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Notice Regarding of the New Medium-term Management Plan “Shinka 26–30”

Fujibo Holdings, Inc. (hereinafter the “Company”) hereby announces that it has formulated its new Medium-term Management Plan “Shinka 26–30,” covering the five-year period from FY2026 to FY2030.

The new plan begins in FY2026, following the final year of the current plan “Zokyo 21–25” where the company successfully strengthened its business foundation by strategically reorganizing its business portfolio, increasing earnings opportunities in its core businesses, and enhancing the value to customers. At the same time, the Company has continued to advance its DX (Digital Transformation) initiatives.

With FY2025 marking the record-high net sales and operating profit as the base, “Shinka 26–30” sets the strategic direction for exponential growth towards FY2035. The Company will accelerate the evolution of both its business and functional bases, aiming to become a “Global No.1 Player in a Niche Segment.”

The key Concept of the new management plan as follows.

1. ”Shinka (Evolution)” of the Business Base Adapting to External Environment
 - (1) Evolution of business portfolio
 - (2) Create more innovation
 - Expand new businesses and strengthen R&D / IP strategy—
2. ”Shinka (Evolution)” of the Functional Base Toward the Next Stage
 - (1) HR management system to maximize human resources
 - (2) DX for manufacturing and operational processes
 - (3) Management base and financial strategies

We, as Fujibo Group, are firmly committed to working together toward achieving our consolidated performance targets for FY2030 – Net Sales of JPY 65 billion and Operating Profit of JPY 13 billion - as set out in this new plan.

For further details regarding the outline of the New Medium-term Management Plan, please refer to the separate document, “Medium-term Management Plan ‘Shinka 26–30’.”

※Forward-looking statements are based on various assumptions, please note that the stated future performance is not guaranteed, and results may differ due to changes in the business environment or other factors.

Medium-term Management Plan “Shinka 26-30”

To the Next Growth Stage

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Fujibo Holdings at a Glance



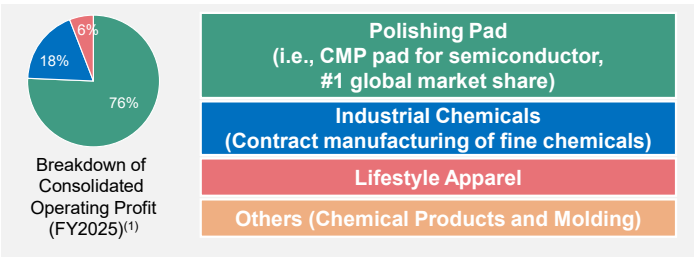
Company Overview

in 1896	1,319	¥45.4bn	17%
Founded	Employees (As of March 2025)	Consolidated Net Sales (FY2025) ⁽¹⁾	Operating Profit Margin (FY2025) ⁽¹⁾

Key Customers

Polishing Pad	Industrial Chemicals	Lifestyle Apparel	Others (Chemical Products & Molding)
 Semiconductor	 Hard Disks	 Display	 Major Chemical Groups
		 Consumers	 Major Medical Equipment Providers

Business Portfolio



Notes:
(1) Earnings forecast

Similar Companies

Entegris	Fujimi Incorporated	JX Advanced Metals
Qnity	Resonac Holdings	Tokyo Ohka Kogyo

Top Message

We aim to be....

“Global No. 1 Company in a Niche Segment”

- 1 Takes on many challenges
- 2 Achieve growth with all employees including management as one team
- 3 Further reward stakeholders, especially shareholders and employees

2030 Vision

2030 Vision

Solidify the base for exponential growth towards 2035
Evolve into Global No. 1 Company in a Niche Segment

**Further sophisticate customer solution
and develop elements for the future**



Materiality

Key Themes

Resolve social issues through innovation

Contribute to stakeholders
by enhancing earnings power

Work environment that accepts diversity and
maximizes individual capabilities

Sustainably increase corporate value
through strengthening organizational capabilities

Environmental protection for the next generation

Specific Initiatives

Enter new markets and develop new products

Reward employees and shareholders through business
growth and productivity improvement

Elevate employee engagement and promote / recruit
employees with diverse backgrounds

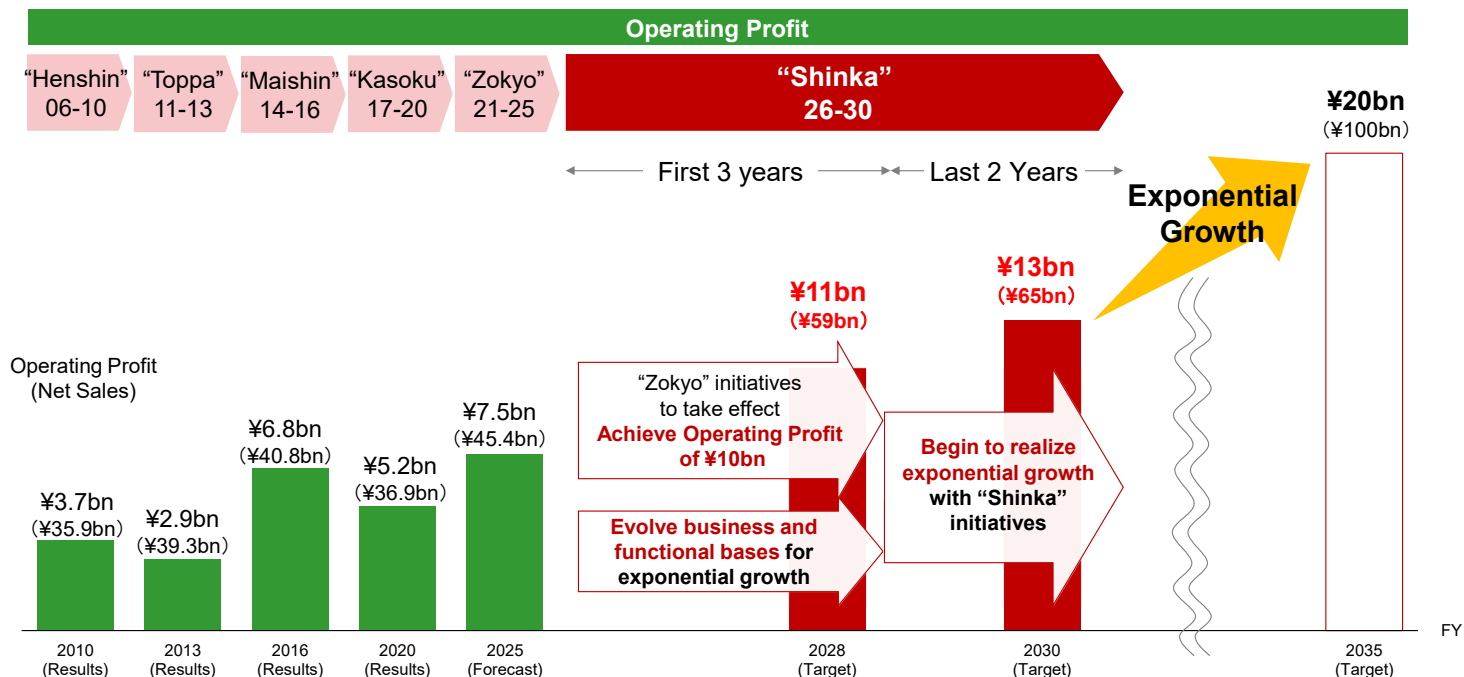
Build up career development program, advance PDCA
management, and pursue an optimal organizational structure

Work on de-carbonization and
contribute to local communities

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Direction of “Shinka 26-30”

Target exponential growth towards FY2035, starting from FY2025 with record-high net sales and operating profit



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Key Concept of “Shinka 26-30”

Initiate exponential growth with “Shinka” (Evolution) of business base adapting to external environment and functional base for the next stage



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Strategy and Key Initiatives

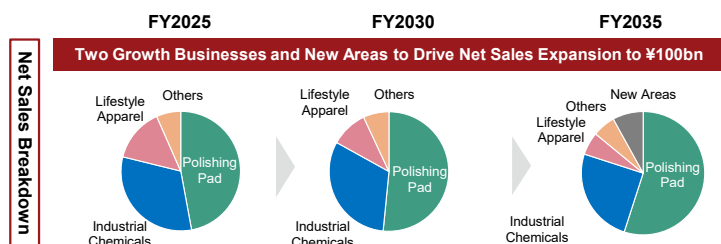
Strategy		Key Initiatives	
“Shinka”	Business Base	1 Evolution of business portfolio	<ul style="list-style-type: none"> Expand investment in areas with high growth and high margin (i.e., Polishing Pad and Industrial Chemicals) Pursue optimal resource allocation and restructuring through ROIC management
		2 Create more Innovation Expand New Businesses Strengthen R&D / IP strategy	<ul style="list-style-type: none"> Transition to a model that cultivates numerous new business seeds, reinforcing future growth drivers Led by the Polishing Pad business, expand into new areas, promote R&D and IP initiatives, and strengthen the global customer base
	Functional Base	1 HR management system to maximize human resources	<ul style="list-style-type: none"> Raise wage levels in accordance with earnings achieved and promote talent development & hiring for future growth Appropriately reward employees based on performance, roles, and contribution
		2 DX for Mfg. and Operational processes	<ul style="list-style-type: none"> Promote more IT tools including AI, automation / robotics, and operational improvement for better productivity
		3 Management base and Financial strategies	<ul style="list-style-type: none"> Advance functions of board meetings and management meetings and improve systems for remuneration and promotion / career development Cash Flow Management balancing growth investment and shareholder returns Control balance sheet aiming to improve ROE & ROIC

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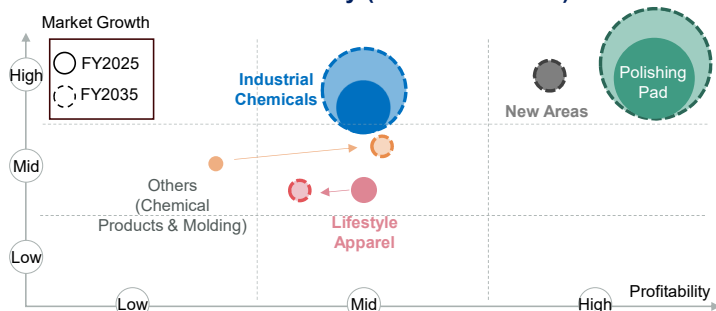
Evolution of Business Portfolio

Polishing Pad and Industrial Chemicals as well as New Areas to drive expansion of **Net Sales to ¥100bn and Operating Profit to ¥20bn in FY2035**. Cyclicity of Polishing Pad to be mitigated by stable Industrial chemicals and Lifestyle Apparel

Portfolio Management Policy



Market Growth vs Profitability (FY2025 / FY2035)



Polishing Pad	Realize further business expansion and profitability improvement through accelerated growth investments
Industrial Chemicals	Secure stable profitability and capture growth opportunities
Lifestyle Apparel	Withdraw from unprofitable products and re-allocate resources to focus on profitability
Others (Chemical Products & Molding)	Achieve synergy between the businesses and focused investment on profitable areas
New Areas	New applications of polishing pad, new materials under development in collaboration between Chemical Products and Molding, and leverage existing technologies to new businesses

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Outline of “Shinka 26-30”

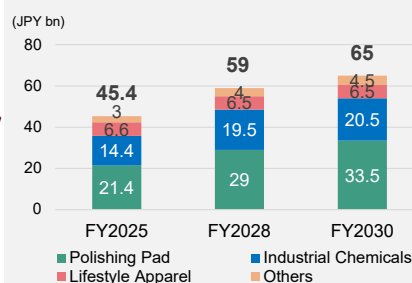
Aiming to further improve Operating Profit margin with Polishing Pad business as the primary growth driver, while also enhancing capital efficiency

Financial Target

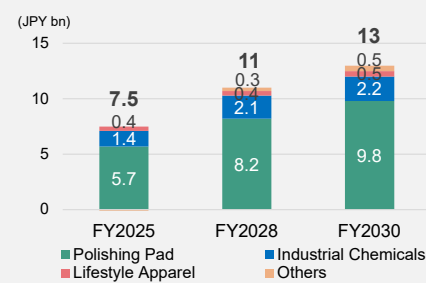
(JPY bn)	FY2025 Forecast	FY2028	FY2030
Net Sales	45.4	59	65
(CAGR)		9.1%	7.4%
Polishing Pad	21.4	29	33.5
(CAGR)		10.7%	9.4%
Operating Profit	7.5	11	13
(CAGR)		13.6%	11.6%
Operating Profit Margin	16.5%	18.6%	20.0%
Polishing Pad	5.7	8.2	9.8
(CAGR)		12.6%	11.3%
Operating Profit Margin	26.9%	28.3%	29.3%
Net Profit attributable to owners of parent	5	7.5	8.9
EBITDA	10.7	16.4	20.1
ROE	10.2%	>10%	>12%
ROIC	10.1%	>10%	>12%

1 Polishing Pad to drive the group growth

Net Sales by Segment



Operating Profit by Segment



2 Further Strengthen Earning Power

- Expand growth investments, Centered on the Polishing Pad business

3 Pursuit of Capital Efficiency

- Generate return over capital cost, Further enhance ROE and ROIC (ROE, ROIC more than 12% in FY2030)

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Investment Strategy and Shareholder Return Policy

Plan to increase growth investments in Polishing Pad and Industrial Chemicals, as well as strengthening shareholder return

Investment Strategy

(JPY bn)	FY21-FY25 Total	FY26-FY30 Total	FY26E-FY28E Total
CAPEX (incl. M&A budget) ⁽¹⁾	23	48	35
(Polishing Pad)	(11)	(34.7)	(28.4)
(Industrial Chemicals)	(9.6)	(10.4)	(4.3)
Depreciation	16.4	27.7	14.6

Note:

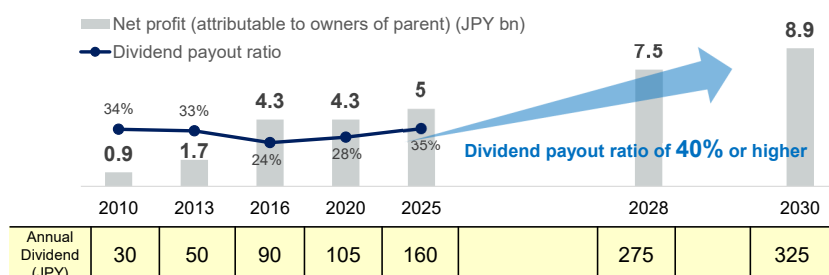
(1) M&A budget up to ¥5bn for Industrial Chemicals and Other businesses are included in CAPEX.

Shareholder Return Policy

(JPY bn)	FY2025 Forecast	FY2028	FY2030
Dividend payout ratio	35%	40%	40%

Enhance both growth investment and shareholder return by increasing profit and utilizing debt

- Targeted dividend payout ratio to be raised from 35% to 40%
- DOE = 3.5% at minimum (status quo)
- To review upward revision at the end of FY2028



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Cash Allocation

Strong commitment to Shareholder Return while accelerating strategic investment in Polishing Pad

Cash-in

Illustrative Cash Allocation (FY2026-2028 Total)

Cash-out

• Polishing Pad to drive Operating CF expansion

• Optimize assets incl. idle real estate and investment securities as well as control working capital

• Utilize bank loan

Net Profit +
Depreciation etc.

¥36bn

Asset sale etc. ¥2bn

Bank loan
¥10bn

CAPEX

35bn

Expansion of
Production
Capacity
¥24.5bn

R&D
¥5bn

Maintenance
¥5.5bn

Others ¥4.5bn

Shareholder Return
¥8.5bn

- Execute ¥35bn investment in first three years (81% for Polishing Pad)
- Monitor and judge investment projects by return vs cost (i.e., ROIC >10% for the period and >12% from FY2030)
- Implement renewal investments centered on the Polishing Pad business, including environmental and productivity-improvement initiatives

• Working capital increase associated with other assets by revenue growth

- Raised dividend payout ratio from 35% to 40%
- To review upward revision at the end of FY2028

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Actions to Implement Management Conscious of Cost of Capital and Stock Price



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Actions for Sustainability

Achieve sustainability through a well-balanced implementation of innovation, growth, profitability, and fair and transparent SDGs management founded on integrity

Key Themes	
Environment	<ul style="list-style-type: none"> ✓ Set the following GHG reduction target in light of the global warming and Japan’s strategic shift to reduce dependence on fossil fuel <div> FY2030 ⇒ 30% Reduction (vs 2022) FY2050 ⇒ Effectively zero </div>
Society	<ul style="list-style-type: none"> ✓ Accelerate investments in human resources, raising salary <ul style="list-style-type: none"> →Review promotion, performance evaluation, and talent development systems ✓ Promote more diversity <ul style="list-style-type: none"> →Setting new targets, including the ratio of female managers (by the end of March 2026)
Governance	<ul style="list-style-type: none"> ✓ Review executive compensation system <ul style="list-style-type: none"> →Remuneration to be associated with earnings performance and share price (TSR) ✓ Pursue the optimal corporate governance structure ✓ →Working on advancing functions of board meetings and management meetings

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