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Press Release

ASKA Pharmaceutical Holdings Co., Ltd.

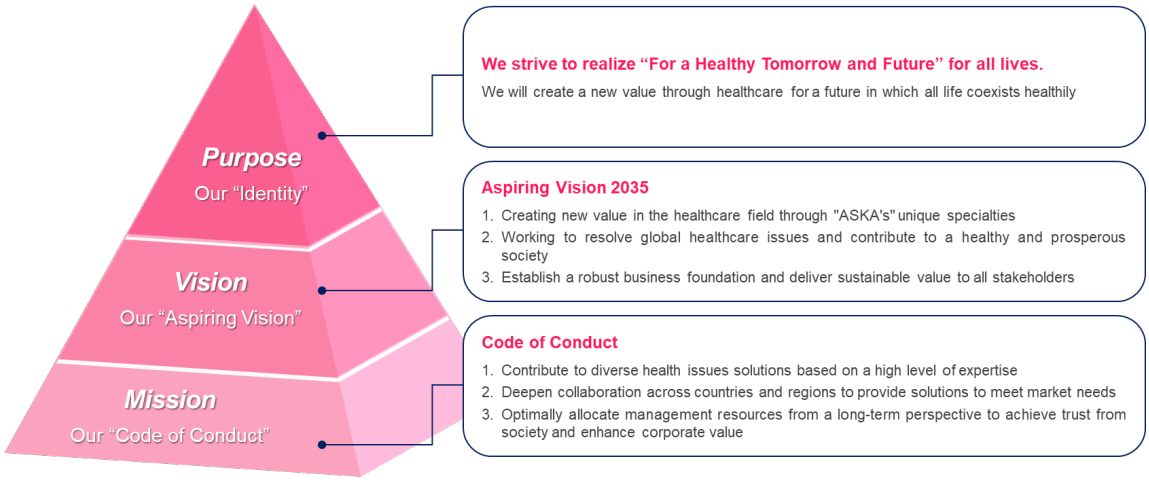
ASKA Formulates Long-Term Vision "ASKA VISION 2035" and "Medium-Term Management Plan 2028"

TOKYO, March 23, 2026 - ASKA Pharmaceutical Holdings Co., Ltd. (TSE:4886, Head Office: Minato-ku, Tokyo/ President, Representative Director: Sohta Yamaguchi, hereinafter "ASKA") announced the following: ASKA has formulated "ASKA VISION 2035," a long-term vision looking ahead to 2035, and the "Medium-Term Management Plan 2028," beginning in FY2026, as the first three-year implementation plan for realizing that vision. Details are as follows.
Further details will be announced at the "Financial Results and Next Medium-Term Management Plan Presentation" scheduled for May 20, 2026.

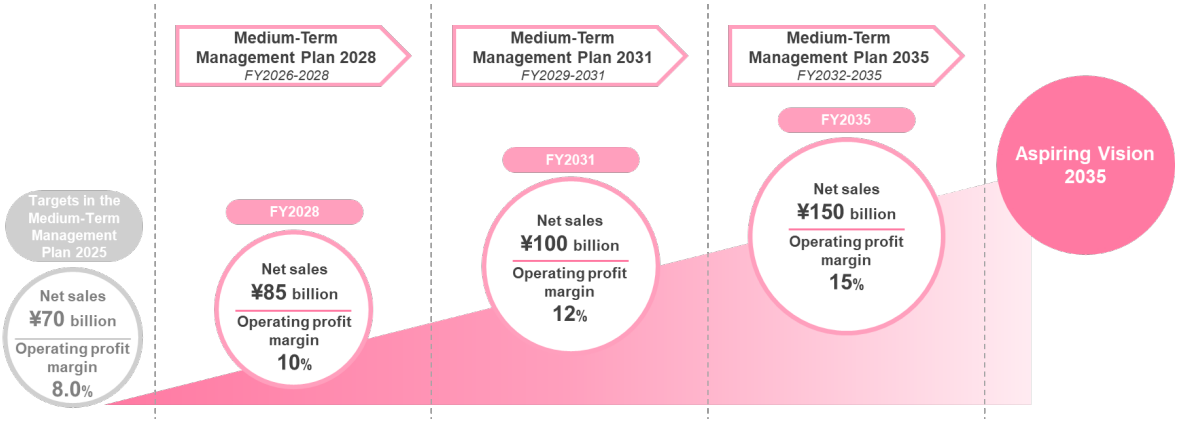
1. ASKA VISION 2035

The Group has set a vision for "Aspiring Vision 2035" with the aim of achieving sustainable growth and contributing to society even 10 years from now. Through purpose-driven business execution, ASKA will realize its "Aspiring Vision 2035" and deliver value to its stakeholders.

Building upon the established pharmaceutical business, primarily in the field of obstetrics and gynecology, ASKA will strengthen its drug discovery research, expand overseas business, and develop areas such as animal health, diagnostics, and around-the-pill solutions to achieve sustainable growth and contribute to society.



ASKA VISION 2035 Milestones



2. Medium-Term Management Plan 2028

2-1. Overview

The "Medium-Term Management Plan 2028" is the first phase of implementing "ASKA VISION 2035." This plan aims to establish a sustainable revenue base by balancing the steady growth of existing businesses with the construction of a foundation for future growth.

The goal is to achieve sales of ¥85 billion in the final year, FY2028. Furthermore, ASKA will work to strengthen its business foundation with a view to achieving sales of ¥100 billion as soon as possible.

Slogan

Establishing a business foundation that deepens strengths and facilitates global expansion to promote sustainable growth

In addition to further deepening the strengths and expertise cultivated to date, we will steadily advance the construction of a business foundation that supports global expansion centered on Asia, and aim for sustainable growth and established global competitiveness.

FY2028 financial targets	Net sales 85 billion yen	Operating profit margin 10%	ROE 10%	Total payout ratio 40%
Basic policy	**Business Strategy** ■ Strengthening pharmaceutical business ■ Enhancement of the business portfolio ■ Expansion of overseas business	**Finance Strategy** ■ Optimization of cash allocation ■ Review of asset portfolio ■ Utilization of leverage ■ Considering flexible share buybacks with a target total payout ratio of 40% as the benchmark	**Reinforcing the Management Foundation** ■ Development and acquisition of next-generation human resources ■ Promoting ESG management ■ Enhancing productivity with DX ■ Ensuring stable management by strengthening the governance	
Code of conduct	1. Contribute to diverse health issues solutions based on a high level of expertise 2. Deepen collaboration across countries and regions to provide solutions to meet market needs 3. Optimally allocate management resources from a long-term perspective to achieve trust from society and enhance corporate value.			

2-2. Basic Policy

The "Medium-Term Management Plan 2028" will advance ASKA's growth strategy based on "Five Pillars" and "Two Foundations."

◆ Five Pillars

ASKA has positioned the businesses that will drive the Group's growth as "Five Pillars," and it will promote its growth strategy while strategically allocating management resources to them.

i. Domestic Pharmaceutical Business — Strengthening Profitability through Further Expansion of Specialty Areas

ASKA aims to further enhance its presence in specialty areas, with obstetrics and gynecology and thyroid disorders as its core focus. Furthermore, with an eye on future business growth, ASKA will contribute to society by solving health issues stemming from gender differences. As ASKA expands into new areas, it will focus on acquiring new rights and expanding its pipeline, while also actively making investments with a view to sales not only domestically but also in Asia. Furthermore, by launching digital therapeutics apps, which are currently under development, ASKA will provide new treatment options.

ii. Drug Discovery Business — Promoting Global Expansion

To establish its position in specialty areas both domestically and internationally, ASKA will work to build a drug discovery research infrastructure centered on ion channel drug discovery. Furthermore, through the promotion of open innovation, ASKA aims to strengthen its drug discovery competitiveness by incorporating novel modalities such as antibodies and medium-sized molecules. Furthermore, ASKA will maximize the value of its assets through the licensing and joint development of in-house discovered compounds, thereby creating medium- to long-term revenue opportunities. ASKA will continue to advance to the next stage of clinical trials and promote the global expansion of its in-house discovered compounds such as AKP-009 and AKP-017.

iii. Global Business — Strengthening the Business Foundation through the Launch of a New Factory

Vietnamese company Hataphar will strengthen its business foundation centered on a new factory scheduled to begin commercial production in 2026, and will expand its market share and improve profitability by developing competitive products, including specialty items.

ASKA will expand its business in Southeast Asia, primarily in Vietnam and the Philippines. In addition to establishing a product supply system that meets local needs, ASKA will aim to enhance its presence in overseas markets through the development of ASKA products and other initiatives.

iv. Animal Health Business — Business Expansion through New Product Launches and Overseas Expansion

ASKA will expand its product range for companion animals and livestock, focusing on areas in which it has strengths, such as reproduction and endocrinology. Overseas, ASKA will expand its operations primarily in Asia through the introduction of veterinary pharmaceuticals and supplements, aiming to generate sales at an early stage.

Through the business, ASKA aims to contribute to creating a society where humans and animals can coexist.

v. Testing and Around-the-Pill Business — Expanding Testing Business through Trace Analysis and Developing Adjacent Pharmaceutical Areas

ASKA aims to expand the use of non-invasive hormone measurement kits and to expand its business into the around-the-pill field by utilizing its proprietary technology, trace mass

spectrometry. Furthermore, ASKA aims to expand its business in the healthcare sector, where synergies with the pharmaceutical business can be expected through collaboration with startup companies, and to build a new revenue base.

◆ Two Foundations

To support the Five Pillars that drive growth, ASKA defines two areas that underpin growth from both a management and financial perspective as the "Two Foundations."

i. Financial Strategy — Advancing Management with a Focus on the Cost of Capital

Under a management approach that prioritizes the cost of capital, ASKA will improve capital efficiency by introducing Return on Invested Capital (ROIC) management, while also addressing the improvement of Price Book-value Ratio (PBR) as a key management challenge. Under these policies, ASKA will strive to balance growth investments and shareholder returns through the optimization of cash allocation, while selectively pursuing R&D investments and M&A.

ii. Strengthening the Management Foundation — Strengthening the Management Infrastructure for Executing Strategy

To strengthen the management foundation that supports sustainable growth, ASKA will promote initiatives in the areas of governance, human resources, DX, and ESG.

In conjunction with the transition from a Company with a Board of Corporate Auditors to a Company with an Audit and Supervisory Committee aimed at strengthening corporate governance, ASKA will increase the proportion of Outside Directors to a majority, thereby enhancing management transparency and oversight functions.

ASKA will foster the next generation of management and professional talent through investment in human capital, and improve business processes and productivity through the promotion of DX.

3. Enhancing Corporate Value

The Group is working towards realizing "ASKA VISION 2035" with the "Medium-Term Management Plan 2028". ASKA will steadily implement these measures to strengthen profitability and build a foundation for growth.

Furthermore, under a management approach that prioritizes capital efficiency, ASKA will strive to sustainably enhance corporate value and provide value to its stakeholders, with the Five Pillars as its foundation.

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