



May 12, 2026  
Kureha Corporation

**Notice Regarding the Formulation of  
Kureha Group “Long-Term Management Plan -Technology to Value- “and  
the “Mid-Term Management Plan (FY2026 - FY2028) -Technology to Value 2028- “**

Kureha Corporation (the “Company”) hereby announces that the Company has formulated the Kureha Group “Long-Term Management Plan for FY2035 - Technology to Value -” and the “Mid-Term Management Plan (FY2026–FY2028) - Technology to Value 2028 -” (collectively, the “New Mid- to Long-Term Management Plan”). In conjunction with this, the Company has withdrawn the FY2030 targets set forth in the previous Kureha Group Medium- to Long-Term Management Plan “Toward Creating a New Future” (announced on April 3, 2023), and have newly established our state for FY2035.

1. Overview of the New Mid- to Long-Term Management Plan

(1) Basic Policy

Reflecting on our overreliance on profit growth in the PVDF business under the previous Mid- to Long-Term Management Plan, “Toward Creating a New Future,” the Company has adopted as a basic policy the establishment of a business portfolio comprising three segments: Advanced Materials, Specialty Chemicals, and Life Science.

Given that the development of new products and new businesses contributing to profit expansion in the Life Science field inherently requires time, the Company has withdrawn the FY2030 targets set forth in the previous Medium- to Long-Term Management Plan and has designated FY2035 as our new long-term target year.

Recognizing that our core strength lies in our proprietary technologies, and in order to continue growing as a technology-driven company, the Company has defined our state for FY2035 as becoming a high-value-added company that reliably translates technology into earnings and prevails in global competition.

(2) Quantitative targets

a. FY2028 Targets

Core Operating Profit	EBITDA	ROIC	ROE	Equity Ratio
19.0 billion yen	33.0 billion yen	4.8%	8.0%	Approx. 50%

b. Ideal State in FY2035

ROIC target	ROE target
8%	12%

For further details, please also refer to the information available on the Company's website.

\*\*\*\*\*