



Summary of Financial Results
for 3rd Quarter & Fiscal 2022 Guidance
Mid Term Business Plan (2021-2023) Progress Update

November 10, 2022

Member of the Board

Global CEO and Representative

Executive Officer

Shu Ishibashi

Today's agenda

1. **Summary of Financial Results for 3rd Quarter & Fiscal 2022 Guidance**
2. **Mid Term Business Plan (2021-2023) Progress Update**

Summary of financial results for the 3rd quarter: Return to a “strong” Bridgestone capable of adapting to change

■ Summary of financial results for the 3rd quarter – vs. previous year:

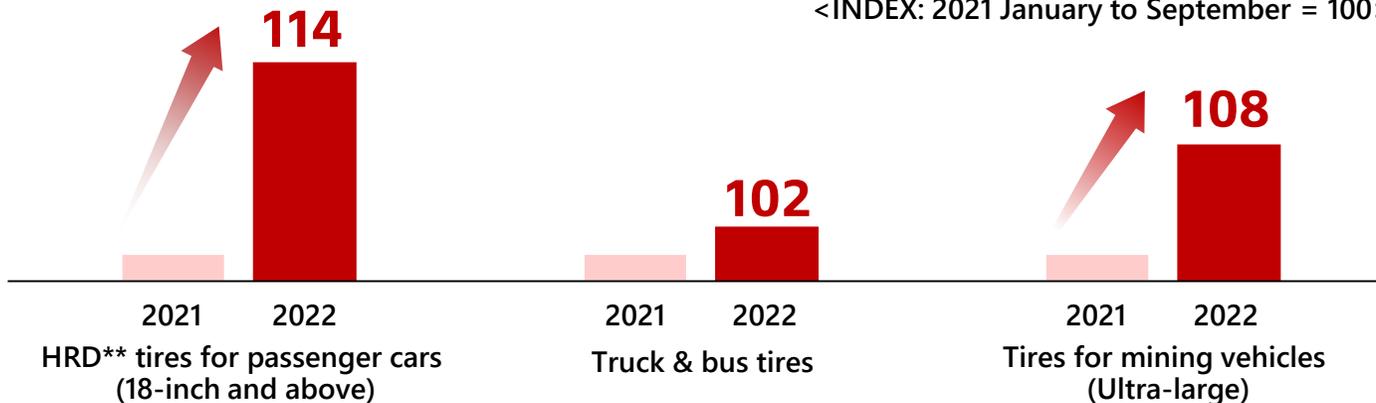
1) Revenue: + **Approx. 660 B JPY increase (128% vs. PY)**

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

(Unit: B JPY)	2021 9 months results		2022 9 months results*	vs. PY (%)
	Before reclassification (Results disclosed last year)	After reclassification *		
Revenue	2,401.8	2,317.7	2,976.9	128

REP** Premium tire sales growth % (2022 January to September)

<INDEX: 2021 January to September = 100>



* US building products business was classified as discontinued operations in 3Q 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.

** REP: Tires for replacement / HRD: High rim diameter

Negative factors

- **Irregular negative impacts** (Factors that appeared by 2Q)
 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.
 - **Deteriorating business environment from 3Q**
 1. The recession in Europe and growing uncertainty about the U.S. economy
- ▼
- **Flexible and agile supply management** based on **global manufacturing footprints**
 - **Reinforce premium business strategy:**
Based on **product power of Dan-Totsu products**, achieved **sales & market share expansion** in premium areas such as HRD tires for passenger cars (replacement sales) and tires for mining vehicles
 - Unable to achieve significant growth in truck and bus tire sales & market share due to supply constraints in North America, which is the main market for truck and bus tires

Summary of financial results for the 3rd quarter: Return to a “strong” Bridgestone capable of adapting to change

■ Summary of financial results for the 3rd quarter – vs. previous year:

2) Adjusted Operating Profit: + Approx. 54 B JPY increase (119% vs. PY) / Margin: 11.5% (-1.0% vs. PY)

(Unit: B JPY)	2021 9 months results		2022 9 months results*	vs. PY (%)
	Before reclassification (Results disclosed last year)	After reclassification*		
Revenue	2,401.8	2,317.7	2,976.9	128
Adjusted operating profit	277.9	288.6	342.2	119
Margin	11.6%	12.5%	11.5%	- 1.0pp
Profits Attributable to Owners of Parent	422.8	422.8	188.7	45
- Continuing Operations	192.9	204.6	217.2	106
- Discontinued Operations	229.9	218.3	- 28.4	-

- The recession in Europe and growing uncertainty about the U.S. economy from 3Q
⇒ Further focus on premium area
- Covered most negative impacts on cost from raw material increase and inflation (energy, labor cost, etc.) by improving sales, market share, and sales mix of premium tires and by strategic price management including price increase based on product power of Dan-Totsu products
- Achieved solid results, offsetting the rapid decline in profit of global OE tire (tires on new vehicles) sales for passenger car tires and truck & bus tires with the replacement tire business
- Achieved increase in adjusted operation profit compared to the previous year through manufacturing improvement and expense & cost structure reformation, but one step short in terms of margin (on continuing operations basis)

3) Profit/Loss from Continuing Operations:

Recorded 35 B JPY of adjusted 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. and achieved 12.6 B JPY of increase in profit vs. PY (106% vs. PY)

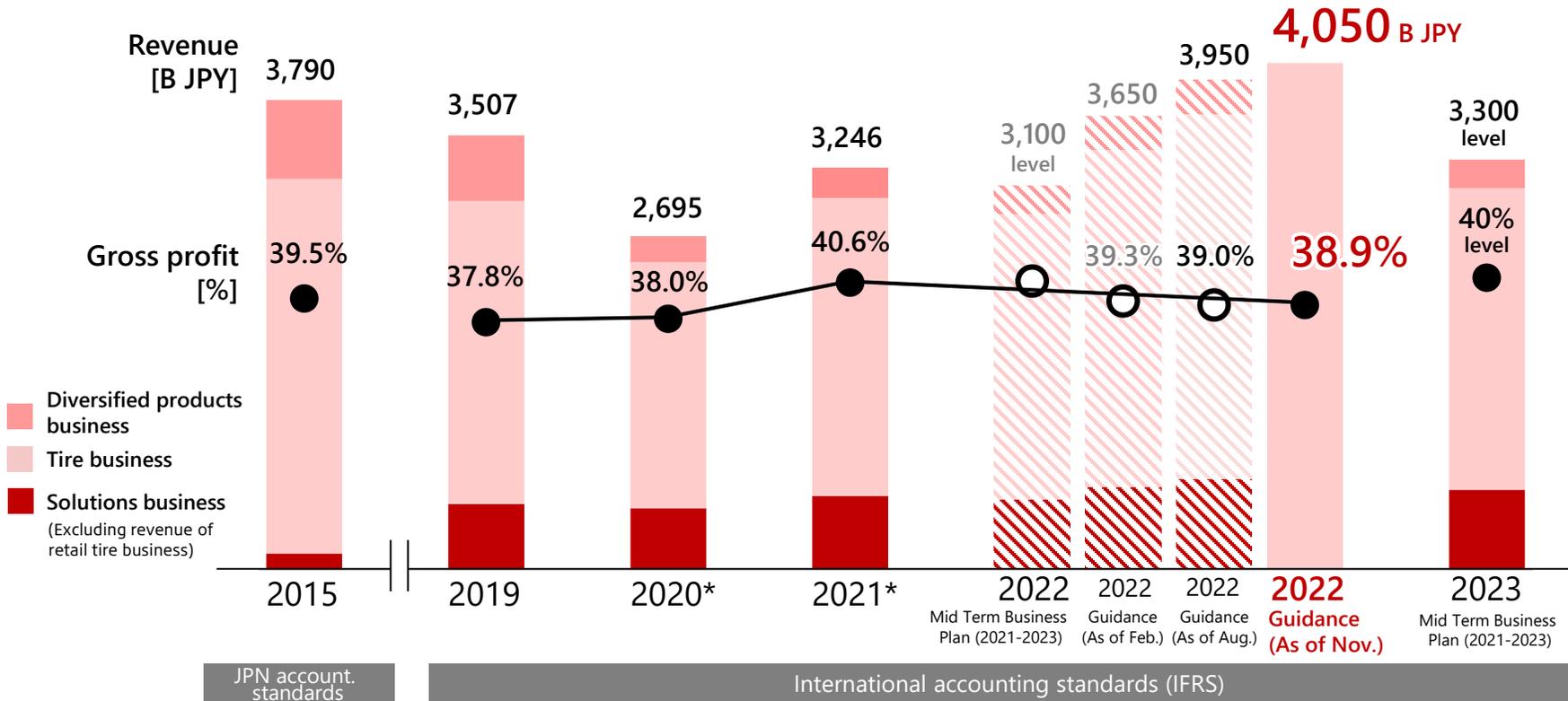
* US building products business was classified as discontinued operations in 3Q of fiscal 2021. In accordance with business transfer decisions announced in Dec. 2021, the anti-vibration rubber business and chemical products solutions business was also classified as discontinued operations from 4Q 2021. Accordingly, revenue & adjusted operating profit show figures for continuing operations and exclude revenue & expenses of the discontinued operations.

Summary of Fiscal 2022 Guidance:

Return to a “strong” Bridgestone capable of adapting to change

- Revenue: Plan to achieve **our first revenue of over 4,000 B JPY** including currency exchange impact
 - Enhance **flexible and agile supply chain management** leveraging global manufacturing footprint
 - Enhance expansion of sales & market share and strategic price management for **premium tires** (HRD passenger car tires, truck & bus tires, mining vehicle tires) **based on product power of Dan-Totsu products**
 - 4Q onwards: Intensifying headwinds from the recession in Europe, growing uncertainty about the U.S. economy, etc.
 - ⇒ Strengthen focus on the resilient premium tire area

Evolution of revenue and gross profit



- 2022 Revenue guidance:
 - vs. PY: **125%**
Approx. 800 B JPY increase
 - vs. guidance in Aug. : **103%**
Approx. 100 B JPY increase

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

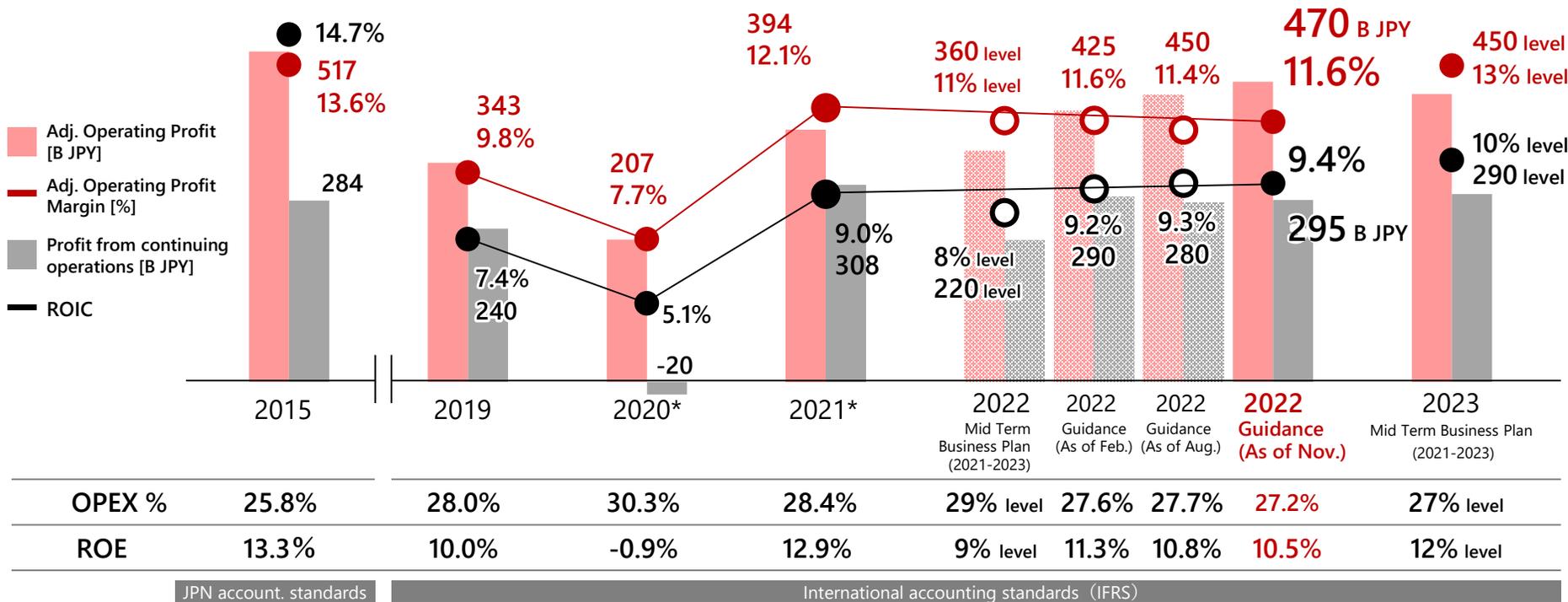
*Excluding U.S. building products business, Automotive anti-vibration rubber business, and Chemical products solutions business

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

Expect to achieve 2022 Plan in Mid Term Business Plan (2021-2023) and guidance as of Feb. and Aug., 2022:

- **Adj. Operating Profit & Margin:** Continue sales mix improvement by further focus on premium area, strategic price management including price increase and reinforce expense and cost structure reformation such as thorough expense management, responding to irregular negative impacts, raw material increase and inflation
⇒ Increase in adj. operating profit vs. PY led by the U.S. business and mining tires business, but one step short in terms of margin (on continuing operations basis)
- **ROIC:** 0.4% increase vs. PY, in line with guidance in Aug. ⇒ Continue rebuilding of earning power

Adj. Operating Profit / Net Profit / OPEX % / ROIC / ROE



■ Net Profit from continuing operations:

Plan increased profit vs. PY on operation basis, excluding expense related to the Russia business transfer

Expense related to the Russia business transfer: Plan 21.6 B JPY in total

- (+ 2 B JPY vs. guidance in Aug.)
- Adjustment items: 20.2 B JPY (+2 B JPY vs guidance in Aug.)
- Other expense: 1.4 B JPY

■ Business environment outlook:

Strong headwinds and growing uncertainty

- Recession in Europe
- Uncertainty about the U.S. economy, etc.

Strengthen resilient premium tire area aiming for a “strong” Bridgestone capable of adapting to change

Counter headwinds globally

*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

■ Business outlook by segment (by tire business and region):

Americas

- Increase in adj. operating profit for the first 9 months of 2022 vs. the previous year, countering the impacts of raw material increase and inflation by price increase and mix improvement, despite slow start in 1H due to cyber-incident in 1Q
- Growing uncertainty about the U.S. economy from 4Q but plan to secure profitability
 - Solid sales and market share expansion of passenger car HRD tires (REP) focusing on premium area. Regarding truck and bus tires, unfavorable sales mix, including increase in OE tire sales and decrease in REP tire sales, caused by supply constraints due to labor shortages at manufacturing sites in the U.S, etc.
 - ⇒ Ensure profitability, alleviating supply constraints through continuous reinforcement of global supply chain management

Europe, Russia, Middle East, India and Africa

- Growth in profitability for the first 9 months of 2022 vs. the previous year. Respond to the impacts of raw material increase and inflation by price increase mainly around Europe. Improved profitability and sales mix with further focus on premium area.
- Deterioration of profitability due to distribution inventory management, decrease in sales volume and further cost increase such as energy cost by rapid recession in Europe from 2H especially from 4Q. Continuously drive mix improvement such as expansion of sales and market share of passenger car HRD tires but expect the challenging business environment in 2023 onwards
- Continue our efforts to expand revenue & profitability in the Middle East and India business (Russia business not included in plans)

China and Asia Pacific

- Declined profitability for the first 9 months of 2022 vs. the previous year due to the impact of COVID-19 lockdown in China and the fact that price increase was not enough to cover the negative impact from raw material increase and inflation in China and Asia
- Expect the business environment to be challenging in ensuring profitability in 4Q as well.

Japan Tire

- Deteriorated business conditions for both OE and REP tires business in 3Q as well, including unique structural challenges of the Japan business –slow growth in demand, difficulty in price increase to cover the negative impact of inflation such as increase in raw material and energy cost caused by the weak yen-. Expect the challenging business environment in 4Q and 2023 onwards.
- Continue reinforcement of talent investment including at manufacturing sites

Japan

Global tire business for construction and off-road mining vehicles

- Growth in both revenue and profitability including currency exchange impact for the first 9 months of 2022, as a result of sales and market share expansion, contributed in revenue and profit growth of the group total.
- Expect continued growth in 4Q onwards, despite uncertainty about the business environment



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

Strategic Growth Investment aligned with the “2030 Long Term Strategic Aspiration” roadmap

Accelerate transformation in alignment with the roadmap presented in “2030 Long Term Strategic Aspiration”



Bridgestone 3.0 Journey

Mid Term Business Plan
(2021-2023)

Mid Term Business Plan
(2024-2026)

Mid Term Business Plan
(2027-2029)

Return to a “strong” Bridgestone capable of adapting to change

Focus on premium business and solutions business to create “new premium”

Complete laying foundations to enhance premium and evolve with solutions business

- Premium tire biz - “From volume to value”
- Solutions biz - Build the foundation to accelerate the determined solutions business
- Diversified products and Exploratory business
 - Sharply focus on areas where Bridgestone’s core competencies can be leveraged
- Enhance new premium tire business portfolio management
- Expand and rapidly grow solutions business leveraging the strengths of the premium tire business

2030 Become a resilient “excellent” Bridgestone

Amplify trust and value through coordination of premium tire, solutions, diversified products and exploratory business
Talent group which can create new business value and support the business portfolio / Build new corporate culture and DNA



2030 Long Term Strategic Aspiration: New management structure

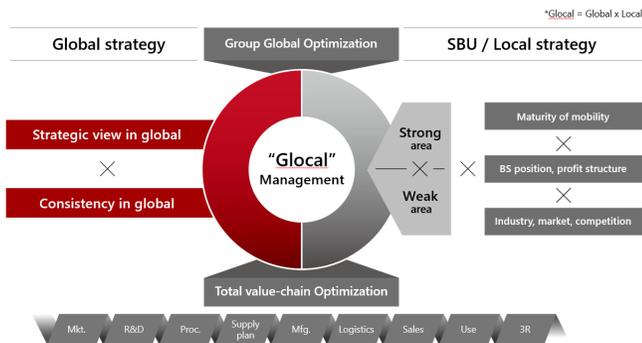
2020:
Corporate transformation
Mid Term Business Plan (2021-2023)

Mid Term Business Plan (2024-2026)
Establish new "glocal & portfolio management"
- flexible & agile management

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

"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

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

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

Regional & market characteristics x 4 business portfolio

2024

2026

2027

2029

2030

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

Strengthen management structure to build new glocal & portfolio management



- Strengthen **glocal management structure** according to Bridgestone's business foundation in each region, regional mobility maturity and market characteristics, and Build foundation to **establish new glocal & portfolio management** in the next Mid Term Business Plan (2024-2026)
- As of May 1st, 2022: Joint-Global COO structure – Appointed 2 Joint Global COOs under the Global CEO

Joint Global COO (Masahiro Higashi)

Japan business
(BSJP)

**"Bridgestone
EAST synergy"**

China and Asia
Pacific business
(BSCAP)

- Expand synergies as Bridgestone's home market
- Global contribution as the core of global manufacturing

Joint Global COO (Paolo Ferrari)

Europe, Russia,
India, Middle East
and Africa business
(BSEMIA)

**"Bridgestone
WEST synergy"**

Americas business
(BSAM)

- Expand synergies in Europe and the U.S. as high mobility maturity market: Strengthen linkage between premium tire and solutions business
- Scale up the solutions business in the Americas, placing Europe as a strategic starting point

Promote harmonization & integration of supply chain (from procurement to production & logistics)/
R&D / IT / administration, under each Joint Global COO



Strategic Growth Investment aligned with the “2030 Long Term Strategic Aspiration” roadmap

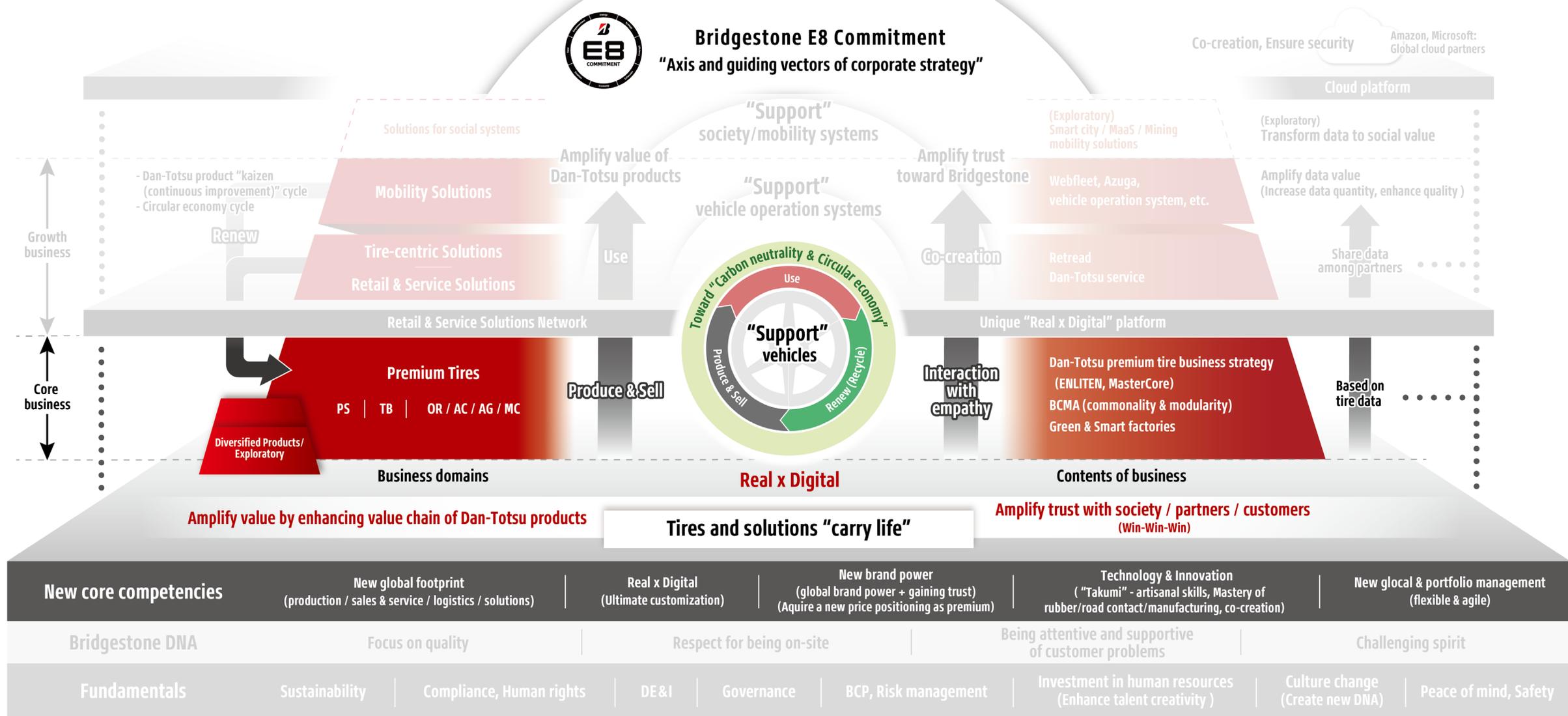


Premium tire business (passenger car tires)

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)





Premium tire business: Reinforce premium business strategy focusing on passenger car HRD tires

Energy
Ecology
Efficiency



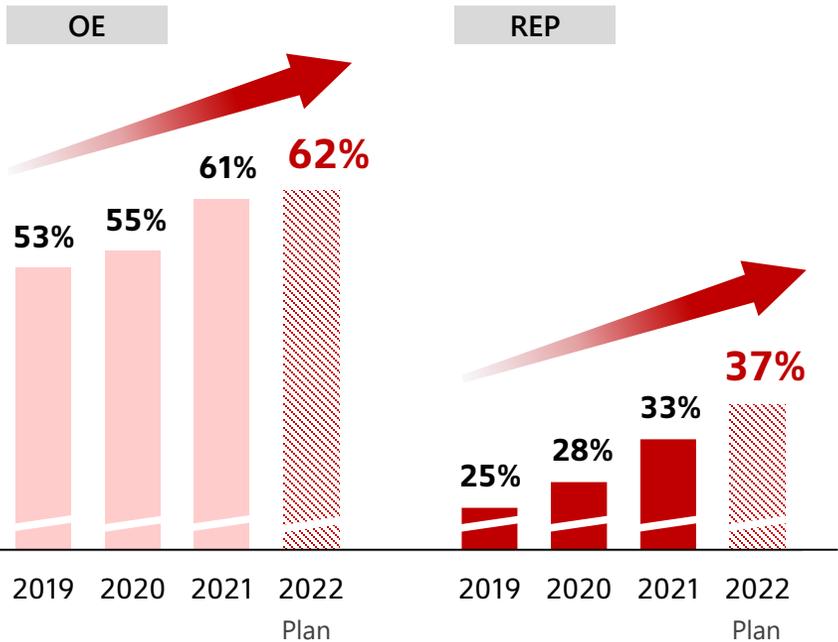
- **Expand sales and market share** for HRD* tires globally
Take in REP* tire recursion demands from OE tire and accelerate **resilient growth in premium**

* HRD: High rim diameter

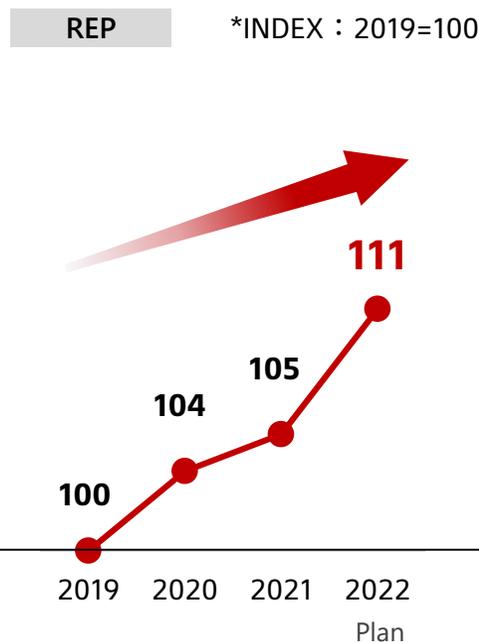
* OE: Tires on new vehicles / REP: Tires for replacement

U.S. and Europe

Sales portion of tires 18 inch and above

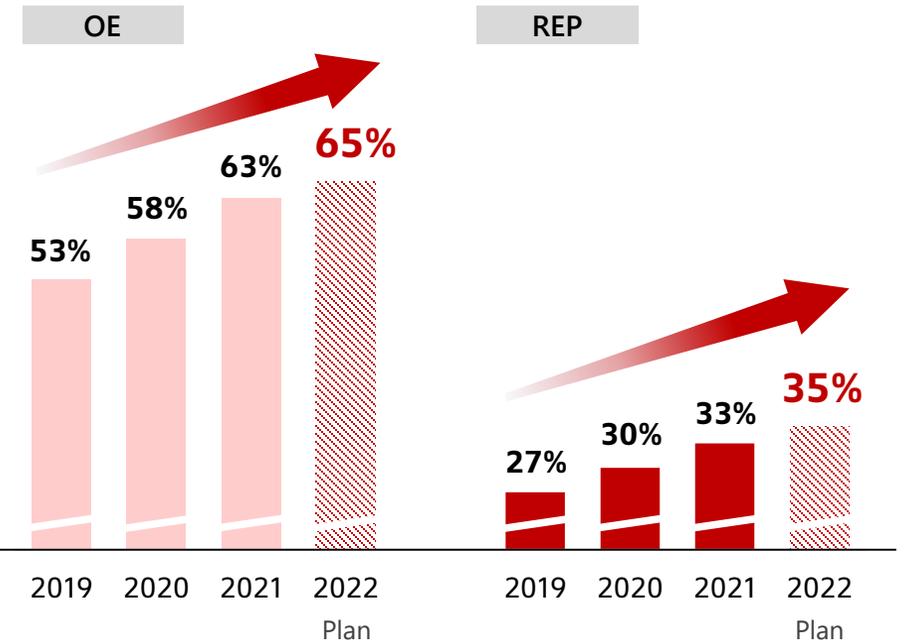


Market share index of REP tires 18 inch and above



Emerging markets (Asia Pacific, China, S. America)

Sales portion of REP tires 17 inch and above





Premium tire business: Strengthen structure to produce and sell premium tires for passenger cars

Energy
Ecology
Efficiency
Extension



- Strengthen manufacturing structure for premium tires
 - Prepare for sales and market share expansion of HRD tires:
Invest in manufacturing equipment replacement utilizing current production capacity and expansion for HRD tires
 - “New premium for EV era”:
Arrange to produce tires equipped with ENLITEN

- Establish global tire manufacturing footprint, aiming for global optimization by ensuring flexibility, while keeping “local production for local sales” as our basic principle

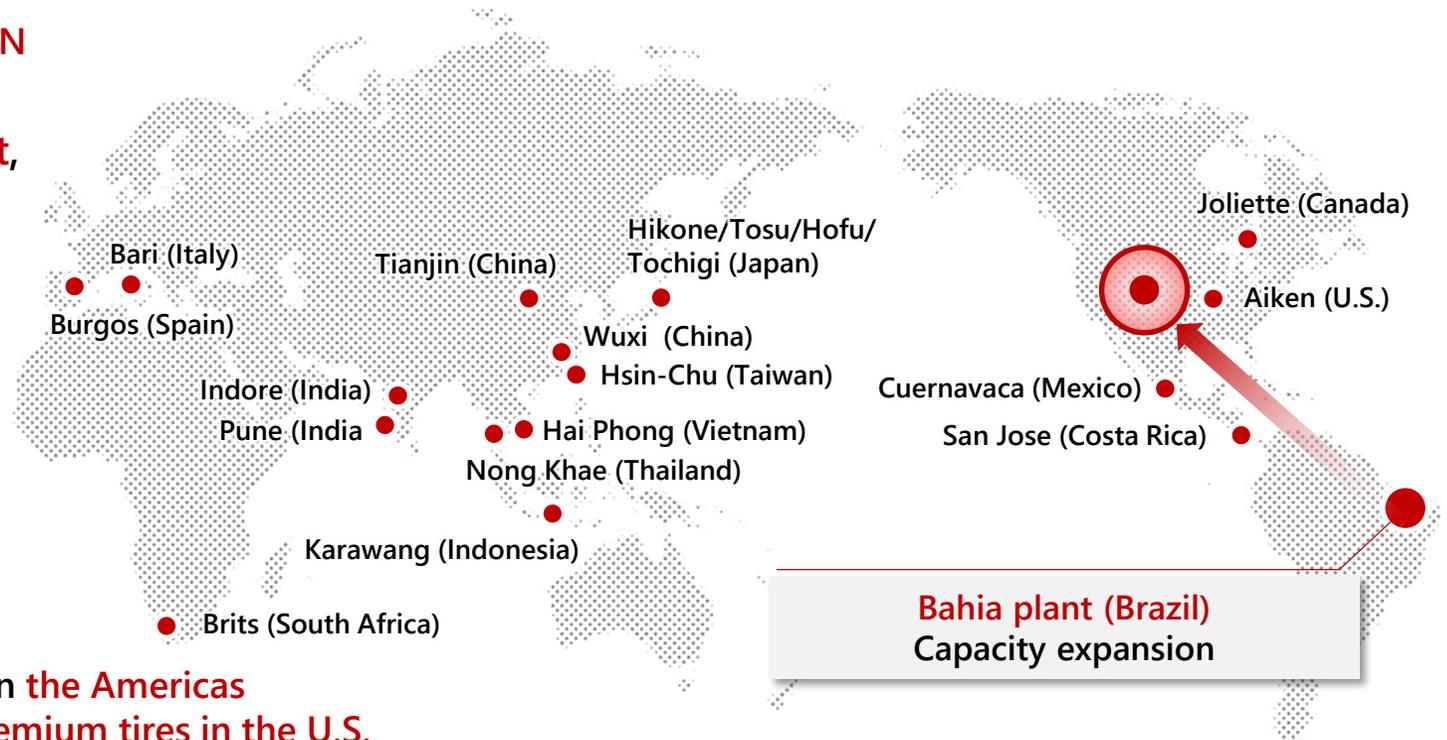
<“local production for local sales” ratio>
Approx. **95%** globally = Aspiration

- Capacity expansion at Bahia plant in Brazil

(Announced Sep. 2021 and Sep. 2022)

- Stronger foundation for premium tire business in the Americas
- Support sales and market share expansion of premium tires in the U.S.

Investments in Mid Term Business Plan (2021-2023)	Total investment amount to complete the capacity expansion
20 sites Approx. 48 B JPY in total	Approx. 67 B JPY





Premium tire business: New premium in EV era – ENLITEN business strategy

Energy
Ecology
Efficiency
Ease



- **“New premium in EV era”** in which the Bridgestone Group uniquely creates value - **promotion of “ENLITEN business strategy”**
⇒ Expand tires equipped with “ENLITEN”, the innovative tire technology optimized to fit EVs, and evolve as a business strategy across the value chain
- Expansion of ENLITEN OE fitment:
2021 end: 27 models (including 7 EVs) 
⇒ Oct. 2022 **38** models (including **14** EVs)
- Launch of the world’s first replacement passenger car tire with ENLITEN technology in Europe under TURANZA brand -premium product brand

Major examples of ENLITEN fitment on EVs

Global manufacturers	AUDI	Q4 e-tron
	BMW	iX / i7
	Mercedes-Benz	VISION EQXX (concept car)
	VW	ID.3 / ID.4
	SUBARU	SOLTERRA
	TOYOTA	bZ4X
Emerging manufacturers	Fisker	Ocean
	LIGHTYEAR	Lightyear One
	NIO	eT7

Support the realization of a carbon neutral mobility society from the ground up through products equipped with ENLITEN technology optimized to fit EVs

TURANZA 6

(Set for release Jan. 2023)

Achieves both driving performance centered around wet performance highly demanded in Europe and environmental performance at a high level
“Ultimate customization” adapted to customers’ driving conditions



- Supporting safe driving with peace of mind even on a rainy day
- Reduction of tire rolling resistance: **4% improvement*** expands EV driving distance & improves electricity consumption, contributes to extending vehicle battery life
- Wear resistance: **22% up*** ⇒ Improvement of resource productivity

*Based on internal benchmark Turanza 6 vs Turanza T005 (ref. size 205/55R16)

Contribution to sustainability during the tire development phase:

Leveraging simulation technology:

Improve tire development efficiency, resource productivity and reduce CO₂ emissions



Strategic Growth Investment aligned with the “2030 Long Term Strategic Aspiration” roadmap

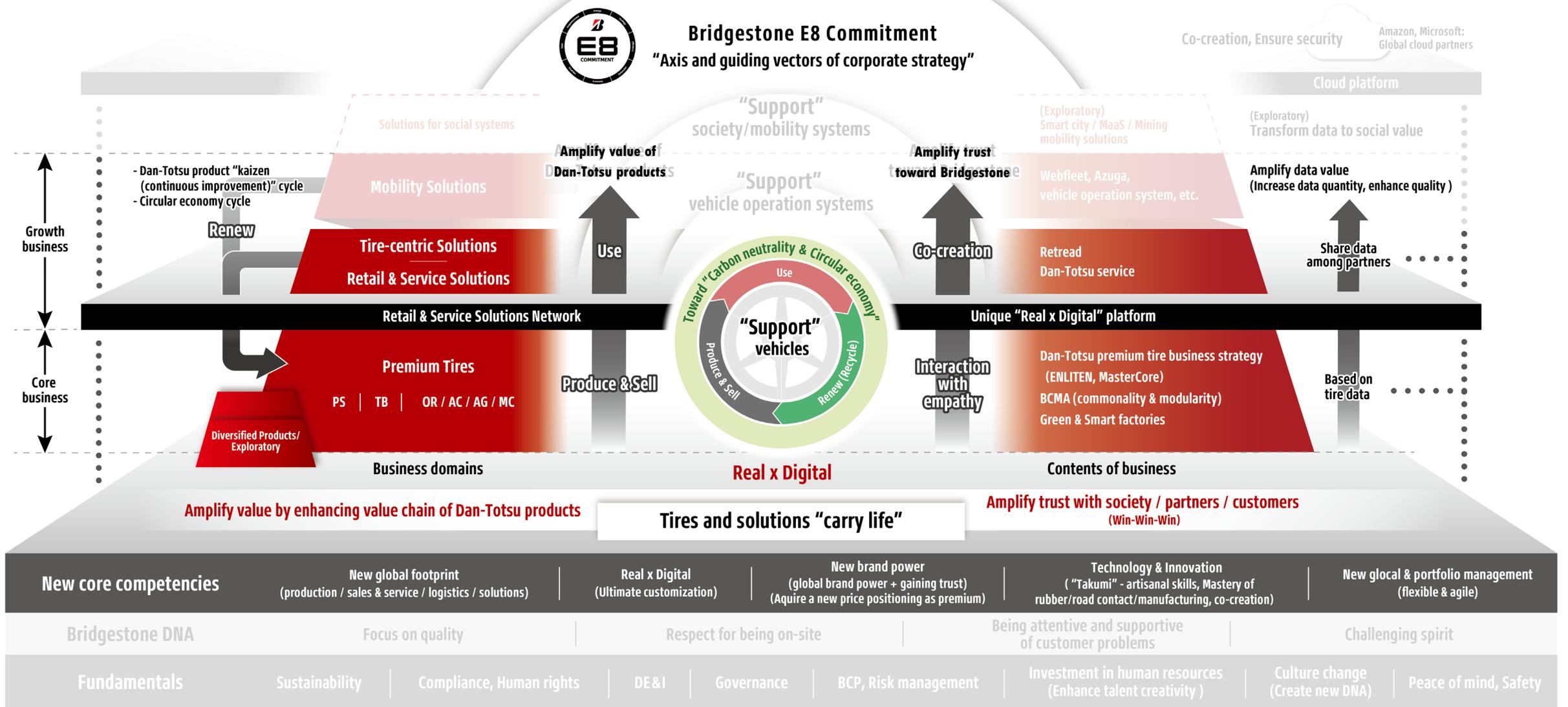


Premium tire business + Solutions business (truck & bus tires)

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)



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



- Reinforce structure to produce and sell premium tires for truck & bus and mining & construction vehicles, etc.



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



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.)

Total investments for 2021-23
Approx. **88** B JPY

Total investment to complete the capacity expansion
Approx. **180** B JPY

Shimonoseki/Saga/Nasu (Japan)

Chonburi (Thailand)



Truck & bus tires - Investment to expand production capacity of “new” tires

- ◆ Chonburi plant, Thailand: Reinforce as global supply source
- ★ Warren plant, U.S.:
Respond to **sales & market share expansion in the U.S.**
Build global tire manufacturing footprint:
“Local production for local sales” ratio
Approx. 85% globally = Aspiration

Warren/Abilene/
Joliette/Akron (U.S.)



Truck & bus tires - Investment to reinforce “retread” tires

- ★ Abilene plant/Joliette plant, U.S. (2021~):
Expand production capacity of retread tires
- Strategic growth investment to enhance retread in Japan:
 - Reinforce equipment & talent in retread manufacturing sites



Premium tire business + Solutions business: Establish a circular business model

Energy
Ecology
Efficiency
Extension
Economy



Real Digital

- **New premium in circular business era** – ENLITEN business strategy (truck & bus tires) – Centered around retread, deepen coordination with the solutions business across the “produce and sell” & “use” value chain – promote establishment of a circular business model

- Enhance production of retread tires



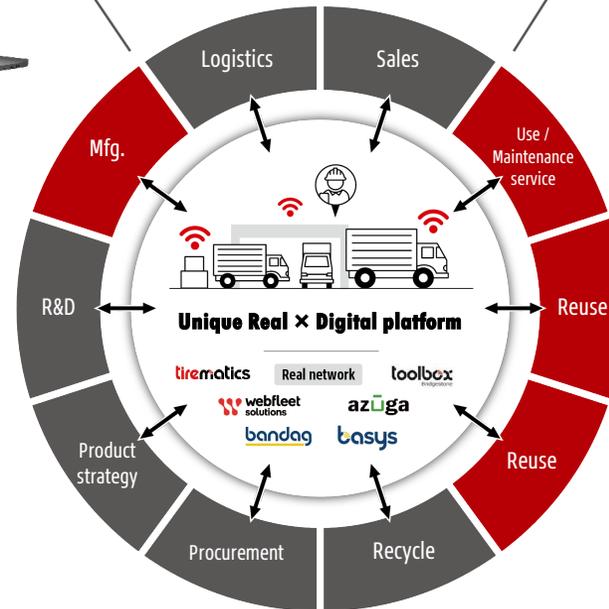
U.S. **bandag**

Expand production capacity

- Abilene plant/Joliette plant (2021~)
- ⇒ Provide high-quality retread tires from the approx. 600 Bandag retread sites

Japan

- Invest to enhance retread tires



- Integrating new tires + retread, provide services from the retail & service solutions network including maintenance

U.S.

Solid foundations for solutions leveraging strong “real” in the U.S.:
Provide maintenance services & solutions adapted to customers’ usage conditions **through the approx. 3,000 sites**

Accelerate value creation for **sustainability:**
Drive advocacy toward expansion of retread

⇒ **Contribute to the realization of carbon neutrality & circular economy**

Japan

Leverage the more than 900 service solution network sites

Contribute to sustainability across the value chain, create both social and customer value.



Premium tire business + Solutions business: Establish a circular business model

Real **Digital**

Energy
Ecology
Efficiency
Economy



- **Combining strong “real” capabilities with “digital” and leveraging tire data**, promote the establishment of a circular business model where tires are used more safely, longer, better and more efficiently **across the value chain**.

RFID

*RFID (Radio Frequency Identification): Automatic recognition technology that enables contactless reading & writing of information from IC tags, etc. using wireless communication such as electromagnetic fields and radio waves.

Individual management of tires across their lifecycle including new products, retread and maintenance

- Production date, factory inspection data, shipping date, vehicle fitment date, various tire inspection info, etc.



- 2019: Rollout starting from Europe
- 2022~24: Global expansion from Europe
- 2030: Equipment on almost all truck & bus tires in Europe, the U.S. & Japan

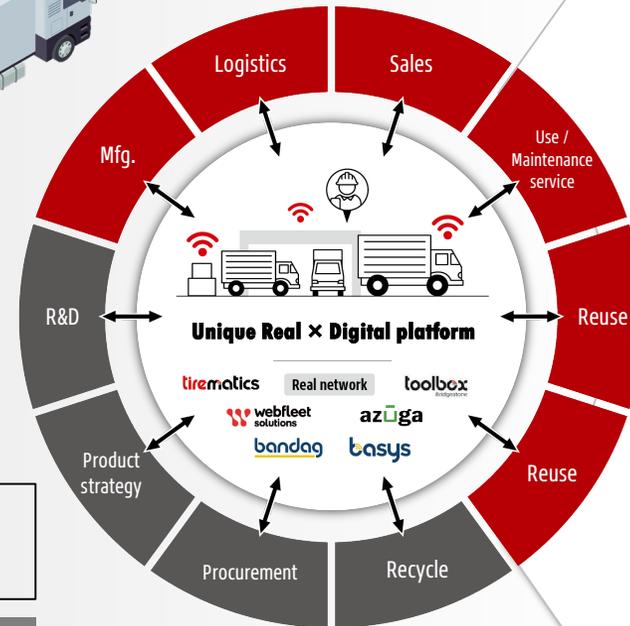
Next generation RFID tags:

Started development of next generation RFID tags for tires that maximize data communication performance, and their mounting (2022~)

Co-creation with
TOPPAN FORMS
(2022~)

Enables accurate reading of tire data & data connection to systems from farther away

Improve productivity from reduction of working hours & safety.
Aim for significant improvement of workload for operators.



tirematics

Real-time remote monitoring of tire pressure & temperature

toolbox

Bridgestone

Database platform for customer & tire data

basys



Real-time management system for retread production process (Productivity improvement)



Strategic Growth Investment aligned with the “2030 Long Term Strategic Aspiration” roadmap

Exploratory business: Recycle business - **EVERTIRE INITIATIVE** progress update



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

Recycle business - EVERTIRE INITIATIVE progress update

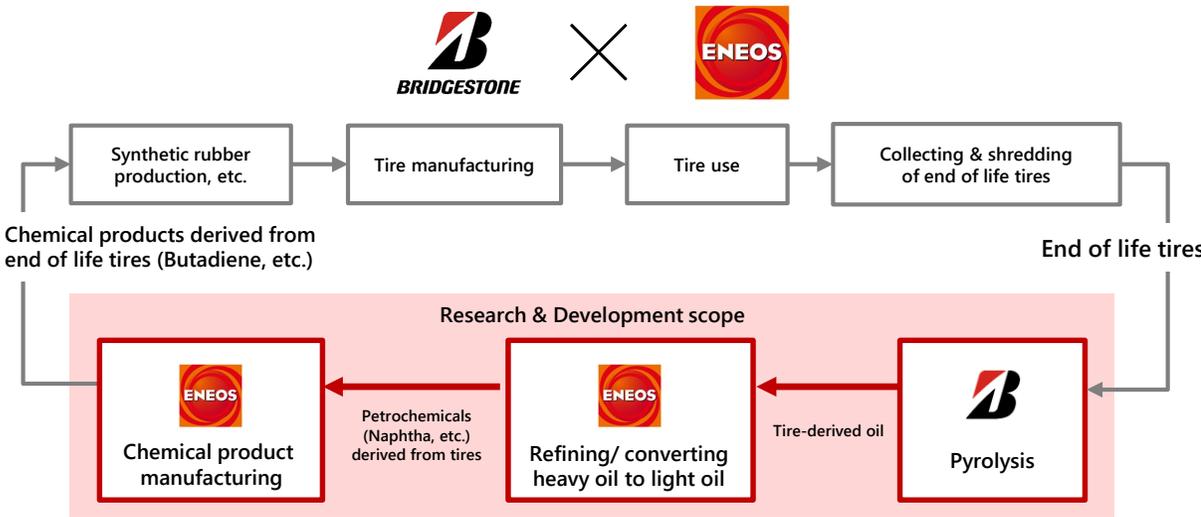


■ Co-creation with partners globally toward the realization of **carbon neutrality & circular economy**:

Reinforcing exploration of recycle technology to “renew” tires to raw material, aim for commercialization – 4 projects in progress mainly in the U.S. & Japan

1. Precise pyrolysis (Japan*1):
Through precise pyrolysis of end of life tires, produce raw materials for tires such as butadiene*2 and recovered carbon black

2. Carbon capture and gas fermentation process (U.S.):
By applying the gas fermentation process to end of tires, produce chemicals and even aim to produce raw materials for tires



- Chemicals to be converted to PET, polyester yarn, etc.
 - Promote development of technology to produce butadiene, a raw material for tires
- Start of co-creation with LanzaTech from 2022

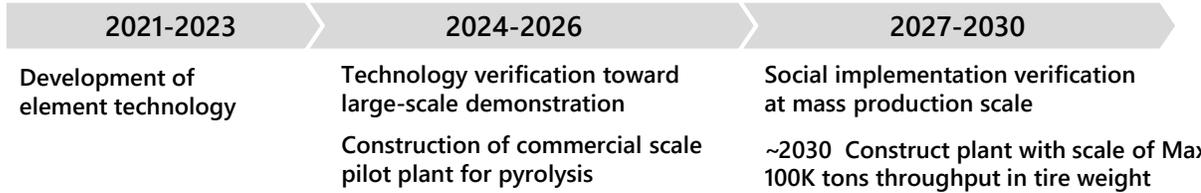


3. Low temperature decomposition & depolymerization of end of life tires (Japan*1)

- Selectively decompose end of tires to raw materials for tires like isoprene.
- Joint research with AIST*3, Tohoku University, ENEOS Corporation and JGC*4

4. Recovery of recovered carbon black through pyrolysis

- Co-creation with Delta-Energy Group from 2014 – commercialization in the U.S. from 2019
 - Recovered carbon black can reduce CO₂ emissions during production by approx. 80%, while maintaining roughly equivalent performance as new carbon black.
- Promotion of a joint initiative with Michelin to expand usage of recovered carbon black (2021~)



Conduct large-scale demonstrations by 2030, aim for early commercialization

*1 R&D project adopted as part of the “Green Innovation Fund/Development of Technology for Producing Raw Materials for Plastics Using CO₂ and Other Sources”
*2 Butadiene: Raw material used in synthetic rubber which is used to produce tires *3 AIST: National Institute of Advanced Industrial Science and Technology *4 JGC: JGC HOLDINGS CORPORATION



Bridgestone E8 Commitment

- From interaction with empathy to co-creation -



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.

Establishing the Bridgestone E8 Commitment - from interaction with empathy to co-creation -



■ Driving global initiatives that establish & embody our corporate commitment, the “Bridgestone E8 Commitment”

■ Bridgestone E8 Commitment

March 2022: Launch ⇒ Starting & enhancing activations

July 2022: 1st global internal penetration survey

■ Initiatives embodying the Bridgestone E8 Commitment:

Awareness
among global employees
Approx. 90%

Empathy
among global employees
More than 70%

Based on internal survey results mainly targeting indirect staff

Key internal activations

- Communication between management & employees through town hall meetings
- Internal training (fostering understanding of background behind establishment, etc.)
- Discussions & initiatives in each workplace to tie the 8 values to daily activities

*For indirect staff



TQM* activities introduction video
*TQM: Total Quality Management



A new challenge in space

Extension



Ensuring nonstop mobility even during disasters/emergencies

Extension Ease



Contribution to road safety

Ease Empowerment



Supporting Ukrainian refugee students & international students

Empowerment

Build foundations for global culture change

From empathy to new co-creation opportunities - Gain trust

Extension: Tires for the lunar terrain vehicle – a new challenge in space

Extension



- Bridgestone joins the lunar terrain vehicle development team led by Teledyne.
 - **Carrying the dreams of humankind to the harsh lunar surface**



An unprecedented air-free tire with steel wool

- Development project looking to design and build NASA's crewed lunar terrain vehicle:

Co-creation with leaders in the automotive & aerospace industries
- A new challenge in space, following participation in the Japan Aerospace Exploration Agency (JAXA)'s international space exploration mission (announced in 2019) -

- Leveraging **Bridgestone's "mastering road contact" technology** based on its knowledge of roads around the world and **co-creation with external partners**, Bridgestone is developing and validating metal airless tire concepts
 - ⇒ Developing tires that will function safely over long periods in a harsh environment

Tires evolve with every new dream - Go Farther. Go Anywhere -
Committed to nonstop mobility and innovation that keeps people and the world moving ahead.

Ease / Extension: Run-flat tires for ambulances/command vehicles

Extension
Ease



- Research and development of **“Run-flat tires for ambulances/command vehicles”** that can safely continue driving after a puncture expected for use **at disaster sites**, together with the National Research Institute of Fire and Disaster (within the Fire and Disaster Management Agency of the Ministry of Internal Affairs and Communications)

*command vehicle: takes command at disaster sites

National Research Institute
of Fire and Disaster



- Based on the run-flat technology for passenger cars, apply the latest technology for ambulance with heavier weight: Used in coordination with dedicated wheels and tire pressure & temperature monitoring system
- Verified capability for social implementation through experimental use at 5 fire departments from Hokkaido to Okinawa in various road surface/operating conditions.

Ensuring nonstop mobility even during disasters/emergencies,
supporting safety & peace of mind from the ground up

Ease: Global road safety support – through donations to UNRSF

Ease



- Contribute to road safety globally **through donations to the United Nations Road Safety Fund (UNRSF)**:
Donate approximately 1 million USD in total (2022-2025)

United Nations
Road Safety Fund



"Building a world where roads are safe for every road user, everywhere"

"Support safe mobility and lifestyles from the ground up and contribute to realizing a sustainable society"

- Support safety and peace of mind from the ground up with our "Dan-Totsu" product

ENLITEN

DRIVEGUARD

RFT

POTENZA

BLIZZAK

TURANZA

- Initiatives for road safety staying close to local communities:



Poland - Traffic safety education

U.S.

Safe-driving awareness program "Think Before You Drive" Conveys the importance of following the basic rules such as wearing a seat belt and conducting tire maintenance

Mexico, Costa Rica, Colombia, Ecuador

Safe-driving awareness program for students and local communities in conjunction with universities and governments

Poland

Traffic safety education by employee volunteers

China

Road safety program with Safe Kids China

Thailand

"Bridgestone Global Road Safety" project cooperating with Global Road Safety Partnership, the road safety NGO

Australia, New Zealand

Road safety workshops for young drivers in conjunction with Rotary Youth Driver Awareness



Australia, New Zealand - Traffic safety education

Bring comfort and peace of mind to mobility life through road safety activities globally

Empowerment: Support Ukrainian refugee students and international students

Empowerment



- Conduct internships and plant tours for Ukrainian refugee students and international students in support of the efforts of Japan University of Economics
 - Support **humanitarian efforts for the future of the next generations** through providing career education opportunities
- Support for Ukrainian refugee students and international students (partly includes plan)
 - Summary of internship
 - Period: 1st time - August 29th, 2022 - September 9th, 2022, 2nd time - January 30th, 2023 – March 3rd, 2023
 - Participants: 14 Ukrainian refugees students and international students studying at Japan University of Economics
 - Content: Experience in trade business administration and technology development leveraging data science in accordance with the student's skills and expectations
 - Plant tour in Kurume which is Bridgestone's birthplace
- Humanitarian efforts for Ukraine as Bridgestone Group
 - Donation – approx. 500 million JPY in total as Bridgestone Group
 - Employees in our European group company have been participating in volunteer activities to support refugees from Ukraine, collecting food and medicine and helping them into European countries



日本経済大学
Japan University of Economics

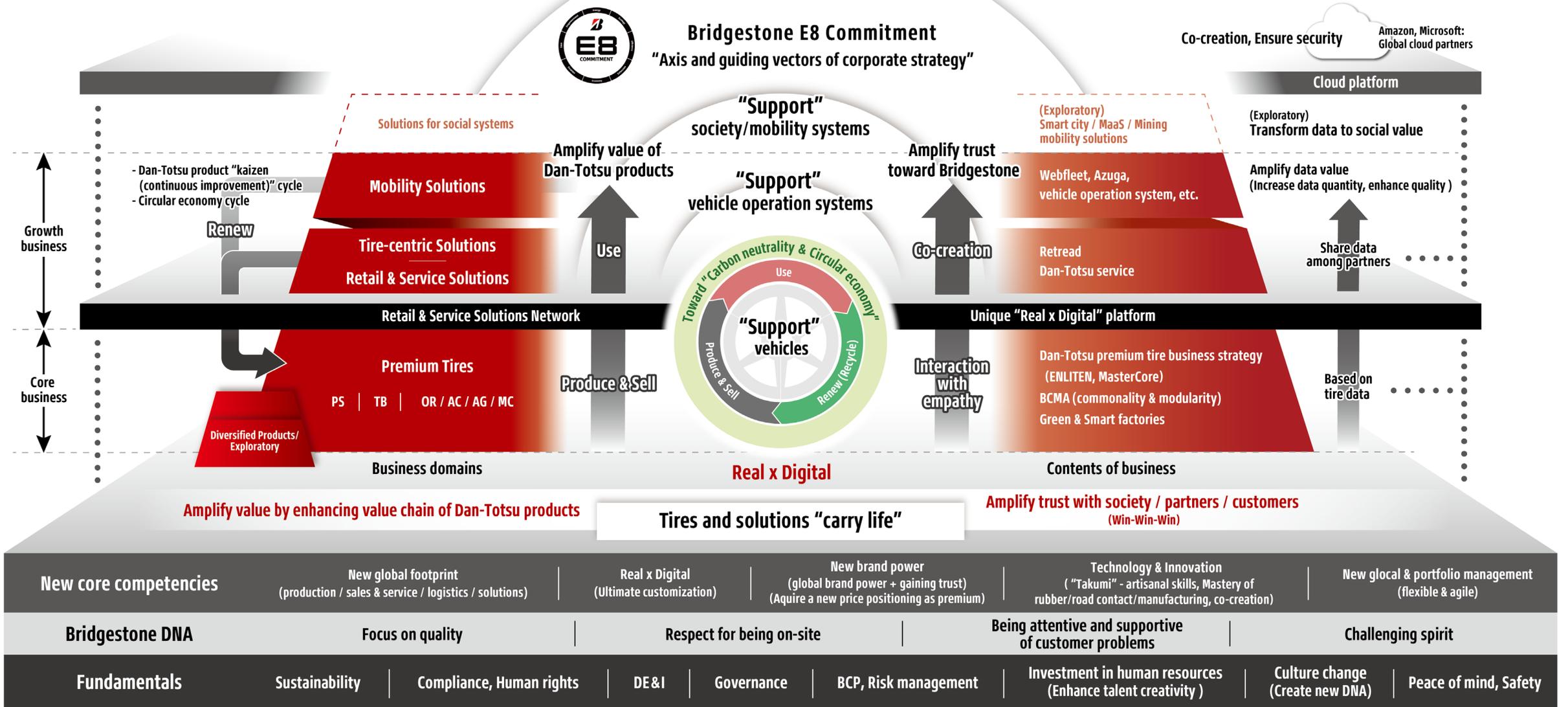


Contribute to a society that ensures accessibility and dignity for all

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)



February 16, 2023

■ Financial Results for Fiscal 2022 / Mid Term Business Plan (2021-2023) Progress Update

With the “2030 Long Term Strategic Aspiration” as a roadmap,

- present the plan for the last year of Mid Term Business Plan (2021-2023) aiming to return to a “strong” Bridgestone.
- update strategy toward 2024 and beyond in aiming to become a resilient “excellent” Bridgestone



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