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 Index Series

FTSE Blossom Japan Index

FTSE Blossom Japan Sector Relative 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.

S&P/JPX Carbon Efficient Index

Environment

CDP 2025 A List (Climate Change and Water Security)

CDP Supplier Engagement Leader 2025

Ministry of the Environment of Japan: Eco-First Program

Ministry of the Environment of Japan: Nationally Certified Sustainably Managed Natural Sites | 30by30

Social

Ministry of Education, Culture, Sports, Science and Technology: Sports Yell Company

Ministry of Economy, Trade and Industry: KENKO Investment for Health (KIH)

Ministry of Health, Labour and Welfare: "Eruboshi" certification

Digital transformation certification

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

Participation in and Endorsement of Initiatives

UN Global Compact

World Business Council for Sustainable Development

Tyres Europe

JRMA:The Japan Rubber Manufacturers Association

TCFD:Task Force on Climate-related Financial Disclosures

TNFD:Taskforce on Nature-related Financial Disclosures

RE100

GPSNR (Global Platform for Sustainable Natural Rubber)

HRPP (Hevea Research Platform in Partnership)

The GX League (GX: green transformation)

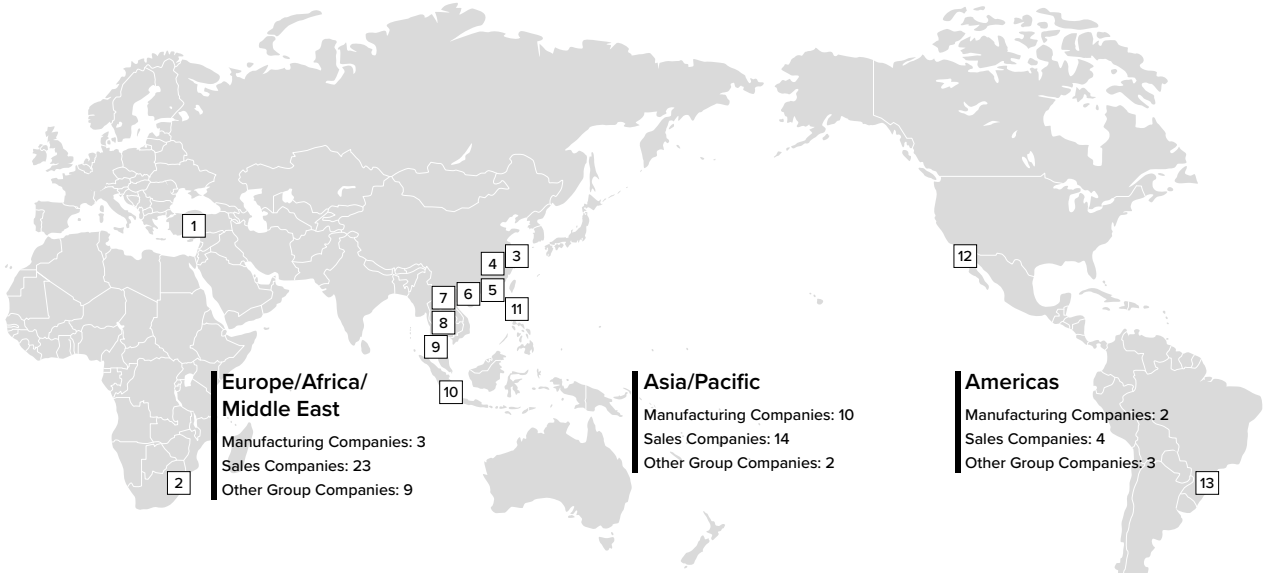
Japan Hydrogen Association

Circular Partners

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

1 **Turkey Factory** (tires)

2 **South Africa Factory** (tires)

3 **Changshu Factory** (China)(tires)

4 **Hunan Factory** (China) (tires)

5 **Zhongshan Factory** (China) (industrial products)

6 **Vietnam Factory** (industrial products)

7 **Thailand Factory** (sports goods)

8 **Thailand Factory** (tires)

9 **Malaysia Factory** (industrial products)

10 **Indonesia Factory** (tires and sports goods)

11 **Philippines Factory** (sports goods)

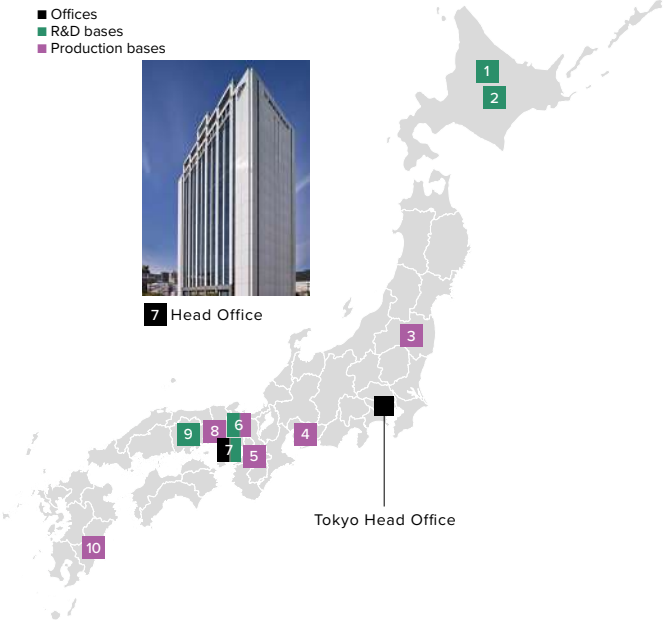
12 **USA Factory** (sports goods)

13 **Brazil Factory** (tires)

JAPAN

■ Offices
■ R&D bases
■ Production bases

7 Head Office



Tokyo Head Office

Main Production and R&D Bases

1 **Nayoro Tyre Proving Ground**

2 **Asahikawa Tyre Proving Ground**

3 **Shirakawa Factory** (tires)

4 **Nagoya Factory** (tires)

5 **Izumiotsu Factory** (tires and industrial products)

6 **Ichijima Factory** (sports goods)

6 **Golf Science Center**

6 **Tennis Science Center**

7 **Tyre Technical Center**

8 **Kakogawa Factory** (industrial products)

9 **Okayama Tyre Proving Ground**

10 **Miyazaki Factory** (tires and sports goods)

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

Investor Information (As of December 31, 2025)

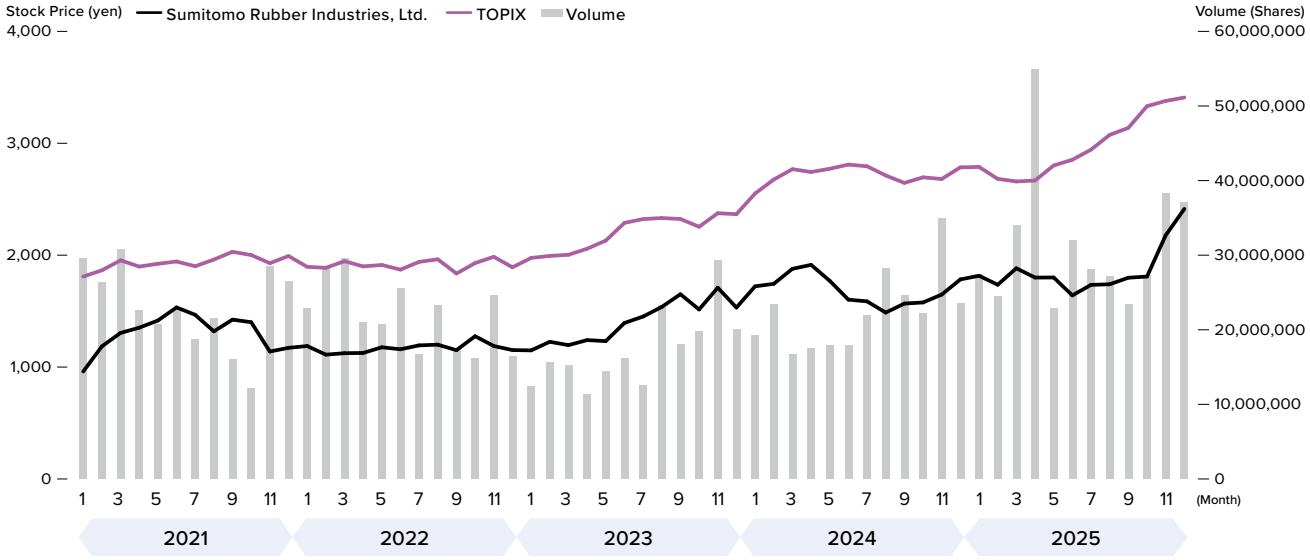
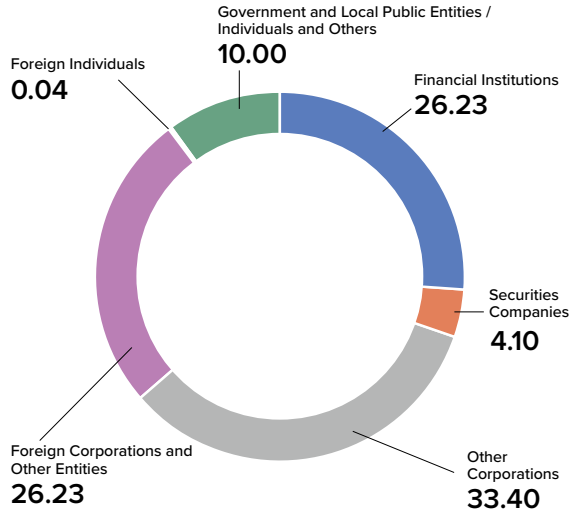
Number of Shares of Common Stock	Authorized shares: 800,000,000 Issued shares: 263,043,057
Number of Shareholders	40,224
Stock Exchange Listing	Tokyo
Ticker Symbol	5110
Transfer Agent and Special Account Management Institution	1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan Sumitomo Mitsui Trust Bank, Limited
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