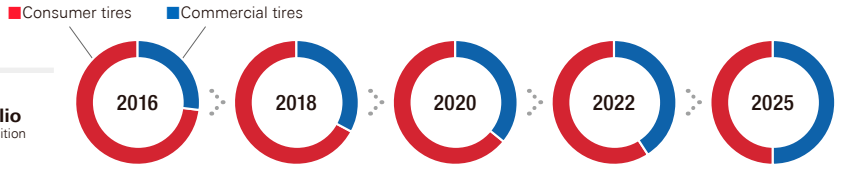
Our History

Since our founding in 1917, we have overcome numerous challenges to forge new paths forward. For more than 100 years, we have remained a pioneer, driven by our pride as a Japanese manufacturer and our determination to continue tackling new challenges. We will carry our enduring founding spirit into our next 100 years and continue advancing as pioneers down unexplored paths.

Changes in Our Business Portfolio
* Sales revenue composition



Major Milestones and Trends in Consolidated and Non-consolidated Sales Revenue

1917 - 1950s

Founding of Yokohama Rubber with the aim of providing high-grade rubber products

1917
Established Yokohama Rubber Co., Ltd.

1920
Completed the Hiranuma Plant (Hiranuma-cho, Yokohama).Began manufacturing belts and tires.

1928
Completed the Yokohama Plant (Tsurumi-ku, Yokohama)



1929
Opened the Yokohama Plant. (Suekichi Nakagawa presents his cautionary tale, which later becomes our Founding Spirit)

1952
Completed Phase 1 of the Hiratsuka Plant and start of production there of belts, large tires, and vinyl products.

1960s - 1970s

Responding to motorization and expanding exports

1963
Japanese company name changed to match the English, The Yokohama Rubber Co., Ltd.

1967
Launched the G.T. SPECIAL radial tire for passenger cars, with subsequent expansion of production of the G.T. SPECIAL series as radial tires became popular among general drivers.

1969
Established a tire sales company in the United States, shifting from export dependence on trading companies for exporting to a sales company model with our own capital.



1980s

Creating new markets with a three-brand strategy

1980
Launched a three-brand strategy: ADVAN with wet performance and high-speed driving capabilities, ASPEC with driving performance and quietness to satisfy adults, and GRAND PRIX with competitive pricing and advanced driving capabilities, creating markets for distinctive tires.

1980
Made a full-scale entry into Japan's premier All Japan F2 Championship, and subsequently expanded motorsports-related activities to Europe, the United States, and other regions, building a track record in the demanding world of motorsports.

1990s

Globalization and advancement of tire technologies

1991
Completed RADIC (Research and Development Integrated Center) at the Hiratsuka Factory.

1996-2007
Established tire manufacturing and sales companies in the Philippines, Vietnam, India, and China (Hangzhou and Suzhou).

1998
Launched sales of DNA ES-01 and DNA ES-02 as the first products in the DNA series for fuel-efficient tires for passenger cars.

2005
Proactively expanded global flagship brand ADVAN.

2010s

Pursuit of environmental technology and planned growth.

2010 BluEarth
Launched BluEarth AE-01 as the first in the BluEarth series of "eco-friendly/people-friendly" fuel-efficient tires.

2015
Opened Hokkaido Tire Test Center

2016
Acquired Alliance Tire Group B.V. (ATG), a Dutch company that manufactures and sells tires for agricultural and construction machinery.

2017
Our 100th Anniversary
おかげさまで 100 周年
Acquisition of Aichi Tire Industry, a company that manufactures and sells tires for industrial vehicles

2020s

Promotion of transformation based on our "Exploitation × Exploration" strategy

2020
Formulated the AI-human collaboration framework HAICoLab, strengthening competitiveness by creating synergies across faster tire development, expansion of production bases, enhanced sales support, and digital transformation of logistics.

2023
Acquired Trelleborg Wheel Systems Holding AB, a Swedish company that manufactures and sells tires for agricultural and industrial machinery.

Introduced our proprietary "E+" mark, signifying tire compatibility with electric vehicles.

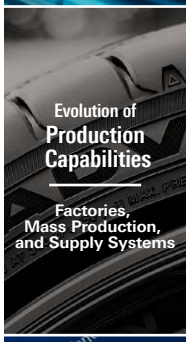
2025
Acquired Goodyear's mining and construction vehicle tire business.

2026 Targets
Consolidated Sales Revenue
¥1.3 trillion
Consolidated Business Profit
¥188 billion

Our History

Our growth is driven by refined technological capabilities, manufacturing expertise that ensures reliable quality, and a growing global business foundation. The DNA of creating beneficial products cultivated since our founding has evolved into a core strength. We will further accelerate our efforts to pioneer distinctive new fields as we pursue our next stage of sustained growth.

Evolution of Yokohama Rubber's Strengths with an Eye to the Future

Changes in Society and Customer Needs	1917 - 1950s Meeting Military and Core Industry Demand/ Shift to Production in Japan to Replace Imports	1960s - 1970s Expansion of Motorization and Expressway Infrastructure	1980s Stronger Brand Consciousness and Growing Demand for High-Performance tires	1990s Intensifying Global Competition and Rising Environmental Awareness	2010s Growing Demand for Safety, Environmental Performance, and High Performance	2020s Emphasis on Decarbonization and Sustainability
	**Establishment of Japanese Tire Technologies** **1921** ▪ Developed Japan's first cord tire, the Hama Town Cord. **1954** ▪ Launched the Y-29, Japan's first snow tires. **1955** ▪ Launched the Hama Safety and Hama Liner, Japan's first tubeless tires.	**Development of Radial Tires and Establishment of Mass-Production Technologies** **1967** ▪ Launched the G.T. SPECIAL passenger car radial tire. **1978** ▪ Launched Japan's first sports radial tire, ADVAN-HF **1979** ▪ Launched the ADVAN TS-02, Japan's first proper all-season tire.	**Exploitation of High-Performance Technologies** **1980** ▪ Launched the three-brand strategy (ADVAN, ASPEC, and GRAND PRIX), clearly defining the value of each brand based on specific performance characteristics. ▪ Made a full-scale entry into Japan's premier All Japan F2 Championship. Subsequently expanded motorsports-related activities to Europe, the United States, and elsewhere, applying technologies cultivated in demanding motorsports to aftermarket tire development.	**DNA Series/Fuel-Efficient, Environment-Friendly Technologies** **1996** ▪ Launched GEOLANDAR tires for SUVs. **1998** ▪ Launched sales of DNA ES-01 and DNA ES-02 as the first products in the DNA series of fuel-efficient tires for passenger cars. **2005** ▪ Proactively expanded the global flagship brand ADVAN.	**Launch of the New Fuel-Efficient Tire Brand BluEarth** **2010** ▪ Launched BluEarth AE-01, the first product in the BluEarth series of "eco-friendly/people-friendly" tires, inheriting and advancing fuel-efficient technologies developed for the DNA series. **2015** ▪ Opened the Hokkaido Tire Test Center	**AI Utilization and Launch of HAICoLab** **2020** ▪ Formulated the AI-human collaboration framework HAICoLab. ▪ Utilized AI to strengthen competitiveness by creating synergies across faster tire development, expansion of production bases, enhanced sales support, and digital transformation of logistics. **2023** ▪ Introduced our proprietary "E+" mark, signifying tire compatibility with electric vehicles.
	**Establishment of Early Production Structure in Japan** **1917** ▪ Established Yokohama Rubber Co., Ltd. **1928** ▪ Completed the Yokohama Plant. ▪ Launched full-scale production of tires, belts, hoses, and other products. **1952** ▪ Completed the Hiratsuka Plant Phase I construction. ▪ Established a mass-production system with an expanded product lineup including belts, large tires, and vinyl products.	**Expansion of Core Plants in Japan and Mass Production** **From 1967** ▪ Expanded G.T. SPECIAL series production. ▪ Established a mass-production system for radial tires. **1974** ▪ Launched production of tires for construction vehicles at Onomichi Plant. ▪ Launched production of high-pressure hoses at Ibaraki Plant.	**Establishment of a High-Mix, Low-volume Production System** **1980** ▪ Transited a high-mix, high-value-added production system aligned with the three-brand strategy. ▪ Advanced production technologies to meet the specific design and quality requirements for each performance category. **1983** ▪ Launched sales of PRGR (Pro Gear) golf equipment.	**Establishment of a Globally Optimized Production System** **From 1996** ▪ Introduced a small-scale integrated production model with compact production facilities enabling agile responses to fluctuations in demand, while proactively establishing new plants across Asia. **2006** ▪ Promoted environment-conscious production processes and environment-friendly products with Environmental GD100 as a guiding principle.	**Expansion of Global Production Capacity and Acquisition of Manufacturing Capabilities Through M&A.** **From 2010** ▪ Expanded existing plants in Asia to boost production capacity in response to growing global demand. **2016** ▪ Acquired Alliance Tire Group B.V. (ATG), a Dutch company that manufactures and sells tires for agricultural and construction machinery. **2017** ▪ Acquired Aichi Tire Industry, a company that manufactures and sells tires for industrial vehicles.	**Strengthening Off-Highway Tire Production and the "1-Year Plant" Challenge** **2022** ▪ Opened a new off-highway tire plant in Visakhapatnam, India. **From 2023** ▪ Further bolstered off-highway tire production capacity through M&A. **2025** ▪ Opened a new plant in Hangzhou, China, as a "1-Year Plant" aimed at achieving an early launch and establishing a low-cost, highly efficient production system.
	**Foundation of Company Through a Technical Partnership** **1917** ▪ Founded Company through a capital and technical partnership with BFGoodrich.	**Expansion into the United States and Establishment of Company-owned Sales Network** **1969** ▪ Established a tire sales company in the United States. ▪ Shifted from export dependence on trading companies to a sales company model with our own capital.	**Expansion of Overseas Sales Networks and Growing Brand Recognition** **From 1980** ▪ Expanded motorsports-related activities into Europe, the United States, and elsewhere. ▪ Built recognition as a high-performance brand through track record on the international stage.	**Expansion of Overseas Production Bases** **From 1996** ▪ Established production and sales bases in the Philippines, Vietnam, China, Thailand, and India. ▪ Built a distributed global production structure centered on Asia.	**Acceleration of Global Expansion Through M&A** **2016** ▪ Acquired Alliance Tire Group B.V. (ATG), a Dutch company that manufactures and sells tires for agricultural and construction machinery.	**Bolstering Off-Highway Tire Operations Through Large-Scale M&A** **2023** ▪ Acquired Trelleborg Wheel Systems Holding AB, a Swedish company that manufactures and sells tires for agricultural and industrial machinery. **2025** ▪ Acquired Goodyear's mining and construction vehicle tire business.

Strength 1 Technological Capabilities (R&D)

Strength 2 Production Capabilities

Strength 3 Global Network

Our Strengths

Yokohama Rubber has continuously challenged itself to create new value, consistently breaking new ground by pioneering fields of its own ahead of the times. Building on the technological capabilities, production capabilities, and global network we have cultivated over more than a century, we will continue moving forward with the times, driven by passion and a spirit of challenge.

Strength 1 Technological Capabilities (R&D)



Origins of Our Strength

- An unwavering commitment to technological exploration that we have maintained since our founding, continually challenging ourselves to create new value and pioneer new fields ahead of the times.
- Extensive tire development expertise, cultivated through the demanding world of motorsports, for producing tires with outstanding driving performance and safety.

Secrets Behind Our Strength

- World-class performance and quality, demonstrated by our track record of supplying tires for leading premium vehicle brands including Porsche, BMW M Series, and Mercedes-AMG.
- Advanced winter tire technologies developed through our continuous pursuit of improved ice performance since the 1950s.

Further Enhancing Our Strength

- Meeting the increasingly demanding quality requirements and shorter development lead times of premium automakers, particularly in Europe.
- Further transforming the development process through our proprietary HAICoLab AI utilization framework.
- Strengthening technologies required for electrified vehicles—including low rolling resistance technologies to improve energy efficiency and enhance quietness—through the expansion of our E+ electric vehicle-compatible tire lineup.



The ADVAN Sport EV ultra-high-performance summer tire for electric vehicles

The E+ mark logo

Strength 2 Production Capabilities



Origins of Our Strength

- A production system that has continued to evolve since our founding, guided by our Basic Philosophy: "To enrich people's lives and contribute to their greater happiness and well-being by devoting our wholehearted energies and advanced technology to the creation of beneficial products."

Secrets Behind Our Strengths

- A comprehensive production system covering products ranging from passenger car tires to off-highway tires.
- Cost competitiveness that enables the efficient production of both high-value-added products such as ADVAN and standard products capable of competing with newly emerging tire makers.
- A flexible production system capable of meeting a wide variety of customer needs, ranging from high-mix, low-volume production to mass production.

Further Enhancing Our Strength

- Realizing low-cost, highly efficient production capable of competing with emerging tire makers, and establishing a system to rapidly supply competitive products—driven by our new passenger car tire plant in Hangzhou, China (launched as a "1-year plant") and our new plant in Mexico, which leverages the management expertise of the Yokohama ATG team.



New passenger car tire plant in Hangzhou, China

Strength 3 Global Network



Origins of Our Strength

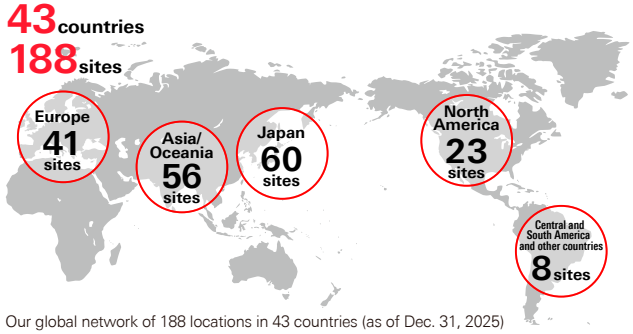
- A history of building a "local production for local consumption" business model in the 1980s and subsequently establishing tire R&D centers close to major markets, enabling the rapid introduction of new products tailored to local customer needs.

Secrets Behind Our Strength

- A full product lineup ranging from passenger car tires to off-highway tires, enabling us to meet diverse customer needs worldwide.
- Strategies tailored to the specific characteristics of each region and rapid decision-making enabled by delegating authority to professional executives with extensive knowledge of their local markets.

Further Enhancing Our Strength

- Strengthening our global supply network through continued growth investments, including M&A, capacity expansions at existing plants, and the construction of new plants, enabling us to respond quickly to growing global demand.
- Optimizing our global production footprint through the consolidation and rationalization of existing and acquired facilities, while improving cost competitiveness and asset efficiency through measures such as shared back-office functions.



Our global network of 188 locations in 43 countries (as of Dec. 31, 2025)

Businesses, Products, and Brands

Tire Business

Consumer tires

Under the strategy of maximizing the sales ratio of high-value-added products, the Group is focusing on three categories—ultra-high-performance tires, SUV and pickup truck tires, and winter tires—while proactively expanding sales particularly of high-value-added tires such as ADVAN, GEOLANDAR, and winter tires.



ADVAN

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



GEOLANDAR

GEOLANDAR is an SUV tire brand 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.



We supply ultra-high-performance tires as original equipment for renowned premium cars and EVs from brands such as Porsche, BMW, Mercedes-AMG, and LEXUS. This demonstrates 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.

Obtained Numerous Technical Approvals from World-leading Premium Car Brands Such as Mercedes-AMG and BMW M Series



ADVAN Sport V107

ADVAN Sport V107 is equipped on many of the world's leading premium cars.

Number of Tire Sizes Holding Wet Grip Performance Grade "a" in the Japanese Market



Percentage of Renewable and Recycled Raw Materials Used

30.4 % of Raw Materials



ADVAN racing tires (dry use) made from 46% renewable or recycled materials*

* Average value for dry and wet tires

Commercial tires

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 demanding worksites.

Off-highway tires (OHT)



YOKOHAMA, GOODYEAR OFF-THE-ROAD, TRELLEBORG, Mitas, MAXIMO, Cultor, ALLIANCE, GALAXY, PRIMEX, AICHI TIRE

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, etc.

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



YOKOHAMA

A truck and bus tire brand that provides not only basic performance such as fuel economy, long tread life, and durability, but also the enhanced load-bearing performance required for EVs.



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



We will contribute to the new era of logistics with truck and bus tires focused on safe operation, environmental performance, cost reduction, and efficiency.

Agricultural Machinery Tires (AG)

Global Share

No.1 * Ranking based on Yokohama Rubber research



Industrial Vehicles Tires (ID)

Global Share

No.2 * Ranking based on Yokohama Rubber research



Off-highway Tires (OHT)

Global Share

No.3 * Ranking based on Yokohama Rubber research



OHT: General term for off-highway tires for agricultural and forestry machinery, construction and mining vehicles, industrial and port-use vehicles, etc.

Businesses, Products, and Brands

Multiple Business (MB)

We offer a wide range of products, including high-pressure hydraulic hoses for construction machinery and machine tools, automotive hoses and piping, conveyor belts, marine products, and aircraft components. We have played a significant role around the world for many years contributing to the development of a host of industries, including automotive, oil, gas, mining, construction, and aviation.



No.1
Global Pneumatic Fenders Market Share



The world's largest fender (photo for scale)
* Ranking based on Yokohama Rubber research

Versatran

This brand of hydraulic hoses for overseas markets was created by integrating three core product series. Offering significantly enhanced performance and products designed for use in demanding operating environments.

HAMAHEAT

One of the most widely recognized conveyor belt brands both in Japan and overseas. Highly regarded, particularly in the steel and cement industries.

Seaflex

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

No.1
Domestic Conveyor Belt Market Share



Flame-retardant, medium-temperature heat-resistant conveyor belt
* Ranking based on Yokohama Rubber research

PRGR (Pro Gear) Business

We manufacture and sell golf gear under the PRGR (Pro Gear) brand.





PRGR

Taking a scientific approach to golf, PRGR became the first in the industry to advocate the head-speed theory. Over the past 40 years, the brand has introduced numerous hit products and earned the continued support of golfers.

RS DUO

Using a variety of innovative technologies, PRGR develops products that allow people to experience the fun and joy of golf.

Column

Brand Communication

The Meaning Behind the Yokohama Logo

The red "Performance Y" at the beginning of the YOKOHAMA logo represents our stance of generating the passion among our employees that enables us to accept new challenges and work with a pioneering spirit that creates new excitement.

The lines extending to the upper right represent Yokohama Rubber's strong determination to be a company that is constantly growing and advancing into new areas. The red color represents the energy and passion our employees around the world bring to work every day.

The merging lines symbolize the teamwork that brings together the strengths of Yokohama Rubber's many businesses and group companies conducting global operations in many business domains.

YOKOHAMA

Motorsports and Yokohama

Yokohama competes in a wide range of motorsports competitions, including circuit racing and rallying. The Group supplies competition tires in Japan and overseas and has achieved outstanding results across various racing categories. Safety and performance are refined to the highest levels under the demanding conditions of motorsports, and the resulting technologies are fed back into replacement tire products such as ADVAN and GEOLANDAR brand tires.

Challenging the limits of motorsports and achieving victory has helped establish strong global brand recognition and reinforce the exceptional reliability of Yokohama brand products.



Premium Vehicles and Yokohama

Yokohama brand tires are fitted on premium vehicles in Europe and around the world.

The adoption of Yokohama tires as original equipment on numerous iconic vehicles is a testament to the advanced technology and quality that enable the tires to meet the most demanding performance standards.

This solid reputation has also contributed to the Yokohama brand's standing in the replacement tire market as a trusted provider of high-quality tires.



Grand Design for the Tire Business

We are pursuing a "Lead and Disrupt" approach that simultaneously exploits existing businesses and explores new markets. Through our Grand Design for the Tire Business, which we have pursued for more than a decade, we have established ourselves as the Best Alternative for our customers and have achieved sustained growth in both revenue and profit.

Global Tire Market

The global tire market can be broadly divided into consumer tires, including passenger car tires, and commercial tires, including truck and bus tires and agricultural machinery tires. Each segment represents a market of approximately ¥15 trillion (based on an exchange rate of ¥152 to US$1). Within the commercial tires segment, truck and bus tires account for approximately ¥9 trillion and off-highway tires approximately ¥6 trillion.

The consumer tire market is highly competitive and saturated "red ocean," with emerging tire makers in China expected to account for approximately half of global production in the near future. Similarly, the truck and bus tire market is also intensely competitive, with Chinese tire makers accounting for approximately half of global production.

By contrast, although individual off-highway tire market segments are relatively small, each requires an extensive product lineup. This creates high barriers to entry, limiting the number of competitors and making the market a highly profitable "blue ocean."

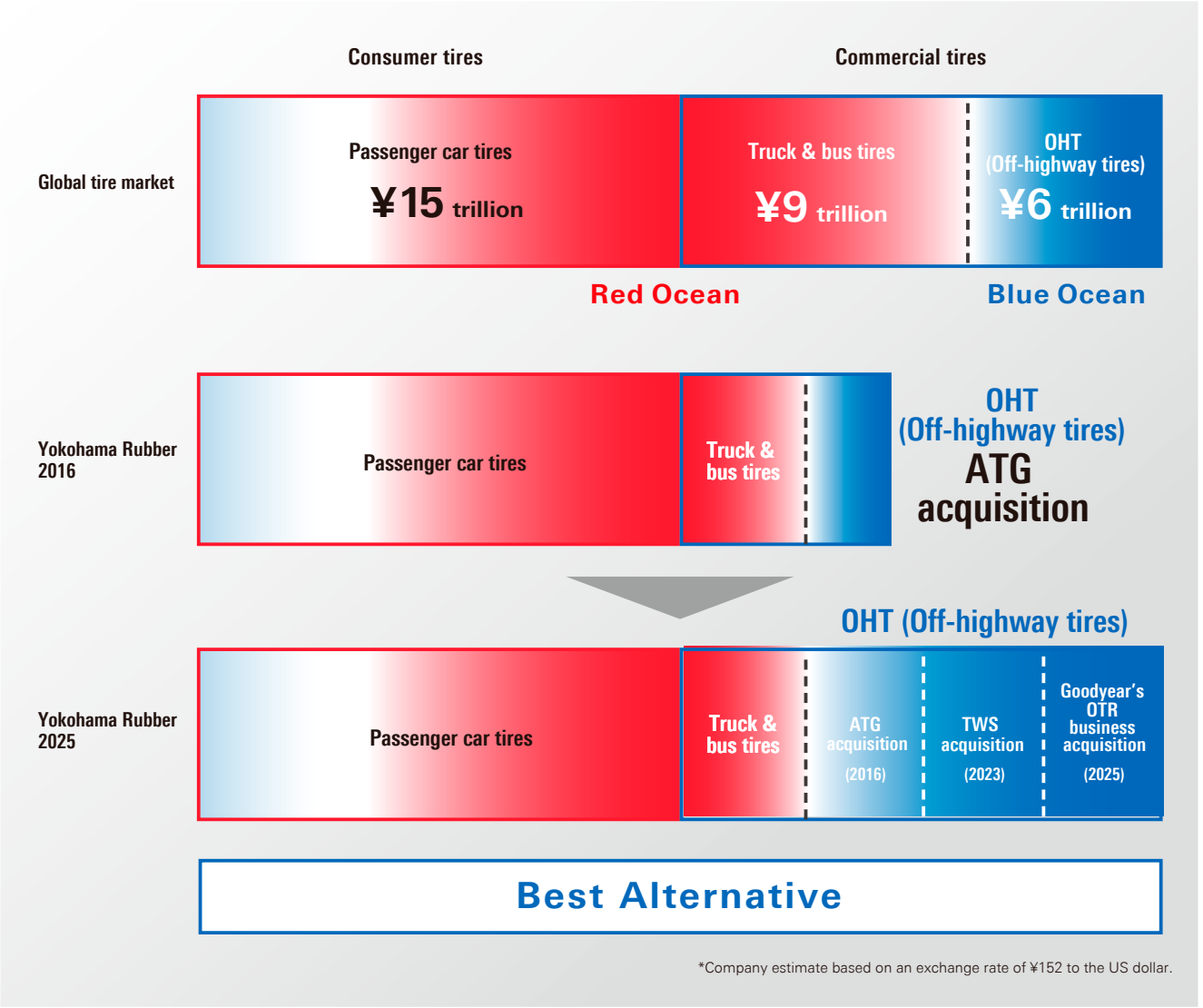
Yokohama Rubber's Tire Business Strategy

To achieve revenue and profit growth, we have pursued our Grand Design for the Tire Business for more than a decade. Through successive M&A, we have transformed our sales mix between consumer and commercial tires to mirror the approximately 1:1 composition of the global tire market, while building a product lineup comparable to those of the leading Tier 1 tire makers.

The fundamental objective of this strategy is to become the Best Alternative for independent tire dealers—our primary customers—and achieve ongoing revenue and profit growth across every product category.

In recent years, our "Hockey Stick Growth" (rapid upward growth) has in fact been driven more by growth in our existing tire businesses than by the acquired off-highway tire businesses.

The truly comprehensive product lineup we have established through M&A has become a powerful engine for growth across the Group, including for our existing businesses.



*Company estimate based on an exchange rate of ¥152 to the US dollar.

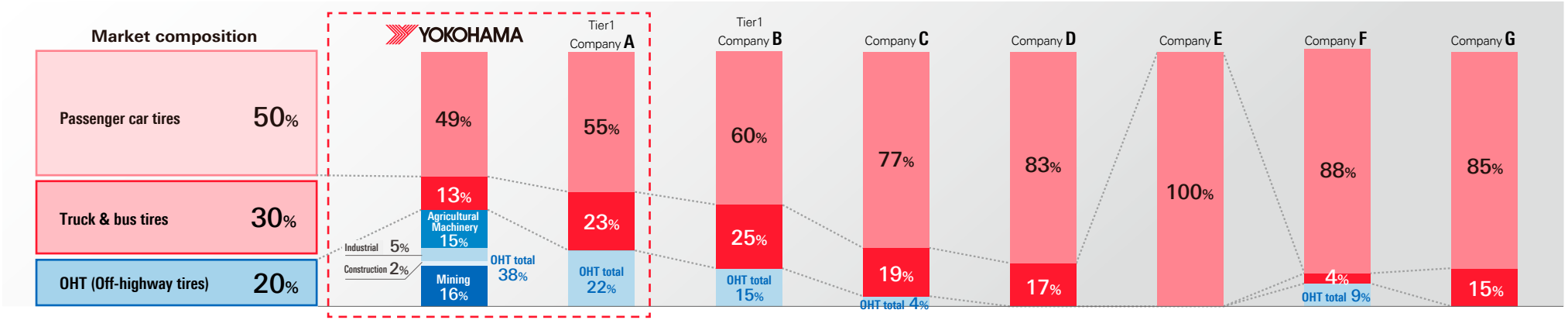
Grand Design for the Tire Business

Becoming the "Best Alternative" Through Our Grand Design for the Tire Business

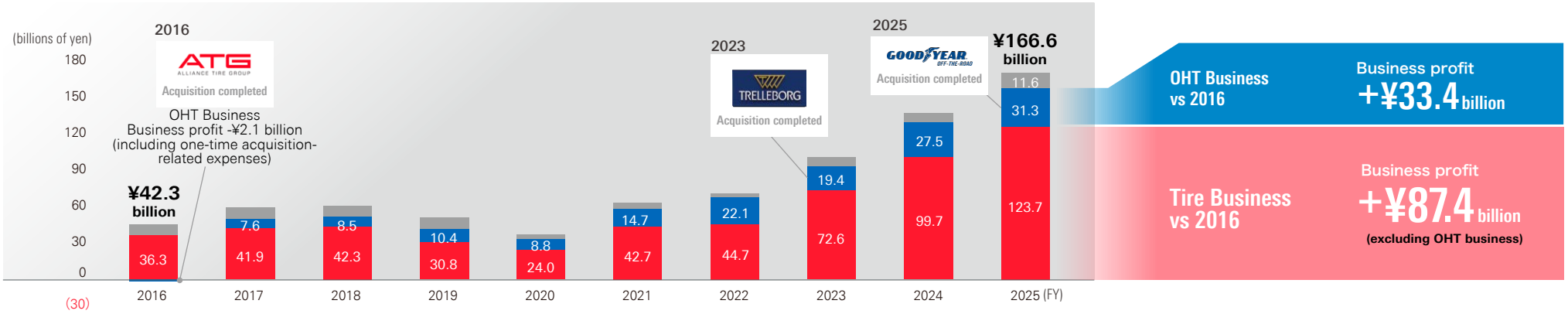
Approximately 60% of our sales in our principal markets are to independent tire dealers that are not affiliated with any particular tire maker. These dealers place a very high priority on improving ordering, logistics, and inventory management efficiency, and strongly prefer sourcing a wide range of products—including passenger car tires, truck and bus tires, and commercial tires for agricultural and construction equipment—from a single supplier.

Through years of executing our Grand Design for the Tire Business and a series of M&A, we have built a truly comprehensive product lineup capable of meeting virtually every tire requirement around the world. In doing so, we have established ourselves as the industry's Best Alternative—a unique supplier that dealers can rely on for high-quality products across every major tire category. This distinctive position represents a powerful competitive advantage that is difficult for competitors to replicate and is a powerful barrier to entry. By not only supplying products but also contributing to improvements in dealers' overall business efficiency, we have simultaneously acquired new customers while deepening relationships with existing customers. As a result, we have created strong momentum for revenue and profit growth across every tire category—not only in acquired businesses but also throughout our existing tire business. This could be said to represent the greatest achievement to emerge from our implementation of the Grand Design for the Tire Business.

Best Alternative: The only tire maker with a product lineup comparable to the Tier 1 Top maker



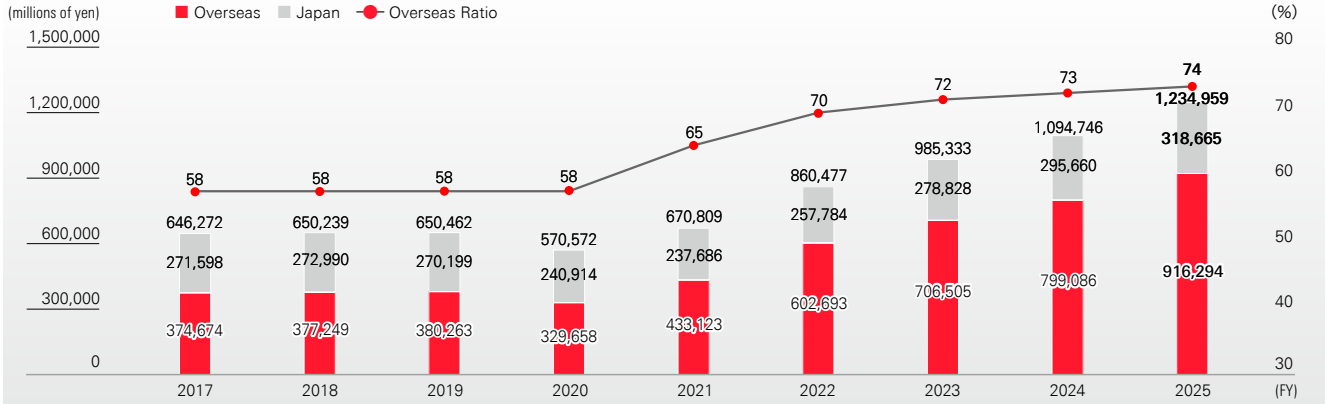
Business Profit Growth (2016–2025)



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

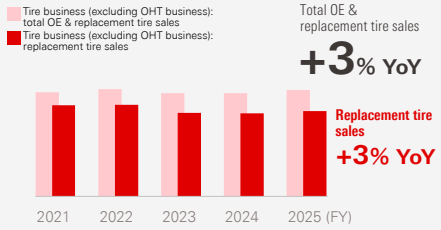
Since our acquisition of the Alliance Tire Group in 2016, we have actively expanded through M&A, increasing our business scale, and in 2025, we acquired Goodyear's off-the-road tire business. As a result, we have further strengthened our presence in the global market. With sales in overseas markets now 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.

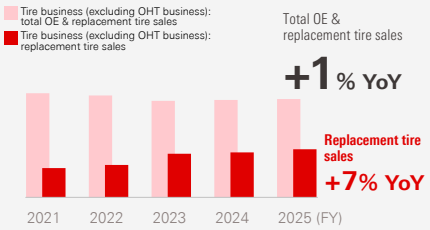
In terms of product strategy, we have positioned GEOLANDAR as a key growth driver for the expanding CUV/SUV market. Leveraging its strong brand recognition in the off-road segment, we are working to further expand sales in the urban on-road market. We will also optimize our production network through 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

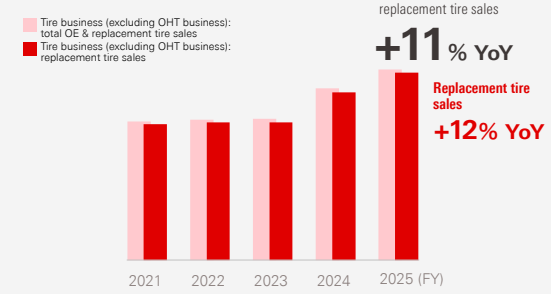
Europe is the fastest-growing region in Yokohama Rubber's tire business. Unit sales in fiscal 2025 increased 11% year on year, contributing to overall global sales growth alongside the Japanese market. By expanding sales of high-value-added products, including large rim diameter tires, to existing customers,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

Products and Services: Provision of Products and Services that Contribute to a Sustainable Society

The Yokohama Rubber Group aims to contribute to a safe and comfortable mobility society and to economic and social development through the provision of high-quality, high-performance products based on proprietary technologies and innovative services enabled by digital transformation, thereby supporting a more sustainable future.

Approach

Based on the Yokohama Rubber Group Action Guidelines, the Group is committed to providing safe, high-quality products and services. In developing products that support mobility and industry—including tires, hoses and piping, and industrial materials—we continually challenge technological frontiers to enhance quality and performance. At the same time, we strive to create new value by improving customer convenience and efficiency through services enabled by digital transformation.

Fiscal 2025 Progress and KPIs

Metrics (KPIs)	Targets	FY2025 Results	Evaluation
① Number of E+ marked tires (EV-compatible products)	FY2026: 10 products	7 products	On track
② Number of tire sizes that conform to Very High Flexion (VF) and Pressure Field Operation (PFO) standards*1	FY2026: Total of 384 sizes	Total of 283 sizes	Behind
③ Utilization of tire management/ maintenance services (T.M.S) using digital transformation (number of vehicles registered/number of tires inspected)	FY2026: 50,000 vehicles registered 450,000 tires inspected per year	53,567 vehicles 314,092 tires	Ahead Behind

*1 A standard for tires that can run at low pressure to minimize the impact on the roots of crops

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

The Group is working to increase the number of tires for electrified vehicles*2 in response to the trend toward carbon neutrality and the expansion of electrified vehicle adoption. We have set a target of offering 10 products by fiscal 2026. As of December 2025, seven tire products carried the E+ mark for electrified vehicles.

The E+ mark is awarded to tires incorporating technologies that address the specific requirements of EVs, including support for the higher vehicle weight due to battery systems, the high torque output of electric motors, the quietness expected of vehicles without engine noise, improved energy efficiency, and extended driving range.

To address the expanding premium EV market, Yokohama Rubber developed the ADVAN Sport EV ultra-high-performance summer tire specifically for EVs. The E+ mark has also been applied to products including the ADVAN dB V553 premium comfort tire, which delivers long-lasting quiet performance, and the GEOLANDAR X-CV highway-terrain tire for SUVs and pickup trucks.

The E+ mark has also been introduced for truck and bus tires. Products such as the 507U in Japan and the 120U in Europe are helping strengthen the Group's response to electrification in the commercial vehicle sector.

During fiscal 2025, the Group expanded deliveries of ADVAN Sport EV tires for original equipment fitment, particularly for premium EV models produced by Chinese manufacturers, adding to a growing track record in the rapidly expanding Chinese EV market.

We will continue to strengthen research and development and expand original equipment fitment activities while contributing to the reduction of greenhouse gas emissions.

*2 Electrified vehicles include BEVs (battery electric vehicles), EVs (electric vehicles), PHEVs (plug-in hybrid vehicles), HEVs (hybrid electric vehicles), and FCEVs (fuel cell electric vehicles)



E+ mark branding on tire sidewalls

E+ mark logo



Passenger car tires carrying the E+ mark



Truck and bus tires carrying the E+ mark

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 in support of our vision of "contributing to economic and social development through the provision of high value-added off-highway tires." As of December 2025, the Group offered a total of 283 compliant sizes and aims to increase this to 384 sizes in fiscal 2026.

VF standard-compliant tires (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. Studies have shown that soil compaction can impede the flow of air and


Agricultural machinery equipped with PFO standard-compliant tires

Products and Services: Provision of Products and Services that Contribute to a Sustainable Society

water, and hinder crop root growth, leading to reduced yields. Using VF tires reduces soil compression, promotes crop growth, improves productivity, and leads to greater operational efficiency and fuel economy.

We are also expanding our lineup of tires that comply with PFO standards (PFO tires) that enhance the load-carrying capacity of VF tires during low-speed operation. Tires incorporating 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 operational efficiency.

There are only a few manufacturers in the world capable of supplying both VF 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, the Group contributes to improved agricultural productivity, reduced environmental impact, and stable food supply, supporting a more sustainable future.



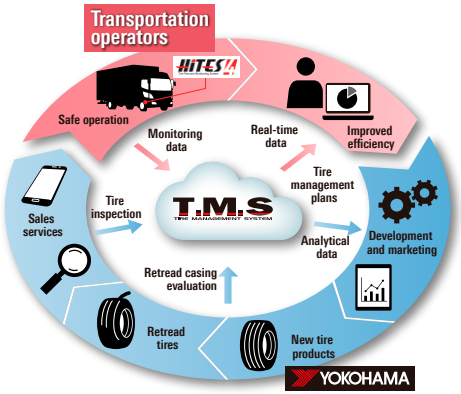
TM1000 PFO Standard-Compliant Tire

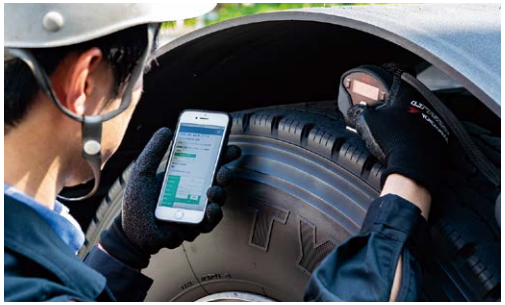
Expansion and Deployment of Digital Transformation Solutions – Optimization of Tire Management –

To achieve our vision of improving customer convenience and efficiency through services enabled by digital transformation, we are strengthening the deployment of our Tire Management System (T.M.S).

T.M.S is a solution for passenger and freight transportation operators that collects data from tire inspections and installed sensors—including data on tire pressure, temperature, and wear conditions—and centrally manages that information in the cloud. By sharing information in a timely manner through the cloud and enabling tire professionals to quickly provide wear forecasts and optimal tire and operational recommendations, T.M.S helps address a variety of challenges facing the transportation industry.

T.M.S Conceptual Framework





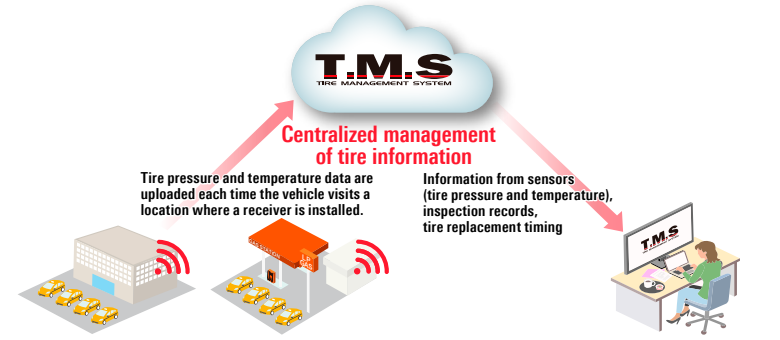
Tire inspection using T.M.S

In recent years, the Group has been at the forefront of developing next-generation tire solution technologies, including AI-based tire pressure assessment technology and technologies that enable the remote, real-time visualization of tire pressure, temperature, and wear conditions. By integrating these technologies into the T.M.S platform, we are further enhancing its functionality and capabilities.

In 2025, we launched a new solution service for taxi operators that links tire pressure sensors with T.M.S. This advanced system provides comp rehensive support for safe operation, reducing tire-related costs and workload, and optimizing tire management. Valve-mounted sensors installed on the wheels detect tire pressure and temperature and automatically transmit the data to the cloud, enabling seamless support ranging from pre-operation inspections to real-time monitoring during operation and overall operational management.

Since its launch in 2003, T.M.S has been continually expanded to help solve customers' operational challenges. For fiscal 2026, we have set targets of 50,000 registered vehicles (cumulative) and 450,000 tire inspections annually. As of December 2025, the cumulative number of registered vehicles had reached 53,567, meaning the vehicle registration target had been reached ahead of schedule. The annual number of tire inspections totaled 314,092, representing steady progress toward achieving the fiscal 2026 target.

Overview of the Tire Solution Service for Taxi Operators



Technology and Production Strategies

Guided by our motto of "Low cost, speedy development of quality products," we pursue even higher levels of performance and functionality through our proprietary technologies while working to accelerate development through the use of AI and fundamentally reduce production costs, thereby maximizing corporate value.

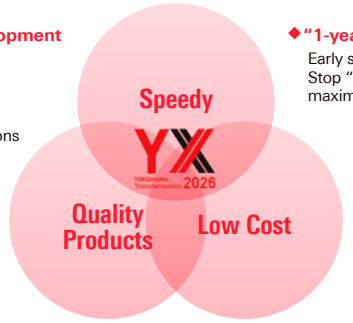
Basic Policy for Technology and Production Strategies

For premium tires, we aim to maximize the sales ratio of AGW products (ADVAN, GEOLANDAR, and winter tires) by differentiating ourselves through enhanced performance based on our proprietary technologies and OE fitment expansion for next-generation premium cars. For standard tires, meanwhile, we will enhance our competitiveness by increasing development and production efficiency. As the foundation for these efforts, we will promote "speeding up tire development" through the use of AI and "drastic reductions in product costs," thereby maximizing the corporate value of the Group as a whole.

"Low Cost, Speedy Development of Quality Products"

◆**Speed up tire development**
Use AI simulation technologies
Respond to emerging car makers, maximize new product introductions

◆**"1-year plant" challenge**
Early start-up ➡ Early ROI
Stop "Not Invented Here syndrome," maximize acquisition synergies



◆**Next-generation premium cars Strengthen development of OE tires**
Meet needs of premium electrified vehicles with lightweight, wear-resistant tires

◆**Drastic reduction of product costs**
Apply ATG's high-efficiency model
Economies of scale realized by recent acquisitions will reduce raw material procurement costs

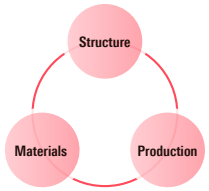
Strengthening Development of OE Tires for Next-Generation Premium Cars



As an initiative to deliver "quality products," we are enhancing the development of OE tires for next-generation premium cars. We have recently expanded our supply of tires to high-performance premium cars requiring exceptionally high levels of performance and quality, including BMW M series models, and Mercedes-AMG and Porsche's Cayenne. Through these achievements, we have steadily improved our technological capabilities. Today, European automakers are demanding not only solutions to address increasing vehicle weight, but also improved handling stability at ultra-high speeds exceeding 200 km/h, greater rigidity, and the simultaneous achievement of conflicting performance requirements such as reduced weight and lower rolling resistance. To respond quickly and accurately to these demanding requirements, we plan to expand our development facilities at the Shinshiro-Minami Plant. By introducing new production facilities, we will integrate elemental technologies related to tire structure, materials, and production to achieve the targeted performance and characteristics.

Background/ Overview
- ▶Response to increasingly difficult quality demands for OE tires from European premium car makers
- ▶Achieve higher technical features and uniform performance and quality
- ▶Expand the buildings and introduce new building machines

Integrate structure, materials, & production technologies



Targeted features & technologies

- ▶**Handling stability at high speeds on dry roads**
  Seeking the high performance required for driving at high speeds on European roads with no speed limit
- ▶**Weight reduction and combination of low rolling resistance & high rigidity**

Drastic Reduction of Product Costs



As an initiative to achieve "low cost," we are promoting reductions in both raw material procurement costs and processing costs to achieve a drastic reduction of product costs.

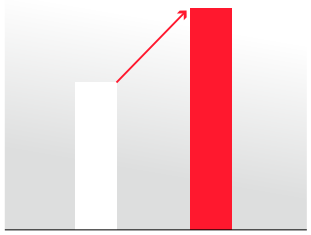
For raw materials, we are broadening our supplier base by expanding procurement from suppliers in emerging countries in addition to our existing procurement sources. By applying Yokohama Rubber's strict quality standards and advancing the evaluation and recruitment process while sharing information across all departments, we are shortening lead times and realizing cost reductions ahead of schedule.

For processing costs, we are increasing the capacity and utilization rates of existing facilities by minimizing the frequency of product size and specification changes at overseas plants and shortening changeover times, while expanding production capacity for large rim diameter tires. We are also making steady progress in reducing energy costs through measures such as switching to different fuels.

Supplier Selection

Increase suppliers in emerging countries (focus on metals & rubber chemicals)

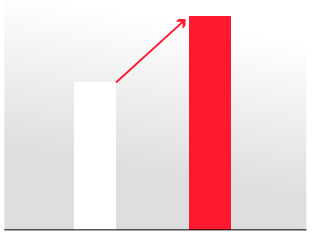
Number of newly adopted suppliers
50% increase*



Evaluation

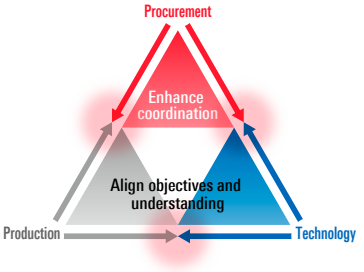
Apply Yokohama Rubber quality standards
Shorten evaluation lead times while maintaining high quality levels

Number of materials for which costs have been reduced
45% increase*



Adoption

Eliminate organizational silos
Increase visibility of activities
Align objectives and understanding across all departments
(Bring forward supplier adoption to maximize total cost savings)



Technology and Production Strategies

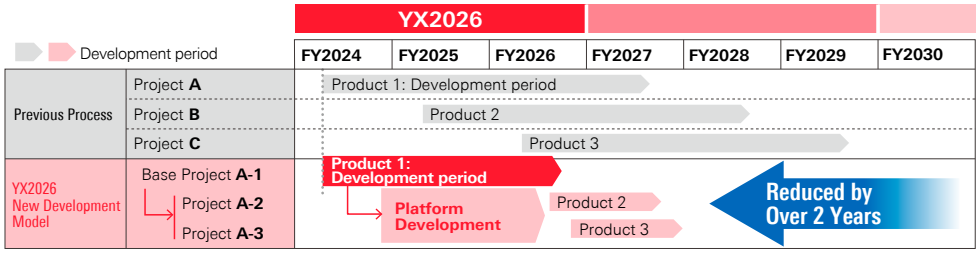
Speed Up Tire Development

We are accelerating tire development to achieve the "Speedy" part of our motto. Specifically, we have introduced a new development model under which a platform that serves as the foundation for second- and third-generation product development is built simultaneously with the development of the base product. Development under this model is progressing steadily. Following the launch of certain products in the second half of 2026, we expect to introduce major new products to market in 2027. At the same time, we are advancing the foundational development of common components that will serve as the basis for second- and third-generation product development.

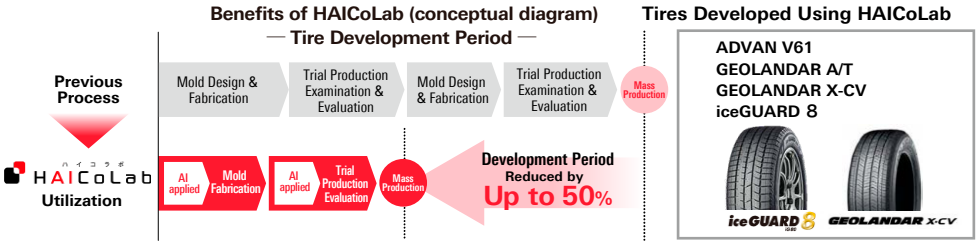
Our proprietary AI framework, HAICoLab, has also become indispensable for accelerating development. In addition to supporting material formulation, characteristics prediction, and design using explainable AI, in 2026 we developed a proprietary mold design support system that integrates AI with finite element method simulations. This enables the use of AI throughout each stage of development, from material formulation to mold design.

Under conventional tire development, mold design and production, prototype manufacturing, evaluation, and testing had to be repeated many times before specifications could be finalized, requiring extensive trial and error. By contrast, HAICoLab performs massive numbers of simulations in virtual environments, reducing the number of physical prototypes required. AI also provides quantitative design guidance that complements engineers' experience, enabling development with less rework. By streamlining this entire specification evaluation process, we are making steady progress toward our goal of shortening development lead time by up to 50%.

Progress with the First Product Under the New Development Model



Utilization of the AI Framework "HAICoLab"



"1-Year Plant" Challenge

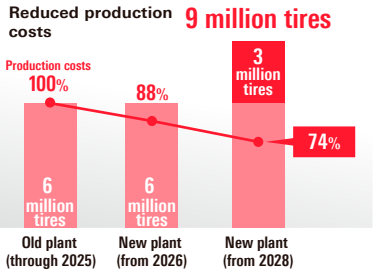
As an initiative to achieve "low cost" and "speedy" parts of our motto, we are pursuing the "1-Year Plant" Challenge. In addition to the expertise we have cultivated over many years, we are incorporating the know-how of experienced local partner companies to achieve rapid start-up and establish low-cost, highly efficient production systems. By shortening the period from the start of construction to the commencement of prototype production at new plants from the conventional two to four years to within one year, we aim to respond quickly to changes in the market while achieving early investment recovery and maximizing profitability.

New Plant in Hangzhou, China

In Hangzhou, following a request from the local government to relocate our existing facility, we constructed a new passenger car tire plant and began production of prototype tires in November 2025, one month ahead of schedule, making it an "11-Month Plant." With the cooperation of local partners, we have kept investment costs down while increasing annual production capacity to 9 million tires. Manufacturing costs at full production are expected to be 26% lower than at the former plant.


New Plant in Hangzhou, China

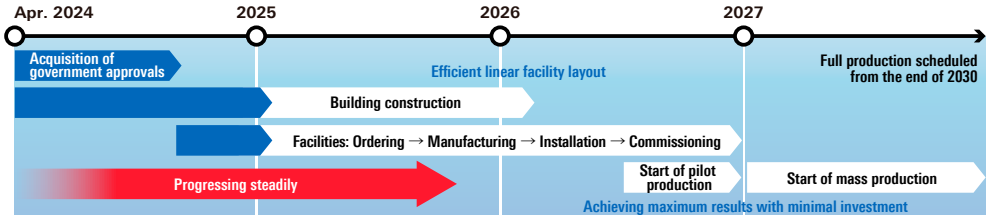
Nov. 2025
Start of prototype tire production
11-Month Plant
Opening ceremony on November 22



New Plant in Mexico

In Mexico, we are constructing a new passenger car tire plant with annual production capacity of 5 million tires to strengthen our supply capabilities for the North American market. By applying the expertise of Yokohama ATG's management team to the construction project and maintaining strict investment discipline, we have significantly shortened the investment payback period to 8.8 years. Construction is progressing steadily toward the start of pilot production in the second half of 2026 and the start of mass production in 2027.


New plant in Mexico



Growth Strategy for the OHT Business

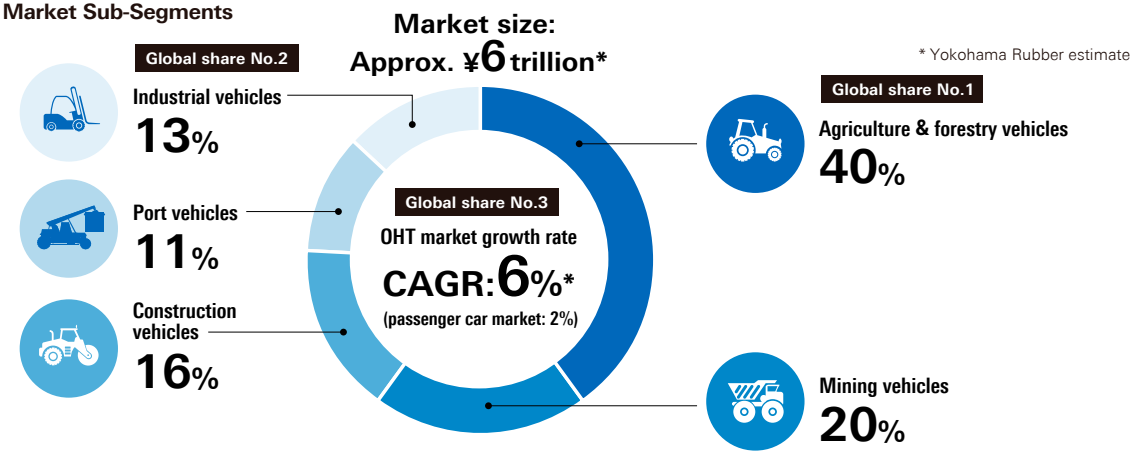
The OHT market has strong growth potential and high barriers to entry. Through M&A, Yokohama Rubber has established a comprehensive product lineup covering all OHT categories, securing its position as the world's third-largest supplier. Leveraging the strengths of our multi-brand strategy and our global sales and after-sales service network, we aim to achieve sustained growth that outpaces the market.

Growth Potential of the OHT Market

OHT is the segment with the highest growth potential in the tire industry.

The OHT segment comprises four major sub-segments—agricultural machinery tires, industrial and port vehicle tires, construction vehicle tires, and mining vehicle tires. Supported by growing demand across these industries, the market is expected to achieve solid average annual growth of approximately 6%.

Weighting of OHT Market Sub-Segments



Barriers to Entry in the OHT Segment

In addition to its high growth potential, the OHT segment is characterized by high barriers to entry, which underpin its strong profitability. Because OHT products serve vehicles operating in a wide variety of environments and applications, specialized expertise and know-how are required in technology (development and design), manufacturing, and sales, making new market entry difficult.

The specific barriers to entry are as follows.

Advanced Technological Capabilities

To meet the diverse requirements of different applications and regions, OHT manufacturers must maintain a product lineup comprising more than 6,000 tire types. In particular, the design and development of ultra-large tires for mining dump trucks require exceptionally advanced technologies and expertise.

Production and Development Complexity

Production is labor-intensive and depends heavily on the skills of experienced workers. In addition, the large dimensions of tires used for high-horsepower tractors and mining vehicles make production particularly challenging. Manufacturers must also maintain the flexibility to support high-mix, low-volume production in order to meet diverse customer requirements, further increasing the complexity of OHT production.

Sales Network and After-Sales Service

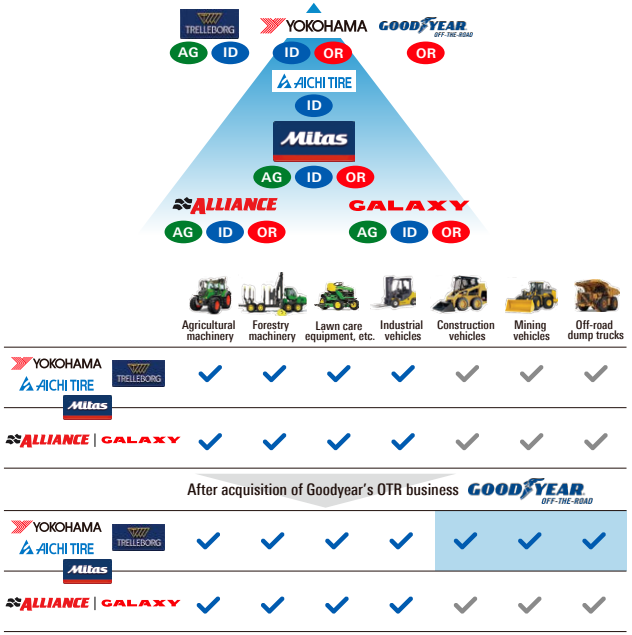
Sales approaches differ depending on the product category, with after-sales support and field service playing particularly important roles. To ensure that customers' vehicles remain in operation without interruption, highly specialized support is required. This makes it essential to deploy specialist engineers worldwide who can provide prompt and accurate assistance.

Brand Strategy for the OHT Business

Through the acquisitions of ATG and TWS, we have top market share for agricultural tires and now offer brands across a wide range of price segments, including Trelleborg, Mitas, Alliance, and Galaxy. Our strength lies in optimizing production systems for each brand while adjusting our product mix in line with economic conditions to maximize both profitability and market share.

The acquisition of Goodyear's OTR business has also enabled us to establish a full product lineup covering the entire OHT range, from tires for small forklifts to ultra-large mining vehicles, further strengthening our competitive advantage.

We will fully leverage this broad product portfolio to meet customers' diverse needs and drive further business growth.



Growth Strategy for the OHT Business

Strengthening Profitability Through M&A Synergies

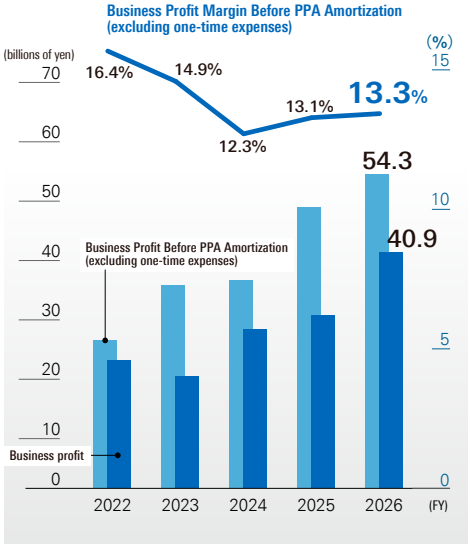
In the OHT business, the early realization of synergies from major acquisitions, including TWS and Goodyear's OTR business (G-OTR), is a powerful driver of profitability.

First, regarding cost synergies from the TWS acquisition, by fully leveraging the benefits of scale, we now expect to achieve annual cost savings of approximately US$60 million in FY2026—one year ahead of our original target of US$50 million in annual savings by FY2027.

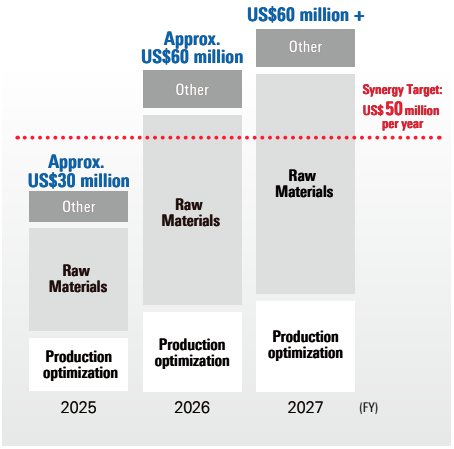
At the same time, we are pursuing the consolidation of low-return and surplus assets, closing selected plants, sharing best practices across OHT production plants, and thoroughly reducing costs through the integration of back-office functions.

We are also optimizing production as part of the integration of the newly acquired G-OTR business. Currently, many products continue to be supplied from Goodyear's higher-cost plants. We will transfer production of these products to lower-cost plants within the Yokohama Rubber Group to increase profitability.

OHT Business



Realization of M&A Synergies

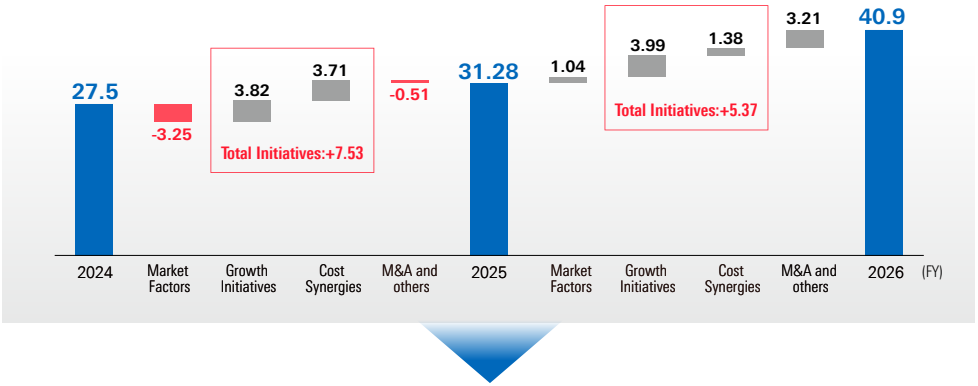


Business Profit Growth Roadmap

The OHT business has established a roadmap for sustained growth in business profit. Despite a challenging market environment and M&A-related expenses, business profit reached ¥31.3 billion in fiscal 2025, an increase of 14% year on year substantially outperforming the market average.

In fiscal 2026, we are targeting ¥40.9 billion in profit, up 31% year on year, with profit growth from internally driven growth initiatives and cost synergy generation expected to contribute ¥5.4 billion of that increase. Looking ahead, assuming a standard market recovery scenario, we aim to achieve average annual growth of approximately 20% and establish a business profit base of approximately ¥70 billion by fiscal 2029.

Factors Affecting Changes in OHT Business Profit (After PPA Amortization) (Unit: billions of yen)



Growth Initiatives

We also plan to introduce numerous new products and new tire sizes in fiscal 2026. At the same time, we will continue to focus on innovation while expanding our portfolio into high-margin niche markets.

In the agricultural machinery tire market, we will fully leverage the value of our multi-brand portfolio and capitalize on opportunities created by competitors' market withdrawals to strengthen our position in original equipment tires. In the replacement tire market, we will position Mitas as our competitive brand and target double-digit growth.

Cost Synergies

We will continue to consolidate and restructure low-return and surplus assets, including the Hadera Plant in Israel, the Prague Plant in Czechia, and the Spartanburg Plant in the United States, thereby strengthening the flexibility of our production system to respond to sudden changes in demand.

We will also shift production currently supplied by Goodyear's higher-cost plants to lower-cost plants within the Yokohama Rubber Group, including our plants in Romania and the Onomichi and Tatsuno Plants in Japan.

Progress of YX2026: Tire Business (Consumer Tires)

Tire Business

Consumer tires

Maximizing the Ratio of High-Value-Added Products

In the consumer tire business, we are pursuing a strategy of maximizing the ratio of high-value-added products, with a focus on three categories: ultra-high-performance tires, SUV and pickup truck tires, and winter tires. We aim to increase profitability by proactively expanding sales of ADVAN products, GEOLANDAR products, and winter tires.

Fiscal 2025 Results

In fiscal 2025, the consumer tire business served as a core earnings driver for the Group, driving both revenue and profit growth. Our Best Alternative strategy, which simultaneously promotes sales volume growth and product mix improvement, delivered strong results. Our existing tire business achieved a business profit margin of 16.5%, among the highest in the industry.

Tires designated as high-value-added products—ADVAN, GEOLANDAR, and winter tires (AGW)—as well as the 18-inch-and-above category, all achieved double-digit year-on-year growth. Sales performance for these categories was as follows: ADVAN: Up 20% YoY, GEOLANDAR: Up 10% YoY, Winter tires: Up 10% YoY, and 18-inch-and-above tires: Up 12% YoY. The AGW sales mix ratio reached 44% in fiscal 2025, falling short of the 45% target.This was due to the success of the Best Alternative strategy, which also drove strong growth in sales of passenger car tires outside the AGW categories.

Combined sales of original equipment and replacement tires increased in all markets, including Japan, China, India, other Asian markets, North America, and Europe, resulting in overall sales growth of 5% year on year. Replacement tire sales were particularly strong in Japan and Europe, driving global replacement tire sales growth of 7% year on year.

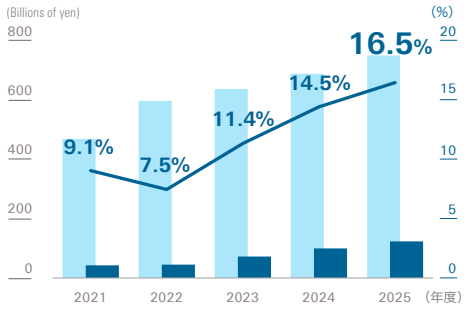
Regional performance is summarized below. In Japan, sales increased for both summer and winter tires as a result of expanded original equipment fitment and sales activities in the replacement market.

In Europe, sales growth was driven primarily by large rim diameter tires sold to existing customers. Average revenue per customer was 160% higher than in 2021.

In North America, original equipment tire sales benefited from increased fitment on new SUV and CUV models. In the replacement market, we maintained sales performance in line with demand despite challenging market conditions.

Tire Business: Revenue, Business Profit, and Business Profit Margin

(excluding the OHT business)

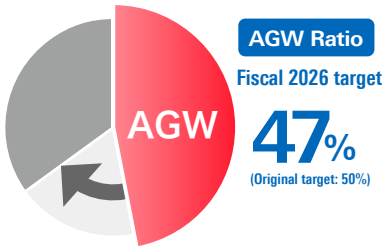


Key Initiatives for Fiscal 2026

In fiscal 2026, we will continue strengthening sales activities and product development tailored to regional market characteristics. We expect substantial sales growth for ADVAN, GEOLANDAR, and winter tires (AGW), as well as the 18-inch-and-above category, and plan to increase the AGW sales mix ratio within the consumer tire segment to 47%. To further maximize the ratio of high-value-added products, we will continue promoting original equipment fitment on premium vehicles and working to enhance brand value.

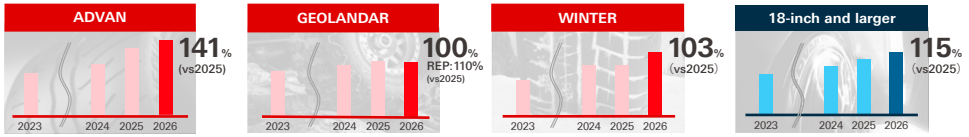
We will also enhance the cost competitiveness of standard products in addition to high-value-added products, with the aim of increasing overall sales volume. New passenger car tire plants in Visakhapatnam (India), Saltillo (Mexico), and Hangzhou (China) will strengthen our global cost competitiveness.

Product and regional business strategies tailored to the characteristics of each market will continue to be driven by experienced local management teams. Under our regional sales plans, we aim to increase sales in every market again this year.



Sales Plan for High-Value-Added Consumer Tire Products

Total original equipment/replacement sales
OE: Original Equipment / REP: Replacement



Progress of YX2026: Tire Business (Consumer Tires)

Motorsports Activities

Why Yokohama Rubber Participates in Motorsports

Yokohama Rubber supplies tires for a wide range of motorsports categories in Japan and overseas, from top-tier championships to grassroots competitions. We view motorsports as 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. As a tire manufacturer, we fulfill our responsibilities by reducing tire rolling resistance to help lower vehicle CO_2 emissions, enhancing quietness and safety, and pursuing the added value of driving enjoyment.

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

As part of our efforts to support the sustainable development of motorsports, Yokohama Rubber endorses the SUPER FORMULA NEXT50 project promoted by Japan Race Promotion Inc. and has supplied racing tires incorporating renewable and recycled materials since 2023. In February 2026, we renewed our exclusive control tire supply agreement as the Official Tire Partner of the Japanese Super Formula Championship. We will continue supplying ADVAN racing tires incorporating renewable and recycled materials as the control tires for the series through 2030. In 2025, we were able to supply tires containing approximately 46% renewable and recycled materials. We are also pursuing further performance improvements, particularly in wet-weather tires, where we have enhanced grip and warm-up performance.



Japanese Super Formula Championship (2025)



An ADVAN racing tire incorporating renewable and recycled materials

Overall Victory in Round 8 of the Nürburgring Langstrecken Serie

A vehicle fitted with tires from our global flagship tire brand, ADVAN, claimed overall victory in Round 8 of the Nürburgring Langstrecken Serie, held in Germany on September 14, 2025. On the Nürburgring, said to be the world's most demanding racing circuit, ADVAN racing tires demonstrated outstanding grip and durability, supporting the winning team's performance. The overall winner was the No. 6 Ford Mustang GT3 fielded by Haupt Racing Team in the top-tier SP9 Pro class. The victory further reinforced the high-performance image and brand strength of ADVAN.



The Ford Mustang GT3 that took overall victory

First Overall Victory in Two Years at the Asia Cross Country Rally

A vehicle fitted with GEOLANDAR mud-terrain tires (designed for SUVs and pickup trucks) captured overall victory at the Asia Cross Country Rally 2025, Asia's largest cross-country rally. The rally was held in Thailand from August 8 to 16. Vehicles equipped with GEOLANDAR tires also achieved overall victories in 2022 and 2023. Once again, their exceptional off-road performance and durability have proved decisive in this highly demanding competition. The GEOLANDAR series has built up an impressive track record not only at the Asia Cross Country Rally but also in leading off-road races throughout North America and other regions.


The Mitsubishi Triton that claimed overall victory at the Asia Cross Country Rally

Looking Ahead

We are advancing the development of racing tires incorporating renewable and recycled materials and are using data gathered under actual racing conditions to develop technologies that reduce environmental impact.

To further strengthen our brands, we will continue pursuing race victories and overall wins. Through ADVAN, we will compete in events such as the SUPER GT series, the Nürburgring 24 Hours, and the Pikes Peak International Hill Climb, and with GEOLANDAR, we will continue competing in leading off-road races across North America and Asia, aiming to secure victories and further strengthen global brand recognition.

We will continue developing racing tires that incorporate renewable and recycled materials while applying the knowledge and expertise gained through motorsports to the development of both original equipment and replacement tires. Through these efforts, we will contribute to improving the environmental performance of tires and to the sustainable development of motorsports.

Progress of YX2026: Tire Business (Commercial Tires / OHT)



Tire Business

Commercial Tires / OHT

Stepping Up Our Proprietary Growth Strategies and Synergy Creation

In the OHT market, which is expected to see strong growth, we are deploying a multi-brand strategy and stepping up synergy creation across the Yokohama Rubber Group with Goodyear's OTR business acquired in February 2025. Through these initiatives, we aim to achieve profitable growth.

Fiscal 2025 Results

Fiscal 2025 was a year of steady progress despite the challenging business environment, as demand in the agricultural machinery market remained at historically low levels. A key milestone was the completion of the acquisition of Goodyear's OTR business (G-OTR).

With the addition of G-OTR following the acquisition completed in February 2025, we now offer a full product lineup as the "Best Alternative" across all OHT product categories. The acquisition also marked the achievement of our long-term strategic objective—pursued for more than a decade—of balancing our consumer tire and commercial tire businesses at a 1:1 ratio, in line with the ratio of the global tire market.

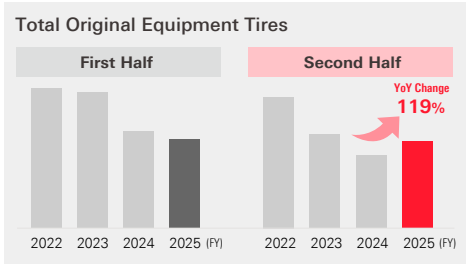
From a financial perspective, the consolidation of G-OTR made a significant contribution, with sales revenue increasing 27.4% year on year to ¥371.1 billion. Despite one-time acquisition-related costs, business profit rose 13.7% year on year to ¥31.3 billion. Excluding one-time costs, business profit increased by ¥7.7 billion year on year on an underlying basis.

With tires for agricultural machinery, by leveraging our strengths as the market leader offering a comprehensive product lineup spanning every price point, we achieved a significant improvement in the second half of fiscal 2025 compared with the first half, despite sluggish market conditions.

In particular, although agricultural machinery makers had yet to fully recover, sales of original equipment tires increased 19% from the first half. In the replacement tire market, we also repositioned Mitas as a fighter brand to compete more effectively against rival makers, further consolidating its market position.

In addition, we continued investing in products and technology, launching more than 600 new products during fiscal 2025.

Agricultural Machinery Tire Sales Performance
(weight basis)



Key Initiatives for Fiscal 2026

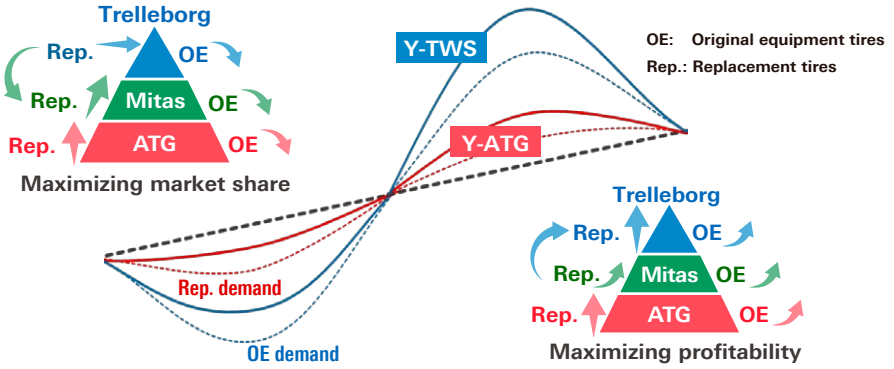
In the OHT market, where strong growth is expected to continue in fiscal 2026, we will develop our business with a "multi-brand strategy" at its core. Sustaining growth in the OHT business requires effectively managing the cyclical demand fluctuations unique to the agricultural machinery tire market. We will therefore continue implementing action plans designed to minimize the impact of the next market downturn while maximizing growth during periods of market recovery.

On the production side, we will fully realize the fixed-cost savings resulting from the closure of three plants, including our Hadera plant in Israel. At the same time, we will transfer production of G-OTR products to our existing manufacturing facilities, improving our global production efficiency and operational flexibility.

On the sales side, we will reduce our dependence on the more cyclical original equipment tire market by strengthening our replacement tire business, which offers higher profitability and more stable demand. We will also assign experienced sales executives to our key markets in the United States and Europe to work on expanding market share. We will also continue to expand and strengthen the service network for Interfit, our dedicated OHT tire maintenance service.

Regarding M&A synergies, we expect the acquisition of Y-TWS to generate cost savings of approximately US$60 million in fiscal 2026. By stepping up the synergy creation from the acquisition of G-OTR, we aim to achieve profitable growth.

Measures to Address Cyclical Demand Fluctuations in Agricultural Machinery Tire Market



Progress of YX2026: Tire Business (Commercial Tires / OHT)

Y-TWS Maintenance Services and Digitalization

Through its OHT-dedicated tire maintenance service network "Interfit," Y-TWS provides tire and wheel replacement services worldwide. Currently, the network operates in 80 cities across 21 countries, conducting over 300,000 service visits annually through its global operations.

Interfit serves a broad range of industries, including logistics, agriculture, and construction. By performing tire replacement smoothly at customers' sites, the service minimizes equipment downtime and helps improve customers' operational efficiency. Y-TWS has also introduced its proprietary digital platform, iFit, which enables real-time job progress monitoring and predictive maintenance, further enhancing service quality and operational efficiency.

In addition, Y-TWS is developing tire management solutions that leverage digitalization. For the agricultural sector, it offers ATMS,*1 which monitors tire load, inflation pressure, and temperature in real time and recommends optimal tractor settings to improve productivity. For construction equipment and port vehicles, Y-TWS provides TPMS,*2 which continuously monitors tire pressure and temperature to improve operational efficiency and safety, while enhancing convenience for end users.

We will continue expanding the geographic coverage of Interfit while accelerating the development of new digital solutions, enabling us to provide even higher-quality services.

*1 Adaptive Tire Management System
*2 Tire Pressure Management System



Interfit Service Center (Brazil)



ATMS: Optimizing tractor performance through data



Interfit Service vehicle and staff (United States)


TPMS: Digital tool for construction/port vehicle tires

Nippon Giant Tire—A New Domestic Production Base for OTR

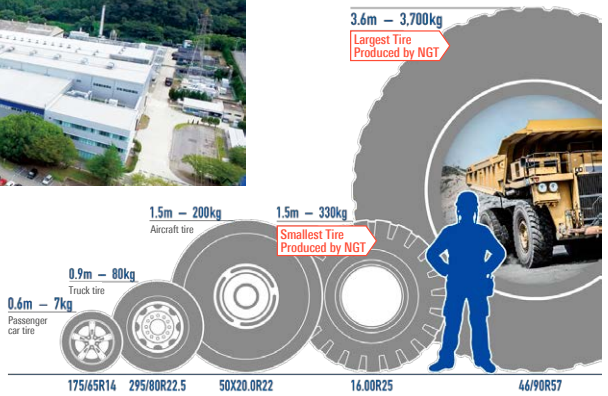
In February 2025, Yokohama Rubber completed its acquisition of Goodyear's OTR (off-the-road tire) business for construction, mining, and industrial vehicles. As a result, Nippon Giant Tire Co., Ltd. (NGT), located in Tatsuno, Hyogo Prefecture, joined the Group as a new production base for OTR. As part of the acquisition, NGT is the only major production facility worldwide that was transferred to the Yokohama Rubber Group together with the plant itself.

NGT manufactures OTR tires, including giant tires measuring approximately four meters in diameter and weighing around four tons each, which are used at mines and other sites around the world. These products support industries that form the foundation of the global economy. These tires can be manufactured at only a limited number of factories worldwide, and this is one of NGT's key strengths. Among all of the Yokohama Rubber Group's OHT production facilities worldwide, NGT also achieves an exceptionally high level of labor productivity. Its competitiveness is underpinned by technical expertise and manufacturing capabilities cultivated over many years.

As part of the post-acquisition integration, NGT plans to consolidate production from bias tires to radial tires, further strengthening its competitiveness. The transition of Goodyear-brand OTR production to Yokohama Rubber Group facilities is currently progressing worldwide. NGT, however, will remain the only production site that has continuously manufactured—and will continue to manufacture—Goodyear-brand products, further strengthening its role as the "mother plant" for OTR production.

NGT will continue to support industries around the world through the stable supply of high-quality giant tires as one of the world's leading giant tire plants and as the core production base for the Group's OTR business, thereby contributing to sustained business growth and further enhancement of corporate value.


Nippon Giant Tire (Tatsuno, Hyogo Prefecture)



Tire Sizes Produced by NGT

Progress of YX2026: Tire Business (Commercial Tires / TBR)



Tire Business

Commercial Tires / TBR

Supporting the Next Generation of Logistics Infrastructure Through Advanced Technology

In the truck and bus tire market, where new tire makers are emerging,
we are pursuing our "Best Alternative" strategy through a product lineup that is difficult to replicate.
Through this approach, we are strengthening our business foundations in Japan, North America, and Europe.

Fiscal 2025 Results

As Chinese tire makers continue to expand their presence in the truck and bus tire market, we have deliberately positioned ourselves outside direct competition with them and have instead advanced our "Best Alternative" strategy as an alternative to Tier 1 tire makers.

Yokohama Rubber is one of a limited number of major tire makers capable of supplying truck and bus tires with highly durable casings, and we provide tires to the U.S. market that can be retreaded*1 up to three times.

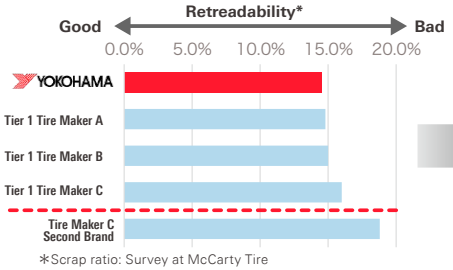
While Tier 1 tire makers offer "lock-in" subscription models through affiliated retread companies that package services covering the entire tire lifecycle from new tire supply through retreading, we specialize in the sale of new tires. As a result, we have earned strong support from major logistics/transportation fleets and large dealers seeking to optimize total operating costs, particularly those that prefer to perform retreading in-house rather than participate in closed, manufacturer-controlled programs.

While Chinese tire makers primarily compete in the low-cost trailer tire segment, where tires are typically replaced rather than retreaded, Yokohama Rubber has earned a strong reputation in the technically demanding steer tire*2 and drive tire*3 segments. This has enabled us to avoid direct competition with Chinese tire makers and establish a position as the "Best Alternative" in the truck and bus tire market.

As a result, we have successfully captured demand from customers seeking alternatives to Tier 1 and expanded sales across our three key markets of Japan, North America, and Europe.

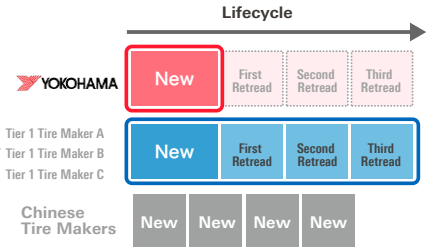
*1 Retreading is the process of restoring a worn tire for reuse by replacing the tread rubber after it has been worn through operation.
*2 Front-wheel/steering tires. These tires feature thin longitudinal tread grooves designed to provide precise handling and effective water dispersal.
*3 Rear-wheel/drive tires. Designed to transmit driving and braking forces effectively to the road surface, they are characterized by large tread blocks and deep, wide grooves.

Retreadability (North America)



*Scrap ratio: Survey at McCarty Tire

Tire Lifecycle Comparison (North America)



Key Initiatives for Fiscal 2026

Following on from fiscal 2025, we will continue advancing our "Best Alternative" strategy in fiscal 2026.

By implementing product and regional business strategies tailored to the characteristics of each market, we will further strengthen our position in our three key markets. In Europe in particular, we will expand our lineup of highly specialized products that require advanced technological capabilities and reinforce our supply and sales structure, nurturing the region into a third pillar alongside Japan and North America. For fiscal 2026, we aim to increase annual truck and bus tire sales across all regions by 4% year on year.

Launch of the BluEarth 722L All-Season Tire

In March 2025, we launched the BluEarth 722L, a fuel-efficient all-season tire for trucks and buses designed for long-distance transportation in the Japanese market.

The tire was developed to help customers reduce transportation costs on long-haul routes along expressways and other major highways, by delivering an advanced balance of excellent fuel efficiency, wear resistance, and resistance to uneven wear. In addition, its tread is designed to retain a large number of sipes (small surface slits) even as the tire wears, helping support safe operation on wet roads throughout the tire's service life, from new to worn.



Since November 2024, Yokohama Rubber has participated in public-road demonstration testing aimed at realizing trunk-route transportation services using Level 4 autonomous trucks being developed by T2 Inc.*4, 5 As part of this initiative, we have been conducting tire evaluations using the BluEarth 722L.

*4 Level 4 autonomous driving refers to automated driving systems able to perform all driving tasks within a limited operational domain that satisfies specific operating conditions.
*5 Trunk-route transportation refers to the efficient movement of large volumes of freight through the principal transportation routes and networks used for long-distance logistics.



A T2 autonomous truck equipped with BluEarth 722L tires

Progress of YX2026: Multiple Business (MB)

Multiple Business (MB)

Strengthening and Expanding Through Focused Resource Allocation

We are pursuing a strategy of concentrating resources on two of our core strengths—the Hose and Couplings Business and the Industrial Products Business—to drive growth across the Multiple Business (MB) segment. In the Hose and Couplings Business, we are increasing profitability through ongoing structural reforms and cost reductions. In the Industrial Products Business, we are aiming to achieve higher profitability by expanding sales of high-value-added products.

Fiscal 2025 Results

As a result of our continued focus on selective investment and resource concentration, we achieved the YX2026 target of "a 10% business profit margin in fiscal 2026" one year ahead of schedule, recording a business profit margin of 10.5% in fiscal 2025.

In the hose and couplings business, we advanced the reorganization of our North American manufacturing bases. To fundamentally reduce production costs and strengthen competitiveness in North America, we closed our automotive hose assembly plant in Kentucky and consolidated its operations into two plants elsewhere in North America. We also continued expanding our hose and couplings plant in Mexico.

In the industrial products business, we continued capturing the benefits of capacity expansion investments at the Hiratsuka Plant and expanded sales for our conveyor belt business both overseas and in Japan, where we hold the leading market share. We also launched the FLAME GUARD ECO, a flame-retardant conveyor belt that offers high energy-saving performance.

Strong sales of high-value-added products—including defense-related aerospace components and marine fenders—made a significant contribution to increased profitability. In the marine products business, we further strengthened our product portfolio through the launch of a new high-end solid fender.



Groundbreaking ceremony for the Mexico Plant expansion (October 2025)


Mast of a destroyer equipped with multiple antennas (left) and the "UNICORN" system installed on a Mogami-class frigate (Source: Japan Maritime Self-Defense Force website)

Key Initiatives for Fiscal 2026

In fiscal 2026, we will continue pursuing our strategy of focused resource allocation and aim to achieve a business profit margin of 11.5%, exceeding the original YX2026 target of 10%.

In the hose and couplings business, we will continue advancing structural reforms and rigorous cost-reductions to further increase profitability. For hydraulic hoses, we will focus on completing our structural reforms. For automotive hoses, we will work to fully realize the benefits of structural reforms while pursuing the acquisition of new orders.

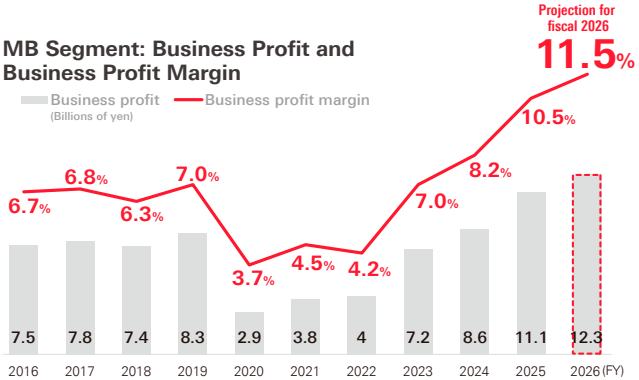
In the industrial products business, we will continue expanding sales of high-value-added products and aim to turn the business into a driver of growth. In the conveyor belt business, we will work to maintain our high market share in Japan while expanding sales in overseas markets, and continue increasing productivity and reducing costs. For marine hoses and fenders, we will maintain a stable production structure while expanding sales in both domestic and overseas markets. In aerospace components, we will further develop the aftermarket business for commercial aircraft while strengthening the defense-related production base and establishing technological leadership in the defense procurement sector.

Looking ahead to the period covered by our next medium-term management plan, we will accelerate the development of business models that combine products with services to provide solutions that directly address customer challenges. We have already established sensing technology capable of remotely monitoring conveyor belts in operation in real time and detecting abnormalities. We now plan to develop a comprehensive solution service that provides recommendations for the optimal operation and management of conveyor belt systems.

Strengthen & expand by concentrating resource allocation

- Hose and Couplings: Structural reform
- Industrial Products: Growth driver / Maximizing profit

MB Segment: Business Profit and Business Profit Margin



Progress of YX2026: Multiple Business (MB)

Developing Sensing Technology for Conveyor Belts

We have sensing technology capable of remotely monitoring conveyor belts in operation in real time and detecting abnormalities. We plan to build a comprehensive solution service that uses data collected through this sensing technology to propose optimal conveyor belt operation and management, with commercial deployment targeted for 2027.

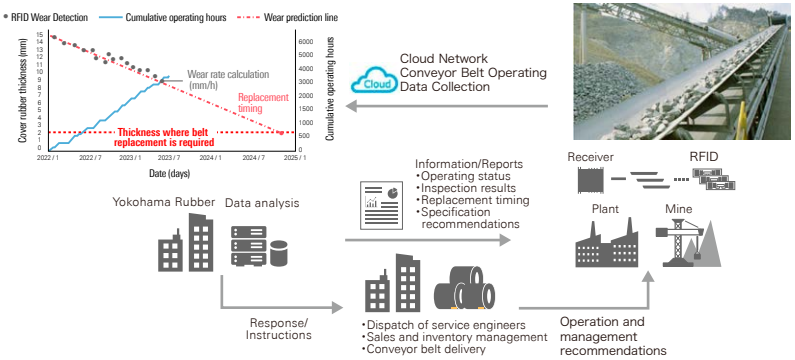
The sensing technology was tested and verified using conveyor belts operating under actual field conditions as part of demonstration testing conducted from February 2022 through December 2024. The system incorporates proprietary RFID*1 tags developed by Yokohama Rubber and embedded within conveyor belts. These tags can detect subtle changes in operating condition that cannot be identified through conventional inspections. Data on wear, damage, temperature changes, and other operating parameters are transmitted via the internet to Yokohama Rubber's development team. Under the comprehensive solution service currently under development, this data will be shared through a cloud network, enabling users to identify abnormalities early on and helping to predict the risk of damage and fire incidents. Data detected through the sensing technology will be analyzed by Yokohama Rubber specialists, who will provide recommendations for optimal operation and management. The Company has filed 13 patent applications related to this sensing technology and management system and will continue expanding its portfolio of related intellectual property.

By implementing this service, users will be able to detect potential risks before they develop into incidents, improving operational safety while also reducing maintenance costs. The service will also help address labor shortages, a growing challenge at operational sites, by reducing inspection workloads and streamlining maintenance activities. Analysis and operational support provided by Yokohama Rubber specialists will also make it possible to provide recommendations tailored to each customer's operating environment and requirements, including optimal inspection intervals, replacement cycles, and product specifications. Achieving optimal operation and management through this service is also expected to extend product life, contributing to environmental objectives by reducing CO_2 emissions associated with manufacturing and reducing raw material consumption.

We aim to establish an even stronger market position in Japan for the conveyor belt business, which forms part of the MB segment's Industrial Products Business. As part of that effort, the Company will continue creating new value that contributes to customer safety and peace of mind, and economic efficiency.

*1 RFID (Radio Frequency Identification): An automatic identification technology that uses radio waves to read and write information without physical contact.

Conceptual Diagram of the Comprehensive Conveyor Belt Solution Service Utilizing Sensing Technology



Progress of YX2026: Other Business (PRGR Business)



Fiscal 2025 Results

The Japanese golf market has not fully recovered from the retreat in demand that followed the pandemic-era golf boom, with year-on-year figures showing a slight contraction. Although new PRGR products were introduced including the RS SPEED Series, 03 IRON, and the women's CRYSTAL egg, sales did not exceed the previous year's level.

The Korean market contracted significantly year on year as its recovery lagged behind that of Japan. While the SUPER egg Series, launched in 2024, continued to perform well in the premium segment, PRGR was unable to surpass the previous year's results due to the overall market contraction, particularly in the women's product segment.

Meanwhile, the RED EYES POCKET Series of compact shot distance monitors recorded year-on-year sales growth, driven primarily by overseas markets. However, the PRGR business as a whole reported declines in both revenue and profit compared with the previous year.

At PRGR's directly operated stores in Japan, we introduced RED EYES IMPACT, a new measurement system featuring enhanced swing analysis and club impact analysis capabilities, expanding our lesson and club-fitting services. We also fed the resulting analysis data back into new product development, helping us develop products that more closely reflect customer needs.

Key Initiatives for Fiscal 2026

Although contraction of the golf market is continuing, PRGR will launch the RS DUO Driver, featuring new proprietary DUO FACE technology, in July. The driver's unique four-layer face structure delivers higher initial ball speeds than previous models, providing even greater distance performance. We plan to give a wide range of golfers the opportunity to experience these performance benefits and significantly expand our share of the driver market.

In Japan, we introduced new versions of the popular 01 IRON and 02 IRON models in April and have continued to maintain strong sales.

In April, we introduced updated SUPER egg Series models to the Korean market, where the series has continued to perform well. With enhanced body rigidity that delivers even higher repulsion performance, the new models have made a strong start.

Through our own e-commerce channels, we will implement promotional campaigns tied to new product launches and shift our sales mix away from a heavy reliance on discounted products toward a greater proportion of higher-margin new products.

For the RED EYES POCKET Series of compact shot distance monitors, which continues to perform strongly in overseas markets, we will further strengthen sales efforts while continuing product development aimed at enhancing functionality. We will continue strengthening the foundation of the PRGR business as a whole by increasing touchpoints with golfers beyond our golf club products.