



Medium-Term Management Plan 2028

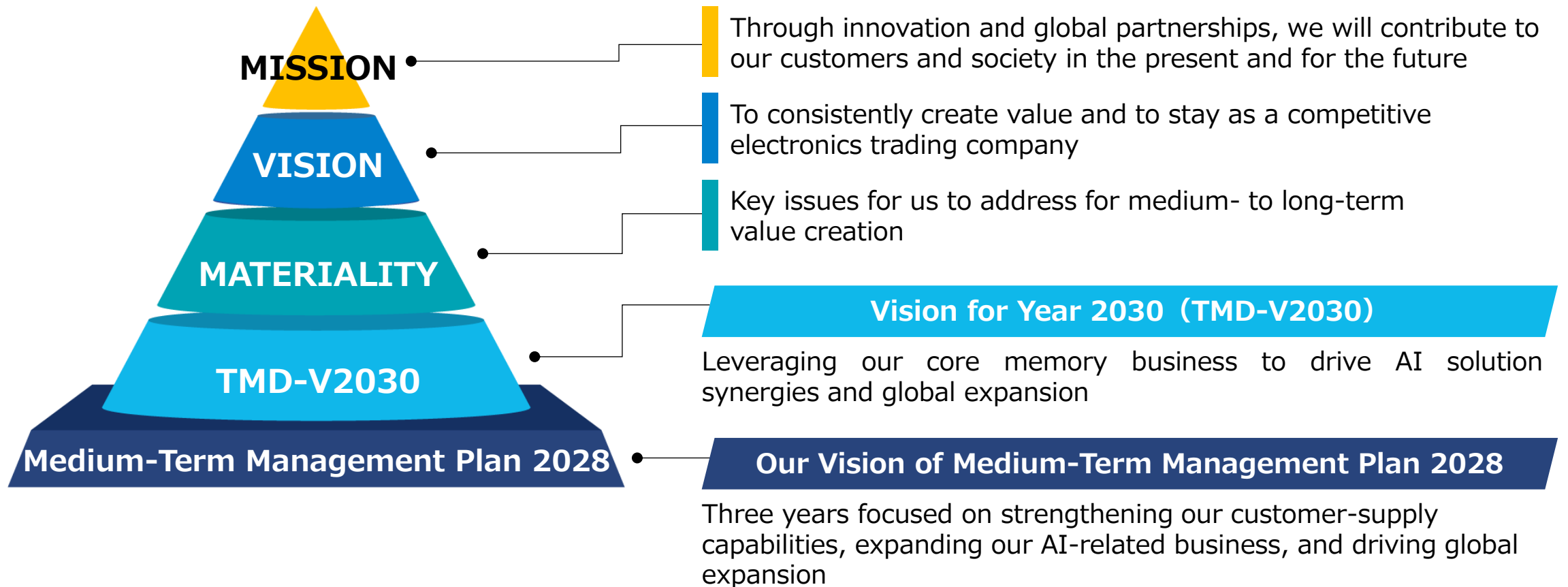
TOMEN DEVICES CORPORATION

April 24, 2026

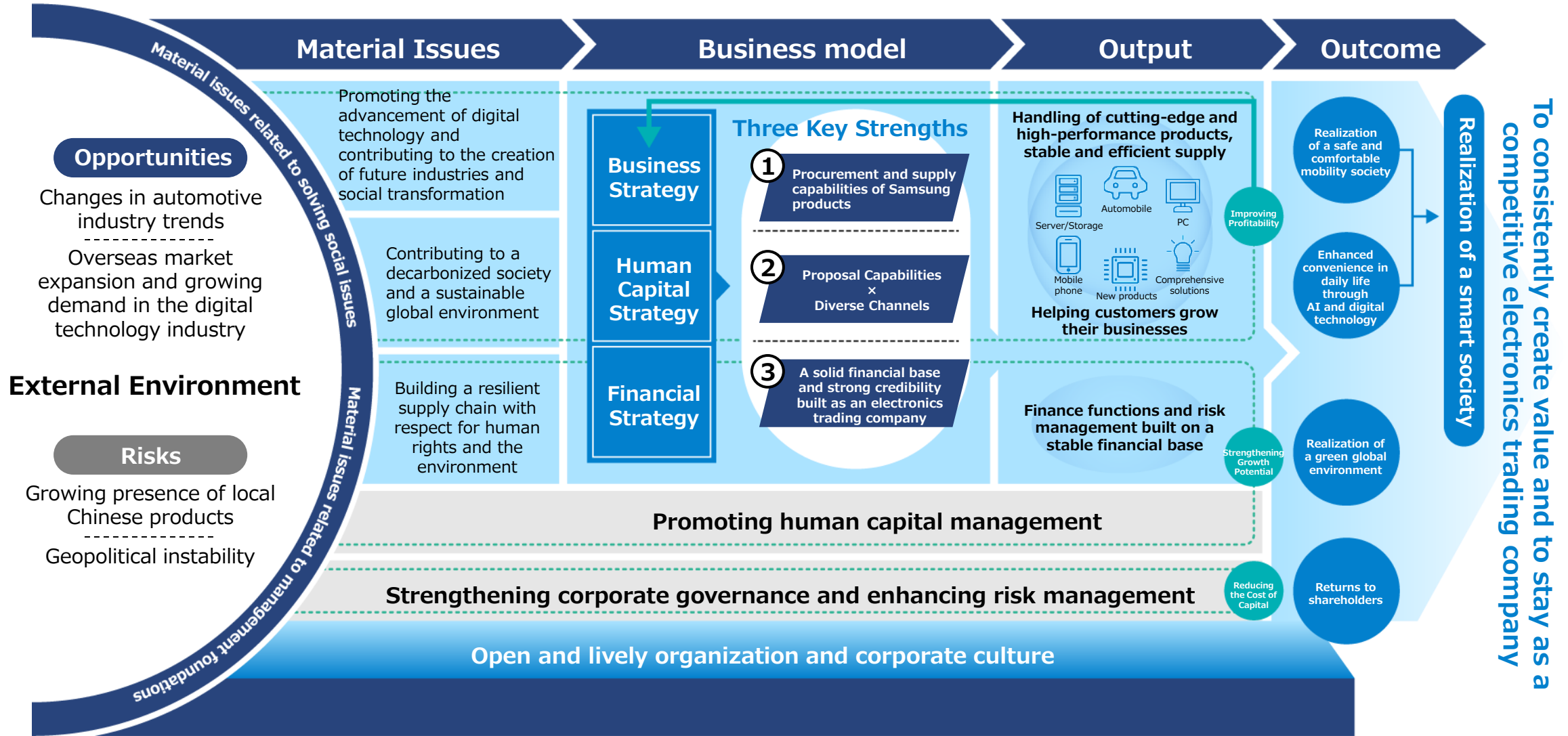


Position of Medium-Term Management Plan 2028

- Positioning the next three years to accelerate value creation and our expansion into growth sectors, by leveraging our competitive advantages as a distributor of Samsung Group.

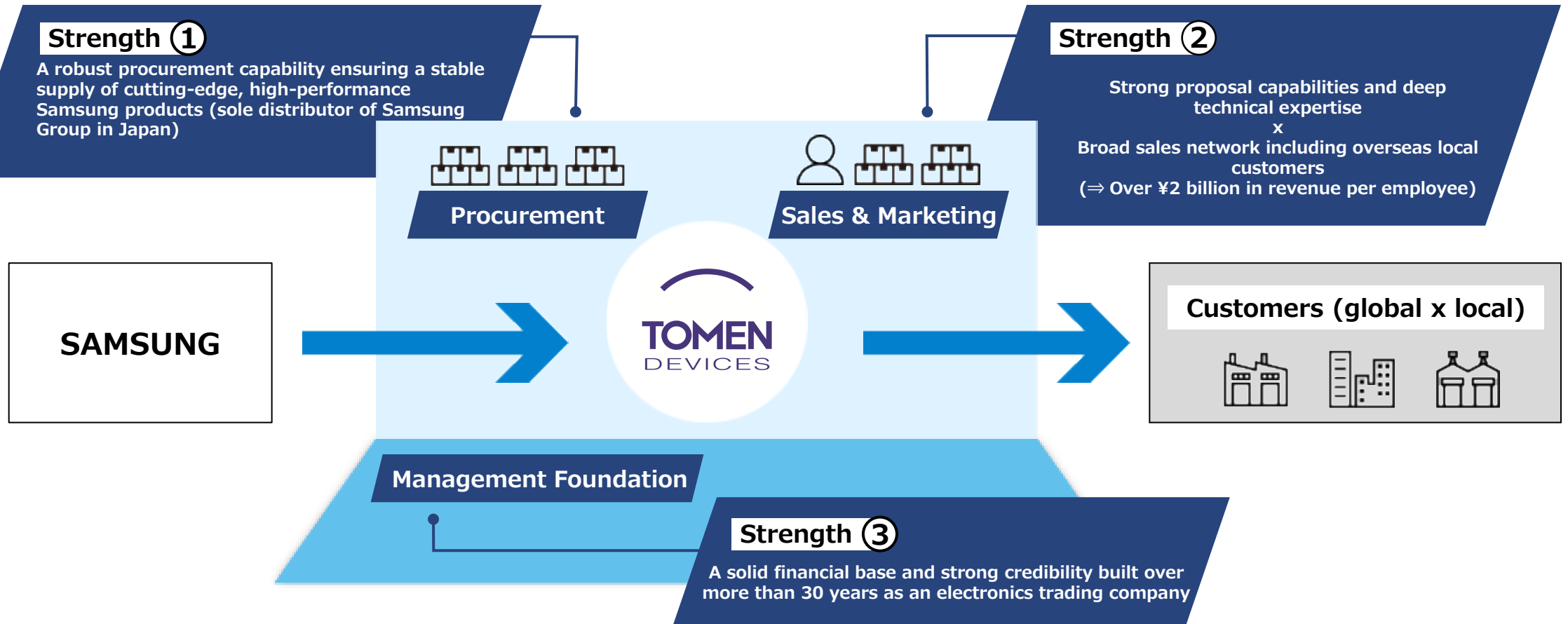


Value Creation Process



Our Business Model

- Generating revenue by reliably supplying a broad customer base with cutting-edge, high-performance Samsung products.

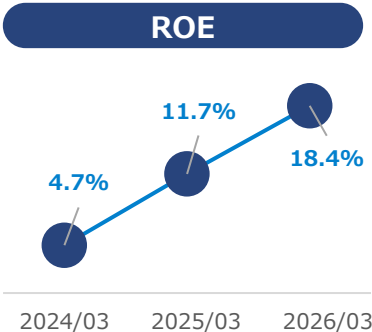
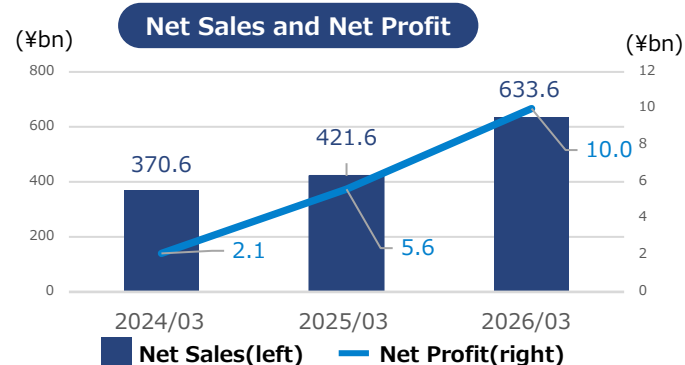


Review of the Previous Medium-Term Management Plan

- Surging generative AI demand drove memory price hikes, fueling steady growth of our business.
- Establishing automotive dedicated team drove growth through enhanced sales and technical support. And we achieved all targets for sales, profit, and ROE.

Financial Targets and Result

	Targets	Result (2026/03)	Evaluation
Growth Potential	Net Sales ¥500 billion	¥633.6 billion	
	Net Profit ¥6 billion stably	¥10 billion	
Efficiency	ROE 10% stably	18.4%	



Evaluation of each area

Focused Business	Core Business	Challenge
Server/storage, automotive, Foundry/ASIC	Mobile phone, PCs, TV and other home appliances	Discovery of new products and business opportunities
Achievements and Challenges	Achievements and Challenges	Achievements and Challenges
<ul style="list-style-type: none"> • Expanded wafer business for server/storage • Drove cross-selling Samsung products across automotive business (OLED, MLCC etc.) • Established a subsidiary in the US 	<ul style="list-style-type: none"> • Started supplying OLED panels for mobile phone • Expanded Japan-origin transfer business with overseas EMS customers • Business contraction due to legacy product phase-out 	<ul style="list-style-type: none"> • Limited contribution to the business results during past three years • Established collaborative partnership via signing MOU with Rebellions and Mobilint

Medium-Term Management Plan 2028 toward our TMD-V2030

Targeting to leverage our core memory business to drive AI solution synergies and global expansion through Medium-Term Management Plan 2028



Our Business Environment

- While demand for our core memory products is expected to grow, uncertainty in the operating environment remains high. Over the next three years, we will respond to change, flexibly adjust our strategy, and enhance corporate value.

Business Environment (Key factors expected to impact our group)

Politics

- Impact on regional markets resulting from the progressing U.S.–China decoupling
- Large-scale, government led investments in Japan’s semiconductor industry

Economy

- The global semiconductor market is expected to continue expanding, driven by growing AI related demand
- The rise of China made semiconductors

Society

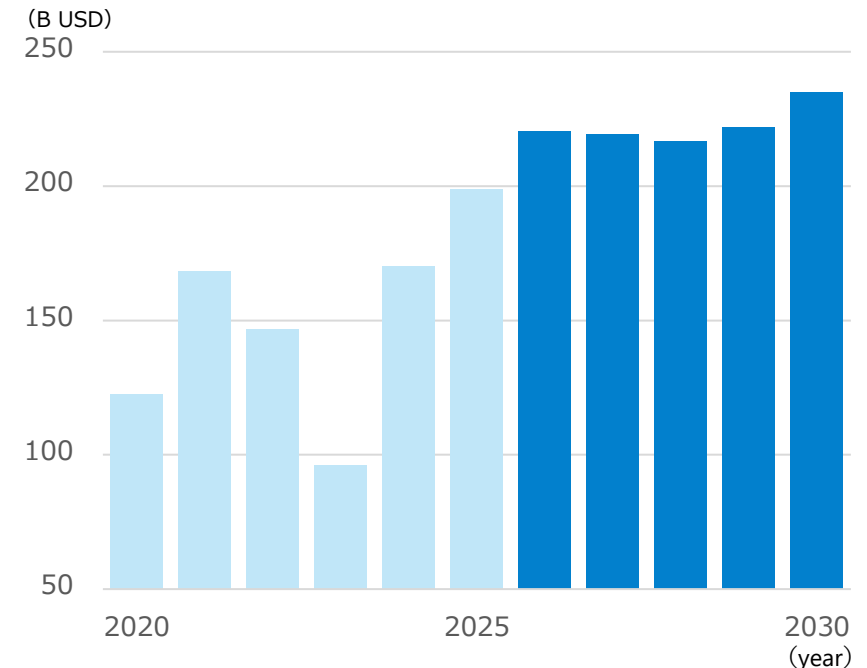
- Diversification of workstyles and the workforce due to the shrinking domestic labor population
- Transition toward a decarbonized society

Technology

- Rapid business transformation driven by generative AI and robotics
- Evolution of edge and real-time AI technologies

Outlook of semiconductor (memory) demand

Demand for memory products - our core offerings - expected to continue growing at a relatively stable pace



Source : Semiconductor Technology Supply Chain Intelligence

Our Vision of Medium-Term Management Plan 2028

~ Three years focused on strengthening our customer supply capabilities, expanding our AI related business, and driving global expansion ~

Financial Targets

Growth Indicator

Net Profit
¥13 billion

Efficiency Indicator

ROE
15% Stably

Shareholder Return Targets

Setting a new target

Payout Ratio
40%

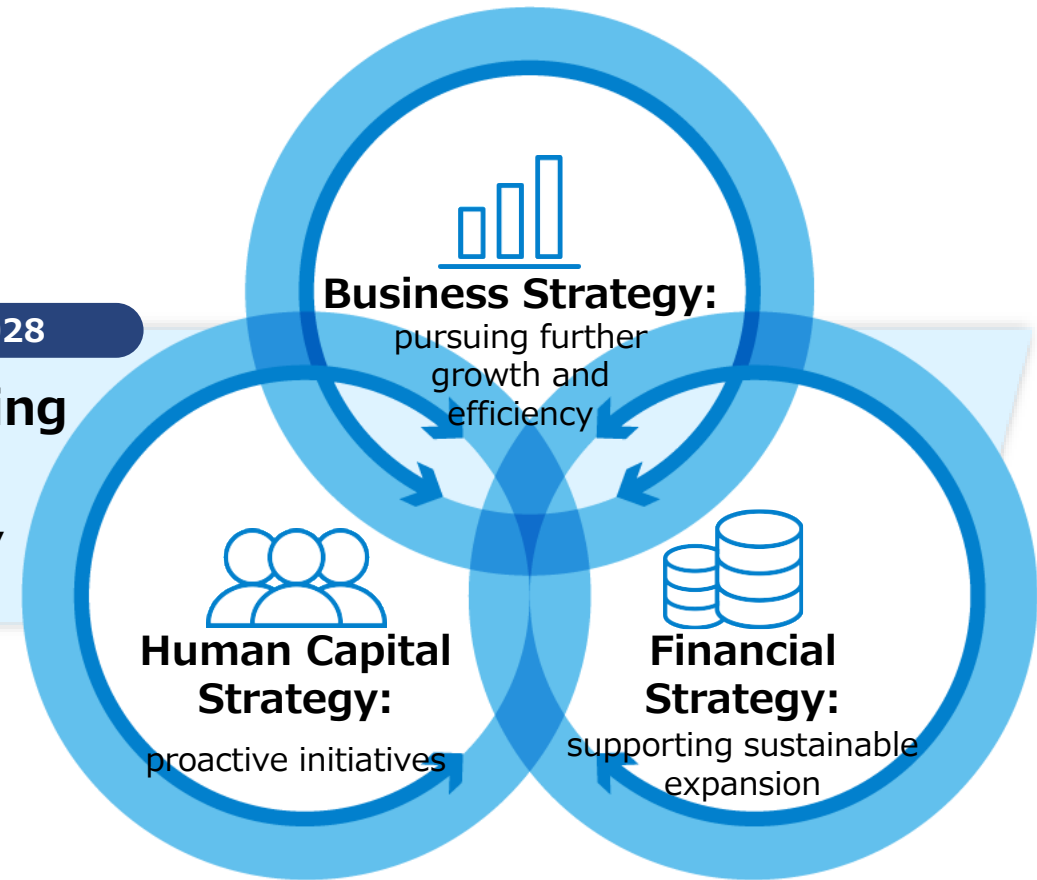
We have set a minimum dividend of ¥300 per share and a payout ratio target of 40% for the final year of the medium-term plan.

Key Strategies to Deliver Medium-Term Management Plan 2028

- Driving growth and efficiency through proactive human capital initiatives and a solid financial strategy for sustainable expansion.

Our Vision of Medium-Term Management Plan 2028

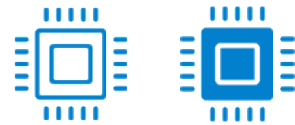
~ Three years focused on strengthening our customer-supply capabilities, expanding our AI-related business, and driving global expansion ~





- Pursuing further growth and efficiency through our business strategy.

Optimization of portfolios for each application



Strengthening high-growth applications

- Accelerating scale by strategically deploying resources toward two high-growth applications, automotive business which has market growth capability and profitability, and server/storage business

Delivering products and services tailored to customer needs

- Strengthening proposals for Samsung's cutting-edge, high-performance products while promoting alternative solutions to meet customer needs aiming to deliver optimized products and services tailored to each application



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Expansion of overseas business by optimization of regional portfolios

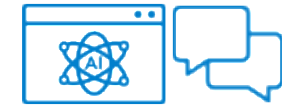


- Optimizing our regional portfolios based on the specific market characteristics of each country and region
- Accelerating business expansion in Asia while driving growth in the North American automotive market



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Strengthening proposal capability of AI solution



- Proposing inference-specialized AI solutions as the AI market transitions from training to inference
- Driving growth in this field by creating new added value through solution proposals for large-scale and edge AI domains



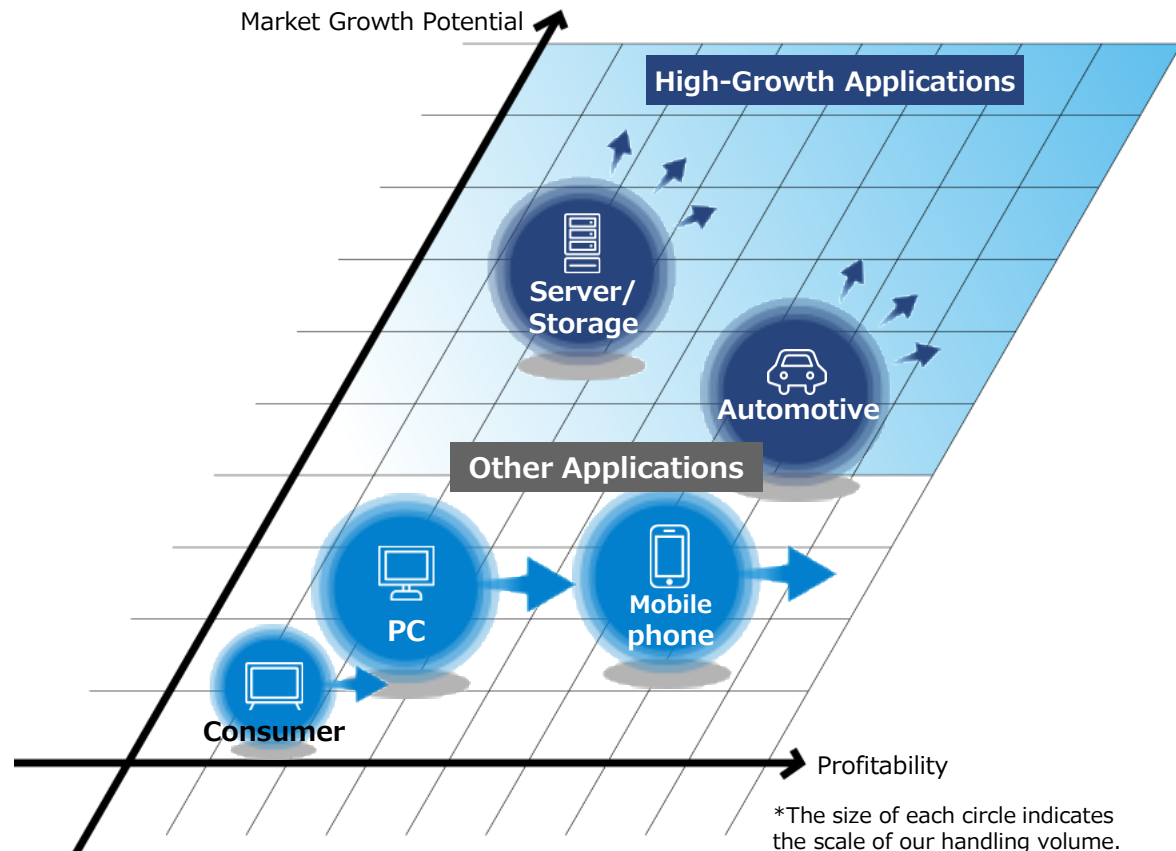
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Optimization of Portfolios for each application



- Accelerating scale by strategically deploying resources toward two high-growth applications, automotive business which has market growth capability and profitability, and server/storage business.

Application Portfolio



High-Growth Applications



Approach Policy

- Reorganize by application area to build long-term customer relationships through specialized expertise and value propositions
- Actively expand overseas to capture steady global demand growth

Other Applications



Approach Policy

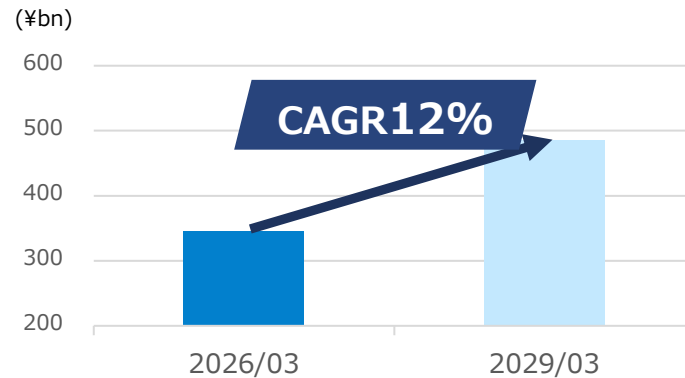
- Identify evolving customer needs driven by advances in AI and expand our portfolio of high-performance, high value-added products

High-Growth Applications (Server/Storage)



- Accelerating high growth by expanding sales of high speed, high-capacity memory products for the AI era.
- Expanding sales channels into Global South markets, with a focus on India.

Net Sales Target



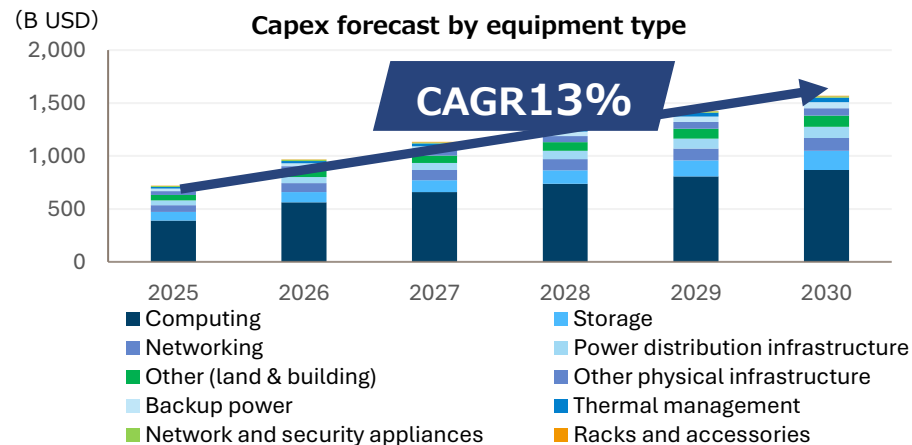
Strategy

Strategy

- Strengthen marketing function and customer engagement
- Collaboration with Group Companies × Engagement with Digital Infrastructure Companies
- Establish strategic partnerships with leading global memory module and server/storage manufacturers

Market Forecast for Data Center-Related Products (Source: OMDIA)

Demand for data center products, especially servers, is set to grow sharply through 2030



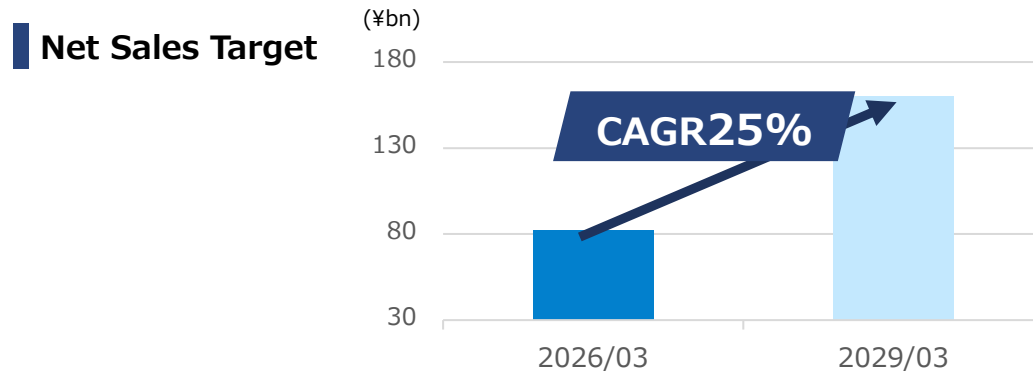
Specific initiatives

- Establish a dedicated division for server/storage domain
- Create demand and business opportunities through solution proposals (memory + a) for digital infrastructure companies
- Strengthen relationships by handling customers' products

High-Growth Applications (Automotive)



- As AD(Autonomous Driving) /ADAS(Advanced Driver-Assistance Systems) become more advanced, adoption of cutting-edge semiconductors continues to rise.
- We will promote advanced memory, accelerate our global expansion, and broaden our product lineup.



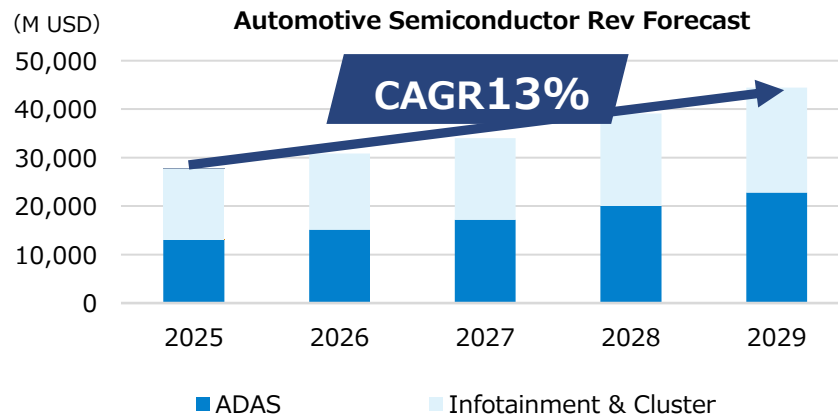
Strategy

Strategy

- Strengthen direct communication with car OEMs to drive adoption in next-generation mobility
- Expand sales channels through global rollout
- Supply chain optimization for stable supply, including BCP measures

Market Forecast for automotive-Related Products (Source: OMDIA)

Strong growth outlook for global automotive-related product demand through 2029



Specific initiatives

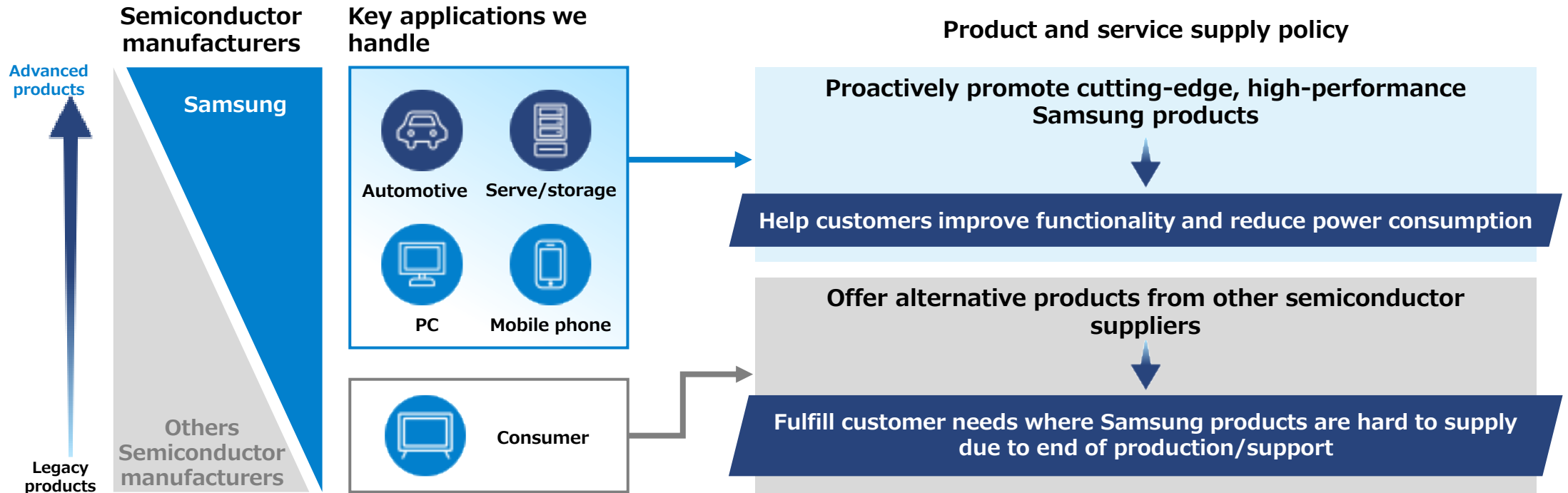
- Create added value through cross-selling of Samsung group products (memory, OLED, MLCC, CIS, batteries)
- Strengthen global responsiveness through local bases and customer-centric operations (including North America)
- Identify risks early through product lifecycle-based duplication, optimal product proposals, and supply chain visibility

Supply of products and services tailored to customer needs



- Aiming to propose the best products for each application based on customer needs.

Product and service supply policy

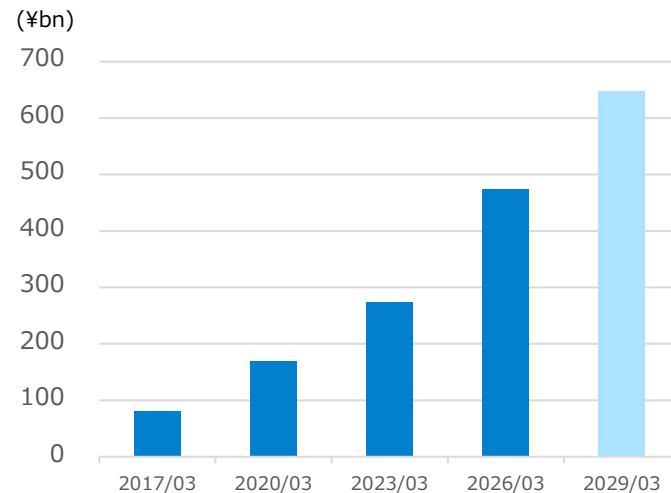


Expansion of global business by optimizing regional portfolios



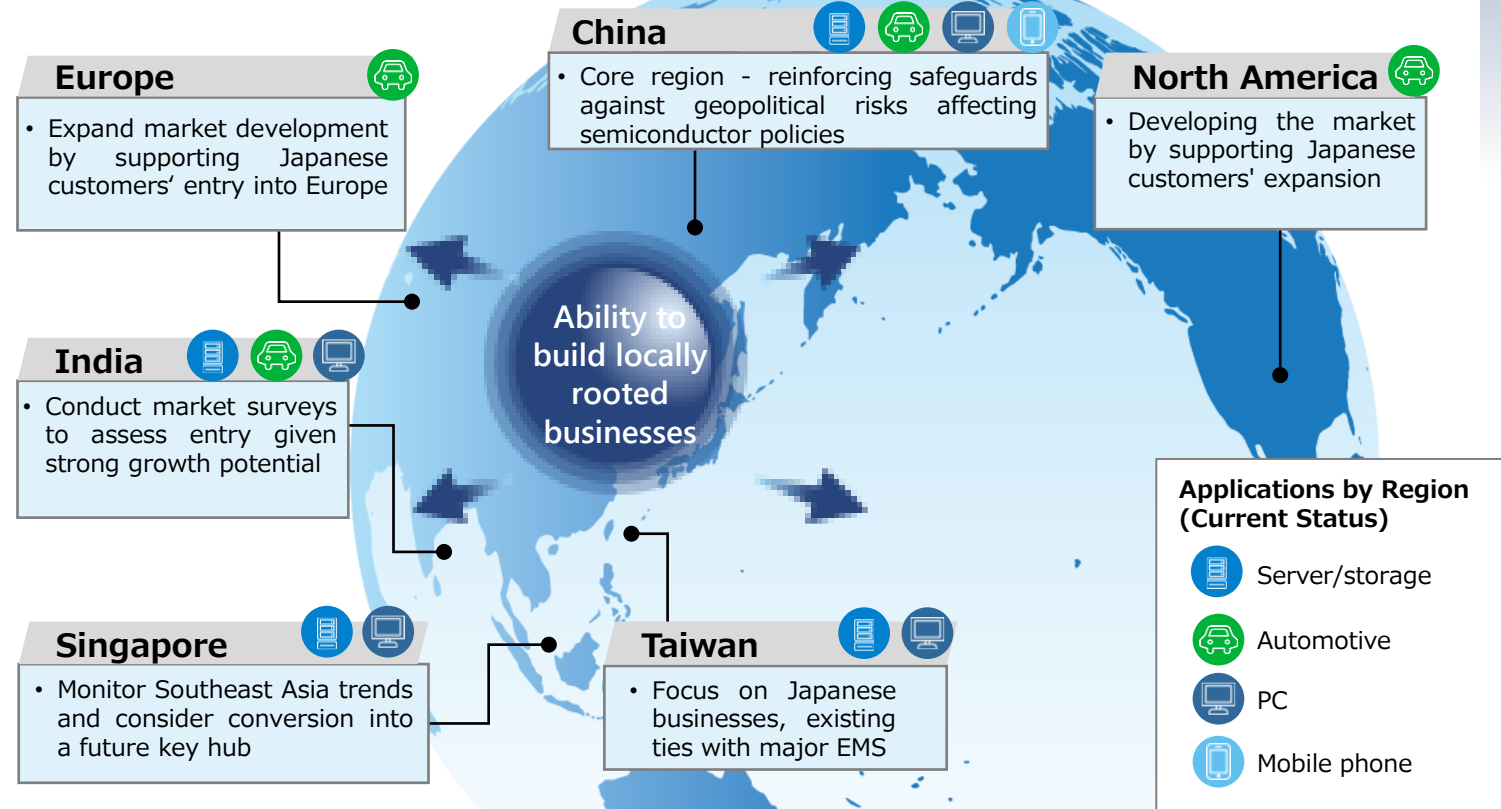
- Optimizing the regional portfolio based on market characteristics in each country/region.
- Leveraging our strength in building locally rooted businesses to expand in Asia and intensify efforts in North America to grow the automotive business.

Overseas Business Net Sales Trends and Targets



- Since establishing our China subsidiary (ATMD), we have built a local customer base and expanded overseas, primarily in China
- Under this medium-term plan, we will optimize regional portfolio to grow in Asia via ATMD and expand North American automotive business

Optimization of regional portfolios

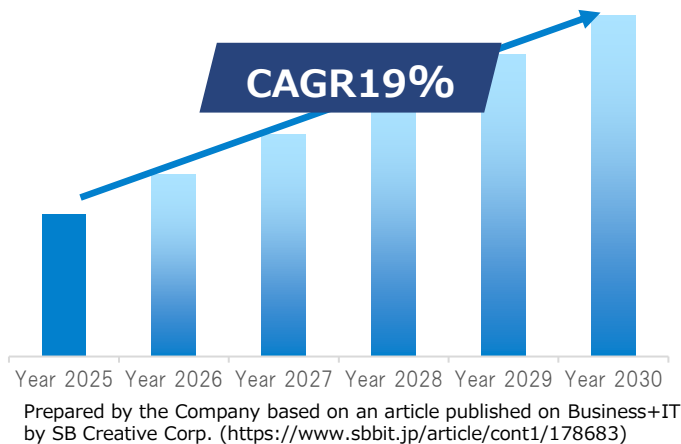


Strengthening proposal capability of AI solution



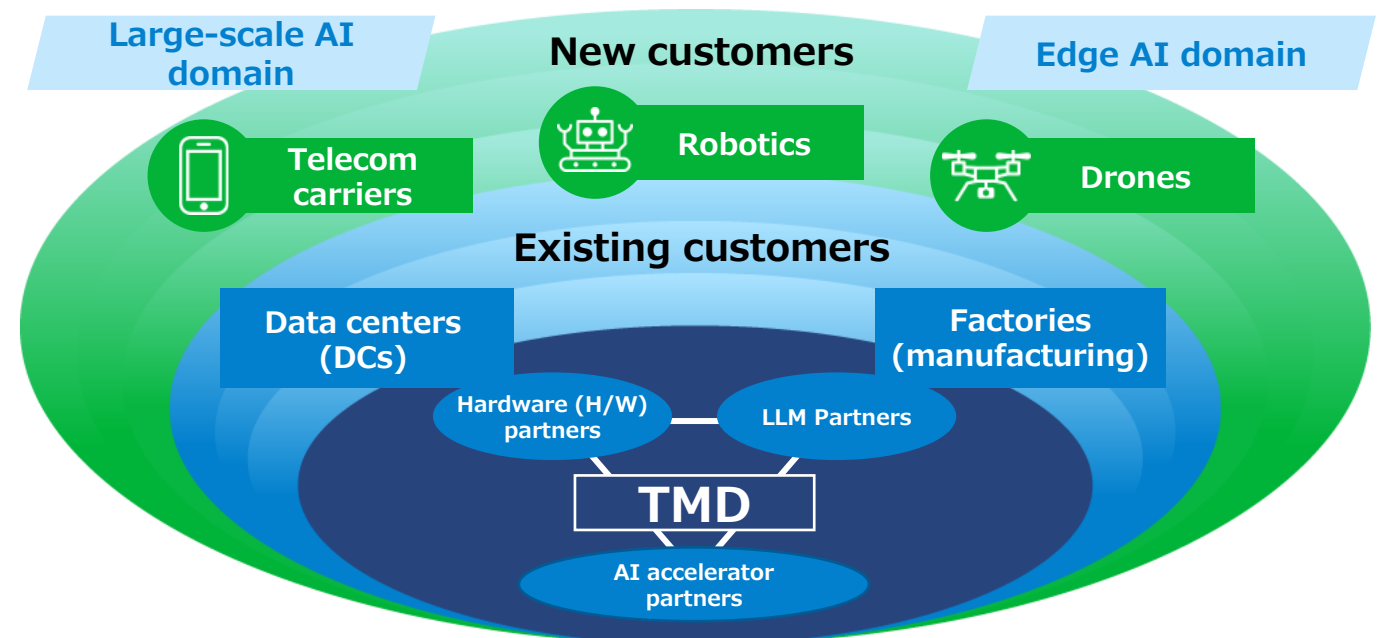
- Leveraging our memory business customer base to expand into the AI inference market through key software and hardware partnerships.

AI market size forecast



AI-solution initiatives centered on inference accelerators

Led by inference-focused AI accelerators, deploy AI solutions in collaboration with **Rebellions for large-scale AI domain** and **Mobilint for edge AI domain**, balancing expansion with existing customers and new customer acquisition



Large-scale AI



Run advanced inference using large-scale AI models on the data center(DC) side

<Key features>

- Large model size (LLMs*)
- Massive data volumes
- Large-scale computer resources

(*)Large Language Model

Edge AI



Run AI inference on devices at the edge, rather than in the cloud

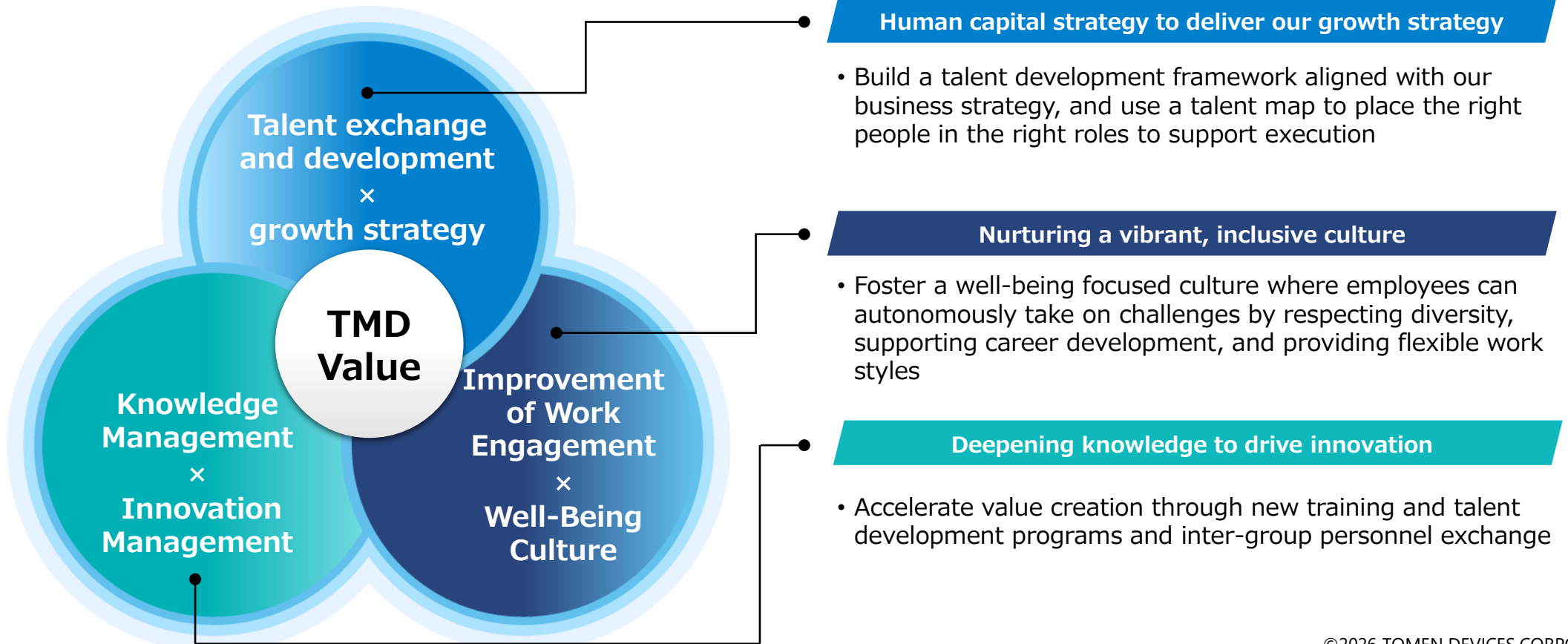
<Use cases>

- Factories(manufacturing)
- Surveillance cameras
- IoT devices



- Driving sustainable corporate value and innovation by investing in diverse talent and mobilizing our collective expertise and vitality. Driving progress toward our goals in three key areas by putting TMD Value into action.

Integrated approaches across three key areas

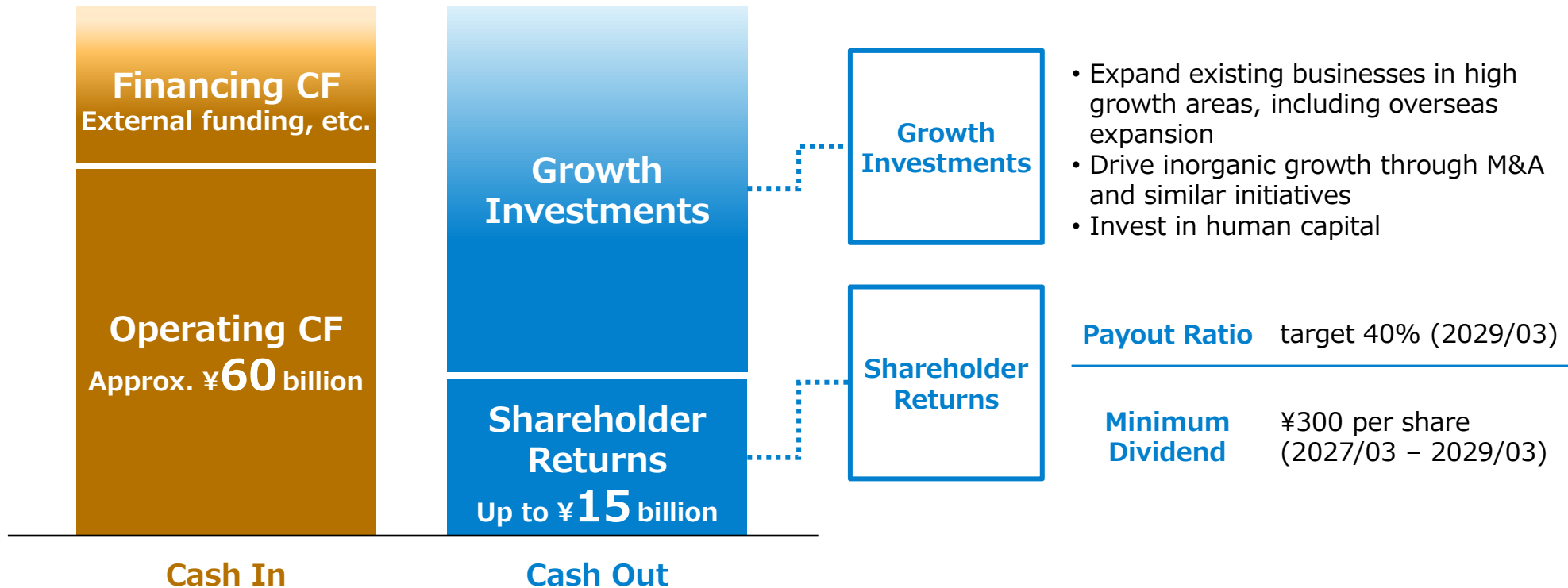


Financial Strategy (Cash Allocation)



- Aiming to create a virtuous cycle of growth and higher corporate value by allocating cash generated from our operations to growth investments and shareholder returns while maintaining financial soundness.

Cash Allocation (2027/03 – 2029/03 cumulative)

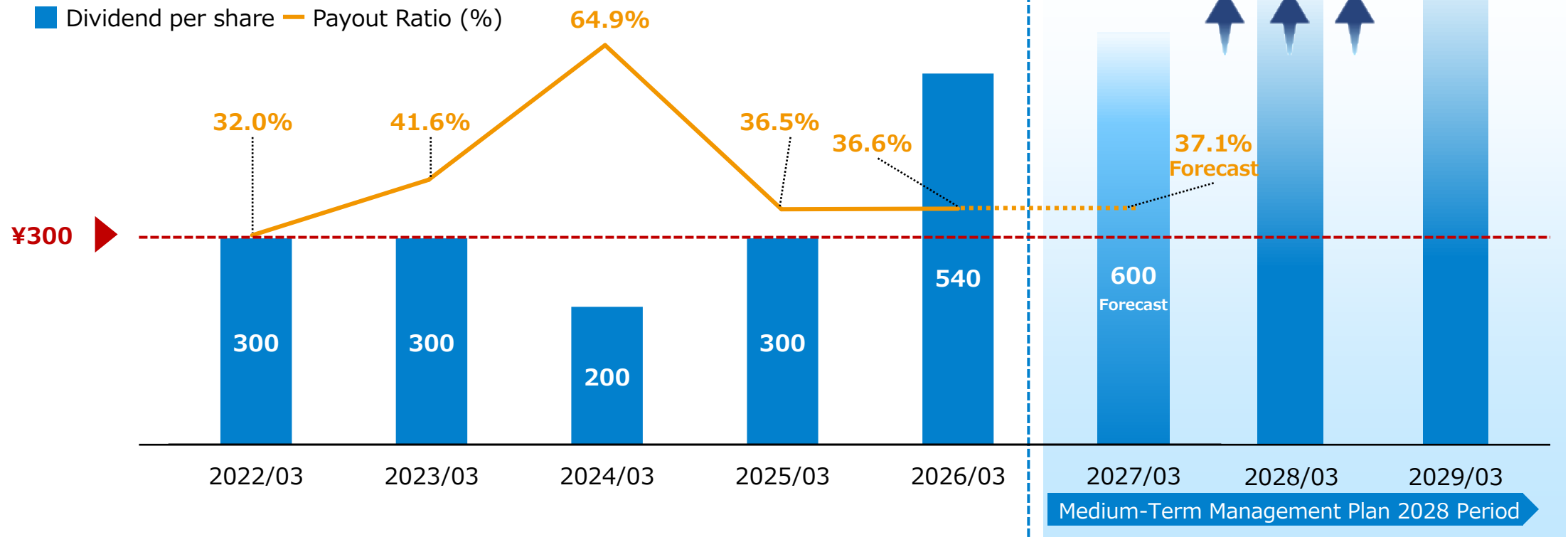


Financial Strategy (Shareholder Returns)



- Dividends will be performance-linked to ensure profit distribution in line with consolidated results for each fiscal year.
- To strengthen shareholder returns, set a new benchmark in the Medium-Term Management Plan: a minimum dividend of ¥300 per share and a target dividend payout ratio of 40% in the final year (FY ending March 2029)

Dividend per share and payout ratio





(Disclaimer)

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