

TPR

2026 Medium-Term Management Plan (Executive Summary)

FY2024 - FY2026

TPR Co., Ltd.

Positioning of 2026 Medium-Term Management Plan

IEGS2026

- I**nnovate
- E**xpand
- G**ame-changing
- S**ustainable

2026 Medium-Term Management Plan

Looking to the future, “Preparing for Further Growth”

2023 Sales **193.8** billion yen
Ordinary profit **16** billion yen

2026 Sales **210** billion yen
Ordinary profit **22** billion yen

2030 Sales **230** billion yen
Ordinary profit **24** billion yen

2026 Medium-Term Management Plan
(3 years: 2024–2026)

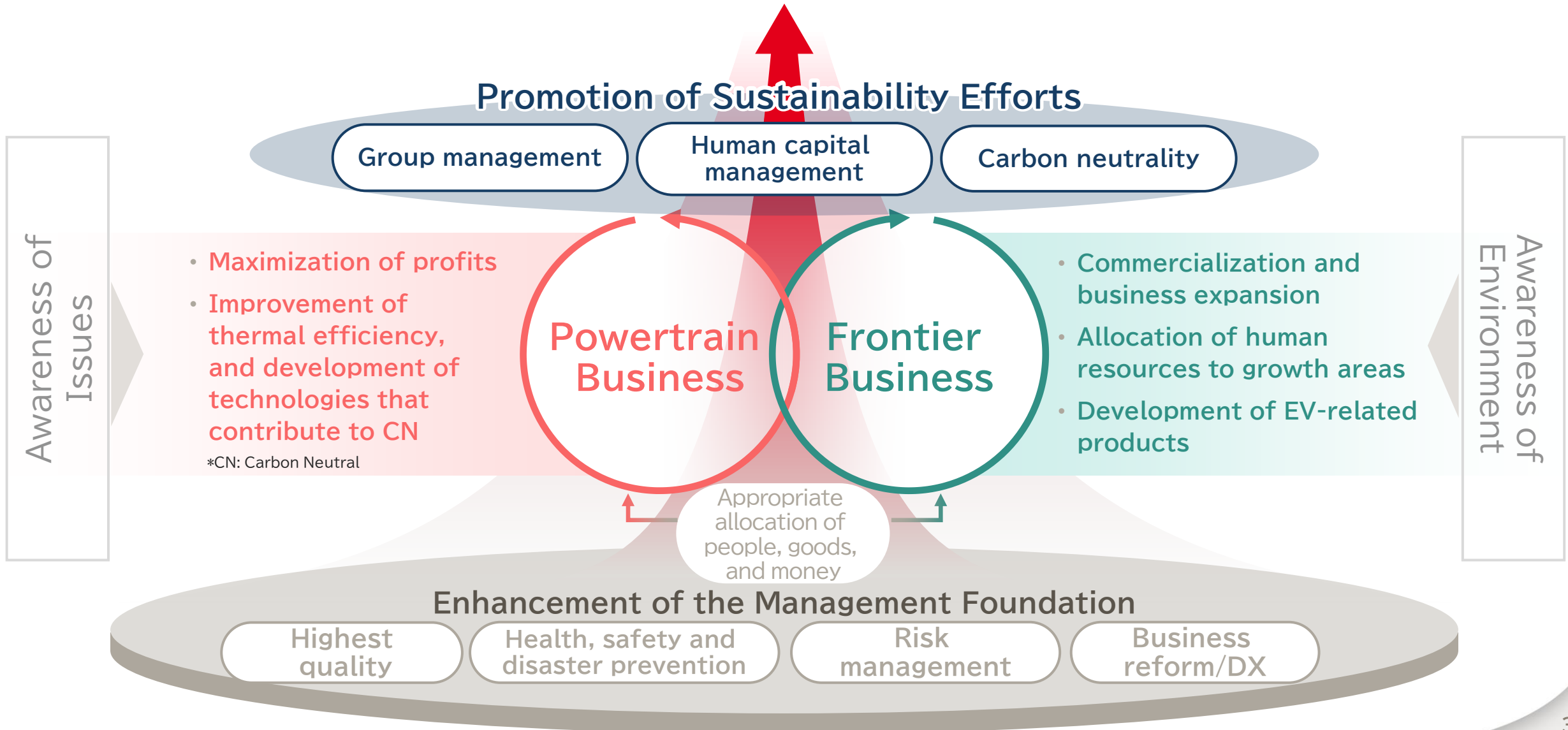
Frontier Business

Powertrain Business

Toward the 100th Anniversary



Sustainable Growth & Enhancement of Corporate Value



Management Goals

	FY2023		FY2026 target
Sales	193.8 billion yen	▶	210 billion yen
Ordinary profit	16 billion yen	▶	22 billion yen
Ordinary profit margin	8.3%	▶	10.5%
Profit attributable to owners of parent	8.1 billion yen	▶	12.5 billion yen
ROE	5.6%	▶	8.0%
Shareholder return	Dividend payout ratio: 30%	▶	Dividend payout ratio: 40% +Purchase of treasury shares

Powertrain Business

Maximizing profit,
strengthening of structure



- Improvement of product Competitiveness
 - Quality, Cost, Delivery, Development, Safety Environment
- Optimization of global sales and production systems
- Development products compatible with CN fuel
- Cost structure optimization and DX

*CN fuel: Carbon neutral fuel

Frontier Business

Allocation of human resources
to growth areas



- Aggressive investment for growth (capital investment, R&D, and strategic investment)
 - Strengthen business related to rubber and resin
 - Develop EV-related products and commercialize them globally
 - Accelerate commercialization of nanomaterials
 - Create technologies to support a beautiful and prosperous future
 - Strengthen business related to automotive exteriors and related equipment
- Shifting and reskilling of “people” and strengthening of recruitment

Sustainable growth strategy



- Management with an awareness of cost of capital and share price
- Investment in human capital, and expansion of human resource base
- Advancement of corporate governance
- Efforts toward long-term carbon neutrality goals