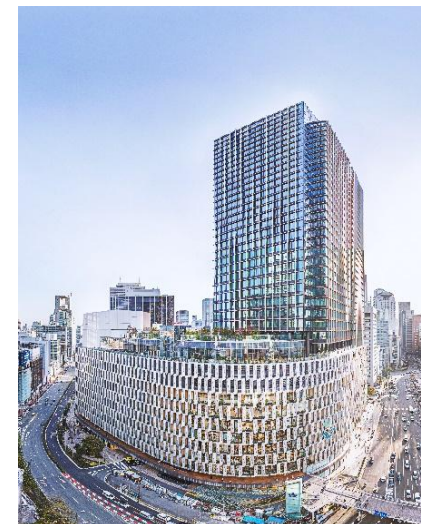


TOYO TANSO Corporate Profile

1. Corporate Profile	P.03
2. Earnings Trend	P.04
3. High Functional Graphite	P.05
4. Domain Identity	P.08
5. Products, Applications	P.09
6. TOYO TANSO's Strengths	P.10
7. The Direction of Growth	P.15

1. Corporate Profile

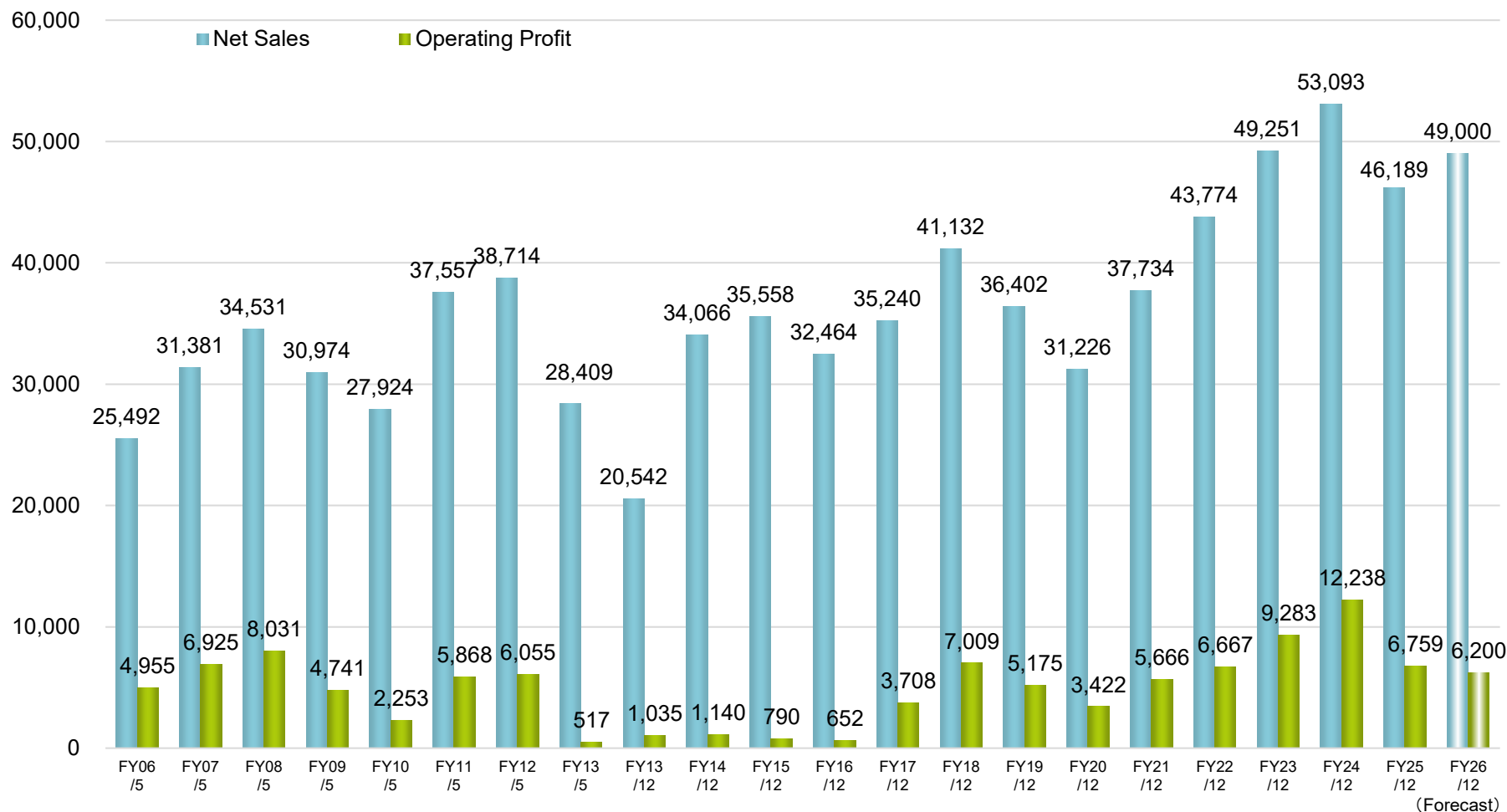
Business outline	Production of specialized, highly functional carbon products
Corporate profile	
Incorporation	July 1947
Capital	7,947 million yen (as of December 2025)
Head office	OSAKA UMEDA TWIN TOWERS SOUTH 16th Fl. 1-13-1 Umeda, Kita-ku, Osaka, Japan
President	Representative Director, Chairman & President, CEO Naotaka Kondo
History	



- 1947 Incorporated / Started manufacture of Carbon Brushes
- 1974 Built plant for mass-production of large Isotropic Graphite
- 1985 Built Takuma plant. Increased capacity for Isotropic Graphite
- 1987 Founded T.T. America Inc. in the U.S.
- 1988 Founded Graphites Technologie et Industrie S.A. in France
- 1994 Founded Shanghai TOYO TANSO CO., LTD.
- 2006 Listed on the First Section of the Tokyo Stock Exchange
- 2022 Moved from the First Section to the Prime Market of the Tokyo Stock Exchange

2.Earnings Trend

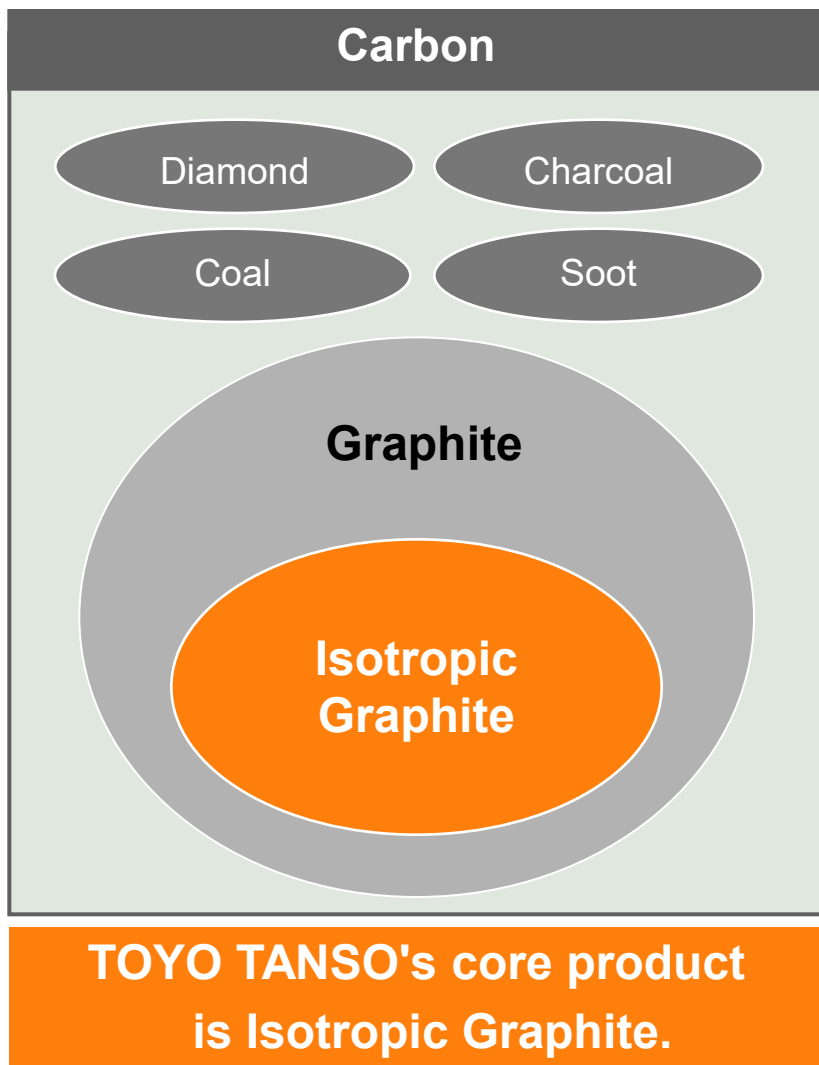
(Unit: Yen, millions)



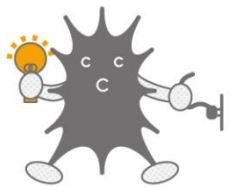
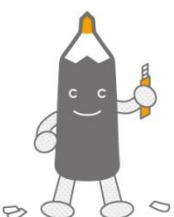
(Note) Toyo Tanso had changed its fiscal year from May 31 to December 31. Accordingly, the fiscal year ending on December 31, 2013, the transitional period, was an irregular seven-month fiscal period.

3.High Functional Graphite

①Features of Carbon



Features of Carbon

- 1 Self-lubrication
- 2 High thermal/
electrical conductivity
- 3 High chemical
resistance
- 4 High heat resistance
- 5 Good
machinability
- 6 Light weight

Features of Graphite

- Excellent thermal and electrical conductivity
- Superb heat and chemical resistance
- Light weight and easy to machine
- Excellent self lubrication



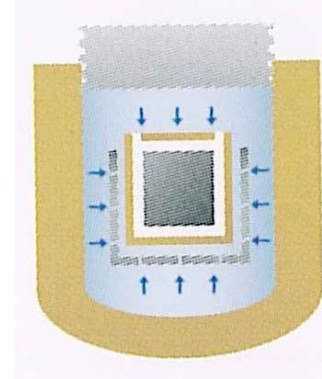
Features of Isotropic Graphite material

- Uniform properties in any directions
- Fine grain structure and high strength
- Small variation in physical properties

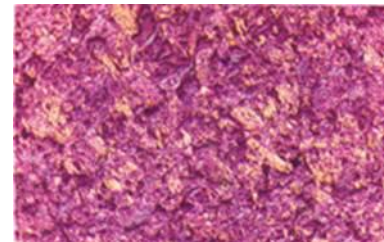


Started mass production in 1974
Leading manufacturer of isotropic graphite

Cold Isostatic Press



Anisotropic Graphite

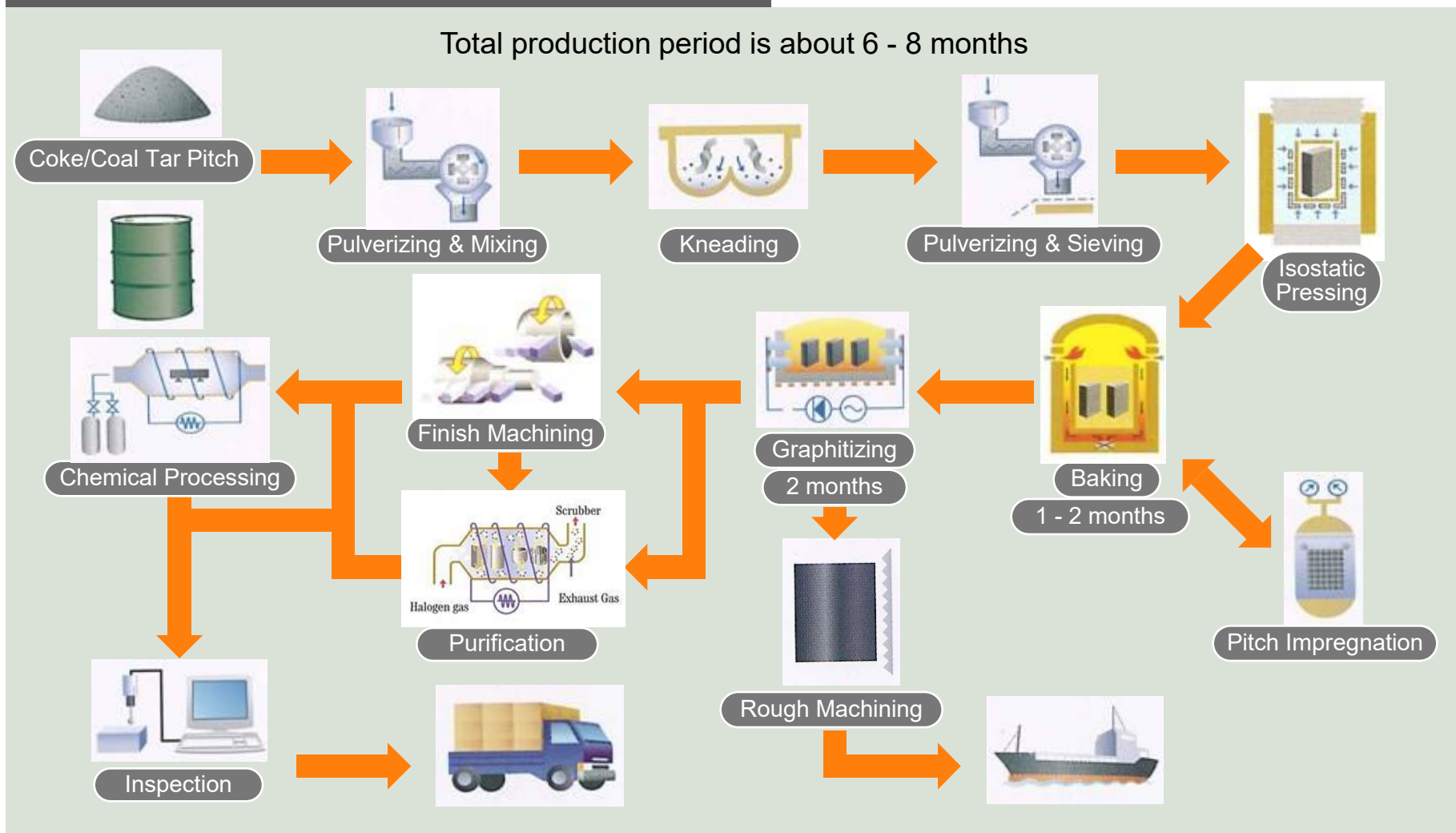


Isotropic Graphite

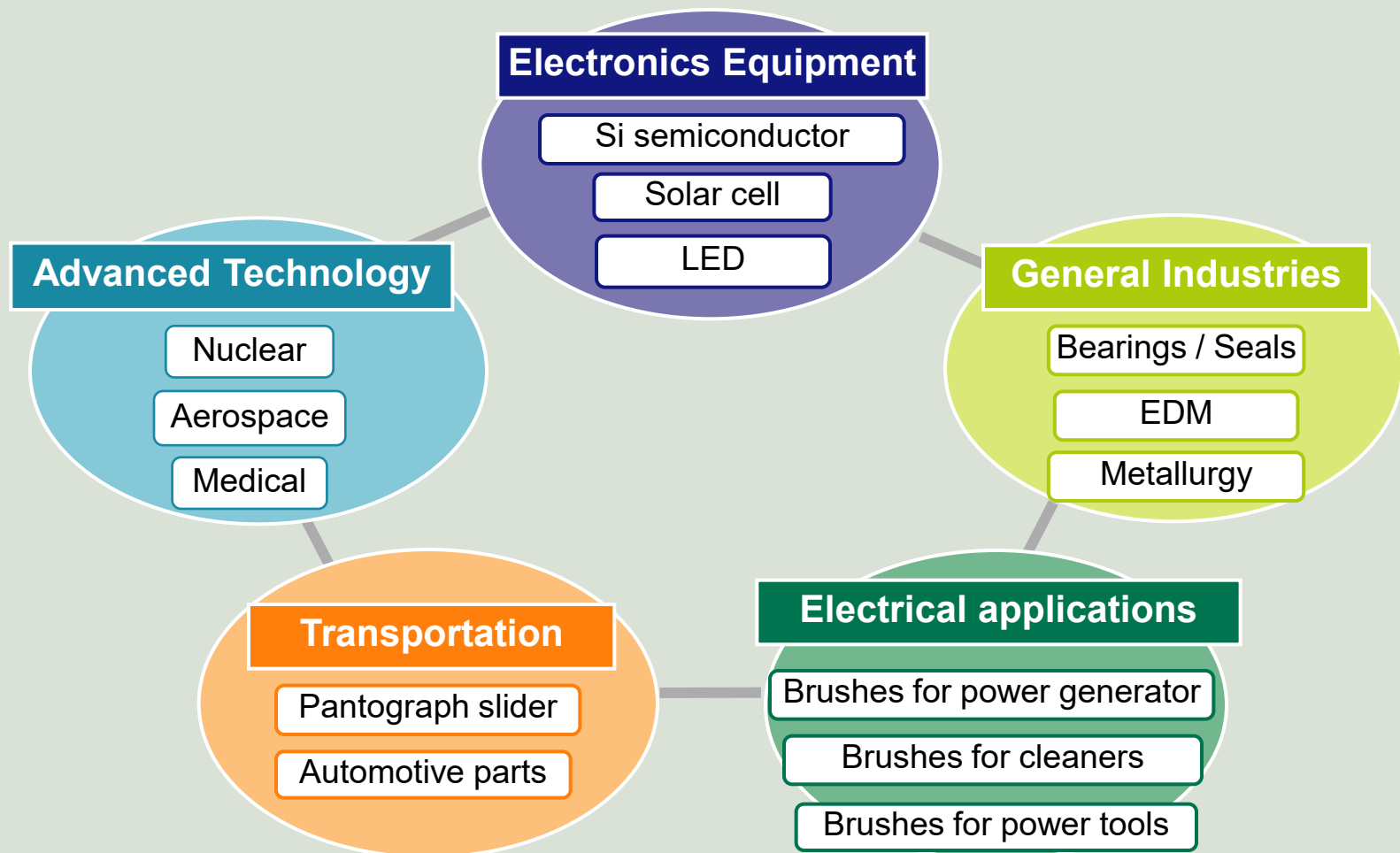


Manufacturing process of Isotropic Graphite

Total production period is about 6 - 8 months



The areas in which our products are used



The application is being expanding.

Special graphite products

Electronics



Heater



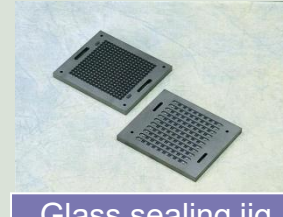
Crucible

General industries



EDM electrode

Others



Glass sealing jig



Nuclear gas cooled
reactor core material

General carbon products

Mechanical applications

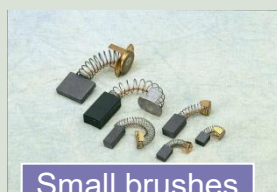


Bearings



Pantograph sliders

Electrical applications



Small brushes



Large brushes

Compound materials and other products



C/C composite product



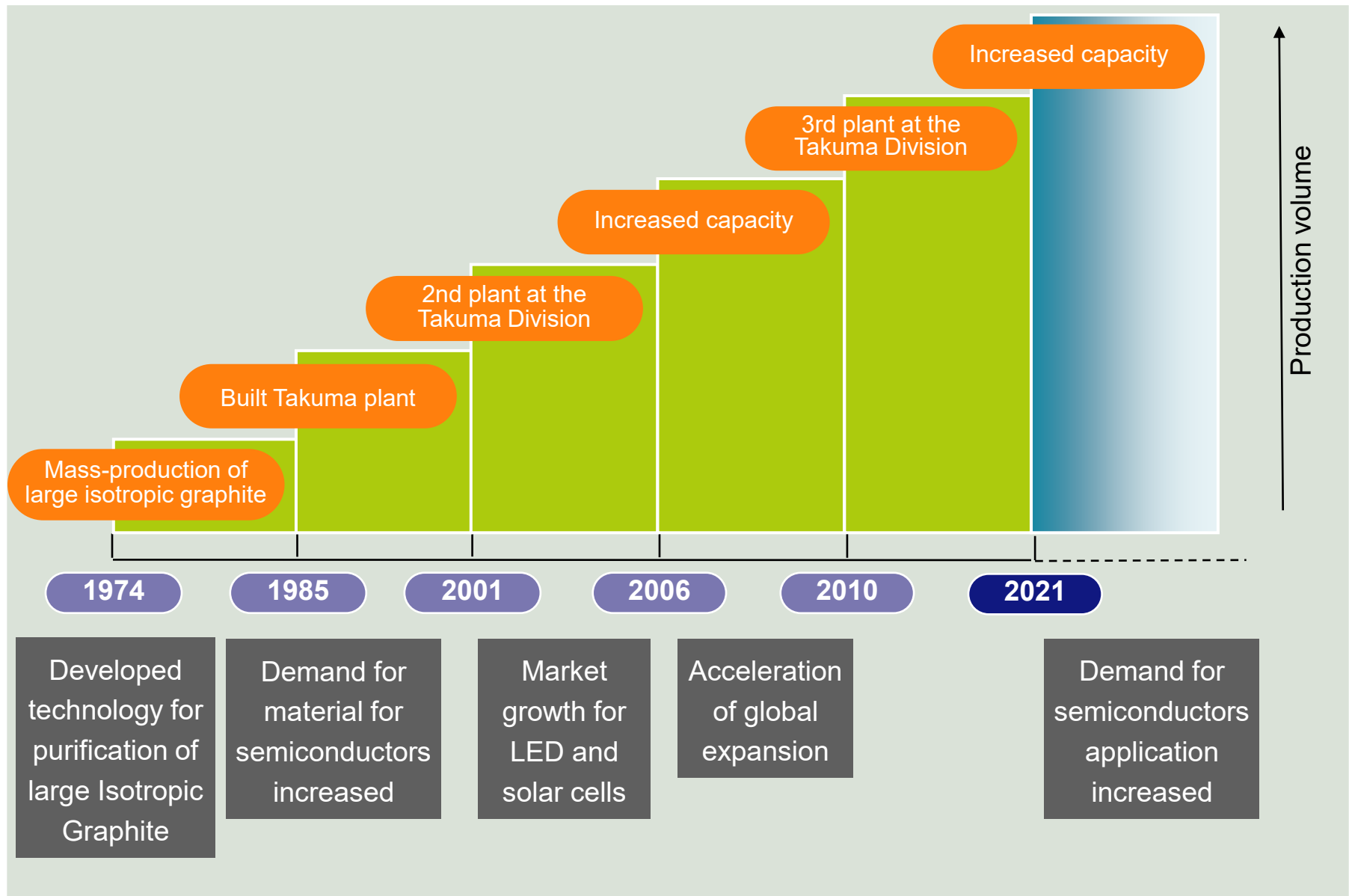
Graphite sheet



SiC coated susceptor

6.TOYO TANSO's Strengths

① Pioneer in Isotropic Graphite



Material manufacturing advantages

Concentrated production of material

Optimizing "scale merit"
of the group

Superior cost competitiveness

Consistent quality



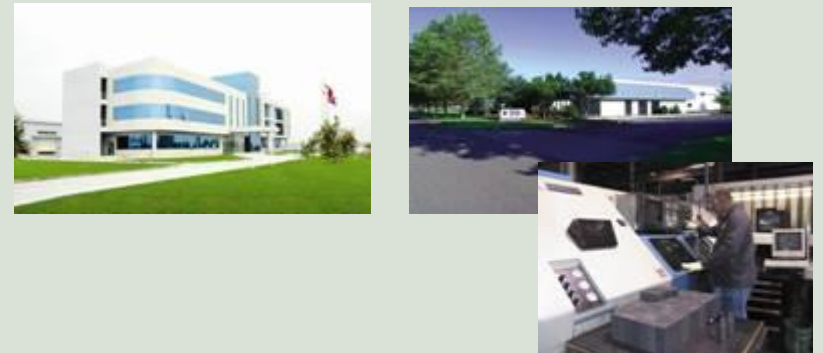
Processing manufacturing advantages

Geared for the customer

Quick delivery

Incorporation of customer needs

Immediate development systems

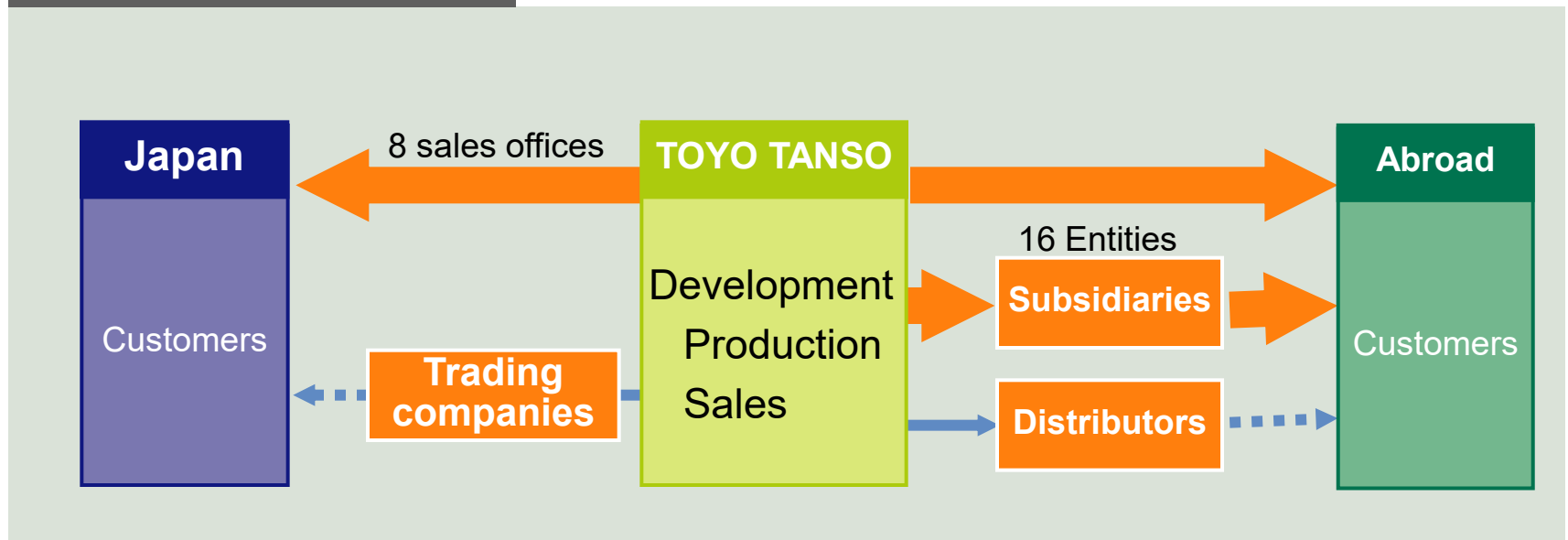


A solid business model

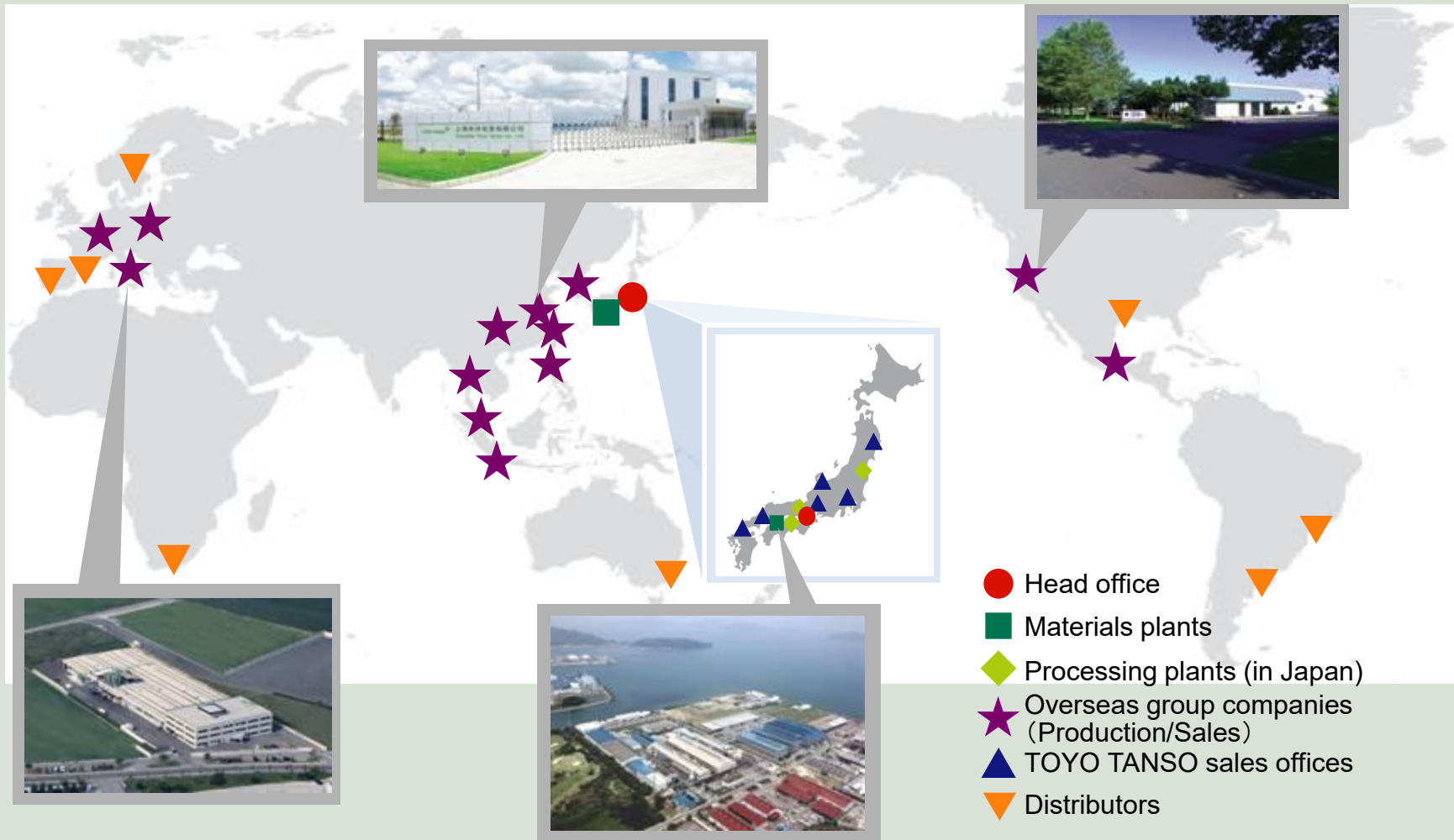
- More than 100 employees at 8 sales offices for customers in Japan
- Nearly 100 employees at sales offices home and abroad for foreign customers
- Accurately gathering market wants through direct contact with end-customers

More than 90% of sales are direct sales

Sales route

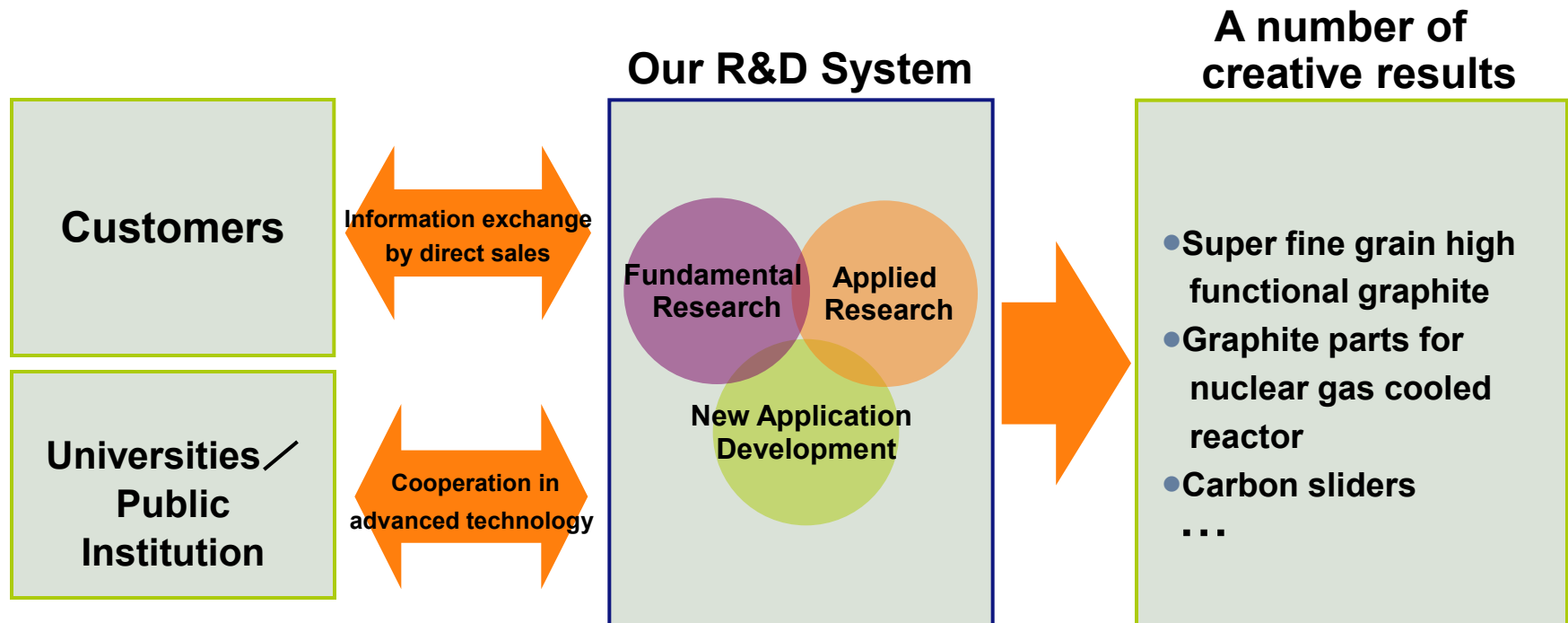


Cover the globe with our material plant, system of in-house production, sales offices and dealers.



Seeds and Needs Oriented R&D Systems

- 3 area : Fundamental/Applied Research and New Application Development
- Well balanced R&D system including seeds and needs
- Seeds from cooperation with Universities and Public Institutions meets needs we take in from direct sales



Keys to Growth

The “3Es” = Environment + Energy + Electronics

- Further market share expansion through technological differentiation
- Strategic rebalancing of the business portfolio in response to structural changes in the market
- Replacing other material into graphite for existing applications

Expansion of existing products

Overseas growth

Introduction of New products, New applications

- Strengthening our presence in the U.S., European, and Asian markets
- Expansion into new regions
- Enhancement of a world-wide consolidated management

- Expansion of compound materials (SiC coated graphite, C/C composite, graphite sheet)
- Expanding sales of high functional grades
- Accelerating the market launch of newly developed products

TOYO TANSO



Inspiration for Innovation

IR Contact

E-mail : ir@toyotanso.co.jp

February 2026