

◆◆◆ The Yokohama Rubber Co., Ltd. ◆◆◆

Corporate Planning Dept. Corporate Communications Section
The Yokohama Rubber Co., Ltd.

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CORPORATE

The Yokohama Rubber Co., Ltd. was founded in 1917 in Yokohama, Japan to contribute to society by domestically manufacturing high quality rubber products, without which it would have been impossible for modernization to occur in Japan. More than 100 years have passed since that time, and as pioneers we have always sought to challenge the status quo, even in the midst of challenges such as the Great Kanto Earthquake, World War II, the recession in 1965, the oil shock, the collapse of the bubble economy, and the Lehman Shock. Today, we are a vibrant global company with production bases and branches located all over the globe. Our basic philosophy over the years has been 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. That same passion and challenge is what continues to drive us into the future.

Top Message

Since its establishment in 1917, The Yokohama Rubber Co., Ltd. (YRC) has introduced numerous products including tires, industrial products and golf products. Intent on enriching and contributing to the lives of every customer as well as society as a whole, YRC is investing all of its energies in all production, sales and technology development processes. This is an ongoing process within the YOKOHAMA Group both in Japan and across the globe.

The operational environment encompassing the company is changing on a daily basis due to the extremely rapid pace of environmental changes occurring in recent years. Consequently, innovation in both business and technology is essential to survive in these uncertain times. Through the growth strategy of each business enhanced by the independent course of YRC, we believe that stable corporate management and growth contributes to the wealth and happiness of people, society and the world.

Needless to say, the foundation for this mission requires the utmost attention to “safety” and the “environment.” Through the dedication of each and every member of the YOKOHAMA Rubber Group to the latest technology, YRC aims to be a company which is trusted and valued by customers around the world.



Masataka Yamaishi
Chairman & CEO, Chairman of the Board



Shinji Seimiya
President & COO

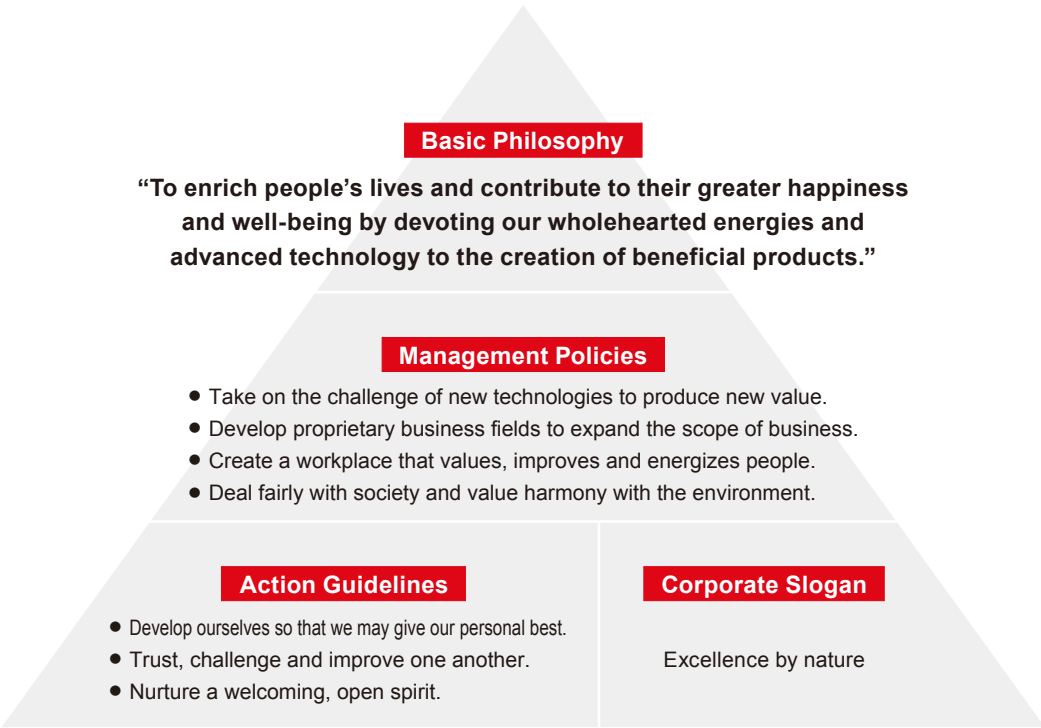
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PHILOSOPHY

YOKOHAMA's corporate philosophy consists of the Basic Philosophy, Management Policies, Action Guidelines and Corporate Slogan. The Basic Philosophy embodies the types of business where Yokohama Rubber commits itself in all activities. The Management Policies outline basic administrative principles for upper-level management to commit themselves to. The Action Guidelines are the code of conduct for each employee to comply with.



The Founding Spirit

Yokohama Rubber still maintains the cautionary tale by Suekichi Nakagawa, who was president at the time of the inauguration of our Yokohama Plant (located in Tsurumi-ku, Yokohama City) in 1929 as our Founding Spirit. This tale comprises the balancing of both sociality and economic efficiency; it still greatly relates to today's notion of Sustainability management.

1. Production business is a social service.
Its purpose is to make people's lives more convenient and enjoyable.
Its aim should be to offer good, useful products at the best value.
2. The fundamental policy is to deliver quality products unrivaled by any competitors.
3. Management should adhere to the principles of fairness and consideration.
The mission of a fair and honest management is to secure capital, share the fruits of endeavor with its workers, and fulfill its responsibilities to consumers in a fair manner.
4. A company should make appropriate investments, update its machinery and increase productivity.
This is the key to improving efficiency.
5. The success or failure of a business depends on how much one is willing to study and with how much determination, in order to improve and grow.
Accordingly one must make a great effort.

CONSUMER TIRE BUSINESS

YOKOHAMA's tire business ranges from passenger car tires that add a splash of color to life to truck and bus tires that support people's daily lives and logistics to off-highway tires for construction vehicles at resource development and construction sites, tires for industrial vehicles, and tires for agricultural and forestry machinery. A wide array of high-quality tires developed, manufactured, and sold by YOKOHAMA are earning users' trust in various aspects of society.

Passenger Car Tires

In line with various drivers' preferences, YOKOHAMA boasts a passenger car tire lineup that meets a diversity of driving scenarios, including tires for EVs, sports cars, luxury sedans, SUVs and customized vehicles as well as studless tires. Passenger car tires, which respond to all kinds of driving needs are the embodiment of YOKOHAMA's technologies.

ADVAN



"ADVAN" is YOKOHAMA's global flagship brand. We're actively rolling out products worldwide as part of an extensive line that includes "ADVAN Sport" ultra-high-performance tires, "ADVAN Sport EV" for electric vehicles, "ADVAN dB" premium comfort tires, "ADVAN V61" for premium SUVs, "ADVAN NEOVA" street sport tires designed for exceptional driving performance, and other competition-grade sports tires.



BluEarth



"BluEarth" is a global, fuel-saving tire brand focused on "combining additional improvements in environmental performance with people- and society-friendly characteristics." Besides contributing to the environment, we're making a major contribution to reducing CO₂ emissions by incorporating new technologies into a product line that delivers people- and society-friendly features by lowering stress, pass by noise, and other undesirable phenomena during driving.



iceGUARD



"ice GUARD" winter tires with the greatest focus on ice performance. Having studded tires (for Northern Europe) and studless tires, and a wide variety of products and tire sizes covering from compact cars to SUVs. YOKOHAMA's unique compound and pattern technologies contribute to customer safety on winter road surfaces.



GEOLANDAR



"GEOLANDAR" range of SUV tires allows drivers to "Driving freely on all roads and terrains of the earth." The comprehensive series meets the diverse needs of SUV drivers, including tires with outstanding comfort for long touring drives, models with improved off-road capabilities and abrasion resistance, as well as tires focused on safety performance, such as performance in wet environments.



Motorsports

YOKOHAMA participates in a wide range of motorsports events including races and rallies. We're helping boost results by supplying Competition tires to teams competing in various categories in Japan and beyond.

Our motorsports activities play a vital role in tire development by bringing technological capabilities and expertise gained through competition to bear in the development of new-vehicle and retail tires, helping us to create high-performance tires that balance safety, quietness, and reduced environmental impact with the joy of driving.

Not least because it demands the ultimate level of driving performance, motorsports serves as a laboratory for creating the tires of the future.



COMMERCIAL TIRE BUSINESS

Light Truck Tires

Light truck tires must be able to stand up to a variety of conditions and adapt to a range of delivery and transport needs in urban environments. YOKOHAMA is developing new compounds that deliver both wear resistance and wet-braking performance and designing profiles that offer reduced rolling resistance and significantly improved durability. Through the development of these technologies and materials, our light truck tires provide excellent wet grip, durability, and wear resistance, allowing them to support the logistics of daily life through exceptional efficiency and environmental friendliness.



Truck & Bus Tires

Truck and bus tires must deliver basic performance in terms of characteristics like cost-effectiveness, durability, and safety while providing environmental friendliness and helping improve transport efficiency. YOKOHAMA supplies customers worldwide with truck and bus tires that satisfy these requirements while contributing to the environment. We're developing a range of technologies and materials to pioneer the logistics of a new era, including new compounds that deliver significantly improved fuel economy along with wear performance, and working to realize shape retention, an issue that affects wide tires, by strengthening belt structure with proprietary SpiraLoop® technology.



Off-Highway Tires

YOKOHAMA ships off-highway tires (OHT) with excellent durability and heat resistance to markets worldwide. OHT provide robust footing for vehicles used in locations like agriculture farm and construction sites, including agricultural tractors, super-large dump trucks, wheel loaders that carry sand and dirt at mines and construction sites, and graders used in road construction and snow removal. In 2016, we acquired Alliance Tire Group B.V. (ATG), a manufacturer specializing in OHT; in 2017, we acquired Aichi Tire Industry Co., Ltd., (Aichi Tire) a pioneer of pneumatic cushion tires; and, in 2023, we acquired Trelleborg Wheel Systems Holding AB (TWS), which boasts a large share of the market for agricultural machinery, construction vehicles, and industrial vehicles products in Europe. In addition, in 2025, we added the mining and construction vehicle tire business of The Goodyear Tire & Rubber Company, headquartered in the United States, to our Group. Our growth will only accelerate as we expand our businesses by leveraging our strengths in satisfying customer needs and developing markets through a multi-brand approach that includes such existing brands as "YOKOHAMA", "ALLIANCE", "GALAXY", "PRIMEX", "AICHI", "TRELLEBORG", "Mitas" and now "Goodyear".



For agricultural machinery

The YOKOHAMA Rubber Group produces a broad range of tires for vehicles and machinery used in tilling, seeding, ridging, and harvesting. Agricultural tires are used at low internal pressure in order to protect the roots of crops from soil compaction.



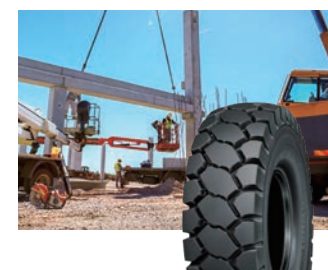
For industrial vehicles

In addition to material handling applications such as forklifts, our tires are used at ports and airports. Tires are required to exhibit a high level of rigidity to limit sway during operation. Examples include bias tires and solid tires, which are filled with rubber instead of air.



For forestry machinery

The tires are fitted to vehicles and machinery used to fell and transport timber, primarily in mountainous settings. Careful tuning of tire structure and tread patterns allows use in harsh operating environments, including steep, unpaved topography, heavy loads, and adverse weather conditions.



For construction vehicles

The tires are used in settings that demand movement of large loads, for example in quarries, as well as in snow removal and disaster recovery. They offer excellent mobility and are well suited to operation on uneven or soft ground. Some models can be driven on public roads, allowing equipment to be moved to construction sites.



For mining vehicles

The tires are utilized by large dump trucks and loaders with high loading capacity at limestone mines and similar settings. Because they're used at sites that expose them to scattered debris in the aftermath of blasting, they're designed to deliver high cut and wear resistance. We manufacture a variety of sizes, up to 57 inches.

MULTIPLE BUSINESS / GOLF BUSINESS

YOKOHAMA supplies distinctive products including hoses, conveyor belts, and aircraft components through its Multiple Business (MB), in addition to tires. In this way, YOKOHAMA technology contributes to society by providing a foundation for the development of industries including resource, energy, construction, and transportation equipment.

Hose and Couplings

In addition to high-pressure hoses used in hydraulic equipment like construction machinery, a product category where we have high market share, hoses we supply for use in automotive air conditioners, transmission oil coolers, and other equipment consistently earn praise for their quality and the high level of engineering capability that drives their development. We're currently expanding deliveries to automakers and part manufacturers in Japan and overseas. We're also working to develop new products like next-generation, environmentally friendly automotive air conditioner hoses made with rubber-resin polymer alloy and high-pressure hydrogen gas hoses.



High-pressure hoses featured in construction machinery



Next-generation, environmentally friendly automotive air conditioner hoses



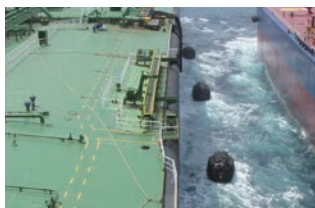
High-pressure hydrogen gas hoses

Industrial Products

With regard to Industrial Materials Business, YOKOHAMA's industrial products, including marine hoses for use in oil transport, fenders, and other marine-use products, have established a reputation for unsurpassed quality backed by technological capabilities developed since the 1950s. Our fenders, including floating fenders which developed ahead the world as well as models for use on sea walls, which dramatically reduce ship sway in ports and marine terminals affected by long-period waves, and the world's largest models, help make port operations and offshore cargo handling safer. Also, in order to meet a wide range of user needs, in April 2024 we expanded our lineup by launching new cell-type and cone-type fenders as solid fenders to be installed at port mooring facilities. Moreover, we've manufactured conveyor belts since our founding and continue to offer a range of unique products to customers worldwide, including power-saving conveyor belts and belts that deliver exceptional heat resistance and durability. Our Aerospace Business supplies a broad range of products based on technologies developed over the course of our long history, including rubber fuel tanks, water tanks and lavatory modules made of lightweight composite materials, and prepreg products.



Marine hoses



Floating fenders



Conveyor belts



Water tank

Golf Products

YOKOHAMA's golf product brand is PRGR. PRGR was the first to introduce the concept of head speed in the golf industry in 1983. Along with this, clubs were no longer produced based on experience and instinct and began to take a scientific approach from various perspectives, including materials, weight, lengths, size and balance. The theory on head speed proposed by PRGR is a fundamental concept and is commonly recognized in modern golf. Originating from fresh and innovative ideas and approaches, PRGR products have a strong following in Japan and overseas as a brand that is making its mark and is admired by golfers.



RESEARCH AND DEVELOPMENT

As it works towards to become one of the world's leading companies in terms of its environmental contributions, YOKOHAMA will create Japan- and world-first technologies as it develops new materials and designs new products that go beyond stereotypes in pursuit of its development theme of "Take on the challenge of new technologies to produce new value.", one of our management policies.

Research and Development

We've long pursued the potential of a variety of technologies. We create new, environmentally friendly products with exceptional safety by combining a broad range of materials, including polymers (like rubber and plastic), metals, and organic fibers and drawing on proven technologies based on steady research and development in not only tires, but also the fields of industry, aerospace, and sports. Our tire research and development, to take just one example, extends from RADIC (Research and Development Integrated Center) located at the Hiratsuka Factory, to Yokohama Development Center America in the U.S. and the Yokohama China Technical Center in China, amongst other locations. Researchers design rubber compound formulations, tire structures, and tread patterns for a variety of applications and evaluate prototype tires.



RADIC
(Research and Development Integrated Center)



Yokohama Development Center America



Yokohama China Technical Center

Test Courses

Manufactured tires undergo a multifaceted testing regime that includes driving tests under a variety of road conditions on test courses at D-PARC and our Hokkaido Tire Test Center in Japan, as well as the Tire Test Center of Asia in Thailand and Yokohama Test Center of Sweden. Data from those tests is then used to develop next-generation tires.



Name : Daigo Proving-ground and Research Center(D-PARC)

Location : 695 Shimokanazawa, Daigo-cho, Kuji-gun, Ibaraki Prefecture, JAPAN



Name : Tire Test Center of Asia

Location : 135 Moo 2, Tambol Tasit, Amphur Pluakdaeng, Rayong Province 21140, THAILAND



Name : Tire Test Center of Hokkaido

Location : 500 Kamiubun, Kamui-cho, Asahikawa-shi, Hokkaido, JAPAN



Name : Yokohama Test Center of Sweden

Location : c/o Arctic Falls AB, 942 91 Vistrask, SWEDEN

Under the sustainability slogan “Caring for the Future”, Yokohama Rubber is creating shared value with stakeholder by addressing social issues through its business activities.

Providing Products and Services that Contribute to a Sustainable Society

Making environmental considerations one of the added values of tires

We're working to bring new value to high-performance, high-quality tires in the form of environmental friendliness and to boost tires' added value generally through the introduction of a unique mark “E+” to indicate that the product is compatible with electric vehicles and through the manufacture and sale of original-equipment tires that are produced using electricity derived from renewable energy sources with zero CO₂ emissions as well as motorsports tires that use high percentages of sustainable materials (reusable and recyclable materials).



YOKOHAMA's proprietary “E+” mark on a tire sidewall



Vehicles fitted with sustainable racing tires at the Japanese SUPER FORMULA Championship



ADVAN dry-surface racing tires made with sustainable raw materials

Improving customer convenience and efficiency through services that leverage the digital transformation (DX)

With regard to the digital transformation (DX) and services, YOKOHAMA is focusing on enhancing expertise developed through its proprietary “Tire Management System (T.M.S.)” in an effort to improve customer convenience and efficiency by strengthening its services. Going forward, we will continue to work to improve inspection efficiency and to resolve customer issues by deepening links with digital devices.



A tire inspection using T.M.S.

Contributing to a Decarbonized Society and Circular Economy

Carbon neutral initiatives

YOKOHAMA is working to reduce CO₂ emissions (Scope1+2) by 40% compared to 2019 by the year 2030, and net-zero emissions by 2050. Our Shinshiro-Minami plant, slated to be carbon neutral by the year 2030, serves as a model for carbon neutral initiatives. The objective is to share the know-how gained at this plant with Group locations both inside and outside Japan, rendering all plants carbon neutral by the year 2050. In addition to initiatives at production locations, YOKOHAMA continues to implement the Annual 1% Improvement Project, under which we review and improve our facilities, equipment, and the entire transportation process with a view to going carbon neutral.

Initiatives pertaining to the circular economy

As part of initiatives to utilize more sustainable raw materials, in addition to our own independent searches for materials and development of said materials, we also collaborate with our partners on technological development to reach our goals of at least 40% reusable and recyclable materials by 2030, and 100% sustainable materials by 2050. Specifically, we strive to achieve both product performance and the circular economy by way of the following: high-efficiency butadiene synthesis from ethanol, technical development for butadiene and isoprene production from plant resources, technical development of motorsports tires that use a higher proportion of renewable and recycled raw materials, and more.



Butadiene synthesis from ethanol



Butadiene production from plant resources

Coexisting with Nature

Initiatives for living in Coexistence with nature

The YOKOHAMA Forever Forest activities are implemented at 14 locations in Japan and 22 locations in eight other countries. The project objective is to provide and plant 1.5 million saplings by the year 2030. Meanwhile, the larger goals of the Forever Forest activities are to protect our magnificent natural environment, and at the same time to act as a defense against disasters, and do our part for education in the local community, in addition to CO₂ assimilation and biodiversity conservation. We're also working to safeguard biodiversity near our manufacturing plants and other facilities in Japan and abroad, and we strive to contribute to “nature-positive” through our business activities.



Monitoring biodiversity (Ibaraki Plant)

Coexisting with Local Communities

Through the YOKOHAMA Magokoro (sincere heart) Fund, we do our part to help resolve social issues manifesting the “sincere heart” of our employees in the form of concrete action

The YOKOHAMA Magokoro (sincere heart) Fund was established by our employees in 2016. Collected funds are used to support organizations addressing social issues and to provide disaster relief. As of December 2024, 40% of all employees were members, with the company offering matching funds* for their donations.

*A mechanism whereby a company adds a fixed amount or the same amount to community service donations from employees and others.



YOKOHAMA Magokoro Fund
Total assistance provided: ¥6,949,000 (including disaster relief)

[Main support recipients in FY 2024]

- Kanagawa Myoelectric Prosthesis Hand Bank
- NPO Florence
- NPO Keep Moms Smiling
- 2024 Noto Peninsula earthquake

and more...

Leveraging Human Resource Capability to Continuously Improve Corporate Value

Human rights initiatives

In order to earn the trust of our society and do our part for greater sustainability, YOKOHAMA believes it is of critical importance to carry out human rights initiatives throughout the YOKOHAMA Rubber Group, as an integral part of our business approach. In keeping with the YOKOHAMA Rubber Group Human Rights Policy, which was formulated in April 2022, we're carrying out due diligence in the area of human rights to ensure that the Group's business activities are conducted in a way that respects all people's basic rights.

Diversity & inclusion

Our Diversity & Inclusion Task Force is leading a range of initiatives that includes supporting gender equality and helping employees fulfill parenting and caregiving responsibilities, holding seminars to boost acceptance and understanding of people with disabilities and the LGBTQ+ community, and creating an employee-friendly environment for a diverse workforce, regardless of gender, nationality, age, and other characteristics.

Training and work style reform

We're revamping our human resource structures so that each employee can make the most of their skills and abilities in the job that best suits them. With regard to managerial positions, we've introduced job-based structures that more strongly connect compensation to responsibilities and performance, and we've reoriented our approach to human resources development and selection to ensure trainees become value-added human resources as quickly as possible. With regard to work style reform, we've put in place and expanded work-from-home and flex time programs, and we're working to further improve work-life balance, for example by allowing employees whose spouse has been transferred to a new location as part of their job to continue working for YOKOHAMA through a telework arrangement.

Occupational health and safety

With a view to creating a comfortable environment free of workplace accidents, where employees can enjoy good health and work for a long time, the company implements several steps to prevent accidents, including: safety assessment to eliminate any hidden risk of accidents, general risk assessment, as well as safety training for all employees. Also to ensure that employees can maintain good health and enjoy longevity at work, the company implements health management initiatives to boost employee health and physical strength, working together with the corporate health insurance association.

Building Sustainable Supply Chains

Sustainable procurement of natural rubber

Natural rubber, which accounts for about 20% of the YOKOHAMA Rubber Group's total raw material use, is critical to our ability to ensure an uninterrupted supply of products to customers. We have established a sustainable natural rubber procurement policy to guide ongoing efforts to ensure natural rubber is utilized in a sustainable manner, including by raising awareness of the need to eliminate illegal timber harvesting, child labor, and forced labor through activities that support natural rubber farmers.

Improving Management Resilience by Strengthening Corporate Governance

Business management that builds unshakeable trust in our work

YOKOHAMA has created a corporate governance structure designed to achieve sound, transparent, and fair operations, in accordance with the company's corporate philosophy. We are taking steps to both expand and strengthen this system. In engendering a corporate structure where business value never stops growing, our goal is to earn the unshakeable trust of all of our stakeholders.

Strengthening stakeholder engagement

We work to strengthen communication with all stakeholders and to build relationships characterized by unshakable trust. Our goal is to contribute to a sustainable society while realizing sustained growth for the Company by recognizing social issues through dialogue and addressing them through our business activities.

Strengthening governance of sustainability issues

We recognize sustainability as a companywide issue and strive to improve management resilience by implementing measures to address risks and opportunities, and incorporating them into our business strategies.

Complete the Group's "Transformation" and set the stage for future growth

Medium-term management plan—YX2026

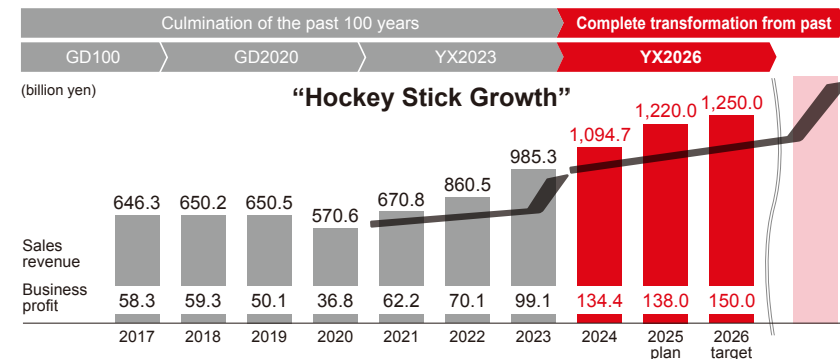
The Yokohama Rubber Group is now implementing a medium-term management plan, Yokohama Transformation 2026 (YX2026), which targets the realization of the Group's "Transformation" and further growth that can be passed on to the next generation.



Aiming for "Hockey Stick Growth"

Under the medium-term management plan—YX2026, Yokohama Rubber is further advancing the "exploitation" of the strengths of its existing businesses and the "exploration" of new value and complete the transformation begun under the previous medium-term management plan—YX2023 while being mindful to not leave any negative legacies for the next

generation. Under this guiding philosophy, each of the company's businesses is implementing various growth strategies as we aim for "Hockey Stick Growth" during YX2026 to 2027. YX2026's financial targets include sales revenue of ¥1,250 billion and business profit of ¥150 billion in fiscal 2026.



FY2026 Financial Targets (current estimate)

Sales revenue	¥1,250 billion
Business profit	¥150 billion
Business profit margin	12%
Equity ratio	50% target
ROE	Above 10%
Operating CF	¥410 billion (3 year cumulative)
Capital investment	Within scope of depreciation (excluding strategic investments)

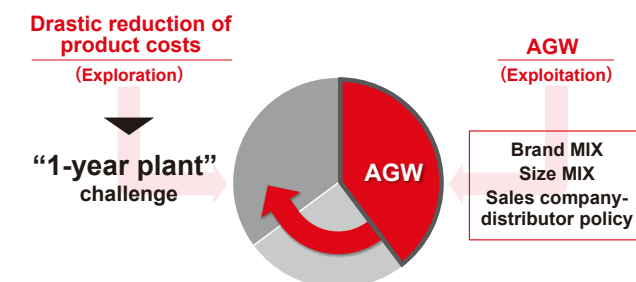
Consumer Tire Business Strategies

Lower costs & raise efficiencies

In recent years, low-cost, low-price emerging tire makers have expanded their production capacity and increased their shares of sales in the consumer tire market. In response, our consumer tire business is now implementing a "1-year plant" challenge, which aims to bring new plants on line within one year and achieve the low cost and high efficiency needed to compete with the cost-competitiveness of emerging tire makers and achieve "Hockey Stick Growth."

Maximize sales ratio of high value-added tires

We aim to increase our consumer tire business' profitability by maximizing the sales ratio of our high-value-added ADVAN, GEOLANDAR, and WINTER (=AGW) tires. This effort includes enhancing brand value by promoting our tires as original equipment for premium cars and participating in motorsports events around the world as well as the continued implementation of our "Product and Regional Strategies" focused on strengthening the development, supply, and sales of tires that respond to specific trends in each regional market.



Commercial Tire Business Strategies

<OHT Business>

Multi-brand strategy to strengthen market position

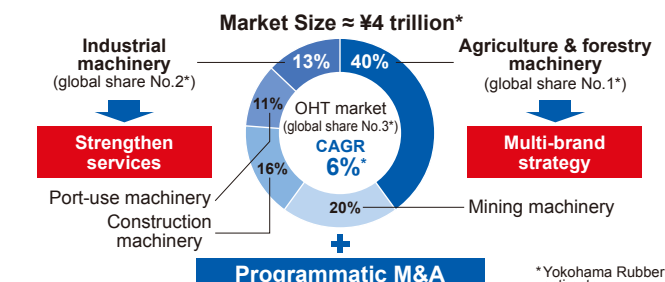
In the global market for agriculture & forestry machinery tires, where Yokohama Rubber currently has the top market share, we are strengthening our market position by pursuing a multi-brand strategy that leverages our strong production, sales, and technologies in each tier of this market.

Growth realized through stronger services & M&A

In the market for industrial machinery tires, where Yokohama Rubber has the second largest market share, we are strengthening and expanding our tire maintenance services. In addition, as part of our programmatic M&A strategy, in February 2025 we acquired Goodyear's OTR business, thereby strengthening our position in the markets for construction and mining machinery tires.

Expand production capacity & generate acquisition synergies

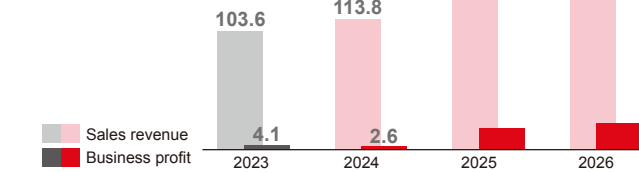
In addition to expanding our OHT tire production capacity, we are strengthening efforts to generate synergies made possible by the acquisition of Trelleborg Wheel Systems (currently Y-TWS) in May 2023.



<TBR Business>

Yokohama Rubber is aiming for profitable growth in our TBR business by strengthening sales in countries and regions where protective trade measures are supporting the maintenance of appropriate pricing.

Image of TBR Business's sales and profit growth (billion yen)



MB Business Strategies

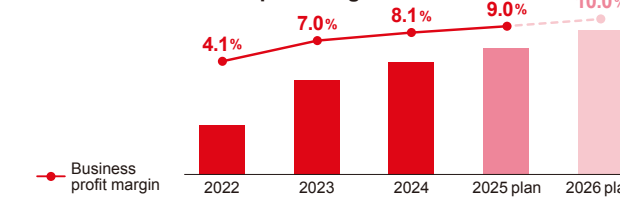
We aim to raise the business profit of our MB business to 10% in fiscal 2026. To reach that goal, we are positioning the hose & couplings business as a growth driver and restructuring its hydraulic hose value chain as well as its automotive hose production network in North America. In the industrial products business, we aim to solidify our leading share in Japan's conveyor belt market and are undertaking internal reforms to establish a more stable high-profit structure for our marine hose operations.

Strengthen & expand by concentrating resource allocation

Hoses & Couplings	Industrial products
Growth driver	Stable earnings

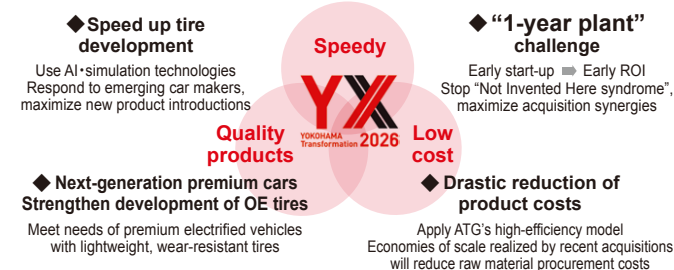
- Hydraulic hoses: Value chain restructuring
- Automotive hoses: Restructure production
- Conveyor belts: Top share in Japan
- Marine hoses: Establish high-profit structure

MB Business's business profit targets



Technology & Production Strategies

YX2026 also includes technology and production strategies based on the 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 drastically reduced costs that can't be beat by other companies, and "speedy development" refers to the "1-year plant" challenge that is the centerpiece of the consumer tire business' strategy aimed at achieving "Hockey Stick Growth" and efforts to speed up tire development.

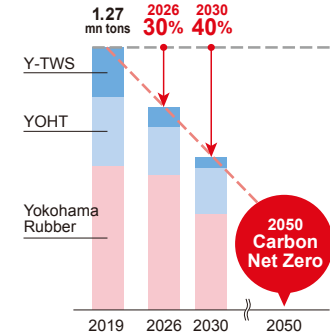


Sustainability Strategy

Yokohama Rubber is continuing to undertake sustainability activities that are compatible with its efforts to generate profits. The Yokohama Rubber Group aims to reduce its greenhouse gas emissions from the 2019 level by 30% in 2026 and 40% in 2030, while also reducing costs. We also plan to expand our use of sustainable materials. We initially targeted increasing our sustainable materials ratio to 28% in 2026 and 30% in 2030, but in 2024 we achieved the 30% level ahead of plan. We therefore are now targeting 40% in 2030.

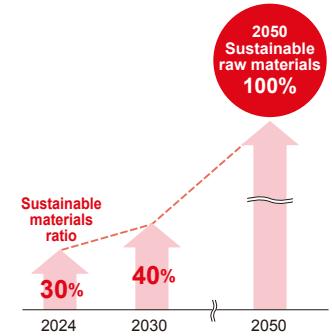
Reduce greenhouse gas emissions

(Scope 1 + Scope 2 emissions vs 2019)



Promote use of sustainable raw materials

(recyclable + renewable materials)



Financial Strategy & Shareholder Returns

Aiming to raise ROE to above 10%

During YX2026, we aim to enhance corporate value through strategic investments aimed at realizing "Hockey Stick Growth." To improve asset efficiency, we are continuing to unwind cross-shareholdings. We are also strengthening our capital structure by conducting optimal balance sheet management that will raise our equity capital ratio to around 50%. To raise our price earnings ratio, top management is increasing its dialog with investors and provide more detailed information disclosures.

Investing in growth while continuing to increase dividends

Regarding capital allocation, we plan to allocate about ¥370 billion of the ¥500 billion in cash inflows we expect during the three years of YX2026 to strategic investments and investments in ongoing operations. Regarding shareholder returns, we aim to steadily increase dividends paid to shareholders and to achieve our targeted 30% total return ratio in 2026, the final year of YX2026.

ROE above 10%			PER
Raise profitability	Asset efficiency	B/S suited to business structure	Reduce cost of capital Raise expected growth rate
Strategic investments ¥270 billion	Cross-shareholdings ≥¥60 billion sold	Equity ratio 50% target	Deepen dialog with investors
Capital allocation			Shareholder Return
● Cash in: ¥500.0bn			Dividend payout ratio YX2026: 20% Total return ratio YX2026: 30% *excluding cross-shareholdings sales
Asset sales ¥90.0bn	Operating CF ¥410.0bn		
● Cash out: ¥500.0bn			
Debt repayment, etc. ¥80.0bn	Dividends ¥50.0bn	Strategic investments ¥270.0bn	Investment in current operations ¥100.0bn
(other return measures)			

(other return measures)

PRODUCTION

To deliver the highest quality products, we carry out production activities under comprehensive quality management at our manufacturing bases, which have introduced cutting-edge technologies. Moreover, each employee is actively involved in quality improvement proposal activities. As the number of overseas manufacturing bases operated by YOKOHAMA continues to grow, we are striving to anchor the production and sales activities of each in its local community, for example by selling products manufactured in locations such as the United States and China locally in those countries. YOKOHAMA ensures production activities are maintained at a high level through acquiring certification for the international quality management standard ISO 9001 at all tire production bases. Certification for the international quality management standard ISO/TS 16949 for the automobile industry has also been acquired by domestic and overseas production bases. We have set up production structures that consider the environment not only at newly established production plants but also at existing production facilities as well. At our domestic production bases, we have also introduced clean-fuel, high-efficiency cogeneration systems that enable a significant reduction in CO₂ emissions. Also, all domestic production bases have achieved zero emissions and the complete elimination of landfill waste, and in the future, we will aim for 100% recycling of industrial waste.

Tire Production Sites

- 1

Yokohama Tire Manufacturing Mississippi, LLC.
1 Yokohama Blvd, West Point, MS 39773, U.S.A.
- 2

Yokohama Tire Manufacturing Virginia, LLC.
1500 Indiana Street, Salem, VA 24153, U.S.A.
- 3

Yokohama TWS North America, Inc.
Charles City Plant
1200 Rove Avenue Charles City IA 50616, U.S.A.
- 4

Yokohama TWS North America, Inc.
Spartanburg Plant
790 Reeves Street Spartanburg SC 29301, U.S.A.
- 5

Yokohama TWS Brazil Industria e Comercio de Borrachas e Polimeros Ltda.
Feira De Santana Plant
Avenida Deputado Luis Eduardo Magalhães, S/N
Quadra J Blocos A e B no Bairro Limoeiro
Feira de Santana – Bahia CEP 44.097- 324, BRASIL
- 6

Yokohama TWS S.p.A.
Tivoli Plant
Tivoli (RM) Via Nazionale Tiburtina 143
Postal Code 00019, ITALY
- 7

Yokohama TWS Slovenia d.o.o.
Kranj Plant
Škofjeloška cesta 6 4000 Kranj, SLOVENIA
- 8

Yokohama TWS Serbia d.o.o.
Ruma Plant
Industrijska bb 22 400 Ruma, SERBIA
- 9

Yokohama TWS Czech Republic a.s.
Otrokovice Plant
Tomase Bati 1740, 765 01 Otrokovice, CZECH REPUBLIC
- 10

Yokohama TWS Czech Republic a.s.
Zlín Plant
Šedesátá 5638, 76002 Zlín, CZECH REPUBLIC
- 11

Yokohama TWS Latvia LSEZ SIA
Liepaja Plant
Kapsēdes iela 2 Liepāja LV-3414, LATVIA
- 12

LLC Yokohama R.P.Z.
RUSSIA, 399071, Lipetsk region, Gryazy district, Gryazy town, territory of SEZ PPT Lipetsk, building 47, block 11
- 13

Yokohama India Pvt. Ltd.
Plot No.1 Sector 4B, Bahadurgarh Industrial Estate, HSIIDC Bahadurgarh, Dist -Jhajjar, Haryana 124507, INDIA
- 14

ATC Tires Private Ltd.
Tirunelveli Plant
Plot No. A2, SIPCOT Industrial Growth Centre, Gangaikondan, Tirunelveli, 627 352, INDIA
- 15

ATC Tires Private Ltd.
Dahej Plant
D-III, 23 & 23A Dahej Industrial Estate, Village-Samantpore, Taluka-Vagra, District Bharuch,Gujarat-392 140, INDIA
- 16

ATC Tires AP Private Ltd.
Visakhapatnam Plant
Plot No.6,7, 8A2, 8A, 8B, 8B1A and 8C situated at Industrial Park, Denotified Area, Atchutapuram, Visakhapatnam, Anakapalle, Andhra Pradesh, 531011, INDIA
- 17

Yokohama TWS Lanka (Pvt.) Ltd.
Yokohama TWS Tyres Lanka (Pvt.) Ltd.
Sapugaskanda Plant
Levin Drive Sapugaskanda Makola
Postal Code 11640, SRI LANKA
- 18

Yokohama TWS LK (Pvt.) Ltd.
Malwana Plant
45, B E P Z Biyagama Walgama Malwana
Postal Code 11670, SRI LANKA
- 19

Yokohama Tire Manufacturing (Thailand) Co., Ltd.
7/216 Moo.6 Amata City Rayong Industrial Estate, Tambol Mapyangporn, Amphur Pluakdaeng, Rayong Province 21140, THAILAND
- 20

Yokohama Mold (Thailand) Co., Ltd.
Eastern Seaboard Industrial Estate, 300/30 Moo. 1 Tambon Tasit, Amphur Pluakdaeng, Rayong, 21140, THAILAND
- 21

Hangzhou Yokohama Tire Co., Ltd.
NO.55. NO.3 Street, Hangzhou Economic and Technical Development Area, Hangzhou, Zhejiang 310018, CHINA
- 22

Suzhou Yokohama Tire Co., Ltd.
NO.158, Huaqiao Road, Xuguan Industrial Park, Suzhou National New & Hi-Tech Industrial Development Zone, Suzhou, Jiangsu Province, 215151, CHINA
- 23

Yokohama TWS (Hebei) Co. Ltd.
Hebei Plant
NO.788 Zhongxing St. West Xingtai Hebei 054000 P.R.CHINA
- 24

Yokohama TWS (Xingtai) Co. Ltd.
Xingtai Plant
NO. 999 Jianshe St. Xingtai Hebei 054000 P.R. CHINA
- 25

Yokohama Tire Philippines, Inc.
IE5, Clark Freeport Zone, Pampanga , 2023, PHILIPPINES
- 26

Yokohama Tyre Vietnam Inc.
No.17, Street 10, Vietnam Singapore Industrial Park, Binh Hoa ward, Thuan An city, Binh Duong Province, VIETNAM

MB Production Sites

- 1

Yokohama Industries Americas Inc.
105 Industry Drive, Versailles, KY 40383, U.S.A.
- 2

Yokohama Industries Americas Ohio Inc.
474 Newell Street, Painesville, OH 44077, U.S.A.
- 3

Yokohama Industries Americas de Mexico, S. de R.L. de C.V.
Circuito Cerezos Oriente #101, San Francisco de los Romo, Aguascalientes, C.P. 20355, MEXICO
- 4

PT. Yokohama Industrial Products Manufacturing Indonesia
Jl. Mas Surya Negara VIII No. 6 Kawasan Industri Terpadu Kabil Batam 29467, INDONESIA
- 5

Yokohama Rubber (Thailand) Co., Ltd.
Eastern Seaboard Industrial Estate, (Rayong) 64 Moo 4 Tambol Pluakdaeng, Ampur Pluakdaeng Rayong 21140, THAILAND
- 6

Yokohama Industrial Products-Hangzhou Co., Ltd.
NO.89, Sanfeng Road, Qianjin Industrial Park Jiangdong Level Block Hangzhou,311227, CHINA
- 7

Shandong Yokohama Rubber Industrial Products Co., Ltd.
Xinzhai Local Town, Linqu County, Weifang City, Shandong Province,262610, CHINA
- 8

SC Kingflex Corporation
NO.99, Xiyuan Road, Zhongli Dist., Taoyuan City 320, TAIWAN R.O.C.

Natural Rubber Processing

- 1

Y.T. Rubber Co., Ltd.
51/2 Moo1 Tambon Tha Sa Thorn, Amphur Phunphin Suratthani 84130, THAILAND

Domestic Production Sites

- Hiratsuka Factory**
2-1 Oiwake, Hiratsuka City,
Kanagawa Prefecture, 254-8601

Mie Plant
1038 Takabuku, Misono-cho, Ise City,
Mie Prefecture, 516-8530

Mishima Plant
8-1 Minami Futsuka-machi, Mishima City,
Shizuoka Prefecture, 411-0832

Shinshiro Plant
1 Furuyashiki, Noda-Aza, Shinshiro City,
Aichi Prefecture, 441-1343

Shinshiro-Minami Plant
10-24 Oiri, Hitokuwada-Aza, Shinshiro City,
Aichi Prefecture, 441-1338

Ibaraki Plant
1 Hatori-Nishi, Omitama City,
Ibaraki Prefecture, 319-0198

Onomichi Plant
20 Higashi-Onomichi, Onomichi City,
Hiroshima Prefecture, 722-0051

Nagano Plant
9100 Kawano, Toyookamura, Shimoina-gun,
Nagano Prefecture, 399-3201
- Aichi Tire Industry Co., Ltd.**
Head Office / Komaki Plant
5827-1 Nenjozaka, Okusa, Komaki City,
Aichi Prefecture, 485-0802

Kasugai Plant
1108 Otsubo-Aza, Taraku-cho, Kasugai City,
Aichi Prefecture,486-0808

Yokohama Tire Retread Co., Ltd.
Head Office / Onomichi Plant
2-165-28 Chojabara, Onomichi City,
Hiroshima Prefecture, 722-0221

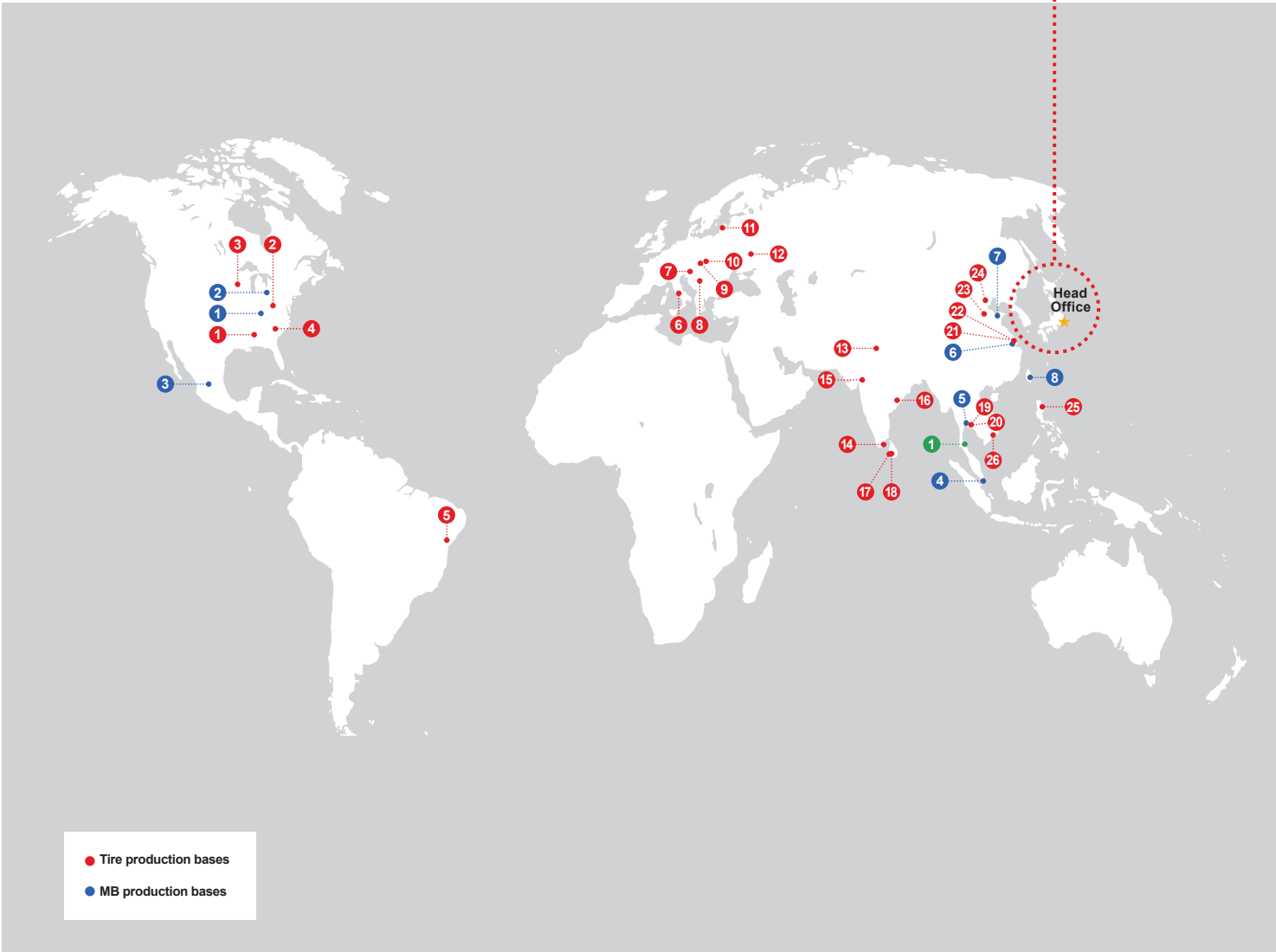
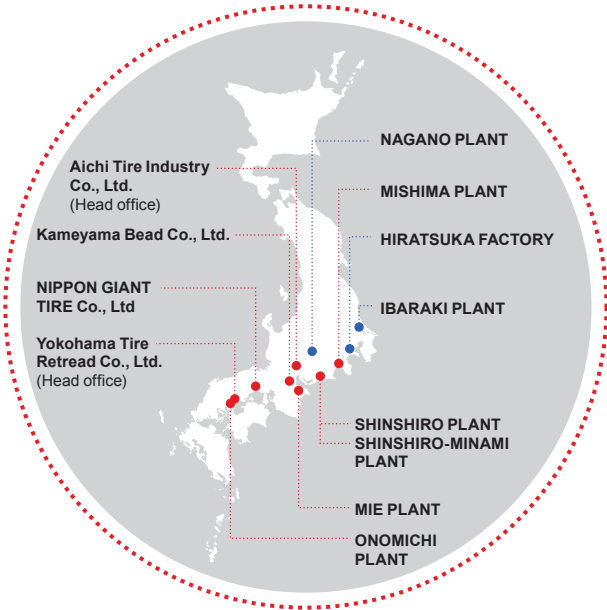
Saitama Office
395 Kitanagai, Miyoshi-machii, Iruma-gun,
Saitama Prefecture, 354-0044

Nagoya Office
192-2 Minamiyamanoue, Azumio-cho,
Miyoshi City, Aichi Prefecture, 470-0206

Hokkaido Office
162-2 Uenae, Tomakomai City, Hokkaido Prefecture,
059-1365

Kameyama Bead Co., Ltd.
820-6 Taikoji-cho, Kameyama City,
Mie Prefecture, 519-0168

NIPPON GIANT TIRE Co., Ltd.
338 Nakai, Tatsuno-cho, Tatsuno City,
Hyogo Prefecture, 679-4124



The marketing of passenger car tires and golf products for consumer use is very significant in that it offers an opportunity to interact with customers at retail outlets and event venues.

In addition to retail outlets, YOKOHAMA also participates in various motor shows enabling consumers to carefully take a look at tires and wheels on a stand-alone basis as well as vehicles equipped with these tires and wheels, while also pursuing close communication with customers. For golf products, we help users choose suitable products by holding events for trying out products at sales outlets in Japan, offering rental golf clubs for trial use and deploying fitting staff. Customer feedback gained at retail outlets and event venues is quickly communicated as well as reflected in product improvements and product development.

Sales Companies / Operating Companies (Tires)

- 1 Yokohama Tire Corporation**
1 MacArthur Place, Suite 900 Santa Ana, CA 92707, U.S.A.
- 2 Yokohama Corporation Of North America**
1 MacArthur Place, Suite 900 Santa Ana, CA 92707, U.S.A.
- 3 Yokohama Off-Highway Tires America, Inc.**
201 Edgewater Drive, Suite 285, Wakefield, MA 01880, U.S.A.
- 4 Yokohama Tire (Canada) Inc.**
Unit 218 20353 64th Avenue, Langley, BC, Canada V2Y 1N5, CANADA
- 5 Yokohama TWS Canada Inc.**
1055 west georgia street 1500 royal centre P.O. BOX 11117 vancouver BC V6E 4N7, CANADA
- 6 Yokohama TWS Brazil Ltda.**
Av. Pref. João Vilalobo Quero 1960 Barueri SP CEP 06422-122, BRASIL
- 7 Yokohama Tire Mexico S. de R.L. de C.V.**
Boulevard Bernardo Quintana #300-1102 (Piso 11), Col. Centro Sur, C.P. 76090, Querétaro, Qro, MEXICO
- 8 Yokohama TWS Mexico S.A. de C.V.**
Hermenegildo Galena #357 Oriente Colonia El Lechugal Santa Catarina Nuevo Leon Postal Code 66376, MEXICO
- 9 Yokohama H.P.T. Ltd.**
Dawson Road, Mount Farm, Bletchley, Milton Keynes, Buckinghamshire, MK1 1QY, UNITED KINGDOM
- 10 Interfit Ltd**
Unit 5 Lighthouse Trade Park Church Road Lydney Gloucestershire, GL15 5EN ENGLAND
- 11 Yokohama TWS UK Ltd**
Unit 5 Lighthouse Trade Park Church Road Lydney Gloucestershire, GL15 5EN ENGLAND
- 12 MITAS AG UK Ltd**
Unit 5 Lighthouse Trade Park Church Road Lydney Gloucestershire, GL15 5EN ENGLAND
- 13 Yokohama Pneumatici S.r.l.**
Via Mancini Lodovico, 5 - 20129 Milano (MI), ITALY
- 14 Yokohama TWS Austria GmbH**
Am Taich 1 Sankt Valentin Postal Code 4300, AUSTRIA
- 15 Alliance Tire Europe B.V.**
VESTA BUILDING, Herikerbergweg 181 1101 CN Amsterdam, THE NETHERLANDS
- 16 Yokohama TWS Netherlands B.V.**
Zadelmakerstraat 4 2984CC Ridderkerk, THE NETHERLANDS
- 17 Yokohama Suisse SA**
Office Lab, Industriestrasse 171 in 8957 Spreitenbach, SWITZERLAND
- 18 Yokohama TWS Switzerland GmbH**
Bertiswilstrasse 52 Rothenburg Postal Code 6023, SWITZERLAND
- 19 Yokohama Scandinavia AB**
Gustavslundsvägen 135, SE-167 51 BROMMA, SWEDEN
- 20 Yokohama TWS Holding AB**
Trelleborg AB (publ) Johan Kocksgatan 10 231 22 TRELLEBORG, SWEDEN
- 21 Yokohama TWS Sweden AB**
Box 1088 231 81 TRELLEBORG, SWEDEN
- 22 Yokohama Iberia S.A.**
Avda. Isla Graciosa 1 – 2ª planta puerta 6 CP 28703 – San Sebastián de los Reyes, Madrid, SPAIN
- 23 Yokohama TWS Spain S.A.**
Pau Claris, 163 3º 08037 Barcelona, SPAIN
- 24 Yokohama TWS Slovakia a.s.**
Černyševského 3427/26 Bratislava - mestská časť Petržalka 851 01, SLOVAKIA
- 25 Yokohama Europe GmbH**
Monschauer Strasse 12, D-40549 Dusseldorf, GERMANY
- 26 Yokohama TWS Germany GmbH**
Helmholtzstr. 1 D-64711 Erbach, GERMANY
- 27 Interfit Germany GmbH**
Konrad Adenauer Ring 22 D-47167 Duisburg-Neumühl, GERMANY
- 28 Yokohama France S.A.S.**
2, rue Philippe Lebon, B.P. 375, F-69746 GENAS Cedex, FRANCE
- 29 Interfit France SAS**
Zone industrielle d'Aix-les-Mille 900 rue Ampère 13100 AIX-EN-PROVENCE, FRANCE
- 30 Yokohama TWS France SAS**
Origin's Park Bâtiment E 176, rue Robert Schuman 60610 LACROIX SAINT OUEN, FRANCE
- 31 Yokohama TWS Belgium NV**
Brugse Steenweg 7 9940 Evergem, BELGIUM
- 32 Yokohama CEE Spółka z o.o.**
Al. Jerozolimskie 132/136 02-305 Warsaw, POLAND
- 33 Yokohama TWS Poland Sp. z o.o.**
A. Struga 66 90-557 Łódź, POLAND
- 34 Yokohama TWS Turkey Lastik Sanayi ve Ticaret Anonim Şirketi**
Çınar Mahallesi, Rıfki Tongsir Caddesi, Nida Kule Küçükyaşı A04, Building 115, Office 25 34841 Maltepe/İstanbul TURKIYE
- 35 Yokohama TWS Luxembourg Sarl**
25, ZAC Klengbousbiert, Building A 7795 Bissen Grand Duchy of LUXEMBOURG
- 36 Yokohama Russia L.L.C.**
RUSSIA, 141407, Moscow Region, Khimki, Panfilova Street, property 19, building 4, floor 2, room 1
- 37 OOO Mitas**
RUSSIA, 115432, Moscow, Proektiruemyi proezd 4062-th, block 6, building 16, office 26
- 38 Yokohama TWS RUS OOO**
RUSSIA, 115432, Moscow, Proektiruemyi proyezd 4062, house 6, building 16, room 25
- 39 Yokohama TWS Kazakhstan LLP**
38, Dostyq Avenue, Office 23 050010 Almaty KAZAKHSTAN
- 40 ATC Tires Private Ltd.**
Unit No. 1001, 10th Floor Tower A, Embassy 247, Lal Bahadur Shastri Marg, Vikhroli – West, Mumbai 400083, INDIA
- 41 PT Yokohama TWS Indonesia**
Wisma Korindo 5th Floor Jl. M. T. Haryono Kav. 62 Jakarta 12780, INDONESIA
- 42 Yokohama TWS Singapore Pte. Ltd.**
4, Jalan Pesawat, SINGAPORE 619362
- 43 Yokohama Asia Co., Ltd.**
23rd Floor, Zone B.C, Thanapoom Tower, 1550 New Petchburi Road, Makkasan, Ratthewi, 10400 BANGKOK, THAILAND
- 44 Yokohama Tire Sales (Thailand) Co., Ltd.**
23rd Floor, Zone B.C, Thanapoom Tower, 1550 New Petchburi Road, Makkasan, Ratthewi, 10400 BANGKOK, THAILAND
- 45 Yokohama Tire Korea Co., Ltd.**
Lordland EZ Tower 510, 69, Seongnam-daero, Bundang-gu, Seongnam-si, Gyeonggi-do, Republic of KOREA
- 46 Yokohama Rubber (China) Co., Ltd.**
10F, GUBEI SOHO, 188 Ruby Road, Shanghai, 201103, CHINA
- 47 Yokohama Tire Sales (Shanghai) Co., Ltd.**
10F, GUBEI SOHO, 188 Ruby Road, Shanghai, 201103, CHINA
- 48 Yokohama Tire Taiwan Co., Ltd.**
Suite 1401 14th Floor No.88, Sec 2 Chung Hsiao E. Road Taipei, TAIWAN
- 49 Yokohama Tire Sales Philippines, Inc.**
3F Kentek Bldg, 828 A.Arnaz Ave., San Lorenzo Village, 1223, Makati City, PHILIPPINES
- 50 Yokohama TWS Philippines Corp.**
9261 Dita Street San Antonio Village Makati City, PHILIPPINES
- 51 Yokohama Tyre Sales Vietnam Co., Ltd.**
4th Floor, No.177, Hai Ba Trung Street, Vo Thi Sau Ward, District 3, Ho Chi Minh City, VIETNAM
- 52 Yokohama Tyre Sales Malaysia Sdn. Bhd.**
No.15 Jalan Jurutera U1/23, Seksyen U1, HICOM-Glenmarie Ind.Park, 40150 Shah Alam, Selangor Darul Ehsan, MALAYSIA
- 53 Yokohama TWS (Malaysia) Sdn. Bhd.**
No 35 Jalan 4/47, Petaling Jaya 46050 selangor, MALAYSIA
- 54 Yokohama Tyre Australia Pty., Ltd.**
123-129 Silverwater Road, Silverwater, N.S.W 2128, AUSTRALIA
- 55 T&M Holdings Pty Ltd.**
123-129 Silverwater Road, Silverwater, N.S.W 2128, AUSTRALIA
- 56 Yokohama TWS Australia Pty Ltd**
UNIT 6 1414 toorak road camberwell VIC 3124, AUSTRALIA
- 57 Yokohama TWS New Zealand Limited**
1 Imlay Place Castlecliff Whanganui 4501, NEW ZEALAND
- 58 Yokohama TWS South Africa (Pty) Ltd**
19 Nederveen Highway, Corner Philip Road Roodekop Leondale Germiston Postal code: 1401, SOUTH AFRICA

Multiple Business products as well as truck and bus tires and off-highway tires for construction machinery all originated from this policy of listening to customers' day-in, day-out needs in the frontline in the field. Continually interacting with customers on site and ascertaining their real needs leads to the creation of each new product.

We have built Tire and Multiple Business group networks in regions throughout the world and established sales networks under which domestic and overseas bases work in unison. We are working to further enhance the value of the YOKOHAMA brand in line with global marketing strategies.

Sales Companies / Operating Companies (MB)

- 1 Yokohama Aerospace America, Inc.**
22223 68th Avenue South, Kent, WA 98032-1010, U.S.A.
- 2 Yokohama Europe GmbH Industrial Products Division**
Monschauer Strasse 12, D-40549 Düsseldorf, GERMANY
- 3 Yokohama Industrial Products Asia-Pacific Pte. Ltd.**
160 ROBINSON ROAD, #15-01 SBF CENTER, 068914, SINGAPORE
- 4 Yokohama Industrial Products Sales-Shanghai Co., Ltd.**
10F, GUBEI SOHO, 188 Ruby Road, Shanghai, 201103, CHINA

Domestic Sales Companies

Yokohama Tire Japan Co., Ltd.
Shinagawa Intercity Tower C 13th floor, 2-15-3 Konan, Minato-ku, Tokyo 108-6213

YFC Co., Ltd.
2-1 Oiwake, Hiratsuka City, Kanagawa Prefecture, 254-8601

Yokohama Industrial Products Japan Co., Ltd.
Shinagawa Intercity Tower C 13th floor, 2-15-3 Konan, Minato-ku, Tokyo 108-6213

PRGR Co., Ltd
2-1 Oiwake, Hiratsuka City, Kanagawa Prefecture, 254-8601

Overseas Representative Offices

- 1 Dubai Office**
P.O. Box 296846, (Location: DAFZA 3E G01), Dubai, UNITED ARAB EMIRATES

Procurement and sale of raw materials for use in tires and industrial-use products

- 1 Yokohama Rubber Singapore Pte. Ltd.**
160 ROBINSON ROAD, #15-01 SBF CENTER, SINGAPORE 068914
- 2 Singapore Branch**
160 ROBINSON ROAD, #15-01 SBF CENTER, SINGAPORE 068914

