



**Summary of Financial Results for 1st Half & Fiscal 2022 Guidance
Mid Term Business Plan (2021-2023) Progress Update**
- Strategic Growth Investment -

August 10, 2022

Member of the Board

Global CEO and Representative Executive Officer

Shu Ishibashi



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.

Today's agenda

1. **Summary of Financial Results for 1st Half & Fiscal 2022 Guidance**
2. **Mid Term Business Plan (2021-2023) Progress Update**
 - **Strategic Growth Investment -**

Summary of Financial Results for 1st Half 2022: Return to a "strong" Bridgestone capable of adapting to change

Summary of Financial Results for the 1st Half – vs. previous year :

1) Revenue: **+Approx. 370 B JPY increase (125% vs. PY)**

Achieved significant increase, including impacts from currency exchange, the weak yen

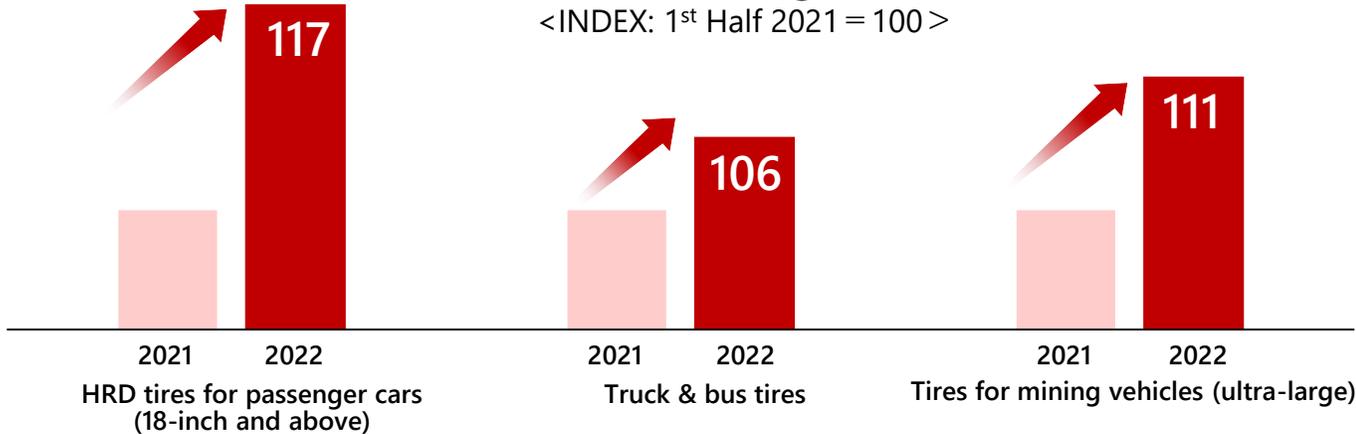
(Unit: B JPY)	2021 1H Results		2022 1H Results*	vs. PY (%)
	Before reclassification (Results disclosed last year)	After reclassification*		
Revenue	1,568.8	1,510.4	1,886.3	+25

Negative factors

- Irregular negative impacts:
 1. Suspension of manufacturing in & export to Russia
 2. Lockdown in China due to resurgence of COVID-19
 3. Cyber- incident at a subsidiary in U.S.
- Continued disruption in the supply chain around the world

REP** Premium tire sales growth % (1st Half 2022)

<INDEX: 1st Half 2021 = 100 >



Flexible agile management & reinforcement of premium business strategy

- Maximize supply through flexible agile supply management based on **global manufacturing footprints**
 - Leverage premium tire manufacturing sites in Japan & Asia
- Based on product power of Dan-Totsu products, **achieved sales & market share expansion of premium tires** in REP
 - HRD*** tires for passenger cars (18 inch and above)
 - Truck & bus tires
 - Ultra-large tires for mining vehicles

* US building products business was classified as discontinued operations in 1Q of fiscal 2021. In accordance with business transfer decisions announced in Dec. 2021, the anti-vibration rubber business and chemical products solutions business was also classified as discontinued operations. Accordingly, revenue & adjusted operating profit show figures for continuing operations and exclude revenue & expenses of the discontinued operations. Note that 2021 results have been restated using the same classification as that used for 2022.

**REP: Tires for replacement
***HRD: High Rim Diameter

Summary of Financial Results for 1st Half 2022: Return to a “strong” Bridgestone capable of adapting to change

■ Summary of Financial Results for the 1st Half – vs. previous year :

2) Adjusted Operating Profit: + Approx. 24 B JPY increase (113% vs. PY) / Margin: 11% (-1.1% vs. PY)

(Unit: B JPY)	2021 1H Results		2022 1H Results*	vs. PY (%)
	Before reclassification (Results disclosed last year)	After reclassification *		
Revenue	1,568.8	1,510.4	1,886.3	+25
Adjusted Operating Profit	176.2	182.4	206.6	+13
Margin	11.2%	12.1%	11.0%	(1.1) pp
Profit Attributable to Owners of Parent	352.3	352.3	92.9	(74)
- Continuing Operations	123.6	131.3	117.6	(10)
- Discontinued Operations	228.7	221.0	(247)	-

■ Responded to Irregular negative impacts (suspension of production in & export to Russia, China COVID-19 impact, and cyber incident at subsidiary in U.S.) through flexible agile management mainly in supply chain, and minimized impact to profits

■ Largely covered impacts of unprecedented raw material inflation through improvement in **premium tire sales mix** & **strategic price management including price increase** based on product power of Dan-Totsu products.

■ Responded to cost inflation in energy, labor, ocean freight, logistics fuel cost, etc. through expense & cost structure reformation such as:

- **Productivity improvement through manufacturing improvement**
- **Global procurement initiatives**
- Thorough expense management however, unable to cover all impacts.

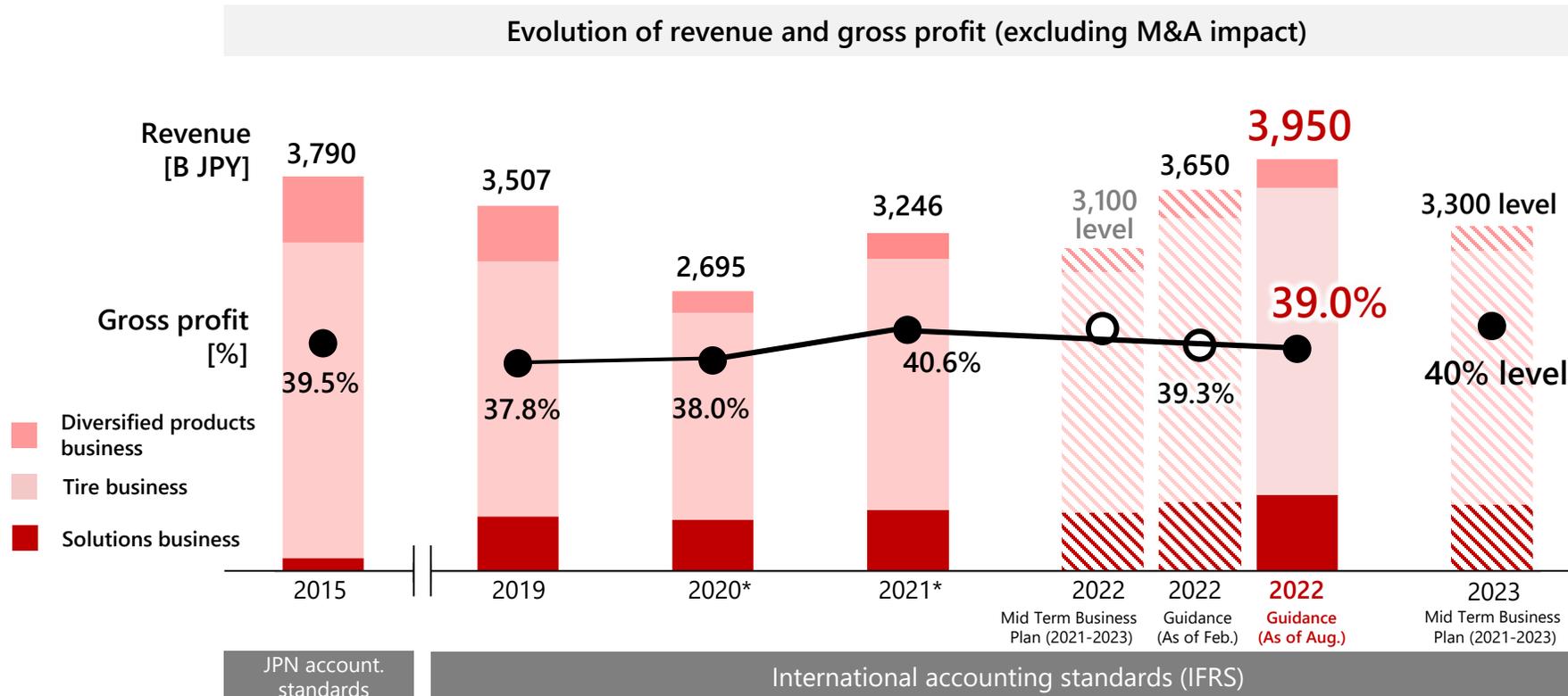
3) Profit/Loss from Continuing Operations: - 13.7 B JPY (90% vs. PY)

Recorded 32.6 B JPY of adjustment items such as loss related to the Russian business (impairment loss of fixed assets, etc.), expense related to safety inspection at Bridgestone Cycle Corp., etc.

* US building products business was classified as discontinued operations in 1Q of fiscal 2021. In accordance with business transfer decisions announced in Dec. 2021, the anti-vibration rubber business and chemical products solutions business was also classified as discontinued operations. Accordingly, revenue & adjusted operating profit show figures for continuing operations and exclude revenue & expenses of the discontinued operations. Note that 2021 results have been restated using the same classification as that used for 2022.

Summary of Fiscal 2022 Guidance: Return to a "strong" Bridgestone capable of adapting to change

- Revenue: Plan **4,000 B JPY** level including currency exchange impact – reinforce **flexible agile management in supply chain** leveraging global manufacturing footprint, continue expanding sales & market share of **premium tires based on product power of Dan-Totsu product** (HRD passenger car tires, Truck & bus tires, mining vehicles tires)
- Gross profit: **Maintain original guidance in Feb. levels** –largely cover impact of unprecedented raw material inflation through improvement of **premium tire sales mix & strategic price management** including price increase, planned -1.5% vs. PY due to irregular negative impacts and continuing inflation of energy & labor costs, etc.



- 2022 Revenue guidance:
 - vs. PY: **122%**
 - vs. original guidance in Feb: 300 B JPY increase (including foreign exchange impact)

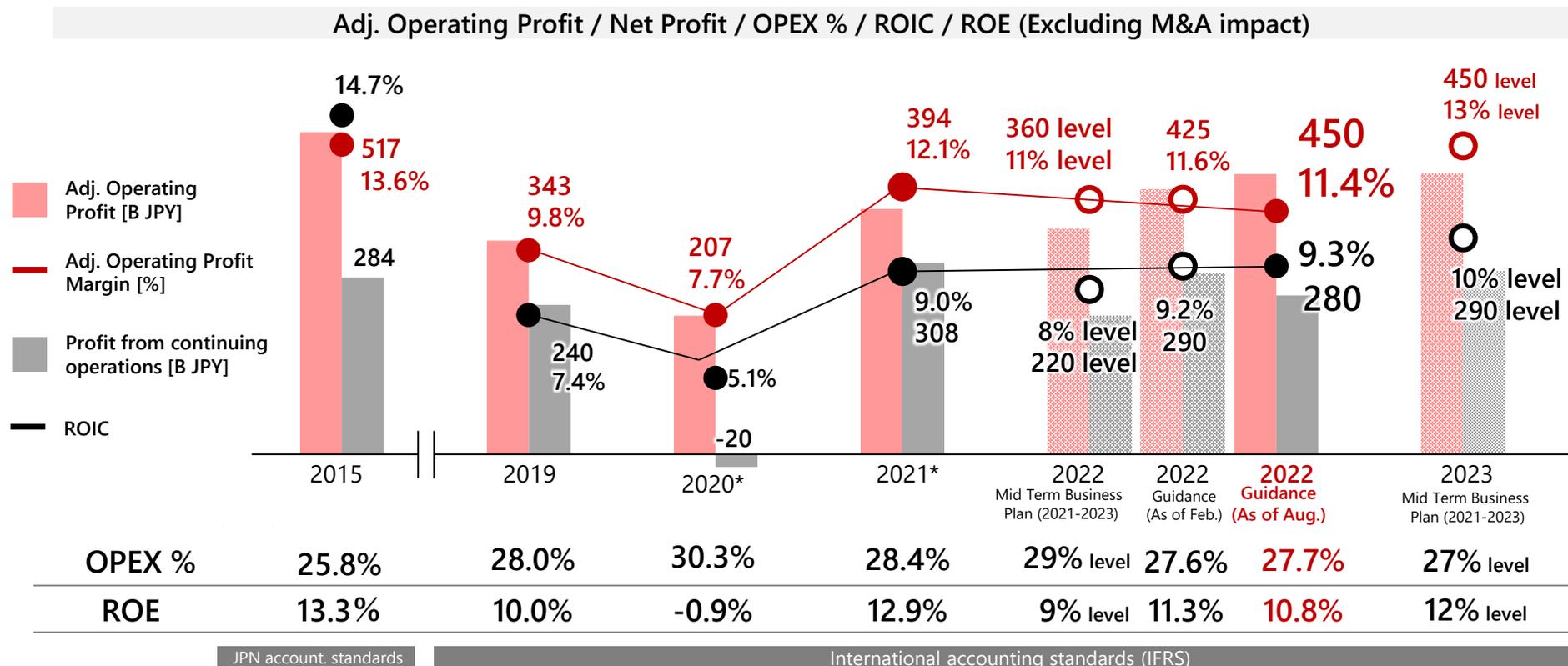
- 2022 Gross profit guidance:
 - vs. PY: -1.5%
 - vs. original guidance in Feb: **Maintain 39% level**

- Solutions business revenue portion:
 - 2022: **Approx. 19%**
 - ⇒ Aim to exceed 20% of total revenue in 2023

*Excluding U.S. building products business, Automotive anti-vibration rubber business, and Chemical products solutions business

Summary of Fiscal 2022 Guidance: Return to a "strong" Bridgestone capable of adapting to change

- **Adj. Operating Profit & Margin:** Continue flexible agile management to manage irregular negative impacts. Respond to cost inflation in ocean freight, logistics fuel cost, labor, etc. by expense & cost structure reformation such as cost reduction through global procurement initiatives and thorough expense management. Slight decrease in margin vs. previous year, but **maintain 11% level in line with original guidance in Feb.**
- **Profit from continuing operations:** Record losses related to Russian business & expense related to safety inspection at Bridgestone Cycle Corp. as adjustment items. Slight decrease vs. original guidance in Feb.
- **ROIC:** Exceed 2021 level and plan **9% above** - **expect to achieve original guidance in Feb.**



- **2022 Guidance**
- **Adj. Operating Profit :**
 - vs. previous year: **114%**
 - **Approx. 56 B JPY increase**
 - vs. original guidance in Feb: **25 B JPY increase**
- **Margin:**
 - vs. previous year: - 0.8%
 - vs. original guidance in Feb: **Maintain 11% level**
- **ROIC :**
 - vs. previous year: +0.3%
 - vs. original guidance in Feb: **Same level**

Excluding irregular negative impacts, **near completing "rebuilding of earning power"** by ensuring improvement of business quality.

*Excluding U.S. building products business, Automotive anti-vibration rubber business, and Chemical products solutions business



2. Mid Term Business Plan (2021-2023) Progress Update - Strategic Growth Investment -

Mid Term Business Plan (2021-2023) Progress Update

- Strategic Growth Investment "Lay foundation for future growth"



	2021	2022 August	2023				
Stage	<p>Sustainability at the core</p> <p>"Tackle past negative legacies without delay" / "Focus on execution and delivering results for immediate issues" / "Lay foundation for future growth"</p> <p>Rebuilding earning power</p>		<p>"Strong" Bridgestone capable of adapting to change</p>				
	<p>Strategic growth investment</p>						
 Core business	<ul style="list-style-type: none"> ■ Premium tire business Invest in building foundations for premium tire business, drive & reinforce "ENLITEN business strategy" 						
 Growth business	<ul style="list-style-type: none"> ■ Solutions business Make strategic growth investments in building foundations to accelerate growth Enhancement of tire-centric solutions biz / retail & service solutions biz / mobility solutions biz 		<p>(Revenue portion: 2023 Target)</p> <table border="1"> <tr> <td>Tire</td> <td>Solutions</td> </tr> <tr> <td>80%</td> <td>20%</td> </tr> </table>	Tire	Solutions	80%	20%
Tire	Solutions						
80%	20%						
 Exploratory business	<ul style="list-style-type: none"> ■ Start in areas where Bridgestone can leverage its core competencies: With sustainability at the core, explore technologies & business models mainly upstream & downstream of supply chain Guayule business / Natural rubber business, Recycle business, new challenge in Diversified products business – Soft robotics business 						
Diversified products business	<ul style="list-style-type: none"> ■ Sharply focus on areas where Bridgestone's core competencies can be leveraged: Invest in reinforcing premium business, and building solutions business 						
Reinforce investment in talent	<ul style="list-style-type: none"> ■ Address problems specific to Japan: Align talent strategy with business strategy, execute additional measures especially for on-site & young talent 						



Strategic Growth Investment - Lay foundation for future growth - Build foundations for premium & solutions business

1. Premium tire business



Build foundations for premium tire business: Reinforce structure to “produce and sell”

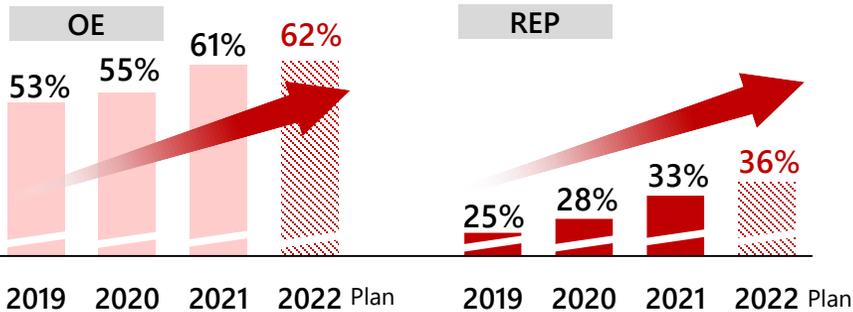
■ Globally reinforce structure to “produce and sell” premium products - HRD tires for passenger cars

- Sales: Drive sales growth in U.S. & Europe and emerging markets globally:
Expand sales from OE*, and take in REP recursion demand

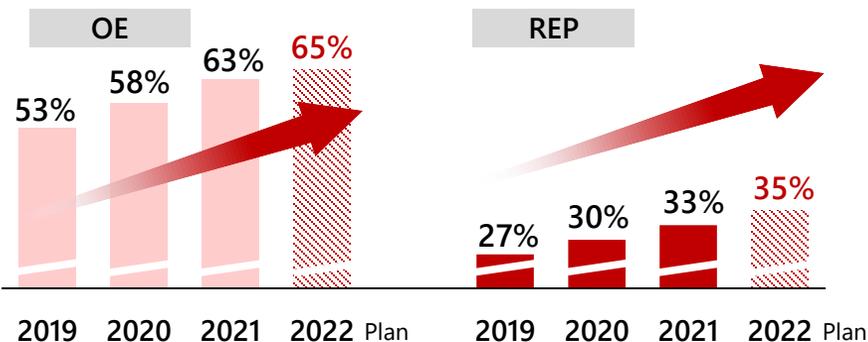
- Production: To prepare to further sales expansion 2023 and onwards, make investments in each plant to replace equipment & increase capacity
⇒ Fully leverage production capacity in existing plants

<2022 Plan>

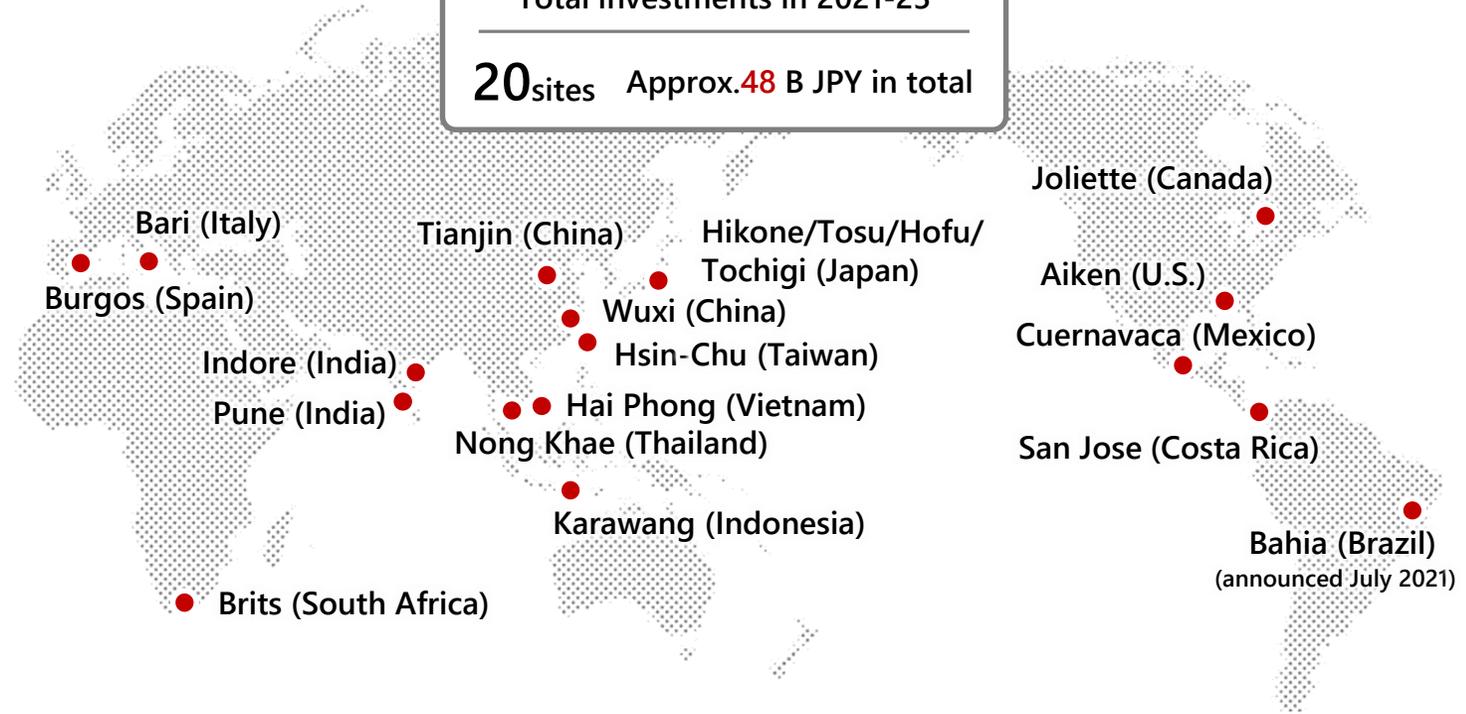
Sales ratio of tires 18 inch and above (U.S. & Europe)



Sales ratio of tires 17 inch and above (Emerging markets)
Asia Pacific, China, S. America



Total investments in 2021-23
20sites Approx. 48 B JPY in total



*OE: Tires on new vehicles



Build foundations for premium tire business: Reinforce structure to “produce and sell”

- Make investments to reinforce global structure to produce premium tire - truck & bus tires, tires for mining & construction vehicles, etc.
Build foundations for the premium tire business in coordination with the enhancement of solutions business



Tires for mining & construction vehicles - Investment to reinforce production

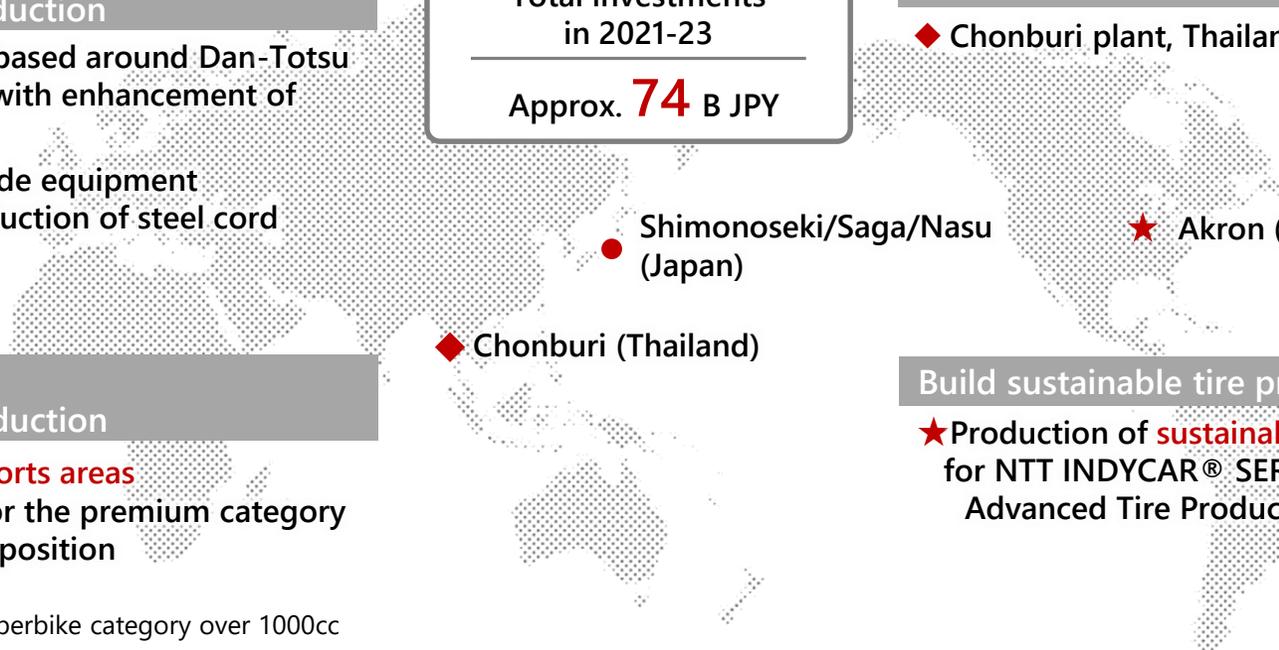
- Build premium tire business based around Dan-Totsu product “**MasterCore**” / link with enhancement of solutions business
 - Shimonoseki plant: Upgrade equipment
 - Saga plant: reinforce production of steel cord



Truck & bus tires - Investment to expand production capacity

- ◆ Chonburi plant, Thailand: Reinforce as **global supply source**

Total investments in 2021-23
Approx. **74** B JPY



Motorcycle tires – Investment to reinforce production

- **Focus on premium race & sports areas**
Global No.1* in OE fitment for the premium category - Further reinforce premium position
 - Nasu plant enhancement
- *Bridgestone estimates for large superbike category over 1000cc

Build sustainable tire production structure

- ★ Production of **sustainable tires using guayule as raw material** for NTT INDYCAR® SERIES:
Advanced Tire Production Center (Akron, U.S.)

Build premium tire manufacturing footprint network with sustainability at the core, and also execute investments for going green & smart over a mid-long term



Premium tire business: Build “new premium” ENLITEN business strategy

- Build ENLITEN business strategy as the “new premium” in which Bridgestone will uniquely create value, and place it at the **core of the premium tire business**



“ENLITEN” the innovative tire technology optimized to fit EVs

Evolve as a “business strategy” covering technology, products and business models

For passenger car tires: **New premium in EV era**

For truck and bus tires: **New premium in circular business era**

Sustainability vs. business growth

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

Simultaneously create value that can sometimes be contradictory

~ 2023

Build “ENLITEN business strategy” toward **expansion of REP products from 2024**

Plan: ENLITEN product # / equipment % (for REP)

- PS* : 2023 - Approx. 10% ⇒ 2024 - Approx. 20 products/ **Approx. 25%**
- LT* : 2023 - Approx. 10% ⇒ 2024 - Approx. 10 products/ **Approx. 20%**
- TB* : 2023 - Approx. 10% ⇒ 2024 - Approx. 30 products/ **Approx. 20%**

(Product #: 2022-2024 cumulative)

2030

Plan: ENLITEN product # / equipment % (for REP)

- PS: Approx. 60 products / **Approx. 100%**
- LT: Approx. 30 products / **Approx. 100%**
- TB: Approx. 90 products / **Over 70%**

(Product #: 2022-2030 cumulative)

*PS: Passenger car tires, TB: Truck & bus tires, LT: Light truck tires

Premium tire business – ENLITEN business strategy for passenger car tires:

New premium in EV era



- Expand OE fitment of tires equipped with “ENLITEN”, an innovative tire technology optimized to fit EVs, globally to various vehicle models
- Committed to supporting the realization of a carbon neutral mobility society from the ground up

Vehicles fitted with ENLITEN: 2021 end **27** models (including 7 EVs) ⇒ June 2022 **34** models (including 12 EVs)

- Major examples of ENLITEN fitment on EVs



AUDI	Q4 e-tron
BMW	iX
Mercedes-Benz	VISION EQXX (concept car)
SKODA	ENYAQ
VW	ID.3 / ID.4
FIAT	500e
TOYOTA	bZ4X
SUBARU	SOLTERRA
LIGHTYEAR	Lightyear One
Fisker	Ocean
NIO	eT7

- New social & customer value created by ENLITEN technology

Value ENLITEN equipped tires will provide vehicles:

- Through each product, provide tire performance customized to each vehicle & customer usage conditions
- Customize performances to meet EV requirements, bring out the maximum driving experience of the vehicle
- Contribute to solving problems related to electrification (improving power consumption, ensuring driving range, weight & cost increase, etc.)
- Significant improvements in EV driving range & electricity consumption through innovative rolling resistance reduction of tires*
Contribute to reducing battery load for EVs
 - Lighter vehicle weight, cost reduction, improvement of space utility



Examples of products equipped with ENLITEN:
ALENZA 001/TURANZA EL450

*vs. Bridgestone conventional product

Key EV OE fitment (2022):

TOYOTA bZ4X
(ALENZA 001/TURANZA EL450)



SUBARU SOLTERRA
(ALENZA 001/TURANZA EL450)





Premium tire business – ENLITEN business strategy for truck & bus tires: New premium in circular business era

- Create new value across entire value chain, linked with solutions business such as **retread**, mobility solutions & recycle business
Build a business model that also contributes to realizing a **circular economy** & **carbon neutrality**
- Launch the global first TB tire, equipped with ENLITEN technology, from the Japanese market:
Build a **circular business model** combining “**Dan-Totsu Product**” and “**Retread**” in Japan

◆ Business model (Japan):

- ◆ 1st “Dan-Totsu product” equipped with ENLITEN technology (Japan):

All-round studless W999 (To be launched Sept. 2022)
Balances ice performance & durability at a high level, with improved performance against irregular wear.
→ Extends tire replacement cycle, improves resource productivity. Also contributes to reducing man-hours for tire maintenance.

W999
V-STEEL STUDLESS W999
ENLITEN®



- ◆ Strategic growth investment to enhance retread in Japan

- Reinforce equipment & manpower in retread manufacturing sites
- Reinforce structure to collect used tires for retreading

Maximize value linked with solutions

New tire

- Global expansion of products equipped with “ENLITEN” technology
- Development of new tires suited for retread (increased durability/performance against irregular wear, etc.)



Retread

- Approx. 50% reduction in raw material consumption – improve resource productivity
- Contribute to reducing approx. 50% of CO₂ emissions during tire manufacturing*

*In the case of 1 Bridgestone fuel efficient new tire + retread 2 times



“Real” × “Digital”

Dan-Totsu solution network
Dan-Totsu service

Approx. **900** sites

(Stores registered as Bridgestone Service Network in Japan, end of 2021)

Digital solution tool

tirematics “Real-time monitoring”
(Service to start from Sept. 2022)

Prevent operation trouble resulting from tires, remote real-time monitoring of tire air pressure & temperature
(Global rollout from 2012, Service in Japan from Dec. 2020)



Premium tire business – ENLITEN business strategy for light truck & bus tires

- Combining “New premium in EV era” for passenger cars, and “New premium in circular business era” for truck & bus, build business model for light truck & bus matching adapted to characteristics of each markets in each region
 “Support the realization of a carbon neutral mobility society & circular economy also for “MaaS” and “last one mile delivery”

ENLITEN business strategy for light truck & bus tires combining “Dan-Totsu product” and “solutions”

Dan-Totsu product

Extended EV driving range / Increased wear life
/ Less resources used



Tire-centric solutions

Aim to establish wear prediction model / retread for light trucks
Contribute to realizing a circular economy



Retail & Service solutions

Enhance maintenance / subscription models

- 2022 – Start from expanding OE fitment (Japan):

“Dan-Totsu product” equipped with ENLITEN technology

DURAVIS R207A

(Planned to be launched for REP in this fall)

OE fitment on Hino’s light BEV truck, HINO DUTRO Z EV





**Strategic Growth Investment - Lay foundation for future growth -
Build foundations for premium & solutions business**

2. Build foundation for accelerating the growth of solutions business

Build foundation for accelerating the growth of solutions business



- Strategic growth investment to **accelerate** solution business : Executed investment in retail & service solutions business (U.S.), mobility solutions business (EU & U.S.), tire centric solutions business – retread (Japan & U.S.) & mining solutions by 1st half, 2022
-> Determining **growth potential, profitability and synergy** by each business toward next mid term business plan (2024-2026)

Enhancement of Mobility Solutions Business

- Webfleet Solutions service enhancement in EU and global (Digital fleet solutions provider, Europe)

Enhancement of Mobility Solutions Business

- Acquisition of Arvento Mobile Systems A.Ş. (Digital fleet solution provider, Turkey) (Agreed on acquisition by BRISA, Bridgestone's affiliated company)

Reinforcement of Tire Centric Solutions Business (Mining Solutions)

- Acquisition of Otraco International Pty Ltd (Mining vehicle tire solutions provider, Australia/ Chile/ South Africa)
- Acquisition of iTrack solutions business from Transense Technologies (Mining solutions provider, UK) (Acquired in 2020)

Enhance mining solutions through “real” x “digital” leveraging 120 solutions sites including sites of Otraco which provide on-site service, and digital vehicle monitoring tool with Dan-Totsu product MasterCore

Investments Amount
(2021-23)

Approx. **72** B JPY

Reinforcement of Tire Centric Solutions Business

- Japan - Investment for retread solution enhancement

Enhancement of Retail & Service Solutions Business

- Strategic investment in Mobile vehicle maintenance service (Mobile van) provider (U.S.)
- Wrench / Yoshi

Reinforcement of Tire Centric Solutions Business

- U.S. – Investment in reinforcement of retread
- Strategic investment in Tyrata (Tire sensor/data management service provider, U.S.)

Enhancement of Mobility Solutions Business

- Acquisition of Azuga Holdings Inc. (Digital fleet solutions provider, U.S.)

Investment in Start-up

Lay foundation for development of new mobility and technologies

- Strategic investment in May Mobility (Autonomous driving technology development, U.S.)
- Strategic investment in Kodiak Robotics (Autonomous long-haul trucking technology development, U.S.)
- Strategic investment in TIER IV (Autonomous driving technology development, Japan)

Foundation for accelerating the growth of solutions business: Enhancement of retail & service solutions business



- **Strengthen investment in the U.S.** which has Dan-Totsu network
Reinforce **value proposition during the “use” of tires : UX** -Provide tire & vehicle maintenance customized to each customer



Approx. **2,200** sites (U.S., Company-owned)

Enhancement of mobile van service

Provide maintenance on-site to customers when vehicle breakdown occurs

- **Enhancement of Bridgestone own service**
(approx. 80 vehicles, approx. 90 mechanics) ※ as of June 2022

Firestone
DIRECT



- **Strategic investment in external partners**
 - **Wrench** : approx. 130 mechanics
+ approx. 400 contractor mechanics
 - **Yoshi** : approx. 50 mechanics
- **Expansion of service in Australia with Lube Mobile**
(acquired in 2018): Approx. 230 vehicles

Enhancement of EV charging solutions network

- **Partnership with Blink Charging, EV charging solutions provider**
Plan to build approx. 50 charging ports in 2022
- **Partnership with EVBOX in Europe**

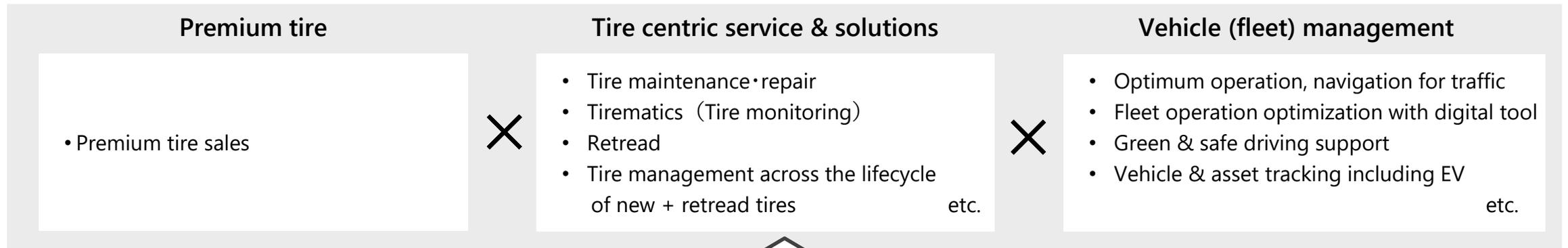


Realize carbon-neutral mobility society in global

Foundation for accelerating the growth of solutions business: Enhancement of mobility solutions business



- Start **[Fleetcare]** - subscription model service that integrates premium tire + service & solutions+ vehicle (fleet) management and provides the customized combination in one package - **from June 2022 in Europe**
⇒ aim to expand this concept in global centered around Europe, U.S., and Australia



Bridgestone as "One team" provides customized service in one package - offer with "One contract & One invoice"



Enhance synergy with premium tire business mainly around Webfleet Solutions in Europe and Australia and Azuga in North America with approx. 1 million connected vehicles

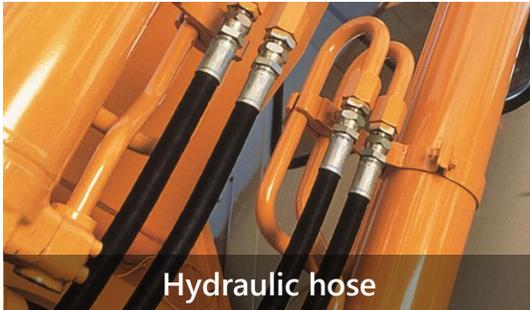


**Strategic Growth Investment - Lay foundation for future growth -
Build foundations for premium & solutions business**

3. Premium strategy in diversified products business

Premium strategy in diversified products business

- Promote investment in reinforcing **premium business and solutions** in diversified products business, **placing sustainability at its core**



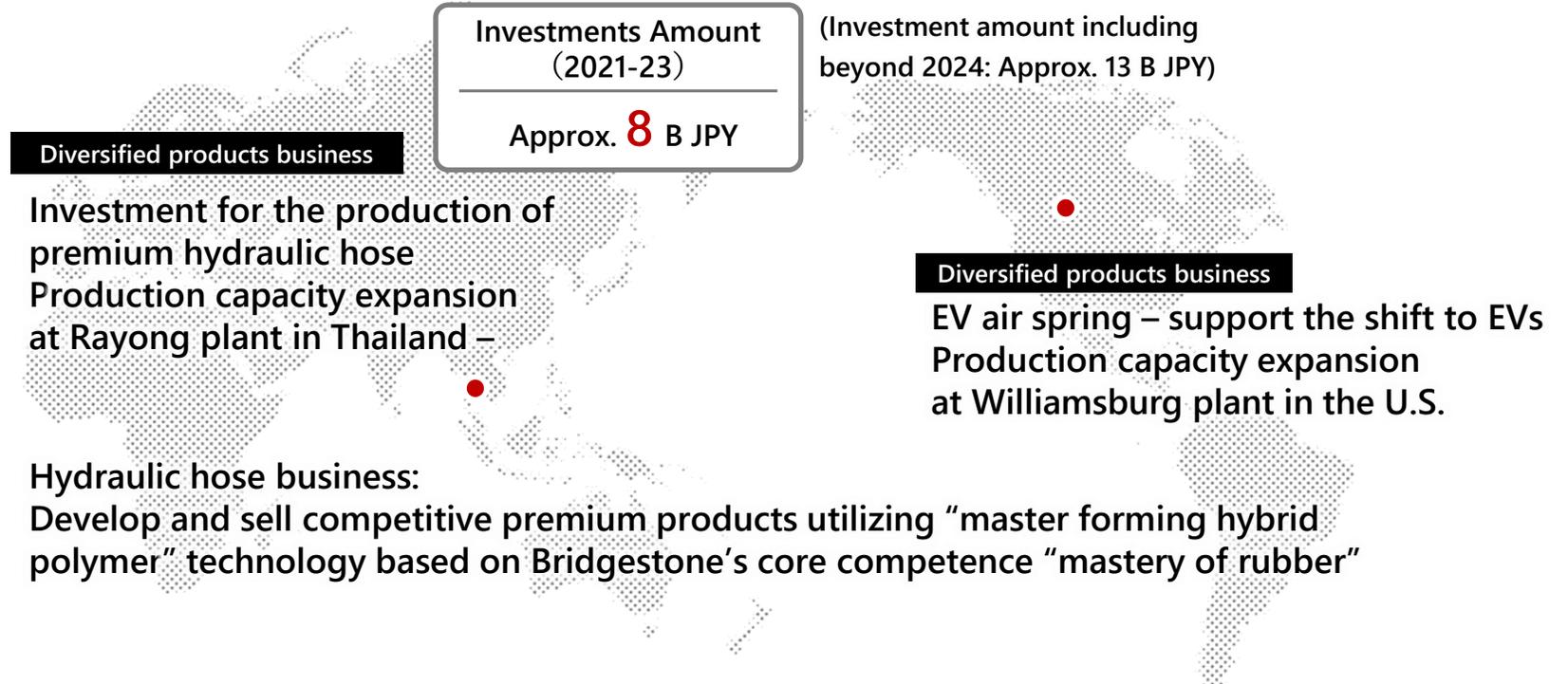
Hydraulic hose



Hydraulic excavator fitted with hydraulic hose



Air spring



Diversified products business: Hydraulic hose business

- Execute **investment in expanding manufacturing capacity of premium hydraulic hose in Thailand** – Enhance premium and solutions business

Hydraulic hose business

- Sales revenue in approx. 56 B JPY in 2021 full year - global products business for construction machineries such as hydraulic excavator
- Based on Dan-Totsu product with strong core competencies such as **“master forming hybrid polymer” technology** to handle rubber and **global footprint (manufacturing & sales)**
- Contribute to **nonstop operations in various industries** with the business model linking original equipment, replacement sales and solutions

R&D

- Yokohama Diversified products Technology Center, Japan

Manufacturing plants

- Seki & Kumamoto, Japan
- Changzhou, China
- ◆ Rayong, Thailand

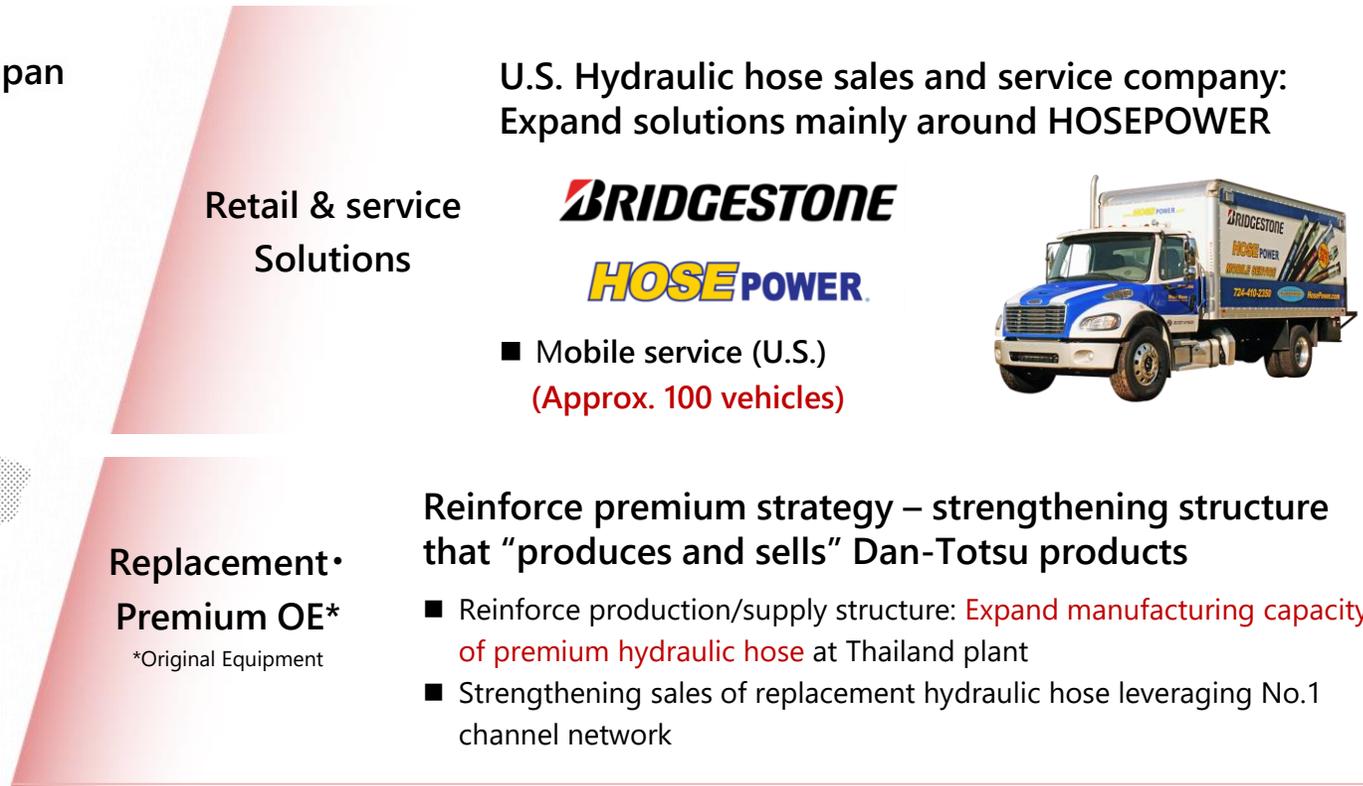


Main market – Bridgestone’s sales and solutions channel

- ★ N. America - Bridgestone HOSE POWER
– Approx. 50 sites (company owned)
- Japan - Hose Shop (Distributor) – Approx. 600 sites
Developing business in China, Asia and Europe as well

Have No.1* sales and solutions channel network of replacement in Japan and N. America

* BS estimate by the number of sites





**Strategic Growth Investment - Lay foundation for future growth -
Build foundations for premium & solutions business**

4. Realize Sustainability Business Model

Realize Sustainability Business Model

- Execute investment to realize carbon neutrality and circular economy across the value chain
 - “produce and sell”, “use” and “renew” tires and products



Natural rubber resource “Para rubber tree”

Realize Sustainability Business Model



- Energy
- Ecology
- Empowerment

Strengthen our initiatives to realize “carbon-neutrality and circular economy” for the sake of the Earth, which future generations of children have entrusted in our care

Carbon neutrality

Scope 1&2

2030: Reduction of CO2 emissions -50% (vs 2011) → 2050: Carbon neutrality
 - 2022: Plan to achieve -25%, 2023: reinforce initiatives aiming to achieve more than -30%
 Expand use of renewable energy (electricity) % : 2021 16% ⇒ 2022 above 20% ⇒ 2023 planning above 50%
 - Switched electricity sourced from outside providers to 100% renewable energy for all European sites of BSEMIA, 4 plants (Hikone/Shimonoseki/ Tosu/Kitakyushu) in Japan and 2 plants (Tianjin/Wuxi) in China, further expansion in Thailand etc. / Start the transformation of existing plants to green & smart sites

Scope 3

2030 : **Contribute to reducing more than 5 times of our emissions** → 2050: Carbon neutrality
 - 2022 : SBT* Application - Under review for certification (including Scope 1-2 targets)
 Start from procurement - Enhance suppliers’ engagement ⇒ Promote a review process to set quantitative emissions reduction target

Circular economy

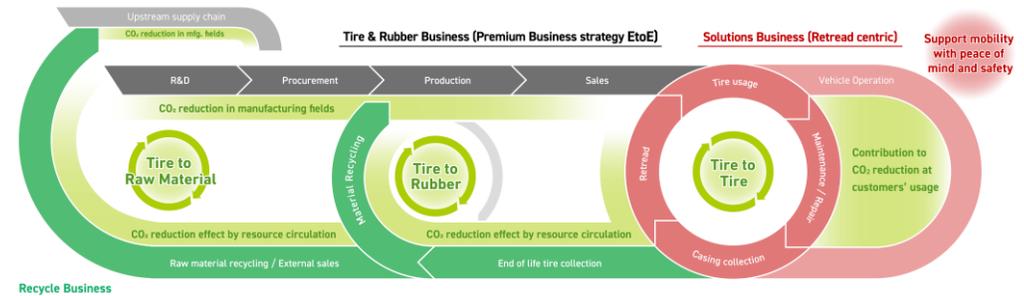
2030: Recycled & renewable material ratio 40% / 2050: 100% sustainable material
 - 2022: Expected to achieve 37% as planned, 2023: 37% above
 Reinforce the alignment with ENLITEN business strategy and product strategy (including retread), promote use of renewable materials

*SBT : Science Based Target

Investment to realize carbon neutrality/circular economy across the value chain - “produce and sell”, “use” and “renew”

- Natural rubber business** Investment in elite tree planting at natural rubber plantation in Indonesia, Asia
- Guayule business** Resource investment mainly in U.S. with Bridgestone Americas taking initiative – diversification of natural rubber sources
- Recycle business** Explore technologies which renew tires to raw materials - promote initiatives based on co-creation

⇒ Promote use and exploration of biotechnologies





**Strategic Growth Investment - Lay foundation for future growth -
Build foundations for premium & solutions business**

5. Reinforcement of talent investment (Japan)

Reinforcement of talent investment

■ Talent strategy aligned with business strategy

- Accelerate initiatives globally to **realize both growth of Bridgestone and individuals working at Bridgestone** as challenge
- **Global culture change in line with Bridgestone E8 Commitment**
Confirm global common strength and further improvement items based on the result of engagement survey

Global common strength

- Quality and customer-oriented spirit
- Permeation of vision and strategy



Global common improvement items

- Collaboration (Overcome organizational silos)
- Agile operation
- DE&I
- Talent development

▶ <Japan> Strengthen initiatives in Japan especially on younger employees and at manufacturing sites to tackle improvement items based on engagement survey and women empowerment.

Reinforcement of talent investment (Japan)



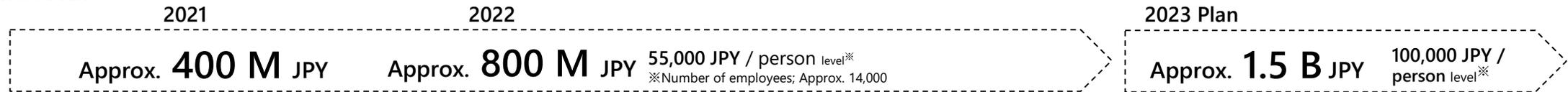
2020 Mid Term Business Plan (2021-2023)

Return to a "Strong" Bridgestone

"Tackle past negative legacies squarely without delay"/ "Focus on execution and delivering results"/ "Lay foundation for the future growth"

Mid Term Business Plan

Investment in training and development in Bridgestone Corporation



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

2H 2022 additional measures

[Talents on-site]

Approx. **3.3B** JPY

[Younger talents]

Approx. **300 M** JPY

※ including capital investment, etc.

2023

Continue to reinforce

Expand top managements town hall meetings

Develop COVID-19 measures to ensure peace of mind for employees, families and communities

Develop talents having potential to be top management in next generation (Bridgestone Next100)

Promotion female managers (with mentor system)

Promote new workstyles (Remote, free address, Promotion of ABW)

Simple and lean organization etc.

*ABW : Activity Based Working – employees can design their workstyles according to their own styles

Strengthen affinity for Bridgestone's culture, **DNA**, and pride

"**talent on-site**" Improve employee welfare & benefit, and working environment (especially at manufacturing sites)

"**Younger talent**" Introduce **On-site 100 days challenge and 1 year/ 2 years challenge** system
Expand DX training (reskilling)

"**Managers**" Introduce coaching training/ 360 degree evaluation
Succession plan (plan 30 % filled by female candidates) etc.



Strategic Growth Investment - Lay foundation for future growth -
Build foundations for premium & solutions business

Strategic resource



“Aggressive approach” and “Challenge”

Mid Term Business Plan (2021-2023): Inject approx. **620 B JPY** level of strategic resources

Strategic investment / Strategic expenses

M&A / CVC / Strategic partnership

Approx. **500** B JPY

Approx. **120** B JPY

2021
Result

2022
Forecast

2023
Plan

2021
Result

2022
Forecast

2023
Plan

Approx. **82** B JPY

Approx. **144** B JPY

Approx. **272** B JPY

Approx. **50** B JPY

Approx. **60** B JPY

Approx. **10** B JPY

Premium tire business: Strengthen structure of “produce and sell” premium products

Solutions business: Retail & service solutions business >>> Reinforce investment in mobile van service etc. and focusing on the U.S.

Tire centric solutions business >>> Reinforce investment in retread, enhance mining solutions

Mobility solutions business >>> Enhance service and global expansion

Start strategic investment in start-ups >>> Lay foundations for new mobility and technologies development

Sustainability: Continue investments in the realization of carbon neutrality and circular economy and biotechnologies

Talent investment: Reinforce investment in talent strategy in line with business strategy

2030 Long Term Strategic Aspiration - Bridgestone 3.0 Journey -
- Roadmap in the challenge to become a global standard excellent company -

Announcement : August 31, 2022 (Wed.)



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.



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