Six Capitals

Yokohama Rubber regards the Six Capitals as the sources of its value creation and leverages its unique strengths through co-creation across the value chain.
We continuously deliver value that meets the expectations of our stakeholders while pursuing both contribution to society and the Group's sustained growth.

Figures presented here are based on fiscal 2025 results or are as of December 31, 2025.

Generating Stable Cash and Maximizing Capital Efficiency

Financial Capital

Strengths
- A robust earnings base that delivers sustained growth in both revenue and profits, built upon our established position as the "Best Alternative" through a comprehensive product lineup completed via M&A
- Stable cash flow generation and the ability to execute agile strategic investments to enhance corporate value in a sustained manner

Initiatives to Strengthen Capital
- Sustained business growth through continuous strategic investment
- Improving asset and capital efficiency through the ongoing reduction of cross-shareholdings
- Maintaining an optimal capital structure aligned with changes to business structure, and thoroughly implementing balance sheet management

Total assets
¥1,998.4 billion

Operating cash flow
¥135.6 billion

ROE
11.0 %

Enhancing Production Capabilities to Facilitate High Quality and High Efficiency

Manufactured Capital

Strengths
- Technical approvals from many of the world's leading premium automakers
- Global specialization in commercial tires (truck and bus tires, OHT)
- Flexible manufacturing system capable of high-mix, low-volume production
- Production of high-performance MB products: pneumatic fenders and hydraulic hoses for vehicles and construction machinery

Initiatives to Strengthen Capital
- Pursuing "Low cost, speedy development of quality products"
  "Quality products": Strengthening development of OE tires suitable for next-generation premium cars
  "Low cost": Drastic reduction of product costs
  "Speedy": the "1-year plant" challenge and speeding up of tire development

Tire production sites (worldwide)
35 sites

MB production sites (worldwide)
11 sites

Capital expenditures
¥110.0 billion

Strengthening Human Resources Able to Drive Innovation

Human Capital

Strengths
- Leveraging talent regardless of nationality or background
- Promoting flexible workstyles unconstrained by location or time
- Developing and selecting high-value talent that supports sustained growth
- Assigning the right people to key positions in alignment with management strategy

Initiatives to Strengthen Capital
- Enhancing employee engagement through dialogue and improvements to corporate culture
- Increasing the proportion of women in management roles through a diverse range of career development initiatives
- Expanding and enhancing development programs for management and digital transformation talent
- Continuing to leverage the expertise and experience of senior employees

Total number of employees (consolidated)
34,471

Percentage of overseas employees (consolidated)
69.2%

Employee engagement score (non-consolidated)
69.0

Building Sustainable Partnerships Founded on Trust

Social and Relationship Capital

Strengths
- Rapid response to local market needs and timely product launches through market-proximate development capabilities
- Extensive global customer base spanning consumer tires, commercial tires, and MB products
- Farmer support programs that contribute to improving the sustainability of natural rubber cultivation

Initiatives to Strengthen Capital
- Deepening supply chain engagement through continued seminar events for natural rubber farmers in Thailand
- Promoting dialogue with local communities and experts, and raising environmental awareness through regular panel discussions on biodiversity

Cumulative number of seminar events held for natural rubber farmers
10

Cumulative number of biodiversity panel discussions held
11

Advancing Technologies and R&D That Sustain Our Competitive Advantage

Intellectual Capital

Strengths
- Launched Japan's first fuel-efficient tires (1998)
- Tires and rubber products with increased renewable and recycled material content
- HAICoLab: AI-powered product development framework for materials and structural design
- Collaborative development of renewable raw materials with business partners (including NEDO Green Innovation Fund Projects)

Initiatives to Strengthen Capital
- Development and launch of "E+" mark tires incorporating technologies that meet the specific needs of electrified vehicles, such as the need for increased load capacity due to the weight of batteries
- Improvement of customer convenience and operational efficiency through digital services

R&D expenses
¥21.4 billion

Number of patents held
6,402

Creating Environmental Value and Advancing Circular Economy Solutions

Natural Capital

Strengths
- Ongoing introduction of renewable energy and implementation of Group-wide energy-saving activities
- Development of products with higher proportions of renewable and recycled materials
- Biodiversity conservation activities conducted in collaboration with local communities and municipalities surrounding production sites

Initiatives to Strengthen Capital
- Further advancing Group-wide energy conservation activities
- Contributing to a nature-positive future, with focus on production sites
- Promoting sustainable raw material procurement, including responsible land use, forest conservation, and the elimination of adverse impacts on biodiversity

Cumulative "Nationally Certified Sustainably Managed Natural Site" certifications
3*

*Two sites were certified in March 2026 to bring the cumulative total to five sites.

Cumulative number of trees planted and saplings provided as part of YOKOHAMA Forever Forest Activities
1.49 million