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Announcement Regarding the Rolling Revision of the Medium-term Management Plan

Astena Holdings Co., Ltd. (the “Company”) and its group companies hereby announce that, while the Medium-term Management Plan was disclosed in the notice dated January 13, 2021, titled “Announcement on Formulation of New Medium- to Long-term Vision,” the Company has newly formulated the consolidated numerical plan for the three-year Medium-term Management Plan starting from the fiscal year ending November 30, 2026 (FY11/2026), as follows.

1 Background to the rolling revision of the Medium-term Management Plan

The Group has been making efforts to achieve the Group's mid- to long-term vision (Astena 2030 “Diversify for Tomorrow”). Based on the progress against the targets of the Medium-term Management Plan (2026–2028), the consolidated numerical plan has been reviewed under the rolling method.

Going forward, we will continue to announce and update the three-year Medium-term Management Plan under the rolling method, revising it in principle each fiscal year to respond flexibly to changes in the business environment.

2 Group management strategy

The Group has three sustainability strategies as its core strategies.

(1) Platform strategy

The businesses that primarily promote the platform strategy to realize “industrial sustainability” are the Fine Chemicals segment and the Health & Beauty Care (HBC), Food segment. In these businesses, the Group aims to become an industry platform that responds to all business needs in the markets it enters by providing a high-level and comprehensive lineup of solutions, enhancing the efficiency of the entire industry, and solving customer issues.

As a platform player in an industry, the Group creates new value through “shared knowledge,” such as

the information and experience accumulated on the platform through commercial transactions. The Group also strengthens the reliability of its products and services and improves operational efficiency. As a result, the Group believes that collaboration among all businesses in the industry will increase the overall value and efficiency of the industry.

(2) Niche-top strategy

The businesses that primarily promote the Group's niche-top strategy to realize "technical sustainability" are the Medical segment and the Industrial Chemicals segment. In these businesses, the Group defines the target markets as narrowly as possible, differentiates through the Company's unique technologies and business structures, and aims to achieve high market share to become the preferred choice in the industry, thereby enhancing the sustainability of the Group's competitive advantage.

Innovation is defined as comprising "sustainable innovation," "disruptive innovation," and "efficiency-driven innovation." The technologies forming the Group's niche-top strategy have grown through repeated cycles of these three types of innovation. While refining existing technologies, the Group explores new areas and markets where these technologies can be applied and delivers them to customers more stably and cost-effectively. The Company believes that it is important not only to pursue new technologies but also to maintain a continuous innovation cycle.

(3) Social impact strategy

To realize "social sustainability" and promote the social impact strategy, the Company established a new business subsidiary, Astena Minerva Inc., in December 2021. The subsidiary plays a role in creating environmentally conscious and social issue-solving businesses and, through collaboration with diverse players, solves a wide range of social challenges through business activities.

As aging and population decline give rise to various social challenges, the Group believes it is important to research and develop businesses in the Oku-Noto area that address these regional social issues, create businesses that preserve the "well-being" of the society in which we live, and expand them in multiple directions.

3 Consolidated numerical plan for the three-year period

(Millions of yen, %)

	Actual results (FY11/2025)	2026 target (FY11/2026)	2028 target (FY11/2028)	CAGR for the target period
Net sales	62,744	68,000	76,000	5.7%
Operating profit	3,017	3,400	4,000	8.5%
ROE	8.4%	8.5%	9.0%	—

Note: This Medium-term Management Plan is based on the current business environment. Please note that actual business results may differ significantly from the outlook, and that this plan is subject to change without notice due to changes in the business environment in the future.

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