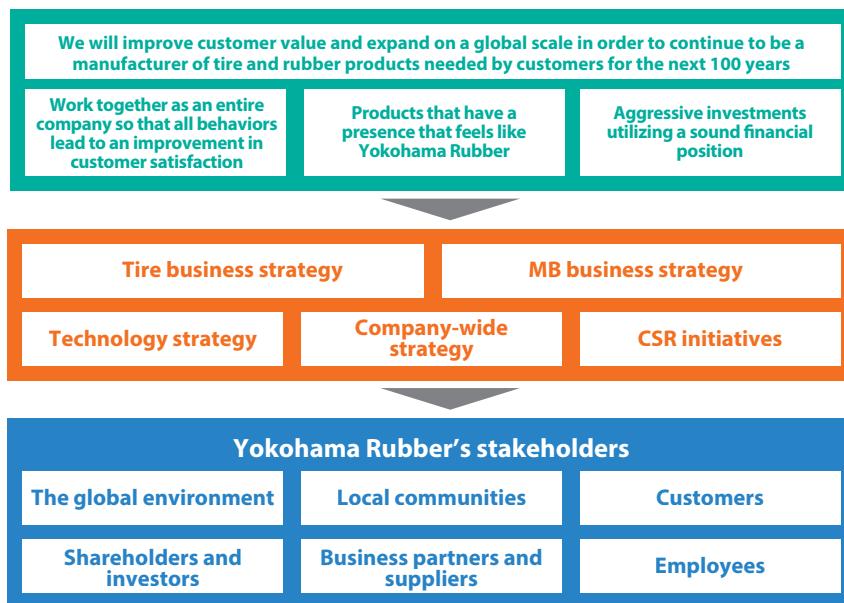


Creating Value through Our Businesses

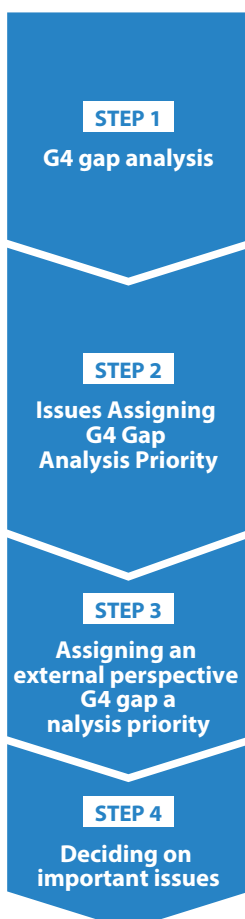
GD100 Phase IV: All for growth

Phase IV (2015 to 2017) is the culmination of GD100 and is positioned as the phase for setting the stage for progress in our company's second century and resolving issues that have arisen up until now based on the theme of "All for Growth—Open the way for the next 100 years by bringing together the potential of Yokohama Rubber". We hope to bring together all forms of growth in our business activities, including the growth achieved in each phase, the growth of the Group overall, and individual growth. Net sales of 770 billion yen, operating income of 80 billion yen, and an operating margin of 10.4% have been set as the quantitative targets for 2017.



Process used for identifying important issues

We identify important issues in relation to Yokohama Rubber's stakeholders and determine which issues should be prioritized.



Focus was placed upon the requirements of the fourth-generation GRI Sustainability Reporting Guidelines (G4) with respect to current information disclosure levels (CSR Report 2013). The current situation was grasped vis-à-vis the content and processes of both responsive and unresponsive items. (conducted January 2014)



Analysis was conducted in accordance with Yokohama Rubber's industries, business sectors and business regions. After completion of this analysis, the G4 gap analysis priority was assigned vis-à-vis those issues affecting Yokohama Rubber that were identified through discussions with related business units. (conducted January - February, 2014)

Sample Evaluation The "Supplier Environmental Assessment" Aspect: For Yokohama Rubber, a company that procures natural rubber as a raw material, there is the necessity to consider that hidden human rights risks might exist within the upper reaches of supplier chains extending beyond its scope. Moreover, if wide-ranging business activities conducted in numerous regions encompassing both developed and developing nations are considered, such risks might be easily exposed. Through coordination in-house with the parties responsible for such matters, "human rights risk" was evaluated as being "a very important aspect" for Yokohama Rubber.

Interview research was conducted among five stakeholders. From the perspective of what each of these individuals considered to be important issues (material aspects), a gap analysis priority was assigned based upon the research results. (conducted February - March, 2014)

The views expressed by the stakeholders can be found on our website. (<http://www.y-yokohama.com/global/csr/outline/g4.html>)

On the basis of the analysis of the degree of importance (internal and external), research, and discussions conducted in Steps 2 and 3, the selected important issues were decided on through CSR Council, Board of Directors, and stage-by-stage discussion. (This process was implemented in October 2014)

We will strive for ongoing improvement by setting KPIs and implementing the PDCA cycle in relation to the selected important issues.



Together with Local Communities

We build a trusted identity as a contributing member of the global community by making contributions to the development and prosperity of local communities.



Organizational governance



Community involvement and development



For the Global Environment

We challenge to build a sustainable society in harmony with the environment, to protect our blue planet and human beings.



Organizational governance



The environment



Together with Our Customers

We supply safe and secure products through manufacturing focused on the heart and technology.



Organizational governance



Consumer issues

Yokohama Rubber's Important Issues



To Our Stakeholders and Investors

We improve our company value by growing business opportunities.



Organizational governance



Together with Our Business Partners

We promote CSR activities throughout the value chain.*

*The overall series of activities or stakeholders providing or receiving value in the form of products or services.



Organizational governance



Human rights



Labour practices



Fair operating practices



Together with Our Employees

We value and develop our people, and create opportunities for people.



Organizational governance



Human rights



Labour practices