

February 14, 2023

**Attention:** All concerned parties

## Toyotanso Co., Ltd.

5-7-12 Takeshima, Nishiyodogawa-ku, Osaka 555-0011, Japan  
(Stock Exchange Code: 5310, Prime Market, Tokyo Stock Exchange)

### Notice Regarding the Medium-term Management Plan (2023–2027)

Toyotanso Co., Ltd. has formulated a medium-term management plan covering the five-year period from the fiscal year ending December 2023 to the fiscal year ending December 2027 (January 1, 2023–December 31, 2027), and hereby provides notification of the below.

#### Particulars

#### 1. Background to the formulation of the Medium-term Management Plan (2023–2027)

The Toyotanso Group has carefully examined its sales targets by product/application up to 2026 under the Medium-term Management Plan (2022–2026), based on the latest market and demand forecasts. The average annual growth rate of the SiC semiconductor market, which was forecast at 20% when the plan was formulated in 2022, has now risen substantially to 40% under the latest forecast, and this is expected to drive higher demand in the SiC semiconductor market than was anticipated under the original plan. As a result, the Group has amended its sales targets for SiC semiconductor applications. At the same time, it has formulated sales targets by product/application for the period to December 2027, and hereby announces them as part of the Medium-term Management Plan (2023–2027).

Market and demand forecasts other than for SiC semiconductors have not changed significantly from the time when the original plan was formulated in 2022, and only slight adjustments have been made to the sales targets by product/application.

#### 2. Overview of the Medium-term Management Plan (2023–2027)

##### (1) Management targets

	FYE Dec. 2027 (target)
Net sales	¥66.5 billion
Operating profit	¥13.5 billion
Operating profit margin	20.3%
ROE	10%

\* Exchange rate assumptions: ¥124/US\$, ¥136/€, ¥18/RMB

(2) Net sales targets by product/application

(Unit: Yen, billions)	FYE Dec. 2022	FYE Dec. 2027 (target)	Average annual growth rate
Special graphite products	20.2	32.2	9.8%
Carbon products for general industries (for mechanical applications)	3.9	5.4	6.6%
Carbon products for general industries (for electrical applications)	4.8	7.2	8.6%
Compound materials [3 major products]	9.9	19.2	14.2%
Other*	4.7	2.4	(12.2)%
Total	43.7	66.5	8.7%

\* “Other” includes “compound materials and other products [other products]” and “related goods.”

(3) Capital investment

Total capital investment: ¥51.5 billion (FYE Dec. 2023–FYE Dec. 2027)

Toyo Tanso Co., Ltd. plans to enhance capacity and strengthen production systems, such as manufacturing, machining, and high-value-added processes for isotropic graphite materials, as well as the machining capabilities of subsidiaries, to ensure that it captures demand for semiconductor 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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