



FY2025 Third-Quarter Results Briefing

**Summary of 3Q Business Results ·
Progress of Technology/Production Transformation under YX2026**

November 14, 2025
The Yokohama Rubber Co., Ltd.
President & COO
Shinji Seimiya

FY2025 3Q (Jul.-Sep.): Summary of Business Results



- **Achieved record high sales revenue, business profit & business profit margin for both 3Q and 1-3Q**
- ¥5.0bn negative impact from tariffs in 3Q almost covered by sales price revisions

(Billion yen)	2025 3Q result		YoY change	YoY change (%)	2025 1-3Q		YoY change	YoY change (%)
Sales revenue	Record high	298.0	+40.4	+15.7%	Record high	877.2	+94.3	+12.0%
Business profit before PPA amortization *	Record high	42.2	+11.3	+36.4%	Record high	114.3	+24.6	+27.4%
(Profit margin)	Record high	(14.1%)	(+2.1%)		Record high	(13.0%)	(+1.5%)	
Business profit	Record high	38.6	+9.8	+33.8%	Record high	100.7	+17.3	+20.8%
(Profit margin)	Record high	(13.0%)	(+1.8%)		Record high	(11.5%)	(+0.8%)	

◆ Business profit margin Jul.-Sep.

	Tire	OHT	Y-ATG	Y-TWS	G-OTR	MB
Before PPA amortization	15.6%	12.8%	15.6%	10.2%	13.0%	7.9%
After PPA amortization	15.6%	8.8%	12.9%	7.4%	5.2%	7.9%

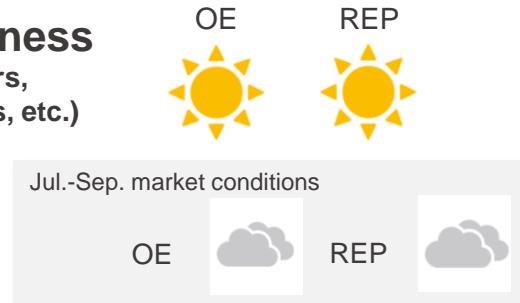
◆ Business profit margin Jan.-Sep.

	Tire	OHT	Y-ATG	Y-TWS	G-OTR	MB
Before PPA amortization	13.6%	13.0%	16.7%	9.9%	12.4%	9.4%
After PPA amortization	13.6%	8.0%	14.2%	7.3%	-1.3%	9.4%

* Business profit before PPA amortization =Sales revenue- (Cost of sales + SG&A expenses-PPA amortization, etc)

3Q (Jul.-Sep.) sales in each business

■ Tire Business (passenger cars, trucks & buses, etc.)

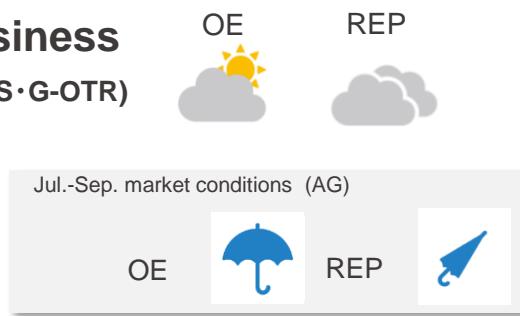


OE: Increases in new vehicles using YOKOHAMA tires in Japan and in No. America for SUVs and CUVs

REP: Increase driven by higher sales in Japan, Europe, and China

Unit sales YoY growth rates: Global total 105% (OE 101% REP 107%)

■ OHT Business (Y-ATG*・Y-TWS・G-OTR)



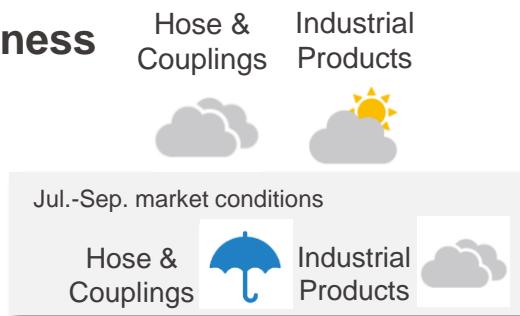
Amid difficult conditions, sales increased on expanded shares of OE & REP

Y-ATG*, Y-TWS:

Sales volume YoY growth rates: 106% (OE 113% REP 102%)

G-OTR: Sales volume YoY growth rates: Global total 98%

■ MB Business



Hose & couplings business: Increased unit sales, especially to No. American car makers

Industrial product business: Conveyor belt sales up on increased sales in Japan and growing demand in overseas markets; continued strong sales of aerospace products

Profit supported by improved profitability of aerospace products, MIX improvements, and internal structural reforms

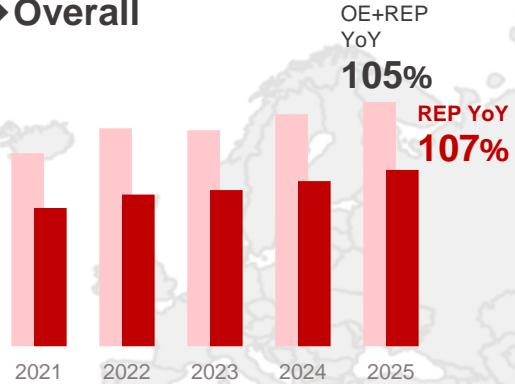
FY2025 3Q (Jul.-Sep.) Tire Unit Sales Trends by Region



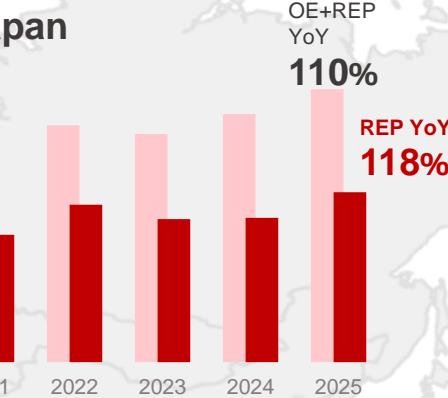
3Q (Jul.-Sep.) tire unit sales results

■ : Tire Business (passenger cars, trucks & buses, etc) OE & REP combined unit sales
 ■ : Tire Business (passenger cars, trucks & buses, etc) REP unit sales

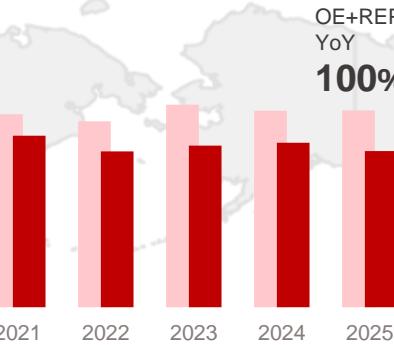
◆ Overall



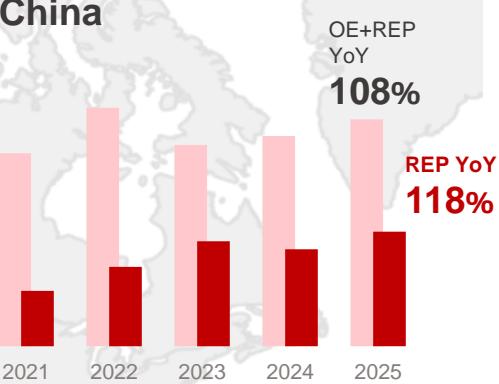
◆ Japan



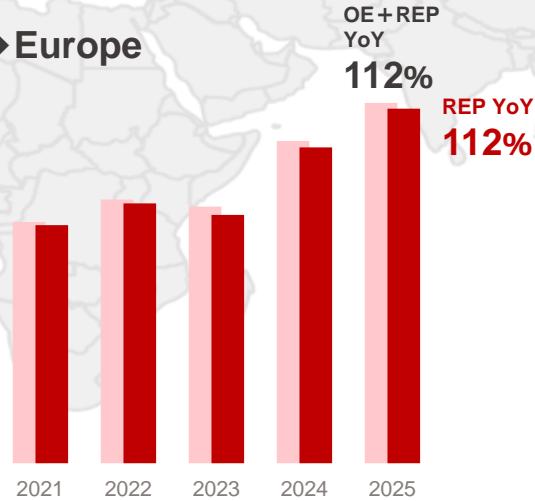
◆ North America



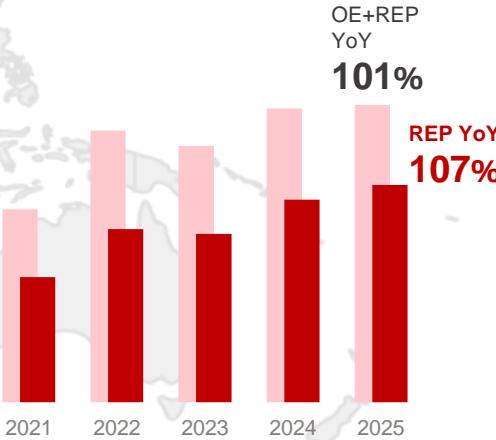
◆ China



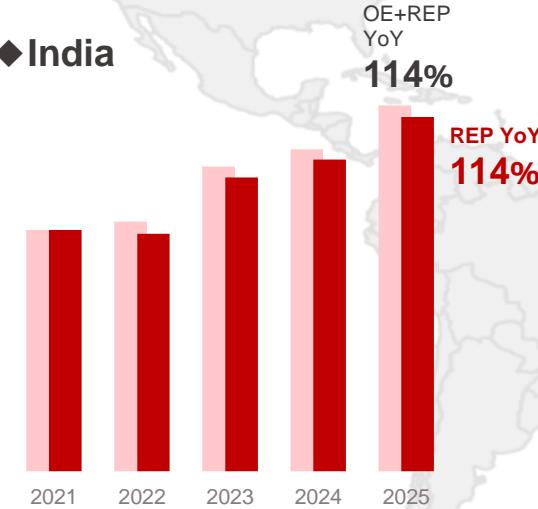
◆ Europe



◆ Asia



◆ India



Tire Business FY2025 Full-Year Sales Plan



Consumer tire full-year unit sales plan

ALL

2025 plan
vs 2024

105%

Europe



110%

Asia



100%

Japan



106%

China



102%

No. America



101%

High value-added tire sales plan

Full-year plan for OE & REP combined unit sales (unit basis)

AGW sales ratio

2025 plan
45%

ADVAN



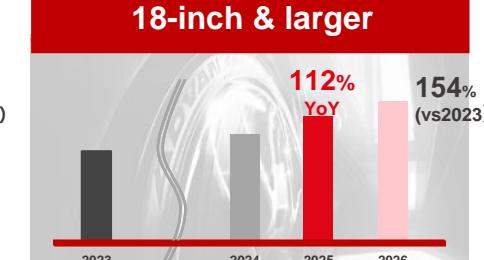
GEOLANDAR



WINTER



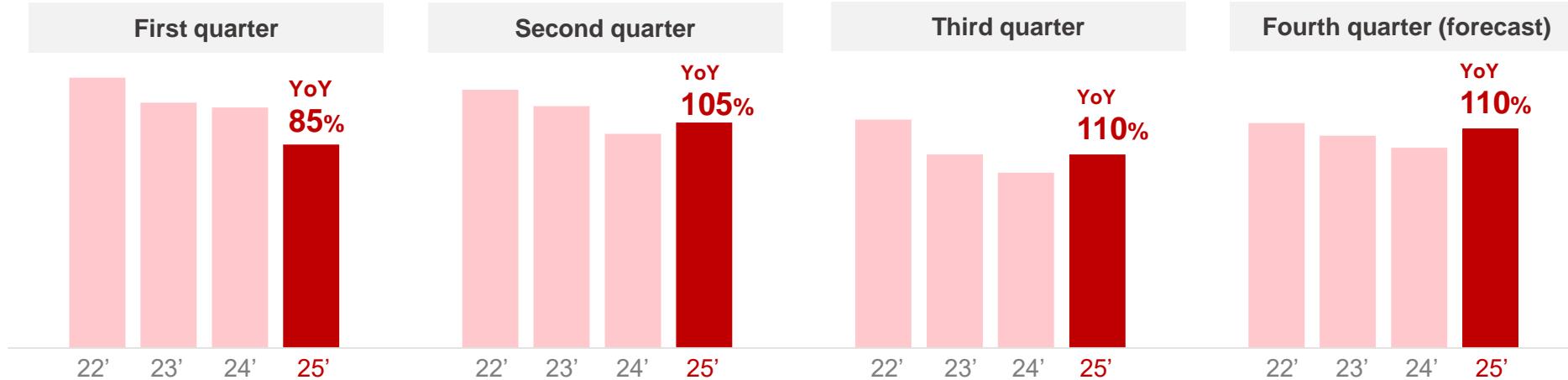
18-inch & larger



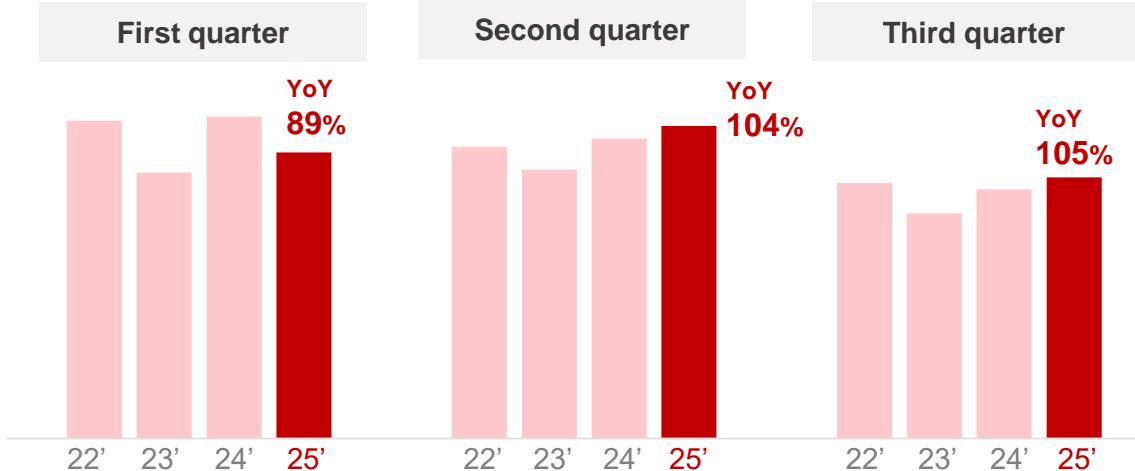
FY2025 OHT Business: Agricultural Machinery Tire Sales Plan and Results

Agricultural machinery tire sales results (volume basis)

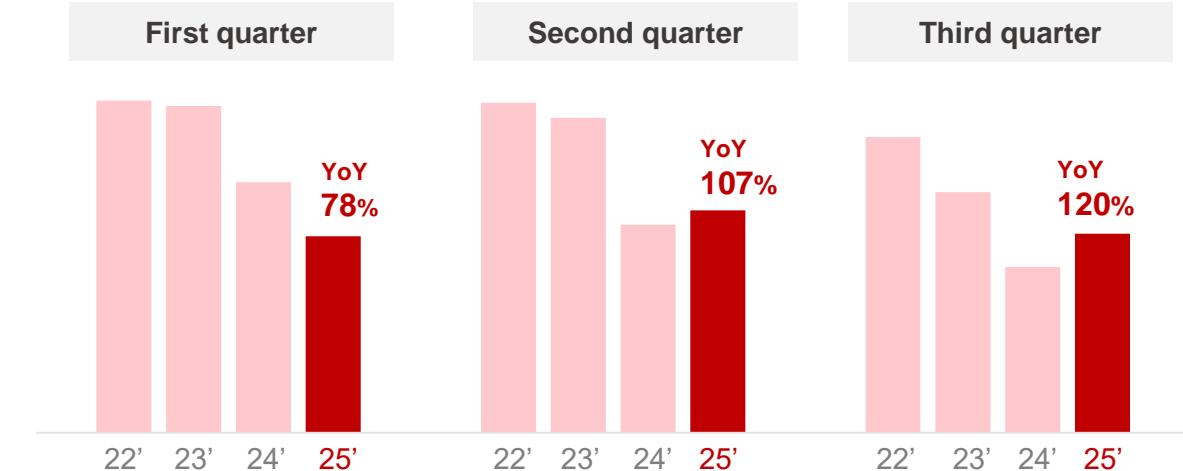
◆OE & REP combined results



◆REP results



◆OE results

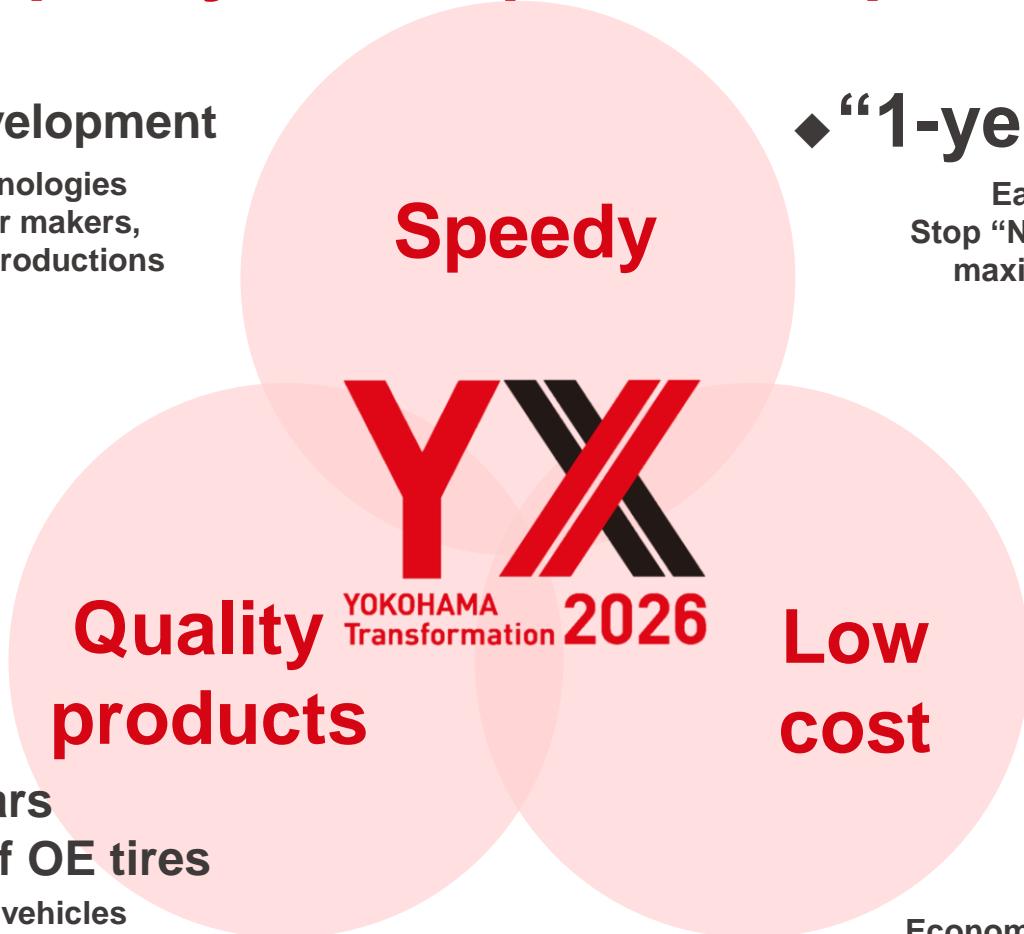


Consumer Tires “Technical/Production” Transformation

“Low cost, speedy development of quality products”

◆ Speed up tire development

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



Speedy

◆ “1-year plant” challenge

Early start-up → Early ROI
Stop “Not Invented Here syndrome”,
maximize acquisition synergies



Quality
products

Low
cost

◆ 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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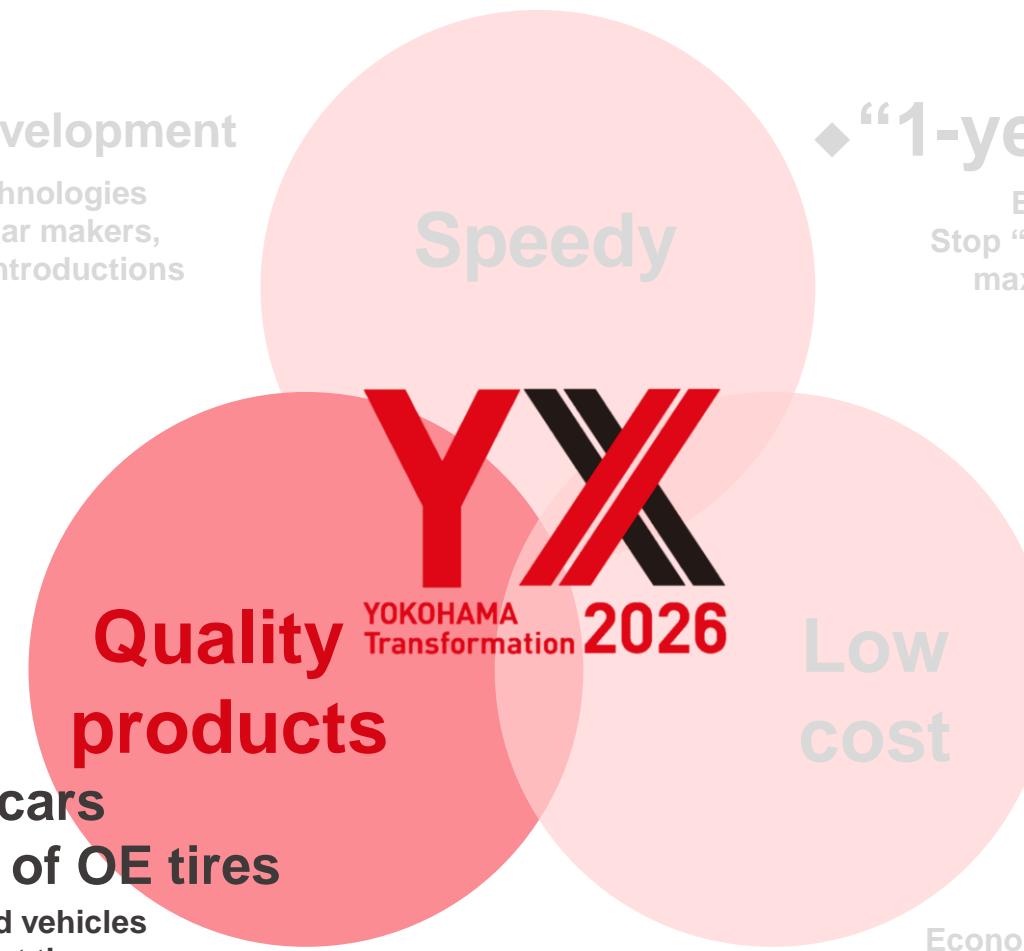
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Quality
products

YOKOHAMA
Transformation

2026

Low
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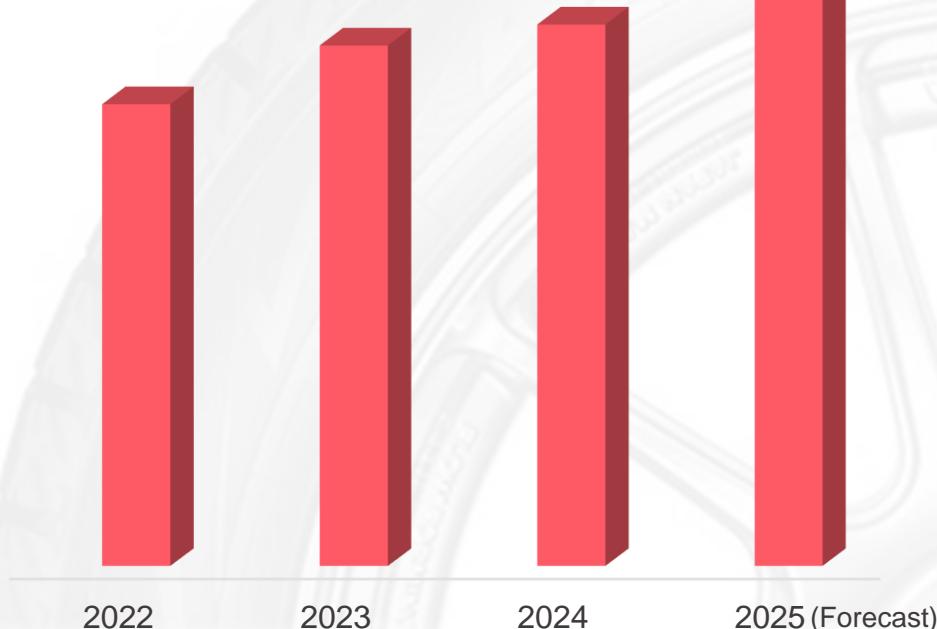
OE on premium cars attests to YOKOHAMA tires' high performance & quality

◆ Increase in tires supplied to premium car makers (BMW M, AMG, Porsche)

Premium car makers' OE selections

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

1.3x
(vs2022)



◆ Premium cars fitted with YOKOHAMA tires

ADVAN Sport V107

BMW M2/M3/M4

BMW XM

Mercedes-AMG EQS 53 4MATIC+

Mercedes-AMG CLE 53 4MATIC+ Coupe (ISG)

Porsche Cayenne

ADVAN WINTER V907

Mercedes-AMG E 53 HYBRID 4MATIC+



Key task for strengthening development of OE for premium cars

- ◆ Expand Shinshiro Plant's facility for developing tires for premium cars (2027~)

Background/Overview

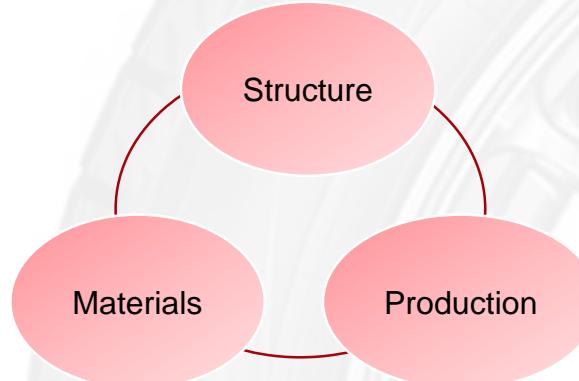
- Response to increasingly difficult quality demands for OE tires from European premium car makers
- Achieve higher technical features and uniform performance and quality
- Expand the building and introduce new molding machine



Shinshiro-Minami Plant

Concept

Integrate structure, materials,
& production technologies



Targeted features & technologies

- Handling stability at high speeds on dry roads
Seeking the high performance required for driving at high speeds on European roads with no speed limit
- Weight reduction and combination of low rolling resistance & high rigidity



Challenging cutting-edge technologies

Motorsports serve as a great test course for our tires

Motorsports
Challenge to develop
cutting-edge technologies

**Technological
capabilities**

- Material development
Enhanced rubber's sturdiness
- Structure development
Increased high-load capacity
- Evaluation technology
development

Recent results



ADVAN-equipped car finished 1st in GT500 class in
SUPER GT's 6th round



ADVAN-equipped car was overall winner in Round 8 of
Nürburgring Langstrecken-Serie



GEOLANDAR-fitted car won the overall championship in the
Asia Cross Country Rally (AXCR) 2025

Progress of Technology/Production Transformation under YX2026: EV Tire-Related Initiatives

YX

Main EV tire-related initiatives

ハイコラボ
HAICoLab



ADVAN V61

Toyota Motor BEV bZ4X
SUBARU BEV SOLTERRA
LEXUS BEV RZ
BYD SEALION 6 DM-i



BYD SEALION 6 DM-i



**ADVAN
Sport V107**

BMW
BMW i7, BMW iX3
Mercedes-AMG
Mercedes-AMG EQS 53 4MATIC+



Mercedes-AMG EQS 53 4MATIC+



**ADVAN
Sport EV**

GAC AION HYPTEC HL
Lynk & Co Z10
LEAPMOTOR C16
NIO ONVO L60
HUAWEI STELATO S9

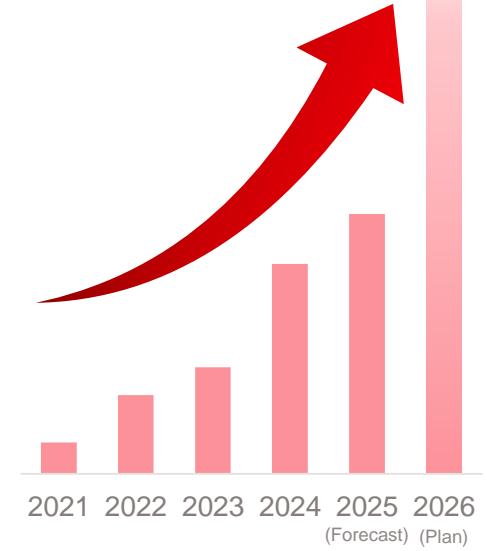


Lynk & Co Z10



Introduced "E+" mark

OE tires supplied for BEVs



Consumer Tires “Technical/Production” Transformation

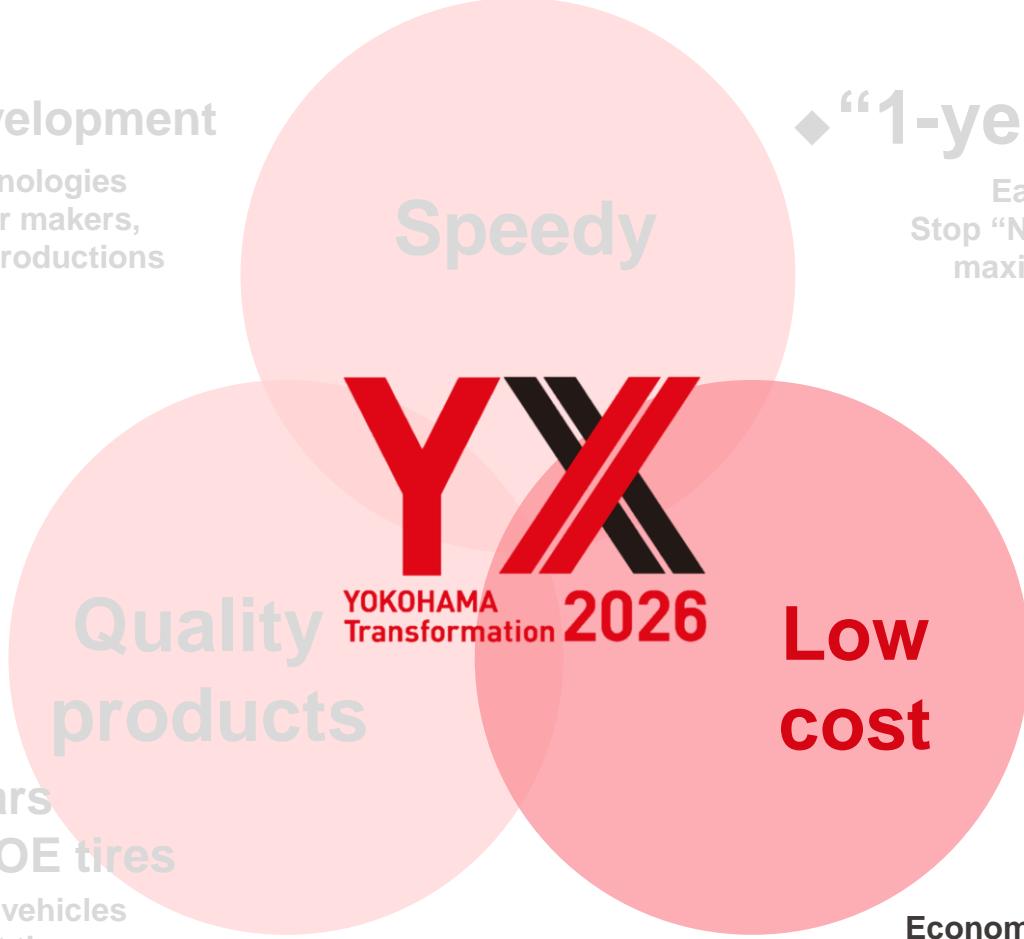
“Low cost, speedy development of quality products”

◆ Speed up tire development

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

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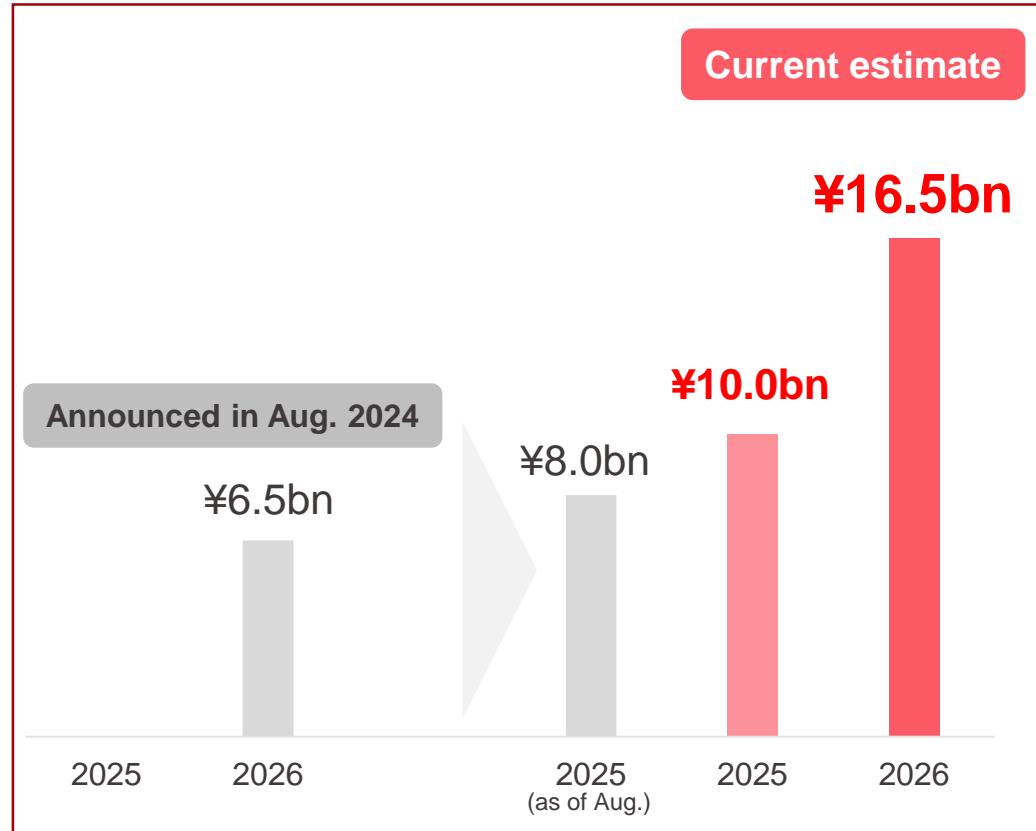
Low
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◆ Drastic reduction of
product costs

Apply ATG’s high-efficiency model
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Progressing toward drastic cost reduction

◆ Estimated reduction in raw material and processing costs



◆ Reduce raw material costs

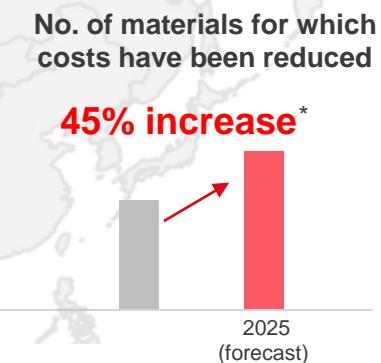
Supplier selection

Increase suppliers in emerging countries (focus on metals & rubber chemicals)



Evaluation

Apply YRC quality standards
Shorten evaluation leadtime while maintaining high quality



Appoint

Eliminate sectionalism, visualize activity, unify awareness across all departments
(advance procurement of large quantities)



◆ Reduce processing costs

- Maximize capacity and utilization of high-inch production equipment
- Reduce energy costs

YX2026 target

+3%

(Production vol.)

-15%

(\$/t)

Current estimate

+6%

-26%

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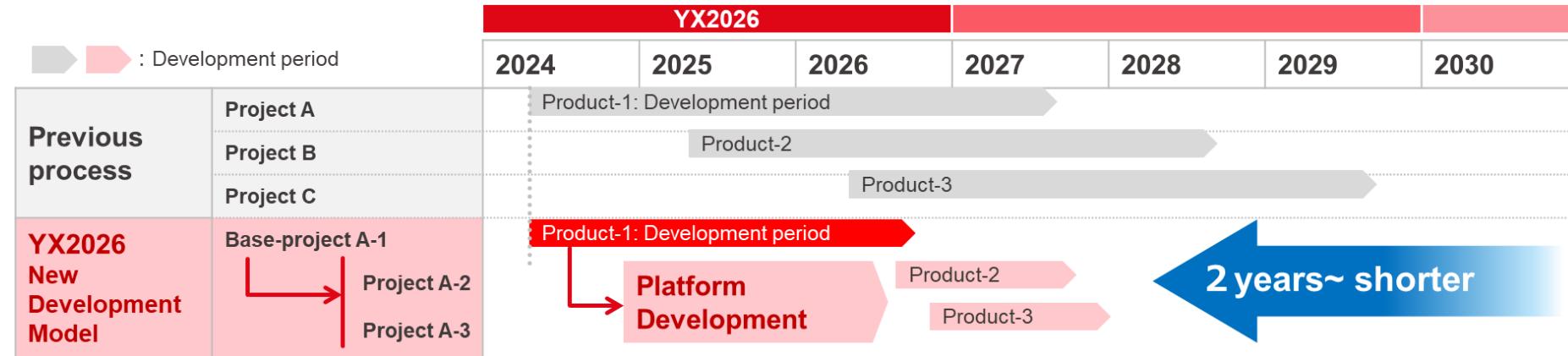


Progress of Technology/Production Transformation under YX2026: Speeding up tire development

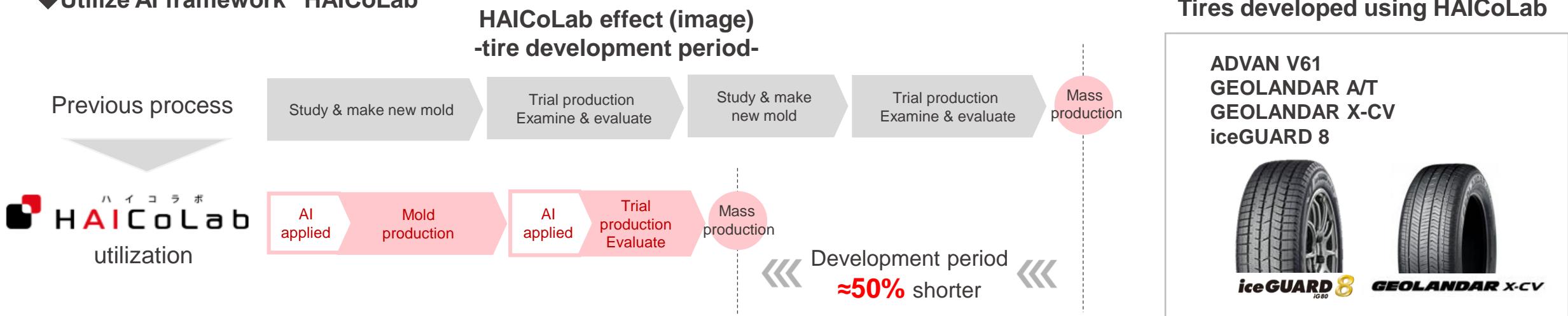


New products: Reduce development period

◆ Progress developing 1st product using new development model



◆ Utilize AI framework "HAICoLab"

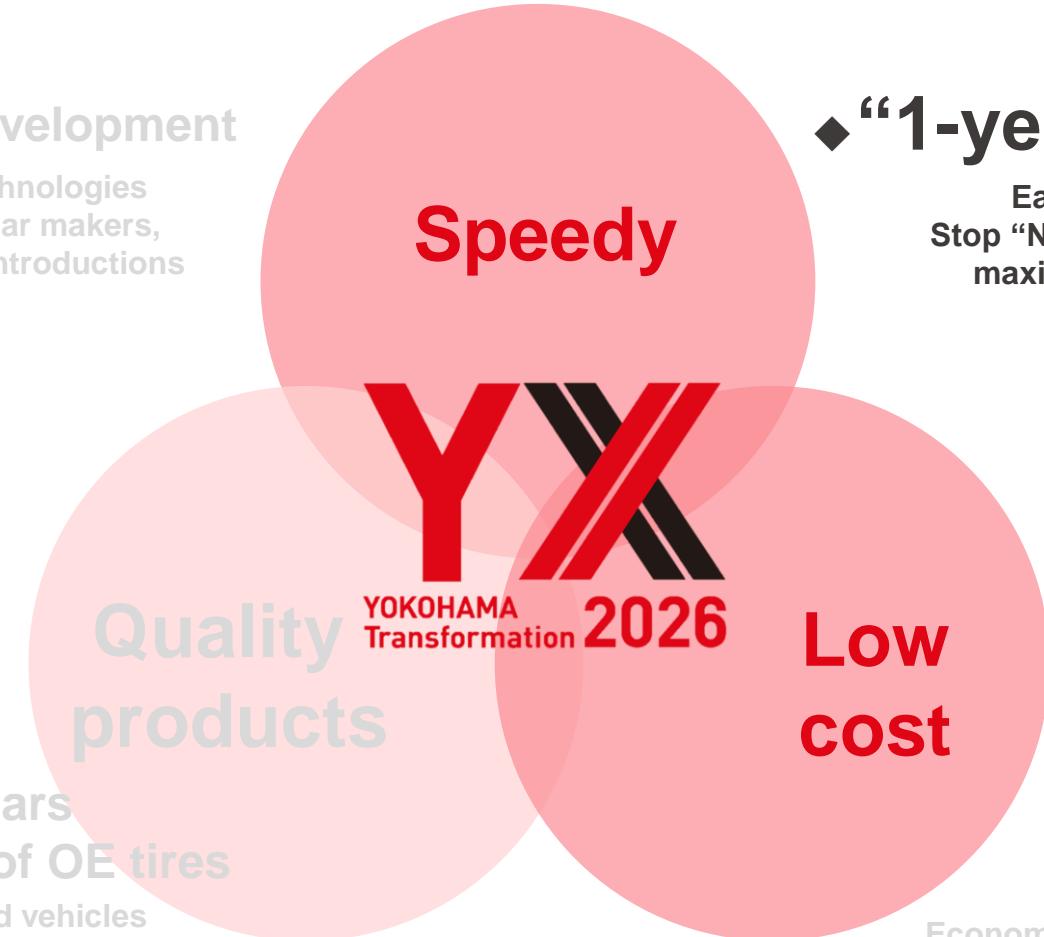


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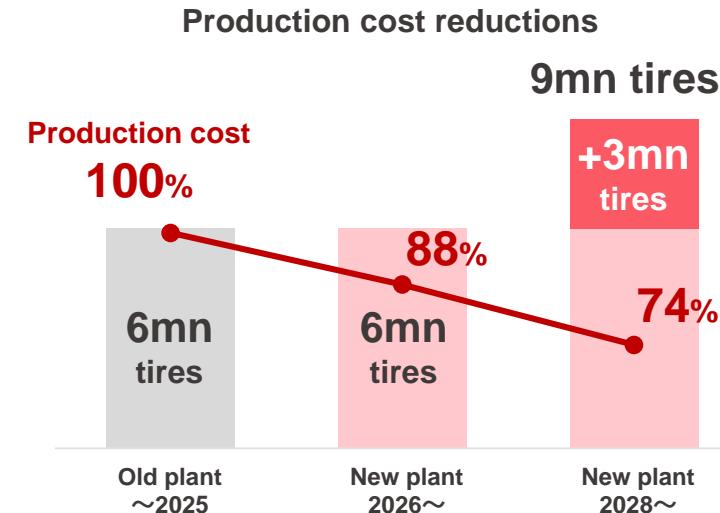
Progress on new plants

◆ Hangzhou, China plant

November 2025
Trial production start

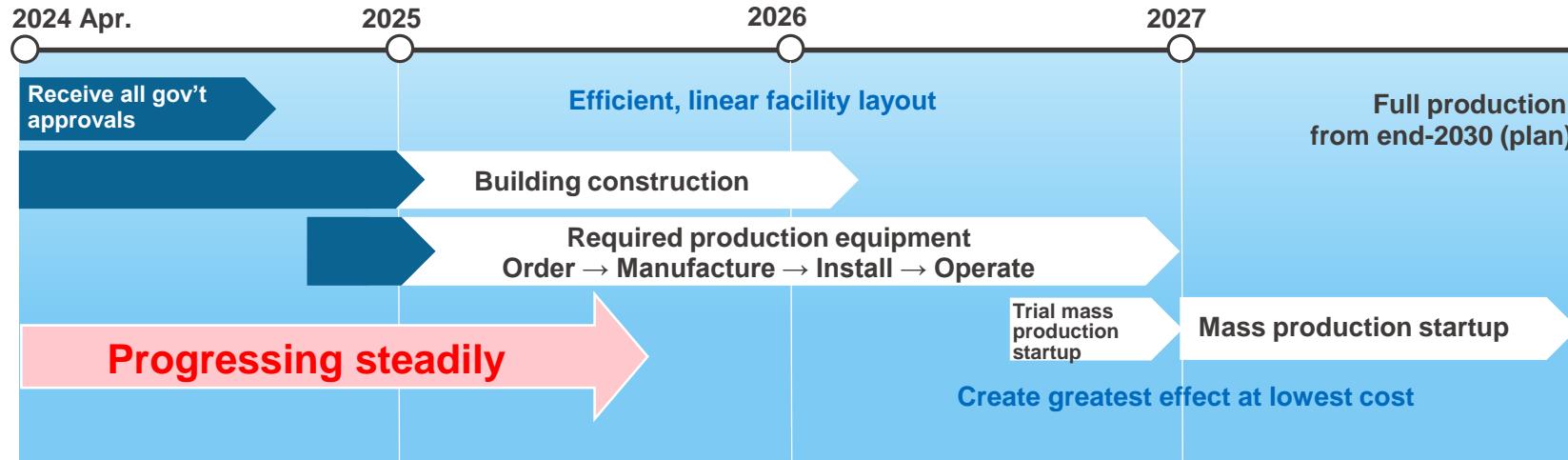
11-month plant

Opening ceremony on Nov. 22



Aerial view of new plant in November 2025

◆ Mexico plant



Aerial view of new plant in November 2025

- Secondary tariffs on India will have some effect but will be absorbed by other businesses.
- FY2025 plan is unchanged from previously announced forecast
- Aiming to achieve FY2026 business profit target in FY2025, **one year ahead of plan**

Full-Year Plan

(Billion yen)	2025 plan	2024 result	Change	Change (%)
Sales revenue	Record high 1,235.0	1,094.7	+140.3	+12.8%
Business profit before PPA amortization	Record high 170.1	142.8	+27.3	+19.2%
(Profit margin)	Record high (13.8%)	(13.0%)	(+0.8%)	
Business profit	Record high 153.0	134.4	+18.6	+13.9%
(Profit margin)	Record high (12.4%)	(12.3%)	(+0.1%)	
Operating profit	Record high 140.5	119.2	+21.3	+17.9%
Net profit	Record high 88.0	74.9	+13.1	+17.5%

Impact of US tariffs

Est. full-year impact in FY2025 ≈ ¥14.0bn* (including impact from secondary tariffs on India)

→ Plan to cover by raising sales prices, increasing sales volume and making internal improvements. Impact from secondary tariffs to be absorbed by other businesses.

* Considering tariff rate changes at the end of October 2025



YOKOHAMA Transformation 2026

**Completing Transformation under
Exploitation × Exploration Strategy**

*** Leave no negative legacies for next generation**