

Yokohama Rubber's Brands

Consumer Tire Business

With the aim of maximizing the sales ratio of high value-added tires, we are making efforts in three categories: ultra-high-performance tires, tires for SUVs and pickup trucks, and winter tires. We are actively developing products, with a main focus on high value-added tires for ADVAN, GEOLANDAR, and winter tire lineups.



We supply ultra-high-performance tires as original equipment for renowned premium cars and EVs such as Porsche, BMW, Mercedes-AMG, and LEXUS. This is proof that the quality and technological capabilities we have pursued are trusted worldwide.



We are accelerating the expansion of our GEOLANDAR tire brand product lineup for SUVs and pickup trucks to meet increasingly diverse needs in the SUV market.



ADVAN

ADVAN is a global flagship tire brand delivering a high level of driving performance by bringing out the full potential of passenger cars.



GEOLANDAR

GEOLANDAR is a brand of tires for SUVs based on the concept of "driving freely on all roads and terrain across the planet."



iceGUARD

The iceGUARD brand of winter tires offers a wide selection of products, as well as unique compound and design technologies of tread pattern realizing high performance on ice and snow.



BluEarth

The BluEarth brand of fuel-efficient tires balances basic performance with enhanced fuel efficiency, wet surface and tread life, making it suitable for a wide range of uses, from city driving to leisure activities.

Multiple Business (MB)



Versatran

This brand of hydraulic hoses for overseas markets was created by integrating three main series of hoses. The performance of the products has been greatly improved, and they are now available for use in mines and other challenging operating environments.



HAMAHEAT

One of the most widely recognized conveyor belt brands both in Japan and overseas. These products have a strong reputation for their heat resistance performance, especially in the steel and cement industries.



Seaflex

The world's top brand of marine hose, highly valued by major oil companies and other users around the world for its outstanding quality.

Commercial Tire Business

We provide a wide range of tires, including tires for trucks and buses and off-highway tires for construction and industrial vehicles, and for agricultural and forestry machinery. As one of the world's leading commercial tire specialists, we contribute to improving safety and productivity on the most demanding worksites.



We will contribute to the new era of logistics with tires for trucks and buses designed with safe operation, environmental friendliness, cost reduction, and efficiency.



We provide agricultural machinery tires for a variety of applications on farms in Japan and overseas, contributing to the improvement of overall agricultural productivity.

Truck and bus tires (TBR)
Light truck tires (LTR)



YOKOHAMA

Truck and bus tire brand provides not only basic performance such as fuel economy, tread life, and durability, but also improves the load-bearing performance required for EVs.

Off-highway tires (OHT)



YOKOHAMA **GOODYEAR** **TRELLEBORG** **Mitas** **ALLIANCE** **GALAXY** **PRIMEX** **AICHI TIRE** **MAXIMO** **Cultor G**

Off-highway tire brands comprise product lineups in all categories, from basic and standard, to premium, providing powerful traction support for vehicles used on agricultural, mining, and construction sites, and in other locations.

PRGR (Pro Gear) Business



PRGR

Viewing golf from a scientific perspective, we proposed the industry's first "head speed (H/S) theory," and have created numerous hit products that have been popular with golfers for the past 40 years.



PRGR RSX

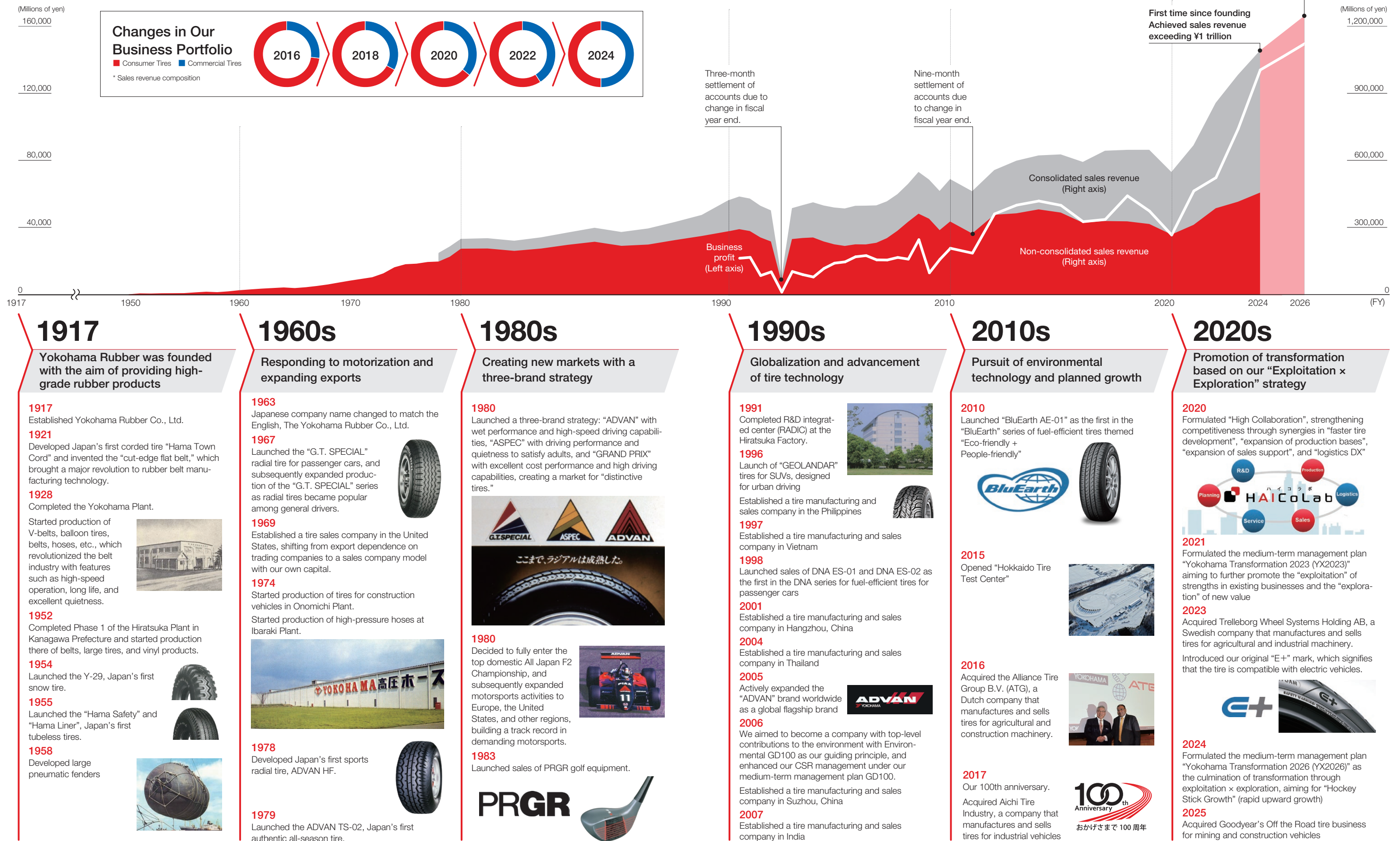


RS SPEED

Using a variety of innovative technologies, we are developing products that allow people to experience the fun and joy of golf.

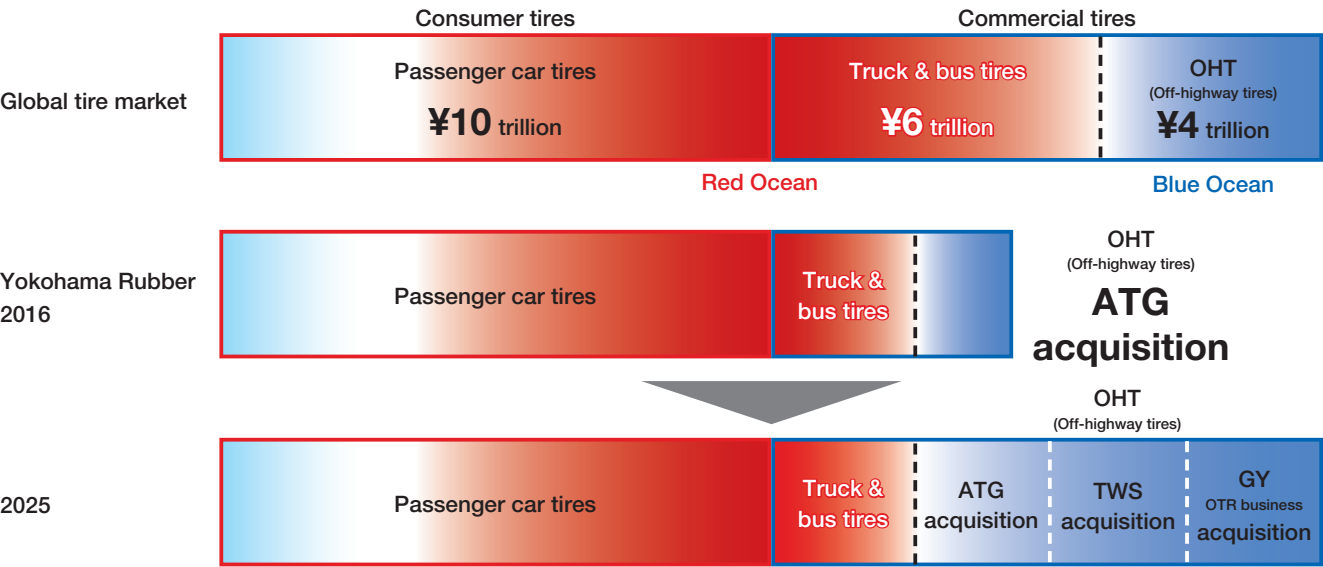
The History We have Built, and the Future

Since our founding in 1917, we have accumulated technology and created numerous high-quality rubber products. Yokohama Rubber has overcome difficulties and opened up a new era in the face of any trial by looking toward a bright future and always being a challenger and pioneer. We will pioneer unknown territory over the next 100 years and build unique fields with unwavering founding spirit.



Overview and Strategy of the Tire Business

We aim to achieve continuous increases in sales and profits by simultaneously pursuing two approaches: “exploiting” existing markets and “exploring” new markets.



Global Tire Market

The global tire market is divided into two segments: “consumer tires” such as tires for passenger cars, and “commercial tires” such as truck, bus, and agricultural machinery tires. The market size is roughly equal, with consumer tires at about ¥10 trillion and commercial tires also at about ¥10 trillion. The breakdown of industrial goods is ¥6 trillion for truck and bus tires, and ¥4 trillion for OHT (based on 1 USD = 110 yen). In the near future, it is expected that emerging Chinese makers will account for about half of the global production of consumer

tires, making it a highly competitive red ocean market. Additionally, for commercial tires, Chinese tire makers have accounted for about half of the global sales volume of truck and bus tires for several years, making this segment also a red ocean market. On the other hand, in the case of OHT, although each category is relatively small in scale, there are many products, and as a result, the number of players has converged, making it a blue ocean market.

Yokohama Rubber’s Tire Business Strategy

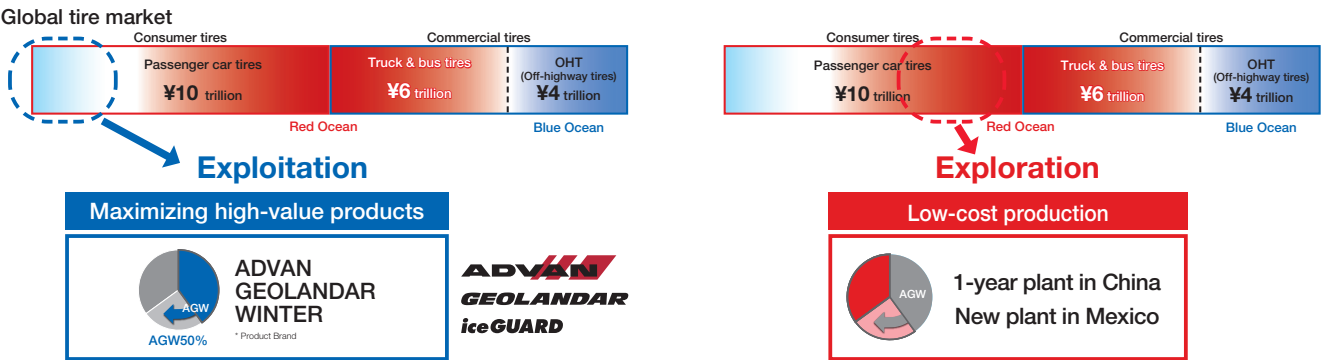
For a long time, our group’s tire sales composition was biased toward consumer tires, but with the acquisition of ATG in 2016, TWS in 2023, and Goodyear’s OTR business in February 2025, we have achieved a nearly 1:1 ratio of consumer tires to commercial tires, matching the market ratio. In the global market for commercial tires, the ratio of truck and bus tires to OHT is 3:2, but our company has a 1:3 composition, focusing our business strategy on highly profitable areas,

namely the blue ocean. Currently, our company offers a wide range of industry-leading products, from tires for passenger cars to truck and bus tires, and OHT. Furthermore, by becoming a comprehensive tire maker capable of one-stop procurement, we have expanded sales channels and increased sales as the “Best Alternative” of top-tier makers, meeting customer needs.

Growth Strategy of the Consumer Tire Business

In recent years, in the consumer tire market, the combined planned production increases by Chinese tire makers both inside and outside China are expected to result in Chinese makers accounting for 50% of global tires for passenger cars production by 2030 at the latest, further intensifying the red ocean market.

In this environment, we will continue to strengthen sales of high value-added products in consumer tire, aiming to maximize their ratio as in the previous medium-term management plan. Within the increasingly competitive consumer tire market, we aim to raise the ratio of AGW (ADVAN, GEOLANDAR, and winter tires) in the premium zone—the remaining blue ocean area—



to 50%, and strive for year-on-year sales growth in all categories. Additionally, by equipping new premium cars with our tires, we will increase recognition as high-performance tires and aim to expand our share as the “Best Alternative” of top brands in the replacement tire market. Furthermore, in our product and regional business strategies, we will drive initiatives primarily through local management teams, steadily implementing product strategies tailored to each region, such as “GEOLANDAR” in North America and “ADVAN”

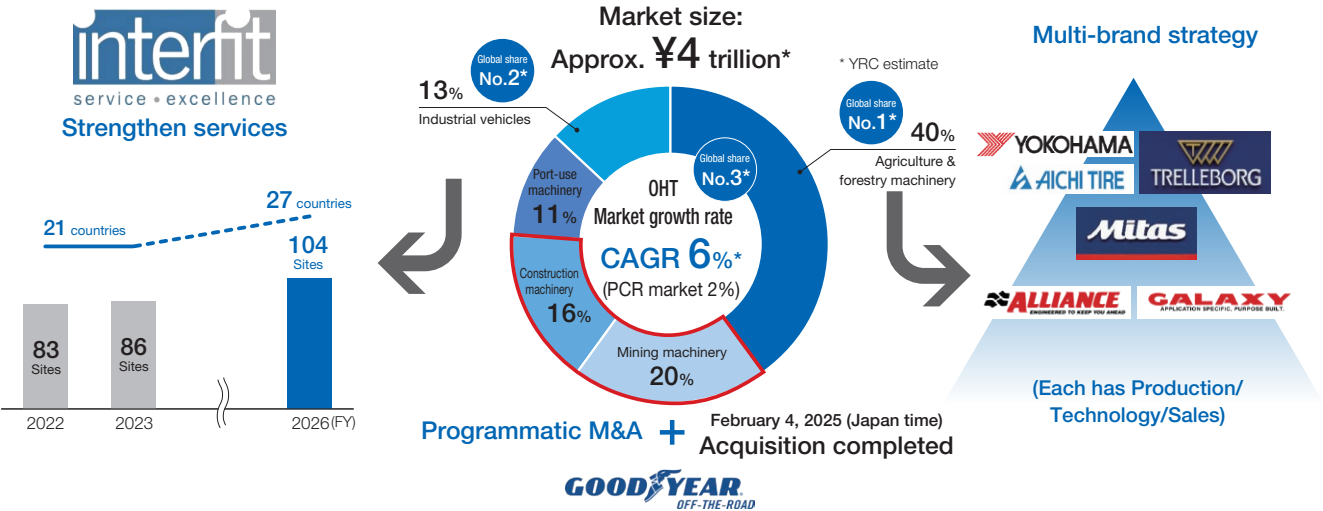
and winter tires in Europe. For standard products outside the premium zone in consumer tires, we plan to enhance cost competitiveness and increase overall sales volume. As a specific measure, under the concept of a “1-year plant” that completes everything from construction to prototype tire production within one year, we are proceeding with the construction of a new plant in China, and progress is on track for prototype production to begin in December 2025, one year after the start of construction.

Growth Strategy of OHT Business

In the OHT business, we have grown into an OHT maker with multiple brands by continuously implementing “programmatic M&A”, including the acquisition of ATG in 2016, TWS in 2023, and Goodyear’s OTR business in February 2025. The OHT market is changing into a blue ocean market with fewer competitors due to the withdrawal of major makers and industry M&A reducing the number of players. OHT presents high barriers to entry due to the difficulties in development,

design, production, and sales, making design, development, and production particularly challenging. In the highly profitable blue ocean OHT market with high entry barriers, our company aims for growth by leveraging multiple brand positions. Furthermore, we are aiming to grow while expanding our customer base as well as profits through the enhancement of the Interfit service, a tire maintenance service provided by our professional staff, and other service networks for end users.

OHT Business Growth strategy



Global Strategy of the Tire Business

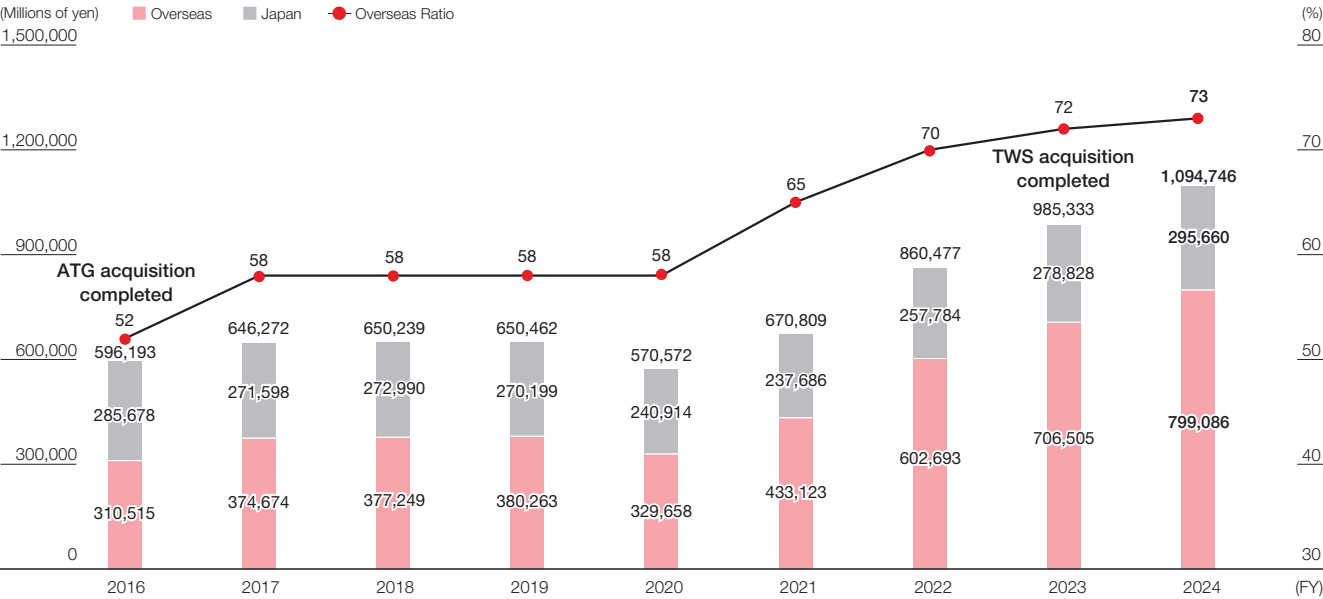
The Yokohama Rubber Group is implementing its unique global strategy in the North American, Chinese, and European markets by leveraging superior technological capabilities and brand appeal in both consumer and commercial tire segments. We aim for further growth with a management structure centered on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

Global Growth Born from the Diverse Strengths of Each Region

Since our group’s acquisition of ATG^{*1} in 2016, we have actively expanded through M&A, increasing our business scale, and in 2025, we acquired Goodyear’s OTR^{*2} business, further strengthening our presence in the global market. With overseas sales revenue ratio exceeding 70%, we continue detailed analysis and improvement activities by region and sales channel in the tire business to enhance profitability, while proactively appointing local professional managers and delegating authority to execute strategies tailored to the characteristics of each region.

^{*1} ATG: Alliance Tire Group. Off-highway tires manufacturing and sales company in the Netherlands.
^{*2} OTR: Off the Road Tire. Tires for mine and construction vehicles.

Overseas Sales Revenue & Ratio Trends



North American Business



The North American business serves as the leading contributor to profits in the tire segment. Focusing on the replacement tire market, we have established a position as the preferred choice for customers trading down from Tier 1 brands due to high quality and reasonable prices, 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 product strategy, with an eye on sustainable growth during YX2026 and beyond, we position the expansion of “GEOLANDAR” tires for CUV/SUVs—which are expected to see increasing demand in the North American market—as a growth axis, leveraging established product recognition in the off-road market to further expand sales in the on-road market for urban driving.

China Business



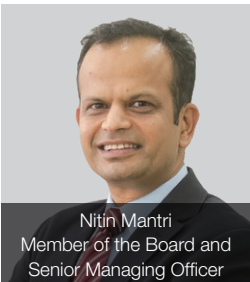
The China business aims to become the No.1 foreign tire maker in China, driving group growth. Although there are concerns about the domestic economy, the current Chinese market is expected to see increases in automobile sales and production due to continued government support and motorization in rural areas. To offset reduced production by Japanese automakers, we are strengthening development and sales for local Chinese automakers (COE), and as part of restructuring our sales channels, we are working to expand tire supply to COEs and increase sales of replacement tires. Going forward, we plan to localize development functions, shorten product development lead times, and quickly launch products that meet local needs with a sense of speed.

Europe Business



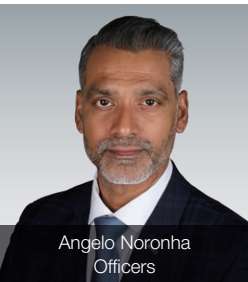
Europe is the fastest-growing region for Yokohama Rubber’s tire business, and the European business has expanded its performance by strengthening sales of high value-added products such as high-inch tires. Going forward, we will focus on expanding high-inch tires and truck/bus tires, targeting premium cars such as Porsche, BMW M Series, and Mercedes AMG, and further expand our business with the launch of the new product “ADVAN WINTER.” Additionally, we will strive to expand new sales channels in high-demand regions such as Germany, the UK, and Eastern Europe, and improve logistics efficiency through collaboration with top-class wholesalers in Europe. Furthermore, with a renewed general managers and an experienced sales and marketing teams, we will strengthen our premium brand position and aim for further growth.

OHT Business



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 ATG. In 2024, the OHT business was reorganized into three internal companies: Y-ATG, Y-TWS, and Y-OTR. Y-TWS and Y-OTR focus on the premium segment, while Y-ATG concentrates on the value segment. To implement strategies tailored to each market, each company maintains independent sales functions while integrating backend functions such as procurement and production to maximize synergy, 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 (Y-ATG)



Y-ATG leverages cost competitiveness and development speed through efficient production at plants mainly in India, as well as the strength of early introduction of niche products, to sell value segment agricultural and construction vehicle tires under the Alliance brand and others through distributors worldwide. We focus on replacement tires, which are more profitable and less affected by economic cycles than original equipment tires, and which we already have a strong market presence in North America. Furthermore, we have re-entered the huge Indian market, which we previously could not serve due to supply constraints, by developing high-performance products suited to

the value segment. Going forward, we plan to optimize production bases, such as plant closures, and under a new management structure, aim to expand market presence and achieve further growth by introducing products tailored to specific markets.

Yokohama TWS (Y-TWS)



Y-TWS has strengths in advanced technology and brand power backed by joint development with machinery and vehicle makers, and mainly in Europe, sells agricultural machinery and industrial vehicle tires for the premium segment, such as Trelleborg, through local production for local consumption. We operate a “Local for Local” model, selling directly to local dealers through sales subsidiaries in each country, with sales teams at these subsidiaries responsible for generating demand from end users. Y-TWS boasts a high share in the original equipment tire market due to its excellent performance, but since original equipment tires are more susceptible to economic cycles, we will also focus on replacement tires for the after-market, which have relatively stable demand and higher profitability. In addition, with Y-TWS’s new management structure in the United States, we aim to increase our share in this key market. Regarding the recently completed acquisition of Goodyear’s OTR business, we aim to integrate the business by utilizing Y-TWS’s existing network and handling the back-office functions of the acquired business, thereby suppressing the occurrence of new SG&A expenses.

Technology and Production Strategies

For premium products, we will pursue even higher performance and functionality through Yokohama Rubber’s unique technological capabilities, while also promoting the expansion of tire supply for next-generation premium cars as original equipment, thereby achieving differentiation through a lineup of high value-added products.

Basic Policy for Technology and Production Strategies

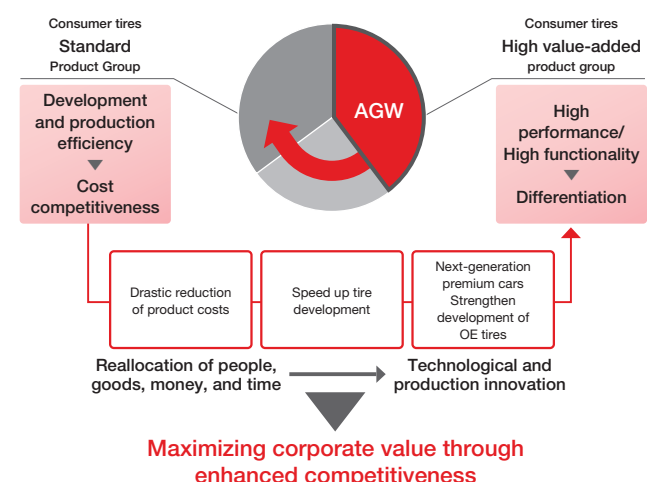
Our company aims to maximize the sales ratio of AGW (“ADVAN,” “GEOLANDAR,” and winter tires), and for premium products, we will pursue even higher performance and functionality through our unique technological capabilities. At the same time, we will promote the expansion of tire supply for next-generation premium cars, including European premium car makers, as original equipment, thereby achieving differentiation from competitors through a lineup of high value-added products. For original equipment tires for these next-generation premium cars, we plan to strengthen development and address compatibility with premium electric vehicles, wear resistance, and weight reduction.

On the other hand, for standard products, we will improve competitiveness in the market by reviewing the maker-oriented excessive quality mindset, promoting efficiency in development and production, and driving cost reductions.

Furthermore, regarding “speeding up tire development” and “drastic reduction of product costs,” our current medium-term management plan focuses mainly on standard products. For “speeding up tire development,” in addition to utilizing AI and simulation technologies, we aim to strengthen our responsiveness to emerging makers and maximize the launch of new products. In “drastic reduction of product costs,” we will apply ATG’s

low-cost production model and reduce raw material procurement costs by leveraging the scale advantages of acquisitions. We view these activities as initiatives that will support the foundation of our company’s overall technology and production in the future, and we will pursue the maximization of corporate value for the entire group.

Basic Policy for Technology and Production Strategies in YX2026



Speed Up Tire Development

For “speeding up tire development,” we are working to shorten the development period for new products by expanding platform development and the use of common parts, as well as utilizing our proprietary AI framework “HAICoLab” and promoting virtual simulation development using XAI (eXplainable AI). Through this, we plan to contribute to profits by launching products early in line with market trends and optimizing product life cycles. Regarding platform development, in the past, a single project was launched for each new product development, with each development taking three to four years. Now, we position multiple product developments as one large project, and

conduct platform development that serves as the foundation for other products simultaneously with the development of the base product. In this platform development, tire development modules are divided into three categories, and the use of common parts is expanded across projects, aiming to achieve significant reductions in development time, improved return on investment, and cost savings, along with cost reduction.

In China, we are working to shorten tire development periods through localizing R&D, and in fiscal 2024, these efforts have borne fruit, resulting in the supply of many products to Chinese car makers who require timely development.

Utilization of HAICoLab in Design and Development

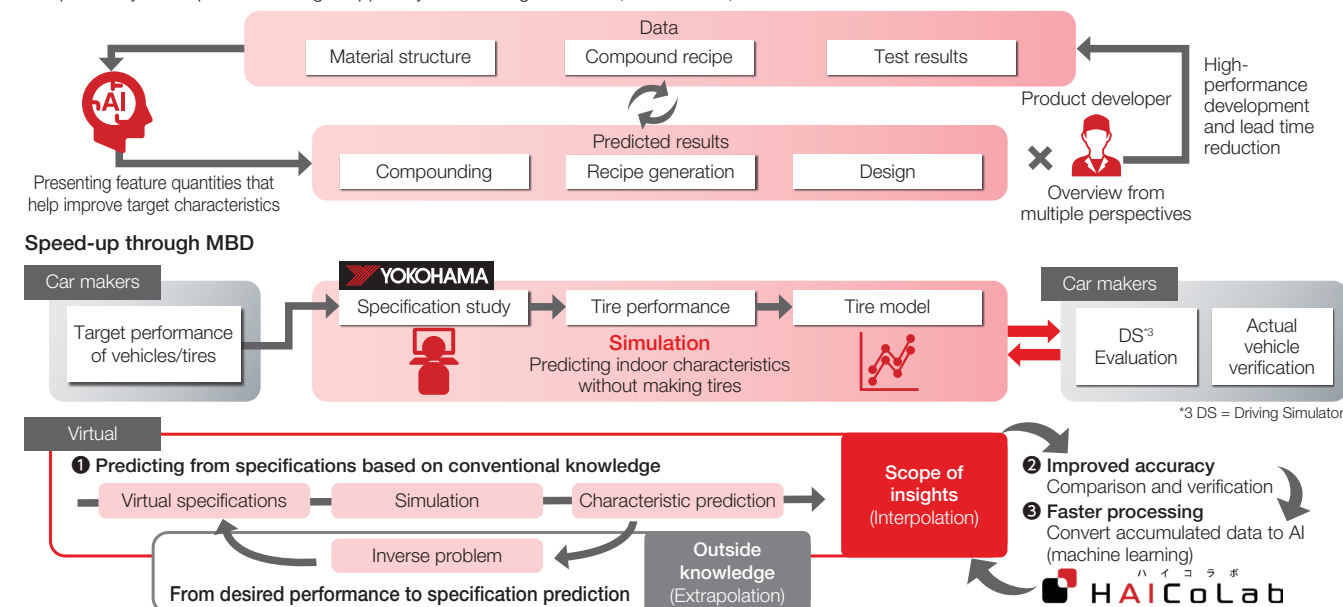
Regarding the use of HAICoLab in design and development, we will apply data science such as prediction, analysis, and exploration with AI to acquire new insights, making these a source of competitive advantage. We will promote the digitization and sharing of these insights, combine them with human inspiration, and further eliminate bias through the use of behavioral psychology and behavioral economics. This will enable us to independently develop a tire design support system, making tire design easier even for less experienced engineers, and enabling

faster development and cost reduction. AI presents feature quantities that help improve target characteristics, and designers can gain new insights and inspiration by viewing these from multiple perspectives, leading to the development of higher-performance products. In addition, for high value-added products, we plan to achieve quality improvement and speed-up through virtual development (MBD^{*1}) tailored to the target performance of vehicles and tires.

^{*1} MBD: Model Based Development

Speed-up through HAICoLab in Design and Development Operations

Independently developed a tire design support system utilizing XAI^{*2} ^{*2} eXplainable AI = Explainable AI

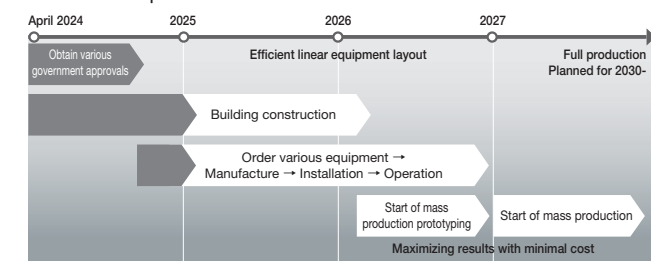


“1-year plant” Challenge

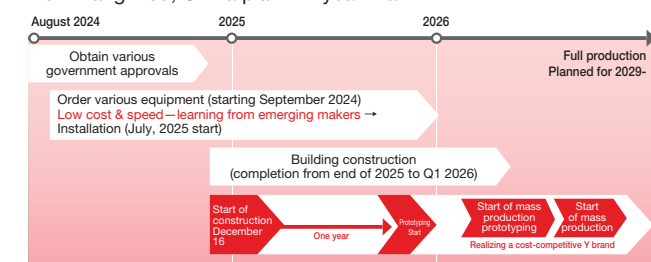
While facing the threat of emerging tire makers sweeping the market, our company has gained the opportunity to incorporate the corporate culture and know-how of emerging market makers brought into our group through acquisitions such as ATG. While maintaining our proprietary technologies, the “1-year Plant” concept is to thoroughly pursue efficiency and productivity, learning from our group’s teams in India and partner companies in China, and striving for low-cost production. Traditionally, it took two to four years from plant design to actual tire production when launching a new plant, but by the time production started, trends and market conditions could change, making it difficult to respond to shifts in demand. Therefore, the aim of the “1-year Plant” is to execute plant construction quickly and reduce opportunity loss. As its first step, we will build a new tire plant for passenger cars in Hangzhou, China; increasing capacity for supplying the growing Chinese market. Furthermore, in addition to shortening the plant launch period, reducing investment amounts and streamlining operations to achieve increased sales and profits is an important concept of the “1-year plant.”

New plant construction plan

New Mexico plant



New Hangzhou, China plant “1-year Plant”



Drastic Reduction of Product Costs

As part of our technology and production strategy, we are thoroughly working to reduce manufacturing costs, setting a total reduction target of ¥6.5 billion during the YX2026 period. For material costs, we will build a cooperative system through thorough information sharing and progress/challenge sharing between the procurement and technology/production departments, aiming to optimize global procurement and working toward a ¥2.5 billion reduction. In terms of processing costs,

we will benchmark our plants in India and China, conduct comparative analysis among our in-house plants, and pursue optimal process improvements, aiming for a ¥4 billion reduction. From fiscal 2025 onward, energy cost reduction effects are expected to begin appearing through the introduction of solar power generation facilities and high-efficiency boilers at plants in Southeast Asia.

Growth Potential of the OHT Market and Strengths of Yokohama Rubber

In the OHT market, which is expected to grow further, Yokohama Rubber aims for further growth by leveraging its full lineup covering all OHT products, from small forklift tires to ultra-large mining vehicle tires.

OHT Market Growth Potential

We are convinced that OHT is the most attractive segment with the highest potential in the tire industry. OHT has four main sub-segments (product types), each expected to grow steadily.

🔴 Agricultural Machinery Tires

With the global population increasing, food demand is expected to rise further, strongly driving demand for agricultural machinery tires. Market forecasts predict an average annual growth of 5.5%. We have achieved the world's No. 1 market share in the agricultural machinery tire segment, putting us in a position to fully benefit from this growth area.

🔴 Industrial & Port-use Vehicle Tires

Global logistics volume is expected to double by 2030, driven by the spread of e-commerce and the increasing complexity of global supply chains. With this increase in logistics activity, transportation operations at ports and warehouses are also expected to rise, leading to stable growth in demand for industrial and port-use vehicle tires. Market forecasts predict an average annual growth of about 6%.

🔴 Construction Vehicle Tires

Urban development and the reconstruction of aging infrastructure are accelerating worldwide, and demand for construction machinery is increasing. In addition to demand for infrastructure development such as roads and bridges, urban development projects such as high-rise buildings and housing are also becoming more active, driving demand for construction vehicle tires. Market forecasts predict steady average annual growth of about 6%.

🔴 Mining Vehicle Tires

Global energy demand is diversifying from conventional energy resources such as coal to clean energy resources essential for electric vehicles and storage batteries, such as lithium. Against the backdrop of strong demand for these energy resources, demand for mining vehicle tires used at resource extraction sites continues to expand, with steady average annual growth of about 6% expected.

🔴 Production Challenges

The challenges in production lie in its labor-intensive nature and the heavy reliance on the skills of experienced workers. Especially for large tires used on high-horsepower tractors and mining machinery, production is extremely challenging in terms of dimensions as well. Furthermore, to meet the diverse needs of customers depending on application, it is necessary to maintain a multi-product, small-lot production system, requiring high flexibility in production. These factors are intricately intertwined, making OHT production extremely difficult.

🔴 Sales Challenges

In sales, different approaches are required depending on the product type. After-sales service and field service are particularly important. OHT customers require advanced support for maintaining product performance and troubleshooting, so it is essential to deploy specialized field engineers worldwide to provide prompt and accurate service.

Multiple Customer Approach Models

Our company's strength is being the only OHT maker that has multiple go-to-market (customer approach) models.

🔴 Push to Wholesalers/Distributors

Y-ATG sells tires produced at its plants in India to wholesalers and distributors around the world in a highly efficient and low-cost model. By utilizing container shipping suitable for mass transport, we have enhanced cost competitiveness.

🔴 Push to Dealers/Retailers

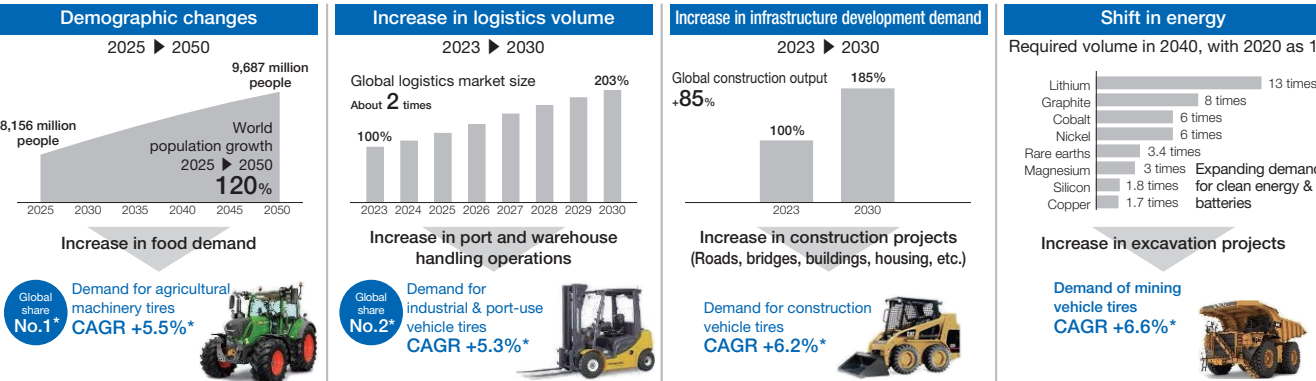
Y-TWS has established a unique "Local for Local" model, selling directly to local dealers through its sales subsidiaries in each country. The sales teams of each country's sales subsidiaries play a role in uncovering demand from end users and connecting

it to sales. With a local-based sales strategy, we respond meticulously to customer needs.

🔴 Full Service for End Users

Through "Interfit," Y-TWS's dedicated OHT tire maintenance service network, we not only sell tires but also provide direct services such as tire installation and maintenance to end users. We aim to increase customer touchpoints and build long-term relationships. In addition, for Goodyear's OTR business tires for mining vehicles, we also provide direct sales and technical support after-sales services to mining companies, the end users. By responding to special needs, we are increasing customer satisfaction.

The OHT Market is the Most Attractive Segment in the Tire Industry



Source: Reports of United Nations Population Divisions
* Based on our research
Source: IEA The Role of Critical Minerals in Clean Energy Transitions

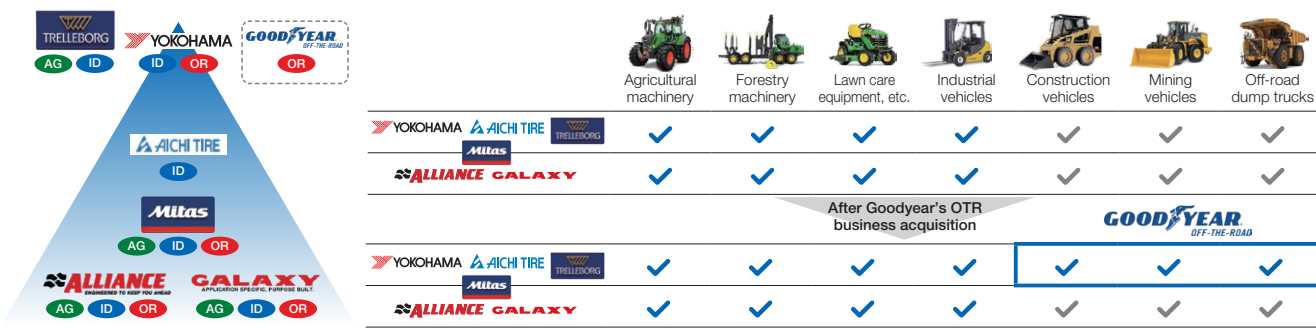
High entry barriers as a source of profitability

The OHT segment, which boasts a high growth rate, has extremely high entry barriers, which serve as the source for maintaining high profit margins. OHT faces unique challenges at each stage—development/design, production, and sales—making it difficult for new entrants compared to other segments.

🔴 Technical challenges

OHT requires a broad product lineup to meet the diverse needs of a wide range of customers depending on its application. Even

for the same application, it is not uncommon for required products and specifications to differ by region. To cover all the sizes required for OHT, it is necessary to offer an enormous lineup of over 6,000 products, ranging from 3-inch to 63-inch inner diameters. In particular, 63-inch tires are giant tires for mining dump trucks that can withstand loads of 11 tons per tire, and their design, development, and production require extremely advanced technology and know-how.





Progress of YX2026 Consumer Tire Business

We are working to strengthen the development and sales of high value-added products tailored to regional characteristics, further increasing the composition ratio of “ADVAN,” “GEOLANDAR,” and winter tires (AGW), aiming for a composition ratio of over 50% in the next medium-term management plan.

Results of Activities in Fiscal 2024

Regarding regional sales performance for fiscal 2024, in Europe, where market conditions are considered tough, we promoted sales activities led by our newly established sales subsidiary and achieved significant sales growth, especially for high-inch products. In Asia, we viewed the progress of motorization as a business opportunity and, by developing new sales channels, achieved strong sales results. In rapidly growing China, although we were affected by a decline in sales of Japanese car makers, we strengthened our local development system and, from the second half of 2024, began numerous new deliveries for premium electric vehicles of Chinese car makers. In addition, efforts to develop sales channels for replacement tires resulted in year-on-year growth. In North America, despite a sluggish market due to the influx of low-priced products from Asia, we strengthened sales, including the launch of new “GEOLANDAR” products, and maintained sales at the previous year’s level.

In Japan, although affected by a mild winter, increased sales of original equipment tires and higher sales of summer tires for the aftermarket led to year-on-year growth.

As for the year-on-year growth rate of sales volume by region, Europe was 122% year-on-year, Asia and India 112%, China 101%, North America 100%, and Japan 106%, all showing increases. Globally, the figure was 105%, making us the only domestic tire maker to achieve an increase in sales volume.

By category of high value-added products, sales of “ADVAN” were 106% year-on-year, “GEOLANDAR” 110%, winter tires 107%, and 18-inch and larger size tires 112%, with all categories achieving sales growth over the previous year.



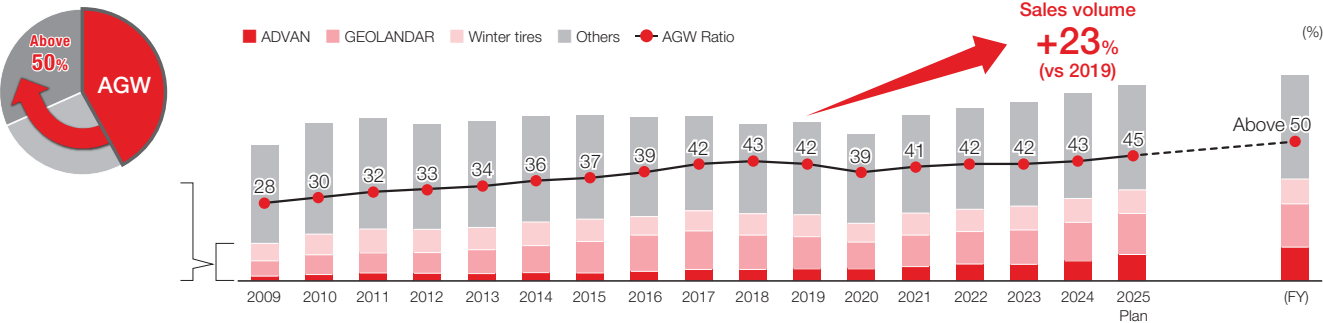
Priority Measures in Fiscal 2025

In fiscal 2025, we will continue to strengthen development and sales tailored to regional characteristics, aiming for sales growth in all categories: “ADVAN,” “GEOLANDAR,” winter tires (AGW), and 18-inch and larger size tires, exceeding the previous year’s results. In addition, to maximize the ratio of high value-added products, we will continue to promote original equipment installation on premium cars and strive to enhance brand value.

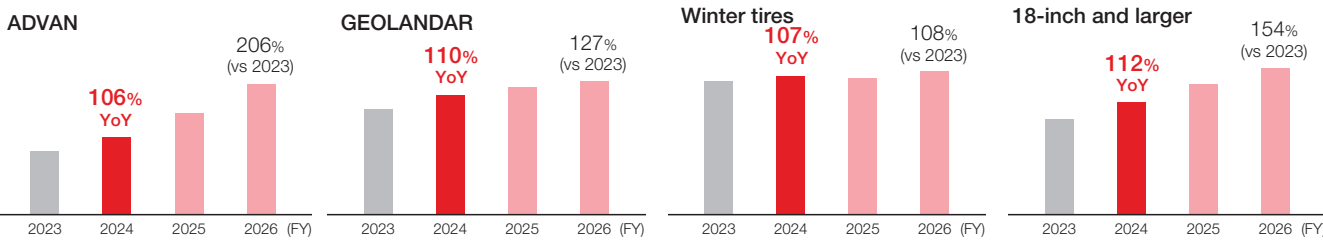
We will also enhance cost competitiveness for standard products, not just high value-added products, aiming to

increase overall sales volume. Product and regional business strategies tailored to market characteristics in each region will be promoted with experienced local management at the core, and for regional sales plans, we aim for increased sales and profits in each region this fiscal year as well. Furthermore, in addition to improving productivity and fundamentally reducing costs such as raw material and manufacturing costs, we will continue efforts to improve loading efficiency in logistics.

Strengthen Sales of High Value-added Tires



High Value-added Tire Sales Plan



Motorsports Activities

Yokohama Rubber’s Commitment to Motorsports

Yokohama Rubber supplies tires to a wide range of motorsports in Japan and abroad, from the top category to the grassroots category. Motorsports is a grand testing ground for tire development, and the technology cultivated through competition is fed back to our development of high-performance, high-quality new passenger car and aftermarket tires. In addition to reducing the rolling resistance and improving the quietness and safety of tires, which results in the reduction of CO₂ emissions from passenger cars, we will fulfill our responsibilities as a tire maker by pursuing “exhilarating driving experiences” as a form of added value.

Supplied Super Formula with Tires Containing 46% Renewable and Recycled Materials

Since 2023, we have been supplying racing tires using renewable and recycled materials in support of the SUPER FORMULA NEXT 50 project by Japan Race Promotion Inc. as a part of our initiative for the sustainable development of motorsports. Continuing from last season, in 2025 we are also supplying “ADVAN” racing tires made with renewable and recycled materials as the control tire for the All Japan Super Formula Championship. This season’s tires have further increased the ratio of renewable and recycled materials, achieving approximately 46%. We are also pursuing further improvements in driving performance, especially enhancing grip performance, including warm-up performance, for wet tires.



Series Champion in the GT300 Class of SUPER GT

A vehicle equipped with our global flagship tire brand “ADVAN” won the GT300 class in the final round (Round 5) of the “2024 AUTOBACS SUPER GT,” Japan’s premier touring car race, held



at Suzuka Circuit (Mie Prefecture) from December 7 to 8, 2024, and clinched the series championship in a come-from-behind victory. We competed aiming to reclaim the series championship in the GT300 class of “SUPER GT,” and “ADVAN” supported racing teams throughout the year with its high performance, contributing to winning the series championship.

Overall Champion in Round 4 of the Nürburgring Langstrecken Serie

Vehicles equipped with our global flagship tire brand “ADVAN” won the overall victory in Round 4 of the “Nürburgring Langstrecken Serie” held in Germany on August 3, 2024. Under the theme of the “ADVAN CHALLENGE” to maximize “ADVAN,” our company has been participating in the series, which is home to some of the world’s top tire competitions, aiming for victory. The No. 9 “Mercedes-AMG GT3” of “Team ADVAN×HRT,” which competed in the top-tier SP9 Pro Class, claimed the win, leaving a strong impression of the outstanding performance and brand power of “ADVAN.”



Looking Ahead

We are promoting the development of racing tires using renewable and recycled materials, and are working on developing technologies to reduce environmental impact based on data from actual races.

In terms of strengthening brand power, “ADVAN” aims for more victories than last year in “SUPER GT,” the “Nürburgring 24 Hours,” and the “Pikes Peak International Hill Climb,” while “GEOLANDAR” seeks to establish solid global recognition by challenging and winning top off-road races in North America and Asia.

Going forward, we will continue to develop racing tires using renewable and recycled materials, and utilize the knowledge gained through these efforts in the development of tires for new cars and replacement use while also contributing to the improvement of the environmental performance of tires and the development of sustainable motorsports.



Progress of YX2026

Commercial Tire/OHT Business

In the OHT market, which is expected to see high growth, we are deploying a multi-brand strategy and, together with the full-scale creation of synergies with Goodyear’s OTR business acquired in February 2025, our entire group aims for growth accompanied by profitability.

Results of Activities in Fiscal 2024

In fiscal 2024, despite a challenging environment in the original equipment tire market due to significant production cuts by agricultural machinery makers, sales revenue exceeded the previous year thanks to proactive sales activities in the replacement tire market—especially in Europe, Asia, and the Middle East for Y-ATG—and the full-year contribution of Y-TWS, which was acquired in May 2023.

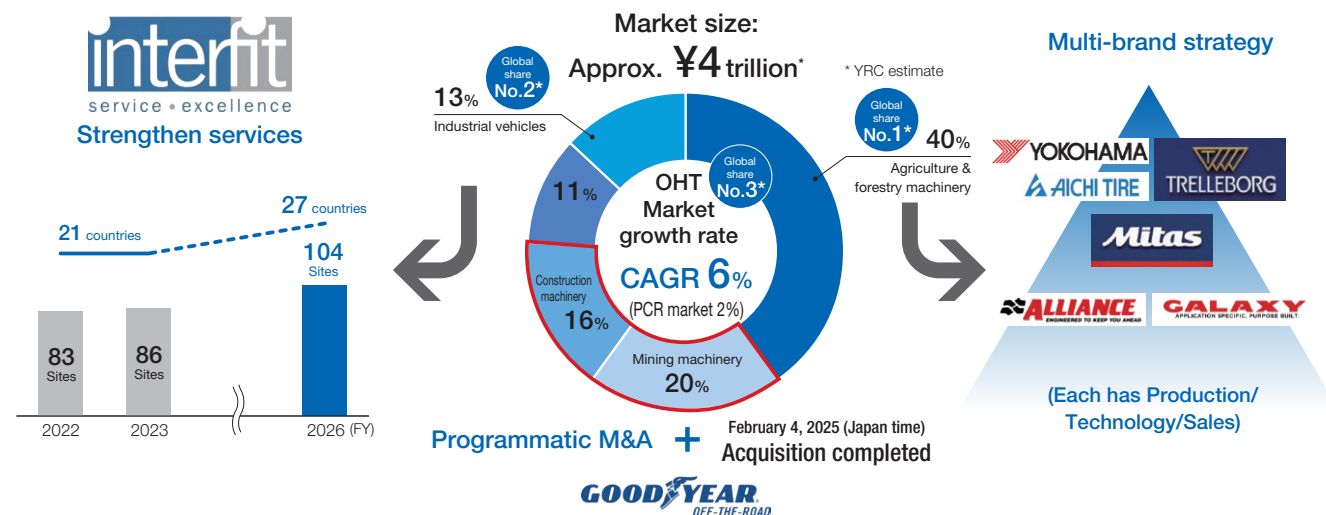
In addition, the entire Yokohama Rubber Group made full-fledged efforts to create synergies with Y-TWS, and also considered specific growth through “Programmatic M&A,” a growth strategy for the OHT business, as set forth in YX2026. As a result, in the field of construction and mining vehicle tires, where we previously held only a small share, we completed the acquisition of Goodyear’s OTR business on February 4, 2025, and established a solid third-place position in the OHT market.

On the other hand, despite the strong fundamentals of the OHT market—high growth rate and high barriers to entry—Y-TWS’s performance in 2024 was sluggish. The main factor is the high dependence on agricultural machinery makers. During the boom period from 2021 to 2023, the then Y-TWS management prioritized agricultural machinery makers and allocated much of its supply capacity to original equipment tires for these makers. However, when demand from agricultural machinery

makers dropped sharply in 2024, Y-TWS was unable to respond quickly to capture demand for replacement tires in the aftermarket. While strong demand from agricultural machinery makers during the boom period boosted Y-TWS’s profits, when demand slumped during the downturn, high fixed costs associated with the “Local for Local” strategy also had an impact, causing Y-TWS’s profits to decline sharply. The main reason for Y-TWS’s poor performance in fiscal 2024 was the decline in demand from agricultural machinery makers due to market downturns, highlighting the need to shift to a business structure less susceptible to economic fluctuations.



OHT Business Growth Strategy



Priority Measures in Fiscal 2025

In fiscal 2025, we will continue to develop our business centered on the “multi-brand strategy,” backed by the high growth potential of the OHT market. To ensure the sustainable growth of the OHT business, it is essential to address the cyclical fluctuations in demand for agricultural machinery tires. The sales

of major agricultural machinery makers fluctuate cyclically, similar to changes in agricultural product prices. In this environment, our group will work together in the OHT business to implement numerous action plans to minimize the impact of the next downturn in demand for agricultural machinery tires.

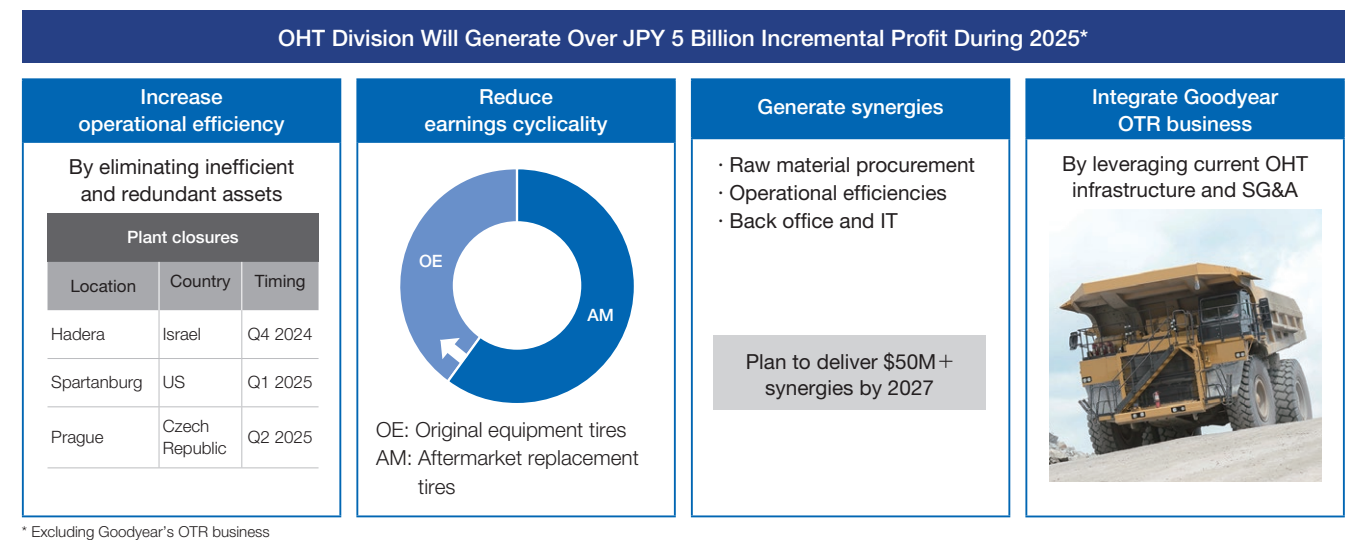
First, we will promote the optimization of production sites through consolidation and reorganization. Following the Israel and Prague plants, we will close the OHT plant in Spartanburg, USA, among other measures, to improve global productivity and efficiency.

In addition, to mitigate the impact of cyclical economic fluctuations, we plan to avoid excessive dependence on original equipment tires for agricultural machinery makers and to once again strengthen our focus on the aftermarket for replacement tires, where demand fluctuations are relatively smaller and profitability is higher. In particular, at Y-TWS, where the proportion of original equipment tires for agricultural machinery makers was high and thus more susceptible to demand fluctuations, marketing activities and product development improvements

centered on the Mitas brand have been implemented since around autumn 2024, resulting in a recovery in sales, especially in Europe and North America.

At Y-TWS, we have revamped our management structure in the United States and are working to expand our market share in this key market. Furthermore, Y-ATG is also making a renewed push into the Indian market by introducing a new management structure and launching market-specific products. At the same time, we will strive to improve production efficiency by leveraging our group’s global network of production sites.

In fiscal 2025, we aim to achieve strong profit growth in the OHT business by leveraging the synergies from the structural reforms at Y-TWS and the integration of Goodyear’s OTR business, targeting a profit increase of over ¥5 billion.



TOPIC

Y-TWS Maintenance Services and DX Utilization

Through its OHT-dedicated tire maintenance service network “Interfit,” Y-TWS provides rapid and efficient tire and wheel replacement services worldwide. Currently, we operate in 80 cities across 21 countries, conducting over 300,000 service visits annually, and are advancing business operations by leveraging our global network.

This service supports a wide range of industries, including logistics, agriculture, and construction, by enabling smooth on-site tire and wheel replacements, minimizing machine downtime, and helping to improve operational efficiency.

Furthermore, Y-TWS aims to improve the convenience and efficiency of the end users by developing ATMS^{*1}, which improves agricultural productivity by detecting working conditions such as load, pressure, and temperature in real time and constantly suggesting the optimal tractor vehicle settings, and TPMS^{*2}, which constantly monitors the air pressure and temperature to improve work efficiency and ensure the safety of the operator of construction and port-use vehicles, as a tire management solution using DX.

Going forward, we will continue to expand the service areas for “Interfit” and promote the development of new tire management solutions utilizing DX, aiming to provide even higher quality services.



ATMS: Real-time tire data for ultimate tractor performance



TPMS: Digital tool for construction/port vehicles

*1 ATMS: Adaptive Tire Management System
*2 TPMS: Tire Pressure Management System



Progress of YX2026

Commercial Tire/TBR Business

In the truck and bus tire (TBR) market, where emerging Chinese tire makers are expanding their share, we aim to increase our market share in Europe, North America, and Japan while reducing costs.

Results of Activities in Fiscal 2024

Chinese tire makers are expanding their production of truck and bus tires more than that of consumer tires, with Chinese emerging tire makers accounting for almost half of global production, half of which is exported.

Despite the challenging market environment, we have expanded sales not only in our two main markets, Japan and North America, but also in Europe. In terms of sales volume growth rate, Europe achieved 142% year-on-year by expanding new sales channels in high-demand areas such as Germany, the UK, and Eastern Europe; North America reached 112% due to stable supply from the Mississippi Plant; and Japan achieved 104% through proactive sales activities, especially for snow tires. However, due to intense price competition, profits

decreased compared to the previous year.

The truck and bus tire management/maintenance service “T.M.S” (Tire Management System), which utilizes DX, has been steadily increasing its adoption thanks to its recognized convenience and effectiveness. The cumulative number of registered vehicles set as a KPI has reached 49,019, and the number of tires inspected has reached 328,823, continuing to grow toward the FY2026 targets of 50,000 vehicles and 450,000 inspected tires.



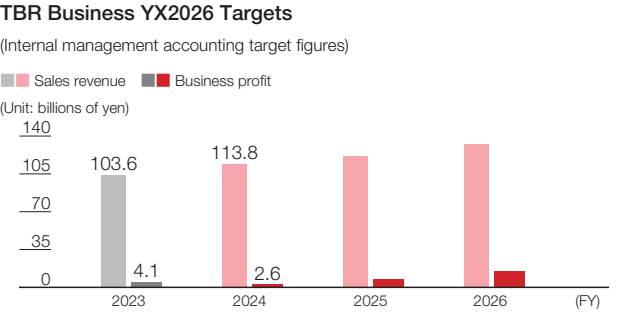
Metrics (KPIs)	Results			Targets
	FY2022	FY2023	FY2024	
Utilization of tire management/maintenance services (T.M.S) using DX				FY2026:
Number of vehicles registered in T.M.S (cumulative)	35,936	41,711	49,019	50,000
Number of tires inspected	330,605	361,239	328,823	450,000 tires per year

Priority Measures in Fiscal 2025

Expanding Our Global Market Share

As emerging tire makers in China expand production and supply to the markets, Western governments are implementing protective policies such as anti-dumping taxes and countervailing duties. Our group will aim for profitable growth by strengthening sales in countries and regions where these measures are supporting the maintenance of appropriate pricing through these initiatives.

In response to concerns about US government tariffs, we are reallocating production at our plants in Japan and Thailand to transfer non-tariffed products to Thailand, aiming to reduce costs and expand market share in Europe, North America, and Japan. The quantitative targets have been established in YX2026, and we are aiming for sales revenue of ¥131.9 billion, business profit of ¥14.8 billion, and business profit margin of 11.2% in fiscal 2026.



AI Opens a New Era of Tire Inspection: Innovation in Acoustic Tire Pressure Inspection (Hammer striking Method)

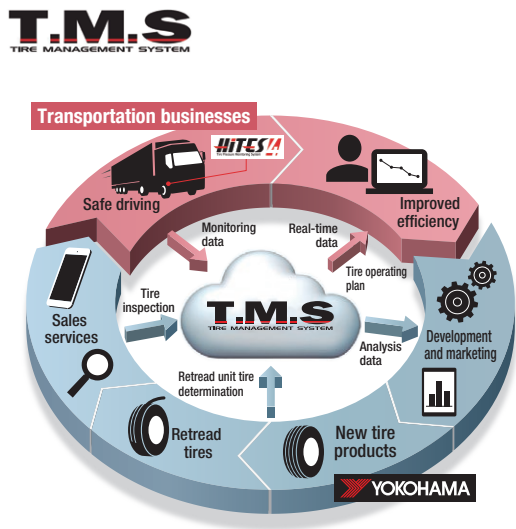
T.M.S uses information from tire inspections and sensors attached to tires in its cloud database to centrally manage and analyze them. In this way, we propose optimal, safe, efficient, and economical tire operation methods tailored to the condition of our customers’ tires. In addition to conventional analog methods, we are actively supporting data acquisition from digital devices to further enhance convenience.

Currently, we are working on new initiatives to revolutionize conventional tire inspection practices. For routine air pressure inspections of truck and bus tires, striking sound test with a hammer is mainstream, but even experienced drivers find it difficult to make accurate judgments, which has been a challenge. To address this issue, together with METRIKA Inc., which is responsible for data science and AI algorithm development, we have developed an AI algorithm that predicts air pressure from the sound of tire striking by hammer. In a demonstration experiment conducted with the cooperation of Enshu Railway Co., Ltd., it was confirmed that anyone can accurately and visually grasp air pressure values and the need for inflation simply by recording the sound of tire striking with a dedicated smartphone app. If this technology is put into practical use, it will eliminate the need for dedicated equipment and advanced skills, resulting in significant labor savings and improved operational efficiency. By utilizing AI, the accuracy of striking test for

tire air pressure, which previously relied on driver experience, will be dramatically improved. This technology will greatly contribute to solving urgent issues in the logistics industry, such as ensuring safe operation, reducing costs, and improving fuel efficiency through proper air pressure management.

We will continue to work on improving the accuracy of the AI algorithm and enhancing application usability through demonstration experiments. We are also planning to integrate this

technology with “T.M.S” to provide more comprehensive and high value-added tire operation solutions. To date, we have conducted demonstration test of new ICT technologies in collaboration with car sharing operators, taxi operators, and bus operators. Moving forward, we aim to further expand our solution services to solve customers’ problems by combining “T.M.S” and the latest digital technologies.



TOPIC

Participation in Public Road Demonstration of Level 4 Autonomous Truck Line-haul Transport

We are participating in a public road demonstration of level 4 autonomous truck line-haul transport conducted by T2 Inc., which develops autonomous trucks, and are verifying the required performance for tires used on autonomous trucks. By verifying tires optimized for autonomous trucks, we aim to realize a safer and more efficient autonomous driving society.

The demonstration period will be from November 2024 to March 2026, and will be conducted on certain sections of expressways between the Kanto and Kansai regions. In level 4 autonomous truck line-haul transport services, it becomes possible for the autonomous driving system to fully substitute for all driving operations within limited areas that meet specific driving environment conditions. This is expected to help solve the shortage of truck drivers in Japan’s logistics industry, improve logistics efficiency through high-frequency, high-turnover transport, and improve fuel efficiency from stable driving, thereby realizing logistics that are both socially and environmentally friendly.

T2 began commercial operation of level 2 autonomous truck line-haul transport in July 2025 and aims to realize level 4 autonomous truck line-haul transport business in 2027. We will continue to address changes in mobility demand and social issues by accelerating the development of technologies and products for electric vehicles and autonomous vehicles.



T2's autonomous truck (photographed at Yokohama Rubber Headquarters and Hiratsuka Plant)



Progress of YX2026

Multiple Business (MB)

We will focus our resources on the Hose and Couplings business and the Industrial Products business, which are two of our strong business areas, and promote a strategy to drive the growth of the Multiple Business (MB). We will build a comprehensive portfolio by positioning the Hose and Couplings business as a growth driver and the Industrial Products business as a stable earnings base.

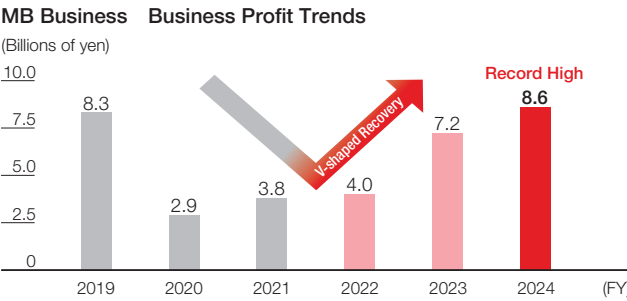
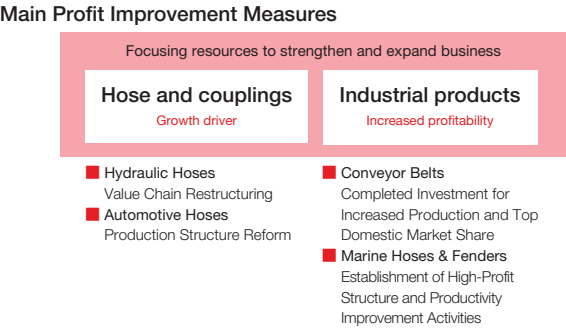
Results of Activities in Fiscal 2024

The MB business has steadily implemented structural reforms and profit improvement measures, resulting in a significant improvement in business profit. Revenue increased by 3.3% year-on-year to ¥105.2 billion, and business profit reached a record high of ¥8.6 billion, up 19.9% year-on-year.

We positioned the hose and couplings business as a “growth driver” and restructured the value chain and reformed the production structure in North America. Although sales revenue from the hose and couplings business as a whole fell below the previous fiscal year due to sluggish demand from construction equipment makers and automakers in North America, we worked to expand sales of hydraulic hose replacement parts, mainly in Asia.

In the industrial products business, we established a solid position in the conveyor belt market in Japan, while promoting internal reforms to stabilize the high-profit structure for marine hoses. We possess a world-leading technology in conveyor belts, and have continued to develop and provide a variety of products over the years that meet diverse needs in Japan and overseas. As part of our efforts to strengthen our industrial products business, we are increasing conveyor belt production capacity at our Hiratsuka Factory by approximately 1.3 times. We are also adding production lines for a variety of canvas belts featuring characteristics such as abrasion resistance, heat resistance, oil resistance, flame resistance, heat resistance, and power-saving performance to build a supply structure that can

meet the user needs in a timely manner. As a result of increased production investment and productivity improvements to strengthen supply capacity supporting this sales expansion, sales revenue significantly exceeded the previous fiscal year.



Priority Measures in Fiscal 2025

The hose couplings business will close its automotive hose assembly plant in Kentucky, USA, and consolidate operations into two assembly plants in North America to enhance cost competitiveness.

In January 2025, we launched the new high-pressure hose

“REVEX C (CWP)” in Japan as part of the “REVEX” series, which is widely used in construction and civil engineering machinery, machine tools, and industrial machinery. This new lineup pursues flexibility and compactness, adding ease of handling to conventional products. Even in couplings where space is tight and

TOPIC

Establishment of Sensing Technology for Conveyor Belts

We have established sensing technology that enables real-time remote monitoring of operating conveyor belts and detection of abnormalities. Going forward, we aim to build a comprehensive solution service that proposes optimal operation management of conveyor belts based on detected data, with the goal of launching the service in 2027.

The sensing technology established this time has been verified through field demonstration tests on actual operating products from February 2022 to December 2024. Our proprietary RFID* tag, which can detect minute changes inside the conveyor belt that cannot be identified through regular inspections, is embedded and transmits various numerical data such as wear, damage, and temperature changes to our development department via the Internet.

In the comprehensive solution service, we are developing, sharing this data via a cloud network will enable users to quickly detect abnormalities and support the prediction of damage and fire risks. Our specialized staff will analyze the data detected by the sensing technology and propose optimal operation management. This service is also expected to contribute to longer product life, reduction of CO₂ emissions during manufacturing, and reduction of raw materials.

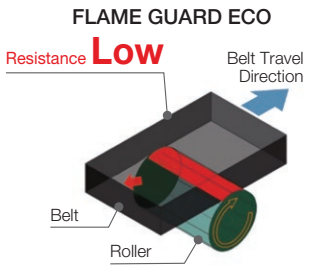
* RFID (Radio Frequency Identification): An automatic identification technology that uses radio waves to read and write information contactlessly

bending is required, such as internal couplings where handling high-pressure hoses was previously difficult, smooth work is now possible. We plan to expand the available sizes in the future.

In April 2025, we launched a new product, the “FLAME GUARD ECO,” a flame-retardant conveyor belt with high energy-saving performance. Our company offers the “FLAME GUARD” series, which features self-extinguishing properties due to specially formulated rubber, and includes conveyor belts with flame resistance, super abrasion resistance, heavy oil resistance, medium-temperature heat resistance, and high-temperature heat resistance. Furthermore, by adding “FLAME GUARD ECO,”

which utilizes the technology cultivated with our world-class energy-saving conveyor belt “ECOTEX,” we have created an even stronger product lineup.

We will continue to provide excellent products and aim for a business profit margin of around 10% in fiscal 2026, further enhancing the presence of the MB business.





Progress of YX2026

Other Business (PRGR Business)

Using a variety of innovative technologies, we are developing products that allow people to experience the fun and joy of golf.

Results of Activities in Fiscal 2024

In the domestic market, although there was a slight decrease compared to the previous year due to the golf boom during the COVID-19 pandemic peaking out and not fully recovering, PRGR achieved increased sales and profits year-on-year thanks to strong sales of the new “RS X Series” and the launch of the new “04IRON” in the IRON series, resulting in strong overall sales of the IRON series.

In the Korean market, recovery lagged behind Japan, resulting in a significant contraction compared to the previous year. PRGR launched the new “SUPER egg Series” to strengthen its position and expand its share in the premium market, but was unable to surpass the previous year.

On the other hand, sales and profits for the overall PRGR business increased due to the compact distance measuring device “RED EYES POCKET Series” achieving strong sales in overseas markets.

At our directly managed stores in Japan, we introduced the new measurement system “RED EYES IMPACT,” which enhances swing and impact analysis technology, thereby improving lesson and club fitting services. Additionally, by feeding back analysis results into new product development, we have established a system for developing products that better reflect customer needs.

Priority Measures in Fiscal 2025

Although the Japanese and Korean markets are unstable, PRGR will manage the total number of coefficients of repulsion, which is a unique technology, as well as further differentiate ourselves from other companies by integrating the development of new technologies and promoting growth in sales and profits.

In the domestic market, we will continue to expand our market share by launching new products such as the “CRYSTAL egg Series,” developed in co-creation with female golfers for easy distance, the “RS SPEED Series,” which further increases distance for average golfers through lightweight design, and the renewal model “New 03IRON” of the hit product “03IRON.”

In the South Korean market, in addition to the SUPER egg Series that is performing favorably, we launched sales of the new LS Series, a model specifically for the Korean market, to strengthen our position in the premium market and expand our market share. In addition, we will reduce inventories generated

by the golf bubble and continue our activities to stimulate and promote demand for new products.

For the compact distance measuring device “RED EYES POCKET Series,” which continues to sell well mainly in overseas markets, we will further enhance its functions and strengthen sales, increasing touchpoints with golfers outside of golf clubs and thereby promoting the overall strengthening of the PRGR business.



Products and Services

Provision of Products and Services that Contribute to a Sustainable Society

The Yokohama Rubber Group aims to realize a sustainable society by contributing to the development of a safe and comfortable mobility society, economy, and society by providing high-quality, high-performance products through proprietary technologies and innovative services utilizing DX.

Metrics (KPIs)	What we aim to do
Number of products with E+ mark (for tires specifically suited for electric vehicles)	Achieve a safe and comfortable mobility society through improved quality and performance based on proprietary technologies
Number of tire sizes that conform to Very High Flexion (VF) and Pressure Field Operation (PFO) standards ^{*1}	Contribute to economic and social development by providing high value-added off-highway tires
Utilization of tire management/maintenance services (T.M.S) using DX - Number of vehicles registered - Number of tires inspected	Improved customer convenience and efficiency through DX-based services

^{*1} Standard for tires that can run at low pressure to minimize the impact on the roots of crops

Basic Approach

The Yokohama Rubber Group aims to provide safe and high-quality products and services based on the Yokohama Rubber Group Action Guidelines. We are constantly challenging the forefront of technology in the development of products that support mobility and industry, such as tires and industrial products, striving to improve quality and performance, and working to create new value by pursuing greater convenience and efficiency for customers through DX-based services.

Initiatives to Increase the Number of Tire Products Suited for Electric Vehicles

Our group is working to increase the number of tires for electric vehicles^{*2} in response to the trend toward carbon neutrality and the expansion of EV adoption. As of December 2024, there are five E+ mark (electric vehicles compatible) tire products, with a goal to increase this to ten products by fiscal 2026.

The E+ mark is given to tires equipped with technologies that meet the unique needs of EVs, such as high load capacity due to the installed batteries, high torque output, quietness, improved electricity efficiency, and extended driving range. To respond to the expansion of the premium EV market, we have developed the EV-exclusive ultra-high-performance summer tire “ADVAN Sport EV,” and have also added the E+ mark to premium comfort tires such as “ADVAN dB V553.” We have also introduced the E+ mark for truck and bus tires, further

strengthening our support for electric vehicles. We will continue to strengthen research and development and original equipment, contributing to the realization of a decarbonized society.

^{*2} Electric vehicles include BEV (battery electric vehicles), EV (electric vehicles), PHEV (plug-in hybrid vehicles), HEV (hybrid vehicles), and FCEV (fuel cell electric vehicles)



Initiatives to Increase the Number of High Value-Added Off-Highway Tire Sizes

In the off-highway tire sector, we have set the increase in the number of tire sizes compliant with VF and PFO standards as a KPI, aiming to realize our vision of “contributing to economic and social development through the provision of high value-added off-highway tires.” As of December 2024, the total number of compliant sizes is 272, with a target of 384 sizes by fiscal 2026.

VF standard-compliant tires (hereafter VF tires) can support the same load as conventional radial tires at 40% lower air pressure. Low-pressure operation reduces pressure on the soil and suppresses damage caused by soil compaction. Research has reported that soil compaction can impede the flow of air and water and hinder crop root growth, leading to reduced



Agricultural machinery equipped with PFO standard-compliant tires

yields. Introducing VF tires reduces soil compression, promotes crop growth, improves productivity, and leads to better work efficiency and fuel economy.

In addition, we are also expanding our lineup of tires that comply with PFO standards (hereafter PFO tires) that enhance the load carrying capacity of VF tires during low-speed operation. Tires equipped with PFO technology allow for even lower tire pressures than VF tires, further reducing soil compression. Minimizing the impact on soil enables the use of large agricultural machinery and leads to improved work efficiency.

There are only a few makers in the world capable of supplying both VF tires and PFO tires. We have an extensive lineup of tires that meet a wide range of needs. By providing high-quality tires trusted by users and comprehensive after-sales services, we will support improving the productivity of farmers, reducing the

environmental impact, and contribute to the stable supply of foods, and aim to achieve a sustainable society.



TM1000 PFO Standard-Compliant Tire

Expansion and Deployment of DX Solutions – Optimization of Tire Management –

To achieve our vision of “Improve customer convenience and efficiency through DX-based services,” we are strengthening the deployment of “T.M.S” (Tire Management System).

“T.M.S” is a service for transportation operators that centrally manages data such as internal tire pressure, temperature, and tire wear status in the cloud. This data is collected from tire inspections and sensors installed on tires. By connecting tire-related data via the Internet, our “tire professionals” can quickly provide wear predictions and propose optimal products and operation plans, thereby helping to solve challenges in the transportation business.

In addition, “T.M.S” is a highly redundant system. It can incorporate and utilize data from the latest technologies such as “sensors with new functions” and “AI-based inspection systems” that are expected to be implemented in the market in the future.

Since the service launch in 2003, “T.M.S” has expanded its offerings with a focus on “solving customer issues,” and as of

December 2024, the results are 49,019 registered vehicles and 328,823 tires inspected per year. We aim to expand the use of T.M.S, targeting a cumulative total of 50,000 registered vehicles and 450,000 tires inspected per year by fiscal 2026.



Tire inspection using “T.M.S”

Looking Ahead

We see CASE^{*3}, a new wave of technological innovation in the automotive industry, and the spread of MaaS^{*4}, which is leading to a decrease in private car ownership, as business opportunities arising from changing customer needs. We will accelerate technological innovation to capitalize on these opportunities. We will also thoroughly pursue the development of high-quality, safe products and the provision of services tailored to customer needs.

We will continue to take on the challenge of creating new

value in order to realize our vision of “Achieve a safe and comfortable mobility society through improved quality and performance based on proprietary technologies,” “Contribute to economic and social development by providing high value-added off-highway tires,” and “Improve customer convenience and efficiency through DX-based services.”

^{*3} CASE: A coined term from the initials of Connected, Autonomous, Shared & Services, and Electric.

^{*4} MaaS: Abbreviation for Mobility as a Service. A new concept that integrates various types of mobility services into one and provides them to users.