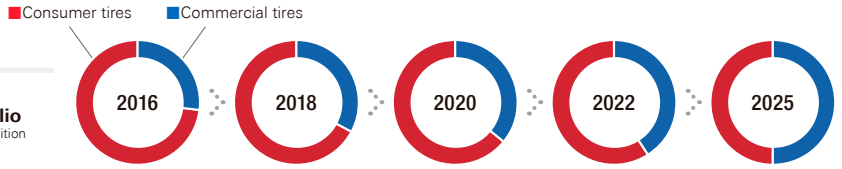
Our History

Since our founding in 1917, we have overcome numerous challenges to forge new paths forward. For more than 100 years, we have remained a pioneer, driven by our pride as a Japanese manufacturer and our determination to continue tackling new challenges. We will carry our enduring founding spirit into our next 100 years and continue advancing as pioneers down unexplored paths.

Changes in Our Business Portfolio
* Sales revenue composition



Major Milestones and Trends in Consolidated and Non-consolidated Sales Revenue

1917 - 1950s

Founding of Yokohama Rubber with the aim of providing high-grade rubber products

1917
Established Yokohama Rubber Co., Ltd.

1920
Completed the Hiranuma Plant (Hiranuma-cho, Yokohama).Began manufacturing belts and tires.

1928
Completed the Yokohama Plant (Tsurumi-ku, Yokohama)



1929
Opened the Yokohama Plant. (Suekichi Nakagawa presents his cautionary tale, which later becomes our Founding Spirit)

1952
Completed Phase 1 of the Hiratsuka Plant and start of production there of belts, large tires, and vinyl products.

1960s - 1970s

Responding to motorization and expanding exports

1963
Japanese company name changed to match the English, The Yokohama Rubber Co., Ltd.

1967
Launched the G.T. SPECIAL radial tire for passenger cars, with subsequent expansion of production of the G.T. SPECIAL series as radial tires became popular among general drivers.

1969
Established a tire sales company in the United States, shifting from export dependence on trading companies for exporting to a sales company model with our own capital.



1980s

Creating new markets with a three-brand strategy

1980
Launched a three-brand strategy: ADVAN with wet performance and high-speed driving capabilities, ASPEC with driving performance and quietness to satisfy adults, and GRAND PRIX with competitive pricing and advanced driving capabilities, creating markets for distinctive tires.

1980
Made a full-scale entry into Japan's premier All Japan F2 Championship, and subsequently expanded motorsports-related activities to Europe, the United States, and other regions, building a track record in the demanding world of motorsports.

1990s

Globalization and advancement of tire technologies

1991
Completed RADIC (Research and Development Integrated Center) at the Hiratsuka Factory.

1996-2007
Established tire manufacturing and sales companies in the Philippines, Vietnam, India, and China (Hangzhou and Suzhou).

1998
Launched sales of DNA ES-01 and DNA ES-02 as the first products in the DNA series for fuel-efficient tires for passenger cars.

2005
Proactively expanded global flagship brand ADVAN.

2010s

Pursuit of environmental technology and planned growth.

2010 BluEarth
Launched BluEarth AE-01 as the first in the BluEarth series of "eco-friendly/people-friendly" fuel-efficient tires.

2015
Opened Hokkaido Tire Test Center

2016
Acquired Alliance Tire Group B.V. (ATG), a Dutch company that manufactures and sells tires for agricultural and construction machinery.

2017
Our 100th Anniversary
おかげさまで 100 周年
Acquisition of Aichi Tire Industry, a company that manufactures and sells tires for industrial vehicles

2020s

Promotion of transformation based on our "Exploitation × Exploration" strategy

2020
Formulated the AI-human collaboration framework HAICoLab, strengthening competitiveness by creating synergies across faster tire development, expansion of production bases, enhanced sales support, and digital transformation of logistics.

2023
Acquired Trelleborg Wheel Systems Holding AB, a Swedish company that manufactures and sells tires for agricultural and industrial machinery.

Introduced our proprietary "E+" mark, signifying tire compatibility with electric vehicles.

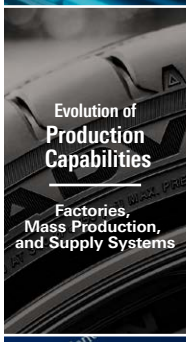
2025
Acquired Goodyear's mining and construction vehicle tire business.

2026 Targets
Consolidated Sales Revenue
¥1.3 trillion
Consolidated Business Profit
¥188 billion

Our History

Our growth is driven by refined technological capabilities, manufacturing expertise that ensures reliable quality, and a growing global business foundation. The DNA of creating beneficial products cultivated since our founding has evolved into a core strength. We will further accelerate our efforts to pioneer distinctive new fields as we pursue our next stage of sustained growth.

Evolution of Yokohama Rubber's Strengths with an Eye to the Future

Changes in Society and Customer Needs	1917 - 1950s Meeting Military and Core Industry Demand/ Shift to Production in Japan to Replace Imports	1960s - 1970s Expansion of Motorization and Expressway Infrastructure	1980s Stronger Brand Consciousness and Growing Demand for High-Performance tires	1990s Intensifying Global Competition and Rising Environmental Awareness	2010s Growing Demand for Safety, Environmental Performance, and High Performance	2020s Emphasis on Decarbonization and Sustainability
	**Establishment of Japanese Tire Technologies** **1921** ▪ Developed Japan's first cord tire, the Hama Town Cord. **1954** ▪ Launched the Y-29, Japan's first snow tires. **1955** ▪ Launched the Hama Safety and Hama Liner, Japan's first tubeless tires.	**Development of Radial Tires and Establishment of Mass-Production Technologies** **1967** ▪ Launched the G.T. SPECIAL passenger car radial tire. **1978** ▪ Launched Japan's first sports radial tire, ADVAN-HF **1979** ▪ Launched the ADVAN TS-02, Japan's first proper all-season tire.	**Exploitation of High-Performance Technologies** **1980** ▪ Launched the three-brand strategy (ADVAN, ASPEC, and GRAND PRIX), clearly defining the value of each brand based on specific performance characteristics. ▪ Made a full-scale entry into Japan's premier All Japan F2 Championship. Subsequently expanded motorsports-related activities to Europe, the United States, and elsewhere, applying technologies cultivated in demanding motorsports to aftermarket tire development.	**DNA Series/Fuel-Efficient, Environment-Friendly Technologies** **1996** ▪ Launched GEOLANDAR tires for SUVs. **1998** ▪ Launched sales of DNA ES-01 and DNA ES-02 as the first products in the DNA series of fuel-efficient tires for passenger cars. **2005** ▪ Proactively expanded the global flagship brand ADVAN.	**Launch of the New Fuel-Efficient Tire Brand BluEarth** **2010** ▪ Launched BluEarth AE-01, the first product in the BluEarth series of "eco-friendly/people-friendly" tires, inheriting and advancing fuel-efficient technologies developed for the DNA series. **2015** ▪ Opened the Hokkaido Tire Test Center	**AI Utilization and Launch of HAICoLab** **2020** ▪ Formulated the AI-human collaboration framework HAICoLab. ▪ Utilized AI to strengthen competitiveness by creating synergies across faster tire development, expansion of production bases, enhanced sales support, and digital transformation of logistics. **2023** ▪ Introduced our proprietary "E+" mark, signifying tire compatibility with electric vehicles.
	**Establishment of Early Production Structure in Japan** **1917** ▪ Established Yokohama Rubber Co., Ltd. **1928** ▪ Completed the Yokohama Plant. ▪ Launched full-scale production of tires, belts, hoses, and other products. **1952** ▪ Completed the Hiratsuka Plant Phase I construction. ▪ Established a mass-production system with an expanded product lineup including belts, large tires, and vinyl products.	**Expansion of Core Plants in Japan and Mass Production** **From 1967** ▪ Expanded G.T. SPECIAL series production. ▪ Established a mass-production system for radial tires. **1974** ▪ Launched production of tires for construction vehicles at Onomichi Plant. ▪ Launched production of high-pressure hoses at Ibaraki Plant.	**Establishment of a High-Mix, Low-volume Production System** **1980** ▪ Transited a high-mix, high-value-added production system aligned with the three-brand strategy. ▪ Advanced production technologies to meet the specific design and quality requirements for each performance category. **1983** ▪ Launched sales of PRGR (Pro Gear) golf equipment.	**Establishment of a Globally Optimized Production System** **From 1996** ▪ Introduced a small-scale integrated production model with compact production facilities enabling agile responses to fluctuations in demand, while proactively establishing new plants across Asia. **2006** ▪ Promoted environment-conscious production processes and environment-friendly products with Environmental GD100 as a guiding principle.	**Expansion of Global Production Capacity and Acquisition of Manufacturing Capabilities Through M&A.** **From 2010** ▪ Expanded existing plants in Asia to boost production capacity in response to growing global demand. **2016** ▪ Acquired Alliance Tire Group B.V. (ATG), a Dutch company that manufactures and sells tires for agricultural and construction machinery. **2017** ▪ Acquired Aichi Tire Industry, a company that manufactures and sells tires for industrial vehicles.	**Strengthening Off-Highway Tire Production and the "1-Year Plant" Challenge** **2022** ▪ Opened a new off-highway tire plant in Visakhapatnam, India. **From 2023** ▪ Further bolstered off-highway tire production capacity through M&A. **2025** ▪ Opened a new plant in Hangzhou, China, as a "1-Year Plant" aimed at achieving an early launch and establishing a low-cost, highly efficient production system.
	**Foundation of Company Through a Technical Partnership** **1917** ▪ Founded Company through a capital and technical partnership with BFGoodrich.	**Expansion into the United States and Establishment of Company-owned Sales Network** **1969** ▪ Established a tire sales company in the United States. ▪ Shifted from export dependence on trading companies to a sales company model with our own capital.	**Expansion of Overseas Sales Networks and Growing Brand Recognition** **From 1980** ▪ Expanded motorsports-related activities into Europe, the United States, and elsewhere. ▪ Built recognition as a high-performance brand through track record on the international stage.	**Expansion of Overseas Production Bases** **From 1996** ▪ Established production and sales bases in the Philippines, Vietnam, China, Thailand, and India. ▪ Built a distributed global production structure centered on Asia.	**Acceleration of Global Expansion Through M&A** **2016** ▪ Acquired Alliance Tire Group B.V. (ATG), a Dutch company that manufactures and sells tires for agricultural and construction machinery.	**Bolstering Off-Highway Tire Operations Through Large-Scale M&A** **2023** ▪ Acquired Trelleborg Wheel Systems Holding AB, a Swedish company that manufactures and sells tires for agricultural and industrial machinery. **2025** ▪ Acquired Goodyear's mining and construction vehicle tire business.

Strength 1 Technological Capabilities (R&D)

Strength 2 Production Capabilities

Strength 3 Global Network