


 **SUMITOMO RUBBER INDUSTRIES, LTD.**

Group Profile

Rubber and Beyond, Driving Our Future

 **SUMITOMO RUBBER INDUSTRIES, LTD.**

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# Our Philosophy

“Purpose” is the starting point of the Sumitomo Rubber’s Philosophy Structure



The purpose—the reason for being—of the Sumitomo Rubber Group is expressed in Our Philosophy by the following phrase: “Through innovation we will create a future of joy and well-being for all.”

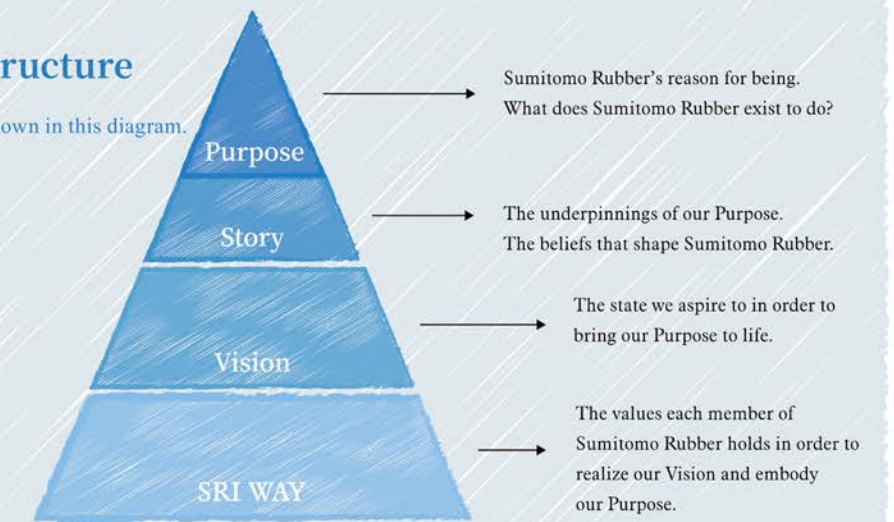
Since introducing modern rubber technology to Japan, we have worked hard to ensure our customers all over the world can experience joy and well-being.

To quickly respond to the increased demand for sustainability in society and today’s business environment of irregular change, by embodying Our Philosophy and offering products and services focusing primarily on tires, sports, and industrial products, we will provide joy and well-being to support people, society, and the future. We look forward to and greatly appreciate your continued support, cooperation and feedback.

President and CEO, Representative Director

## Our Philosophy Structure

Our Philosophy is structured as shown in this diagram.



\*Our Philosophy is indicated in the gray area

Sumitomo Rubber’s reason for being.  
What does Sumitomo Rubber exist to do?

The underpinnings of our Purpose.  
The beliefs that shape Sumitomo Rubber.

The state we aspire to in order to  
bring our Purpose to life.

The values each member of  
Sumitomo Rubber holds in order to  
realize our Vision and embody  
our Purpose.

Sumitomo Business Philosophy

The Sumitomo Business Philosophy  
is the heritage of wisdom accumulated  
since its foundation 400 years ago.

\*Basis of Our Philosophy

## Purpose Our Reason for Being

**Through innovation we will create  
a future of joy and well-being for all.**

## Story Our Beliefs

A unique belief in the material possibilities of rubber.  
A track record of multiple world firsts  
through industry-leading rubber technology,  
and beyond that, relentless dedication  
to the innovation and development of new technologies.  
A singular focus on creating value that exceeds expectations  
in response to the trust our customers and society place in us.

Supporting individuals, society, and the future;  
through innovation creating a future of joy  
and well-being for all.

We are Sumitomo Rubber Industries,  
and this is what we are for.

## Vision The State to Which We Aspire

**Uniting our diverse strengths,  
growing together,  
driving and thriving on change.**

## SRI WAY The Values We Hold

**Being reliable and worthy of trust**

Facing forward with honesty and integrity,  
responding to the trust our customers,  
our colleagues and our society place in us.

**Seeking out challenge**

Being unafraid; having the courage to persist in the face of failure.

**Valuing one another**

Understanding and respecting each other’s individuality and perspective.

## Slogan

**Rubber and Beyond, Driving Our Future**





# Our History

Making life better with creative ideas and technologies

## Alive and well over 400 years later — the “Sumitomo Business Spirit”

Sumitomo Group founder Masatomo Sumitomo laid out his business principles in a book he titled “Monjuin Shiigaki.” His teachings therein have been passed down through the Sumitomo Group for over 400 years firstly as the “Business Principles” and secondly as the “Business Spirit” of the Sumitomo Group.

## Making others happy That was the motivation behind Dunlop’s first step.

In 1888, Irish veterinarian J.B. Dunlop invented the first practical pneumatic tire — for his son’s tricycle. Hatched from love, the altruism that led him to make tires so that his son “would enjoy riding his tricycle more” has been carried forward and continuously applied to creating new values intended to bring joy and happiness in new ways.

J.B. Dunlop, inventor of the world’s first practical pneumatic tire



## History

- 1888 J.B.Dunlop invented the world’s first practical pneumatic tire .
- 1909 Established as the Japanese branch of Dunlop Rubber Co. of the UK — Dunlop Rubber Co. (Far East) Ltd.
- 1913 Produced Japan’s first automobile tire.
- 1930 Produced Japan’s first golf and tennis balls.
- 1954 Produced Japan’s first tubeless tire.
- 1960 Sumitomo Electric Industries, Inc. and Sumitomo Corporation invested in the company.
- 1963 Ratio of Japanese investment in the company exceeded 50%, company renamed to Sumitomo Rubber Industries, Ltd.
- 1966 Produced Japan’s first radial tire.
- 1999 Formed alliance in the tire business with The Goodyear Tire & Rubber Company of the U.S.
- 2003 Merged with The Ohtsu Tire & Rubber Co., Ltd.
- 2013 Produced the world’s first\* 100% fossil resource-free tires.  
\* Since synthetic rubber became the mainstream  
\* Based on our in-house research
- 2015 Dissolved the alliance agreement and joint ventures with The Goodyear Tire & Rubber Company.
- 2017 Acquired the DUNLOP Brand Overseas Business.
- 2019 Commenced sale of the world’s first\* tires incorporating cellulose nanofiber.  
\* Based on our in-house research
- 2020 Established corporate philosophy structure “Our Philosophy”.

## Sumitomo Rubber Industries, Ltd.

Established .....1909  
Incorporated .....1917  
Capital stock .....42.7 billion yen  
Sales revenue .....936.0 billion yen  
Consolidated employees.....40,055  
(as of the end of Dec. 2021)

## ● Products handled

Tires (passenger cars, truck/bus construction vehicles, agricultural vehicles, industrial vehicles, race/rally vehicles, motorcycles), aluminum wheels, golf and tennis goods, wellness business, rubber parts for medical applications, rubber parts for office equipment, vibration control dampers, floor coating, civil works and marine facilities, artificial turf for sporting facilities, rubber gloves, gas hoses, portable ramps for wheelchairs, and so on.



Nasa Hataoka



Kevin Anderson





## Asia / Pacific

Manufacturing companies	9 companies
Sales companies	21 companies
Other group companies	2 companies

## Americas

Manufacturing companies	3 companies
Sales companies	4 companies
Other group companies	2 companies

## Europe / Africa / Middle East

Manufacturing companies	4 companies
Sales companies	19 companies
Other group companies	9 companies

● Manufacturing companies ● Sales companies ● Other group companies

\* as of the end of Dec. 2021

# Our Global Network

Recognized the world over, Sumitomo Rubber





### Major Bases/Group Companies in Japan

#### ● Offices/Training centers

Head Office	Kobe, Hyogo
Tokyo Head Office	Koto-ku, Tokyo
Central Training Center	Sanda, Hyogo
Shirakawa Training Center	Shirakawa, Fukushima

#### ● Production bases

Shirakawa Factory	Shirakawa, Fukushima
Nagoya Factory	Toyota, Aichi
Izumiotsu Factory	Izumiotsu, Osaka
Miyazaki Factory	Miyakonojo, Miyazaki
Ichijima Factory	Tamba, Hyogo
Kakogawa Factory	Kakogawa, Hyogo

#### ● R&D bases

Tyre Technical Center	Kobe, Hyogo
Okayama Tire Proving Ground	Mimasaka, Okayama
Nayoro Tire Proving Ground	Nayoro, Hokkaido
Asahikawa Tire Proving Ground	Asahikawa, Hokkaido
Golf Science Center	Tamba, Hyogo

#### ● Major group companies

Dunlop Tire Hokkaido Ltd.	Dunlop Sports Enterprises Co., Ltd.
Dunlop Tire Tohoku Ltd.	Dunlop Sports Wellness Co., Ltd.
Dunlop Tire Kanto Ltd.	Sumigomu Sangyo Co., Ltd.
Dunlop Tire Chuo Ltd.	Dunlop Home Products Co., Ltd.
Dunlop Tire Chubu Ltd.	Sumigomu Takasago Integrate, Ltd.
Dunlop Tire Hokuriku Ltd.	Sports Surface Co., Ltd.
Dunlop Tire Kinki Ltd.	Naigai Rubber Co., Ltd.
Dunlop Tire Chugoku Ltd.	Sumitomo Electric Tochigi Co., Ltd.
Dunlop Tire Shikoku Ltd.	Hakusen Green Kaihatsu Co., Ltd.
Dunlop Tire Kyushu Ltd.	
Dunlop Motorcycle Corporation	
Dunlop Retread Service Co., Ltd.	
SRI Logistics Ltd.	
SRI Systems, Ltd.	
Nakata Engineering Co., Ltd.	
SRI Engineering Ltd.	
SRI Business Associates Co., Ltd.	
Dunlop Golf Club Corp.	
Dunlop Sports Marketing Co., Ltd.	

\* as of the end of Dec. 2021

# Our Domestic Bases

The network in Japan behind Sumitomo Rubber's stable quality and supply





# SMART TYRE CONCEPT

Efforts to develop technology focused on the tires of the future

## Safety Technologies Technology development to support safety and peace of mind

### Sensing Core

Our software technology makes tires into sensors, for detecting conditions like slipperiness of the road surface, and the tire wear condition.

### Performance Sustaining Technology

By minimizing degradation in performance resulting from tire wear or deterioration of rubber, tires retain the same performance as they have when brand new. In 2019, we began using this technology in our passenger tires.

### Active Tread

Our tires respond to any road surface, including wet or icy conditions. The tread rubber we use in our tires is able to actively respond to changes in road conditions and adapt to ensure optimum performance.

### Airless Tires

GYROBLADE is a tire that does not require inflation and never punctures.

## ENASAVE Technologies Technology development to save resources and improve sustainability

### Life Cycle Assessment (LCA)

LCA improves the environmental performance of tires throughout their entire life cycle, and contributes to the realization of a recycling-oriented society. In 2019, we launched tires that use "Cellulose Nanofiber", a high-performance biomass material.

## Solution Services Tire-related services

By using digital tools, we remotely monitor air pressure and other aspects of tire status, and contribute to predictive maintenance and handling of tire problems such as punctures.

# Our Technologies

Engineering ourselves a position one step ahead of the times

As the idea of MaaS (Mobility as a Service) has made progress, there has been a major change in the performance characteristics asked of tires. As this continues, we have summed up our efforts in tire development and related services in the term SMART TYRE CONCEPT. Through this, we aim to contribute to the mobility society of the future in a variety of ways, and realize a sustainable society.



### Tire Business

Sales revenue **¥795.0 billion**



### Sports Business

Sales revenue **¥101.4 billion**



### Industrial Products Business

Sales revenue **¥39.6 billion**

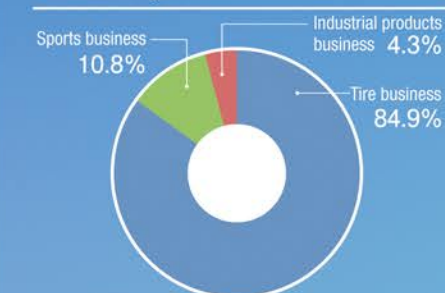


#### Consolidated financial results for 2021

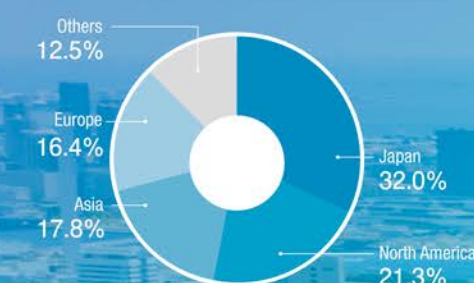
Sales revenue **¥936.0 billion**

Business profit **¥52.0 billion**

#### Breakdown of sales revenue by business segment



#### Breakdown of sales revenue by region



# Our Areas of Business

Our products are virtually everywhere people live, work and play.



# Tire Business

Serving the joy of driving

All across society and life's daily activities, people everywhere are riding on Sumitomo Rubber tires, whether cars, industrial vehicles, motor sports or what have you. This is part of our motivation and commitment to making people- and environment-friendly tires under our main brands – DUNLOP and FALKEN.

## Brands



Our pioneer brand with which we have pursued safety and environmental performance

Ever since J.B. Dunlop invented the world's first practical pneumatic tire in 1888, DUNLOP has evolved alongside the history and advancement of cars and tires. With this pioneer brand of ours, we employ state-of-the-art simulation technology to make sure these tires are safe, environment-friendly and fuel efficient. Moreover, we use the rubber technology we have cultivated in tire development to develop high-performance products for golf, tennis and other sports.

**VEURO**



**FALKEN**  
ON THE PULSE

Our global brand for people who like driving

The FALKEN brand was born in 1983 by applying technologies tested and honed in the motor sports arena to commercial tires. As a product, it features uncompromising quality and pursues the fun of driving. FALKEN is a global brand that spreads from Japan to the quality-sensitive European market, USA, India, China and Australia under the brand statement of "On the Pulse."

**AZENIS**





# Categories



## Passenger Cars

We have a wide lineup of tires for every kind of street vehicle from typical passenger cars to trucks and buses. Our tires also serve a broad range of uses as we offer summer tires, winter tires, all-season tires and more.



## Agricultural Vehicles

These products are designed for the array of vehicles used in agriculture, e.g., tractors, tillers, transport vehicles, farming implements, etc.



## Race/Rally Vehicles

These tires are specially developed for racing and specifically to meet the speed, endurance or other performance requirements demanded by each race. Precisely because of the good performance they deliver, these tires are widely used on race and rally circuits.



## Instant Mobility System (IMS)

\*IMS is a kind of emergency puncture repair kit.

These systems are installed in many vehicles for their ability to offer an emergency fix for punctured tires. By inserting a repair agent into the punctured tire and then filling it with air, the tire can be driven on temporarily until it is replaced.



## Construction Vehicles

We supply tires that help improve work efficiency on construction sites by performing stably under all sorts of harsh conditions.



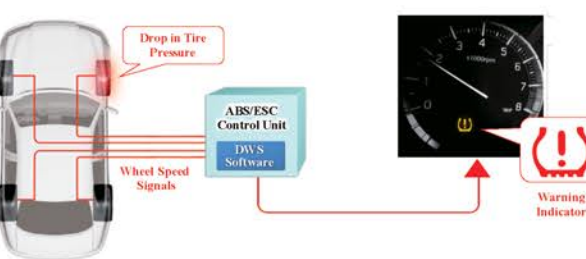
## Industrial Vehicles

These products support a diversity of work conditions such as heavy loads and low-speed driving. They come in multiple purpose-specific profiles including pneumatic, Trukush and solid rubber.



## Motorcycles

We make motorcycle tires for use on-road, off-road, motocross and the whole gamut from touring to dirt trials.



## Deflation Warning System (DWS)

\*DWS is a kind of tire pressure monitoring system.

These systems analyze wheel speed signals from the rotation of tires to detect and notify the driver of decreases in tire air.

# Motorsports

We develop purpose-specific tires to deliver the fun of motorsports and circuit racing for a wide range of competitive driving events from the Super GT to dirt trials and motorcycles. But, that is not the only way we are supporting the development of motorsports. To do more, we also sponsor races and train young drivers.



# R&D

As part of our promise to customers around the world to provide them with safe sound products, we are busy every day promoting research and development at our state-of-the-art test labs and proving grounds.





# Sports Business

Providing users the means for a more fulfilling life through sports

At Sumitomo Rubber, we are using our high level of engineering expertise to make life more fulfilling through sports. While supplying easy-to-use, high-performance products such as golf clubs and tennis rackets on the one hand, we are helping people stay physically and mentally healthy by operating schools and fitness clubs on the other.



## Golf



Hideki Matsuyama

### Golf Goods

With our XXIO, SRIXON and Cleveland Golf brands, we offer everyone who loves golf a broad lineup from which they can choose the clubs and balls that best match their level and style of play.



### Operating Golf Tournaments

We plan and manage many big tournaments where top professionals battle it out, like the "Dunlop Phoenix Tournament," which is one of the major events staged in Japan every autumn. We also are working to develop and spread the sport through fun events for junior players and families.

### Operating Golf Courses

We put our years of know-how gained from our extensive business in the world of golf into operating a golf course in Kobe, Hyogo Prefecture that golfers are sure to enjoy.





# Racket Sports



## Tennis, Soft Tennis, Badminton, Padel, and Squash Goods

Through our main brands DUNLOP, we are providing tennis players with the high-performance products they need such as rackets, shoes, wear and accessories. Moreover, our tennis balls are highly rated for their stable quality and have been adopted for many major tournaments, including the Australian Open, one of the four Grand Slam tennis tournaments. We began selling badminton goods in July 2021. Through racket sports such as tennis, soft tennis, badminton, padel, and squash, we will work hard to improve the value of the DUNLOP brand.

## Making Tennis More Popular and Exciting

Sumitomo Rubber is an official sponsor of the IMG Academy (USA) and the Mouratoglou Tennis Academy (France), both of which have turned out many of the world's top tennis players. By supplying our rackets and balls, we are helping develop young players and, from that, make tennis more popular and exciting.



# Wellness



## Wellness Business

We plan and operate “Dunlop Sports Club” as a general fitness club where members can start down the path to a more active life by getting in shape and building their bodies. Other ways in which we are helping people get and stay healthy include “Gym Style 24,” a smaller version of our fitness club with 24-hours-a-day access and various locations in and around Greater Metropolitan Tokyo that we opened in recent years, “Wellness Park,” a facility with programs for improving motor function so that elderly and ailing people remain healthy and independent, and acupuncture clinics.

## Golf School & Tennis School

We operate schools all across Japan that are helping everyone from beginners to advanced players improve their skills. With our golf schools, we are one of the largest provider of lessons and coaching in Japan with about 90 golf schools and about 40 years of experience. The popularity our golf schools enjoy stems from an original approach to instructing that incorporates fitness. With our tennis schools, we boast a team of seasoned coaches that tailor lessons to the player's skill level, which players everywhere warmly welcome.



# Industrial Products Business

## Supporting Happier lives

At Sumitomo Rubber, we make numerous industrial products from the rubber engineering know-how and technologies we have fostered over the years. Moreover, alongside the growing needs in this world, we are expanding our fields of endeavor from industrial infrastructure to medical care, health care and consumer lifestyles. The whole world is watching us for the possibilities we will unleash with our advanced technologies.

## High-Performance Rubber



**Vibration Control Dampers**

Our proprietary "High-Damping Rubber" is protecting homes, buildings, bridge cables and other structures from swaying caused by earthquakes and winds.



**High Ozone-Resistant Rubber Bearings for Bridges**

Made with our proprietary technologies, these ozone-resistant rubber bearings help make bridges safe and secure over the long term and reduce the lifecycle costs of the bridges.



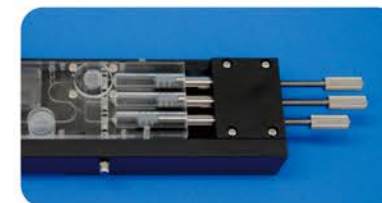
**Rubber Parts for Office Equipment**

Rubber is also used on copy machines and printers in all sorts of ways such as to convey paper and transfer text and images.



**Rubber Parts for Medical Applications**

Rubber is also used as stoppers for syringes and medicine bottles. At Sumitomo Rubber, we are using proprietary compounding technology to ensure the safety of medical products that are supporting "life-saving care."



**Modules for Medical Equipment**

We provide modular systems that control the flow of blood or liquid medicine throughout all parts of medical equipment, as well as a design support service to aid medical facilities in installing and implementing these systems.

## Household Items



**Rubber Gloves**

We have a wide range of gloves for different purposes from housework to commercial use. All of our gloves are of course easy to use and made with environmental considerations.



**Portable Ramps for Wheelchairs**

Lightweight and sturdy, these wheelchair ramps are easy to use both at home and public places like train stations. We are currently supplying them to countries in America and Europe.



**Gas Hoses**

The high pressure-resistant gas tubes we make are compatible with both city gas and LP gas. They are a good example of how our rubber technologies are at work in some of the most common scenes of everyday life.

## Infrastructure



**Civil Works and Marine Facilities**

Rubber is used on the ocean and underground. Designed to enhance the safety of ships when they come along dockside, these marine fenders are unbelievably large in size and can weigh upward of ten tons.



**Floor Coating**

Our technology portfolio does not stop with rubber. A coatable floor system we produce from resin is widely used in public places and factories.



**Artificial Turf for Sporting Facilities**

Surprising to many, we make and provide artificial turf for all sorts of uses from tennis courts to soccer, rugby and American football fields, and more.