

Chapter 7

Corporate Information

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Financial Data

Financial and Non-Financial Data

Consolidated Financial Data

Years ended December 31	Unit	IFRS ^{*1}									
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Earnings for the year:											
Sales revenue	Millions of yen	756,696	877,866	894,243	893,310	790,817	936,039	1,098,664	1,177,399	1,211,856	1,207,061
Overseas sales ratio	%	59	63	63	63	64	68	71	70	72	70
Cost of sales	Millions of yen	499,650	611,185	632,756	637,658	558,638	676,341	845,442	850,898	853,568	838,694
Selling, general and administrative expenses	Millions of yen	182,130	199,706	200,806	201,261	188,791	207,723	231,259	248,831	270,347	277,581
Business profit ^{*2}	Millions of yen	74,916	66,975	60,681	54,391	43,388	51,975	21,963	77,670	87,941	90,786
Business profit rate	%	9.9	7.6	6.8	6.1	5.5	5.6	2.0	6.6	7.3	7.5
Operating profit	Millions of yen	73,284	67,449	57,155	33,065	38,701	49,169	14,988	64,490	11,186	82,584
Operating profit ratio	%	9.7	7.7	6.4	3.7	4.9	5.3	1.4	5.5	0.9	6.8
Profit attributable to owners of parent ^{*3}	Millions of yen	41,364	46,979	36,246	12,072	22,596	29,470	9,415	37,048	9,865	50,379
Profit to equity attributable to owners of parent ratio	%	5.5	5.4	4.1	1.4	2.9	3.1	0.9	3.1	0.8	4.2
Financial position at year-end:											
Total assets	Millions of yen	897,634	1,018,266	1,002,383	1,035,484	974,805	1,086,169	1,225,202	1,266,732	1,341,123	1,459,932
Total equity	Millions of yen	459,541	490,886	472,807	475,537	467,097	513,543	563,863	641,430	675,810	736,310
Total equity attributable to owners of parent	Millions of yen	429,316	459,907	457,927	460,800	454,743	501,540	546,200	624,114	656,134	716,080
Interest-bearing debt	Millions of yen	204,218	273,452	283,482	325,490	276,739	296,784	372,760	310,932	331,218	406,629
Cash flows for the year:											
Cash flows from operating activities	Millions of yen	128,190	76,109	82,820	91,458	123,504	63,090	27,869	169,800	104,325	150,427
Cash flows from investing activities	Millions of yen	(42,144)	(100,724)	(65,494)	(63,417)	(45,594)	(54,023)	(78,697)	(62,230)	(64,659)	(186,556)
Free cash flows	Millions of yen	86,046	(24,615)	17,326	28,041	77,910	9,067	(50,828)	107,570	39,666	(36,129)
Cash flows from financing activities	Millions of yen	(71,055)	21,706	(2,122)	(40,979)	(61,881)	(13,332)	41,556	(95,568)	(35,623)	30,880
Related information:											
Capital expenditures	Billions of yen	49.6	62.5	66.9	58.1	41.9	49.5	68.0	62.9	62.2	62.8
Depreciation and amortization	Billions of yen	51.2	56.0	57.4	67.9	67.7	67.7	75.3	78.6	83.2	78.7
Research and development costs	Billions of yen	24.3	25.7	25.8	26.2	24.2	25.4	27.3	27.3	27.7	32.0
Related information:											
Tire sales volume	Millions of tires	112.64	123.47	123.61	124.36	108.83	116.03	111.46	108.36	103.33	97.56
ROE	%	9.7	10.6	7.9	2.6	4.9	6.2	1.8	6.3	1.5	7.3
ROA (business profit base)	%	8.2	7.0	6.0	5.2	4.3	5.0	1.9	6.2	6.7	6.5
D/E ratio	(times)	0.5	0.6	0.6	0.7	0.6	0.6	0.7	0.5	0.5	0.6
ROIC	%	—	—	—	—	—	—	1.7	5.7	6.5	6.2
Ratio of equity attributable to owners of parent	%	47.8	45.2	45.7	44.5	46.6	46.2	44.6	49.3	48.9	49.0

^{*1} From the fiscal year ended December 2016, we apply IFRS instead of JGAAP.

^{*2} Defined by Sumitomo Rubber Industries, Ltd. as its primary management indicator, business profit is calculated using the following formula: Sales revenue – (Cost of sales + Selling, general and administrative expenses).


^{*3} Profit attributable to owners of parent as calculated under IFRS.




Recognition and Certifications from External Organizations

Some honors and certifications related to sustainability activities that DUNLOP Group has received from outside organizations are listed below.


Inclusion in the ESG Index Series As of March, 2026




FTSE4Good
FTSE4Good Index Series



FTSE JPX Blossom Japan Index
FTSE Blossom Japan Index



FTSE JPX Blossom Japan Sector Relative Index
FTSE Blossom Japan Sector Relative Index



S&P/JPX Carbon Efficient Index
S&P/JPX Carbon Efficient Index

2026 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX
MSCI Nihonkabu ESG Select Leaders Index

* The inclusion of Sumitomo Rubber Industries, Ltd. in any MSCI index, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of Sumitomo Rubber Industries, Ltd. by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

Social



SPORTS YELL COMPANY 2026
Ministry of Education, Culture, Sports, Science and Technology: Sports Yell Company



健康経営優良法人 2026
KENKO Investment for Health
Ministry of Economy, Trade and Industry: KENKO Investment for Health (KIH)



女性が活躍している企業!
Ministry of Health, Labour and Welfare: "Eruboshi" certification



DX認定
Digital transformation certification



2021年認定 Kurumin
Ministry of Health, Labor and Welfare: "Kurumin" Certification
*Obtained from Dunlop Golf Club Corp

Participation in and Endorsement of Initiatives



WE SUPPORT
UN GLOBAL COMPACT
UN Global Compact



Tire Industry Project
World Business Council for Sustainable Development



WBC
World Business Council for Sustainable Development



TYRES EUROPE
Tyres Europe

JRMA: The Japan Rubber Manufacturers Association



TCFD
TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES
TCFD: Task Force on Climate-related Financial Disclosures



TNFD
Taskforce on Nature-related Financial Disclosures
TNFD: Taskforce on Nature-related Financial Disclosures



CLIMATE GROUP RE100
RE100



GPSNR
GPSNR (Global Platform for Sustainable Natural Rubber)



HRPP
HRPP (Hevea Research Platform in Partnership)



GX League
The GX League (GX: green transformation)




JAPAN HYDROGEN ASSOCIATION
Japan Hydrogen Association




Circular Partners
Circular Partners


Environment




CDP A List 2025
CDP 2025 A List (Climate Change and Water Security)



CDP Supplier Engagement Leader 2025
CDP Supplier Engagement Leader 2025



ECO FIRST
Ministry of the Environment of Japan: Eco-First Program

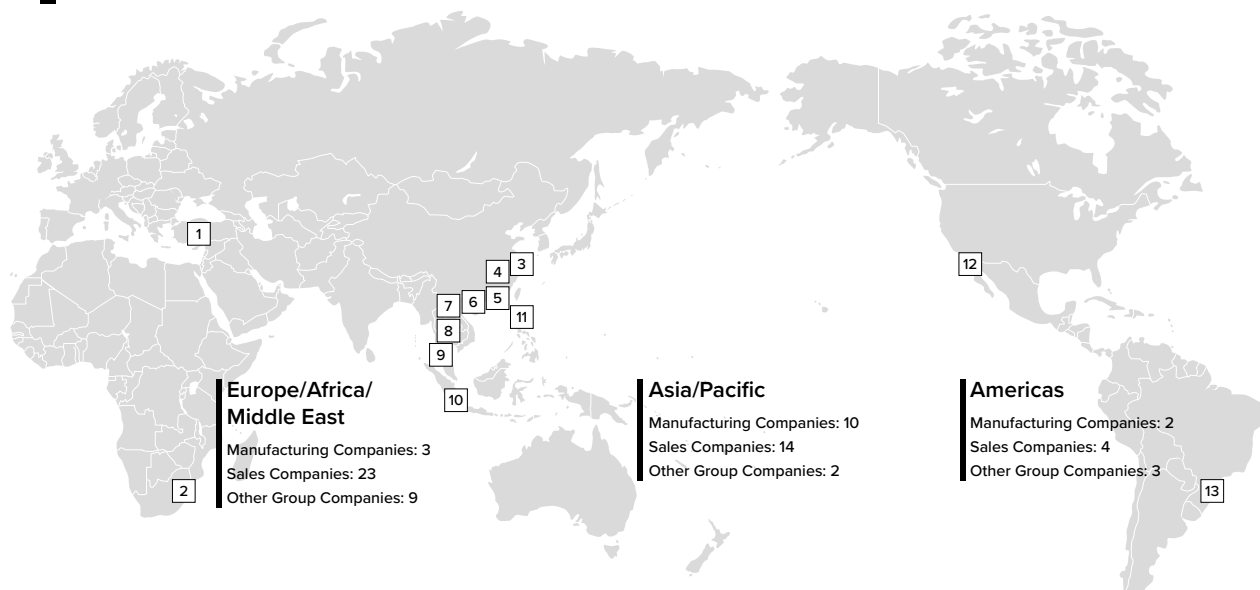


自然共生サイト 30by30
Ministry of the Environment of Japan: Nationally Certified Sustainably Managed Natural Sites | 30by30

Corporate Information, Stock Information

Group Profile

OVERSEAS



Europe/Africa/Middle East

Manufacturing Companies: 3
Sales Companies: 23
Other Group Companies: 9

Asia/Pacific

Manufacturing Companies: 10
Sales Companies: 14
Other Group Companies: 2

Americas

Manufacturing Companies: 2
Sales Companies: 4
Other Group Companies: 3

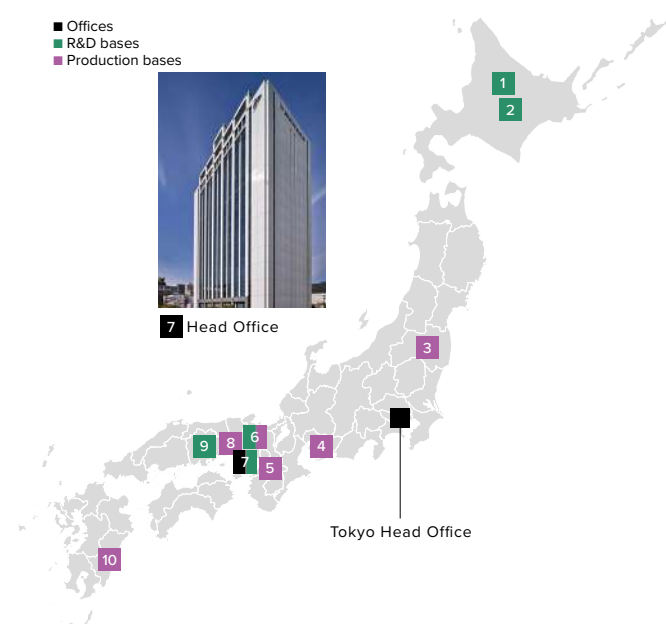


Overview of the Company

Company Name Sumitomo Rubber Industries, Ltd.	Address Head Office: 3-6-9, Wakinohama-cho, Chuo-ku, Kobe, Hyogo 651-0072, Japan Tokyo Head Office: Toyosu Center Bldg. 3-3-3, Toyosu, Koto-ku, Tokyo 135-6005, Japan	Consolidated number of employees 37,671 (7,675 on a non-consolidated basis) * As of December 31, 2025
Establishment 1917	Paid-in Capital ¥42,658 million	

JAPAN

- Offices
- R&D bases
- Production bases



Main Production and R&D Bases



Investor Information (As of December 31, 2025)

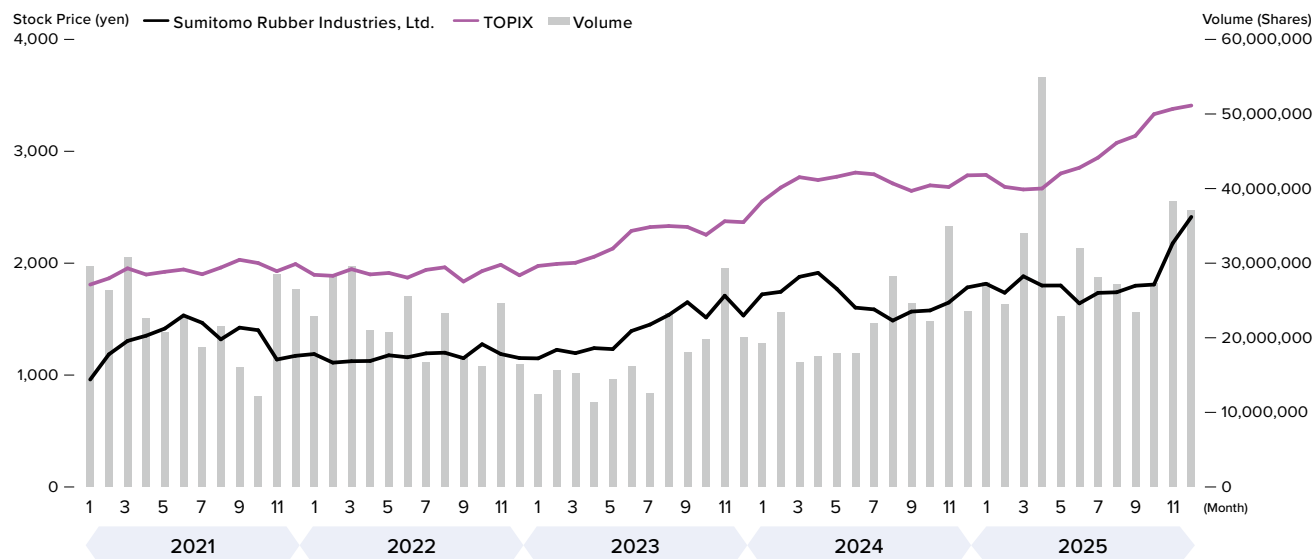
Number of Shares of Common Stock	Authorized shares: 800,000,000 Issued shares: 263,043,057
Number of Shareholders	40,224
Stock Exchange Listing	Tokyo
Ticker Symbol	5110
Transfer Agent and Special Account Management Institution	1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan Sumitomo Mitsui Trust Bank, Limited
Independent Auditors	KPMG AZSA LLC 7-1-1 Kumoi-street, Chuo-ku, Kobe, Hyogo, Japan

Major Shareholders

Name of Shareholder	Number of Shares (Thousand shares)	Ratio of Shareholding
Sumitomo Electric Industries, Ltd.	75,879	28.87%
The Master Trust Bank of Japan, Ltd. (Trust account)	36,752	13.98%
Custody Bank of Japan Ltd. (Trust account)	16,571	6.30%
MSIP CLIENT SECURITIES	7,329	2.79%
NORTHERN TRUST CO. (AVFC) RE SILCHESTER INTERNATIONAL INVESTORS INTERNATIONAL VALUE EQUITY TRUST	6,694	2.55%
JPMorgan Securities Japan Co., Ltd.	5,893	2.24%
STATE STREET BANK AND TRUST COMPANY 505001	5,191	1.97%
NORTHERN TRUST CO. (AVFC) RE U.S. TAX EXEMPTED PENSION FUNDS	4,132	1.57%
NORTHERN TRUST CO. (AVFC) RE NON TREATY CLIENTS ACCOUNT	3,145	1.20%
JP MORGAN CHASE BANK 385781	2,718	1.03%
Major Shareholders (Top 10)	164,304	62.50%

Note: The percentage of shares in the above list was calculated using the total number of shares of common stock, excluding 206,873 shares of treasury stock.

Stock Price



Breakdown of Shares by Shareholder Type

