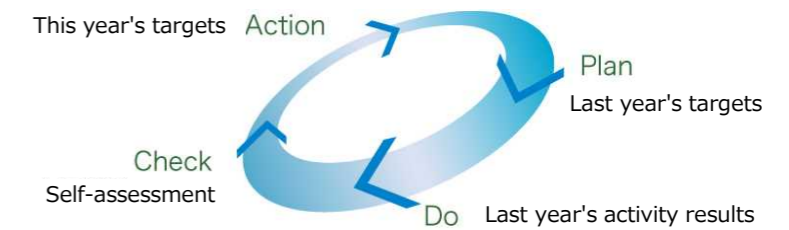



## Targets and Results

We verify the results and formulate targets for this fiscal year based on the Group's activity guidelines "GENKI."

Here are some excerpts of the main items.



Plan Fiscal 2020 Target	GRI Guidelines	Do Fiscal 2020 Activity Result	Check Self- Assessment *1	Action Fiscal 2021 Target	Medium-to-long-term (2025) Targets
<b>① Helping to curb global warming through tree planting</b>					
<ul style="list-style-type: none"> <li>Promote the Million Trees for Local Forests Project</li> <li>Creation and maintenance of GENKI Forests in Japan</li> </ul>	304-3	<ul style="list-style-type: none"> <li>Planted trees for the Million Trees for Local Forests Project (including mangrove planting) Fiscal 2020: 19,240 trees planted Cumulative total: 1,764,091 trees planted</li> <li>Conducted tree planting/maintenance activities 18 times</li> </ul>	60%	<ul style="list-style-type: none"> <li>Promote the Million Trees for Local Forests Project</li> <li>Promote the creation and maintenance of GENKI Forests in Japan</li> </ul>	<ul style="list-style-type: none"> <li>Promoting Greening Activities</li> <li>Promoting Development of GENKI Forests in Japan</li> </ul> 
<b>② Fostering better relationships with local communities through tree planting</b>					
<ul style="list-style-type: none"> <li>Continue our contributions to, and foster better relationships with, local communities through tree planting, forest creation and the provision of seedlings</li> </ul>	413-1	<ul style="list-style-type: none"> <li>Acorn tree planting · Seedling offering activities Planted acorn trees and provided seedlings Fiscal 2020: 4,070 Cumulative total : 196,056 trees</li> <li>3,966 acorn seedlings given away to communities</li> </ul>	50%	<ul style="list-style-type: none"> <li>Continue our contributions to, and foster better relationships with, local communities through tree planting, forest creation and the provision of seedlings</li> </ul>	<ul style="list-style-type: none"> <li>Promoting acorn project</li> <li>Foster good relationships with local governments, including providing seedlings</li> </ul>
<b>③ Preserving biodiversity</b>					
<ul style="list-style-type: none"> <li>Continue our protection of 21 endangered species, etc.</li> <li>Successful hatching of Sasakia charonda at the Okayama Tire Proving Ground</li> </ul>	304-3	<ul style="list-style-type: none"> <li>Conducted activities to protect 21 endangered species at eight sites in Japan</li> <li>Initiated forest development at the Okayama Tire Proving Ground</li> <li>Observed the first successful hatching of Sasakia charonda at the Okayama Tire Proving Ground</li> </ul>	100%	<ul style="list-style-type: none"> <li>Continue to protect and raise endangered species</li> <li>Continue with forest development at the Okayama Tire Proving Ground</li> <li>Get the raising of the Sasakia charonda at the Okayama Tire Proving Ground on track</li> </ul>	<ul style="list-style-type: none"> <li>Continue conservation and development of endangered species</li> <li>Start forest development with diverse trees other than acorns in consideration of biodiversity</li> </ul> 

\*1 Self-assessment uses comparison with baseline year (1 – reduction ratio) in the following formula to calculate the achievement rate:

$$\left( 1 - \frac{\text{target value}}{\text{actual value/target value}} \times 100\% \right)$$

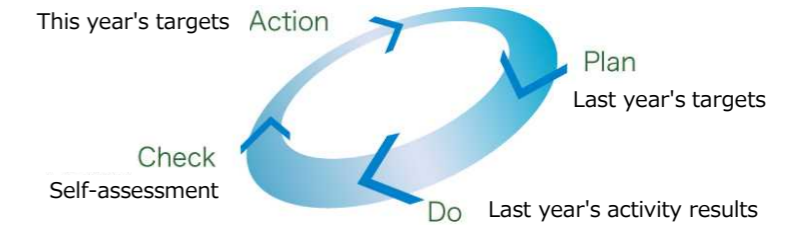
## Targets and Results

We verify the results and formulate targets for this fiscal year based on the Group's activity guidelines "GENKI."

Here are some excerpts of the main items.

The item of the "⊙" mark is the data subject to third-party verification. The unit of material is not included in the validation data.

The number is different because the coefficient is different from the validation value.



Plan Fiscal 2020 Target			GRI Guidelines	Do Fiscal 2020 Activity Result	Check Self- Assessment *1	Action Fiscal 2021 Target	Medium-to-long-term (2025) Targets
<b>④Creating a low-carbon society</b>							
Reduce global life-cycle CO <sub>2</sub> emissions per tire by at least 15.0% compared to 2005 levels			302-1,2,5	12.9% reduction	98%	≥16.0% reduction from fiscal 2005	≥20.0% reduction from fiscal 2005
Energy Saving*7	6 factories in Japan	Environmental impact indicator of energy usage (crude oil equivalent)*2 : ≥1.0% reduction from the previous fiscal year	302-3	8.3% increase	91%	2.9% reduction from the previous fiscal year	≥6.5% reduction from fiscal 2016
	15 factories overseas	Crude oil equivalent energy consumption per unit*2 ≥0.9% reduction from the previous fiscal year	302-3	6.6% increase	95%	≥0.9% reduction from the previous fiscal year	≥4.7% reduction from fiscal 2016
	Affiliates in Japan	Crude oil equivalent energy consumption per unit ≤1.0% increase from the previous fiscal year	302-3	0.4% reduction	100%	≤1.0% increase from the previous fiscal year	≥13.4% reduction from fiscal 2016
Reduction of CO <sub>2</sub> emissions in production *3*7	6 factories in Japan ⊙	CO <sub>2</sub> emissions per unit*2 ≥1.0% reduction from the previous fiscal year	305-4	18.9% increase	83%	≥0.4% reduction from the previous fiscal year	≥8.8% reduction from fiscal 2016
	15 factories overseas	CO <sub>2</sub> emissions per unit*2 ≥0.9% reduction from the previous fiscal year	305-4	2.5% increase	99%	≥0.9% reduction from the previous fiscal year	≥3.9% reduction from fiscal 2016
	Affiliates in Japan	CO <sub>2</sub> emissions per unit ≤1.0% increase from the previous fiscal year	305-4	3.3% reduction	100%	≤1.0% increase from the previous fiscal year	≥11.9% reduction from fiscal 2016
Reduction of CO <sub>2</sub> emissions in logistics*7	Four tire factories in Japan*4	CO <sub>2</sub> emissions (total) ≥1.0% reduction from the previous fiscal year	305-4	3.3% reduction	100%	≥1.0% reduction from the previous fiscal year	—

Plan Fiscal 2020 Target			GRI Guidelines	Do Fiscal 2020 Activity Result	Check Self- Assessment *1	Action Fiscal 2021 Target	Medium-to-long-term (2025) Targets
<b>⑤ Building a recycling-oriented society</b>							
Reduction of waste	6 factories in Japan ①	Waste emissions per unit excluding valuables*2 ≥0.5% reduction from the previous fiscal year	306-2	17.2% increase	82%	≥8.2% reduction from the previous fiscal year	≤5.1% increase from fiscal 2016
	15 factories overseas	Waste emissions per unit excluding valuables*2 ≥0.9% reduction from the previous fiscal year	306-2	3.9% reduction	100%	≥0.9% reduction from the previous fiscal year	≤40.2% increase from fiscal 2016
	Affiliates in Japan	Waste emissions per unit excluding valuables ≤24% increase from the previous fiscal year	306-2	14.1% increase	100%	≤24% increase from the previous fiscal year	≤30.4% increase from fiscal 2016
	6 factories in Japan	Waste emissions per unit*2 ≥1.0% reduction from the previous fiscal year	306-2	4.3% increase	95%	≥1.0% reduction from the previous fiscal year	≥5.9% reduction from fiscal 2016
	15 factories overseas	Waste emissions per unit*2 ≥0.9% reduction from the previous fiscal year	306-2	4.0% increase	98%	≥0.9% reduction from the previous fiscal year	≥5.9% reduction from fiscal 2016
	Affiliates in Japan	Waste emissions per unit*2 ≥1.0% reduction from the previous fiscal year	306-2	3.7% reduction	100%	≥1.0% reduction from the previous fiscal year	≥5.9% reduction from fiscal 2016
Reduction of landfill waste	Major manufacturing bases in Japan and overseas	Maintaining complete zero emission*5	306-2	Maintained	100%	Maintaining complete zero emission	Continuing complete zero emission until 2025
Improving material recycling rate	6 factories in Japan	Material recycling rate ≥85%	306-2	73%	86%	≥85%	≥85%
Reduction of water consumption	6 factories in Japan ①	Water usage per unit*2 ≥1.0% reduction from the previous fiscal year	303-1	11.5% increase	87%	≥4.8% reduction from the previous fiscal year	≥8.0% reduction from fiscal 2016
	15 factories overseas	Water usage per unit*2 ≥0.9% reduction from the previous fiscal year	303-1	6.1% increase	94%	≥0.9% reduction from the previous fiscal year	≥17.9% reduction from fiscal 2016
	Affiliates in Japan	Water usage per unit ≤1.0% increase from the previous fiscal year	303-1	13.7% increase	88%	≤1.0% increase from the previous fiscal year	≥19.6% reduction from fiscal 2016

Plan Fiscal 2020 Target			GRI Guidelines	Do Fiscal 2020 Activity Result	Check Self- Assessment *1	Action Fiscal 2021 Target	Medium-to-long-term (2025) Targets
<b>⑥ Promoting environmental footprint management</b>							
Reduction of organic solvent emissions*6	6 factories in Japan	Total organic solvent emissions per unit*2 ≥0.8% reduction from the previous fiscal year	305-7	1.3% reduction	99%	≥0.8% reduction from the previous fiscal year	≥8.0% reduction from fiscal 2016
	15 factories overseas	Total organic solvent emissions per unit*2 ≥0.9% reduction from the previous fiscal year	305-7	10.6% reduction	100%	≥0.9% reduction from the previous fiscal year	≤40.2% increase from fiscal 2016
	Affiliates in Japan	Total organic solvent emissions per unit ≤0.5% increase from the previous fiscal year	305-6	41.8% increase	59%	≥0.5% reduction from the previous fiscal year	≥21.5% reduction from fiscal 2016
Reduction of chemical substances	6 factories in Japan	Emissions and transfers of substances subject to the PRTR Act ≥55.0% reduction from the previous fiscal year	305-6	97.5% reduction	100%	≥55.0% reduction from fiscal 2001	≥55.0% reduction from fiscal 2016
Reduction of air pollutants	6 factories in Japan	(NOx + SOx + dust) amount ≥80.0% reduction from fiscal 2005	305-7	86.1% reduction	100%	≥1.0% reduction from the previous fiscal year	≥80.0% reduction from fiscal 2005
<b>⑦ Implementing global environmental management</b>							
Construction and expansion of environmental management system	Maintain and continue ISO14001 global integrated certification		103-2	Maintained/Continued	100%	Maintain and continue global integrated certification	Maintain and continue global integrated certification
	Establishment of environmental management guidelines at tire sales bases nationwide		—	Operational retention	100%	Operational retention	Operational retention
	Establishment of environmental management guidelines at sports industrial product sales bases		—	Operational retention	100%	Operational retention	Operational retention

\*1 Self-assessment uses comparison with baseline year (1 – reduction ratio) in the following formula to calculate the achievement rate:  $\left(1 - \frac{\text{target value}}{\text{actual value/target value}} \times 100\%\right)$

\*2 The denominator of the unit is the consumption of new rubber (natural rubber + synthetic rubber).

\*3 To calculate CO<sub>2</sub> emissions, we use the The Japan Rubber Manufacturers Association LCCO2 Calculation Guideline.

\*4 4 domestic tire plants, domestic tire division: Shirakawa Factory, Nagoya Factory, Izumiotsu Factory, Miyazaki Factory

\*5 Complete zero emissions: Complete zero landfill waste is defined as complete diversion of landfill waste, with 100% recycling rate and no waste sent directly to landfills.

\*6 To calculate VOC emissions, we use "The Japan Rubber Manufacturers Association voluntary regulation of VOC Emissions".

\*7 Calculated according to ISO14064. When linking GHG emissions, we use the operational control in accordance with the GHG protocol.

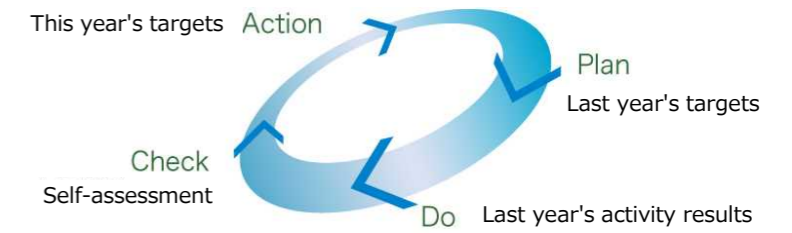
The global warming potential is based on the Japan Rubber Manufacturers Association Greenhouse Gas Emission Calculation Guidelines and Act on Promotion of Global Warming Countermeasures, except for the following.


The following emission factors are used for electricity supply.

- i ) Japan: Emission factor in 2004 (released on ministry of the environment website)
- ii ) Overseas: "WRI/WBCSD GHG Protocol Initiative Calculation Tool" 2007 ver1.02
- iii ) Credits of cogeneration system and green power electricity are deducted.

# Targets and Results

We verify the results and formulate targets for this fiscal year based on the Group's activity guidelines "GENKI."  
Here are some excerpts of the main items.

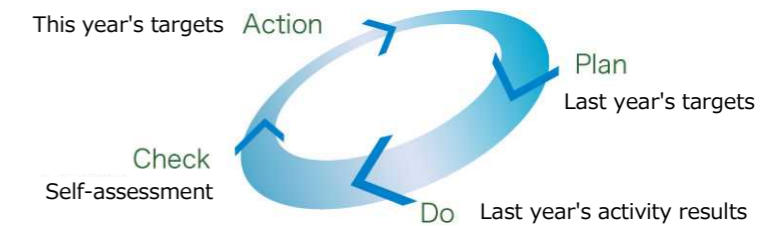


Plan Fiscal 2020 Target	GRI Guidelines	Do Fiscal 2020 Activity Result	Check Self- Assessment <small>*1</small>	Action Fiscal 2021 Target	Medium-to-long-term (2025) Targets
<b>⑧ Developing environmentally friendly products</b>					
● Developing environmentally friendly products	302-5	● Released "VEURO VE304" tires incorporating Performance Sustaining Technology that helps prolong wet grip performance at the maximum level	100%	● Develop and launch environmentally friendly products	● Product development ahead of the times 
<b>⑨ Pursuing "safety and comfort," "economy" and "quality"</b>					
● Commercialize new technologies	416-1	● Released "WINTER MAXX 03" tires incorporating Liquid Farnesene Rubber, which helps maintain the elasticity of rubber for a long period of time	100%	● Commercialize new technologies	● Provide new value for safety and comfort performance

\*1 Self-assessment uses comparison with baseline year (1 - reduction ratio) in the following formula to calculate the achievement rate:  $\left(1 - \frac{\text{target value}}{\text{actual value/target value}} \times 100\%\right)$

# Targets and Results

We verify the results and formulate targets for this fiscal year based on the Group's activity guidelines "GENKI."  
Here are some excerpts of the main items.



Plan Fiscal 2020 Target	GRI Guidelines	Do Fiscal 2020 Activity Result	Check Self- Assessment *1	Action Fiscal 2021 Target	Medium-to-long-term (2025) Targets
<b>⑩ Fostering human resources and making work rewarding</b>					
<ul style="list-style-type: none"> <li>● Implement multifaceted evaluation and leadership training for all those in managerial or higher positions, including officers; take further steps to cultivate a culture encouraging mutual feedback and create workplaces that enable open-minded exchanges of opinion</li> </ul>	404-2	<ul style="list-style-type: none"> <li>● Implemented 360-degree feedback sessions for all those in managerial or higher positions, including the President and other officers, in addition to providing online seminars focused on helping them study in depth the essential qualities of leaders in order to enhance their leadership skills</li> </ul>	100%	<ul style="list-style-type: none"> <li>● Expand the scope of individuals undergoing 360-degree feedback sessions to include deputy managers while enhancing the content of leadership seminars via the incorporation of communication skills enhancement programs</li> </ul>	<ul style="list-style-type: none"> <li>● Global human resource development training from the second half of 2019 to develop global human resources</li> <li>● Develop a wide range of management knowledge and skills such as in-house understanding, financial accounting, marketing, management, cross-cultural understanding, and problem-solving methods</li> </ul>
<ul style="list-style-type: none"> <li>● Implement course on unconscious bias for personnel in managerial and higher positions, including officers, and work to eliminate as far as possible the unconscious bias and prejudice that causes obstacles to diversity</li> </ul>	404-2	<ul style="list-style-type: none"> <li>● All members of the workforce, from the President to frontline staff, have undergone online seminars on unconscious bias as part of collective efforts to foster a corporate culture that accepts diverse value systems</li> </ul>	100%	<ul style="list-style-type: none"> <li>● Periodically host online seminars like those provided in fiscal 2020 while proactively pushing ahead with initiatives to help women and senior employees earn success and to raise employee awareness of the members of LGBTQ+ community</li> </ul>	<ul style="list-style-type: none"> <li>● Global human resource development training from the second half of 2019 to develop global human resources</li> <li>● Develop a wide range of management knowledge and skills such as in-house understanding, financial accounting, marketing, management, cross-cultural understanding, and problem-solving methods</li> </ul>
<b>⑪ Creating a safe, employee-friendly workplace</b>					
<ul style="list-style-type: none"> <li>● In order to improve workplace safety, continue to conduct evaluations based on safety indicators (KPI), formulate a plan for each base and carry out activities to overcome weaknesses in safety activities</li> </ul>	403-2	<ul style="list-style-type: none"> <li>● Identified 12 KPIs and continued to implement priority activities in fiscal 2020 under specific targets; although certain progress has been made in terms of improvement in the area of weakness, targets have yet to be fully met</li> </ul>	80%	<ul style="list-style-type: none"> <li>● Continue to pursue KPIs as part of priority activities in fiscal 2021, making ongoing efforts to iron out disparities between bases, departments, and workplaces</li> </ul>	<ul style="list-style-type: none"> <li>● Number of occupational accidents decreased by 50% in FY2020 compared to FY2019, decreased by 80% in 2021, zero in 2025</li> </ul>
<ul style="list-style-type: none"> <li>● In addition to reducing days of mental health and physical sick leave, practice initiatives under the Health &amp; Productivity Management Declaration to improve lifestyle habits, based on the concept of "enjoying exercise to build a healthy body"</li> </ul>	403-2	<ul style="list-style-type: none"> <li>● Achieved a 10% reduction in days of mental health and physical sick leave from the fiscal 2019 level; hosted a greater number of walking rally events and otherwise encouraged employees to step up their daily exercise habits on the back of the COVID-19 pandemic and the resulting introduction of remote working; selected as a "White 500" organization exercising superior health management for the fifth consecutive year</li> </ul>	90%	<ul style="list-style-type: none"> <li>● Host events aimed at helping employees improve their life style habits, including those associated with exercise, diets, sleeping and alcohol consumption, along with expanding the content of health-related education for women and elderly employees to raise the health awareness of each individual and thereby assist them in their health improvement efforts</li> </ul>	<ul style="list-style-type: none"> <li>● Promote health and productivity management, implement the Sumitomo Rubber Industries Health and Productivity Management Declaration "Protect your own health", improve health awareness, and reduce the number of days of disease leave</li> </ul>

Plan	GRI	Do	Check	Action	Medium-to-long-term (2025) Targets
Fiscal 2020 Target	Guidelines	Fiscal 2020 Activity Result	Self-Assessment <small>*1</small>	Fiscal 2021 Target	
<b>⑫ Promoting diversity &amp; inclusion</b>					
<ul style="list-style-type: none"> <li>● Promote use of childcare leave by male employees</li> <li>● Promote use of shortened working hours for childcare by employees</li> <li>● Encourage the use of a daycare support system</li> </ul>	401-3	<p>Became the first in the rubber industry to be granted the “L-boshi” (third level) certification in recognition of our efforts to help women earn success</p> <ul style="list-style-type: none"> <li>● Ratio of eligible male employees who took childcare leave: 5.4%; ratio of eligible female employees who took childcare leave: 100%</li> <li>● Number of employees who use the daycare support system: 22</li> </ul>	100%	<ul style="list-style-type: none"> <li>● Facilitate employee understanding of and encourage the use of various support systems via the distribution of guidebooks describing measures in place to help strike a work-life balance and the announcement from supervisors</li> </ul>	<ul style="list-style-type: none"> <li>● Promote childcare leave for male employees</li> <li>● Promote shorter working hours for childcare</li> <li>● Promote the use of the system</li> </ul>
<ul style="list-style-type: none"> <li>● Support work styles that leverage the diversity of individuals</li> </ul>	405-1	<ul style="list-style-type: none"> <li>● Worked to foster a corporate culture that empowers individuals with diverse backgrounds, such as women, foreign nationals, and people with disabilities, through the D&amp;I project</li> </ul>	100%	<ul style="list-style-type: none"> <li>● Carry out various measures aligned with attributes of underrepresented employee groups to create a desired corporate culture; in particular, push ahead with initiatives to help women earn success and otherwise assist in their career development efforts via, for example, the introduction of a mentoring system, in addition to offering programs designed to help them balance between childrearing and work</li> </ul>	<ul style="list-style-type: none"> <li>● Support work-style based on individuality and diversity</li> </ul>
<b>⑬ Respect for human rights</b>					
<ul style="list-style-type: none"> <li>● Hold training on human rights</li> </ul>	412-2	<ul style="list-style-type: none"> <li>● Hold training on human rights</li> </ul>	100%	<ul style="list-style-type: none"> <li>● Hold training on human rights</li> </ul>	<ul style="list-style-type: none"> <li>● Hold training on human rights</li> </ul>

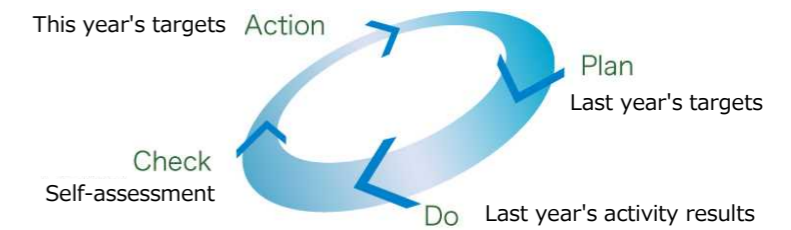
\*1 Self-assessment uses comparison with baseline year (1 – reduction ratio) in the following formula to calculate the achievement rate:

$$\left( 1 - \frac{\text{target value}}{\text{actual value/target value}} \times 100\% \right)$$

## Targets and Results

We verify the results and formulate targets for this fiscal year based on the Group's activity guidelines "GENKI."

Here are some excerpts of the main items.



Plan Fiscal 2020 Target	GRI Guidelines	Do Fiscal 2020 Activity Result	Check Self- Assessment *1	Action Fiscal 2021 Target	Medium-to-long-term (2025) Targets
<b>14 Promoting social contribution activities</b>					
<ul style="list-style-type: none"> <li>Promote joining the CSR Fund</li> <li>Work together with NPOs (continue and expand activities)</li> </ul>	102-44	<ul style="list-style-type: none"> <li>Rate of joining the CSR Fund: approximately 47%</li> <li>Number of CSR Fund beneficiaries: 54, with a total of ¥13.14 million donated</li> <li>Monozukuri Class for elementary school students: Held four times in four locations, with the number of attendees totaling 231</li> <li>Environmental Class: Held four times in three locations, with the number of attendees totaling 63</li> </ul>	80%	<ul style="list-style-type: none"> <li>Promote joining the CSR Fund</li> <li>Work together with NPOs (continue and expand activities)</li> </ul>	<ul style="list-style-type: none"> <li>Promote CSR Fund enrollment</li> </ul>
<b>15 Enhancing corporate governance</b>					
<ul style="list-style-type: none"> <li>Further increase the effectiveness of corporate governance</li> <li>Continue to set out and expand the content of BCPs, and to implement training</li> <li>Implement measures to counter updated major risks</li> </ul>	102-18	<ul style="list-style-type: none"> <li>Revised approval authority rules, implemented measures to enhance the effectiveness of the Board of Directors, continued to distribute questionnaires aimed at evaluating its effectiveness and reduced strategic shareholdings, etc.</li> <li>Upgraded the content of BCPs in light of our response to the COVID-19 pandemic</li> <li>Continued to take measures to mitigate major Group-wide risks</li> </ul>	100%	<ul style="list-style-type: none"> <li>Continue to implement measures to enhance the effectiveness of the Board of Directors</li> <li>Continue to set out and expand the content of BCPs and to implement training</li> <li>Reanalyze risks to update the profile of major Group-wide risks</li> </ul>	<ul style="list-style-type: none"> <li>Further improve the effectiveness of corporate governance</li> </ul>



Plan Fiscal 2020 Target	GRI Guidelines	Do Fiscal 2020 Activity Result	Check Self- Assessment <sup>*1</sup>	Action Fiscal 2021 Target	Medium-to-long-term (2025) Targets
<b>⑯ Ensuring thorough compliance</b>					
<ul style="list-style-type: none"> <li>● Enhance legal audits for overseas group companies</li> <li>● In terms of grade-specific compliance training and specialization-specific training, conduct training on such subjects as the Corporate Code of Conduct, competition laws, the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors, the Act against Unjustifiable Premiums and Misleading Representations, the Foreign Exchange and Foreign Trade Act and the prevention of bribery, etc.</li> </ul>	102-16	<ul style="list-style-type: none"> <li>● Implemented compliance activities at Group companies, including those operating overseas</li> <li>● Hosted various training sessions at Group companies, including those operating overseas, with particular focus on the prevention of bribery, compliance with competition-related laws, the prohibition of wrongful conduct and avoidance of legal risks</li> </ul>	56%	Promote the Group's compliance and risk management <ul style="list-style-type: none"> <li>● Audit: Focus particularly on carrying out legal audits at overseas subsidiaries</li> <li>● Training: In terms of grade-specific compliance training and specialization-specific training, conduct training on such subjects as the Corporate Code of Conduct, competition laws, the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors, the Act against Unjustifiable Premiums and Misleading Representations, the Foreign Exchange and Foreign Trade Act and the prevention of bribery</li> </ul>	<ul style="list-style-type: none"> <li>● Promote group compliance and risk management</li> </ul>
<b>⑰ Promoting dialogue with stakeholders</b>					
<ul style="list-style-type: none"> <li>● Promote dialogue with a range of stakeholders</li> </ul>	102-44	<ul style="list-style-type: none"> <li>● Conducted stakeholder dialogues at each operation base</li> </ul>	100%	<ul style="list-style-type: none"> <li>● Promote dialogue with a range of stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>● Promote dialogue with a range of stakeholders</li> </ul>
<b>⑱ Supply Chain Management</b>					
<ul style="list-style-type: none"> <li>● Implement CSR questionnaires and CSR briefings</li> </ul>	102-43	<ul style="list-style-type: none"> <li>● Sent out CSR questionnaires to 245 companies in fiscal 2020 to confirm that our guidelines are understood by them; refrained from holding CSR briefings</li> </ul>	70%	<ul style="list-style-type: none"> <li>● Hold CSR briefings</li> </ul>	<ul style="list-style-type: none"> <li>● Promote CSR in the Supply Chain</li> </ul>

\*1 Self-assessment uses comparison with baseline year (1 – reduction ratio) in the following formula to calculate the achievement rate:  $\left(1 - \frac{\text{target value}}{\text{actual value/target value}} \times 100\%\right)$