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# Third-party Opinion

This opinion has been written based on the contents of this report, interviews held with people at Yokohama Rubber, and field observation.



**Appassionata, Inc.**

President and Consultant

**Ms. Joanna Sook Ja Park**



Appassionata was established in 2000 to promote a work-Life balance and diversity. Appassionata has supported many companies with human resources development and awareness reform in areas such as unconscious prejudice, diversity, and telework (working from home).

## Corporate governance

I commend the increase in the number of nonexecutive officers as a part of officer structure reform year by year. On the other hand, I look forward to communication on the check function including evaluations of the effectiveness of the Board of Directors.

## Compliance

I commend efforts to strengthen global governance including the start of the introduction of whistleblowing systems at overseas business locations. In addition, I look forward to the further implementation of education for compliance officers and risk assessment in order to build a solid compliance structure.

## Work style initiatives

An employee awareness survey and interviews with all female employees were conducted in Japan, and various measures were adopted in fiscal 2018 at a fast pace in response to childcare, nursing care, and careers for which there were strong needs based on the results of the survey and interviews. The satisfaction of participants in the education and training that was held was at least 90%, and I commend the

quality that has been secured. What should be focused on in particular is the field survey and interviews with all employees. The careful analysis, careful identification of current challenges, and holding of seminars led to an improved awareness of nursing care.

## **Participation of diverse human resources**

Yokohama Peer Support Co., Ltd. that promotes the employment of people with disabilities has fulfilled the social responsibility of the Yokohama Rubber Group as a specified subsidiary while providing work according to the characteristics of individuals and improved the working environment through regular individual interviews. I hope that a safe and cheerful working environment is maintained going forward, including response to the aging of the population.

At the Nagano Plant where hydraulic hoses are assembled, there is a variety of people working including re-employed people, contract employees, people with disabilities, and foreigners, and because the product handled are relatively light, the plant has the highest percentage of female workers. As there are some processes that are conducted only by part-time employees, I commend the progress that has been made with improvements in operational efficiency. On the other hand, I hope that diverse employees including women and foreigners are assigned work that comes with responsibilities.

## **Activities for employees**

In addition to events to deepen communication and friendships among employees including dinner parties and commemorative gift ceremonies that are held at all offices, events such as family day and children's day that value families and children as well as employee trips are held on a regular basis, and I commend how this contributes to improvements in employee satisfaction and retention rates.

In addition, emergency response drills in the light of the fire at the plant in the Philippines and study meetings on compliance, the environment, safety, and quality are regularly held, and I commend these efforts to raise awareness and train employees on the environment,

safety, and compliance. I hope that efforts to promote disaster prevention systems, workplace safety and health, and healthy lifestyles will continue to go forward.

## Coexistence with local communities

The Nagano Plant is engaged in river cleaning and forest conservation activities as part of its CSR activities, and is also active in the fire brigade. Production bases also contribute to environmental preservation and raising an awareness of the environment among children through regional tree planting activities, as well as various traffic safety awareness PR activities. Other efforts include campaigns for distributing safety stickers to drivers, lessons and games that teach traffic rules to children, and the provision of opportunities for guardians to learn about the necessity of tire replacement and how to conduct periodic inspections.

I hope that Yokohama continues to create workplaces where all employees can work safely and with a peace of mind while contributing to the local community.

### Response to Third-Party Opinion



Thank you for taking a careful look at our working sites and departments. We will carefully consider your feedback and use it for making improvements.

The most important thing for us to do to ensure that we can implement business activities without delay in accordance with the GD2020 medium-term management plan is to create workplaces that enable the diverse human resources of the Group to feel secure and perform to the best of their abilities. Therefore, we will further promote the creation of workplace environments that allow employees to work in a safe and healthy manner, including safety and disaster prevention. Meanwhile, we will listen to the opinions of



employees and family members as well as experts and provide information frequently as we create systems that allow employees to continue working over the long term without resigning due to family circumstances. Understanding the relationship between the SDGs and our business is essential for achieving the CSR slogan of “Caring for the Future”. The SDGs aim for an era that is good not only for the three parties of sellers, buyers, and society, but also good for the future and for the Earth. We will ensure that each and every employee understands this, and strengthen efforts that include the provision of environmentally friendly products and coexistence with local communities. Moreover, we will disclose information on the vision we aim for in the future and the progress being made on that path in order to gain the trust of shareholders. Further, we will contribute to the resolution of social issues by carrying out business operations hand-in-hand with business partners and stakeholders from the local community.

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Shigetoshi Kondo

Officer, Head of Corporate Social Responsibility Division

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