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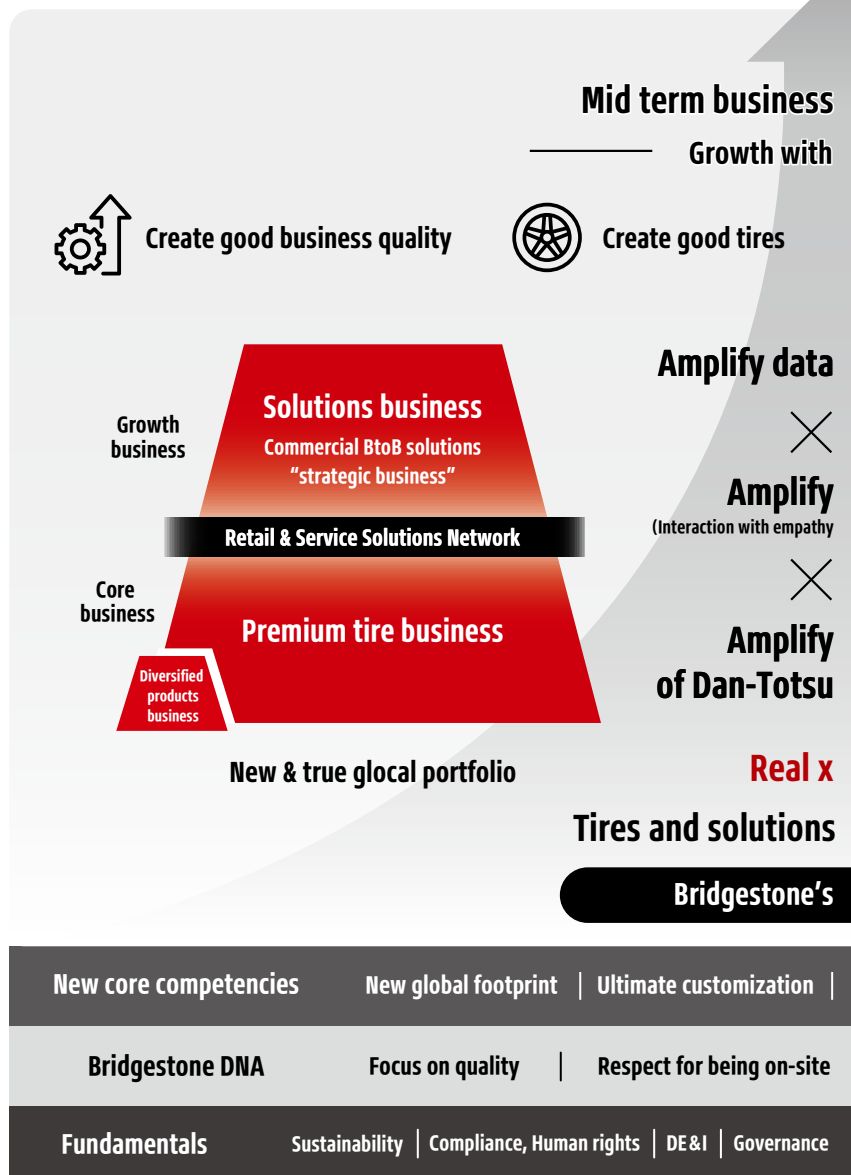
Value Creation Process

Mission: Serving Society

Vision: 2050 Bridgestone continues to provide social value



Bridgestone



Social issues and momentum of transformation / Changes in

with Superior Quality

and customer value as a sustainable solutions company

E8 Commitment

plan (2024-2026)

quality



Create good business



Create new business
sowing good seeds for the future

value

trust

to co-creation)

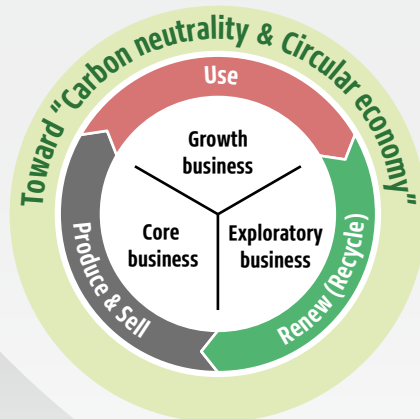
value

products

Digital

"carry life"

unique Deming plan



Sustainability Business Model

New brand power | Technology & Innovation | New & true glocal portfolio management

Being attentive and supportive
of customer problems

Challenging spirit

BCP, Risk management | Enhance talent creativity | Create new DNA | Peace of mind, Safety

Output

(24MBP 2026 plan)

Adj. operating
profit margin **13% level**

ROIC **10% level**

ROE **11% level**

Dividend per share **Min. 250 JPY level**

Build foundation
toward the sustainable growth stage

Talent creativity
(Adj. operating profit ÷ talent investment) **130 level**
(INDEX: Y2019 = 100)

More than **50%** reduction
in CO₂ emissions (Scope 1, 2) from 2011 level

CO₂ emission reduction (Scope 3)

Contributing to reduce CO₂
emissions by more than **3x** our own CO₂ emissions

Over **39%** rate of materials using recycled
and renewable resources

Support for smallholders of
natural rubber more than **12,000**

2050

Carbon neutrality
100% sustainable materials

environment surrounding Bridgestone and risks and opportunities

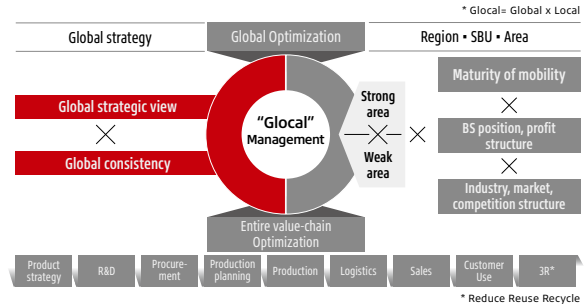


Foundation for Sustainable Value Creation

Reinforcing the New & True Glocal Management Structure

As a foundation for sustainable value creation, we have evolved a new & true glocal management structure. A word combining “global” and “local,” “glocal” indicates our commitment to developing local strategies tailored to the characteristics of each region based on our global strategy, such as the maturity of mobility and Bridgestone’s positioning, profit structure, industry, market, and competition structure, while at the same time ensuring optimization across the value chain.

● “Glocal” Management Concept



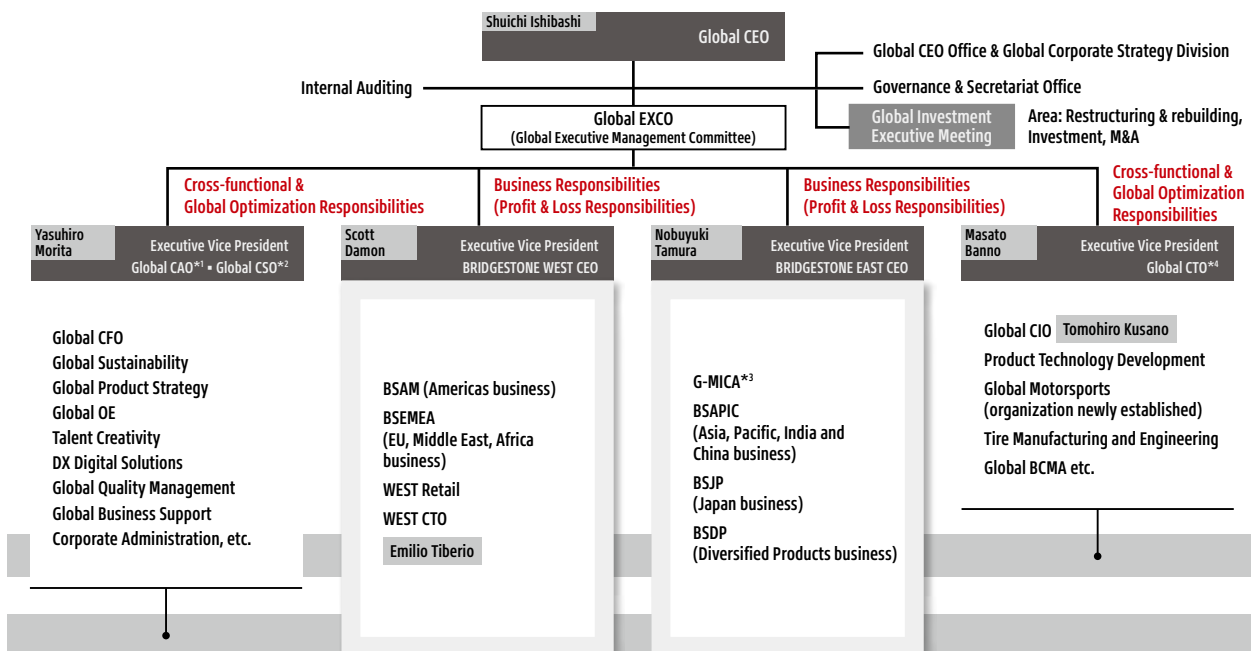
New & True Glocal Management Structure Implementing Management with Stricter Discipline

As of January 1, 2025, we have established a new global executive management structure. We placed four Executive Vice Presidents under the Global CEO, and clarified the business responsibilities (profit and loss responsibilities) of BRIDGESTONE WEST and BRIDGESTONE EAST as well as the responsibilities on the part of the Global Chief Technology

Officer (CTO), the Global Chief Administration Officer (CAO) • Global Chief Strategy Officer (CSO) to realize the cross-functional and global optimization responsibility that pursues global optimization. As the four Vice Presidents each carry out their roles and responsibilities on an equal positioning, this will strengthen our management and governance, ensure appropriate checks and balances, and promote management focused on “execution and delivering results.”

We have appointed seven executive officers, including the Global Chief Innovation Officer (CIO), Global CTO, and

● Global Executive Management Structure as of January 1, 2025



*1 CAO=Chief Administration Officer

*2 CSO=Chief Strategy Officer

*3 G-MICA : Global Mining, Industrial, Construction, and Aviation Tire Solutions Business

*4 CTO=Chief Technology Officer

BRIDGESTONE WEST CTO, resulting in a total of three officers who come from technological background. As a company with manufacturing at its core, Bridgestone will also accelerate technology and innovation with the Global CTO, Global CIO, and BRIDGESTONE WEST CTO.

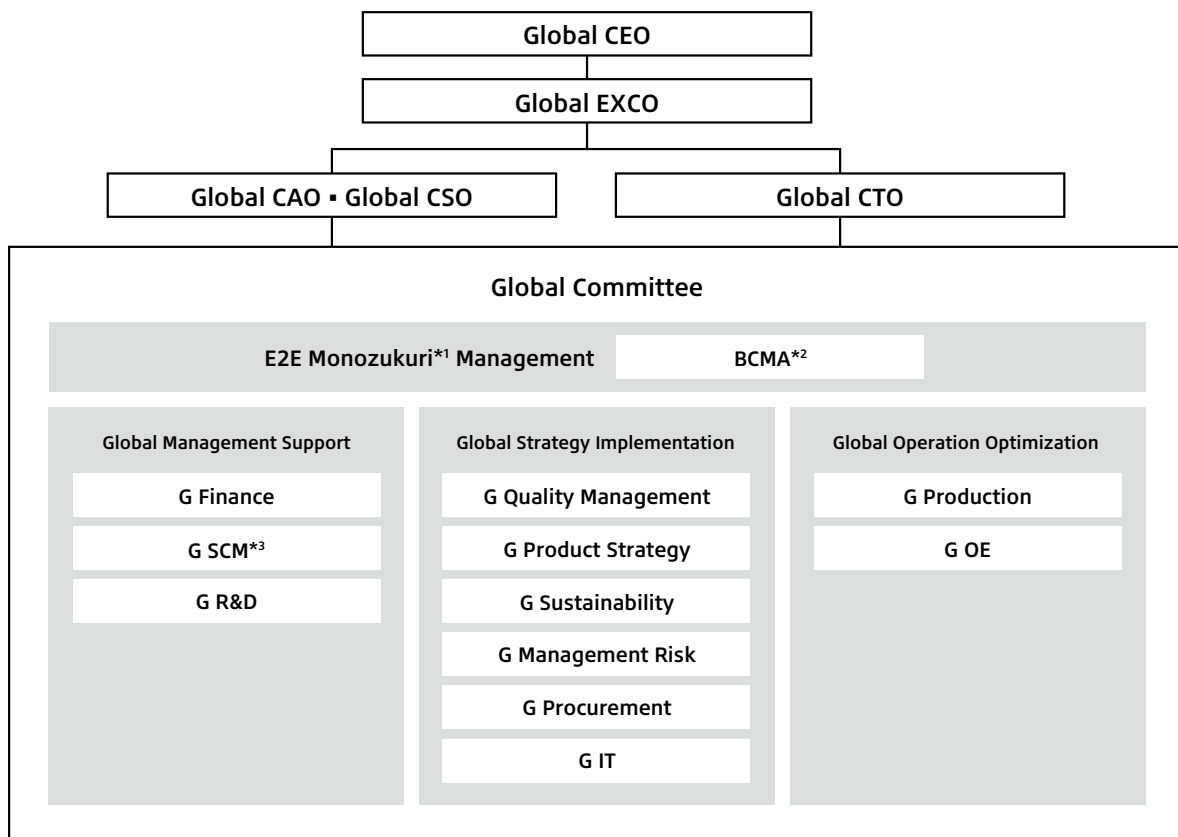
Cross-functional and Global Optimization Functions

To strengthen Bridgestone's cross-functional and global optimization functions, we have established global committees based on our management strategies and issues, under the responsibilities of the Global CTO, the

Global CAO • the Global CSO. Each committee is pursuing efforts to address issues across regions and organizations. In their initiatives, the Global CTO, the Global CAO • Global CSO fulfill their cross-functional and global optimization responsibilities and report management issues in their respective areas to the Global Executive Committee (Global EXCO).

The Global EXCO ensures proper governance and checks and balances by making decisions after confirming and discussing the management issues by both cross-functional and global optimization responsibility and the business responsibilities (profit and loss responsibilities) of BRIDGESTONE WEST and BRIDGESTONE EAST.

● Global Committee (Total: 12)



G = Global

*1 Monozukuri = R&D and manufacturing

*2 BCMA = Bridgestone Commonality Modularity Architecture

*3 SCM = Supply Chain Management

Messages from Executive Officers

In Bridgestone's new & true glocal management structure in 2025, we have clarified the business responsibilities (profit and loss responsibilities) of the CEOs of BRIDGESTONE WEST and BRIDGESTONE EAST as well as the responsibilities on the part of the Global Chief Technology Officer (CTO), the Global Chief Administration Officer (CAO) • the Global Chief Strategy Officer (CSO) to realize the cross-functional and global optimization responsibility that pursues global optimization. Additionally, we established the new position of Global Chief Innovation Officer (CIO) under the Global CTO and appointed a CTO for BRIDGESTONE WEST to reinforce the Dan-Totsu products that are at the core of our pursuit of "growth with quality" and to accelerate technology and innovation for the next generation.

This global management team, centered around the executive officers, will build the foundation for "growth with quality" and pave the way forward to future growth.

Business responsibilities (profit and loss responsibilities)



BRIDGESTONE EAST is responsible for our home market of Japan, Asia, and Pacific, as well as the off-the-road tires for mining vehicles and aircraft tire business, both of which require high technological capabilities. Our high market share there in the regions and sectors serves as proof of the trust from our customers. Looking ahead to the future, we will strive to create a strong business quality in the entire EAST and drive "growth with quality" in consumer tire business in India as well as in mining and aviation tire solutions as "markets to grow." Centering on Japan as a "core of manufacturing," we will also contribute globally while turning changes into opportunities with our mission of "serving society with superior quality."

Nobuyuki Tamura

Executive Vice President and Representative Executive Officer
BRIDGESTONE EAST CEO

Cross-functional and global optimization responsibility



To address management issues and create new values, we will pursue cross-functional and global optimization across various functions, including products, sustainability, supply chain, finance, and quality management. Furthermore, it is our responsibility to act agilely in response to "new management issues" we face, such as the impacts of U.S. tariffs, by connecting functions globally. We will accelerate initiatives to "turn changes into opportunities" by collaborating with our global teammates and contribute to "growth with quality."

Yasuhiro Morita

Executive Vice President and Representative Executive Officer
Global Chief Administration Officer (CAO), Global Chief Strategy Officer (CSO)



We will create new values through technology innovation generated by collaboration among our three technology centers in Japan (Kodaira, Tokyo), the U.S. (Akron, Ohio), and Italy (Rome) while reinforcing each strength and global cooperation. Cultivated by the core competencies we have developed over our long history- "mastering rubber," "mastering road contact," and "mastering manufacturing"- we will pursue the excellence of our technologies to create social value and customer value, paving the way for Bridgestone's future.

Masato Banno Technology

Executive Vice President and Executive Officer
Global Chief Technology Officer (CTO)

* Effective July 1, 2025



BRIDGESTONE WEST is responsible for the Americas (North and Latin American) as well as Europe, Middle East, and Africa, all of which are very important for the global success of Bridgestone. Moving forward, BRIDGESTONE WEST will focus on growing these markets with quality as we complete our restructuring and rebuilding in 2025. A major focus of our growth is targeted in the U.S., especially in the consumer tire business rebuilding and commercial B2B solution businesses enhancement. We believe that the combination of our Dan-Totsu products, strong channel and dealer networks, and our approach to customer success - leveraging both real (physical) and digital competencies for value creation - can fuel this success.

Scott Damon

Executive Vice President and Executive Officer
BRIDGESTONE WEST CEO



As the WEST CTO, I will leverage my understanding of the unique characteristics and diverse mobility needs in markets like the U.S. and Europe to focus on creating social and customer value through the transformation into a new R&D and Manufacturing, leading to the next-generation Dan-Totsu products featuring ENLITEN technology. In Operations, our goal is to enhance business quality across the value chain by promoting cost reduction activities, streamlining and integrating processes end-to-end, and boosting productivity at Genbutsu-Genba by implementing best practices from Japan. Additionally, we will support the global Sustainability Transformation strategy from Europe by taking responsibility for sustainability sensing.

Emilio Tiberio Technology

Senior Vice President and Executive Officer
BRIDGESTONE WEST Chief Technology Officer (CTO)



The Global CIO was newly established in 2025 for the mission to create innovative technologies and new values through global innovational initiatives. By accelerating innovation through co-creation and exploratory activities with partners internally and externally such as industry, government, academia and the private sector, we will realize our sustainable value creation and support the mobility of people and goods toward the future as well as contribute to sustainability such as carbon neutrality and a circular economy.

Tomohiro Kusano Technology

Senior Vice President and Executive Officer
Global Chief Innovation Officer (CIO)

Financial Capital: Financial Strategy—Reinforce Earning Power and Improve Capital Efficiency

2025 Financial Plan (announced February 17, 2025)

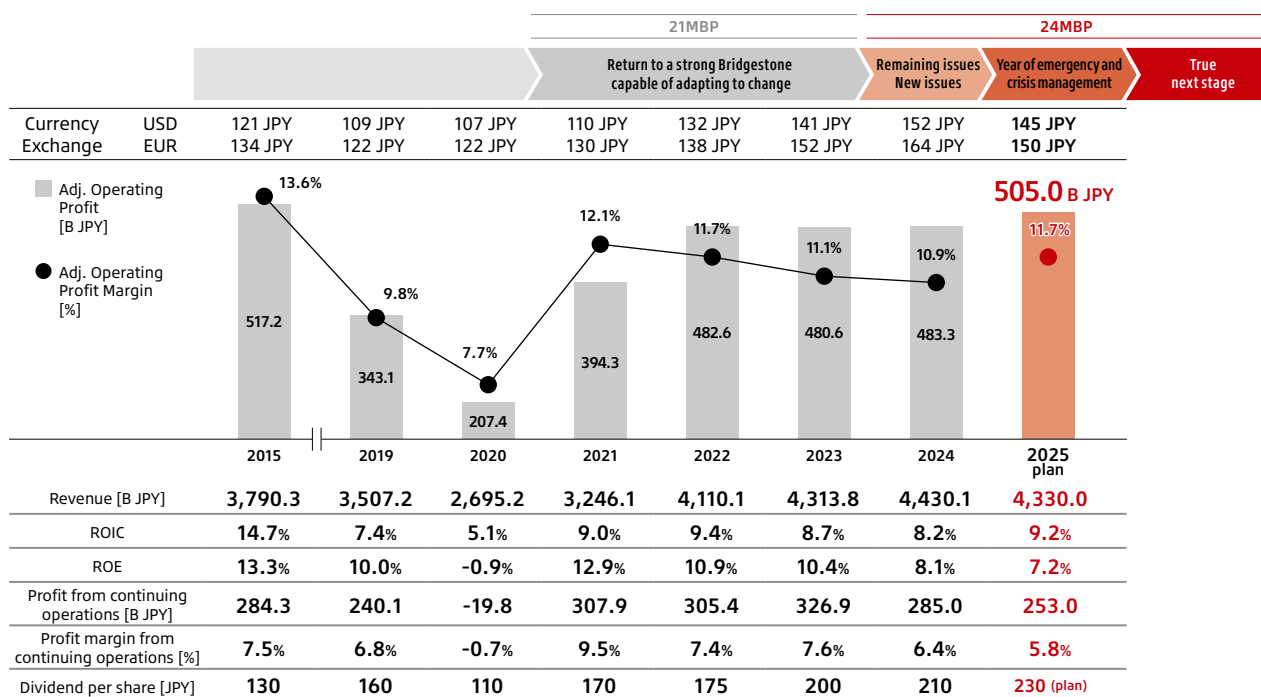
■ Global Overview

The acceleration of structural changes in the tire industry due to factors such as the aggressive rise in Chinese EVs and low-end imports mainly in Latin America and Europe has emerged as “new threats.” In this context, we launched the second stage of our business restructuring and rebuilding ahead of plan and promoted improvements in the sales mix by thoroughly focusing on premium. Meanwhile, steady global business cost reduction activities underpinned our business performance. As a result, we were able to secure increases in both revenue and profits versus the prior year. On the other hand, indicators of earning power and capital efficiency, such as the adjusted operating profit margin, ROIC, and ROE, have continued to trend downward since 2021. ROE in particular came in significantly below the previous year’s level, due in part to the recording of adjusted items of approximately 100 billion JPY in business restructuring and rebuilding costs.

In light of conditions in 2024, we have positioned 2025 as a “year of emergency and crisis management.” Our top priority in terms of “defense” initiatives is on thorough business restructuring and rebuilding and reinforcement of management and working & business quality. Our “offense” initiatives center on reinforcing Dan-Totsu products and the solutions business. Driving with a dual approach of “defense” and “offense” initiatives, we are building a foundation for “growth with quality.”

The focus of our 2025 Business Plan is on “reinforcing earning power” and improving capital efficiency. Based on highly certain sales volume, we have set a revenue target of 4,330 billion JPY (a 2% increase versus the prior year excluding exchange rate impact) and a target level for adjusted operating profit of 505 billion JPY (an 11% increase versus the prior year excluding exchange rate impact). By thoroughly enhancing business quality and “reinforcing earning power,” we plan to raise the adjusted operating profit margin by approximately 1% compared to the prior year, to 12%, and to improve ROIC, the most important management indicator, by 1%, to 9.2%. On the other hand, reflecting our plan to carry out business restructuring and rebuilding by the end of 2025, we will record adjusted items of approximately 100 billion JPY for its costs. We thus project profit from continuing operations of 253 billion JPY and ROE of 7.2%, both lower than the previous year’s levels. Our policy for shareholder returns is to steadily and continuously increase dividends. We expect dividends per share of 230 JPY, up 20 JPY versus the prior year (the 2025 financial plan announced February 17, 2025 does not take into account any impact from U.S. tariffs).

Although we have been experiencing some direct impacts from U.S. tariffs, we will not change our adjusted operating profit forecast of 505 billion JPY, and maintain our dividend forecast of 230 JPY per share, as of the announcement on May 15, 2025 of first quarter financial results (The impact of U.S. tariffs and mitigation measures: P28–29).



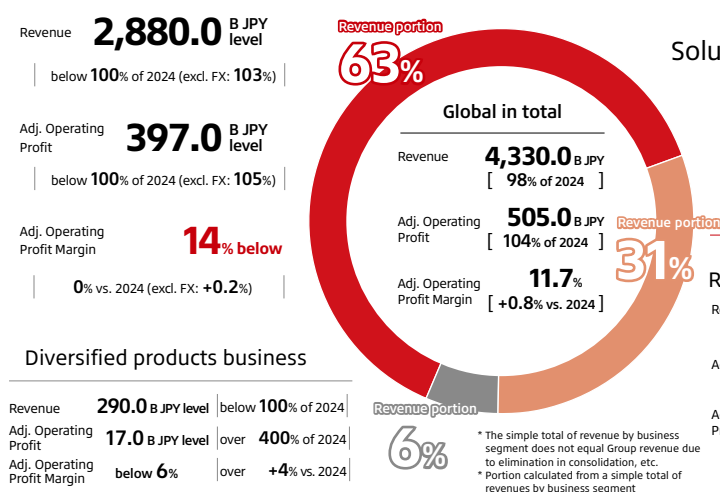
■ 2025 Financial Plan by Business Portfolio

We have formulated a plan to achieve "growth with quality" by each business portfolio. In our core business of premium tires, we are targeting an adjusted operating profit margin level of 14% by pursuing "reinforce earning power" even in a challenging business environment. In our solutions business, which is a growth business, we are targeting

a substantial 140% versus the prior year increase in profits, centered on commercial BtoB solutions, while raising the adjusted operating profit margin by over 2%. Commercial BtoB solutions consist of our mining, aviation, and truck & bus solutions, which we have positioned as strategic businesses for future growth.

Premium tire business

Core business



Diversified products business

Revenue	290.0 B JPY level	below 100% of 2024
Adj. Operating Profit	17.0 B JPY level	over 400% of 2024
Adj. Operating Profit Margin	below 6%	over +4% vs. 2024

Solutions business

Growth business

* Incl. revenue of retail tires

Revenue	1,400.0 B JPY level	100% level of 2024
Adj. Operating Profit	110.0 B JPY level	above 140% of 2024
Adj. Operating Profit Margin	below 8%	above +2% of 2024

Retail * Incl. N. America financial retail

Revenue	1,050.0 B JPY level	below 100% of 2024
Adj. Operating Profit	78.0 B JPY level	above 140% of PY
Adj. Operating Profit Margin	above 7%	over +2% vs. 2024

Commercial BtoB solutions

Revenue	350.0 B JPY level	over 100% of 2024
Adj. Operating Profit	32.0 B JPY level	over 140% of 2024
Adj. Operating Profit Margin	above 9%	below +3% vs. 2024

Mobility tech business

Revenue	350.0 B JPY level	over 100% of 2024
Adj. Operating Profit	32.0 B JPY level	over 140% of 2024
Adj. Operating Profit Margin	above 9%	below +3% vs. 2024

■ Resource Allocation

Capital Expenditure

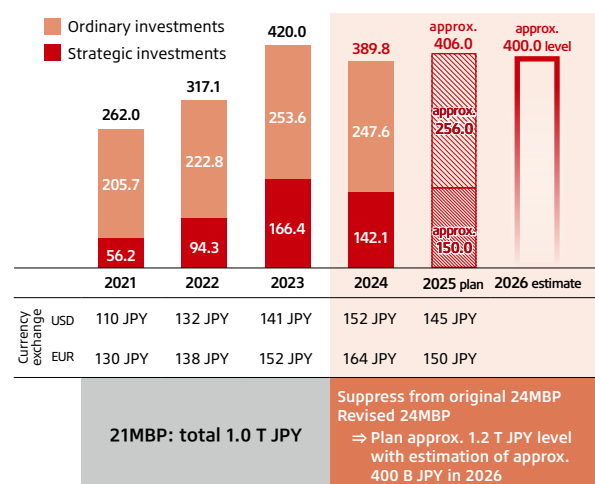
2025 plan: Approximately 406 billion JPY (same level as 2024), down from approximately 1.4 trillion JPY level in 24MBP
➡ Further strengthen priorities while laying the foundation for the future.

In light of the challenging business environment, we are steadily laying the foundation for the future by further strengthening priorities and carefully selecting projects with a focus on the premium tire business (core business). We anticipate approximately 400 billion JPY in capital expenditure in 2025 and in 2026. The revised 24MBP targets capital expenditure of around 1.2 trillion JPY (total for 2024–2026), which is lower than the initial 24MBP level of approximately 1.4 trillion JPY but higher than the 21MBP level of approximately 1.0 trillion JPY. Regarding the level of capital expenditure for 2025 and 2026, we will continue to review it considering the impact of U.S. tariffs and any challenges that arise, and execute appropriate resource allocation.

R&D Expenses

To reinforce Dan-Totsu products such as ENLITEN and Bridgestone MASTERCORE, we plan to maintain R&D expenses for product and production technology development at a level of 3% of revenue in 2025.

● Capital expenditure (B JPY)



U.S. Tariffs and Mitigation Measures: Turn Changes into Opportunities <Announced May 15, 2025>

Impact of U.S. tariffs (assumptions as of May 12)

Although there are significant uncertainties, we announced our estimate of the direct impact of U.S. tariffs in our first-quarter financial performance report on May 15, based on tariff assumptions as of May 12. We estimate that the direct impact on adjusted operating profit will be approximately 45 billion JPY by the end of 2025. This direct impact includes increases in raw material costs and tire unit costs, such as the higher costs of imported tires to the U.S. The U.S. tariff impact on the tire unit in our company is, in case of passenger car tires, units for export to U.S. are less than approximately 10% of the total production in Japan. Also, among global total sales, the volume to be impacted by the U.S. tariff is at the approximately 4% level based on the assumption that the production in Mexico and Canada are under deferment.

● Assumptions for estimating direct impact of U.S. tariffs (as of May 12)

PS	<ul style="list-style-type: none"> • Tariffs on automobiles and automobile parts (excluding Mexico and Canada): 25% (from May 3) • Products of Mexico and Canada: 0% tariff under the U.S.-Mexico-Canada Agreement (USMCA) grace period (until end of June)
TB	<ul style="list-style-type: none"> • A reciprocal tariff of 10% has been in effect since April 5. From July 1, a 25% tariff is expected to apply to automobiles and auto parts.
Specialties	<ul style="list-style-type: none"> • A reciprocal tariff of 10% has been in effect since April 5. Additional country-specific tariffs are expected to apply after a 90-day grace period, after July 9
Raw materials	<ul style="list-style-type: none"> • Tariffs on steel and aluminum: 25% (from March 4) • Reciprocal tariff on other raw materials: 10% (from April 5) • Tariffs on raw materials from China: 145% (from April 9) ⇒ 30% (from May 14) for 90 days • Tariff on natural rubber: 0% (not applicable) • Tariff on carbon black: USMCA-compliant items exempt (until end of June)

* Partially incorporated into our assumptions

Emphasized the Importance of 2025 as “A Year of Emergency and Crisis Management” —Countering the Direct Impact of U.S. Tariffs

We will address the direct impact of U.S. tariffs through a combination of various measures, as outlined below.

- **Carry through “Defense” and “Offence” activities and further reinforce and accelerate them.**
Steady global business cost reduction activities and thorough focus on premium
- **Combination of mitigation measures to “streamline” our global business structure and leverage our competencies as a global company**
 - **“Streamline” our global business structure:**
Further accelerate and reinforce the business restructuring and rebuilding (2nd stage)—Assess and execute additional measures in North America, Latin America, Europe, and other regions
 - **Leveraging our competencies as a global company**—Optimize global supply chain management (SCM) and procurement
- **“Turn changes into opportunities”**—Reinforce the U.S. business (sales and production)
 - **Promote the U.S. consumer tire business rebuilding**—Multi-brand strategy (Bridgestone & Firestone)
 - **Reinforce production in U.S.: Maintain and increase ratio of local production for local sales (ratio of local production for local sales in the U.S.: PS (passenger)—approx. 60% / TB (truck & bus) – approx. 70%)**
 - Enhance productivity and maximize utilization of existing equipment capacity
 - Consumer tire: Small investment for Aiken Plant + maximize utilization including Wilson Plant (making full use)
 - Assess the impact of U.S. tariffs
 - PS: Optimize utilization of production footprints in Canada and Mexico
 - TB: Maintain and increase the ratio of local production for local sales across the Americas, including Brazil

Since the company's third founding in 2020, “turning changes into opportunities” has consistently been a core management approach. This approach continues to guide our management in the current crisis environment. In 2025, we will strengthen our global business quality through these activities, laying the foundation for “growth with quality” toward 2026 and the next Mid Term Business Plan for 2027–2029.

In addition to the direct impact of U.S. tariffs, we estimate the effect of the U.S. economic downturn on adjusted operating profit to be approximately 20 billion JPY. This is an estimation based on the assumption of a decline in U.S. GDP growth rate vs. the plan announced February. However, due to increased uncertainties and unclear risk levels, it has not been incorporated into the fiscal performance guidance as of May 15, 2025.

Turn Changes into Opportunities

Strengthening Resilient Foundations: Optimizing the Global Supply Chain and Promoting the Structure of Local Production for Local Sales

Bridgestone has traditionally strengthened its resilient foundation by promoting local production for local sales. In the U.S., our local production for local sales ratio is around 60% for PS (passenger car) tires and about 70% for TB (truck & bus) and ultra-large OR (off-the-road) tires. In the Americas, encompassing both North and Latin America, these figures rise to around 90% for PS tires and 80% for TB tires. We will continue to maintain and increase these ratios. Additionally, in the high-value-added tire segment, we will implement a strategy of "produce in Japan, win in the world." We will complement the global production structure of local production for local sales with Japan as global core of manufacturing.

As part of strengthening the U.S. business, we are making small investments to optimize the balance between manufacturing processes at the Aiken Plant, which produces PS tires. Additionally, we are enhancing productivity and maximizing the utilization of existing equipment at both the Aiken and Wilson plants. With these initiatives, the production capacity is set to increase starting in 2025, with the aim of

producing an additional 2 million units by the end of 2027. We will also enhance productivity and maximize the utilization of existing equipment to increase production at our plants in Mexico and Canada. For raw materials procurement, excluding natural rubber, approximately 80–90% is sourced locally in the U.S., a notably high level (assuming natural rubber procurement will be exempt from U.S. tariffs). We will continue leveraging our strengths as a global company to pursue the optimization of our supply chain in response to changes and geopolitical risks.

Build and Execute Strategies in Response to Market Structure Changes by Country and Region

As the impact of U.S. tariffs varies by country and region, we are advancing our management with the approach of "turning changes into opportunities" while anticipating structural changes in the tire industry.

We will build and execute strategies with clear priorities tailored for each region, including the U.S. Latin America and Europe in BRIDGESTONE WEST, Japan, Asia, India, China and OR (off the road tires) segment in BRIDGESTONE EAST as illustrated below. We will implement appropriate measures agilely with a high sensitivity to structural changes in each country.

● Build and Execute Strategies Tailored to Market Structure Changes by Country and Region

BRIDGESTONE WEST

N. America

Toward "growth with quality" from 2025 2H - reinforce U.S. business as "Markets to grow"

- **Improve sales capability & production capacity and optimize sourcing within Americas** (including PS - Mexico & Canada, TB - Brazil)
- **Consumer tire business rebuilding** (Multi-brand strategy BS × FS: Dan-Totsu products & channels) × Reinforce production
 - Changes in market structure: Value of FS brand increases, anticipating an increase in maintenance demand due to the aging of vehicles and rising demand for used cars, advance the rebuilding plans and accelerate
 - ⇒ Apply ENLITEN technology to FS (2026-) and reinforce retail equity business (Firestone Complete Auto Care)
- Reinforce commercial tire business: Steadily promote based on the solid foundation—Linked with BtoB solutions (Retread and mobility solutions)

L. America

- **Focus on business rebuilding—Ensure reinforcement of management and working & business quality** (Particularly in Brazil)

Europe

- **Focus on "quality":** Thorough focus on premium and restructuring & rebuilding (2nd stage) "transform the shape of Europe business"
⇒ Build a foundation **toward growth in the next stage**

BRIDGESTONE EAST

Japan

- "Core of manufacturing" in global - Continue to reinforce as a manufacturing center of premium tires—Supplement local production for local sales in global and accelerate rebuilding of Japan tire business
- Preparing for REP market changes (influx of low-end products), enhance protection of family channels
 - In addition to reinforcing "Dan-Totsu" in BS-BEST category, reinforce BS-Better & Good as well

Asia

- **High share markets (Thailand, Indonesia, etc.): Reinforce structure to respond to REP market changes (influx of low-end products) and protection of family channels**
 - In addition to reinforcing "Dan-Totsu" in BS-BEST category, reinforce BS-Better & Good as well (Leverage FS brand in certain countries)

India

- **Reinforce premium PS business—Premium & mass strategy:** Reinforce market leader position as a "market to grow"
- Increase production and expand Dan-Totsu products & channels

China

- Reinforce PS premium business: Complete within China (local production for local sales) to promote expansion of sales
Expand Dan-Totsu products & channels (OE × REP)

OR

- **Toward "growth with quality"** based on reinforced resilient business foundation in U.S. as well (high ratio of local production for local sales in U.S., small portion of U.S. imported products of which global sales)
- Expand Dan-Totsu products "Bridgestone MASTERCORE" × Continue expansion of BtoB solutions at Genbutsu-Genba

Message from the Global CFO: Balancing Financial Soundness and Capital Efficiency

Grounded in the “Bridgestone way” as our guiding principle, we are taking the Company’s financial strategy to a next stage. We will contribute to the sustainable enhancement of corporate value by pursuing both financial soundness and capital efficiency, reinforcing earning power and supporting disciplined growth investments from a financial perspective.

Naoki Hishinuma

Global CFO
Executive Director, G Finance



We believe that maximizing contributions to all stakeholders will lead to the realization of our corporate mission of “Serving Society with Superior Quality.” Our basic policy is to strengthen our management base in preparation for future business developments while striving to improve business results. We aim to maintain an appropriate financial position and share the results of our achievements with our stakeholders who support us, in the form of shareholder returns, while pursuing sustainable growth.

Our Approach to an Optimal Balance Sheet

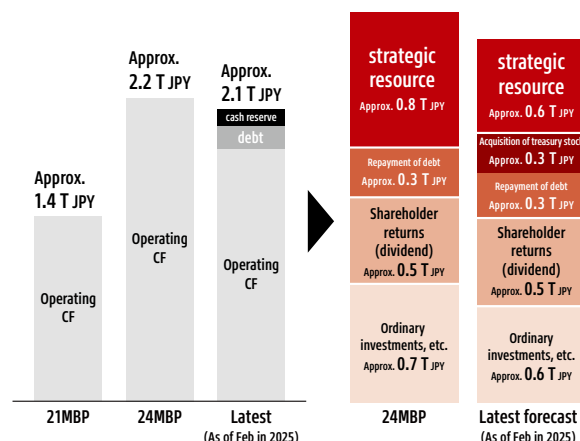
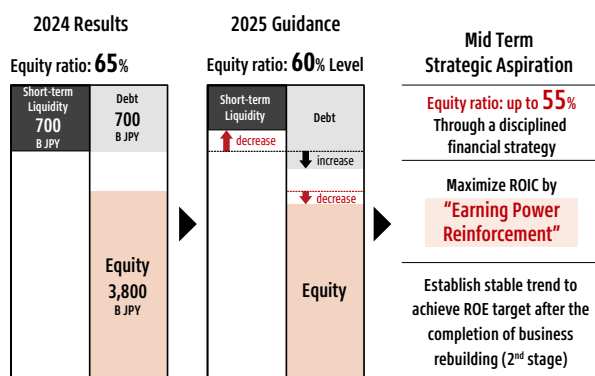
Our conviction that financial soundness is vital to the sustainable growth of the Company remains unchanged, and the “Bridgestone way” has been a crucial criterion when considering our optimal balance sheet. As an uncertain business environment makes financial soundness even more important, various credit rating agencies have given Bridgestone high marks for the soundness of our financial position, which is one of the Company’s strengths.

On the other hand, we acknowledge that there is room for improvement in terms of capital efficiency. With an increase in retained earnings through steady improvements in business quality, combined with the impact of FX and other

market conditions, financial soundness has improved faster than expected, causing the equity ratio to reach 65% at the end of 2024. Given the faster than expected improvement in our financial soundness, we reconsidered what Bridgestone’s optimal balance sheet should be, defining our desired vision for the Company over the mid term as aiming for liquidity on hand equal to 1.5 months of monthly sales and an equity ratio of 55%. Guided by the perspective that widening the spread between ROIC and WACC, as well as between ROE and the cost of shareholders’ equity, will help enhance corporate value, we are aiming for sustainable growth while maintaining a balance between financial soundness and capital efficiency.

Capital Allocation

In light of changes in the business environment over the 24MBP period, we are selectively investing in strategic resources to lay the foundation for future growth. Our focus is on the premium tire business and markets to grow. As measures to balance maintaining financial soundness and improving capital efficiency, we will execute share buybacks utilizing short-term liquidity and debt financing, while further enhancing shareholder returns.



■ Share Buybacks

Share buybacks are positioned as a measure aimed at optimizing the capital structure, while simultaneously being regarded as an investment that contributes to enhancing corporate value.

In 2025, we have determined to acquire treasury stock up to a maximum of 300 billion JPY and 75 million shares, as a step to balance improving capital efficiency with maintaining financial soundness.

As we further accelerate the second stage of our business rebuilding, the necessary resources for both "defense" and "offense" during the 24MBP period are almost in sight. In light of this, we have decided to acquire treasury stock, while comprehensively considering factors such as short-term liquidity, dividend level, and market situations, including rising interest rates and stock prices. All treasury stock acquired through these buybacks are scheduled to be canceled.

■ Debt Financing

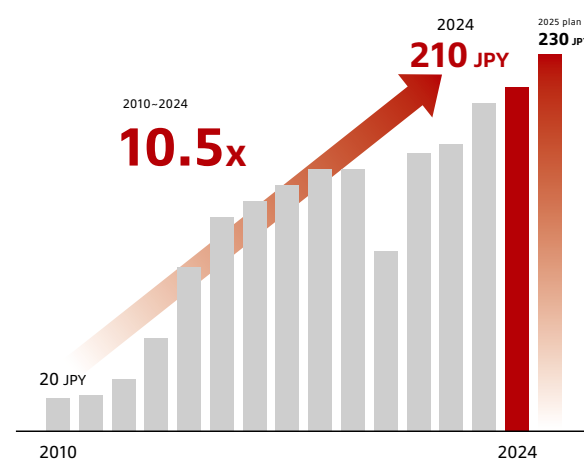
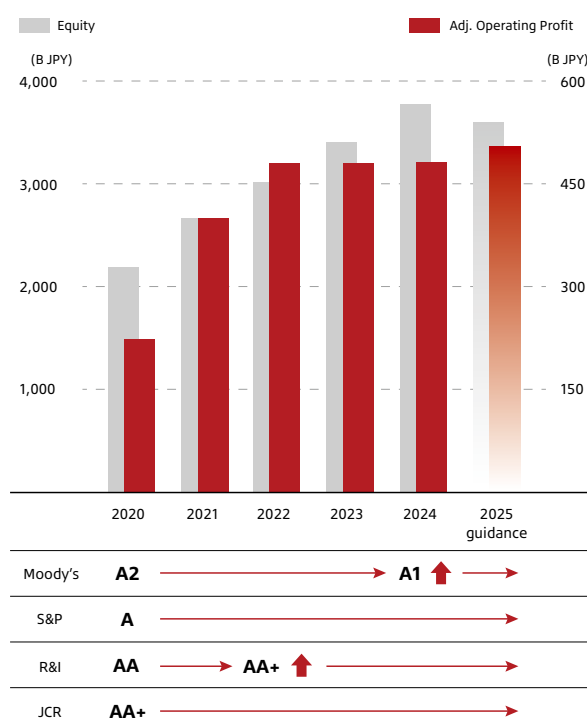
As part of the initiatives to contribute to building an optimal capital structure and enhance corporate value by decreasing WACC (expansion of ROIC-WACC spread), we plan to raise funds at the level of 200 billion JPY through straight corporate bonds etc., which will be allocated to further growth

investments, capital expenditures, as well as share buybacks to improve capital efficiency. Even in a situation where U.S. tariffs caused future uncertainty, and had a significant impact on the interest rate environment and investor sentiment, we view our ability to issue 100 billion JPY in unsecured bonds as a reflection of the strong evaluation of our industry-leading credit ratings and financial capital strategy.

■ Dividends: Enhancing Shareholder Returns

Bridgestone's basic policy is to increase dividends in a stable and continuous manner, comprehensively taking into consideration not only our business performance and financial position for the relevant period, but also our mid-term profit forecast, investment plans, and cash flow. Our previous target for the consolidated dividend payout ratio was 40%, but to enhance shareholder returns and manage an appropriate level of capital, we raised the payout ratio to an industry-leading level of 50%.

The annual dividend for 2024 was 210 JPY per share. We plan to pay a minimum dividend of 230 JPY in 2025 and 250 JPY level in 2026. We will continue striving to enhance shareholder returns through the sustainable enhancement of corporate value and meet the expectations of our shareholders.



Evolving the Financial Strategy through Ongoing Dialogue

Bridgestone places importance on dialogue with shareholders and investors. Sharing their valuable feedback and requests with the management team and Board of Directors enables us to improve our management strategy, business activities, and investor relations activities, reinforcing our efforts to maximize corporate value.

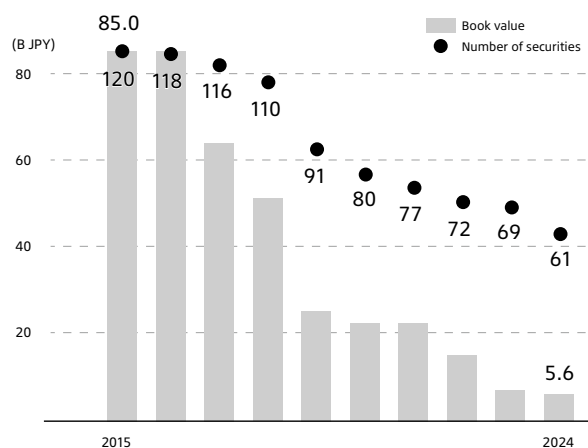
In the process of reconsidering the optimal balance sheet for the Company, we received various opinions and advice from investors and analysts. Sharing these thought-provoking opinions with the management team and the Board of Directors helped to broaden our perspectives and led to more in-depth discussions. At the February financial results review meeting, we presented our balance sheet strategy and plans for capital allocation, including our capital policy, reflecting the insights we gained, and received positive responses from many investors.

While carefully selecting projects that offer a high certainty of investment return, we have secured strategic resources for 24MBP of around 0.6 trillion JPY, an increase of about 10% from 21MBP. Our policy of prioritizing growth investments remains unchanged. We will also allocate resources more strategically and intensively to enhance the non-financial capital that supports sustainable growth, such as intellectual capital and human capital, which are strengths for the Company. While we always consider the possibility of inorganic growth opportunities, we are prioritizing organic growth during the 24MBP period to solidify our business foundation for the next stage of growth.

Since the optimal balance sheet varies depending on the business portfolio, we intend to continue updating it by leveraging on opportunities for dialogue with stakeholders going forward.

Strategic Shareholdings Policy

Our policy is not to hold strategic shareholdings in companies unless it is necessary for Bridgestone's business strategy and contributes to enhancing corporate value by means of maintaining or strengthening relationships with businesses or collaborative industries. We have established a process to confirm the appropriateness of our holdings on an annual basis, which is then verified by the Board of Directors. We take measures to reduce shareholdings that are not deemed to be appropriate, after establishing a dialogue with the business partners for the holdings in question and gaining their understanding. In an effort to improve asset efficiency, we are moving forward unstintingly in reducing shareholdings. As of the end of 2024, the ratio of shares held by strategic shareholdings to net assets (consolidated) was 1.3%.



Management Focusing on Capital Cost/ROIC

In 21MBP, we have added Return on Invested Capital (ROIC), which evaluates earning power, to our most important management indicators, and are reinforcing our management practices with a focus on the cost of capital. To improve ROIC, it is essential to concentrate on both profits (numerator) and assets (the denominator). We aim to integrate this focus into the business processes and KPIs of each site and linking it to day-to-day operations. We have adopted the following formula to calculate ROIC to facilitate profitability management by business segment and reinforce the cycle of improvement.

$$\text{ROIC} = \frac{\text{Adj. operating profit (after tax)}}{\text{Working capital + Non-current assets (Invested capital)}}$$

Adjusted operating profit (after tax): Fixed tax rate of 30%
Working capital: Notes and accounts receivable and other assets + Inventories
– Notes and accounts payable and other liabilities (FY-end balance)
Noncurrent assets: Non-current assets excluding deferred tax assets (FY-end balance)

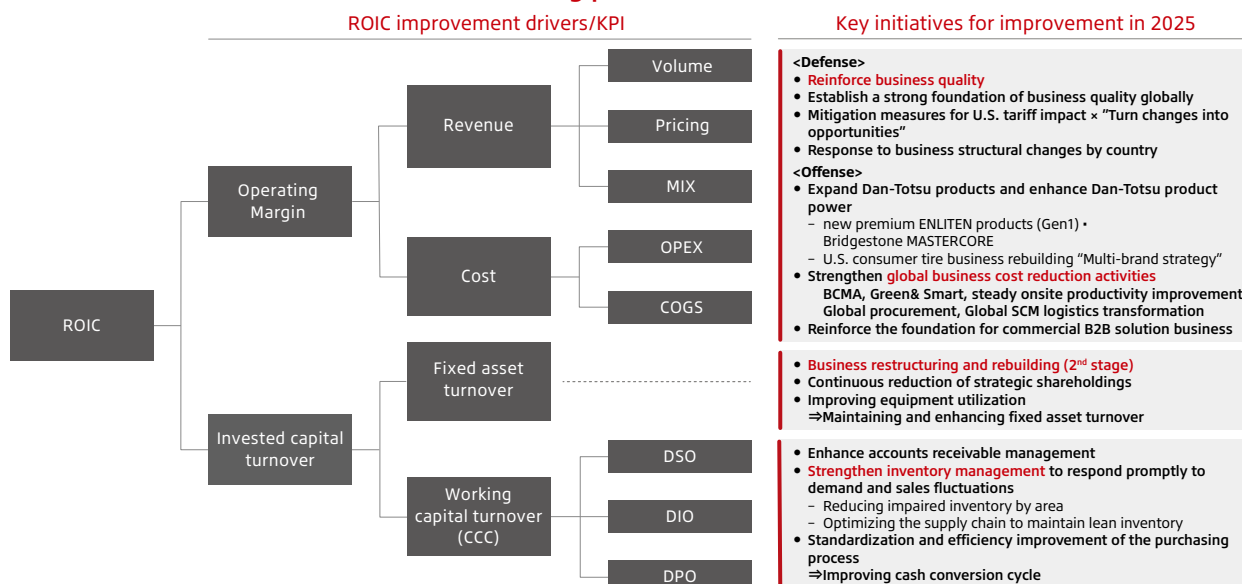
In the penetration and practice of ROIC, the Financial Strategy Division at the global headquarters oversees global activities as the secretariat. In addition, ROIC ambassadors appointed to each business division promote activities to raise awareness of ROIC on-site (Genbutsu-Genba), by supporting the creation of ROIC trees for each business division and sharing case studies of improvement at TQM

conferences, so that every employee can understand the significance of ROIC and put it into practice. Based on our new & true glocal portfolio management structure, we also introduced ROIC into the business management of the 47 areas set out in 24MBP. We set targets for each area and review progress quarterly. At the same time, we break down ROIC into separate elements to encourage autonomous improvement activities out in the field, which supports the PDCA cycle and strengthens our earning power.

To achieve a global ROIC of 10% or more, we aim to support the foundation for sustainable value creation by managing our business portfolio based on the principle of having no businesses below ROIC 5.5% with our assumed WACC of 5.5%. The Global Investment Executive Meeting Committee sets hurdle rates that take into account country and business-specific risks. To increase the certainty of ROIC-based investment returns, we are tightening our investment and resource allocation system with a view to raising the hurdle rates in light of future increases in capital costs.

In 2024, we recorded business rebuilding costs of about 100 billion JPY. ROIC was 8.2% (down 0.5 percentage points year on year) and ROE was 8.1% (down 2.3 percentage points year on year), both of which were below target. Globally, we share a strong awareness of the challenges regarding the decline in earning power and capital efficiency. From an ROIC perspective, we will raise the level of area-based management and rigorously execute the second stage of business rebuilding, while also focusing on building a strong business structure by improving capital turnover and enhancing earning power.

Continuous ROIC improvement activities on-site using the ROIC tree to enhance earning power across the value chain



Intellectual Capital: Intellectual Property Strategy

Intellectual Property Management that Amplifies Social Value and Customer Value

Bridgestone is strategically managing intellectual property (IP) to amplify social value and customer value, comprehending and visualizing a range of IP “on-site (Genbutsu-Genba),” including the knowledge, expertise, and patents generated across the value chain and effectively combining these into an “IP mix” in line with our business model.

■ “IP Secret Sauce”

For over 90 years since our founding, Bridgestone has developed its IP management by creating and adding to its “IP secret sauce,” or unique IP. A particular focus has been on reinforcing initiatives to leverage IP in our business.

■ IP Mix Strategy Linked to Business Strategy

With the premium tire business as its core, Bridgestone’s business scope encompasses a solutions business and an exploratory business (including the recycle business) covering the entire value chain, from the “produce and sell” phase and customer “use” of products through to their “renewal” to raw materials. We have established our own unique IP mix strategy, combining not only patents, designs, and trademarks, but also expertise, knowledge, and big data, in a broad sense from the entire value creation.

■ Understanding IP that Supports Business Strategies “On-site (Genbutsu-Genba)” and Connecting This to Business Value

We use an IP landscaping* method to visualize IP information and thoroughly analyze Bridgestone’s IP, the IP of other companies, and IP in the industry. By communicating “on-site (Genbutsu-Genba)” across the value chain, not only in manufacturing divisions but also with the development and production, logistics, sales services, and solutions departments, we identify “craftsperson skills” (tacit knowledge) on-site and convert these into business value as Bridgestone’s IP strengths, supporting numerous critical businesses.

* When formulating management and business strategies, we conduct analysis that incorporates IP data into management and business information, share the results with the managements and business managers, receive feedback on results, and hold deliberations and discussions to consider proposals.

■ IP Management for “Visualizing” and “Connecting”

We share the IP mix we have visualized across the value chain and increase the certainty of IP investment through daily communication.

We have also seen results by applying strategies such as open innovation and IP standardization.*

* We are pursuing an IP standardization strategy that combines the protection of value that leads to greater competitiveness and sets us apart through IP rights with standardization aimed at creating rules that facilitate the participation of various stakeholders in cultivating markets and contributing to society.

■ IP Risk Management

Our advanced clearance capabilities and contract and negotiation capabilities serve to ensure the freedom of our R&D and business development. For example, our clearance efforts, in which we screen to check whether Bridgestone’s products and services infringe on the patent rights of other companies, save approximately 15 billion JPY in license fees every year by avoiding or invalidating third-party IP rights. In this way, we are strengthening our IP risk management.

Additionally, we are working to extend IP management throughout Japanese industry by publicizing our unique IP strategies through outside lectures and media. We also headed up the establishment of Japan’s IP Landscape Promotion Council, and are helping to disseminate and develop IP landscaping with approximately 100 member companies.

■ Receiving Letter of Appreciation from the Prime Minister

These activities have received wide acclaim. On the occasion of the 140th anniversary of the establishment of Japan’s industrial property rights system, Bridgestone received a letter of appreciation from Japan’s Prime Minister recognizing our outstanding contribution in 2025 to the promotion and development of the industrial property rights system.



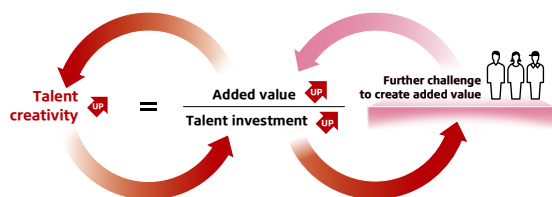
Bridgestone Executive Vice President and Representative Executive Officer Yasuhiro Morita receiving a letter of appreciation from Prime Minister Shigeru Ishiba

Human Capital: Enhancing Talent Creativity

Bridgestone strives to enhance corporate value by creating added value linked with its business strategies, while pursuing a talent strategy that is also linked to the business strategies, based on an axis of enabling diverse talent to shine through the spread of individual success and confidence. Aiming to realize our 2030 Long Term Strategic Aspiration, under 24MBP, we will accelerate our transformation by enhancing our approach of respect for being on site, as represented by Genbutsu-Genba and "further focusing on value creation." To this end, we are putting priority on improving management and working & business quality and pursuing a range of initiatives to enhance the productivity and creativity of each individual employee, who are the driving force behind Bridgestone's transformation. In addition, believing that the success of diverse talent leads to value creation with the E8 Commitment as an axis, we are also working to foster a corporate culture where diverse talent can shine and to improve the workplace environment.

As an indicator of these efforts, we began trialling a "talent creativity KPI" in 2023 and introduced this as a global management indicator from 24MBP. The basic concept of "talent creativity" is to strengthen investment in human capital, increase added value, and generate a virtuous cycle of value creation. We define the "talent creativity KPI" as adjusted operating profit (added value) divided by talent investment (sum of labor, training, and benefits costs), and use this as a common global measure to monitor global trends and address challenges in various regions and countries.

● Talent Creativity KPI



Pursuing a Talent Strategy Linked to Our Business Strategies Improving Management and Working & Business Quality

To improve management and working & business quality—our top priority for 2025—we are focusing on developing management talent through initiatives aiming to foster empathy for Bridgestone DNA and encourage behavioral change, such as re-enhancing employee understanding of "Bridgestone's unique Deming Plan" and carrying training in the birthplace of Bridgestone. The Bridgestone NEXT100 program seeks to cultivate next-generation global management leaders, which is critical for passing on our DNA to the next generation.

■ Training in the place where Bridgestone was founded

We developed this program as a way to give participants an opportunity to visit Kurume (Kurume Plant, Ishibashi Cultural Center, etc.), the city where Bridgestone was founded, so they could encounter firsthand and understand at a deeper level the aspirations of our founder and the Bridgestone DNA that we have inherited, as well as our corporate philosophy, Bridgestone Essence. The aim is to foster employees' pride in working for Bridgestone and connect this experience to the mindset with which they approach work. More than 2,200 people had taken part in the program by 2024. Program participants include not only employees working in Japan but many overseas staff as well.

■ Bridgestone NEXT100 Program

To foster the next generation of the global management team, each year we choose approximately 100 employees (30 from Japan, 30 from the Americas, 20 from Europe, and 20 from Asia) and seek to help them develop into leaders with diverse perspectives, such as through town hall meetings with top management from each region, participation in the management meeting, and participation in overseas business school training.

Enhancing the Productivity and Creativity of Each Individual Employee

To enhance productivity and creativity, we are working to create a place for diverse talent to shine by offering targeted support for employees who are keen to embrace challenges and grow on their own.

■ Genba (On-site) 100-Day Challenge Program

We launched this program in Japan in 2023 as an opportunity for employees, on a voluntary basis, to take the initiative in testing issues and hypotheses they have set on-site and then take steps to make improvements and address the issues in both their country of residence and beyond. In 2024, we expanded the program to BSAPIC (Asia, Pacific, India, and China). To date, a total of 24 people have taken on this challenge across a wide range of Bridgestone's business areas.

■ Building a Diverse Global Team

We aim to realize a workplace environment in which diverse personnel respect one another. Also, with a view to promoting a diversity of perspectives and decision-making approaches as an organization, we are working to develop a diverse team of leaders taking into account the cultures and backgrounds of the regions and countries where Bridgestone does business. In Japan, where there is a gap in the areas of DE&I compared to overseas sites, we are also working to establish a foundation for diverse talent to thrive, such as DE&I management workshops for all line managers (department and section managers) and the use of FemTech programs to help resolve women's health issues through technology.

Bridgestone's Digital Transformation

Linked with enhancing talent creativity, we are evolving Bridgestone's digital transformation (DX) to support value creation and enhance productivity and creativity.

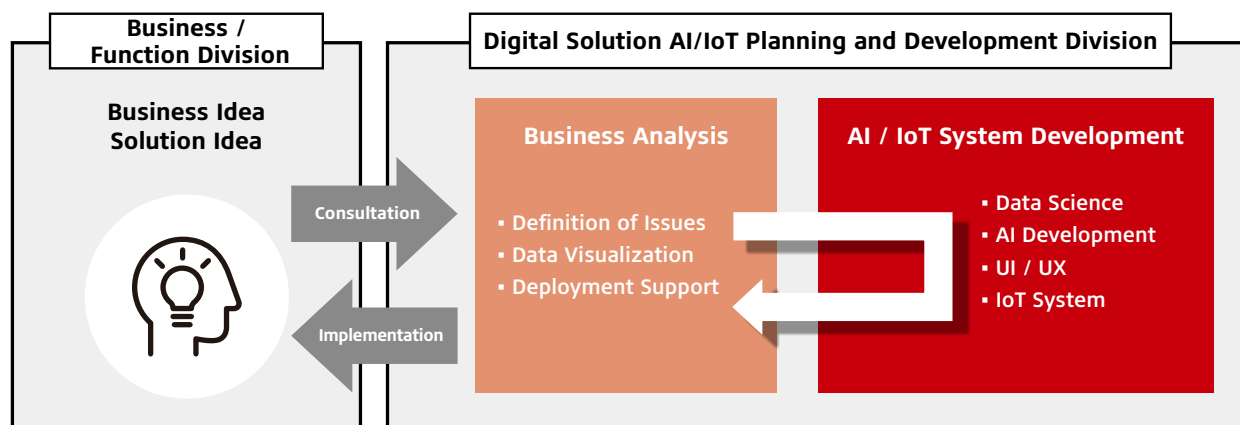
The theme of Bridgestone's DX is "faster, easier, and more accurate with larger data." By fusing a digital capability with strong "real (physical)," such as market and customer data obtained through our field engineering activities, technology cultivated through empirical experiments and demonstration, and development data, we aim to accelerate innovation drawing on our unique simulations and algorithms. Since the 2000s, Bridgestone has gradually introduced digital capabilities into its manufacturing, including introducing material informatics into the material development domain, using simulation technology in product development, and introducing "EXAMATION," an AI-equipped tire building system. These initiatives have contributed to the development of Dan-Totsu products by linking data to the engineering chain.

While further developing these initiatives, Bridgestone is pursuing DX to create social value and customer value, such by providing solutions leveraging the unique AI-based algorithms.

The Digital Solution AI/IoT Planning and Development Division works in collaboration with business and functional divisions to bring together the vast experience and knowledge Bridgestone has cultivated in the field regarding tires with unique algorithms that fully capitalize on AI, based on business and solution ideas generated on-site. In this way, we are providing solutions that amplify the value of our Dan-Totsu products, such as in our mining and aviation solutions (An example of DX for mining solutions: P60).

What supports these DX initiatives is digital talent. We introduced Digital 100-Day Training in Japan in 2023, allowing employees who need or want to learn digital skills to take on the challenge of acquiring and reinforcing their digital skills at a level that is appropriate for them. On top of classroom learning, we provide more in-depth learning opportunities for employees based on digital technology exercises related to their actual work. More than 1,400 people have participated in the program to date. Globally, we increased our pool of digital talent by 150 people compared to 2023, yielding approximately 1,750 personnel at the end of 2024.

● Digital Solutions Construction Flow



Response to Cyber Risks

In parallel with DX initiatives, we are reinforcing our response to cyber risks, one of Bridgestone's global management risks. We established a global cyber risk response team in 2022 and have been working to put core measures in place.

Furthermore, in a context in which information risk management is increasingly important, Bridgestone is

establishing its own global Information Security Management System in compliance with ISO 27001, an international management standard to promote the continuous management and improvement of information security. We will continue to reinforce the response to our cyber risk going forward.