

Toyo Tire Corporation Action Plan

At Toyo Tire, we regard the promotion of diversity as one of our key human resource policies. As part of our program of proactive development and empowerment of women employees, we have been providing a full range of human resources schemes designed to help women and other diverse talent to fulfill their potential. We are taking these efforts further in a variety of ways, such as conducting one-to-one career development sessions and providing working arrangement options that accommodate diverse workstyles, including remote work.

Going forward, we will continue recruiting and training women systematically, and proactively giving them more roles and opportunities based on fair appraisals.

In order to provide working environments in which women can flourish and to expand opportunities for them, we have set out the following action plan:

1. Plan period: January 1, 2026 – December 31, 2030

2. Our challenges

- (1) As the pool of women employees is small, the proportion of women promoted to section manager and higher levels inevitably fluctuates greatly year by year. Therefore, we need to ensure that appointments are systematically gender-balanced over several years.
- (2) We need to improve holiday and leave provisions in order to accommodate employees with childcare and other family-related needs.

- (1) Bring the proportion of women promoted to managerial positions up to the same as, or higher than, that of men on average over the two preceding years.
- (2) Raise the proportion of women among managers to the same level as the proportion of women in the entire workforce by the end of the plan period.

3. Targets, actions and timescales

Target 1: Promotion of women to managerial positions

Detail and timescale of actions

- Introduce a talent management system from 2026 as a priority human capital management measure in order to fast-track the development of managerial talent. Establish a framework that empowers employees to build their careers by interlinking and merging the staff portfolio of organizational units (to optimize organizational capabilities) with detailed 5-year/10-year career plans (to maximize individual employees' competencies), and by providing skills training to meet individual needs and implementing systematic rotation of roles (by 2030).

- Enhance the flexibility we have built into our workstyle options (such as remote work and flextime) further to provide working environments that enable employees with childcare or eldercare responsibilities to maximize their opportunities at work (by 2030).

Target 2: Expansion of workstyle flexibility

Implement at least one concrete measure to improve holiday/leave provisions that enable women to continue working.

Detail and timescale of actions

- To support parents, identify issues that need to be addressed toward providing paid sick child leave, with a view to making it officially part of leave entitlement (from 2026).
- Further enhance the flexibility we have built into our workstyle options (such as remote work and flextime) to allow flexible work arrangements to be applied to a range of life events and family circumstances in order to provide working environments where employees can enjoy working with us for many years to come (by 2030).