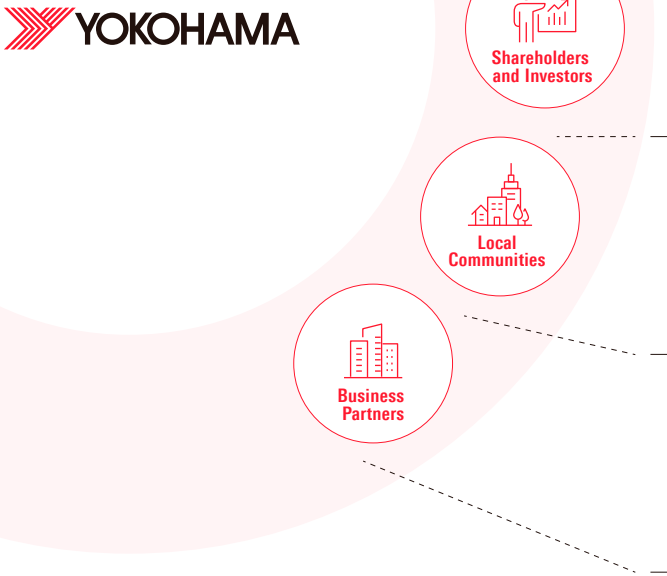
Shared Value Created with Stakeholders

The Yokohama Rubber Group values dialogue with all stakeholders and aims to enhance corporate value by building relationships of trust. We sincerely reflect stakeholder expectations and needs in our business activities while contributing to societal sustainability.



	Expectations and Interests of Stakeholders	Communication Channels	Shared Value Created with Stakeholders
Customers	■ Product safety and quality ■ Development and provision of environmentally friendly products ■ Comprehensive support system ■ Appropriate provision of product and service information	■ Daily business activities (daily) ■ Customer service desk (daily) ■ Website and social media (as needed) ■ Holding events and exhibiting at trade shows (as needed) ■ Tire safety awareness campaign (once a year)	■ Development and provision of safe, high-quality, and environmentally friendly products ■ Enhancing customer satisfaction through comprehensive support and appropriate information ■ Contributing to safer and more comfortable mobility by identifying needs through dialogue
Employees	■ Occupational health and safety and health-focused management ■ Human resources development and utilization ■ Improvement of employee engagement ■ Creating opportunities for diverse talent to thrive ■ Respect for human rights	■ Dialogue between management and employees (as needed) ■ Internal consultation desk (daily) ■ Corporate Compliance Hotline (daily) ■ Labor-management council and committee meetings (as needed) ■ Intranet notices (daily), publication of company newsletter (quarterly)	■ Providing safe and healthy workplaces and respecting human rights ■ Developing diverse talent and enabling them to realize their full potential ■ Enhancing employee engagement through dialogue with management
Shareholders and Investors	■ Increasing corporate value ■ Timely and appropriate disclosure ■ Appropriate return of profits ■ Sustainability initiatives	■ General meeting of shareholders (annually), financial results briefing (four times a year) ■ Small-group and one-on-one IR meetings (as needed) ■ Facility tours and test ride events (as needed) ■ Website (daily)	■ Transparent management through timely and appropriate disclosure and dialogue ■ Appropriate return of profits generated through business activities ■ Enhancing medium- to long-term corporate value through continued “Hockey Stick Growth”
Local Communities	■ Regional environmental conservation ■ Contribution to local communities ■ Economic revitalization of local communities	■ Community briefing sessions (once or twice a year) ■ Factory tours (as needed) ■ Biodiversity panel discussions (once a year) ■ Opening parks and grounds on premises to the public (daily) ■ Participation in local volunteer activities (as needed) ■ Sponsorship of local events (as needed)	■ Developing local talent and creating employment opportunities ■ Contributing to local communities through environmental conservation activities and sponsorship of community events ■ Supporting the economic revitalization and sustained development of local communities through our business activities
Business Partners	■ Fair and equitable transactions ■ Building long-term partnerships ■ Quality enhancement initiatives ■ Respect for human rights across the supply chain	■ CSR briefings for business partners (twice a year) ■ Suppliers’ Day (once every two years) ■ Seminars for natural rubber farmers (twice a year) ■ Natural rubber farm surveys (around 15 surveys a month) ■ Inquiry desk (daily)	■ Building long-term partnerships based on fair and equitable business practices ■ Improving quality through initiatives such as seminars for natural rubber farmers ■ Promoting respect for human rights and strengthening competitiveness across the supply chain