

Social Capital

Building favorable relationships with customers, suppliers, local communities, shareholders, investors, employees and all other stakeholders is essential to enhancing our corporate value. Taking heed of their voices, we will strive to live up to what they expect of us and accommodate their needs, thereby fulfilling our social responsibilities.

The State of Our Social Capital (efforts to promote dialogue with key stakeholders)

	Communication methods	Fiscal 2020 achievements
Customers	<ul style="list-style-type: none"> Customer consultation and service contact Customer response through service and sales departments Providing information via our website and various media channels Exhibitions and events, etc. 	Number of customer consultations (cases) <ul style="list-style-type: none"> Tire Business: 4,644 (inquiries: 4,252; complaints: 392) Sports Business: 7,790 (inquiries: 7,292; complaints: 498) Industrial and Other Products Business: 3,600 (inquiries: 2,466; complaints: 1,134)
Business partners	<ul style="list-style-type: none"> Dialogue through day-to-day business Confirmation visits to procurement partners, and feedback Questionnaires targeting procurement partners Explanatory meetings, etc. 	Number of CSR procurement briefings (held once every three years) :0 Note: In fiscal 2020, CSR procurement briefings had not been held to prevent the risk of COVID-19 infection.
Local communities	<ul style="list-style-type: none"> Participation in local events Cooperation with NGOs and NPOs in social contribution activities Participation in economic and industry organizations Dialogue with local governments, etc. 	Total amount of CSR Fund subsidy: ¥13.14 million Number of participants in the Dunlop Monozukuri Class: 231
Shareholders and investors	<ul style="list-style-type: none"> General meeting of shareholders Timely disclosure of news releases and publications Issuance of financial information, including fact books and shareholder communications Providing information via website and other media Results briefings, etc. 	Number of shareholders: 41,177 (as of December 31, 2020) Number of institutional investors we engaged in dialogue: 9
Employees	<ul style="list-style-type: none"> Providing information through internal newsletters, intranet, etc. Consultation with labor-management councils and employee representatives Compliance consultation service Round-table discussions with president to exchange views with management Integrated Report questionnaire, etc. 	Number of employees (as of December 31, 2020) Sumitomo Rubber Group: 39,298; Sumitomo Rubber Industries: 7,371 (male employees: 6,530, female employees: 841)

Topics

In June 2020, the Izumiotsu Factory concluded a temporary evacuation agreement with Izumiotsu City to provide its premises as shelters in the event of a disaster. Specifically, the factory will open its gymnasium, parking lot and bathing and other facilities to evacuees. An agreement of this kind is at the vanguard of community contribution on a nationwide basis. In September 2020, the factory carried out evacuation drills in the presence of Osaka Prefectural Governor Hirofumi Yoshimura and, in November, executed drills for the installation of a temporary shelter in tandem with city officials and residents of neighboring communities. Also, during the period from May 2020 to March 2021, the factory donated disinfectants to the city which, in turn, distributed them to local elementary and middle schools.

Going forward, we will work hand in hand with members of neighboring communities to ensure that robust countermeasures are in place in preparation for disasters.



Enhancing Our Brand Capabilities

Our brand capabilities constitute one of essential elements supporting growth in corporate value. For us to take full advantage of the Dunlop brand and maximize business outcomes, we need to make collective efforts that rally all kinds of Group resources. With

this in mind, in April 2017 we acquired rights to the global use of trademarks of Dunlop brand sports goods. Furthermore, in January 2018, we executed a business integration with Dunlop Sports Co. Ltd. Going forward, we will strive to create synergies through relevant operations in both the Tire Business and Sports Business, thereby enhancing the value of the Dunlop brand.

Tire Business	Sports Business	Industrial and Other Products Business
 <p>A pioneering brand focused on achieving both superior safety and environmental friendliness</p> <p>Since the 1888 commercialization of the world's first pneumatic tire produced by J. B. Dunlop, the Dunlop brand has served as an important component of the history of automobiles and evolved in step with advances in tire technologies. As a pioneering brand, Dunlop is always focused on creating products that are friendly to the global environment and, to this end, employed state-of-the-art simulation technologies in an effort to realize superior driving safety, environmental friendliness and fuel efficiency.</p>  <p>A global brand for all those who love driving</p> <p>Founded in 1983, the Falken brand has been producing replacement tires via the application of technologies that it has long nurtured in the course of supporting major motor sports. Guided by an uncompromising commitment to quality, Falken continues to create products designed to deliver a fun of driving. In line with its brand statement "ON THE PULSE," Falken is currently serving an increasingly broad range of market regions, starting from Europe—an area well known for delivering harsh judgments on quality—and extending to the United States, India, China and Australia, thereby securing greater presence as a global brand originated from Japan.</p>	 <p>In the Sports Business, the "DUNLOP" brand was the first in Japan to produce golf and tennis balls and has also released innovative products supporting the history of golf and tennis. With "DUNLOP" as a starting point, we have developed the "XXIO," "SRIXON," "Cleveland Golf" and other unique brands, acting as a supplier of sporting gear for a number of top-notch players who compete in major events around the globe.</p> <p>Other aspects of the Sports Business include the wellness business, which includes sports club operations; the sports school business, which oversees golf and tennis schools; and the management of golf courses and tournaments. In these ways, we take an aggressive, multifaceted approach to our operations aimed at supporting sports activities.</p> 	<p>Based on our rubber technology, we create a variety of products for industrial use and other applications. Our target markets currently range from industrial infrastructure, medical, and living essential to healthcare fields in line with our efforts meet the ever more diverse needs of society. The potential of our offerings backed by cutting-edge technologies is attracting attention from customers worldwide.</p> <p>Vibration control dampers</p>  <p>Flooring materials</p>  <p>Athletic facilities</p> 