

◆◆◆ The Yokohama Rubber Co., Ltd. ◆◆◆

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The Yokohama Rubber Co., Ltd.

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CORPORATE

Established 1917

YOKOHAMA was founded in 1917 in Yokohama, Japan to contribute to society by domestically manufacturing high quality rubber products, without which it would have been impossible for modernization to occur in Japan. More than 100 years have passed since that time, and as pioneers we have always sought to challenge the status quo, even in the midst of challenges such as the Great Kanto Earthquake, World War II, the recession in 1965, the oil shock, the collapse of the bubble economy, and the Lehman Shock. Today, we are a vibrant global company with production bases and branches located all over the globe. Our basic philosophy over the years has been to contribute to prosperity and happiness through manufacturing with heart and technology. That same passion and determination is what continues to drive us into the future.

Top Message

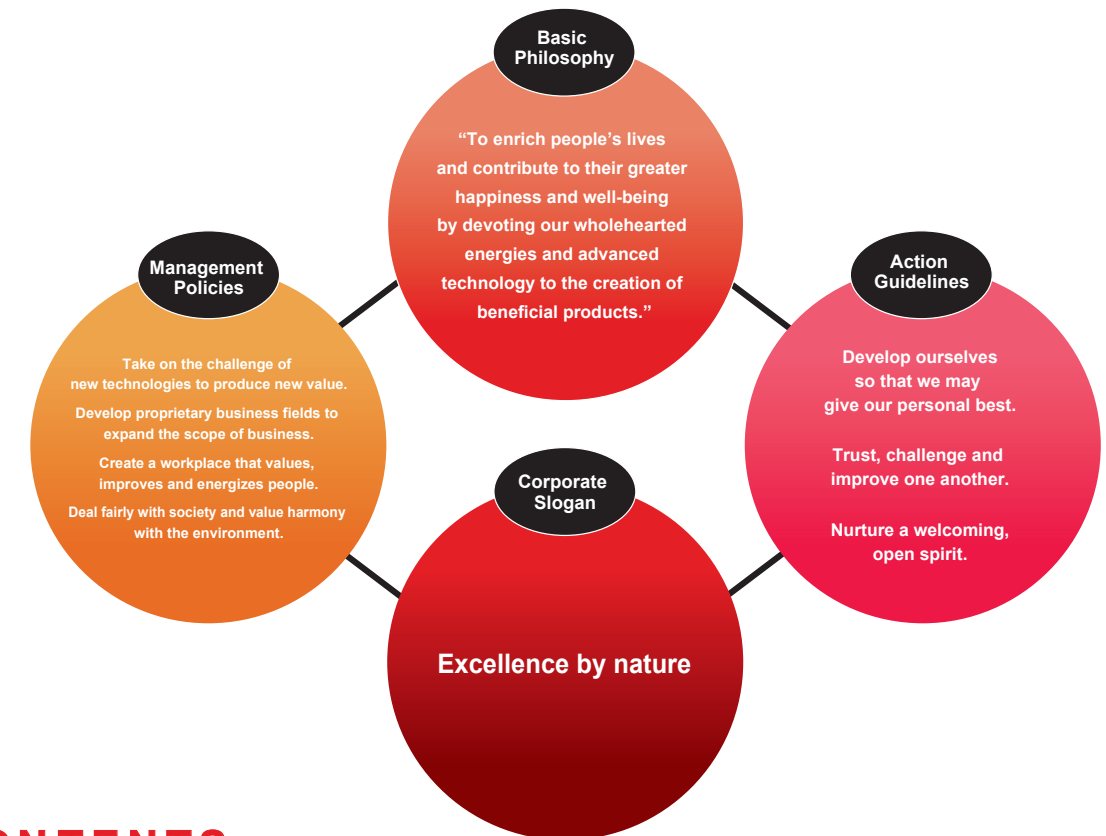


Masataka Yamaishi
President, Chairman of the Board

Since its establishment in 1917, The Yokohama Rubber Co., Ltd. (YRC) has introduced numerous products including tires, industrial products and golf products. Intent on enriching and contributing to the lives of every customer as well as society as a whole, YRC is investing all of its energies in all production, sales and technology development processes. The operational environment encompassing the company is changing on a daily basis due to the extremely rapid pace of environmental changes occurring in recent years. Consequently, we plan to pursue “exploitation” and “exploration” in the Medium-term management plan “YOKOHAMA Transformation 2023” in these uncertain times. We will dig deeper into the core strengths of our existing businesses, while also searching for new growth opportunities by responding to the dynamic once-in-a hundred years transformation taking place in our main market. Through the dedication of each and every member of the YOKOHAMA Group to the latest technology, the utmost attention to “safety” and the “environment”, YRC aims to be a company which is trusted and valued by customers around the world.

PHILOSOPHY

YOKOHAMA’s corporate philosophy consists of a **Basic Philosophy**, **Management Policies**, **Action Guidelines**, and **Corporate Slogan**. The **Basic Philosophy** provides a fundamental vision of how YOKOHAMA will conduct itself as it pursues its businesses, while the **Management Policies** outline the basic administrative principles to which upper-level management has committed itself. The **Action Guidelines** serve as a code of conduct for individual employees.



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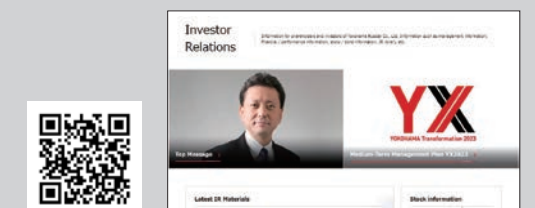
Sustainability

Please see Sustainability on our corporate site for details regarding our ESG/CSR activities.



To Our Shareholders

Please see To Our Shareholders/Investors on our corporate site for details regarding financial information and shares.





TIRES

A wide array of high-quality tires developed, manufactured, and sold by YOKOHAMA are earning users' trust in various aspects of society. These range from passenger car tires that add a splash of color to life to truck and bus tires that support people's daily lives and logistics to off-the-road tires at resource development and construction sites, plus tires used in industrial vehicles as well as in agricultural and forestry machinery.

Passenger Car Tire

In line with various drivers' preferences, YOKOHAMA boasts a tire lineup that meets a diversity of driving scenarios, including tires for sports cars, luxury sedans, sport utility vehicles and dress-up vehicles as well as studless tires. Passenger car tires, which respond to all kinds of driving needs are the embodiment of YOKOHAMA's technologies.

ADVAN



YOKOHAMA boasts an extensive lineup of competitive sports tires under our flagship "ADVAN" brand, which symbolizes our global concept: ADVAN Sport, an ultra-high-performance tire; ADVAN dB, a quiet, premium-comfort tire; and ADVAN NEOVA, designed specifically for street racing sports. All are aggressively marketed globally.



BluEarth



"BluEarth" is a YOKOHAMA global tire brand based on the concept of being "environmentally, human, and socially friendly". In addition to contributing to environmental preservation, these tires have been engineered to reduce the stress people feel when driving and the noise made by tires as vehicles are driven, decreasing their harmful effects on people and society. Our NANO-BLEND rubber utilizes proprietary formulation technology to improve performance in the three key areas of fuel economy, wet grip, and wear resistance. Through research into such areas as aerodynamics and technologies for evaluating vital responses to various stimuli, BluEarth promises to incorporate numerous new technologies in the future. Thanks to our extensive line of products, more customers will be able to make use of these innovative tires, making a significant contribution to the drive to lower CO₂ emissions.



iceGUARD



"ice GUARD" winter tires with the greatest focus on ice performance. Having studded tires (for Northern Europe) and studless tires, and a wide variety of products and tire sizes covering from compact cars to SUV vehicles. YOKOHAMA Rubber's unique compound and pattern technologies contribute to customer safety on winter road surfaces.



GEOLANDAR



The "GEOLANDAR" range of SUV tires allows drivers to "take full command in driving on various roads and terrain." The comprehensive series meets the diverse needs of SUV drivers, including tires with outstanding comfort for long touring drives, models with improved off-the-road capabilities and abrasion resistance, as well as tires featuring advanced environmental performance such as greater fuel efficiency.



Light Truck Tires

Light truck tires must be able to stand up to a variety of conditions and adapt to a range of delivery and transport needs in urban environments. Combining superior grip on wet surfaces with high durability and wear resistance, these tires offer economical efficiency while remaining environmentally friendly, thereby supporting the logistics of peoples' daily lives.



Truck & Bus Tires

Truck-and-bus tires are required to meet not only basic performance such as fuel economy, durability, and safety, but also superior standards for environmental friendliness and transport efficiency. YOKOHAMA provides these tires to all over the world as part of the company's environmental initiatives. We are developing original new technologies with the theme "Further improvement of environmental performance, to bringing people a more comfortable ride and social friendly." For example, we have developed new compound technologies—which involve highly effective blending of greater amounts of silica with raw materials—as well as cutting-edge blending technologies to greatly improve both fuel economy and tire life. In addition, our proprietary SpiraLoop® belt structure technologies, we have been able to achieve shape retention—an issue with wider tires—by boosting belt construction. YOKOHAMA is paving the way for a new era in logistics with innovative technology and materials development.



BluEarth 711L



GOOD DESIGN
AWARD 2022

Off-Highway Tires

By offering a line of tires for use by agricultural machinery, construction vehicles, and industrial vehicles, YOKOHAMA helps place such vehicles—from farm tractors and super-large dump trucks to forklifts—on the surest footing possible. We acquired Alliance Tire Group B.V. (ATG) in 2016 and Aichi Tire Industry Co., Ltd. in 2017. ATG is an OHT specialist operating around the world and primarily in Europe and the U.S. Aichi Tire is a trusted pioneer in the field of pneumatic-type cushion tires and active mostly in the Japanese market. In May 2023, Trelleborg Wheel Systems Holding AB (TWS), which has a wide range of product lineup for agricultural machinery, construction vehicles and industrial vehicles and high market share in Europe, joined us. Our YX2023 Mid-term Management Plan outlines steps to further accelerate growth in the OHT sector. We will continue to develop markets and expand our business by leveraging the YOKOHAMA, TRELLEBORG, AICHI, MITAS, ALLIANCE, GALAXY and PRIMEX brands as we work to meet the needs of our customers.





MULTIPLE BUSINESS

The MB (Multiple Business) Group, YOKOHAMA's diversified business unit, has played significant roles globally over an extended period of time and contributed to the development of various industries such as automobile, oil and gas, mining, construction, aerospace, etc. The MB Group offers a broad range of products including industrial and automotive hoses, couplings, conveyor beltings, marine products, sealing materials and aircraft components and more. We continue to strive to provide the best solutions to our customers with innovative technologies and best-in-class quality.

Hose and Couplings

We are renowned for our high market share in hydraulic hoses installed in construction machinery, but in addition, we are expanding our automotive hose assembly business globally in recognition of high development capability and quality from automotive manufacturers. YOKOHAMA is also focusing on the development of environmentally friendly products, such as air conditioning hoses using rubber-resin polymer alloy, as well as dispenser hoses used for fuel cell vehicle (FCV) hydrogen stations.



High-pressure hoses featured in construction machinery



Next-generation air conditioner hoses for vehicles, made of rubber/plastic polymer alloys to address environmental issues (currently under development)



Dispenser hose used at hydrogen stations (The i-bar Series)

Industrial Products

The company's marine-use products, such as the SEAFLEX marine hose for oil transport, and the air-operated pneumatic fender, have been well-regarded since the 1950s for their superior technology. YOKOHAMA has long been recognized as a top brand in the field. YOKOHAMA is doing its part to help create a safer port environment and safer offshore cargo handling. As for air-operated pneumatic fenders, in addition to the floating-type pneumatic fender, which YOKOHAMA developed ahead of the rest of the world, the company has also produced Air Block Fenders for use on port and offshore terminal affect by long-period waves that dramatically decrease ship swaying, as well as the world's largest pneumatic fender, newly developed in 2017. The company manufactures conveyor belts—one of the products the company started with—on a global scale, specifically energy-saving conveyor belts, extremely heat-resistant and durable belts, and more, all of which are known for excellence. To meet more market needs, in 2023 the company launched new medium heat resistant flame-retardant belts as well as an additional variety of high temperature heat resistant belts.



Marine hoses for oil transport (SEAFLEX)



Air Block Fenders



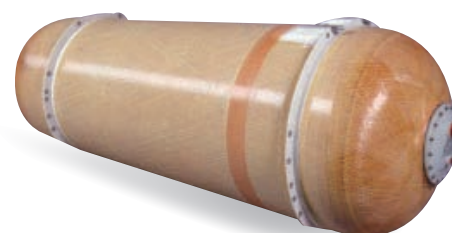
Pneumatic fenders with a diameter of six meters—the world's largest



HAMAHEAT SUPER100: High-performance conveyor belts achieving both heat tolerance and durability

Aerospace Products

Based on our rubber and composite material technologies developed over many years, we supply a diverse range of products for aircraft, ocean vessels and ground vehicles including rubber fuel tanks, lightweight composite water tanks, lavatory modules, and pre-impregnated fiber materials.



Water tank installed in commercial airliners

SPORTS



PRGR is YOKOHAMA's golf products brand. Since its launch in 1983, YOKOHAMA has evolved its golf line over the years under the original concept of golf being “the physical phenomenon of a collision between the club and the ball.”

Golf Products

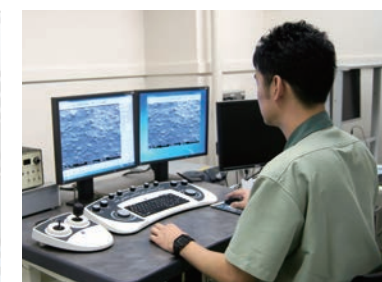
PRGR was the first to introduce the concept of head speed in the golf industry. Along with this, clubs were no longer produced based on experience and instinct and began to take a scientific approach from various perspectives, including materials, weight, lengths, size and balance.

The theory on head speed proposed by PRGR is a fundamental concept and is commonly recognized in modern golf. Originating from fresh and innovative ideas and approaches, PRGR products have a strong following in Japan and overseas as a brand that is making its mark and is admired by golfers.



YOKOHAMA contributes to happiness and prosperity through manufacturing based on heartfelt enthusiasm and technology, from research and development through production and sales.

We have strived to make the most of the potential of a variety of technologies throughout our history. Today, our research and development, production, and sales operations encompass everything from tire-related materials such as rubbers and compounds to a broad range of new materials such as carbon fiber, metals, and lightweight composites as we offer innovative products in a variety of fields including industrial products, aircraft parts, and sports supplies.



RESEARCH AND DEVELOPMENT

Reliable technology based on research and development is essential in providing products that maximize safety and offer environmental features. Aiming to “assert world-class strengths in technologies for protecting the environment,” YOKOHAMA has constantly worked to develop macromolecular and other technologies through ingenuity, application and greater innovation and more advanced technologies. The goal of these efforts is to develop materials and products taking a multi-faceted, comprehensive approach from the design, testing and assessment stages.

Besides at the RADIC (Research and Development Integrated Center) located at the Hiratsuka Factory, research and development is also carried out at the Yokohama Development Center America in the U.S. and at the Yokohama China Technical Center in China, amongst other locations. Specifics include the combining of rubber compounds for various purposes, tire structure and tread pattern designs, the creation of tire prototypes, and more. Built tires are then brought to the respective test course sites, including D-PARC and the Tire Test Center of Hokkaido in Japan, the Tire Test Center of Asia in Thailand, and the Yokohama Test Center of Sweden for the purpose of conducting a diverse battery of tests as well as runs under various road surface conditions. Data gathered at these facilities is then applied in the developmental stages of next-generation tires.

In other fields, YOKOHAMA also pursues development with innovative ideas. Relying on its pioneering facilities and technologies, YOKOHAMA transcends conventional approaches in carrying out materials development and product design with the aim of creating world-first technologies.



RADIC

RADIC (Research and Development Integrated Center) was established within the Hiratsuka Factory in 1991 to serve as a leading-edge R&D base for YOKOHAMA, and has functioned as the core R&D base ever since. RADIC employs such instruments as supercomputers, electron microscopes, electron spectroscopy for chemical analysis systems and nuclear magnetic resonance spectrometers for use in materials development, product design and simulations under diverse conditions.

In addition, analysis of the physical properties of newly developed materials that will become the basis for new products and assessment of products from various angles using state-of-the-art instruments to evaluate the static and dynamic properties of tires are conducted.



Name : Research and Development Integrated Center(RADIC)
Location : 2-1 Oiwake, Hiratsuka City, Kanagawa Prefecture

Motorsports

YOKOHAMA participates in a wide range of motorsports events including races and rallies. While achieving a superb legacy in various categories, YOKOHAMA also provides Competition tires to teams in Japan and overseas with excellent results.

Motorsports activities play a vital role in contributing to tire development.

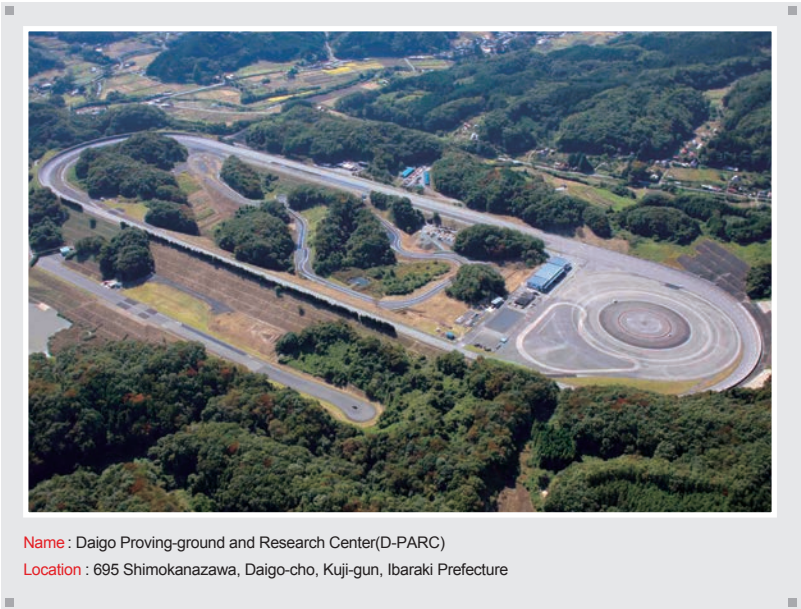
The cutting-edge macromolecular and design technologies for tires installed on racing vehicles are being employed in the development of tires sold in the broader market and greatly contribute to improvements to produce high-performance tires. The motorsports arena, marked by fierce competition between the latest technologies, serves as a crucial testing medium for creating tires of the future.



Research and Development Center and Test Courses

D-PARC

“D-PARC” (Daigo Proving-ground and Research Center), located in Daigo-machi, Ibaraki Prefecture, is YOKOHAMA’s comprehensive tire test course. D-PARC boasts several test courses including a high speed track, a dry and wet circle, a comfort test track with various types of road surfaces built of materials gathered from around the world and a handling test track simulating winding road conditions. We amass a large volume of data collected on noise ratings and ride comfort, which is relayed to Research and Development Division in Hiratsuka City, Kanagawa Prefecture in real time and provided as feedback to the tire design and development departments. There it is utilized in next-generation tire development.



Name : Daigo Proving-ground and Research Center(D-PARC)
Location : 695 Shimokanazawa, Daigo-cho, Kuji-gun, Ibaraki Prefecture

Tire Test Center of Asia

“Tire Test Center of Asia” is a large-scale proving ground that uses peripheral road tracks to recreate general roads found around the world, with the overriding aims of raising quality, strengthening performance evaluations, improving quality and enhancing high-speed driving testing of tires for passenger cars, light trucks, and trucks and buses. Special test courses and wet test courses simulating various road conditions enable multi-faceted tests covering all aspects of driving ranging from handling stability, fuel economy and durability to noise, vibration and riding comfort. The proving ground was built adjacent to Yokohama Rubber (Thailand) Co., Ltd., a tire production and sales company in Thailand. This close location enhances the ease of collaboration with production and development divisions and better enables the results of driving and evaluation testing to be applied to the development of new tires.



Name : Tire Test Center of Asia
Location : 135 Moo 2, Tambol Tasit, Amphur Pluakdaeng, Rayong Province 21140, THAILAND

Tire Test Center of Hokkaido

The “Tire Test Center of Hokkaido” in Asahikawa City, Hokkaido is a vehicle test course for winter tires including studless tires. The sizable grounds, which are roughly four times the size of conventional winter tire test courses, are equipped with various facilities including: approximately one kilometer snow track, hill climbing track, snow and ice circle, plus indoor and outdoor ice track. All in all, this course boasts optimal conditions for real vehicle testing under severe winter conditions for the long period stretching from the end of December through the following February, when temperatures are consistently below freezing.



Name : Tire Test Center of Hokkaido (TTCH)
Location : 500 Kamiubun, Kamui-cho, Asahikawa-shi, Hokkaido, Japan

Yokohama Test Center of Sweden

The “Yokohama Test Center of Sweden” is a vehicle test course with which we have a long-term rental contract with Arctic Falls for winter tire testing. There are various test courses on the grounds, all of which are self-contained. Development of passenger car tires is conducted here. Temperatures are consistently below freezing over the period of approximately November through April of the following year, enabling winter tire testing with real vehicles over the long term.



Name : Yokohama Test Center of Sweden
Location : c/o Arctic Falls AB, 942 91 Vistrask, SWEDEN

The YOKOHAMA Rubber Group engages in five key initiatives related to the company's CSR slogan "Caring for the future." Through our business endeavors, YOKOHAMA works together with all of our stakeholders to do our part to make life more fulfilling for people everywhere.

Products

Deliver fun and peace of mind.

Making environmental considerations one of the added values of tires

Through the manufacture and sales of tires for new cars produced with zero CO₂ emissions, as well as tires geared toward motor sports with higher ratios of sustainable materials (reusable/recyclable materials), we add environmental value—in addition to high performance and superior quality. In this way we continue to enhance the added value of our tires.



More Comfortable Tires with Tire Sensor Technology

The motor vehicle industry is undergoing a once-in-a-century period of great change. The key concepts here being CASE (*1) and DX (*2), what is required at present is better information services through digitalization as pertains to tires, with a view to addressing the automation and electrification of vehicles. Based on its medium-to-long-term technical and developmental vision, called the "YOKOHAMA Sensor Tire Technology Vision," YOKOHAMA has developed the SensorTire (IoT tire) featuring a built-in sensing feature design, which along with air pressure systems is designed to detect friction and road conditions. By seamlessly providing the information derived from IoT tires to our customers (drivers, passengers, and business providers), we answer to the diversifying needs of new mobility demand, to facilitate consistently safe and reliable driving.

*1 CASE: An acronym that stands for Connected, Autonomous, Shared & Services, and Electric

*2 DX: Digital Transformation



The Earth

Leave a sound environment to future generations.

Mid-term environmental goals

YOKOHAMA set three mid-term environmental goals in February 2022: 1) Go carbon neutral, 2) Achieve the circular economy, and 3) Living in harmony with nature (nature positive).

Carbon neutral initiatives

YOKOHAMA is working to reduce CO₂ emissions by 38% by the year 2030, and net-zero emissions by 2050, by way of in-house initiatives. Our Shinshiro-Minami plant, slated to be carbon neutral by the year 2030, serves as a model for carbon neutral initiatives. The objective is to share the know-how gained at this plant with Group locations both inside and outside Japan, rendering all plants carbon neutral by the year 2050. In addition to initiatives at production locations, YOKOHAMA continues to implement the Annual 1% Improvement Project, under which we review and improve our facilities, equipment, and the entire transportation process with a view to going carbon neutral.

Initiatives pertaining to the circular economy

As part of initiatives to utilize more sustainable raw materials, in addition to our own independent searches for materials and development of said materials, we also collaborate with our partners on technological development to reach our goals of at least 30% reusable and recyclable materials by 2030, and 100% sustainable materials by 2050. Specifically, we strive to achieve both product performance and the circular economy by way of the following: high-efficiency butadiene synthesis from ethanol, technical development for butadiene and isoprene production from plant resources, technical development of tires using sustainable materials in the area of motor sports, and more.

Initiatives for Living in harmony with nature (nature positive)

The YOKOHAMA Forever Forest activities are implemented at 14 locations in Japan and 21 locations in eight other countries since 2007. The project objective is to provide and plant 1.3 million saplings by the year 2030. Meanwhile, the larger goals of the Forever Forest activities are to protect our magnificent natural environment, and at the same time to act as a defense against disasters, and do our part for education in the local community, in addition to CO₂ assimilation and biodiversity conservation. Regarding procurement of natural rubber, which comprises approximately 20% of the raw materials utilized by YOKOHAMA, the company has devised its Sustainable Natural Rubber Procurement Policy. By assisting natural rubber farmers, including activities to raise awareness regarding illegal deforestation and child/forced labor and eliminate the causes behind these issues, YOKOHAMA also works to ensure that rubber is and remains a sustainable natural resource.



Butadiene synthesis from ethanol



Butadiene production from plant resources



Our model plant: Shinshiro-Minami

People

Build on each other's strengths.

Human rights initiatives

In order to earn the trust of our society and do our part for greater sustainability, YOKOHAMA believes it is of critical importance to carry out human rights initiatives throughout the YOKOHAMA Rubber Group, as an integral part of our business approach. In April 2022, in line with the United Nations Guiding Principles on Business and Human Rights (*3), the company devised the YOKOHAMA Rubber Group Human Rights Policy. The purpose is to ensure that the human rights of everyone engaged in YOKOHAMA's business are properly respected.

(*3) The United Nations "Guiding Principles on Business and Human Rights" was endorsed by the United Nations Human Rights Council in 2011 as a set of guidelines for all nation states and business enterprises ensure respect for human rights. The Guiding Principles include foundational and operational principles regarding the protection and respect for human rights by nation states and business enterprises divided under "The State Duty to Protect Human Rights" and the "Corporate Responsibility to Respect Human Rights."

Diversity & inclusion

Our goal is to foster a better working environment for our employees regardless of gender, nationality, age, etc., where employees are able to manifest their abilities. Specifically, they are primarily assigned diversity and inclusion tasks, and support is provided for more inclusiveness with regard to women, seminars to enhance understanding of people with disabilities and LGBTQ+ people, as well as support for employees raising children or providing nursing care. All in all, we are working to create an environment where personnel of a diverse array of backgrounds can comfortably work together.

Training and work style reform

With a view to achieving YX2023, and ensure that each of our employees can manifest their capabilities, we have reformed our human resource systems designed to assign the appropriate individual to the most appropriate job. In addition to implementing a merit-based system where job type and performance have a greater impact on compensation for management-level employees, training is provided—and a system where employees are selected for specific projects applied—to help employees gain an added-value advantage at the earliest possible stage. Additionally, as part of work reform, along with the merging of Headquarters and the Hiratsuka Factory, we have established and expanded upon remote work and flex time work systems. The company is further stepping up initiatives to achieve better work-life balance, such as systems designed to enable spouses to continue working remotely when their spouse has been transferred to another location for work.

Examples of work style reform

- Greater opportunities for telework and flex time
- Adoption of hourly-basis paid vacation systems
- Adoption of leave for purposes of family support
- Establishment of consultation desks for the topics of child-rearing/nursing care
- Establishment of an interval system during work hours (intervals of work and rest)

Occupational health and safety

With a view to creating a comfortable environment free of workplace accidents, where employees can enjoy good health and work for a long time, the company implements several steps to prevent accidents, including: safety assessment to eliminate any hidden risk of accidents, general risk assessment, as well as safety training for all employees. Also to ensure that employees can maintain good health and enjoy longevity at work, the company implements health management initiatives to boost employee health and physical strength, working together with the corporate health insurance association.

Community

Earn the confidence of our neighbors.

Through the YOKOHAMA Magokoro (sincere heart) Fund, we do our part to help resolve social issues manifesting the "sincere heart" of our employees in the form of concrete action

The YOKOHAMA Magokoro (sincere heart) Fund was established by our employees in 2016. Those who wish to support the Fund's objectives donate to the Fund. These donations are given to organizations working to resolve social issues, provide natural disaster relief, and more. As of May 2023, membership stood at about 43% of employees.



YOKOHAMA Magokoro Fund
[Donations for the Year 2022]
Total assistance provided:
¥5,112,000 (including disaster relief)

- NPO Florence
- Kanagawa Myoelectric Prosthesis Bank
- NPO Japan Hair Donation & Charity
- Humanitarian Support for Ukraine
- Fukushima Earthquake (March 2022) and more...

Seminar for Thai natural rubber farmers held

In December 2022, YOKOHAMA Rubber held a joint seminar for the fourth time with the Rubber Authority of Thailand for natural rubber farmers in the Surat Thani with a view to improving quality and productivity. Some 50 farmers from the region attended the event. Each of the participants was given 250 kg of fertilizer—formulated based on knowledge of the Rubber Authority of Thailand—which they were extremely pleased with. YOKOHAMA Rubber has established a sustainable natural rubber procurement policy. This latest seminar was designed to assist parties comprising the supply chain accordingly. We plan to continue providing support based on this policy.



Natural rubber farmers participate in seminar

Corporate Governance

Lay a solid foundation for fulfilling social expectations.

Business management that builds unshakeable trust in our work

YOKOHAMA has created a corporate governance structure designed to achieve sound, transparent, and fair operations, in accordance with the company's corporate philosophy. We are taking steps to both expand and strengthen this system. In engendering a corporate structure where business value never stops growing, our goal is to earn the unshakeable trust of all of our stakeholders.

Transition to a company with an Audit and Supervisory Committee

In March 2023, as an initiative intended to boost corporate governance designed to enhance the auditing capacity of the Board of Directors and speed up decision-making on the part of management, YOKOHAMA made the transition from a company with a board of auditors to one with an audit and supervisory committee.

Building the foundations of global management

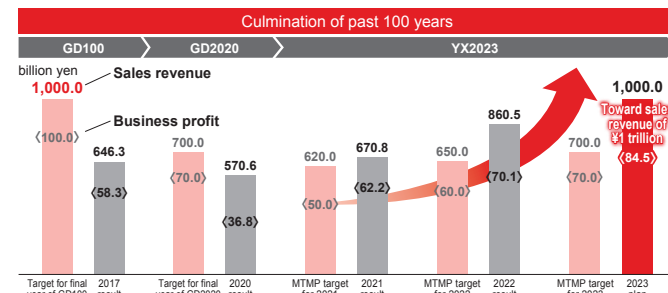
YOKOHAMA's Board of Directors consists of 16 members: eight inside directors (including foreign nationals) and eight outside directors. This structure is designed to enhance performance and diversity of human resources. Additionally, three of the five members of the Audit and Supervisory Committee are external directors, a structure that helps ensure independent and fair auditing. Annual bonuses of the company's Directors and Corporate Officers (excluding Outside Directors) fluctuate depending on the overall performance of the company as well as individual performance. The company also employs a restricted-share compensation system. Personnel affairs and salaries are determined by the Board of Directors after deliberation by the Executive Personnel Affairs and Compensation Advisory Committee, consisting of one inside director and two outside directors.

Medium-Term Management Plan—Yokohama Transformation 2023

Under its medium-term management plan, Yokohama Transformation 2023 (YX2023), YOKOHAMA is implementing initiatives to achieve "Transformation" targeting growth into the next generation.

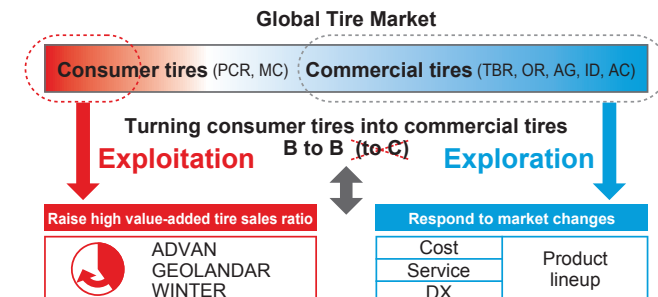
Target pursuits: Pursuing "Exploitation" & "Exploration" to achieve sales revenue goal of ¥1 trillion

The automotive industry is entering an era of great change, driven by the CASE, MaaS and DX trends. Under YX2023, we will aim for "Transformation" that targets growth into the next generation by pursuing the "Exploitation" of strengths in existing businesses while "Exploration" to create new value that meets the needs of this transformative era. Through this effort, in 2023, the final year of YX2023, we aim to achieve record highs for sales revenue of ¥1 trillion and business profit of ¥84.5 billion, marking the culmination of efforts over the past 100 years and launching Yokohama Rubber into a new growth phase that will generate further increases in earnings.



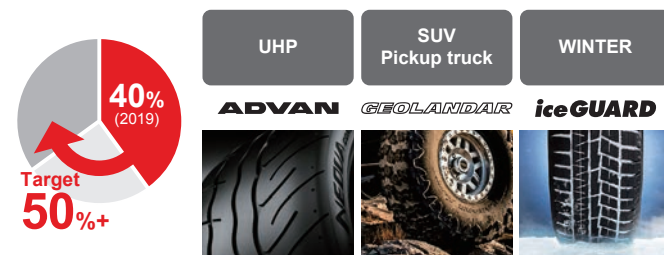
Key viewpoint: Turning consumer tires into commercial tires

The consumer tire market centered on passenger car tires and the commercial tire market, which includes tires for trucks, buses, agricultural machinery and other commercial-use vehicles are about equal in scale. However, we expect the CASE, MaaS and DX trends will decrease individual ownership of cars and increase the number of infrastructure-related vehicles devoted to moving people and goods, effectively turning many consumer tires into commercial tires. We plan to respond by "Exploitation" of our efforts to expand sales of our high-value-added consumer tires while "Exploration" for new opportunities created by market changes in the commercial tire business.



Consumer tires: Raise high-value-added tire sales ratio

We aim to raise the sales ratios of our core high-value-added consumer tires, namely the ADVAN and GEOLANDAR brands as well as winter tires. We aim to expand sales of the ADVAN brand by 75%, the GEOLANDAR brand by 15%, winter tires by 20%, and tire sizes of 18-inch and over by 69% from the 2019 levels, raising their combined share of our total tire sales from the current 40% to more than 50% in 2023. We plan to achieve these goals through the three initiatives outlined below:



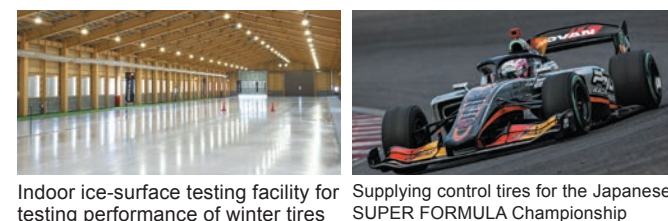
1 Expand OE use of ADVAN and GEOLANDAR

We will continue to focus on OE sales for the world's leading premium cars and new EVs, as such sales are evidence of our brand power and technological capabilities.

2 Strengthen sales in the replacement market and expand tire sizes in each brand, including winter tires

We will strengthen our product development to accelerate the market launch of new tires and expansion of size lineups of current products. In addition, we continue our participation in a wide variety of motorsports events in Japan and around the globe, from

top-category to grassroots events, as we believe participation in motorsports is crucial to our development of new tire technologies and enhances our brand recognition and value.



3 Strengthen sales of tires suited to local market needs, via integrated "Product & Regional Strategies"

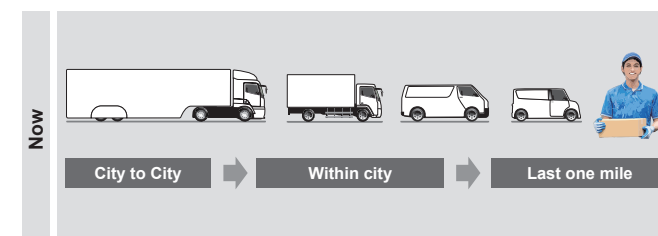
This strategy will focus on expanding sales of tires according to market trends in each region—for example, GEOLANDAR in North America, studless tires in Japan, ADVAN and winter tires in Europe.



Commercial tires: Respond to market changes & further strengthen the business

<Our view of the future commercial tire market>

We expect the trends toward vehicle electrification and self-driving will result in the transportation and logistics industries requiring various types, including puncture-proof, solid tires to be used on vehicles that cover the last leg of deliveries to bring goods to their recipients. Our response to this transformation of the logistics industry will include further expansion of our already uniquely diverse lineup of commercial tires, which ranges from TBR tires to solid tires, a strength that will provide us with a competitive advantage in the commercial tire market. Our commercial tire strategy during YX2023 centers on the four themes presented below.



Driverless delivery



1 Cost

We aim to establish a low-cost production model that positions our passenger car tire plant in India as the most cost-efficient passenger car tire plant in YOKOHAMA. We also are considering using a similar low-cost model to increase output at our TBR tire plant in Thailand.

2 Service

To provide a full package of after-sales services to support our tire sales, we will strengthen our service network by expanding our fleet of service vehicles to supplement our nationwide sales and logistics network in Japan.

3 DX

We are accelerating our development of cutting-edge sensor-equipped tires and plan to create new value-added services by adding new functions to the sensors and gradually expanding the services and customers that can make use of tires equipped with these sensors. Toward that end, we are forming alliances with companies in different industries.

4 Product lineup

Our response to the transformation of logistics being brought about by vehicle electrification and self-driving vehicles will focus on establishing a competitive advantage by reinforcing our core strength and expanding our already uniquely diverse lineup of commercial tires.

<OHT business: Future growth driver>

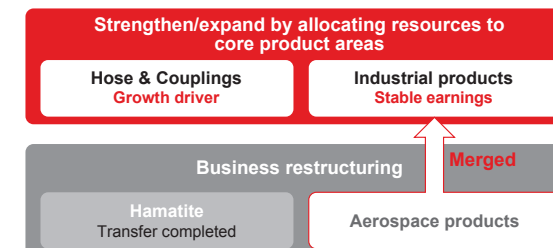
We are expanding our off-highway tire (OHT) business, which is positioned as a future growth driver as OHT used on agricultural and construction machinery are sources of stably high earnings. Leveraging the combined strengths of our OHT manufacturing and sales subsidiary Yokohama Off-Highway Tires and recently acquired (May 2023) Trelleborg Wheel Systems Holding AB, an OHT manufacturing and sales company headquartered in Sweden, we will elevate our global presence in the OHT market.

<TBR business: Strengthening foundation for future growth>

We aim to build a production network capable of responding to strong global demand. Toward that end, we are working to secure more stable supply from our Mississippi Plant in the United States and investing to expand TBR production capacity at our Mie Plant in Japan.

MB business: Shift portfolio to products with highly stable earnings and strong growth potential

We will solidify the MB segment's ability to generate stable earnings by concentrating resources in its two core product areas—hose & couplings and industrial materials. We aim to bring the business more in line with today's market.



Sustainability management

Yokohama Rubber regards ESG activities as an important strategy that will contribute to the strengthening of its business and lead to sustainable increases in its corporate value.

<E: Environment>

1 Carbon neutrality

Aiming to be carbon neutral in 2050, we are installing solar power and renewable power systems at production bases in Japan and overseas and shifting to the use of decarbonized fuels, such as hydrogen.

2 Circular economy

We are advancing the development of tires and other products using sustainable materials as we work toward our 2050 goal of "100% Sustainable Materials."

3 Living in harmony with nature (nature positive)

We are strengthening our biodiversity conservation activities, including tree-planting activities and the procurement of sustainable natural rubber.



<S: Social (connecting with people)>

Social-related initiatives include respecting human rights, the promotion of work-style reforms, improving occupational health and safety, and enhancing the value of our human capital through human resource development programs and personnel reforms.

<G: Governance>

Recent initiatives to strengthen corporate governance include promoting governance diversity by securing the diversity of company directors and transitioning to a company with an Audit & Supervisory Committee to strengthen the supervisory function of the Board of Directors and speed up management decision-making.

PRODUCTION

We believe that the mission of a manufacturer is to “deliver the best products at competitive prices and on time.” To deliver the highest quality products, we carry out production activities under comprehensive quality management at our manufacturing bases, which have introduced cutting-edge technologies. Moreover, each employee is actively involved in quality improvement proposal activities. As the number of overseas manufacturing bases operated by YOKOHAMA continues to grow, we are striving to anchor the production activities of each in its local community, for example by selling products manufactured in locations such as the United States and China locally in those countries.YOKOHAMA ensures production activities are maintained at a high level through acquiring certification for the international quality management standard ISO 9001 at all tire production bases. Certification for the international quality management standard ISO/TS 16949 for the automobile industry has also been acquired by all domestic and overseas production bases.We have set up production structures that consider the environment not only at newly established production plants but also at existing production facilities as well.At our domestic production bases, we have also introduced clean-fuel, high-efficiency cogeneration systems that enable a significant reduction in CO₂ emissions. Also, all domestic production bases have achieved zero emissions and the complete elimination of landfill waste, and in the future, we will aim for 100% recycling of industrial waste.

Global Production and Sales Companies

- 1

Yokohama Tire Manufacturing Virginia, LLC
1500 Indiana Street, Salem, VA 24153, U.S.A
- 2

Yokohama Tire Manufacturing Mississippi, LLC
1 Yokohama Blvd, West Point, MS 39773, U.S.A.
- 3

Yokohama Industries Americas Ohio Inc.
474 Newell Street, Painesville, OH 44077, U.S.A.
- 4

Yokohama Industries Americas Inc.
105 Industry Drive, Versailles, KY 40383, U.S.A.
- 5

Suzhou Yokohama Tire Co., Ltd.
No.158, Huaqiao Road, Xuguan Industrial Park, Suzhou National New & Hi -Tech Industrial Development Zone, Suzhou, Jiangsu Province, 215151, CHINA
- 6

Hangzhou Yokohama Tire Co., Ltd.
No.55. No.3 Street, Hangzhou Economic and Technical Development Area, Hangzhou, Zhejiang 310018, CHINA
- 7

Yokohama Tire Philippines, Inc.
IE5, Clark Freeport Zone, Pampanga, PHILIPPINES 2023
- 8

Yokohama Tire Manufacturing (Thailand) Co., Ltd.
7/216 Moo. 6 Amata City Rayong Industrial Estate, Tambol Mapyangporn, Amphur Pluakdang, Rayong Province 21140, THAILAND
- 9

Yokohama Tyre Vietnam Inc.
No.17, Street 10, Vietnam Singapore Industrial Park, Binh Hoa ward, Thuan An city, Binh Duong Province, VIETNAM
- 10

Shandong Yokohama Rubber Industrial Products Co., Ltd.
Xinzhai Local Town, Linq County, Weifang City, Shandong Province, CHINA 262610
- 11

Yokohama Industrial Products - Hangzhou Co., Ltd.
No.89, Sanfeng Road, Qianjin Industrial Park Jiangdong Level Block Hangzhou, CHINA 311227
- 12

SC Kingflex Corporation
No. 99, Xiyuan Road, Zhongli Dist., Taoyuan City 320, TAIWAN R.O.C.
- 13

Yokohama Rubber (Thailand) Co., Ltd.
Eastern Seaboard Industrial Estate, (Rayong) 64 Moo 4 Tambol Pluakdaeng, Ampur Pluakdaeng Rayong 21140, THAILAND
- 14

LLC Yokohama R.P.Z.
RF, 398010, Lipetsk region, Gryazy district, Gryazy town, territory of SEZ PPT Lipetsk, building 47, block 11, RUSSIA

- 15

Yokohama India Pvt.Ltd.
Plot No.1 Sector 4B, Bahadurgarh Industrial Estate, HSIIDC Bahadurgarh, Dist - Jhajjar, Haryana 124507, INDIA
- 16

PT. Yokohama Industrial Products Manufacturing Indonesia
Jl. Mas Surya Negara VIII No.6 Kawasan Industri Terpadu Kabil Batam 29467, INDONESIA
- 17

Alliance Tire Company Ltd.
Head office, Hadera Plant
P.O.Box 48, Hadera 38100, ISRAEL
- 18

ATC Tires Private Ltd.
Tirunelveli Plant
Plot No. A2, SIPCOT Industrial Growth Centre, Gangaikondan, Tirunelveli, 627 352, INDIA
- 19

ATC Tires Private Ltd.
Dahej Plant
D-III, 23 & 23A Dahej Industrial Estate, Village-Samantpore, Taluka-Vagra, District Bharuch,Gujarat-392 140, INDIA
- 20

ATC Tires AP Private Ltd.
Visakhapatnam Plant
Plot Nos 7, 8A, 8A2, 8B and 8C, APIIC Industrial Area, Special Projects Zone, Atchutapuram, Visakhapatnam, Andhra Pradesh, 531011, INDIA
- 21

Yokohama Industries Americas de Mexico, S. de R.L. de C.V.
Circuito Cerezos Oriente #101, San Francisco de los Romo, Aguascalientes, C.P. 20355, MEXICO
- 22

Yokohama TWS Brazil Industria e Comercio de Borrachas e Polimeros Ltda.
Feira De Santana Plant
Avenida Deputado Luis Eduardo Magalhães, S/N Quadra J Blocos A e B no Bairro Limoeiro Feira de Santana – Bahia CEP 44.097- 324, BRASIL

- 23

Yokohama TWS (Hebei) Co. Ltd.
Hebei Plant
NO. 788 Zhongxing St. West Xingtai Heibei 054000, CHINA
- 24

Yokohama TWS (Xingtai) Co. Ltd.
Xingtai Plant
NO. 999 Jianshe St Xingtai Hebei 054000, CHINA
- 25

Yokohama TWS Czech Republic a.s.
Otrokovice Plant
Třída Tomáše Bati 1740 765 01 Otrokovice, CZECH REPUBLIC

- 26

Yokohama TWS Czech Republic a.s.
Prague Plant
Švehlova 1900/3, Záběhlce, 106 00 Praha 10, CZECH REPUBLIC
- 27

Yokohama TWS Czech Republic a.s.
Zlín Plant
Vavrečkova 7248 762 02 Zlín, CZECH REPUBLIC
- 28

Yokohama TWS S.p.A.
Tivoli Plant
Tivoli (RM) Via Nazionale Tiburtina 143 Postal Code 00019, ITALY
- 29

Yokohama TWS Latvia LSEZ SIA
Liepaja Plant
Kapsēdes iela 2 Liepāja LV-3414, LATVIA
- 30

Yokohama TWS Serbia d.o.o.
Ruma Plant
Industrijska bb 22 400 Ruma, SERBIA
- 31

Yokohama TWS Slovenia, d.o.o.
Kranj Plant
Škofjeloška cesta 6 4000 Kranj, SLOVENIA
- 32

Yokohama TWS LK (Pvt.) Ltd.
Malwana Plant
45, B E P Z Biyagama Walgama Malwana Postal Code 11670, SRI LANKA
- 33

Yokohama TWS Tyres Lanka (Pvt.) Ltd.
Yokohama TWS Lanka (Pvt.) Ltd.
Sapugaskanda Plant
Levin Drive Sapugaskanda Makola Postal Code 11640, SRI LANKA
- 34

Yokohama TWS North America, Inc.
Charles City Plant
1200 Rove Avenue Charles City IA 50616, U.S.A.
- 35

Yokohama TWS North America, Inc.
Spartanburg Plant
790 Reeves Street Spartanburg SC 29301, U.S.A.

Natural Rubber Processing

- 1

Y.T. Rubber Co., Ltd.
51/2 Moo.1 Tambon Tha Sa Thorn,Amphur Phunphin Suratthani 84130,THAILAND

Domestic Production Sites

- Hiratsuka Factory**
2-1 Oiwake, Hiratsuka City, Kanagawa Prefecture, 254-8601

Mie Plant
1038 Takabuku, Misono-cho, Ise City, Mie Prefecture, 516-8530

Mishima Plant
8-1 Minami Futsuka-machi, Mishima City, Shizuoka Prefecture, 411-0832

Shinshiro Plant
1 Furuyashiki, Noda-Aza, Shinshiro City, Aichi Prefecture, 441-1343

Shinshiro-Minami Plant
10-24 Oiri, Hitokuwada-Aza, Shinshiro City, Aichi Prefecture, 441-1338

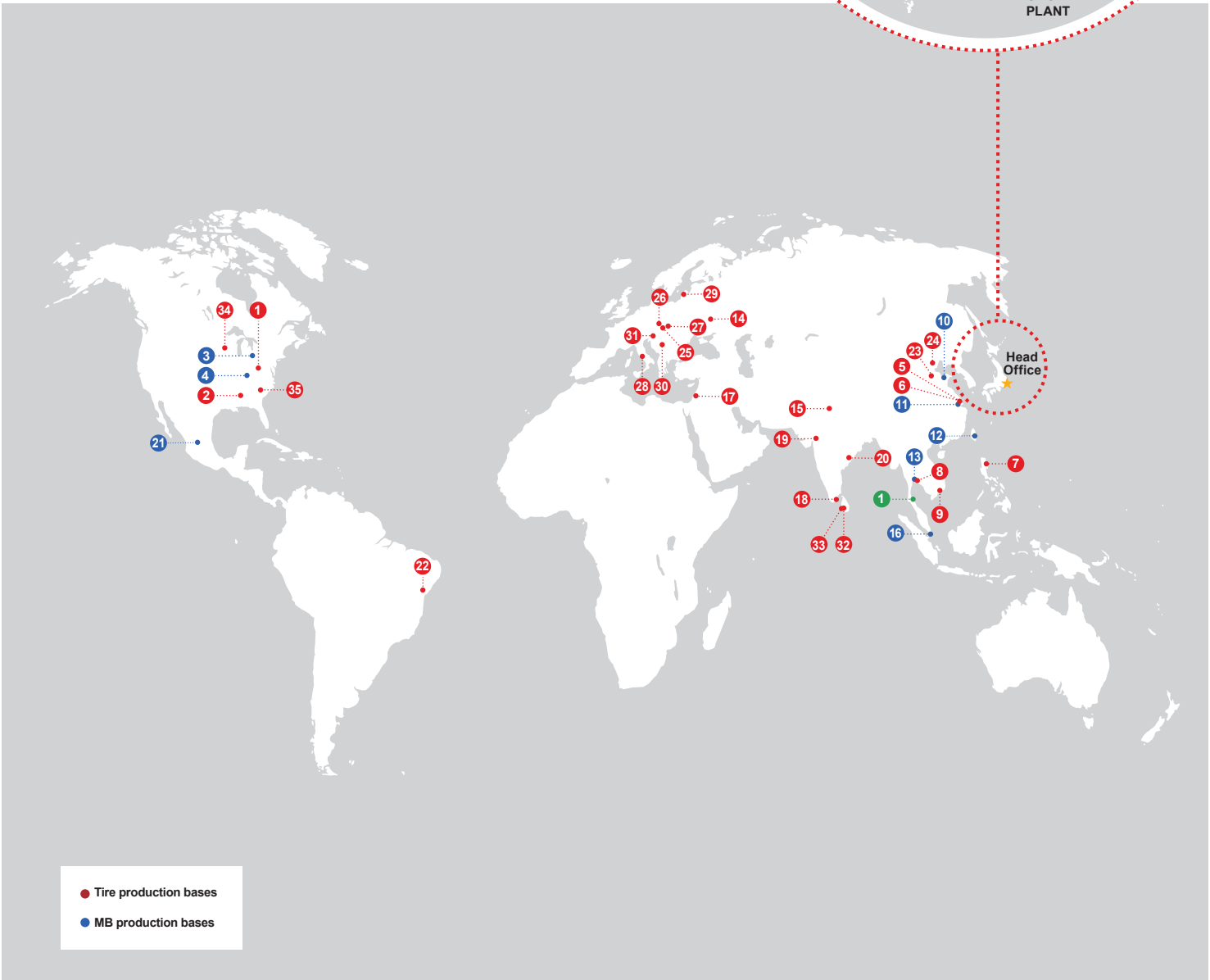
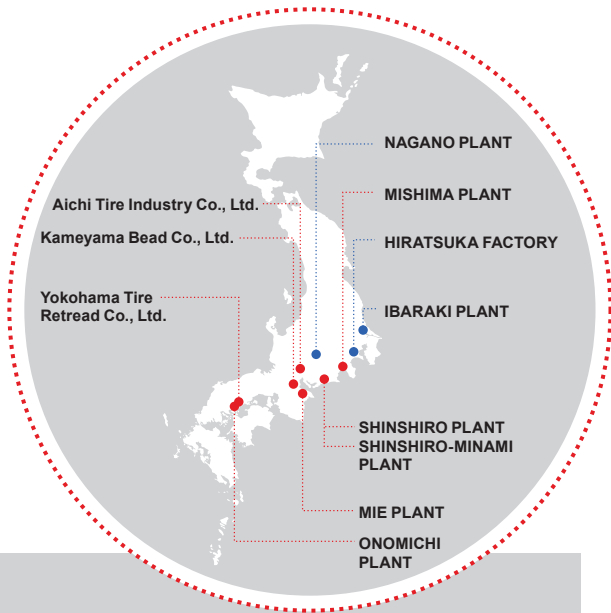
Ibaraki Plant
1 Hatori-Nishi, Omitama City, Ibaraki Prefecture, 319-0198
- Onomichi Plant**
20 Higashi-Onomichi, Onomichi City, Hiroshima Prefecture, 722-0051

Nagano Plant
9100 Kawano, Toyookamura, Shimoina-gun, Nagano Prefecture, 399-3201

Yokohama Tire Retread Co., Ltd.
2-165-28 Tyoujahara, Onomichi, Hiroshima Prefecture, 722-0221

Kameyama Bead Co., Ltd.
820-6 Taikojicho, Kameyama City, Mie Prefecture, 519-0168

Aichi Tire Industry Co., Ltd.
5827-1, Nenjozaka, Okusa, Komaki City,



The marketing of passenger car tires and golf products for consumer use is very significant in that it offers an opportunity to interact with customers at retail outlets and event venues. In addition to retail outlets, YOKOHAMA also participates in various motor shows enabling consumers to carefully take a look at tires and wheels on a stand-alone basis as well as vehicles equipped with these tires and wheels, while also pursuing close communication with customers. For golf products, we help users choose suitable products by holding events for trying out products at sales outlets, offering rental golf clubs for trial use and deploying fitting staff. Customer feedback gained at retail outlets and event venues is quickly communicated as well as reflected in product improvements and product development.

Overseas Sales Companies/Operating Companies

- 1 Yokohama Tire (Canada) Inc.**
Unit 218 20353 64th Avenue, Langley, BC,
Canada V2Y 1N5, CANADA
- 2 Yokohama Tire Corporation**
1 MacArthur Place, Suite 900 Santa Ana, CA 92707, U.S.A.
- 3 Yokohama Aerospace America, Inc.**
22223 68th Avenue South, Kent, WA 98032-1010, U.S.A.
- 4 Yokohama Rubber Latin America
Indústria e Comércio Ltda.**
Rua Cubatao, n86 – Conjunto 1510 – 15 Andar,
04013-000 Paraíso, São Paulo/SP, BRASIL
- 5 Yokohama Rubber (China) Co., Ltd.**
10F, GUBEI SOHO, 188 Ruby Road,
Shanghai, 201103, CHINA
- 6 Yokohama Tire Sales (Shanghai) Co., Ltd.**
10F, GUBEI SOHO, 188 Ruby Road,
Shanghai, 201103, CHINA
- 7 Yokohama Industrial Products Sales
-Shanghai Co.,Ltd.**
10F, GUBEI SOHO, 188 Ruby Road,
Shanghai, 201103, CHINA
- 8 Yokohama Tire Taiwan Co., Ltd.**
Suite 601 6th Floor No.88, Sec 2,
Chung Hsiao E. Road, Taipei, TAIWAN R.O.C.
- 9 Yokohama Tire Korea Co., Ltd.**
Hwangwha B/D 602,320 Gangnam-daero,
Gangnam-gu, Seoul, KOREA
- 10 Yokohama Asia Co., Ltd.**
7th floor, Zone A, Thanapoom Tower,
1550 New Petchburi Road,
Makkasan, Ratthawi, Bangkok 10400, THAILAND
- 11 Yokohama Tire Sales Philippines, Inc.**
3F Kentek Bldg, 828 A.Arnaiz Ave.,
San Lorenzo Village, 1223, Makati City, PHILIPPINES
- 12 Yokohama Tire Sales (Thailand) Co., Ltd.**
12th Floor, Zone A, B, Thanapoom Tower,
1550 New Petchburi Road, Makkasan,
Ratthewi, Bangkok 10400, THAILAND
- 13 Yokohama Europe GmbH**
- 18 Yokohama Europe GmbH Industrial Products Division**
Monschauer Strasse 12, D-40549 Düsseldorf, GERMANY
- 14 Yokohama Scandinavia AB**
Gustavslundsvägen 135, SE-167 51 BROMMA, SWEDEN
- 15 Yokohama Russia L.L.C.**
Panfilova street 19 Building, 1, 3rd Floor, 141407 Khimki,
Khimki-Center, Moscow region, RUSSIA
- 16 Yokohama H.P.T.Ltd.**
Dawson Road, Mount Farm, Bletchley,
Milton Keynes, Buckinghamshire, MK1
1QY, UNITED KINGDOM
- 17 Yokohama Suisse SA**
La Maladaira 16, 1562 Corcelles-près-Payerne,
SWITZERLAND
- 18 Yokohama Iberia S.A.**
Avda. Isla Graciosa, 1-2º planta puerta 6.
28703, San Sebastián de los Reyes, Madrid, SPAIN
- 19 YOKOHAMA France S.A.S.**
2, rue Philippe Lebon, B.P.375,
F-69746 GENAS Cedex, FRANCE
- 20 Yokohama Tyre Australia Pty., Ltd.**
123-129 Silverwater Road, Silverwater,
N.S.W. 2128, AUSTRALIA
- 21 Yokohama Tire Mexico S. de R.L. de C.V.**
Boulevard Bernardo Quintana #300-1102 (Piso 11),
Col. Centro Sur, C.P. 76090, Querétaro, Qro, MEXICO
- 22 Yokohama Industrial Products Asia-pacific Pte. Ltd.**
160 ROBINSON ROAD, #15-01 SBF CENTER,
SINGAPORE 068914
- 23 Yokohama Corporation Of North America**
1 MacArthur Place, Suite 900 Santa Ana, CA 92707, U.S.A.
- 24 ATC Tires Private Ltd.**
Head office :
Unit No. 1001, 10th Floor Tower A, Embassy 247,
Lal Bahadur Shastri Marg, Vikhroli – West,
Mumbai 400083, INDIA
- 25 Alliance Tire Europe B.V.**
Alpha Tower De Entree 59 1101 BH Amsterdam,
THE NETHERLANDS
- 26 Yokohama Off-Highway Tires America, Inc.**
201 Edgewater Drive, Suite 285, Wakefield,
MA 01880, U.S.A.
- 27 Yokohama CEE Spółka z o.o.**
Al. Jerozolimskie 65/79 00-697 Warszawa, POLAND
- 28 Yokohama Tyre Sales Malaysia Sdn. Bhd.**
No.15 Jalan Jurutera U1/23, Seksyen U1,
HICOM-Glenmarie Ind.Park, 40150 Shah Alam,
Selangor Darul Ehsan, MALAYSIA
- 29 Yokohama TWS Australia Pty Ltd**
25 Darby Way Dandenong South, VIC 3175,
AUSTRALIA
- 30 Yokohama TWS Austria GmbH**
Am Taich 1 Sankt Valentin Postal Code 4300, AUSTRIA
- 31 Yokohama TWS Belgium NV**
Brugse Steenweg 7 9940 Evergem, BELGIUM
- 32 Yokohama TWS Brazil Ltda.**
Av. Pref. João Vilalobo Quero 1960 Barueri
SP CEP 06422-122, BRASIL
- 33 Yokohama TWS Canada Inc.**
1275 Pitfield Saint-Laurent QC H4S 1G3, CANADA
- 34 Interfit France SAS**
Zone industrielle d'Aix-les-Mille 900 rue Ampère 13100
AIX-EN-PROVENCE, FRANCE
- 35 Yokohama TWS France SAS**
Origin's Park Bâtiment E 176, rue Robert Schuman
60610 LACROIX SAINT OUEN, FRANCE
- 36 Yokohama TWS Germany GmbH**
Helmholtzstr. 1 D-64711 Erbach, GERMANY
- 37 White Baumaschinenreifen GmbH**
Konrad Adenauer Ring 22 D-47167 Duisburg-Neumühl,
GERMANY
- 38 PT Yokohama TWS Indonesia**
Wisma Korindo 5th Floor Jl. M. T. Haryono Kav. 62
Jakarta 12780, INDONESIA
- 39 Yokohama TWS (Malaysia) Sdn. Bhd.**
No 4 Jalan Ruang U8/109 Section U8 Bukit Jelutong
40150 Shah Alam, Selangor, MALAYSIA
- 40 Yokohama TWS Mexico S.A. de C.V.**
Hermenegildo Galena #357 Oriente Colonia El Lechugal
Santa Catarina Nuevo Leon Postal Code 66376, MEXICO
- 41 TRS Tyre & Wheel Ltd**
1 Imlay Place Castlecliff Whanganui 4501, NEW ZEALAND
- 42 Yokohama TWS Poland Sp. z o.o.**
A. Struga 66 90-557 Łódź, POLAND
- 43 OOO Mitas**
115432, RUSSIA, Moscow, Proektiruemyi proezd 4062-th,
block 6, building 16, office 26
- 44 Yokohama TWS RUS OOO**
115432, RUSSIA, Moscow, Proektiruemyi proyезд 4062,
house 6, building 16, room 25
- 45 Yokohama TWS Singapore Pte. Ltd.**
4, Jalan Pesawat, SINGAPORE 619362
- 46 Yokohama TWS Slovakia a.s.**
Černyševského 3427/26 Bratislava - mestská časť
Petržalka 851 01, SLOVAKIA
- 47 Yokohama TWS South Africa (Pty) Ltd**
19 Nederveen Highway . Corner Philip Road Roodekop
Leondale Germiston, SOUTH AFRICA Postal code: 1401
- 48 Yokohama TWS Spain S.A.**
Pau Claris, 163 3º 08037 Barcelona, SPAIN
- 49 Yokohama TWS Sweden AB**
Box 1088 231 81 TRELLEBORG, SWEDEN
- 50 Yokohama TWS Switzerland GmbH**
Bertiswilstrasse 52 Rothenburg Postal Code 6023,
SWITZERLAND
- 51 Yokohama TWS Netherlands B.V.**
Zadelmakerstraat 4 2984CC Ridderkerk,
THE NETHERLANDS
- 52 Interfit Ltd**
Unit 5 Lighthouse Trade Park Church Road Lydney
Gloucestershire, ENGLAND GL15 5EN
- 53 Yokohama TWS UK Ltd**
Unit 5 Lighthouse Trade Park Church Road Lydney
Gloucestershire, ENGLAND GL15 5EN
- 54 Yokohama TWS Holding AB**
Trelleborg AB (publ) Johan Kocksgatan 10 231 22
TRELLEBORG, SWEDEN

Multiple Business products as well as our truck and bus and off-the-road tires all originated based on customers' desires. Continually interacting with customers on site and ascertaining their needs leads to the creation of each new product.

We have built Tire and Multiple Business group networks in regions throughout the world and established sales networks under which domestic and overseas bases work in unison. We are working to further enhance the value of the YOKOHAMA brand in line with global marketing strategies.

Procurement and sale of raw materials for use in tires and industrial-use products

- 1 Yokohama Rubber Singapore Pte. Ltd.**
160 ROBINSON ROAD, #15-01 SBF CENTER,
SINGAPORE 068914

Overseas Representative Offices/Branch Office

- 1 Dubai Office**
P.O. Box 296846, (Location: DAFZA 3E G01),
Dubai, UNITED ARAB EMIRATES
- 2 Singapore Branch**
160 ROBINSON ROAD, #15-01 SBF CENTER,
SINGAPORE 068914

Domestic Sales Companies

Yokohama Tire Japan Co., Ltd.
Shinagawa Intercity Tower C 13th floor, 15-3 Konan 2-chome,
Minato-ku, Tokyo 108-6213

PRGR CO., LTD
2-1 Oiwake, Hiratsuka City, Kanagawa Prefecture, 254-8601

YOKOHAMA INDUSTRIAL PRODUCTS JAPAN CO., LTD.
Shinagawa Intercity Tower C 13th floor, 15-3 Konan 2-chome,
Minato-ku, Tokyo 108-6213

Yokohama Rubber Marine & Aerospace Co., Ltd.
2-1 Oiwake, Hiratsuka City, Kanagawa Prefecture, 254-8601

