

Realization of Mid-Long Term Business Strategy with Sustainability at the Core Growth Business

Global expansion of the solutions business

The solutions business, which the Bridgestone Group has identified as a growth business, amplifies value to customers when they use tires. It maximizes the value provided by the Group through coordination with its core tire business.

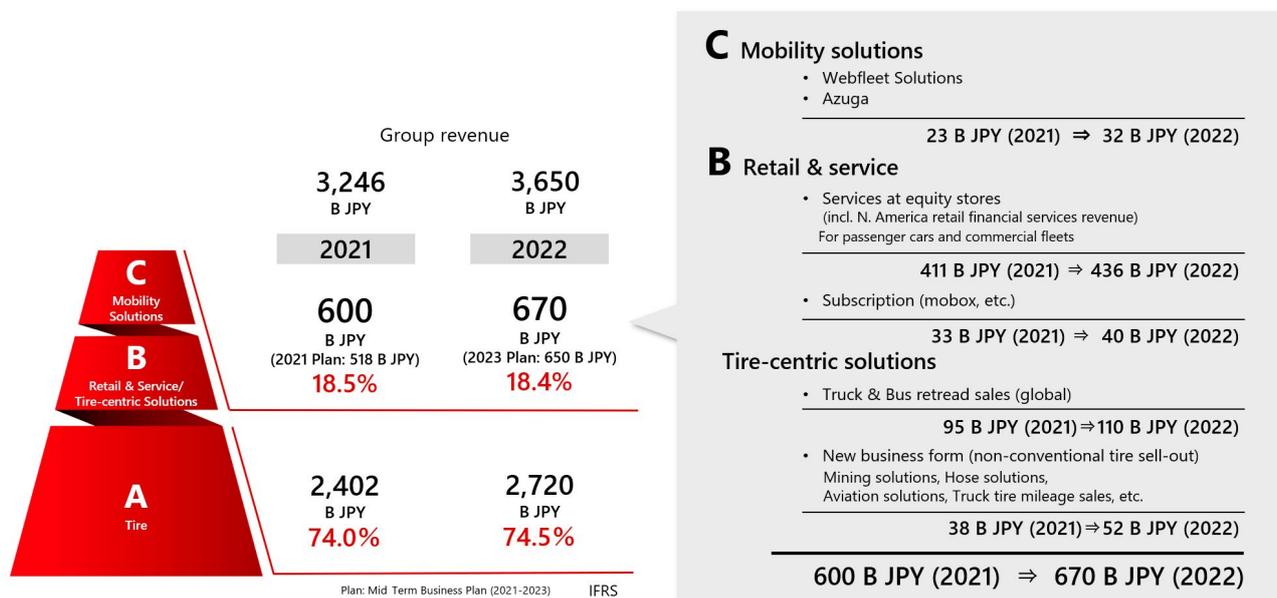
The Group promotes various global initiatives in three businesses: Tire-centric solutions, retail & service, and mobility solutions. By expanding the solutions business, the Group continues to accelerate its growth as a resilient business adaptable to change. In its Mid Term Business Plan (2021–2023), the Group aims to increase solutions business sales from approximately 18% of sales in 2021, to 20% or higher by 2023.

Expansion progress of major solutions

Bridgestone's major solutions business		Europe	Japan	Americas
Retail & service business 	Subscription (Package with tire + maintenance + service)			
	Mobile van service			
	Retail service (tire centric services + maintenance)			
	Retail financial services			
Tire-centric solutions   	Retread solutions (tire + retread + maintenance)			
	Mining solutions (expand to mines in AUS & Chile with Japan as CoE ²)	—		—
	Aviation solutions (expand to airlines globally with Japan as CoE)	—		—
Mobility solutions 	Fleet solutions			
	Digital data service			

¹ TPP: TOTAL PACKAGE PLAN, ² COE: CENTER OF EXCELLENCE, ³ SUP: SINGLE UNIT PRICE / CPL: COST PER LANDING

Continue expansion of the resilient business model



● **Expanding solutions combining real x digital**

With approximately 18,400 passenger car sites and 6,400 truck and bus sites¹ throughout the world, the Bridgestone Group’s Dan-Totsu Solution Network is the foundation of its solutions business. This network is a strong “real” based on the Group’s DNA that is being close to on-site and customers and understanding their pain point more than them. Combining the Group’s strong “real” with “digital,” which includes over 20 years of experience with digital fleet solutions in Europe, the Group is providing multiple solutions, including the management and provision of data related to vehicle operations.

Tire-centric solutions: Enhancing mining solutions

In tire-centric solutions, the Group will expand retread service for truck and bus and new solutions business (non-conventional tire sell-out), including mining and aviation solutions. The Group aims to support safe and efficient operations of customers and contribute to productivity improvement. Through these activities, the Group is also addressing sustainability issues such as CO₂ reductions and resource productivity improvements. By expanding tire-centric solutions, the Group strives to achieve its commitment for “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” and “Extension: Committed to nonstop mobility and innovation that keeps people and the world moving ahead” stated in the “Bridgestone E8 Commitment.”

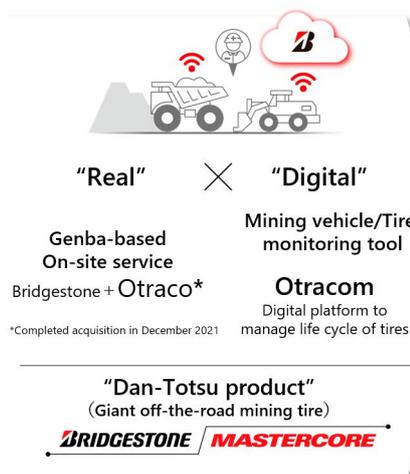
business centered on “real” such as the giant off-the-road mining tire “Bridgestone MASTERCORE” and also enhancing the mining solutions business combined with advanced “digital” which collects and analyzes the tire/vehicle data in real time.

The Group will leverage synergies from the 2021 acquisition of Otraco, a solutions provider engaged in mining vehicle tire services and management, to expand on-site service networks for mining customers, utilize digital tools for tire-lifecycle management, and manage mining customer tire inventory to optimize operating costs.

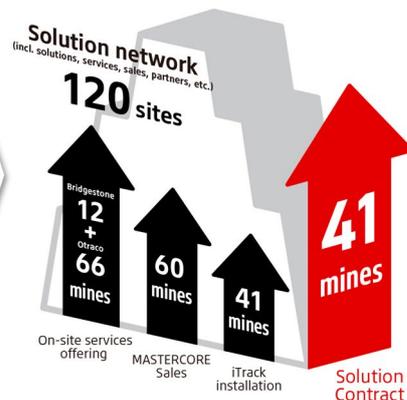
Having signed contracts with major mining companies for 41 mines as of February 2022, the Group is providing service that combines tires and solutions. Going forward, it will expand mining solutions and support mining operations.

For mining solutions which represent the Group’s Dan-Totsu Solution, the Group is promoting the growth of the tire

■ **Further reinforcement of foundation for solutions through strategic growth investment combining “real” x “digital” based on Dan-Totsu product “MasterCore”**



■ **Expansion of long-term contract which includes solutions** * As of February 2022.
 MASTERCORE fitment target: 83 mines



Based on MasterCore, propose and realize solutions which can lead to productivity improvement and cost optimization at customers

- Propose a way to use tires (load/speed/pressure, etc.) customized to the operation of each mining vehicles
- Visualize the current tire inventory in mining company and propose the effective utilization of tires
- Predict the tire demand according to customers’ operation plan
Propose the efficient tire inventory plan and operation

¹ Number of stores (as of end of 2021): Equity stores/franchise/voluntary chains/special contract dealer

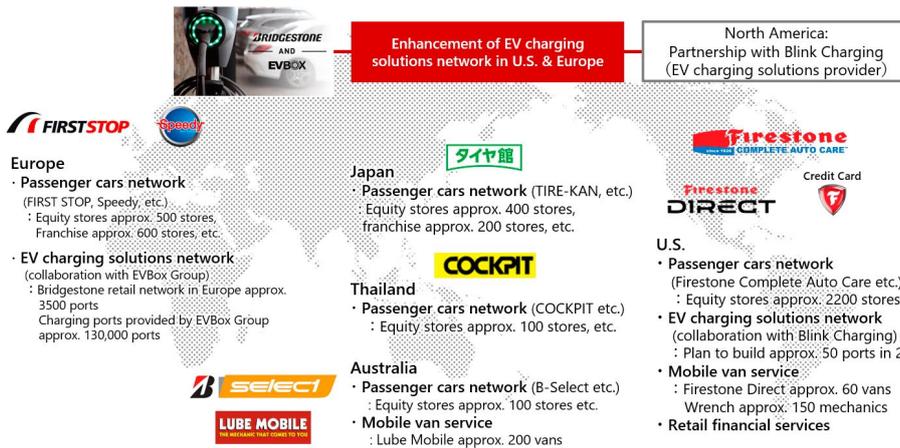
Retail & service: Reinforcing value proposition during the use of tires

Focusing on improving the user experience (UX), the Group will leverage its Dan-Totsu Solution Network to further expand services customized to each individual customer, including subscription models, mobile van services and an EV charging solutions network. These efforts will be promoted mainly in Europe, the United States, Australia, Japan and Thailand, where the Group has its strong retail networks. Through the efforts during the use of tires, such as contributing to the expansion of EVs, the Group will also focus on “Energy: Committed to the realization of a carbon neutral mobility society,” “Efficiency: Committed to maximizing productivity through the advancement of mobility” and “Extension: Committed to nonstop mobility and

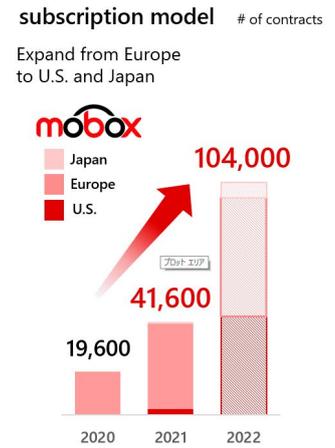
innovation that keeps people and the world moving ahead” as stated in the “Bridgestone E8 Commitment.”

The Group is expanding mobox in Europe, a subscription model that provides tire and vehicle maintenance according to customers’ conditions of use, and officially launched the service in Japan in April 2021. The Group is driving the expansion to North America and other regions and, in 2022, will increase the number of subscriptions to approximately 100,000 contracts, 2.5 times higher compared with 2021. The Group is also expanding its customized mobile van service that provides high-quality mobile maintenance services on-site to customers when vehicle breakdowns occur.

Reinforce retail & service



Expansion of subscription model



Enhancing EV charging networks

Having entered into a long-term partnership with [EVBox Group](#), leading providers of charging solutions for EVs, the Group will install approximately 3,500 new charging ports at BSEMIA retail and solution network bases over the next five years and expand EV charging infrastructure. Customers using EVs will have smooth access to these BSEMIA charging ports and more than 130,000 EVBox Group public charging ports via a common dedicated card or mobile app. In the United States, the Group also plans to install approximately 50 charging ports in 2022 by partnering with [Blink Charging](#), an EV charging solutions provider.

With the commencement of these partnerships, EV charging solutions will be added to the Group’s retail and solutions networks, enabling it to provide a wider range of service and solutions for EVs.



Mobility solutions: Accelerating global expansion through strategic growth investment

The Group is promoting the global expansion of mobility solutions centered on Webfleet Solutions, Europe's No.1 digital fleet solutions provider, through strategic growth investment. Through the expansion of mobility solutions, the Group will support safe and secure mobility for society and customers as it strives to achieve its commitment for "Efficiency: Committed to maximizing productivity through the advancement of mobility" stated in the "Bridgestone E8 Commitment."

In Europe, the Group integrated Webfleet Solutions, which contributes to the improvement of safety, productivity and economy for drivers and fleets through managing and providing various operations data, and other solutions businesses, establishing Bridgestone Mobility Solutions as an independent legal entity. The Group plans on increasing the number of subscription contracts from approximately 800,000 as of December 31, 2021, to approximately 850,000 in 2022.

The Group is also expanding mobility solutions and service enhancements in regions outside Europe. With the acquisition of U.S. based digital fleet solutions provider Azuga Holdings Inc. in 2021, the Group became connected to 1,000,000 vehicles mainly in the United States and Europe. Additionally, affiliated company Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. in Turkey has agreed to acquire Arvento, a digital fleet solutions provider developing fleet management systems in Turkey, the Middle East and other regions, and the Group is accelerating the expansion of mobility solutions.

Expanding its mobility solutions with the aim of establishing leading positions in each region, the Group will leverage experience and expertise gathered in Europe to establish global synergies for global expansion.

Expanding development of mobility solutions in North America

Founded in 2012, Azuga is a U.S. based digital fleet solutions provider with a state-of-the-art fleet operation management platform incorporating GPS tracking, telematics and driver behavior monitoring. It provides services to more than 6,000 fleets in the United States comprising approximately 200,000 subscribed vehicles.



The Group already provides fleets in North America with industry-leading tire-centric solutions that utilize cutting-edge tire technology and retreads. With the addition of Azuga, the Group will provide a wider range of customers with mobility solutions incorporating digital technologies, supporting safe and efficient customer operations and improved vehicle fuel efficiency. Additionally, the Group will utilize vehicle data obtained from Azuga's operation management platform to create synergies that include advanced tire-centric solutions, Dan-Totsu product development and expansion of the tire sales customer base. These expanded offerings will further create social and customer value including safety, a healthier environment, cost efficiency and productivity.

By also leveraging expertise and knowledge gained from the acquisition of Webfleet Solutions, the Group will begin to scale-up mobility solutions in North America.