

## Our Philosophy

### Purpose

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

Contribution to society

### INPUT

Sources of Corporate Value  
(FY2024 Consolidated Performance)



#### Financial Capital

Business profit margin: 7.3%  
ROIC: 6.5%  
ROE: 1.5%  
D/E ratio: 0.5 times



#### Manufactured Capital

Number of production bases: 20  
Tire Technical Center  
Number of tire proving grounds in Japan and overseas: 4  
Capital expenditures: ¥62.2 billion



#### Human Capital

Consolidated number of employees: 37,995  
Ratio of employees at overseas bases: 68%  
Annual training hours per employee: 15 hours  
Entrenchment of Our Philosophy\*: 50%  
\* Our Philosophy Entrenchment Survey: Ratio of "empathy" or "practice"



#### Intellectual Capital

R&D expenses: ¥27.7 billion  
Number of Japanese and foreign patents: 8,571  
Number of collaborations & joint research projects: 96  
External presentations (conferences, publications, lectures): 78



#### Social Capital

External meetings (including SR and IR activities): 225  
Sponsorships  
Support for NPOs and volunteer organizations: 567 instances in total



#### Natural Capital

Total energy consumption volume in crude oil equivalent: 459 ML  
Total consumption volume of energy procured from renewable energy sources: 691 GWh  
Use of natural rubber, water, and minerals

### Material Issues

Innovation to Address Social Issues

Climate Change

Circular Economy

Biodiversity

Human Rights

Diverse Talents

Governance

BUSINESS MODEL  
Value-Creating Business Model

### Long-Term Corporate Strategy

**R.I.S.E.**  
2035

Continuing to Provide 'New Experimental Value' Born from Rubber to Everyone

Growth Promotion Drivers

Innovation Driven by Rubber

Strengthening Brand Management

Building a Resilient Management Foundation

### Our Unique Strengths

Rubber and Analytical Technology

Brand Creation Capability

OUTPUT  
Products & Services

### Existing Lines of Business

#### Tire Business



#### Sports Business



#### Industrial Products Business



### New Lines of Business



#### SENSING CORE Business



OUTCOME  
Impact on the Economy and Society

### Steering Toward Growth by Achieving Financial Results

(FY2027 targets)

- Business profit margin: 10%
- ROIC 8%
- ROE 10%
- D/E ratio: 0.6 times

### Strengthening Competitiveness through Innovation

- Strategic utilization of intellectual properties
- Refinement of technologies that deliver safety, joy, and well-being
- Advancement of technologies to address global environmental challenges
- Evolution of analytical and diagnostic technologies through co-creation with partners
- Accumulation and transfer of development expertise through AI utilization
- Continuous creation of new products and services
- Enhancement of production capacity and optimization of the production system

### Contribution to a Sustainable Global Environment

- Promotion of climate change measures
- Prevention of waste discharge
- Efficient use of resources
- Contribution to biodiversity conservation

### Building Strong Relationships with Stakeholders

- Promotion of good relationships with the supply chain
- Improvement of products and services through co-creation with customers
- Fulfillment of fair tax obligations
- Promotion of good relationships with local communities

### An Organization That Can Boldly Take on Challenges by Uniting Diverse Strengths

- Development of global senior management human resources
- Development of innovative human resources
- Development of DX-related human resources
- Promoting D&I Initiatives
- Improvement of employee performance

Creation of a healthy and prosperous society filled with joy and well-being

Realization of a decarbonized society

Pass-on of blessings of nature to future generations

Establishment of a sustainable value chain

Empowerment of human resources that contribute to solving social issues