

TOYO Corporation

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CORPORATE  
PROFILE  
2024

[www.toyo.co.jp/english/](http://www.toyo.co.jp/english/)

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Creating the Future with "Measurement Technologies"

Cutting-edge Measurement Solutions

Support Technology Innovations



**MESSAGE FROM CEO**


On September 4th, 2023, we celebrated our 70th anniversary. We sincerely appreciate the supports from all of our stakeholders.

As a leading provider of “measurement” solutions, TOYO Corporation has been contributing to technology innovations in diverse industries. Through our variety of business segments - ICT (Information and Communication Technologies), Advanced Automobile Development, Environment and Energy, EMC (Electromagnetic Compatibility), Ocean Defense and Security, Software Development, Life Science, and Information Security, we provide solutions in Japan and international markets.

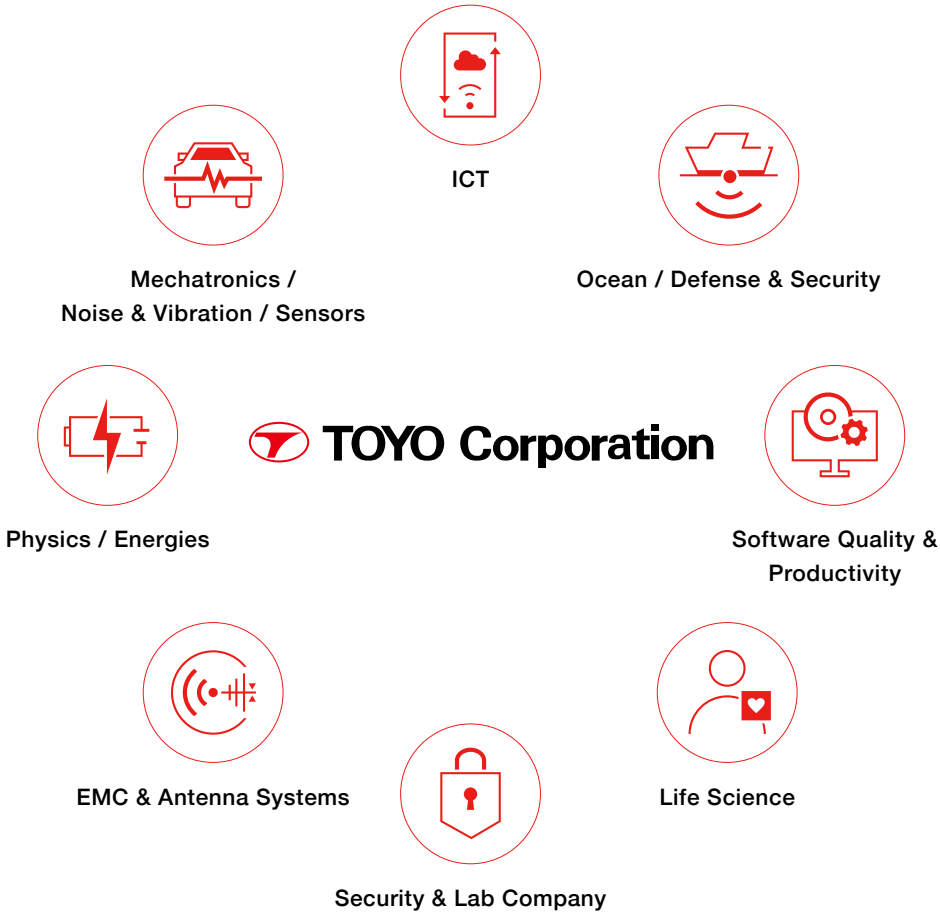
TOYO is on a mission to promote growth strategies by developing high-value-added original products and solutions, focusing on high potential markets in both domestic and overseas, and making strategic investments.

As TOYO's diverse business segments directly contribute to achieving SDGs and making the sustainable society, we remain committed to solve social challenges and enhance corporate value.

Toshiya Kohno  
President & CEO



Our 8 Business Segments



For more details, refer to pages 14 to 17 ▶



For more information, visit Sustainability page on our website

# Our Approach to Sustainability

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.

## Corporate Philosophy

### Creating the Future with Measurement Technologies

As a leading company in measurement technologies, contribute to enriching society, and realizing human and earth friendly environments.

### Technology Interface

Accelerate and support technology innovation by providing the most advanced measurement solutions to the global industrial arena.

### Enhance Corporate Value

Ensure the success and well-being of employees and stakeholders by continuously creating measurement systems, products, and services.

## Action Guidelines

### Be Professional

Take on tasks with integrity and maintain a high degree of dignity and capabilities.

### Be Innovative

Venture into new businesses and technologies with a flexible mindset.

### Medium-Term Management Plan "TY2024"

Our growth strategies are based on three pillars, "business strategy", "financial and capital strategy" and "strengthening our management foundation". As a leading provider of measurement solutions contributing to creating a sustainable society, we enhance corporate value and shareholder returns.



## Environment

Environmental conservation activities accordance with ISO 14001

### Pursue a Carbon-Free Society

We engage in the reduction of CO<sub>2</sub> emission by supporting the development of secondary batteries, Electric Vehicles(EVs), and renewable energy.

### Achieve a Recycle-Oriented Society

We contribute to recycle-oriented society by promoting proper waste management and resource conservation to reduce environmental impact.

### Restore Ocean Health

We provide undersea observation solutions effective for ocean surveys and contribute to help stop ocean pollution and to get back our rich marine ecosystem.

## Social

TOYO's responsibility for creating the better society

### Respect Diversity and Human Rights

We build a corporate culture in which every employee, regardless of gender, nationality, or disability, may work comfortably.

### Encourage Continuous Skill Development

We enhance educational programs and career support, and develop the performance review rating scale to maximize employee potential.

### Enhance Comfortable Working Environment

We place a high priority on work-life balance and mental health management to create a comfortable working environment.

## Governance

Policy and basic concept on corporate governance

### Enhance a Strong and Sound Corporate Governance Structure

We aim to sustainably enhance corporate value by strengthening the transparency, soundness and credibility of management.

### Develop and Reinforce Risk Management System

We work toward sustainable growth by strengthening internal controls, managing potential risks and improving internal penetration.

### Ensure Compliance

We remain a sound and fair company that complies completely with all laws and regulations by providing clear risk countermeasures to all employees.

## Involvement in Initiative/ External Evaluation



TOYO is a member of TCFD Consortium and concurs with the TCFD recommendations.



TOYO has been selected as an index constituent of FTSE Blossom Japan Sector Relative Index as of June 2023.



# Measurement Solutions Provider

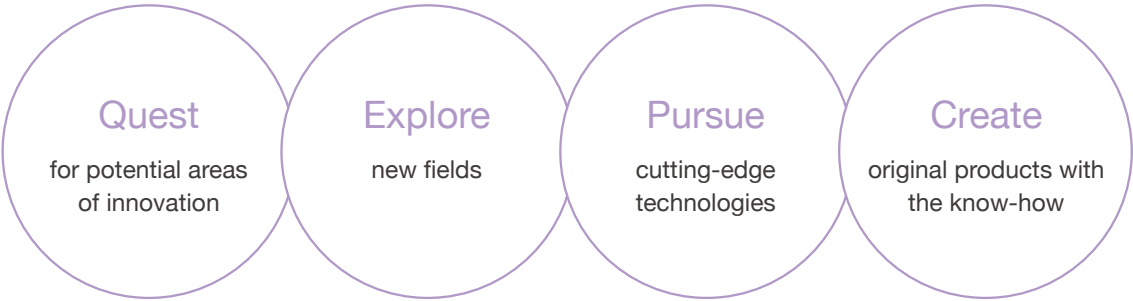
As a "Measurement Solutions Provider", each engineer specialized in sales, development and technical support works together and solves customers' challenges. Leveraging advanced knowledge and know-how of the technologies, we cooperate with partners all over the world and develop original in-house products actively.

## Be Aware of the Market **Needs** and Create Our **Original Products**



### With partners all over the world—

Making partnerships with more than 150 companies in the world, TOYO provides cutting-edge measurement technologies. In the changing markets, we keep questing for new technologies in emerging fields and developing our original in-house products. Utilizing our 70 years' experience and skills, we provide new solutions created with our partners.

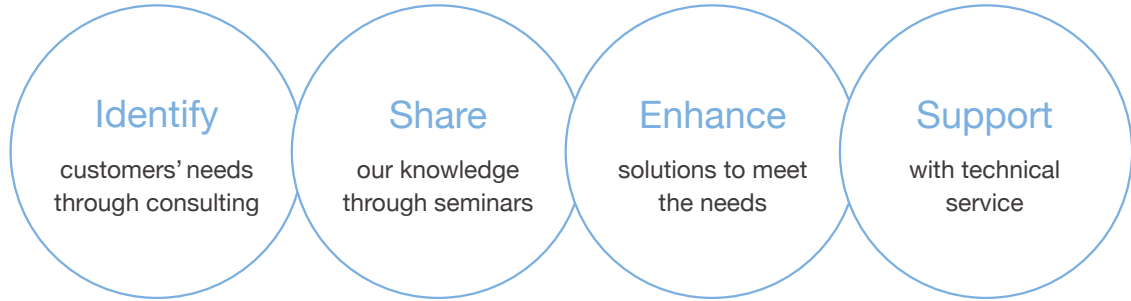


## Solve the Challenges with Our **Total Solutions**



### With customers whenever necessary —

We have committed to providing training and consulting supports and highly qualified repair and calibration services, along with delivering products that meet customers' needs. TOYO continues to support our customers as a value-adding partner and solve challenges together.



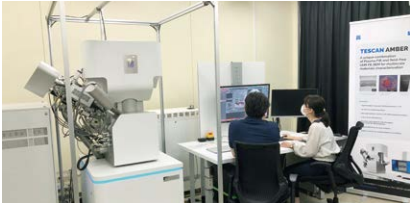
### Facilities that Support TOYO's Solutions



**R&D Center**  
Supporting our customers' research and development



**Technical Research Laboratory  
(located in Technical & Logistics Center)**  
Adopting new technologies to develop original products



**Keio-TOYO Nano Imaging Center**  
Office for Industry-Academia Collaboration between TOYO and Keio University Central Service Facilities for Research



**Testing Laboratories (Anechoic Chambers)**  
Applicable to various EMC testing  
Obtaining EMC Testing Accreditations such as A2LA and BSMI, and TÜV Rheinland  
\*TOYO EMC Engineering (former TOKIN EMC Engineering Co., Ltd.) is a TOYO group company as of January 1st, 2024

### Special Construction Business License

TOYO obtained Special Construction Business License (Machinery and equipment installation business) in September 2023. We offer a one-stop delivery for large measuring and testing systems that require installation work as electrical construction.

to meet customers' expectations as a value-adding partner

**Provide**  
best solutions



# R&D Center

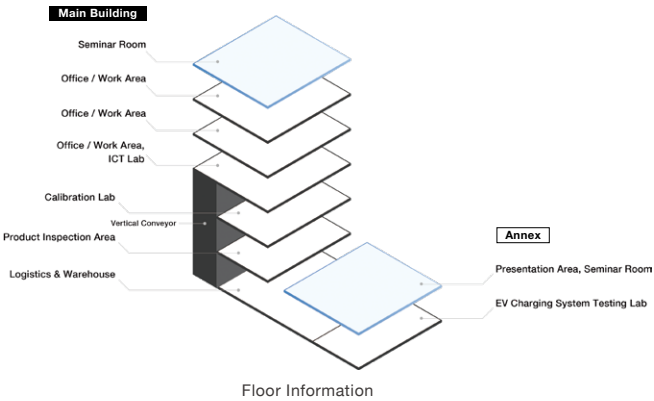
## Our Newly Established Technology Development Hub to Create Future Measurement Solutions

TOYO established a new hub for technology development, “R&D Center” in August 2023. We will support technological innovation in the sector in order to create a better future with our more efficient and higher-quality measurement solutions.



### One Location for Our Technology Development, Services, and Logistics

We combined the functions of technology development, calibration, logistics, and inspection into one site. Our cutting-edge measurement solutions, including recently launched EV Charging System Testing Lab, solve our customer problems, and provide values.



### Calibration Lab Providing Precise and Prompt Calibration Services

Our “Calibration Laboratory”, granted ISO/IEC 17025 accreditation from A2LA, offers extremely precise calibration of EMC and high-frequency devices and equipment for noise and vibration. We offer even faster customer support due to the seamless integration of the inspection, repair services, and any other technical support services.



### EV Charging System Testing Lab Carrying Out Charging Evaluation Tests All in One Place

EV Charging System Testing Lab, with equipment for multiple main charging protocols, is feasible to conduct measurements in a way that complies with the latest standards. Additionally, charging, control, and communication system measurements can be synchronized. Even EVs and chargers in development can be assessed in a highly secured setting by testing actual vehicles indoor.

### TOYO and TÜV Rheinland Japan Provide New Testing Services

In September 2023, TOYO and TÜV Rheinland Japan officially launched EV charging evaluation services. TOYO conducts the evaluation in the Lab under the direction of our experienced engineers, and TÜV Rheinland Japan assesses and analyzes the test outcomes and delivers conformity assessment. We issue highly reliable reports.



### ICT Lab Conducting Testing for Next-Generation High-Speed Network

The Lab replicates a data center and allows for various network equipment testing. Additionally, it enables performance testing of devices suitable for next-generation high-speed networks such as 5G and 800 Gbps.



### Pool for Testing Ocean Measurement Equipment Performance

We utilize the pool to develop new solutions and to test the functionality of ocean measurement tools including small USV, underwater ROV, acoustic sonar, and underwater laser systems.



# In-house Development to Create Measurement Solutions

TOYO develops original or customized products to create optimal solutions that would fit customers’ needs. Research & Development Division and One Technologies Company, an in-house company, actively work on development of highly valued and qualified original products, cooperating with partners and utilizing our technology seeds.

## Highly Valued and Qualified In-house Products



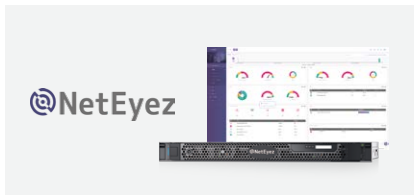
High Frequency Impedance Measurement System



"EPX/RE & EPX/CE" Emissions Measurements & Analysis Software



"SYNESIS" High Speed Packet Capture/Analysis System



"NetEyez" Network Monitoring System



"LCE-X" Liquid Crystal Characteristic Measurement System



"AGM (Agarose Gel Microcapsules) Reagent kit" Single-cell Genomics Tool that Unlocks New Insights

## Other Products Developed/Customized by TOYO

- "IM10/RS" Radiated Immunity Measurement Software
- "Z-RW-Analysis" Impedance Analysis Software
- Hall Effect Measurement Systems
- Ferroelectric Substance Evaluation Systems
- Fuel Cell Evaluation Systems
- 3-D Impedance Analysis Software
- Automatic Motor Torque Measurement Systems
- "TSB (Toyo Smart Bench)" All-in-One Motor Torque Test Bench
- Automatic EMI Measurement Systems
- "EMINT" EMI Mitigation Assistance Software

## Development of Original Solutions

TOYO develops original and advanced measurement solutions for various sectors— next-generation batteries such as solid-state battery and autonomous driving (AD)/advanced driver assistance system (ADAS) technologies. Our Research & Development Division creates "Only One" and "Number One" solutions by collaborating with both internal and external partners.

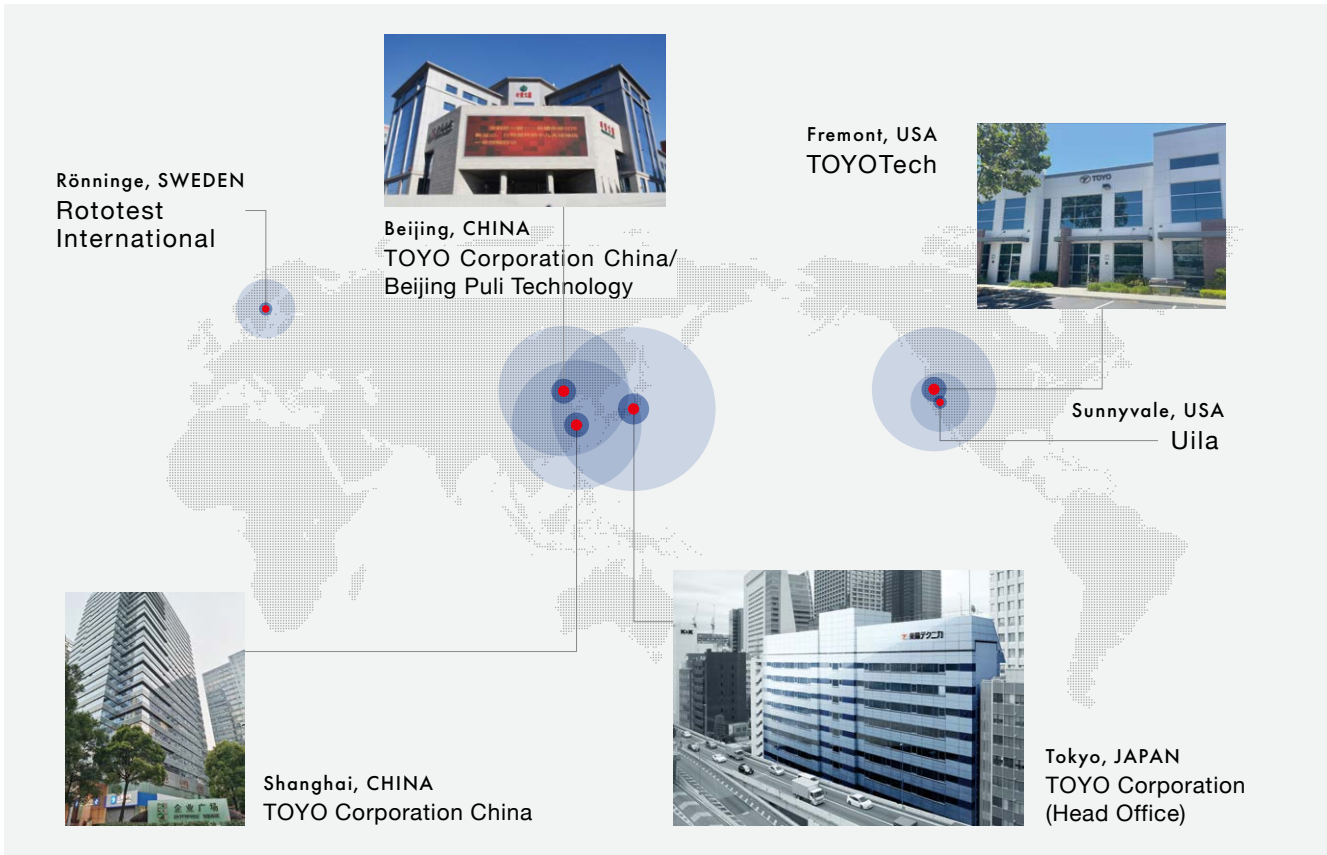


"DMTS" Driving & Motion Test System

# Advanced Measurement Solutions for the Global Market

TOYO exports its original products to large markets in the world, aiming to expand its sales network. Operating subsidiaries in the US and China, we expand our sales areas to Asia and Europe. We focus on developing products and services especially for emerging fields and exporting them to the world.

## Business Operations Extending Around the World



## Aggressive Entry into New and Emerging Technology Fields

TOYO focuses on new and emerging measurement technologies such as next-generation communications and CASE (connected, autonomous driving, sharing, and electrification), and develops solutions sought out by customers. With the goal of exporting them to the large global market, we expand our products and services.





# TOYO IN SOCIETY

## TOYO's Connection with Society

TOYO's solutions contribute to creating a better society.

Although you may not see them or sense us, they are there; we are there.

Here are just a few examples.



For more information, visit  
"TOYO in SOCIETY" page on our website  
\*some articles are available in Japanese only

### Education

Supporting the development of teaching materials for engaging science classes

— Innovation in school with IoT (Internet of Things) teaching materials



### Environment

Supporting the Nobel Prize-winning development of blue LEDs

— Advanced measurement technology behind the prize

### Science

Supporting preliminary stone material analysis of the "Hayabusa2"

— Analyzing the sample of Asteroid Ryugu



### Disaster Prevention & Recovery

Disaster prediction by observing radio waves from space

— Observing the Earth with radio telescopes



### Medical

Imaging technologies supporting diagnostic imaging at medical sites

— Improving the accuracy and efficiency of cancer diagnosis



### Science

Offering realistic scenery-based driving simulations for mobility research project

— Investigating the interaction between people and mobility for a better society



### Culture & Sports

"KG-wear" analyzes human movements

— KG-wear improves personal health



### Medical

"KG-walk" measures walking movements to prevent pre-symptomatic state

— Supporting "Karuizawa Health Checkup" aiming to extend healthy life expectancy



### Environment

Participation in the 61st Japanese Antarctic Research Expedition

— Contributing to the seafloor topographic survey by SHIRASE



### Culture & Sports

TOYO's ocean measurement technology contributed to the Relics excavations

— Ertuğrul, the cornerstone of the bonds between Japan and Turkey



### Disaster Prevention & Recovery

Recovery efforts in the areas affected by the Great East Japan Earthquake

— What could we do then?

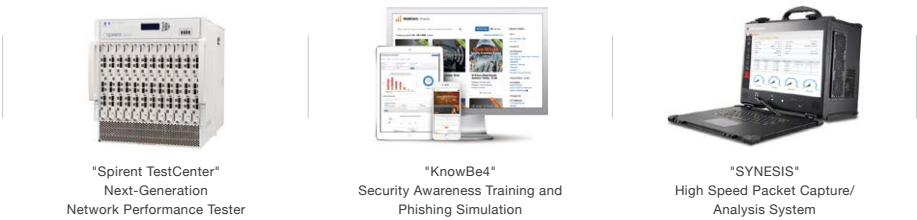






Provide reliable, accurate, and secure operations for communications

Information and communication technology (ICT) is used not only for communication between people and organizations, but also for social infrastructure support and connected cars, among many other things. To ensure high quality, reliable, and secure communications, we provide a wide range of advanced solutions that meet the latest technological standards, including test systems and analysis/monitoring systems.



Products

- Ultra High Speed IP Network Performance Test Solutions (400G/200G/100G) | ■ High Speed Packet Capture & Analysis Systems (100G/40G/25G/10G/1G)
- Mobile Network/Wireless Performance Test & Analysis Solutions | ■ 5G/Local 5G Solutions (Survey, Design Simulation, Network Test Emulation, Time Synchronization)
- Precision Time Synchronization Solutions (High-Precision PTP, NTP Time Server, Optical Pumping Cesium Atomic Clock, GNSS Simulator)
- Virtual Environment Monitoring & Visualization & Performance Test Solutions | ■ Security Diagnosis & Testing & Education Solutions (Security Performance & Diagnostic Service, Security Awareness Training, Penetration Testing, Vulnerability Management, Fuzzing)
- Autonomous Driving Measurement Solutions (In-Vehicle Ethernet, V2X, OTA, Security, High-Precision Orthoimage Systems)



Support automobiles, railways, and industrial machinery

We provide equipment and solutions used in R&D work in the areas of "performance (operability, ride comfort, etc.)," "noise and vibration," and "safety and durability" for the transportation and industrial machinery sectors. The equipment and solutions support the measurement, analysis, and management of experimental data required for the development of automobiles, railways, and industrial machinery. We also offer a variety of R&D solutions to support autonomous driving and EV development.



Products

- Accelerometers/Impact Hammers | ■ Microphones/Particle Velocity Sensors | ■ Torque Meters/Brake Systems
- Evaluation Tools for AD/ADAS Development | ■ "DMTS" Driving & Motion Test System | ■ Intelligent DAQ for CAN bus and Analog Signal
- Noise and Vibration/Displacement/Temperature/Speaker Measurement & Analysis Tools | ■ Road Surface Measurement Systems
- Resource/Data Management Software



Support the creation of new and renewable energy infrastructure

Aiming to be carbon neutral by 2050, the energy vertical is experiencing dramatic changes with considerable efforts made in the fields of renewable energy and EVs, where TOYO measurement technologies are applied. TOYO provides high-precision measurement and evaluation systems to enable basic research on materials and devices like power semiconductors and organic electronics. Our technologies also support the development of batteries and power inverters.



Products

- Secondary Battery Evaluation Systems | ■ Electrochemical Measurement Systems | ■ Fuel Cell Evaluation Systems | ■ Semiconductor Material Evaluation Systems
- Ultra Low Temperature Sensors and Measurement Systems | ■ Magnetic Material/Magnetic Field Measurement Systems
- Charging Analyzers/Simulators for EVs | ■ High Power Bi-Directional Power Supply Systems | ■ Liquid Crystal Characteristic Measurement Systems
- FIB-SEM (Focused Ion Beam Scanning Electron Microscopes) | ■ Micro-CT Systems
- Hardness and Young's Modulus Measurement Systems



Provide solutions for electromagnetic environments

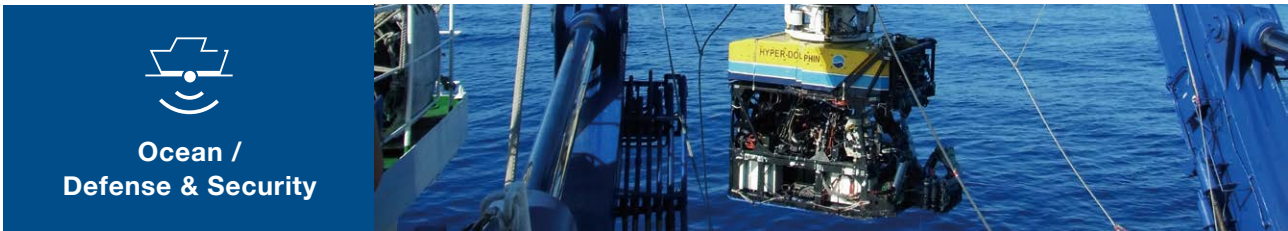
TOYO has been supporting EMC (Electromagnetic Compatibility) compliance testing for more than 40 years and offers a variety of solutions that involve electromagnetic waves. Our measurement systems and test equipment have supported the development of electronic equipment such as automobiles, information and communication equipment, and medical equipment. We provide OTA (Over the Air) measurement systems for 5G and connected vehicles. We install, support, and maintain large parabolic antenna ground systems and have been doing so for more than 30 years.



Products

- EMC Measurement Systems | ■ RF Power Amplifiers | ■ EMI Test Receivers | ■ EMC Measurement Software | ■ Antenna/OTA Measurement Systems
- OTA Reverberation Test Systems | ■ Automotive Radar Target Simulator | ■ Antenna Systems for RF and Optical Ground Station | ■ Radomes | ■ Hydrogen Masers





Propose solutions to characterize the world's oceans from the surface to the bottom

"Measure the Ocean" to us means that we enable mapping engineers to survey the ocean from top to bottom. We accomplish this by delivering sea surface/undersea/seafloor observation equipment, underwater drones, and underwater data communication instruments. These technologies support the fishery, defense, and offshore wind power industries in Japan - an island nation.

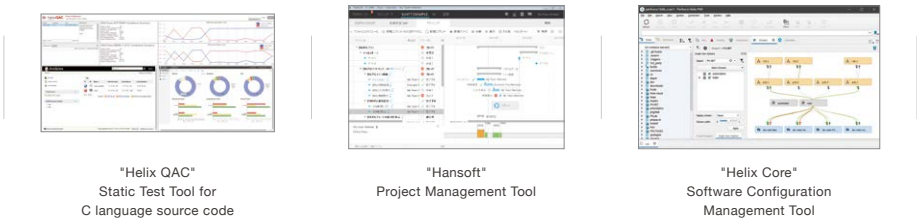


- Products
- Multibeam Echosounders | ■ Acoustic Video Cameras | ■ Underwater Vehicles (ROV/AUV) | ■ Unmanned Surface Vehicles | ■ Sub-Bottom Profilers
  - Acoustic Positioning Systems | ■ Inertially-Aided GPS Positioning and Orientation Systems | ■ Hydrographic Survey and Processing Software
  - Optronics Sights | ■ Weather Sensors



Support improvements in the quality and productivity of software development

We apply measurement technologies to the software development field. From quality improvements to productivity enhancements, we provide products and services that support the software development lifecycle. We supply the latest security solutions for digital transformation (DX) to support the ongoing DX paradigm shift.

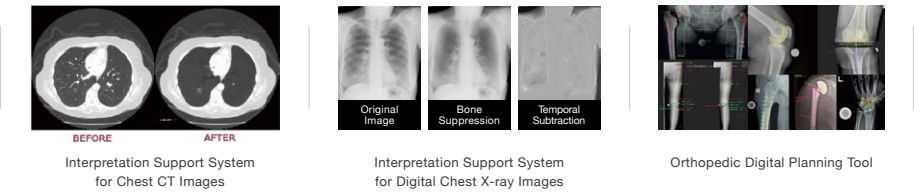


- Products
- Software Configuration Management Tools | ■ Digital Asset Management Tools | ■ Project Management Tools | ■ Application Lifecycle Management Tools
  - Software Reverse Engineering Tools | ■ Software Static Test Tools | ■ Software Dynamic Test Tools | ■ Vulnerability Static Analysis Tools for Application
  - Web & Mobile APP Testing Tools | ■ Binary Analysis/Host IDPS Tools



Develop cutting-edge solutions in the life sciences field

We provide medical and digital solutions such as interpretation support systems for cancer detection and preoperative planning tools in orthopedic surgery to help improve the outcomes of patients afflicted with these types of malignancies.



- Products
- Interpretation Support Systems for Chest CT Images | ■ Interpretation Support Systems for Digital Chest X-ray Images | ■ Orthopedic Digital Planning Tools
  - X-ray Dose Management Systems | ■ Medical Image Enhancement Software | ■ X-ray Image Acquisition, Processing and Display Board
  - Medical Image Display Systems | ■ Sterilizer for Infectious Waste



Apply measurement technologies to cyber security products and services

"Security & Lab Company" was established as an in-house company to commercialize cybersecurity services. To that end, we partner with some of the world's leading companies to provide application and engineering services. Leveraging the latest IT technologies (cloud, OSS, machine learning, and big data analytics), TOYO strives to deliver unmatched service offerings and value in this area.



- Products
- DDoS Mitigation | ■ Deep Packet Inspection/Smart Traffic Management | ■ Network Detection & Response/Network Forensics | ■ Network Visibility/Service Assurance
  - Threat Intelligence Platform | ■ Dark Web Monitoring/Cyber Threat Intelligence | ■ Contents Delivery Network/Open Caching | ■ Public Cloud Security
  - Continuous Threat Exposure Management/External Attack Surface Management | ■ Log Analysis



CORPORATE DATA

Registered Name	TOYO Corporation
Head Office	1-6, Yaesu 1-chome, Chuo-ku, Tokyo 103-8284, Japan
Date of Establishment	September 4, 1953
Capital	Paid-in: ¥4,158 million
Number of Employees	591(consolidated) 517(non-consolidated) *As of September 30, 2023
Stock Exchange Listings	Tokyo Stock Exchange Prime Market (Code: 8151)
Website	https://www.toyo.co.jp/english/

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- Head Office

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- R&D Center

1-1, Kiba 1-chome, Koto-ku, Tokyo 135-0042, Japan  
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- Technical & Logistics Center

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- Keio-TOYO Nano Imaging Center Office for Industry-Academia

Collaboration between TOYO Corporation and Keio University  
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DOMESTIC SUBSIDIARIES

- LEXI Co., Ltd.

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- TOYO EMC Engineering

1-6, Yaesu 1-chome, Chuo-ku, Tokyo, 103-8284, Japan

EXECUTIVES

President & CEO	Toshiya Kohno
Director, Executive VP	Mitsuru Onodera
Director, Senior VP	Yoshimichi Imaizumi
Director, Senior VP	Yoshiyuki Imabayashi
Director, Senior VP, CTO	Takeo Kiuchi
Director, Senior VP	Toshiaki Matsui
Outside Director	Katsuya Nishi
Outside Director	Miyuki Suka
Outside Director	Tomoki Yoda
Auditor	Kazuhiko Nozaki
Auditor	Kiyo Morikawa
Auditor	Shigehisa Horinokita
Executive Officer	Masahiko Kawauchi
Executive Officer	Toshiro Sakurai
Executive Officer	Sadaharu Nishimura

OVERSEAS SUBSIDIARIES

- TOYO Corporation China

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- TOYOTech LLC

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- Beijing Puli Technology Co., Ltd.

Room 102, Building C, Yeqing Plaza, No.9 Wangjing North Rd,  
Chaoyang District, Beijing 100102, China
- Rototest International AB

Salemsvägen 20,144 40 Rönninge, Sweden

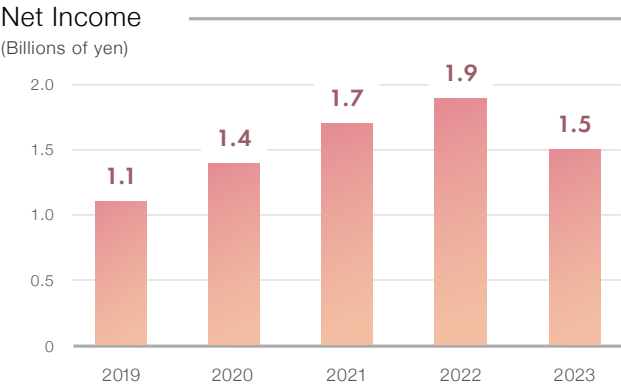
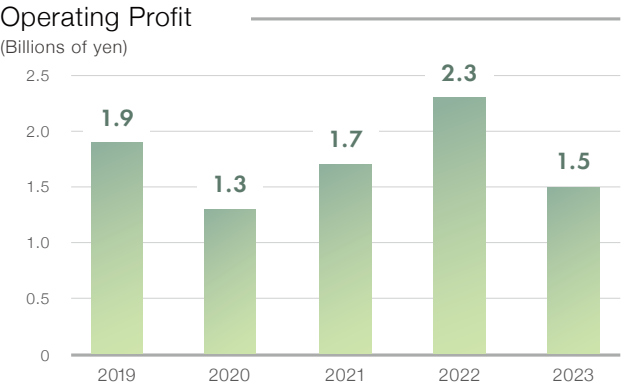
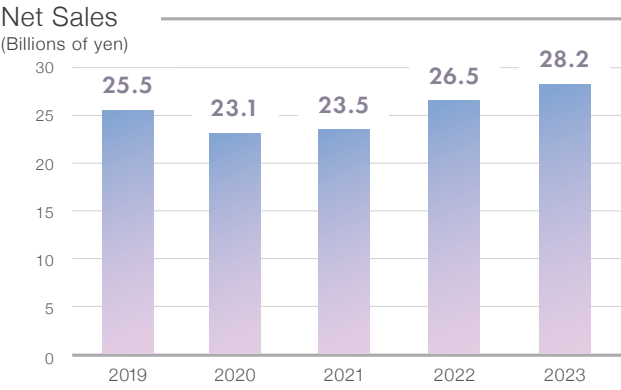
OVERSEAS AFFILIATE

- Ulla, Inc

710 Lakeway Drive, Suite #210, Sunnyvale, CA 94085, USA

FINANCIAL HIGHLIGHTS

TOYO Corporation and Consolidated Subsidiaries  
Years Ended September 30



HISTORY

- 1953

Established as Kowa Trading Co., Ltd.,  
engaged mainly in import and sales of  
industrial machinery
- 1955

Changed the company name to  
TOYO Trading Co., Ltd.
- 1977

Changed the company name to  
TOYO Corporation
- 1985

Set up Technical Center  
Listed on the Second Section of  
the Tokyo Stock Exchange
- 1990

Listed on the First Section of  
the Tokyo Stock Exchange
- 2002

Technical Center obtained  
ISO 9001 certification
- 2005

Obtained ISO/IEC 17025 and  
ISO 14001 certifications
- 2007

Set up Calibration Laboratory in  
Technical Center
- 2010

Established TOYO Corporation China  
in Shanghai
- 2014

Set up a branch of TOYO Corporation China  
in Beijing
- 2015

Established TOYOTech LLC in California,  
USA
- 2017

Set up Technical Research Laboratory  
Established One Technologies Company  
as an in-house company
- 2018

Security & Lab Company obtained ISO/IEC  
27001 and ISO/IEC 27017 certifications
- 2022

Listed on the Prime Market  
of the Tokyo Stock Exchange
- 2023

70th Anniversary  
Set up R&D Center