

Long-Term Vision:

Aiming to become a corporate group that provides

The Sumitomo Rubber Group's operations cover three business segments: Tire, Sports and Industrial and Other Products. In line with "VISION 2020," a long-term vision that sets targets for fiscal 2020, the Group is pushing forward initiatives to achieve stable business growth.

In the Tire business, the Group boasts a high share of the domestic fuel-efficient tire market and is proactively expanding its market presence overseas, particularly in emerging countries, where demand is expected to grow over the long term, as well as in North America and Europe. In the Sports business, the Group develops premium golf goods and tennis equipment while engaging in the wellness promotion business, which includes fitness club operations. In the Industrial and Other Products business, the Group is striving to expand sales of vibration control dampers and medical rubber parts, which have great growth potential.

Composition of Net Sales by Business Segment



Composition of Net Sales by Business Location

Japan	North America	Europe	Asia	Others
44%	16%	7%	20%	13%

History

1909

Dunlop U.K. established Japan's first modern rubber factory. Began production of bicycle tires and tubes, and solid rickshaw tires

1913

Produced Japan's first automobile tire

1954

Developed Japan's first tubeless tire

1963

Sumitomo assumed management of company. Changed name to Sumitomo Rubber Industries, Ltd.

1966

Started mass-production of Japan's first radial tire "SP3"

1984

Acquired six tire plants in the U.K., Germany and France as well as Dunlop Tyre Technical Division in the U.K.

1986

Acquired Dunlop Tire Corporation in the U.S.

1999

Formed alliance in tire business with The Goodyear Tire & Rubber Company of the U.S.

2003

Merged with The Ohtsu Tire & Rubber Co., Ltd.

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the world's best value in all of our fields of business

"VISION 2020" Long-Term Vision

Go for NEXT VISION 2020

Becoming a true global player by achieving both high profitability and high growth
Pursuing increased value for all stakeholders and greater happiness for all employees

Three Growth Engines of VISION 2020

- 1 **NEXT Market Expansion**
Taking on the Challenges of New Markets
- 2 **NEXT Technology Evolution**
An Insatiable Drive for Innovation
- 3 **NEXT Category Innovation**
Entering New Business Fields

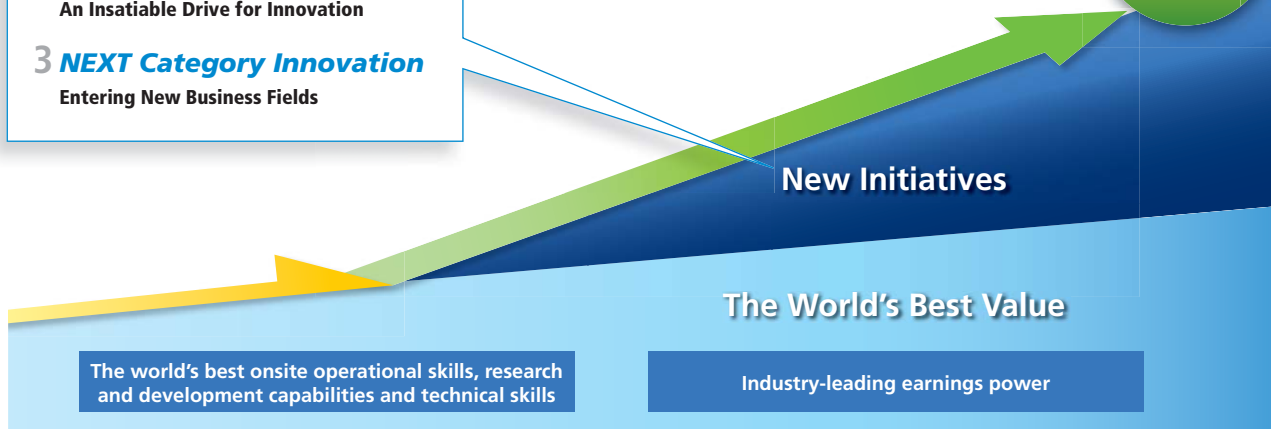
2015 Results

Net Sales **¥848.7 billion**
Operating Income **¥77.1 billion**

2020 Targets

Net Sales **¥1,200.0 billion**
Operating Income **¥150.0 billion**

2020:
Realization
of Group
Vision



2006

Introduced the Sumitomo Rubber Group Long-Term Vision

2009

Celebrated the Company's 100th anniversary

2012

Announced "VISION 2020," our long-term vision

2013

Launched ENASAVE 100, the world's first* 100% fossil resource-free tire

* Since the use of synthetic rubber became the industry standard (based on Sumitomo Rubber Industries' own research).

2014

Launched ENASAVE NEXT, which has achieved the coveted "AAA-a" ranking—the highest possible—under Japan's tire labeling system

Introduced two lines of premium runflat tires produced using our NEO-T01 next-generation tire manufacturing system: the SP SPORT MAXX 050 NEO released in Japan under the Dunlop brand and the AZENIS FK453 RUNFLAT released in Europe under the Falken brand

2015

Dissolved the alliance agreement and joint ventures with The Goodyear Tire & Rubber Company

Completed the development of ADVANCED 4D NANO DESIGN technology for creating new materials

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Cautionary Statements with Respect to Forward-Looking Statements

Statements made in this annual report with respect to Sumitomo Rubber Industries, Ltd.'s current plans, estimates, strategies and beliefs, and other statements that are not historical facts, are forward-looking statements about the future performance of the Sumitomo Rubber Group. These statements are based on the Company's and the Group's assumptions and beliefs in light of the information currently available to them. Sumitomo Rubber Industries cautions that a number of potential risks and uncertainties could cause actual results to differ materially from those discussed in the forward-looking statements and advises readers not to place undue reliance on them.