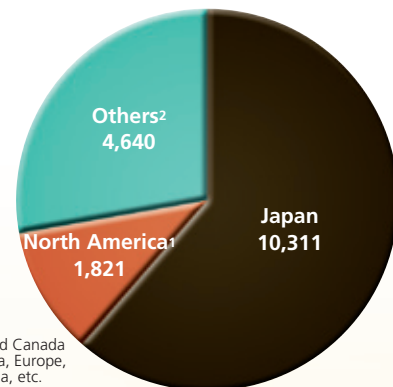


Creating a Workplace That Values Diversity and Where More Than One in Three is Employed Overseas

As of the end of March 2009, Yokohama Rubber had a consolidated workforce of 16,772, of whom 6,461, or 38.5%, were employees of operations overseas. The Yokohama Rubber Group is made up of people of all genders, races, religions, customs, and manners, and our goal is to create a workplace in which people accept each other's differences and value diversity.

Consolidated workforce of Yokohama Rubber
(end of March, 2009)



It's important to engage with communities as well as employees

Yokohama Tire Corporation (YTC)

Neil Dalton (joined the company in October 2007)
Director of Environmental Health and Safety



Neil Dalton (right) explaining about the company at an event in Salem, Virginia, where the tire plant is located.

Yokohama Rubber exemplifies diversity throughout the company with its multi-national workforce at each facility around the world. This is apparent at all YTC U.S. facilities, and especially at the corporate headquarters in Fullerton, CA. The U.S. is one of the most diverse cultures in the world and the value our company puts in diversity provides a great opportunity to educate and further improve acceptance of diversity within our community and company. Technological advancements have also made it much easier to communicate and educate cross-culturally. The Salem plant in Virginia is using e-learning tools to perform operations and safety training. With this technology, we also have the ability to further expand these opportunities through the use of distance learning media. Following the "Forever Forest" tree planting event, held this April, many local residents, educators, and organizations expressed genuine interest in the project and planting method used. This activity, as well as the value Yokohama puts in diversity, is a reflection of the positive impact our plant has in the community and our environment. I consider it a great privilege to have a role in expanding these efforts for Yokohama Rubber.

Environmentally friendly and people friendly activities know no bounds

Yokohama HAMATITE (Hangzhou) Co., Ltd.

Ren Yiqun (joined the company in February 2004)
General Manager of Administration

Perhaps because of the impact of Confucian thought, the Japanese value peace and have a strong sense of social responsibility. They appear to look at things from the other person's point of view, just as the old Chinese encourages: "Never impose on others what you would not choose for yourself." That's why the company respects employees' points of view and Chinese customs. Even when problems arise, they respond in an open-minded, calm manner in accordance with clear rules. When we visited a local temple to donate saplings as part of the YOKOHAMA a Forever Forest Project, the head priest told us a story about Guan Yin, the Deity of Mercy. Actions that are earth friendly and people friendly are, I believe, universally welcomed, regardless of culture, region, or language.

Environmental protection is as important as the fusion of cultures and customs

Yokohama Hoses & Coupling (Hangzhou) Co., Ltd.

Chang Xinyan (joined the company in April 2007)
Manager of Administrative Operations

I am impressed by how much importance Japanese enterprises attach to safety and the environment based on a foundation of fairness, equality, peace, mutual understanding and respect. When doing business overseas, companies need to learn about the host country's languages, laws, and regulations, and fit in with its culture and customs, and this is something that I believe Japanese companies really work out. Alongside fitting in with local cultures and customs, protecting the environment is also important. It doesn't matter how large a company or country is if the earth's environmental balance is destroyed. Our activities to attain ISO14001 accreditation this May made me particularly aware of the importance of environmental protection. It is reassuring to know that Yokohama Rubber values environmental protection, and I am proud to work at such a company.



Chang Xinyan (center) in front of a brainstorming board for raising environmental awareness



Ren Yiqun (center) at work