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Notice Concerning the Adoption of Mid-Term Management Plan for FY2026–30 (GNT2030)

Asahi Yukizai Corporation hereby announces that at the Board of Directors held on May 15, 2026, we approved a new Mid-Term Management Plan GNT2030, covering fiscal years 2026 through 2030, as outlined below.

1. Summary of the Previous Mid-Term Management Plan for FY2021-25 (GNT2025)

Under the previous Mid-Term Management Plan GNT2025, we focused our investments on semiconductor-related businesses and overseas expansion, resulting in growth in both net sales and profits. Furthermore, in fiscal year 2023, we made flexible adjustments to our strategy, including reviewing financial targets in light of changes in the market environment.

On the other hand, from fiscal year 2024 onward, the company was affected by changes in the external environment, and its final performance fell short of the revised target following the upward revision. However, growth investments and strengthening of our business foundation are progressing steadily.

Based on these efforts, the GNT2030 shifts the focus to a more strategic approach, emphasizing proactive investments to capture growth opportunities, with the aim of achieving both sustainable growth and improved capital efficiency.

2. Overview of the GNT2030

Asahi Yukizai Group has set "Great Niche Top™" as its mid- to long-term vision, aiming not merely to expand in scale, but to create and expand niche markets through unique technologies and value propositions to become a company that continues to be chosen by society and customers.

To achieve this, we will promote three growth strategies: (1) deepening and expanding our business by leveraging our technological expertise and production capacity in the semiconductor market, (2) implementing a niche leadership strategy tailored to the market characteristics of each region, and (3) transforming our business model in Japan from competition to co-creation. In addition, we will establish an SBU (Strategic Business Unit) framework to strategically execute these initiatives and implement business portfolio management with visibility into revenue structure, competitive advantages, and investment priorities.

In addition, through cumulative growth investments of approximately 60.0 billion yen over the period from fiscal year 2026 through 2030, we will strengthen our intangible assets centered on human capital, technology, and relationships of trust with customers, as well as advance the use of digital technologies. Under capital efficiency management with a target of achieving an ROIC of 10% and an ROE of 15%, we will implement shareholder returns with a target total payout ratio of 50–70% while maintaining financial soundness, aiming to achieve sustainable enhancement of corporate value.

3. Financial Targets

The objectives of this plan are as follows:

	FY2025 Results	FY2030 Plan
Net Sales	80.1 billion yen	120.0 billion yen
Operating profit	7.6 billion yen	20.0 billion yen
EBITDA	11.0 billion yen	30.0 billion yen
Net Income	3.3 billion yen	14.0 billion yen
ROIC	4%	10%
ROE	4%	15%
D/E ratio	0.08	0.5 or less
Total Payout Ratio	68%	Approximately 50–70%

4. Investment Strategy (Cumulative Total for FY2026-FY2030)

This plan aims to achieve earnings growth by balancing focused investments in growth areas with investments to maintain and strengthen the core business foundation.

Growth Investment	Capital expenditure and R&D	Approximately 40.0 billion yen
	M&A and JV investments, etc.	Approximately 10.0 billion yen
Maintenance and Infrastructure Investment	Equipment renewal and rationalization	Approximately 10.0 billion yen

5. Presentation Materials

Please refer to our website for further details.

(Cautionary Note Regarding Forward-Looking Statements)

The forecasts contained in this document are based on information currently available, and actual results may differ materially due to various factors.