






Progress of Major Initiatives

This report will contain data on our group's main efforts within the context of the ISO26000* framework, along with three-year's worth of corresponding data. Please see our website for detailed information on each initiative.

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

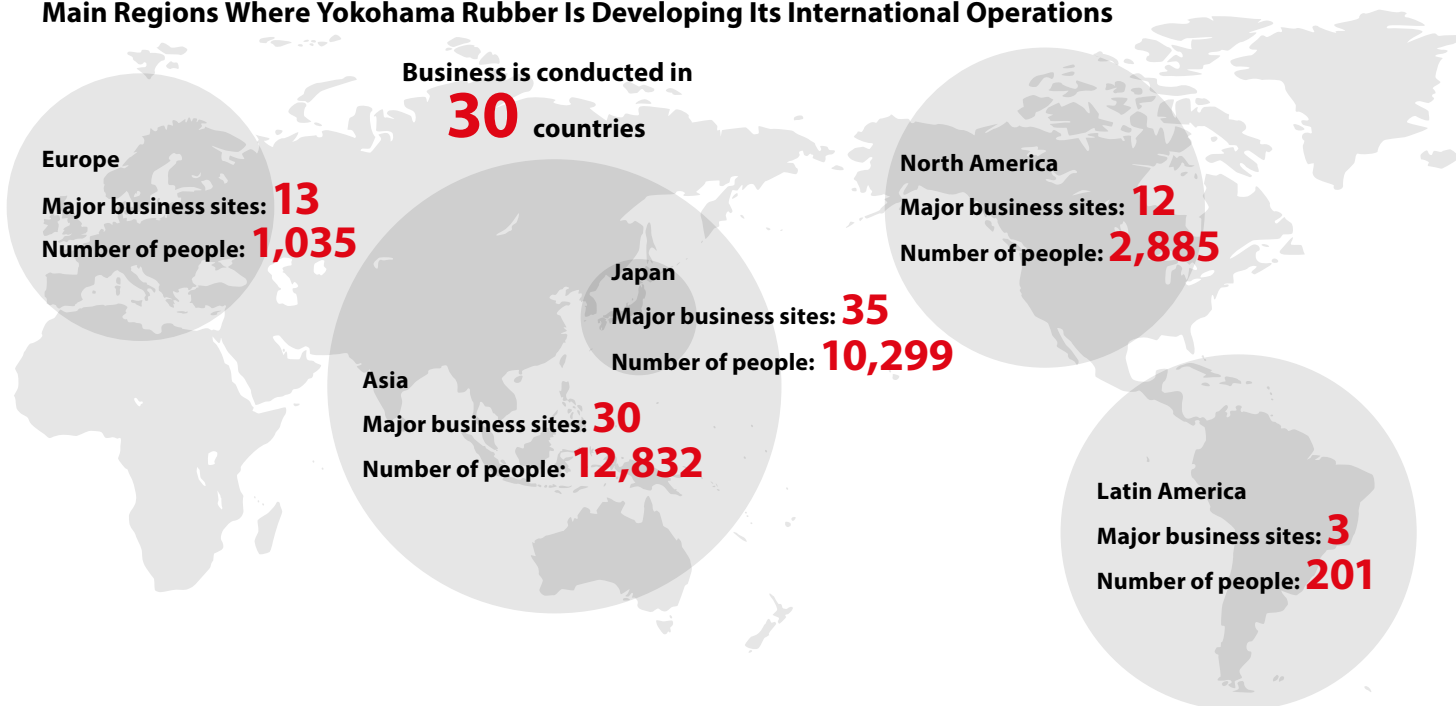
[Self-Evaluation Standard] ○ = Objective achieved or improved △ = Objective not achieved or no change from current status

	ISO26000	Item		FY2018	FY2019	FY2020	Self-assessment
 Corporate Governance	Organizational Governance	Economic Performance	Distribution of economic value (total/non-consolidated)	348,169 million yen	360,277 million yen	302,493 million yen	△
		Compliance	Number of employees who attended educational classes (non-consolidated) * Attendance percentage based upon employee attendance targets	100% (Number of attendees: 597)	100% (Number of attendees: 94)	100% (Number of attendees: 2,385)	○ (Attendance rate of over 90%) *Including educational classes at overseas and Group companies
			Number of whistle-blower incidents (consolidated) * Including anonymous and non-anonymous consultations	112	139	154	○
 Products	Consumer Issues	Health and Safety of Customers, Labeling of Products and Services, Compliance	Number of cases where rules and regulations or voluntary rules have been violated regarding safety of products, labeling, or offering/use of products (consolidated)	1	0	0	○
 The Earth	The Environment	Raw Materials	Total amount of raw materials used (consolidated)	796 thousand tons	812 thousand tons	700 thousand tons	○
		Water	Total amount of water used (consolidated)	8,102 thousand m ³	8,718 thousand m ³	8,036 thousand m ³	○
		Products and Services	Percentage of total production yielding environmentally-friendly products (consolidated)	100%	100%	100%	○
			Ratio of sales of fuel-efficient tires for passenger vehicles (summer replacement tires/non-consolidated)	89.9%	90.1%	89.6%	△
		Biodiversity	Enforcement rate of conservation activities at production sites (consolidated)	58%	67%	69%	○
		Energy	Total consumption (consolidated)	1,333,451MWh 337,461Kl	1,787,203MWh 451,777Kl	1,647,934MWh 416,550Kl	○
		Atmospheric Emissions	Greenhouse gas emissions (consolidated)	Scope 1 371 thousand tons Scope 2 349 thousand tons Scope 3 22,055 thousand tons	Scope 1 583 thousand tons Scope 2 469 thousand tons Scope 3 22,744 thousand tons	Scope 1 535 thousand tons Scope 2 451 thousand tons Scope 3 20,798 thousand tons	○
 People	Human Rights	Child Labor/Forced Labor	Businesses projected to be at risk of child labor/forced labor involvement	0	0	0	○
			Number of complaints made to the official complaint processing system (consolidated) * Number of cases resulting in official action	0	0	0	○
	Labor Practices	Occupational Health and Safety	Rate of lost-worktime injuries (consolidated/per 1 million work hours)	0.36	0.26	0.20	○
		Diversity and Opportunity	Percentage of women employed in comprehensive work positions (management positions or positions that lead to management positions) (non-consolidated)	37%	31%	25%	△
 Community	Fair Operating Practices	Assessment of Environmental Impact, Human Rights, Labor Practices, and Societal Impact of Business Connections	Percentage of business connections developed after the impact assessment (consolidated)	100%	70%	100%	○
		Compliance Complaints regarding Business Connections (Societal Impact Complaint Processing System)	Number of complaints made to the official complaint processing system (consolidated) * Number of cases resulting in official action	0	0	0	○
		Number of CSR Study Session Participants from Business Connections * Certain business connections are targeted each year for participation.	Number of participants/Percentage of participation (non-consolidated) * Targets: Small- to mid-sized companies which we interact with regularly	82.1% 216	93.8% 136	100% 239	○ (Participation rate of 90% or more)
	Community Involvement and Development	Local Community	Implementation percentage of community activities and dialogs at production sites (consolidated)	100%	100%	100%	○
		Promotion of Yokohama Forever Forest	Number of trees planted per year (cumulative)/Percentage of goal met	943,788 72.6%	997,401 76.7%	1,039,318 79.9%	○
		Market Presence	Percentage of business locations that have made salary payments exceeding the minimum wage (consolidated)	100%	100%	100%	○

Yokohama Rubber Group at a Glance As of December 2020

Number of employees	Number of applicable subsidiaries	Total Assets	Ratio of Equity Attributable to Owners of Parent
27,252	113	860.4 billion yen	48.3 %

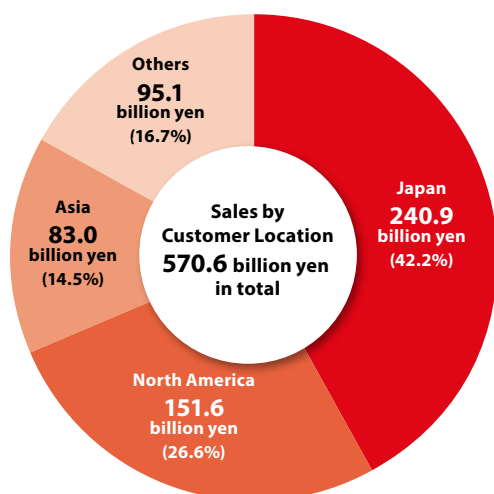
Main Regions Where Yokohama Rubber Is Developing Its International Operations



Main Businesses

Tires	Multiple Business Operations	Alliance Tire Group	Others
Various tires, tire tubes, aluminum alloy wheels, and other peripheral products for passenger cars, trucks and buses, pickup trucks, construction vehicles, industrial vehicles, etc.	Conveyor belts, various hoses, fenders, oil fences, marine hoses, rubber bearings for bridges, adhesives, sealants, coating materials, sealing materials, aircraft parts	Tires for agricultural, industrial, construction, and forestry machinery	Sports business, etc.

Sales by Region (FY2020)



Net Sales (consolidated) and Profit Attributable to Owners of Parent

