

- ◆ Through our corporate activities, we contribute to providing society with sustainable mobility choices for the enjoyment of all

Value creation

Unique value provided to customers and society through our products and services

- 1 Help create a society of sustainable mobility



- 2 Support the enjoyment of mobility for all



Foundation for value creation

The base for value creation

- 3 Support diverse talent with motivating challenges and job satisfaction



- 4 Continue innovating next-generation mobility technology



Risk management

Responsible business practices that protect the means of value creation

- 5 Pursue decarbonization in all corporate activities



- 6 Promote supply chain sustainability



- 7 Ensure the fundamentals of manufacturing: quality and safety



◆ Working toward medium- to long-term value creation



◆ Risk management to protect value created

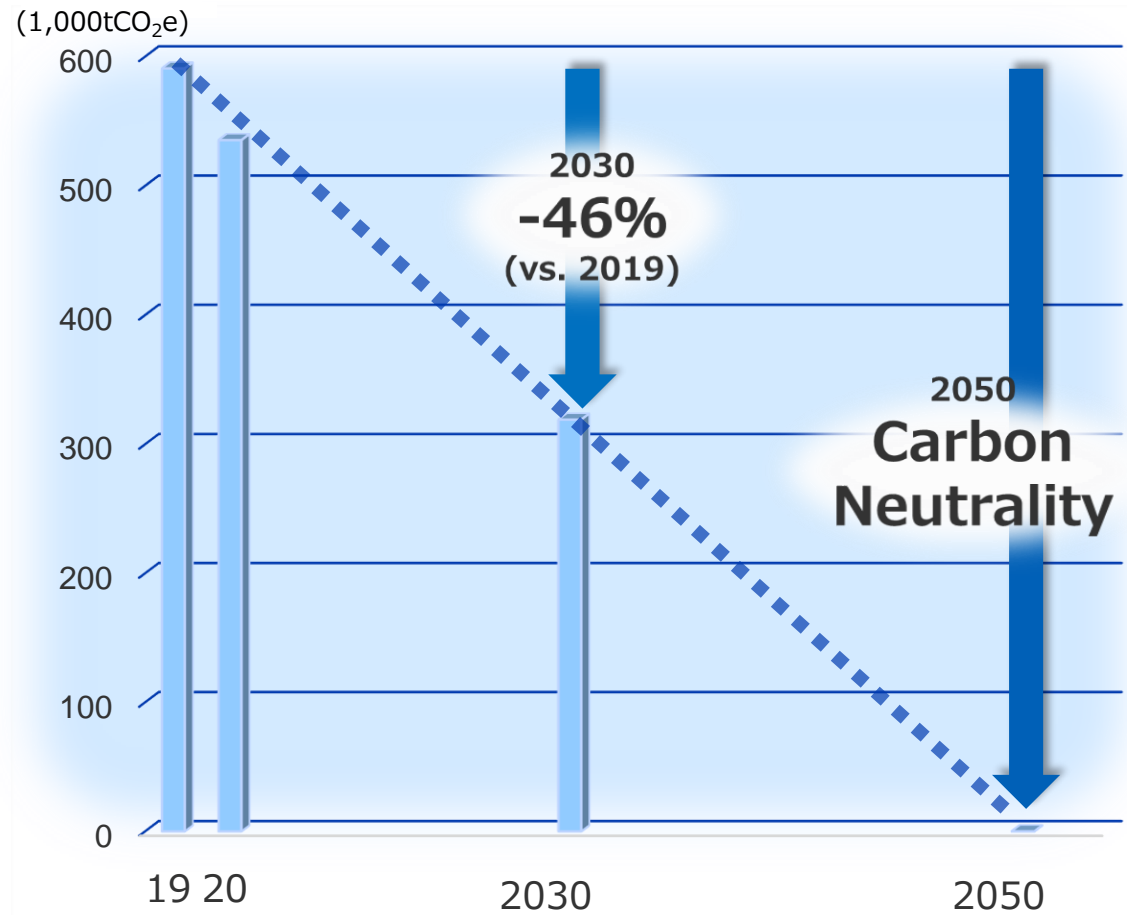
Material issue

5 [Decarbonization]

Scope 1, 2

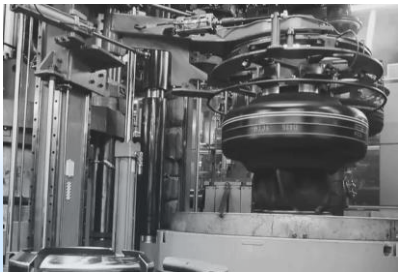
Medium- to long-term CO₂ emissions reduction goals

Reduce CO₂ emissions by 46% (vs. FY2019) by 2030. Carbon neutrality by 2050. All functions within the company work together and with energy suppliers to promote decarbonization.



Production

- Energy management
- Energy saving
- Update of mfg. systems and equipment



Procurement

- Flexible energy procurement

DX

- Effective and efficient initiatives driven by data

Corporate/Environment

- Environmental investment standards and internal carbon pricing
- Renewable energy plan

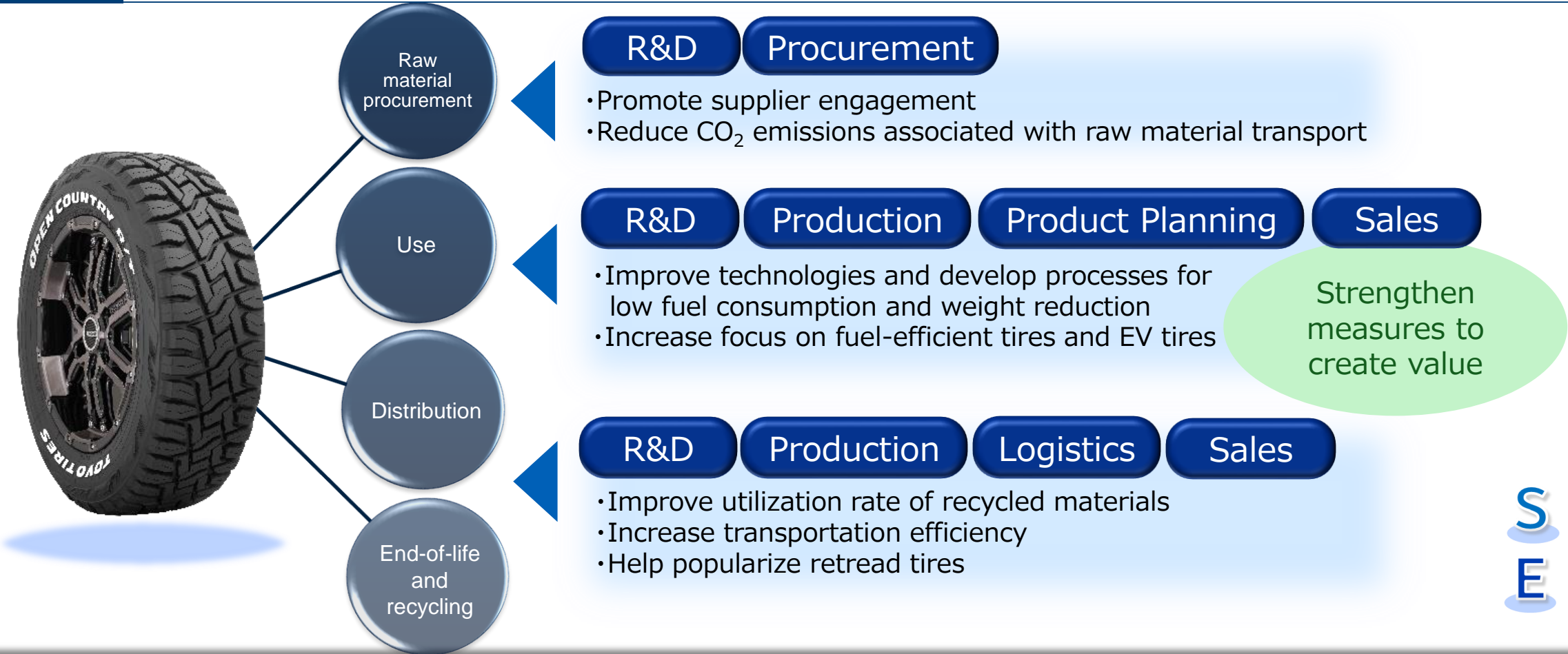


◆ Risk management to protect value created Material issue
5 [Decarbonization]

Scope 3

[CO₂ emissions per tire]

Aim to help reduce CO₂ emissions per tire by 20% (vs. FY2019) by 2030.
Promote technological innovation, product enhancement and supply chain collaboration.



◆ Risk management to protect value created

Material issue

6 【Supply chain sustainability】

Create a robust supply chain that is resilient in the face of environmental and social risks in raw material procurement.

Procurement

Stronger supply chain management

- Create global centralized management of suppliers and visualization of the supply chain
- Promote responsible raw material procurement based on environmental and social risk assessments in the supply chain

Sustainable natural rubber procurement

- Work with suppliers to promote use of sustainable natural rubber in accordance with GPSNR* principles and our Sustainable Natural Rubber Procurement Policy



*GPSNR: Global Platform for Sustainable Natural Rubber

Material issue

7 【Quality and safety】

Enhance product quality and safety throughout the value chain.

Quality

Production

R&D·DX

Sales

- Establish a process assurance system through quality visualization at each step
- Create an individual product management system capable of traceability to market end
- Provide more hands-on safety awareness programs for users

