

# Business Impact of the Toyo Tires Group

The Toyo Tires Group engages in the mobility business in more than 100 countries and regions throughout the world, particularly in North America, Asia, and Europe.

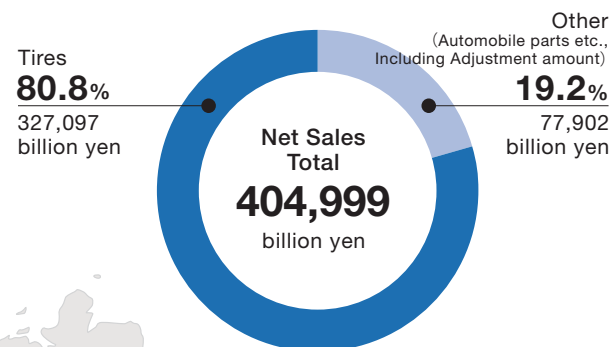
## Business Profile

Our primary business, which accounts for about 80% of net sales, is the production of automotive tires in Japan, the U.S., Malaysia, and China. We enhanced our supply capacity for tires at two plants in Japan, enabling us to increase production starting in 2018 by about one million tires compared to the previous year. Overseas, we are moving forward with efforts to reinforce our supply system at our U.S. and Malaysian plants, and as the first stage, we plan to build a system with greater production capability in 2019.

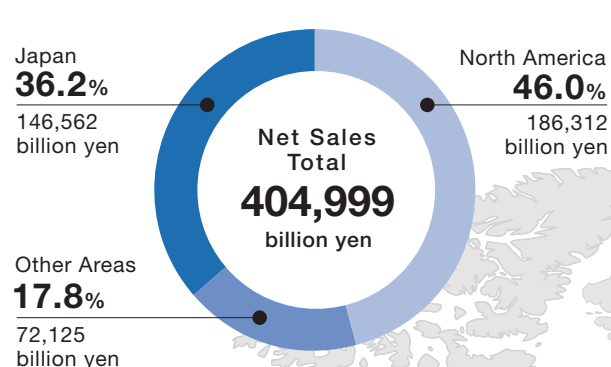
\*Annual number of tires produced is expressed in passenger car tire equivalent numbers  
 <Product Brands> TOYO TIRES, NITTO, SILVERSTONE

In addition, we manufacture automotive parts that make use of our proprietary vibration control technology, such as automobile anti-vibration rubber, in Japan, the U.S., China, and Thailand.

### Net Sales by Business Segment



### Net Sales by Geographic Segment

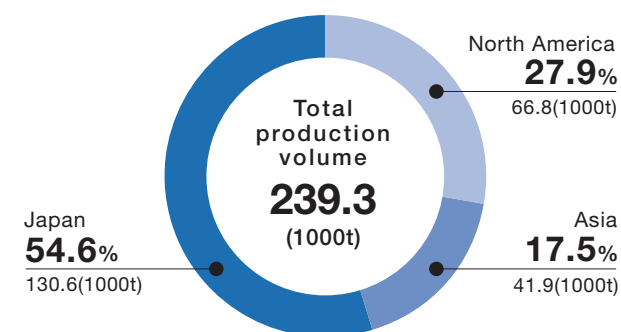


## Company Outline (As of the end of 2017)

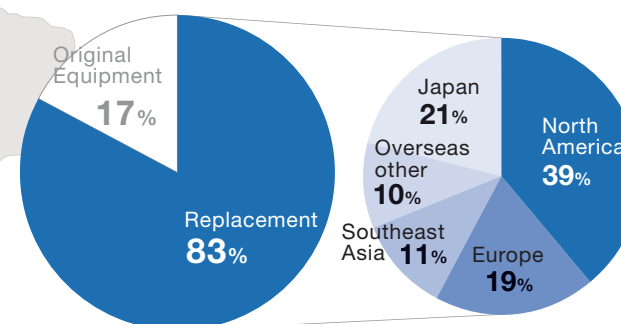
Company name: Toyo Tire & Rubber Co., Ltd.  
 Established: August 1, 1945  
 Headquarters: 2-2-13, Fujinoki, Itami City, Hyogo 664-0847, Japan  
 Paid-in capital: 30,484,627,991 yen  
 Number of employees\*: 11,759 (1,144)  
 Number of employees by Geographic Segment:  
 Japan : 5,354 (1,144)  
 Americas : 1,927 (68)  
 Asia/Oceania : 4,370 (3)  
 Europe : 180 (2)  
 \*Number of people in parentheses is Temporary Employees

Consolidated subsidiaries:  
 Entities subject to consolidated financial statements : 44  
 Affiliated companies : 11  
 \*Please refer to the securities report for economic performance in fiscal 2017.

### Percent of tire production volume (new rubber) by Geographic Segment



### Composition ratio of tire sales numbers by Geographic Segment



## Europe

Country where group companies are established  
 Germany, UK, Netherlands, Italy, Russia  
 European Tire Business Management  
 TOYO TIRE EUROPE GMBH

## Japan

Toyo Tire & Rubber Co., Ltd. (Headquarters)  
 Manufacturing base  
 Sendai Plant, Kuwana Plant, Hyogo Manufacturing Complex  
 R&D base  
 Corporate Technology Center  
 Tire Technical Center  
 Automotive Parts Technical Center  
 Consolidated Subsidiaries (Manufacturing base)  
 Fukushima Rubber Co., Ltd.  
 Toyo Soflan Co., Ltd.  
 Ayabe Toyo Rubber Co., Ltd.



## Asia/Oceania

Country where group companies are established  
 China, Malaysia, Thailand, Australia  
 Consolidated Subsidiaries (Manufacturing base)  
 Toyo Tire Zhangjiagang Co., Ltd. (China)  
 Toyo Tire (Zhucheng) Co., Ltd. (China)  
 Toyo Automotive Parts (Guangzhou) Co., Ltd. (China)  
 TOYO TYRE MALAYSIA SDN BHD  
 SILVERSTONE BERHAD  
 TOYO RUBBER CHEMICAL PRODUCTS (THAILAND) LIMITED



### Significant changes to the organization and its supply chain

- The Chemical Industrial Products Business and Rigid Polyurethane Foam Business were transferred at the end of 2017, resulting in changes to related organizations, their supply chain structures, and details of contracts with business partners. \* See the Financial Results for details on changes to the organization (exclusion from the scope of consolidation).
- Production of automotive parts at TOYO TYRE AND RUBBER AUSTRALIA LTD. was terminated in early October 2017, resulting in changes to related organizations, their supply chain structures, and details of contracts with business partners. As of July 2018, although the company still exists as a tire sales company, this report addresses activity results for fiscal 2017 for the company as a production facility.

**Explanatory Notes**  
 ● : Headquarters & Business/Management  
 ● : Manufacturing base ● : R&D base  
 ○ : Facility enhancement in 2017 ● : Main sales base

## Americas

Country where group companies are established  
 America, Canada, Mexico  
 Americas Tire Business Management  
 TOYO TIRE HOLDINGS OF AMERICAS INC.  
 Consolidated Subsidiaries (Manufacturing base)  
 TOYO TIRE NORTH AMERICA MANUFACTURING INC.  
 TOYO AUTOMOTIVE PARTS (USA), INC.  
 TMM (USA), INC.  
 Consolidated Subsidiaries (R&D base)  
 TOYO TIRE NORTH AMERICA MANUFACTURING INC.

