

Value Creation Model

The Sumitomo Rubber Group is committing a variety of management resources, both internal and external, to developing the business. Today, based on our Mid-Term Plan, we are leading the way to further enhancements in economic and societal corporate value, with the aim of contributing to the sustainable development of society.

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

Material Issues

- Strengthening of corporate governance and compliance
- Pursuing the creation of a decarbonized society
- Building a circular economy
- Pursuit of superior product and service quality supporting safety, security and comfort as well as environmental friendliness
- Promoting diversity & inclusion

Value Provided

- Contributing to the mobility society
- Providing joy to the mind and body
- Contributing to living town development
- Contributing to a decarbonized, recycling-oriented society
- Creating new value by bringing together diverse competences, ideas, and technologies

Management Resources (fiscal 2023)

- Financial Capital
- Manufactured Capital
- Human Capital
- Intellectual Capital
- Social Capital
- Natural Capital

BUSINESS MODEL

Tire Business | Sports Business | Industrial Products Business

Research, Planning, and Development | Procurement | Production | Logistics, Sales, and Services

Sources of Competitive Advantage

- Rubber technology
- Manufacturing technology
- Customer-responsive development capabilities
- Analysis and simulation technology
- A united organization that can mobilize all its resources

Priority Measures

- Optimizing the business portfolio
- Expanding data business
- Promoting DX management
- Realizing a long-term sustainability policy (TOWANOWA)

Corporate Governance

Our Philosophy

OUTPUT

FY2023 Consolidated Performance

- Profit Rate: 6.6%
- ROIC: 5.7%
- ROE: 6.3%
- D/E Ratio: 0.5times

Products and Services

- Tires:** EV Tires, SENSING CORE, Instant Mobility System
- Sports:** Golf, Tennis, Wellness Business
- Industrial Products:** Vibration control dampers, Rubber parts for medical applications

OUTCOME

Financial Capital (FY2027 Target)

- Profit Rate: 7%
- ROIC: 6%
- ROE: 10%
- D/E Ratio: 0.6times

Manufactured Capital

- Stable supply of high-quality, environmentally friendly products and services

Human Capital

- Creating an environment where employees can develop and demonstrate their capabilities
- Fostering a culture of inclusion of diverse human capital

Intellectual Capital

- Accumulating knowledge through formalization and digitization of rubber technology

Social Capital

- Collaborating with stakeholders

Natural Capital

- Reducing CO₂ emissions
- Improving the sustainability of natural rubber
- Making raw materials sustainable