

Value Creation Model

The Sumitomo Rubber Group is committing a variety of management resources, both internal and external, to growing the business. Today, based on its newly formulated Midterm Plan, it is leading the way to further enhancements in economic and societal corporate value, with the aim of contributing to the sustainable development of society.

Megatrends	Growing impact of climate change	Growing public call for resource recycling	Changes in demographics
Growing public call for health and safety-oriented products	Respect for human rights and diversity	Innovation in the mobility society	Digital transformation
Priority issues	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	Strengthening of corporate governance and compliance	



Purpose

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

Key Management Resources (fiscal 2022)	
Financial Capital	
Sound financial position and stable earnings structure	
Total assets ¥1,225.2 Billion	Total equity ¥563.9 Billion
Manufactured Capital	
Diverse production network covering Japan and regions overseas	
Domestic 6 Bases	Foreign 16 Bases
Human Capital	
Diverse human resources in which the "Sumitomo Business Philosophy" has taken root	
Number of consolidated employees	40,365
Intellectual Capital	
Abundant intellectual property to drive the next phase of growth	
Number of Japanese and foreign patents	10,290
Social Capital	
Steadily building favorable relationships with stakeholders in various regions	
Number of consolidated subsidiaries and equity-method affiliates	102 (28 in Japan, 74 in countries abroad)
Natural Capital	
Efficient use of environmental resources to reduce environmental impact and realize a circular economy	
Total energy consumption 525,000 kl (crude oil equivalent)	Water usage 11,318,000 m³



OUTPUT	
Long-Term Sustainability Policy	
"Driving Our Future Challenge 2050"	
Environment	<ul style="list-style-type: none"> Product Innovation Resource Circulation Sustainable Raw Materials Carbon Neutrality Water Resources
<p>Two Rings to Support a Sustainable Future for Mobility Society</p>	
Social	<ul style="list-style-type: none"> Safety & Health Respect for Diversity & Harmony Human Rights Organizational Climate/Culture Supply Chain Management
Governance	<ul style="list-style-type: none"> Strengthening of Corporate Governance Thoroughgoing Compliance
Midterm Plan	
Target Indices	Target Vision for 2027 Performance
Profit Rate	7%
ROE	10%
D/E Ratio	0.6
ROIC	6%

OUTCOME
Create a robust governance structure capable of supporting high-quality decision making and ensuring compliance with corporate ethics
Contribute to the development of a decarbonized society through the achievement of carbon neutrality
Contribute to a circular economy through the provision of new technologies and services
Contribute to the next-generation mobility society via the development of environment-friendly products and technological innovation
Create a workplace that respects the diversity of employees' attributes and ways of thinking and empowers every individual to realize their full potential

Our Philosophy