J-TEC

Matters Concerning Business Plan and Growth Potential

再生医療をあたりまえの医療に

Creating a Future for Regenerative Medicine

Japan Tissue Engineering Co., Ltd. (TSE Growth: 7774)

May 1, 2026

Glossary of Our Products

Regenerative Medicine Products Business

We provide products cultured from the patient's own cells under insurance coverage.

NEPIC / OCURAL

Autologous Cultured Corneal Epithelium
Autologous Cultured Oral Mucosal Epithelium

■ Limbal Stem Cell Deficiency（LSCD）

JACE

Autologous Cultured Epidermis

■Severe burns ■Epidermolysis bullosa
■Giant congenital melanocytic nevus

JACEMIN

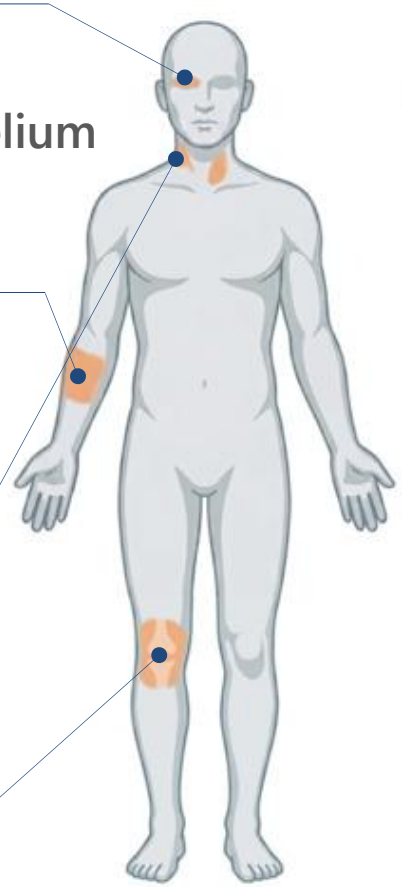
Autologous Cultured Epidermis Containing Melanocytes

■Vitiligo vulgaris.

JACC

Autologous Cultured Cartilage

■ Osteoarthritis of the knee（OA） ■ Traumatic cartilage defect / Osteochondritis dissecans



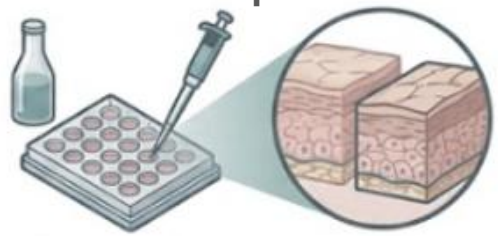
LabCyte Business

We sell kits to verify the safety of products like cosmetics and drugs using human cells as an alternative to animal testing

LabCyte

Human Cultured Tissue for Research

■Epidermis models
■Corneal epithelium models



EpiSensA

Skin Sensitization Test Method to evaluate the potential for substances to cause skin allergies, compliant with OECD guidelines

Contents

1. Company Overview

Corporate Philosophy

再生医療をあたりまえの医療に

Creating a Future for Regenerative Medicine

Striving for a future where as many people as possible can benefit.
We will continue to evolve.

Our Mission

Regenerative Medicine Product Business

From life-saving care to improving quality of life—making autologous cell-based curative treatments a standard option for all patients.

Regenerative Medicine Contract Business

Leveraging expertise to build an industry platform—enabling end-to-end support and accelerating regenerative medicine adoption

LabCyte Business

Setting a global standard for animal testing alternatives—driving ESG and innovation with proprietary tissue culture technology.

Technology Fields

- ✓ Leveraging proprietary tissue engineering to deliver autologous regenerative medicine to society
- ✓ Promoting the adoption of patient-derived cell therapies to build a robust framework for the industrialization of regenerative medicine

Core Technology: Tissue Engineering

Living cells

Matrix

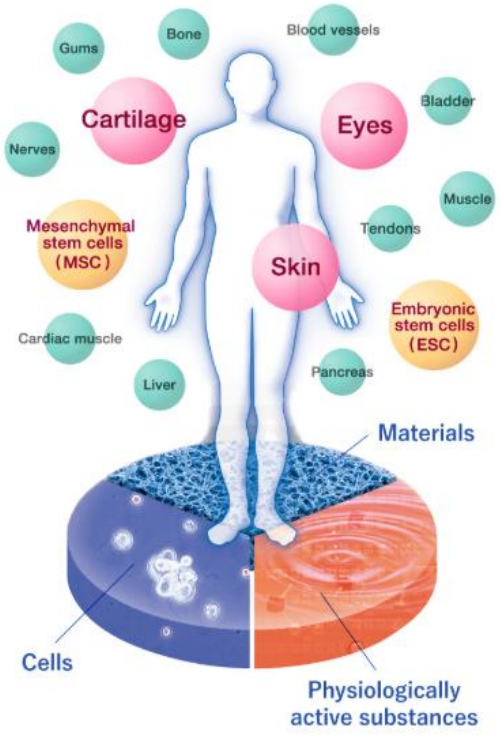
Artificially engineered materials

Bioactive Substances

Substances that affect cells and living organisms

Creating tissues & organs that retain their natural functions

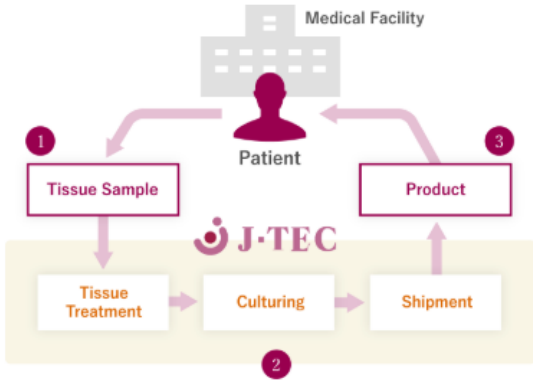
Provided to Patients



Autologous Regenerative Medicine: Achievements

【Key Features】

- ✓ Using patients' own cells ensures very low rejection risk and high safety
- ✓ Treatment takes time



【Our Achievements】

- ✓ Built an end-to-end value chain from tissue collection to shipment
- ✓ 5 Products Approved in Japan

ジェイス® 自家培養表皮　ジャック® 自家培養軟骨　ネピック® 自家培養角膜上皮　オキュラル® 自家培養口腔粘膜上皮　ジャスミン メラノサイト含有自家培養表皮

Our History

Leveraging a quarter century of experience in launching five products, we have established a unique platform for autologous cell therapies, distinct from traditional pharmaceuticals

Company Name	Japan Tissue Engineering Co., Ltd. (J-TEC)
Headquarters	Gamagori City, Aichi Prefecture
Representative Director	President and CEO: Kazuto Yamada
Established	February 1st, 1999
Share Capital	3,997,670,000 yen
Employees	200（As of March 31, 2026）
Business Areas	1. Regenerative Medicine Product Business 2. Regenerative Medicine Contract Business 3. LabCyte Business
Major Shareholders	Teijin Limited（57.7%） NIDEK Co., Ltd.（10.4%）

- 1999 Established
- 2007 Listed on JASDAQ Securities Exchange NEO (Currently Tokyo Stock Exchange Growth Market)
- 2009 Insurance Approval for JACE (severe burns)
- 2013 Insurance Approval for JACC (traumatic indications)
- 2016 Insurance Approval for JACE (Nevi)
- 2019 Insurance Approval for JACE (Epidermolysis Bullosa)
- 2020 Insurance Approval for NEPIC
- 2021 Insurance Approval for OCURAL
- 2024 Insurance Approval for JACEMIN
- 2026 Insurance Approval for JACC (Knee Osteoarthritis)

Social Implementation Phase

Our Growth Foundation

As Japan's first regenerative medicine platform company, we strive to establish a stable revenue foundation and drive rapid growth

【Achievements】Japan's first Regenerative Medicine Platformer

Founded in 1999, leading Japan's regenerative medicine industry for over 25 years.

5

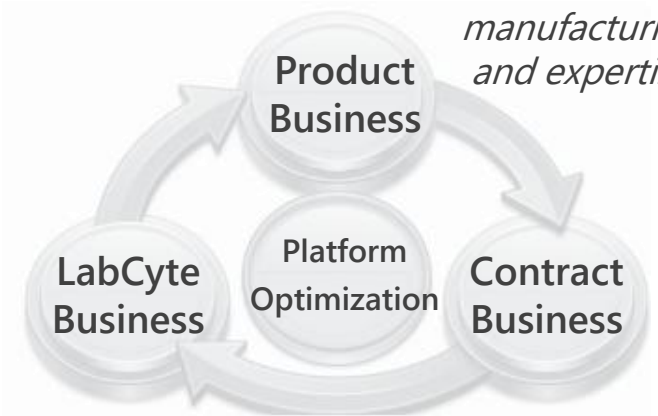
5 products approved-Global track record

3,700+

3,700+ patients treated and a strong physician network

【Foundation】Strong Three-Pillar Business Model

Source of manufacturing and expertise



Advancing animal testing alternatives through global expansion of human cultured tissues

Expert support backed by launch experience

【Growth】Growth drivers for reaching ¥5B in revenue

Reimbursed JACC for knee osteoarthritis (target: ¥3B revenue)

Completed regulatory filing for manufacturing and marketing approval of dried allogeneic cultured epidermis Allo-JaCE03

Japan's Regenerative Medicine Products & Our Position

We have **5 products commercialized, including Japan's first, largest portfolio in Japan**

Total: 25 products (8 transplant-type), of which

J-TEC has

5 products

Approved	Product name	Classification
2007	JACE	Autologous (transplant)
2012	JACC	Autologous (transplant)
2015	TEMCELL HS Inj.	Allogeneic
2018	STEMIRAC Inj.	Autologous
2019	Kymriah IV Infusion	CAR-T
2020	Zolgensma IV Infusion	Gene Therapy
2020	NEPIC	Autologous (transplant)
2021	Yescarta IV Infusion	CAR-T
2021	Breyanzi IV Infusion	CAR-T
2021	OCURAL	Autologous (transplant)
2021	DELYTACT Inj.	Gene Therapy
2021	Alofisel Inj.	Allogeneic
2022	Sakuracy	Autologous (transplant)
2022	Abecma IV Infusion	CAR-T
2022	Carvykti IV Infusion	CAR-T

Approved	Product name	Classification
2023	JACEMIN	Autologous (transplant)
2023	VYZINOVA	Allogeneic
2023	Luxturna Inj.	Gene Therapy
2024	Akugo for Intracerebral Injection	Autologous
2025	Elevidys IV Infusion	Gene Therapy
2025	Vyjuvek Gel	Gene Therapy
2026	ReHeart	Allogeneic
2026	Amshepli	Allogeneic (transplant)
2026	Allo-StemSheet	Allogeneic (transplant)
2026	Zolgensma Intrathecal Inj.	Gene Therapy

(As of April 30, 2026)

2. Business and Model

Our Core Competencies

Industry-leading track record and end-to-end value chain

Expert talent supporting the autologous regenerative platform

- ✓ Built an autologous cell platform from scratch, distinct from pharmaceuticals
- ✓ In-house expertise across cell culture, manufacturing, and commercialization
- ✓ Development and regulatory experience from five approved products

Stable supply and cost competitiveness from in-house manufacturing

- ✓ Long-standing operation of GCTP-compliant manufacturing facilities (13 inspections)
- ✓ Expertise in stable, low-variability production
- ✓ Cost competitiveness through mechanization and open innovation

GCTP: Standards for manufacturing and quality control of regenerative medicine products.

Real-world data from 3,700+ cases and a physician network

- ✓ Data accumulated from 3,700+ treated patients
- ✓ Efficacy and safety reconfirmed through post-marketing studies
- ✓ Strong, close collaboration with clinical sites and KOLs

Business Information

✓ All three businesses positioned for growth

Regenerative Medicine Products: Develop and deliver via public reimbursement

- ✓ Provides regenerative products using patients' own cultured cells for transplantation
- ✓ Five products across skin, knee, and cornea
- ✓ Addresses OA, severe burns, and rare diseases

CDMO: Supporting development and Manufacturing

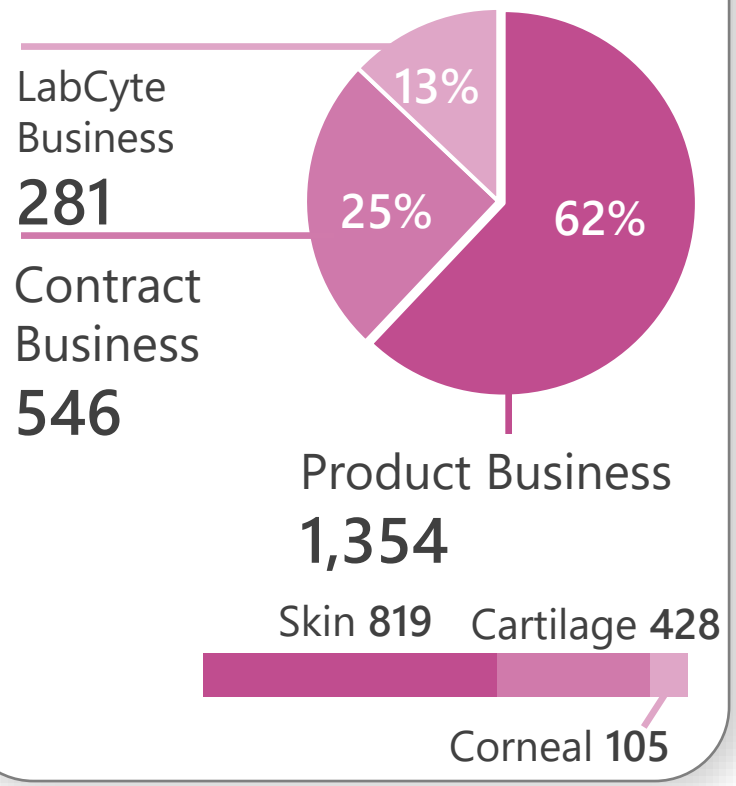
- ✓ End-to-end R&D support from basic research to commercialization. Driving industry-wide growth by supporting academia and corporate innovation.

LabCyte: Human Cultured Tissues for Research

- ✓ Provides research-use human cultured tissues (LabCyte series) using advanced culture technology
- ✓ Used in drug/cosmetic development and skin/cornea research
- ✓ Expanding as an alternative to animal testing amid global bans

Net Sales (FY Ended March 2026)

2,182million yen

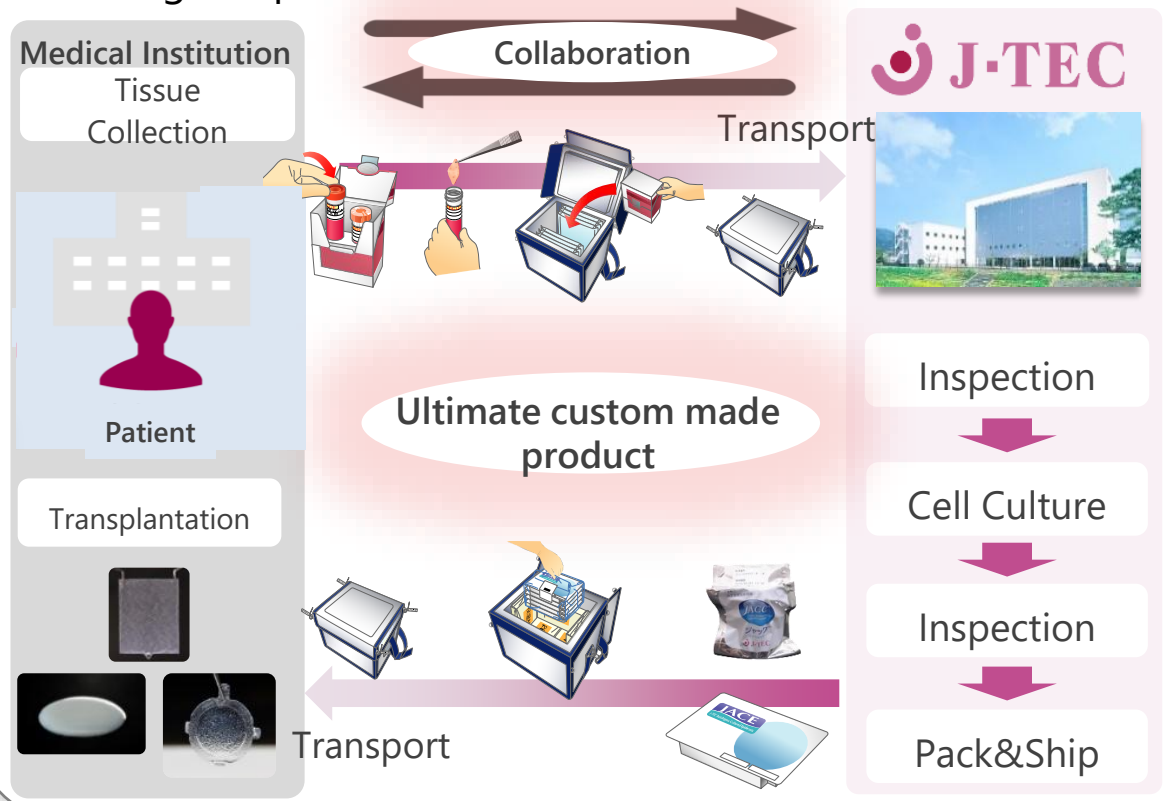


From Q1 FY2026: 'R&D Support' renamed 'LabCyte' to better reflect the business and branding.

Business Model of the Regenerative Medicine Products Business

Product Delivery Process

- ✓ Culture patients' own cells to produce and deliver autologous regenerative therapies
- ✓ Proprietary supply system and strong hospital partnerships ensure stable production and delivery of living cell products



Value Chain

- ✓ Experienced teams cover the full value chain from R&D to post-market
- ✓ Clinical use feedback drives product improvements and new development

Feedback

R&D	Seamless from basic research to product development
Clinical Development/ Regulatory Affairs	Co-developing and establishing **regenerative medicine–specific development methods with regulators**
Quality Assurance/ Safety Management	Establishing regenerative medicine development methods with regulators
Sales & Marketing	Co-developing surgical techniques with physicians to improve outcomes. Reliable logistics for autologous cell products

Regenerative Medicine Product Business: Product Lineup

Product	Autologous Cultured Epidermis ジェイス® 自家培養表皮  Japan's First Regenerative Medicine Product	Autologous Cultured Cartilage ジャック® 自家培養軟骨  Japan's 2nd Regenerative medicine product	Autologous Cultured Corneal Epithelium ネピック® 自家培養角膜上皮  First Regenerative Medicine Product in Japan for Corneal Field	Autologous Cultured Oral Mucosal Epithelium オキュラル® 自家培養口腔粘膜上皮  2nd Regenerative Medicine Product in Japan for Corneal Field	Autologous Cultured Epidermis Containing Melanocytes ジャスミン メラノサイト含有自家培養表皮  Regenerative Medicine Product for Vitiligo
Approval Insurance	Oct. 2007 Jan. 2009	①Jul. 2012 ②May 2025 ①Apr. 2013 ②Jan. 2026	Mar. 2020 Jun. 2020	Jun. 2021 Dec. 2021	Mar. 2023 Oct. 2024
Indications	①Severe Burns ②Congenital giant pigmented nevus ③Epidermolysis bullosa	① Cartilage defects or osteochondritis of the knee ② Osteoarthritis	Limbal stem cell deficiency	Limbal stem cell deficiency	Intractable Vitiligo unresponsive to non-surgical treatment
Insurance Price	Harvesting/Culturing kit 4,460,000 yen Processing/Transplant kit 154,000 yen / per sheet	Harvesting/Culturing kit 1,000,000 yen Processing/Transplant kit 1,890,000 yen	Harvesting/Culturing kit 4,280,000 yen Processing/Transplant kit 5,470,000 yen	Harvesting/Culturing kit 4,280,000 yen Processing/Transplant kit 5,470,000 yen	Harvesting/Culturing kit 4,460,000 yen Processing/Transplant kit 154,000 yen / per sheet
Technology Origin	Harvard University Professor Howard Green	Hiroshima University Professor Mitsuo Ochi	University of Modena Professor G Pellegrini Professor M De Luca	Osaka University Professor Koji Nishida	University of Modena Professor G Pellegrini Professor M De Luca

Regenerative Medicine Contract Business Model

✓ As an innovation partner in regenerative medicine, we support end-to-end product development from customer seeds.

Value built by J-TEC

Development Expertise　　Regulatory Capability

Track Record in Commercialization and manufacturing

Network and Trust　　Full range of in-house functions

✖ Customer Relations

✖ Clinical settings Collaboration

✖ TEIJIN Collaboration

Building systems to deliver products together with partners

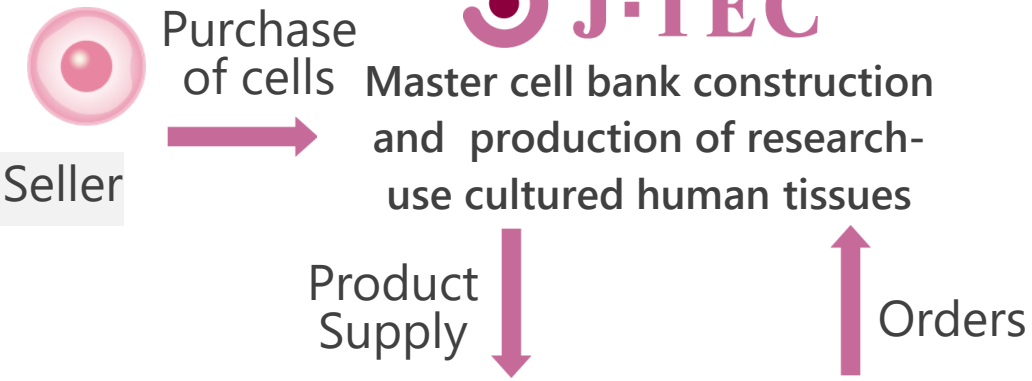
Commissioned projects 296 cases

Items	cases
Product development support Tech transfer, test cultures, preclinical studies, analytical validation, and SOP/document preparation	121
Regulatory affairs support PMDA consultations (pre-meetings & formal advice) and compliance with the Act on Safety of Regenerative Medicine, etc	30
Manufacturing & Testing support Investigational products and cell-processed materials	42
Clinical development support Protocol outlines, statistical analysis, data management, and clinical study reports	28
Facility & equipment support Consulting on the design and operation of manufacturing facilities	7
Others Sales support, equipment setup, and cell storage	68

LabCyte Business Model

- ✓ Advanced culture tech applied to offer “LabCyte Series” human tissues for research
- ✓ 3D human tissues for topical drugs, cosmetics, and skin/cornea research

Product Delivery Process



Manufacturers and research institutions handling chemicals (e.g., pharma, cosmetics, chemical products)

Use LabCyte for R&D

~~Animal Testing~~

	LabCyte EPI-MODEL	LabCyte EPI-KIT	LabCyte Corneal Model
Product	3D Cultured Human Epidermis	Epidermis Model Kit	3D Cultured human corneal Epithelium
			
OECD Test Guidelines	Skin irritation test (TG439) Skin Corrosion test (TG431) Skin Sensitization test (TG442D)	–	Eye Irritation test (TG492)
ISO (Medical Devices)	Skin Irritation test (ISO10993-23)		–
Launch Date	March 2005	April 2013	July 2010

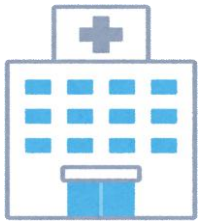
3. Market & Advantage

Change in Treatment Targets

J·TEC

Using the insurance listing of JACC for osteoarthritis as a turning point to target major public diseases

- ✓ Shift regenerative edicine from a “special treatment” to an “accessible, everyday therapy”
- ✓ Extending healthy lifespans and elevating well-being through innovative care.
- ✓ Realize the long-term vision: “Creating a Future for Regenerative Medicine”



Regenerative medicine to date

- **Rare diseases**
- **Life-saving / emergency care**
- **New / specialized treatments**

JACC OA: Indication expansion as the key driver

Target in a few years:
~1,000 cases annually
Revenue scale:
~¥3 billion per year

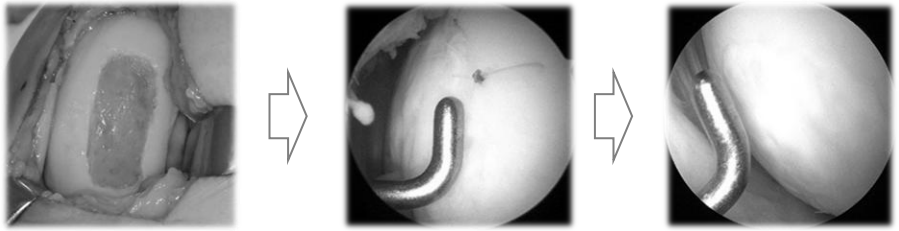
Future of regenerative medicine

- Common diseases
- Chronic / prior to severe progression
- Accessible, everyday care

Regenerative Medicine Product Business: Market Potential of "JACC"

Competitive Advantage

- ✓ A **unique, potentially curative approach distinct from conservative therapy** (exercise/drugs) and joint replacement
  #Cartilage has very limited natural healing once damaged
- ✓ **No products with the same mechanism currently**
- ✓ 10+ years of real-world use data
- ✓ **Proven efficacy and safety** from clinical trials



Pre-transplant | 6 months post-transplant | 1 Year post-transplant

Clinical trial results: 97.4% showed repair

Market Potential

- ✓ Target common diseases to boost awareness of regenerative medicine through insurance coverage

Symptomatic OA	Approx. 10M
Eligible Population	Approx. 10K
Initial Target	Approx. 1,000

*Estimated based on surgical volume and product indication criteria

Insurance coverage criteria for "JACC"

Patients diagnosed with OA

Not improved with conservative therapy (exercise/medication)

Cartilage defect area ≥ 2 cm^2 *

* And a sufficient amount of normal cartilage remains

Market potential of the regenerative medicine products business (excluding JACC)

J·TEC

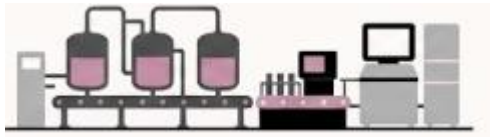
✓ **Vitiligo treatment JACEMIN, a key product after JACC, targets 200 patients/year within a few years**

Area	Our Product	Indication	Estimated Annual Patients (Company estimate)	Our Products' Strengths
Skin 	JACE	Severe Burns	~250 people	Contributes to life-saving as treatment options for extensive severe burns
		Congenital giant melanocytic nevus	~50 people	Treats large area in a single procedure
		Epidermolysis bullosa	~20 people	Promotes healing and prevents the occurrence of erosions and ulcers
	JACEMIN	Vitiligo	~2,000 people	A new treatment for refractory cases unresponsive to existing therapies (e.g., phototherapy, medications)
Corneal 	NEPIC OCURAL	LSCD (limbal stem cell deficiency)	~100 people	Treats severe LSCD, for which no effective therapy previously existed

Market Potential of the Regenerative Medicine Contract Business

Competitive Advantage

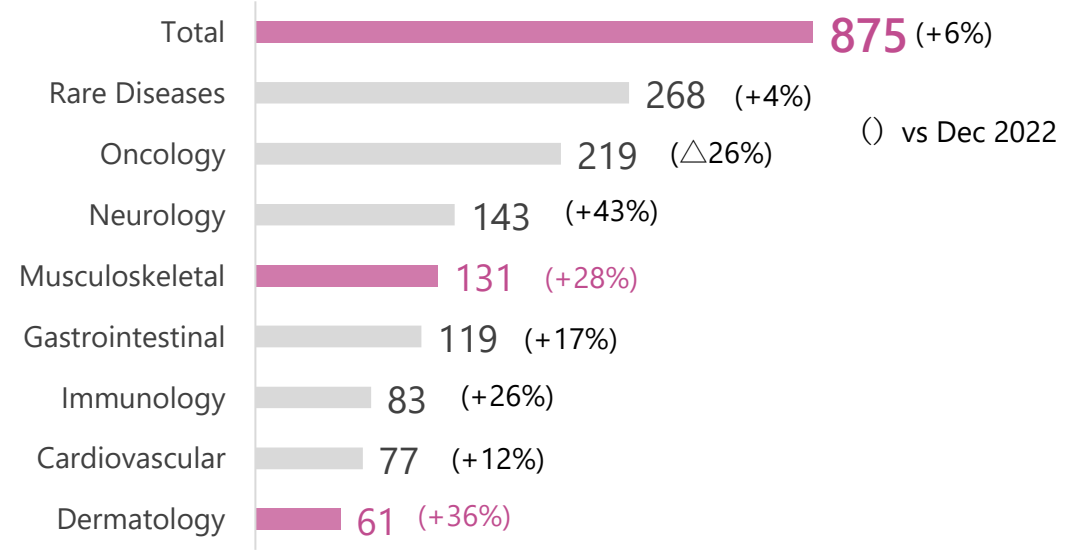
- ✓ Back casting support by experts with experience launching 5 products and delivering 3,700+ cases
- ✓ End-to-end capabilities from development to post-market support
- ✓ Strong clinical network and ability to feed clinical insights back into development (reverse translational research)
- ✓ GCTP-compliant manufacturing facilities
- ✓ Culture and testing equipment enabling stable supply



Market Potential

- ✓ Global pipeline seeds are increasing, especially in our focus areas (musculoskeletal, skin)
- ✓ Attract overseas seeds to Japan to drive revenue growth

Number of global non–gene-modified cell therapy pipelines as of DEC 2025



Source: American Society of Gene & Cell Therapy) / Citeline "Gene, Cell, & RNA Therapy Landscape

Market Potential of LabCyte Business

Competitive Advantage

✓ Leveraging international guidelines for skin sensitization testing, cost competitiveness, and quality built on top market share in Japan,
we aim to expand overseas.

	J-TEC Japan	MatTek America	EPISKIN France
Skin sensitization test OECD TG442D ISO 10993-10	○ (EpiSensA)	-	-
Skin irritation test OECD TG439 ISO10993-02	○	○	○
Skin corrosion test OECD TG431	○	○	○
Price	**Advantage**		

Market forecast for skin-related testing

✓ Stricter animal testing regulations are expected to drive global growth

EU
Market size: 16 billion yen
CAGR 3.8%
Ban on animal testing for cosmetic development

America
Market size: 17.4 billion yen
CAGR 7.1%
Ban on the sale of cosmetics tested on animals in 12 states

India
Market Size: 47 billion yen
CAGR 12.5%
Ban on animal testing for cosmetic development

Market size: Market Forecast for Skin Irritation, Corrosion, and Sensitization Testing
CAGR: Growth rate (2020–2025)
Source: MARKETSANDMARKETS「IN VITRO TOXICITY TESTING MARKET GLOBAL FORECAST TO 2025」

4. Growth Strategy

Outlook for Growth

Scale globally with a Japan-origin regenerative medicine model via an autologous cell platform

Revenue: 5 Billion yen

JACC
OA Approval

2027

Established

1999

Step1
Building a proprietary autologous cell platform distinct from pharmaceuticals

- Stable supply process for autologous cell products
- Know-how from launching 5 transplant-type products
- Development of specialized talent
- Collaboration with clinical sites and regulators
- Reconfirmed efficacy and safety through post-market studies

Step2
Real-world implementation of a proprietary platform

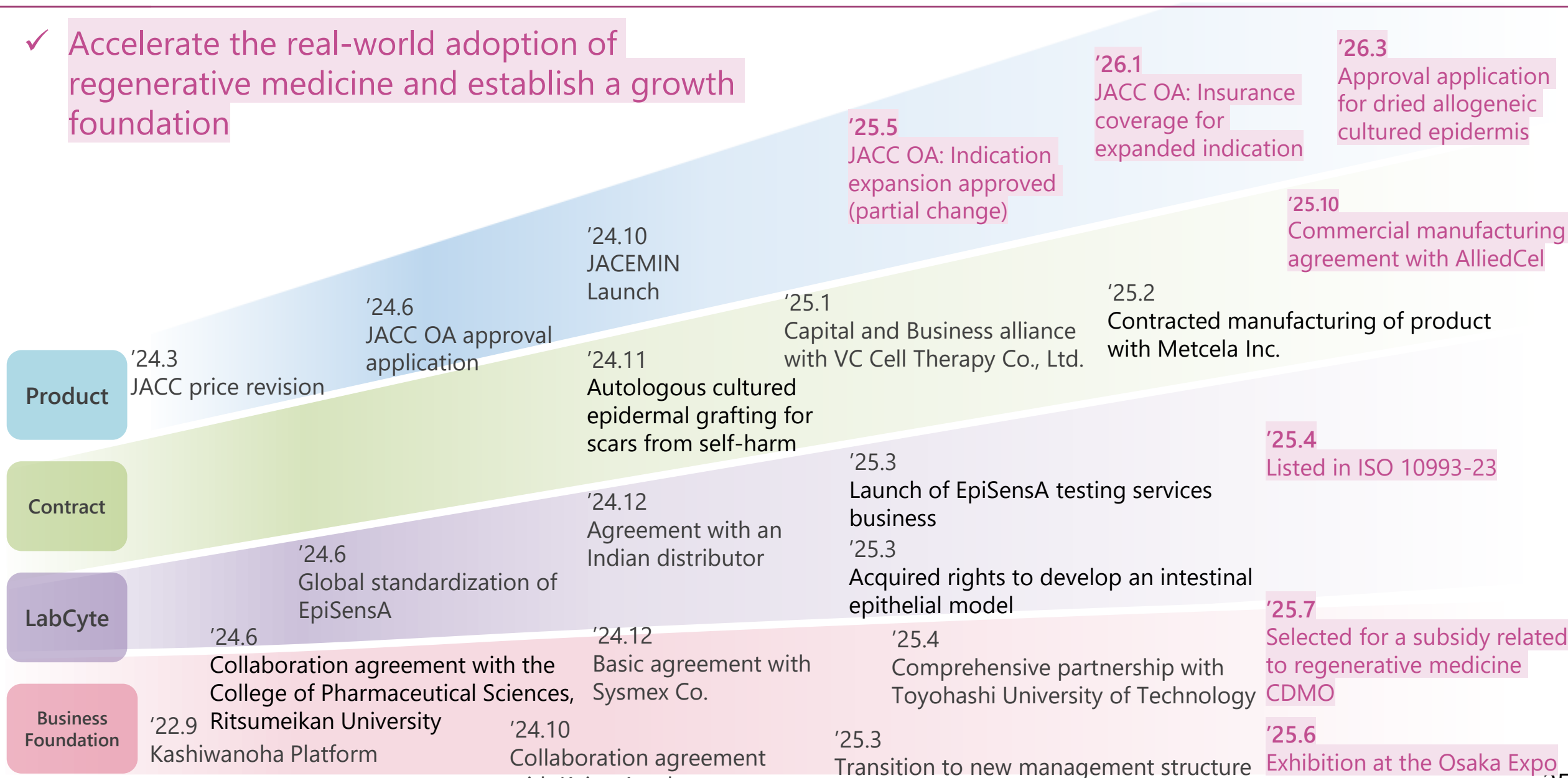
- JACC OA: Deliver autologous cell therapies to more patients
- Allo-JaCE03: Expansion into allogeneic cell applications
- Maximize platform utilization
- Promote open innovation
- Advance automation using AI

Step3
Rapid growth through global expansion and new products

- **Build inbound/outbound channels** by promoting a Japan-origin regenerative medicine model globally
- Acquire new pipelines leveraging the platform

Past Growth Initiatives

✓ Accelerate the real-world adoption of regenerative medicine and establish a growth foundation



Business Progress Dashboard

Product Business

Focus resources on expanding JACC and JACEMIN sales, the key revenue drivers

Total number of patients treated

~3,700

+280 from last year

JACC Sales Progress

Progressing at

30 cases/per month

Contract Business

Build long-term relationships with domestic and global clients and expand into new technology areas

Total number of Projects

296

+32 from last year

Manufacturing & inspection contracts

42

LabCyte Business

Expand globally and diversify by capitalizing on the shift to non-animal testing.

Annual number of Customers

163

+2 from last year

（Shift toward stable recurring customers）

European Regular Customers

8

FY2026- Full-Year Outlook: Path to Profitability

Four Engines Driving Profitability

JACC OA Expansion（Core Pillar）
Stable pace of 30+ cases/month
Target: 350 cases

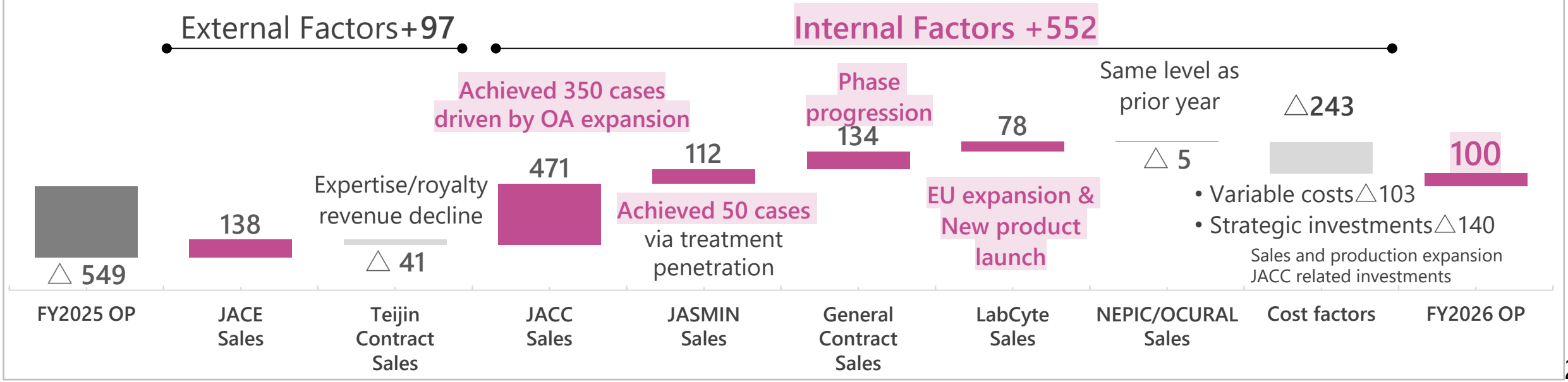
Nationwide Expansion of Vitiligo Treatment (JACEMIN)
Nationwide rollout & Driving Treatment Awareness

Contract Business (CDMO)
Advance existing projects and win new clients

LabCyte Sales
Expand in EU and launch new products

Operating Profit Bridge（YoY Change）

(million yen)

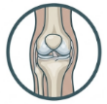


Product Business: Measures to Achieve Growth

Evolve into a Dynamic “Domain-Specialized Organization”

- Reorganize into specialized teams for: Orthopedic field and Epithelial Field
- Promote treatment proposals to new physicians and build patient referral pathways with clinics
- Develop untapped markets and drive continuous growth **through standardization of regenerative medicine**

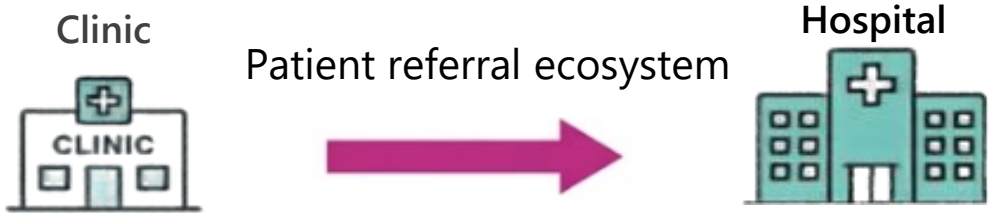
Doubling JACC Sales



JACC Case Track Record

- FY2026 orders: **93 cases / 27%** progress (as of Apr 30, 2026)
- **Contracts completed at 125 facilities nationwide**
- Focus sales resources based on target selection
- Improving JACC repeat usage through comprehensive briefing sessions

JACEMIN Market Expansion



- Partner closely with **42 ready facilities nationwide** to expand Patient Access Initiatives
- Scale top-site treatment know-how across the network
- Strengthen patient outreach via new information channels

Contract Business: Toward Stable Growth

A robust portfolio not dependent on any single customer

- **Diversifying customer base with steady pipeline progress**
  Metcela, Actualize, VC Cell Therapy, AlliedCel, etc
- **Transitioning to higher-value phases**
  From clinical manufacturing to commercial production prep, supporting more stable revenue

Unique Value as an Innovation Partner

- End-to-end support from R&D design to commercial manufacturing, delivering a high-value integrated model

- **Building next-generation capabilities**, supporting a wide range of technologies such as iPS cells

Creating Synergies with Teijin

- **Strengthening collaboration framework**, evolving from know-how sharing to coordinated customer acquisition
- **Accelerating seed acquisition**, strengthening joint sourcing through the Kashiwanoha regenerative medicine platform

Building a one-stop innovation hub, partnering with the National Cancer Center East Hospital and Mitsui Fudosan to support advanced therapies from research to production

LabCyte Business: Global Expansion and Entry into New Industries

Faster European Expansion & New Manufacturing Bases

- **Establishing a Stable Local Supply System**
  Final Stage of **Establishing German Subsidiary** for Faster, Stable Supply
  Milestones set to ensure **completion by 1H** FY2026

- **Gaining Global Market Share**
  Following the standardization of the "EpiSensA" skin sensitization assay, **leverage local bases** to secure launches with major European clients and gain market share


Manufacturing Site

Expansion into New Industries

- **Entry into New Fields (Pharma & Food)**
  Launch of the 'Intestinal Model' to expand into pharma and food sectors; **timeline reset to 2H FY2026** to prioritize robust quality evaluation systems
- **Expansion into New Industries (Medical Devices & Materials)**
  Accelerate outreach to medical device and materials manufacturers through trade shows
- **Evolution Toward Solution-Based Proposals**
  Shift from standalone test kits to high-value solutions integrating third-party devices


Drug discovery　Food　Medical devices

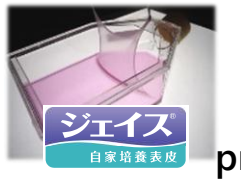
Pipeline Progress

J-TEC

Expanding pipeline beyond 2 products, strengthening discovery through industry-academia collaboration

Area	Product Name	Indication	Target Launch	Basic Research	Preclinical	Clinical Trials	Regulatory Approval	Insurance Listing
Skin	Allo-JaCE03	Skin defects including burns	FY2027	One year delay due to establishing a stable manufacturing process			Approval application completed in Mar 2026	
Cancer	JPCAR019	Acute lymphoblastic leukemia	TBD			Investigator-initiated Phase I/II clinical trial in progress, expected completion: FY2026		

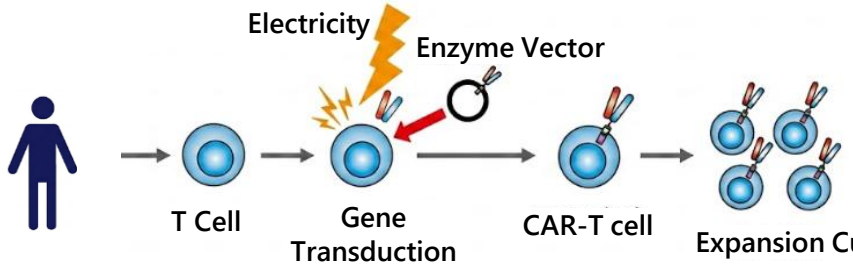
Dried Allogeneic Cultured Epidermis: Allo-JaCE03 (Medical Device)



Uses donor cells; enables mass production and storage

- World's first dried allogeneic cultured epidermis
- Proprietary drying enables room-temperature storage and immediate use
- Ready for emergencies, reducing burden on patients and healthcare staff
- Efficacy and safety clinically verified

Autologous CAR-T Cells: JPCAR019

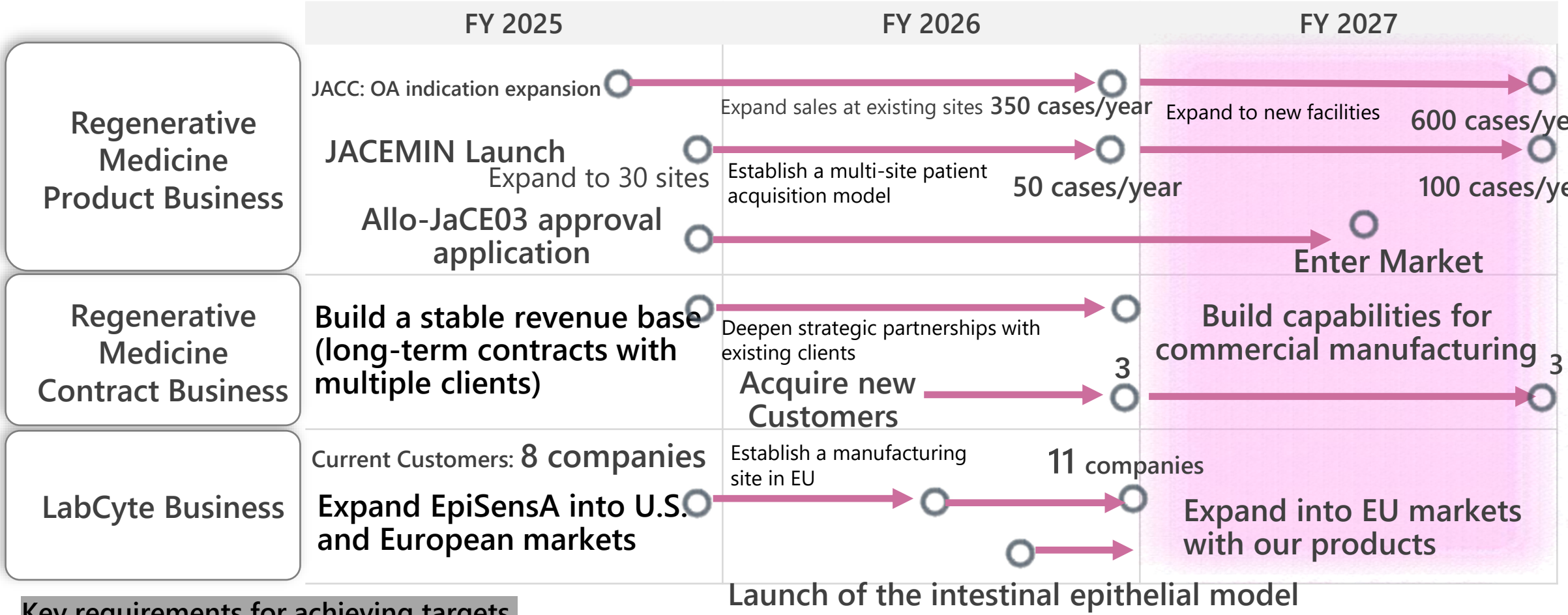


- Non-viral (enzymatic) vectors reduce manufacturing costs
- Commercialization may expand treatment options for patients not eligible under existing therapies
- Commenced evaluation of business expansion into non-cancer indications

Roadmap to Achieve Growth

FY2027 target unchanged;
clear milestones set for each business to achieve it

Revenue 5 billion yen
Operating Profit 500 million yen



Key requirements for achieving targets

■Achieve revenue: ¥3.5B (regenerative products), ¥1.0B (contract services), ¥0.5B (LabCyte)
■Maintain ~10% profit margin through cost control

Advancement of Human Capital Management

✓ Develop specialized talent and foster a supportive workplace

2025 健康経営優良法人 KENKO Investment for Health 中小規模法人部門

Certified for 7 straight years

Track Record

① **Compensation / Workplace environment improvement**

- ✓ Raising base salaries
- ✓ Expansion of allowances

② **Upskill employee growth via rotation and training.**

- ✓ Rotation of approx. 20 employees
- ✓ Regularly conducted training programs

③ **Fostering a corporate culture that values expertise**

- ✓ Continuing the Meister program
  （Technical certification system for the production department）

④ **Creating an inclusive workplace for women**

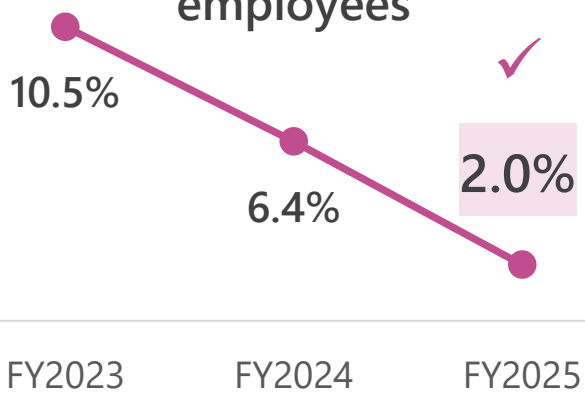
- ✓ Female manager :34%
- ✓ 18 employees on working reduced hours for childcare

⑤ **Boosting morale by communicating our activities externally**

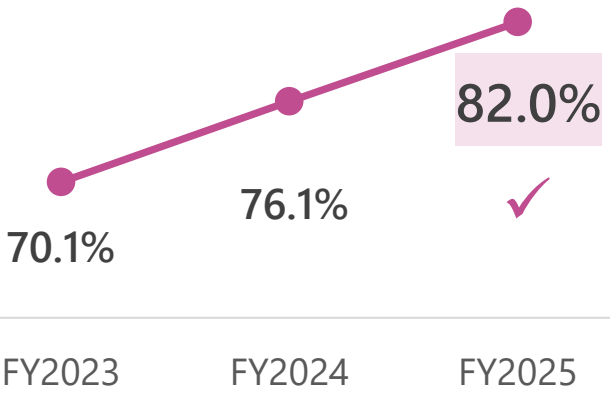
- ✓ Reached 1,000 followers on X app

KPI

Turnover rate of full-time employees

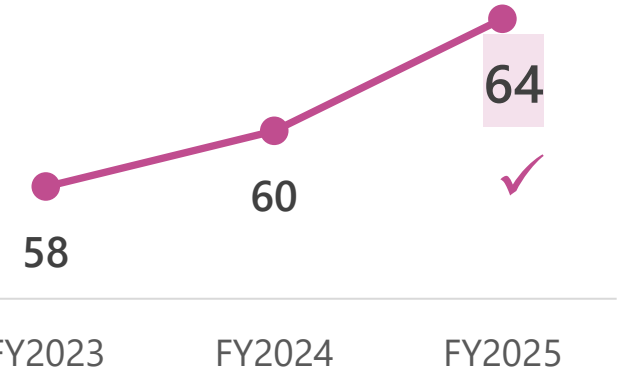


Paid Leave Utilization



Engagement Score

（Microsoft Viva Glint Quarterly Engagement Program）



Promotion of sustainability initiatives

- ✓ **Leverage strong ties with Gamagori City to drive regional and industrial development through regenerative medicine**
- ✓ **Promote regenerative medicine and sustainability initiatives via Expo 2025 Osaka and industry–academia initiatives**

Joint outreach efforts with Gamagori City

Since 2015, established the “Regenerative Medicine Industrialization Promotion Committee” with Gamagori City
Regularly hold public lectures and workshops for elementary school students

Guest lectures in partnership with academia

Interactive regenerative medicine exhibits at Expo 2025 Osaka

About 7,000 people visited

Initiatives for the Next Stage of Growth

✓ Strengthen the regenerative medicine platform for the next phase of growth

Enhancement of the platform

- ✓ Expand adoption of JACC OA & JACEMIN
- ✓ Expand networks with physicians and medical institutions

New Exit Strategies

- ✓ Accelerate global expansion of LabCyte and Allo-JaCE03
- ✓ Address medical inbound demand

J-TEC Platform

Development Expertise
×
Commercialization track record
×
Regulatory Capabilities

Development of new technologies

- ✓ Acquire new technologies, including iPS cell and gene therapy products
- ✓ Strengthen global sourcing of new seeds (including overseas)

Advancing collaboration and production capabilities

- ✓ Automate manufacturing and quality control through collaboration with Sysmex Corporation
- ✓ Invest in expanding GCTP-compliant facilities

Market Risks and Mitigation Strategies

Market Fluctuations

Probability: mid Impact: high

- ✓ Revenue decline due to market size and competition
- ✓ Contract revisions due to client policy changes

- ✓ Early trend monitoring and agile response
- ✓ Close collaboration with medical institutions and clients

Stable product supply and sourcing

Probability: mid Impact: high

- ✓ Supply shortages of critical materials and production disruptions

- ✓ Secure long-term, stable supplier contracts
- ✓ Develop alternatives and new technologies/processes

Regulatory Changes

Probability: mid Impact: mid

- ✓ Unexpected regulatory and healthcare policy changes

- ✓ Accumulate regulatory approval expertise
- ✓ Maintain close collaboration with regulatory authorities

Talent Attrition

Probability: high Impact: mid

- ✓ Attrition amid rising competition and flexible work trends

- ✓ Align HR systems with diverse work styles
- ✓ Improve retention through branding and compensation reforms

Major Disasters

Probability: low Impact: high

- ✓ Disruptions from site concentration and healthcare capacity strain

- ✓ Establish BCP and strengthen infrastructure and operations
- ✓ Maintain close collaboration with medical institutions and agile sales activities

Data Leakage

Probability: mid Impact: mid

- ✓ Data breaches and system outages due to cyberattacks
- ✓ Confidential information leaks due to employee error

- ✓ Continuously strengthen network security
- ✓ Thorough employee training

Handling of This Document

This document is provided for informational purposes only and includes forward-looking business plans. It is not intended as an investment solicitation. Any evaluation of our plans or investment decisions should be made at the investor's own discretion.

The Company does not guarantee the achievement or realization of any business targets or projections and assumes no responsibility for them.

All forward-looking statements in this document are based on information available at the time and our current assumptions. Actual results may differ significantly due to changes in economic conditions or other factors affecting the underlying assumptions

The next disclosure of "Business Plan and Growth Potential" is scheduled for around May 2027

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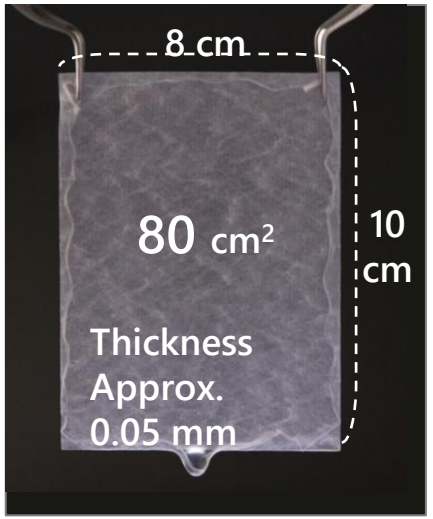
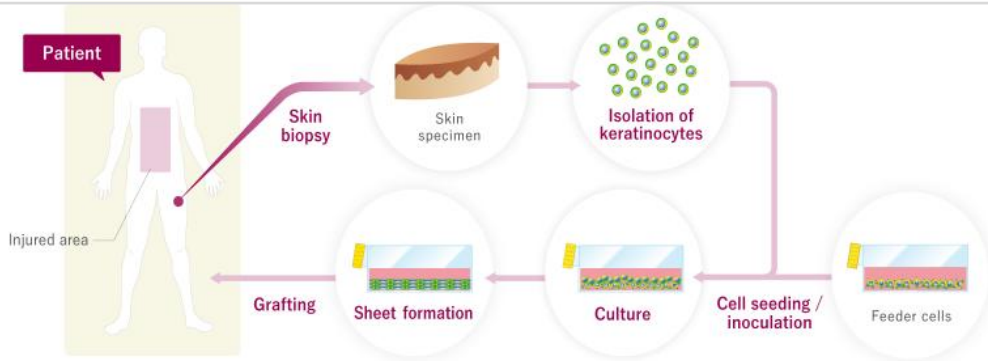
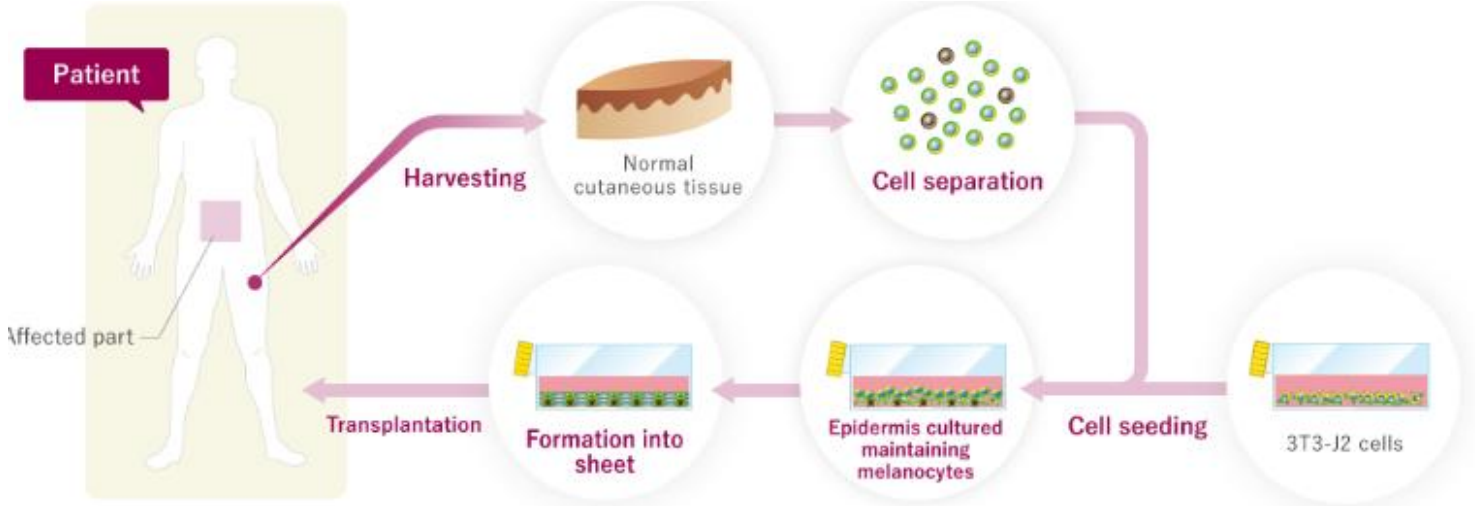
Autologous Cultured Epidermis “JACE”



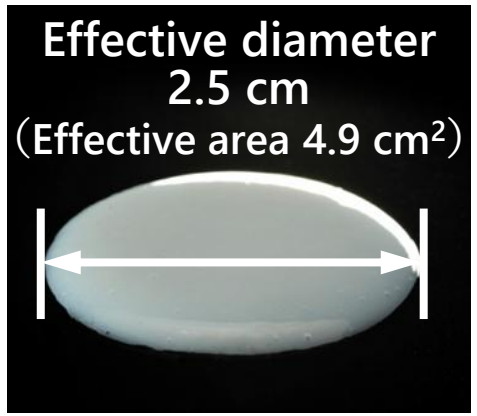
Indications	① Severe Burns Indicated for burns where deep second- and third-degree areas **total ≥30% total body surface area (TBSA)** ② Congenital Giant Pigmented Nevus Indicated for nevi ≥**5% TBSA** or when standard treatments cannot adequately remove the lesion ③ Epidermolysis bullosa dystrophica and junctional epidermolysis bullosa Indicated for erosions/ulcers persisting **~4 weeks or recurrent ulceration** with repeated epithelialization
Insurance reimbursement price	・Harvesting/Culturing kit: 4,460,000 yen ・Processing/Transplant kit: 154,000 yen per sheet ※ Eligible for high-cost medical expense coverage Limits:（Severe burns）**40sheets** ※if medically necessary, up to **50sheets** （nevi）**30sheets** （epidermolysis bullosa）**50sheets**
Technology	Originated from Professor Howard Green of Harvard University
Facility Standards	Severe burns: limited to facilities meeting required standards; not applicable to giant congenital nevi or epidermolysis bullosa
Healing timeline	Manufacturing and culture period: approximately 3 weeks from tissue collection to delivery Product shelf life: 56 hours Engraftment period: engraftment occurs within 1 week, with the epidermis stabilizing in approximately 1 month
Process	

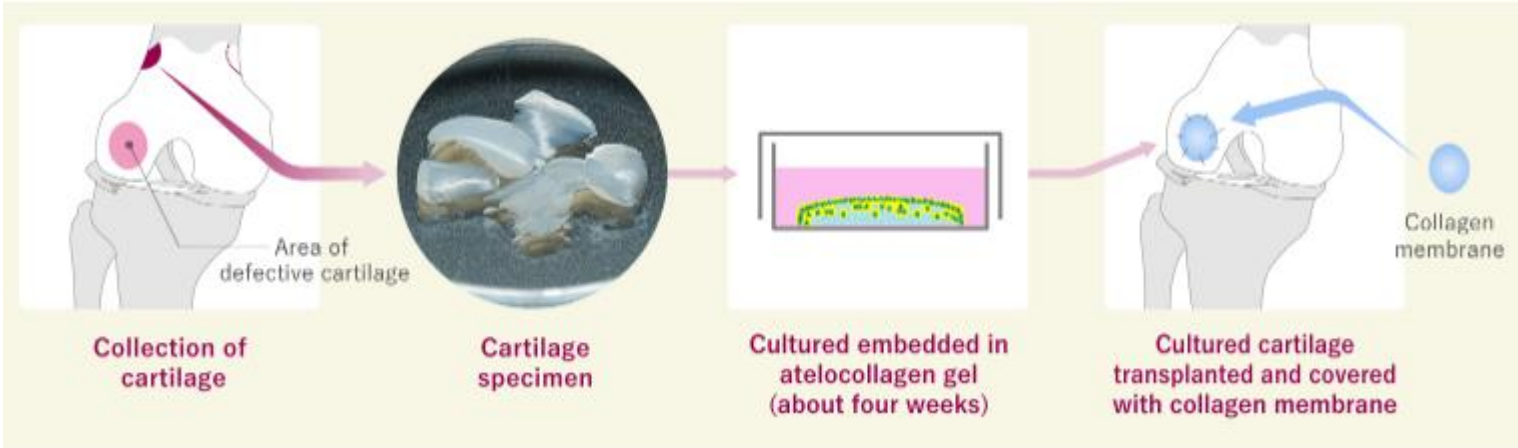
Autologous Cultured Epidermis Containing Melanocytes “JACEMIN”

Indications	① Vitiligo* ・Vitiligo patients ≥12 years old unresponsive to or unsuitable for topical or light therapy. ・**Symptoms remain stable (unchanged) for about 12 months**
Insurance reimbursement price	・Harvesting/Culturing Kit: 4,460,000 yen ・Cultured Epidermis Package: 154,000 yen per sheet ※ Covered by the High-Cost Medical Expense Benefit system; out-of-pocket cost for an average-income person is about ¥220,000 (varies by income)
Technology	Originated from Professors G Pellegrini and M De Luca of the University of Modena (Italy)
Facility Standards	A full-time physician with experience performing **at least three skin graft procedures**, or a full-time physician who performs such surgeries under the supervision of an experienced doctor
Healing timeline	**Manufacturing & culture period:** About 5 weeks from tissue collection to delivery **Product shelf life:** 60 hours **Engraftment period:** Takes in about 1 week; epidermis stabilizes in ~1 month
Process	

* Complete depigmented patches due to vitiligo, Vogt–Koyanagi–Harada disease, chemical causes or congenital conditions such as piebaldism

Autologous Cultured Cartilage “JACC”

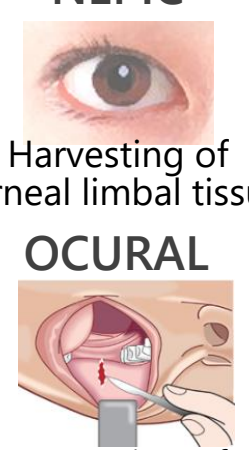


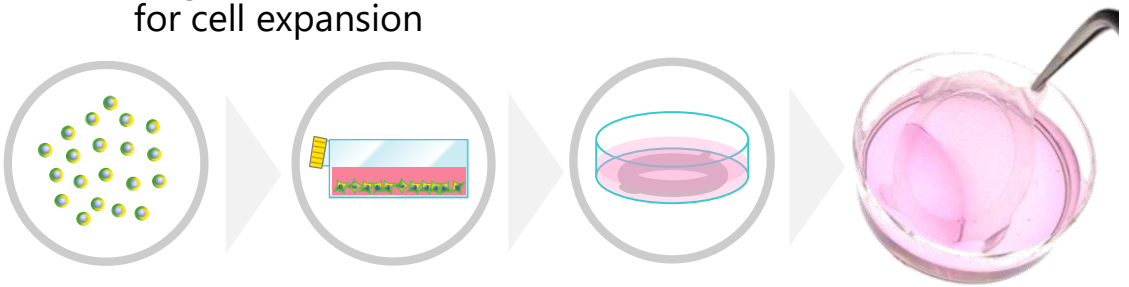
Indications	①Traumatic cartilage defect or osteochondritis dissecans. However, it is limited to cases where no other treatment options are available, and the cartilage defect area is 4cm² or larger. ②Osteoarthritis of the knee However, this is limited to cases where clinical symptoms do not improve through conservative treatments such as exercise therapy, and cartilage defect area is 2cm² or larger
Insurance reimbursement price	・**Harvesting/Culturing Kit: 1,000,000 yen** ・**Processing/Transplant Kit: 1,890,000 yen** number used not limited ※ Covered by the High-Cost Medical Expense Benefit system; out-of-pocket cost for an average-income person is about ¥250,000 (varies by income)
Technology	Originated from Professor Mitsuo Ochi of Hiroshima University
Facility Standards	A university hospital or other teaching/research institution, or a facility that performs at least 100 knee surgeries per year
Healing timeline	**Manufacturing & culture period:** About 4 weeks from cartilage tissue harvest to delivery **Product shelf life:** 80 hours **Engraftment period:** Use crutches or a brace (non-weight-bearing) for about 4 weeks post-op until the repair tissue stabilizes
Process	

Autologous Cultured Corneal Epithelium “NEPIC”
Autologous Cultured Oral Mucosal Epithelium “OCURAL”

Seller: NIDEK Co., Ltd.

Indications	Limbal Stem Cell Deficiency (LSCD)*
Insurance reimbursement price	・Harvesting/Culturing Kit: 4,280,000 yen ・Cultured Corneal Epithelium Package: 5,470,000 yen ※ Eligible for high-cost medical expense coverage
Technology	NEPIC Originated from Professors G Pellegrini and M De Luca of the University of Modena (Italy) OCURAL Originated from Professor Koji Nishida of Osaka University
Facility Standards	The facility must have a full-time physician with experience performing corneal transplantation
Healing timeline	**Manufacturing & culture period:** About 4 weeks from tissue collection to delivery **Product shelf life:** 60 hours **Engraftment period:** Takes in about 12 weeks; ocular surface stabilizes in 6–12 months
Process	Patients ← Transplantation NEPIC Harvesting of corneal limbal tissue → Enzymatic treatment → Seeding onto feeder cells for cell expansion → Isolation of cells → Culturing → Sheet formation → Sheet detachment OCURAL Harvesting of oral mucosal tissue





*Candidates for NEPIC exclude patients with congenital corneal epithelial stem cell deficiency (such as Stevens-Johnson syndrome, ocular cicatricial pemphigoid, graft-versus-host disease, and aniridia), recurrent pterygium, and idiopathic corneal epithelial stem cell deficiency.