

Overview of the Bridgestone Group

Bridgestone's Business Portfolio

Bridgestone's business portfolio consists of four areas: Premium tire business as core business, solutions business as growth business, exploratory business as sowing new seeds, and diversified products business. By leveraging Bridgestone's strengths and undertaking each business tailored to its unique characteristics, we are accelerating its transformation into "a sustainable solutions company" as set out in our vision.

Premium Tire Business

Core business

Produce and sell Dan-Totsu products

- Passenger car tires
- Truck and bus tires
- Specialties tires:
Tires for off-the-road mining and construction vehicles, aircraft, agricultural machinery, motorcycles, etc.



Solutions Business

Growth business

Amplify the value of Dan-Totsu products during the stage of customers' tire use

- Commercial BtoB solutions
 - Mining solutions
 - Aviation solutions
 - Truck & bus solutions
- Retail & service solutions



Exploratory Business

—Sowing new seeds

Providing social value with sustainability at the core

- Recycle: Renew tires to raw materials
- AirFree[®]
- Lunar rover tires
- Soft-robotics, etc.



Diversified Products Business

Sharply focus on areas where Bridgestone's core competencies can be leveraged

- Hydraulic and high-performance hoses and rubber tracks
- Plastic piping and seismic isolation
- Sports (golf balls, etc.)
- Cycles etc.



Financial and Non-Financial Highlights (As of December 31, 2024)

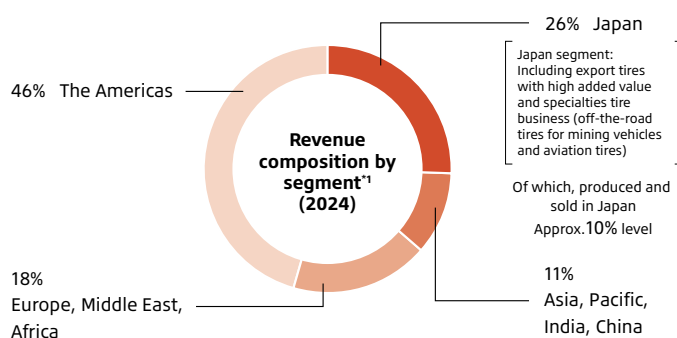
Bridgestone has approximately 130 manufacturing plants and R&D facilities operating premium tire (core business), solutions (growth business), diversified products, and exploratory businesses in more than 150 countries and regions.



2024 Performance

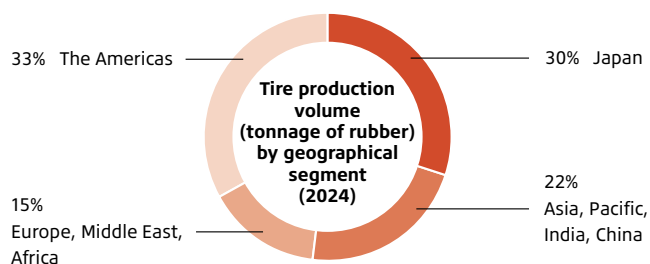
Revenue

4,430.1 billion JPY



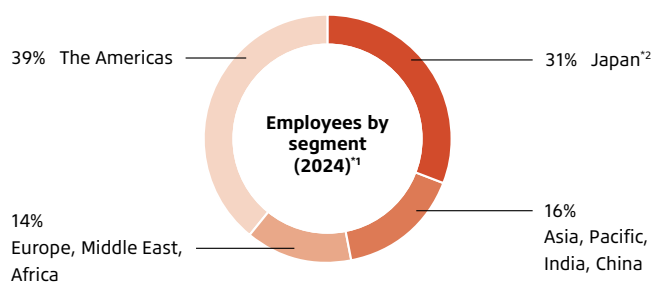
Tire Production Volume (tonnage of rubber)

1.48 million tons



Consolidated Employees

121,464 people



^{*1} Region categories of revenue and employees are in accordance with the segment in the Annual Securities Report.

^{*2} Employees in Japan segment includes "Japan," "Other," and "Company-wide (common)" segments as presented in the Annual Securities Report.



Source of Sustainable Value Creation

Guided by the unchanging mission of “Serving Society with Superior Quality,” Bridgestone has continued to serve **The source of our value creation** lies in Bridgestone’s DNA—a “focus on quality,” “respect for being on-site,” cultivated as we have expanded and evolved from its founding in Kurume City in Fukuoka Prefecture to the

Bridgestone 1.0: Foundation

1931 Our Founding

Bridgestone was founded in 1931 in Kurume in Japan’s Fukuoka Prefecture. In the early part of the 20th century, tire manufacturers in Europe and the U.S. were thriving alongside advancements in the automotive industry, while Japan still relied on U.K. and U.S. technology and capital. Founder Shojiro Ishibashi believed in the future of motorized transportation in Japan and embraced the challenge of “producing tires domestically using Japanese capital and technology.” After overcoming many technical hurdles, the very first Bridgestone tire was produced in 1930, and on March 1, 1931, “Bridgestone Tire Co., Ltd.” was founded in Kurume, laying the foundation for the Bridgestone of today. With our sights set on overseas expansion from the outset, we chose “Bridgestone” as the company name and trademark—the founder’s surname (Ishibashi, which means “stone bridge” in English) was translated and reversed to ensure better product image and marketability overseas.

Bridgestone then began to expand the business from Kurume to the rest of Japan, and launched exports to Asia the year after its founding. Beginning in the 1950s, we made further headway into Asian countries, supporting mobility and motorization with safety and peace of mind for people in Japan and the rest of Asia. In the 1980s, we pursued further global expansion by acquiring the Nashville Plant of Firestone, laying the foundation for full-fledged expansion into the U.S. and enabling Bridgestone to evolve into a truly multinational company.



Birth of Bridgestone's first tire

the changing needs of society and support mobility and lifestyles with safety and peace of mind for individuals. “being attentive and supportive of customer problems,” and “challenging spirit”—and the strengths we have rest of Japan, Asia, and the global.

1968 Receiving the Deming Application Prize and Defining the Company Mission: “Serving Society with Superior Quality”

Receiving the Deming Application Prize

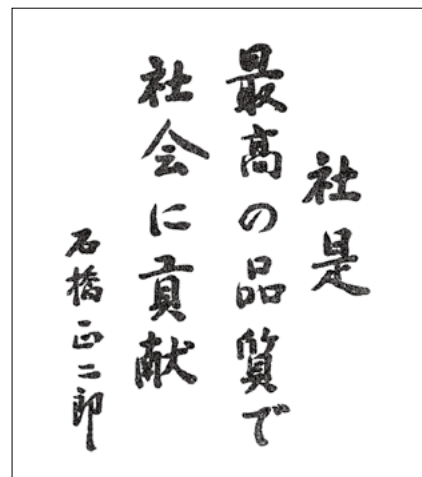
Throughout the 1960s, Bridgestone sought to modernize its management and quality management initiatives, giving these activities the name of the “Bridgestone’s Unique Deming Plan” in 1964. Based on the basic thought that “good company quality makes good quality of products and services” and the five concepts that represent basic behavior—“PDCA,” “why why why analysis,” “standardization,” “explain by using accurate data,” and “control important points”—we started company-wide initiatives to improve our corporate structure. In 1968, Bridgestone received the Deming Application Prize, which is awarded to companies demonstrating distinguished quality control—a first for the tire industry. Today as well, we continue globally to promote activities in line with Bridgestone’s unique Deming Plan.



Receiving the Deming Application Prize

Company Mission: “Serving Society with Superior Quality”

The same year receiving the Deming Prize, Bridgestone formulated the company mission of “Serving Society with Superior Quality.” Reflecting the founder’s business philosophy that “A business that contributes to its society and country will be forever profitable,” this remains the unchanging mission of Bridgestone today.



Company mission: “Serving Society with Superior Quality”

Bridgestone 2.0: Second Foundation

1988 Merger with Firestone: Bridgestone Becomes a Global Company

Bridgestone took its first steps toward globalization through the merger with U.S.-based Firestone Tire & Rubber Company in 1988. We consider this our second founding. At the time, Firestone was the second largest tire manufacturer in the United States. The acquisition cost was approximately 2.6 billion USD, making this the largest overseas acquisition by a Japanese company at the time. This merger made Bridgestone one of the top three manufacturers in the global tire market.

The merger between Bridgestone and Firestone drove our evolution into a global company.

Subsequently, in 2008 we acquired "Bandag," a leading U.S.-based retread* company and, in 2019, acquired Webfleet Solutions, Europe's leading digital fleet solutions provider, laying the foundation for the further expansion of our solutions business.

* Retreading: Providing tires that can be reused by replacing the worn-out tread of tires used by customers.

Firestone



Merger with the Firestone Tire & Rubber Company in 1988

Our “Origins” As a Tire Manufacturer: Bridgestone Motorsports

Motorsports activities embody Bridgestone’s DNA, including a “focus on quality,” “respect for being on-site,” “being attentive and supportive of customer problems,” and a “challenging spirit,” and this is our origins as a tire manufacturer. These activities have elevated Bridgestone to a global brand and are the foundation of the premium tire business, which is our core business.

Marking their 60th anniversary in 2023, Bridgestone’s motorsports activities started out with our participation in the first Japan Grand Prix in 1963. We extended these activities on a global scale in the 1980s, including the European Formula 2 championship, and have since taken on the challenge of competing in the Triple Crown: the Formula 1® Monaco Grand Prix, the Indianapolis 500, and the 24 Hours of Le Mans.

Firestone returned to the traditional American race, the INDYCAR® SERIES, in 1995. This was emblematic of the comeback of the Firestone brand, given that the company

had faced difficulties even after the merger with Bridgestone. Firestone tires were the tires that won the first INDY race in 1911.

Bridgestone made its entry into the pinnacle of global motorsports, Formula 1® racing, in 1997. Participation in Formula 1® has also contributed to our business, including by acquiring business with major European premium car manufacturers, and is the foundation of our current premium strategy. By continuing to support the victories and challenges of cars, drivers, and teams in the extreme conditions of the world’s most prestigious races, we have not only honed our technical capabilities as a tire manufacturer but also our overall capabilities as a global company, such as our tire operations, maintenance, and talent enhancement, including in business. This “challenge for excellence” remains the driving force toward the evolution of Bridgestone’s management and brand.

Bridgestone Motorsports – Global journey

1960s



1963 First Japan Grand Prix

1980s



1981 Participation in European F2 Championship

1995-



Return to INDYCAR® SERIES

2002-2015



MotoGP™
2015 Round 18 Valencia



1976 Participation in Formula 1® Grand Prix in Japan

1970s



1991 Participation in DTM

1990s



24 Hours of Le Mans



Formula 1®

1997-2010

Participation in an FIA World Championship

In this way, the Bridgestone DNA we have cultivated over our long history—a “focus on quality,” “respect for being on-site,” “being attentive and supportive of customer problems,” and a “challenging spirit”—along with the foundation of our premium tire business, will be a source of Bridgestone’s sustainable value creation going forward.