

February 14, 2024

**Attention:** All concerned parties

## Toyo Tanso Co., Ltd.

Osaka Umeda Twin Towers South, 16th Fl., 1-13-1 Umeda, Kita-ku, Osaka 530-0001, Japan  
(Stock Exchange Code: 5310, Prime Market, Tokyo Stock Exchange)

### Notice Regarding the Medium-term Management Plan (2024–2028)

Toyo Tanso Co., Ltd. has formulated a medium-term management plan covering the rolling five-year period from the fiscal year ending December 2024 to the fiscal year ending December 2028 (January 1, 2024–December 31, 2028), and hereby provides notification as described below.

#### Particulars

#### 1. Background to the formulation of the Medium-term Management Plan (2024–2028)

The Toyo Tanso Group has carefully examined its sales targets up to 2027 under the Medium-term Management Plan (2023–2027), which was formulated in February 2023, based on the latest market and demand forecasts. At the same time, it has formulated sales targets for the fiscal year ending December 2028 and hereby announces them as part of the Medium-term Management Plan (2024–2028).

Although there has been little change in the Group’s market growth estimates since the previous Medium-term Management Plan (2023–2027), there is currently rising interest in SiC semiconductor applications. Therefore, under the Medium-term Management Plan (2024–2028), the Group expects even higher growth from special graphite products and its 3 major products of compound materials and intends to steadily meet the high level of demand while actively engaging in capital investment.

#### 2. Overview of the Medium-term Management Plan (2024–2028)

##### (1) Management targets

	FYE Dec. 2028 (target)
Net sales	¥88 billion
Operating profit	¥22 billion
Operating profit margin	25.0%
ROE	12%

\* Exchange rate assumptions: ¥135/US\$, ¥149/€, ¥19/RMB

(2) Net sales targets by product/application

(Unit: Yen, billions)	FYE Dec. 2023	FYE Dec. 2028 (target)	Average annual growth rate
Special graphite products	24.0	41.9	11.8%
Carbon products for general industries (for mechanical applications)	4.1	4.7	3.0%
Carbon products for general industries (for electrical applications)	4.4	7.3	10.6%
Compound materials and other products *	14.1	31.2	17.3%
Related goods*	2.4	2.6	0.9%
Total	49.2	88.0	12.3%

\* In this medium-term management plan, classification and names of the product/application segments have been changed as follows.

(Before change)

Three major products of compound materials: SiC-coated graphite products, C/C composite products and graphite sheet products

Others: 'Compound materials and other products' other than the above three products and related goods

(After change)

Compound materials and other products: SiC-coated graphite products, C/C composite products, graphite sheet products, and other 'compound materials and other products' other than the above three products

Related goods: Related goods

(3) Capital investment

Total capital investment: ¥76.5 billion (FYE Dec. 2024–FYE Dec. 2028)

Toyo Tanso Co., Ltd. plans to enhance capacity and strengthen production systems, mainly value-added processes such as purification, coating (SiC/TaC), and processing, to ensure that it captures demand for semiconductors and other 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:

<p>Toyo Tanso Co., Ltd. Publicity &amp; Investor Relations E-mail: <a href="mailto:info@toyotanso.co.jp">info@toyotanso.co.jp</a></p>
---