

FY2025 1H Results Briefing

YX2026 – Review of FY2025 1H and 2H Initiatives

August 12, 2025

The Yokohama Rubber Co., Ltd.

Chairman & CEO, Chairman of the Board

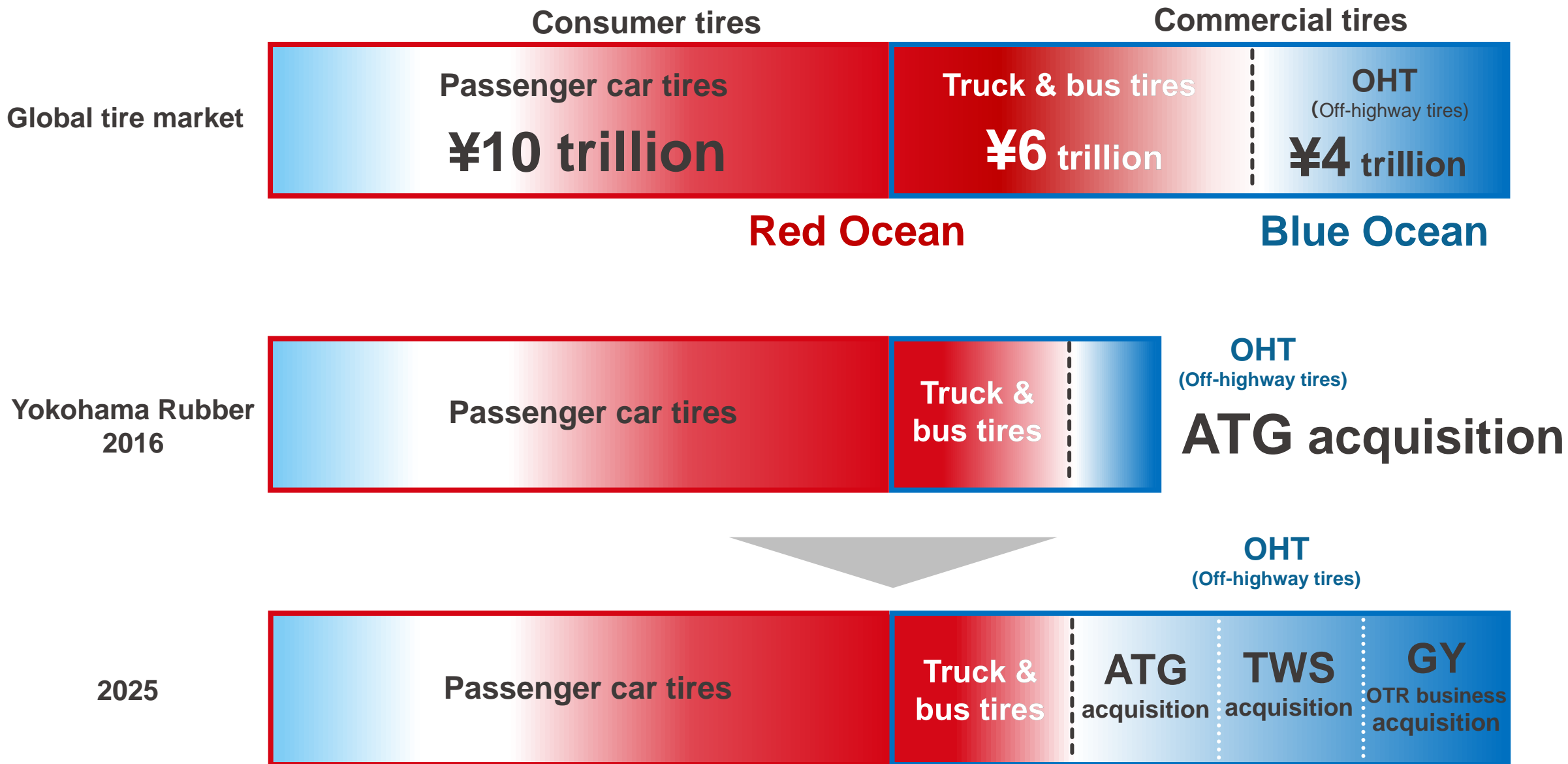
Masataka Yamaishi



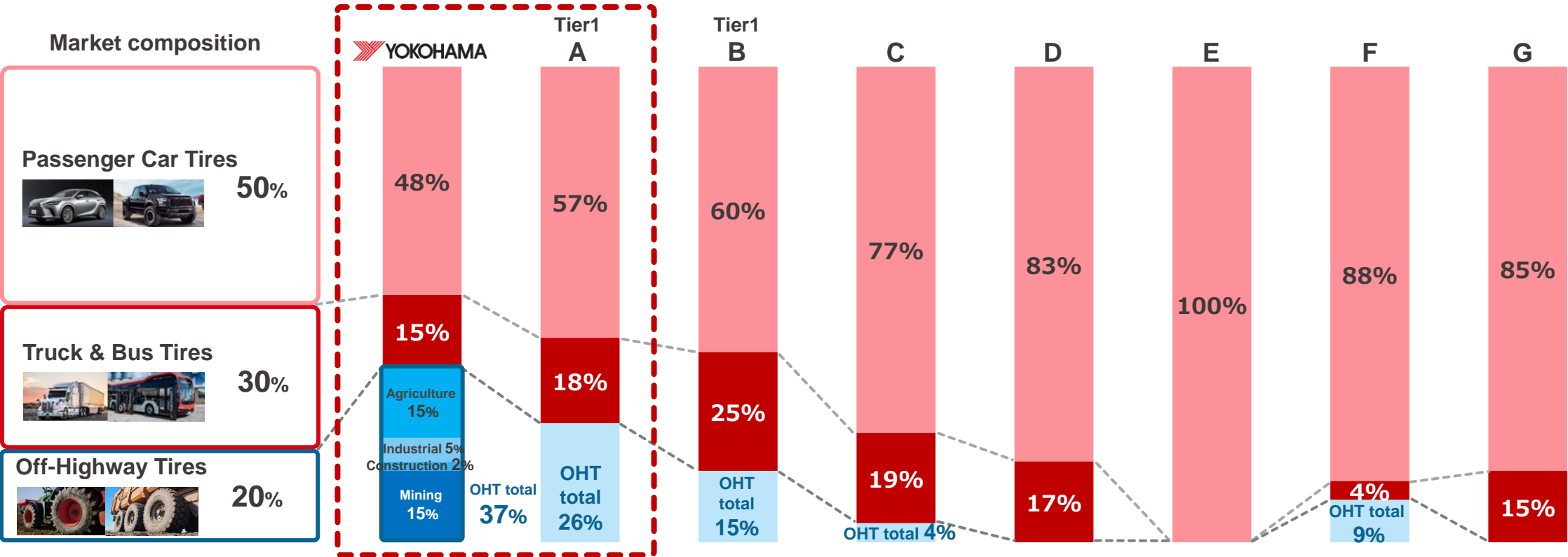
YOKOHAMA Transformation 2026

Completing Transformation under
Exploitation × Exploration Strategy

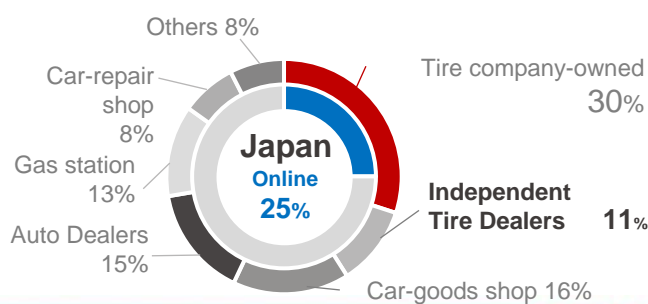
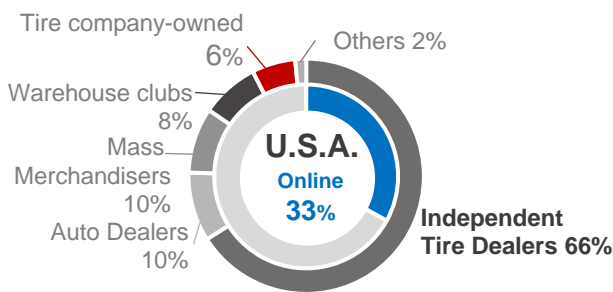
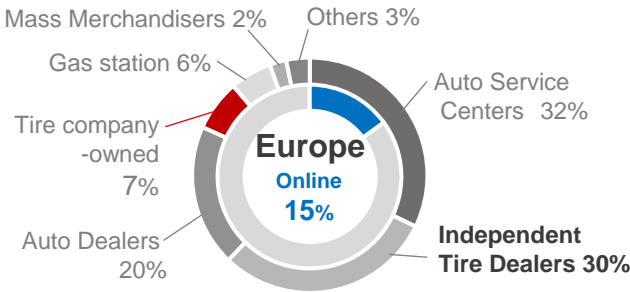
* Leave no negative legacies for next generation



“Best Alternative”



PCR sales channel compositions





Best Alternative

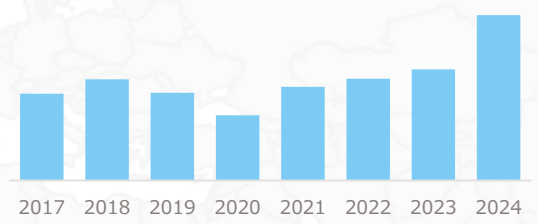
Lead by Premium OE fitment

◆Premium OE fitments of major tire makers

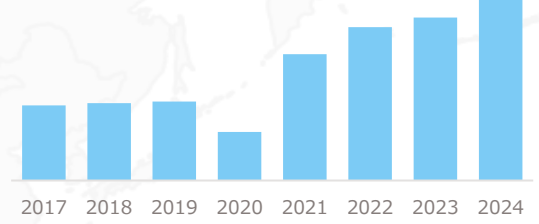
	YRC	A Tier1	B Tier1	C	D	E	F	G
BMW M	✓	✓	✓	✓			✓	✓
AMG	✓	✓	✓	✓	✓			
Porsche	✓	✓	✓	✓	✓	✓	✓	

◆AGW unit sales trends by region

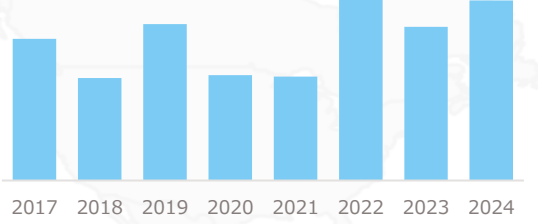
Europe (OE & REP combined unit sales)



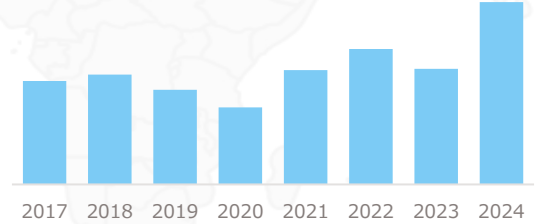
North America (OE & REP combined unit sales)



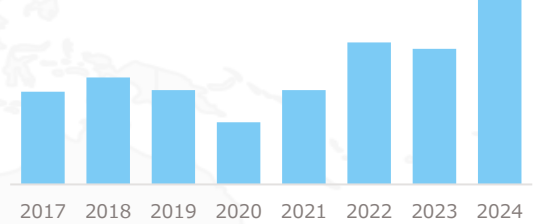
China (OE & REP combined unit sales)



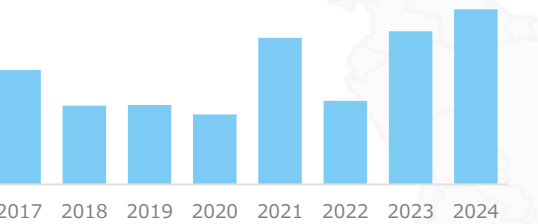
Japan (REP only)



Asia (OE & REP combined unit sales)



ROW (OE & REP combined unit sales)



Engineering

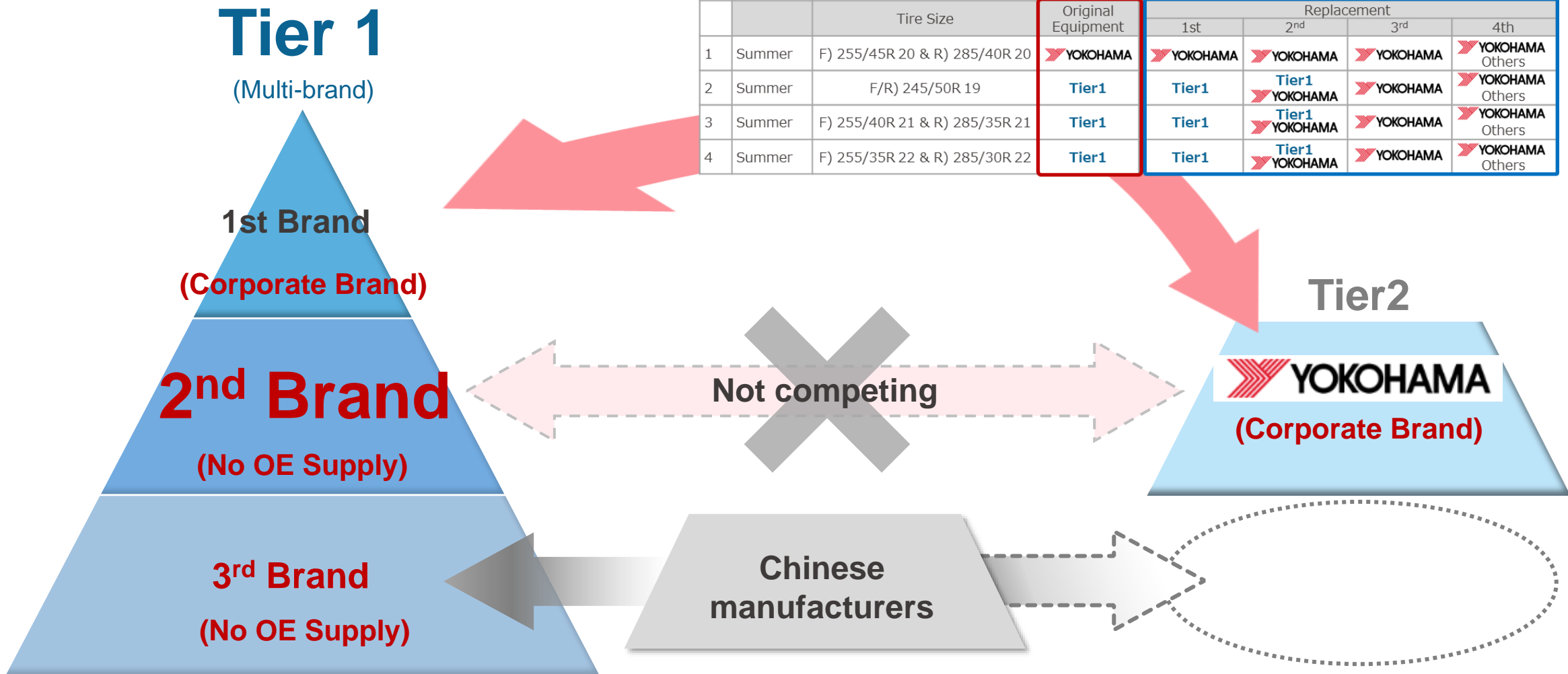
OE for premium car makers

Production

High quality
High-mix, low-volume production

OE deliveries to premium car makers

		Tire Size	Original Equipment	Replacement			
				1st	2nd	3rd	4th
1	Summer	F) 255/45R 20 & R) 285/40R 20	YOKOHAMA	YOKOHAMA	YOKOHAMA	YOKOHAMA	YOKOHAMA Others
2	Summer	F/R) 245/50R 19	Tier1	Tier1	Tier1 YOKOHAMA	YOKOHAMA	YOKOHAMA Others
3	Summer	F) 255/40R 21 & R) 285/35R 21	Tier1	Tier1	Tier1 YOKOHAMA	YOKOHAMA	YOKOHAMA Others
4	Summer	F) 255/35R 22 & R) 285/30R 22	Tier1	Tier1	Tier1 YOKOHAMA	YOKOHAMA	YOKOHAMA Others



YX2026 Medium-term Management Plan

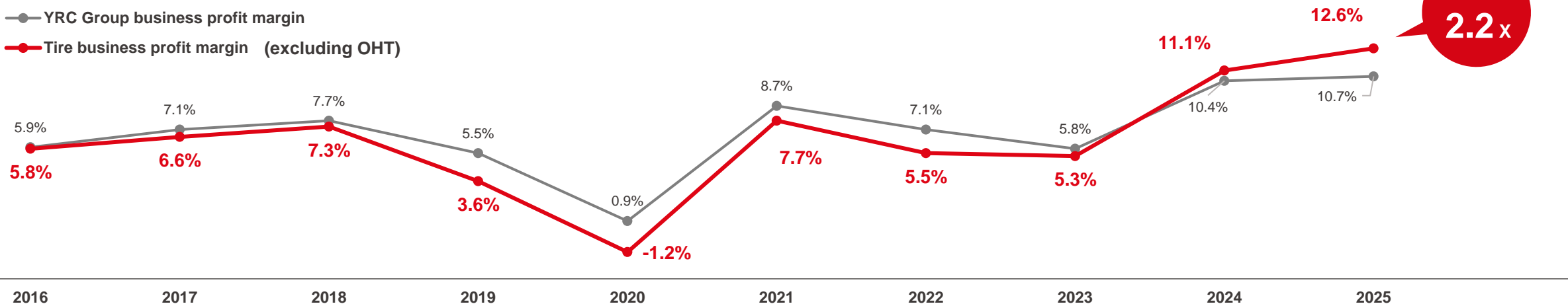
Review of Progress in FY2025 1H

1H Results

(billion yen)	2025 1H result	Plan (initial announcement)	Difference from plan	2024 1H result	YoY change
Sales revenue	579.2	575.0	+4.2	525.3	+53.9
Business profit	62.1	47.5	+14.6	54.6	+7.6
Business profit margin	10.7%	8.3%	+2.4%	10.4%	+0.3%
Operating profit	54.9	38.5	+16.4	56.3	-1.4
Net profit	35.5	19.5	+16.0	46.6	-11.0

Business profit margin (1H)

—●— YRC Group business profit margin
—●— Tire business profit margin (excluding OHT)



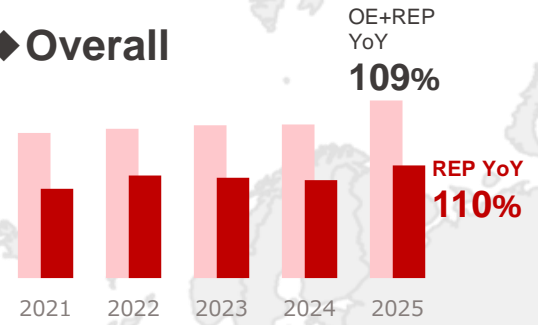
vs 2016
2.2 x

FY2025 1H Tire Unit Sales Results

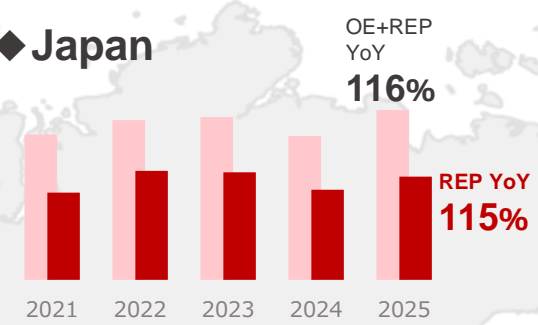


1H tire unit sales results

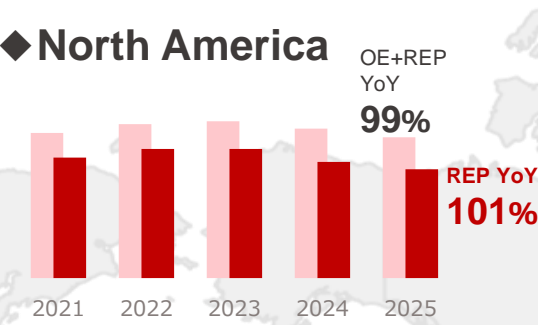
◆ Overall



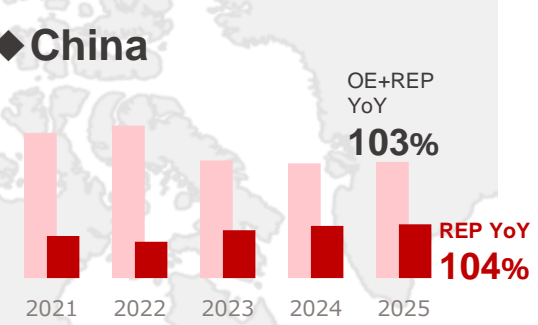
◆ Japan



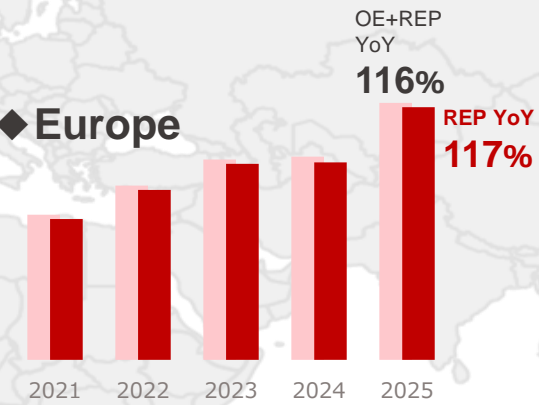
◆ North America



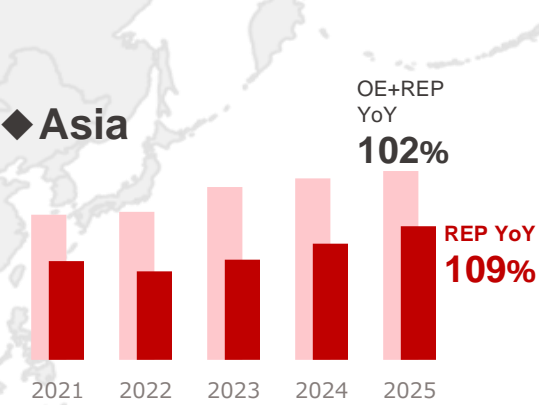
◆ China



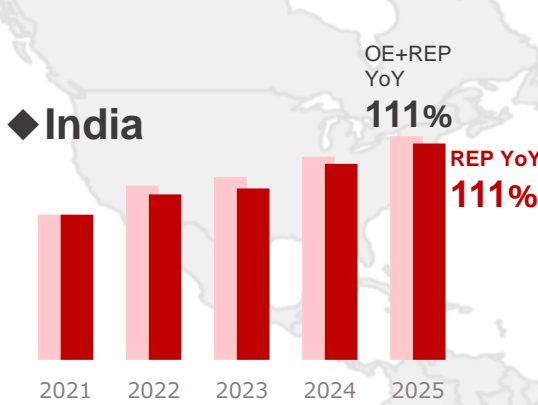
◆ Europe



◆ Asia

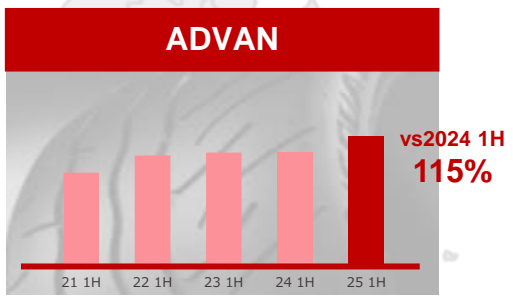


◆ India

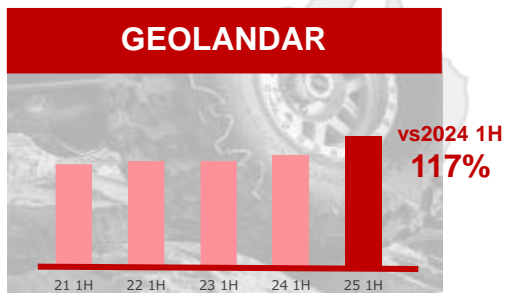


High value-added tire sales growth (OE & REP combined unit sales)

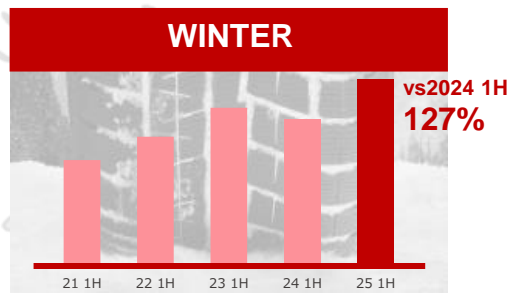
ADVAN



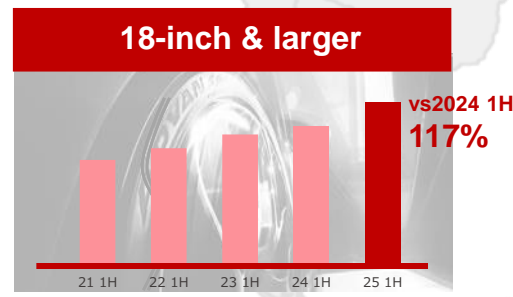
GEOLANDAR



WINTER



18-inch & larger

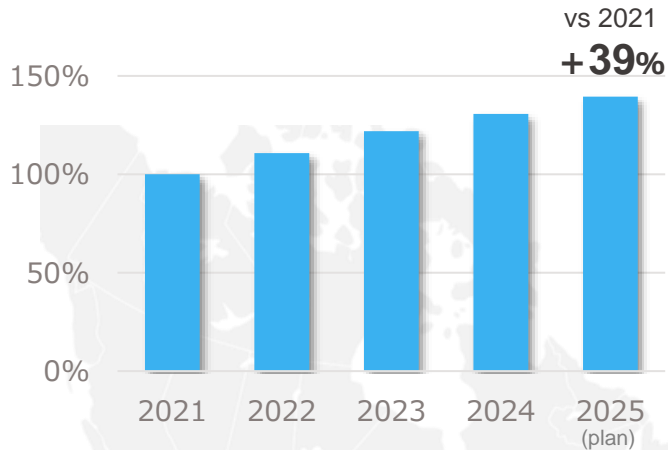


FY2025 1H: Consumer Tires – Progress of Best Alternative Strategy

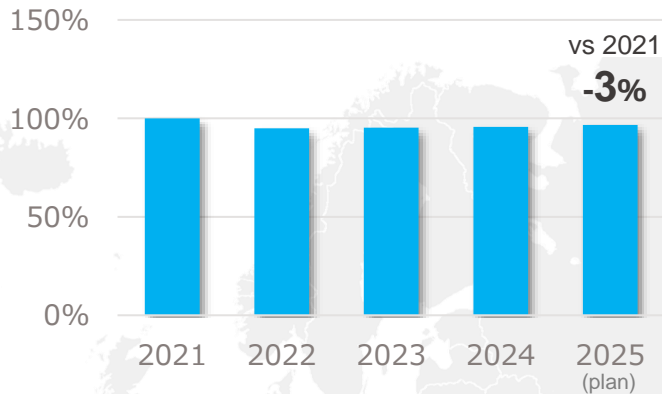


Number of Accounts

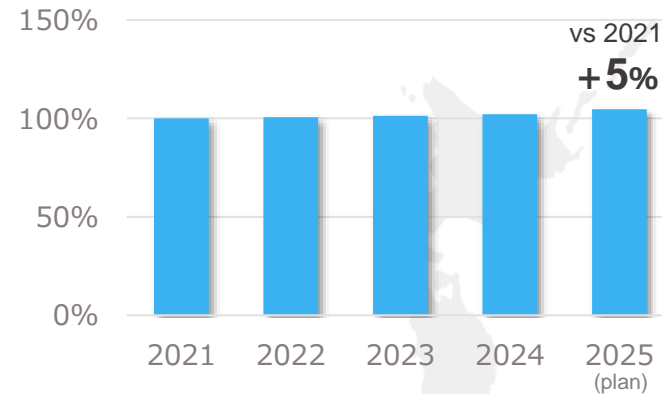
North America



Europe

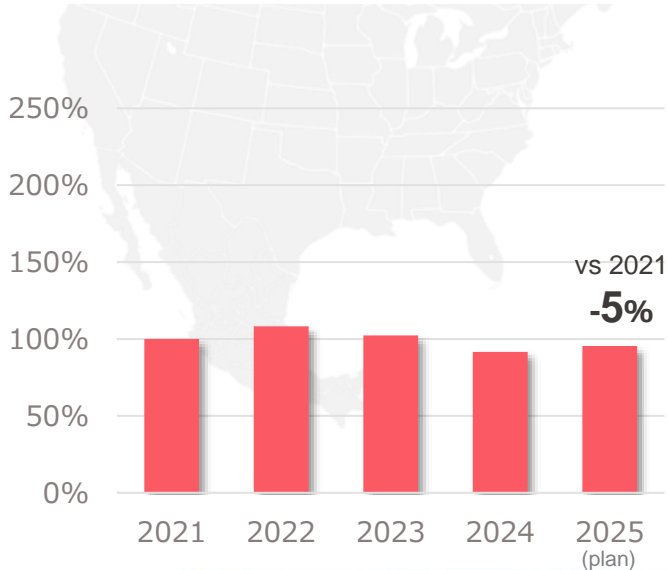


Japan

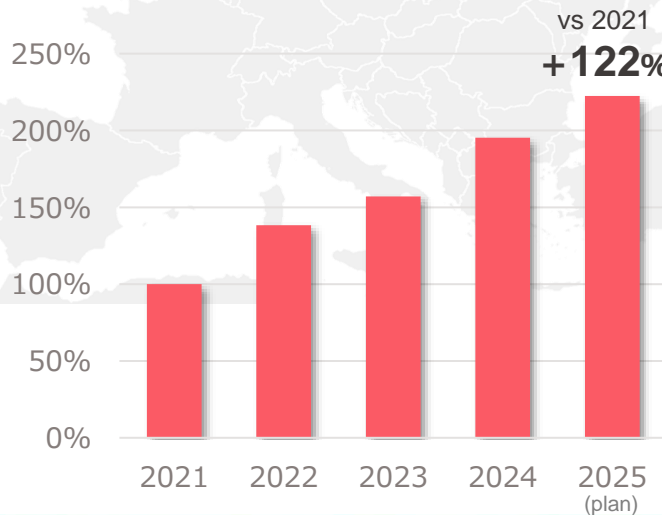


Sales per Customer

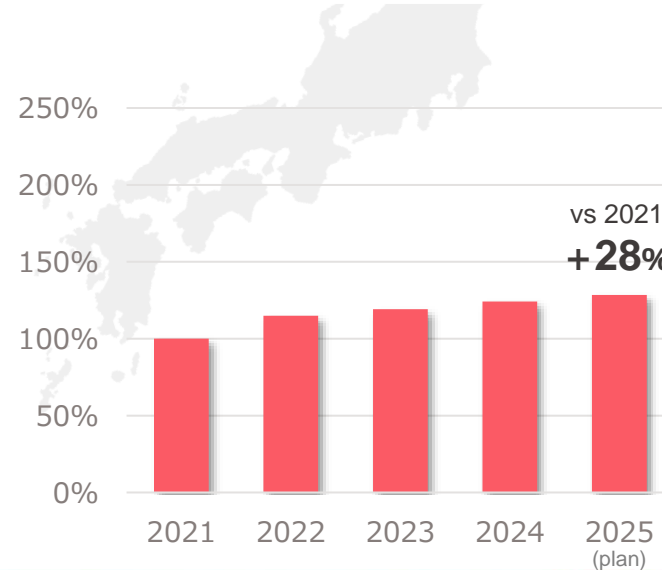
North America



Europe

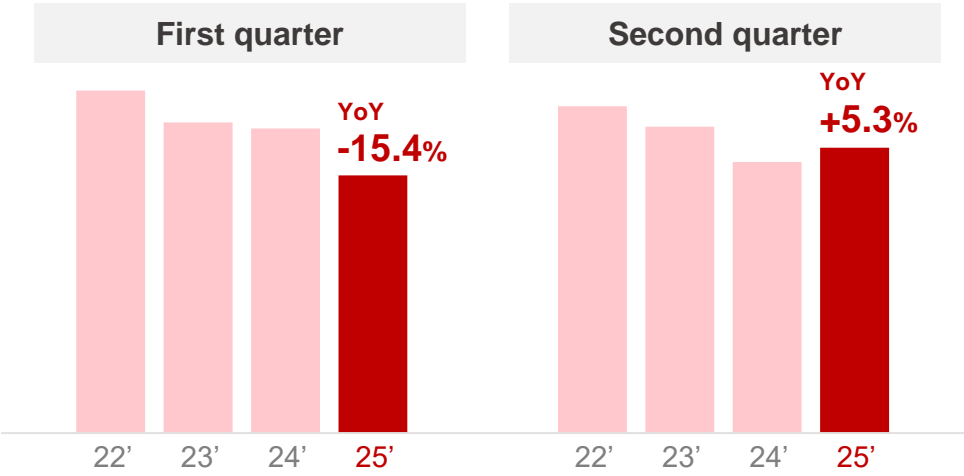


Japan

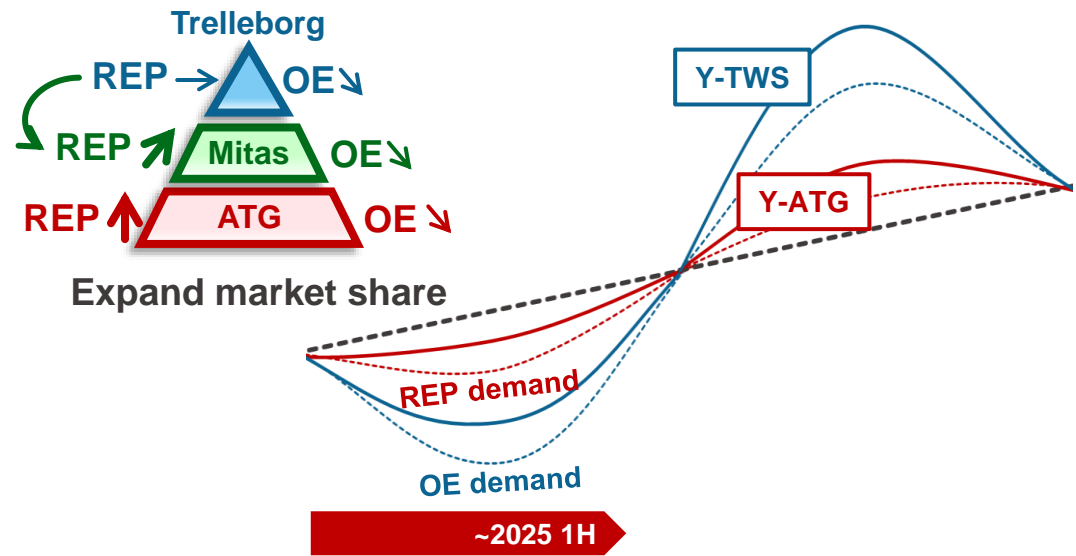
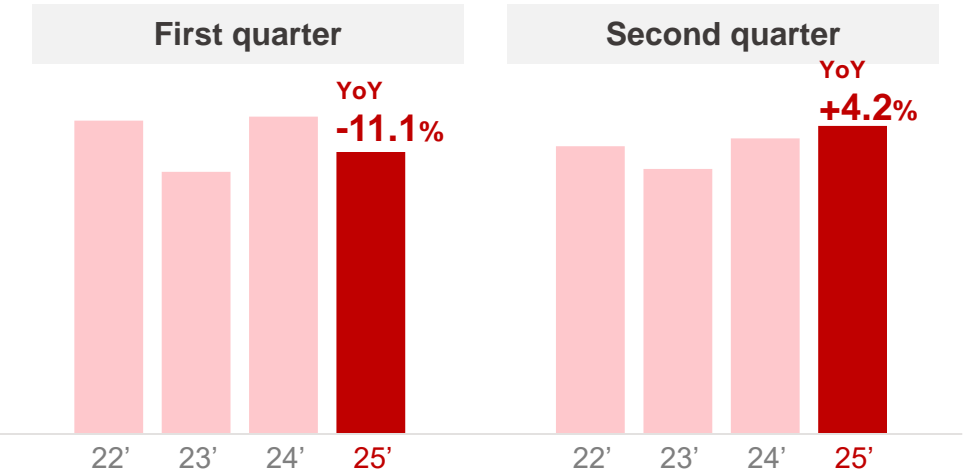


Agricultural machinery tire sales results (volume basis)

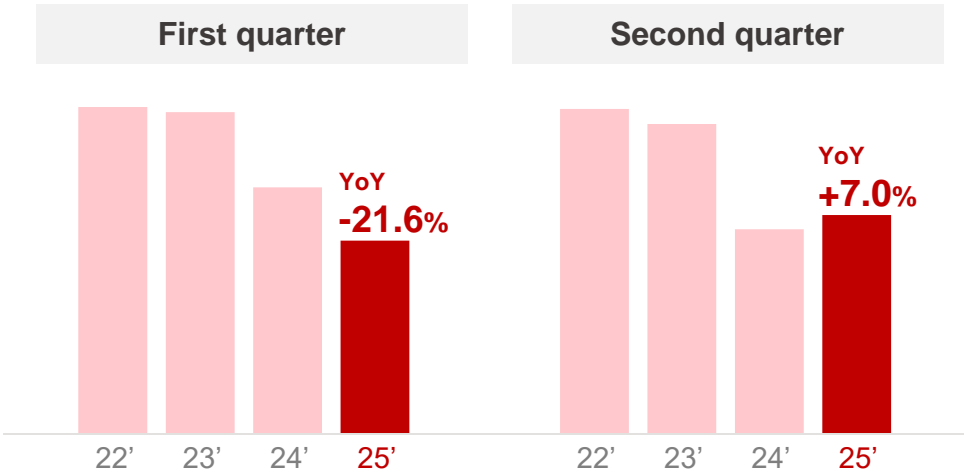
◆OE & REP combined results



◆REP results



◆OE results



Programmatic M&A acquisitions

Acquisition of Romania OTR tire plant

Date: May 2025



Acquisition of US forklift service company

Date: July 2025

Press Release
02.07.2025



Interfit expands tire service network in the U.S. with strategic acquisition

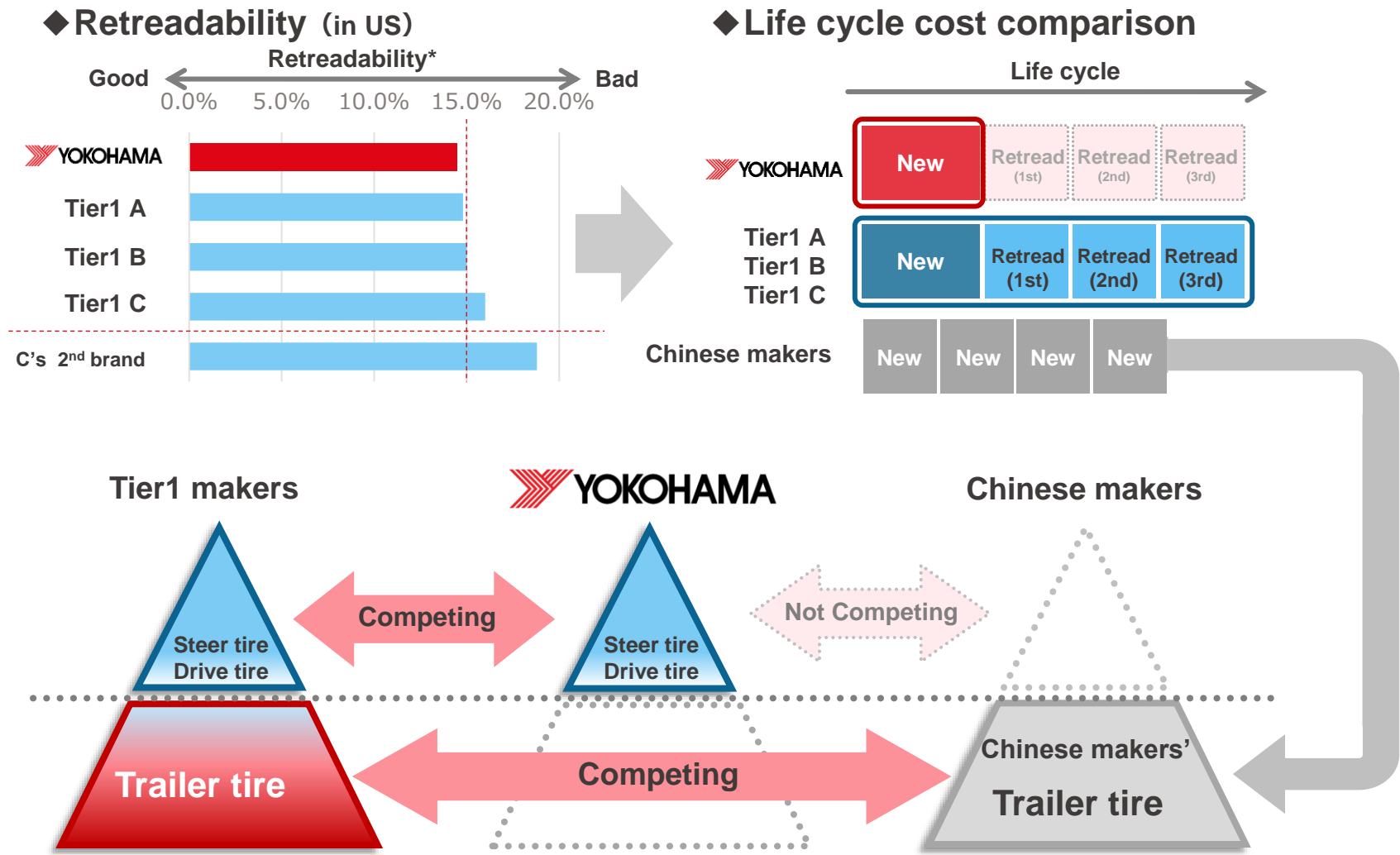
- Interfit strengthens its footprint in North America through the acquisition of the tire service business of Chicagoland Industrial Supply INC, DBA Industrial Tire Services, a U.S.-based tire service company
- The move marks a key milestone in Interfit mission to deliver high-quality tire services across global markets

Interfit, the global leader in tire and wheel services for the Material Handling and Construction sectors, announces a major step forward in its growth strategy with the acquisition of the business of Chicagoland Industrial Supply INC, DBA Industrial Tire Services. This strategic move reinforces Interfit's presence in North America and enables it to provide industry-leading tire services at a local level.

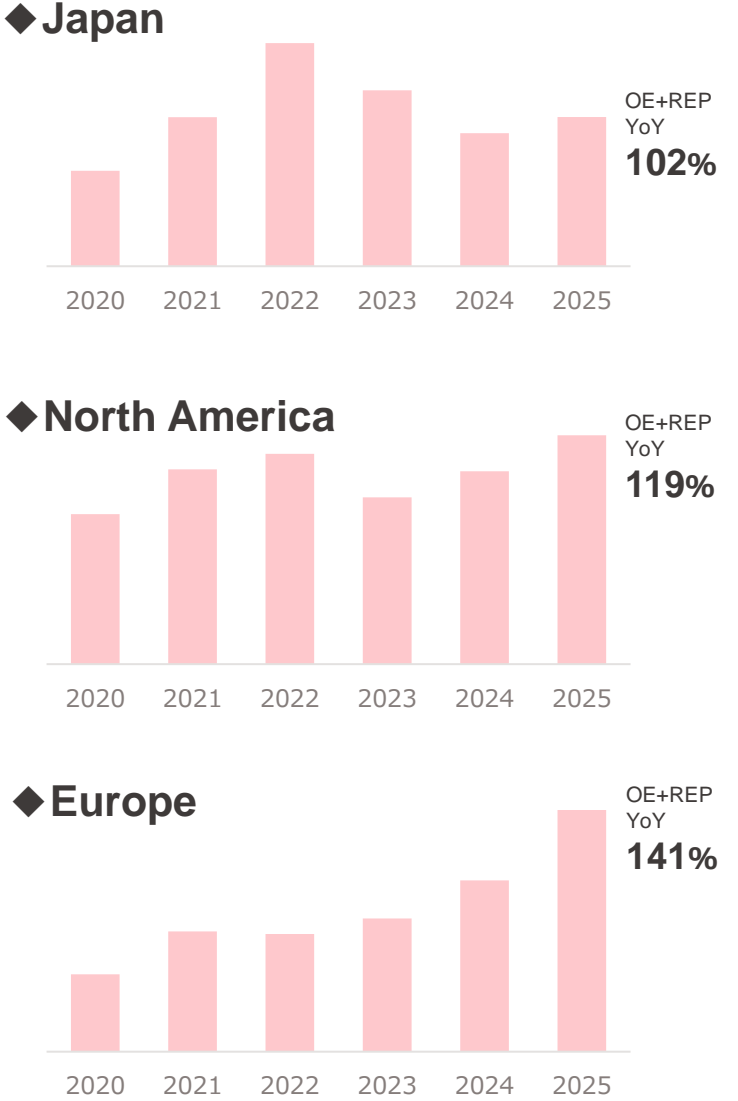


*Interfit provides sales and services to a wide range of customers around the world, from OE dealers to end users, with a focus on tires for material handling machinery

TBR Best Alternative Strategy



TBR 1H unit sales results by region



*Scrap ratio: Survey at McCarthy Tire Service

Strengthen & expand by concentrating resource allocation

Hoses & Couplings

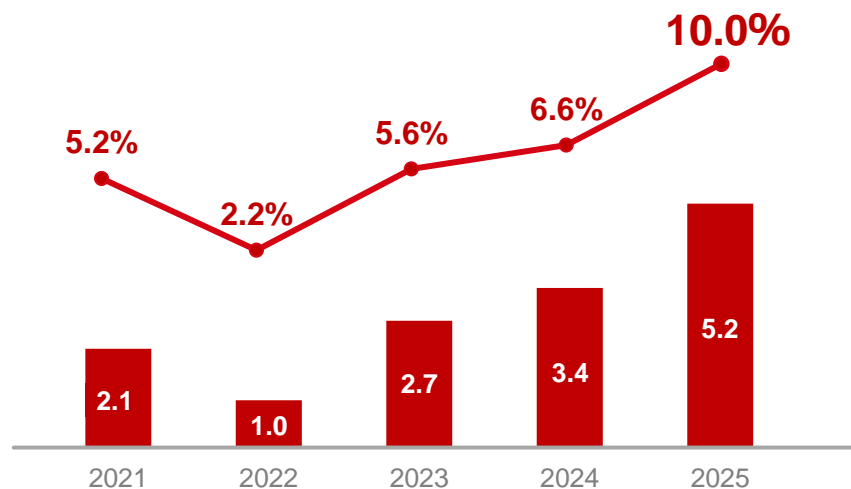
Growth driver
Structural reform

Industrial products

Stable earnings

- Each business' strategy is being steadily reflected in its profits

MB Segment 1H Business Profit & Margin
(billion yen)



Hoses & Couplings

◆ Hydraulic hoses

Production structure reform: Optimizing production system and business model

◆ Automotive hoses

Structural reforms: Restructuring of production sites is progressing

Industrial Products

◆ Conveyor belts

- Maintaining high market share in Japan & using sensing technology to strengthen services
- Turned China production & sales subsidiary into 100% subsidiary

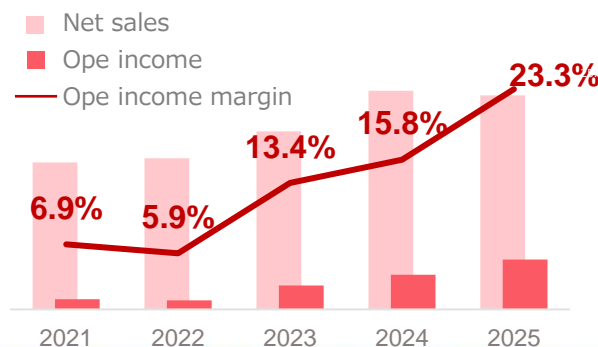
◆ Marine hoses / fenders

- Increasing production capacity by improving productivity

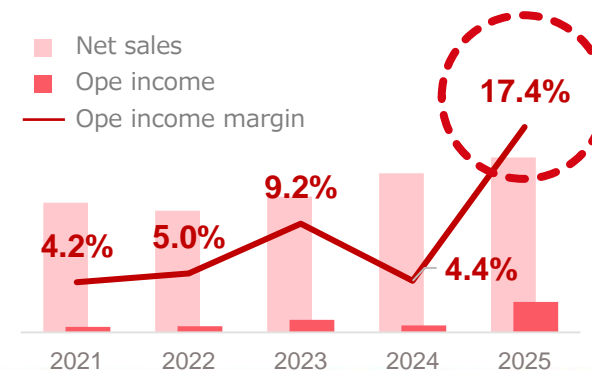
◆ Aerospace products

- Government demand: Reducing and withdrawing from low-profit product categories
Strengthening sales of defense equipment that require advanced technologies
- Commercial sector: Launched project aimed at stimulating demand in replacement components market

◆ Aerospace products (Government + Commercial) : 1H sales results



◆ Government demand : 1H sales results



Third-party evaluations / inclusion in the index

*1 Brand Finance ranking
*2 A periodic review of companies is conducted on the last business day of June each year and the index is revised on the last business day of August.

FTSE ESG indexes



FTSE4Good

21 consecutive years



FTSE Blossom
Japan Sector
Relative Index

4 consecutive years



FTSE Blossom
Japan


9 consecutive years

CDP Supplier Engagement Assessment



Highest rating
Selected as a
“Supplier Engagement Leader”

Strongest Tyre Brands 2025 ^{*1}

Ranking	Company name
#1	Michelin
#2	Goodyear
#3	MRF
#4	 YOKOHAMA
#5	Bridgestone
#6	Hankook
#7	Giti
#8	Ceat

JPX-Nikkei Index Human Capital 100 ^{*2}

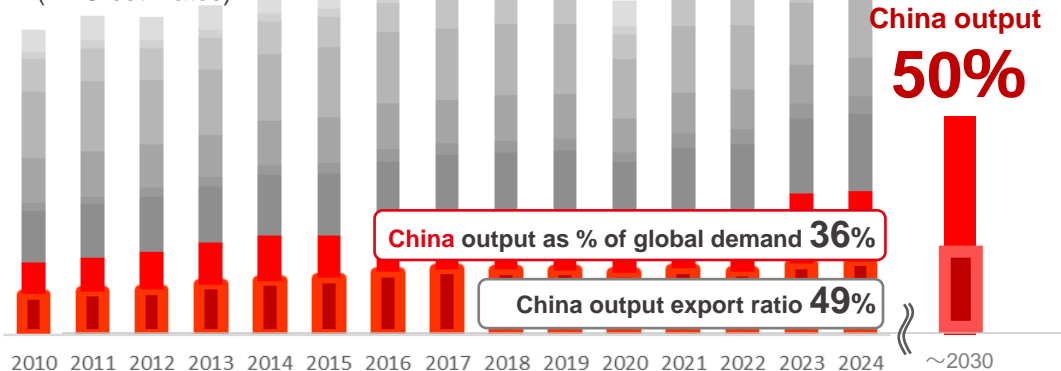


Only Japanese tire maker to be
selected as constituent stock

YX2026 Medium-term Management Plan FY2025 2H Initiatives

Global consumer tire production trend

(YRC estimates)



Drastic reduction of product costs
(Exploration)

“1-year plant” challenge

New plant in Mexico



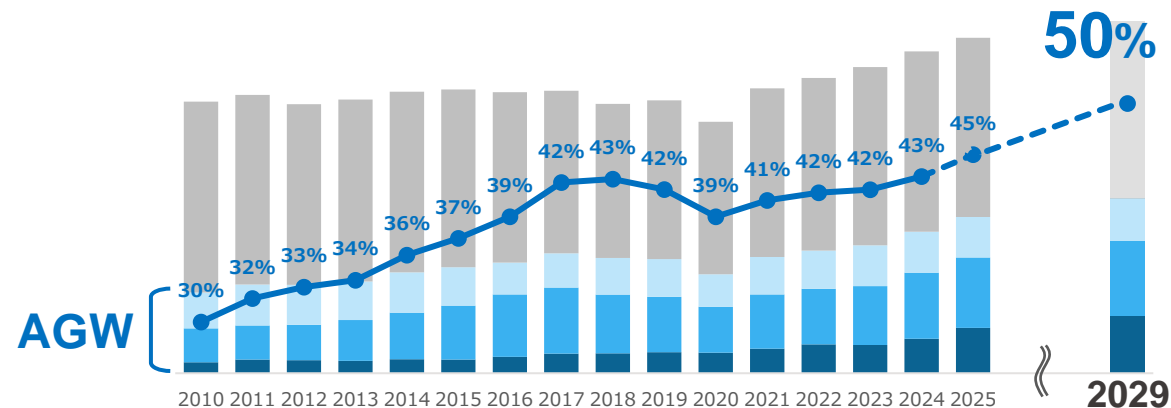
Mass production
scheduled to begin in 2027

New Hangzhou plant in China



Mass production
scheduled to begin in 2026

Yokohama Rubber premium (AGW) tire unit sales trend

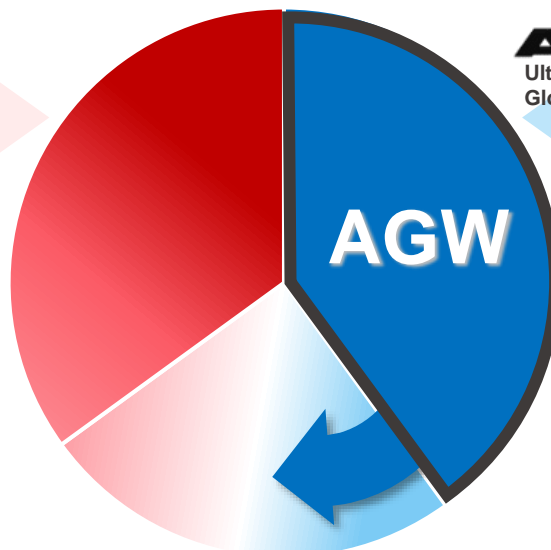


AGW *
(Exploitation)

ADVAN
Ultra High Performance
Global Flagship Brand

GEOLANDAR
SUV/Pickup Truck

iceGUARD
Winter



*YOKOHAMA brand: 99%

Brand MIX

Size MIX

**Sales company-
distributor policy**

*Product brands

<Product and Regional Business Strategies> Promoting most optimal sales strategies for each region

Consumer tire full-year unit sales plan

ALL

Initial plan 103%

2025 plan
vs 2024
(revised plan)

105%

Europe

111%



Asia

102%



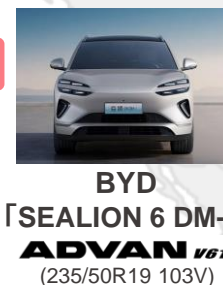
Japan

105%



China

102%



No. America

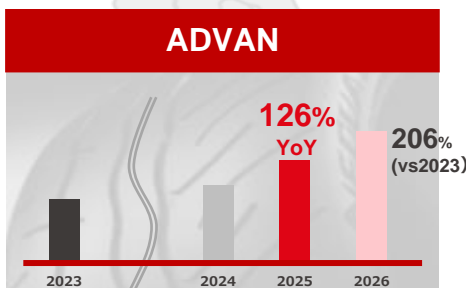
105%



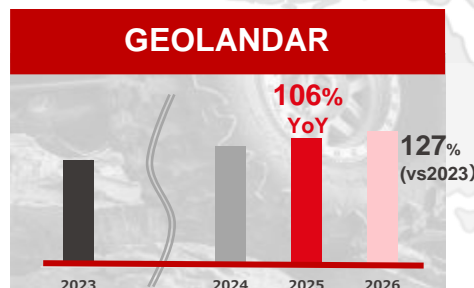
High value-added tire sales plan

Full-year plan for OE & REP combined unit sales

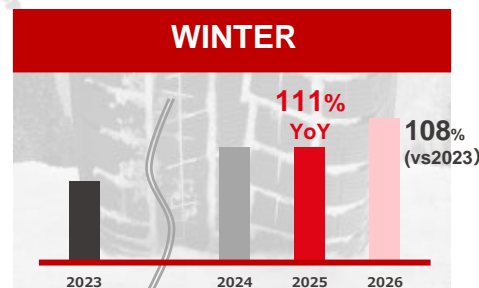
ADVAN



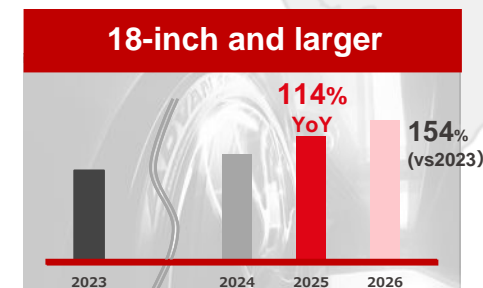
GEOLANDAR



WINTER



18-inch and larger

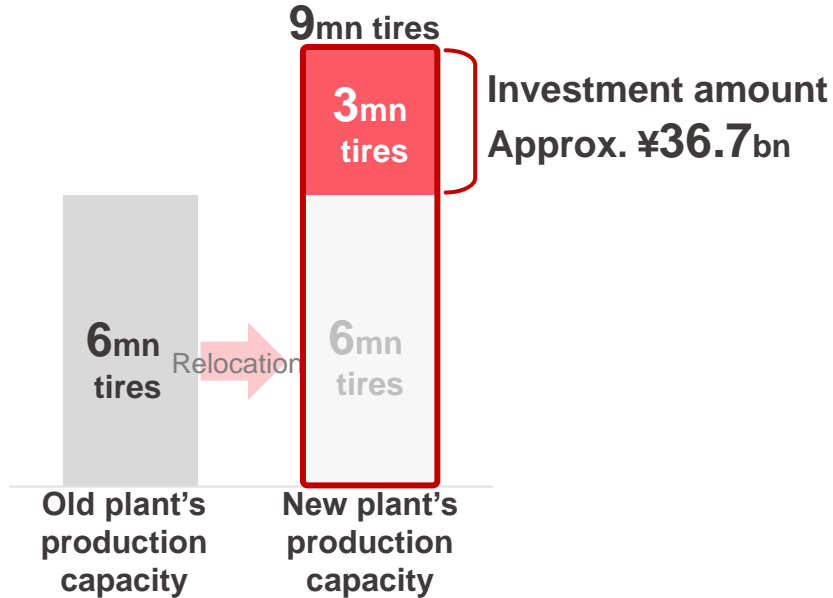


YX2026 Consumer Tires: Strengthen Cost Competitiveness – 1 year plant in China

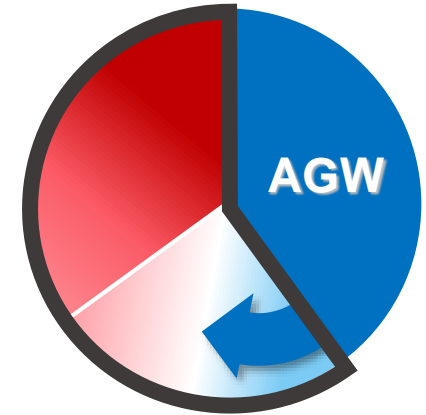
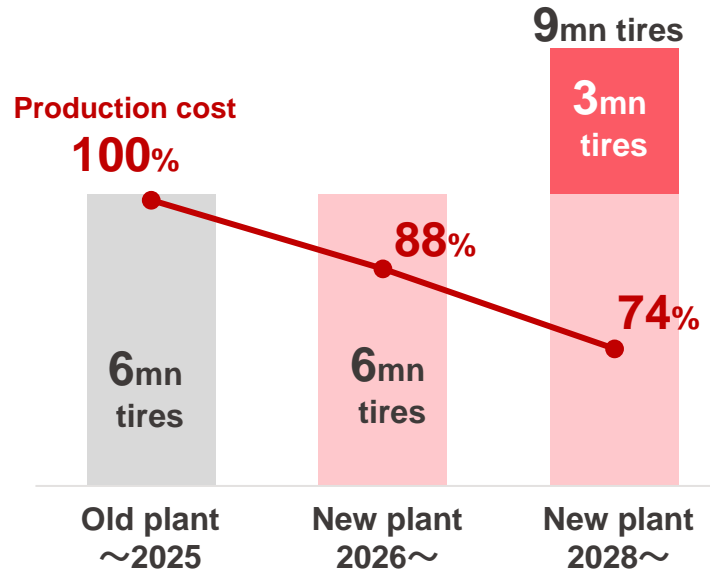


Investment cost restrained *9mn tire plant built with investment in additional capacity of 3mn tires

◆ Investment amount



◆ Production cost



Drastic reduction of product costs
(Exploration)

Early start-up: 1-year plant

*Investment recovered in 9.9 years even with annual production of 6mn tires

Dec 2024 groundbreaking



8mos

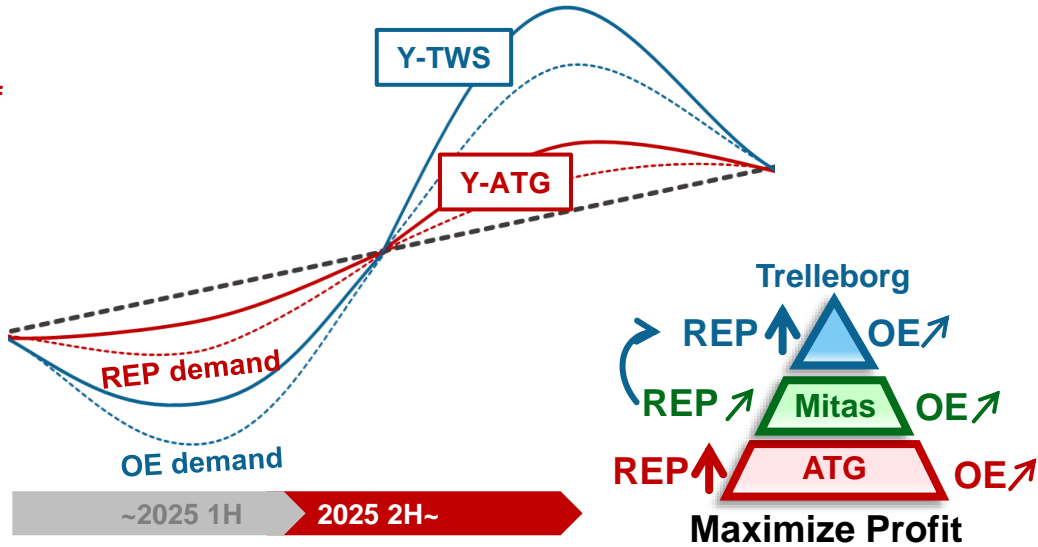
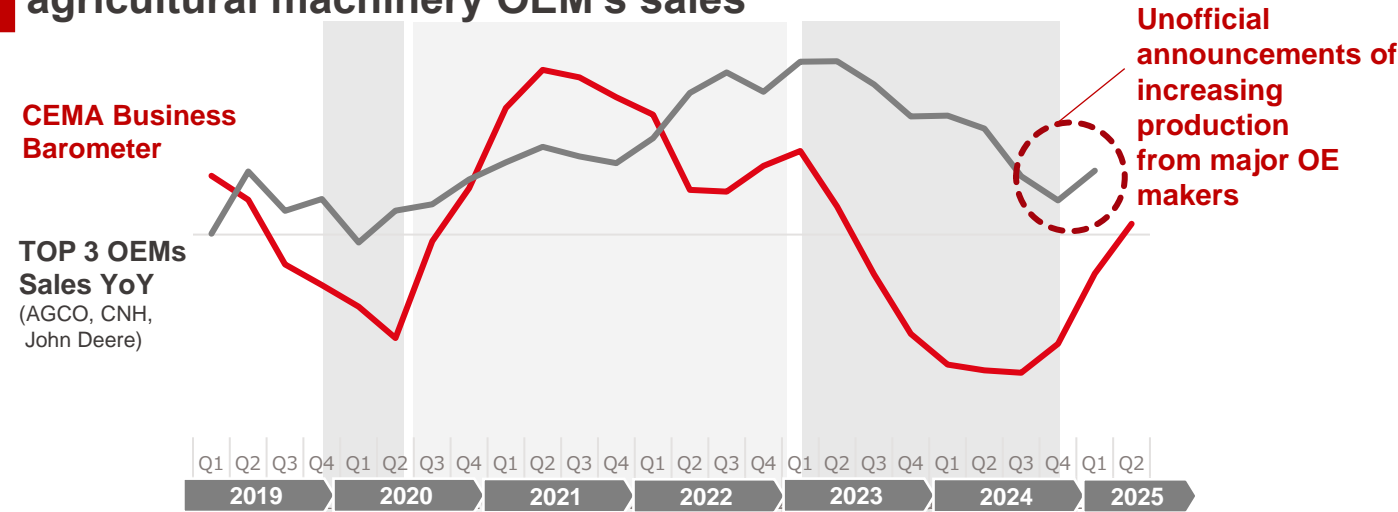
Aug 4 2025



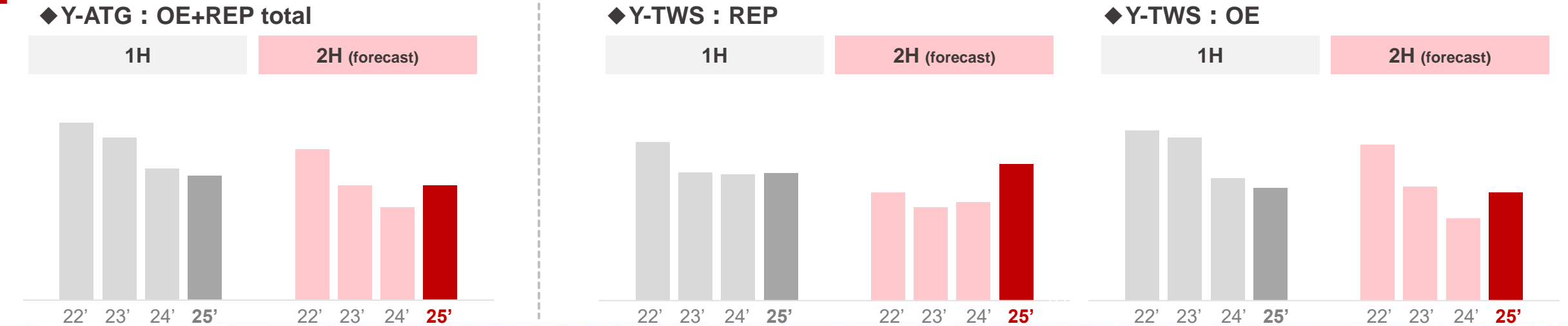
3mos

Nov 2025
Trial production start
11 months plant

Correlation b/w agricultural machinery business indicator & major agricultural machinery OEM's sales

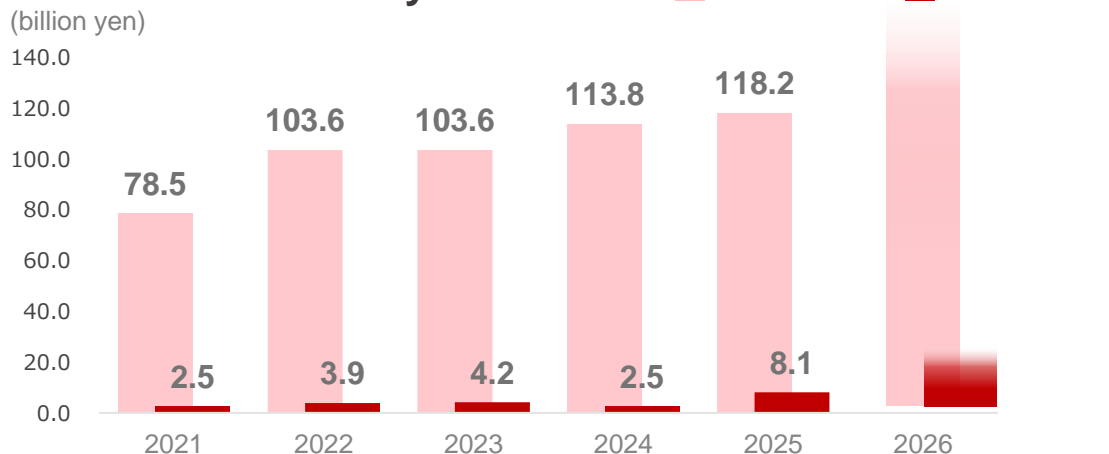


Agricultural machinery tires sales forecasts (volume basis)



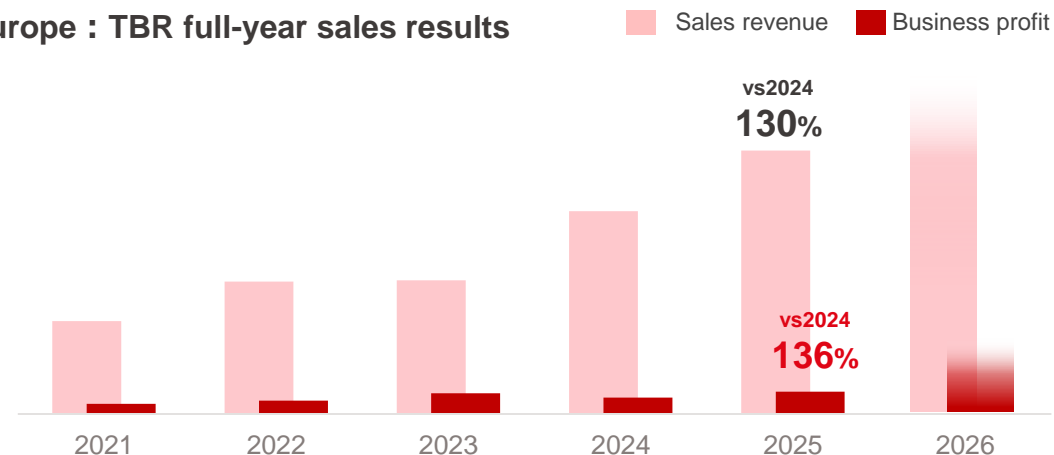
TBR Business

TBR business : full-year results



Europe becomes our biggest market after Japan & US

Europe : TBR full-year sales results



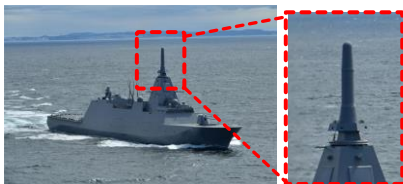
MB Business

Strengthen & expand by concentrating resource allocation

Hoses & Couplings
Growth driver

Industrial products
Stable earnings

◆ Industrial products: Developing & increasing output of aerospace components & defense equipment

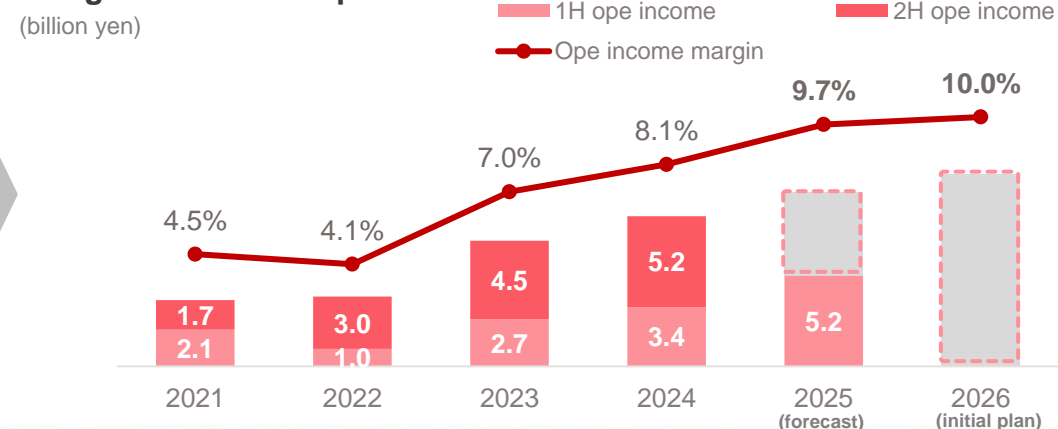


The NORA-50 is a UNified COMplex Radio aNtenna (i.e., UNICORN) for frigate warships. It comes equipped with our radome* and is being exported to India and Australia
*Antenna cover that protects the entire UNICORN

Photo shows Japanese Maritime Self-Defense Force's Mogami-class frigate, which has been adopted as the Royal Australian Navy's next major surface warship (Source: Japan Maritime Self-Defense Force website).

Aiming to achieve 2026 target profit margin of 10% ahead of plan

MB segment business profit



FY2025 Financial Targets Upwardly Revised



Full-year plan

(billion yen	2025 revised plan	Initial plan	Difference from initial plan	2024 result	YoY change
Sales revenue	1,235.0	1,220.0	+15.0	1,094.7	+140.3
Business profit	153.0	138.0	+15.0	134.4	+18.6
Business profit margin	12.4%	11.3%	+1.1%	12.3%	+0.1%
Operating profit	140.5	132.0	+8.5	119.2	+21.3
Net profit	88.0	81.5	+6.5	74.9	+13.1

✓ : Record high

Culmination of the past 100 years

Complete transformation from past

GD100

GD2020

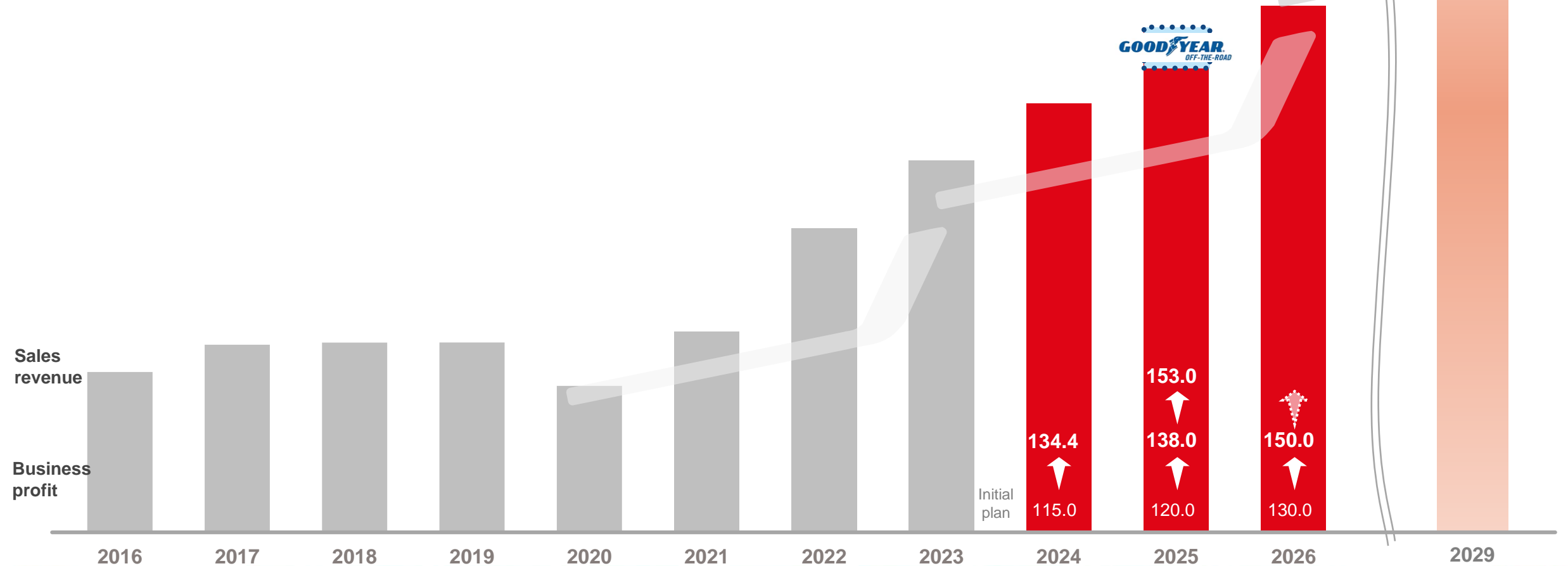
YX2023

YX2026

(billion yen)

“Hockey Stick Growth”

New Plants
Mexico
/China



2025 full-year dividend

2025 year-end dividend

¥54 → ¥64
(+¥10)

2025 full-year dividend

¥102 → ¥112

2025 revised plan
112

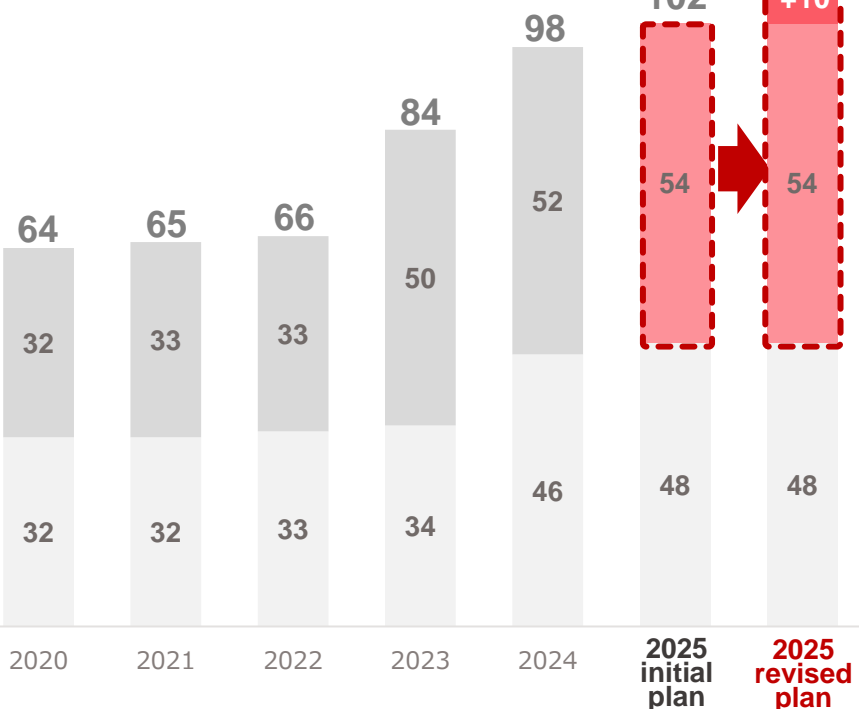
2025 initial plan
102

+10

Full-year dividend
(yen/share)

Year-end dividend
(yen/share)

Interim dividend
(yen/share)



2026 total return ratio & dividend payout ratio revised

YX2026 initial plan

After revision

Total return ratio

30%

Total return ratio
(after revision)

Above 30%

Dividend payout ratio

20%

Dividend payout ratio
(after revision)

30%

2026
initial plan

2026
after revision

YX2026

Basic Plan

Offense & Defense

Offense = Exploration = Growth = Revenue Increase

Defense = Exploitation = Improvements = Profit Increase

(Lead and Disrupt)

Focus on increasing profits & raising capital efficiency

