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Announcement of New Medium-Term Management Plan: **Next Growth 2030**

Fuso Chemical Co., Ltd. (“the Company”) announces Next Growth 2030, its Medium-Term Management Plan covering the period from FY03/2027 to FY03/2031 formulated at its Board of Directors meeting held on May 11, 2026. An overview is provided below.

1. Long-Term Vision and Key Strategies

(1) Long-term vision

In formulating the new Medium-Term Management Plan, the Company has defined its long-term vision of the future.

Company Motto: “Limitless Progress and Creation”

Management Philosophy

- Value trust, and make it a principle to be reliable
- Contribute to the nation and society through technology
- Achieve employee fulfillment through prosperous business

Long-Term Vision

- Evolve as the global niche leader
- Support the future with FUSO technology
- Challenge limits to create new businesses
- Ensure that FUSO business delivers customer satisfaction

(2) Key strategies

The Company has formulated the following strategies for the achievement of its long-term vision and for the sustained creation of value.

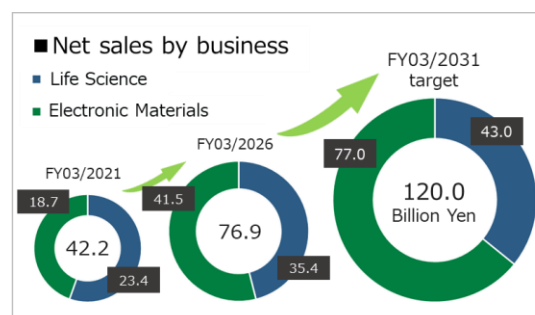
- Achieving growth of both the Life Science and Electronic Materials businesses and reinforcing the supporting production framework
- Breaking down corporate value into four distinct values and pursuing initiatives to increase each of those values



2. Management Indicator Targets

Under Medium-Term Management Plan Next Growth 2030, the Company will work to achieve growth and increased revenue in both the Life Science and Electronic Materials businesses, targeting 120.0 billion yen in net sales, 36.0 billion yen in operating profit, and 56.7 billion yen in earnings before interest, taxes, depreciation, and amortization (EBITDA) in FY03/2031, the final year of the plan.

(Billion yen)	FY03/2026 results	FY03/2031 target	CAGR
Net sales	76.9	120.0	9.3%
Operating profit	18.8	36.0	13.8%
EBITDA	29.7	56.7	13.7%



For details of the Medium-Term Management Plan, please refer to the information planned to be released on the Company's website on May 15, 2026. The Company also plans to release a video explaining the Medium-Term Management Plan as a reference.

Corporate website: <https://fusokk.co.jp/eng/>