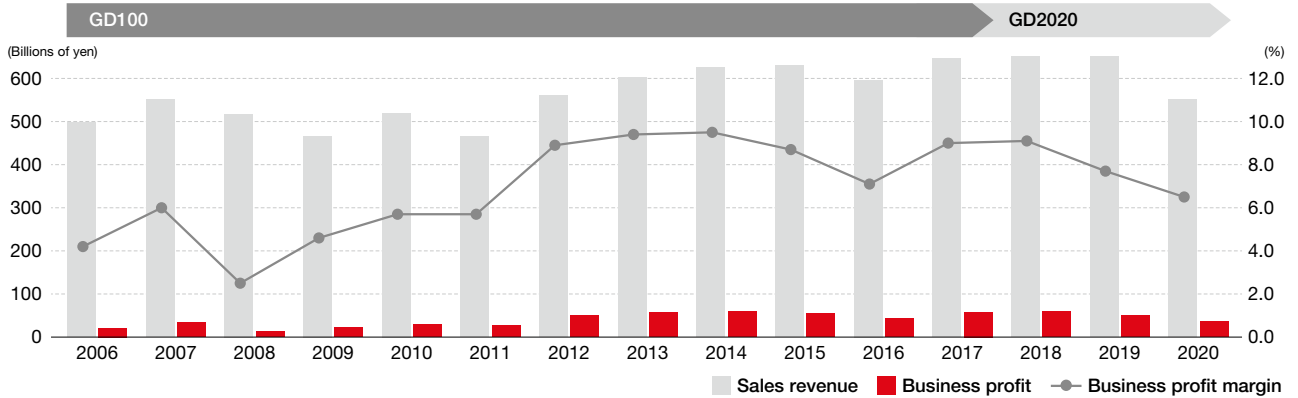


Looking Back on Past Medium-Term Management Plans

Financial Results



Review of Past Medium-Term Management Plans



GD100 (Grand Design 100) Fiscal 2006 – Fiscal 2017

Promoting Global Expansion and Achieving Steady Growth across Four Phases and 12 years

Progress of Global Expansion

- Enhanced network of production, sales and technology sites
- Expanded overseas business of tires for new vehicles
- Enhanced global brand recognition (Partnership agreement with English Premier League Club Chelsea FC since 2015)



Entered into a partnership agreement with English Premier League Club Chelsea FC in 2015

Improvements to Technologies That Contribute to the Environment

- Achieved a 100% ratio of products that contribute to the environment
- Global rollout of fuel efficient replacement tires
- Expanded adoption and delivery of fuel efficient tires for new vehicles



Released the BluEarth AE-01 in 2010, the first iteration of the BluEarth series of fuel efficient tires for passenger vehicles

Strengthening of the Business Portfolio

Increased Percentage of the Commercial Tire Business

- Tire manufacturer for agricultural machinery and construction vehicles
- Acquisition of Alliance Tire Group (ATG)
- Acquisition of Aichi Tire Industry, a manufacturer of tires for industrial vehicles



Alliance Tire Group (ATG), a dedicated manufacturer of off-highway tires, acquired in 2016



GD2020 (Grand Design 2020) Fiscal 2018 – Fiscal 2020

Executing a Growth Strategy That Redefined the Strengths of Each Business

Consumer Tire Business

Expanding Our Presence in the Premium Tire Markets

- Premium tire strategy Adopted in 13 car models
- Winter tire strategy Introduction of three new products
- Hobby tire strategy Introduction of six new products
- Communications strategy Participation in Hoonigan Gymkhana 2020



ADVAN V105, the global flagship tire used Porsche's Cayenne, BMW's X3 and other premium vehicles



BluEarth-4S AW21 all-season tire

Commercial Tire Business

Making Commercial Tires as a Pillar of Revenue in the Next Century

- ATG driving the business
- Improved supply from the North American TBR (truck and bus tires) plant

MB Business

Concentrating Resources in Fields of Expertise

- Automotive parts business: Expanding deliveries of automotive hose & couplings in North America
- Marine products business: Delivery of the world's biggest ultra-large pneumatic fenders

Commercial tire business as a percentage of sales revenue

