

Primary Initiative Progress Report

This report will contain data on our group's main efforts within the context of the ISO26000 ^{(*)1} framework, along with five-year's worth of corresponding data.

Please see the "FY2019 Activity Report" for detailed information on each initiative.

※1 ISO26000: Guidance on social responsibility for organizations such as corporations, issued by ISO (International Organization for Standardization).

[Self Evaluation Standard]

○ = Objective achieved or improved

△ = Objective not achieved or no change from current status

x = Has declined

Organizational
Governance

Fair Operating Practices

Human Rights

Consumer Issues

Labor Practices

Community Involvement
and Development

The Environment

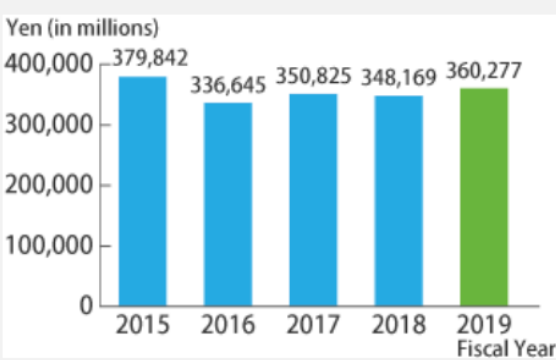


Organizational Governance

- Global Environment
- Local Community
- Customers
- Shareholders/Investors
- Business Connections
- Employees

< Vision >

- Continuous improvement of corporate value and maintaining unfaltering trust from any and all stakeholders ^{(*)2}

Achievement		Self-Evaluation												
Economic Performance	<p>Distribution of economic value (non-consolidated)</p> <p>Yen (in millions)</p>  <table><thead><tr><th>Fiscal Year</th><th>Value (million yen)</th></tr></thead><tbody><tr><td>2015</td><td>379,842</td></tr><tr><td>2016</td><td>336,645</td></tr><tr><td>2017</td><td>350,825</td></tr><tr><td>2018</td><td>348,169</td></tr><tr><td>2019</td><td>360,277</td></tr></tbody></table>	Fiscal Year	Value (million yen)	2015	379,842	2016	336,645	2017	350,825	2018	348,169	2019	360,277	<p>FY 2019</p> <p>Achievement : 360,277 million yen</p> <p>Self-Evaluation: ○</p>
	Fiscal Year	Value (million yen)												
2015	379,842													
2016	336,645													
2017	350,825													
2018	348,169													
2019	360,277													

Compliance ^{(*)3}

Number of employees who attended educational classes (non-consolidated)

* Attendance percentage based upon employee attendance targets

Fiscal Year	Attendance Percentage	Number of Attendees
2015	82%	988
2016	100%	531
2017	100%	814
2018	100%	597
2019	100%	94

FY 2019

Achievement : 100%
(Number of speakers: 94)

* Including training in
Thailand

Self-Evaluation: ○
(Over 90% acceptance
rate)

Number of whistle-blower incidents (consolidated)

* Including anonymous and non-anonymous consultations

Fiscal Year	Number of Incidents
2015	50
2016	47
2017	117
2018	112
2019	139

FY 2019

Achievement: 139
Self-Evaluation: ○

※2 Stakeholders: Individuals, organizations, and concerned interests whom an organization such as a private business interacts with when performing activities.

※3 Compliance: To adhere to laws and regulations as well as social imperatives.

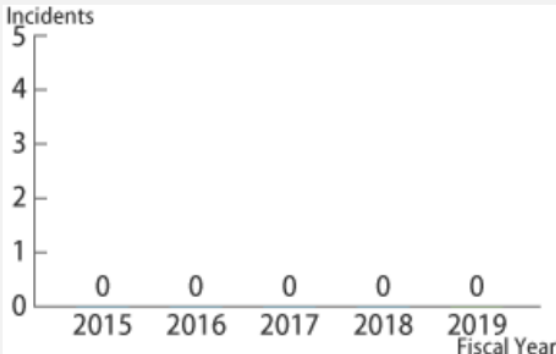
Human Rights

- Business Connections
- Employees

< Vision >

- Respecting human rights both inside and outside the company, utilizing no child labor or forced labor within the company or its suppliers, and responding to any complaints related to human rights in a serious manner and addressing any problems found

	Achievement	Self-Evaluation												
Child Labor/Forced Labor	<p>Businesses projected to be at risk of child labor/forced labor involvement</p> <table><tr><th>Fiscal Year</th><th>Number of Incidents</th></tr><tr><td>2015</td><td>0</td></tr><tr><td>2016</td><td>0</td></tr><tr><td>2017</td><td>0</td></tr><tr><td>2018</td><td>0</td></tr><tr><td>2019</td><td>0</td></tr></table>	Fiscal Year	Number of Incidents	2015	0	2016	0	2017	0	2018	0	2019	0	<p>FY 2019 Achievement:0 Self-Evaluation: ○ Annual target 0 incident</p>
Fiscal Year	Number of Incidents													
2015	0													
2016	0													
2017	0													
2018	0													
2019	0													

Human Rights Complaint Processing System	<p>Number of complaints made to the official complaint processing system (consolidated)</p> <p>* Number of cases resulting in official action</p>  <table><tr><th>Fiscal Year</th><th>Incidents</th></tr><tr><td>2015</td><td>0</td></tr><tr><td>2016</td><td>0</td></tr><tr><td>2017</td><td>0</td></tr><tr><td>2018</td><td>0</td></tr><tr><td>2019</td><td>0</td></tr></table>	Fiscal Year	Incidents	2015	0	2016	0	2017	0	2018	0	2019	0	<p>FY 2019</p> <p>Achievement: 0</p> <p>Self-Evaluation: ○</p> <p>Zero targets for the year.</p>
	Fiscal Year	Incidents												
2015	0													
2016	0													
2017	0													
2018	0													
2019	0													

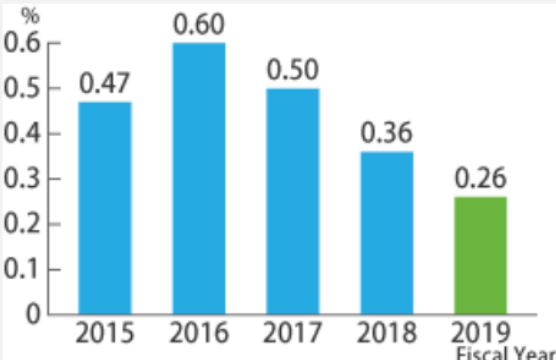
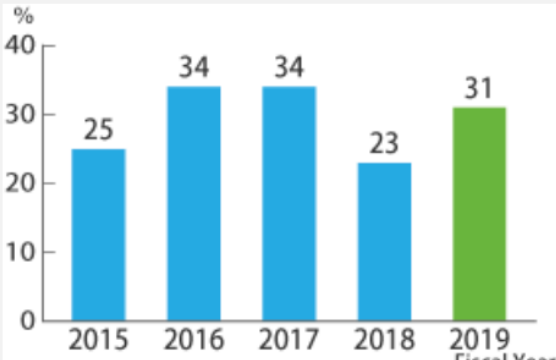


Labor Practices

- Business Connections
- Employees

< Vision >

- Becoming an organization where all employees (regardless of age, gender, nationality) can maximize their abilities
- Promoting physical and mental health and building a corporate culture of safety striving towards zero danger

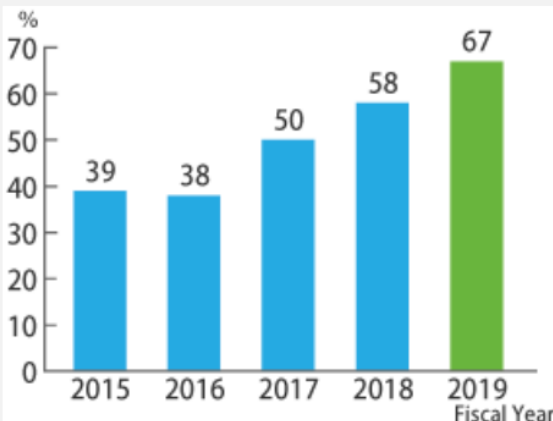
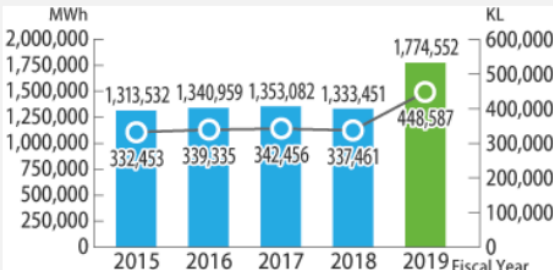
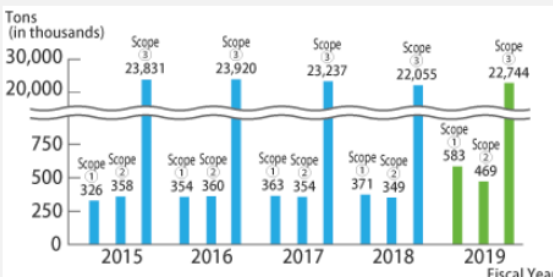
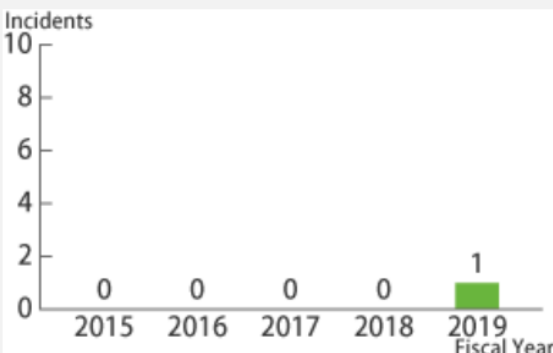
	Achievement	Self-Evaluation												
Occupational Safety and Health	<p>Rate of lost-worktime injuries (consolidated)</p> <p>* Per 1 million work hours</p>  <table><thead><tr><th>Fiscal Year</th><th>Rate (%)</th></tr></thead><tbody><tr><td>2015</td><td>0.47</td></tr><tr><td>2016</td><td>0.60</td></tr><tr><td>2017</td><td>0.50</td></tr><tr><td>2018</td><td>0.36</td></tr><tr><td>2019</td><td>0.26</td></tr></tbody></table>	Fiscal Year	Rate (%)	2015	0.47	2016	0.60	2017	0.50	2018	0.36	2019	0.26	<p>FY 2019</p> <p>Achievement: 0.26</p> <p>Self-Evaluation: ○</p>
Fiscal Year	Rate (%)													
2015	0.47													
2016	0.60													
2017	0.50													
2018	0.36													
2019	0.26													
Diversity and Equality	<p>Percentage of women employed in comprehensive work positions (management positions or positions that lead to management positions) (non-consolidated)</p> <p>* Reference: Percentage of female employees (consolidated) is 12.8%</p>  <table><thead><tr><th>Fiscal Year</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>2015</td><td>25</td></tr><tr><td>2016</td><td>34</td></tr><tr><td>2017</td><td>34</td></tr><tr><td>2018</td><td>23</td></tr><tr><td>2019</td><td>31</td></tr></tbody></table>	Fiscal Year	Percentage (%)	2015	25	2016	34	2017	34	2018	23	2019	31	<p>FY 2019</p> <p>Achievement: 31</p> <p>Self-Evaluation: ○</p>
Fiscal Year	Percentage (%)													
2015	25													
2016	34													
2017	34													
2018	23													
2019	31													



< Vision >

- Aiming for all products to be environmentally-friendly products
- Achieving reductions in the total amount of greenhouse gas emissions (achieve 50% or more compared to 2005 in value chain ^(*))
- Promoting efficient use of water resources that considers the characteristics of water risks
- Performing biodiversity conservation activities at production sites

Achievement		Self-Evaluation												
Raw Materials	<p>Total amount of raw materials used (consolidated)</p> <table><tr><th>Fiscal Year</th><th>Tons (in thousands)</th></tr><tr><td>2015</td><td>789</td></tr><tr><td>2016</td><td>757</td></tr><tr><td>2017</td><td>798</td></tr><tr><td>2018</td><td>796</td></tr><tr><td>2019</td><td>812</td></tr></table>	Fiscal Year	Tons (in thousands)	2015	789	2016	757	2017	798	2018	796	2019	812	<p>FY 2019</p> <p>Achievement: 812,000 tons</p> <p>Self-Evaluation: △</p> <p>(Due to the expansion of the boundary.)</p>
	Fiscal Year	Tons (in thousands)												
2015	789													
2016	757													
2017	798													
2018	796													
2019	812													
Water	<p>Total amount of water used (consolidated)</p> <table><tr><th>Fiscal Year</th><th>m³ (in thousands)</th></tr><tr><td>2015</td><td>8,682</td></tr><tr><td>2016</td><td>8,925</td></tr><tr><td>2017</td><td>8,266</td></tr><tr><td>2018</td><td>8,102</td></tr><tr><td>2019</td><td>8,718</td></tr></table>	Fiscal Year	m³ (in thousands)	2015	8,682	2016	8,925	2017	8,266	2018	8,102	2019	8,718	<p>FY 2019</p> <p>Achievement: 8,718,000 m³</p> <p>Self-Evaluation: △</p> <p>(Due to the expansion of the boundary.)</p>
	Fiscal Year	m³ (in thousands)												
2015	8,682													
2016	8,925													
2017	8,266													
2018	8,102													
2019	8,718													
Products and Services	<p>Percentage of total production yielding environmentally-friendly products (consolidated)</p> <table><tr><th>Fiscal Year</th><th>%</th></tr><tr><td>2015</td><td>98</td></tr><tr><td>2016</td><td>99</td></tr><tr><td>2017</td><td>100</td></tr><tr><td>2018</td><td>100</td></tr><tr><td>2019</td><td>100</td></tr></table>	Fiscal Year	%	2015	98	2016	99	2017	100	2018	100	2019	100	<p>FY 2019</p> <p>Achievement: 100%</p> <p>Self-Evaluation: ○</p> <p>Annual target 100%</p>
	Fiscal Year	%												
2015	98													
2016	99													
2017	100													
2018	100													
2019	100													

Biodiversity	<p>Enforcement rate of conservation activities at production sites (consolidated)</p> <p>* We have reviewed the scope of the assessment.</p>  <table><tr><th>Fiscal Year</th><th>Enforcement Rate (%)</th></tr><tr><td>2015</td><td>39</td></tr><tr><td>2016</td><td>38</td></tr><tr><td>2017</td><td>50</td></tr><tr><td>2018</td><td>58</td></tr><tr><td>2019</td><td>67</td></tr></table>	Fiscal Year	Enforcement Rate (%)	2015	39	2016	38	2017	50	2018	58	2019	67	<p>FY 2019</p> <p>Achievement: 67%</p> <p>Self-Evaluation: ○</p>												
Fiscal Year	Enforcement Rate (%)																									
2015	39																									
2016	38																									
2017	50																									
2018	58																									
2019	67																									
Energy	<p>Total consumption (consolidated)</p>  <table><tr><th>Fiscal Year</th><th>MWh</th><th>KL</th></tr><tr><td>2015</td><td>1,313,532</td><td>332,453</td></tr><tr><td>2016</td><td>1,340,959</td><td>339,335</td></tr><tr><td>2017</td><td>1,353,082</td><td>342,456</td></tr><tr><td>2018</td><td>1,333,451</td><td>337,461</td></tr><tr><td>2019</td><td>1,774,552</td><td>448,587</td></tr></table>	Fiscal Year	MWh	KL	2015	1,313,532	332,453	2016	1,340,959	339,335	2017	1,353,082	342,456	2018	1,333,451	337,461	2019	1,774,552	448,587	<p>FY 2019</p> <p>Achievement:</p> <p>1,774,552MWh, 448,587KI</p> <p>Self-Evaluation: △</p> <p>(Due to the expansion of the boundary.)</p>						
Fiscal Year	MWh	KL																								
2015	1,313,532	332,453																								
2016	1,340,959	339,335																								
2017	1,353,082	342,456																								
2018	1,333,451	337,461																								
2019	1,774,552	448,587																								
Atmospheric Emissions	<p>Greenhouse gas emissions (consolidated)</p>  <table><tr><th>Fiscal Year</th><th>Scope 1 (thousands tons)</th><th>Scope 2 (thousands tons)</th><th>Scope 3 (thousands tons)</th></tr><tr><td>2015</td><td>326</td><td>358</td><td>23,831</td></tr><tr><td>2016</td><td>354</td><td>360</td><td>23,920</td></tr><tr><td>2017</td><td>363</td><td>354</td><td>23,237</td></tr><tr><td>2018</td><td>371</td><td>349</td><td>22,055</td></tr><tr><td>2019</td><td>583</td><td>469</td><td>22,744</td></tr></table>	Fiscal Year	Scope 1 (thousands tons)	Scope 2 (thousands tons)	Scope 3 (thousands tons)	2015	326	358	23,831	2016	354	360	23,920	2017	363	354	23,237	2018	371	349	22,055	2019	583	469	22,744	<p>FY 2019</p> <p>Achievement:</p> <p>Scope1 583,000 tons Scope2 469 thousand tons Scope3 22,744 thousand tons</p> <p>Self-Evaluation: △</p> <p>(Due to the expansion of the boundary.)</p>
Fiscal Year	Scope 1 (thousands tons)	Scope 2 (thousands tons)	Scope 3 (thousands tons)																							
2015	326	358	23,831																							
2016	354	360	23,920																							
2017	363	354	23,237																							
2018	371	349	22,055																							
2019	583	469	22,744																							
Environmental Complaint Processing System	<p>Number of complaints made to the official complaint processing system (consolidated)</p> <p>* Number of cases resulting in official action</p>  <table><tr><th>Fiscal Year</th><th>Incidents</th></tr><tr><td>2015</td><td>0</td></tr><tr><td>2016</td><td>0</td></tr><tr><td>2017</td><td>0</td></tr><tr><td>2018</td><td>0</td></tr><tr><td>2019</td><td>1</td></tr></table>	Fiscal Year	Incidents	2015	0	2016	0	2017	0	2018	0	2019	1	<p>FY 2019</p> <p>Achievement: 1 case</p> <p>Self-Evaluation: △</p> <p>(Target 0)</p>												
Fiscal Year	Incidents																									
2015	0																									
2016	0																									
2017	0																									
2018	0																									
2019	1																									

※4 Value chain: A series of activities that deliver or receive value in the form of products or services, or involved organizations that perform these activities.



Fair Operating Practices

- Business Connections

< Vision >

- Cooperating with business connections and effectively utilizing resources to promote CSR

	Achievement	Self-Evaluation																		
Assessment of Environmental Impact, Human Rights, Labor Practices, and Societal Impact of Business Connections	<p>Percentage of business connections developed after the impact assessment (consolidated)</p> <table><tr><th>Fiscal Year</th><th>Percentage (%)</th></tr><tr><td>2015</td><td>100</td></tr><tr><td>2016</td><td>100</td></tr><tr><td>2017</td><td>100</td></tr><tr><td>2018</td><td>100</td></tr><tr><td>2019</td><td>70</td></tr></table>	Fiscal Year	Percentage (%)	2015	100	2016	100	2017	100	2018	100	2019	70	<p>FY 2019</p> <p>Achievement: 70%</p> <p>Self-Evaluation: △</p>						
Fiscal Year	Percentage (%)																			
2015	100																			
2016	100																			
2017	100																			
2018	100																			
2019	70																			
Compliance Complaints regarding Business Connections (Societal Impact Complaint Processing System)	<p>Number of complaints made to the official complaint processing system (consolidated)</p> <p>* Number of cases resulting in official action</p> <table><tr><th>Fiscal Year</th><th>Incidents</th></tr><tr><td>2015</td><td>0</td></tr><tr><td>2016</td><td>0</td></tr><tr><td>2017</td><td>0</td></tr><tr><td>2018</td><td>0</td></tr><tr><td>2019</td><td>0</td></tr></table>	Fiscal Year	Incidents	2015	0	2016	0	2017	0	2018	0	2019	0	<p>FY 2019</p> <p>Achievement: 0 case</p> <p>Self-Evaluation: ○</p>						
Fiscal Year	Incidents																			
2015	0																			
2016	0																			
2017	0																			
2018	0																			
2019	0																			
Number of CSR Study Session Participants from Business Connections * Certain business connections are targeted each year for participation.	<p>Number of participants/Percentage of participation (non-consolidated)</p> <p>* Targets: Small- to mid-sized companies which we interact with regularly</p> <table><tr><th>Fiscal Year</th><th>Companies</th><th>%</th></tr><tr><td>2015</td><td>317</td><td>90.3</td></tr><tr><td>2016</td><td>312</td><td>90.2</td></tr><tr><td>2017</td><td>330</td><td>90.7</td></tr><tr><td>2018</td><td>216</td><td>82.1</td></tr><tr><td>2019</td><td>136</td><td>93.8</td></tr></table>	Fiscal Year	Companies	%	2015	317	90.3	2016	312	90.2	2017	330	90.7	2018	216	82.1	2019	136	93.8	<p>FY 2018</p> <p>Achievement: 216 (82.1%)</p> <p>Self-Evaluation : △</p> <p>FY 2019</p> <p>Achievement: 136 (93.8%)</p> <p>Self-Evaluation: ○</p>
Fiscal Year	Companies	%																		
2015	317	90.3																		
2016	312	90.2																		
2017	330	90.7																		
2018	216	82.1																		
2019	136	93.8																		

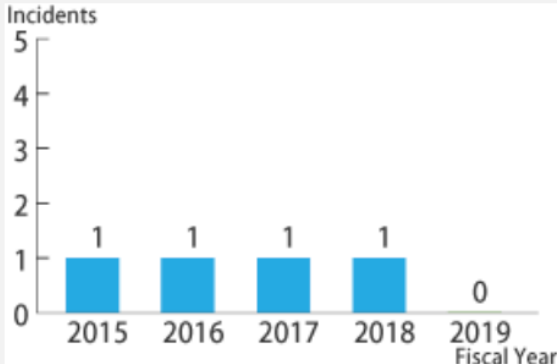


Consumer Issues

- Customers

< Vision >

- Building quality assurance systems at global production sites and global service systems that cover all product lines

	Achievement	Self-Evaluation												
Health and Safety of Customers, Labeling of Products and Services, Compliance	<p>Number of cases where rules and regulations or voluntary rules have been violated regarding safety of products, labeling, or offering/use of products (consolidated)</p>  <table><thead><tr><th>Fiscal Year</th><th>Incidents</th></tr></thead><tbody><tr><td>2015</td><td>1</td></tr><tr><td>2016</td><td>1</td></tr><tr><td>2017</td><td>1</td></tr><tr><td>2018</td><td>1</td></tr><tr><td>2019</td><td>0</td></tr></tbody></table>	Fiscal Year	Incidents	2015	1	2016	1	2017	1	2018	1	2019	0	<p>Revised to 1 in 2018 FY 2019 Achievement: 0 case Self-Evaluation: ○ Zero targets for the year.</p>
Fiscal Year	Incidents													
2015	1													
2016	1													
2017	1													
2018	1													
2019	0													
Products and Services	<p>Ratio of sales of fuel-efficient tires for passenger vehicles (summer replacement tires/non-consolidated)</p>  <table><thead><tr><th>Fiscal Year</th><th>Ratio (%)</th></tr></thead><tbody><tr><td>2015</td><td>85.3</td></tr><tr><td>2016</td><td>86.2</td></tr><tr><td>2017</td><td>87.0</td></tr><tr><td>2018</td><td>89.9</td></tr><tr><td>2019</td><td>90.1</td></tr></tbody></table>	Fiscal Year	Ratio (%)	2015	85.3	2016	86.2	2017	87.0	2018	89.9	2019	90.1	<p>FY 2019 Achievement: 90.1% Self-Evaluation: ○</p>
Fiscal Year	Ratio (%)													
2015	85.3													
2016	86.2													
2017	87.0													
2018	89.9													
2019	90.1													

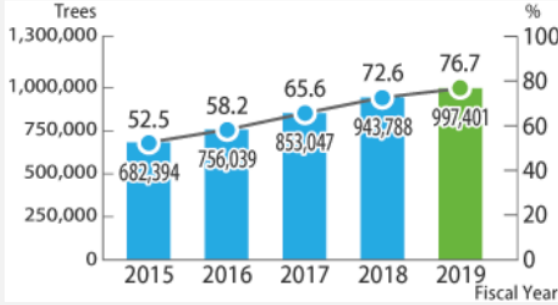


Community Involvement and Development

- Local Community

< Vision >

- Having dialogs with local communities and contributing to community development by means of the Yokohama Forever Forest project (planting 1.3 million trees)

	Achievement	Self-Evaluation																		
Local Community	<p>Implementation percentage of community activities and dialogs at production sites (consolidated)</p>  <table><tr><th>Fiscal Year</th><th>Implementation percentage (%)</th></tr><tr><td>2015</td><td>100</td></tr><tr><td>2016</td><td>100</td></tr><tr><td>2017</td><td>100</td></tr><tr><td>2018</td><td>100</td></tr><tr><td>2019</td><td>100</td></tr></table>	Fiscal Year	Implementation percentage (%)	2015	100	2016	100	2017	100	2018	100	2019	100	<p>FY 2019 Achievement: 100 Self-Evaluation: ○</p>						
Fiscal Year	Implementation percentage (%)																			
2015	100																			
2016	100																			
2017	100																			
2018	100																			
2019	100																			
Promotion of Yokohama Forever Forest	<p>Number of trees planted per year (cumulative)/Percentage of goal met</p>  <table><tr><th>Fiscal Year</th><th>Number of trees planted (cumulative)</th><th>Percentage of goal met (%)</th></tr><tr><td>2015</td><td>682,394</td><td>52.5</td></tr><tr><td>2016</td><td>756,039</td><td>58.2</td></tr><tr><td>2017</td><td>853,047</td><td>65.6</td></tr><tr><td>2018</td><td>943,788</td><td>72.6</td></tr><tr><td>2019</td><td>997,401</td><td>76.7</td></tr></table>	Fiscal Year	Number of trees planted (cumulative)	Percentage of goal met (%)	2015	682,394	52.5	2016	756,039	58.2	2017	853,047	65.6	2018	943,788	72.6	2019	997,401	76.7	<p>FY 2019 Achievement: 997,401 (76.7%) Self-Evaluation: ○ *FY2030 objective: Achievement 1.3 million trees</p>
Fiscal Year	Number of trees planted (cumulative)	Percentage of goal met (%)																		
2015	682,394	52.5																		
2016	756,039	58.2																		
2017	853,047	65.6																		
2018	943,788	72.6																		
2019	997,401	76.7																		
Market Presence	<p>Percentage of business locations that have made salary payments exceeding the minimum wage (consolidated)</p>  <table><tr><th>Fiscal Year</th><th>Percentage (%)</th></tr><tr><td>2015</td><td>100</td></tr><tr><td>2016</td><td>100</td></tr><tr><td>2017</td><td>100</td></tr><tr><td>2018</td><td>100</td></tr><tr><td>2019</td><td>100</td></tr></table>	Fiscal Year	Percentage (%)	2015	100	2016	100	2017	100	2018	100	2019	100	<p>FY 2019 Achievement: 100 Self-Evaluation: ○</p>						
Fiscal Year	Percentage (%)																			
2015	100																			
2016	100																			
2017	100																			
2018	100																			
2019	100																			