Driving the Next Industrial Wave

Toyo Tanso is leveraging advanced graphite technologies, semiconductor demand and emerging energy opportunities to position itself at the center of the next phase of industrial growth.

Global supply chains faced significant disruption throughout 2025 as tariff uncertainty, shifting investment plans and changing trade patterns affected industries worldwide. Despite the volatility, Toyo Tanso maintained solid performance by relying on its diversified portfolio and global manufacturing network.

The company benefited from steady demand in key semiconductor segments while offsetting weakness in parts of the power semiconductor market. A global footprint of 13 production sites helped customers adapt to changing supply-chain requirements and reinforced the company's resilience during a period of uncertainty.

To strengthen its long-term competitiveness, Toyo Tanso expanded its organizational capabilities through new global strategy and supply-chain functions. These initiatives improved coordination across subsidiaries and enabled faster responses to market shifts, production requirements and customer needs. According to Chairman, President and CEO Naotaka Kondo, the company used the slowdown in certain markets to pursue new customers and applications, particularly in semiconductor-related fields.

Semiconductors remain a major growth focus for 2026. The company has completed evaluations with new customers and is preparing to expand into additional applications where advanced graphite materials play a critical role in thermal management, durability and process performance. Close collaboration with leading semiconductor equipment manufacturers continues to support innovation in next-generation chip production.

Beyond semiconductors, Toyo Tanso is expanding its presence in the energy, medical and aerospace sector. Growing investment in hydrogen infrastructure, natural-gas power generation and advanced nuclear technologies is creating new opportunities for its graphite products. A notable milestone was the agreement with X-energy to supply graphite core structural components for the first deployment of the Xe-100 advanced nuclear reactor in the United States, highlighting the strategic importance of Japanese materials expertise in the development of next-generation energy systems.

Innovation remains central to the company's strategy. Toyo Tanso is increasing investment in research and development, pursuing new materials,

NAOTAKA KONDO, CHAIRMAN, PRESIDENT AND CEO OF TOYO TANSO.

composite technologies and advanced manufacturing methods. "Now is the time to move forward for the next generation. It is the perfect moment for us to develop new products and bring them to the market," said Kondo. Artificial intelligence is also being integrated into production processes and operational management, helping improve efficiency, quality control and workforce productivity.

Looking ahead, the company sees strong potential in deeper U.S.-Japan cooperation. Combining American resources and investment with Japanese manufacturing expertise creates opportunities across semiconductors, energy and advanced industrial technologies. "We never stop; we always go forward. Continuous improvement and creating new things are part of our culture," said Kondo. That philosophy continues to underpin Toyo Tanso's ambitions as it expands its role in some of the world's most strategic industries. ■

TOYO TANSO
Inspiration for Innovation