

Caring for the Future



Corporate Philosophy



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.

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CSR Slogan



Yokohama Rubber and the SDGs



The Yokohama Rubber Group is implementing CSR-aware management that involves the integrated promotion of business expansion and CSR, based on a medium- and long-term perspective that aims to realize a sustainable society.

By linking the Group's CSR vision – "Caring for the Future" – with the U.N. Sustainable Development Goals (SDGs), Yokohama Rubber is making clear its goal of addressing social issues through its business activities, and the significance of this goal. All of us in the Yokohama Rubber Group attach great importance to our family members and our work colleagues, and we strive to realize environmental and social harmony and fairness in our daily business activities. With this in mind, we are collaborating with all of our stakeholders to strive to realize an enhancement of the company's social value and corporate value through the SDGs.

*Adopted at the United Nations Sustainable Development Summit in September 2015, the SDGs comprise 17 sustainable development goals and 169 individual targets.

Editorial Policy

With the aim of realizing our corporate vision – "to build a trusted identity as a contributing member of the global community" – the Yokohama Rubber Group has been rolling out a series of corporate activities that are deeply rooted in the individual regions where we operate throughout the world, under our Grand Design 2020 (GD2020) medium-term management plan. To this end, we are working to address social issues on the basis of the five key themes that our CSR slogan – "Caring for the Future" – embodies.

This Report was created to share the Yokohama Rubber Group's policies, code of conduct and approach to CSR, orientation, specific measures, performance, and how they relate to the U.N. Sustainable Development Goals (SDGs) and other international accords, in a concise and clear manner.

Period covered by the Report:

January 1, 2019 to December 31, 2019
(Information includes some activities which were conducted in or after January 2020)

Available Online Content

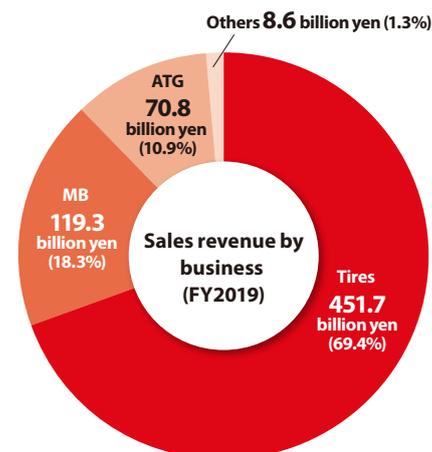
To help ensure that our stakeholders enjoy peace of mind, we disclose information about our high-quality monozukuri manufacturing operations and our environmental, social and corporate governance (ESG) measures on our CSR website (which follows the GRI standard for sustainability reporting) and in our financial results and annual report.



Business and Main Products of Yokohama Rubber

The Yokohama Rubber Group aims to achieve its 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.” We will communicate joy to our stakeholders and gain their trust through business growth strategies that evoke a distinctive identity unique to Yokohama Rubber. The strategies and initiatives in each field are as follows.

Consumer Tires	Through quality and performance to “Help consumers get more out of motoring lifestyles” with a focus on premium car tires, winter tires, and hobby tires, we deliver safer and more enjoyable driving.
Commercial Tires	We have expanded off-highway tires and truck and bus tires to contribute to the sustainability of industries and improvements in mass transport efficiency.
MB (Multiple Business) Operations	We aim to establish a firm position in the automotive components business and marine products business that will lead to the next generation by exploiting compounding and compositing technologies that we are strong in.
Alliance Tire Group (ATG)	The Alliance Tire Group (ATG) has been providing tires for use on agricultural machinery (such as tractors, etc.) and forestry machinery for over 60 years, under the Alliance brand and other brands.



Consumer Tires

[Principal products] Production and sales of tires, tire tubes, aluminum alloy wheels and other peripheral products for passenger cars and for motor sports.

► BluEarth-4S AW21 all-season tires for passenger cars

The BluEarth-4S AW21 all-season tire can be used in a wide range of road conditions all year round, including wet or dry road surfaces, and in snowy weather, regardless of the temperature. Besides providing outstanding performance on snow and on wet roads, it also offers superior dry road performance and first-class wear resistance. As the BluEarth-4S AW21 can cope with sudden snowfalls, it can be used year-round, with no need to implement seasonal tire changes. The Divergent V-grooves and Crossing Narrow Grooves, which make use of newly-developed directional tread pattern technology, ensure both good water expulsion performance on wet roads and also superior performance in snowy conditions. In addition, the tire’s wide tread and large shoulder blocks provide a large tread contact area, making for enhanced handling on dry roads. The BluEarth-4S AW21 is made using a silica end-locked polymer compound, which improves performance both on snow and on wet roads. The tire sidewalls bear the “Snowflake Mark” symbol, confirming that the tire conforms to the severe-weather snow tire requirements specified by international standards, allowing the tire to be used during periods when special winter tires are required by law.*1



BluEarth-4S AW21

*1 Please note that in regions where tire chains are compulsory in winter for all vehicles, chains must be fitted to all tires (including studless tires).

► BluEarth-XT AE61 summer tires for crossover sports utility vehicles (CSUVs)

The BluEarth-XT AE61 is a summer tire specially designed for use with crossover sports utility vehicles (CSUVs). It delivers the sharp handling performance that drivers need on city streets and highways, as well as a quiet ride that contributes to comfort inside the car interior. In addition, the tire’s resistance to uneven wear gives it a long useful lifespan. Within Japan, all sizes of the BluEarth-XT AE61 tire have achieved the rare distinction of receiving both an “a” grade, the highest possible rating, for wet-grip performance, and an “A” grade for rolling resistance. These strengths provide drivers with a greater sense of safety when driving in the rain, while also contributing to the vehicle’s low fuel consumption. The tire profile features a smooth road contact surface shape and a mound profile that evenly distributes contact pressure, with a newly-developed asymmetric tread pattern design that provides high rigidity from the shoulder to the center rib, contributing to enhanced handling performance and resistance to uneven wear. Four straight grooves combined with inside narrow grooves contribute to the tire’s outstanding wet-grip performance. The tread pattern is designed to suppress air-pumping noise, which makes for a superior level of quietness, while the compound used for the tire is a nano-blend rubber that combines silica and polymer to enhance wet-grip performance and fuel efficiency.



BluEarth-XT AE61

► BluEarth-Van RY55 – The first BluEarth tire specially designed for vans, with outstanding wear resistance

The BluEarth-Van RY55 provides enhanced wear resistance, a key requirement for van tires, along with superb performance in wet conditions. It uses the newly-developed Extra Powerful Profile, a specially designed tread pattern, and also features the Aggressive Shoulder, with a combination of deep lugs and sipes on the tire shoulder, making for enhanced wear resistance and resistance to uneven wear. The compound used for the BluEarth-Van RY55 features Triple polymer for enhanced durability, and the tire also incorporates a specially-developed tire profile that provides contact shape optimization, while also reducing uneven wear. In addition, the triangular profile and wide center grooves contribute to superior rigidity and improved water expulsion. Thanks to these special features, by comparison with the JOB RY52, a conventional van tire, the BluEarth-Van RY55 realizes a 20% improvement in wear resistance and a 6% improvement in wet handling.



BluEarth-Van RY55

Commercial Tires

[Principal products] Production and sales of tires for trucks and buses, and for construction equipment.

► 902L all-season ultra-wide-base (UWB) tires

Ultra-wide-base (UWB) tires are special, extra-wide tires that make it possible to replace dual wheels (that use a set of two tires) with a single wheel and tire. Switching over to a single wheel reduces the burden of tire replacement and day-to-day inspection tasks, and because the single wheel and tire are lighter, the truck can carry up to as much as around 170kg of extra load. The 902L uses Yokohama Rubber's unique, specially-developed SpiraLoop® belt structure, which has a steel belt layer running parallel to the direction of rotation of the tire. This belt structure helps to reduce shoulder area expansion and belt distortion when the vehicle is moving, and also provides outstanding resistance to uneven wear and improved durability, thereby contributing to increased tire lifespan. The new tread pattern also makes for improved traction performance, reduces rolling resistance, and improves water expulsion and handling. Tire models that use SpiraLoop® have already been introduced in the North American market, and have attracted a lot of positive comment.



► RR42 off-the-road radial tires for port facility vehicles

The RR42 is a newly-developed radial tire designed for use on straddle carriers, which are vehicles used to transport containers in port facilities. A brand-new tread pattern and optimized profile ensure long, even wear and reduced vibration and lateral deflection. By comparison with conventional tire products, the RR42 offers enhanced wear resistance and improved handling, thereby contributing to reduced resource consumption and greater comfort and safety for customers.

MB (Multiple Business)

[Principal products] Incorporating Yokohama Rubber's hose and couplings, industrial materials, Hamatite (sealants and adhesives) and aerospace products businesses, the MB business unit undertakes production and sales of high-pressure hoses, couplings, conveyor belts, fenders, marine hoses, adhesives, sealants, aircraft water tanks and other products.



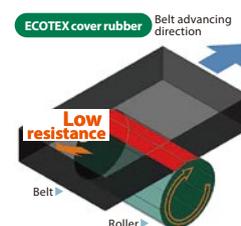
► Pneumatic fenders – Helping to drive the growth of marine industries

Yokohama Rubber holds the highest global market share for pneumatic fenders, which are used to prevent collision damage when ships come alongside one another or when they berth at a pier, whether in port or at sea. Fenders comprise three layers: an outer rubber layer, a reinforcing tire cord layer, and an inner rubber layer; the overall thickness is in the range of 2 – 3 cm. To date, Yokohama Rubber has supplied more than 40,000 fenders, which are in use all over the world. Responding to the trend for the ships that carry resources across the globe to get steadily bigger, Yokohama Rubber has become the first company in the world to supply mega-sized fenders (which are 6 m in diameter and 11.5 m long). To contribute towards the safety of marine transportation, Yokohama Rubber is working on the development of new marine products that use sensor functionality to provide enhanced value.



► ECOTEX energy-saving conveyor belt

ECOTEX was used in the longest conveyor line in Japan in recognition of its energy savings and high durability. The viscoelasticity of the bottom facing cover rubber that comes into contact with the roller has been optimized to reduce the resistance when going over the roller and contribute to a reduction in conveyor power consumption. A significant reduction in power consumption of at least 50% compared to before has been achieved.



ATG (Alliance Tire Group K.K.)

[Principal products] Production and sales of tires for agricultural, industrial, construction, and forestry machinery.

► Alliance 398 MPT tires for agricultural machinery

The Alliance 398 MPT is compatible for use with a central tire inflation system*2 that automatically adjusts tire pressure to the level suitable for driving in the field or on a paved road. In addition, the tires' all-steel radial flotation construction*3 enables the Alliance 398 MPT to deliver excellent performance on and off the road, with perfect traction, high load capacity, and soil protection when used on the farm and stable handling and a quiet and comfortable ride at high speeds when used on paved roads. The tire is the world's first*4 agricultural tire capable of delivering speeds up to 100km/hr on paved roads. This duality enables farmers to load their crops directly in the field and transport them without the need to transfer to another vehicle, eliminating the need for grain carts and other equipment and contributing to greater work efficiency. This tire won an Innovation Award Silver Medal at the 2019 AGRITECHNICA exhibition in Hannover, Germany, the world's leading trade fair for agricultural machinery.



*2 A system that automatically adjusts tire inflation levels. On the farm, the air pressure is lowered so as to increase the surface contact area and disperse the load, thereby lightening the burden on the soil. On paved roads, tire pressure is increased to facilitate smooth rides at higher speeds. The automated system enables the driver to increase or reduce the tires' air pressure without disembark from the truck cab.

*3 Among steel radial tire structures for tires used on agricultural machinery, this structure is known for excellent flotation (buoyancy) performance that lightens the burden on soil found on nonpaved road surfaces, including muddy roads.

*4 An in-company investigation.



We will pursue the sustainability of both society and companies.

Masataka Yamaishi

President and Representative
Member of the Board

For a world with an uncertain future

As you all know, the outbreak of the new coronavirus (COVID-19) has prevented us from doing business as normally would have in the past since the beginning of 2020. Yokohama Rubber also prioritized the safety of its employees and took measures such as restricting movement in and out of Japan and shutting down its plants in accordance with governmental directives. These measures began in January 2020, when the Yokohama Rubber Group announced its policy of “prioritizing the health and safety of employees, their families and business partners” and “minimizing the impact on our business and operations” at the New Coronavirus Countermeasures Headquarters and Risk Management Committee when we received information about these directives. We have established IT environments for remote work (telecommuting) and web conferencing to avoid the Three Cs (Crowded places, Close-contact settings, and Confined and enclosed spaces), revised systems to include staggered working hours and hourly leave, issued guidelines for employee behavior, and made revisions as appropriate in response to changing circumstances. On top of that, I believe that damage and infections have been minimized by every department and location taking all possible measures to ensure efficient operations.

However, as we look around the world, there is still a lot of

uncertainty about the convergence of infections, and economic activity at home and abroad is expected to continue to fluctuate significantly.

Tires are essential goods, and we have a mission to provide indispensable products to society. In addition, we will fulfill our supply responsibilities as a supplier of conveyor beltings, marine hoses and many other products that support the infrastructure of society. For this reason, we will strengthen our organization that allows us to provide flexible and prompt production and services while assessing the costs that are essential to our business operations.

Unique CSR management to survive uncertain times

Fiscal 2019 marks the end of the second year of our three-year medium-term management plan, Grand Design 2020 (GD2020), which was launched in 2018. It calls for redefining Yokohama Rubber's strengths, fortifying our business foundation through growth strategies in each individual business with strengthened original approaches, and preparing for further growth in the coming decade of the 2020s. In fiscal 2019, we continued to vigorously promote the growth strategies of each of our businesses to give momentum toward the final year of 2020,

while also working to fortify our business foundation through ESG practices* and workstyle reforms.

First, each business worked to implement their growth strategies. In the consumer tires business, we expanded the installation of mainly high-inch, high-performance tires on various premium cars as part of our Premium Car Strategy. In addition, we began selling all-season tires in Japan under our Winter Tire Strategy. In North America, we enthusiastically launched new products, including studless tires for both passenger cars and SUVs. Our Hobby Tire Strategy promotes the joy of driving and has demonstrated our strong presence in the global market, such as by sweeping the U.S. SEMA Show's "Best New Tire" awards.

In the tires business, the Alliance Tire Group's (ATG) product lineup for off-highway tires (OHT), such as those for agricultural and forestry machinery-use, have been recognized for their superior buoyancy performance that does not damage agricultural and forestry land and does not impair plant growth, as well as for their high on-road performance, and won the silver medal the world's largest agricultural machinery exhibition. We are expanding the production of ultra-flat single tires for trucks and buses, which contribute to lower maintenance and higher load capacity, as one of the pillars of our growth.

In MB, we have begun delivering the world's largest pneumatic fenders, contributing to the safety of marine transport with the aim of becoming the world's number one company in the marine industry.

To fortify our business foundation, we are working to strengthen our financial position, revitalize our corporate culture, and upgrade risk management. ESG activities, which have become increasingly important in recent years, include expanding the use of renewable energy, promoting the development of products that contribute to the environment, supporting farms and surveying labor conditions to achieve sustainable natural rubber procurement, and appointing independent outside directors and foreign directors. We are also reforming the way our employees work with a focus on "utilizing diverse human resources" and "supporting work-life balance." The Company's ESG activities have been recognized globally, including inclusion in the international environmental NPO CDP's Climate Change A List in 2019, and inclusion in the FTSE4Good Index Series, a global index of ESG investments, for 15 straight years.

However, there are significant changes in the planet and society, including the mild winter and occurrence of natural disasters in 2019, and COVID-19 in 2020, and we need to be properly aware of risks and opportunities. In addition, we will accurately assess the needs of the regions in which we operate, and each base will work to strengthen its business continuity plan (BCP), including disaster prevention and safety. Through new ways of working, I would like to collaborate as a team and increase motivation while clarifying our vision and the mission and actions of each of us to achieve it.

To become a company indispensable to customers around the world

We must keep in mind that even after the effects of COVID-19



Company-wide safety and disaster prevention meeting (2019)

subside, we may be unable to return to the same life and society as before. This is a change in values that calls for "new ways of working and living that give many people a sense of fulfillment and satisfaction, rather than the old way of living with its many problems," and customers' purchasing behavior will also change.

I have been talking about "Business Creation and Business Maintenance" since I became president. Promoting internal improvements (business maintenance) and growth strategies (business creation) simultaneously will lead to solutions for social, environmental and business sustainability issues.

We are committed to protecting jobs and ensuring the health and safety of our employees, their families and the people around them, while striving for sustainable economic development in line with these changing values.

Specifically, in order for rubber plantations to produce natural rubber sustainably and for us to have a stable supply, we will work with a natural rubber public corporation in Thailand and our suppliers to further promote study meetings, fertilizer provision, and agroforestry farming methods. In addition, we will utilize the YOKOHAMA Magokoro Fund to collaborate with many NPOs and contribute to solving related issues.

In this way, we will work together with the Sustainable Development Goals (SDGs) aiming to resolve international social issues, the United Nations Global Compact (UN-GC) and the World Business Council (WBCSD) to ask what we should prioritize in solving various social issues.

And we will demonstrate our future initiatives post-GD2020.

To ensure that our business activities contribute to the SDGs, we have created a business vision that addresses the risks and opportunities in the world, such as the climate crisis, deforestation, agriculture and food, and human rights in the supply chain, as well as new social opportunities, through collaborating and working together with our stakeholders.

Finally, we re-confirm once again that "safety, quality and compliance" are the prerequisites for all of our activities, and the entire company will work together to thoroughly prevent the occurrence and spread of disasters and infectious diseases. I would like to ask for the cooperation of all of our stakeholders to overcome these challenges together.

*ESG activities: In addition to financial activities, initiatives for long-term growth in terms of environment, social and governance

Risks and Opportunities Presented by Yokohama Rubber's Sustainability-focused Management

While environmental destruction and social issues pose significant risks to business continuity, working to solve social issues can also lead to new business opportunities. Yokohama Rubber is aware of the risks and opportunities in sustainability and wishes to contribute to the richness of the earth and society through our business activities.

Caring for the future/Core issues addressed by ISO 26000

	Issues to be recognized	Risks
 <p>Corporate governance ● Organizational governance</p>	<ul style="list-style-type: none"> ● Maintenance and strengthening of foundation for proper organizational governance ● Sustainable profitability and business growth (transformation) ● Effectiveness and diversity of the board of directors and organization ● Dialogue and information disclosure 	<ul style="list-style-type: none"> ● Compliance with laws and regulations, and responding to systemic changes ● Social demands to strengthen corporate governance ● Violations of antitrust laws, bribery, price cartels, export controls, etc. ● Protection of intellectual property rights ● Suspension of product support or procurement due to disasters or infectious diseases ● Unauthorized use and theft of data, cyber-attacks, and suspension of information infrastructure ● Economic and financial downturns, and declines in funding and investment returns, etc.
 <p>Products ● Consumer issues</p>	<ul style="list-style-type: none"> ● Customer health and safety ● Shift to CASE in automotive industry ● Provision of products that meet environmental performance and customer needs ● Protection of personal information ● Maintenance of quality to the satisfaction of our customers ● High environmental impact when using products 	<ul style="list-style-type: none"> ● Risk of accidents and lawsuits due to poor product safety, recalls and damage to brand value ● Decrease in demand for products due to economic fluctuations and other factors ● Decrease in demand for winter tires due to decrease in snowfall ● Sharp rise in resource prices
 <p>The Earth ● The Environment</p>	<ul style="list-style-type: none"> ● Climate change problems ● Changes in the natural environment of our production bases and suppliers ● Impact of operations on the ecosystem ● Continuation of sustainable operations in Japan and abroad ● Dependence on natural capital such as water and natural rubber ● Switch from fossil resources to sustainable resources 	<ul style="list-style-type: none"> ● Environmental laws and regulations and litigation risks ● Impact on climate change and air pollution, and increased energy costs ● Environmental impact of waste and emissions, and community opposition to operations ● Depletion and shortage of water resources
 <p>People ● Human rights ● Labor practices</p>	<ul style="list-style-type: none"> ● Prevention of complicity in child and forced labor in the company and suppliers ● Improvement of occupational health and safety and prevention of infectious diseases ● Strengthening education and training ● Fostering an active work environment with diversity and equal opportunities 	<ul style="list-style-type: none"> ● Losses and business impact due to occupational accidents, natural disasters, infectious diseases, etc. ● Work stoppages due to labor unrest, and lower productivity due to reduced satisfaction
 <p>Community ● Fair operating practices ● Community involvement and development</p>	<ul style="list-style-type: none"> ● Environmental impact of suppliers (local pollution, negative impact on local residents, risk of shutting down supplier operations) ● Social impacts on suppliers (disasters, human rights violations, illicit activities and conflict minerals) ● Environmental impact on areas where we are expanding our business, and the negative impact when withdrawing ● Understanding the culture and customs of areas where we are expanding our business, and creating economic benefits for those areas 	<ul style="list-style-type: none"> ● Impact on investments, etc. (compliance with local laws and customs, mainly in Asia) ● Conflict minerals and risk of human rights violations

Opportunities	Yokohama Rubber's Initiatives	Website Page
<ul style="list-style-type: none"> ● Strengthening the risk management system 	<ul style="list-style-type: none"> ● Strengthening the governance system ● Strengthening business continuity plans (BCPs) ● Developing systems to promote compliance ● Strengthening financial position and transparency 	<p>P.9-10 Corporate Governance</p> <p>WEB Organizational Governance</p>
<ul style="list-style-type: none"> ● New business opportunities by adapting to CASE ● Early response to changes in demand and tighter regulations ● Improvements in competitiveness and profitability through reuse and recycling 	<ul style="list-style-type: none"> ● Manufacturing and selling tires with high safety, quality, and environmental performance ● Promotion of the YOKOHAMA Intelligent Tire Concept ● Development of all-season tire and sensor technology ● Tire maintenance through service cars and remote service ● Development of biomass rubber and promotion of retread tires ● Manufacturing and selling tires for industrial and construction vehicles that support social infrastructure ● Manufacturing and selling tires for agriculture and forestry machinery that contribute to sustainable production in the agriculture and forestry industry ● Manufacturing and selling MB products that contribute to greenhouse gas reductions 	<p>P.11-12 Products</p> <p>WEB Consumer Issues</p>
<ul style="list-style-type: none"> ● Reduction of energy costs by improving manufacturing process efficiency ● Reduction of resource price fluctuation risks and improvements in operational efficiency through reuse and recycling ● Reduction of environmental protection costs ● Reduction of environmental lawsuit and regulation penalty risks 	<ul style="list-style-type: none"> ● Sustainable natural rubber procurement ● Coexistence and shared prosperity with agroforestry farming method promotion and rubber farmers ● Continuation of 100% environmentally-friendly products ● Environmental impact reductions through business activities ● Promotion of Yokohama Forever Forest and biodiversity activities ● Promotion of cogeneration and renewable energy ● Effective use of water resources (rainwater harvesting in India and Thailand, etc.) 	<p>P.13-14 The Earth</p> <p>WEB The Environment</p>
<ul style="list-style-type: none"> ● Workstyle reform emphasizing diversity and lifestyles ● Securing excellent human resources and sustaining employment through health management ● Growth through human resources development and workplaces without discrimination ● Establishing traceability for sustainable natural rubber procurement 	<ul style="list-style-type: none"> ● Implementation of procurement in accordance with CSR procurement standards ● Strengthening training by expanding the training system ● Strengthening activities in the Diversity Promotion Taskforce ● Expanding system for flexible workstyles ● Strengthening of efforts in health management ● Strengthening of safety and disaster preparedness initiatives ● Farmer survey in Thailand, etc. 	<p>P.15-16 People</p> <p>WEB Human Rights Labor Practices</p>
<ul style="list-style-type: none"> ● Improvement of the environmental and social impact of suppliers and improving their reputation by promoting CSR procurement ● Job creation and economic development in regions where we operate ● Change in mobility in regions with an aging and shrinking population ● Change in mobility services in the new normal 	<ul style="list-style-type: none"> ● Implementation of procurement in accordance with CSR procurement standards ● Support for healthcare, education, etc. in local communities ● Disaster support activities ● Collaboration with the YOKOHAMA Magokoro Fund and NPOs ● Creation of employment in regions where our business is developed 	<p>P.17-18 Community</p> <p>WEB Fair Operating Practices Community</p>



Implementing Disaster Prevention Measures, and Taking Appropriate Action in Response to a Wide Range of Risks



Significance of our initiatives

Japan and the other countries and regions where Yokohama Rubber operates are constantly exposed to the threat of major natural disasters such as mega-typhoons, record-breaking torrential rainfall, major earthquakes, etc. We systematically implement measures that include training to verify that systems for confirming employee safety in the event of a disaster are operating effectively, stockpiling of food, drink and other emergency supplies, the implementation of Fire Prevention audit and the compiling of Disaster Prevention manuals, etc. We believe that it is very important for every individual employee to maintain Disaster Prevention awareness, and to implement simulations of possible disaster scenarios.

Getting employees into the habit of implementing disaster scenario simulations

Current status of Disaster Prevention measures

No. of Fire Prevention audits performed
22 sites

Rate of reduction in the incidence of small fires (year-on-year)
40% reduction

Framework for Disaster Prevention measure implementation

Within Japan, it is estimated that there is a 70% probability of a large-scale natural disaster – such as a major earthquake with its epicenter directly beneath Tokyo, or a Nankai Trough megathrust earthquake – occurring within the next 30 years. It is also very common for Yokohama Rubber’s production sites – whether located in or outside Japan – to be affected by natural disasters such as earthquakes, typhoons, tornados and flooding.

In order to be able to respond rapidly in the event of an emergency, Yokohama Rubber has put in place the systems needed to enable smooth, systematic operation of the disaster response headquarters in the event of a natural disaster occurring.

Formulation of Fire Prevention Guidelines

Yokohama Rubber has formulated Fire Prevention Guidelines to serve as a “standard” outlining the appropriate stance, with the aim of realizing verification and improvement of fire prevention activities within the Yokohama Rubber Group and ensuring that, in the event of a fire occurring, swift action will be taken to prevent it from spreading.

Yokohama Rubber is working to strengthen its fire prevention framework by taking these Guidelines as the foundation for the ongoing implementation of fire prevention audits at each production site, and for a PDCA (Plan-Do-Check-Action) cycle to bring about improvements.

Formulation of Disaster Prevention Guidelines

Yokohama Rubber has formulated Disaster Prevention Guidelines, which prioritize the safeguarding of human life, to serve as a code of conduct for employees when responding to emergencies such as natural disasters (including earthquakes, typhoons, flooding, severe snowstorms, landslides, etc.), epidemics, etc., and to outline the preparations that the company must take in relation to such disasters. The aim has been to ensure that the Guidelines are full of useful, practical content, divided into three main sections: “Everyday Preparedness,” “Disaster Response Systems,” and “Initial Response in an Emergency (Code of Conduct).” In the future, we will continue to maintain and adjust the Disaster Prevention framework that we have put in place, working to build systems that will continue to operate effectively in the future. Taking this as the foundation, moving forward we will be formulating business continuity planning (BCP) strategies to address a wide range of different types of risk.



Disaster Response Pocket Manual

When a disaster occurs, what action should be taken in order to safeguard human life? The Disaster Response Pocket Manual clearly outlines what action individuals should take, and what action they should take as employees, in response to a disaster.

First, for each individual, the overriding priority is to safeguard your own life. In an emergency, you must stay calm and think first of all about what you need to do to protect yourself. In order to let other people know that you are safe and unharmed, it is very important to decide in advance with family and friends how you can notify each other that you are safe. In addition, in order to maintain the business activities that underpin daily life, it is also vitally important for individuals to stay calm and collected in their roles as employees. The Disaster Response Pocket Manual outlines what employees should do if they are caught up in a disaster while commuting to or from work, or while they are at work.

Disaster Response Pocket Manual

Basic actions in the event of an emergency caused by an earthquake etc.	
Ensuring your physical safety	Stay safe by sheltering under a desk or table, etc.
Making sure you have a way out	Check where the emergency exits are Don't use elevators
Fire management	If a fire breaks out, try to extinguish it
Initial evacuation	Where can you escape to? When and how can you escape?
Collecting information	Has there been a tsunami warning, etc.?
Secondary evacuation	Is the evacuation assembly area safe from tsunamis, etc.?
Confirming safety Rescue and first-aid provision	Performing roll-call and reporting; does anyone need rescuing?
Determining whether it is safe to return home	Don't act recklessly; confirm what the real situation is first, and only take action after you have correct information

Employee Action procedure	
In an emergency, behave calmly	
When commuting to or from work	<ul style="list-style-type: none"> • Ensure your own personal safety • Collect the information you need • Notify your supervisor that you are safe (normally, if a disaster occurs when you are commuting to or from work, you should return home)
When at work	On company premises <ul style="list-style-type: none"> • Ensure your own personal safety (remain calm) • When the earthquake dies down, evacuate • Wait for instructions
	Outside company premises (while on business trips, etc.) <ul style="list-style-type: none"> • Ensure your own personal safety • Collect the information you need • Check the place where you are staying • Notify your supervisor that you are safe
Outside working hours On weekends or holidays	<ul style="list-style-type: none"> • Ensure your own personal safety • Collect the information you need • Notify your supervisor that you are safe

Yokohama Rubber's response to the COVID-19 coronavirus epidemic

In the past, Disaster Prevention measures were based on the assumption that the disaster would take the form of a natural disaster, fire etc. causing damage to property and injury to people. The emergence of the COVID-19 coronavirus epidemic has made it necessary to add new scenarios to Disaster Prevention planning. Whereas in the past the main focus was on responding to natural disasters, increasing importance is now being attached to business continuity and business recovery, and to activities that relate to preventing disasters from occurring.

Many of the countries and regions where Yokohama Rubber operates have been affected by the announcement of states of emergency, with citizens being encouraged to stay home, imposition of lockdowns, and other measures that have had impacts such as being forced to temporarily suspend operations. It is not just our business operations that have been affected; daily life has also been affected.

Yokohama Rubber's COVID-19 Response Headquarters and Risk Management Committee have been constantly monitoring the changing situation, and have been focusing on business continuity, with efforts in the following two areas playing a key role:

- **Prioritizing the health and safety of employees, their family members, and our customers**
- **Working to minimize the negative impact on our business and operations**

In battling the threat posed by the COVID-19 epidemic, what is needed is a response that recognizes the need to "live with and adjust to the coronavirus," carrying on daily life and work while prioritizing health and safety. With this in mind, Yokohama Rubber formulated, at an early stage, strategies relating to work-styles and guidelines for dealing with customers, adjusting them as needed, and striving to ensure that all employees were familiar with them and implemented them thoroughly.

- **Thorough implementation of basic actions**

Wearing masks, washing hands / disinfecting / checking one's temperature, social distancing, and avoiding the Three Cs (Crowded places, Close-contact settings, and Confined and enclosed spaces)

- **Policy regarding going to work / working at home**

In line with national government and local government guidelines, Yokohama Rubber has been thoroughly implementing "off-peak working" (i.e. adjusting working hours so that employees can avoid the rush hour, making use of online meetings, encouraging employees to work from home, minimizing hours spent in the workplace, etc.)

- **External measures**

The company has prioritized efforts to prevent customers, employees and their family members from becoming infected, by avoiding meetings that are unnecessary or which can be postponed.

In the future, Yokohama Rubber will continue to work closely with suppliers, customers and all other stakeholders, to ensure that we can continue to deliver our company's products and services in a timely manner.



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



Significance of our initiatives

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.

Striving to develop new tire technology can 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.

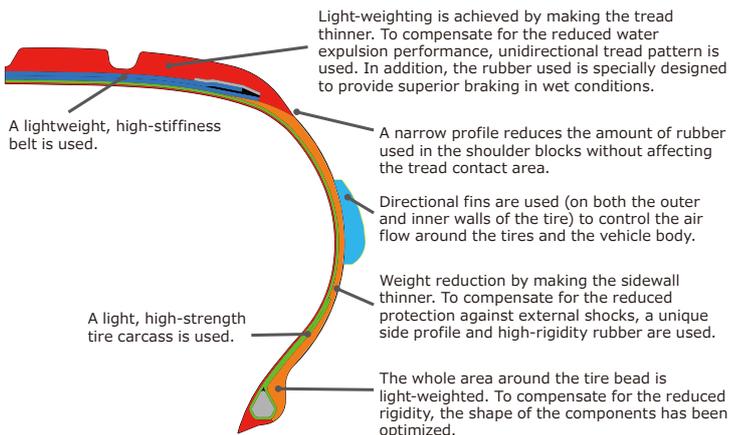
In addition, in order to make going out in your car as enjoyable

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.

On any vehicle, the area of each tire that is actually in contact

Ultra-lightweight concept tire (Announced in 2019)



Tread pattern



Unique directional side-fins have been specially designed for use with unidirectional tread tires. Having these fins on both the outer and inner sidewalls of the tire helps to reduce air resistance.

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

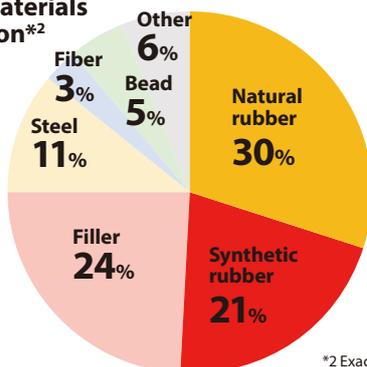
The difference between "a" and "c" grade wet performance is this big



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).

Tire raw materials composition*2



*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.

IoT-enabled tires of the future



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



Launching of Initiatives in Thailand to Foster Sustainable Natural Rubber Procurement



Significance of our initiatives

Aiming to address the risks and social issues that affect efforts to make natural rubber a sustainable resource

Natural rubber accounts for around 20% of Yokohama Rubber’s raw materials consumption. Being able to procure natural rubber in a stable, sustainable manner is vitally important in order for Yokohama Rubber to be able to continue supplying our products to customers over the long term.

In order for the Yokohama Rubber value chain as a whole to operate sustainably on an ongoing basis, we are implementing activities to ensure stable procurement of ethically-sourced natural rubber going forward, while helping to safeguard ecosystems and the natural environment in natural rubber producing regions, and while giving due consideration to human rights issues.

The current state of our initiatives in Thailand

Agroforestry initiatives
45 plantations
 (covering a total of 157 hectares)

No. of rubber farmers visited
101 farmers

Risks relating to natural rubber plantations

Natural rubber is cultivated in hot, humid regions within a belt extending roughly from 15 degrees south of the Equator to 15 degrees north of it, in areas that include Southeast Asia, Africa, and Central and South America. Approximately 80% of global output is concentrated in Southeast Asia, which is also a region renowned for its outstanding biodiversity. Natural rubber is used in the manufacturing of a wide range of products, including gloves, hoses, shoes, etc., but around 70% is used in tire manufacturing. As the process of motorization continues around the world, in the future demand for natural rubber can be expected to increase still further.

If natural forests are cut down in order to develop natural rubber plantations to meet this growing demand, then this will have a serious negative impact on local biodiversity. In some regions there are also concerns about illegal logging, land grabbing and human rights abuses such as child labor and forced labor.

Without clarity about where the natural rubber used in Yokohama Rubber products comes from, there is a risk that the company may unknowingly be contributing to unlawful behavior or environmental destruction. For this reason, it is vitally important to establish traceability, and to put in place a framework that will facilitate sustainable natural rubber production in each region.

However, taking Indonesia as an example, there are

approximately 6 million natural rubber farmers in the country, and the rubber that they produce is delivered to natural rubber processing factories through a complex network of middlemen that may include as many as eight levels of intermediaries, with a total of around 100,000 intermediary dealers involved. Establishing clear traceability is thus no easy task.

The main concerns in regions where natural rubber production takes place (based on an NGO survey)

- Negative impact on biodiversity (Sumatra and Borneo in Indonesia)
- Illegal logging (Cambodia)
- Illegal land seizures (the Mekong River valley, and Africa)
- Human rights violations



Rubber collecting (rubber tapping)

Yokohama Rubber's Initiatives to Date

In both 2016 and April 2018, Yokohama Rubber held Suppliers' Day meetings, at which our main natural rubber procurement partners were invited to Japan so that we could share our approach to sustainable natural rubber procurement with them. In January 2017, Yokohama Rubber announced its support for the goals of the Sustainable Natural Rubber Initiative (SNR-i) advocated by the International Rubber Study Group (IRSG), and began participating in SNR-i activities. In October 2018, Yokohama Rubber formulated and announced its own Procurement Policy for the Sustainable Natural Rubber. Yokohama Rubber is also a founding member of the Global Platform for Sustainable Natural Rubber (GPSNR), initiated by the Tire Industry Project (TIP) of the World Business Council for Sustainable Development (WBCSD), which was launched in October 2018, and the GPSNR's 12 principles are reflected in the Procurement Policy for the Sustainable Natural Rubber.

Initiatives in Thailand

In Thailand, which is a major producer of natural rubber, Yokohama Rubber has been undertaking joint research on natural rubber with several local universities since 2013. Y.T. Rubber Co., Ltd. (YTRC), a Yokohama Rubber natural rubber processing firm located in Surat Thani Province in Southern Thailand, has adopted a water circulation and purification system that re-circulates and reuses the water used within the plant, and the firm has striven to safeguard the natural environment and maintain a relationship of trust with local residents. Since 2016, YTRC has been promoting the adoption of agroforestry* techniques to help natural rubber farmers maintain a stable income.

In an activity that reflects the 12 principles of the GPSNR and the Procurement Policy for the Sustainable Natural Rubber, YTRC has launched farm surveys in the Surat Thani region where YTRC is located. To date, YTRC has visited around 100 farms, undertaking surveys with regard to illegal logging, child labor and forced labor, etc., and aiming to spread awareness of Yokohama Rubber's initiatives to make natural rubber a sustainable resource.

In addition to these measures, in January 2020 YTRC signed a memorandum of understanding with the Rubber Authority of Thailand (RAOT) to collaborate on efforts to enhance traceability, so as to provide support for the operation of natural rubber farms and ensure a sound, transparent supply chain.

* Agroforestry is an agricultural technique that involves planting a mixture of different crops and trees within the same plantation.



Signing the memorandum of understanding with RAOT

Agroforestry initiatives

From when a rubber tree seedling is planted until the tree is mature enough for rubber to be harvested from it takes around 5 – 6 years. By adopting agroforestry – which YTRC has been supporting the dissemination of – rubber farmers can obtain income from other crops during the period in which they are waiting for rubber trees to come to maturity. Once the rubber trees can be harvested from, the wide variety of additional crops that have been planted in the plantation will continue to help ensure a stable income for the farmer.

Rubber trees experience a phenomenon called “wintering,” in which the leaves fall off all of the rubber trees at the same time after a given period of time. Outside the wintering period, very few leaves fall, and because there is no ground litter (formed by the decomposition of fallen leaves by insects and micro-organisms) covering the earth, steps need to be taken to prevent the soil from drying out. With agroforestry, a wide range of other crops are rooted in the soil, and the soil becomes an attractive habitat for micro-organisms that break down the leaves and twigs that fall from these other plants, all of which helps to improve the soil environment. The decomposed leaves and twigs can also be used as fertilizer for the rubber trees, which contributes to cost reductions for the farmer.

Specific measures implemented

- 1. Ongoing implementation of environmental and social surveys of natural rubber plantations**
500 farms by 2022
- 2. Studies aimed at the realization of traceability**
Implementation of a pilot project in the Surat Thani region of Thailand
- 3. Provision of support for farmers**
Provision of training in the Surat Thani region in collaboration with RAOT, and implementation of farm management support measures

Key issues and our vision for the future

Natural rubber is a carbon-positive resource (i.e. one that helps to absorb and sequester carbon dioxide), and it has also formed an industry that underpins the local economy in many places. The main use for natural rubber is in the manufacturing of tires, which play a vital role in supporting motorization – in other words increased mobility for both people and goods – throughout the world, and which also constitute the only part of a vehicle that actually touches the earth. Tires are responsible for all of a vehicle's key functions of moving, turning and stopping, and as such demand for tires will continue to increase steadily in the future.

In order to maintain a stable supply of natural rubber moving forward, without the destruction of forests to create new plantations and without land-grabs, etc., Yokohama Rubber will continue to roll out activities rooted in the communities where natural rubber is produced, in partnership with all stakeholders with an interest in natural rubber.



Creating an Environment Where Every Individual Can Maximize Their Achievements, by Building an Employee-friendly Company



Significance of our initiatives

Putting in place an environment where everyone can fully develop their capabilities

In line with the Yokohama Rubber Group’s management policy, which emphasizes the need to “Create a workplace that values, improves and energizes people,” we are working to put in place – from the perspective of both awareness and systems – an environment in which diverse human talent can acquire the skills they need and then exercise these capabilities to the maximum. We aim to build a workplace where employees can achieve meaningful work-life balance, so that no-one feels that they have to give up work because of the constraints imposed by childcare or senior care responsibilities, etc., and all employees are able to work enthusiastically while respecting one another’s diversity.

Initiatives to enable employees to continue working over the long-term

Holding of workstyle-related seminars

13 sessions

No. of seminar participants

503 people in total

Expanding the flexible workstyles system

Yokohama Rubber has adopted various systems to promote diverse workstyles, including the Working from Home System, an extension of the period for which employees can use shorter working hours under the Shorter Working Hours Scheme, a system making it possible for employees to take annual leave in hourly units, the abolition of a core time period (when working is always required) in the company’s flextime system, etc. These measures embody one of the company’s management policies, which is to build a framework enabling any employee to generate meaningful achievements in their work at any time and in any location.

Overview of the expansion of Yokohama Rubber’s system for supporting diverse workstyles

The basic strategy of the Diversity Promotion Taskforce : “Positioning ourselves as a company that welcomes diverse workstyles, with an employee-friendly working environment that will encourage employees to serve long term.”

- Working from Home System
- Shorter Working Hours Scheme (Scope of application extended from parents of children up to the 3rd year in elementary school to include parents of children up to the 6th year in elementary school)
- System enabling employees to take annual leave in hourly units
- Formulation of measures to support employees returning to work after taking maternity & childcare leave
- Establishment of a contact window providing consultations for employees with childcare or senior care responsibilities
- Abolition of the core time period in the company’s flextime system, etc.

Shifting the focus from promoting women’s advancement to promoting diversity in general

In October 2016, Yokohama Rubber established the Women’s Participation and Advancement Taskforce. Initially, the measures promoted by the Taskforce were heavily focused on enhancing opportunities for women to develop their careers at the company. At the time when the Taskforce was established, women were very much in the minority in the company’s workforce, and many women found it difficult to keep working full-time because of childcare or senior care responsibilities. As a result, women tended to be assigned subsidiary, supporting roles within the company, which was a hindrance to their career development. Subsequently, analysis of employee opinion surveys and interviews, and examination of trends in the wider society, showed that the challenge of maintaining a career while balancing personal matters such as childcare and senior care with one’s work was a problem for all employees, regardless of gender or age.

With this in mind, in July 2019 the name of the Women’s Participation and Advancement Taskforce was changed to “Diversity Promotion Taskforce.” The renamed Taskforce is engaged in promoting diverse workstyles that will enable not only women, but also foreign employees, employees with disabilities, LGBT employees etc. to receive the respect they deserve, and to maximize their individual achievements within the company. Taking the Taskforce’s long-standing strategic goal of “Positioning ourselves as a company that welcomes diverse workstyles, with an employee-friendly working environment that will encourage employees to serve long term” as the foundation, the Diversity Promotion Taskforce will continue to promote diversity within the company.

Transforming both systems and attitudes

Having used a care-related survey of 5,500 employees conducted in 2018, and interviews with employees who volunteered to take part, to identify current issues and needs, we have been implementing measures to expand our systems relating to care provision. More specifically, the criteria for being able to make use of carried-over vacation time have been relaxed, and carried-over vacation time can now be used for senior care provision purposes. In addition, by establishing a consultation contact window, we have made it easier for employees to obtain consultations, and enabled them to get the information they need in a timely manner.

We have also put in place a follow-up system for female employees who take maternity leave, covering the whole period from pregnancy through to the return to work. Thirteen seminars have been held – including seminars for supervisors of employees who are returning to work, seminars for the employees themselves, care-related seminars, and lectures for company officers about workstyle reform, etc. A total of 503 employees participated in these seminars.

With regard to human resource development, we have expanded the holding of seminars relating to career development, which is a key strategic focus for us. By holding Unconscious Bias^{*1} Seminars, for female employees, we have been working to strengthen career-mindedness, and we have also been working to enhance management skills by holding Young Employee Cultivation Seminars for managers, to help managers understand how the environment has changed for the younger generation. In addition, we have held LGBT Seminars, as venues to think about the issue of SOGI^{*2}-related harassment. Seminar participants learned about how casual, unintentional comments or actions by the people around them can make LGBT people feel isolated, and were able to develop a more in-depth understanding of the need for business enterprises to take appropriate measures in this area.

In the future, we will continue to implement various initiatives to enhance the productivity of our diverse employees (including young people, senior citizens, women, people with disabilities, LGBT people, etc.), and to generate new value that goes beyond what has been possible up until now.

*1 "Unconscious bias" refers to prejudices that people hold without being aware of it.

*2 "SOGI" stands for Sexual Orientation and Gender Identity.

Systems put in place in FY2019

Issue	Content
Childcare and senior care	Relaxation of the criteria for making use of carried-over vacation time (April 2019)
Childcare and senior care	Establishment of an internal contact window for consultations (July 2019)
Workstyles	Review of the advisability of relaxing the criteria for utilization of home-working and flextime (scheduled to begin in January 2020)

Seminars implemented in FY2019

Participants	Content
Employees who have taken maternity/childcare leave	Training prior to returning to work
Female employees (in their 20s or 30s)	Career development training for female employees
Female employees (in their 40s or 50s)	
Female employees	Health seminar (breast cancer)
Company officers	Seminars for company officers (Ikuboss ^{*3} (workplace bullying/support for work-life balance))
Managers	Subordinate cultivation seminars (support for work-life balance/ikuboss/mentoring of young employees)
Managers	Mental health seminars
Managers	LGBT seminars
All employees	Health seminars (sleep health)

*3 "Ikuboss" is a term developed in Japan to refer to a supervisor who pays due attention to the work-life balance of subordinates and colleagues in the workplace, and provides support for them in their careers and personal lives, while also ensuring that the organization continues to maintain strong operational performance, and realizing an appropriate work-life balance himself/herself.

Yokohama Rubber's response to the COVID-19 epidemic

Taking the safety of our employees as our key priority, the Yokohama Rubber Group as a whole has taken the following measures in response to the COVID-19 epidemic.

- (1) Adoption of flexible working hours, as well as working from home and other forms of teleworking (where the nature of the employee's work makes this possible), etc.
- (2) Restrictions on business travel (prohibited, except in special circumstances)
- (3) Minimizing the amount of human contact on company premises (for example, implementing staggered meal times in employee cafeterias, and reducing the number of seats so that employees are not sat directly opposite one another)
- (4) Placement of alcohol-based sanitizing agents at entrances, including reception areas, cafeteria entrances, etc.
- (5) Temporary implementation of shift working for all employees

In cases where an employee is confirmed to have contracted COVID-19, this information will be shared throughout the company (while protecting the anonymity of the employee in question). Following the instructions and advice received from the local health center, disinfecting will be performed, and the workplace in question will be closed for a specified period of time, with employees being required to undergo testing and self-isolate at home.

Mask production at Yokohama Peer Support

During the period in which masks were in short supply in Japan, Yokohama Peer Support Co., Ltd. (YPS) undertook production of masks itself, so as to avoid having to ask for an allocation of new masks. Mask prototypes were created using a variety of different materials, and a standard operating procedure was formulated for mask production. While the state of emergency was in force in Japan, YPS staff undertook mask production at home.



Making mask prototypes at YPS

Future issues

Due to the impact of the COVID-19 epidemic, conventional ideas regarding workstyles have been transformed. Yokohama Rubber is making the most of this opportunity to adopt new workstyles.

In order to build an organizational culture in which every individual employee is respected and able to fulfil their potential, thereby helping to raise productivity, managers' attitudes have a key role to play. As part of our diversity promotion program for managers, besides implementing systematic diversity management training, we are also working to support the active participation and advancement of diverse employees, and we are continuing to implement measures to support female employees' career development, help employees to balance their work responsibilities with childcare and senior care responsibilities, and provide support to help employees with disabilities and LGBT employees to fulfil their potential.

Our aim is to cultivate a corporate ethos that is fully accepting of the diverse workstyles of diverse employees, and to build a company in which all employees can continue to work with high motivation over the long term.



Contributing to the Solving of Society's Problems through the YOKOHAMA Magokoro Fund



Significance of our initiatives

Turning employees' desire to be of use to society into reality

The YOKOHAMA Magokoro (Sincere Heart) Fund was established in response to comments received in a survey of the Yokohama Rubber employees conducted after the Great East Japan Earthquake of 2011, which included "I would like to do something to address the social problems affecting the world, but I am not sure how to initiate social contribution activities" and "I don't have enough time to volunteer."

The Fund makes it possible to respond promptly with donations when a disaster occurs.

Rather than just providing unidirectional support, the Fund engages in communication and exchange with organizations that are engaged in providing support on the frontline, so that employees are able to develop a more in-depth understanding of society's needs, and can apply what they have learned in the workplace.

Donations made by the YOKOHAMA Magokoro Fund (cumulative amount)

Support for specific organizations

4.72 million yen

Donations following disasters

7.50 million yen

Yokohama Rubber provides matching donations equivalent to the amount that employees donate to the Fund.

The background to the establishment of the YOKOHAMA Magokoro Fund

When the Great East Japan Earthquake occurred in 2011, Yokohama Rubber responded to an appeal by Global Compact Network Japan, authorizing a total of 60 employee volunteers to provide assistance in the areas affected by the disaster. Subsequently, on the basis of interviews and discussion meetings with the participating employees, it was decided that the company needed to put in place a framework for ongoing volunteering activities.

With the volunteers and the CSR & Environmental Affairs Department (as it then was) playing a central role, a Social Contribution Sub-committee was formed. The Employee Social Contribution Activity Support System (Volunteering Activity Support System) was established in April 2014, and the YOKOHAMA Magokoro Fund (hereinafter referred to as the "Magokoro Fund") was set up in May 2016; they have continued to operate continuously ever since.

employment relationship with the company) have the opportunity to join the Magokoro Fund. Members voluntarily contribute part of their monthly salary in units of 100 yen, and these funds are used to provide support for specific organizations.

Members submit suggestions as to which organizations the Magokoro Fund should support to the Fund's Secretariat; the Fund's Management Committee, composed of representatives of each Yokohama Rubber workplace, then screens the candidate organizations, and decides which organizations should receive funding support and in what amount. When a natural disaster occurs, the Management Committee deliberates and decides whether the Fund should provide a donation. When a donation is made, Yokohama Rubber provides a matching donation of the same amount to the organization in question, thereby making it possible to provide an even higher level of support.

Changing employees' attitudes through collaboration with the supported organizations

In 2019, some of the organizations supported by the Magokoro Fund held study sessions etc. at Yokohama Rubber facilities. Rather than just providing unidirectional support, by fostering communication and exchange with the supported organizations we are able to provide stimulus for Yokohama Rubber employees' thinking, and make them aware of the kinds of problems that are affecting society. We anticipate that, through this kind of activity, we can develop ideas as to how Yokohama Rubber can help to address society's problems through its products and services.



The Magokoro Fund framework

All Yokohama Rubber employees (i.e. all persons who are in an

Organizations that we supported in 2019

- : Main activities undertaken by the supported organization
- ✳: Purpose for which the support from the Magokoro Fund was used

NPO corporation Ikawako

- Environmental education, 3R (Reuse, Reduce, Recycle) awareness-raising, mangrove forest planting and other environmental projects in the Philippines
- ✳ In the past, the Don Aguido Reyes Maboloc Memorial High School depended on a single well as its water supply. The funding support received from the Magokoro Fund was used to install new water supply facilities so that the school's students can enjoy greater comfort and better hygiene at school.



The new water tank installed at the high school

Certified NPO corporation ChildFund Japan

- Supporting the healthy growth of children living in poverty in countries such as the Philippines and Nepal, and helping families and communities in these regions to maintain their autonomy
- ✳ Through ChildFund Japan's sponsorship program, the Magokoro Fund has helped four children living in the Philippines to receive the support they need, in relation to education, healthcare, nutrition, etc. Yokohama Rubber employees were able to communicate with the children through the exchanging of letters.



Cards etc. sent by Yokohama Rubber employees to children in the Philippines

General incorporated association JEAN

- Activities to address the problem of marine debris (ocean garbage), through marine debris awareness-raising activities and coastline clean-up activities, etc.
- ✳ In the last few years, there has been growing concern about the problem of plastic waste polluting the oceans. Funding support from the Magokoro Fund was used to hold study sessions etc. that made use of leaflets about the problem of microplastics (which were produced using Magokoro Fund funding assistance the previous year).



Study session to spread awareness of the problem of marine debris

Certified NPO corporation Shine On! Kids

- Promoting canine-assisted therapy to help give children struggling with cancer or other health issues the courage to face hospital life and treatment programs
- ✳ Funding support from the Magokoro Fund was used for the training of new facility dogs to ensure that Shine On! Kids' facility dog program, which provides facility dogs to keep children company, can continue to maintain stable operation.



Tai (left) and Masa (right), two new facility dogs in training

Certified NPO corporation REALE WORLD

- Through collaboration between Japan and Nepal, using soccer to help children cultivate life-skills and create a future full of hope
- ✳ The aim is to utilize funding support from the Magokoro Fund to make it possible to donate football boots donated by Japanese children who have taken part in the Reale Cup (an education-oriented soccer competition) for use by children in Nepal.



Nepalese children who received football boots from Japan

Donations in response to serious natural disasters

When a major natural disaster occurs, the Magokoro Fund makes donations for disaster relief; these funds are delivered to the people affected by the disaster through organizations such as the Japanese Red Cross Society. Making donations from the Magokoro Fund makes it possible to respond to disaster more rapidly than if a special donation drive had to be organized every time. By providing a matching donation in the same amount as that provided by the Magokoro Fund, Yokohama Rubber ensures that more funds are available for disaster relief.

Disaster relief donations made in FY2019

Name of disaster	Amount of donation
Damage caused by torrential rains in Japan in August 2019	500,000 yen
Damage in Chiba Prefecture caused by Typhoon No. 15 (Typhoon Faxai) in 2019	500,000 yen
Damage caused by Typhoon No. 19 (Typhoon Hagibis) in 2019	1,500,000 yen

*In each case, Yokohama Rubber made a matching donation of the same amount as that made by the Magokoro Fund. (In the case of Typhoon No. 19 in 2019, Yokohama Rubber also made a separate, additional donation in the company's own name.)

Future issues

In the future, we aim to further strengthen our communication and exchange with supported organizations, building relationships that enable us to work together to play a useful role in addressing social problems. We are also considering expanding the scope of support provision to include new areas, including support for organizations in fields that we have not been able to support before, and organizations that are working to solve social problems that are particularly pressing in the era of the COVID-19 coronavirus epidemic.



Health management at HAMAGOMU AICOM

HAMAGOMU AICOM INC. is the only company in the Yokohama Rubber Group that provides information system services, and is responsible for IT in the Yokohama Rubber Group. It also carries out a lot of work outside of the Group at customer sites. The average age of our employees is 40.3 years old and 24.9% of them are women, which is relatively high for the industry. As an IT company, people are our most important asset. With the aim of creating a workplace where each and every employee can feel healthy and motivated both physically and mentally, we have been working on health management and have acquired health management certification.

For related measures, we thoroughly follow up on employees who are given D grades during their medical examinations, improve the knowledge of managers regarding mental health, and share the status of overwork measures at monthly management meetings. In addition, we also promote exercise through activities such as our golf group.



Yokohama Health Management Certification (Class AAA)



Certified Health & Productivity Management Outstanding Organization (White 500)

Third-party Opinion

This opinion has been written based on the contents of this report, interviews held with people at Yokohama Rubber, and field observation.



Ms. Joanna Sook Ja Park

Appassionata, Inc., President and Consultant

Appassionata was established in 2000 to promote a work-life balance and diversity. Appassionata has supported many companies with human resources development and awareness reform in areas such as unconscious prejudice, diversity, and telework (working from home).

Health management at HAMAGOMU AICOM INC

In the labor-intensive IT industry, "human resources are unique assets." HAMAGOMU AICOM INC., which is responsible for information processing services, is commended for the commitment of its management and managers and the common understanding of all employees by establishing and releasing a health promotion declaration on its website in order to promote health management. Establishing a promotion system, reviewing the content of initiatives and monitoring changes in acquired data to confirm progress. In terms of lifestyle habit-related issues, the company has announced target values such as 100% follow-up of regular health checkups, 75% of employees maintaining an appropriate weight, and a 20% smoking rate, which shows how serious the company is about addressing these issues. The company is also making efforts to enhance diverse workstyles and work environments, such as through telecommuting, shared offices, shift work and shared desks, as well as to promote communication through company-wide events and assistance with club activities. The acquisition of multiple ISO certifications has created an environment in which the PDCA cycle for health management can be easily implemented. New efforts are being made in response to the results of the previous year's health seminars for women and questionnaires on daily physical and mental conditions. I look forward to the continuation of health certifications and the

Health Declaration (Guidelines published outside company)

Health issues	Target values	
Health-related	Regular health checkups Follow-up to overall judgment of D grade or higher 100%	
Lifestyle habits	Appropriate BMI (18.5 to less than 25) Smoking rate	75% or more 20% or less
Mental health	Retirement and repeat leaves of absence of those on mental leave 0 cases	
Measures against overwork	Paid leave acquisition rate Refreshment leave Benefits-related leave Overtime work	Company-wide average of 65% or more On-time acquisition rate 100% Maintained number of days used Company-wide average of 18 hours or less

In fiscal year 2019, we introduced an office casual dress code and full flextime with the aim of creating new ideas through free workstyles. We have also been awarded the Sports Yell Company certification by the Japan Sports Agency. In the future, we will continue to work to create a healthier work environment for our employees by reviewing the reemployment system to respect individual lives and maximize performance, obtaining the Kurumin Mark to support the sound development of children, who will be the leaders of the next generation of society, and continuing our health certifications.



Golf group competition



Cart driving event

development of the Group company in the future.

Diversity initiatives

The Women's Participation and Advancement Taskforce, which was launched in 2016 to promote the women's participation, was renamed and enhanced in 2019 as the Diversity-Promotion Taskforce, which for a diverse workforce to respond to social changes. Although the target audience has been expanded, the taskforce policy of "positioning ourselves as a company that welcomes diverse workstyles, with an employee-friendly working environment that will encourage employees to serve long term" has remained consistent since its inception.

An expanded Working from Home System that can be used by both men and women, the abolition of a core time period (when working is always required) in the company's flextime system, and the establishment of a consultation service that enables employees to respond quickly to issues related to childcare and nursing care, among other things, have been provided. The number of seminars held was also higher than scheduled, and the number of participants ranged from executives to general employees. Exchanges with other industries were also planned. In addition, the company is commended for providing education and training for managers to improve diversity management skills as the diversity of employees, including foreign, disabled and LGBT employees, continues to increase.

Yokohama Peer Support Co., Ltd., which promotes the employment of people with disabilities, produced masks for employees to use during the declared state of emergency and in response to the shortage of masks, and was able to pass on masks distributed by the company to other people in need. With the impact of the COVID-19 drastically altering conventional wisdom, I expect that the company will develop a variety of measures to help its diverse employees play an even more active role and create new value in the future.



Keisuke Takegahara

Executive Officer, Development Bank of Japan Inc.
Deputy Chief Research Officer,
Chief Manager of Sustainability Management Office,
Corporate Planning & Coordination Department

He joined the Development Bank of Japan in 1989. Prior to taking his current position, he served as the Chief Representative in Frankfurt, Germany, and as General Manager of the Environmental Initiative & Corporate Social Responsibility-Support Department. He has held a number of government positions, including as temporary member of the Central Environmental Council of the Ministry of the Environment.

CSR Report 2020 introduces the Group’s various initiatives based on the five key themes identified in accordance with the GRI Guidelines, ISO26000, among other standards. It is obvious that the report has been edited with a strong awareness of its readability to a wide range of stakeholders, for example, by arranging the significance and KPIs of each issue in an easy-to-understand way and providing brief explanations that focus on key points. Meanwhile, the website provides detailed disclosure of CSR activities in accordance with the GRI Standards, and the structure of the website is designed to respond to the interests of readers who want to learn more about the company through using different media. By looking at the series of disclosures as a system, this report serves as an executive summary of the Group’s CSR activities for a wide range of readers. Below are my impressions of the report from this perspective.

The corporate philosophy and CSR slogan at the beginning of the report play an important role in listing the contents of the report and bridging the gap with the website. Due to the information spanning a variety of topics being compressed into a small space, I am concerned that simply looking at the information on this page will not adequately convey to readers the depth of the company’s intentions in the CSR slogan and why the five key themes have been identified as important. I think it would be meaningful to reiterate the process of formulating the CSR slogan and the company’s thinking behind it, including on the website. The addition of information from the Annual Report, such as the flow of value creation and medium- to long-term business strategies, would heighten the interest of ESG investor and further emphasize the image of CSR management embodied in the Message from the President regarding “Business Creation and Business Maintenance.”

Response to Third-Party Opinion

Thank you for taking a careful look at the Group’s initiatives. We will carefully consider your feedback and use it for making improvements. In the countries and regions in which we operate, it is of utmost importance that we provide a comfortable place for everyone to work and to perform to the best of their abilities, with the safety of our employees as a basis, in the event of major natural disasters or the spread of COVID-19. Therefore, we will further promote the creation of a safe and healthy work environment that responds to “new lifestyles and workstyles.” In addition, each and every employee will strive to achieve the CSR slogan of “Caring for the Future” based on the management policy of “Business Creation and Business Maintenance” in the Message from the President. In other words, we will further strengthen our

In the business and product introduction that follows, an overview of each segment and its main products are presented. The page is highly informative since it provides an overview of the Group’s sales structure and main products, but as a CSR report, I think it should be structured to better show the connections between the two. Specifically, I think that focusing on how the products are used in society and including the perspective of what kind of issues they relate to in the market, or on the value they are achieving in the marketplace after leaving the company’s hands, will improve the connection with the content in the later section.

“Risks and Opportunities in Sustainability Management” is the most important content in this report, which reviews the reporting on each of the following themes. As mentioned above, introducing the reasons and process by which the five key themes were identified at some point is effective in deepening the understanding of readers, but it would be better to integrate the description of “Risks and Opportunities” with the content of “Yokohama Rubber’s Initiatives” and present it as a “Risk and Opportunity” report that focuses on the business model to better illustrate the Group’s strategy. For example, in “Products (page 12),” there is a description that foreshadows new business models such as CASE and IoT. In the summary table, this corresponds not only to “new business opportunities by adapting to CASE,” but also to multiple “opportunities” such as the “change in mobility in regions with an aging and shrinking populations” and “mobility services in the new normal,” which are categorized as local communities. In addition, the sustainable sourcing of natural rubber, as described in “The Earth,” should be seen as a major risk mitigation and opportunity creator for the Group, not only in terms of the environment, but also in terms of human rights. I expect that clarifying a series of good practices and the relationship between risks and opportunities will help to communicate the Group’s objectives more clearly. As part of this process, it may be useful to consider the KPIs presented at the beginning of each theme from the perspective of their appropriateness in describing risks and opportunities.

I believe that this is a communication tool that fully meets the editorial intent of the report, which is to provide an opportunity for a wide range of stakeholders to see the Group’s broad range of CSR activities. I look forward to its further evolution in order to deepen readers’ understanding of the Group’s CSR activities.

collaboration with our business partners and customers, provide environmentally-friendly products, and live in harmony with local communities to help solve the social issues of the SDGs. We will strive to communicate our value creation process, our medium- to long-term business strategy, and our efforts to mitigate risk and create opportunities more clearly to our stakeholders.



Shigetoshi Kondo

Officer, Head of Corporate Social Responsibility Division
(as of September, 2020)

Primary Initiative Progress Report

This report will contain data on our group's main efforts within the context of the ISO26000*1 framework, along with three-year's worth of corresponding data. Please see the "FY2019 Activity Report" for detailed information on each initiative.

*1 ISO26000: Guidance on social responsibility for organizations such as corporations, issued by ISO (International Organization for Standardization).

[Self-Evaluation Standard] ○ = Objective achieved or improved △ = Objective not achieved or no change from current status × = Has declined

	ISO26000	Item		2017	2018	2019	Self-assessment
 Corporate Governance	Organizational Governance	Economic Performance	Distribution of economic value (total/non-consolidated)	350,825 million yen	348,169 million yen	360,277 million yen	○
		Compliance	Number of employees who attended educational classes (non-consolidated) * Attendance percentage based upon employee attendance targets	100% (Number of attendees: 814)	100% (Number of attendees: 597)	100% (Number of attendees: 94) * Including training in Thailand	○
			Number of whistle-blower incidents (domestic consolidated) * Including anonymous and non-anonymous consultations	117	112	139	○
 Products	Consumer Issues	Health and Safety of Customers, Labeling of Products and Services, Compliance	Number of cases where rules and regulations or voluntary rules have been violated regarding safety of products, labeling, or offering/use of products (consolidated)	1	1	0	○
 The Earth	The Environment	Raw Materials	Total amount of raw materials used (consolidated)	798 thousand tons	796 thousand tons	812 thousand tons	△ (boundary expansion)
		Water	Total amount of water used (consolidated)	8,266 thousand m ³	8,102 thousand m ³	8,718 thousand m ³	△ (boundary expansion)
		Products and Services	Percentage of total production yielding environmentally-friendly products (consolidated)	100%	100%	100%	○
			Ratio of sales of fuel-efficient tires for passenger vehicles (summer replacement tires/non-consolidated)	87.0%	89.9%	90.1%	○
		Biodiversity	Enforcement rate of conservation activities at production sites (consolidated)	50%	58%	67%	○
		Energy	Total consumption (consolidated)	1,353,082MWh 342,456Kl	1,333,451MWh 337,461Kl	1,774,552MWh 448,587Kl	△ (boundary expansion)
		Atmospheric Emissions	Greenhouse gas emissions (consolidated)	Scope 1 363 thousand tons Scope 2 354 thousand tons Scope 3 23,237 thousand tons	Scope 1 371 thousand tons Scope 2 349 thousand tons Scope 3 22,055 thousand tons	Scope 1 583 thousand tons Scope 2 469 thousand tons Scope 3 22,744 thousand tons	△ (boundary expansion)
		Environmental Complaint Processing System	Number of complaints made to the official complaint processing system (consolidated) *Number of cases resulting in official action	0	0	1	△
 People	Human Rights	Businesses projected to be at risk of child labor/forced labor involvement	0	0	0	○	
		Child Labor/Forced Labor	Number of complaints made to the official complaint processing system (consolidated) * Number of cases resulting in official action	0	0	0	○
	Labor Practices	Occupational Health and Safety	Rate of lost-worktime injuries (consolidated/per 1 million work hours)	0.50	0.36	0.26	○
		Diversity and Equal Opportunity	Percentage of women employed in comprehensive work positions (management positions or positions that lead to management positions) (non-consolidated)	34	23	31	○
 Community	Fair Operating Practices	Assessment of Environmental Impact, Human Rights, Labor Practices, and Societal Impact of Business Connections	Percentage of business connections developed after the impact assessment (consolidated)	100%	100%	100%	○
		Compliance Complaints regarding Business Connections (Societal Impact Complaint Processing System)	Number of complaints made to the official complaint processing system (consolidated) * Number of cases resulting in official action	0	0	0	○
		Number of CSR Study Session Participants from Business Connections * Certain business connections are targeted each year for participation.	Number of participants/Percentage of participation (non-consolidated) * Targets: Small- to mid-sized companies which we interact with regularly	90.7% 300	82.1% 216	93.8% 136	○ (90% or more)
	Community Involvement and Development	Local Community	Implementation percentage of community activities and dialogs at production sites (consolidated)	100%	100%	100%	○
		Promotion of Yokohama Forever Forest	Number of trees planted per year (cumulative)/Percentage of goal met	853,047 65.6%	943,788 72.6%	997,401 76.7%	○
		Market Presence	Percentage of business locations that have made salary payments exceeding the minimum wage (consolidated)	100%	100%	100%	○

Yokohama Rubber Group at a Glance

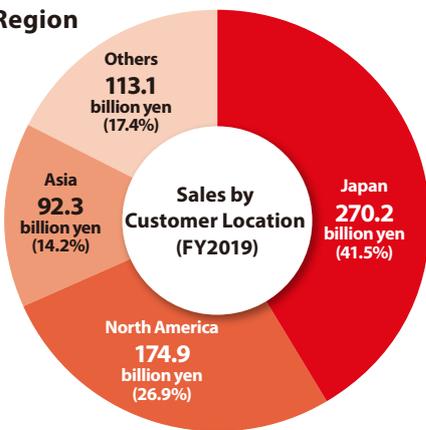
Number of employees **27,428**

Number of applicable subsidiaries **122**

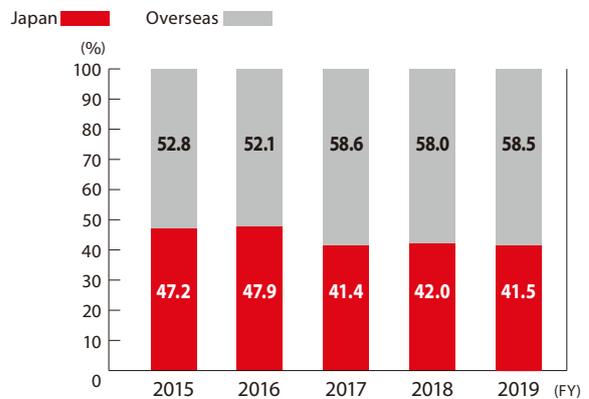
Main Regions Where Yokohama Rubber Is Developing Its International Operations



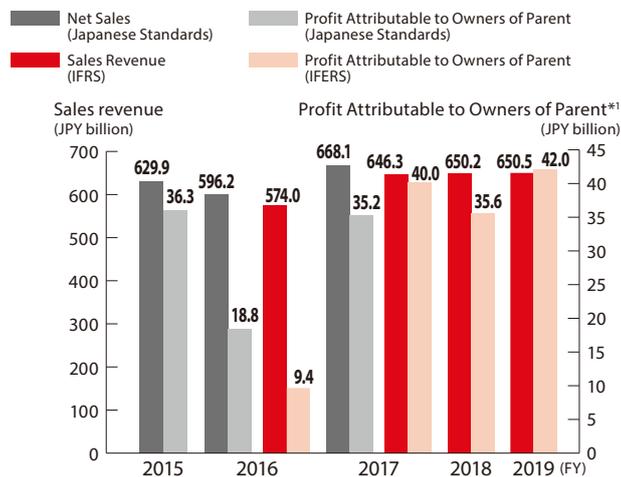
Sales by Region



Change in Sales Ratio

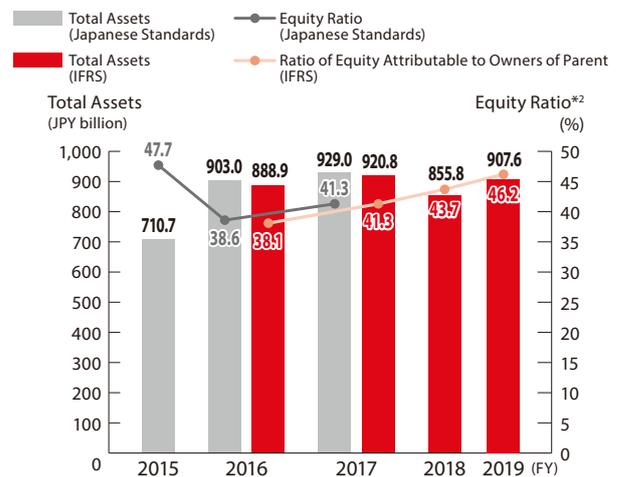


Net Sales (consolidated) and Profit Attributable to Owners of Parent



*1: Profit Attributable to Owners of Parent under IFRS

Total Assets and Equity Ratio (consolidated)



*2: Ratio of Equity Attributable to Owners of Parent under IFRS

The Yokohama Rubber Co., Ltd.

36-11, Shimbashi 5-chome, Minato-ku, Tokyo
105-8685, Japan

Corporate Social Responsibility Planning Department

Tel. +81-3-5400-4705

Corporate Communications Department

Tel. +81-3-5400-4531

We are continuing to make an active contribution towards tire safety and local communities

Since 2015, when our partnership with Chelsea Football Club began, Yokohama Rubber has been working together with the Chelsea Foundation – the Club’s social responsibility programme – to support CSR initiatives across the globe. The Chelsea Foundation uses the power of football and sport to motivate, educate and inspire. One of the Foundation’s core activities is hosting football-coaching events for young people in their communities.

During the 2018-2019 season, the Chelsea Foundation continued to support Yokohama Rubber’s community activities using its International Development coaches to provide soccer schools for local children near Yokohama Rubber Group tire manufacturing facilities around the world, including Russia, the U.S.A., and the U.K. The Yokohama x Chelsea Foundation activities also provide significant local media exposure, helping to raise Yokohama Rubber’s brand awareness in key markets.

Yokohama Rubber, together with the Chelsea Foundation, continues to support the club’s first community development project in the U.S., New York’s FC Harlem. This initiative provides opportunities for young people with limited economic means to enjoy soccer in a safe environment.

In the U.K., Yokohama Rubber has continued to collaborate with Chelsea to remind fans of the importance of vehicle safety inspections. In partnership with U.K. road safety charity “Tyre Safe”, advertising on match days at Stamford Bridge highlights to the public the need for regular tire safety checks. Yokohama Rubber will continue to collaborate with Chelsea FC in the future, endeavoring to make a positive contribution to both tire safety and local communities.



Soccer schools
(Top) Russia (Center) Harlem, New York, U.S.A.
(Bottom) Needham, Massachusetts, U.S.A.



OFFICIAL PARTNER