

Overview of the Bridgestone Group

Bridgestone's Business Portfolio

Bridgestone's business portfolio consists of four areas: the tire business as a core business, the solutions business as a growth business, the exploratory business as a business sowing new seeds, and the diversified products business. By leveraging Bridgestone's strengths and undertaking each business tailored to its unique characteristics, we are strengthening our business portfolio.

Tire Business

Core business

Produce and sell products

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



Solutions Business

Growth business

Amplify the value of products during customer use

- Commercial B2B solutions
 - Mining solutions
 - Aviation solutions
 - Truck and bus solutions
- Retail and service solutions

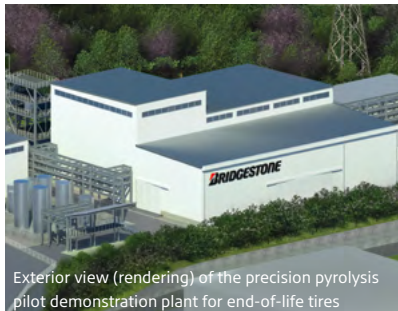


Exploratory Business

—Sowing new seeds

Providing social value with sustainability at the core

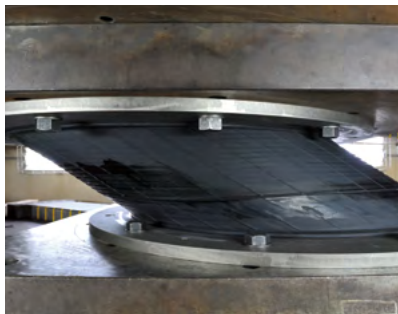
- Recycle: Renew tires to raw materials
- AirFree™
- Lunar rover tires
- Soft-robotics, etc.



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, 2025)

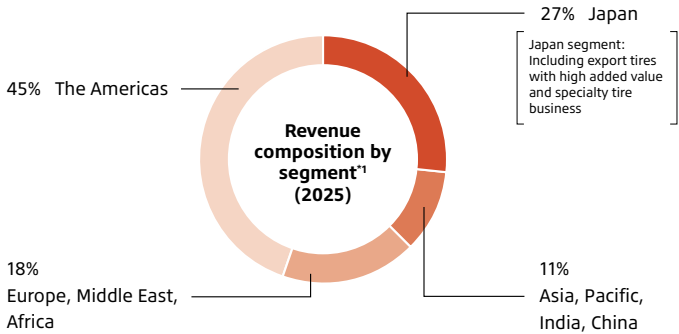
Bridgestone has approximately 120 manufacturing plants and R&D facilities worldwide, with operations in more than 150 countries and regions.



2025 Performance

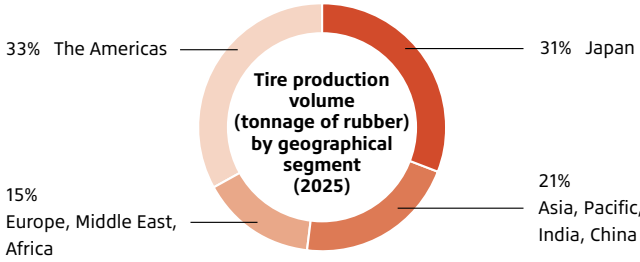
Revenue

4,429.5 billion JPY



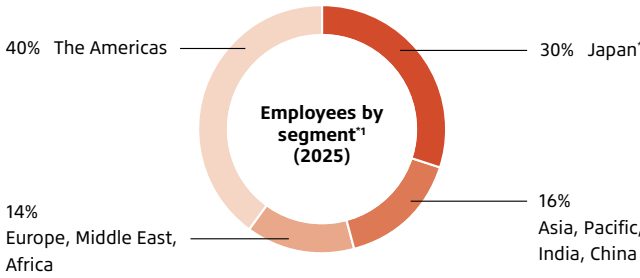
Tire Production Volume (tonnage of rubber)

1.46 million tons



Consolidated Employees

115,716 people



¹ Regional categories of revenue and employees are in accordance with the segment in the Annual Securities Report.
² Employees in the Japan segment includes "Japan," "Other," and "Company-wide (common)" segments as presented in the Annual Securities Report.

Mission, the Bridgestone Essence (Corporate Philosophy), Vision, and Corporate Commitment

Mission

Serving Society with Superior Quality

Bridgestone's mission, established in 1968, is "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 has been passed down as Bridgestone's mission to this day. To fulfill this mission, we have defined a foundation of four values that all teammates should keep in mind at all times. Together with this foundation, our corporate philosophy expresses the shared values that guide every teammate worldwide in their actions—values intended to make the corporate culture and diversity we have built up to date a driver of further growth.

Foundation

"Seijitsu-Kyocho" (Integrity and Teamwork)

Seijitsu-Kyocho is about adhering to principles of good faith as we carry out our work, in the way we treat others, and as we participate in and engage with society. It is about producing positive outcomes by respecting a diversity of skills, values, experiences, genders, and races and fostering teamwork.

"Shinshu-Dokuso" (Creative Pioneering)

Shinshu-Dokuso is about envisioning the future and proactively challenging ourselves to identify and develop

innovations that will further benefit society and respond to customer needs—from the customer's point of view. It is about unleashing creativity and innovation to develop new business domains and creating demand for new and beneficial products through our own unique methods.

"Genbutsu-Genba" (Decision-Making Based on Verified, On-Site Observations)

Genbutsu-Genba is about taking the time to go on-site and personally verify the facts, then using those observations to make informed decisions. It is about not being satisfied with the current situation, and making informed decisions that will lead us ever closer to ideal products and solutions.

"Jukuryo-Danko" (Decisive Action after Thorough Planning)

Jukuryo-Danko is about investigating all options and the full range of possibilities, giving careful thought as to how to execute the decided course of action. It is about identifying what is necessary and deciding on a vision. And once a decision and course of action is determined, it is about moving forward with a sense of urgency.

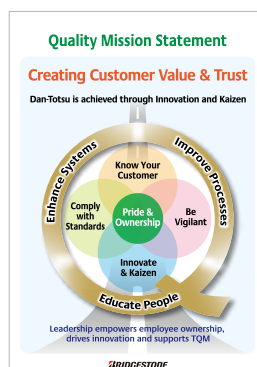
We have also established a Safety Mission Statement that embodies "Safety First, Always," a Quality Mission Statement, and an Environmental Mission Statement and incorporated these into our Bridgestone Essence Framework as the foundation for all of our activities.

(Safety: P34; Quality: P35; Environment: P54–61)

● The Bridgestone Essence Framework



Absolute foundation



Creating customer value
Establishing competitive advantage



Creating social value

Under the Bridgestone Essence Framework, we set out a vision of becoming a “Sustainable Solutions Company” in 2020 and have since pursued initiatives to enhance sustainability for both society and the Company. In addition, we established the Bridgestone E8 Commitment—a corporate commitment that embodies this vision through the Bridgestone way of value creation—and are making steady progress toward sustainable growth.

Vision

Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company



Bridgestone E8 Commitment to Our Future

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

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

Our Growth Story

1931 Our founding

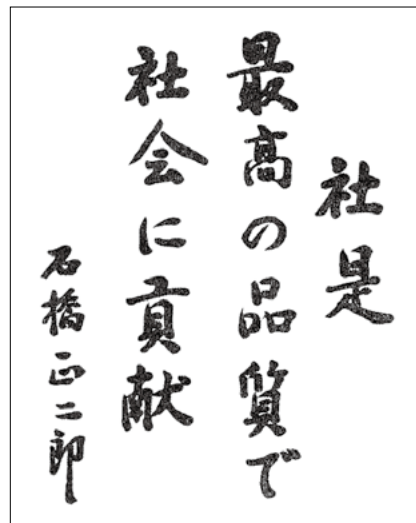
Bridgestone was founded in Kurume City in Japan's Fukuoka Prefecture in 1931. While supporting Japan's motorization from the ground up, with our sights set on overseas expansion from the outset, we chose "Bridgestone" as the company name and trademark—the founder's name (Ishibashi, which means "stone bridge" in English) was translated and reversed to ensure better product image and marketability overseas. The year after its founding, Bridgestone launched exports to Asia and steadily expanded its business overseas.



Birth of Bridgestone's first tire

1968 Mission established

As the business grew, Bridgestone sought to modernize its management and total quality management initiatives from the late 1950s through the 1960s. These quality initiatives, known collectively as the "Deming Plan," continue to this day (P32). In 1968, Bridgestone received the Deming Application Prize, which is awarded to companies demonstrating distinguished quality control—a first for the tire industry. That same year, we established the mission of "Serving Society with Superior Quality."



Mission: "Serving Society with Superior Quality"



Distributor in Batavia (now Jakarta)



Receiving the Deming Application Prize

1988 Merger with Firestone

In 1988, with a view to expanding in earnest into the Americas and Europe, Bridgestone merged with Firestone, at the time the second-largest tire manufacturer in the U.S. At 2.6 billion USD, this was the largest overseas acquisition by a Japanese company at the time. The merger made Bridgestone one of the top three tire manufacturers in the world by global market share. Through the integration with Firestone, Bridgestone expanded its business base worldwide.

2000s Expansion of solutions business and the pursuit of innovation

Throughout the 2000s, Bridgestone pursued the expansion of its solutions business, aiming to create value during customer use of its products. As part of this effort, Bridgestone acquired Bandag—a leading U.S.-based retread* company—in 2007, and Webfleet Solutions, Europe's leading digital fleet solutions provider, in 2019. Through these initiatives, Bridgestone has expanded its domain of new value creation, with tires as the starting point.

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

In 2022, Bridgestone reformed its R&D base in Kodaïra, Tokyo, to accelerate innovation for future growth. The site was relaunched as Bridgestone Innovation Park, a hub for creating new value through co-creation with partners.

Firestone

Our Origins as a Tire Manufacturer: Bridgestone Motorsports

Bridgestone has been involved in motorsports activities for more than 60 years, starting with the first Japan Grand Prix in 1963. The biggest milestone in that history was our entry into Formula 1® in 1997, which has played a major role in raising the global profile of the Bridgestone brand and sharpening our technology under the extreme conditions at the pinnacle of motorsports. Our passion for motorsports endures to this day. In 1995, we also returned to the traditional American race, the INDYCAR® SERIES under the Firestone brand, and continue to serve as the sole tire supplier for that race. Through motorsports activities like these worldwide, we strive to enhance our technology and strengthen our brand.

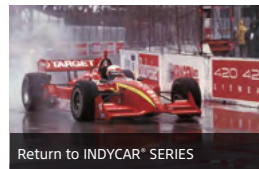
1960s



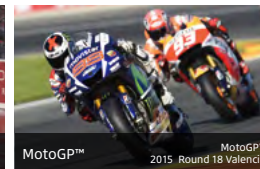
1980s



1995-



2002-2015



1970s



1990s



1997-2010
Participation in
an FIA World Championship