

Corporate Philosophy and New Medium-range Management Plan

Contributing to happiness and affluence through manufacturing and a commitment to our corporate philosophy

Corporate Philosophy

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.

Management Policies

- Take on challenge of new technologies to produce new value.
- Develop proprietary business fields to expand the scope of business.
- Create a workplace that values, improves and energizes people.
- Deal fairly with society and value harmony with the environment.

GD100 New Medium-range Management Plan

The Yokohama Rubber Group has commenced a new medium-range management plan called "GD100." The aim of this plan is to transform the group into a global company with a distinctive presence in terms of corporate value and market position in the company's centenary in 2017, and it adopts as

specific targets for attainment in FY2017 net sales of ¥1 trillion and operating income of ¥100 billion. Phase I of the plan, which will run from FY2006 to FY2008, is presently in progress.

GD100 Vision and Basic Policy

By Centenary in FY2017

To evoke a distinctive global identity in building corporate value and in building a strong market presence

Long-term Financial Targets (year to March 31, 2018)

Net sales: ¥1 trillion, Operating income: ¥100 billion,
Operating return on sales: 10%



Basic Policy for Fulfilling Vision

- To deliver the best products at competitive prices and on time
- To assert world-class strengths in technologies for protecting the environment
- To foster a customer-oriented corporate culture that honors rigorous standards of corporate ethics

Numerical targets of GD100 Phase I (Unit: ¥100 million)

	FY2006 actual result	FY2007 actual result	FY2008 projection	"GD 100" FY2008 target
Net sales	4,974	5,514	5,650	5,600
Tires	3,727	4,198	4,320	4,330
MB	1,247	1,316	1,330	1,270
Operating income	211	331	260	350
Ordinary income	201	252	225	270