Value Creation Process

Social Change and Issues

Business Environment

- Decrease in the number of privately owned vehicles and increase in the number of infrastructure-related vehicles due to the expansion of CASE and MaaS
- Distribution using electric vehicles and automation
- Intensifying price competition for tires

Society

- Improvement of occupational health and safety and prevention of infectious diseases
- Changing values with regard to work styles
- Prevention of complicity in child and forced labor in the company and suppliers
- Social impacts on suppliers

Environment

- Climate change challenges
- Changes in/impact on the natural environment by our production bases and suppliers
- •Dependence on natural resources
- •Switch from fossil resources to sustainable resources

Corporate Governance

- Maintenance and strengthening of foundation for proper organizational governance
- Demanding effectiveness and diversity within the Board of Directors and organization

Management Capital

*As of December 31, 2021

Financial Capital

Consolidated total assets

¥985 billion

Ratio of equity attributable to owners of parent

53.3%

Manufactured Capital

Manufacturing sites

40 sites

Capital expenditures

¥38.8 billion

Intellectual Capital

Patents

6,009

R&D expenses

¥15.3 billion

Human Capital

Number of employees (Consolidated)

27,222

Percentage of women employed in comprehensive work positions (non-consolidated)

41%

Social and Relationship Capital

Major regions of operation

28 countries and regions

Number of consolidated subsidiaries

109

Natural Capital

YOKOHAMA Forever Forest Activities
Tree planting and provision of saplings

1.09 million trees and saplings to date

Yokohama's Business Activities

Management Policies

Develop proprietary business fields to expand the scope of business.

Take on the challenge of new technologies to produce new value

Create a workplace that values, improves and energizes people. Deal fairly with society and value harmony with the environment.

Products and Services Provided

♦ Tires

(Consumer Tires)

In addition to tires for passenger vehicles and motorsports, Yokohama produces and sells tire tubes, aluminum wheels and other automotive components.

(Commercial Tires)

Yokohama produces and sells tires for trucks and buses, agricultural machinery, industrial vehicles, construction vehicles and more.

♦ MB

Multiple Business

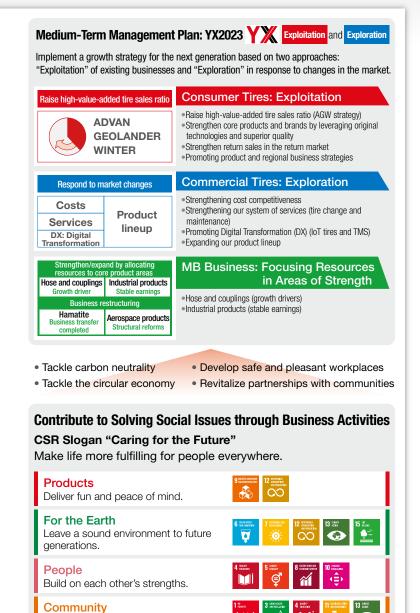
The Multiple Business (MB) segment comprises two businesses for hose and couplings and industrial materials, and includes the manufacturing and sale of various high-pressure hoses, conveyor belts, fenders, marine hoses, aircraft lavatory modules and water tanks.

♦ Others

We manufacture and sell PRGR brand golf goods and provide services within the Yokohama Group.

Basic Philosophy

Value Creation Initiatives



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

Coexisting and building trust

Corporate Governance

Lay a solid foundation for fulfilling

social expectations.

The Value We Create

Economic Value (Medium-Term Management Plan Targets)		
Results achieved thr	ough "Exploitation" an	d "Exploration"
	Targets	2021 results
Sales revenue	¥700 billion	¥670.8 billion
Business profit	¥70 billion	¥62.2 billion
Business profit margin	10%	9.30%
D/E ratio	0.4 times	0.34 times
ROE	10%	13.9%
ROIC	7%	8.2%
Operating CF	¥250 billion (3-year total)	¥222.0 billion
Capital investment	Within depreciation (excluding strategic investments)	¥38.8 billion
Payout ratio	30.00%	15.94%
Customers	*As of De To enrich people's lives and co greater happiness and well-be	ecember 31, 202
	wholehearted energies and ad to the creation of beneficial pro- rules and regulations or vol regarding safety of product	vanced technology oducts untary
Shareholders and Investors	Grow businesses and enhance	corporate value.
Economic performance	basis)	V0=4 0 1 ''''
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