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February 16, 2026

**Attention:** All concerned parties

**Toyo Tanso Co., Ltd.**

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

**Notice Regarding the Formulation of  
the Medium-term Management Plan (2026–2030)**

At the Board of Directors meeting held on February 16, 2026, Toyo Tanso Co., Ltd. (the “Company”) has resolved on a medium-term management plan covering the five years from the fiscal year ending December 2026 to the fiscal year ending December 2030 (January 1, 2026–December 31, 2030), and hereby provides notification as described below.

**Particulars**

**1. Background to the formulation of the Medium-term Management Plan (2026–2030)**

The Company has formulated a five-year business plan based on the latest market trends and demand forecasts, which will be announced as its medium-term management plan for 2026–2030 (“this Plan”). To respond accurately to the rapidly changing business environment, the Toyo Tanso Group (the “Group”) reviews business plans annually and has adopted a rolling approach in the formulation of these plans.

Under this Plan, in addition to carefully estimating the demand for SiC semiconductor applications, the Group has also taken into account the impact of the business restructuring carried out in 2025 to strengthen the business structure in the small carbon brush business. At the same time, the Group aims for medium- to long-term growth by expanding sales in silicon semiconductor applications and strengthening its presence in growth markets, including next-generation nuclear reactor applications (high-temperature gas-cooled reactors).

The energy sector, including nuclear power and renewable energy, is designated a key market under this Plan. It is also a field closely related to the Group’s materialities (key issues) concerning the environmental sector. Progress in business development in this energy sector is directly linked to the Group’s promotion of deeper sustainability initiatives. At the same time, by implementing measures related to society and governance, including human resource management for developing management talent, the Group will undertake multi-faceted sustainability initiatives such as building a stronger business foundation.

Under its 2030 Management Vision, “‘Creating products with unprecedented potential.’ Becoming a leading company through Earth-friendly products and technologies,” the Group will create added value and aim to achieve business growth, as well as enhance corporate value, by accurately capturing changes in the market environment and providing innovative solutions through research and development that pursues the creation of “products with unprecedented potential.”

## 2. Overview of the Medium-term Management Plan (2026–2030)

### (1) Management targets

	FYE Dec. 2030 (target)
Net sales	¥74.0 billion
Operating profit	¥18.0 billion
Operating profit margin	24.0%
ROE	10%

\*Exchange rate assumptions: ¥145/US\$, ¥176/€, ¥20.0/RMB

### (2) Net sales targets by product/application

(Unit: Yen, billions)	FYE Dec. 2025	FYE Dec. 2030 (target)	Average annual growth rate
Special graphite products	20.3	39.6	14.3%
Carbon products for general industries (for mechanical applications)	4.2	4.9	3.3%
Carbon products for general industries (for electrical applications)	4.3	4.3	-
Compound materials and other products	15.3	23.2	8.7%
Related goods	1.9	1.8	(1.7)%
Total	46.1	74.0	9.9%

### (3) Capital investment

Total capital investment: ¥37.5 billion (FYE Dec. 2026–FYE Dec. 2030)

The Company plans to selectively implement capital investments and enhance production capacity to ensure that it captures demand for key applications, mainly high-value-added applications such as semiconductors and next-generation nuclear power 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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