



Bridgestone Innovation Park

From interaction with empathy to co-creation

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Bridgestone Innovation Park



Toward 2050, Bridgestone is evolving into a sustainable solutions company.

Born of our enduring Bridgestone values, this is our personal E8 Commitment to support the realization of a sustainable society.

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.

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.

Bridgestone 1.0 ~ Bridgestone 2.0



Contribution to motorization in Japan

The newest model plant in 60's, with the newest plant layout
Produce the best products with collaboration of plant and
tech center facing each other

Creation of a community with regional society and Bridgestone

Built Employee apartments, hospitals, wellness facilities,
donated elementary school

Contribution to the region's environment and teammate's health

Plant greenscapes around facilities and managed exhaust and
other emissions as well as noise and dust

Bridgestone 3.0 ~

Bridgestone Innovation Park

Vision of Kodaira-Tokyo Renovation

**Creating future value from Kodaira,
the birthplace of Bridgestone's technology**



B-Innovation

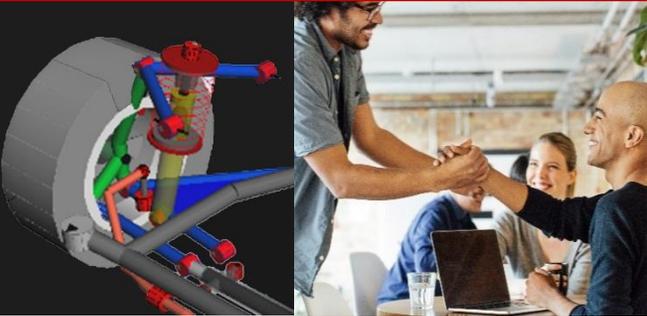
Bridgestone Innovation Park

B-Mobility

Bridgestone
Innovation
Gallery

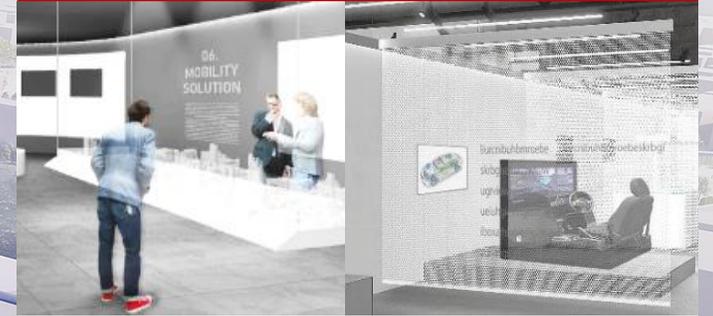
Global hub to generate new value through innovation
Begin from interaction with empathy toward Co-ideation, Co-R&D and Co-creation

Co-creation



Realize the value through Real X Digital activities with co-creation partners
Create new businesses

Interaction with empathy



Build mutual understanding from empathy
Explore seeds, ideas with various stakeholders

B-Innovation

Co-R&D



Research & develop utilizing expertise of Bridgestone and partners for value creation

Co-ideation



Exchange ideas about concept of technology and business model etc. and crystallize them



B-Mobility



B-Innovation



**Establish agile development which repeat the process "develop and test immediately"
by combining of Real (physical) X Digital
- Maximize innovative value generated from co-creation -**

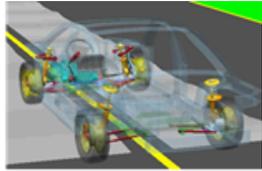
Innovation generated in Bridgestone Innovation Park

How Bridgestone accelerates innovation

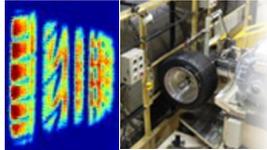
*ABW = Activity Based Working
*DX= Digital Transformation

Social value and customer value
(Quality, Technology, Sustainability)

Strong real (physical) & digital combination



Simulation and Algorithm



Measurement and analysis technologies

DX* evolution

DX for Bridgestone
DX for society & customers



ULTIMATEYE

Mastering rubber
Mastering road contact

Strong real



BRIDGESTONE MASTERCORE



ENLITEN

Innovation

Technology / Business model / Design

"Co-creation"

Dan-totsu products / Dan-totsu solutions

New workstyles (ABW*)



Bridgestone 3.0 journey

Accelerate innovation through co-creation with strong real & digital and new workstyles

New workstyles to generate innovation (Activity Based Working)

Transform culture that realizes both “each employee’s growth and happiness” and “growth of Bridgestone”

With partners, employees design various workstyles as they wish at anytime, in anywhere, with anybody



Co-working Space



Cafeteria



Open Innovation Hub



Lab. area



Rough Prototyping Studio



Focus space



Lounge



Co-creation Office



Lab. area



B-Mobility

Place for various workstyles

Fulfilling recharging space

Office for co-creation with external partners

Lab for co-R&D, Integrated R&D area

Develop and test immediately

Drive innovation by integrated transformation of both work places and workstyles

Co-creation with Bridgestone's global innovation sites



Digital Garage

Technical Center (Rome, Italy)

Core of technology innovation

Bridgestone Innovation Park

Technical Center (Kodaira, Tokyo, Japan)



Mobility Lab

Technical Center (Akron, OH, U.S.)



Drive Co-creation between innovation sites in each region,
from Bridgestone Innovation Park as a global hub

From interaction with empathy to co-creation

Framework of co-creation based on Bridgestone E8 Commitment

Corporate Commitment
Bridgestone E8 Commitment



Axis to drive management while
earning the trust of future generations

From interaction with empathy
to co-creation



"Co-creation"
mobilizing Bridgestone's core competencies



"Co-creation" carrying
the dreams of humankind

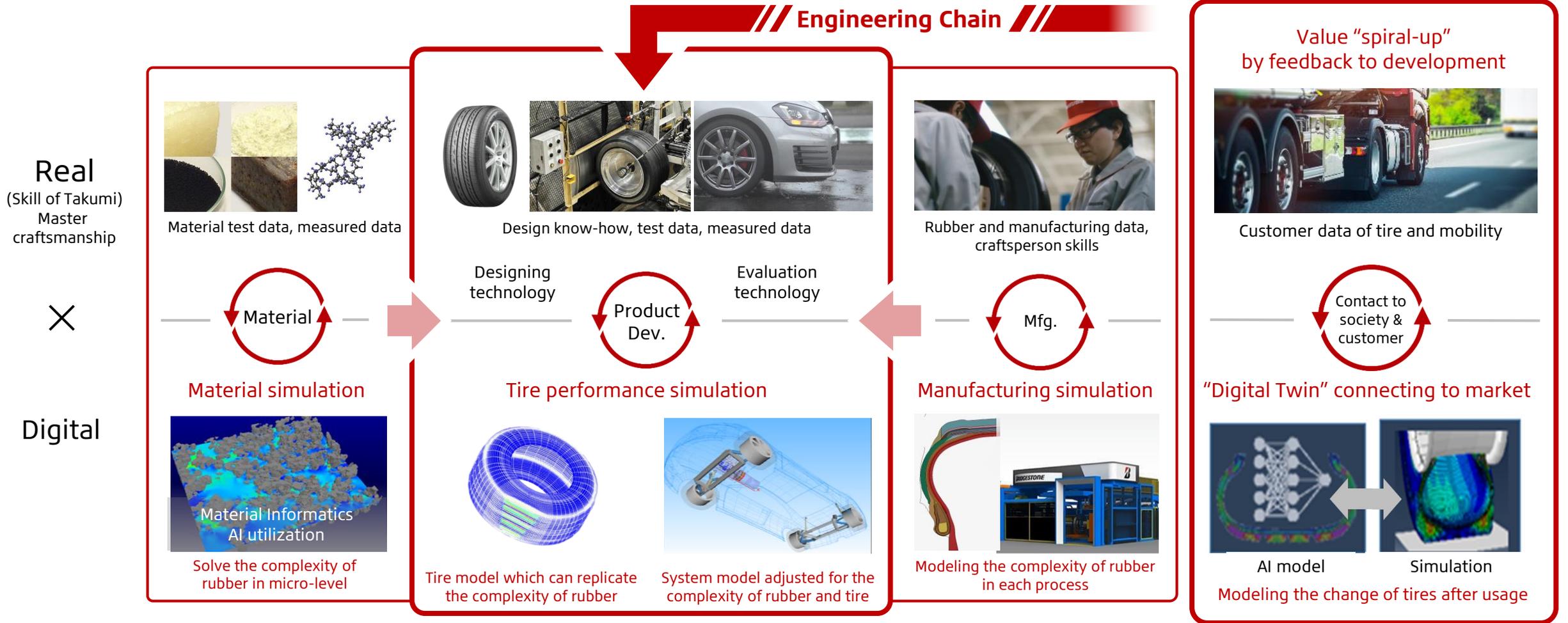


"Co-creation" with new teammates
in Bridgestone



"Co-creation"
in exploratory business

"Co-creation" mobilizing Bridgestone's core competencies



Create Dan-totsu products, Dan-totsu solutions by connecting across engineering chain & value chain, EtoE

“Co-creation” mobilizing Bridgestone’s core competencies - Tire business - : ENLITEN business strategy

“ENLITEN” : innovative tire technology optimal for EV fitment



Evolve into “business strategy” with technology, product and business model :
ENLITEN business strategy “a new premium for EV era”

ENLITEN
BUSINESS STRATEGY

The logo is positioned on the left side of a dark background. To the right of the logo is a close-up image of a Bridgestone ENLITEN tire, showing its tread pattern and the 'ENLITEN' branding on the sidewall.

Sustainability vs. business growth

Customization of tire performance vs.
productivity improvement & cost optimization
across value chain

Simultaneously create value
that can sometimes be contradictory

“Co-creation” with new teammates in Bridgestone : Global expansion of solutions business



Digital fleet solutions provider
(Acquired in 2019, @Europe)



Digital Garage

Bridgestone
Innovation Park



Digital fleet solutions provider
(Acquired in 2021, @U.S.)



Mobility Lab

Mining solutions
(iTrack solutions business,
acquired from Transense
Technology in 2021,
@Australia)



Mining vehicle tire solutions provider
(Acquired in 2021, @Australia)

“Co-creation” carrying the dreams of humankind : A moon exploration project with “team Japan*”

Extension

* team Japan : mainly consisted of the Japan Aerospace Exploration Agency (JAXA) and Toyota Motor Corporation (Toyota)

Carry the dreams of humankind on the harsh lunar surface as a member of “team Japan*”

- tires evolve with every new dream -

- Go Farther. Go Anywhere -



Rover for mobility on the lunar surface “Lunar cruiser”
(co-development by JAXA and Toyota in 2019 – 2021)



An unprecedented air-free tire with steel wool

"Co-creation" in exploratory business

Guayule business

"Plant to Produce Rubber" in arid zones
Explore toward commercialization

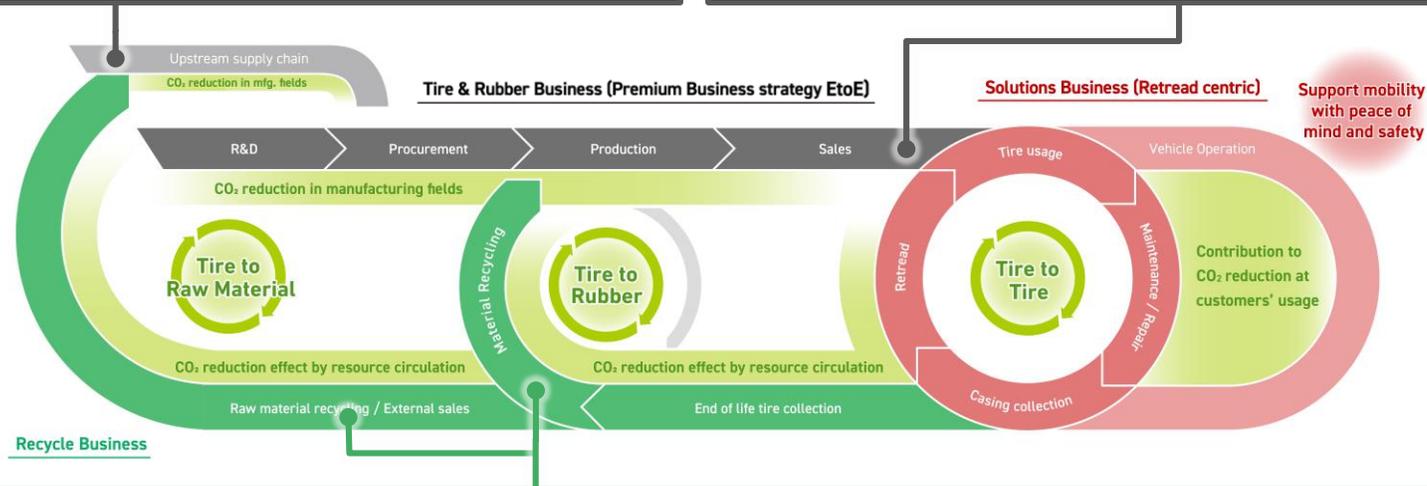
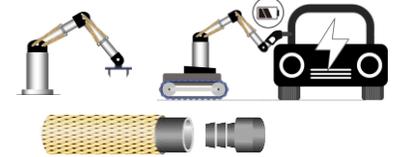
- Aim to commercialize in mainly U.S. in 2026 through co-creation with partners



Soft-robotics business

Explore Business model

- Leverage Bridgestone's core competencies "Mastery of rubber" and "Mastery of road contact"
- Continue to explore co-creation partners and aim for building business model



Recycle business

Tire to Rubber & Tire to Raw Material
Explore technology

From tire to oil and chemical products

- Aim to build recycle business with ensuring high-quality
- Co-create with partners and promote ecosystem building to build business model globally while leveraging each region's characteristics and strength



“Co-creation” in exploratory business : Soft-robotics business

Empowerment

Social / customer issues

- Declining birthrate & aging population
- Needs for contactless (COVID-19 impact)
- Work automation



“Support mobility & movement of people and
objects with safety & peace of mind”

**Pick things up “in the right way” - Soft-robotics business
- Support the lives of all individuals
through the power of rubber -**



Leverage in “Mastering rubber” “Mastering road contact”
Core technology : Rubber actuator (rubber artificial muscle)

Aim to establish business model based on co-creation

“Co-creation” in exploratory business : Recycle business

Energy

Ecology

- Toward the realization of **material circularity**, drive the commercialization of recycle which “renew” used tire to raw material with co-creation partners globally

Japan

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



“Contribute to the development of a low-carbon, recycling-oriented society”

The advanced rubber and polymer material design technologies (Core competence : Mastering rubber)

Co-creation

The crude oil refining technologies and foundational basic chemical product manufacturing technologies

Adopted as a part of "the Green Innovation Fund" of NEDO (※)

※NEDO : New Energy and Industrial Technology Development Organization

Conduct large-scale experiment till 2030 and aim for early commercialization, toward **the social implementation of "chemical recycling technologies for used tires"**

United states



LanzaTech

Aim to **“renew used tires to raw material such as PET, polyester yarn”**, to prevail sustainable resource further
In addition, explore opportunities to co-develop technology to renew used tire to raw material of new tires



Bridgestone's Recycle business

Used tire = "resource"

"Renew" tires to raw material

Create a society where tire value "circulates"

Preserving the environment for future generations through the recycling of tires

Together with you



Bridgestone
E8 Commitment
to Our Future



BRIDGESTONE
Solutions for your journey

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