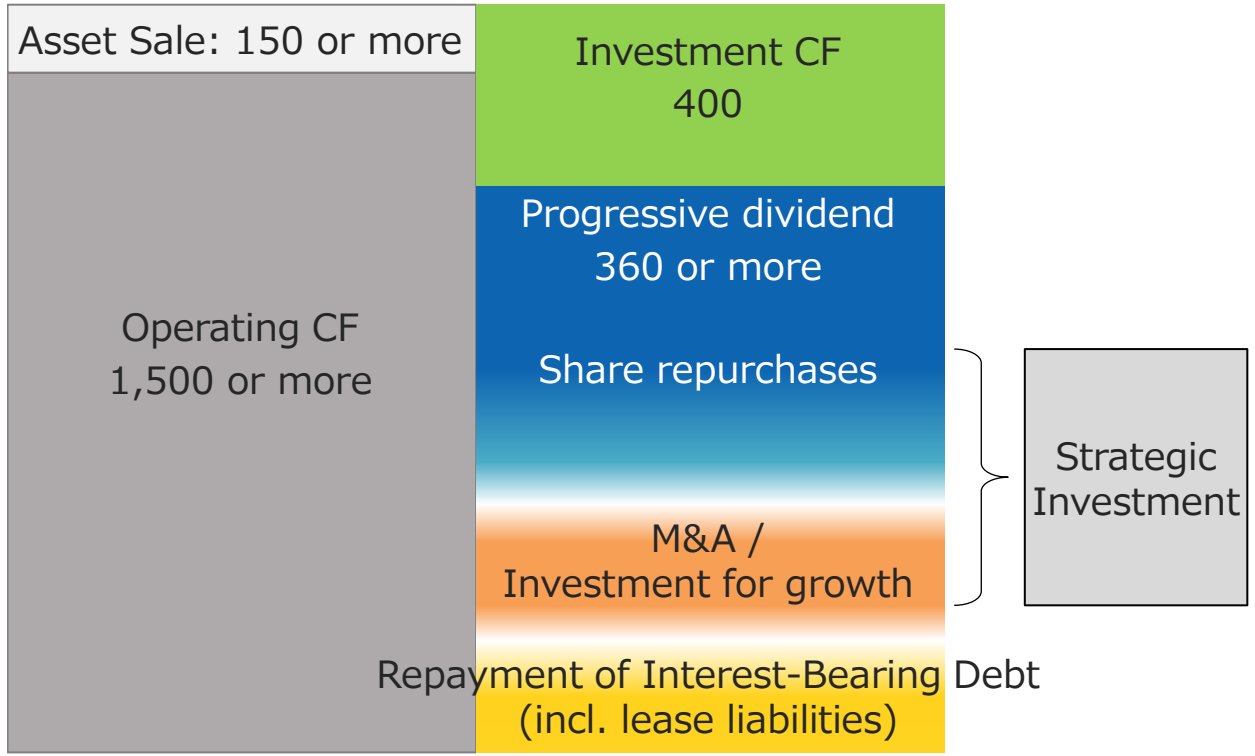
Group direction

- Focus on care for Mental Health conditions (including Dementia) NEURO
  - Currently, 40% of total users in this category
- Enhance Education NEURO
  - Strengthen expertise in Dementia Care
    - Support employees in obtaining certifications
  - As a Group with diagnostics and testing capabilities, support employees in acquiring testing knowledge
- Accelerate IT / DX initiatives in the field Oncology

Source: Ministry of Health, Labour and Welfare, “Overview of the 2023 Patient Survey”

CAPITAL ALLOCATION POLICY

OVERVIEW



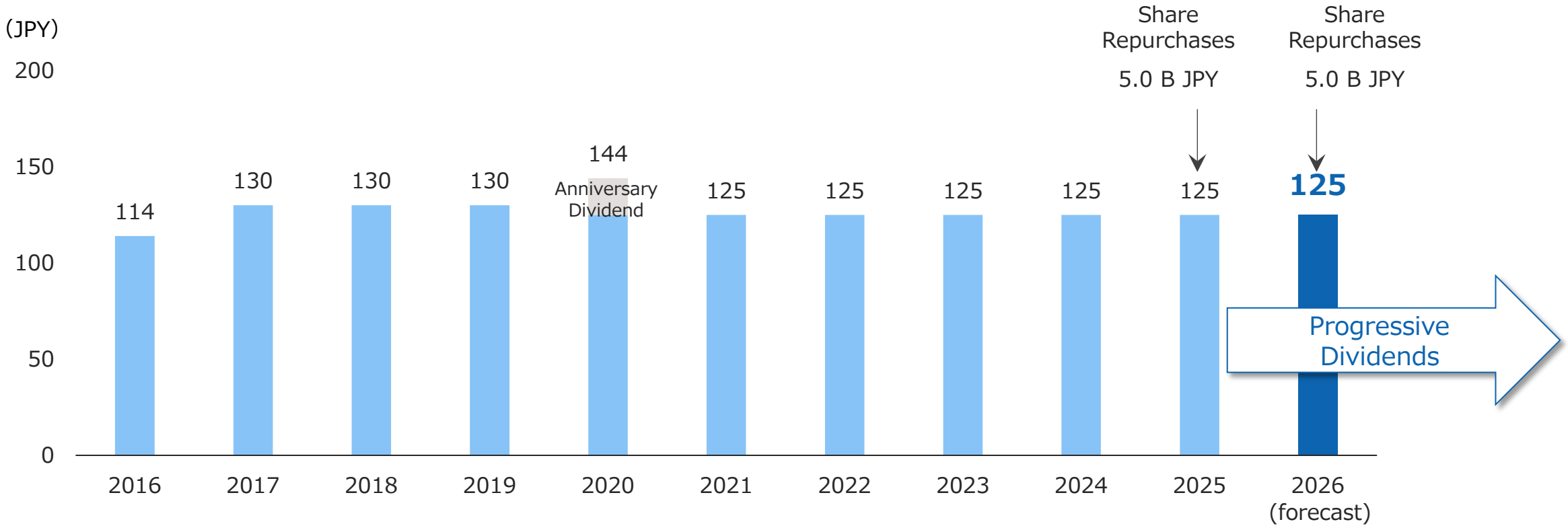
KEY POINTS

- Dividend will remain stable and progressive on an ongoing basis
  - Aim for Dividend on Equity (DOE) ratio 6%
- Implement share repurchases actively and flexibly
  - Implemented ¥5 B in FY2025
  - **Additional ¥5 B resolved on May 14**
  - Total over ¥20 B target is remained
  - ➡ ¥56 B shareholder return including dividend
- M&A / Investment for growth
  - Accelerate IVD growth
  - To be able to implement additional Debt

NO CHANGE IN POLICY

SHAREHOLDER RETURN

Historical Dividend per Share and Share Repurchases



DIVIDEND WILL REMAIN STABLE AND PROGRESS ON AN ONGOING BASIS
AND SHARE REPURCHASES WILL BE IMPLEMENTED ACTIVELY AND FLEXIBLY

STRENGTHENING HUMAN CAPITAL

Aim to be a company where employees are willing to build long-term careers

- **Empathy with our MISSION / VISION**
  - Work that directly relates to the lives of employees and their families(diseases and healthcare)
  - A sense of achievement and responsibility from contributing to society and healthcare in Japan and globally through the Group's products and services
  - Empathy with the Company's history of more than 75 years (Founded in 1950)

- **Realize personal growth and achievement through long-term careers**
  - Highly specialized work (testing technologies, academic understanding of diseases, medical device knowledge, etc.)
  - Knowledge and technology transfer from experienced employees to younger generations, while younger employees stimulate and grow together with senior staff
  - Develop flexible HR systems that accommodate diverse lifestyles
  - Provide education systems and opportunities that enable diverse career paths

OPEN COMMUNICATION BETWEEN MANAGEMENT AND EMPLOYEES
TO STRENGTHEN ENGAGEMENT

STRENGTHENING GOVERNANCE

Management and independent directors act as ONE TEAM to achieve corporate value enhancement

- **The role of Board of Directors: not only oversight but also strengthening management together**

- **Positioning of governance**
  - A foundation supporting the creation and execution of the value creation story
  - Ensure rationality and transparency in decision-making while granting management discretion and accountability

- **Governance that strengthens management, not constrains it**
  - Execution responsibility: clearly centralized under the CEO, Supervisory responsibility: led by independent directors
  - Balanced relationships with independent directors keeping healthy tension, providing opportunity to understand operation deeply
  - Three committees for nomination, compensation, and audit
    Enhance management quality through CEO evaluation, succession planning, and compensation linkage

STRENGTHEN SUSTAINABLE VALUE CREATION AND EARNINGS POWER

OUTLINE OF “H.U.2030” 2.0

Mid-Term Management Plan “H.U.2030” 2.0 – Towards a Global H.U. Group –

1. **Introduce “Disease-specific” strategy, leveraging our unique strength, to achieve global growth**
   - Strong focus on Oncology and NEURO, while positioning infectious diseases and other areas as core fields
   - Introduce R&D unique products and solutions to solve medical unmet needs in disease area

2. **Each operating company to focus on its core strengths and strengthen profitability**
   - Focus on Core; Leverage past investments to drive growth
   - Review past (functional) integration initiatives, as needed, to further accelerate growth of each business

3. **Maintain current Capital Allocation / Shareholder Return Policy (incl. M&A policy)**
   - Continue initiatives to improve capital efficiency

4. **Strengthen Human Capital Strategy** (“Enhance Engagement")

5. **Management and Independent Directors to be as ONE TEAM to enhance corporate value** (“Strengthen Governance")

3. FY2026 (Ending March 31, 2027) OUTLOOK

FY2026 FINANCIAL TARGET

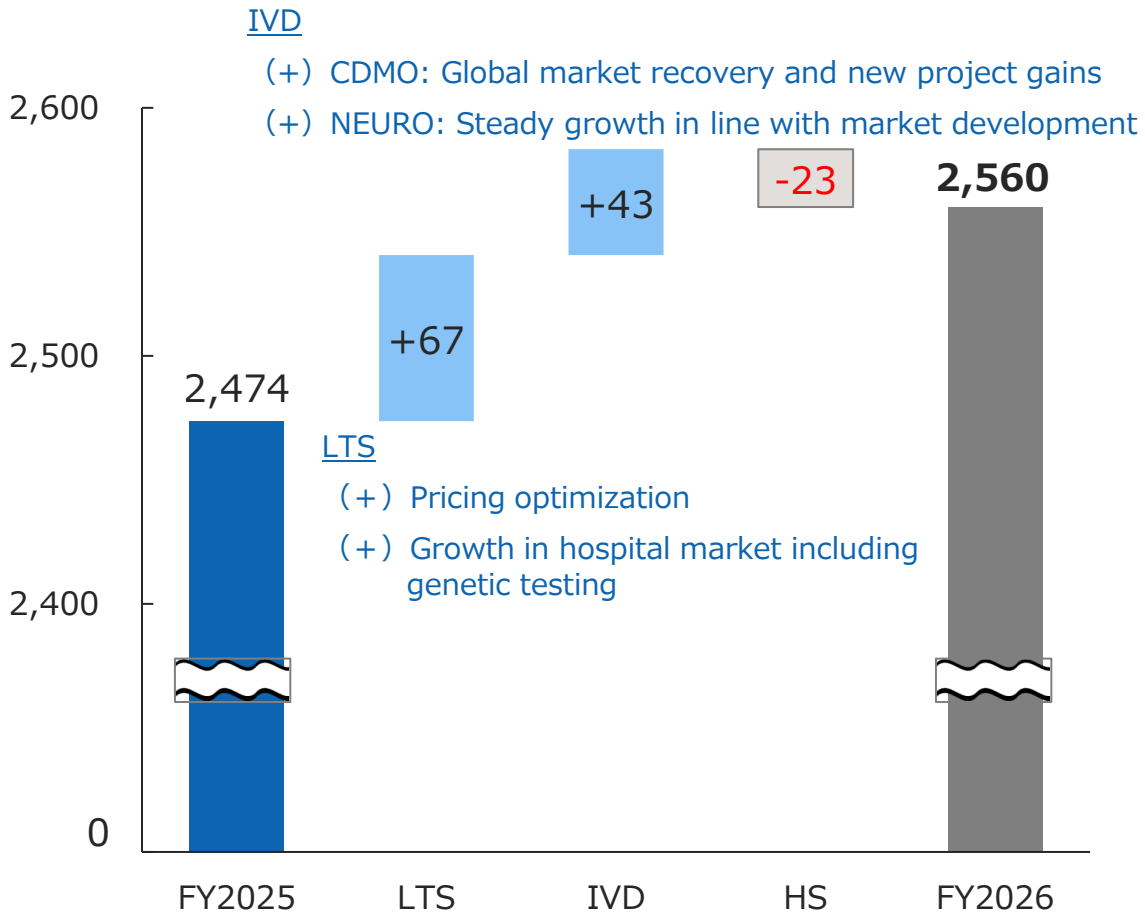
(100 Million JPY)

	FY2025	FY2026 Target	YoY	
Net Sales	2,474	2,560	+86	+3.5%
LTS	1,573	1,640	+67	+4.3%
IVD	607	650	+43	+7.0%
HS	293	270	-23	-7.9%
EBITDA	265	290	+25	+9.3%
LTS	137	155	+18	+13.4%
IVD	147	163	+16	+11.1%
HS	31	25	-6	-18.7%
Operating Profit	48	90	+42	+88.3%
LTS	0	27	+27	–
IVD	91	110	+19	+21.5%
HS	18	17	-1	−3.4%
Net Profit	68	50	-18	-26.7%
ROIC	1.5%	3.0%		+1.5pt
ROE	5.0%	3.7%		-1.3pt
Operating Cash Flow	216	230	+14	+6.7%

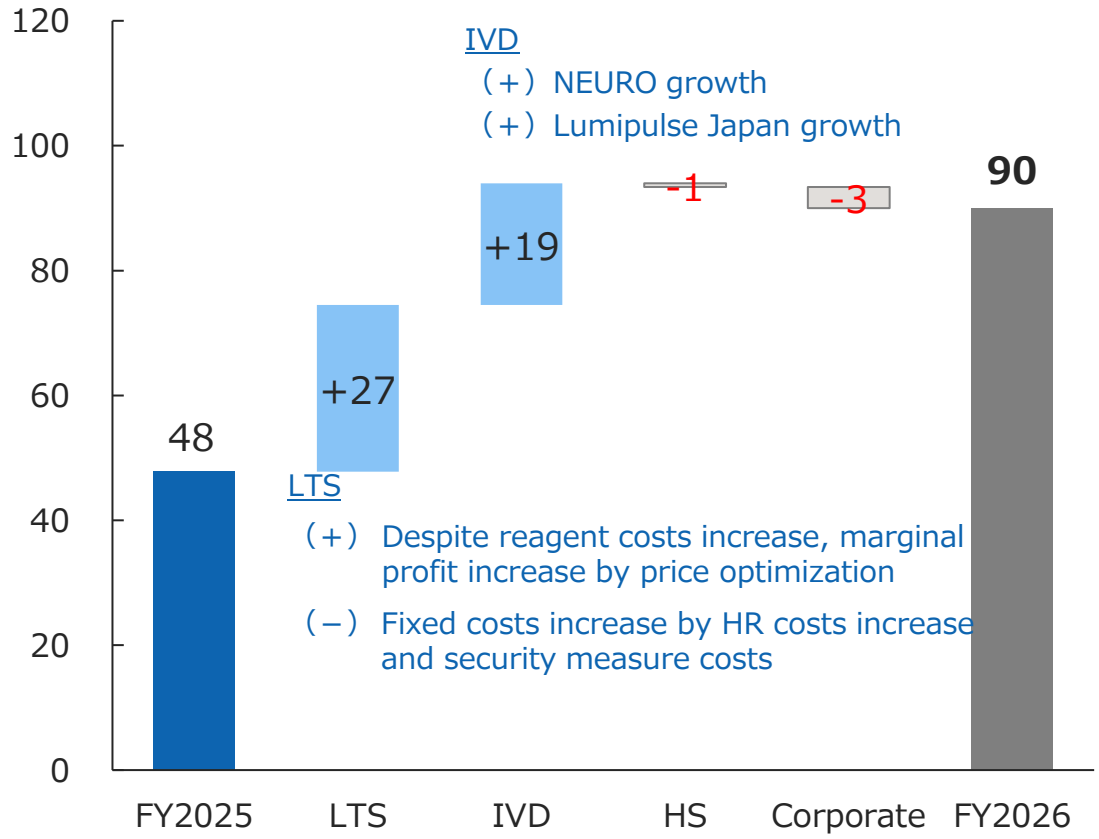
FY2026 FINANCIAL TARGET (NET SALES / OP)

(100 Million JPY)

NET SALES



OPERATING PROFIT



GLOSSARY

GLOSSARY

Term	Definition
AD	Alzheimer’s Disease
BMGL	Baylor Miraca Genetics Laboratories, an equity-method affiliate in U.S., providing genetic testing for cancer and congenital diseases
CAP	College of American Pathologists
CDMO	Contract Development and Manufacturing Organization
CE mark	A mark indicating that a product complies with EU standards for safety, health, and environmental protection
CLIA	Clinical Laboratory Improvement Amendments
CSF	Cerebrospinal Fluid
ESCMID	European Society of Clinical Microbiology and Infectious Diseases
Flow cytometry	A method for rapidly and sensitively analyzing individual cells, bacteria, and other particles in a sample using light and fluorescent dyes
ISO15189	An international quality standard specialized for clinical laboratories
KOL	Key Opinion Leader
LC/MS	An integrated system combining a liquid chromatograph (LC) and a mass spectrometer (MS)
LDT	Lab Developed Test. A test designed, developed, manufactured (or modified), and used within a single laboratory or laboratory network to examine specimens, where the results are intended to support clinical diagnosis
MASH	Metabolic dysfunction Associated Steatohepatitis
NEURO	Neurology, in the Group, the term refers to the testing for neurodegenerative diseases, including dementia
PDPS	Peptide Discovery Platform System
PeptiDream	A company possessing PDPS, a proprietary drug discovery platform, entered into a technology license agreement with the company, in Sep. 2022
PSG	Plasma Service Group, engaged in the biological raw material supply business, acquired in June 2025, to strengthen the CDMO business
RUO	Research Use Only
UGT1A1	A test performed to predict the risk of adverse effects before irinotecan administration based on metabolism-related genes
Unmet needs	Medical needs for diseases that still lack effective treatments

H.U.GROUP

Disclaimer regarding forward-looking statement:

The financial forecasts and forward-looking statements contained in this document are based on information currently available to the Company's management, as well as certain assumptions and judgments that involve inherent risks and uncertainties. Actual results may differ materially from those expressed or implied in these statements due to various factors.

Factors that may affect actual results include, but are not limited to, deterioration in economic conditions, fluctuations in foreign exchange rates, changes in regulatory, legal, or administrative requirements, delays in the launch of new products, competitive pressures arising from competitors' product strategies, and declines in the sales performance of existing products.