


# Human Resources Development

Relevant material issues	Initiatives
 People	<ul style="list-style-type: none"> <li>• Developing and selecting value-added human resources</li> <li>• Assigning the right people to important positions</li> </ul>

**Basic Approach**

For the global Yokohama Rubber Group, assigning “professional human resources” who maintain a strong willingness to achieve goals and broad perspective, and who demonstrate their capabilities while impacting those around them, is essential. To this end, we promote measures toward development and select talent, and ensure that the right people are placed in the right jobs. We provide a full-range of support to our people based on the belief that providing a place for employees to contribute and grow professionally will help to advance the company’s development. We also work to secure and develop management-oriented human resources who can carry the company on their shoulders so that we can prevail amid global competition.

## Human Resources Development Programs

In order to respond to changes in the global business environment, the Yokohama Rubber Group is working to strengthen its human capital through human resource development. We provide training that adheres to the Three Reals Philosophy where employees learn through interaction

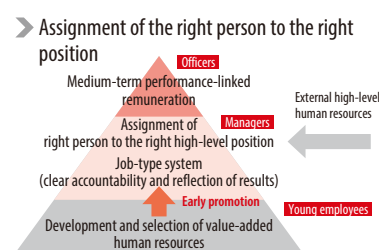
and experience with the aim of developing the mindset, abilities, and skills necessary to make the right decisions and execute, as well as individual skills such as rank-based leadership, the ability to solve problems closely related to the workplace, and presentation and negotiating skills.

Name	For	Cumulative number of participants (fiscal 2022)		Details
		Men	Women	
Training for new employees	Newly hired employees	23	8	With the aim of solidifying a foundation for future growth as a member of the Company, participants acquire the awareness needed as members of society and acquire basic knowledge common to administrative and technical work.
Follow-up training for new employees	Employees in their second year	41	11	In addition to organizing and sharing what they learned during the business assignment and training period, participants transform their mindset ahead of their third-year as employees.
Training for newly appointed managers	Managers	17	3	Participants understand and acquire the knowledge necessary for a managerial position, and are taught about the expectations, roles, and responsibilities required.
Training for newly appointed personnel holding managerial positions	Managers	21	2	For the purpose of supporting adaptation to management work, participants gain a better understanding of the roles of organizational managers and acquire basic management knowledge and practice in the workplace.
Training for evaluators	Managers	23	1	Through case studies, participants learn appropriate evaluation methods to prevent variation in evaluations and how to improve the degree of satisfaction in feedback interviews.
Training prior to re-employment	Employees planning to be re-employed	36	4	In the midst of a major career transition, participants eliminate any concerns arising from their new assignment and reconsider how to approach work after re-employment.

## Developing Core Human Resources

In order to support the achievement of the YX2023 Medium-Term Management Plan in terms of human resources, we have created a personnel system that allows employees to gradually acquire the skills required of core human resources. For managers, this is achieved by increasing the links between post, results and compensation, and for general career track employees by clearly indicating the added value (expected results and expected behavior) required for each level and linking these to the development system. At the managerial level, in 2020, we revised the system to further enhance the linkage between posts (jobs) and compensation. In

addition, for the general career track employees, in 2021, we introduced an early selection system that allows them to be assigned to managerial positions as early as the age of 30, which ensures that the right person is assigned to the right position regardless of age.



## Future Issues and Measures

In the development of Group companies in Japan and overseas, we will continue to create human resource development and skills development systems, and establish programs to produce high-performance human resources, in addition to developing young

employees. In addition, we are considering resuming employee surveys in the future with the aim of further promoting initiatives to enhance human capital and measuring the effectiveness of these initiatives.