Last updated: July 15, 2026

SUMITOMO RUBBER INDUSTRIES, LTD.

Years ended December 31	Unit	IFRS*1									
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Earnings for the year											
Sales revenue	Millions of yen	756,696	877,866	894,243	893,310	790,817	936,039	1,098,664	1,177,399	1,211,856	**1,207,061**
Overseas sales ratio	%	59	63	63	63	64	68	71	70	72	**70**
Cost of sales	Millions of yen	499,650	611,185	632,756	637,658	558,638	676,341	845,442	850,898	853,568	**838,694**
Selling, general and administrative expenses	Millions of yen	182,130	199,706	200,806	201,261	188,791	207,723	231,259	248,831	270,347	**277,581**
Business profit*2	Millions of yen	74,916	66,975	60,681	54,391	43,388	51,975	21,963	77,670	87,941	**90,786**
Business profit rate	%	9.9	7.6	6.8	6.1	5.5	5.6	2.0	6.6	7.3	**7.5**
Operating profit	Millions of yen	73,284	67,449	57,155	33,065	38,701	49,169	14,988	64,490	11,186	**82,584**
Operating profit ratio	%	9.7	7.7	6.4	3.7	4.9	5.3	1.4	5.5	0.9	**6.8**
Profit attributable to owners of parent*3	Millions of yen	41,364	46,979	36,246	12,072	22,596	29,470	9,415	37,048	9,865	**50,379**
Profit to equity attributable to owners of parent rat	%	5.5	5.4	4.1	1.4	2.9	3.1	0.9	3.1	0.8	**4.2**
Financial position at year-end											
Total assets	Millions of yen	897,634	1,018,266	1,002,383	1,035,484	974,805	1,086,169	1,225,202	1,266,732	1,341,123	**1,459,932**
Total equity	Millions of yen	459,541	490,886	472,807	475,537	467,097	513,543	563,863	641,430	675,810	**736,310**
Total equity attributable to owners of parent	Millions of yen	429,316	459,907	457,927	460,800	454,743	501,540	546,200	624,114	656,134	**716,080**
Interest-bearing debt	Millions of yen	204,218	273,452	283,482	325,490	276,739	296,784	372,760	310,932	331,218	**406,629**
Cash flows for the year											
Cash flows from operating activities	Millions of yen	128,190	76,109	82,820	91,458	123,504	63,090	27,869	169,800	104,325	**150,427**
Cash flows from investing activities	Millions of yen	(42,144)	(100,724)	(65,494)	(63,417)	(45,594)	(54,023)	(78,697)	(62,230)	(64,659)	**(186,556)**
Free cash flows	Millions of yen	86,046	(24,615)	17,326	28,041	77,910	9,067	(50,828)	107,570	39,666	**(36,129)**
Cash flows from financing activities	Millions of yen	(71,055)	21,706	(2,122)	(40,979)	(61,881)	(13,332)	41,556	(95,568)	(35,623)	**30,880**
Related information											
Capital expenditures	Billions of yen	49.6	62.5	66.9	58.1	41.9	49.5	68.0	62.9	62.2	**62.8**
Depreciation and amortization	Billions of yen	51.2	56.0	57.4	67.9	67.7	67.7	75.3	78.6	83.2	**78.7**
Research and development costs	Billions of yen	24.3	25.7	25.8	26.2	24.2	25.4	27.3	27.3	27.7	**32.0**
Related information											
Tire sales volume	Millions of tires	112.64	123.47	123.61	124.36	108.83	116.03	111.46	108.36	103.33	**97.56**
ROE	%	9.7	10.6	7.9	2.6	4.9	6.2	1.8	6.3	1.5	**7.3**
ROA (business profit base)	%	8.2	7.0	6.0	5.2	4.3	5.0	1.9	6.2	6.7	**6.5**
D/E ratio	times	0.5	0.6	0.6	0.7	0.6	0.6	0.7	0.5	0.5	**0.6**
ROIC	%	—	—	—	—	—	—	1.7	5.7	6.5	**6.2**
Ratio of equity attributable to owners of parent	%	47.8	45.2	45.7	44.5	46.6	46.2	44.6	49.3	48.9	**49.0**

*1 From the fiscal year ended December 2016, we apply IFRS instead of JGAAP.
*2 Defined by Sumitomo Rubber Industries, Ltd. as its primary management indicator, business profit is calculated using the following formula: Sales revenue − (Cost of sales + Selling, general and administrative expenses).
*3 Profit attributable to owners of parent as calculated under IFRS.

Data marked with "◎" has been verified by a third party during fiscal year 2025.*1

Consolidated fiscal years ended December 31		Unit	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
CO2 emissions (Scope 1, consolidated)	-	1,000 t-CO2e	379	372	400	404	367	398	377	363	-	-
	-	(t-CO2e)	-	-	-	-	-	-	-	-	(360,188)	**(350,384)** ◎
CO2 emissions (Scope 2, consolidated)	Location-based	1,000 t-CO2e	660	681	701	681	632	710	668	671	-	-
	Location-based	(t-CO2e)	-	-	-	-	-	-	-	-	(655,968)	**(578,963)** ◎
	Market-based	1,000 t-CO2e	-	-	-	-	-	-	471	366	-	-
	Market-based	(t-CO2e)	-	-	-	-	-	-	-	-	(321,081)	**(304,167)** ◎
CO2 emissions intensity of sales revenue (Scope 1 and 2)	Market-based	t-CO2e/million yen	-	-	-	-	-	-	0.77	0.62	0.56	**0.54**
CO2 emissions (Scope 3, total)*2*3		1,000 t-CO2e	-	7,039	21,297	21,710	19,310	40,258	39,590	37,100	34,287	**32,734**
		(t-CO2e)	-	-	-	-	-	-	-	-	(34,287,408)	**(32,733,711)**
Category 1*4		1,000 t-CO2e	-	652	1,831	1,325	1,671	5,070	5,073	4,643	4,455	**4,396**
		(t-CO2e)	-	-	-	-	-	-	-	-	(4,454,962)	**(4,395,786)** ◎
Category 2		1,000 t-CO2e	-	199	213	185	134	158	217	201	198	**200**
		(t-CO2e)	-	-	-	-	-	-	-	-	(198,463)	**(200,297)** ◎
Category 3		1,000 t-CO2e	-	54	54	54	48	171	152	128	123	**111**
		(t-CO2e)	-	-	-	-	-	-	-	-	(123,003)	**(111,256)** ◎
Category 4*4		1,000 t-CO2e	-	77	182	193	167	285	300	274	275	**280**
		(t-CO2e)	-	-	-	-	-	-	-	-	(275,120)	**(279,804)** ◎
Category 5		1,000 t-CO2e	-	1	1	2	1	20	19	20	19	**20**
		(t-CO2e)	-	-	-	-	-	-	-	-	(19,111)	**(20,433)** ◎
Category 6		1,000 t-CO2e	-	3	4	3	1	5	5	5	5	**5**
		(t-CO2e)	-	-	-	-	-	-	-	-	(4,939)	**(4,897)** ◎
Category 7		1,000 t-CO2e	-	1	1	1	1	17	17	17	16	**16**
		(t-CO2e)	-	-	-	-	-	-	-	-	(15,930)	**(15,669)** ◎
Category 9		1,000 t-CO2e	-	49	128	135	117	43	38	35	36	**33**
		(t-CO2e)	-	-	-	-	-	-	-	-	(36,103)	**(32,559)** ◎
Category 11		1,000 t-CO2e	-	5,881	18,779	19,708	17,079	33,560	32,870	30,957	28,380	**26,929**
		(t-CO2e)	-	-	-	-	-	-	-	-	(28,379,864)	**(26,929,010)** ◎
Category 12		1,000 t-CO2e	-	22	96	96	84	928	897	819	779	**743**
		(t-CO2e)	-	-	-	-	-	-	-	-	(778,880)	**(743,003)** ◎
Category 13*4		1,000 t-CO2e	-	0	1	1	1	1	2	1	1	**1**
		(t-CO2e)	-	-	-	-	-	-	-	-	(1,033)	**(997)** ◎
Category 15		1,000 t-CO2e	-	100	7	7	7	-	-	-	-	-
		(t-CO2e)	-	-	-	-	-	-	-	-	-	-

*1 Regarding CO2 emissions, third-party verification units will be obtained in thousand tons of CO2 until 2023, and in tons of CO2 from 2024 onwards.
(This change in units was made to present emissions trends more clearly over time.)

*2 Categories 8, 10, 14, and 15 emissions are excluded from calculations (Category 15 emissions are included in figures for fiscal 2022 and later).

*3 Figures for fiscal 2020 or earlier: Calculation methods were determined in reference to
The Japan Automobile Tyre Menufacturers Association (JATMA) Guideline Ver. 2.0.
CO2 emission factors used were chosen from among those presented in the "Database of Environmental Impact Indicators for the Calculation of Greenhouse Gas (GHG) Emissions, etc., from Organizations through Their Supply Chains" issued by the Ministry of the Environment.Figures for fiscal 2021 and later: Calculated in reference to the "Basic Guideline on the Calculation of GHG Emissions from Supply Chains Ver. 2.5" issued by the Ministry of the Environment. CO_2 emission factors used were chosen from among those presented in "IDEA Ver. 2.3" issued by National Institute of Advanced Industrial Science and Technology, the "Database of Environmental Impact Indicators for the Calculation of Greenhouse Gas (GHG) Emissions, etc., from Organizations through Their Supply Chains issued by the Ministry of the Environment, the "Calculation Guideline for Tyre's Life Cycle CO2 Emissions Ver. 3.0.1" issued by JATMA, and other materials.

*4 The emissions calculation methods were reviewed, and figures for
Category 1 (FY2021), Category 4 (FY2021–FY2024), and Category 13 (FY2021–FY2022) have been updated, including total values.

CO2 emissions/Total consumption volume of energy procured from renewable energy sources

【Scope of calculation】

Domestic factories

Shirakawa, Nagoya, Izumiotsu, Miyazaki, Ichijima, and Kakogawa

Overseas factories

Indonesia, China (Changshu), China (Hunan), Thailand, Brazil, South Africa, Turkey, Thailand Factory (natural rubber processing), China (Zhongshan), Vietnam, Malaysia, Thailand (tennis balls), Philippines,Switzerland (until December 2023), Slovenia (until December 2023), United States (until September 2024)

Factories operated by domestic affiliates companies

Dunlop Retread Services, Ltd. (Ono Factory and Hokkaido Factory), SRI Engineering Ltd. (Seishin Factory and Kakogawa Factory), Nakata Engineering, Ltd., Dunlop Golf Club, Ltd.

Other than production bases

Head Office, R&D bases, Offices, sales companies, distribution warehouses, test courses, sport gyms, golf courses, etc.

Last updated: July 15, 2026

SUMITOMO RUBBER INDUSTRIES, LTD.

Data marked with "◎" has been verified by a third party during fiscal year 2025.*1

Consolidated fiscal years ended December 31		Unit	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Raw materials used(Domestic and overseas factories)		1,000 t	-	-	-	-	-	-	-	-	1,311	**1,256**
Waste generated (excluding recyclables)*1	Domestic and overseas factories (Group)	t	-	-	-	-	-	-	-	-	-	**27,123** ◎
	Domestic and overseas factories	t	19,944	19,440	24,720	32,350	28,964	32,265	30,931	32,110	29,276	**-**
	Six domestic factories	t	-	-	7.4	7.6	7.3	10.1	9.5	8.2	8,283	**-**
Waste generated (including recyclables)*1	Domestic and overseas factories (Group)	t	-	-	-	-	-	-	-	-	-	**89,694**
	Domestic and overseas factories	t	68.4	74.0	82.9	86.1	80.3	92.2	88.9	94.8	95,021	**-**
	Six domestic factories	t	19.3	19.0	19.1	18.8	16.9	20.6	20.2	18.7	18,729	**-**
Recycling rate(Six domestic factories)(waste + valuables)		%	-	-	74	68	73	77	76	77	76	**78**
Landfill waste*1	Domestic and overseas factories (Group)		-	-	-	-	-	-	-	-	-	**1,720**
	Domestic and overseas factories	t	1,383	1,818	2,162	2,323	1,989	2,852	2,614	3,061	1,732	**-**
Total energy consumption (crude oil equivalent)		1,000 kL	481	501	529	533	497	554	525	469	459	**435** ◎
Renewable energy consumption		MWh	5,403	5,725	5,849	5,320	5,733	8,030	321,541	626,009	690,867	**619,172**
Total water withdrawal*1	Domestic and overseas factories (Group)	1,000 m³	-	-	-	-	-	-	-	-	-	**9,537** ◎
	Domestic and overseas factories	1,000 m³	-	-	13,603	13,281	12,444	12,896	11,327	11,515	11,205	**-**
Surface water	Domestic and overseas factories (Group)	1,000 m³	-	-	-	-	-	-	-	-	-	**299**
	Domestic and overseas factories	1,000 m³	-	-	1,904	2,541	2,701	1,926	1,213	1,293	1,402	**-**
Brackish water and seawater	Domestic and overseas factories (Group)	1,000 m³	-	-	-	-	-	-	-	-	-	**0**
	Domestic and overseas factories	1,000 m³	-	-	0	0	0	0	0	0	0	**-**
Groundwater (recyclable)	Domestic and overseas factories (Group)	1,000 m³	-	-	-	-	-	-	-	-	-	**3,191**
	Domestic and overseas factories	1,000 m³	-	-	4,938	3,980	3,642	4,207	4,116	4,025	3,669	**-**
Groundwater (non-recyclable)	Domestic and overseas factories (Group)	1,000 m³	-	-	-	-	-	-	-	-	-	**0**
	Domestic and overseas factories	1,000 m³	-	-	0	0	0	0	0	0	0	**-**
Produced water and mixed water	Domestic and overseas factories (Group)	1,000 m³	-	-	-	-	-	-	-	-	-	**0**
	Domestic and overseas factories	1,000 m³	-	-	0	0	0	0	0	0	0	**-**
Water withdrawal at high water-risk sites	Domestic and overseas factories (Group)	1,000 m³	-	-	-	-	-	-	-	-	-	**6,046**
	Domestic and overseas factories	1,000 m³	-	-	6,761	6,760	6,101	6,763	5,998	6,197	6,134	**-**
Water withdrawal at high water-risk sites		1,000 m³	-	-	-	-	-	-	-	-	3,164	**3,132**
Total water discharge*1	Domestic and overseas factories (Group)	1,000 m³	-	-	-	-	-	-	-	-	-	**7,601** ◎
	Domestic and overseas factories	1,000 m³	-	-	10,142	10,195	10,286	10,481	9,834	10,227	10,082	**-**
Surface water	Domestic and overseas factories (Group)	1,000 m³	-	-	-	-	-	-	-	-	-	**5,874**
	Domestic and overseas factories	1,000 m³	-	-	8,267	8,348	8,739	8,637	8,147	8,531	8,365	**-**
Brackish water and seawater	Domestic and overseas factories (Group)	1,000 m³	-	-	-	-	-	-	-	-	-	**0**
	Domestic and overseas factories	1,000 m³	-	-	0	0	0	0	0	0	0	**-**
Groundwater	Domestic and overseas factories (Group)	1,000 m³	-	-	-	-	-	-	-	-	-	**0**
	Domestic and overseas factories	1,000 m³	-	-	0	0	0	0	0	0	0	**-**
Water discharged to other organizations	Domestic and overseas factories (Group)	1,000 m³	-	-	-	-	-	-	-	-	-	**1,727**
	Domestic and overseas factories	1,000 m³	-	-	1,875	1,847	1,547	1,844	1,687	1,696	1,717	**-**
Water consumption at high water-risk sites		1,000 m³	-	-	-	-	-	-	-	-	1,342	**1,266**
Organic solvent emissions(Domestic and overseas factories)*1	Domestic and overseas factories (Group)	kg	-	-	-	-	-	-	-	-	-	**1,349**
	Domestic and overseas factories	kg	1,007	1,061	1,613	1,576	1,309	1,412	1,503	1,320	1,301	**-**
PRTR emissions(Six domestic factories)*2		t	24	22	23	23	21	19	19	35	38	**Under calculation**
PRTR transfers(Six domestic factories)*2		t	25	22	31	27	31	33	25	13	12	**Under calculation**
PRTR emissions intensity(Six domestic factories)*2		kg/t	0.19	0.17	0.21	0.19	0.24	0.21	0.19	0.23	0.18	**Under calculation**
Dioxin emissions (PRTR) *2 (non-consolidated)		mg-TEQ/year	-	45	22	21	3	1	1	189	13	**Under calculation**
Employees at ISO 14001 certified sites (non-consolidated)		%	89	84	84	86	79	75	74	75	74	**74**
Greening initiatives(non-consolidated)												
Trees planted (excluding seedlings provided)		Thousands of trees	72	44	51	39	19	19	7	11	8	2

*1 From FY2025, Waste generated, Landfill waste, Total water withdrawal, Total wastewater discharge, and Organic solvent emissions are aggregated for domestic and overseas group factories.

*2 Calculated in accordance with the PRTR Act for the period from April through the following March.

Waste generated (excluding recyclables)/Total energy consumption (crude oil equivalent)/Total water withdrawal/Total water discharge (Domestic and overseas factories global environmental data)

【Scope of calculation】

Domestic factories

Shirakawa, Nagoya, Izumiotsu, Miyazaki, Ichijima, and Kakogawa

Overseas factories

Indonesia, China (Changshu), China (Hunan), Thailand, Brazil, South Africa, Turkey, Thailand Factory (natural rubber processing), China (Zhongshan), Vietnam, Malaysia, Thailand (tennis balls), Philippines, Switzerland (until December 2023), Slovenia (until December 2023), United States (until September 2024)

Factories operated by domestic affiliates companies

Dunlop Retread Services, Ltd. (Ono Factory and Hokkaido Factory), SRI Engineering Ltd. (Seishin Factory and Kakogawa Factory), Nakata Engineering, Ltd., Dunlop Golf Club, Ltd.

Consolidated fiscal years ended December 31			Unit	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025			Applicable regulations	Applicable regulations		
				Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Minimum	Maximum				
Discharged water quality																			
	BOD																		
		Shirakawa Factory	mg/L	1.2	1.4	1.1	1.4	1.4	1.4	1.4	1.6	<1.1	**<1.1**	**<1.0**	**1.3**	10	Water Pollution Prevention Act	Pollution control agreement with Fukushima Prefecture	
		Nagoya Factory	mg/L	2.0	2.5	2.3	1.9	1.6	2.4	2.4	1.9	2.0	**1.8**	**1.4**	**2.4**	10	Water Pollution Prevention Act	Environmental preservation promotion agreement of Toyota City	
		Izumiotsu Factory	mg/L	8.3	12.6	12.1	9.5	12.9	10.7	9.2	7.1	5.7	**5.7**	**1.3**	**17**	200	Water Pollution Prevention Act	Sewage ordinance of Izumiotsu City	
		Miyazaki Factory	mg/L	1.9	3.4	3.4	3.2	2.0	3.8	2.3	4.9	3.4	**2.1**	**1.0**	**2.9**	15	Water Pollution Prevention Act	Pollution control agreement of Miyakonojo City	
		Ichijima Factory	mg/L	100	73	67	18	247	28	35	86	148	**54**	**27**	**80**	600	Water Pollution Prevention Act	Pollution control ordinance of Hyogo Prefecture	Pollution control agreement of Tamba City
		Kakogawa Factory	mg/L	7.0	5.1	6.5	7.3	7.0	7.1	3.9	4.4	4.0	**18.4**	**0.9**	**120**	600	Water Pollution Prevention Act	Sewage ordinance of Kakogawa City	
	SS (Suspended Solids)																		
		Shirakawa Factory	mg/L	2.0	2.0	2.0	2.0	2.3	2.1	2.0	2.0	<2	**<2**	**<2**	**<2**	10	Water Pollution Prevention Act	Pollution control agreement with Fukushima Prefecture	
		Nagoya Factory	mg/L	1.5	2.7	2.7	2.6	2.7	3.2	3.5	3.2	2.9	**3**	**1**	**6**	10	Water Pollution Prevention Act	Environmental preservation promotion agreement of Toyota City	
		Izumiotsu Factory	mg/L	7.2	7.5	7.3	7.1	7.2	7.5	7.2	3.4	2.6	**3.2**	**1**	**5.5**	200	Water Pollution Prevention Act	Sewage ordinance of Izumiotsu City	
		Miyazaki Factory	mg/L	1.5	2.7	1.9	2	1.3	1.8	1.3	1.8	2	**<1.3**	**<1**	**2**	40	Water Pollution Prevention Act	Pollution control agreement of Miyakonojo City	
		Ichijima Factory	mg/L	560	365	495	49	257	14	31	49	55	**26**	**23**	**28**	600	Water Pollution Prevention Act	Pollution control ordinance of Hyogo Prefecture	Pollution control agreement of Tamba City
		Kakogawa Factory	mg/L	6.6	10.0	9.3	10.8	7.0	7.7	3.3	3.7	2.6	**<3.3**	**<0.5**	**16.0**	600	Water Pollution Prevention Act	Sewage ordinance of Kakogawa City	
	pH																		
		Shirakawa Factory	-	6.7	6.8	6.9	7.0	7.2	7.3	7.4	7.3	7.2	**7.2**	**7.0**	**7.5**	5.8-8.6	Water Pollution Prevention Act	Pollution control agreement with Fukushima Prefecture	
		Nagoya Factory	-	6.7	7.2	7.2	7.0	7.0	7.0	7.3	7.2	7.2	**7.2**	**6.9**	**7.5**	5.8-8.6	Water Pollution Prevention Act	Environmental preservation promotion agreement of Toyota City	
		Izumiotsu Factory	-	7.2	7.5	7.3	7.1	7.2	7.5	7.2	7.2	7.2	**7.2**	**7.0**	**7.5**	5.7-8.7	Water Pollution Prevention Act	Sewage ordinance of Izumiotsu City	
		Miyazaki Factory	-	7.8	7.6	7.8	7.7	7.8	7.4	7.6	7.7	7.5	**7.7**	**7.5**	**8.2**	5.8-8.6	Water Pollution Prevention Act	Pollution control agreement of Miyakonojo City	
		Ichijima Factory	-	7.7	7.4	7.2	7.2	7.7	7.4	7.2	7.1	7.7	**7.2**	**7.1**	**7.2**	5.8-8.6	Water Pollution Prevention Act	Pollution control ordinance of Hyogo Prefecture	Pollution control agreement of Tamba City
		Kakogawa Factory	-	7.5	7.5	7.5	7.2	7.1	7.3	7.3	7.3	7.4	**7.5**	**6.8**	**8.1**	5.01-8.99	Water Pollution Prevention Act	Sewage ordinance of Kakogawa City	
	Oil concentration																		
		Shirakawa Factory	mg/L	-	-	-	0.6	0.5	0.5	0.5	<0.5	<0.5	**<0.5**	**<0.5**	**<0.5**	1.0	Water Pollution Prevention Act	Pollution control agreement with Fukushima Prefecture	
		Nagoya Factory	mg/L	-	-	-	<1	<1	<1	<1	<0.6	<0.6	**<1.3**	**<0.5**	**2**	2.5	Water Pollution Prevention Act	Environmental preservation promotion agreement of Toyota City	
		Izumiotsu Factory	mg/L	-	-	-	<1	<1	<1	<1	<1.0	<1	**<1**	**<1**	**<1**	5.0	Water Pollution Prevention Act	Sewage ordinance of Izumiotsu City	
		Miyazaki Factory	mg/L	-	-	-	0.5	<0.5	<0.5	<0.5	0.5	<0.5	**<0.5**	**<0.5**	**<0.5**	4.0	Water Pollution Prevention Act	Pollution control agreement of Miyakonojo City	
		Ichijima Factory	mg/L	-	-	-	<0.5	<0.5	<0.5	<0.5	<0.5	<5	**<0.5**	**<0.5**	**<0.5**	5.0	Water Pollution Prevention Act	Pollution control ordinance of Hyogo Prefecture	Pollution control agreement of Tamba City
		Kakogawa Factory	mg/L	-	-	-	0.5	0.5	0.5	0.5	<0.5	<0.5	**<0.5**	**<0.5**	**<0.5**	5.0	Water Pollution Prevention Act	Sewage ordinance of Kakogawa City	
Boiler, Air pollution load,Sox																			
	(Six domestic factories)		t	-	167	186	193	172	176	136	148	141			**129**	-	Air Pollution Control Act		
	(Six domestic factories) Emissions intensity		kg/t	-	0.64	0.72	0.74	0.80	0.71	0.59	0.50	0.68			**0.63**	-	Air Pollution Control Act		
				Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Minimum	Maximum	Applicable regulations			
	Shirakawa Factory		K value	-	-	-	5.5	3.2	3.0	1.3	1.1	<1.2	**3.1**	**1.5**	**4.9**	17.5	Air Pollution Control Act	Pollution control agreement with Fukushima Prefecture	
	Nagoya Factory		K value	-	-	-	2.2	2.0	2.2	1.9	1.7	1.7	**1.5**	**1.3**	**2.0**	9.0	Air Pollution Control Act	Pollution control ordinance of Aichi Prefecture	Environmental preservation promotion agreement of Toyota City
	Izumiotsu Factory		-	-	-	-	-	-	-	-	-	-	**-**	**-**	**-**	-	Air Pollution Control Act	Pollution control ordinance of Osaka Prefecture	
	Miyazaki Factory		K value	-	-	-	2.9	1.7	1.4	1.2	1.7	1.1	**1.1**	**0.6**	**1.6**	8.0	Air Pollution Control Act	Pollution control agreement of Miyakonojo City	
	Ichijima Factory		-	-	-	-	-	-	-	-	-	-	**-**	**-**	**-**	-	Air Pollution Control Act	Pollution control ordinance of Hyogo Prefecture	Pollution control agreement of Tamba City
	Kakogawa Factory		-	-	-	-	-	-	-	-	-	-	**-**	**-**	**-**	-	Air Pollution Control Act	Pollution control ordinance of Hyogo Prefecture	
Boiler, Air pollution load, Nox																			
	(Six domestic factories)		t	-	139	119	136	133	116	134	108	110			**118**	-	Air Pollution Control Act		
	(Six domestic factories) Emissions intensity		kg/t	-	0.53	0.46	0.52	0.62	0.47	0.58	0.68	0.53			**0.58**	-	Air Pollution Control Act		
				Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Minimum	Maximum	Applicable regulations			
	Shirakawa Factory		VOL ppm	-	-	-	53	50	48	35	32	<33	**54**	**42**	**60**	100	Air Pollution Control Act	Pollution control agreement with Fukushima Prefecture	
	Nagoya Factory		VOL ppm	-	-	-	74	74	72	71	67	71	**71**	**68**	**77**	200	Air Pollution Control Act	Pollution control ordinance of Aichi Prefecture	Environmental preservation promotion agreement of Toyota City
	Izumiotsu Factory		VOL ppm	-	-	-	26	24	32	26	31	33	**30**	**22**	**37**	150	Air Pollution Control Act	Pollution control ordinance of Osaka Prefecture	
	Miyazaki Factory		VOL ppm	-	-	-	80	86	89	87	88	88	**64**	**25**	**96**	150	Air Pollution Control Act	Pollution control agreement of Miyakonojo City	
	Ichijima Factory		VOL ppm	-	-	-	21	19	19	21	20	19	**17**	**11**	**22**	150	Air Pollution Control Act	Pollution control ordinance of Hyogo Prefecture	Pollution control agreement of Tamba City
	Kakogawa Factory		VOL ppm	-	-	-	27	28	31	27	27	<18	**30**	**20**	**47**	150	Air Pollution Control Act	Pollution control ordinance of Hyogo Prefecture	
Boiler, Air pollution load,Soot and dust																			
	(Six domestic factories)		t	-	9.9	7.6	8.8	7.5	8.6	6.9	6.6	5.4			**5.4**	-	Air Pollution Control Act		
	(Six domestic factories) Emissions intensity		kg/t	-	0.038	0.029	0.034	0.035	0.039	0.030	0.030	0.026			**0.027**	-			
				Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Minimum	Maximum	Applicable regulations			
	Shirakawa Factory		g/Nm3	-	-	-	0.01	0.002	0.006	0.001	0.001	<0.002	**<0.003**	**<0.001**	**0.009**	0.05	Air Pollution Control Act	Pollution control agreement with Fukushima Prefecture	
	Nagoya Factory		g/Nm3	-	-	-	<0.006	0.007	0.015	0.008	0.006	0.0062	**0.006**	**0.006**	**0.007**	0.15	Air Pollution Control Act	Pollution control ordinance of Aichi Prefecture	Environmental preservation promotion agreement of Toyota City
	Izumiotsu Factory		-	-	-	-	-	-	-	-	-	-	**-**	**-**	**-**	0.03	Air Pollution Control Act	Pollution control ordinance of Osaka Prefecture	
	Miyazaki Factory		g/Nm3	-	-	-	0.06	0.08	0.05	0.09	0.06	0.10	**0.09**	**0.04**	**0.14**	0.3	Air Pollution Control Act	Pollution control agreement of Miyakonojo City	
	Ichijima Factory		-	-	-	-	-	-	-	-	-	-	**-**	**-**	**-**	0.15	Air Pollution Control Act	Pollution control ordinance of Hyogo Prefecture	Pollution control agreement of Tamba City
	Kakogawa Factory		s	-	-	-	<0.01	<0.01	<0.01	<0.002	<0.002	-	**-**	**-**	**-**	0.1	Air Pollution Control Act	Pollution control ordinance of Hyogo Prefecture	

【Scope of calculation】

Domestic factories

Shirakawa, Nagoya, Izumiotsu, Miyazaki, Ichijima, and Kakogawa

Consolidated fiscal years ended December 31	Unit	2016		2017		2018		2019		2020		2021		2022		2023		2024	
		Investment	Expenses	Investment	Expenses	Investment	Expenses	Investment	Expenses	Investment	Expenses	Investment	Expenses	Investment	Expenses	Investment	Expenses	Investment	Expenses
Environmental costs (non-consolidated)																			
Total	million yen	926	4,728	934	4,950	876	4,918	586	5,258	555	5,074	688	4,634	1,208	5,250	853	5,224	**871**	**5,799**
Costs at business sites	million yen	902	2279	908	2327	863	2523	567	2462	545	2211	677	2206	1193.75933	2550.22754	848	2,552	**857**	**2991**
Upstream/downstream costs	million yen	23	87	22	108	9	101	14	108	9	112	6	114	10	129	3	154	**6**	**87**
Administrative costs	million yen	0	91	0	85	0	80	0	82	0	67	0	102	0	123	0	119	**0**	**120**
R&D costs	million yen	0	2,012	0	2,189	0	1,956	0	2,129	0	1,838	0	1,783	0	2,250	0	2,160	**0**	**2,332**
Social contribution costs	million yen	1	203	4	218	4	236	5	454	1.1	810	5	406	4.266	176.189887	2	218	**9**	**250**
Other environmental costs	million yen	0	56	0	23	0	22	0	23	0	36	0	23	0	21	0	20	**0**	**19**
		2016		**2017**		**2018**		**2019**		**2020**		**2021**		**2022**		**2023**		**2024**	
Environmental impact reduction(non-consolidated)																			
CO_2 emissions (YoY reduction)	t-CO2	4,688		-4,000		1,000		5,000		6,000		-42,000		15,487		11,340		18,945	
Energy consumption in crude oil equivalent (YoY reduction)	kl	-		-1,634		-1,359		982		13,813		-19,250		10,639		6,546		2,921	
Organic solvent emissions (YoY reduction)	t	13		8		-7		1		23		-18		-4		-4		13	
Waste generated (YoY reduction)	t	-		173		-1,036		-242		333		-2,694		490		1,290		-31	
Water discharge (YoY reduction)	1,000 m^3	-434		130		130		176		304		-189		271		-119		-335	
Economic benefits of environmental measures(non-consolidated)																			
Energy cost savings	million yen	291		615		531		432		36		300		413		275		275	
Recycling and reduction of bulk, etc.	million yen	1,390		1,148		1,257		1,208		1,029		1,187		1,315		1,396		1,305	
Environmental efficiency(non-consolidated)																			
CO_2 emissions(Indexed to 100 in 1990)	% (sales / environmental impact)	176		185		190		193		172		172		196		223		218	
Organic solvent emissions(Indexed to 100 in 2000)	% (sales / environmental impact)	846		925		928		925		863		964		1,025		1,102		1,158	
Water discharge(Indexed to 100 in 2000)	% (sales / environmental impact)	122		134		141		145		134		152		174		184		174	

DUNLOP

SUMITOMO RUBBER INDUSTRIES, LTD.

Consolidated fiscal years ended December 31		Unit	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Overview												
Consolidated employees		persons	33,792	36,650	37,852	39,233	39,298	40,055	40,365	39,975	37,995	**37,671**
Domestic employees		persons		11,606	11,674	11,837	11,856	12,008	12,085	12,026	12,007	**12,114**
Overseas employees		persons	-	25,044	26,178	27,396	27,442	28,047	28,280	27,949	25,988	**25,557**
Overseas employees(non-consolidated)		persons	-	6,666	7,175	7,325	7,321	7,573	7,734	7,705	7,636	**7,675**
Union membership(non-consolidated)		persons	-	5,010	5,403	5,584	5,648	5,927	6,065	6,099	6,131	**6,180**
Union membership/Overseas employees		%	-	75%	75%	76%	77%	78%	78%	79%	80%	**81%**
Average employee age(non-consolidated)	Average employee age	years old	-	-	-	40.2	40.2	40.3	40.6	40.7	40.8	**40.2**
	Men		-	-	-	-	37.8	39.8	39.7	40.1	40.0	**40.2**
	Women		-	-	-	-	37.9	40.3	40.4	40.4	40.3	**40.6**
Employees by gender (regular employees of SRI)	Total	persons	5,617	5,504	5,972	6,122	6,326	6,476	6,670	6,848	6,968	**6,628**
	Men		5,204	5,082	5,456	5,566	5,715	5,821	5,969	6,112	6,141	**5,815**
	Women		413	422	516	556	611	655	701	736	827	**813**
Average tenure (non-consolidated)	Men	years	16.7	16.4	16.3	16.1	16.2	15.7	14.4	15.2	14.7	**14.8**
	Women		13.3	13.0	12.6	12.2	12.5	11.8	11.3	11.7	10.7	**10.9**
Turnover rate (non-consolidated)		%	3.5	3.9	3.8	3.2	3.4	3.6	4.3	2.6	2.3	**2.3**
Diversity and inclusion(non-consolidated)												
Female employee ratio		%	8	8	9	11	11	12	12	12	12	**13**
Female Menager ratio		%	-	-	-	-	3.4	3.3	3.8	4.3	5.0	**5.9**
Female staff ratio		%	-	-	-	-	11	12	13	13	15	**28.5**
Female support staff ratio		%	-	-	-	-	-	-	-	19.3	19.4	**19.3**
Non-Japanese employee ratio		%	0.50	0.40	0.50	0.50	0.50	0.50	0.50	0.50	0.54*1	**1.1**
Employees with disabilities ratio		%	2.23	2.25	2.21	2.24	2.24	2.31	2.39	2.54	2.61	**2.49**
New hires		persons	207	322	355	427	283	557	518	401	408	**381**
Female new hire ratio		%	30	28	27	26	26	22	36	35	19	**15.5**
Female new hire ratio		persons	-	-	-	-	-	-	106	32	73	**71**
Rehired retirees		persons	117	102	83	85	73	110	118	122	123	**107**
Retiree rehiring rate		%	74.1	73.4	65.4	84.5	82.0	84.0	84.3	87.1	86.6	**88.4**
Childcare leave utilization rate	Men	%	0.4	2.1	2.3	3.8	5.4	15.0	19.9	49.8	105.5*2	**115.3*2**
	Women		100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	**103.4*2**
Short-time work (new applicants)	Men	persons	3	1	1	2	0	0	0	2	1	**2**
	Women		11	14	15	22	17	20	20	28	20	**24**
Nursing care leave	Men	persons	2	2	2	2	0	2	1	1	1	**1**
	Women		0	0	1	0	0	0	0	1	0	**0**
Gender pay gap (Men = 100)	Full-time employees	-	-	-	-	-	-	-	70.5	69.6	73.6	**76.5**
	All employees		-	-	-	-	-	-	74.3	68.9	67.6	**74.1**
Employee engagement and HR development(non-consolidated)												
Average total working hours per employee per month		time	-	-	-	-	-	-	-	164.6	163.5	**163.2**
Average overtime hours per employee per month		time	-	-	-	-	-	-	-	23.4	22.7	**23.1**
Ratio of annual paid leave utilization		%								86.7	86.8	**88.1**
Employee training implementation results (training hours)		time	-	-	-	-	-	-	-	82,556	101,904	**81,489**
Average training hours per employee		time/persons	-	-	-	-	-	-	-	13	15	**12**
Number of executives participating in executive coaching		persons	-	-	-	-	-	-	-	21	28	**28**
Our Philosophy Empathy ratio		%		-	-	-	-	-	-	44.7*3	49.6*3	53.0*4
Engagement survey score		%	-	-	-	-	-	-	-	-	-	41
Trust in leadership		%	-	-	-	-	-	-	-	-	-	46
Number of participants in the innovative huMen resource development program		persons	-	-	-	-	-	-	-	2,220	3,540	**3,586**
Number of Open Badge Business Core Course completers		persons	-	-	-	-	-	-	-	-	269	**275**
Number of Open Badge Professional Course completers		persons	-	-	-	-	-	-	-	-	122	**142**
Number of Open Badge Data Engineer Course completers		persons	-	-	-	-	-	-	-	-	192	**203**
Business efficiency improvement hours achieved through RPA implementation		time	-	-	-	-	-	-	-	75,504	94,168	**110,000**
Number of tasks automated by RPA		cases	-	-	-	-	-	-	-	704	839	**950**
Tableau active rate		%	-	-	-	-	-	-	-	62.0	67.0	**65.0**
Coexistence with local communities(non-consolidated)												
Total amount of Sumitomo Rubber Industries CSR Fund subsidy		Millions of yen	696	785	893	1,109	1,314	1,410	1,470	1,243	1,390	**1,462**

*1 Excluding technical trainees

*2 If a spouse gave birth in the previous fiscal years, it is possible to take childcare leave, etc., in the current fiscal years, which may result in an acquisition rate exceeding 100%.

*3 For FY2023 and FY2024, the ratio of “empathy” or “practice” from the Our Philosophy penetration survey is presented (on a non-consolidated basis)

*4 Positive response rate to the statement “I empathize with our company’s ‘Our Philosophy’ ” in the engagement survey

Consolidated fiscal years ended December 31	Unit	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Health indicators (disease prevention)non-consolidated)											
Regular health checkup rate	%	-	-	100	100	100	100	100	100	100	**100**
Abnormal findings rate	%	-	-	-	-	-	-	51.0	53.0	52.5	**51.9**
High-risk individuals (Category A)	%	-	-	-	-	-	-	2.0	2.0	0.8	**1.0**
Follow-up examination rate (Category A+B)	%	-	-	92.0	98.0	87.0	99.0	83.6	83.4	87.1	**75.8**
High-risk individuals (Category A) who had a consultation (with occupational physician/nurse)	%	-	-	-	-	-	100.0	50.0	57.0	71.7	**59.7**
Hypertension screening coverage	%	-	-	-	-	-	-	93.0	91.0	91.5	**89.8**
Hypertension treatment coverage	%	-	-	-	-	-	-	67.0	66.0	57.9	**61.7**
Poor glycemic control rate (HbA1c ≥ 8.0%)	%	-	-	-	-	-	-	1.1	1.2	1.1	**1.0**
Diabetes screening coverage	%	-	-	-	-	-	-	97.1	96	96.9	**96.1**
Diabetes treatment coverage	%	-	-	-	-	-	-	41.8	45.4	42	**40.7**
Healthy weight rate (BMI 18.5-25.0)	%	-	-	-	-	-	-	63.3	63	60.7	**59.9**
BMI ≥ 30 (total)	%	-	-	-	-	-	-	7.1	7.4	7.7	**7.7**
BMI ≥ 30 (male)	%	-	-	-	-	-	-	6.6	6.8	7.2	**7.1**
BMI ≥ 30 (female)	%	-	-	-	-	-	-	0.52	0.58	0.59	**0.65**
Lifestyle improvement indicators(non-consolidated)											
Smoking rate	%	47.0	46.2	43.5	42.9	40.0	39.3	38.5	36.6	35.2	**34.4**
Regular exercisers	persons	-	-	-	-	-	-	1,674	1,815	1,860	**1,862**
Regular exercise rate	%	-	-	-	-	-	-	23.5	25.0	25.6	**25**
Habitual drinkers	persons	-	-	-	-	-	-	930	910	955	**1,071**
Habitual drinking rate(Habitual drinkers)	%	-	-	-	-	-	-	13.0	12.5	13.2	**14.5**
Adequate sleep	persons	-	-	-	-	-	-	3,936	4,437	4,408	**4,436**
Adequate sleep rate(Adequate sleep)	%	-	-	-	-	-	-	55.3	61.1	60.7	**55.2**
Mental health and productivity indicators(non-consolidated)											
Health Menagement declaration awareness	%	-	-	-	-	-	-	42.0	50.9	53.8	**58.1**
Health Menagement measure awareness	%	-	-	-	-	-	-	53.7	54.5	53.9	**55.8**
Health Menagement measure satisfaction	%	-	-	-	-	-	-	47.0	47.6	46.8	**50.6**
Absenteeism rate	%	0.87	0.63	0.6	0.62	0.56	0.61	0.65	0.93	0.85	**0.82**
Mental health-related absence rate	%	0.37	0.24	0.26	0.31	0.26	0.34	0.35	0.56	0.54	**0.50**
Mental health leave (≥1 month)	persons	-	-	-	-	-	-	72	89	86	**97**
Stress check participation rate	%	95.7	96.3	98.1	99.8	99.8	98.5	98.4	95.6	98.3	**98.3**
High stress rate	%	11.0	11.0	12.0	12.0	11.0	15.0	14.3	14.0	14.0	**13.4**
Work engagement	points	-	-	-	-	2.4	2.5	2.4	2.4	2.4	**2.2**
Presenteeism (Wfun)*1(non-consolidated)											
Number of C-grade workplaces	cases	-	-	-	-	-	-	2	2	3	**4**
Percentage of persons with moderate to severe work function disability	%	-	-	-	-	-	-	17.2	18.5	19.5	**19.0**
Workplace social capital*2(Sumitomo Rubber Industries, Ltd.	points	-	-	-	-	-	-	3.7	3.78	3.7	**3.73**
Occupational safety and health initiatives											
Number of occupational accidents(consolidated)	cases	74	59	71	46	51	57	58	56	54	**59**
Number of serious accidents*3	cases	0	1	0	0	0	0	2	0	0	**2**
Number of lost time accidents*4	cases	11	12	12	9	16	10	13	8	8	**23**
Number of non-lost-time accidents*5	cases	63	46	59	37	35	47	43	48	46	**34**
Training of risk assessment leaders(non-consolidated)	persons	-	-	-	-	3	29	36	119	114	**109**
Difference from industry average in terms of safety and health (frequency rate)(Japan tire factories)	%(number/time)	0.00	0.07	0.36	0.14	0.29	0.14	0.20	0.07	0.00	**0.26**
Days lost due to work-related injuries, fatalities, and illnesses(non-consolidated)	days	0	85	294	276	7,569	35	113	9	0	**457**

*1 A state where productivity is reduced due to working while suffering from illness or symptoms

*2 Characteristics of an organization consisting of relationships with superiors and colleagues, trust, information networks, etc. within the workplace

*3 This refers to a life-threatening condition or death.

*4 This refers to an accident in which a worker is diagnosed and treated by a doctor and is judged unable to work the next day (requiring hospitalization, etc.).(Excluding the cases where a worker hospitalized for examination but no abnormalities in test results)

*5 This refers to an accident in which a worker has been diagnosed and treated by a doctor and has not been determined to be unable to work the next day (the worker is still able to return to work).

Consolidated fiscal years ended December 31	Unit	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Officers											
Directors	persons	11	11	11	12	12	12	11	11	12	**10**
Men	persons	11	11	11	12	12	11	10	10	10	**8**
Women	persons	0	0	0	0	0	1	1	1	2	**2**
Outside directors	persons	3	3	3	3	3	4	4	4	5	**5**
Women ratio	%	0	0	0	0	0	8	9	9	17	**20**
Audit & Supervisory Board members	persons	5	5	5	5	5	5	5	5	5	**5**
Men	persons	5	5	4	4	4	4	4	4	4	**4**
Women	persons	0	0	1	1	1	1	1	1	1	**1**
Outside auditors	persons	3	3	3	3	3	3	3	3	3	**3**
Women ratio	%	0	0	20	20	20	20	20	20	20	**20**
Executive officers	persons	16	20	23	23	22	23	21	19	16	**18**
Men	persons	16	20	23	23	22	23	21	19	16	**17**
Women	persons	0	0	0	0	0	0	0	0	0	**1**
Women ratio	%	0	0	0	0	0	0	0	0	0	**6**
Director compensation											
Directors	million yen	492	466	474	526	466	500	483	402	461	**446**
Audit & Supervisory Board members	million yen	74	74	76	76	76	76	85	88	88	**88**
Nomination and Remuneration Committee											
Meetings held	times	-	3	3	3	3	3	3	3	4	**4**
Full attendance rate	%	-	100	100	96	100	100	100	100	95	**100**
Audit & Supervisory Board											
Meetings held	times	12	12	12	12	12	12	12	12	12	**12**
Full attendance rate	%	100	100	97	98	100	100	100	100	98	**98**
Menagement Meeting											
Meetings held	times	24	24	24	25	27	27	24	26	24	**27**
Corporate Ethics Committee											
Meetings held	times	4	4	4	4	4	4	4	4	4	**4**
Risk Menagement Committee											
Meetings held	times	2	2	2	2	2	2	2	2	2	**2**
Sustainability Promotion Committee											
Meetings held	times	-	-	-	-	-	2	2	2	2	**2**
Global Safety, Health and Fire Prevention Committee											
Meetings held	times	-	-	-	-	-	-	-	-	-	**1**
Internal and external reporting											
Whistleblowing reports (Corporate Ethics Helpline)	cases	13	13	23	25	29	24	48	65	60	**71**
Intellectual property											
Number of patents	cases	8,042	8,808	8,788	8,708	8,882	9,510	9,778	8,954	8,571	**8,656**