

◆◆◆ The Yokohama Rubber Co., Ltd. ◆◆◆



# CORPORATE

# PHILOSOPHY

## Established 1917

YOKOHAMA was founded in 1917 in Yokohama, Japan to contribute to society by domestically manufacturing high quality rubber products, without which it would have been impossible for modernization to occur in Japan. More than 100 years have passed since that time, and as pioneers we have always sought to challenge the status quo, even in the midst of challenges such as the Great Kanto Earthquake, World War II, the recession in 1965, the oil shock, the collapse of the bubble economy, and the Lehman Shock. Today, we are a vibrant global company with production bases and branches located all over the globe. Our basic philosophy over the years has been to contribute to prosperity and happiness through manufacturing with heart and technology. That same passion and determination is what continues to drive us into the future.

## Top Message



**Masataka Yamaishi**  
President, Chairman of the Board

Since its establishment in 1917, The Yokohama Rubber Co., Ltd. (YRC) has introduced numerous products including tires, industrial products and golf products. Intent on enriching and contributing to the lives of every customer as well as society as a whole, YRC is investing all of its energies in all production, sales and technology development processes. The operational environment encompassing the company is changing on a daily basis due to the extremely rapid pace of environmental changes occurring in recent years. Consequently, we plan to pursue "exploitation" and "exploration" in the Medium-term management plan "YOKOHAMA Transformation 2023" in these uncertain times. We will dig deeper into the core strengths of our existing businesses, while also searching for new growth opportunities by responding to the dynamic once-in-a hundred years transformation taking place in our main market. Through the dedication of each and every member of the YOKOHAMA Group to the latest technology, the utmost attention to "safety" and the "environment", YRC aims to be a company which is trusted and valued by customers around the world.

YOKOHAMA's corporate philosophy consists of a **Basic Philosophy**, **Management Policies**, **Action Guidelines**, and **Corporate Slogan**. The **Basic Philosophy** provides a fundamental vision of how YOKOHAMA will conduct itself as it pursues its businesses, while the **Management Policies** outline the basic administrative principles to which upper-level management has committed itself. The **Action Guidelines** serve as a code of conduct for individual employees.



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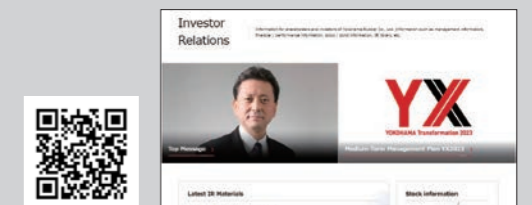
### CSR

Please see CSR on our corporate site for details regarding our ESG/CSR activities.



### To Our Shareholders

Please see To Our Shareholders/Investors on our corporate site for details regarding financial information and shares.





# TIRES

A wide array of high-quality tires developed, manufactured, and sold by YOKOHAMA are earning users' trust in various aspects of society. These range from passenger car tires that add a splash of color to life to truck and bus tires that support people's daily lives and logistics to off-the-road tires at resource development and construction sites, plus tires used in industrial vehicles as well as in agricultural and forestry machinery.

## Passenger Car Tire

In line with various drivers' preferences, YOKOHAMA boasts a tire lineup that meets a diversity of driving scenarios, including tires for sports cars, luxury sedans, sport utility vehicles and dress-up vehicles as well as studless tires. Passenger car tires, which respond to all kinds of driving needs are the embodiment of YOKOHAMA's technologies.

### ADVAN



The global flagship brand ADVAN line embodies the global concept of YOKOHAMA. The diverse lineup of ADVAN tires is actively launched worldwide including ADVAN Sport tires for high-powered saloons; the dB series featuring a superior quiet ride; the NEOVA series, which was developed as a high-performance street sport tire; as well as competition racing tires and tires.



### BluEarth



BluEarth, a next-generation tire concept developed and communicated to the world by YOKOHAMA, has driven tires to evolve a greater level of Earth-, people-, and society-friendliness, reducing their impact in each of these areas. In addition to contributing to environmental preservation, these tires have been engineered to reduce the stress people feel when driving and the noise made by tires as vehicles are driven, decreasing their harmful effects on people and society. Our NANOBLEND rubber utilizes proprietary formulation technology to improve performance in the three key areas of fuel economy, wet grip, and wear resistance. Through research into such areas as aerodynamics and technologies for evaluating vital responses to various stimuli, BluEarth promises to incorporate numerous new technologies in the future. Thanks to our extensive line of products, more customers will be able to make use of these innovative tires, making a significant contribution to the drive to lower CO<sub>2</sub> emissions.



### iceGUARD



This studless tire realizes driving stability on a variety of constantly changing road surfaces that can also vary by temperature. A range of proprietary YOKOHAMA technologies increase performance on ice while offering dramatic improvements in dry and wet grip.



### GEOLANDAR



The GEOLANDAR range of SUV tires allows drivers to "take full command in driving on various roads and terrain." The comprehensive series meets the diverse needs of SUV drivers, including tires with outstanding comfort for long touring drives, models with improved off-the-road capabilities and abrasion resistance, as well as tires featuring advanced environmental performance such as greater fuel efficiency.



## Light Truck Tires

Light truck tires must be able to stand up to a variety of conditions and adapt to a range of delivery and transport needs in urban environments. Combining superior grip on wet surfaces with high durability and wear resistance, these tires offer economical efficiency while remaining environmentally friendly, thereby supporting the logistics of peoples' daily lives.



## Truck & Bus Tires

Truck and bus tires are required to adapt to a wide array of seasonal, surface and other conditions in addition to basic performance such as being economically efficient with high durability and safety. YOKOHAMA supplies a wide variety of truck and bus tires worldwide to meet such requirements. To this end, YOKOHAMA is promoting various theories and technological and material development in pursuing a new era of logistics, beginning with the Maintenance Saving Concept for minimizing uneven wear as well as the "STEM 2" theory, which incorporates into design the behavior and change in tire shape according to load, and the development of a compound that is resilient to chipping and wet rolling.



### 903W

#### Ultra-Wide Base Studless Tires 903W for Trucks and Buses

Thanks to our proprietary SpiraLoop® belt structure, one of these tires can replace a pair of conventional tires, reducing weight, maintenance requirements and the load on the environment. At the FY2020 Good Design Awards we were among the entries awarded the Good Design Best 100 award.



#### IoT-based TMS and HiTES4 \*Internet of Things

We recently updated our next-generation IoT-based Tire Management System (TMS) and introduced the HiTES4 Truck/Bus Tire Pressure Monitoring System. TMS allows fleet operators to verify vehicle/tire information using our cloud database. In addition to an indicator which enables tire condition to be checked in real-time, HiTES4 has the ability to communicate information by smartphone. By linking operation with TMS it is possible not only to constantly monitor tire pressure remotely, but also to predict service life and determine whether or not retreading is feasible.



HiTES4 Smartphone Screen

## Off-Highway Tires

YOKOHAMA has production facilities dedicated to the production of tires for construction vehicles and industrial vehicles. Outstanding in terms of durability and heat resistance, these tires are exported to markets throughout the world for ultra-class haul trucks, wheel loaders used in mines and construction sites, and graders used in road construction and for clearing snow. In July 2016, YOKOHAMA acquired off-highway tire manufacturer Alliance Tire Group B.V. (ATG) and added their agricultural and forestry equipment tires to our lineup. ATG holds the ALLIANCE, GALAXY and PRIMEX brands and is developing markets throughout the world, mainly in Europe and America. In addition, in March 2017 we acquired Aichi Tire Industry Co., Ltd., which manufactures and sells tires for industrial vehicles. Aichi Tire is a trusted pioneer in the field of pneumatic-type cushion tires and is active mostly in the Japanese market. By combining YOKOHAMA, ATG and Aichi Tire under the name YOKOHAMA Off-Highway Tires in 2021 we aim to accelerate growth in the OHT division as part of our YX2023 medium-term management plan. We will continue to develop markets and expand our business by leveraging the YOKOHAMA, ALLIANCE, GALAXY, PRIMEX and AICHI brands as we work to meet the needs of our customers.





# MULTIPLE BUSINESS

The MB (Multiple Business) Group, YOKOHAMA's diversified business unit, has played significant roles globally over an extended period of time and contributed to the development of various industries such as automobile, oil and gas, mining, construction, aerospace, etc. The MB Group offers a broad range of products including industrial and automotive hoses, couplings, conveyor beltings, marine products, sealing materials, adhesives and aircraft components and more. We continue to strive to provide the best solutions to our customers with innovative technologies and best-in-class quality.

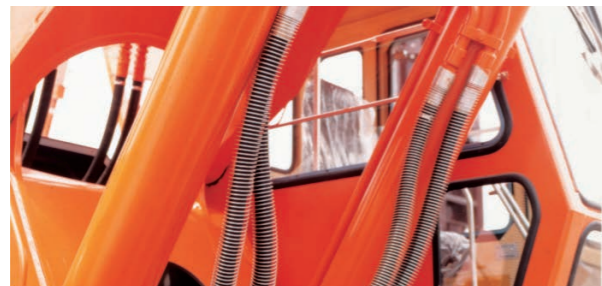
# SPORTS



PRGR is YOKOHAMA's golf products brand. Since its launch in 1983, YOKOHAMA has evolved its golf line over the years under the original concept of golf being "the physical phenomenon of a collision between the club and the ball."

## Hose and Couplings

In addition to the high-pressure hoses installed in our hydraulic equipment used in construction machinery—a sector in which our company has a significant share—our hose and couplings used in automobile air conditioning systems and transmission oil coolers are well-known for their high level of development and quality. We are producing more and more of these products for auto and auto parts manufacturers, both in Japan and other countries. We are also focusing on product development for the future, including: the dispenser hoses used in hydrogen stations for fuel-cell cars, as well as next-generation refrigeration systems for car air conditioners designed to reduce environmental load.



High-pressure hoses featured in construction machinery



Examples of adoption of automotive air conditioning high and low pressure hoses used in cars designed for the global market



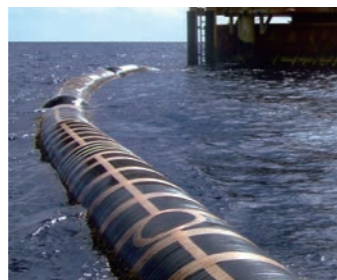
Dispenser hose used at hydrogen stations (I-bar HG82)

## Industrial Products

YOKOHAMA has long been recognized as a top brand for our experience in developing marine product technologies over the course of many years, including the SEAFLEX marine hoses used in oil transport as well as pneumatic fenders developed back in 1958—well ahead of the rest of the world. In 2017, with a view to achieving safer LNG cargo operations for offshore operations, we developed the world's largest pneumatic fenders. Other superior products that we are bringing to the global market include an updated low-running cost, energy-saving version of the conveyor belts—one of the products we offered when we were first established. Other belts include high-performance, heat-tolerant belts as well as highly durable selections.



Pneumatic fenders with a diameter of six meters—the world's largest



Marine hoses for oil transport (SEAFLEX)



HAMAHEAT SUPER100: High-performance conveyor belts achieving both heat tolerance and durability

## Hamatite

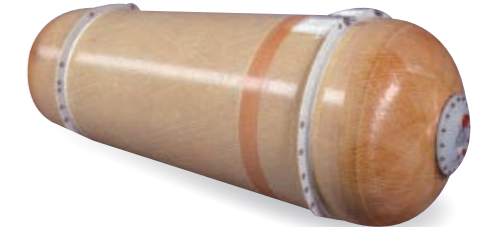
Hamatite is YOKOHAMA's corporate brand encompassing our sealants, waterproofing materials, and adhesives. By responding to customer needs for consistent quality and high technology in adhesives used in automobile window frames, we enjoy a significant share of this sector. In 2016, YOKOHAMA adhesives were incorporated into resin backdoors with a view to reducing vehicle weight. In the construction sector, which YOKOHAMA joined in the first half of the 1960s, we have developed sealants for use in outer walls and window frames, as well as urethane-coated waterproofing materials for use in roofs and verandas. As such they are incorporated into important buildings across Japan. We are further developing new technologies including coating materials grown out of our adhesive technologies as well as encapsulants targeting a wide range of sectors including automotive, construction, and electronic devices.



Sealing material product group for use in construction

## Aerospace Products

With YOKOHAMA's advanced rubber, metal and composite technologies cultivated from many years of experience, YOKOHAMA Aerospace Products Division manufactures a range of products including tanks, thermal insulating material, lightweight composites, acoustic material, etc. used in airplanes, ships and vehicles. Products that use rubber technologies include fuel tanks and hydraulic hoses while those that use metal technologies include V-band couplings and bellows assemblies. With composite technologies, we manufacture products such as prepreg, potable water tanks and lavatory modules that have earned high acclaim for their lightweight and comfortable design.



Water tank installed in commercial airliners

## Golf Products

PRGR was the first to introduce the concept of head speed in the golf industry. Along with this, clubs were no longer produced based on experience and instinct and began to take a scientific approach from various perspectives, including materials, weight, lengths, size and balance.

The theory on head speed proposed by PRGR is a fundamental concept and is commonly recognized in modern golf. Originating from fresh and innovative ideas and approaches, PRGR products have a strong following in Japan and overseas as a brand that is making its mark and is admired by golfers.



# RESEARCH AND DEVELOPMENT

Reliable technology based on research and development is essential in providing products that maximize safety and offer environmental features. Aiming to “assert world-class strengths in technologies for protecting the environment,” YOKOHAMA has constantly worked to develop macromolecular and other technologies through ingenuity, application and greater innovation and more advanced technologies. The goal of these efforts is to develop materials and products taking a multi-faceted, comprehensive approach from the design, testing and assessment stages.

Besides at the RADIC (Research and Development Integrated Center) located at the Hiratsuka Factory, research and development is also carried out at the Yokohama Development Center America in the U.S. and at the Yokohama China Technical Center in China, amongst other locations. Specifics include the combining of rubber compounds for various purposes, tire structure and tread pattern designs, the creation of tire prototypes, and more. Built tires are then brought to the respective test course sites, including D-PARC and the Tire Test Center of Hokkaido in Japan, the Tire Test Center of Asia in Thailand, and the Yokohama Test Center of Sweden for the purpose of conducting a diverse battery of tests as well as runs under various road surface conditions. Data gathered at these facilities is then applied in the developmental stages of next-generation tires.

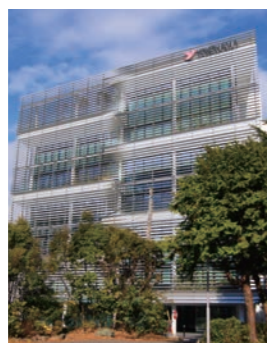
In other fields, YOKOHAMA also pursues development with innovative ideas. Relying on its pioneering facilities and technologies, YOKOHAMA transcends conventional approaches in carrying out materials development and product design with the aim of creating world-first technologies.



## RADIC

RADIC (Research and Development Integrated Center) was established within the Hiratsuka Factory in 1991 to serve as a leading-edge R&D base for YOKOHAMA, and has functioned as the core R&D base ever since. RADIC employs such instruments as supercomputers, electron microscopes, electron spectroscopy for chemical analysis systems and nuclear magnetic resonance spectrometers for use in materials development, product design and simulations under diverse conditions.

In addition, analysis of the physical properties of newly developed materials that will become the basis for new products and assessment of products from various angles using state-of-the-art instruments to evaluate the static and dynamic properties of tires are conducted.



**Name :** Research and Development Integrated Center(RADIC)  
**Location :** 2-1 Oiwake, Hiratsuka City, Kanagawa Prefecture

## Motorsports

YOKOHAMA participates in a wide range of motorsports events including races and rallies. While achieving a superb legacy in various categories, YOKOHAMA also provides Competition tires to teams in Japan and overseas with excellent results.

Motorsports activities play a vital role in contributing to tire development. The cutting-edge macromolecular and design technologies for tires installed on racing vehicles are being employed in the development of tires sold in the broader market and greatly contribute to improvements to produce high-performance tires. The motorsports arena, marked by fierce competition between the latest technologies, serves as a crucial testing medium for creating tires of the future.



# Research and Development Center and Test Courses

## D-PARC

D-PARC (Daigo Proving-ground and Research Center), located in Daigo-machi, Ibaraki Prefecture, is YOKOHAMA's comprehensive tire test course. D-PARC boasts several test courses including a high speed track, a dry and wet circle, a comfort test track with various types of road surfaces built of materials gathered from around the world and a handling test track simulating winding road conditions. We amass a large volume of data collected on noise ratings and ride comfort, which is relayed to Research and Development Division in Hiratsuka City, Kanagawa Prefecture in real time and provided as feedback to the tire design and development departments. There it is utilized in next-generation tire development.



Name : Daigo Proving-ground and Research Center(D-PARC)  
Location : 695 Shimokanazawa, Daigo-cho, Kuji-gun, Ibaraki Prefecture

## Tire Test Center of Asia

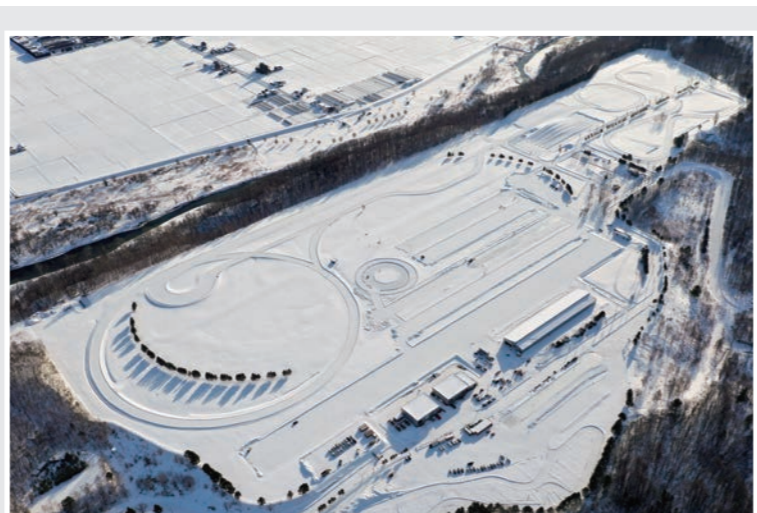
Tire Test Center of Asia is a large-scale proving ground that uses peripheral road tracks to recreate general roads found around the world, with the overriding aims of raising quality, strengthening performance evaluations, improving quality and enhancing high-speed driving testing of tires for passenger cars, light trucks, and trucks and buses. Special test courses and wet test courses simulating various road conditions enable multi-faceted tests covering all aspects of driving ranging from handling stability, fuel economy and durability to noise, vibration and riding comfort. The proving ground was built adjacent to Yokohama Rubber (Thailand) Co., Ltd., a tire production and sales company in Thailand. This close location enhances the ease of collaboration with production and development divisions and better enables the results of driving and evaluation testing to be applied to the development of new tires.



Name : Tire Test Center of Asia  
Location : 135 Moo 2, Tambol Tasit, Amphur Pluakdaeng, Rayong Province 21140, THAILAND

## Tire Test Center of Hokkaido

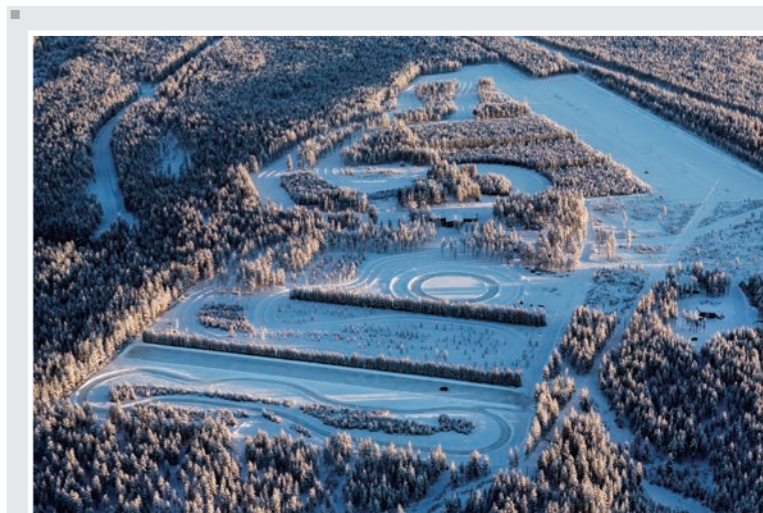
The Tire Test Center of Hokkaido in Asahikawa City, Hokkaido is a vehicle test course for winter tires including studless tires. The sizable grounds, which are roughly four times the size of conventional winter tire test courses, are equipped with various facilities including: approximately one kilometer snow track, hill climbing track, snow and ice circle, plus indoor and outdoor ice track. All in all, this course boasts optimal conditions for real vehicle testing under severe winter conditions for the long period stretching from the end of December through the following February, when temperatures are consistently below freezing.



Name : Tire Test Center of Hokkaido (TTCH)  
Location : 500 Kamiubun, Kamui-cho, Asahikawa-shi, Hokkaido, Japan

## Yokohama Test Center of Sweden

The Yokohama Test Center of Sweden is a vehicle test course with which we have a long-term rental contract with Arctic Falls for winter tire testing. There are various test courses on the grounds, all of which are self-contained. Development of passenger car, tires is conducted here. Temperatures are consistently below freezing over the period of approximately November through April of the following year, enabling winter tire testing with real vehicles over the long term.



Name : Yokohama Test Center of Sweden  
Location : c/o Arctic Falls AB, 942 91 Vistrask, SWEDEN

# YOKOHAMA Rubber Group CSR



## YOKOHAMA and the SDGs

From a mid- to long-term perspective, YOKOHAMA Rubber Group is taking an integrated approach to CSR as we work toward the realization of a sustainable society while maintaining steady growth in our established businesses. By linking our CSR slogan “Caring for the Future” with the SDGs we aim to clarify the purpose and significance of helping to solve social problems through our business. Each of us values our family and friends, and during the course of our day-to-day operations we try to live fairly and in harmony with the environment and society. As we work to implement the SDGs in coordination with our stakeholders, we will endeavor to enhance our social and corporate value.

\* SDGs: The 17 goals and 169 targets adopted at the UN Sustainable Development Summit in New York in September 2015.

Our Environmental, Social and Governance (ESG) activities have been highly acclaimed throughout the world and for 16 years our company has been listed on the FTSE4Good Index Series, a series of benchmark and tradable indexes for ESG investors.

**Products**  
Deliver fun and peace of mind.

**The Earth**  
Leave a sound environment to future generations.

**People**  
Build on each other's strengths.

**Community**  
Earn the confidence of our neighbors.

**Corporate Governance**  
Lay a solid foundation for fulfilling social expectations.

## For the global environment

### Making the transition to a carbon-neutral circular society

In line with our goal of becoming carbon neutral, YOKOHAMA is expanding the use of renewable energy and promoting energy-saving activities. In December 2020, we were ranked on the CDP Climate Change A List, the highest ranking, for the third time (second consecutive year), and as part of our efforts toward a circular economy we aim to increase our use of renewable and recycled raw materials to more than 30% by 2030. Our care for the environment is also evident as we develop and bring to market products such as lightweight tires and hydrogen filling hoses. As part of the YOKOHAMA Forever Forest activities, we have been planting trees at 35 of our facilities worldwide. We aim to plant/supply 1.3 million trees by 2030.



Solar power generation system at Yokohama Tire Philippines, Inc. (YTPI).



Forever Forest activities tree planting.



Selected for CDP Climate Change A List.

### Making natural rubber a sustainable resource

Natural rubber accounts for about 20% of YOKOHAMA Rubber Group's raw material consumption. Around 80% of global natural rubber production comes from Southeast Asia, an area rich in biodiversity. Based on our 2018 Sustainable Natural Rubber Procurement Policy, we have been conducting agricultural farm surveys in Thailand since 2019, the leading producer of natural rubber, to ascertain the state of forest conservation and human rights. As part of our efforts to make natural rubber a sustainable resource, we promote activities to raise awareness regarding illegal deforestation and child labor/forced labor. Also we support natural rubber farmers through training events and the providing fertilizer. Together with Thailand's Mahidol University and the Prince of Songkla University we are also researching how to improve productivity and disease resistance using molecular biotechnology in order to facilitate the use of natural rubber as a sustainable resource.



Staff conducting a natural rubber farm survey.



Please see "Actions for Sustainable Natural Rubber Procurement" on the CSR page of our Corporate site.

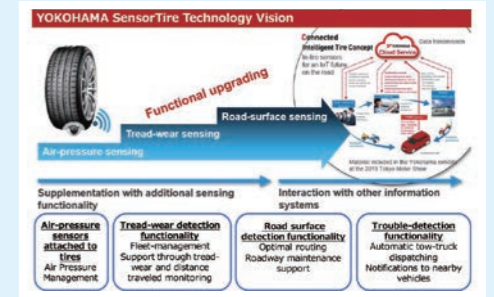
## Products



### Tire sensor technology for more comfortable tires

The automobile industry is facing a once-in-a-hundred-year change. The keywords here are CASE\* and DX\*\* and the challenge is to provide information service enhanced by digitalization for tires to support automobile automation and electrification. In line with the YOKOHAMA Sensor Tire Technology Vision we are developing advanced sensor tires that detect not only tire pressure, but also tire wear and road surface condition. The collection of such data will enable us to further enhance mobility services.

\* CASE: Connected Autonomous Shared Services Electric.  
\*\* DX: Digital Transformation.



YOKOHAMA SensorTire Technology Vision

## People



### Positioning ourselves as a company that welcomes diverse workstyles, with an employee-friendly working environment that will encourage employees to serve long term. Create an environment where anyone can reach their potential

We aim to create an organizational culture, mainly through Diversity Promotion Tasks, in which each and every member of our employees can be respected and play an integral role in the company by creating new values that transcend the boundaries of the past and increase productivity. As part of our ongoing measures in this field, we will run Diversity Management Enhancement Programs for the management level, develop careers for young and female employees, help employees to balance their work with childcare and senior care responsibilities, and provide support to diverse members, such as employees with disabilities and LGBTQ employees to fulfil their potential. As we look to the future, we remain dedicated to further developing a culture in which all employees can respect and be respected, and to build a company which all employees can continue to work in a rewarding environment over the long term with high motivation.



### Examples of diverse workstyles

- Expand criteria for work from home system
- Shorter working hours system for childcare
- Expand criteria for staggered working hours
- System enabling annual leaves on an hourly basis
- Abolish core time for flextime system
- Formulation of measures to support employees returning to work after taking maternity, childcare and senior care leave
- Diversify the use of senior care and nursing care

## Community



### Helping to solve social issues through the YOKOHAMA Magokoro Fund Giving form to the desire of personnel to be helpful in society.

The YOKOHAMA Magokoro (Sincere Heart) Fund established by our employees in 2016 provides support for organizations involved in dealing with social issues, and provides donations in times of disaster. As of May 2021, 42% of our employees had joined the fund.



### YOKOHAMA Magokoro Fund Donations from January-December 2020 Total assistance provided: ¥3,834,000 (including disaster relief)

- The Hyogo Institute of Assistive Technology
- ChildFund Japan
- 2020 Kyushu floods
- Support for the COVID-19 Crisis Medical funds
- Mask and Disinfection donation for Asahikawa, Hokkaido
- Japan Marrow Donor Program

## Corporate Governance (= Framework to monitor corporate management)



### Optimal Corporate Governance System

#### Create global management base

By welcoming experts as independent outside directors and the managers of overseas group companies as directors we aim to enhance functionality and diversify personnel.

#### Strengthen management base

We are strengthening our financial position by reducing interest-bearing debt and assets, reforming corporate culture and taking risk management measures.

#### Strengthen compliance system

Moves to strengthen our global management include introducing a whistleblower system in overseas bases.

#### BCP

In order to minimize social and management impact in times of disaster we are developing Business Continuity Plans that would enable us to make a rapid recovery.



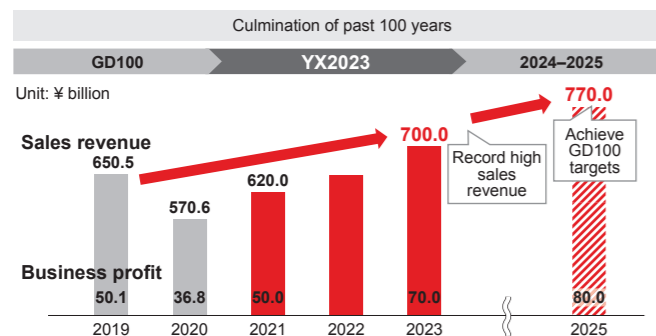
# Medium-Term Management Plan—Yokohama Transformation 2023

Under its medium-term management plan, Yokohama Transformation 2023 (YX2023), YOKOHAMA is implementing initiatives to achieve "Transformation" targeting growth into the next generation.

## Target pursuits: "Exploitation" & "Exploration"

The automotive industry is entering an era of great change, driven by the CASE, MaaS and DX trends. Under YX2023, we will aim for "Transformation" that targets growth into the next generation by pursuing the "Exploitation" of strengths in existing businesses while "Exploration" to create new value that meets the needs of

this transformative era. Through this effort, we aim to achieve record highs for sales revenue of ¥700 billion and business profit of ¥70 billion in 2023. We also aim to achieve the goals originally envisioned in GD100 as the culmination of our first 100 years—sales of ¥770 billion and profit of ¥80 billion—in 2025.

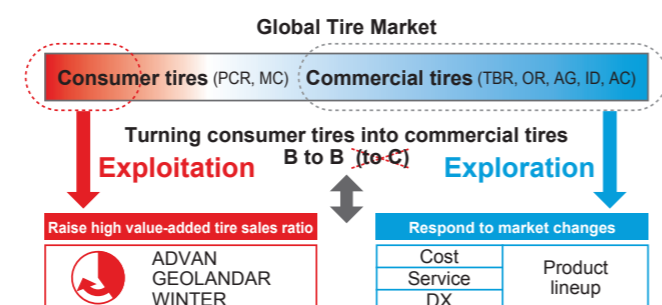


## Financial Targets for 2023

Sales revenue	¥700 billion
Business profit	¥70 billion
Business profit margin	10%
D/E ratio	0.4
ROE	10%
ROIC	7%
Operating cash flow	¥250 billion (3-year total)
Capital investment	within depreciation (excluding strategic investments)

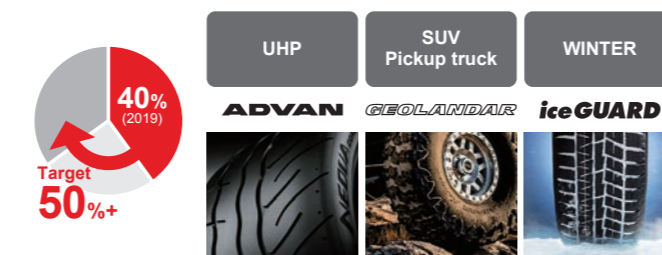
## Key viewpoint: Turning consumer tires into commercial tires

The consumer tire market centered on passenger car tires and the commercial tire market, which includes tires for trucks, buses, agricultural machinery and other commercial-use vehicles are about equal in scale. However, we expect the CASE, MaaS and DX trends will decrease individual ownership of cars and increase the number of infrastructure-related vehicles devoted to moving people and goods, effectively turning many consumer tires into commercial tires. We plan to respond by "Exploitation" of our efforts to expand sales of our high-value-added consumer tires while "Exploration" for new opportunities created by market changes in the commercial tire business.



## Consumer tires: Raise high-value-added tire sales ratio

We aim to raise the sales ratios of our core high-value-added consumer tires, namely the ADVAN and GEOLANDAR brands as well as winter tires. We aim to expand sales of the ADVAN brand by 50%, the GEOLANDAR brand by 15%, winter tires by 20%, and tire sizes of 18-inch and over by 55% from the 2019 levels, raising their combined share of our total tire sales from the current 40% to more than 50% in 2023. We plan to achieve these goals through the three initiatives outlined below:



- Expand OE use of ADVAN and GEOLANDAR
- Strengthen sales in the replacement market and expand tire sizes in each brand, including winter tires
- Strengthen sales of tires suited to local market needs, via integrated "Product & Regional Strategies"

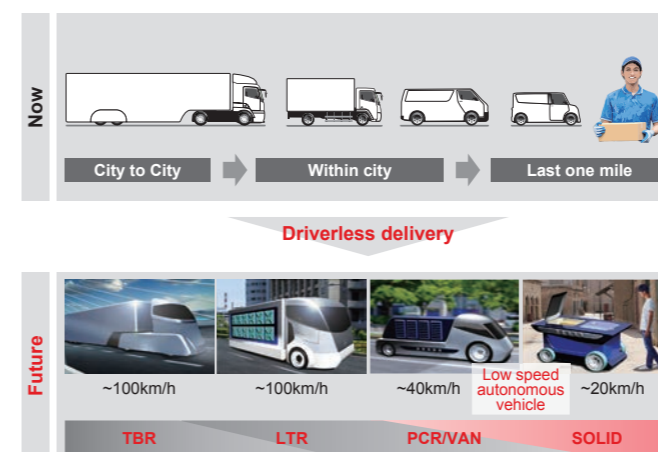
This strategy will focus on expanding sales of tires according to market trends in each region—for example, GEOLANDAR in North America, studless tires in Japan, ADVAN and winter tires in Europe.



## Commercial tires: Respond to market changes & further strengthen the business

### <Our view of the future commercial tire market>

We expect the trends toward vehicle electrification and self-driving will result in the transportation and logistics industries requiring various types, including puncture-proof, solid tires to be used on vehicles that cover the last leg of deliveries to bring goods to their recipients. Our response to this transformation of the logistics industry will include further expansion of our already uniquely diverse lineup of commercial tires, which ranges from TBR tires to solid tires, a strength that will provide us with a competitive advantage in the commercial tire market. Our commercial tire strategy during YX2023 centers on the four themes presented below.



### 1 Cost

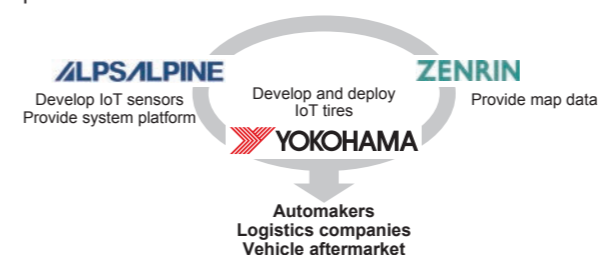
We aim to establish a low-cost production model that positions our passenger car tire plant in India as the most cost-efficient passenger car tire plant in YOKOHAMA. We also are considering using a similar low-cost model to increase output at our TBR tire plant in Thailand.

### 2 Service

To provide a full package of after-sales services to support our tire sales, we will strengthen our service network by expanding our fleet of service vehicles to supplement our nationwide sales and logistics network in Japan.

### 3 DX

We are accelerating our development of cutting-edge sensor-equipped tires and plan to create new value-added services by adding new functions to the sensors and gradually expanding the services and customers that can make use of tires equipped with these sensors. Toward that end, we are forming alliances with companies in different industries.



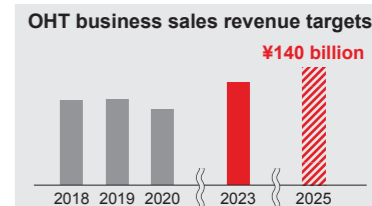
### 4 Product lineup

Our response to the transformation of logistics being brought about by vehicle electrification and self-driving vehicles will focus on establishing a competitive advantage by reinforcing our core strength and expanding our already uniquely diverse lineup of commercial tires.

### <OHT business: Future growth driver>

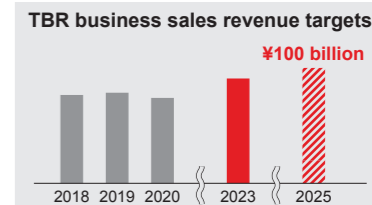
We aim to further strengthen the OHT business and expand its sales revenue to ¥140 billion in 2025, about 30% of targeted Group

revenue, by implementing a multi-brand strategy that includes integrating the OHT operations of YRC, ATG and Aichi Tire and investing aggressively to increase production capacity.



### <TBR business: Strengthening foundation for future growth>

We aim to increase TBR sales revenue to ¥100 billion in 2025. Toward that goal, we are working to secure stable supply from our Mississippi plant while investing to further boost capacity at our TBR plant.



## MB business: Shift portfolio to products with highly stable earnings and strong growth potential

Strengthen/expand by allocating resources to core product areas  
Hose & Couplings Growth driver  
Industrial products Stable earnings

We will solidify the MB segment's ability to generate stable earnings by concentrating resources in its two core product areas—hose & couplings and industrial materials. We will improve the Hamatite business by focusing on its core product areas. In the aerospace products business, we will make structural reforms targeted at bringing the business more in line with today's market.

Business restructuring  
Hamatite Focus on core areas  
Aerospace products Structural reforms

## Strengthening management foundations: Human resources strategy and ESG initiatives

### <Human resources strategy>

Personnel system reforms will strengthen management and administration at all levels, build a stronger organization, and promote work-style reforms.

### 1 Personnel management to realize further growth

- Strengthen performance-linked remuneration for managers
- Job-typed assignments and treatment for managerial level

### 2 Speed up decision-making by merging head office and Hiratsuka factory

Integrated production, sales, R&D, & logistics site

### 3 Work-style reforms

Place & time constraints removed: expand work at home & flexible hours

- Improved work life balance
- Promote participation and career development of women in child bearing and child rearing age group
- Reduce staff turnover related to need to care for children/elderly parents or a spouse's job change/transfer

### <ESG initiatives>

In addition to providing environmentally friendly products and efforts to achieve carbon neutrality, we intend to continue strengthening corporate governance and create safe and comfortable working environments for all employees.





# PRODUCTION

We believe that the mission of a manufacturer is to “deliver the best products at competitive prices and on time.” To deliver the highest quality products, we carry out production activities under comprehensive quality management at our manufacturing bases, which have introduced cutting-edge technologies. Moreover, each employee is actively involved in quality improvement proposal activities. As the number of overseas manufacturing bases operated by YOKOHAMA continues to grow, we are striving to anchor the production activities of each in its local community, for example by selling products manufactured in locations such as the United States and China locally in those countries. YOKOHAMA ensures production activities are maintained at a high level through acquiring certification for the international quality management standard ISO 9001 at all tire production bases. Certification for the international quality management standard ISO/TS 16949 for the automobile industry has also been acquired by all domestic and overseas production bases. We have set up production structures that consider the environment not only at newly established production plants but also at existing production facilities as well. At our domestic production bases, we have also introduced clean-fuel, high-efficiency cogeneration systems that enable a significant reduction in CO<sub>2</sub> emissions. Also, all domestic production bases have achieved zero emissions and the complete elimination of landfill waste, and in the future, we will aim for 100% recycling of industrial waste.

## Global Production and Sales Companies

- 1 Yokohama Tire Manufacturing Virginia LLC.**  
1500 Indiana Street, Salem, VA 24153, U.S.A.  
TEL : +1 (540) 389-5426 FAX : +1 (540) 375-0226
- 2 Yokohama Tire Manufacturing Mississippi, LLC.**  
1 Yokohama Blvd, West Point, MS 39773, U.S.A.  
TEL : +1 (800) 423-4544 FAX : +1 (714) 870-3377
- 3 Yokohama Industries Americas Ohio Inc.**  
474 Newell Street, Painesville, OH 44077, U.S.A.  
TEL : +1 (440) 352-3321 FAX : +1 (440) 352-6975
- 4 Yokohama Industries Americas Inc.**  
105 Industry Drive, Versailles, KY 40383, U.S.A.  
TEL : +1 (859) 873-2188 FAX : +1 (859) 873-8943
- 5 Suzhou Yokohama Tire Co., Ltd.**  
No.158, Huaqiao Road, Xuguan Industrial Park,  
Suzhou National New & Hi-Tech Industrial  
Development Zone, Suzhou, Jiangsu Province, 215151, CHINA  
TEL : +86 (512) 6818-1008 FAX : +86 (512) 6818-1007
- 6 Hangzhou Yokohama Tire Co., Ltd.**  
No.55, No.3 Street, Hangzhou Economic and Technical  
Development Area, Hangzhou, Zhejiang 310018, CHINA  
TEL : +86 (571) 8672-5885 FAX : +86 (571) 8672-5753
- 7 Yokohama Tire Philippines, Inc.**  
IE5, Clark Freeport Zone 2023, PHILIPPINES  
TEL : +63 (45) 599-3603 FAX : +63 (45) 599-3613
- 8 Yokohama Tire Manufacturing (Thailand) Co., Ltd.**  
7/216 Moo. 6 Amata City Rayong Industrial Estate,  
Tambol Mapyangporn, Amphur Pluakdang,  
Rayong Province 21140, THAILAND  
TEL : +66 (38) 627-170 FAX : +66 (38) 627-199
- 9 Yokohama Tyre Vietnam Inc.**  
No.17, Street 10, Vietnam Singapore Industrial Park,  
Binh Hoa ward, Thuan An town, Binh Duong Province, VIETNAM  
TEL : +84 (274) 3767909 FAX : +84 (274) 3767029
- 10 Shandong Yokohama Rubber Industrial Products Co., Ltd.**  
Xinzhai Local Town, Linqu County, Weifang City,  
Shandong Province, CHINA 262610  
TEL : +86 (536) 344-3571 FAX : +86 (536) 334-3571
- 11 Yokohama Industrial Products - Hangzhou Co., Ltd.**  
No.89, Sanfeng Road, Qianjin Industrial Park Jiangdong  
Level Block Hangzhou, CHINA 311227  
TEL : +86 (571) 5697-5290 FAX : +86 (571) 5697-5297
- 12 SC Kingflex Corporation**  
No.99 Xiyuan Road, Zhongli Dist.,  
Taoyuan City 32057, TAIWAN R.O.C.  
TEL : +886 (3) 451-4015 FAX : +886 (3) 451-2969

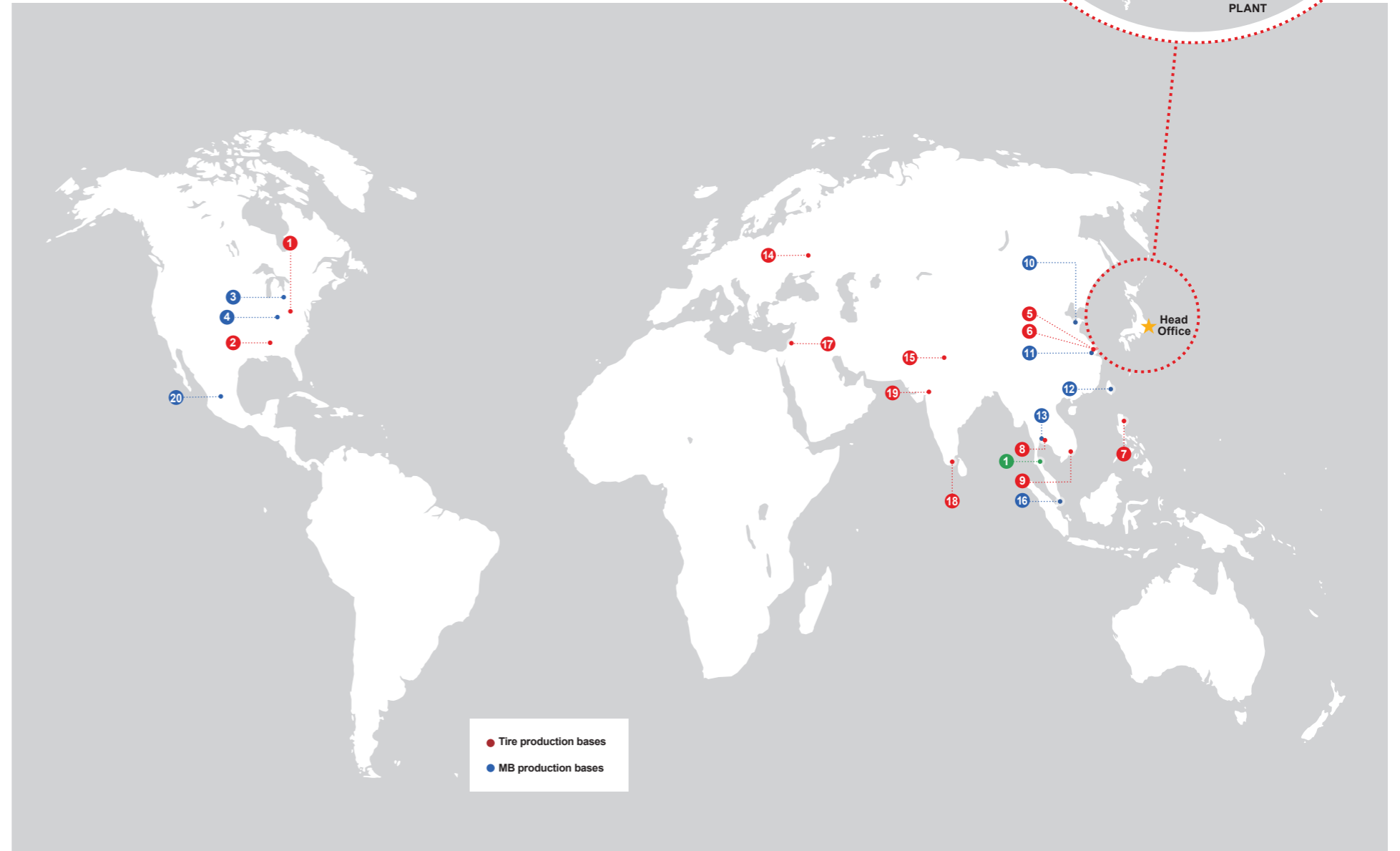
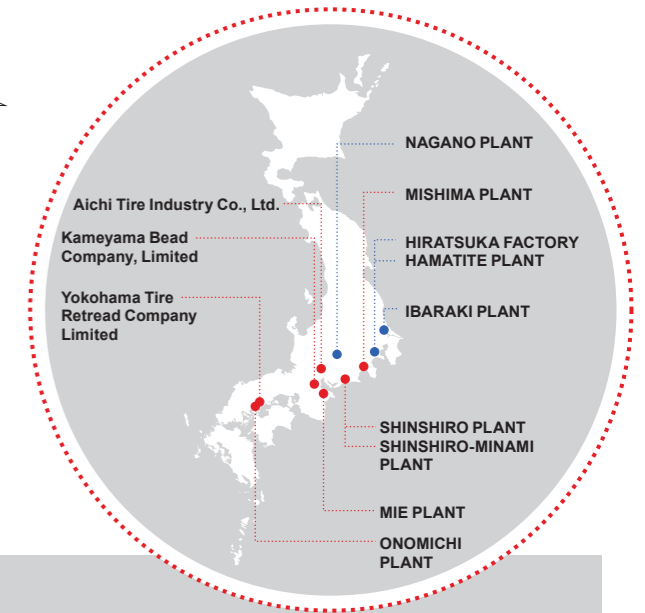
- 13 Yokohama Rubber (Thailand) Co., Ltd.**  
Eastern Seaboard Industrial Estate, (Rayong) 64  
Moo 4 Tambol Pluakdaeng, Ampur Pluakdaeng  
Rayong 21140, THAILAND  
TEL : +66 (38) 954-625 FAX : +66 (38) 954-636
- 14 LLC Yokohama R.P.Z.**  
399071, Lipetsk region, Gryazy district, Kazinka village,  
territory of SEZ PPT "Lipetsk", estate 40, RUSSIA  
TEL : +7 (4742) 727-800 FAX : +7 (4742) 727-900
- 15 Yokohama India Private Ltd.**  
Plot No.1 Sector 4B, Bahadurgarh Industrial Estate,  
HSIIDC Bahadurgarh, Dist - Jhajjar, Haryana 124507, INDIA  
TEL : +91 (127) 666-2200 FAX : +91 (127) 666-2000
- 16 PT. Yokohama Industrial  
Products Manufacturing Indonesia**  
Jl. Mas Surya Negara VIII No.6 Kawasan Industri  
Terpadu Kabil Batam 29467, INDONESIA  
TEL : +62 (778) 807-0100 FAX : +62 (778) 807-0101
- Alliance Tire Company Ltd.**
- 17 Head office, Hadera Plant :**  
P.O.Box 48, Hadera 38100, ISRAEL
- ATC Tires Private Ltd.**
- 18 Tirunelveli Plant :**  
Plot No. A2, SIPCOT Industrial Growth Centre,  
Gangaikondan, Tirunelveli, 627 352, INDIA
- 19 Dahej Plant :**  
D-III, 23 & 23A Dahej Industrial Estate,  
Village-Samantpore, Taluka-Vagra,  
District Bharuch, Gujarat-392 140, INDIA
- 20 Yokohama Industries Americas  
de Mexico, S. de R.L. de C.V.**  
Circuito Cerezos Oriente #101, San Francisco  
de los Romo, Aguascalientes, C.P. 20355, MEXICO  
TEL : +52 (449) 929-9016

## Natural Rubber Processing

- 1 Y.T. Rubber Co., Ltd.**  
51/2 Moo.1 Tambon Tha Sa Thorn, Amphur Phunphin  
Suratthani 84130, THAILAND  
TEL : +66-21070-735 FAX : +66-21070-734

## Domestic Production Sites

- |  |  |
|--|--|
| <b>Hiratsuka Factory</b><br>2-1 Oiwake, Hiratsuka City,<br>Kanagawa Prefecture, 254-8601<br>TEL: +81-463-35-9501                   | <b>Ibaraki Plant</b><br>1 Hatori-Nishi, Omitama City,<br>Ibaraki Prefecture, 319-0198<br>TEL: +81-299-46-1111                            |
| <b>Hamatite Plant</b><br>1-7-7 Shinomiya, Hiratsuka City,<br>Kanagawa Prefecture, 254-0014<br>TEL: +81-463-31-3003                 | <b>Onomichi Plant</b><br>20 Higashi-Onomichi, Onomichi City,<br>Hiroshima Prefecture, 722-0051<br>TEL: +81-848-46-4580                   |
| <b>Mie Plant</b><br>1038 Takabuku, Misono-cho, Ise City,<br>Mie Prefecture, 516-8530<br>TEL: +81-596-28-3151                       | <b>Nagano Plant</b><br>9100 Kawano, Toyookamura, Shimoina-gun,<br>Nagano Prefecture, 399-3201<br>TEL: +81-265-34-2051                    |
| <b>Mishima Plant</b><br>8-1 Minami Futsuka-machi, Mishima City,<br>Shizuoka Prefecture, 411-0832<br>TEL: +81-55-975-0800           | <b>Yokohama Tire Retread Company Limited</b><br>2-165-28 Tyoujahara, Onomichi,<br>Hiroshima Prefecture, 722-0221<br>TEL: +81-848-48-3400 |
| <b>Shinshiro Plant</b><br>1 Furuyashiki, Noda-Aza, Shinshiro City,<br>Aichi Prefecture, 441-1343<br>TEL: +81-536-22-2251           | <b>Kameyama Bead Company, Limited</b><br>820-6 Taikojicho, Kameyama City,<br>Mie Prefecture, 519-0168<br>TEL: +81-595-83-1102            |
| <b>Shinshiro-Minami Plant</b><br>10-24 Oiri, Hitokuwada-Aza, Shinshiro City,<br>Aichi Prefecture, 441-1338<br>TEL: +81-536-26-2100 | <b>Aichi Tire Industry Co., Ltd.</b><br>5827-1, Nenjojaka, Okusa, Komaki City,<br>Aichi Prefecture, 485-0802                             |



The marketing of passenger car tires and golf products for consumer use is very significant in that it offers an opportunity to interact with customers at retail outlets and event venues. In addition to retail outlets, YOKOHAMA also participates in various motor shows enabling consumers to carefully take a look at tires and wheels on a stand-alone basis as well as vehicles equipped with these tires and wheels, while also pursuing close communication with customers. For golf products, we help users choose suitable products by holding events for trying out products at sales outlets, offering rental golf clubs for trial use and deploying fitting staff. Customer feedback gained at retail outlets and event venues is quickly communicated as well as reflected in product improvements and product development.

Multiple Business products as well as our truck and bus and off-the-road tires all originated based on customers' desires. Continually interacting with customers on site and ascertaining their needs leads to the creation of each new product.

We have built Tire and Multiple Business group networks in regions throughout the world and established sales networks under which domestic and overseas bases work in unison. We are working to further enhance the value of the YOKOHAMA brand in line with global marketing strategies.

## Overseas Sales Companies/Operating Companies

- 1 Yokohama Tire (Canada) Inc.**  
#500-9325 200th Street, Langley,  
BC. V1M3A7, CANADA  
TEL : +1 (604)546-9656 FAX : +1 (604)513-8162
- 2 Yokohama Tire Corporation**  
1 MacArthur Place, Suite 800 Santa Ana, CA 92707, U.S.A.  
TEL : +1 (714)662-9500
- 3 Yokohama Aerospace America, Inc.**  
22223 68th, Avenue, South Kent,  
WA 98032-1010, U.S.A.  
TEL : +1 (253)395-1112 FAX : +1 (253)893-0170
- 4 Yokohama Rubber Latin America  
Indústria e Comércio Ltda.**  
Rua Cubatão, nº86-Conjunto 1510-15° Andar,  
04013-000 Paraisópolis, São Paulo/SP, BRASIL  
TEL : +55 (11)3284-3484 FAX : +55 (11)3284-3484
- 5 Yokohama Rubber (China) Co., Ltd.**  
10F, Gubei International Fortune Center,  
1452 Hongqiao Road, Shanghai, 200336, CHINA  
TEL : +86 (21)3209-1717 FAX : +86 (21)6167-1816
- 6 Yokohama Tire Sales (Shanghai) Co., Ltd.**  
10F, Gubei International Fortune Center,  
1452 Hongqiao Road, Shanghai, 200336, CHINA  
TEL : +86 (21)3209-2727 FAX : +86 (21)6167-1800
- 7 Yokohama Industrial Products Sales  
-Shanghai Co., Ltd.**  
10F, Gubei International Fortune Center, 1452  
Hongqiao Road, Shanghai, 200336, CHINA  
TEL : +86 (021)6236-8811 FAX : +86 (021)5206-7165
- 8 Yokohama Tire Taiwan Co., Ltd.**  
Suite 601 6th Floor No.88, Sec 2,  
Chung Hsiao E. Road, Taipei, TAIWAN R.O.C.  
TEL : +886 (2)2356-8528 FAX : +886 (2)2391-9242
- 9 Yokohama Tire Korea Co., Ltd.**  
Hwangwha B/D 602,320 Gangnam-daero,  
Gangnam-gu, Seoul, KOREA  
TEL : +82 (2)588-1533 FAX : +82 (2)588-3711
- 10 Yokohama Asia Co., Ltd.**  
7th floor, Zone A, Thanapoom Tower,  
1550 New Petchburi Road,  
Makkasan, Rattthawi, Bangkok 10400, THAILAND  
TEL : +66 (2)654-7530 FAX : +66 (2)652-9241
- 11 Yokohama India Private Limited**  
Plot No.1 Sector 4B, Bahadurgarh Industrial Estate,  
HSIIDC Bahadurgarh, Dist - Jhajjar, Haryana 124507, INDIA  
TEL : +91 (127)666-2200 FAX : +91 (127)666-2000
- 12 Yokohama Tire Sales Philippines, Inc.**  
3F Kentek Bldg, 828 A.Armaiz Ave.,  
San Lorenzo Village, 1223, Makati City, Philippines  
TEL : +63 (2)88175031 FAX : +63 (2)88175035
- 13 Yokohama Tire Sales (Thailand) Co., Ltd.**  
12th Floor, Zone A, B, Thanapoom Tower,  
1550 New Petchburi Road, Makkasan,  
Rattthawi, Bangkok 10400, THAILAND  
TEL : +66 (2)652-6996/7 FAX : +66 (2)652-6998
- 14 Yokohama Europe GmbH**  
**14 Yokohama Europe GmbH Industrial Products Division**  
Monschauer Strasse 12, D-40549 Düsseldorf, GERMANY  
Tire TEL : +49 (211)5374050 FAX : +49 (211)53740523  
Industrial TEL : +49 (211)53740570 FAX : +49 (211)53740579
- 15 Yokohama Scandinavia AB**  
Gustavslundsvägen 135, SE-167 51 BROMMA, SWEDEN  
TEL : +46 (8)445-7888 FAX : +46 (8)761-7075
- 16 Yokohama Russia L.L.C.**  
Panfilova street 19 Building, 1, 3rd Floor, 141407 Khimki,  
Khimki-Center, Moscow region, RUSSIA  
TEL : +7 (495)739-4844 FAX : +7 (495)739-4843
- 17 Yokohama Danmark A/S**  
Hammerholmen 12, DK-2650, Hvidovre, DANMARK  
TEL : +45 (3645)0046 FAX : +45 (3645)4549
- 18 Yokohama H.P.T.Ltd.**  
Dawson Road, Mount Farm, Bletchley,  
Milton Keynes, Buckinghamshire, MK1  
1QY, UNITED KINGDOM  
TEL : +44 (1908)625625 FAX : +44 (1908)625635
- 19 Yokohama Suisse SA**  
La Maladaira 16, 1562 Corcelles-près-Payerne,  
SWITZERLAND  
TEL : +41 (26)6624000 FAX : +41 (26)6624001
- 20 Yokohama Iberia S.A.U.**  
Avda. Isla Graciosa, 1-2º planta puerta 6.  
28703, San Sebastián de los Reyes, Madrid, SPAIN  
TEL : +34 (91)6591560 FAX : +34 (91)6591569
- 21 Yokohama France S.A.S.**  
2, rue Philippe Lebon, B.P.375,  
F-69746 GENAS Cedex, FRANCE  
TEL : +33 (4)78-900-111 FAX : +33 (4)78-900-120
- 22 Yokohama Tyre Australia Pty., Ltd.**  
123-129 Silverwater Road, Silverwater,  
N.S.W. 2128, AUSTRALIA  
TEL : +61 (2)8748-2600 FAX : +61 (2)9737-8014
- 23 Yokohama Tire Mexico S. de R.L. de C.V.**  
Boulevard Bernardo Quintana #300-1102 (Piso 11),  
Col. Centro Sur, C.P. 76090, Querétaro, Qro, MEXICO  
TEL : +52 (442)404 9500
- 24 Yokohama Industrial Products Asia-pacific Pte. Ltd.**  
160 ROBINSON ROAD, #15-01 SBF CENTER,  
SINGAPORE 068914  
TEL : +65 (6970)9188 FAX : +65 (6386)9757
- 25 Yokohama Corporation Of North America**  
1 MacArthur Place, Suite 800 Santa Ana, CA 92707, U.S.A.  
TEL : +1 (714)662-9500
- 26 ATC Tires Private Ltd.**  
Head office :  
Block No. 53 & 27 C, 2nd Floor, Empire Complex,  
414 Senapati Bapat Marg,  
Lower Parel, Mumbai 400013, INDIA
- 27 Alliance Tire Europe B.V.**  
Alpha Tower De Entree 59 1101 BH Amsterdam,  
THE NETHERLANDS
- 28 Yokohama Off-Highway Tires America, Inc.**  
201 Edgewater Drive, Suite 285, Wakefield,  
MA 01880, U.S.A.
- 29 Yokohama CEE Spółka z o.o.**  
Al. Jerozolimskie 65/79 00-697 Warszawa, Poland  
TEL : +48 (22)292-8340 FAX : +48 (22)292-8345

## Procurement and sale of raw materials for use in tires and industrial-use products

- 1 Yokohama Rubber Singapore Pte. Ltd.**  
160 ROBINSON ROAD, #15-01 SBF CENTER,  
SINGAPORE 068914  
TEL : +65 (6386)9755 FAX : +65 (6386)9757

## Overseas Representative Offices/Branch Office

- 1 Dubai Office**  
P.O. Box 296846, (Location: DAFZA 3E G01),  
Dubai, UNITED ARAB EMIRATES  
TEL : +971 (4)2943218 FAX : +971 (4)2943419
- 2 Singapore Branch**  
160 ROBINSON ROAD, #15-01 SBF CENTER,  
SINGAPORE 068914  
TEL : +65 (6386)9755 FAX : +65 (6386)9757

## Domestic Sales Companies

- Yokohama Tire Japan Co., Ltd.**  
5-36-11 Shimbashi, Minato-ku, Tokyo 105-8685  
TEL : +81-3-5400-4609
- Yokohama Industrial Products Japan Co., Ltd.**  
5-36-11 Shimbashi, Minato-ku, Tokyo 105-8685  
TEL : +81-3-5400-4861 FAX : +81-3-5400-4849
- PRGR Co., Ltd.**  
5-36-11 Shimbashi, Minato-ku, Tokyo 105-0004  
TEL : +81-3-3436-3341
- Yokohama Rubber Marine & Aerospace Co., Ltd.**  
5-36-11 Shimbashi, Minato-ku, Tokyo 105-8685  
TEL : +81-3-5408-1285 FAX : +81-3-5408-1284

