

## Activities to Disseminate the Purpose and “Our Philosophy”

### Purpose

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

Our Purpose reflects our strengths and passions while being strongly conscious of needs of our customers and society as a whole. Here, we provide a detailed explanation of our Purpose.

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

The word *innovation* encompasses two meanings: innovation deriving from new ideas and innovation achieved through the application of technological capabilities. These innovations have served as dual driving forces behind technological advancement undertaken by Sumitomo Rubber Industries. We are proud of being progressive in terms of realizing both types of innovation.

The commercialization of the world’s first pneumatic tire resulted in the rapid and worldwide popularization of automobiles, bringing the era of motorization into reality. As shown in this instance, “world firsts” have the potential to completely alter the course of our daily lives. The above component of our Purpose represents our aspirations to remain an originator of “world firsts” and to blaze a new era.

We aspire to deliver joy to our customers through a broad range of operations and in the diverse ways each of our businesses is capable of.

For example, our Tire Business strives to enable customers to experience the joy of driving with a sense of security. In the provision of sports goods, we aim to help athletes feel a sense of fulfillment and excitement arising from success in achieving their best performance and winning the game. In the industrial product field, we endeavor to help people feel a sense of satisfaction about a comfortable lifestyle supported by a variety of products in areas related to medical care, infrastructure and other applications.

Joy, a component of our Purpose, thus represents the breadth of fields in which we aspire to bring to bear our capabilities and demonstrate our commitment to contributing to the creation of a joyful, sound, and affluent society by rallying the strength of all of our businesses.

Note: The series of photos across the bottom of the page feature employees presenting their personal definitions of joy felt in the course of duties.

We intend to contribute to well-being for people via the provision of safety and security, two qualities making our products stand out.

Safety is supported by our assiduous efforts to meet stringent standards for product safety. Security, on the other hand, includes a sense of security felt by customers. We strive to ensure that our customers can rest assured about the reliability and quality of Sumitomo Rubber products and services. To this end, we aim for even higher technological capabilities while endeavoring to create greater value that goes beyond customer expectations. The above component of our Purpose expresses our determination to earn and maintain customer trust in this way.

## Overview of Activities to Disseminate “Our Philosophy” and Their Progress

Having established “Our Philosophy” in 2020, we have since engaged in across-the-board efforts to disseminate it among employees.

To this end, we have defined four phases of entrenchment of “Our Philosophy”: “Recognition,” “Understanding,” “Empathy” and “Practice.” In line with this definition, we are currently implementing various measures designed to accommodate differing circumstances at administrative divisions, factory-based technical divisions, overseas bases, domestic affiliates and other worksites.

### Workshops to Develop a Sense of Ownership

Since fiscal 2021, we have hosted annual online seminars for employees ranging from staff members and managers at administrative and development divisions to factory employees (foremen or higher positions) in order to facilitate their understanding based on the phases they are in. We have also held small-group workshops focused on encouraging participants to think for themselves about how relevant “Our Philosophy” is to their daily conduct.

For other divisions and bases, we have implemented the following measures.

- 2021-: Held workshops for senior managers at overseas bases. Also, provided follow-up training so that each base can autonomously disseminate “Our Philosophy” among local employees
- 2022-: Held seminars and workshops for technicians at all domestic factories on a face-to-face basis. Also, held workshops for employees at domestic affiliates in a phased manner.

### Transition to the “Empathy” phase is under way (as of May to June 2022)

Once a year, we conduct an Our Philosophy Entrenchment Survey to gauge the degree of Our Philosophy’s entrenchment among the workforce.

In 2022, this survey was conducted over the period from May to June, collecting responses from approximately 7,700 domestic employees.

The survey revealed that in 2022 the transition to the “Empathy” phase was under way, taking over from “Understanding,” the previous phase confirmed in 2021.

### Disseminating “Our Philosophy” via Web-Based In-House Newsletters (since November 2020)

We also utilize web-based in-house newsletters. These newsletters feature interviews with officers and plant managers while showcasing “Our Philosophy” dissemination activities undertaken by each department. Furthermore, we internally disclose the results of the entrenchment survey to raise awareness among employees.

Target:

Ratio of Employees in Entrenchment Phase 3 “Empathy”

— 2030 —  
**80%**

Note: Degree of entrenchment is measured using the Our Philosophy Entrenchment Survey targeting employees

### Fiscal 2021-

Learn about “Our Philosophy”

Sharing an overview of “Our Philosophy,” the background of its introduction and points of its formulation

2020

Establishment of “Our Philosophy”

Phase 1 Recognition

Phase 2 Understanding

Phase 3 Empathy

Phase 4 Practice

Target phase of entrenchment

### Fiscal 2022-

Develop a sense of ownership regarding “Our Philosophy”

Thinking about the safety, joy and innovation to be achieved by employees themselves and their business units, issues that must be tackled to consolidate diverse capabilities, and how to practice the SRI Way.

### Fiscal 2023-

Diverse initiatives to embody “Our Philosophy”

Studying universal themes deemed essential to empowering individuals, the organization and the Company to grow and embody “Our Philosophy.” In fiscal 2023, we conducted studies focused on D&I.



Being recognized by others around me



Reaching my goals through tireless efforts



Ensuring a happy, smiling family



Keeping in good spirits and smiling every day



Having an environment where I can take on challenges



Pursuing personal growth for myself and colleagues



Achieving growth by taking on new challenges

