

SUMITOMO RUBBER GROUP

◆ SUMITOMO RUBBER INDUSTRIES, LTD.

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SUMITOMO RUBBER GROUP

Fact Book 2025

◆ SUMITOMO RUBBER INDUSTRIES, LTD.

Consolidated Financial Statements

(1) Consolidated Financial Statements

(i) Consolidated Statement of Financial Position

Millions of yen			
	Note	As of Dec. 31, 2024	As of Dec. 31, 2025
Assets			
Current assets			
Cash and cash equivalents	7, 20	¥100,382	¥98,642
Trade and other receivables	8, 20	221,679	209,321
Other financial assets	20	2,262	2,469
Inventories	9	290,947	298,116
Other current assets		54,492	64,911
Subtotal		669,762	673,459
Assets for disposal groups classified as held for sale	36	—	5,855
Total current assets		669,762	679,314
Non-current assets			
Property, plant and equipment	10, 12	444,047	466,456
Goodwill	11, 12	29,457	47,222
Intangible assets	11, 12	59,087	174,099
Investments accounted for using equity method	14	4,529	4,622
Other financial assets	20	34,000	28,096
Net defined benefit assets	18	62,378	24,890
Deferred tax assets	19	34,687	30,397
Other non-current assets		3,176	4,836
Total non-current assets		671,361	780,618
Total assets		¥1,341,123	¥1,459,932

Millions of yen			
	Note	As of Dec. 31, 2024	As of Dec. 31, 2025
Liabilities and Equity			
Liabilities			
Current liabilities			
Bonds and loans payable	16, 20	¥89,805	¥106,108
Trade and other payables	15, 20	186,587	181,048
Other financial liabilities	13, 20	14,272	16,397
Income tax payable		6,339	16,035
Provisions	17	7,178	2,328
Other current liabilities		66,434	58,031
Total current liabilities		370,615	379,947
Non-current liabilities			
Bonds and loans payable	16, 20	162,637	215,943
Other financial liabilities	13, 20	64,877	68,725
Net defined benefit liabilities	18	24,578	24,855
Provisions	17	871	873
Deferred tax liabilities	19	19,644	15,883
Other non-current liabilities		22,091	17,396
Total non-current liabilities		294,698	343,675
Total liabilities		665,313	723,622
Equity			
Capital stock	21	42,658	42,658
Capital surplus	21	39,788	39,791
Retained earnings	21	520,815	555,993
Treasury stock	21	(26)	(368)
Other components of equity	21	52,899	78,006
Total equity attributable to owners of the parent		656,134	716,080
Non-controlling interests	30	19,676	20,230
Total equity		675,810	736,310
Total liabilities and equity		¥1,341,123	¥1,459,932

(ii) Consolidated Statement of Income

		Millions of yen	
	Note	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Sales revenue	6, 23	¥1,211,856	¥1,207,061
Cost of sales		(853,568)	(838,694)
Gross profit		358,288	368,367
Selling, general and administrative expenses	24	(270,347)	(277,581)
Business profit		87,941	90,786
Other income	25	4,221	3,683
Other expenses	12, 25	(80,976)	(11,885)
Operating profit		11,186	82,584
Financial income	26	12,305	17,935
Financial expenses	26	(7,289)	(22,827)
Share of (profit) loss of entities accounted for using equity method	14	49	97
Profit before tax		16,251	77,789
Income tax expenses	19	(3,304)	(25,085)
Profit for the year		¥12,947	¥52,704
Profit attributable to:			
Owners of the parent company		9,865	50,379
Non-controlling interests	30	3,082	2,325
Profit for the year		¥12,947	¥52,704
Earnings per share			
Basic earnings per share (yen)	27	¥37.51	¥191.62

(iii) Consolidated Statement of Comprehensive Income

		Millions of yen	
	Note	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Profit for the year		¥12,947	¥52,704
Other comprehensive income			
Items that will not be reclassified to profit or loss			
Financial assets measured at fair value through other comprehensive income	22	1,680	1,220
Remeasurements of defined benefit plan	22	6,758	(2,750)
Items that may be reclassified subsequently to profit or loss			
Cash flow hedges	22	9	(5)
Currency translation differences of foreign operations	22	37,297	28,485
Other comprehensive income, net of tax		45,744	26,950
Total comprehensive income for the year		¥58,691	¥79,654
Total comprehensive income for the year attributable to:			
Owners of the parent company		53,485	77,112
Non-controlling interests	30	5,206	2,542
Total comprehensive income for the year		¥58,691	¥79,654

(iv) Consolidated Statement of Changes in Equity

January 1 to December 31, 2024								Millions of yen	
	Note	Equity attributable to owners of the parent company					Other components of equity		
		Capital stock	Capital surplus	Retained earnings	Treasury stock	Currency translation differences of foreign operations	Cash flow hedges		
Balance as of January 1, 2024		¥42,658	¥39,702	¥522,716	¥(43)	¥10,201	¥(4)		
Profit for the year				9,865					
Other comprehensive income	22					33,298	9		
Total comprehensive income				9,865		33,298	9		
Purchase of treasury stock	21				(4)				
Disposal of treasury stock	21		(0)		0				
Dividends	29			(21,568)					
Share-based payment transactions	35		2		21				
Transfer to retained earnings				9,802					
Transfer to capital surplus									
Other			84						
Total transactions with owners			86	(11,766)	17				
Balance as of December 31, 2024		¥42,658	¥39,788	¥520,815	¥(26)	¥43,499	¥5		

January 1 to December 31, 2024								Millions of yen	
	Note	Equity attributable to owners of the parent company					Other components of equity		
		Financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plan	Other components of equity for disposal groups classified as held for sale	Total	Total	Non-controlling interests	Total equity	
Balance as of January 1, 2024		¥10,784	¥—	¥(1,900)	¥19,081	¥624,114	¥17,316	¥641,430	
Profit for the year						9,865	3,082	12,947	
Other comprehensive income	22	1,681	6,732	1,900	43,620	43,620	2,124	45,744	
Total comprehensive income		1,681	6,732	1,900	43,620	53,485	5,206	58,691	
Purchase of treasury stock	21					(4)		(4)	
Disposal of treasury stock	21					0		0	
Dividends	29					(21,568)	(2,788)	(24,356)	
Share-based payment transactions	35					23		23	
Transfer to retained earnings		(3,070)	(6,732)		(9,802)				
Transfer to capital surplus									
Other						84	(58)	26	
Total transactions with owners		(3,070)	(6,732)		(9,802)	(21,465)	(2,846)	(24,311)	
Balance as of December 31, 2024		¥9,395	¥—	¥—	¥52,899	¥656,134	¥19,676	¥675,810	

January 1 to December 31, 2025							Millions of yen	
	Note	Equity attributable to owners of the parent company					Other components of equity	
		Capital stock	Capital surplus	Retained earnings	Treasury stock	Currency translation differences of foreign operations	Cash flow hedges	
Balance as of January 1, 2025		¥42,658	¥39,788	¥520,815	¥(26)	¥43,499	¥5	
Profit for the year				50,379				
Other comprehensive income	22					28,253	(5)	
Total comprehensive income				50,379		28,253	(5)	
Purchase of treasury stock	21				(359)			
Disposal of treasury stock	21		(0)		0			
Dividends	29			(16,827)				
Share-based payment transactions	35		3		17			
Transfer to retained earnings				1,626				
Transfer to capital surplus								
Other								
Total transactions with owners			3	(15,201)	(342)			
Balance as of December 31, 2025		¥42,658	¥39,791	¥555,993	¥(368)	¥71,752	¥—	

January 1 to December 31, 2025							Millions of yen	
	Note	Equity attributable to owners of the parent company					Other components of equity	
		Financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plan	Total	Total	Non-controlling interests	Total equity	
Balance as of January 1, 2025		¥9,395	¥—	¥52,899	¥656,134	¥19,676	¥675,810	
Profit for the year					50,379	2,325	52,704	
Other comprehensive income	22	1,218	(2,733)	26,733	26,733	217	26,950	
Total comprehensive income		1,218	(2,733)	26,733	77,112	2,542	79,654	
Purchase of treasury stock	21				(359)		(359)	
Disposal of treasury stock	21				0		0	
Dividends	29				(16,827)	(1,988)	(18,815)	
Share-based payment transactions	35				20		20	
Transfer to retained earnings		(4,359)	2,733	(1,626)				
Transfer to capital surplus								
Other								
Total transactions with owners		(4,359)	2,733	(1,626)	(17,166)	(1,988)	(19,154)	
Balance as of December 31, 2025		¥6,254	¥—	¥78,006	¥716,080	¥20,230	¥736,310	

(v) Consolidated Statement of Cash Flows

Millions of yen

	Note	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Cash flows from operating activities			
Profit before tax		¥16,251	¥77,789
Depreciation and amortization		83,168	78,669
Impairment loss	12	45,124	662
Interest and dividend income		(3,716)	(4,689)
Gain on net monetary position		(6,430)	(13,246)
Interest expenses		7,289	7,686
Share of (profit) loss of entities accounted for using equity method		(49)	(97)
Loss (gain) on sales and retirement of non-current assets		1,147	1,597
Loss (gain) on step acquisition		—	(46)
Decrease (increase) in inventories		(20,598)	1,278
Decrease (increase) in trade and other receivables		2,996	15,957
Increase (decrease) in trade and other payables		(990)	(11,625)
Increase or decrease in retirement benefit asset or liability		(2,041)	35,316
Decrease (increase) in other current assets		(1,863)	(11,076)
Other, net		14,760	(8,551)
Subtotal		135,048	169,624
Interest received		2,834	3,845
Dividend income received		877	788
Interest expense paid		(6,960)	(6,914)
Income taxes paid		(27,474)	(16,916)
Net cash provided by (used in) operating activities		104,325	150,427
Cash flows from investing activities			
Purchase of property, plant and equipment		(56,797)	(58,900)
Proceeds from sales of property, plant and equipment		388	178
Purchase of intangible assets		(15,440)	(120,177)
Purchase of investment securities		(240)	—
Proceeds from sales of investment securities		4,998	8,074
Purchase of shares of subsidiaries resulting in change in scope of consolidation		—	(15,137)
Other, net		2,432	(594)
Net cash provided by (used in) investing activities		(64,659)	(186,556)
Cash flows from financing activities			
Net increase (decrease) in short-term loans payable	28	43,997	1,527
Proceeds from long-term debt and newly issued bonds	28	—	87,271
Repayments of long-term debt and redemption of bonds	28	(35,000)	(22,271)
Repayments of lease liabilities	28	(20,267)	(16,479)
Cash dividends paid	29	(21,561)	(16,821)
Cash dividends paid to non-controlling interests		(2,788)	(1,988)
Other, net		(4)	(359)
Net cash provided by (used in) financing activities		(35,623)	30,880
Effect of exchange rate changes on cash and cash equivalents		6,088	3,509
Net increase (decrease) in cash and cash equivalents		10,131	(1,740)
Cash and cash equivalents at the beginning of current period	7	90,251	100,382
Cash and cash equivalents at the end of current period	7	¥100,382	¥98,642

Notes to Consolidated Financial Statements**1. Reporting Company**

Sumitomo Rubber Industries, Ltd. (hereinafter the "Company") is based in Japan. The consolidated financial statements presented herein comprise the operating results for the fiscal year ended December 31, 2025 recorded by the Sumitomo Rubber Group and the Company's affiliates. For a description of the Group's primary business activities, please refer to Note 6. "Segment Information."

2. Basis for Preparation**(1) Compliance with IFRS**

In accordance with Article 312 of the Ordinance on Terminology, Forms, and Preparation Methods of Consolidated Financial Statements (Ordinance of the Ministry of Finance No. 28 in 1976), the Group's consolidated financial statements have been prepared in conformity with International Financial Reporting Standards (IFRS), as the Company meets the requirements concerning a "Designated International Accounting Standards Specified Company" prescribed in Article 1-2.

The consolidated financial statements presented herein were approved by Satoru Yamamoto, Representative Director and President of the Company, on March 24, 2026.

(2) Basis for Measurements

As stated in Note 3. "Material Accounting Policies," the consolidated financial statements have been prepared based on acquisition cost, except for specific financial instruments that are measured at fair value and financial statements prepared by a subsidiary in Turkey and consolidated via the adoption of hyperinflationary economy accounting.

(3) Presentation Currency and Unit

The Company uses Japanese yen as the primary functional currency for its operations and as the presentation currency used in preparing its consolidated financial statements. Figures are rounded to the nearest million yen.

(4) Changes in Accounting Policies

Not applicable

(5) Changes in Presentations

(Consolidated Statement of Cash Flows)

"Gain on net monetary position," "Increase or decrease in retirement benefit asset or liability," and "Decrease (increase) in other current assets," which were included in "Other, net" under "Cash flows from operating activities" in the fiscal year ended December 31, 2024, have been independently presented from the fiscal year ended December 31, 2025, due to their increased significance in terms of amount. The Group reclassified the consolidated financial statements for the fiscal year ended December 31, 2024, to reflect this change in presentation.

As a result, the (10,334) million yen presented as "Other, net" under "Cash flows from operating activities" in the Consolidated Statement of Cash Flows for the fiscal year ended December 31, 2024, has been reclassified as "Gain on net monetary position" of (6,430) million yen, "Increase or decrease in retirement benefit asset or liability" of (2,041) million yen, and "Decrease (increase) in other current assets" of (1,863) million yen.

3. Material Accounting Policies

Unless otherwise noted, the accounting policies described below have been consistently applied throughout the entirety of each fiscal year presented in the consolidated financial statements.

(1) Basis for Consolidation

(i) Subsidiaries

A subsidiary is defined as a company under the control of the Sumitomo Rubber Group. The term "control" refers to the Group's exposure or entitlement to variable returns due to its involvement in the management of said company, the returns of which the Group is able to impact through the exercise of its power. The financial statements of subsidiaries are included in the scope of consolidation from the date that control over said company is established to the date that such control is relinquished.

All intragroup balances and transactions within the Group as well as unrealized profit and loss resulting from transactions within the Group are eliminated in preparation of the consolidated financial statements.

A subsidiary's comprehensive income is allocated to owners of the parent and non-controlling interests even when that portion attributable to non-controlling interests is negative.

To disclose the most accurate information, the operating results of subsidiaries whose fiscal year-end differs from that of the parent company are subject to provisional closing. This is undertaken at the closing date of the consolidated financial results, with the results of the provisional closing included therein.

Changes in equity held by the Group in subsidiaries under its control are treated as capital transactions. The difference between adjustments for non-controlling interests and the fair value of such interests is classified as equity attributable to owners of the parent and directly recognized as capital.

(ii) Affiliates

An affiliate is defined as a company over which the Group exerts neither sole nor joint control but nevertheless is able to exert significant influence with regard to financial and management decisions. Investments in affiliates are accounted for using the equity method from the date on which the Group gains significant influence until the date on which it ceases to hold that influence.

(2) Business Combinations

Business combinations are accounted for using the "Acquisition Method." Identifiable assets, identifiable liabilities and contingent liabilities acquired through business combinations are measured at fair value as of the date of acquisition. Acquisition-related costs incurred through business combinations are accounted for as expenses in the period incurred. Non-controlling interests are identified separately from equity held by the Group. The Group recognizes its non-controlling interests in an acquiree based on a) fair value or b) the proportion of the non-controlling interest's share in the net value of identifiable assets and liabilities of the acquiree on a transaction by transaction basis.

Goodwill is measured when the total of a) the price of business combination, b) the value of non-controlling interests acquired and c) the fair value of equity capital in the investee held by the acquiring company prior to the new acquisition surpasses d) the net value of the investee's identifiable assets and liabilities as of the date of acquisition. Goodwill thus is measured as the excess of the total of a), b) and c) over d).

In cases where the total of a), b) and c) falls short of the value of d) due to a bargain purchase, the difference is recognized as profit or loss.

(3) Foreign Currencies Translation

(i) Foreign Currency Denominated Transactions

The financial statements of Sumitomo Rubber Group subsidiaries have been prepared based on functional currencies, that is, the primary currencies of the respective business economies in which each subsidiary conducts business operations.

Transactions denominated in other foreign currencies have been translated into the functional currencies of the relevant subsidiaries using exchange rates at the date of the transactions or rates that approximate the exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies as of each fiscal year-end have been translated into the functional currencies using the exchange rates at the fiscal year-end. Exchange differences resulting from translation and settlements are recognized as profit or loss. However, financial assets measured through other comprehensive income and the portion of exchange differences resulting from cash flow hedging for which the hedge is effective, are recognized as other comprehensive income.

(ii) Foreign Operations

The assets and liabilities of foreign operations have been translated into Japanese yen using the exchange rates at the fiscal year-end. Income and expenses recorded by such foreign operations have been translated into Japanese yen using the average exchange rate during the fiscal year, except for cases in which significant exchange rate movements occurred during the fiscal year or cases in which hyperinflation in given economic territories affected local currencies subject to said translation. Exchange differences resulting from the translation of financial statements of foreign operations are recognized in other comprehensive income (or loss). The exchange differences are included in other components of equity as "currency translation differences of foreign operations."

The translation differences of foreign operations that have been disposed of by the Company are recognized as net profit or loss in the period in which the disposal took place.

Financial statements prepared by a subsidiary operating under a hyperinflationary economy are included in consolidated financial statements after being translated into Japanese yen based on the spot exchange rate at the fiscal year-end.

(4) Cash and Cash Equivalents

Cash and cash equivalents consist of a) cash on hand, b) readily available deposits and c) short-term highly liquid investments with original maturities of three months or less that entail insignificant price fluctuation risk.

(5) Financial Instruments

(i) Financial Assets Other than Derivatives

i. Classification

The Group classifies financial assets other than derivatives into the following categories: (a) those measured at amortized cost; (b) those measured at fair value through other comprehensive income; and (c) those measured at fair value through profit or loss.

(a) Financial assets measured at amortized cost

Financial assets are measured at amortized cost when the following conditions are met:

- Contained within a business model with the objective of holding financial assets in order to collect contractual cash flows
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the outstanding principal

(b) Financial assets measured at fair value through other comprehensive income:

(b. 1) Debt equivalents

Financial assets are classified as debt equivalents when the following conditions are met:

- Contained within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the outstanding principal

(b. 2) Equity equivalents

Excluding the financial assets classified as (b. 1) above, the Group holds investments that are equity equivalents (excluding assets held for trading) that would otherwise meet the requirements of (a) above. Once any such investment is recognized as an equity equivalent, the Group's decision to present subsequent changes in fair value in other comprehensive income becomes irrevocable.

(c) Financial assets measured at fair value through profit or loss

Financial assets that do not meet the criteria of (a) or (b) above are measured at fair value through profit or loss. The Sumitomo Rubber Group has not classified any of its investments in debt equivalents in this category as it aims to promote accounting consistency.

ii. Initial Recognition and Measurement

The Sumitomo Rubber Group recognizes trade and other receivables as of their accrual date. As for all other financial assets, the Sumitomo Rubber Group undertakes the initial recognition as of the transaction date on which the Group becomes a signatory on contracts for such assets. The value of all financial assets, except for those classified as financial assets measured at fair value through profit or loss as well as operating receivables that include significant financing components, reflects initial measurements based on the total of fair value and transaction costs. The value of operating receivables that do not include significant financing components reflects initial measurements based on the transaction price.

iii. Subsequent Measurement

To remeasure the value of financial assets after initial recognition, the Group applies the following methods by asset category.

(a) Financial assets measured at amortized cost

The Group undertakes subsequent measurement using the effective interest method.

(b) Financial assets measured at fair value through other comprehensive income

(b. 1) Debt equivalents

Changes in the fair value of financial assets in this category, excluding gains and losses attributable to impairment and foreign exchange, are recognized as other comprehensive income until the Group derecognizes said assets. After derecognition, previously recognized other comprehensive income is reclassified to profit or loss.

(b. 2) Equity equivalents

Changes in the fair value of financial assets in this category are recognized as other comprehensive income. In cases where the Group derecognizes said assets or the fair value of such assets falls significantly, previously recognized other comprehensive income is directly reclassified to retained earnings. In addition, dividends derived from these financial assets are recognized as profit.

(c) Financial assets measured at fair value through profit or loss

Following initial recognition, the value of financial assets in this category is measured at fair value. Changes in the fair value are recognized as profit or loss.

iv. Impairment of Financial Assets

The Sumitomo Rubber Group recognizes an allowance for doubtful accounts to counter expected credit loss in relation to financial assets measured at amortized cost.

Determination of a significant increase in credit risk

At every fiscal year-end, the Group evaluates whether there has been a significant increase in the credit risk of financial assets after initial recognition by comparing the default risk of such assets at the account closing date and at the date of initial recognition.

In addition, the Group undertakes the aforementioned evaluation based on changes in default risk following the initial recognition. To determine whether there has been a change in the default risk of financial assets, the Group takes the following factors into consideration.

- Significant changes in ratings by external credit rating agencies
- Downward revisions in internal credit ratings
- Deterioration in the business performance of borrowers
- Information about lapses in maturity dates

Measurement of expected credit loss

Expected credit loss refers to the present value of differences between contractual cash flows that are due to the Group in accordance with the contract and the cash flows that the Group expects to receive. The allowance for doubtful accounts associated with financial assets is determined at an amount equal to the present value of the expected credit loss over the lifetime of such assets if the credit risk has increased significantly since initial recognition, or at an amount equal to the expected credit loss over the 12-month period if the credit risk of such assets has not increased significantly.

However, notwithstanding the above, the allowance for doubtful accounts associated with operating receivables that include

no significant financing components is determined at an amount equal to lifetime expected credit loss.

Allowance for doubtful accounts in relation to financial assets is recognized as profit or loss. In cases where the allowance for doubtful accounts decreases, the reversal of such allowance is recognized as profit or loss.

v. Derecognition of Financial Assets

Financial assets are derecognized if the Group's contractual rights to the cash flows expire or if the Group transfers such rights or otherwise transfers substantially all the risks and rewards of ownership of the financial assets.

If there is no reasonable expectation for the partial or full collection of the Group's claims associated with a financial asset, the Group directly deducts the value from the carrying amount of total financial assets.

(ii) Financial Liabilities Other than Derivatives

i. Classification

The Group classifies financial liabilities other than derivatives as those measured at amortized cost.

ii. Initial Recognition and Measurement

The Group undertakes the initial recognition of debt securities issued by the Group at the date of issuance. All other financial liabilities are subject to initial recognition undertaken at the transaction date, that is, the date on which the Group became a signatory to contracts associated with such liabilities. All financial liabilities are measured at fair value less transaction cost.

iii. Subsequent Measurement

To remeasure the value of financial liabilities, the Group uses amortized cost based on the effective interest method.

iv. Derecognition of Financial Liabilities

Financial liabilities are derecognized when they have been extinguished, that is, when the obligation specified in the contract is discharged, cancelled, or expired.

(iii) Offset of Financial Assets and Liabilities

Financial assets and liabilities are offset only when the Group currently has a legally enforceable right to offset the transactions and intends either to settle on a net basis or to simultaneously realize the financial assets and settle the financial liabilities. The outcome of such offset is included in the consolidated statement of financial position.

(iv) Derivatives and Hedge Accounting

The Group utilizes such derivatives as forward exchange contracts and interest rate swaps as hedges against foreign exchange risk and interest rate risk. These derivatives are initially measured at fair value as of the contract date. The Group undertakes subsequent remeasurement using fair value.

When derivatives are designated as eligible hedging instruments, accounting treatment methods for changes in the fair value of such derivatives are determined by hedging objectives and designations. When they are not designated as such, the changes in the fair value of such derivatives are recognized as profit or loss.

i. Qualifying Criteria for Hedge Accounting

When a derivative transaction is initiated, the Group documents the relationship between hedging instruments and hedged items as well as its risk management goals and strategies for various hedging transactions, with the aim of evaluating whether the hedge relationship meets hedge accounting requirements. Moreover, from the inception of hedging, the performance of derivatives (used for hedge transactions to offset changes in the fair value of or cash flows from hedged items) is constantly evaluated and documented to determine whether they meet all the applicable hedge effectiveness requirements. The evaluation of hedge effectiveness is undertaken at the earlier of the closing date of each fiscal year or whenever a significant change in circumstances may affect hedge effectiveness requirements.

ii. Accounting Treatment of Qualifying Hedge Relationships

Derivatives that meet the qualifying criteria for hedge accounting are treated as follows.

Fair value hedge

Changes in the fair value of hedging instruments are recognized as profit or loss. Changes in the fair value of hedged items are adjusted in the carrying amount of such items and recognized as profit or loss.

Cash flow hedges

The effective portion of gain or loss on hedging instruments is recognized as other comprehensive income, while the ineffective portion is recognized as profit or loss.

If a hedged forecast transaction subsequently results in the recognition of non-financial assets or non-financial liabilities, the Group directly transfers cash flow hedge reserves to the initial cost or other carrying amount of such assets or liabilities.

Cash flow hedge reserves, other than those derived from the aforementioned cash flow hedges, are reclassified to profit or loss in the same period or periods during which the hedged expected future cash flow affects profit or loss.

However, if the initial amount is negative and the partial or full recovery of such amount may not be expected in the future, the estimated loss is immediately reclassified to profit or loss.

Cash flow hedge reserves are retained until cash flows are generated even when the Group decides to discontinue hedge accounting, provided that the future generation of cash flows from hedged accounts is expected. However, if the future generation of such cash flows cannot be expected, cash flow hedge reserves are immediately reclassified to profit or loss.

(v) Fair Value of Financial Instruments

To determine the fair value of financial instruments being traded in active markets as of the reporting dates for each fiscal year, the Group refers to quoted market prices. The fair value of financial instruments without active markets is calculated using appropriate valuation models.

(6) Inventories

Inventories are stated at the lower of acquisition cost or net realizable value. The acquisition cost is calculated mainly based on the

gross average method and includes purchase price, processing cost and all other expenses incurred in bringing such inventories to their present location and state. Net realizable value is calculated by deducting the estimated cost of completion as well as relevant variable selling expenses from selling prices estimated in the course of regular business operations.

(7) Property, Plant and Equipment

All property, plant and equipment are stated at acquisition cost less accumulated depreciation and accumulated impairment loss. Acquisition cost includes any costs directly attributable to the acquisition of the assets, their dismantlement, removal and restoration cost, as well as borrowing costs that are directly attributable to the acquisition, construction or production of qualifying assets.

Subsequent expenditures are included in the carrying amount of the asset or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of a replaced part is derecognized. Other expenses for maintenance and repair are recognized as profit or loss as incurred.

The depreciation of assets other than land and construction in progress is calculated using the straight-line method over their estimated useful lives.

The estimated useful lives of primary assets by category are as follows:

• Building and structures:	2 to 60 years
• Machinery, equipment and vehicles:	2 to 20 years
• Tools, furniture and fixtures:	1 to 20 years

The depreciation methods, residual values and estimated useful lives are reviewed at the end of each fiscal year, and if any changes are made, those changes are applied prospectively as a change in accounting estimates.

(8) Intangible Assets

(i) Goodwill

Goodwill resulting from the acquisition of subsidiaries is stated as an intangible asset.

Matters regarding the measurement of goodwill as of the initial recognition are presented in "(2) Business Combinations." Goodwill is measured at the amount of acquisition cost less accumulated impairment loss.

Goodwill is not amortized and is subject to impairment testing. Matters regarding the impairment of such assets are presented in "(10) Impairment of Non-Financial Assets."

The Group undertakes the initial recognition of intangible assets acquired through business combination and recognized as separate from goodwill at fair value as of the date of acquisition. Except for those with indefinite useful lives, such assets are amortized using the straight-line method over their estimated useful lives.

(ii) Other Intangible Assets

Other intangible assets acquired on an individual basis are stated at acquisition cost less accumulated amortization and impairment loss if their useful lives are definite. Such assets are amortized using the straight-line method over their estimated useful lives. The value of intangible assets with indefinite useful lives is stated at acquisition cost less accumulated impairment loss.

The estimated useful lives of major intangible assets are as follows:

• Customer-related assets:	5 to 20 years
• Software:	3 to 5 years

The amortization methods, residual value and estimated useful lives are reviewed at the end of every fiscal year, and if any changes are made, those changes are applied prospectively as a change in accounting estimates.

(9) Leases

The Group decides whether a contract is a lease or includes a lease based on the definition of leases in IFRS 16. With regard to all leases except for those for periods of 12 months or less and those with low-value underlying assets, the Group recognizes right-of-use assets that grant rights to underlying assets and lease liabilities that include the obligation to pay the lease fees.

At the start of a lease, the Group recognizes the right-of-use assets at the discounted present value of the total lease payments adjusted for direct acquisition costs and recognizes lease liabilities at the discounted present value of the total lease payments. Ordinarily, the Group uses the incremental borrowing rate as the discount rate. Right-of-use assets are depreciated using the straight-line method over the lease term.

Lease payments exclude the interest rates related to lease liabilities and are treated as a decrease in lease liabilities. Financial expenses are presented separately from depreciation related to right-of-use assets in the consolidated statement of income. Moreover, lease payments for leases with periods of 12 months or less and those with low-value underlying assets are recognized as expenses in the consolidated statement of income using the straight-line method over the lease term.

(10) Impairment of Non-Financial Assets

Property, plant and equipment and intangible assets are reviewed for impairment whenever there is an indication that the carrying amount of such assets may not be recoverable due to unforeseen events or changes in circumstance. The carrying amount of said assets in excess of the recoverable amount is recognized as impairment loss. In addition, the recoverable amount is the higher of fair value less selling cost or value in use.

The recoverable amount is calculated using assumptions formulated with reference to such important factors as future cash flows based on a management-approved business plan and the weighted average cost of capital.

Although these assumptions have been determined based on management's best estimation and judgment, the above factors may possibly be affected by, for example, future economic uncertainties. If the revision of these assumptions becomes necessary, the resulting impact on consolidated financial statements may be significant.

When assets are reviewed for impairment, they are grouped into minimum units (cash-generating units) in which individual cash flows can be identified.

Intangible assets with indefinite useful lives and intangible assets that are not yet available for use are not subject to amortization. The recoverable amount of such assets is estimated annually and is subject to impairment testing.

Goodwill is also subject to annual impairment testing, with its carrying amount representing acquisition costs less accumulated impairment loss. To perform impairment testing, the Group allocates goodwill to individual cash-generating units or cash-generating unit groups that are expected to bring benefits by creating synergies attributable to business combination.

As for property, plant and equipment and intangible assets (excluding goodwill) for which impairment has been recognized previously, the Group evaluates the possibility of reversal of impairment at the end of each reporting period.

(11) Non-Current Assets (or Disposal Group) Held for Sale

Of assets and asset groups whose value is expected to be recovered through sale and not through ongoing use, those that can be sold immediately in present condition are classified as assets held for sale when plans call for completing the sale within one year and the Group's management is committed to executing the sale. Assets classified as such are measured at the lower of carrying amount or fair value less selling cost.

(12) Employee Benefits

(i) Short-Term Employee Benefits

Short-term employee benefits are not subject to discount and are recognized as expenses whenever relevant services have been provided. Whenever a reliable estimation can be undertaken, bonuses and the cost of paid leave are recognized as liabilities based on the estimated cost in accordance with the applicable schemes to which the Group has legal or constructive obligations.

(ii) Postretirement Benefit Plans

i. Defined Benefit Plans

The Company and some of its subsidiaries have adopted defined benefit plans.

Assets and liabilities recognized in relation to said plans are classified by individual plan, with their value being determined by deducting the fair value of plan assets from the present value of the defined benefit obligation at the end of reporting period. Defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. With the determination of the discount period based on the residual term until the future payment date in each fiscal year, the discount rate applied is determined by reference to market yields on high-quality corporate bonds at the end of the corresponding reporting period.

Actuarial differences resulting from adjustments based on performance and changes in actuarial assumptions are immediately reclassified to retained earnings after recognizing them in other comprehensive income for the period in which such differences were recorded.

Prior service costs are recognized as profit or loss for the period in which such costs were incurred.

ii. Defined Contribution Plans

The Company and some of its subsidiaries have adopted defined contribution plans.

Upon payment, each defined contribution is recognized as employee benefit cost since the retirement benefit cost of such plans entails no additional obligation. Such contribution is the sole expense associated with these plans.

(iii) Other Long-Term Employee Benefits

Liabilities due to long-term employee benefits (other than retirement benefits) are calculated by estimating the future amount for benefits that employees will have earned as consideration for their services in the current and prior fiscal years and discounting such amount in order to determine the present values.

(13) Provisions

Provisions are recognized when the Group has a present legal or constructive obligation as a result of past events; settlement is expected to result in an outflow of resources embodying economic benefits; and the amount of obligation can be reliably estimated.

In cases where the effect of the time value of money is material, the amount of a provision is measured at the present value of expenditures expected to be required to settle the obligation after applying a discount rate (pre-tax rate) that reflects current market assessments and risks specific to the liability. Increases due to passage of time are recognized as financial expenses.

(i) Provision for Loss on Voluntary Recall of Products

This item represents a reasonable estimate of loss to be incurred in subsequent fiscal years as a direct result of product recalls and related expenses.

(ii) Asset Retirement Obligation

This item represents estimated expenses for returning leased offices and buildings to their original condition. The amount is expected to be paid after the passage of one year or later and is affected by future business plans and other factors.

(iii) Other Provisions

This item includes provision for business restructuring and represents a reasonable estimate of loss to be incurred in subsequent fiscal years primarily from penalties for cancellation of contracts for ordering raw materials, etc. and is affected by the future status of business restructuring and other factors.

(14) Equity

(i) Common shares

In terms of common shares, capital stock and capital surplus are stated at the issuance price.

(ii) Treasury Stock

Treasury stock is evaluated at acquisition cost and deducted from equity. Proceeds or losses are not recognized at the time of the purchase, sale or retirement. However, differences between the carrying amount and proceeds from sales are recognized as capital surplus.

(15) Revenue Recognition

Excluding interest and dividend revenue based on IFRS 9 "Financial Instruments," the Group's revenue recognition entails the following five steps:

- Step 1: Identify the contract with a customer
- Step 2: Identify the performance obligation in the contract
- Step 3: Determine the transaction price
- Step 4: Allocate the transaction price to the performance obligation in the contract
- Step 5: Recognize revenue when (or as) the entity satisfies a performance obligation.

The Sumitomo Rubber Group is engaged in the manufacture and sale of various products for the Tire Business, Sports Business and Industrial and Other Products Business. Standards for revenue recognition for these main businesses are as follows. In addition, as the Sumitomo Rubber Group receives payment within one year of completing delivery of products or services to customers, the agreed upon price does not include significant financing components.

Tire Business

The Tire Business provides customers in Japan and overseas with various tires for passenger cars, trucks, buses, motorcycles and more. The main brands are Dunlop and Falken. When the products are transferred to the customers, the Group acknowledges that it has fulfilled its contractual obligations and recognizes the revenue.

Sports Business

The Sports Business sells sports goods to customers in Japan and overseas and provides services related to golf tournaments, golf and tennis schools, and other similar businesses.

Regarding the sale of sports goods, the Group recognizes revenue when products are transferred to the customer, at which point the Group has fulfilled its performance obligations.

Regarding golf tournament operations, the Group bears responsibility for providing tournament operation services to the tournament sponsors for the contracted period. Because these performance obligations are fulfilled when the services are provided, the Group recognizes revenue at that time.

Regarding golf and tennis schools, the Group bears responsibility for providing lesson-related services to the members for the contracted period. Because these performance obligations are fulfilled when the services are provided, the Group recognizes revenue at that time.

Industrial and Other Products Business

The Industrial and Other Products Business provides customers in Japan and overseas with highly functional rubber products, household goods, infrastructure-related products, and so on. When the products are transferred to customers, the Group acknowledges that it has fulfilled its performance obligations and recognizes the revenue.

(16) Share-Based Payment Transactions

The Company has adopted a share-based compensation system, a form of equity-settled compensation that grants restricted shares to directors (excluding outside directors).

The value of said compensation to be paid by the Company in exchange for services provided by recipients is measured using the fair value of the Company share as of the date of payment and, upon this measurement, is recognized as expenses and included in profit or loss. The same amount is also recognized as an increase in capital stock.

(17) Government Grants

Recognition of eligibility for the receipt of government grants may be secured if conditions for the receipt of grants have been met and reasonable guarantee for the receipt could be obtained. Grants for the acquisition of assets are recognized as revenues with regularity over the useful lives of the related assets, with unearned grant income being included in liabilities as deferred income. With regard to grants for other business expenses, the amount of these grants is subtracted from relevant expenses for each fiscal year in which said business expenses are recognized.

(18) Income Taxes

Income tax expenses consist of current income taxes and deferred taxes. As such they are recognized as loss or profit, with the exception of taxes on items recognized as other comprehensive income or taxes directly included in equity.

Income tax expenses are calculated using the statutory tax rates and tax laws enforced or substantially enforced at the end of the fiscal year in countries where taxable income is generated from business activities undertaken by the Company and its subsidiaries.

Deferred tax assets and liabilities are recognized using the asset and liability method on the basis of temporary differences arising between the tax bases of said assets or liabilities and their carrying amount as presented in the consolidated financial statements.

Like deductible temporary differences and tax loss carryforwards, deferred tax assets that can be utilized to reduce future tax burden are recognized to the extent said assets are recoverable based on highly probable taxable income. Deferred tax liabilities, on the other hand, are recognized for taxable temporary differences.

However, deferred tax assets and liabilities are not recognized for the following temporary differences.

- The initial recognition of goodwill
- The initial recognition of assets or liabilities in relation to transactions (excluding business combinations) that affect neither accounting profit or loss nor taxable income (tax loss carryforwards)
- Taxable temporary differences arising from investments in subsidiaries or affiliates where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future
- Temporary differences regarding income taxes resulting from the global minimum tax rules based on the exceptional measure stipulated by IAS 12.

The carrying amount of deferred tax assets is reviewed annually. Such amount is reduced proportionately with the utilization of deferred tax assets, which may be partial or full depending on the sufficiency of taxable income. An unrecognized deferred tax asset is reviewed every fiscal year and is recognized to the extent that it has become probable that future taxable profit will be available to allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured using the statutory tax rates and tax laws that will be enforced or substantially enforced by the end of the accounting period and applied to the period in which deferred tax assets are realized or deferred tax

liabilities are settled.

Deferred tax assets and liabilities are offset if the Company and its subsidiaries have a legally enforceable right to offset a current tax asset against a current tax liability and if the same taxation authority levies income taxes either on the same taxable entity or on different taxable entities that intend to settle current tax assets and liabilities on a net basis.

(19) Dividends Paid

Dividends paid to owners of the parent comprise year-end and interim dividends, each of which requires the approval of a general meeting of shareholders or the Board of Directors. These dividends are recognized as liabilities for the period in which such approval was furnished.

(20) Earnings per Share

Basic earnings per share is calculated by dividing profit attributable to owners of the parent by the weighted-average number of outstanding common shares adjusted by number of treasury shares.

(21) Segment Information

An operating segment is the basic source of business activities that generate revenues and incur expenses, including through transactions with other operating segments.

Discrete financial information is available for each of these segments and reviewed regularly by the Board of Directors, which the Group has positioned as the highest body in charge of management decision making. As such, the Board of Directors is responsible for making decisions about the allocation of resources and assessing performance of each operating segment.

4. Important Accounting Estimates and Judgment

The preparation of the consolidated financial statements of the Group requires the establishment of accounting estimates and assumptions in order to disclose the amount of assets and liabilities as well as contingent liabilities as of the date of the closure of the fiscal year, and to record revenues and expenses as of the same date. The Group establishes accounting estimates based on assumptions deemed most reasonable in light of historical records or each circumstance it is facing. However, actual results may differ from such estimates and assumptions as they involve uncertainties.

On a regular basis, the Group reviews its accounting estimates as well as the assumptions that provide a basis for such estimates. The impact of a revision to accounting estimates is recognized as part of operating results for the fiscal year in which such revision takes place and subsequent fiscal years.

Of the items subject to the estimates, judgments and assumptions, the following have a significant impact on the amounts stated in the consolidated financial statements for the fiscal year under review and subsequent fiscal years:

- Impairment of intangible assets (Note 11. "Goodwill and Other Intangible Assets" and Note 12. "Impairment Loss")
- Accounting treatment and valuation of provisions (Note 17. "Provisions")
- Measurement of defined benefit obligation (Note 18. "Employee Benefits")
- Recoverability of deferred tax assets (Note 19. "Income Taxes")
- Measurement of fair value of financial instruments (Note 20. "Financial Instruments")

Change of accounting estimates

Since the second quarter of the fiscal year ended December 31, 2022, the Group has been adjusting the financial statements prepared by its subsidiary based in Turkey, which uses Turkish lira as its functional currency, for inclusion in the consolidated financial statements using a measurement unit deemed appropriate as of the end of the reporting period in accordance with the requirements stipulated by IAS 29 "Financial Reporting in Hyperinflationary Economies." When the Group adjusts the acquisition cost of non-currency items using the conversion coefficient based on the acquisition date, it uses some assumptions. The Group made changes to the estimates in the fiscal year ended December 31, 2025, as obtaining of new information now enables it to make more precise estimates. The change in the estimates resulted in increases of 6,607 million yen in property, plant and equipment, 41 million yen in intangible assets, 966 million yen in cost of sales, 47 million yen in selling, general and administrative expenses, and 7,661 million yen in financial income.

5. Issued but Not Applied Standards and Interpretations

The following main accounting standards and interpretations were newly issued or amended by the approval date of the consolidated financial statements. However, the Group did not opt for their early application.

The Group is currently assessing the impact of the application on its consolidated financial statements and the estimated impact is not available at this point.

Standard	Name of standard	Mandatory effective date (annual reporting periods on or after the date)	Application date for the Group	Details of the newly issued or amended standard
IFRS 18	Presentation and Disclosure in Financial Statements	January 1, 2027	Fiscal year ending December 31, 2027	The new standard that replaces IAS 1, the current accounting standard regarding presentation and disclosure in financial statements

6. Segment Information

(1) Overview of the Reportable Segments

The reportable segments of the Sumitomo Rubber Group are the units for which separate financial information is available and periodically reviewed by the Board of Directors, the highest decision-making body in charge of allocating management resources and evaluating business performance.

The Group has three divisions based on operations in Tires, Sports, and Industrial and Other Products. Each division formulates comprehensive strategies for both domestic and overseas markets and develops business activities.

Therefore, the Company identifies "Tires," "Sports" and "Industrial and other Products" as reportable segments.

The main products, service and content of operations of these reportable segments are described below.

Reportable segments	Main products, services and content of operations
Tires	Tires and tubes (for automobiles, construction machinery, industrial vehicles, racing and rally cars, motorcycles, etc.) Automotive business (instant mobility systems, tire deflation warning systems, etc.)
Sports	Sports goods (golf clubs, golf balls and other golf-related goods, as well as tennis-related goods, etc.) Operation of golf tournaments Management of golf and tennis schools Fitness club operations, etc. (Note)
Industrial and Other Products	Highly functional rubber products (vibration-control dampers, rubber parts for office equipment, rubber parts for medical applications, etc.) Daily life products (rubber gloves for food preparation and work, portable ramps for wheelchairs, etc.) Infrastructure (marine fenders, various flooring materials for factories and sports facilities, etc.)

Note: The Company sold all shares in the company that was carrying out the fitness club operations in the beginning of December 2024.

(2) Reportable Segment Sales, Profit or Loss, and Other Material Items

Accounting treatment methods adopted by reportable segments are the same as those described in Note 3. "Material Accounting Policies (21) Segment Information."

Intersegment sales and transfers are stated at wholesale prices based on current market values.

Figures for segment income are based on business profit.

Information on reportable segments for the previous fiscal year and the fiscal year under review is as follows.

(i) January 1, 2024 to December 31, 2024

	Reportable segments					Adjustments (Note 2)	Consolidated financial statements
	Reportable segments			Total			
	Tires	Sports	Industrial and Other Products				
Sales to external customers	¥1,046,394	¥125,650	¥39,812	¥1,211,856	¥—	¥1,211,856	
Intersegment sales and transfers	1,303	134	1,405	2,842	(2,842)	—	
Total	¥1,047,697	¥125,784	¥41,217	¥1,214,698	¥(2,842)	¥1,211,856	
Segment income (business profit) (Note 1)	¥76,181	¥7,878	¥3,725	¥87,784	¥157	¥87,941	
Other income and expenses						(76,755)	
Operating profit						11,186	
Other important items							
Depreciation and amortization	75,670	5,989	1,509	83,168	—	83,168	
Impairment loss	41,931	3,193	—	45,124	—	45,124	
Capital expenditures	72,057	4,364	1,644	78,065	—	78,065	

Notes: 1. Segment income (business profit) is calculated by deducting the total of cost of sales and selling, general and administrative expenses from sales revenue.

2. Adjustments for segment income include the elimination of intersegment transactions.

(ii) January 1, 2025 to December 31, 2025

	Reportable segments					Adjustments (Note 2)	Consolidated financial statements
	Reportable segments			Total			
	Tires	Sports	Industrial and Other Products				
Sales to external customers	¥1,043,683	¥125,574	¥37,804	¥1,207,061	¥—	¥1,207,061	
Intersegment sales and transfers	1,438	113	1,371	2,922	(2,922)	—	
Total	¥1,045,121	¥125,687	¥39,175	¥1,209,983	¥(2,922)	¥1,207,061	
Segment income (business profit) (Note 1)	¥79,812	¥6,831	¥4,159	¥90,802	¥(16)	¥90,786	
Other income and expenses						(8,202)	
Operating profit						82,584	
Other important items							
Depreciation and amortization	72,649	4,592	1,428	78,669	—	78,669	
Impairment loss	559	—	103	662	—	662	
Capital expenditures	177,899	3,087	1,643	182,629	—	182,629	

Notes: 1. Segment income (business profit) is calculated by deducting the total of cost of sales and selling, general and administrative expenses from sales revenue.

2. Adjustments for segment income include the elimination of intersegment transactions.

(3) Products and Services Information

Revenue by products and services are not presented since the segmentation of products and services is the same as that for reportable segments.

(4) Geographic Information

The regional breakdown of sales to external customers and non-current assets by country and region is as follows.

(i) Sales to External Customers

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Japan	¥344,547	¥362,025
North America	285,525	279,096
Europe	213,528	223,911
Asia	199,992	180,551
Other	168,264	161,478
Total	¥1,211,856	¥1,207,061

Note: Breakdown is based on product destination.

(ii) Non-Current Assets

	Millions of yen	
	As of Dec. 31, 2024	As of Dec. 31, 2025
Japan	¥213,252	¥330,140
North America	19,019	26,662
Europe	66,984	76,442
Asia	149,506	159,314
Other	87,006	100,055
Total	¥535,767	¥692,613

Note: Breakdown is based on the location of assets. The above figures exclude investments accounted for using equity method and other financial assets, as well as net defined benefit assets and deferred tax assets.

(5) Information on Major Customers

The Group had no transactions with a single external customer amounting to 10% or more of total external revenue.

7. Cash and Cash Equivalents

The breakdown of cash and cash equivalents is as follows.

	Millions of yen	
	As of Dec. 31, 2024	As of Dec. 31, 2025
Cash and deposits	¥100,382	¥99,497
Time deposits with a maturity of over three months	—	(855)
Total	¥100,382	¥98,642

Note: The value of cash and cash equivalents is identical in the consolidated statement of financial position and the consolidated statement of cash flows.

8. Trade and Other Receivables

The breakdown of trade and other receivables is as follows.

	Millions of yen	
	As of Dec. 31, 2024	As of Dec. 31, 2025
Trade notes	¥5,191	¥3,148
Electronically recorded monetary claims	20,277	14,265
Accounts receivable	189,446	184,028
Accrued accounts receivable	6,765	7,880
Total	¥221,679	¥209,321

9. Inventories

The breakdown of inventories is as follows.

	Millions of yen	
	As of Dec. 31, 2024	As of Dec. 31, 2025
Finished products	¥197,082	¥211,290
Work-in-progress	11,381	11,348
Raw materials and supplies	82,484	75,478
Total	¥290,947	¥298,116

Note: The write-down (reversal) of inventories recognized as expenses totaled (332 million) yen and (3,778 million) yen as of December 31, 2024 and December 31, 2025, respectively.

10. Property, Plant and Equipment

(1) Acquisition Cost, Changes in Accumulated Depreciation, Accumulated Impairment Loss and Carrying Amount

The acquisition cost of property, plant and equipment, changes in accumulated depreciation and accumulated impairment loss on such assets and their carrying amount are as follows.

(i) Acquisition Cost

Millions of yen							
	Land	Buildings and structures	Machinery, equipment and vehicles	Tools, furniture and fixtures	Construction in progress	Right-of-use assets	Total
Balance as of January 1, 2024	¥41,594	¥284,981	¥774,498	¥168,630	¥44,552	¥129,751	¥1,444,006
Hyperinflation adjustment	—	5,206	14,144	1,688	—	—	21,038
Individual acquisitions	—	2,041	879	712	58,591	39,251	101,474
Transfer from construction in progress	—	5,490	38,865	13,051	(57,406)	—	—
Decrease due to sale of subsidiary	—	(9,537)	(13)	(747)	—	(21,146)	(31,443)
Disposal	(114)	(2,698)	(20,236)	(9,504)	(242)	(11,811)	(44,605)
Foreign currency translation adjustments	958	9,375	32,458	8,704	2,207	9,994	63,696
Other	(0)	(91)	259	(1,453)	(3,848)	(2,867)	(8,000)
Balance as of December 31, 2024	¥42,438	¥294,767	¥840,854	¥181,081	¥43,854	¥143,172	¥1,546,166
Hyperinflation adjustment	—	8,585	19,891	2,112	—	—	30,588
Individual acquisitions	—	354	39	1,398	61,033	18,159	80,983
Transfer from construction in progress	—	4,532	35,889	12,983	(53,404)	—	—
Transfer to assets for disposal groups classified as held for sale	(777)	(18,337)	(28,703)	—	(348)	—	(48,165)
Acquisitions in business combination	—	—	—	4	—	—	4
Disposal	—	(1,199)	(23,784)	(12,812)	(12,787)	(7,442)	(58,024)
Foreign currency translation adjustments	343	2,447	9,524	3,969	859	4,097	21,239
Other	—	(50)	(7,737)	(216)	(2,783)	(1,705)	(12,491)
Balance as of December 31, 2025	¥42,004	¥291,099	¥845,973	¥188,519	¥36,424	¥156,281	¥1,560,300

(ii) Accumulated Depreciation and Accumulated Impairment Loss

Millions of yen							
	Land	Buildings and structures	Machinery, equipment and vehicles	Tools, furniture and fixtures	Construction in progress	Right-of-use assets	Total
Balance as of January 1, 2024	¥(5,063)	¥(177,384)	¥(613,508)	¥(133,262)	¥(482)	¥(62,686)	¥(992,385)
Hyperinflation adjustment	—	(755)	(8,535)	(836)	—	—	(10,126)
Depreciation	—	(7,551)	(37,071)	(12,674)	—	(17,637)	(74,933)
Impairment loss	(486)	(7,668)	(19,486)	(0)	(12,373)	(210)	(40,223)
Decrease due to sale of subsidiary	—	5,560	6	611	—	11,628	17,805
Disposal	68	2,438	19,636	9,149	4	10,296	41,591
Foreign currency translation adjustments	(189)	(7,389)	(27,458)	(7,106)	(578)	(4,204)	(46,924)
Other	(0)	60	43	830	0	2,143	3,076
Balance as of December 31, 2024	¥(5,670)	¥(192,689)	¥(686,373)	¥(143,288)	¥(13,429)	¥(60,670)	¥(1,102,119)
Hyperinflation adjustment	—	(1,230)	(12,152)	(967)	—	—	(14,349)
Depreciation	—	(7,205)	(35,185)	(13,185)	—	(15,962)	(71,537)
Impairment loss	(8)	(8)	(416)	(65)	(164)	—	(661)
Transfer to assets for disposal groups classified as held for sale	367	15,084	27,118	—	—	—	42,569
Acquisitions in business combination	—	—	—	(3)	—	—	(3)
Disposal	—	1,061	22,949	12,449	12,697	10,022	59,178
Foreign currency translation adjustments	(24)	(2,901)	(7,513)	(3,091)	719	(1,573)	(14,383)
Other	—	(12)	8,046	218	111	(902)	7,461
Balance as of December 31, 2025	¥(5,335)	¥(187,900)	¥(683,526)	¥(147,932)	¥(66)	¥(69,085)	¥(1,093,844)

(iii) Carrying Amount

Millions of yen							
	Land	Buildings and structures	Machinery, equipment and vehicles	Tools, furniture and fixtures	Construction in progress	Right-of-use assets	Total
Balance as of January 1, 2024	¥36,531	¥107,597	¥160,990	¥35,368	¥44,070	¥67,065	¥451,621
Balance as of December 31, 2024	¥36,768	¥102,078	¥154,481	¥37,793	¥30,425	¥82,502	¥444,047
Balance as of December 31, 2025	¥36,669	¥103,199	¥162,447	¥40,587	¥36,358	¥87,196	¥466,456

Notes: 1. No material borrowings are included in acquisition cost of property, plant and equipment.

2. Depreciation of property, plant and equipment is included in "cost of sales" and "selling, general and administrative expenses" presented in the consolidated statement of income.

(2) Right-of-Use Assets

The breakdown of right-of-use assets is as follows.

	Millions of yen	
	As of Dec. 31, 2024	As of Dec. 31, 2025
Buildings and structures	¥68,969	¥68,887
Machinery, equipment and vehicles	6,722	11,392
Tools, furniture and fixtures	719	720
Land	6,092	6,197
Total	¥82,502	¥87,196

(3) Impairment Loss

Based on management accounting categories, the Group's assets subject to review for impairment are generally grouped into minimum units in which individual cash flows can be identified.

However, important assets in the following categories are grouped by property when the Group schedules the disposal of rental assets, idle assets that are not expected to be used, and assets earmarked for disposal or subject to business termination based upon decisions made by such bodies as the Board of Directors or Management Committee.

The breakdown of impairment loss recorded in the fiscal years ended December 31, 2024 and December 31, 2025 is as follows.

	Millions of yen		
Use	Segment	As of Dec. 31, 2024	As of Dec. 31, 2025
Idle assets	Tire business	¥--	¥26
Business assets	Tire business	40,223	532
	Industrial and Other Products business	--	103
Total		¥40,223	¥661

11. Goodwill and Other Intangible Assets

(1) Acquisition Cost, Changes in Accumulated Amortization, Accumulated Impairment Loss and Carrying Amount

The acquisition cost of goodwill and other intangible assets, changes in accumulated amortization and accumulated impairment loss on such assets and their carrying amount are as follows.

(i) Acquisition Cost

	Millions of yen						
	Goodwill	Customer-related assets	Trademark rights	Software	Others	Right-of-use assets	Total
Balance as of January 1, 2024	¥50,548	¥24,110	¥20,151	¥37,807	¥2,359	¥300	¥135,275
Hyperinflation adjustment	--	--	--	149	--	--	149
Individual acquisitions	--	--	12	15,771	67	5	15,855
Decrease due to sale of subsidiary	--	--	(0)	(88)	(21)	--	(109)
Disposal	--	--	(8)	(3,260)	(72)	(95)	(3,435)
Foreign currency translation adjustments	3,800	2,291	353	1,044	79	2	7,569
Other	--	(2,054)	--	1,789	(142)	10	(397)
Balance as of December 31, 2024	¥54,348	¥24,347	¥20,508	¥53,212	¥2,270	¥222	¥154,907
Hyperinflation adjustment	--	--	--	232	--	--	232
Individual acquisitions	15,142	15,252	84,877	24,112	125	8	139,516
Disposal	--	(4,668)	(940)	(7,094)	(625)	(97)	(13,424)
Foreign currency translation adjustments	2,992	939	239	814	(20)	1	4,965
Other	--	--	--	(836)	(22)	(0)	(858)
Balance as of December 31, 2025	¥72,482	¥35,870	¥104,684	¥70,440	¥1,728	¥134	¥285,338

(ii) Accumulated Amortization and Accumulated Impairment Loss

	Millions of yen						
	Goodwill	Customer-related assets	Trademark rights	Software	Others	Right-of-use assets	Total
Balance as of January 1, 2024	¥(20,844)	¥(12,760)	¥(1,685)	¥(18,094)	¥(1,652)	¥(204)	¥(55,239)
Hyperinflation adjustment	—	—	—	(112)	—	—	(112)
Amortization	—	(1,188)	—	(6,584)	(25)	(45)	(7,842)
Impairment loss	(2,911)	(1,645)	—	(64)	—	—	(4,620)
Decrease due to sale of subsidiary	—	—	0	72	20	—	92
Disposal	—	—	8	3,258	58	95	3,419
Foreign currency translation adjustments	(1,136)	(1,222)	(3)	(815)	(66)	(1)	(3,243)
Other	—	2,055	—	(938)	64	1	1,182
Balance as of December 31, 2024	¥(24,891)	¥(14,760)	¥(1,680)	¥(23,277)	¥(1,601)	¥(154)	¥(66,363)
Hyperinflation adjustment	—	—	—	(149)	—	—	(149)
Amortization	—	(955)	(0)	(6,133)	(15)	(29)	(7,132)
Disposal	—	4,668	940	7,053	599	97	13,357
Foreign currency translation adjustments	(369)	(409)	(2)	(421)	23	(0)	(1,178)
Other	—	—	—	(2,554)	2	0	(2,552)
Balance as of December 31, 2025	¥(25,260)	¥(11,456)	¥(742)	¥(25,481)	¥(992)	¥(86)	¥(64,017)

(iii) Carrying Amount

	Millions of yen						
	Goodwill	Customer-related assets	Trademark rights	Software	Others	Right-of-use assets	Total
Balance as of January 1, 2024	¥29,704	¥11,350	¥18,466	¥19,713	¥707	¥96	¥80,036
Balance as of December 31, 2024	¥29,457	¥9,587	¥18,828	¥29,935	¥669	¥68	¥88,544
Balance as of December 31, 2025	¥47,222	¥24,414	¥103,942	¥44,959	¥736	¥48	¥221,321

- Notes: 1. No material borrowings are included in acquisition cost of intangible assets.
2. Amortization of intangible assets is included in "cost of sales" and "selling, general and administrative expenses" presented in the consolidated statement of income.
3. Research and development costs recognized as expenses for the fiscal years ended December 31, 2024 and 2025, totaled 27,707 million yen and 32,001 million yen, respectively.
4. The Company acquired the DUNLOP trademark rights in tires for four-wheel vehicles in Europe, North America, and the Oceania region effective May 7, 2025. This resulted in an 84,868 million yen increase in trademark rights that are intangible assets with indefinite useful lives.

(2) Right-of-Use Assets

The breakdown of right-of-use assets is as follows.

	Millions of yen	
	As of Dec. 31, 2024	As of Dec. 31, 2025
Software	¥68	¥48

(3) Intangible Assets with Indefinite Useful Lives

Of the aforementioned intangible assets excluding goodwill, those intangible assets with indefinite useful lives for the fiscal years ended December 31, 2024 and 2025 totaled 18,973 million yen and 103,893 million yen, respectively. The DUNLOP trademark rights in tires for four-wheel vehicles in Europe, North America, and the Oceania region constitute the majority of said assets, and, because they will exist for as long as the business lasts, their useful lives cannot be determined.

(4) Impairment Test of Goodwill and Intangible Assets with Indefinite Useful Lives

Material amounts of the cash-generating unit or group containing the aforementioned goodwill and intangible assets with indefinite useful lives are related to Micheldever Group Ltd. and Dunlop. Their carrying amounts are as follows. For Viaduct, Inc., acquired in the fiscal year ended December 31, 2025, please see Note 37. "Business Combinations."

Segment	Millions of yen			
	As of Dec. 31, 2024		As of Dec. 31, 2025	
	Goodwill	Intangible assets with indefinite useful lives	Goodwill	Intangible assets with indefinite useful lives
Dunlop (Note 1) (Note 2)	¥28,810	¥17,663	¥31,081	¥103,893
Of which, Micheldever Group Ltd.	25,197	3,801	26,768	4,038

- Notes: 1. It is the group of cash-generating units of the tire segment excluding automotive business.
2. The Dunlop group of cash-generating units includes the Micheldever Group Ltd. group of cash-generating units.

Micheldever Group Ltd.

The recoverable amount of Micheldever Group Ltd.'s goodwill and intangible assets with indefinite useful lives is calculated based on fair value, excluding disposal costs. Said value is the present value of future cash flows calculated under the business plan for a period of up to 5 years (5 years in the previous fiscal year), a management-approved formula that incorporates past experience and external input, with the discount rate set at the pre-tax weighted average cost of capital (WACC). This is classified as "Level 3" within the fair value hierarchy.

In the fiscal year ended December 31, 2025, the pre-tax WACC was 11.1% (10.7% in the previous fiscal year). For the growth rate used in estimates of the continued value beyond the period of the plan, the Group uses 2.0% (2.0% in the previous fiscal year) in consideration of the United Kingdom's long-term growth rate forecasts.

In the fiscal year ended December 31, 2025, the recoverable amount exceeded the carrying amount of Micheldever Group Ltd. and its subsidiaries by 5,648 million yen, but if the pre-tax WACC were to increase by 0.7% or the growth rate decrease by 0.9%, the recoverable amount and carrying amount would be equal. Impairment losses may be recorded if there are changes in key assumptions used to calculate the recoverable amount (fair value less selling cost), such as the income and expenditure plan based on tire sales expansion plans following the acquisition of the DUNLOP trademark rights and future store facility acquisition plans, as well as WACC. While future cash flows used to measure fair value are estimated based on business plans approved by management, key assumptions such as the outcomes of the income and expenditure plan based on tire sales expansion plans following the acquisition of the DUNLOP trademark rights and future store facility acquisition plans involve uncertainties. Accordingly, estimates of future cash flows may be materially affected by management judgment.

Dunlop

The synergy and brand benefits that arise from the acquisition of goodwill and intangible assets with indefinite useful lives, which arose from the acquisition of the DUNLOP trademark rights in tires for four-wheel vehicles in Europe, North America, and the Oceania region as well as the acquisition of Dunlop International 1902 Ltd. and its subsidiaries, will be generated from the group of cash-generating units in the tire segment excluding the automotive business. Therefore, in the impairment test, said goodwill and intangible assets with indefinite useful lives are allocated to the aforementioned group of cash-generating units.

The recoverable value of said cash-generating units is calculated based on value in use. Value in use is the present value of future cash flows calculated under the business plan for a period of up to 5 years (3 years in the previous fiscal year), a management-approved formula that incorporates past experience and external input, with the discount rate set at the pre-tax WACC.

In the fiscal year ended December 31, 2025, the pre-tax WACC was 11.7% (11.0% in the previous fiscal year). For the growth rate used in estimates of the continued value beyond the period of the plan, the Group uses 2.2% (2.3% in the previous fiscal year) in consideration of each country's long-term growth rate forecasts.

The value in use is higher than the carrying amount of said cash-generating units. Even if there are fluctuations within a reasonable range regarding the growth rates and the pre-tax WACC used to calculate value in use, the value in use is unlikely to fall below the carrying amount. The future cash flows used for measurement of the value in use are estimated based on the business plan approved by the management. However, key assumptions of an increase in sales volume leveraging the newly acquired DUNLOP trademark rights in Europe and North America involve uncertainties and the judgment by the management may have a significant impact on the estimate of future cash flows.

(5) Impairment Loss

In the fiscal year ended December 31, 2024, the Group recorded impairment losses associated with intangible assets of Sumitomo Rubber USA, LLC (SRUSA) and goodwill from the fitness club operations of Dunlop Sports Wellness Co., Ltd. More details on impairment losses are provided in Note 12. "Impairment Loss."

In the fiscal year ended December 31, 2025, the Group did not recognize an impairment loss of goodwill or intangible assets with indefinite useful lives.

12. Impairment Loss

Fiscal Year Ended December 31, 2024

In the fiscal year ended December 31, 2024, the Group recorded an impairment loss of 45,124 million yen in "Other expenses" in the consolidated statement of income. The main content of the impairment loss classified by asset type is as follows.

Millions of yen			
Segment	Cash-Generating Unit	Type	Amount
Tire Businesses	Sumitomo Rubber USA, LLC	Property, plant and equipment	¥40,061
		Intangible assets	1,709
		Total	¥41,770
Sports Business	Dunlop Sports Wellness Co., Ltd.	Goodwill	¥2,911
		Other	282
		Total	¥3,193

As part of business restructuring, the Company resolved at a meeting of its Board of Directors held on November 7, 2024, to terminate all production activities at SRUSA and to dissolve SRUSA after making necessary preparations. We will proceed with the necessary procedures for dissolution in accordance with local laws and regulations.

Accordingly, the carrying amounts of manufacturing equipment and other assets of SRUSA were reduced to 9,227 million yen with the recoverable amounts calculated based on the fair value less disposal costs (classified as "Level 3" within the fair value hierarchy), and an impairment loss of 41,770 million yen was recorded under "Other expenses." The fair value less disposal costs was calculated based on the appraisal value determined by an external expert. Selection and application of the evaluation method used for appraisal are complex and require specialized knowledge and it may have a significant impact on the amount of impairment loss if they are not carried out appropriately.

As part of business restructuring, the Company resolved at a meeting of its Board of Directors held on September 27, 2024 to enter into a share transfer agreement to transfer all shares of Dunlop Sports Wellness Co., Ltd. to Nagase Brothers Inc., and completed the share transfer in early December 2024.

Accordingly, the carrying amounts of the assets were written down to the recoverable value calculated using the fair value (classified as "Level 3" within the fair value hierarchy) based on the planned sale price and other factors. An impairment loss of 3,193 million yen was recorded in "Other expenses."

Fiscal Year Ended December 31, 2025

No significant transaction was undertaken.

13. Leases

(1) Profit and Loss Related to Right-of-Use Assets

Profit and loss related to right-of-use assets are as follows.

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Depreciation of right-of-use assets		
Land	¥454	¥471
Buildings and structures	13,867	12,008
Machinery, equipment and vehicles	2,926	3,113
Tools, furniture and fixtures	390	370
Software	45	29
Total depreciation	¥17,682	¥15,991
Interest paid related to lease liabilities	¥2,676	¥3,299
Expenses related to short-term leases	2,407	2,879
Expenses related to low-value-asset leases	440	446
Variable lease payments	0	—
Total lease expenses	¥23,205	¥22,615
Cash outflow related to leases	¥25,790	¥23,103

(2) Variable Lease Payments

Some of the Group's vehicle lease contracts have payment conditions linked to usage.

Variable payment conditions are used to minimize fixed costs.

Fixed lease payments and variable lease payments are as follows.

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Fixed payments	¥1	¥—
Variable payments	0	—
Total payments	¥1	¥—

(3) Extension and Termination Options

Because each Group company bears responsibility for managing its own leases, the conditions of leases are negotiated separately and can differ greatly.

Extension and termination options are often included in leases related to the Group's real estate and facilities. These conditions are used to maximize flexibility in operation from the perspective of contract management.

Most options are extension options that span one year or the same period as the underlying contract or options for early termination following written notification from the other party between six months to one year in advance.

These options are used as needed for the lease contract party to utilize real estate and facilities for business.

(4) Change in Right-of-Use Assets

Change in right-of-use assets is detailed in Note 10. "Property, Plant and Equipment" and Note 11. "Goodwill and Other Intangible Assets."

(5) Breakdown of Carrying Amount of Right-of-Use Assets

A breakdown of the carrying amount of right-of-use assets is detailed in Note 10. "Property, Plant and Equipment" and Note 11. "Goodwill and Other Intangible Assets."

(6) Analysis of Lease Liability Maturation Periods

An analysis of lease liability maturation periods is detailed in Note 20. "Financial Instruments (2) Financial Risk Management (ii) Liquidity Risk."

14. Investments Accounted for Using Equity Method

The carrying amount of investments in individually insignificant affiliates is as follows.

	Millions of yen	
	As of Dec. 31, 2024	As of Dec. 31, 2025
Carrying amount	¥4,529	¥4,622

The financial information of investments in individually insignificant affiliates is as follows.

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
The Group's share of profit	¥49	¥97
The Group's share of other comprehensive income	—	—
The Group's share of comprehensive income	¥49	¥97

15. Trade and Other Payables

(1) Breakdown of Trade and Other Payables

The breakdown of trade and other payables is as follows.

	Millions of yen	
	As of Dec. 31, 2024	As of Dec. 31, 2025
Notes payable—trade	¥480	¥194
Electronically recorded monetary obligations	8,402	10,068
Accounts payable—trade	106,820	97,585
Accounts payable—other	53,730	58,616
Refund liabilities	17,155	14,585
Total	¥186,587	¥181,048

(2) Supplier Finance Arrangements

The Group has concluded a supplier finance arrangement with a third-party financial institution and makes payments to the financial institution based on agreements signed with suppliers. The supplier may receive upfront payment at discount from the financial institution at their own discretion. The Group does not pledge any assets as collateral or offer guarantee by a third party for the supplier finance arrangement.

The carrying amounts of financial liabilities relating to the supplier finance arrangement are as follows.

	Millions of yen	
	As of Dec. 31, 2024	As of Dec. 31, 2025
Carrying amounts of financial liabilities that are part of the supplier finance arrangement		
Trade and other payables	¥5,733	¥5,798
Of the above payables, the amount that has already been paid to suppliers	5,590	5,663

The ranges of due dates for financial liabilities subject to the supplier finance arrangement are as follows.

	Millions of yen	
	As of Dec. 31, 2024	As of Dec. 31, 2025
Liabilities based on supplier finance arrangement	90–104 days	91–109 days
	after invoice date	after invoice date
Comparable trade payables that are not part of supplier finance arrangement	3–5 days	3–5 days
	after invoice date	after invoice date

The supplier finance arrangement the Group has signed does not cause concentration of due dates or a significant extension of due dates compared with regular payment conditions agreed with the suppliers who do not take part in the concerned agreements and therefore the Group does not have significant liquidity risk brought about by the supplier finance arrangement.

There were no significant non-cash changes in the carrying amounts of financial liabilities subject to the supplier finance arrangement in the fiscal year under review.

16. Bonds and Loans Payable

The breakdown of bonds and loans payable is as follows.

	Millions of yen			
	As of Dec. 31, 2024	As of Dec. 31, 2025	Average interest rate (%)	Maturity
Current liabilities				
Short-term loans payable	¥67,690	¥70,900	2.65	—
Bonds payable (maturities of 1 year or less)	—	—	—	—
Long-term debt (maturities of 1 year or less)	22,115	35,208	1.26	—
Subtotal	89,805	106,108	—	—
Non-current liabilities				
Bonds payable (maturities of over 1 year)	24,906	44,839	—	2027–2035
Long-term debt (maturities of over 1 year)	137,731	171,104	0.96	2027–2035
Subtotal	162,637	215,943	—	—
Total	¥252,442	¥322,051	—	—

Notes: 1. Average interest rates are stated at the weighted average interest rates as of December 31, 2025, for the balance of loans outstanding.

2. The summary of issuance conditions for bonds payable is as follows.

Millions of yen								
Company name	Series	Issuance	As of	As of	Interest rate (%)	Collateral	Maturity	
			Dec. 31, 2024	Dec. 31, 2025				
Sumitomo Rubber Industries, Ltd.	25th series of unsecured bonds	Jun. 20, 2017	¥9,988	¥9,993	0.34	None	Jun. 18, 2027	
Sumitomo Rubber Industries, Ltd.	26th series of unsecured bonds	Sep. 30, 2022	14,918	14,929	0.65	None	Sep. 30, 2032	
Sumitomo Rubber Industries, Ltd.	27th series of unsecured bonds	Apr. 22, 2025	—	14,943	1.26	None	Apr. 22, 2030	
Sumitomo Rubber Industries, Ltd.	28th series of unsecured bonds	Apr. 22, 2025	—	4,974	2.02	None	Apr. 20, 2035	
Total			¥24,906	¥44,839	—	—		
Bonds payable with maturities of 1 year or less			¥—	¥—	—	—		
Bonds payable with maturities over 1 year			24,906	44,839	—	—		

17. Provisions

(1) Breakdown of Provisions

The breakdown of provisions is as follows.

	Millions of yen	
	As of Dec. 31, 2024	As of Dec. 31, 2025
Current liabilities		
Provision for loss on voluntary recall of products	¥3,639	¥1,822
Other	3,539	506
Total	¥7,178	¥2,328
Non-current liabilities		
Asset retirement obligation	¥863	¥862
Other	8	11
Total	¥871	¥873

(2) Changes in Provisions

The changes in provisions are as follows.

	Millions of yen			
	Jan. 1 to Dec. 31, 2025			
	Provision for loss on voluntary recall of products	Asset retirement obligation	Others (Note 2)	Total
Beginning balance	¥3,639	¥863	¥3,547	¥8,049
Increase during the year	256	9	371	636
Decrease resulting from settlement	(1,881)	(3)	(1,201)	(3,085)
Decrease due to reversal	(307)	(15)	(2,051)	(2,373)
Increase due to passage of time	—	7	—	7
Currency translation differences of foreign operations	115	1	(149)	(33)
Ending balance	¥1,822	¥862	¥517	¥3,201

Notes: 1. Descriptions of each item are presented in Note 3. "Material Accounting Policies" (13) "Provisions."

2. In the fiscal year ended December 31, 2024, it included provision for business restructuring recorded pertaining to the Company's resolution to terminate production activities at SRUSA. The amount of penalty for cancellation of contracts for ordering raw materials, etc., which accounted for the main portion, was subsequently finalized and the Company has recorded 1,917 million yen in reversal in the fiscal year ended December 31, 2025. For details of the said termination of production, please refer to Note 12. "Impairment Loss" and 25. "Other Income and Expenses."

18. Employee Benefits

(1) Outline of Retirement Benefit Plans

The Company and its subsidiaries have a corporate pension plan and a retirement lump-sum plan in place as defined benefit plans. In addition, the Company and some of its subsidiaries maintain defined contribution plans. Of those plans, the corporate pension plan is a defined benefit plan designed to share the burden of risk among the Company and its domestic subsidiaries under the Company's control. The amount of defined benefit costs borne by each company enrolling in the plan is determined based on the assessment of that company's service costs for individual employees during a fiscal year. Net interest expenses are also borne by each company enrolling in the plan; based on the assessment of retirement benefit obligation for individual employees, each company is allocated a portion of the value of total plan assets, subject to discount rates.

Some consolidated subsidiaries maintain a defined benefit contribution plan. And additional retirement benefits are paid to some retiring employees.

Following the Company's resolution to terminate production activities at and dissolve SRUSA in the fiscal year ended December 31, 2024, the Company transferred outstanding pension liabilities to Metropolitan Life Insurance Company, which is also headquartered in the U.S., in June 2025.

(2) Defined Benefit Plans

(i) The value of defined benefit plans presented in the consolidated statement of financial position is as follows.

	Millions of yen	
	As of Dec. 31, 2024	As of Dec. 31, 2025
Present value of defined benefit obligation	¥118,039	¥66,881
Fair value of plan assets	(155,839)	(73,551)
Amount affected by asset ceiling	—	6,635
Total	¥(37,800)	¥(35)
Value of assets and liabilities presented in consolidated statement of financial position		
Net defined benefit liabilities	¥24,578	¥24,855
Net defined benefit assets	62,378	24,890

(ii) The amount recognized as expenses presented in the consolidated statement of income is as follows.

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Service costs for the year	¥3,298	¥3,213
Net interest expense	(21)	(2)
Prior service costs and loss (gain) on liquidation	—	(954)
Total	¥3,277	¥2,257

(iii) Changes in defined benefit obligation are as follows.

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Beginning balance	¥115,537	¥118,039
Service costs for the year	3,298	3,213
Interest expense	3,809	2,689
Remeasurements due to:		
Actuarial differences attributable to changes in demographic assumptions	(686)	(3)
Actuarial differences attributable to changes in financial assumptions	(4,098)	(4,527)
Actuarial differences attributable to adjustment of investment performance	117	(641)
Wages paid	(8,458)	(6,850)
Liquidation (Note)	—	(43,429)
Others	8,520	(1,610)
Ending balance	¥118,039	¥66,881

Note: The impact of the transfer of the outstanding pension liabilities of SRUSA was 43,429 million yen for the fiscal year ended December 31, 2025.

(iv) Changes in the fair value of plan assets are as follows.

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Beginning balance	¥145,984	¥155,839
Interest income	3,830	2,691
Remeasurements due to:		
Income from plan assets (excluding interest income)	4,885	(2,068)
Contributions by employer	1,906	2,061
Benefits paid	(6,766)	(5,332)
Refunds of plan assets (Note 1)	—	(34,625)
Liquidation (Note 2)	—	(42,475)
Others	6,000	(2,540)
Ending balance	¥155,839	¥73,551

Notes: 1. The Company's plan assets were in excess of defined benefit obligation in the fiscal years ended December 31, 2024 and December 31, 2025. The entire portion of the planned assets it had contributed as retirement benefit trust has been refunded, as the situation is expected to remain the same.
2. The impact of the transfer of the outstanding pension liabilities of SRUSA was 42,475 million yen for the fiscal year ended December 31, 2025.

(v) The fair value of plan assets by component is as follows.

	Millions of yen			
	As of Dec. 31, 2024		As of Dec. 31, 2025	
	Traded at quoted market prices in active markets	Not traded at quoted market prices in active markets	Traded at quoted market prices in active markets	Not traded at quoted market prices in active markets
Domestic stocks	¥44,082	¥—	¥9,109	¥—
Overseas stocks	6,989	—	7,020	620
Domestic bonds	4,020	2,294	2,587	3,650
Overseas bonds	54,922	—	22,852	—
General account of life insurance	—	15,253	—	15,429
Others	24,087	4,192	7,091	5,193
Total	¥134,100	¥21,739	¥48,659	¥24,892

(vi) Changes in amount affected by asset ceiling

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Beginning balance	¥—	¥—
Remeasurements due to:		
Change to amount affected by asset ceiling	—	6,635
Ending balance	¥—	¥6,635

Note: The maximum economic benefit is determined by reductions in future contributions.

(vii) Primary actuarial assumptions are as follows.

	As of Dec. 31, 2024	As of Dec. 31, 2025
Discount rate	3.90%	3.53%

Other than the above, actuarial assumptions include an assumed wage increase rate, a mortality rate and an employee turnover rate.

(viii) The sensitivity analysis of defined benefit obligation against changes in assumed weighted average is as follows.

	Millions of yen	
	As of Dec. 31, 2024	As of Dec. 31, 2025
0.25% increase in discount rate	¥(1,972)	¥(1,475)
0.25% decrease in discount rate	¥3,089	¥1,553

The abovementioned sensitivity analysis was performed by changing one assumption, with all other assumptions remaining fixed. In actual circumstances, however, multiple interrelated assumptions may change simultaneously. In calculating the sensitivity of the defined benefit obligation to changes in significant actuarial assumptions, the Group applies the same method as the method it uses to calculate defined benefit liabilities recognized in the consolidated statement of financial position: measuring the present value of defined benefit obligation as of the closing date of reporting period using the projected unit credit method.

(ix) Impact of defined benefit plans on future cash flows

- The Group adopted a policy of satisfying legal requirements pertaining to funds as well as rules for securing funds that affect contributions in the future, thereby ensuring its responsiveness to structural risk associated with benefit liabilities.
- Contributions in the fiscal year ending December 31, 2026 is estimated to be 2,053 million yen.
- The weighted-average duration of defined benefit obligation is 9.0 years and 9.9 years, respectively, for the fiscal years ended December 31, 2024 and 2025.

(3) Defined Contribution Plans

Costs recognized in relation with defined contribution plans are as follows.

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Retirement benefit costs	¥1,956	¥1,314

The above figure includes expenses recognized in relation to public pension systems.

(4) Other Expenses in Relation to Employee Benefits

Expenses associated with employee benefits other than retirement benefits include the following item.

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Employee benefit costs	¥213,019	¥208,656

19. Income Taxes

(1) Deferred Taxes

The breakdown of deferred tax assets and liabilities is as follows.

Millions of yen					
	As of Jan. 1, 2024	Recognized through profit or loss (Note)	Recognized through other comprehensive income	Changes due to loss of control over subsidiaries	As of Dec. 31, 2024
Deferred tax assets					
Tax loss carryforwards	¥5,830	¥3,879	¥—	¥(826)	¥8,883
Financial liabilities measured at fair value through profit or loss	7,128	(2,241)	—	—	4,887
Financial liabilities measured at fair value through other comprehensive income	0	—	0	—	0
Inventories	13,383	(359)	—	—	13,024
Property, plant and equipment	20,877	8,592	—	(605)	28,864
Intangible assets	1,025	190	—	—	1,215
Net defined benefit liability	3,875	37	(69)	(79)	3,764
Accrued expenses, provisions and repaid liabilities	10,306	3,149	—	(12)	13,443
Other	3,603	129	(4)	274	4,002
Total deferred tax assets	¥66,027	¥13,376	¥(73)	¥(1,248)	¥78,082
Deferred tax liabilities					
Financial assets measured at fair value through other comprehensive income	¥(4,908)	¥—	¥701	¥—	¥(4,207)
Property, plant and equipment	(25,810)	2,087	—	(173)	(23,896)
Inventories	(379)	(401)	—	—	(780)
Intangible assets	(5,222)	(364)	—	(105)	(5,691)
Undistributed profit of overseas subsidiaries	(11,598)	(1,218)	—	—	(12,816)
Net defined benefit assets	(12,092)	392	(2,704)	(13)	(14,417)
Other	(880)	(366)	16	(2)	(1,232)
Total deferred tax liabilities	¥(60,889)	¥130	¥(1,987)	(293)	¥(63,039)
Net deferred tax assets (liabilities)	¥5,138	¥13,506	¥(2,060)	¥(1,541)	¥15,043

Note: Exchange differences are included in amounts recognized through profit or loss.

Millions of yen				
	As of Jan. 1, 2025	Recognized through profit or loss (Note)	Recognized through other comprehensive income	As of Dec. 31, 2025
Deferred tax assets				
Tax loss carryforwards	¥8,883	¥8,426	¥—	¥17,309
Financial liabilities measured at fair value through profit or loss	4,887	(4,293)	—	594
Financial liabilities measured at fair value through other comprehensive income	0	—	0	0
Inventories	13,024	634	—	13,658
Property, plant and equipment	28,864	(3,105)	—	25,759
Intangible assets	1,215	137	—	1,352
Net defined benefit liability	3,764	811	(367)	4,208
Accrued expenses, provisions and repaid liabilities	13,443	(4,833)	—	8,610
Other	4,002	464	—	4,466
Total deferred tax assets	¥78,082	¥(1,759)	¥(367)	¥75,956
Deferred tax liabilities				
Financial assets measured at fair value through other comprehensive income	¥(4,207)	¥—	¥1,310	¥(2,897)
Property, plant and equipment	(23,896)	(6,114)	—	(30,010)
Inventories	(780)	338	—	(442)
Intangible assets	(5,691)	(2,414)	—	(8,105)
Undistributed profit of overseas subsidiaries	(12,816)	(484)	—	(13,300)
Net defined benefit assets	(14,417)	8,228	1,159	(5,030)
Other	(1,232)	(552)	126	(1,658)
Total deferred tax liabilities	¥(63,039)	¥(998)	¥2,595	¥(61,442)
Net deferred tax assets (liabilities)	¥15,043	¥(2,757)	¥2,228	¥14,514

Note: Exchange differences are included in amounts recognized through profit or loss.

The Group evaluates the recoverability of deferred tax assets on an annual basis. The recognition of such assets takes into account significant uncertainties with regard to the recoverability of deferred tax assets held by the Group.

Tax loss carryforwards, deductible temporary differences, and tax credit carryforwards for which deferred tax assets are not recognized were as follows.

	Millions of yen	
	As of Dec. 31, 2024	As of Dec. 31, 2025
Tax loss carryforwards (Note)	¥49,832	¥44,933
Deductible temporary differences	14,452	20,541
Tax credit carryforwards	—	29,523
Total	¥64,284	¥94,997

Note: The expiration of tax loss carryforwards for which deferred tax assets were not recognized was as follows.

	Millions of yen	
	As of Dec. 31, 2024	As of Dec. 31, 2025
1st year	¥1,129	¥—
2nd year	2,649	197
3rd year	3,130	—
4th year	7,244	—
5th year onwards	35,680	44,736
Total	¥49,832	¥44,933

The Company recognized no deferred tax liability in respect to temporary differences where the timing of a reversal, under the Group's control, is improbable in the foreseeable future. The aggregate amounts of temporary differences associated with investments in subsidiaries and affiliates for which deferred tax liability was not recognized were 129,979 million yen and 149,409 million yen as of December 31, 2024 and December 31, 2025, respectively.

(2) Income Tax Expenses

The breakdown of income tax expenses is as follows.

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Current tax expenses	¥16,692	¥23,034
Deferred tax expenses	(13,388)	2,051
Total	¥3,304	¥25,085

Current tax expenses include the benefits arising from previously unrecognized tax loss carryforwards, tax credits and temporary differences of prior periods. The resulting declines in current tax expenses in the fiscal years ended December 31, 2024 and 2025 were 327 million yen and 3,322 million yen, respectively.

Deferred tax expenses include the benefits arising from previously unrecognized tax loss carryforwards, tax credits and temporary differences of prior periods. In the fiscal years ended December 31, 2024 and December 31, 2025, these factors caused no such reduction in the amount of deferred tax expenses.

Primary factors contributing to differences between the applicable tax rate and the average effective tax rate are as follows.

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Applicable tax rate	30.6%	30.6%
Adjustments		
Changes in unrecognized deferred tax assets	9.6%	6.1%
Foreign withholding taxes	9.2%	2.1%
Non-deductible expenses for tax purposes	2.7%	1.1%
Undistributed profit of overseas subsidiaries	7.5%	0.6%
Dividend income	0.5%	0.3%
Foreign taxes	(3.6%)	(0.8%)
Tax exemption for overseas subsidiaries	(10.3%)	(2.6%)
Tax credits for research and development costs	(8.4%)	(3.0%)
Differences in tax rates applied to consolidated subsidiaries	(16.1%)	(4.1%)
Other	(1.4%)	1.9%
Average effective tax rate	20.3%	32.2%

In Japan, where the Company is located, the Act for Partial Amendment to the Income Tax Act, etc. (Act No. 13 of 2025) was enacted by the Diet on March 31, 2025, following which the special defense corporation tax will be introduced from the consolidated fiscal year beginning on April 1, 2026.

Consequently, the Company calculated deferred tax assets and deferred tax liabilities for the temporary differences, etc. that are expected to be reversed in the fiscal year beginning on April 1, 2026, using a statutory effective tax rate of 31.5% instead of the previous 30.6%.

The impact from the change in the tax rate is expected to be minor.

In Japan, a corporation tax corresponding to the global minimum tax was introduced under the fiscal year 2023 tax reform, and the tax reform act ("Act for Partial Amendment to the Income Tax Act, etc." (Act No. 3 of 2023) (hereinafter referred to as the "revised corporation tax act") which includes related provisions, was enacted on March 28, 2023. The revised corporation tax act became applicable to the Company from the fiscal year ended December 31, 2025.

The Group expects the impact of the income tax expenses resulting from the global minimum tax system on its consolidated financial statements to be minor.

20. Financial Instruments

(1) Capital Management

Aiming to secure the soundness and efficiency of its business operations and realize sustainable growth, the Group has positioned the establishment and maintenance of a stable financial position as its basic capital management policy. Guided by this policy, the Group utilizes cash flows from operating activities, such as funds provided by the development and sale of competitive products, to execute investments for business expansion, provide shareholder returns through the payment of dividends, secure loans and repay debt.

(2) Financial Risk Management

The Group's business activities can be affected by changes in the operating environment and financial markets. Therefore, financial instruments held or underwritten by the Group in the course of its business activities may be exposed to specific risks. These risks include 1) credit risk; 2) liquidity risk; and 3) market risk (foreign exchange risk, stock price risk and interest rate risk).

(i) Credit Risk

The Group is exposed to the risk of being unable to recover financial assets that are held by a partner if that partner defaults on debt (hereinafter "credit risk"). For operating receivables and other receivables as well as guarantee deposits, etc. included in other financial assets, the Group has a system in place to assess the ability of each counterpart to fulfill their payments on time and to promptly detect whether the financial position of a counterpart is deteriorating. The Group also mitigates credit risk from operating receivables by having marketing departments at each business division monitor the status of their key business partners on a regular basis, in line with in-house rules on credit management.

Derivative financial instruments provided by financial institutions are utilized to mitigate operational risk. As the Group executes financial instrument transactions only through highly-rated financial institutions, the Group considers the credit risk associated with such transactions to be insignificant in the fiscal year under review.

Operating receivables are attributable to a large number of customers across vast regions. The Group identified no specific customer that accounted for significant credit risk exposure. Accordingly, the excessive concentration of credit risk has not been detected.

Regarding trade and other receivables, the Group conducts exhaustive analysis of the credit status of its customers that includes examining their historical default rates as well as credit reports issued by external institutions. The Group estimates expected credit loss related to financial counterparties for 12 months or the full duration, records impairment loss on trade and other receivables, and sets aside an allowance for doubtful accounts.

The maximum credit risk exposure attributable to financial assets held by the Group, excluding the valuation of guarantees and collateral acquired, is the carrying amount of such assets presented in the consolidated financial statements after impairment.

i. Credit Risk Exposure

Maturity analysis of trade and other receivables is as follows. Financial assets other than trade and other receivables are cash and deposits with financial institutions as well as guarantee deposits, etc. included in other financial assets. They are not presented below because they are clearly considered to have low credit risk.

As of December 31, 2024

	Millions of yen			Total
	Financial assets whose allowance for doubtful accounts is measured at the same amount as 12-month expected credit losses	Financial assets whose credit risk has significantly increased since initial recognition	Financial assets whose allowance for doubtful accounts has always been measured at the same amount as lifetime expected credit losses	
Before maturity	¥4,742	¥—	¥183,970	¥188,712
Due within 30 days	—	—	23,479	23,479
Due after 30 days but within 60 days	—	—	5,440	5,440
Due after 60 days but within 90 days	—	—	4,250	4,250
More than 90 days	—	—	2,906	2,906
Total	¥4,742	¥—	¥220,045	¥224,787

As of December 31, 2025

	Millions of yen			Total
	Financial assets whose allowance for doubtful accounts is measured at the same amount as 12-month expected credit losses	Financial assets whose credit risk has significantly increased since initial recognition	Financial assets whose allowance for doubtful accounts has always been measured at the same amount as lifetime expected credit losses	
Before maturity	¥6,421	¥—	¥178,402	¥184,823
Due within 30 days	—	—	18,275	18,275
Due after 30 days but within 60 days	—	—	4,424	4,424
Due after 60 days but within 90 days	—	—	1,081	1,081
More than 90 days	—	—	3,564	3,564
Total	¥6,421	¥—	¥205,746	¥212,167

ii. Analysis of Changes in Allowance for Doubtful Accounts

Changes in allowance for doubtful accounts in relation to trade and other receivables are as follows. There were no financial assets whose credit risk had significantly increased excluding those listed below.

January 1 to December 31, 2024

	Millions of yen			
	12-month expected credit losses	Financial assets whose credit risk has significantly increased since initial recognition	Lifetime expected credit losses Financial assets whose allowance for doubtful accounts has always been measured at the same amount as lifetime expected credit losses	Total
Beginning balance	¥-	¥-	¥(3,486)	¥(3,486)
Increase	-	-	(869)	(869)
Decrease resulting from settlement	-	-	533	533
Decrease due to reversal	-	-	979	979
Other	-	-	(264)	(264)
Ending balance	¥-	¥-	¥(3,107)	¥(3,107)

January 1 to December 31, 2025

	Millions of yen			
	12-month expected credit losses	Financial assets whose credit risk has significantly increased since initial recognition	Lifetime expected credit losses Financial assets whose allowance for doubtful accounts has always been measured at the same amount as lifetime expected credit losses	Total
Beginning balance	¥-	¥-	¥(3,107)	¥(3,107)
Increase	-	-	(753)	(753)
Decrease resulting from settlement	-	-	152	152
Decrease due to reversal	-	-	1,009	1,009
Other	-	-	(147)	(147)
Ending balance	¥-	¥-	¥(2,846)	¥(2,846)

(ii) Liquidity Risk

The Group uses short-term borrowings mainly to raise operating funds while utilizing long-term debt and corporate bonds for such purposes as funding capital expenditure. Along with trade notes and accounts payable, these liabilities can be difficult to repay, thus exposing the Group to liquidity risk. To counter such risk, the Group maintains and updates appropriate fundraising plans based on the projections of the amounts necessary to settle these liabilities. The Group also manages such risk by, for example, maintaining liquidity on hand.

The maturity analysis of corporate bonds, borrowings, lease liabilities and derivative liabilities is as follows.

As of December 31, 2024

	Millions of yen							
	Book balance	Contract value	Within 1 year	Over 1 year to 2 years	Over 2 years to 3 years	Over 3 years to 4 years	Over 4 years to 5 years	Over 5 years
Non-derivative liabilities								
Bonds and loans payable	¥252,442	¥255,619	¥92,157	¥34,368	¥23,119	¥24,102	¥20,601	¥61,272
Lease obligations	78,776	86,031	15,696	12,469	9,518	7,492	5,696	35,160
Total	¥331,218	¥341,650	¥107,853	¥46,837	¥32,637	¥31,594	¥26,297	¥96,432
Derivative liabilities								
(net settlement)	162	162	162	-	-	-	-	-
Derivative liabilities (gross settlement) receipt		(17,820)	(17,820)	-	-	-	-	-
Derivative liabilities (gross settlement) payment	205	18,148	18,148	-	-	-	-	-

As of December 31, 2025

	Millions of yen							
	Book balance	Contract value	Within 1 year	Over 1 year to 2 years	Over 2 years to 3 years	Over 3 years to 4 years	Over 4 years to 5 years	Over 5 years
Non-derivative liabilities								
Bonds and loans payable	¥322,051	¥326,511	¥108,278	¥23,422	¥34,007	¥23,900	¥25,272	¥111,632
Lease obligations	84,579	92,909	18,371	13,029	10,103	7,551	6,221	37,634
Total	¥406,630	¥419,420	¥126,649	¥36,451	¥44,110	¥31,451	¥31,493	¥149,266
Derivative liabilities								
(net settlement)	90	90	90	-	-	-	-	-
Derivative liabilities (gross settlement) receipt		(16,191)	(16,191)	-	-	-	-	-
Derivative liabilities (gross settlement) payment	452	16,682	16,682	-	-	-	-	-

(iii) Market Risk

i. Foreign Exchange Risk

Engaging in global operations, the Company and its subsidiaries produce and sell a number of products to customers overseas. Accordingly, the Group is exposed to the risk of foreign currency exchange fluctuations (hereinafter "foreign exchange risk") associated with the exchange of foreign currency denominated operating receivables, acquired through transactions undertaken using currencies other than functional currencies, into functional currencies at exchange rates as of the closing date of reporting periods.

In addition, foreign currency-denominated operating payables associated with the import of some raw materials and other liabilities denominated in foreign currencies are exposed to foreign exchange risk. However, the value of these liabilities is always within the scope of the balance of operating receivables denominated in the same currency. Therefore, foreign exchange risk associated with these liabilities can be offset by foreign exchange risk resulting from foreign currency-denominated operating receivables.

The primary foreign exchange risk the Group is now exposed to is attributable to fluctuations in the market prices of the U.S. dollar and euro. The Company and some of its subsidiaries assess the balance of foreign currency-denominated operating receivables and payables by currency and month, thereby avoiding foreign exchange risk associated with the net amount of such items mainly through the execution of forward exchange contracts. Depending on conditions in foreign exchange markets, the Group may execute forward exchange contracts whose value matches the expected net amount of foreign currency denominated operating receivables and payables arising from future import- or export-related transactions. As a general rule, the Group uses currency swap transactions to control fluctuation risks associated with foreign exchange in relation to foreign currency denominated assets and liabilities other than operating receivables and payables.

The Group utilizes derivative transactions for risk avoidance purposes only and, therefore, does not engage in derivative transactions for speculative purposes.

Sensitivity analysis of foreign exchange

The Group's prevailing exposure to foreign exchange risk—in connection mainly with the U.S. dollar and euro—is periodically subjected to a sensitivity analysis conducted as follows. Having estimated the impact of a 1% appreciation of the yen on receivables and payables denominated in foreign currencies and held at the end of the fiscal year, possible changes in profit (net of tax) for the period are presented below. In addition, this analysis assumes that all the other variables remain unchanged. The sensitivity analysis excludes payables and receivables that are hedged against foreign exchange risk through forward exchange contracts or interest rate currency swaps that essentially offset the impact of fluctuations in the value of the yen.

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Income, net of tax		
U.S. dollar	¥44	¥18
Euro	169	204

ii. Stock Price Risk

The Group owns shares in companies that have business relations with the Group for the purpose of securing and strengthening financial transactions, business transactions and mutual business development. This exposes the Group to stock price fluctuation risk. With the aim of raising asset efficiency and optimizing these holdings, the Group periodically assesses their fair value as well as the financial position of issuers, constantly reviewing the pros and cons of holding the assets.

iii. Interest Rate Risk

Interest rate risk is defined as risk attributable to fluctuations in the fair value of financial instruments or cash flows derived from these instruments due to changes in market interest rates. The Group's exposure to interest rate risk is mainly associated with borrowings, corporate bonds and other liabilities as well as such receivables as interest-bearing deposits. Changes in market interest rates necessarily affect interest income, thus exposing future cash flows to interest rate risk.

To counter such risk, the Group strives to control any increase in future interest payments that may result from interest rate hikes and, to this end, raises funds through the issuance of corporate bonds with fixed interest rates. In principle, long-term debt with floating interest rates is coupled with interest rate swap contracts with financial institutions so that interest rates associated with fundraising can be virtually fixed through the receipt of interest in floating rates and the payment of interest at fixed rates. In this way, the Group maintains stable cash flows.

Sensitivity analysis of borrowings with floating interest rates

The Group's exposure to interest rate risk is periodically subjected to a sensitivity analysis conducted as follows. Assuming that all other variables remain unchanged, the impact of a 1% increase in the interest rate on profit (net of tax), as presented in the consolidated statement of income, is estimated. The sensitivity analysis excludes borrowings coupled with interest rate swaps or interest rate currency swaps that virtually fix interest rates.

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Income, net of tax	¥(713)	¥(735)

(3) Fair Value of Financial Instruments

(i) Methods for Measuring Fair Value

The Group determines the fair value of financial assets and liabilities using the methods described below. As for financial instruments, the Group estimates their fair value based on market prices when market prices are available. As for financial instruments whose market prices are not available, the Group estimates their value using appropriate valuation methods.

Corporate bonds and debt

To determine the fair value of corporate bonds and debt, the Group discounts the total principal and interest, utilizing expected interest rates for similar bonds or debt. This is classified as "Level 2" within the fair value hierarchy.

Derivatives

The Group calculates the fair value of derivatives based on prices provided by financial institutions with which the Group has signed derivative contracts. This is classified as "Level 2" within the fair value hierarchy.

Other financial assets, etc.

Liquid assets that can be settled in a short period are presented at their carrying amounts, which reasonably approximate fair value. In addition, the Group calculates the fair value of marketable securities based on market prices. This is classified as "Level 1" within the fair value hierarchy.

To determine the fair value of financial instruments other than those mentioned above, the Group uses appropriate methods such as discounted cash flow analysis. This is classified as "Level 2" within the fair value hierarchy.

Furthermore, the fair value of unlisted stocks, etc. is primarily evaluated using the book value per share method, etc., and is classified as "Level 3" within the fair value hierarchy.

For details on the fair value hierarchy, please see (iii) Fair Value Hierarchy.

(ii) Carrying Amount and Fair Value of Financial Instruments

The carrying amount and fair value of financial instruments are as follows.

	Millions of yen			
	As of Dec. 31, 2024		As of Dec. 31, 2025	
	Carrying amount	Fair value	Carrying amount	Fair value
Financial assets measured at fair value through profit or loss				
Derivatives	¥1,318	¥1,318	¥674	¥674
Loans	1,041	1,041	1,041	1,041
Financial assets measured at fair value through other comprehensive income				
Equity equivalents	21,072	21,072	14,947	14,947
Financial assets measured at amortized cost				
Cash and cash equivalents	100,382	100,382	98,642	98,642
Trade and other receivables	221,679	221,679	209,321	209,321
Other financial assets	12,831	12,831	13,903	13,903
Financial liabilities measured at fair value through profit or loss				
Derivatives	367	367	542	542
Financial liabilities measured at amortized cost				
Trade and other payables	186,587	186,587	181,048	181,048
Bonds and debts	252,442	245,550	322,051	308,231

Financial assets measured at fair value through profit or loss and financial assets measured at fair value through other comprehensive income are included in "Other financial assets" in the consolidated statement of financial position.

Financial liabilities measured at fair value through profit or loss and financial liabilities classified as hedging instruments are included in "Other financial liabilities" in the consolidated statement of financial position.

Financial Assets Measured at Fair Value through Other Comprehensive Income

The Group designates its long-term stockholdings aimed at securing a greater earnings base through the maintenance and expansion of transactions with investees, as financial assets measured at fair value through other comprehensive income.

i. Breakdown of stockholdings measured at fair value through other comprehensive income and their fair value

	Millions of yen	
	As of Dec. 31, 2024	As of Dec. 31, 2025
Marketable (Note 1)	¥18,725	¥12,839
Non-marketable (Note 2)	2,347	2,108

Note 1: Marketable stockholdings measured at fair value through other comprehensive income

The Group's main marketable stockholdings measured at fair value through other comprehensive income for each fiscal year are as follows:

As of December 31, 2024

	Millions of yen	
	Name of stock	Fair value
Toyota Motor Corporation		¥5,028
Hwa Fong Rubber Ind. Co., Ltd.		2,504
Yellow Hat Ltd.		1,675
Autobacs Seven Co., Ltd.		1,394
The Sumitomo Warehouse Co., Ltd.		1,169

As of December 31, 2025

	Millions of yen	
	Name of stock	Fair value
Hwa Fong Rubber Ind. Co., Ltd.		¥2,117
Yellow Hat Ltd.		2,046
The Sumitomo Warehouse Co., Ltd.		1,477
Sumitomo Realty & Development Co., Ltd.		1,431
Loginet Japan Co., Ltd.		626

Note 2: Non-marketable stockholdings measured at fair value through other comprehensive income

Non-marketable stockholdings are mainly transportation companies that the Group has transactions with for transporting tires and selling tires for repair.

ii. Dividend income recognized from financial assets measured at fair value through other comprehensive income

	As of Dec. 31, 2024		As of Dec. 31, 2025	
	Investments derecognized during the period	Investments held at the end of the reporting period	Investments derecognized during the period	Investments held at the end of the reporting period
	¥313	¥564	¥189	¥599

iii. **Financial assets measured at fair value through other comprehensive income disposed of during the period**

The fair value at the time of sale, the cumulative amount of gain or loss, and the amount transferred to retained earnings of the financial assets measured at fair value through other comprehensive income that were disposed of during the period are as follows.

Millions of yen			
As of Dec. 31, 2024		As of Dec. 31, 2025	
Fair value at time of sale	Cumulative gain (parentheses denotes loss)	Fair value at time of sale	Cumulative gain (parentheses denotes loss)
¥5,055	¥4,409	¥8,116	¥6,453

In addition, accumulated gains (losses) (after tax) transferred from other components of equity to retained earnings totaled 3,070 million yen and 4,359 million yen as of December 31, 2024 and 2025, respectively.

(iii) **Fair Value Hierarchy**

The following analysis of fair value measurements is applied periodically to financial assets and liabilities recognized in the consolidated statement of financial position.

The inputs used to measure fair value are categorized into three different levels of the fair value hierarchy, defined as follows.

Level 1: Quoted prices available for the same assets or liabilities in active markets

Level 2: Prices available for assets or liabilities based on directly or indirectly observable input, excluding quoted prices for those classified as Level 1

Level 3: Other input available for assets or liabilities without observable market data

As of December 31, 2024

Millions of yen				
	Level 1	Level 2	Level 3	Total
Assets				
Financial assets measured at fair value through profit or loss				
Derivatives	¥-	¥1,318	¥-	¥1,318
Loans	-	1,041	-	1,041
Financial assets measured at fair value through other comprehensive income				
Equity equivalents	18,725	-	2,347	21,072
Total assets	¥18,725	¥2,359	¥2,347	¥23,431
Liabilities				
Financial liabilities measured at fair value through profit or loss				
Derivatives	¥-	¥367	¥-	¥367
Total liabilities	¥-	¥367	¥-	¥367

As of December 31, 2025

Millions of yen				
	Level 1	Level 2	Level 3	Total
Assets				
Financial assets measured at fair value through profit or loss				
Derivatives	¥-	¥674	¥-	¥674
Loans	-	1,041	-	1,041
Financial assets measured at fair value through other comprehensive income				
Equity equivalents	12,839	-	2,108	14,947
Total assets	¥12,839	¥1,715	¥2,108	¥16,662
Liabilities				
Financial liabilities measured at fair value through profit or loss				
Derivatives	¥-	¥542	¥-	¥542
Total liabilities	¥-	¥542	¥-	¥542

As of December 31, 2024 and December 31, 2025, the Group did not record significant changes arising from the purchase, sale, issuance or settlement of financial instruments classified as Level 3. No financial instruments have been transferred between levels during these periods. The fair value of financial instruments classified as Level 3 is measured by the specific department charged with determining valuation methods in accordance with valuation policies and procedures established for fair value measurements and authorized by personnel bearing proper responsibilities. Moreover, results of fair value measurements are reviewed by personnel in higher positions.

As for the measurement of the fair value of stock classified as Level 3, the Group may adopt alternative assumptions that can be considered rational instead of unobservable input. In such case, resulting changes in the fair value of such items are deemed insignificant.

(4) Derivatives

The Group uses derivatives such as forward exchange contracts and interest rate swaps as hedges against foreign exchange risk and interest rate risk.

When a derivative transaction is initiated, the Group documents the relationship between hedging instruments and hedged items as well as its risk management goals and strategies for various hedging transactions, with the aim of evaluating whether its hedge relationship meets hedge accounting requirements. Moreover, since the inception of hedging, the performance of derivatives used for hedge transactions to offset changes in the fair value of or cash flows from hedged items is constantly evaluated and documented to determine whether they meet all the applicable hedge effectiveness requirements. The evaluation of hedge effectiveness is undertaken at the earlier of the closing date of each fiscal year or whenever a significant change in circumstances may affect hedge effectiveness requirements.

(i) Derivatives to Which Hedging Is Applied

As of December 31, 2024 and December 31, 2025, derivatives designated as hedging instruments are as follows.

As of December 31, 2024

Not applicable

As of December 31, 2025

Not applicable

(ii) Derivatives to Which Hedging Is Not Applied

As of December 31, 2024 and December 31, 2025, derivatives that have not been designated as hedging instruments are as follows.

	Millions of yen			
	As of Dec. 31, 2024		As of Dec. 31, 2025	
	Contract value (notional amount)	Fair value	Contract value (notional amount)	Fair value
Forward exchange contracts				
Sold				
USD	¥8,304	¥(20)	¥7,593	¥36
GBP	24,650	(181)	33,325	(4)
AUD	1,783	17	2,086	(70)
EUR	7,982	(110)	9,511	(245)
TRY	171	(14)	196	(5)
ZAR	9,620	110	15,819	(49)
CNY	2,310	(15)	2,276	(84)
Bought				
USD	10,666	403	11,226	173
CNY	23,837	761	24,596	380
Total	¥89,323	¥951	¥106,628	¥132

(5) Offsetting of financial assets and financial liabilities

The Group trades a part of its derivative assets and liabilities under a master netting agreement or similar agreement. These legally enforceable master netting agreements or similar agreements give the Group, in the event of default by the counterparty, the right to offset receivables and payables with the same counterparty.

In the fiscal year ended December 31, 2024, there were no financial instruments that were offset in accordance with the criteria for offsetting financial assets and financial liabilities among financial assets and financial liabilities recognized for the same counterparty. The value of financial instruments that were subject to legally enforceable master netting agreements or similar agreements but were not offset because they did not meet all or part of the criteria for offsetting financial assets and financial liabilities was 32 million yen.

In the fiscal year ended December 31, 2025, there were no financial instruments that were offset in accordance with the criteria for offsetting financial assets and financial liabilities among financial assets and financial liabilities recognized for the same counterparty. The value of financial instruments that were subject to legally enforceable master netting agreements or similar agreements but were not offset because they did not meet all or part of the criteria for offsetting financial assets and financial liabilities was 214 million yen.

21. Capital Stock and Other Equity Items

(1) Capital Stock—Authorized and Issued

	Authorized (Shares)	Issued (Shares)	Capital stock (Millions of yen)	Capital surplus (Millions of yen)
As of Jan. 1, 2024	800,000,000	263,043,057	¥42,658	¥39,702
Changes during the year	—	—	—	86
As of Dec. 31, 2024	800,000,000	263,043,057	¥42,658	¥39,788
Changes during the year	—	—	—	3
As of Dec. 31, 2025	800,000,000	263,043,057	¥42,658	¥39,791

Note: All shares issued by the Company carry no par value and contain no restrictions on shareholder rights. Purchasers paid full price for such shares.

(2) Treasury Stock

	Treasury stock (Shares)	Value (Millions of yen)
As of Jan. 1, 2024	25,265	¥43
Changes during the year (Note 1)	(10,070)	(17)
As of Dec. 31, 2024	15,195	¥26
Changes during the year (Note 2)	191,678	342
As of Dec. 31, 2025	206,873	¥368

Notes: 1.Changes during the year as of December 31, 2024 are attributable to an increase of 2,012 shares from the purchase of shareholdings of less than one unit, a decrease of 12,000 shares in treasury stock (disposed of in a form of restricted shares granted to directors as part of share-based compensation), and a decrease of 82 shares from the transfer of shareholdings of less than one unit.
2.Changes during the year as of December 31, 2025 are attributable to an increase of 201,744 shares from the purchase of shareholdings of less than one unit, a decrease of 10,000 shares in treasury stock (disposed of in a form of restricted shares granted to directors as part of share-based compensation), and a decrease of 66 shares from the transfer of shareholdings of less than one unit.

(3) Capital Stock and Capital Surplus

In accordance with Japan's Corporation Law, stock companies are obliged to set aside at least 50% of proceeds from or contributions associated with the issuance of shares as capital stock, with the residual amount being allocated to additional paid-in capital as part of capital surplus. Said law also allows companies to include additional paid-in capital in capital stock upon obtaining the approval of their general meetings of shareholders.

(4) Retained Earnings

In accordance with the Corporation Law, stock companies are obliged to set aside 10% of any appropriation to shareholders from retained earnings as additional paid-in capital or legal reserve, until said reserves reach 25% of stated capital. The legal reserve can be appropriated to eliminate a deficit. The reversal of such reserve requires a resolution of the general meeting of shareholders.

In accordance with the Corporation Law, distributable surplus is calculated based on retained earnings as presented in the Company's statutory financial statements prepared in accordance with Japanese GAAP.

In addition, the Company distributes its retained earnings in compliance with restrictions imposed by said law on determining the amounts available for distribution.

(5) Other Components of Equity

(i) Remeasurements of Defined Benefit Plans

A reassessment of the defined benefit obligation that identifies the differences between actuarial assumptions at the beginning of the fiscal year and actual returns, in addition to an assessment of gain on plan assets at fair value (excluding interest income).

(ii) Net Gain or Loss on Financial Assets Measured at Fair Value through Other Comprehensive Income

Differences between the fair value and the acquisition prices of financial assets, whose value is measured at fair value through other comprehensive income, included in other components of equity until derecognition.

(iii) Currency Translation Differences of Foreign Operations

Translation differences attributable to the consolidation of the results of foreign operations whose financial statements are prepared using foreign currencies.

(iv) Cash Flow Hedges

Changes in gain or loss on the valuation of derivatives designated as eligible hedging instruments recorded in the statement of comprehensive income before the date on which hedge accounting was closed.

(v) Other Components of Equity for Disposal Groups Classified as Held for Sale

Cumulative amount of income or expenses recognized in other comprehensive income for assets or disposal groups classified as held for sale in accordance with IFRS 5.

22. Other Comprehensive Income

A breakdown of other comprehensive income recognized in each fiscal year, including related adjustments resulting in reclassification to profit or loss and the tax effects of each component (including non-controlling interests), is as follows.

January 1 to December 31, 2024

	Millions of yen				
	Amount arising during the year	Reclassification adjustments	Before taxes	Tax effects	After taxes
Items that will not be reclassified subsequently to profit or loss:					
Financial assets measured at fair value through other comprehensive income	¥979	¥—	¥979	¥701	¥1,680
Remeasurements of defined benefit plans	9,531	—	9,531	(2,773)	6,758
Items that may be reclassified subsequently to profit or loss:					
Cash flow hedges	—	13	13	(4)	9
Currency translation differences of foreign operations	37,281	—	37,281	16	37,297
Other comprehensive income	¥47,791	¥13	¥47,804	¥(2,060)	¥45,744

January 1 to December 31, 2025

	Millions of yen				
	Amount arising during the year	Reclassification adjustments	Before taxes	Tax effects	After taxes
Items that will not be reclassified subsequently to profit or loss:					
Financial assets measured at fair value through other comprehensive income	¥(90)	¥—	¥(90)	¥1,310	¥1,220
Remeasurements of defined benefit plans	(3,542)	—	(3,542)	792	(2,750)
Items that may be reclassified subsequently to profit or loss:					
Cash flow hedges	—	(5)	(5)	—	(5)
Currency translation differences of foreign operations	28,359	—	28,359	126	28,485
Other comprehensive income	¥24,727	¥(5)	¥24,722	¥2,228	¥26,950

23. Sales Revenue

(1) Breakdown of Revenue by Main Regional Markets and Reporting Segments

January 1 to December 31, 2024

	Millions of yen			
	Reportable segment			Total
	Tires	Sports	Industrial and Other Products	
Japan	¥274,600	¥40,393	¥29,554	¥344,547
North America	248,948	36,462	115	285,525
Europe	192,483	19,964	1,081	213,528
Asia	168,874	22,624	8,494	199,992
Others	161,489	6,207	568	168,264
Total	¥1,046,394	¥125,650	¥39,812	¥1,211,856

Note: The above sales revenue amounts are based on the location of the customer and exclude transactions between segments.

January 1 to December 31, 2025

	Millions of yen			
	Reportable segment			Total
	Tires	Sports	Industrial and Other Products	
Japan	¥294,939	¥37,687	¥29,399	¥362,025
North America	237,708	41,262	126	279,096
Europe	200,861	22,608	442	223,911
Asia	155,588	17,476	7,487	180,551
Others	154,587	6,541	350	161,478
Total	¥1,043,683	¥125,574	¥37,804	¥1,207,061

Note: The above sales revenue amounts are based on the location of the customer and exclude transactions between segments.

Tire Business

The Tire Business provides customers in Japan and overseas with various tires for passenger cars, trucks, buses, motorcycles and more. The main brands are Dunlop and Falken. When the products are transferred to the customers, the Group acknowledges that it has fulfilled its contractual obligations and recognizes the revenue.

Because payment is received within one year of completing delivery to customers, the agreed upon price does not include significant financing components.

Sports Business

The Sports Business sells sports goods to customers in Japan and overseas and provides services related to golf tournaments, golf and tennis schools, and other similar businesses.

Regarding the sale of sports goods, the Group recognizes revenue when products are transferred to the customer, at which point the Group has fulfilled its performance obligations.

Regarding golf tournament operations, the Group bears responsibility for providing tournament operation services to the tournament sponsors for the contracted period. Because these performance obligations are fulfilled when the services are provided, the Group recognizes revenue at that time.

Regarding golf and tennis schools, the Group bears responsibility for providing lesson-related services to the members for the contracted period. Because these performance obligations are fulfilled when the services are provided, the Group recognizes revenue at that time.

Because payment is received within one year of completing delivery to customers, the agreed upon price does not include significant financing components. The Group sold all shares in the company that was carrying out fitness club operations to a new shareholder in the beginning of December 2024.

Industrial and Other Products Business

The Industrial and Other Products Business provides customers in Japan and overseas with highly functional rubber products, household goods, infrastructure-related products, and so on. When the products are transferred to customers, the Group acknowledges that it has fulfilled its performance obligations and recognizes the revenue.

Because payment is received within one year of completing delivery to customers, the agreed upon price does not include significant financing components.

In each of the Tire, Sports, and Industrial and Other Products businesses, the Group decides on the sales price of products and services at the start of the transaction with each customer. The Group pays incentive bonuses and commission fees related to the number of sales made over a certain duration from a few months to one year. This variable cost affects the estimated sales price based on the conditions of the contract. The liabilities related to this adjustment are included in "Trade and other payables."

In each of the Tire, Sports, and Industrial and Other Products businesses, the Group does not provide product warranties beyond repairing defects that existed in the product at the time of sale. Product warranties are therefore not treated as an independent performance obligation and part of the sales price is not allocated to product warranties.

In the Tire Business, because the Group expects product returns of winter tires, which are mainly sold in Japan, the Group estimates the proportion that will be returned in the near future and revises its revenue downward.

(2) Outstanding Contracts

The Group's outstanding contracts are receivables ("Trade notes," "Electronically recorded monetary claims" and "Accounts receivable") originating mainly from contracts with customers. The value of outstanding contracts is included in Note 8. "Trade and Other Receivables."

During the fiscal year ended December 31, 2025, the amount of profit recognized in connection with contracts classified as liabilities at the beginning of the fiscal year was insignificant. Also, the Company has not recognized any profit originating from its performance obligations that had been partially or entirely fulfilled in the past fiscal years.

(3) Trade Prices Allocated to Remaining Performance Obligations

The Group does not engage in material trade in which the period of the individual contract exceeds one year.

In addition, no material amounts are excluded from sales prices originating in contracts with customers.

Furthermore, the Group applies the practical expedient outlined in Article 121 of IFRS 15 and does not disclose information related to remaining performance obligations with an original estimated remaining duration of one year or less.

(4) Assets Recognized from the Cost of Acquiring or Fulfilling Contracts with Customers

The Group does not have costs related to fulfilling contracts or additional costs needed to acquire contracts that must be recognized as assets.

24. Selling, General and Administrative Expenses

The breakdown of selling, general and administrative expenses is as follows.

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Advertising and sales promotion costs	¥32,771	¥32,912
Transportation, storage and packaging costs	51,710	55,756
Personnel costs	87,886	91,400
Others	97,980	97,513
Total	¥270,347	¥277,581

25. Other Income and Expenses

The breakdown of other income and expenses is as follows.

(1) Other Income

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Gain on sales of goods	¥754	¥591
Insurance income	900	46
Gains on sales of non-current assets	263	148
Others	2,304	2,898
Total	¥4,221	¥3,683

(2) Other Expenses

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Impairment loss (Note 1) (Note 2)	¥45,124	¥662
Loss on sales and retirement of non-current assets	1,410	1,746
Loss on voluntary recall of products	4,052	927
Business restructuring expenses (Note 2)	27,618	2,891
Others	2,772	5,659
Total	¥80,976	¥11,885

Notes: 1.Details on impairment losses are provided in Note 12. "Impairment Loss."

2.In the fiscal year ended December 31, 2024, the Group recorded special severance payments and write-down of inventories as impairment loss and business restructuring expenses pertaining to the termination of all production activities at and dissolution of SRUSA.

In the fiscal year ended December 31, 2025, the Group recorded miscellaneous expenses including shipping expenses for relocating machinery and equipment of SRUSA to a Group company as business restructuring expenses pertaining to the termination of all production activities at and dissolution of SRUSA.

26. Financial Income and Expenses

The breakdown of financial income and expenses is as follows.

(1) Financial Income

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Interest income		
Financial assets measured at amortized cost	¥2,839	¥3,901
Dividend income		
Financial assets measured at fair value through other comprehensive income	877	788
Foreign exchange gains	1,903	—
Gain on valuation of derivatives	256	—
Gains on net monetary position	6,430	13,246
Total	¥12,305	¥17,935

(2) Financial Expenses

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Interest expense		
Financial liabilities measured at amortized cost	¥3,872	¥3,899
Lease liabilities	2,645	3,299
Other	772	488
Foreign exchange losses	—	14,321
Losses on valuation of derivatives	—	820
Total	¥7,289	¥22,827

27. Earnings per Share

(1) Basic Earnings per Share

Basic earnings per share is as follows.

	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Basic earnings per share (yen)	¥37.51	¥191.62

(2) Calculating Basic Earnings per Share

The basis for the calculation of basic earnings per share is as follows.

	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Profit for the period attributable to owners of the parent (millions of yen)	¥9,865	¥50,379
Weighted average number of common shares outstanding during the period (thousands of shares)	263,025	262,991

Diluted earnings per share is not presented because there were no potentially dilutive shares.

28. Cash Flows

Fluctuations in Liabilities Related to Financing Activities

Fluctuations in liabilities related to financing activities are as follows.

January 1 to December 31, 2024

Millions of yen							
Fluctuations not resulting in cash flows							
	Jan. 1, 2024	Fluctuations resulting in cash flows	New leases	Currency translation differences of foreign operations	Fluctuations from foreign exchange rates	Other	Dec. 31, 2024
Short-term borrowings	¥26,212	¥43,997	¥—	¥(6,394)	¥3,875	¥—	¥67,690
Long-term borrowings	184,275	(25,000)	—	(830)	1,401	—	159,846
Corporate bonds	34,888	(10,000)	—	—	—	18	24,906
Lease liabilities	65,557	(20,267)	39,256	3,064	—	(8,834)	78,776
Total	¥310,932	¥(11,270)	¥39,256	¥(4,160)	¥5,276	¥(8,816)	¥331,218

January 1 to December 31, 2025

Millions of yen							
Fluctuations not resulting in cash flows							
	Jan. 1, 2025	Fluctuations resulting in cash flows	New leases	Currency translation differences of foreign operations	Fluctuations from foreign exchange rates	Other	Dec. 31, 2025
Short-term borrowings	¥67,690	¥1,527	¥—	¥(5,172)	¥6,855	¥—	¥70,900
Long-term borrowings	159,846	45,000	—	(2,287)	3,753	—	206,312
Corporate bonds	24,906	20,000	—	—	—	(67)	44,839
Lease liabilities	78,776	(16,479)	18,167	2,468	—	1,647	84,579
Total	¥331,218	¥50,048	¥18,167	¥(4,991)	¥10,608	¥1,580	¥406,630

29. Dividends

Interim and year-end dividends paid to common shareholders are as follows.

January 1 to December 31, 2024

(1) Dividends paid

Resolution date	Type of stock	Total dividends paid (Millions of yen)	Resource	Dividends per share (Yen)	Record date	Effective from:
Mar. 28, 2024 (GMOS)*	Common stock	13,940	Retained earnings	53.00	Dec. 31, 2023	Mar. 29, 2024
Aug. 7, 2024 (BOD)**	Common stock	7,628	Retained earnings	29.00	Jun. 30, 2024	Sep. 5, 2024

(2) Dividends That Have Become Effective from the Fiscal Year Subsequent to Their Record Date

Resolution date	Type of stock	Total dividends paid (Millions of yen)	Resource	Dividends per share (Yen)	Record date	Effective from:
Mar. 27, 2025 (GMOS)*	Common stock	7,628	Retained earnings	29.00	Dec. 31, 2024	Mar. 28, 2025

* General Meeting of Shareholders

**Board of Directors

January 1 to December 31, 2025

(1) Dividends paid

Resolution date	Type of stock	Total dividends paid (Millions of yen)	Resource	Dividends per share (Yen)	Record date	Effective from:
Mar. 27, 2025 (GMOS)*	Common stock	7,628	Retained earnings	29.00	Dec. 31, 2024	Mar. 28, 2025
Aug. 7, 2025 (BOD)**	Common stock	9,199	Retained earnings	35.00	Jun. 30, 2025	Sep. 5, 2025

(2) Dividends That Have Become Effective from the Fiscal Year Subsequent to Their Record Date

Resolution date	Type of stock	Total dividends paid (Millions of yen)	Resource	Dividends per share (Yen)	Record date	Effective from:
Mar. 26, 2026 (GMOS)*	Common stock	11,039	Retained earnings	42.00	Dec. 31, 2025	Mar. 27, 2026

* General Meeting of Shareholders

**Board of Directors

30. Main Subsidiaries
Information on Main Subsidiaries

The Group's main subsidiaries are as follows.

Name	Location	Main businesses	As of Dec. 31, 2024		As of Dec. 31, 2025	
			Voting right ratio (%)	Equity right ratio (%)	Voting right ratio (%)	Equity right ratio (%)
Dunlop Tyre Japan, Ltd.	Japan	Tires	96.7	96.7	96.7	96.7
Dunlop Retread Service Co., Ltd.	Japan	Tires	100.0	100.0	100.0	100.0
Dunlop Sports Marketing Co. Ltd.	Japan	Sports	100.0	100.0	100.0	100.0
Dunlop Golf Club Corp.	Japan	Sports	100.0	100.0	100.0	100.0
Sumigomu Sangyo Co., Ltd.	Japan	Industrial products	100.0	100.0	100.0	100.0
Dunlop Home Products Co., Ltd.	Japan	Industrial products	100.0	100.0	100.0	100.0
PT Sumi Rubber Indonesia	Indonesia	Tires and sports	72.5	72.5	72.5	72.5
Sumitomo Rubber (Changshu) Co., Ltd.	China	Tires	100.0 (100.0)	100.0	100.0 (100.0)	100.0
Sumitomo Rubber (Hunan) Co., Ltd.	China	Tires	100.0 (100.0)	100.0	100.0 (100.0)	100.0
Sumitomo Rubber (China) Co., Ltd.	China	Tires	100.0	100.0	100.0	100.0
Sumitomo Rubber (Thailand) Co., Ltd.	Thailand	Tires	100.0	100.0	100.0	100.0
Sumitomo Rubber do Brasil Ltda.	Brazil	Tires	100.0	100.0	100.0	100.0
Sumitomo Rubber South Africa (Pty) Limited	South Africa	Tires	100.0	100.0	100.0	100.0
Sumitomo Rubber AKO Lastik Sanayi ve Ticaret A.Ş.	Turkey	Tires	80.0	80.0	80.0	80.0
Sumitomo Rubber USA, LLC (Note 2)	U.S.A.	Tires	100.0 (100.0)	100.0	100.0 (100.0)	100.0
Sumitomo Rubber North America, Inc.	U.S.A.	Tires	100.0 (100.0)	100.0	100.0 (100.0)	100.0
Falken Tyre Europe GmbH	Germany	Tires	100.0	100.0	100.0	100.0
Sumitomo Rubber Middle East FZE	U.A.E.	Tires	100.0	100.0	100.0	100.0
Sumitomo Rubber Australia Pty Ltd.	Australia	Tires	100.0	100.0	100.0	100.0
Micheldever Group Ltd.	U.K.	Tires	100.0	100.0	100.0	100.0
SUMITOMO RUBBER SINGAPORE PTE. LTD.	Singapore	Tires	100.0	100.0	100.0	100.0
Viaduct, Inc. (Note 3)	U.S.A.	Tires	17.1	17.1	100.0	100.0
Srixon Sports Europe Ltd.	U.K.	Sports	100.0	100.0	100.0	100.0
Cleveland Golf Canada Corp.	Canada	Sports	100.0	100.0	100.0	100.0
Roger Cleveland Golf Company, Inc.	U.S.A.	Sports	100.0	100.0	100.0	100.0
Dunlop Srixon Sports Manufacturing (Thailand) Co., Ltd.	Thailand	Sports	100.0	100.0	100.0	100.0
Dunlop Sports Korea Co., Ltd. (Note 4)	South Korea	Sports	50.0	50.0	50.0	50.0
Hong Kong Sumirubber, Ltd.	Hong Kong	Industrial products	100.0	100.0	100.0	100.0
Sumirubber Malaysia Sdn. Bhd.	Malaysia	Industrial products	100.0	100.0	100.0	100.0
Zhongshan Sumirubber Precision Rubber Ltd.	China	Industrial products	100.0	100.0	100.0	100.0
Sumirubber Vietnam, Ltd.	Vietnam	Industrial products	100.0	100.0	100.0	100.0

Notes: 1. Voting right ratio in parentheses signifies the percentage of indirect holdings.

2. The Company resolved at a meeting of its Board of Directors held on November 7, 2024, to terminate all production activities at Sumitomo Rubber USA, LLC and to dissolve it after making necessary preparations.

3. The Company signed an acquisition agreement with Viaduct, Inc., a U.S. venture that offers AI solutions, in a reverse triangular merger and has included Viaduct in the scope of consolidation.

4. The Company's stake in Viaduct is 50% or less but it made Viaduct a subsidiary as it effectively controls the company.

5. Liquidation of Dunlop International 1902 Limited was completed on June 19, 2025.

31. Related Parties

(1) Related Party Transactions

January 1 to December 31, 2024

Omitted. No significant transaction was undertaken, excepting transactions that were offset in the consolidated financial statements.

January 1 to December 31, 2025

Omitted. No significant transaction was undertaken, excepting transactions that were offset in the consolidated financial statements.

(2) Remuneration of Key Managerial Personnel

	Millions of yen	
	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Fixed remuneration	¥438	¥391
Performance-based remuneration	88	122
Medium- to long-term incentives	22	20
Total	¥548	¥533

32. Contingent Liabilities

Significant Lawsuit

In July 2025, Sumitomo Rubber (China) Co., Ltd., a consolidated subsidiary of the Company, filed a lawsuit against Changshu Yanjiang Comprehensive Services Co., Ltd. and Changshu Sunchen Supply Chain Management Co., Ltd. with Suzhou Intermediate People's Court of Jiangsu Province, seeking cancellation of the contract for the warehouse lease and payment for damages. It is difficult to reasonably estimate the impact of the lawsuit on the financial position and operating results of the Group at this time, and therefore, such impact has not been reflected in the consolidated financial statements.

33. Commitment

Regarding the acquisition of property, plant and equipment, the Group's commitment for outlays amounted to 18,619 million yen and 17,062 million yen as of December 31, 2024 and December 31, 2025, respectively. Regarding the acquisition of intangible assets, the Group's commitment for outlays amounted to 2,338 million yen and 3,801 million yen as of December 31, 2024 and December 31, 2025, respectively.

34. Adjustment for Hyperinflation

Over the three years to the period ended June 30, 2022, the accumulated inflation ratio surpassed 100% in Turkey. Because of this, the Group has judged that its subsidiary based in the country, which uses Turkish lira as its functional currency, is operating under a hyperinflationary economy. Accordingly, the Group has adjusted the financial statements prepared by said subsidiary for inclusion in the consolidated financial statements using a measurement unit deemed appropriate as of the end of the reporting period. This accounting treatment was implemented in accordance with requirements stipulated by IAS 29 "Financial Reporting in Hyperinflationary Economies."

In the course of the aforementioned adjustment, the Group used a conversion coefficient calculated based on the national consumer price index announced by the Turkish Statistical Institute.

The consumer price index and conversion coefficient determined for the closure date of each fiscal period are as below.

Date	Consumer price index	Conversion coefficient
December 31, 2013	229	1,534
December 31, 2014	248	1,418
December 31, 2015	270	1,303
December 31, 2016	293	1,201
December 31, 2017	327	1,073
December 31, 2018	394	892
December 31, 2019	441	797
December 31, 2020	505	696
December 31, 2021	687	512
December 31, 2022	1,128	311
December 31, 2023	1,859	189
December 31, 2024	2,685	131
December 31, 2025	3,514	100

For said subsidiary operating under a hyperinflationary economy, the Group adjusted property, plant and equipment and other non-currency items whose value is stated at the acquisition price, applying a conversion coefficient based on the acquisition date. On the other hand, the Group did not adjust currency and non-currency items whose value is stated at the present price as the value of these items are considered to be stated at the measurement unit as of the end of the reporting period.

The financial statements of the subsidiary are translated into Japanese yen based on the spot exchange rate at the fiscal year-end and included into consolidated financial statements.

As a result, the Group's business profit for the fiscal year ended December 31, 2025 decreased 4,116 million yen due to increases in depreciation and other items. At the same time, profit for the period attributable to owners of the parent increased 6,172 million yen thanks mainly to gains on net monetary position, while total assets as of December 31, 2025 grew 31,967 million yen.

35. Share-Based Compensation

(1) Overview of the share-based compensation system

The Company has introduced a share-based compensation system that involves the granting of restricted shares, with the objective of providing directors (excluding outside directors) with incentives for sustainable improvement in corporate value. This move is also aimed at ensuring that directors and shareholders share the same value to a greater degree.

This compensation system provides recipients with monetary receivables and has them pay all such receivables as contributed assets so that the Company may issue or dispose of its common stock.

Under this system, restricted stock allotment agreements have been signed between the Company and recipients to enable the issuance or disposal of its common stock. Provisions stipulated by these agreements include the following clauses: (1) Recipients shall not transfer, arrange security interests for, or otherwise dispose of said stock until they finish their term of office or step aside from their positions for justifiable reasons, such as reaching retirement age. (2) If certain events occur, the Company shall acquire allotted common stock free of charge.

(2) Number of shares allotted during the period and their fair value

	Jan. 1 to Dec. 31, 2024	Jan. 1 to Dec. 31, 2025
Date of allotment	April 26, 2024	April 25, 2025
Number of shares allotted	12,000 shares	10,000 shares
Fair value per share as of the date of allotment	¥1,867	¥1,985.5

Note: The fair value of the allotted stock is calculated based on the closing price of Company stock announced at the Tokyo Stock Exchange a business day prior to the date of the relevant resolution being passed by the Board of Directors.

(3) The amount recognized as expenses in the consolidated financial statements

The amount of stock compensation expenses recognized by the Group totaled 22 million yen and 20 million yen as of December 31, 2024 and December 31, 2025, respectively. This amount is included in "Selling, general and administrative expenses."

36. Disposal Groups Classified as Held for Sale

January 1 to December 31, 2024

Not applicable

January 1 to December 31, 2025

As part of business restructuring, the Company resolved at a meeting of its Board of Directors held on November 7, 2024, to terminate all production activities at SRUSA and to dissolve SRUSA after making necessary preparations. As part of the move, it resolved at a meeting of its Board of Directors held on October 1, 2025 that SRUSA signs an asset purchase agreement regarding the remaining fixed assets of SRUSA with Hwa Fong Rubber Ind. Co., Ltd. (hereinafter "Hwa Fong") headquartered in Taiwan and its wholly-owned subsidiary Hwa Fong Rubber (USA), Inc. The companies signed the agreement on October 13, 2025 and are proceeding with the process.

Accordingly, the Group in the fiscal year ended December 31, 2025 classified the fixed assets of SRUSA worth 5,855 million yen subject to the above agreement as assets for disposal groups classified as held for sale. The reportable segment to which the disposal groups classified as held for sale belongs is tires.

The said assets for disposal groups classified as held for sale are measured at book value, as the fair value less selling cost is expected to exceed the book value.

37. Business Combinations

January 1 to December 31, 2024

Not applicable

January 1 to December 31, 2025

Business Combination through Acquisition

(1) Overview of Business Combination

(i) Name of Acquiree and Its Business

Name: Viaduct, Inc.

Business: Development and distribution of software for predicting vehicle failure

(ii) Main Reason for Business Combination

The business combination is aimed at enhancing the competitive edge of the Company's solution business by combining its sensor-less sensing technology SENSING CORE with Viaduct Inc.'s advanced AI and machine learning technologies as well as vehicle failure prediction platform. The Company aims to offer next-generation services that will directly lead to solutions to the challenges faced by fleet operators such as reduction of vehicle downtime, optimization of maintenance costs, and improvement of safety, and to establish a high value-added digital business beyond tire sales.

(iii) Date of Business Combination

October 1, 2025

(iv) Legal Form of Business Combination

Acquisition through a reverse triangular merger with a special purpose company as dissolved company

(v) Company Name after the Business Combination

No change

(vi) Main Grounds for Determining the Acquiring Company

The Company acquired a majority of voting rights in the acquiree through acquisition of share for cash.

(2) Period of the Acquiree Company's Financial Results Included in the Consolidated Financial Statements

From October 1, 2025 to December 31 2025

(3) Acquisition Cost of the Acquiree Company and Breakdown by Compensation Type

	Millions of yen
Compensation for acquisition	
Fair value of the Company's investment immediately before the business combination date	¥193
Fair value (cash) of the stake the Company additionally acquired on the business combination date	16,128
Acquisition cost	¥16,321

(4) Gains from Step Acquisition

As a result of the remeasurement of the equity in the acquiree company the Company held before the acquisition date at a fair value as of the acquisition date, the Company recorded a gain from step acquisition in business combination of 46 million yen in Other income of the Consolidated Statement of Income.

(5) Goodwill, Reason for Recognizing Goodwill, Amortization Method and Amortization Period

(i) Amount of Goodwill

15,142 million yen

(ii) Reason for Recognizing Goodwill

It is primarily attributable to projected future excess earnings from future business development.

(iii) Method and Term for Amortization of Goodwill

No amortization

(6) Acquisition Compensation and Fair Value of Assets and Liabilities Acquired on Acquisition Date

	Millions of yen
Acquisition consideration (Note 1)	¥16,321
Fair value of assets and liabilities acquired (Note 2)	
Cash and cash equivalents	1,195
Trade and other receivables	16
Other current assets	20
Property, plant and equipment	0
Intangible assets	96
Other non-current assets	9
Liabilities	(157)
Goodwill (Note 2) (Note 3)	15,142
Total	¥16,321

Notes: 1. It is not an earn-out. The acquisition consideration is a calculated amount and is expected to be finalized after adjusting for fluctuation in working capital, etc. based on the agreement.

2. The acquired assets and liabilities are calculated temporarily based on information available to the Company at this point, as purchase price allocation was not yet completed as of the end of the fiscal year ended December 31, 2025.

3. Goodwill reflects projected future excess earnings from future business development.

The acquisition-related cost of the business combination was 685 million yen and is accounted for in cost of sales and selling, general and administrative expenses of the Consolidated Statement of Income.

(7) Impact of Business Combination on Cash Flows

	Millions of yen
Payment of compensation for acquisition	¥(16,321)
Cash and cash equivalents	1,195
Purchase of shares of subsidiaries	¥(15,126)

(8) Impact on the Company's Business Performance

Sales revenue and profit for the year generated at the acquiree company after the acquisition date were minor and omitted. Pro forma information (unaudited information) assuming the business combination was carried out at the beginning of the fiscal year ended December 31, 2025 is not presented as it has little importance in terms of the impact on the Consolidated Statement of Income.

38. Subsequent Events

Not applicable

(2) Other

Semi-annual Information for the for the Fiscal Year Ended December 31, 2025

	Millions of yen	
	Jan. 1 to June 30, 2025	Jan. 1 to Dec. 31, 2025
Sales revenue	¥572,192	¥1,207,061
Semi-annual (full-year) income before tax adjustment	20,075	77,789
Semi-annual (full-year) income attributable to owners of the parent	14,374	50,379
Semi-annual (full-year) income per share (yen)	¥54.66	¥191.62