November 4, 2025

To whom it may concern

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Notice Concerning Long-term Management Strategy "NEXT 100 TOA" and "Medium-term Management Plan (Overview)"

TOA Corporation (hereinafter the "Company") hereby announces that it has formulated the long-term management strategy "NEXT 100 TOA" and "Medium-term Management Plan (Overview)."

Details

1. Background to the formulation

   The Company group (hereinafter the "Group") provides the value of reassurance, reliability, and emotion to society in order to achieve "Smiles for the Public," which is our corporate value. The initiatives of the Medium-term Management Plan, which covers the period from the fiscal year ended March 31, 2022 to the fiscal year ending March 31, 2026, are progressing smoothly. However, the changes in the environment surrounding the Company continue to increase in both speed and complexity, and the expectations and demands from stakeholders are becoming more diverse and sophisticated.

   In light of this situation, the Group has formulated a long-term management strategy "NEXT 100 TOA" that marks the centennial of TOA's founding in fiscal year 2034 with a plan to create a company that can survive yet another 100years, to continue creating a society full of smiles.

   In this strategy, our nine-year transformation leading up to fiscal year 2034 is divided into three stages: "Redefinition," "Refinement," and "Rebirth." We are currently working on the concretization of the Medium-term Management Plan for the first stage, which covers the period from the fiscal year ending March 31, 2027 to the fiscal year ending March 31, 2029.

2. Attached materials

   Please refer to the attached materials for the details of the long-term management strategy "NEXT 100 TOA" and "Medium-term Management Plan (Overview)."

   *The Company plans to announce the details of the Medium-term Management Plan including numerical targets, etc. in May 2026.

Disclaimer: This material shall not be intended to solicit trading of securities issued by the Company. Additionally, the forward-looking statements contained in this document are based on various assumptions made by the Company at the time of its preparation and are subject to change due to future events and other factors.
This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

End of document

Smiles for the Public

Securities Code: 6809

Long-term Management Strategy NEXT 100 TOA / Medium-term Management Plan (Outline)

TOA Corporation

November 4, 2025

In this document, statements about the future are based on assumptions that were valid at the time that the document was created and are subject to change based on future developments. This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Long-term Management Strategy NEXT 100 TOA

For the Company to Survive for Another Century

NEXT 100 TOA, a long-term management strategy that marks the centennial of TOA's founding in FY2034 with a plan to create a company that can survive yet another 100 years, to continue creating a society full of smiles

NEXT 100 TOA Initiatives Seven Initiatives Aimed at Building the Company to Survive for Another Century

Achieving a Society in Which Everyone Can Receive Proper Information

Creating the infrastructure in public spaces to deliver the timely, useful information people need in order to take action in both everyday and emergency situations, including people who were previously unreachable. The aim is to contribute to building a more convenient society where people enjoy peace of mind.

Achieving a Society in Which All People Can Reliably Communicate

Providing reliable, easy-to-use communication infrastructure that also covers extreme environments and critical operations, to contribute to better communication within human society.

Achieving a Society in Which Everyone Has a Place

Enhancing the value of the spaces where people belong and gather for everyday conversation, concentration, relaxation, and emotionally moving experiences, to contribute to richer lives in society.

Continually Striving to Tackle New Areas

Continuing to strive to commercialize and generate new value to build a society full of smiles by recognizing our changing society and solving its problems.

Becoming a World-Renowned Brand

Leveraging the Group's full capabilities to expand international sales beyond domestic levels—building worldwide recognition, trust, and excitement for the TOA brand.

Pursuing Eco-friendly Innovation

Working to dramatically lower the environmental impact of our business activities and the products we sell by overcoming the trade-offs of cost and quality while continuing to innovate in ways that boost our competitive edge.

Creating Strong Teams Where Individuality is a Virtue

Fostering a culture of mutual respect, support, and growth where members' diverse individuality is combined into a greater whole across the entire organization.

All of the above will be driven by **stronger investment in our "people" and "technology"** with the aim of **growing to over 100 billion yen in consolidated net sales by FY2034**

Transformation for the Company to Survive for Another Century

Dividing the nine years to FY2034 into three stages of transformation, with three-year Medium-term Management Plan for each stages

Stage1	Stage2	Stage3
Medium-term Management Plan for FY ending March 31, 2027 to FY ending March 31, 2029	Medium-term Management Plan for FY ending March 31, 2030 to FY ending March 31, 2032	Medium-term Management Plan for FY ending March 31, 2033 to FY ending March 31, 2035
Redefinition	**Refinement**	**Rebirth**
Set a path for business transformation	Refine businesses for dramatic growth	Become a company that survives another 100 years

Management Vision 2030

Our Management Vision 2030 was "Dr. Sound—becoming a professional organization that improves sound in society." It has served its purpose as a company-wide vision by achieving clear results in enhancing TOA's ability to produce value through our business activities.

As a strong driver of the NEXT 100 TOA Initiatives, "Dr. Sound" will continue to improve audio throughout society and use that to resolve major social issues.

[Major Achievements of the Management Vision 2030]

- **Technology and reliability to convey necessary information to large groups of people through audio**
- **Co-creation experience and partner relationships**
- **Providing solutions that address social issues and accumulating expertise**
- **Encouraging research organizations and academic conferences to develop more guidelines and rules**

Outline of the Medium-term Management Plan (FY2026–FY2028)

Key initiatives paving the way for business transformation

Innovation in information delivery solutions

Accelerating growth overseas

Enhancing customer support solutions

Developing new businesses

Expanded growth-oriented investment

Assumes the use of outside funds through M&A or a business and capital partnership

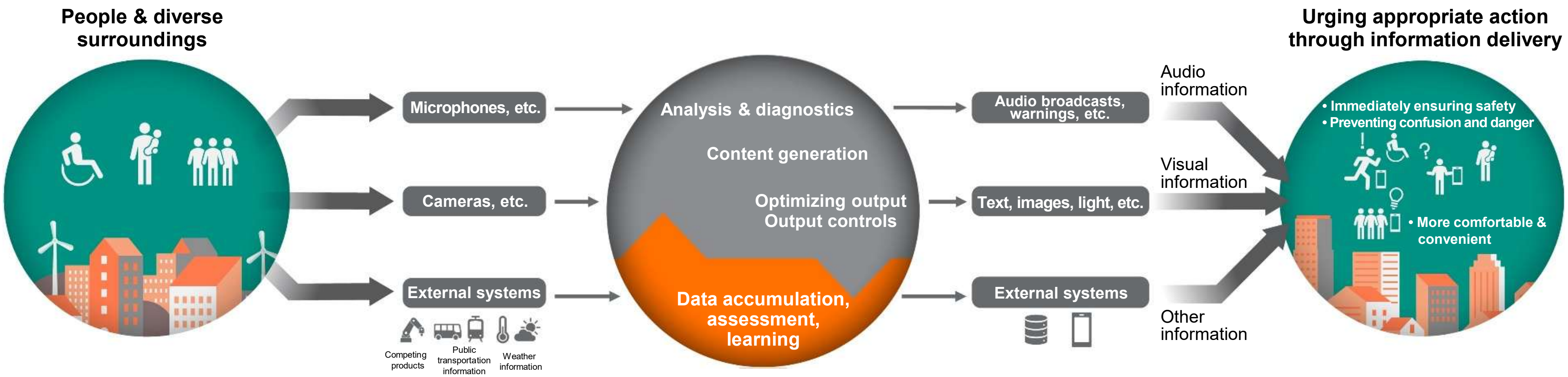
* This presentation will discuss “Innovation in information delivery solutions,” “Accelerating growth overseas,” “Enhancing customer support solutions,” and “Expanded growth-oriented investment.”
Performance targets and specifics on initiatives scheduled to be published in May 2026

Innovation in Information Delivery Solutions

We will innovate in information delivery solutions to achieve a society in which everyone can receive proper information

- **Whether for everyday use or emergencies, we will build and implement information delivery platforms that deliver necessary information by the most appropriate methods, ensure that people truly recognize the information being delivered to them, and take action**
- **Expanding our business to include planning to promote appropriate action and consulting to ensure proper usage of solutions even in the chaos of an emergency**

[Conceptual Image of an Information Delivery Platform]



Business Opportunities for Information Delivery Solutions

Urbanization and concentrated populations present growing business opportunities for information delivery solutions

Number of cities with populations over 300,000

1,860 cities (2018) → Increases by an average of 32 cities per year → 2,243 cities (2030)

Population living in cities

Approx. 4.2 billion people (2018) → Increases by an average of 83 million people per year → Approx. 5.2 billion people (2030)

Source: United Nations, 2018 Revision of World Urbanization Prospects

[Larger, More Multi-functional Communities and Facilities × More Concentrated Flows of People]

- Higher potential for chaos and greater disaster risk, while also being operationally more complex for governments and business operators
- We anticipate that public information delivery infrastructure will be essential to cities in areas that smartphones and other personal devices are unable to cover

Accelerating Growth Overseas

Accelerating growth by cultivating critical global markets, while bolstering business activities in promising countries and regions

- **To strengthen our solution delivery capabilities, we are enhancing our engineering capabilities, including technical support and maintenance**
- **To improve product competitiveness, we are enhancing value through globally aligned market adaptation and reduced environmental impact, while increasing productivity through product lineup integration, supply chain optimization, and production automation**

[Primary Activities in Our Four Overseas Business Regions]

Europe, Middle East & Africa

- Growing sales by providing high value-added products and services in the **transportation infrastructure market** (rail, marine, airports)
- **Strengthening expansion into the Middle East and Sub-Saharan Africa** to achieve significant growth in systems sales

Asia & Pacific

- Further enhancing our competitive advantage in terms of **transportation, education, hospitals, disaster prevention, factories, and commercial markets** by introducing products tailored to each market
- Establishing a foundation for growth through **further market development in India**

China & East Asia

- Establishing unique value in the **airport market** (China), **government projects** (Hong Kong), and the **disaster prevention and education markets** (Taiwan)

The Americas

- Strengthening foundations for sales in **retail, education** in the United States, as well as in **education, public facilities, and healthcare/welfare** in Canada
- **Building foundations for sales in Central and South America**

Enhancing Customer Support Solutions

Improving customer support solutions that reinforce on-site safety and management efficiency

- In Japan, there are growing business opportunities in terms of addressing the shrinking labor force, improving facilities, and community mutual aid with disaster preparedness, etc.
- Drawing on high market share and diverse customer points of contact to learn deeply about market-specific issues and needs and to continue supporting frontlines management

[Major Solutions in the Japan Region]

Smart schools

- Innovation in smart PA systems that are easy for everyone to use, supporting education, safety, and work style reforms

Streamlined and labor-saving transportation infrastructure

- Supporting communication in sectors where reliability is especially necessary, e.g. rail, roadways, and airports
- Advanced solutions through cooperation with PA-Vox Holding B.V.

Smart factories

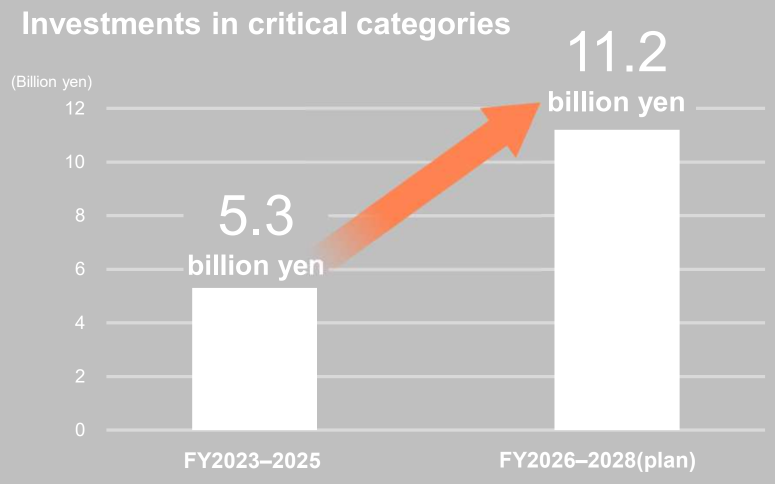
- Supporting work safety and BCP management through IP communication targeted at disaster prevention and energy-saving

Integration of audio and security

- Providing reliable services through alert broadcasting and two-way communication solutions, backed by made-in-Japan reliability

Expanding Growth-Oriented Investment

Committing to over 11.2 billion yen in critical investment categories over the next three years



- Developing information delivery platform
- Strengthening product competitiveness
- Strengthening cost competitiveness, e.g. production
- Developing new businesses
- Human capital
- Implementing and utilizing digital tools to save time

* Assumes the use of outside funds through M&A or a business and capital partnership (Not included in listed amounts) / Quick assessments and decision-making will follow based on investment profitability criteria