

TOYO TIRES

New Medium-Term Business Plan
Mid-Term '26 Plan
(FY2026 - FY2030)

March 4, 2026

Toyo Tire Corporation

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Our Philosophy

Established in January 2017

Company Philosophy

We will endeavor to continuously improve our products, and create value for everyone who we work with.

Our Mission

To create excitement and surprise with our products that exceed customer expectations and enriches society.

Our Vision

Our goal is to be a company that:

- Stays one step ahead of the future through constant technological innovation;
- Drives entrepreneurial and creative spirit through a progressive culture; and
- Shares in the enjoyment felt by everyone involved in our activities.

Our Fundamental Values: “The TOYO WAY”

Fairness

Be fair and selfless in your actions, and benefit society.

Pride

Take pride in yourself, your work and company, and persevere.

Initiative

Show initiative in all matters and take ownership of your actions.

Appreciation

Demonstrate compassion and appreciation for people and society.

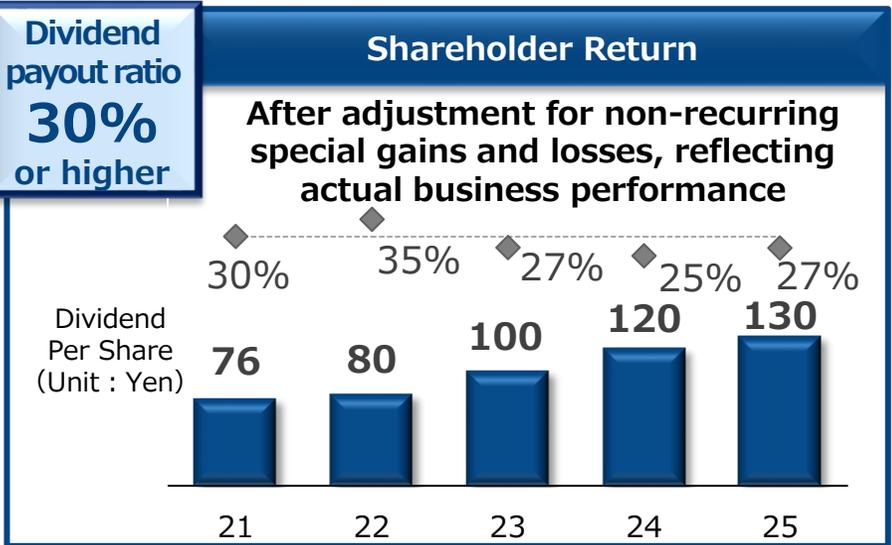
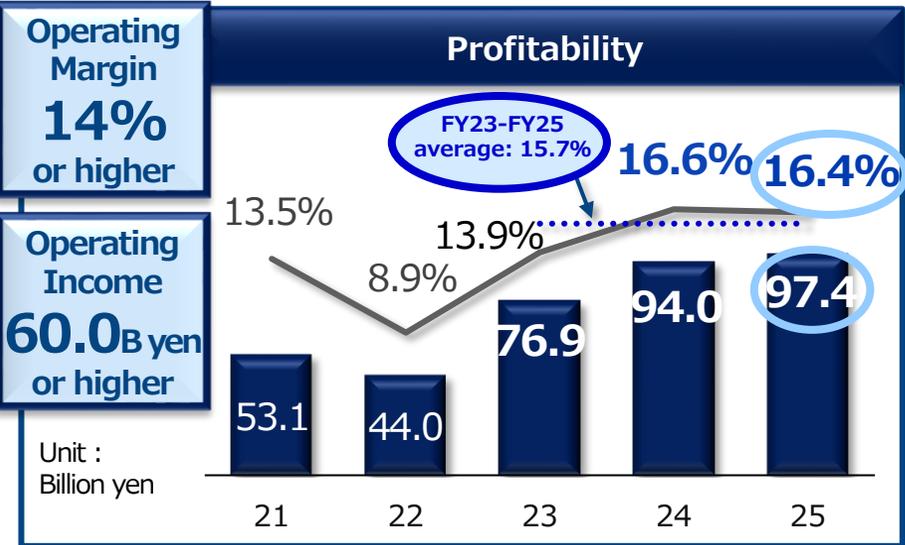
Solidarity

Continuously create and innovate by working together to mobilize our corporate knowledge and capabilities.

01 Mid-Term Plan Transition: '21 to '26



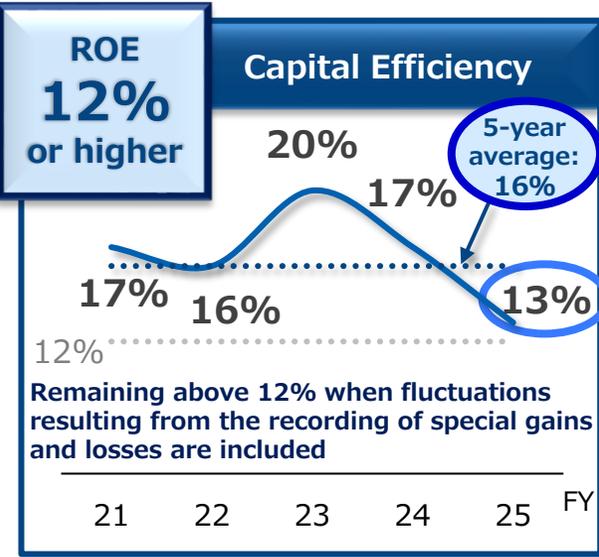
Financial targets achieved through higher WLTR* output, expanded priority product sales, and the launch of the Serbia Plant



Key Measures

Pursuit of the 5th place in U.S. sales

Achieved in FY2021



Timely launch of high-value-added products

OPEN COUNTRY R/T PRO
PROXES Sport2

U.S. Plant: Phase V expansion
Serbia Plant: MP underway

As the operating environment becomes increasingly uncertain,
we need to act with agility and speed

Trends in the external environment toward 2030

 **POLITICS**

Geopolitical risks

 **ECONOMY**

Inflation

MOBILITY
+
Changing structure of
the tire industry

 **SOCIETY**

Sustainability

 **TECHNOLOGY**

AI



Tariff policy
Inflation
Immigration policy



Changes in environmental
regulations



Labor shortages
Inflation
Mature market

Demand expected to expand in the U.S. and Europe
The percentage of SUVs in the overall market is expected to increase

Opportunities

Risk

U.S.

SUVs and pickup trucks continue to enjoy popularity
Changes in the competitive landscape

Europe

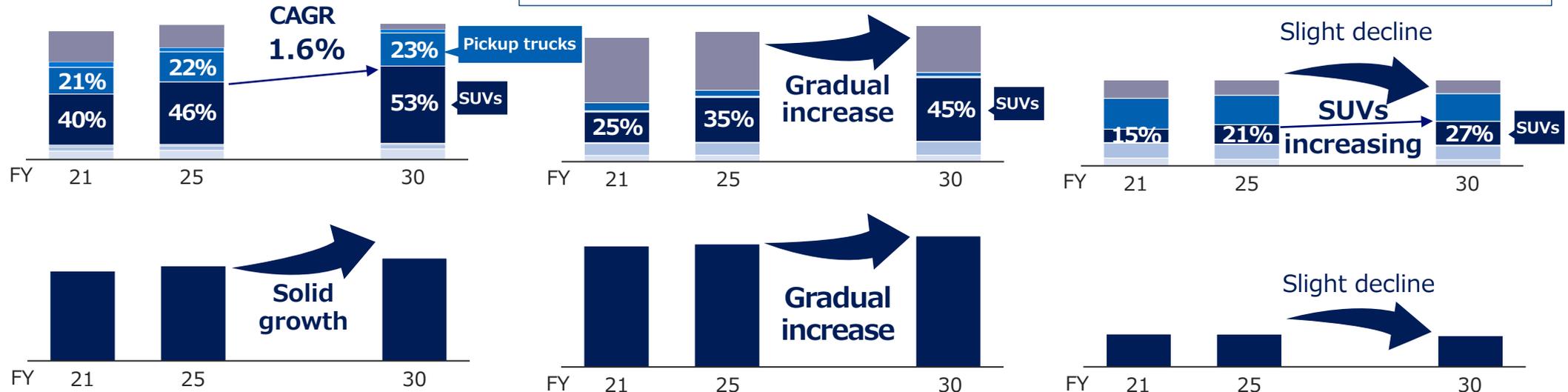
Gradual demand growth
Intensifying competition in environmental and other technologies

Japan

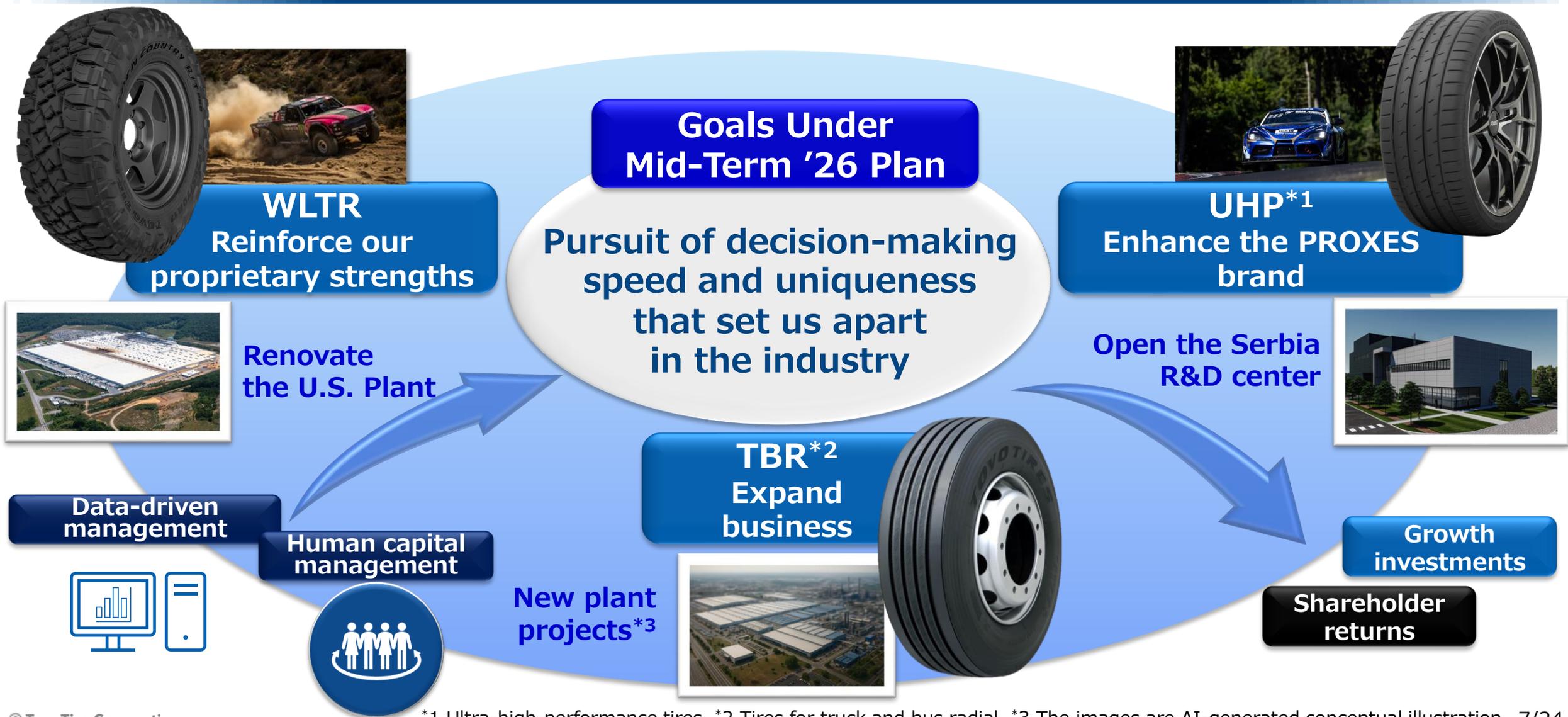
Accelerating popularity of SUVs
Shifting demand amid demographic changes

Vehicle registration forecast

Tire demand forecast



Sustain growth through agile and flexible approaches to environmental changes



Develop a distinctive narrative of unyielding passion and dynamism by embracing new challenges and creative thinking

MOTORSPORTS



24h Nürburgring/NLS*



World Rally-Raid Championship

Blaze BLUE



EVENTS



TOKYO AUTO SALON



SEMA SHOW

SPORTS



Los Angeles Dodgers



The Japan National Football Team

Forge ahead with growth strategy, structural reforms, and strengthening of the foundation to achieve high levels of profit and a robust earnings structure

FY2030 Targets

Profitability

Maintain/enhance profit-generating capability

Operating income **120.0B yen** or higher

Operating Margin **18%** or higher

Build a robust earnings base

Capital Efficiency

Strengthen balance sheet management

ROE **13%** or higher

ROIC **10%** or higher

Optimize capital efficiency
Reduce capital costs

Shareholder Return

Enhance shareholder returns

Dividend on equity* **4.5%**

Dividend payout ratio **30%**

Share buybacks or higher

(total) **100.0B yen**

Stable and progressive dividend payments
Carry out share buybacks

Sustainably enhance corporate value

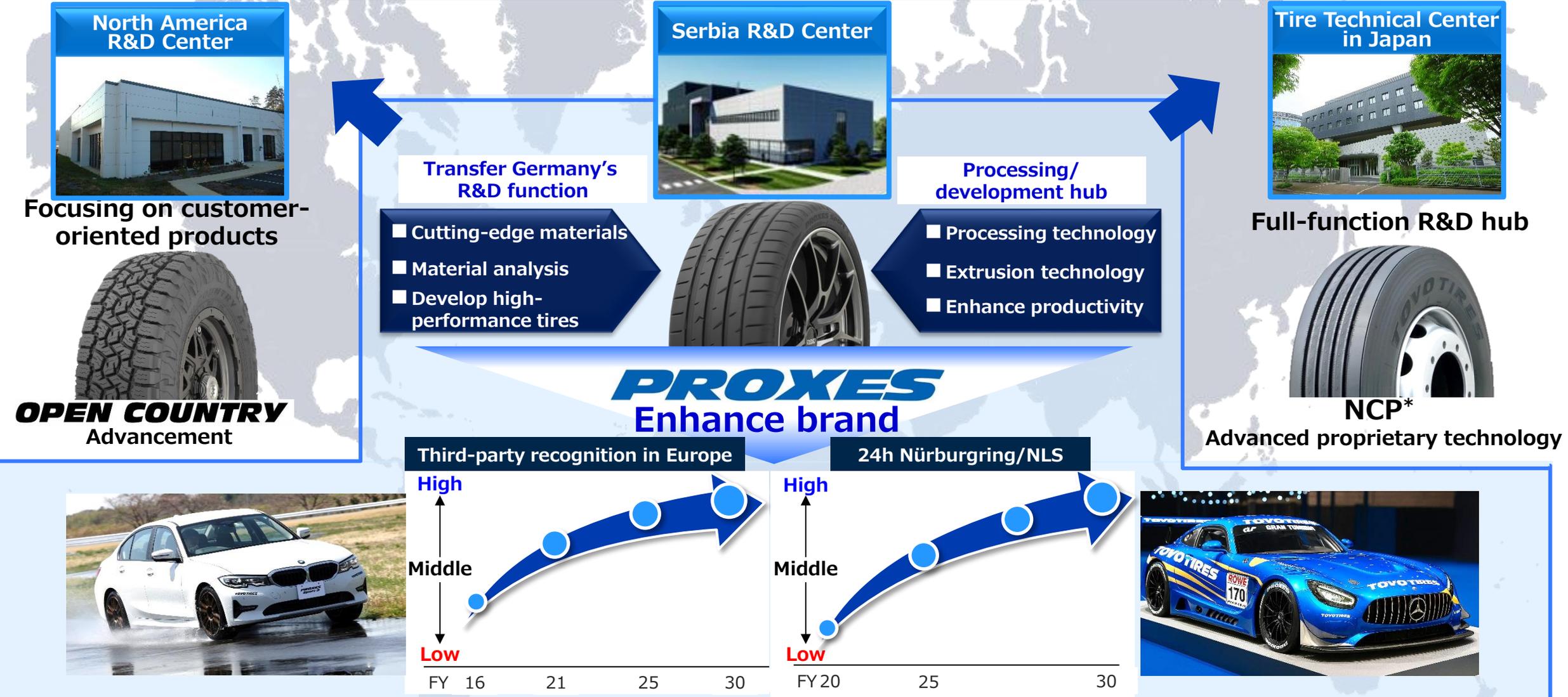
02 Growth Strategies



Leverage our new technological framework, THiiiNK*, to accelerate the development of high-value-added products



Refine processing technology to develop more competitive products for Europe and roll out the technology globally



Strengthen the PROXES brand in Europe and expand it globally

Europe

UHP



PROXES
Brand

U.S.

WLTR



OPEN COUNTRY
Brand

OPEN COUNTRY and PROXES
Expand the global presence
of both brands



Leverage our strengths to further expand sales in the WLTR market

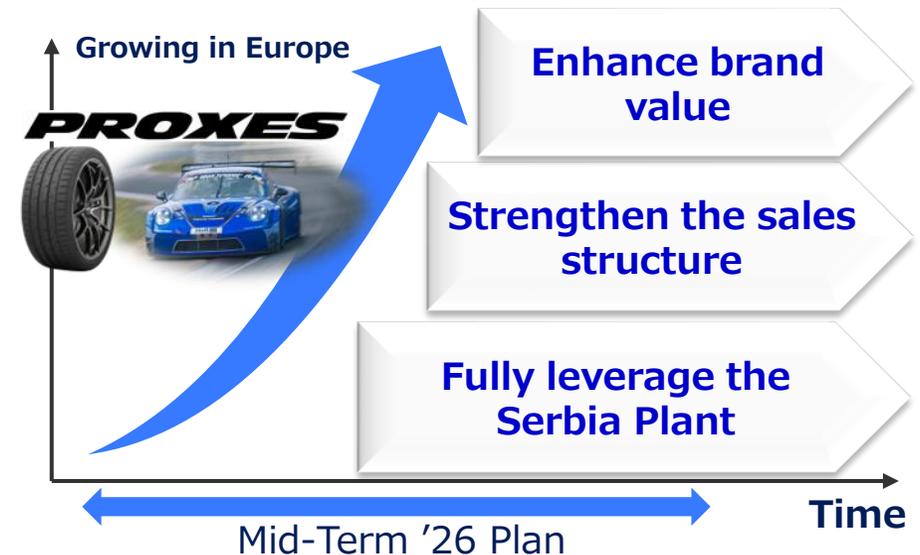
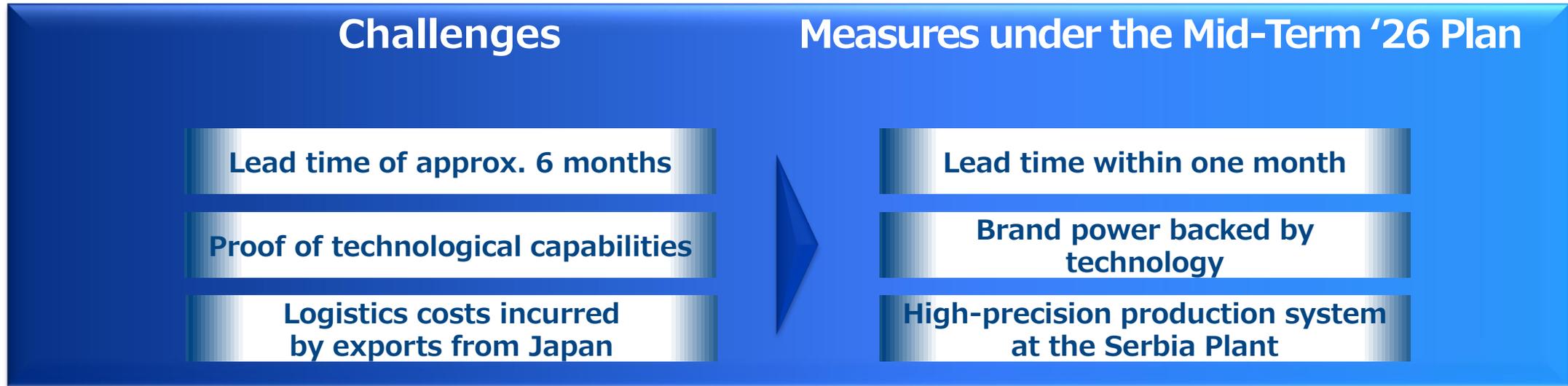
Measures under the Mid-Term '26 Plan

 WLTR Sales Volume **+10% or higher** (vs FY25)

- Expand WLTR sales
- A dual-flagship brand strategy
- Increase the enthusiastic fan base
- Ramp up capacity at the U.S. Plant
- Achieve both high-level design and performance
- Increase TBR production and expand sales



Concentrate production, sales, and R&D functions in Serbia to establish a local production for local consumption framework with PROXES at its core



Build a lean profit-generating framework (Japan)

Promote local production for local consumption with the Malaysia Plant serving as a linchpin (Asia)

Measures under the Mid-Term '26 Plan

Japan

Asia

Focus on core brands

Build a unique product lineup

Capture brand-conscious customers

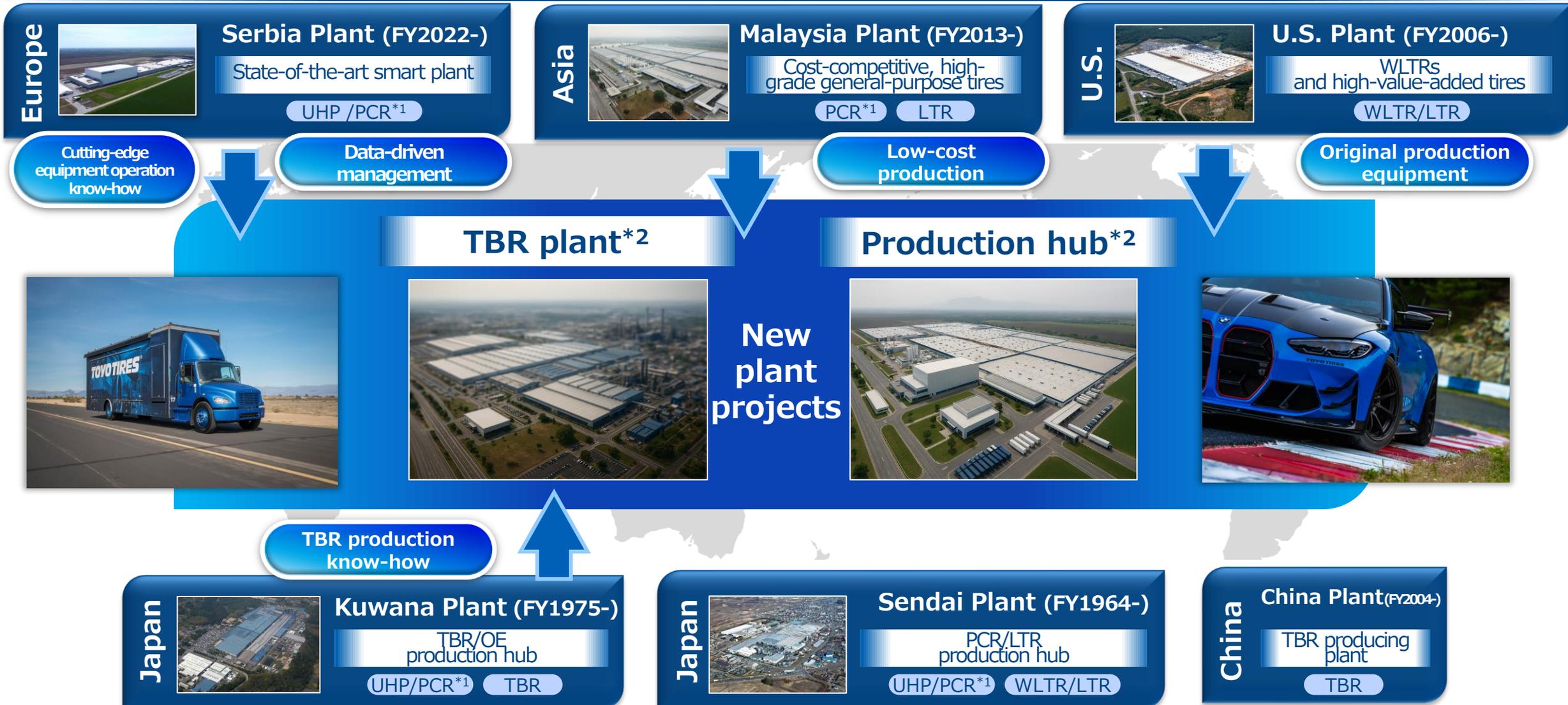
Optimize the sales structure

Expand the family channel



PROXES OPEN COUNTRY

Reflect best practices from existing plants



03 Strengthening Management Platforms



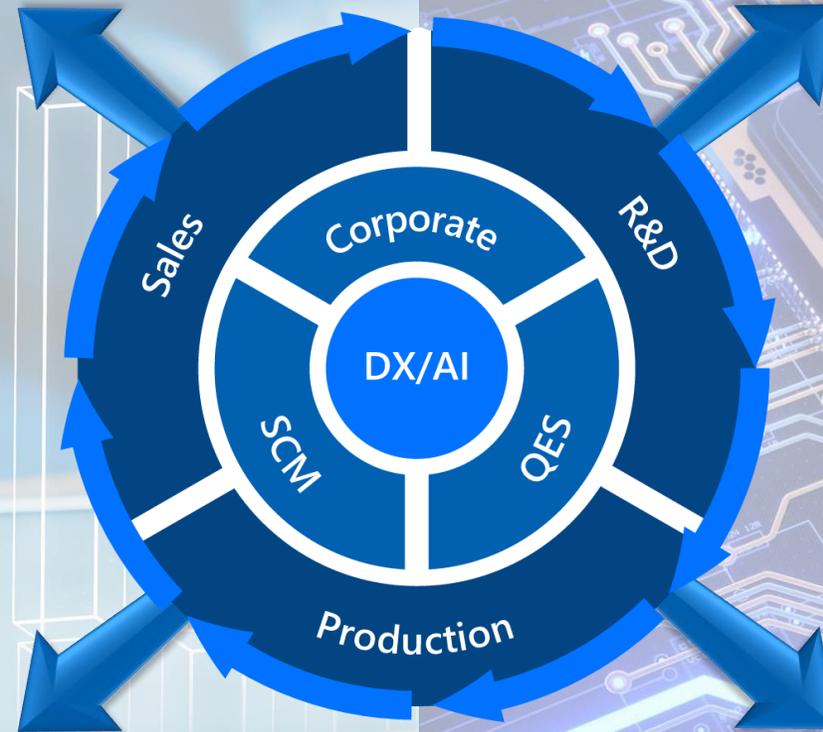
Visualize corporate activities in real time to realize data-driven management

Reinforce our "strengths"

Preemptive management
Management dashboards

Growth investments

Design "intelligent" plants
Utilize AI technology



Structural Reforms

Review the development process
Simulation technology

Strengthen the management foundation

Automate routine work
Renew ERP* globally

Proactively circulate human capital investment to build a solid HR foundation composed of a selected few with agility and uniqueness

Leverage digital technologies to optimize/ maximize organizational/ individual competence



Utilize talent management

Enhance productivity through DX/AI

Maintain a high-profit business with strong pride

Achieve targets for the amount/ratio of operating income per capita (generated by human capital)



Developable HRs/groups

Enhance organizational robustness

Enrich "work styles/places" and "learning" that are unique, autonomous, and fulfilling



Promote engagement

Data-driven Health and Productivity Management

Employee-positive

Conduct fixed-point assessments of a solid sense of well-being (gained by human capital)

※ Our original TOYOTIRE Better Life Index was used for assessment

Pursue and embody the values prioritized by TOYO TIRE

Speed

Uniqueness

Flexibility

Expertise

Readiness

Resilience



2025
健康経営優良法人
KENKO Investment for Health
大規模法人部門
ホワイト500

04 Contribution to Stakeholders, Society, and Shareholders



Mid-Term '26 Plan | Performance Targets/Indicators

Aspiring to higher profit levels, we pursue a progressive dividend policy centered on proactive capital management and the dividend on equity

FY2030 Targets

Profitability

Operating income 120.0B yen or higher
Operating Margin 18% or higher

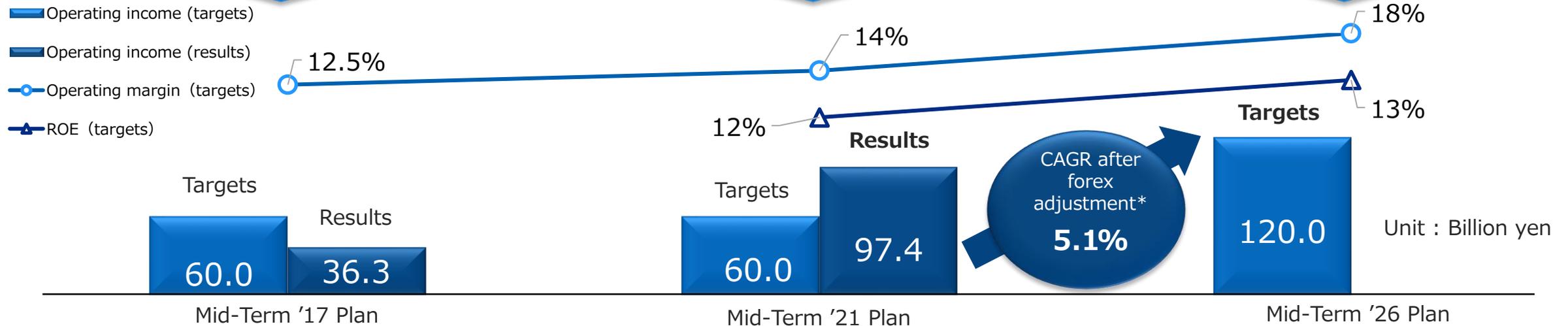
Assumed foreign exchange rate :
 145 yen/\$ and 170 yen/€

Capital Efficiency

ROE 13% or higher
ROIC 10% or higher

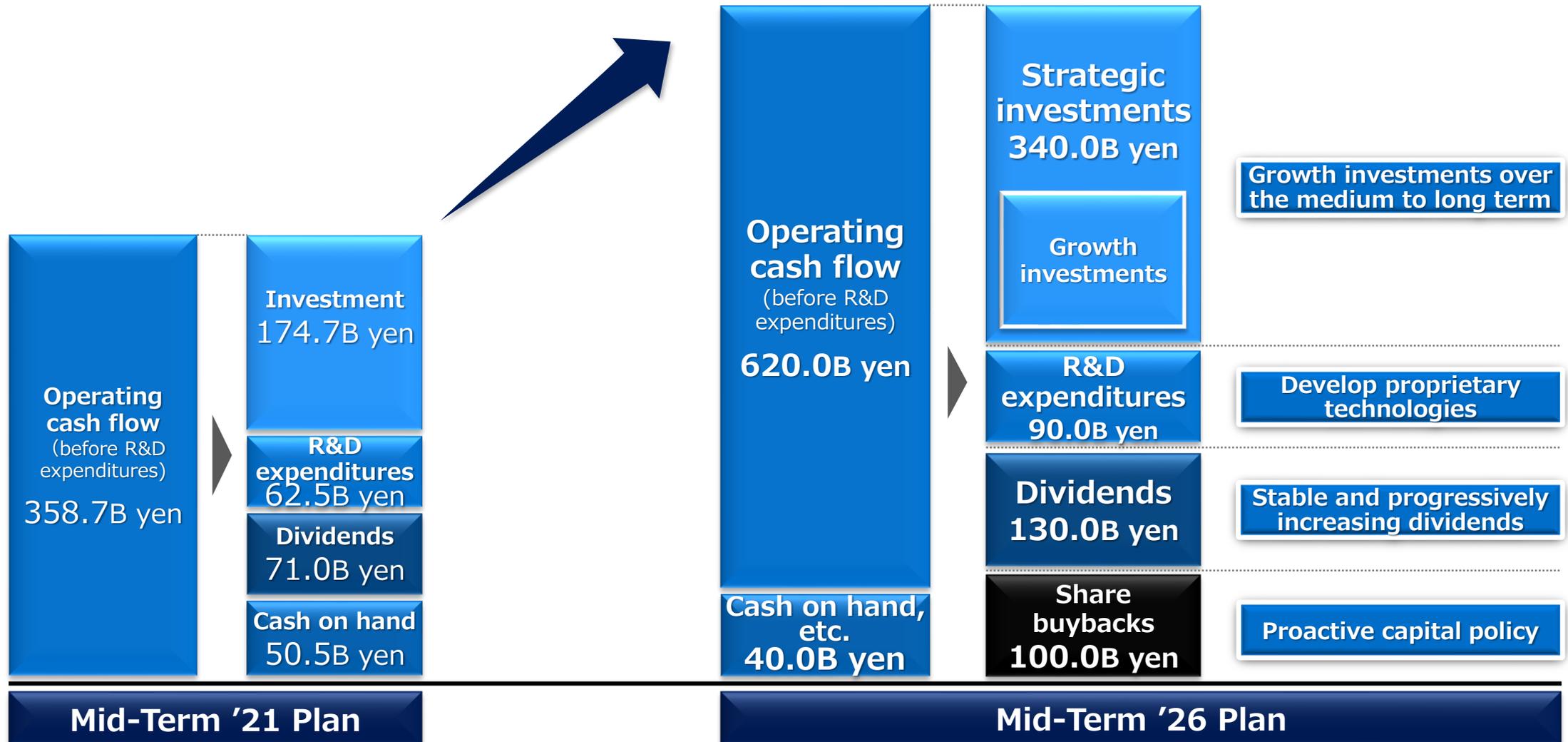
Shareholder Return

Dividend on equity 4.5%
Dividend payout ratio 30% or higher
Share buybacks (total) 100.0B yen

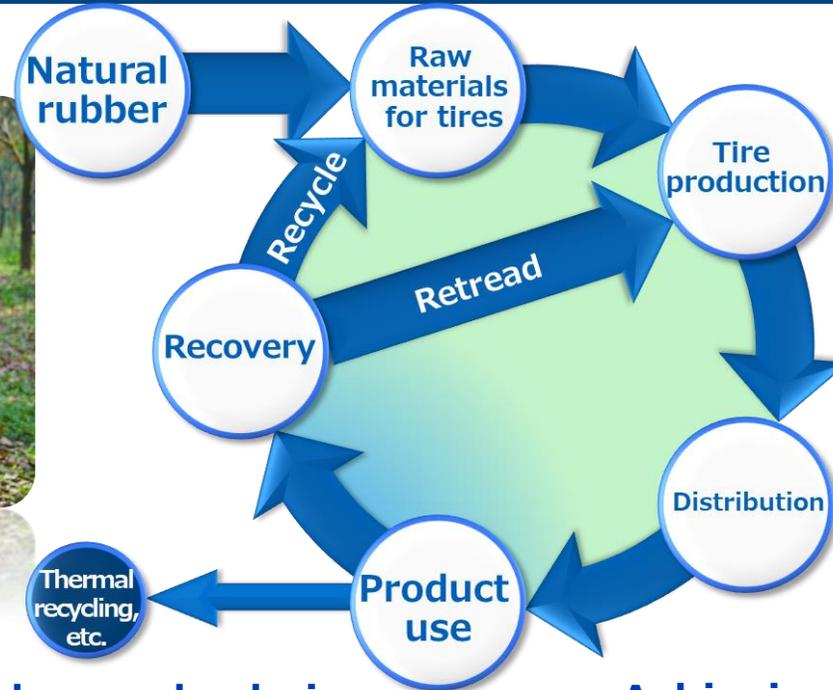


Investment Plan and Shareholder Returns

With a focus on strategic growth investments, promote stable shareholder returns through share buybacks and progressive dividend increases



Address environmental/social issues throughout the value chain to contribute to the creation of a society of sustainable mobility



Through the selection for CDP's A List, further advance our decarbonization roadmap toward 2050

Build a healthy and sustainable supply chain

Promote responsible procurement

[FY2030]

Target traceability of the natural rubber supply chain

95% or higher on the district level

Target ratio of sustainable suppliers*

80% or higher

Achieving carbon neutrality by 2050

Reduce GHG emissions throughout the lifecycle

[FY2030]

Scope1,2

Reduce GHG emissions by 50% (compared to 2019)

Scope3

Contribute to a 20% reduction in GHG emissions per tire (compared to 2019)

Blaze BLUE

TOYO TIRES

Open Roads Await



TOYO TIRES

The forward-looking statements contained in these business outlooks and plans are based on information available at the current time and contain potential risks and uncertainties.

Therefore, please keep in mind that actual results may, due to a variety of factors, differ from those expressed in the forward-looking statements.