



People

Creating workplaces where employees can work with safety and peace of mind, with thorough disaster-preparedness measures



Aiming to build workplaces that prioritize employee safety and peace of mind

Creating workplaces where smiles spread

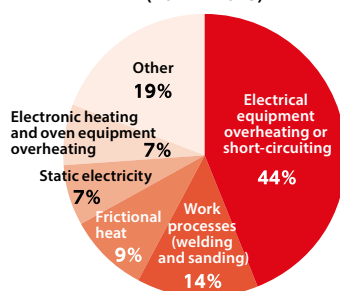
The facilities of the companies that make up the Yokohama Rubber Group have employees of many different nationalities working there. Our goal is to provide workplaces in which employees with a wide range of family structures and home environments can work with safety and peace of mind, while respecting one another's diversity and maintaining harmony with the local community.

Working to strengthen disaster-preparedness measures

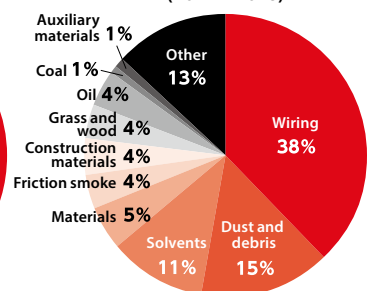
Following the fire that occurred at our Philippines plant in 2017, the Yokohama Rubber Group immediately launched a general fire risk inspection of all our production facilities. The inspection results showed that potential ignition sources, which could lead to fires, included overheating or short-circuiting of electrical wiring, as well as sparks created during welding or other work that involves the use of flame; flammable substances were found to include organic solvents, rubber waste, dust and debris, etc. The inspection results also provided a reminder of the importance of inspection and cleaning of areas that may appear clean on the outside, such as the inside of distribution boards and the inside of dust collector ducts, etc.

When a fire occurs, besides threatening the safety of company employees, it can also cause worry and inconvenience to employees' family members, suppliers and customers. Besides focusing on safety, every individual employee also needs to pay more attention to the "3Ss" – "Sorting, Straightening, and Systematic cleaning" (*seiri, seiton, seiso*) – in order to eliminate small fire risk. Yokohama Rubber's corporate headquarters has formulated global fire prevention guidelines which are applicable to all Group companies, and fire prevention auditing is being performed at all production facilities based on these guidelines. In fiscal 2018, large-scale natural disasters occurred in countries throughout the world, partly as a result of climate change, and several Yokohama Rubber facilities were affected. With the aim of transforming our facilities into "fire prevention bases" where protecting the lives of every employee is the key priority, we are working to strengthen our disaster preparedness by working actively to identify latent risks and making necessary improvements in response.

Details of the heat sources involved in incipient fires and fires at Yokohama Rubber Group facilities (2014 – 2018)



Details of the flammable materials involved in incipient fires and fires at Yokohama Rubber Group facilities (2014 – 2018)



Fire-extinguishing training

TOPIC

Aiming to make Yokohama Rubber a company where people can continue to work over the long term



Women's health seminar for female employees

So as to provide support to help employees achieve the right balance between work and their personal lives, Yokohama Rubber is building a working environment that will give employees greater peace of mind and encourage them to stay with the company over the long term. In 2016, we established the Women's Participation and Advancement Taskforce. Besides promoting women's participation in the workplace, we are also implementing various measures aimed at providing the support needed for employees to balance work with childcare or senior care responsibilities, providing support for female employees' career development, and strengthening management of diversified human talent. In fiscal 2018, we held various seminars on balancing work responsibilities with childcare or senior care responsibilities. We are also implementing system reforms aimed at making Yokohama Rubber a company that respects different working styles, and which encourages employees to want to stay over the long term. We have introduced a Working from Home System, and also a system whereby employees can take annual leave in hourly units; in addition, our Career Return System has been expanded to cover former employees who left the company because of childcare or nursing care responsibilities and now wish to return.

9 seminars held (with a total of 295 participants)

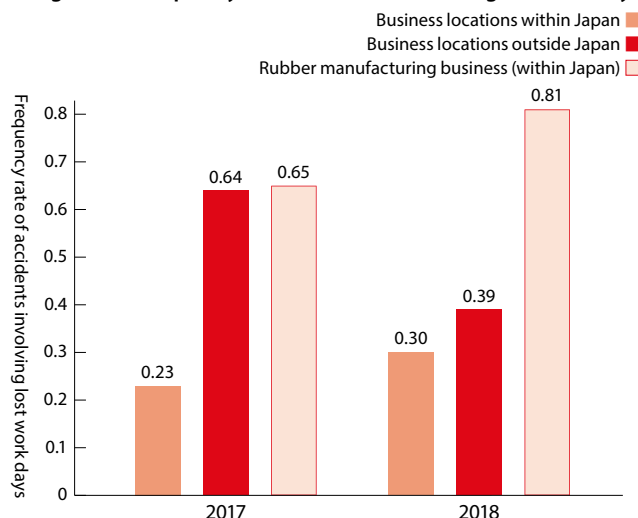
Working to strengthen safety measures

The Yokohama Rubber Group now has more production located outside Japan than within Japan, and the share of total sales accounted for by overseas sales is increasing (in fiscal 2018, overseas sales accounted for 58% of the Group's total sales).

Implementing the "3Ss" – "Sorting, Straightening, and Systematic cleaning" (*seiri, seiton, seiso*) – measures and executing improvement strategies can reduce the incidence of occupational accidents. At our overseas facilities, focusing on equipment safety has led to a decrease in the number of serious accidents relating to production equipment. In fiscal 2018, there was a significant improvement in the frequency rate of accidents involving lost work days; the figures for overseas facilities represented a particularly marked improvement compared to the previous year. With regard to departments not directly involved in production operations, anticipating the types of risk that employees are exposed to when commuting or at work, we are working to enhance safety awareness by means such as having employees recite the company's Safety Chant every day. At the same time, although we endeavor to ensure that, when problems do occur, employees follow the "Stop – Notify – Wait" protocol properly, nevertheless, unsafe behavior by employees has become more noticeable recently. In response to cases of employees handling equipment in

an unsafe way because of carelessness, or acting unsafely because of overconfidence, we are undertaking analysis and implementing counter-measures with an emphasis on human behavior.

Change in the frequency rate of accidents involving lost work days



Holding of the 1st Global Safety Managers Meeting

Yokohama Rubber's first Global Safety Managers Meeting was held in November 2018, bringing together 16 safety managers from 9 different countries. The managers gave presentations on the safety activities being implemented in Yokohama Rubber Group facilities in their respective countries, and each presentation was followed by a lively question-and-answer session. Following the meeting, the participants were divided into groups and taken to visit Yokohama Rubber factories in Japan. Even for facilities using basically the same equipment, there are some facilities that experienced accidents and others that did not. To find and eliminate the causes of this disparity, we will make use of these meetings for productive mutual discussion on the measures that can be taken in response in relation to equipment and safety training, and we will disseminate the information obtained in this way as widely as possible.



Participants in the Global Safety Managers Meeting