TOYO Corporation

(TSE Prime: 8151)

Medium-Term Management Plan “TY2027”

November 13, 2024

TOYO Corporation

Quest for Precision

©TOYO Corporation

Contents

Review of Medium-Term Management Plan “TY2024” P.3

Long-Term Vision “BT600－2030” P.10

Medium-Term Management Plan “TY2027” P.14

1. KPIs
2. Business Strategy
3. Financial & Capital Strategies
4. Sustainability Management
5. Management that is Conscious of Cost of Capital and Stock Price

Appendix P.31

©TOYO Corporation

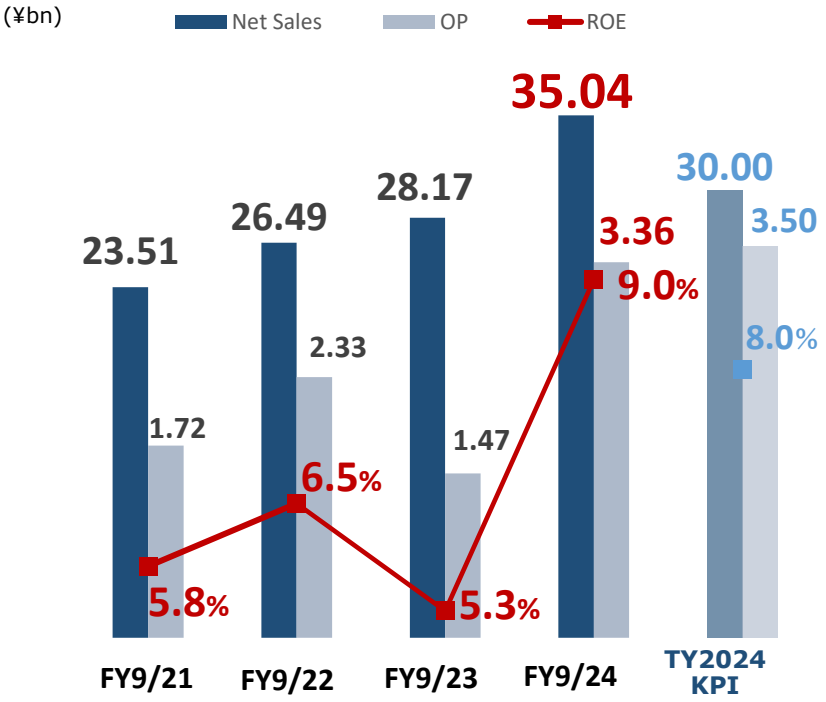
Review of Medium-Term Management Plan “TY2024”

©TOYO Corporation

TOYO Corporation
Quest for Precision

“TY2024” Review: KPIs

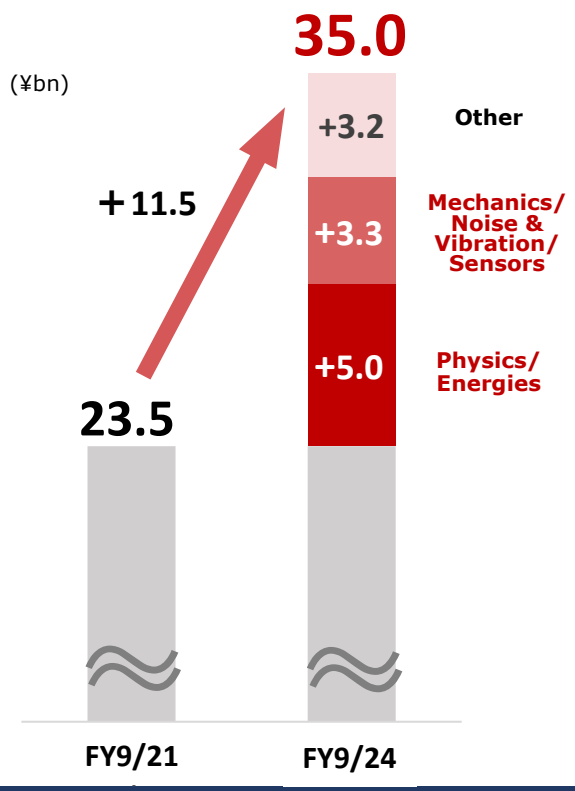
Despite impact from external factors such as FX during “TY2024,” net sales and ROE sharply exceeded targets, and OP was largely in line



(¥bn)	“TY2024” KPI	FY9/24 Results	vs KPI	Achieve-ment Rate
Net Sales	30.00	35.04	+5.04	116.8%
OP	3.50	3.36	-0.14	96.0%
ROE	8.0%	9.0%	+1.0	–

“TY2024” Review: Business Strategy

“TY2024”: Net Sales



Business Strategy

Promoting a Decarbonized Society	Physics / Energies Significant growth in product sales, including in-house development for next-gen batteries, hydrogen, EVs in response to robust investment in the decarbonization domain.
Realizing a High-Speed Communications Environment	ICT / Information Security R&D investment and capital expenditures in 5G related areas saw no growth and remained flat
Recurring Business	ICT / Information Security　Software Quality & Productivity　Life Science Subscription software sales saw further growth. Testing, calibration, evaluation services also expanded
Continued Investments in Technology Development	ICT / Information security　Mechatronics / Noise & Vibration / Sensors　New Fields Focus on developing new products and measurement solutions such as AD/ADAS related products and oil particle counter
Business Expansion through M&A	Mechatronics / Noise & Vibration / Sensors　Physics / Energies　EMC&Antenna　Life Science Acquired four domestic and international companies with potential business synergies through M&A

©TOYO Corporation

“TY2024” Review: Investment in Technology Development

Expanding in-house development & newly established R&D Center strengthens technological development capabilities

New Areas

- **Oil Particle Counter “PI-1000”**
  Stable and long-time unmanned measurement of micron-level particles (wear debris) in oil in industrial machinery
- **Cell Encapsulation Reagent “AGM™”**
  Low-cost 3D cell culture that mimics in vivo tissues

M&A

Mechatronics / Noise & Vibration / Sensors — **Rototest International**

- Hub Dynamometer
  The system reproduces actual driving conditions in a lab and evaluates car performance



Hub Dynamometer

Physics / Energies — **L·Tail**

- Fluid Control Equipment
  The equipment to control flow rate, pressure, temperature, etc. of fluids (gas, liquid, vacuum) in industrial processes and production lines

●R&D Center

Established a new hub for technology development in July 2023 with additional facilities to address customers’ R&D challenges
Significantly strengthening our R&D capabilities and accelerating in-house development


R&D Center (Koto-ward, Tokyo)

▶ EV Charging System Testing Lab

Equipped with multiple main charging protocols, carrying out charging evaluation tests all in one place
Providing EV charging evaluation services to expand our recurring business


EV Charging System Testing Lab (in R&D Center)

©TOYO Corporation

TOYO Corporation Quest for Precision

“TY2024” Review: M&A Results

We concluded the M&A of four domestic and international companies that have products, technology and facilities that will accelerate TOYO group’s business growth and offer promising synergies (acquisition price: ¥2.65bn annual sales: approx. ¥2bn)

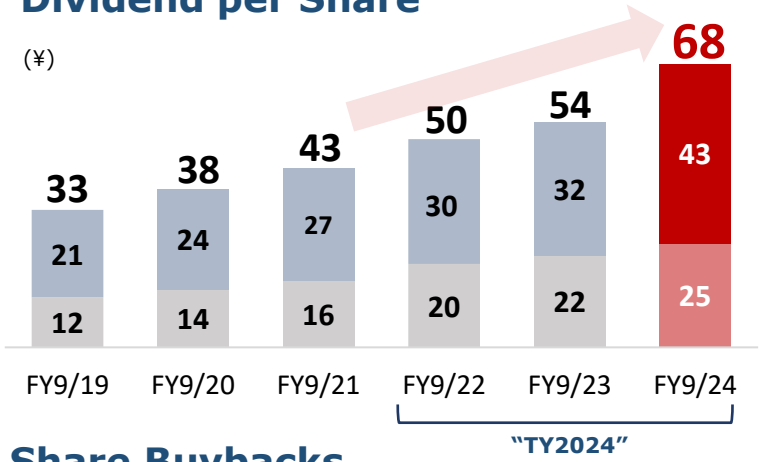
Company Name	Stock Transfer	Region	Business	Acquisition effects/ Expected synergies
LEXI Co., Ltd.	Mar 2023	Japan (Tokyo)	Medical software and hardware development	Securing top share in orthopedic digital planning tools, further strengthening the Life Science business
				“TY2027” Sales Plan: ¥0.5bn
Rototest International AB	Nov 2023	Sweden	Development and manufacturing of hub dynamometers	Expanding sales of hub dynamometer for AD/ADAS development in the global market
				“TY2027” Sales Plan: ¥1.3bn
TOYO EMC Engineering	Jan 2024	Japan (Tokyo, Hyogo, Tsukuba)	EMC testing and measurement equipment calibration	Having 3 testing laboratories in Japan with anechoic chambers Expanding EMC and calibration businesses by combining knowledge and technical capabilities
				“TY2027” Sales Plan: ¥1.5bn
L.Tail Co., Ltd.	Mar 2024	Japan (Hyogo)	Design and manufacturing of fluid control equipment(gas, liquid, vacuum)	Developing and manufacturing fluid control equipment using proprietary technology Planning to increase the production of hydrogen-related evaluation systems
				“TY2027” Sales Plan: ¥0.6bn

©TOYO Corporation

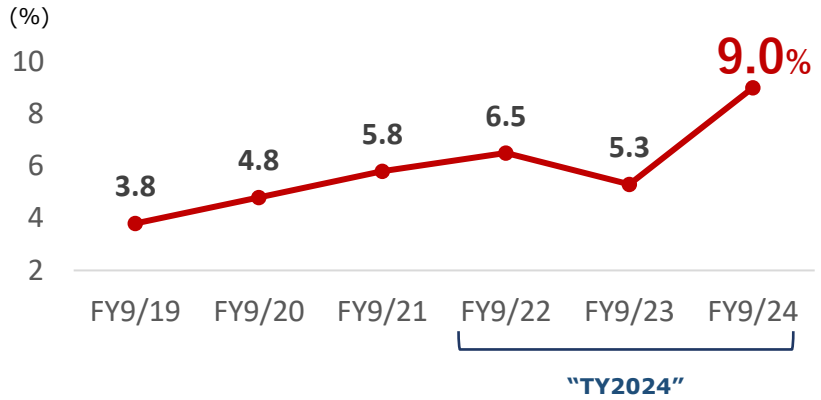
“TY2024” Review: Financial and Capital Strategy

Financial & Capital Strategy

Dividend per Share



ROE



Share Buybacks

Period	Type	No. of Shares	Cost
12 Aug 2022 – 15 Jun 2023	Common stock	1,492,100	¥1.99bn
8 Aug 2024 – 3 Oct 2024	Common stock	936,600	¥1.49bn

©TOYO Corporation

“TY2024” Review: Strengthening Management Foundation, Sustainability Initiatives

ESG

●**Established a Sustainability Committee**
A Committee chaired by the President and consisting of the heads of sales, engineering, and administration divisions to review and deliberate on sustainability projects.

● **Set up a Nomination and Compensation Committee**
An advisory body to the Board of Directors for the purpose of strengthening corporate governance by enhancing the fairness, transparency and objectivity of procedures relating to director nomination, dismissals, and compensation.

●**Achieved the Human Capital targets**
Successfully achieved the targets of at least 8% for women in management roles, maintained 50% or more for managers hired from mid-career recruitment

● **Support for TCFD**
TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES
Disclosing climate-related risks and opportunities based on a medium to long-term view assuming 2030/2050 and in compliance with the recommendations

● **Received a third-party assurance of greenhouse gas emissions**
Received third-party evaluation and verification report on greenhouse gas (GHG) emissions data (Scope 1, 2, 3) in FY2023 from JACO (Japan Audit and Certification Organization for Environmental Quality) in accordance with ISO 14064-3

External Evaluations

● **Selected for FTSE Blossom Japan Sector Relative Index**
(First selected in July 2023, re-selected in July 2024)

FTSE Blossom Japan Sector Relative Index

● **Received a B score in the CDP Climate Change Report**
(February 2024)

CDP DISCLOSURE INSIGHT ACTION

Long-Term Vision “BT600—2030”

©TOYO Corporation

“BT600－2030”: Our Strengths

Leveraging our unique business model, we are a measurement solutions provider without peers

Strength as a trading company

Understand and respond to customer needs through a technology-oriented approach

Proposals

With our 70 years of experience in advanced measurements and more than 150 partners in the world, we provide entire solutions to meet a wide range of customer needs

×

Strength as a manufacturer

Offer further added value with our cultivated measurement technology and knowhow

Development

We develop original advanced measurement solutions by combining our unique technical expertise with existing products. We aim to expand our in-house development and devoted to generating high-value and high-quality products through open innovation.

Human Capital and Management Foundations for Sustainable Growth

©TOYO Corporation

“BT600－2030”: Overview

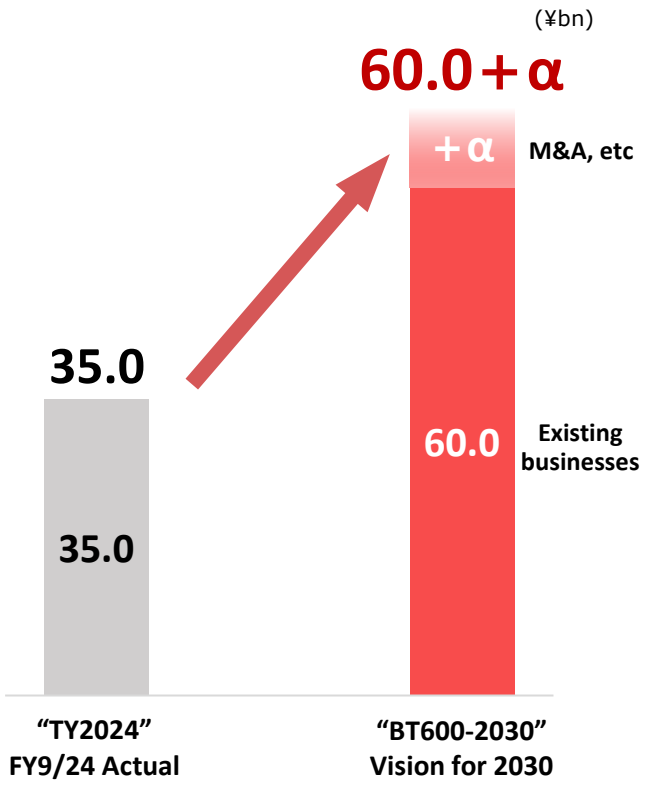
TOYO’s Vision for 2030

BreakThrough600

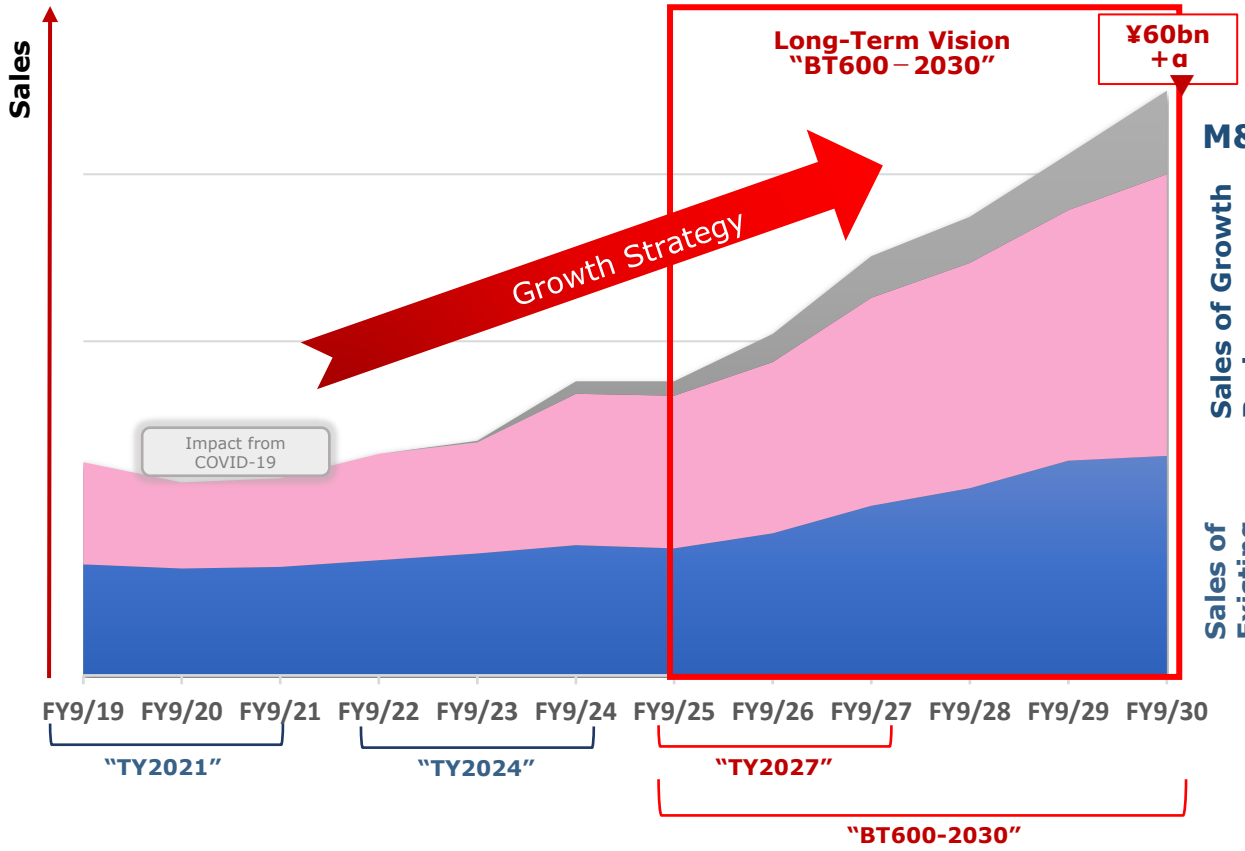
(Challenge to exceed ¥60.0bn in net sales)

Net Sales	OP	ROE
¥60.0bn+α	¥7.5bn	15%

We aim for further increase in our corporate value by focusing on “Advanced Mobility, Sustainable Energy, and Defense & Security” that contribute to the environment and society, promoting “High Value-Added Strategy” to provide unique value to customers, “Overseas Strategy” to expand business in the global market, and “M&A Strategy” to achieve rapid growth



“BT600－2030”: Growth Trajectory



M&A

Sales of Growth Businesses

Sales of Existing Businesses

M&A

Successful M&A to accelerate scale expansion

Growth Businesses

Advanced Mobility business continues to drive growth

Sustainable Energy business will see results of “TY2027” in 2030

Ocean / Defense & Security business growing in line with long-term development of national defense capabilities

Existing Businesses

Generate stable cash flow with steady sales growth in each business

By contributing to society, we aim to improve our corporate value in a sustainable manner and provide further returns to our stakeholders

Medium-Term Management Plan “TY2027”

©TOYO Corporation

Medium-Term Management Plan “TY2027”: Contents

1. KPIs — P.16

2. Business Strategy — P.17
   - 2-0. Business Environment for Our Key Markets, Reorganization of Business Portfolio, Key Measures by Segments
   - 2-1. Focused Business Areas
   - 2-2. Differentiation by Offering High Value-Added Products
   - 2-3. Expansion of Overseas Businesses
   - 2-4. M&A to Accelerate Growth Strategy

3. Financial & Capital Strategies — P.26

4. Sustainability Management — P.28

5. Management that is Conscious of Cost of Capital and Stock Price — P.30

©TOYO Corporation

1. KPIs

In the final year of "TY2027," (FY ending September 2027), which is also the midpoint of "BT600-2030," we aim for ¥45.0 billion in net sales, ¥4.5 billion in OP, and 11% ROE through organic growth.
With addition of M&As, we aim for net sales of over ¥50.0 billion.

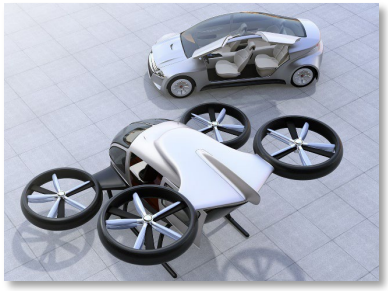
(¥bn)	FY9/24 Actual	"TY2027" FY9/27		Change (Organic)		CAGR (Organic)
		KPI	+M&A	Value	%	
Net Sales	35.04	45.0	50.0 or more	+9.96	+28.4%	8.7%
OP	3.36	4.5	–	+1.14	+33.7%	10.2%
OP Margin	9.6%	10%	–	+0.4P	–	–
ROE	9.0%	11%	–	+2.0P	–	–

2-0. Business Environment for Our Key Markets

Advanced Mobility

Development of autonomous driving technology and connected cars, as well as further electrification and shift to fuel cells

Development of flying cars (eVTOL) is also progressing



Sustainable Energy

R&D and infrastructure development for next-generation batteries and hydrogen energy use are progressing globally

A good opportunity to expand overseas to cater the needs for measurement and evaluation technology



Defense & Security

National defense spending is expected to rise to approx. ¥43 trillion over 5 years from FY2023

Increased purchases of equipment with more advanced technology to improve defense capabilities



FX

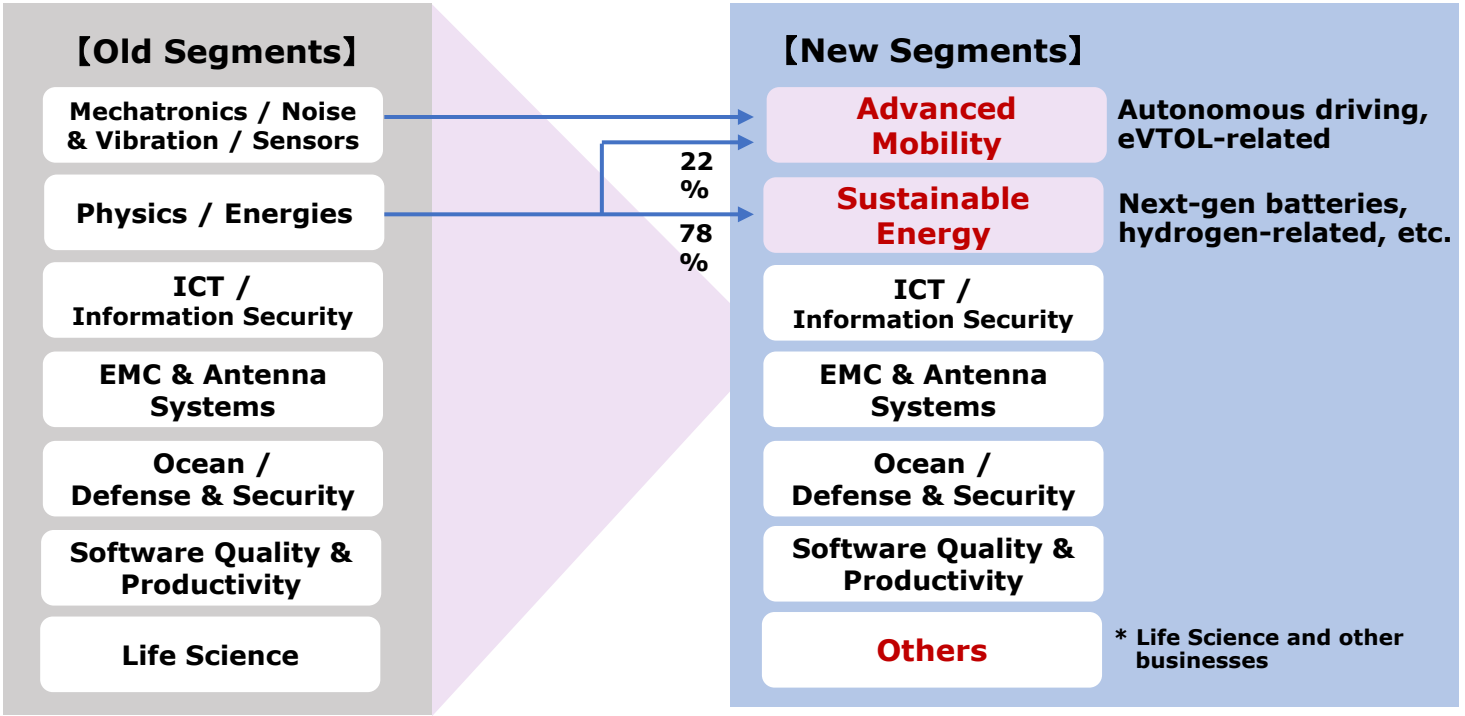
As the economy becomes more globalized, exchange rate fluctuations become more volatile and difficult to predict

Although we use forward contracts to reduce the impact of exchange rate fluctuations, sudden fluctuations are a risk factor



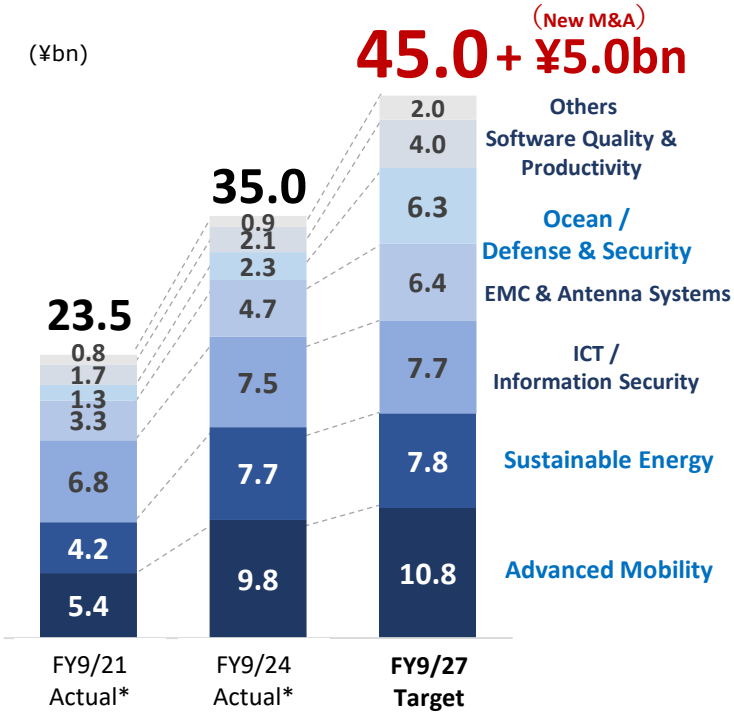
2-0. Reorganization of Business Portfolio

We have reorganized parts of our business divisions to maximize our strategies for each target market. The following segment names have been changed to reflect and clarify the business content



2-0. Key Measures by Segments

By promoting growth strategies in each business segment, we aim to achieve net sales of ¥45.0 billion in FY9/27



*For comparison, the figures have been reclassified into new segment names

Segment	Key Measures
Advanced Mobility	Overseas expansion of VILS centered on hub dynamometers; Entry into air mobility along with charging and electric-related measurements
Sustainable Energy	Strengthening production platform of evaluation equipment for hydrogen market; Product lineup expansion; Developing new in-house solutions for electrochemistry
ICT / Information Security	Expanding business of in-house developed product "SYNESIS"; Increase sales of security products by strengthening our partner strategy
EMC & Antenna Systems	Expansion of testing and calibration business through group synergy; Expanding in-house developed products to the domestic/Chinese EMC market
Ocean / Defense & Security	Expansion of equipment that contributes to improving defense capabilities; Introduction of new civilian marine sounding equipment
Software Quality & Productivity	Accelerating the shift to recurring business for core products
Others	Launching new medical product development; Commercialization of various in-house developed products and solutions

©TOYO Corporation

2-1. Focused Business Areas: Advanced Mobility

【Key Strategy】

▶ Expand the VILS business

Expanding business in the VILS field for AD/ADAS development through automobile development simulation centered on the hub dynamometer manufactured by subsidiary Rototest

▶Promote the air mobility business

Expanding sales of measuring instruments for the development and testing of "eVTOL" (flying cars) and launching certification testing services in partnership with a US company

■VILS Business

【Market】

Automotive simulation market is predicted to reach US$2.5bn in 2024 and US$4.45bn in 2030*



Hub dynamometer

【Client】

Automobile manufacturers
parts suppliers
test suppliers

【Key strategy】

■ Global business development of solutions centered on Rototest's hub dynamometer system

*Source: 360iResearch 2024

■Air Mobility Business

【Market】

Domestic air mobility parts market is expected to reach ¥74.5 billion in 2030 and ¥450 billion in 2035*



Image of measurement technology image for eVTOL development

【Client】

Aircraft manufacturers
Aircraft parts suppliers
Research institutes

【Key strategy】

・Proposal for measurement solutions based on our experience working with SkyDrive
・Collaboration with a US partner with certification expertise

※Source: Yano Research Institute, 2023

2-1. Focused Business Areas: Sustainable Energy

【Key Strategy】

▶Expand decarbonization business with hydrogen energy-related products

・Expanding sales of fuel cell/water electrolysis evaluation equipment for the hydrogen market
・Utilizing subsidiary L-Tail and aggressive global expansion

▶"Sowing the seeds" for future battery business expansion

・Creating added value through our own solutions
・Accelerating new technology and product development through open innovation

■Hydrogen Business

【Market】 The revised "Basic Hydrogen Strategy" in 2023 estimates that ¥15 trillion in public and private investment is planned over the next 15 years.*

【Client】 automobile manufacturers, component manufacturers, universities, government agencies, etc.

【Key strategy】

■ Strengthening the production capabilities of L.Tail, which manufactures and installs fluid control equipment, to improve in-house development.

■ Expansion of global sales through OEM production of fuel cell evaluation systems

*Source: The Ministerial Council on Renewable Energy, Hydrogen and Related Issues 2023

■Battery Business

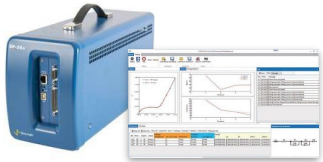
【Market】 The "Battery Industry Strategy" announced in 2022 calls for expansion of both in-vehicle and stationary battery use, with the market expected to reach approx. ¥40 trillion by 2030.* Government-funded projects such as the GI Fund & GteX are also boosting investment

【Client】 automakers, next-gen battery manufacturers, component manufacturers, universities, government agencies, etc.

【Key strategy】

■Differentiation by developing new, original and high-value-added solutions

■Strengthening open innovation with companies and universities, and accelerating the development of new technologies and products



Utilizing research by the University of Tokyo, TOYO has commercialized impedance analysis software, adding value to existing businesses

*Source: Ministry of Economy, Trade and Industry 2022

2-1. Focused Business Areas: Defense & Security

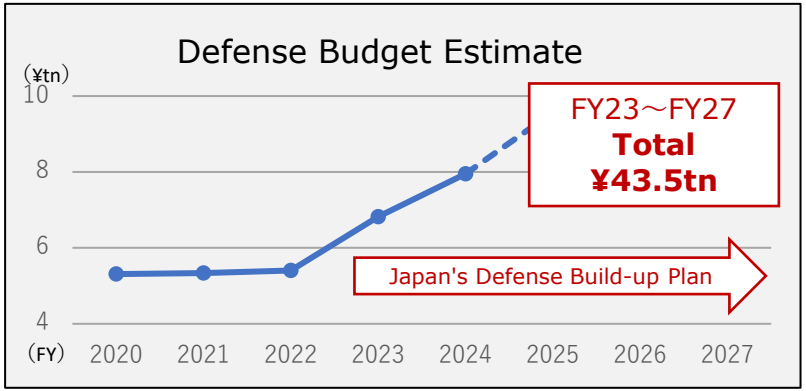
【Key Strategy】

▶Provide equipment that contributes to improving defense capabilities

Expanding sales of defense equipment such as multibeam echosounders, underwater communication systems, and infrared cameras to be installed on ships

【Market】

Defense spending to rise significantly between FY9/23 and FY9/27 to boost defense capabilities*



*Source: 2020 Defense White Paper

【Client】

Ministry of Defense,
defense-related companies, shipyards

【Key strategy】

■ Winning significant orders by introducing a wide range of cutting-edge strategic products to contribute to Japan's national security

■Continuous product development and recommendations to strengthen defense capabilities

■Specializing in defense equipment, primarily measuring instruments (defense and support systems without direct offensive capability)



Infrared camera

2-2. Differentiation by Offering High Value-Added Products

Key Strategy

▶Further expand recurring business

Evolving our business from "selling products" to "selling experiences" to stabilize revenue through repeat orders and increase profit margins

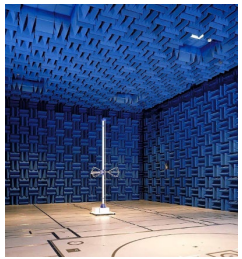
▶Expand business with in-house development

Developing original products to increase added value and margins

■ Recurring Business

Continue to actively promote recurring business

→Aim for approx. 20% growth in 3 years



Anechoic chamber at Kawasaki Testing Laboratory, TOYO EMC Engineering

■ Examples

- Software product subscription business
- Testing and calibration services
- Evaluation and consulting services
- Consumables

Recurring Business: products/services that can be sold repeatedly to the same customers on a regular basis

■ New In-house Developed Product

Oil Particle Counter "PI-1000"

Monitoring to measure particles in lubricating oil caused by machine wear overtime in order to optimize maintenance timing and predictive maintenance, resulting in labor savings and an extended life of industrial infrastructure

【Possible targets】

- Automobiles, trains
- Wind / thermal power generators
- Water gates for hydro-power plants
- All oil lubrication devices

*The image is of a product in development



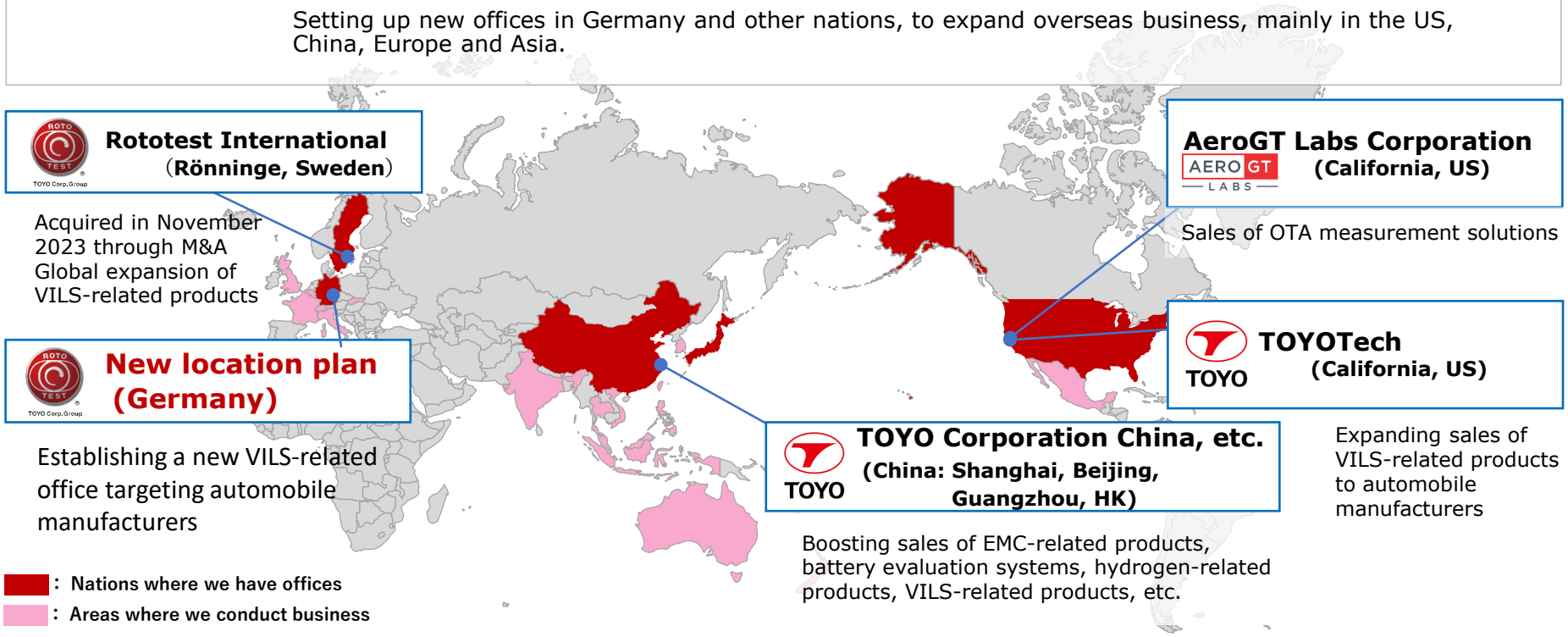
Oil Particle Counter "PI-1000"

2-2. Expansion of Overseas Businesses

【Key Strategy】

▶Establish offices to boost overseas sales

Setting up new offices in Germany and other nations, to expand overseas business, mainly in the US, China, Europe and Asia.



Rototest International (Rönninge, Sweden)

Acquired in November 2023 through M&A
Global expansion of VILS-related products

New location plan (Germany)

Establishing a new VILS-related office targeting automobile manufacturers

AeroGT Labs Corporation (California, US)

Sales of OTA measurement solutions

TOYOTech (California, US)

Expanding sales of VILS-related products to automobile manufacturers

TOYO Corporation China, etc. (China: Shanghai, Beijing, Guangzhou, HK)

Boosting sales of EMC-related products, battery evaluation systems, hydrogen-related products, VILS-related products, etc.

: Nations where we have offices
: Areas where we conduct business

2-4. M&A to Accelerate Growth Strategy

M&A Strategy

We promote M&A activities based on fundamental principles to accelerate business growth and realize steady and sustainable corporate value enhancement

Target

Business Expansion: Domestic and overseas companies with technologies and customer bases that accelerate the growth of existing businesses

New Businesses: Domestic and overseas companies that can utilize our technology to develop into new markets and businesses

Strengthening Development: Domestic and overseas companies with development and production capabilities for commercialization of our products

Process

Review System: Due diligence and synergy evaluation conducted by key divisions

Decision-making: Discussion at the Investment Advisory Council and final decision at the Board of Directors

Promoting Integration: Building governance and encouraging synergy realization led by the PMI team

Financial Discipline

Investment Execution: Selecting the optimal fundraising method while maintaining financial soundness

Price Evaluation: Setting an appropriate investment price that reflects synergies and financial impact

Monitoring: Quarterly investment review and monitoring of governance

©TOYO Corporation

3. Financial & Capital Strategies: Cash Allocation

Over 50% of operating cash flow and fund raising to be allocated to growth investments, including M&A
Strategic allocation for shareholder returns; Aiming for business growth and improved capital return

Capital	Usage	
Funding (Asset Sales & Loans) ¥6.0bn	Growth investment ¥8.5bn	・M&A and alliances ・Investment in growth businesses ・Overseas business expansion ・R&D investment
Cashflow from revenue ¥9.0bn +α	Strengthen management foundation ¥1.5bn	・Human resources (education, health management) ・Capital expenditure (expand functionality of existing equipment, etc.) ・DX/AI (investments in sales and management operations)
	Shareholder returns ¥5.0bn +α	・Continuous increase of DOE by at 5% or more ・Implementation of flexible share buybacks while balancing with growth investments

3. Financial & Capital Strategies: Shareholder Returns

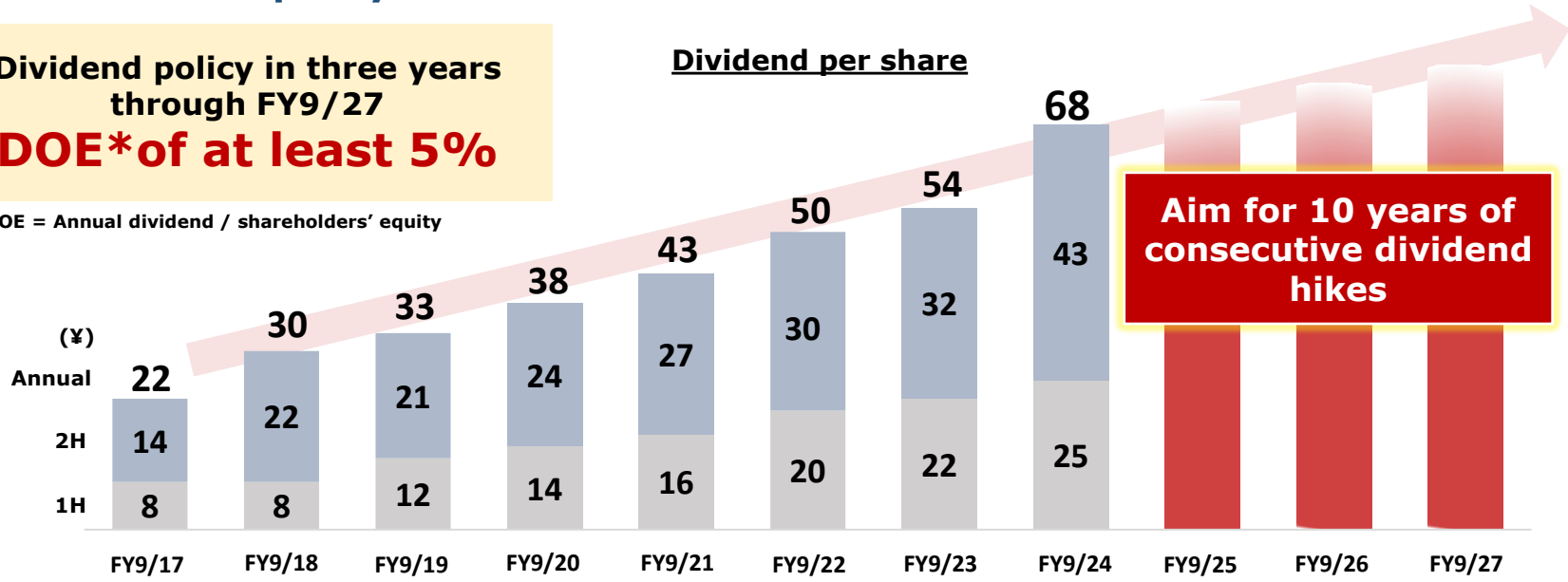
A new dividend policy aimed for continued dividend hikes in future

Dividend policy in three years through FY9/27

DOE*of at least 5%

*DOE = Annual dividend / shareholders' equity

Dividend per share



Share Buybacks

- Completed share buyback announced in August 2024 at the beginning of FY9/25
- Continuing to consider the balance with growth investments as appropriate

4. Sustainability Management: Sustainability Medium-Term Plan “STY2027”

“STY2027”

Among the 5 materiality themes, we have set the items on which we will place particular focus in “TY2027” as our mid-term sustainability plan, “STY2027,” and are promoting company-wide initiatives.

1. Contribute to Innovation and Industrial Growth
2. Promote Environmental Conservation
3. Establish a Strong and Sound Management Base

■Main Sustainability Goals by the fiscal year ending September 2027

- Obtain a score of "A⁻" or higher in the CDP Climate Change Report
- Increase sales of solutions that contribute to realizing a decarbonized society
- Increase the ratio of female managers to 11% or more
- Obtain certification as a Health & Productivity Management Outstanding Organizations

<Corporate Philosophy>

・Creating the Future with Measurement Technologies
・Technology Interface
・Enhance Corporate Value

<Basic Sustainability Policy>

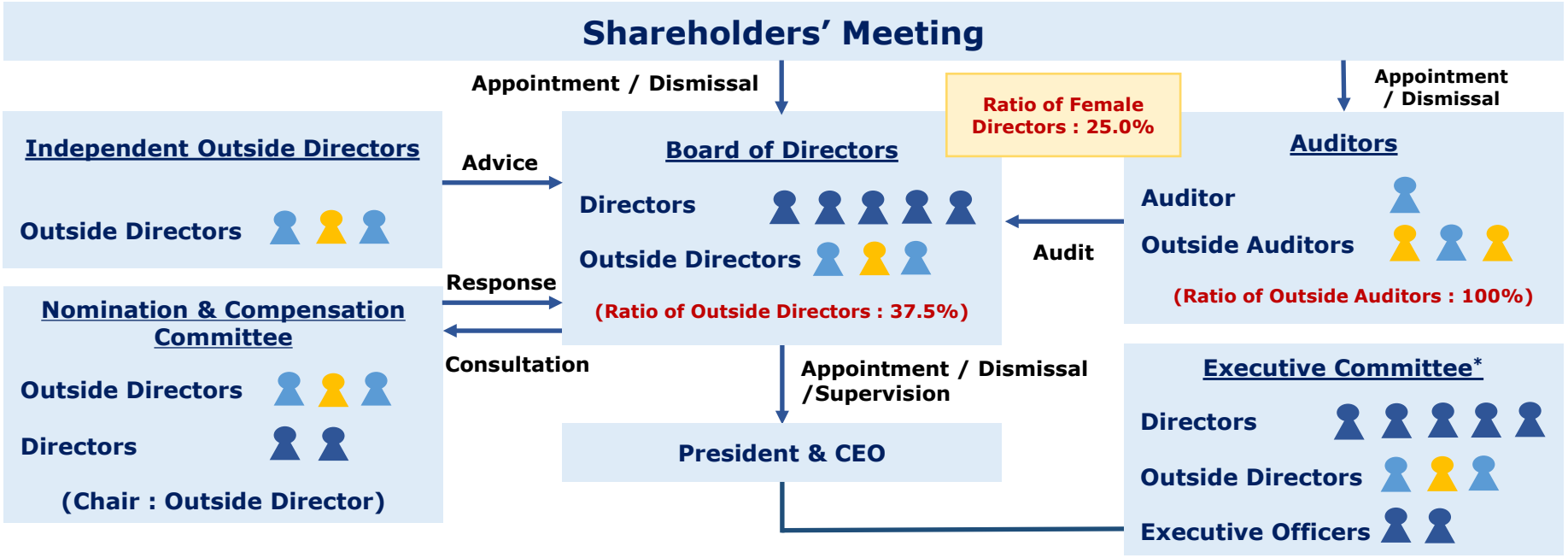
As a leading provider of measurement solutions, we promote business activities based on the corporate philosophy aiming for sustainable growth and contribute to the creation of sustainable future through solving social issues.

5 Materiality Themes	**01 Contribute to Innovation and Industrial Growth**	**02 Promote Environmental Conservation**
03 Actualize Safe, Secure, and Fulfilling Lives	**04 Foster Diverse and Competitive Talents**	**05 Establish a Strong and Sound Management Base**

4. Sustainability Management : Strengthen Governance

Continue to Strengthen Corporate Governance System

(Structure after the General Meeting of Shareholders in Dec 2024)



Internal Officers

Male Outside Directors / Auditors

Female Outside Directors / Auditors

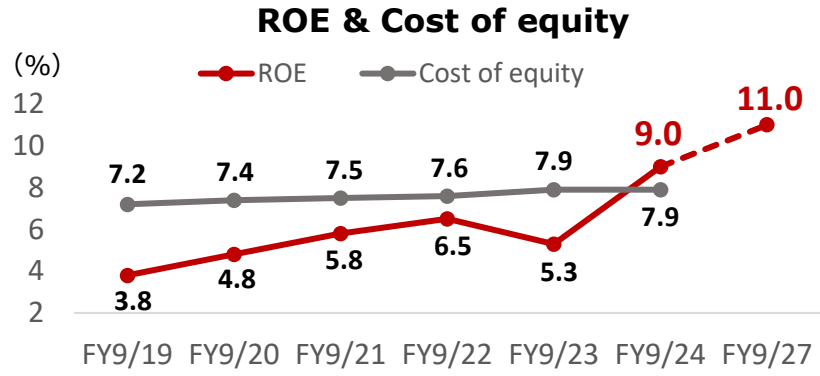
*All directors attend to discuss key issues and decide on policies. Generally held every week

5. Management that is Conscious of Cost of Capital and Stock Price

Review of FY9/24

- Achieved ROE of 9.0% with improved earnings
- PBR rose to 1.24x at end September 2024

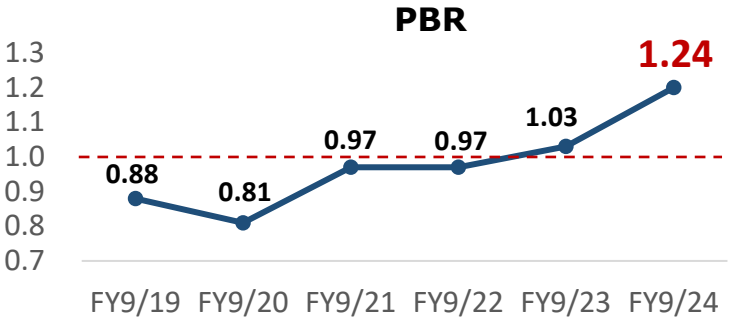
We plan to continue to achieve an ROE that exceeds the cost of equity and increase our stock price and PBR.



KPI for FY9/27

ROE 11%

- Improve business performance by promoting "TY2027"
- Increase capital efficiency and shareholder returns
- Appropriate disclosure and strengthened dialogue with investors



Appendix

©TOYO Corporation

Company Data

Registered Name	**TOYO Corporation**
Stock Exchange Listings	**Tokyo Stock Exchange Prime Market (Code: 8151)**
Representative	**Toshiya Kohno, President & CEO**
Head Office	**1-6, Yaesu 1-chome, Chuo-ku, Tokyo 103-8284, Japan**
Date of Establishment	**September 4, 1953**
Capital	**¥4,158 million**
Number of Employees	**650 (consolidated)/522 (non-consolidated)** *As of September 30, 2024
Fiscal Year End	**September**
Website	**https://www.toyo.co.jp/english/**

©TOYO Corporation

Company Earnings

(¥bn)	FY9/15	FY9/16	FY9/17	FY9/18	FY9/19	FY9/20	FY9/21	FY9/22	FY9/23	FY9/24
Net Sales	20.99	21.67	21.58	23.59	25.54	23.10	23.51	26.49	28.17	35.04
Gross profit margin (%)	41.1	42.4	45.5	44.8	43.4	41.8	43.9	43.6	41.0	43.3
Operating profit	1.25	1.31	1.27	1.42	1.86	1.25	1.72	2.33	1.47	3.36
Operating profit margin (%)	6.0	6.1	5.9	6.1	7.3	5.4	7.3	8.8	5.2	9.6
Ordinary profit	1.67	1.39	1.03	1.44	1.86	1.45	2.23	2.77	1.80	3.37
Profit attributable to owners of parent	1.00	0.88	0.49	1.22	1.14	1.43	1.73	1.91	1.53	2.52
Net earnings per share (¥)	37.41	35.23	20.04	49.38	46.47	58.74	70.97	81.16	67.50	112.95
Net assets	30.22	28.88	29.14	30.12	29.90	30.26	29.73	29.39	28.31	28.12
Total assets	34.76	33.35	33.72	34.62	34.55	34.51	38.87	41.59	39.95	39.13
Equity ratio (%)	86.7	86.3	86.1	86.6	86.1	87.1	76.1	70.4	70.6	71.6
ROE (%)	3.3	3.0	1.7	4.1	3.8	4.8	5.8	6.5	5.3	9.0
Dividend per share (¥)	30	36	22	30	33	38	43	50	54	68
DOE (%)	2.6	3.1	1.9	2.5	2.7	3.1	3.5	4.0	4.3	5.3

©TOYO Corporation

Terminology

Next-Generation Batteries	A general term for new rechargeable batteries intended to replace lithium-ion batteries
Hub Dynamometer	A system that is directly connected to the hubs and evaluate vehicle performance by simulating the actual driving conditions
Calibration	The process of verifying and adjusting the accuracy of measurement instruments to ensure they remain within specified tolerances
Oil Particles	Wear particles, often at the micron level, released into lubricating oil from friction in mechanical sliding components
Fluid Control Equipment	Equipment designed to precisely regulate the flow of liquids or gases such as air, water, oil, or gas, maintaining specific pressures or flow rates
AD/ADAS (Autonomous Driving / Advanced Driver Assistance Systems)	AD : A technology aiming for fully autonomous driving, where the vehicle independently recognizes its surroundings and performs driving tasks without driver intervention ADAS : Technologies that assist the driver, forming the basis for full automation
EMC (Electromagnetic Compatibility)	The ability of electronic devices to function properly without causing electromagnetic interference to other devices or being adversely affected by external electromagnetic fields
eVTOL (Electric Vertical Take-Off and Landing)	Aircraft capable of vertical takeoff and landing powered by electric propulsion
OTA (Over-the-Air)	A method of performance testing conducted in wireless communication environments
VILS (Vehicle In-the-Loop Simulation)	A technology that integrates real vehicles with simulation environments, enabling more realistic evaluation and testing under real-world conditions

©TOYO Corporation

Disclaimer

- This document is intended to provide corporate information, financial information, management indicators, etc. of TOYO Corporation (hereinafter "the Company"), but does not make any representations or guarantees regarding the contents
- The Company has taken great care in preparing the information contained in this document but does not guarantee the accuracy or completeness of the information.
- The publication of this document is not intended to solicit investment. Investment decisions should be made at your own discretion.
- Some of the information contained in this document includes statements regarding future performance. These statements do not guarantee future performance and contain risks and uncertainties. Please note that future performance may differ from actual results due to changes in the environment, etc.
- The information contained in this document is current as of the date of this document (or any date otherwise specified therein), and the Company is under no obligation to change or correct such information in light of new information, future events or other discoveries.

Inquiries

TOYO Corporation

IR Group, Corporate Planning Division

toyo-ir@toyo.co.jp

Investor Relations

https://www.toyo.co.jp/english/ir/

IR Newsletter Registration

https://www.toyo.co.jp/english/ir/mail-magazine/

©TOYO Corporation

"はかる"技術で未来を創る
東陽テクニカ