

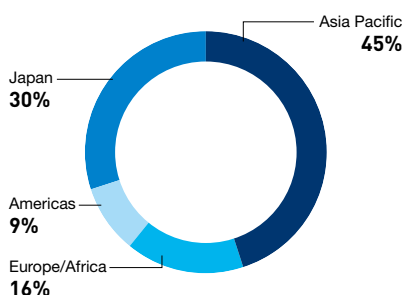
Human Capital (number of employees, fostering human resources, promoting Work Style Reform)

The basic aim of the Group is to respect the human rights of employees, fostering a workplace environment in which everyone feels safe, respected and free to engage in the open exchange of ideas and is encouraged to take on challenging tasks. In line with this, we are striving to create a corporate culture that supports employee efforts to achieve personal growth in step with the Group's business growth.

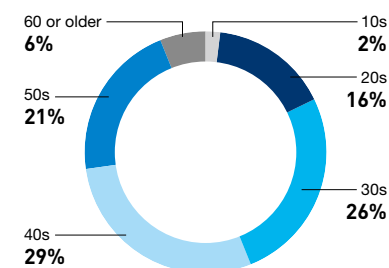
Employees

	2016	2017	2018	2019	2020
Number of consolidated employees	33,792	36,650	37,852	39,233	39,298
Japan	11,677	11,606	11,674	11,837	11,856
Overseas	22,115	25,044	26,178	27,396	27,442
Number of employees (Sumitomo Rubber Industries Ltd. (Non-Consolidated Basis))	6,693	6,666	7,175	7,325	7,371
Average years of service (Sumitomo Rubber Industries Ltd. (Non-Consolidated Basis))	16.5	16.2	15.9	15.7	15.9
Men (years)	16.7	16.4	16.3	16.1	16.2
Women (years)	13.3	13.0	12.6	12.2	12.5
Employee turnover ratio (Sumitomo Rubber Industries Ltd. (Non-Consolidated Basis))	3.5	3.9	3.8	3.2	3.4

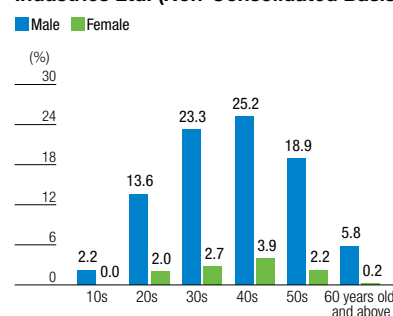
Composition by Region



Composition by Age (Sumitomo Rubber Industries Ltd. (Non-Consolidated Basis))



Composition by Sex (Sumitomo Rubber Industries Ltd. (Non-Consolidated Basis))



Basic Perspective on Human Resource Development

The Group fosters human resources through a combination of three components: OffJT such as group training, etc., OJT at each division, and self-study. We believe that to develop robust human resources, we must start with helping employees be aware of what they need to learn. In particular, we provide young employees with grade-specific career vision training designed to help them envision their desired future and thereby identify the types of skills they need to acquire. This training also involves supplementary programs for those who voluntarily take on further learning. Although the majority of the above training programs were undertaken in the form of online seminars in 2020, we will continue to enhance our training systems in a way that takes full advantage of the features of online, in-person and e-learning.

Regarding the systematic execution of human resource development, we are promoting a variety of training programs to enable employees to improve their skills, with the Human Resources Development Department and the Manufacturing Education Department playing a central role.

As for the fostering of global human resources, we are strengthening efforts overseas, aiming to ensure identical product quality irrespective of the factory in which manufacturing takes place, so that all employees are able to grow and to feel job satisfaction.

Our manufacturing education emphasizes manufacturing technology and craftsmanship in Japan and overseas.

In workplace supervisor training, the focus is on putting what has been learned to practical use. To raise the level of workplace management, we are conducting various activities aimed at establishing a consistent, Group-wide philosophy embraced by all employees across the Group.

Respect for Human Rights

Basic Perspective on Consideration for Human Rights

Our Corporate Code of Conduct states that we "maintain a sound working environment free from discrimination on the basis of belief, creed, religion, race, skin color, nationality, language, social background, gender, sexual orientation, gender identity, age, physical handicap or other reason." Accordingly, we strive to prevent infringement of human rights of any employee.

Furthermore, a handbook on human resource and labor management has been distributed to all those in managerial positions. We also help raise their awareness of relevant topics via training and lecture sessions. In these ways, we are striving to create a working environment that tolerates no human resource violations or harassment and empowers every employee to work energetically.