


# Work Style Reforms

Relevant material issue	Initiatives
 <b>People</b>	<ul style="list-style-type: none"> <li>• Promoting work styles free from the constraints of place or time</li> <li>• Supporting work-life balance and diverse work styles</li> </ul>

**Basic Approach**

Achieving sustainable growth amid drastic changes in the operating environment requires improving the value of human capital. Yokohama Rubber is promoting work style reforms so that its diverse workforce can maximize their abilities in their respective fields by creating work styles free from conventional rules and ways of thinking, and creating a comfortable work environment where they can work together dynamically. By respecting work-life balance and embracing diverse work styles, we support the continued growth of all employees and their career development while balancing work and life.

## Promoting Work Styles free from the Constraints of Place or Time

In March 2023, Yokohama Rubber relocated and integrated its Head Office from Minato-ku, Tokyo to the Hiratsuka Factory in Hiratsuka City, Kanagawa Prefecture, with the aim of improving operational efficiency through function integration and reforming work styles. We will expand the application of various systems such as the work-from-home scheme to establish a work system compatible with various situations, and realize integrated operations of planning, production, sales, technology, and logistics, as well as faster decision-making.

### Home office scheme

Following the integration of the Head Office and Hiratsuka Factory, we introduced a home office scheme where employees who end up having to commute long distances or who move to accompany a spouse on a job transfer will have offices developed at their homes at the Company's cost and will basically work from home without maintaining a fixed desk at the office. As of July 2023, 109 employees are working under this scheme. By promoting work styles free from the constraints of location, we will strive to build the foundation for diverse workforce to maximize their abilities.

### Establishment of the Tokyo Office and the Satellite Office

In connection with the integration of the Head Office and Hiratsuka Factory, we established the Tokyo Office and the Satellite Office at Shinagawa Intercity. The Tokyo Office houses the Head Offices of Yokohama Tire Japan and Yokohama Rubber MB Japan along with some

of the sales departments of Yokohama Rubber. Satellite offices using hot desking are intended to promote improved communication between our people.

### Upgrading of work-from-home and flexible work systems

In 2018, we introduced the work-from-home system with the goal of promoting work-life balance in terms of childcare or family care, increasing operational efficiencies and preventing prolonged time commitments for work (health concerns). From 2023, we expanded the conditions so that employees can use it to cut down on the time they spend commuting. At the same time, we abolished the usage limit and shifted to the most suitable telecommuting operation for each workplace according to work (results and efficiency). In addition, we have applied a flextime system to all staff employees in principle, abolished core working hours, expanded the shortened working hours and flextime systems, and established a system that enables employees to produce work results regardless of location or time.



New dual purpose conference room and cafeteria in Hiratsuka

## Future Challenges and Responses

In order to achieve our Medium-Term Management Plan, we must create a workplace in which all employees can play an active role. Taking advantage of the major changes in work styles resulting from the COVID-19 pandemic, we will create a workplace where our people can work regardless of time or place by expanding their work

style options. Going forward, we will continue to contribute to the enhancement of corporate value by further increasing the level of our efforts, recruiting and retaining talented human resources and improving the performance of individuals and organizations.