

Evolve solutions business leveraging the strengths and expertise of the tire business

Expanding the Solutions Business by Leveraging the Strengths and Expertise of the Tire Business

The Bridgestone Group is committed to actively addressing societal and tire industry issues on its journey to become a sustainable solutions company. The business environment and society are facing tremendous changes. To turn these changes into an opportunity, the Group is focused on developing advanced solutions that provide social and customer value, while further strengthening its core tire business.

Core Business: The Tire Business as a Base of the Bridgestone Group's Business Strategy

The Group continues to further strengthen its business of producing and selling products.

• (A Business) Core tire business: Produces and sells highvalue added products (Dan-Totsu* products)

Growth Business: Expanding the Solutions Business to Create and Sell "Value" by Leveraging Tire- and Mobility-Related Data

The Group is transforming into a solutions company that creates and sells new "value" by utilizing tire- and mobility-related data, leveraging the strengths and expertise of the tire business.

- (B Business) Tire-centric Solutions business: Provide added value through products and tire-related data
- (C Business) Mobility Solutions business: Provides new value through products, tire-related data and mobility-related data

Change in Reporting Segments

The Company has reorganized its prior business-based reporting segments and geographic location-based reporting segments to create new reporting segments from the perspective of disclosing performance information better matched to the Company's organizational structure. From fiscal 2020 onward, disclosure will be uniformly conducted in accordance with the new segments. In addition, jurisdiction over the Indian market has been transferred from the China, Asia-Pacific segment to the new Europe, Russia, Middle East, India and Africa segment.

Up to FY2019: J-GAAP
Business Segments
Tires
Diversified Products
Geographic Segments
Japan
Americas
Europe, Russia, Middle East and Africa

From 1Q of FY2020: IFRS New Segments Japan Americas Europe, Russia, Middle East, India and Africa China, Asia-Pacific

^{*} Dan-Totsu means to be the absolute and clear leader.