

***TOYO TIRES***

## Corporate Profile



## Message from the President

### Further Enhancing Our Strengths to Reach the Next Corporate Stage and Make Our Unique Presence Felt More Strongly

A proud member of a corporate group bearing the word “tire” in its name, we at the Toyo Tire Group remain committed to supporting and enriching the mobility society through our business undertakings.

We released our new medium-term business plan Mid-Term '21 Plan, in 2021, and we are engaged in strengthening our ability to promptly and flexibly respond to changes. We reached the turning point this year.

Firstly, we will further refine our own distinctive strengths and ensure a dominant presence in specific areas. Secondly, we will firmly strengthen our functional base that we have thus far not been able to sufficiently strengthened. Thirdly, we will turn to our advantage the things we do not have, leading this to our competitive advantage.

We at Toyo Tire consider these three points to be the sources of our corporate strength. Underlying our business management is our unique management philosophy of high-quality profit growth and not chasing scale flows.

We know that the Toyo Tire Group cannot take advantage of scale in global terms. Rather, our management teams are aiming to sustain business growth globally by capitalizing on our relatively small size to act flexibly and with agility and to leverage our unique strengths. We have managed our business in a way that creates a growth spiral by seeking ways to maximize our performance while putting the resources available to us to optimal use.

Our growth spiral starts by further strengthening distinctive areas of specialty. What this means is to keep appropriately investing in projects that allow us to tap into our strengths and to harvest the fruits of past endeavors. At the same time, we will set about addressing challenges that have hitherto not been adequately addressed, find solutions to and overcome each of them, and, as a result, further enhance our strengths. Having formulated them into policies, we are going to move up to the next corporate stage.

Our goal is to be a corporate group that is needed by society and has a unique presence. In the Mid-Term '21 Plan, we incorporate sustainability into management in order to create value by thinking globally with a long-term perspective and working to fuse this with our business. We will not only deliver attractive products in a timely manner to respective markets by staying half a step or one step ahead of the market needs, but we will also work to bring about the new mobility society of the future by utilizing cutting-edge technologies. Beyond helping develop the mobility society and invigorate a flourishing car culture as a member of the automobile industry, we will also strive to establish a sound value chain and put our energy into solving social issues such as environmental degradation and human rights as well.

I ask for your continued expectations and patronage for the Toyo Tire Group.

January 2023

Representative Director, President & CEO

## Overview

|                         |                                                                                                                                                                 |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Company                 | Toyo Tire Corporation                                                                                                                                           |
| Established             | August 1, 1945                                                                                                                                                  |
| Paid-in Capital         | 55,935 million yen                                                                                                                                              |
| Number of Issued Shares | 154,111,029                                                                                                                                                     |
| Number of Employees     | 11,744(Consolidated, Including Temporary Employees)<br>as of December 31, 2022                                                                                  |
| Headquarters            | 2-2-13 Fujinoki, Itami City, Hyogo 664-0847, Japan<br>Phone: +81-72-789-9100                                                                                    |
| Plants                  | Sendai Plant/Kuwana Plant, others                                                                                                                               |
| Lines of Business       | <b>[Tire Business]</b><br>Tires (for passenger vehicles, light truck, trucks & buses)<br><b>[Automotive Parts Business]</b><br>Automotive anti-vibration rubber |

## Officers

### Directors, Audit & Supervisory Board Members

|                                           |                   |
|-------------------------------------------|-------------------|
| Director, Chairman of the Board           | Yasuhiro Yamada   |
| Representative Director, President & CEO  | Takashi Shimizu   |
| Director, Corporate Officer               | Tatsuo Mitsuhata  |
| Director, Corporate Officer               | Satoru Moriya     |
| Director                                  | Ken Morita        |
| Director                                  | Atsushi Takeda    |
| Director                                  | Michio Yoneda     |
| Director                                  | Yukiko Araki      |
| Standing Audit & Supervisory Board Member | Satoshi Taketsugu |
| Standing Audit & Supervisory Board Member | Mitsunobu Kohno   |
| Audit & Supervisory Board Member          | Katsusuke Amano   |
| Audit & Supervisory Board Member          | Tomoyuki Matsuba  |
| Audit & Supervisory Board Member          | Yasuhiro Kitao    |

(Note 1) Ken Morita, Atsushi Takeda, Michio Yoneda, Yukiko Araki are outside directors.  
(Note 2) Katsusuke Amano, Tomoyuki Matsuba, Yasuhiro Kitao are outside auditors.

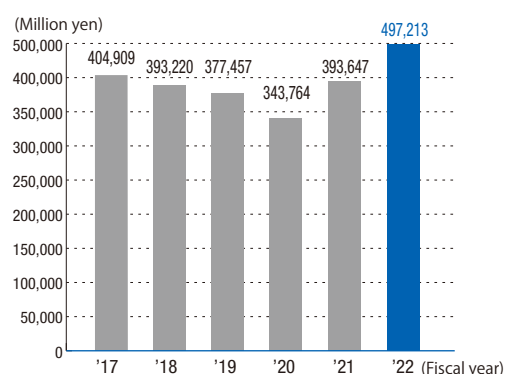
### Corporate Officers

|                          |                    |
|--------------------------|--------------------|
| President & CEO          | Takashi Shimizu*   |
| Senior Corporate Officer | Tomoshige Mizutani |
| Senior Corporate Officer | Masayuki Kanai     |
| Senior Corporate Officer | Iori Suzuki        |
| Corporate Officer        | Tatsuo Mitsuhata*  |
| Corporate Officer        | Satoru Moriya*     |
| Corporate Officer        | Yuji Miyazaki      |
| Corporate Officer        | Kiyohito Hasumi    |
| Corporate Officer        | Hideaki Takahashi  |
| Corporate Officer        | Hiroshi Nobuzawa   |
| Corporate Officer        | Yoji Imura         |
| Corporate Officer        | Tetsuo Shimomura   |
| Corporate Officer        | Kenta Kuribayashi  |
| Corporate Officer        | Tamotsu Mizutani   |
| Corporate Officer        | Ichiro Shima       |
| Corporate Officer        | Junichi Uda        |

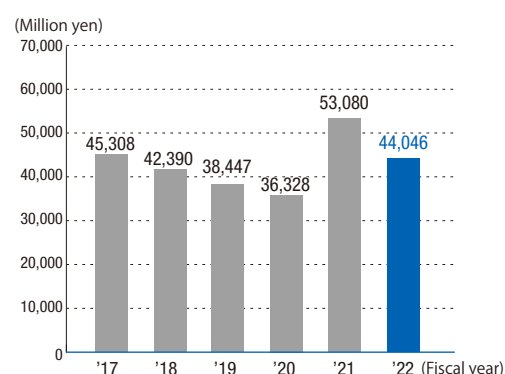
\*Indicates post concurrently with that of director.

## Business Overview (as of December 31, 2022)

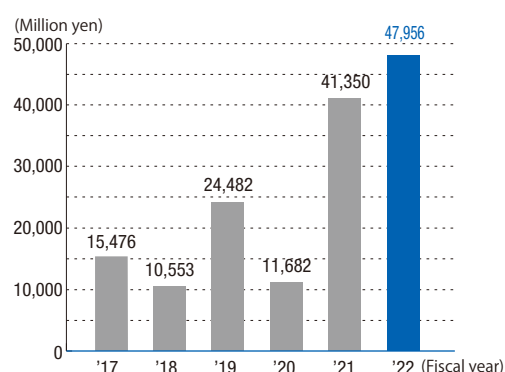
### Sales



### Operating Income



### Current Net Income



The manufacture and sale of tires is the core business of Toyo Tire, accounting for approximately 90% of total sales. We make tire products for passenger vehicles, light trucks such as SUVs and pickup trucks as well as trucks and buses. We are expanding TOYO TIRES and NITTO brands to the global market.

## TOYO TIRES

TOYO TIRES is a globally trusted brand with a sophisticated taste backed by advanced technology. Featuring a full product lineup, this brand promotes ideal driving.

Our "OPEN COUNTRY" series of tires for SUVs and pickup trucks has carved out a unique position in North America, particularly in the United States. Its popularity is not limited to North America, but it is also popular in Japan, especially among users who are interested in outdoor activities. In addition, our "PROXES" brand of tires, which delivers high performance, has been globally acclaimed. We also market other tires conceived as specialist products, such as our fuel efficient "NANOENERGY" tires, "TRANPATH" tires, which we conceived as specialist tires, and "OBSERVE" studless tires for winter.

In addition, we proactively launch products to fit customers' needs, such as focusing efforts on the sale of "CELSIUS" all-season tires that are capable of handling snowy road surfaces.

For small trucks, we developed the DELVEX small-truck brand tire, which delivers improved wear performance and maintainability.



**OPEN COUNTRY A/T™**



**OPEN COUNTRY R/T**



**PROXES CL1 SUV**



**TRANPATH mp7**



**CELSIUS**



**OBSERVE GIZZ**



**DELVEX M935**



**NANOENERGY M676**

## NITTO

The NITTO brand combines freedom, innovation and creativity in response to the product demands of car enthusiasts as our motto states. With customer voice and in-depth analysis, we predict market needs, constantly create trends, and have gained an overwhelming reputation in niche markets.

In addition to garnering endorsement from avid car fans in the North American niche market, who favor customizing a car's appearance, known as "dressing up," and performance, known as "tuning," NITTO proactively markets tires for light trucks and ultra-high performance tires in Central and South America, Europe, and Southeast Asia.



**RECON GRAPPLER A/T**



**RIDGE GRAPPLER**



**INVO**



**NT420V**

## Tire Business

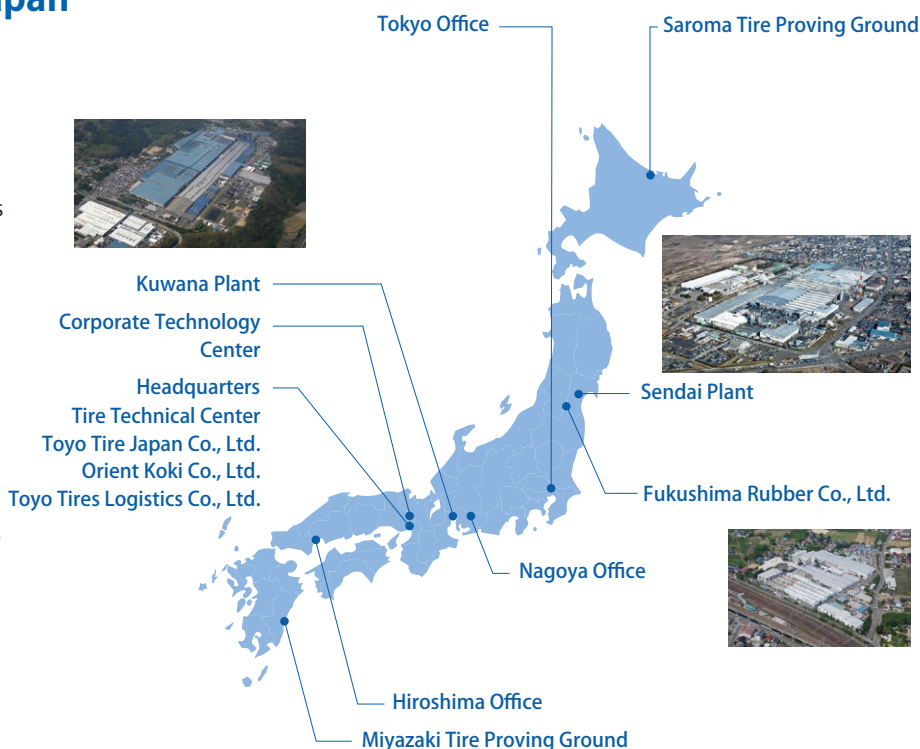


## We are building a global production and sales infrastructure in Japan and throughout the world.

Toyo Tire manufactures tires in five countries: Japan, the US, China, Malaysia, and Serbia, we have begun building a global tire sales and supply infrastructure through such initiatives as establishing sales subsidiaries in critical markets in North America, Europe, China, and Southeast Asia.

In the U.S., the biggest tire plant in Toyo Tire Group, TOYO TIRE NORTH AMERICA MANUFACTURING INC., started operation of the second step of Phase V of the production capacity expansion in August 2021.

At TOYO TYRE MALAYSIA SDN BHD in Malaysia, serves as a global hub supplying markets around the world, including not only Southeast Asia but also North America, Europe, and Japan. In July 2022, TOYO TIRE SERBIA D.O.O., the Company's first tire production site in Europe, operations began in Serbia. The new plant is due to with a capacity of five million tires per annum (based on tires for passenger vehicles) in the second half of 2023.





## Tire and vibration control technologies as the core, Working on new technologies, the development of new products.

The core competence of the Toyo Tire Group is our technical strength. Toyo Tires offers new value through differentiation of its core tire and vibration control technologies.

We are working to raise the bar of quality even higher through our tire technologies: Nano Balance Technology, which controls rubber material design at the molecular level; T-MODE, a high-efficiency and high-precision tire design base technologies through fusion with AI; e-balance, our new environmentally friendly truck & bus tire technology platform; and A.T.O.M., which achieves high-quality tire production.

Utilizing our vibration control technologies, we are focused on developing featuring our core anti-vibration rubber that controls passenger car engine and body vibration.

We are also working to develop new products by integrating technologies developed independently for tires and auto components.

Nano Balance Technology

### Nano Balance Technology

Being the essential material of tires, TOYO TIRES' rubber has a technologically unique and exclusive design on a nano level (1 nanometer = 1 billionth of a meter). Our rubber is derived through simulation, function creation, precision control and research. That is Nano Balance Technology from Toyo Tires.

T-MODE  
Intelligent Tire Development Platform

### T-MODE

T-MODE is a platform using simulations with AI integrated design technology to develop innovative tires with even higher speed and more functions.

e-balance  
トラック・バス用タイヤの新技術プラットフォーム

### e-balance

A new technology for truck and bus tires that achieves the "e" effect of ecology, energy, economy and endurance.



### A.T.O.M. (Advanced Tire Operation Module)

A.T.O.M. is a highly scalable, proprietary system that can flexibly respond to changes in production plans as market demand trends dictate. It features high quality, a small footprint, multi-product small-lot production, and a high level of automation.

## Technology to support business development center

We are embracing the challenge of raising new tire performance to a new level, performing precise performance evaluations to deliver remarkable products to society. In developing tire technology, technology development sites in the United States, Japan and Europe are where we refine our proprietary knowledge and cutting-edge technology, and where we perform actual vehicle testing on tire test courses.

The keys to our Automotive Parts Business are gathering information on new technology in the ever-evolving automobile industry, establishing new technologies in order to achieve the performance requirements of car makers, and developing high-added-value products. The Automotive Parts Technical Center is where we tackle these keys from multiple angles and develop the technical capability to

analyze and evaluate in order to create the exact auto parts that customers are seeking.



The Tire Technology Center (Hyogo)



North America R&D Center (United States)



European R&D Center (Germany)



The Automotive Parts Tire Technology Center (Aichi)



Tire Test Course (Miyazaki)



Tire Test Course (Hokkaido)

## Corporate Technology Center, Developing Core Technology to Support the Future

The Corporate Technology Center, where we establish the direction of technology development for the company as a whole, is positioned in the company as a common platform from which basic technology flows down to each business unit. The Corporate Technology Center develops the seeds of proprietary technology in each business unit, which in turn leads to individual manufacturing technology. The Center is also working on new research with an aim of developing technologies of the future.

The Toyo Tires Group is further working to create new materials and technologies, boost our core technology and enhance the environment of our research centers in order to contribute to growth of our core businesses, and we are further bolstering our research and testing environments with our sights set on creating new businesses.

Toyo Tires is also harnessing its production technology functions to create a synergistic effect in an effort to fortify our R&D foundation that will support our company's business well into the future.



Corporate Technology Center (Hyogo)

## Automotive Parts Business

■ TOYO AUTOMOTIVE PARTS (GUANGZHOU) CO., LTD.



▶ TOYO AUTOMOTIVE PARTS  
DE MEXICO, S.A. DE C.V.



■ TOYO AUTOMOTIVE  
PARTS (USA), INC.  
■ TMM (USA), INC.

▶ ■ TOYO RUBBER CHEMICAL PRODUCTS (THAILAND) LIMITED

▶ TOYO TIRE NORTH AMERICA  
OE SALES LLC

▶ Sales Company  
■ Production Base

## Toyo Tires is fortifying our development, production and sales infrastructure as we aim to expand strategic businesses in growth markets.

A range of products utilizing our vibration control technology helps enhance stable maneuverability and reduce noise for automobiles. We are striving to establish a solid position as a supplier by promptly proposing products that match the needs of car manufacturers. Moreover, given that automobile production sites are located throughout the world, we are focusing efforts on realizing an optimal supply network by establishing a production structure centered on Japan, the US, and China.



Kuwana Plant

Ayabe Toyo Rubber  
Co., Ltd.

Corporate Technology  
Center

Headquarters

Hiroshima Office

Tokyo Office

Nagoya Office  
Automotive Parts  
Technical Center



Bushes



Engine Mounts  
(Fluid-filled)

|                |                                                                                                                                                                                                                                   |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| August 1945    | Toyo Rubber Industrial, established, strengthened and developed by Toyo Boseki (today known as Toyobo) in order to develop the rubber industry, merged with Hirano Rubber Manufacturing; Toyo Tire & Rubber Co., Ltd. established |
| May 1949       | Lists on the Osaka Stock Exchange                                                                                                                                                                                                 |
| July 1953      | Opens Itami Plant for motor vehicle tire manufacturing (Itami City, Hyogo Prefecture)                                                                                                                                             |
| May 1955       | Lists on the Tokyo Stock Exchange                                                                                                                                                                                                 |
| December 1961  | Opens the Central R&D Laboratories in Ibaraki City, Osaka (relocates to Kawanishi City, Hyogo Prefecture in December 2013)                                                                                                        |
| July 1966      | Establishes its first tire sales subsidiary, Toyo Tire (U.S.A.) Corp. (currently Toyo Tire U.S.A. Corp.) in U.S.                                                                                                                  |
| April 1971     | Opens Akashi Plant in Hyogo for pollution control devices and industrial rubber products manufacturing (Kako, Hyogo Prefecture)                                                                                                   |
| February 1974  | Acquires capital in Vaculug Australia Ltd. (currently TOYO TYRE AUSTRALIA PTY LTD)                                                                                                                                                |
| September 1975 | Establishes Toyo Reifen GmbH (currently Toyo Tire Holdings of Europe GmbH) tire sales subsidiary in Europe as a joint venture with Mitsubishi Corporation                                                                         |
| February 1979  | Establishes a comprehensive business partnership with Nitto Tire Co., Ltd.                                                                                                                                                        |
| April 1986     | Opens the Automotive Parts Technical Center in Miyoshi City, Aichi Prefecture                                                                                                                                                     |
| October 1996   | Merges with Ryoto Tire Co., Ltd.                                                                                                                                                                                                  |
| February 2001  | Establishes Toyo Automotive Parts (U.S.A.), Inc. in Kentucky, U.S.A., for anti-vibration rubber manufacturing and sales                                                                                                           |
| November 2001  | Opens Toyo Technical Center (currently the Tire Technical Center) in Itami City, Hyogo Prefecture                                                                                                                                 |
| January 2003   | Establishes Toyo Tire (Shanghai) Co., Ltd. in Shanghai, China, as a joint venture with Mitsubishi Corporation                                                                                                                     |
| June 2004      | Establishes Toyo Tire North America, Inc. (currently Toyo Tire North America Manufacturing Inc.) in Georgia, U.S.A., for tire manufacturing                                                                                       |
| September 2004 | Establishes Toyo Automotive Parts (Guangzhou) Co., Ltd. in Guangzhou, China, for anti-vibration rubber manufacturing                                                                                                              |
| July 2005      | Establishes Toyo Tyre (UK) Ltd. in Rushden, U.K and Toyo Tire Benelux B.V. in Roosendaal, Netherlands                                                                                                                             |
| November 2006  | Acquires Toyo Tire Italia S.p.A in Collesalvetti, Italy                                                                                                                                                                           |
| April 2007     | Integrates domestic 10 tire subsidiaries to establish Toyo Tire Japan Co., Ltd.                                                                                                                                                   |
| January 2008   | Establishes Toyo Tire Holdings of Americas Inc. in California, U.S.A., for holding company of North American business                                                                                                             |
| May 2008       | Concludes business and capital alliance agreement with Bridgestone Corporation                                                                                                                                                    |
| June 2008      | Opens the Iberia representative office in Madrid, Spain<br>Establishes Toyo Tire North America OE Sales LLC in California, U.S.A.                                                                                                 |
| October 2008   | Establishes Toyo Tire RUS LLC in Moscow, Russia                                                                                                                                                                                   |
| April 2010     | Establishes Toyo Tire Zhangjiagang Co., Ltd., a subsidiary in Jiangsu, China, for passenger and light truck tires manufacturing                                                                                                   |
| December 2010  | Acquires Silverstone Berhad, the motor vehicle tire manufacturer and seller in Kuala Lumpur, Malaysia                                                                                                                             |
| April 2011     | Establishes Toyo Tyre Manufacturing (Malaysia) Sdn Bhd in Perak, Malaysia for motor vehicle tire manufacturing                                                                                                                    |
| June 2011      | Acquires the motor vehicle tire manufacturer and seller in Shandong, China, and changes its name to Toyo Tire (Zhucheng) Co., Ltd.                                                                                                |
| December 2011  | Establishes Toyo Rubber Chemical Products (Thailand) Limited in Ayutthaya Province, Thailand for anti-vibration rubber manufacturing and sales                                                                                    |
| October 2013   | Establishes Toyo Automotive Parts de Mexico S.A. de C.V. for anti-vibration rubber manufacturing and sales                                                                                                                        |
| December 2013  | Relocates R&D Center from Ibaraki City, Osaka to Kawanishi City, Hyogo and changes its name to Corporate Technology Center                                                                                                        |
| May 2015       | Establishes Toyo Tire Deutschland GmbH in Willich, Germany                                                                                                                                                                        |
| May 2017       | Relocates its headquarters to Itami City, Hyogo from Nishi-ku, Osaka                                                                                                                                                              |
| November 2018  | Concludes a capital and business alliance with Mitsubishi Corporation                                                                                                                                                             |
| January 2019   | Changes trade name to Toyo Tire Corporation<br>Opens North America R&D Center in Georgia, U.S.A.                                                                                                                                  |
| October 2019   | Establishes Toyo Tire Serbia d.o.o. Beograd (currently Toyo Tire Serbia d.o.o.) in Indjija, the Republic of Serbia, for tire manufacturing                                                                                        |
| November 2019  | Opens European R&D Center in Willich, Germany                                                                                                                                                                                     |



| Company                           | Address                                                                            | Telephone        |
|-----------------------------------|------------------------------------------------------------------------------------|------------------|
| Headquarters                      | 2-2-13 Fujinoki, Itami City, Hyogo 664-0847, Japan                                 | +81-72-789-9100  |
| Tokyo Office                      | 4-12-4, Higashishinagawa, Shinagawa-ku, Tokyo 140-0002, JAPAN                      | +81-3-5780-8151  |
| Nagoya Office                     | 3 Syogayama, Uchikoshi-cho, Miyoshi City, Aichi 470-0213, Japan                    | +81-561-34-5911  |
| Hiroshima Office                  | 13-20, Hikari machi 1-chome, Higashi-Ku, Hiroshima City, Hiroshima 732-0052, Japan | +81-82-264-3680  |
| Sendai Plant                      | 3-5-1, Fukiage, Iwanuma City, Miyagi 989-2484, Japan                               | +81-223-22-2191  |
| Kuwana Plant                      | 2400 Oaza Nakagami, Toin-cho, Inabe-gun, Mie 511-0294, Japan                       | +81-594-86-0100  |
| Hyogo Manufacturing Complex       | Rokubuichi 1183, Inami-cho, kako-gun, Hyogo 675-1112, Japan                        | +81-79-495-1519  |
| Corporate Technology Center       | 3-10-1, Yato, Kawanishi, Hyogo 666-0131, Japan                                     | +81-72-789-1400  |
| Tire Technical Center             | 2-2-13 Fujinoki, Itami City, Hyogo 664-0847, Japan                                 | +81-72-775-9000  |
| Automotive Parts Technical Center | 3 Syogayama, Uchikoshi-cho, Miyoshi City, Aichi 470-0213, Japan                    | +81-561-34-3211  |
| Miyazaki Tire Proving Ground      | 2318 Kawakita, Tsuno-cho, Koyu-gun, Miyazaki 889-1201, Japan                       | +81-50-3818-0090 |
| Saroma Tire Proving Ground        | Nishitomi, Saroma-cho, Tokoro-gun, Hokkaido 093-0504, Japan                        |                  |

| Subsidiaries                                | Address                                                             | Telephone       |
|---------------------------------------------|---------------------------------------------------------------------|-----------------|
| Toyo Tire Japan Co., Ltd.                   | 2-2-13 Fujinoki, Itami City, Hyogo 664-0847, Japan                  | +81-72-789-9092 |
| Toyo Tires Logistics Co., Ltd.              | 2-2-13 Fujinoki, Itami City, Hyogo 664-0847, Japan                  | +81-72-789-9130 |
| Orient Machinery Co., Ltd.                  | 3-6, Fujinoki 2-chome, Itami City, Hyogo 664-0847, Japan            | +81-72-787-7651 |
| Toyo Chemical Industrial Products Co., Ltd. | Rokubuichi 1183, Inami-cho, kako-gun, Hyogo 675-1112, Japan         | +81-79-495-1519 |
| Fukushima Rubber Co., Ltd.                  | 28, Aza Domae, Miyashiro, Fukushima City, Fukushima 960-0116, Japan | +81-24-553-1356 |
| Ayabe Toyo Rubber Co., Ltd.                 | 115, kuri-cho, Sawa, Ayabe City, Kyoto 623-0222, Japan              | +81-773-48-0001 |
| Showa Estate Co., Ltd.                      | 2-2-13 Fujinoki, Itami City, Hyogo 664-0847, Japan                  | +81-72-789-9088 |

| North America                              | Address                                                     | Telephone       |
|--------------------------------------------|-------------------------------------------------------------|-----------------|
| TOYO TIRE CANADA INC.                      | 7791 Nelson Road, Unit #120, Richmond, B.C. V6W 1G3, CANADA | +1-604-304-1941 |
| TOYO TIRE HOLDINGS OF AMERICAS INC.        | 3565 Harbor Blvd, Costa Mesa, CA 92626, U.S.A.              | +1-714-229-6100 |
| TOYO TIRE U.S.A. CORP.                     | 3565 Harbor Blvd, Costa Mesa, CA 92626, U.S.A.              | +1-714-236-2080 |
| NITTO TIRE U.S.A. INC.                     | 3565 Harbor Blvd, Costa Mesa, CA 92626, U.S.A.              | +1-866-706-4886 |
| TOYO TIRE NORTH AMERICA MANUFACTURING INC. | 3660 Highway 411 NE, White, GA 30184, U.S.A.                | +1-678-721-7200 |
| TOYO TIRE NORTH AMERICA OE SALES LLC       | 3660 Highway 411 NE, White, GA 30184, U.S.A.                | +1-678-721-7200 |
| TOYO AUTOMOTIVE PARTS (USA) , INC.         | 521 Page Drive, Franklin, Kentucky 42134, U.S.A.            | +1-270-598-4100 |
| TMM (USA), INC.                            | 521 Page Drive, Franklin, Kentucky 42134, U.S.A.            |                 |

| Central & South America                       | Address                                                                                                    | Telephone        |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------|------------------|
| TOYO AUTOMOTIVE PARTS DE MEXICO, S.A. DE C.V. | Carretera Estatal 431, Int63 Parque Tenologico Innovacion Queretaro El Marques, Queretaro, Mexico, Cp76246 | +52-442-221-6183 |
| NT MEXICO S. DE R.L. DE C.V.                  | Insurgentes Sur 800, Piso 9 Oficina B, Del Valle, Benito Juarez, Cp 03100 Ciudad De Mexico                 | +52-55-5998-9558 |

| Oceania                     | Address                                      | Telephone       |
|-----------------------------|----------------------------------------------|-----------------|
| TOYO TYRE AUSTRALIA PTY LTD | 137-149 Airds Road,Minto NSW 2566, AUSTRALIA | +61-2-8796-0222 |

| Asia                                             | Address                                                                                                                                            | Telephone        |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| TOYO TIRE (SHANGHAI) CO.,LTD.                    | Room 323, Ascendas Innovation Place, No.686 Jiujiang Road, Huangpu District, Shanghai, China                                                       | +86-21-58820880  |
| TOYO AUTOMOTIVE PARTS (GUANGZHOU) CO., LTD.      | No.10, St.2, Hefeng Erzong Lu, Yonghe Economic Zone, GETDD, Guangzhou, China                                                                       | +86-20-82986828  |
| TOYO TIRE ZHANGJIAGANG CO., LTD.                 | 58,Donghai Road, Jiangsu Yangtze River International Chemical Industrial Park, Zhangjiagang City, Jiangsu Province, China                          | +86-512-35007100 |
| TOYO TIRE (ZHUCHENG) CO.,LTD.                    | Luhe Industry Area, Zhucheng, Shandong, China                                                                                                      |                  |
| TOYO RUBBER CHEMICAL PRODUCTS (THAILAND) LIMITED | 99/8,30,31 Moo 4 Tambol Kanham, Amphur U-Thai, Ayutthaya 13210 (Thailand)                                                                          | +66-35-35-2347   |
| TOYO TYRE MALAYSIA SDN BHD                       | PT 23101, Jalan Tembaga Kuning, Kawasan Perindustrian Kamunting Raya, P.O. BOX 1, 34600 Kamunting, Taiping, Perak Darul Ridzuan, Malaysia          |                  |
| TOYO TYRE SALES AND MARKETING MALAYSIA SDN BHD   | Level 2, Wisma Comcorp No. 37, Jalan Pelukis U1/46, Section U1, Temasya Industrial Park Glenmarie, 40150 Shah Alam, Selangor Darul Ehsan, Malaysia | +603-5568-3188   |
| SILVERSTONE MARKETING SDN BHD                    | Level 2, Wisma Comcorp No. 37, Jalan Pelukis U1/46, Section U1, Temasya Industrial Park Glenmarie, 40150 Shah Alam, Selangor Darul Ehsan, Malaysia | +603-5568-3188   |

| Europe                            | Address                                                          | Telephone         |
|-----------------------------------|------------------------------------------------------------------|-------------------|
| TOYO TIRE HOLDINGS OF EUROPE GMBH | Halskestrasse 3-5, 47877 (Willich, Germany)                      | +49-2154-8911-111 |
| TOYO TIRE DEUTSCHLAND GMBH        | Halskestrasse 3-5, 47877 (Willich, Germany)                      | +49-2154-8911-111 |
| TOYO TYRE (UK) LTD.               | Shipton Way, Rushden, Northants, NN10 6GL, UNITED KINGDOM        | +44-1933-411144   |
| TOYO TIRE BENELUX B.V.            | Kooldreef 2-6, 4703 Re Roosendaal, NETHERLANDS                   | +31-165-556475    |
| TOYO TIRE ITALIA S.P.A.           | via Napoli 33, 57014 Collesalveti (Li) ITALY                     | +39-586-962243    |
| TOYO TIRE RUS LLC                 | 127055, Moscow, Butyrskiy Val Street, 68/70, bld. 1, office 26B. | +7-495-987-1835   |
| TOYO TIRE SERBIA D.O.O.           | Industrijska 3 no. 5, 22320 Indjija, Serbia                      |                   |