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.

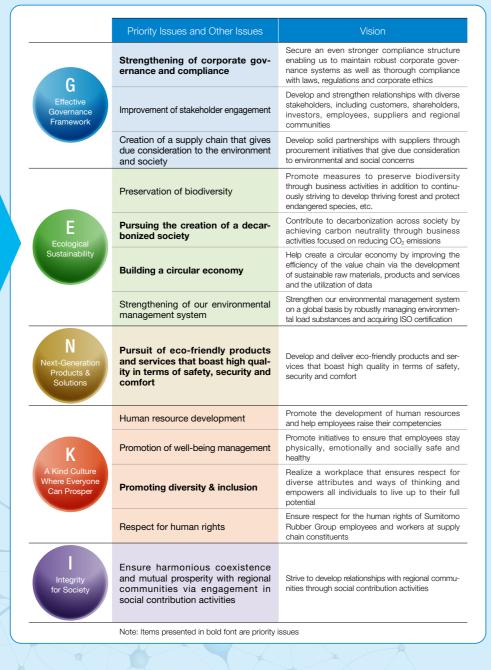
Note: Our "GENKI" concepts date back to 1988, when employee volunteers first launched community contribution projects to help realize a society in which everyone can thrive. With each letter of "GENKI" representing one aspect of our ideals for what the Sumitomo Rubber Group should look like in the future,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

GENKI (literally, "vibrant") stands for the following five concepts:

Our Philosophy

Purpose

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





New Midterm Plan

	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

Sports Business

ndustrial Products Business ► More

We manufacture tires used for a variety of pur-We deliver golf clubs, tennis rackets and other poses, such as for passenger cars, industrial vehicles, trucks, buses and motorcycles. With Dunlon and Falken as mainstay brands we take advantage of industry-leading technologies in tire production while engaging in domestic and overseas marketing.

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 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.