

Happy New Year.

As we begin 2026, I would like to express my sincere gratitude to all stakeholders who continue to support OrganTech's mission and growth—our partners, investors, researchers, and collaborators.

Over the past year, OrganTech has made meaningful progress toward transforming advanced life-science technologies into viable, responsible businesses. In particular, Bio-hybrid Tooth (BHT) has reached a critical inflection point. What began as a long-term technological vision is now moving decisively into an execution phase focused on regulatory approval and specified clinical trials.

This transition represents far more than a scientific milestone. It marks the point at which market readiness, regulatory alignment, manufacturing feasibility, and clinical value must converge. In 2026, our priority is to advance BHT through this rigorous process with discipline and transparency, establishing a clear pathway toward commercialization and long-term value creation.

At the same time, OrganTech's business model is deliberately designed to avoid reliance on a single high-risk project. Alongside BHT, we have steadily expanded revenue-generating research support businesses, including proprietary cell culture media and artificial skin platforms used by external research institutions and corporate partners. These businesses provide recurring revenue, strengthen our technological base, and stabilize cash flow—allowing us to invest strategically in high-growth initiatives without compromising financial discipline.

This dual-engine structure—stable foundation businesses combined with scalable, high-impact flagship projects—is a defining strength of OrganTech. It enables us to balance risk and return, manage capital efficiency, and pursue growth with resilience. For investors, it represents a model that is both ambitious and grounded in operational reality.

In 2026, OrganTech will clearly evolve from a research-driven organization into a business-creation company. Our focus will be on execution: advancing regulatory processes, strengthening partnerships, refining supply and quality systems, and building an organization capable of supporting global expansion over the mid-to-long term.

We remain committed to responsible development, rigorous governance, and transparent communication. Our goal is not short-term excitement, but the steady construction of sustainable enterprise value—one that benefits patients, partners, and shareholders alike.

We look forward to your continued support and engagement as OrganTech enters this pivotal year.

January 2026
Yoshio Shimo
President & CEO
OrganTech, Inc.

