

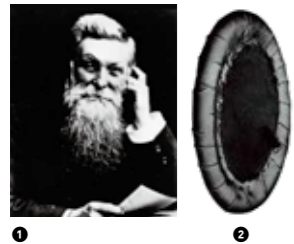
*Business profit = Sales revenue - (Cost of sales + Selling, general and administrative expenses)

The Growth Track

Over the more than 110 years since our founding, we have leveraged our proprietary rubber technology as a tire maker to expand our field of business into sports and industrial products, thereby helping to achieve a sustainable society.

Founding Period

- 1888** John Boyd Dunlop ❶ commercialized the world's first pneumatic tire ❷
- 1909** Commenced operation of the Kobe Factory U.K.-based Dunlop Rubber Company established and began operating Japan's first modern rubber factory



1963–1986

In 1963, Sumitomo assumed management of the Company and changed its name to Sumitomo Rubber Industries, Ltd. In 1981, the Company entered into a full business tie-up with The Ohtsu Tire & Rubber Co., Ltd. ❸, a precursor of the FALKEN brand. (The Company merged with The Ohtsu Tire & Rubber Co., Ltd. in 2003 ❺.) In 1983, the Company acquired European tire business from U.K.-based Dunlop Rubber Company and, in 1984, acquired six plants in the U.K., Germany and France as well as Dunlop Tire Technical Division in the U.K. ❹ In 1986, the Company acquired Dunlop Tire Corporation in the U.S.A., becoming the global owner of the Dunlop brand.



1999–2015

In 1999, the Company formed an alliance in the Tire Business with The Goodyear Tire & Rubber Company in the U.S.A. This alliance led to the creation of a joint venture structure under which the manufacture and sale of Dunlop brand tires was assumed by the Company in Japan and Asia and by Goodyear in North America and Europe.

In 2003, the Company spun off the Sports Business. In 2007, the Company acquired Cleveland Golf and, in 2014, acquired fitness company Kitz Wellness Co., Ltd. (current Dunlop Sports Wellness Co., Ltd.). In 2015, the Company acquired the Switzerland-based Lonstroff AG, which manufactures rubber parts for medical applications, thereby expanding the Industrial and Other Products Business.

Meanwhile, in 2009 the Company celebrated its 100th anniversary and completed the Tire Technical Center ❹. In 2015, the Company dissolved the Tire Business-related alliance agreement and joint ventures with The Goodyear Tire & Rubber Company in the U.S.A.



2017–Present

In 2017, the Company acquired trademark rights to the Dunlop brand in countries overseas as well as Dunlop brand sports equipment and licensing businesses from Sports Direct International plc in the U.K. In 2018, the Company consolidated the Sumitomo Rubber Group's Sports Business-related operations.

In the Tire Business, in 2017, the Company acquired Micheldever Group, a major tire sales company in the U.K., stepping up the marketing of FALKEN brand tires. Following the celebration of the 130th anniversary of the commercialization of the pneumatic tire ❷ in 2018, the Company celebrated the 110th anniversary of its founding in 2019. To reach the new growth phase, the Company established "Our Philosophy," a new corporate philosophy structure, in 2020.

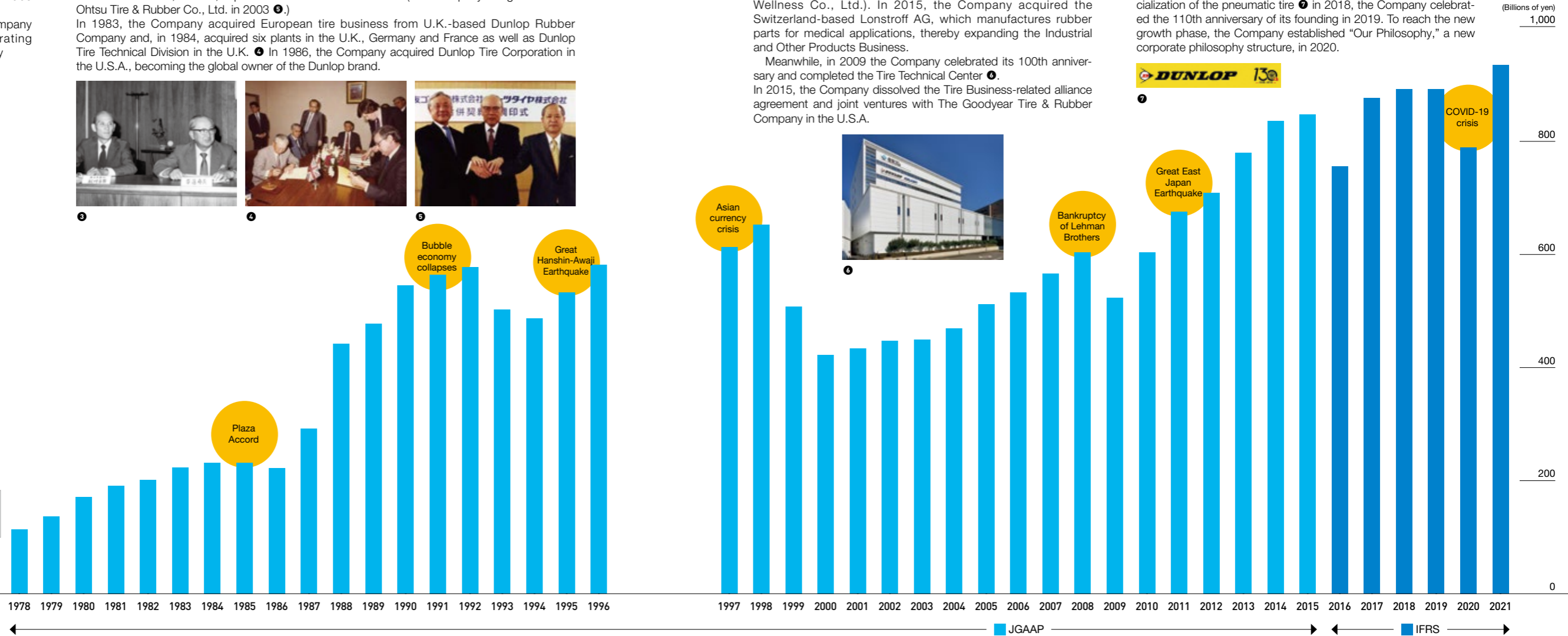


Sales Revenue / Net Sales

- JGAAP
- IFRS

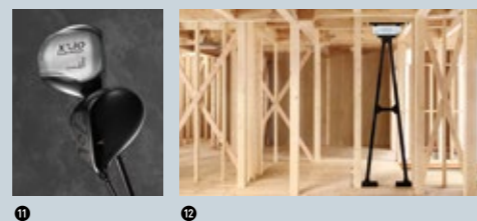
1978 Net Sales ¥114.0 Billion
Operating Income ¥7.2 Billion

Established 1909



Major Technological Accomplishments and Products Released

- 1913** Started tire manufacturing, producing the first Japanese-made tire ❸
- 1930** Started production of Japan's first golf and tennis balls ❹
- 1954** Developed Japan's first tubeless tire
- 1964** Started production of golf clubs
- 1966** Started mass-production of Japan's first radial tire "SP3" ❺
- 2000** Released first-generation "XXIO" golf clubs and golf balls ❻
- 2012** Released "MIRAIE" Vibration Control Units for Detached Housing ❼



- 2013** Released "ENASAVE 100," the world's first* 100% fossil resource-free tire ❽
- 2014** Released "ENASAVE NEXT" tires boasting 50% less rolling resistance and the coveted "AAA-a" ranking—the highest possible—under Japan's tire labeling system



- 2015** Completed the New Materials Development Technology "ADVANCED 4D NANO DESIGN"
- 2017** Announced the "SMART TYRE CONCEPT" for tire technology development
- 2018** Signed an official sponsorship agreement with the Australian Open, one of the four major tennis tournaments ❿
- 2019** Released "ENASAVE NEXT III," the Company's flagship fuel-efficient tires made using Performance Sustaining Technology based on SMART TYRE CONCEPT ⓫
- 2020** Released "VEURO VE304," premium tires boasting the highest levels of passenger cabin comfort thanks to superior quietness as well as long-lasting wet grip performance ⓬