



Health management at HAMAGOMU AICOM

HAMAGOMU AICOM INC. is the only company in the Yokohama Rubber Group that provides information system services, and is responsible for IT in the Yokohama Rubber Group. It also carries out a lot of work outside of the Group at customer sites. The average age of our employees is 40.3 years old and 24.9% of them are women, which is relatively high for the industry. As an IT company, people are our most important asset. With the aim of creating a workplace where each and every employee can feel healthy and motivated both physically and mentally, we have been working on health management and have acquired health management certification.

For related measures, we thoroughly follow up on employees who are given D grades during their medical examinations, improve the knowledge of managers regarding mental health, and share the status of overwork measures at monthly management meetings. In addition, we also promote exercise through activities such as our golf group.



Yokohama
Health Management
Certification
(Class AAA)

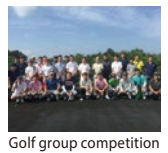


Certified Health &
Productivity Management
Outstanding Organization
(White 500)

Health Declaration (Guidelines published outside company)

Health issues	Target values	
Health-related	Regular health checkups Follow-up to overall judgment of D grade or higher 100%	
Lifestyle habits	Appropriate BMI (18.5 to less than 25) Smoking rate	75% or more 20% or less
Mental health	Retirement and repeat leaves of absence of those on mental leave	0 cases
Measures against overwork	Paid leave acquisition rate Refreshment leave Benefits-related leave Overtime work	Company-wide average of 65% or more On-time acquisition rate 100% Maintained number of days used Company-wide average of 18 hours or less

In fiscal year 2019, we introduced an office casual dress code and full flextime with the aim of creating new ideas through free workstyles. We have also been awarded the Sports Yell Company certification by the Japan Sports Agency. In the future, we will continue to work to create a healthier work environment for our employees by reviewing the reemployment system to respect individual lives and maximize performance, obtaining the Kurumin Mark to support the sound development of children, who will be the leaders of the next generation of society, and continuing our health certifications.



Golf group competition



Cart driving event

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.



Ms. Joanna Sook Ja Park

Appassionata, Inc., President and Consultant

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).

development of the Group company in the future.

Diversity initiatives

The Women's Participation and Advancement Taskforce, which was launched in 2016 to promote the women's participation, was renamed and enhanced in 2019 as the Diversity-Promotion Taskforce, which for a diverse workforce to respond to social changes. Although the target audience has been expanded, the taskforce policy of "positioning ourselves as a company that welcomes diverse workstyles, with an employee-friendly working environment that will encourage employees to serve long term" has remained consistent since its inception.

An expanded Working from Home System that can be used by both men and women, the abolition of a core time period (when working is always required) in the company's flextime system, and the establishment of a consultation service that enables employees to respond quickly to issues related to childcare and nursing care, among other things, have been provided. The number of seminars held was also higher than scheduled, and the number of participants ranged from executives to general employees. Exchanges with other industries were also planned. In addition, the company is commended for providing education and training for managers to improve diversity management skills as the diversity of employees, including foreign, disabled and LGBT employees, continues to increase.

Yokohama Peer Support Co., Ltd., which promotes the employment of people with disabilities, produced masks for employees to use during the declared state of emergency and in response to the shortage of masks, and was able to pass on masks distributed by the company to other people in need. With the impact of the COVID-19 drastically altering conventional wisdom, I expect that the company will develop a variety of measures to help its diverse employees play an even more active role and create new value in the future.

Health management at HAMAGOMU AICOM INC

In the labor-intensive IT industry, "human resources are unique assets." HAMAGOMU AICOM INC., which is responsible for information processing services, is commended for the commitment of its management and managers and the common understanding of all employees by establishing and releasing a health promotion declaration on its website in order to promote health management. Establishing a promotion system, reviewing the content of initiatives and monitoring changes in acquired data to confirm progress. In terms of lifestyle habit-related issues, the company has announced target values such as 100% follow-up of regular health checkups, 75% of employees maintaining an appropriate weight, and a 20% smoking rate, which shows how serious the company is about addressing these issues. The company is also making efforts to enhance diverse workstyles and work environments, such as through telecommuting, shared offices, shift work and shared desks, as well as to promote communication through company-wide events and assistance with club activities. The acquisition of multiple ISO certifications has created an environment in which the PDCA cycle for health management can be easily implemented. New efforts are being made in response to the results of the previous year's health seminars for women and questionnaires on daily physical and mental conditions. I look forward to the continuation of health certifications and the



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Deputy Chief Research Officer,
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He joined the Development Bank of Japan in 1989. Prior to taking his current position, he served as the Chief Representative in Frankfurt, Germany, and as General Manager of the Environmental Initiative & Corporate Social Responsibility-Support Department. He has held a number of government positions, including as temporary member of the Central Environmental Council of the Ministry of the Environment.

CSR Report 2020 introduces the Group's various initiatives based on the five key themes identified in accordance with the GRI Guidelines, ISO26000, among other standards. It is obvious that the report has been edited with a strong awareness of its readability to a wide range of stakeholders, for example, by arranging the significance and KPIs of each issue in an easy-to-understand way and providing brief explanations that focus on key points. Meanwhile, the website provides detailed disclosure of CSR activities in accordance with the GRI Standards, and the structure of the website is designed to respond to the interests of readers who want to learn more about the company through using different media. By looking at the series of disclosures as a system, this report serves as an executive summary of the Group's CSR activities for a wide range of readers. Below are my impressions of the report from this perspective.

The corporate philosophy and CSR slogan at the beginning of the report play an important role in listing the contents of the report and bridging the gap with the website. Due to the information spanning a variety of topics being compressed into a small space, I am concerned that simply looking at the information on this page will not adequately convey to readers the depth of the company's intentions in the CSR slogan and why the five key themes have been identified as important. I think it would be meaningful to reiterate the process of formulating the CSR slogan and the company's thinking behind it, including on the website. The addition of information from the Annual Report, such as the flow of value creation and medium- to long-term business strategies, would heighten the interest of ESG investor and further emphasize the image of CSR management embodied in the Message from the President regarding "Business Creation and Business Maintenance."

Response to Third-Party Opinion

Thank you for taking a careful look at the Group's initiatives. We will carefully consider your feedback and use it for making improvements. In the countries and regions in which we operate, it is of utmost importance that we provide a comfortable place for everyone to work and to perform to the best of their abilities, with the safety of our employees as a basis, in the event of major natural disasters or the spread of COVID-19. Therefore, we will further promote the creation of a safe and healthy work environment that responds to "new lifestyles and workstyles." In addition, each and every employee will strive to achieve the CSR slogan of "Caring for the Future" based on the management policy of "Business Creation and Business Maintenance" in the Message from the President. In other words, we will further strengthen our

In the business and product introduction that follows, an overview of each segment and its main products are presented. The page is highly informative since it provides an overview of the Group's sales structure and main products, but as a CSR report, I think it should be structured to better show the connections between the two. Specifically, I think that focusing on how the products are used in society and including the perspective of what kind of issues they relate to in the market, or on the value they are achieving in the marketplace after leaving the company's hands, will improve the connection with the content in the later section.

"Risks and Opportunities in Sustainability Management" is the most important content in this report, which reviews the reporting on each of the following themes. As mentioned above, introducing the reasons and process by which the five key themes were identified at some point is effective in deepening the understanding of readers, but it would be better to integrate the description of "Risks and Opportunities" with the content of "Yokohama Rubber's Initiatives" and present it as a "Risk and Opportunity" report that focuses on the business model to better illustrate the Group's strategy. For example, in "Products (page 12)," there is a description that foreshadows new business models such as CASE and IoT. In the summary table, this corresponds not only to "new business opportunities by adapting to CASE," but also to multiple "opportunities" such as the "change in mobility in regions with an aging and shrinking populations" and "mobility services in the new normal," which are categorized as local communities. In addition, the sustainable sourcing of natural rubber, as described in "The Earth," should be seen as a major risk mitigation and opportunity creator for the Group, not only in terms of the environment, but also in terms of human rights. I expect that clarifying a series of good practices and the relationship between risks and opportunities will help to communicate the Group's objectives more clearly. As part of this process, it may be useful to consider the KPIs presented at the beginning of each theme from the perspective of their appropriateness in describing risks and opportunities.

I believe that this is a communication tool that fully meets the editorial intent of the report, which is to provide an opportunity for a wide range of stakeholders to see the Group's broad range of CSR activities. I look forward to its further evolution in order to deepen readers' understanding of the Group's CSR activities.

collaboration with our business partners and customers, provide environmentally-friendly products, and live in harmony with local communities to help solve the social issues of the SDGs. We will strive to communicate our value creation process, our medium- to long-term business strategy, and our efforts to mitigate risk and create opportunities more clearly to our stakeholders.



Shigetoshi Kondo

Officer, Head of Corporate Social Responsibility Division
(as of September, 2020)