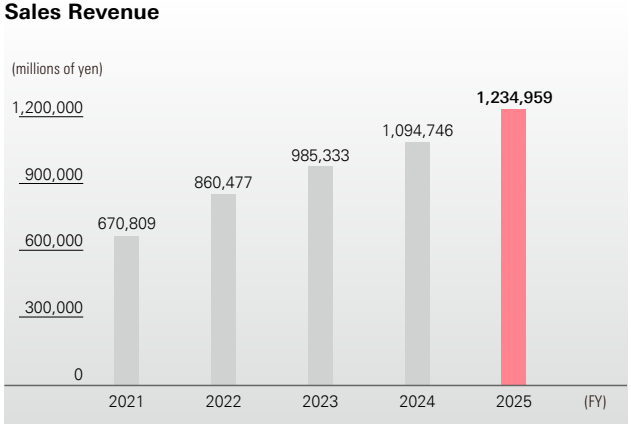
Financial and Non-Financial Highlights

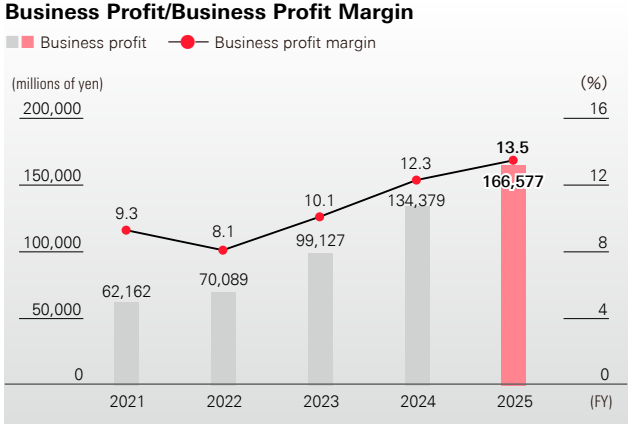
Financial Highlights

Sales Revenue



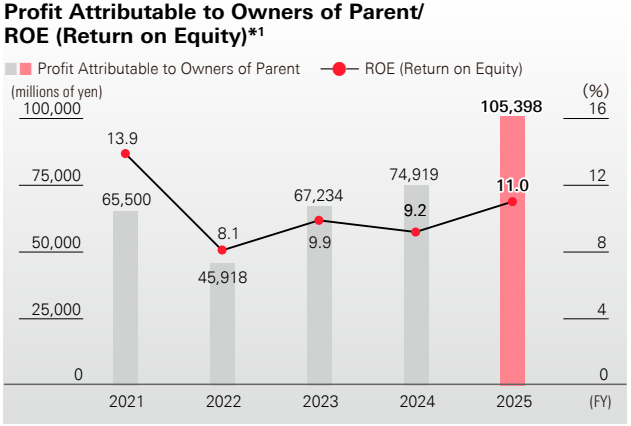
Sales revenue increased for the fifth consecutive year to a record high of ¥1,234,959 million (up 12.8% year on year). In consumer tires, the increase was driven by stronger sales original equipment tires on the back of expanded new supply contracts and increased fitments on premium cars, along with continued growth in sales of high-value-added replacement tires. Furthermore, contributions from off-the-road business acquired from Goodyear also played a role.

Business Profit/Business Profit Margin



Business profit rose significantly to ¥166,577 million (up 24.0% year on year), achieving a fifth consecutive year of profit growth and setting a new record high. Although one-time expenses associated with the consolidation of Goodyear's off-the-road business were recognized, these were more than offset by higher sales of high-value-added consumer tire products, and improved profitability and structural reforms in the MB (Multiple Business). The business profit margin increased 1.2 points year on year to 13.5%, exceeding 10% as it did in the previous fiscal year.

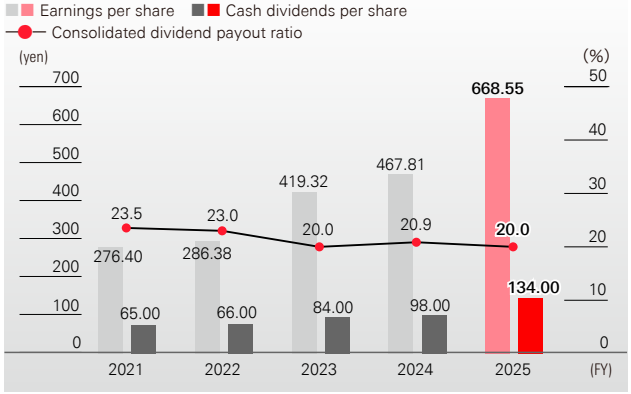
Profit Attributable to Owners of Parent/ ROE (Return on Equity)*1



Profit attributable to owners of parent increased to a record high of ¥105,398 million (up 40.7% year on year), supported by business growth and improved profitability across all businesses. ROE increased 1.8 points year on year to 11.0%, achieving our fiscal 2026 medium-term management plan target of 10% one year ahead of schedule.

*1 ROE (return on equity) = Profit attributable to owners of parent/Average total equity attributable to owners of parent × 100

Earnings per Share/Cash Dividends per Share/ Consolidated Dividend Payout Ratio*2

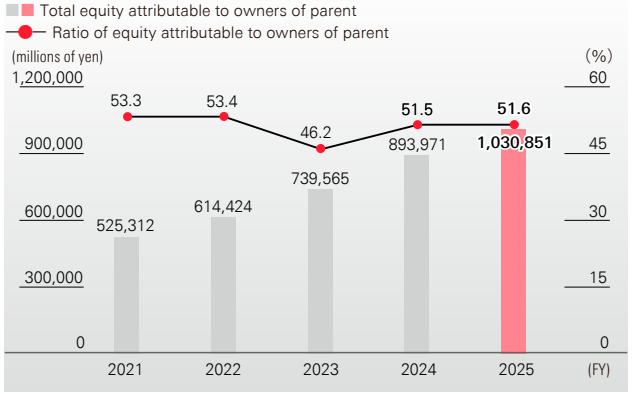


Earnings per share was ¥668.55, an increase of ¥200.74 year on year. Cash dividends per share were ¥134, a ¥36 year-on-year increase. The consolidated dividend payout ratio was 20.0%.

(Note) Earnings per share and the consolidated dividend payout ratio for fiscal 2021 are calculated based on an amount that excludes extraordinary factors such as the sales of the head office and the Hamatite business.

*2 Consolidated dividend payout ratio = Cash dividends per share/Earnings per share

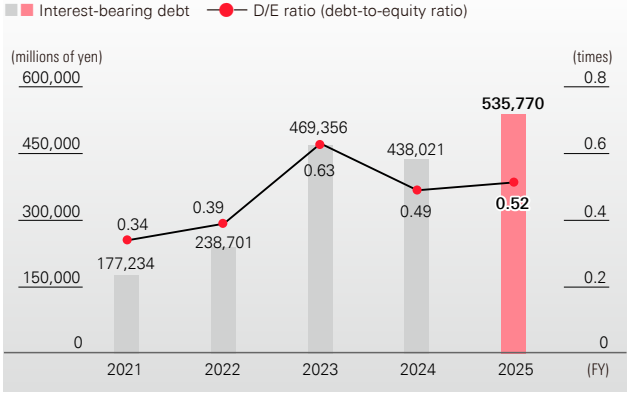
Total Equity Attributable to Owners of Parent/ Ratio of Equity Attributable to Owners of Parent*3



Equity attributable to owners of parent rose ¥136,880 million compared with the end of the previous fiscal year to ¥1,030,851 million primarily because of increases in retained earnings and other components of equity. The ratio of equity attributable to owners of parent increased 0.1 points year-on-year to 51.6%.

*3 Ratio of equity attributable to owners of parent = Total equity attributable to owners of parent/Total assets × 100

Interest-Bearing Debt/D/E Ratio (Debt-to-Equity Ratio)*4



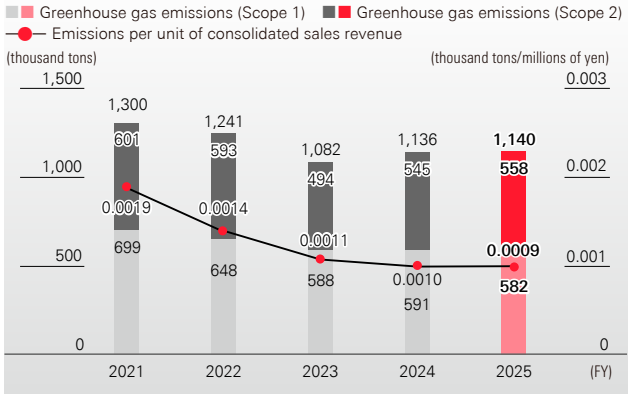
Interest-bearing debt increased ¥97,749 million year on year to ¥535,770 million. Interest-bearing debt as a percentage of total assets of the Yokohama Rubber Group was 26.8% (as of December 31, 2025). The D/E ratio (debt-to-equity ratio) increased 0.03 points to 0.52 times.

*4 D/E ratio (debt-to-equity ratio) = Interest-bearing debt/Total equity attributable to owners of parent

Financial and Non-Financial Highlights

Non-Financial Highlights

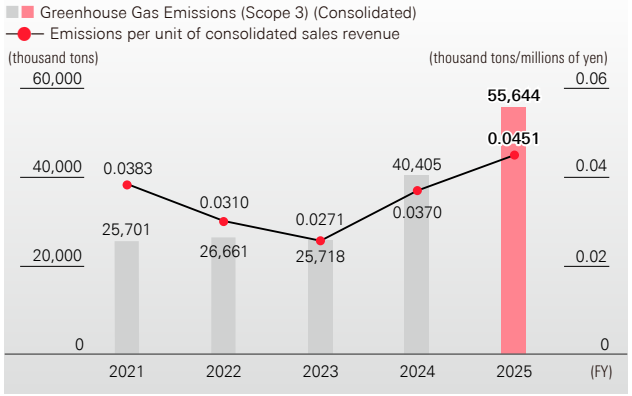
Greenhouse Gas Emissions (Scope 1-2) (Consolidated)



Fiscal 2025 Scope 1 greenhouse gas emissions increased 2.3% year on year and Scope 2 emissions increased 0.4%, primarily reflecting the inclusion of Nippon Giant Tire (NGT) within the reporting boundary. Meanwhile, the Scope 1 and 2 emissions per unit of consolidated sales revenue showed a slight improvement compared to the previous fiscal year.

(Note) Actual greenhouse gas emissions (Scope 1 and 2) for fiscal 2021 through 2023 include emissions from Yokohama TWS prior to its acquisition.

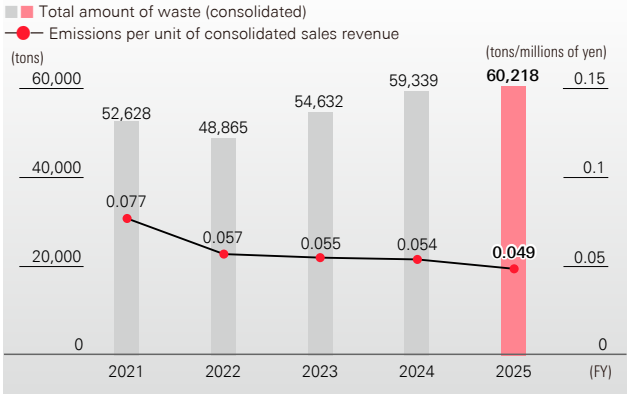
Greenhouse Gas Emissions (Scope 3) (Consolidated)



Fiscal 2025 greenhouse gas emissions (Scope 3) increased 37.7% year on year, reflecting both the inclusion of Nippon Giant Tire (NGT) within the reporting boundary and revisions to the calculation methodology for Category 11 (Use of Sold Products) for Yokohama TWS. As a result, Scope 3 emissions per unit of consolidated sales revenue deteriorated by 22.1% year on year.

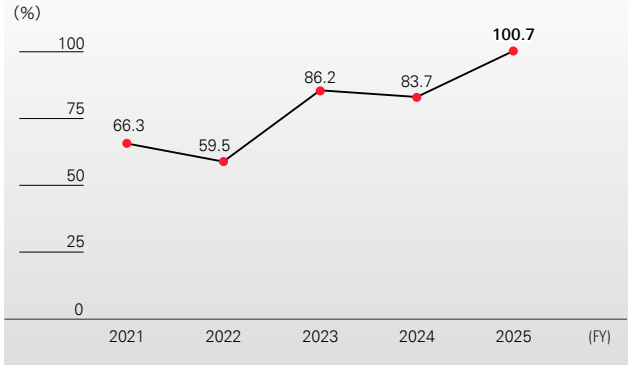
(Note) Figures for greenhouse gas emissions (Scope 3) and emissions per unit of consolidated sales revenue for fiscal 2021 through 2023 do not include emissions from Yokohama TWS prior to its acquisition. There were no emissions corresponding to Categories 8, 13, or 14.

Total Amount of Waste (Consolidated)



Total waste generated in fiscal 2025 was up 1.5% year on year, primarily reflecting the inclusion of Nippon Giant Tire (NGT) within the reporting boundary. However, waste volume per unit of consolidated sales revenue improved by 10.0%.

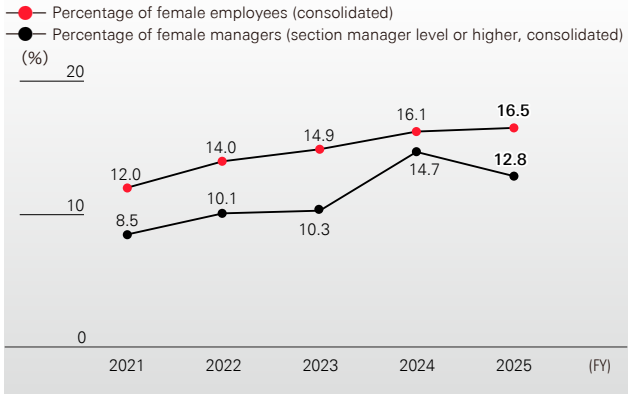
Percentage of male employees taking childcare leave (Non-consolidated)



As a result of company-wide efforts to encourage employees to take childcare leave, the male childcare leave utilization rate reached 100.7% in fiscal 2025, exceeding our target of 100%.

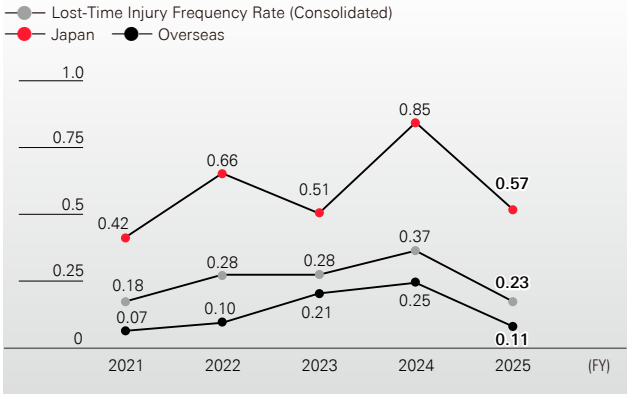
(Note) Calculated in accordance with the Act on Promotion of Women's Participation and Advancement in the Workplace. Because the calculation includes employees whose childcare leave spans more than one fiscal year, the rate may exceed 100%.

Percentage of Female Employees (Consolidated) / Percentage of Female Managers (Section Manager Level or Higher, Consolidated)



The proportion of female employees increased by 0.4 points year on year to 16.5% in fiscal 2025, while the proportion of managerial positions filled by women declined by 1.9 points to 12.8%.

Lost-Time Injury Frequency Rate (Consolidated)



As a result of continued global efforts to reduce lost-time injury frequency rates, the rates improved in both Japan and overseas during fiscal 2025. Consequently, the consolidated lost-time injury frequency rate improved by 0.14 year on year to 0.23.