



## Our Philosophy

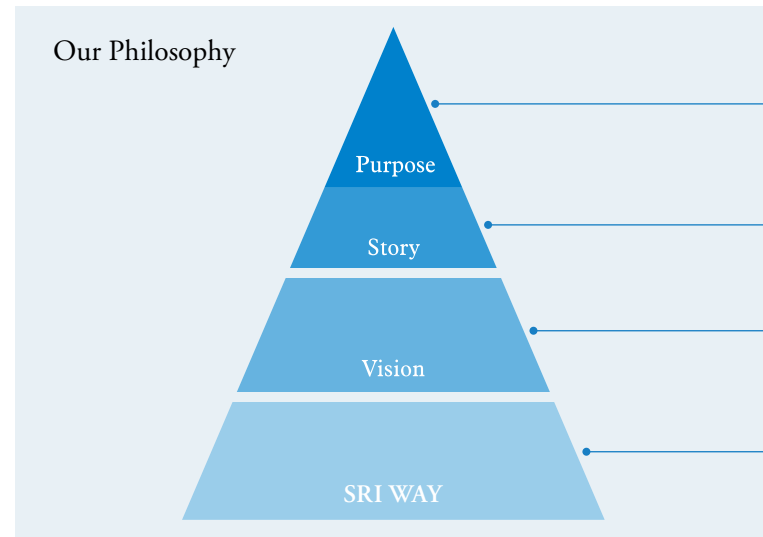
### Slogan

# Rubber and Beyond, Driving Our Future

The corporate philosophy structure “Our Philosophy” is the universal guideline 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.

This is based on the “Sumitomo Business Philosophy,” which has been handed down over the course of our 400-year history, and from which four concepts—starting from our “Purpose”—are systematically organized.

This corporate philosophy is the basis for decision-making and the starting point for actions, allowing each employee to understand the reason for the company’s existence and align their efforts to exert their strengths.



### Purpose

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

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

### Story

A unique belief in the material possibilities of rubber.

A track record of multiple world firsts through industry-leading rubber technology and beyond that, relentless dedication to the innovation and development of new technologies.

A singular focus on creating value that exceeds expectations in response to the trust our customers and society place in us.

Supporting individuals, society and the future; through innovation creating a future of joy and well-being for all.

We are Sumitomo Rubber Industries, and this is what we are for.

The beliefs behind our Purpose

### Vision

## Uniting our diverse strengths, growing together, driving and thriving on change.

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



### SRI WAY

## Being reliable and worthy of trust

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

## Seeking out challenge

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

## Valuing one another

Understanding and respecting each other’s individuality and perspectives.

The values each member of Sumitomo Rubber Group holds in order to realize our Vision and embody our Purpose

### The Sumitomo Business Philosophy

The Sumitomo Business Philosophy is the heritage of wisdom accumulated since its foundation 400 years ago.

**Integrity and sound management** To “value trust above all else” and to “always earn the trust of others.”

**Enterprising spirit** Responding to the changing times and being proactive in staying one step ahead.

**People are our most important asset.** It is human resources that protect, promote, and nurture a company.

**Benefit for self and others, private, and public interests are one and the same.** We must always strive to maintain a sense of “gratitude to society,” and conduct our affairs in harmony with the public interest.



# Origin and History

1888

## John Boyd Dunlop invented the world's first practical pneumatic tire.

John Boyd Dunlop, a veterinarian living in Ireland, was asked by his 10-year-old son, Johnny, to make his bike more comfortable and faster. After repeated experimentation, John made a pneumatic tire out of rubber tubing and rubberized canvas, which he fixed around a wooden disc. Johnny was delighted to run on a bike with these pneumatic tires. John made further improvements, and in 1888, he patented the pneumatic tires and introduced them to the world.



John Boyd Dunlop

1909

## Commenced operation of the Kobe Factory

U.K.-based DUNLOP Rubber Company established and began operating Japan's first modern rubber factory.



Kobe Factory (Circa 1921)

1963-

## Changed the Company name to Sumitomo Rubber Industries, Ltd.

In 1963, Sumitomo assumed management of the Company and in 1981, the Company entered into a full business tie-up with The Ohtsu Tire & Rubber Co., Ltd., a precursor of the FALKEN brand (the Company merged with The Ohtsu Tire & Rubber Co., Ltd. in 2003). In 1983, the Company acquired the 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. In 1986, the Company acquired DUNLOP Tire Corporation in the U.S.A., becoming the global owner of the DUNLOP brand.

Sumitomo assumed management

1999-

## Formed an alliance in the Tire Business with The Goodyear Tire & Rubber Company of the U.S.

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. In 2015, the Company acquired the Switzerland-based Lonstroff AG, which manufactures rubber parts for medical applications, thereby expanding the Industrial Products Business.

Meanwhile, in 2009 the Company celebrated its 100th anniversary and completed the Tyre Technical Center. 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-

## Acquired trademark rights to the DUNLOP brand in countries overseas as well as DUNLOP brand sports equipment and licensing businesses

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, Sumitomo Rubber Group's Sports Business-related operations were merged into Sumitomo Rubber.

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 in 2018, the Company celebrated the 110th anniversary of its founding in 2019. To reach a new growth phase, the Company established "Our Philosophy," a new corporate philosophy structure, in 2020.

In 2023, the Company established the Mid-Term Plan to 2027. The Company decided to sell Lonstroff AG to carry out the selection and concentration of existing businesses (share transfer was in 2024).

2025

## Acquired DUNLOP trademark and other rights from Goodyear for four-wheel tires in Europe, North America, and Oceania

This enables the Group to expand the DUNLOP brand globally with the exception of some regions and product lines. In 2025, the Company developed the long-term corporate strategy "R.I.S.E. 2035" that looks ahead to 2035.

## 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 Sumitomo (Photo provided by Sumitomo Historical Archives)

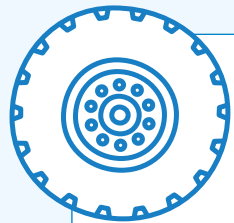


Monjuin Shiigaki (Circa 1650) (Photo provided by Sumitomo Historical Archives)





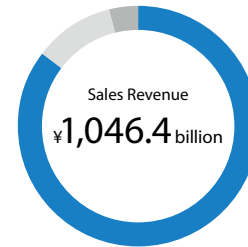
# Overview of the Sumitomo Rubber Group



## Tire Business P.23

### — More Drive, More Joy —

We offer two mainstay brands: our pioneering DUNLOP Brand, which has always pursued greater safety and environmental performance, and our global FALKEN Brand, which caters to those who simply enjoy the thrill of the drive. With these brands, we are taking on the challenge of making tires that are both safe for people and environmentally friendly, designed for use in various scenes of daily life all throughout society, including tires for passenger cars, trucks, buses, and industrial vehicles.



#### Passenger Cars

We have a wide lineup of tires for every kind of street vehicle from typical passenger cars to trucks and buses. Our tires also serve a board range of uses as we offer summer tires, winter tires, all-season tires and more.



#### Race/Rally Vehicles

These tires are specially developed for racing and specifically to meet the speed, endurance or other performance requirements demanded by each race. Precisely because of the good performance they deliver, these tires are widely used on race and rally circuits.



#### Agricultural Vehicles

These products are designed for the array of vehicles used in agriculture, e.g., tractors, tillers, transport vehicles, farming implements, etc.



#### Construction Vehicles

We supply tires that help improve work efficiency on construction sites by performing stably under all sorts of harsh conditions.



#### Motorcycles

We offer a wide range of motorcycle tires for use on-road, off-road, motocross and heavy motorcycle.



#### Instant Mobility System (IMS)

The IMS, which enable temporary driving by injecting repair materials into a punctured tire and filling it with air, are used in many vehicles.



#### Deflation Warning System (DWS)

This software detects low tire pressure by analyzing wheel speed signals generated by tire rotation and notifies the driver.



## Sports Business P.25

### — Enriching Sporting Life —

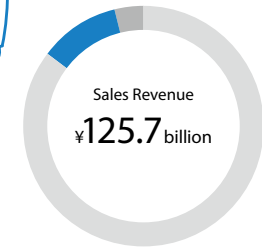
Drawing on the full range of its advanced technical capabilities, the Sumitomo Rubber Group continually strives to enrich sporting life for customers. In addition to providing high-performance golf clubs, tennis rackets and other sporting gear designed for ease of use by athletes of all stripes, we operate golf and tennis schools and support our customers' physical and mental health on a day-to-day basis.



#### Golf



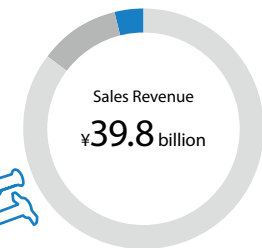
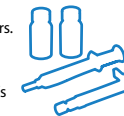
#### Tennis (and other racket sports)



## Industrial Products Business P.27

### — Supporting happier lives —

The Industrial Products Business is under the Hybrid Business Headquarters. Taking advantage of the rubber technology we have cultivated over the years, we deliver products designed to protect human life, contribute to health improvement and support mobility in an effort to enhance people's daily lives. These operations encompass a breadth of fields ranging from industrial infrastructure to medical and living essentials.



#### High-Functional Rubber

##### Rubber Parts for Medical Applications



##### Vibration Control Dampers



#### Life & Industry

##### Rubber Gloves



##### Floor Coating



##### Artificial Turf for Sporting Facilities





# Contents and Editorial Policy

How to use  
this booklet

...Redirects to a related page.



...Returns to the Contents page.



...Redirects to a related website.



...Moves to the previous or next page.

## About the Sumitomo Rubber Group

- 1 Our Philosophy
- 2 Origin and History
- 3 Overview of the Sumitomo Rubber Group
- 4 Contents and Editorial Policy

## Strategy

- 6 TOP COMMITMENT
- 10 Value Creation Model
- 11 Sumitomo Rubber Group's Material Issues
- 12 Long-Term Corporate Strategy "R.I.S.E. 2035"
- 16 Financial Highlights
- 17 A Message from the Executive Director in Charge of Finance
- 18 Long-Term Sustainability Targets "Driving Our Future Initiatives 2050"
- 19 Cross Talk: Sustainability, Human Resources, and Finance

## Business Activities

- 23 Tire Business
- 25 Sports Business
- 27 Industrial Products Business

## Sustainability as a Growth Foundation

- 30 Strengthening Competitiveness through Innovation
- 35 Contribution to a Sustainable Global Environment
- 38 Building Strong Relationships with Stakeholders
- 41 An Organization that can Boldly Take on Challenges by Uniting Diverse Strengths
- 45 Employee Roundtable Talk: Future Factory Project for Better Workplaces
- 48 Corporate Governance
- 55 Communication with Shareholders and Investors
- 56 Outside Directors Roundtable Talk: Front Line of Sumitomo Rubber Group's Governance
- 59 Honors and Certifications from Outside Organizations
- 60 Third-Party Remarks

## Corporate Information

- 61 Financial and Non-Financial Data
- 63 Corporate Information, Stock Information, Investor Information

## Editorial Policy

In compiling this integrated report, we focused on institutional investors who we assumed are our primary intended readers and priority was given to posting information that will be useful in making investment decisions. As a result, this Integrated Report 2025 is concise and centered on the story of the growth of our Group. Comprehensive information for various stakeholders is posted on the Company's website.

We reduced the volume of this integrated report to approximately 60 pages, while our past integrated reports had approximately 100 pages. Where necessary, a link to our website which contains related information is provided to supplement the content. By reading this Integrated Report and our website together, we hope readers are able to gain a deeper understanding of the Sumitomo Rubber Group's path to sustainable growth.

### Scope of This Report

With coverage focused primarily on Sumitomo Rubber Industries, Ltd. and its six factories in Japan, this report includes information on some bases and Group companies in Japan and overseas.

### Referenced Guidelines

- ☐ "Guidance for Collaborative Value Creation 2.0" published by the Ministry of Economy, Trade and Industry
- ☐ "Integrated Reporting Framework" published by the Value Reporting Foundation (IFRS Foundation)
- ☐ Global Reporting Initiative (GRI)
- ☐ "Environmental Reporting Guidelines 2018" published by the Ministry of the Environment (MOE)

### Publishing Date

July 2025

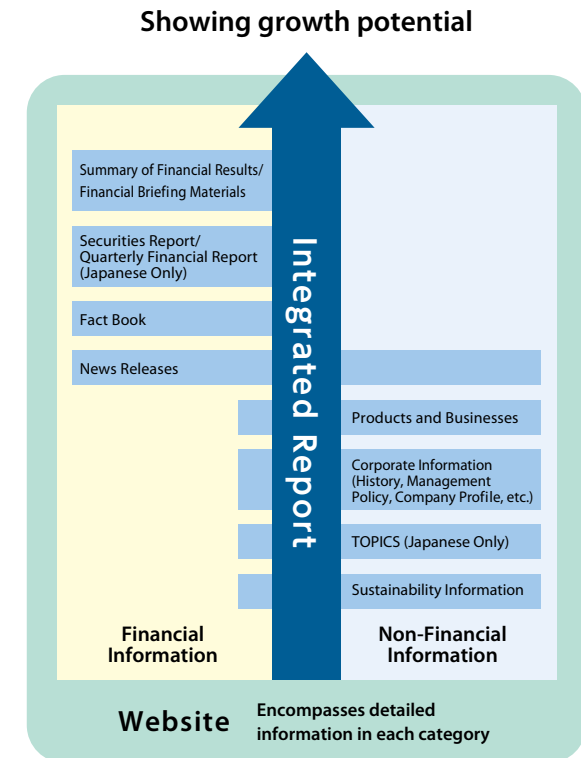
### Disclaimer

In addition to facts on the past and present of the Sumitomo Rubber Group, this report contains projections based on forecasts and future management plans. Said projections reflect assumptions and judgments based on information available at the time this report was made. Actual future results may differ from these projections.

### Period of the Report

Fiscal 2024 (January 1, 2024 to December 31, 2024), with some information from outside of this period

**Positioning of This Integrated Report** Clicking on a link redirects to our website



## Key Points of the Integrated Report 2025

This Integrated Report 2025 articulates how the Group will create value in the medium- to long-term, centered on our long-term corporate strategy for 2035, "R.I.S.E. 2035." In particular, TOP COMMITMENT and the Value Creation Model outline a concrete path for our long-term corporate strategy.

This report also features articles such as an "Strengthening Competitiveness through Innovation," which introduces the technological capabilities the Company has cultivated over many years and the products that are based on them, as well as an Employee Roundtable Talk on the "Future Factory Project for Better Workplaces" which addresses challenges facing manufacturing sites in the industry. Also, we would like readers to pay attention to the specific initiatives we are taking to strengthen our foundation.

We would appreciate your reading this report and providing us with your honest opinions.

### About the cover

The Sumitomo Rubber Group has produced a variety of "world-first" products from rubber materials. Our technology that began with pneumatic tires continues to develop. This cover expresses our resolution not to slow down the pace of transformation and make 2025 a turning point.