

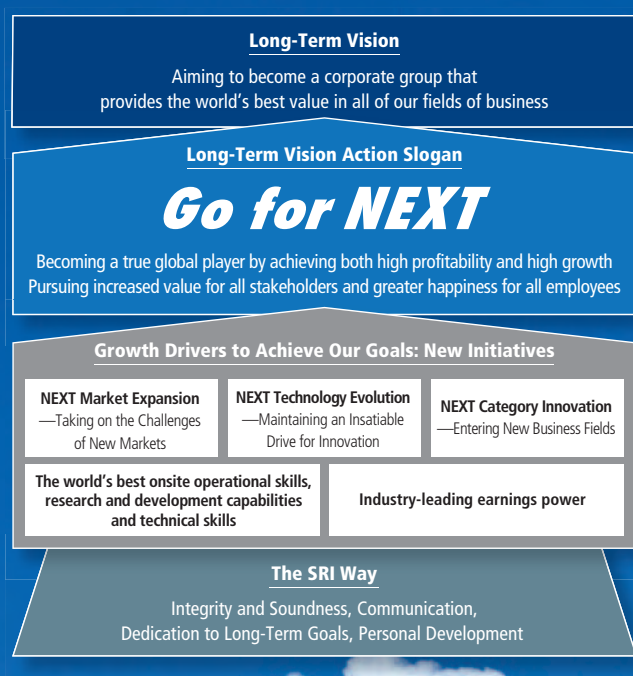
VISION 2020 Long-Term Vision

The Sumitomo Rubber Group has launched the VISION 2020 long-term vision, which set targets for fiscal 2020. Under this vision, we have established the ideal of “becoming a true global player by achieving both high profitability and high growth” while “pursuing increased value for all stakeholders and greater happiness for all employees.” To ensure that we attain this ideal, we have identified three themes in addition to “the world’s best value” (a theme previously set forth in the Sumitomo Rubber Group Long-Term Vision formulated in 2006). First, we will take on the challenges of new markets in line with “NEXT Market Expansion”; second, we will maintain our insatiable drive for innovation in accordance with “NEXT Technology Evolution”; and, finally, we will enter new business fields under the banner “NEXT Category Innovation.” These new themes will guide our new initiatives aimed at driving growth.

As for numerical targets, we aim to achieve net sales of ¥940 billion and an operating income ratio of 10% or greater in fiscal 2015 as interim targets. Furthermore, our final targets set forth for fiscal 2020 encompass ¥1,200 billion in net sales and an operating income ratio of 12% or greater.

Under the slogan of “Go for NEXT,” we will rally Groupwide strength to move forward to new growth stage.

■ Image of Success



■ Numerical Targets

	2015	2020
	(Billions of yen)	
Net sales	940.0	1,200.0
Tire business	780.0	1,000.0
Sports business	100.0	120.0
Industrial and Other Products business and new businesses	60.0	80.0
Operating income	100.0	150.0
Operating income ratio	10% or greater	12% or greater
ROE	15% or greater	15% or greater
ROA (operating income base)	10% or greater	14% or greater
Debt-to-equity ratio	0.9 times or lower	0.5 times or lower

Assumed exchange rate: US\$1 = ¥80, 1 euro = ¥100

Go for NEXT

VISION 2020

1

NEXT Market Expansion

Taking on the Challenges of
New Markets

2

NEXT Technology Evolution

Maintaining an Insatiable Drive
for Innovation

3

NEXT Category Innovation

Entering New Business Fields

• New Initiatives

The World's Best Value

The world's best onsite operational skills, research and
development capabilities and technical skills

Industry-leading earnings power