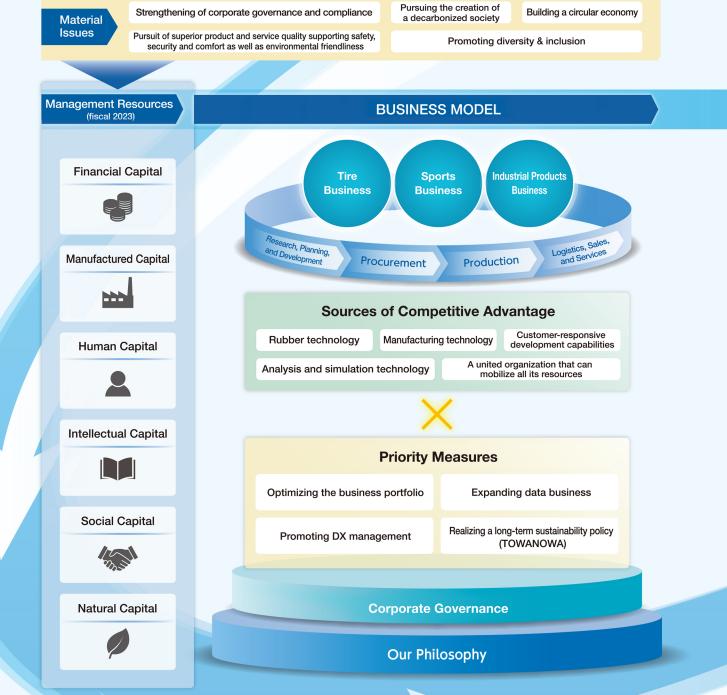
Value Creation Model

The Sumitomo Rubber Group is committing a variety of management resources, both internal and external, to developing the business.

Today, based on our Mid-Term Plan, we are leading the way to further enhancements in economic and societal corporate value, with the aim of contributing to the sustainable development of society.



Purpose

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

Value Provided

Contributing to the mobility society

Providing joy to the mind and body Contributing to living town development

Contributing to a decarbonized, recycling-oriented society

Creating new value by bringing together diverse competences,

OUTPUT

- **FY2023 Consolidated Performance** Profit Rate 6.6%
 - 5.7% • ROIC
 - ROE 6.3%
 - 0.5times D/E Ratio

Products and Services

Tires

Sports







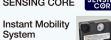
















Industrial Products







Rubber parts for medical applications

OUTCOME

Financial Capital (FY2027 Target)

- Profit Rate 7%
- 6% ROIC 10% ROE
- D/E Ratio 0.6times

Manufactured Capital

Stable supply of high-quality, environmentally friendly products and services

Human Capital

- Creating an environment where employees can develop and demonstrate their capabilities
- Fostering a culture of inclusion of diverse human capital

Intellectual Capital

 Accumulating knowledge through formalization and digitization of rubber technology

Social Capital

Collaborating with stakeholders

Natural Capital

- Reducing CO₂ emissions
- Improving the sustainability of natural rubber
- Making raw materials sustainable