

# Primary Initiative Progress Report

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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 our website 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

× = Has declined

✓ Organizational Governance

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✓ Human Rights

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✓ Labor Practices

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✓ The Environment

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✓ Fair Operating Practices

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✓ Consumer Issues

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✓ Community Involvement and Development

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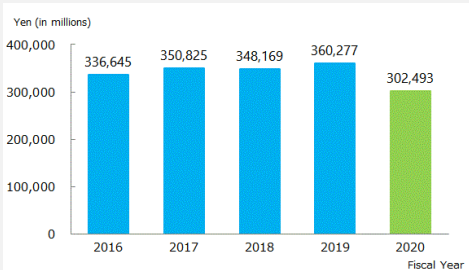
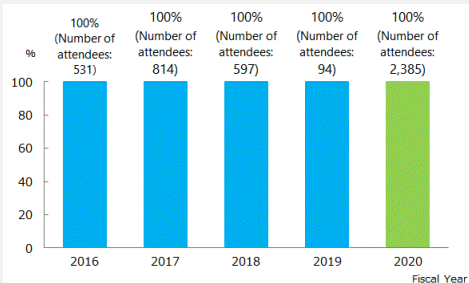
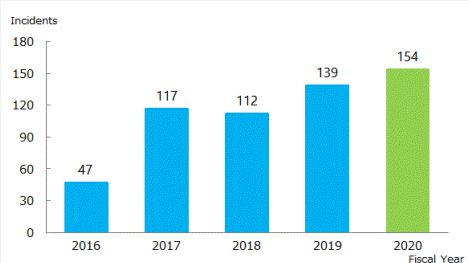


## Organizational Governance

- 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><b>Distribution of economic value (non-consolidated)</b></p>  <table><tr><th>Fiscal Year</th><th>Yen (in millions)</th></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><tr><td>2020</td><td>302,493</td></tr></table>	Fiscal Year	Yen (in millions)	2016	336,645	2017	350,825	2018	348,169	2019	360,277	2020	302,493	<p>FY 2020</p> <p>Achievement: 302,493 million yen</p> <p>Self-Evaluation: △</p>						
	Fiscal Year	Yen (in millions)																		
2016	336,645																			
2017	350,825																			
2018	348,169																			
2019	360,277																			
2020	302,493																			
Compliance (*3)	<p><b>Number of employees who attended educational classes (non-consolidated)</b></p> <p>* Attendance percentage based upon employee attendance targets</p>  <table><tr><th>Fiscal Year</th><th>%</th><th>(Number of attendees)</th></tr><tr><td>2016</td><td>100%</td><td>531</td></tr><tr><td>2017</td><td>100%</td><td>814</td></tr><tr><td>2018</td><td>100%</td><td>597</td></tr><tr><td>2019</td><td>100%</td><td>94</td></tr><tr><td>2020</td><td>100%</td><td>2,385</td></tr></table>	Fiscal Year	%	(Number of attendees)	2016	100%	531	2017	100%	814	2018	100%	597	2019	100%	94	2020	100%	2,385	<p>FY 2020</p> <p>Achievement: 100% (Number of speakers: 2,385)</p> <p>* Including training in Thailand</p> <p>Self-Evaluation: ○</p> <p>(Over 90% acceptance rate)</p>
	Fiscal Year	%	(Number of attendees)																	
2016	100%	531																		
2017	100%	814																		
2018	100%	597																		
2019	100%	94																		
2020	100%	2,385																		
	<p><b>Number of whistle-blower incidents (consolidated)</b></p> <p>* Including anonymous and non-anonymous consultations</p>  <table><tr><th>Fiscal Year</th><th>Incidents</th></tr><tr><td>2016</td><td>47</td></tr><tr><td>2017</td><td>117</td></tr><tr><td>2018</td><td>112</td></tr><tr><td>2019</td><td>139</td></tr><tr><td>2020</td><td>154</td></tr></table>	Fiscal Year	Incidents	2016	47	2017	117	2018	112	2019	139	2020	154	<p>FY 2020</p> <p>Achievement: 154</p> <p>Self-Evaluation: ○</p>						
Fiscal Year	Incidents																			
2016	47																			
2017	117																			
2018	112																			
2019	139																			
2020	154																			

※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.

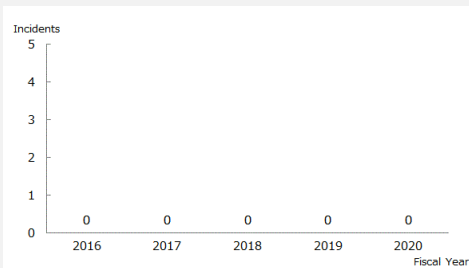


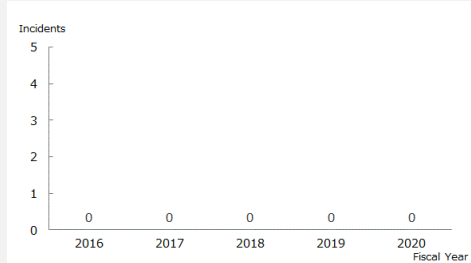
## Human Rights

- 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><b>Businesses projected to be at risk of child labor/forced labor involvement</b></p>  <table><caption>Incidents of Child Labor/Forced Labor (2016-2020)</caption><tr><th>Fiscal Year</th><th>Incidents</th></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><tr><td>2020</td><td>0</td></tr></table>	Fiscal Year	Incidents	2016	0	2017	0	2018	0	2019	0	2020	0	<p>FY 2020</p> <p>Achievement: 0</p> <p>Self-Evaluation: ○</p> <p>Annual target 0 incident</p>
Fiscal Year	Incidents													
2016	0													
2017	0													
2018	0													
2019	0													
2020	0													
Human Rights Complaint Processing System	<p><b>Number of complaints made to the official complaint processing system (consolidated)</b></p> <p>* Number of cases resulting in official action</p>	<p>FY 2020</p> <p>Achievement: 0</p> <p>Self-Evaluation: ○</p> <p>Zero targets for the year.</p>												



## 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

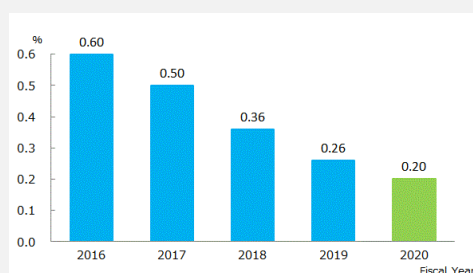
#### Achievement

#### Self-Evaluation

#### Occupational Safety and Health

#### Rate of lost-worktime injuries (consolidated)

\* Per 1 million work hours



FY 2020

Achievement: 0.20

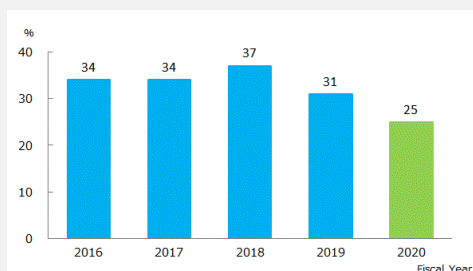
Self-Evaluation: ○

**Percentage of women  
employed in comprehensive  
work positions (management  
positions or positions that lead  
to management positions)**

## Diversity and Equality

### (non-consolidated)

\* Reference: Percentage of female employees (consolidated) is 12.8%



FY 2020

Achievement: 25

Self-Evaluation: △



## The Environment

- Global Environment

### < Vision >

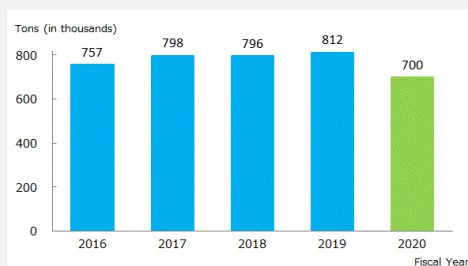
- Aiming for all products to be environmentally-friendly products
- Achieving reductions in the total amount of greenhouse gas emissions (achieve 50% or more compared to 2005 in value chain (\*4))
- Promoting efficient use of water resources that considers the characteristics of water risks
- Performing biodiversity conservation activities at production sites

### Achievement

### Self-Evaluation

## Raw Materials

### Total amount of raw materials used (consolidated)



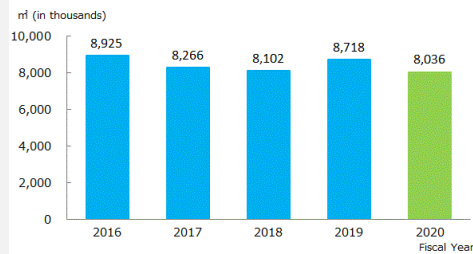
FY 2020

Achievement: 700,000 tons

Self-Evaluation: ○

### Total amount of water used (consolidated)

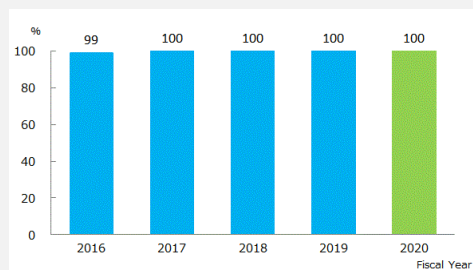
## Water



FY 2020  
Achievement: 8,036,000  
m<sup>3</sup>  
Self-Evaluation: ○

## Products and Services

### Percentage of total production yielding environmentally-friendly products (consolidated)

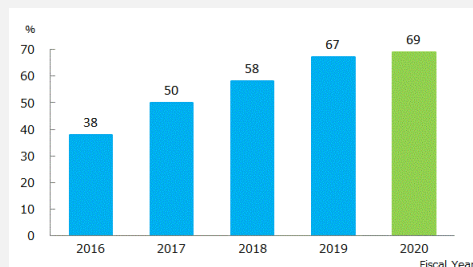


FY 2020  
Achievement: 100%  
Self-Evaluation: ○  
Annual target 100%

## Biodiversity

### Enforcement rate of conservation activities at production sites (consolidated)

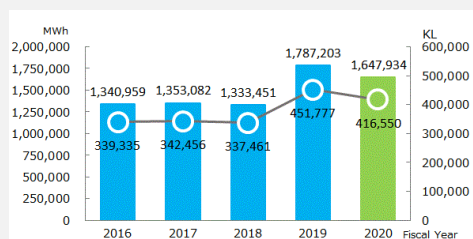
\* We have reviewed the scope of the assessment.



FY 2020  
Achievement: 69%  
Self-Evaluation: ○

## Energy

### Total consumption (consolidated)

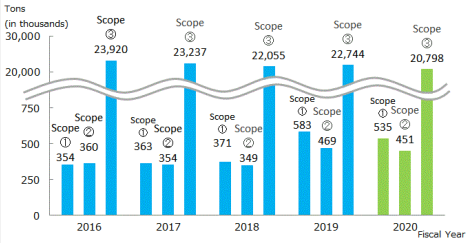
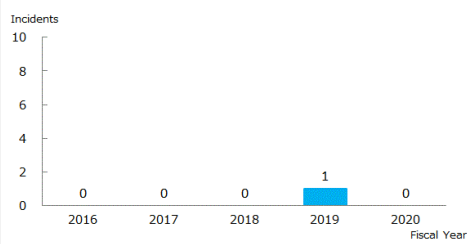


FY 2020  
Achievement :  
1,647,934MWh  
Achievement : 416,550KL  
Self-Evaluation : △

## Atmospheric Emissions

### Greenhouse gas emissions (consolidated)

FY 2020  
Achievement:  
Scope1 535,000 tons

	 <p>Tons (in thousands)</p> <p>Scope 1: 354, 360, 363, 371, 583, 535</p> <p>Scope 2: 23,920, 23,237, 22,055, 22,744, 20,798</p> <p>Scope 3: 349, 469, 451</p> <p>Fiscal Year</p>	<p>Scope2 451,000 tons</p> <p>Scope3 20,798,000 tons</p> <p>Self-Evaluation: ○</p>
Environmental Complaint Processing System	<p><b>Number of complaints made to the official complaint processing system (consolidated)</b></p> <p>* Number of cases resulting in official action</p>  <p>Incidents</p> <p>2016: 0, 2017: 0, 2018: 0, 2019: 1, 2020: 0</p> <p>Fiscal Year</p>	<p>FY 2020</p> <p>Achievement: 0 case</p> <p>Self-Evaluation: ○ (Target 0)</p>

※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.



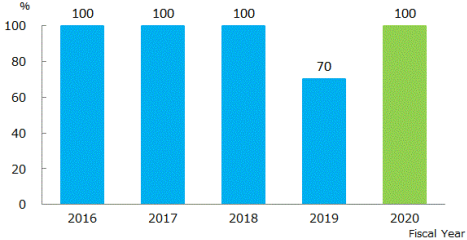
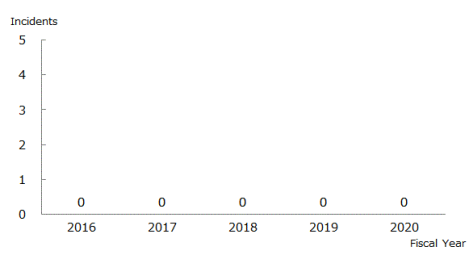
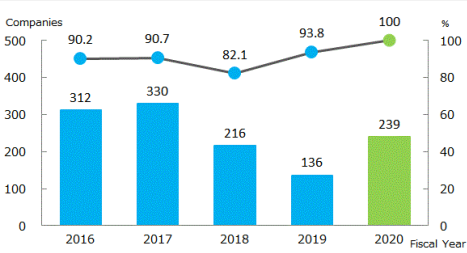
## Fair Operating Practices

- 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><b>Percentage of business connections developed after the impact assessment (consolidated)</b></p>	<p>FY 2020</p> <p>Achievement: 100%</p>

		Self-Evaluation: ○
Compliance Complaints regarding Business Connections (Societal Impact Complaint Processing System)	<p><b>Number of complaints made to the official complaint processing system (consolidated)</b></p> <p>* Number of cases resulting in official action</p> 	<p>FY 2020</p> <p>Achievement: 0 case</p> <p>Self-Evaluation: ○</p>
<p>Number of CSR Study Session Participants from Business Connections</p> <p>* Certain business connections are targeted each year for participation.</p>	<p><b>Number of participants/Percentage of participation (non-consolidated)</b></p> <p>* Targets: Small- to mid-sized companies which we interact with regularly</p> 	<p>FY 2019</p> <p>Achievement : 136 (93.8%)</p> <p>Self-Evaluation : ○</p> <p>FY 2020</p> <p>Achievement : 239 (100%)</p> <p>Self-Evaluation : ○(Participation rate of 90% or more)</p>



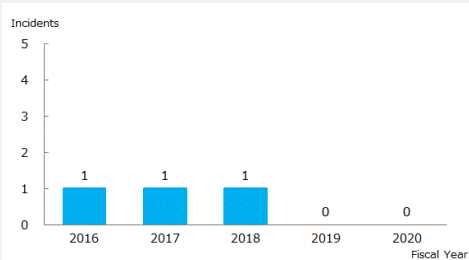
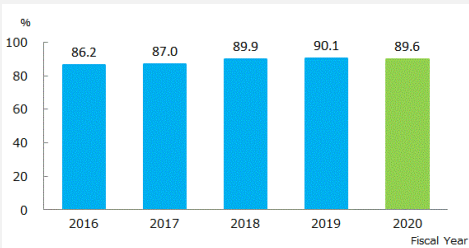
## Consumer Issues

- 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><b>Number of cases where rules and regulations or voluntary rules have been violated regarding safety of products, labeling, or offering/use of products (consolidated)</b></p>  <table><thead><tr><th>Fiscal Year</th><th>Incidents</th></tr></thead><tbody><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><tr><td>2020</td><td>0</td></tr></tbody></table>	Fiscal Year	Incidents	2016	1	2017	1	2018	1	2019	0	2020	0	<p>FY 2020</p> <p>Achievement: 0 case</p> <p>Self-Evaluation: ○</p>
	Fiscal Year	Incidents												
2016	1													
2017	1													
2018	1													
2019	0													
2020	0													
Products and Services	<p><b>Ratio of sales of fuel-efficient tires for passenger vehicles (summer replacement tires/non-consolidated)</b></p>  <table><thead><tr><th>Fiscal Year</th><th>%</th></tr></thead><tbody><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><tr><td>2020</td><td>89.6</td></tr></tbody></table>	Fiscal Year	%	2016	86.2	2017	87.0	2018	89.9	2019	90.1	2020	89.6	<p>FY 2020</p> <p>Achievement: 89.6%</p> <p>Self-Evaluation: ○</p>
	Fiscal Year	%												
2016	86.2													
2017	87.0													
2018	89.9													
2019	90.1													
2020	89.6													



## Community Involvement and Development

- Local Community

### < Vision >

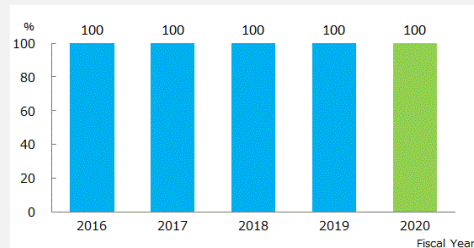
- Implementation percentage of community activities and dialogs at production sites (consolidated)

## Achievement

## Self-Evaluation

### Local Community

#### Implementation percentage of community activities and dialogs at production sites (consolidated)



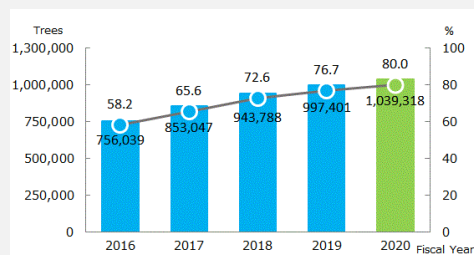
FY 2020

Achievement: 100

Self-Evaluation: ○

### Promotion of Yokohama Forever Forest

#### Number of trees planted per year (cumulative)/Percentage of goal met



FY 2020

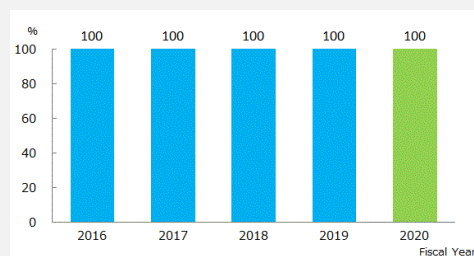
Achievement: 1,039,318  
(80.0%)

Self-Evaluation: ○

\*FY2030 objective:  
Achievement 1.3 million  
trees

### Market Presence

#### Percentage of business locations that have made salary payments exceeding the minimum wage (consolidated)



FY 2020

Achievement: 100

Self-Evaluation: ○