

## General Employer Action Plan Based on Japan's Act on Promotion of Women's Participation and Advancement in the Workplace

### Toyo Tire Corporation Action Plan

Promoting diversity is one of our most important human resource policies. We run initiatives to promote the active growth and empowerment of female employees, and have improved our personnel system so that diverse talent — including women — may achieve their best.

We also go further in promoting the advancement of women through measures such as providing career counseling for each employee, creating a talent development plan, and offering work schedules that allow for different working styles.

We will continue to actively hire and promote female employees based on systematic recruitment and training, and fair evaluation.

To provide even greater conditions and opportunities where women can flourish, we have established the following action plan.

1. Duration: January 1, 2021 – December 31, 2025

2. Company challenges

- a. The ratio of women promoted to positions of manager or higher can fluctuate greatly from year to year, because the number of women is small. We need to systematically promote men and women over a several year period so that there is no gender gap.
- b. We need to provide better leave systems that accommodate employees with childcare duties or other family circumstances.

3. Targets, initiatives and implementation period

Target 1

- a. A male-female gender ratio of 1:0.8 or above for promotion into the position of manager  
Initiatives & implementation period
  - Eliminate gender gap in recruitment/offer career counseling, establish talent development plan (from 2010)
  - Continue fair appointment to managerial positions within new promotion system (from 2021)
- b. Investigate ways to further expand leave systems to enable women's continuous employment, and implement at least one of them  
Initiatives & implementation period

- Identify challenges in enacting paid sick child leave to support parents , and work toward implementing it (from 2021)