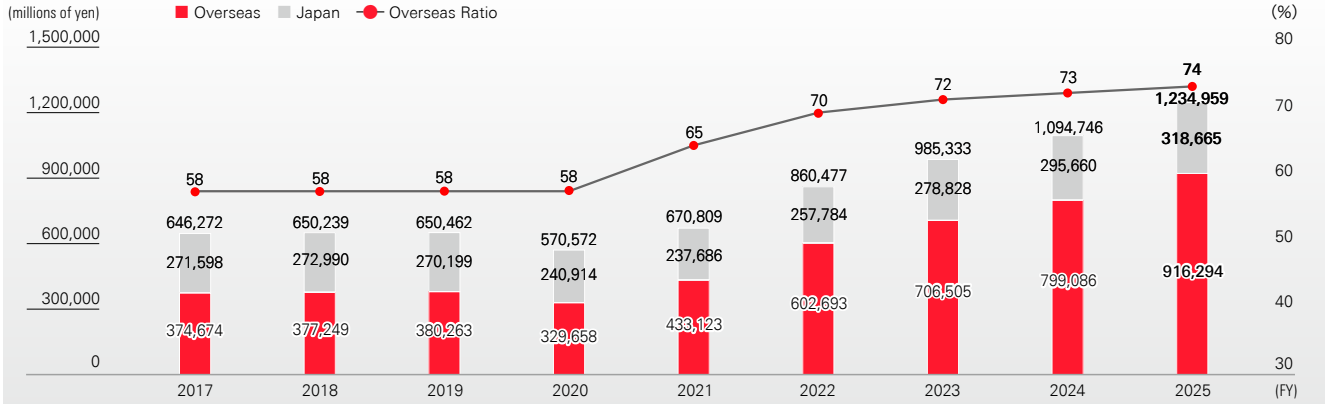
Global Strategy for the Tire Business

The Yokohama Rubber Group is implementing its unique global strategy in the North American, Chinese, and European markets by leveraging its outstanding technological strengths and brand appeal in both consumer and commercial tire segments. We aim for further growth with a management structure centered on local human resources familiar with each region.

Overseas Sales Revenue & Ratio



* Fiscal 2020 results include the results of the Hamatite business, which was subsequently sold off in November 2021.

Global Growth Born from the Diverse Strengths of Each Region

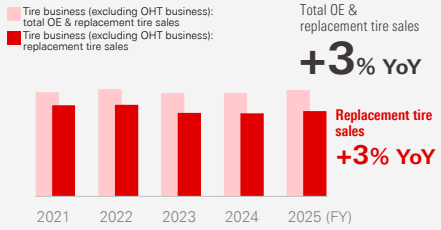
Since our acquisition of the Alliance Tire Group in 2016, we have actively expanded through M&A, increasing our business scale, and in 2025, we acquired Goodyear's off-the-road tire business. As a result, we have further strengthened our presence in the global market. With sales in overseas markets now accounting for more than 70% of Group sales revenue, we will continue with detailed analysis and ongoing improvement by region and sales channel in the tire business to increase profitability. At the same time, we will proactively appoint local professional executives and delegate authority to them to execute strategies tailored to the characteristics of each region.

North American Business



Jeff Barna
Senior Managing Officer

Unit sales volume (excluding OHT business)



OE: Original equipment tires

The North American business is the leading contributor to profits in the tire business. Focusing on the replacement tire market, we have established a position as the preferred destination for customers trading down from Tier 1 brands due to our high quality and reasonable prices. We have also strengthened relationships with major retail customers to expand sales channels, and plan to target regions with lower market share, such as the northeastern United States.

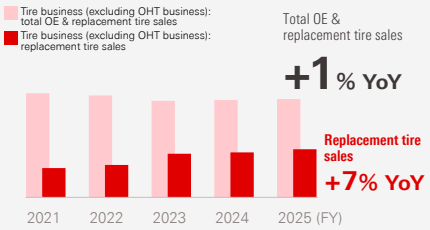
In terms of product strategy, we have positioned GEOLANDAR as a key growth driver for the expanding CUV/SUV market. Leveraging its strong brand recognition in the off-road segment, we are working to further expand sales in the urban on-road market. We will also optimize our production network through the construction of a new plant in Mexico (with mass production scheduled to begin in 2027) and the reorganization of existing plants, thereby enhancing the cost competitiveness of our passenger car tires.

China Business



Ming Fan
Managing Officer

Unit sales volume (excluding OHT business)



OE: Original equipment tires

The China business aims to become the No.1 foreign tire maker, and thereby drive Group growth. Concerns remain regarding China's economic outlook, but government stimulus measures and increasing motorization in rural areas are expected to support continued growth in vehicle production and sales.

To offset production cuts by Japanese automakers, we are strengthening development and sales targeting Chinese OEMs while increasing replacement tire sales through the restructuring of our sales network.

In fiscal 2025, we also commenced operations at a new plant in Hangzhou, significantly expanding local production capacity to support continued sales growth. We plan to focus on localizing development functions, shortening product development lead times, and swiftly launching products tailored to local needs.

Global Strategy for the Tire Business

Europe Business



Gregorio Borgo
Managing Officer

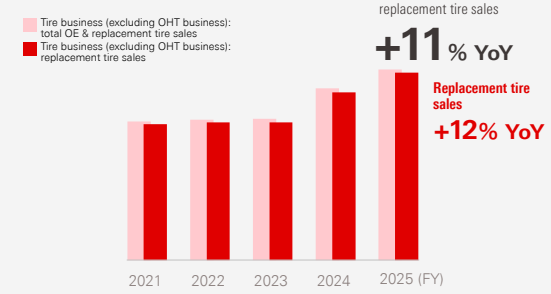
Europe is the fastest-growing region in Yokohama Rubber's tire business. Unit sales in fiscal 2025 increased 11% year on year, contributing to overall global sales growth alongside the Japanese market. By expanding sales of high-value-added products, including large rim diameter tires, to existing customers, average sales per customer have increased 160% compared with fiscal 2021.

We will focus on expanding large rim diameter tires and truck and bus tires, while increasing original equipment fitment on electrified vehicles and premium vehicles such as Porsche, the BMW M Series, and Mercedes-AMG.

We will also further expand our business through the introduction of new products such as ADVAN WINTER. We will strive to expand new sales channels in markets such as Germany, the UK, and Eastern Europe, and improve logistics efficiency through partnerships with top-class wholesalers.

Under our renewed management structure, we will further strengthen our position as a premium brand and pursue continued growth.

Unit sales volume (excluding OHT business)



OE: Original equipment tires

OHT Business



Nitin Mantri
Member of the Board and Senior Managing Officer & Co-COO

The OHT business has achieved high growth, doubling sales in five years under an aggressive investment strategy and the leadership of Co-COO Nitin Mantri, following the acquisition of Alliance Tire Group.

In 2024, the OHT business was reorganized into three distinct companies: Yokohama ATG, Yokohama TWS, and Yokohama OTR. In 2025 we also completed the acquisition of Goodyear's OTR business. Yokohama TWS and Yokohama OTR specialize in the premium segment, and Yokohama ATG is focused on the value segment.

To implement strategies tailored to each market, each company maintains independent sales functions while integrating back-end functions such as procurement and production to maximize synergies, aiming to outperform the market growth rate in the OHT market, which is expected to maintain long-term annual growth of about 6%.

Yokohama ATG





Anil Gupta (left)
Officer

Angelo Noronha (right)
Officer

Yokohama ATG leverages cost competitiveness achieved through efficient production at plants centered in India, rapid product development, and the ability to bring niche products to market quickly. Through distributors worldwide, it markets value-segment agricultural machinery and construction vehicle tires under brands including Alliance. The business focuses on the highly profitable replacement tire market, which is less susceptible to economic cycles, and has also established a strong market presence in North America. Yokohama ATG will continue working to expand its market presence and achieve further growth.

Yokohama TWS



Elio Bartoli
Yokohama TWS President

Yokohama TWS has strengths in advanced technology and brand power backed by joint development with agricultural machinery and industrial vehicle makers. Operating under a local-production-for-local-consumption model, it sells premium-segment agricultural machinery and industrial vehicle tires under brands including Trelleborg, primarily in Europe. Although the company has a high market share in the original equipment tire market, that market is more susceptible to economic cycles. Yokohama TWS will therefore also focus on expanding its replacement tire business. The company also aims to further increase its market share in the United States, one of its key markets.

Yokohama OTR



Loïc Ravasio
Yokohama OTR President

Following the completion of the acquisition of Goodyear's OTR business in February 2025, Loïc Ravasio was appointed to lead the combined OTR business. By combining the strengths of Yokohama Rubber's existing OTR business with those of the OTR business acquired from Goodyear, we have significantly expanded our production network and supply capabilities, enabling us to meet customer needs across the full range of off-the-road tire sizes, from extremely small to extremely large. We will promote product development through coordinated R&D between Japan and the United States while expanding our European operations through our new base in Romania, with the goal of becoming the world's second-largest off-the-road tire supplier.