

Announcements of Organizational Structure Changes and Personnel Changes, including a Reshuffling of Executives

Hyogo, Japan – December 6, 2018 – Toyo Tire & Rubber Co., Ltd. (President & CEO: Takashi Shimizu) announces the following organizational structure changes and personnel changes, including a reshuffling of executives.

1. Organizational structure changes

The Company will change its corporate name (trade name) from Toyo Tire & Rubber Co., Ltd. to Toyo Tire Corporation, effective on Jan. 1, 2019. We will make the scheduled corporate name change a leverage for getting our business operations rolling with the aim of strengthening governance and achieving further growth, which we will endeavor to implement under a new management structure. The corporate name change will be accompanied by organizational structure changes, also effective on Jan. 1, 2019, which focus on the reinforcement of the headquarters function, aimed at strengthening the management foundation, and the enhancement of manufacturing technology and sales force, both aimed at expanding business operations.

【Corporate Headquarters】

The following organizational structure changes will be implemented to strengthen the corporate function and promote the capital and business alliance with Mitsubishi Corporation.

- The Capital and Business Alliance Co-ordination Division will be newly established.
- The function of the Business Administration Department, operating under the Business Strategy Division of the Business Headquarters, will be transferred to the Accounting & Finance Department operating under the Administration Division.

【Business Headquarters】

The following organizational structure changes will be implemented to strengthen the global supply management function.

- The Business Strategy Division will be dissolved.
- The SCM Division will be newly established.
- The Global Supply Development Division, operating under the Fundamental Production Engineering Headquarters, will be transferred to this headquarters.
- The Global Supply Planning Department, operating under the Global Supply Development Division, will be dissolved.
- The Business Administration Department, operating under the Business Strategy Division, will be dissolved.

【Fundamental Production Engineering Headquarters】

This headquarters will be dissolved.

【R&D Headquarters】

The following organizational structure changes will be implemented to strengthen our technological capabilities with the aim of driving the development of next-generation production technologies.

- R&D Division No. 1 and R&D Division No. 2 will be dissolved while the Advanced Process Development Division, Technology Development Division, and Product Development Division will be newly established.
- The New Production Method Development Department will be newly established under the Advanced Process Development Division.
- The Process Design Development Department, operating under R&D Division No. 1, will be transferred to the Advanced Process Development Division.
- The O.E. Tire Development Department, Materials Development Department, Tire Testing Development Department, and O.E. Tire Technical Service Department, all operating under R&D Division No. 1, and the Rubber Products Development Department, operating under R&D Division No. 2, will be transferred to the Technology Development Division.
- The Tire Technology Development Department, operating under R&D Division No. 1, will be renamed the Advanced Technology Development Department, and will be transferred to the Technology Development Division.
- The Europe/Module Development Department will be newly established under the Technology Development Division.
- The Replacement Tire Development Department, TB Tire Development Department, and Tire Testing Department, all operating under R&D Division No. 1, and the Automotive Parts Production Technology Department and Automotive Parts Testing Department, both operating under R&D Division No. 2, will be transferred to the Product Development Division.

【Production Headquarters】

The following organizational structure change will be implemented to strengthen competitiveness in production cost.

- The Production Engineering Division, operating under the Fundamental Production Engineering Headquarters, will be transferred to this headquarters.

【Sales Headquarters】

The following organizational structure changes will be implemented to promote sales function and strengthen the marketing function on a global scale.

- The Americas Business Development Division will be transferred to this headquarters.
- The Sales Planning Department will be newly established.
- The Sales Administration Department will be dissolved.

2. Reshuffling of executives and other officials

In accordance with the organizational structure changes shown above, the Company will carry out a reshuffling of executives and other officials, including changes in their business duties, on Jan. 1, 2019 and March 28, 2019.

I . Changes in business duties assigned to Board of Directors and Corporate Officers (effective on Jan. 1, 2019)

Name	New Position	Former Position
Tetsuo Tatara	Director Senior Corporate Officer Assistant to the President	Director Senior Corporate Officer Vice President, Fundamental Production Engineering Headquarters
Yasushi Takagi	Director Senior Corporate Officer Assistant to the President	Director Senior Corporate Officer Vice President, Sales Headquarters
Tamotsu Sakuramoto	Director Senior Corporate Officer Assistant to the President	Director Senior Corporate Officer Chief Risk Management Officer Compliance Supervisor Chief Compliance officer Vice President, Corporate Headquarters Deputy Division General Manager, Seismic Rubber Task Force Headquarters
Tatsuo Mitsuhata	Corporate Officer Vice President, Sales Headquarters General Manager, Sales Planning Department	Corporate Officer Division General Manager, Americas Business Development Division
Yoji Imura	Corporate Officer Vice President, Production Headquarters	Corporate Officer Vice President, Production Headquarters Chairman, Toyo Tire Zhangjiagang Co., Ltd. Chairman, Toyo Tire (Zhucheng) Co., Ltd. Chairman, Toyo Automotive Parts (Guangzhou) Co., Ltd.
Hideaki Takahashi	Corporate Officer Vice President, Business Headquarters Division General Manager, Procurement Division	Corporate Officer Division General Manager, Procurement Division, Business Headquarters
Toshihiko Honbo	Corporate Officer Deputy Division General Manager, Seismic Rubber Task Force Headquarters	Corporate Officer Division General Manager, Customer Relations Division, Seismic Rubber Task Force Headquarters

Hidehumi Uematsu	Corporate Officer Division General Manager, Customer Relations Division, Seismic Rubber Task Force Headquarters	Corporate Officer Division General Manager, Domestic Sales Division, Sales Headquarters Chairman, Toyo Tire Japan Co., Ltd.
Noriyuki Dan	Corporate Officer Division General Manager, SCM Division, Business Headquarters	Corporate Officer Vice President, Business Headquarters Division General Manager, Business Strategy Division
Satoru Moriya	Corporate Officer Division General Manager, Technology Development Division, R&D Headquarters Division General Manager, Product Development Division, R&D Headquarters	Corporate Officer Division General Manager, R&D Division No.1, R&D Headquarters

II . Newly appointed Corporate Officers and changes in their business duties (effective on Jan. 1, 2019)

Name	New Position	Former Position
Takehiko Sasamori	Corporate Officer Chief Risk Management Officer Compliance Supervisor Chief Compliance officer Vice President, Corporate Headquarters Division General Manager, Corporate Planning Division Division General Manager, Capital and Business Alliance Co-ordination Division	Division General Manager, Corporate Planning Division, Corporate Headquarters
Tetsuo Shimomura	Corporate Officer Division General Manager, Central Research Center, R&D Headquarters Division General Manager, Advanced Process Development Division, R&D Headquarters General Manager, New Production Method Development Department	Division General Manager, Central Research Center, R&D Headquarters
Kenta Kuribayashi	Corporate Officer President, Toyo Tire Europe GmbH	President, Toyo Tire Europe GmbH

III. Board of Directors (effective on March 28, 2019)

(1) New Board of Director candidates and changes in their business duties

Name	New Position	Former Position
Yasuhiro Yamada	Director Chairman	Advisor (full-time)
Masayuki Kanai	Director Senior Corporate Officer Vice President, R&D Headquarters Deputy Division General Manager, Seismic Rubber Task Force Headquarters	Senior Corporate Officer Vice President, R&D Headquarters
Tatsuo Mitsuata	Director Corporate Officer Vice President, Sales Headquarters General Manager, Sales Planning Department	(Effective on Jan. 1, 2019) Corporate Officer Vice President, Sales Headquarters General Manager, Sales Planning Department
Yoji Imura	Director Corporate Officer Vice President, Production Headquarters	(Effective on Jan. 1, 2019) Corporate Officer Vice President, Production Headquarters
Takehiko Sasamori	Director Corporate Officer Chief Risk Management Officer Compliance Supervisor Chief Compliance officer Vice President, Corporate Headquarters Division General Manager, Corporate Planning Division Division General Manager, Capital and Business Alliance Co-ordination Division	(Effective on Jan. 1, 2019) Corporate Officer Chief Risk Management Officer Compliance Supervisor Chief Compliance officer Vice President, Corporate Headquarters Division General Manager, Corporate Planning Division Division General Manager, Capital and Business Alliance Co-ordination Division

* The proposed appointments of new Board of Directors as shown above will be presented to the 103rd annual general meeting of shareholders as an agenda item for the election of Board of Directors.

(2) Resignation (effective on March 28, 2019)

Name	New Position	Former Position
Tetsuo Tatara	Retirement	(Effective on Jan. 1, 2019) Director Senior Corporate Officer Assistant to the President
Yasushi Takagi	Retirement	(Effective on Jan. 1, 2019) Director Senior Corporate Officer Assistant to the President
Tamotsu Sakuramoto	Retirement	(Effective on Jan. 1, 2019) Director Senior Corporate Officer Assistant to the President

IV. Audit & Supervisory Board Members (effective on March 28, 2019)

(1) Candidate for a new Audit & Supervisory Board Member

Name	New Position	Former Position
Masao Yano	Audit & Supervisory Board Member (full-time, outside auditor)	JAL CARD, INC.

* The appointment of a new Audit & Supervisory Board Member as shown above will be presented to the 103rd annual general meeting of shareholders as an agenda item for the election of an Audit & Supervisory Board Member.

(2) Resignation

Name	New Position	Former Position
Masao Nakahara	Retirement	Audit & Supervisory Board Member (full-time, outside auditor)

V. Changes in business duties assigned to Corporate Officers and other officials, and their resignation (effective on March 28, 2019)

(1) Changes in business duties assigned

Toshihiko Honbo	Corporate Officer Division General Manager, Original Equipment Sales Division, Sales Headquarters Deputy Division General Manager, Seismic Rubber Task Force Headquarters	(Effective on Jan. 1, 2019) Corporate Officer Deputy Division General Manager, Seismic Rubber Task Force Headquarters
Noriyuki Isobe	Advisor (full-time) Division General Manager, Quality Assurance Division, Quality Assurance, Environment & Safety Headquarters	Corporate Officer Division General Manager, Quality Assurance Division, Quality Assurance, Environment & Safety Headquarters

(2) Resignation

Michihiro Kawada	Retirement	Senior Corporate Officer Deputy Division General Manager, Seismic Rubber Task Force Headquarters
Tadashi Ogawa	Retirement	Corporate Officer Division General Manager, Original Equipment Sales Division, Sales Headquarters
Hirokazu Miyabe	Retirement	Corporate Officer Division General Manager, Administration Division, Corporate Headquarters
Michio Yoneda	Retirement	Special Advisor
Kenichi Ueda	Retirement	Advisor (full-time) Assistant to Division General Manager, Environment & Safety Division, Quality Assurance, Environment & Safety Headquarters

3 . Personnel changes

I .Personnel changes (effective on Jan. 1, 2019)

Name	New Position	Former Position
Yuji Miyazaki	Division General Manager, International Production Division Chairman, Toyo Tire Zhangjiagang Co., Ltd. Chairman, Toyo Tire (Zhucheng) Co., Ltd. Chairman, Toyo Automotive Parts (Guangzhou) Co., Ltd.	Plant General Manager, Kuwana Plant, Domestic Production Division
Kiyohito Hasumi	Division General Manager, Americas Business Development Division Senior Vice President, Toyo Tire Holdings of Americas Inc.	Senior Vice President, Toyo Tire Holdings of Americas Inc.
Kenichi Yamabe	Division General Manager, Domestic Sales Division President, Toyo Tire Japan Co., Ltd.	President, Toyo Tire Japan Co., Ltd.
Haruhiko Kitagawa	Deputy Division General Manager, Corporate Planning Division, General Manager, Corporate Communications Planning Dept., Corporate Planning Division	General Manager, Corporate Communications Planning Dept., Corporate Planning Division
Toshihiko Furuta	Deputy Division General Manager, Technology Development Division	Division General Manager, R&D Division No.2
Kazushi Hisajima	General Manager, Corporate Planning Dept., Corporate Planning Division	Corporate Planning Dept., Corporate Planning Division
Masateru Adachi	General Manager, SCM Administration Dept., SCM Division	General Manager, Global Supply Planning Dept., Global Supply Development Division
Takehiro Sakai	General Manager, Logistics Dept., SCM Division	General Manager, Logistics Dept., Business Strategy Division
Kazuhiko Kitano	General Manager, Production Management Dept.	General Manager, SCM Administration Dept., Business Strategy Division
Yukinobu Sakurai	Plant General Manager, Kuwana Plant, Domestic Production Division	Deputy Plant General Manager, Kuwana Plant, Domestic Production Division
Shigemi Osuna	General Manager, Process Design Development Dept., Advanced Process Development Division	General Manager, Process Design Development Dept., R&D Division No.1

Ichiro Shima	General Manager, O.E. Tire Development Dept., Technology Development Division	General Manager, O.E. Tire Development Dept., R&D Division No.1
Toshihumi Sakata	General Manager, Rubber Products Development Dept., Technology Development Division	General Manager, Rubber Products Development Dept., R&D Division No.2
Yoshihisa Shiosaka	General Manager, O. E. Tire Technical Service Dept., Technology Development Division	General Manager, O. E. Tire Technical Service Dept., R&D Division No.1
Takeshi Nishigami	General Manager, Materials Development Dept., Technology Development Division	General Manager, Materials Development Dept., R&D Division No.1
Katsutoshi Oishi	General Manager, Advanced Technology Development Dept., Technology Development Division	General Manager, Tire Technology Development Dept., R&D Division No.1
Masanori Iwase	General Manager, Tire Testing Development Dept., Technology Development Division	General Manager, Tire Testing Development Dept., R&D Division No.1
Kazuki Kawakami	General Manager, Europe/Module Development Dept., Technology Development Division	Replacement Tire Development Dept., R&D Division No.1
Akihiko Shinkai	General Manager, Replacement Tire Development Dept., Product Development Division	General Manager, Replacement Tire Development Dept., R&D Division No.1
Hiroaki Sugimoto	General Manager, TB Tire Development Dept., Product Development Division	General Manager, TB Tire Development Dept., R&D Division No.1
Yosei Kodama	General Manager, Automotive Parts Production Technology Dept., Product Development Division	General Manager, Automotive Parts Production Technology Dept., R&D Division No.2
Teruaki Baba	General Manager, Tire Testing Dept., Product Development Division	General Manager, Tire Testing Dept., R&D Division No.1
Makoto Suzuki	General Manager, Automotive Parts Testing Dept., Product Development Division	General Manager, Automotive Parts Testing Dept., R&D Division No.2

II . Personnel changes (effective on March 28, 2019)

Name	New Position	Former Position
Tomohisa Yamaguchi	Division General Manager, Administration Division	General Manager, Accounting & Finance Dept., Administration Division President, F.T.G. Co., Ltd.
Akihumi Kishi	General Manager, Accounting & Finance Dept., Administration Division President, F.T.G. Co., Ltd.	(Effective on Jan. 1, 2019) Accounting & Finance Dept., Administration Division

III . Personnel changes at affiliated companies

(1) Personnel changes (effective on Jan. 1, 2019)

Name	New Position	Former Position
Katsunori Ueha	President, Toyo Tire Zhangjiagang Co., Ltd.	Production Management Dept.
Ryoichi Kawato	President, Toyo Soflan Co., Ltd.	President, Kuwana Service Co., Ltd. General Manager, General Affairs Dept., Kuwana Plant, Domestic Production Division
Mayu Ueno	President, Kuwana Service Co., Ltd. General Manager, General Affairs Dept., Kuwana Plant, Domestic Production Division	Manager, General Affairs Dept., Kuwana Plant, Domestic Production Division

(2) Personnel changes (effective on March 1, 2019)

Name	New Position	Former Position
Yukio Takashima	President, Fukushima Rubber Co., Ltd.	Production Management Dept.

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