

# A Roadmap for ESG Management

With “Our Philosophy” as the basis for all of our decisions, the Sumitomo Rubber Group pursues the Purpose—“Through innovation we will create a future of joy and well-being for all”—which provides the impetus for all of its actions in the course of corporate activities.

Recently, we have established a Sustainability Vision to connect our Purpose, which is designed to convey abstract concepts, and various tangible measures specified under the Long-Term Sustainability Policy: “Driving Our Future Challenge 2050.” In line with this Sustainability Vision, we will increase the momentum of our efforts to embody our Purpose and thereby contribute to the continuing prosperity of a sustainable society as envisioned by the international community.

## Sustainability Vision

Uniting our diverse strengths, we will make our future sustainable and “GENKI” (vibrant) by delivering products and services that are friendly to the environment and society.

Note: Our “GENKI” concepts date back to 1988, when employee volunteers first launched community contribution projects to help realize a society in which everyone can thrive. With each letter of “GENKI” representing one aspect of our ideals for what the Sumitomo Rubber Group should look like in the future, we utilize these concepts in the course of identifying priority issues.

GENKI (literally, “vibrant”) stands for the following five concepts:  
G: Governance E: Ecology N: Next K: Kindness I: Integrity

	Priority Issues and Other Issues	Vision
<div>G</div> <div>Effective Governance Framework</div>	<b>Strengthening of corporate governance and compliance</b>	Secure an even stronger compliance structure enabling us to maintain robust corporate governance systems as well as thorough compliance with laws, regulations and corporate ethics
	Improvement of stakeholder engagement	Develop and strengthen relationships with diverse stakeholders, including customers, shareholders, investors, employees, suppliers and regional communities
	Creation of a supply chain that gives due consideration to the environment and society	Develop solid partnerships with suppliers through procurement initiatives that give due consideration to environmental and social concerns
<div>E</div> <div>Ecological Sustainability</div>	Preservation of biodiversity	Promote measures to preserve biodiversity through business activities in addition to continuously striving to develop thriving forest and protect endangered species, etc.
	<b>Pursuing the creation of a decarbonized society</b>	Contribute to decarbonization across society by achieving carbon neutrality through business activities focused on reducing CO <sub>2</sub> emissions
	<b>Building a circular economy</b>	Help create a circular economy by improving the efficiency of the value chain via the development of sustainable raw materials, products and services and the utilization of data
	Strengthening of our environmental management system	Strengthen our environmental management system on a global basis by robustly managing environmental load substances and acquiring ISO certification
<div>N</div> <div>Next-Generation Products &amp; Solutions</div>	<b>Pursuit of eco-friendly products and services that boast high quality in terms of safety, security and comfort</b>	Develop and deliver eco-friendly products and services that boast high quality in terms of safety, security and comfort
	Human resource development	Promote the development of human resources and help employees raise their competencies
<div>K</div> <div>A Kind Culture Where Everyone Can Prosper</div>	Promotion of well-being management	Promote initiatives to ensure that employees stay physically, emotionally and socially safe and healthy
	<b>Promoting diversity &amp; inclusion</b>	Realize a workplace that ensures respect for diverse attributes and ways of thinking and empowers all individuals to live up to their full potential
	Respect for human rights	Ensure respect for the human rights of Sumitomo Rubber Group employees and workers at supply chain constituents
<div>I</div> <div>Integrity for Society</div>	<b>Ensure harmonious coexistence and mutual prosperity with regional communities via engagement in social contribution activities</b>	Strive to develop relationships with regional communities through social contribution activities

Note: Items presented in bold font are priority issues

## Our Philosophy

### Purpose

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



## Long-Term Sustainability Policy

▶ More

### “Driving Our Future Challenge 2050”

Environment	Social	Governance
Protecting the Global Environment & Safety <b>SUSTAINABLE VALUE RING TOWANOWA</b> ▶ More	Harmonious Coexistence with Society	Reinforcing the Foundations of Our Business

## New Midterm Plan

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	Fiscal 2027 Target
Profit rate	7%
ROE	10%
D/E ratio	0.6
ROIC	6%

### Until 2025

- Continuously promote the improvement of our organizational culture through activities to reinforce our business foundations
- Update backbone systems to shift to DX-driven management
- Focus on executing the selection and concentration of existing businesses and laying the groundwork for growth lines of business

### From 2026 onward

- Optimize our business portfolio
- Achieve fresh growth by expanding growth lines of business

## “Be the Change”—A Groupwide Project to Reinforce the Foundations of Our Business

### Tire Business

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We manufacture tires used for a variety of purposes, such as for passenger cars, industrial vehicles, trucks, buses and motorcycles. With Dunlop and Falken as mainstay brands, we take advantage of industry-leading technologies in tire production while engaging in domestic and overseas marketing.

### Sports Business

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We deliver golf clubs, tennis rackets and other sports equipment that are user-friendly and boast superior functions and also operate golf schools, tennis schools and fitness clubs. Through these operations, we support our customers' daily pursuit of mental and physical health.

### Industrial Products Business

▶ More

We manufacture and market a variety of products ranging from daily life supplies, such as rubber gloves and products used in caregiving, to industrial materials, including artificial turf for sporting facilities, rubber parts for medical applications and vibration control dampers.