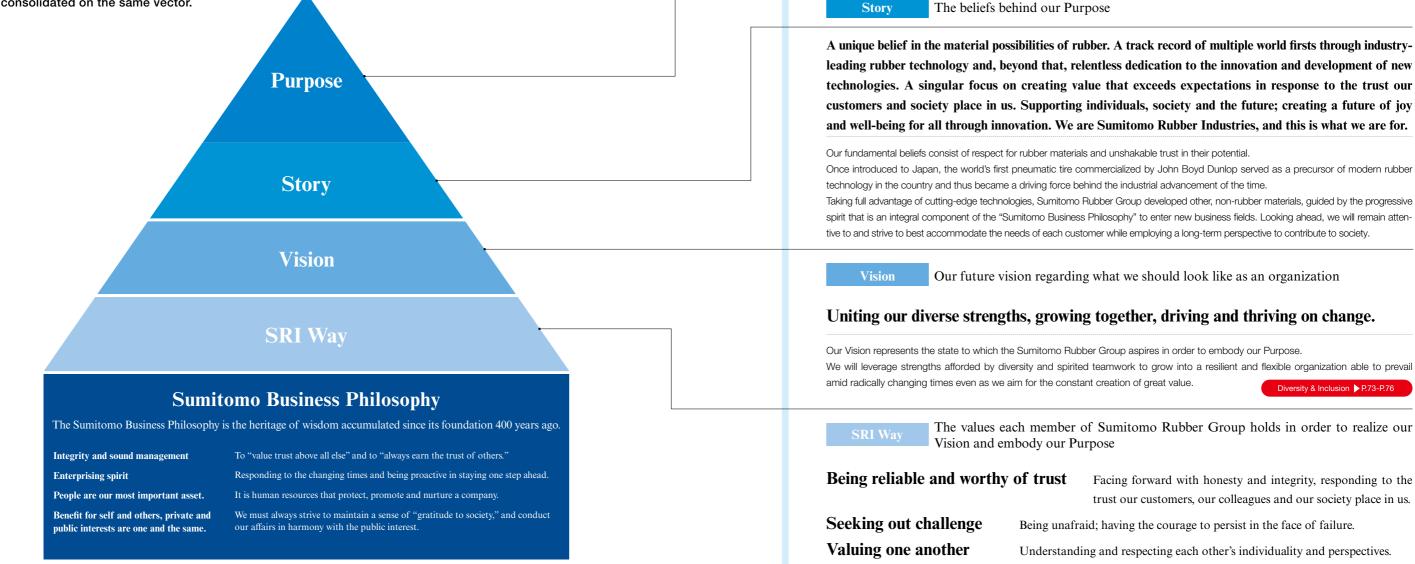
"Our Philosophy" – a Corporate Philosophy Structure **Guiding Sumitomo Rubber Group Operations**

The business environment surrounding us has been radically evolving at an ever-faster pace.

In 2020, we established "Our Philosophy" to provide unwavering and universal guidelines for all Sumitomo Rubber Group members to ensure our ability to stay flexible and adapt amid times of uncertainty and volatility like the present moment and secure further growth.

A revamp of our former, conventional corporate philosophy, "Our Philosophy" also draws on the "Sumitomo Business Philosophy," which comprises the heritage of wisdom we have accumulated over the course of four centuries of operations and provides a basis on which the diverse capabilities of individual employees can be aligned and consolidated on the same vector.



The Origins of the "Sumitomo Business Philosophy"

Masatomo Sumitomo, the founder of the Sumitomo Group, left behind writings known as the "Monjuin Shiigaki" ("The Founder's Precepts"), which provide a set of principles and guidelines for merchants to abide by.

His teachings have supported the business operations of the Sumitomo Group throughout its 400-year history, passed down from generation to generation in the form of the "Sumitomo Business Philosophy." whose essence was more recently condensed into the modern "Business Principles" of the Sumitomo Group

Containing such principles as "The business activities of Sumitomo must benefit not only Sumitomo, but must also be of benefit to the nation and to society as a whole," the "Sumitomo Business Philosophy" reflects Sumitomo's strong sense of duty to society. To this day, the "Sumitomo Business Philosophy" still forms the basis for the Sumitomo Rubber Group's "Our Philosophy."



A wooden statue of Masatomo Monjuin Shiigaki (Circa 1650) (Photo provided Sumitomo (Photo provided by by Sumitomo Historical Archir Sumitomo Historical Archives



Slogan

Purpose

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Sumitomo Rubber Group's reason for being, a cornerstone of our activities in society, providing a guide for all facets of our decisions and actions

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

Our future vision regarding what we should look like as an organization

Diversity & Inclusion ▶ P.73-P.76

The values each member of Sumitomo Rubber Group holds in order to realize our

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

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

Understanding and respecting each other's individuality and perspectives.

A simple expression of all the aspects of "Our Philosophy"