

## Human Capital

# Development of Human Capital Capabilities for Sustainable Corporate Value Enhancement

The Yokohama Rubber Group believes achieving sustainable growth amid drastic changes in the operating environment requires improving the value of human capital. We will create a workplace environment that enables diverse human resources to embrace various workstyles and work together cheerfully with vigor and enthusiasm to increase our human capital capabilities.

| Metrics (KPIs)                                                                                     | What we aim to do                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ratio of female managers (section manager or higher) (non-consolidated)                            | <ul style="list-style-type: none"> <li>• Foster diversity and inclusion</li> <li>• Create innovation and increase productivity through employee development</li> <li>• Develop safe and healthy workplace environments</li> <li>• Respect for human rights of employees</li> </ul> |
| Ratio of male employees taking childcare leave (non-consolidated)                                  |                                                                                                                                                                                                                                                                                    |
| Ratio of employees with continued employment after reaching 65 years old (non-consolidated)        |                                                                                                                                                                                                                                                                                    |
| Ratio of participation in skill development training                                               |                                                                                                                                                                                                                                                                                    |
| • Ratio of participation in management education programs including MBA courses (non-consolidated) |                                                                                                                                                                                                                                                                                    |
| • Ratio of participation in education programs for DX leader development (non-consolidated)        |                                                                                                                                                                                                                                                                                    |
| Employee engagement score (non-consolidated)                                                       |                                                                                                                                                                                                                                                                                    |

## Basic Approach

We hold up “Human resources who can commit themselves to results even when they are hard to achieve and contribute to the growth of the Company with their growth, regardless of generation, nationality, and gender,” as a vision of desired human resources to continuously improve our corporate value. We respect the character and individuality of our employees, strive to develop personnel with high motivation and broad perspectives, and work to create a safe and comfortable internal environment where diverse talent can thrive.

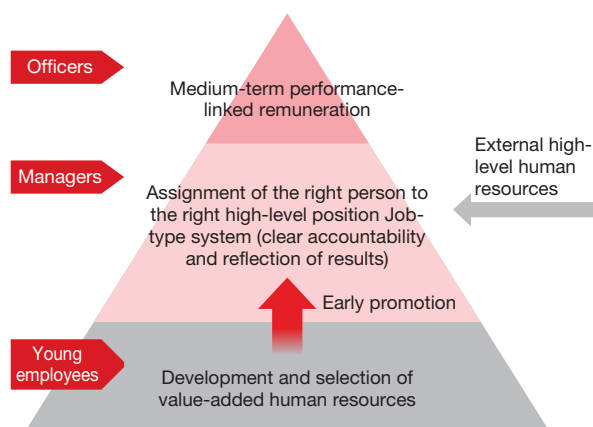
## Human Resources Development

### Development of professional Human Resources and Personnel Assignment of Right Person to the Right Position

We recognize that it is integral for the Group, which conducts business on a global scale, to deploy professional human resources with a strong desire to achieve targets and wide perspectives who demonstrate their capabilities while having an impact on people around them. To this end, we are developing our educational system and implementing various initiatives.

Specifically, we are strengthening the development and selection of high value-added personnel with advanced techniques, knowledge, and skills, and are promoting initiatives such as “placing the right people in the right positions,” in which high-class personnel suited to job requirements are assigned to key positions regardless of age, gender, or nationality. For key positions, we are actively appointing external personnel in addition to internal staff, striving to secure the most suitable talent. We provide a full range of support to our employees based on the belief that encouraging each individual employee to actively make good use of the growth opportunities and growing into a human resource we envision will lead to the Company’s advancement.

#### Assignment of Right Person to the Right Position



We also focus on securing and developing management personnel who can carry the Company on their shoulders so that we can prevail amid global competition.

#### Desired Personnel Profile

Human resources who, regardless of generation, gender, or nationality, commit to results even under challenging circumstances and contribute to the company’s growth through their own personal growth

### Human Resources Development Program

In order to respond to changes in the global business environment, we are working to strengthen its human capital through human resource development program. Based on the desired personnel profile for each level, we are working to develop the mindset, abilities, and skills necessary for accurate decision-making and execution.

Specifically, we provide training that adheres to the “three reals philosophy” where employees learn through interaction and experience with the aim of developing individual skills such as rank-based leadership, the ability to solve problems closely related to the workplace, and presentation and negotiating skills. In addition, to continuously improve abilities and enhance the transparency and acceptability of evaluations, we clarify the expected level for each role and have introduced an evaluation feedback system in which supervisors and subordinates review satisfaction and areas for improvement every half-year, supporting development.

At the same time, we are working on the development of desired human resources through various measures such as by dispatching employees at the managerial level to a domestic MBA course for the development of future management-oriented human resources, as well as by providing educational programs to train DX leaders among the administrative and technical staff for the promotion of nurturing human resources that are needed in the DX age.

## Human Resources Development Program

| Name                                                                | For                                  | Cumulative number of participants (FY2024) |       | Details                                                                                                                                                                                                                         |
|---------------------------------------------------------------------|--------------------------------------|--------------------------------------------|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                     |                                      | Men                                        | Women |                                                                                                                                                                                                                                 |
| Training for new employees                                          | Newly hired employees                | 39                                         | 7     | 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       | 23                                         | 8     | 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                             | 32                                         | 6     | 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                             | 29                                         | 1     | 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                             | 25                                         | 4     | 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 | 19                                         | 3     | 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.                                                       |

### Compensation and Promotion Systems to Realize “Right People in the Right Positions”

To support the realization of the Medium-term Management Plan “YX2026” from a human resources perspective, we are building optimal HR systems for both management and general staff. We have strengthened the linkage between posts (jobs) and achievement/compensation at the management level, and established a clearer evaluation system. For general career track employees, we clearly indicate the added value (expected results and expected behavior) required for each level and link these to the development system to ensure that they can gradually acquire the skills required by the core human resources.

In 2020, we further revised the linkage between management positions (jobs) and compensation, evolving into a performance-based evaluation system. In addition, in 2021, we introduced an early selection system for general career track employees that allows them to be assigned to managerial positions as early as the age of 30, thus ensuring that the right person is flexibly placed in the right job at the right place regardless of age.

#### “Labor Practice Management”

<https://www.y-yokohama.com/sustainability/people/employee/#stance>

## Creating a Company Environment Free From the Constraints of Place or Time

Achieving sustainable growth amid a drastically changing environment requires improvement of the value of human capital.

We promote work style reforms to enable our diverse human resources to exert their full potential in their respective fields by creating a workplace environment that allows work styles that are not bound by conventional rules and employees to work together cheerfully with vigor and enthusiasm.

We will continue to provide support to enable all our employees to continue growing by respecting the work-life balance, respecting diverse work styles, and developing their careers while striking a good work-life balance.

### Introduction of Home Office System

From March 2023, following the integration of the Head Office and Hiratsuka Factory, we introduce a home office system for employees who became long-distance commuters as a result of the integration as well as for those who moved to accompany a spouse on a job transfer. This system allows such employees to have an office developed at their home at the Company's expense and basically work from home without maintaining a fixed desk at their office.

### 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, and part of the sales department of Yokohama Rubber and two sales companies relocated to the Tokyo Office. Satellite offices using hot desking are intended to promote improved communication between our people.



Shinagawa Intercity

## Human Capital

## Development of Human Capital Capabilities for Sustainable Corporate Value Enhancement

### Upgrading of Work-From-Home and Flexible Work Systems

We have introduced a work-from-home system to support balancing work with childcare and nursing care, improve operational efficiency, and reduce commuting burdens. In addition,

we have applied a flexible work style for administrative and technical employees in principle, and established a system that enables employees to produce work results regardless of location or time.

## Ensuring Diversity in Human Resources

### Expanding Diversity and Inclusion Initiatives

As our group's business expands globally, the sustainable enhancement of corporate value requires the recruitment of diverse talent and the promotion of diversity that respects various working styles. We aim to build a corporate culture that embraces diversity by hiring without regard to attributes such as nationality, gender, LGBTQ+, educational background, or experience. Under the leadership of the Diversity & Inclusion Promotion Taskforce, we are expanding a wide range of initiatives, including enhancement of internal systems, training to eliminate the gender gap, and career development support, and in 2024, we were certified as a "Best Workplace," the highest rating, in the "D&I AWARD 2024."



### Promotion of Women's Participation

We strive to create a female-friendly work environment through conducting seminars to support career development, implementing a system to support work-life balance, and increasing the ratio of female managers to promote women's participation. As of December 31, 2024, the percentage (non-consolidated) of managerial positions (section manager or higher) filled by women at Yokohama Rubber was 3.2%. However, as the percentage of female section chiefs who were next managerial position candidates was 15.7%, and the percentage of female supervisors who could be assigned to managerial positions by early promotion was 45.2%, we expect the number of managerial positions filled by women to increase in the future.

### Promotion of Paternity Leave for Men

To promote the participation of male employees in childcare, we have established systems that respond to diverse childcare

support needs in addition to the legally mandated childcare leave. We have introduced systems that allow up to ten days of childcare leave on a daily basis and a postnatal paternity leave system that allows work during the leave period, providing flexible childcare leave options. The childcare leave acquisition rate for men in 2024 was 83.7%, but we have set a goal of 100% and are further promoting leave acquisition and improving the environment.

### Utilization of Senior Human Resources

In order to provide human resources having a strong desire to work aged 60 and older opportunities in which they can give full play to their wealth of knowledge and experience, we have introduced a system that allows our employees to be re-employed after mandatory retirement and continue working until they turn 70 years of age. (Yokohama Business Association, our 100%-owned subsidiary re-employ administrative and technical employees and dispatch them to Yokohama Rubber.)

### Employment of Persons with Disabilities

In 2012, we established Yokohama Peer Support to create employment for persons with disabilities. As of December 31, 2025, the company has 30 people with disabilities, mainly those with intellectual disabilities. The four companies of Yokohama Rubber, Yokohama Peer Support, Yokohama Tire Japan, and Yokohama Rubber MB Japan have obtained the special approval as being the affiliated companies under the disabled person employment ratio system and the grant system for the employment of persons with disabilities, with the employment rate of people with disabilities in four companies' combined total was 2.5% for 2024 (results for April 2023 to March 2024). Going forward, we will continue to develop new business operations to broaden the scope of employing persons with disabilities.

### Examples of Diversity Related Training

|                              | FY2020                        | FY2021                                                                                                                                                                                  | FY2022                                                                                                                                                    | FY2023                                                                                                                                                                                 | FY2024                                                                                                                                                                   |
|------------------------------|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number of programs           | 8                             | 17                                                                                                                                                                                      | 16                                                                                                                                                        | 7                                                                                                                                                                                      | 6                                                                                                                                                                        |
| Total number of participants | 214                           | 327                                                                                                                                                                                     | 1,127                                                                                                                                                     | 675                                                                                                                                                                                    | 743                                                                                                                                                                      |
| Main programs                | Diversity                     | <ul style="list-style-type: none"> <li>Enhanced management of diverse human resources</li> <li>Enhanced management of diverse human resources</li> <li>Participation in wwP*</li> </ul> | <ul style="list-style-type: none"> <li>Diversity training</li> <li>Enhanced diversity management</li> <li>Participation in wwP</li> </ul>                 | <ul style="list-style-type: none"> <li>Keynote session on diversity and inclusion</li> <li>Unconscious bias training</li> <li>LGBTQ+ training</li> <li>Participation in wwP</li> </ul> | <ul style="list-style-type: none"> <li>Unconscious bias training</li> <li>LGBTQ+ training</li> <li>Psychological Safety Seminar</li> <li>Participation in wwP</li> </ul> |
|                              | Women's career development    | <ul style="list-style-type: none"> <li>Encouragement</li> <li>Business skills training</li> </ul>                                                                                       | <ul style="list-style-type: none"> <li>Encouragement</li> <li>Business skills training</li> </ul>                                                         | <ul style="list-style-type: none"> <li>Leadership for women</li> </ul>                                                                                                                 | <ul style="list-style-type: none"> <li>Round-table discussion for female management personnel</li> <li>External Mentor Training</li> </ul>                               |
|                              | Support for work-life balance | <ul style="list-style-type: none"> <li>Career development for employees returning to work</li> <li>Networking sessions for working parents</li> </ul>                                   | <ul style="list-style-type: none"> <li>Career development for employees returning to work</li> <li>Individual consultation for working parents</li> </ul> | <ul style="list-style-type: none"> <li>Career development for employees returning to work</li> <li>Individual consultation for working parents</li> </ul>                              | <ul style="list-style-type: none"> <li>Career development for employees returning to work</li> <li>Individual consultation for working parents</li> </ul>                |
|                              | Healthcare                    | <ul style="list-style-type: none"> <li>COVID-19 preventive measures</li> </ul>                                                                                                          | <ul style="list-style-type: none"> <li>Prevention of turnover due to nursing care/nursing care finances</li> </ul>                                        | <ul style="list-style-type: none"> <li>Post-partum care class support</li> </ul>                                                                                                       | <ul style="list-style-type: none"> <li>Post-partum care class support</li> <li>Caregiving Seminar</li> </ul>                                                             |

\* wwP: It refers to a volunteer group, work with Pride, which supports the promotion and establishment of diversity management relating to sexual minorities such as LGBTQ+ in the workplaces of companies, groups and other entities.

### Initiatives for Sexual Minorities

With the aim of supporting the active participation of various human resources including sexual minorities collectively called LGBTQ+, in October 2023, we introduced the Partner & Family-ship System. We recognize same-sex partners and de facto spouses as spouses and provide comprehensive support. In addition, while inviting external intellectuals to hold LGBTQ+ seminars to promote the understanding of our employees, we

have established help desks to provide consultation services related to LGBTQ+ inside and outside the Company to respond to consultations concerning systems and troubles. These initiatives were recognized, and in 2024, we received “GOLD” in the “PRIDE Index 2024” by the general incorporated association work with Pride.



## Employee Engagement and Respect for Human Rights

### Employee Engagement

To track how much the strategies and policies of the YX2026 are understood by the employees, enthusiasm toward achieving them, and whether the workplace environment and corporate climate allow the diverse human resources to contribute to the growth of the Company with their own growth to work together cheerfully with vigor and enthusiasm, we conduct employee awareness survey on a regular basis. As a result of the fiscal 2024 survey, we have identified the following two points as issues and are implementing specific measures.

#### a. Penetration of YX2026

It was recognized as an issue that general employees have a lower level of understanding of the YX2026 strategy compared to management. To address this issue, we are working to increase the density of dialogue within the organization so that the connection between company-wide YX2026 initiatives and individual challenges for general employees becomes clear,

aiming to improve their understanding of the strategy.

#### b. Improvement of employee engagement score

The employee engagement score, which indexes multiple engagement items in the employee awareness survey, is set at a target value of 70 for fiscal 2026, but was 68.8 in fiscal 2024. Going forward, by promoting the penetration of policies and strategies among employees and clarifying the significance of work, we aim to increase engagement and improve the score, including “job satisfaction.” Through these initiatives, we will accelerate the realization of our strategy, enhance employee growth and job satisfaction, and increase corporate value.

### Respect for Human Rights of Employees

In the employee awareness survey, we confirm the status of employees’ awareness of respect for human rights, the presence or absence of human rights violations, and potential risks of human rights violations.

## Metrics and Targets for Human Capital

The Group set the metrics and targets for major measures in 2020, 2021, 2022 and 2023 with a primary focus on “development of human capital capabilities for sustainable corporate value enhancement” as a materiality related to human capital. Since indicators and targets related to human capital are set

independently by each consolidated subsidiary of our group, below we list the indicators, results, and targets for the submitting company (non-consolidated), which operates the main businesses within our group.

| Metrics (KPIs)                                                                                               |                                                                       |  | Results                                  |        |        | Targets                                                                                          |
|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|--|------------------------------------------|--------|--------|--------------------------------------------------------------------------------------------------|
|                                                                                                              |                                                                       |  | FY2022                                   | FY2023 | FY2024 |                                                                                                  |
| (1) Ratio of female managers (section manager or higher) (non-consolidated)                                  |                                                                       |  | 1.7%                                     | 2.0%   | 3.2%   | FY2026: 5%<br>FY2030: 10%                                                                        |
| Reference                                                                                                    | Ratio of female section chief-level positions (non-consolidated)      |  | 11.0%                                    | 14.2%  | 15.7%  |                                                                                                  |
|                                                                                                              | Ratio of female section supervisor-level positions (non-consolidated) |  | 40.9%                                    | 42.8%  | 45.2%  |                                                                                                  |
| (2) Ratio of male employees taking childcare leave (non-consolidated)                                        |                                                                       |  | 59.5%                                    | 86.2%  | 83.7%  | FY2026: 100%<br>FY2030: 100% (expansion of acquisition period)                                   |
| (3) Ratio of employees with continued employment after reaching 65 years old (non-consolidated) <sup>2</sup> |                                                                       |  | FY2022 to FY2024<br>Period average 73.3% |        |        | Average between FY2024 and FY2026: 65% or more<br>Average between FY2027 and FY2030: 70% or more |
| (4) Ratio of participation in skill development training                                                     |                                                                       |  |                                          |        |        | FY2026:                                                                                          |
| • Ratio of participation in management education programs including MBA courses (non-consolidated)           |                                                                       |  | —                                        | 6.0%   | 8.3%   | • 15% of department managers (cumulative)                                                        |
| • Ratio of participation in education programs for DX leader development (non-consolidated) <sup>3</sup>     |                                                                       |  | —                                        | —      | 0.6%   | • 10% of administrative and technical employees (cumulative)                                     |
| (5) Employee engagement score <sup>4</sup>                                                                   |                                                                       |  | —                                        | —      | 68.8   | FY2026: 70                                                                                       |

\*1 “—” indicates that there were no results.

\*2 It refers to the ratio of employees who continued to be employed by the Company or our subsidiary after turning 65 among the administrative and technical employees aged 65 or over.

\*3 DX leader development training started in fiscal 2024.

\*4 Calculated from the results of the “employee awareness survey” targeting employees of the submitting company (non-consolidated).

## Human Capital

## Development of Human Capital Capabilities for Sustainable Corporate Value Enhancement

## Occupational Safety and Health

## Safety and Health Management System

In Japan, we established the Central Safety and Health Committee chaired by the head of the CSR Division, and each business site has its own Business Site Safety and Health Committee (statutory) and each department and workplace have their own Safety and Health Working Subcommittee. As safety and health activities are important initiatives for both the company and the union, we are promoting them in a concerted effort between labor and management while sharing safety information with other companies and labor unions. We also urge our partner companies to join their respective committees in order to share activities.

In addition, we promote the improvement of the health and physical fitness of our employees based on “Collaborative Health\*” in cooperation with health insurance associations. Each overseas company has developed its own safety and health system in accordance with the laws of each country. The Safety and Health Management Department coordinates safety and health activities in Japan and overseas, which contributes to raising the level of safety and health throughout the Group.

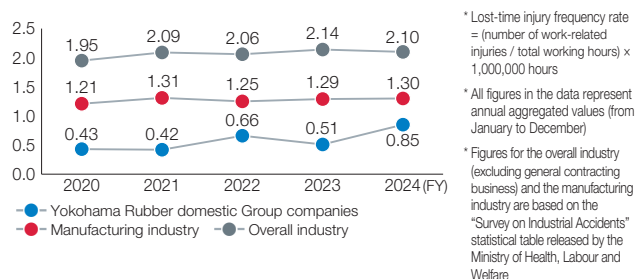
\* Collaborative Health: An approach where health insurance societies and businesses actively collaborate to efficiently and effectively implement prevention and health development for insured employees based on a clear division of roles and a good workplace environment.

## Occupational Safety and Health Management System

We have acquired a certification for Occupational Safety and Health Management System (ISO 45001) at 14 out of our 20 domestic and overseas business sites, with seven sites renewing their certification in fiscal 2024 (certification for the other business sites is also ongoing). We plan to acquire certification at the remaining six business sites in a sequential manner. Through continuous improvement of the management system and the operation of the PDCA cycle, we will further enhance our safety and health platform.

## Frequency of Occupational Accidents (Lost-Time Injury Frequency Rate)

The frequency of occupational accidents (Japan) in fiscal 2024 was 0.85. We will continue our efforts to achieve zero accidents and zero risks.

Initiatives Toward Safe and Healthy Workplace Environments  
Enhancing Equipment Measures

We are strengthening safety measures by systematically conducting risk assessments for all equipment and operations, and by continuously reviewing and improving them. We have established a system for monthly follow-up on the number of risks and improvements, and constantly monitor the progress of safety measures. Top safety diagnoses are conducted by

directors at our domestic plants to further strengthen safety measures. In addition, we are enhancing Company-wide efforts to share information on disaster countermeasures to prevent recurrence of similar disasters.

## Developing Safety-Conscious Human Resources

Aiming to develop each employee’s sensitivity for danger, employees practice hazard prediction training (KYT) every day, along with near-miss (hiyari-hatto) identification and improvement activities, as well as experiential training called “Taikan Dojo,” both of which are activities that all workers are encouraged to participate in. In addition, supervisors talk with workers one-on-one for close communication to help them to understand the meaning of each task so that they are able to act more safely at their own discretion. In addition, we also invite employees of partner companies to participate in the Group’s safety awareness improvement activities to deepen their understanding of our safety activities and deeper their level of cooperation on this end so that together we can build a safe work environment and achieve zero occupational accidents.

## Improvements in Workplaces

At workplaces handling chemical substances, we conduct chemical risk assessment to prevent health disorders. We also ensure that equipment is maintained, personal protective equipment is provided, working methods are improved, and facilities are maintained to manage the maintenance of a comfortable working environment based on environment measurement results. We aim to realize a safe and comfortable working environment by also promptly responding to legal revisions. As a measure against heat stroke, which has become increasingly serious in recent years, we are measuring WBGT (heat index) values at our workplaces and implement measures such as insulating roofs, discharging hot air, and improving air conditioning.

## Development of Standard Work Manuals

We systematically conduct open work observation and continually review work process to identify all unsafe behaviors and areas of insecurity, and are working on the development of standard work manuals. At workplaces with workers from overseas, we are building safe work environments by adding their native languages to the standard work manuals.

## Promoting Both Physical and Mental Health

Our improvements in mental health include management of working hours through an attendance management system, face-to-face guidance and work improvement suggestions for employees working long hours, and education for improving communication skills including attentive listening training classes, etc. For employees on long-term leave due to mental health issues, we support a planned return to work and provide step-by-step removal of work restrictions after their return to fully support their reintegration into the workplace. In order to improve employees’ health, we also conduct activities to help employees quit smoking, hold seminars on physical fitness, and conduct monthly education sessions aimed at improving health literacy at all offices and workplaces.

## Prevention of Traffic Accidents

To ensure the safe commuting of employees, we conduct traffic safety seminars and activities to raise awareness in collaboration with local police departments to raise awareness of traffic safety.

# Respect for Human Rights

The Yokohama Rubber Group respects the human rights of all people involved in its business and contributes to a sustainable society through responsible actions across the entire global supply chain.

## Respect Human Rights in the Supply Chain

### Basic Approach

The Yokohama Rubber Group places importance on initiatives to respect human rights throughout the supply chain in order to respect the human rights of all people involved in its business. With the global expansion of our business, the potential for human rights violations is increasing, and we believe it is essential to fulfill our responsibilities by considering the scope of our influence.

The “Yokohama Rubber Group Action Guidelines” stipulate respect for human rights both inside and outside the company, clearly defining the code of conduct for employees. Furthermore, based on the United Nations Guiding Principles on Business and Human Rights (UNGPR),<sup>\*1</sup> we have formulated the Yokohama Rubber Group Human Rights Policy and are aiming to respect the human rights of all people involved in the business activities.

As human rights are the fundamental rights of all people, we will implement Group-wide efforts to respect human rights to contribute to the realization of a sustainable society as a company that is widely trusted by society.

\*1 The Guiding Principles on Business and Human Rights (UNGPR) were approved by the United Nations Human Rights Council in 2011 as a framework for respecting human rights applicable to all nations and all companies. The Guiding Principles position “the responsibility of companies to respect human rights” and “the obligation of states to protect human rights” as important pillars of this effort.

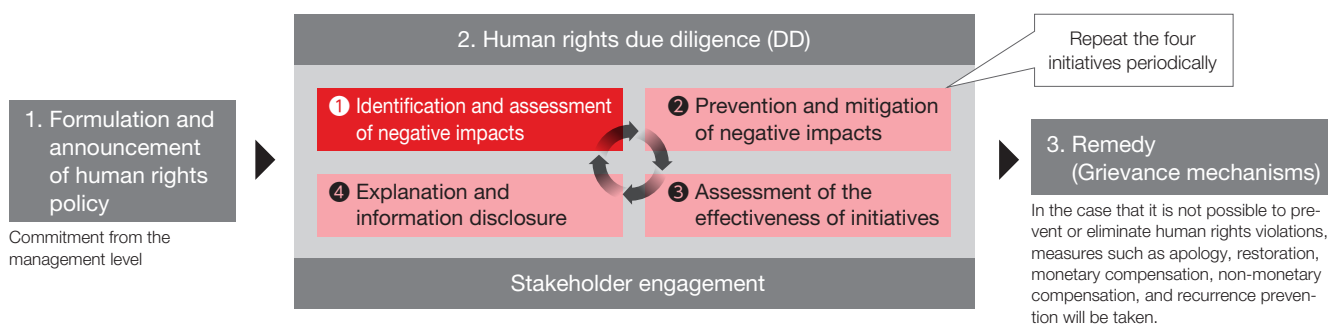
#### Yokohama Rubber Group Action Guidelines

<https://www.y-yokohama.com/global/sustainability/business/suspolicy/#shishin>

#### Yokohama Rubber Group Human Rights Policy

[https://www.y-yokohama.com/global/sustainability/people/human\\_rights/policy/](https://www.y-yokohama.com/global/sustainability/people/human_rights/policy/)

### Management Cycle of Respect for Human Rights



### Human rights due diligence initiatives

Based on the Yokohama Rubber Group Human Rights Policy, the Group will develop and strengthen its human rights due diligence (human rights DD) system and conduct human rights due diligence on a regular basis to fulfill our responsibilities in respecting human rights.

In May 2023, we held a Human Rights Due Diligence Workshop to discuss human rights in the supply chain. We invited Hiroshi Ishida, Executive Director of the Caux Round Table (CRT) Japan, a third-party organization, as a lecturer, and 32 department and section managers from domestic and overseas bases participated to engage in cross-group discussions. With reference to advice from the CRT Japan Committee, we identified “key human rights themes” for our group.

Based on the identified key human rights themes, we select one theme each year and conduct an impact assessment<sup>\*2</sup>.

Through human rights due diligence, we identify and assess human rights risks in our business activities, improve our human rights initiatives, and implement more effective measures. To fulfill our responsibility to respect human rights, we will continue

to implement human rights due diligence initiatives and promote respect for human rights throughout the supply chain.

\*2 Impact assessment: A survey in which on-site interviews are conducted regarding specific human right issues and stakeholders to find out whose and what human rights are actually affected or not.

#### Material Human Rights Themes

1. Working environment of foreign workers in Japan
2. Impact on the working environments of workers and the environment of nearby residents at small holdings (Thailand, Indonesia, etc.) from which rubber raw materials are procured
3. Workplace environment for workers at contractors (manufacturing, distribution, sales, and disposal)

#### Impact Assessment in Fiscal 2024

In fiscal 2024, we conducted hearings and inspections at Surat Thani, Southern Thailand, with the cooperation of CRT Japan under the themes of “impact on the working environments of workers and the environment of nearby residents at small holdings

from which rubber raw materials are procured.” The subjects were workers engaged in natural rubber farms and related operations, as well as local residents, and the interviews were conducted individually or in groups. Interviews with supply chain stakeholders were conducted solely by the CRT Japan Committee, and our group’s representatives did not attend.

As a result of the impact assessment, no serious human rights risks such as forced labor or child labor were identified. In many cases, it was confirmed that farm owners and workers have built good relationships based on mutual trust. However, it was recognized that some farms employ Myanmar workers who have difficulty returning to their home country, and continuous monitoring is necessary from the perspective of living wages and living conditions. Going forward, we will pay close attention to the working conditions of vulnerable workers such as those from Myanmar and strengthen engagement, including outreach to farm owners as needed.



Interviews with farm workers

### Human Rights-Related Grievance Mechanism

#### Grievance Mechanism for All Stakeholders Worldwide

The Yokohama Rubber Group is a member of the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), and has developed a system facilitating the receipt and appropriate response to grievances from all domestic and overseas Yokohama Rubber Group stakeholders through JaCER’s grievance reporting platform. This grievance reporting platform is accessible to anyone through the Contact Us page on the Yokohama Rubber’s website or the JaCER’s website. When a grievance is filed, JaCER confirms its details and takes necessary measures.



 Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) grievance reporting platform

<https://jacer-bhr.org/en/index.html>

#### For Yokohama Rubber Group Employees

For the Group employees working in Japan, we have established the Corporate Compliance Hotline and the General Compliance Counseling Room, where we directly receive grievances and consultations via phone and e-mail. We ensure that the privacy of whistle blowers and consulters is protected, and that the fact that we have received reports or consultations and their details are kept confidential.

## Community Living in Harmony with Local Communities

The Yokohama Rubber Group aims for mutual prosperity with local communities and actively supports employee participation in social contribution activities. In addition, as we expand our business globally, we strive to build good relationships with local communities in terms of environment, law, culture, customs, and economy.

| Metrics (KPIs)                                                                                                         | What we aim to do                   |
|------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Support for social contribution organizations through the YOKOHAMA Magokoro Fund, an employee social contribution fund | Help solve local community problems |

### YOKOHAMA Magokoro Fund

The “YOKOHAMA Magokoro Fund,” established by employees in 2016, collects monthly contributions of ¥100 or more from employees (members) who support the fund’s purpose, and donates to organizations tackling social issues and to disaster relief efforts. Yokohama Rubber also adopts a “matching gift” system, donating the same amount as employees, and as of the end of December 2024, about 40% of employees have joined. In fiscal 2024, we donated approximately ¥7 million to 12

organizations and 3 disaster relief efforts, and about ¥14 million in total including the matching gift.

