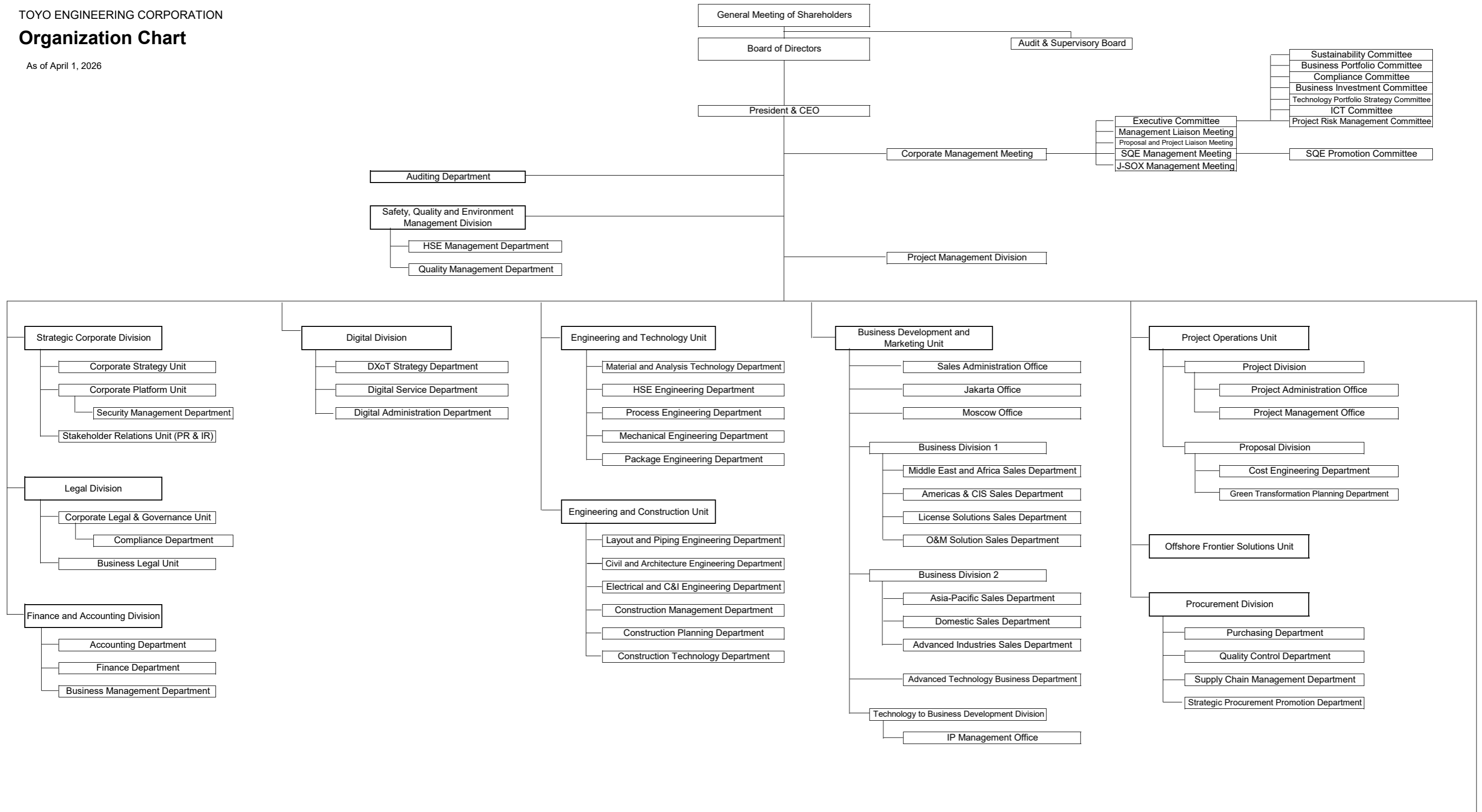


Organization Chart

As of April 1, 2026



«Domestic Subsidiaries»
 TEC AIR SERVICE CORPORATION
 TEC BUSINESS SERVICES CORPORATION
 TEC PROJECT SERVICES CORPORATION
 CHIBA DATA CENTER CORPORATION
 TEC ACCOUNTING & CONSULTING LTD.

«Major Subsidiaries and Affiliated Companies»
 Korea TOYO ENGINEERING KOREA LIMITED
 China TOYO ENGINEERING CORP., CHINA
 Indonesia PT. INTI KARYA PERSADA TEHNIK
 Malaysia TOYO ENGINEERING & CONSTRUCTION Sendirian Berhad
 India TOYO ENGINEERING INDIA PRIVATE LIMITED
 Italy TOYO ENGINEERING EUROPE, S.r.l.
 U.S.A. TOYO U.S.A., INC.
 Brazil TOYO DO BRASIL CONSULTORIA E CONSTRUCOES INDUSTRIAIS LTDA.
 Brazil TS PARTICIPAÇÕES E INVESTIMENTOS S/A