



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.**

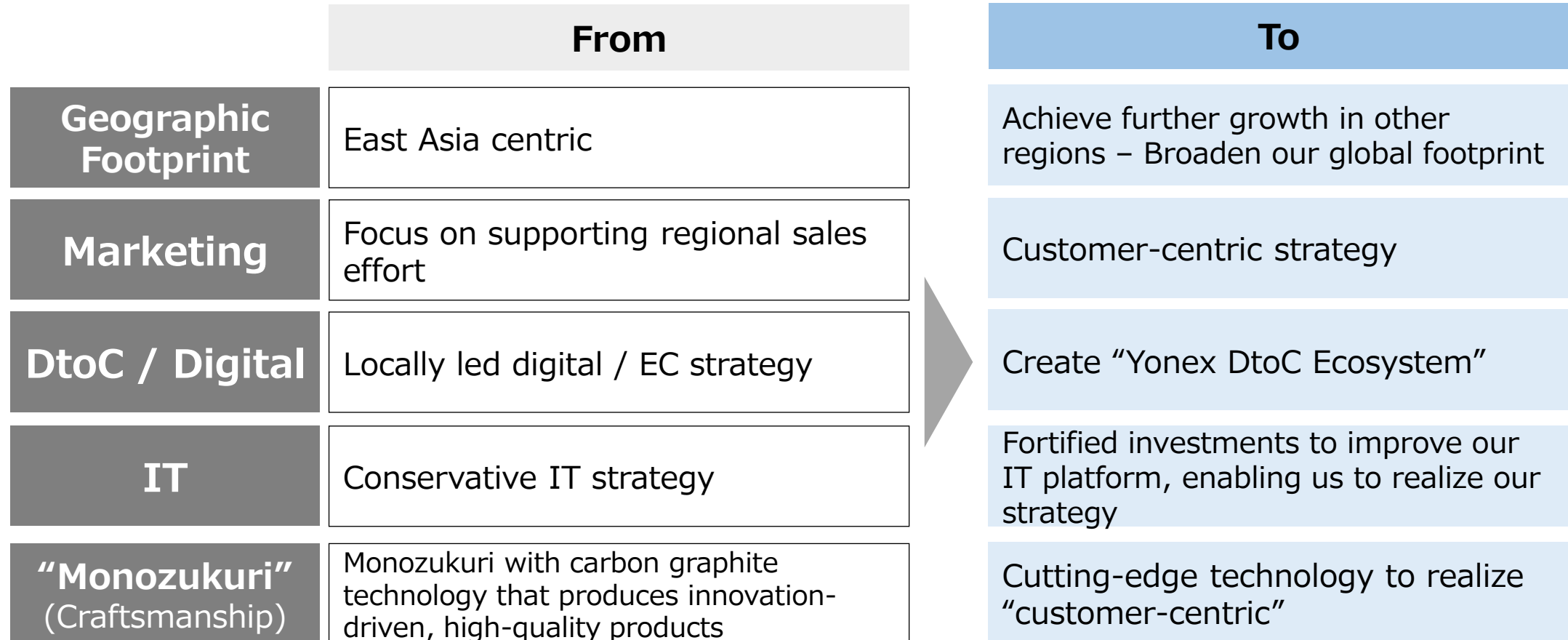
Our World Today

- 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)

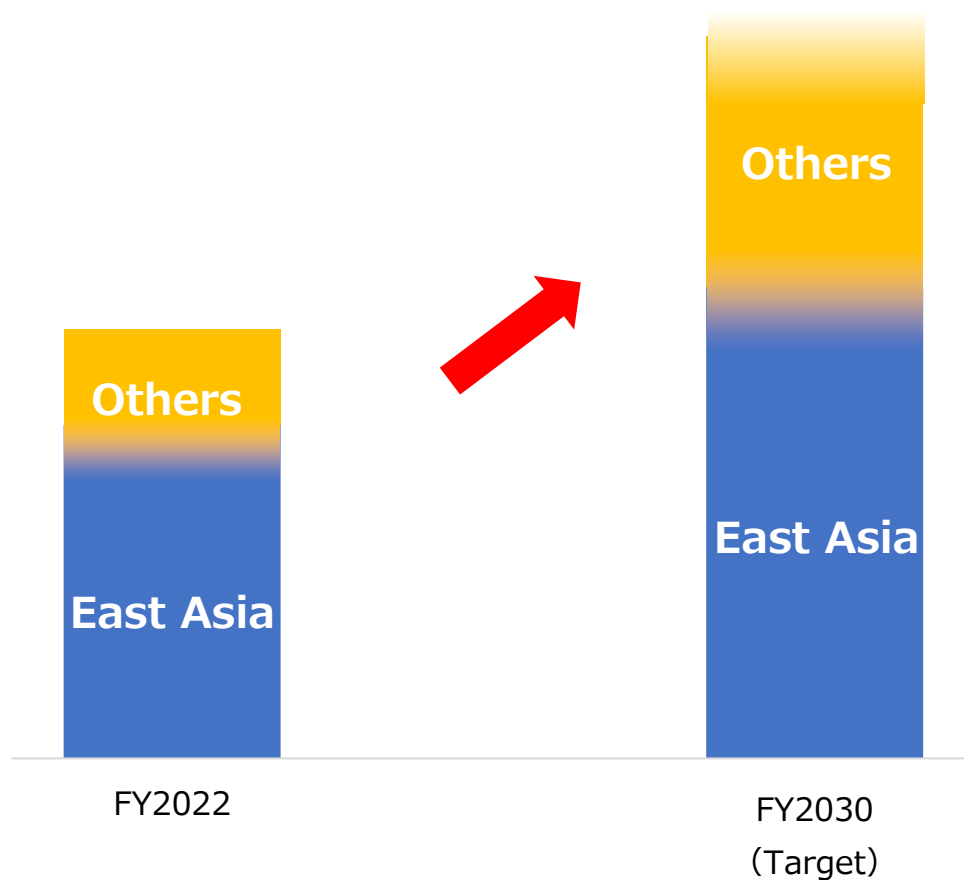
Global Growth Strategy (GGS)



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

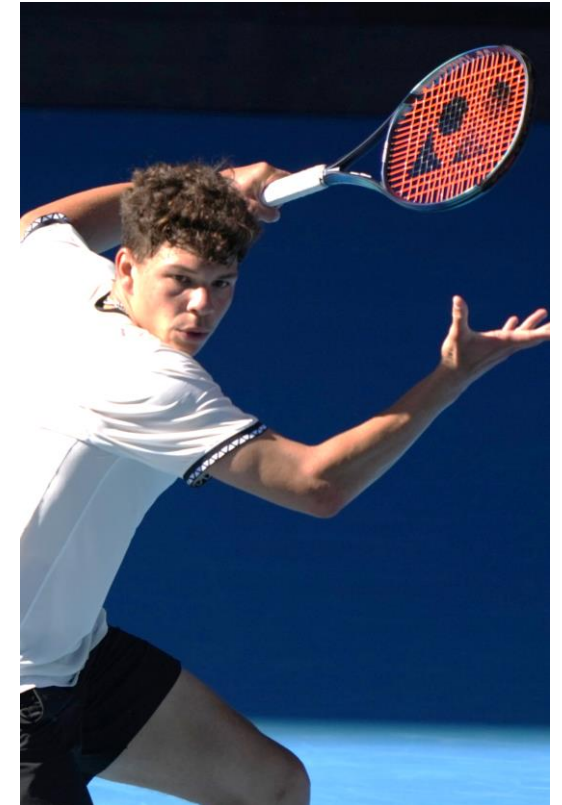
FY2030 : Expand sales in other regions

Key Areas

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

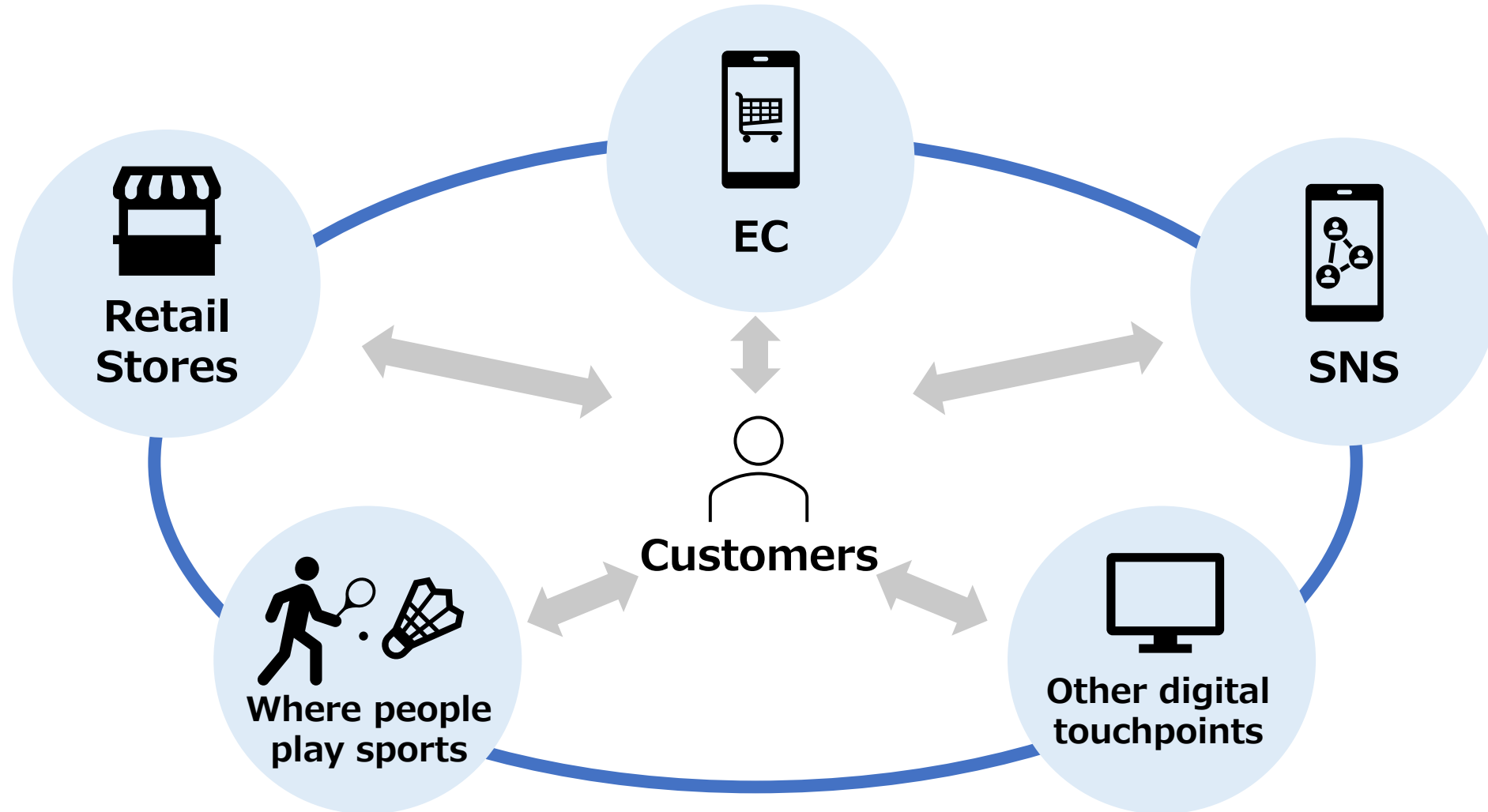
Marketing

Customer-centric marketing to satisfy the needs of our diverse customers around the world



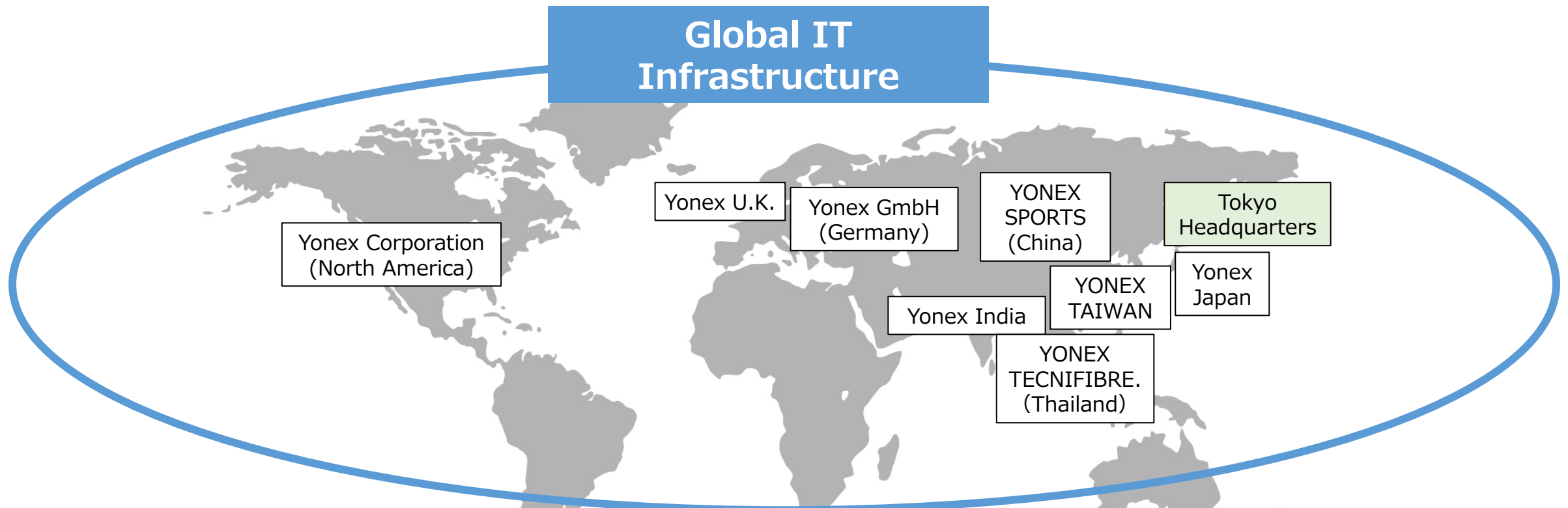
DtoC / Digital

Creating the “Yonex DtoC 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

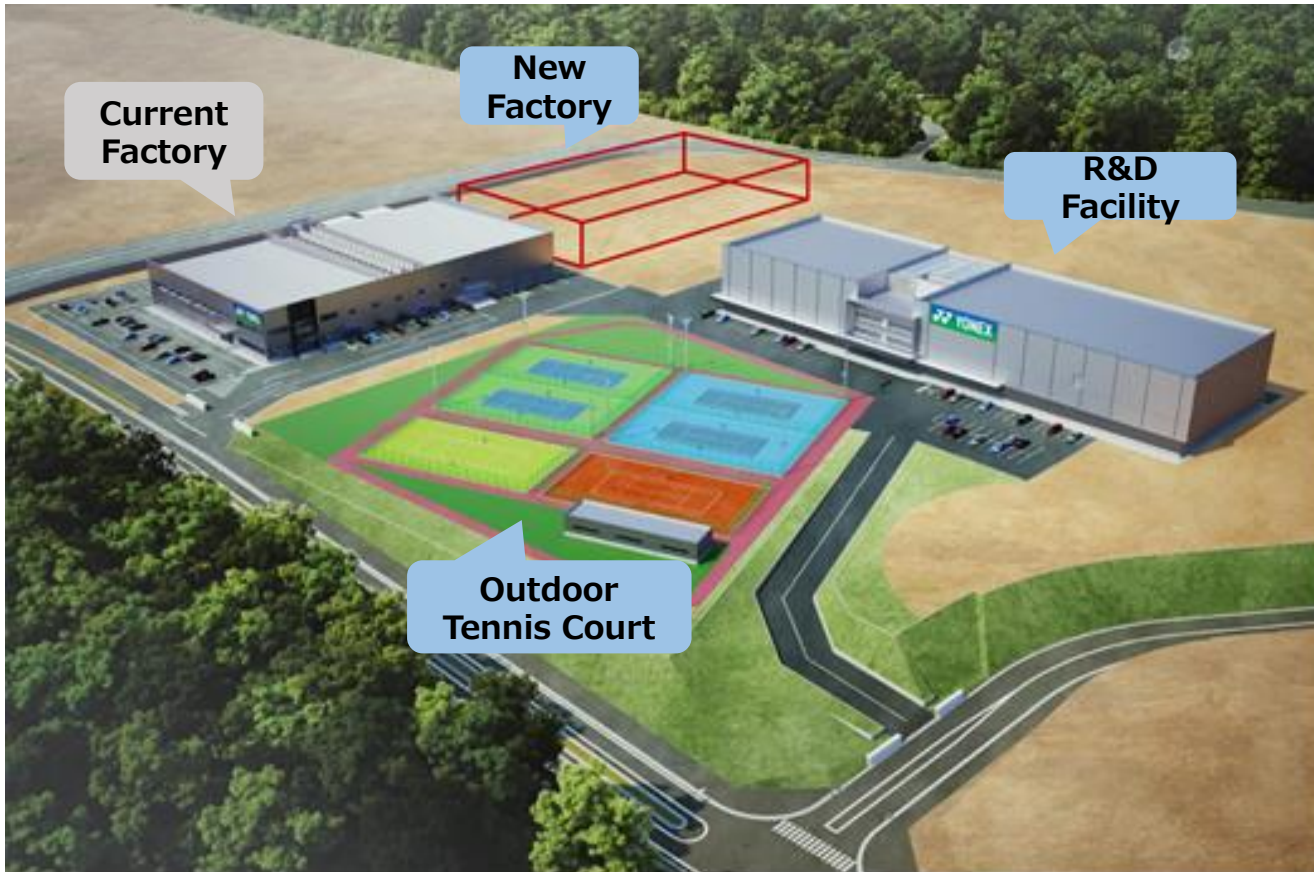


In January 2023, we started operation of the ERP system at our headquarters.

▶ 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 customers



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)

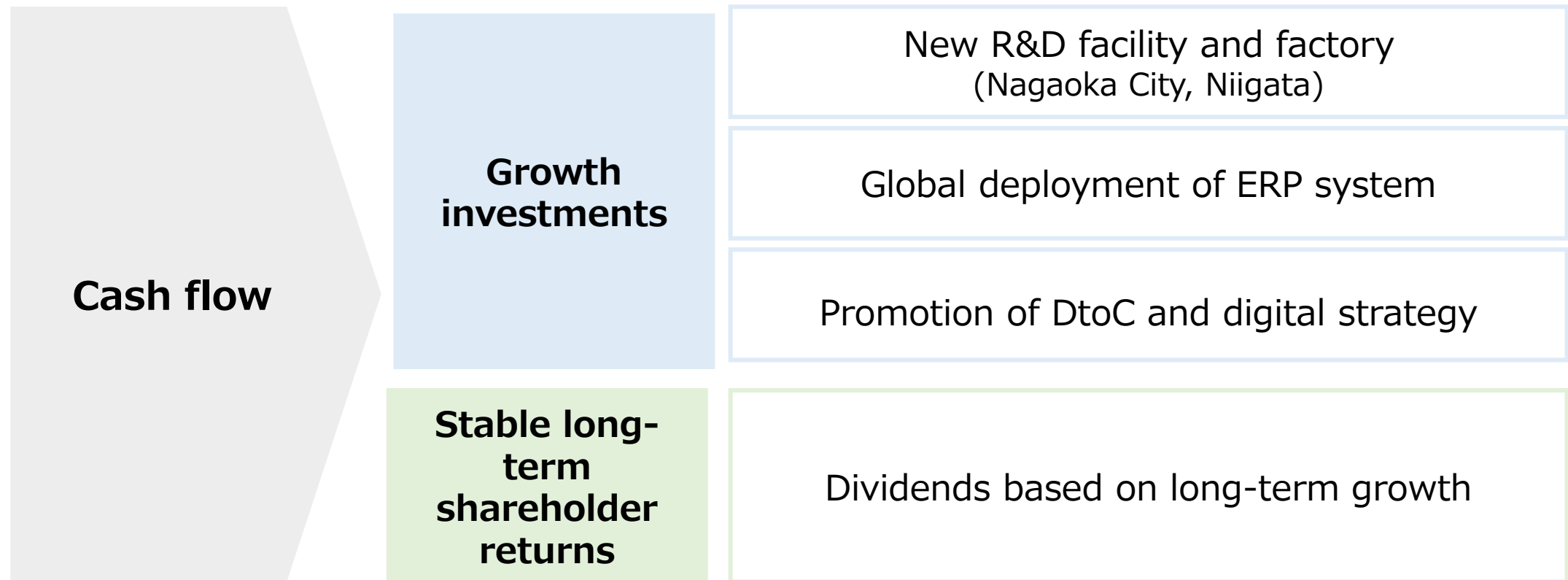
New Factory in Nagaoka

To meet the growing demand for tennis racquets around the world

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

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 April, 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 Customer-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

**Customer
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.



Statements made in these materials with respect to plans, strategies and future performances are forward-looking statements based on information and assumptions available to Yonex when these materials were prepared. Investors are cautioned that various unforeseen factors could cause actual results to differ materially from those discussed in these forward-looking statements.