# CSR REPORT 2014

# **Editorial Policy**

Our stakeholders are advised that within this report a focus has been placed upon those representative measures of the Yokohama Rubber Group that are being promoted to realize the CSR management vision of "To build a trusted identity as a contributing member of the global community".

From a medium-term perspective, this brochure has been compiled to convey in easily-understood terms what Yokohama Rubber thinks it should be doing, and is doing, with regard to the message of "protecting the environment and people around the world". In the Annual Activity Report, in accordance with the seven core subjects of ISO26000 framework, a review from managers has been offered along with measures that are being undertaken both domestically and overseas.

Please note that the organization names and affiliations appearing in the report are current as of April, 2014.

As is the case each year, in the CSR Report online edition, information corresponding to the GRI Guidelines (Version 3) Application Level B is listed.

**CSR Web** 

http://www.yrc.co.jp/csr/en/

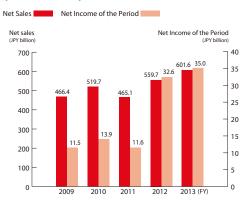
# Yokohama Rubber Group at a Glance (as of December 31, 2013)

Company Name	The Yokohama Rubber Co., Ltd.
Establishment	October 13, 1917
Paid-in Capital	JPY 38,909 million
Net Sales	JPY 601,629 million (consolidated)
Fiscal Year End	December 31
Chairman and CEO and Representative Director	Tadanobu Nagumo
President and Representative Director	Hikomitsu Noji
Head Office	36-11 Shimbashi 5-chome, Minato- ku, Tokyo, Japan 105-8685

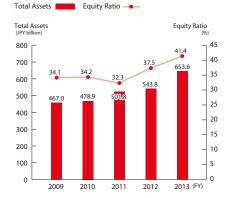
12
598,162
n, the USA, Canada, Australia, nany, the Philippines, Vietnam, a, Thailand, Russia, etc.
//www.yrc.co.jp/global/index.html

<sup>\*</sup>In order to be consistent with overseas subsidiaries with respect to consolidated accounting practices, etc., it was decided to shift the date of financial closing from March 31 to December 31 as of the 2011 financial year.

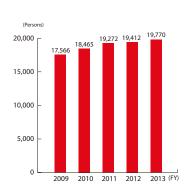
# Net Sales and Net Income (consolidated)



# Total Assets and Equity Ratio (consolidated)



# Number of Employees (consolidated)



**Issued Date:** September 2014 **Editorial Responsibility:** CSR Report Editorial Group

# Corporate Philosophy (Launched in 1990)

# **Basic Philosophy**

To enrich people's lives and contribute to their greater happiness and well-being by devoting our wholehearted energies and advanced technology to the creation of beneficial products.

#### **Management Policies**

- Take on the challenge of new technologies to produce new value.
- Develop proprietary business fields to expand the scope of business.
- Create a workplace that values, improves and energizes people.
- Deal fairly with society and value harmony with the environment.

#### **Action Guidelines**

— Corporate Slogan —

- Develop ourselves so that we may give our personal best.
- Trust, challenge and improve one another.
- Nurture a welcoming, open spirit.

**Excellence by nature** 

# **CSR Management Vision** (Launched in 2008)

# To build a trusted identity as a contributing member of the global community.

#### **CSR Action Guidelines**

• Identify continually changing social trends. • Ascertain the items that can contribute • Act swiftly to earn affirm trust. • Practice CSR in one's own work.

## Grand Design 100 (GD100) Medium-range Management Plan

#### **GD100 Vision and Basic Policy**

To mark the Yokohama Centennial in FY2017, we will evoke a distinctive global identity in building corporate value and in building a strong market presence.

### **Long-Term Financial Targets (FY2017)**

Net sales: ¥1 trillion, operating income: ¥100 billion, operating margin: 10%

#### **Basic Policy**

Deliver the best products at competitive prices and on time. Assert world-class strengths in technologies for protecting the environment. Foster a customer-oriented corporate culture that honors rigorous standards of corporate ethics.

#### **GD100 and Our Approach to the Environment**

#### **Basic Policy**

Following the principle of dealing fairly with society and valuing harmony with the environment, we shall assert our world-class strengths in technologies for protecting the environment.

- Continued improvement of environmental management.
- Action to combat global warming.
- Contributing to the creation of a sustainable recycling society.

Established in 2006

Established in 2006

# CONTENTS

- **Editorial Policy /** Yokohama Rubber Group at a Glance
- Corporate Philosophy / Contents
- Message from the President

# **Notes Concerning Forward-Looking Statements**

This report contains projections, statements regarding plans and objectives, and other forward-looking statements. All such statements are made based on assumptions and judgments derived from information available as of March 2014, and are subject to risks and uncertainties that could cause actual performance to differ, including not only the business activities of the Yokohama Rubber Group but also global and economic trends and changes in the global environment. We hope for your understanding on this point.

For 2017 and Beyond 7 Stakeholder Dialogue

> What is needed for evoking a distinctive global identity in building corporate value and a strong market presence?

- Yokohama Rubber's Growth Strategy for 2017
  - 10 Medium-Term Management Plan **GD100**

# **MB Growth Strategy**

- 12 Supporting the Joy of Mobility with Medi-Air Technologies
- 14 Developing Superior Eco Conveyor Belts in Terms of Environmental Performance and Economics
- 15 Making the Best Airplane Lavatory in the Skies with a Focus on Quality and Passion for Flying

## **Tire Growth Strategy**

- 16 Delivering Tires that Protect the Environment and People Around the World
- 18 Making Comfort Accessible to People and Society Punctureless Wheelchair Tires that Make Recyclable

- Yokohama Rubber Group's CSR
  - 19 Approach to CSR / CSR and Environmental **Promotion Framework**
  - 20 Response to the GRI Guidelines (Version 4)
- **Seven Pillars of Core Subjects for Yokohama Rubber to Address** 
  - 22 List of Goals and Achievements
- 24 Organizational Governance
- 25 Human Rights **26 Labor Practices**
- 27 The Environment
- 28 Fair Operating Practices
- 29 Consumer Issues
- 30 Community Involvement and **Development**
- **Third-Party Opinion / Response to Third-Party Opinion**