












Senior Management As of July 1, 2022

Members of the Board

 <p>Masataka Yamaishi President, Chairman of the Board</p>	 <p>Gota Matsuo Member of the Board and Managing Officer, Chief Financial Officer, Head of Corporate Administration Div., in charge of Corporate Finance & Accounting Dept., Head of CSR Div., in charge of IT & Management System Planning Div., President of Yokohamagomu Finance Co., Ltd., in charge of PRGR</p>	 <p>Nitin Mantri Member of the Board and Managing Officer, Head of OHT Div., CEO of Yokohama Off-Highway Tires K.K., Chairman of Yokohama India Pvt. Ltd.</p>	 <p>Toru Nakamura Member of the Board and Officer, Head of Tire Production Div.</p>
 <p>Yasuo Nakayama Member of the Board and Officer, Head of MB Div., Head of Hose and Couplings Div.</p>	 <p>Shinji Seimiya Member of the Board and Officer, Chief Technical Officer, in charge of Corporate Quality Assurance Div., Head of Tire Development Div.</p>	 <p>Hideichi Okada Member of the Board (Outside)</p>	 <p>Nobuo Takenaka Member of the Board (Outside)</p>
 <p>Hirokazu Kono Member of the Board (Outside)</p>	 <p>Masatoshi Hori Member of the Board (Outside)</p>	 <p>Hiroko Kaneko Member of the Board (Outside)</p>	

Directors and Auditors with the Skills Needed for Implementing Management Strategy

Name	Position	Corp mgt Mgt strategy	HR policies & development	Overseas knowledge Int'l business	Tech development & quality	Procurement/ Prod'n/ Prod'n technology/ SCM	Finance & accounting	Governance Internal controls	ESG/ CSR	Sales & marketing
Masataka Yamaishi	President, Chairman of the Board	●	●	●				●		
Gota Matsuo	Member of the Board and Managing Officer						●	●	●	
Nitin Mantri	Member of the Board and Managing Officer	●		●		●				●
Toru Nakamura	Member of the Board and Officer			●	●	●			●	
Yasuo Nakayama	Member of the Board and Officer	●				●				●
Shinji Seimiya	Member of the Board and Officer				●	●			●	
Hideichi Okada	Member of the Board (Outside)	●		●				●	●	
Nobuo Takenaka	Member of the Board (Outside)	●	●							●
Hirokazu Kono	Member of the Board (Outside)	●			●	●				
Masatoshi Hori	Member of the Board (Outside)	●	●							●
Hiroko Kaneko	Member of the Board (Outside)		●				●	●		
Osamu Mikami	Audit & Supervisory Board Member	●		●				●		●
Hisao Uchida	Audit & Supervisory Board Member					●		●		
Atsushi Kamei	Audit & Supervisory Board Member (Outside)	●	●					●		●
Megumi Shimizu	Audit & Supervisory Board Member (Outside)			●				●		
Hiroki Kimura	Audit & Supervisory Board Member (Outside)	●					●	●		

Note) ● entered for maximum of 4 skills or areas of specialization for each director and auditor, chart does not indicate all the skills or professional knowledge possessed by the directors and auditors.

Audit & Supervisory Board Members



**Osamu
Mikami**

Audit & Supervisory Board
Member



Hisao Uchida

Audit & Supervisory Board
Member



**Atsushi
Kamei**

Audit & Supervisory Board
Member (Outside)



**Megumi
Shimizu**

Audit & Supervisory Board
Member (Outside)



Hiroki Kimura

Audit & Supervisory Board
Member (Outside)

Officers

Shinichi Takimoto	Senior Managing Officer, President and CEO of Yokohama Corporation of North America, Chairman of Yokohama Tire Corporation, CEO of Yokohama Tire (Canada) Inc., CEO of Yokohama Tire Mexico, S. de R.L. de C.V.
Jeff Barna	Senior Managing Officer, President and CEO of Yokohama Tire Corporation
Tadaharu Yamamoto	Managing Officer, Assistant to President, Head of Tire Logistics Div.
Tomoaki Miyamoto	Managing Officer, Head of Japan Replacement Tire Sales & Marketing Div., Member of the Board of Yokohama Tire Japan Co., Ltd.
Katsuhiko Yahata	Managing Officer, President of Yokohama Tire Japan Co., Ltd., Deputy Head of Japan Replacement Tire Sales & Marketing Div.
Yoshikuni Nakamura	Managing Officer, Head of Tire Overseas Sales & Marketing Div., Chairman of Yokohama Asia Co., Ltd.
Masahiro Yuki	Officer, Chairman of Yokohama Rubber (China) Co., Ltd., Chairman of Yokohama Tire Sales (Shanghai) Co., Ltd., Chairman of Hangzhou Yokohama Tire Co., Ltd., Chairman of Suzhou Yokohama Tire Co., Ltd., Chairman of Yokohama Industrial Products - Hangzhou Co., Ltd., Chairman of Yokohama Industrial Products Sales - Shanghai Co., Ltd., Vice Chairman of Shandong Yokohama Rubber Industrial Products Co., Ltd.
Hiroyuki Shioiri	Officer, Chairman of Yokohama Europe GmbH, Chairman of Yokohama Scandinavia AB, Chairman of Yokohama H.P.T. Ltd., Chairman of Yokohama Iberia S.A., Chairman of Yokohama France S.A.S., President of Yokohama Danmark A/S, President of Yokohama Suisse SA, President of Yokohama CEE Spółka z o.o.
Satoshi Fujitsu	Officer, Head of O.E. Tire Sales & Marketing Div.
Kazuhito Yanadori	Officer, Head of Procurement Div., President of Yokohama Rubber Singapore Pte. Ltd.
Hiroyuki Narabayashi	Officer, Head of Corporate Quality Assurance Div.
Takehisa Morimoto	Officer, Chairman and President of Yokohama Tire Manufacturing Mississippi, LLC.
Shingo Ishimitsu	Officer, Head of HR Dept., President of Yokohama Peer Support Co., Ltd., President of Yokohama Rubber Health Insurance Society., President of Yokohama Rubber Co-op.

Corporate Governance

We in the Yokohama Rubber Group work in the spirit of our Corporate Philosophy to achieve continuing growth in corporate value and to thereby earn the unwavering confidence of all our stakeholders. Our efforts have included building a corporate governance framework for ensuring sound management that is fair and transparent, and we have worked continuously to reinforce that framework.

Corporate Governance Policy and Structure

Basic Corporate Governance Policy

1. Ensuring shareholders' rights and equality
2. Appropriate collaboration with stakeholders other than shareholders
3. Ensuring appropriate information disclosure and transparency
4. Responsibilities of the Board of Directors
5. Dialogue with shareholders

* Only items listed. See the Yokohama website for details.

WEB

Basic Corporate Governance Policy
<https://www.y-yokohama.com/global/csr/governance/>



In addition, to strengthen the strategic functioning of top management, we have established an Executive Committee on which directors serve as key members. The committee monitors the achievement status of business plans and deliberates matters concerning business strategy. Important matters discussed at the Executive Committee are reported to the Board of Directors together with a summary of such matters, and those of the highest priority (as stipulated by the Board of Directors Regulations) are also discussed by the Board of Directors.

Management and Business Execution Structure

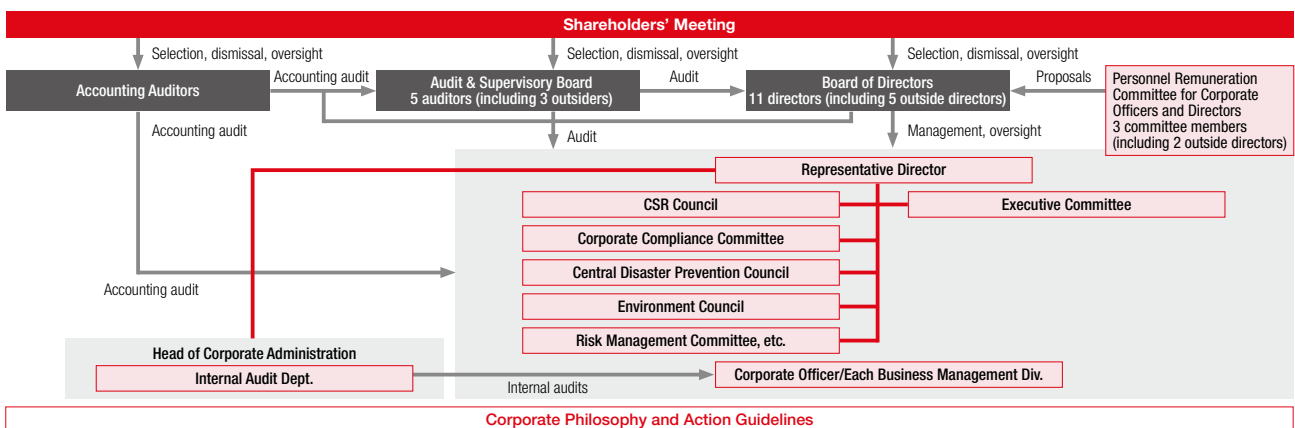
In addition to statutory bodies and positions required under the Companies Act (General Meeting of Shareholders, Directors, Board of Directors, Audit & Supervisory Board Members, Audit & Supervisory Board, Independent Public Accountants), under the current management structure we employ an executive officer system to clarify management oversight and business execution while thoroughly speeding up management decision making and business execution. Under this structure, the Board of Directors comprises 11 members in total, six internal directors (including directors who serve concurrently as executive officers) including the president, who holds the right to represent the Company, and five outside directors. In addition, there are 13 executive officers, excluding those who serve concurrently as directors. As the Company's management supervisory body, the Board of Directors has established a highly effective system of oversight for directors with the appointment of five outside directors. The President and Representative Member of the Board chairs the Board of Directors and does not serve concurrently as an executive officer.

Management Audit Oversight

The Company has an Audit & Supervisory Board that serves as an audit function for management, and consists of five members in total, two internal Audit & Supervisory Board members, and three outside Audit & Supervisory Board members. A system has been established for Audit & Supervisory Board members to learn of the state of business execution by attending important meetings and committees including the Executive Committee. The auditing structure comprises audits conducted by Audit & Supervisory Board members to audit directors in the performance of their duties, financial auditing conducted by independent public accountants as outside audits and financial and business audits of each executive department and Group company conducted by the Internal Audit Dept.

These activities maintain independence from each other and serve to establish a three-way audit structure. At the same time, Audit & Supervisory Board members receive information from independent public accountants and the Internal Audit Dept. as appropriate in an effort to strengthen audit functions.

Corporate Governance Support System



Personnel Remuneration Committee for Corporate Officers and Directors

To ensure fairness and transparency in officer personnel affairs and remuneration, the Company has established the Personnel Remuneration Committee for Corporate Officers and Directors. Officer personnel matters and remuneration are decided by the Board of Directors following a review by the committee. The committee comprises three members, one representative director and two independent outside directors, ensuring that a majority of its members are inde-

pendent outside directors.

The committee convened four times in fiscal 2021, in which it deliberated officer personnel and remuneration matters that were then advised to the Board of Directors.

Name of Committee	Personnel Remuneration Committee for Corporate Officers and Directors
Committee members	3 members
Member of the Board (Internal)	Masataka Yamaishi
Member of the Board (Outside)	Hideichi Okada, Hirokazu Kono
Chairman	Masataka Yamaishi

Remuneration for Corporate Officers and Directors

Overview of Officer Remuneration

Traditionally, Yokohama has paid directors (excluding outside directors) basic remuneration and annual bonuses as monetary remuneration under a system where the annual bonuses fluctuate according to Company-wide performance in each fiscal year and the attainment level of individual results for each director.

In addition, with the aim of ensuring the sustainable improvement of corporate value and greater sharing of value with shareholders, the Ordinary General Meeting of Shareholders held in 2018 resolved to introduce a restricted stock compensation system for directors (excluding outside directors). This system was extended to executive officers from 2020.

Starting in 2021, a medium-term performance-linked remuneration system was introduced for directors (excluding outside directors) and executive officers, with the aim of further incentivizing the achievement of quantitative targets in the Medium-Term Management Plan.

Eligibility for Medium-Term Performance-Linked Remuneration

The officers eligible for medium-term performance-linked remuneration as of March 30, 2022 are as follows.

Position	Number of persons
Representative Director	1
Member of the Board and Managing Officer	2
Member of the Board and Officer	3
Officer	13

Method for Calculating Medium-Term Performance-Linked Remuneration

The applicable period is the three years from fiscal 2021 to fiscal 2023 that represent the quantitative target of the Group's Medium-Term Management Plan. The standard is set at a cumulative consolidated business profit of ¥180 billion in total, with the remuneration calculated for all eligible persons according to the following formula.

Cumulative consolidated business profit over the applicable period ÷ ¥180 billion × 100	Calculation method
120% or more	Monthly remuneration × 12 months × payment factor of 1.5
100% or more but less than 120%	Monthly remuneration × 12 months × payment factor of 1
Payment for less than 100%	No payment

Monthly remuneration is the remuneration set for each position in April 2021, and if a position changes part way through the applicable period, the calculation is to be made based on the monthly remuneration in the month the new position was assumed. For eligible persons, an individual monetary limit of ¥84.78 million is set.

Medium-term performance-linked remuneration will be paid in cash within one month of the day following that day on which the cumulative consolidated business profit during the applicable period has been finalized at the first Ordinary General Meeting of Shareholders held after the end of the applicable period.

Amount of Remuneration of Directors and Audit & Supervisory Board Members (fiscal 2021)

Category	Total remuneration (Millions of yen)	Total by type of remuneration (Millions of yen)				Number of applicable executives (persons)
		Basic remuneration	Performance-linked remuneration			
			Bonus	Restricted stock compensation	Medium-term performance-linked remuneration	
Member of the Board (excluding Member of the Board (Outside))	417	198	60	100	57	7
Audit & Supervisory Board Members (excluding Audit & Supervisory Board Member (Outside))	63	45	17	—	—	3
Member of the Board (Outside) and Audit & Supervisory Board Member (Outside)	74	74	—	—	—	8

A breakdown of the names, positional categories and remuneration amounts are listed below for those officers whose total remuneration including consolidated remuneration exceeded ¥100 million for fiscal 2021.

Name	Consolidated total remuneration (Millions of yen)	Executive category	Company category	Total by type of remuneration (Millions of yen)			
				Basic remuneration	Bonus	Restricted stock compensation	Medium-term performance-linked remuneration
Masataka Yamaishi	146	Member of the Board	Reporting Company	56	21	50	18
Nitin Mantri	487	Member of the Board	Reporting Company	32	—	—	2
		Member of the Board	Consolidated Subsidiary ATC Tires Pvt. Ltd.	23	152	—	274

Messages from Member of the Board (Outside) and Audit & Supervisory Board Member (Outside)

Hirokazu Kono Member of the Board (Outside)

◆ Profile

March	1980	Graduated from the Department of Industrial and Systems Engineering, Faculty of Engineering, Keio University
March	1982	Completed master's course at the Graduate School of Engineering, Keio University
March	1987	Withdrew from the Graduate School of Engineering, Keio University after obtaining doctoral course credits
April	1987	Research Associate, Graduate School of Business Administration, Keio University
April	1991	Assistant Professor, Keio University
May	1991	Ph.D. in Engineering (Keio University)
July	1991	Visiting Researcher, Harvard Business School (until July 1992)
April	1998	Professor, Keio University (current post)
October	2009	Dean, Graduate School of Business Administration and Business School, Keio University (until September 2019)
June	2011	Member of the Independent Committee, The Yokohama Rubber Co., Ltd. (until March 2014)
May	2013	President, Japan Industrial Management Association (until May 2017)
June	2014	Audit & Supervisory Board Member, Okasan Securities Group Inc. (until June 2021)
June	2015	Outside Director, Audit & Supervisory Committee, Okasan Securities Group Inc. Outside Director, Stanley Electric Co., Ltd. (current post)
March	2018	Member of the Board, The Yokohama Rubber Company, Co., Ltd. (current post)

◆ Significant Concurrent Positions

Professor, Keio University



Visiting Worksites, Thinking Together with Workers and Working Together as One Company to Improve Corporate Value

I believe that the key in corporate management is to properly recognize the company's strengths as well as issues and to determine the direction that the company should aim for. While it is necessary to individually respond to recent business keywords such as environmental issues, sustainability, compliance, governance, IoT, and digital transformation (DX), the starting point is the ability to concretely envisage the ideal and target image of the company from a long-term perspective, and the attitude of leaders themselves to visit worksites and grasp the current situation.

With regard to governance and compliance, it is my opinion that Yokohama Rubber comprehends socio-economic trends accurately and implements swift responses. On the other hand, there is still room for further improvements in terms of safety and quality. In order to thoroughly ensure the very basics of safety and quality in the workplace, I believe that Yokohama should enhance functional and human resources that connect the head office with worksites. I expect that the relocation of the head office from Tokyo to Hiratsuka will act as one key catalyst for such enhancement.

In terms of business development, Yokohama is swiftly implementing new growth initiatives such as reorganizing part of the MB segment to consolidate management resources and focusing on the commercial tire business. Nevertheless, I feel that there is still room for a higher level of QCD improvement capabilities at the production sites. Although the diversifying production mix will make it even more difficult to continue improvement activities, it is important to pursue a process to produce good products while ensuring safety at

the production sites and make steady improvements. Such activities will be linked to supply chain management (SCM) and manufacturing-sales collaboration, combining the capabilities in human resources development and IT. I would like to contribute to these initiatives by making use of my own expertise.

At meetings of the Board of Directors, I speak frankly on issues such as production and supply matters and human resources development. However, there are difficulties in covering every and all issues and practicing a worksite-focused approach merely by attending meetings. In the future, I would like to take more opportunities of activities that involve visiting workplaces and thinking together with workers.

FY2021 was the first year of the Yokohama Transformation 2023 (YX2023) medium-term management plan. While the achievement of the goals set in the YX2023 has great significance and responsibility, it is also important to value the sense of achievement and motivation of workers in every department who underpin daily corporate activities. How can Yokohama enhance not only our output as a result indicator, but also the fulfillment of functions such as production, sales, R&D and management? I would like to continue to make proposals from an objective perspective.

For the benefit of stakeholders, it is essential to appropriately communicate Yokohama's raison d'être including its responses to issues in the local environment, enhance its corporate value, and return profits. I hope to contribute to the two-way communication with stakeholders.

Megumi Shimizu Audit & Supervisory Board Member (Outside)

◆ Profile

March	1991	Graduated from Faculty of Law (Department 1), The University of Tokyo
April	1993	Completed course at the Legal Research and Training Institute
April	1993	Joined Nishimura & Sanada law firm (until March 1995)
April	1999	Rejoined Nishimura & Partners
March	2004	Partner, Nishimura & Tokiwa law firm (now Nishimura & Asahi) (current post)
June	2005	Graduated from Harvard Law School (LL.M)
September	2005	Worked at Paul, Weiss, Rifkind, Wharton & Garrison LLP, New York (until March 2006)
December	2015	Outside Auditor, EduLab, Inc. (current post)
March	2018	Audit & Supervisory Board Member, The Yokohama Rubber Company, Co., Ltd. (current post)

◆ Significant Concurrent Positions

Partner, Nishimura & Asahi



Importance of Establishing and Appropriately Operating Effective Group Governance with the Inclusion of Overseas Bases

As an Audit & Supervisory Board Member (Outside) with a background as a lawyer, I place a primary emphasis on our “defensive function” and endeavor to monitor whether the Company’s management makes key management decisions based on due consideration of possible risks from multiple perspectives.

At last year’s Board of Directors meetings, efforts were made to deepen the understanding of outside officers with regard to the Company’s business and its issues, such as by allocating time to provide detailed explanations of business plans for each division and sharing materials from the Business Strategy Meeting. This makes me feel that management expects useful advice from us as outside officers.

The Company’s senior management team is taking a proactive stance in terms of business plans and strategies, as demonstrated by the currently ongoing acquisition of Trelleborg Wheel Systems Holding AB (TWS, Sweden). In order for Yokohama Rubber to achieve sustainable growth as a listed company and enhance corporate value over the medium to long term, I believe that the importance of management with an emphasis on compliance-based sustainability will continue to increase.

With regard to compliance, even now, in-depth analyses are being conducted and serious discussions are being held on every issue reported at meetings of the Board of Directors and the Audit & Supervisory Board based on thorough observations made by outside officers, with a view to preventing recurrences. In addition to instilling an awareness of the importance of compliance at all levels within the Company,

it is essential to establish a system in which the appropriate departments and points of contact are promptly consulted (or given reports), and corrective measures are taken whenever an incident that could constitute a breach of compliance occurs or is discovered.

The Company currently has overseas bases in 27 countries, and overseas business sales in the fiscal year ended December 31, 2021 accounted for 64.6% of total sales. When the acquisition of TWS is completed, the ratio of overseas business activities will increase further, so it will be important to establish an effective group governance system, including overseas bases, and to operate it appropriately. I intend to pay close attention to the efforts of the Company’s management to enhance global governance.

With regard to sustainability, we are tackling issues related to the environment and society in product development and business activities. In order to support Yokohama’s sustainable growth and increase corporate value, it will be also important to ensure the diversity of human resources who will serve as the foundation for these efforts. The ratio of female managers within the Company is still low at present, so I hope that we will continue working to raise this ratio while implementing work style reforms, so that all employees can play active roles with job satisfaction while achieving a healthy balance with life events, regardless of gender.

Compliance

Basic Approach

The Yokohama Rubber Group Action Guidelines define the actions to be taken by members of the Yokohama Group not only to comply with laws and regulations but also to observe social norms.

In addition, to respond to expanding risks due to globalization, in July 2017 the Yokohama Rubber Group Competition Law Compliance Policy and Anti-Corruption Policy were established by approval of the Board of Directors. By declaring these policies in Japan and abroad, defining regulations and guidelines that embody them, and presenting these requirements to members of the Yokohama Group, we have put in place a system that prevents violations of competition law and corruption.

By combining the Global Whistle-Blowing System introduced from February 2018 with these initiatives and expanding them to our subsidiaries in each country and region, we aim to further raise the level of compliance in the Yokohama Group.

Compliance System

Yokohama Rubber has established a Corporate Compliance Committee chaired by the director in charge of the CSR Div. and a Corporate Compliance Dept. as the department that handles implementation. The committee meets four times a year for ongoing implementation of various measures related to the Yokohama Group's compliance, and to report on its activities to the Board of Directors and the Audit & Supervisory Board. The Corporate Compliance Dept. also plans and promotes compliance training for Group members, distributes educational materials depending on the recipients and information required, and conducts group learning and training activities at workplaces.

In addition, by assigning a person from each division to be a concurrent member of the Corporate Compliance Dept., and Compliance Promotion Managers at affiliated subsidiaries, we have established a network connecting compliance-related complaints and consultations to

■ Compliance Workplace Training Themes (2021)

The Yokohama Group uses its own educational materials to conduct group training on compliance at each workplace monthly. In fiscal 2021, the following themes were covered.

- January Revisions to the whistleblowing regulations
- February Sexual harassment
- March Power harassment
- April Misappropriation of company assets
- May Human rights
- June The Antimonopoly Act
- July Reverse power harassment
- August Power harassment of affiliate companies and suppliers
- September Protection of personal information
- October Paid leave
- November Improper conduct regarding quality
- December Giving and receiving parting gifts, gifts of thanks, etc.

the Corporate Compliance Dept. The Yokohama Group's Corporate Philosophy and Code of Conduct have been disseminated to all Group companies, including those overseas, and serve as guidelines for the execution of duties by the directors and employees of each company.

Whistle-Blowing System

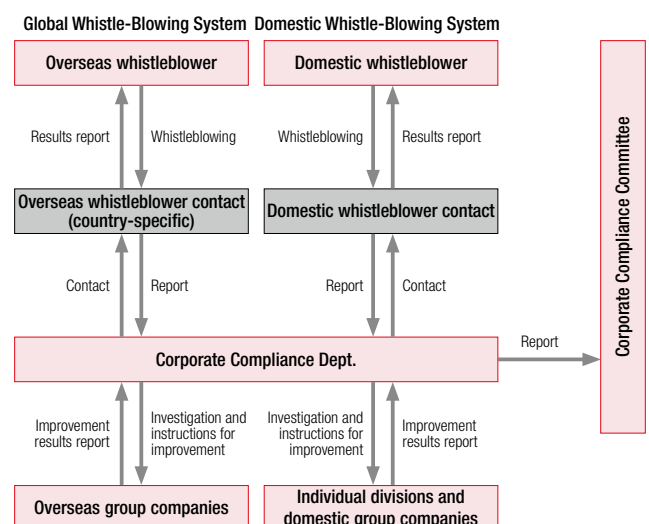
In Japan, we have established two types of whistleblowing and consultation services, the Corporate Compliance Hotline and the General Counseling Room. Contact details (telephone numbers, email addresses) for these services are disseminated through Corporate Compliance Cards distributed among all members of the Yokohama Group to respond to the need for employees to make whistleblowing reports or seek consultation.

There are two Compliance Hotlines, one internal and one external. All reports are treated as anonymous in accordance with the Whistle-Blower Protection Act. The external Compliance Hotline is set up at a law firm to ensure independence.

The General Counseling Room has been set up as a service for anyone to consult over doubts regarding compliance, and as a general rule is not treated as anonymous. In fiscal 2021, the Compliance Hotline and General Counseling Room fielded 149 reports or consultations in total.

For overseas subsidiaries, a Global Whistle-Blowing System where the Compliance Dept. directly ascertains violations of competition law or bribery through the external Compliance Hotline has been set up. Coordinating with local law firms and companies that provide whistleblowing systems, phased introduction has been completed in China, the Philippines, Thailand, North America and Europe. Going forward, introduction will also be pursued for production sites in Vietnam and Indonesia.

■ Whistle-Blowing System



Risk Management

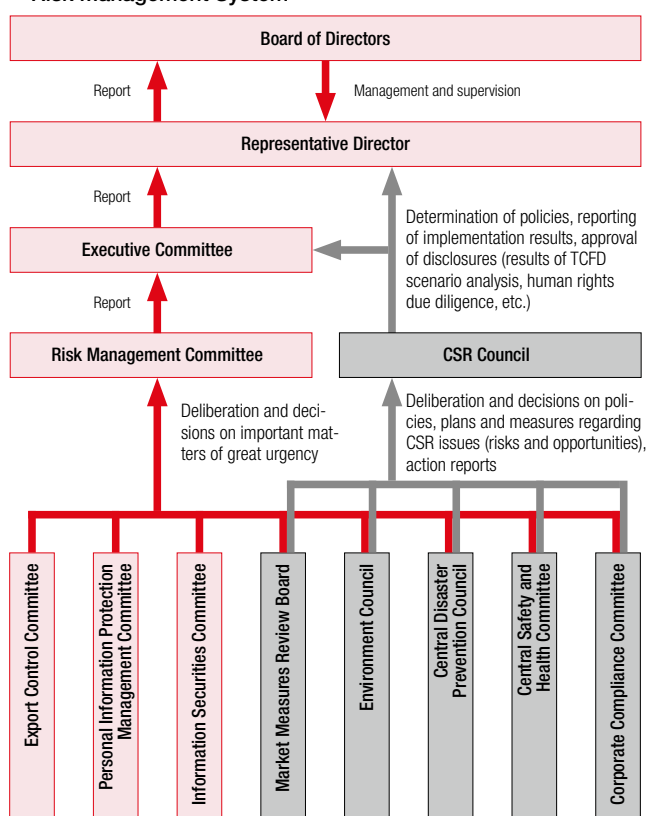
Basic Approach

To establish a solid defense system against the various risks surrounding the Company, we have established the Risk Management Committee, which is chaired by the director in charge of risk management. The committee manages the risks that could have a serious impact on management in a cross-sectoral manner, and assesses and responds to those risks appropriately.

We have also established various bodies including the Corporate Compliance Committee, Central Safety and Health Committee, Central Disaster Prevention Council, Environment Council, Information Securities Committee, Personal Information Protection Management Committee and the Export Control Committee, each of which creates and maintains regulations, guidelines and manuals to manage each risk, while conducting education and training activities. When a committee or council deems a matter to be serious and require urgency, an Extraordinary Risk Management Committee Meeting is convened at the request of the relevant committee or council as part of the system in place to assess and respond appropriately to such matters.

The activities of the Risk Management Committee are regularly reported to the Board of Directors. The activities of meeting bodies other than those above are reported to the Executive Committee as appropriate, and to the Board of Directors when deemed necessary.

■ Risk Management System



Cross-Shareholdings

Basic Approach

In the interests of corporate expansion and sustainable development, the Company believes it is essential to maintain cooperative ties with various companies. We adopt a medium-to-long-term perspective for enhancing the Company's corporate value, and follow a policy of holding shares deemed strategically necessary after comprehensively accounting for strategic ties with the companies with whom we maintain important cooperative relationships, cooperative business-related ties with supplier, and other factors.

Verifying the Appropriateness of Cross-Shareholdings

Once a year, the Company verifies, in both qualitative and quantitative terms, the benefits and risks associated with its individual cross-shareholdings from a medium-to-long-term perspective, also taking into account nature and scale of transactions, among other factors. These findings are reported to the Board of Directors.

In fiscal 2021, the Company sold all shares held in three companies in light of verification by the Board of Directors in February 2021.

■ Number of Issuers and Amount on Balance Sheet

	Number of issuers	Total balance sheet amount (Millions of yen)
Unlisted shares	37	484
Shares other than unlisted shares	64	100,391

(Stocks which saw an increase in the number of shares in fiscal 2021)

	Number of issuers	Total balance sheet amount (Millions of yen)
Unlisted shares	—	—
Shares other than unlisted shares	1	0

(Stocks which saw a decrease in the number of shares in fiscal 2021)

	Number of issuers	Total balance sheet amount (Millions of yen)
Unlisted shares	1	27
Shares other than unlisted shares	3	196