



## Message from the President

### Leveraging our Core Strengths to Reach the Next Stage of Growth, Driven by Decision-Making Speed and Uniqueness that Set us Apart in the Industry

As a corporate group proudly bearing the word “tire” in its name, we at the Toyo Tire Group remain committed to supporting and enriching the mobility society of tomorrow through our business.

Having marked our 80th anniversary in 2025, we are positioning 2026 as the beginning of a new 20-year journey toward our 100th anniversary. This year also marks the launch of our new medium-term business plan, Mid-Term '26 Plan. Building on the foundation of our achievements to date, this represents a pivotal phase as we take our next step toward a new stage of growth.

Since our foundation, the Toyo Tire Group has consistently faced changes in the business environment with unwavering resolve, overcoming numerous challenges through swift and agile adaptation. This management stance, which always assumes that change will occur, will remain a constant foundation going forward. Under the Mid-Term '26 Plan, we will further evolve this approach and pursue management that embodies both industry-leading speed and the competitive advantages unique to Toyo Tire.

At the core of our unique value proposition lies our technological capabilities. By refining our differentiated technologies, we have established a strong position in the North American market in the category of large-diameter tires for SUVs and pickup trucks. Under the Mid-Term '26 Plan, we will develop our Serbia R&D Center as a hub for advancing our core technologies and further strengthen our ultra-high-performance tire lineup with Europe as our base. In addition, we will strengthen our competitive advantages in our founding businesses of truck and bus tires, and work proactively to expand sales growth in this area.

To develop an efficient business foundation to support these initiatives, we will promote digital transformation (DX) and invest in our human capital to raise organic collaboration and transformation efforts to the next level and further enhance both the quality and speed of our operations. By fusing the power of data with human capabilities, we will build an even more resilient corporate structure with the ability to adapt to change and implement initiatives with speed and precision.

In an era of increasing uncertainty, it is important that we maintain pride and confidence in the strength of our resources and capital, refine and cultivate these assets for further growth, and make bold and decisive moves. Guided by this stance, the Toyo Tire Group will continue to move forward steadily, undeterred by shifts in the business environment.

Under our Mid-Term '26 Plan, the Toyo Tire Group will pursue “decision-making speed and uniqueness that set us apart in the industry,” while maintaining and further expanding our competitive advantages in a sustainable manner to enhance our corporate value.

I look forward to your continued support for the Toyo Tire Group as we step forward into the future.

March 2026

Representative Director, President & CEO 

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