

Outline of the New Midterm Plan (2023–2027)

To date, the Sumitomo Rubber Group has striven to develop a global business framework, allocating resources accordingly to its various businesses in the many regions in which it operates. However, we now recognize that, on a number of fronts, operational efficiency has deteriorated over the course of this development, leading to a decline in profit.

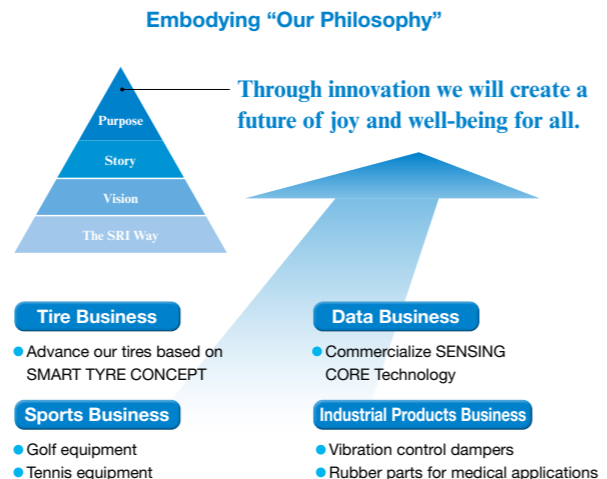
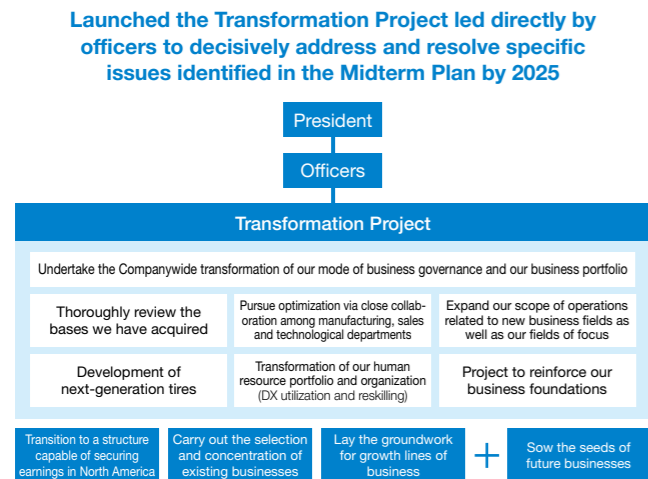
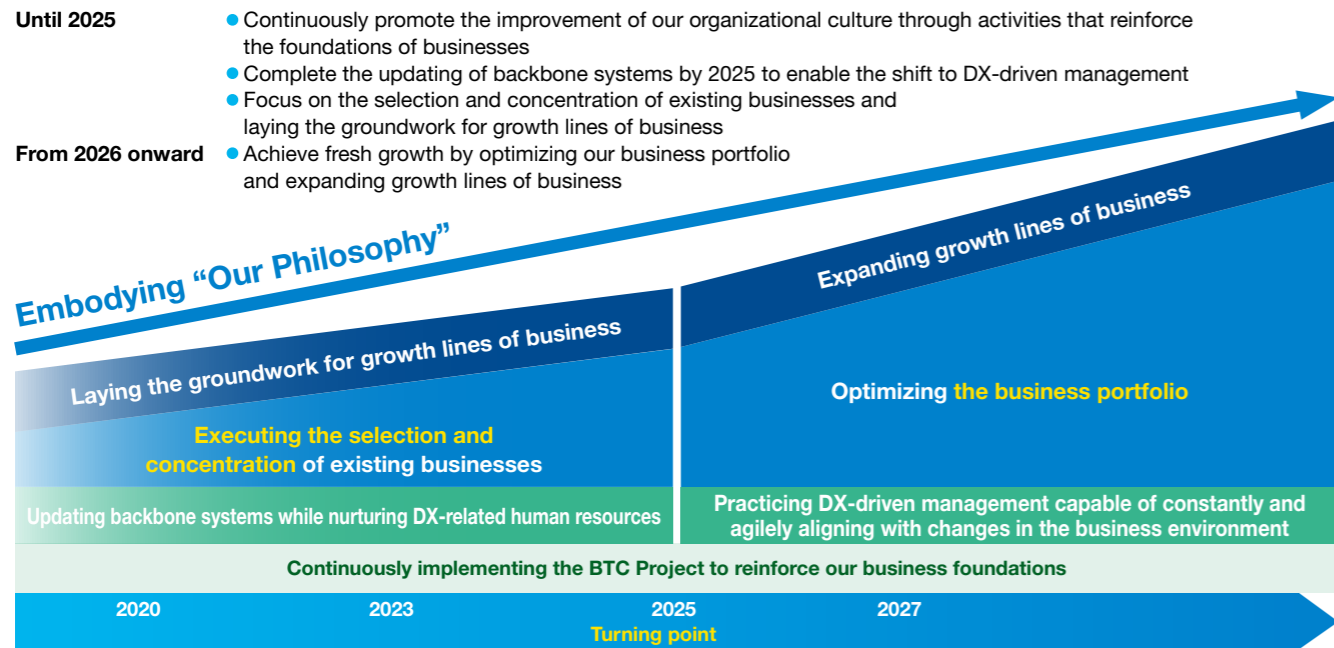
To address our current situation, we will focus on the selection and concentration of existing businesses, with 2025 defined as a turning point under the new Midterm Plan.

At the same time, we will continue to implement “Be the Change” (BTC), a project initiated under the previous Midterm Plan to reinforce the foundations of our business through measures designed to improve our organizational culture and secure even stronger business foundations. Furthermore, we will update our backbone systems in preparation for a shift to DX-driven management.

Throughout the execution of these initiatives, we will maintain a focus on the selection and concentration of existing businesses as well as structural reforms with an eye to achieving the plan’s goals by 2025. In addition, we will lay the groundwork for growth lines of business and sow the seeds of future businesses.

From 2026 onward, we will switch our focus to the full-fledged practice of DX-driven management to optimize our business portfolio and expand growth lines of business. In this way, we will achieve fresh growth and secure greater ability to embody “Our Philosophy.”

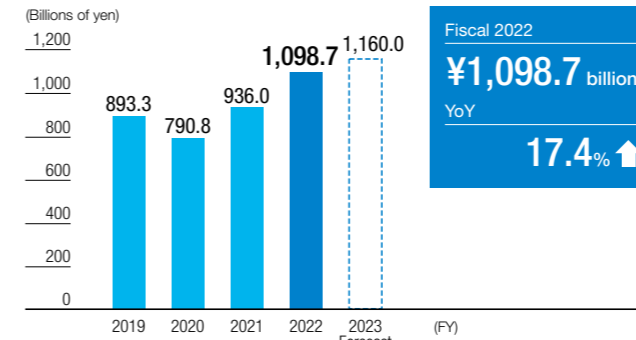
Optimize our business portfolio via selection and concentration, with the aim of securing a solid profit base
Aim to achieve growth from 2026 onward, with 2025 as a turning point



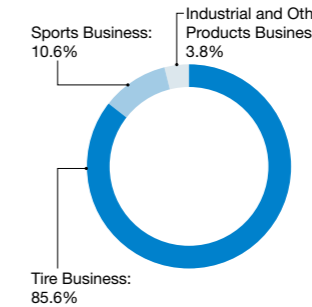
Promote measures specified under the Long-Term Sustainability Policy: “Driving Our Future Challenge 2050”

2022 Consolidated Performance Overview

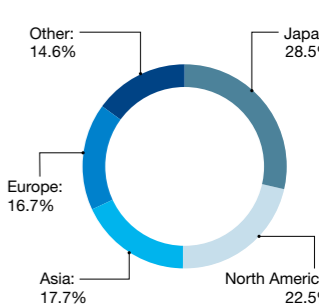
Sales Revenue



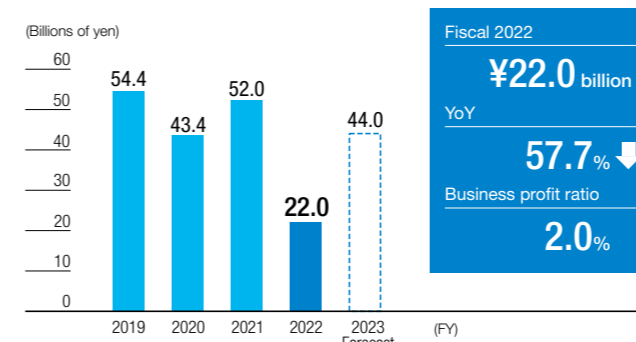
Sales Revenue Breakdown by Business Segment



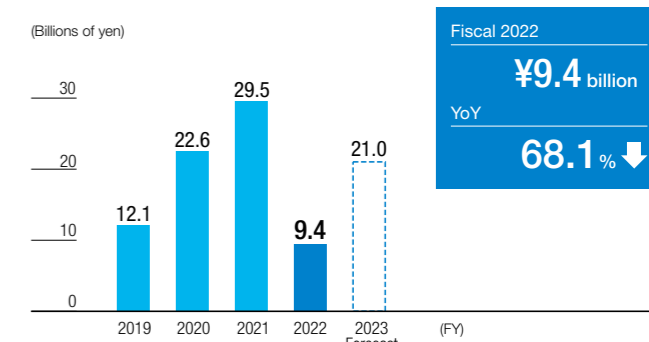
Sales Revenue Breakdown by Region



Business Profit



Profit Attributable to Owners of Parent



Total Assets	¥1,225.2 billion	Ratio of Equity Attributable to Owners of Parent	44.6%	ROE	1.8%
ROA	1.9%	D/E Ratio	0.7 time	ROIC	1.7%

Tire Business	Sports Business	Industrial and Other Products Business
Sales Revenue	Sales Revenue	Sales Revenue
¥939.9 billion (Up 18.2% YoY ↑)	¥116.6 billion (Up 15.0% YoY ↑)	¥42.1 billion (Up 6.5% YoY ↑)
Business Profit	Business Profit	Business Profit
¥12.3 billion (Down 70.3% YoY ↓)	¥8.9 billion (Up 3.9% YoY ↑)	¥0.7 billion (Down 65.0% YoY ↓)