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(Translation)

(Securities Code: 5110)

Date of sending by postal mail: March 5, 2025

Start date of measures for electronic provision: March 3, 2025

To Our Shareholders

Sumitomo Rubber Industries, Ltd.
6-9, Wakinohama-cho 3-chome,
Chuo-ku, Kobe-shi
Satoru Yamamoto
President and CEO, Representative Director

THE NOTICE OF CONVOCAION OF THE 133RD ANNUAL GENERAL MEETING OF SHAREHOLDERS

We hereby announce that the 133rd Annual General Meeting of Shareholders of Sumitomo Rubber Industries, Ltd. (the “Company”) will be held as below. Your attendance at the meeting is cordially requested.

In convening this General Meeting of Shareholders, the Company shall take measures for the provision in electronic format in relation to information constituting the contents of reference documents of the General Meeting of Shareholders, etc. (Measures for Electronic Provision, etc.), which are posted on the Company’s website as the “Notice of Convocation of the 133rd Annual General Meeting of Shareholders.” Please access the Company’s website below to confirm details.

Company’s website:

<https://www.srigroup.co.jp/english/ir/shareholder/generalmeeting.html>

Measures for Electronic Provision, etc. are also available on the following website, in addition to the Company’s website above. Please access it to confirm the information.

Website for General Meeting of Shareholders materials:

<https://d.sokai.jp/5110/teiji/> (in Japanese)

If you are unable to attend the meeting, you may exercise your voting rights via the internet, etc. or in writing, and we would appreciate your reviewing the referential documents and your exercising the voting rights by 5:00 p.m., on Wednesday, March 26, 2025 (JST).

PARTICULARS OF MEETING

1. Date and Time: 10:00 a.m. on Thursday, March 27, 2025 (JST)
(Reception is scheduled to start at 9:00 a.m.)

2. Venue: 13th Floor Hall of the Company's Head Office
6-9, Wakinocho 3-chome, Chuo-ku, Kobe-shi
* Please refer to the Venue Guide Map at the end.

3. Purpose of Meeting:

- Matters to be Reported:** (1) Business Report, Consolidated Financial Statements for the 133rd business term (from January 1, 2024 to December 31, 2024) and Audit Reports on the Consolidated Financial Statements from the Accounting Auditor and the Audit & Supervisory Board
(2) Financial Statements for the 133rd business term (from January 1, 2024 to December 31, 2024)

Matters to be Resolved:

- Proposal No. 1:** Approval of the Proposed Disposal of Surplus
Proposal No. 2: Partial Amendments to the Articles of Incorporation
Proposal No. 3: Election of Ten (10) Directors
Proposal No. 4: Revision of the Amount of Remuneration for Directors and Audit & Supervisory Board Members

* Of the Measures for Electronic Provision, etc., the following items are not included in the documents to be delivered to shareholders who have requested delivery of written documents in accordance with relevant laws and regulations, as well as the Articles of Incorporation of the Company.

- (1) Details of Resolution on Establishing Systems Necessary for Ensuring Appropriate Business Operations and Summary of Operational Status Thereof in the Business Report
- (2) The Consolidated Statement of Changes in Total Equity and the Notes to the Consolidated Financial Statements in the Consolidated Financial Statements
- (3) The Non-consolidated Statement of Change in Total Equity and the Notes to the Financial Statements in the Financial Statements

The Details of Resolution on Establishing Systems Necessary for Ensuring Appropriate Business Operations and Summary of Operational Status Thereof was audited by the Audit & Supervisory Board Members of the Company as part of the Business Report when they prepared the Audit Report. The Consolidated Statement of Changes in Total Equity, the Notes to the Consolidated Financial Statements, the Non-consolidated Statement of Change in Total Equity and the Notes to the Financial Statements were audited by the Audit & Supervisory Board Members of the Company and the Accounting Auditor as part of the Consolidated Financial Statements and the Financial Statements, respectively, when they prepared their respective Audit Reports.

* Please note that any amendments to the Measures for Electronic Provision, etc., will be posted on each of the above websites before and after the amendments are made.

* The resolutions of the General Meeting of Shareholders will be made available on the Company's website listed on page 1.

[Method to Exercise the Voting Rights]

1. Those planning to attend the General Meeting of Shareholders

Please submit the enclosed voting right exercise form to the reception desk at the meeting venue on the day of the General Meeting of Shareholders.

* We have arranged a sign language interpreter at the venue, and if you need assistance, please let us know on the day of the meeting.

Date and Time of General Meeting of Shareholders: **10:00 a.m. on Thursday, March 27, 2025 (JST)**

2. Those unable to attend the General Meeting of Shareholders

(1) Exercising voting rights by “Smart Voting[®]”:

Please use a smartphone or a tablet to read the “Voting Website Login QR Code for Smartphone” at the lower right of the enclosed voting form, and enter your approval or disapproval of each proposal by following the instructions on the screen.

Voting deadline: **No later than 5:00 p.m. on Wednesday, March 26, 2025 (JST)**

* “QR code” is a registered trademark of DENSO WAVE INCORPORATED.

(2) Exercising voting rights via the internet, etc.:

Please access the voting rights exercise website from a PC and a smartphone by entering the “Voting Code” and “Password” printed on the enclosed voting form, and enter your approval or disapproval of each proposal by following the instructions on the screen.

Voting deadline: **No later than 5:00 p.m. on Wednesday, March 26, 2025 (JST)**

(3) Exercising voting rights in writing:

Please indicate your approval or disapproval of each proposal in the voting form enclosed herein, and return the form to the Company’s Shareholder Registry Administrator by the voting deadline.

Voting deadline: **To be received no later than 5:00 p.m. on Wednesday, March 26, 2025 (JST)**

Treatment of voting rights

- If you exercise your voting rights via the internet, etc. and in writing, the vote via the internet, etc. shall be deemed effective.
- If you exercise your voting rights several times via the internet, etc., the last vote shall be deemed effective.
- When voting rights are exercised in writing, if no indication on the voting form of your approval or disapproval for any proposal shall be treated as an indication of approval.

Use of the electronic voting platform for exercising voting rights (For institutional shareholders)

Institutional shareholders shall be able to exercise their voting rights through electromagnetic form via the “Electronic Voting Platform” operated by ICJ Inc. in the General Meeting of Shareholders.

Voting by Smart Voting®

You can log in the Voting Website by entering “Voting Code” and “Password.”

1. Read the QR Code printed at the lower right of the voting form.



2. Enter your vote following the instructions on the screen.



You may exercise your Voting rights by “Smart Voting®” only once.

If you wish to change your vote after exercising your voting rights, please read the QR code again, access the voting website, log in by entering “Voting Code” and “Password” printed on the voting form, and exercise your voting rights again.

*The shareholders are requested to bear the fees for connection and telecommunication costs for accessing to the site for exercising voting rights.

*You may not use the site depending on the environment for using the internet, the service subscribed to and the model used.

Contact information for inquiries about the operation of computers, etc.

If you have any technical inquiries regarding the operation of a PC, etc. for voting on this site, please contact the following:
Stock Transfer Agency web support, Sumitomo Mitsui Trust Bank, Limited
(Toll free) 0120-652-031 (9:00 a.m. – 9:00 p.m.)

For other inquiries, please contact:

(i) Shareholders with an account at a securities company: Please inquire at your securities company.
(ii) Shareholders who do not have an account at a securities company (shareholders with special accounts)
Stock Transfer Agency Business Planning Department, Sumitomo Mitsui Trust Bank, Limited
(Toll free) 0120-782-031 (9:00 a.m. – 5:00 p.m., except Saturdays, Sundays and holidays)

Exercising Voting Rights Online

Voting Website <https://www.web54.net>

1. Access the Voting Website.



Click “Go to next”

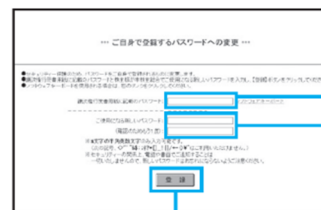
2. Enter the “Voting Code” printed on the voting form.



Enter “Voting Code”

Click “Log in”

3. Enter “Password” printed on the voting form.



Enter “Password”

Set a new password that you will actually use to log in

Click “Go to next”

4. Enter your vote following the instructions on the screen.

[Acceptance of Questions in Advance and Live Streaming]

The Company will accept questions from shareholders in advance concerning matters which relate to the purpose of the Meeting.

Also, on the day of the meeting, we will provide live streaming of the General Meeting of Shareholders via the Internet.

1. How to Register Questions in Advance

Reception period for questions made in advance: **Until 5:00 p.m. on Thursday, March 20, 2025 (JST)**

● [Online access information](#)

(i) Please access the following website designated by the Company.

Distribution URL	https://5110.ksoukai.jp
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(ii) On the screen to enter the ID and Password, please enter the ID and Password as described below.

ID	Shareholder Number (nine-digit number) shown on the voting form at hand.
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Password	Zip code (seven-digit number excluding the hyphen) shown on the voting form at hand
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Please click the “Ask questions in advance” button, enter your question, and then click the “Next” and “Apply” buttons in that order.

- Of the questions received in advance, the Company plans to answer those questions that relate to the agenda for the General Meeting and those that are of interest to shareholders and that the Company is able to answer on the day of the General Meeting of Shareholders.
- We will accept one question per person. Furthermore, we do not promise to answer every question we receive. Please be aware that we will not be able to respond to you individually when we are unable to respond to your inquiry.

2. How to Watch the Live Streaming

Live streaming date and time: **Thursday, March 27, 2025 from 9:30 a.m. (JST)**

(The General Meeting of Shareholders will start at 10 a.m.)

Please log in as directed in “How to Register Questions in Advance” stated in 1. above, and click the buttons in the order of “Apply to watch” and “Watch” to watch the live stream.

Precautions for viewing the live stream

- Shareholders who view the live stream will not be allowed to participate in the resolutions on the day of the meeting, unlike those who attend the meeting on the day. We would appreciate it if you could exercise your voting rights in advance by mail or via the internet, etc. (see pages 3 and 4). Similarly, moreover, please note that we will be unable to accept your questions and opinions during the deliberations on the day of the meeting.
- The program may not be viewed depending on the connection environment of your computer and the Internet as well as the line conditions.
- Communication fees and other charges for viewing shall be borne by the shareholder.
- Please refrain from taking pictures or recording video and sound, and storing them.
- Providing the ID and Password to third parties is strictly prohibited.
- In consideration of the privacy of the shareholders who will attend the meeting, the live streaming shall only show an area near the chairperson’s seat and officers’ seats.

- If there are any changes concerning the operation of the livestream, including responses to emergencies such as system failures or changes in circumstances, we will notify you through our website below. Please check the information as necessary. (<https://www.srigroup.co.jp/english/ir/shareholder/generalmeeting.html>)

Inquiries about live streaming	If you have any questions, please make an inquiry to the following contacts:	
	<p>About ID (shareholder number) and password (zip code)</p> <p>Sumitomo Mitsui Trust Bank, Limited Virtual General Meeting of Shareholders Support: 0120-782-041 (Hours: 9:00 a.m. to 5:00 p.m. (JST), except Saturdays, Sundays and holidays)</p>	<p>About viewing the live stream</p> <p>V-cube, Inc.: 03-4335-8085 Reception date and time: March 27 (Date of General Meeting of Shareholders) From 9 a.m. to the conclusion of the General Meeting of Shareholders</p>

3. How to Watch On-demand Distribution (Post-meeting Distribution)

In order to allow shareholders who were unable to come to the meeting venue to see the proceedings, we will distribute part of this General Meeting on an on-demand basis on the Internet at a later date.

Period: **Friday, April 4, 2025 to Monday, June 30, 2025**

Shareholders who wish to view the program should visit the following website:

Distribution URL

<https://generalmeeting.sumitomorubber.co.jp/>



You can access the above URL by scanning the QR code shown on the right with your smartphone or tablet.

Password

REFERENCE DOCUMENTS OF THE GENERAL MEETING OF SHAREHOLDERS

Proposal No. 1: Approval of the Proposed Disposal of Surplus

The Company regards that the most important issue is providing return to shareholders and makes it a basic policy to pay stable dividend in the long term by making comprehensive determinations of consolidated dividend payout ratio, business outlook and the level of retained earnings, etc. In addition, we intend to use retained earnings for prior investments such as capital investment, and research and development, to expand future revenue base.

We propose to pay the year-end dividend for the 133rd business term as follows, based on the above-mentioned policy.

As a result, the total dividend for the fiscal year under review shall be JPY 58.00 per share, including JPY 29.00 per share for the first half of the period that has already been paid as an interim dividend.

- (1) Type of dividend property:

Cash

- (2) Allotment of dividend property to the shareholders and its total amount:

JPY 29.00 per common share of the Company

Total amount of dividends: JPY 7,627,807,998

- (3) Effective date of dividends of surplus:

March 28, 2025

Proposal No. 2: Partial Amendments to the Articles of Incorporation

1. Reasons for Proposal

- (1) The Company has introduced an executive officer system, which means that some of the provisions regarding Directors with Special Titles are no longer necessary. Therefore, we will revise the provisions of Article 20 of the current Articles of Incorporation to align it with the actual business execution structure.
- (2) We will revise the provisions of Article 21 of the current Articles of Incorporation, which limits the right to convene and chair Board of Directors meetings to the Chairperson of the Board of Directors, to enable other Directors, including Outside Directors, to be the convener and chairperson of Board of Directors meetings, in order to enable the flexible operation of the Board of Directors and to improve the independence, objectivity and transparency of the decision-making process.

2. Details of Amendments

The details of the amendments are as follows:

(Amended portions are underlined.)

Current Articles of Incorporation	Proposed amendments
<p>(Representative Director and Directors with Special Titles)</p> <p>Article 20</p> <p>1. The Board of Directors shall, by a resolution thereof, appoint two (2) or more Representative Directors.</p> <p>2. The Board of Directors may appoint, by a resolution thereof, one (1) Chairperson of the Board of Directors, <u>several Vice Chairpersons of the Board of Directors</u>, one (1) President, <u>several Vice Presidents, several Senior Managing Directors and several Managing Directors</u>.</p>	<p>(Representative Director and Directors with Special Titles)</p> <p>Article 20</p> <p>1. The Board of Directors shall, by a resolution thereof, appoint two (2) or more Representative Directors.</p> <p>2. The Board of Directors may appoint, by a resolution thereof, one (1) Chairperson of the Board of Directors <u>and</u> one (1) President.</p>
<p>(Convener and Chairperson of Meeting of the Board of Directors)</p> <p>Article 21</p> <p>1. Unless otherwise provided for in the laws and regulations, <u>Chairperson of the Board of Directors</u> shall convene and preside over meetings of the Board of Directors.</p> <p>2. If <u>the Chairperson of the Board of Directors</u> is unable to so act in the case where there is a vacancy in the office or an accident occurs, another Director shall act in their stead in accordance with the order determined in advance by resolution of the Board of Directors.</p>	<p>(Convener and Chairperson of Meeting of the Board of Directors)</p> <p>Article 21</p> <p>1. Unless otherwise provided for in the laws and regulations, <u>a Director determined in advance by resolution of the Board of Directors</u> shall convene and preside over meetings of the Board of Directors.</p> <p>2. If <u>the Director referred to in the previous paragraph</u> is unable to so act in the case where there is a vacancy in the office or an accident occurs, another Director shall act in their stead in accordance with the order determined in advance by resolution of the Board of Directors.</p>

Proposal No. 3: Election of Ten (10) Directors

The terms of office of all 12 Directors will expire at the close of this General Meeting of Shareholders.

This fiscal year, in order to strengthen the supervisory function and make decisions based on more efficient deliberations at Board of Directors meetings, the Company proposes to reduce the number of internal Directors by two and elect 10 Directors.

The following candidates have been nominated for the positions.

The number and the candidates of Directors are decided at the Board of Directors based on a recommendation of the Nomination and Compensation Committee which is an advisory body of the Board of Directors.

Nominee Number	Name	Position at the Company	Number of Meetings of the Board of Directors Attended (Percentage)
1	Satoru Yamamoto (Male) Reappointment	President and CEO, Representative Director (President)	14 out of 14 100%
2	Hidekazu Nishiguchi (Male) Reappointment	Representative Director (Managing Executive Officer)	14 out of 14 100%
3	Naoki Okawa (Male) Reappointment	Director (Senior Executive Officer)	14 out of 14 100%
4	Yasuaki Kuniyasu (Male) Reappointment	Director (Senior Executive Officer)	14 out of 14 100%
5	Hideaki Kawamatsu (Male) Reappointment	Director (Senior Executive Officer)	11 out of 11 100%
6	Mari Sonoda (Female) Outside Independent Reappointment	Outside Director	14 out of 14 100%
7	Takashi Tanisho (Male) Outside Independent Reappointment	Outside Director	14 out of 14 100%
8	Misao Fudaba (Male) Outside Independent Reappointment	Outside Director	14 out of 14 100%
9	Naomi Motojima (Female) Outside Independent Reappointment	Outside Director	11 out of 11 100%
10	Yoshihisa Ueda (Male) Outside Independent New appointment	–	–

- (Notes)
1. Position at the Company of each candidate in parentheses alongside official titles indicates the position of the Director as Executive Officer of the Company.
 2. At the 132nd Annual General Meeting of Shareholders held on March 28, 2024, Director candidates Mr. Hideaki Kawamatsu and Ms. Naomi Motojima were newly elected and appointed as Directors. After the 132nd Annual General Meeting of Shareholders, the Board of Directors meetings were held a total of 11 times during this fiscal year under review.

Nominee Number	Name (Date of Birth)	Reappointment
1	Satoru Yamamoto (June 14, 1958)	Number of Shares of the Company Held 55,630
Career Summary and Position in the Company		Years as a Member of the Board
Apr. 1982	Joined the Company	10 Years
Jan. 2001	General Sales Manager of Tyre Sales & Marketing Division	Number of Meetings of the Board of Directors Attended (Percentage) 14 out of 14 (100%)
Mar. 2010	Executive Officer Deputy General Manager of Dunlop Tyres Sales HQ	
Mar. 2011	General Manager of Dunlop Tyres Sales HQ	
Mar. 2013	Senior Executive Officer	
Mar. 2015	Director (Senior Executive Officer)	
Mar. 2019 to present	President and CEO, Representative Director (President)	
Reasons for nomination as a candidate for Director		
<p>Since joining the Company, Mr. Satoru Yamamoto has been engaged mainly in the replacement tire sales sections and has gained extensive experience and broad insights as a manager based on his experience as Executive Officer in Charge of Sales of Replacement Tires and Officer Responsible for Supervision of Asia & Oceania Business, etc. Judged to be suited to serve as a Director of the Company in light of the Company's Policy of Election for Directors and Audit & Supervisory Board Members, Mr. Yamamoto has exercised leadership as CEO by leveraging his expertise in Corporate Management and Business Strategy, International Business, and Sales and Marketing, and has also formulated sustainable growth strategies, thereby enhancing the economic and social value of the Company. Accordingly, the Company requests Mr. Yamamoto's reappointment as a Director.</p>		

Nominee Number	Name (Date of Birth)	Reappointment	
2	Hidekazu Nishiguchi (December 8, 1960)	Number of Shares of the Company Held	
		31,500	
Career Summary, Position and Responsibility in the Company		Years as a Member of the Board	
Apr. 1983	Joined the Company	4 Years	
Mar. 2012	President & Representative Director of Goodyear Japan Co., Ltd.	Number of Meetings of the Board of Directors Attended (Percentage)	
Mar. 2013	Executive Officer of the Company		14 out of 14 (100%)
Mar. 2014	General Manager of Overseas Tire Sales HQ		
Jan. 2017	Senior Executive Officer		
	General Manager of Corporate Management Planning & Administration Dept.		
Mar. 2021	Director (Senior Executive Officer)		
Mar. 2022	Director (Managing Executive Officer)		
Mar. 2023 to present	Representative Director (Managing Executive Officer)		
<Responsibility>			
Supervision of Tire Business and Automotive Systems Business			
Reasons for nomination as a candidate for Director			
<p>Since joining the Company, Mr. Hidekazu Nishiguchi has been engaged mainly in the replacement tire sales sector and has gained extensive experience and broad insights as a manager based on his experience as General Manager of Corporate Management Planning & Administration Dept. and Executive Officer in Charge of Digital Planning. Judged to be suited to serve as a Director of the Company in light of the Company's Policy of Election for Directors and Audit & Supervisory Board Members, Mr. Nishiguchi has leveraged his expertise in Corporate Management and Business Strategy, International Business, Sales and Marketing, and DX and IT in promoting digital management utilizing AI and IoT across the Group, both in Japan and overseas. Accordingly, the Company requests Mr. Nishiguchi's reappointment as a Director.</p>			

Nominee Number	Name (Date of Birth)	Reappointment
3	Naoki Okawa (July 9, 1961)	Number of Shares of the Company Held 20,400
Career Summary, Position and Responsibility in the Company		Years as a Member of the Board
Apr. 1987	Joined Sumitomo Electric Industries, Ltd.	3 Years
Apr. 2012	General Manager of Harness Section, Accounting Department	Number of Meetings of the Board of Directors Attended (Percentage) 14 out of 14 (100%)
Mar. 2019	General Manager of Accounting & Finance Dept. of the Company	
Jan. 2020	Executive Officer	
Jan. 2021	Senior Executive Officer	
Mar. 2022 to present	Director (Senior Executive Officer)	
<Responsibility> Supervision of Financial Strategy and Accounting & Finance		
Reasons for nomination as a candidate for Director		
<p>Since joining Sumitomo Electric Industries, Ltd., Mr. Naoki Okawa has held important positions and has gained broad insights of financial and capital strategies based on his experience as General Manager of Accounting & Finance Dept. of the Company, etc. Judged to be suited to serve as a Director of the Company in light of the Company's Policy of Election for Directors and Audit & Supervisory Board Members, Mr. Okawa has leveraged his expertise in International Business and Financial Strategy and Accounting to formulate and promote Group-wide financial strategies and to oversee overall accounting. Accordingly, the Company requests Mr. Okawa's reappointment as a Director.</p>		

Nominee Number	Name (Date of Birth)	Reappointment
4	Yasuaki Kuniyasu (September 4, 1969)	Number of Shares of the Company Held
		7,400
Career Summary, Position and Responsibility in the Company		Years as a Member of the Board
Apr. 1992	Joined the Company	2 Years
Jan. 2015	General Manager of Technical Dept. 4, Tyre Technology HQ	Number of Meetings of the Board of Directors Attended (Percentage)
Dec. 2020	General Manager of Tyre Quality Assurance Dept. and General Manager of Tyre Quality Supervision Office	
Jan. 2021	Executive Officer General Manager of Tyre Technology HQ	
Jan. 2022	Senior Executive Officer	
Jan. 2023 to present	General Manager of Corporate Management Planning & Administration Dept.	
Mar. 2023 to present	Director (Senior Executive Officer)	
<Responsibility> Supervision of Business Strategy, ESG, and DX Promotion		
Reasons for nomination as a candidate for Director		
<p>Since joining the Company, Mr. Yasuaki Kuniyasu has been engaged mainly in the tire technical sections, serving as General Manager of Tyre Quality Assurance Dept. and General Manager of Tyre Technology HQ and gained broad insights into the Company's technological development and quality management. Judged to be suited to serve as a Director of the Company in light of the Company's Policy of Election for Directors and Audit & Supervisory Board Members, Mr. Kuniyasu has leveraged his expertise in Corporate Management and Business Strategy, Production and Technology, and DX and IT to formulate and promote Group-wide corporate strategies and DX and IT strategies. Accordingly, the Company requests Mr. Kuniyasu's reappointment as a Director.</p>		

Nominee Number	Name (Date of Birth)	Reappointment
5	Hideaki Kawamatsu (February 3, 1964)	Number of Shares of the Company Held
		16,503
Career Summary, Position and Responsibility in the Company		Years as a Member of the Board
Apr. 1986	Joined the Company	1 Year
Jan. 2012	Chairman and President of Changshu Srixon Sports Co., Ltd.	Number of Meetings of the Board of Directors Attended (Percentage) 11 out of 11 (100%)
Apr. 2014	General Manager of Corporate Planning of Dunlop Sports Co., Ltd.	
Mar. 2015	Executive Officer	
Mar. 2017	Director (Senior Executive Officer)	
Jan. 2018	Executive Officer of the Company General Manager of Sports Business HQ and General Manager of Golf Business Dept.	
Jan. 2022	Senior Executive Officer General Manager of Sports Business HQ	
Mar. 2024 to present	Director (Senior Executive Officer)	
<Responsibility> Supervision of Sports Business		
Reasons for nomination as a candidate for Director		
<p>Since joining the Company, Mr. Hideaki Kawamatsu has been engaged mainly in the sports business, and has gained broad insights regarding the Company's sports business based on his experience as the Representative of an overseas subsidiary, Director of Dunlop Sports Co., Ltd., and General Manager of Sports Business HQ of the Company. Judged to be suited to serve as a Director of the Company in light of the Company's Policy of Election for Directors and Audit & Supervisory Board Members, Mr. Kawamatsu has leveraged his expertise in Corporate Management and Business Strategy, Production and Technology, International Business, and Sales and Marketing in promoting the globalization of the Group as a whole and overseeing the Sports Business. Accordingly, the Company requests Mr. Kawamatsu's reappointment as a Director.</p>		

Nominee Number	Name (Date of Birth)	Outside/Independent/Reappointment
6	Mari Sonoda (July 24, 1959)	Number of Shares of the Company Held
		1,100
Career Summary and Position in the Company, and Significant Concurrent Position		Years as a Member of the Board
Apr. 1982	Joined the Ministry of Finance	4 Years
July 2010	Director of the Non-Administrative Asset Utilization and Disposition Policy Division, Financial Bureau	Number of Meetings of the Board of Directors Attended (Percentage)
July 2012	Director General of General Affairs Division of Federation of National Public Service Personnel Mutual Aid Associations	14 out of 14 (100%)
Jan. 2014	Secretary-General of Secretariat of Specific Personal Information Protection Commission	
Jan. 2016	Secretary-General of Secretariat of Personal Information Protection Commission	
Mar. 2021 to present	Outside Director of the Company	
Sep. 2023 to present	Special Assistant to the Minister of Digital Agency	
Significant Concurrent Position		
Special Assistant to the Minister of Digital Agency		
Reason for nomination as a candidate for Outside Director and summary of expected roles		
<p>Ms. Mari Sonoda has held important positions at the Ministry of Finance and other organizations and has gained expertise in finance, fiscal affairs and policy-making as well as extensive experience based on her experience in developing personal information protection systems, including My Number, the national identification number. Judged to be suited to serve as a Director of the Company in light of the Company's Policy of Election for Directors and Audit & Supervisory Board Members, the Company requests Ms. Sonoda's reappointment in expectation that her continued provision of advice and opinions as an Outside Director leveraging her expertise in Legal and Governance, Financial Strategy and Accounting, and DX and IT will result in improving the Company's corporate governance.</p>		

Nominee Number	Name (Date of Birth)	Outside/Independent/Reappointment
7	Takashi Tanisho (February 26, 1949)	Number of Shares of the Company Held 0
Career Summary and Position in the Company, and Significant Concurrent Position		Years as a Member of the Board
Apr. 1973	Joined Hitachi Zosen Corporation (currently Kanadevia Corporation)	2 Years
June 2010	Director	Number of Meetings of the Board of Directors Attended (Percentage)
Apr. 2012	Managing Director	14 out of 14 (100%)
Apr. 2013	Representative Director, President & Chief Operating Officer	
Apr. 2016	Representative Director, President & Chief Executive Officer	
Apr. 2017	Representative Director, Chairman of the board & President	
Apr. 2020	Representative Director, Chairman of the board & Chief Executive Officer	
Apr. 2022	Representative Director, Chairman of the board	
Mar. 2023 to present	Outside Director of the Company	
Apr. 2023	Director, Senior Corporate Advisor of Hitachi Zosen Corporation (currently Kanadevia Corporation)	
June 2023 to present	Senior Corporate Advisor Outside Director of Tsubakimoto Chain Co. Outside Director of Matsumoto Yushi-Seiyaku Co., Ltd.	
Significant Concurrent Position		
Senior Corporate Advisor of Kanadevia Corporation Outside Director of Tsubakimoto Chain Co. Outside Director of Matsumoto Yushi-Seiyaku Co., Ltd.		
Reason for nomination as a candidate for Outside Director and summary of expected roles		
Mr. Takashi Tanisho has experienced as Representative Director, President, and Chairman of Kanadevia Corporation, which operates globally in the environmental field, including energy, water, and decarbonization, and has gained extensive experience and broad insights as a manager, and has extensive business experience, particularly in the areas of manufacturing and technology, business strategy. Judged to be suited to serve as a Director of the Company in light of the Company's Policy of Election for Directors and Audit & Supervisory Board Members, the Company requests Mr. Tanisho's reappointment in expectation that his continued provision of advice and opinions as an Outside Director leveraging his expertise in Corporate Management and Business Strategy, Production and Technology, Sales and Marketing, and DX and IT will result in improving the Company's corporate governance.		

Nominee Number	Name (Date of Birth)	Outside/Independent/Reappointment
8	Misao Fudaba (February 23, 1956)	Number of Shares of the Company Held 0
Career Summary and Position in the Company		Years as a Member of the Board 2 Years
Apr. 1979	Joined Daicel Corporation	Number of Meetings of the Board of Directors Attended (Percentage) 14 out of 14 (100%)
June 2006	Executive Officer Deputy Head of Corporate Support Center	
June 2008	Head of Raw Material Purchasing Center	
June 2010	President, President and CEO	
June 2019	Chairman of Board of Directors	
June 2022	Advisor	
Mar. 2023 to present	Outside Director of the Company	
Reason for nomination as a candidate for Outside Director and summary of expected roles		
<p>Mr. Misao Fudaba has gained extensive experience and broad insights as a manager based on his experience as President and Chairman of Daicel Corporation, which operates globally in manufacturing and sales of chemical products and high-performance materials, and has extensive business experience, particularly in the areas of business strategy and financial strategy. Judged to be suited to serve as a Director of the Company in light of the Company's Policy of Election for Directors and Audit & Supervisory Board Members, the Company requests Mr. Fudaba's reappointment in expectation that his continued provision of advice and opinions as an Outside Director leveraging his expertise in Corporate Management and Business Strategy, Legal and Governance, and Financial Strategy and Accounting will result in improving the Company's corporate governance.</p>		

Nominee Number	Name (Date of Birth)	Outside/Independent/Reappointment
9	Naomi Motojima (August 21, 1963)	Number of Shares of the Company Held 0
Career Summary and Position in the Company, and Significant Concurrent Position		Years as a Member of the Board 1 Year
Apr. 1987	Joined Sumitomo Marine & Fire Insurance Co., Ltd. (currently Mitsui Sumitomo Insurance Company, Limited)	Number of Meetings of the Board of Directors Attended (Percentage) 11 out of 11 (100%)
Apr. 2014	General Manager of Injury and Illness Support Department, Claims Support Division of Mitsui Sumitomo Insurance Company, Limited	
Apr. 2018	Executive Officer Executive Officer of MS&AD Insurance Group Holdings, Inc.	
June 2018	Representative Director and President of MS&AD ABILITYWORKS Co., Ltd.	
Apr. 2020 to present	Director	
Apr. 2021	Managing Executive Officer of Mitsui Sumitomo Insurance Company, Limited General Manager of Claims Support Division	
Apr. 2023 to present	Managing Executive Officer Managing Executive Officer of MS&AD Insurance Group Holdings, Inc.	
Mar. 2024 to present	Outside Director of the Company	
Significant Concurrent Position		
Managing Executive Officer of MS&AD Insurance Group Holdings, Inc. Director of MS&AD ABILITYWORKS Co., Ltd.		
Reason for nomination as a candidate for Outside Director and summary of expected roles		
<p>Ms. Naomi Motojima has gained extensive experience and broad insights as a manager based on her experience as Managing Executive Officer at MS&AD Insurance Group Holdings, Inc., which operates non-life and life insurance businesses globally, and its group company, Mitsui Sumitomo Insurance Company, Limited, and has extensive business experience, particularly in the areas of sales, sustainability, and DE&I. Judged to be suited to serve as a Director of the Company in light of the Company's Policy of Election for Directors and Audit & Supervisory Board Members, the Company requests Ms. Motojima's reappointment in expectation that her continued provision of advice and opinions leveraging her expertise in Corporate Management and Business Strategy and Sales and Marketing will result in improving the Company's corporate governance.</p>		

Nominee Number	Name (Date of Birth)	Outside/Independent/New appointment
10	Yoshihisa Ueda (March 17, 1951)	Number of Shares of the Company Held 0
Career Summary and Position in the Company, and Significant Concurrent Position		
Apr. 1974	Joined the Ministry of Finance	
July 1980	District Director of the Nobeoka Tax Office	
June 1984	First Secretary of the Embassy of Japan in the United States of America	
June 1994	Director of the International Funding Division, International Finance Bureau, Ministry of Finance	
June 1999	Director-General of Kobe Customs	
June 2000	Deputy Director-General of the Minister's Secretariat, Ministry of Finance	
June 2001	Executive Director of the Inter-American Development Bank	
July 2005	Senior Vice President of JICA	
Mar. 2014	Ambassador Extraordinary and Plenipotentiary of Japan to the Republic of Paraguay	
Sep. 2017 to present	Admitted to the bar and Joined the Irokawa Law Office Tokyo Office	
June 2019 to present	Outside Director of AFS Corporation Co., Ltd.	
Significant Concurrent Position		
Attorney Outside Director of AFS Corporation Co., Ltd.		
Reason for nomination as a candidate for Outside Director and summary of expected roles		
<p>Mr. Yoshihisa Ueda has held important positions at the Ministry of Finance and other institutions, and has experience as an Executive Director/Senior Vice President of the Inter-American Development Bank and JICA, which are active globally in contributing to developing countries, and as an Ambassador Extraordinary and Plenipotentiary to Paraguay. In addition, as an attorney at law, he has extensive knowledge of corporate law related to SDGs/ESG. Judged to be suited to serve as a Director of the Company in light of the Company's Policy of Election for Directors and Audit & Supervisory Board Members, the Company requests Mr. Ueda's appointment in expectation that his provision of advice and opinions leveraging his expertise in Legal and Governance and Financial Strategy and Accounting will result in improving the Company's corporate governance.</p>		

Special Remarks Regarding Director Candidates
(Notes)

1. In the career summary of each candidate above, the position in brackets is the position of the Director as Executive Officer of the Company.
2. Mr. Satoru Yamamoto, a candidate for Director, is directly responsible for auditing, tire quality assurance, and cybersecurity strategy.
3. At the 132nd Annual General Meeting of Shareholders held on March 28, 2024, Director candidates Mr. Hideaki Kawamatsu and Ms. Naomi Motojima were newly elected and appointed as Directors. After the 132nd Annual General Meeting of Shareholders, the Board of Directors meetings were held a total of 11 times during this fiscal year under review.
4. There is no special interest between the Company and each candidate.
5. Ms. Mari Sonoda, Mr. Takashi Tanisho, Mr. Misao Fudaba, Ms. Naomi Motojima, and Mr. Yoshihisa Ueda are candidates for Outside Directors. Further, if appointed as Directors, the five would become Independent Officers who have no potential conflicts of interests with general shareholders as stipulated by the Tokyo Stock Exchange. Although Ms. Mari Sonoda and Mr. Yoshihisa Ueda have never been involved in corporate management in any way other than as Outside Directors or Outside Audit & Supervisory Board Members, the Company has determined that they will be able to perform their duties appropriately as Outside Directors, as stated in the reasons for their nomination as candidates for Outside Director given above.
6. The Company has concluded with each of Ms. Mari Sonoda, Mr. Takashi Tanisho, Mr. Misao Fudaba, and Ms. Naomi Motojima an agreement to limit their liability as Director, as provided for in Article 423, Paragraph 1 of the Companies Act (hereinafter, "Liability Limitation Agreement"), to an amount not exceeding the total amount provided in each of the items in Article 425, Paragraph 1 of the Companies Act. These agreements will remain in effect in the event that Ms. Mari Sonoda, Mr. Takashi Tanisho, Mr. Misao Fudaba, and Ms. Naomi Motojima are appointed as Directors of the Company.
7. If Mr. Yoshihisa Ueda, a candidate for appointment as Outside Director, is appointed, the Company will conclude a Liability Limitation Agreement with him.
8. With the Company's and subsidiaries' Directors and Audit & Supervisory Board Members as the insured, the Company has concluded a liability insurance contract for officers as stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company to compensate for losses borne by insured persons for statutory compensation for damages and the costs of litigation under the insurance contract. However, in order to ensure that the appropriateness of the performance of duties by insured persons is not impaired, there are certain grounds for exemption, such as in the case of acts committed with the knowledge that they are in violation of laws and regulations. The 10 candidates for Director will be included among the insured persons under the insurance contract. In addition, the insurance contract will be renewed with the same contents at the time of its next renewal.
9. Hitachi Zosen Corporation (currently Kanadevia Corporation), where Mr. Takashi Tanisho served as a Director from June 2010 to June 2023, announced in July 2024 that its subsidiary had engaged in inappropriate conduct involving the falsification of fuel efficiency data for marine engines. In addition, that company announced in February 2025 that the qualifications of its welding operators were inadequate for the production of bridges and other structures at its domestic factory. During his term as a Director of that company, he regularly drew attention to the importance of legal compliance at board meetings and other occasions.

Proposal No. 4: Revision of the Amount of Remuneration for Directors and Audit & Supervisory Board Members

1. Reasons for Proposal

The maximum amount of remuneration for the Company's Directors and Audit & Supervisory Board Members was resolved not to exceed JPY 800 million per year (including JPY 70 million for Outside Directors) and JPY 100 million per year, respectively, at the 123rd Annual General Meeting of Shareholders held on March 26, 2015, and remains so today.

We have decided to revise the above remuneration amounts in light of the recent changes in the number and composition of Directors, as well as the increasing responsibilities and expected roles of Outside Directors and Audit & Supervisory Board Members due to changes in the business environment.

2. Details of Proposal

With the maximum amount of remuneration, etc. for Directors will be maintained at the current level of not to exceed JPY 800 million per year, we propose to revise the maximum amounts of remuneration, etc. for Outside Directors and Audit & Supervisory Board Members to JPY 100 million per year and JPY 150 million per year, respectively.

As in the past, the amount of remuneration, etc. for Directors will not include the portion of employee salaries of Directors who concurrently serve as employees.

In addition, this proposal has been deliberated and recommended by the Nomination and Remuneration Committee, the majority of whom are independent Outside Directors, and is in line with our "Policies Related to Determination of Remuneration, Etc." (see pages 44 to 47), and therefore we believe that it is appropriate.

The number of Directors is currently 12 (including five Outside Directors) and the number of Audit & Supervisory Board Members is five. If Proposal 3 is approved and adopted as originally proposed, the number of persons eligible for the payment of remuneration based on this proposal will be 10 Directors (including five Outside Directors), and five Audit & Supervisory Board Members.

<Reference>

The Company's Policy of Election and Dismissal Standards for Directors and Audit & Supervisory Board Members

Sumitomo Rubber Industries, Ltd. (the "Company") shall follow the policies and standards set forth below in selecting and dismissing Directors and Audit & Supervisory Board Members ("Officers").

Proposals for selecting and dismissing Directors are determined by the Board of Directors based on the rigorous deliberations and reports of the Nomination and Remuneration Committee. Proposals for the selection or dismissal of Audit & Supervisory Board Members shall be decided by the Board of Directors with the consent of the Audit & Supervisory Board. Thereafter, each candidate will be submitted as a proposal for the General Meeting of Shareholders.

(1) Basic Policy

Candidates for officers shall have the ability, motivation, and experience to effectively fulfill the roles and responsibilities of the Board of Directors, and who can contribute to improving the Company's corporate governance and solving social issues through the Company's business.

(2) Election Standards

The Company's officers must meet the following conditions.

- (i) Has a deep understanding of the Company's corporate philosophy, "Our Philosophy," and embody it in their duties
- (ii) Has the ability to view the overall Group objectively and to analyze and judge the Group in light of changes in the surrounding environment
- (iii) Makes every effort to improve the Company's corporate value over the medium to long term in accordance with the Company's management policy
- (iv) Has expertise in the fields of corporate management and business strategy, production and technology, international business, sales and marketing, legal and governance, financial strategy and accounting, DX and IT, which are the items specified in the skill matrix of the Company's Board of Directors. They must have a sufficient track record in such fields of expertise, and the election of the candidate will ensure a balanced and diverse skills matrix on the Company's Board of Directors
- (v) Outside officers must be suitable persons as management executives of the Company from the perspective of promoting the sustainable growth of the Company and enhancing its corporate value over the medium to long term.

(3) Dismissal Standards

The Company shall review the dismissal of any Company officers when they fail to properly fulfill their roles and responsibilities as an officer. (falling under any of the grounds for disqualification as stipulated by law, when an officer commits an act that offends public order and morals, when an officer is unable to continue to perform their duties due to health reasons or for any other reason, etc.)

Board Skill Matrix After General Meeting of Shareholders (Planned)

To realize “Our Philosophy,” the Group’s corporate philosophy structure, resolve materiality issues over the medium to long term through promotion of ESG management, and execute the Mid-Term Plan, the Company has established, as a skills matrix, the expertise that Directors and Audit & Supervisory Board Members should possess in order for the Board of Directors to properly carry out its decision-making and management supervisory functions.

The content of each item is determined by the Board of Directors after discussion by the Nomination and Remuneration Committee, taking into consideration the business environment and the Company’s management plan and business characteristics, and includes up to four items of expertise that are expected primarily from each person.

Name		Position	Skill Matrix for Directors and Audit & Supervisory Board Members						
			Corporate Management and Business Strategy	Production and Technology	International Business	Sales and Marketing	Legal and Governance	Financial Strategy and Accounting	DX and IT
Satoru Yamamoto	(Male)	President and CEO, Representative Director (President)	•		•	•			
Hidekazu Nishiguchi	(Male)	Representative Director (Managing Executive Officer)	•		•	•			•
Naoki Okawa	(Male)	Director (Senior Executive Officer)			•			•	
Yasuaki Kuniyasu	(Male)	Director (Senior Executive Officer)	•	•					•
Hideaki Kawamatsu	(Male)	Director (Senior Executive Officer)	•	•	•	•			
Mari Sonoda	(Female)	Outside Director					•	•	•
Takashi Tanisho	(Male)	Outside Director	•	•		•			•
Misao Fudaba	(Male)	Outside Director	•				•	•	
Naomi Motojima	(Female)	Outside Director	•			•			
Yoshihisa Ueda	(Male)	Outside Director					•	•	
Kazuo Kinameri	(Male)	Standing Audit & Supervisory Board Member	•		•	•	•		
Hiroki Ishida	(Male)	Standing Audit & Supervisory Board Member	•		•		•	•	
Asli M. Colpan	(Female)	Outside Audit & Supervisory Board Member	•		•		•		

Name		Position	Skill Matrix for Directors and Audit & Supervisory Board Members						
			Corporate Management and Business Strategy	Production and Technology	International Business	Sales and Marketing	Legal and Governance	Financial Strategy and Accounting	DX and IT
Hirofumi Yasuhara	(Male)	Outside Audit & Supervisory Board Member	•		•			•	
Toshikazu Tagawa	(Male)	Outside Audit & Supervisory Board Member	•		•			•	

[Reasons for Adoption of Items in the Skill Matrix]

Skill item	Reason for adoption
Corporate Management and Business Strategy	Realization of “joy and well-being for all” requires board members who are capable of formulating sustainable growth strategies, including ESG management (such as carbon neutrality and D&I), and who possess experience and a solid track record in corporate management. Moreover, in order to bring the Company’s economic and social values to even higher levels, it is essential to create new value. In order to achieve this, it is necessary to have board members who identify business changes promptly, pursue new possibilities beyond existing businesses, and have skills and expertise in business portfolio strategy formulation and organizational transformation.
Production and Technology	We aim to provide customers with “joy and well-being for all.” To this end, it is necessary for the Company to have board members who have a wealth of knowledge about the advanced technologies that the Company has cultivated through tireless technological innovation, and who have skills and knowledge related to the creation of human and environmentally friendly products for the realization of a sustainable recycling-oriented society.
International Business	In order to maximize the results of the global structure in the Company business, it is necessary to have board members who have experience in representation at overseas subsidiaries and equivalent positions as an overseas representative, and have skills and knowledge related to overseas business management.
Sales and Marketing	In order to expand global sales of high-performance products created by the Company’s advanced technologies and to continue to provide high-value-added products that respond to rapidly developing CASE and MaaS, thereby creating value that exceeds expectations from customers and society, the Company needs board members with skills and knowledge in understanding market trends and formulating sales strategies.
Legal and Governance	The foundation for the Company’s continued global expansion and creating “joy and well-being for all” is the establishment of an appropriate governance system. In order to improve the effectiveness of management supervision throughout the Group, the Company needs board members with legal knowledge and skills and expertise of corporate governance and risk management.
Financial Strategy and Accounting	In order to maximize corporate value through efficient management of the Company’s capital, the Company needs board members who have the skills and knowledge necessary for accurate financial reporting, establishment of a strong financial base, promotion of growth investments (including M&As) for sustainable enhancement of corporate value, and formulation of appropriate financial and capital strategies to enhance shareholder returns.
DX and IT	In order to realize “innovation creating a future,” it is necessary to establish a data-driven corporate culture that makes active use of AI and the IoT. The Company needs board members who have track records of promoting various innovations, and skills and knowledge in the digital technology field.

BUSINESS REPORT

(January 1, 2024 – December 31, 2024)

1. Matters Concerning the Current Status of the Group

(1) Progress and Results of Business Operations

During the fiscal year under review, although the global economy showed a trajectory of gradual recovery, setbacks in some areas became apparent due to the situation in the Middle East, which was in addition to factors that include effects accompanying high interest rates in Europe and the United States along with stagnation in China's real estate market. Whereas Japan's economy also showed signs of gradual recovery, instability has persisted given rising consumer prices amid improvement in the employment and income environment.

As for the business environment surrounding the Sumitomo Rubber Group (the "Group"), there was the effect of some automobile manufacturers suspending production and market conditions stagnating due to the effects of inflation and other factors, but the profit situation continued to improve significantly from the previous fiscal year due to the effect of factors including foreign exchange fluctuations.

Under such circumstances, the Group has strongly promoted a group-wide project aimed at strengthening our business foundation in order to achieve the Mid-Term Plan targeted for 2027, and at the same time, made group-wide efforts to strengthen our competitiveness by developing and increasing sales of high-performance products that meet customer needs. Additionally, we have made strong progress in our restructuring, including the decision to cease production and close our factory in the United States, and completing the sale of our medical rubber products business in Europe and fitness business in Japan.

As a result, the Group's financial results for fiscal 2024 were as follows: sales revenue increased to JPY 1,211,856 million (a year-on-year increase of 2.9%), and business profit* was JPY 87,941 million (a year-on-year increase of 13.2%), resulting in increases in both revenue and profit. Consequently, operating profit decreased to JPY 11,186 million (a year-on-year decrease of 82.7%) and profit attributable to owners of parent, which is net income after taking tax expenses into account, decreased to JPY 9,865 million (a year-on-year decrease of 73.4%).

(*) "Business profit" is "Sales revenue" less "Cost of sales" and "Selling, general and administrative expenses" and is approximately equivalent to "Operating profit" under the Japanese GAAP. The Company discloses business profit as well as reporting figures in the consolidated financial statements. The Company also believes that the indicator provides useful information for users of the consolidated financial statements to assess operating results.

[Outline of Each Business]

Tire Business

Sales revenue in the entire tire business increased 4.0% from the previous fiscal year to JPY 1,046,394 million, and business profit increased 19.8% to JPY 76,181 million.

(Domestic Replacement Market)

Although sales of summer tires were higher than the previous fiscal year, sales of winter tires were lower than the previous fiscal year. Further, overall sales were lower than the previous fiscal year due to the strategic reduction of low-profit products. Our next-generation, all-season tire "SYNCHRO WEATHER," which was launched in October last year and features our new proprietary ACTIVE TREAD technology, has been well-received in the market and we were able to achieve our first-year sales target.

(Domestic Original Equipment Market)

Sales were significantly lower than the previous fiscal year due to the impact of production cuts by some automakers, as well as the impact of the typhoon at the end of August last year.

(Overseas Replacement Market)

In China, sales remained at a low level due to the sluggish market conditions, and market conditions in Southeast Asia were also generally sluggish, but overall sales in the Asia and Oceania region were at the same level as the previous fiscal year. In Europe region, we promoted the expansion of sales of all-season tires, which are a strength of the “FALKEN” brand, but sales were lower than the previous fiscal year due to a temporary supply shortage. In the Americas, sales in North America were slightly lower than the previous fiscal year, but increased especially for the main WILDPEAK series of products, and motorcycle tires also performed well. In South America, the sales environment was tough as a result of an increase in imported goods in the market due to factors such as falling ocean freight rates, but we worked to expand sales in cooperation with sales agents and sales were higher than the previous fiscal year. As a result, overall sales in the overseas replacement market were slightly lower than the previous fiscal year.

(Overseas Original Equipment Market)

Sales were lower than the previous fiscal year, mainly to Japanese automobile manufacturers in Asia.

As a result, although the sales volume of tires was lower than the previous fiscal year, due to the effects of exchange rate movements, sales revenue in the tire business increased from the previous fiscal year, and business profit increased as well.

Sports Business

Sales revenue in the entire sports business decreased 0.8% from the previous fiscal year to JPY 125,650 million, and business profit decreased 36.9% to JPY 7,878 million.

In the golf goods market, despite the strong performance of “SRIXON” clubs and the effect of the weak yen, sales revenue was lower than the previous fiscal year due to the impact of factors such as the worsening market conditions in South Korea and intensifying competition in North America.

In the tennis goods market, even though sales revenue decreased in Europe, sales revenue exceeded the level of the previous fiscal year due to increased sales in Japan and North America.

In the wellness business, all shares in the relevant companies, excluding golf schools and tennis schools, were transferred to a new shareholder in early December of last year.

As a result, sales revenue in the sports business decreased from the previous fiscal year, and business profit decreased as well, due to slowing of the main markets such as Japan, North America and South Korea in the main golf business.

Industrial and Other Products Business

Sales revenue in the entire industrial and other products business decreased 10.3% from the previous fiscal year to JPY 39,812 million, and business profit increased 132.3% to JPY 3,725 million.

Sales revenue of the medical rubber products business decreased due to the transfer of shares in our European manufacturing and sales subsidiary at the end of last January and the temporary suspension of operations at domestic factories due to construction work that will increase production capacity. In addition, revenue from daily life supplies business and other products also decreased, but revenue in the infrastructure business, rubber parts for office machines business, and vibration control business increased.

As a result, sales revenue in the industrial and other products business decreased from the previous fiscal year, but increased if the effect of the transfer of shares in the European subsidiary that manufactures and sells medical rubber products is excluded. Business profit saw a large increase as well, by more than double the previous fiscal year.

[Consolidated Sales for Each Business]

Business	Sales Revenue	Composition	YOY
Tire Business	JPY 1,046,394 million	86.3%	104.0%
Sports Business	JPY 125,650 million	10.4%	99.2%
Industrial and Other Products Business	JPY 39,812 million	3.3%	89.7%
Total	JPY 1,211,856 million	100.0%	102.9%

(2) Capital Investments

The Group invested a total of JPY 62,214 million in equipment and facilities during the 133rd business term. The investments, mainly in the tire business, were for the purpose of shifting production to high-performance products in domestic and overseas factories, dealing with aging domestic equipment, and changing the structure of domestic sales companies.

(3) Fund-Raising Activities

Our investments in equipment and facilities, etc. for the fiscal year under review were provided mainly by cash on hand and borrowings.

(4) Issues to be Addressed

(i) Promotion of the Mid-Term Plan

The Group has formulated the Our Philosophy corporate philosophy structure, which serves as its foundation for decision-making and the starting point for actions with respect to the Group’s employees based on the Sumitomo Business Philosophy passed down through the generations. We accordingly strive to bring this to fruition by steadily pursuing the Mid-Term Plan (2023-2027).

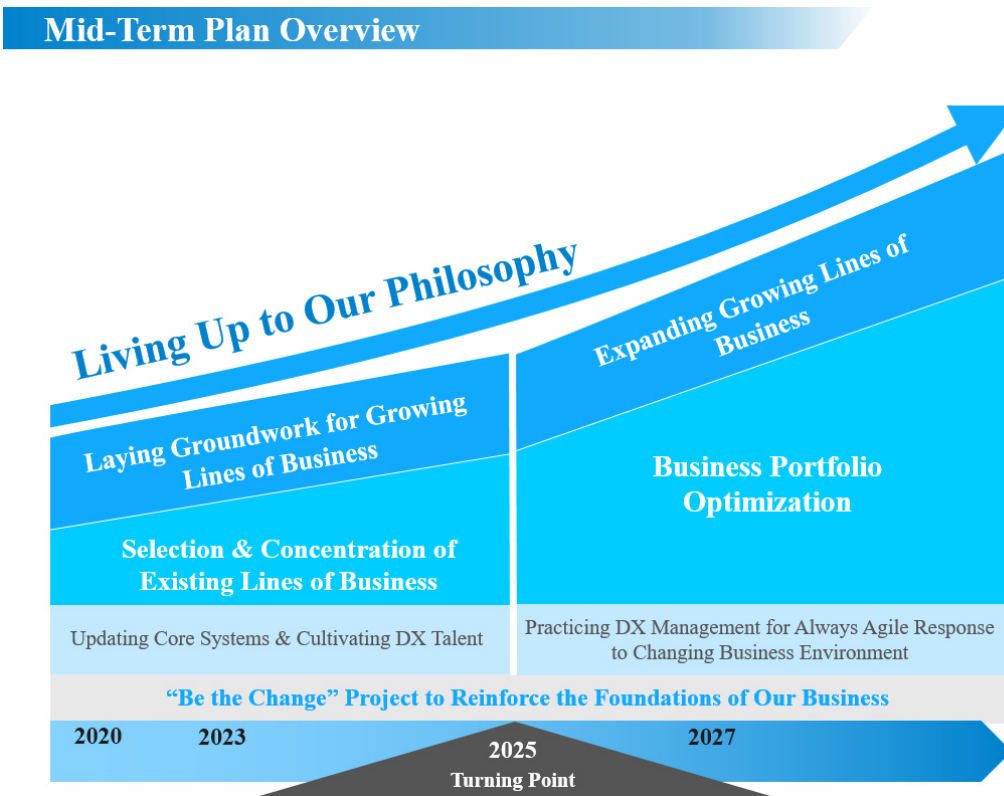
Regarding the Mid-Term Plan (2023-2027), we have so far focused on selection and concentration regarding existing businesses, laying the groundwork for growing businesses, and recovering our current business performance, with the entire Group working to achieve the financial targets for 2027 ahead of schedule.

In the last year, we completed the sale of our medical rubber products business in Europe and domestic fitness business as part of our structural reforms. In addition, with our decision to cease production and dissolve our U.S. factory aimed at improving the profitability of our North American business, which has been our top priority, we have been able to reach a decision for more than half of the approximately 10 businesses targeted for structural reforms in our Mid-Term Plan. This year, we will ensure that decisions are reached regarding the remaining businesses targeted for structural reforms, and further strive to lay the groundwork for growing businesses.

(ii) Acquisition of “DUNLOP” Trademark Rights

On January 8 of this year, we entered into an agreement with The Goodyear Tire & Rubber Company of the U.S., under which we acquired Goodyear’s trademark rights, etc., for DUNLOP four-wheel tires in Europe, North America, and Oceania. The transfer of trademark rights under the agreement is expected to

come into effect after May of this year, and the Company will work to build a system to sell DUNLOP tires in these regions. DUNLOP enjoys a high recognition rate not only in Europe, where it originated, but also in North America and Oceania. Going forward, we will make the most of such an advantage and position DUNLOP as our core brand, implementing company-wide activities aimed at strengthening the brand and linking the maximization of its value to the growth of the Company’s business.



(iii) Management Environment and Issues to be Addressed

The future business environment is expected to remain highly uncertain, due to the outlook for the global economy, geopolitical risks, and other factors.

Under these circumstances, the Group will steadfastly pursue the Mid-Term Plan and accelerate efforts to utilize the DUNLOP trademark rights in Europe, North America, and Oceania, while realizing Our Philosophy and aiming to increase the economic and social value of the Company by addressing the following issues.

Tire Business

In the tire business, we will continue to move forward with practical applications for our proprietary technology, ACTIVE TREAD as well as commercialization of SENSING CORE, aiming to meet future social needs and expectations such as CASE and sustainability.

Last October, we released our next-generation, all-season tire SYNCHRO WEATHER in the domestic market to wide acclaim. SYNCHRO WEATHER is the first tire equipped with our new proprietary ACTIVE TREAD technology, in which the rubber, reacting to water and temperature, itself undergoes a change in its properties to adapt to road conditions. The tire demonstrates superior performance on a variety of surfaces, such as dry, wet, icy, or snowy roads. In addition, as this product is expected to lessen the impact on the environment by reducing the number of times tires need to be replaced for summer and winter, we are

working to further expand future sales. In the future, we plan to introduce new products equipped with ACTIVE TREAD technology in Europe and North America as well, for which we will accelerate product development.

SENSING CORE, capable of detecting the state of the tire and the conditions surrounding it based on wheel rotation speeds, is our proprietary technology that can contribute to the mobility society of the future, and we are working on it as a pillar of our growth businesses. In December 2023, we invested in the U.S. company Viaduct Inc., which has a proven track record in predicting failures in vehicle parts, and have been collaborating with Viaduct in numerous demonstration experiments on failure prediction. In last November, we established a new base in North America to build stronger relationships with customers. From this year, we will begin offering tire replacement optimization and vehicle-wide failure prediction services, and move forward with their commercialization.

Furthermore, after acquiring the DUNLOP trademark rights, we will focus on expanding sales of DUNLOP tires, not only in Europe, North America, and Oceania, but also in Japan, China, and other regions where we had been selling DUNLOP tires already, by taking advantage of the fact that we are now able to utilize DUNLOP trademark rights globally (excluding some areas such as India).

Furthermore, with regard to FALKEN tires, we will develop differentiated products based on its distinctive appeal cultivated over the years, and increase sales of high value-added products by sequentially introducing them to the market, thereby maximizing brand value and enhancing revenue.

Sports Business

Regarding golf goods, besides continuing to strengthen our marketing and sales structure in North America, the world's largest market, we will further increase sales and create new value by launching attractive products that meet market needs and that are differentiated from those offered by other companies under a dual development system in Japan and the U.S.

Regarding tennis goods, we will work to expand our market share of racquets and balls based on measures to enhance the value of the DUNLOP brand, such as extending the official partnership with the Australian Open and the global partnership with the ATP Tour, the official partnership with the U.S. Intercollegiate Tennis Association, fostering the development of young players through partnerships with elite academies, and strengthening our agreements with top professional players.

Additionally, in line with the future global utilization of DUNLOP in the tire business, we will strengthen efforts to create synergies, such as cross-marketing with the sports business.

Going forward, we will continue to provide our customers with excitement and joy through sports-related products and services.

Industrial and Other Products Business

Until last year, we proceeded with the selection and concentration of businesses as well as structural reforms, deciding to withdraw from the medical pumps, gas pipes, and European medical rubber products businesses. With 2025 set as a turning point, we will continue to move forward on a path to further growth and expansion. In particular, in the medical rubber products business, we aim to expand globally by increasing production capability over the medium to long term. In the vibration control business, we will strengthen measures against natural disasters, focusing on vibration-control dampers for newly built single-family wooden homes in Japan, where we have the No. 1 market share*.

Going forward, we will continue to, in each of our businesses, contribute to the resolution of social issues related to daily life and neighborhood environments, by continuing to develop and provide high-value-added products that meet the needs of the times.

* Trending Future Research Institute. inc. (Market research on vibration-control dampers for newly built single-family wooden homes in Japan from January to December, 2023)

[Promotion of Sustainability Management]

The promotion of sustainability management is embodied in Our Philosophy, which proclaims, “Through innovation we will create a future of joy and well-being for all.” In order to promote sustainability management, we hold Sustainability Promotion Committee meetings which are chaired by the officer supervising sustainability with committee members who are officers in charge of each business, where activities carried out in subcommittees set up according to various themes are continuously following up. In addition, in January of this year, we established a Sustainability Advisory Board to facilitate dialogue between external stakeholders and senior management, with a view to promoting cooperation with stakeholders.

Also, at the time of our review of materiality (material issues) last October, we articulated our aspirations for achieving the vision of each material issue as “the Company’s Intentions.” To realize them, we will promote activities that lead to value creation, in order to help resolve social issues through our business.

[Environment]

Climate Change

The Group’s business activities emit a large amount of greenhouse gases. In order to achieve a decarbonized society, we will continue to reduce emissions throughout the supply chain and aim to achieve carbon neutrality by 2050.

Endorsement of the Task Force on Climate-related Financial Disclosures (TCFD)

The Group considers climate change to be a material issue and is striving to realize a sustainable society, starting with the reduction of greenhouse gases. In June 2021, we announced our support for TCFD, and disclose information in line with the four categories of Governance, Strategy, Risk Management, and Metrics and Targets. Last year, we conducted analysis for the 4°C and 1.5°C/2°C scenarios, and by understanding in detail the impact of climate change on our business, we organized and updated our measures aimed at risks and opportunities, and published the results on our sustainability website in December of the same year.

We will continue to contribute to a sustainable society by responding to climate change.

Carbon Neutral Initiatives

<Scope 1 and 2>

Regarding the Group’s Scope 1 and 2 emissions, our goal is to reduce CO2 emissions by 55% by 2030 (compared to 2017 levels) and to achieve carbon neutrality by 2050. We will continue to promote initiatives such as the promotion of energy conservation, expansion of cogeneration systems, introduction of solar power generation, and transition to hydrogen fuel, with the aim of achieving carbon neutrality by 2050.

As part of our efforts to transition to hydrogen fuel, we will begin producing hydrogen via green electricity, using a water electrolysis machine that will be installed at the Shirakawa Factory this spring. By supplying the hydrogen to a boiler, it is possible to produce steam without emitting any of the CO2 that was generated up till now for the production and transport of hydrogen. With this, we will take on the challenge of local production and consumption of hydrogen, whereby the entire process of hydrogen production, supply, combustion, and steam utilization takes place within the Company’s plant.

<Scope 3>

Scope 3 emissions account for approximately 90% of the Group's greenhouse gas emissions, and reducing Scope 3 emissions is an important issue we must tackle in order to achieve carbon neutrality throughout our supply chain. Therefore, in November 2023, we set a target for 2030 that takes into account almost all of our Scope 3 emissions. In material development and procurement, we plan to reduce emissions by 25% by 2030 (compared to 2021 levels) through using sustainable raw materials and strengthening supplier engagement. In logistics, we plan to reduce emissions by 10% by 2030 (compared to 2021 levels) by promoting modal shifts, etc. In sales and usage, collection and recycling, we will promote the reduction of rolling resistance of tires, etc.

<Obtainment of SBT Certification>

The Group received SBT certification from the Science Based Targets Initiative (SBTi) in March of last year for our Scope 1, 2, and Scope 3 Category 1 greenhouse gas emission reduction targets for 2030.

Circular Economy

In order to make sustainable use of limited resources, the Group promotes resource recycling in all processes from procurement to disposal. In 2023, we formulated the "TOWANOWA Concept" as a circular economy business model for the tire business. TOWANOWA consists of the "Sustainable Ring" and the "Data Ring," which aim to achieve the efficient movement and circulation of goods and resources in the tire business. By closely linking the two Rings, we will offer new value to our customers, such as effective use of resources, reduction of CO₂, development of safer and highly functional tires, and expansion of solution services.

Starting from January of this year, we began a chemical recycling initiative in cooperation with Mitsubishi Chemical Corporation. We will work to achieve horizontal tire recycling, by subsequently producing carbon black from the rubber pieces generated during the tire manufacturing process.

Biodiversity

The Group strives to conserve and restore biodiversity, in order to pass on the benefits of ecosystems and natural resources to future generations.

In December 2023, the Group registered as an Adopter of the Taskforce on Nature-related Financial Disclosures (TNFD*) and announced that it would disclose information in line with TNFD recommendations. Last year, we disclosed an initial analysis of nature-related risks for the entire Group. We will continue to work to analyze and address nature-related issues and improve our disclosures related to them.

* TNFD (Taskforce on Nature-related Financial Disclosures) is a framework for management and disclosure regarding nature-related issues.

[Social]

In order to give concrete form to the Purpose of Our Philosophy, which is "Through innovation we will create a future of joy and well-being for all," we are promoting human capital management in order to realize our Vision of "Uniting our diverse strengths, growing together, driving and thriving on change."

By promoting educational measures aimed at cultivating human resources capable of shaping the future, and by creating an environment in which employees can realize their potential in their own ways, be fulfilled in their work, and enjoy good physical and mental health, we are working to create a corporate culture where employees respect one another and where new value can be created.

Establishing a Human Rights Management System

The Group considers human rights as a material issue. In January of last year, we established the Human Rights Subcommittee, a company-wide organization, in order to fulfill our responsibility of respecting the human rights of those connected to our business, such as customers, suppliers, and the local communities surrounding our bases. We have established a system in which, in addition to the divisions in charge, all

relevant divisions including overseas bases can follow up on how each division is investigating risks and how it is dealing with them, with regular reports to the Sustainability Promotion Committee and senior management. Last year, four subcommittee meetings were held, where the secretariat verified the status of each division's initiatives and issues to be addressed. The meetings are also being utilized as an opportunity to discuss issues and introduce positive case studies.

In addition, in order to understand the actual situation at sites where human rights risks are considered to be high, members of the subcommittee, advised by outside experts, inspect natural rubber plantations, raw material processing plants, and manufacturing bases in Japan and overseas, and converse with workers as well, in an effort to ascertain human rights risks in a more practical manner. Going forward, in addition to holding subcommittee meetings, we will continue to conduct on-site inspections and engage in dialogue with our stakeholders in our effort to protect and respect human rights.

Promotion of Diversity, Equity and Inclusion (DE&I)

With “diverse talents” constituting one materiality of the Group, we consider the promotion of diversity, equity, and inclusion as a key element in realizing our vision of serving as “a company that develops together with diverse talents.”

We accordingly believe that creating an organization and culture where diverse individuals can realize their full potential and play active roles sets the stage for enhancing employee engagement and productivity, while also enabling us to achieve our vision.

Recognizing the gender gap as an issue that needs to be addressed in Japan, we are continuously implementing measures to close the gender gap.

We aim to provide opportunities for career development and choice of work styles to both men and women equally, and have set the improvement of ratio of female managers and the ratio of male employees who take childcare leave as material indicators. To improve these indicators, we engaged in initiatives last year that included establishing a mentoring system aimed at career development for female managerial candidates, holding roundtable discussions with female Outside Directors, holding DE&I training for officers and managers aimed at fostering awareness among those at the management level, and established a paid parental leave system to encourage involvement of men in childcare.

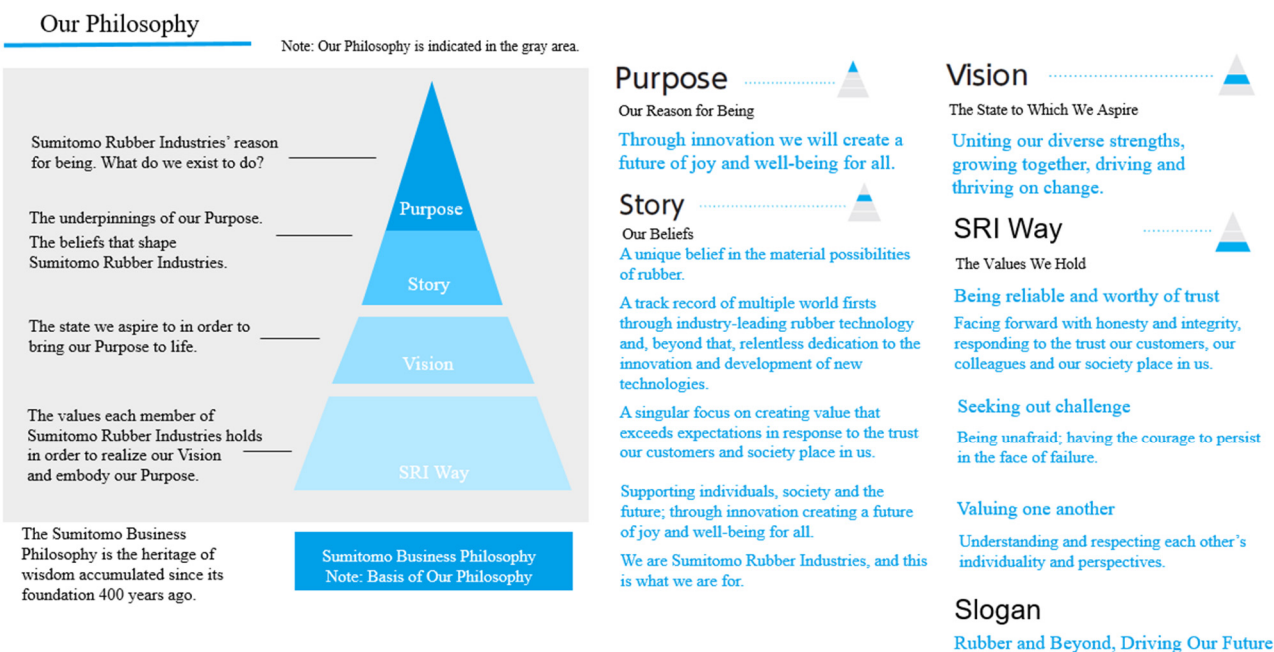
Developing Leadership

In order to improve the leadership of officers and managers, we have been continuously implementing executive coaching, leadership training, and 360° Feedback. Last year, 1,836 people received 360° Feedback. We utilize observations made from an objective point of view to create an organization that allows individual people to maximize their potential, and to improve team performance. Furthermore, with an eye to improving leadership globally, we have expanded the scope of executive coaching to include six locally employed overseas CEOs. Through this, we are creating an environment in which we can achieve sustainable growth and increase our competitiveness, and work together as a global whole to achieve our goals.

Activities to Disseminate Our Philosophy

The Group continues to disseminate Our Philosophy, established in 2020, to encourage all Group employees to take it as a starting point when making decisions or taking action.

Aiming to develop human resources who can embody Our Philosophy, we had organized, in Japan, talking sessions where top management and employees can talk to one another directly as well as online training sessions, but last year, we expanded our disseminating efforts to include overseas bases, starting with Brazil. We will continue to steadily promote activities to disseminate Our Philosophy throughout the Group, including our global bases, through efforts such as publishing the multilingual Our Philosophy Book (explanatory handbook), holding workshops through online training sessions, and holding talking sessions.



Career Support System

The Group has established various types of Career Support Systems to create opportunities for employees to envision their own careers, take on challenges and shine. In addition to the Career Matching System and the Open Calls for Project Participants system, we have built more support into the system, with the implementation of Career Vision Training for each age group and the establishment of a consultation service with in-house career consultants. With the new Career Vision Training for employees in their 50s, newly established last year, we provided new opportunities for employees to realize satisfactory developments regarding their careers, letting them take stock of their extensive experience and skills and reskill themselves, in an effort to support them in rebuilding their careers and taking on new challenges. We will continue to promote the use of these systems, allowing employees to make autonomous choices on career trajectories and skill development, and create an environment where diverse human resources can thrive.

Surveys on Organizational Health and Employee Engagement

In order to visualize the progress of organizational culture transformation, we have been conducting questionnaire surveys on organizational culture regularly since 2020 and disclosing the results to our employees. The response rate, initially in need of improvement, now exceeds 90%, and we have been able to identify specific issues for each workplace. In order to improve the identified issues, we held organizational culture reform seminars for all General Managers, clearly outlining our vision and action plans through them. We will link these efforts with the building of a foundation for visualization that will allow each and every employee to take organizational issues as their own concern and work to solve them.

[Governance]

An overview of the Company's corporate governance system is as described on page 36. With Our Philosophy as the foundation for all corporate activities, the Company has established a system to appropriately respond to social conditions with major changes and global business expansion, by

appropriately supervising the status of execution of duties by the Board of Directors and the Audit & Supervisory Board.

Evaluating the Effectiveness of the Board of Directors

Last year, we conducted a third-party survey and interviews for the first time in three years regarding the evaluations of the effectiveness of the Board of Directors, which we had been conducting. This resulted in many opinions indicating that the Board of Directors has been functioning effectively overall. In the interviews, numerous opinions indicated that the effectiveness of the Board of Directors has been enhanced due to past efforts to improve the operation of the Board of Directors, and that free and lively discussions and exchange of opinions have been made possible under the unerring and impartial management of the proceedings by the Chairperson of the Board of Directors, who is an Outside Director. On the other hand, it has become clear that there are still issues to be addressed, such as the delegation of authority to individual Directors and lower-level meeting bodies, and following up on the progress of matters resolved by the Board of Directors in the past.

Going forward, we will work on various measures, such as reviewing the criteria for submission of proposals to the Board of Directors meetings in order to ensure sufficient time for matters that require considerable time for discussion, to improve the effectiveness of the Board of Directors and to further enhance corporate value.

Nomination and Remuneration Committee

The Company has established a Nomination and Remuneration Committee as a voluntary committee, with an Outside Director serving as the chairperson and a majority of the committee members consisting of outside officers. Starting last year, we extended the length of the Nomination and Remuneration Committee meetings and increased the number of meetings from three to four, in order to ensure sufficient time for discussion at the meetings. At last year's committee meetings, in addition to the themes that had been discussed in the past, members were able to discuss in detail matters such as the terms of office for Directors and the expansion of performance-based remuneration. Going forward, we will continue to develop a system that enables Directors to lead the entire Group toward achieving the Mid-Term Plan.

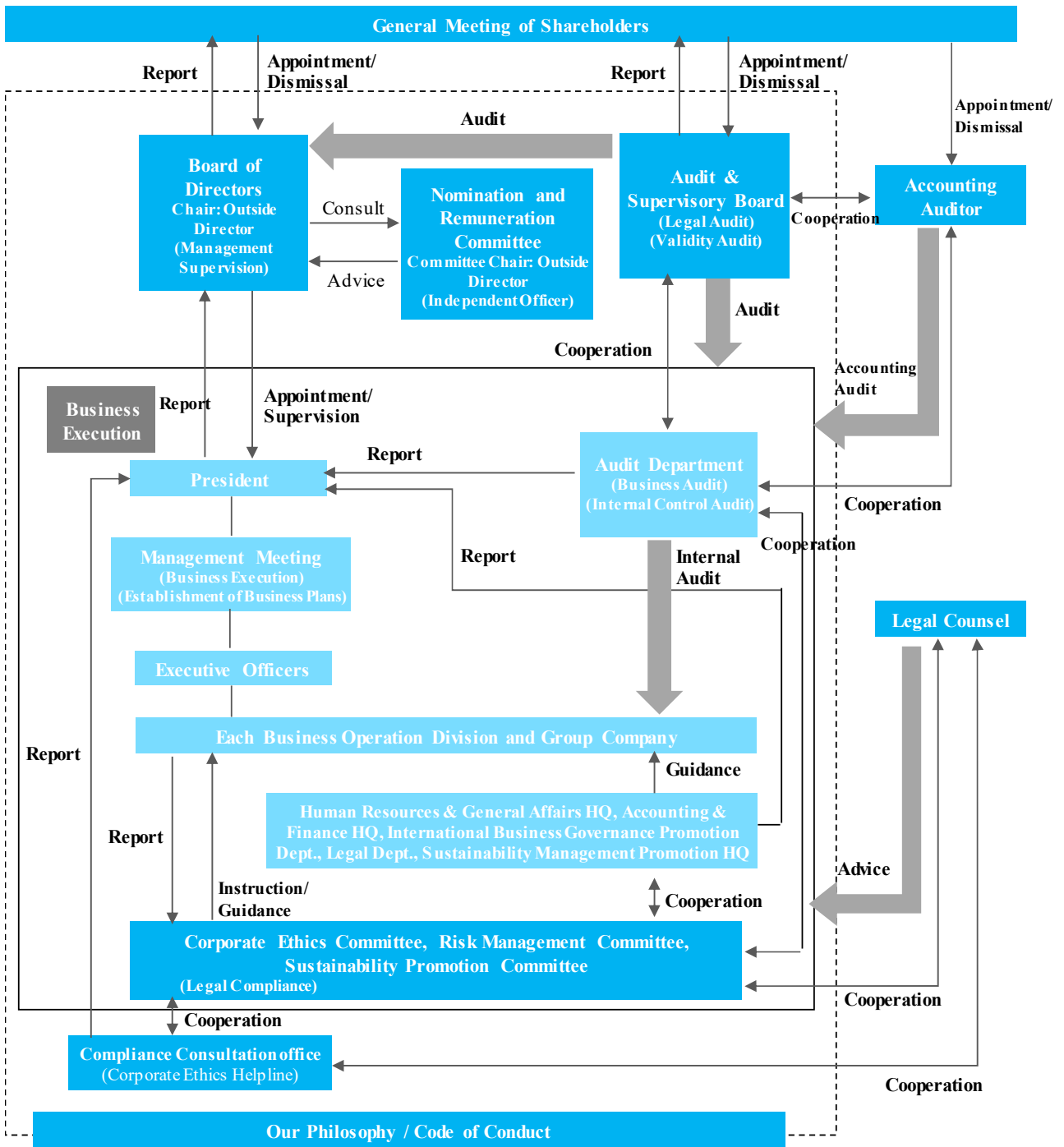
Off-site Meetings

Starting in 2022, the Company has been holding off-site meetings that allow for an exchange of opinions in an atmosphere different from regular Board of Directors meetings.

Last year, we held a total of eight off-site meetings, in which inside and outside officers spent a considerable amount of time exchanging opinions on important topics, such as the ceasing of production at and dissolution of the U.S. factory and the acquisition of the DUNLOP trademark rights. Going forward, we will continue to hold off-site meetings as appropriate to ensure thorough discussions on important topics.

We would like to humbly request our shareholders to continue providing support and encouragement for the Sumitomo Rubber Group.

Corporate Governance System



(5) Trend of Profit/Loss and Asset (IFRS)

(Unit: JPY million except “Basic profit per share” figure)

Classification	130th business term ended December 31, 2021	131st business term ended December 31, 2022	132nd business term ended December 31, 2023	133rd business term ended December 31, 2024
Sales revenue	936,039	1,098,664	1,177,399	1,211,856
Business profit	51,975	21,963	77,670	87,941
Operating profit	49,169	14,988	64,490	11,186
Profit attributable to owners of parent	29,470	9,415	37,048	9,865
Basic profit per share	112.05	35.80	140.86	37.51
Total assets	1,086,169	1,225,202	1,266,732	1,341,123
Total equity	513,543	563,863	641,430	675,810

(Notes)

1. The Group has adopted the International Financial Reporting Standards (IFRS) in place of the Japanese GAAP from the 125th business term for presenting consolidated financial results.
2. “Business profit” is “Sales revenue” less “Cost of sales” and “Selling, general and administrative expenses,” and is approximately equivalent to “Operating profit” under the Japanese GAAP. The Company discloses “Business profit” as well as reporting figures in the consolidated financial statements. The Company also believes that the indicator provides useful information for users of the consolidated financial statements to assess operating results.
3. “Basic profit per share” is calculated based on the average number of shares outstanding for the relevant period (excluding treasury stock).
4. In the 130th business term, in the main tire business, sales of both replacement tires and original equipment tires grew amid the recovery from the COVID-19 pandemic, the product mix improved, and prices improved in response to rising raw material prices, etc.; in the sports business, sales of golf clubs and balls were strong, resulting increased sales revenue and business profit. Operating profit and profit attributable to owners of parent increased mainly due to a decrease in impairment losses on goodwill and non-current assets.
5. In the 131st business term, business profit decreased due to the impact of higher marine transportation costs, raw material prices, and energy costs, although factors such as the improvement of the product mix and cost pass-through to selling prices led to increased revenue in the mainstay tire business. Operating profit and profit attributable to owners of parent decreased, mainly due to impairment losses on goodwill and non-current assets.
6. In the 132nd business term, business profit increased due to factors such as lower marine transportation costs, lower raw material prices, and higher selling prices in the main tire business. Operating profit and profit attributable to owners of parent increased as a result of business profit having exceeded that of the previous fiscal year, and despite higher impairment losses on non-current assets and foreign exchange loss.
7. Information regarding the 133rd business term (the fiscal year under review) is included above in “(1) Progress and Results of Business Operations.”

(6) Major Lines of Business (As of December 31, 2024)

Business	Principal Products
Tire Business	Tires and tubes (for automobiles, construction vehicles, industrial vehicles, automotive races and rallies, motorcycles, etc.), Automotive system business (instant mobility system, deflation warning systems, etc.)
Sports Business	Sporting goods (golf clubs, golf balls, other golf goods, tennis goods, etc.), operation of golf tournaments, golf and tennis school operation business, and others
Industrial and Other Products Business	High-performance rubber business (vibration-control dampers, rubber parts for office machines, rubber parts for medical applications etc.), Daily life supplies business (rubber gloves for cooking and other operations, ramps for wheelchair use, etc.), Infrastructure business (marine dock fenders, floor materials for factories and sports facilities, etc.).

(7) Major Establishments and Principal Subsidiaries (As of December 31, 2024)**(i) The Company**

Company Name	Classification	Location
Sumitomo Rubber Industries, Ltd.	Head Office	Kobe-shi, Hyogo Pref.
	Tokyo Head Office	Koto-ku, Tokyo
	Factories	<Nagoya Factory> Toyota-shi, Aichi Pref., <Shirakawa Factory> Shirakawa-shi, Fukushima Pref., <Izumiotu Factory> Izumiotu-shi, Osaka Pref., <Miyazaki Factory> Miyakonojo-shi, Miyazaki Pref., <Kakogawa Factory> Kakogawa-shi, Hyogo Pref., <Ichijima Factory> Tamba-shi, Hyogo Pref.

(ii) The Subsidiaries

Company Name	Capital	Ownership	Main Business	Location
DUNLOP TYRE JAPAN, LTD.	JPY 90 million	96.7%	Sale of tires	Koto-ku, Tokyo
PT Sumi Rubber Indonesia	US\$ 100 million	72.5%	Manufacture and sale of tires, golf balls, etc.	Indonesia
Sumitomo Rubber (China) Co., Ltd.	CNY 3,394 million	100.0%	Supervision of tire business in China	China
Sumitomo Rubber (Changshu) Co., Ltd.	CNY 2,503 million	*100.0%	Manufacture and sale of tires	China
Sumitomo Rubber (Hunan) Co., Ltd.	CNY 1,781 million	*100.0%	Manufacture and sale of tires	China
Sumitomo Rubber (Thailand) Co., Ltd.	THB 14,000 million	100.0%	Manufacture and sale of tires	Thailand
Sumirubber Thai Eastern Corporation Co., Ltd.	THB 200 million	70.0%	Manufacture and sale of natural rubber	Thailand
SUMITOMO RUBBER SINGAPORE PTE. LTD.	US\$ 18 million	100.0%	Procurement of natural rubber	Singapore
Sumitomo Rubber USA, LLC	US\$ 263 million	*100.0%	Manufacture and sale of tires	U.S.A.
Sumitomo Rubber North America, Inc.	US\$ 25 million	*100.0%	Sale of tires	U.S.A.
Sumitomo Rubber do Brasil Ltda.	BRL 1,599 million	100.0%	Manufacture and sale of tires	Brazil
Falken Tyre Europe GmbH	EUR 25,000	100.0%	Sale of tires	Germany
Sumitomo Rubber AKO Lastik Sanayi ve Ticaret A.Ş.	TRY 1,507 million	80.0%	Manufacture and sale of tires	Turkey
Sumitomo Rubber South Africa (Pty) Limited	ZAR 767	100.0%	Manufacture and sale of tires	South Africa
Dunlop Golf Club Corporation	JPY 100 million	100.0%	Manufacture of golf clubs	Miyakonojoshi, Miyazaki Pref.
Dunlop Srixon Sports Manufacturing (Thailand) Co., Ltd.	THB 400 million	100.0%	Manufacture of hard tennis balls	Thailand
Dunlop International (Philippines), Inc.	PHP 90 million	100.0%	Manufacture of hard tennis balls and squash balls	Philippines

Company Name	Capital	Ownership	Main Business	Location
Roger Cleveland Golf Company, Inc.	US\$ 31 million	100.0%	Manufacture of golf clubs; sale of golf and tennis goods	U.S.A.
Sumirubber Malaysia Sdn. Bhd.	MYR 28 million	100.0%	Manufacture and sale of rubber gloves; manufacture and sale of flat tire sealant	Malaysia
Zhongshan Sumirubber Precision Rubber Ltd.	US\$ 6 million	100.0%	Manufacture and sale of rubber parts for office machines	China
Sumirubber Vietnam, Ltd.	US\$ 5 million	100.0%	Manufacture and sale of rubber parts for office machines	Vietnam

(Notes) 1. Figures marked with an asterisk (*) are the indirect ownership percentage.

2. Effective January 1, 2024, Dunlop Tire Hokkaido Ltd. and 10 other domestic tire sales subsidiaries and a part of the Dunlop Tyres Sales HQ of the Company were integrated into DUNLOP TYRE JAPAN, LTD.
3. Effective January 31, 2024, the Company transferred all of its shares in Lonstroff AG.
4. At the Board of Directors meeting of the Company held on November 7, 2024, it was resolved to terminate all production activities at Sumitomo Rubber USA, LLC, a consolidated subsidiary, and to dissolve the company after making necessary preparations, and at present, Sumitomo Rubber USA, LLC is in the process of being liquidated.

(8) Employees (As of December 31, 2024)

Business	Number of Employees	Increase (decrease) from the previous fiscal year-end
Tire Business	31,379	-1,652
Sports Business	3,672	+146
Industrial and Other Products Business	2,357	-361
All Companies (common)	587	-113
Total	37,995	-1,980

(Note) The above are the number of full-time employees and exclude 2,384 temporary employees.

(9) Major Borrowings (As of December 31, 2024)

Name of Lender	Amount of Loan (JPY million)
Sumitomo Mitsui Trust Bank, Limited.	35,000
MUFG Bank, Ltd.	33,456
Sumitomo Mitsui Banking Corporation	32,540
Development Bank of Japan Inc.	28,000
Shinkin Central Bank	20,500
Mizuho Bank, Ltd.	19,221

2. Shares of the Company (As of December 31, 2024)

(1) **Total Number of Shares Issuable** 800,000,000 shares

(2) **Total Number of Shares Issued** 263,043,057 shares

(3) **Number of Shareholders** 41,750

(4) Major Shareholders (Top 10)

Name of Shareholder	Number of Shares Held (thousand shares)	Ratio of Shareholding (%)
Sumitomo Electric Industries, Ltd.	75,879	28.85%
The Master Trust Bank of Japan, Ltd. (Trust account)	28,599	10.87%
NORTHERN TRUST CO. (AVFC) RE SILCHESTER INTERNATIONAL INVESTORS INTERNATIONAL VALUE EQUITY TRUST	13,758	5.23%
Custody Bank of Japan, Ltd. (Trust account)	12,314	4.68%
NORTHERN TRUST CO. (AVFC) RE U.S. TAX EXEMPTED PENSION FUNDS	6,945	2.64%
NORTHERN TRUST CO. (AVFC) RE NON TREATY CLIENTS ACCOUNT	5,600	2.13%
Sumitomo Mitsui Banking Corporation	3,650	1.39%
NORTHERN TRUST CO. (AVFC) RE IEDU UCITS CLIENTS NON LENDING 15 PCT TREATY ACCOUNT	3,558	1.35%
SMBC Nikko Securities Inc.	3,271	1.24%
STATE STREET BANK AND TRUST COMPANY 505001	3,101	1.18%

(Note) Ratio of Shareholding is calculated by deducting the treasury stocks (15,195 shares) from the total number of shares issued.

(5) Status of Shares Issued to Corporate Executives as Remuneration for the Execution of Their Duties during This Fiscal Year under Review

The Company issued 12,000 shares of common stock as remuneration for granting shares with restriction to 7 Directors, excluding Outside Directors. Note, there are no applicable matters regarding Outside Directors or Audit & Supervisory Board Members.

3. Directors and Audit & Supervisory Board Members

(1) Directors and Audit & Supervisory Board Members (As of December 31, 2024)

Position	Name	Responsibility and Significant Concurrent Posts
President and CEO, Representative Director (President)	Satoru Yamamoto	
Representative Director (Managing Executive Officer)	Hidekazu Nishiguchi	Supervision of Tire Business and Automotive Systems Business, General Manager of Tyre Business HQ
Director (Senior Executive Officer)	Kiyoshige Muraoka	Supervision of Technology and Production
Director (Senior Executive Officer)	Masatsugu Nishino	Supervision of Hybrid Business, Human Resources and General Affairs, and Legal Affairs
Director (Senior Executive Officer)	Naoki Okawa	Supervision of Financial Strategy and Accounting & Finance
Director (Senior Executive Officer)	Yasuaki Kuniyasu	Supervision of Business Strategy, ESG, and DX Promotion, General Manager of Corporate Management Planning & Administration Dept. and New Global Base Promotion Project Dept.
Director (Senior Executive Officer)	Hideaki Kawamatsu	Supervision of Sports Business
Outside Director	Keizo Kosaka	Attorney Chairman of Irokawa Legal Professional Corporation Outside Audit & Supervisory Board Member of Sekisui Kasei Co., Ltd. Outside Audit & Supervisory Board Member of SEIREN CO., LTD.
Outside Director	Mari Sonoda	Special Assistant to the Minister of Digital Agency
Outside Director	Takashi Tanisho	Senior Corporate Advisor of Kanadevia Corporation Outside Director of Tsubakimoto Chain Co. Outside Director of Matsumoto Yushi-Seiyaku Co., Ltd.
Outside Director	Misao Fudaba	
Outside Director	Naomi Motojima	Managing Executive Officer of MS&AD Insurance Group Holdings, Inc. Director of MS&AD ABILITYWORKS Co., Ltd.
Standing Audit & Supervisory Board Member	Kazuo Kinameri	
Standing Audit & Supervisory Board Member	Hiroki Ishida	
Outside Audit & Supervisory Board Member	Asli M. Colpan	Professor of Graduate School of Economics of Kyoto University Professor of Graduate School of Management of Kyoto University Outside Director of the Board of Kansai Paint Co., Ltd.
Outside Audit & Supervisory Board Member	Hirofumi Yasuhara	Outside Corporate Auditor of Kanadevia Corporation Outside Director of Sumitomo Densetsu Co., Ltd.

Position	Name	Responsibility and Significant Concurrent Posts
Outside Audit & Supervisory Board Member	Toshikazu Tagawa	Certified Public Accountant Representative of Toshikazu Tagawa Certified Public Accountant Office Independent Non-executive Director of CITIC Limited CEO of Ranzan USA Corporation Auditor of Music Dialogue

(Notes)

1. Positions in parentheses alongside official titles indicate the position of the Director as Executive Officer of the Company.
2. At the 132nd Annual General Meeting of Shareholders held on March 28, 2024, Mr. Hideaki Kawamatsu and Ms. Naomi Motojima, as Directors, and Mr. Toshikazu Tagawa, as an Audit & Supervisory Board Member, were newly elected and appointed.
3. President and CEO, Representative Director Satoru Yamamoto is directly responsible for auditing and tire quality assurance.
4. The Company has designated Outside Directors Keizo Kosaka, Mari Sonoda, Takashi Tanisho, Misao Fudaba, and Naomi Motojima, as well as Outside Audit & Supervisory Board Members Asli M. Colpan, Hirofumi Yasuhara, and Toshikazu Tagawa, as Independent Officers who have no potential conflict of interest with general shareholders as stipulated by the Tokyo Stock Exchange, and has duly submitted to the Tokyo Stock Exchange a notification to such effect.
5. Standing Audit & Supervisory Board Member Kazuo Kinameri has long been engaged in the business division of the Company, and has gained extensive experience and broad insights as a manager based on his experience as the President and Representative Director of Dunlop Sports Co., Ltd. and Vice President and Representative Director of the Company.
6. Standing Audit & Supervisory Board Member Hiroki Ishida oversaw accounting and auditing for a considerable period of time at the Company and possesses a considerable degree of knowledge in finance, accounting and auditing.
7. As a person of learning and experience in the field of management, Outside Audit & Supervisory Board Member Asli M. Colpan possesses a considerable degree of knowledge with regard to finance and accounting.
8. Outside Audit & Supervisory Board Member Hirofumi Yasuhara has engaged in corporate finance and corporate management for a considerable period at Panasonic Corporation (currently Panasonic Holdings Corporation) and PanaHome Corporation (currently Panasonic Homes Co., Ltd.) and possesses extensive experience and broad insights as a manager.
9. As a certified public accountant, Outside Audit & Supervisory Board Member Toshikazu Tagawa is well acquainted with corporate accounting and possesses a considerable degree of knowledge with regard to both finance and accounting.

Retiring Directors and Audit & Supervisory Board Members during the fiscal year under review

Name	Position at the Time of Retirement	Date of Retirement <Reason for Retirement>
Ikuji Ikeda	Director	March 28, 2024 <Due to expiration of his term>
Morihiro Murata	Outside Audit & Supervisory Board Member	March 28, 2024 <Due to expiration of his term>

(2) Summary of Agreement Concerning Limitation of Liability

The Company has concluded an agreement with each Outside Director and each Audit & Supervisory Board Member to limit their liabilities as Director and Audit & Supervisory Board Member.

- As specified in Article 423, Paragraph 1 of the Companies Act, their liability shall be limited to the aggregate of the amount specified in each item of Article 425, Paragraph 1 of said Act.

(3) Summary of the Liability Insurance Contract for Officers

With the Company's and subsidiaries' Directors and Audit & Supervisory Board Members as the insured, the Company has concluded a liability insurance contract for officers as stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company to compensate for losses borne by insured persons for statutory compensation for damages and the costs of litigation under the insurance contract. However, in order to ensure that the appropriateness of the performance of duties by insured persons is not impaired, there are certain grounds for exemption, such as in the case of acts committed with the knowledge that they are in violation of laws and regulations. In addition, the insurance contract will be renewed with the same contents at the time of its next renewal.

(4) Remuneration of Directors and Audit & Supervisory Board Members

(i) Total Amount of Remuneration of Directors and Audit & Supervisory Board Members

Classification of Officers	Total Amount of Remuneration, Etc.	Total Amount of Remuneration, Etc. by Type			Number of Persons to be Paid
		Fixed Remuneration (Basic Salary)	Short-term Performance-based Remuneration (Bonus)	Medium- to Long-term Incentive Remuneration (Stock Compensation)	
Director (of which, Outside Director)	JPY 461 million (JPY 60 million)	JPY 351 million (JPY 60 million)	JPY 88 million (–)	(JPY 22 million) (–)	13 (5)
Audit & Supervisory Board Member (of which, Outside Audit & Supervisory Board Member)	JPY 88 million (JPY 32 million)	JPY 88 million (JPY 32 million)	– (–)	– (–)	6 (4)

(Note) The above number of persons to be paid includes one Director and one Audit & Supervisory Board Member who retired as of March 28, 2024.

(ii) Policies Related to Determination of Remuneration, Etc.

The basic policy of the Company is to adopt a remuneration system that is linked to the interests of shareholders, in order to ensure that remuneration for its Directors functions sufficiently as an incentive to sustainably enhance corporate value, while also ensuring that, when making decisions about the remuneration of individual officers, this remuneration is at a level appropriate for their respective responsibilities.

a. Composition of Directors' Remuneration

Remuneration for Directors consists of fixed remuneration (basic salary), short-term performance-based remuneration (bonus), and medium- to long-term incentive remuneration (stock compensation).

b. Policies Related to Determination of Fixed Remuneration

The fixed remuneration is a monthly basic salary, and is determined in accordance with their position, responsibilities, and years in office, based on basic salary tables determined after comprehensively taking

into consideration the level of remuneration at peers, the business performance of the Company, salary levels for employees, and other factors. The total amount of payment shall be determined within the limit of the amount of remuneration approved at the General Meeting of Shareholders.

c. Policies Related to Determination of Short-Term Performance-Based Remuneration and the Content of Performance Indicators

In order to raise officers' awareness of the need to enhance business performance each business year, short-term performance-based remuneration is cash-based remuneration that reflects performance indicators. An amount corresponding to the level of achievement of performance indicators is paid as bonuses at a certain time each year. The Company selects indicators for short-term performance-based remuneration that it prioritizes in its corporate strategy, such as business profit and profit attributable to owners of parent. The values of these indicators are determined when plans are formulated, in a way that is consistent with the Mid-Term Plan, and are revised as necessary in accordance with changes in the environment, taking into consideration any recommendations from the Nomination and Remuneration Committee.

<Indicators for Short-term Performance-based Remuneration, Targets, Actual Results, Etc. for Fiscal Year Under Review>

	Revenue (JPY million)	Business profit (JPY million)	Business profit margin	Operating profit (JPY million)	Profit attributable to owners of parent (JPY million)	ROE	D/E ratio
Target (Beginning of year)	1,200,000	80,000	6.7%	61,000	37,000	5.7%	0.5
Target (First quarter)					38,000	5.9%	
Target (Interim)					41,000	6.1%	
Target (Third quarter)				5,000	1,000	0.2%	
Actual	1,211,856	87,941	7.3%	11,186	9,865	1.5%	0.5

(Note) Target figures were announced on February 14, May 13, August 7 and November 8, 2024, respectively.

For the allocation to each individual, the individual's position, operational duties, level of responsibility, level of achievement of key targets within departments under his or her supervision, level of contribution to business performance, and other factors are taken into account, also taking into consideration a medium- to long-term perspective. Bonuses shall not be paid to Outside Directors to ensure their independence.

d. Policy Related to Determination of Medium- to Long-Term Incentive Remuneration

Medium- to long-term incentive remuneration shall be allocated in the form of Company shares with restrictions on transfer of shares until the time of retirement for reasons deemed justifiable by the Company's Board of Directors, in order to incentivize Directors (excluding Outside Directors) to continuously improve the Company's corporate value and to promote further sharing of value between Directors (excluding Outside Directors) and shareholders. The number of shares shall be determined

based on a stock remuneration table determined in consideration of the level of other companies, employee payroll, and other factors in accordance with the position of the employee, and is paid at a certain time each year.

e. Policies Related to Determination of Percentage of Remuneration by Type

Remuneration is structured such that the weighting of incentive remuneration is higher for officers with higher positions than lower positions, and is considered by the Nomination and Remuneration Committee, taking into consideration remuneration levels benchmarked against companies of a similar business scale to the Company or in a related industry or business format.

Moreover, in terms of general amounts for the proportion of each type of remuneration, if the performance indicator is fully achieved, the ratios of fixed remuneration (basic salary), short-term performance-based remuneration (bonus) and medium- to long-term incentive remuneration (stock compensation) are 75%, 20%, 5%, respectively, for Directors excluding Outside Directors.

However, the payment ratio will fluctuate as follows, as the actual performance-based remuneration to be paid fluctuates depending on consolidated business profit, etc.

Position	Fixed Remuneration (Basic Salary)	Short-term Performance-based Remuneration (Bonus)	Medium- to Long-term Incentive Remuneration (Stock Compensation)
Director (Excluding Outside Director)	72 – 95%	0 – 20%	5 – 8%

f. Procedures for Determining Remuneration

The remuneration of Directors is determined based on objective and fair consideration by the Nomination and Remuneration Committee, the majority of whose members are independent outside officers and upon a recommendation and resolution of the Board of Directors. The President and CEO, Representative Director (Satoru Yamamoto), delegated by the Board of Directors, determines the details of remuneration for individual officers within the scope of the proportion of remuneration for each type of remuneration indicated in the recommendation of the Nomination and Remuneration Committee, while also respecting the content of this recommendation. The remuneration for Audit & Supervisory Board Members is determined through discussions by Audit & Supervisory Board Members within the amount of remuneration approved at the General Meeting of Shareholders, and paid.

<Matters Related to Delegation of Determination of Remuneration, etc. for Individual Directors>

The President and CEO, Representative Director, who overviews the overall performance of the Company and evaluates each Director, is delegated to determine the specific content of the amount of remuneration for individuals by resolution of the Board of Directors. The content of the delegated rights includes determining the amount of fixed remuneration for officers and appraising and allocating performance-based remuneration based on officers' operational responsibilities. In order to ensure that the President and CEO, Representative Director appropriately exercises these rights, the Board of Directors consults the Nomination and Remuneration Committee regarding a draft proposal and receives a recommendation. The President and CEO, Representative Director, delegated by the Board of Directors, shall make a decision in accordance with the content of this recommendation.

The amount of fixed remuneration and incentive remuneration for each individual is determined by the Nomination and Remuneration Committee after deliberation from an objective perspective based on the policies for determining the remuneration of Directors, and the Board of Directors has decided that it is in accordance with these policies.

<Resolutions of the General Meeting of Shareholders concerning Remuneration of Officers, Etc.>

The maximum amount of remuneration for Directors and Audit & Supervisory Board Members was resolved not to exceed JPY 800 million per year (including JPY 70 million for Outside Directors) and JPY 100 million per year, respectively, at the 123rd Annual General Meeting of Shareholders held on March 26, 2015. At that time, there were 11 Directors (including two Outside Directors) and five Audit & Supervisory Board Members (including three Outside Audit & Supervisory Board Members).

Also, the maximum amount of remuneration, etc. for the grant of restricted stock to Directors (excluding Outside Directors) was resolved at the 130th Annual General Meeting of Shareholders held on March 24, 2022, separately from the maximum amount of remuneration to Directors, to be no more than JPY 40 million per year and no more than 20,000 shares per year. Furthermore, the number of Directors (excluding Outside Directors) at that time was 7.

(5) Executive Officers (As of January 1, 2025)

Executive Officers who do not concurrently serve as Directors are as follows:

Position	Name	Responsibility and Significant Concurrent Posts
Senior Executive Officer	Tomohiko Masuta	Chairman and Chief Executive Officer of Sumitomo Rubber (China) Co., Ltd., Chairman of Sumitomo Rubber (Changshu) Co., Ltd., Chairman of Sumitomo Rubber (Hunan) Co., Ltd.
Senior Executive Officer	Yasuo Watanabe	President & CEO of Sumitomo Rubber USA, LLC
Senior Executive Officer	Hiroshi Matsui	In Charge of Motor Sports, General Manager of Tyre Technology HQ, Tyre Business HQ, General Manager of Advanced Planning and Development HQ
Senior Executive Officer	Hiroshi Hamada	In Charge of Domestic Direct Sales and International Business Development & Administration, General Manager of Planning HQ, Tyre Business HQ
Executive Officer	Toshihiko Komatsu	President & CEO of Sumitomo Rubber AKO Lastik Sanayi ve Ticaret A.Ş., Managing Director, Chairman & CEO of Falken Tyre Europe GmbH, Managing Director of Sumitomo Rubber Europe GmbH
Executive Officer	Kenji Saito	General Manager of Manufacturing HQ, Tyre Business HQ
Executive Officer	Jiro Kawase	General Manager of Domestic Replacement Sales HQ, Tyre Business HQ, President of DUNLOP TYRE JAPAN, LTD.
Executive Officer	Yoichi Mizuno	General Manager of Material Research & Development HQ, Tyre Business HQ
Executive Officer	Kiyoshi Ikawa	In Charge of Public Relations, General Manager of Human Resources and General Affairs HQ, General Manager of Business Transformation HQ
Executive Officer	Shingo Sakashita	General Manager of International Business Governance Promotion Dept.
Executive Officer	Susumu Tanaka	In Charge of Overseas Technical Service, Vice General Manager of Technology HQ, Tyre Business HQ
Executive Officer	Masahiro Tsuzaki	General Manager of Hybrid Business HQ
Executive Officer	Hitoshi Hino	General Manager of Accounting & Finance HQ
Executive Officer	Takeshi Asakura	General Manager of Automotive System Division

Position	Name	Responsibility and Significant Concurrent Posts
Executive Officer	Keiji Moriyama	General Manager of Sports Business HQ
Executive Officer	Hidenori Suzuki	General Manager of Procurement HQ, Tyre Business HQ, General Manager of Raw Material Procurement Dept.

(6) Outside Directors / Audit & Supervisory Board Members

The details of Outside Directors/ Audit & Supervisory Board Members are as follows:

(i) Significant Positions Concurrently Held by Outside Directors / Audit & Supervisory Board Members (As of December 31, 2024)

Position	Name	Significant Concurrent Post
Director	Keizo Kosaka	Attorney Chairman of Irokawa Legal Professional Corporation Outside Audit & Supervisory Board Member of Sekisui Kasei Co., Ltd. Outside Audit & Supervisory Board Member of SEIREN CO., LTD.
Director	Mari Sonoda	Special Assistant to the Minister of Digital Agency
Director	Takashi Tanisho	Senior Corporate Advisor of Kanadevia Corporation Outside Director of Tsubakimoto Chain Co. Outside Director of Matsumoto Yushi-Seiyaku Co., Ltd.
Director	Naomi Motojima	Managing Executive Officer of MS&AD Insurance Group Holdings, Inc. Director of MS&AD ABILITYWORKS Co., Ltd.
Audit & Supervisory Board Member	Asli M. Colpan	Professor of Graduate School of Economics of Kyoto University Professor of Graduate School of Management of Kyoto University Outside Director of the Board of Kansai Paint Co., Ltd.
Audit & Supervisory Board Member	Hirofumi Yasuhara	Outside Corporate Auditor of Kanadevia Corporation Outside Director of Sumitomo Densetsu Co., Ltd.
Audit & Supervisory Board Member	Toshikazu Tagawa	Certified Public Accountant Representative of Toshikazu Tagawa Certified Public Accountant Office Independent Non-executive Director of CITIC Limited CEO of Ranzan USA Corporation Auditor of Music Dialogue

(Note) There are no special relationships between the Company and the companies in which the Outside Directors/Audit & Supervisory Board Members hold significant concurrent positions.

(ii) Major Activities Engaged by Outside Directors/Audit & Supervisory Board Members

Position	Name	Activities Engaged In
Director	Keizo Kosaka	<u>Number of Meetings of the Board of Directors Attended: 14/14</u> At the Board of Directors meetings, he provides advice that leads to the improvement of corporate governance of the Company and expresses his opinions on the progress of the Mid-Term Plan, based on his abundant legal knowledge and experience primarily as a lawyer. He has also chaired the Board of Directors since March 2023. In addition, as chairperson of the Nomination and Remuneration Committee, he leads fair and transparent committee management.
Director	Mari Sonoda	<u>Number of Meetings of the Board of Directors Attended: 14/14</u> At the Board of Directors meetings, she provides advice that leads to the improvement of corporate governance of the Company and expresses her opinions on the progress of the Mid-Term Plan, based on her abundant knowledge and experience primarily in the fields of finance and fiscal affairs accumulated when working as a government official. In addition, at the Nomination and Remuneration Committee, she provides specific advice and opinions based on her experience as a government official.

Position	Name	Activities Engaged In
Director	Takashi Tanisho	<u>Number of Meetings of the Board of Directors Attended: 14/14</u> At the Board of Directors meetings, he provides advice that leads to the improvement of corporate governance of the Company and expresses his opinions on the progress of the Mid-Term Plan, based on his abundant knowledge and experience of corporate strategies primarily as a former corporate manager. In addition, at the Nomination and Remuneration Committee, he provides specific advice and opinions regarding succession planning and other matters based on his experience in top management.
Director	Misao Fudaba	<u>Number of Meetings of the Board of Directors Attended: 14/14</u> At the Board of Directors meetings, he provides advice that leads to the improvement of corporate governance of the Company and expresses his opinions on the progress of the Mid-Term Plan, based on his abundant knowledge and experience of corporate strategies primarily as a former corporate manager. In addition, at the Nomination and Remuneration Committee, he provides specific advice and opinions regarding succession planning and other matters based on his experience in top management.
Director	Naomi Motojima	<u>Number of Meetings of the Board of Directors Attended: 11/11</u> At the Board of Directors meetings, she provides advice that leads to the improvement of corporate governance of the Company and expresses her opinions on the progress of the Mid-Term Plan, based on her abundant knowledge and experience of corporate strategies primarily as a former corporate manager. In addition, at the Nomination and Remuneration Committee, she provides specific advice and opinions regarding succession planning and other matters based on her experience in top management.
Audit & Supervisory Board Member	Asli M. Colpan	<u>Number of Meetings of the Board of Directors Attended: 14/14</u> <u>Meetings of the Audit & Supervisory Board Attended: 12/12</u> At the meetings of the Board of Directors and the Audit & Supervisory Board, she provides advice that leads to the improvement of corporate governance of the Company and expresses her opinions on the progress of the Mid-Term Plan, based on her abundant knowledge and experience primarily as a person of learning and experience. In addition, at the Nomination and Remuneration Committee, she provides specific advice and opinions based on her experience of having engaged in corporate management as an Outside Director.
Audit & Supervisory Board Member	Hirofumi Yasuhara	<u>Number of Meetings of the Board of Directors Attended: 14/14</u> <u>Meetings of the Audit & Supervisory Board Attended: 11/12</u> At the meetings of the Board of Directors and the Audit & Supervisory Board, he provides advice that leads to the improvement of corporate governance of the Company and expresses his opinions on the progress of the Mid-Term Plan, based on his abundant knowledge and experience primarily in the fields of corporate management and financial strategies. In addition, at the Nomination and Remuneration Committee, he provides specific advice and opinions based on his experience in top management.

Position	Name	Activities Engaged In
Audit & Supervisory Board Member	Toshikazu Tagawa	<u>Number of Meetings of the Board of Directors Attended: 10/11</u> <u>Meetings of the Audit & Supervisory Board Attended: 10/10</u> At the meetings of the Board of Directors and the Audit & Supervisory Board, he provides advice that leads to the improvement of corporate governance of the Company and expresses his opinions on the progress of the Mid-Term Plan, based on his abundant knowledge and experience primarily as a certified public accountant. In addition, at the Nomination and Remuneration Committee, he provides specific advice and opinions based on his experience of having engaged in corporate management as an Outside Director.

(Notes)

1. Director Naomi Motojima was newly elected and appointed as Director at the 132nd Annual General Meeting of Shareholders held on March 28, 2024. After the 132nd Annual General Meeting of Shareholders, Board of Directors meetings were held a total of 11 times during this fiscal year under review.
2. Audit & Supervisory Board Member Toshikazu Tagawa was newly elected and appointed as Audit & Supervisory Board Member at the 132nd Annual General Meeting of Shareholders held on March 28, 2024. After the 132nd Annual General Meeting of Shareholders, Board of Directors meetings were held a total of 11 times, and Audit & Supervisory Board meetings a total of 10 times, during this fiscal year under review.

(iii) Remuneration of Outside Directors/Audit & Supervisory Board Members

Number of Persons to be Paid	Amount Paid from the Company	Amount Paid from the Company's Subsidiary
9	JPY 92 million	—

(Note) The Company does not have a parent company.

4. Accounting Auditor

(1) Name of Accounting Auditor

KPMG AZSA LLC

(2) Amount of Remuneration Payable to Each Accounting Auditor

(i) Total amount of remuneration payable by the Company to the Accounting Auditor:

JPY 216 million

(ii) Total amount of remuneration payable by the Company and its subsidiaries to the Accounting Auditor:

JPY 216 million

(Notes)

1. The Company's Audit & Supervisory Board reviewed the content of the Accounting Auditor's audit plan, the status of execution of its accounting audit duties and the grounds for calculation of the estimated remuneration for the Accounting Auditor, based on the reports and necessary documents obtained from Directors, related divisions and departments and the Accounting Auditor, and as a result consented to the amount of remuneration, etc., for the Accounting Auditor under Article 399, Paragraph 1, of the Companies Act.
2. The audit agreement executed between the Company and the Accounting Auditor does not distinguish the auditor's remuneration receivable under the Companies Act and the auditor's remuneration receivable under the Financial Instruments and Exchange Law and the above amounts therefore represent the total of these remuneration payable by the Company because these categories cannot be distinguished effectively.
3. Among our major establishments and principal subsidiaries, subsidiaries abroad, such as P.T. Sumi Rubber Indonesia, have undergone a statutory audit by certified public accountants or audit corporations (including those who have equivalent qualifications in foreign countries) besides the Company's Accounting Auditor.

(3) Contents of Non-Auditing Services

The Company has entrusted to the Accounting Auditor agreed-upon procedural services, etc., as services falling outside the purview of Article 2, Paragraph 1 of the Certified Public Accountants Act (non-auditing services).

(4) The Company's Policy of Dismissal or Non-reappointment of an Accounting Auditor

If the Company's Audit & Supervisory Board decides that the Company should immediately dismiss the Accounting Auditor pursuant to the provisions of Article 340 of the Companies Act, then the Accounting Auditor shall be dismissed by unanimous vote of all the Audit & Supervisory Board Members of the Company. If the Company's Audit & Supervisory Board evaluates the reappointment/non-reappointment of such Accounting Auditor pursuant to Article 344 of the Companies Act and decides that the Accounting Auditor would be unable to continue to properly perform its duties, the Audit & Supervisory Board shall determine the content of a proposal to be submitted to the General Meeting of Shareholders concerning the dismissal or non-reappointment of such Accounting Auditor.

(Note) In this Business Report, all figures are rounded to the nearest notational unit.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(As of December 31, 2024)

(Unit: JPY Million)

<u>ASSETS</u>	<u>AMOUNT</u>
CURRENT ASSETS:	
Cash and cash equivalents	100,382
Trade and other receivables	221,679
Other financial assets	2,262
Inventories	290,947
Other current assets	54,492
Total current assets	669,762
NON-CURRENT ASSETS:	
Property, plant and equipment	444,047
Goodwill	29,457
Intangible assets	59,087
Investments accounted for using equity method	4,529
Other financial assets	34,000
Net defined benefit asset	62,378
Deferred tax assets	34,687
Other non-current assets	3,176
Total non-current assets	671,361
<u>TOTAL ASSETS</u>	1,341,123

(Unit: JPY Million)

<u>LIABILITIES</u>	<u>AMOUNT</u>
CURRENT LIABILITIES:	
Bonds and loans payable	89,805
Trade and other payables	186,587
Other financial liabilities	14,272
Income tax payable	6,339
Provisions	7,178
Other current liabilities	66,434
Total current liabilities	370,615
NON-CURRENT LIABILITIES:	
Bonds and loans payable	162,637
Other financial liabilities	64,877
Net defined benefit liability	24,578
Provisions	871
Deferred tax liabilities	19,644
Other non-current liabilities	22,091
Total non-current liabilities	294,698
<u>TOTAL LIABILITIES</u>	665,313
<u>EQUITY</u>	<u>AMOUNT</u>
Capital stock	42,658
Capital surplus	39,788
Retained earnings	520,815
Treasury stock	(26)
Other components of equity	52,899
Total equity attributable to owners of parent	656,134
Non-controlling interest	19,676
<u>TOTAL EQUITY</u>	675,810
<u>TOTAL LIABILITIES AND EQUITY</u>	1,341,123

CONSOLIDATED STATEMENT OF INCOME

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

(Unit: JPY Million)

<u>ITEM</u>	<u>AMOUNT</u>
Sales revenue	1,211,856
Cost of sales	(853,568)
Gross profit	358,288
Selling, general and administrative expenses	(270,347)
Business profit	87,941
Other income	4,221
Other expenses	(80,976)
Operating profit	11,186
Financial income	12,305
Financial expenses	(7,289)
Equity in earnings of affiliates	49
Profit before tax	16,251
Income tax expenses	(3,304)
Profit	12,947
Profit attributable to:	
Owners of parent	9,865
Non-controlling interests	3,082
Profit	12,947

NON-CONSOLIDATED BALANCE SHEET

(As of December 31, 2024)

(Unit: JPY Million)

<u>ASSETS</u>	<u>AMOUNT</u>
CURRENT ASSETS:	422,461
Cash and deposits	8,573
Notes receivable-trade	119
Electronically recorded monetary claims	5,676
Accounts receivable-trade	231,554
Merchandise and finished goods	31,261
Work in process	3,885
Raw materials and supplies	23,608
Accounts receivable-other	24,351
Short-term loans receivable	85,868
Other	7,586
Allowance for doubtful accounts	(20)
NON-CURRENT ASSETS:	523,226
PROPERTY, PLANT AND EQUIPMENT:	114,375
Buildings	27,748
Structures	3,582
Machinery and equipment	40,621
Vehicles	607
Tools, furniture and fixtures	11,620
Land	18,876
Leased assets	920
Construction in progress	10,401
INTANGIBLE ASSETS:	32,545
Trademark right	7,434
Software	24,870
Leased assets	46
Other	195
INVESTMENTS AND OTHER ASSETS:	376,306
Investment securities	16,252
Stocks of subsidiaries and associates	320,758
Long-term loans receivable	4,332
Long-term prepaid expenses	910
Guarantee deposits	2,766
Prepaid pension cost	26,158
Deferred tax assets	4,011
Other	1,279
Allowance for doubtful accounts	(160)
<u>TOTAL ASSETS</u>	945,687

(Unit: JPY Million)

<u>LIABILITIES</u>	<u>AMOUNT</u>
CURRENT LIABILITIES:	320,179
Notes payable-trade	312
Electronically recorded obligations	3,513
Accounts payable-trade	88,887
Short-term loans payable	59,504
Current portion of long-term loans payable	18,000
Lease obligations	362
Accounts payable-other	40,243
Accrued expenses	6,333
Income tax payable	397
Deposits received	96,633
Provision for bonuses	2,795
Provision for directors' bonuses	122
Provision for loss on voluntary recall of products	1,766
Other	1,312
NON-CURRENT LIABILITIES:	166,634
Bonds payable	25,000
Long-term loans payable	132,640
Lease obligations	614
Provision for retirement benefits	5,961
Asset retirement obligations	273
Other	2,146
<u>TOTAL LIABILITIES</u>	486,813
<u>NET ASSETS</u>	<u>AMOUNT</u>
TOTAL EQUITY:	450,682
Capital stock	42,658
Capital surplus:	38,704
Legal capital surplus	38,702
Other capital surplus	2
Retained earnings:	369,346
Legal retained earnings	4,536
Other retained earnings:	364,810
Reserve for advanced depreciation of non-current assets	1,661
General reserve	74,842
Retained earnings brought forward	288,307
Treasury stock	(26)
VALUATION AND TRANSLATION ADJUSTMENTS:	8,192
Valuation difference on available-for-sale securities	8,192
<u>TOTAL NET ASSETS</u>	458,874
<u>TOTAL LIABILITIES AND NET ASSETS</u>	945,687

NON-CONSOLIDATED STATEMENT OF INCOME

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

(Unit: JPY Million)

<u>ITEM</u>	<u>AMOUNT</u>	
Net sales		623,735
Cost of sales		(506,294)
Gross profit		117,441
Selling, general and administrative expenses		(90,790)
Operating profit		26,651
Non-operating income:		
Interest and dividend income	28,338	
Foreign exchange losses	8,778	
Other	1,397	38,513
Non-operating expenses:		
Interest expenses	(3,290)	
Loss on sales of notes payable	(723)	
Loss on valuation of derivatives	(2,170)	
Other	(1,354)	(7,537)
Ordinary income		57,627
Extraordinary income:		
Gain on extinguishment of tie-in shares	4,198	
Insurance claim income	842	
Gain on sales of non-current assets	21	5,061
Extraordinary losses:		
Loss on sale of shares of subsidiaries	(4,355)	
Loss on voluntary recall of products	(1,765)	
Loss on retirement of non-current assets	(712)	
Loss on sales of non-current assets	(168)	
Impairment loss	(36)	
Loss on extinguishment of tie-in shares	(1)	(7,037)
Income before income taxes		55,651
Income taxes-current	(4,965)	
Income taxes-deferred	(6,388)	(11,353)
Profit		44,298

Certified Copy of the Accounting Auditor’s Report Regarding the Consolidated Financial Statements
INDEPENDENT AUDITOR’S REPORT

February 28, 2025

To: The Board of Directors of Sumitomo Rubber Industries, Ltd.

KPMG AZSA LLC Kobe Office

Designated Limited Liability Partner Engagement Partner	Certified Public Accountant	Masateru Matsui
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Designated Limited Liability Partner Engagement Partner	Certified Public Accountant	Masanobu Kono
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Designated Limited Liability Partner Engagement Partner	Certified Public Accountant	Takuma Amemoto
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Opinion

Pursuant to Article 444, Paragraph 4 of the Companies Act, we have audited the accompanying consolidated financial statements, which comprise the Consolidated Statement of Financial Position, the Consolidated Statement of Income, the Consolidated Statement of Changes in Total Equity, and the Notes on the Consolidated Financial Statements of Sumitomo Rubber Industries, Ltd. (the “Company”) applicable to the 133rd business term from January 1, 2024 through December 31, 2024.

In our opinion, the consolidated financial statements referred to above, prepared with the omission of and in accordance with accounting standards of some disclosure items required under International Financial Reporting Standards in accordance with the provisions of the latter part of the first paragraph, Article 120 of the Regulation on Corporate Accounting, present fairly, in all material respects, the financial position and results of operations of the Group, which consists of the Company and consolidated subsidiaries, applicable to the fiscal year ended December 31, 2024.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibility under those standards is described in the “Auditors’ Responsibility in the Auditing of the Consolidated Financial Statements” section of our report. We are independent of the Company and its consolidated subsidiaries in accordance with the ethical requirements that are relevant to our audit of the financial statements in Japan, and have fulfilled our other ethical responsibilities as an auditor. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other Information

Management is responsible for the other information. Audit & Supervisory Board Members and the Audit & Supervisory Board are responsible for overseeing the Directors’ execution of duties relating to the design, implementation and maintenance of the Group’s reporting process for the other information. The other information comprises the information included in the Business Report and the accompanying supplemental schedules.

Our auditing opinion on the consolidated financial statements does not include any other statements and, accordingly, we express no opinion on them.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of the Management, the Audit & Supervisory Board Members, and the Board for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in conformity with accounting principles prescribed in the latter part of the first paragraph, Article 120 of the Regulation on Corporate Accounting, which permits the preparation of consolidated financial statements by omitting certain disclosure items required by International Financial Reporting Standards, and for designing and operating such internal control as management determines is necessary to enable the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing whether it is appropriate to prepare the consolidated financial statements with the assumption of the Group's ability to continue as a going concern, and disclosing, as applicable, matters related to going concern in conformity with accounting principles prescribed in the latter part of the first paragraph, Article 120 of the Regulation on Corporate Accounting, that omit some of the disclosure items required by International Financial Reporting Standards.

Audit & Supervisory Board Members and the Board are responsible for monitoring the performance of duties by the Directors in the design and operation of the financial reporting process.

Auditors' Responsibility in the Auditing of the Consolidated Financial Statements

Our responsibility is to express an opinion on whether the consolidated financial statements are free from material misstatements as a whole, whether due to fraud or error, by obtaining reasonable assurances based on our audit from an independent standpoint in an audit report. Misstatements may arise from fraud or error, and are deemed material if they are reasonably expected to affect the decision-making of users taken on the basis of the consolidated financial statements, individually or in the aggregate.

We shall, as professional experts, make judgements through the audit process in accordance with auditing standards generally accepted in Japan, and perform the following with professional skepticism:

- We identify and assess the risks of material misstatement of the consolidated financial statements, etc., whether due to fraud or error, and design and perform the auditing procedures responding to those risks. The procedures shall be selected and applied at the auditors' judgment. Furthermore, we shall obtain sufficient and appropriate audit evidence to provide a basis for our opinion.
- In making those risk assessments, the auditors consider internal controls relevant to the audit of consolidated financial statements, in order to design audit procedures that are appropriate under the

circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls.

- We evaluate the appropriateness of accounting policies used and method of application thereof, and the reasonableness of accounting estimates made by the management, as well as the appropriateness of notes.
- We conclude on the appropriateness of management's use of the going concern basis to prepare consolidated financial statements and based on the audit evidence obtained, whether a material uncertainty exists related to the events or situations that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the notes of the consolidated financial statements; or if the notes of the consolidated financial statements are inadequate, we are required to express an opinion with exceptive items on the consolidated financial statements. However, future events or situations may cause the Company to cease to continue as a going concern, although our conclusions are based on the audit evidence obtained by the date of our auditor's report.
- Evaluate whether the overall presentation of the consolidated financial statements and the notes thereto are in accordance with accounting principles prescribed in the latter part of the first paragraph, Article 120 of the Regulation on Corporate Accounting, that omit some of the disclosure items required by International Financial Reporting Standards, as well as the overall presentation, structure and content of the consolidated financial statements, including the notes thereto, and whether the consolidated financial statements represent the underlying transactions and accounting events in a manner that achieves fair presentation.
- We plan and perform audits of the consolidated financial statements in order to obtain sufficient and appropriate audit evidence for the financial information of the Company and its consolidated subsidiaries, which serves as the basis for expressing opinions on the consolidated financial statements. The auditors are responsible for the guidance, supervision, and review of the audit of the consolidated financial statements. We remain solely responsible for our audit opinion.

We report, to the Audit & Supervisory Board Members and the Board, the planned scope and timing of the audit, material findings of the audit including any material deficiencies in internal controls identified in the process of the audit, and other matters required by auditing standards.

We report, to the Audit & Supervisory Board Members and the Board, a statement that we have complied with relevant ethical requirements regarding independence in Japan, and communicate with them matters that may reasonably be considered to have an impact on our independence, as well as any measures taken to remove impediments or safeguards applied to reduce impediments to an acceptable level, if any.

Conflicts of Interest

Our firm and the engagement partners have no interest in the Company and its subsidiaries which should be disclosed in compliance with the Certified Public Accountants Act.

Certified Copy of the Accounting Auditor’s Report

INDEPENDENT AUDITOR’S REPORT

February 28, 2025

To: The Board of Directors of Sumitomo Rubber Industries, Ltd.

KPMG AZSA LLC Kobe Office

Designated Limited Liability Partner Engagement Partner	Certified Public Accountant	Masateru Matsui
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Designated Limited Liability Partner Engagement Partner	Certified Public Accountant	Masanobu Kono
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Designated Limited Liability Partner Engagement Partner	Certified Public Accountant	Takuma Amemoto
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Opinion

Pursuant to Article 436, Paragraph 2, Item 1 of the Companies Act, we have audited the accompanying non-consolidated financial statements, which comprise the Non-Consolidated Balance Sheet, the Non-Consolidated Statement of Income, the Non-Consolidated Statement of Changes in Total Equity, the Notes on the Non-Consolidated Financial Statements, and the supplemental schedules (collectively referred to as the “Non-Consolidated Financial Statements, etc.”) of Sumitomo Rubber Industries, Ltd. (the “Company”) applicable to the 133rd business term from January 1, 2024 through December 31, 2024.

In our opinion, the Non-Consolidated Financial Statements, etc. referred to above present fairly, in all material respects, the financial position and results of operations of the Company, applicable to the fiscal year ended December 31, 2024, in accordance with accounting standards generally accepted and recognized as fair and appropriate in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibility in those standards is described in the “Auditors’ Responsibility in the Auditing of the Non-Consolidated Financial Statements, etc.” section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Japan, and have fulfilled our other ethical responsibilities as an auditor. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other Information

Management is responsible for the other information. Audit & Supervisory Board Members and the Audit & Supervisory Board are responsible for overseeing the Directors’ execution of duties relating to the design, implementation and maintenance of the Group’s reporting process for the other information. The other information comprises the information included in the Business Report and the accompanying supplemental schedules.

Our opinion on the non-consolidated financial statements, etc. does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the non-consolidated financial statements, etc., our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the non-consolidated financial statements, etc. or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibility of the Management, the Audit & Supervisory Board Members, and the Board for the Non-Consolidated Financial Statements, etc.

Management is responsible for the preparation and fair presentation of the Non-Consolidated Financial Statements, etc. in accordance with accounting standards generally accepted and recognized as fair and appropriate in Japan, and for designing and operating such internal controls as management determines are necessary to enable the preparation and fair presentation of Non-Consolidated Financial Statements, etc. that are free from material misstatements, whether due to fraud or error.

In preparing the Non-Consolidated Financial Statements, etc., the management is responsible for assessing as to whether it is appropriate to prepare the Non-Consolidated Financial Statements, etc. based on the going concern assumption; and for disclosing such matters if it is necessary to disclose matters for the going concern in accordance with accounting standards generally accepted and recognized as fair and appropriate in Japan.

Audit & Supervisory Board Members and the Board are responsible for monitoring the performance of duties by the Directors in the development and operation of the financial reporting process.

Auditors' Responsibility in the Auditing of the Non-Consolidated Financial Statements, etc.

Our responsibility is to express an opinion on whether the non-consolidated financial statements, etc. are free from material misstatements, whether due to fraud or error, by obtaining reasonable assurance based on our audit from an independent standpoint in an audit report. Misstatement may arise from fraud or error, and is deemed material if it is reasonably expected to affect the decision-making of users taken on the basis of the non-consolidated financial statements, etc., individually or in the aggregate.

We shall, as professional experts, make judgement through the audit process in accordance with auditing standards generally accepted in Japan, and perform the following with professional skepticism:

- We identify and assess the risks of material misstatement of the non-consolidated financial statements, etc., whether due to fraud or error, and design and perform the auditing procedures responding to those risks. The procedures shall be selected and applied at the auditors' judgment. Furthermore, we shall obtain sufficient and appropriate audit evidence to provide a basis for our opinion.
- In making those risk assessments, the auditors consider internal controls relevant to the audit of the Non-Consolidated Financial Statements, etc., in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls.
- We evaluate the appropriateness of accounting policies used and method of application thereof, and the reasonableness of accounting estimates made by management, as well as the appropriateness of notes.
- We conclude on the appropriateness of management's use of the going concern basis to prepare non-consolidated financial statements, etc. and based on the audit evidence obtained, whether a material uncertainty exists related to the event or situation that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw

attention in our auditor's report to the notes of the non-consolidated financial statements, etc.; or if the notes of the non-consolidated financial statements, etc. are inadequate, we are required to express an opinion with exceptive items on the non-consolidated financial statements, etc. However, future events or situations may cause the Company to cease to continue as a going concern, although our conclusions are based on the audit evidence obtained by the date of our auditor's report.

- We evaluate whether the presentation and notes of the non-consolidated financial statements, etc. are in accordance with accounting standards generally accepted and recognized as fair and appropriate in Japan, and whether the presentation, structure and content of the Non-Consolidated Financial Statements, etc. including related notes as well as the Non-Consolidated Financial Statements, etc. appropriately present the transactions and accounting events which provide their basis.

We report, to the Audit & Supervisory Board Members and the Board, the planned scope and timing of the audit, material findings of the audit including any material deficiencies in internal controls identified in the process of the audit, and other matters required by auditing standards.

We report, to the Audit & Supervisory Board Members and the Board, a statement that we have complied with relevant ethical requirements regarding independence in Japan, and communicate with them matters that may reasonably be considered to have an impact on our independence, as well as any measures taken to remove impediments or safeguards applied to reduce impediments to an acceptable level, if any.

Conflicts of Interest

Our firm and the engagement partners have no interest in the Company which should be disclosed in compliance with the Certified Public Accountants Act.

Certified Copy of the Audit & Supervisory Board's Report

AUDIT REPORT

Having reviewed the audit reports compiled by each Audit & Supervisory Board Member in regard to the performance of duties by the Directors of Sumitomo Rubber Industries, Ltd. (the "Company") for the 133rd business term (beginning on January 1, 2024 and ending on December 31, 2024), we, the Audit & Supervisory Board (the "Board") of the Company, prepared this Audit Report and shall report as follows:

1. Method and Contents of Audit Performed by the Audit & Supervisory Board Members and the Board

- (1) We decided on the policies of audit and job assignment, received report from each Audit & Supervisory Board Member on the status of performing audit and results of audit, received reports from Directors, etc. and from the Accounting Auditor on the status of performance of their duties, and requested explanation as necessary.
- (2) Each Audit & Supervisory Board Member, in observance of the auditing standards determined by the Board, and in accordance with the auditing policy and job assignment, communicated with the Directors, internal audit office, and other employees, collected information and organized the environment for performing an audit, and performed an audit according to the following method:
 - (i) We participated in the Board of Directors meetings and other important meetings, received reports from the Directors and employees on the status of the performance of their duties, requested explanations as necessary, reviewed important approval documents, and conducted investigations on the state of operations and conditions of assets at the head office and other main offices of the Company. In addition, regarding subsidiaries, we communicated and exchanged information with the Directors and Audit & Supervisory Board Members of subsidiaries, and received business reports from subsidiaries, as necessary.
 - (ii) We regularly received reports from the Directors and employees, requested explanations as necessary and expressed opinions on the contents of a resolution of the Board of Directors concerning the establishment of a system, stipulated in Article 100, Paragraphs 1 and 3 of the Regulations for Enforcement of the Companies Act, as necessary to assure that the performance of duties by the Directors is in compliance with laws and regulations and others to assure the appropriateness of the operations of a company group consisting of a stock company and its subsidiaries, as well as on the status of the development and operation of the system (internal control system) established based on the resolution.
 - (iii) We monitored and verified the Accounting Auditors to determine whether they remained independent and performed their audits appropriately, received reports from them on the status of the performance of their duties, and requested explanations as necessary. We also received a notice from the Accounting Auditors that the "systems for ensuring that the performance of its duties is being carried out correctly" (pursuant to each item of Article 131 of the Regulation on Corporate Accounting) is being established in accordance with the "Quality Control Standard for Audit" (Business Accounting Council) and requested explanations as necessary.

Based on the above method, we reviewed the Business Report and the supplemental schedules, the financial statements (Balance Sheet, Statement of Income, Statement of Changes in Total Equity, and List of Notes to the Financial Statements) and the supplemental schedules, and the consolidated financial statements (Consolidated Statement of Financial Position, Consolidated Statement of Income, Consolidated Statement of

Changes in Total Equity, and List of Notes to the Consolidated Financial Statements) for the fiscal year under review.

2. Results of Audit

(1) Result of Audit of the Business Report, etc. We are of the view:

- (i) The Business Report and the supplemental schedules fairly present the conditions of the Company as required by laws and regulations and the Articles of Incorporation of the Company;
- (ii) In connection with the performance of duties by the Directors, we did not find any improper act or any material fact which constitutes a violation of laws and regulations or the Articles of Incorporation of the Company; and
- (iii) The resolution of the Board of Directors concerning the internal control system is appropriate. We have found no matters to remark with regard to the execution of duties by the Directors concerning this internal control system.

(2) Results of Audit of the Financial Statements and the Supplemental Schedules

We confirm that the method and results of audit performed by the Accounting Auditor, KPMG AZSA LLC, are appropriate.

(3) Results of Audit of the Consolidated Financial Statements

We confirm that the method and results of audit performed by the Accounting Auditor, KPMG AZSA LLC, are appropriate.

February 28, 2025

Sumitomo Rubber Industries, Ltd.

Audit & Supervisory Board

Kazuo Kinameri (seal)

Standing Audit & Supervisory Board Member

Hiroki Ishida (seal)

Standing Audit & Supervisory Board Member

Asli M. Colpan (seal)

Audit & Supervisory Board Member

Hirofumi Yasuhara (seal)

Audit & Supervisory Board Member

Toshikazu Tagawa (seal)

Audit & Supervisory Board Member

(Note)

Audit & Supervisory Board Members Asli M. Colpan, Hirofumi Yasuhara, and Toshikazu Tagawa are Outside Audit & Supervisory Board Members.