

TOYO TIRES

Corporate Profile



Message from the President

Leveraging our Core Strengths to Reach the Next Stage of Growth, Driven by Decision-Making Speed and Uniqueness that Set us Apart in the Industry

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

Having marked our 80th anniversary in 2025, we are positioning 2026 as the beginning of a new 20-year journey toward our 100th anniversary. This year also marks the launch of our new medium-term business plan, Mid-Term '26 Plan. Building on the foundation of our achievements to date, this represents a pivotal phase as we take our next step toward a new stage of growth.

Since our foundation, the Toyo Tire Group has consistently faced changes in the business environment with unwavering resolve, overcoming numerous challenges through swift and agile adaptation. This management stance, which always assumes that change will occur, will remain a constant foundation going forward. Under the Mid-Term '26 Plan, we will further evolve this approach and pursue management that embodies both industry-leading speed and the competitive advantages unique to Toyo Tire.

At the core of our unique value proposition lies our technological capabilities. By refining our differentiated technologies, we have established a strong position in the North American market in the category of large-diameter tires for SUVs and pickup trucks. Under the Mid-Term '26 Plan, we will develop our Serbia R&D Center as a hub for advancing our core technologies and further strengthen our ultra-high-performance tire lineup with Europe as our base. In addition, we will strengthen our competitive advantages in our founding businesses of truck and bus tires, and work proactively to expand sales growth in this area.

To develop an efficient business foundation to support these initiatives, we will promote digital transformation (DX) and invest in our human capital to raise organic collaboration and transformation efforts to the next level and further enhance both the quality and speed of our operations. By fusing the power of data with human capabilities, we will build an even more resilient corporate structure with the ability to adapt to change and implement initiatives with speed and precision.

In an era of increasing uncertainty, it is important that we maintain pride and confidence in the strength of our resources and capital, refine and cultivate these assets for further growth, and make bold and decisive moves. Guided by this stance, the Toyo Tire Group will continue to move forward steadily, undeterred by shifts in the business environment.

Under our Mid-Term '26 Plan, the Toyo Tire Group will pursue “decision-making speed and uniqueness that set us apart in the industry,” while maintaining and further expanding our competitive advantages in a sustainable manner to enhance our corporate value.

I look forward to your continued support for the Toyo Tire Group as we step forward into the future.

March 2026

Representative Director, President & CEO 

(1)

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	10,702(Consolidated, Including Temporary Employees) as of December 31, 2025
Headquarters	2-2-13 Fujinoki, Itami City, Hyogo 664-0847, Japan Phone: +81-72-789-9100
Plants	Sendai Plant/Kuwana Plant, others
Lines of Business	[Tire Business] Tires (for passenger vehicles, light truck, trucks & buses) [Automotive Parts Business] Automotive Parts(anti-vibration rubber)

Officers

Directors, Audit & Supervisory Board Members

Director, Chairman of the Board	Yasuhiro Yamada
Representative Director, President & CEO	Takashi Shimizu
Director, Senior Corporate Officer	Satoru Moriya
Director, Corporate Officer	Kiyohito Hasumi
Director	Michio Yoneda
Director	Yukiko Araki
Director	Takehiro Honjo
Director	Atsuko Ishii
Director	Mikio Katayama
Standing Audit & Supervisory Board Member	Mitsunobu Kohno
Standing Audit & Supervisory Board Member	Satoshi Takashina
Audit & Supervisory Board Member	Yasuhiro Kitao
Audit & Supervisory Board Member	Tsukasa Takahashi
Audit & Supervisory Board Member	Kenji Fukuda

(Note 1) Michio Yoneda, Yukiko Araki, Takehiro Honjo, Atsuko Ishii and Mikio Katayama are outside directors.
(Note 2) Yasuhiro Kitao, Tsukasa Takahashi and Kenji Fukuda are outside auditors.

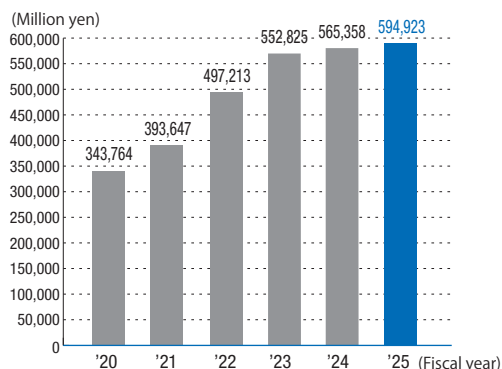
Corporate Officers

President & CEO	Takashi Shimizu *
Senior Corporate Officer	Tatsuo Mitsuhata
Senior Corporate Officer	Hideaki Takahashi
Senior Corporate Officer	Satoru Moriya *
Senior Corporate Officer	Hiroshi Nobuzawa
Senior Corporate Officer	Masami Miyamori
Corporate Officer	Kiyohito Hasumi *
Corporate Officer	Kenta Kuribayashi
Corporate Officer	Ichiro Shima
Corporate Officer	Yuji Miyazaki
Corporate Officer	Junichi Uda
Corporate Officer	Haruhiko Kitagawa
Corporate Officer ^a	Kazuki Kawakami

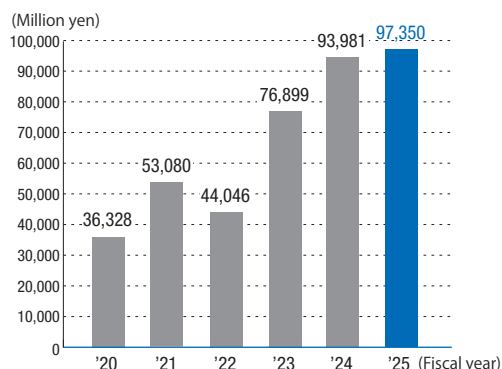
*Indicates post concurrently with that of director.

Business Overview (as of December 31, 2025)

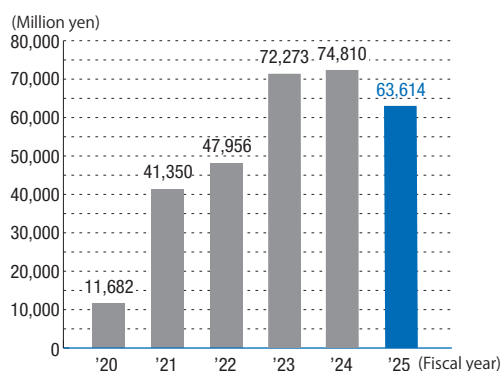
Sales



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, 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 R/T TRAIL****OPEN COUNTRY A/T****PROXES Sport 2****PROXES Comfort II****CELSIUS****OBSERVE GIZ3****NANOENERGY M151 EV****M939****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.

**RIDGE GRAPPLER****TERRA GRAPPLER G3****INVO****NT420 V**

Tire Business

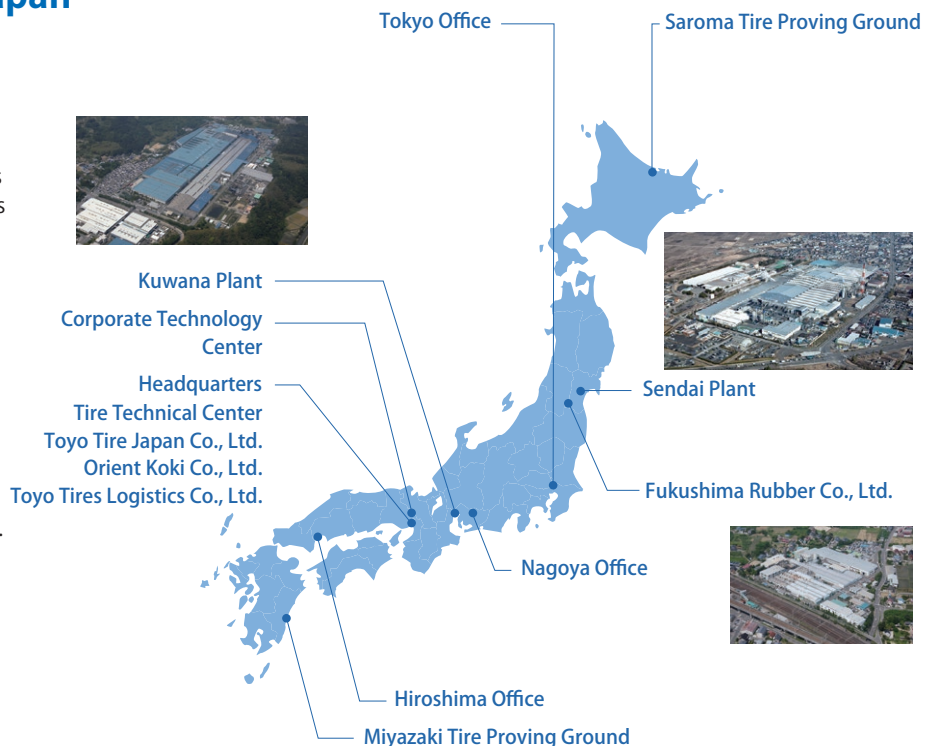


We are building a global production and sales infrastructure in Japan and throughout the world.

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 LLC the Company's first tire production site in Europe, operations began in Serbia.



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

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

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

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.



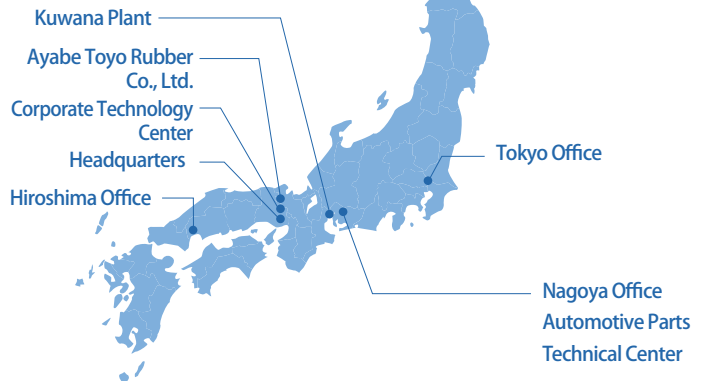
▶ TOYO TIRE NORTH AMERICA
OE SALES LLC

▶ ■ TOYO RUBBER CHEMICAL PRODUCTS (THAILAND) LIMITED

▶ 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.



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
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.
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
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.
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
April 2007	Integrates domestic 10 tire subsidiaries to establish Toyo Tire Japan Co., Ltd.
May 2008	Concludes business alliance agreement with Bridgestone Corporation
October 2008	Establishes Toyo Tire RUS LLC in Moscow, Russia
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 2013	Relocates R&D Center from Ibaraki City, Osaka to Kawanishi City, Hyogo and changes its name to Corporate Technology Center
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 Opens North America R&D Center in Georgia, U.S.A.
October 2019	Establishes Toyo Tire Serbia LLC Beograd (currently Toyo Tire Serbia LLC) in Indjija, the Republic of Serbia, for tire manufacturing
November 2019	Opens European R&D Center in Willich, Germany
April 2022	Transitioned from the First Section of the Tokyo Stock Exchange to the Prime Market following the Tokyo Stock Exchange's market reorganization
December 2024	Establishes Toyo Tire Sales and Marketing Europe LLC Indija in Indjija, the Republic of Serbia, for sales subsidiary in Europe

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.	2-3-6 Fujinoki, Itami City, Hyogo 664-0847, Japan	+81-72-787-7651
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
Toyo Tire Refine Corporation	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
Central & South America	Address	Telephone
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	1a, 2 Culverston 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 (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
Europe	Address	Telephone
TOYO TIRE HOLDINGS OF EUROPE GMBH	Halskestrasse 3-5, 47877 (Willich, Germany)	+49-2154-8911-111
TOYO TIRE RUS LLC	127055, Moscow, Butyrskiy Val Street, 68/70, bld. 1, office 26B.	+7-495-987-1835
TOYO TIRE SERBIA LLC	Industrijska 3 no. 5, 22320 Indjija, Serbia	
TOYO TIRE SALES AND MARKETING EUROPE LLC INDIJA	Industrijska 3 no. 5, 22320 Indjija, Serbia	