2030 Long Term Strategic Aspiration
- Bridgestone 3.0 Journey -

Roadmap toward becoming a resilient “excellent” Bridgestone

August 31, 2022
Member of the Board
Global CEO and Representative Executive Officer
Shu Ishibashi
Today’s agenda

1. Bridgestone’s Mission, Vision and Corporate commitment

2. 2030 Long Term Strategic Aspiration - Bridgestone 3.0 Journey - Roadmap toward becoming a resilient “excellent” Bridgestone
Mission

Serving Society with Superior Quality
Bridgestone 3.0 Journey

Vision

2050

Bridgestone continues to provide social value and customer value as a sustainable solutions company.
2020
Bridgestone 3.0
Third Foundation

Announcement of Mid-Long Term Business Strategy
“Sustainability at the core of management & business”

2021

Corporate Transformation (CX):
Mid Term Business Plan (2021-2023): Return to a “strong” Bridgestone capable of adapting to change

“Tackle past negative legacies without delay”
“Focus on execution & delivering results for immediate issues”
“Lay foundations for future growth”

2022

Close to becoming a “strong” Bridgestone capable of adapting to change
Corporate commitment

Bridgestone E8 Commitment

Axis to drive management while earning the trust of future generations

8 Bridgestone-like vectors for transformation
2030 Long Term Strategic Aspiration  
- Bridgestone 3.0 Journey -  

1st step of “Third foundation” Bridgestone 3.0 toward Bridgestone’s 100th anniversary in 2031

Roadmap toward becoming a resilient “excellent” Bridgestone
Why is the “2030 Long Term Strategic Aspiration” required now?

“Turbulent change” in business environment, “Change becomes commonplace”
“Transform change to opportunity”

2030 Long Term Strategic Aspiration
Present “Roadmap toward becoming a resilient ‘excellent’ Bridgestone”

Establish management structure & practices in which the global management team ensures “unwavering management” following the roadmap, while also responding to change flexibly & agilely

- Clarify management strategy, direction of resource allocation and capital allocation toward 2030
- Engage new partners and create new value as a resilient “excellent” Bridgestone that is both robust and capable of transforming change to opportunity amidst change that is becoming more commonplace
- Even in turbulent times, the “mobility of people & objects” will not change
  Bridgestone will respond to change, and continue “supporting the mobility of people & objects”

Toward 2030, and Bridgestone’s 100th anniversary in 2031, accelerate transformation from a “strong” Bridgestone capable of adapting to change, to a resilient “excellent” Bridgestone
Enhance corporate value as a resilient “excellent” Bridgestone by creating and balancing social and customer value, and gaining new competitive advantage

• Focus on premium business & solutions business which can create “new premium”
• Establish business models with high certainty (accelerate growth of premium tire business and solutions business that leverages premium tire business’s strengths)
• Sustainability vs. business growth, customization of tire performance vs. productivity improvement & cost optimization across value chain - Simultaneously create value that can sometimes be contradictory -

As a resilient “excellent” Bridgestone, aim for the 100th anniversary and the next stage

• Fulfill our responsibility to every stakeholder (nature, society, customer, employee, supplier, investor, local community, etc.)

Survive in a VUCA* world, and stay resilient

• Establish management structure, abilities and practices capable of responding to changes in the business environment with agility

*Volatility, Uncertainty, Complexity, Ambiguity
2020: Corporate transformation
Mid Term Business Plan (2021-2023)

“Glocal” management
• Total optimization globally & across value chain
• Deploy local strategies adapted to each region/market, based on global strategy

Build foundations for a new “glocal & portfolio management”
Evolve to a “strong” Bridgestone capable of adapting to change

Mid Term Business Plan (2024-2026)
Establish new “glocal & portfolio management”
- Flexible & agile management

4 business portfolio management
• Passenger car tire : Premium tire & solutions business
• Truck & bus tire : Premium tire & solutions business
• Specialties tire (OR AC AG MC*) : Premium tire & solutions business
• Diversified products & Exploratory business
  *OR: Off-the-road tires, AC: Aircraft tires, AG: Agricultural tires, MC: Motorcycle tires

Regional & market characteristics x 4 business portfolio

Establish management structure & practices in which the global management team ensures “unwavering management” following the roadmap, while also responding to change flexibly & agilely

“Roadmap toward becoming a resilient ‘excellent’ Bridgestone”

2020 2021 2023

Mid Term Business Plan (2027-2029)
Further evolve new “glocal & portfolio management”

2030: 1st step of “Third foundation”
Bridgestone 3.0 completed
2031: 100th anniversary of founding

2024 2026

2027 2029 2030

2030 Long Term Strategic Aspiration: New management structure
### 2030 Long Term Strategic Aspiration: New business portfolio

<table>
<thead>
<tr>
<th>Category</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Passenger car tires (PS):</strong></td>
<td>New premium in the EV era – ENLITEN business strategy&lt;br&gt;Premium tire business + Retail &amp; service solutions business</td>
</tr>
<tr>
<td><strong>Truck &amp; bus tires (TB):</strong></td>
<td>New premium in the circular business era – ENLITEN business strategy&lt;br&gt;Premium tire business + Tire-centric solutions business + Mobility solutions business</td>
</tr>
<tr>
<td><em><em>Specialties tire (OR AC AG MC</em>):</em>*</td>
<td>Realize a circular business model&lt;br&gt;– MasterCore business strategy (OR), etc.&lt;br&gt;Premium tire + Tire-centric solutions business</td>
</tr>
<tr>
<td><strong>Diversified products &amp; Exploratory business:</strong></td>
<td>Sharply focus on areas where Bridgestone's core competencies can be leveraged</td>
</tr>
</tbody>
</table>

*OR: Off-the-road tires, AC: Aircraft tires, AG: Agricultural tires, MC: Motorcycle tires*
2030 Long Term Strategic Aspiration

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>4,000 B JPY level</td>
<td>Over 5,000 B JPY level</td>
</tr>
<tr>
<td>Adj. operating profit</td>
<td>450 B JPY level</td>
<td>Expand scale</td>
</tr>
<tr>
<td>Adj. operating profit margin</td>
<td>11%</td>
<td>Growth level equal to moving up approx. 50 positions in Fortune Global 500: 484th (2021) → 430th level (2030)</td>
</tr>
<tr>
<td>ROIC</td>
<td>9%</td>
<td>over 15%</td>
</tr>
<tr>
<td>ROE</td>
<td>10%</td>
<td>Enhance earning power</td>
</tr>
</tbody>
</table>

**Talent creativity**
- Trial from 2023

**ROIC**
- Over 800 B JPY level
- 12% level
- Reinforce quality
- Exceed Japanese standards to reach global level
  (Auto parts manufacturing industry*2 (26 companies with revenue above 1,000 B JPY) Avg. ROIC: 9.7% for 2021)

**ROE**
- 13% level
- Reinforce quality
- Reach top level among Japanese companies, and a global level
  (ROE*3 for key companies in all industries: 6.3% in Japan, 12.1% in Europe, 17.9% in U.S., for 2019)

**Introduce from Mid Term Business Plan (2024-2026)**
- FX assumption: 2023: 1USD = 125JPY, 2024 onwards: 1USD = 120JPY

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*1 Source: Article in Nikkei (July 27, 2022)  
*2 Source: SPEEDA Database  
*3 Source: Ministry of Economy, Trade and Industry's secretariat material on "Inauguration of a Study Group on Dialogues that Contribute to Long-term Corporate Management and Investment for Creation of Sustainable Corporate Value (the “SX Study Group”)" (May 2020)
2030 Long Term Strategic Aspiration

Mid-term environmental target

“Milestone 2020” (established in 2012)

CO₂ reduction target (vs. 2005):
- Reduce more than the CO₂ emitted in manufacturing
- Reduce 35% of CO₂ emissions in manufacturing process (per revenue)

Achieved

Bridgestone 3.0 environmental target (announced June 2020)

Reduction of CO₂ emissions

50% (vs. 2011, Scope 1 & 2)

Recycled & renewable material ratio

40%

Carbon neutrality
100% Sustainable material
2030 Long Term Strategic Aspiration

Revenue [B JPY]

- **Premium tire business**
- **Solutions business**
- **Diversified products & Exploratory business**

*Includes revenue of retail tire business

FX assumption: 2023: 1USD = 125 JPY, 2024 onwards: 1USD = 120 JPY

**2019**
- 3,507
  - **Premium tire business**: 2,500 B JPY level
  - **Solutions business**: 1,000 B JPY level
  - **Diversified products & Exploratory business**: 50 B JPY level

**2020**
- 2,695
  - **Premium tire business**: 1,750 B JPY level
  - **Solutions business**: 900 B JPY level
  - **Diversified products & Exploratory business**: 50 B JPY level

**2021**
- 3,246
  - **Premium tire business**: 2,250 B JPY level
  - **Solutions business**: 1,000 B JPY level
  - **Diversified products & Exploratory business**: 50 B JPY level

**2022**
- 3,950
  - **Premium tire business**: 3,000 B JPY level
  - **Solutions business**: 1,000 B JPY level
  - **Diversified products & Exploratory business**: 50 B JPY level

**2030**
- Resilient “excellent” Bridgestone
  - Scale of over 5,000 B JPY
    - (5,300 B JPY level)
  - **Premium tire business**
    - 3,000 B JPY level
  - **Solutions business**
    - 2,000 B JPY level

Expand scale
2030 Long Term Strategic Aspiration

Adj. Operating Profit & Adj. Operating Profit Margin

15%
Adj. Operating Profit Margin [%]

Resilient “excellent” Bridgestone

Over 820 B JPY level

Enhance earning power
Reinforce quality

Adj. Operating Profit [B JPY]

Adj. Operating Profit Margin [%]

FX assumption: 2023: 1USD – 125 JPY, 2024 onwards: 1USD – 120 JPY

Enhanced Long Term Strategic Aspiration

ROIC | 7.4% | 5.1% | 9.0% | 9.3% |
     | 2019 | 2020 | 2021 | 2022 |

ROE | 10.0% | -0.9% | 12.9% | 10.8% |
    | 2019  | 2020  | 2021  | 2022  |

Over 15% level

Resilient “excellent” Bridgestone
2030 Long term strategic aspiration: Strategic map

Mission: Serving Society with Superior Quality

Vision: 2050 Bridgestone continues to provide social value and customer value as a sustainable solutions company (Solutions for your journey)

Bridgestone E8 Commitment
"Axis and guiding vectors of corporate strategy"

Co-creation, Ensure security
Amazon, Microsoft: Global cloud partners

Cloud platform
(Exploratory) Transform data to social value

Amplify data value
(INcrease data quantity, enhance quality)

Share data among partners

Amplify trust with society / partners / customers
(Win-Win-Win)

Amplify value by enhancing value chain of Dan-Totsu products

Tires and solutions "carry life"

New core competencies
New global footprint
(production / sales & service / logistics / solutions)
Real x Digital
(Ultimate customization)
New brand power
(global brand power + gaining trust)
(Aquire a new price positioning as premium)
Technology & Innovation
("Takumi": artisanal skills, Mastery of rubber/road contact/ manufacturing, co-creation)
New global & portfolio management
(Flexible & agile)

Bridgestone DNA
Focus on quality
Respect for being on-site
Being attentive and supportive of customer problems
Challenging spirit

Fundamentals
Sustainability
Compliance, Human rights
DE&I
Governance
BCP, Risk management
Investment in human resources
(Enhance talent creativity)
Culture change
(Create new DNA)
Peace of mind, Safety
Premium Tire Business
2030 Long term strategic aspiration : Strategic map

Mission: Serving Society with Superior Quality

Vision: 2050 Bridgestone continues to provide social value and customer value as a sustainable solutions company (Solutions for your journey)

Bridgestone E8 Commitment
"Axis and guiding vectors of corporate strategy"

[Diagram showing various solutions and strategies involving mobility solutions, tire-centric solutions, retail & service solutions, and real x digital strategies.]

New core competencies
- New global footprint (production / sales & service / logistics / solutions)
- Real x Digital (Ultimate customization)
- New brand power (global brand power + gaining trust)
- Technology & Innovation ("Tabula" - artisanal skills, mastery of rubber road contact manufacturing, co-creation)
- New global & portfolio management (Flexible & agile)

Bridgestone DNA
- Focus on quality
- Respect for being on-site
- Being attentive and supportive of customer problems
- Challenging spirit

Fundamentals
- Sustainability
- Compliance, Human rights
- DE & I
- Governance
- BCP, Risk management
- Investment in human resources (Enhance talent creativity)
- Culture change (Create new DNA)
- Peace of mind, Safety
Strategy outline: Premium tire business

Mid Term Business Plan (2021-2023)
Return to a “strong” Bridgestone

- Close to achieving Mid Term Business Plan (2021-2023)
  Toward a “strong” Bridgestone capable of adapting to change
- Complete laying foundations to enhance premium and evolve with solutions business

Mid Term Business Plan (2024-2026)
From volume to value

- From volume to value
  Increase productivity
  • Investment to increase production of premium tires: Maximize leverage of production capacity in existing plants for premium tires
  • Shift production from GU zone to premium segment
  • Upgrade existing plants to Green & Smart factories (including enhancing existing factories)
    Drive Green & Smart operations
- Complete focus on premium tire business
  • Acquire a new premium brand position
    - Gain trust and empathy by Bridgestone E8 Commitment activation
    - 2024: Re-activate global motorsport activities

Mid Term Business Plan (2027-2029)
New “premium tire business portfolio management”

Create “new premium”

“New premium” 1st stage
- ENLITEN (Tires for passenger cars (PS), light trucks (LT) and truck & bus (TB))
- MasterCore (Off the road tires for mining vehicles (OR))

“New premium” 2nd stage
- ENLITEN & MasterCore

Ratio of ENLITEN & Mastercore in 2030: approx.100% (of totals sales volume)

- Continue reinforcing premium tire segment
  Elevate ENLITEN & MasterCore to an even stronger “premium”
  • Evolve premium tire business by leveraging solutions business and service solution network
  • Build a circular business model coordinating with the solutions business
- Reinforce new “premium tire business portfolio management”

BCMA
Bridgestone Commonality Modularity Architecture

Full-scale introduction of BCMA (commonality & modularity):
Improve productivity, optimize cost and reduce break-event point, ultimate customization

Drive shift to Green & Smart factories
Overall demand for passenger car high rim diameter tires will grow, but demand growth for 1\textsuperscript{st} time replacement (premium) will slowdown.

A “new premium” is required to be resilient.

Why is the creation of a “new premium” needed?

“Growth rate” and “ratio among total demand” of passenger car high rim diameter tire (18inch and above) demand for 1\textsuperscript{st} time replacement (Bridgestone estimate)

- **Growth rate**: 110% (2019-2021 CAGR)
- **Ratio among total demand of 18 inch tires**: 50% level

Decline in growth rate
- Slowdown in expanding premium tire sales

Decline in ratio among total demand
- Premium level (unit price positioning level) decline

<table>
<thead>
<tr>
<th>Year</th>
<th>Growth rate</th>
<th>Ratio among total demand of 18 inch tires</th>
</tr>
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<tbody>
<tr>
<td>2021</td>
<td>110%</td>
<td>50% level</td>
</tr>
<tr>
<td>2027</td>
<td>106%</td>
<td>45%</td>
</tr>
<tr>
<td>2030</td>
<td>105%</td>
<td>40%</td>
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</table>
Creation of “new premium”

- Capture demand for HRD tires 1st time replacement (increase share)
- Create “new premium” – ENLITEN business strategy (PS)

From 2021: Build foundation
From 2024: Expand 1st stage ENLITEN
From 2027: Expand 2nd stage ENLITEN

“Growth rate” and “ratio among total demand” of passenger car high rim diameter tire (18inch and above) demand for 1st time replacement (Bridgestone estimate)

1st: 110% CAGR (2019-2021)
2nd: 106% Growth rate
3rd: 105% Growth rate

Decline in growth rate
Slowdown in expanding premium tire sales ⇒ Share up in premium category

Decline in ratio among total demand
Premium level (unit price positioning level) decline ⇒ Create “new premium” value

HRD: High rim diameter

<table>
<thead>
<tr>
<th>Stage</th>
<th>New premium 1st stage</th>
<th>New premium 2nd stage</th>
</tr>
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<tbody>
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<td>Mid Term Business Plan (2021-2023)</td>
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<tr>
<td>2030</td>
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18 inch tires
Ratio among total demand of 18 inch tires
50% level
Create “new premium”:
ENLITEN (PS / LT / TB)
MasterCore (OR)

Premium commercial tires linked with solutions business
MasterCore (OR)
ENLITEN (TB)

Premium passenger car tires
ENLITEN (PS)

Green & Smart Factory

For commercial, demand in premium segment will grow.
Expand sales & share, and started building foundations for “new premium” linked with the solutions business.

New premium 1st stage
Mid Term Business Plan (2021-2023)

New premium 2nd stage
Mid Term Business Plan (2024-2026)
Mid Term Business Plan (2027-2029)
Create “new premium”:
ENLITEN (PS / LT / TB)
MasterCore (OR)

Provide new value to customers
Gain trust and enhance appropriate price positioning through its value being recognized by customers

Strategic enhancement of price positioning
1st Stage

New premium 1st stage
Mid Term Business Plan (2021-2023)

Strategic enhancement of price positioning
2nd Stage

New premium 2nd stage
Mid Term Business Plan (2024-2026)
Mid Term Business Plan (2027-2029)
Simplification & differentiation

Module 1
Carcass (tire skeleton)

Module 2
Belt (reinforces tire)

Module 3
Tread (tire surface)

Share between products, simplify

Customize performance, differentiate

Modules 1 & 2: Improve efficiency of development process & supply chain, realize productivity improvement & cost optimization
Module 3: Customize performance flexibly & agilely per market/customer, and differentiate

BCMA adoption rate in 2030 (for passenger car and truck & bus tires)  Approx. 100%
Simplification & differentiation
- Create value across entire value chain -

- Cost optimization & lower environmental impact by improving efficiency of development process
- Agile new product development & sales through shortened development process (reduced lead time from planning to sales)
- Procurement cost optimization through standardization of raw material
- Contribution to both sales & cost through flexible production allocation (realize global optimization)
- Productivity & quality improvement, cost optimization and lower environmental impact by improving efficiency of production process
- Speed up response to changes in sales plans through shared components & modules between products
- Increase customer satisfaction through “ultimate customization”
- Optimize inventory through improved flexibility in production
  - Optimize cost of logistics & inventory, lower environmental impact
  - Reduce back orders (shortages)
  - Avoid missing out on sales opportunities

“Improve productivity, optimize cost ⇒ reduce break-even point” vs. “ultimate customization” for each customer/market
Contribute also to sustainability through resource-saving, improving resource productivity, reducing CO₂ emissions, etc. across the value chain

Aim for simultaneously creating value that can be contradictory
“Local production for local sales” ratio (aspiration) - Global -

- Passenger car tires: 95%
- Truck & bus tires: 85%

While keeping “local production for local sales” as a basic concept, aim for global optimization by ensuring flexibility
Leverage Japanese and Asian plants as global premium tire supply sites

Reinforce structure to produce premium products
Replace equipment to produce high rim diameter tires for passenger cars / Establish manufacturing structure to adapt to ENLITEN technology, reinforce MasterCore, and other premium products for truck & bus tires, and motorcycle tires

Make investment for Green & Smart factories and operations
Balance CO₂ emission reduction, improvement in resource productivity & labor productivity by suru-raku at manufacturing (less burden in manufacturing) with business growth

Tire plants for new products (Global total) - Approx. 50 sites as of end of July 2022
From volume to value: Premium tire sales expansion in replacement

High rim diameter tires for passenger cars:
Accelerate shift to premium

- High rim diameter tires (18 inch and above)
- Low rim diameter tires (17 inch and below)

Truck & bus tires:
Increase sales & share
for new tire + retread

- New tires
- ENLITEN equipment
- Retread tires
- ENLITEN equipment

Ultra-large & large tires
for mining vehicles:
All premium,
reinforce increase in volume & share

- Large tires
- Ultra-large tires

Height of bar graph: Volume
Evolve the value from “ENLITEN” technology, achieving both environmental and driving performances and contributing to expanding the driving distance of EVs, to products and business model.

Passenger car tire
New premium in EV era

ENLITEN product : approx. 90 products
ENLITEN equipment % : approx. 100%
Technology & product: Provide product customized to each market and customer usage conditions

“Ultimate customization” optimized to fit EVs

Customer A: Low rolling resistance

Customer B: Noise improvement

Customer C: Wear performance improvement

Light weight/Rolling resistance improvement

Less noise

Wear performance improvement
Create new value as “New premium in EV era”

**Change of social environment**
- Increase of SDGs request
- Striker environment regulation
- Improvement of energy efficiency by electrification

**Change of vehicle powertrain**
- Affinity with connected autonomous driving
- Simplification of vehicle structure & # of parts
- Competition of battery performance

**Change of vehicle value**
- Creation of business utilization opportunity of vehicle data
- Enhancement of value

**Change of vehicle architecture**
- From distributed architecture to integrated architecture
- Separated development of hard and soft

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**Drive electrification & software first development**

**The value required for tires has changed:** Customize to the performance optimized to fit EVs

**Significant improvement of driving range and electricity consumption by improving tire rolling resistance**
- Ensuring space for battery in vehicles
- Lighter vehicle weight
- Cost optimization
- Improvement of space utility

**Improving development efficiency and flexibility to respond to soft development**
- Shift from tailor-made tire development according to the hardware, to tire development that realize both efficiency and ultimate customization

**Bring out the maximum driving experience of the vehicle**
- Support to create vehicle by our across value chain

**Energy Ecology Efficiency Economy**

**Energy**

**Ecology**

**Efficiency**

**Economy**

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**BCMA**
- Bridgestone Commonality Modularity Architecture
2030 Long term strategic aspiration: Strategic map

Mission: Serving Society with Superior Quality

Vision: 2050 Bridgestone continues to provide social value and customer value as a sustainable solutions company (Solutions for your journey)

Bridgestone E8 Commitment
"Axis and guiding vectors of corporate strategy"

New core competencies
- New global footprint (production / sales & service / logistics / solutions)
- Real x Digital (Ultimate customization)
- New brand power (global brand power - gaining trust)
- Technology & Innovation ("Takumi": artisanal skills, Mastery of rubber/road contact/manufacturing, co-creation)

New global & portfolio management (Flexible & agile)

Bridgestone DNA
- Focus on quality
- Respect for being on-site
- Being attentive and supportive of customer problems
- Challenging spirit

Fundamentals
- Sustainability
- Compliance, Human rights
- DE&I
- Governance
- BCP, Risk management

Investment in human resources (Enhance talent creativity)
- Culture change (Create new DNA)
- Peace of mind, Safety

Retail & Service Solutions Network
- Diversified Products/Exploratory
- Premium Tires
- PS | TB | OR / AC / AG / MG

Bridgestone E8

Solutions for social systems
- Mobility Solutions
- Tire-centric Solutions
- Retail & Service Solutions

Webfleet, Azuga, vehicle operation system, etc.
- Use

"Support" vehicles
- Co-creation
- Real x Digital
- Contents of business

"Support" society/mobility systems
- Amplify value of Dan-Totsu products
- Amplify value by enhancing value chain of Dan-Totsu products

"Support" vehicle operation systems
- Amplify trust toward Bridgestone
- Amplify data value (Increase data quantity, enhance quality)

"Support" society mobility systems
- Co-creation, Ensure security
- Cloud platform
- Amazon, Microsoft: Global cloud partners
- Transform data to social value
- Share data among partners

Growth business
- Renew
- Core business

Based on tire data
- Unique "Real x Digital" platform
- Dan-Totsu premium tire business strategy
- ENLITE, MasterCore
- BCMA (commonality & modularity)
- Green & Smart factories

Tires and solutions "carry life"
- Technology & Innovation ("Takumi": artisanal skills, Mastery of rubber/road contact/manufacturing, co-creation)
Global innovation hub to create new value
Start from interaction with empathy, to co-ideation, co-R&D and co-creation
Mid Term Business Plan (2024-2026)

**Mastering rubber**
- Conventional rubber
- Precise polymer composite design
- 2.5 times more durable vs. conventional ECOPIA material

Reinforce and utilize materials informatics (start from 2010)

**Mastering road contact**
- Tire advanced simulation based on contact mechanisms
- Strong "real" (based on market data) Digital
- Combined simulation of tires & vehicles, etc.
- Contact simulation on various road surfaces

Reinforce and expand from the knowledge from F1 and motorsports

Mid Term Business Plan (2027-2029)

- **Double network rubber**: Implement in MasterCore (OR) 2nd stage
- **Drive to develop sustainable materials**
  - Cure less / Sulfur free: Rubber which easily recycle
  - Design sustainable multi-scale polymer composite by managing, creating and returning chemical bonding

2030
- Multi-scale composite design (from atoms to a tire for sustainability)

Realize digital twin which can reproduce tire conditions in market by incorporating complex real road contact mechanisms and tire/vehicle transient characteristics*

*Behavior before conditions become stable, such as force generated in tires, deformation, etc.

2030
- Digital twin through mastering road contact to monitor tire in market on a real time basis
Technology & innovation “Mastering manufacturing”: Green & Smart factory

**Green factory**

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<tbody>
<tr>
<td>Electrification of the manufacturing equipment energy source (mainly curing process)</td>
<td>Manufacturing converting CO₂ emitted in factory to energy</td>
<td>Drive manufacturing leveraging methanation through co-creation</td>
</tr>
<tr>
<td>Replace thermal energy to electric energy</td>
<td>Combine with renewable energy and reduce CO₂ emission</td>
<td>Retrieve CO₂ emitted from manufacturing process</td>
</tr>
<tr>
<td>Driven to introduce renewable energy (electricity)</td>
<td><strong>Renewable energy ratio (plan)</strong></td>
<td>2022 24%, 2023 over 50%</td>
</tr>
<tr>
<td><strong>Proof-of-Concept experiments in Japanese model plant (Kitakyushu plant)</strong></td>
<td><strong>Implementation of Green factory model plant</strong></td>
<td><strong>Global model 4 plants: Americas • Europe • Asia • Japan</strong></td>
</tr>
<tr>
<td><strong>Manufacturing keeping on renewing tires to raw material and circulating resource (Utilization of sustainable raw material)</strong></td>
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<tr>
<td>▪ Develop material which can increase recycled &amp; renewable material ratio: Align with ENLITEN business strategy, product strategy (incl. retread)</td>
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<tr>
<td>▪ Drive recycle business, reinforce to utilize renewable material: Natural rubber business, guayule business</td>
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</tbody>
</table>

**2030**

**CO₂ emission**

50% reduction (vs 2011) (Scope 1 & 2)

**Renewable energy (electricity)**

Aim for 100%

**2050**

**Carbon neutrality**

2030 Recycled & renewable material ratio 40%

2050 100% Sustainable material

Maximize value with minimum sustainable resources
Technology & innovation “Mastering manufacturing”: Green & Smart factory

**Smart factory**

<table>
<thead>
<tr>
<th>Mid Term Business Plan (2021-23)</th>
<th>Mid Term Business Plan (2024-26)</th>
<th>Mid Term Business Plan (2027-29)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Automate control of manufacturing process which is Bridgestone’s strong “real”, fostered through producing Dan-Totsu products (MasterCore, REGNO, POTENZA)</strong></td>
<td><strong>Drive automation of each process</strong></td>
<td><strong>Drive to introduce digital / sensing technology and AI control</strong></td>
</tr>
<tr>
<td><strong>Evolution and expansion of sensing technology cultivated by Bridgestone unique state-of-the-art tire building system “EXAMINATION”</strong></td>
<td><strong>Connect tacit knowledge to explicit knowledge (expand to other process)</strong></td>
<td><strong>Connect by digital and build manufacturing digital platform</strong></td>
</tr>
</tbody>
</table>
| **Creation of new value such as enhancing quality and productivity** | **Implementation of Smart factory model plant** | **Global model 8 plants**

Americas / Europe / Asia / Japan

Passenger car / Truck & bus tire factory

**Aspiration in 2030**

**Connect across value chain and create new value** (next generation’s manufacturing platform)

<table>
<thead>
<tr>
<th>Process</th>
<th>Automation technology + Digital / sensing technology and AI control</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mixing process (Kneading with rubber)</td>
<td></td>
</tr>
<tr>
<td>Extruding/Cutting process</td>
<td></td>
</tr>
<tr>
<td>Building process</td>
<td></td>
</tr>
<tr>
<td>Curing process</td>
<td></td>
</tr>
<tr>
<td>Inspection process</td>
<td></td>
</tr>
</tbody>
</table>

**Connect across factory process : Manufacturing digital platform - MES**

*Manufacturing Execution System

**Challenge toward global superior / uniform quality & ultimate “circle”**

Product accuracy (circularity)

30% up

Less skills/High efficiency

Labor productivity

130%

**2030**

“Strong” real (“Takumi”- artisanal skills) x digital

Mastering manufacturing

**30%**
Growth enabler of premium tire business and solutions business

Retail & service solutions network

Passenger car
Retail & service solutions business
2030 Long term strategic aspiration: Strategic map

Mission: Serving Society with Superior Quality

Vision: 2050 Bridgestone continues to provide social value and customer value as a sustainable solutions company (Solutions for your journey)

Bridgestone E8 Commitment
"Axis and guiding vectors of corporate strategy"

Support society/mobility systems
Support vehicle operation systems
Support toward Bridgestone

Cloud platform
Amazon, Microsoft: Global cloud partners

Transform data to social value
Increase data quantity, enhance quality

Share data among partners

Renew
Growth business
Core business

Mobility Solutions
Tire-centric Solutions
Retail & Service Solutions

Solutions for social systems
Amplify value of Dan-Totu products
Amplify trust toward Bridgestone

Support vehicles
Use

Premium Tires
Real x Digital
Real x Digital "carry life"

Tires and solutions "carry life"

New core competencies
New global footprint (production / sales & service / logistics / solutions)
Real x Digital (Ultimate customization)
New brand power (global brand power - gaining trust)
Technology & Innovation ("Takumi": artisanal skills, mastery of rubber/road contact-manufacturing, co-creation)
New global & portfolio management (Flexible & agile)

Bridgestone DNA
Focus on quality
Respect for being on-site
Being attentive and supportive of customer problems
Challenging spirit

Fundamentals
Sustainability
Compliance, Human rights
DE & I
Governance
BCP, Risk management
Investment in human resources (Enhance talent creativity)
Culture change (Create new DNA)
Peace of mind, Safety
Retail & service solutions network/ Cloud platform

Start collaboration globally from 2022

Collaboration with Amazon and Microsoft

Cloud Platform (Robust security)

Solutions business
Retail & service solutions business, tire-centric solutions business, mobility solutions business

Amazon
Microsoft
Amazon

Premium tire business

Retail & service solutions network
Company owned/franchise network in global
For passenger car, truck/bus, mining/construction vehicle, aircraft

Bridgestone’s unique “Real x Digital” platform

Passenger Car Network
Approx. 18,200 sites

Truck & bus Network
Approx. 6,800 sites

Mining Vehicle Network
Approx. 130 sites

As of the end of 2022 June
New premium in circular business era linked with premium tire business

Tire-centric solutions business

- ENLITEN business strategy (TB)
- Mining solutions with MasterCore at the core
- Aviation solutions
2030 Long term strategic aspiration : Strategic map

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Bridgestone E8 Commitment
"Axis and guiding vectors of corporate strategy"

"Support" society/mobility systems
Amplify value of Dan-Totsu products
Renew Mobility Solutions

"Support" vehicle operation systems
Amplify trust toward Bridgestone
Renewed Tire-centric Solutions

"Real x Digital"
Amplify value by enhancing value chain of Dan-Totsu products
Real-x-Digital: Carry life

New core competencies
New global footprint
Real-x-Digital
New brand power
Technology & Innovation

Bridgestone DNA
Focus on Quality
Respect for being on-site

Fundamentals
Sustainability
Compliance, Human rights
DE&I
Governance
BCP, Risk management
Investment in human resources
Culture change
Peace of mind, Safety
Maximize each tire value through the one integrated approach with retread by using up each tire asset till the end of life.

Through close alignment with mobility solutions and recycle, create a society where tire value “circulates”.

Realize circular economy

<table>
<thead>
<tr>
<th>ENLITEN product #</th>
<th>approx. 90 products</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENLITEN equipment %</td>
<td>approx. 70%</td>
</tr>
</tbody>
</table>

2030
Establish the circular business model:
Maximize tire value by using up each tire asset till the end of life through the one integrated approach with Dan-Totsu product and retread

- Premium tire
  - Competitive new tires
    - High durability,
    - Wear performance,
    - Low rolling resistance
  - Case for retreads
    - High durability cases which maximize # of retread

- Contribute to reduce environmental burden
  - New tire x 3 vs Fuel efficient new tire + Retread tire x 2
  - Resource productivity (Efficient use of resource) 50% reduction*
  - Greenhouse gas emissions (calculated based on CO₂ emissions) 48% reduction*

- Provide solutions leveraging tire data
  - Tire monitoring system (air pressure & temperature)
    - Understand customer's tire conditions deeply
  - Database of customers and tire information
    - Analyze customer's usage conditions deeply

- Expand to ENLITEN - light truck tires, passenger car tires (commercial use) as the circular business model

* Calculated based on Tire LCCO₂ Calculation Guideline Ver 2.0
(The Japan Automobile Tyre Manufacturers Association, Inc.), exmaple - Truck & Bus tire (275/80R22.5)

Subscription for truck & bus approx. 500,000 (2022 plan) contracts

Aspiration In 2030

50% reduction*

48% reduction*

Unique Real x Digital platform

Efficiency Extension Economy
Tires for mining vehicles

New premium MasterCore
New premium Dan-Totsu product Bridgestone MasterCore

Improve customized performances without sacrificing others
Able to customize the same tire to each customers’ operation conditions/plans and mine layout

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Extension</th>
<th>Economy</th>
</tr>
</thead>
</table>

Durability / Longer tire life 114
Vehicle speed 100
Payload 106
Result of testing in an iron ore mine (Australia)

Vehicle speed 105
Durability / Longer tire life 100
Payload 100
Result of testing in a gold mine (Mexico)

Payload 112
Durability / Longer tire life 100
Vehicle speed 100
Result of testing in a copper mine (U.S.)

*Performance index with Bridgestone conventional tire as 100 (Bridgestone analysis)

More payload (Tire payload)
Load pressure resistance

Faster (Vehicle speed)
Heat resistance

Long-lasting (Longer tire life)
Wear resistance

Less repair (Durability)
Cut resistance

Less breakdown (Durability)
Separation resistance

Bridgestone conventional product

METAL SURFACE COATING TECHNOLOGY
Bridgestone’s unique new steel cord and rubber adhesion technology

Active in 77 mines (As of July 2022)

2030 MasterCore ratio 63 inch Close to 100%

Industry-first

Active in 77 mines (As of July 2022)

2030 MasterCore ratio 63 inch Close to 100%
New premium Mining solutions with MasterCore at the core

Propose solutions optimal for each customer with MasterCore at the core. Contribute to maximizing efficiency and economic value in mining operations.

Aspiration in 2030

Unique “real” x “digital” platform

“Real”

MasterCore active in 77 Mines

Network 134 Sites

Reinforce coordination with on-site service by Otraco

“Digital”

- Leveraging digital tools, understand tire usage & vehicle operating conditions ⇒ Propose a better way to use tires (load, speed, etc.) adapted to each mining vehicles’ operations
- Predict tire demand according to customers’ operation plans ⇒ Propose efficient tire inventory plans & operations. Contribute to the optimization of mining operations.
- Work on realizing repair, retread and recycle, and take on the challenge of establishing a circular business model

Promote & expand long term contracts which include solutions

41 Mines Solution contract (As of July 2022)
Pioneering circular business model, a strategic starting point
Aviation solutions

Business model that amplifies value by leveraging tire data to improve resource efficiency

Aspiration in 2030

Support vehicle operation systems

Efficiency
Extension
Economy

New tire + multiple retread
Establish a circular business model

Airlines

Efficient carrier maintenance plan & tire replacement

Share data

Flight data
Planned tire replacement

Flight data

Management of each tire (Share tire inventory information with airlines)
Efficiently maintain optimal inventory levels together with customers

Also collaborating with system vendors

By amplifying data value,
maximize tire asset value

Contribute to maximizing efficiency & economic value of airlines' operations.
Also contribute to sustainability.

Unique “real” x “digital” platform

Coordination with airlines’ system

Application for tire management

Production

R&D

Use / Maintenance service

Product strategy

Procurement

Recycle

Reuse

Logistics

Sales
Mobility solutions business

Contribute to the growth of truck and bus premium tires business and the establishment of circular business model
Expand customer base and enhance fleet solutions which amplifies the value of tire data and mobility data

Create synergy

- Product/Service: Joint utilization of line-up
- Operation: Joint procurement, best practice sharing
- Technology: Resource efficiency through joint development, etc.

Agreed on acquisition by BRISA, Bridgestone’s affiliated company (Turkey)
Connected vehicles at the end of 2021: Approx. 650,000 vehicles

Bridgestone offers the service with “One contract & One invoice” as “One team”

Evolve into a service & solutions that combines premium tire, tire data and vehicle data

Global expansion of Webfleet Solutions
Aiming for the leading position in each region

No.1 Position in Europe
Scale up in North America, the largest market for mobility solutions, leveraging the synergy with Webfleet solutions

800,000 vehicles
200,000 vehicles

Promote enhancement in Europe, Americas, and Australia

Arvento Mobile Systems A.Ş.
Agreed on acquisition by BRISA, Bridgestone’s affiliated company (Turkey)
Connected vehicles at the end of 2021: Approx. 650,000 vehicles

Mobility solutions business
Strategy outline: Solutions business

<table>
<thead>
<tr>
<th>Mid Term Business Plan (2021-2023)</th>
<th>Return to a “strong” Bridgestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>■ Determine synergies with premium tires biz, profitability and growth potential by each business</td>
<td></td>
</tr>
<tr>
<td>■ Close to achieving 21MBP Toward “strong” Bridgestone capable of adapting to change</td>
<td></td>
</tr>
<tr>
<td>■ Complete laying foundations to enhance premium and evolve with solutions business</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mid Term Business Plan (2024-2026)</th>
<th>Build the foundation to accelerate the solutions business</th>
</tr>
</thead>
<tbody>
<tr>
<td>■ Expand investment in solutions business</td>
<td></td>
</tr>
<tr>
<td>- Execute strategically with the determined business Build a foundation for the rapid expansion of solutions business for 2027 and onwards</td>
<td></td>
</tr>
<tr>
<td>Retail &amp; service solutions network</td>
<td></td>
</tr>
<tr>
<td>- Strengthen expansion of the network as our growth enabler</td>
<td></td>
</tr>
<tr>
<td>Retail &amp; service solutions business</td>
<td></td>
</tr>
<tr>
<td>Passenger car</td>
<td></td>
</tr>
<tr>
<td>- UX - Amplify customer experience value</td>
<td></td>
</tr>
<tr>
<td>- Enhance mobile van service and EV charging stations</td>
<td></td>
</tr>
<tr>
<td>- Enhance subscription model</td>
<td></td>
</tr>
<tr>
<td>Tire centric solutions business</td>
<td></td>
</tr>
<tr>
<td>Truck &amp; bus : ENLITEN business strategy (TB)</td>
<td></td>
</tr>
<tr>
<td>- Retread: “as a Bridgestone’s core”</td>
<td></td>
</tr>
<tr>
<td>- Invest in reinforcement of retread</td>
<td></td>
</tr>
<tr>
<td>- Strengthen synergy with the premium tire business and mobility solutions business</td>
<td></td>
</tr>
<tr>
<td>Mining: Solutions with MasterCore at the core</td>
<td></td>
</tr>
<tr>
<td>Aviation: solutions: Pioneering circular business model, starting point of solutions strategy</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mid Term Business Plan (2027-2029)</th>
<th>Expand &amp; grow solutions business rapidly</th>
</tr>
</thead>
<tbody>
<tr>
<td>■ Expand solutions business rapidly leveraging strength of premium tire business</td>
<td></td>
</tr>
<tr>
<td>Retail &amp; service solutions network</td>
<td></td>
</tr>
<tr>
<td>■ Determine synergies with premium tires biz, profitability and growth potential by each business</td>
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<td></td>
</tr>
</tbody>
</table>

| Mobility solutions business |
| Truck & bus : Contribute to premium tire biz growth and establishment of circular business model |
| - Expand premium tire’s customer base with Webfleet & Azuga |
| - Extend the “Fleetcare” concept globally |
Revenue by each solutions business

Expand solutions business leveraging strength of premium tire business

- Retail & service solutions business*
  * Including retail tire business
- Tire centric solutions business (retread, tire data service business etc).
- Others

<table>
<thead>
<tr>
<th>Year</th>
<th>Tire centric solutions business (650 B JPY level)</th>
<th>Retail &amp; service solutions business (1,200 B JPY level)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>Approx. 900 B JPY</td>
<td>Over 200 B JPY</td>
</tr>
<tr>
<td>2022</td>
<td>Approx. 1,100 B JPY</td>
<td>Approx. 900 B JPY</td>
</tr>
<tr>
<td>2030</td>
<td>Approx. 2,000 B JPY</td>
<td></td>
</tr>
</tbody>
</table>
### Respond to new mobility - Build mobility ecosystem

Build a extensive ecosystem from the premium tire business to the solutions business and sustainability

<table>
<thead>
<tr>
<th>Venture Capital</th>
<th>Strategic investment &amp; Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mobility solutions Business</strong></td>
<td></td>
</tr>
</tbody>
</table>
| Autotech Ventures (U.S.) | May mobility  
Autonomous driving technology development, U.S |
| Iris Capital (Europe) | Kodiak Robotics  
Autonomous long-haul trucking technology development, U.S |
| The Westly Group (U.S.) | Tyrata  
Tire sensor/data management service provider, U.S |
| **Retail & service solutions business** |  |
|  | Wrench  
Mobile vehicle maintenance service provider, U.S |
|  | Yoshi  
Mobile vehicle maintenance service provider, U.S |
|  | EVBox  
EV charging network solutions, EU |
| **Premium tire business** |  |
|  | TireHub  
Retail provider of Passenger car and light truck tires, U.S |
|  |  |
| **Exploratory business Sustainability** |  |
| KKR (U.S.) | LanzaTech  
Development of technology for recycling used tire to synthetic rubber, U.S |
|  | Delta Energy  
Development of technology for recycling used tire to carbon black, U.S |

※ Joint company with Goodyear
Diversified products business
2030 Long term strategic aspiration: Strategic map

Mission: Serving Society with Superior Quality

Vision: 2050 Bridgestone continues to provide social value and customer value as a sustainable solutions company (Solutions for your journey)

Bridgestone E8 Commitment
“Axis and guiding vectors of corporate strategy”

Business domains
- Mobility Solutions
- Tire-centric Solutions
- Retail & Service Solutions

Core business
- Premium Tires
- Diversified Products/Exploratory

Growth business
- Solutions for social systems
- Amplify value of Dan-Totsu products

Support society/mobility systems
- "Support" vehicle operation systems
- "Support" toward Bridgestone

Real x Digital
- Tires and solutions “carry life”

New core competencies
- New global footprint (production/sales/service/logistics/solutions)
- Real x Digital (Ultimate customization)
- New brand power (global brand power - gaining trust)
- Technology & Innovation ("Takum" - artisanal skills, mastery of rubber-road contact-manufacturing, co-creation)
- New global & portfolio management (Flexible & agile)

Bridgestone DNA
- Focus on quality
- Respect for being on-site
- Being attentive and supportive of customer problems
- Challenging spirit

Fundamentals
- Sustainability
- Compliance, Human rights
- DE&I
- Governance
- BCP, Risk management
- Investment in human resources (Enhance talent creativity)
- Culture change (Create new DNA)
- Peace of mind, Safety
Diversified products business

Sharply focus on areas where Bridgestone’s core competencies can be leveraged and promote premium and solutions

**Business**
- Support operations in various industries
  - Hydraulic/high performance hose
  - Rubber track
- Support lifestyles that prioritize safety and peace of mind
  - Plastic piping
  - Seismic isolation
- Support the shift to EV from the ground up
  - Air spring (U.S.)
- Support sports life and mobility life that inspires excitement and spreads joy
  - Sports: Golf ball, Golf club
  - Cycle: Power assisted bicycle, bicycle

**Core competence**
- Technology core mastering forming hybrid polymer
- Strong brand power fostered by long history and track record
- Premium product power (high performance, high added value)
- Ability to make proper technological proposal based on Genbutsu-Genba and customer focus
Sustainability business model

Produce and sell ~ Use ~ Renew
Build a circular business model from raw material

Carbon neutrality
Circular economy
2030 Long term strategic aspiration: Strategic map

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"Axis and guiding vectors of corporate strategy"

New core competencies
- New global footprint (production / sales & service / logistics / solutions)
- Real x Digital (Ultimate customization)
- New brand power (global brand power + gaining trust)
- Technology & Innovation ("Takum" - artisanal skills, mastery of rubber / road contact / manufacturing, industry
- New global & portfolio management (Flexible & agile)

Bridgestone DNA
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- Investment in human resources (Enhance talent creativity)
- Culture change (Create new DNA)
- Peace of mind, Safety

Real x Digital
- Tires and solutions "carry life"
Sustainability business model
Realize carbon neutrality and circular economy

**Produce and sell** Premium tire business

**Renew** Recycle business

**Use** Solutions business

### Carbon neutrality

<table>
<thead>
<tr>
<th>Scope 1 &amp; 2</th>
<th>*vs 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO2 emission reduction*</td>
<td>2021: 25%, 2023: over 30%, 2026: over 40%, 2030: 50%</td>
</tr>
</tbody>
</table>

Expand renewable energy (electricity): 2023: over 50%, 2030: challenge to achieve approx. 100%
Strengthen internal utilization of carbon pricing: $100 t/CO₂
Green & Smart factory (Existing plants including capacity expansion): Start in 2024-2026, accelerate in 2027-2029

### Circular economy

<table>
<thead>
<tr>
<th>Recycled &amp; renewable material ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021: 37% 2022: 37% 2023: over 37%</td>
</tr>
</tbody>
</table>

Develop material to improve Recycled & renewable material ratio:
Alignment with ENLITEN business strategy and product strategy (including retread)
Promote recycle business, strengthen renewable material:
Natural rubber business, Guayule business

**Scope 3**

2022 SBT* Application/ under review for certification (including Scope 1-2 targets)
Reinforce suppliers' engagement

Set quantitative emissions reduction target for SBT update in 2026
Contribute to reducing more than 5x our emissions

### Mid Term Business Plan

<table>
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<tr>
<td>2030</td>
<td>2050</td>
<td></td>
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</tbody>
</table>

100% Sustainable material

Carbon neutrality

Recycled & renewable material ratio 40%
**Build Sustainability business model**

**Circulate from raw material:**
Leverage biotechnology and forming hybrid polymer technology

<table>
<thead>
<tr>
<th>Natural rubber business</th>
<th>Guayule business</th>
<th>Recycle business</th>
</tr>
</thead>
</table>
| **3 natural rubber plantations**  
(Liberia and Indonesia) | **Invest mainly in the U.S.**  
**Diversify natural rubber sources**  
Aim for commercialization in 2026 through co-creation with partners | **Technology and business model that “Renew” tires to raw material**  
Promote mainly in Japan and the U.S. based on co-creation  
Synthetic rubber  
Carbon black, Steel etc |
| **Investment in planting**  
(2 natural rubber plantations in Indonesia) | | |
Natural rubber business

Bridgestone group’s natural rubber plantation (3 sites)

Operate the natural rubber plantation business over 90 years (1926–)
Yield increase with the consistent planting of rubber trees
Achieved a profitable adjusted OP in 2021
Dimension: Approx. 480 square kilometers

Investment in planting of rubber trees including elite trees which grow fast (2022–)
Dimension: Sumatra - Approx. 170 square kilometers
Kalimantan – Approx. 40 square kilometers

Carbon neutrality

• Maintain approx. 5.9M tons of CO₂ fixation
• Introduce fast-growing elite trees
  (Improve productivity and increase yield efficiency)
• Increase in CO₂ absorption and fixation through new planting on a devastated land

Circular economy

• Strengthen the supply of sustainable renewable material supporting premium tire business and Dan-Totsu products

Promote reinforcement of Bridgestone natural rubber plantation and establishment of sustainable natural rubber business across the entire industry

Contribute to the realization of the sustainability business model

Continue social contribution activities staying close to local community

• Impart technology of productivity improvement developed for our own plantation
• Open its health care facility to local community
• Provide land for school facility, etc.

(Examples in Indonesia)

Contribute to a society that ensures accessibility and dignity for all
Promote guayule business
Co-create with partners and build an ecosystem
Inject resources globally and drive the business centering on the U.S.

1940’s: Development activity of tires derived from Guayule by Firestone
2012: Official re-launch of R&D activities
2013: Establishment of guayule R&D farm in Arizona (U.S.)
2014: Establishment of the Biorubber Process Research Center in Arizona (U.S.)
2015: Completion of first tires made from guayule-derived natural rubber
2018: Selected as recipient of research grant from USDA *1National Institute for Food and Agriculture
2022: Awarded department of energy grant to advance guayule natural rubber research
Opening of the Advanced Tire Production Center in Akron, U.S., production facility of sustainable race tires for the INDYCAR® SERIES
Introduction of race tire derived from guayule, debut as the alternate race tire at the Big Machine Music City Grand Prix in Nashville, U.S.
Investment to establish commercial operations for planting and harvesting guayule at scale
Collaboration and partnering with local U.S. farmers and Native American tribes to increase capacity of up to 25,000 additional acres of farmland for planting and harvesting activities.

Co-create to date:
• with Local NGO - Environmental Defense Fund: Promote initiatives to convert to harvest guayule, which requires less water, in order to deal with water shortage (U.S.)
• with Versalis: Cooperation toward commercialization (U.S.)
• with NRGene: Advanced guayule research (U.S. & Japan)
• with Kirin Holdings: Development of new technology for improving guayule-derived natural rubber productivity (Japan)

Enhance sustainable raw material procurement and expand new green land
Accelerate open innovation and co-creation, aiming for commercialization in 2026
Scale up for production and business toward 2030

Diversification of natural rubber sources
Enhancement & diversification of renewable materials
Reduce risk of natural rubber supply & price soaring

Growable in arid zones with little water
Expand new green land and contribute to increased CO2 absorption “Conserve Water Resources”

Contribute to sustainable production of natural rubber with co-creation partners and local community
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
New brand power

Global brand power + gaining trust
Acquire a new price positioning as premium brand

Bridgestone E8 Commitment
Global motorsports
2030 Long term strategic aspiration: Strategic map

Mission: Serving Society with Superior Quality

Vision: 2050 Bridgestone continues to provide social value and customer value as a sustainable solutions company (Solutions for your journey)

Bridgestone E8 Commitment
“Axis and guiding vectors of corporate strategy”

- Dan-Totsu product “kaizen” (continuous improvement) cycle
- Circular economy cycle
- Retail & Service Solutions Network

Core business
Growth business

New core competencies
- New global footprint (production / sales & service / logistics / solutions)
- Real x Digital (Ultimate customization)
- New brand power (global brand power + gaining trust)
(Aquire a new price positioning as premium)

Bridgestone DNA
Focus on quality
Respect for being on-site
Being attentive and supportive of customer problems
Challenging spirit

Fundamentals
Sustainability | Compliance, Human rights | DE&I | Governance | BCP, Risk management
Investment in human resources (Enhance talent creativity)
Culture change (Create new DNA)
Peace of mind, Safety
Acquire a new position as premium brand
Strengthen global motorsports activity

2024 Re-activate global motorsports activity
Support motorsports culture development through inspiring excitement and spreading joy to the world of mobility
Continue to provide “Driving Excitement” in 10 years, 20 years
Talent creativity
Corporate culture change
Create new DNA
2030 Long term strategic aspiration: Strategic map

Mission: Serving Society with Superior Quality

Vision: 2050 Bridgestone continues to provide social value and customer value as a sustainable solutions company (Solutions for your journey)

Bridgestone E8 Commitment
"Axis and guiding vectors of corporate strategy"

- Support society/mobility systems
- Support vehicle operations systems
- Amplify trust toward Bridgestone
- Amplify data value (increase data quantity, enhance quality)
- Unique “Real x Digital” platform
- Based on tire data
- Share data among partners
- Transform data to social value
- Co-creation, Ensure security
- Amazon, Microsoft: Global cloud partners

New core competencies
- New global footprint (production, sales & service, logistics & solutions)
- Real x Digital (Ultimate customization)
- New brand power (global brand power + gaining trust)
- Technology & Innovation (”Takum” – artisanal skills, mastery of rubber, road contact, manufacturing, co-creation)
- New global & portfolio management (flexible & agile)

Bridgestone DNA
- Focus on quality
- Respect for being on-site
- Being attentive and supportive of customer problems
- Challenging spirit
- Peace of mind, Safety

Fundamentals
- Sustainability
- Compliance, Human rights
- DE&I
- Governance
- BCP, Risk management

Investment in human resources
(Enhance talent creativity)

Culture change
(Create new DNA)
Enhance talent creativity - talent strategy aligned with business strategy

Have driven initiatives on HRX as critical management issue since 2020 in gradual execution applying PDCA cycle, still need to be improved

- Expand top managements town hall meetings
- Develop talents having potential to be top management in next generation (Bridgestone Next100)
- Promotion female managers (with mentor system by executives)
- Promote new workstyles (Remote, free address, Promotion of ABW)
- Simple and lean organization

Further strengthen management structure by appointing a Vice President and Senior Officer for talent creativity enhancement as of 1st Jan, 2023

Mid Term Business Plan (2021-2023)
Return to a “strong” Bridgestone

Mid Term Business Plan (2024-2026)
New premium 1st stage
Complete building the foundation of premium biz
Build the foundation to accelerate determined solutions biz

- Talent creativity - New Global management KPI -
  Introduce in addition to Revenue, Adjusted OP ratio, ROIC, ROE
  - Consistently aim to increase business productivity and create added value
  - Execute initiatives globally to realize both growth of Bridgestone and individuals working at Bridgestone and create added value

Talent investment and increase added value
⇒ Create a virtuous cycle of value creation

Provide opportunity and program to create added value aligned with business strategy, and for individual talent growth.
Continue to increase added value aligned with business strategy to increase corporate value and develop various opportunities for diverse talents to “shine” through spreading experience and gaining confidence of individuals.

- Toward a talent group which can create new business value and support business portfolio

Mid Term Business Plan (2027-2029)
New premium 2nd stage
Enhance new premium biz portfolio management
Expand & grow solutions business rapidly

- Global culture change in line with Bridgestone E8 Commitment
  - Drive E8 commitment activation globally
  - Promote initiatives to deal with the problems specific to Bridgestone, to the region and also global common improvement items

- Build new corporate culture and DNA
Enhance Talent creativity

Various opportunities for diverse talents to “shine” in Bridgestone’s broad business portfolio

Further challenge to create added value

Empowerment

- Mastering rubber/material development
- Various supply chain
- Manufacturing/Logistic
- Natural rubber plantation
- Diversified products
- Sustainable motorsports
- On-site of various solutions
- DE&I promotion activities
- On-site of sales and service staying closely customers
- Digital - AI
- Over 150 countries and regions
- Soft-robotics business
- Plan to be in-house company from 2024
Strategic resource
(Strategic investment • strategic expenses)
Strategic resource
(Strategic investment & expenses)

2022-2030
2,800B JPY level

2022-2023 plan

Approx. 490 B JPY level
Lay foundations to enhance premium and evolve with solutions business

Mid Term Business Plan (2021-23)
Approx. 620 B JPY level

Mid Term Business Plan (2024-2026)

Approx. 1,200 B JPY level
Focus on injecting resource for expansion of determined solutions biz
Continue building premium tire biz foundation
Start enhancing green & smart factories

Mid Term Business Plan (2027-2029) & 2030

approx. 1,100B JPY
Shift to mainly Green & Smart factory and sustainability related investment
Continue to invest determined solutions business

Mid Term Business Plan (2027-2029)
Approx. 800 B JPY level

Premium tire business
Approx. 1,200 B JPY level
60% Green & Smart factory
Sustainability related

Solutions business
Approx. 1,100 B JPY level
40% Enhancement of premium tire production
Expansion and reinforcement of retail & service solutions network / business and tire centric solutions business

IT ・ foundation
Diversified products
Exploratory business
Approx. 500 B JPY level
Direction of capital allocation
Shareholder returns
Direction of capital allocation

With 2030 Long Term Strategic Aspiration as a roadmap,
- Secure necessary internal reserves to make strategic resource investment to create and balance new social & customer value and gain the competitive advantage
- Also, aim for “maintaining an appropriate financial position” and “conducting shareholder returns”

**Strategic resource (2022～2030) : approx. 2,800 B JPY**
- Premium tire business : approx. 1,200 B JPY
- Solutions business : approx. 1,100 B JPY
- IT / foundation / diversified products & exploratory business : approx. 500 B JPY

“Maintaining an appropriate financial position”
While securing financial health level, balancing out capital efficiency and maintaining financial position to realize 2030 Long Term Strategic Aspiration

<table>
<thead>
<tr>
<th>Category</th>
<th>2022</th>
<th>2030</th>
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</thead>
<tbody>
<tr>
<td>Net D/E Ratio</td>
<td>0.05 level</td>
<td>Less than 0.3 level</td>
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<tr>
<td>Consolidated equity ratio</td>
<td>Less than 60% level</td>
<td>Target 60% level in mid-long term</td>
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</tbody>
</table>

“Enhancement of shareholder returns” “Agile capital management”
Dividend policy : Increase dividend amounts stably and continuously
Dividend payout ratio : 2022 40% ⇒ 2030 50% level
Consider acquisition of treasury stock agilely by reviewing comprehensively from the internal reserves for strategic resource and financial health level
2030 Long term strategic aspiration: Strategic map

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Bridgestone E8 Commitment
"Axis and guiding vectors of corporate strategy"

Support society/mobility systems
Support vehicle operation systems
 Amplify trust toward Bridgestone

Cloud platform
Co-creation, Ensure security
Amazon, Microsoft: Global cloud partners
(Exploratory)
Transform data to social value

Co-creation
Amazon, Microsoft: Global cloud partners
(Exploratory)
Transform data to social value

Cloud platform

Amplify data value (Increase data quantity, enhance quality)

Share data among partners

Based on tire data

Real x Digital

Unique “Real x Digital” platform

Dan-Totsu premium tire business strategy
(ENLITEF, MasterCore)

BMC (commonality & modularity)
Green & Smart factories

Contents of business

Amplify trust with society / partners / customers
(Win-Win-Win)

Tires and solutions "carry life"

Amplify value by enhancing value chain of Dan-Totsu products

New core competencies
New global footprint (production / sales / service / logistics / solutions)
Real x Digital (Ultimate customization)
New brand power (global brand power + gaining trust)
(Aquire a new price positioning as premium)
Technology & Innovation
(“Takumi” - artisanal skills, Mastery of rubber/road contact/manufacturing, co-creation)
New glocal & portfolio management
(Flexible & agile)

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Culture change (Create new DNA)
Peace of mind, Safety
Strategy outline: Summary

2015-2019
Decline in profit and profit share within the industry ⇒ “We will not survive unless we stay responsive and strong”

2020 the Third foundation
Bridgestone 3.0 Journey

<table>
<thead>
<tr>
<th>Mid Term Business Plan (2021-2023)</th>
<th>Mid Term Business Plan (2024-2026)</th>
<th>Mid Term Business Plan (2027-2029)</th>
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<tbody>
<tr>
<td><strong>Return to a “strong” Bridgestone capable of adapting to change</strong></td>
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<tr>
<td>• “Tackle past negative legacies without delay”</td>
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<tr>
<td>• “Focus on execution &amp; delivering results for immediate issues”</td>
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<tr>
<td>• “Lay foundations for future growth”</td>
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<tr>
<td><strong>Focus on premium business and solutions business which create “new premium”</strong></td>
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<tr>
<td>• Premium tire biz - “From volume to value”</td>
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<tr>
<td>• Solutions biz - <strong>Build the foundation</strong> to accelerate the determined solutions business</td>
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<tr>
<td>• Enhance <strong>new premium tire business portfolio management</strong></td>
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<tr>
<td>• Expand and grow rapidly solutions business leveraging strength of the premium tire business</td>
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<tr>
<td>• Diversified products and exploratory biz - Sharply focus on areas where Bridgestone’s core competencies can be leveraged</td>
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2030 Become a resilient “excellent” Bridgestone

Amplify trust and value through coordination of premium tire, solutions and diversified products and exploratory business
Talent group which can create new business value and support business portfolio / Build new corporate culture and DNA
Confronting & overcoming various challenges and obstacles, Bridgestone will continue advancing.

Pursue both social and customer value creation, and enhance corporate value.

Pursue both sustainability and corporate growth.

Confronting & overcoming various challenges and obstacles, Bridgestone will continue advancing.
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