



Mission: Serving Society

Vision: 2050 Bridgestone continues to provide social value

Input

Financial capital
 Total equity (as of the end of 2025)
3,719.9B JPY
 Credit ratings (as of the end of 2025)
 Moody's **A1** S&P **A**
 Cumulative operating cash flows (Revised 2024-26 plan)
 Approx. **2,400 B JPY**
 * Revised 2024-26 plan includes cash reserve and debt financing

Manufactured capital
 Capital expenditure (Revised 2024-26 plan)
 Approx. **1,200 B JPY**

Intellectual capital
 R&D expenses (2024-26 plan)
 Sales revenue comparison **3% level**
 Enhance Intellectual property strategy

Human capital
 Number of employees (as of the end of 2025)
115,716

Social and relationship capital
 Operating in more than **150 countries and regions** (as of the end of 2025)

Natural capital
 Total energy consumption (2025)
37,415 thousand GJ
 Renewable energy (Electricity) ratio **73%**
 Amount of raw materials used (2025)
3,342 thousand tons
 Planted area of our natural rubber plantations (2025)
45,800 ha



企業理念
 The Bridgestone Essence

品質第一
 Quality First
 品質第一の経営方針
 Serving Society with Superior Quality

心構え
 Mindset
 誠意
 Shinjitsu-Akyoukan
 誠信
 Shinsuu-Dokuso
 誠心
 誠意
 Combinate-Comba
 誠心
 誠意
 Jukuryo Danko
 誠心
 誠意

BRIDGESTONE



Environmental Mission Statement

To help ensure a healthy environment for current and future generations...

Therefore, we are focused on three objectives:

- In harmony with nature
- Value natural resources
- Reduce CO₂ emissions

BRIDGESTONE

Tires carry life.

Environmental changes and risks & op

Quality with Superior Quality

Share and customer value as a sustainable solutions company



Bridgestone E8 Commitment

Mid term business plan (2024-2026) -24MBP

Growth with quality



Create good business quality



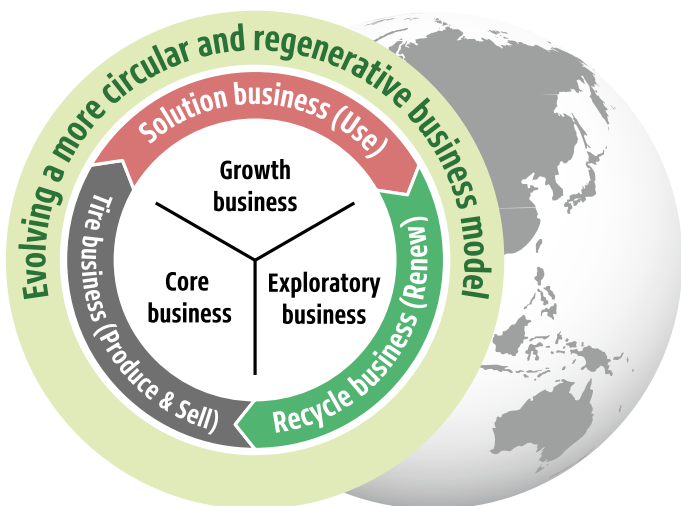
Create good tires



Create good business



Create new business sowing good seeds for the future



Sustainability Business Model × Global Portfolio

Output

(2026 Business Plan)

Revenue **4,500 B JPY**

Adj. operating profit **515 B JPY**

Adj. operating profit margin **11.4%**

Profit Attributable to Owners of Parent **340 B JPY**

ROIC **9.1%**

ROE **9.5%**

Dividend per share **125 JPY**

* Pre-split basis 250 JPY

Build foundation toward the sustainable growth stage

Talent creativity **110 level**
(Adj. operating profit ÷ talent investment) (INDEX: Y2019 = 100)

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

CO₂ emission reduction (Scope3) Contributing to reduce CO₂ emissions by more than **3x** our own CO₂ emissions

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

Support for smallholders of natural rubber more than **30,000**

2050

Carbon neutrality
100% sustainable materials

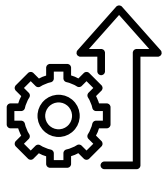
Opportunities surrounding Bridgestone



Value Creation in Line with Mid Term Business Plan (2024-2026)

In our Mid Term Business Plan (2024-2026) (24MBP) formulated in 2024, we lay out a business-shaping scenario that seeks to “create good business quality,” “create good tires,” “create good business,” and “create new business sowing good seeds for the future” and are promoting value creation in line with this.

To date, we have been working to strengthen our business foundation, with a focus on business restructuring and rebuilding, and this restructuring phase was largely completed as of 2025. In 2026, the last year of the 24MBP, we are steadily moving ahead in the pursuit of growth with quality through initiatives such as expanding our lineup of attractive and competitive products and creating more value in our solutions business.



Create **good business quality**



Create **good tires**



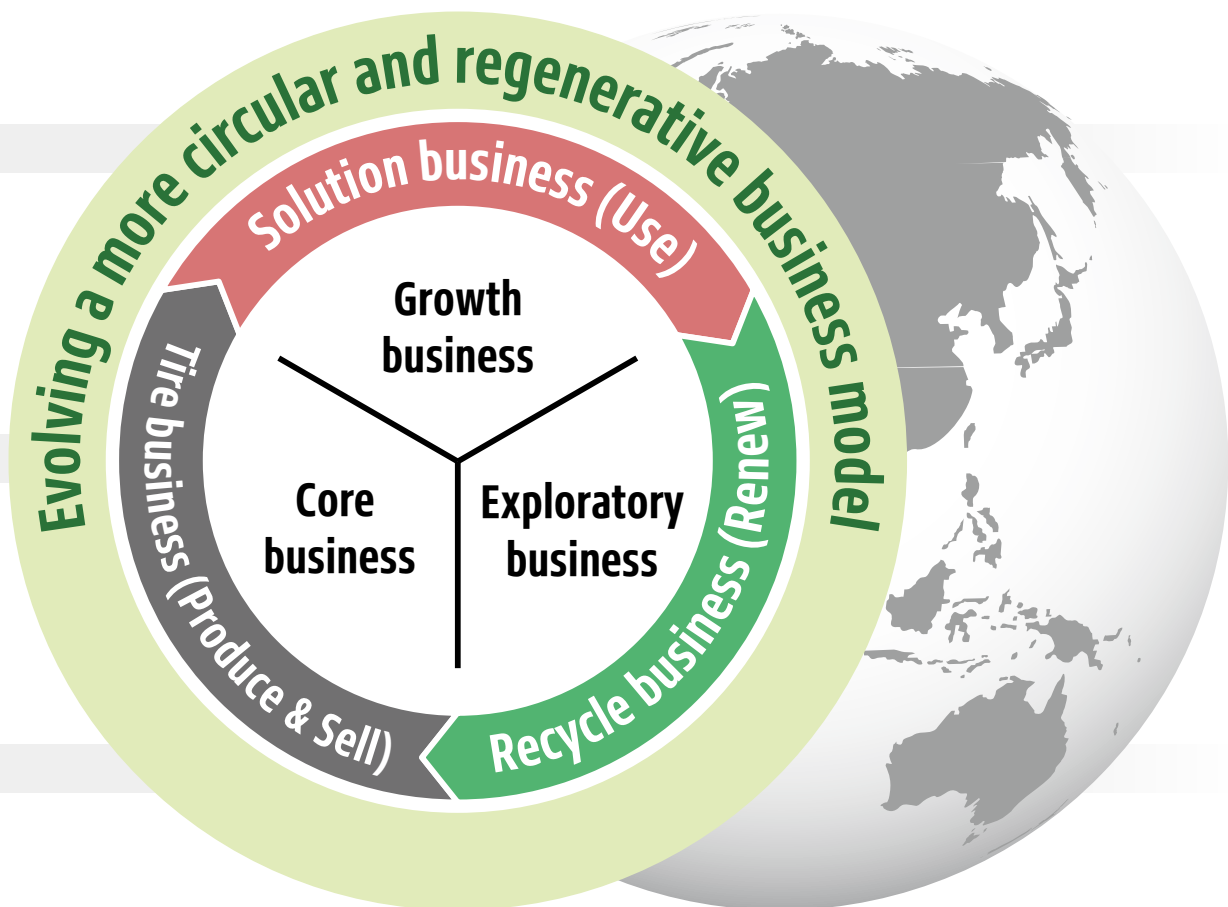
Create **good business**



Create new business sowing
good seeds for the future

Furthermore, to enable sustainable growth, we aim to enhance the sustainability of both society and Bridgestone by integrating our global portfolio (which includes an optimal combination of production and sales sites and distribution routes around the world)—one of Bridgestone’s strengths—with the circulation of value in our sustainability business model, which involves producing and selling, using, and renewing (recycling) products to raw materials.

We are also making headway in formulating the next cycle of the mid-term plan that begins in 2027. Together with teammates around the world, we are moving forward to getting back to the world’s No. 1 in the industry by 2031, the 100th anniversary of our founding.



Create Good Business Quality

As part of our initiative to “create good business quality,” we are continuously strengthening and enhancing our financial management, human resources, safety and quality, digital transformation (DX), and intellectual property strategies, which together form the foundation that supports good tires, good business, and new business.

Financial Strategy: Message from the CFO

Our financial strategy is the foundation that supports Bridgestone’s medium- to long-term challenges and growth as we strive to get back to the world’s No. 1 position in the rubber and tire industry. Through disciplined capital allocation and growth investments, we will further enhance our earning power, support growth with quality, and contribute to the sustainable enhancement of corporate value.

Naoki Hishinuma
Vice President and
Senior Officer CFO



Review of 2025 Performance and Positioning of 2026

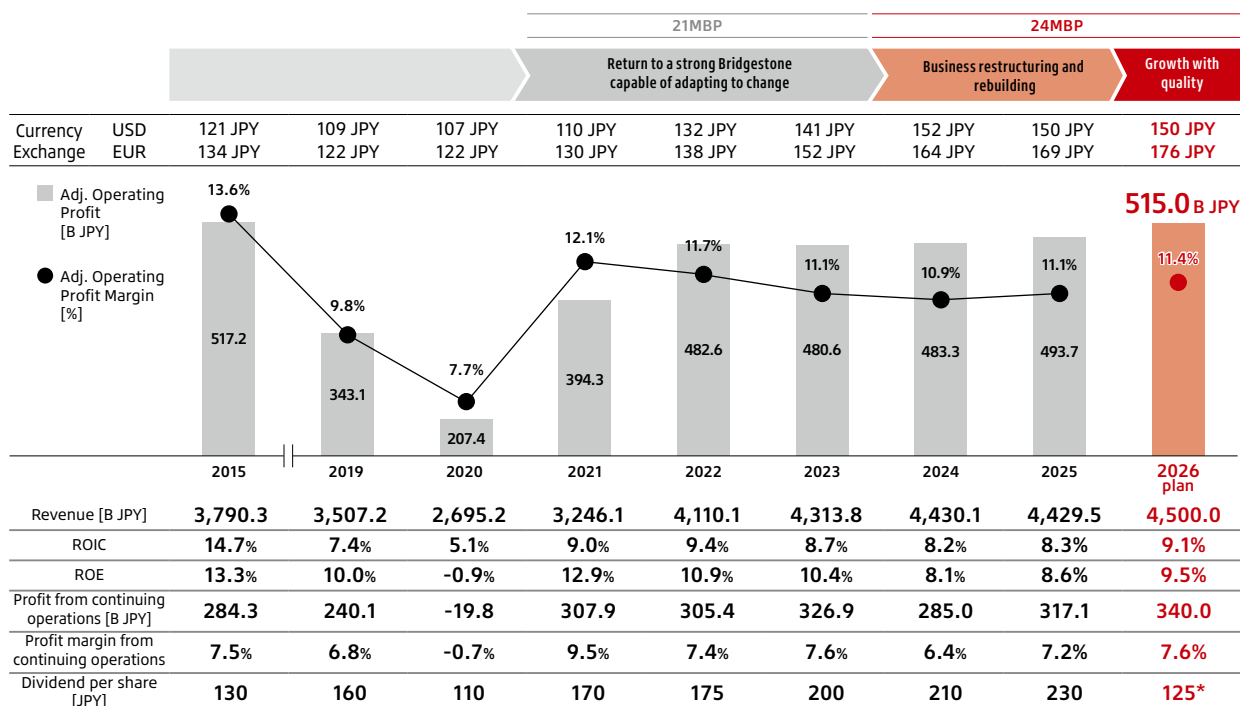
Bridgestone positioned 2025 as a year of emergency and crisis management. In line with the 24MBP roadmap, we focused on strengthening business quality primarily through defensive measures such as restructuring and rebuilding, as well as business cost reductions. Although U.S. tariffs weighed on profit, we minimized the impact by reinforcing business quality and optimizing our global supply chain, among other measures. As a result, excluding foreign exchange effects, we achieved year-on-year growth in both revenue and profit, while profitability continued to improve steadily.

2026 will be a pivotal year in which we build on the foundation established to date, strengthen offensive initiatives, and shift to growth with quality. We will enhance earning power by driving growth in replacement tire sales,

improving productivity, continuing cost reductions, and realizing the benefits of restructuring and rebuilding.

With regard to the current situation in the Middle East, sales in the region account for approximately 1.5% of Bridgestone’s consolidated revenue, and we therefore believe the direct impact will be limited. At the same time, we estimate a cost impact of approximately 70 billion JPY* for the full year 2026, reflecting increases in raw material costs and ocean freight rates stemming from fluctuations in crude oil prices (as of May 14, 2026). We will continue to closely monitor developments and, to minimize the impact of the situation in the Middle East, implement a range of countermeasures, including business cost reduction initiatives, cost optimization by leveraging our global supply chain, and strengthened sales initiatives.

* Assumption: Crude oil prices (WTI) remain around USD 90 per barrel through year-end. This estimate includes the impact on energy and logistics costs.



* FY2026 dividends are presented on a post-stock split basis.

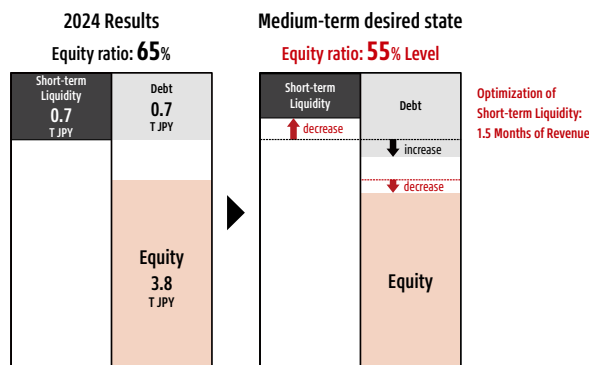
Toward Harmony with Stakeholders

Bridgestone believes that maximizing its contribution to all stakeholders leads to the realization of its mission, "Serving Society with Superior Quality." Our basic management policy is to strengthen the management foundation with an eye to future business development while striving to improve business performance. By maintaining a sound financial position and sharing the results we achieve with those who support us, we aim to continue growing sustainably.

Our Approach to an Optimal Balance Sheet

We recognize that financial soundness remains an essential foundation for a company's sustainable growth. At the same time, based on what makes Bridgestone unique, we have re-examined the optimal balance sheet structure for the Company and defined our medium-term desired state as maintaining liquidity on hand equivalent to 1.5 months of sales and an equity ratio of around 55%. In an uncertain business environment, a robust financial foundation is a key factor supporting corporate value. At the same time, we recognize that there is room to improve capital efficiency. Based on our view that expanding the spread between ROIC and WACC, and between ROE and the cost of shareholders' equity, contributes to enhancing corporate value, we will pursue sustainable growth by balancing financial soundness and capital efficiency.

In 2025, while maintaining a top-tier credit rating within the industry, we implemented a 300 billion JPY share buyback and raised 200 billion JPY in debt as steps toward our optimal balance sheet. As a result, the equity ratio moved steadily toward our target level, declining from 65.2% at the end of 2024 to 63.7% at the end of 2025.

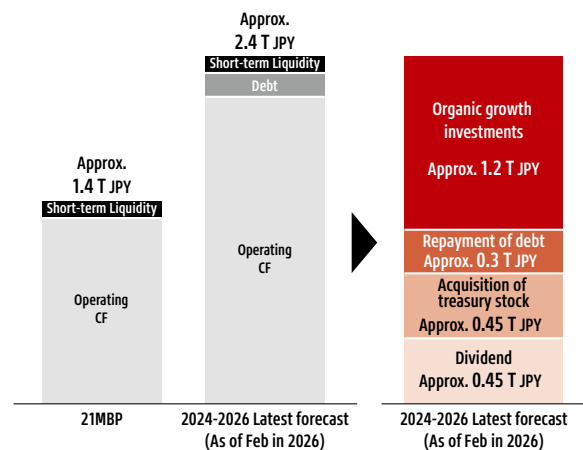


Capital Allocation

For cash inflows, we plan to secure approximately 2.4 trillion JPY during the 24MBP period (2024-2026), primarily through cash generation driven by enhanced earning power, while also utilizing liquidity on hand and borrowings.

We continue to pursue disciplined capital allocation under a framework that places the highest priority on growth investments while balancing the maintenance of a sound financial position with enhanced shareholder returns. In line with our capital allocation policy, we will prioritize growth investments that will contribute to future earning power, including investments to strengthen product competitiveness and manufacturing capabilities in the tire business and to expand value creation in the solutions business. This also includes reinforcing investments that contribute to enhancing brand value over the medium- to long-term, including motorsports.

In addition, as part of our efforts to balance financial soundness with improved capital efficiency, we will flexibly execute share buybacks by utilizing liquidity on hand and debt, while also enhancing shareholder returns through dividends.



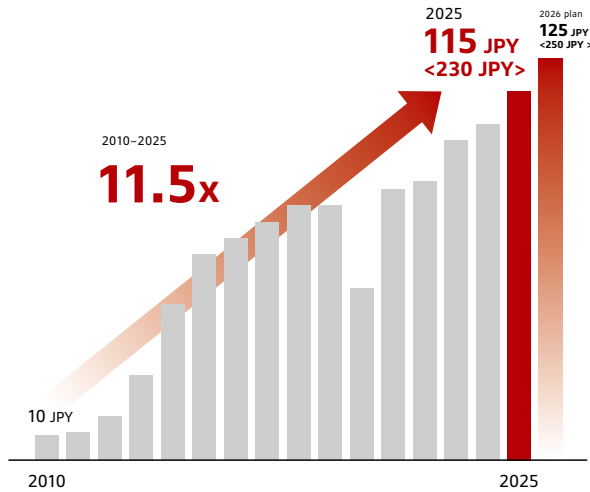
Dividends: Enhancing Shareholder Returns

Bridgestone's basic policy is to strive to increase dividends in a stable and continuous manner, using a consolidated payout ratio of 50% as a guideline, while comprehensively taking into account business performance and financial position for the period, as well as the medium-term profit outlook, investment plans, and cash flow. The annual dividend for 2025 was 230 JPY per share, an increase of 20 JPY from the previous year. In addition, to broaden the investor base and enhance investment accessibility, we conducted a two-for-one stock split with a record date of December 31, 2025.

We plan to pay an annual dividend of 125 JPY per share for 2026 on a post-split basis (equivalent to 250 JPY per

Create Good Business Quality

share on a pre-split basis, an increase of 20 JPY from the previous year), in line with the 2026 dividend plan under the 24MBP, and continue increasing dividends. We will continue to steadily enhance shareholder returns through the sustainable enhancement of corporate value.

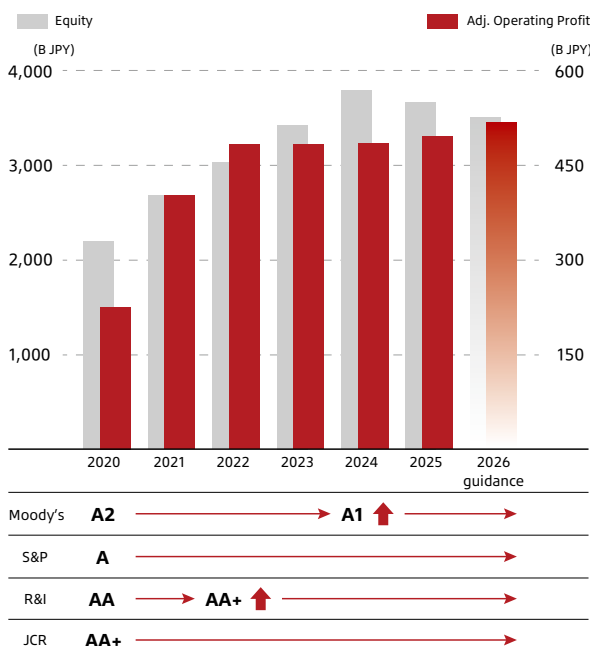


* The dividend per share for 2026 is an estimate, and reflects the 2-for-1 stock split effective January 1, 2026. Dividends prior to 2025 indicate the equivalent per share value after the stock split. Angle brackets indicate pre-split figures.

Share Buybacks and the Disciplined Use of Debt

We will continue to execute capital policies, including share buybacks and the use of debt, to achieve an optimal capital structure.

We position share buybacks as an investment that contributes to enhancing corporate value and shareholder value, including EPS. Given that business restructuring and rebuilding have largely reached a certain stage, we will conduct share buybacks in 2026 up to a maximum of 150



billion JPY (60 million shares), after comprehensively considering liquidity on hand, dividend levels, the equity ratio, market conditions including the share price, and opportunities for growth investments. We plan to cancel all treasury shares acquired through these buybacks.

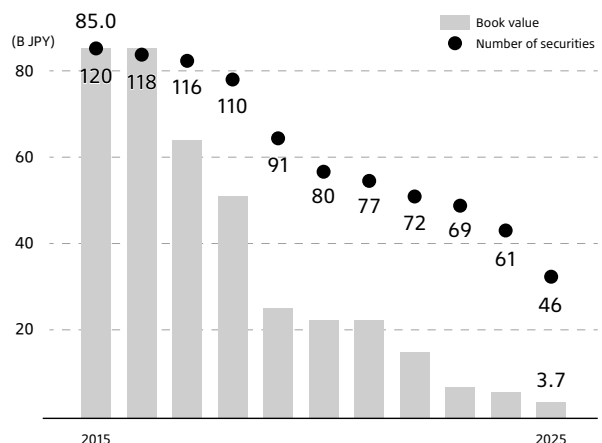
With regard to the use of debt, we plan to raise approximately 150 billion JPY in 2026 as part of initiatives to enhance corporate value by lowering WACC through the establishment of an optimal capital structure, thereby widening the ROIC-WACC spread. We believe the 120 billion JPY unsecured bond issuance completed in April 2026 reflected medium- to long-term market recognition of Bridgestone's continuously maintained top-tier credit rating in the industry and its financial and capital strategy, even amid a highly uncertain market environment. The funds raised will be allocated to investments and capital expenditures for growth, as well as share buybacks aimed at improving capital efficiency.

Strategic Shareholdings Policy

Our basic policy is not to hold strategic shareholdings from the perspective of capital efficiency, except where there is a recognized rationale for doing so. Such rationale is recognized when we determine that the holding will contribute to enhancing Bridgestone's corporate value, for example by supporting our business strategy or by maintaining and strengthening business or collaborative relationships.

Each year, the Board of Directors verifies the appropriateness of strategic shareholdings after the executive divisions conduct a detailed review of each individual stock. This review includes the necessity from a business strategy perspective, the status of transactions and collaborative relationships, and a quantitative assessment of economic rationality relative to the cost of capital.

As part of our efforts to improve asset efficiency, we are steadily reducing strategic shareholdings without treating any holdings as off-limits. As of the end of 2025, the ratio of strategic shareholdings to consolidated net assets had declined to 1.1%.



Management with an Awareness of the Cost of Capital / ROIC

Since the 21MBP, we have positioned return on invested capital (ROIC), which measures earning power, as one of our most important management indicators, and have reinforced management with an awareness of the cost of capital. To improve ROIC, it is essential to focus on both profit (the numerator) and assets (the denominator), incorporate this perspective into business processes and KPIs at each frontline site, and link it to day-to-day operations. To facilitate profitability management by business and strengthen the improvement cycle, we use the following basic formula.

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

Adjusted operating profit (after tax): Fixed tax rate of 30%
Working capital: Trade and other receivables + Inventories - Trade and other payables (FY-end balance)
Noncurrent assets: Non-current assets excluding deferred tax assets (FY-end balance)

To embed ROIC and put it into practice, the Financial Strategy Division at global headquarters serves as the secretariat and oversees activities worldwide. ROIC ambassadors appointed in each business division promote Genbutsu-Genba activities to embed ROIC on the front lines, including support for the development of ROIC trees by business division and the sharing of improvement case

studies at TQM conferences. Through these efforts, we aim to ensure that each employee understands the significance of ROIC and can put it into practice.

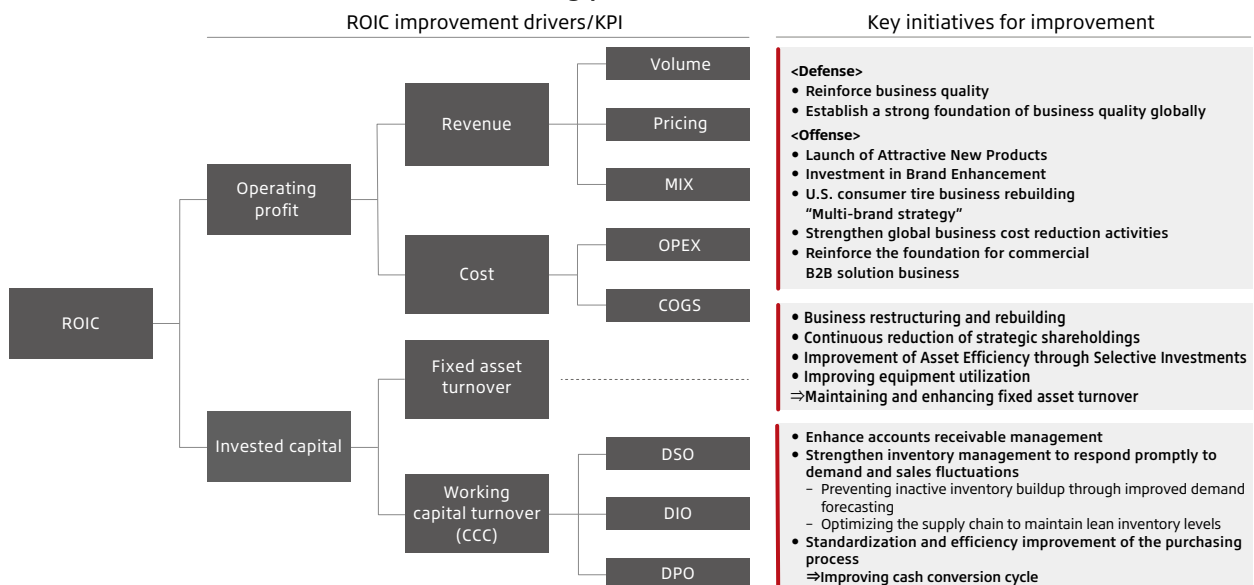
Under the 24MBP and our new and true glocal management structure, we have introduced ROIC into business management across 47 areas. By setting targets for each area, conducting quarterly reviews, and breaking ROIC down into its components, we are encouraging autonomous, frontline-led improvement activities.

In making investment decisions, we set hurdle rates according to country risk and business characteristics, and apply rigorous investment criteria that also take into account the potential for future increases in the cost of capital. After investments are approved, we monitor progress and make course corrections as necessary. Through this approach, we aim to increase the certainty of investment returns with ROIC as the axis.

ROIC in 2025 was 8.3%, an improvement of 0.2 percentage points year on year. In addition to higher adjusted operating profit, frontline-led improvement activities and initiatives to improve capital efficiency—such as the streamlining of product inventories at frontline sites, which has improved the cash conversion cycle—are beginning to steadily produce tangible results.

Building on the cumulative progress made in strengthening our business foundation, 2026 will be a pivotal year in which we make a decisive transition from the restructuring and rebuilding phase to growth with quality. Through frontline-oriented management centered on ROIC and disciplined growth investments, we will further strengthen our robust business quality and realize the sustainable creation of corporate value.

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



Talent Strategy: Balancing Individual Growth and Company Growth

E8 Commitment Empowerment

Bridgestone Human Resource Transformation

In creating good business quality, talent development is the key to realizing Bridgestone’s future growth. Bridgestone strives to enhance corporate value by creating added value aligned with its business strategy, while pursuing a talent strategy based on an axis of enabling diverse talent to shine through the spread of success and confidence. This thinking guides our pursuit of a talent strategy that is also aligned with the business strategy.

This talent strategy is based on the philosophy that a company grows through the growth of its teammates, and teammates grow alongside the continued development of the company. We also hold that Bridgestone cannot achieve sustainable growth unless each and every teammate leads a fulfilling life. To achieve this, we place importance on fostering an environment where diverse talent can truly thrive, and where each individual can take full advantage of an array of venues to take on challenges and opportunities to learn while remaining committed to delivering results and creating value. Building on this foundation, we are also committed to enhancing the productivity and creativity of each and every teammate.

Enhancing Talent Development

Building on a foundation of teammates who embody the Bridgestone way and who resonate with the Bridgestone Essence Framework and Bridgestone DNA (“focus on quality,” “respect for being on-site,” “being attentive and supportive of customer problems,” and a “challenging spirit”), we are actively promoting talent investment. To

achieve sustainable growth, we believe the types of talent described below are essential.

- Global management leaders who possess the resilience to overcome challenging situations and a strong on-site mindset, combined with the business acumen to develop and execute business strategies
- Digital talent who combine digital technology with the “real” (physical) capabilities Bridgestone has cultivated, such as on-site operational excellence, thereby advancing value creation
- Solution engineers who combine attractive and competitive products with services to propose new value, with the aim of gaining a deeper understanding of the pain points faced by society and customers and helping to address them

Talent Creativity Enhancement

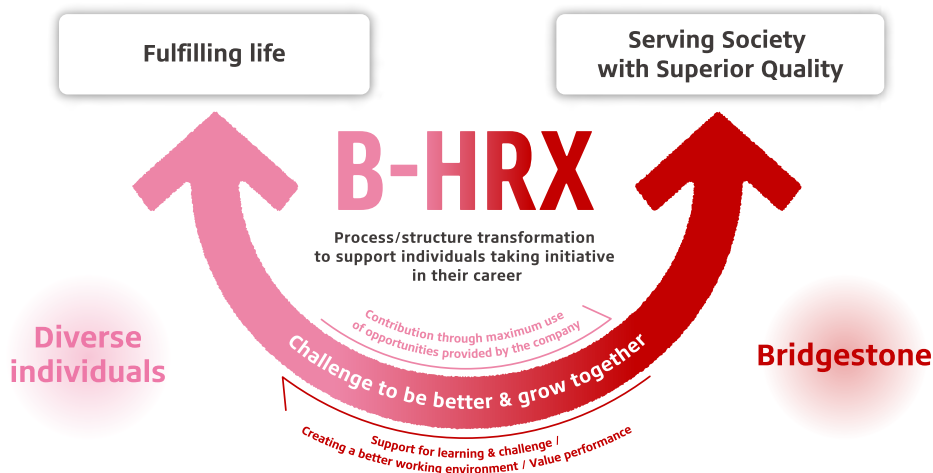
As part of our talent strategy, we introduced talent creativity as a management indicator in 2024. The basic concept of enhancing productivity and talent creativity is to strengthen talent investment, increase added value, and generate a virtuous cycle of value creation. Using a “talent creativity KPI” as a benchmark, which is adjusted operating profit (added value) divided by talent investment (sum of labor, training, and benefits expenses), we are monitoring global trends and addressing challenges by regions and countries.

● Talent Creativity KPI

$$\text{Talent creativity} \uparrow = \frac{\text{Adjusted operating profit} \uparrow}{\text{Talent investment} \uparrow}$$

(labor, training, and benefits expenses)

Through individual growth, Bridgestone grows



Specific Initiatives

■ Developing the Next Generation of Global Leaders: Bridgestone NEXT100

Each year, we choose approximately 100 leaders globally (30 from Japan, 30 from the Americas, 20 from Europe, and 20 from Asia) and group them into three tiers: Next, Advancing, and Developing Executives. We then offer focused development through town hall meetings with top management from each region and participation in various management forums.

■ Offering Prioritized Opportunities for Teammates Who Are Self-Motivated to Take on Challenges and Grow

- Genba (On-site) 100-Day Challenge Program
We encourage teammates to volunteer to take the initiative in testing hypotheses on-site and then take steps to make improvements and address the issues. The program started in Japan in 2023 and was expanded in 2024 to BSAPIC (Asia, Pacific, India, and China). We will continue to promote further development of the program going forward.
- Management Challenge Program (Japan)
To provide management opportunities for junior teammates, we introduced a Management Challenge Program in 2023, which allows teammates eager to take on new challenges to serve as management assistants.

■ Building a Diverse Global Team

We aim to realize a workplace environment in which diverse talent respect one another. Also, with a view to promoting a diversity of perspectives and decision-making as an organization, we are working to cultivate diverse leaders and teams, taking into account the regional specific conditions.

Compared to overseas sites, there is still a gap in Japan in the areas of DE&I; we are therefore implementing the following initiatives to enable diverse talent to thrive.

- DE&I management workshop for all line managers (department and section managers)
- FemTech programs that leverage technology to address women-specific health issues, along with awareness-raising initiatives aimed at creating a workplace where every teammate can shine
- A mentoring program in which our executives and outside experts serve as mentors to support the career development of female managers and candidates for promotion.

■ Promotion of Health and Productivity Management

Guided by the fundamental belief that Bridgestone cannot achieve sustainable growth unless each and every teammate leads a fulfilling life, we are pursuing global initiatives to support health and well-being.

In Japan in particular, the Global CEO serves as Health and Productivity Management Officer. In March 2026, in addition to revising the Bridgestone Health and Productivity Management Policy, we formulated the Strategy Map for Health and Productivity Management to clarify our approach to health and productivity management as a talent investment initiative. In recognition of these efforts, in 2026, we received our fourth certification as an Outstanding Organization of KENKO Investment for Health (White 500).

Bridgestone Health Management Policy

To empower each and every employee to take on challenges and achieve growth, we are committed to creating workplaces where employees can work healthily and with energy and enthusiasm, and to promoting the maintenance and improvement of their physical and mental well-being. Through these initiatives, we aim to create a virtuous cycle of value creation and enable diverse talent to shine through spreading success and gaining confidence of individuals.

A Message from the Health and Productivity Management Officer

To fulfill Bridgestone's mission of "Serving Society with Superior Quality," it is essential that each and every employee leads a fulfilling life, and health serves as the very foundation for this.

We believe that when employees are physically and mentally healthy, full of energy, and able to perform at their best through continuous challenge and growth, Bridgestone itself can achieve sustainable growth.

Under this "Health and Productivity Management Policy," revised in 2026, we will work together as a company to promote health, aiming to become an organization where employees can work with engagement and well-being.

Yasuhiro Morita

Global CEO and Representative Executive Officer

For details, please refer to the Bridgestone website.

https://www.bridgestone.com/responsibilities/social/human_rights/labor_practices/

Deepening the Corporate Culture: Continuous Improvement and Innovation

Bridgestone E8 Commitment Emotion Empowerment

In conjunction with our talent strategy, we are working to further develop and deepen the corporate culture we have cultivated over the years, as exemplified by the quality management activities outlined in Bridgestone's unique Deming Plan (hereafter Deming Plan).

■ Deming Plan

To create good business quality, we are thoroughly instilling the basic thought and five concepts of the Deming Plan (see right figure) and continuing to strengthen our quality initiatives.

Starting in 2025, we are further strengthening our practical, work-based activities by holding workshops where participants share examples of Plan-Do-Check-Act (PDCA) implementation and "why why why analysis" based on real-world examples from each division.

■ Deepening the Corporate Culture and Improving Working and Business Quality with the Participation of All Teammates

Since the promotion of the Deming Plan in the 1960s, Bridgestone has moved forward with improvements and value creation based on the plan through Total Quality Management (TQM) initiatives, with the participation of all teammates. Through these initiatives, we have improved global working and business quality and deepened the corporate culture. We have also established the Bridgestone Group Awards to recognize outstanding global initiatives in improvement and value creation.



Group Global TQM Conference presentations on excellent initiatives

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



■ Global Total Quality Management (TQM) Initiatives

Bridgestone's TQM initiatives have been passed on for over 50 years as a culture of continuous improvement and the pursuit of innovation. We have held an annual Group Global TQM Conference since 2010 with the aim of sharing excellent practices of TQM initiatives from around the world and fostering mutual learning and practical application. We held the 15th conference in 2025, highlighting 16 out of more than 2,000 improvement cases submitted from sites worldwide to be presented as excellent initiatives.



Group Global TQM Conference awards ceremony

● **TQM Grand Prize Award-Winning Team Case Study: Value Co-creation by Kodaira Technology Center’s Materials Testing Department and Bridgestone Empowerment***



Members of Kodaira Technology Center’s Materials Testing Section involved in the evaluation and development of rubber materials and Bridgestone Empowerment



Members of Kodaira Technology Center’s Materials Testing Section involved in the evaluation and development of organic fibers and metallic materials and Bridgestone Empowerment

This initiative was marked by co-creation between the Materials Testing Department and Bridgestone Empowerment to revise the business processes themselves, ensuring stable working and business quality and productivity even with the involvement of diverse talent. The Materials Testing Department has many highly experienced veteran technicians, so one challenge was that work was dependent on the individual’s experience and tacit knowledge. However, with the three catchphrases of “anyone can do,” “easy for anyone to use,” and “anyone can do without errors,” we reviewed the processes at Genbutsu-

Genba with Bridgestone Empowerment, clarified decision-making criteria, and pursued standardization through the use of tools. Although we encountered many difficulties in communication and trial and error along the way, we created a framework which can generate the same outcomes regardless of who is in charge of the work. Going forward, by designing people-centered processes, we will continue to leverage talent and drive business transformation to enhance corporate value.

* Bridgestone Empowerment Co., Ltd. is a special subsidiary company established for the purpose of employing persons with disabilities

■ **Bridgestone Group Awards (BGA)**

The BGA, open to all organizations and teammates, represents the highest level of recognition within Bridgestone globally. The purpose of the program is to select and recognize activities that embody our mission and the E8 Commitment and have made a particular contribution to value creation, while sharing these examples globally to foster the growth of our teams and each and every teammate. As a part of the

program, we hold a global awards ceremony each year. In 2025, nine outstanding cases were selected from among activities around the world and shared. In addition, around the timing of the awards ceremony, we organize a special program for award winners, in which they learn about our company’s history and on-site innovation through Genbutsu-Genba, to drive further value creation.



BGA presentations



BGA ceremony

● **BGA Best Practice Bridgestone Italy: Development of a Road Safety Program**



Project team from Sales, Technology Center Europe and Bari Plant



Road safety program

This initiative reflects Bridgestone’s aspiration to generate value for society through a co-creation approach with a trusted institutional partner such as the Italian Red Cross, the country’s largest volunteer organization. Working together, we were able to translate shared values into a project with real impact, particularly in educating younger generations on road safety. We are proud of the results achieved and of contributing to a meaningful social cause. This initiative would not have been possible without the close cooperation of all Bridgestone entities in Italy—Milan, Rome and Bari—acting with a shared purpose and a strong one team mindset.

Safety and Industrial Hygiene

At the very core of the Bridgestone Essence Framework is the Safety Mission Statement, which declares “Safety First, Always.”

This Safety Mission Statement serves as a code of conduct that everyone who works at Bridgestone is expected to adhere to, and applies not only to teammates but also to contractors and visitors to Group facilities.

In response to the expectations of our customers and stakeholders, and to ensure the occupational health and safety of teammates of Bridgestone and our contractors, we apply high safety standards and are committed to creating an environment where every teammate can work with peace of mind in a safe workplace.



■ Promotion Structure

Under the Global Safety Quality Management Committee (GSQMC)—which is led by the Chief Quality Officer (CQO) and is made up of quality management leaders from Bridgestone’s global business locations—we have established the Safety Working Group. The working group manages risks, challenges, and opportunities related to safety, health, and disaster prevention, and pursues initiatives to address them. For example, we hold regular safety meetings in collaboration with relevant divisions and are working to implement initiatives aimed at creating safe workplaces on a global scale.

■ Bridgestone Safety Fundamental Activities

Bridgestone has established the Bridgestone Safety Fundamental Activities as a set of global standards designed for teammates to protect not only themselves but also their colleagues, and we are implementing these activities at all of our business locations. The activities consist of the fundamental safety activities outlined in the Safety Mission Statement: 3S, KY (Finding hazards beforehand), Risk Assessment, and Safety Rules.

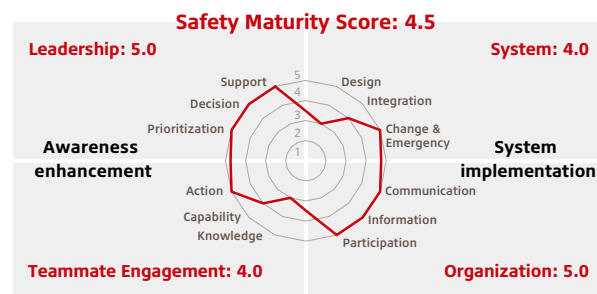
- 3S: *Seiri* (select and remove), *seiton* (sort), and *seiso* (keep clean)
- KY (*Kiken-yochi*): Identify the potential of incidents occurring in a task before starting it and take feasible actions at the time to avoid the identified potential incidents.
- Risk assessment: A series of steps to create low-risk workplaces by identifying and evaluating risks and promoting risk mitigation measures.
- Safety rules: The rules to prevent fatal/serious injuries, based on past incidents at Bridgestone.

In addition to assigning instructors to provide safety training in each region, we regularly update our shared global safety training materials with the aim of ensuring that all teammates apprehend the importance of safety and, based on a shared understanding, further embed the practices outlined in the Bridgestone Safety Fundamental Activities.

Bridgestone is actively integrating AI technology to help identify and reduce risk detected through the risk assessments.

■ Initiatives for Continuous Improvement: Safety Maturity Assessment

Bridgestone is operating a safety maturity assessment (SMA) tool developed based on its global common safety standards. This is our unique tool to monitor safety maturity based on four pillars (Leadership, Teammate Engagement, Organization, System), which contributes to identifying common global issues, confirming the effectiveness of the PDCA cycle on safety activities, and ensuring continuous improvement activities to be implemented.



For details, please refer to the Bridgestone website.

https://www.bridgestone.com/responsibilities/social/safety_health/

Quality and Customer Value

Bridgestone has incorporated the Quality Mission Statement into the Bridgestone Essence Framework, establishing it as a set of guidelines that every teammate is expected to follow to continuously create value and trust for customers through innovation and continuous improvement.

Guided by the fundamental principle that “tires carry life,” we regard quality as the foundation of our business and are committed to improving quality in all aspects of our corporate activities.



■ Quality Governance Structure

Bridgestone has established a global quality governance structure and works in close coordination globally to ensure that quality issues are addressed effectively. Quality managers around the world are responsible for ensuring the quality of products, services, and solutions in their respective markets, and strive to create value and trust for our customers through innovation and kaizen (continuous improvement). We have established a quality assurance system across the value chain—from product strategy and development, procurement, and production to logistics, sales, and service—and will continue to strengthen this system to support growth with quality.

■ Quality Assurance in the Product Development Process

To improve quality standards throughout the design and development stages, we are standardizing processes across all our technology centers and working continuously to enhance them. We clearly define the required actions at each stage from development to production to ensure the execution of tasks from customer requirements through design approval to production.

The goal of quality assurance in the development process is to deliver products that meet customer requirements without delay, and to continuously improve and optimize the development process across all product development teams. This initiative encompasses the entire development process, including production processes and technologies.

Bridgestone also employs a gate-based development process in its product development activities across all regions. At each gate, all specified criteria must be met to assure achievement of development targets (including risk analysis) and final product safety and quality.

■ Customer-Centric Solution Quality

In recent years, the scope of what is considered to be quality has expanded beyond manufacturing to encompass the solutions business, including the improvement of product usage processes and the enhancement of customer experience value. Bridgestone places importance on the understanding that providing value to customers does not end at the moment of delivery, but grows and is amplified as customers continue to use its products and services. Guided by this approach, our efforts in the digital solutions domain seek to go beyond simply delivering value—we also proactively anticipate potential risks and conditions that could compromise that value. Based on an approach centered on prevention, detection, and proactive actions, we incorporate a forward-thinking prevention mindset from the design stages through to operations. Furthermore, we have established and are promoting a framework to continuously track how customer value is realized through the analysis of customer usage data, enabling appropriate actions. In the services domain as well, we define quality not merely as accurate execution and courteous service, but as enhancing the customer experience through services that make customers feel valued and proposals that surpass expectations, with the goal of building long-term trust. (Solutions business: P42–45)

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

Digital Transformation (DX) Strategy

Bridgestone E8 Commitment Efficiency Economy

To drive growth, we are evolving our DX strategy to support sustainable value creation. The theme of Bridgestone’s DX is “faster, easier, and more accurate with larger data.” The strategy hinges on integrating a digital capability into strong “real” (physical) assets, such as market and customer data obtained through our on-site field engineering activities, technology and development data cultivated through empirical experiments and demonstrations.

■ DX in Manufacturing

Since the 2000s, we have gradually incorporated digital capabilities into our R&D and manufacturing, such as material informatics in the material development, simulation technology in product development, and the rollout of the AI-equipped tire assembling system EXAMATION, while also connecting data across the engineering chain to further advance the development of attractive and competitive products.

■ DX in Solutions

We are also pursuing DX that creates social value and customer value by, for example, delivering solutions through the building of unique AI-based algorithms. Spearheaded by the Digital Solution AI/IoT Planning and Development Division, our business and functional divisions are working together to drive forward initiatives originating from ideas generated on-site. By combining the vast experience and knowledge we have cultivated in tires with these unique algorithms leveraging AI and other digital technologies, we will deliver solutions that amplify the value of our attractive and competitive products and services.

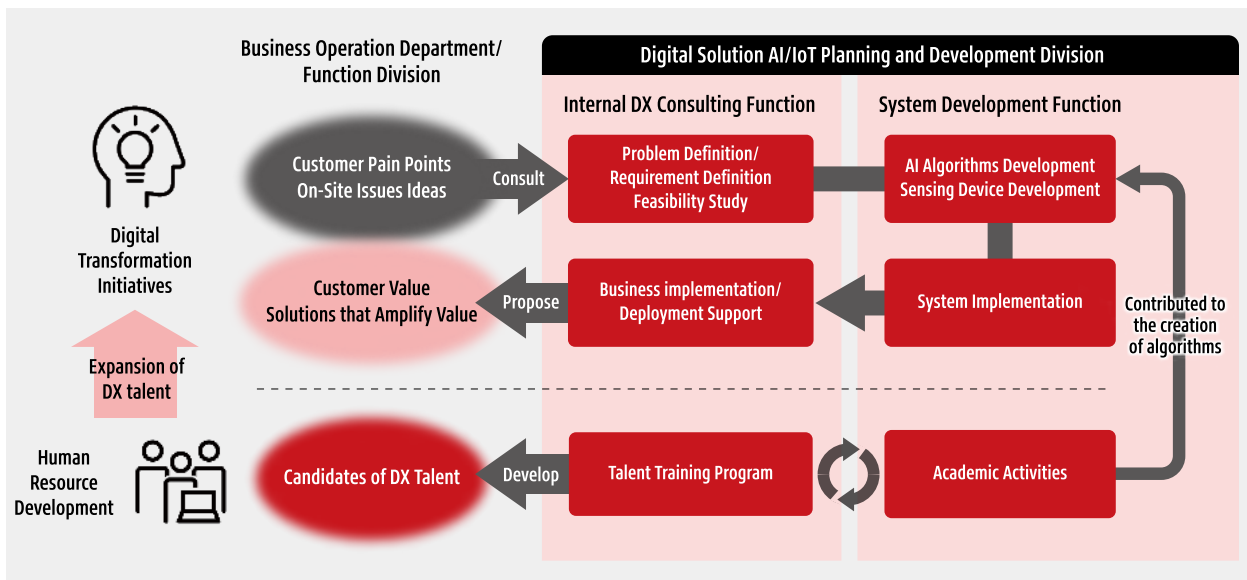
■ Harnessing Generative AI to Enhance Productivity and Creativity

We are also promoting improvements in productivity and creativity in back-office operations through the use of digital technologies, including generative AI. We are accelerating DX for our business operation by promoting the company-wide use of customized tools such as Bridgestone AI-Chat and Microsoft Copilot, while also expanding the DX consulting function of our Digital Solutions (AI/IoT) Planning and Development Division—previously focused on solution business—to selected back-office operations.

■ Expansion of Digital Talent

Digital talent is the foundation of these DX initiatives. We introduced the Digital 100-Day Training program in Japan in 2023, allowing teammates who recognize the need for digital skills and are eager to learn to take on the challenge of acquiring and reinforcing their digital skills at a level that is appropriate for them. In addition to classroom learning, we offer teammates opportunities for more in-depth, hands-on learning based on digital technology exercises related to their actual work. More than 1,800 teammates have taken part in the program to date. Globally, we increased our pool of digital talent by 450 compared with 2024, reaching approximately 2,200 personnel at the end of 2025.

● Internal DX Consulting Function Framework



Intellectual Property Strategy

Bridgestone E8 Commitment Extension Economy

Bridgestone is strengthening its intellectual property (IP) management as a source of value creation.

■ IP Management That Draws on Our Heritage

For 95 years since its founding, Bridgestone has built up its IP management by creating and continuously refining its unique IP—its “IP secret sauce.” The driving force behind this is our heritage as a strength of “commitment” to deeply understanding the essence of challenges, and “connection,” where people respect and collaborate with one another to solve them. Bridgestone implements a style of IP management that strategically draws on IP generated from this commitment and connection in its business activities.

■ IP Mix Strategy Linked to Business Strategy

At Bridgestone, we identify and visualize various forms of IP on-site, including not only patents but also knowledge and expertise generated across the value chain. We have organized these under the Bridgestone IP Mix Concept and are intentionally and strategically advancing IP management that amplifies social value and customer value by combining them effectively according to our business model, including IP standardization strategies.

■ Verifying the Effectiveness of IP Investments Using ROIC

Bridgestone uses ROIC to verify the effectiveness of our IP management. We consider contributions to revenue and income generated through the use of IP as Intellectual Property Value, and have established intellectual property value creativity as a results-based KPI to measure the degree to which IP is created.

In addition, we have established key success factors and the management initiatives needed to get results as driver-based KPIs. In terms of our IP mix, which is one of the driver-based KPIs, we have 19 units for which the mix is being put to practical use and 33 units for which preparations are underway as of the end of 2025. (Unit = business themes to which IP contributes. For example, the productivity enhancement of mining solutions would be one theme.)

Also, through the ongoing improvement of several dozen driver-based KPIs, including key success factors that incorporate both qualitative and quantitative indicators, IP Value Creativity in 2025 more than doubled compared with 2019.

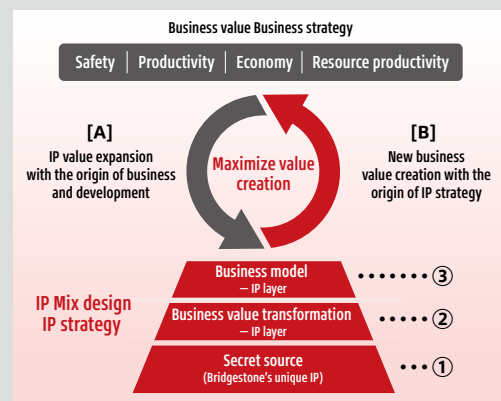
$$\text{Intellectual Property Value Creativity} = \frac{\text{Intellectual Property Value}}{\text{Intellectual Property Investment}}$$

Case Study: IP Mix in Mining Solutions

In mining solutions, we have developed problem-solving algorithms based on tire data and other information collected from Bridgestone iTrack, our next-generation tire monitoring system. We are deploying these algorithms as proprietary solutions under the name Smart On-site. This is helping us to maximize the performance of Bridgestone MASTERCORE tires, which bring together Bridgestone’s “IP secret sauce” and proprietary technologies, and address customer pain points and social issues. We are further expanding and strengthening the business and development achievements gained through such algorithms and business models from an IP perspective. In addition, building on our IP strategy, we are focusing on creating and designing new IP through initiatives such as patent brainstorming sessions and IP landscape analysis. By adopting this two-pronged approach—both a business and development perspective and an IP perspective (A and B in the diagram)—we are building and evolving a triple-layer IP mix* (1–3) across the organization, honing our competitiveness. By applying these activities to various businesses, we are committed to further enhancing competitiveness.

* Triple-layer IP mix design in the mining solutions business

● Conceptual Diagram of IP Mix Linked to Business Strategy



- ① Foundational “IP secret sauce” IP layer
 - Technologies for improving heat resistance, load-bearing capacity, and wear resistance
- ② IP layer that translates the “IP secret sauce” into business value
 - Tire condition monitoring and lifespan prediction algorithms
- ③ Business model IP layer that protects the entire mix, including tacit knowledge
 - Solutions for optimizing vehicle operation, tire usage, etc.

Create Good Tires

To “create good tires,” we are focusing on developing attractive and competitive products and enhancing our R&D and manufacturing capabilities as the most vital elements for a rubber and tire product manufacturer. Based on our robust technological capabilities, we seek to drive growth primarily by enhancing product competitiveness through the continuous introduction of new products designed to meet regional and customer needs, while simultaneously developing R&D and manufacturing capabilities to hone cost competitiveness. We are also working to increase value creation and drive growth with quality through linking these efforts with initiatives to expand and enhance sales channels.



Sustainability Business Model

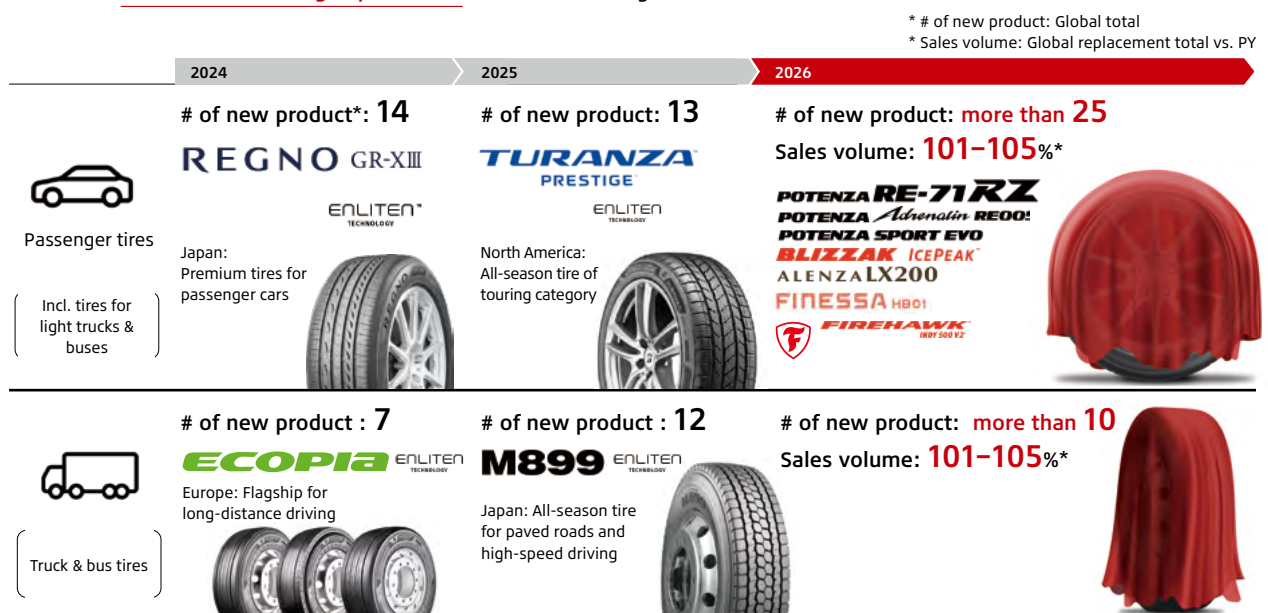


Making Attractive and Competitive Products and Enhancing R&D and Manufacturing Capabilities

Bridgestone E8 Commitment Energy Ease Emotion

● 24MBP: New Product Expansion and Enhancement

■ Backed by a strong technological foundation, place product competitiveness reinforcement through new product launches and manufacturing capabilities, at the center of growth.



Throughout the 24MBP period, we have launched a variety of new products globally. In particular, in the passenger car tire segment, we actively launch new products across all Bridgestone brand product categories as well as under the Firestone brand in 2026, establishing a solid foundation for future growth.

■ Main Highlights in 2025

• Passenger car tires: 13 products

In the U.S., we are driving customer value creation across each segment by launching the flagship touring all-season tire "TURANZA PRESTIGE," the basic tire "TURANZA EVERDRIVE," and the premium all-season tire for CUVs, SUVs, and pickup trucks "ALENZA PRESTIGE."

In the Japanese market, we also launched the BLIZZAK WZ-1 winter tire for safe driving in snowy conditions. Along with the existing product range, this tire supports greater safety and peace of mind for drivers during winter.

In truck and bus tires, we continued to strengthen global product development and launched a total of 12 new products.

■ New Product Initiatives for 2026

• Passenger car tires: 25+ products

To achieve growth in sales, we expect to launch around twice as many new products as the average in recent years.

– We are continuing to develop the POTENZA series with the introduction of the POTENZA RE-71RZ sport tire for the Bridgestone brand, our fastest-ever street radial, in markets across Japan, North America, and Asia. Other planned launches include the BLIZZAK ICEPEAK premium winter tire in North America and the premium ALENZA LX200 for SUVs in Japan.

– In the U.S., we are further strengthening the Firestone brand with the introduction of the FIREHAWK INDY 500 V2, an ultra-high-performance summer tire featuring technology honed through our involvement with the INDY500 race.

– In truck and bus tires, we also plan to launch at least 10 new products.

(For details on developing attractive and competitive products, please refer to the Message from the CPO, P19)

Making Attractive and Competitive Products and Enhancing R&D and Manufacturing Capabilities

Enhancing R&D and Manufacturing Capabilities

We aim to improve competitiveness and achieve sustainable growth by continually developing and launching attractive and competitive products coupled with efforts to strengthen our R&D and manufacturing capabilities.

We are focused on enhancing productivity starting with on-site (Genbutsu-Genba) activities while developing production technology for the future. (For details on enhancing R&D and manufacturing capabilities, please refer to Message from the CMO, P20)

■ Genbutsu-Genba: Boosting On-site Productivity

To enhance productivity, we are continually strengthening Total Quality Management (TQM) and talent development programs across all of our plants worldwide.

Our on-site TQM activities are exemplified by the program at the Tochigi Plant, which was awarded the TQM Grand Prize at the Group Global TQM Conference in 2025.

Strengthening Our Framework for Producing a Broad Mix of Products in Small Lots as a Core of the Global Manufacturing and Export Base



Cross-Functional Team members of TBR building process in Tochigi Plant

Faced with a business environment that is changing at unprecedented speed, we are working to build a flexible production structure.

To respond to the demands of diverse customers, we took on the challenge of eliminating tool changes during transitions in the tire building process.

By bringing together the experience and insights of each team member, we drove our initiatives forward and established new technologies tailored to our tire building

machines, building on the rollout of existing technologies.

The driving force behind this activity was the excitement of taking on the challenge of creating something new and our desire to streamline production on-site. In a changing business environment, we will continue striving to accurately grasp our role as the core of Bridgestone's global manufacturing and create customer value and social value.

Making Attractive and Competitive Products and Enhancing R&D and Manufacturing Capabilities by a One Team Approach

The development and launch of the premium winter passenger car tire BLIZZAK WZ-1 in Japan in 2025 was a prime example of a one team working across the value chain, spanning development, production, sales, and technical services, to enhance product planning, development, and sales.



Integrated team working on BLIZZAK WZ-1 across the value chain

From Development to Sales, Working as a Team to Deliver an Attractive and Competitive Product

To address the increasingly diverse conditions of winter roads, we established a one team framework for BLIZZAK WZ-1, involving collaboration between the development, production, sales, and technical service divisions. Under this framework, we integrated all stages from product planning and production to sales. The biggest challenges we faced were developing new rubber compound and tread pattern technologies to create a tire that delivers Dan-Totsu (clear product superiority), and mass-producing tires incorporating these innovations while ensuring consistent quality. We overcame these challenges by drawing on expertise across divisions and through repeated on-site evaluation and discussion. As a result, we realized not only high control performance on icy roads, but also safety and peace of mind on a variety of road surfaces, while contributing to sustainability. We will continue to evolve in terms of both quality and supply.

Creating Value Linking Business and Sustainability

Our E8 Commitment to Energy (realization of a carbon-neutral mobility society) is supported by our efforts in growing the sales of attractive and competitive products that offer value tailored to the characteristics of various types of vehicles, including electric vehicles (EVs).

Business Cost Reduction

Besides working to enhance productivity in production, we are continually pursuing activities to reduce business costs across the value chain, including in procurement, through SCM and logistics transformation and by leveraging Bridgestone Commonality Modularity Architecture (BCMA).

In an ever-changing business environment, these initiatives are supporting better financial results and helping to reinforce business quality.

■ Global Procurement

Placing sustainability at the core, we are furthering efforts at value co-creation while building win-win relationships based on trust with our partners. In 2025, with the aim of cultivating more in-depth collaboration with partners of the supply chain, we held the 2025 Bridgestone Global Partners Conference under the theme of “From Empathy to Co-creation – Towards Sustainable Value Co-creation.” Besides showcasing co-creation case studies, the event facilitated exchanges of views on our medium- and long-term vision, while fostering dialogue and the sharing of information toward further creation of value (Sustainable Procurement: P64).

■ Global SCM Logistics Transformation (“B-Direct”)

Our efforts to boost efficiency across the supply chain under our global SCM logistics transformation, known as “B-Direct,” include lean inventory controls, initiatives to improve inventory quality, and measures aimed at enhancing the productivity of warehousing operations. These on-site (Genbutsu-Genba) activities are contributing to improved financial results through a steady reduction in logistics costs.

■ BCMA

BCMA is Bridgestone’s base technology for R&D and manufacturing, which aims to lower environmental impact and reduce business costs by simplifying the development and production supply chain, based on consolidating the materials and parts that make up a tire into three modules, which are shared across product lines. We are promoting BCMA as a vital measure for enhancing our R&D and manufacturing capabilities, leading to more robust competitiveness.

■ Contribution to 24MBP Performance

Compared with 2023, the cumulative improvement in earnings during 2024 and 2025 was approximately 147 billion JPY. This has underpinned our performance amid a challenging business environment throughout 24MBP to date.

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

2025 full year (vs. PY)

Approx. **72** B JPY

of which benefit from BCMA: approx. 2 B JPY

Manufacturing cost: Approx. 53 B JPY
OPEX: Approx. 19 B JPY

2024+2025 full year
(vs. 2023)

Approx. **147** B JPY

Creating Value Linking Business and Sustainability

Our efforts to enhance productivity at production sites while reducing business costs through global procurement, logistics, BCMA, and other initiatives are all linked to pursuing carbon neutrality, conserving resources, and promoting the circular economy. Such initiatives contribute both to our business and to sustainability.

Create Good Business

To “create good business,” our aim is to amplify the value from attractive and competitive products during customer use. Our focus in the solutions business is on strengthening sales channels including the improvement of our retail network for consumer tires (passenger car products) while also trying to develop B2B solutions for truck and bus, mining vehicles, and aviation.



Sustainability Business Model

Solutions Business: Amplifying Value During Customer Use

Strengthening Retail Operations

■ Global Development of Family Channels

In conjunction with efforts to build competitiveness by developing attractive and competitive products, we continue on a global scale to reinforce retail sales channels, which provide vital touchpoints with customers. We are developing family channels worldwide using retail formats tailored to regional market characteristics and customer needs, including equity stores, franchise outlets, voluntary chain stores, and authorized dealers. Alongside this, we are working to further enhance customer experience value during product use by enabling leaders from our global retail operations to share best practices and successful initiatives from their respective regions.

■ Strengthening Equity Retail Operations in the U.S.

In the U.S., the Firestone Complete Auto Care equity retail network of around 2,200 stores marks its 100th anniversary in 2026. We continue to develop and expand this network in conjunction with efforts to reinforce the Firestone brand and enhance product competitiveness. As part of this, we are also developing a new format that will enable us to capitalize on digital technologies to create new customer experiences while enhancing both the productivity and creativity of retail sales operations.



Since 1900

Digitalization of Vehicle Inspections to Create Social Value and Customer Value



BSRO Team Members



Vehicle inspection tablet training

At Bridgestone Retail Operations, our Digital Vehicle Inspection initiative is designed to amplify value during the customer use phase by building trust, transparency, and long-term relationships. By digitally connecting technicians, service advisors, and customers, we help drivers clearly understand their vehicle's condition and

make confident, informed decisions. Our aspiration is to continue evolving inspections into a seamless, data-driven solution that improves safety, efficiency, and customer experience at scale. Along the way, we have navigated challenges such as change management, technology adoption, and maintaining consistency across thousands of teammates. Overcoming these barriers as one team has strengthened our execution and reinforced the power of solution-focused business innovation.

■ Improving Service Quality across Retail Operations in Japan

Our focus in Japan is on cultivating talent capable of providing optimal service solutions to customers while also continually upgrading the quality of such solutions. An example of these initiatives is the Customer Service Grand Prix, an annual event we organize for staff working at our Tire Kan and Cockpit passenger car tire chains in Japan to compete in solving customer pain-points, handling requests, and making product and service suggestions. Started in 1996, the event is designed to develop the retail staff primarily engaged with customers in stores, and held its 24th event in 2025. Under the theme of strengthening sales capabilities as a tire specialty retailer to meet diverse customer needs, top-performing staff compete in customer service and proposal skills to enhance customer lifetime value (LTV). Through mutual learning and the sharing of best practices, the program raises service quality across the entire retail chain.



Developing Commercial B2B Solutions

Bridgestone E8 Commitment Energy Ecology Efficiency Extension Economy

Our commercial B2B solutions are helping to drive value creation in terms of both business and sustainability.

Creating Value Linking Business and Sustainability

In commercial B2B solutions, based on Bridgestone's strengths in the areas of product competitiveness and on-site service capabilities, we are capitalizing on digital technologies to offer safer, more efficient ways of using and maintaining tires. Besides increasing the safety and productivity of customer operations, this is contributing to sustainability by reducing the number of tires used and lowering CO₂ emissions, among other benefits.

One major initiative in this area is the ongoing reinforcement of our retread business model for aviation, as well as truck and bus solutions, which helps customers reduce operating costs while improving resource productivity. We are also supporting safety and peace of mind by proposing optimal driving and operating routes (shortest routes, avoidance of traffic congestion, reduction of stop and go frequency, etc.), centered on truck and bus mobility solutions. These initiatives are also helping to reduce the generation of Tire and Road Wear Particles (TRWP), one of the global management risks we have identified.

Truck and Bus Solutions

In truck and bus solutions, we seek to provide an optimized balance of replacement tires with retread and maintenance services to enable customers to use tires safer, longer, better, and more efficiently. Besides improving safety and productivity, this contributes to reductions in overall costs for customers. Moreover, building on our acquisitions of Europe-based Webfleet Solutions in 2019 and North America-based Azuga in 2021, we are offering fleet operation optimization and other mobility solutions across both regions.

■ Initiatives to Reinforce Solutions (Japan)

In Japan, we are extending the rollout of Tire Solution™, a support service that helps transportation companies address a range of management issues based on the optimal customization of new tires, retread, and service in line with customer needs.

We are also reinforcing talent development to help promote these solutions. In April 2026, we established a new training facility, the B-Solution Learning Center, in Kodaira, Tokyo to focus on areas such as improving tire maintenance technology and solutions proposal capabilities.

Personnel training at this facility will focus initially on the development of staff capabilities in the areas of: (1) providing safe, reliable, and efficient tire maintenance services under a variety of conditions; and (2) leveraging digital technology to devise and propose solutions to support the creation of customer value, primarily in the passenger car product category.

Besides facilities and machinery compatible with a range of vehicles, the training center is equipped with advanced labor-saving equipment, allowing training conditions to be as practical as possible. This helps staff gain the practical skills needed to ensure customer safety and peace of mind from the ground up while also honing better value creation capabilities.

Tire Solution



Opening ceremony for B-Solution Learning Center



Work using labor-saving equipment

Create Good Business

Mining Solutions

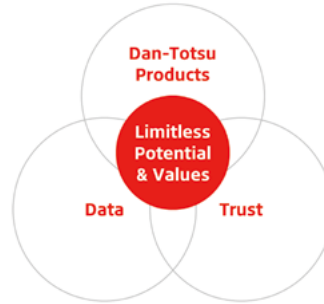
Mining solutions support social infrastructure by offering solutions to the various pain points faced by mining operations around the world. In this context, with our "MOVE MORE WITH LESS," we are driving our business forward with the aim of providing new value to customers and to society.



MOVE MORE WITH LESS

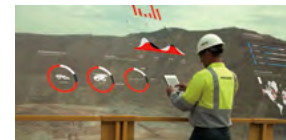
More safety and reliability with less unexpected downtime.
More efficiency with less operational cost.
More productivity with less resource consumption.
And with every step forward, we work to minimize our environmental footprint and create a positive impact on society.
Together, we transform today's challenges into tomorrow's possibilities, and turn those possibilities into reality—so we can move more with less.

Bridgestone is rolling out its mining solutions under the name of "Smart On-site," building on the strong trust we have built with customers through our "real" (physical) capabilities, including our attractive and competitive products and customer-engaged field engineering services. By analyzing and combining data obtained from our Bridgestone iTrack, next-generation tire monitoring system for mining vehicles (tire temperature and pressure, vehicle location information, driving speeds, etc.), and data shared by customers on vehicles and vehicle operation, we are supporting sustainable operations tailored to the needs of each mine.



AMPLIFY VALUE

We are amplifying the value of our attractive and competitive products and the trust we build with our customers, as well as the value of our data, to improve safety, reliability, economic efficiency, and productivity while preventing unexpected downtimes in mining operations and reducing costs and resource consumption. We are also helping to reduce environmental impact and achieve sustainable mining operations, aiming to "MOVE MORE WITH LESS."



Evolving Mining Solutions with Close On-site Collaboration

We have evolved our mining solutions by understanding the true challenges that are unique to each mining site. Because mining operations and environments for tire usage vary significantly from mine to mine, our teams repeatedly visit sites, engaging in close communication with customers to grasp conditions on the ground. Drawing on these insights, we combine tire technology with data analysis to address customer pain points, such as extending tire life and reducing vehicle downtime. By combining products and solutions, we create value across the value chain. Going forward, we will continue to evolve as "one team," supporting mining sites worldwide to make it possible to "MOVE MORE WITH LESS."



Team members of mining solutions

Aviation Solutions

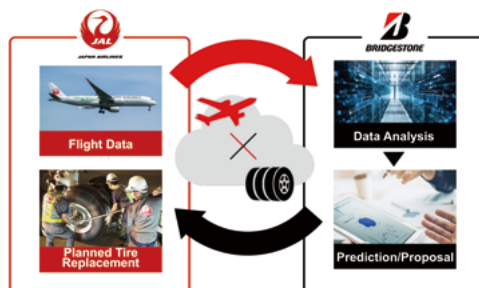
With safety and peace of mind as a top priority, aircraft tires are required to ensure the takeoff and landing from the ground up under harsh conditions, including heavy loads, high speeds, and temperatures ranging widely from high to low.



By maximizing value per tire by means of multiple retreads combined with services such as advising on how to use up the tire, based on the high durability and reliable quality of our products, our aviation solutions aim to maximize the productivity and economic value of airline operations while also contributing to better resource productivity and other aspects of sustainability. In addition, we contribute to our customer maintenance plans by utilizing the operational data of aircraft shared by customer airlines to offer customers predictions about when to change tires. For example, by combining the flight data and aircraft-related expertise of Japan Airlines (JAL) with Bridgestone's tire wear prediction technology and expertise, we have made it possible to predict tire replacement timing with a high degree of accuracy. This has enabled the airline to initiate scheduled tire replacements, achieving improved efficiency in tire replacement operations and lower, more consistent tire and wheel inventories, and has contributed to reducing CO₂ emissions in the tire production and use processes. It is also contributing to reforming the workstyles of maintenance staff by reducing unscheduled overtime while

improving the quality of operations through the expansion of preventive maintenance.

Cebu Pacific Air has also adopted the use of "easytrack," a system for individual tire management developed by Bridgestone, using serial numbers to manage each individual tire, which is essential to the safe operation of aircraft with peace of mind. This system replaces previous manual methods that used visual checks and paper-based processes. The introduction of "easytrack" reduces the workload required for the individual tire identification that is unique to aircraft tires and avoids human error, enabling the consistent management of individual tires through the process of production, delivery, use, and return, thereby making inventory management more efficient and more effective. After verifying the benefits of "easytrack" for a certain period, we found it reduced the time required for tire inventory management by about 50% and achieved 100% accuracy in terms of inventory management data. We aim to contribute to the continued development of this sector based on the data-driven creation of new value.



Co-creation project team with Cebu Pacific Air

Visualizing Tire Tracking Ensures Flight Safety and Generates New Value

In aircraft tire management, accurate and instant tracking of each tire from manufacturing to operation is essential to secure high security, traditional paper-based and manual methods posed challenges in preventing human error and reducing workload. Through thorough interviews with Cebu Pacific Air, from field staff to executives, we analyzed operational realities and latent issues. As a solution, we introduced the "easytrack" system, enabling 100% inventory accuracy and real-time management via two-dimensional code and smartphones, surpassing all operational KPI targets. Moving forward, we aim to expand and evolve this service under the shared value of ensuring both safe operations and improved efficiency with our customers, thereby contributing to the aviation industry and society.

Brand Building through Motorsports

Bridgestone E8 Commitment Emotion

Strengthening brand power is an essential element in Bridgestone's growth as we approach our 100th anniversary. We are pursuing initiatives to enhance our global brand value, centered on the motorsports activities that lie at the heart of our origins as a tire manufacturer.

■ Promotion of Motorsports Activities

Under the Bridgestone brand, we support a wide range of motorsports in Japan and around the world—from top-tier categories to participatory races involving amateur drivers—through our product brands "POTENZA" for four-wheel racing and "BATTLAX" for two-wheel racing. Placing priority on the safety and peace of mind of drivers, grounded in the fundamental principle that "tires carry life," we are contributing to the development of motorsports culture by supplying tires refined in real-world racing environments. Moreover, we position our motorsports activities as a "mobile laboratory," applying technology tested under extreme racing conditions to drive the evolution of our replacement tires and help strengthen brand power.

In four-wheel racing, we supplied tires to the Super GT series, the single most popular motorsports category in Japan. Teams equipped with Bridgestone tires were championship winners in 2025. In the U.S., Firestone was the sole tire supplier for the INDY CAR® SERIES.

■ Pursuing Further Brand Evolution

Motorsports activities are not the only way we seek to enhance brand value: Guided by the fundamental principle that "tires carry life," we are engaged in creating value in various ways, based on the concept of continuing to support mobility and lifestyles with safety and peace of mind for society and customers. Leveraging the advanced technologies and product quality we have cultivated to date, we further refine our technologies through the development of tires for

extreme environments, such as motorsports and lunar exploration, and apply the value and insights gained through these efforts across our corporate activities. Our aim is to drive the evolution of the brand by continually creating value in socially relevant ways together with our teammates, customers, and other stakeholders.

Pursuing Activities that Will Be Essential for Bridgestone

Considered the ultimate team sport, motorsports involve not only drivers and mechanics but also an array of team members working together towards the same goal. We support the teams and drivers who race using our tires to ensure their safety and peace of mind, refining our products and services and helping to build up the fan base through the shared pursuit of victory. In addition, in this "mobile laboratory," we are working as one team with people from various areas of the value chain to take on groundbreaking challenges, striving to be a driver of Bridgestone's transformation. By creating sustainable motorsports activities that will be essential for Bridgestone, we will help enhance our brand value around the world.



Motorsports team (Operation & Development)



■ Sustainable Motorsports Activities: Bridgestone World Solar Challenge

The Bridgestone World Solar Challenge (BWSC) is the world's foremost solar car event. Lasting around five days, this event held every other year involves solar power-driven cars racing on an approximately 3,000-kilometer (1,860-mile) course spanning the continent of Australia. We have supported the event since 2013 as title sponsor and tire supplier as part of our efforts to help realize a sustainable mobility society while supporting the development of the next generation of talent. Approximately 40 teams made up of various members, including many students from universities worldwide, participated in the 2025 BWSC, held in August 2025.



Solar car team from Japan's Tokai University

We co-hosted the post-race 2025 BWSC Partners Reception in November 2025 in conjunction with the Australian Embassy in Tokyo. Attended by embassy officials, BWSC team participants, and partner companies, this event celebrated the success of the 2025 BWSC and served as a valuable PR opportunity to highlight how the BWSC is supporting efforts to realize a more sustainable society.



2025 BWSC Partners Reception

■ Initiatives at 2025 BWSC

For the first time ever, we used recovered carbon black and recycled steel developed and produced through co-creation with partners in the tires we supplied to the solar cars racing in the BWSC, which offered a recycled*¹ and renewable*² materials ratio of over 65%. In addition, we made further progress in our sustainability initiatives across the value chain for tires supplied to the BWSC, including using fewer tires for the event, using more low-carbon transport, and post-use recycling. Going forward, we plan to deepen our co-creation efforts with various partners centered on motorsports activities.

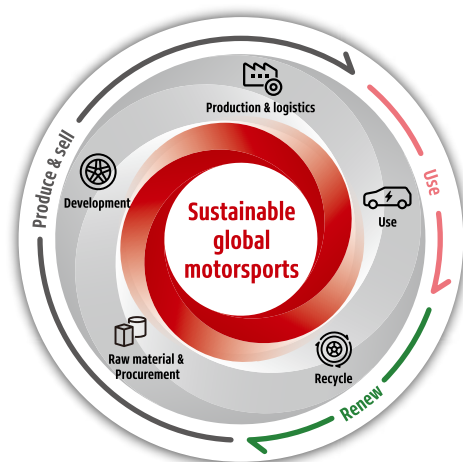
These activities will also link to the ABB FIA Formula E World Championship, for which Bridgestone has been selected as sole tire supplier from the 2026–2027 season.

*1 Materials manufactured by reprocessing recovered (recycled) raw materials and used in finished products or components. (Based on the definition in ISO 14021:2016)

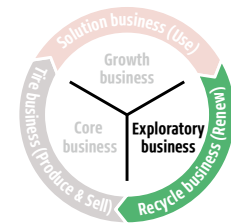
*2 Materials made from biologically derived biomass that are continuously replenished (bio-derived materials). The replenishment rate must be greater than or equal to the depletion rate. (Based on the definition in ISO 14021:2016)



Solar cars used in the BWSC



Create New Business Sowing Good Seeds for the Future



Exploratory Business: Recycling

Bridgestone E8 Commitment **Ecology**

Sustainability Business Model

In addition to producing, selling, and using products, we are advancing the development and commercialization of chemical recycling technologies that “renew” tires to raw materials. Positioning this as a seed for the future, we are pursuing it as an exploratory business based on co-creation with partners.

Having decided to construct a pilot demonstration plant for the precise pyrolysis of end-of-life tires on the grounds of our Seki Plant in Seki City in Japan’s Gifu Prefecture in January 2025, Bridgestone subsequently held a groundbreaking ceremony the following October. The plant is scheduled to start operation in 2027. This marks the start of an effort to realize the social implementation of chemical recycling technology that enables the recovery of tire-derived oil and recovered carbon black through the precise pyrolysis of end-of-life tires and their renewal to raw materials for tires. The pilot plant under construction will carry out technological trials related to establishing and optimizing the precise pyrolysis process. The plant implements basic precise pyrolysis technology obtained from test units installed at Bridgestone Innovation Park in 2023. Our aim for the plant is to gain knowledge of the process design and quality control necessary for stable operation, and to establish scalable technology for the mass production of tire-derived oil and recovered carbon black. In addition to technology development efforts, we will seek to build up expertise in plant operation and cultivate talent who can support the realization of chemical recycling.

After the precise pyrolysis of the end-of-life tires, we co-created with partners to renew*¹ them to high-quality

synthetic rubber*² and carbon black. We announced the resulting closed-loop recycling concept tire, the world’s first*³ successful case of reusing these raw materials obtained in this way to create new tires, at the Japan Mobility Show 2025.

This initiative is a project supported by the Green Innovation Fund of the New Energy and Industrial Technology Development Organization (NEDO).

Bridgestone is also engaged in the EVERTIRE INITIATIVE, a project aimed at commercializing a recycling business that renews end-of-life tires as valuable resources for rubber and other raw materials through co-creation with partners. The project is a call for co-creation, animated by a desire to bring about a society where the value of tires continues to circulate. Through such co-creation activities with a range of partners, we are targeting the early social implementation of closed-loop tire recycling.



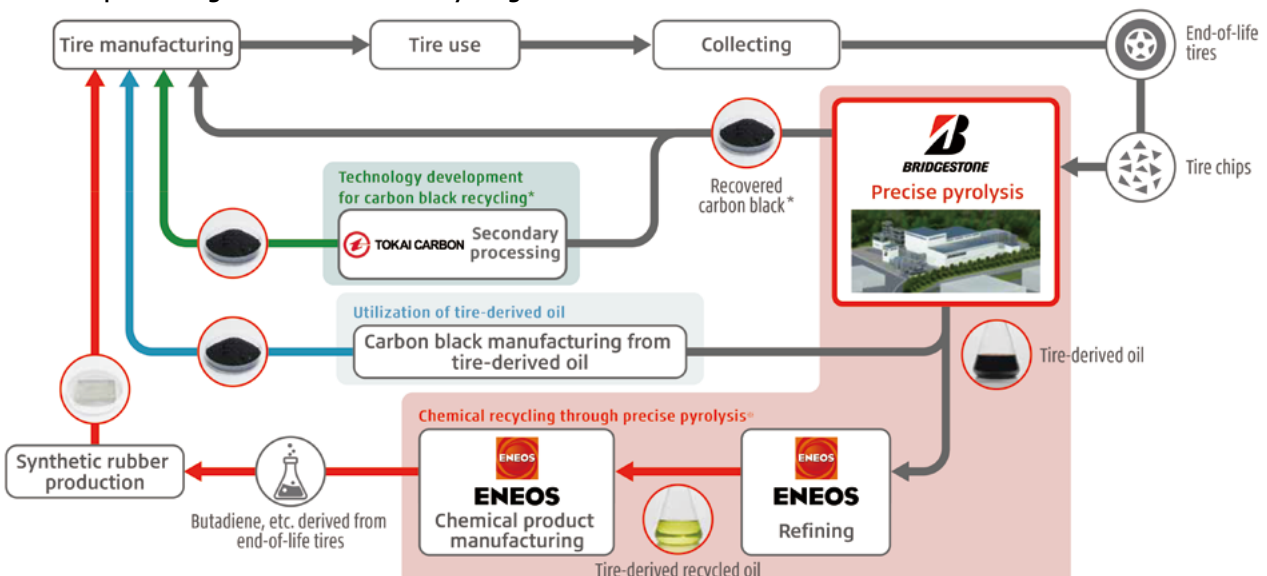
Closed-loop recycling concept tire

*¹ This result was obtained as a result of work commissioned by and projects subsidized by NEDO.

*² Synthetic rubber that partially uses butadiene from tire-derived oil.

*³ Bridgestone research

● Conceptual diagram of chemical recycling that “renews” end-of-life tires to raw materials



* This achievement is based on results obtained from a project commissioned and subsidized by the New Energy and Industrial Technology Development Organization (NEDO).

Exploratory Business: AirFree™ / Tires for Lunar Rovers

Bridgestone E8 Commitment Extension Empowerment

AirFree

In our exploratory businesses, we start by providing social value with sustainability at the core. As one of these exploratory businesses, we are engaged in the development and social implementation of next-generation AirFree tires, which require no air filling, and we are promoting the exploration of business models that contribute to local communities, based on co-creation with external partners.

AirFree uses a spoke structure made of recyclable thermoplastic resin instead of air to support vehicle load, preventing failures caused by punctures while contributing to improving resource productivity and maintenance efficiency. Furthermore, the spokes are designed with "Empowering Blue," a color to maximize visibility even at twilight, empowering mobility with safety and peace of mind.

Leveraging these attributes, we started demonstration experiments on public roads through collaboration with local governments, equipping Green Slow Mobility vehicles with the tires. Green Slow Mobility is gaining attention in Japan as a solution to regional transportation challenges, including population aging, rural depopulation, and labor

shortages. We will continue to steadily expand initiatives for the social implementation of AirFree through co-creation with local governments.



AirFree™

Next-Generation Tire that Does Not Need Air Filling

● Co-creation with local governments

Higashiomi City
(Shiga Prefecture)



Okueigenji Keiryu Car: Autonomous driving utility vehicle-type Green Slow Mobility

Toyama City
(Toyama Prefecture)



Boule Baas: Bus-type Green Slow Mobility

Kurume City
(Fukuoka Prefecture)



Utility vehicle-type Green Slow Mobility

Suginami Ward
(Tokyo Metropolis)



Autonomous driving utility vehicle-type Green Slow Mobility

Lunar Rover Tires

We are also leveraging the technology cultivated through AirFree in the research and development of lunar rover tires. Bridgestone, which has supported the evolution of various kinds of mobility from the ground up with deep knowledge of roads around the world, is now expanding its horizons to a new and extreme frontier for human activity exploring the "roads" on the moon. Driven by our commitment to continuously support the mobility of people and goods with safety and peace of mind, we will also support the evolution of space mobility from the ground up. Our current plan is to pursue co-creation in technology development with the goal of seeing a variety of lunar rovers equipped with Bridgestone tires operating on the Moon after 2031, the year of our 100th anniversary.



Concept model of a lunar rover tire using AirFree technology



An unmanned vehicle equipped with scientific research equipment from Astrobotic Technology
* Bridgestone has been collaborating on the development of lunar rover tires since 2024

Diversified Products Business

Bridgestone E8 Commitment Extension Empowerment

Bridgestone's diversified products business will continue to support social infrastructure by delivering safety and peace of mind, fulfillment, and joy to people's lives with high-quality products and services in areas where Bridgestone's core competences can be fully leveraged.

Chemical and Industrial Products

● Hydraulic hoses



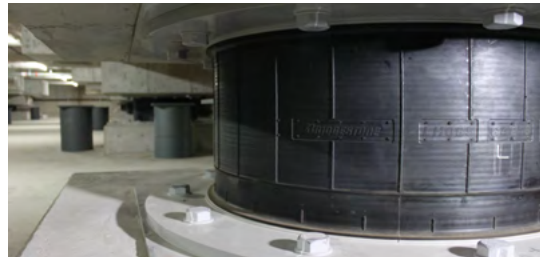
We support a wide range of hydraulic equipment in construction, industrial, and agricultural machinery, and will continue to contribute to value creation based on our business model of produce and sell, and use products.

● Rubber track



As a pioneer in this industry, we will continue to evolve into a sustainable business by providing products and services that enhance customer value, supporting the agriculture and construction sectors from the ground up, and contributing to society.

● Seismic isolation



Leveraging our rubber material development capabilities and advanced evaluation and analysis capabilities, we will continue to be a business that protects lives and social infrastructure.

● Plastic piping



Through our resinification technology, we aim to achieve both a sustainable global environment and the provision of a comfortable, safe, and secure living environment for people.

Diversified Products

● Sports (golf)



By providing high-performance products and services born from contact science, we remain committed to helping golfers achieve their best performance.

● Air spring (In the U.S.)



By providing high-quality air springs, we support safe, secure, and comfortable mobility, from the ground up.

● Cycles



We will continue to provide attractive products that ensure our customers' safety and peace of mind, and contribute to the advancement of mobility with a focus on road safety.