

Positioning of the 24MBP with the 2030 Long Term Strategic Aspiration as its Roadmap and the North Star

In August 2022, Bridgestone announced the “2030 Long Term Strategic Aspiration” as a roadmap toward our 100th anniversary in 2031. It will guide us through an era when “change is becoming commonplace” with unpredictable changes including the accelerated evolution of mobility, transformation of the industry, and the emergence of a new global order. It will also help us continue supporting the mobility of people and goods with safety and peace of mind. We aim to become a resilient “excellent” Bridgestone that transforms change into opportunity, unperturbed by continuous change while remaining robust and flexible like rubber.

The 24MBP was formulated with this 2030 Long Term Strategic Aspiration as the North Star in light of the changes in the business environment.

The three axes of management will not change: “tackle past negative legacies without delay”, “focus on execution and delivering results for immediate issues”, and “lay foundation for future growth”. We will have “Passion for Excellence” as its management approach to

pursue improving management and working & business quality, placing a top priority. First, within 2024, we will steadily work on “returning to a strong Bridgestone that can respond to change” to have a clear path to tackle and resolve the remaining issues of the 21MBP and the new issues from 2023. Based on this, we will then move forward to the “true next stage” in 2025-2026.

As the key initiatives, we will strengthen new & true glocal portfolio management that implements strategies according to the characteristics of each business and region while ensuring consistency with global strategies, as well as thoroughly strengthen earning power. Specifically, we will focus more on value creation in accordance with four business shaping scenarios; “create good business quality”, “create good tires”, “create good business”, and “create new business sowing good seeds for future”. In addition, we will also start building a sustainable premium brand.

