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May 29, 2026

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Notice concerning the Company's Five-year Business Plan

Tokuyama Corporation (hereinafter referred to as "Tokuyama" or "the Company") today announced details of its Five-year Business Plan that covers the period from fiscal 2026, the fiscal year ending March 31, 2027 to fiscal 2030, the fiscal year ending March 31, 2031. Brief details are presented as follows.

1. Background behind formulating the Five-year Business Plan

In February 2021, the Company formulated its Medium-Term Management Plan 2025, covering the period from fiscal 2021 to 2025, and adopted three key priorities: transform the business portfolio; contribute to the mitigation of global warming; and practice socially responsible management.

Under Medium-Term Management Plan 2025, we positioned electronics, healthcare, and the environment as growth businesses and promoted the transformation of our business portfolio. In the electronics segment, we have established bases in Malaysia and Vietnam and are strengthening our production and supply system for polycrystalline silicon for semiconductors. In the healthcare segment, we acquired an in vitro diagnostic pharmaceutical business and in vitro diagnostic pharmaceutical materials business, laying the foundation for expansion into the in vitro diagnostic and biochemistry fields. As part of a review of our existing businesses, we have also withdrawn from unprofitable overseas operations and decided to transfer our domestic sales business of cement and solidification agents, among other things.

While we have been actively pursuing these initiatives, none of the targets for the final year of Medium-Term Management Plan 2025 were met. The main contributory factors include the fact that the semiconductor market entered a correction phase in the middle of the plan period, and that it took time for the effects of increased demand in advanced semiconductor fields to spill over into our business areas. In addition, factors such as a decline in domestic demand for chemical products and cement, soaring raw material and fuel prices, and increases in personnel costs, R&D expenses, and IT costs also had an impact.

Under our Five-year Business Plan 2030, which we have newly launched from the current fiscal year, we will accelerate the reinvention our business portfolio, centered on electronics and healthcare, to promote sustainable profit growth and enhancement of corporate value. To achieve these goals, we have defined our desired future state, growth areas, and directions for improving profitability and capital efficiency within the Group.

Through the Company working as one, we will aim to reinvent our business portfolio as well as achieve growth, while meeting the expectations of our stakeholders and realizing our mission: "To create a bright future in harmony with the environment, in collaboration with customers, based on chemistry."

2. Pertinent Details of the Five-year Business Plan

(1) Term of the Plan

April 1, 2026 to March 31, 2031

(2) Materiality

1. Reinvent business portfolio
2. Co-creation of businesses and products with customers
3. Pursue operational excellence
4. Take responsibility for and address issues related to global environment
5. Strengthen governance and resilience
6. Leverage human capital

(3) Final Year Targets

	Index	FY2025(Result)	FY2030 (Target)	CAGR (FY2025–FY2030)
	Net Sales	349.4 bn yen	407.5 bn yen	3.1%
Profitability	Operating Profit	37.0 bn yen	57.0 bn yen	9.0%
	Operating Profit Margin	10.6%	14.0%	-
	EPS*	309 yen	551 yen	-
Equity Efficiency	ROE	8.2%	10.6%	-
	ROIC	6.8%	9.1%	-
Shareholder Returns	DOE	3.3%	4.0%	-
	[Assumptions]			
	Exchange rate:	151 yen/US\$	150 yen/US\$	-
	Domestic naphtha price:	65,300 yen/kL	63,000 yen/kL	-

*1 The number of issued shares used for the calculation is based on the actual results for FY2025.

(Note) The English version of the presentation will be available on our website after June.

The Japanese version has been posted on our website today (<https://www.tokuyama.co.jp/>).