

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



Mid-Term '21 Plan in Review

TOYO TIRES

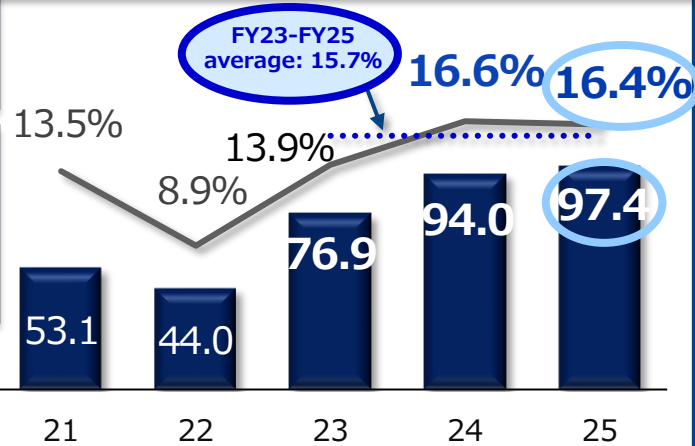
Financial targets achieved through higher WLTR* output, expanded priority product sales, and the launch of the Serbia Plant

Operating Margin
14% or higher

Operating Income
60.0B yen or higher

Profitability

Unit : Billion yen

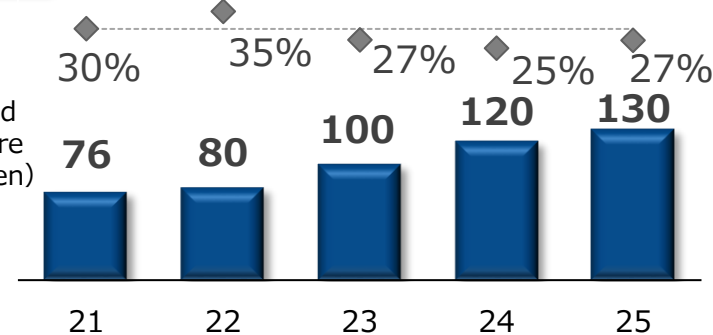


Dividend payout ratio
30% or higher

Shareholder Return

After adjustment for non-recurring special gains and losses, reflecting actual business performance

Dividend Per Share (Unit : Yen)



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



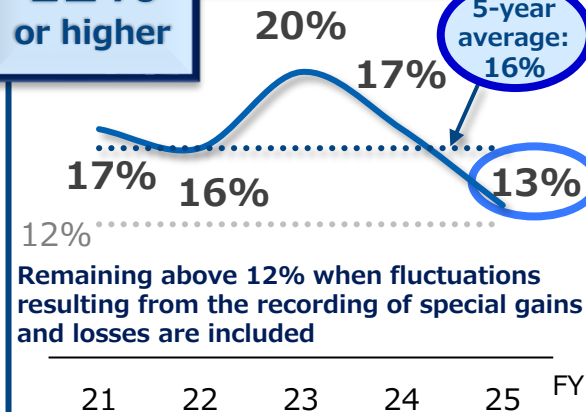
U.S. Plant: Phase V expansion
Serbia Plant: MP underway



ROE
12% or higher

Capital Efficiency

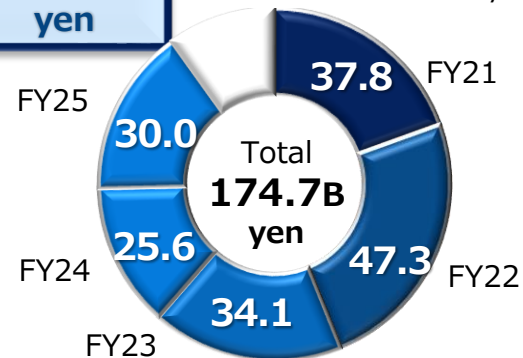
Remaining above 12% when fluctuations resulting from the recording of special gains and losses are included



5-year total CAPEX
194.0B yen

Growth Investment

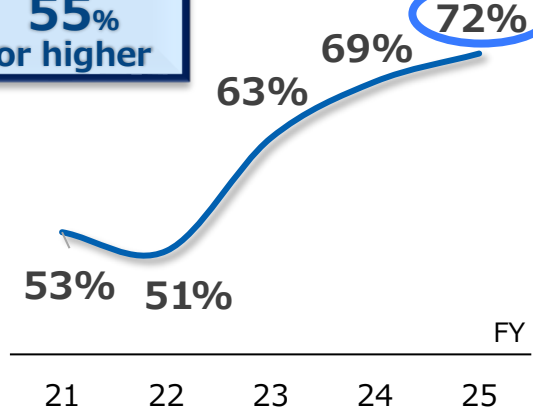
Unit : Billion yen



The above figures do not include right-of-use assets.

% of sales from Priority products
55% or higher

Product Strength, Value Added



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

Market Trends in Automotive & Tire Business

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

U.S.

Opportunities

Risk

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

Europe

Gradual demand growth

Intensifying competition in
environmental and other technologies

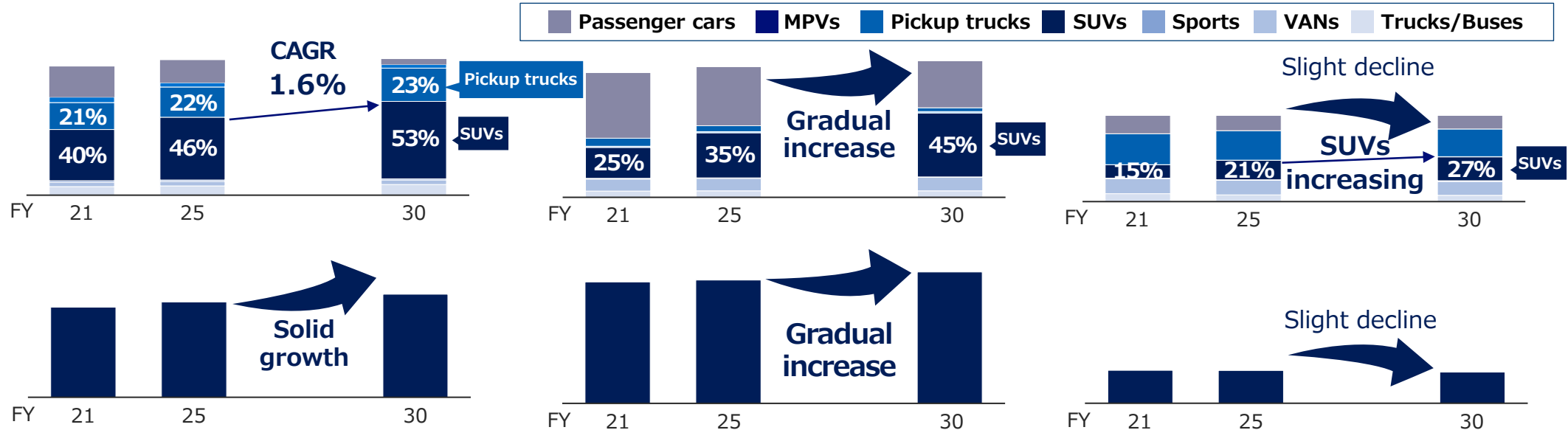
Japan

Accelerating popularity of SUVs

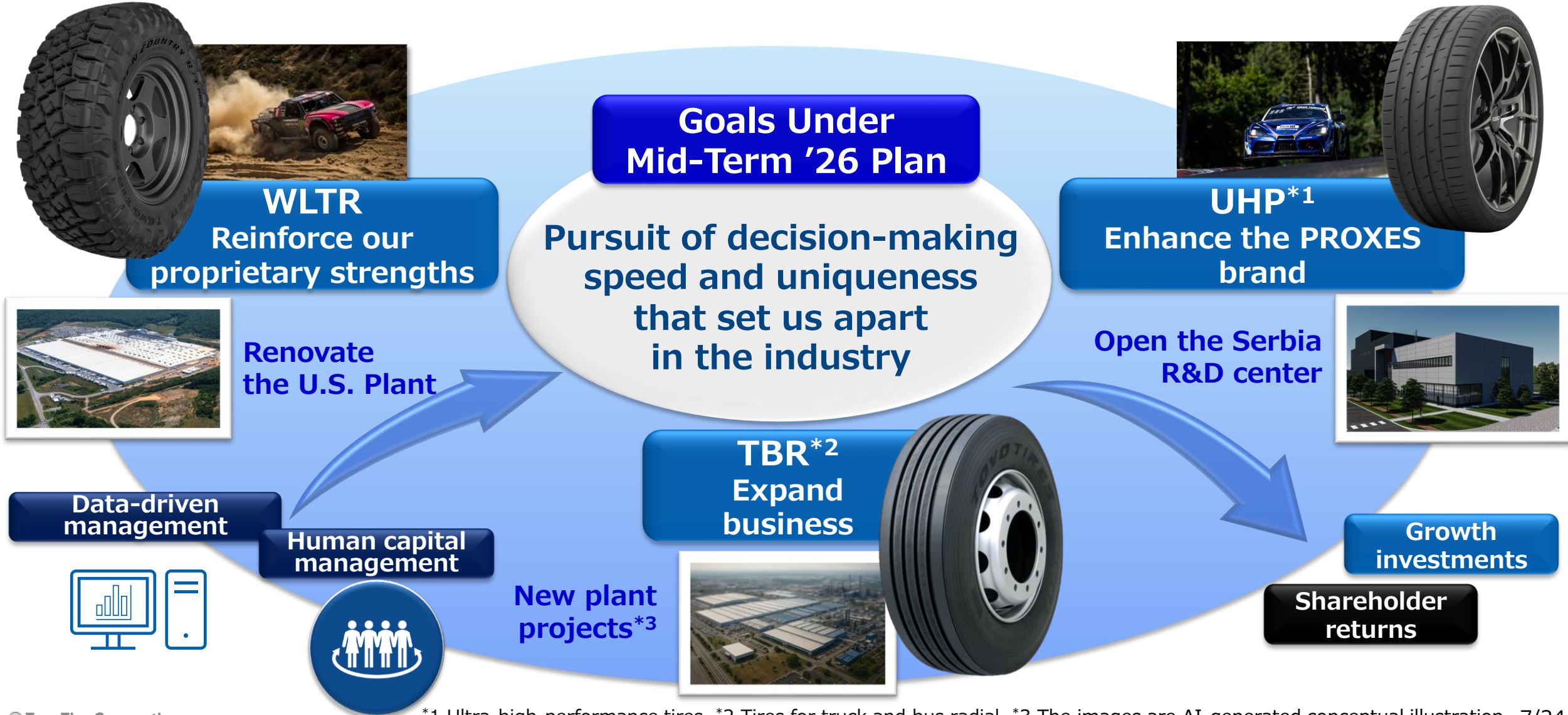
Shifting demand amid
demographic changes

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
(total) **100.0B yen**
or higher

Stable and progressive
dividend payments
Carry out share buybacks

Sustainably enhance corporate value

02 Growth Strategies



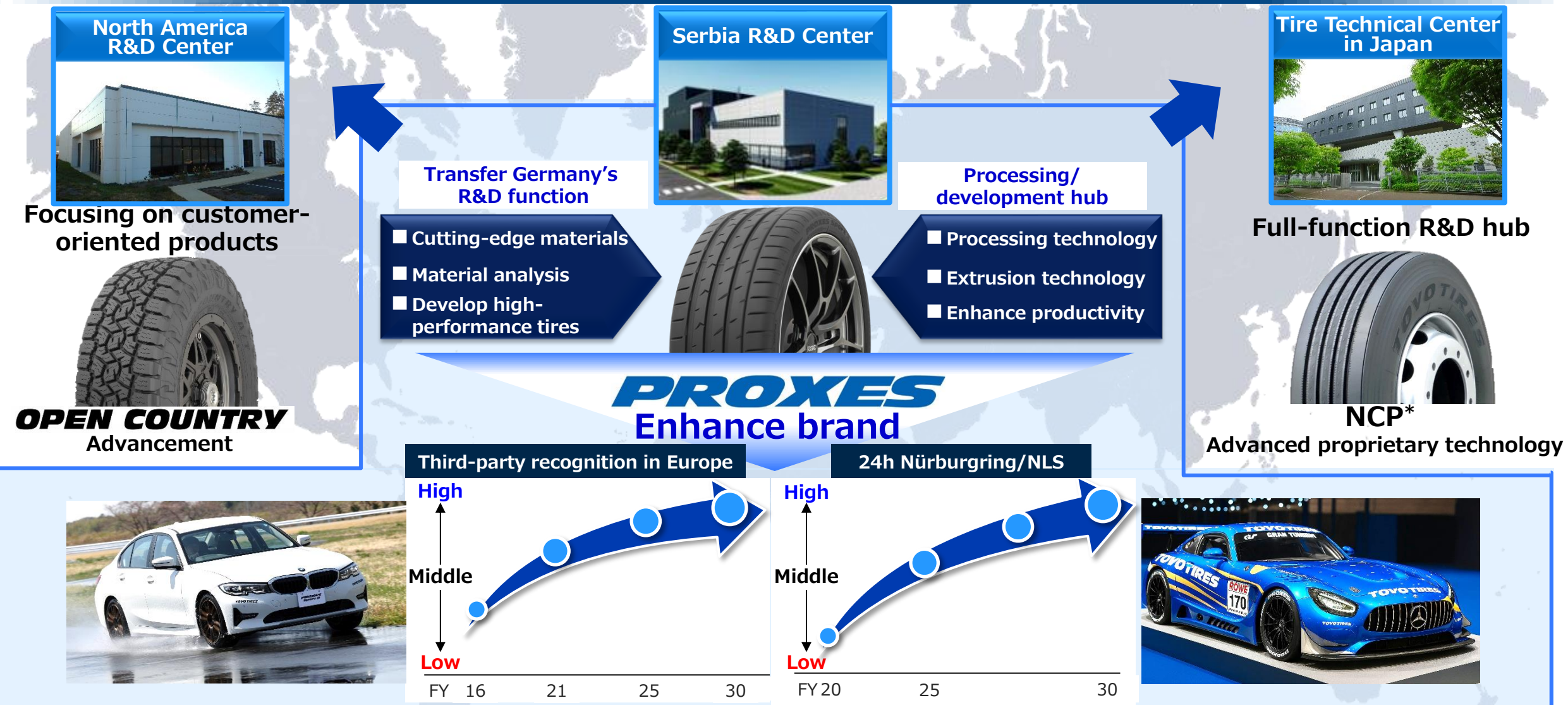
Technical Strategies | Goals Under Mid-Term '26 Plan

TOYO TIRES

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



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

Measures under the Mid-Term '26 Plan

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

U.S. Plant



High quality
High performance



North America R&D Center

TOYO TIRES
OPEN COUNTRY



NITTO
GRAPPLER



Increase TBR production
and expand sales



TBR
Sales Volume
+50%
or higher
(vs FY25)



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

Challenges

Lead time of approx. 6 months

Proof of technological capabilities

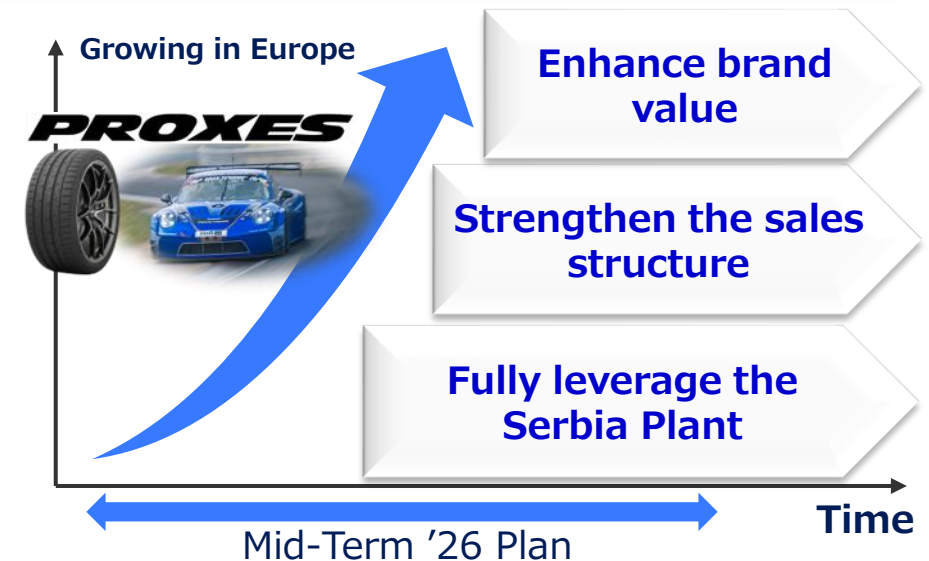
Logistics costs incurred
by exports from Japan

Measures under the Mid-Term '26 Plan

Lead time within one month

Brand power backed by
technology

High-precision production system
at the Serbia Plant



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

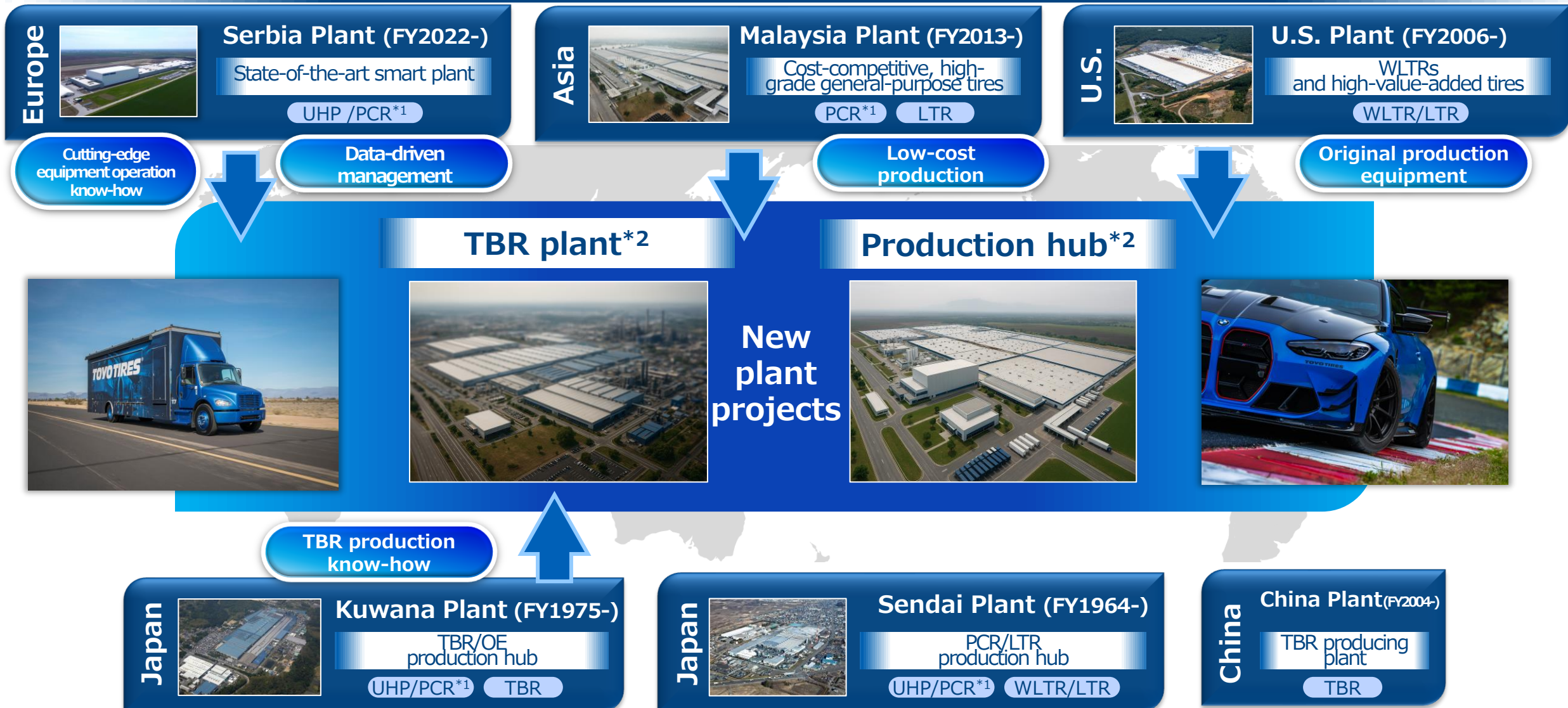
Optimize the sales structure

Expand the family channel



PROXES OPEN COUNTRY

Reflect best practices from existing plants



03 Strengthening Management Platforms



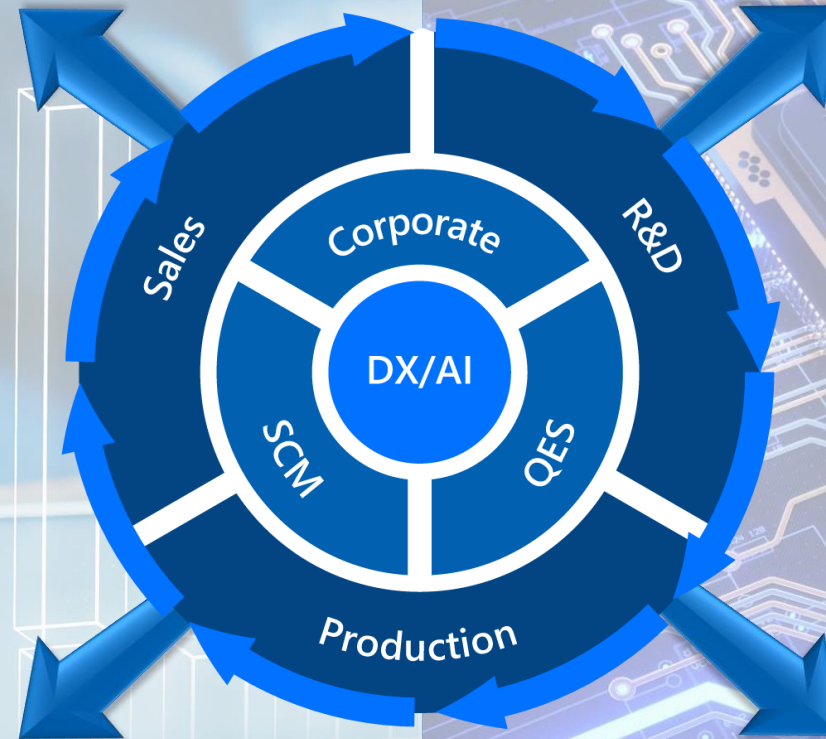
Visualize corporate activities in real time to realize data-driven management

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

04 Contribution to Stakeholders, Society, and Shareholders



Mid-Term '26 Plan | Performance Targets/Indicators

TOYO TIRES

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

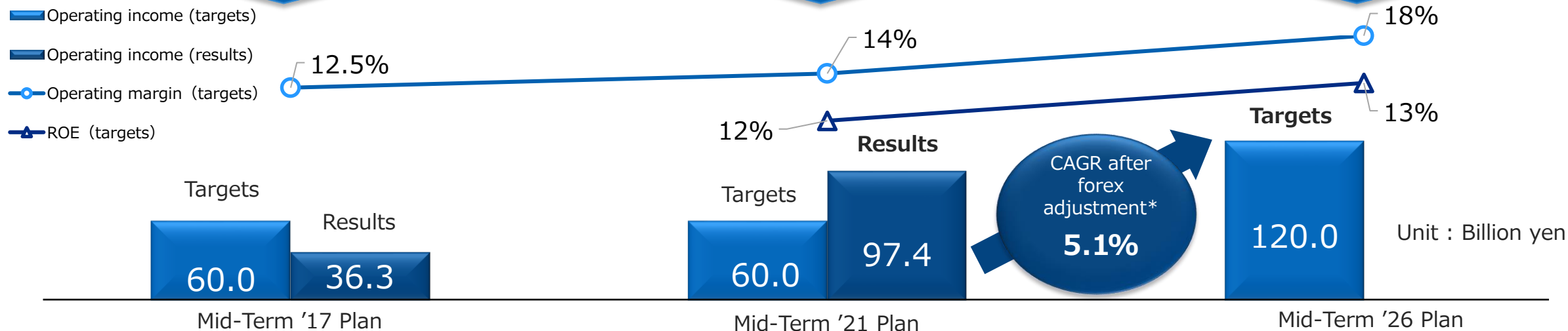
Assumed foreign exchange rate :
145 yen/\$ and 170 yen/€

Capital Efficiency

ROE **13%** or higher
ROIC **10%** or higher

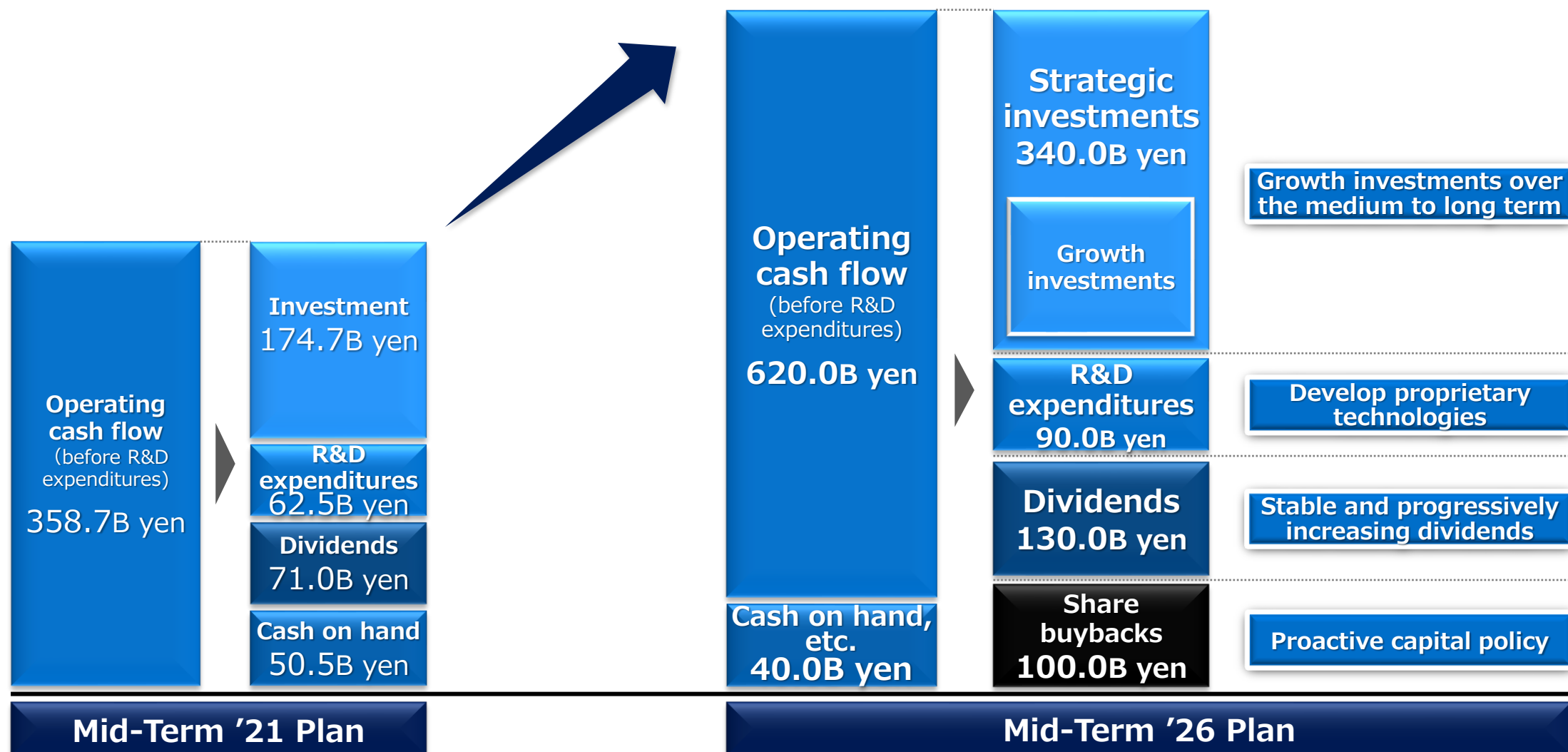
Shareholder Return

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



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





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.