

Message

Yokohama Rubber will celebrate its centennial in 2017. In thinking about the next 100 years of the company, I believe it is very important to think about our vision for 2050 and what we need to do to accomplish this.

I want the Yokohama Rubber of 2050 to be an appealing company. This requires that we achieve stable, continuous growth globally and raise our profile internationally. In recent years, manufacturers from emerging countries have grown stronger and industry reorganization has become much more active. To maintain this identity as an appealing company well into the future, we will also need to engage in value-added businesses and play a lead role in industry reorganization.

Aimed at our centennial in 2017, we have been implementing the medium-range management plan Grand Design 100 (GD100) since fiscal 2006 to become a global company with a unique presence in terms of both corporate value and market position. In addition to our core business of supplying high performance, safe tires for automobiles, we have decided to also focus on tires for vehicles used in agriculture, industry and disaster relief applications through M&A. This will not only help us to achieve continuous growth, but also contribute broadly to society through our businesses.

Recently, I had the chance to talk with Ms. Nami Takenaka, Chairperson of Prop Station, a social welfare corporation helping people with disabilities participate in society (see page 9). Simply having solid financial performance does not mean that society will respect you as a company. You can question whether many companies are indeed contributing to society or not. Whether a company employs and utilizes a diverse workforce, will have a major impact on that company's future.

I want to make Yokohama Rubber to be a top five tire company globally by 2030. To achieve this, I will make sure that we have a diverse workforce that works well together to achieve continual growth. I will also ensure that we value employees with broad perspectives and a unique presence.



Tadanobu Nagumo

Chairman and Representative Member of the Board

