Medium-Term Management Plan Yokohama Transformation 2026 (YX2026)

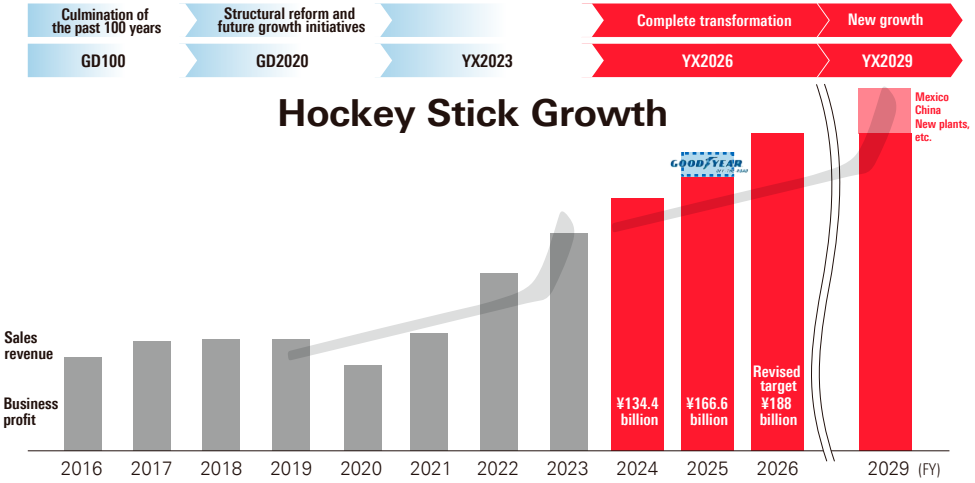
Under YX2026, we are advancing our "Exploitation" and "Exploration" initiatives as we move toward the culmination of our transformation. Having achieved our targets for the final year of the period covered by YX2026 one year ahead of schedule in fiscal 2025, we have significantly raised our management targets for fiscal 2026. Guided by a strong determination to avoid leaving any burdens for future generations, we will accelerate our growth and strive for even greater heights.

Basic Policy and Financial Targets

Raising Our Financial Targets Again Toward Hockey Stick Growth

Under YX2026, our medium-term management plan covering fiscal 2024 through 2026, we are working toward the culmination of our transformation through further exploitation of the strengths of our existing businesses and exploration of new sources of value, guided by a strong determination to avoid leaving any burdens for future generations. Based on this approach, we are executing the growth strategies established for each business with the aim of achieving "hockey stick growth."

The successful execution of these strategies has driven our strong business performance. Reflecting this strong performance, we raised our fiscal 2026 financial targets in August 2024 and revised them upward again in February 2026.



Fiscal 2026 Financial Targets

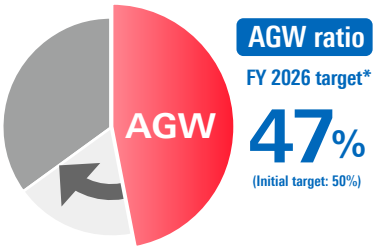
	Initial Target (Feb. 2024)	Previous Revision (Aug. 2024)	Revised Target (Feb. 2026)
Sales revenue	¥1.15 trillion	¥1.25 trillion	¥1.30 trillion
Business profit	¥130 billion	¥150 billion	¥188 billion
Business profit margin	11%	12%	14.5%
Equity capital ratio	50%	50%	50%
ROE	Above 10%	Above 10%	Above 10%

Timely information disclosure: https://www.y-yokohama.com/global/ir/pdf/document/disclosure_21_en.pdf

Consumer Tires Strategy

Further Increasing the Ratio of High-Value-Added Products

We will further deepen our product and regional business strategies by enhancing brand value through initiatives such as expanding original equipment (OE) fitment on premium cars and strengthening our global motorsports activities. We plan to increase unit sales by capturing market demand in each region while expanding sales of high-value-added products, including ADVAN, GEOLANDAR, and winter tires (AGW), as well as tires with diameters 18 inches and above. Through these initiatives, we aim to increase the AGW sales ratio within our consumer tires business to 47%, and thereby increase profitability.



2026 Plans (year on year)*



*As of the Feb. 2026 announcement

"1-Year Plant" Challenge

While proactively maximizing the sales ratio of high-value-added products to increase profitability, we must also remain competitive on costs against the rapidly emerging tire makers in China and other developing markets. Under YX2026, we are taking on the challenge of building "1-year plants" to achieve more efficient and fundamentally lower-cost production.

At our new Hangzhou Plant in China, which embodies this initiative, production of prototype tires began in November 2025, just 11 months after construction began—one month ahead of the original schedule. Construction of our new plant in Mexico is also progressing smoothly. The building is scheduled for completion in 2026, with prototype production expected to begin in the second half of the year.

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Commercial Tires Strategy

OHT Business: Improve Market Position and Expand Operations

Agricultural and Forestry Machinery Tires:

We will further strengthen our market position through a multi-brand strategy that leverages our manufacturing, technological, and sales strengths across each market tier.

Industrial and Port Vehicle Tires:

We will pursue profitable growth by expanding and strengthening our service network.

Construction and Mining Vehicle Tires:

We will expand the business through our programmatic M&A strategy, under which we continuously evaluate and execute acquisitions.

TBR Business: Strengthen Sales in Countries and Regions Where Appropriate Prices are Maintained

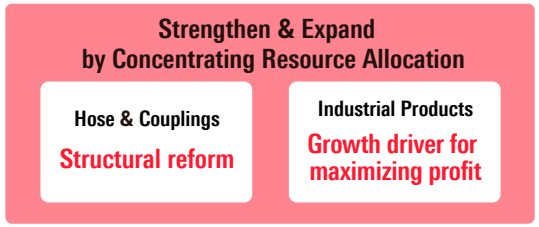
As Chinese tire makers expand production and exports, governments in Europe and North America have introduced trade protection measures, including anti-dumping and countervailing duties, creating supply gaps in those markets. We will aim for profitable growth by expanding sales in countries and regions where such measures help maintain appropriate pricing.

Multiple Business (MB) Strategy

Shifting to a Growth Strategy on the Foundation Established Under the Previous Medium-Term Management Plan

The Multiple Business (MB) is now shifting to a growth strategy, building on the management foundation established during the period covered by the previous medium-term management plan. In YX2026, we have positioned the hose and couplings business as a growth driver and will decisively implement improvements for further growth. In the industrial products business, we will complete improvements to establish a stable profit structure. As a result of such efforts, the Non-Tire Business achieved a business profit margin of 10.5% in fiscal 2025, exceeding the original target of 10% one year ahead of schedule.

In the hose and couplings business, we will continue to promote structural reforms and rigorous cost reductions to further increase profitability. Meanwhile, in the industrial products business we will focus on expanding sales of high-value-added products, with the goal of achieving a business profit margin of 11.5% in fiscal 2026.



Technology and Production Strategies

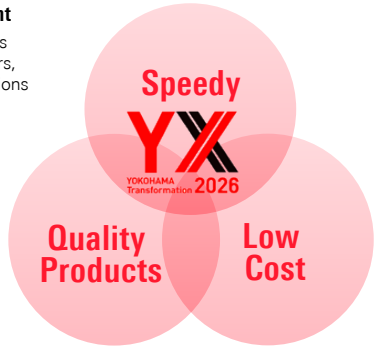
"Low Cost, Speedy Development of Quality Products"

During the period covered by YX2026, we will strengthen our business foundations throughout the Group under the motto "Low cost, speedy development of quality products." "Quality products" refers to strengthening development of OE tires suitable for next-generation premium cars. "Low cost" refers to fundamentally lower production costs that competitors cannot match. "Speedy" refers to the "1-year plant" challenge and accelerating tire development.

To support these initiatives through a global production network, we will establish new passenger car tire plants in Visakhapatnam (India), Saltillo (Mexico), and Hangzhou (China), thereby strengthening our cost competitiveness. At our existing plants in Japan and the Philippines, we will improve the production mix to increase profitability. In the OHT business, we will also improve our earnings structure by transferring OTR production from Goodyear's high-cost plants to lower-cost production sites within the Yokohama Rubber Group.

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

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



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

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

Sustainability Strategy

Balancing Profitability with Decarbonization and Circular Economy Initiatives

We believe sustainability initiatives should contribute to corporate growth. Rather than burdening future management through excessive investment, we will ensure that environmental investments are also subject to our standard investment return criteria, thereby balancing environmental initiatives with profitability.

With respect to greenhouse gas emissions, including emissions from Yokohama TWS prior to its acquisition, we have established targets to reduce emissions by 30% by 2026 and 40% by 2030, compared with 2019 levels. We will continue our efforts toward achieving carbon net zero by 2050. We will also step up our use of sustainable materials. To contribute to a circular economy and reduce Scope 3 greenhouse gas emissions, we are targeting a 40% ratio of renewable and recycled materials by 2030 and 100% sustainable materials by 2050.