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Aiming to Realize Tire Light-weighting and New Levels of Comfort through the Accumulation of Technology

Striving to develop new tire technology can reduce the burden on the environment

Environmental performance, as seen in fuel-efficient tires, has an important role to play in underpinning the car-using society of the present day, and of the future. In the 1980s Yokohama Rubber began to undertake research on silica, developing silica compound technology that has been vital for achieving both fuel efficiency and good wet grip performance, and on which we have continue to focus over the past four decades. The eco-friendly DNA series, launched in Japan in 1998, was revolutionary, and we subsequently continued to attach great importance to eco performance, leading to the introduction of the BluEarth series from 2010 onwards. We have promoted the widespread adoption of fuel-efficient tires, and by FY2019 sales of fuel-efficient tires had grown to account for 90.1% of all sales of replacement summer tires in Japan.

In the future, we will continue to promote the adoption of products that can help to reduce the burden on the environment.

The tires of the future, which Yokohama Rubber's research is contributing to the development of

Saving resources by reducing tire weight by	Around 50% (compared to conventional tire products)
Highest level rolling-resistance performance and wet grip performance	AAA-a*1

^{*1} Based on Japan's tire labeling system

A tireless striving to develop more advanced environmental and safety technologies

In producing sustainable tire products, it is vitally important to reduce the quantity of scarce resources that are used. Making tires lighter saves on resources, and also contributes to improved fuel efficiency by making the vehicle as a whole lighter. We are aiming to reduce tire weight by 50% compared to existing Yokohama Rubber tire products, and we are currently working on the development of ultra-lightweight tires. We are also undertaking research on tire fins that will reduce the air resistance of the vehicle as a whole.

In addition, in order to make going out in your car as enjoyable as possible, we are striving to create tires that provide good braking performance in the rain and on snow or ice.

For Yokohama Rubber, customer safety is our first priority, and we have used our advanced silica compound technology to produce a large number of different tire products that combine superior fuel efficiency with "Wet-a" (the highest level of wet grip performance under Japan's tire labeling system) performance. Braking performance is particularly important for studless tires. In 2018, Yokohama Rubber completed construction of Japan's largest indoor ice track testing facility, in Asahikawa City, Hokkaido, and we continue to work tirelessly to develop studless tires that can stop effectively even on slippery frozen road surfaces.

Light-weighting is achieved by making the tread thinner. To compensate for the reduced water expulsion performance, unifortectional tread pattern is used. In addition, the rubber used is specially designed to provide superior braking in wet conditions. A light-weight, high-stiffiness belt is used. A narrow profile reduces the amount of rubber used in the shoulder blocks without affecting the tread contact area. Directional fins are used (on both the outer and inner walls of the tire) to control the air flow around the tires and the vehicle body. Weight reduction by making the sidewall thinner. To compensate for the reduced protection against external shocks, a unique side profile and high-rigidity rubber are used. The whole area around the tire bead is light-weighted. To compensate for the reduced rigidity, the shape of the components has been optimized.



On any vehicle, the area of each tire that is actually in contact with the road at any given time is only about the size of a postcard. We aim to deliver high-performance tires that maximize vehicle performance and contribute to safe handling to as many customers as possible.





Yokohama Rubber's Tire Test Center of Hokkaido (TTCH) in Asahikawa City, Hokkaido

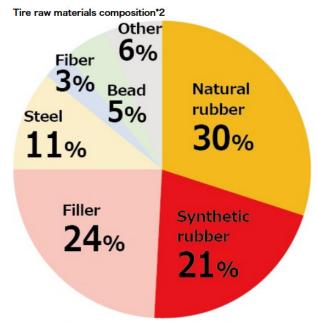
Ice track for indoor testing

Difference in braking distance depending on the wet grip performance grade The difference between "a" and "c" grade wet performance is this big



We are challenging new innovative technologies through collaborative research

Natural rubber and synthetic rubber account for over half of the raw materials used to make a tire. By replacing petroleum-derived synthetic rubber - which accounts for a large share of a tire's total composition with sustainable materials, it will be possible to reduce CO₂ emissions and make tire manufacturing more sustainable. For that purpose, new technologies are required, and we are working on bioproduction technology using cells and catalyst development utilizing data-driven learning. Production of isoprene by cell engineering has been developed in collaboration with National Research and Development Agency RIKEN and Zeon Corporation, and research on catalysts for production of butadiene by using data driven learning is also underway, in collaboration with the National Institute of Advanced Industrial Science and Technology (AIST) and the Research Association of High-Throughput Design and Development for Advanced Functional Materials (ADMAT).



*2 Exact composition varies depending on tire size and model.

Creating tires that provide even more comfort

In the past, the main benchmarks for the comfort that tires provide have been quietness and how the ride feels to people in the vehicle. However, the automotive sector is now facing a period of dramatic change, of the kind that comes along only once a century or so, and the acronym CASE*3 has become a key concept. New technologies will be needed to meet the needs of the autonomous, electric vehicles of the future. Besides quietness and a comfortable ride, in the future tire manufacturers will also be working to eliminate the need for tire maintenance and to overcome the problems that users currently experience with tires. For example, electric vehicles are inherently very quiet, so tires for use on electric vehicles need to be even quieter than conventional tires; autonomous vehicles need tires that are resistant to punctures, and which can run flat if they do get a puncture.

*3 CASE: Connected, Autonomous, Shared & Services (or just Shared), Electric.



Silent Ring

Silent Rings have sound-absorbent material attached to plastic bands, and function by being attached to the inside of the completed tire. They are not glued onto the tire, so puncture repair agents etc. can still be used. Silent Rings can be used with a tire speed rating of up to W class (i.e. up to 270 km/h).



Silent Foam

Sound-absorbent material is fixed in place by being glued to the inside of the tire. This is used on the tires originally fitted to each vehicle by the automotive manufacturer. Silent Foam can be used with a tire speed rating of up to Y class (i.e. up to 300 km/h).



Silent Foam Hook-and-Loop Fastener Concept Tire (currently under development)

With this technology, which is currently under development, Silent Foam is fixed in place using detachable hook-and-loop fasteners, which provide more flexibility in mounting, and can also be used for attaching other functional components, along with various other advantages such as allowing puncture repair agents to be used. This technology also provides the thermal resistance and strength that the tire manufacturing process requires.



*This is a collaborative development project with Kuraray Fastening Co., Ltd.

A further trend is the application of Internet of Things (IoT) technology to tires. Besides conventional TPMS*4 systems, research is now underway aimed at addressing the problems that people experience with tires, in line with future changes in car ownership models such as the rise of car-sharing, etc., by utilizing tire sensor based wear detection, road surface detection, and comprehensive cloud-based tire air pressure management, as well as tire maintenance services (including wear inspection and tire rotation management) that make use of digital tools, etc. With this in mind, Yokohama Rubber is working on an Intelligent Tire Concept that will provide new levels of comfort and peace of mind, through collaborative research with ALPS ALPINE CO., LTD. on advanced tire sensors for passenger vehicles.

*4 TPMS: Tire Pressure Monitoring System

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Corporate Governance Products The Earth People Community Primary Initiative Progress Report Reference Table for GRI Guidelines

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Actions for Sustainable Natural Rubber Procurement

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Stance

As a member of mobility society, we believe that sustainable growth supported by and with customers is possible by providing products that satisfy passengers while being committed to their safety when driving passenger vehicles, trucks and buses, as well as working to provide correct information desired by customers.

This stance is declared in the Quality Policy, and the actions that should be taken by employees are stipulated in the Yokohama Rubber Group Action Guidelines.

Policy

Quality Policy

As the Yokohama Rubber Group, we establish a quality assurance system in all processes from planning, design, production, sales to service. We provide products and services that customers find attractive, customers are satisfied with and contribute to society. In order to accomplish this, we link all the processes' functionally and implement systematic quality assurance activities.

Yokohama Rubber Group Action Guidelines

We shall provide safe and high-quality products and services

<Basic stance of the Yokohama Rubber Group>

We shall develop, design, manufacture, and sell attractive products that satisfy customers; provide society as a whole with safe and high-quality products and services; and endeavor to enhance the value of the Yokohama Rubber brand.

<To put our basic stance into practice — our action>

- 1. We shall listen to the views of our customers, accurately ascertain their needs, and develop, design, manufacture, and sell products of genuine use to society.
- 2. We shall provide our customers with appropriate information concerning our products.
- 3. In the manufacture and sale of our products, we shall observe the laws and regulations on safety applied in each host country and region.
- 4. We shall proactively participate in the construction and operation of companywide mechanisms to assure the quality of our
- 5. We shall take prompt action in response in the event of accidents related to our products.
- 6. Through these actions, we shall work to enhance the value of the Yokohama Rubber brand.

Message from a manager

With the start of the new Grand Design 2020 Medium-term Management Plan in 2018, we aim to continue to be a company indispensable to society over the next 100 years based on the strong foundation of trust garnered in its first century. To do so, we are committed to improving product quality and services in order to provide attractive products that will satisfy customer needs and guarantee safety and peace of mind which foster the trust.

Specifically, we are steadily implementing the Yokohama Rubber Quality Management System (QMS) for improving quality of products and services at overseas business locations and external manufacturing partners, which have been expanding and diversifying in order to provide our products to more customers.

In order to further enhance the quality of after-sales service as well as sales and services such as pre-sale promotion, we are implementing systematic improvements in terms of training of salespeople and service engineers, conducting training seminars at sales locations both in Japan and overseas, and improving the training materials and programs used for these activities. These efforts aim to build a closer relationship with customers.

Hiroyuki Narabayashi, Head of Tire Quality Assurance Division Yasushi Hayano, Officer, in charge of MB Quality Assurance Division

Vision for FY 2020

- · A uniform quality assurance system corresponding to the expansion of global production sites
- · Global service structure that covers our entire product range
- · Raise awareness about the proper use of products to enhance customer safety and help realize a low-carbon society
- · Implement quality education for all employees including production sites and services

Main action items to be addressed first

The following items have been established as the main action items that the Yokohama Rubber Group will address first in consideration of the level of impact of business activities and the level of social interest.



Data summary

Consumer Issues (177KB)

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Customer Health and Safety

KPI

ltem	FY 2018 results	FY 2019 results
Total number of violations of regulations and voluntary standards concerning product safety	(Consolidated) 1	(Consolidated) 0
Implementation rate of product safety and evaluation (including determination based on compliance with design standards) based on review of design plan for tire products and MB products.	100%	100%

Responsible Departments

Tire Quality Assurance Division (including related products)

MB Quality Assurance Department (products other than tires)

Monitoring by the Quality Audit Department from an internal third-party position

Stance and Target

Why is "Customer Health and Safety" a critical issue to be addressed? Explanation of the reason and background

If there is a quality issue with tire products or MB products of the Yokohama Rubber Group, it could have a significant impact on the customer's life, property, or environment. In order to achieve sustainable management, it is important to create trust among customers so that they feel secure in using the products of the Yokohama Rubber Group, and quality issues could lead to a loss of trust from customers. Based on this awareness, the Yokohama Rubber Group has selected customer health and safety as a critical issue to be addressed.

Policies and stance towards handling complaints

Quality Policy

We will contribute to society by planning, designing, producing, and selling attractive products for the satisfaction of our customers while maintaining a quality assurance system in all of our processes, including service.

To this end, we will conduct systematic activities to ensure that all the basic steps in our quality assurance activities function properly.

Response to quality issues calls for preventive measures, prompt prevention of issues spreading after occurrence, and countermeasures to address the source of issues. We conduct risk assessments and countermeasures that put the safety of customers first for all quality issues, while addressing the need to immediately implement measures to prevent issues from spreading, from the perspective of recurrence prevention. In order to achieve this, we share all of the processes from cause investigation to permanent countermeasures in response to quality issues throughout the entire Group, and implement mutual surveillance and horizontal deployment.

Impact assessment on product health and safety implemented in each process

Process	Impact assessment on product health and safety
Impact assessment on product health and safety	In plan examinations, we decide on the target quality in new product development based on existing product quality information and forecasts of customer use conditions, and share points to remember concerning product safety with the related departments.
R&D	Through internally stipulated design reviews, we finalize the means and measures for achieving the target quality described above, confirm conformance with the regulations, standards, and certifications of the destination of shipment, and confirm conformance with the customer's requirements. We only move on to the mass production process once this has been ensured.
Manufacturing and production	Legitimacy tests and inspections are conducted to confirm that the target quality has been secured in mass production. The certainty of the effectiveness of our process quality assurance and inspections in each manufacturing process is also maintained through means such as regular internal audits.
Marketing and advertisements	In order to ensure product safety, we inform customers and business partners of product handling through means such as catalogs and our website.
Storage and distribution	In order to deliver product quality to customers we monitor the storage and distribution process for the presence of defects so that we can achieve improvement measures.
Use	We recognize the necessity of explanations and warnings on product use methods, and communicate to spread awareness accordingly. In addition, we endeavor to communicate with customers through customer satisfaction and technology service activities, and we provide feedback to design departments in order to achieve continuous improvements.
Disposal, reuse, and recycling	We also conduct control for the retread process for truck and bus tires.

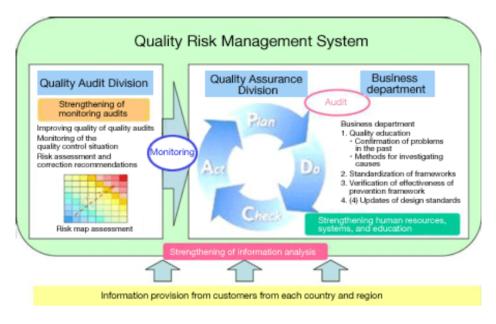
Measures for vision achievement

In order to further improve the quality activities (PYB management') we have conducted in the manufacturing process up until now, we will strengthen frameworks for the development of human resources capable of watching over changes in the quality of products released in the market and the prompt communication of such information, and also enhance internal quality audits on a global level in order to confirm that such frameworks are functioning without any issues.

**PYB management: A management system that prevent recurrence in the stages of P (pink, specification), Y (yellow, implementation of improvements), and B (blue, confirmation of effects) when a defect is found in the manufacturing process.

<System>

For all major quality issues involving products and services provided to customers on a global level, Yokohama Rubber conducts its own risk mapping on what kind of impact defects can have on the customer in all aspects ranging from their self, family possessions, and environment, as well as what kind of potential risks there are, and then analyzes and classifies these risks quantitatively. Based on these results, business quality assurance and service departments ensure the implementation of internal handling that prioritizes customer safety and is prompt, legitimate, and compatible, while the check and monitoring function is fulfilled by the Quality Audit Division.



<Response when a problem occurs>

If it has been determined that it is not possible to sufficiently ensure customer safety, internal procedures are implemented as quickly as possible, legitimate market measures are adopted, and means such as our website and external media are used to notify customers.

<Advance prevention and recurrence prevention>

Through the quantitative classification of potential risks in accordance with a quality management system (QMS) and the adoption of a preventive safety design stance based on FMEA*, we are working to establish a framework that ensures that the same kind of quality issue does not occur twice.

While the phenomenon of quality issues differs depending on the business or product, we share cases and countermeasures throughout the Group because there are many similarities in approaches even for different businesses or products, including design approach, risk prediction, environmental consideration, and causes and measures to prevent spreading broken down by each process. As part of this, the Company-wide Quality Problem Recurrence Prevention Report Meeting is held every year concerning the recurrence prevention measures for major quality issues in all businesses in order to confirm the effectiveness of such measures and the status of their cross deployment.

**FMEA (failure mode and effect analysis): Systematic analysis method for potential failures for the purpose of preventing failures and defects.

<Implementation of human resource development and seminars for customers>

We assign engineers with a wealth of experience to distribution companies and sales bases in markets in Japan and overseas to conduct planned internal training on product knowledge and handling. In addition, we regularly hold seminars in order to increase opportunities for meeting customers to ensure that they handle products safely and properly.

Review of FY 2019 Activities

In 2019, we are strengthening our customer consultation to hear more customers feedback. Therefore the number of product quality complaints decreased by 5.0% in the Tire Group and 4.0% in the MB Group compared to the previous year.

Establishment of a quality assurance system

The basis of quality assurance systems in the automotive industry is conformance with IATF16949. For this reason we conduct quality education and promote the acquisition of internal quality auditor certification among managerial and supervisor level employees.

During fiscal 2019, 37 employees were newly certified (total of number of certified employees: 374). In addition, in order to promote the acquisition of high accuracy market information and rapid response when product defects occur, the Tire Group has implemented a qualification system and formed a service network.

In 2019, the number of newly certified (2 in Japan and 28 overseas) as tires service engineers and those who qualified as authorized adjuster (27 in Japan and 28 overseas) to make judgments regarding complaints.

<FY 2019>

Number of staff that has received training and qualifications	In Japan	Overseas
Number of staff that obtained IATF 16949 internal auditor certification	35 in the MB Group (cumulative total of 361) 2 in the Tire Group (cumulative total of 13)	
Number of staff which was newly certified as a tire service engineer	2	28
Total number of certified tire service engineer	16	479
Number of the authorized adjusters who can make judgements regarding tire complaints (new)	27	28
Total number of authorized adjusters who can make judgements regarding tire complaints	1,031	221

Introduction of Initiatives

There were no recalls in 2019.

Issues and Future Improvement Measures

In order to eradicate quality issues, provide products that clearly address customer needs, and achieve safety, legitimacy, and compatibility, we have deployed a service network around the world to gather, analyze, and classify the voices of customers as part of a cycle that ensures such voices are incorporated into new products.

Going forward, in order to pursue the provision of products that will satisfy the needs and use environments of customers, one important issue is being sure to listen sincerely to information about complaints from customers and work to steadily reduce the number of complaints. In order to achieve this, we will work to strengthen our market quality information gathering capabilities and promote market adaptability in each market through service departments and customer contact points.

Quality assurance at partner companies is also an extremely important challenge for us. For this reason, we are implementing certain self-check frameworks based on the clarification of responsibilities and past problems, as well as audits of partner companies.

Consumer Issues Customer Health and Safety Marketing and Labeling Customer Privacy Data summar

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Marketing and Labeling

KPI

ltem	FY 2018 results	FY 2019 results
Total number of violations of regulations and voluntary standards concerning the labeling of products	(Consolidated) 0	(Consolidated) 0
Total number of violations of regulations and voluntary standards concerning marketing communication	(Consolidated) 0	(Consolidated) 0

Responsible Departments

Product and Service Labeling: Consumer Tire Product Planning Department and Commercial Tire Business Planning Department

Marketing Communications: Corporate Communications Department

*Each respective responsible department supports information concerning products and services from retailers, etc.

Stance and Target

Why is "Marketing and Labeling" a critical issue to be addressed? Explanation of the reason and background

Labeling is important for communicating matters such as the environmental performance of the Yokohama Rubber's products in a manner that is easy for customers to understand so that customers can select a product that fits their needs.

Letting more people know about the products and services of the Group and providing them with an understanding of our business activities is our lifeline. In the event of a mistake in such PR or advertisements, it will not be possible to correctly communicate the value of the Group, and this could actually lead to a decline in the value of the Group. For this reason as well, we have selected appropriate marketing communication as a critical issue to be addressed, and accordingly we will aim to make improvements through the PDCA cycle.

Policies and stance relating to the Marketing and Labeling

On product and service labeling

Yokohama Rubber Action Guidelines stipulate that "we shall accurately ascertain the needs of customers and provide safe and high-quality products and services of genuine use to society" and that "we shall provide our customers with appropriate information concerning our products."

On appropriate marketing communications

We strive to communicate the latest and correct information in a timely manner to all stakeholders through means such as our website and the distribution of news releases. As a member of the Tire Fair Trade Council, we actively participate in the activities of the Council in line with the principles of fair competition.

In addition, we promptly communicate the requests and opinions of customers and quality information to the relevant internal departments. We coordinate with the related departments to promptly resolve suggestions as we constantly strive to live up to the expectations of customers.

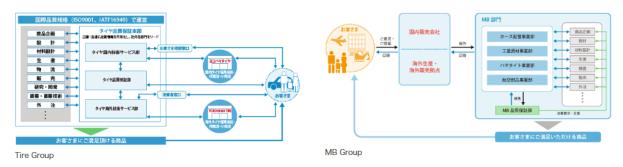
Frequency of customer satisfaction measurement, survey method, and feedback mechanism

Technical service personnel conduct interview surveys with customers and on-site surveys based on information from distribution companies.

In addition, the Customer Service Division directly responds to inquiries from customers (feedback and complaints regarding products, services, etc.) via telephone or email on a daily basis.

The information gathered is shared within the company, and the information from customers is also aggregated and analyzed on regular basis (once a month and once every six months) for improvements in product performance and incorporation in upcoming products.

Flow Chart showing our Customer Feedback and Notification



Vision (attainment goal) / target

We strive to communicate the latest and correct information in a timely manner to all stakeholders through means such as our website and the distribution of news releases.

We aim for a situation in which customers can easily obtain the accurate information that they need concerning our products through improvements to websites and catalogs, the content of which reflects customers' views and comments. In addition, we also aim to maintain a framework that incorporates the opinions and requests of customers in products and services in a timely and appropriate manner.

Measures for vision achievement

Product and Service Labeling

Our website can be subdivided into two types of websites: a website that provides business information on the entire Yokohama Rubber Group including Yokohama Rubber and its affiliates, and a website with a strong awareness of product information for both Japan and overseas including repair tires, hoses and pipes, adhesives, industrial materials, aviation parts, and golf parts.

Products information

In addition, we have acquired official labeling and implement various forms of labeling within our company in order to prove we offer the products and services desired by customers.



Example: Labeling for BluEarth-1 EF20

On Marketing Communication

The Customer Service Center accepts inquiries concerning products by both telephone and through our <u>website</u>. Inquiries are responded to on a daily basis directly by the responsible department, and we conduct revisions so that PR and advertising methods and the communication media used are appropriate.

In addition, regular checks are conducted to ensure that the operational flow for providing feedback in relation to comments received from customers both in Japan and overseas shown in the flow chart below functions appropriately, and we create databases in order to collect all customer feedback throughout the Group.

Review of FY 2019 Activities

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Review of Product and Service Activities

In order to raise awareness on the correct use of tires, we held special classes for tire dealers and agents focusing on tire inflation work and seminars on basic knowledge of tires and daily inspection and management.

On "Tire Day" every April 8th, we conduct tire safety awareness activities nationwide. These activities have been implemented since 2009 with the aim of raising awareness of regular tire checks and eco-driving during holiday seasons when the use of cars and long-distance driving increases.

Review of Marketing Communications Activities

The Group always participates and cooperates with the council members of the Tire Fair Trade Council at each respective level responsible for the development and implementation of regulations and market field research in Japan and overseas, and it conducts PR and advertising activities based on the council's regulations. There were no cases of violations of the regulations in 2019.

Introduction of Initiatives

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Product and Service

The Onomichi Plant that manufactures large tires for construction machinery has acquired the highest platinum certification in the Supplier Quality Excellence Process (SQEP) for eight years in a row from Caterpillar.

We are proud to say that in addition to the provision of products and services that meet the demand of customers around the world, our production and distribution also have a strong reputation and have gained the trust of customers.

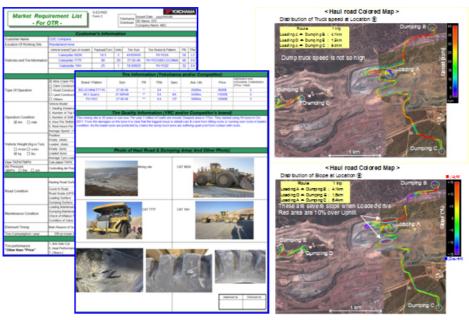


Marketing Communications

The Group always participates and cooperates with the council members of the Tire Fair Trade Council at each respective level responsible for the development and implementation of regulations and market field research in Japan and overseas, and it conducts PR and advertising activities based on the council's regulations. There were no cases of violations of the regulations in 2019.

Collection of information on market trends

Information collected for each region and country is analyzed and used to make better products through means such as improvements of existing products and the planning of new products. Because usage conditions for vehicle tires for construction and industrial use vary considerably depending on the customer, tires suitable for customers are selected and recommended after investigating the use environment of each respective customer.



Customer information for vehicle tires for construction and industrial use

Issues and Future Improvement Measures

Product and Service Labeling

We will provide information on products, services and labeling needed by customers on our website, and aim to make further improvements and refinements to make it possible for us to help customers choose the right tires. In addition, we will increase the trust of customers by incorporating customer requests in products and information development.

Marketing Communications

Because the Group handles various products, the target for information communication is broad and it is currently difficult to verify whether the appropriate information is being sufficiently communicated to the appropriate persons. In addition to the communication of information using media, we believe that it is necessary to verify the approach towards effective information communication including comprehensive channels such as seminars, events, and retailers.

Furthermore, in addition to the communication of information, we will make further improvements in how we communicate information, accumulate this information internally, and establish and manage relevant databases.

Our corporate website (https://www.y-yokohama.com/global/) features the latest information about Yokohama Rubber, and we also share information via our official accounts with social networking services.

Twitter feed

https://twitter.com/YRC_Global

Facebook page

https://www.facebook.com/YokohamaRubber

YouTube channel

https://www.youtube.com/user/TheYokohamaRubber?feature=mhum

Niconico (popular Japanese video-sharing service) channel

http://ch.nicovideo.jp/yokohamarubber

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Customer Privacy

KPI

ltem	FY 2018 results	FY 2019 results
Number of complaints submitted relating to customer privacy	0	0

Responsible Departments

Tire, MB, and sports products sales departments

**Operations are supported by the Corporate General Affairs Department, product planning departments, and system departments, and confirmation is conducted by the Personal Information Protection Management Committee and the Risk Management Committee.

Stance and Target

Why is "Customer Privacy" a critical issue to be addressed? Explanation of the reason and background

The business activities of the Yokohama Rubber Group often involve holding the personal information of customers. We fully recognize the importance of the handling of personal information received from customers, and for this reason we acquire information through appropriate methods, and we use and store such information correctly.

Policies and stance towards handling complaints

<Privacy Policy>

At the Yokohama Rubber Co., Ltd. and the Yokohama Rubber Group (hereinafter, the "Company"), the carrying out of activities relating to our business operations frequently involves handling customers' personal information. Being fully aware of the importance of safeguarding customers' personal information, we view the taking of appropriate steps to protect personal information as a key responsibility, and we have implemented suitable measures for the protection of all personal information in line with the basic policy outlined below.

- 1. In accordance with the establishment of the Personal Information Protection Act and the Company's subsequent formulation of relevant compliance provisions, Yokohama works to ensure that all relevant employees are thoroughly aware of the protocol and procedures, and that they handle personal information in a proper manner.
- 2. Yokohama collects and uses personal information only to the extent necessary, after informing or indicating to customers the purpose(s) of use (management of customers' information, marketing or providing our services, etc.).
- 3. Collected personal information is never provided to third parties unless consent from the respective customers has been given or unless such provision is permitted by law. This excludes cases where such disclosure is required by law, or where disclosure to the Company's sub-contractors is necessary in order to realize the purpose of use. In cases where personal information is disclosed to a sub-contractor, the Company will implement all necessary supervision to ensure that the subcontractor takes appropriate measures to safeguard the personal information in question.
- 4. Yokohama is establishing regulations and safety measures to prevent and redress the illegal access, leakage, loss or destruction of personal information received from customers.

- A framework is in place to properly handle personal information through an information administrator and/or information administrative department.
- **6.** In the event that customers request that their personal information no longer be displayed, revised or used, or be removed from the database, such customers are requested to contact the personal information contact desk. The requested action will be taken within a reasonable period of time.
- 7. Yokohama strives to accurately address changes in societal norms regarding the handling of personal information, and works to reassess and improve privacy policies and other compliance regulations as necessary.

Vision (attainment goal) / target

The Yokohama Rubber Group will establish a system for the use of personal information received from customers in product development, various notices such as new product introductions, and repairs and after-sales service, while managing this information rigorously to ensure that it doesn't leak outside the company.

Measures for vision achievement

- · The department that manages personal information will be clarified for each product.
- · Department personnel will be educated on the basics of personal information management.
- The results of activities and other matters will be reported at the Personal Information Protection Management Committee every quarter.

Review of FY 2019 Activities

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Meetings of the Personal Information Management Committee were held one times in fiscal 2019.

A report was made of activities in line with the revised Personal Information Management Regulations based on the revised Personal Information Protection Act enacted in May 2017.

In fiscal 2019, there were no issues concerning the personal information of customers raised as a topic.

Issues and Future Improvement Measures

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Data summary

We have raised awareness among employees about the management of personal information such as Japan's Individual Number ("My Number," a unique 12-digit number used for social security and tax purposes) system, and we will review operations based on revisions to related laws, if any.

Consumer Issues Customer Health and Safety Marketing and Labeling Customer Privacy