

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.

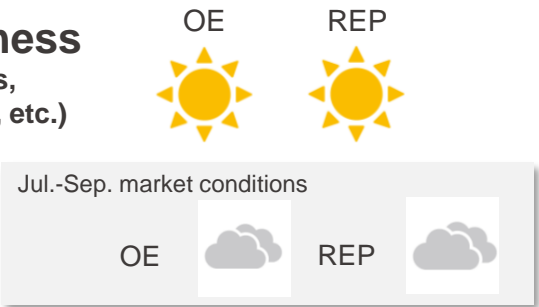
	Tire	OHT	Y-ATG	Y-TWS	G-OTR	MB
Before PPA amortization	13.6%	13.0%	16.7%	9.9%	12.4%	9.4%
After PPA amortization	13.6%	8.0%	14.2%	7.3%	-1.3%	9.4%

* 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.)

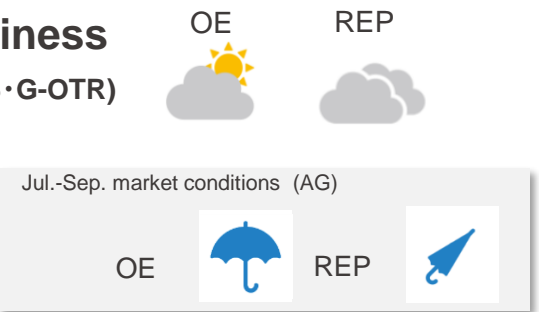


OE: Increases in new vehicles using YOKOHAMA tires in Japan and in No. America for SUVs and CUVs

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)



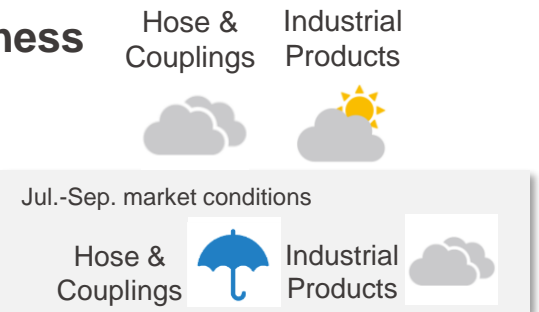
Amid difficult conditions, sales increased on expanded shares of OE & REP

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

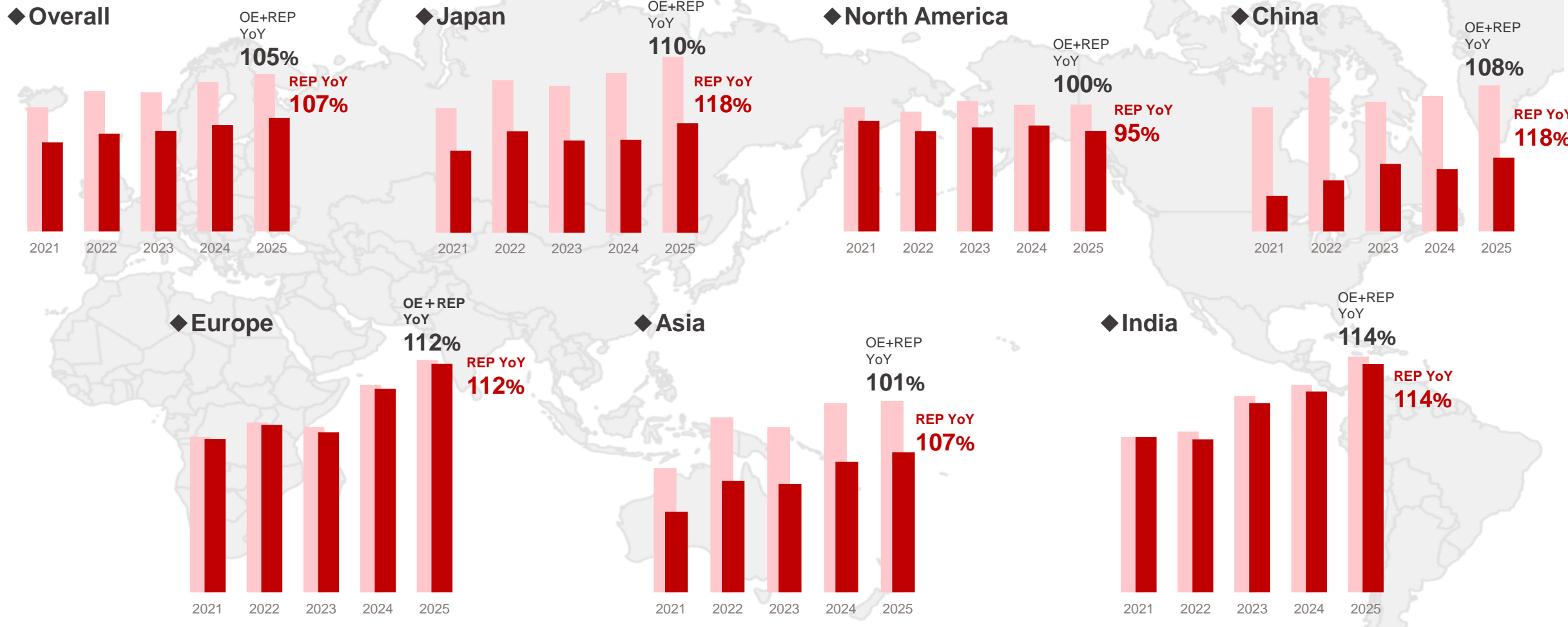
Profit supported by improved profitability of aerospace products, MIX improvements, and internal structural reforms

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



Tire Business FY2025 Full-Year Sales Plan



Consumer tire full-year unit sales plan

ALL

2025 plan
vs 2024

105%

Europe

110%



Asia

100%



GOOD DESIGN
AWARD 2025

Japan

106%



GOOD DESIGN
AWARD 2025

China

102%



GOOD DESIGN
AWARD 2025

No. America

101%

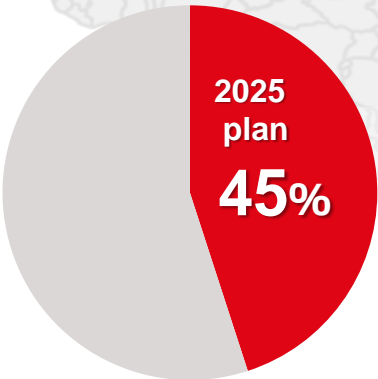


GEOLANDAR
A/T4

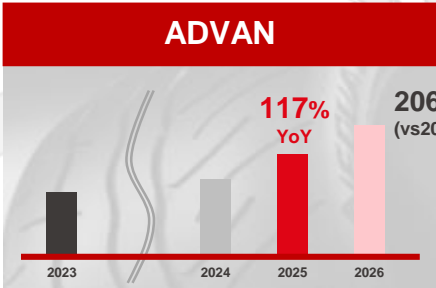
High value-added tire sales plan

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

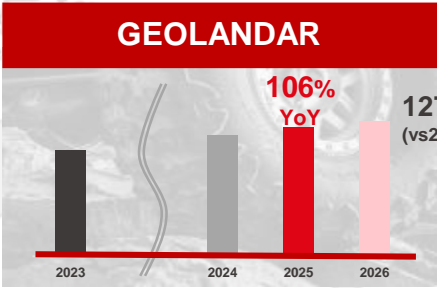
AGW sales ratio



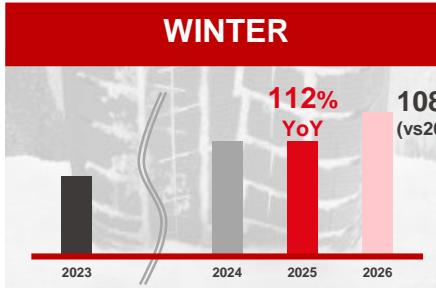
ADVAN



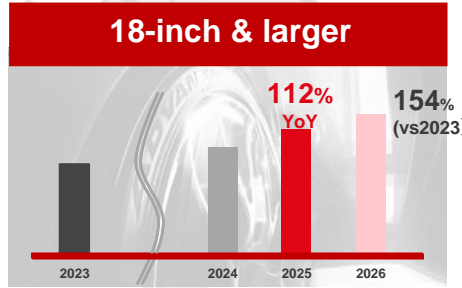
GEOLANDAR



WINTER

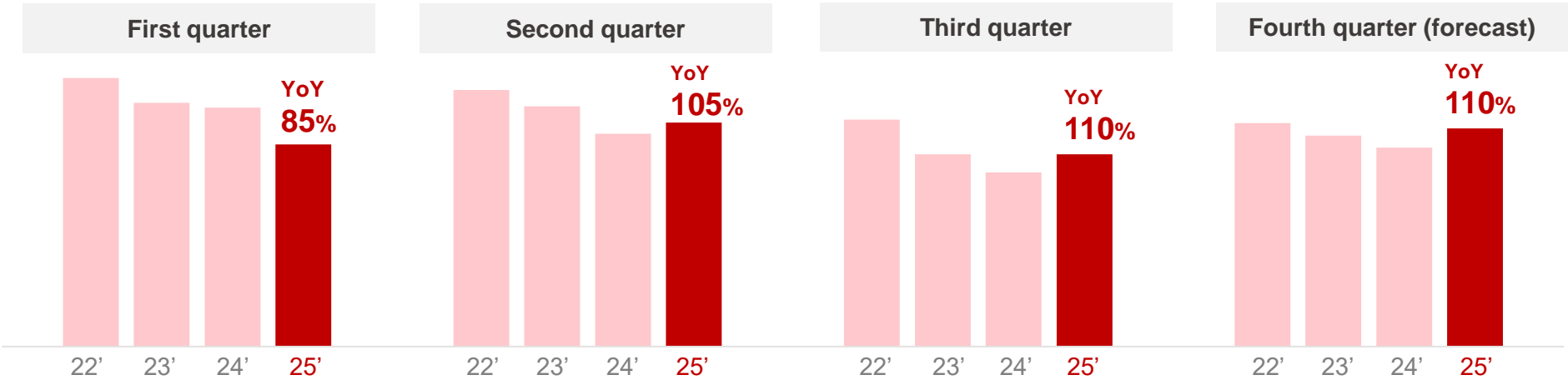


18-inch & larger

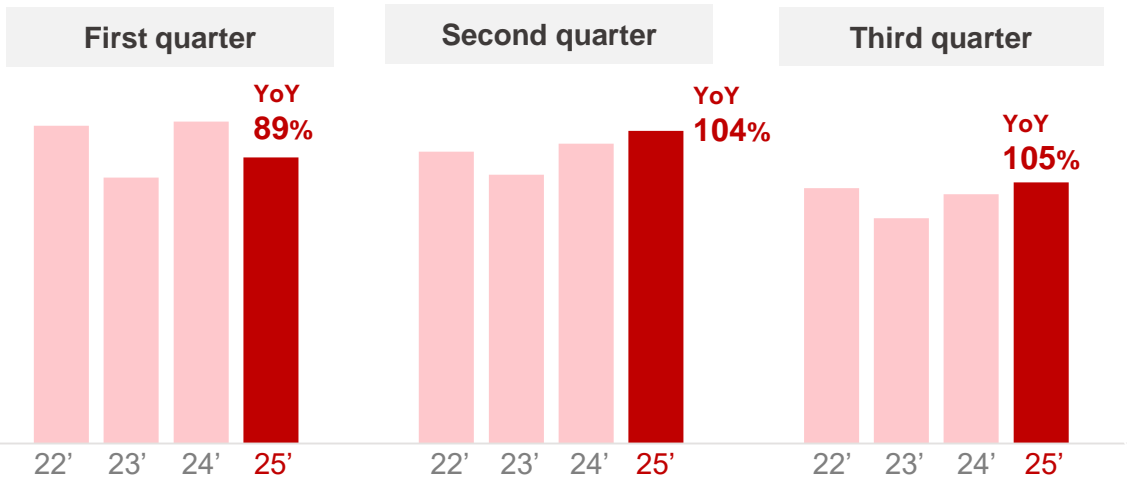


Agricultural machinery tire sales results (volume basis)

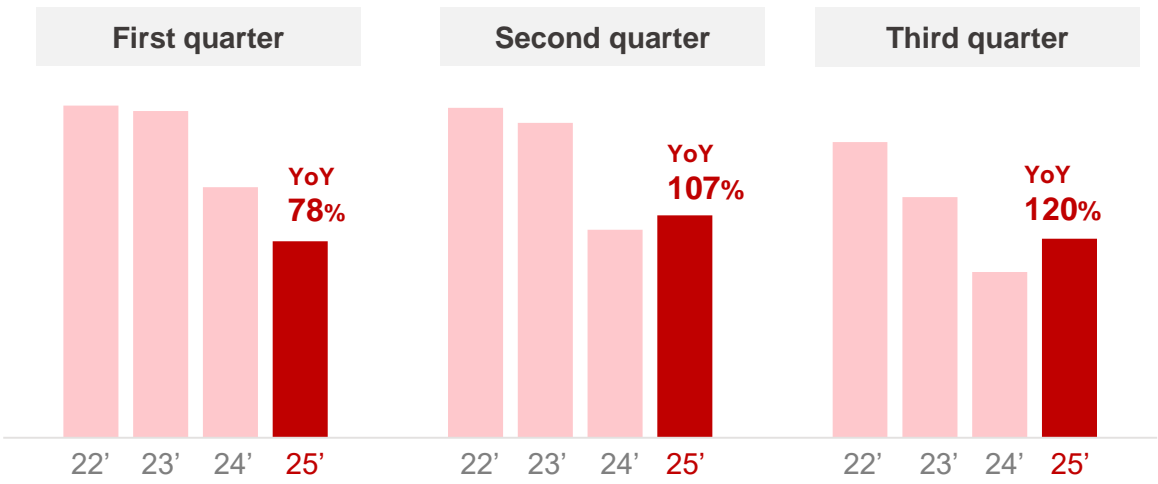
◆OE & REP combined results



◆REP results



◆OE results



Consumer Tires “Technical/Production” Transformation

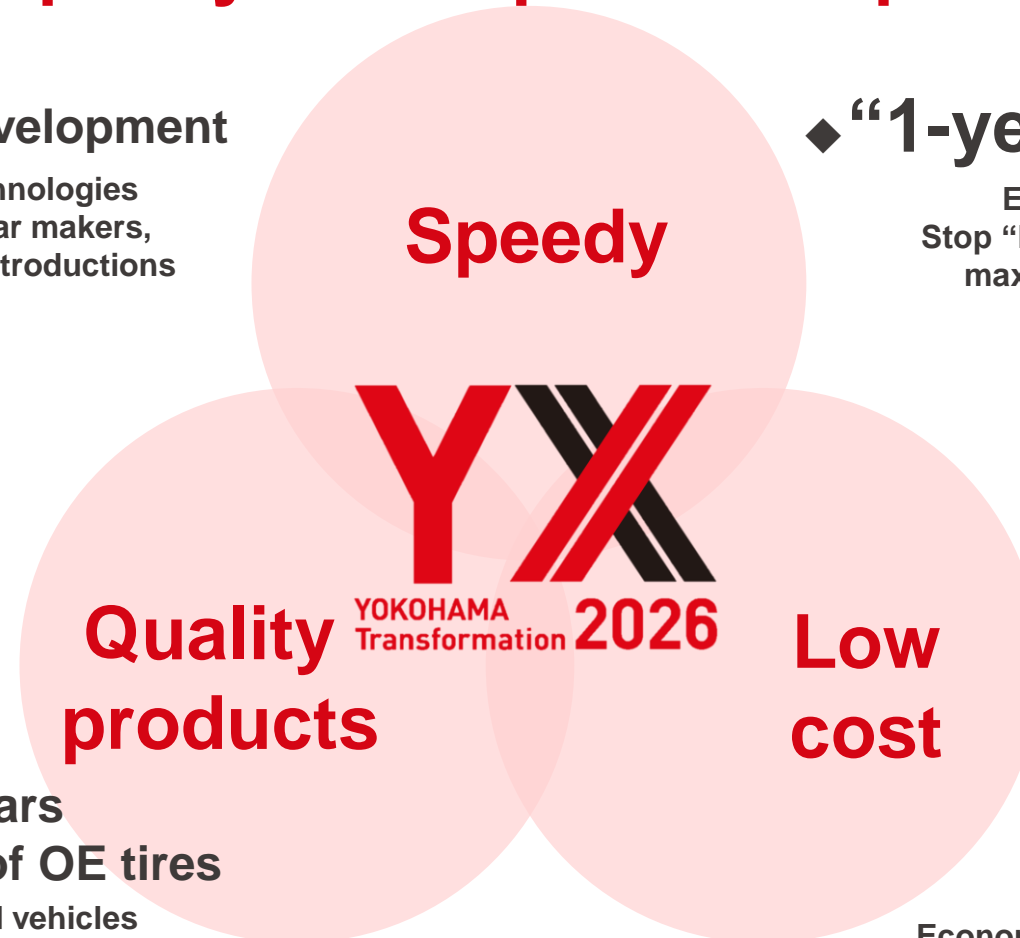
“Low cost, speedy development of quality products”

◆ Speed up tire development

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

◆ “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

Consumer Tires “Technical/Production” Transformation

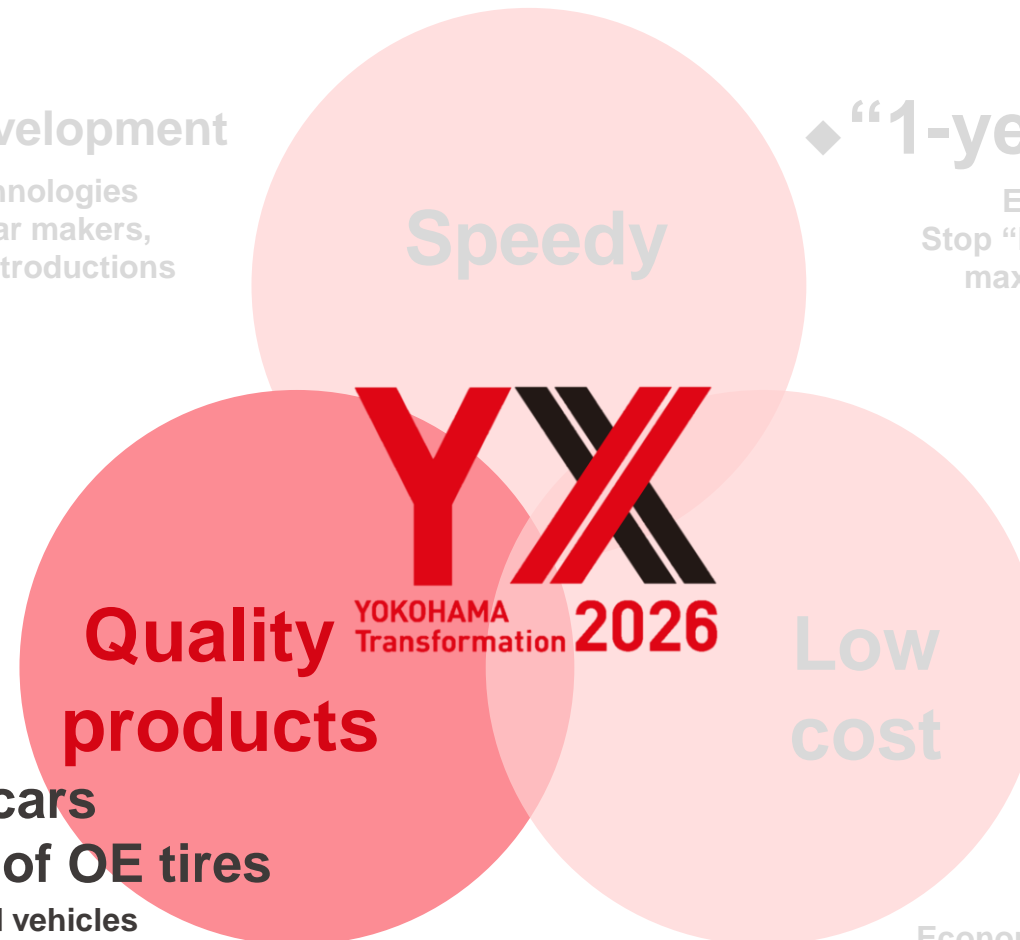
“Low cost, speedy development of quality products”

◆ 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

Progress of Technology/Production Transformation under YX2026: Strengthening Development of OE Tires for Premium Cars

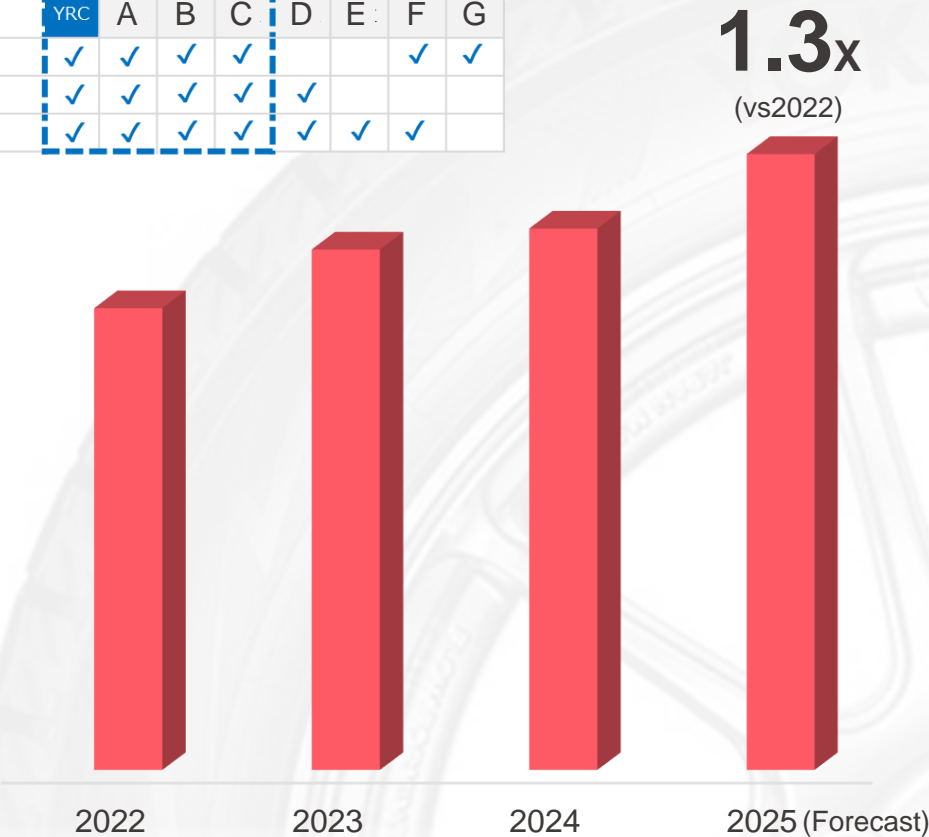


OE on premium cars attests to YOKOHAMA tires' high performance & quality

◆ 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	✓	✓	✓	✓	✓	✓	✓	



◆ 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

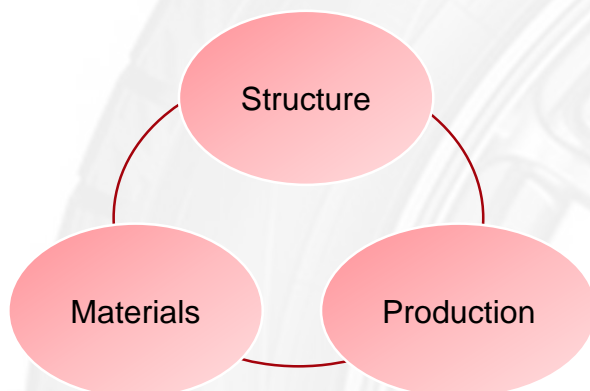
◆ Expand Shinshiro Plant's facility for developing tires for premium cars (2027~)

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

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



Shinshiro-Minami Plant



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



Main EV tire-related initiatives



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

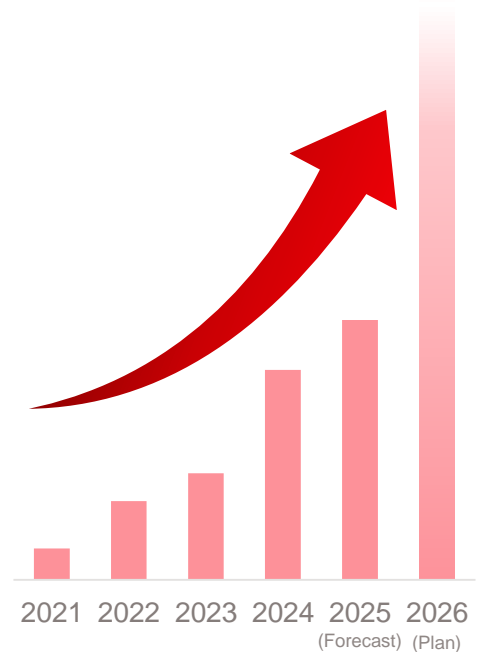


Lynk & Co Z10



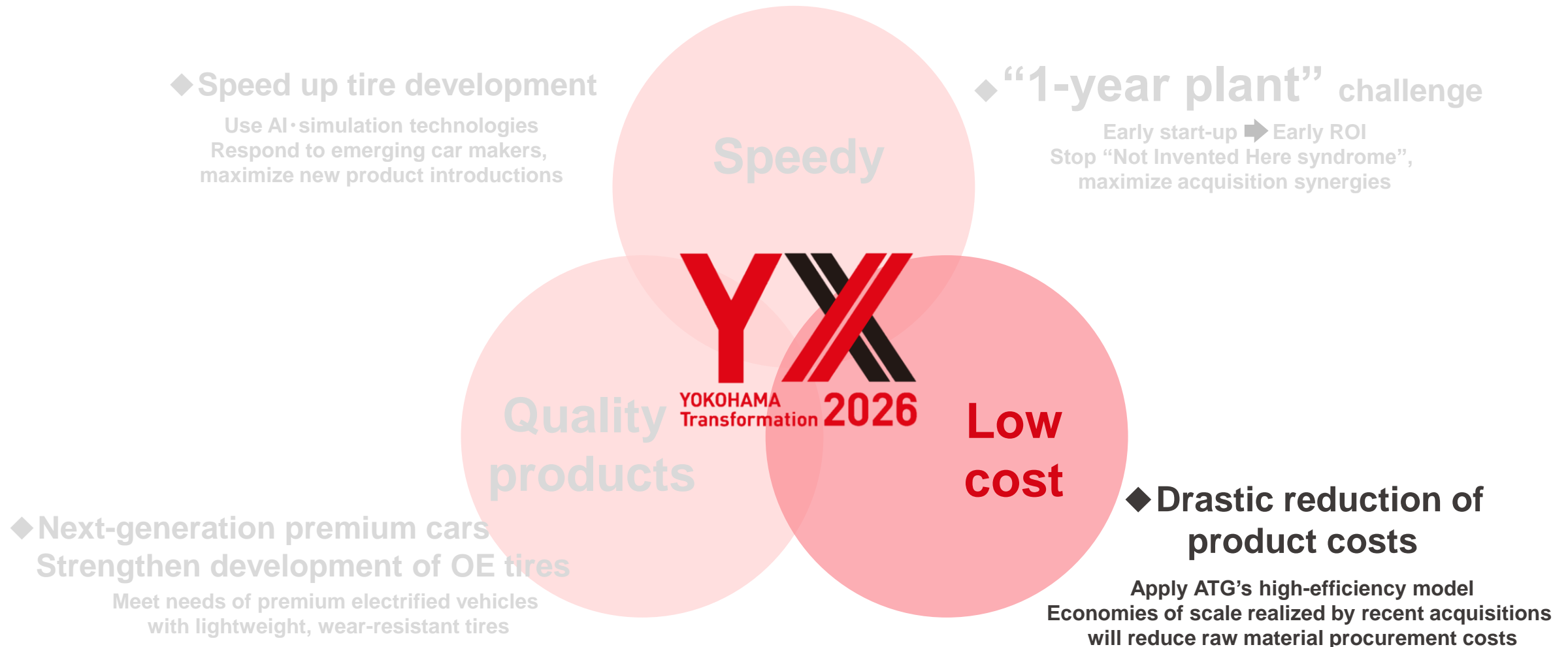
Introduced "E+" mark

OE tires supplied for BEVs



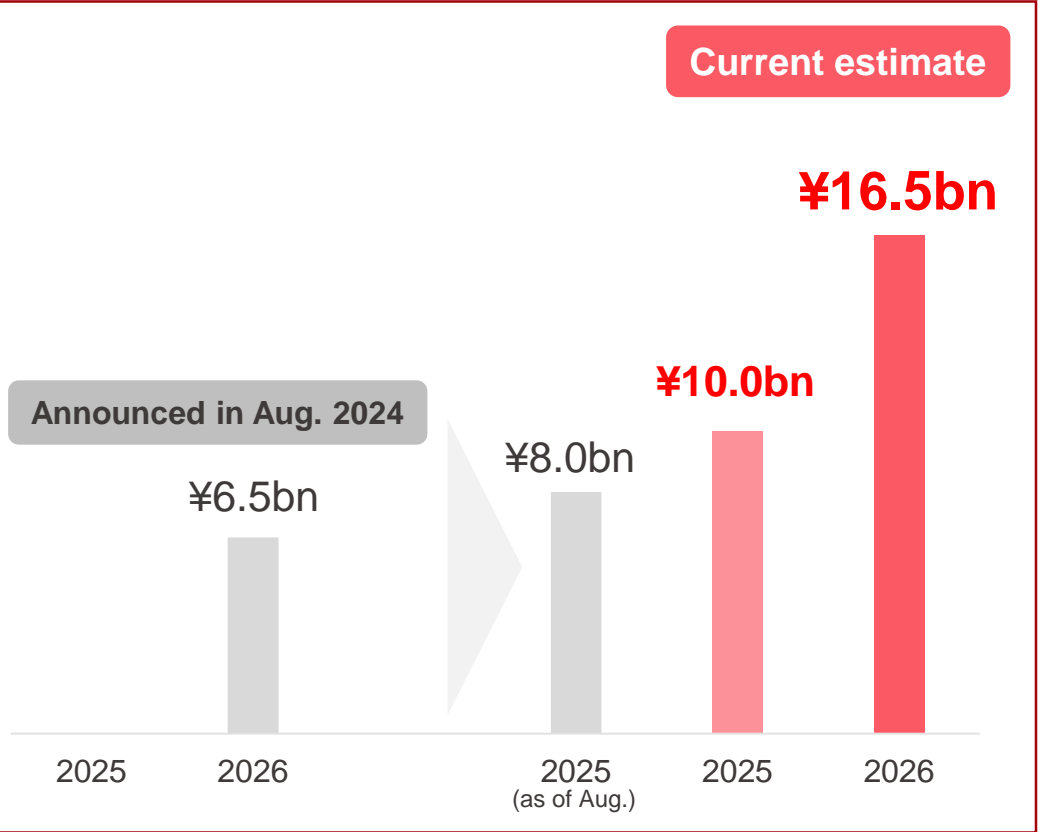
Consumer Tires “Technical/Production” Transformation

“Low cost, speedy development of quality products”

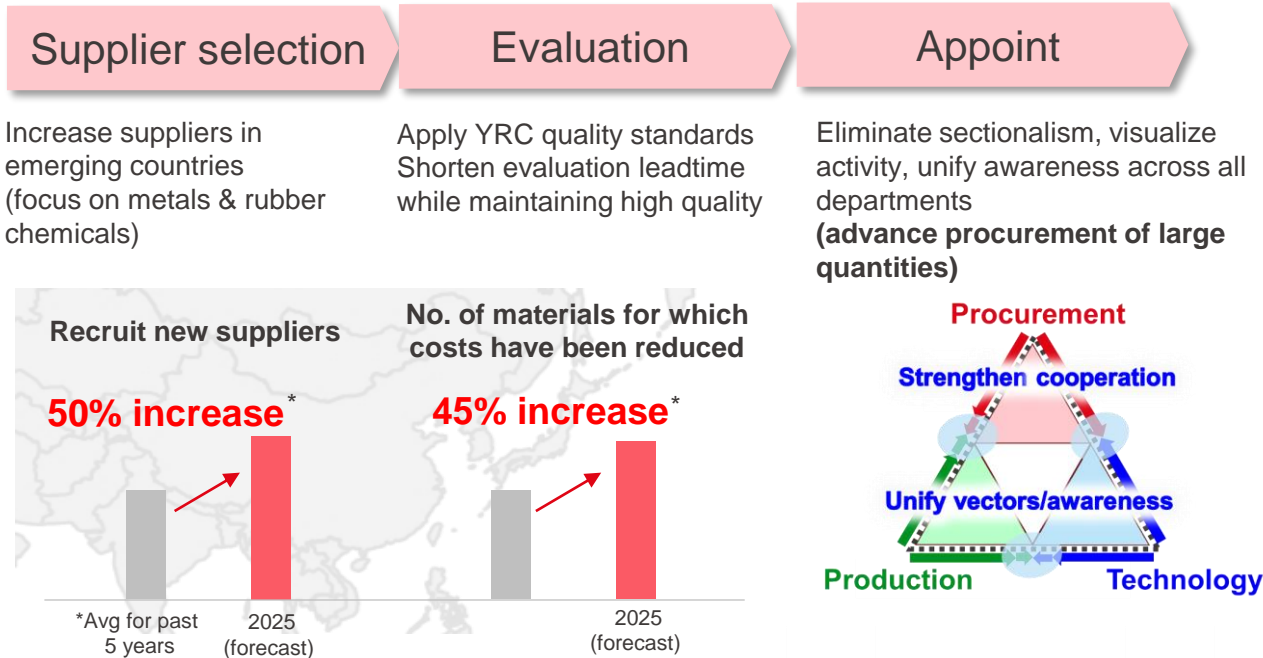


Progressing toward drastic cost reduction

◆ Estimated reduction in raw material and processing costs

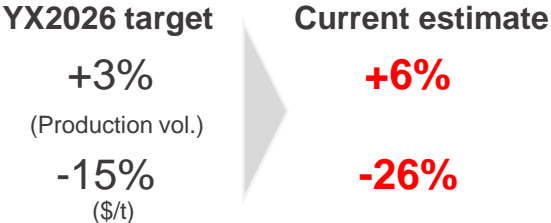


◆ Reduce raw material costs



◆ Reduce processing costs

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



Consumer Tires “Technical/Production” Transformation

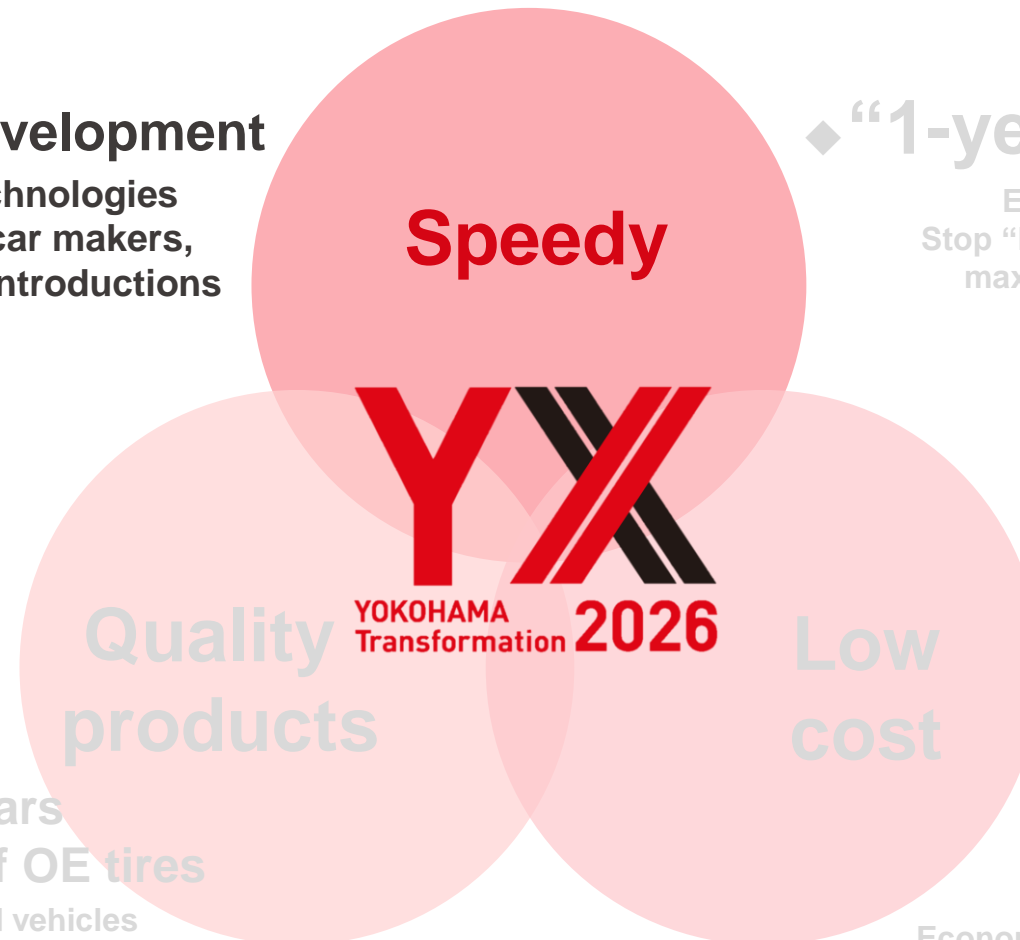
“Low cost, speedy development of quality products”

◆ 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

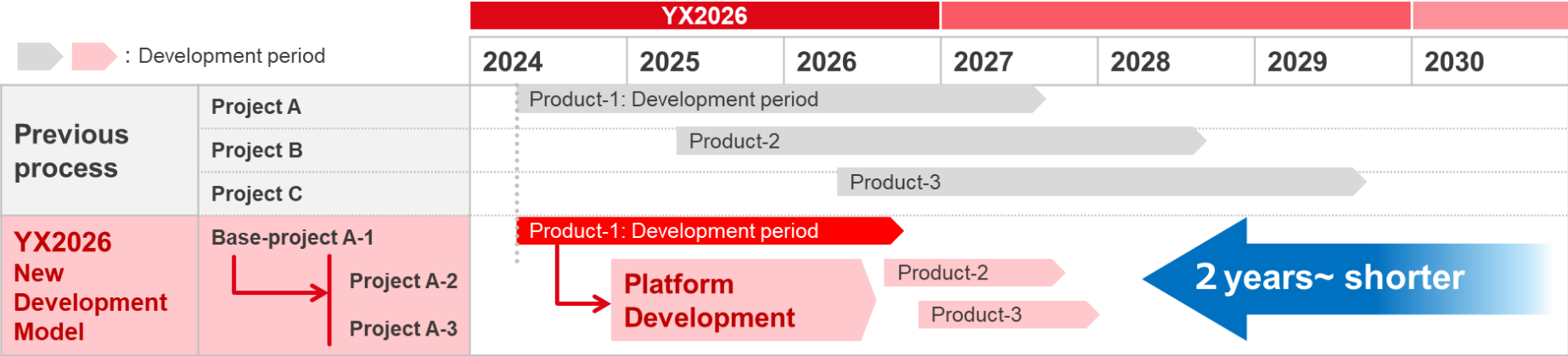
Meet needs of premium electrified vehicles
with lightweight, wear-resistant tires

◆ Drastic reduction of product costs

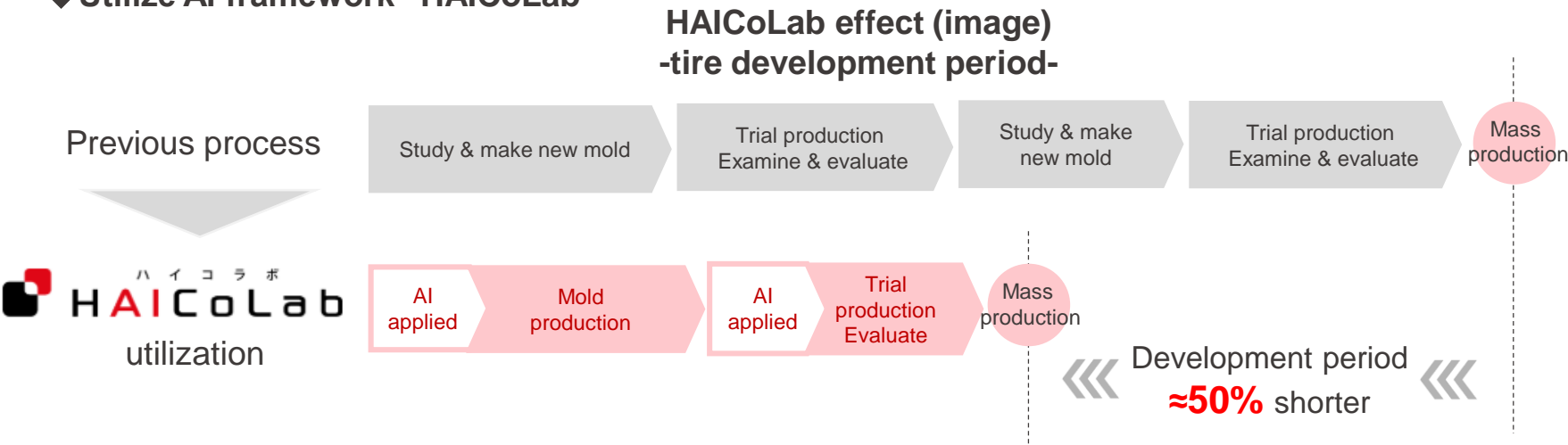
Apply ATG's high-efficiency model
Economies of scale realized by recent acquisitions
will reduce raw material procurement costs

New products: Reduce development period

◆Progress developing 1st product using new development model



◆Utilize AI framework “HAICoLab”



Tires developed using HAICoLab



Consumer Tires “Technical/Production” Transformation

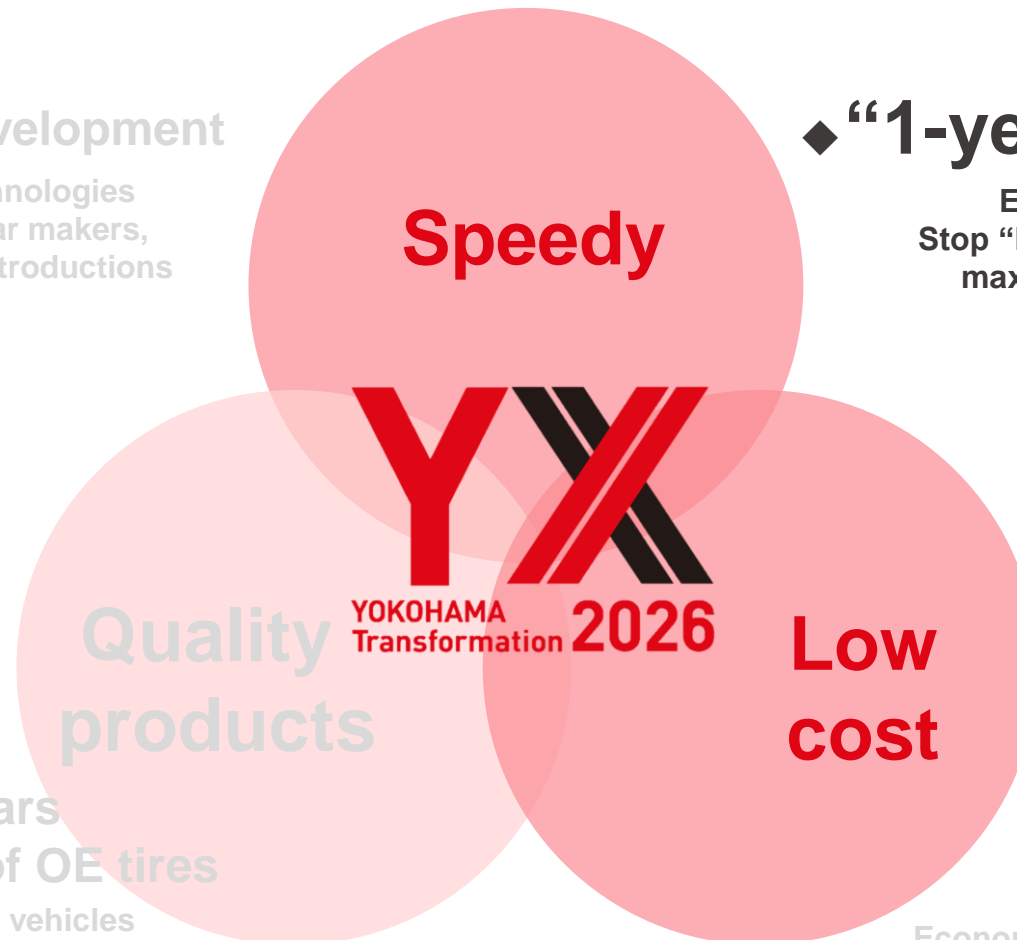
“Low cost, speedy development of quality products”

◆ 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

Progress of Technology/Production Transformation under YX2026: New Tire Plants in China and Mexico

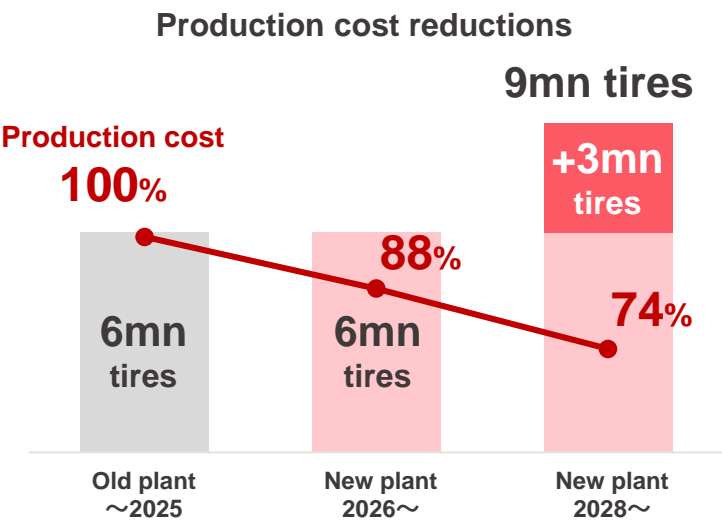


Progress on new plants ◆ Hangzhou, China plant

November 2025
Trial production start

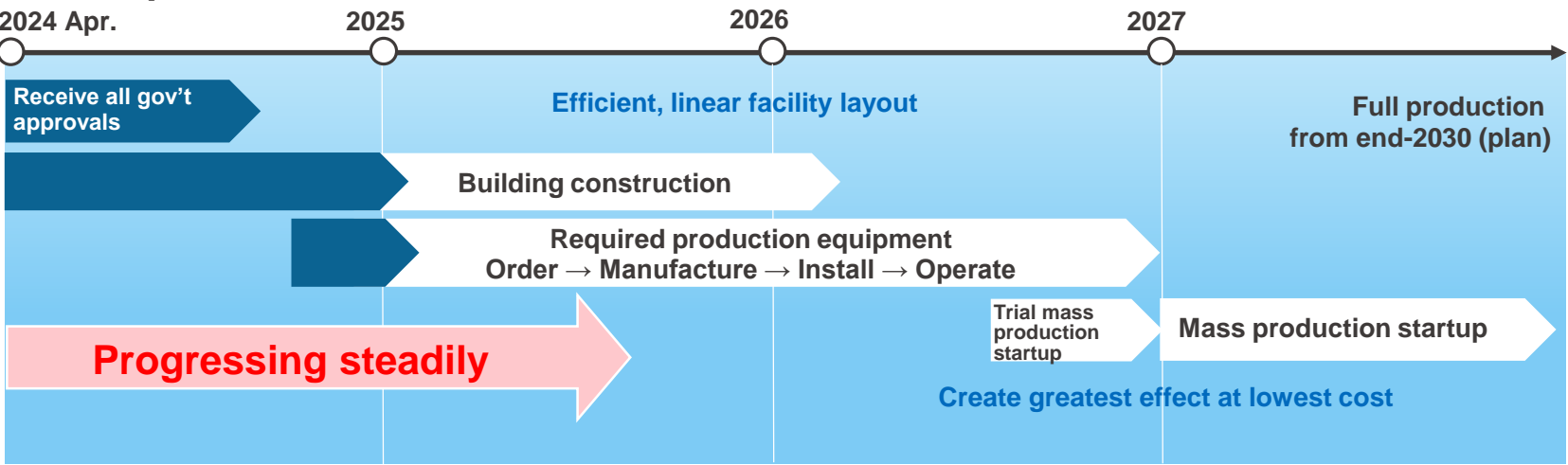
11-month plant

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