

Yokohama Rubber's MB (Multiple Business) and CSR

How the MB enables each of us to achieve meaningful CSR results

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Creating products that help to solve society's issues

At Yokohama Rubber's MB (Multiple Business) Group, we handle a wide range of products, including industrial materials, hoses and coupling products, sealing materials, adhesives, aerospace components, etc. We use the technology that Yokohama Rubber has accumulated through its tire business to diversify the company's business operations. As the MB Group's products are mainly oriented towards the business-to-business (B2B) market, many of them are used in locations where they are unlikely to be seen by ordinary consumers; nevertheless, these products make a substantial contribution in many different fields, playing an important role behind the scenes.

The MB Group is making active use of Yokohama Rubber's unique technologies to develop products that help to solve social issues from an environmental perspective; examples include our marine hoses, which are designed to prevent water quality contamination that could lead to pollution of the oceans, our urethane water-resistant coating materials, which help to reduce the "heat island" effect, and our hydrogen dispenser hoses for fuel-cell powered vehicles (which are attracting considerable attention as the "next-generation" vehicle that will help to reduce carbon dioxide emissions).

Aiming to become a trusted brand in markets throughout the world

The last few years have seen the countries of Asia and Africa developing at an impressive pace. Demand in the area of infrastructure improvement and in the resource development related businesses offers particularly strong potential, and if Yokohama Rubber can match those product groups in which we are highly competitive – such as industrial materials and construction equipment components, etc. – with market needs then I believe there is the possibility of achieving significant growth in the global market as a whole. In the B2B business sector, it is not just the products themselves that are important, but also the reputation of the company that supplies them. European companies in particular tend to have their own individual criteria, and are very exacting when it comes to choosing a supplier. So it becomes a question of how much trust customers place in your company. The extent to which each individual employee understands CSR and implements CSR

becomes very important, and sometimes you need to think carefully about where the real value of CSR lies. Also, I believe that one real key to success as a global enterprise is the degree to which a company understands the differences between individual overseas markets when developing its business operations, and the extent to which a company is able to utilize its know-how to develop products suited to overseas markets.

Gender-neutral global talent cultivation

For our company to achieve sustained growth there is a need for a gender-neutral approach to the cultivation of human talent that is able to operate effectively in a global environment. We are taking a proactive stance towards the recruitment of local talent (both male and female) overseas, with the goal of spreading awareness and appreciation of the Yokohama Rubber brand in countries throughout the world. In my own case, since joining Yokohama Rubber I have worked in around 40 different countries at one time or another. I see my mission as being to find ways to leverage this international experience in our human talent cultivation efforts. I anticipate that, in the future, our company will be providing the support needed to enable a diversified range of human talent to maintain high motivation and maximize their potential in many different countries.

Social issues



Rising demand for energy

Global demand for primary energy
Expected to
increase by around 30%
by 2040 (compared to 2013)

Source: IEA, World Energy Outlook 2015



Trend towards people using smartphones for extended periods of time

Average amount of time per day that young people (aged 10 – 20) in Japan spend using a mobile phone (smartphone or conventional mobile phone) to access the Internet:
Over 120 minutes per day

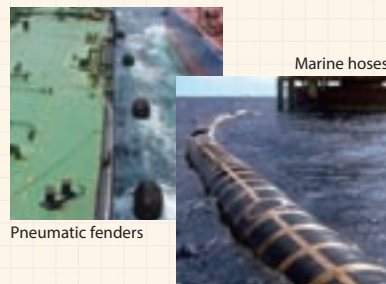
Source: Institute for Information and Communications Policy (IICP),
2014 Survey of Time Spent Using Information and Communications Media and Related Usage Behavior

PRODUCTS & SERVICES

Products and services that contribute to solving social issues

01 Marine Products

Yokohama Rubber is a world leader in the manufacturing and sale of the pneumatic fenders and marine hoses used in petroleum and liquefied natural gas (LNG) sea transport operations. As there is a danger of serious accidents involving oil spillage, marine pollution, etc., the requirements for these products in terms of safety and durability are extremely demanding; however, with our extensive rubber-related know-how, Yokohama Rubber has the necessary technical expertise, and in the future we plan to further expand our product line-up in this market segment.



Pneumatic fenders

Marine hoses

02 Environmentally-friendly, Energy Saving Belts

Yokohama Rubber also possesses world-class technology in the conveyor belt segment (conveyor belts are used for moving materials such as coal, mineral ores, gravel, and manufactured products and components). Yokohama Rubber's ECOTEX energy saving belts utilize the latest rubber compounding technology to optimize both adhesion and flexibility. ECOTEX conveyor belts provide reduced movement resistance and lower energy consumption while maintaining a high level of durability. We anticipate growing demand for our conveyor belt products, particularly in the emerging economies.



Energy saving belts

03 Hydrogen Gas Hoses

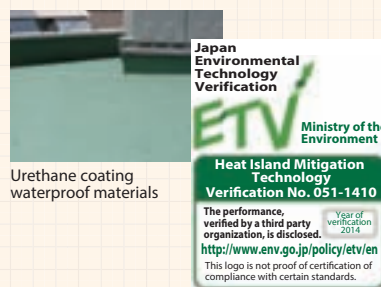
Fuel-cell cars, which represent the next generation of motor vehicles, rely on dispenser hoses to fill up with hydrogen. As hydrogen gas is stored under high pressure at very low temperatures, dispenser hoses have to meet demanding technical requirements. Yokohama Rubber and Iwatani Industrial Gases Corp. have jointly developed a new type of lightweight, highly flexible hose that makes hydrogen gas transportation and dispensing operations much easier to perform. To help encourage the widespread adoption of fuel-cell vehicles, work is now underway on the development of an 87.5MPa hose (the international standard for hydrogen dispensing hoses).



Hydrogen gas hoses

04 "Urban Roof" Urethane Coating Waterproof Materials

"Urban Roof NX" is a range of urethane water-resistant coating materials with superior thermal insulation properties developed by Yokohama Rubber for use on building roofs. These coating materials contribute to energy conservation by preventing building temperature from rising due to the external temperature and direct sunlight. In combination with a heat-shielding top coating, "Urban Roof NX" can prevent rises in building temperature of as much as 8°C. In 2015, "Urban Roof NX" was awarded a Heat Island Mitigation Technologies Verification Number from Japan's Ministry of the Environment (MOE).



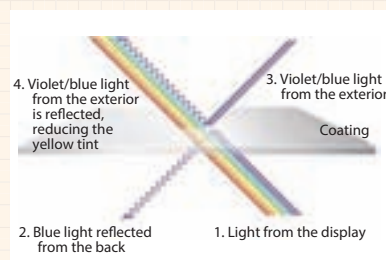
Urethane coating waterproof materials



05 Blue Light* Blocking Films

In today's world, where mobile phones and other portable electronic devices are so widely used in everyday life, there is strong evidence that the blue light emitted from device displays is having an adverse impact on human health, causing eye strain, "dry eye" symptoms, impaired retinal function, and disruption of the body clock, etc. Responding to society's need for a film that can effectively block blue light, Yokohama Rubber is working on the development of such a film.

*The term "blue light" is used to refer to light in the 380 – 495nm band that appears violet or blue in the visible spectrum.



Example of a method for blocking blue light