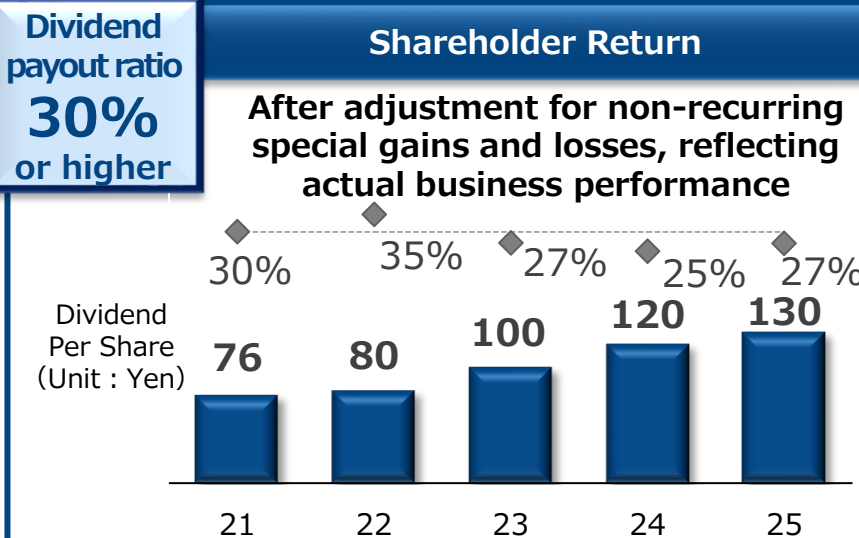
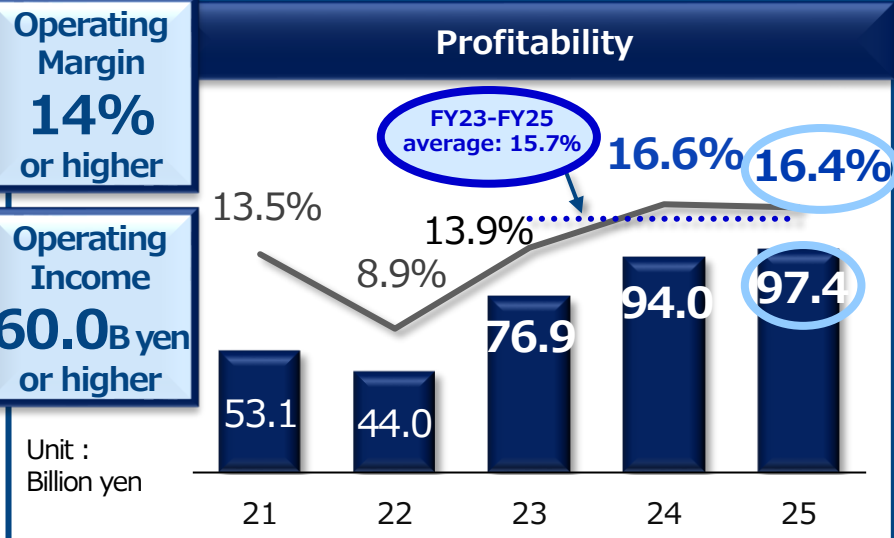


# 01 Mid-Term Plan Transition: '21 to '26



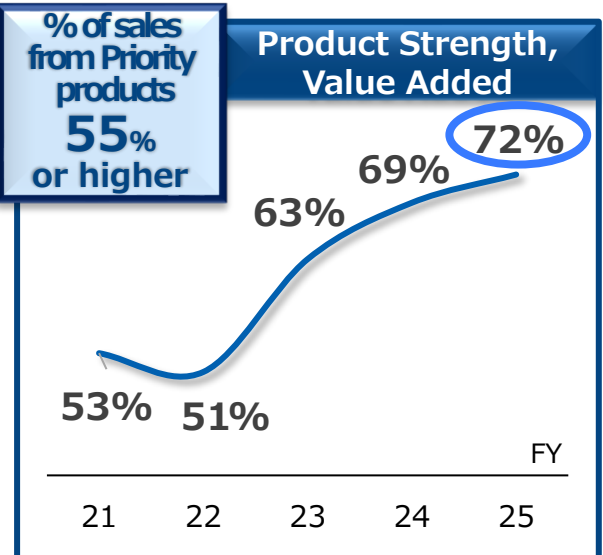
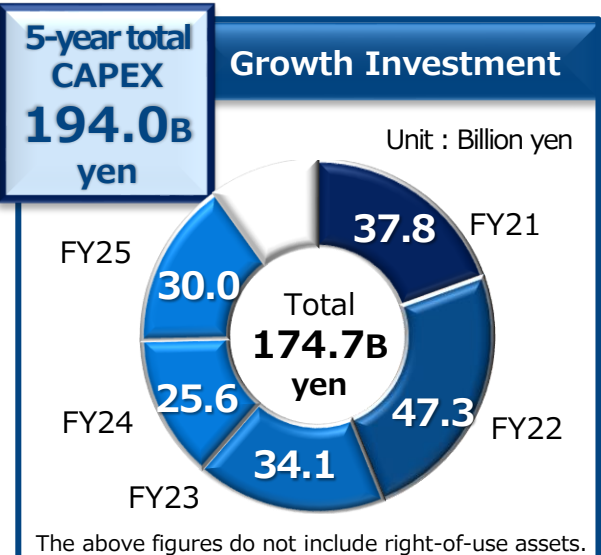
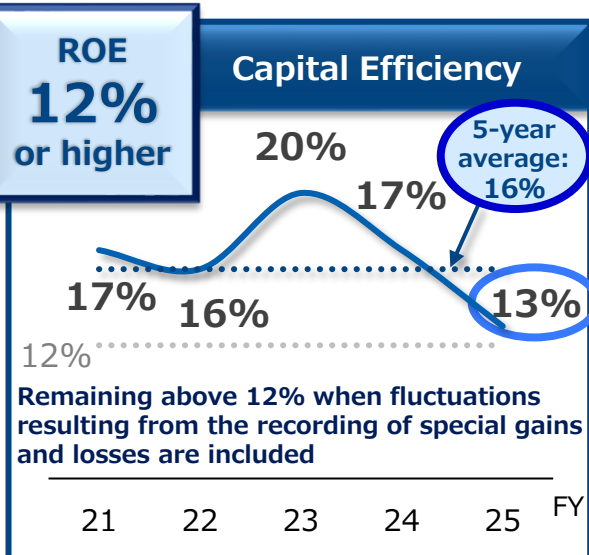
Financial targets achieved through higher WLTR\* output, expanded priority product sales, and the launch of the Serbia Plant



### Key Measures

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

**Achieved in FY2021**

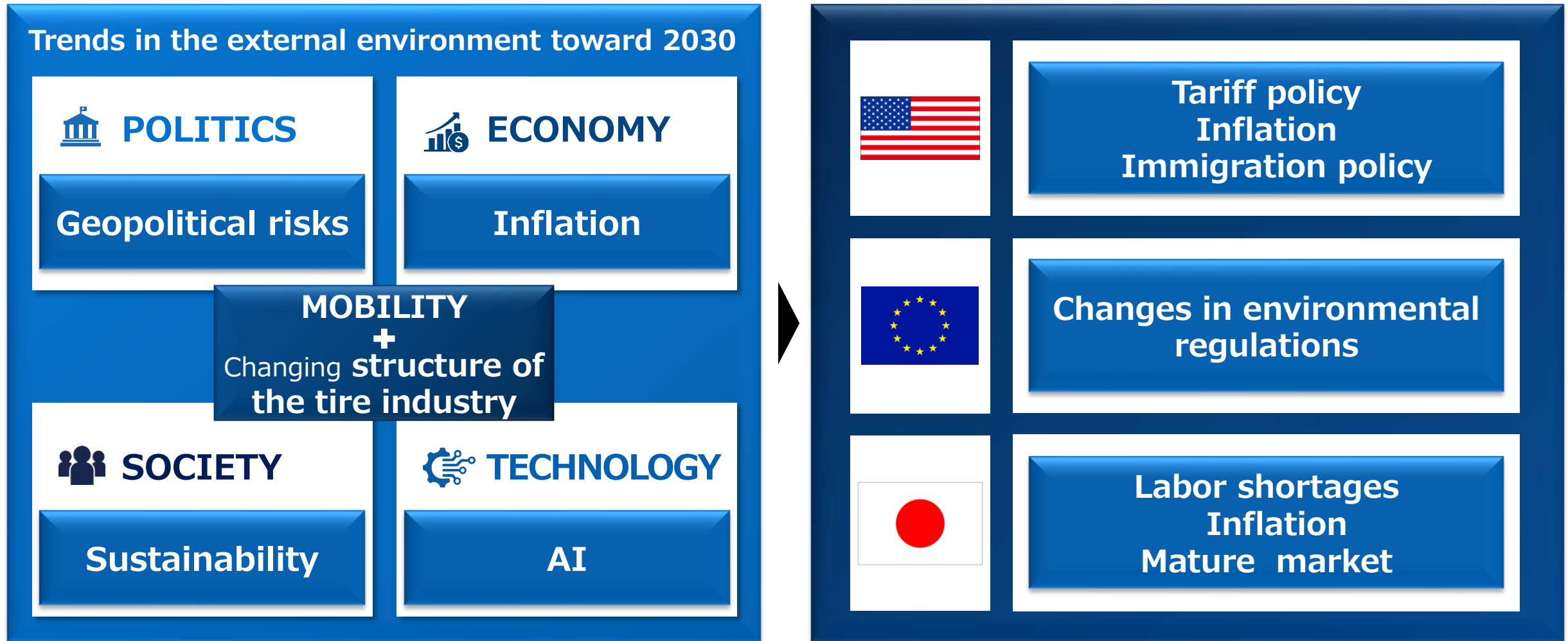


### Timely launch of high-value-added products

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



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

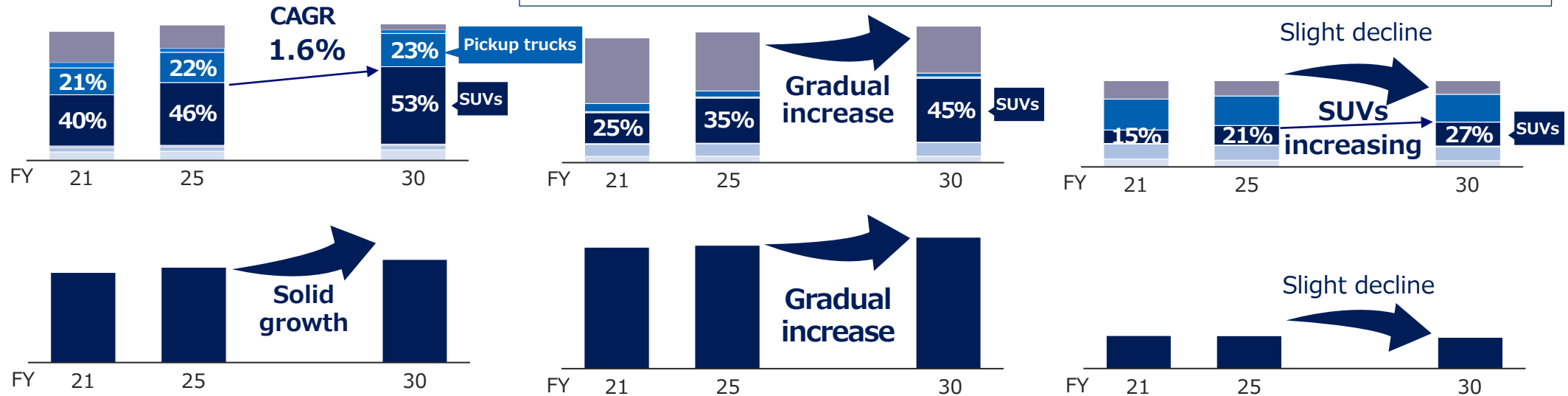
Gradual demand growth  
Intensifying competition in environmental and other technologies

## Japan

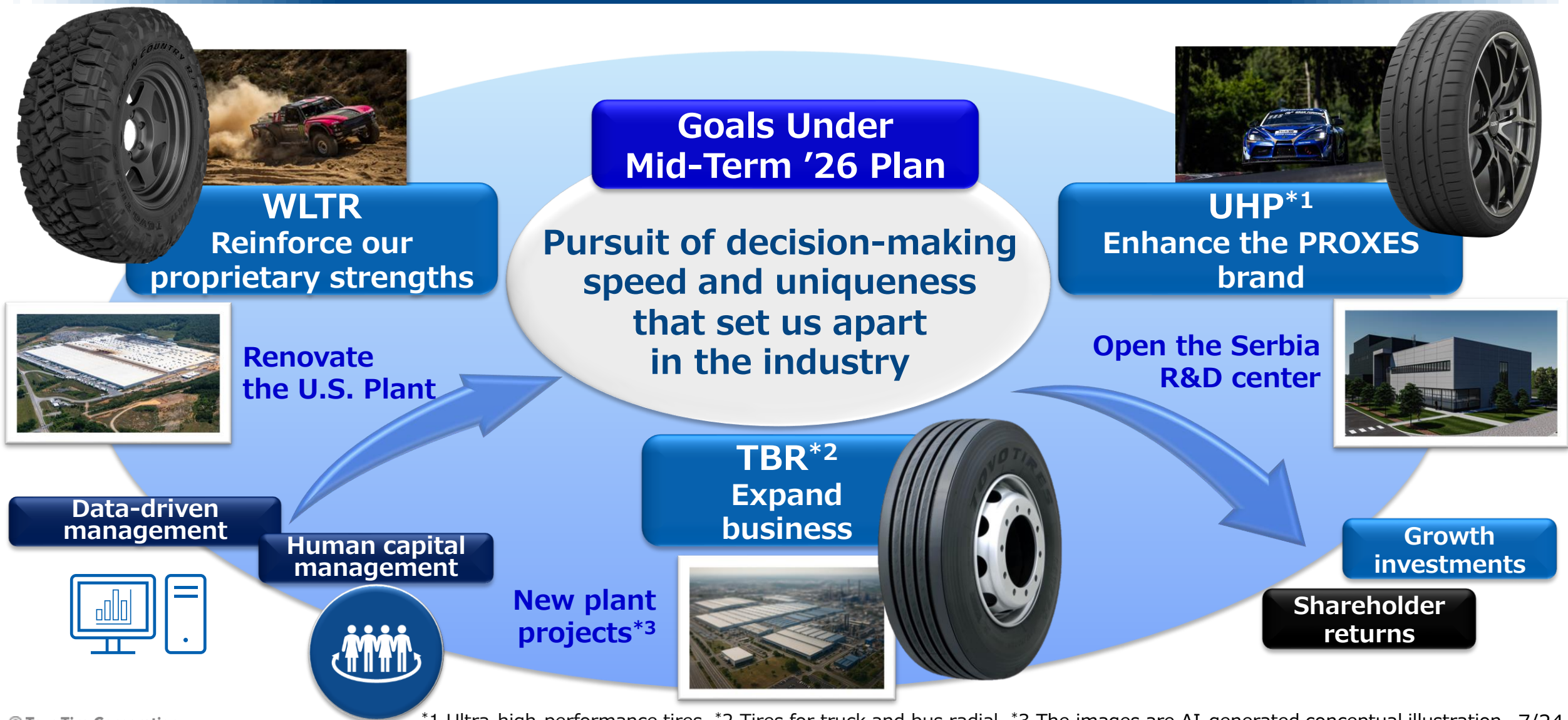
Accelerating popularity of SUVs  
Shifting demand amid demographic changes

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%** or higher  
 Share buybacks (total) **100.0B yen**

Stable and progressive dividend payments  
 Carry out share buybacks

## Sustainably enhance corporate value

***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.