

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

February 19, 2026

## Consolidated Financial Results for the Fiscal Year Ended December 31, 2025 [IFRS]



Company name: The Yokohama Rubber Co., Ltd.  
 Listing: Tokyo Stock Exchange  
 Securities code: 5101  
 URL: <https://www.y-yokohama.com/global/>  
 Representative: Masataka Yamaishi, Chairman & CEO, Chairman of the Board  
 Inquiries: Masahiro Ogahara, General Manager and Head of Corporate Finance & Accounting Dept.  
 Telephone: +81-463-63-0414  
 Scheduled date of ordinary general meeting of shareholders: March 27, 2026  
 Scheduled date to commence dividend payments: March 30, 2026  
 Scheduled date of submission of annual securities report: March 25, 2026  
 Preparation of supplementary material on financial results: Yes  
 Holding of financial results briefing: Yes (for analysts)

(Yen amounts are rounded to the nearest million yen.)

### 1. Consolidated financial results for the fiscal year ended December 31, 2025 (from January 1, 2025 to December 31, 2025)

#### (1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Sales revenue		Business profit		Operating profit		Profit attributable to owners of the parent		Total comprehensive income	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended December 31, 2025	1,234,959	12.8	166,577	24.0	152,901	28.3	105,398	40.7	161,122	(8.1)
Fiscal year ended December 31, 2024	1,094,746	11.1	134,379	35.6	119,157	18.7	74,919	11.4	175,276	27.5

Note: Business profit is calculated by deducting cost of sales and selling, general, and administrative expenses from sales revenue.

	Basic earnings per share	Diluted earnings per share	Return on equity attributable to owners of the parent	Return on asset	Business profit margin
	Yen	Yen	%	%	%
Fiscal year ended December 31, 2025	668.55	666.55	11.0	8.9	13.5
Fiscal year ended December 31, 2024	467.81	466.57	9.2	8.1	12.3

#### (2) Consolidated financial position

	Total assets	Total equity	Equity attributable to owners of the parent	Ratio of equity attributable to owners of the parent	Equity attributable to owners of the parent per share
	Millions of yen	Millions of yen	Millions of yen	%	Yen
As of December 31, 2025	1,998,360	1,040,231	1,030,851	51.6	6,536.66
As of December 31, 2024	1,735,544	904,013	893,971	51.5	5,605.46

### (3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at the end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Fiscal year ended December 31, 2025	135,630	(241,298)	68,317	107,391
Fiscal year ended December 31, 2024	94,496	(1,392)	(63,213)	136,215

### 2. Dividends

	Dividends per share					Total dividends paid	Payout ratio (consolidated)	Dividend on equity (consolidated)
	End of 1Q	End of 2Q	End of 3Q	Year-end	Annual			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended December 31, 2024	—	46.00	—	52.00	98.00	15,690	20.9	1.9
Fiscal year ended December 31, 2025	—	48.00	—	86.00	134.00	21,132	20.0	2.2
Fiscal year ending December 31, 2026 (forecast)	—	62.00	—	110.00	172.00		30.0	

### 3. Consolidated financial results forecast for the fiscal year ending December 31, 2026 (from January 1, 2026 to December 31, 2026)

(Percentages indicate year-on-year changes.)

	Sales revenue		Business profit		Operating profit		Profit attributable to owners of the parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
First half (cumulative)	610,000	5.3	75,000	20.7	67,500	23.0	26,000	(26.8)	165.39
Full year	1,300,000	5.3	188,000	12.9	173,000	13.1	90,000	(14.6)	572.50

#### \* Notes

#### (1) Significant changes in the scope of consolidation during the period: Yes

Newly included: 3 companies (Nippon Giant Tire Co., Ltd, Yokohama Earthmover Pty Ltd, YTMMX Japan G.K.)

Excluded: — companies

#### (2) Changes in accounting policies and changes in accounting estimates

(i) Changes in accounting policies required by IFRS: None

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

#### (3) Number of issued shares (common shares)

##### (i) Total number of issued shares at the end of the period (including treasury shares)

As of December 31, 2025	166,396,381 shares
As of December 31, 2024	169,549,081 shares

##### (ii) Number of treasury shares at the end of the period

As of December 31, 2025	8,693,419 shares
As of December 31, 2024	10,067,042 shares

##### (iii) Average number of shares outstanding during the period

Fiscal year ended December 31, 2025	157,651,300 shares
Fiscal year ended December 31, 2024	160,149,723 shares

[Reference] Non-consolidated Results

Non-consolidated financial results for the fiscal year ended December 31, 2025 (from January 1, 2025 to December 31, 2025)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended December 31, 2025	507,443	10.6	87,153	41.6	121,160	16.7	99,934	(20.3)
Fiscal year ended December 31, 2024	458,857	9.8	61,565	13.5	103,857	22.6	125,462	58.7

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Fiscal year ended December 31, 2025	633.90	631.99
Fiscal year ended December 31, 2024	783.41	781.33

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of December 31, 2025	1,294,603	600,958	46.4	3,810.69
As of December 31, 2024	1,117,155	522,363	46.8	3,275.37

Reference: Shareholders' equity:

As of December 31, 2025: ¥600,958 million

As of December 31, 2024: ¥522,363 million

\* Financial results reports are exempt from audit conducted by certified public accountants or an audit corporation.

\* Proper use of earnings forecasts and other special matters

(Cautionary statements with respect to forward-looking statements and other information)

The earnings forecasts herein are prepared by the Company based on information available to the Company as of the announcement of this document. Actual results may differ from these forecasts due to a wide range of factors.

For the assumptions underlying the earnings forecasts and precautions regarding their use, please refer to "1. Operating Results, (1) Analysis of Operating Results," on pages 2 to 3 of the accompanying material.

## ○Contents of Attached Materials

1. Operating Results	
(1) Analysis of Operating Results	2
(2) Analysis of Consolidated Financial Position	4
(3) Basic Policy for the Appropriation of Profits and Dividends for FY2025 and FY2026	5
(4) Risks	5
2. Management Policies	
(1) Yokohama Rubber's Basic Management Policies	8
(2) Key Management Performance Indicators Established as Targets in the Company's Current Medium-term Management Plan	8
(3) Company's Medium-to-Long-term Management Strategies and Issues to be Addressed	8
3. Basic Policy on the Selection of Accounting Standard	11
4. Consolidated Financial Statements and Principal Notes	
(1) Consolidated Statement of Financial Position	12
(2) Consolidated Statement of Profit or Loss and Consolidated Statement of Comprehensive Income	14
(3) Consolidated Statement of Change in Equity	16
(4) Consolidated Statement of Cash Flows	18
(5) Notes Concerning Consolidated Financial Statements	19
(Notes on going concern assumption)	19
(Segment information, etc.)	19
(Earnings per share)	22
(Significant subsequent events)	22

## 1. Operating Results

### (1) Analysis of Operating Results

#### ① Operating results for FY2025

	FY2024	FY2025	YoY change
	¥ million	¥ million	%
Sales revenue	1,094,746	1,234,959	+12.8
Tires	980,896	1,121,284	+14.3
MB	105,249	105,552	+0.3
Others	8,600	8,123	(5.6)
Business profit	134,379	166,577	+24.0
Tires	127,157	154,979	+21.9
MB	8,577	11,090	+29.3
Others	(1,360)	518	—
Adjustments	5	(11)	—
Operating profit	119,157	152,901	+28.3
Profit before tax	115,359	157,186	+36.3
Profit attributable to owners of the parent	74,919	105,398	+40.7

Note: Business profit is calculated by deducting cost of sales and selling, general, and administrative expenses from revenues.

Regarding the operating environment for the Yokohama Rubber Group in fiscal 2025 (January 1, 2025 to December 31, 2025), the impact from higher U.S. tariffs subsided in the second half of the year and consumer spending picked up moderately amid improvements in the employment and income environments. In addition, Japanese companies' business sentiment remained generally positive as declining energy costs and other factors contributed to lower costs.

In overseas markets, the U.S. economy continued to slow despite some diminished impact from higher U.S. tariffs as consumer spending remained weak. European economies were weighed down by high tariffs' negative impact on external demand. The Chinese economy, meanwhile, benefited from strong external demand, but domestic demand has been depressed by negative growth in consumer spending and fixed asset investment.

In the above operating environment, the Yokohama Rubber Group continued to pursue the “exploitation” of the strengths of its existing businesses and the “exploration” of new value while implementing its medium-term management plan Yokohama Transformation 2026 (YX2026), which aims to complete the transformation begun during the previous medium-term plan. This effort produced strong results in all of the Group's businesses. As a result, in fiscal 2025 the Yokohama Rubber Group achieved a fifth consecutive year of record high sales and profits, posting consolidated sales revenue of ¥1,234,959 million (+12.8% YoY), business profit of ¥166,577 million (+24.0% YoY), operating profit of ¥152,901 million (+28.3% YoY), and profit attributable to owners of the parent totaling ¥105,398 million (+40.7% YoY).

Tire segment sales revenue totaled ¥1,121,284 million (+14.3% YoY), accounting for 90.8% of the Yokohama Rubber Group's consolidated sales revenue. YX2026's “Best Alternative Strategy” has produced strong results in all tire segment businesses, including the off-highway tire (OHT) business, and is driving a significant shift in the segment's revenue structure.

Consumer tire original equipment (OE) sales revenue increased year on year in Japan and in the North American and European markets on an expanding number of new vehicles adopting YOKOHAMA tires. OE sales in North America and Europe were driven by greater adoption of YOKOHAMA tires for use on premium models, especially SUVs and CUVs, as well as other new cars.

Replacement tire sales revenue also increased year on year. In addition to the positive effect generated by strategic OE returns, the increase in sales was driven by thorough sales activities in Japan, sales of high-inch tires in Europe, and strengthening sales in North America of tires for on-road SUVs and CUVs. Sales were also boosted by our efforts to develop new customers while expanding business with existing customers in each region.

Off-highway tire (OHT) business sales revenue increased year on year, thanks in part to the contribution from

off-the-road tire (OTR) business acquired from The Goodyear Tire & Rubber Company in February 2025. The agricultural machinery tire market for OE on new machinery remains difficult, but our efforts to strengthen customer relations enabled us to increase our market share. In the replacement tire market, our continued effort to expand sales in all regions by leveraging the strength of a multi-brand strategy focused on our Mitas, Alliance, and Galaxy brand tires led to sales growth in the main markets of Europe and North America that exceeded the growth in overall market demand.

MB (Multiple Businesses) segment sales revenue totaled ¥105,552 million (+0.3% YoY), accounting for 8.5% of the Group's consolidated sales revenue.

The segment's hose & couplings business posted a year-on-year increase in sales revenue as increasing demand from automakers in North America enabled it to overcome weak demand from construction machinery makers in Japan.

The industrial products business sales revenue increased year on year on stable orders for its conveyor belts and strong demand for its marine products, and increased orders for defense-related equipment.

The year-on-year increase in consolidated business profit can be attributed to the strong performance of existing businesses offsetting the one-time costs related to the acquisition and consolidation of Goodyear's OTR business. Tire business profit rose on higher unit sales of consumer tires and continued growth in sales of high-value-added ADVAN, GEOLANDAR, and Winter (AGW) tires as well as high-inch tires. Meanwhile, the MB segment's efforts to improve the profitability of its existing businesses, drastically reduce costs, and make other structural reforms also contributed to the increase in Group consolidated business profit.

## ② Consolidated Earnings Forecast for Fiscal 2026

The acquisition of Goodyear's OTR business has enabled us to achieve a complete lineup of strategically important products and established Yokohama Rubber as the tire industry's "Best Alternative" with a lineup of top-level products. In fiscal 2026, the last year of the YX2026 medium-term management plan, the Yokohama Rubber Group will continue its efforts to achieve business growth and strengthen its management foundation, including expanding sales of high-value-added consumer tires, leveraging the synergies of the OHT business' multi-brand strategy, further strengthening the Group's global production system, and implementing drastic cost reductions. As of the preparation of this document, Company's forecasts for fiscal 2026 are shown below. These forecasts assume the following foreign currency exchange rates: USDJPY 145 and EURJPY 171.

### <Full year>

Sales revenue	¥1,300.0 billion
Business profit	¥188.0 billion
Operating profit	¥173.0 billion
Profit attributable to owners of parent	¥90.0 billion

### <First half>

Sales revenue	¥610.0 billion
Business profit	¥75.0 billion
Operating profit	¥67.5 billion
Profit attributable to owners of parent	¥26.0 billion

## (2) Analysis of Consolidated Financial Position

### ① Analysis of Assets, Liabilities, and Equity

Total assets as of December 31, 2025, were ¥1,998,360 million, an increase of ¥262,816 million from the end of the previous fiscal year (December 31, 2024). The increase primarily reflects increases in property, plant and equipment, trade receivables, and intangible assets.

Total liabilities as of December 31, 2025, were ¥958,130 million, an increase of ¥126,599 million from the end of the previous fiscal year. The increase primarily reflects an increase in interest-bearing debt.

Total equity as of December 31, 2025, was ¥1,040,231 million, an increase of ¥136,217 million from the end of the previous fiscal year. The increase primarily reflects the recording of profit attributable to owners of the parent.

### ② Analysis of Cash Flows

Cash and cash equivalents (hereinafter, “cash” ) as of December 31, 2025, totaled ¥107,391 million, a decrease of ¥28,823 million compared with the end of the previous fiscal year.

(Cash flows from operating activities)

Net cash provided by operating activities totaled ¥135,630 million.

The main positive contributors were profit before tax of ¥157,186 million and ¥19,156 million from changes in assets and liabilities related to retirement benefits generated in part by a partial return of retirement benefit trust assets. The main negative contribution was ¥57,125 million in income taxes paid.

(Cash flows from investing activities)

Net cash used in investing activities totaled ¥241,298 million.

The main cash outflows were ¥140,527 million in payments for the acquisition of businesses including acquisition of subsidiaries and ¥111,626 million for purchases of property, plant and equipment.

(Cash flows from financing activities)

Net cash provided by financing activities totaled ¥68,317 million.

The result primarily reflects ¥142,487 million in proceeds from long-term borrowings and cash outflows of ¥55,649 million expenditures for repayments of long-term borrowings and ¥15,861 million in cash dividends paid.

Trends in cash flow indicators

	FY2023	FY2024	FY2025
Ratio of equity attributable to owners of parent	46.2%	51.5%	51.6%
Ratio of equity attributable to owners of parent on a market value basis	32.5%	31.2%	47.5%
Debt redemption period	2.9 yrs	4.6 yrs	4.0yrs
Interest coverage ratio	26.0x	17.2x	16.2x

(Calculation methods)

Ratio of equity attributable to owners of parent: Total equity attributable to owners of parent / Total assets

Ratio of equity attributable to owners of parent on a market value basis: Market capitalization / Total assets

Debt redemption period: Interest-bearing debt / Operating cash flow

Interest coverage ratio: Operating cash flow / Interest payments

Notes:

- 1) All indicators are calculated using consolidated financial figures
- 2) Market capitalization is calculated as closing share price at period end  $\times$  total number of issued shares at period end (excluding treasury stock)
- 3) Interest-bearing debt is the sum of all liabilities in the consolidated statement of financial position for which interest is paid.
- 4) Operating cash flow is the same as net cash provided by operating activities in the consolidated statement of cash flows
- 5) Interest payments is the same as interest paid under “Cash flows from operating activities” in the consolidated statement of cash flows

### (3) Basic Policy for the Appropriation of Profits and Dividends for FY2025 and FY2026

The Company's basic policy is to maintain stable dividends while securing sufficient internal reserves to support future business development and fortify its management structure.

In addition, dividends paid from surplus funds are basically distributed twice a year in the form of an interim dividend and a year-end dividend.

In accordance with the above basic policy, the dividend for fiscal 2025 includes the previously distributed interim dividend of ¥48 per share and a proposed year-end dividend of ¥86 per share to be distributed following the approval of shareholders at the 150th Ordinary General Meeting of Shareholders scheduled to be held in March 2026.

If approved, the annual dividend for fiscal 2025 will be ¥134 per share.

For fiscal 2026, the Company plans to pay an annual dividend of ¥172 per share, comprising an interim dividend of ¥62 per share and a year-end dividend of ¥110 per share.

### (4) Risks

Below is a partial listing of risks that could adversely affect the Company's business performance, financial position, or share price. All references to possible future events and to other subjects are from the standpoint of the fiscal year ended December 31, 2025.

#### ①Economic Conditions

Vehicle tires account for most of the Company's worldwide revenues. Demand for those tires reflects economic conditions in nations and regions where the Company sells its products. Therefore, economic trends and developments that diminish demand in the Company's main markets – including Japan, North America, Europe, and Asian nations besides Japan – could adversely affect the Company's business performance and financial position.

#### ②Exchange Rates

The Company conducts most of its business transactions and investments in yen, but it conducts some transactions and investments in dollars and in other currencies. The Company continues to expand its operations globally. That expansion will increase the Company's exposure to fluctuations in currency exchange rates. The Company hedges its exposure to currency exchange rates with forward exchange contracts and with other instruments, but hedging cannot fully offset the effect of fluctuations in currency exchange rates on the Company's business performance and financial position.

#### ③Seasonal Factors

Historically, the Company's sales and earnings performance has tended to be strongest in the winter months. That is mainly because sales of winter tires are an important contributor to the Company's sales and earnings. A later-than-usual onset of winter or lighter-than-usual snowfall could diminish demand for winter tires and thereby



adversely affect the Company's business performance and financial position.

#### ④Raw Material Prices

Yokohama Rubber's principal raw materials are natural rubber and petrochemical products, including synthetic rubber and carbon black. Sharp increases in prices for natural rubber or for crude oil could raise the Company's manufacturing costs. Yokohama employs diverse measures to insulate its business from such increases, but increases in raw material prices that exceed the scope of those measures could adversely affect the Company's business performance and financial position.

#### ⑤Access to Funding

Instability in any of the world's principal financial markets could affect the Company's access to funding adversely. In addition, the lowering of the Company's credit rating by leading credit-rating agencies could adversely affect the Company's access to debt financing and could increase the Company's cost of funds. That could adversely affect the Company's financial performance and financial position.

#### ⑥Interest Rates

As of December 31, 2025, the Company's interest-bearing debt was equivalent to 26.8% of its total assets. An increase in interest rates could adversely affect the Company's financial performance and financial position. In addition, some of the Company's borrowings are subject to financial limitation clauses.

#### ⑦Securities

The Company owns marketable securities, mainly Japanese equities. A decline in the value of those securities could adversely affect the Company's financial performance and financial position.

#### ⑧Investment

In response to growing demand for automobile tires, the Company is establishing new production sites in North America and China. It also is making capital investments to increase production capacity and respond to market needs in Japan and Asia. These investments will enable the Company to improve the quality of its products and respond to the growing demand and diversifying needs, which management expects will strengthen customer trust in the Company and increase its market share. Changes in the regulatory environment, in economic conditions, in industrial circumstances, or in political and social stability in the host nations for the Company's investment could adversely affect the Company's business performance and financial position.

#### ⑨Corporate Acquisitions and Capital and Business Alliances

The Company sometimes undertakes corporate acquisitions and enters into capital and business alliances to strengthen its competitive position and fortify its foundation for growth.

On February 4, 2025, it completed the acquisition of The Goodyear Tire & Rubber Company's Off-the-Road tire (OTR) business, which is engaged in the global manufacture and sale of tires for mining and construction machinery.

If a business or company acquired by the Company underperforms the Company's expectations at the time of the acquisition, the Company's business performance and financial position could be adversely affected by an impairment loss on goodwill and on other assets. Such underperformance could result from internal factors or from unforeseen changes in the business environment or in competitive conditions.

#### ⑩Retirement Benefit Obligations

The Company calculates retirement benefit obligations and retirement benefit expenses according to predetermined criteria, including the discount rate and the anticipated return on pension assets. If the actual discount rate or the actual return on the Company's pension assets differs substantially from the expected levels,

that could adversely affect the Company's financial performance and financial position. Such divergence from the expected levels could occur as a result of a decline in market interest rates, a decline in the valuation of the pension assets, a decline in return on the pension assets, or changes in the severance payment system or pension system.

#### ⑪ Natural Disasters and Terrorist Acts

The Company could suffer direct or indirect damage from earthquakes or other natural disasters, from epidemics, or from terrorist acts. Management has devoted especially careful attention to the threat posed by natural disasters and has adopted systematic measures for coping with that threat. However, the occurrence of natural disasters, epidemics, or terrorist acts in the regions of the Company production sites or principal suppliers could adversely affect the Company's business performance and financial position.

#### ⑪-2 Pandemics

The Company has addressed the global spread of the COVID-19 pandemic with thorough measures. That has included emphasizing to employees the importance of health and safety and of acting to prevent the spread of the COVID-19 pandemic. However, the further spread of the pandemic or the persistence of the pandemic over the long term could result in the curtailment or suspension of the Company's operations in the nations or regions affected. Such a development could adversely affect the Company's business performance and financial position.

#### ⑪-3 Geopolitical Risks

Given the impact from the situation in Ukraine, decisions about production at the Company's passenger car tire manufacturing subsidiary in Russia are being made while closely monitoring the situation. Future developments and the Company's response could adversely affect the Company's business performance and financial position.

In addition, rising geopolitical risks and their impact on conditions in various countries and regions could hamper corporate activities and logistics in countries and regions where the Company has operations. Such a development could adversely affect the Company's business performance and financial position.

#### ⑪-4 Climate Change

Although the Yokohama Rubber Group is taking measures to combat climate change, including reducing greenhouse gas emissions, the Company's business performance and financial position could be affected by transition risks, such as rising procurement and manufacturing costs due to the introduction of greenhouse gas emission reduction targets and carbon taxes in countries where the Group has operations, and physical risks, such as the suspension of plant operations due to floods and droughts caused by climate change.

#### ⑫ Human Rights Violations

The Company has introduced human rights due diligence and grievance redress mechanisms based on its "Yokohama Rubber Group Human Rights Policy." However, an inability to prevent or mitigate human rights violations or potential negative impacts in the supply chain could result in damage to the Company's reputation, which could adversely affect the Company's business performance and financial position.

#### ⑬ Intellectual Property

The Company strives to protect its accumulated technological expertise from unauthorized use by third parties and its intellectual property rights from infringement, but it could, in some circumstances, be unable to prevent such unauthorized use or infringement. Conversely, third parties could claim that the Company's products or technologies infringe on their intellectual property rights. Unauthorized use of the Company's technological expertise, infringement of its intellectual property, or court rulings that its products or technologies infringe on third-party intellectual property rights could adversely affect the Company's business performance and financial position.

#### ⑭Product Quality

Management at the Company is committed to ensuring high and consistent product quality and maintains a framework and procedures for fulfilling that commitment, but product defects could occur despite the Company's best efforts in prevention. The occurrence of defects serious enough to occasion large product recalls could adversely affect the Company's business performance and financial position.

#### ⑮Laws, Regulations, and Litigation

The Company is subject to laws and regulations in the nations where it conducts business that pertain to such activities as investment, trade, currency exchange, exports, competition, personal information safeguarding, and environmental protection. The imposition of new laws or regulations in Japan or overseas or unexpected changes in laws or regulations that result in constraining the Company's operating latitude or in raising the Company's costs could adversely affect the Company's business performance and financial position. In addition, the Company could become the subject of litigation or of investigations by legal authorities in the nations where it operates. Serious litigation or the initiation of an investigation of the Company by legal authorities could adversely affect the Company's business performance and financial position.

#### ⑯Information Security Risks

The Company is taking measures to address cyber risks posed by expansion of its global business. However, it is difficult to completely eliminate the possibility of system failures due to external attacks or disasters. In the event that critical operations are suspended or information is leaked, the Group's overall business activities, business performance, and financial condition could be affected.

## 2. Management Policies

### (1) Yokohama Rubber's Basic Management Policies

By applying the basic management policies listed below, the Company aims to realize its fundamental corporate 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.”

- Take on the challenge of new technologies to create new value.
- Develop proprietary business fields to expand the scope of business
- Create a workplace that values, improves and energizes people.
- Deal fairly with society and value harmony with the environment.

### (2) Key Management Performance Indicators Established as Targets in the Company's Current Medium-term Management Plan

The Company will implement measures to achieve the following financial targets set forth in its medium-term management plan to being implemented until the end of fiscal 2026.

Sales revenue	¥1,300 billion
Business profit	¥188 billion
Business profit margin	14.5%
Equity ratio	50% target
ROE	Above 10%

### (3) Company's Medium-to-Long-term Management Strategies and Issues to be Addressed

The Yokohama Rubber Group is now implementing Yokohama Transformation 2026 (YX2026), a three year medium-term management plan for fiscal years 2024–2026.

Under YX2026, Yokohama Rubber is further advancing the “exploitation” of the strengths of its existing

businesses and the “exploration” of new value as it strives to complete the transformation begun under its previous management plan while being mindful to not leave any negative legacies for the next generation. Under this guiding philosophy, management will resolutely implement the growth strategies established for each of its businesses as it aims to achieve “Hockey Stick Growth”.

The main strategies and initiatives being implemented in each business and management domain are outlined below.

#### ■ Consumer Tires

In the consumer tire market, recent years have seen low-cost, low-price emerging tire makers expand their production capacity and increase their market share. In response, during YX2026 Yokohama Rubber will accelerate its efforts to maximize the sales ratio of its high-value-added tires as it aims to increase the profitability of its consumer tire business. In addition, the consumer tire business aims to create a low-cost and highly efficient production system that will enable it to compete with the cost-competitiveness of emerging tire makers and achieve “Hockey Stick Growth.” Toward that end, the Company has undertaken the “1-year plant” challenge to bring new plants on line within one year. The first such challenge is the construction of a new plant in Hangzhou, China. This plant started production of prototype tires in just 11 months after the start of construction, achieving the “1-year plant” goal one month ahead of plan. In addition to constructing new plants in China and Mexico, the consumer tire business is implementing measures to promote lower-costs and higher efficiency at existing plants. As part of its effort to maximize the sales ratio of high-value-added tires and enhance brand value, the consumer tire business is promoting its tires as original equipment (OE) for premium cars and continues to participate in motorsports events around the world. It also will continue its “Product and Regional Strategies” focused on strengthening the development, supply, and sales of tires that respond to specific trends in each regional market.

#### ■ Commercial Tires

##### OHT business

The long-term OHT global market is expected to expand about 6% a year, considerably higher than the projected 2% annual growth for the consumer tire market. Agriculture and forestry machinery is estimated to account for about 40% of the global OHT market. The Yokohama Rubber Group has the top share in this market segment and plans to strengthen its market position by implementing a multi-brand strategy that will leverage its production, sales, and technology strengths in all three tiers of this market segment. The Yokohama Rubber Group currently has the second largest share of the global market for industrial and port-use machinery, which is estimated to account for about 25% of the OHT market. During YX2026, the Group will further expand the global operation of its Interfit tire maintenance service provided by highly specialized staff into new countries. In addition, to strengthen its presence in the global market for construction and mining machinery tires, where the Group’s market share to date has been rather small, in February 2025 the Company acquired The Goodyear Tire & Rubber Company’s Off-the-Road tire (OTR) business, which has a well-established strong global presence. The acquisition is the result of the programmatic M&A strategy that Yokohama Rubber has pursued to strengthen its overall OHT business as it strives to achieve “Hockey Stick Growth” during its medium-term management plan YX2026. The acquisition expands the Group’s sales channels and production capacity for construction and mining machinery tires. In addition, the synergistic combination of the former Goodyear OTR business’ advanced production technologies and other technological capabilities with Yokohama Rubber’s excellent technologies in other OHT categories, such as tires for agricultural and forestry machinery, where it has the top market share, will support the further growth of Yokohama Rubber’s OHT business.

##### TBR business

Truck and bus tires are another area where emerging tire makers are expanding production capacity and seek to increase their supply in markets around the world. However, this effort is being met by antidumping and countervailing duties in Europe and the United States. Yokohama Rubber will aim for profitable growth by

strengthening sales in countries and regions where these measures are supporting the maintenance of appropriate pricing.

#### ■ MB Business

The MB Business has implemented business restructuring and profit-improvement measures that have established a new business platform that is generating strong revenues. As result, the MB Business posted a business profit margin of 10.5% in fiscal 2025, achieving YX2026's initial target margin of 10% a year ahead of plan. The hose & couplings business is positioned as a growth driver during YX2026 and will restructure its value chain and North American production network in order to fulfill that role. The industrial products business will solidify its leading share in Japan's conveyor belt market and undertake internal reforms to establish a more stable high-profit structure in its marine hose operations. It also is strengthening its lineup of defense-related aerospace components and setting up a dedicated production system. These efforts are elevating the MB Business' presence within the Yokohama Rubber Group.

#### ■ Technology & Production

During YX2026, Yokohama Rubber will implement technology and production strategies based on a motto of "Low cost, speedy development of quality products" that will strengthen the entire Yokohama Rubber Group. "Quality products" refers to strengthening development of OE tires suitable for the next-generation of premium cars. "Low cost" refers to efforts to drastically reduced costs that can't be beat by other companies. "Speedy" refers to (a) taking on the "1-year plant" challenge that is the centerpiece of the consumer tire strategy aimed at achieving "Hockey Stick Growth," (b) the early start-up of mass production that will accelerate the recovery of investment and maximize profit, and (c) efforts to speed up tire development by using AI and simulation technology.

#### ■ Sustainability

Yokohama Rubber considers sustainability initiatives as important measures that will contribute to the Company's growth and enhance its corporate value. Management therefore gives serious consideration to all environment-related investments that will also contribute to corporate earnings. Reducing greenhouse gas emissions is a key environmental issue, and management aims to reduce Group emissions from the 2019 level, including emissions added by the acquisition of Y-TWS, by 30% in 2026 and 40% in 2030. In addition, the Company has developed a plan to achieve these targets without incurring additional costs. Yokohama Rubber also aims to contribute to realization of the circular economy by expanding its use of renewable and recycled raw materials. Toward that end and as part of its effort to reduce Scope 3 greenhouse gas emissions, the Company is accelerating efforts to increase the ratio of renewable and recycled raw materials used in its products and has set new targets of 28% for 2026 and 40% for 2030. However, during YX2026 management has raised the 2030 target from 30% to 40% if it can be done without incurring any additional costs.

#### ■ Financial Strategy

During YX2026, Yokohama Rubber will continue to aggressively pursue strategic investments aimed at realizing "Hockey Stick Growth" and enhancing corporate value. The Company also will continue to sell off certain assets, including cross shareholdings and idle real estate, as a measure to improve asset efficiency and will implement measures to create a capital structure with an optimal balance of debt and equity that fits its business structure (aiming for an equity ratio of 50%). To raise PER, management will conduct more IR events and endeavor to reduce the cost of capital and raise expected growth rate by increasing information disclosures and deepening dialogue with investors. Regarding capital allocation during YX2026, the plan is to allocate about ¥310 billion of the estimated three-year ¥475 billion increase in cash to strategic investments and investments in ongoing operations. Lastly, management has raised its planned shareholder return for fiscal 2026 to a dividend payout ratio of 30% and a total return ratio of higher than 30%, up from YX2026 plan's initial targets of 20% and 30%.

respectively. While actively investing in sustainable profit growth, Yokohama Rubber will use stable cash flow and asset sales to support its growth investments and provide strong shareholder returns.

### 3. Basic Policy on the Selection of Accounting Standard

To establish unified financial reporting using standardized financial information among its Group companies around the world and to enhance the international comparability of its financial information presented to the capital markets, the Company has applied the International Financial Reporting Standards (IFRS) in its consolidated financial statements since the issuance of its annual securities report (yukashoken hokokusho) for the fiscal year ended December 2017.

#### 4. Consolidated Financial Statements and Principal Notes

##### (1) Consolidated Statement of Financial Position

(Millions of yen)

	As of December 31, 2024	As of December 31, 2025
Assets		
Current assets		
Cash and cash equivalents	136,215	107,391
Trade and other receivables	281,020	333,987
Other financial assets	9,059	8,576
Inventories	280,633	319,055
Other current assets	23,445	39,818
Subtotal	730,372	808,828
Non-current assets held for sale	19,342	17,340
Total current assets	749,714	826,168
Non-current assets		
Property, plant and equipment	517,516	634,266
Goodwill	296,814	332,899
Intangible assets	72,455	126,438
Other financial assets	49,354	44,072
Deferred tax assets	8,276	7,488
Other non-current assets	41,415	27,029
Total non-current assets	985,830	1,172,192
Total assets	1,735,544	1,998,360

(Millions of yen)

	As of December 31, 2024	As of December 31, 2025
Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	108,517	112,706
Bonds and borrowings	101,476	135,230
Other financial liabilities	32,477	33,577
Income taxes payable	38,767	53,896
Other current liabilities	93,610	111,632
Total current liabilities	374,847	447,041
Non-current liabilities		
Bonds and borrowings	336,546	400,540
Other financial liabilities	42,663	44,286
Liabilities for retirement benefits	17,227	16,734
Deferred tax liabilities	44,357	29,365
Other non-current liabilities	15,892	20,163
Total non-current liabilities	456,684	511,089
Total liabilities	831,531	958,130
Equity		
Share capital	38,909	38,909
Share premium	31,386	29,967
Retained earnings	619,730	709,386
Treasury shares	(15,441)	(15,662)
Other components of equity	219,387	268,251
Total equity attributable to owners of the parent	893,971	1,030,851
Non-controlling interests	10,042	9,379
Total equity	904,013	1,040,231
Total liabilities and equity	1,735,544	1,998,360



(2) Consolidated Statement of Profit or Loss and Consolidated Statement of Comprehensive Income  
Consolidated Statement of Profit or Loss

(Millions of yen)

	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Sales revenue	1,094,746	1,234,959
Cost of sales	(704,995)	(788,154)
Gross profit	389,750	446,805
Selling, general, and administrative expenses	(255,371)	(280,228)
Business profit	134,379	166,577
Other income	6,081	4,612
Other expenses	(21,304)	(18,288)
Operating profit	119,157	152,901
Finance income	5,554	17,649
Finance costs	(9,352)	(13,364)
Profit before tax	115,359	157,186
Income taxes	(39,228)	(50,401)
Profit	76,130	106,785
Profit attributable to:		
Owners of the parent	74,919	105,398
Non-controlling interests	1,211	1,386
Profit	76,130	106,785
Basic earnings per share	467.81	668.55
Diluted earnings per share	466.57	666.55

# Consolidated Statement of Comprehensive Income

(Millions of yen)

	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Profit	76,130	106,785
Other comprehensive income		
Items that will not be reclassified subsequently to profit or loss		
Gains (losses) on financial assets measured at fair value through other comprehensive income	13,241	4,403
Remeasurements of defined benefit plans	7,876	2,104
Items that may be reclassified subsequently to profit or loss		
Cash flow hedges	530	(1,237)
Exchange differences on translating foreign operations	77,499	49,067
Total other comprehensive income, net of tax	99,146	54,338
Comprehensive income	175,276	161,122
Comprehensive income attributable to:		
Owners of the parent	173,585	159,574
Non-controlling interests	1,692	1,549
Comprehensive income	175,276	161,122

### (3) Consolidated Statement of Changes in Equity

Fiscal Year Ended December 31, 2024

(Millions of yen)

	Equity attributable to owners of the parent					
	Share capital	Share premium	Retained earnings	Treasury shares	Other components of equity	
					Exchange differences on translating foreign operations	Cash flow hedges
Balance, January 1, 2024	38,909	31,255	510,004	(11,587)	121,674	(305)
Profit			74,919			
Other comprehensive income					77,053	530
Comprehensive income	—	—	74,919	—	77,053	530
Purchase of treasury shares				(3,921)		
Disposal of treasury shares						
Share-based payment transactions		131		66		
Cancellation of treasury shares						
Dividends from surplus			(15,434)			
Transactions with non-controlling interests in subsidiaries that do not result in a loss of control						
Transfer to retained earnings			50,262			
Others			(21)			
Total transactions with owners	—	131	34,808	(3,855)	—	—
Balance, December 31, 2024	38,909	31,386	619,730	(15,441)	198,727	225

	Equity attributable to owners of the parent				Non-controlling interests	Total equity
	Other components of equity			Total equity attributable to owners of the parent		
	Gains (losses) on financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	Total			
Balance, January 1, 2024	49,614	—	170,983	739,565	9,231	748,795
Profit			—	74,919	1,211	76,130
Other comprehensive income	13,215	7,868	98,666	98,666	480	99,146
Comprehensive income	13,215	7,868	98,666	173,585	1,692	175,276
Purchase of treasury shares			—	(3,921)		(3,921)
Disposal of treasury shares			—	—		—
Share-based payment transactions			—	197		197
Cancellation of treasury shares			—	—		—
Dividends from surplus			—	(15,434)	(880)	(16,314)
Transactions with non-controlling interests in subsidiaries that do not result in a loss of control			—	—		—
Transfer to retained earnings	(42,394)	(7,868)	(50,262)	—		—
Others			—	(21)		(21)
Total transactions with owners	(42,394)	(7,868)	(50,262)	(19,178)	(880)	(20,058)
Balance, December 31, 2024	20,435	—	219,387	893,971	10,042	904,013

Fiscal Year Ended December 31, 2025

(Millions of yen)

	Equity attributable to owners of the parent					
	Share capital	Share premium	Retained earnings	Treasury shares	Other components of equity	
					Exchange differences on translating foreign operations	Cash flow hedges
Balance, January 1, 2025	38,909	31,386	619,730	(15,441)	198,727	225
Profit			105,398			
Other comprehensive income					48,947	(1,237)
Comprehensive income	—	—	105,398	—	48,947	(1,237)
Purchase of treasury shares				(6,008)		
Disposal of treasury shares		0		0		
Share-based payment transactions		79		109		
Cancellation of treasury shares		(488)	(5,190)	5,678		
Dividends from surplus			(15,863)			
Transactions with non-controlling interests in subsidiaries that do not result in a loss of control		(1,011)				
Transfer to retained earnings			5,311			
Others						
Total transactions with owners	—	(1,419)	(15,742)	(221)	—	—
Balance, December 31, 2025	38,909	29,967	709,386	(15,662)	247,674	(1,012)

	Equity attributable to owners of the parent				Non-controlling interests	Total equity
	Other components of equity			Total equity attributable to owners of the parent		
	Gains (losses) on financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	Total			
Balance, January 1, 2025	20,435	—	219,387	893,971	10,042	904,013
Profit			—	105,398	1,386	106,785
Other comprehensive income	4,381	2,084	54,175	54,175	162	54,338
Comprehensive income	4,381	2,084	54,175	159,574	1,549	161,122
Purchase of treasury shares			—	(6,008)		(6,008)
Disposal of treasury shares			—	0		0
Share-based payment transactions			—	189		189
Cancellation of treasury shares			—	—		—
Dividends from surplus			—	(15,863)	(664)	(16,527)
Transactions with non-controlling interests in subsidiaries that do not result in a loss of control			—	(1,011)	(1,547)	(2,558)
Transfer to retained earnings	(3,227)	(2,084)	(5,311)	—		—
Others			—	—		—
Total transactions with owners	(3,227)	(2,084)	(5,311)	(22,693)	(2,211)	(24,905)
Balance, December 31, 2025	21,589	—	268,251	1,030,851	9,379	1,040,231

#### (4) Consolidated Statement of Cash Flows

(Millions of yen)

	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Cash flows from operating activities		
Profit before tax	115,359	157,186
Depreciation and amortization	66,157	73,622
Impairment losses	11,449	3,160
Increase (decrease) in liabilities for retirement benefits	(849)	19,156
Interest and dividend income	(5,029)	(4,380)
Interest expenses	5,415	8,535
Loss (gain) on sale and retirement of non-current assets	(1,860)	442
Decrease (increase) in trade receivables	(22,571)	(32,971)
Increase (decrease) in trade payables	(3,535)	(7,173)
Decrease (increase) in inventories	(12,273)	(2,876)
Other	2,798	(17,876)
Subtotal	155,060	196,825
Interests and dividends received	4,944	4,283
Interests paid	(5,487)	(8,353)
Income taxes (paid) refund	(60,021)	(57,125)
Net cash provided by operating activities	94,496	135,630
Cash flows from investing activities		
Proceeds from withdrawal of time deposits	1,638	5,188
Payments into time deposits	(1,398)	(2,345)
Purchases of property, plant and equipment	(76,965)	(111,626)
Proceeds from sale of property, plant and equipment	4,139	1,767
Purchases of intangible assets	(825)	(658)
Purchases of investment securities	(209)	(24)
Proceeds from sale of investment securities	73,613	8,378
Proceeds from sale of businesses	526	—
Payments for acquisition of businesses, including acquisition of subsidiaries, net of cash and cash equivalents acquired	—	(140,527)
Other	(1,912)	(1,451)
Net cash used in investing activities	(1,392)	(241,298)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	4,801	15,610
Proceeds from long-term borrowings	10,094	142,487
Repayments of long-term borrowings	(48,058)	(55,649)
Repayments of lease liabilities	(10,036)	(9,751)
Purchases of treasury shares	(3,921)	(6,007)
Proceeds from sale of treasury shares	197	187
Cash dividends paid	(15,429)	(15,861)
Other	(861)	(2,700)
Net cash provided by (used in) financing activities	(63,213)	68,317
Effect of exchange rate changes on cash and cash equivalents	8,149	8,528
Net increase in cash and cash equivalents	38,040	(28,823)
Cash and cash equivalents at the beginning of period	97,613	136,215
Increase (decrease) in cash and cash equivalents resulting from change of scope of consolidation	561	—
Cash and cash equivalents at the end of period	136,215	107,391

(5) Notes Concerning Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Segment information)

(1) Outline of Reportable Segments

The Group's business segments are organizational units for which the Group is able to obtain discrete financial information in order for the Company's Board of Directors to regularly review performance to determine the distribution of management resources and evaluate business results.

The Group classifies organizational units by product and service. Each organizational unit plans domestic or overseas general strategies for its products and services and operates its business.

Major products in each reportable segment

Reportable segment	Major products
Tires	Tires for passenger cars, trucks and buses, light trucks, agricultural machinery, mining and construction equipment, industrial equipment, forestry machinery, etc.; various tire tubes; aluminum alloy wheels; and auto supplies
MB	Conveyor belts, various hoses, pneumatic marine fenders, oil fences, marine hoses, and aerospace products

(2) Information on Segment Revenues and Results

The figures related to reportable segments are based on business profit. Intersegment revenues are based on prevailing market prices.

For the fiscal year ended December 31, 2024 (from January 1, 2024 to December 31, 2024)

(Millions of yen)

	Reportable segment		Others (Note 1)	Total	Adjustment (Note 3)	Consolidated
	Tires	MB				
Sales revenue						
Sales revenue from external customers	980,896	105,249	8,600	1,094,746	—	1,094,746
Intersegment revenue	1,215	124	19,116	20,455	(20,455)	—
Total	982,112	105,373	27,716	1,115,201	(20,455)	1,094,746
Segment profit (business profit) (Note 2)	127,157	8,577	(1,360)	134,374	5	134,379
Other income and expenses						(15,223)
Operating profit						119,157
(Other significant items) (Note 4)						
Depreciation and amortization	51,869	3,227	162	55,257	792	56,050
Impairment losses	11,449	—	—	11,449	—	11,449
Capital expenditures	73,781	3,932	696	78,409	798	79,207

Notes: 1. “Others” includes the sports business.

2. Segment profit (business profit) is calculated by deducting cost of sales and selling, general, and administrative expenses from sales revenues.

3. Segment profit adjustments include the elimination of intersegment transactions.

4. Depreciation and capital expenditures for right-of-use assets are not included.

For the fiscal year ended December 31, 2025 (from January 1, 2025 to December 31, 2025)

(Millions of yen)

	Reportable segment		Others (Note 1)	Total	Adjustment (Note 3)	Consolidated
	Tires	MB				
Sales revenue						
Sales revenue from external customers	1,121,284	105,552	8,123	1,234,959	—	1,234,959
Intersegment revenue	1,212	127	21,801	23,140	(23,140)	—
Total	1,122,496	105,678	29,923	1,258,098	(23,140)	1,234,959
Segment profit (business profit) (Note 2)	154,979	11,090	518	166,587	(11)	166,577
Other income and expenses						(13,676)
Operating profit						152,901
(Other significant items) (Note 4)						
Depreciation and amortization	59,818	3,226	233	63,277	825	64,102
Impairment losses	3,160	—	—	3,160	—	3,160
Capital expenditures	103,134	5,736	284	109,154	796	109,950

Notes: 1. “Others” includes the sports business.

2. Segment profit (business profit) is calculated by deducting cost of sales and selling, general, and administrative expenses from sales revenues.

3. Segment profit adjustments include the elimination of intersegment transactions.

4. Depreciation and capital expenditures for right-of-use assets are not included.

### (3) Revenue from External Customers by Product and Service Category

Disclosure is omitted because product and service categories are the same as the reportable segments.

### (4) Geographic Information

Non-current assets

(Millions of yen)

	As of December 31, 2024	As of December 31, 2025
Japan	170,464	244,258
United States of America ( “USA” )	80,996	89,759
India	232,952	233,603
China	44,390	71,968
Philippines	31,199	34,788
Europe	267,212	334,968
Others	74,842	100,905
Total	902,055	1,110,250

Note: Non-current assets are classified based on the location of each company in the Group. They exclude other financial assets, assets for retirement benefits, and deferred tax assets.

### (5) Information on Major Customers

There was no single external customer that accounted for 10% or more of revenue on the consolidated statement of profit or loss.



(Earnings per share)

	(Millions of yen)	
	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Profit attributable to owners of the parent	74,919	105,398

  

	(Thousands of shares)	
	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Weighted-average number of common stock	160,150	157,651
Share-based payment	426	475
Weighted-average number of diluted common stock	160,575	158,126

  

	(Yen)	
	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Basic earnings per share	467.81	668.55
Diluted earnings per share	466.57	666.55

(Significant subsequent events)

(Regarding the reduction of production at U.S. tire plant in Salem, Virginia)

During a Board of Directors meeting on January 13, 2026, the Company resolved to reduce production at a U.S. tire manufacturing plant in Salem, Virginia.

The Salem Plant has made a wide variety of tires since it began operations in 1968. However, demand for tires made at the Salem Plant has been decreasing. Yokohama Rubber therefore has decided to significantly reduce tire production at the plant.

The Company is also considering completely halting production and closing the plant at some point in the future.

#### 1. Salem Plant overview

- (1) Company name: Yokohama Tire Manufacturing Virginia, LLC
- (2) Location: 1500 Indiana Street, Salem, Virginia, USA
- (3) Start of operations: 1968
- (4) Number of employees: 575 (as of end-December 2025)
- (5) Total site area: 243,000m<sup>2</sup>
- (6) Value of plant site and facilities:

(¥ million)				
Buildings & other structures	Machinery & transport equipment	Land	Others	Total
1,814	3,858	210	942	6,824

#### 2. Event's impact on Yokohama Rubber's consolidated earnings

The impact from the reduction in production on Yokohama Rubber's consolidated results for the fiscal year ending December 2026 is being evaluated and is undetermined at this time.