Message from the Co-COO



Building a Sustainable Growth Foundation Through the Competitiveness of the OHT Business and the Profitability of the India Business

We will continue to strengthen the OHT business, which has expanded its business foundation through the acquisitions of ATG, TWS, and Goodyear's OTR business, as well as the India business, which balances growth and profitability, thereby contributing to the sustainable growth of the Yokohama Rubber Group.

Nitin Mantri
Member of the Board and Senior Managing officer & Co-COO

Strengthening the Growth Foundation Even Amid a Harsh Market Environment

2025 was a year marked by an extremely challenging market environment for the OHT business. Numerous headwinds converged, including the impact of U.S. tariffs, high interest rates, and low commodity prices. However, even under such conditions, every business within the OHT division recorded profits exceeding the previous year's levels and, in yen terms, achieved results surpassing the budget and exceeding investor guidance by ¥1.4 billion.

One of the rules that I follow is "Don't let a crisis go to waste." During 2025, we leveraged the difficult market environment as an opportunity to expand our share among key customers, reform business processes in the backend, and improve our cost structure through production optimization. As a result, Y-ATG gained market share against its biggest competitor for the first time in its history, while Y-TWS secured a substantial 55% share of the European agricultural OEM market. In addition, Y-ATG achieved the largest product rollout in its history, launching over 600 SKUs during the year.

We also advanced structural reforms aimed at improving profitability by closing three underperforming plants and successfully transferring production to other sites. Through these initiatives, we believe that we have established a structure capable of delivering major profit growth when demand picks up.

The OHT Business Accelerates Growth by Leveraging the Strengths of Each Company

Though entering the OHT market may be easy, being successful and maintaining high profitability is not for the faint of heart. We continue to strengthen our competitive advantages by leveraging the product capabilities, development speed, service network such as Interfit, and customer base we have cultivated over many years.

In 2024, we organized OHT division into three distinct companies: Y-ATG, Y-TWS, and Y-OTR. Y-TWS and Y-OTR focus on the premium segment, while Y-ATG concentrates on the value segment. To implement strategies tailored to each market, each company maintains independent sales functions while integrating back-end functions such as procurement and production to maximize synergy.

Y-ATG is focused on expanding its market share in the value segment, globally. It is also entering new product segments such as UTV*1/ATV*2 tires, while increasing the product lineup of "Galaxy" branded agricultural tires.

Y-TWS has a very strong position in Europe, and the company is working on replicating this success in other parts of the world. The company is also developing agricultural rubber tracks*3 utilizing its proprietary technologies, as well as products leveraging PneuTrac technology*4. The "Mitas" branded motorcycle tire business is also growing fantastically, and production capacity is being expanded.

For Y-OTR, which has recently integrated Goodyear's OTR business, improving production costs is a key priority as there have been many products sourced from Goodyear's plants. For certain products, production costs currently exceed market prices, so we are shifting production to our lower-cost manufacturing sites in an effort to improve profitability.

*1 UTV (Utility Task Vehicle)
*2 ATV (All-Terrain Vehicle)
*3 Rubber tracks equipped in place of wheels
*4 A tire technology that integrates the benefits of radial tires, such as fuel efficiency and handling stability, with the high flotation and traction of rubber tracks.

Our India Business Is Driving Growth and Profitability

Yokohama India Pvt. Ltd. (YIN), Yokohama Rubber's passenger car tire manufacturing and sales company in India, continues to achieve growth exceeding 15% year on year, while overall market growth remains at approximately 4–5%. It is now one of the fastest-growing and the most profitable businesses within the Group.

YIN's plants possess exceptionally strong cost competitiveness within the Group, enabling low-cost operations. Meanwhile, its products have established a solid position in the premium segment, representing a major strength in balancing both growth and profitability.

Going forward, the company will continue strengthening its brand power, product capabilities, and cost competitiveness in the high-growth Indian market, thereby driving growth across the Group as a whole.

Message to Stakeholders

Since joining the Yokohama Rubber Group nine years ago, I have been deeply involved in the growth and transformation of the company. We have grown from being an insignificant player in the OHT segment to becoming the world's third-largest OHT player today.

This growth has not simply been the result of expanding business scale, but rather the culmination of steady efforts in implementing structural reforms, strengthening product capabilities, and building a global network. Going forward, we will continue striving to become the world's second-largest OHT company by further enhancing profitability and strengthening our competitiveness, achieving sustainable enhancements in corporate value.