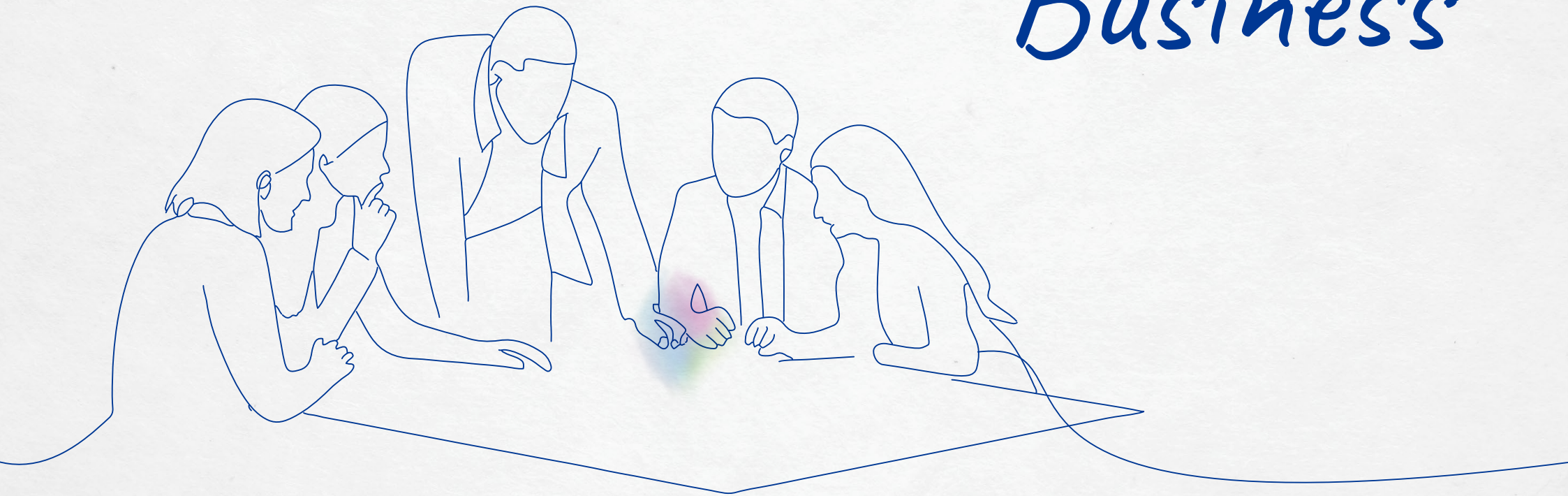
Chapter 4

Business



PHC Group Structure

Effective April 1, 2026, PHC Group renamed and reorganized some business units. The name changes are intended to provide stakeholders with a clearer understanding of our businesses. Through the reorganization, we will further strengthen our business foundations in line with the Value Creation Plan 2027 by establishing the organizational structures needed to accelerate business expansion in growth areas.

Name Changes

BGM Business Unit ▸▸ **Diabetes Management Business Unit**
LSIM Business Unit ▸▸ **Clinical Testing Business Unit**

Reorganization

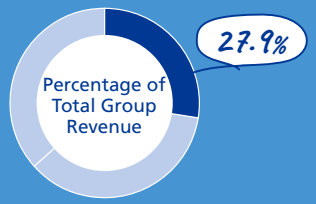
Integration of the Biomedical Business Unit and IVD Business Unit ▸▸ **Life Sciences Business Unit**

	Diabetes Management	Healthcare Solutions			Diagnostics & Life Sciences		
FY2025	**BGM Business Unit**	**LSIM Business Unit**	**Healthcare IT Solutions Business Unit**	**CRO Business Unit**	**Pathology Business Unit**	**Biomedical Business Unit**	**IVD Business Unit**
	ASCENSIA Diabetes Care	LSI Medience	WEMEX	mediford	epredia	PHCbi*	PHC IVD
FY2026-	**Diabetes Management Business Unit**	**Clinical Testing Business Unit**	**Healthcare IT Solutions Business Unit**	**CRO Business Unit**	**Pathology Business Unit**	**Life Sciences Business Unit**	
	ASCENSIA Diabetes Care	LSI Medience	WEMEX	mediford	epredia	PHC	
	• Blood Glucose Monitoring Systems • Digital Diabetes Management Solutions	• Clinical Testing • Food Sanitation & Hygiene Analysis • Doping Control Sample Analysis	• IT Systems for Clinics, Hospitals, Pharmacies, and Dental Clinics • Operational Efficiency Solutions for Corporations, Health Insurance Associations, and Health Checkup Institutions	• Non-clinical Contract Research • Bioanalysis Services • Central Laboratory Services	• Anatomical Pathology Instruments, Consumables, and Microscope Slides • Digital Pathology and Software Solutions • Instrument Maintenance Service	• Life Science Research/Medical Support Equipment • Diagnostic Reagents and Instruments • Instrument Maintenance Service • Development and Manufacturing Contract Service	

* PHCbi will continue as a product brand.

Diabetes Management Domain

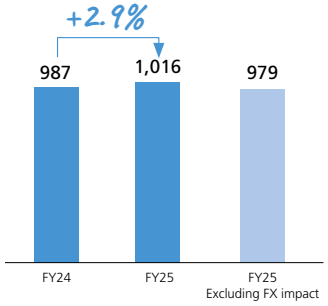
In our Diabetes Management domain, we deliver innovative solutions for managing diabetes, including through the development, manufacturing, and sales of blood glucose monitoring (BGM) systems. Leveraging highly accurate measurement technology with seamless data connectivity and digital diabetes management tools, our products help people with diabetes to accurately monitor their blood glucose levels so they can better manage their condition and enhance their quality of life.



Fiscal Year 2025 Results

Revenue

(Unit: 100 million yen)

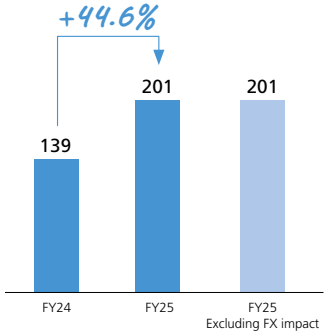


Despite the market contraction in BGM, revenue grew YoY due to solid sales in Europe and the U.S., favorable FX impact against the EUR, and increased CGM sales.

- (+) Share gains in developed markets
- (+) ASP increase / sales volume growth initiatives in the U.S.
- (+) Favorable FX impact of JPY against EUR
- (+) Progress on localization in Algeria
- (+) Increased sales of CGM (up to Q3)
- (−) Market decline in developed countries
- (−) Market shifts to low-price channel

Operating Profit

(Unit: 100 million yen)



Operating profit increased significantly, driven by strong BGM sales, cost-reduction initiatives, and lower amortization expenses. CGM also contributed to profit growth through increased revenue up to Q3 and reduced losses following the business transfer in Q4.

- (+) Strong performance in profitable developed countries
- (+) Profitability improvement initiatives in the U.S.
- (+) Cost improvement effects
- (+) Decreased amortization costs
- (+) Reduced losses due to CGM business transfer
- (−) JPY 300M impact from corporate function transfer

Operating profit margin: 19.8%

Domain Strategy

Transition to a New Structure to Continue Supporting People With Diabetes Worldwide

In the Diabetes Management Domain, the business has been helping people with diabetes monitor their condition for over 80 years. Today our products are used in more than 90 countries and regions around the world.

In fiscal year 2025, our BGM business delivered steady progress despite market contraction. Strong performance was particularly evident in developed markets. In the U.S., we achieved sales growth, supported in part by the launch of new products, and acquired contracts with approximately 50 commercial and government payers, while maintaining our No. 1 market share* as a national brand in the OTC channel. In Europe, we further strengthened our market-leading positions across key markets. Additionally, we began sales of locally manufactured products in Algeria.

Beyond these efforts, we made two major strategic decisions in fiscal year 2025. The first was the transfer of the continuous glucose monitoring (CGM) business. Alongside our BGM business, we also previously offered implantable CGM systems through our partnership with Senseonics, the maker of Eversense. As this business continued to grow, however, it increasingly evolved away from our core BGM business model. Recognizing the need for an integrated business structure, we concluded that unifying development, manufacturing, and distribution under Senseonics would best position the CGM business to accelerate growth and realize its full potential, and we therefore decided to transfer the business back to Senseonics. The decision also aligns with our Value Creation Plan 2027, which identifies improved portfolio management as a key priority. Following the CGM transfer, we expect the overall profitability of this domain to improve significantly.

The second strategic decision was a change in leadership for Ascensia Diabetes Care, which is responsible for the BGM business. After leading both organizations, I handed over these responsibilities to Peter Bodlund in April 2026. Peter has over two decades of senior leadership experience in the healthcare industry and had served as Chief Operating Officer of Ascensia since 2022. We are confident that his wealth of experience and proven leadership will drive further growth and advancement of our Diabetes Management business.

Fiscal year 2026 marks our inaugural year under this new leadership structure. As a leading company in diabetes management, we will continue to dedicate ourselves to improving quality of life for people with diabetes.

* Source: Data on file

Koichiro Sato
Senior Executive Vice President,
Representative Director,
COO, CSO,
Head of Diabetes Management Domain,
PHC Holdings Corporation

Maintain and Improve Profitability

BGM: **Strengthen focus segments and improve profitability through cost optimization**

Operating profit margin improvement: **2.5% (Fiscal Years 2024–2027)**

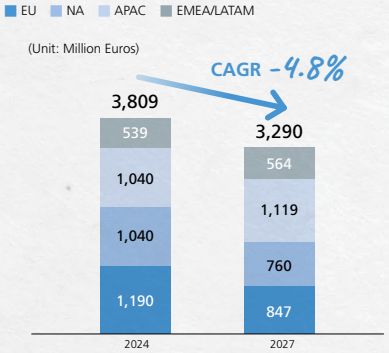
Diabetes Management Business*

ASCENSIA Diabetes Care

* The organization name was changed from the BGM Business Unit effective April 1, 2026. For details, see the PHC Group Organizational Chart.

Market Environment & Outlook

BGM Market Trends



Source: In-house research

Market Environment

- Patients with high testing frequency are transitioning from BGM to CGM, primarily in mature markets.
- BGM remains an important diabetes management tool for many people, used alongside CGM. In emerging markets, demand for BGM continues amid a growing population of people with diabetes, where affordability and access remain key considerations.
- In some markets, downward pricing pressure is limiting growth in value terms.

Outlook

- While CGM adoption will continue to expand, we expect BGM declines to moderate further.
- We expect average pricing to erode as 1) high-price markets decline and low-price markets grow, and 2) inflation in healthcare costs puts pressure on pricing.

Business Strategy

Peter Bodlund
Corporate Officer,
PHC Holdings Corporation
President & CEO, Ascensia Diabetes Care Holdings AG

The blood glucose monitoring (BGM) business is pursuing a focused strategy to sustain profitability. Based on a combination of market profitability, trends, and our strengths, we prioritize key markets and ensure resources are deployed toward opportunities with the highest ROI. We also tailor our go-to-market approach based on market environments. In high-margin markets where we have a strong presence, gaining market share is our priority. In lower-margin markets, operational efficiency and selective participation across channels and segments are most important to maintain a sustainable business model.

While the overall BGM market is still expected to decline, we believe the pace of decline will be moderate. In addition, our outlook is strengthened by the growth trend of the over-the-counter business in the U.S., as well as our re-entry into Algeria via localized manufacturing at the end of fiscal year 2025. Despite pricing pressure from inflation and shifting payer priorities, the business aims to maintain a solid foundation, outpacing the market, and targets a -3% revenue CAGR for fiscal years 2024–2027.

Key Products & Services

CONTOUR®

CONTOUR® products enable highly accurate, easy-to-use blood glucose monitoring for people with diabetes. Sold in more than 90 countries, CONTOUR® solutions are used by an estimated 10 million people worldwide.

Global market share ranking:

Source: In-house research

Our Precision Technologies

Trusted Accuracy Through Innovation

Since launching the world's first glucose monitoring device in 1941, our diabetes business has continued to pursue innovation. To date, our CONTOUR® Blood Glucose Monitoring system is consistently ranked as one of the most accurate BGMs by independent investigator initiated research studies.*1*2 Our smartLIGHT design also reduces the burden of interpreting glucose readings for people living with diabetes, offering them additional peace of mind in glucose management. In fact, consumer research has shown that the two most important features for people with diabetes are accuracy and ease of use. In the same research, CONTOUR® was rated higher than competitors on both attributes.

Our most recent market research in the U.S., conducted during Q1 in fiscal year 2026, shows that CONTOUR® continues to lead in Net Promoter Score vs. other leading BGM manufacturers.*3

Our precision technology helps improve diabetes management for approximately 10 million users worldwide. Going forward, we will remain focused on meeting the needs of people with diabetes, and serving as a trusted partner throughout the diabetes management journey.

*1 Pleus S. et al., User Performance Evaluation and System Accuracy Assessment of Four Blood Glucose Monitoring Systems, 2022.
*2 Kenning et al., Comparative System Accuracy of Blood Glucose Monitoring Systems, 2024.
*3 A metric that measures users' willingness to recommend a product or service to others.

Strategy & Target

Strategy

- Prioritize allocation of resources to profitable segments to drive market share growth
- Invest in selected commercial initiatives that have strong ROI.
- Change go-to-market approach in low-margin markets to improve profitability
- Ongoing optimization of support functions to reduce structural costs and other operating expenses

Target (Fiscal Years 2024–2027)

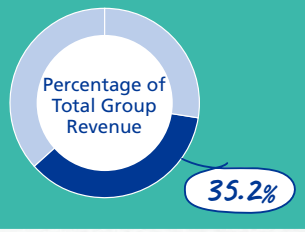
Revenue CAGR: -3.0%

Main drivers for trend improvement:

- U.S.: End of headwinds from partnership sunsetting and ability to pursue new opportunities
- Algeria: Localization realized at the end of fiscal year 2025, with full year benefits in fiscal 2026

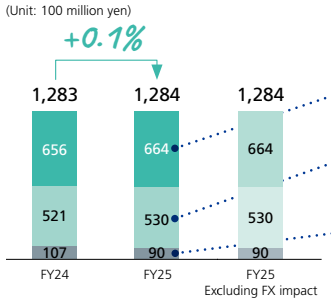
Healthcare Solutions Domain

In the Healthcare Solutions domain, we support the healthcare field by offering clinical testing services, developing and distributing healthcare IT solutions, and providing drug development support services. For medical institutions, we offer clinical testing services and healthcare IT solutions, including medical-receipt computers and electronic medical record systems. For pharmaceutical companies, we deliver research and development services, including non-clinical testing and clinical trial support. By supporting healthcare professionals and patients, we contribute to the advancement of medicine and drug discovery across Japan.



Fiscal Year 2025 Results

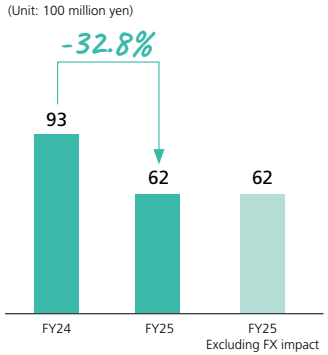
Revenue



Revenue increased year on year, driven by growth in genetic testing in the Clinical Testing business and higher sales of EMR/medical-receipt systems in the Healthcare IT Solutions business, which more than offset lower e-prescription software sales and reduced revenue in the CRO business.

- (+) Increased sales of genetic testing
- (+) Growth in EMR/medical-receipt system sales
- (−) Decline in e-prescription software demand
- (−) Decrease in large-scale testing projects
- (−) Decrease in clinical trial orders

Operating Profit



Despite revenue growth and cost reductions, operating profit decreased due to changes in the sales mix, higher procurement and amortization costs, lower CRO revenue, and restructuring costs.

- (+) Impact of increased revenue
- (+) Effect of cost reductions
- (−) Lower sales of high-margin e-prescription software
- (−) Increased procurement costs/amortization costs
- (−) Decreased revenue in CRO business
- (−) Restructuring costs
- (−) JPY 80M impact from corporate function transfer

Operating profit margin: 4.9%

Domain Strategy

Koichiro Sato
Senior Executive Vice President,
Representative Director,
COO, CSO,
Head of Healthcare Solutions Domain,
PHC Holdings Corporation

Providing Solutions to Support Healthcare in Japan, Where Challenges Are Emerging

Japan's healthcare system faces a wide range of challenges, including rising healthcare expenditures associated with an aging population, increasing burdens on the working-age population that supports the system, shortages and geographic imbalances of healthcare professionals, worsening operating conditions for medical institutions, and regional disparities in access to healthcare services.

The Healthcare Solutions Domain supports healthcare institutions and professionals through a broad portfolio of services designed to address the needs of Japan's medical frontline.

In fiscal year 2025, the domain achieved a modest increase in revenue, while operating profit declined. In the Clinical Testing business, market conditions remained stable, growth in our strategic genetic testing services continued, and cost reduction initiatives proved effective. In addition, the Central Laboratory of LSI Medience Corporation successfully regained ISO 15189 accreditation, and performance improvements continue to progress steadily in line with the Value Creation Plan 2027. In the Healthcare IT Solutions business, demand for e-prescription solutions slowed compared with fiscal year 2024 despite continued Japanese government-led promotion of healthcare digital transformation initiatives. Strong sales of key offerings, including electronic medical record (EMR) and medical-receipt systems, helped offset the decline. We also reinforced our growth platform through the complete integration of Wemex Healthcare Systems and the introduction of Medicom Cloud Karte, a cloud-based EMR solution integrating EMR/medical-receipt functionality for clinics. In the CRO business, lower clinical trial demand resulting from the impact of the previously revoked ISO accreditation negatively affected performance. To support recovery, we are continuing initiatives to expand business opportunities and enhance profitability.

In fiscal year 2026, the Clinical Testing business will continue to offer a wide range of testing services while enhancing its capabilities in cancer diagnostics and genetic testing. Through these efforts, we will contribute to disease prevention, rapid and accurate diagnosis, and more effective treatment. In the Healthcare IT Solutions business, we will focus on expanding sales of Medicom Cloud Karte and capturing demand related to digital transformation in healthcare aimed at achieving a 100% EMR adoption rate in Japan by 2030. The CRO business has recently updated its management structure. In addition, we established a new infectious disease research facility (BSL-3 facility) to support the development of vaccines and other therapies in preparation for potential future pandemics. We seek to continue contributing to the advancement of emerging treatment modalities.

As an indispensable partner to Japan's healthcare community, the Healthcare Solutions Domain will continue supporting the operations of healthcare institutions and healthcare professionals while contributing to solutions for the challenges facing Japan's healthcare system.

Improving Profitability and Efficiency

WEMEX:
Creation of synergies with the acquired business and distribution of cloud-based solutions

LSIM, Mediford:
Restructuring business

Operating profit margin improvement:
2.0% (Fiscal Years 2024–2027)

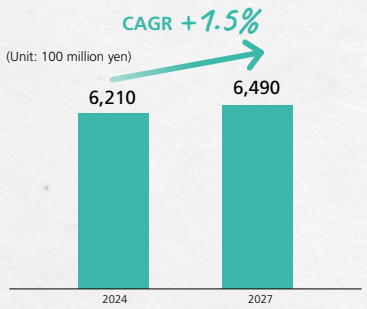
Clinical Testing Business*

LSI Medience

* The name was changed from the LSIM business effective April 1, 2026. For details, see the PHC Group Organizational Chart.

Market Environment & Outlook

Japanese Contract Clinical Testing Market Trends



Source: In-house research

Market Environment

- General contract testing is recovering, with particularly strong growth in the genetic field.
- Demand for the implementation of FMS*1/Branch*2 Lab services remains strong, driven by efforts to reduce expenses and convert fixed costs into variable costs.

*1 FMS (FMS method): A service that supplies testing equipment, systems, reagents, consumables, etc. to hospital testing departments and provides testing laboratory management know-how.
*2 Branch (branch lab method): A model in which specimen testing is conducted within medical institutions. The service provides the personnel, testing equipment and systems, and other resources required to establish and operate a laboratory.

Outlook

- Although contract testing will be affected by price reductions resulting from medical fee revisions, continued growth is expected in the genetic field.
- A more strategic approach will be required to expand FMS and Branch Lab adoption.

Business Strategy

Kenichi Uchino
Corporate Officer,
PHC Holdings Corporation
President and Representative Director,
LSI Medience Corporation

Although demand for general contract testing is recovering, we recognize that rising fuel and material costs due to global instability, together with intensifying competition for talent in Japan due mainly to the declining birth rate and aging population, remain significant challenges.

After resolving a quality management issue, restoring the trust of customers and society was our highest priority in fiscal year 2025. We strengthened our quality management systems, while also focusing on profitability and efficiency.

To achieve the Value Creation Plan 2027, we will adjust our site network based on regional strategies—including collaboration with regional hub medical institutions and partner testing centers—strategically reallocate resources, and review workflows to improve the operating efficiency of the Central Laboratory.

In the growth areas of genetics and non-reimbursed testing, we will strengthen our presence in the research testing market for cancer genetics and expand services through strategic business partnerships that address market needs, aiming for sustainable growth and enhanced corporate value.

Key Products & Services

Clinical Testing Services

As part of our clinical testing services, we offer a diverse range of tests in biochemistry, hematology, immunology, microbiology, genetics, and other fields. We help meet the need for greater accuracy and speed in advanced clinical testing through our laboratory automation systems.

Additionally, we maintain a sales network across Japan and serve a broad range of customers, including medical institutions ranging from university hospitals to clinics, as well as government and public-sector institutions.

Japan market share ranking:

Source: In-house research

Our Precision Technologies

Development of New Tests Using a Digital PCR Method

As a wide variety of tests based on PCR technology are being implemented and genetic testing becomes increasingly sophisticated, we are focusing on digital PCR, a technology that enables efficient and quantitative analysis of multiple target genes, and are proceeding with the development of new testing assays.

Digital PCR achieves absolute quantification by dividing a sample into microscopic partitions, performing PCR in each partition, and digitally counting the results. Because no standard curve is required, the process allows for efficient measurement and high workflow productivity, even when used with multiple target genes. Leveraging these characteristics, we launched a Multiplex Quantitative Analysis for Opportunistic Viral Infections. Opportunistic infections arise when immune function is compromised; the risk of severe illness is especially high in immunosuppressed patients following transplantation, making early therapeutic intervention essential. Because multiple viruses can cause these infections and are often difficult to identify from clinical symptoms alone, this test can detect several viruses simultaneously within a short timeframe. Clinicians have praised it as a test that is genuinely useful in actual clinical practice.

Going forward, we will continue to listen to the voices of healthcare professionals and bring needed tests to market.

Strategy & Target

Strategy

- Promote price optimization initiatives
- Expand business areas in genetic testing and uninsured sectors
- Optimize business footprints
- Improve testing operations and strengthen quality management systems through IT utilization

Target (Fiscal Years 2024–2027)

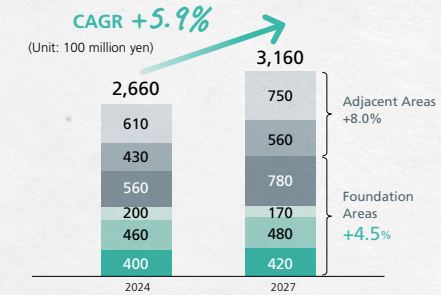
Revenue CAGR: 2.1%

Healthcare IT Solutions Business

WEMEX

Market Environment & Outlook

Healthcare Information Systems Market Trends



Source: In-house research

Market Environment

- With the advancement of the digital transformation (DX) of healthcare in Japan, the adoption of electronic medical record information sharing services is expected to accelerate, in addition to online verification of eligibility and e-prescriptions. To support this trend, a certification program for electronic medical record systems compliant with government-defined standard specifications was introduced.
- Adoption of affordable cloud-based electronic medical record systems is increasing among newly established medical institutions.

Outlook

- Policies are being promoted to achieve a 100% adoption rate of electronic medical records by 2030. More than 40,000 medical institutions in Japan have yet to introduce electronic medical records, so the market is expected to continue growing.
- Driven by Japanese government policy and systems, and continued adoption by small- and medium-sized companies, we expect continued significant growth in the health management field.

Key Products & Services

Systems for Clinics

By providing cloud-based, on-premises, and hybrid systems, we offer electronic medical record systems integrated with medical-receipt computers and tailored to customer needs. Robust claims-checking capabilities reduce data-entry burdens and prevent billing omissions and errors.

Japan market share ranking*:

Systems for Pharmacies

Standard inclusion of medication checking functions. Electronic medication history (EMH) to prevent prescription errors and support pharmacy management.

Strategy & Target

Strategy

- Develop the business around healthcare DX in Japan by supporting healthcare policy initiatives and providing highly innovative solutions
- Generate synergies and enhance competitiveness through the business integration with Wemex Healthcare Systems (WHS) in fiscal year 2025
- Strengthen the customer base and expand market share through the enhancement of cloud products
- Strengthen health management-related products and solutions

Target (Fiscal Years 2024–2027)

Revenue CAGR: 5.4%

* No.1 share in electronic medical records for clinics
Source: Fuji Keizai Co., Ltd., "2025 Current Status and Future Outlook of the Medical, Healthcare, and Pharmaceutical DX-Related Markets," 2024 results (value basis), electronic medical records for clinics (on-premises/cloud-based)
No.1 share in medical-receipt computer systems for clinics and hospitals
Source: Fuji Keizai Co., Ltd., "2022 Current Status and Future Outlook of the Medical Collaboration Medical Platform-related Markets," based on 2020 Company shares (volume basis), medical-receipt computer systems (PHC results)

Business Strategy

Hideaki Takahashi
Corporate Officer,
PHC Holdings Corporation
President and Representative Director,
Wemex Corporation

Wemex integrated with Wemex Healthcare Systems (WHS) on October 1, 2025, bringing the two companies together as one. With a customer base of more than 50,000 and a nationwide support network, we are combining the businesses, technologies, and customer bases of both organizations amid rapid changes in the external environment. By accelerating management decision-making and improving operational efficiency, we are creating synergies and strengthening competitiveness. We are seizing opportunities arising from government-led healthcare DX initiatives and applying the latest technologies to products and services that address both policy trends and customer needs. For clinics, we offer a full lineup of cloud-based, on-premises, and hybrid solutions, including Medicom Cloud EMR, a cloud-based electronic medical record system integrated with medical-receipt functionality that was launched in April 2025. For pharmacies, we provide the Generative AI Medication Record Input Support Service and Wemex Pharmacy Management Support, a comprehensive management support system. By improving operational efficiency at major pharmacy chains and drugstores, these solutions enable pharmacists to spend more time with patients. In the area of prevention and pre-symptomatic diseases, we are providing preventive medicine solutions that improve operational efficiencies for companies, health insurance associations, and others. In telemedicine, we are developing support frameworks for healthcare in remote areas as well as organ donation, helping reduce the burden on healthcare professionals and improve patients' access to care.

Our Precision Technologies

A Development Leader Discusses How the Precision Technologies Behind Medicom Cloud EMR Solve Challenges in Healthcare Settings

Wemex developed Japan's first medical-receipt computer in 1972 and has advanced the digitalization of healthcare operations for more than 50 years. The expertise accumulated through close engagement with healthcare settings, coupled with persistent efforts to solve a wide range of challenges, is what underpins the precision-engineered design of Medicom Cloud EMR ("MCK"), which we launched in April 2025. One example of MCK's problem-solving capabilities is its innovative integration with external testing centers. With conventional on-premises EMR systems, each medical institution had to manage and maintain test master data for approximately 80 external testing centers. Implementation staff at each institution were required to configure testing centers, import test master data, create and link test codes, and build order-entry screens, creating a substantial workload. MCK centrally manages testing-center master data in the cloud, enabling test orders and results to be exchanged without configuration work at the medical institution. This innovation dramatically reduces the implementation burden at healthcare sites and supports the rapid adoption of MCK. A patent application has been filed for the function, and we have built valuable capacity on our development team. Going forward, we will continue addressing challenges in healthcare settings and applying cutting-edge technologies, including generative AI, to stay at the forefront of healthcare DX.

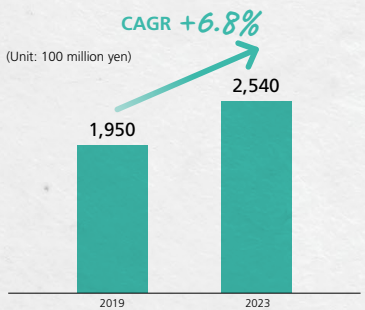
Atsushi Ohata
General Manager
Medical Development Department, Development Division
Wemex Corporation

CRO Business

mediford

Market Environment & Outlook

Japanese CRO Market Trends



Source: In-house research

Market Environment

- Both the non-clinical and clinical trial markets in Japan are expanding, driven by factors including increasing R&D expenses at Japanese and global pharmaceutical companies, growth in Japan's clinical trial market resulting from efforts to address drug loss and drug lag, and Japanese government initiatives to strengthen the domestic ecosystem for academia and biotech ventures.

Outlook

- The narrowing and deepening of target areas by pharmaceutical companies and the growing number of pharmaceutical developments with new modalities are leading to a rising demand for CRO testing technology and responsiveness.

Key Products & Services

Non-Clinical Contract Research Service

Utilizing facilities that comply with GLP standards and state-of-the-art equipment, we conduct a wide variety of activities including tests for pharmaceutical approval applications, exploratory studies in the early stages of research and development, and consulting for private sector companies such as pharmaceutical and food companies, government and public offices, and academia.

Bioanalysis Service

We provide analytical method development, method validation, and biological sample analysis for drugs, their metabolites, and biomarkers. Leveraging a broad range of analytical techniques, we offer services tailored to each stage of research and development for new therapeutic modalities.

Strategy & Target

Strategy

- Strengthen competitiveness and expand the business through testing technologies and product offerings
- Expand engagement with academia and venture companies through networks with AMED and other organizations

Target (Fiscal Years 2024–2027)

Revenue CAGR: 4.5%

Business Strategy

Tetsuya Ueda
Representative Director and President,
Mediford Corporation

Mediford is a leading contract research organization (CRO) in Japan that provides end-to-end support to global customers ranging from non-clinical and clinical fields through post-marketing activities. Amid the major changes taking place in the drug development environment, Mediford uses technical expertise accumulated over many years and state-of-the-art equipment to support a wide range of drug development areas, from analytical method development to safety and efficacy evaluation. In addition to small-molecule drugs, the business also addresses new modalities such as nucleic acid therapeutics and cell therapy products. The pharmaceutical industry in Japan is facing serious challenges of "drug lag" and "drug loss," and we are working to help solve these issues by helping drug developers deliver innovative medicines to patients as quickly as possible. Separately, the adoption of new approach methodologies (NAMs) by the FDA and EMA is advancing in the United States and Europe, and in light of this global trend, we are building systems that can respond to increasingly diverse modalities and clinical trial markets, which are expected to expand. Going forward, we will continue to strengthen partnerships with academia and bio-ventures, adopt new technologies, and expand the areas we can support, all with the aim of achieving sustainable growth and enhancing corporate value. We see change as an opportunity and will continue to contribute to society as a partner in drug development.

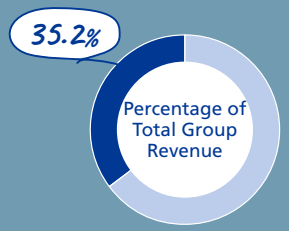
Our Precision Technologies

Deploying the PAC-LC Contract Analysis Service to Accelerate the Development of New Modalities

In January 2025, we launched a cutting-edge contract analysis service using peptide adsorption-controlled liquid chromatography (PAC-LC) under a consulting agreement with Future Peak Co., Ltd., led by Ryoya Goda, the inventor of the technology. PAC-LC uses a proprietary adsorption-control mechanism. Compared with conventional liquid chromatography (LC) systems, it not only enables highly precise and sensitive analysis but also greatly simplifies complex sample-preparation processes, dramatically improving the speed and efficiency of drug-discovery research. This technology is particularly valuable for measuring highly complex new modalities and in vivo biomarkers that are essential for understanding pharmacokinetics. These new modalities include mid-sized therapeutics such as peptide and nucleic acid drugs, as well as antibody drugs and antibody-drug conjugates (ADCs), all of which are becoming increasingly prevalent in modern drug discovery. By combining Mr. Goda's exceptional expertise from 28 years leading analytical operations and quantitative-method development at Daiichi Sankyo Co., Ltd., with our robust drug-discovery support platform, we have fundamentally strengthened our ability to meet increasingly complex analytical needs. From discovery research through clinical trials, we support earlier market introduction of new drugs by providing high-quality, scientifically robust data. We will work to support delivery of innovative treatment options to patients as quickly as possible.

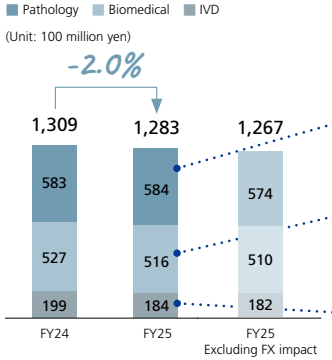
Diagnostics & Life Sciences Domain

In the Diagnostics & Life Sciences domain, we support the advancement and efficiency of diagnostics and life sciences research. We develop, manufacture, sell, and service products including anatomical pathology laboratory solutions, diagnostic reagents and devices, research and medical support equipment. By providing highly accurate and comprehensive solutions that enable precise and rapid diagnosis of diseases such as cancer, as well as products that support advanced life sciences research, we contribute to improving the quality of healthcare.



Fiscal Year 2025 Results

Revenue



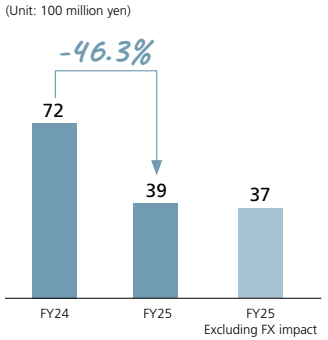
Despite solid performance in Europe and favorable FX, revenue declined mainly due to lower diagnostic reagent sales and continued weakness in equipment demand in the U.S.—despite signs of recovery.

- (+) Strong performance in Europe / Asia
- (+) Effect of pricing revision
- (+) Favorable FX
- (−) Stagnated equipment demand in the U.S.

- (+) Recovery in Europe / Japan
- (+) Acquisition of large pharmaceutical projects in the U.S.
- (+) Favorable FX
- (−) Demand slowdown due to U.S. policy changes

- (−) Decline in reagent revenue
- (−) Decreased sales in motorized digital injectors
- (−) One-time income recorded in FY24

Operating Profit



Operating profit increased significantly in Q4, driven by the effects of price revisions and manufacturing footprint optimization. However, full-year operating profit declined substantially YoY, largely due to lower revenue, tariffs, and corporate function transfer.

- (+) Pricing revision
- (+) Cost reduction initiatives (e.g., supply chain optimization)
- (+) Approx. JPY 500 M in other income from the re-classification of affiliate
- (−) Impact of decreased revenue
- (−) Inventory reduction impact
- (−) Tariff impact of approx. JPY 1.0B
- (−) JPY 1.2B impact from corporate function transfer
- (−) One-time income of JPY 630M recorded in FY24

Operating profit margin: 3.0%

Domain Strategy

Nobuaki Nakamura
Executive Corporate Officer,
Head of Diagnostics & Life Sciences Domain,
PHC Holdings Corporation
President, Representative Director,
PHC Corporation

Bringing Together the Comprehensive Strengths of the Domain to Become a Driving Force of Group Growth

In fiscal year 2025, the Diagnostics & Life Sciences domain experienced a difficult year in terms of business performance, impacted by tariffs in the United States and a slowdown in demand for laboratory equipment. On the other hand, business in Europe performed well, and signs of demand recovery began to emerge in the U.S. in the second half of the year, including continuing acquisition of large-scale orders in the pharmaceutical and biotech sectors throughout the fiscal year. Under these circumstances, we implemented many of the initiatives set forth in the Value Creation Plan 2027. Regarding sales, we integrated sales and customer support of the three businesses within this domain in Japan and restructured organizations to expand sales even further. We also launched numerous collaborative initiatives in Europe and China. In terms of manufacturing, we implemented measures to strengthen cost competitiveness by transferring production in the pathology business from our UK facility to our Indonesia facility. We also expanded use of the pathology facility in China in response to China's policies that prioritize domestic production, thereby steadily advancing optimization across the domain. In the cell and gene therapy (CGT) field, following the launch of the LiCellMo™ live cell metabolic analyzer in fiscal year 2024, we released the LiCellGrow™ cell expansion system in some geographies in fiscal year 2025. We also released an improved version of the PATHFAST™ portable immunoassay analyzer as well as new models of ultra-low temperature freezers and CO_2 incubators.

In fiscal year 2026, we will bring together the comprehensive strengths of this domain to accelerate further growth. First, we established the Life Sciences Business Unit by integrating the Biomedical and IVD Business Units. Through this integration, we will advance optimization and productivity improvements in the sales, manufacturing, and operational functions, strengthening business foundations even further. In addition to continuing domain optimization in both sales and manufacturing, we are also collaborating with the Core Technology Laboratory, which drives technology development throughout the entire Group, to advance the development of new solutions that leverage our core technologies.

Under the Value Creation Plan 2027, this domain is positioned as a driving force of Group growth. We seek to become an innovator in cancer diagnostics that enables more accurate, efficient, and simple diagnosis, and an accelerator of the development of advanced cancer treatments. To achieve this vision, we are steadily strengthening business foundations and advancing R&D as a unified domain. We aim to develop solutions that support faster diagnosis and personalized medicine for cancer, and technology that supports new modalities such as cell and gene therapy, creating new value and contributing to the advancement of healthcare worldwide.

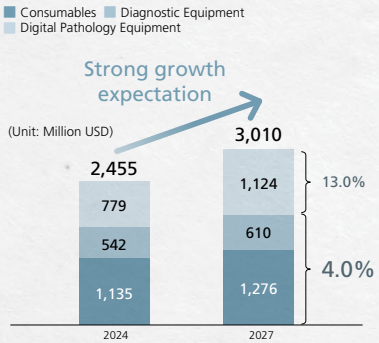
Concentration of Management Resources on Growth and New Business Development

Operating profit margin improvement:
7.1% (Fiscal Years 2024–2027)

Pathology Business

Market Environment & Outlook

Consumables and Pathology Testing Equipment Market Trends



Source: In-house research

Market Environment

- The market for pathology testing solutions is expanding due to the increasing number of cancer cases globally.
- More laboratories are adopting digital pathology to automate workflows, enable remote collaboration, use AI-assisted diagnostics, and improve efficiency.
- Regulatory approvals and government-funded programs are helping to speed up the use of high-throughput digital pathology solutions in the United States, Europe, and China.

Outlook

- The market is expected to continue expanding due to the increasing number of cancer cases and the growing demand for complex pathology testing.
- In addition, due to the demand for workflow efficiency improvements associated with the above, an overall pre-analytical market growth of 4% is expected for equipment and reagents.
- Demand for workflow optimization and high-throughput scanning solutions is increasing as pathology laboratories face both staffing shortages and growing testing volumes.
- Price competition is intensifying due to the rise of low-cost manufacturers.

Key Products & Services

Pathology Consumables

Our business has 85 years of history supplying one of the broadest core consumable portfolios focused on quality and precision for the clinical laboratory.

Pathology Equipment

We support every step in the pathology workflow with a comprehensive portfolio of high quality, precision instruments used in cancer diagnostics around the world.

Digital Pathology

With a comprehensive offering of digital pathology solutions for clinical and research purposes, we lead the way in the modern-day pathology lab, which requires efficiency, accuracy, and high throughput.

Strategy & Target

Strategy

- Focus on tissue processing, digital pathology, and eco-friendly laser marking equipment as growth areas
- Improve quality and strengthen cost competitiveness
- Improve operational efficiency and manufacturing capabilities
- Advance environmentally responsible and sustainable product development

Target (Fiscal Years 2024–2027)

Revenue CAGR: 4.8%

Continue to exceed pre-analytical market growth rate, where we remain the global leader, and begin share expansion in strategic growth areas.

Business Strategy

Steven Lynum
Corporate Officer,
PHC Holdings Corporation
President, Epredia Holdings Ltd.

Epredia is a global leader in precision cancer diagnostics, offering integrated solutions for tissue processing, staining, slide printing, consumables, digital pathology, and AI-powered image management. We are expanding our digital pathology offerings to meet the growing need for efficient and accurate cancer diagnostics.

The increasing adoption of digital pathology is transforming laboratory operations by enabling high-resolution whole-slide imaging, remote pathology review, workflow standardization, and AI-assisted analysis. Epredia's E1000 Dx Digital Pathology Solution supports laboratories with high-throughput scanning capabilities of up to 1,500 slides per day, advanced quality control functionality, and interoperability with existing laboratory systems.

Epredia continues to invest in digital pathology solutions including hardware and software, automation, and AI partnerships to strengthen laboratory workflow efficiency and diagnostic confidence. Epredia has strategic collaborations with companies such as 3DHISTECH and Mindpeak that will permit expansion of capabilities in digital imaging, including AI-powered image recognition.

The company is also focused on operational excellence through automation and sample chain of custody, environmentally responsible technologies, and recurring consumables. By combining proprietary technologies with a global commercial network, Epredia aims to strengthen its position as a comprehensive pathology workflow solutions provider and support sustainable long-term growth.

Our Precision Technologies

Epredia E1000 Dx Digital Pathology Solution: Powering the Future of Digital Pathology

The Epredia E1000 Dx Digital Pathology Solution showcases Epredia's expertise in advanced imaging and digital workflow technologies. The platform enables pathology laboratories to convert traditional glass slides into high-quality digital images, helping improve operational efficiency, information sharing, and diagnostic workflows. Epredia's continued commitment to enhancements in automation, image quality, and AI readiness has earned significant industry recognition. Most notably, the E1000 Dx received the 2026 MedTech Breakthrough Award for Best New Diagnostic Technology Solution and top performance recognition in the EMPAIA International Scanner Benchmark, which evaluates digital pathology scanners for image quality, speed, and AI interoperability.

A key component of the E1000 Dx is Epredia's Image Management System (IMS), which provides secure storage, organization, and sharing of digital pathology images across laboratories and healthcare networks. Together, the E1000 Dx and IMS create an integrated digital pathology workflow that allows pathologists to access cases more efficiently, facilitate diagnostic support remotely, and manage growing image volumes with ease. For customers, this translates into improved productivity, greater workflow flexibility, and a future-ready platform that supports the growing adoption of AI-enabled diagnostics and digital healthcare solutions.

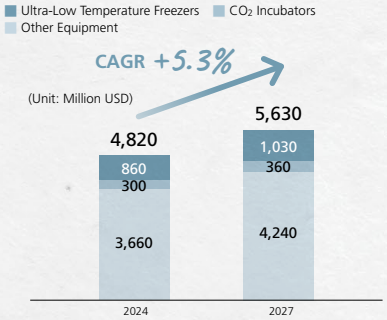
Life Sciences Business Unit (formerly the Biomedical Business Unit)*

PHC

* Effective April 1, 2026, the Biomedical and IVD Business Units were integrated into a single business unit called the Life Sciences Business Unit.
For details, see the PHC Group Organizational Chart.

Market Environment & Outlook

Life Sciences Equipment Market Trends



Source: In-house research

Market Environment

- Despite ongoing economic slowdowns and restrained investment in some regions, signs of recovery are beginning to emerge in key markets.
- Among pharmaceutical companies and CDMOs, demand to replace equipment with energy-efficient models and requests for business partners to address ESG requirements are becoming more evident.

Outlook

- Focused investment continues in advanced therapy technology development and manufacturing processes, including CGT, and market growth is expected to accelerate toward 2027.
- With the expansion of life science research markets using cells, demand for ultra-low temperature freezers, CO_2 incubators, and other laboratory products is expected to grow steadily over the medium to long term.

Key Products & Services

Ultra-Low Temperature Freezers

Research support through temperature stability, energy saving performance, and ease of use essential for specimen storage.

Global market share ranking: 2
Japan market share ranking: 1

Source: In-house research

CO_2 Incubators

Improved cell culture efficiency and reproducibility through proprietary humidification control and contamination prevention functions.

Global market share ranking: 2
Japan market share ranking: 1

Source: In-house research

Cell Expansion System

Culture medium is automatically exchanged based on data from In-Line sensors that monitor metabolic changes in cells. By continuously optimizing the cell-culture environment, the system contributes to improved cell quality, greater efficiency, and lower costs by reducing manufacturing losses.

Strategy & Target

Strategy

- Expand the product lineup and drive sales growth through differentiated technologies, including energy-efficient and environmentally conscious products, and value creation through IoT
- Develop and commercialize CGT products, including the LiCellMo™ Live Cell Metabolic Analyzer and LiCellGrow™ Cell Expansion System

Target (Fiscal Years 2024–2027)

Revenue CAGR: 5.6%

Business Strategy

Chikara Takauo
Corporate Officer,
PHC Holdings Corporation
Representative Director &
Senior Executive Director,
PHC Corporation

As the core products of the Life Sciences Business, ultra-low temperature freezers and CO_2 incubators play a fundamental role in supporting research and development in the life sciences market. Supported by recovering capital investment across regions, we will continue to offer researchers laboratory solutions with the stable quality and performance they need to conduct research with confidence.

The cell and gene therapy (CGT) field, which offers the prospect of curative treatments, is expected to grow rapidly as pharmaceutical companies and CDMOs expand manufacturing investment. We aim to increase market adoption of metabolic analyzers and cell expansion systems that leverage our core technologies and, through collaboration with partner companies, establish our position as a solution provider that contributes to solving challenges in CGT manufacturing processes.

In addition, under the Value Creation Plan 2027, we have designated Diagnostics & Life Sciences as our priority domain. We will contribute to an environment in which more people can access advanced therapies while both strengthening our earnings base and investing in growth.

Building on stable growth in our existing businesses, we will lead the further development of the life sciences market by combining the expansion of solutions in new areas with the provision of added value through IoT technologies.

Our Precision Technologies

Insights From the Head of Development: Precision Core Technologies Built Over Decades

Since joining PHC Group, I have been involved in product and technology development in the Biomedical Business Unit, now part of the Life Sciences Business Unit. From that experience, I have seen firsthand how our precision technologies have evolved. The Biomedical Business Unit entered Japan's life science equipment market in 1966 as a division of a consumer electronics manufacturer. The market was then small and dominated by manufacturers outside Japan. As the domestic market grew, however, the business steadily expanded in Japan and then globally, and today we hold the No. 1 share in Japan and the No. 2 share* worldwide. At first, our product development drew on existing safety-design technologies. Yet the distinctive characteristics of life science equipment presented numerous challenges, which we tackled through trial and error. Working closely with suppliers, we improved components and enhanced quality, while establishing manufacturing processes and inspection systems. Through this work, we built an end-to-end technology platform for laboratory equipment, from product development to commercialization. We also continued to meet the exacting requirements of highly specialized customers with rigorous evaluation standards, including researchers in the pharmaceutical and biotechnology fields. This process refined performance attributes such as accuracy, reproducibility, and reliability. Our dedication to continuous improvement extended beyond product development and design to production engineering and manufacturing processes, which strengthened quality assurance across the business even more. Alongside deepening laboratory freezer and incubator technologies, we have maintained a strong spirit of taking on new fields, broadening our capabilities to create new value. By advancing those existing technologies while also pursuing new ones like live cell metabolic analyzers and cell expansion systems, we remain agile in responding to environmental change and evolving customer needs.

These accumulated precision technologies enable stable data acquisition and high reproducibility in research environments, contributing to the reliability of our customers' research outcomes. Going forward, we will combine the expertise accumulated over decades to continue advancing technologies that support the future of life sciences.

* Source: In-house research

Susumu Kobayashi
General Manager LS Solutions Development Department, PHC Corporation

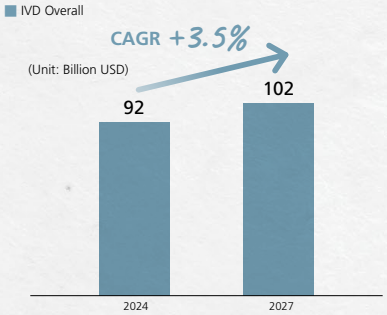
Life Sciences Business Unit (formerly the IVD Business Unit)*

PHC

* Effective April 1, 2026, the Biomedical and IVD Business Units were integrated into the Life Sciences Business Unit. For details, see the PHC Group Organizational Chart.

Market Environment & Outlook

In Vitro Diagnostics (IVD) Market Trends



Source: In-house research

Market Environment

- **IVD**
  The market is expanding as the prevalence and incidence of chronic and infectious diseases continue to rise.
- **Injectors**
  The market is growing due to the increased adoption of biopharmaceuticals.

Outlook

- **IVD**
  Further market expansion is expected, especially in developing countries, as these solutions contribute to early disease detection even in environments with limited medical resources.
- **Injectors**
  The market for motorized digital injector is expected to grow as the use of self-administered injectable drugs continues to increase.

Key Products & Services

Diagnostic Reagents

Extensive development of in vitro diagnostic reagents for measuring blood components, including those used in blood coagulation and fibrinolysis testing.

Diagnostic Equipment

The portable immunoassay analyzer delivers highly sensitive and rapid measurements. Additionally, systems like the fully automated blood coagulation testing system are designed to meet the needs of large medical institutions.

Strategy & Target

Strategy

- Strengthen and accelerate the reagent business
- Leverage our strengths in coagulation and fibrinolysis to expand our presence in the cardiovascular field, particularly in thromboembolism, a high-risk complication associated with cancer and other diseases

Target (Fiscal Years 2024–2027)

Revenue CAGR: 5.9%

Business Strategy

Chikara Takauo
Corporate Officer,
PHC Holdings Corporation
Representative Director &
Senior Executive Director,
PHC Corporation

The In Vitro Diagnostics Division is committed to enhancing the reagent business to accelerate growth.

PATHFAST™, one of our flagship portable immunoassay analyzers, recently marked its 20th anniversary on the market. It has supported rapid testing at medical institutions in Japan and approximately 50 countries and regions across North America, Europe, Asia, the Middle East, and Latin America. An updated model was launched in Japan in March 2026. The redesigned PATHFAST™ features a larger operating screen and an intuitive graphical user interface (GUI), as well as a wide-access door for smooth reagent loading and removal. It also includes a built-in barcode reader and a status indicator light, further improving ease of use. Going forward, we aim to launch the updated PATHFAST™ in the United States, Europe, and other Asian markets.

PHC Group will work to create new value based on our core products, including reagent development technology, biosensing technology, reagents, and point-of-care testing devices.

Our Precision Technologies

Precision Technology Behind the Development of an sCLEC-2 Measurement Reagent

The IVD Business Unit developed reagents for measuring soluble C-type lectin-like receptor 2 (sCLEC-2), a marker of platelet activation, by leveraging the precision technology platform cultivated in the coagulation and fibrinolysis fields.

The precision technologies in our coagulation and fibrinolysis reagents can accurately reproduce blood reactions occurring in the body within a test system, reliably capturing only the targeted substances and minimizing variability in results. For example, in the case of D-dimer*, highly specific antibodies are used to detect only the target substance, while for PT* and APTT*, the reagent composition is adjusted to achieve a stable coagulation reaction. As a result, we achieve highly reproducible measurement performance, enabling reliable testing in clinical settings.

These reagents were jointly developed with the University of Yamanashi and were commercialized as dedicated reagents for the STACIA® fully automated clinical testing system. As a biomarker that reflects platelet activation, sCLEC-2 is expected to be used as a biomarker for early detection and risk evaluation of arterial thrombotic events such as cerebral and myocardial infarction. A key feature of the reagents is that they overcome the blood collection and sample handling constraints associated with conventional markers, enabling simple measurement using standard citrated plasma. They were launched in Japan in March 2025 as reagents for certified laboratory testing, and we are working to obtain approval for their use as in vitro diagnostic products while we accumulate clinical data. By expanding applications beyond arterial thrombosis into a broader range of disease conditions, we seek to further grow our business in the cardiovascular field related to thromboembolism.

* Types of blood coagulation tests

Yuichi Shintani
General Manager, Technology Development Department, Diagnostic Reagents Business Group, Life Sciences Business Unit, PHC Corporation

Anniversary Special Feature

Marking Our 60th and 35th Anniversaries With a Renewed Commitment to Greater Contributions

In 2026, the Biomedical Business of Life Sciences Business Unit and PHC Indonesia celebrated landmark anniversary years.
Over time, we have continuously taken on challenges and made improvements. Here, we present the path we have traveled with determination, along with commemorative events and messages.

Life Sciences BU Marks 60th Anniversary of Biomedical Business: 60 Years of Overcoming Challenges in the Medical and Research Fields

The 60-Year History

Since launching the healthcare industry's first pharmaceutical refrigerator in 1966, PHC Group's biomedical business has continuously taken on challenges and pursued improvements in response to the changing times, expanding its business scope from refrigeration and cold storage equipment, to incubation equipment and other laboratory environment equipment for regenerative medicine.

Era	Main Themes	Main Topics
1960s	First steps into the healthcare field Origins of the biomedical business	1966 Industry's first pharmaceutical refrigerator launched
1970s	Era of field-driven refinement of manufacturing	1973 Japan's first automatic tablet packaging machine launched
		1977 -85°C ultra-low temperature freezer launched
1980s	Era of technological innovation and business expansion	1984 CO_2 incubator launched
		1987 World's first bio clean bench launched
1990s	Era of global expansion toward world standards	1991 Ultra-low temperature freezer that can maintain a temperature of -152°C, the world's lowest, launched
2000s	Growth into a brand that is praised and chosen	2001 World's first CO_2 incubator with UV decontamination function launched
2010s	Brand transition SANYO to Panasonic to PHCbi	2010 Renamed Panasonic Healthcare Co., Ltd.
		2018 Company name changed from Panasonic Healthcare to PHC. Concurrent with this change, the biomedical business brand was changed to PHCbi.
2020s	Full-scale entry into cell and gene therapy (CGT) equipment market	2024 LiCellMo™ live cell metabolic analyzer launched
		2026 LiCellGrow™ automated cell expansion system launched

60th Anniversary Logo and Slogan

We invited employees to submit their ideas for the logo and slogan and selected the final versions from their submissions.

PHCbi 60 YEARS
PRESERVING YESTERDAY, INCUBATING TOMORROW

At the center of PHCbi's journey is a passion that continues to burn. This passion is what drives PHCbi forward and is the driving force behind the development and improvement of its products. This spirit is reflected in the red color included in the "60" of the 60th anniversary logo, along with PHC Group's signature blue.
The slogan is "Preserving Yesterday, Incubating Tomorrow." This slogan embodies the group's determination to preserve the trust that we have built up until now and to incubate the innovations that we will create for future generations.

60th Anniversary Special Website

To mark the 60th anniversary of the foundation of the biomedical business, we have launched a limited-time 60th Anniversary Special Website on PHC Corporation's corporate website. The site features the biomedical business group's history, product lineup, employee interviews, and more. We invite you to take advantage of this opportunity and view the site.

https://www.phchd.com/apac/biomedical/about-phcbi/60th-special

Authorized Agent Conference and Suppliers Meeting Held

At our authorized agent conference held in May 2026, we invited the presidents of approximately 90 authorized agents and presented a retrospective on the past 60 years and our vision for the future. The presentation was met with an enthusiastic response.

We also held a suppliers' meeting in near our manufacturing site in Gunma, Japan, in July 2026. We invited representatives from more than 100 suppliers to this event, where we gave a presentation on the company's 60-year history and conveyed our gratitude for their continued support.

Message

Nobuaki Nakamura
Executive Corporate Officer,
Head of Diagnostics & Life Sciences Domain, PHC Holdings Corporation
President & Representative Director,
PHC Corporation

Chikara Takauo
Corporate Officer, Head of Life Sciences Business Unit, R&D, PHC Holdings Corporation
Representative Director & Senior Executive Director,
PHC Corporation

"We would like to express our deep and heartfelt gratitude to our customers and business partners around the world and to the employees who have worked in manufacturing day after day, for supporting our business.
"Since launching the industry's first pharmaceutical refrigerator in 1966, we have expanded our business domains from research and medical support equipment with a focus on storage and incubation devices to support cell and gene therapy development, while emphasizing a spirit of social contribution.
"In particular, during periods when infectious diseases—including E. coli O157 infections, SARS, and COVID-19—were spreading worldwide, PHCbi refrigerator and freezer products played important roles on the front lines of research and medical care and gave us a renewed appreciation of the significance of our business.
"Even now, after transitioning from Sanyo to Panasonic to the PHC brand, our enduring strength lies in our commitment to consistent quality. By combining quality manufacturing with advancements driven by digital transformation and AI, we continuously refine both our products and experiential value in line with the times.
"Looking ahead to the next 10 to 20 years, I hope to build a company that all of us can be even more proud of. I would like to convey my deep gratitude for your support to date and respectfully ask for your continued support."

35th Anniversary of Founding of PHC Indonesia: A Manufacturing Hub Supporting Global Growth

PHC Indonesia boasts the longest history among the 192 companies (including 123 Japanese-affiliated companies) located in the MM2100 Industrial Town in the Bekasi Regency. In 2026, PHC Indonesia celebrated the noteworthy milestone of its 35th anniversary.

Main Events in PHC Indonesia's 35-Year History

Era	Main Topics
1991	Established as PT Kotobuki Electronics Indonesia (KEI)
1998	Company name changed to PT Matsushita Kotobuki Electronics Indonesia (MKI)
2005	Company name changed to PT Panasonic Shikoku Electronics Indonesia (PSECI)
2011	Company name changed to PT Panasonic Healthcare Indonesia (PHCI)
2018	Company name changed to PT PHC Indonesia (PHCI)

A Scene From the Commemorative Ceremony

A commemorative ceremony marking the 35th anniversary of PHCI's founding was held on May 20, 2026. Participants in the ceremony included not only persons associated with PHC Group, but also the Director for Medical Devices Production and Distribution at the Indonesian Ministry of Health, the CEO and Directors of Gobel Group, the President Director of JETRO Jakarta, and representatives of partner companies.

At the commemorative ceremony, many stakeholders from both within and outside the Group gathered at the venue.

CEO Kyoko Deguchi (far left) and Business Unit Head Takauo (second from left) planting a commemorative tree.

Message

Yuuji Okada
President
PT PHC Indonesia

"PHC Indonesia is the longest-established company in the MM2100 Industrial Town, where we are based. We have been a partner in Indonesia's industrial development for the past 35 years.

At the time of the company's founding, we manufactured audiovisual equipment and grew to become a world-leading manufacturing base for video equipment. In 2011, we made a major transition to the manufacture of medical devices. The transition was by no means easy. We faced many challenges, including transforming our business structure, reorganizing the workforce, and embracing new technologies. At the same time, in alignment with the Indonesian government's "Making Indonesia 4.0" vision, we have placed technology transfer and talent development at the core of our management approach. Today, the employees who work for the company are the embodiment of world-class QCD (quality, cost, delivery), delivering products that fuse manufacturing DNA originating in Japan with Indonesian passion to customers around the world.

Currently, PHC Indonesia has evolved into a multi-purpose plant producing a wide range of products, with a focus on BGM meters and medical refrigerators, freezers, and incubators for life sciences applications, as well as ventilators and ultrasound diagnostic devices for other companies.

We will remain a company rooted in Indonesia, creating local employment and leading technological innovation while continuing to contribute to Indonesia's economy and society and the health of its people.

This 35th anniversary is only one milestone. Under the "One PHC" banner, I pledge that we will aim even higher and create value from Indonesia that will improve the world.

We look forward to continuing to walk this path together with our partners toward an even brighter future, and we kindly ask for your continued support and guidance."

President Okada delivering a speech at the commemorative ceremony