

# Products



Aiming to realize a new level of comfort in tires, by accumulating technologies, and supporting the mobility society and social infrastructure of the future.

Strengthen information services by digitizing tires in response to the "automation" and "electrification" of automobiles, and pursue environmental and safety technologies.

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## Consumer Issues

### Management

- › Stance
- › Policy
- › Message from a manager
- › Vision for FY 2023
- › Main action items to be addressed first
- › Data summary

### Customer Health and Safety

- › KPI
- › Responsible Departments
- › Stance and Target
- › Review of FY 2021 Activities
- › Introduction of Initiatives
- › Issues and Future
- › Improvement Measures

### Marketing and Labeling

- › KPI
- › Responsible Departments
- › Stance and Target
- › Review of FY 2021 Activities
- › Introduction of Initiatives
- › Issues and Future
- › Improvement Measures

### Customer Privacy

- › KPI
- › Responsible Departments
- › Stance and Target
- › Review of FY 2021 Activities
- › Issues and Future
- › Improvement Measures

# Management

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## Stance

Our products are used in various aspects of society, from MB products for businesses, such as large fenders, to passenger car tires that are delivered directly to consumers.

We believe that by continuing to provide products and services that satisfy each of our customers, we will be able to gain their support and achieve sustainable growth together with them.

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 products.
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

Our current mid-term management plan, YX2023, is promoting "exploitation" of the strengths of our existing businesses and "exploration" of market changes that are undergoing a period of great transformation.

Under the slogan of "Delivering safety and enjoyment through our products," we are working daily to improve quality in order to guarantee safety and security and provide attractive products and services that satisfy our customers so that they will trust us.

In particular, we are working to raise the level of our customer-based quality assurance system to match the characteristics of our business.

In our B-to-B MB business, in addition to new customers, we are updating our customer chart by reviewing the requirements and requests of our long-time customers.

We also communicate with customers to deliver products tailored to current customers.

In the tire business, which is primarily a B-to-C business, we are conducting more regular market surveys than ever before in order to understand the environment and traffic conditions that are changing every year, as well as tire usage and tire condition.

Based on the market information obtained from these surveys, we will promote the development of products that match the usage conditions of our customers, and also use the information to provide advice to our customers on how to use our products.

In order to promote these activities, we will plan education and training to further improve our sales, service, and technology levels.

※B : Business、 C : Customer

Hiroyuki Narabayashi, Head of Quality Assurance Division

## Vision for FY 2023

- Establish a quality assurance system corresponding to the expansion of global production and sales
- Develop a global service structure that keeps abreast of market changes (quality information)
- Raise awareness of the proper use of products to enhance customer safety and help achieve a low-carbon society
- Implement quality education for all employees

## 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.

Customer Health and  
Safety >

Marketing and  
Labeling >

Customer Privacy >

## Data summary

 Consumer Issues (300KB)

# Customer Health and Safety

## KPI

Item	FY 2020 results	FY 2021 results
Total number of violations of regulations and voluntary standards concerning product safety	(Consolidated) 0	(Consolidated) 1
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.

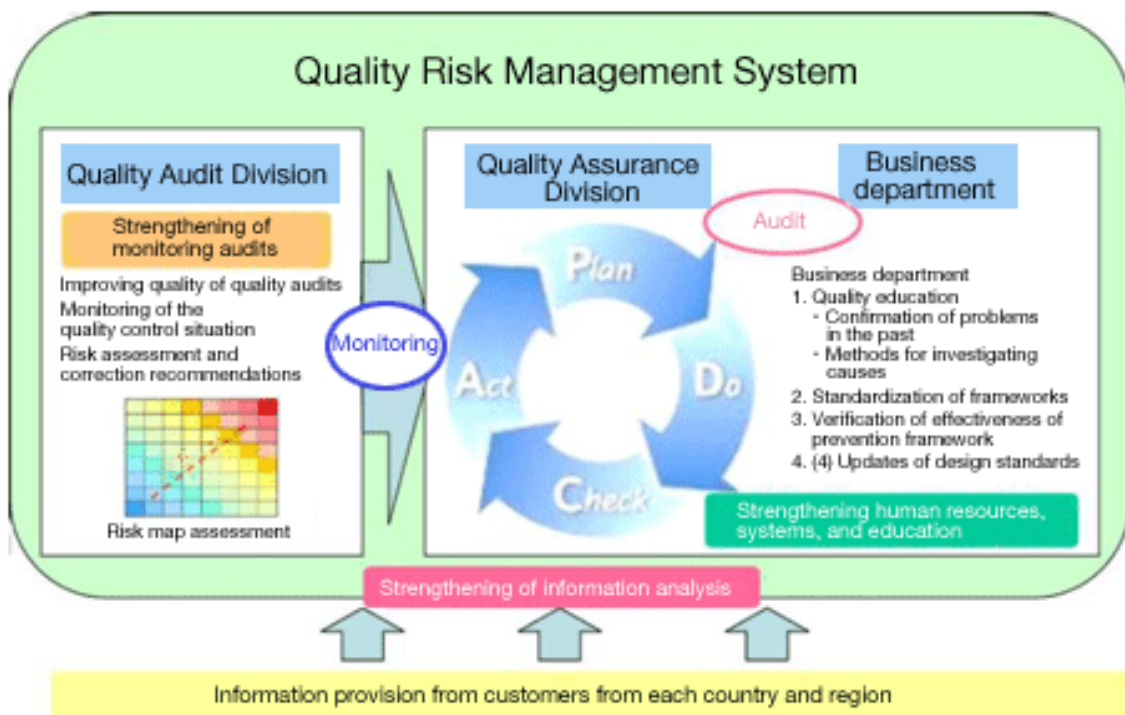
## Measures for vision achievement

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 2021 Activities

In 2021, we are strengthening our customer consultation to hear more customer feedback.

With regard to the number of product quality complaints, the Tire Group decreased by 15.0% and the MB Group increased by 6% compared to the previous year amid the mood of self-restraint caused by the COVID-19 disaster.

### 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 2021, 19 employees were newly certified (total of number of certified employees: 162).

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 2021, the number of newly certified (0 in Japan and 2 overseas) as tires service engineers and those who qualified as authorized adjuster (0 in Japan and 2 overseas) to make judgments regarding complaints.

### <FY 2021>

Number of staff that has received training and qualifications	In Japan	Overseas
Number of staff that obtained IATF 16949 internal auditor certification	12 in the MB Group (cumulative total of 159) 0 in the Tire Group (cumulative total of 12)	—
Number of staff which was newly certified as a tire service engineer	2	24
Total number of certified tire service engineer	17	436
Number of the authorized adjusters who can make judgements regarding tire complaints (new)	0 *The YFS (Yokohama Field Service) certification training could not be held in FY2021, and there were no new certificates.	0 *We were unable to hold training for delegation of claims adjudication authority for overseas in FY2021, and there were no newly accredited persons.
Total number of authorized adjusters who can make judgements regarding tire complaints	778	191



## **Introduction of Initiatives**

There was one recall in FY2021 for hose sales, which was handled appropriately.

In addition, a service campaign for STL (studless tires) was conducted on April 12, 2021.

## **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.

# Marketing and Labeling

## KPI

Item	FY 2020 results	FY 2021 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.

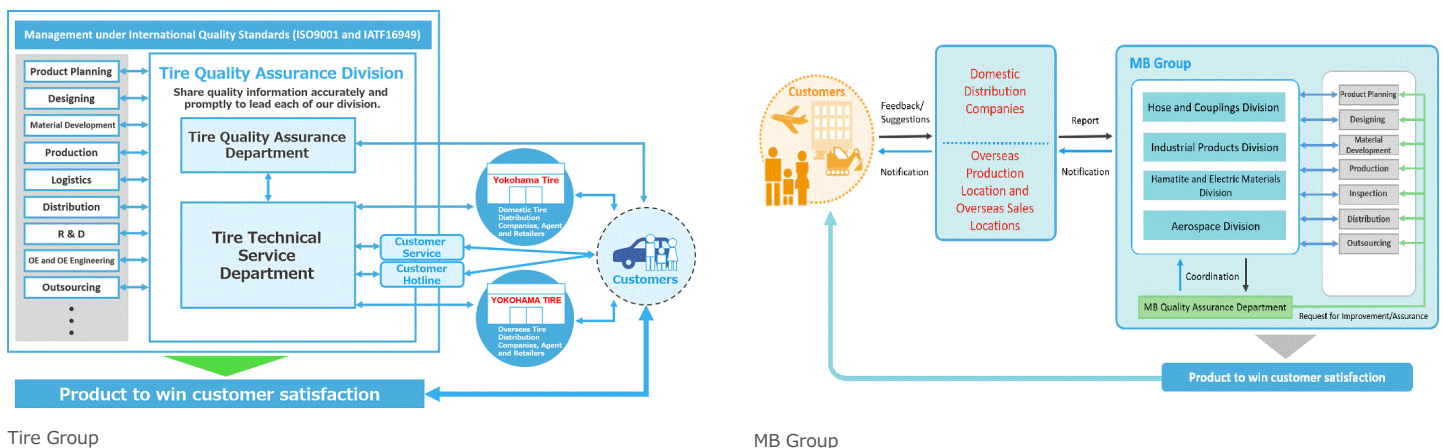
## Frequency of customer satisfaction measurement, survey method, and feedback mechanism

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 [website](#). 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 2021 Activities

### Review of Product and Service Activities

In order to ensure the safe and proper use of tires, special training on tire inflation operations and seminars on basic tire knowledge and daily inspection and management were held for tire dealers and agents.

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 2021.

# Introduction of Initiatives

## Product and Service

The Onomichi Plant, which manufactures large tires for construction machinery, has consecutively received the Platinum certification, the highest rank in Caterpillar's Supplier Quality Enhancement Process (SQEP). 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 2021.

## 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.

**Market Requirement List - For OTR -**

**Customer's Information**

Customer Name	YOKOHAMA
Location of Working Site	Yokohama, Chiba Prefecture, Japan
Vehicles and Tire Information	Yokohama, Chiba Prefecture, Japan

**Tire Information (Performance and Consumption)**

Brand / Pattern	Size	PR	TR	Spine	Max. Life	Price	Consumption (Other Items)
330D (Pattern 1)	37.00-40	1.0	1.0	1.0	1.0	1.0	1.0
330D (Pattern 2)	37.00-40	1.0	1.0	1.0	1.0	1.0	1.0
330D (Pattern 3)	37.00-40	1.0	1.0	1.0	1.0	1.0	1.0
330D (Pattern 4)	37.00-40	1.0	1.0	1.0	1.0	1.0	1.0
330D (Pattern 5)	37.00-40	1.0	1.0	1.0	1.0	1.0	1.0

**Photo of Haul Road & Dumping Area, And Other Photo**

**Haul road Colored Map**

Distribution of Truck speed at Location ①

Route: 1.0m  
 Loading A → Dumping A: 4.5km  
 Loading B → Dumping B: 1.5km  
 Loading C → Dumping C: 6.5km

Dump truck speed is not so high.

**Haul road Colored Map**

Distribution of Slope at Location ①

Route: 1.0m  
 Loading A → Dumping A: 4.5km  
 Loading B → Dumping B: 1.5km  
 Loading C → Dumping C: 6.5km

These are safe slope when Loaded & Drive. Red area are 10% over Uphill.

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](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

<https://ch.nicovideo.jp/yokohamarubber>

# Customer Privacy

## KPI

Item	FY 2020 results	FY 2021 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 Legal Department, Product Planning Department, and Systems Department, and confirmed 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 sub-contractor 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.
5. 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 2021 Activities**

The Personal Information Management Committee met twice during FY2021.

Reported on the status of compliance with the Personal Information Protection Act in other countries applicable to the Yokohama Rubber Group, including China and other Asian countries, as well as an overview of the revised Personal Information Protection Act in Japan that will be enforced in 2022.

In fiscal 2021, there were no issues concerning the personal information of customers raised as a topic.

## **Issues and Future Improvement Measures**

In the future, we will continue to disseminate information on personal information management and respond to the Personal Information Protection Act revised in 2022, and review our regulations and their operation as necessary.