# Yokohama Rubber Group at a Glance (as of December 31, 2016)

Company Name	The Yokohama Rubber Co., Ltd.
Establishment	October 13,1917
Paid-in Capital	JPY 38,909 million
Net Sales	JPY 596,193 million (FY2016)
Fiscal Year End	December 31
Chairman and Representative Member of the Board	Tadanobu Nagumo
President and Representative Director	Masataka Yamaishi (appointed in March 2017)
Head Office	36-11 Shimbashi 5-chome, Minato-ku, Tokyo 105-8685, Japan

Number of Employees	24,610 (consolidated)
Number of Shareholders	10,663
Number of Shares Issued and Outstanding	169,549,081
Number of Consolidated Subsidiaries	135
Stock Exchange Listings	Tokyo and Nagoya
Our Worldwide Locations	Japan, the USA, Canada, Australia, Germany, the Philippines, Vietnam, China, Thailand, Russia, etc.
Website	http://www.y-yokohama.com/global/

# Main Products

#### Tires

Yokohama Rubber manufacturers a wide range of tires, tubes, aluminum foil and automotive components for passenger vehicles, trucks and buses, light-duty trucks, construction vehicles, and industrial vehicles

#### MB\*

Yokohama Rubber supplies conveyor belts, rubber plates, various hoses, fenders, oil-spill containment booms, marine hoses, rubber molded products, air springs, highway joints, rubber support, waterproof materials, water stopping materials, sound- and vibration-proof materials, adhesives, sealants, coatings, encapsulants, and aerospace products.

\*MB stands for Multiple Business. This term is collectively used by Yokohama Rubber to refer to a diversified and growing business portfolio.

#### ATG\*

Production of a wide range of different types of tire for use on agricultural machinery, industrial vehicles, construction vehicles, forestry machinery, etc.

\*The Alliance Tire Group product family

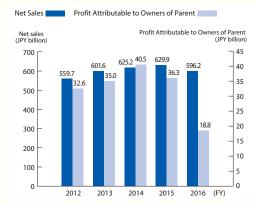
#### Othe

Sporting goods, information processing services, real estate leasing, and others

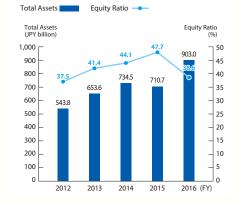
# The Main Regions Where Yokohama Rubber Is Developing Its International Operations (as of March 2017)



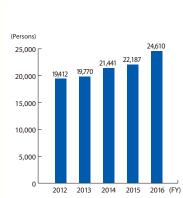
# Net Sales (consolidated) and Profit Attributable to Owners of Parent



# Total Assets and Equity Ratio (consolidated)



# Number of Employees (consolidated)



# Corporate Philosophy (Launched in 1992)

#### **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**

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

Corporate Philosophy (CSR Management Vision and Action Guidelines)

# Corporate Slogan

**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.

# Yokohama Rubber Group Action Guidelines (Updated in 2014)

- 1. We shall respect human rights inside and outside the company
- 2. We shall create workplaces that are safe and healthy
- 3. We shall harmonize our activities with the global environment
- 4. We shall provide safe and high-quality products and services
- **5.** We shall conduct corporate activities with a high transparency and practice proper disclosure of information
- 6. We shall observe not only laws and regulations but also social norms
- 7. We shall aspire to harmony and prosperity with local communities

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

# **GD100 Vision and Basic Policy**

To mark the Yokohama Centennial in fiscal 2017, 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: ¥770 billion, operating income: ¥80 billion, operating margin: 10.4%

# **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.

# **Environmental GD100**

# **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.

Updated in 2015

Established in 2006

# **The Founding Spirit**

- 1. Production business is a social service. Its purpose is to make people's lives more convenient and enjoyable. Its aim should be to offer good, useful products at moderate prices.
- 2. There must be a basic commitment to delivering quality products unrivaled by those of competitors.
- 3. Management should adhere to the principles of fairness and consideration. The mission of a fair, honest management is to ensure capital, share the fruits of endeavor with its workers, and fulfill its responsibilities to consumers to act, in other words, rationally.
- 4. A company should have as few employees as possible and make the best use of the productivity of machines. This is the great secret for improving efficiency.
- 5. The success or failure of a business depends on how much one is willing to study, and with how much determination, to mutually improve and grow. Accordingly, one must make a great effort.