FY2026 Third-Quarter Results Briefing

- Progress of Technology & Production Transformation under YX2026 -

November 13, 2026

The Yokohama Rubber Co., Ltd.

President & COO

Shinji Seimiya

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0. Executive Summary

1. FY2026 3Q (Jan.-Sep.) Results

2. FY2026 Full-Year Plan

3. YX2026 Progress: Technology & Production Transformation

0. Executive Summary

FY2026 3Q (Jan.-Sep.) Cumulative Results

- **Achieved record highs for sales revenue and all key earnings categories in 1-3Q(Jan.-Sep.) of FY2026**
  - Cumulative 3Q (Jan.-Sep.) business profit increased ¥46.7 billion YoY (+46%)
  - Tire business (excl. OHT): REP sales volume up 4% YoY, driven by sales in Europe & India
  - OHT business: OE & REP for agricultural machinery both exceeded previous year sales volumes, with OE up 10% and REP up 4% YoY
- **North American sales rebounded strongly in 3Q (Jul.-Sep.). REP sales volume particularly strong, up 8% despite flat demand in market overall**

FY2026 Full-Year Forecast

- No change in August guidance for FY2026 earnings and shareholder dividends, and **3Q cumulative business profit reached 77% of the full-year plan, progressing steadily toward full-year targets.**

YX2026 Progress: Technology & Production Transformation

- Steady progress toward YX2026's 4 transformation themes targeting enhancement of technical capabilities, development speed, quality, and cost-competitiveness
- During next medium-term plan, **expanding production foundation cultivated through LCC to entire company will support sales and profit growth**

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FY2026 3Q (Jan.-Sep.) Cumulative Business Results

(Billion yen)	FY2026 1-3Q result		FY2025 1-3Q result	Change	Change (%)
Sales revenue	Record high	966.9	877.2	+89.7	+10.2%
Business profit	Record high	147.4	100.7	+46.7	+46.3%
(Profit margin)	Record high	(15.2%)	(11.5%)	(+3.7%)	
Operating profit	Record high	154.9	91.7	+63.3	+69.0%
(Profit margin)	Record high	(16.0%)	(10.4%)	(+5.6%)	
Net profit	Record high	96.0	66.1	+29.9	+45.2%

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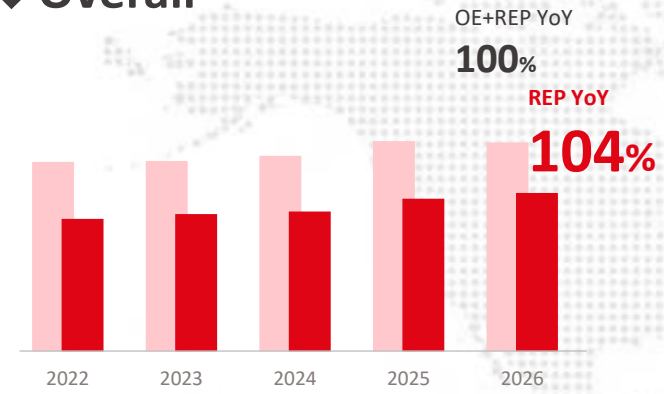
1-2. FY2026 3Q (Jan.-Sep.) Cumulative Result: Tire Unit Sales Results

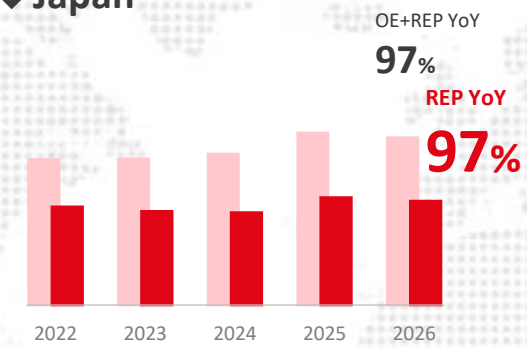
Tire Business: Unit sales results (Excl. OHT business)

: OE&REP combined unit sales : REP unit sales

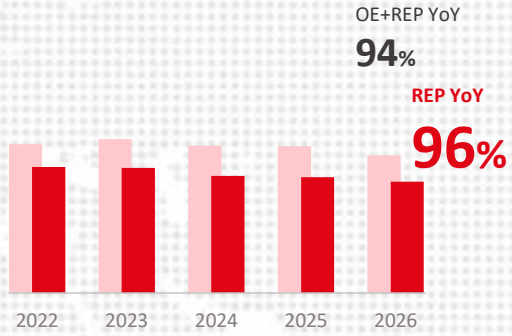
◆Overall



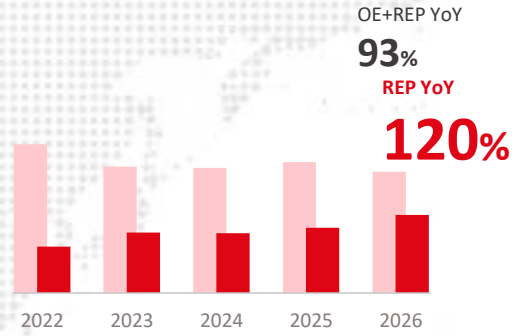
◆Japan



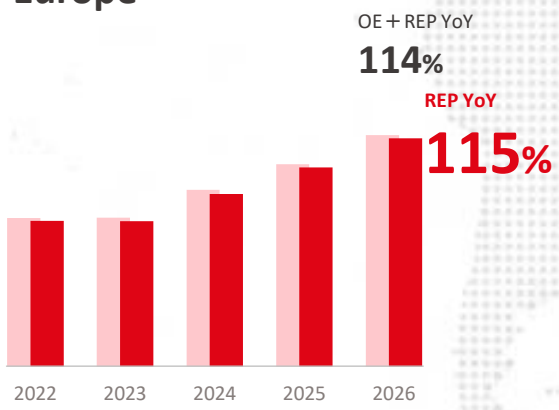
◆North America



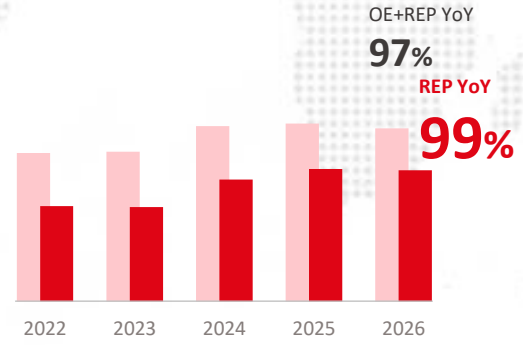
◆China



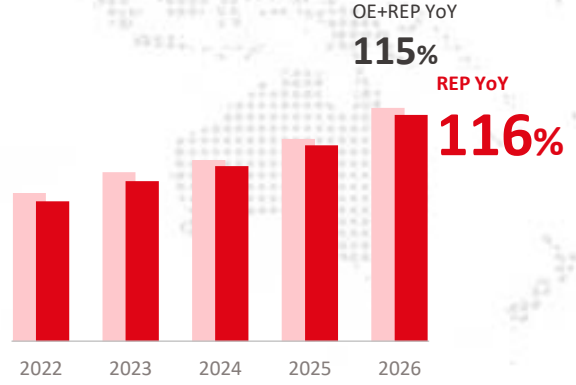
◆Europe



◆Asia



◆India



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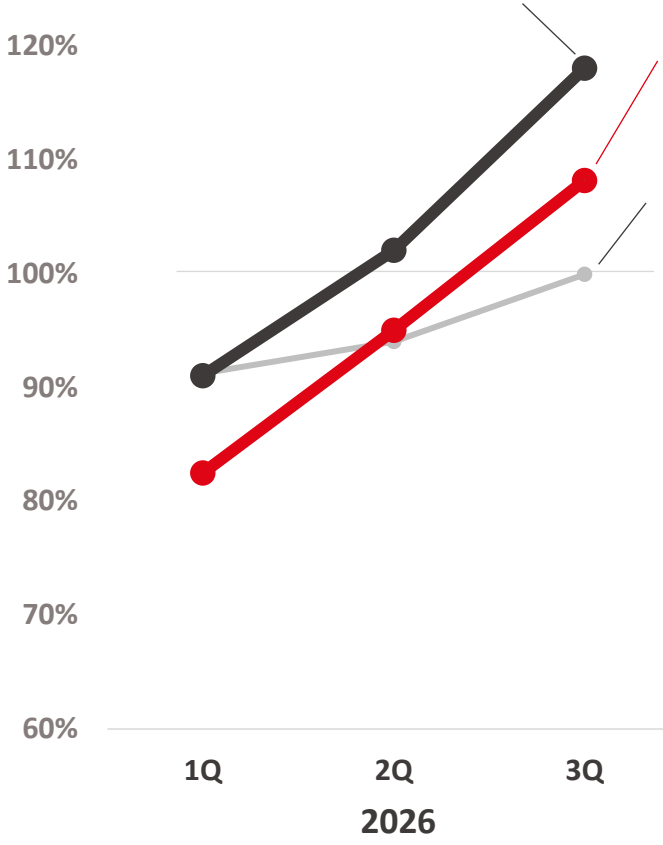
Tire sales unit in North America (YoY comparison) / 3Q (Jul.-Sep.) results

FY2026 3Q sales of GEOLANDAR REP in No. America

YoY 118%



FY2026 3Q
No. America REP sales volume
YoY108%

USTMA 3Q REP sales volume
YoY100%

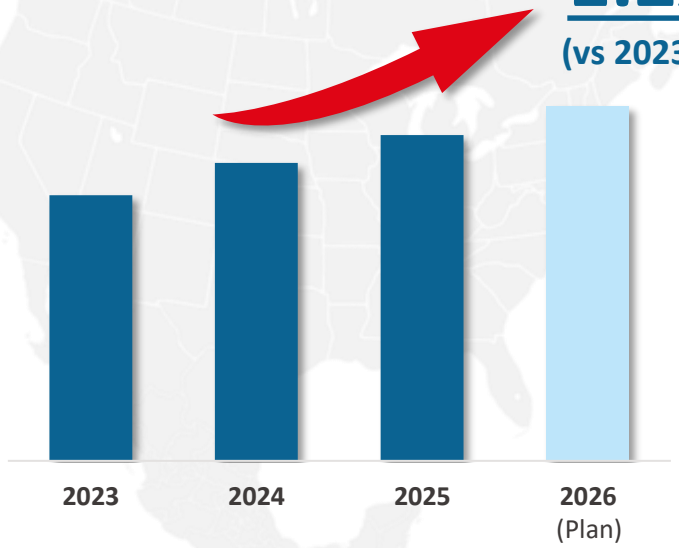
FY2026 3Q(Jul.-Sep.)
Sales unit



Our initiatives

- Building partnerships with major dealers, strengthening promotional activities, and opening new accounts are increasing our market share

Increase in No. American accounts



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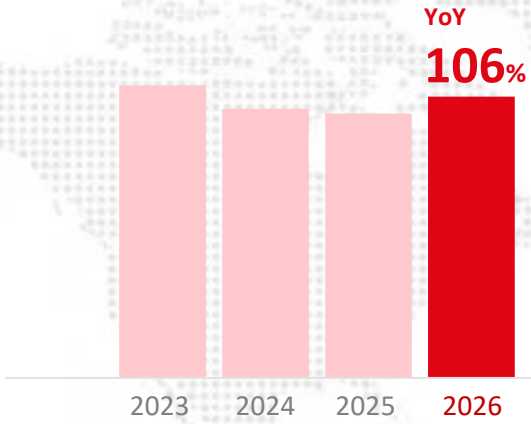
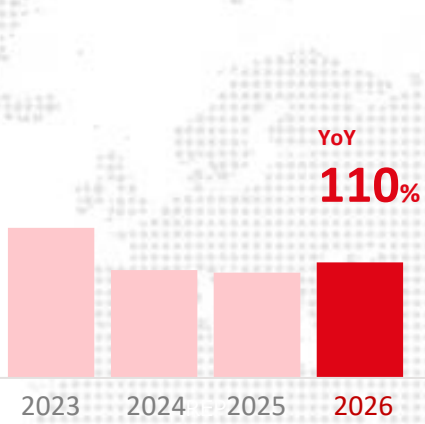
1-4. FY2026 3Q (Jan.-Sep.) Cumulative Results: OHT Agricultural Machinery Tire Volume Sales Results

Agricultural machinery tire volume sales results (weight basis)

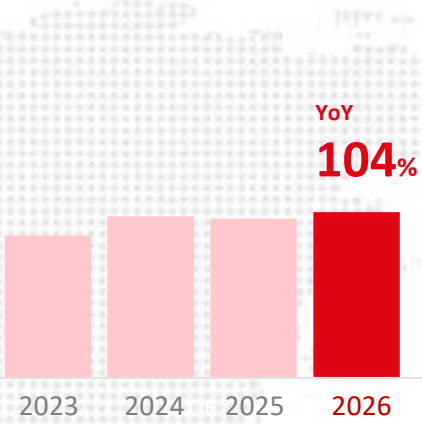
◆OE+REP total



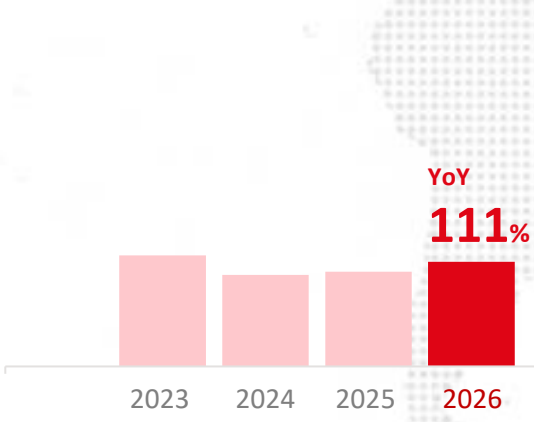
◆OE



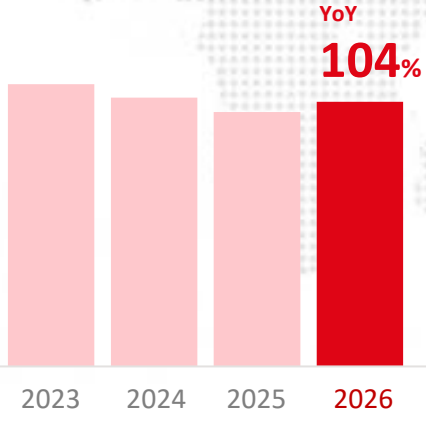
◆REP



◆Americas



◆EMEA



◆APAC



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2. FY2026 Full-Year Plan

Full-Year plan

(Billion yen)	FY2026 plan		FY2025 result	Change (%)
Sales revenue	Record high	1,320.0	1,235.0	+6.9%
Business profit	Record high	192.5	166.6	+15.6%
(Profit margin)	Record high	(14.6%)	(13.5%)	(+1.1%)
Operating profit	Record high	199.5	152.9	+30.5%
(Profit margin)	Record high	(15.1%)	(12.4%)	(+2.7%)
Net profit	Record high	117.0	105.4	+11.0%
Dividend (per share)	Record high	223 yen	134 yen	+89 yen

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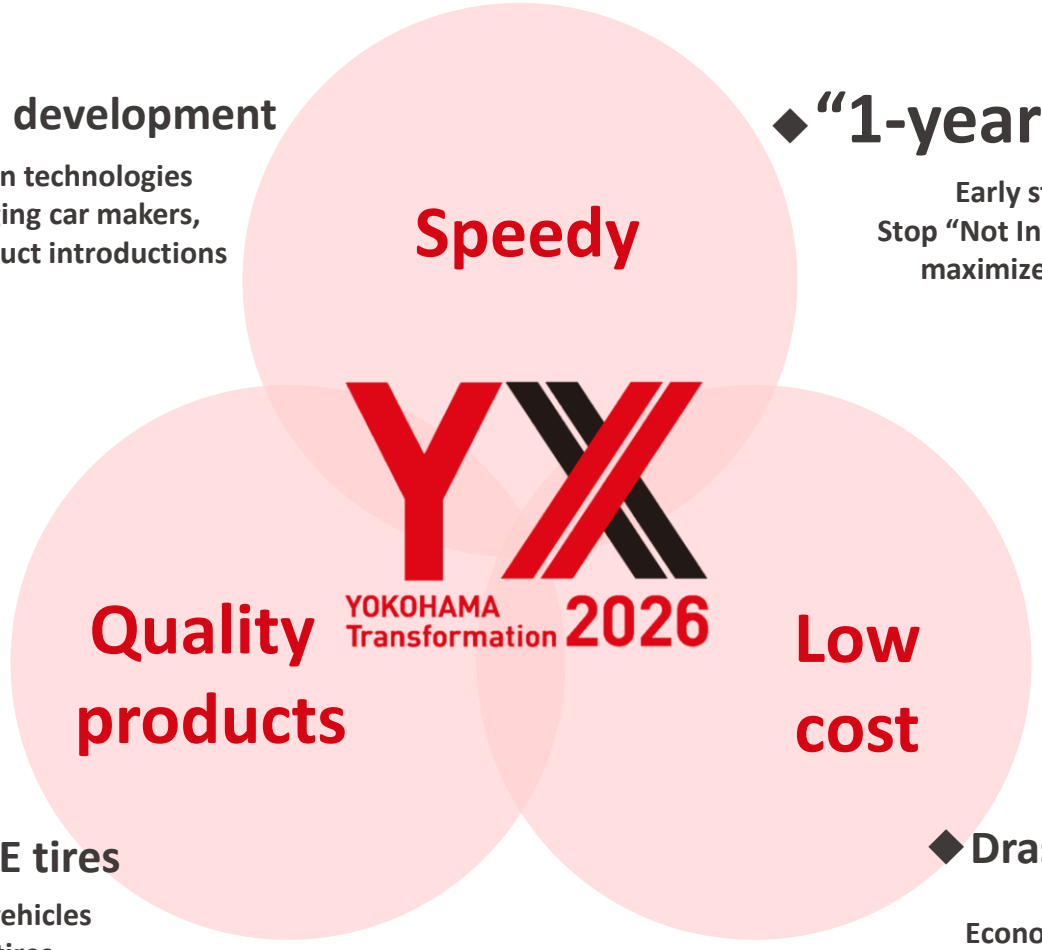
3. **YX2026 Progress: Technology & Production Transformation**

3-1. YX2026 Progress: Technology & Production Transformation

Consumer Tires "Technical & Production" Transformation

"Low Cost, speedy development of quality products"



◆**Speed up tire development**

Use AI・simulation technologies
Respond to emerging car makers,
maximize new product introductions

◆**"1-year plant" challenge**

Early start-up ➡ Early ROI
Stop "Not Invented Here syndrome",
maximize acquisition synergies

◆**Next-generation premium cars**
Strengthen development of OE tires

Meet needs of premium electrified vehicles
with lightweight, wear-resistant tires

◆**Drastic reduction of product costs**

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

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3-2. YX2026 Progress: Technology & Production Transformation
- Speed up tire development

Development speeded up by using HAICoLab

Development speedup

Shortened time to develop a new tire (vs YX2023)

-1.5 years

Using AI (HAICoLab) to design rubber compounds, tire structure, and molds

Number of new tires, sizes developed

Newly developed tires, sizes (vs 2023)

1.2x

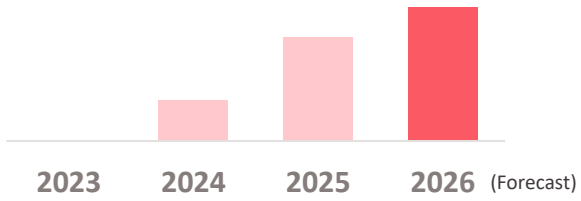
Launching in Japan in Sep 2026:
“ice GUARD 8 SUV”
SUV Studless Tire



Expanding OE tire sales to Chinese automakers

Increase in OE tires sold to Chinese automakers (vs 2023)

more than 1.70 mn tires



Next medium-term management plan YX2029

Accelerate development speed by expanding use of AI to improve prediction accuracy and change design process

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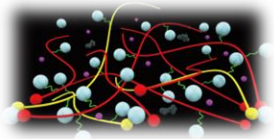
3-3. YX2026 Progress: Technology & Production Transformation

- Strengthen development of premium OE tires

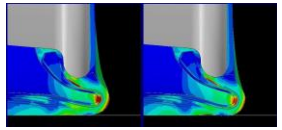
Efforts to strengthen development of premium OE (POE)

Performance achievements during YX2026

Weight reduction	8% reduction (vs 2023)
Rolling resistance reduction	12% reduction (vs 2023)
High rigidity (Durability)	Maintained (Balanced weight reduction & rolling resistance)



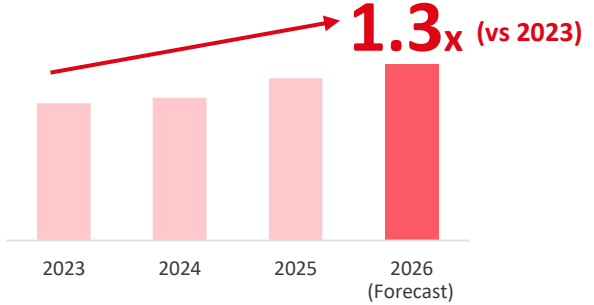




Highly evaluated by premium automakers

Achieving weight reduction and lower rolling resistance while maintaining high rigidity will contribute to increased installation of our POE tires during next medium-term plan

Increase in tires supplied to premium car makers
*BMW M, Mercedes AMG, Porsche



Example of new premium car equipped with our POE tires



New BMW iX3

Next medium-term management plan YX2029

Meet premium car makers' demands for increasingly high POE tire performance

Enhance tires' wear resistance and reduce rolling resistance

Strengthen tires' functionality by applying new materials and structures, and dramatically improve manufacturing precision

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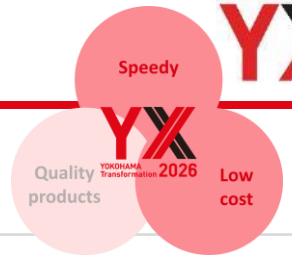
3-4. YX2026 Progress: Technology & Production Transformation
– LCC led by new plants in China and Mexico



Hangzhou, China Plant 1yr plant (startup after 11 month)





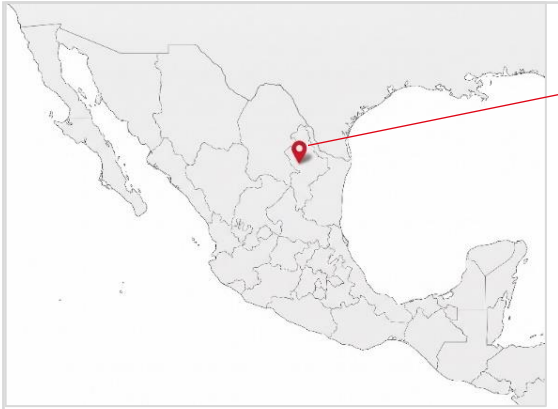
Capacity: 9mn tires
Full production: 2028 (target)
(2027 planned output: 7mn tires)

Mass production start: March 2026
3 months ahead of plan



Exclusive tire for China market
YUYU TIGER
优游虎

Mexico Plant





Capacity: 5mn tires
Full production: 2030(target)
(2027 planned output: 1.5mn tires)

Mass production start: 1Q 2027
On schedule



New **Opening scheduled for late November**

Main product
【SUV & pickup truck tires】
GEOLANDAR

Low-Cost Conversion

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3-5. YX2026 Progress: Technology & Production Transformation

- Exploiting production methods (POE & High-value-added tires, LCC)



Past: Uniform production (+ specialty response in some cases)



Quality: High-value-added tires

POE & High-value-added tires

- Increase lines dedicated to premium OE tires (2027 startup)
- Establish new lines for high-inch and ADVAN tires
- Increase supply capacity & quality for wide variety of tires/sizes

Low Cost/Speedy: Volume zone

LCC

Low-Cost Conversion

- Minimize downtime through planned mass production to achieve significant cost reduction
- Apply China and India production know-how

Next medium-term management plan YX2029

Apply production know-how from LCC to existing plants
(automation, introducing commercially available overseas equipment, etc.)

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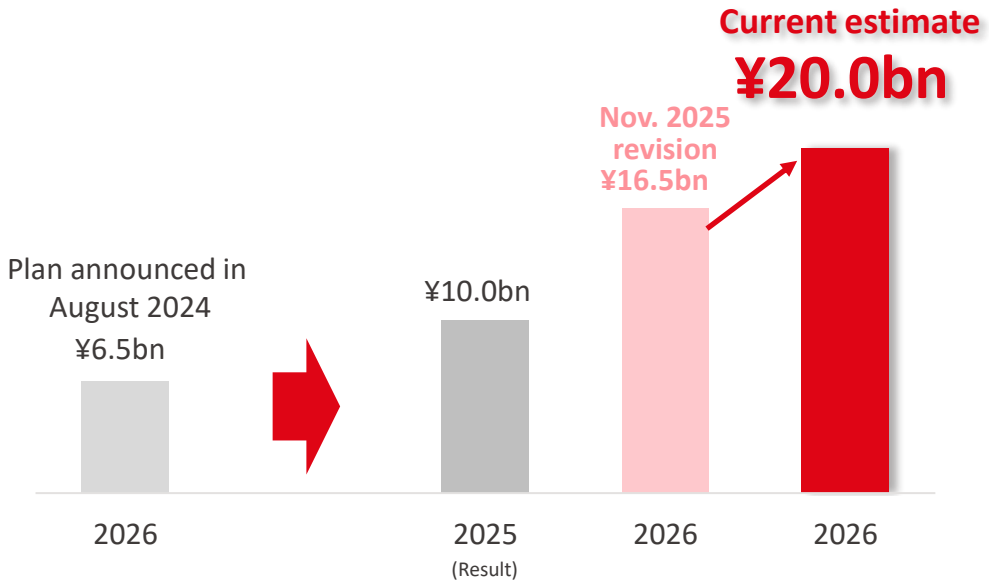
3-6. YX2026 Progress: Technology & Production Transformation
- Drastic cost reductions

Progress of drastic cost reductions

Estimated cost reduction
(raw materials + processing costs)



Raw material costs

Increase in new suppliers
vs. previous +140%

Items with cost reductions
vs. previous +130%

Contributed to securing raw materials during Middle East situation (Balancing BCP and cost reduction)

Processing costs

	YX2026	Current estimates
High-inch production facilities Increased capacity & utilization	+3% Increased volume	+5% Increased volume (vs 2023)
Energy cost reduction (Fuel conversion) (Philippine & Thailand plants)	15% reduction ($/t)	28% reduction (vs 2023)

Next medium-term management plan YX2029

Raw materials: Further develop suppliers, expand targeted materials, accelerate adoption

Processing costs: Increase high-inch capacity and efforts to reduce energy costs

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3-7. YX2026 Progress: Technology & Production Transformation - Summary



Speed up tire development Use AI (HAICoLab)

Shortened time to develop a new tire
(vs YX2023)

-1.5 years



Premium OE (POE) Strengthen tire development

Weight reduction	Rolling resistance reduction	High rigidity (Durability)
-8% (vs 2023)	-12% (vs 2023)	Maintained



LCC New plants in China & Mexico

Hangzhou, China plant
Start of mass production in March 26
***Brought forward from the originally planned June 26**

Mexico new plant
Start of mass production : 2027 1Q *On schedule



Drastic cost reductions

Increase in new suppliers	Items w/ cost reductions
vs. previous +140%	vs. previous +130%
High-inch production facilities Increased utilization	**Energy cost reduction (Fuel conversion)**
+5% Increased volume (vs 2023)	28% reduction (vs 2023)

No. of new products developed
(vs 2023)

1.2x

Increase in OE tires sold to Chinese automakers (vs 2023)

more than 1.70mn tires

Increase in OE tires supplied to premium car makers (vs 2023)

1.3x

Estimated cost reduction

¥20.0 billion

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YOKOHAMA
Transformation
2026

Reference: No. 1 in Automobile/Parts/Tires Industry in the SAAJ's Evaluation of Corporate Disclosure



2026 Award for Excellence in Corporate Disclosure

– Industries –

SAAJ The Securities Analysts Association of Japan

First-time selected as the most excellent company in the automotive, parts, and tire industry category in the 2026 Awards for Excellence in Corporate Disclosure (32nd edition) presented by the Securities Analysts Association of Japan (SAAJ).

Yokohama Rubber was highly evaluated for the quality of its information disclosure and management's proactive involvement in investor relations.

We will continue to proactively disclose information, provide thorough explanations, and give serious consideration to your valuable opinions and suggestions, for which we are most grateful, as we strive to further enhance our corporate value.

[Results of securities analysts' evaluation of companies with the most excellent corporate disclosure]
https://www.saa.or.jp/english/advocacy/disclosure.html

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Reference: Publication of “Integrated Report 2026”



“Integrated Report 2026” on Yokohama Rubber’s “Sustainability” website
https://www.y-yokohama.com/global/sustainability/information/backnumber_report/

“Integrated Report 2026” features a new structure based on the “Corporate Value Equation,” which comprises three drivers for enhancing corporate value — improving profitability, enhancing growth expectations, and reducing the cost of capital. This year’s report presents Yokohama Rubber’s sustainable growth story in four chapters: Value Creation Story (Corporate Value), Maximizing Value Delivery and Returns (Improving Profitability), Sustainable Growth Through New Value Creation (Enhancing Growth Expectations), and The Foundations of Corporate Value and Value Proposition (Reducing Cost of Capital).

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