



Company Profile

# Corporate Philosophy

## Continuing to take on new challenges as a pioneer of carbon

Found widely throughout the natural world, carbon has been used by humankind since antiquity. The Toyo Tanso group was one of the first to eye the infinite potential of carbon. Based on the basic philosophy of manufacturing completely novel products and services, which we have held since our inception, we have taken on the challenge of pursuing unique and innovative carbon products specialized for highly functional fields. Our products and technologies are now being used in a variety of fields from domestic spaces to cutting-edge fields such as environment, energy, aerospace, and medical care. Despite this widespread use, however, the potential of carbon is still largely unknown. By combining it with different materials and exploring other uses, the roles that carbon plays and the fields in which it is applied are likely to witness further expansion in the future. As both a pioneer of carbon and a company that is serious and passionate about taking on new challenges, we aim to be a widely loved firm that is capable of making a wide range of contributions to society based around the development of new carbon materials. To achieve this goal, we will focus our unwavering passion on mastering carbon and creating commercial applications of completely unique materials, and will strive to provide the same high level of quality, price, delivery times, and technical service the world over. With our insatiable appetite for new challenges and commitment to ongoing progress, you can expect great things from the future of the Toyo Tanso group.

## Inspiration for Innovation

Our corporate slogan encapsulates the spirit of the Toyo Tanso group, which has been passed down unbroken since our inception.

## BRAND CONCEPT

### BRAND VISION

[ Vision what we are aiming for ]

We will enrich daily life and society by contributing to technological development.

### BRAND PROMISE

[ What we promise our customers and society ]

We promise to continue to meet the trust and expectation placed in us by society without forgetting our pioneer spirit of manufacturing completely unique products.

### BRAND VALUE

[ What we will provide to our stakeholder ]

We will be ahead of the pack in supplying the quality and technologies that form the foundations of a variety of industries and products and make the impossible possible.


### BRAND PERSONALITY

[ Our behavior and our view of the world ]

Integrity  
Challenging  
Never Give Up

Unique  
Passionate  
Humanity





Representative Director Chairman & President (CEO)

**Naotaka Kondo**

## Fundamental philosophy and Management policies

**The TOYO TANSO GROUP contributes  
to the world through the pursuit of the  
possibilities inherent in carbon (C).**

- 1** With the raising of the level of customer satisfaction constituting the predominant theme of management, we shall aim to provide optimal levels of quality, delivery times, costs, and services and engage in corporate activities accordingly.
- 2** Through carbon technologies, it is our goal to be a constantly growing, future-oriented corporate group highly trusted by shareholders and the general public.
- 3** We are committed to building a rewarding workplace that respects the independence and creativity of employees, encourages employees to have goals, and permits fair evaluations.
- 4** Based on compliance with laws and social norms, we shall observe public order as well as contribute to society through conscientious and fair corporate activities.
- 5** We shall aim to coexist in a state of consonance with people, carbon technologies, and the natural environment and engage in corporate activities that will contribute to the conservation of the global environment.

# Core competence

## DNA that encourages competitiveness

### First company worldwide to achieve mass production of isotropic graphite

Having pursued ideal quality and conducted extensive research and development as a specialized manufacturer of high-function carbon, in 1974, Toyo Tanso became the first company in the world to successfully mass produce isotropic graphite. Since that time, our products have been supporting domestic life and industrial infrastructure in various fields.

### A leader in high-function carbon

Backed by state-of-the-art facilities that provide some of the world's largest-scale production capacity, business fields covering a wide-range of arenas, and proprietary, one-of-a-kind technologies, we have established an unshakable position as a leader in high-function carbon.

### Why our clients love working with us

Positioning a customer-first, quality-first approach as the foundation of our business, we continue to respond to the trust of our customers through a production system incorporating state-of-the-art facilities, a global network that spans the entire world, reliable technologies that anticipate next-generation advances, and new proposals based on our expansive knowledge.

### Diverse and reliable proposal-development capabilities

We offer a range of technical services including product design, analysis, and inspection. Based on a flexible approach, and the extensive data we have accumulated from our expansive knowledge, we strive to solve problems and offer new proposals that accurately and rapidly incorporate your needs.

### Continuously evolving technical capabilities

As new technological advancements are made and new needs for carbon are discovered, we have worked to anticipate future developments, ensuring that our technical capabilities have continuously evolved. In addition to leveraging these capabilities to create new materials and develop new applications, we will foster a new era by focusing on developing engineers to support the next generation.



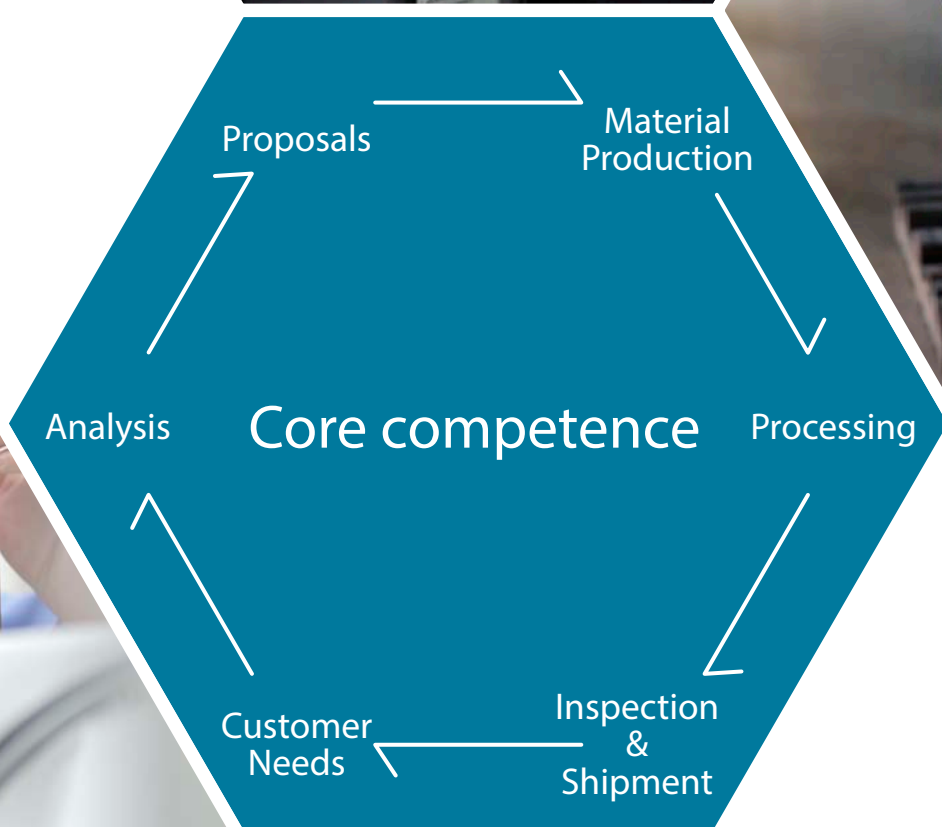
Technical Capabilities



## Customer Solutions



## Product Strength



### World-class product competitiveness

Carbon applications continue to expand from electronics and general industry into cutting-edge fields such as nuclear power and aerospace. To keep pace with this trend, we supply world-class products that leverage our know-how in areas such as manufacturing ultra-large materials, precision processing at the micron level, and providing advanced functionality and high-added value to suit different applications.

### Global supply capabilities

The Toyo Tanso group employs a direct sales system in which our subsidiaries in North America, Europe, Asia, and around the world engage in processing and sales after directly gathering information on the needs of customers in local markets. We will continue to expand this network in the future so as to supply products to customers in various countries and regions around the world.



## Global Supply Chain



# Business field

**A wide variety of business fields supporting everything from domestic life to industry**

**Toyo Tanso carbon products are hard at work in a range of fields from semiconductors, automobiles, and industrial machinery to home electronics, medical equipment, and aerospace...**

The range of arenas in which our carbon products are active has expanded steadily since our inception. To realize the various needs of a wide array of industries, we have engaged in round after round of trial and error.

This hard work has borne fruit and we currently cover a wide range of fields extending from products and services for day-to-day life to those for industrial applications.

Industrial development and technological progress in fields such as next-generation semiconductors, automobiles, and information terminals is unrelenting, and have given birth to infinite opportunities for carbon applications.

In search of new fields, Toyo Tanso will pursue new possibilities.

## Electronics

- Home electronics  
(vacuum cleaners, washing machines, air conditioners, cooking appliances, and power tools)

## Business

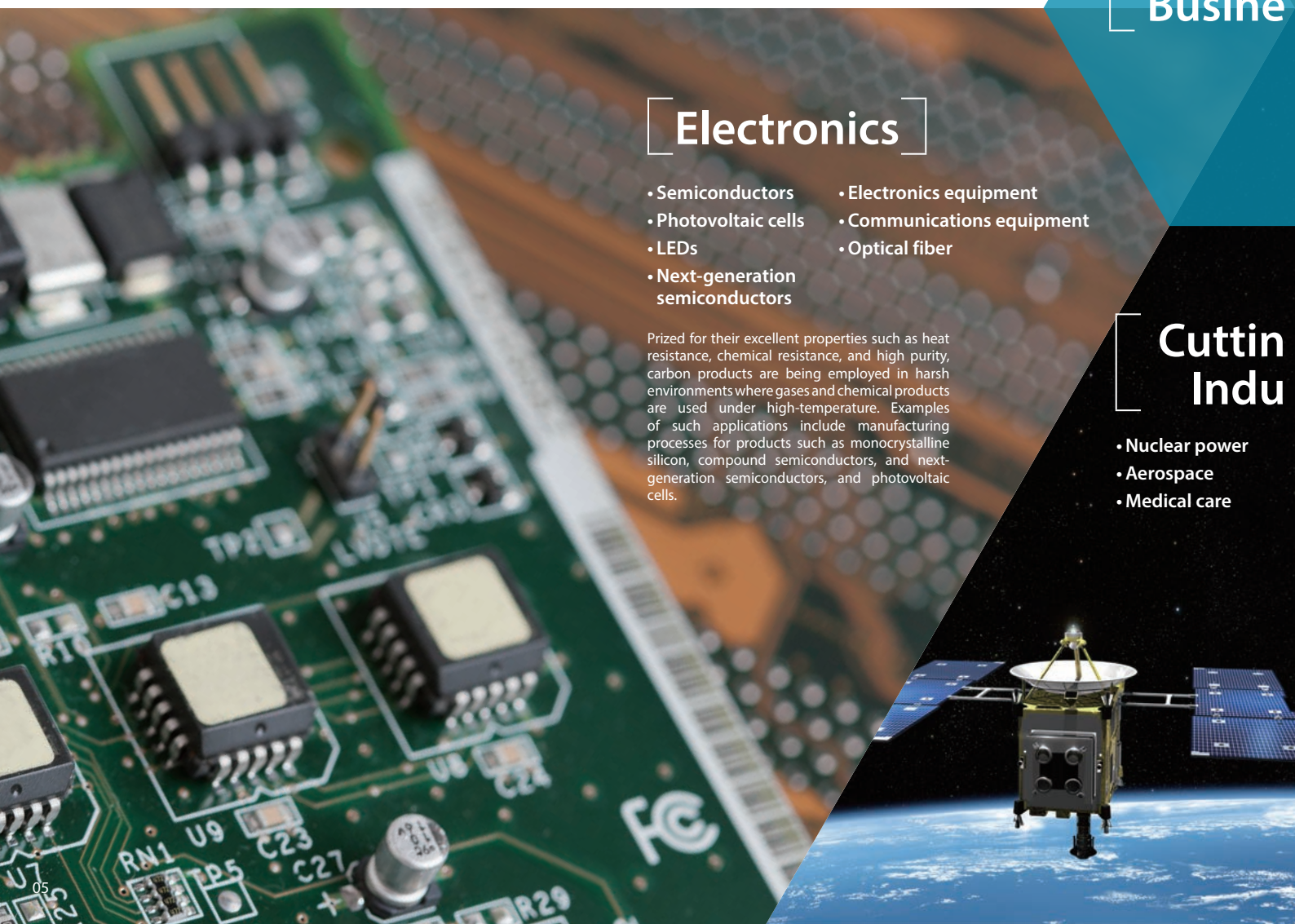
## Electronics

- Semiconductors
- Photovoltaic cells
- LEDs
- Next-generation semiconductors
- Electronics equipment
- Communications equipment
- Optical fiber

Prized for their excellent properties such as heat resistance, chemical resistance, and high purity, carbon products are being employed in harsh environments where gases and chemical products are used under high-temperature. Examples of such applications include manufacturing processes for products such as monocrystalline silicon, compound semiconductors, and next-generation semiconductors, and photovoltaic cells.

## Cutting-edge Industries

- Nuclear power
- Aerospace
- Medical care





rical

Carbon has a range of desirable characteristics including excellent thermal and electrical conductivity and self-lubricating properties. It is being used as an important component that enables many functions in home electronics products, and supports domestic life.

## Industrial Machinery

- Die manufacturing
- Industrial machine parts
- Metal casting
- Industrial furnaces (heat treatment)
- Hot presses

Bearings, seal rings, and packing for industrial pumps and compressors; molds for continuous casting and electrodes for electric discharge machining; and parts used in metal heat-treatment furnaces are just some examples of typical industrial applications of carbon. With its ability to withstand harsh environments, carbon is being used in a wide range of applications as an important material supporting industry.

ss field

## Transportation

- Automobiles
- Rail
- Shipping

Large amounts of carbon are being used in parts and manufacturing process components for transportation equipment, in which consistent quality and reliability are essential.

g-edge  
stries

We have leveraged the knowledge and technical capabilities that we have accumulated over the years to cultivate reliability and high quality. These attributes have been recognized by cutting-edge industries, and the range of arenas in which our products are active is expanding to include nuclear power applications such as high temperature gas reactors or nuclear fusion reactors; aerospace applications such as rocket parts; and medical applications such as X-ray target materials for use in CT scanners.

Model of the asteroid probe Hayabusa  
Image: provided by JAXA  
Illustrated by Akihiro Ikeshita



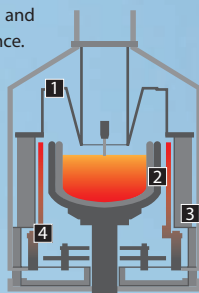
# In industry, in life

Toyo Tanso product families play important roles in a range of different spheres

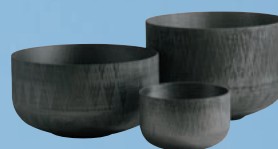
## In industry

### [ Semiconductors ]

Silicon wafers support the growth of the electronics industry. In the wafer fabrication process, during which products are exposed to ultra-high temperatures, large numbers of graphite components, such as heaters and crucibles, are being used for their high purity and excellent heat resistance.



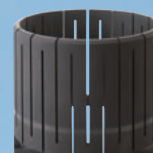
1 Reflector



2 Crucible



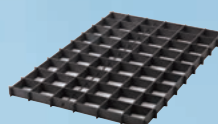
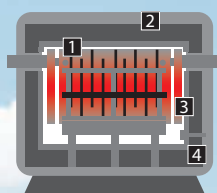
3 Heat shield



4 Heater

### [ Industrial furnaces ]

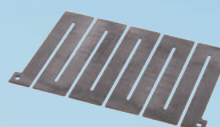
Heat treatment furnaces are used to optimize the functions of metal and ceramic components. Carbon products are being employed in trays, heaters, and other structures and parts used in the interiors of such furnaces thanks to their lightweight properties and excellent thermal and chemical resistance.



1 Base tray



2 Protective cover for thermal insulation



3 Heater



4 Bolts

### [ Continuous Casting ]

Graphite is being used for molds employed in facilities that continuously cast molten copper, aluminum, precious metals, and alloys into sheets, rods, and pipes.



Continuous Casting Dies

### [ Electric discharge machining ]

Molds are essential for the mass production of parts. One method used to manufacture molds is known as electric discharge machining. Offering lightweight properties and excellent cutting performance, graphite electrodes enable fast processing and are being used in a wide range of processing applications from large items to small precision items.



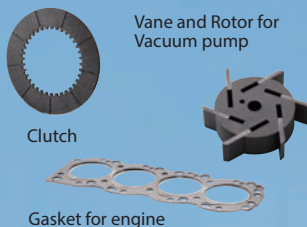
Electrodes for EDM



## In life

### [ Automobiles ]

A diverse range of carbon products are being used to provide different functions as components for equipment employed in automobile parts and their manufacturing processes.



Clutch

Vane and Rotor for Vacuum pump

Gasket for engine

### [ Trains ]

Our proprietary carbon strips for use in pantograph contacts are being employed in the field, in which they are helping to significantly reduce contact-wire wear.



Photograph: provided by East Japan Railway Company



Slider for Pantograph

### [ Medical equipment ]

High-purity graphite products are being incorporated as target materials in the X-ray tubes that play an important role in CT scanners.



Target material for CT scanner

### [ Home electronics products ]

Carbon brushes are being used in the motors of products such as vacuum cleaners, washing machines, and power tools. Possessing excellent electrical conductivity and wear resistance, they play the role of supplying electricity to the rotating element of the motor via sliding contact.



Motor

Carbon Brush

### [ Energy-saving equipment ]

Demand for energy-saving equipment is increasing. Carbon products, which have excellent self-lubricating properties, are being used in applications such as circulation pump parts for hot-water supply systems for which a high degree of safety is required.



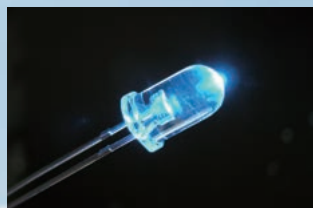
Pump

Bearings

Seal ring

### [ LEDs ]

Thanks to their high purity and excellent thermal stability and conductivity, SiC graphite coating products are being used as wafer pedestals in the film formation process for compound semiconductors, the light-emitting elements used in LEDs.



Wafer

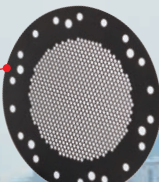
MOCVD susceptor

### [ Space equipment ]

C/C composites are being used in the grids of the ion engines that form the heart of the asteroid probe *Hayabusa* and its successor, *Hayabusa 2*.



Model of the asteroid probe *Hayabusa 2*  
Image: provided by JAXA. Illustrated by Akihiro Ikeshita



Grid for ion engine

### [ Solar power generation ]

Thanks to their excellent heat resistance and durability, graphite products are being employed in major components used in the manufacturing process and wafer film formation process of silicon, the mainstay material of solar cells.



Carrier tray for PECVD



Rectangular crucibles

# Product Lineup

An extensive product lineup that responds to the needs of the market

## Special Graphite

### Isotropic Graphite

In addition to possessing graphite's excellent properties such as heat resistance, chemical resistance, and thermal conductivity, the nature of isotropic graphite's structure means it is not subject to directional constraints. Moreover, its fine particle structure provides high rigidity and ensures extremely little variation between materials. These properties are being used to advantage in a variety of industrial fields such as semiconductors, energy applications including solar and nuclear power generation, and metallurgical applications.

[ For Semi-conductor/Solar Cell ]

- 1 Heater
- 2 Crucible

[ For Atomic Power ]

- 3 Core component for High Temperature Gas-cooled Reactor

Photograph: provided by the Japan Atomic Energy Agency



[ For Metallurgical ]

- 1 Continuous Casting Dies
- 2 Heater
- 3 Crucible for melting metals



[ For Electric discharge machining (EDM) ]

- 1 Electrodes for turbine blades
- 2 Electrodes for Speaker



## Carbon products for general industries

### Carbon Products for Mechanical applications

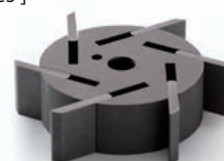
The self-lubricating properties and heat and chemical resistance of carbon materials are being used in many fields, in which typical metal sliding materials cannot be used due to their inability to cope well with high-temperature atmospheres, immersion in fluids, or exposure to lubricants.

- 1 Seal Ring
- 2 Bearing
- 3 Packing



[ For Automobiles ]

Rotor and Vane



[ For Trains ]

Slider for Pantograph

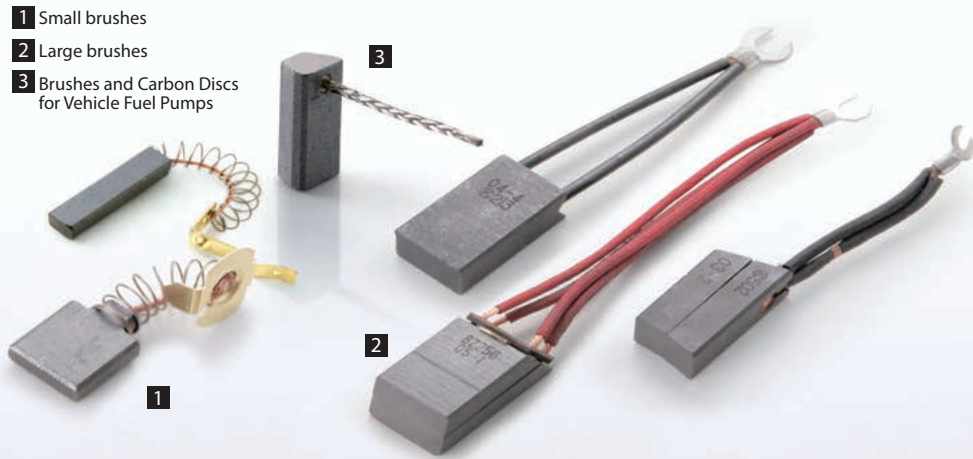




## Carbon products for general industries

### Carbon products for electrical applications (Carbon Brush)

Carbon brushes maintain a consistent and continuous supply of electricity as they slide against rotating elements. We supply models for use in small motors such as those used in vacuum cleaners and power tools, and models for use in large motors such as those used in collection systems for wind generators and other applications.

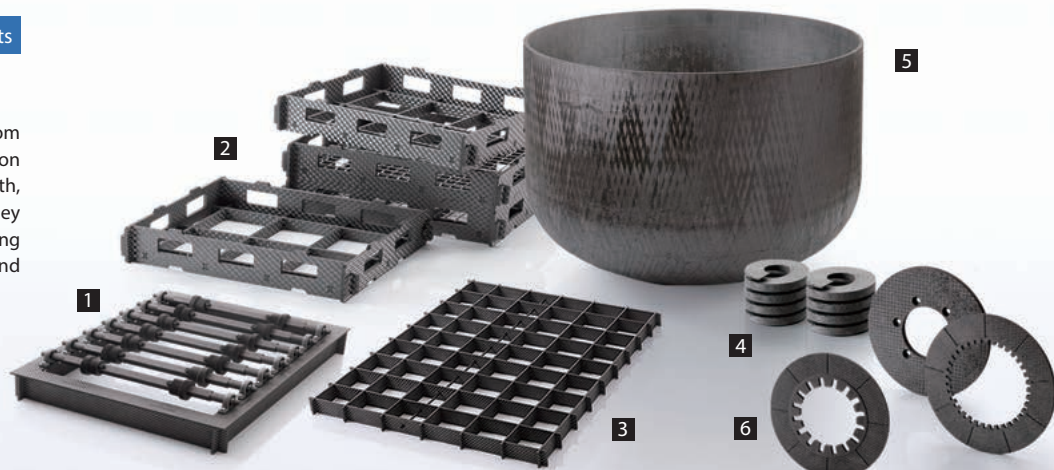


## Compound materials and other products

### C/C composite products

C/C composite materials are made from carbon reinforced with high-strength carbon fiber. Thanks to their improved strength, shock resistance, and other properties, they are being used in a variety of fields including high-tech industries such as aerospace and semiconductors.

- 1 Roller hearth
- 2 Basket
- 3 Base tray
- 4 Spring
- 5 Crucible
- 6 Clutch



## Compound materials and other products

### Graphite sheets PERMA-FOIL™

PERMA-FOIL™ products are lightweight graphite sheets that offer good flexibility and compression recovery properties. PERMA-FOIL™ adheres closely to opposing materials and has excellent thermal conductivity, making it suitable for use in sealing materials such as gaskets and packing, and in heat equalization materials.

- 1 Gasket
- 2 Roll products



## Compound materials and other products

### Surface Treatment

By conducting surface treatment or combining with different materials, we can add value to graphite substrates, for example, by increasing wear and corrosion resistance and imparting dust-preventive properties.

- 1 TaC-coated Graphite EVEREDKOTE™
- 2 SiC coated graphite PERMA KOTE™





## **Making the impossible come true and mastering the full potential of carbon to create new customer value**

### **Creating excellence found nowhere else**

Since our inception, our unrelenting commitment to the challenge of creating excellence found nowhere else has fostered our pioneer spirit and has helped us establish our position as a leader in the carbon industry.

Having inherited high standards of technology and an enterprising spirit, we are devoted to exploring the potential of carbon on a daily basis so as to create new value for our customers.



## Research and development system

Considering customer value together to create new products

### Delivering innovative products and proposals

At Toyo Tanso, our development management system is focused on the creation of innovative products and proposals. We undertake a wide range of work from basic and applied research to mass production development.

We also take on the challenge of new technological fields, and propose new value for our customers. Moreover, in order to enable us to respond comprehensively to international needs, we develop employees who are capable of working on the international stage by actively conducting exchanges between sales engineers from Japan and overseas.

Our state-of-the-art analysis equipment allows us to create innovative products and proposals



## Creating customer value

Creating new products for the next generation

### Anticipating future developments to create value

We hone our creative abilities so that we can turn our dreams into reality. Our efforts aimed at rapid value-creation ensure that these dreams are passed down to the next generation. Examples of such efforts include surface-treated materials and composite materials consisting of conventional isotropic graphite with added properties, and CNovel™, a porous carbon material that allows the creation of tailor-made products. Bringing our customers' dreams closer to reality, this revolutionary family of proprietary materials for next-generation industries has been made possible thanks to our technical capabilities and development management system.



## Customer value proposals

Taking the initiative in the pursuit of customer value

### Pursuing the potential of carbon

We utilize the high level of technical capabilities and extensive experience we have cultivated over the years to identify your hidden strengths. As professionals in the carbon industry, we leverage our state-of-the-art facilities to take on any research and development challenge. Our mission is to provide our customers with solutions that exceed their expectations.



Our engineers draw on state-of-the-art analysis technologies and their extensive experience to provide solutions that exceed expectations



## Europe

TOYO TANSO EUROPE S.p.A. (Italy)  
TOYO TANSO FRANCE S.A. (France)  
GTD GRAPHIT TECHNOLOGIE GmbH (Germany)  
SWEDEN / SOUTH AFRICA

## Asia

SHANGHAI TOYO TANSO CO., LTD. (China)  
SHANGHAI TOYO TANSO INDUSTRIAL CO., LTD. (China)  
TOYO TANSO (ZHEJIANG) CO., LTD. (China)  
SHANGHAI YONGXIN TOYO TANSO CO., LTD. (China)  
CHENGDU TOYO TANSO INDUSTRIAL CO., LTD. (China)  
TOYO TANSO TAIWAN CO., LTD. (Taiwan)  
TOYO TANSO KOREA CO., LTD. (Korea)  
TOYO TANSO (THAILAND) CO., LTD. (Thailand)  
TOYO TANSO SINGAPORE PTE. LTD. (Singapore)  
PT. TOYO TANSO INDONESIA (Indonesia)

INDIA / MALAYSIA /  
AUSTRALIA / INDONESIA

## An unrelenting commitment to the challenges of the ever-expanding global market

While our material production bases are concentrated in Japan, the Toyo Tanso group has established subsidiaries in countries and regions in North America, Europe, and elsewhere in Asia that carry out machining, added-value treatments, and sales.

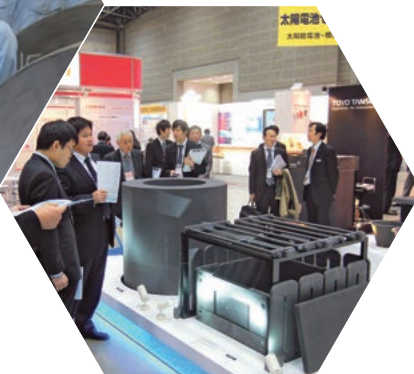
This globe-spanning, direct-sales-oriented network allows us to accurately apprehend the latest needs of customers in every country and region, ensuring that we are able to respond promptly and adequately, and supply high-quality products.



- Head Office
- Sales office and Group Companies
- Distributor

# Japan

TOYO TANSO CO., LTD.  
TOTANKAKO CO., LTD.  
OHWADA CARBON INDUSTRIAL CO., LTD.  
ATN GRAPHITE TECHNOLOGY CO., LTD.



# Americas

TOYO TANSO USA, INC. (America)  
TOYO TANSO USA, INC. WASHINGTON, D.C. OFFICE (America)  
TOYO TANSO MEXICO S.A. de C.V. (Mexico)

USA / BRAZIL / ARGENTINA

## Borderless information sharing

All of the information we have accumulated through our involvement with users across a wide range of industrial fields around the world is used as feedback to create better products in the future. At Toyo Tanso we share the latest information on market- and user-related trends and other topics by encouraging close communication between managers and engineers from around the world.

## Globally connected organization and employee development

Our international subsidiaries are organized by region and applications/products, and their leaders have the authority and responsibility to carry out work from strategic planning to execution. We also focus on developing sales engineers and machinists across the group through initiatives such as sending engineers to overseas subsidiaries and providing training for local staff.





## Outstanding technologies allow us to provide a stable supply of high-quality products

### Continually evolving production technologies and quality assurance systems

With the advancement of technology in the market, the needs of our customers are becoming more and more diverse.

To meet these ever-evolving needs, we have accumulated superior technologies and facilities to establish a system that allows us to rapidly improve and supplement various factors in the production process.

Under our strict quality control system, we are constantly striving to supply our customers with the highest quality.



## Manufacturing capabilities that respond to your needs

State-of-the-art manufacturing facilities capable of responding to global needs

### One of the largest isotropic graphite manufacturing lines in the world

Every Toyo Tanso factory has accumulated superior technologies and facilities, and has established its own unique production line.

Our flagship manufacturing facility, the Takuma Division, started operation in 1985. It responds to global needs through one of the largest isotropic graphite production lines in the world.



Takuma Division (site area of approximately 185,000 m<sup>2</sup>)

### Integrated manufacturing process from materials to processing

The production of isotropic graphite requires sophisticated know-how at every stage in the production process from raw materials and isostatic pressing to baking and graphitizing. To achieve this, we combine the experience we have acquired over our long history with automated, state-of-the-art facilities.



One of the largest material manufacturing facilities in the world

## Diverse range of processing technologies

Advanced machining technologies including microfabrication, sophisticated purification processes, and composite production

### From machining of ultra-large items to microfabrication

Our position as a materials manufacturer that is well-acquainted with the characteristics of carbon allows us to perform a wide range of machining work. We can handle everything from ultra-large items and precision work requiring micro-level precision to complex shapes that are difficult to process. We employ machining technologies that incorporate state-of-the-art facilities and

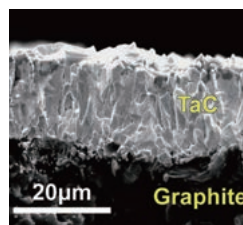


techniques used by expert workers to respond to a wide range of market needs.

Extensive range of facilities and technical capabilities

### Added value treatment technologies that increase the potential of carbon

Products that have stricter requirements for corrosion and oxidation resistance can be covered with materials such as TaC (tantalum carbide), SiC (silicon carbide), pyrolytic carbon, or glassy carbon. By thus adding value to graphite, we are expanding the range of carbon applications.



Example of TaC (tantalum carbide) coating graphite and cross-section photo

## Reliable quality control system

A comprehensive quality control system for every process

### Comprehensive quality control in all processes

At our 24-hour, state-of-the-art factories with reduced personnel numbers, we use systematized centralized management and conduct strict quality inspections for each individual process in the manufacturing process. Machining processes employ a comprehensive quality control system featuring built-in quality and state-of-the-art inspection facilities to ensure that products can meet our customers' stringent specification requirements.



24-hour centralized control system

### Total management system supporting high quality

We have established a strict quality management system based on ISO 9001, and enforce built-in quality and conduct continuous improvement activities to increase customer satisfaction. To generate higher quality products and services, we pay careful attention to the safety of employees on the production worksite and to global-level environmental regulations regarding chemical substances used in products.



Inspection using 3D measurement machine

# Sustainability at Toyo Tanso

## Sustainability policy

At the Toyo Tanso group, all employees shall carry out their duties with independence and a sense of responsibility based on the governance policy established by the Board of Directors. They shall strive to provide the value that is expected by all stakeholders (customers, suppliers, local communities, shareholders and investors, and employees). So that we can be a company that continually contributes to improving sustainability (sustainable societal growth and preservation of the global environment), our policy is to achieve continual advancements through our business activities while increasing the sustainability of corporate growth.

Based on this policy, we will conduct all business activities throughout our value chain with a basic approach that is strongly focused on contributing to society while achieving continued growth. This includes technological innovations and creation of value for society and customers through our products, as well as consideration for the global environment, ensuring safety and health, compliance and risk management, fair business practices, respect for human rights and diversity, and harmony with society through social contribution activities.



### Environment

At Toyo Tanso, we engage in corporate activities that will contribute to the conservation of the global environment to ensure coexistence and harmony between humankind, carbon, and nature. We believe that industries in the 21st century must first of all be business entities that are environmentally conscious.

We are constantly thinking about how we can reuse materials in our business development activities as well as reduce or eliminate waste through manufacturing technologies and research and development.

Our management philosophy is to engage in corporate activities daily with the aim of becoming a company that is environmentally friendly.

### Clean technology

At the Toyo Tanso group, we are actively working on technological themes to achieve a recycling-based society. Through development activities in both material recycling and chemical recycling, we strive to reduce and recycle waste to achieve the 3Rs (\*1).

With the technical know-how we have accumulated over the years in carbon production and by promoting collaboration between different industries, we also aim to achieve a hydrogen-based clean energy society. (\*1: Reduce, Reuse and Recycle)

### Environmental activities to achieve a sustainable society

We are committed to contributing to the development of a sustainable society by delivering appealing products and technical services that meet the needs of our customers. We achieve this not only by solving a wide range of social and environmental issues, but also by pursuing technological innovation continuously in order to fulfill the cutting-edge requirements of our customers promptly and sincerely.

### Actions to address climate change risks

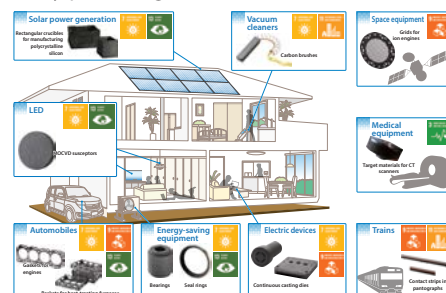
We recognize that climate change is a serious issue that will affect society for years to come. To reduce emissions of greenhouse gases such as CO<sub>2</sub>, we are working to raise employee awareness about environmental preservation, such as by improving the efficiency of energy use and labor saving in manufacturing processes.

In addition, based on the basic concept of ISO 14001, the international standard for environmental management, we comply with the environmental laws and regulations of each country, and also implement resource conservation activities thoroughly by reducing industrial waste and managing environmental pollutants.

### Actions to address TCFD



In July 2021, we signed up to support the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). We are currently making preparations for information disclosure in line with the disclosure framework as recommended by TCFD, which defines governance, strategy, risk management, metrics, and targets for climate-related risks and opportunities.



### Society

The global spread of the COVID-19 virus is an unprecedented crisis for humankind, making corporate social responsibility even more important than before. We are committed to achieving sustainable growth as a company that gives proper and appropriate consideration to society at large. In the area of human capital, this includes respecting human rights, ensuring health and safety, enhancing well-being, improving employee engagement, promoting diversity and inclusion, building appropriate relationships with business partners in the supply chain, and harmony with employees and local communities.



## ■ Human capital management

Globalization, a shrinking workforce due to a declining birthrate and aging population, the wave of digital transformation, changes in working styles, values, and business models amid the pandemic—the business environment is changing at a dizzying pace. Against the backdrop of these rapid changes, we are building a human resource environment that contributes to the achievement of a sustainable society.

In addition to creating a rewarding work environment for our employees, we place emphasis on respecting diversity, assigning the right people to the right jobs and training our personnel over the medium to long term, promoting health management, and improving engagement through fair evaluations and comprehensive compensation policies.

## ■ Sustainable procurement

The Toyo Tanso group conducts procurement activities in line with its procurement policy. The policy prescribes sustainable procurement activities, as well as fair and appropriate transactions. In addition, we work with our suppliers in procurement to fulfill environmental and social responsibilities across our global supply chain.

## ■ Social contribution activities

### Contributing to local communities

Four of our factories in Kagawa Prefecture, including affiliated companies, are actively involved in social contribution activities that work closely with local communities. These include:

- Participating in local disaster prevention activities by joining the local fire brigade, as well as support and rescue activities during natural disasters
- Participating in cleanup activities around the workplace and in the community
- Sponsoring and participating in festivals, community events, and sporting events

### Contributing to personnel training and academic promotion

We support the operations of the Kondo Memorial Foundation, which was established at the request of our late founder Teruhisa Kondo. Its assets now consist mainly of our company stocks. The foundation contributes to the development of society by providing scholarships for personnel training, and research grants for academic promotion.



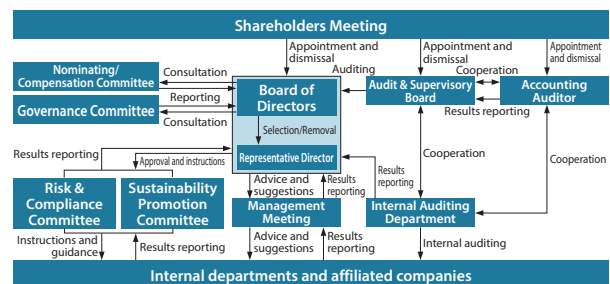
## Governance

In order for Toyo Tanso to achieve sustainable development as a global corporate group, we are implementing various initiatives to raise employee awareness about compliance, and promoting sound corporate activities, with compliance with laws, regulations, and social norms as our highest priority.

## ■ Basic philosophy on corporate governance

In order to respond to the trust placed in us by our shareholders, customers, employees, society, and other stakeholders, and to achieve sustainable growth and enhance our corporate value over the medium to long term, we have established a corporate governance system based on our management philosophy and policy, with the aim of making transparent, fair, prompt, and decisive decisions while maintaining a balance between management supervision and business execution.

[Corporate Governance Structure]



## ■ Compliance activities

The Toyo Tanso group understands that compliance activities are not simply about complying with laws and regulations, but also about meeting the demands of society, including social norms and ethical norms. The basis of our compliance activities is to promote changes in the behavior of each and every employee and to raise compliance awareness to the level of corporate culture.

## ■ Risk management and BCP activities

If a major disaster, pandemic, or some other unforeseen event seriously affects our group, we will fulfill our social responsibility as a company by placing the highest priority on respect for human life, ensuring the safety and security of our employees and their families as well as local communities, while at the same time protecting customer value through the continuation of our business activities.

In addition, we will collect information on the group's material risks, assess the risks, and take preventive measures, as well as raise risk awareness among our employees.

## Employment and workplace environment

We are committed to creating a rewarding work environment and to ensure that all our employees feel mentally and physically comfortable and fulfilled. In order to respect basic human rights and ensure fair and equitable employment without discrimination, we have established not only a complete set of internal regulations, but also dedicated contact points to support all employees. We have also thoroughly implemented occupational safety and health measures and taken steps to prevent industrial accidents through the establishment of an advisory committee. To provide a workplace environment where all kinds of workers can prosper, we have been promoting initiatives such as flexitime and teleworking, and both establishing a support system and enhancing our system for balancing work with childcare and elderly care. These kinds of initiatives seek to construct an environment where each of our employees can work with peace of mind, in order to be able to contribute to our company by fulfilling their potential based on their individual strengths.



Kurumin Mark: A certification awarded by the Japanese Ministry of Health, Labour and Welfare to companies that provide support to families raising children.

# Japan

In Japan, our materials manufacturing and processing sites are located mainly in Kagawa Prefecture, and we offer product sales from sales offices situated around the country.



## 1 TOYO TANSO CO., LTD.

### Head office

**OSAKA UMEDA TWIN TOWERS SOUTH, 16th Fl.**  
**1-13-1 Umeda, Kita-ku, Osaka 530-0001**  
**Tel. 81-50-3097-4950 Fax. 81-50-1796-0784**  
 International Sales Support Dept.  
 Tel. 81-50-3097-4954 Fax. 81-50-1796-0785  
[www.toyotanso.co.jp](http://www.toyotanso.co.jp) (Japanese)  
[www.toyotanso.com](http://www.toyotanso.com) (English)



## 2 Kondo Teruhisa Memorial Advanced Carbon Technology Center

5-7-12 Takeshima, Nishiyodogawa-ku, Osaka 555-0011  
 Tel. 81-6-6472-5811 Fax. 81-6-6472-6007  
 Osaka sales office  
 Tel. 81-6-6472-5914 Fax. 81-6-6471-0617



## 3 Toyo Tanso Technology Center

2181-2 Nakahime, Ohnohara-cho, Kanonji, Kagawa 769-1612  
 Tel. 81-875-54-2626 Fax. 81-875-54-4761  
 Site area: 33,263 m<sup>2</sup> No. of employees: 144



## 4 Takuma Division

2791 Matsusaki, Takuma-cho, Mitoyo, Kagawa 769-1102  
 Tel. 81-875-83-6171 Fax. 81-875-83-7775  
 Site area: 194,498 m<sup>2</sup> No. of employees: 464



## 5 Hagiwara plant

850 Hagiwara, Ohnohara-cho, Kanonji, Kagawa 769-1614  
 Tel. 81-875-54-2535 Fax. 81-875-54-4762  
 Site area: 27,154 m<sup>2</sup> No. of employees: 101



## 6 Iwaki plant

1-31 Yoshima-kogyodanchi, Iwaki, Fukushima 970-1144  
 Tel. 81-246-36-8805 Fax. 81-246-36-8806  
 Site area: 12,895 m<sup>2</sup> No. of employees: 29



## 7 TOTANKAKO CO., LTD.

**1335-22 Saitakami, Saita-cho, Mitoyo, Kagawa 769-0401**  
**Tel. 81-875-67-2655 Fax. 81-875-67-3044**  
<http://www.totankako.com/>  
 Site area: 16,671 m<sup>2</sup> No. of employees: 68



## 8 OHWADA CARBON INDUSTRIAL CO., LTD.

**2-1-16 Hinode-cho, Toyonaka, Osaka 561-0821**  
**Tel. 81-6-6333-2301 Fax. 81-6-6333-8430**  
<http://www.ohwada-c.jp/>  
 Site area: 4,971 m<sup>2</sup> No. of employees: 54



## 9 ATN GRAPHITE TECHNOLOGY CO., LTD.

1342, Minato, Wakayama, Wakayama 640-8404  
 Tel. 81-74-428-7111 Fax. 81-74-428-7112  
 Site area: 3,800 m<sup>2</sup>

## 10 Tohoku sales office

Izumi Excel Bldg., 5th Fl. 1-3-14 Izumichuo, Izumi-ku, Sendai, Miyagi 981-3133  
 Tel. 81-50-3107-6108 Fax. 81-50-1796-7244

## 11 Tokyo sales office

Yaesu First Financial Bldg., 14th Fl. 1-3-7 Yaesu, Chuo-ku, Tokyo 103-0028  
 Tel. 81-50-3107-6106 Fax. 81-50-1799-0197

## 12 Hokuriku sales office

Meiji Yasuda Seimei Toyama Bldg., 7th Fl. 1-3-10 Takaramachi, Toyama, Toyama 930-0007  
 Tel. 81-50-3107-6110 Fax. 81-50-1796-7246

## 13 Nagoya sales office

Taijyuseimei Nagoya Bldg., 5th Fl. 1-4-6 Nishiki, Naka-ku, Nagoya, Aichi 460-0003  
 Tel. 81-50-3107-6109 Fax. 81-50-1796-7245

## 14 Osaka sales office

OSAKA UMEDA TWIN TOWERS SOUTH, 16th Fl.  
 1-13-1 Umeda, Kita-ku, Osaka 530-0001  
 Tel. 81-50-3107-6111 Fax. 81-50-1799-0196

## 15 Hiroshima sales office

Hiroshima Inarimachi Daiichi Seimei Bldg., 8th Fl.  
 2-16 Inari-machi, Minami-ku, Hiroshima, Hiroshima 732-0827  
 Tel. 81-50-3107-6112 Fax. 81-50-1796-7247

## 16 Shikoku sales office

2181-2 Nakahime, Ohnohara-cho, Kanonji, Kagawa 769-1612  
 Tel. 81-875-54-2992 Fax. 81-875-54-4442

## 17 Kyushu sales office

Kyu-kan Chikushidori Bldg., 9th Fl. 2-6-1 Hakataekihigashi, Hakata-ku, Fukuoka, Fukuoka 812-0013  
 Tel. 81-50-3107-6113 Fax. 81-50-1796-7248



# Asia

Our five Chinese subsidiaries machine, manufacture, and sell products, and together with Toyo Tanso sites in various countries and regions around the Asia, cover the entire Asian region.



**1 SHANGHAI TOYO TANSO CO., LTD. (China)**

上海東洋炭素有限公司

**2 SHANGHAI TOYO TANSO INDUSTRIAL CO., LTD. (China)**

上海東洋炭素工業有限公司

No.486 Xinfei Road, Songjiang, Shanghai, CHINA

Tel. 86-21-3774-2888 Fax. 86-21-5774-1762

Tel. 86-21-5773-6628 Fax. 86-21-5773-6550

<http://www.sttanso.com/>

**3 TOYO TANSO (ZHEJIANG) CO., LTD. (China)**

東洋炭素(浙江)有限公司

No. 88, Pu Xian Road, Pinghu Economic-Technological Development Zone, Zhejiang Province, CHINA.

Tel. 86-573-8529-9866 Fax. 86-573-8528-5680



**4 SHANGHAI YONGXIN TOYO TANSO CO., LTD. (China)**

上海永信東洋炭素有限公司

Xianghua Town, Chongming County, Shanghai, CHINA

Tel. 86-21-5944-1531 Fax. 86-21-5944-1518

<http://www.yongxin-toyo.com/>



**5 CHENGDU TOYO TANSO INDUSTRIAL CO., LTD. (China)**

成都東洋炭素工業有限公司

D3, No.689, Boshi Road, Shou'an Town,

Pujiang County, Chengdu, China

Tel. 86-28-6396 6628



**6 TOYO TANSO TAIWAN CO., LTD. (Taiwan)**

精工碳素股份有限公司

NO. 168, LUNPING 5th Rd., GUANYIN DISTRICT., TAOYUAN CITY 32846, TAIWAN

Tel. 886-3-498-5577 Fax. 886-3-498-5588

<http://www.toyotanso.com.tw/>



**7 TOYO TANSO KOREA CO., LTD. (Korea)**

(Yeoksam-dong) #711 Hanshin Intervalley24 (East Tower),

322, Teheran-ro, Gangnam-gu, Seoul, 135-918, KOREA

Tel. 82-2-2183-1660 Fax. 82-2-2183-1665

<http://www.toyotanso-korea.co.kr/>

**8 TOYO TANSO (THAILAND) CO., LTD. (Thailand)**

333/5 Moo 9, Bangpla, Bangplee, Samutprakarn 10540

Thailand

Tel. 66-2-136-6240 Fax. 66-2-136-6241

**9 TOYO TANSO SINGAPORE PTE. LTD. (Singapore)**

70 Shenton Way, #09-01/02 EON Shenton, Singapore 079118

Tel. 65-6718-6520 Fax. 65-6718-6529

<http://www.toyotanso.com.sg/>





**10 PT. TOYO TANSO INDONESIA (Indonesia)**

BM RENTAL FACTORY Unit B2, Kav.L9 JL.Madura I Kawasan

Industri MM2100, Cikedokan Cikarang Barat, Kabupaten

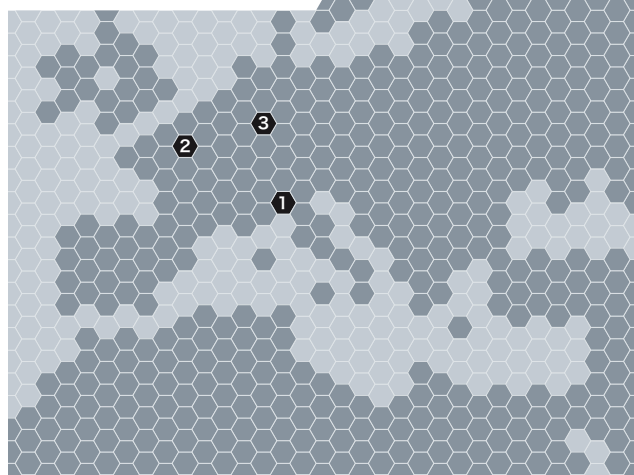
Bekasi Jawa,barat 17845, West Java, Indonesia

Tel. 62-21-2808-0180 Fax. 62-21-2808-0181

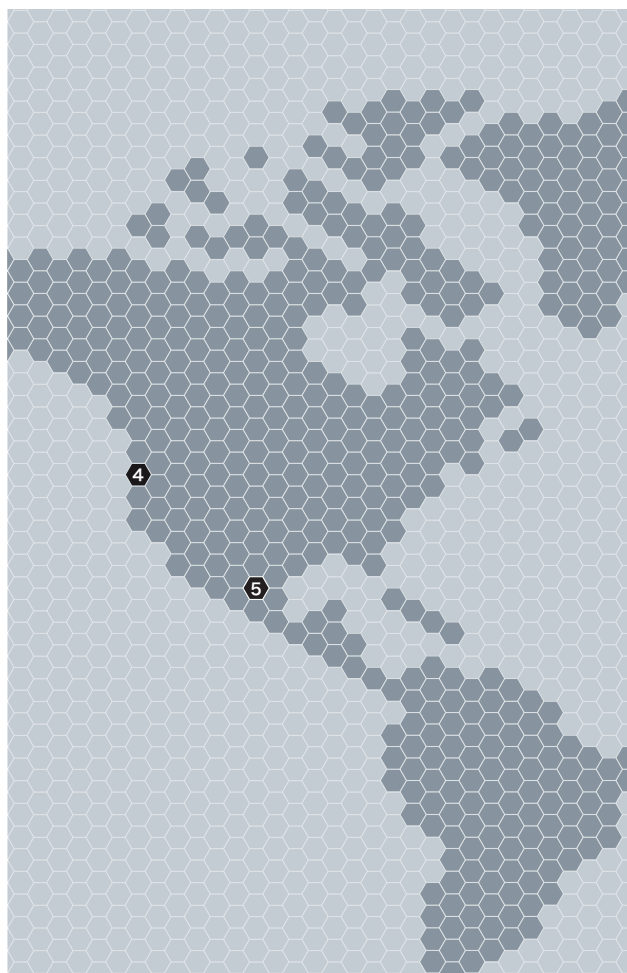
-  Process of graphite and carbon
-  Manufacture of carbon brushes
-  Sales offices
-  Manufacture of Brush holders

# Europe & Americas

In addition to product sales, our North American and European subsidiaries carry out processes such as the treatment of high-purity graphite products and SiC coating.



Europe



Americas

**1 TOYO TANSO EUROPE S.p.A. (Italy)**



20877 Roncello (MB) Via Leonardo Da Vinci,  
5 ITALY  
Tel. 39-039-627841 Fax. 39-039-695202  
<http://www.toyotansoeurope.com/>



**2 TOYO TANSO FRANCE S.A. (France)**



Z. A. du Buisson de la Coudre 9-10, rue Eugène  
Hénaff 78190. TRAPPES, FRANCE  
Tel. 33-1-30-66-35-35 Fax. 33-1-30-66-31-69  
<http://www.toyotansofrance.com/>



**3 GTD GRAPHIT**

**TECHNOLOGIE GmbH (Germany)**



Raiffeisenstr.1, 35428 Langgöns, GERMANY  
Tel. 49-6403-9514-0 Fax. 49-6403-9514-25  
<http://www.gtd-graphit.de/>



**4 TOYO TANSO USA, INC. (America)**



2575 N.W. Graham Circle Troutdale, OR 97060,  
USA  
Tel. 1-503-661-7700 Fax. 1-503-669-9107  
<http://www.ttu.com/>







**5 TOYO TANSO**

**MEXICO S.A. DE C.V. (Mexico)**



Mina de Guadalupe 950-H, Parque  
Industrial Santa Fe IV, Silao, Guanajuato,  
Mexico CP 36275  
Tel.52-472-748-9382/9376



-  Process of graphite and carbon
-  Manufacture of carbon brushes
-  Sales offices
-  Manufacture of Brush holders



## [ Corporate Profile ]

<b>Name</b>	TOYO TANSO CO., LTD.
<b>Foundation</b>	February 11, 1941
<b>Incorporation</b>	July 31, 1947
<b>Capital</b>	7.9 billion Yen (as of December 31, 2023)
<b>Representative</b>	Naotaka Kondo Representative Director Chairman & President (CEO)
<b>Accounting date</b>	December 31
<b>Business outline</b>	<ol style="list-style-type: none"> <li>1. Production, sale and related processing of isotropic graphite, other specialized carbon products and carbon products for general industries.</li> <li>2. Production, sale and related processing of composite materials made from carbon and ceramic, metal or organic materials.</li> <li>3. Production and sale of carbon electrode for fluorine electrolysis and business of surface treatment on various materials with fluorine gas.</li> </ol>
<b>Annual sales</b>	Consolidated : 49.2 billion Yen (year ending December 2023)  Non-consolidated : 35 billion Yen (year ending December 2023)
<b>Employees</b>	Consolidated : 1,736 (as of December 2023) Non-consolidated : 908 (as of December 2023)
<b>Banks</b>	Mizuho Bank, Hyakujushi Bank, Bank of Tokyo-Mitsubishi UFJ
<b>Domestic offices</b>	Tohoku sales office, Tokyo sales office, Hokuriku sales office, Nagoya sales office, Osaka sales office, Hiroshima sales office, Shikoku sales office, Kyushu sales office, Kondo Teruhisa Memorial Advanced Carbon Technology Center, Toyo Tanso Technology Center, Takuma Division, Hagiwara plant, Iwaki plant
<b>Domestic affiliates</b>	TOTANKAKO CO., LTD., OHWADA CARBON INDUSTRIAL CO., LTD.
<b>Overseas offices</b>	America, Italy, France, Germany, China, Taiwan, Korea, Thailand, Singapore, Mexico, Indonesia

Please check our web site for more company details.



## [ Corporate History ]

1941	Feb. :	Founded Kondo Carbon Kogyosho. Started manufacture of carbon brushes
1947	Jul. :	Incorporated as Kondo Carbon Manufacturing Co., Ltd.
1949	Nov. :	Renamed to TOYO TANSO CO., LTD.
1957	Oct. :	Opened Osaka sales office
1960	Oct. :	Opened Tokyo sales office
1961	Feb. :	Built Shikoku plant
1974	Mar. :	Built Ohnohara plant Succeeded in mass production for large-size isotropic graphite.
1980	May :	Shikoku plant became TOTANKAKO CO., LTD. and started operations using capital from Toyo Tanso Co., Ltd.
1981	Aug. :	Built Hagiwara plant
1985	Dec. :	Built Takuma plant
1988	Aug. :	Founded GRAPHITES TECHNOLOGIE et INDUSTRIE S.A. (current name, TOYO TANSO FRANCE S.A.) in France
1989	Nov. :	Completion of Head office building in Osaka, located in Nishiyodogawa-ku, Osaka.
1991	Apr. :	Founded GRAPHITE TECHNOLOGY APPLICATIONS S.R.L. in Italy
	May :	Founded GTD GRAPHITE TECHNOLOGIE GmbH in Germany
	Nov. :	Founded Toyo Tanso Taiwan Co., Ltd in the Taiwan by acquisition of stock. Founded TOYO TANSO USA, INC. in the US
1994	Mar. :	Reorganized Ohnohara plant as Ohnohara Engineering & Development Center
	Aug. :	Founded SHANGHAI TOYO TANSO CO., LTD.
1995	Feb. :	Reorganized Takuma plant into Takuma Division
1997	Jan. :	Founded TOYO TANSO EUROPE S.p.A. in Italy by acquisition of whole stock.
1999	Apr. :	Built Iwaki plant
	Sep. :	Founded OHWADA CARBON INDUSTRIAL CO., LTD. by acquisition of whole stock.
2000	Apr. :	Founded SHANGHAI YONGXIN TOYO TANSO CO., LTD. in China
2001	Apr. :	Establish of 2nd factory at Takuma plant.
2003	Sep. :	Founded SHANGHAI TOYO TANSO INDUSTRIAL CO., LTD. in China
2006	Mar. :	Listed in the First Section of the Tokyo Stock Exchange
	Sep. :	Founded TOYO TANSO KOREA CO., LTD. in Korea
2007	Dec. :	Relocation of head office building to Osaka Kita-ku Establish of Kondo Teruhisa Memorial Advanced Carbon Technology Center at abolished head office building Renamed Ohnohara Engineering Development Center to Toyo Tanso Technology Center
2008	Mar. :	Founded TOYO TANSO (THAILAND) CO., LTD. in Thailand
2010	Feb. :	Establish of 3rd factory at Takuma plant.
	Aug. :	Founded TOYO TANSO SINGAPORE PTE. LTD. in Singapore
2013	Nov. :	Relocation of head office to Takeshima, Nishiyodogawa-ku, Osaka
2014	Sep. :	Founded TOYO TANSO (ZHEJIANG) CO., LTD. in China
2015	May :	Founded PT. TOYO TANSO INDONESIA in Indonesia
	Dec. :	Founded TOYO TANSO MEXICO S.A. DE C.V. in Mexico
2019	Jun. :	Founded CHENGDU TOYO TANSO INDUSTRIAL CO., LTD. in China
2020	Jun. :	Capital participation in ATN Graphite Technology Co., Ltd.
2022	Apr. :	Moved from the First Section to the Prime Market of the Tokyo Stock Exchange due to restructuring of the Tokyo Stock Exchange
2023	Feb. :	New factory of ATN Graphite Technology Co., Ltd. started full operation
2024	Jan. :	Relocation of head office building to Osaka Kita-ku

