

Tokyo Stock Exchange Standard Market

Securities Code: 6382

# Medium-Term Management Plan 2026-2030

April 27, 2026

**TRINITY INDUSTRIAL CORP.**



**Bringing a sustainable future  
to the earth through technology**

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# Our Vision for the Trinity Group



## TRINITY VISION 2030

For our 50th anniversary

Bringing a sustainable future to the earth through technology



Impressing and making customers happy

### Creating the best products and workmanship

- Products and workmanship go beyond the expectations
- Professional products and workmanship that come from "heat, water, and air engineering technology" and "coating & decorating technology"
- Thinking of the next action for ever-changing times

- Customers, employees and their families, vendors, suppliers, shareholders, and communities around the world
- Exceeding expectations to impress, excite, and bring happiness



### Employees with a strong mindset and a corporate culture to develop them

- Mental and physical health, concrete policy for safety
- Employees who can break down existing barriers, who can think for themselves and take initiative to act
- A corporate culture that encourages challenges, pride, and achievement

Trust and Gratitude



As the 50th anniversary in 2030 approaches, we envision a future in which "employees with a strong mindset" create the "best products and workmanship," thereby "impressing and making customers happy," and fostering a virtuous cycle through the cultivation of loyal fans.

Guided by the message, "Bringing a sustainable future to the earth through technology," we will continue to take on challenges toward the realization of TRINITY VISION 2030, striving to remain a company that is needed by society and the planet in the years to come.

# Our Vision for the Trinity Group

## TRINITY VISION 2030

- Bringing a sustainable future to the earth through technology
- Impressing and making customers happy

## Initiatives Toward Realization [Medium-Term Management Plan (2026–2030)]

### Growth Strategy

- Maintain and enhance our presence in existing businesses (equipment and components)
- Strengthen overseas operations
- Exploration of new markets and development of new fields
- Strengthen the management foundation

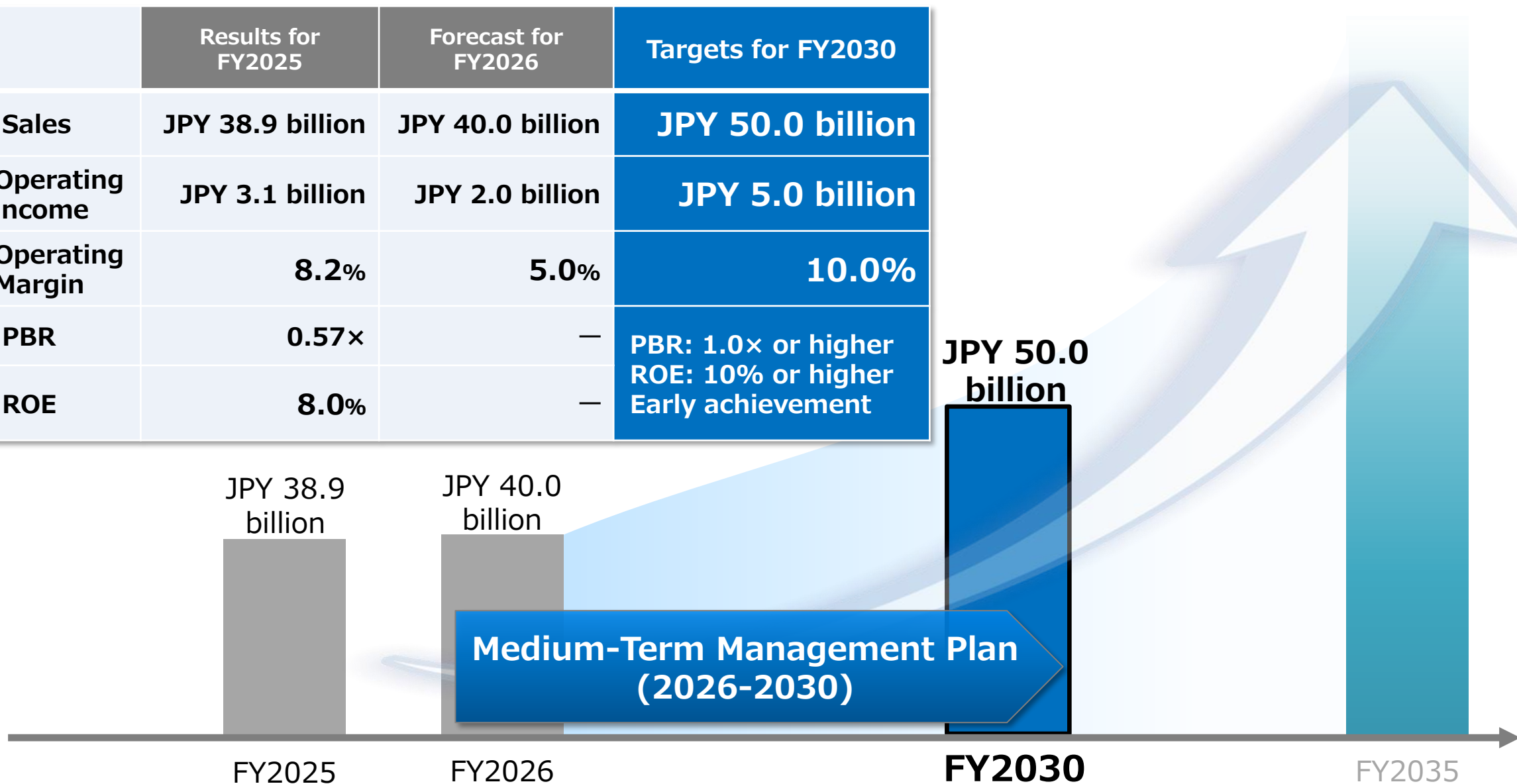
### Financial and Capital Strategy

- Enhance corporate value (profitability and shareholder value)
- Strategic capital allocation (cash allocation)
- Strengthen shareholder returns



# Management Targets

	Results for FY2025	Forecast for FY2026	Targets for FY2030
Sales	JPY 38.9 billion	JPY 40.0 billion	JPY 50.0 billion
Operating income	JPY 3.1 billion	JPY 2.0 billion	JPY 5.0 billion
Operating Margin	8.2%	5.0%	10.0%
PBR	0.57x	—	PBR: 1.0x or higher ROE: 10% or higher Early achievement
ROE	8.0%	—	PBR: 1.0x or higher ROE: 10% or higher Early achievement



## Our vision

**A pioneer in "environment × digital" technologies originating from the painting field**

## Trinity's strengths

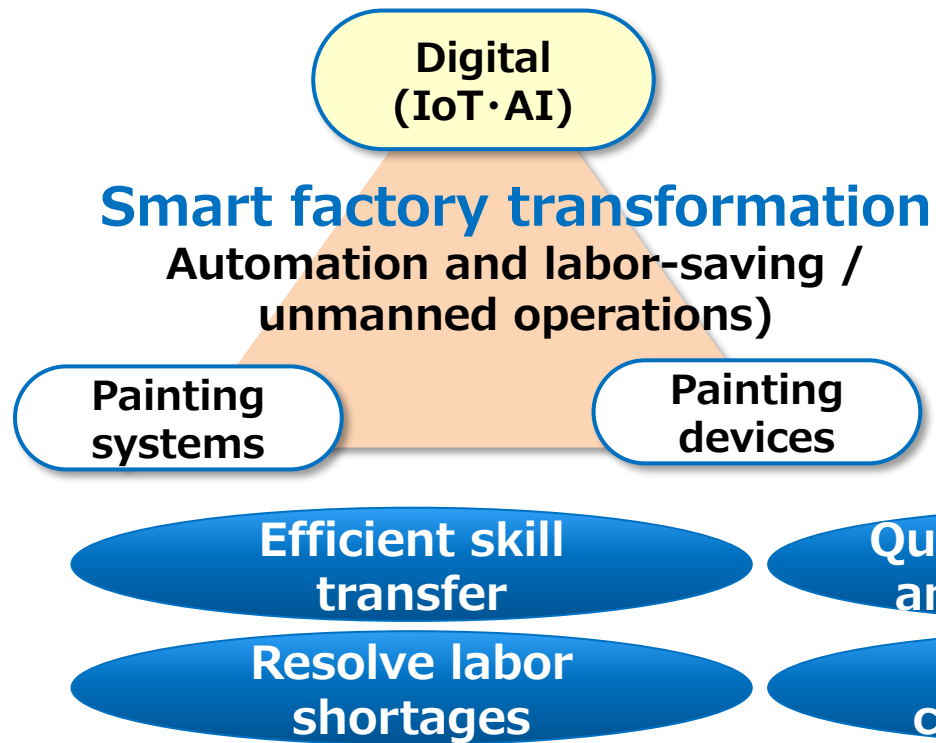
- **Total coordination of coating processes**  
Optimal planning leveraging comprehensive expertise in painting systems and equipment
- **Environmental impact reduction technologies**  
iX Paint Equipment, Dry booth, etc.
- **Digital and IoT technologies**  
Plant-wide thermal energy management  
Centralized management system for equipment operation data, etc.

## Initiatives for the future

- **Consulting across the entire coating process**  
Expansion of business scope through turnkey orders (Integrated support from planning and design to construction and after-sales service)
- **Innovative technologies toward zero environmental impact**  
Challenge toward 100% coating transfer efficiency and development of further energy-saving equipment
- **Expansion of digital business**  
Plant-wide integrated monitoring and AI-based autonomous control  
Promotion of digital transformation (DX) utilizing digital twins, etc.

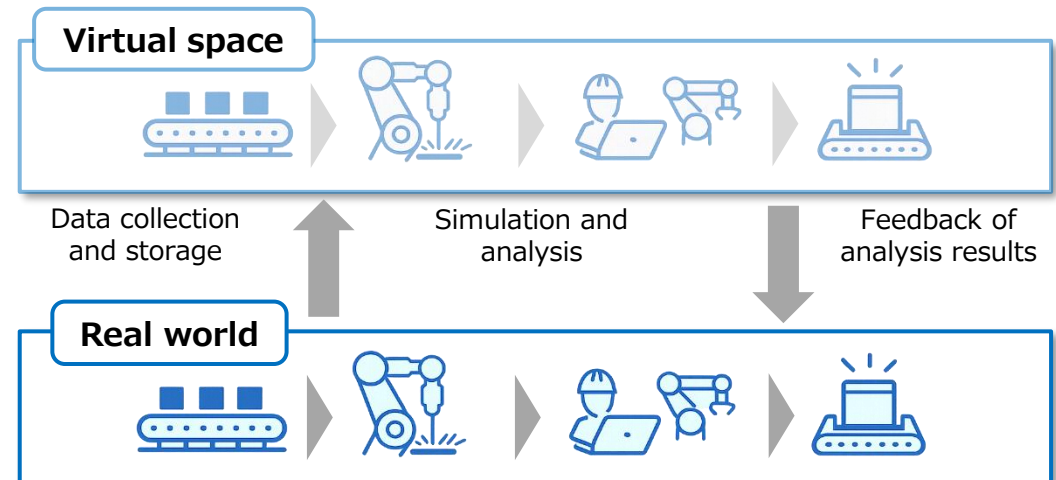
## TOPIC (1) Proposal for smart factory transformation

- Integrating painting systems and equipment with digital technologies, enabling autonomous control, management, and optimization through AI-driven analysis and decision-making



## TOPIC (2) Utilization of digital twins

- Recreating real-world equipment and processes in a virtual space, improving operational efficiency and productivity through data-driven validation and feedback



## Our vision

**Providing added value that meets future needs through "decoration × environment" technologies**

## Trinity's strengths

- **Functional decoration that engages visual, tactile, and other senses**  
Combination of painting, laser decoration, hydrographic transfer, etc.
- **Automation technologies refined on the manufacturing shop floor**  
Automation of painting and assembly, inspection, and transport processes
- **Trinity's environmentally friendly painting line**  
Enables net-zero CO<sub>2</sub> emissions

## Initiatives for the future

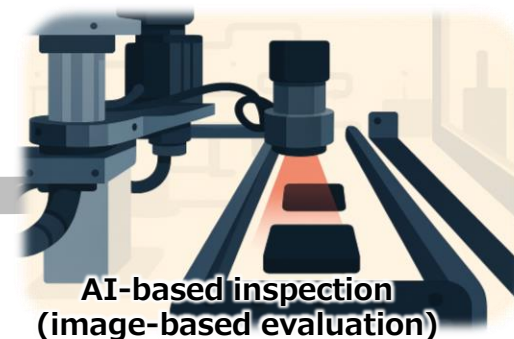
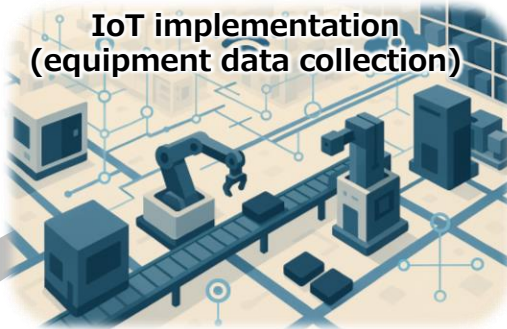
- **Development of next-generation decoration technologies and expansion into new fields**  
Creation of new added value through co-creation and expansion into non-automotive fields
- **Automation, labor-saving, and unmanned operations in manufacturing processes**  
Transformation of the Trinity plant into a smart factory
- **Introduction of next-generation environmentally friendly production lines**  
Production sites that are environmentally friendly for both the working environment and the global environment

## TOPIC Transformation of the Trinity plant into a smart factory

### ■ Autonomous control and optimization of equipment through automation technologies and AI utilization

- Reduction of production line stoppage risk through predictive maintenance of production equipment
- Stabilization of quality through centralized management of equipment and operational data
- Sustainable plant operations through formalization and transfer of tacit expert know-how and skills

Plant landscape renewal (3S)  
Safety · Smart · Sustainable



Labor reduction and  
unmanned operation

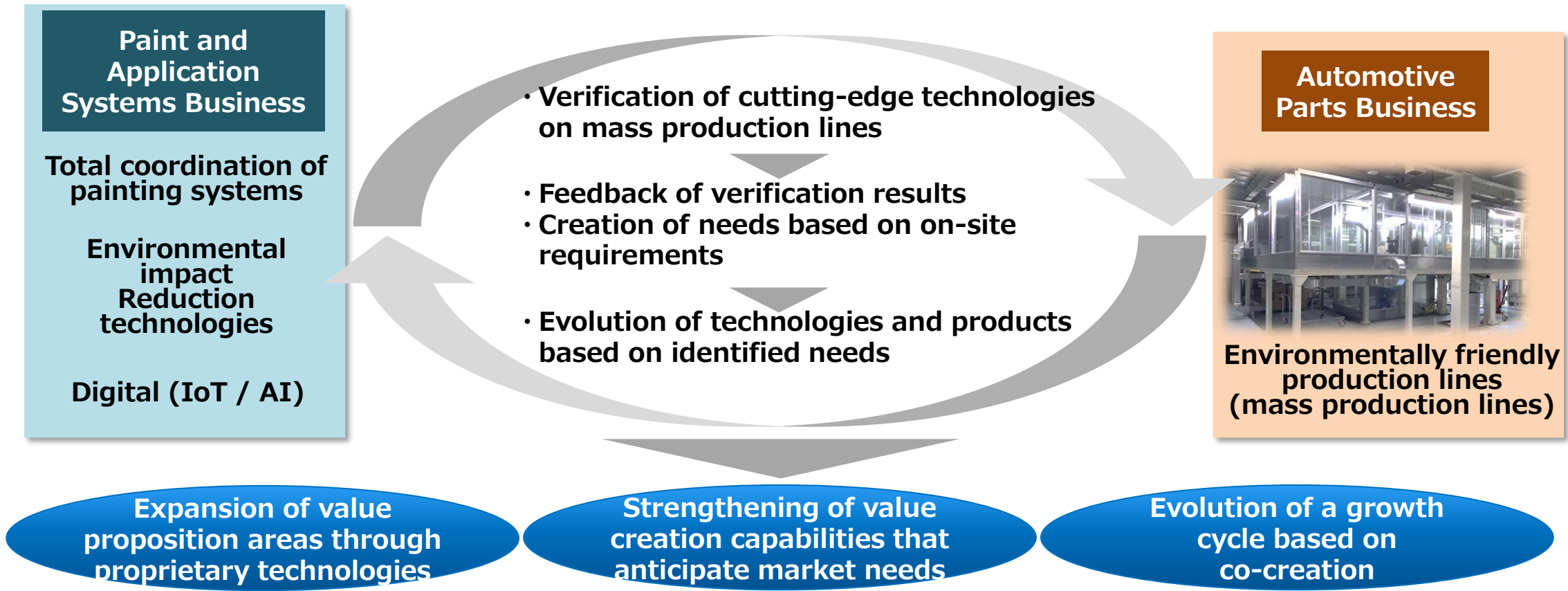
Quality stabilization  
and improvement

Efficient skill transfer

Enhance cost  
competitiveness

## Creation of new value through circular collaboration between Paint and Application Systems and Automotive Parts Business

- Continuous creation of next-generation technologies and new value that meet societal expectations, and expansion of growth fields through circular collaboration leveraging the strengths of both businesses

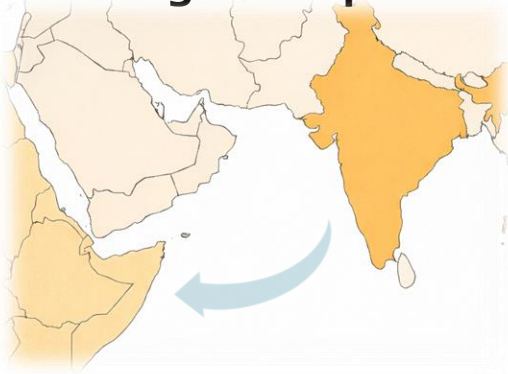


## Strengthening functions of overseas subsidiaries

- **Development of sales engineers to solve customer issues**
- **Expansion of local response capabilities**  
(including construction management, equipment adjustment, and overall project execution)
- **Strengthening local design capabilities**  
(optimization through collaboration and mutual complementarity between bases)

### TOPIC (1) Strengthening India operations

- **Expansion of bases and strengthening of operations in growth markets**
- **Establishment of support bases in regions with strong future growth potential**

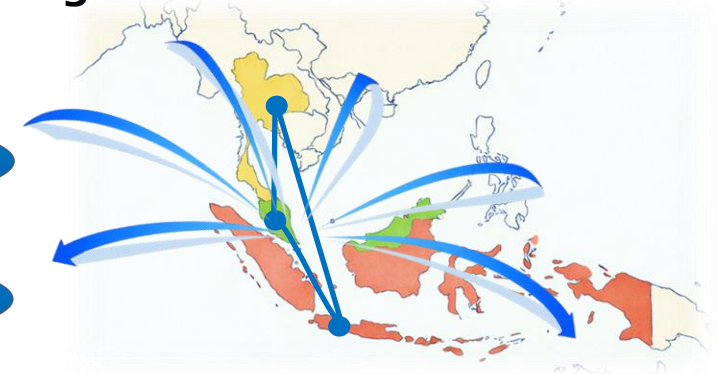


Mutual complementarity through global collaboration

Strengthening capabilities to support customer sites

### TOPIC (2) Collaboration among overseas bases

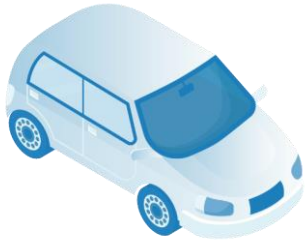
- **Mutual technical support among Thailand, Indonesia, and Malaysia**
- **Development of a network to support the entire ASEAN region**



## Active expansion into non-automotive industries

- Expansion centered on products used in demanding environments, leveraging expertise and advanced technologies cultivated in the automotive sector

Automotive



Expertise  
Technologies

Construction  
machinery



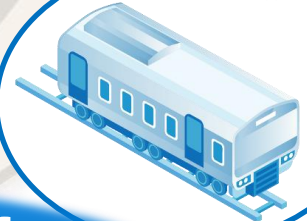
Agricultural  
machinery



Industrial  
vehicles



Railway



Expansion into a wide range of  
industries



Control  
panels



Fuel  
dispensers



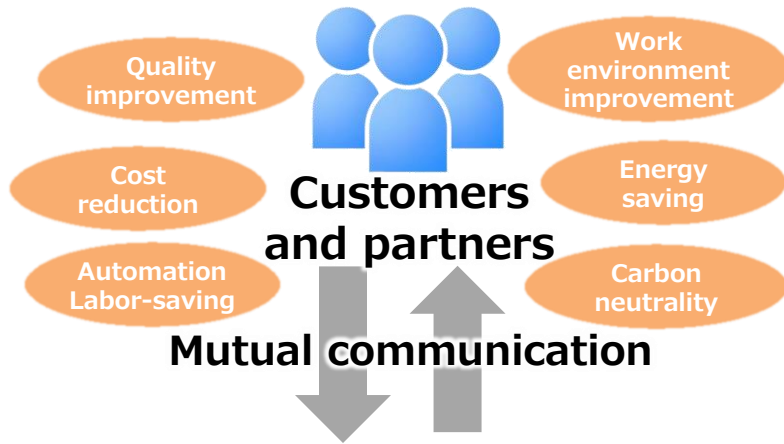
Home  
appliances



Housing  
equipment

## Trinity Technical Solution Center (TTSC): Challenge for the future through co-creation

### Creating new ideas and one-of-a-kind technologies to open up the future of technology



#### Value creation through co-creation

Through problem-solving workshops and technical exchange with customers and partner companies, we co-create not only "products (things)" but also "value, experiences, and services"



#### Development of technologies needed by society

Promotion of R&D that transforms the future of painting (IoT / AI utilization, autonomous painting systems, etc.)

Creation of new technologies that achieve reduced environmental impact (Energy transition [electrification and hydrogen utilization], resource circulation, etc.)

#### Development and training of next-generation talent

Fostering "resilient talent" who deepen mutual communication with customers and partners, and continuously take on challenges in problem-solving, proposal development, and the creation of new technologies

## Establishment of foundational technologies supporting the evolution of manufacturing

- Autonomous production that adapts to change**  
 Real-time capture of on-site changes enables flexible control of processing points and autonomous operation, optimizing both manufacturing processes and the entire plant
- Data-driven value creation**  
 Leveraging accumulated data for predictive maintenance, delivering new value-added services that consistently support operations from production to maintenance
- Innovation in production preparation processes**  
 Integration of real and virtual environments to shorten lead time and improve accuracy from production preparation to mass production launch

Creation of new value in existing fields through "Data × Automation"

## Development of technologies in untapped fields

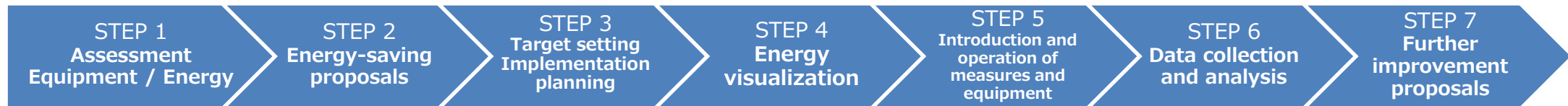
- Utilization of new energy sources as alternatives to fossil fuels**
- Development of products and systems applying core technologies**  
 Electrostatic technology    Fine bubble technology
- Technological innovation to accelerate the circulation of global resources**

Promotion of technology development in new fields through the integration of "Environment × Digital"

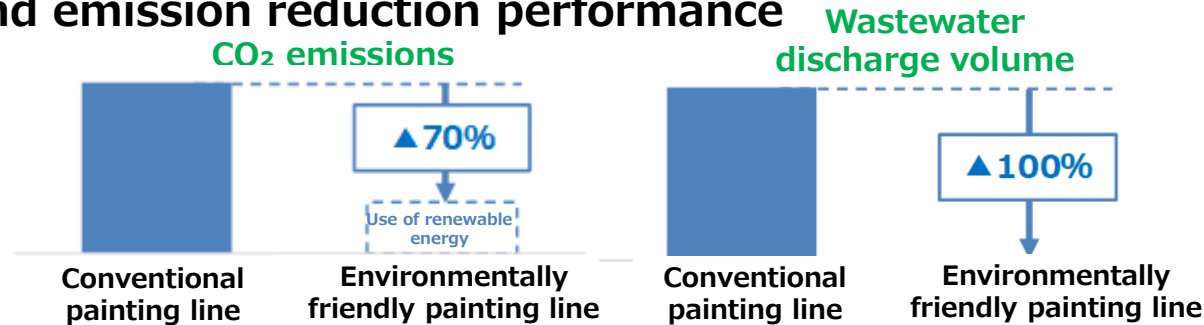
## Promotion of carbon neutrality and the circular economy for both customers and Trinity

### ■ Environmental consulting

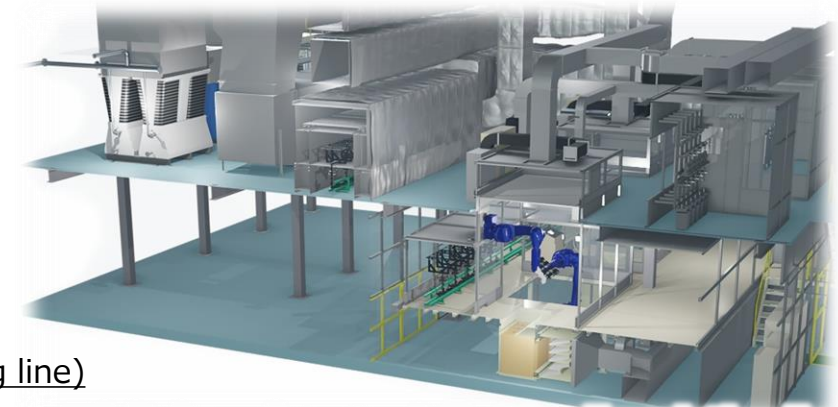
Providing total support—from assessment to proposal and effectiveness verification—toward achieving carbon neutrality for customers



### ■ Introduction of next-generation environmentally friendly equipment with superior energy efficiency and emission reduction performance



\*Trinity's environmentally friendly painting line (New installation: all-electric painting line)



Trinity's environmentally friendly painting line (All-electric painting line)

### ■ Resource circulation technologies, etc.

Promoting waste reduction and recycling to minimize environmental impact

### ■ CO<sub>2</sub> emission reduction targets for existing painting equipment (by 2030) ... 53% reduction

(Compared to FY2013) \*Target for 2050: Net-zero CO<sub>2</sub> emissions

## Recruitment, development, and placement of diverse talent

- **Strengthening recruitment to achieve growth strategy**  
Expansion of recruitment methods (use of media, AI/technology, and direct scouting), etc.
- **Talent development for growth**  
Development of digital promotion talent, specialists/multi-skilled talent, and management-level personnel, etc.
- **Initiatives for optimal placement**  
Promotion of internal mobility to support individual growth and capability expansion, and creation of opportunities for challenge through productivity improvement, etc.

## Cultivating a vibrant workplace culture and supportive systems

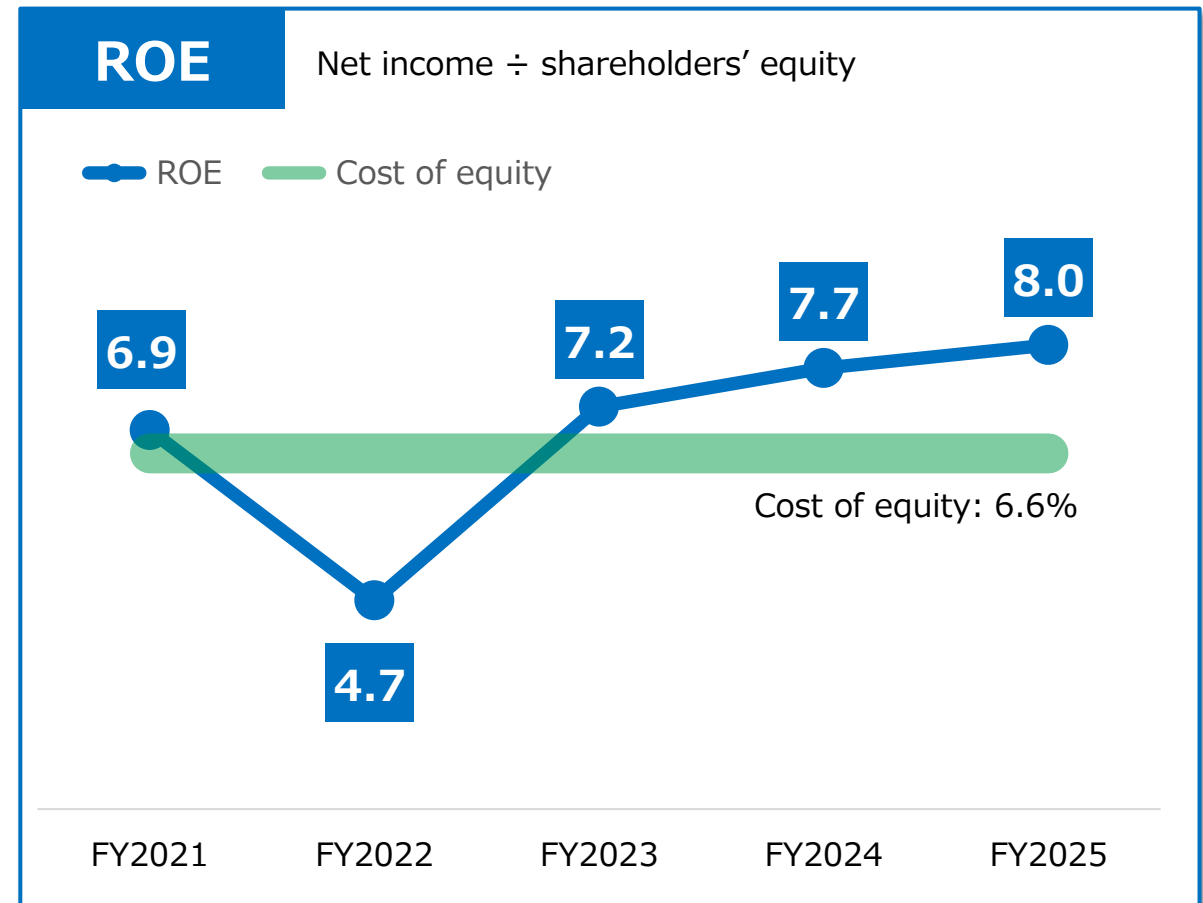
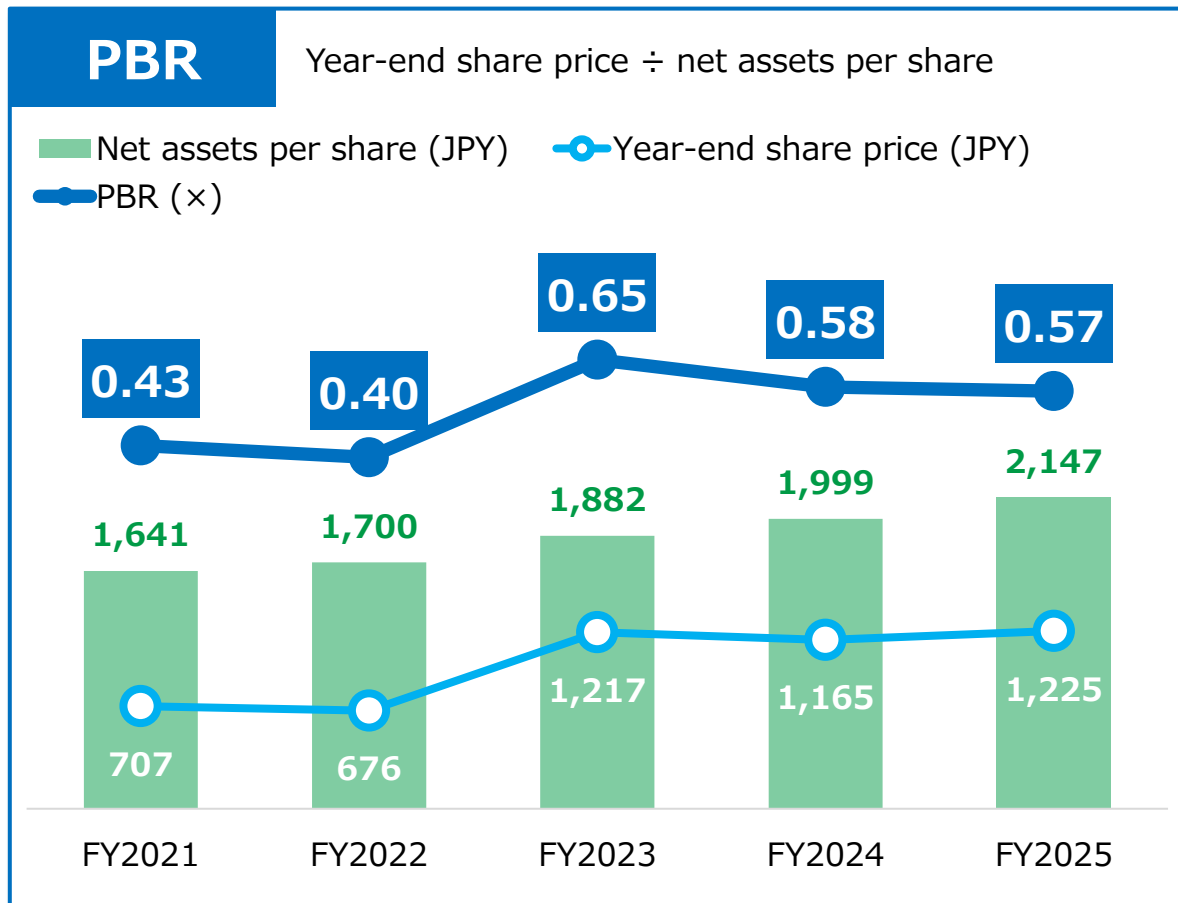
- **Promotion of flexible working styles based on work-life balance**  
Encouragement of paid leave utilization and uptake of paternity leave, etc.
- **Promotion of DEI and workplace environment improvement**  
Promotion of active participation of women and senior employees, and ongoing renovation of offices and plant break areas, etc.
- **Advancement of health-oriented business administration and safety culture**  
Promotion of inclusive health-oriented business administration that leaves no one behind, and strengthening of human resource development to support a strong safety culture, etc.

**Everyone plays  
an active role!**

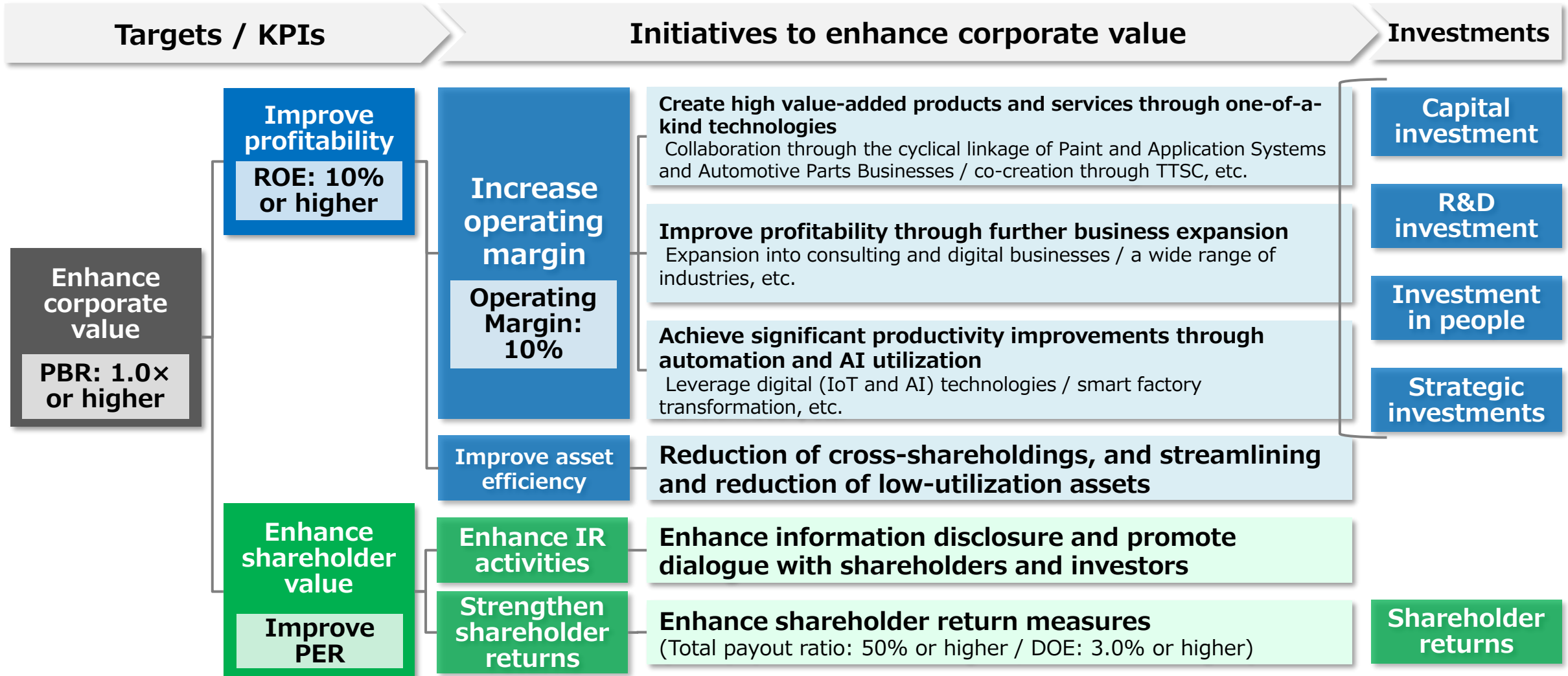
**Everyone is a  
key player!**

- **Meaningful work  
for each individual**
- **Physical and  
mental well-being  
and peace of mind**

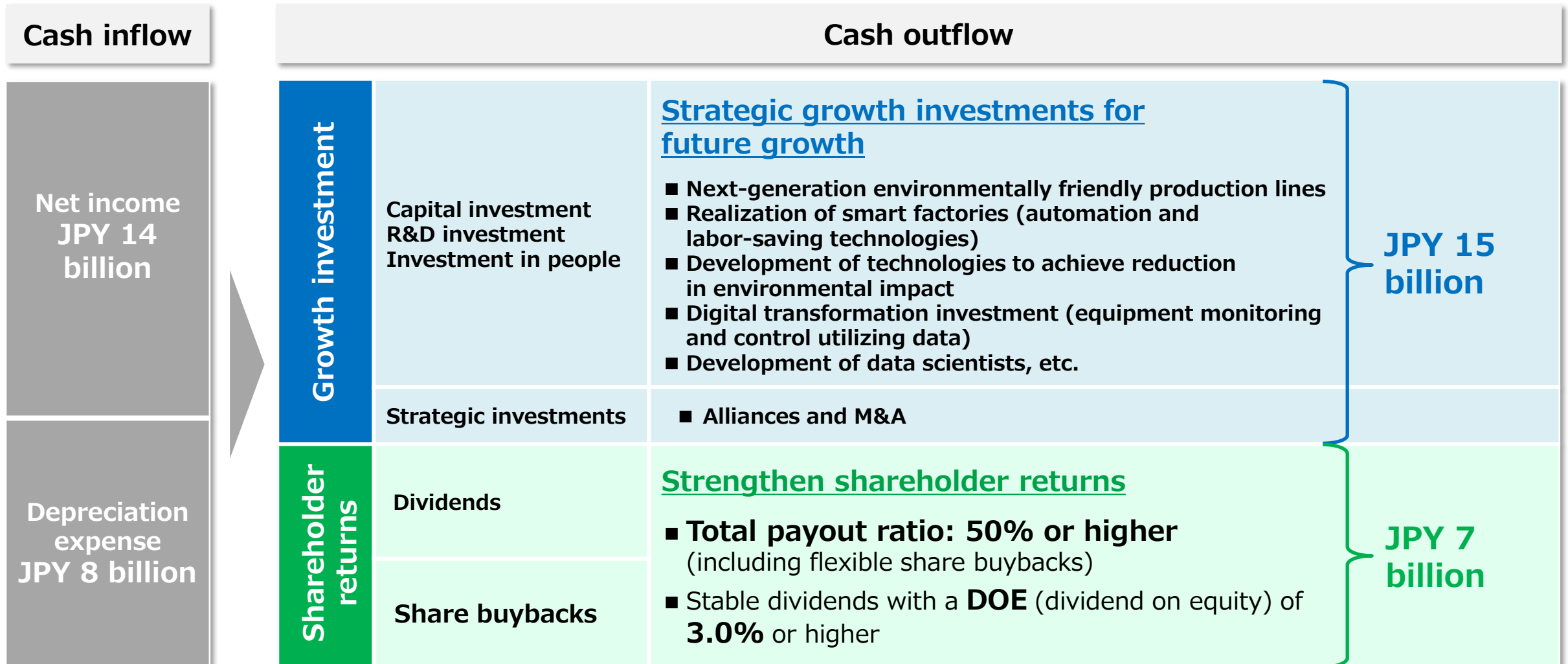
- **PBR:** Although the share price has been increasing, it remains below 1.0x
- **ROE:** Exceeds the cost of equity and shows an improving trend



Aim to achieve a PBR of 1.0x or higher at an early stage by improving ROE and PER



Generate a total of JPY 22 billion over five years and promote both growth investments and shareholder returns



- **Total payout ratio: 50% or higher** (including flexible share buybacks)
- Stable dividends with a **DOE** (dividend on equity) of **3.0% or higher**

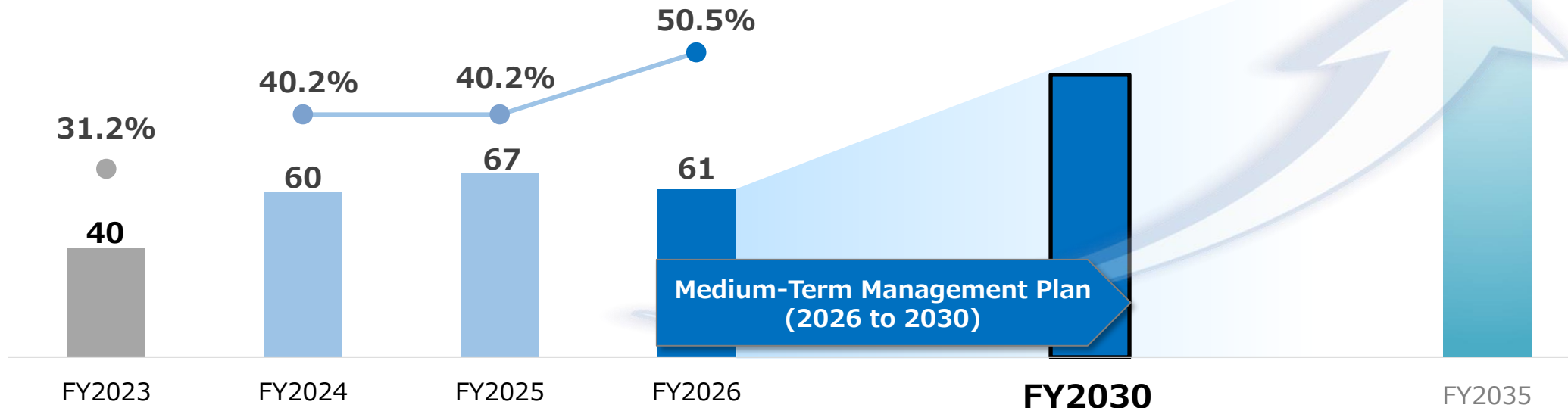
Dividend payout ratio:  
30% or higher

Total payout ratio: 40% or  
higher (DOE: 2.5% or higher)

**Total payout ratio: 50% or higher**  
**(DOE: 3.0% or higher)**

## Annual dividend per share (JPY)

● Dividend payout ratio    ● Total payout ratio



DOE:    2.4%    3.4%    3.6%    3.1%



**トリニティ工業株式会社**  
**TRINITY INDUSTRIAL CORP.**

## **Regarding the handling of this document**

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This document does not constitute a commitment or guarantee regarding the realization of the future measures described herein.