

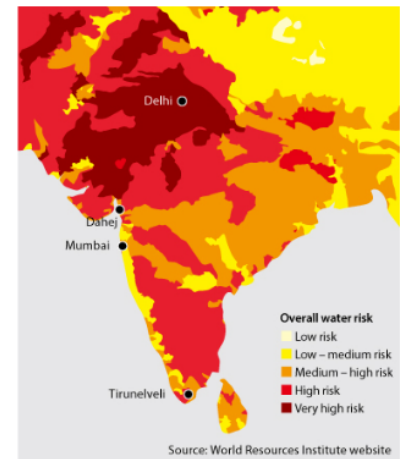
Community



Helping to address social problems in India

Working to ensure the maintenance of sustainable water resources

The Yokohama Rubber Group has several production and sales facilities in India. Within India, the maintenance of adequate water resources to meet both daily living needs and production requirements is currently a major problem, and will continue to be a problem in the future. As the population has increased, water shortages have become an increasingly serious issue, and inability to ensure access to safe, clean drinking water has led to many deaths. At the same time, climate change has resulted in more frequent droughts, and underground water sources are being depleted.



(Fig. 1) Level of water risk severity, based on World Resources Institute (WRI) data

According to data published by the World Resources Institute (WRI) (Fig. 1), the areas where Yokohama Rubber facilities in India are located ? including Mumbai, Delhi, Dahej and Tirunelveli ? are all areas that have a worsening problem with water resources. Our factory operations in India have adopted water recycling systems that enable the same water to be used repeatedly, reducing waste water discharge to zero. To make it possible for local communities to have access to good-quality water, the Alliance Tire Group collects rainwater and manages its water quality, before making it available for use by nearby villages. This measure is expected to provide the following benefits: (1) The moisture content of the soil will be increased, which helps to safeguard underground water resources. (2) Farmers will be able to implement appropriate crop planting and crop management, leading to increased crop yields. (3) It will be possible to keep the local ecosystem in balance.



The launch of the rainwater utilization project

The Yokohama Rubber Group has been participating in the Mission Mangroves program launched by NPO United Way of Mumbai. In the past, there were extensive mangrove forests growing along Mumbai's coastline. However, as a result of tree-felling relating to urban development, these mangrove forests are now on the verge of disappearing. In order to restore the mangrove forests to their former condition, various organizations have been collaborating with 3,700 farms located near the coast, dividing this area up into management zones and implementing mangrove tree-planting activities four times a year, with 14 volunteers from the Yokohama Rubber Group taking part each time. They also attend mangrove awareness seminars held at local universities, combining learning with practical activities.



Employees taking part in the Mission Mangroves program

Providing support for the education of children in the local community

Alliance Tire Group K.K. has positioned environmental protection and education as the core aspects of its social contribution activities. The Group's Dahej Plant in Gujarat State has been providing educational support for five primary schools in villages located near the Plant over a period of three years. The Plant has provided school supplies and uniforms, and has helped the schools to secure teaching staff and to establish a digital learning environment. To improve the teaching skills of the schools' teaching staff, workshops on teaching methods are held. So far, this program has contributed towards providing learning opportunities for 130 children.



Educational support project for primary schools

Comments from employees affected by the heavy torrential rains that Western Japan experienced in 2018



Masahiro Iida
Plant Manager, Onomichi Plant

The Onomichi Plant, which was flooded

The flooding that resulted from the recent torrential rains caused damage to the homes and cars of Plant employees.
We experienced just how destructive nature can be, but at the same time we also benefited from the kind-hearted support provided by other Yokohama Group employees, for which we are very grateful. I would like to take this opportunity to express my sincere thanks for their assistance.



Takehisa Morimoto
Plant Manager, Mie Plant

The Mie Plant, which provided support

As soon as we learnt, through inter-plant communication, that the Onomichi Plant had been forced to suspend operations because of flooding, I discussed the situation with our plant's safety managers and others, and decided to provide support for the Onomichi Plant immediately. This prompt action is attributable to the awareness that is fully shared among our own employees of the need to help others when they are in difficulty.

TOPIC

Mutual support activities involving close inter-factory collaboration, in response to torrential rains and flooding in Western Japan



In late June and early July 2018, Western Japan was affected by unprecedentedly heavy torrential rains, which had a severe impact on business activities.

The Onomichi Plant was forced to temporarily suspend operations due to flooding. However, thanks to rapid delivery of emergency materials from the stockpiles of other Yokohama Rubber facilities, we were able to distribute emergency supplies not only to our employees but also to people in the local community and to our suppliers located in the area.

Utilization of the volunteer support system **30 projects**, with **101 employees participating** (Yokohama Rubber Co., Ltd.)

Volunteering activity **400 projects**, with **11,304 employees participating** (Yokohama Rubber Group)

Fair Operating Practices

> Community Involvement and Development

Message from the President Business and SDGs CSR Slogan "Caring for the Future" Basic Policy Message from a manager
Corporate Governance Products The Earth People **Community** Primary Initiative Progress Report Reference Table for GRI Guidelines
Data Summary Related Information on CSR Report Site Data CSR News YOKOHAMA The Forever Forest Project

Fair Operating Practices

Stance

In order for Yokohama Rubber to be a company that continues providing value to society, partnerships with suppliers based on strong trust relationships are essential. In addition, the scope of corporate social responsibility has expanded to not only include one's own company, but also suppliers for the procurement of raw materials, goods, and services required for business activities, and we believe that it is necessary for Yokohama Rubber to promote CSR that improves corporate value for suppliers so that it is a win-win relationship for both companies. In particular, because there are suppliers from emerging and developing countries in the upstream of the supply chain for our business, we also recognize the importance of assessment from a social and environmental perspective.

This stance is declared in the [Basic Procurement Policy](#), and the actions that should be taken by employees are stipulated in the [Yokohama Rubber Group Action Guidelines](#).

Policy

Yokohama Rubber's Basic Procurement Policy

In making our CSR management vision a reality, we conduct our procurement activities in accordance with the policies below.

- **Optimal procurement of goods and services**
In order to offer high-quality products, Yokohama Rubber strives to procure optimal materials, services, works and constructions.
- **Fair and impartial business**
Yokohama Rubber does business based on principles of fairness, and free competition, and seeks its suppliers from all around the world.
- **Rational selection of our partners**
Yokohama Rubber chooses its suppliers on the basis of economic rationality taking into comprehensive account the quality and prices that they offer and their stability of supply, technological development capabilities, and concern for the CSR and environment.
- **Partnerships**
Yokohama Rubber nurture fair and cooperative relationship with its suppliers through sound transactions.
To build a sustainable society, Yokohama Rubber develops activities for CSR and environment contribution throughout its supply chains.
- **Compliance**
Yokohama Rubber complies with all relevant legislation and social norms in its procurement activities and preserves the confidentiality of information obtained in the course of business.
It also endeavors to act with moderation so as to avoid causing misunderstandings in light of commonly accepted social standards.
- **Harmony with the environment**
Yokohama Rubber strives to procure raw materials that have less of an impact on the global environment.
Yokohama Rubber contributes to conservation of biodiversity and sustainable use of natural resources including Natural Rubber.

Yokohama Rubber Group Action Guidelines

We shall observe not only laws and regulations but also social norms.

<Basic stance of the Yokohama Rubber Group>

1. We shall not engage in any activity that is in violation of the competition-related law (antitrust legislation), any acts of bribery, and any other acts that deviate from laws, regulations, or business conventions.
2. We shall open our doors wide to all prospective suppliers, engage in just and fair transactions with them, and construct partnerships grounded in observance of laws and regulations and in mutual trust. In addition, we shall take approaches with them to CSR issues (in the aspects of the environment, safety, human rights & labor, and compliance), ascertain the facts of their situation, and proactively assist them in their related efforts.


<To put our basic stance into practice — our action>

1. We shall observe the competition-related law (antitrust legislation) in each host country and related laws and regulations (such as the Japanese Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors).
2. We shall maintain sound relations with political groups and public administrative authorities, and shall not engage in any acts of bribery, in Japan or any other country or region. We shall not entertain, give any gifts to, or give any money to business partners for the purpose of gaining illicit advantage.
3. We shall protect the intellectual property of the Yokohama Rubber Group, including technical information at hand. We shall not illicitly acquire or use intellectual property belonging to third parties, or infringe upon their rights.
4. We shall strive to understand and observe the laws and regulations pertaining to the work to which we are assigned, and to preclude the occurrence of risks in the workplace. In the event of any deviation, we shall swiftly make corrections.
5. When we suspect the existence of illegal acts in our own conduct or that of others, we shall not ignore it; instead, we shall confirm conformance with the law by utilizing the setup for whistle-blowing.

CSR Procurement Guidelines

 [CSR Procurement Guidelines \(228KB\)](#)

Procurement Policy for the Sustainable Natural Rubber

 [Procurement Policy for the Sustainable Natural Rubber \(26.7MB\)](#)

Message from a manager

The Yokohama Rubber Group's Procurement Policy is "to build relationships of trust based on equitable and fair trade in its aim for co-existence, prosperity, and mutual development" and to select suppliers based on economical reasonability under consideration of comprehensive perspectives; their quality, price, stable supply, ability for technology development, and consideration to the environment, human rights, and occupational safety and health. We believe that true CSR consists of expanding business with suppliers that can understand and support our policies in the areas near our production bases and working towards co-prosperity with the region rather than as a single company. We hold Supplier Study Meetings.

Shinji Yamamoto
General Manager,
Indirect Materials Procurement Department, Global Procurement Division

Vision for FY 2020


- Our company is able to promote CSR activities while effectively utilizing the resources we have by working hand-in-hand with our partners.

Main action items to be addressed first

The following items have been established as the main action items that the Yokohama Rubber Group will address first, taking into account the level of impact of business activities and the level of social interest.



Data summary

 [Fair Operating Practices \(442KB\)](#)

Fair Operating Practices Community Involvement and Development

Supplier Environmental Assessment

KPI

Item	FY 2017 results	FY 2018 results
Ratio of new suppliers that business was commenced with after conducting an environmental impact assessment	100% (67 companies)	100% (56 companies)
Negative impacts in the supply chain and actions taken	Zero	Zero We distribute our Green Procurement Guidelines when starting up business dealings and only initiate transactions after the supplier understands these guidelines.

Responsible Departments

Raw Materials Procurement Department, Indirect Materials Procurement Department, Global Procurement Division

Stance and Target

Why is “Supplier Environmental Assessment” a critical issue to be addressed?

Explanation of the reason and background

The raw materials used in the major products of the Yokohama Rubber Group contain many petrochemical products (chemicals) including various types of synthetic rubber that can cause environmental pollution and have a negative impact on the lives of local residents during the manufacturing process. Because the worst case can lead to suspension of operations at suppliers, we have selected environmental impact assessments of suppliers as a critical issue to be addressed from both the perspective of the stable procurement of raw materials and the perspective of ethics.

Environmental impact assessment at the start of new business relationships

When adopting new raw materials, it is confirmed whether the materials comply with various regulations, and suppliers are asked to submit documents to serve as evidence of compliance.

1. Quality control survey form
2. Raw materials standards
3. Shipped materials inspection report
4. Safety data sheet (SDS)* (the applicable raw materials are chemicals that include rubber compounding agents that SDS is applied to)
5. Specific toxic chemical substances survey form
6. Pledge of non-inclusion of substances prohibited by the European ELV Directive*
7. Data proving non-inclusion of substances prohibited by the European ELV Directive*
8. Four heavy metal substances survey form

In addition, we have issued the Green Procurement Guidelines that indicates the Green Procurement Policy of the Yokohama Rubber Group and our requests to suppliers in order to gain an understanding of these matters.

※SDS: Safety data sheets are international standard-forms to provide information on the characteristics and handling of chemicals when transferring or providing chemical substances or products (chemicals) that contain them.

※EU ELV Directive: An EU directive aimed at reducing the impact of end of life vehicles (ELV) on the environment.

Assessment of environmental impact in the supply chain

We ask suppliers to conduct a CSR self-check that includes a self-evaluation to report on matters including environmental management systems, substances of concern, and greenhouse gases. We revised the check sheet to further boost results in 2017.

<CSR self-check sheet>

Result Summary

This sheet is for summarizing the results, and the results are displayed automatically.
Questions are on the following individual sheet, please fill in there.

Date	
Name of company	
Name of writer	

1. Results of Self-Assessment (Automatic accumulation)
Please fill in the blue box below for comments and requests

Domain	Item	Score	Perfect score	%
Respect for Human Rights and Non-discriminations	Non-discrimination and Respect of human rights	0	25	0%
	Elimination of harassment, verbal abuse, violence	0	25	0%
	Subtotal	0	50	0%
Working Conditions and Safe workplaces	Child labor avoidance	0	25	0%
	Prohibition on forced labor	0	25	0%
	Fair wages	0	25	0%
	Management of working hours	0	25	0%
	Safe & Healthy workplace	0	25	0%
	Subtotal	0	125	0%
Protection of Environment and Conservation of Biodiversity	Environmental Management System	0	25	0%
	Control of chemical substances	0	25	0%
	GHGs and Air emission	0	25	0%
	Waste reduction	0	25	0%
	Resource and energy saving	0	25	0%
	Conservation of biodiversity and pollution control	0	25	0%
	Subtotal	0	150	0%
Safe and high-quality products and services	Ensuring safety of products and services	0	25	0%
	Guarantee quality of products and services	0	25	0%
	Risk assessment and Risk management	0	25	0%
	Business Continuity Plan	0	25	0%
	Subtotal	0	100	0%
Transparent corporate management and Information Disclosure	Disclosure of information to stakeholders	0	25	0%
	Providing accurate information of products and services	0	25	0%
	Subtotal	0	50	0%
Compliance with related legislations and adherence to social morality	Compliance with competition laws	0	25	0%
	Anti-corruption measures	0	25	0%
	Management and protection of confidential information	0	25	0%
	Eliminating anti-social forces	0	25	0%
	Export controls	0	25	0%
	Protection of intellectual property	0	25	0%
	Subtotal	0	150	0%
Social Contribution	Contribute to local communities	0	20	0%
	Support for employees' social contribution activities	0	20	0%
	Subtotal	0	40	0%
Supply Chain	Promotion of supplier CSR activities	0	20	0%
	Subtotal	0	20	0%
Grand Total		0	685	0%

2. Comments
Please feel free to fill out the strengths of your company and the initiatives that you think needs improvement.

3. Requests
Please write your opinions and requests freely for self-assessment.

Please answer about your company
 -If possible, please send your company's management philosophy, action guideline, or management organization chart with this file to the email address below.
 -For inquiries, please contact via email address below.
 -After filling in all the sheets, please save the document to your PC and send it back to us by email. Please do not change the file name.

Countermeasures in response to suppliers found to have a significant impact on the environment

While there have not been any such cases up until now, in such a case we will hold direct discussions with supplier plants

on improvement points, causes, and improvement measures, and then implement these measures. We will suspend transactions in cases when improvements are not seen or malicious cases such as false reports.

Vision (attainment goal) / target

We started assessments with the new check sheet from 2017, and conducted self-check investigations of suppliers of main raw materials. Based on the results, we asked several suppliers to participate in workshops and carried out activities to deepen their understanding regarding CSR.

In the future, we will carry out self-check investigations of overseas suppliers and expand our activities.

Measures for vision achievement

Study meeting have nearly been completed for procurement representatives at domestic and overseas business locations of the Yokohama Rubber Group.

In addition, by holding study meetings for domestic suppliers, we communicate the policies of the Yokohama Rubber Group towards requests to suppliers including those related to the environment and make an appeal for understanding of visiting audits. We will work to further expand the scope of such meetings going forward.

In fiscal 2018, we held Suppliers' Day for suppliers of natural rubber to call for their cooperation in CSR after explaining the sustainable natural rubber procurement policy. Additionally, we are now preparing to roll out a similar activity also for all other suppliers.

Y.T. Rubber Co., Ltd. (YTRC) of Thailand includes in basic trading contracts clauses on compliance including environmental protection and human rights, in an effort to promote CSR at natural rubber plantations.

Review of FY 2018 Activities

- Among all 56 new suppliers in Japan, there were no suppliers that caused an environmental impact.
- A CSR workshop was held and attended by 58 persons representing 58 suppliers (as of December 26, 2018).
- All members of procurement departments received compliance training.

Number of companies that participated in CSR supplier study meeting (objective: more than 90%)

	Number of target companies	Number of participating companies	Participation rate (%)
FY 2014	331	299	90.3
FY 2015	351	317	90.3
FY 2016	346	312	90.2
FY 2017	364	330	90.7
FY 2018	63	58	92.1

※Target companies: Companies that fall under items in our regulations

Green procurement

Yokohama Rubber has been working on the development and usage of raw materials to contribute to the environment under the cooperation of our business partners with preservation of forest resources, control global warming, usage of recycled raw materials, and expansion of non-petroleum raw materials as the main themes.

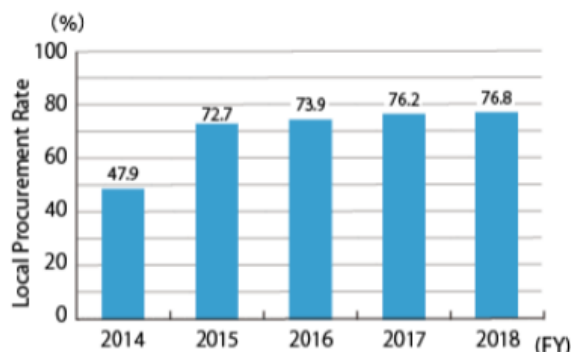
Furthermore, we manage parts procurement based on the Yokohama Green Procurement Guidelines. We ask that all suppliers confirm whether products contain SOCs (substances of concern) and ask that they submit a statement of non-use.

We began participating in SNR-i activities that aim for the sustainable economics of natural rubber advocated by the International Rubber Study Group (IRSG) from 2017.

Reductions in CO₂ emissions from shipment (promotion of local procurement adoption)

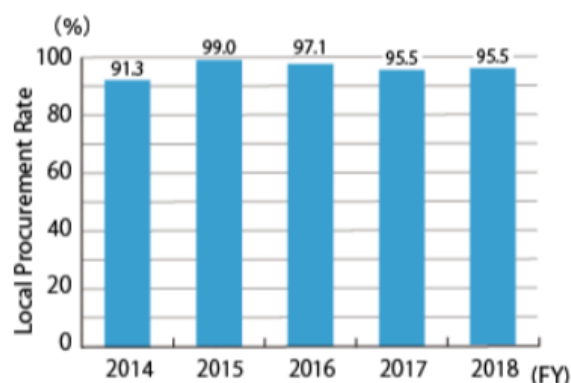
Further advances were made in the adoption of local procurement in at plants in China. In addition, we were able to switch from raw materials important from Japan to local procured goods at plants in North America as well. We were also advancing with the adoption of Russian raw materials at plants in Russia.

<Changes in local procurement in Russia>

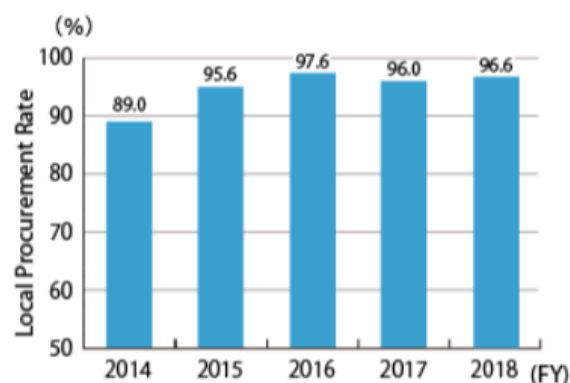


<Changes in local procurement in China>

Changes in local procurement in our Suzhou Plant



Changes in local procurement in our Hangzhou Plant



Yokohama Green Procurement Guidelines

With the management of chemical substances contained in products as a form of entrance control, we ask that suppliers work towards environmental preservation and manage procurement items in accordance with our Green Procurement Guidelines. We also confirm that prohibited substances in international agreements such as the European ELV Directive, the revised RoHS (RoHS2) Directive, and REACH regulations are not included.

Furthermore, based on our Green Procurement Policy, we purchase raw materials, outsourced items, and subsidiary materials in accordance with environmental footprint standards.

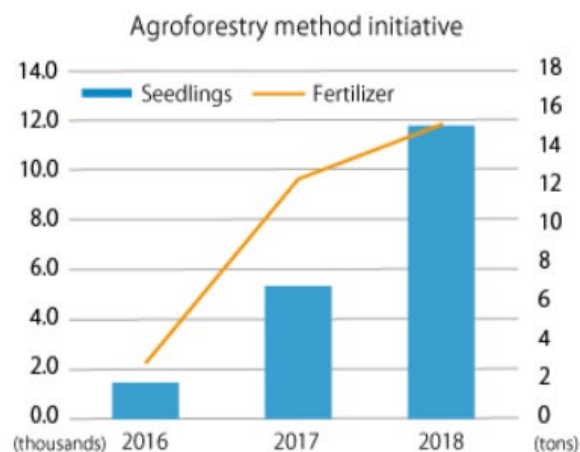
Expansion of agroforestry plantations in Thailand

Y.T. Rubber Co., Ltd. (YTRC), a natural rubber processing company located in Thailand, supports the agroforestry plantation methods advocated by Professor Sara of Songkla University. YTRC is expanding initiatives to introduce this method to rubber plantations owned by neighboring farmers and the families of employees to validate its effectiveness.

<Theory behind Professor Sara's agroforestry method>

- The following synergistic effects will be achieved by planting different tree species between the rows of natural rubber trees grown at plantations.
- Other trees will promote the growth of natural rubber trees increasing yield, extending their life, and reducing the amount of chemical fertilizers used
- Products harvested from other trees, such as fruit, bamboo and wood, increases farmer income
- Compared to conventional rubber tree plantations, trees can be maintained in a state that is close to a natural forest

From 2016, YTRC worked together with Professor Sara to provide guidance to and conduct verification on experimental plantations nearby. In addition, YTRC regularly create organic fertilizer and supply it together with seedlings to nearby plantations and government agencies (Fiscal year 2018: 8,160 seedlings, 5.5 tons of fertilizer).



We are also conducting questionnaire surveys with natural rubber suppliers in Thailand to assess the state of natural rubber farmers and farms and to gather information on CSR activities that are being conducted.

Issues and Future Improvement Measures

With the expansion of our business, creating a database of supplier information including environmental impact is an urgent task due to the increasing number of suppliers.

In addition, we recognize keeping self-checks by suppliers uniform at a high level as an important issue, and accordingly we identify issues and use them as the main theme of study meetings as we work towards improvements. Furthermore, in order to promptly implement the above, we recognize the need to aim for further improvements in the level of procurement representatives at the domestic and overseas business locations of the Yokohama Rubber Group. We also analyze the aggregated results of questionnaires with overseas suppliers of natural rubber, and consider countermeasures.

Supplier Environmental Assessment Supplier Assessment for Labor Practices Supplier Human Rights Assessment
Supplier Assessment for Impacts on Society Grievance Mechanisms for Impacts on Society

Supplier Assessment for Labor Practices

KPI

Item	FY 2017 results	FY 2018 results
Ratio of new suppliers that business was commenced with after conducting a labor practices assessment	(Consolidated) 100%	(Consolidated) 100%
Number of suppliers identified with a negative impact on labor practices after conducting a CSR self-diagnosis and detailed analysis	Zero	Zero We requested suppliers to conduct a CSR self-diagnosis, and conducted a more detailed analysis on the response to labor practices. There were no suppliers identified that had a negative impact on labor practices.

Responsible Departments

Raw Materials Procurement Department, Indirect Materials Procurement Department, Global Procurement Division

Stance and Target

Why is "Supplier Assessment for Labor Practices" a critical issue to be addressed?

Explanation of the reason and background

Yokohama Rubber Group's products use natural resources that include natural rubber, fats, oil, and minerals, as well as industrial products and processed goods. We recognize conducting labor practices assessments as an important issue because in order to ensure stable and ethical procurement in the future, the development of a healthy and safe working environment for the people who work in the development and collection of human resources and the manufacturing of industrial products and processed goods that allows them to live safely together with their families is important.

Labor practices assessment at the start of new business relationships

We conduct CSR questionnaires and request answers to questions concerning labor conditions.

Assessment of labor practices in the supply chain

We recognize that in some countries and regions where our business locations are located there may be cases of people coming to work from other countries and regions, and for this reason there is the possibility of the same work conditions not applying for the same work.

Countermeasures in response to suppliers found to have a significant impact

We request that corrective action is taken by suppliers that are found to have a significant impact.

For example, we deem the impact to be significant in cases such as child labor (that results in children not going to school, etc.) and forced labor (long working hours, lack of appropriate breaks, low wages, etc.).

In malicious cases, we notify the suppliers that penalties such as terminating transactions may be applied and respond according to the situation.

Vision (attainment goal) / target

We aim for the creation of a framework that ensures assessments are conducted in every case of procurement of local raw materials at the time of industry reorganization or expansion into new countries and regions so that contracts are entered after confirming local conditions.

Measures for vision achievement

We will check that our employees are reliably conducting assessments of new suppliers in accordance with the action guidelines and procurement code of conduct.

Review of FY 2018 Activities

At supplier workshops, we requested suppliers to make efforts to prevent and rectify workplace safety throughout the entire supply chain within the scope of their influence, which includes not only their own company, but also their subsidiaries and suppliers. Questionnaires and visiting audits were conducted on suppliers, and no cases requiring improvement were found.

Issues and Future Improvement Measures

We will promote the implementation of management systems in order to share information across the Group on conditions in countries and regions we expand our business into in the future.
We analyze the aggregated results of questionnaires targeting overseas suppliers, and consider countermeasures.

Supplier Environmental Assessment **Supplier Assessment for Labor Practices** Supplier Human Rights Assessment
Supplier Assessment for Impacts on Society Grievance Mechanisms for Impacts on Society

Supplier Human Rights Assessment

KPI

Item	FY 2017 results	FY 2018 results
Ratio of new suppliers that business was commenced with after conducting a human rights assessment	(Consolidated) 100%	(Consolidated) 100%
Number of suppliers identified with a negative impact on human rights after conducting a CSR self-diagnosis and detailed analysis	Zero	Zero We requested suppliers to conduct a CSR self-diagnosis, and conducted a more detailed analysis on the response to human rights. No specific suppliers were identified to have negative impacts on human rights.

Responsible Departments

Indirect Materials Procurement Department, Raw Materials Procurement Department, Global Procurement Division

Stance and Target

Why is “Supplier Human Rights Assessment” a critical issue to be addressed?

Explanation of the reason and background

Yokohama Rubber Group's products use natural resources that include natural rubber, fats, oil, and minerals, as well as industrial products and processed goods. For this reason, the risk of human rights issues in some regions cannot be denied as we promote local procurement accompanying the global expansion of the supply chain and the expansion of overseas business locations, and in order to ensure stable and ethical procurement in the future we recognize conducting labor practices assessments on the people who work in the development and collection of human resources and the manufacturing of industrial products and processed goods as an important issue.

Policies and stance relating to human rights assessments of suppliers

Under [Yokohama Rubber's Basic Procurement Policy](#) and the [Yokohama Rubber Group Action Guidelines](#), it stipulates that we should work towards fair business practices and conduct procurement activities that take the human rights of the employees of suppliers into consideration.

Labor practices assessment at the start of new business relationships

We conduct CSR questionnaires and request answers to questions concerning human rights to confirm that there are no issues.

Recognition of the impact of human rights in the supply chain

We recognize that in some countries and regions where our business locations are located there may be cases of people coming to work from other countries and regions, and for this reason there is the possibility of acts or treatment that damage human rights occurring.

Countermeasures in response to suppliers found to have a significant impact

We request that corrective action is taken by suppliers that are found to have a significant impact.

In malicious cases, we notify suppliers of penalties such as limitations on some transactions and respond according to the situation.

Vision (attainment goal) / target

We aim for the creation of a framework that ensures assessments are conducted in every case of procurement of local raw materials at the time of industry reorganization or expansion into new countries and regions so that contracts are entered after confirming local conditions so that there is no damage to human rights in our supply chain.

Measures for vision achievement

We will check that our employees are reliably conducting assessments of new suppliers in accordance with the action guidelines and purchasing code of conduct.

Review of FY 2018 Activities

Each of our business sites hosted CSR study meetings for suppliers and study sessions on outsourcing guidelines for persons in charge at Yokohama Rubber.

A CSR workshop was held at one business location, with a total of 58 suppliers participating (as of December 26, 2018). Discussions were held during study sessions, while CSR surveys and visiting audits of suppliers were also conducted, but there were no cases requiring improvement by suppliers. Study sessions on outsourcing guidelines are held to educate Yokohama Rubber Group employees about the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors and prevent legal violations.

Speakers (attorneys) were sent from the Small and Medium Enterprise Agency to each business site, giving presentations at four locations (as of December 26, 2018). A total of 270 employees attended, including employees of Yokohama Group Companies.



Hiratsuka



Mishima

Introduction of Initiatives

At CSR workshops, we requested suppliers to make efforts to monitor and rectify human rights and labor issues, which includes not only their own company, but also their subsidiaries and suppliers.

In addition, we initiated investigations based on the questionnaire whose content we reviewed.

We will continue to create opportunities to share and study together the challenges faced by suppliers.
We also analyze the results of questionnaires targeting suppliers, and consider countermeasures.

Supplier Environmental Assessment Supplier Assessment for Labor Practices **Supplier Human Rights Assessment**
Supplier Assessment for Impacts on Society Grievance Mechanisms for Impacts on Society

Supplier Assessment for Impacts on Society

KPI

Item	FY 2017 results	FY 2018 results
Ratio of new suppliers that business was commenced with after conducting a social impact assessment	(Consolidated) 100%	(Consolidated) 100%
Negative impacts on societies in the supply chain and actions taken	Various surveys, studies and audits were performed on 67 companies that we did business with for the first time No specific suppliers were identified to have negative impacts on human rights.	Various surveys, studies and audits were performed on 56 companies that we did business with for the first time No specific suppliers were identified to have negative impacts on human rights.

Responsible Departments

Raw Materials Procurement Department, Indirect Materials Procurement Department, Global Procurement Division

Stance and Target

Why is “Supplier Assessment for Impacts on Society” a critical issue to be addressed?

Explanation of the reason and background

The raw materials used in the major products of the Yokohama Rubber Group contain many petrochemical products (chemicals) including various types of synthetic rubber that can cause environmental pollution and the lack of communication with local residents that live near production plants could have a negative impact. In addition, if materials used at business locations are purchased from local suppliers, there could be cases of fair trade not being conducted or costs increasing resulting from delivery delays, defective parts, etc.

In addition, in response to the possibility of profits from transactions involving minerals (tantalum, tin, tungsten, and gold) in conflict areas being used as funding for anti-social organizations, the Securities and Exchange Commission (USA) established the Dodd-Frank Act that calls for the identification of refiners. We have selected social impact assessments of suppliers as a critical issue to be addressed from both the perspective of the stable procurement of raw materials and the perspective of ethics.

Social impact assessment at the start of new business relationships

When newly adopting raw materials, we request suppliers to answer a questionnaire on (1) whether a framework for just and fair trade has been established, (2) external communication frameworks, and (3) what kind of activities they conduct. In addition, we also ask suppliers to participate in CSR Supplier Study Meetings and to cooperate with surveys on conflict mineral use.

Recognition of social impact in the supply chain

We recognize that in some countries and regions where our business locations are located there is the possibility of corruption related to commercial transactions, compliance, or anti-competitive behavior occurring due in part to the impact of culture or customs.

Countermeasures in response to suppliers found to have a significant impact

We request that corrective action is taken by suppliers that are found to have a significant impact, and promote improvements together. In malicious cases, we inform the suppliers that penalties such as suspension of transactions may be applied, and respond according to the situation.

Vision (attainment goal) / target

As production sites expand on a global level going forwards, we aim to conduct appropriate procurement in each country and region and increase the ratio of appropriate procurement. To that end, to confirm there are no issues in advance, we will begin checking the details of business partner surveys and self-check sheet responses by suppliers.

Measures for vision achievement

We hold CSR Supplier Study Meetings to share information on matters including trends in transaction rationalization and initiatives.

In addition, we ask suppliers that provide raw materials used in the Yokohama Group's products to investigate and confirm their materials due not contain conflict minerals.

Responding to conflict minerals

At the Yokohama Rubber Group, we endeavor to take into consideration human rights, society, and the environment in our global procurement activities.

As part of these efforts, we do not intentionally use minerals (tantalum, tin, gold, and tungsten) from conflict areas in the Congo.

Review of FY 2018 Activities



We conducted various questionnaires, survey, and audits with 56 companies that we commenced businesses with during fiscal year 2018, and there were no items that required improvement.

For products delivered to customers that are listed on the stock market in the US, there were no raw materials that used minerals (tantalum, tin, tungsten, and gold) coming from conflict areas.

Issues and Future Improvement Measures



We recognize the continual acquisition and management without exception of results of surveys and assessment on the social impact of suppliers of raw materials used in the products of the Yokohama Rubber Group as an important issue. We also analyze the aggregated results of questionnaires targeting overseas suppliers, and consider countermeasures.

Supplier Environmental Assessment Supplier Assessment for Labor Practices Supplier Human Rights Assessment
Supplier Assessment for Impacts on Society Grievance Mechanisms for Impacts on Society

Grievance Mechanisms for Impacts on Society

KPI

Item	FY 2017 results	FY 2018 results
Total number of complaints concerning social impact formally submitted to the Grievance Mechanisms for impacts on society * Number of cases where formal procedures were taken	(Consolidated) 0	(Consolidated) 0

Responsible Departments

Contact point: Procurement departments and sales departments

Response and support: Corporate Compliance Department, legal and HR departments

Stance and Target

Why is “Grievance Mechanisms for Impacts on Society” a critical issue to be addressed?

Explanation of the reason and background

At the Yokohama Rubber Group, there is a diverse range of people that work at domestic and overseas business sites, and there is also a diverse range of compliance complaints. In addition, because a broad range of activities can be perceived as anti-social behavior in business activities with suppliers depending on differences in culture and customs in that country or region, we recognize the establishment and functioning of contact points that allow for direct reports or consultations on issues such as corruption, anti-competitive practice and sexual harassment as well as abuse of authority and handle complaints to be an important issue in both in Japan and overseas.

Grievance Mechanisms policy

The following seven items are set forth in the Yokohama Rubber Group Action Guidelines, and the same policy is followed in handling complaints.

1. We shall respect human rights both inside and outside of the company.
2. We shall create safe and healthy workplaces.
3. We shall aim for harmony with the global environment.
4. We shall provide safe and high quality products and services.
5. We shall conduct corporate activities with high transparency and practice proper disclosure of information.
6. We shall observe not only laws and regulations but also social norms.
7. We shall strive for co-prosperity with local communities.

Overview of Grievance Mechanisms for impacts on society

In Japan, the Corporate Compliance Department has established a whistle-blowing system that consists of the Corporate Compliance Hotline and General Counseling Room. In addition, Compliance Officers are assigned to every division and affiliated company worldwide.

We began detailed preparation work in 2017 to address the growing need for a global internal whistleblower system covering our overseas business locations. In February 2018, we introduced our global internal whistleblower system at our regional headquarters and tire sales company in China. This system makes it possible for the Corporate Compliance Department to directly assess and respond to issues concerning competition law compliance and anti-bribery reported through the external hotline. Looking ahead, we will steadily expand this system outward from Asia. For details about the system, please see "Compliance."

The Compliance Officers in procurement and sales departments gather complaints and inquiries from suppliers concerning business transactions through the CSR procurement contact point and other organizations.

Complaints concerning social impact are jointly resolved by the Corporate Compliance Department, Legal Department and HR departments in addition to the responsible department.

<Scope of use of the Grievance Mechanisms>

The system can be used by all executives, employees, part-time employees, temporary employees, dispatch employees, and employees of contractors that work at the Yokohama Rubber Group.

<Methods for spreading awareness of the Grievance Mechanisms>

In Japan, the system is described on the intranet that can be used within the Yokohama Rubber Group, and it clearly states that consultations and reports can be conducted either with one's name stated or anonymously. In addition, a Compliance Card that states matters including the whistle-blowing process is distributed to all employees to inform them of the presence of contact points. Furthermore, we will enhance this system further through in-house training targeting all employees.

<Resolution process when a complaint is submitted>

1. The Corporate Compliance Department confirms the facts related to the consultation by the whistle-blower.
2. The necessary measures are taken in consultation with the procurement departments and sale & marketing departments.
3. The results are directly reported to the whistle-blower if they have disclosed their name. Reminders are issued within the company as necessary if the whistle-blower is anonymous.

Monitoring of the effectiveness of the Grievance Mechanisms

At the Corporate Compliance Committee that is held quarterly with the Director responsible for compliance as the Committee Chair, reports are made, the appropriateness of response is assessed, countermeasures are implemented, and follow-up is conducted.

Vision (attainment goal) / target

A code of conduct for each business location, whistle-blowing system, and meeting bodies have been established at each business location including overseas business locations in an aim for uniform management.

Measures for vision achievement

We will continue communication through a document called the Compliance Monthly with each business location once per month.

We check the existing whistleblower hotlines together with the development of the global internal whistleblowing hotlines which the Corporate Compliance Department intends to use to directly understand and respond to competition law violations and bribery through external consultation, and we are working to improve upon any shortcomings.

As with 2017, there were no complaints concerning the impact on society for which official procedures were conducted. In 2017, we established group policies on competition laws and anti-bribery, are expanding the global internal whistleblower hotlines in Asia covering competition laws and anti-bribery.

Please see "[Compliance](#)."

Issues and Future Improvement Measures

We will roll out our internal whistleblower system globally with the goal of strengthening governance worldwide ahead of 2020.

Additionally, we will create training opportunities for compliance representatives at each business location and enhance sensitivity to ensure that no issues are overlooked.

Supplier Environmental Assessment Supplier Assessment for Labor Practices Supplier Human Rights Assessment
Supplier Assessment for Impacts on Society **Grievance Mechanisms for Impacts on Society**

Community Involvement and Development

Stance

Our business activities impact the local communities where we are active in various ways. It is extremely important to communicate with local communities to ensure that their expectations are met in order to ensure sustainable business activities. In addition, we recognize that we have shared interests with the community as a stakeholder in the region, and for this reason we would like to work towards community development.

This stance is declared in the Stakeholder Policy, and the actions that should be taken by employees are stipulated in the Yokohama Rubber Group Action Guidelines.

Policy

Local communities

As a globally active business, we relate to local communities in a number of domains - the natural environment, law, culture, customs and the economy. We will strive to build a healthy relationship for various local communities together with our both domestic and overseas offices.

Yokohama Rubber Group Action Guidelines

We shall aspire to harmony and prosperity with local communities.

<Basic stance of the Yokohama Rubber Group>

1. We shall never forget that we are members of society, and shall endeavor to exist harmoniously and prosper together with society as well as to build ties of trust with stakeholders.
2. We shall support the social contribution activities of our employees and breed a corporate culture oriented toward active participation by them in such activities.
3. We shall practice proper provision of information on business activities involving the community.

<To put our basic stance into practice — our action>

Our activities of social contribution shall not be confined to those through our business activities; we shall also take a proactive part in volunteer programs and social activities rooted in the local community.

Message from a manager

We recognize that aiming for harmony with local communities where we conduct business is of the utmost importance, in order to achieve both social trust and business management, and to provide sustainable value as a global company. In fiscal 2018, each plant continued to carry out dialogue with local communities through meetings with residents. All plants in Japan have implemented traffic safety manners seminars at local elementary schools. In addition, joint emergency drills were conducted with the adjacent Hiratsuka School for the Blind at Hiratsuka Factory.

In response to the heavy rains in western Japan in July, we provided relief supplies including water, food supplies, and sundries that were collected at the Onomichi Plant located in the affected region to local residents.

The Yokohama Magokoro Fund is a social contribution program by employees. It made disaster relief donations for six organizations and four projects related to fields such as environmental conservation and social welfare.

Furthermore, through participation by employees in volunteer activities such as disaster area support and environmental conservation efforts, we aim to promote initiatives to grasp issues for local communities and social problems and think out solutions of them together with the people from the local community.

We aim to be a company and business location that will achieve our CSR Slogan "Caring for the Future".

Tomoaki Mori, General Manager, Corporate Social Responsibility Planning Department, Corporate Social Responsibility Division

Vision for FY 2020

- Building a trusted identity together with local communities
To achieve this, we will use various forms of engagement and focus on issues and development in the local communities.
- A worldwide system is in place to apply what stake holders have to say.
- We have planted and supplied a total of 1.3 million trees and seedlings worldwide.


Main action items to be addressed first

The following items have been established as the main action items that the Yokohama Rubber Group will address first, taking into account the level of impact of business activities and the level of social interest.

Local
Communities >

Market Presence >

Data summary

 [Community Involvement and Development \(442KB\)](#)

Fair Operating Practices **Community Involvement and Development**

Local Communities

KPI

Item	FY 2017 results	FY 2018 results
Implementation rate of community activities and dialogs	(Consolidated) 100%	(Consolidated) 100%
Businesses with a negative impact on the local community	(Consolidated) 0%	(Consolidated) 0%

Responsible Departments

Each business location

※The Corporate Social Responsibility Planning Department and Environmental Protection Promotion Department serves as a secretariat for the deployment of policies and sharing information.

Stance and Target

Why is “Engagement with Local Communities” a critical issue to be addressed?

Explanation of the reason and background

The Yokohama Rubber Group currently conducts production activities in 13 countries. If the Group commenced operations or withdrawals from any region, it will have a social impact on the community in terms of the environmental impact, employment, etc. Because that impact varies depending on the circumstance of each region, we believe that it is extremely important for the Group's sustainable management to consider how to expand the positive impact and reduce the negative impact while engaging with local communities, and to then take action accordingly.

Vision (attainment goal) / target

As a globally active business, we relate to local communities in a number of domains - the natural environment, law, culture, customs and the economy. We will strive to build a healthy relationship for various local communities together with our both domestic and overseas offices. The following three points are aimed for as the vision for 2020.

- Building a trusted identity together with local communities
To achieve this, we will use various forms of engagement and focus on issues and development in the local communities.
- A worldwide system is in place to apply what stake holders have to say.
- We have planted and supplied a total of 1.3 million trees and seedlings worldwide.

Measures for vision achievement

The following approaches will be considered from various perspective to achieve our vision.

- Social gatherings with local residents as a form of communication in local communities will be held twice a year as a general rule.

- We are conducting activities in cooperation with local NGOs at production and R&D bases in Japan* where biodiversity conservation activities are being commenced. We conduct biological monitoring while receiving instructions on matters such as the names and ecology of wild birds and aquatic organisms from chapters of the Wild Bird Society of Japan and nature conservation organizations.
 ・ ・ ・ Review of FY 2018 activities (1)
- At ThinkEco Hiratsuka, an environmental event held at Hiratsuka Factory, we held a panel discussion on biodiversity and discussed together with local residents how Yokohama Rubber can protect and improve area waterways.
 ・ ・ ・ Review of FY 2018 activities (2)
- Seedlings raised as part of the YOKOHAMA Forever Forest Project activities are provided to schools, social welfare facilities, NPOs, etc. that conduct tree planting activities in the region.
 ・ ・ ・ Review of FY 2018 activities (3)
- As the disaster area reconstruction support in response to the Great East Japan Earthquake, we have conducted tree planting activities in an embankment called the "Heisei Forest" from 2012 to 2015, in order to support the creation of a "Forest That Protect Lives", which is one of reconstruction plans of Otsuchi Town, Shimohei County, Iwate Prefecture. Since 2014, we have also supported forest development and afforestation activities as part of the Furusato Class program at Otsuchi Gakuen (including the former Otsuchi Elementary School).
 ・ ・ ・ Review of FY 2018 activities (4)
- The Social Contribution Support Program and Volunteer Leave Program have been established to support volunteer activities by employees. Employees from various business locations use these programs to participate in a variety of volunteer activities that contribute to local communities.
 ・ ・ ・ Review of FY 2018 activities (5)
- The Yokohama Magokoro Fund launched in May 2016 enables employees to put aside funds from their monthly salary which can be donated to organizations including NPOs, NGOs, or social welfare corporations in support of their efforts in social welfare, educational support in poverty regions, and environmental conservation activities; or to disaster relief funds in the event of a natural disaster. Yokohama Rubber provides support through matching gifts contributing the same amount of the money done by the fund.
 ・ ・ ・ Review of FY 2018 activities (6)

※Mie Plant, Shinshiro Plant, Mishima Plant, Onomichi Plant, Ibaraki Plant, Nagano Plant, Hiratsuka Factory, Yokohama Tire Retread Hokkaido Office, Saitama Office, and Nagoya Office, D-PARC, Aichi Tire

Review of FY 2018 Activities



The following measures were conducted during FY 2018.

- (1) Biodiversity conservation activities were conducted at 12 domestic and 9 overseas production sites*. These activities assessed that biodiversity monitoring is being carried out on the impacts that tire plant and factory operations have on the ecosystem from the use of large quantities of water, both withdrawn and discharged, into rivers in order to cool production facilities. We also cleaned up rivers and their surrounding areas while also removing (weeding) non-native species in an effort to foster a closer relationship with the local community and make these areas more biologically diverse. Community briefings were held to gain the understanding of local residents with regards to the purpose and results of our monitoring and environmental conservation activities.
- (2) A panel discussion on biodiversity under the theme of "What Can be Done for the Waterside in Hiratsuka - Preservation of River Biodiversity through Community Cooperation" was held on November 10 and attended by around 40 people in total, from the local government, NPO, local residents, and employees. It was a good opportunity for confirming the community's expectations for Yokohama Rubber and thinking about the approach to community cooperation in response to the inauguration of the Biodiversity Promotion Committee in Hiratsuka City.
- (3) In the YOKOHAMA Forever Forest Project, 48,442 seedlings were provided during 2018, for a cumulative total of 379,477 seedlings.
- (4) In disaster area reconstruction support, on April 20 approximately 700 trees were planted at afforestation mounds at the Otsuchi Purification Center in Otsuchi Town, Shimohei County, Iwate Prefecture together with approximately 70 fourth grade students from Otsuchi Elementary School after they learned about the importance of the global environment and tree planting.
- (5) The social contribution activity support system provided around 800,000 yen to assist employees taking part in 29 volunteer projects. Highlights of these activities include tree planting and planting mound maintenance in Otsuchi, Iwate, tree planting activities in Kakegawa, Shizuoka and Hachioji, Tokyo, and support activities of post-disaster restoration in response to heavy rains in western Japan (July 2018).

※Yokohama Tire Manufacturing(Thailand) Co. Ltd., YT Rubber Co., Hangzhou Yokohama Tire Co. Ltd., Suzhou Yokohama Tire Co. Ltd., Yokohama Tire Philippines, Inc., Yokohama Tire Manufacturing Virginia LLC, LLC Yokohama R.P.Z., Yokohama Tyre Vietnam Inc., Yokohama Rubber (China) Co. Ltd.

Yokohama Magokoro Fund

As of the end of December 2018, the fund together with the company have made 19 donations totaling 8.1 million yen to disaster-affected areas in Japan and overseas, as well as organizations involved in environmental conservation and children's welfare.

Under the Yokohama Magokoro Fund, contributions (from 100 yen to the desired amount per month) are collected from employees (members) who support the fund, members recommend an organization they would like to support, and a Fund Steering Committee composed of member representatives then screens the recommended organizations and decides whether to make a donation.

The fund is a mechanism in which Yokohama Rubber makes a donation of the same amount as the fund when donations are made to the organization decided on.



Introduction of Initiatives

Hiratsuka Factory

Think Eco Hiratsuka is held as an experience-based event with an environmental theme that encourages families of the employees to interact with local residents based on the concept of "Learn, Play, and Have Fun Together". It was held for the tenth time in fiscal 2018. With collaboration from nearby universities and local authorities, we aim to develop an identity as a dependable company in the community.



Mie Plant

In support of the reconstruction after the Great East Japan Earthquake, we have been providing continued assistance since March 11, 2011 in Onagawa, Miyagi including providing materials and cleaning up the town hall.

In 2018, we donated playground equipment using tires to two daycare centers, and participated as a volunteer in the Onagawa Reconstruction Festival.



playground equipment using tires (Sumo with buttocks)



Onagawa Reconstruction Festival

Yokohama Tire Retread

Offices at four locations are engaged in communication in their respective communities.

The Hokkaido Office is engaged in cleaning activities and biodiversity conservation activities at Utonai Lake that is a natural preservation area; the Saitama Office is engaged in satoyama preservation activities in Miyoshi; and the Nagoya Offices is engaged in pet bottle cap art craft together with children in celebration of kindergarten graduation.



Yokohama Rubber (Thailand) Co., Ltd. (Thailand)

We make donations to communities every year to help facilities for children with diseases and disabilities. We visited schools for the visually impaired to provide daily necessities and interacted with the students.



Yokohama Industrial Products Manufacturing Indonesia (Indonesia)

90%There are many events related to Islam because at least 90% of the population are Muslims.

During the month of Ramadan, Buka Puasa is held in which families get together when the sun sets and give thanks and prayers for being able to eat together. Employees hold Buka Puasa together with orphans during this period.



ATC Tires Private Ltd. (India)

The environment and education are the pillars of social contribution. We are continuously engaged in activities that include the supply of water to community (use of rainwater), the restoration of local vegetation (tree planting, etc.), educational support for elementary school (securing stationery, uniforms, and teaching staff), and assistance for employment for women.



Issues and Future Improvement Measures

As for environmental impact assessments through biological monitoring, the framework for the PDCA cycle including communication with local residents was completed, and biodiversity conservation activities have begun. In order to establish this framework at all business locations, we hold group training for persons in charge outside of Japan so that these methods can be taken back to all business locations. We plan on promoting activities at these sites as model plants in their respective areas.

In addition, we will promote communication with local communities through social contribution activities such as regional employment and volunteer activities in order to contribute to regional economic development.

Local Communities Market Presence

Market Presence

KPI

Item	FY 2017 results	FY 2018 results
Ratio of business locations that have made salary payments exceeding the minimum wage	(Consolidated) 100%	(Consolidated) 100%
Percentage of senior managers hired from the local community	(Consolidated) 35.4%	(Consolidated) 40.4%

Responsible Departments

Each business location and Global HR Department

Stance and Target

Why is “Market Presence” a critical issue to be addressed? Explanation of the reason and background

As a large automotive market shifts overseas going forward, production and sales at each business location must be conducted for products that respond to the demands of each country and region. Furthermore, there will be no growth if business activities are not conducted in line with the unique cultures and customs of each country and region. For this reason, we recognize the importance of employing employees from the region of business locations, promoting these employees to management positions, conducting business activities, and producing economic benefits in these regions.

Vision (attainment goal) / target

In the tire business, we will increase production capacity to 89 million units by 2020, and in the MB business we will expand automotive parts and marine products on a global level.

To this end, we will conduct employment in the countries and regions where business locations are located, promote these employees to management positions, rotate these employees on a global level, and conduct training programs to accumulate knowledge.

Measures for vision achievement

- Employment of local human resources for operations at each business location, development of management candidates
- Development and training for global human resources, global rotation of human resources

Review of FY 2018 Activities

The salaries for operations for local employees at overseas business locations are set in consideration of the wage provisions set by law in that country and region. In addition, a salary system has been developed based on skills improvements and position assignments.

Yokohama Tire Vietnam Inc. (Vietnam)

Among a total of 612 employees, six are Japanese, and local staff are responsible for many management positions. While the percentage of women in production site positions is 13%, the percentage of women in management positions is 22%, and 40% of department manager class employees are women. In this manner, active participation of women in leadership position is supporting the business operation.

Hangzhou Yokohama Tire Co., Ltd. (China)

China is a country composed of 56 ethnic groups. The Han Chinese account for 92% of the population, and the remaining groups are referred to as "minority groups".

In addition to not discriminating based on gender in hiring practices as a matter of course, there is also no discrimination regarding minority groups.

Among a total of 220 employees, eight are Japanese, and local staff are responsible for 20 management positions.

Women account for 11 (55%) of these management positions.

PT. Yokohama Industrial Products Manufacturing Indonesia (YI-ID)

Indonesia is a multi-ethnic country, and cultures and traditions differ depending on the ethnic group.

The country was established with the spirit of everyone coming together in unity while respecting diverse environments and cultures.

We also respect this spirit, and we conduct hiring activities that are in compliance with laws related to race, gender, religion, child labor, etc.

Among a total of 132 employees, three are Japanese, and local staff are responsible for eight of ten management positions, two of which are accounted for by women (25%).



Celebrating Independence Day (YI-ID)

Issues and Future Improvement Measures



Together with the expansion of operations at business locations overseas, we will instill the Action Guidelines among employees newly joining the Yokohama Rubber Group. In addition, the establishment of a structure that makes cooperative activities aimed at the resolution of social problems that communities face is an issue, in addition to the economic effect associated with business activities.

Local Communities **Market Presence**