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February 14, 2025

**Attention:** All concerned parties

## Toyo Tanso Co., Ltd.

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(Stock Exchange Code: 5310, Prime Market, Tokyo Stock Exchange)

### Notice Regarding the Medium-term Management Plan (2025–2029)

Toyo Tanso Co., Ltd. has formulated a medium-term management plan covering the rolling five-year period from the fiscal year ending December 2025 to the fiscal year ending December 2029 (January 1, 2025–December 31, 2029), and hereby provides notification as described below.

#### Particulars

#### 1. Background to the formulation of the Medium-term Management Plan (2025–2029)

The Toyo Tanso Group has carefully examined its sales targets up to 2028 under the Medium-term Management Plan (2024–2028), which was formulated in February 2024, based on the latest market and demand forecasts. At the same time, it has formulated sales targets for the fiscal year ending December 2029 and hereby announces them as part of the Medium-term Management Plan (2025–2029).

A delay of around two years has become apparent in the growth of the SiC semiconductor market due to the impact of factors such as a slowdown in demand for EVs, but the market is expected to recover to a growth trajectory with the forecast recovery in demand from 2026 onward. Meanwhile, sales for Si semiconductor, metallurgical, and other applications are anticipated to progress strongly with little change in the environment, despite some indications of minor variations.

In this market environment, under this medium-term management plan(2025–2029), the Group intend to achieve high growth by using its special graphite products and the three major products of compound materials as the growth drivers, while controlling the balance of applications composition in order to respond to market changes, and by developing new applications, mainly in semiconductors and metallurgy, and strengthening our business in nuclear power applications such as high-temperature gas reactors.

#### 2. Overview of the Medium-term Management Plan (2025–2029)

##### (1) Management targets

	FYE Dec. 2029 (target)
Net sales	¥82 billion
Operating profit	¥22 billion
Operating profit margin	27.0%
ROE	12%

\* Exchange rate assumptions: ¥145/US\$, ¥154/€, ¥19.5/RMB

(2) Net sales targets by product/application

(Unit: Yen, billions)	FYE Dec. 2024	FYE Dec. 2029 (target)	Average annual growth rate
Special graphite products	23.9	40.7	11.2%
Carbon products for general industries (for mechanical applications)	4.0	4.8	3.6%
Carbon products for general industries (for electrical applications)	5.0	6.1	4.2%
Compound materials and other products	18.1	28.0	9.0%
Related goods	1.8	2.2	4.3%
Total	53.0	82.0	9.1%

(3) Capital investment

Total capital investment: ¥57 billion (FYE Dec. 2025–FYE Dec. 2029)

Toyo Tanso Co., Ltd. plans to enhance capacity and strengthen production systems, mainly processes such as purification, coating (SiC/TaC), and machining, in preparation for medium- to long-term growth in the semiconductor market, to ensure that it captures demand for semiconductors and other high-value-added applications.

Note: The above forecasts are based on the information available when these materials were released, and actual results may differ from these forecasts due to various factors.

Please direct inquiries regarding the current situation to:

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