



24MBP Business Shaping Scenario

Create **Good Business**

In the third business shaping scenario of “Create good business”, we take on the challenge to balance social value and customer value creation, gain competitive advantage and create corporate value by reducing business cost across the value chain, developing a new premium tire business model with channel power reinforcement, and establishing sustainable premium brand.

Reduce Business Costs Across the Entire Value Chain

Bridgestone E8 Commitment

- Energy
- Ecology
- Efficiency
- Economy

In the 24MBP, Bridgestone aims to reduce business costs by a total of approximately 100 B JPY through five activities, including BCMA, shifting to “Green & Smart”, steady productivity improvements mainly at production sites linked with “create good tires”, in addition to global procurement in the upstream of the value chain and global SCM (supply chain management) logistics transformation in the downstream.

● Overall picture of business cost reduction



Shift to Green & Smart

Steady on-site productivity improvements

Global procurement

Global SCM logistics transformation

24MBP (2024-2026)



- Streamline development and supply chain by sharing modules
 - Primary effect: Reduce changeover of materials, parts, and equipment by product and streamline development by sharing of modules
 - Secondary effect: Benefit from evolution of R&D and manufacturing by BCMA deployment such as improved capacity in production process and reduced workload at production sites
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- Shift to Green: Reduce energy Gentan-i (energy consumption per unit)
 - Shift to Smart: Improve productivity by promoting automation
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- Improve productivity by reducing direct material losses and equipment-induced losses benefiting from thorough streamlined production, also maximizing production capacity of existing equipment.
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- Raw material: Reinforce global approach
 - Global strategic partners: Build trust based on empathy – To co-create value (Win-Win)
 - Promote global procurement – Streamline supply chain and pursue benefit from its scale merit
 - Value creation linked with initiatives for sustainability and BCMA
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- Streamline supply chain: Inventory reduction and producing close to where products are (linked with BCMA)
 - Streamline through co-creation with customers: Improve warehouse footprint, increase direct delivery from plants to customers
 - Promote automation: Introduce warehouse automation equipment and improve efficiency of loading and unloading operations

Over 100 B JPY level in total

Global Procurement

In global procurement, we pursue streamlining supply chain and benefits from our scale merit based on building relationships of trust and co-creation of value (win-win) with our global strategic partners. Furthering our collaboration with global strategic partners in terms of sustainable procurement in addition to reducing business cost, we will strengthen our comprehensive partnerships for sustainable value creation.

