

Message from the PRESIDENT

# Aspiring to Grow the Company with a Strong Presence in Advance of Our Centennial



**Hikomitsu Noji**

President and  
Representative Member of the Board

## Yokohama Rubber's Mechanisms and Human Resource Development Initiatives for Continually Earning the Trust of Society

Yokohama Rubber will celebrate its centennial next year in 2017. I would like to take this opportunity to extend my appreciation for the support we have received over this time from customers, business partners and various other stakeholders.

Last year, there were a number of corporate scandals around the world that shook the confidence of consumers and society as a whole.

Yokohama Rubber, recognizing that these scandals are not someone else's problem, took stock of fraud and risk items at all business divisions, subsidiaries and affiliates in order to check whether information, goods, and money is centrally managed within operational flows. We also clarified accountability for meeting bodies and job duties and thoroughly implemented measures to prevent fraud.

Today, our work involves both digital tasks and analog tasks. For example, we have digitized work that handles data to every extent possible and established a mechanism whereby data is retained in its original condition without modification by others.

At the same time, we want workers to focus on analog tasks that produce added value for the company, such as communication with others and value creation. We are in the process of developing a system that will ensure corporate scandals never occur and that will maximize added value in terms of both systems and people.

## Raising Our Visibility Among Customers Around the World

To increase our visibility further, in 2015 we concluded a partnership agreement with Chelsea FC of the Premier League, one of the world's foremost professional soccer leagues. Soccer is a popular sport even in emerging countries, and so through this relationship, we hope to get our name out and let people know our tires are being used in motorsports and on some of the world's top vehicles. This will raise our brand profile and help pave the way for increasing our customer base around the world.

Environmental initiatives are another essential element for any company. Yokohama Rubber has declared its commitment to become a company having world-class strengths in technologies for protecting the environment when it comes to giving back to the environment. We offer some of the world's best tires when it comes to environmental performance. Our goal is to be a company with a strong presence in global markets for the next century. Toward that end, we will implement various initiatives and activities.

## Reinforcing Our Operating Base and Maximizing Added Value through CSR-centered Management

Safety, the environment, quality, and compliance represent pillars of CSR initiatives that form the very foundation of a company. A company's added value is largely determined by the extent to which it can reduce related risks to zero and accumulate positive value in other places. The greater the positive value, the greater the corporate value, which also translated into greater brand power, too.

Yokohama Rubber acquired Alliance Tire Group B.V. (ATG) of the Netherlands in 2016. ATG markets industrial tires in 120 countries around the world. Now, we will turn our attention to carefully examining ATG's plants and their supply chain.

Diversity is also an important issue for a global company. In Japan, we are examining ways to increase the number of females hired to work mainly at our plants. Increasing women in our workforce will not only make workplaces more dynamic and friendly, but it will also help to reduce manual labor and improve safety. In this manner, we will continue to work on making our job sites more female friendly.

As for business partners, we will continue to focus on sourcing materials from companies that disclose ESG, particularly those outside of Japan, and companies that have obtained ISO 9000 and ISO 14001 certification.

We must compete with peers in terms of business and products, but there are certain CSR issues that should be addressed with the cooperation of other companies. Our industry is already working together to implement distribution and environmental measures. There are many limits to what a single company can accomplish, so I hope to increase joint efforts with industry and communities.

## Establishing a Unique Presence Where Yokohama Rubber is Truly Needed

Advancements in GPS and control technologies have made the self-driving car a reality. The self-driving automotive society of tomorrow will be here very shortly. The advent of self-driving cars will require drastic changes in tire performance. Only those companies with the manufacturing capabilities to adapt technologically to these major changes in society will survive. Yokohama rubber will always be one step ahead of changes and reflect this in its business activities. This will enable us to be a company that contributes to society and maintains a strong presence.

Our goal under Grand Design 100 (GD100) is to become a global company with a unique presence. I want Yokohama Rubber to have a presence in the world as a company that is truly indispensable and a company that people are proud of using. To ensure our uniqueness in continually adapting to the changing times, Yokohama Rubber stands strongly committed to not only future technological development, but also CSR activities, too.