

[Message from  
Our President](#)[Up Close](#)[Activity Report in  
the Fiscal Year of 2010](#)[Site Data](#)[Related Information on  
CSR Report](#)[Company Overview /  
CSR Management](#)

[Yokohama Rubber CSR Web site](#) > [Company Overview / CSR Management](#)

## Company Overview / CSR Management

### ○ Company Overview / CSR Management

An introduction to the Yokohama Rubber Group and our concepts and systems for promoting CSR.

[▶ Yokohama Rubber Group at a Glance](#)[▶ Corporate Philosophy and Yokohama Rubber Group's Approach to CSR](#)[▶ Our Products](#)

### ○ Company Overview / CSR Management

[▶ Yokohama Rubber Group at a Glance](#)[▶ Corporate Philosophy and Yokohama Rubber Group's Approach to CSR](#)[▶ Our Products](#)[▲ Go to Page Top](#)

[Message from Our President](#)
[Up Close](#)
[Activity Report in the Fiscal Year of 2010](#)
[Site Data](#)
[Related Information on CSR Report](#)
[Company Overview / CSR Management](#)

[Yokohama Rubber CSR Web site](#) > [Company Overview / CSR Management](#) > Yokohama Rubber Group at a Glance



## Company Overview / CSR Management

### Yokohama Rubber Group at a Glance

#### Yokohama Rubber Group at a Glance (as of March 31, 2011)

Company Name	The Yokohama Rubber Co., Ltd.	Number of Employees	18,465 (consolidated)
Establishment	October 13, 1917	Number of Shareholders	15,855
Paid-in Capital	JPY 38,909 million	Number of Shares Issued and Outstanding	342,598,162
Net Sales	JPY 519,742 million (consolidated)	Number of Consolidated Subsidiaries	120
Fiscal Year End	March 31 *	Number of Affiliates Accounted for by the Equity Method	2
Chairman and CEO and Representative Director	Tadanobu Nagumo	Stock Exchange Listings	Tokyo, Osaka, and Nagoya
President and Representative Director and President of Tire Group	Hikomitsu Noji	Our Worldwide Locations	Japan, the USA, Canada, Australia, Germany, the Philippines, Taiwan, China, Thailand, Russia, and so on.
Head Office	36-11, Shimbashi 5-chome, Minato-ku, Tokyo, Japan 105-8685	Our URL	<a href="http://www.yrc.co.jp/english/">http://www.yrc.co.jp/english/</a>

\* In order to be consistent with our overseas subsidiaries for consolidated accounts, we have decided to shift our financial closing date from March 31 to December 31 as of the fiscal year of 2011.

#### ■ Net Sales and Net Income (consolidated)

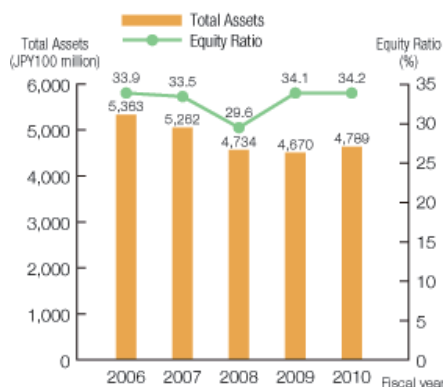
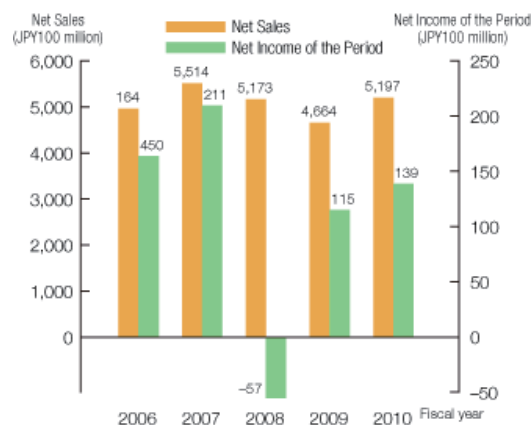
#### ■ Total Assets and Equity Ratio (consolidated)

#### Company Overview / CSR Management

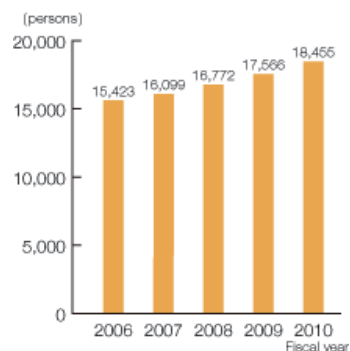
##### ▶ Yokohama Rubber Group at a Glance

##### ▶ Corporate Philosophy and Yokohama Rubber Group's Approach to CSR

##### ▶ Our Products



## ■ Number of Employees (consolidated)



▲ [Go to Page Top](#)

## Economic Dividends to our Stakeholders

Stakeholders	Dividends Amount (unit: JPY million)		Calculation Method
	FY2010	FY2009	
Partners	272,486	231,597	Cost of Sales + Sales Admin Fee (excluding labour costs)
Employees	48,028	46,911	Cost of Sales + Sales Admin Costs (labour costs)
Shareholders	3,347	2,728	Payment of dividends
Creditors	2,315	2,847	Interest expense
Government	3,996	2,569	Corporate income tax, etc.
Society	83	16	Donation (entertainment) and others <research labs for high schools and universities>
Environment	10,171	8,798	The cost amount of environmental account "Environment Preservation Cost"
Internal	10,576	8,758	Net income less dividend payments

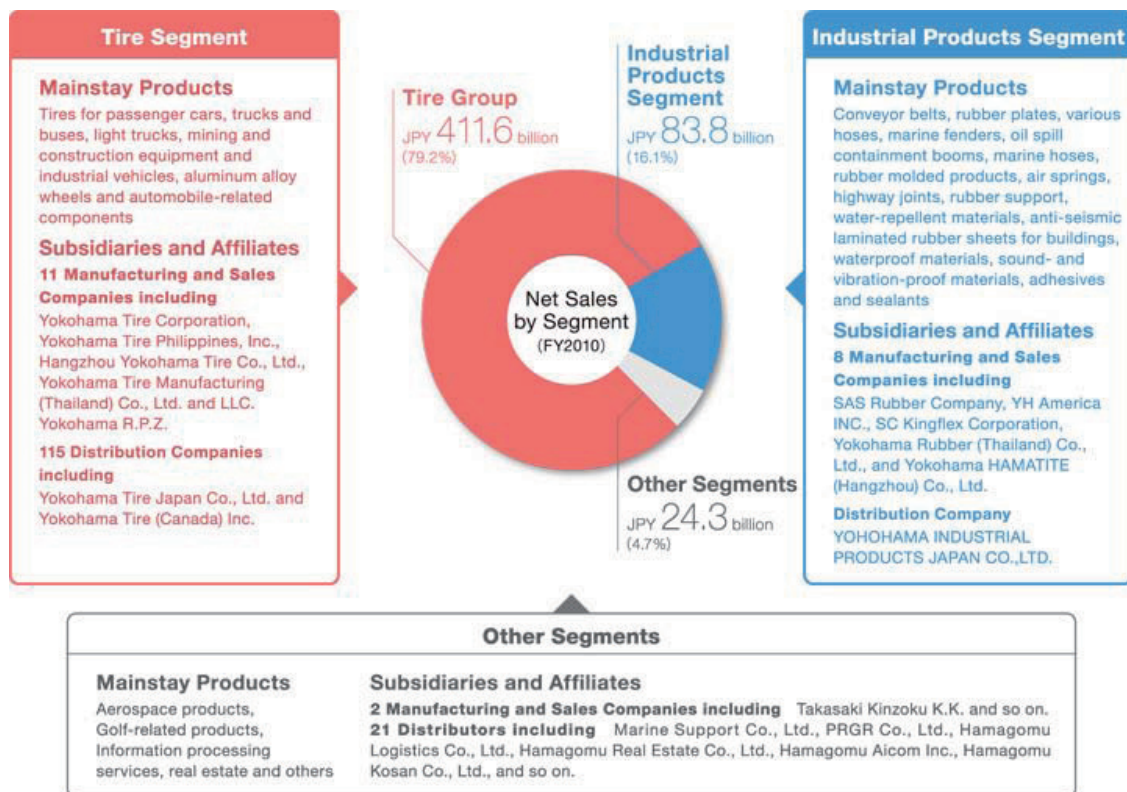
▲ [Go to Page Top](#)

## Financial Support Received from Government

The total amount of the financial support for tax or subsidiary from national or municipal government in the fiscal year of 2010 was JPY 21 million from corporate tax relief due to donation expenses, plus JPY 1.5 million from corporate tax relief, etc. due to extraordinary amortization of assets under the regulations for peninsula development.

▲ [Go to Page Top](#)

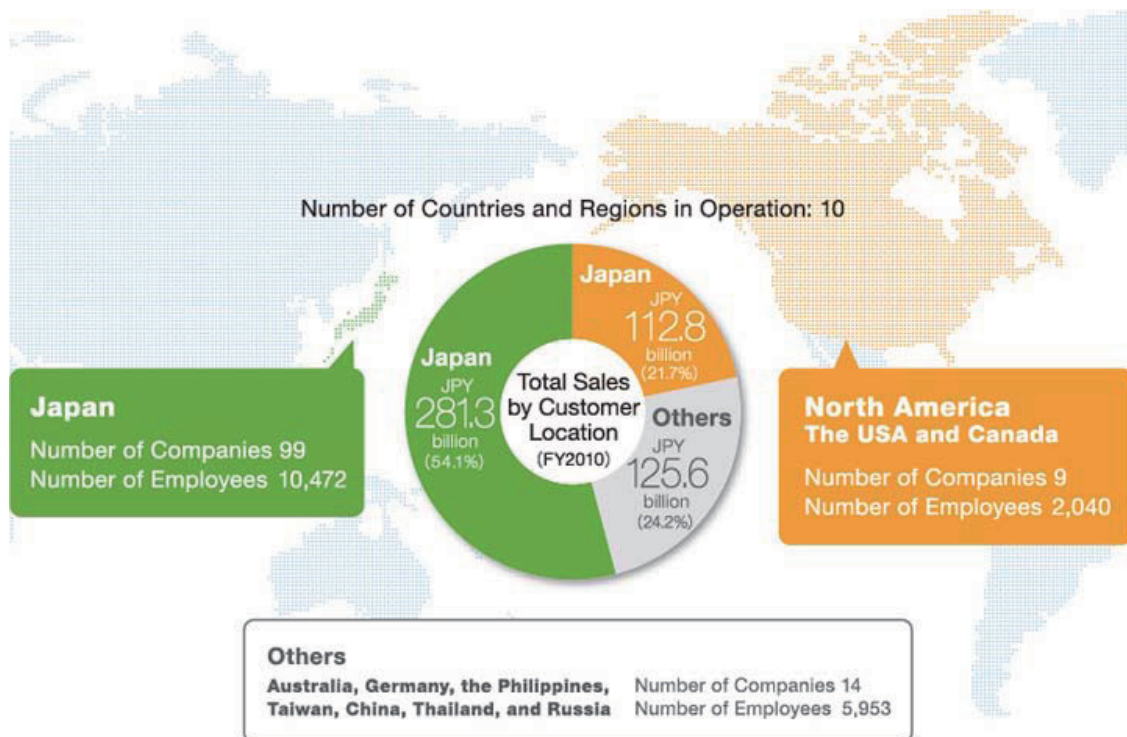
## Mainstay Products and Group Companies by Segment



In the past we used to separate "Tires" and "MB" for segment classifications, however, effective from this term, we have revised this as it is required to use the same classifications with our internal performance evaluation unit in accordance with our accounting procedures.

▲ [Go to Page Top](#)

## Breakdown of Operations by Region Number of Companies: Consolidated Subsidiaries and Affiliates Accounted for by the Equity Method



▲ [Go to Page Top](#)

[Message from Our President](#)[Up Close](#)[Activity Report in the Fiscal Year of 2010](#)[Site Data](#)[Related Information on CSR Report](#)[Company Overview / CSR Management](#)[Yokohama Rubber CSR Web site](#) > [Company Overview / CSR Management](#) > Corporate Philosophy and Yokohama Rubber Group's Approach to CSR

## Company Overview / CSR Management

### Corporate Philosophy and Yokohama Rubber Group's Approach to CSR

#### Corporate and CSR Philosophies

Yokohama Rubber established its corporate philosophy in 1990. It consists of the Basic Philosophy, Management Policies, Action Guidelines, and Corporate Slogan; the Basic Philosophy embodies the types of business where Yokohama Rubber commits itself in all activities. The Management Policies outline basic administrative principles for upper-level management to commitment themselves to. The Action Guidelines are the code of conduct for each employee to comply with.

In 2006, we drew up a medium-term management plan, the Grand Design 100 (GD100), and set a clear target of becoming a global company with one trillion yen in net sales by FY2017. Also, since our Basic Philosophy has been compiled based on the strong awareness of the expectations and needs arising from the international community, the plan places a strong emphasis on CSR by adopting these two basic points; to become a top level corporation in terms of our contribution towards the environment, and fostering a customer-oriented corporate culture as our first priority by respecting higher standards of corporate ethics. In 2008, we reformed our corporate structure by establishing the CSR Division, followed by announcing our vision of CSR management both internally and externally. Our vision, to build a trusted identity as a contributing member of the global community, incorporates our desire to change the letter "R" in CSR to "Reliability", instead of the original "Responsibility". By doing so, we are hoping to make the concept more accessible and practical in our daily operations.

Incidentally, Yokohama Rubber still maintains the cautionary tale by Suekichi Nakagawa, who was president at the time of the inauguration of our Yokohama Plant (located in Tsurumi-ku, Yokohama-shi) in 1929 as our Founding Spirit\*. This tale comprises the balancing of both sociality and economic efficiency; it still greatly relates to today's notion of CSR management.

#### Our Spirit of Corporate Foundation

1. A production business serves society. In order for our products to enhance the happiness of human beings overall, the purpose of our business ought to be to act as a source of supply for quality products that will make people's lives convenient but under affordable prices.
2. Our fundamental guidelines are to provide excellent products all the time; our life-long mission ought to be not to allow our competitors to follow us.
3. The core essence of the management is fairness and consideration all the time. Sincere and transparent management is only proven upon fulfilment of the guarantee against capital, distribution towards employees, fair obligation towards consumers, i.e. reasonable distribution is duly provided.
4. The number of employees should be kept as minimal as possible through the innovation of machinery. This is a fundamental requirement for the improvement of efficiency.
5. The result of success in business pretty much depends on studying hard with passion and numerous efforts, whether it is major or minor, to stimulate each other for further developments; we are all encouraged to make a big step further.

#### Company Overview / CSR Management

[▶ Yokohama Rubber Group at a Glance](#)[▶ Corporate Philosophy and Yokohama Rubber Group's Approach to CSR](#)[▶ Our Products](#)



## Corporate Philosophy (Launched in 1990)

### -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 the 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.

### Action Guidelines

- Develop ourselves so that we may give our personal best.
- Trust, challenge and improve one another.
- Nurture a welcoming, open spirit.

### Corporate Slogan

Excellence by nature

## CSR Management Vision (Launched in 2008)

To build a trusted identity as a contributing member of the global community.

### CSR Action Guidelines

- Identify continually changing social trends.
- Spot ways of contributing.
- Act swiftly to earn affirm trust.
- Practice CSR in one's own work.

## GD100 Medium-range Management Plan

### GD100 Vision and Basic Policy

To Mark the Yokohama Centennial in 2017, we will evoke a distinctive global identity in building corporate value and in building a strong market presence.

### Long-Term Financial Targets (in the fiscal year of 2017)

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

### Basic Policy

Deliver the best products at competitive prices and on time.  
Assert world-class strengths in technologies for protecting the environment.  
Foster a customer-oriented corporate culture that honors rigorous standards of corporate ethics.

Established in 2006

## GD100 and Our Approach to the Environment

### Basic Policy

Following the principle of dealing fairly with society and valuing harmony with the environment, we shall assert our world-class strengths in technologies for protecting the environment.

- Continued improvement of environmental management.
- Action to combat global warming.
- Contributing to the creation of a sustainable recycling society.

Established in 2006

▲ [Go to Page Top](#)

## Mid-Term Management Plan - Grand Design 100 (GD100)

Since the fiscal year of 2006, Yokohama Rubber has started to go about what is called Grand Design 100 (GD100), part of our Mid-Term Management Plan. The purpose of GD100 is to become "a Global Company with a unique presence in the light of both Corporate Value and Market Position" by 2017, the 100th anniversary of our corporate foundation, by targeting JPY 1 trillion as net sales and JPY 100 billion as operating income under 10% as profit rate. In order to ensure steady growth, we have divided the next 12 years until the fiscal year of 2017 into four phases, defining themes, business strategies, and financial targets for each phase. We completed Phase I at the end of the fiscal year of 2008; currently we are in the middle of Phase II towards the end of the fiscal year of 2011 which is the final fiscal year for its completion.

### ■ Establishment of High-Quality Corporate Groundwork in Phase II

Upon completion of Phase I, we started anew with Phase II from April, 2009. In Phase II over the three years from the fiscal year of 2009, under the theme of "Growth into High-Quality", we aim to establish a high-quality corporate groundwork so that we can still maintain our sustainability although our management environment may fall into a situation with an unclear outlook once in a while.

The Fiscal year of 2011 is shortened to nine months due to the change of the fiscal year period; even so, we aim to achieve JPY 471 billion as net sales and JPY 21 billion as operating income under 4.5% as profit rate.

▲ [Go to Page Top](#)

## Environment GD100

We are promoting CSR/Environmental Management by integrating environmental aspects and social aspects.

## ■ Basic Guidelines of Environment GD100

By following our principle of "dealing fairly with society and treasuring harmony with the environment", we will become a top level corporation in terms of our contributions towards the environment.

- We will continue to improve on our environmental management.
- We will take action to alleviate global warming.
- We will contribute to creating a sustainable recycling society.

## ■ Environment GD100 Action Guidelines

We will take various actions to protect our environment for the sake of the precious gifts given for our future; our children and the irreplaceable earth.

### Conducting Global Environmental Management

Environmental management of a high standards and the same level shall be conducted in all our overseas offices.

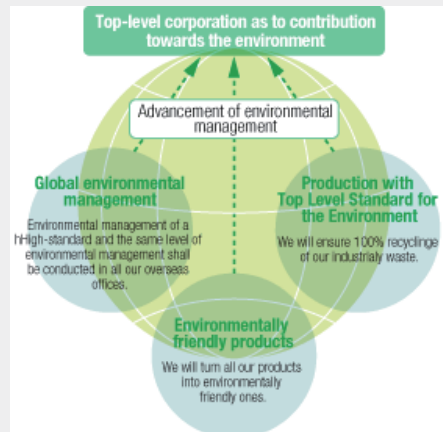
### Contribution to Society through Production

We will take action to turn all our commodities into "environmentally friendly products".

### Enforcement of Environment Protection Activities as Social Responsibility through our "Production with Top Level Standard for the Environment"

We will ensure 100% recycling of our industrial waste.

### Maintain Interactive Communication with Society and Local Communities



▲ [Go to Page Top](#)

## Our Stakeholders

Following the establishment of our CSR Division in 2008, we have organized the social responsibility issues we need to address in our day-to-day and future activities, and also we have appointed our stakeholders as listed below.

During our selection process, we consulted the GRI Guidelines, ISO26000, and Nippon Keidanren's Charter of Corporate Behavior, and other descriptions thereto.

### ■ Customers

We will enrich people's lives and contribute to their greater happiness and well-being by devoting our wholehearted energies and advanced technologies; this basic philosophy is our declaration to put our customers first. We seek to develop a corporate culture where the customer's interests are the top priority.

### ■ Employees

We believe that being considerate to the rights and safety of the workers and providing an environment to maximize their potential are the greatest driving forces for a corporation with sustainable growth. This is clearly stated in our management policies that reads, "create a workplace that values, improves, and energizes people".

### ■ Business Partners and Suppliers

We are expanding our businesses by working together with a variety of suppliers and partners who procure raw materials, parts, equipment, and so on. By practicing fair and free trading, we will continue to build relationships of mutual sustinment and being beneficial to each other.

### ■ Shareholders and Investors

By taking up on any challenges to develop innovative technologies to generate new value, we will realize our sustainable growth and return of reasonable profits. Also, we will be happy to provide any information in an appropriate manner to meet the expectations of all of our stakeholders and investors.

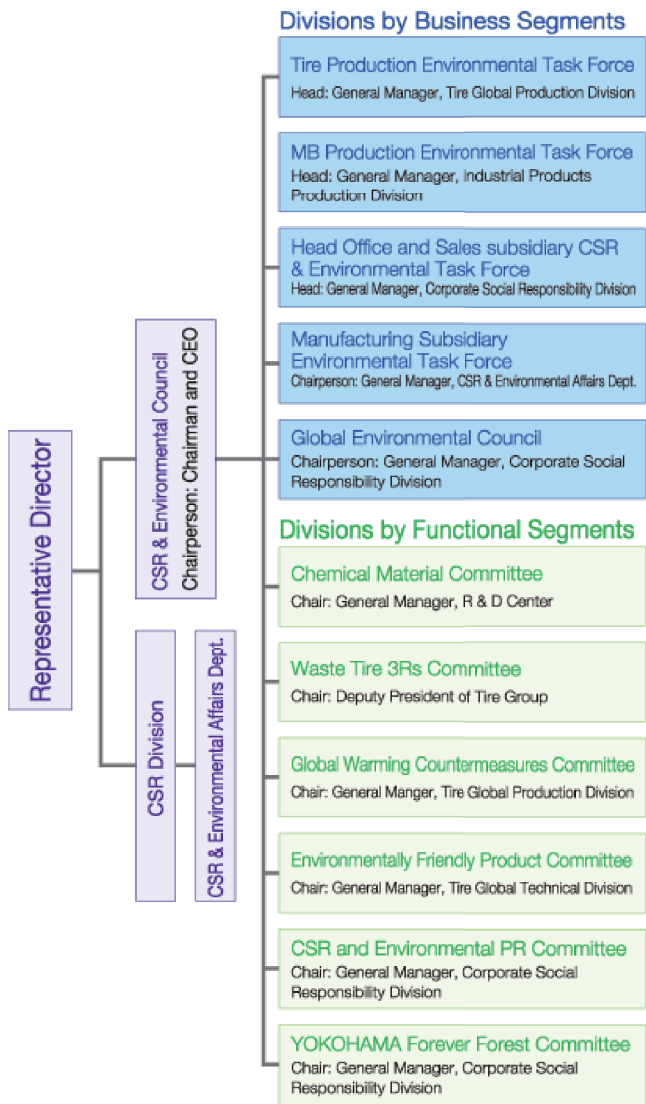
■ Local Communities

As a globally active business, we relate to local communities in a number of domains – the natural environment, law, culture, customs and the economy. We will strive to build a healthy relationship for various local communities together with our both domestic and overseas offices.

▲ [Go to Page Top](#)

CSR and Environmental Promotion Framework

Twice a year, we hold a CSR & Environmental Council where our company Chairman and CEO serves as a chairperson. The Council is an organizational framework that was set up to discuss and develop plans for addressing the social responsibility issues currently Yokohama Rubber Group is facing, with the ultimate goal to build a trusted identity as a contributing member of the global community. We have three task forces, six committees, and two sub-councils who promote CSR and environmental activities as sub-bodies within the Council. Every November, the CSR & Environmental Council evaluates the performance of CSR activities carried out by the Group and develops plans for improvement in the subsequent fiscal year. To pursue our effort on practicing consistent and high-level environmental management in all our operations worldwide, we also annually hold a Global Environment Council, which is a gathering by managers from all of our overseas production operations. Twenty-one people, including those from all overseas production operations and core distribution subsidiaries, attended the FY2010 event held on December 21. On that day, all the attendees engaged in a discussion focusing on environmental policies and initiatives. In FY2011, the Council will push forward such efforts to promote CSR activities and put into practice consistent and high-level environmental management.



CSR and environmental management and promotion framework (as of June 29, 2011)

▲ [Go to Page Top](#)



## CSR and Environmental Mid/Long-Term Action Plans

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Yokohama Rubber has defined our seven critical issues to address based on the core subjects of ISO26000. For each subject, we will manage our PDCA by defining each goal for the mid/long-term and each single year as well.

[Click here to see our CSR and Environmental Mid/Long-Term Action Plans.](#)  (65.3KB)

▲ [Go to Page Top](#)

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[Yokohama Rubber CSR Web site](#) > [Company Overview / CSR Management](#) > Our Products

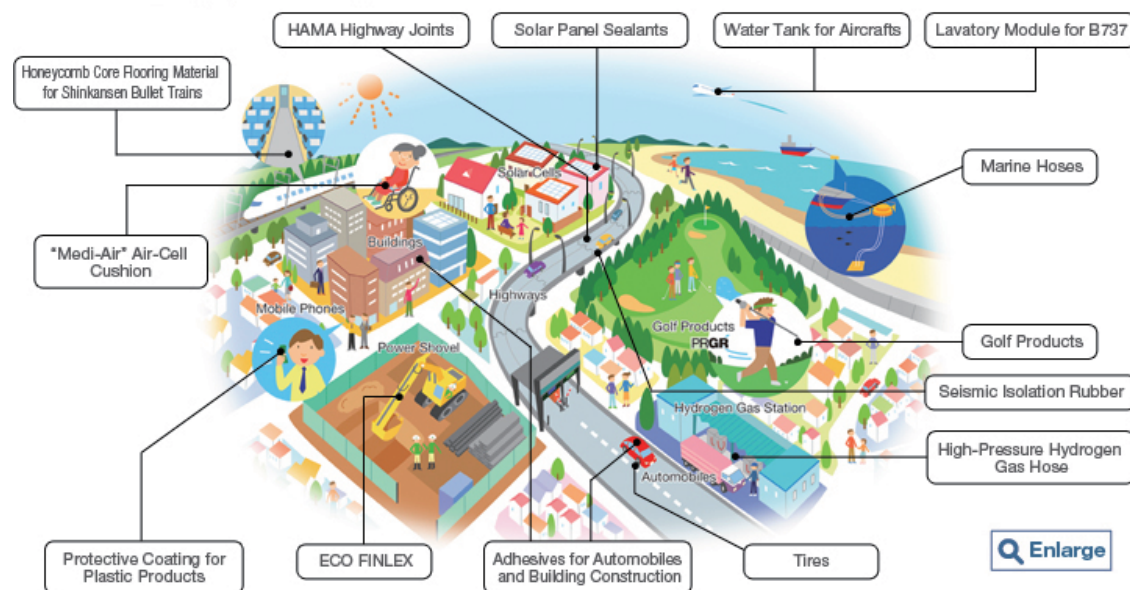
## Company Overview / CSR Management

### Our Products

#### Our Environmental Contribution through Manufacturing – Discover Yokohama Rubber in These Places!!

Usually, products from Yokohama Rubber are working behind the scenes of society to support people's daily lives from numerous aspects.

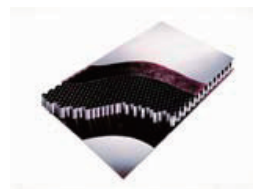
Click each icon to jump to its description.



[Enlarge](#)

#### ■ Honeycomb Core Flooring Material for Shinkansen Bullet Trains

These are the panels used as flooring material in Shinkansen Bullet Train cars, consisting of aluminum foil with a honeycomb structure sandwiched between two aluminum sheets. Being lightweight and exceptionally strong, it is also used as a structural material for airplanes and Maglev trains.



#### ■ "Medi-Air" Air-Cell Cushion

Medi-Air is a cushion that prevents pressure sores caused by prolonged usage of wheelchair. Air cells in the cushion automatically expand and raise the seat surface, decreasing pressure in the area of concentrated body weight and increasing the space of contact to distribute the pressure force equally.



■ **Protective Coating forPlastic Products**

This is a protective coating for the surface of the plastic part of mobile phones and game devices. We have achieved an optimum balance between scratch resistance and rigidity.



■ **ECO FINLEX**

These areenvironmentallyfriendlyhydraulic hosesused inforklifts, powershovels, andotherconstructionequipment. Since they are made ofchlorine-free materials, there is no dangerof dioxin emissions or other such problems.Japan-made construction equipment isstill high in demand in othercountries; the market for on-site hosereplacement should continue to expand.



■ **Adhesives for Automobiles and Building Construction**

Adhesives for Automobiles and Building ConstructionThese are used for headlamps, breaks, seats and other automobile components, also in rooftops, multi-panewindows, floors, and other parts of buildings. We are also proactively developing products that are easily recycled and free of solvents that may pollute the atmosphere, and also any suspected agents that may negatively affect human health.



■ **Tires**

○ **Tires for Passenger Cars**

We have extensive line-ups of tires catering to various types of motor vehicles such as sport cars, sedans, SUV, and RV cars to meet today's drivers' needs, which are becoming ever more diversified.



○ **Tires for Trucks and Buses**

We have extensive line-ups of these not just with basic performance like economic benefits, durability, and safety, but also well adjusted to the conditions for usage such as seasons and/or road conditions.



○ **Tires for Construction Vehicles**

These are tires to be used for super-jumbo dump trucks, scrapers used to level the ground, wheel loaders to transport sediments from mining field or dam construction site, and dozers for earth removal.



■ **High-Pressure Hydrogen Gas Hose**

This is a dispenser hose used for refuelling hydrogen gas to fuel cell vehicles, which are drawing attention as the next generation of automobiles. Jointly developed with Iwatani Industrial Gasses Corp., the hose is flexible and lightweight, and most notably, it will surely make transportation and refuelling operations easier.



## ■ Seismic Isolation Rubber

This is a seismic isolation rubber that absorbs the seismic magnitude alleviating the gravity of the repercussion by the earthquake onto the entire standing structures. This is typically used underneath the houses and the pillars that support highways.



## ■ Golf Products

We offer an extensive line of bold, distinctive, and comfortable products for golfers. They utilize Yokohama's very own advanced design technologies as well as state-of-the-art materials developed by the Aerospace division.



## ■ Marine Hoses

These are hoses to transport crude oil to tankers that are anchored offshore. We have achieved superior durability to prevent oil leaks in the water.



## ■ Water Tank for Aircrafts

This is a tank to retain drinking water in aircraft. Because of its lightweight material, and due to being manufactured in a special process that hardens resin fibers, it helps to improve aircraft fuel efficiency.



## ■ Lavatory Module for B737

This is a washroom unit to be installed in aircraft. Being mainly focused on easy maintenance, LEDs with low electricity consumption and excellent durability are used as indirect lighting. By realizing its lightweight module, this contributes to the fuel efficiency of the entire aircraft.



## ■ Solar Panel Sealants

This is the adhesive used to seal solar panel components and to prevent moisture ingress, which is a cause in the decline of photovoltaic efficiency.



## ■ HAMA Highway Joints

They are typically installed at road seams on highways and bridges. The device can expand and contract and is designed to be durable under extremely demanding conditions such as heavy traffic and large vehicles. They also play a role in noise reduction.

