

Governance

Sound governance

Our policy

The Toyo Tire Group practices the principles of Japan's Corporate Governance Code in an appropriate fashion to ensure effective corporate governance. We seek to ensure the rights and equal treatment of shareholders and to appropriately cooperate and engage in dialogue with our other stakeholders. We strive to make appropriate information disclosure and ensure transparency to help achieve those aims. The Board of Directors is accountable to the Company's shareholders and, as such, strives to appropriately execute its roles and responsibilities in order to enhance profitability and capital efficiency and, by extension, achieve the Company's sustainable growth and increase corporate value over the medium to long term.

We practice the ideals set forth in our Company Philosophy, Mission, Vision, and Fundamental Values, which together make up our philosophy framework. In order to meet the expectations of our stakeholders and improve our corporate value, we seek to ensure management transparency and efficiency, work to maintain and build appropriate management systems, and endeavor to further strengthen our corporate governance, internal control systems, and compliance.

As part of our efforts to strengthen compliance, which we consider to be the essential element that embodies our philosophy, we established the Toyo Tire Group Charter of Corporate Behavior as a set of common principles to help all Group companies conduct sincere business activities. We also formulated the Toyo Tire Group Code of Conduct to assist all executives and employees in implementing the Charter of Corporate Behavior, and seek to instill that code across the whole Group. The Charter of Corporate Behavior and the Code of Conduct are reviewed when appropriate and any necessary revisions are resolved upon by the Board of Directors.

Governance structure

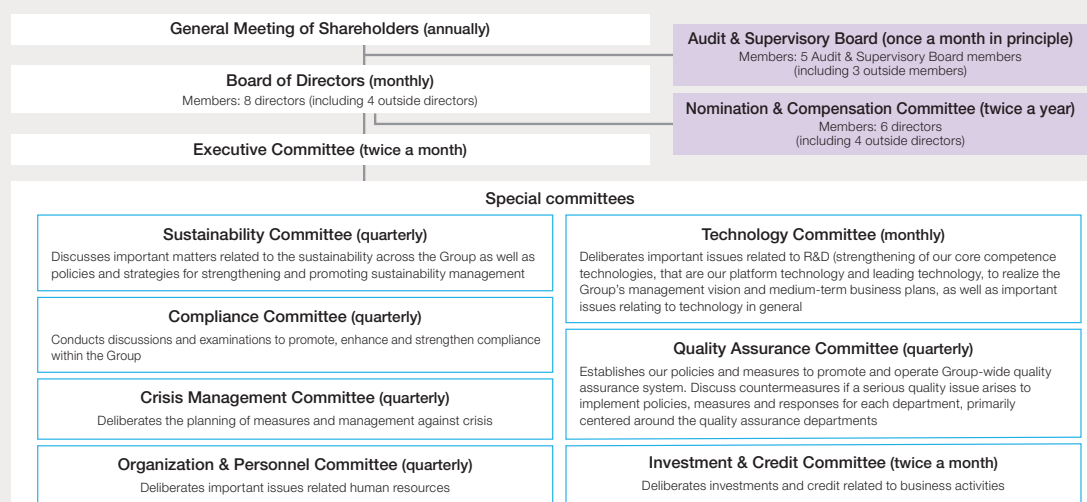
Our corporate governance system consists of the Board of Directors, which is responsible for decision-making and supervisory functions, and, under that, the Nomination & Compensation Committee, which acts as an advisory body to the Board of Directors on personnel affairs, compensation and other matters pertaining to directors.

We also have an Executive Committee that makes decisions on business execution, under which various special committees that deliberate and consult on individual fields. Additionally, we have an Audit & Supervisory Board that audits the Board of Directors and the execution of directors' duties. This system enables all these functions to be fully exercised.

The Board of Directors meets, in principle, once a

month to supervise the execution of duties by directors and decide important matters, including the appointment of the representative director and executive directors, determination of basic management policies, approval of important investment plans, determination or approval of the convening of general meetings of shareholders, agenda items to be presented and the proposals and documents to be submitted (including financial statements and supplementary statements) at the general meeting of shareholders, and to hear reports on the status of business execution. Outside directors attend Board meetings, where they actively exchange opinions, and monitor and supervise management. The Board of Directors also receives regular reports on important management risks debated in the Executive

Governance structure (April, 2025)



Committee and the Sustainability Committee, supervises risk management and assesses its effectiveness.

The Nomination & Compensation Committee, which acts as an advisory body to the Board of Directors,

met three times in fiscal 2024 to discuss executive candidates, executive compensation policies, and the amount of executive compensation, and to give advice, recommendations, and reports to the Board of Directors.

Governance overview

<ul style="list-style-type: none"> Organizational format Company with an Audit & Supervisory Board 	<ul style="list-style-type: none"> Directors 8 (outside directors: 4) (female directors: 1) 	<ul style="list-style-type: none"> Audit & Supervisory Board members 5 (outside members 3) 	<ul style="list-style-type: none"> Independent officers (including Audit & Supervisory Board members) 7 	<ul style="list-style-type: none"> Number of Board of Directors' meetings (FY2024) 17 	<ul style="list-style-type: none"> Attendance of outside directors at Board meetings (FY2024) 100 %
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Appropriate composition of Board of Directors

In our medium-term business plan, we have set the goal of bolstering our ability to flexibly respond to changes, and we are working to achieve this goal through the coordination of all our functions on a global scale. In our value creation processes too, we recognize that our strength lies in inter-functional collaboration in business processes, and plan to achieve value creation through our business activities. We believe that the governance structure to achieve such value creation requires members of the Board of Directors to have knowledge and experience of “corporate management,” “finance and accounting,” and

“legal and risk management.” We have therefore positioned these areas of expertise as core qualities for ensuring the effectiveness of management oversight and decision-making functions.

Moreover, in order to deepen discussions on growth strategies, we have worked to ensure that the Board of Directors is well balanced overall, by appointing one or more persons with expert knowledge and experience in the areas of “sales and marketing,” “research and development,” “manufacturing and quality assurance,” “experience outside Japan,” “digital transformation,” and “sustainability.”

Skills Matrix P75

Assessing the effectiveness of the Board

As part of our effort to promote sustainable growth and improve corporate value in the medium to long term, we have been conducting an annual analysis and assessment of the operation, composition and activities of the Board of Directors since 2017, with the aim of improving the Board’s functionality. In order to ensure fairness, we use a third-party body to aggregate and

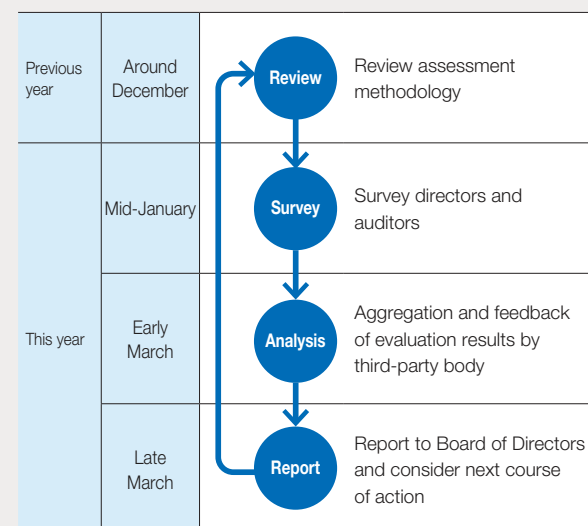
evaluate survey results.

The main updates made this year relate to the assessment criteria. To complement the current criteria, we have added questions related to digital transformation (DX), which is also listed in the Medium-Term ’21 Plan, as one of the fundamental management pillars supporting the sustainable growth of the Company.

Overview of assessment

Assessment subject	Self-assessment by directors and auditors, with third-party evaluation
Methodology	Questionnaire (19 questions)
Questionnaire design	Five-point scale scoring with comment field for each question
Assessment criteria	①Composition and operation of Board of Directors (10 questions) →Board size, composition, operational status, quality of information provided, etc. ②Management strategy & management planning (5 questions) →Discussions and the level of contribution surrounding the forming of strategy and overall direction, sustainability initiatives based on risks and opportunities, reports and discussions related to the promotion of DX, etc. ③Risk management (2 questions) →Encouraging a measured risk-taking approach, supervising management, etc. ④Overall assessment (2 questions)

Assessment process



Overview of FY2024 assessment results and next course of action

Most of the assessment results have been positive, and improvements have been made in areas where issues were raised in the last year, which suggest that the Board of Directors as a whole is functioning effectively. The third-party evaluation has also confirmed that our Board of Directors is functioning properly in general, and that it is structured in a way that assures effectiveness.

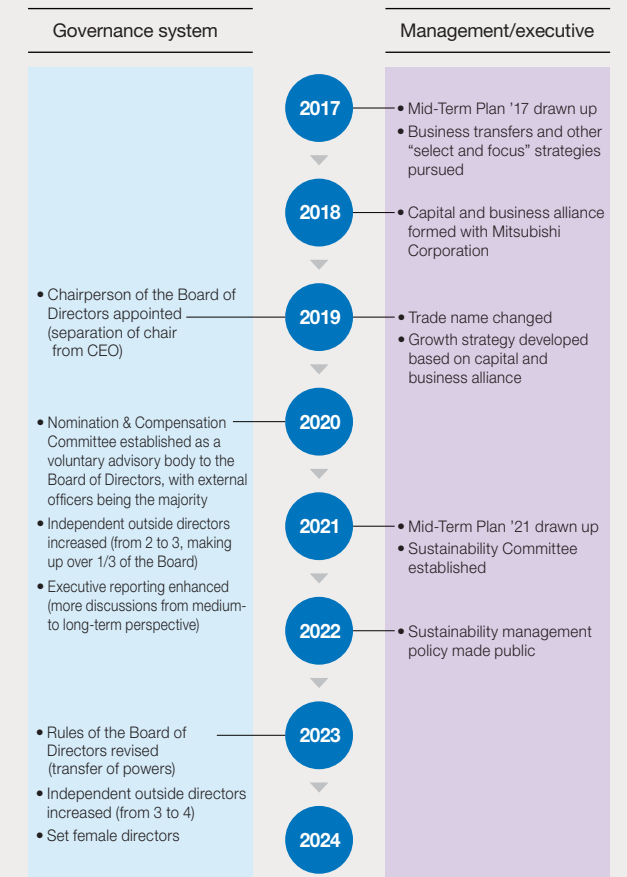
Among the individual assessment criteria, management supervision was once again highly evaluated. The situation regarding the quality and timing of information provision, which has been an issue in the past, was judged to be improving in terms of quality with the provision of enhanced reporting on business execution. With regard to the timing of information sharing, we have further accelerated the provision of advance materials for Board meetings, and are constantly working to improve the ways in which we provide information.

Some people felt that, while the Board ensures members can voice their opinions freely and frankly, more effort is needed to stimulate vigorous debate. We will consider how to secure sufficient time for deliberation, provide the best explanations, and prepare the best materials for clarifying the content of items requiring discussion.

With regard to the newly added questions on reporting and discussion on DX promotion, we have already acknowledged the need for further discussion on how to best utilize DX in the future. We are currently striving to secure opportunities for deliberating these issues and considering appropriate responses.

Progress in governance

We have been strengthening our corporate governance system on an ongoing basis. We will continue reviewing our governance arrangements based on the results of the annual effectiveness assessments and take the necessary measures to improve the effectiveness of the Board of Directors.



Engaging in dialogue with shareholders and investors

Toyo Tire Corporation holds an annual general meeting of shareholders, and quarterly financial results briefings. Top management conveys its opinions on performance trends, business environments and future outlook for the Group to institutional investors and securities analysts when we announce interim and full-year business results. In addition to these activities, we also seek to promote understanding of Group strategy by creating multiple opportunities for the company president and other senior executives to engage in a dialogue on the issues that interest institutional investors and securities analysts, and providing quarterly opportunities (individual interviews) for investors to communicate and ask questions of IR staff. We also respond proactively to dialogue requests from institutional investors around the world either in the form of individual interviews or conferences.

In 2024, senior executives engaged with shareholders and other institutional investors and securities analysts on six occasions, with 87 attendees from 76 institutions, and IR staff responded to requests for individual interviews with 418 attendees from 280 institutions. In October, we held our first ESG briefing via web conferencing, which provided an opportunity to promote fruitful discussion between institutional investors and securities analysts and relevant Company officers. At the briefing, the Integrated Report, which had been updated and published in July of the same year, was used as a common point of reference, encouraging an exchange of views on material issues, governance, and other ESG-related activities.

Moreover, our Shareholder Relations (SR) staff continues to engage in dialogue with shareholders,

including institutional investors in Japan, focusing on topics such as our governance structure and sustainability initiatives. Opinions and requests obtained

through such dialogue are promptly fed back to the company, leading to improvements, such as the enhancement of disclosed information.

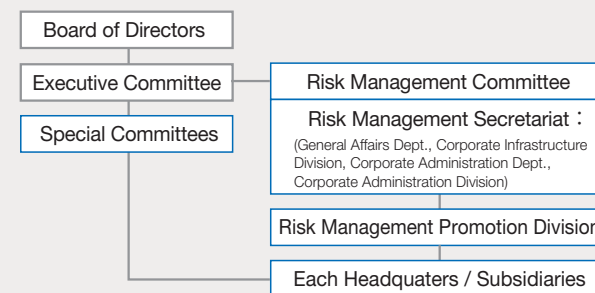
Company-wide risk management system

Our Policy

We will manage any risks that might affect the Group's business activities on a company-wide basis through our basic approach set out in the Risk Management Policy and Risk Management Rules. We will thus strive to promote sustainable growth, uphold our corporate value and fulfil our responsibilities to our stakeholders. The Group conducts risk management from two perspectives, namely the management of risks that we could potentially face and the response to any crisis events that might occur when a risk does materialize.

Organizational responsibilities (April 2025)

The Group has a Risk Management Committee that operates independently from the Audit & Supervisory Board and sits under the Executive Committee, which is the decision-making body for business execution. The Risk Management Committee meets, in principle, four times a year to improve risk management and crisis management frameworks and monitor their progress. The details of that progress are reported twice a year to the Executive Committee and once a year to the Board of Directors.

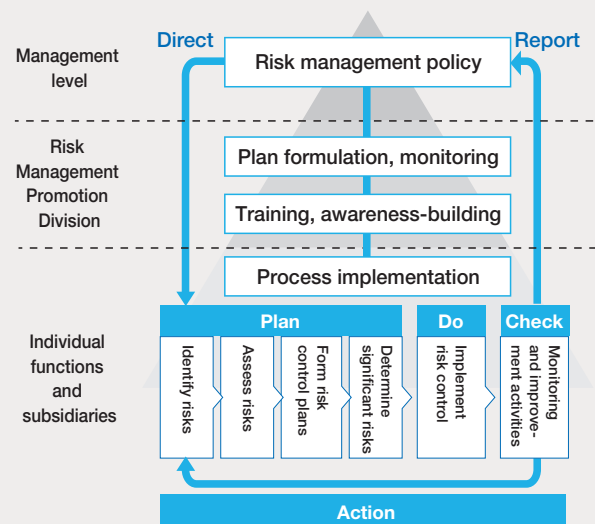


Risk management initiatives

We recognize that, as the Group's business activities and supply chain expand globally, a wide variety of risks become more intricately linked and complex. The Risk Management Committee is in charge of group-wide risk management and, as such, the Committee identifies potential risks in the Group's value chain based on individual factors that might cause those risks to occur, and inspects and manages those risks on a lateral and regular basis. Within that framework, the Committee works continuously and strategically on particular risks that could have a significant impact on the Group's long-term business operations if they were to occur or materialize, and positions those risks as "significant risks" that should be addressed with the utmost priority. In recent years, we have identified potential risks such as system failures and information leaks caused by cyberattacks, as well as geopolitical risks due to conflicts and policies in different countries, and are prioritizing the formulating of measures to counter these risks.

The Corporate Headquarters identifies risks associated with climate change and human rights risks in all our business activities, including our supply chain, and assesses their significance, formulates

countermeasures in cooperation with relevant divisions and reports on such activities to the Sustainability Committee. The Risk Management Committee, which oversees company-wide risk management, investigates



and confirms the effectiveness of the risk management activities conducted by various special committees and organizational functions within the Company, including any measures taken to counter the above-mentioned type of ESG risks, on a quarterly basis. The Risk Management Committee regularly reports the results of its investigations to the Executive Committee and the Board of Directors.

Each year, the Risk Management Committee identifies and assesses risks, and plans and implements risk control measures. The Committee also reviews significant risks when deemed necessary in light of changes in the external environment or the Group's business environment.

Crisis management initiatives

We appoint a crisis management officer for each major crisis event expected to exert a significant impact on the Toyo Tire Group, and compile individual response manuals specifying the measures to be taken both regularly and in times of emergency. If an emergency does occur, the Chief Risk Management Officer will convene an emergency response meeting to ascertain the optimal course of action based on the magnitude of

the emergency's impact on the Toyo Tire Group and its stakeholders, and strive to solve any issues that arise. We have also prepared business continuity plans (BCP) for events, such as large-scale natural disasters or pandemics, based on the scale of estimated damage. We conduct systematic BCP drills, and work tirelessly to improve those plans through various business continuity management initiatives.

Compliance

Our policy

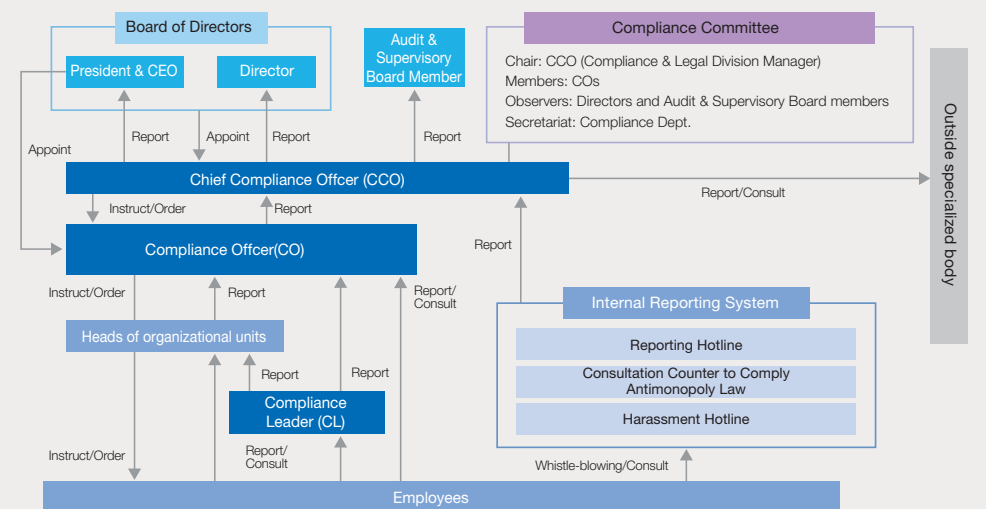
We ensure that all executives and employees within the Group prioritize compliance in their day-to-day operations.

Organizational responsibilities (April 2025)

We set up the Compliance Committee as one of the special committees under the jurisdiction of the Executive Committee to consult and investigate ways to promote compliance. The Chief Compliance Officer (CCO), compliance officers (CO) and compliance leaders (CL) play a key role in promoting compliance under our compliance officer system.

The Compliance Committee, chaired by the CCO appointed by the Board of Directors, meets quarterly in principle, and reports the results of its discussions twice a year to the Executive Committee, which is supervised by the Board of Directors. The status of activities to promote compliance is also reported to the Board of Directors as appropriate.

The Compliance Department provides support at all stages so that the system functions properly and effectively.



CCO: Investigates, gives instructions and orders (including the suspension of operations and shipments, etc.) and makes suggestions on compliance matters for the entire Group
CO: Investigates, gives instructions and orders (including suspension of operations and shipments, etc.) and makes suggestions on compliance matters in their department
CL: Assists COs and reports to department managers and COs upon becoming aware of a compliance incident when promoting compliance activities in the workplace

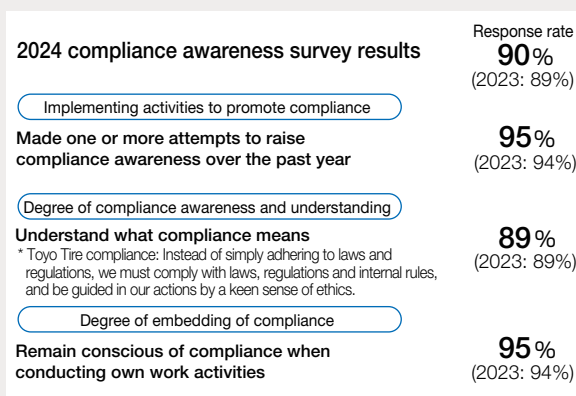
Instilling the Group Charter of Corporate Behavior and Code of Conduct

We have developed the Global Code of Conduct Handbook, which provides guidance for employees to put the Toyo Tire Group Charter of Corporate Behavior and the Toyo Tire Group Code of Conduct into practice. The handbook has been translated into the local languages of the countries and regions in which our bases are located in the effort to instill the principles of the Charter and the Code into every Group employee and strengthen compliance.

In Japan, we conduct read-along training sessions every year for all executives and employees, including those of Group companies, using the Code of Conduct Handbook and the Supplementary Reader that gives specific examples relevant to front-line production and sales staff. Upon completing the training, each participant submits a written pledge to promote compliance.

Conducting compliance awareness surveys

We conduct annual compliance awareness surveys to ascertain the degree of compliance-related awareness among employees and aid our future endeavors.



Whistleblowing system

The Toyo Tire Group has been operating a whistleblowing system since 2006. We have set up whistleblowing hotlines within and outside the Company through which our Group employees can report or consult directly on compliance matters and other concerns that they fear could develop into a crisis event. This system enables us to respond to reported cases in accordance with the Whistleblower Protection Act. The hotlines can be accessed through multiple channels and accept anonymous reports as well as reports from former employees, suppliers and customers so that the information needed to address the issues is more likely to reach the governance bodies. In fiscal 2024, the hotlines received 24 reports and consultations. While relatively many of them tend to be about internal rules, all are investigated swiftly and, where necessary, actions are taken to remedy the issue or prevent recurrence.

To detect and solve harassment incidents at an early stage, we have also set up harassment hotlines for employees and assigned counselors at each of our business sites in Japan. Their contact details are posted on noticeboards and rest areas in company premises, and the counselors are given relevant training to ensure

they can handle matters reported to them appropriately. In addition, we conduct training sessions for employees as well as managers and supervisors from time to time to promote awareness and provide correct information on how to prevent harassment. In fiscal 2024, the harassment hotlines received 17 reports, and all have been dealt with and investigated in accordance with the defined process for handling harassment cases.

We have also set up a customer service center and web-based inquiry form for consumers, local communities, and other members of the general public to better address a wider range of opinions and questions.

Message from the Chairman of the Board of Directors

**Robust oversight enables us to
leverage our strengths and look
squarely at our weaknesses**

Director, Chairman of the Board

Yasuhiro Yamada



The fiscal 2024 annual results were record-breaking, with net sales, operating income and net income all reaching historic highs. Even operating income margin, the only Medium-Term '21 Plan target that had not previously been met, far exceeded the 14% target ahead of time, and ROE was also substantially higher than the 12% target. These positive numbers show that our story of value creation has taken root and is bearing fruit, boosting our earning power further.

Why do we emphasize the importance of our earning power? It is because earning power is the foundation of business and the fundamental prerequisite for realizing our Philosophy. While there are some concerns we need to address in the short term such as the U.S. tariffs, we will be faced in the future with more and more challenges that will test our determination to increase our corporate value in the medium-to-long term. It is my belief that, in order to meet these challenges, we need to strengthen our earning power and increase our growth potential.

I think there are three elements that are important for the Board of Directors in order to become more effective.

The first is the quality and caliber of outside directors. I consider their business acumen particularly important. When faced with serious business challenges, what we need is business acumen honed through extensive outside experience of making courageous management decisions to overcome difficulties. Outside directors equipped with such a quality are also frank and able to speak truths that the executives may find painful to hear.

The second is a relationship of trust between the executive team and outside directors. Only when there is a relationship of trust can the executives accept constructive criticisms in good faith and respond by making further efforts, and such a relationship is also vital in order for outside directors to delegate greater authority to the executives. People are ultimately responsible for governance, so it only stands to reason that a relationship built on the bond of mutual trust between the people is essential for good governance.

The third is the quality of debate at board meetings. As the chair of the Board of Directors, what I care most is to set the right agenda for this oversight body and encourage free, lively and wide-ranging debate in order to improve the quality of debate.

Our Board of Directors has four outside directors, who bring diverse perspectives rooted in their own experiences, which gives them a good grasp of the Company's strengths and weaknesses. They give the executive team sharp observations as well as constructive criticisms at every Board meeting, which ensures that the team is always alert and focused as it carries out the day-to-day task of running the Company's operations. I believe that this has enabled the Board of Directors to function as an effective oversight body that bolsters the Company's strengths while keeping a watchful eye over its weaknesses.

In order to strengthen our earning power and increase our growth potential into the future, we must work relentlessly to sustain robust and substantive corporate governance. I recognize that, as the chair of the Board of Directors, my most important duty is to guide the development of a growth strategy for the medium-to-long term. This requires the executive team to take a company-wide, cross-departmental perspective to examine how our current business model should be reformed, how we can secure the operational resources needed and how those resources should be allocated. The resulting proposals of executive team then need to be debated fully and in depth by the Board of Directors. Through these steps, I intend to lead the formulation of our next medium-term business plan. I will also continue working on the three elements needed to make the Board of Directors more effective while nurturing the unique culture of our Board in order to pursue our quest to enhance corporate value creation and sustained growth.

Messages from the Outside Directors

Toward clear R&D and product strategies, and empowered discussions and proposals

With fiscal 2024 results almost right on target and good overall profitability, from a short-term perspective I think our company can be praised to a certain extent. Yet over the long term, the scale of our business and our sales regions have not expanded significantly over the past 10 years, and our product mix has also remained the same. Our stance on which direction to head feels a little unclear: do we aim for steady improvement by continuing with this business strategy, or go for scale and aim to actively grow our market presence and sales volume?

When a company of our size strives to demonstrate its true value and establish a solid position in an area where it excels, both its efforts and presence are meaningful from a social perspective. Despite this, we need shift our perspective from now to the future, and create a new vision for what our company should be in 10 or 20 years. No matter which direction we choose, it is both necessary and vital to have defined R&D and product strategies to serve as resources, and we must not fail to prepare development for them.

Alignment between manufacturing, sales and R&D is



Outside Director **Ken Morita**

vital in achieving this, yet I think there is a lack of mutual discussion about our direction and challenges, as well as the proactive proposals needed to solve problems. Building on the points raised by outside directors at Board meetings, I would like the company to engage in deeper discussion that leads to a further evolution in management.

I also think the company needs a greater dynamism, where employees in positions of responsibility are empowered to discuss their own ideas with their peers and make proposals to senior management. I look forward to the establishment of the next medium-term business plan with a new future in mind, based on a committed and carefully-considered R&D strategy.

Toward greater business development and solving social issues

In fiscal 2024, we achieved our highest-ever net sales and income, which deserves to be fully commended. These achievements are largely due to improved price mix in terms of sales and operational improvements at our plants in Serbia and the U.S., and we've had an extremely good start to fiscal 2025.

Our presence in the U.S. market is our strength. We have unshakable brand and product power that are both thanks to all of our past distribution measures, brand strategies and product development. On the other hand, there have been challenges with operational stability, productivity and capacity improvement at our U.S. plant, and I believe the measures implemented should be further expanded and reinforced. The role of our Serbia Factory is also important, and we need to quickly integrate and stabilize manufacturing, sales and R&D in the European market. In addition, I see it essential to invest in further improving the efficiency of production and distribution systems throughout the Group, including refurbishing our plants in Japan.

Adding to the above views, with the next medium-term business plan, I would like us to establish a business model within Japan that considers sustainable



Outside Director **Atsushi Takeda**

mobility in the society of tomorrow, and develops and implements the technologies that will fundamentally support it. Japan is one of the world's "advanced nations" when it comes to aging societies, and I think such a business model would eventually be adopted around the globe.

In a time of uncertainty in the business environment, our first priority should be issues that are not influenced by external factors and that can be solved within the company. It is important to deal with external changes resourcefully as they arise, and whenever we face situations that are difficult to resolve, it is vital for us to return to our corporate philosophy so that we may move resolutely and confidently forward.

Toward our 100th anniversary: Becoming an adaptable, flexible, innovative company

In 2024, Toyo Tire Corporation generated record net sales and profits for the second year in a row and achieved the targets laid out in the Medium-Term '21 Plan ahead of schedule. While there were some external factors including exchange rates at play in some areas, we see this as proof of steady progress in the Company's commitment to quality-focused management stipulated in the medium-term plan.

The Toyo Tire Group has two major strengths. One is its ability to concentrate limited management resources in a single mobility-focused business strategy and conduct agile management. The second strength is its established presence in the United States, the world's largest market. Having said that, having an earnings structure that is overly reliant on the United States is also an issue, so we need to discuss how to develop global business going forward and actively implement strategic growth investment while also maintaining a sound financial position.

Over the past year, we have reviewed our Group-wide risk management frameworks, and I feel that general sensitivity to risk has gradually increased. Going



Outside Director **Michio Yoneda**

forward, it will be important to appropriately manage increasingly diverse management risks through active discussions in Board of Directors meetings and other venues, and find ways of linking those risks to business opportunities.

As expressed in the principles of fluidity and immutability that stem from Japanese haiku poetry, while some things should be fiercely protected for all time, we also need to develop the ability to respond swiftly to more frequently occurring changes. In 20 years' times, Toyo Tire Corporation will celebrate its 100th anniversary. I hope the Company will use that time to develop as an innovative company with the adaptability and flexibility to imagine the shape of future mobility societies and adjust its business accordingly.

Expect to see aggressive management inspired by steady progress on Medium-Term '21 Plan

Toyo Tire Corporation's strong performance in these past years can be put down to the steady implementation of the Medium-Term '21 Plan, with a focus on offering differentiated products primarily for the North American market. The Toyo Tire Group management team has responded to major changes in the market environment, including the entry of competitors with their low prices, by swiftly and flexibly revising the course of its strategies and steering its business in new directions, while remaining true to the Company's inherent strengths and values.

Meanwhile, outside North America, standards for functional quality, including the environmental performance of tires, and customer scrutiny are growing increasingly strict, especially in Europe. The key to challenging already established European manufacturers is to coordinate centralized production and sales functions in Serbia and hone an astute ability to sensitively address and satisfy market demands. Strengthening the human capital base at production sites, which form the bedrock of the manufacturing industry, is also a top priority. It is important to consider the different labor market characteristics in each nation,



Outside Director **Yukiko Araki**

and then enhance systems and environments to enable employees to make autonomous choices in their work, ensure employee achievements and efforts are properly evaluated and rewarded, and provide opportunities for personal growth that inspire greater enthusiasm and sense of fulfillment. I think that is what investing in human resources is all about.

The outlook for the business environment is expected to remain uncertain for some time. Yes, it is important to take firm measures that thoroughly ascertain the Company's position, but I hope the Company will also capitalize on the global management foundations that it has established through the steady execution of the Medium-Term '21 Plan and exhibit a spirit of even greater challenge and aggressive management in the next medium-term business plan to ensure further dramatic progress going forward.

Directors, Audit & Supervisory Board Members and Corporate Officers

Directors



Director, Chairman of the Board

Yasuhiro Yamada

Date of birth: April 8, 1958

Number of shares of the Company held
5,671

Career summary, positions, assignment and significant concurrent positions

Apr. 1983 Joined Mitsubishi Corporation
June 2007 Director, Hokuetsu Paper Mills, Ltd. (currently, Hokuetsu Corporation)
Apr. 2013 General Manager, Paper & Packaging Dept., Mitsubishi Corporation
Apr. 2015 Senior Vice President; Division COO, Living Essential Products Division, Mitsubishi Corporation
Apr. 2018 Adviser (full-time), the Company
Mar. 2019 Director, Chairman of the Board(current position)



Representative Director, President & CEO

Takashi Shimizu

Date of birth: April 2, 1961

Number of shares of the Company held
34,281

Career summary, positions, assignment and significant concurrent positions

Apr. 1985 Joined the Company
Apr. 2010 President, Toyo Tire Holdings of Americas Inc.
Jan. 2013 Division General Manager, Tire Planning Division, the Company
Mar. 2014 Corporate Officer; Division General Manager, Tire Planning Division, Tire Business Group Headquarters; General Manager, Europe Business Unit
July 2015 Senior Corporate Officer; Division General Manager, Tire Planning Division, Tire Business Group Headquarters; General Manager, North America Business Unit
Nov. 2015 Representative Director, President & CEO (current position)



Director, Corporate Officer

Satoru Moriya

Date of birth: December 23, 1965

Number of shares of the Company held
11,818

Career summary, positions, assignment and significant concurrent positions

Apr. 1989 Joined the Company
Nov. 2014 General Manager, O.E. Tire Development Dept.
Apr. 2015 General Manager, O.E. Tire Development Dept.; General Manager, O.E. Tire Technical Service Dept.
Jan. 2017 Division General Manager, R&D Division No.1
Feb. 2018 Corporate Officer; Division General Manager, R&D Division No.1, R&D Headquarters
Jan. 2019 Corporate Officer; Division General Manager, Technology Development Division, R&D Headquarters; Division General Manager, Product Development Division
Feb. 2020 Corporate Officer; Vice President, R&D Headquarters
Mar. 2021 Director; Corporate Officer; Vice President, R&D Headquarters (current position)



Director, Corporate Officer

Kiyohito Hasumi

Date of birth: June 22, 1973

Number of shares of the Company held
5,722

Career summary, positions, assignment and significant concurrent positions

Apr. 1996 Joined the Company
Jan. 2014 President, Toyo Tire Canada Inc.
Jan. 2017 General Manager, North America Business Development Dept., North America Business Development Division; Executive Vice President, Toyo Tire Holdings of Americas Inc.
Jan. 2019 Division General Manager, Americas Business Development Division; Executive Vice President, Toyo Tire Holdings of Americas Inc.
Apr. 2019 Division General Manager, Americas Business Development Division; Executive Vice President, Toyo Tire Holdings of Americas Inc.; President, NT Mexico S. de R.L. de C.V.
Oct. 2019 Division General Manager, Americas Business Development Division, Sales Headquarters; Executive Vice President, Toyo Tire Holdings of Americas Inc.; Chairman, NT Mexico S. de R.L. de C.V.
Oct. 2021 Corporate Officer; Vice President, Business Headquarters (current position)



Outside Director

Ken Morita

Date of birth: October 24, 1948

Number of shares of the Company held
0

Career summary, positions, assignment and significant concurrent positions

Apr. 1971 Joined Matsushita Electric Industrial Co., Ltd. (currently, Panasonic Holdings Corporation)
Oct. 2000 Representative Director and President, Matsushita Plasma Display Co., Ltd.
Apr. 2006 Senior Vice President, Panasonic AVC Networks Company (currently, Panasonic Connect Co., Ltd.), Matsushita Electric Industrial Co., Ltd.
June 2009 Representative Director and Senior Managing Executive Officer, Panasonic Corporation (currently, Panasonic Holdings Corporation)
June 2012 Advisor, Panasonic Corporation (currently, Panasonic Holdings Corporation)
Nov. 2015 Outside Director, the Company (current position)



Outside Director

Atsushi Takeda

Date of birth: February 27, 1947

Number of shares of the Company held
0

Career summary, positions, assignment and significant concurrent positions

May 1970 Joined Nippon Steel Corporation
June 2002 Director, Nippon Steel Corporation
Apr. 2006 President and Representative Director, Nippon Steel Coated Sheet Corporation
June 2014 Director and Advisor, Nippon Steel Coated Sheet Corporation
Mar. 2016 Outside Director, the Company (current position)



Outside Director

Michio Yoneda

Date of birth: June 14, 1949

Number of shares of the Company held
0

Career summary, positions, assignment and significant concurrent positions

Apr. 1973 Joined Bank of Japan
Dec. 2003 President & CEO, Osaka Securities Exchange Co., Ltd. (currently, Osaka Exchange, Inc.)
Jan. 2013 Director & Representative Executive Officer, Group COO, Japan Exchange Group, Inc.
Dec. 2016 Special Advisor (part-time), the Company
June 2018 Outside Director, Asahi Broadcasting Group Holdings Corporation
June 2018 Outside Corporate Auditor, Sumitomo Chemical Company, Limited (current position)
Mar. 2020 Outside Director, the Company (current position)

[Significant concurrent positions]

Outside Corporate Auditor, Sumitomo Chemical Company, Limited



Outside Director

Yukiko Araki

Date of birth: December 13, 1960

Number of shares of the Company held
0

Career summary, positions, assignment and significant concurrent positions

Apr. 1983 Joined Ministry of International Trade and Industry (currently, Ministry of Economy, Trade and Industry)
July 2006 Director, Tourism Economy and International Affairs Division, Policy Bureau of Ministry of Land, Infrastructure and Transport (currently, Ministry of Land, Infrastructure, Transport and Tourism)
July 2008 Deputy Governor, Yamagata Prefecture
Dec. 2012 Joined Hitachi, Ltd.; General Manager, CSR Division, Legal and Communications Group; Member, Environmental Strategy Office
Apr. 2018 Corporate Officer; Executive General Manager, Sustainability Promotion Division, Government & External Relations Group, Hitachi, Ltd.
Dec. 2020 Outside Director, Fuji Pharma Co., Ltd. (current position)
Mar. 2021 Outside Director, Nakanishi Inc. (current position)
Mar. 2023 Outside Director, the Company (current position)
June 2023 Outside Director, Hirose Electric Co., Ltd. (current position)

[Significant concurrent positions] Outside Director, Fuji Pharma Co. Ltd.
Outside Director, Nakanishi Inc.
Outside Director, Hirose Electric Co., Ltd.

Audit & Supervisory Board Members

Standing Audit & Supervisory Board Member Mitsunobu Kohnno
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

Yasuhiro Kitao, Tsukasa Takahashi, Kenji Fukuda are outside auditors.

Corporate Officers

President & CEO Takashi Shimizu*
Senior Corporate Officer Masayuki Kanai
Senior Corporate Officer Tatsuo Mitsuhashi
Senior Corporate Officer Hideaki Takahashi
Corporate Officer Satoru Moriya*
Corporate Officer Kiyohito Hasumi*
Corporate Officer Hiroshi Nobuzawa
Corporate Officer Masami Miyamori
Corporate Officer Kenta Kuribayashi
Corporate Officer Yuji Miyazaki
Corporate Officer Tamotsu Mizutani
Corporate Officer Ichiro Shima
Corporate Officer Junichi Uda
Corporate Officer Haruhiko Kitagawa

*Indicates post concurrently with that of director

Skills Matrix

Name	Officer category	Outside	Area able to exhibit particular expertise									Nomination and Compensation Committee
			Corporate management	Sales and marketing	Research and development	Manufacturing and quality assurance	Finance and accounting	Legal and risk management	Experience outside Japan	Digital transformation	Sustainability	
Yasuhiro Yamada	Director, Chairman of the Board		○	●				●	○			●
Takashi Shimizu	Representative Director, President & CEO		○	○	●	●	○	○	○	○	○	●
Satoru Moriya	Director, Corporate Officer		●	●	○	●				●		
Kiyohito Hasumi	Director, Corporate Officer		●	○			●	●	○	●	●	
Ken Morita	Director	●	○		●	●						●
Atsushi Takeda	Director	●	○	●				●				●
Michio Yoneda	Director	●	○				●	●				●
Yukiko Araki	Director	●	●						●		○	●