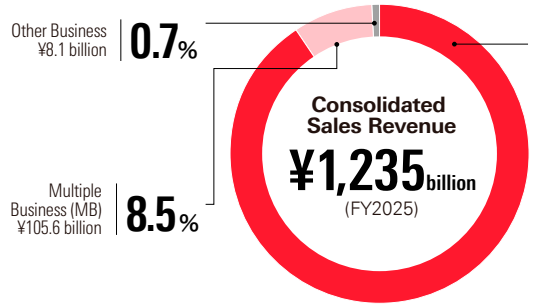
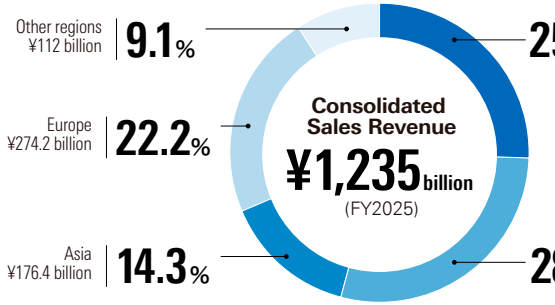
At a Glance: Yokohama Rubber Today

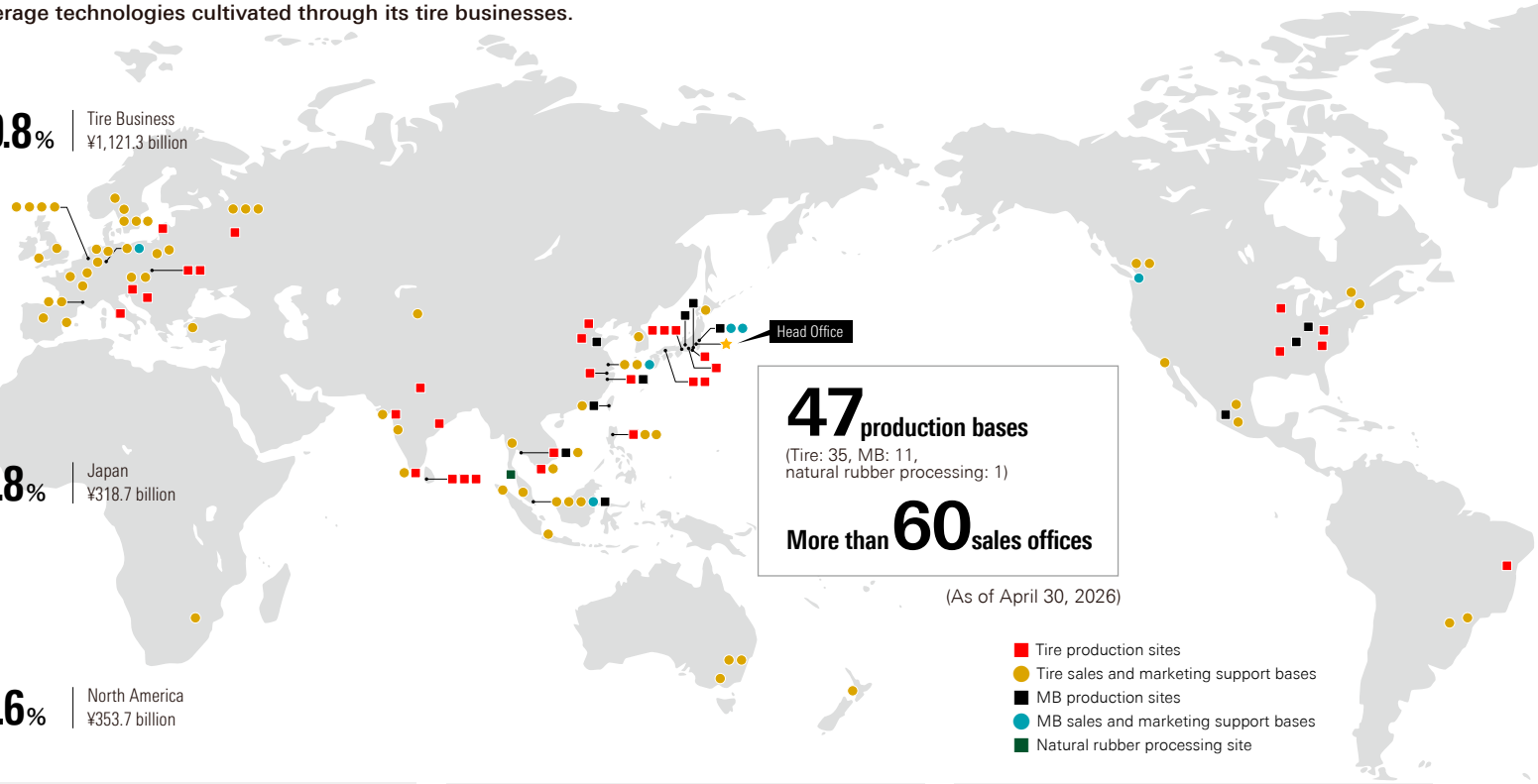
The Yokohama Rubber Group is expanding globally, with strengths in its attractive consumer tire business, whose products are selected as original equipment for many of the world's leading premium vehicles; one of the world's leading commercial tire businesses, Multiple Business (MB) and other businesses which leverage technologies cultivated through its tire businesses.

Sales Revenue by Business Segment



Sales Revenue by Region

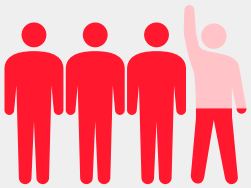




Number of Employees

34,471

(As of December 31, 2025, consolidated basis)



Consolidated Business Profit Compound Annual Growth Rate (CAGR)

CAGR

30%

(2023-2025)

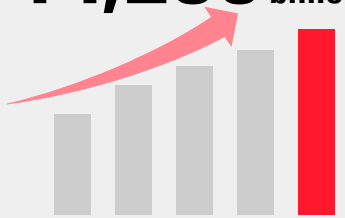
Strategic Investments

¥330billion

(2024-2026 plan)

Consolidated Sales Revenue

¥1,235billion



Consolidated Business Profit

¥166.6billion

