

# Speedline Annual Report

# Table of Contents

1. Letter from the Global CEO: Building the Foundation for Sustainable Value at Speedline
2. CEO Priorities for 2024–2026
3. The S8 Commitment: Our Operating North Star
4. Strategic Overview and Mid-Term Plan (2024–2026)
5. Business-Shaping Scenario 1: Create Good Business Quality
6. Business-Shaping Scenario 2: Create Good Tires
7. Market Environment and Competitive Dynamics
8. Customer Trends and Demand Signals
9. Regulatory and Sustainability Landscape
10. Financial and Operating Review
11. Segment Performance and Portfolio Actions
12. Capital Allocation and ROIC Management
13. Operations, Manufacturing, and Supply Chain
14. SCALA Rollout and Model Plants
15. B-Direct Logistics Transformation
16. Technology and Innovation
17. LUMINEX and the New Premium in the EV Era
18. INSPECTA, CONTACT VISION, and Smart Factories
19. Solutions and Mobility Technology
20. FleetSphere and RoutePulse: Data-Driven Uptime
21. Retread as Circular Advantage
22. Sustainability and the S8 Commitment in Action
23. Climate and Circularity
24. Responsible Sourcing and Natural Rubber
25. People, Culture, and Talent Creativity
26. Excellence Plan and TQM in Practice
27. Digital Skills and Workforce Enablement
28. Governance, Compliance, and Risk Management
29. Enterprise Risk Priorities and Response
30. Standards, Ethics, and Assurance
31. Brand, Partnerships, and Stakeholder Engagement
32. Sustainable Motorsport as Mobile Laboratory
33. Retail Evolution and Customer Experience
34. Future Outlook and Roadmap to 2030

# Letter from the Global CEO: Building the Foundation for Sustainable Value at Speedline

Speedline entered the current planning cycle with a clear recognition that the external environment has become structurally more volatile, and our response must be both disciplined and imaginative. Over the last year, we sharpened our focus on premium value creation, while reinforcing the operational backbone that allows us to deliver in unpredictable conditions. We continued the strategic transition from volume-led growth to value-led performance, prioritizing premium products, differentiated services, and data-enabled solutions that elevate customer outcomes. This transformation is anchored in rigorous capital discipline, a multi-year roadmap for ROIC improvement, and a renewed commitment to transparent stakeholder dialogue. Our path forward integrates sustainability directly into business design, ensuring that social value and customer value advance in tandem with financial resilience.

We define our ambition through the Speedline S8 Commitment, a corporate promise to future generations that aligns our decisions with eight Speedline-like values: Sustainability, Stewardship, Speed, Safety, Simplicity, Satisfaction, Security, and Support. These organizing principles shape how we innovate, how we manufacture, and how we partner across the value chain. In practice, the S8 Commitment translates into measurable objectives for carbon neutrality, circularity, responsible procurement, and human capital acceleration. It also drives our approach to co-creation, where we build solutions with customers and partners that solve practical pain points and reduce lifecycle impact. As we scale this commitment globally, we are strengthening trust as a true operating asset.

During the first year of our Mid Term Business Plan (2024–2026), we concentrated on three imperatives: return Speedline to an unambiguously strong state capable of adapting to change, reinforce earning power with ROIC at the core, and embed our quality ethos more deeply into daily management. We also took an honest inventory of remaining issues from the prior plan, including demand forecasting accuracy in select regions and the speed of countermeasures under stress. In response, we introduced a new glocal portfolio management model across 47 areas, raised the cadence of signal monitoring, and tied decision rights to on-site facts. These measures are already improving execution quality, and we will keep raising the bar every quarter. The result is an organization that is more responsive, more grounded, and more cohesive in the face of continuous change.

## Supplier Policy Acknowledgment and Traceability

Metric	Value	Year
Americas	0.89	2018

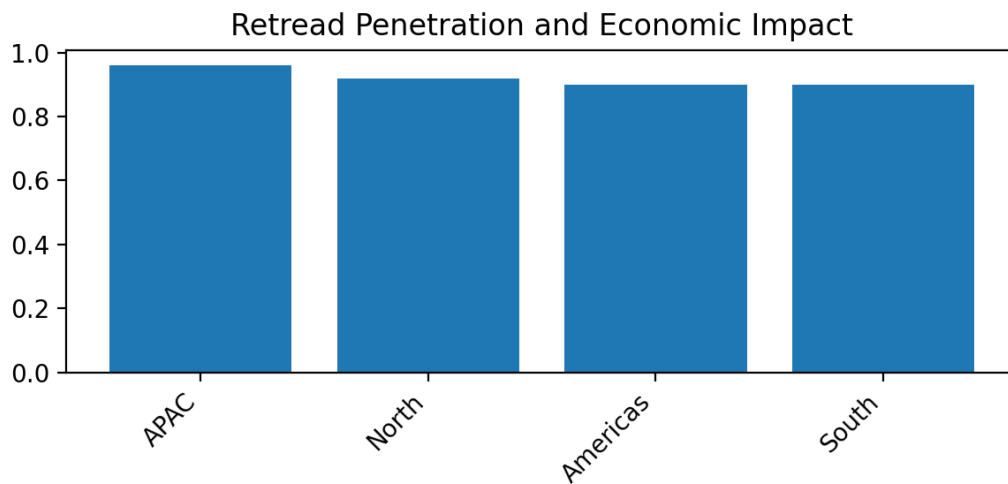
EMEA	0.09	2019
EMEA	0.2	2024
EMEA	0.47	2021
EMEA	0.97	2025
EMEA	0.47	2020
North	0.71	2019
North	0.39	2024
Americas	0.82	2021
APAC	0.19	2024

## CEO Priorities for 2024–2026

Our strategic emphasis is to amplify value at the intersection of our premium products, our solutions platforms, and our data capabilities. We are scaling LUMINEX, Speedline’s base technology for product design, to deliver "new premium" performance tailored to evolving vehicle architectures, including the accelerating shift toward electrification. In parallel, we are deploying SCALA, our common modular manufacturing architecture, to simplify complexity, shorten development cycles, and lower unit cost while improving quality consistency. This dual engine of product power and cost discipline is the backbone of our premium strategy and is being synchronized across R&D;, manufacturing, and market-facing teams. We are also deepening investments in our mobility-tech solutions, with a near-term focus on commercial B2B verticals where we have strong real-world footholds and clear opportunities to compound trust.

Improving the quality of management is our top operational priority, and we are executing a multi-level program to embed better PDCA, stronger root-cause analysis, and a more rigorous approach to standardization. We have branded this approach the Speedline Excellence Plan, and it integrates training, governance routines, and transparent scorecards that scale across geographies and functions. Importantly, the Excellence Plan is not episodic; it is daily work. Our global leadership convened on-site in our founding region to reaffirm the core Speedline DNA and to commit to measurable improvements in frontline signal detection and responsiveness. This work is supported by our DX agenda, which emphasizes practical AI for productivity, smart factories for stability, and data platforms that transform on-site observations into actionable insights.

## Retread Penetration and Economic Impact

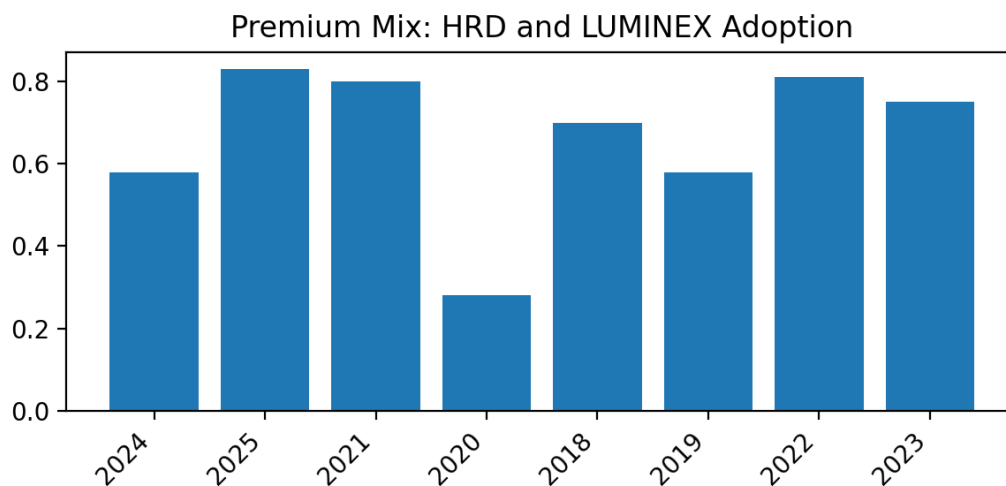


## The S8 Commitment: Our Operating North Star

The S8 Commitment guides our long-term aspiration for Speedline to continue creating social and customer value as a sustainable solutions company through 2050 and beyond. It articulates a simple but powerful proposition: we will grow only in ways that strengthen Sustainability, elevate Stewardship, operate at Speed without compromising quality, protect Safety, favor Simplicity in systems, enhance Satisfaction for customers and teammates, reinforce Security across cyber and supply networks, and provide Support to communities and partners. Each of these values is tied to policies, KPIs, and investment priorities that are reviewed at the executive and board levels. We measure the S8 Commitment's traction through external benchmarks, internal progress dashboards, and stakeholder feedback loops. The intent is to make the S8 Commitment both directional and operational, shaping decisions in real time.

Our near-term S8 milestones include a more than 50 percent reduction in Scope 1 and 2 emissions from a 2011 baseline by 2026, an increase in recycled and renewable material ratios to above 39 percent, and a continuous rise in our talent creativity index. We are also accelerating efforts to manage road-wear particles through upstream material innovation, product design that improves wear resistance, and fleet-operating solutions that reduce stop-and-go and optimize routing. On responsible procurement, we are working to expand traceability and capacity-building for smallholders in natural rubber supply chains through structured training partnerships. Finally, we are piloting high-visibility sustainability proofs in motorsport and fleet settings to speed learning and scale high-impact practices. Progress against these milestones will be disclosed with transparency and context.

## Premium Mix: HRD and LUMINEX Adoption



## Strategic Overview and Mid-Term Plan (2024–2026)

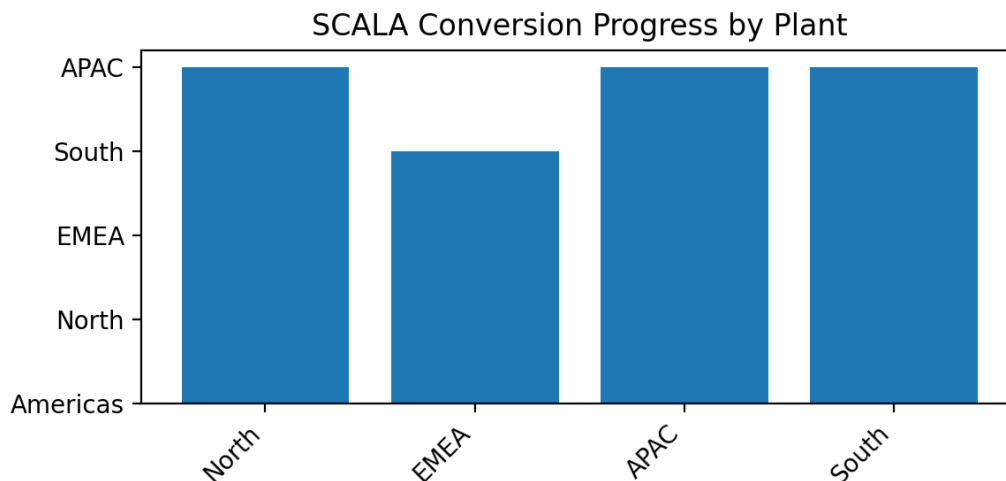
Speedline’s Mid Term Business Plan (24MBP) translates our 2030 long-term aspiration into a concrete three-year agenda, sequenced to address remaining vulnerabilities and to capture near-term value. The plan centers on four business-shaping scenarios: create good business quality, create good tires, create good business, and create new business sowing seeds for the future. Each scenario is backed by actions, resource envelopes, and governance routines that synchronize global strategy with local execution. We are intensifying portfolio management across our four businesses—premium tires (core), solutions (growth), exploratory ventures, and diversified products—while managing capital rigorously against ROIC thresholds. The plan is designed to be robust under a range of market conditions and to flex with signals from our 47 glocal areas.

Financially, we target revenue at approximately 4,800 billion JPY-equivalent by 2026, an adjusted operating profit level of around 640 billion, and an operating margin near 13 percent. ROIC, our principal financial compass, is programmed to reach 10 percent by the end of the plan, with improvement driven by product mix, productivity gains, inventory discipline, and working-capital normalization. We are maintaining a progressive dividend posture, with a minimum dividend per share of 250 JPY-equivalent by 2026, subject to market context and capital needs. On the non-financial front, we are making measurable commitments on carbon, circularity, safety, and human capital, and we are building brand equity around the concept of sustainable premium. The combined effect is a stronger, more resilient Speedline that compounds value across cycles.

Execution hinges on our new glocal structure, which consolidates leadership into two regions—Speedline EAST and Speedline WEST—with six streamlined SBUs and 47 accountable areas. This structure is calibrated to the maturity of mobility, industry structure, and our relative positions across markets, while ensuring total value-chain optimization.

Decision-making authority increasingly rests with those closest to customers and operations, within a framework that aligns local rights to global guardrails. We have instituted tighter cadence for portfolio reviews, risk exercises, and performance dialogues, and we have upgraded data visibility for more precise steering. The objective is to maximize effectiveness and efficiency while preserving the humility to learn and adjust quickly. Early signs of improved cycle-time and forecast accuracy are encouraging and will be reinforced in 2025.

## SCALA Conversion Progress by Plant

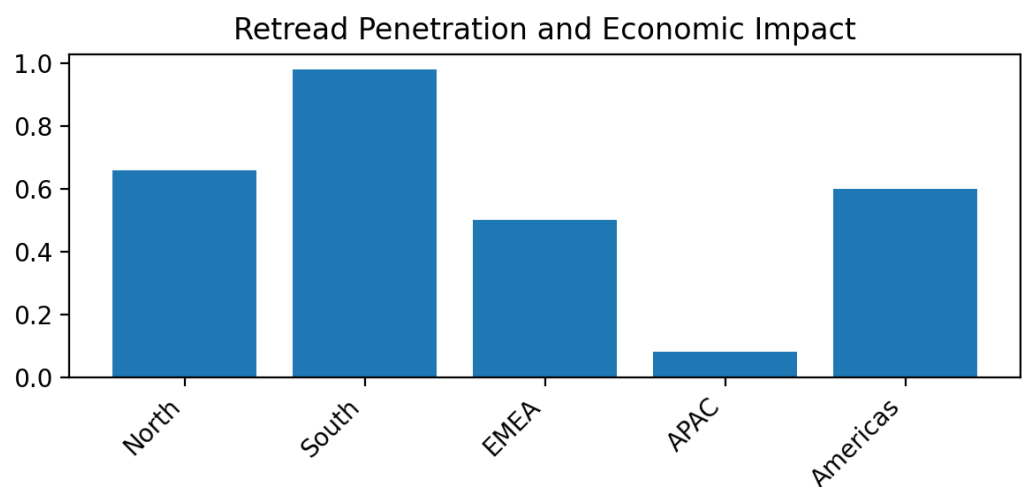


## Business-Shaping Scenario 1: Create Good Business Quality

The heart of our 24MBP is a multi-year program to lift the quality of management and of working practices across the company. We are institutionalizing the Speedline Excellence Plan, a framework rooted in five everyday disciplines: closed-loop PDCA, insistence on valid data, rational standardization, deep root-cause analysis, and control of critical points. Training cascades from the global executive committee to frontline teams, with role-specific curricula and on-site practicums. We measure adherence and impact through internal audits, TQM competitions, and improvement pipelines, celebrating practical wins that remove friction and prevent recurrence. This is how we build a culture of operational excellence that sustains premium outcomes.

To embed these behaviors, we hosted our Global Executive Council in our founding city, re-walking our origins and inspecting plants to reconnect decisions with on-site reality. Workshops focused on live management issues, where cross-functional teams conducted structured problem-solving using standard tools and real data. Leaders committed to weekly gemba walks, actionable feedback, and time-bound countermeasures. We integrated these routines with our DX backbone, making it easier to capture signals, trigger alerts, and track countermeasure efficacy. The program is designed to be relentless but practical, always prioritizing the flow of value to customers and the safety of our teammates.

## Retread Penetration and Economic Impact



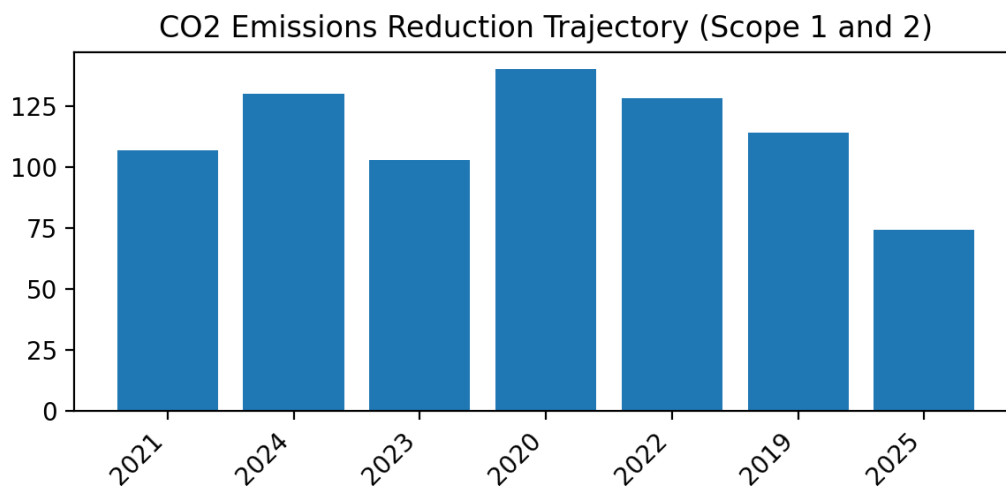
## Business-Shaping Scenario 2: Create Good Tires

Speedline is accelerating value creation by fusing two foundational technologies: LUMINEX, our base design platform for the new premium era, and SCALA, our modular manufacturing architecture. LUMINEX advances environmental performance while expanding the performance spider chart, enabling ultimate customization to diverse vehicles and use cases, including electric platforms. SCALA simplifies the engineering and supply chain by consolidating components into shared modules, reducing changeovers, compressing lead times, and lowering conversion costs. Together, they deliver superior customer delight at lower lifecycle cost, while improving our ability to respond to market signals. We are progressively converting our global PS production to SCALA standards, with model plants in both EAST and WEST regions leading the way.

In premium passenger replacement, we are increasing the share of high rim-diameter and LUMINEX-equipped products, supported by a retail and service network designed to translate on-site insights into rapid product refreshes. On commercial tires, we are expanding high-quality retread to raise resource productivity and lower total cost of ownership for fleets, especially in North America and Japan. In our specialties portfolio, we are scaling TITANCORE, our ultra-premium mining architecture, to extend our leadership in demanding applications. Across all categories, the focus is on elevating performance and sustainability while streamlining complexity. This is the essence of Speedline's shift from volume to value.

## CO2 Emissions Reduction Trajectory (Scope 1 and 2)





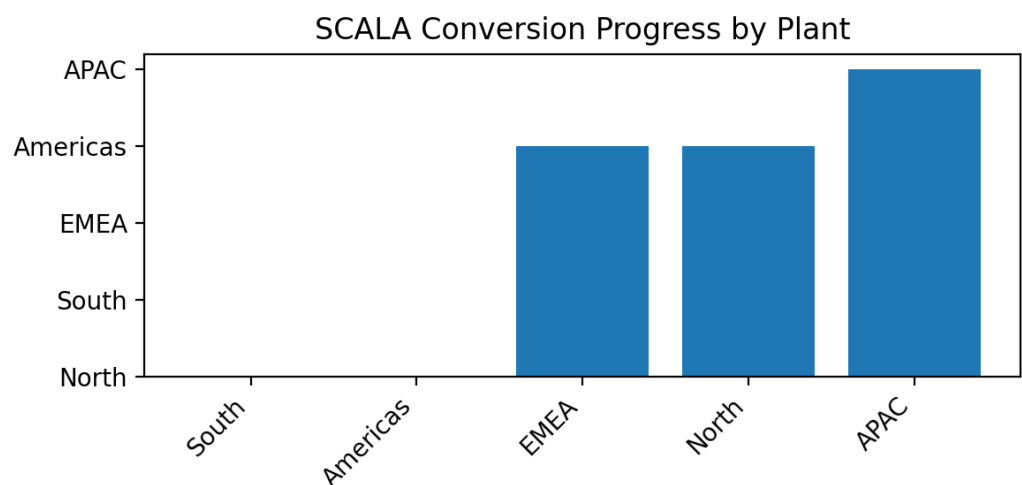
## Market Environment and Competitive Dynamics

Macro volatility has intensified with uneven monetary trends, geopolitical uncertainty, and mixed signals in consumer and freight demand. Electric adoption in light vehicles continues to rise globally, though short-term adoption curves are normalizing in select markets due to infrastructure bottlenecks and affordability constraints. Fleet customers are increasingly optimizing total cost of use, creating demand for integrated tire-management solutions and advanced retread cycles. Meanwhile, regulatory scrutiny on lifecycle emissions and materials usage is rising, driving higher compliance thresholds and new competitive vectors. In this context, Speedline's strategy is to exploit our premium positioning, deepen our solutions footprint, and manage cost to defend margins.

The tire industry structure is experiencing divergence, with premium incumbents doubling down on technology and solutions while some competitors rationalize portfolios or pursue regional consolidation. Entry barriers are rising in data-driven services and in high-spec specialties, where engineering depth and field expertise are decisive. The retail landscape is also evolving, as customers expect seamless digital experiences and faster, more transparent service. Speedline is responding with a hybrid model that couples strong local presence with digital platforms that orchestrate demand, service, and supply in real time. This combination of real and digital is a core differentiator that we intend to scale deliberately.

Raw material costs remain sensitive to energy markets, currency, and supply interruptions, necessitating robust procurement strategies that balance price, security, and sustainability. Speedline's approach leverages global strategic partners, diversified sourcing, and co-innovation in sustainable materials to stabilize inputs while meeting rising environmental expectations. Logistics networks are being reoptimized to promote local production for local sales and to shorten response time, with B-Direct, our logistics transformation program, increasing direct shipment from plants to customers. We will continue to enhance forecast quality, inventory turns, and service levels through integrated planning and customer-linked data. By managing these moving parts coherently, we can navigate turbulence with precision.

## SCALA Conversion Progress by Plant

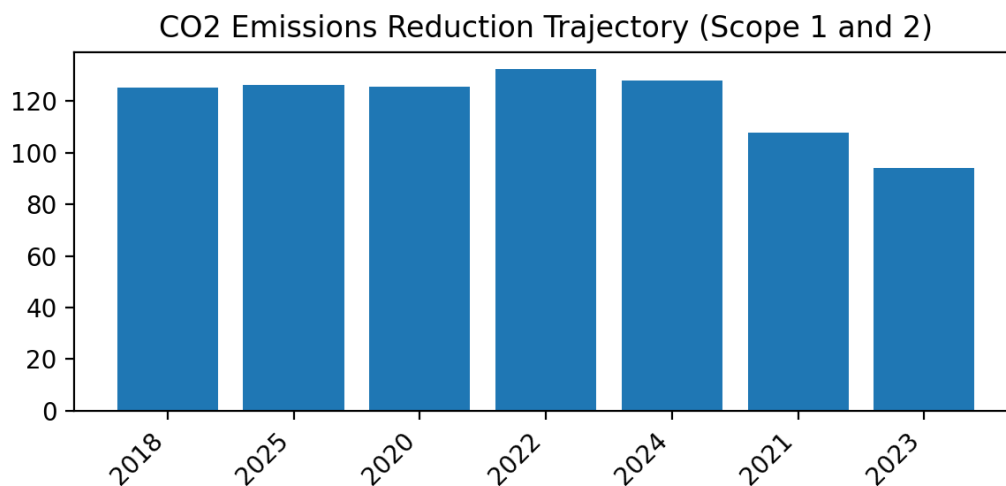


## Customer Trends and Demand Signals

Consumers are rewarding brands that combine premium performance with visible sustainability attributes, such as high recycled content and demonstrable reductions in rolling resistance and weight. Early adopters of electrified vehicles are particularly sensitive to tire longevity, noise, and grip dynamics tailored to heavier curb weights and instant torque; they are also more likely to repurchase the OE brand in replacement cycles. Fleet operators prioritize uptime, predictability, and cost per kilometer, increasingly expecting telematics-linked tire insights, intelligent rotation cycles, and assured retread performance. Aviation and mining customers demand deep engineering support, predictive durability models, and global service consistency. Speedline is organizing around these expectations to deliver measurable outcomes that earn repeat business.

Digital expectations are rising across all segments, with customers wanting to plan, purchase, schedule, and service through seamless apps and portals. Transparent recommendations, real-time inventory visibility, and status updates are now table stakes for a premium experience. In response, our retail equity stores are piloting an evolved omnichannel journey that integrates product curation, price clarity, instant booking, contactless payment, and proactive after-service care. In B2B, our FleetSphere and RoutePulse platforms are being enhanced to integrate tire, vehicle, and route data into a single pane of glass. These investments convert trust into data-sharing, and data-sharing into differentiated solutions.

## CO2 Emissions Reduction Trajectory (Scope 1 and 2)

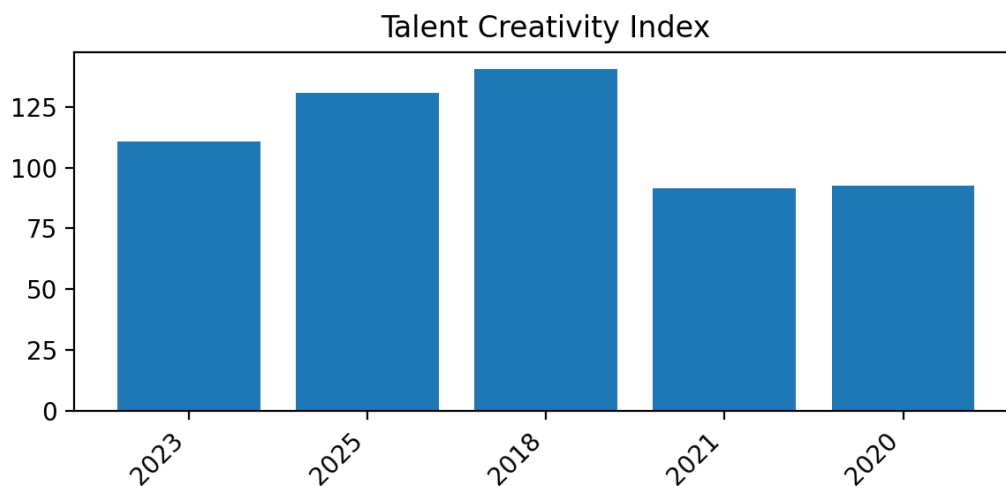


## Regulatory and Sustainability Landscape

Regulators worldwide are pushing for lower lifecycle emissions, expanded recycled content, and heightened transparency in supply chains. Proposed standards for abrasion and tire-road wear particles are advancing in multiple jurisdictions, which will prioritize material science, tread design, and fleet-operating practices that reduce particulate generation. Deforestation-free supply chain rules and enhanced due diligence expectations are reshaping natural rubber sourcing and smallholder engagement. Energy-market dynamics and grid decarbonization trajectories affect the economics of plant electrification and renewable power adoption. Speedline is building capabilities to anticipate, interpret, and comply with these evolving requirements while turning them into product and process advantages.

Our compliance architecture integrates cross-functional scenario planning, legal and policy monitoring, supplier readiness, and customer communications. We are investing in lab methods development and field testing with industry bodies to shape harmonized, practical measurement standards. In natural rubber, Speedline is expanding traceability and partnering with NGOs and local associations to train smallholders in good agricultural practices that lift yields and protect forests. Factory modernization programs include accelerated MES deployment, energy metering, and electrified processes where feasible, with an emphasis on verifiable emissions reductions. By treating regulation as a catalyst for innovation, we can advance both the S8 Commitment and our competitive position.

## Talent Creativity Index



## Financial and Operating Review

In 2023, Speedline delivered revenue growth on the strength of premium mix and specialties expansion, partially offsetting demand softness in select replacement categories in North America and Europe. Adjusted operating profit declined modestly due to temporary underutilization in certain plants, currency effects in specific markets, and increased energy and labor costs; however, excluding hyperinflationary effects in one country, profitability improved year-on-year. Our premium passenger replacement portfolio gained share in high rim-diameter segments, while TITANCORE continued to expand in ultra-large mining applications. Working-capital actions reduced inventories sequentially in the second half, with further improvements targeted in 2024. Capital expenditures were concentrated on SCALA conversions, capacity for premium SKUs in growth markets, and digital infrastructure.

For 2024, we are prioritizing ROIC uplift through a combination of price discipline, premium mix, SCALA-driven productivity, and B-Direct logistics efficiencies. We are also accelerating inventory turns by improving demand sensing, sell-out management, and production sequencing to align more closely with customer pull. Talent investment is rising as we scale training in the Excellence Plan, expand digital academies, and hire selectively in critical capabilities such as AI engineering and advanced materials. Safety performance remains a non-negotiable focus, and we are rolling out updated standards and audits to address ergonomic and process risks consistent with our mission of Safety First, Always. These measures set the foundation for margin recovery and stronger cash generation through the plan period.

Our balance sheet remains resilient, with strong liquidity and investment-grade credit metrics that provide flexibility to fund strategic initiatives and shareholder returns. We are allocating capital with a clear hierarchy: sustain the core, scale premium and solutions where returns exceed hurdle rates, invest in future options that align with the S8 Commitment, and return excess cash where appropriate. We continually evaluate portfolio actions to concentrate effort and raise average returns, exiting or restructuring activities that do not meet profitability and strategic-fit criteria. This disciplined approach ensures that growth is value-accretive and that we can invest

through cycles. We will continue to report with clarity on progress, setbacks, and course corrections.

## Inventory Turns by Region and Portfolio

Quarter	Region	Portfolio	Turns
Americas	EMEA	South	130.14
North	North	Americas	92.33
Americas	EMEA	South	141.2
EMEA	Americas	EMEA	92.77
North	Americas	Americas	106.53
North	Americas	EMEA	66.34
Americas	APAC	South	95.34
South	Americas	North	138.37
EMEA	EMEA	North	150.85
North	North	APAC	104.35
North	APAC	South	86.11
APAC	South	Americas	73.06
South	North	North	91.28
APAC	Americas	North	99.28
North	Americas	EMEA	75.39
South	North	Americas	116.28
North	EMEA	EMEA	79.44
South	North	Americas	131.52
South	South	Americas	91.71
EMEA	EMEA	APAC	108.26

## Segment Performance and Portfolio Actions

Core Premium Tires delivered robust mix improvements, with premium passenger replacement and specialties the principal contributors. Demand for ultra-HRD products rose, supported by channel programs that emphasize consultative selling and fitment accuracy. In Truck and Bus, retread expansion advanced in our strongest regions, and we initiated actions to restructure underperforming footprints in Europe and Asia to reset profitability. The Solutions business deepened in commercial B2B verticals, with platform enhancements and new customer wins offsetting the wind-down of selected low-margin consumer programs in prior years. The Diversified Products business remained sharply focused on domains where Speedline's materials and systems competencies provide a clear edge.

Portfolio management actions in 2023–2024 focused on quality over breadth. We exited a small number of markets and reduced exposure to particular sub-categories where structural economics remain unattractive. At the same time, we increased investment in growth markets such as India, where we expanded PS premium capacity and strengthened our leadership position with new LUMINEX lines. Across the portfolio, we are applying an 8 percent adjusted operating margin floor and a ROIC threshold consistent with our assumed WACC, with exceptions only for designated exploratory ventures. These standards provide the necessary discipline to compound value and to concentrate management attention where it matters most.

## Revenue and Margin by Business Portfolio (2023–2026 Plan)

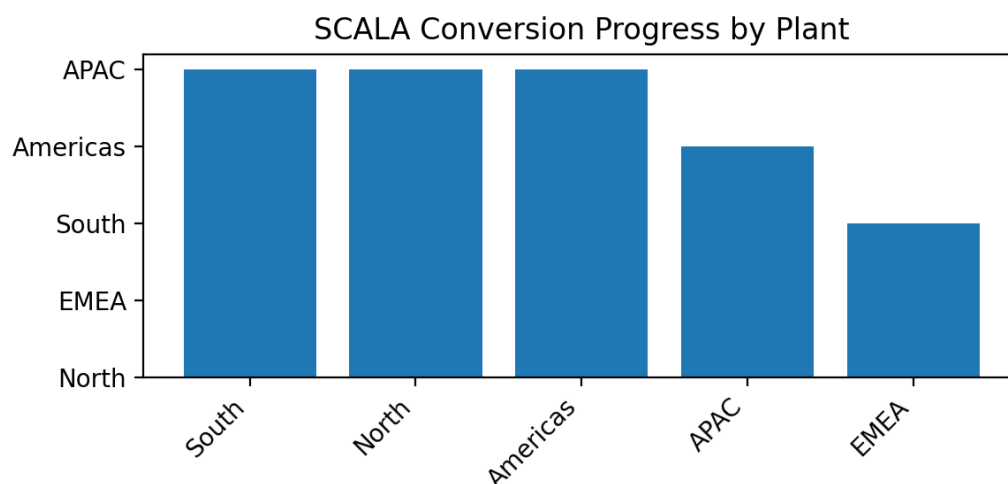
	Premium Tires Revenue	Solutions Revenue	Diversified Products Revenue	Exploratory Revenue	Adjusted Operating Margin
23.0	83.56	118.06	102.87	106.46	0.12
22.0	100.39	76.22	95.15	36.34	0.3
22.0	163.11	118.04	64.59	82.77	0.55
21.0	108.81	99.01	95.5	115.17	0.22
22.0	114.01	77.74	107.15	97.2	0.55
19.0	75.2	113.13	118.56	100.86	0.44
23.0	122.08	62.16	117.43	77.45	0.15
20.0	110.15	103.74	82.37	108.05	0.28

## Capital Allocation and ROIC Management

ROIC is Speedline’s primary financial compass, shaping both investment and operating decisions. We translate ROIC into on-site actions by decomposing it into price, mix, conversion cost, asset turns, and capital employed at the area level. This allows frontline leaders to see how each countermeasure lifts returns and where trade-offs are required. We have expanded ROIC targets to all 47 areas, with quarterly reviews that tie performance to concrete actions on inventory, maintenance effectiveness, and asset utilization. The objective is to institutionalize ROIC thinking, so that capital is respected at every level of the company.

We are also improving our cash conversion cycle through better demand planning, supplier collaboration, and logistics integration. B-Direct increases direct plant-to-customer shipments and reduces handoffs, while SCALA’s modularity reduces WIP and finished-goods duplication. On the procurement side, we are leveraging scale and deepening strategic partnerships to stabilize input costs and to improve value through sustainable alternatives. Our dividend policy remains progressive and balanced, and we will continue to calibrate share repurchases opportunistically to maintain flexibility. Transparency in ROIC and free cash flow will remain a feature of our communications with investors.

## SCALA Conversion Progress by Plant



## Operations, Manufacturing, and Supply Chain

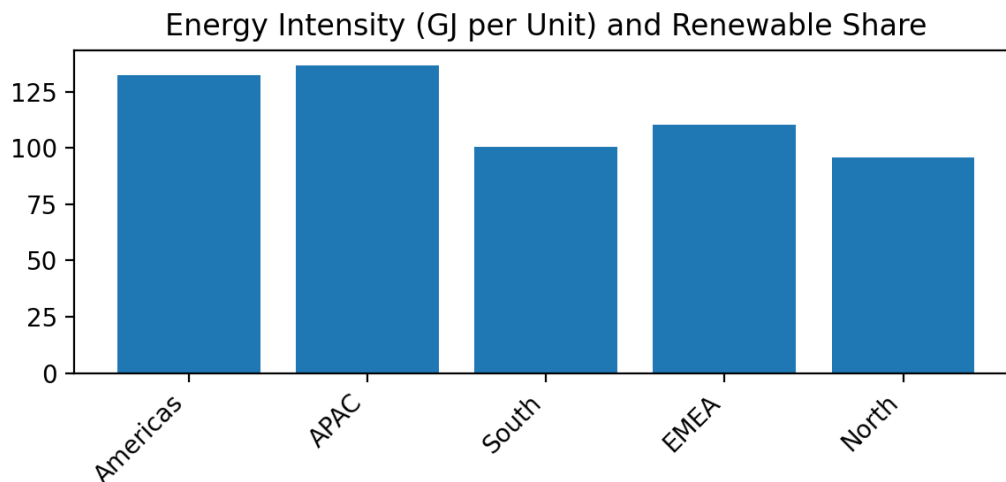
Speedline's operating model is evolving to be both greener and smarter, with a deep respect for the craft and an embrace of data-driven autonomy where it adds stability and precision. SCALA is central to this evolution, streamlining component families into three primary modules and enabling flexible production across plants. Our INSPECTA AI-enabled building and inspection systems link upstream and downstream process data, ensuring that thinner, lighter, rounder designs are built to specification. MES deployments are accelerating, with standardized digital platforms that capture process variables in real time and provide actionable insights to operators. These initiatives are improving yield, reducing conversion cost, and raising overall equipment effectiveness.

On the green transition, we are systematically lowering energy intensity through process redesign, equipment upgrades, and expanded use of renewable electricity where available. We have tied plant-level targets to our 2030 aspiration and built a governance rhythm that elevates energy and emissions as daily management topics, not just annual milestones. Waste streams are being reduced and revalorized, and we are piloting closed-loop approaches in select materials. In logistics, B-Direct is increasing local production for local sales, improving forecast alignment with customer pull, and introducing smart warehousing to lift safety and efficiency. These changes not only reduce cost and emissions but also make the network more resilient to shocks.

Quality remains our North Star, and we continue to invest in skills, standards, and systems that protect it. Our CONTACT VISION simulation suite and road-contact visualization tools, derived from decades of testing and competition, are being augmented with broader vehicle-level models to optimize for emerging EV dynamics. We are codifying tacit knowledge into digital work instructions and control plans that travel with the product through the value stream. Training

programs emphasize both the why and the how, empowering operators to own quality and to stop-and-fix without hesitation. This combination of human judgment and digital assist is fundamental to Speedline's premium promise.

## Energy Intensity (GJ per Unit) and Renewable Share



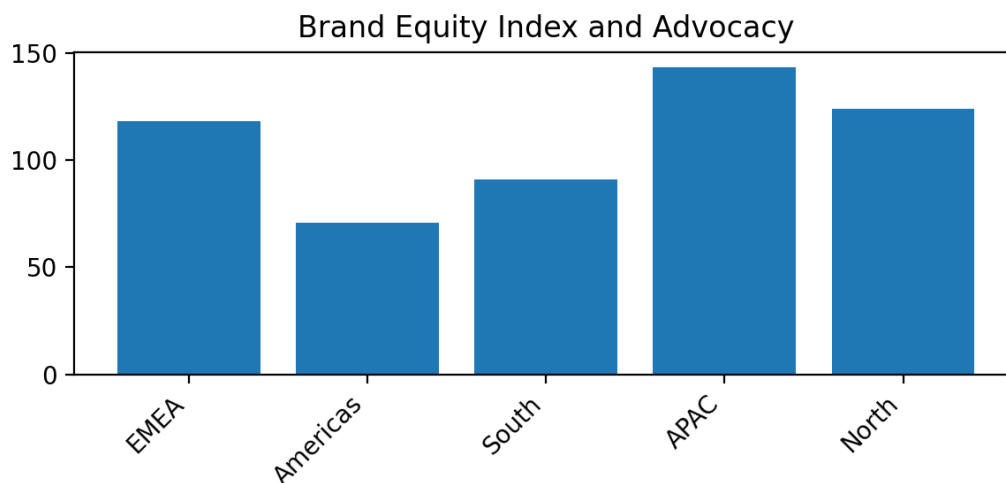
## SCALA Rollout and Model Plants

Our SCALA rollout follows a staged plan led by four model plants across EAST and WEST regions, chosen for their complementary strengths and learning leverage. These plants are demonstrating primary benefits in year one through reduced changeovers, lower development duplication, and faster time-to-first-article. Secondary benefits, which flow in year two and beyond, include material standardization, labor productivity uplift, and enhanced capacity due to reduced downtime and improved flow. Lessons learned are codified into playbooks and transferred via embedded expert teams to subsequent sites. By the end of 2026, approximately half of global PS output will be SCALA-converted, with Truck and Bus following on a sequenced path.

We are also rebalancing plant roles to make better use of specific competencies and to align with market proximity. Japan retains a central role as the core of manufacturing for high-difficulty specialties, while select Asian sites scale premium PS and TB capacity for growing markets. Plants in Europe and North America are focusing on stabilizing productivity, elevating premium mix, and serving local demand with shorter replenishment times. Across the network, we are aligning maintenance strategies, spare-parts policies, and skill matrices to SCALA's modularity. This coherence keeps complexity in check while giving each site a clear mission.

## Brand Equity Index and Advocacy



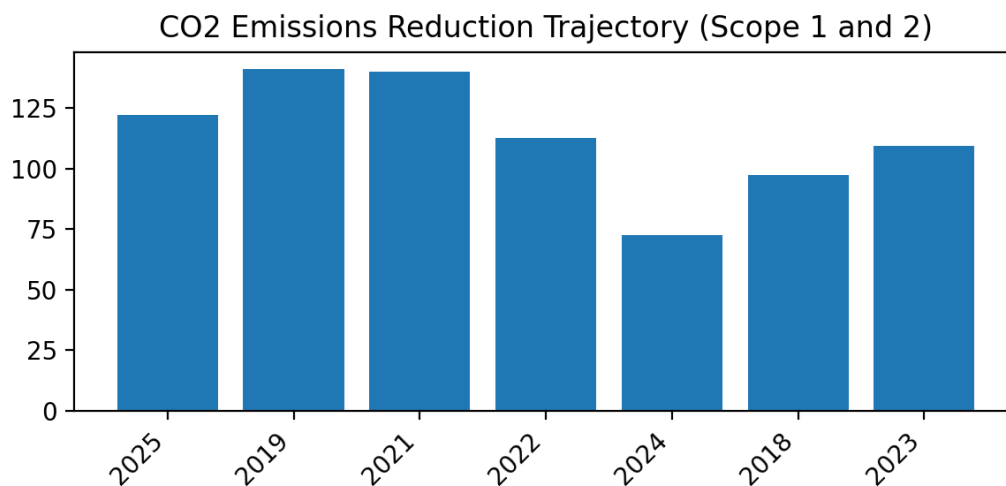


## B-Direct Logistics Transformation

B-Direct is Speedline's program to modernize the end-to-end supply chain with three goals: reduce inventory, increase direct delivery, and decarbonize logistics. We are connecting customer systems to our planning platforms to align shipments with actual demand, reducing dwell and improving service reliability. Warehouse automation and safety upgrades are being rolled out in prioritized hubs, and we are consolidating footprints where overlap exists. On the transport side, we are piloting low-emission vehicles on short-haul lanes and optimizing ocean routing for lower fuel consumption. The program targets a double-digit logistics cost reduction by 2026 versus 2023, with improved OTIF and lower incident rates.

B-Direct is tightly linked to SCALA, because modularity simplifies SKU families and reduces the need for buffer inventory. It also benefits from channel integration with our retail equity stores and strategic partners, enabling cross-dock and direct-plant delivery to high-volume nodes. We are building performance transparency through dashboards that show forecast accuracy, service levels, aging inventory, and carbon intensity by lane. These measures help teams see problems early and intervene decisively. Ultimately, B-Direct is about getting closer to customers, eliminating waste, and making sustainability tangible through everyday decisions.

## CO2 Emissions Reduction Trajectory (Scope 1 and 2)



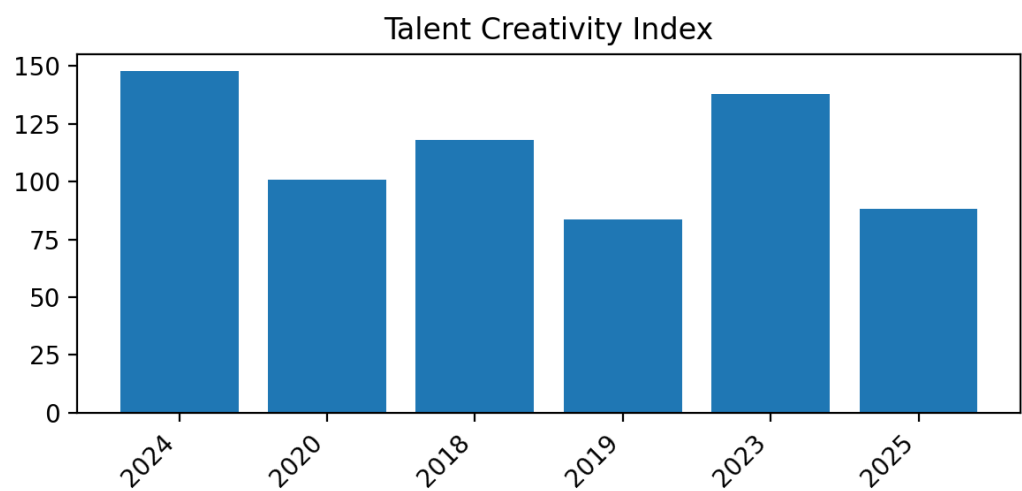
## Technology and Innovation

Speedline's innovation thesis is to fuse deep materials expertise and on-road experience with powerful digital tools to deliver step-change improvements that customers can feel and measure. LUMINEX embodies this fusion by enabling thinner, lighter, rounder tires that expand performance without compromising robustness. CONTACT VISION translates nuanced contact patch behavior into design guidance, while integrated vehicle models ensure that tires and chassis work harmoniously under modern load and torque profiles. INSPECTA closes the loop by ensuring that what is designed is what gets built, every time, through sensor fusion and AI-driven controls. This engineering chain shortens cycles and raises confidence across development and production.

We are advancing material science with a focus on high-strength networks that combine robustness and flexibility within a single compound architecture. Our materials teams are expanding the use of recycled and renewable inputs, developing double-network rubbers, and refining filler and resin systems to balance wear, grip, and rolling resistance. Productively, these advances translate into better durability for EVs, improved wet handling for European conditions, and quieter, more comfortable rides for premium sedans. In parallel, we are accelerating software-defined features that will allow in-use optimization through pressure, rotation, and load management. This convergence of materials, mechanics, and software unlocks the next chapter of premium.

Co-creation is central to our innovation model. Speedline Innovation Park serves as a global hub where employees, partners, and customers see, prototype, and test concepts together. We host open days that evolve into joint research projects, leveraging complementary capabilities in digital twins, sustainable materials, and autonomous systems. Our intellectual property strategy is pragmatic and ROIC-aware, focusing on combinations of patents, know-how, and data assets that directly support business models. We prioritize transparent and fair IP frameworks that create an "IP safe zone" for partners, enabling faster progress without ambiguity. This way, innovation translates into scalable value, not just impressive demonstrations.

## Talent Creativity Index

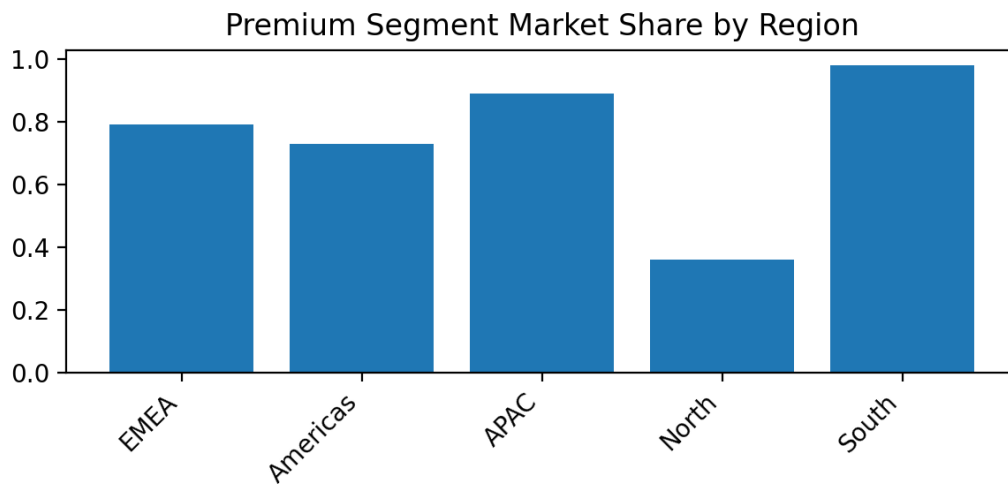


## LUMINEX and the New Premium in the EV Era

The rise of electrified vehicles is reshaping desired tire attributes, with heightened emphasis on wear resistance, noise, and energy efficiency. LUMINEX addresses these needs by enabling designs that are lighter and rounder, thus reducing rolling resistance and improving contact uniformity while maintaining structural integrity. We are expanding OE fitments with prestige and premium brands and using those anchors to capture replacement demand, where early adopters often follow OE recommendations. In replacement, our retail and service network captures granular voice-of-customer insights and end-of-life tire assessments that feed back into rapid design iterations. By 2026, we target a step-change in the number of LUMINEX-equipped car lines and a majority of our premium PS replacements using LUMINEX.

The LUMINEX roadmap unfolds in generations, with Gen 1 expanding across segments through 2026 and Gen 2 introducing advanced materials and design features in the subsequent plan. Each generation aims to enlarge the performance spider chart while lowering environmental footprint and simplifying manufacturing through SCALA. The program integrates marketing and brand-building activities that reinforce the concept of sustainable premium through visible proofs like recycled content percentages and comparative energy savings. We will continue to validate and showcase advances through competition and demonstration events where performance under extreme conditions is evident. This disciplined, staged approach ensures that we build both technical and brand equity.

## Premium Segment Market Share by Region

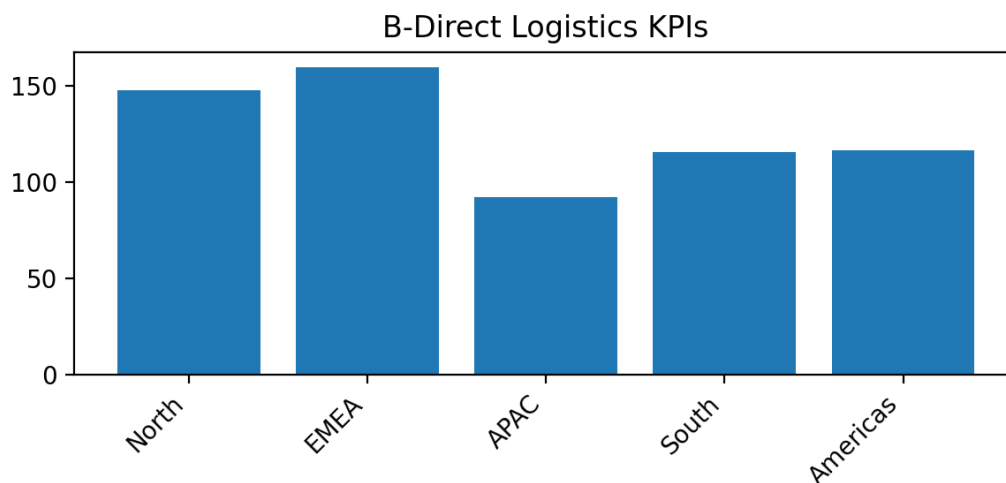


## INSPECTA, CONTACT VISION, and Smart Factories

INSPECTA is our AI-enabled manufacturing system that links mixing, component preparation, building, curing, and inspection through a unified data backbone. It reduces variability by learning the relationships between process parameters and quality outcomes, guiding operators and autonomous controls to maintain the process in specified windows. CONTACT VISION complements this by visualizing road contact and informing design trade-offs that improve uniformity and grip without overweighting. The combination of design and build analytics tightens the loop, raises first-pass yield, and reduces rework. We are deploying these systems across prioritized plants, with clear KPIs for OEE, scrap, and energy per unit.

Smart factory initiatives also include broader MES rollout, digital work instructions, and predictive maintenance that reduces unplanned downtime and protects throughput. Operators receive context-rich alerts and can access knowledge bases that document countermeasures and best practices. We are piloting cobots in ergonomically challenging tasks to improve safety and consistency. These transformations respect the centrality of human judgment while delivering the stability and visibility that premium manufacturing requires. As we scale, we expect compounding benefits in cost, quality, and resilience.

## B-Direct Logistics KPIs



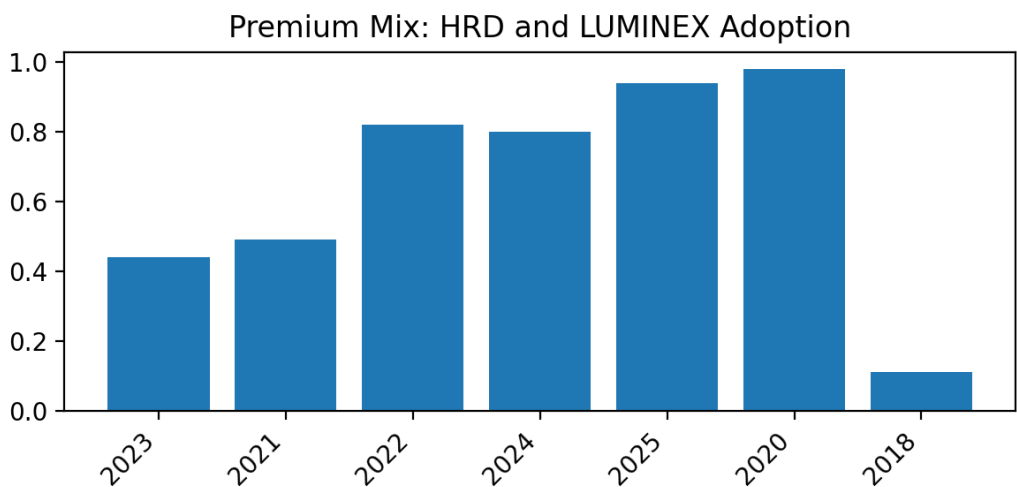
## Solutions and Mobility Technology

Speedline's solutions strategy focuses on amplifying the value of our premium products during the use phase, where we can influence safety, longevity, and cost. Our commercial B2B offerings span truck and bus, mining, and aviation, where we have strong real-world service foundations and deep product competence. We are building the Mobility Tech business as a strategic platform that combines tire and vehicle data, field engineering, and AI to deliver wear and durability predictions, route and maintenance optimization, and assured retread cycles. FleetSphere and RoutePulse integrate into customer workflows, enabling a single operational view of assets and tire health. These solutions transform data-sharing trust into measurable operational wins.

Retread is the backbone of our circular business model and a key lever for fleet economics. We are strengthening durability at the new-tire stage to maximize retreadability and aligning service programs to assure quality across cycles. Aviation demonstrates the strategic model: premium products, multiple retreads, and predictive solutions that maximize uptime under stringent safety regimes. We are transferring this know-how to truck and bus at scale, tailoring to regional operating conditions. The combined effect is lower resource use, lower emissions, and lower total cost for customers—an attractive loop that we intend to reinforce through continuous improvement.

Our retail and service network is an enabler for solutions scale, acting as the physical interface where data is collected, value is delivered, and relationships are nurtured. In the U.S., we are piloting a next-generation store format that blends digital planning, visible service processes, and elevated sustainability practices such as in-store renewables and circular material flows. In Japan, we are expanding Speedline Select outlets designed around attentive, on-site service that solves customer problems in context. Across regions, we are partnering with strategic distributors where it enhances reach and economics, while preserving our brand standards. The aim is consistent: increase customer experience value and drive attachment to Speedline solutions.

## Premium Mix: HRD and LUMINEX Adoption



## FleetSphere and RoutePulse: Data-Driven Uptime

FleetSphere aggregates tire, vehicle, and operational data to present fleets with actionable guidance on pressure, rotation, and lifecycle events. It improves uptime by flagging anomalies before they become failures and by suggesting interventions timed to operational realities. RoutePulse complements this with route optimization that accounts for load, terrain, and weather, reducing stop-and-go patterns that accelerate wear and emissions. We are integrating with customer systems to streamline data exchange and with our service network to ensure timely execution of recommendations. Pilot customers report measurable improvements in cost per kilometer and fewer roadside incidents.

The platforms are designed to be modular, allowing customers to start with monitoring and expand to full lifecycle management and retread planning. We are investing in algorithm transparency and user-centric interfaces so that operations teams understand why a recommendation is made. Our field engineering teams remain essential, providing context, trust, and hands-on interventions that ensure digital plans translate into physical results. As adoption grows, the data network effects strengthen our predictive models and improve outcomes for all users. This is how we scale from point solutions to an ecosystem.

## Safety Performance Overview

Region	TRIR	Near-Miss Reports per 100 Employees	Safety Maturity Score
South	135.59	71.21	131.28
EMEA	65.27	61.62	103.16
APAC	84.37	144.78	72.09

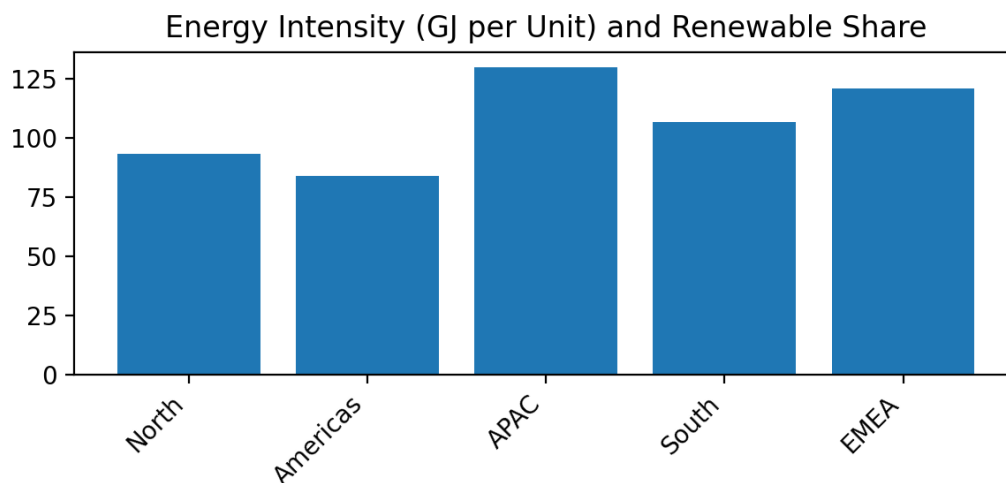
North	117.01	80.0	123.23
Americas	55.64	124.86	87.43
EMEA	108.17	109.73	79.9
Americas	129.65	105.44	75.83
EMEA	123.94	71.08	80.95
South	149.35	113.58	90.3
APAC	99.99	109.9	113.09
EMEA	96.77	100.33	111.12
South	129.68	76.12	116.17
Americas	116.67	96.67	60.15
APAC	100.62	99.23	81.44
APAC	91.84	71.85	63.29
North	69.77	97.73	92.02
EMEA	122.55	92.58	55.73
APAC	140.82	89.48	104.75
South	88.1	104.36	72.9
South	165.58	106.15	73.87

## Retread as Circular Advantage

Retread extends tire life while significantly reducing raw material use and embedded emissions, creating a win-win for customers and the environment. Speedline's approach starts with designing for multiple retreads, continues with controlled casing management, and culminates in consistent retread execution and assurance. We use big data from service histories to predict retreadability and to optimize timing for maximum value capture. In truck and bus, our goal is to lift retread's share of the segment to approximately half by 2026 in our core markets. In aviation, we will maintain high retread rates while improving turnaround consistency and reporting transparency.

We are expanding retread production selectively in regions where demand and service networks can support quality and scale. Investments include automation, inspection, and traceability systems that raise consistency and provide customers with confidence. We remain mindful that circularity must never compromise safety; our standards and audits reflect this, and our incident rates remain best-in-class. Through education, transparent performance metrics, and demonstrable cost savings, we expect continued adoption growth. As we refine the model, retread becomes both a competitive differentiator and a core expression of the S8 Commitment.

## Energy Intensity (GJ per Unit) and Renewable Share



## Sustainability and the S8 Commitment in Action

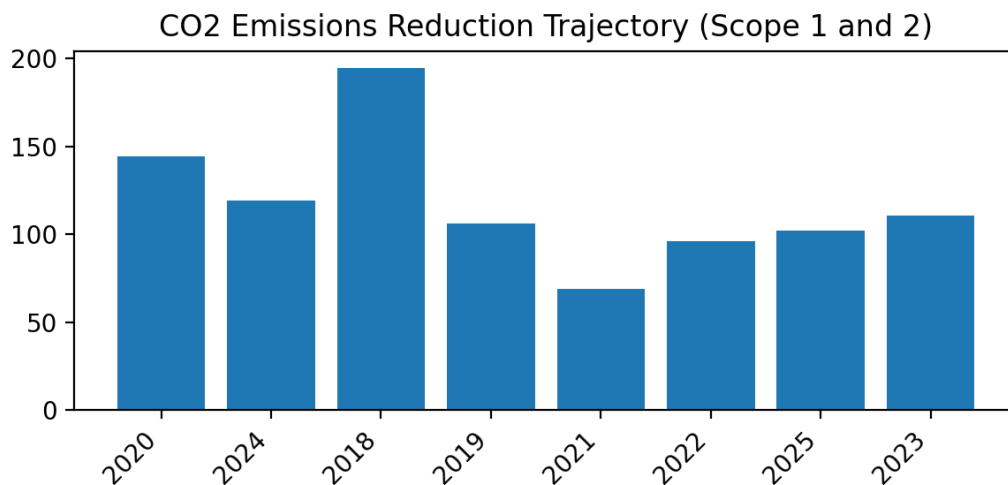
Sustainability at Speedline is not an adjunct; it is integral to how we design, source, make, move, and support our products and services. We have clear targets for carbon, circularity, nature, and people, and we are building the operating systems necessary to achieve them. On carbon, our plan blends energy efficiency, process electrification, renewable electricity adoption, and logistics optimization. On circularity, LUMINEX and SCALA reduce material intensity, while retread and material recovery improve end-of-life outcomes. On nature, we are partnering to build capacity and transparency in natural rubber supply chains and to pilot landscape approaches that protect forests while improving livelihoods.

We are also strengthening governance and disclosure around sustainability. Our risk system integrates climate and nature risk into enterprise processes, with cross-functional teams accountable for mitigation and opportunity capture. We align with emerging standards for reporting and assurance and seek to make our narrative both candid and data-rich. Beyond compliance, we seek to lead through visible actions: sustainable motorsport programs that showcase innovations, retail stores equipped with renewables, and logistics pilots that quantify emissions reductions. These proofs build trust and create pull from customers and partners. We will continue to invest in the capabilities that turn aspiration into results.

People are at the center of the S8 Commitment. We are investing in safety, learning, inclusion, and engagement to make Speedline a place where diverse talent can flourish. Our talent creativity KPI operationalizes this ambition, linking investment in people to the added value we generate. Programs such as the 100-Day Gemba Challenge and the Digital 100 Days of Training are scaling across regions, producing concrete improvements while developing individual confidence and skill. We review engagement data globally, act on themes locally, and link improvements to business outcomes. This virtuous cycle is essential to sustainable performance.

## CO2 Emissions Reduction Trajectory (Scope 1 and 2)



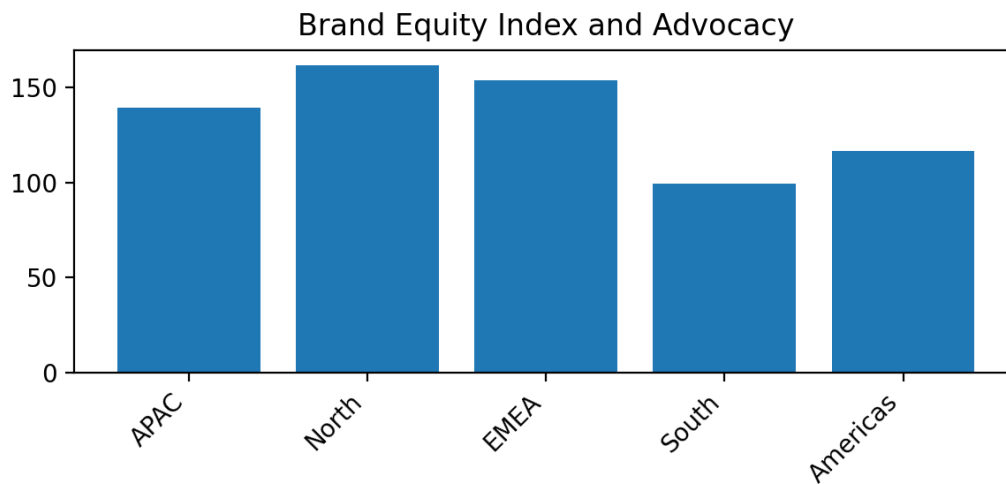


## Climate and Circularity

Our climate strategy emphasizes practical, measurable actions. Energy intensity targets are cascaded to sites, with weekly routines that surface deviations and drive corrective action. We are prioritizing investments that yield both emissions reductions and operational benefits, such as variable-speed drives, heat recovery, and advanced curing profiles. Renewable electricity procurement is expanding through on-site generation and PPAs where available, and we are working with utilities and policymakers to unlock additional pathways. In logistics, route optimization and modal shifts are reducing emissions per unit delivered, with pilots underway for low-emission vehicles on last-mile routes.

Circularity is embedded in product design, manufacturing, and end-of-life strategies. LUMINEX reduces raw material requirements, while SCALA simplifies SKUs and improves yield. We are increasing the use of recycled and renewable materials where they meet our performance and safety standards. At end-of-life, we are advancing retread and exploring chemical recycling pathways with partners to close material loops. Our ambition is to build circular business models that deliver superior economics and sustainability hand-in-hand. We will continue to share progress metrics and learnings transparently.

## Brand Equity Index and Advocacy

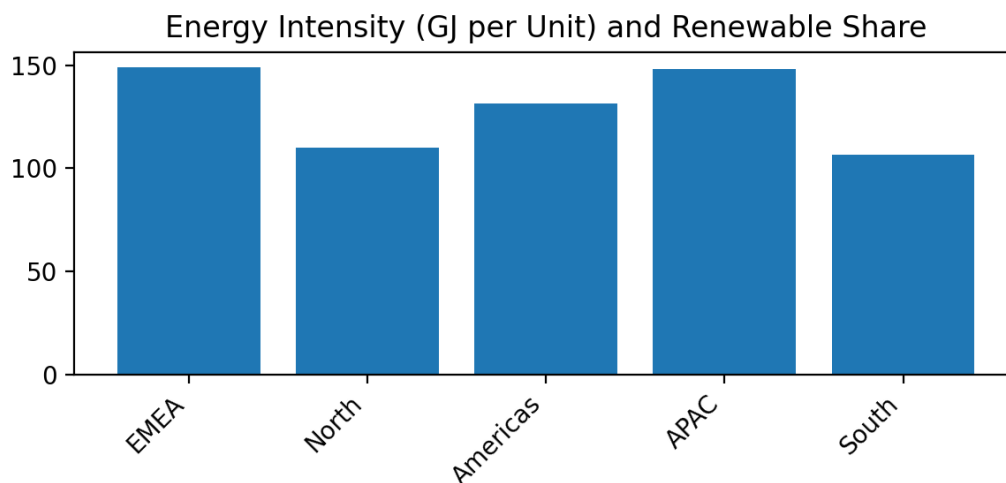


## Responsible Sourcing and Natural Rubber

Natural rubber is a critical renewable resource and an important livelihood for millions of smallholders, and Speedline treats its sustainability as a core business issue. We are aligning suppliers to our Global Sustainable Procurement Policy and increasing traceability down to farm level through mapping and digital tools. Capacity-building programs deliver practical training in tapping, fertilization, disease control, and farm management, lifting yields and incomes while protecting forests. We are working with multi-stakeholder platforms and NGOs to harmonize expectations, share costs fairly, and support smallholder inclusion. Our 2026 goal is to reach at least 12,000 smallholders with structured training and support.

We are also preparing for emerging due diligence regulations by building robust data systems and verification processes. Supplier engagement is proactive and collaborative, with on-the-ground support to align practices with policy. We are integrating deforestation risk assessments into sourcing decisions and exploring landscape-level interventions that address root causes. Throughout, we maintain a pragmatic approach that balances compliance with continuous improvement and economic realities. By building trust and capability upstream, we strengthen security of supply and create shared value.

## Energy Intensity (GJ per Unit) and Renewable Share



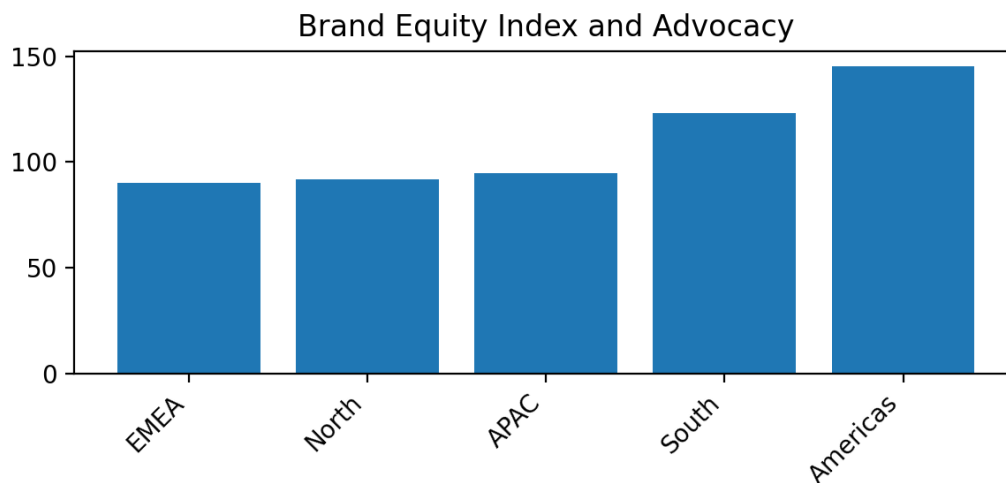
## People, Culture, and Talent Creativity

Speedline's culture is grounded in respect for on-site realities, a passion for quality, and the courage to challenge conventions in pursuit of better. We are scaling programs that translate these values into daily behaviors, from structured problem-solving to peer-to-peer coaching on the line. The Speedline Excellence Plan provides a common language and toolkit for improvement, and we celebrate teams that make meaningful, measurable changes. Our talent strategy emphasizes mobility across functions and regions, because diverse experiences accelerate learning and innovation. We balance internal development with external hiring in critical capabilities to keep the organization fresh and forward-looking.

The talent creativity KPI—defined as adjusted operating profit divided by talent investment—helps us track whether our people investments are translating into higher value. It is not a blunt cost efficiency metric; it is a gauge of productive vitality that prompts us to invest wisely and to remove obstacles that waste effort. We publish the index internally, compare across areas, and share practices from top quartile performers. The program is complemented by the Digital 100 Days of Training, which upskills colleagues at multiple levels, from data literacy to domain-specific AI applications. Together, these initiatives are building a stronger, more confident Speedline.

Inclusion and safety are foundational. We take a systems view of safety, updating standards as technology, equipment performance, and ergonomic insights evolve. We conduct maturity assessments and close gaps with targeted interventions in awareness, engineering controls, and management systems. Inclusion is advanced through listening, leadership accountability, and practical changes that make work more accessible and engaging for all. Progress is measured, not assumed, and we adjust course where needed. Our objective is to make Speedline a place where people can do their best work and grow with pride.

## Brand Equity Index and Advocacy



## Excellence Plan and TQM in Practice

Our annual Global TQM Conference showcases improvement cases from around the world, highlighting practical solutions that prevent defects, stabilize flow, and reduce waste. Winning projects often blend simple instrumentation with disciplined analysis to make invisible problems visible and solvable. We publish casebooks and run internal webinars so that teams can adapt ideas to their contexts. Recognition is important, but the deeper value is in the spread of capability and confidence. We expect every site to submit cases and to maintain an improvement pipeline tied to strategic targets.

Workshops on the Excellence Plan translate concepts into lived practice. For example, we teach teams how to write clear problem statements, design experiments, and quantify outcomes in ways that survive scrutiny. Leaders are trained to ask better questions, to insist on data, and to support teams when countermeasures disrupt routines. We track the adoption of standard work for management itself—daily huddles, gemba walks, and visual management that keeps priorities visible. Over time, these habits create a culture where improvement is normal and expected. That is how we protect and grow premium.

## Inventory Turns by Region and Portfolio

Quarter	Region	Portfolio	Turns
Americas	North	Americas	89.58
APAC	South	South	141.16
North	APAC	North	83.86
South	North	APAC	124.49
South	APAC	Americas	88.11
EMEA	North	Americas	91.6
EMEA	EMEA	APAC	105.37
EMEA	APAC	APAC	92.06

South	South	EMEA	82.23
South	North	APAC	90.55
South	APAC	South	104.56
Americas	South	North	111.14
EMEA	EMEA	Americas	76.61
North	North	EMEA	72.11
EMEA	EMEA	South	70.63
North	South	South	130.66
South	EMEA	Americas	107.38
Americas	South	South	135.16
APAC	North	EMEA	109.19
APAC	South	North	99.08

## Digital Skills and Workforce Enablement

We are expanding digital skills through layered programs that meet people where they are. Introductory tracks build confidence with data concepts and tools, while advanced tracks go deep into simulation, optimization, and applied AI. Training uses Speedline data and cases to make learning relevant, and participants are expected to deliver a small project that improves their team's work. We partner with universities and specialists to keep curricula current and to seed talent pipelines. The goal is not to turn everyone into data scientists but to enable every teammate to use digital tools in practical ways.

Enablement extends to tools and processes. We are simplifying user interfaces, consolidating systems, and eliminating duplicate entries that frustrate and slow work. Mobile access to dashboards and work instructions reduces delays and improves accuracy. We are piloting copilots that draft reports, surface anomalies, and suggest next best actions, always with human oversight. As we digitize, we remain vigilant about cybersecurity, training teams to recognize risks and building layered defenses. Good tools and confident users amplify each other, driving the productivity and creativity we seek.

## Safety Performance Overview

Region	TRIR	Near-Miss Reports per 100 Employees	Safety Maturity Score
EMEA	77.11	110.98	111.31
APAC	89.46	80.18	147.86
North	104.24	79.77	78.23
South	92.58	102.58	160.68
South	101.83	42.65	112.66
North	136.01	78.94	152.46

APAC	112.49	69.27	119.17
APAC	99.43	130.75	89.12
South	124.96	75.22	123.78
APAC	75.71	152.44	122.46
EMEA	84.34	78.2	62.9
EMEA	100.31	87.85	130.36
EMEA	136.76	76.0	139.91
Americas	111.88	81.16	112.1
EMEA	74.76	120.68	153.24
Americas	87.97	99.23	126.92
EMEA	59.13	63.74	87.92
EMEA	96.83	110.04	83.5
EMEA	136.0	111.16	86.24
North	82.89	132.49	93.5

## Governance, Compliance, and Risk Management

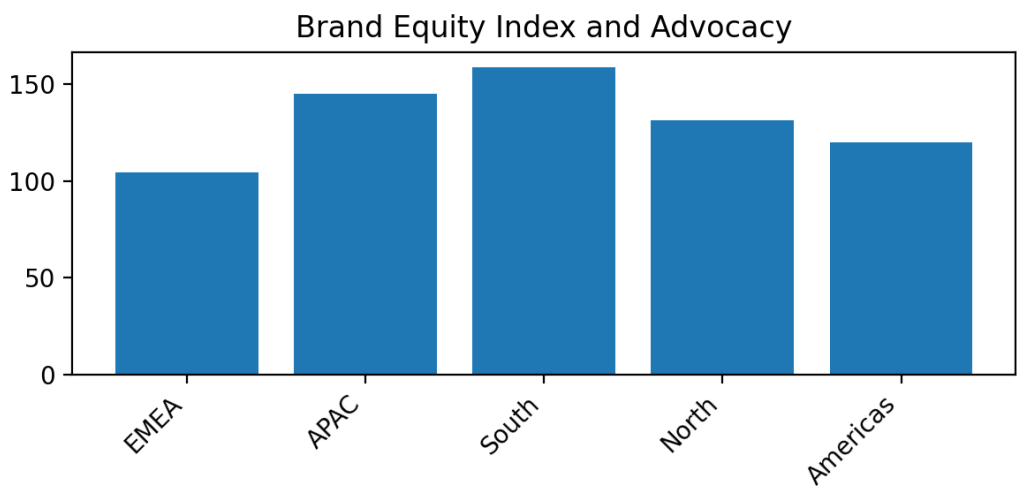
Speedline's governance is designed to ensure strategic clarity, disciplined execution, and accountability to stakeholders. Our board provides oversight on strategy, risk, capital allocation, and sustainability, supported by committees that review specific domains. Management operates with clear decision rights and escalation paths, tied to the glocal structure that brings accountability closer to customers and operations. We publish policies and codes that set expectations for behavior and decision-making, and we enforce them consistently. Our disclosure practices are built around transparency, context, and a willingness to discuss both progress and setbacks.

Risk management has been strengthened through the Global Management Risk Committee, which convenes regional and functional leaders to identify, assess, and prepare for high-impact risks. We run annual risk exercises that test response plans and align them with business strategy. Priority areas include geopolitical disruption, cyber threats, supply stability, and emerging regulatory requirements around materials and emissions. We have established dedicated project teams for cyber response, tire and road wear particles, and material substitution for specific additives, bringing together R&D, legal, operations, and external partners. The objective is to raise sensitivity to weak signals and to institutionalize fast, coherent responses.

Compliance is embedded in daily routines, supported by training, audits, and channels for raising concerns without fear. We align our programs with international standards and local regulations, and we adapt as rules evolve. In data protection and cybersecurity, we have upgraded controls,

monitoring, and incident readiness, learning from industry events to harden our defenses. Supplier compliance is advanced through our procurement policy, assessments, and support for improvement. We measure program effectiveness and seek external assurance where appropriate. Our commitment is to do what is right, not merely what is required.

## Brand Equity Index and Advocacy

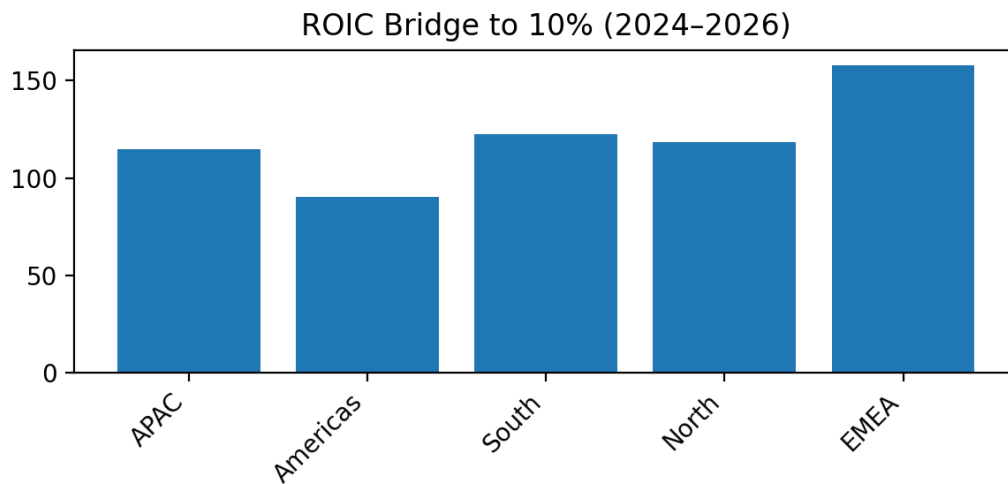


## Enterprise Risk Priorities and Response

Geopolitical risk is managed through diversified sourcing, local-for-local production strategies, and contingency plans for critical inputs. We monitor policy shifts and trade frictions closely and engage with authorities and associations to represent practical industry perspectives. Currency exposures are monitored and hedged in line with policy, and we calibrate pricing and sourcing to maintain competitiveness. For high-volatility markets, we adjust risk appetite and investment sequencing to reflect conditions. The aim is not to eliminate risk but to carry risk with eyes open and buffers in place.

Cybersecurity is a board-level concern, and we have invested in prevention, detection, and response capabilities. We run regular phishing simulations, harden endpoints, segment networks, and maintain backups with tested recovery protocols. Incident response teams conduct drills, and lessons learned are codified into playbooks. Supplier and partner connections are assessed and managed under clear standards. We recognize that defenses must evolve continuously and that human behavior is a critical control. Training and culture are therefore as important as technology.

## ROIC Bridge to 10% (2024–2026)

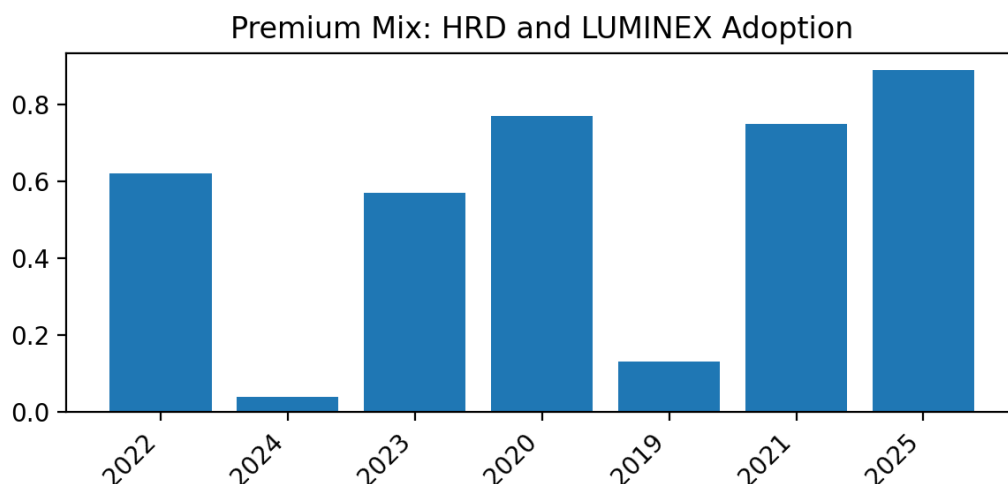


## Standards, Ethics, and Assurance

Our Code of Conduct defines expectations for integrity, respect, and responsibility, and we train all teammates annually on its application to real-world scenarios. We maintain confidential channels for raising concerns and protect those who speak up in good faith. Investigations are conducted objectively and promptly, and findings are acted upon. We extend these expectations to suppliers and partners through our procurement policies and contracts. Ethics is not just about avoiding wrongdoing; it is about doing the right things the right way, every day.

Assurance is a critical part of our governance. Internal audit reviews key processes and controls, and we engage external auditors and verifiers for financial statements and selected sustainability metrics. We participate in benchmarking and ratings processes to calibrate our performance and to identify gaps. Feedback from investors, customers, and employees informs our priorities and reporting. The goal is continuous improvement, supported by evidence and openness.

## Premium Mix: HRD and LUMINEX Adoption





# Brand, Partnerships, and Stakeholder Engagement

Speedline’s brand is evolving from premium to sustainable premium, a concept that asserts high performance and high responsibility must go together. We are building this brand through proof, not claims: products with visible sustainability attributes, services that measurably reduce risk and cost, and programs that inspire confidence. Our motorsport programs, repositioned around sustainability themes, serve as mobile laboratories where we test innovations under extreme conditions and share learnings publicly. Retail formats demonstrate what sustainable service looks like, and our solutions platforms provide tangible value in daily operations. These proofs create trust, which is the currency of brand power.

Partnerships are how we scale impact. We collaborate with vehicle manufacturers, fleets, suppliers, universities, NGOs, and technology firms to co-create solutions, accelerate learning, and set higher standards. The Speedline Innovation Park is a physical embodiment of this philosophy, with open spaces for ideation, prototyping, and testing. We operate with transparent IP frameworks that protect contributors and encourage bold sharing. Stakeholder engagement is an ongoing dialogue, not a periodic broadcast. We listen, adapt, and communicate with candor about what is working and what remains to be done.

Our communications strategy emphasizes clarity, humility, and substance. We publish progress against commitments and provide context for deviations. We use data to tell stories, but we do not let metrics overshadow meaning. We seek independent perspectives to keep us honest and ensure that we do not become complacent. Over time, this approach builds credibility and deepens relationships. That credibility, in turn, makes Speedline a partner of choice.

## Recycled and Renewable Materials Ratio

Product Category	Recycled Content	Renewable Content	Total Sustainable Content
South	0.46	0.86	0.96
EMEA	0.37	0.94	0.86
APAC	0.25	0.47	0.73
APAC	0.64	0.46	0.73
APAC	0.89	0.22	0.85
APAC	0.22	0.25	0.43
Americas	0.23	0.29	0.45
APAC	0.35	0.99	0.53
EMEA	0.19	0.81	1.0
EMEA	0.09	0.48	0.51
APAC	0.93	0.97	0.38

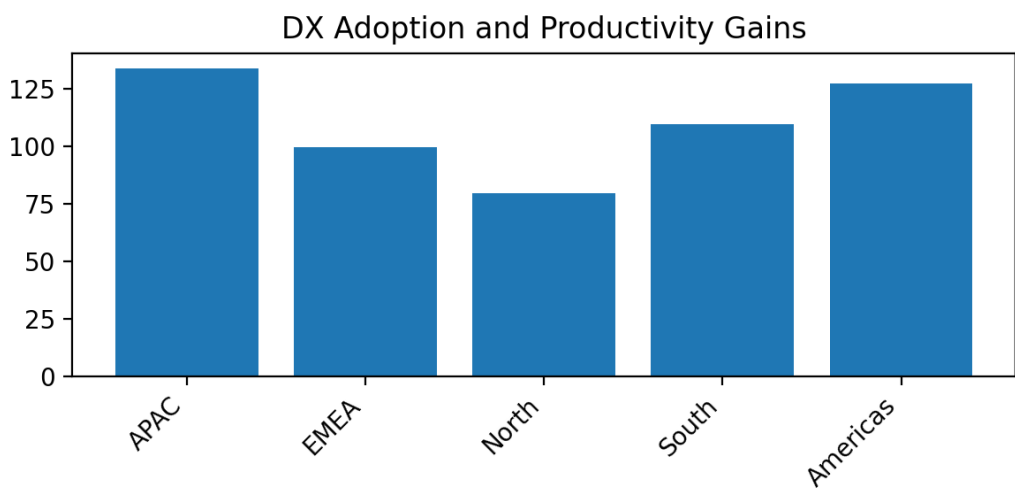
EMEA	0.97	0.7	0.08
------	------	-----	------

## Sustainable Motorsport as Mobile Laboratory

Our reimagined motorsport programs focus on sustainability without compromising the spirit of competition. We supply premium tires equipped with next-generation LUMINEX to endurance and electric series that test efficiency, durability, and grip in extreme conditions. We measure and report recycled and renewable material ratios, deploy renewable energy in event logistics, and pilot circular material flows. These arenas accelerate our material and design roadmaps and sharpen our engineering culture. By demonstrating leadership on and off the track, we build brand equity that benefits our core markets.

We also leverage these programs to listen. Drivers, engineers, and fans provide perspectives that challenge assumptions and inspire new ideas. We run feedback loops that connect event learnings to product lines and to SCALA process refinements. Sponsorships are tied to clear objectives: technology validation, brand building, and sustainability proofs. We are selective in where we participate, favoring series that align with Speedline’s ethos and innovation agenda. The result is a focused, impactful portfolio.

## DX Adoption and Productivity Gains



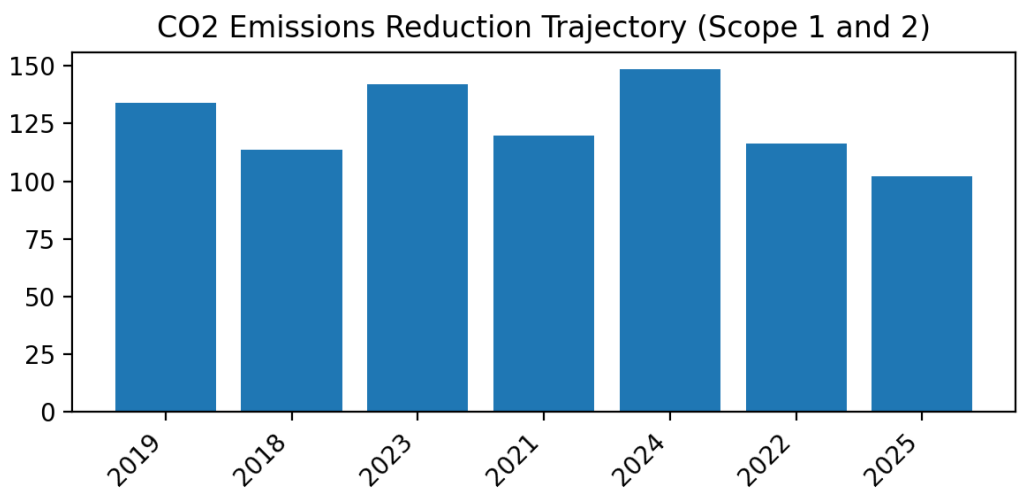
## Retail Evolution and Customer Experience

We are piloting a next-generation retail format in the U.S. that integrates end-to-end digital experiences with modern, efficient physical environments. Customers can research, select, schedule, and pay through an intuitive app, while in-store operations are visible and transparent. Technicians receive EV-focused training and use tools calibrated to contemporary vehicle systems. Sustainability is visible in store design, from solar panels to responsible materials

handling. Early feedback shows higher satisfaction, faster cycle times, and increased attachment to Speedline products and services.

In Japan and selected Asian markets, Speedline Select outlets are expanding, emphasizing attentive on-site service that listens to the customer and solves real problems. We are also enhancing e-commerce capabilities to complement physical channels, with click-and-install options and personalized recommendations. Partnerships with strategic distributors extend reach while maintaining brand standards. The goal is consistent: deliver a premium, trustworthy experience that earns loyalty and referrals. We will scale successful elements across regions with appropriate local adaptations.

## CO2 Emissions Reduction Trajectory (Scope 1 and 2)



## Future Outlook and Roadmap to 2030

Speedline’s roadmap to 2030 is anchored in compounding strengths: premium product leadership, solutions scale, operational excellence, and sustainable practices that differentiate. We will continue to expand LUMINEX across applications and generations, while increasing SCALA penetration to unlock cost and agility. Our solutions platforms will move from monitoring to prediction and optimization at scale, with retread integrated into seamless lifecycle programs. We will deepen presence in growth markets, particularly India and Southeast Asia, while solidifying premium share in mature markets. Capital allocation will remain disciplined, with ROIC guiding choices and portfolio pruning ensuring focus.

We anticipate continued volatility and will design for it. Local-for-local production, diversified sourcing, robust cyber defenses, and agile planning systems will remain critical. Regulation will tighten on materials, emissions, and reporting; we will treat these as catalysts for innovation and trust-building. Digital technologies will accelerate, and we will invest where they empower our people and simplify complex systems. Above all, we will keep our promises to customers,

teammates, and communities, recognizing that trust is earned in small moments as much as in big gestures.

Our ambition is not merely to endure but to lead. By 2030, we aim for Speedline to be recognized as the standard for sustainable premium in our industry, admired for innovation, discipline, and integrity. We will measure success not only by financial returns but by the quality of relationships we build and the positive footprints we leave. The path is demanding, but our direction is clear, our team is strong, and our resolve is firm. Together with our stakeholders, we will shape a better mobility future.

## Energy Intensity (GJ per Unit) and Renewable Share

