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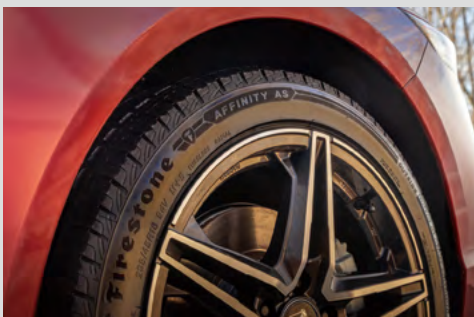
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Sustainable Value Creation: Toward "Growth with Quality"

Having positioned 2025 as "a year of emergency and crisis management," we are working to "turn changes into opportunities" and will start "growth with quality" from "markets to grow." In 2026, moving forward to the "true next stage," we will evolve into a "strong Bridgestone" that can win under the turbulent business situation. Toward its 100th anniversary in 2031, Bridgestone will expand "growth with quality" globally in the Mid Term Business Plan (2027–2029).

2025: "The year of emergency and crisis management" (further emphasized the importance of the year) — "Turn changes into opportunities"

Axis "Jukuryo-Danko (Decisive action after thorough planning)":
Commitment to "carry through what we have decided to do"

Pave the way forward to future growth with "defense" and "offense"

Defense

- "Business restructuring & rebuilding (2nd stage)"
- Reinforce business quality
Promote management with stricter discipline
- Establish a strong foundation of business quality globally
Reinforce leveraging "Bridgestone's unique Deming plan"
Valuing Genbutsu-Genba, communication in person (FtoF), and strengthening teamwork
- Mitigation measures for U.S. tariff impact × "Turn changes into opportunities"
- Response to business structural changes by country

Offense

- Expand and enhance Dan-Totsu products and Dan-Totsu product power
 - ENLITEN Gen1 & Bridgestone MASTERCORE
 - U.S. consumer tire business rebuilding "Multi-brand strategy"
 - Reinforce BS brand
 - Revitalize Firestone brand
- Further strengthen the steady global business cost reduction activities
- Reinforce the foundation for commercial BtoB solution business
"Reinforce Genbutsu-Genba initiatives" combining Dan-Totsu products and solutions with Real (physical) and Digital as an axis

2030 Long-term Strategic Aspiration 27MBP Growth with Quality – Global Bridgestone

"Strong Bridgestone" to win under the turbulent business situation

2026: Toward true next stage

Market to grow: Shifting to "growth with quality"
Toward "strong business quality"



Create good
business quality



Create good
tires



Create good
business



Create new business
sowing good seeds
for the future

Teamwork

Genbutsu-Genba

Offense

■ Dan-Totsu business quality:

Heading toward growth on the foundation of "lean & excellent operation"

- Pursue reinforcing management and working & business quality
- Bridgestone's unique Deming plan
- Promote global business cost reduction activities and BCMA
- Enhance talent creativity and productivity toward next stage

■ Dan-Totsu tires: Prepare ENLITEN Gen2 from Gen1, and Bridgestone MASTERCORE Gen2

- U.S. consumer tire business rebuilding – "Multi-brand strategy"
- Reinforce Bridgestone brand, revitalize Firestone brand

■ Dan-Totsu business: Enhance and expand commercial BtoB solutions

- Establish Mobility tech business "Strategic business"
- Advance with "Real and Digital" as an axis

■ Start building of Dan-Totsu Sustainable Premium brand

Corporate branding with sustainable global motorsports as a core

Toward "growth with quality"

Quality + Volume

North America,
India and OR&AC

Quality

Europe and Japan

Continuing to enhance & expand
premium PS-HRD business
with the ongoing "tailwind"

Multi-brand strategy

- Reinforcement of leveraging
Firestone & Bridgestone
(better category)
- Responding to "new threats"

Defense

■ Complete restructuring & rebuilding (2nd stage) and build lean business foundation

■ Respond to business structural changes by country × "Turn changes into opportunities"

Toward “Growth with Quality” **Defense**

Reinforcing Business Quality: Bridgestone’s Unique Deming Plan

To reinforce business quality, we are further strengthening activities in line with “Bridgestone’s unique Deming Plan,” which we began reaffirming in 2024.

“Bridgestone’s unique Deming Plan” involves the kind of actions to improve management and working & business quality that Bridgestone has been pursuing since the 1960s in its drive to receive the Deming Prize, which is recognized in the industry as the highest honor given to a company for company-wide, comprehensive quality management activities. In the 1960s, as it was promoting the modernization of management and the enhancement of its quality management activities, Bridgestone uniquely named these activities the “Deming Plan” in 1964 and established an organization dedicated to reinforcing these efforts. Bridgestone received the Deming Prize in 1968, and has continued such activities to the present day.

The basic thought of “Bridgestone’s unique Deming

Plan”—“good company quality makes good quality of products and services”—and the five concepts that represent basic behavior—“PDCA,” “why why why analysis,” “standardization,” “explain by using accurate data,” and “control important points”—act as a “framework” for thinking and acting for the people who work at Bridgestone, and we continue to reinforce these principles in our various workplaces globally.

Furthermore, we are reinforcing face-to-face work and communication as well as teamwork, which is one of Bridgestone’s strengths. Through these actions, we are striving to improve working and business quality, creativity, and productivity.

(Example of the Bridgestone way of value creation and our ongoing on-site pursuit of improvement and innovation (Genbutsu-Genba), with “Bridgestone’s unique Deming Plan” as an axis: P65)

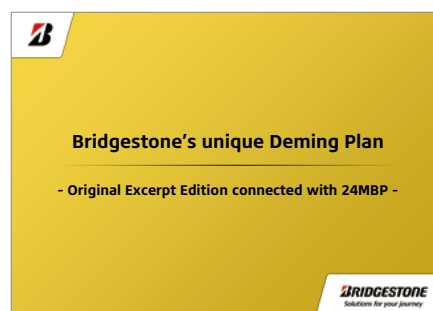
Bridgestone’s unique Deming Plan : Remind the framework of thinking and action — **“Protect”** “Break away” and “Separate”

Basic thought

Good company quality makes good quality of products and services

5 concepts

- (1) Master PDCA
- (2) Use why why analysis (WHY-WHY-WHY)
- (3) Promote rational standardization
- (4) Explain by using accurate data
- (5) Control important points



Business Restructuring & Rebuilding (2nd stage)

As we complete our business restructuring and rebuilding (2nd stage) on a global scale by 2025 and enhance business quality, this will lead to "growth with quality."

In response to the changes in our business environment, Bridgestone in 2024–2025 has been assessing and implementing business restructuring and rebuilding (2nd stage) globally, especially in BRIDGESTONE WEST (Europe and Americas). In particular, for our Europe and Latin American businesses, which face challenging conditions in terms of both performance and the business environment, we have begun rebuilding to "transform the shape of the business." For the Europe business, Bridgestone decided to close its retread production plant in Lanklaar, Belgium and, in April 2025, the discussion of production capacity reduction at two plants in Spain to optimize its production footprints has been started in response to structural changes in the tire industry in Europe. We are also further integrating and simplifying our organizational structure, with a focus on improving business processes across Europe. In the Latin American business, we have also begun reducing the production capacity and workforce at the production sites.

In North America, Bridgestone in January 2025 announced the closure of the LaVergne Plant, which produces truck and bus tires. At the same time, we are optimizing our business footprints and costs by reducing production capacity at the Des Moines Plant, which produces agricultural tires, and by reducing the workforce in headquarters functions and sales and operations.

Bridgestone is strengthening its premium tire business by optimizing its U.S. business footprints, strengthening competitiveness, and improving business quality. With a

mission of "Serving Society with Superior Quality," Bridgestone has contributed to the development of U.S. society and the economy since its merger with Firestone in 1988. Throughout the 1990s and 2010s, Bridgestone invested in new plants, such as the Warren Plant in Tennessee and the Aiken Plant in South Carolina. In addition, we are continuously optimizing our business footprints in the U.S. and contributing to local communities, including the regional head office in Nashville, Tennessee and other business footprints of Bridgestone Americas, our technology center in Akron, Ohio, the retreading footprints of Bandag, and our sales and service network of approximately 2,200 retail equity stores. Bridgestone will continue to contribute to U.S. society and the economy, supporting the mobility of people and goods by strengthening and expanding production and its sales, including retail.

At BRIDGESTONE EAST (Japan, Asia) as well, we will integrate and simplify the organization across the entire region, streamlining the multilayered organization of our Japan tire business, which continues to face challenges in terms of the business environment and performance, and accelerating rebuilding of the diversified products business.

In Thailand, we discontinued production at the Rangsit plant in 2023 and consolidated footprints. Over the 2024–2025 period, we are carrying out rebuilding, by streamlining the wholesale and retail in the replacement business as well as administrative functions.

In China, where we withdrew from the truck and bus tire business in 2024, we are building a "produce and sell" tire structure with two domestic plants in China, focusing on the premium passenger car tire business and completing local production for local sales within China.

● Business Restructuring and Rebuilding: Global Overview

WEST		EAST	
Europe 1st stage Port Elizabeth Plant, South Africa (for bias tires, in 2020) Bethune Plant, France (for PS, in 2021) 2nd stage "Further transform the shape of Europe business — integrated & simplified" <ul style="list-style-type: none"> Retread: Closure of Lanklaar Plant, Belgium (announced in Nov. 2024) TB: Initiate discussion of plant production capacity reduction in Bilbao Plant and Puente San Miguel Plant (including AG) (announced in Apr. 2025) Assessment on retail business rebuilding (2025–2026) Production, Sales, TCE and Corporate functions: integrated & enhance efficiency (starting from 4Q 2024, 2025 and beyond) 		Japan 1st stage Withdrawal from Sport/Tennis Business (in 2020) ⇒ Transfer the plant for tennis ball in Thailand (in 2021) Withdrawal from conveyor belt business (in 2021) Transfer of Anti-Vibration rubber business (in 2021) Transfer of Chemical products solutions business (in 2021) Transfer of Bridgestone sports arena K.K. (in 2022) Bridgestone Cycle Kisai Plant (in 2021) 2nd stage Start streamlining of "multi-layered" structure Streamline of REP wholesale & retail and Admin functions (in 2025) Rebuilding of other group companies and internal manufacturing business (in 2025) Rebuilding of diversified products business (in 2025)	
N. America 1st stage Transfer of U.S. building products business (in 2021) 2nd stage TB: Closure of LaVergne Plant (announced in Jan. 2025) Workforce reductions in the company's U.S. corporate, sales and operations (announced in Jan. 2025) Diversified products: Business rebuilding (in 2025)	L. America "Transform the shape of business" 1st stage Retread material plant in Mexico (in 2020) 2nd stage – Business rebuilding of Argentina & Brazil (announced in Jan. 2025) ⇒ Further fixed cost reduction	Asia & Pacific 1st stage Huizhou Plant, China (for TB, in 2021) Bridgestone (Huizhou) Synthetic Rubber Co., Ltd Transfer - Synthetic rubber business (internal manufacturing - 2021) Bridgestone Aircraft Tire Company (Asia), Ltd. (for AC retread plant - 2022) Rangsit Plant, Thailand ceased production (for bias tires including PS& TB in 2023) 2nd stage Withdrawal from TB business in China (in 2024) – Production termination at Shenyang Plant ⇒ Reinforce a focus on PS premium tire business Streamline of REP wholesales & retail & Admin functions in Thailand: Business rebuilding (in 2025)	
AG 2nd stage Damage control and assessment on business rebuilding (2025–2026) – Reduction in plant production and workforce at the Des Moines Plant (announced in Jan. 2025)			

Toward “Growth with Quality”

Offense

Core Business: Premium Tire Business—Enhancing Dan-Totsu Product Power

Bridgestone E8 Commitment

Energy

Ecology

Efficiency

Extension

Ease

In terms of initiatives related to “offense,” we are amplifying the value of tires, with Dan-Totsu products as the core, from the phase of “produce and sell” and during the “use” of products. To this end, we continue to reinforce Dan-Totsu products. For passenger car tires and truck and bus tires, we are expanding the launch of new products equipped with ENLITEN®, our base technology for product design, positioning these as “new premium.” For off-the-road tires for mining vehicles, we are expanding the deployment of Bridgestone MASTERCORE. We are also advancing the development of the next generation of Dan-Totsu products.



“New Premium” ENLITEN Products for Passenger Cars

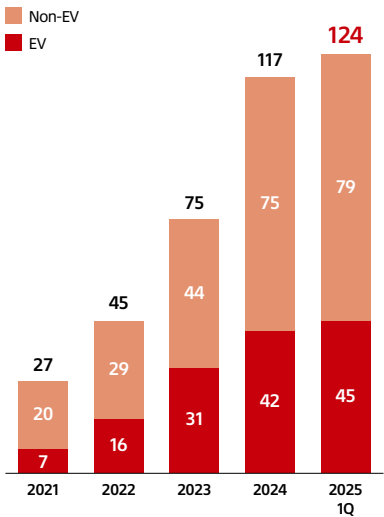
ENLITEN, our base technology for product design, evolves environmental performance while expanding basic performance and elevating all conventional performances. It also pursues “ultimate customization” to sharpen edge in a performance which not only meets the apparent needs and potential wants of the markets and customers, but also further inspires markets and customers by creating new value that they may not have imagined, according to the characteristics of diverse vehicles and usage conditions. For passenger car tires in particular, we respond to changes and diversification of desired tire values as a “new premium” that Bridgestone is uniquely establishing.

Expansion of ENLITEN: Linked to OE and REP

*OE: Original equipment, REP: Replacement tires

With regard to original equipment (OE) tires, which is the starting point for expansion of ENLITEN products, we reinforce our approach to premium vehicles, prestige OEMs (car manufacturers), and premium EVs. Using ENLITEN technology to create value based on “ultimate customization” as an axis, we have enhanced our approach in Japan, Europe, and the U.S., as well as among emerging OEMs, to increase the cumulative global number of new vehicles equipped with ENLITEN tires. In this way, by the end of first quarter 2025, we had expanded the number of vehicles using ENLITEN products to 124. Building on this expansion in OE tires, Bridgestone is steadily taking in OE recursion demand for replacement tires.

● Number of car models with ENLITEN OE fitment (global)



● EV models with OE fitment* ENLITEN Equipped

*EV OE fitment as of the end of 2025 1Q

OEMs	Vehicle model	
Japan	Honda	Prologue
	Lexus	RZ
	Nissan	ARIYA
	SUBARU	SOLTERRA
	Toyota	bZ4X
Europe	Abarth	500 abarth 595 elettrica
	AUDI	Q4 e-tron / e-tron GT / Q6 e-tron / A6 e-tron
	BMW	iX / iX1 / i7 / i5 / iX2
	FIAT	500e
	Maserati	Grecale Folgore
	Mercedes-Benz	EQB / EQA / EQXX / CLA
	MINI	Countryman
	Porsche	Macan Electric
	SEAT	Cupra Born
	SKODA	ENYAQ
	VW	ID.3 / ID.4 / ID.7

OEMs	Vehicle model	
N. America	CHEVROLET	Blazer EV / Silverado
	Ford	Mustang Mach-E
	GMC	Sierra
China	BYD	Han L
	NIO	eT7
	SAIC	MG Mulan / MG ES5 / IM LS7
	XIAOMI	SU7
India	X PENG	X9
	Tata	Curvv.ev / Safari
Taiwan	Foxtron	Model C
Vietnam	VinFast	VF6

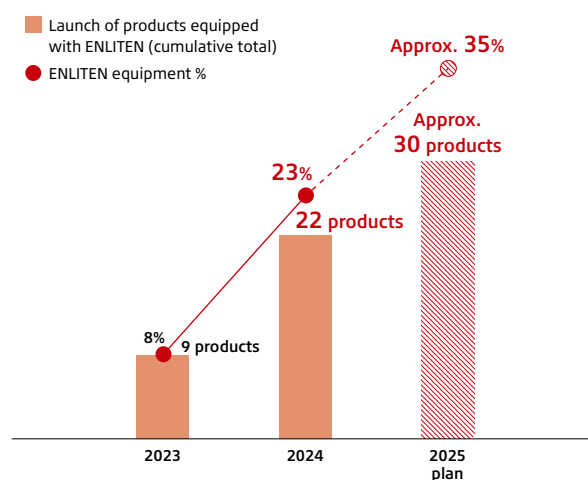
Expansion of ENLITEN Equipped Products— Replacement Tires

We have been launching new replacement products equipped with ENLITEN globally since 2023. In North America, our most important market, we launched TURANZA EV and Potenza Sport AS in 2023, followed by the launch in 2025 of TURANZA PRESTIGE, a flagship product of touring all-season tire, and TURANZA EVERDRIVE, a basic tire in the touring category. In Europe, TURANZA 6 has been on the market since 2023. This product offers improved wet handling and wear resistance performance, which is vital in the Europe market. In 2024, we launched TURANZA 6i customized for the India market, which we are positioning as a market to grow. In Japan, our home market, we launched REGNO GR-X III TYPE RV in 2025, based on the REGNO GR-X III launched in 2024 and customized with ENLITEN technology for minivans and compact SUVs. We will continue to expand the number of ENLITEN-equipped products in replacement tires globally, and plan to increase the ratio of products equipped with this technology to approximately 35% in total by 2025, representing approximately 30 products altogether.

Furthermore, we are promoting R&D and business planning for the evolution of next-generation ENLITEN products in conjunction with growth in sustainable global motorsports.

● Expansion plan for PS & LT* replacement tires equipped with ENLITEN (Global)

* PS: Passenger car tires, LT: Light truck & bus tires



● Major new premium products equipped with ENLITEN (in 2025)

N. America: Flagship product of touring all-season tire
(Started launch in March 2025)

TURANZA™ PRESTIGE™



Japan: Minivan & compact SUV specialized premium tire
(Started launch in February 2025)

REGNO GR-XIII TYPE RV



Value Creation Linking Business and Sustainability

Through the expansion of ENLITEN technology, which delivers value tailored to the characteristics of diverse vehicles, including EVs, we are committed to supporting the realization of a carbon-neutral mobility society—Energy in the E8 Commitment. Moreover, ENLITEN technology supports improved wear resistance and expands the range of products that offer long life, contributing to reducing TRWP (tire and road wear particles), one of Bridgestone's global management risks (Initiatives on TRWP: P80).

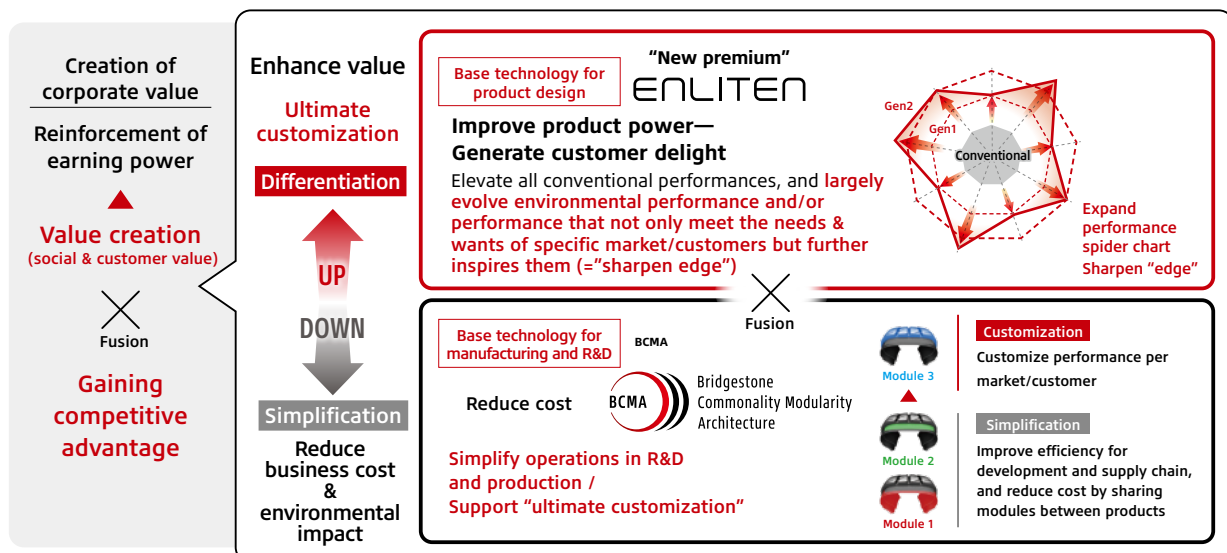
Offense

Accelerating Value Creation through the Fusion of ENLITEN and BCMA

Bridgestone E8 Commitment Energy Ecology Efficiency Extension Economy

Together with ENLITEN, our base technology for product design, the Bridgestone Commonality Modularity Architecture (BCMA) supports “ultimate customization,” our base technology for R&D and manufacturing. BCMA consolidates tire parts into three modules and shares these among different products. This streamlines the supply chain, including development and production, shortens development and production lead times, and provides value to customers in an agile manner, while also aiming to reduce business costs and the environmental impact. The axis for the premium tire business going forward will be to fuse ENLITEN and BCMA technologies to enhance earning power and achieve a greater competitive advantage, while also accelerating the creation of social value, customer value, and corporate value.

● Accelerating Value Creation through the Fusion of ENLITEN and BCMA—Bridgestone’s base technology for “products”



Value Creation with BCMA

By pursuing the essence of R&D and manufacturing on-site (Genbutsu-Genba), BCMA has started to generate benefits, such as reductions in development and production costs. We rolled out BCMA at four global model plants* in 2024. BCMA generates primary benefits, or direct positive impact, including reducing conversion costs by sharing modules between products and reducing the frequency of changeovers for each product in terms of materials, parts, and equipment. These benefits also extend across the entire value chain, including optimizing raw material procurement and reducing inventory.

We are also expanding an Advanced Hikone Model, pursuing the essence of manufacturing by fusing “real (physical)” capabilities (craftsperson skills) and digital capabilities as an axis from Japan plants to global, and will step up this activity globally in 2025.

Furthermore, we are taking on the challenge of advancing to a “global module” allowing modules to be shared globally toward achieving the Mid Term Business Plan (2027–2029). Through this initiative, we plan to extend the benefits across the value chain, including raw material procurement, and promote contributions to business performance at an accelerated pace.

* North America: Joliette Plant, Canada, Europe: Burgos Plant, Spain, Japan: Tochigi Plant, Asia: Nong Khae Plant, Thailand

Feature // BCMA—Advanced Hikone Model Pursuing the Essence of Manufacturing

The Advanced Hikone Model involves initiatives to pursue the essence of manufacturing by fusing "real (physical)" capabilities (craftsperson skills) and digital capabilities in conjunction with BCMA technology. We started these activities at the Hikone Plant in Japan, the core of our global manufacturing, and are extending them globally under the Advanced Hikone Model.

The Advanced Hikone Model starts with the introduction of "EXAMATION," our AI-equipped tire building system, and then gathers production data and conducts digital analysis, identifying production issues for each product and process

and supporting on-site improvement activities.

We are evolving our manufacturing by fusing "real (physical)" capabilities (craftsperson skills) and digital capabilities. Furthermore, the synergies with the realization of "consistent and streamlined simple manufacturing" through BCMA feeds into an ongoing series of improvements in manufacturing indicators such as safety, the environment, quality, and cost. At the same time, the activities also lead to enhanced talent creativity among staff at manufacturing sites.

● Overview of the Advanced Hikone Model

Fusion of real (craft person skill) and digital capability

- **Enable to collect and analyze tire production-related data** starting with the introduction of "EXAMATION", tire building system with AI equipped
- **Improve at Genbutsu-Genba (on-site)** through identifying issues by product and process based on the data analysis leveraging digital capabilities



Advanced Hikone Model



Synergy
Amplify the benefits



Bridgestone
Commonality Modularity
Architecture

Realize "consistent and streamlined simple manufacturing" promoted by BCMA

Realize suru-raku (streamlined) production

—Improve each manufacturing indicator (Safety, Environment, Quality, Cost, Delivery)
as positive chain reaction benefits through a chain reaction—

Reduce workload

Improve safety
level

Improve
roundness

Improve product
quality

Increase
efficiency

Slimming tire
mass

Reduce environmental
impact

etc.

Roll out and spread the activities aimed at **reducing production cost and enhancing talent creativity of production onsite staff**, from Japan plants to globally



Masato Nakamura

Director
Central Japan Tire Production Division,
Hikone Plant Manager

With the aim of increasing efficiency and enhancing quality by pursuing the simplification of manufacturing and thoroughly eliminating overburden and inefficiency, the Advanced Hikone Model has a high affinity with BCMA, our base technology for R&D and manufacturing. Although there are differences in approaches and expressions between the product development side and the production side, the fusion of both sides under the common banner of "simplification" has further evolved our manufacturing, generating a virtuous cycle of collaboration, cooperation, and linkage. This has led to ongoing improvements in the various indicators of quality management, including safety, environment, quality, cost, and delivery (SEQCD), and reinforced on-site quality. We believe these connections will further increase value across the entire value chain, ultimately leading to the creation of customer value and the enhancement of social value.

Value Creation Linking Business and Sustainability

Through the expansion of BCMA technology, we are streamlining the supply chain, including development and production, which contributes to sustainability by improving resource productivity and reducing CO₂ emissions.

Offense

Reinforcing Steady Global Business Cost Reduction Activities: Bridgestone's DNA

Bridgestone E8 Commitment

Energy

Ecology

Efficiency

Economy

In addition to increasing value by reinforcing our Dan-Totsu product powers with ENLITEN technology as an axis, we are enhancing earning power by promoting steady global business cost reduction activities across the entire value chain. To this end, we are steadily promoting five activities carried out "on-site (Genbutsu-Genba)," which is part of Bridgestone's DNA: BCMA; global procurement in the upstream of value chain; global SCM (supply chain management) logistics transformation in downstream, a shift to Green & Smart, and steady productivity

improvements, primarily at manufacturing on-site.

Amid ongoing challenges to business performance, these steady activities have supported performance, yielding a benefit of approximately 75 billion JPY in 2024. We plan to further accelerate such efforts in 2025, anticipating a benefit of approximately 55 billion JPY (as of the announcement on May 15, 2025). For 2024–2025 overall, we will achieve the 2026 target in 24MBP of approximately 100 billion JPY (compared to 2023) a year ahead of schedule.

Global procurement

Global SCM logistics transformation B-Direct

BCMA



Bridgestone
Commonality Modularity
Architecture



Shift to Green & Smart

Steady on-site productivity improvements

Global business cost reduction amount in total
(vs. prior year)

2024
(Gap vs. 2023) **Approx. 75 B JPY**

Manufacturing cost: Approx. 63 B JPY
OPEX: Approx. 12 B JPY



2025 plan
(Gap vs. 2024) **Approx. 55 B JPY**

Manufacturing cost: Approx. 40 B JPY
OPEX: Approx. 15 B JPY



Global Procurement

In its raw materials procurement, having built relationships of trust with our global procurement partners, Bridgestone is reinforcing efforts to co-create value with global procurement partners (win-win), with sustainability as the core. Such global procurement will enable us to optimize sourcing to deal with the impact of U.S. tariffs.

In addition, for indirect procurement, we are seeking to reduce costs through the steady centralized purchasing of office supplies, plant tools (Bridgestone's sustainability-focused global procurement: P48–52).

Global Supply Chain Management Logistics Transformation: B-Direct

Our efforts to transform global supply chain management logistics, called B-Direct, center on lean inventory control (units & amount base). We are steadily seeking to promote supply chain efficiency and improve productivity in warehousing operations on-site (Genbutsu-Genba).

In terms of supply chain efficiency, we are reducing inventory in line with enhancing flexibility of manufacturing and are also linking this with BCMA deployment to localize production, producing tires close to demand areas. In addition, through digital transformation (DX), we are directly connecting customers with plant data and products, improving direct shipping rates from plants to customers and reducing logistics costs. We are also pursuing both green logistics, including deploying EV trucks and introducing solar power generation in warehouses, and smart logistics, such as rolling out automated equipment in warehouses. These actions contribute to sustainability as well as higher productivity and cost reduction. In 2024, we set up a warehouse in Burgos, Spain, incorporating Green & Smart technology. In addition, we are reducing warehouse costs by steadily improving the productivity of warehouse operations.

Shift to Green & Smart

In terms of the shift to Green, we will continue to reduce energy Gentan-i (energy consumption per unit). In terms of the shift to Smart, we will promote automation to reduce conversion cost through improved productivity.

Steady On-site Productivity Improvements

In terms of seeking steady productivity improvements centered on manufacturing on-site, as the core of Bridgestone's manufacturing, plants in Japan are taking the lead. We are reinforcing on-site activities by global teams to promote the reduction of manufacturing cost such as conversion cost.

As an example, in 2024, global members gathered at the Burgos Plant in Spain to carry out on-site activities aimed at reducing conversion cost by shortening the time needed to change out molds. After confirming how much time it took to change molds at various global plants, the team visualized gaps and compared times, using the Hofu Plant in Japan as a benchmark. The Burgos Plant then made improvements by sharing case studies on improvements carried out at the Hofu Plant. We will continue to accelerate the rollout of these Bridgestone way of improvement activities on-site (Genbutsu-Genba) globally in 2025.

Creating Value Linking Business and Sustainability

In our efforts to reduce global business costs, we are contributing to sustainability while reducing costs in each area. This includes global procurement with sustainability as the core; global supply chain management logistics transformation to promote lean inventory control and supply chain efficiency; BCMA contributing to reducing environmental impact; a shift to Green & Smart, primarily at manufacturing sites; and steady on-site productivity improvements.

Feature // Sustainable Procurement

Bridgestone is striving to realize a sustainable society and simultaneously build a foundation of sustainable value creation across the value chain. Globalization brings businesses opportunities to source from diverse locations and allows companies to work together despite geographical distance. At the same time, companies face the risks of both affecting as well as being affected by, sustainability issues such as human rights, and climate change, anywhere we operate. With the volatile geopolitical landscape, regulatory uncertainty and global aspiration for carbon neutrality in recent years, it has become imperative for companies to respect human rights and prevent deforestation and other sustainability risks, going beyond our own operations, looking throughout the value chain together with our business partners.

Our sustainable procurement initiatives are grounded in our Global Sustainable Procurement Policy and align with our goal of using 100% sustainable materials by 2050. We have set a target and KPI that 100% of Tier 1 suppliers will have acknowledged the Global Sustainable Procurement Policy revised in 2024 (as of March 31, 2025, 74% of * Level 1 and 2 suppliers had done so).

In light of its impact on society and business, Bridgestone

is focusing on sustainable procurement of natural rubber. Natural rubber is a key raw material in tire manufacturing and an essential renewable resource for producing high-quality tires. In addition, it provides Quality of Life (QOL) opportunities for as many as 6 million smallholder farmers who are said to be involved in the cultivation of natural rubber around the world. However, as demand for natural rubber continues to rise, it is beginning to be viewed as a threat to global deforestation. Therefore, efforts toward sustainability of natural rubber are recognized as a crucial management issue for business continuity.

We consider it a strength both in terms of business sustainability and traceability enhancement to have our own farms. These farms can be leveraged as laboratories for sustainability opportunities and risk management, high-level engagement with trusted partners, and close collaboration with them based on a deep understanding of the “reality of the ground” (Genbutsu-Genba).

*  For details, please refer to the Bridgestone website.
<https://www.bridgestone.com/responsibilities/social/procurement/>



Masashi Omae
Executive Director,
Global Procurement

Bridgestone is committed to providing customer value via procurement activities based on SEQCD (Safety, Environment, Quality, Cost, Delivery) while also focusing on ESG (Environmental, Social, Governance). Our E8 Commitment defines our corporate values, which includes the importance of co-creating new value through dialogue with our suppliers.

As an example, Natural Rubber is a raw material with high social demands for sustainability. We have proactively collaborated with our suppliers to enhance supply chain traceability to ensure governance and compliance to ever-changing business conditions. Moving forward, we will continue to build fair, “win-win” partnerships through diligent and steady efforts practicing Genbutsu-Genba (Respect for Being On-Site) that ultimately results in sustainable use of natural rubber. We remain dedicated to creating sustainable value through growth with quality.

Building Transparent Natural Rubber Supply Chains by Driving Upstream Traceability

Traceability is central to Bridgestone's commitment to sustainable procurement. It ensures visibility into where our materials originate, how they are produced, and by whom, mitigating risks associated with procurement.

Our goal is to achieve 100% traceability at the district level* by 2027. Recognizing the limitations of traditional data collection methods, we are increasingly integrating digital tools into our processes. This digitalization enhances the accuracy and reliability of our traceability data through satellite imaging for land-use analysis, geomapping for jurisdictional tracking, and cloud-based repositories for real-time data management.

As a further challenge, we have been working on traceability down to the farm level. By the end of 2024, we achieved approximately 42% traceability for not only the Europe market for regulatory compliance, but also for our global natural rubber volume, based on supplier self-declarations.

	2021	2022	2023	2024	2027* ¹
Traceability to state* ²	—	—	—	89%	100%
Traceability to district* ²	—	—	—	47%	
Traceability to farm* ³	25%	33%	34%	42%	

*¹ Target

*² GPSNR classification (2024 figure calculated by Bridgestone based on supplier information)

*³ Information on farm geolocation or boundary mapping

*  Please see here about Geographical classification.
<https://sustainablenaturalrubber.org/gpsnr-geographical-classification-2/>

For the purpose of EU Deforestation Regulation (EUDR) compliance, we have been continuously working to ensure that we have a robust due diligence process in place, capable of identifying and mitigating risks in compliance with the EUDR requirements within the deadline for products destined to, and/or manufactured, within Europe.

Traceability Enhancement Initiatives for EUDR Compliance

As part of our commitment to ensuring compliance with the EUDR, Bridgestone has implemented comprehensive on-site inspections and traceability enhancement initiatives within our natural rubber supply chain.

Building upon our existing traceability framework, we have significantly expanded our engagement with natural rubber smallholders. To further enhance upstream traceability and secure EUDR compliance, we partnered with our suppliers to conduct detailed risk assessments of upstream natural rubber farms and map farm boundaries. These efforts, combined with rigorous verification processes, extensive documentation audits, and enhanced monitoring, have strengthened our suppliers' due diligence practices, significantly improving transparency and compliance readiness.

Our approach integrates multiple field visits with robust verification measures, including stringent document reviews and audits of policies and procedures. These actions have enhanced our suppliers' due diligence capabilities, enabling them to align their practices with regulatory expectations.



EUDR workshop for smallholders

Following the completion of our project on farm-level risk assessments in 2024, we are in the process of developing targeted follow-up actions to address identified risks. With implementation planned for 2025, these actions include the development of tailored mitigation plans in collaboration are intended to our suppliers. Additionally, we aim to provide training on EUDR compliance requirements and establish monitoring systems to track ongoing progress. These proactive steps are intended to support the adoption of responsible sourcing practices at the farm level and drive continuous improvement in alignment with EUDR standards.

In 2024, we also conducted inspections at natural rubber processing facilities and their upstream supply chains, identifying both best practices and potential compliance risks. Following the inspections, we developed risk mitigation

recommendations, and continue to engage with suppliers closely to ensure effective resolution of identified issues.



Field visit

Internal Natural Rubber Manufacturing

Bridgestone owns four natural rubber companies in Liberia, Indonesia, and Thailand. Our natural rubber plantations and processing facilities play a crucial role as pilot fields for verifying the technologies and know-how necessary for the sustainability of the natural rubber business. The technologies and know-how obtained through these

processes are used as the basis for providing technical support to local communities, continuously generating indispensable value within our natural rubber business. Our assistance targets productivity improvement covering topics such as planting methods, maintenance of immature rubber trees, use of fertilizers, disease control, the tapping methods and fire prevention.

Company name	Bridgestone Natural Rubber Co., Ltd.	P.T. Bridgestone Kalimantan Plantation	P.T. Bridgestone Sumatra Rubber Estate	Firestone Liberia, LLC
Town/province, country	Hat Yai, Thailand	Kalimantan, Indonesia	North Sumatra, Indonesia	Harbel, Liberia
Location (latitude and longitude)	6.72426, 100.44088	-3.62664, 114.86067	3.11580, 99.12169	6.26423, -10.33980
Established	1999	1999 (acquired)	2005 (acquired)	1926
Total area	—	6,000 ha	17,900 ha	48,100 ha
Planted area	—	4,300 ha	16,800 ha	24,000 ha
Own rubber plantation	No (Processing facility only)	Yes	Yes	Yes

For example, our company in Indonesia provides guidance for neighboring farmers on latex handling to improve rubber quality. Sharing our know-how contributes to create a win-win relationship with smallholders, leading to sustainable long-term procurement of high-quality rubber.

At the same time, the internal natural rubber companies play an important role in the raw-material supply chain representing about 20% of the annual procured volume of natural rubber globally. Therefore, enhancing traceability and other preparations for EUDR compliance are an important task for our internal natural rubber facilities.

For example, our processing company in Thailand has been actively working on farm-mapping initiatives and has organized workshops to strengthen engagement and communication with upstream supply-chain partners.

One of our companies in Indonesia has already achieved 100% traceability at the farm level, and another one of our companies achieved 100% traceability at the district level.

In line with our commitment to serving local communities, we operate kindergartens, schools, and medical facilities in Liberia and Indonesia. We also provide health, safety, and environmental assistance in Indonesia, including sanitary education, flood rescue, and disaster prevention training.



Helping smallholders prepare for EUDR

■ Engagement Activities by Extension Officers at Smallholders' Farms (Liberia)

To provide a traceable and transparent value chain, Firestone Liberia recruited and deployed an Agricultural Extension team to ensure direct interaction with smallholder farmers. The Extension team conducts training on agricultural best practices and verification audits on human rights, labor rights, and environmental standards. Individual farmer, production, and procurement data, including GPS coordinates, are collected digitally. Prior to deployment, the Extension team went through an extensive training program based on practical workshops, focusing on productivity and sustainability standards. Currently, there are 24 Extension Officers assigned to seven counties covering a smallholder farmer base of 5,000. The goal is to qualify farmers based on sustainable practices that align with EUDR requirements by the end of 2025.



Best practices training for small farmers

Enhancement of Sustainability through Due Diligence of Natural Rubber Suppliers

Bridgestone is strengthening ESG due diligence across its supply chain to address environmental and social risks. Third-party assessments by Verisk Maplecroft and EcoVadis support the identification and evaluation of these risks. As of March 31, 2024, 100% of our Tier 1 natural rubber suppliers had completed an EcoVadis enhanced ESG risk assessment.

Aligning with our concept of “Genbutsu-Genba”, we laid the base for building robust due diligence from 2022. We prioritized targeted suppliers based on third-party assessment scores and conducted ESG on-site inspections using a self-assessment questionnaire developed in collaboration with WWF Japan.

In 2024, our primary focus was meeting EUDR requirements. This regulation mandates enhanced due

diligence to mitigate deforestation risks tied to the production and trade of key commodities, including natural rubber.

As ESG inspections remain crucial to our long-term sustainability strategy, we have continued enhancing our ESG on-site inspection protocol by integrating an EUDR-specific module. This updated protocol incorporates lessons learned from past assessments, enabling a more comprehensive evaluation of environmental and social risks. By refining our approach, we have strengthened our ability to address regulatory requirements while promoting greater transparency and sustainability across our supply chain.

Looking ahead, our aim is to complete ESG on-site inspections for 100% of our Tier 1 natural rubber suppliers by 2025. This commitment underscores our dedication to assessing and addressing ESG risks across our entire supply chain, while reinforcing responsible sourcing practices and regulatory compliance.



Rhea Cinco

Head of Compliance and
Sustainability at Firestone
Liberia, LLC

Strengthening Human Rights Risk Management in Liberia

Firestone Liberia (FSLB), one of the largest Bridgestone's natural rubber farms, is among the first in the world issued the ISCC EUDR Add-on Certificate for natural rubber and being exemplary in many aspects in terms of sustainability practice. This requires FSLB to go through additional deforestation-free analysis, legality checks on human rights, and land use rights to maintain compliance with the regulations – all verified through a physical audit by external auditors. FSLB also strengthened its grievance mechanism* to enhance overall anonymity of complaints. With employees living in tight-knit communities, a toll-free third-party channel where everybody can speak up allows for a more reliable approach in mitigating risks especially on the aspect of labor practices, human rights and environmental impact.

* In order to build a mechanism at Firestone Liberia, Bridgestone set up a grievance mechanism in 2022 to hear stakeholders' voices regarding our operations, helping us to engage with our suppliers, and enabling us to understand where our potential risks and opportunities are, to improve sustainability practices across our value chain.

🔗 For details, please refer to the Bridgestone website.

https://www.bridgestone.com/responsibilities/social/procurement/grievance_mechanism/

Topics

Global Management Risk: Response to 6PPD / TRWP

<6PPD>

6PPD is an antioxidant and antiozonant widely used in the tire industry. Providing safe mobility is the mission of the tire industry, and the use of 6PPD in tire rubber is currently essential to achieving that mission.

Bridgestone is aware of a research paper regarding 6PPD-Q (quinone)*, a transformation product of 6PPD and coho salmon. In the U.S., USTMA is currently evaluating whether an available alternative to 6PPD for use in tires can be identified. As a member of USTMA, we are actively cooperating with USTMA.

With the basic premise of ensuring tire safety, Bridgestone is also working on developing alternatives.

* A research article published in 2020 indicated that this is a substance transformed from 6PPD which may be formed by a reaction with oxygen or ozone. 6PPD-Q is not used in tires.

<TRWP: Tire and Road Wear Particles>

TRWP are the result of friction between the tire and the road surface which is essential to secure a safe comfortable journey, consisting of a mixture of tread (tire surface) and road pavement materials.

Bridgestone's Approach

- As a leading company, Bridgestone supports investigation of physical and chemical characteristics of TRWP and their impact through the Tire Industry Project (TIP) facilitated by the World Business Council for Sustainable Development (WBCSD).
- We actively participate in initiatives led by industry organizations, helping to develop globally consistent evaluation test methods as international standards (ISO standards). Through promoting initiatives to define common standards for all industry professionals, we consider that reducing the number of tires in the market that do not meet the common standards will lead to mitigating the emission of TRWP.
- As Bridgestone's unique initiatives, we will pursue innovation to reduce TRWP across the value chains from "produce and sell" to "use."

Technology Development: We are continuing to promote R&D investment in sustainable technology including material development to improve wear resistance performance, etc.

Products: With ENLITEN, a base technology for product design which pursues "ultimate customization" as an axis, we are expanding products which provide long-life by improving wear resistance performance on top of improving diverse performance desired of tires.

Solutions: By proposing optimal operations and driving route (shortest route, avoidance of traffic congestion, and reduction of Stop & Go, etc.) for each customer through real (physical) x digital, we will offer solutions that "enable customers to use tires safer, longer, better and more efficiently" through building the mobility tech business.

(Details of initiatives as an industry leader on TRWP: P80)

Building a Sustainable Premium Brand with Sustainable Global Motorsports Activities as the Core

Bridgestone E8 Commitment

Energy

Ecology

Emotion

Evolving Bridgestone/ENLITEN Technology Brand to a Sustainable Premium Brand

We have begun efforts to build a “sustainable premium” brand with sustainable global motorsports activities as the core.

Bridgestone’s new message as it marked its 60th anniversary of motorsports activities in 2023, “Passion to Turn the World,” reaffirmed our passion for motorsports, placing sustainability at the core of our efforts and expressing our determination to evolve our global motorsports activities in a sustainable way. The new message expresses our passion to race, to win, and our “challenge for excellence,” and embraces the passion to support a sustainable society.

Centering our efforts on sustainable global motorsports activities, we aim to build a “sustainable premium” brand. We will empower each and all to achieve their best and be

essential to the future of mobility. Thereby, Bridgestone will evolve from a premium brand into a “sustainable premium” brand, built on the Bridgestone/ENLITEN technology, and will spread the brand value globally through motorsports.

Furthermore, with sustainable global motorsports activities as a “mobile laboratory,” we will leverage technologies refined through our “challenge for excellence” in the development of tires for the markets. In this way, we will evolve next-generation ENLITEN technology.

Value Creation Linking Business and Sustainability

By promoting sustainability across the entire value chain—from raw material procurement to recycling—beginning with motorsport tires, we aim to accelerate the transformation of the entire company toward our vision of becoming a sustainable solutions company.

Passion to race.
Passion to win.
Passion to wake up tomorrow and start over again.
Passion to face the best.
Passion to be the best.
Passion to embrace the ultimate challenge.
Passion to exceed records, barriers and beliefs in limits.
Passion to pursue excellence in every moment.
Passion to be an inspiration.
Passion to undertake new journeys together.
Passion to make Earth a better home for all.

Committed to empowering each and all to achieve their best.
Committed to being essential to the future of mobility.

Motorsports is Bridgestone’s passion. Always has been. Always will be.

PASSION
TO TURN THE
WORLD

BRIDGESTONE

Newly Establishing a Motorsport Gallery

Bridgestone opened a Motorsport Gallery at the Bridgestone Innovation Gallery in Kodaira, Tokyo, in 2024. The new venue showcases our passion for motorsports and our evolution into a sustainable premium brand. The ground floor features a Formula 1® racing car, symbolizing the Bridgestone brand, and an Indy racing car, symbolizing the Firestone brand. The second floor has displays of actual tires and magazines, giving a sense of history. Elsewhere, there are displays showcasing our sustainable global motorsports activities.



Motorsport Gallery Exhibition

(Right) Bridgestone's test car used during tire development for the FIA Formula 1® World Championship

(Left) A replica of the Indy car used during tire development for Firestone's return to the INDYCAR® SERIES.

Building a New Motorsports Management Structure

As part of efforts to reinforce our sustainable global motorsports activities, we have established a dedicated position of Vice President and Senior Officer, responsible for Global Motorsports under the Global Chief Technology Officer (Executive Vice President and Executive Officer), effective March 1, 2025, for the first time at Bridgestone. Through this initiative, we will reinforce our motorsports activities from a management perspective as we move to the next stage and evolve in line with future expansion.

Bridgestone has been chosen as the sole tire supplier for the ABB FIA Formula E World Championship from the 2026–2027 season, and we will accelerate our activities under this new structure.

After experiencing the world of Formula 1® racing, the most prestigious area of motorsports, I feel more keenly the crucial importance of tires for vehicle performance, even more than when I previously worked on tire development. Returning as a member of Bridgestone, I have strongly reaffirmed my desire to continue the challenge for excellence in all the areas of motorsports we are involved in, and to work together with all of our stakeholders to create races that can be enjoyed. In addition, with the agile action that is the DNA of motorsports as our starting point, we are accelerating the development of our tires and operations in a sustainable way—literally the embodiment of a "mobile laboratory." Along with the entire team, I am excited about this challenge, eager to find out what new worlds we can open up with the new technologies we are creating every day.



Hiroshi Imai

Vice President and Senior Officer,
responsible for Global Motorsports

Career Summary

1990: Joined Bridgestone Corporation

After working on tire development for automotive manufacturers in Japan and Europe, he moved into motorsports tire development, including tires for Formula 1® and race operations

2009: Joined McLaren Racing Ltd.*

Contributed extensively to the company's Formula 1® race engineering, serving not only as a tire engineer but also chief race engineer at circuits.

* McLaren Racing Ltd.: Racing team founded in 1963. Since entering Formula 1® in 1966, the team has achieved victories across the Triple Crown of Motorsports: the Indianapolis 500, the 24 Hours of Le Mans, and the Formula 1® Monaco Grand Prix. In the 2024 Formula 1® season, McLaren Racing secured the Constructors' Championship for the first time since 1998.

January 2025: Departed McLaren Racing Ltd., after the 2024 Formula 1® season end

End of February 2025: Joined Bridgestone Corporation

March 1, 2025: Assigned as Vice President and Senior Officer, responsible for Global Motorsports

Markets to Grow: Toward Growth with Quality

Bridgestone E8 Commitment Energy Ecology Efficiency Extension Ease

Looking ahead, we are focusing on the U.S., the consumer tire business in India, and commercial BtoB solutions-especially in mining and aviation tires and solutions - as markets to grow that will drive "growth with quality."

Strengthening U.S. business: rebuilding the consumer tire business

■ Turn changes into opportunities: reinforcing the Multi-brand strategy

In terms of reinforcing the business in the U.S., anticipating changes in the market structure, we are driving ahead with the rebuilding of the consumer tire business. We are promoting a multi-brand strategy that leverages the characteristics of both the Bridgestone and Firestone brands. Since the merger with Firestone in 1988, Bridgestone has continued to contribute to society and the economy in the U.S. and supported the mobility of people and goods. We are steering towards growth in the U.S., which we recognize as our most important market.

In terms of the Bridgestone brand, we continue to reinforce the premium strategy. We will build a "sustainable premium" brand, linking this with sustainable global motorsports. Regarding the Dan-Totsu products at the core of the brand, we are advancing the expansion of new products equipped with ENLITEN technology. As for sales channels, in addition to taking in recursion demand for replacement tires from OE (original equipment) tires, we are strengthening collaboration with major premium retail chains and wholesale clubs to expand and enhance strategic customer channels.

At the same time, to turn changes in the market structure into opportunities, we are strengthening the utilization of the Firestone brand. Anticipating an increase in maintenance demand due to the aging of vehicles in the U.S., as well as

"Turn changes into opportunities"—Reinforce U.S. business / U.S. consumer business rebuilding: "Multi-brand strategy"







No change in premium strategy and continue reinforcing



Turn market structural changes into opportunities

Assuming an increase of maintenance demand and growth of Tier 2 & 4 zones, accelerate FS revitalization ahead of schedule
(Reinforce equity retail biz with the enhancement of Firestone Complete Auto Care)

Brand	<p>BS brand × Technology brand ENLITEN linked with sustainable global motorsports "Sustainable premium"</p>	<p>Revitalize through collaborating with NTT INDYCAR® SERIES "America's Tire Since 1900" FS brand campaign logo as of 1990's</p> 
Core Dan-Totsu products	<p>Expand and enhance new products equipped with ENLITEN technology</p> <div>   </div> <p>Flagship product of all-season tire of touring category (Launched in Mar. 2025)</p> <p>Basic tire for touring category (To be launched in Jun. 2025)</p>	<p>Reinforce product power for unique position establishment</p> <ul style="list-style-type: none"> New product AFFINITY™ AS All season tire in touring category (Launched in Apr. 2025) Size expansion: Firestone All Season Expand and enhance new products equipped with ENLITEN technology from 2026
	<p>Accelerate the launch of new products equipped with ENLITEN technology toward 2026 with Dan-Totsu products as a core (BS & FS)—Shift development resource from Japan to U.S.</p>	
Channel	<p>Expand and enhance strategic customer channels</p> <ul style="list-style-type: none"> Take in REP recursion demand from OE Strengthen collaboration with major premium retail chain and wholesale club 	<p>New family channel building</p> <p>Expand equity retail stores and enhance service —Execute investment on sales</p> <p>FS dealer revitalization</p> <ul style="list-style-type: none"> Equity retail network approx. 2,200 stores Expand and enhance service —Firestone Complete Auto Care Reinforce through collaboration with Firestone credit card business 

growing demand for tires in the Tier 2 and Tier 4 zones, we are accelerating the revitalization of the Firestone brand ahead of plan.

We will reinforce collaboration with the NTT INDYCAR® SERIES and enhance our brand power while strengthening our product power to establish a unique position. Starting in 2026, we will actively launch new products, including expanding products equipped with ENLITEN technology to the Firestone brand. We will accelerate the development of Dan-Totsu products by shifting development resources from Japan to the U.S. Additionally, centered around our equity retail network, Firestone Complete Auto Care, we are advancing the revitalization of Firestone dealers and strengthening integration with the Firestone credit card business to build new family channels.

By comprehensively reinforcing our brands, products, and channels in this way, we will accelerate the rebuilding of our consumer tires business.

■ Reinforcing the Equity Retail Business

Along with revitalization of the Firestone brand, we will reinforce our equity retail business, which operates a

Firestone Complete Auto Care network of 2,200 stores and will mark its 100th anniversary in 2026. We will invest in sales to expand our store network, enhance services, building on improved operational excellence. Additionally, by fusing strong "real (physical)" capabilities with AI-driven digital capabilities, we will take on the challenge of enhancing the premium customer experience and improving productivity in sales on-site through a new store format.

■ Reinforcing production in the U.S.

In line with reinforcing sales by rebuilding the consumer tire business, we are strengthening production in the U.S. We will execute small investments to optimize the balance between manufacturing processes at the Aiken Plant, which produces passenger car tires, and strengthen productivity improvements, maximize the utilization of existing equipment both in the Aiken and Wilson plants. With these initiatives, we will maintain and enhance the local production for local sales ratio (Details on strengthening U.S. production: P28).



Marko Ibrahim
President of Bridgestone
Retail Operations

In our U.S. retail operations, we are enhancing customer experience across our network of 2,200 stores while preserving the Firestone brand's heritage. We are making a strategic investment in a training program for 20,000 employees to improve customer experience value in both the physical and digital realms. We will also enhance our customer-first approach while offering more seamless services through the rollout of new business models.

Consumer Tire Business in India

■ “Growth with Quality”

Since establishing production and sales company in India in 1996, Bridgestone has established a leading market position there. We position the Indian consumer tire business as a market to grow, expecting ongoing growth driven by steady economic growth and rising car ownership and production in India. We are promoting premium mass strategy, aiming for “growth with quality.”

■ Strategic Investment

As part of our strategic investment to achieve “growth with quality,” in 2024 we announced plans to expand production capacity for premium passenger car tires at the Pune Plant and the Indore Plant. The investment totals approximately 11.9 billion JPY, based on an exchange rate of 140 JPY to the USD at the time of the announcement. After expanding production capacity, the Pune Plant will raise annual output by approximately 1.1 million units. For the Indore Plant, we will make investment to enhance quality in premium tire production.

Also, to reinforce development and production in an integrated way, we established a satellite technology center function within the Pune Plant. We will also further reinforce the development and production of products equipped with ENLITEN technology, aiming for optimal customization for the Indian market.

Furthermore, by reinforcing our sales channels, which are key touchpoints with customers, we aim to amplify the

value of our Dan-Totsu products during the customer “use” phase. We will expand family channels, centered on B-Select, and deepen collaboration with strategic partners.

■ India’s Dan-Totsu Product: TURANZA 6i equipped with ENLITEN

In 2024, we launched TURANZA 6i in India—a version of the TURANZA6, previously launched in other markets, customized with ENLITEN technology for the Indian market. By adopting ENLITEN technology, the product delivers both durability suited to India’s varied road conditions and a quiet, comfortable ride, while also offering strong wear resistance performance and excellent fuel efficiency. This brings new value to the India market.



By accelerating the creation of social value and customer value in India as a market to grow, we will also contribute to the development of local communities, customers, and industry.



Hiroshi Yoshizane

BSAPIC Group President and
Managing Director,
Bridgestone India Private Ltd.

Since it established a manufacturing and sales company in India in 1996, Bridgestone has been working closely with customers on-site for about 30 years. By establishing a robust structure to support local production for local sales as well as a network of logistics and sales channels as a leading tire company in the market, and by contributing to the motorization of India, Bridgestone has gained the trust of countless people and established a solid position as a brand that takes pride in high quality. Looking to the future, together with the cheerful, energetic, and goal-oriented employees at Bridgestone India who believe that “tomorrow will be even better than today,” we will lead “growth with quality” globally by supporting the evolution of mobility from the ground up in markets that have high potential.

Commercial BtoB Solutions

Bridgestone E8 Commitment

Energy

Ecology

Efficiency

Extension

Economy

Amplifying Value during the Customer "Use" Phase

In the solutions business, we aim to amplify tire value during the customer "use" phase, aligning with the E8 Commitment and striving to deliver new value. In particular, we focus on commercial BtoB solutions by fusing strong "real (physical)" capabilities with digital capabilities. The aim is to enhance customer value by increasing efficiency in operations and maximizing economic value, while also creating social value through the reduction of CO₂ emissions and the improvement of resource productivity.

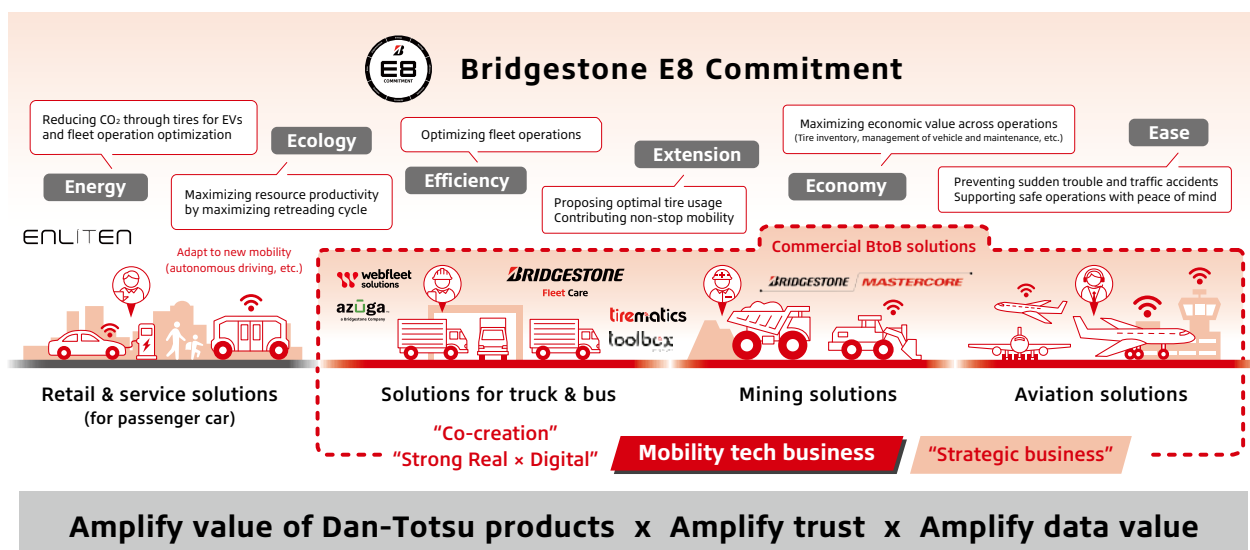
We amplify the value of our Dan-Totsu products to build greater trust with society, partners, and customers. This trust allows us to be shared tire and vehicle data from customers and partners. Amplifying the value of this data enables us to enhance commercial BtoB solutions. Through these efforts, we aim to build a mobility ecosystem in Bridgestone way.

Value Creation Linking Business and Sustainability

In commercial BtoB solutions, we create social value and customer value by providing solutions that ensure customers to make safer, longer, better, and more efficient use of tires. We contribute to reducing CO₂ emissions while supporting the optimization of customer vehicle operations. In aviation solutions and truck and bus solutions, we continue to reinforce retread activities, which greatly contributes to enhancing resource productivity and to reducing customer operating costs.

We also provide mobility solutions for trucks and buses by proposing optimal driving and operating routes (shortest routes, avoidance of traffic congestion, reduction of stop and go frequency, etc.), ensuring safety and peace of mind while also working to reduce the amount of TRWP (tire and road wear particles), which is one of Bridgestone's global management risks.

● Bridgestone's Mobility Ecosystem



Mining Solutions

In mining solutions, based on the trust we have built with customers through strong “real (physical)” capabilities, we analyze tire data obtained from our next-generation tire monitoring system, Bridgestone iTrack, as well as vehicle and vehicle operation data shared by our customers. Based on this data, we build our unique AI-based algorithm for mining solutions and we are promoting “Smart On-site” solutions that contribute to optimizing mining operations by being attentive to and solving the unique pain points each customer and mining site faces (Bridgestone’s DX: P36).

■ Strong “Real (physical)” Capabilities — Bridgestone MASTERCORE

Bridgestone MASTERCORE is a Dan-Totsu product that realizes ultra-high durability based on a combination of our new unique technologies, including steel cord manufactured in-house. Bridgestone MASTERCORE enables us to provide optimal performance customized to each customer’s needs and the operating condition of each vehicle, by improving desired tire performance such as durability without sacrificing other areas of performance. Fueled by customer recognition of its value, Bridgestone MASTERCORE had expanded to approximately 120 mines as of the end of 2024. In 2024, we announced a strategic investment in our Kitakyushu Plant, a strategic manufacturing site for Bridgestone MASTERCORE. This will further enhance Japan’s R&D manufacturing capabilities, ensuring high quality and a stable supply while responding to the needs of next-generation Dan-Totsu products (production volumes will remain at the current level). Moreover, we continue to reinforce on-site field engineering activities that are attentive to customer pain points and our network for mining solutions, covering approximately 125 sites, mainly at Otraco, which was acquired in 2021.

■ Expansion of Mining Solutions

In July 2023, we started providing new solutions for predicting the durability of tires used in mining, leveraging customer vehicle data and our unique algorithm, at the Pampa Norte Spence mine in Chile, owned by BHP Group Limited. We have also initiated a related co-creation project with Komatsu since 2025.

– New Solutions Through Co-Creation with Komatsu –

In mining operations, tire failures and vehicle stoppages caused by external factors can negatively affect efficient mining operations due to operational downtime and unplanned tire replacement before tires become worn out. To address these issues, we propose appropriate tire usage based on the real-time exchange and analysis of vehicle data gathered from Komatsu’s large mining equipment

monitoring system, Komtrax Plus, as well as tire data from Bridgestone’s next-generation tire monitoring system for mining vehicles, Bridgestone iTrack. We aim to improve fuel efficiency for mining dump trucks and ensure that customers make safer, longer, better, and more efficient use of tires. Using precise analysis, Komatsu and Bridgestone strive to quickly identify the causes of tire failures, and implement appropriate emergency measures and preventive actions to minimize downtime. Through the partnership, several key factors that significantly impact fuel efficiency are being analyzed, including: (1) unique features of the mining site (such as slope and road surface), (2) vehicle usage conditions (such as driving route, speed, and load), and (3) tire specifications (pattern and material) and tire usage conditions. Komatsu and Bridgestone analyze this data to support fuel efficiency and cost reduction. Through this co-creation initiative, we aim to further evolve our “Smart On-site” mining solutions and contribute to improving the safety and productivity of mining operations for the customers we have in common with Komatsu.



We are developing the solutions of tire durability predicting model for various minings. Since the conditions of tire usage vary from mine to mine, algorithms adapted to the operations of each mine are necessary. For this reason, we have sought to be in close communication with various functions in Bridgestone and with customers, sometimes even visiting mines in person to grasp the “actual” state of on-site operations. These actions have enabled us to formulate effective algorithms that capitalize fully on the

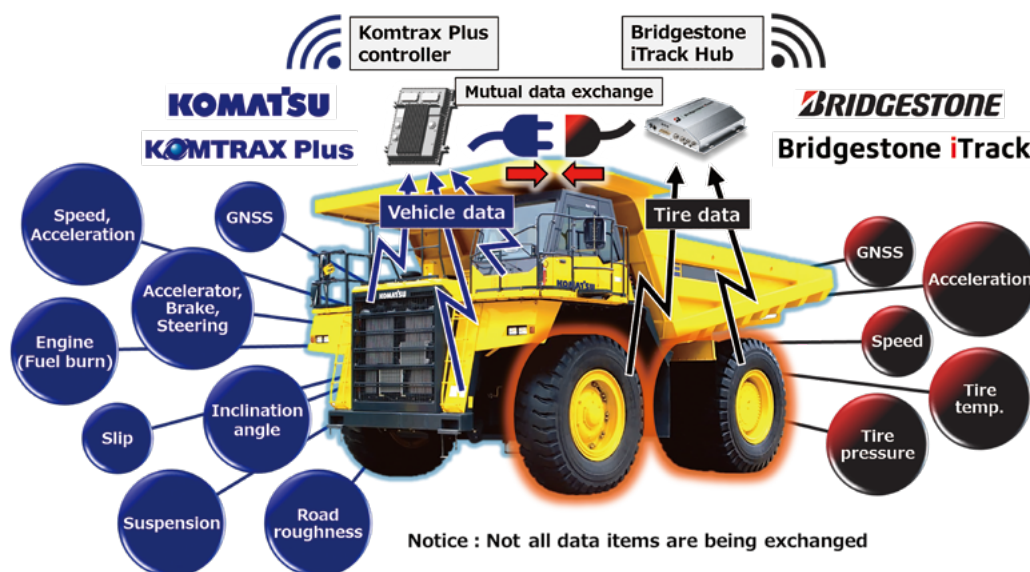


Masashi Shirakihara

Digital Specialist, Digital Solution
AI/IoT Planning and Development
Division

digital data we gathered, allowing us to better amplify the value of the data by creating tires with longer life and reducing vehicle downtime. We will continue to pour our efforts into the further expansion of solutions of tire durability prediction model in a spirit of integrity and teamwork.

- Image of data exchange between Komatsu's large mining equipment monitoring system, Komtrax Plus, and Bridgestone's next-generation tire monitoring system for mining vehicles, Bridgestone iTrack



Aviation Solutions

With safety and peace of mind as a top priority, aircraft tires are required to ensure the takeoff and landing of aircraft from the ground up under harsh conditions, including heavy loads, high speeds, and temperatures ranging widely from high to low.

The aviation solutions, the strategic starting point of our commercial BtoB solutions, combine multiple retreads with tire wear and durability prediction to maximize the value of each tire with Dan-Totsu products as an axis. This contributes to maximizing the productivity and economic value of airline operations, as well as sustainability. To expand on this, we will evolve our solutions, utilizing operational data of aircraft shared by our customer airlines and contribute to the development of the aviation industry through new value creation.

■ Co-creation with Japan Airlines Co., Ltd. (JAL)

Typically, aircraft tires need to be replaced after several hundred takeoffs and landings. However, the rate of tire wear varies depending on a variety of factors, such as the usage conditions for a given aircraft or at a given airport.

To address this issue, Bridgestone partnered with JAL to develop operating procedures that enable scheduled tire replacements. By combining JAL's insights into aircraft and flight data with Bridgestone's tire expertise and digital tire wear prediction technologies, highly accurate predictions of the optimal timing for replacing tires have been formulated. These procedures have been in place since May 2020 for

regional jet aircraft operated by J-AIR Corporation (an airline company in the JAL Group). With four years of experience, the use of these procedures has contributed to improved efficiency in tire replacement operations and lower, more consistent inventories of tires and wheels, as well as subsequent reductions in CO₂ emissions from the production and use of these items. Moreover, the accurate prediction model has transformed tire replacement operations from unscheduled to scheduled tasks. This has contributed to reforming the workstyles of maintenance staff by reducing unscheduled overtime while also improving the quality of maintenance through the expansion of preventive maintenance.

Based on their combined expertise and insights, JAL and Bridgestone have advanced tire wear prediction technology and its applications. Previously limited to specific regional jet aircraft, this initiative was expanded in 2024 to include large jet aircraft operated by JAL, such as the Airbus A350-900.



Truck and Bus Solutions

In truck and bus solutions, we offer the Bridgestone Fleet Care program mainly in Europe and North America, providing a bundled package of mobility solutions, including Dan-Totsu products, maintenance services, and retread. By staying close to our customers and understanding each customer's pain points, we provide appropriate premium tire, retread, and mobility solutions as a package. This contributes to optimizing customer operational costs and ensuring that they can make safer, longer, better, and more efficient use of tires.

This program was initially launched in Europe in 2022. Leveraging this expertise, we expanded it to North America in 2024. As of the end of 2024, the program had expanded to cover approximately 50,000 contracted vehicles, including 31,000 vehicles in Europe and 18,000 vehicles in North America. In North America, we already have a strong foundation in the truck & bus tire business, including Dan-Totsu products, retread, a service network for fleets, and a customer base of vehicle fleets. We have been expanding on this foundation by combining these with the mobility solutions provided by Azuga, which we acquired in 2021, and strategic partners. In mobility solutions, we will continue to leverage the expertise of Webfleet Solutions in Europe, which we acquired in 2019. Since the acquisition of these two companies, we have steadily reinforced our

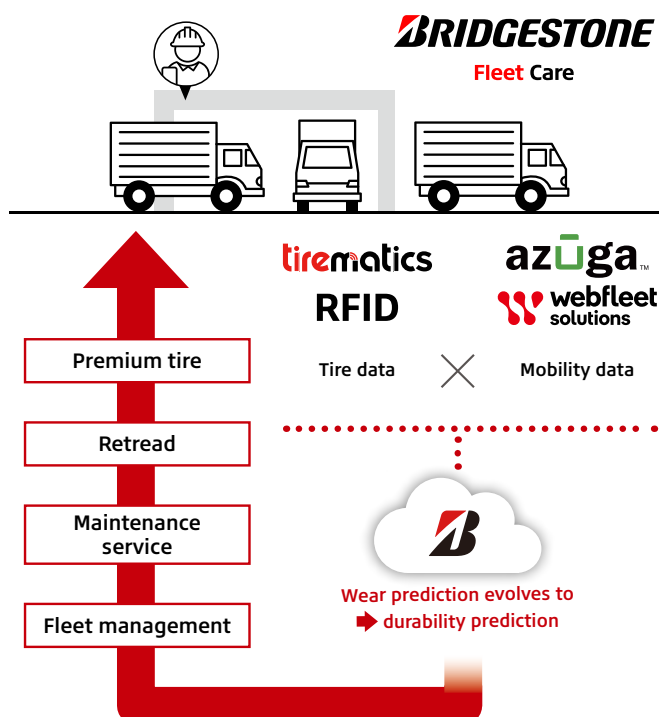
mobility solutions, expanding the number of contracted vehicles to approximately 860,000 in Europe with Webfleet Solutions and 400,000 in North America with Azuga, totaling 1.3 million vehicles in both regions as of the end of 2024.

We are also strengthening solutions for last-mile logistics in North America, a market with rising demand. Last-mile logistics in urban areas using light trucks involve frequent stop-and-go driving, causing a significant burden on tires and premature wear. Unplanned tire replacements and maintenance are common, leading to lower vehicle utilization and uneven maintenance costs, which are key concerns for customers. We aim to solve these unique last-mile challenges by offering packages with Dan-Totsu products as an axis, retread, high-quality tire inspection and maintenance, and efficient fleet management using the Azuga platform, while being attentive to customers on-site (Genbutsu-Genba).

For example, in the U.S., we launched a solution service in 2024 that combines premium tires with maintenance for commercial vehicle fleets, including light trucks. We will expand our fleet solutions by evolving and integrating our offerings into the "Bridgestone Fleet Care program," including mobility solutions.

Additionally, in 2024, we announced a reinforced partnership with Geotab to exchange vehicle operation data in Europe and North America. Going forward, we will continue to deepen our collaboration with external partners and expand our truck and bus solutions.

● Bridgestone Fleet Care Program: Overview



* Tirematics: A digital solution tool for remotely monitoring tire pressure and temperature

* RFID (radio frequency identification): An automatic recognition technology that uses electromagnetic fields, radio waves, and other wireless communication to read and write information on IC tags and other devices without contact

Co-creation and Innovation: Recycle Business — "Renewal" of Tires to Raw Material

Bridgestone E8 Commitment

Energy

Ecology

In addition to the phases of "produce and sell" and "use," we are proceeding with initiatives to "renew" tires to raw materials based on co-creation with partners.

■ Establish the Precise Pyrolysis Technology of End-of-life Tires (Co-creation with ENEOS)

Project supported by "the Green Innovation Fund" of NEDO

Since 2022, Bridgestone has been advancing its efforts with ENEOS Corporation in chemical recycling of end-of-life tires to help realize a circular economy. In 2023, we introduced a test unit at the Bridgestone Innovation Park (BIP) in Kodaira City, Tokyo, and it has been further developing technology to obtain tire-derived oil and recovered carbon black through testing precise pyrolysis of end-of-life tires. The oil is refined to produce chemical products, such as butadiene, a raw material of synthetic rubber. This creates the possibility of reusing and recycling the oil and the recovered carbon black as raw materials of tires.

As a next step, in January 2025, we decided to construct a pilot demonstration plant for precise pyrolysis of end-of-life tires at our Seki Plant, which plans to start operation in 2027. This pilot demonstration plant will conduct technology verification tests to establish and optimize a precise pyrolysis process. Additionally, the pilot demonstration plant will implement the fundamental technology of the precise pyrolysis demonstrated at the test unit of BIP. Bridgestone aims to establish scaled-up technology for the mass production of tire-derived oil and recovered carbon black by applying stable and continuous operational processes and quality management. We will also further promote knowledge creation for plant operations and development of talent with expertise in chemical recycling.

■ Launch of a Joint Project to Produce Carbon Black from End-of-life Tire and Other Materials (Co-creation with Tokai Carbon, Kyushu University, and Okayama University)

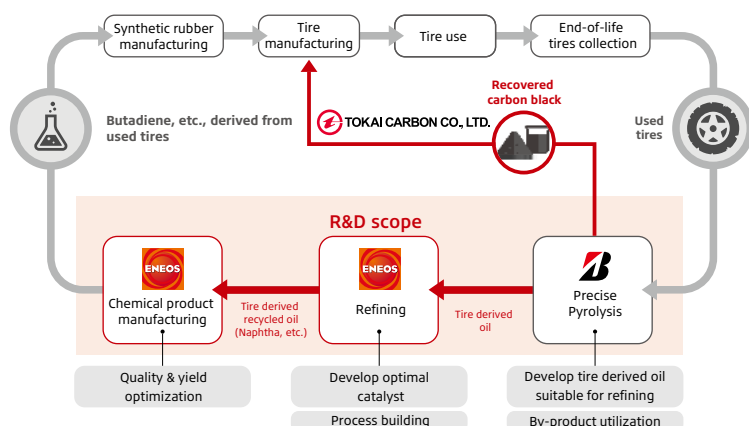
Project supported by "the Green Innovation Fund" of NEDO

In January 2025, a technology development project was launched by combining technology and expertise Tokai Carbon CO., Ltd has developed through carbon black production with the knowledge and technologies of Bridgestone, Kyushu University, and Okayama University. The project aims to perform secondary processing on recovered carbon black extracted from polymer products such as end-of-life tires containing rubber and convert these materials into eco Carbon Black with rubber reinforcement properties equivalent to those of virgin carbon black that is derived from petroleum and coal. The above results from co-creation activities with ENEOS and Tokai Carbon, Kyushu University, and Okayama University are obtained from the commissioned work and grant projects by NEDO (New Energy and Industrial Technology Development Organization).

■ Initiatives for Commercialization of Tires Using Plant Resource-derived Synthetic Rubber (Co-creation with ENEOS Materials and JGC Holdings)

Since 2022, Bridgestone, ENEOS Materials Corporation, and JGC Holdings Corporation have been conducting basic technology studies and market research on the production of bio-butadiene derived from plant resources. In 2025, the three companies announced plans to accelerate collaboration towards the commercialization of tires made with plant-based synthetic rubber.

● Concept Chart of Chemical Recycling with Precise Pyrolysis



In this way, Bridgestone continues to advance activities for its EVERTIRE INITIATIVE (initiatives to invite partners for co-creation of value to create a society where tire value "circulates"), which aims to commercialize the recycling business to "renew" tires to rubber and other raw materials through co-creation with various partners. Through this co-creation with partners, Bridgestone strives to achieve "Ecology: Committed to advancing sustainable tire technologies and solutions that preserve the environment for future generations" and "Energy: Committed to the realization of a carbon neutral mobility society" described in its corporate commitment, the E8 Commitment.

Feature // Value Creation with the Bridgestone E8 Commitment as an Axis

Bridgestone is reinforcing value creation with the Bridgestone E8 Commitment (E8 Commitment) as an axis, reflecting our mission, DNA, and vision. We value our Global TQM (Total Quality Management) activities and Bridgestone Group Awards as important global assets for sharing excellent practices in actual business and on-site initiatives to accelerate the Bridgestone way of value creation.

● Corporate Commitment: Bridgestone E8 Commitment



Bridgestone E8 Commitment to Our Future

For the sake of the Earth, which future generations of children have entrusted in our care.
Together with you.

Energy	Committed to the realization of a carbon neutral mobility society.
Ecology	Committed to advancing sustainable tire technologies and solutions that preserve the environment for future generations.
Efficiency	Committed to maximizing productivity through the advancement of mobility.
Extension	Committed to nonstop mobility and innovation that keeps people and the world moving ahead.
Economy	Committed to maximizing the economic value of mobility and business operations.
Emotion	Committed to inspiring excitement and spreading joy to the world of mobility.
Ease	Committed to bringing comfort and peace of mind to mobility life.
Empowerment	Committed to contributing to a society that ensures accessibility and dignity for all.

Global TQM Activities

Since the promotion of "Bridgestone's unique Deming Plan" in the 1960s, Bridgestone's TQM activities have been a global asset inherited as part of our culture of pursuing the enhancement of business quality through continuous improvement and innovation, strongly reflecting Bridgestone's DNA that we will continue to strengthen through the participation of all employees.

Since 2010, we have held an annual Group Global TQM Conference to share excellent practices of TQM initiatives from each site around the world. In 2024, we held the 14th conference, highlighting 16 out of more than 2,000 improvement cases submitted from regions and offices worldwide. Each case was presented as an excellent initiative, followed by exchanges of opinions among management and award-winning teams.

At the Hikone Plant, the winner of the TQM Conference Grand Prix identified issues from female perspectives. By developing new equipment to reduce the burden of lifting and moving heavy materials, the project promoted DE&I on-site improvement activities to establish a more pleasant working environment along with improved productivity. As a result, the project realized value creation that connects with the E8 Commitment, "Empowerment: Committed to contributing to a society that ensures accessibility and dignity for all."

At the Saga Plant, another winner of the TQM Conference Grand Prix in Development and Manufacturing worked collaboratively to reinforce teamwork on-site (Genbutsu-Genba) to pass on craftsperson skills and introduce automation in the production of steel cords utilized in Dan-Totsu products for mining tires. As a result, the project achieved value creation in terms of "Efficiency: Committed to maximizing productivity through the advancement of mobility."



Presentations from employees



Awards ceremony



Ayana Shiomitsu

Building Section 3, Production
Department 3,
Production Division, Hikone Plant

We have been pursuing improvements with the aim of creating a workplace where everyone can perform at their best. With a never-give-up attitude toward tasks that were formerly not assigned to women because they were considered to be impossible, we've been able to gain acceptance of diversity and thus create a better workplace. I believe that this has resulted in greater talent creativity.

Female employees have undergone a shift in their own mindset, from thinking they are in a position of needing to be protected to exercising independence and self-reliance, gaining greater awareness from each individual position. This has yielded significant improvements that break out of the status quo.

I'm grateful to my colleagues who have worked together with me to improve the situation, and will continue contributing to the creation of new value by pursuing a workplace where each individual can work with vitality.

Bridgestone Group Awards

The Bridgestone Group Award (BGA) represents the highest level of recognition within global Bridgestone. All Group entities and employees are eligible for the award. Achievements and contributions that strongly reflect our mission, vision, and Bridgestone's DNA, and contribute in particular to value creation that embodies the E8 Commitment are selected, recognized, and honored.

Through the award ceremony and internal communications, by sharing outstanding projects globally, we not only cultivate employee pride and increase motivation; these activities also play an important role in raising awareness and fostering a sense of unity among all employees. The BGA program aims to sustainably expand various employee initiatives to amplify value creation with the E8 commitment as an axis.

Global Excellent Activities / E8 Commitment Value Creation

In 2024, 8 outstanding cases were shared globally. Global management team members directly conveyed their appreciation at the awards ceremony and everyone participating shared a sense of joy and excitement.

■ Strengthened Dan-Totsu products through innovation, amplified customer value, and contributed to sustainability

- Data-driven Mining Solution Contributing to Customer Productivity and Sustainability (Global) **Extension**
- Launch of Turanza EV Equipped with ENLITEN Technology (North America) **Energy**
- Motorsports Activities as an Accelerator for Technology Innovation and Sustainability (North America) **Emotion**

■ Contributed to built strong trust relationships with society

- Development of Run-flat Technology Tires for Ambulances (Japan) **Extension**

- Bridgestone Apprenticeship Program to develop next generation mobility technicians contributing to local communities (Australia) **Empowerment**

■ Reduced business costs across the value chain, improved productivity, and strengthened sustainable operations

- Advances in Manufacturing to Realize "Ultimate Roundness" (Japan) **Efficiency**
- Automation in the Tire Inspection Process (Europe) **Efficiency**
- Introduction of Digital Tools in Natural Rubber Plantations (Africa) **Efficiency**



Awards ceremony



Mark Stevens

Group Apprenticeship Program
Manager
BSAPIC BSAL Human Resources

Our aspiration for the Bridgestone Apprenticeship Program in BSANZ is to build a sustainable pipeline of skilled, passionate technicians who not only excel in their craft but also embody our commitment to shaping a better society. The program equips young talent with the tools, mentorship, and real-world experience needed to thrive, while also instilling a deep sense of purpose and community.

Winning the global BGA award for "Value Creation for Society" was both humbling and inspiring. It affirmed that when we align business goals with human impact, we create genuine, lasting value. This recognition has strengthened our resolve to expand the program's reach and deepen its societal impact.

Through the E8 Commitment, particularly "Empowerment" and "Emotion," we are proud to inspire hope, drive opportunity, and help build stronger communities, one apprentice, one act of service at a time.