

## GD2020 Medium-term Management Plan

# GD 2020

The Yokohama Rubber Group has promoted global expansion and grown steadily over the 12 years of GD100. We have started the GD2020 medium-term management plan from fiscal 2018 as the next step. GD2020 is a framework for fortifying our business foundation by redefining our strengths and by deploying a growth strategy based on original approaches. We are counting on that framework to support new strides for the Yokohama Rubber Group in the decade of the 2020s.

## Growth Strategy

We will pursue a technology strategy of creating products of superior performance and quality through the company's unique capabilities in controlling physical properties and a global network of R&D platforms and a brand strategy of strengthening the Yokohama brand on a global level as we implement our growth strategy in each business field.

### Consumer Tires

Expand our presence in the premium tire market

### Commercial Tires

Make commercial tires a pillar of revenue driven by OHT\*

### MB Operations

Allocate resources on a priority basis to business fields of strength

\* OHT: Off-highway tires (collective name for tires for agricultural machinery, construction machinery, industrial vehicles, and forestry machinery)



## Fortify Our Business Foundation

As measures to fortify our business foundation, we strengthen our financial position by reducing interest-bearing debt and fixed assets, revitalize our corporate culture, and implement risk management measures, etc.

### Revitalize our corporate culture

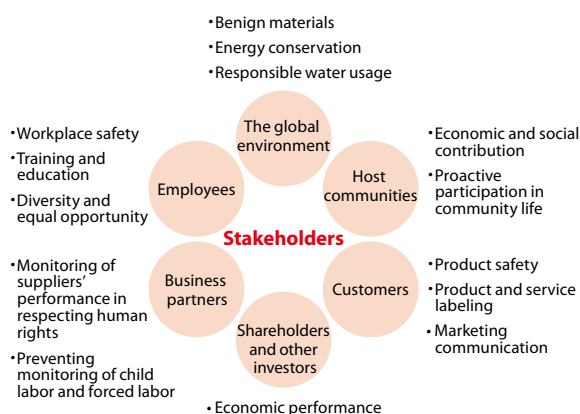
In terms of CSR, we will create value through business activities aimed at all of our stakeholders based on the concept of "Caring for the Future". In human resources management, we are working to revitalize our organization by training and mobilizing human resources effectively, and we are developing ideal working environments and introducing systems for diverse human resources.

### Strengthening our corporate governance

We will work to upgrade our corporate governance in Japan and overseas.

#### Strengthen global governance

- ✓ Positioning our regional management companies as holding companies (strengthening governance at our overseas subsidiaries)
- ✓ Appointing internal auditors at the regional management companies (strengthening audit structure on subsidiaries)
- ✓ Setting up whistleblower hotlines worldwide to help detect problems early and to prevent small problems from escalating

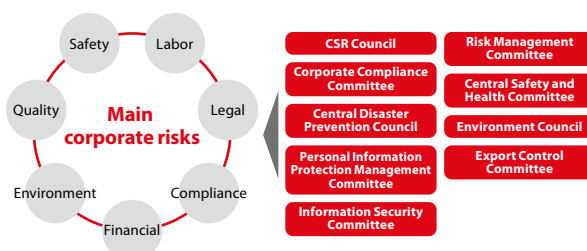


#### Board of Director system reforms

- ✓ Introduction of a compensation plan with transfer restricted stock
- ✓ Increase in number of nonexecutive members and decrease in number of in-house members

## Risk management

We have established several councils and committees, including the Risk Management Committee, the Central Safety and Health Committee, and the Corporate Compliance Committee headed by the CSR Council, and we work to minimize overall risk by managing systematically the different categories of risk that we encounter.



For details on the GD2020 medium-term management plan, please see the "Investor Relations" section of our corporate website (<https://www.y-yokohama.com/global/ir/company/gd2020/>).