



Global Supply Chain Management / Logistics Transformation

Bridgestone E8 Commitment

- Energy
- Ecology
- Efficiency
- Economy

In Bridgestone’s global supply chain management, Bridgestone focuses on premium production in response to the expansion of ENLITEN and PS HRD tire sales. While promoting local production for local sales in PS and TB tires as our principle, we are building a structure which aims for global optimization by adapting with agility and flexibility to changes and geopolitical risk. Within the 24MBP, the ratio of local production for local sales is planned to be 90% for PS and 80% for TB globally.

Based on this premise, Bridgestone EAST contributes to our global business as global premium tire supply sites. In particular, Japan plays the role of supporting the premium tire business in global as core of manufacturing, producing PS and TB premium tires and tires for aircraft and mining, which require high technological capability.

● Focus on Premium—Promote Building Supply Chain Management which Responds to Premium Focus and Change

24MBP	PS	TB
Ratio of local production for local sales (global)	90%	80%
Ratio of premium tire production (global)	ENLITEN ratio (PS) 2023: 4% → 2026: 40%	ENLITEN ratio (TB) 2023: 5% → 2026: 35%
	HRD ratio (PS) 2023: 45% → 2026: 55%	



Aim for global optimization by **ensuring agility & flexibility** capable of adapting to changes and geopolitical risks, while keeping “local production for local sales” as our basic principle

Aim for optimal sourcing with Bridgestone EAST (Japan & Asia) as the core
Global contribution as global premium tire supply sites
Bridgestone EAST -
Responds to growing market
▪ Reinforce production capacity for India PS premium tires
⇒ Strengthen position as a market leader

Place Japan as the **“core of manufacturing”**
Support the premium tire business globally

Main export products

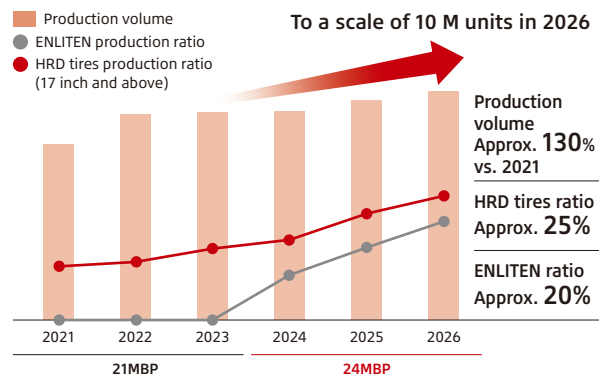
- High-difficulty specialties tires that require technological & comprehensive capabilities: AC & OR tires
- PS & TB premium tires

Growing Market: India Premium Tires

In India, a growth market, as part of the 24MBP, we will invest in expanding production capacity to 10 million tires by 2026, to strengthen our market leader position based on expansion of premium tire sales volume, sales mix, and market share of PS premium tire.

Bridgestone established our Indore Plant in 1996 and Pune Plant in 2013, and has built a strong business foundation based on Genba (on-site) and local production for local sales. We continue to focus on PS premium tires and maintain and reinforce our market leader position through strengthening our lineup of Dan-Totsu products by introducing new ENLITEN products in 2024, strengthening our sales channels, especially family channels and strategic partners, and strengthening our brand power linked with sustainable global motorsports activities.

● India PS Premium Tire Production (Indore + Pune Plant)



Global Supply Chain Logistics Transformation: B-Direct

Through global supply chain logistics transformation, which we have named B-Direct, we promote to reduce business cost and create social value and customer value. This will be done by realizing production close to where products are sold, lean inventory, increased ratio of direct delivery, and Green & Smart logistics, linked with BCMA and DX.

Supply Chain Efficiency (Inventory Reduction/ Local Production)

Link between the expansion of BCMA deployment and improvement of manufacturing flexibility

- Promote in producing tires close to place of demand
 - Efficient production planning linked to sales timing through improvement of manufacturing flexibility
- ⇒ Reduce inventory

Customers and Factories Directly Connected with Data and Products

Strengthening the SCM platform through DX

- Direct connection with customers' system and inventory data to realize timely supply (direct delivery) from Bridgestone's plants to customers

Promote Green & Smart Logistics

Green Logistics:

- Introduce EV trucks, warehouses with solar power generation
- Reduce CO₂ emissions through more efficient marine transport

Smart Logistics:

- Promote introduction of automated equipment in warehouses ⇒ Improvement of safety and efficiency of warehouse operations

Through these efforts, we plan cost improvements of approximately 10% in 2026 from 2023.

Spread the Benefits Upstream and Downstream in the Supply Chain —Maximize Effectiveness and Efficiency Across the Entire Supply Chain

In addition to logistics transformation, we are pursuing maximization of effectiveness and efficiency across the entire supply chain, including enhancing global procurement in upstream of the supply chain while improving sales forecast accuracy by strengthening sell-out management in downstream of the supply chain. We will create value globally, however particularly in Japan, including through new challenges such as maximizing sales opportunities and strengthening links with production through improved demand forecasting for winter tires using AI.

Creating social value linking with business

We contribute to sustainability, including becoming carbon neutral, by streamlining the supply chain and promoting green logistics through B-Direct.