Value Creation Model

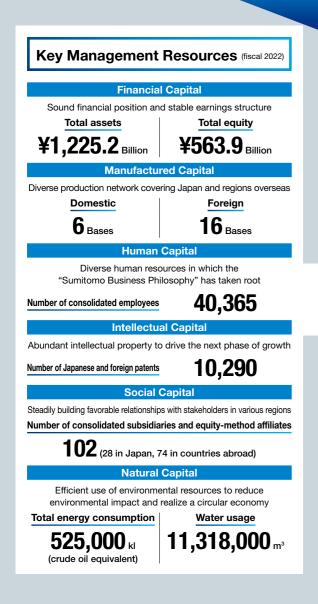
The Sumitomo Rubber Group is committing a variety of management resources, both internal and external, to growing the business. Today, based on its newly formulated Midterm Plan, it is leading the way to further enhancements in economic and societal corporate value, with the aim of contributing to the sustainable development of society.

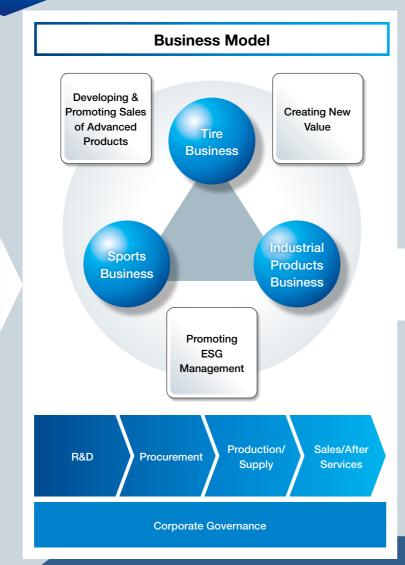
Megatrends	Growing impact of climate change		Growing public call for resource recycling		Changes in demographics
Growing public call for health and safety-oriented products	Respect for human rights and diversity		Innovation in the mobility society		Digital transformation
Priority issues		Pursuing the creation of a decarbonized society		Building a circular economy	
Pursuit of superior product and service quality supporting safety, security and comfort as well as environmental friendliness		Promoting diversity & inclusion		Strengthening of corporate governance and compliance	



Purpose

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





OUTPUT Long-Term Sustainability Policy "Driving Our Future Challenge 2050" Product Innovation Carbon Neutrality **Environment** Resource Circulation Water Resources Sustainable Raw Materials **TOWANOWA** Two Rings to Support a Sustainable Future for Mobility Society Safety & Health Organizational Climate/Culture Social Respect for Diversity & Harmony Human Rights Supply Chain Management Strengthening of Corporate Governance Governance Thoroughgoing Compliance **Midterm Plan Profit Rate** 10% ROE 0.6 D/E Ratio ROIC

OUTCOME

Create a robust governance structure capable of supporting high-quality decision making and ensuring compliance with corporate ethics

Contribute to the development of a decarbonized society through the achievement of carbon neutrality

Contribute to a circular economy through the provision of new technologies and services

Contribute to the next-generation mobility society via the development of environment-friendly products and technological innovation

Create a workplace that respects the diversity of employees' attributes and ways of thinking and empowers every individual to realize their full potential