



# Sumitomo Rubber Industries, Ltd. Financial Report

(January 1 ~ December 31, 2025)

February 12, 2026

**TAKING YOU BEYOND**

# Key Subjects

## ■ 2025 Annual Financial Results Summary

- Changes in Scope of Consolidation, Affiliated Companies
- Highlights, Financial Results Summary

## ■ 2026 Annual Financial Results Forecast

- Financial Results Forecast Summary
- Capex, Depreciation, Tire Production Capacity etc.
- Shareholder Returns etc.

# Summary of Financial Results

## ■ 2025 Annual Financial Results Summary

- Changes in Scope of Consolidation, Affiliated Companies
- Highlights, Financial Results Summary

## ■ 2026 Annual Financial Results Forecast

- Financial Results Forecast Summary
- Capex, Depreciation, Tire Production Capacity etc.
- Shareholder Returns etc.

# Changes in Scope of Consolidation

Consolidated Subsidiaries

84

(vs 2024 year-end : +2)

Equity-method Affiliates

3

(vs 2024 year-end : - )

	Newly Include +3	Excluded (1)	Newly Include -	Excluded -
<div>Tire</div> <div>  </div>	<div>DNA (Housemarks) Limited (U.K./Other)</div> <div>SP Brand Holding (Belgium/Other)</div> <div>Viaduct, Inc. (U.S./Other)</div>			
<div>Sports</div> <div>  </div>		<div>Dunlop International 1902 Limited (U.K./Other)</div>		
<div>Industrial &amp; Other</div> <div>  </div>				

# Affiliated Companies

	Manufacturing Companies		Sales Companies		Other Companies	
<div>Tire</div> <div></div>	Domestic	1	Domestic	1	Domestic	7
	Overseas	8	Overseas	29	Overseas	9
	Asia Pacific4		Asia Pacific7		Asia Pacific2	
	Europe and Africa2		Europe and Africa19		Europe and Africa4	
	Americas2		Americas3		Americas3	
<div>Sports</div> <div></div>	Domestic	1	Domestic	1	Domestic	2
	Overseas	3	Overseas	12	Overseas	6
	Thailand, Americas, Philippines		Malaysia, U.K., Canada, Australia, China, Hong Kong, South Africa, South Korea, Thailand, France, Germany		U.K.	
<div>Industrial &amp; Other</div> <div></div>	Domestic	1	Domestic	2	Domestic	-
	Overseas	3	Overseas	1	Overseas	-
	Malaysia, China, Vietnam		Hong Kong		-	

Total 87

Domestic 16

Overseas 71

# Highlights

## Financial Results (2025 Jan.-Dec.)

- Sales Revenue (1,207.1 B of yen) exceeded forecast, and business profit reached a record high (Total : 90.8 B of yen, Tires : 79.8 B of yen)
- Business profit (%) increased to 7.5% (2025 Jan.-Mar. : 4.9% → Apr.-Jun. : 5.0% → Jul.-Sep. : 7.0% → Oct.-Dec. : 12.2%)
- As profit (50.4 B of yen) exceeded forecast (45.0 B of yen), dividend increased by 7 yen from Nov. 12<sup>th</sup> forecast, resulting in a total annual dividend of 77 yen

## Topics

### Structural reform

Largely finalized for all approx. 10 business units and product lines

▶ ROIC-based management will continue

### SYNCHRO WEATHER size lineup expansion

End of Oct. 2025 : 98 sizes  
18" or larger : 56 sizes

▶ End of Dec. 2025 : 100 sizes  
18" or larger : 56 sizes  
For light vehicles : 2 sizes

▶ End of Mar. 2026 : 112 sizes  
18" or larger : 67 sizes  
For light vehicles : 2 sizes

### Expanding DUNLOP brand in Europe, U.S., and Australia

Sales of own products started in Australia in Aug. 2025 and in the U.S. in Dec. 2025

▶ Sales started in Europe in Jan. 2026 (offtake sales, followed by own products)

## Main initiatives

### Countermeasures to U.S. Tariffs

By price pass-through & cost and expense reductions, respond to tariffs impact in 2025 : 13.0 B of yen

### Profit generation & total cost reduction activities

Project ARK launched in May 2025 and operations started in Jul.  
2025 Actual : Business profit +2.8 B of yen

# Countermeasures to U.S. tariffs impact

## Countermeasures by profit contribution through price increase and sales expansion, cost and expense reductions, and Project ARK

- 1 Factors to reduce tariffs impact

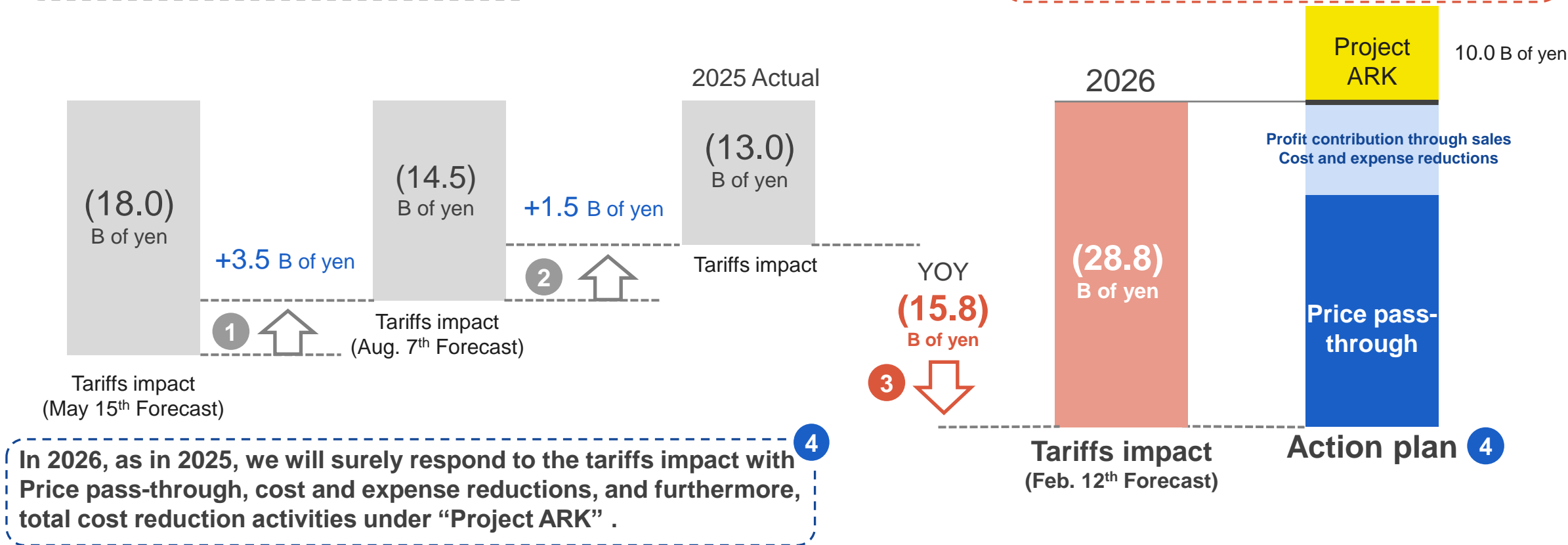
  - Partial postponement to apply additional tariffs
  - Tariffs reduction agreement  
\*Japan, Indonesia
- 2 Factors to reduce tariffs impact

  - Changes in additional tariffs
  - Reflects actual figures for Jul.-Sep.
- 3 Factors for YOY Increase in tariff impact

2026 reflects a full 12 months of impact (Jan.-Dec.)

\*2025 additional tariffs impacted 9 months (Apr.-Dec.)

\*The additional tariff rate remains unchanged since Nov. 12<sup>th</sup> 2025 announcement



# Consolidated Financial Results (2025 Jan.-Dec.)

Billions of Yen

	Actual 2025	Actual 2024	YOY	Nov. 12 <sup>th</sup> 2025 Forecast 2025	Actual 2023
Sales Revenue	<b>1,207.1</b>	1,211.9	100%	1,200.0	1,177.4
Business Profit	<b>90.8</b>	87.9	103%	95.0	77.7
(%) *1,5	<b>7.5%</b>	7.3%		7.9%	6.6%
Operating Profit	<b>82.6</b>	11.2	738%	84.0	64.5
(%) *5	<b>6.8%</b>	0.9%		7.0%	5.5%
Profit *2,5	<b>50.4</b>	9.9	511%	45.0	37.0
ROIC *3	<b>6.2%</b>	6.5%		6.6%	5.7%
ROE	<b>7.3%</b>	1.5%		6.8%	6.3%
ROA *4	<b>6.5%</b>	6.7%		6.8%	6.2%
D/E Ratio	<b>0.6</b>	0.5		0.6	0.5

2025 Forecast	Feb. 13 <sup>th</sup>	May 15 <sup>th</sup>	Aug. 7 <sup>th</sup>	Nov. 12 <sup>th</sup>
Sales Revenue	1,250.0	1,220.0	1,215.0	1,200.0
Business Profit	95.0	95.0	95.0	95.0
Operating Profit	84.0	84.0	84.0	84.0
Profit	45.0	45.0	45.0	45.0

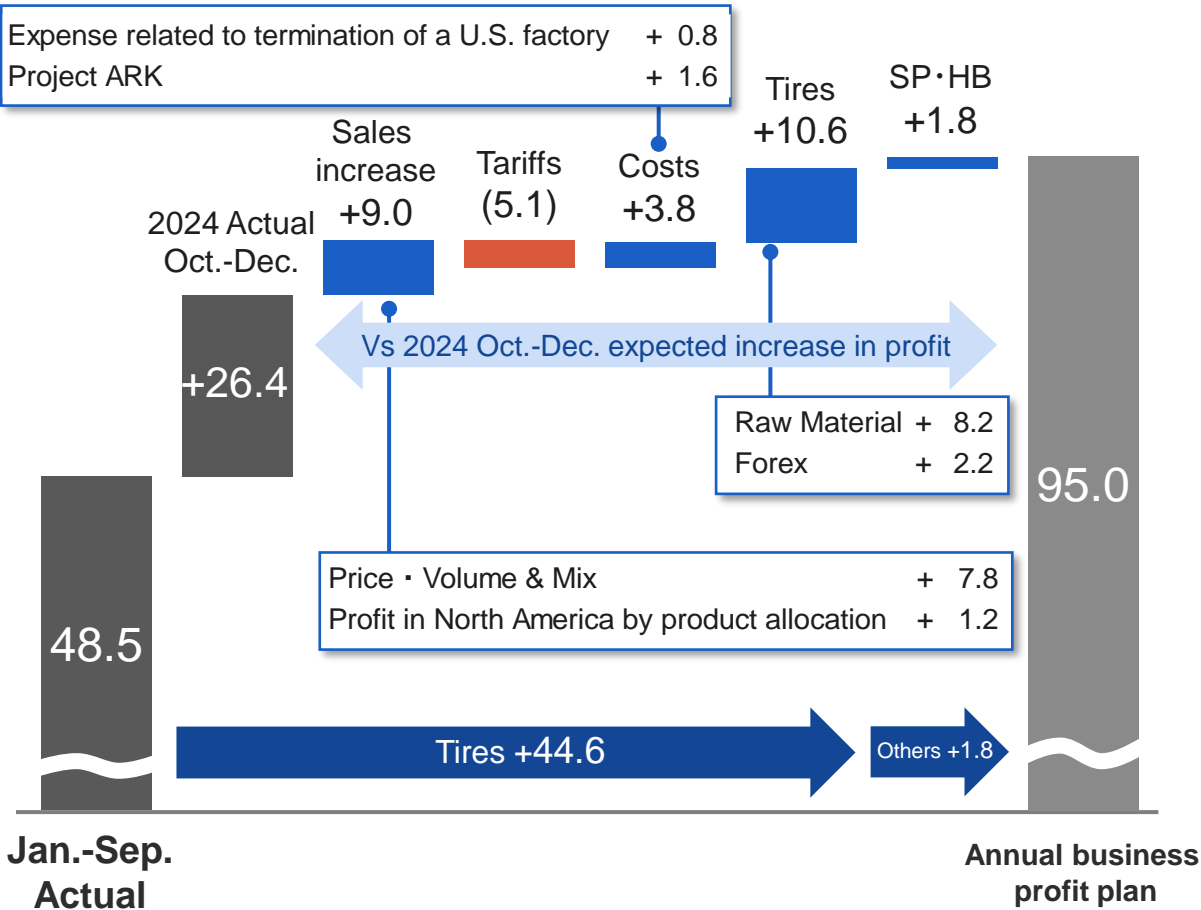
- \*1. Business Profit : Sales Revenue – (COS + SGA)
- \*2. Profit : Profit attributable to owners of parent
- \*3. ROIC : Net Business Profit After Tax / Invested Capital
- \*4. ROA : Business Profit / Total Assets
- \*5. Accounting adjustments have been applied since 2<sup>nd</sup> quarter, 2022, as pursuant to IAS 29 “Financial Reporting in Hyperinflationary Economies”.

The above notes apply throughout this report.

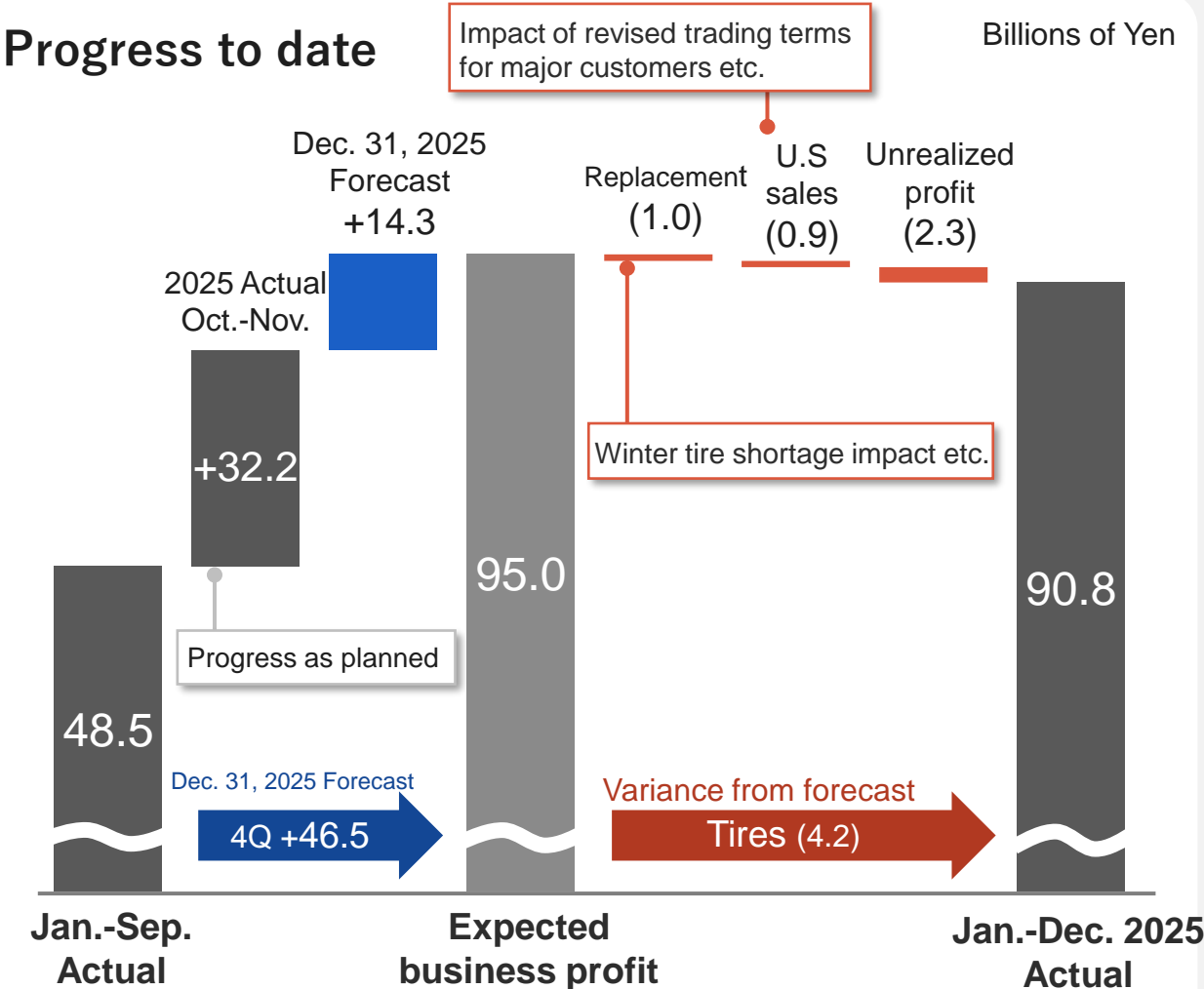


# 2025 Consolidated Business Profit vs Nov. 12<sup>th</sup> 2025 Forecast

## Nov. 12<sup>th</sup> 2025 Forecast



## Progress to date



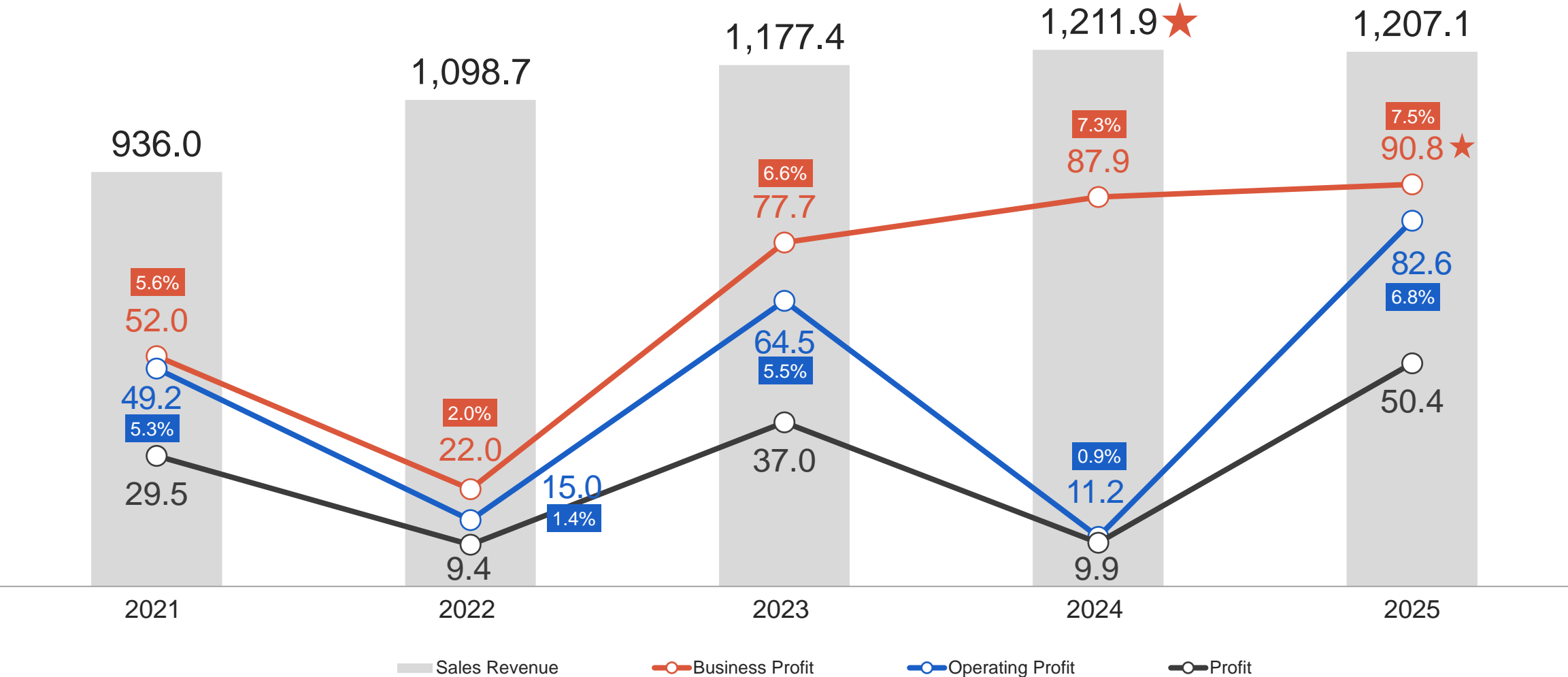
# Consolidated Financial Results by Quarter

Billions of Yen

	2025 Jun.-Mar.	vs 2024	2025 Apr.-Jun.	vs 2024	2025 Jul.-Sep.	vs 2024	2025 Oct.-Dec.	vs 2024	Actual 2025	YOY
Sales Revenue	287.8	99% (3.6)	284.4	96% (11.3)	289.4	101% +1.5	345.5	103% +8.5	1,207.1	100% (4.8)
Business Profit (%)	14.1 4.9%	61% (9.1)	14.2 5.0%	74% (4.9)	20.2 7.0%	105% +1.0	42.3 12.2%	160% +15.9	90.8 7.5%	103% +2.8
Operating Profit (%)	12.3 4.3%	60% (8.4)	14.7 5.2%	69% (6.5)	19.1 6.6%	- +49.6	36.5 10.6%	- +36.7	82.6 6.8%	738% +71.4
Profit	3.6	14% (21.3)	10.8	78% (3.1)	11.6	- +46.3	24.4	419% +18.6	50.4	511% +40.5

# Consolidated Sales Revenue / Profit (Jan.-Dec.)

Billions of Yen    % : Profit Ratio    ★ : Record High



# Consolidated Sales Revenue / Business Profit by Reportable Segment (2025 Jan.-Dec.)

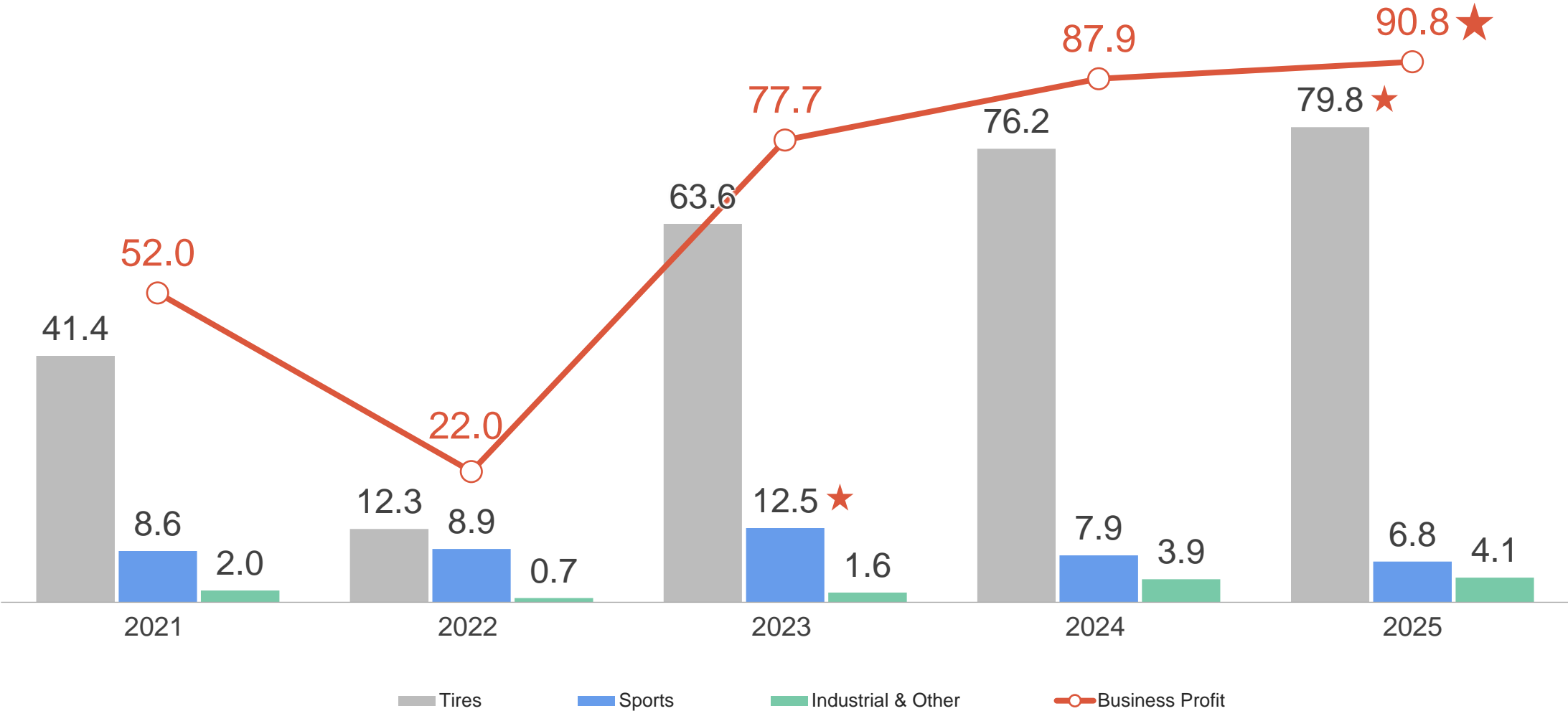
Billions of Yen

		2025 Jun.-Sep.	vs 2024	2025 Oct.-Dec.	vs 2024	Actual 2025	YOY	Actual 2024
Sales Revenue	Tires	740.2	99%	303.5	102%	1,043.7	100%	1,046.4
	Sports	93.2	95%	32.4	116%	125.6	100%	125.7
	Industrial & Other	28.3	99%	9.5	84%	37.8	95%	39.8
	Total	861.6	98%	345.5	103%	1,207.1	100%	1,211.9
Business Profit	Tires	40.9	80%	38.9	155%	79.8	105%	76.2
	Sports	4.7	59%	2.2	-	6.8	87%	7.9
	Industrial & Other *	2.9	121%	1.2	84%	4.1	107%	3.9
	Total	48.5	79%	42.3	160%	90.8	103%	87.9

\*The elimination of inter-segment transactions is included.

# Consolidated Business Profit by Reportable Segment (Jan.-Dec.)

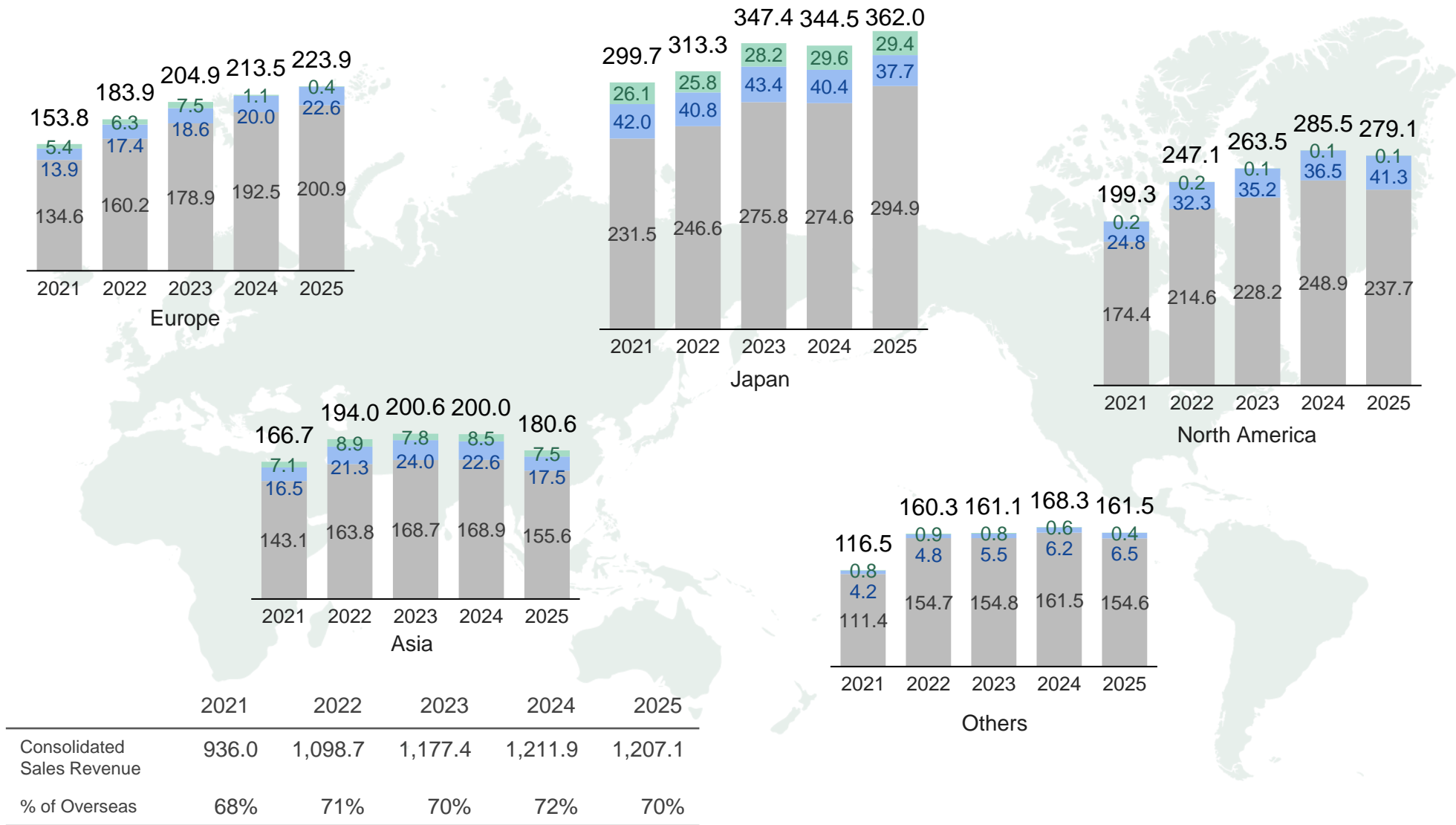
★ : Record High  
Billions of Yen



# Sales Revenue by Destination (Jan.-Dec.)

Billions of Yen

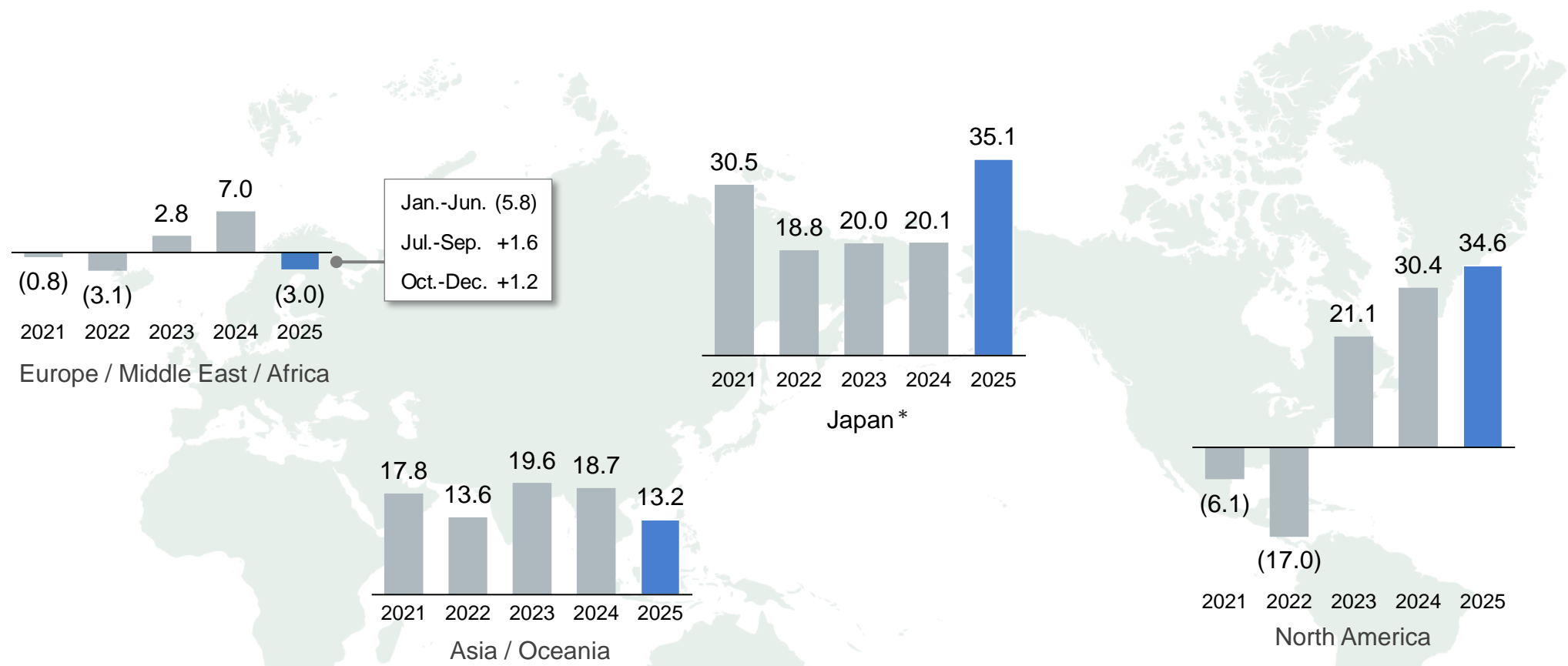
- Industrial & Other
- Sports
- Tires



\*Sales Revenues on this page are classified by country or region based on customer's location.

# Consolidated Tire Business Profit by Region

Billions of Yen

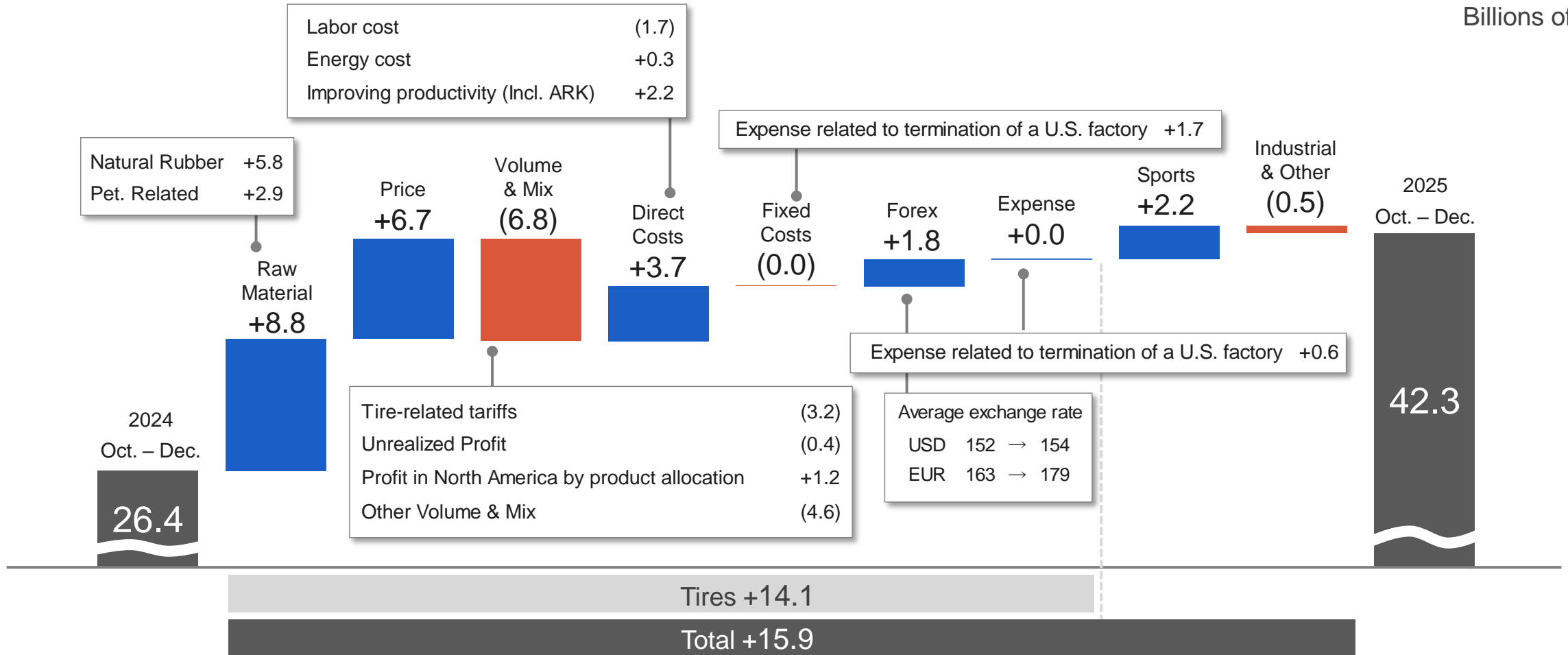


	2021	2022	2023	2024	2025
Business profit of Tire	41.4	12.3	63.6	76.2	79.8
Overseas	10.9	(6.5)	43.5	56.0	44.8
% of Overseas	26%	-	68%	74%	56%

\*Direct export sales from Japan that do not go through group sales companies are aggregated in Japan.

# Consolidated Business Profit Walk (2025 Oct.-Dec.)

Billions of Yen

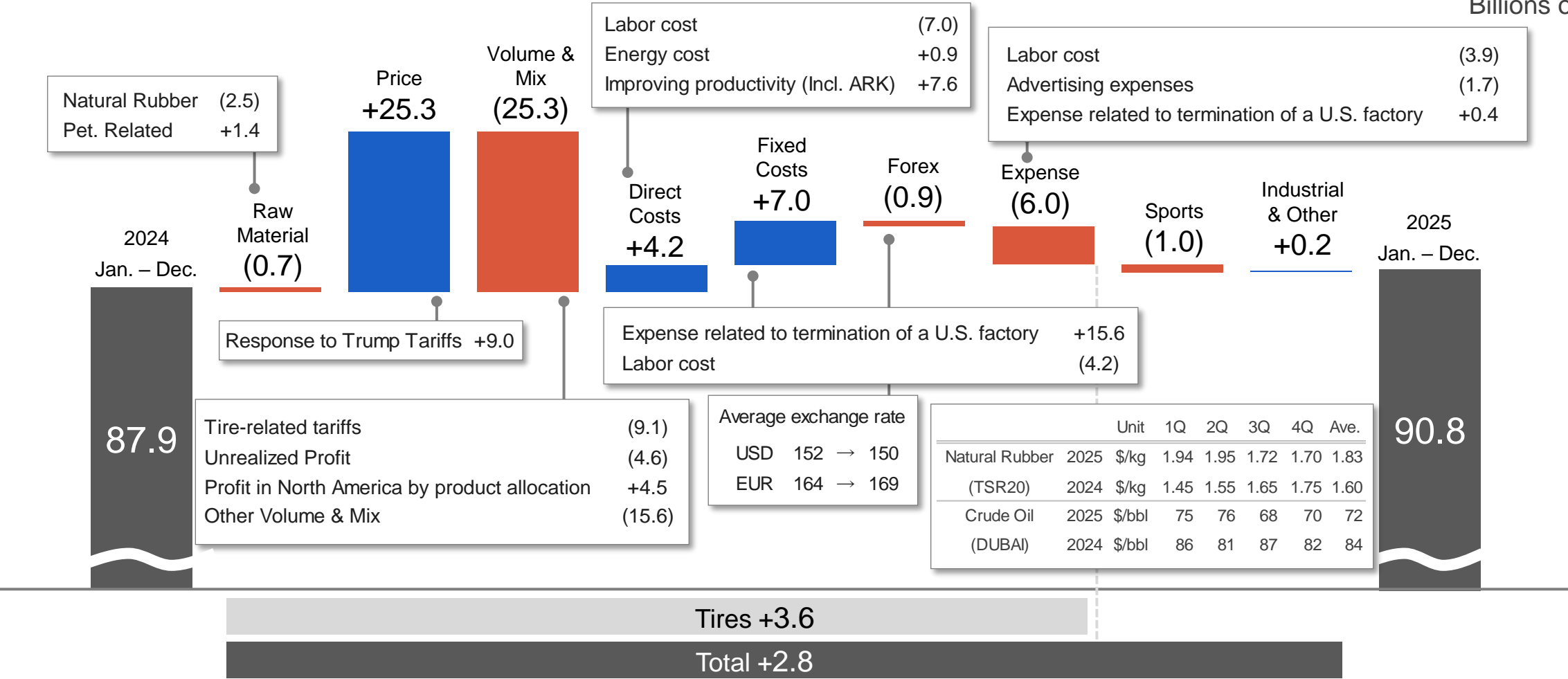


	Oct.-Dec.	Raw Material	Price	Volume & Mix	Direct Costs	Fixed Costs	Forex	Expense	Sports	Industrial & Other	Oct.-Dec	YOY
Nov. 12 <sup>th</sup> Forecast	26.4	+8.2	+7.6	(3.6)	+3.6	+0.2	+2.2	+0.0	+1.9	(0.1)	46.5	+20.1
2023Q4→2024Q4	35.7	(6.7)	+0.1	+1.4	(3.6)	+0.2	+0.8	+1.1	(3.6)	+1.0	26.4	(9.3)



# Consolidated Business Profit Walk (2025 Jan.-Dec.)

Billions of Yen



	Jan..-Dec.	Raw Material	Price	Volume & Mix	Direct Costs	Fixed Costs	Forex	Expense	Sports	Industrial & Other	Jan..-Dec	YOY
Nov. 12 <sup>th</sup> Forecast	87.9	(1.3)	+26.2	(22.1)	+4.2	+7.2	(0.4)	(6.0)	(1.4)	+0.6	95.0	+7.1
2023→2024	77.7	(7.8)	(1.7)	+27.3	(11.6)	(4.1)	+13.5	(3.0)	(4.6)	+2.3	87.9	+10.3

# Consolidated Business Profit Analysis by Factors

Billions of Yen

Period		Business Profit		Factors								
				Raw Material	Price	Volume & Mix	Direct Costs	Fixed Costs	Forex	Expense	Sports	Industrial & Other
2024	Jan.-Mar.	23.2	+15.2	+3.8	(0.1)	+11.1	(2.2)	(1.4)	+5.3	(0.2)	(1.2)	+0.1
	Apr.-Jun.	19.1	+10.0	(0.3)	(1.4)	+7.5	(2.7)	(1.8)	+7.6	(0.9)	+1.7	+0.3
	Jul.-Sep.	19.2	(5.7)	(4.6)	(0.3)	+7.3	(3.1)	(1.1)	(0.2)	(3.0)	(1.5)	+0.8
	Oct.-Dec.	26.4	(9.3)	(6.7)	+0.1	+1.4	(3.6)	+0.2	+0.8	+1.1	(3.6)	+1.0
	Annual	87.9	+10.3	(7.8)	(1.7)	+27.3	(11.6)	(4.1)	+13.5	(3.0)	(4.6)	+2.3
2025	Jan.-Mar.	14.1	(9.1)	(8.8)	+2.8	+1.5	(0.6)	+2.0	(1.5)	(2.8)	(2.5)	+0.8
	Apr.-Jun.	14.2	(4.9)	(5.0)	+5.8	(1.7)	(0.1)	+2.5	(2.7)	(3.1)	(0.4)	(0.0)
	Jul.-Sep.	20.2	+1.0	+4.3	+10.0	(18.3)	+1.2	+2.5	+1.6	(0.0)	(0.4)	(0.0)
	Oct.-Dec.	42.3	+15.9	+8.8	+6.7	(6.8)	+3.7	(0.0)	+1.8	+0.0	+2.2	(0.5)
	Annual	90.8	+2.8	(0.7)	+25.3	(25.3)	+4.2	+7.0	(0.9)	(6.0)	(1.0)	+0.2
vs Nov. 12 <sup>th</sup> Forecast			(4.3)	+0.6	(0.9)	(3.2)	+0.0	(0.2)	(0.5)	(0.1)	+0.4	(0.4)

# Consolidated Statement of Profit & Loss

Billions of Yen	2024 Jan.-Dec.	2025 Jan.-Dec.	YOY
Sales Revenue	1,211.9	<b>1,207.1</b>	(4.8)
Cost of sales	(853.6)	<b>(838.7)</b>	+14.9
Selling, general and administrative expenses	(270.3)	<b>(277.6)</b>	(7.2)
<b>Business profit</b>	87.9	<b>90.8</b>	+2.8
Other income	4.2	<b>3.7</b>	(0.5)
Other expenses	(81.0)	<b>(11.9)</b>	+69.1
<b>Operating profit</b>	11.2	<b>82.6</b>	+71.4
Financial income	12.3	<b>17.9</b>	+5.6
Financial expenses	(7.3)	<b>(22.8)</b>	(15.5)
Equity in earnings of affiliates	0.0	<b>0.1</b>	+0.0
<b>Profit before tax</b>	16.3	<b>77.8</b>	+61.5
Income tax expense	(3.3)	<b>(25.1)</b>	(21.8)
Non-controlling interests	(3.1)	<b>(2.3)</b>	+0.8
<b>Profit</b>	9.9	<b>50.4</b>	+40.5

## Main factor

<b>1 Business profit</b>	Refer to page.6 to 18 for details.	
<b>2 Other income</b>	Actual	vs 2024
Other non-operating profit	3.2 B of yen	+0.6 B of yen
<b>3 Other expenses</b>		
Other non-operating expenses	(4.4) B of yen	(1.6) B of yen
Loss on retirement or sales of non-current assets	(1.7) B of yen	(0.3) B of yen
Impairment Losses, etc. related to termination of production and dissolution of a U.S. factory	(0.2) B of yen	+69.2 B of yen
<b>4 Financial income</b>		
Gain on net monetary position	13.2 B of yen	+6.8 B of yen
Interest received	3.9 B of yen	+1.1 B of yen
Foreign exchange profit	–	(1.9) B of yen
<b>5 Financial expenses</b>		
Foreign exchange loss	(14.3) B of yen	(14.3) B of yen
Interest expenses	(7.7) B of yen	(0.4) B of yen
Loss on valuation of derivatives	(0.8) B of yen	(0.8) B of yen

# Consolidated Statement of Financial Position

Billions of Yen	As of Dec. 31, 2024	As of Dec. 31, 2025	YOY
Current assets	669.8	<b>679.3</b>	<b>① +9.6</b>
Non-current assets	671.4	<b>780.6</b>	<b>② +109.3</b>
<b>Total assets</b>	<b>1341.1</b>	<b>1459.9</b>	<b>+118.8</b>
Current liabilities	370.6	<b>379.9</b>	<b>+9.3</b>
Non-current liabilities	294.7	<b>343.7</b>	<b>+49.0</b>
<b>Total liabilities</b>	<b>665.3</b>	<b>723.6</b>	<b>③ +58.3</b>
Total equity attributable to owners of parent	656.1	<b>716.1</b>	<b>④ +59.9</b>
Non-controlling interest	19.7	<b>20.2</b>	<b>+0.6</b>
<b>Total equity</b>	<b>675.8</b>	<b>736.3</b>	<b>+60.5</b>
<b>Total liabilities and equity</b>	<b>1341.1</b>	<b>1459.9</b>	<b>+118.8</b>
Equity ratio	48.9%	<b>49.0%</b>	<b>+0.1P</b>

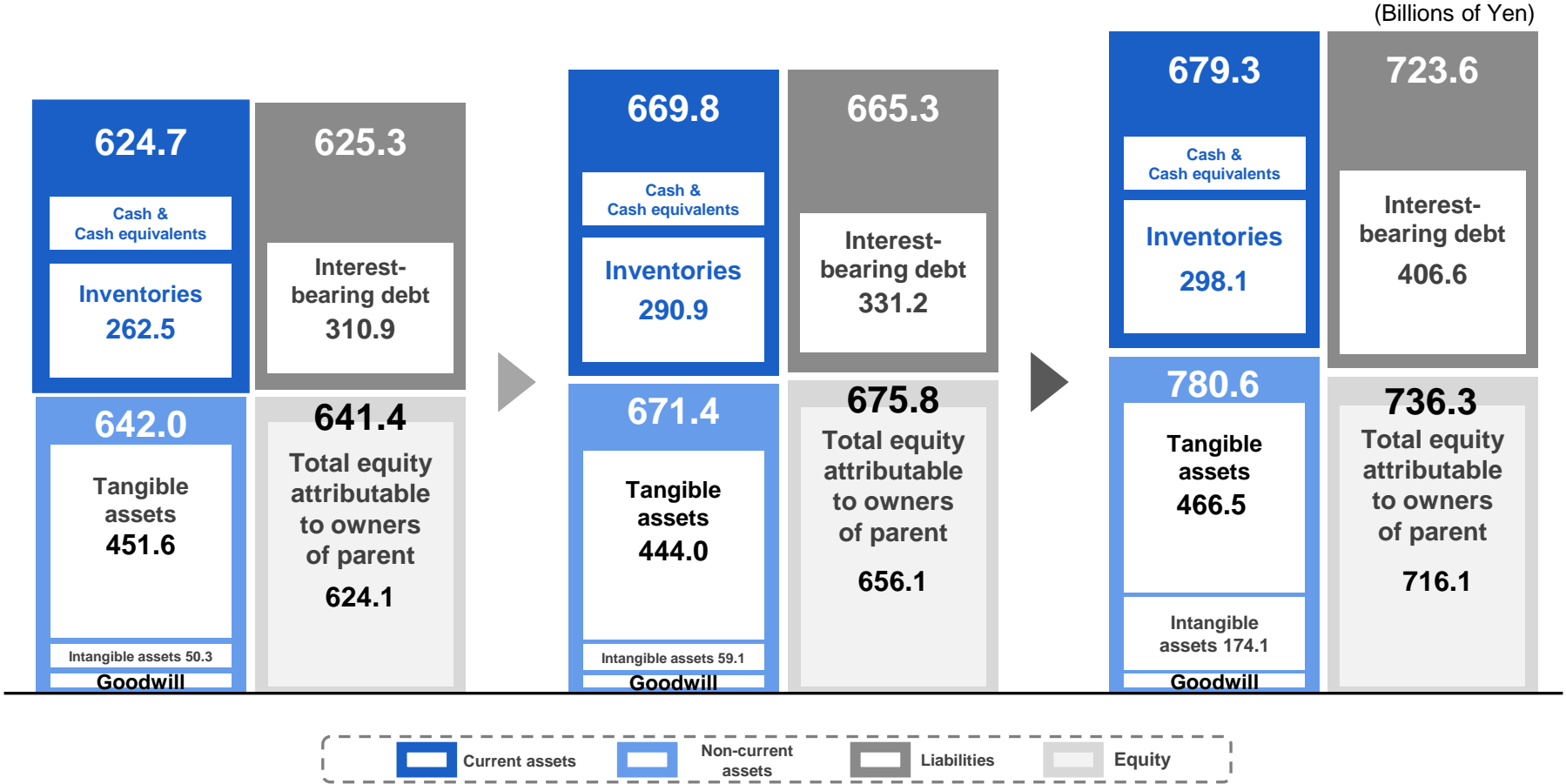
## Main factor

<b>① Current assets</b>	vs Dec. 31, 2024
Other current assets	+16.3 B of yen
Inventories	+7.2 B of yen
Cash and cash equivalents	(1.7) B of yen
Trade and other receivables	(12.4) B of yen
<b>② Non-current assets</b>	
Intangible assets (including goodwill)	+132.8 B of yen
Tangible assets	+22.4 B of yen
Deferred tax assets	(4.3) B of yen
Net defined benefit asset	(37.5) B of yen
<b>③ Total liabilities</b>	
Bonds and loans payable	+53.3 B of yen
Income tax payable	+9.7 B of yen
Deferred tax liabilities	(3.8) B of yen
Trade and other payables	(5.5) B of yen
<b>④ Equity</b>	
Profit	+50.4 B of yen
Foreign currency translation adjustment	+28.3 B of yen
Dividends paid	(16.8) B of yen
Interest-bearing debt	+75.4 B of yen (331.2→406.6)

# Changes in consolidated balance sheet

►Working to improve capital efficiency while reviewing capital structure

	As of December31, 2023	As of December 31, 2024	As of December 31, 2025
Total assets :	1,266.7 Billions of yen	1,341.1 Billions of yen	1,459.9 Billions of yen
<u>R O E</u> :	<u>6.3%</u>	<u>1.5%</u>	<u>7.3%</u>



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- Shareholder Returns etc.

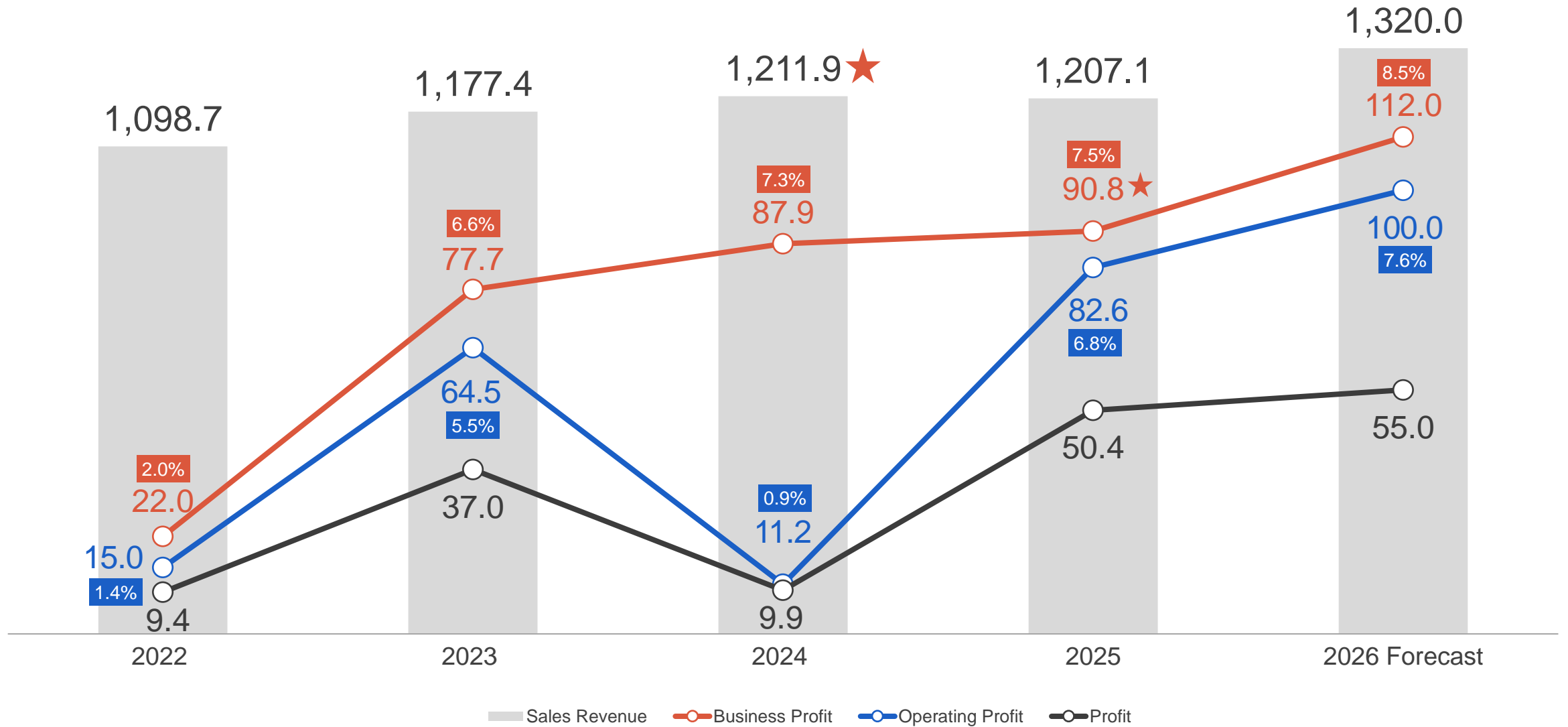
# 【Forecast】 Consolidated Financial Results (2026 Annual)

Billions of Yen

	Annual Forecast 2026	Actual 2025	YOY	First Half Forecast 2026	vs 2025
Sales Revenue	<b>1,320.0</b>	1,207.1	109%	620.0	108%
Business Profit (%)	<b>112.0</b> 8.5%	90.8 7.5%	123%	38.0 6.1%	134%
Operating Profit (%)	<b>100.0</b> 7.6%	82.6 6.8%	121%	34.0 5.5%	126%
Profit	<b>55.0</b>	50.4	109%	20.0	139%
ROIC	<b>6.9%</b>	6.2%			
ROE	<b>7.5%</b>	7.3%			
ROA	<b>7.5%</b>	6.5%			
D/E Ratio	<b>0.6</b>	0.6			

# 【Forecast】 Consolidated Sales Revenue / Profit

Billions of Yen    % : Profit Ratio    ★ : Record High





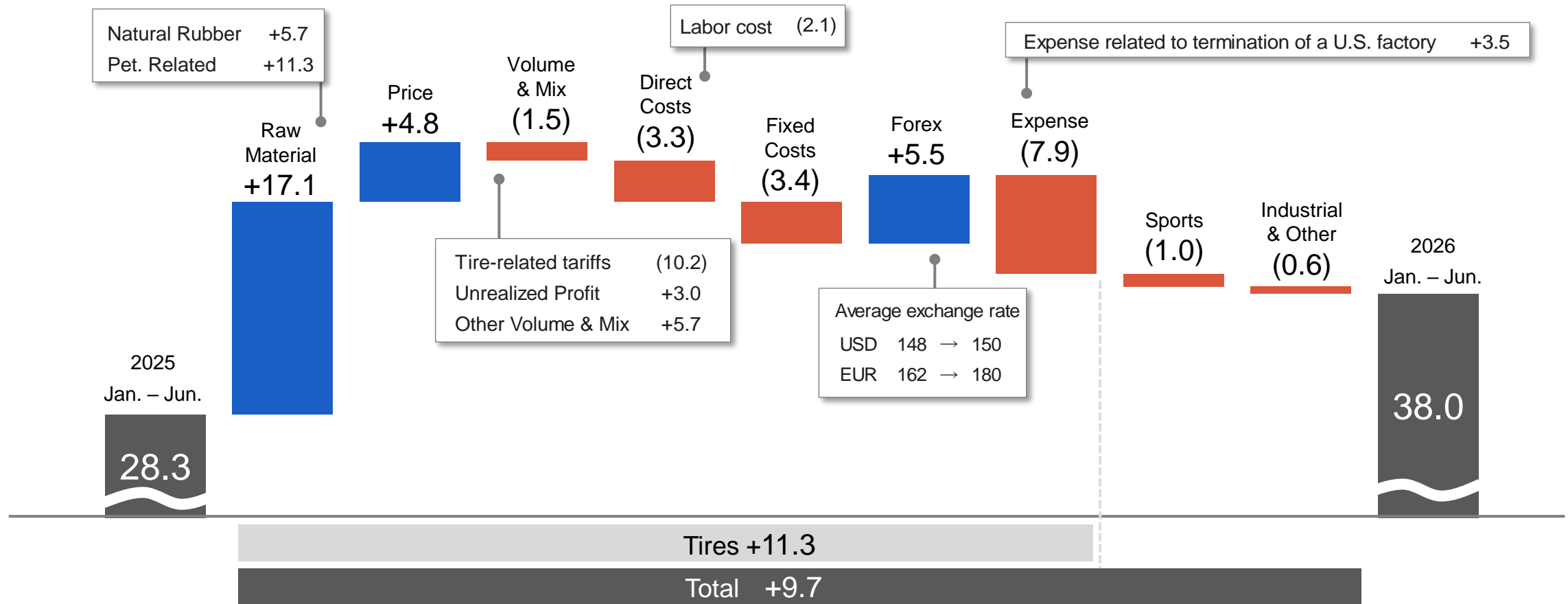
# 【Forecast】 Consolidated Sales Revenue / Business Profit by Reportable Segment (2026 Annual)

Billions of Yen

		Annual Forecast 2026	Actual 2025	YOY	First Half Forecast 2026	vs 2025
Sales Revenue	Tires	1,154.5	1,043.7	111%	537.0	110%
	Sports	127.5	125.6	102%	65.5	101%
	Industrial & Other	38.0	37.8	101%	17.5	91%
	Total	1,320.0	1,207.1	109%	620.0	108%
Business Profit	Tires	100.5	79.8	126%	33.5	151%
	Sports	7.0	6.8	102%	3.0	74%
	Industrial & Other	4.5	4.1	109%	1.5	72%
	Total	112.0	90.8	123%	38.0	134%

# 【Forecast】 Consolidated Business Profit Walk (2026 Jan.-Jun.)

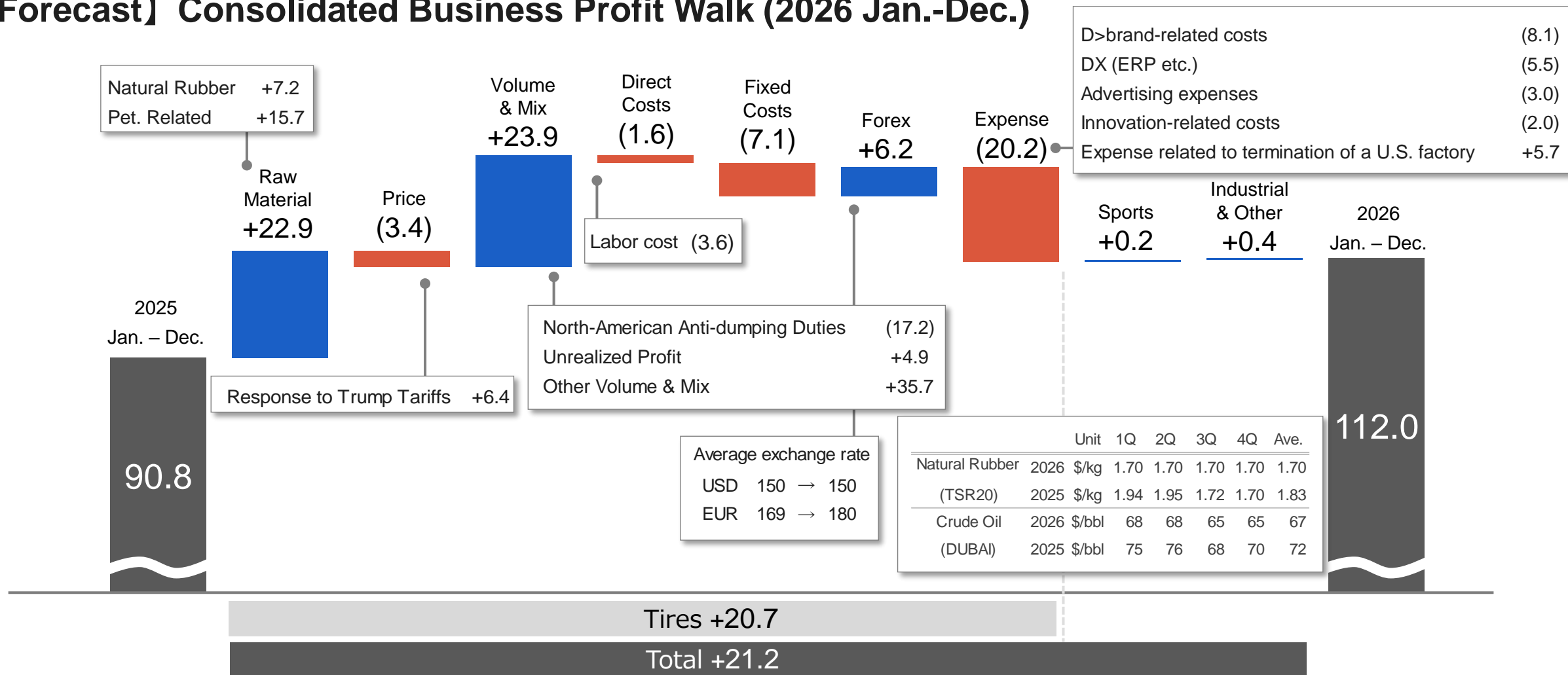
Billions of Yen



	Jan.-Jun.	Raw Material	Price	Volume & Mix	Direct Costs	Fixed Costs	Forex	Expense	Sports	Industrial & Other	Jan.-Jun	YOY
2024→2025	42.3	(13.8)	+8.6	(0.2)	(0.7)	+4.5	(4.2)	(6.0)	(2.9)	+0.7	28.3	(14.0)
2023→2024	17.1	+3.5	(1.5)	+18.6	(4.9)	(3.2)	+12.9	(1.1)	+0.5	+0.4	42.3	+25.2

# 【Forecast】 Consolidated Business Profit Walk (2026 Jan.-Dec.)

Billions of Yen



	Jan.-Dec.	Raw Material	Price	Volume & Mix	Direct Costs	Fixed Costs	Forex	Expense	Sports	Industrial & Other	Jan.-Dec	YOY
2024→2025	87.9	(0.7)	+25.3	(25.3)	+4.2	+7.0	(0.9)	(6.0)	(1.0)	+0.2	90.8	+2.8
2023→2024	77.7	(7.8)	(1.7)	+27.3	(11.6)	(4.1)	+13.5	(3.0)	(4.6)	+2.3	87.9	+10.3

# Tire Sales Volume (Comparison %)

vs Previous year		2024 Actual					2025 Actual					2026 Forecast		
		Jan.-Mar.	Apr.-Jun.	Jul.-Sep.	Oct.-Dec.	Annual	Jan.-Mar.	Apr.-Jun.	Jul.-Sep.	Oct.-Dec.	Annual	Jan.-Jun.	Jul.-Dec.	Annual
Domestic O.E.		78%	90%	87%	88%	86%	120%	104%	98%	102%	105%	106%	103%	105%
Domestic Rep.		86%	97%	108%	103%	98%	96%	91%	98%	93%	94%	96%	99%	98%
Overseas O.E.		90%	89%	89%	90%	90%	91%	92%	92%	87%	90%	98%	103%	101%
Overseas Rep.		100%	93%	99%	102%	98%	94%	96%	90%	92%	93%	106%	117%	111%
Details	North America	107%	86%	98%	101%	98%	83%	97%	81%	87%	87%	97%	122%	109%
	Europe	102%	105%	90%	96%	98%	97%	90%	108%	98%	98%	129%	135%	132%
	Asia	93%	89%	103%	114%	99%	104%	95%	89%	96%	96%	100%	105%	103%
	Others	100%	93%	104%	100%	99%	94%	100%	86%	90%	92%	97%	106%	101%
Total		93%	93%	97%	98%	95%	97%	95%	93%	93%	94%	103%	109%	106%
Total Tire Sales (000 Units)		24,610	24,870	26,090	27,760	103,330	23,850	23,690	24,210	25,800	97,560	48,870	54,610	103,480

# Tire Volume by Category (Comparison %)

vs Previous year	Actual 2024 Jan.-Dec.				Actual 2025 Jan.-Dec.				2026 Forecast			
	O.E.	Rep.	Total	Composition ratio	O.E.	Rep.	Total	Composition ratio	O.E.	Rep.	Total	Composition ratio
Passenger Tires	89%	98%	95%	88%	96%	94%	94%	88%	103%	110%	108%	89%
Premium Tires *	-	-	-	46%	99%	95%	97%	47%	109%	118%	115%	51%
Truck & Bus Tires	100%	97%	98%	4%	112%	93%	95%	4%	97%	99%	99%	3%
Motorcycle, Industrial & Other Tires	79%	104%	93%	9%	96%	91%	93%	8%	97%	92%	94%	7%
Total	88%	98%	95%	100%	97%	93%	94%	100%	103%	108%	106%	100%

## Premium Tires Composition Ratio by Year

	Premium Tires		
	O.E.	Rep.	Total
Actual 2024	56%	42%	46%
Actual 2025	57%	44%	47%
2026 Forecast	60%	47%	51%

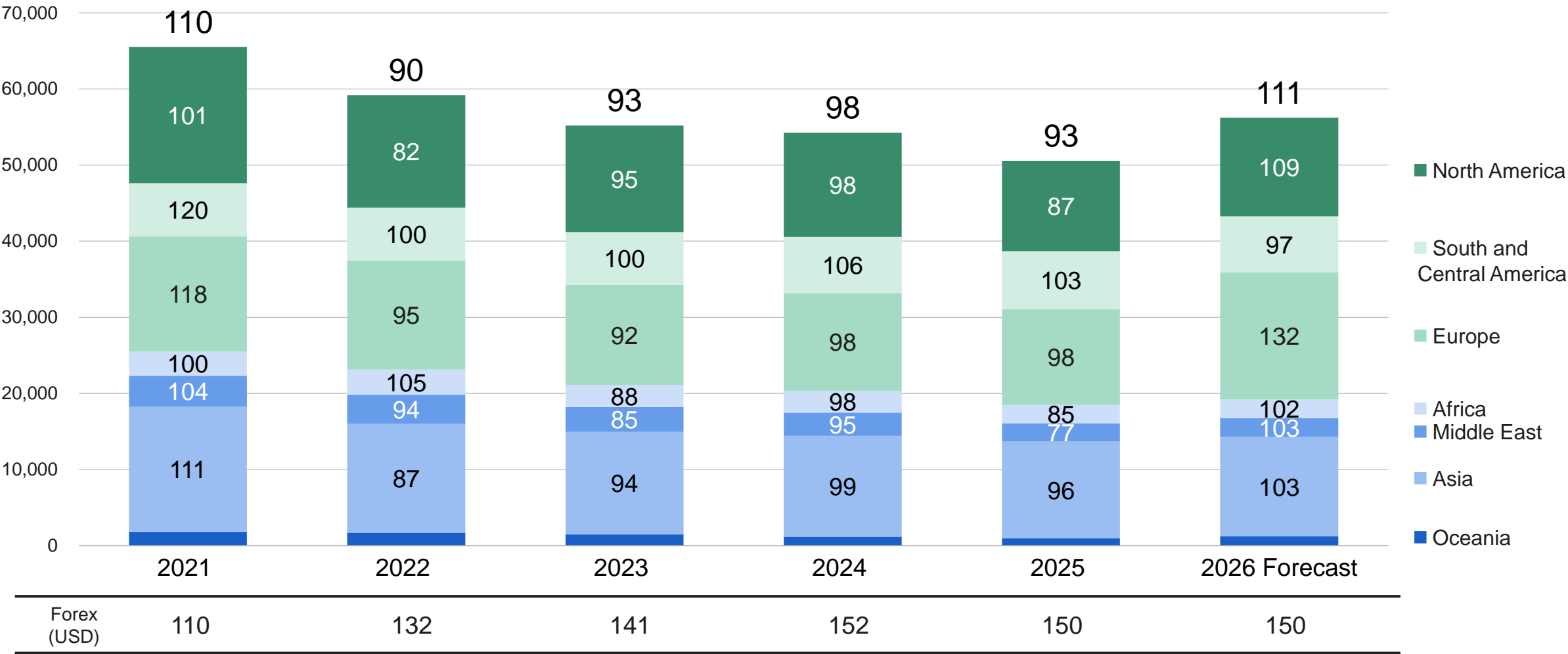
\*Premium Tires  
Differentiated products(SYNCHRO WEATHER, WILDPEAK, European all-season tires, Winter tires, etc. ), SUVs and Passenger car tires with a size of 18” or larger

Following a change in the definition of premium tires, we have updated the premium tire ratio for fiscal year 2024 from Nov. 12<sup>th</sup> forecast.

# Tire Overseas Rep. Volume by Regional Segment

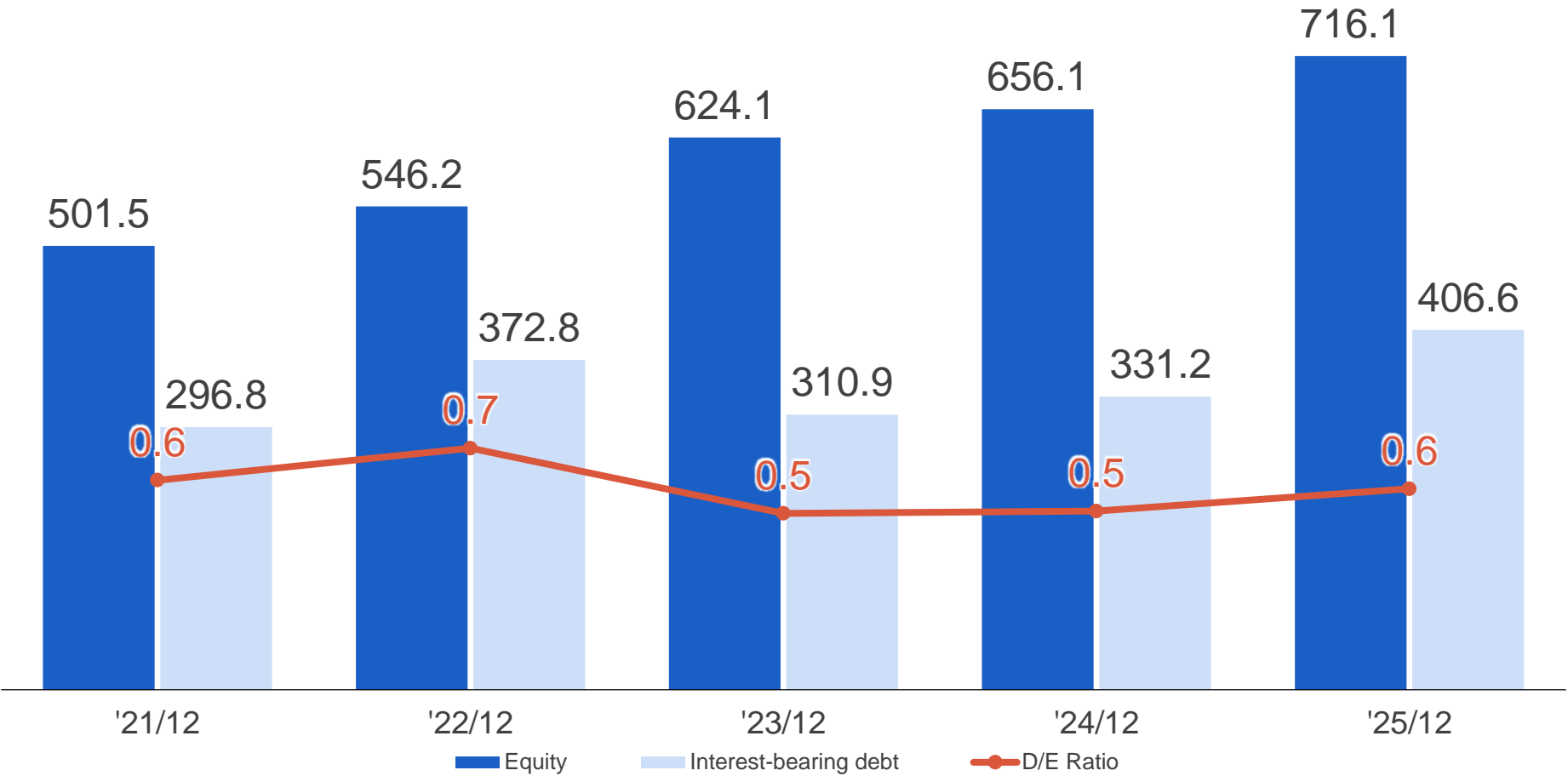
Unit : 000

\*Numbers shown in the bar graph are YOY % by region.



# Equity / Interest-Bearing Debt

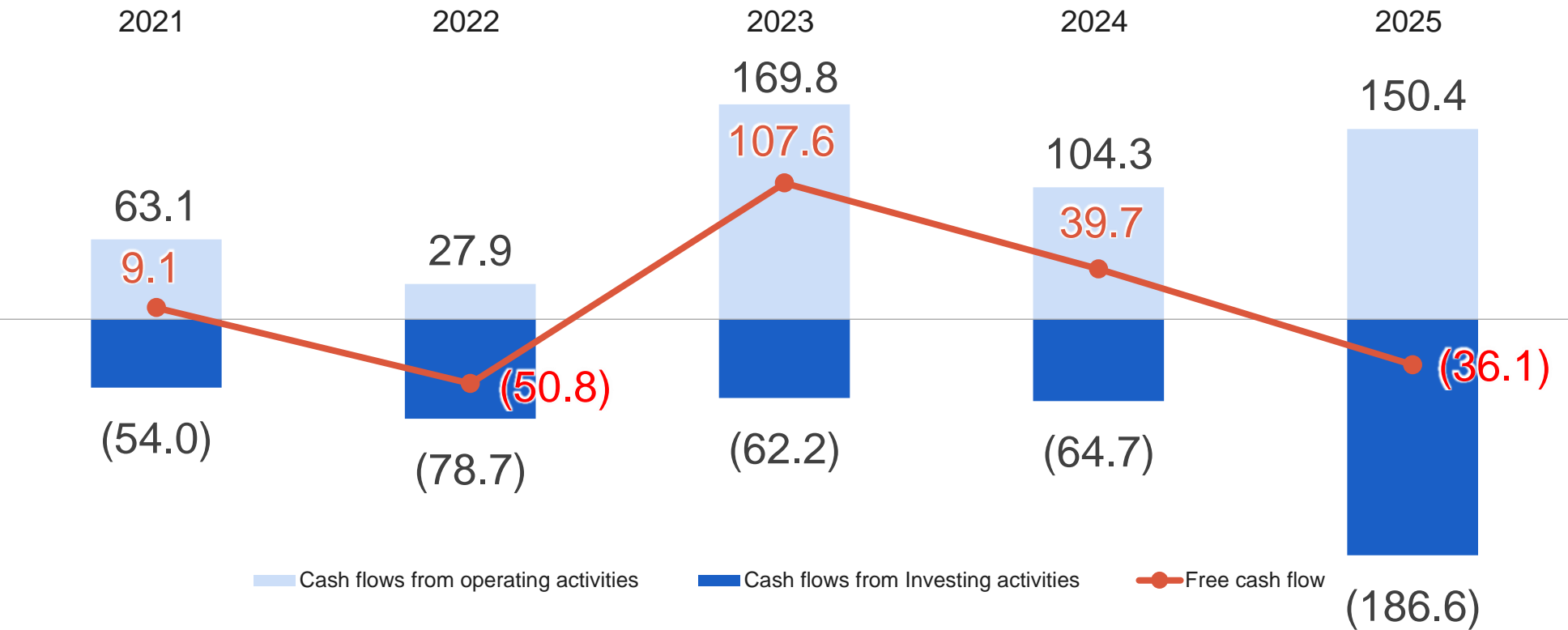
Billions of Yen



Equity Ratio	46.2%	44.6%	49.3%	48.9%	49.0%
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# Cash Flows (Jan.-Dec.)

Billions of Yen



— Cash flows from operating activities

— Cash flows from Investing activities

— Free cash flow

Consideration for Acquisition of the DUNLOP Trademark Rights (98.5)

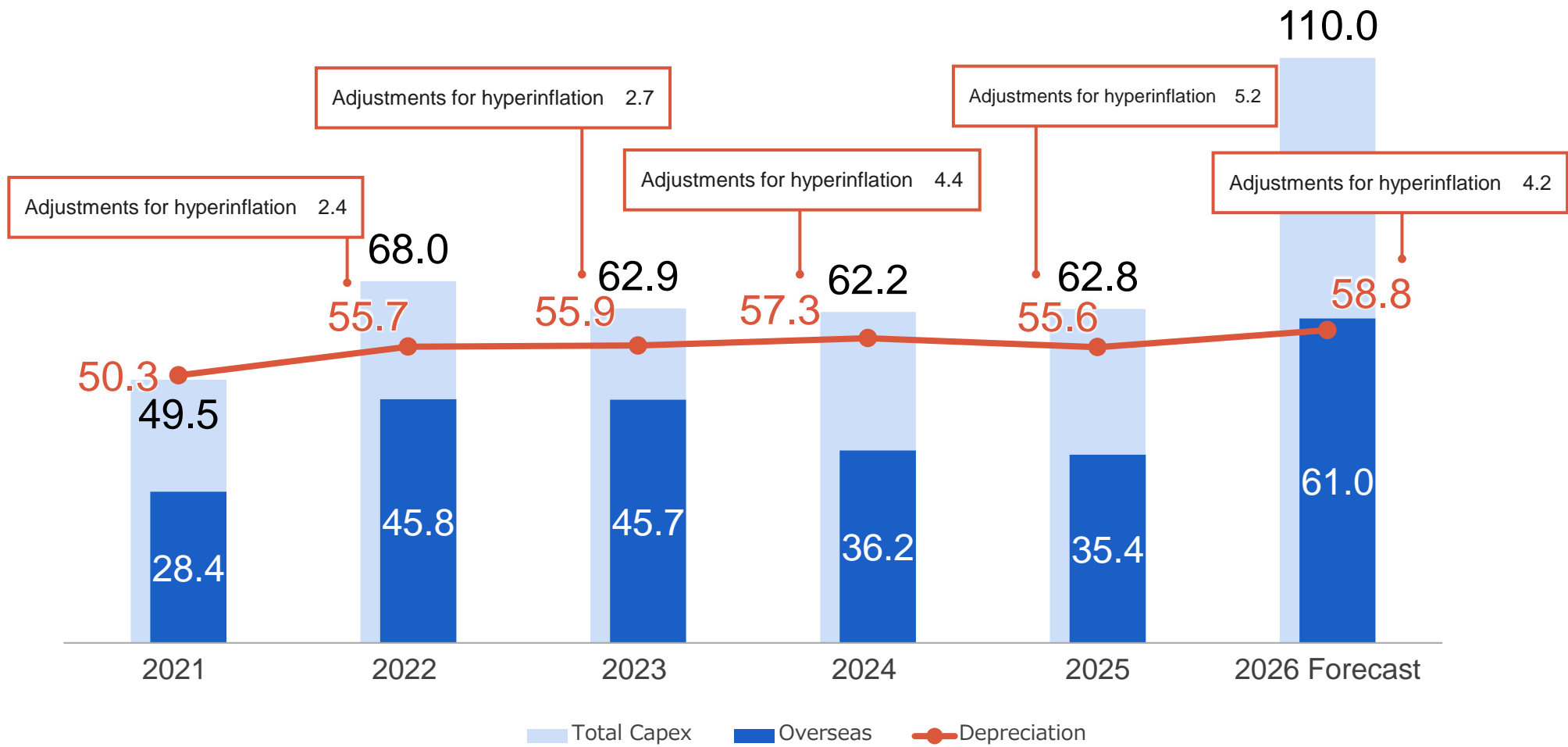
CCC by Year (Unit : Days)	2021	2022	2023	2024	2025
CCC*	128	130	134	135	143
Days Sales Outstanding	72	66	65	65	64
Days Inventory Outstanding	100	108	117	118	128
Days Payable Outstanding	44	45	47	48	49

\*CCC: (Days Sales Outstanding) + (Days Inventory Outstanding) - (Days Payable Outstanding)

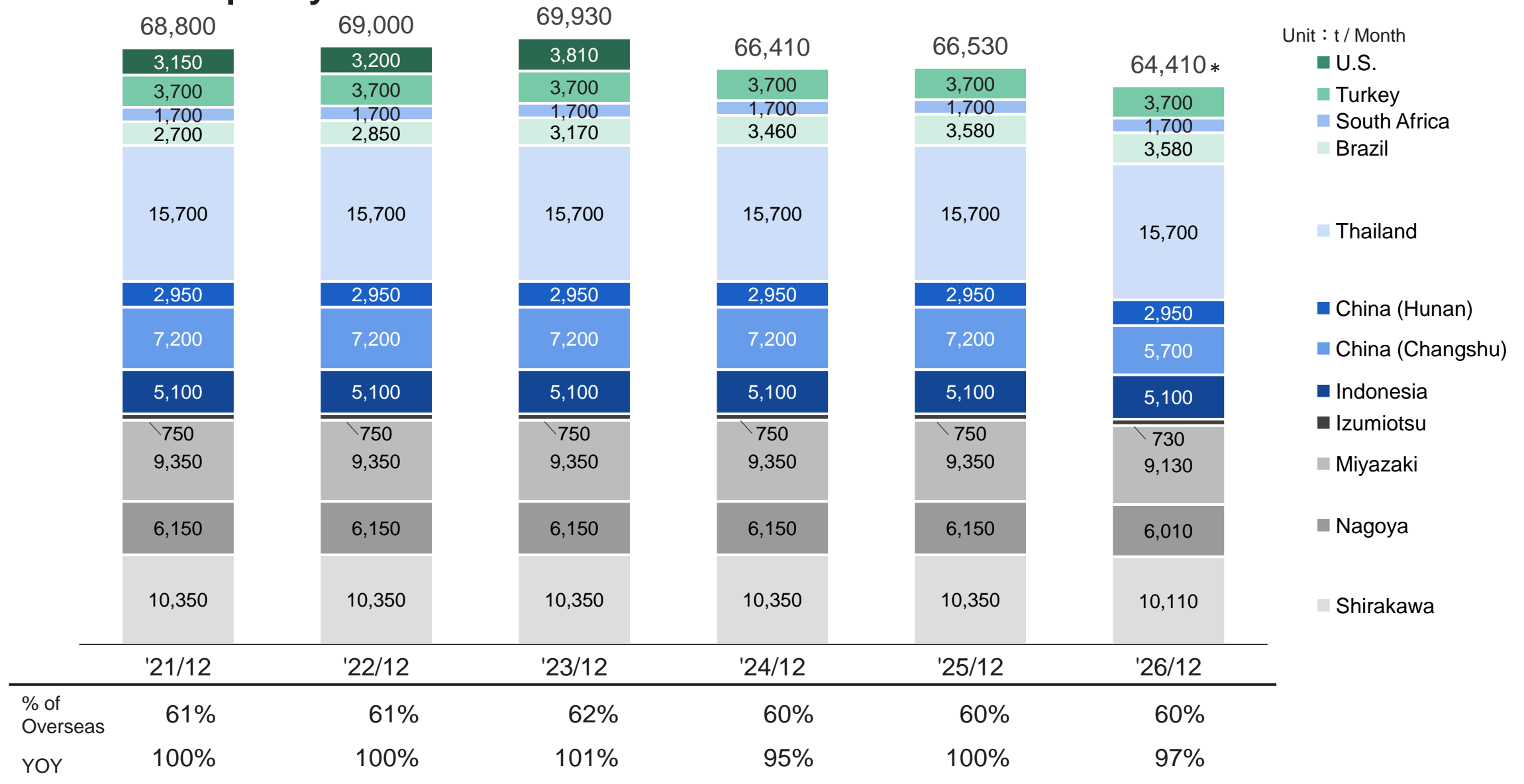


# Capex and Depreciation (Tangible Assets Only)

Billions of Yen



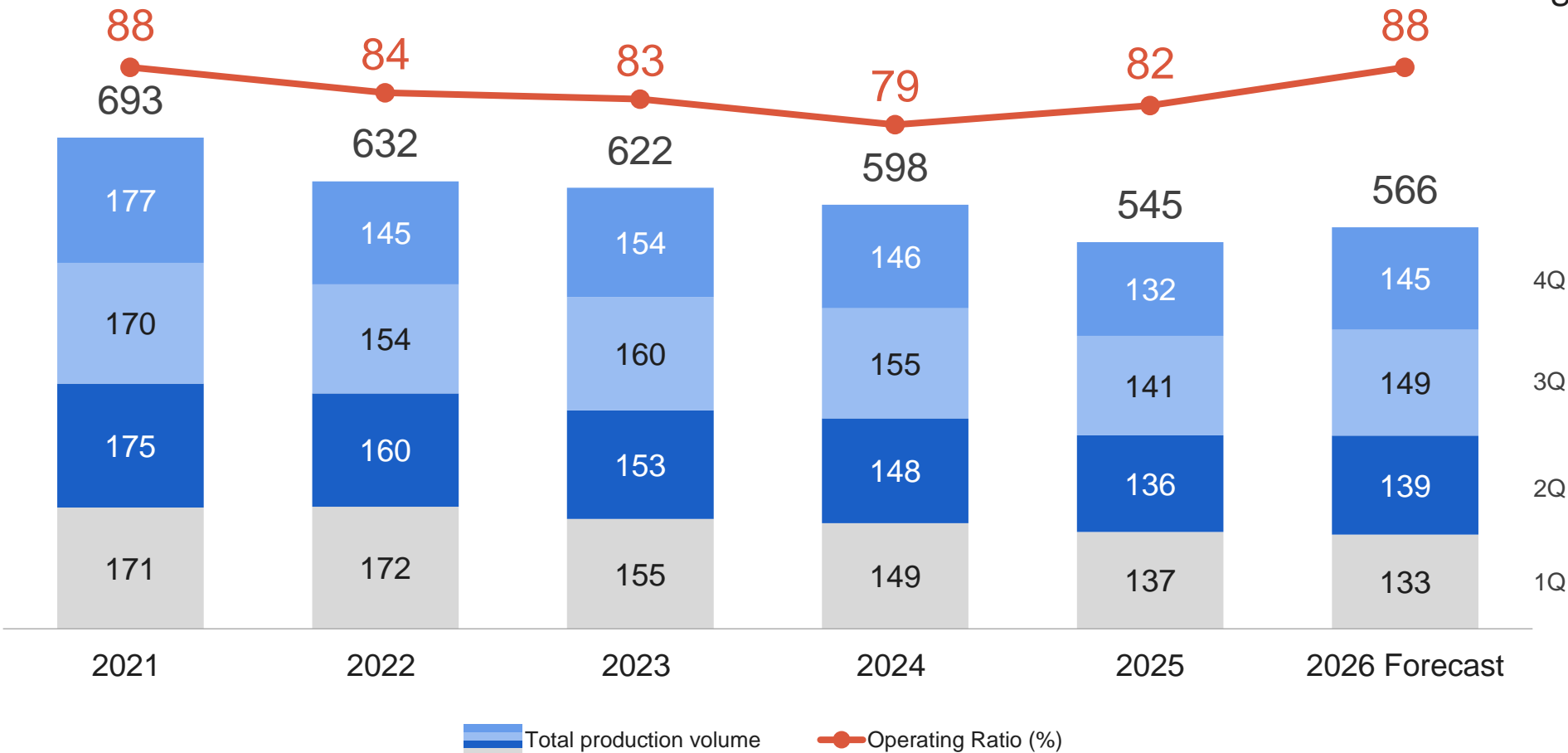
# Tire Production Capacity



\*Following changes in the number of operating days, we have revised the production capacity of each factory.

# Tire Production Volume and Operating Ratio

Unit : 000t



% of Overseas	63%	63%	64%	64%	64%	64%
YOY	117%	91%	98%	96%	91%	104%

# Shareholder Returns

We consider the return of gains to shareholders to be a matter deserving of the utmost priority. Accordingly, our basic policy is to ensure a long-term, stable stream of shareholder returns based on comprehensive consideration of dividend payout ratios, aiming for a consolidated dividend payout ratio of 40% or more, while comprehensively assessing business performance prospects, retained earnings levels and other such indicators on a consolidated basis.

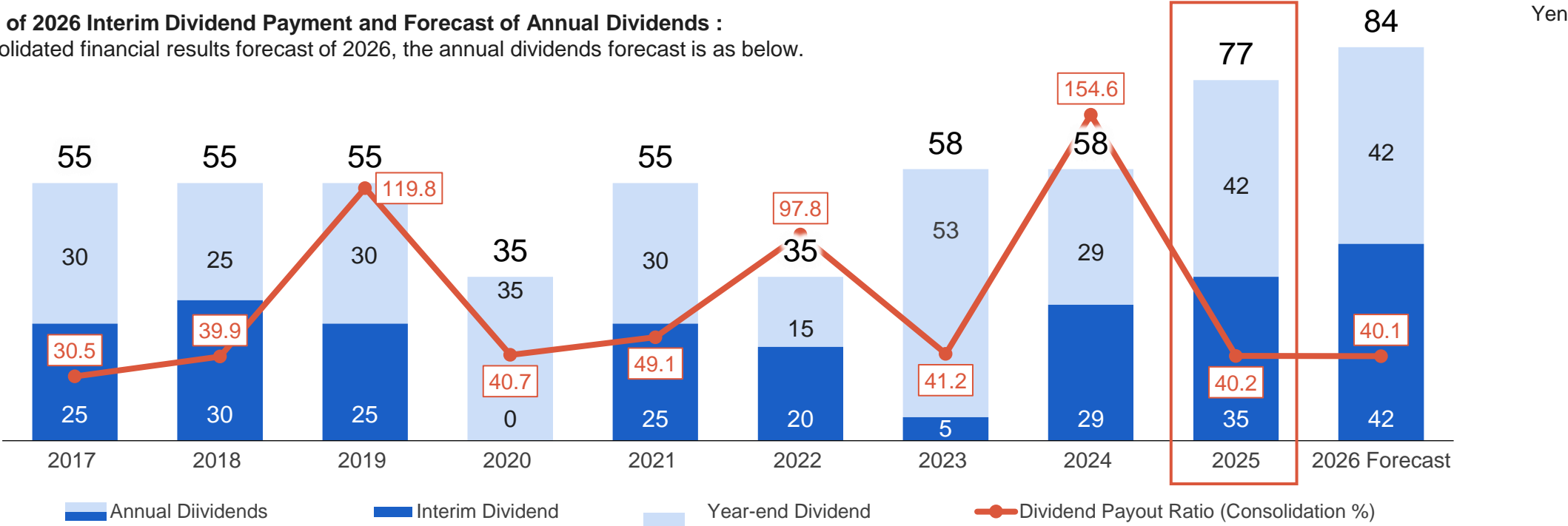
From 2026, we will target a DOE of 3%+ and a consolidated dividend payout ratio of 40%+ to ensure stable dividends, even amid new structural reforms.

## Determination of 2025 annual dividend proposal:

Based on consolidated financial results of 2025, year-end dividend increased by 7 yen from the Nov. 12<sup>th</sup> forecast to 42 yen, resulting in a total annual dividend of 77 yen.

## Determination of 2026 Interim Dividend Payment and Forecast of Annual Dividends :

Based on consolidated financial results forecast of 2026, the annual dividends forecast is as below.



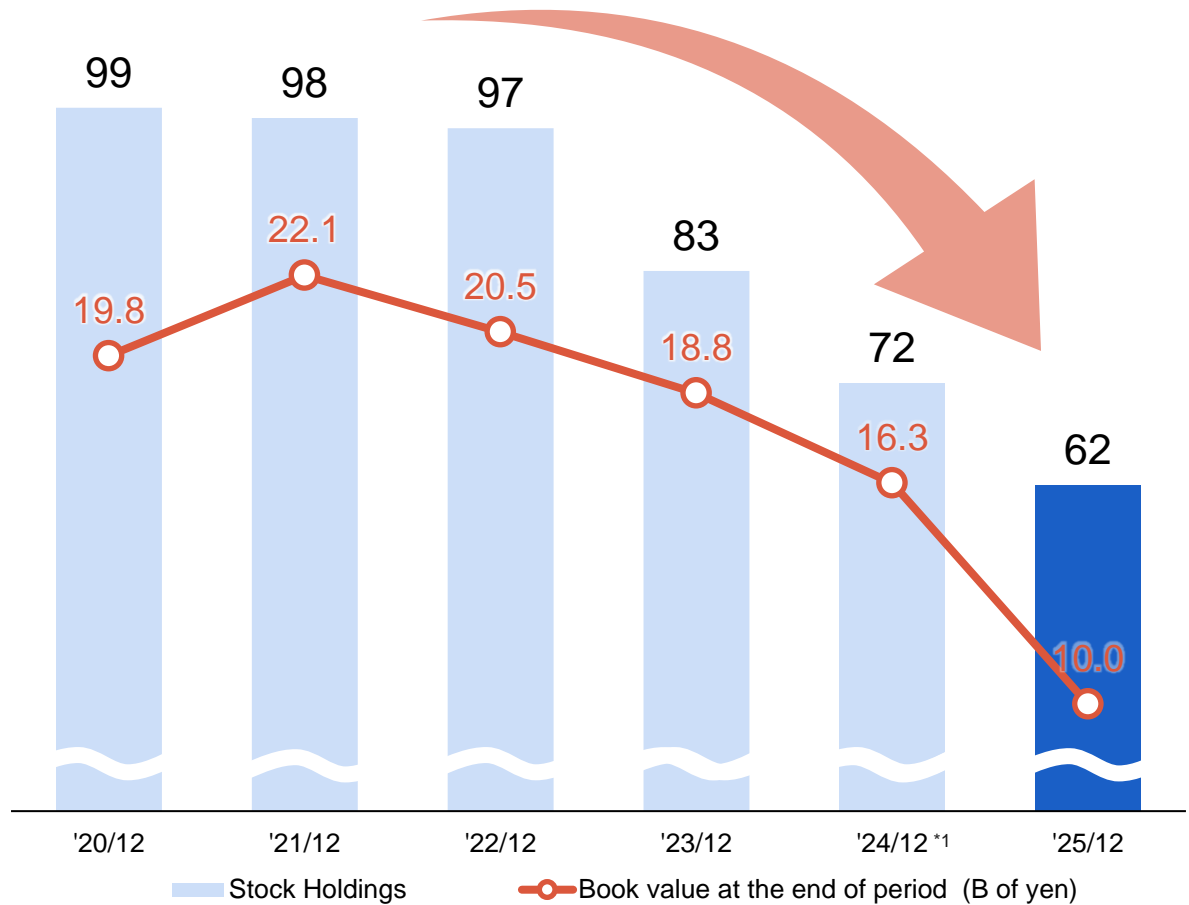
	2021	2022	2023	2024	2025
Total Shareholder Return	138.3%	140.0%	189.4%	224.4%	312.1%
Dividend Yield *1	4.7%	3.0%	3.8%	3.3%	2.9%
DOE *2	3.0%	1.8%	2.6%	2.3%	2.8%

\*1 Dividend Yield = Annual Dividends per share / End of each financial year's closing price

\*2 DOE = Total Dividends / Equity

# Progress status of Cross-Shareholdings' sales

Continuing from 2024, we promote to reduce Cross Shareholdings, and will continue to strive for further reduction in the future.



## Actual 2025

### ▶ Number of stocks sold

**10** stocks

### ▶ Raising amount of Cash

**7.6** B of yen

### ▶ Profit on sales of investment securities

**6.1** B of yen (non-consolidated financial statement only \*2)

### ▶ Equity ratio

2024 1.2% ⇒ 2025 **0.7%**

2024/12 book value ⇒ 2025/12 book value  
16.3 B of yen      10.0 B of yen

\*1. Including investment in Viaduct Inc., a US-based AI-powered connected vehicle analytics company.

\*2. Consolidated financial statement was not affected on profit due to adopt IFRS.

# Our Flagship Products



**SYNCHRO WEATHER**

Next-generation all-season tire utilizing the new ACTIVE TREAD technology that changes the functional traits of rubber depending on road surface conditions.



**GRANDTREK R/T<sup>01</sup>**

DUNLOP's first rugged terrain tire superior in durability and off-road capabilities, with double sidewall design allowing for customization.



**e.ZIEX**

Replacement tire for EV with our highest level of energy efficiency for the European market.



**XXIO 14**

14th generation of our XXIO golf clubs, consistently ranked among the top golf brands in Japan.

# Promoting Sustainability Management

**Recent Activities** For further information, please refer to the news release on our website.(<https://www.srigroup.co.jp/english/newsrelease/2025/index.html>)

