



# Global Growth Strategy (GGS)

Yonex Co., Ltd.

(Tokyo Stock Exchange Code: 7906)

May 17, 2023

# Looking Beyond

**“To craft a better future with unique innovations”**

We will continue pursuing “to craft a better future with unique innovations” for the next 10, 30, and 50 years.

# Founding Vision



Founder Minoru Yoneyama

# In Adversity Lies Opportunity



The headquarters' factory was burnt down, but it took just three days to rebuild it. Yonex became the NO.1 in Japan for badminton racquet in the same year. (1963)

# Great Strategist, Marketer



In Germany to observe European market (1964)



With a top tennis player, Billie Jean King (1981)

He looked at the overseas market from the early years.

**Innovation is the bridge  
from our past and present to our future.**

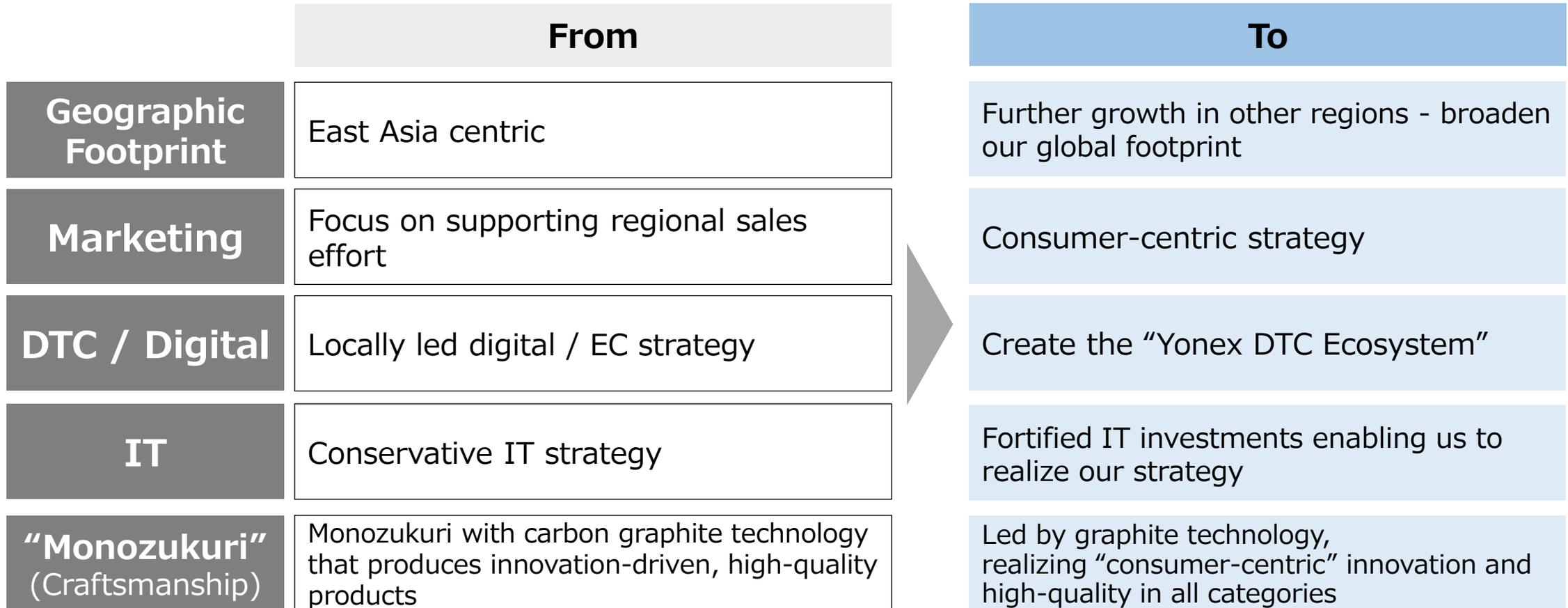
# Our World Today

- More complex, dynamic
- Ever-changing environment on a truly global scale
- The consumers' values, lifestyles, and needs are diversifying

**We now need a new playbook**

**= Global Growth Strategy (GGS)**

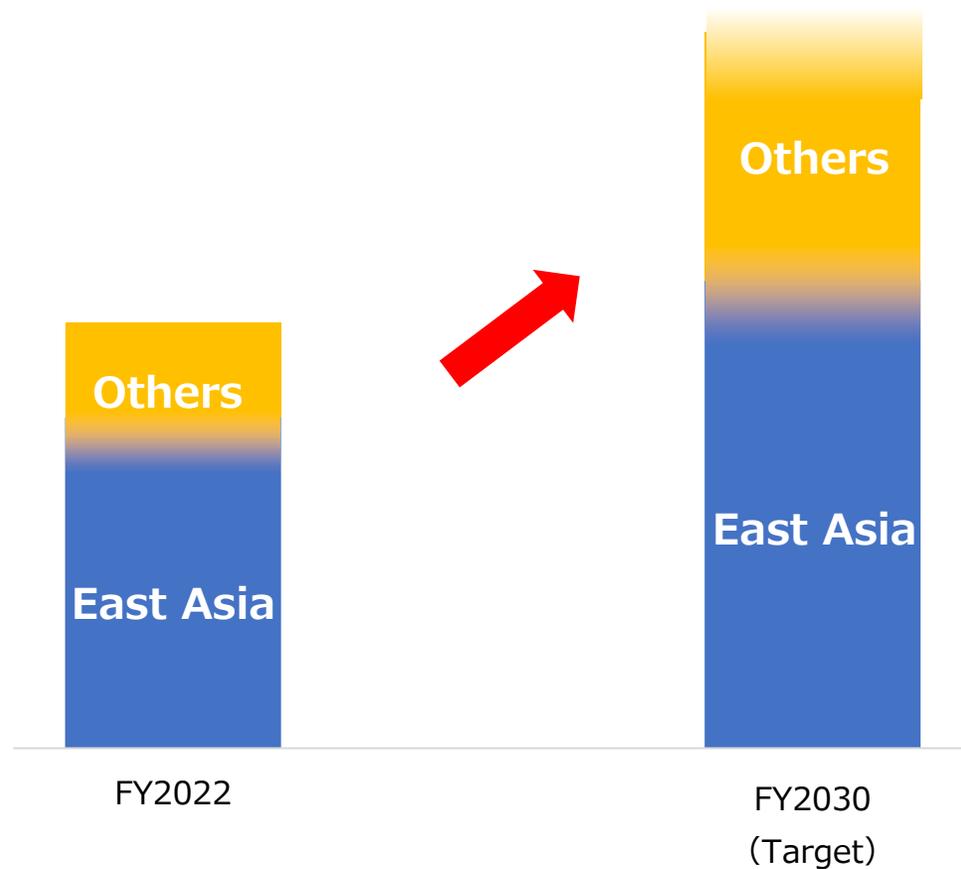
# Global Growth Strategy (GGS)



**Driver of GGS = Our people**

Evolve our corporate culture to leverage the strength of each and every employee

# Geographic Footprint



Today: East Asia centric

※East Asia = China, Japan, Taiwan, Korea

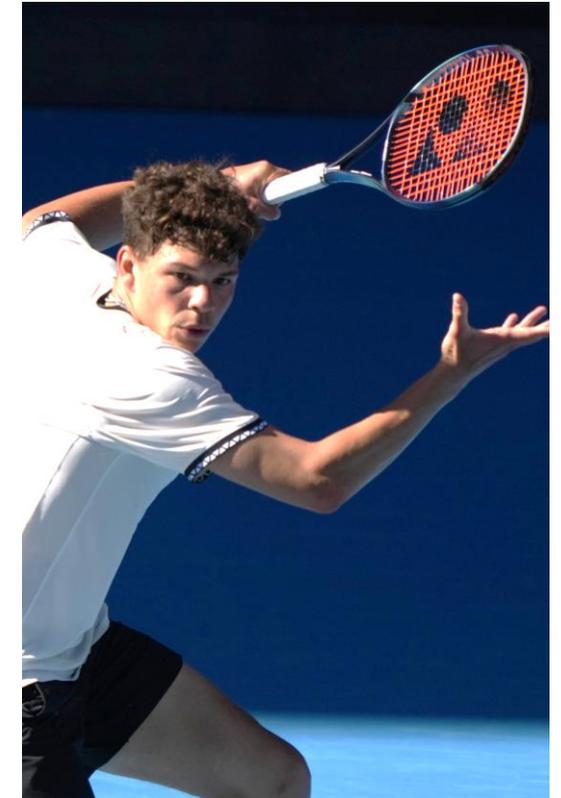
FY2030 : Expand sales in other regions

## Key Areas

- **North America**  
Growth of our tennis business
- **India**  
Growth of the badminton market

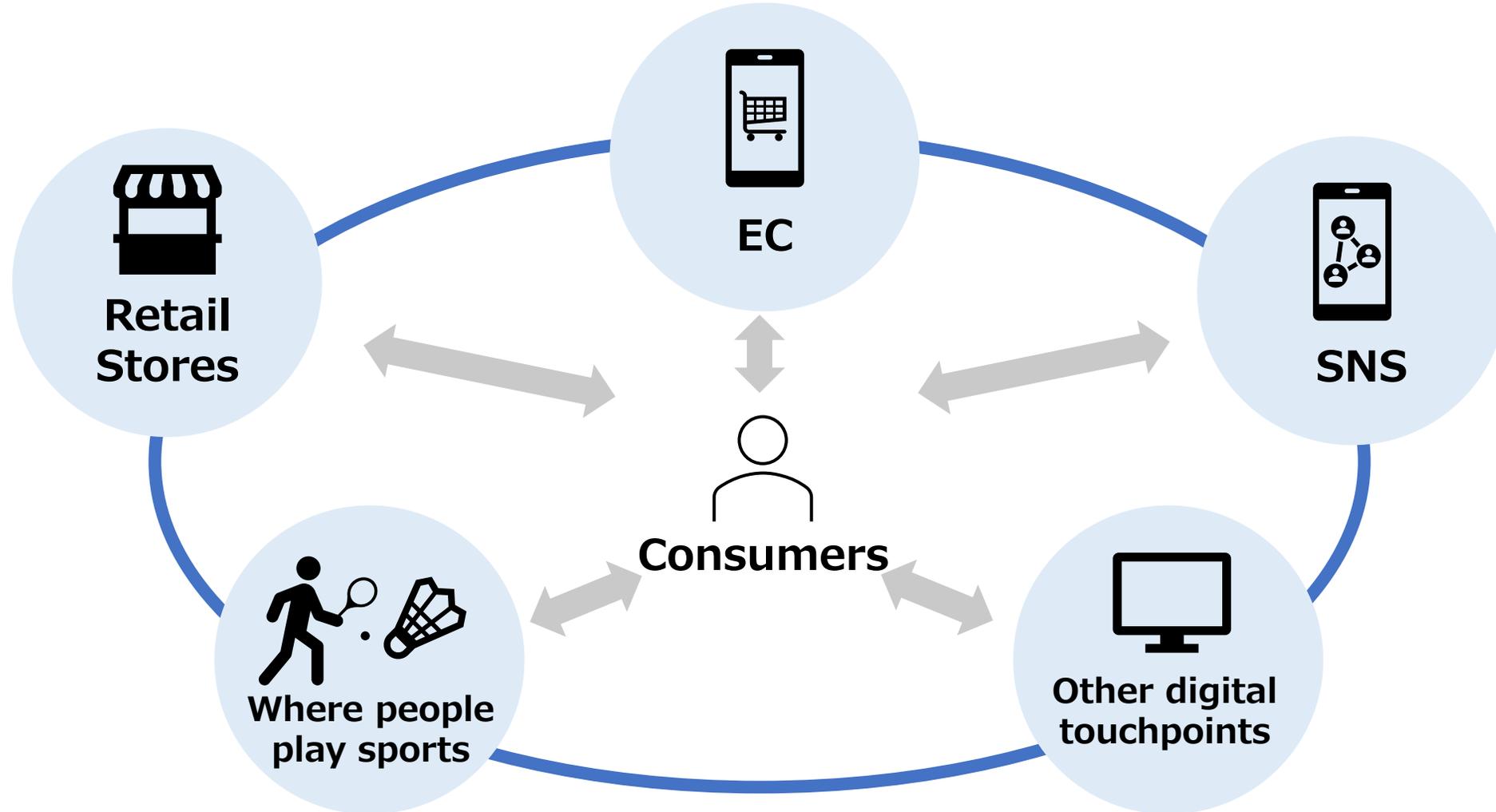
# Marketing

Consumer-centric marketing to satisfy the needs of our diverse consumers around the world



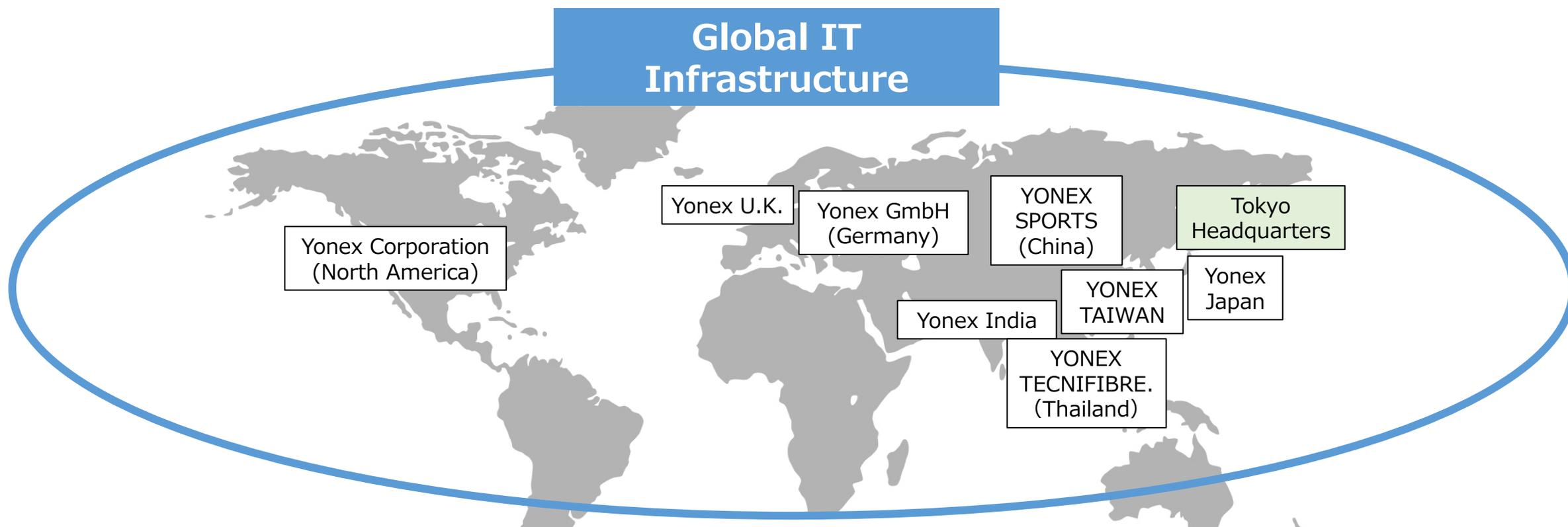
# DTC / Digital

Creating the “Yonex DTC Ecosystem”



# Fortification of IT Investments

Establish a highly effective global IT infrastructure that enables optimization and efficiency of our sales, manufacturing, and inventory management functions

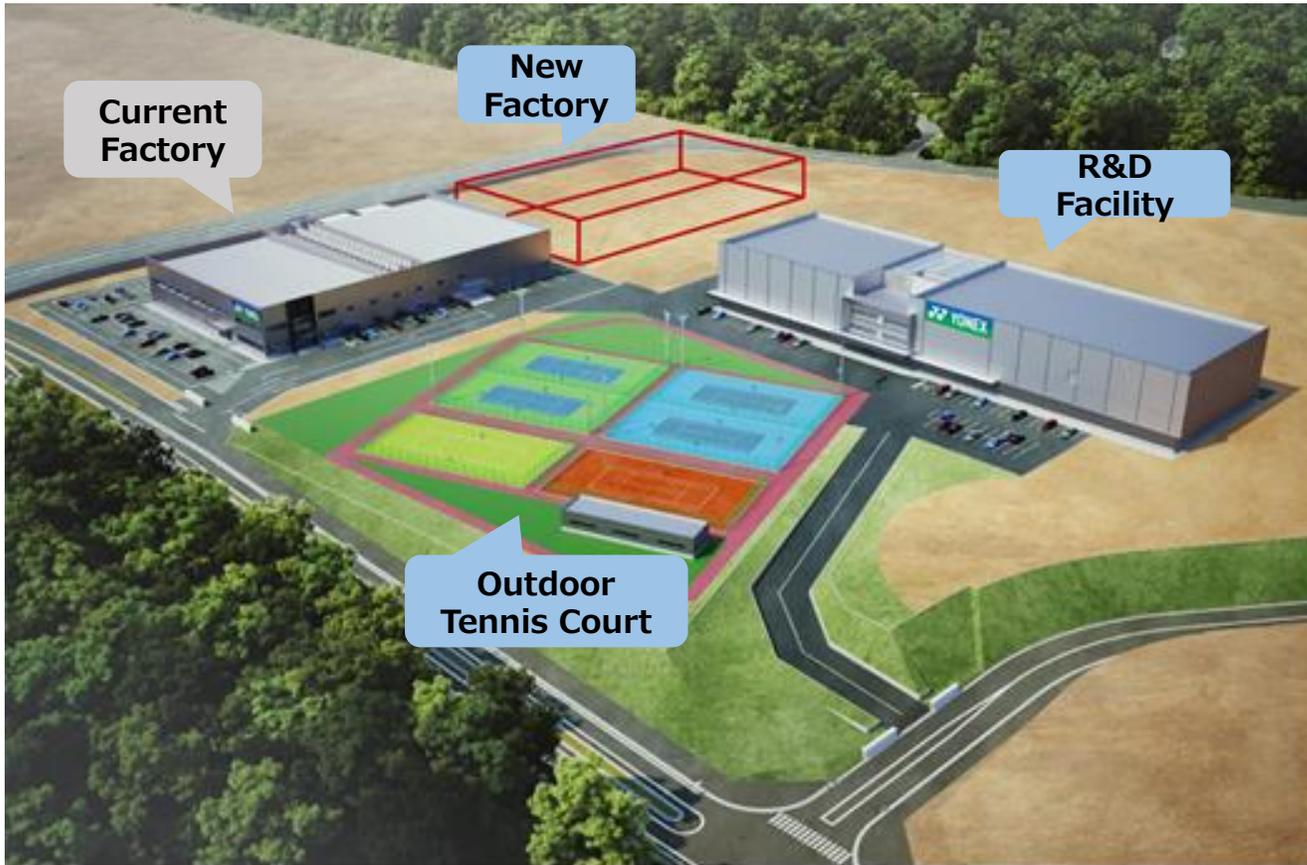


In January 2023, we started operation of the ERP system at our headquarters.

▶ Expand the system to our overseas subsidiaries in the next 3 years.

# Evolution of Our Craftsmanship – “Monozukuri”

Advanced development and manufacturing technologies to satisfy the needs of all consumers



## Expansion of our manufacturing and development base in Niigata

### New R&D Facility “Yonex Performance Innovation Center”

\*Tentative Name

Analyze various players using state-of-the-art facilities to leverage the results in our product development

(Construction to start in April 2023, to be completed in June 2024)

### New Factory in Nagaoka

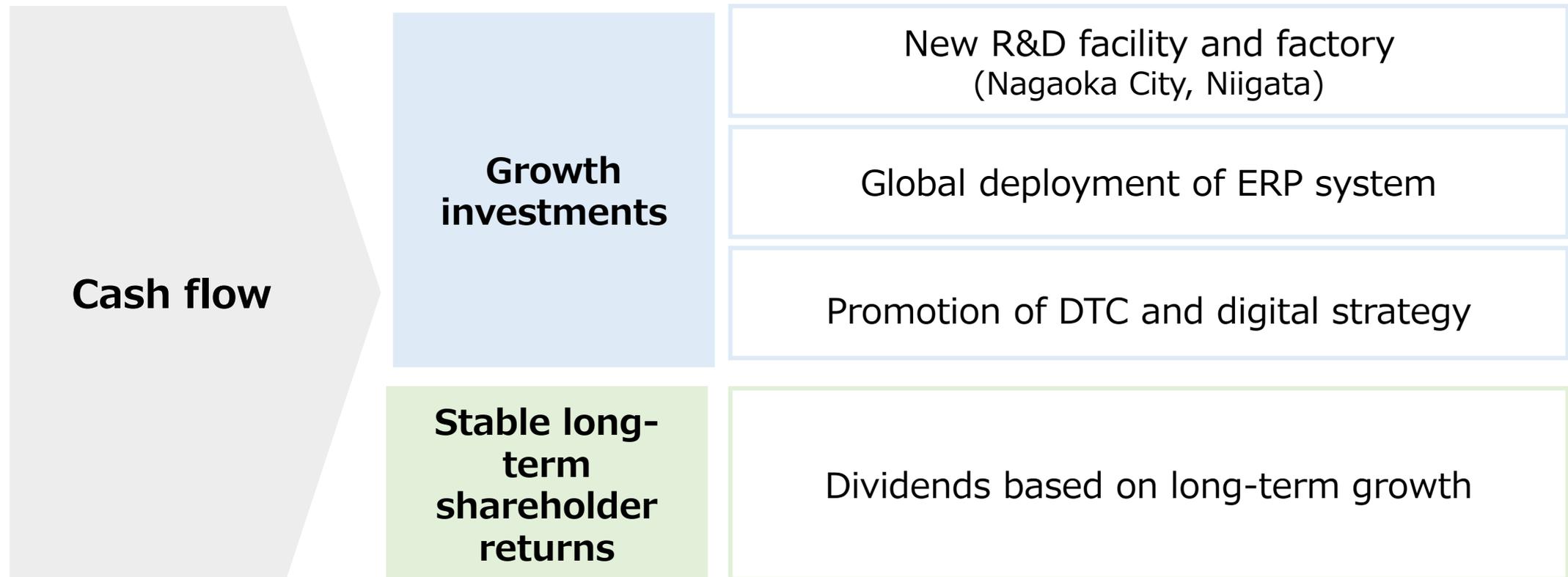
To meet the growing demand for tennis racquets around the world

(Construction to start in November 2023, to be completed in June 2025)

Press Release [Here](#)

# Capital Allocation

Allocate cash generated for use as investments in growth and stable long-term shareholder returns



# Sustainability

## Environment

### Reduction of CO2 emissions (from 2016, Scope1 · 2)

Target

**50%** reduction by 2030

▷ 2022: **37%** reduction

Introduced renewable energy for electricity use in 6 domestic offices and factories.

\*By introducing FIT non-fossil fuel certificate

### Long-Term Vision

To further accelerate our efforts, we are considering new long-term targets that will include scope 3 CO2 reduction targets and expanded use of environmentally-friendly materials.

## Diversity

### Leverage diverse human resources

Women in Managerial Positions\*  
(Manager or Higher)

Target

**30%** by 2030

▷ 2022: **21.8%**

As of Aril, 2023: 23.1%

We are enhancing the recruitment of global human resources and mid-career employees, and promoting younger and senior employees.

## Supply Chain

### Initiatives under established management system

August 2021

“Yonex Sustainability Guidelines” introduced.

August 2022

Conducted questionnaire survey of about 450 suppliers



Ongoing

Send survey feedback and promote communication with suppliers

**The primary driving force for the realization of GGS  
is the evolution of our corporate culture**

The corporate culture that will leverage the strengths of  
each and every employee

# Target Culture for Yonex

## Passionately Competitive Camaraderie, Crafting Consumer-centric Value

- Just like sports we are involved with, foster constructive and healthy competition within our company
- Always endeavor to take on new challenges

**Result  
oriented**

**Innovation**

**Consumer  
satisfaction**

**Idealism**

**Enjoyment**

**Diversity**

# To Evolve Our Corporate Culture

Instill values and behaviors in line with our culture



## **Putting in place practices, programs, and tools**

Salary structure, evaluation system, training,  
work-life balance, diversity,  
career planning, internal communication, etc.



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