

02 Growth Strategies



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



We supply innovative tires that offer a fine balance among functionality and performance, aesthetics, and resource efficiency

Resource efficiency Functionality and performance Aesthetics

Innovation & Integration

Materials technology Simulation technology Design technology

Fundamental tire design technologies

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

WLTR	UHP	TBR
High-performance Aggressive design	High-performance Technological innovation	Advanced proprietary technology
Reduce development lead time by 50% (FY2025→FY2030)		

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



North America R&D Center

Focusing on customer-oriented products



OPEN COUNTRY
Advancement



Serbia R&D Center

Transfer Germany's R&D function

- Cutting-edge materials
- Material analysis
- Develop high-performance tires



Processing/development hub

- Processing technology
- Extrusion technology
- Enhance productivity



Tire Technical Center in Japan

Full-function R&D hub

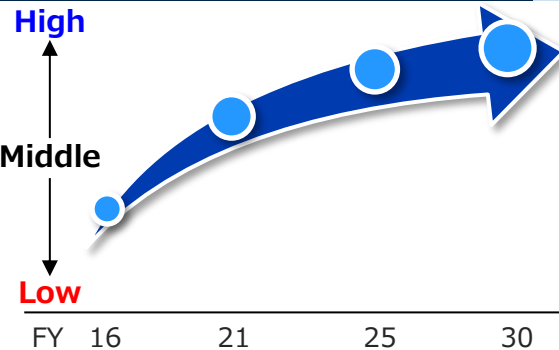


NCP*
Advanced proprietary technology

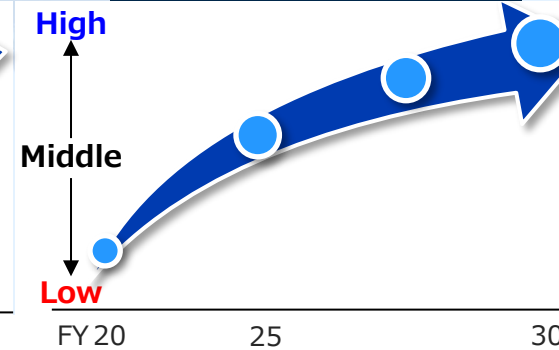
PROXES
Enhance brand



Third-party recognition in Europe



24h Nürburgring/NLS



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

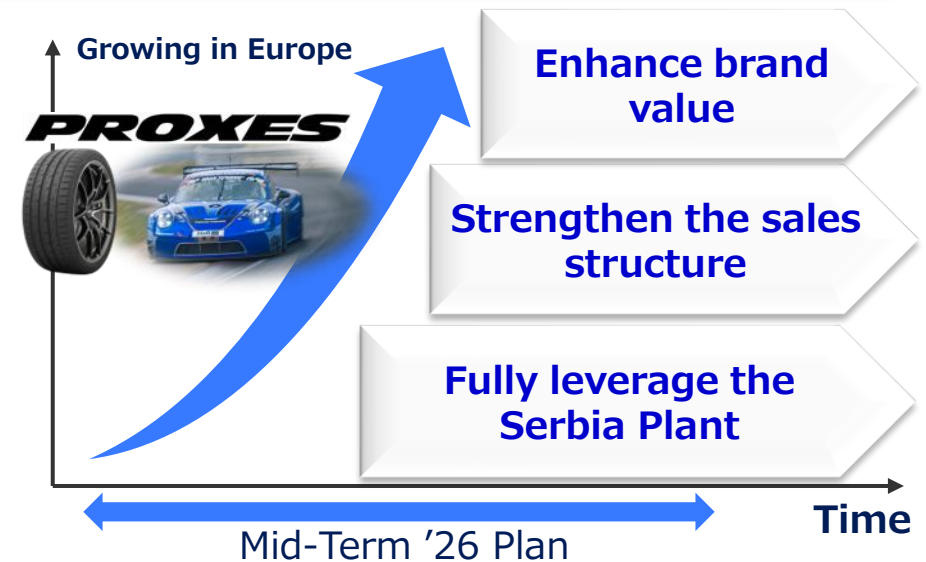
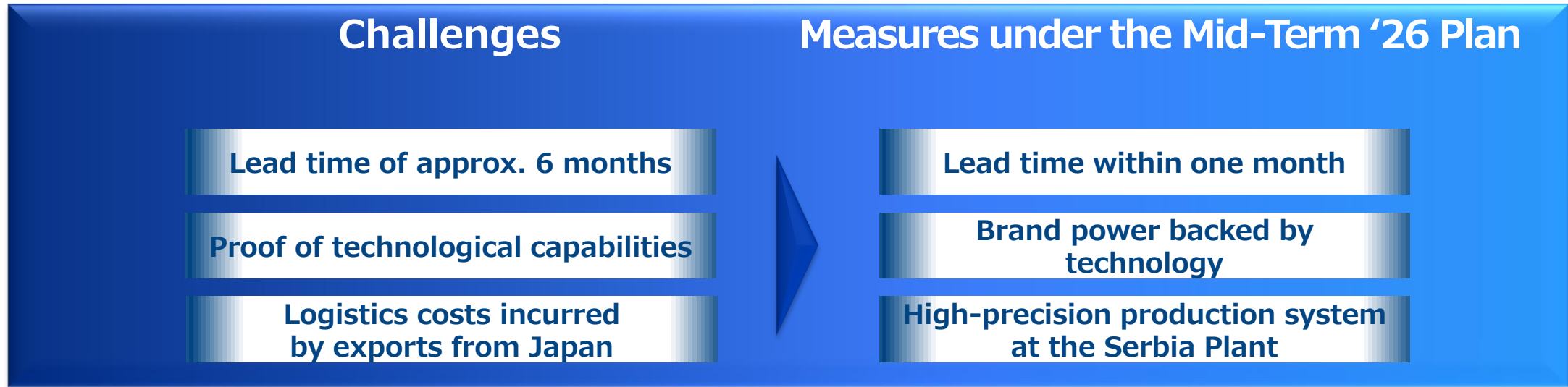


WLTR Sales Volume **+10% or higher** (vs FY25)

- 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

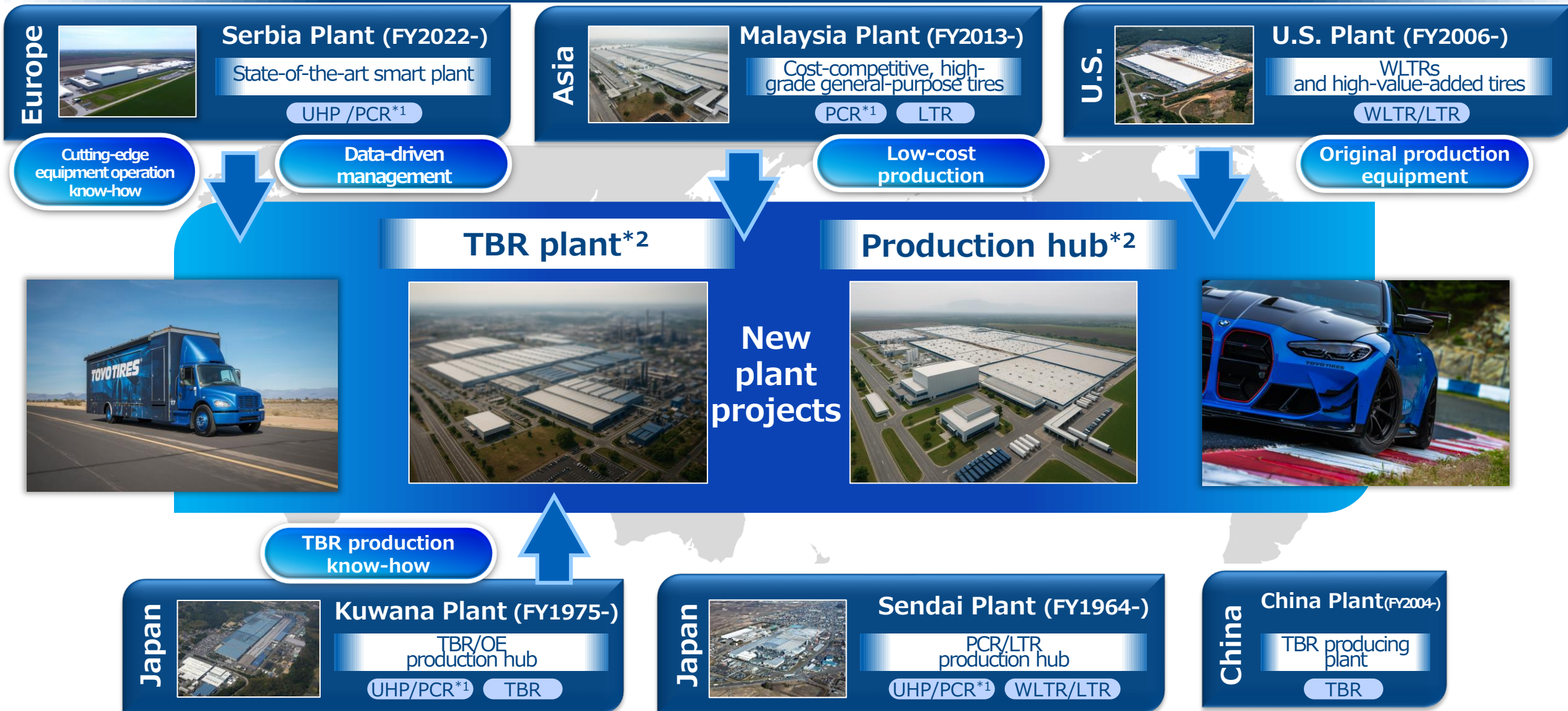
Optimize the sales structure

Expand the family channel



PROXES OPEN COUNTRY

Reflect best practices from existing plants



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.