



Mid Term Business Plan (2024-2026) - 24MBP -

Part 2: 24MBP Business shaping scenario

Member of the Board
Global CEO and Representative
Executive Officer
Bridgestone Corporation

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March 1, 2024

Part 2: 24MBP Business shaping scenario

Changes in business environment & Strategic direction

Toward 2030, and Bridgestone's 100th anniversary in 2031, accelerate transformation to a **resilient "excellent" Bridgestone**

Business environment
"Change becomes commonplace"

"Transform change to opportunity"

Changes from the time
of the "2030 Long Term Strategic Aspiration" announcement (Aug. 2022)

Impact on Bridgestone



Geopolitics

U.S.: Unpredictable political trends & economic outlook
Russia – Ukraine: Prolonged conflict
Middle East: Impact to the situation in the Middle East from prolonged Israeli-Palestinian conflict / Red Sea risk becoming apparent
China – Taiwan: Continued tension between the U.S., China, and Taiwan



Mobility & Technology

Mobility-related trends:

- EV adoption speed softens, but the mid-long term adoption & expansion trend doesn't change
- Change in desired tire value (Challenges specific to EVs becoming apparent: premature/irregular wear)

Passenger car industry: Major manufacturers' shift to EVs & rise of emerging EV manufacturers

Generative AI: Dramatic improvement of AI capabilities



Sustainability

Sustainability-related trends:

- Increasing social demand related to TRWP
- Increasing demand for nature positive & sustainable material



Tire industry structure

Profit structure

- Presence change within the tire industry
- Difference in earning power becoming more prominent → Possibility of a restructuring of the tire industry

- Increased volatility in global business especially in the N. American business
 - Need to closely monitor impacts on energy & raw material procurement / Increased ocean freight from shipping route detour
 - Need for steady implementation of measures to address global procurement, global supply chain, and business risks
-
- **Leverage new opportunities: "Customize" diverse performance for diverse mobility** (Value creation through the fusion of ENLITEN and BCMA)
 <OE> ENLITEN – Dan-Totsu product being attentive to OEM's problems
 <REP> **"Product planning with sharpened edge" focusing on end-user's problems**
 - Expand original equipment for EVs, and strengthen approach to premium & prestige OEMs
 - Maximize opportunity of generative AI (Improve customer experience, operational efficiency, and productivity)
-
- TRWP & 6PPD response, sustainable raw material procurement, response to rising green energy cost
 - Evolution of the sustainability business model → Establish a circular business model
-
- Reinforce earning power – Need for evolution to the **"next stage"**
 → Create **good business quality** / Create **good tires** / Create **good business** / Create new business **sowing good seeds** for the future



Create **good business quality** “Passion for Excellence” (Management, Working & business quality improvement)

- Respecting being on-site (Genbutsu-Genba), perform steady and agile PDCA while sticking to basics / Combination of continuous improvement and innovation / Pursuit of operational excellence
- New & true glocal management structure focused on Genbutsu-Genba – “Maximize effectiveness & efficiency”
- Have a healthy business risk sensitivity
- Tackle past negative legacies squarely / From volume -oriented to quality & value oriented – Next stage
- Talent investment – “Enhance talent creativity”/ Culture change based on the “Bridgestone E8 Commitment”
- Accelerate DX: Enhance use of generative AI ⇒ **Improve productivity** (Incl. expanding AI algorithm use in business)
- Technology & innovation: Reinforce co-creation activities leveraging BIP ⇒ **Reinforce creativity** / Reinforce IP strategy

Improve management and working & business quality

- Japan: Reinforce training at each level (management / executive / managerial / staff)
- Global: Conduct training from the management & executive level in each region
→Expand to managerial & staff levels



Create **good tires**

- Realize “ultimate customization” that sharpens edge in performances that not only meet the needs & wants of market/customers but inspires them.
“ENLITEN” especially for “EV tires” – 24MBP: Expand Generation 1 ⇒ Build technology to launch Generation 2 in 27MBP
- Start “BCMA” + shift to Green & Smart – R&D and manufacturing transformation / Support “ultimate customization”



Create **good business**

- Create corporate value through balancing social value and customer value creation and gaining competitive advantage
- Reduce business cost: BCMA, Green & Smart, steady on-site productivity improvements, global procurement, global SCM logistics transformation
 - New premium tire business model: Channel, retread, building a sustainable premium brand
 - Evolve the sustainability business model: Toward the realization of carbon neutrality & circular economy and nature positive



Create new business **sowing good seeds** for the future

- Truck & bus solutions: Establish mobility tech business in North America – Especially “Fleetcare” program
- Mining solutions: New value creation through real x digital – New challenge
- Aviation solutions: Strategic starting point to establish solutions business model including retread
- Sowing new seeds: Evolve Air Free



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Create **good business quality**:

“Passion for Excellence” (Improve management quality and working & business quality)

- Promoted the modernization of management and quality management activities in the 1960s

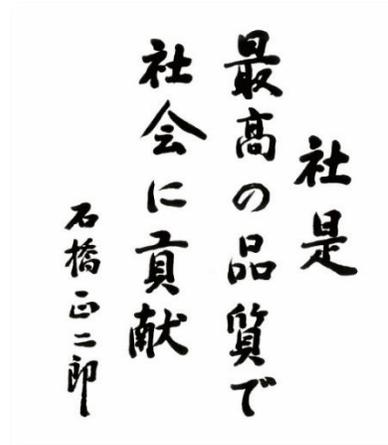
→ Received the Deming Application Prize and established the company code in the same year

“**Continuous improvement**” is our global asset

“Serving Society with Superior Quality”



Receiving the Deming Application Prize (1968)



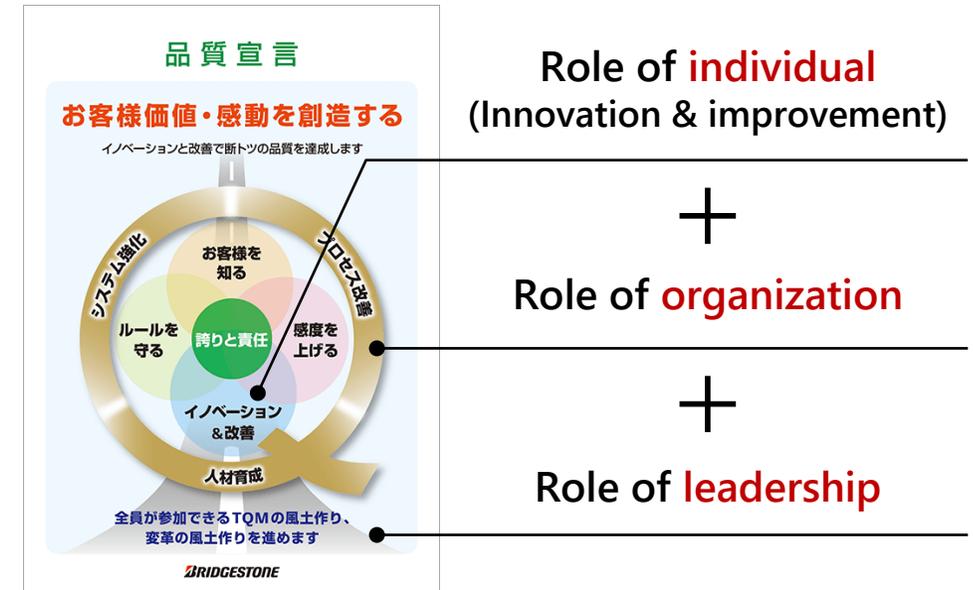
Defining the company code (1968)

Quality Mission Statement (2015)

Create customer value & emotion

Innovation & improvement

- Achieve Dan-Totsu through “continuous improvement”



Role of **individual**
(Innovation & improvement)

+

Role of **organization**

+

Role of **leadership**

Bridgestone DNA “focus on quality” – Globally reaffirmed the importance of quality management:
Perform steady & agile **PDCA** while sticking to basics / Combination of **continuous improvement & innovation**
/ Pursuit of **operational excellence** / Ensure **3S “Seiri, Seito, Seiso” + Seiketsu and Shitsuke**

Improve management quality
and working & business quality

Create **good business quality**:

Improve management quality and working & business quality

Return to origins – Bridgestone DNA

Receiving the Deming Prize / Deming Plan – reinforcing quality management

- **Deming prize:** The **world's highest-ranking award for quality control** established in 1951. Awarded to companies that demonstrate distinguished quality control.
- **Bridgestone's challenge:** Promoted the **Deming Plan** in the 1960s aiming to receive the Deming Application Prize

Bridgestone's unique Deming Plan

Basic thought **Good company quality makes good quality of products and services**

- 5 concepts
- ① Master PDCA
 - ② Use why why analysis (WHY-WHY-WHY)
 - ③ Promote rational standardization
 - ④ Explain by using accurate data
 - ⑤ Control important points



1968:

Received the Deming Application Prize for the first time in the tire industry
⇒ Established the company code "Serving Society with Superior Quality" the same year

3S "Seriri, Seiton, Seiso" + Seiketu and Shitsuke

Seiri
(Select & remove)

To distinguish necessary and unnecessary things and dispose unnecessary things

Seiton
(Sort)

To clarify and maintain the conditions of what, where and how much to keep with easy access to everyone

Seiso
(Keep clean)

To clean personal belongings and things in worksites and recognize abnormality

Bridgestone Safety Mission Statement

Seiketsu
(Standardize)

Executing the above 3, To always maintain and standardize conditions of Seiri (Select & remove), Seiton (Sort), Seiso (Keep clean)

Shitsuke
(Sustain)

To sustain the above 4, make it a habit in the workplace as a rule/discipline

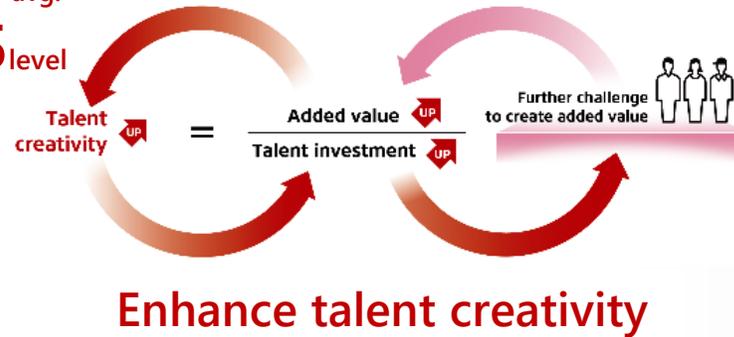
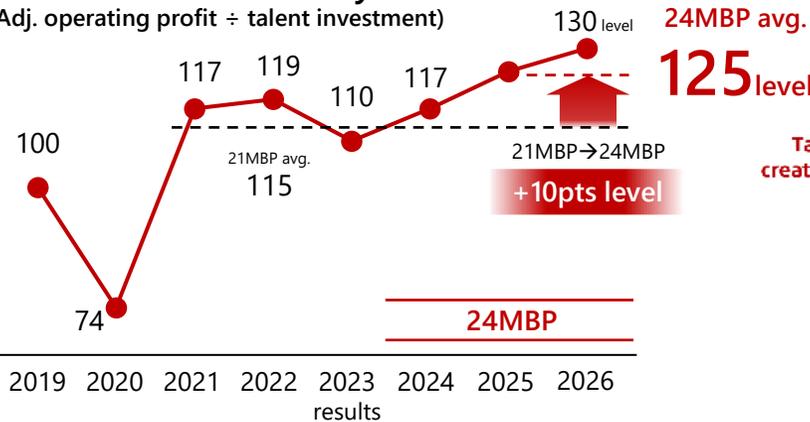
Persist in ensuring management quality and working & business quality improvement globally, as the basis in pursuing operational excellence

Create good business quality Enhance talent creativity

- “Reinforce talent investment, increase added value and create a virtuous cycle of value creation”
 - drive initiatives to enhance talent creativity while also working on improving productivity to enable continuous investment in talent

KPI for talent creativity

(Adj. operating profit ÷ talent investment)



Productivity & creativity improvement leveraging generative AI (algorithms)

Started global utilization from 2H 2023

- [Examples of use]
- Automatic program generation
 - Automatic creation of e-mails, meeting minutes, document summary
 - Automatic translation of conversations/texts
 - Automatic schedule adjustment

Improve productivity

	2023	2026
Talent investment per person (Japan)	100	112

Activities in 2023 (Japan) → Continue reinforcement

Understanding & empathy for Bridgestone	Total participants
Training in place of founding (Kurume visit)	Over 900 people

Opportunity for learning & challenge	Total participants
Digital 100-day Training	Over 700 people

On-site challenge on a voluntary basis	
Genba 100-day Challenge	15 people took part
Expand globally from 2024	both inside & outside Japan

Motivated talent take on the challenge of assisting managers at an early stage	
Management Challenge	10 people took part

Improving the working environment	
Based on requests for improvement in the working environment, execute measures that can be felt by those on-site	
Improvement of production site environment	Approx. 4 B JPY

Addressing female-specific health issues using technology	
FemTech program	250 participants
	Equivalent to 20% of all female employees

Create good business quality Toward culture change & new DNA creation

Align with business strategy

Global common strengths: Recognition & embodiment of vision and strategy

Global CEO on-site (genba) townhall meeting
2021: 37 meetings, 2022: 18 meetings, 2023: 20 meetings

Global common challenges: Execute operation agilely

Global management structure: 47 areas

Local (based on area) × Global (ONE BRIDGESTONE)

- Clarify responsibilities based on new area division to execute management being closer to on-site (genba)
- Sensitively catch and respond to signals of new management issues through conducting PDCA agilely, focusing on execution and results

Diverse talent to shine

Global common challenges: DE&I, talent development

Further reinforcement

Diverse talent to shine through the spread of individual success and confidence, while aiming to enhance corporate value

Place to demonstrate entrepreneurship: Softrobotics Ventures

Genba 100-day Challenge: Expand globally from 2024

Bridgestone Next100:
Develop future management globally

Promote
culture change
from the perspective
of value creation

Bridgestone DNA

Global common strengths: Quality and customer oriented

Further reinforcement

Improve each individual's working & business quality

- Corporate philosophy 4 concepts of foundation
- Bridgestone DNA:
"Focus on quality," "Respect for being on-site," "Being attentive and supportive of customer problems," and "Challenging spirit"

Management quality and working & business quality improvement workshop

- Reinforce activities to re-enhance understanding regarding Bridgestone's unique Deming Plan
- Initiate workshop from executive members
Conduct during 2024 in global

(Conduct workshop for G-EXCO member in Kurume, Bridgestone's birthplace, in March 2024.)

- Bridgestone's birthplace training: Further reinforce workshops for on-site and young employees (Bridgestone Next100 will also visit Bridgestone's birthplace)

Global common challenges: Collaboration (break down the silos)

Create an organizational culture of mutual trust and cooperation
3S (Seiri, Seiton, and Seiso meaning select & remove, sort, and keep clean)
+ Seiketsu (Standardize) & Shitsuke (Sustain)

Create new corporate culture & DNA

Further reinforcement

Globally strengthen the linkage with global BGA and TQM activities
(TQM entry cases: over 2,000/ year)

Connect each to E8 and concrete activities in actual business and on-site (genba) improvement activities

Promotes not only recognition and understanding, but also behavioral



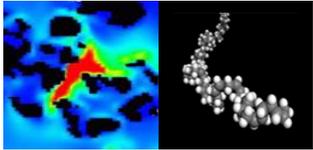
*BGA: Bridgestone Group Awards, TQM: Total Quality Management

Create good business quality

Bridgestone's DX – Support value creation and productivity improvement

Faster, easier, and more accurate with larger data

Engineering Chain Feedback to development of "Dan-Totsu product"

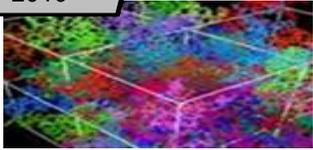


"See" & "Analyze" technology

(Polymer design, composition design)

Material

2010~



Material informatics

(AI utilization & technology to solve at the micro level)

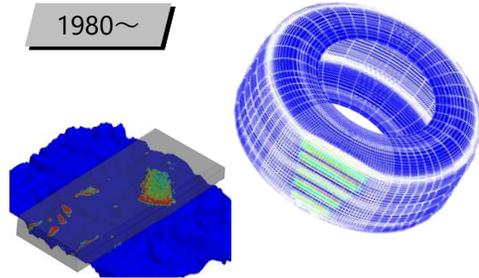


2009~

Tire design knowhow, measured & test data
Visualization of road contact condition by ULTIMATE EYE®

Product development

1980~



Tire design utilizing simulation



Craftperson skills

Manufacturing

2016 -

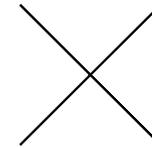


AI-implemented tire building system EXAMINATION®

Visualize & standardize "craftperson skills"
Promote shift to smart

Amplify value

Real



Digital

Increase productivity

Increase creativity



Collect tire data and mobility data

Contact to society & customer

e.g. Co-creation with JAL

2020 -



Evolve from wear prediction to durability prediction model leveraging unique AI & algorithms

Connect the value chain and link with the solutions business

Amplify value of "Dan-Totsu product"



Global digital talent (Advanced & Intermediate)

Approx. 1,600 people in 2023, approx. 1,700 people in 2024
→ To the level of 2,000 people in 2026

Enhance internal training & co-create with partners



Improve productivity & creativity leveraging generative AI
- Improve working efficiency-

Create good business quality

Value creation through technology innovation: "From interaction with empathy to co-creation"

Promote co-creation leveraging BIP



Bridgestone
Innovation
Park

Opened Apr. 2022



Accelerate "from interaction with empathy to co-creation" based on the Bridgestone E8 Commitment

2023

(cumulative total from 2022)

Customer & partner visits

(Open Innovation Hub)

Approx.
2200 visitors

Evolved into
joint research

17 cases

2024

Develop as business base for Japan tire business

– promote co-creation activities through integration of R&B (research and business)



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Create good tires

From volume to value: Accelerate focus on premium

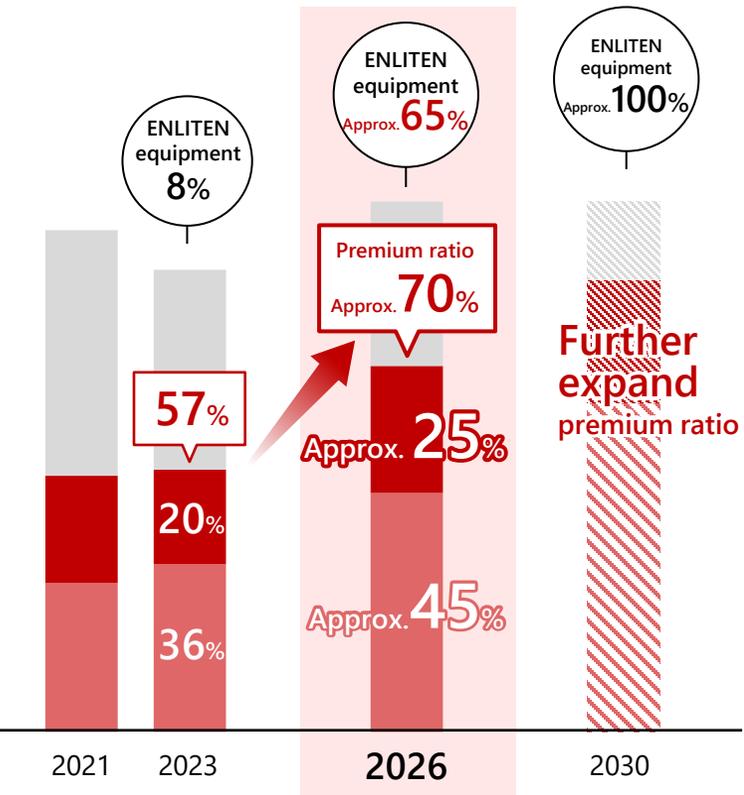
※ PS: Passenger car tires, TB: Truck & bus tires, OR: Off-the-Road tires

Height of graph: Based on volume



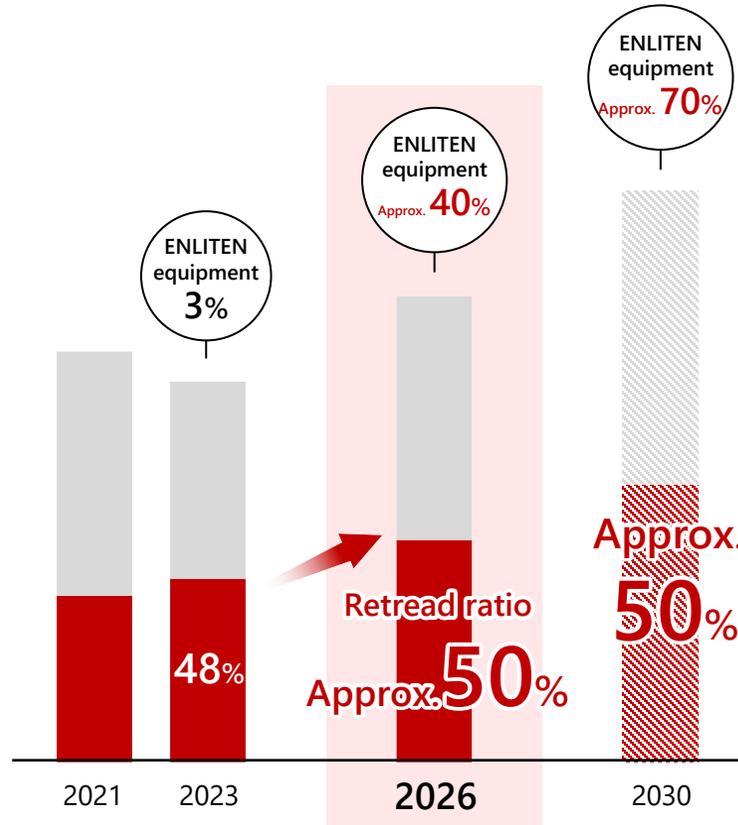
PS premium tires (replacement)
Accelerate shift to premium

- High rim diameter tires *U.S., Europe, Middle East: 18 inch & above
Other regions: 17 inch & above
- Premium tire brand + premium tires in each region
- Other tires



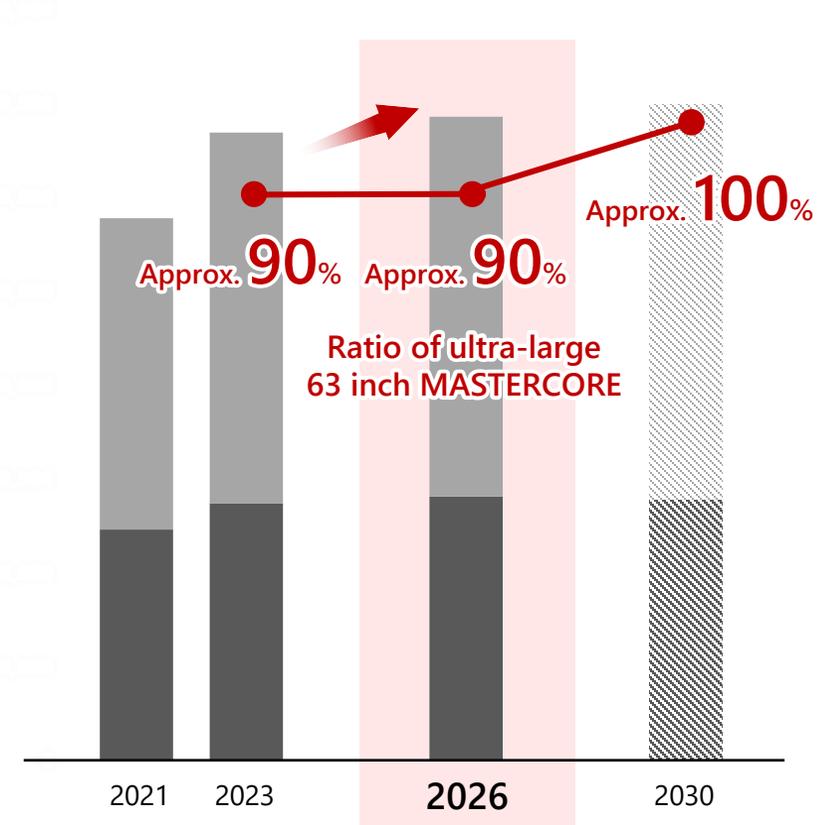
TB (replacement)
Increase sales & market share for new tires + retread

- New tires
- Retread tires



OR Ultra-large & large
All ultra premium tires
Reinforce sales & market share increase

- Large tires (OE + REP)
- Ultra-large tires

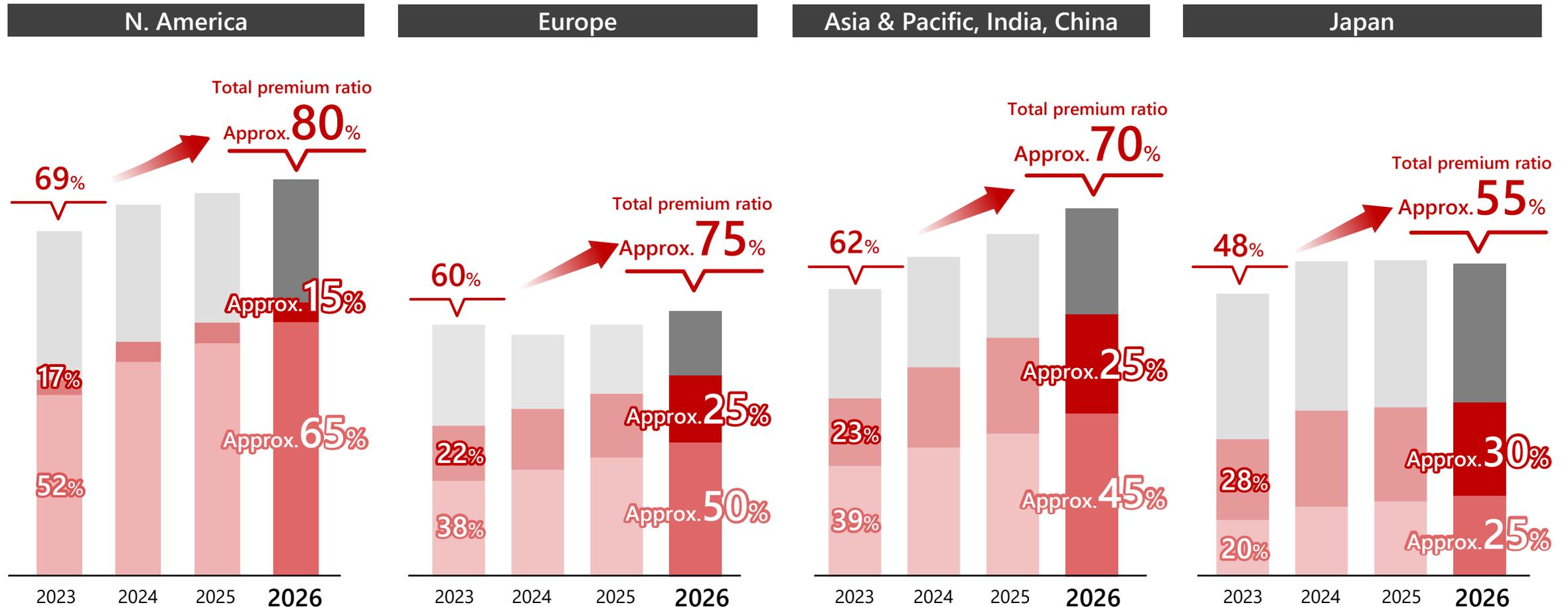


Create good tires

From volume to value: Premium tires for passenger cars (replacement)

Accelerate shift to PS high rim diameter tires (replacement) and premium tires

High rim diameter tires *U.S., Europe, Middle East: 18 inch & above
Other regions: 17 inch & above Premium tire brand + premium tires in each region Other tires



Create good tires

Premium tires for passenger cars - Create "new premium" through "ultimate customization"



Drive the electrification of vehicles & software-first development



Desired tire performance for conventional ICEs*

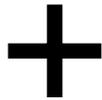
Handling stability

Quietness

Ride comfort

Fuel efficiency

Wear life



Change in desired tire performance:

Realize "ultimate customization" of diverse performance for diverse mobility

Improvement in driving range /
Low electricity consumption

Light weight

Low rolling resistance

Reduce environmental impact / Long-life

Enhance resource productivity

High wear resistance

High durability

Respond to EV batteries

(Increase in vehicle weight, higher vehicle height, ensuring battery loading space, etc.)

Increased severity on tires

Increase in wheel and rim diameter

Increase vehicle space utility

Smaller section width
(Especially for compact cars)

* ICE: Internal Combustion Engine

Bridgestone's base technology for "products"

"New premium"
ENLITEN X Fusion

BCMA  Bridgestone
Commonality Modularity
Architecture

Base technology to "produce" Dan-Totsu products customized to desired performance by being attentive to and deeply understanding customers and markets and/or to performance that creates unique value

Creation of corporate value

Reinforcement of earning power

Value creation (social & customer value)

Fusion

Gaining competitive advantage (Enhance value, reduce business cost)

Enhance value
Create value
Improve sales mix

Ultimate customization
Differentiation



Simplification
Reduce business cost
Reduce cost +
Reduce environmental impact

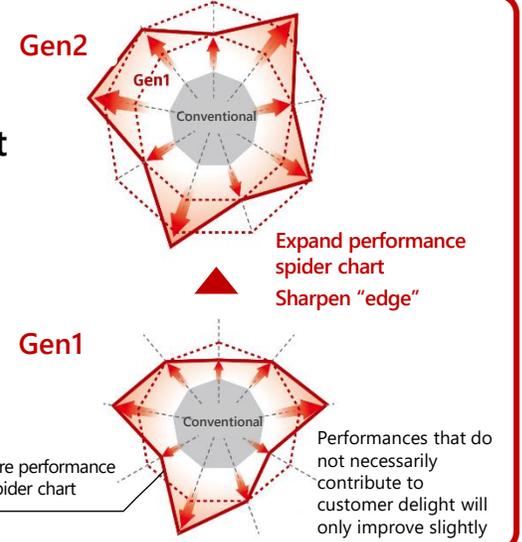
Base technology for product design

"New premium"
ENLITEN

Improve product power – Generate customer delight

- Expand base performance (Conventional → Gen1 → Gen2)
- Elevate all conventional performances, and **largely evolve environmental performance and/or performance that not only meet the needs & wants of specific market/customers but further inspires them (= "sharpen edge")**

- Enables customization by fusing desired complex performances while expanding the performance spider chart
- Improves agility by expanding the performance spider chart (in product design)



Base technology for manufacturing and R&D

BCMA  Bridgestone
Commonality Modularity
Architecture

Fusion

Reduce cost – Simplification

Support "ultimate customization", agilely provide Dan-Totsu products customized by ENLITEN and with "sharpened edge" through simple operations instead of planning/preparing products individually

- Simplification – Enable cost reduction in development and production
- Simplification – Improve agility (development, production)



Customization

Customize performance flexibly & agilely per market/customer

Simplification

Improve efficiency for development and supply chain, and reduce cost by sharing modules between products

BRIDGESTONE ENLITEN

“Ultimate customization”

Being attentive to customers, sharpen edge in performance that not only responds to various customers' needs and wants but further inspires them.



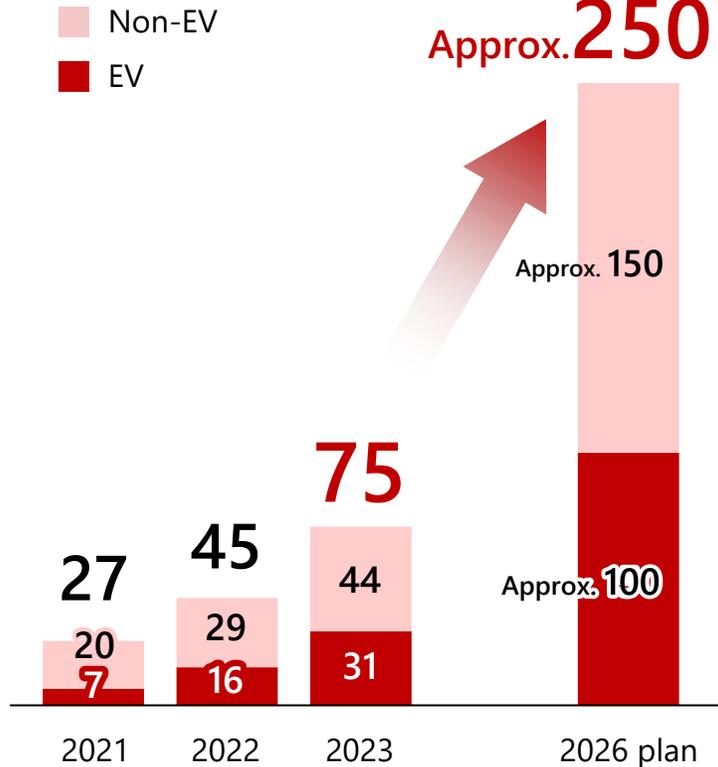
Create good tires

Premium tires for passenger cars (original equipment):

“New premium in EV era” ENLITEN - OE/REP coordination

- Develop “ultimate customization” enabled by ENLITEN technology: By proving value, begin expanding OE fitment
Strengthen approach to premium vehicles & OEMs as well as prestige OEMs (OEMs in Japan / Europe / U.S., emerging EV OEMs, etc.)
⇒ Steadily take in REP recursion demand from OE and promote improvement of sales mix for premium tires

- Number of car models with ENLITEN OE fitment (global)



- EV models with OE fitment*

ENLITEN
Equipped

OEMs	Vehicle model
Japan	Lexus RZ
	Nissan ARIYA
	SUBARU SOLTERRA
	Toyota bZ4X
N. America	CHEVROLET Blazer EV / Silverado
	Fisker Ocean
	GMC Sierra
Europe	Abarth 500 abarth 595 elettrica
	AUDI Q4 e-tron
	BMW iX / iX1 / i7 / i5
	FIAT 500e
	Maserati Grecale Folgore
	Mercedes-Benz EQB / EQA / EQXX
	MINI Countryman
	Porsche Macan 4 / Macan Turbo
	SEAT Cupra Born
	SKODA ENYAQ
VW ID.3 / ID. 4 / ID.7	
China	NIO eT7
	SAIC MG Mulan
	X PENG X9
Taiwan Foxtron Model C	
Vietnam VinFast VF6	

*EV OE fitment as of the end of 2023

New EVs (initial stage)
Survey on OE ⇒ REP recursion demand

*Survey by Bridgestone in 2023

Premium EV users in the initial stage have a higher tendency for recursion demand from OE to REP tires

Link with expansion of products equipped with ENLITEN

– Capture OE ⇒ REP recursion demand

Percentage of users who choose the same tire brand (manufacturer) for their first tire replacement after purchasing a new car



EV
vs. conventional ICEs

Approx. 50%

Approx. 60%

Approx. 65%

+ approx. 15pp

+ approx. 15pp

+ approx. 15pp

Create good tires

Premium tires for passenger cars (replacement):

“New premium in EV era” ENLITEN - value & demand creation

Strengthen approach to premium & prestige OEMs

Expand OE fitment including for EVs

(OEMs in Japan / Europe / U.S. / China, etc.)

Original Equipment

Improvement in driving range / Low electricity consumption

Reduce environmental impact / Long-life

Increased severity on tires



Hardware-defined vehicle



Customer touch point

1

Retail & service network

- ① Touchpoint with customers & cars
- Be attentive to & deeply understand customer problems -
- ② High-quality service & maintenance through the retail network



Support from the ground up even during product use phase.
Improve customer experience value, gain trust.

Customer touch point

2

Field engineering

End-of-life tire survey on-site (Genbutsu-Genba), identification of issues



Gather insight from Genbutsu-Genba observations & interviews to users

Dan-Totsu products

Tire product planning & development with customer problems as the starting point
⇒ Solve with “ultimate customization”



Generate customer delight with Dan-Totsu products

Create good tires

Premium tires for passenger cars (replacement): ENLITEN technology - "ultimate customization"

N. America

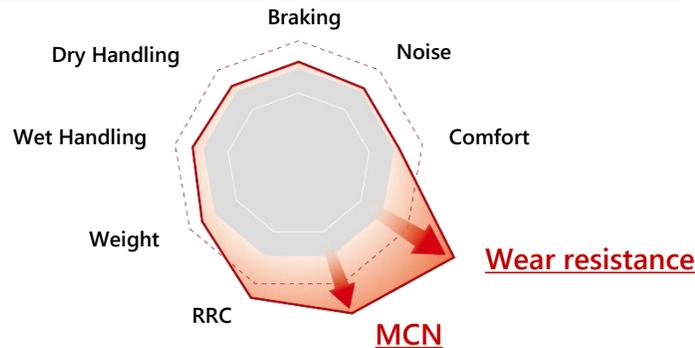
TURANZA™ EV



ENLITEN

Bridgestone's first EV specialized product for replacement equipped with ENLITEN

Launched May 2023



Provide **new value with** improved wear resistance (+50% vs. Bridgestone's conventional product), an issue for EVs and increased renewable & recycled material ratio of **50%**

Europe

TURANZA 6

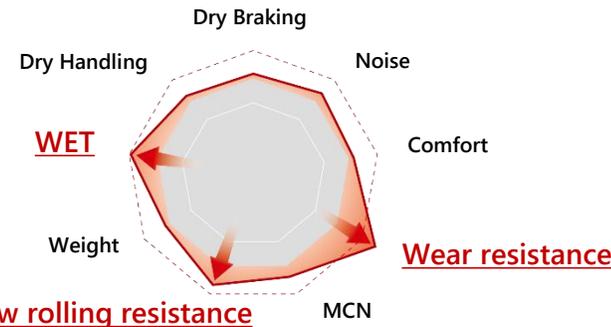


ENLITEN

OE-REP linked product anticipating EV expansion

Launched Sep. 2023

2024: Expand to India & Asia
2025: Expand to China



More than 20% higher wear resistance vs. Bridgestone's conventional product. **Significantly improved WET performance and rolling resistance**, important performances in the European market. Balanced in every performance at a high dimension.

Japan

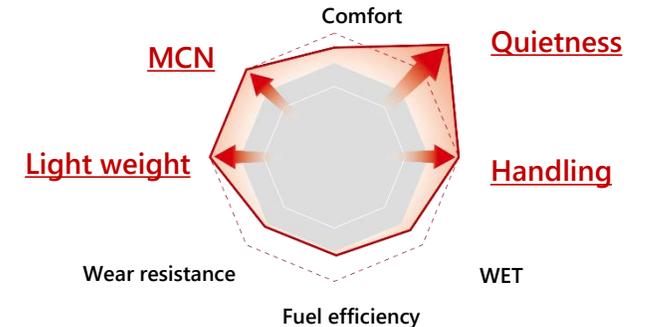
REGNO GR-XIII



ENLITEN

The first ENLITEN product for replacement in Japan

Launched Feb. 2024



Comfort achieved from **superior quietness**, and driving performance refined with **highly responsive handling**. Contribute to the **realization of sustainability** through reduced weight and use of recycled & renewable materials.

Based on ENLITEN technology, create value through "ultimate customization" sharpening edge according to customers' needs & wants

Create good tires

Global expansion of products equipped with "new premium" ENLITEN

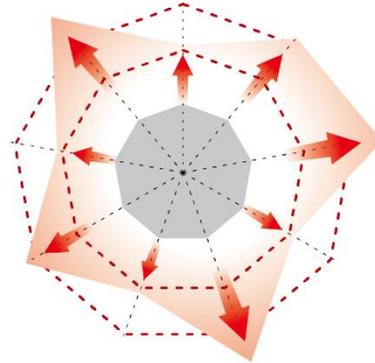
*LT: Light truck tires

Approach for Dan-Totsu ENLITEN product planning

Achieve both driving and environmental performance at a high level.

Expand new ENLITEN products with sharpened edge ensuring competitiveness, as needed.

Especially improve **wear/irregular wear resistance & electricity consumption along with driving performance** as base performance, as a new premium in the EV era.



Plan for major new premium products (2024-2026) & performance to sharpen edge

BLIZZAK

(Japan, N. America & Europe)

Our traditional strengths - ice & snow performance, wear resistance

ALENZA

(Japan, N. America, etc.)



Comfort, wear resistance, and electricity consumption optimal for EVs

TURANZA

(Asia, etc.)



POTENZA

DUELER

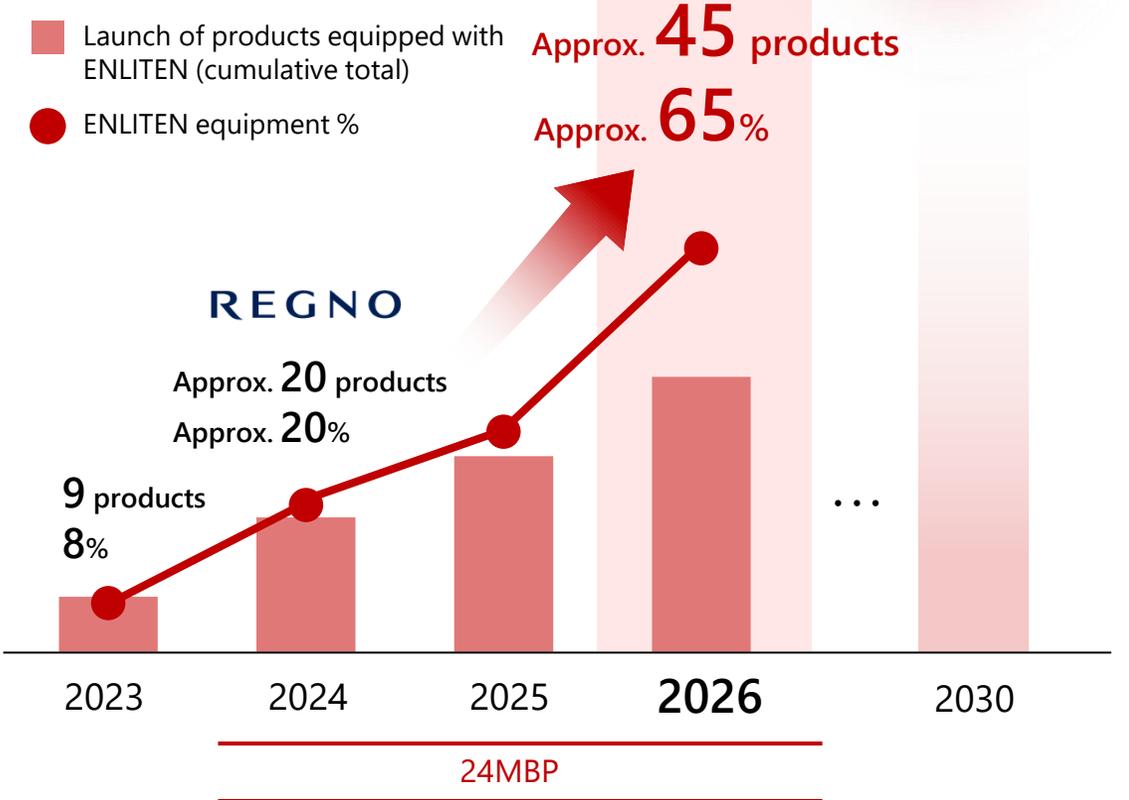
REGNO

Expansion plan for PS & LT* replacement tires equipped with ENLITEN (Global)

ENLITEN

Approx. **100** products

Approx. **100%**



Create good tires

Premium tires for passenger cars (replacement): "New premium in EV era" ENLITEN

ENLITEN

Provide customers with new value
Gain trust

Build technology to launch products
toward the 2nd stage of new premium

ENLITEN introduction to expansion phase
Create value

- Expand ENLITEN Generation 1 ⇒ Build technology to launch Generation 2 in 27MBP
- OE: Expand target premium/prestige vehicle models and emerging EVs
- Capture OE ⇒ REP recursion demand
- Solve challenges faced in OE ⇒ Create demand in REP
- REP: Strengthen channel network & area on-site (Genbutsu-Genba) capabilities

Improve UX at customer touchpoints combining real & digital → Generate customer delight

- Have customers recognize the value of Dan-Totsu products
 - Launch ENLITEN gen 2 and expand
- New brand power linked with sustainable global motorsports "Sustainable premium"

21MBP

1st stage of new premium

24MBP

2nd stage of new premium

27MBP

R&D and manufacturing transformation – with BCMA at the core –



Bridgestone
Commonality Modularity
Architecture

By consolidating tire parts into 3 modules and sharing them among different products, simplify the supply chain, and improve agility in development & production

DOWN

Reduce business cost
(Optimize cost + reduce environmental impact)



Tread (tire surface)

Customization



Carcass (tire skeleton)



Belt (reinforces tire)

Simplification

Product strategy

R&D

Procurement

Production Plan

Manufacturing

Logistics

Sales

Use

3R

Create good tires
 R&D and manufacturing transformation:
 Promote creation of BCMA's **business cost reduction** benefit



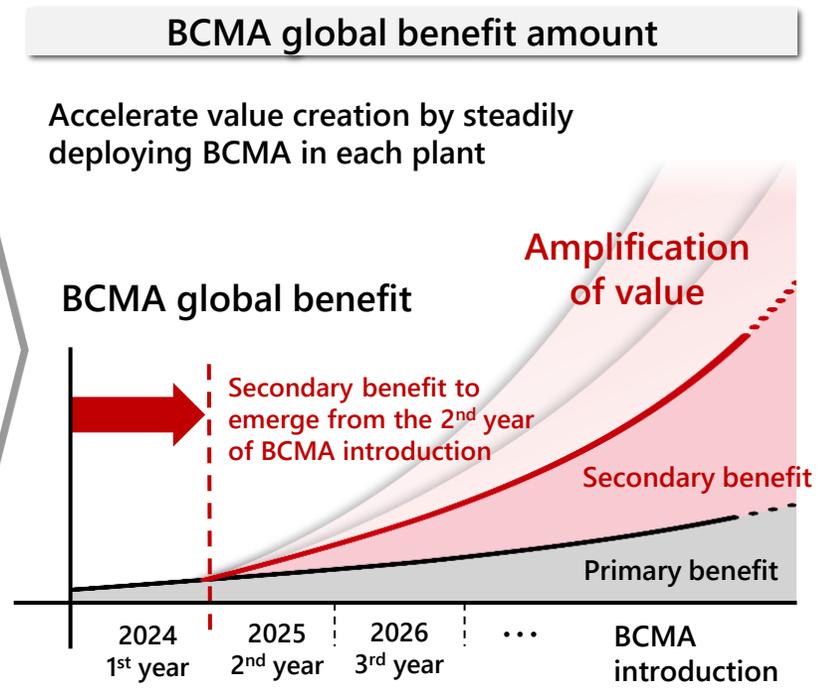
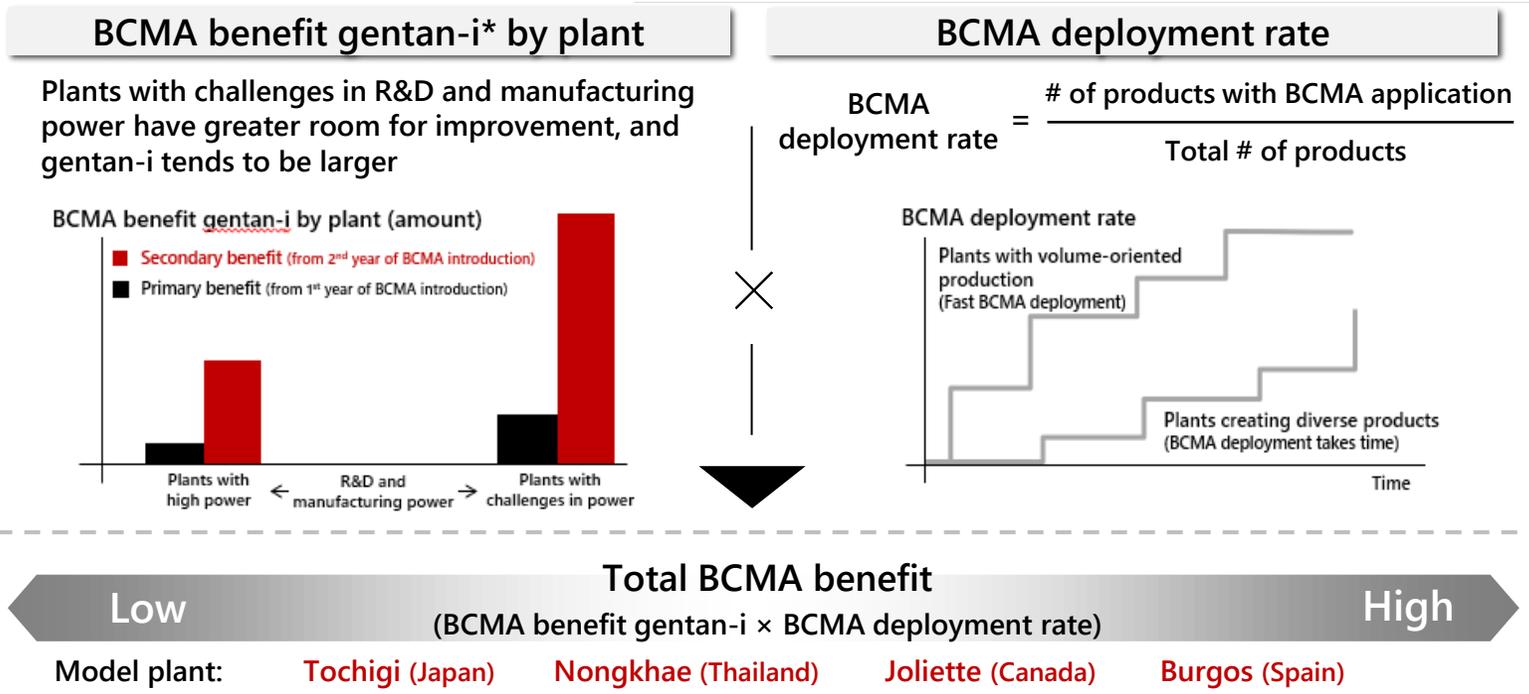
- Pursuing the essence of R&D and manufacturing based on-site (Genbutsu-Genba)
 ⇒ From a concept, build as a **value creation model**

Primary benefit

Direct benefit from BCMA introduction (module sharing):
 Create benefit from the 1st year of BCMA introduction - 2024
 (Reduce changeover of material, parts, and equipment by product, streamline development by module sharing)

Primary benefit

Benefit from evolution of R&D and manufacturing through BCMA deployment such as improved capacity in production process and reduced workload at production sites:
 Create benefit from the 2nd year of BCMA introduction - 2025

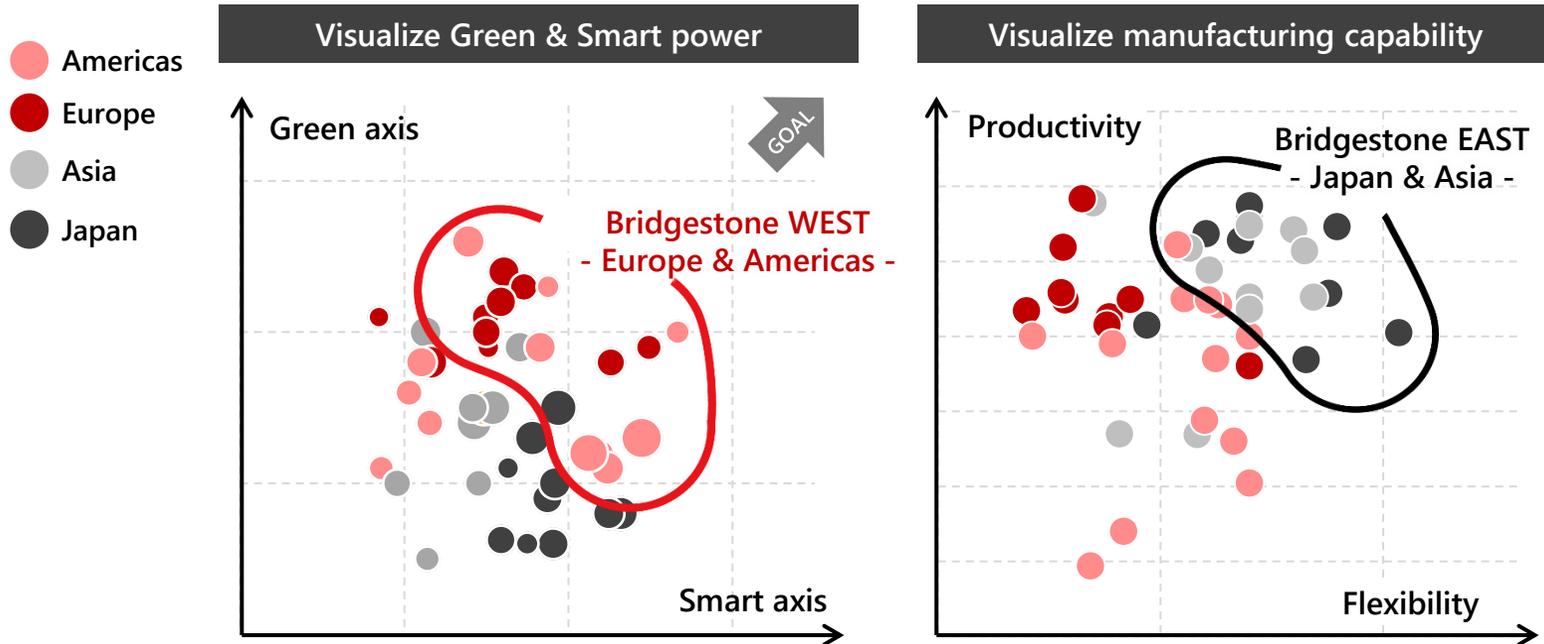


Create good tires
 R&D and manufacturing transformation:
 Promote creation of BCMA's **business cost reduction** benefit



Clarify role and responsibility of 45 new tire plants globally (by June 2023)

From 2024
 Start creating benefits by BCMA



- Designate 4 plants for PS tire production as model plants based on the clarified role & responsibility of 45 plants

< Global model plants >

Bridgestone WEST

Joliette plant (Canada)
 Burgos plant (Spain)

Bridgestone EAST

Tochigi plant (Japan)
 Nongkhae plant (Thailand)

24MBP

Bridgestone WEST - Europe & Americas - :
 High Green & Smart power, but **challenges** in manufacturing capability, especially in **flexibility**

Bridgestone EAST - Japan & Asia - :
 Relatively low Green & Smart power but **high manufacturing capability (productivity & flexibility)** based on **strong operational excellence**, and contribute to global premium tire production as the core of manufacturing

2024: Start benefit creation
2025 – 2026: Accelerate benefit creation

Create good tires R&D and manufacturing transformation: Promote creation of BCMA's **business cost reduction** benefit



*BCMA deployment rate is based on production volume (%)

■ Create benefit according to role & responsibility ⇒ Deploy initiatives in model plants to other plants

Bridgestone WEST

Burgos plant (Spain)



Role & responsibility

- Main REP plant in Europe
- Supply source within Europe
- Manufactures a wide variety of products

BCMA benefit creation

Primary benefit

- Promote BCMA deployment ⇒ Deployment rate: Approx. 60% (2026)
- Reduce changeover man-hours through module sharing
- Streamline production planning ⇒ **Thoroughly reduce conversion cost**
- Simplify development through BCMA deployment ⇒ **Streamline development cost**

Joliette plant (Canada)



Role & responsibility

- Respond to HRD tire demand in N. America
- Challenge in productivity & flexibility

BCMA benefit creation

- Start by reinforcing activities for productivity improvement – Improve capacity, reduce workload and streamline within production process
- ⇒ **Thoroughly reduce conversion cost through productivity improvement**

Bridgestone EAST

Nongkhae plant (Thailand)



Leads the Asian region

Role & responsibility

- Main plant supporting production of HRD & premium tires for the Asian region
- Supplies a wide variety of products to wider Asia
- Relatively high manufacturing power

BCMA benefit creation

Primary benefit

- Promote BCMA deployment ⇒ Deployment rate – 2024: 0% ⇒ 2026: Approx. 30%
- Reduce changeover man-hours through module sharing
- Streamline production planning
- Simplify production through BCMA ⇒ **Thoroughly reduce conversion cost**

Tochigi plant (Japan)



Leads global

Role & responsibility

- Supports production for Japan REP market, premium PS export tires, Japan OE (mainly for eastern Japan)
- Supplies a wide variety of products to Japan & global
- High manufacturing power (High productivity & flexibility)

BCMA benefit creation

- Promote BCMA deployment ⇒ Deployment rate – 2024: 30% → 2026: Approx. 80%
- Reduce changeover man-hours through module sharing
- Streamline production planning
- Simplify production through BCMA ⇒ **Thoroughly reduce conversion cost**
- Realize efficient & timely product industrialization ⇒ **Streamline development & conversion costs**
- Streamline logistics cost by realizing close production

Secondary benefit

Create good tires
 R&D and manufacturing transformation:
 Promote creation of BCMA's **business cost reduction** benefit



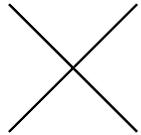
■ **Amplify value** through BCMA deployment × steady on-site productivity improvements × shift to Green & Smart – **Reinforce earning power**

Steady on-site productivity improvements

Pursue streamlined production based **on-site (Genbutsu-Genba)**

STEP 1: Execution of each plant standard according to the role & responsibility of each plant
Reduce direct material loss & loss caused by equipment

STEP 2: Model of Standard
 Most efficient conditions for equipment operation & production process
 = Plant operation aligned with global standards
Maximize existing equipment capacity



Green & Smart

Improve productivity fusing streamlined production & smart technology

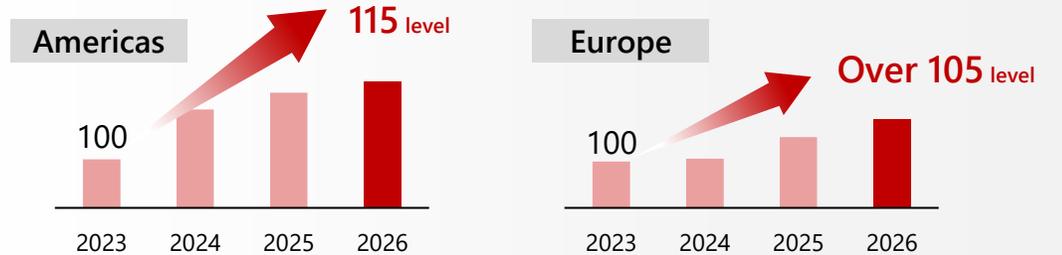
- Shift to Green: **Reduce energy Gentan-i (energy consumption per unit)**
- Shift to Smart: **Improve productivity by promoting automation**

Visualize & standardize "craftperson skills" leveraging digital.
 Reduce reliance on the skills of skilled technicians through automation.
 ⇒ Skill-less / High efficiency

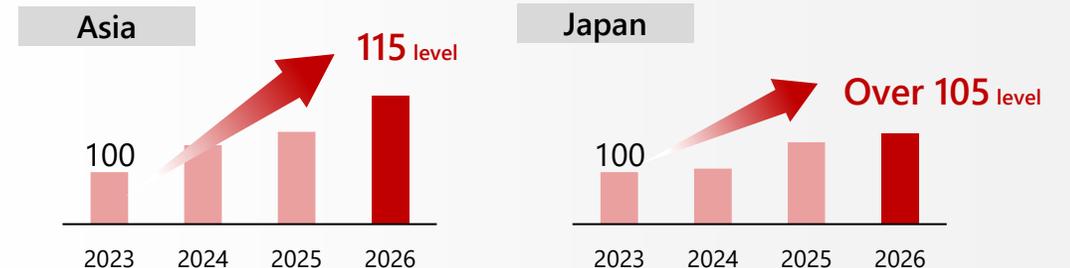
24MBP: Improve productivity (productivity per person)
 Global target: **Over 110 level*** (2023 vs. 2026)

Productivity improvement target by area

- Bridgestone WEST**
- ① First reinforce on-site (genba) power - Steady on-site productivity improvements
 - ② Shift to Green & Smart, create BCMA benefit (primary)



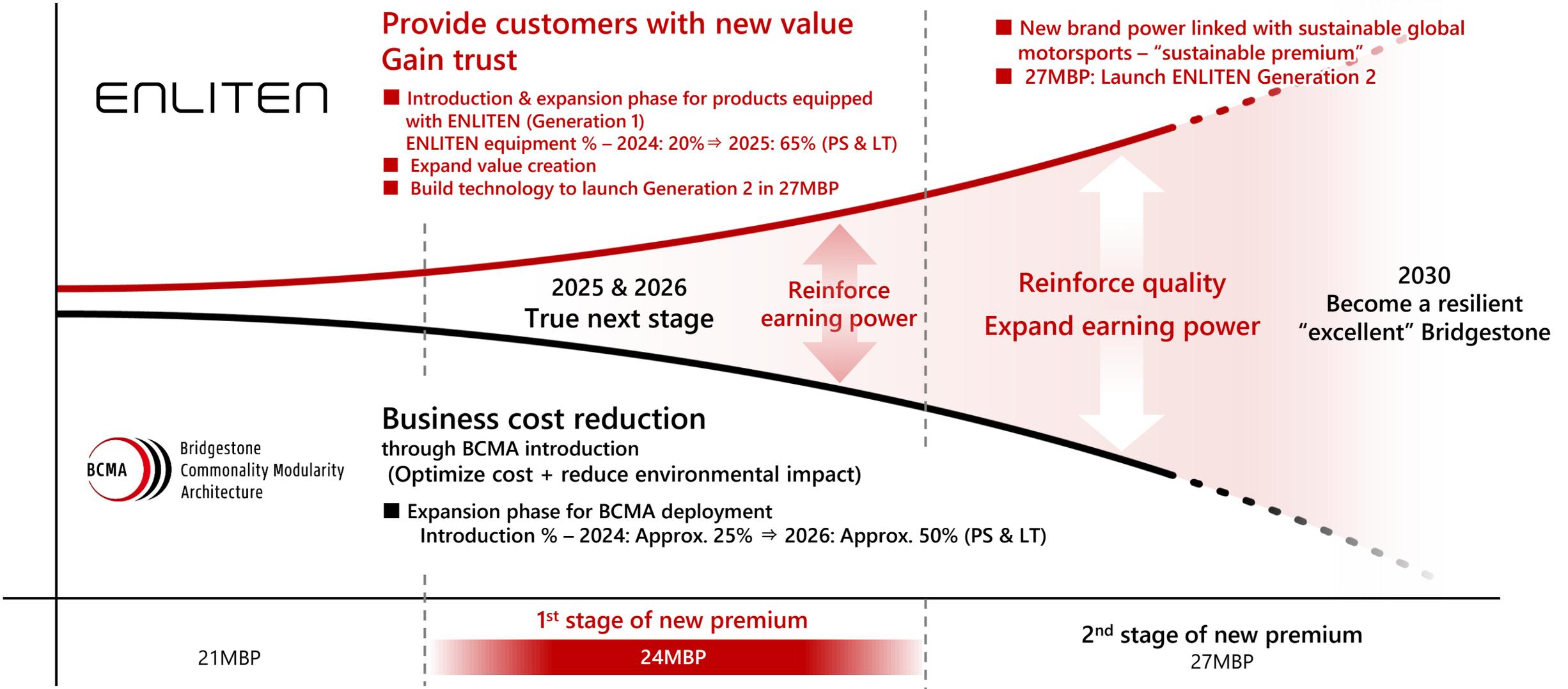
- Bridgestone EAST**
- Already high on-site (genba) power & productivity (especially in Japan)
 - ① Promote BCMA benefit creation (primary) and shift to Green & Smart
 - ② Further reinforce manufacturing genba power by linking BCMA & Smart



*INDEX: 2023=100

Create good tires

Acceleration of value creation through the fusion of ENLITEN and BCMA





Create **good business quality** "Passion for Excellence" (Management, Working & business quality improvement)

- Respecting being on-site (Genbutsu-Genba), perform steady and agile PDCA while sticking to basics / Combination of continuous improvement and innovation / Pursuit of operational excellence
- New & true glocal management structure focused on Genbutsu-Genba – "Maximize effectiveness & efficiency"
- Have a healthy business risk sensitivity
- Tackle past negative legacies squarely / From volume-oriented to quality & value oriented – Next stage
- Talent investment – "Enhance talent creativity" / Culture change based on the "Bridgestone E8 Commitment"
- Accelerate DX: Enhance use of generative AI ⇒ **Improve productivity** (Incl. expanding AI algorithm use in business)
- Technology & innovation: Reinforce co-creation activities leveraging BIP ⇒ **Reinforce creativity** / Reinforce IP strategy

Improve management and working & business quality

- Japan: Reinforce training at each level (management / executive / managerial / staff)
- Global: Conduct training from the management & executive level in each region
→ Expand to managerial & staff levels



Create **good tires**

- Realize "ultimate customization" that sharpens edge in performances that not only meet the needs & wants of market/customers but inspires them.
"ENLITEN" especially for "EV tires" – 24MBP: Expand Generation 1 ⇒ Build technology to launch Generation 2 in 27MBP
- Start "BCMA" + shift to Green & Smart – R&D and manufacturing transformation / Support "ultimate customization"



Create **good business**

Create corporate value through balancing social value and customer value creation and gaining competitive advantage

- Reduce business cost: BCMA, Green & Smart, steady on-site productivity improvements, global procurement, global SCM logistics transformation
- New premium tire business model: Channel, retread, building a sustainable premium brand
- Evolve the sustainability business model: Toward the realization of carbon neutrality & circular economy and nature positive



Create new business **sowing good seeds** for the future

- Truck & bus solutions: Establish mobility tech business in North America – Especially "Fleetcare" program
- Mining solutions: New value creation through real x digital – New challenge
- Aviation solutions: Strategic starting point to establish solutions business model including retread
- Sowing new seeds: Evolve Air Free

Create good business

Business cost reduction across the value chain

BCMA



- Streamline development and supply chain by sharing modules
- Primary effect: Reduce changeover of materials, parts, and equipment by product and streamline development by sharing of modules
- Secondary effect: Benefit from evolution of R&D and manufacturing by BCMA deployment such as improved capacity in production process and reduced workload at production sites

Shift to Green & Smart

- Shift to Green: Reduce energy Gentan-i (energy consumption per unit)
- Shift to Smart: Improve productivity by promoting automation

Steady on-site productivity improvements

- Improve productivity by reducing direct material losses and equipment-induced losses benefiting from thorough streamlined production, also maximizing production capacity of existing equipment.

Global procurement

- Raw material: Reinforce global approach
 - Global strategic partners: Build trust based on empathy – To co-create value (Win-Win)
 - Promote global procurement – Streamline supply chain and pursuit benefit from its scale merit
 - Value creation linked with initiatives for sustainability and BCMA

Global SCM logistics transformation

- Streamline supply chain: Inventory reduction and producing close to where products are (linked with BCMA)
- Streamline through co-creation with customers: Improve warehouse footprint, increase direct delivery from plants to customers
- Promote automation: Introduce warehouse automation equipment and improve efficiency of loading and unloading operations

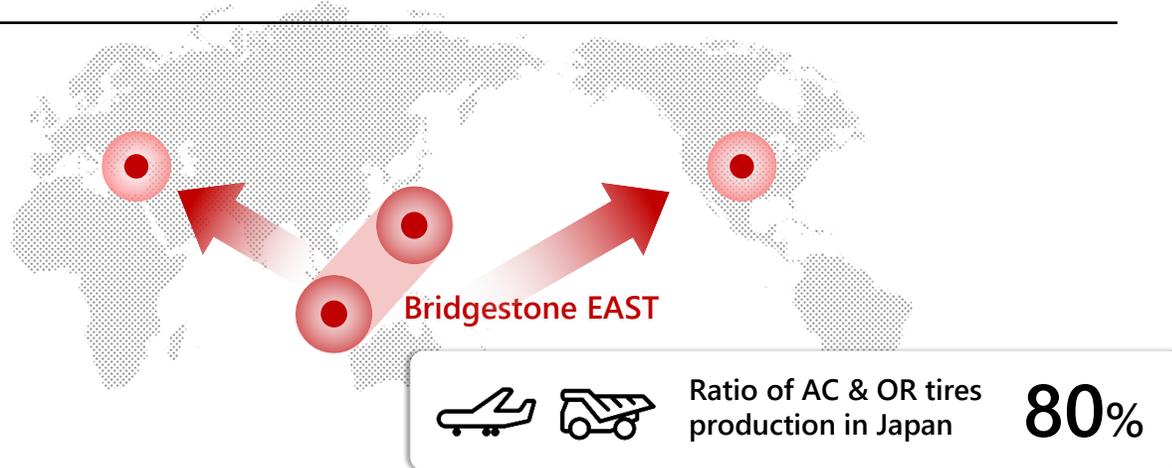
24MBP (2024-2026) Over **100** B JPY level in total

Create good business

Global supply chain management

- Promote building flexible and agile supply chain management which responds to premium focus and change

24MBP	PS 	TB 
Ratio of local production for local sales (global)	90%	80%
Ratio of premium tire production (global)	ENLITEN ratio (PS) 2023: 4% ⇒ 2026: 40% HRD ratio (PS) 2023: 45% ⇒ 2026: 55%	ENLITEN ratio (TB) 2023: 5% ⇒ 2026: 35%



* PS: Passenger car tires, TB: Truck & bus tires, OR: Off-the-Road tires, AC: Aircraft tires

Aim for global optimization by **ensuring agility & flexibility** capable of adapting to changes and geopolitical risks, while keeping “local production for local sales” as our basic principle

Aim for optimal sourcing with Bridgestone EAST (Japan & Asia) as the core
Global contribution as global premium tire supply sites

Bridgestone EAST –

Responds to growing market

- Reinforce production capacity for India PS premium tires

⇒ Strengthen position as a market leader

Place Japan as the **“core of manufacturing”**
Support the premium tire business globally

Main export products

- High-difficulty specialties tires that require technological & comprehensive capabilities: AC & OR tires
- PS & TB premium tires

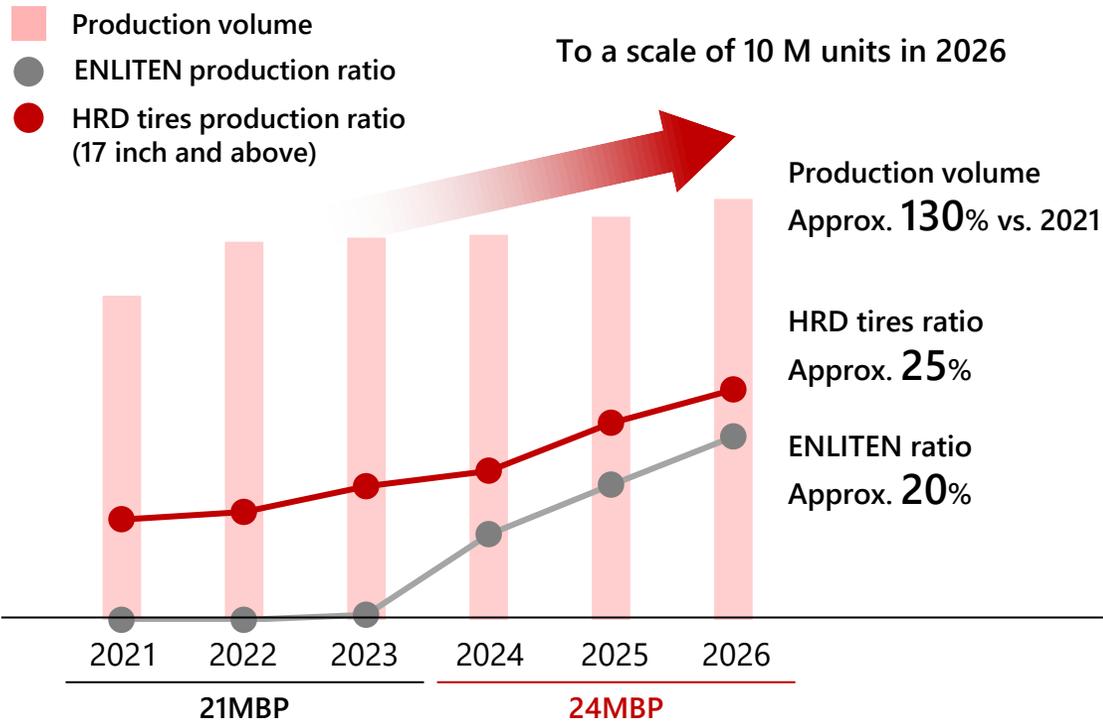
Global supply chain management: Growing market – India PS premium tires



- Strengthen PS premium tire business in India, a growing market
⇒ **Solidify market leader position** based on increasing premium sales volume, improving sales mix & increasing market share

- Execute investment in production capacity expansion of India PS premium tires (Pune plant)

India PS premium tire production (Indore + Pune plant)



- Further strengthen India PS premium tire business

1996: Established plant for PS (Indore plant)

2013: Established new plant (Pune plant)

⇒ **Built a strong foundation based genba (on-site) and local production for local sales**

--- Current: **Gain market leader position**
= High market share & high profitability

Focus on PS premium tires
Maintain & strengthen market leader position

Strengthen Dan-Totsu product

Plan to launch new ENLITEN product from 2024

Build channel

Enhance family channel and B-Select

×

Reinforce strategic partners

Reinforce brand power as **“sustainable premium”** linked with sustainable global motorsports

*PS; Passenger car tires

Create good business

Global supply chain logistics transformation “B-Direct”

- Promote business cost reduction and create social value and customer value through improving efficiency of global supply chain

Improve efficiency of supply chain

(Reduce inventory & produce close to where products are sold)

- Link between improvement of manufacturing flexibility and expansion of BCMA deployment:

- Increase in producing tires close to place of demand
- Efficient production planning linked to sales timing through improvement of manufacturing flexibility → Reduce inventory

Direct connection between customers and plants with data & products

- SCM platform by DX:

- Direct connection with customers' system and inventory data to realize timely supply (direct delivery) from our plant to customers

Promote green & smart logistics

- Green logistics

- Introduce EV truck and solar power warehouse
- CO2 emission reduction in efficient marine transportation

- Smart logistics

- Promote introduction of automated equipment in warehouse
- ⇒ Improvement of safety and efficiency of warehouse operations

Effect of cost efficiency throughout the supply chain to deliver to customers
(inventory streamlining – warehouse – transport) -Cost to Serve-

▲ Approx. 10% (2026 vs 2023)

- Spread effects upstream and downstream in supply chain – Maximize effectiveness & efficiency throughout supply chain

Upstream

Global procurement: Strengthen global approach

- Global strategic partners: Toward value co-creation (Win-Win)
- Promote global procurement –Streamline supply chain and benefit from its scale merit

Downstream

Improve accuracy of sales forecasting through sell-out management

⇒ Reflect to efficient production planning

- Maximize sales opportunities based on demand prediction of winter tires by utilizing AI and streamline the process from production to logistics (Japan)

Create good business

Establish new & true premium tire business model North America & Japan

- Strengthen channels which create social value and customer value, being attentive to customers and markets: Realize reinforcement of earning power

UP

Enhance value

Create value
Improve sales mix

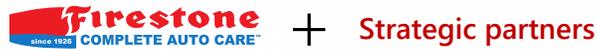


Channel power

Family channel + strategic partners

(Retail & service solutions network:
Increase customer experience value)

Equity stores in the U.S.



Equity stores Approx. 2,220 stores* in 2023
⇒ Approx. 2,240 stores in 2026

- Improve business quality

- Develop a new store format that improves customer experience value through real x digital
- Real: Enhance sites
- Digital: Promote DX of business systems

Develop new channel in collaboration with strategic partners



BtoC

(for passenger car)



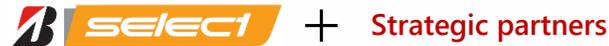
BtoB

(For LT & TB)

Reinforce approx. 1,200 sites in service network
Link with expansion of mobility tech business "Fleetcare" program - Enhance capabilities for and EVs

Link with last mile solutions for BtoB (for LT)
Link with retread (for TB)

Equity stores and family channel in Japan



B-select (for PS):

2023: Approx. 800* ⇒ 2026: To approx. 1,000

- Be attentive to customers more than ever on-site
- Reinforce channel through real x digital:
 - Restructure wholesale sites ⇒ Shift to retail
 - Launch E-Commerce "Bridgestone tire online store"

Strengthen channel in collaboration with strategic partners

Enhance service network linked with "TPP" solution and retread

B-Select (for TB):

Approx. 400* ⇒ 2026: To approx. 500

- Enhance being attentive to customers on-site and solve their problem -

Ultimate customization

Differentiation

New premium
Base technology for product design

ENLITEN

Expand
tire performance
spider chart

Sharpen "edge"

Increase product power
- Generate customer delight -

Fusion

Base technology for R&D and manufacturing



Bridgestone
Commonality Modularity
Architecture

Enable cost reduction in development and production, and improve agility

Business cost reduction

(Reduce cost + environmental impact)

Simplification

DOWN



New brand power



Dan-Totsu R&D and manufacturing power



Global SCM power



Global procurement power



Co-creation with sustainability partners

Enabler that supports growth of the premium tire business and solutions business

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

*As of the end of 2023

Create good business: Establish new & true premium tire business model

Accelerate value creation by strengthening channel

– Evolve & enhance U.S. retail equity stores “Real” × “Digital”

■ Reinforce providing premium customer experience value (UX) and contribution to sustainability

– Take on the challenge of a new store format which evolves by real x digital

⇒ Agilely develop cutting-edge technologies & services centered on digital and provide them to customers



Initial trial:

Open **10** stores by the end of 2024

Determine cutting-edge technologies & services



Expand

2025-2026
Plan to expand stores

Gradually expand successful initiatives to approx. 2,200 equity stores and connect them to improvement of quality



Develop new store format

First stage

Second stage

Final stage



Enhance digital service leveraging AI

Complete the entire customer experience from provide optimal products & services, order, operation appointment, payment, to after service, seamlessly on the app

Premium customer experience: Improve UX



Provide premium tires & services specialized for EV

EV maintenance & charging service linked with ENLITEN, “New premium in EV era”
EV maintenance training for store technical staff



Strengthen initiatives for sustainability

Solar power panels, advanced LED, and optimized energy use (air conditioning, etc.)
Recycle end-of-life tires and oil

Contribution to sustainability

Create good business: Establish new & true premium tire business model
 Accelerate value creation by strengthening channel - Reinforce retail sites in Japan "Real x Digital"



Provide high-quality consultation and service through **understanding customer problems based on Genbutsu-Genba (respect for being on-site)** and offering the most optimal proposals

Improve UX

Bridgestone directly connects with customers and provides the best purchase and use experience through real x digital

Enhance B-select sites (for PS)

Restructure channel

2023: Approx. **800** sites*
*As of the end of 2023

24MBP focused initiatives

2026: Approx **1,000** sites

Restructure wholesales sites

Strengthen service network linked with "TPP" solution & retread

Enhance B-select sites

Reinforce retread

2023: Approx. **400** sites*
*As of the end of 2023

Reinforce investment in retread production capacity
 Strengthen product power (multiple retread)

2026: Approx. **500** sites

E-Commerce

Shift to retail

Enhance "TPP" solution

BtoB
 (for LT/TB)

Improve profitability

Develop Bridgestone tire online store
 Service launched in August 2023

Enhance talent creativity

Improve service & menu

Enhance talent creativity

大丈夫を、ずっと。
 あなたと、ずっと。
 ブリヂストン
 タイヤオンラインストア



Customer service and technical skills grand prix
 AI utilization & role play training



tirematics "Real-time monitoring"
 Service launch in September 2022

B-catcher "location information management service"
 Service launch in July 2023

Realize satisfaction of Dan-Totsu service

# of TPP contract vehicles	2023: 66,000 vehicles, 2024: 80,000 vehicles, 2026: 110,000 vehicles
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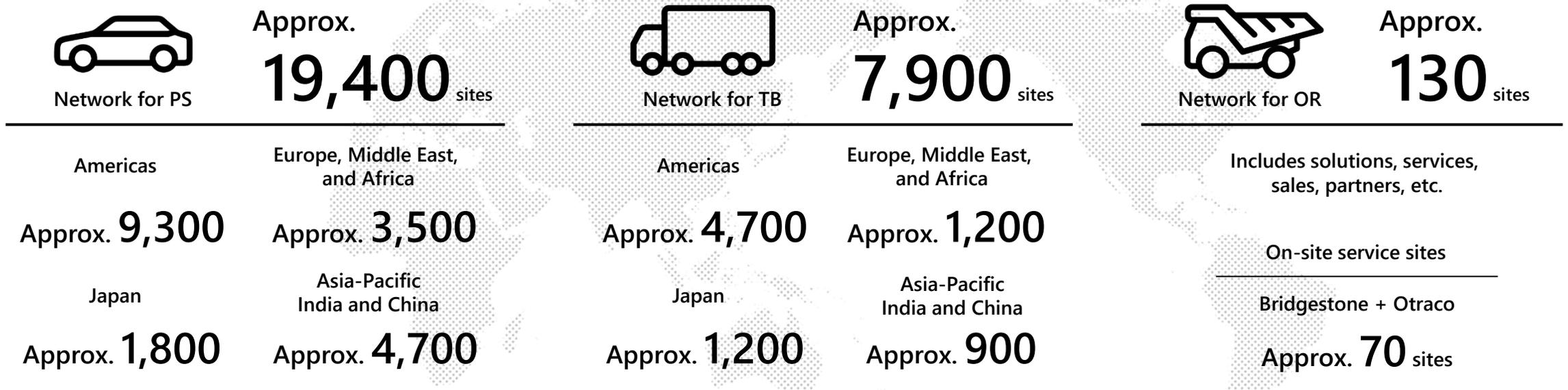
Develop "Solutions engineer"
 Develop "Technical skills meister"
 (Technical skills GP)



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

Create good business: Establish new & true premium tire business model
Retail & service solutions network global expansion

- **“Real x Digital”** retail & service solutions network: Expand scale while improving quality of business globally
Support growth of the premium tire business and the solutions business,
 through providing Dan-Totsu product & service solutions



Digital platform

Tire monitoring system	Tire database platform	Digital fleet solutions	Retread tire production management system	

* PS: Passenger car tires, TB: Truck & bus tires, OR: Off-the-Road tires

Data as of the end of 2023. Number of stores include: equity stores, franchise, voluntary chains and special contract dealers

Create good business

Enhance tire-centric solutions – Accelerate value creation centered on retread

* TB: Truck & bus tires, AC: Aircraft tires

24MBP - Next stage -

Premium tire

Retread

Solutions



Dan-Totsu product

To maintain high market share



Ensure safety and peace of mind even under the harsh conditions such as load, speed and heat/cold

Multiple retread

Strengthen multiple retread through big data analysis

Maximize productivity and economic value of airlines' operation



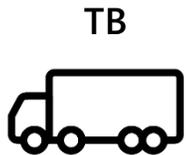
Co-creation with JAL

Wear prediction solutions leveraging tire data & flight data

Be attentive and supportive of customer problems

Respect for being on-site

Leverage know-how



ENLITEN

"New premium in circular business era"

Achieve both economy & productivity of fleets and environmental performance at a high dimension

Improve durability and wear resistance as the base performances for retread



Japan & N. America

Strengthen Enhance service

Europe & Asia

Restructure & rebuild

From wear prediction solution to durability prediction solution
⇒ Expand multiple retread

fleetcare

Link with the mobility solutions

Enable customers to use tires safer, longer, better and more efficiently:
Maximize the value of tires

Value creation by linking with sustainability business model: Carbon neutrality & Circular economy

Create good business
Building a sustainable premium brand

BRIDGESTONE
ENLITEN



Sustainable global motorsports
Concept tire model

Toward 2030
Bridgestone brand

Next stage

Evolve from a premium brand to
a sustainable premium brand

**Empower each and all to achieve their best
and be essential to the future of mobility**



With sustainable motorsports at the core,
foster trust and empathy by demonstrating **our new challenge
and pursuit of excellence**, and passion to race

Create good business: Building a sustainable premium brand

New corporate branding with sustainable global motorsports activities at the core

Global motorsports activities

Demonstrated our challenge and pursuit of excellence, especially through participation in F1®
⇒ Established Bridgestone as **a global premium brand**, building the foundation for today's premium tire business

2023: 60th anniversary of Bridgestone Motorsport **Next stage**

2024- : Reinforce **sustainable global motorsports activities**

Foster **trust and empathy** by demonstrating **our new challenge and pursuit of excellence as well as passion**

To a sustainable premium brand

- **Earn empathy from diverse customers and society**, including young people and women
- Earn empathy for sustainability initiatives
⇒ Being sustainable leads to being "premium"
- Contribute to enhancing brand power in growing markets such as India & Asia
⇒ Alignment with regional business strategies

"Passion to Turn the World"



Create good business: Building a sustainable premium brand
 New corporate branding with sustainable global motorsports activities at the core

- Demonstrate our new challenge and pursuit of excellence through sustainable global motorsports activities. Support the best performance of cars & vehicles through “ultimate customization” realized by ENLITEN.



2023 Event

- Supplied tires equipped with ENLITEN® technology with recycled & renewable material ratio of 63%
- Specialized in low rolling resistance, wear resistance and light weight:

Next event in 2025

Establish technology for ENLITEN Gen2
 (Technology development in 2025:
 Further expand conventional performance)

Next stage



2023: Supported 6 races in 6 European countries
 2024: Expansion to 12 races in 10 countries
 2025: Global expansion

- Through the support, accelerate the adoption of EVs and support the realization of a carbon neutral mobility society
- Connect to new ENLITEN products & technology development
- Support the development of motorsports culture together with motorsports clubs in each region



Support the development of motorsports culture /
 Drive development of ENLITEN Gen 2 technology as a “mobile laboratory”

ABB FIA Formula E World Championship

Selected as sole tire supplier from the 2026-2027 season
 (Return to an FIA World Championship for the first time in a decade and a half)



Create **good business quality** “Passion for Excellence” (Management, Working & business quality improvement)

- Respecting being on-site (Genbutsu-Genba), perform steady and agile PDCA while sticking to basics / Combination of continuous improvement and innovation / Pursuit of operational excellence
- New & true glocal management structure focused on Genbutsu-Genba – “Maximize effectiveness & efficiency”
- Have a healthy business risk sensitivity
- Tackle past negative legacies squarely / From volume-oriented to quality & value oriented – Next stage
- Talent investment – “Enhance talent creativity”/ Culture change based on the “Bridgestone E8 Commitment”
- Accelerate DX: Enhance use of generative AI ⇒ **Improve productivity** (Incl. expanding AI algorithm use in business)
- Technology & innovation: Reinforce co-creation activities leveraging BIP ⇒ **Reinforce creativity** / Reinforce IP strategy

Improve management and working & business quality

- Japan: Reinforce training at each level (management / executive / managerial / staff)
- Global: Conduct training from the management & executive level in each region
→Expand to managerial & staff levels



Create **good tires**

- Realize “ultimate customization” that sharpens edge in performances that not only meet the needs & wants of market/customers but inspires them.
“ENLITEN” especially for “EV tires” – 24MBP: Expand Generation 1⇒ Build technology to launch Generation 2 in 27MBP
- Start “BCMA” + shift to Green & Smart – R&D and manufacturing transformation / Support “ultimate customization”



Create **good business**

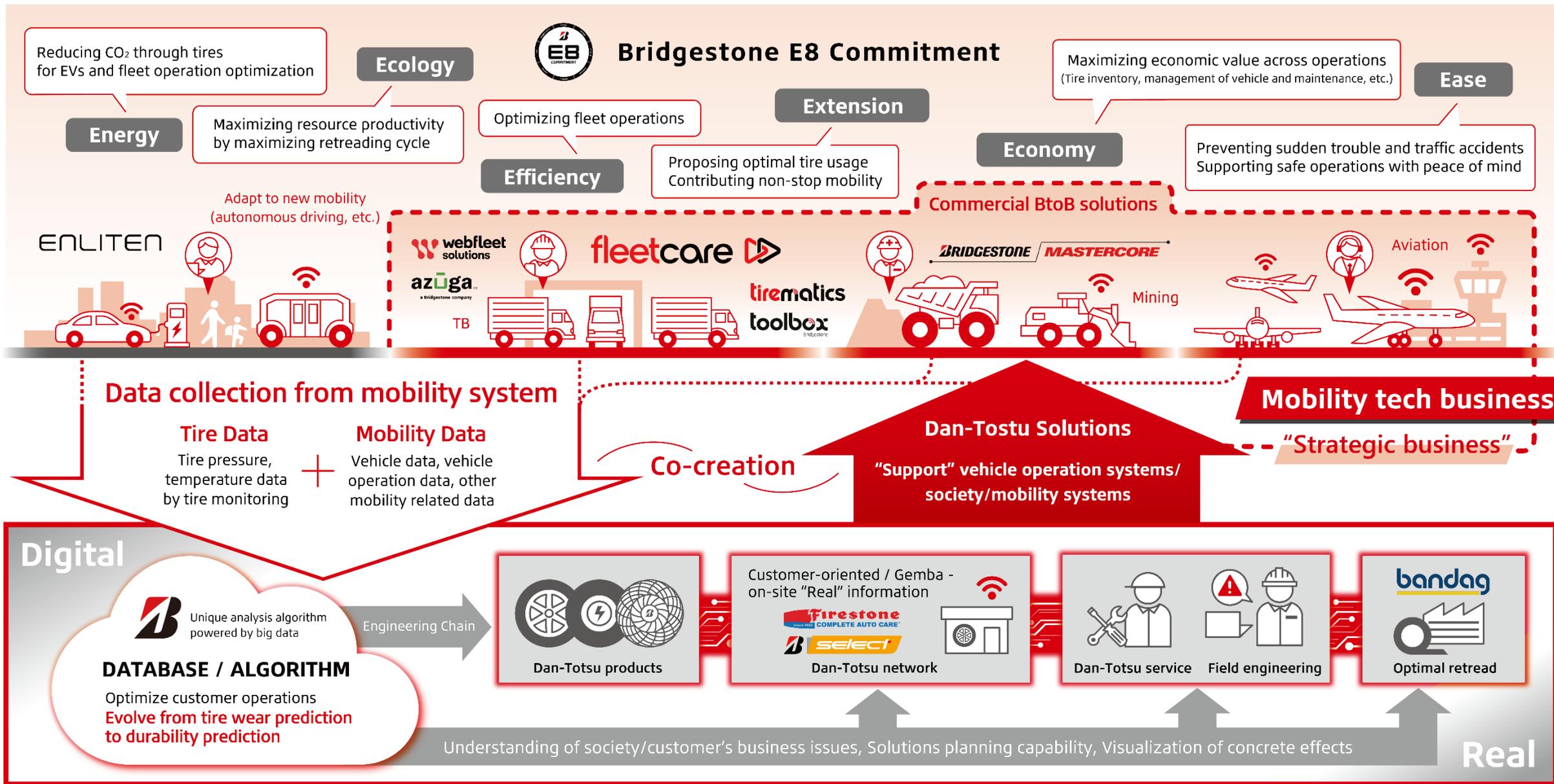
- Create corporate value through balancing social value and customer value creation and gaining competitive advantage
- Reduce business cost: BCMA, Green & Smart, steady on-site productivity improvements, global procurement, global SCM logistics transformation
 - New premium tire business model: Channel, retread, building a sustainable premium brand
 - Evolve the sustainability business model: Toward the realization of carbon neutrality & circular economy and nature positive



Create new business **sowing good seeds** for the future

- **Truck & bus solutions:** Establish mobility tech business in North America – Especially “Fleetcare” program
- **Mining solutions:** New value creation through real x digital – New challenge
- **Aviation solutions:** Strategic starting point to establish solutions business model including retread
- **Sowing new seeds:** Evolve Air Free

Create new business **sowing good seeds** for the future: Solutions business Growth Business – Build Bridgestone’s mobility ecosystem



Create new business **sowing good seeds** for the future
Create social value and customer value

- Based on the trust with customers and partners, **amplify the value of Dan-Totsu products** combining real & digital to **solve customers' pain points** and also contribute to **sustainability**
- **Reinforce tire wear prediction** and **aim to evolve to tire durability prediction solutions** by building unique algorithms leveraging the fusion of **craftperson skills** cultivated on-site (Genbutsu-Genba), **extensive experience & knowledge of tires** from field engineering, etc. and "digital" such as AI

Commercial BtoB solutions



Truck & bus

Establish mobility tech business in N. America – Especially "Fleetcare" program
Reinforce logistics solutions for the last mile – an area of demand growth

Premium Tire



Tire-centric solutions



Mobility Solutions



Mining solutions

Expand solutions based on new premium "MASTERCORE"
Build value creation through real x digital – new challenge



Aviation solutions

Strategic starting point to establish solutions business model
including retread

"Strategic business"
Establish
mobility tech business

Create new business sowing good seeds for the future

Truck & bus: Build the mobility tech business in N. America - Overall picture of "Fleetcare" program



- Strengthen coordination between premium tire & retread and mobility solutions: **Enable customers to use tires safer, longer, better and more efficiently**
Staying close to customers, provide solutions in a package tailored to their problems & contribute to **sustainability**



Premium tire

"New premium in circular business era"

ENLITEN

High-durability, wear resistance, and low rolling resistance

Launch of products equipped with ENLITEN (cumulative total)

ENLITEN equipment %

8 products in 2023

3% in 2023

⇒ 9 products in 2024

⇒ Approx. 5% in 2024

⇒ Approx. 40 products in 2026

⇒ Approx. 40% in 2026



Retread



bandag



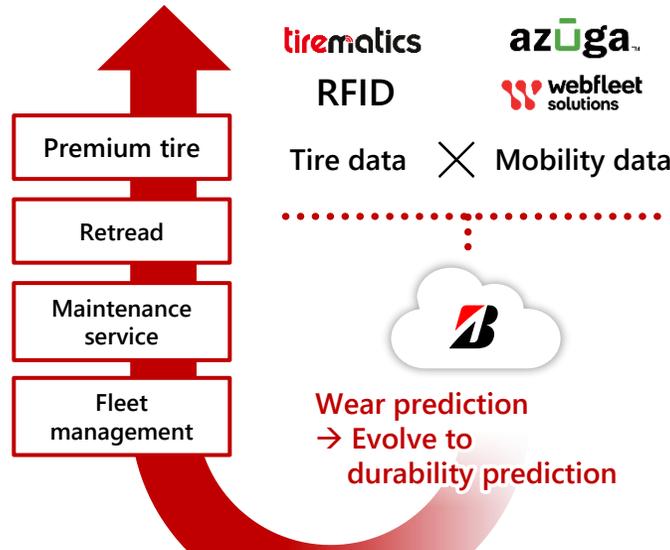
Service network for fleets

For truck & bus in N. America
Service solutions network

Approx. **1,200** sites*
*As of the end of 2023

Real

fleetcare



Mobility solutions

Fleet management leveraging vehicle data

Create value end to end by **staying close to customers and their problems**

- Monitor location information and propose efficient operation & optimal routes
- Visualize fuel consumption & CO2 emissions and propose improvement
- Manage driver and enhance safe-driving level (Linked with benefits for vehicle insurance)

azuga™ N. America as of the end of 2023:
370 K connected vehicles

+ Collaboration with strategic partners (enhance scale and solutions)

↕ Collaboration & sharing know-how

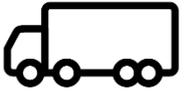
webfleet solutions a Bridgestone company Europe as of the end of 2023:
840 K connected vehicles

Customer base of premium tire & tire-centric solutions

Customer base of mobility solutions

Create new business sowing good seeds for the future

Light truck & bus: Reinforce solutions for last-mile logistics in N. America



- Strengthen solutions offerings to solve customer pain points through real x digital based on Genbutsu-Genba (respect for being on-site) and staying close to customers

Last-mile logistics
Customer's pain points

Repeated STOP & GO in driving
⇒ Frequent early tire wear

Frequent unexpected tire replacement & maintenance
⇒ Decrease in vehicle utilization
and inefficient maintenance costs



Accelerate value creation being attentive to customers based on Genbutsu-Genba (respect for being on-site) mainly by field engineering & Improve customer value through one-stop service from premium tire to mobility solutions - Real x Digital - Support non-stop operation of last-mile logistics & Maximize productivity of operations

fleetcare

Mileage-based payment program
= Maximize customer's economic value



Dan-Totsu product
ENLITEN

Optimal new product customized to last-mile in N. America
(plan to launch in the 2nd half of 2024)

- Improved wear resistance performance
- Case durability optimal for retread



Retread

Begin reinforcement with new product launching in 2024 in last-mile area where retread has been difficult so far



Service network for fleets

Tire inspection & maintenance and prevent tire problem

Real

For truck & bus: Approx. 1,200 sites*
For passenger car: Approx. 2,200 equity stores*

* As of the end of 2023

Digital

tirematics Tire monitoring system

Mobility solutions

azūga

+

Collaboration with strategic partners

Enhance scale & solutions

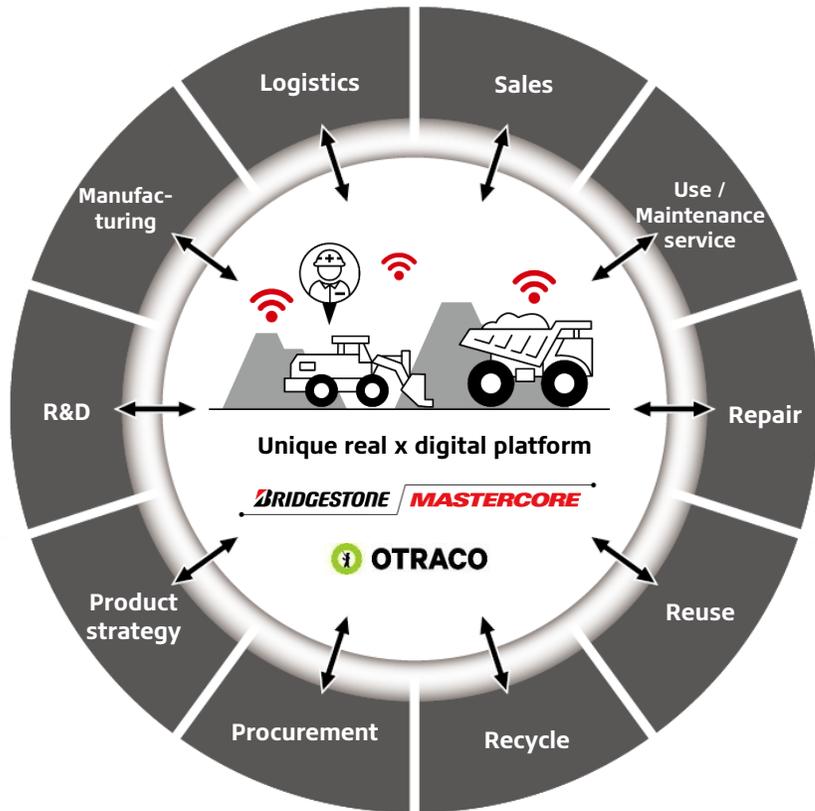
Efficient fleet management leveraging vehicle data

Create new business sowing good seeds for the future

Mining solutions: Real x Digital



- With Dan-Totsu product **Bridgestone MASTERCORE** at the core, evolve mining solutions through “co-creation” based on trust with customers: Take on challenge of expanding tire durability prediction solutions by building unique algorithms leveraging AI



Real	×	Digital
<p>MASTERCORE sales Approx. 90 mines</p>		<p>Bridgestone iTrack</p> <ul style="list-style-type: none"> • Tire temperature and pressure (real-time) • Vehicle location information and driving speed <p>Introduction of digital tools incl. iTrack Approx. 80 mines</p>
<p>Bridgestone's tire data & know-hows Proposal for better use of tires being attentive to customers on-site</p>		<p>Sharing fleet operation management data with mining companies Mining solutions contract Approx. 80 mines</p>
<p>Enhance service network Field engineering being attentive to customers on-site</p> <p>Network sites for mining vehicles Approx. 130 sites</p> <p>Of which provide on-site service Approx. 70 sites (Bridgestone + OTRACO)</p>		<p>24MBP</p> <p>Prevent tire damage due to heat, a major pain point for mining companies, by predicting tire durability based on our unique algorithms built leveraging AI</p>

Maximize **productivity and economic value** of mining operations, and also contribute to **sustainability**

Create new business sowing good seeds for the future

Aviation solutions: Strategic starting point to establish solutions business model including retread

- Based on **Dan-Totsu product power**, combine **multiple retread and tire wear & durability prediction technology** to amplify tire value & data value.



Maximize productivity & economic value of airline operations, and contribute to sustainability.

Reinforce multiple retread, contribute to **sustainability** across the value chain

2023 – Awarded the Sustainability Award by Airbus

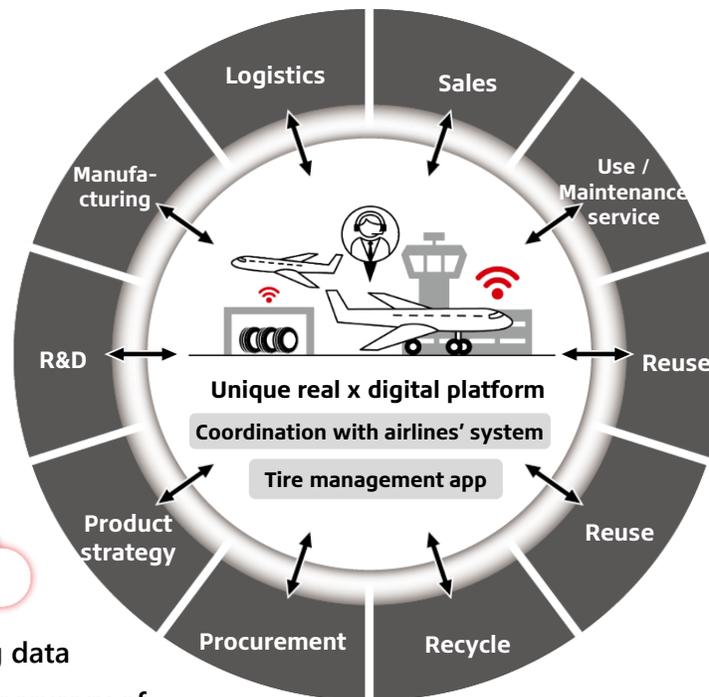
Dan-Totsu product – “Produce and sell”



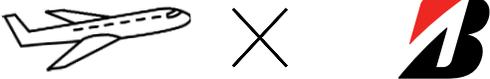

New tires × **Multiple retread**

Ensure safety & peace of mind in harsh conditions through resistance to load, speed, and heat/cold. Only industry-leading manufacturers with high technology can develop such tires.

High market share



Solution – “Use”



Airline × **Bridgestone**

Flight data → Data analysis → Wear & replacement prediction → New tire + multiple retread → Establish a circular business model

Planned tire replacement → Efficient aircraft maintenance plan and tire replacement

24MBP

2023

Improved the number of times an aircraft tire can be retreaded through manufacturing DX

- Manual manufacturing process by skilled workers
- Conditions of tires fitted on aircraft / used tires



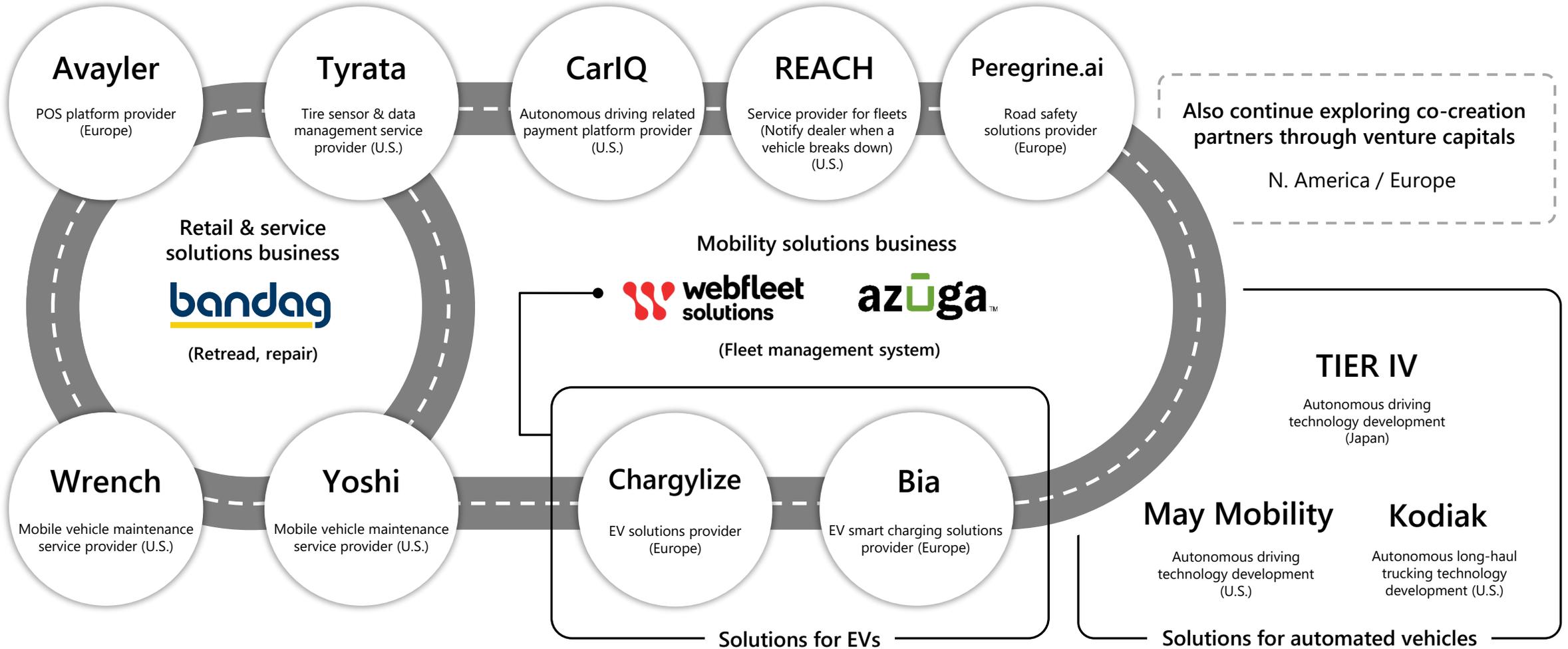
▶▶▶ Visualization through digital & analysis of big data

Implemented & standardized measures to improve manufacturing accuracy of parts that have large impact on the number of times a tire can be retreaded

Improve working & business quality: Shared in the Global TQM Conference as a good example of continuous improvement and innovation

Based on the foundation for the solutions business built up to 2023, expand solutions deployment as a strategic starting point

Create new business sowing good seeds for the future
 Adapt to new mobility – Build a mobility ecosystem



Part 2:
24MBP Business shaping scenario

Diversified products business – To the Next stage

Diversified products business: **To the Next stage**

- Sharply focus on areas where Bridgestone's core competencies can be leveraged

Enhancing premium & solutions: Make strategic growth investments for hydraulic hose, rubber track, and air spring (U.S.)

Hydraulic hose

Investment in premium hydraulic hose production
- Increase production capacity at Rayong plant in Thailand

Expand hydraulic hose solutions & mobile van solutions network
Acquisition of U.S. mobile service provider Cline Hose & Hydraulics

Rubber track

Investment in premium rubber track production
Increase production capacity at Zarrow plant in Poland



Build a business model linking original equipment, replacement, and solutions

Leverage core competencies fostered through tire development

Premium original equipment / replacement: Reinforce premium strategy.
Strengthen structure to "produce & sell" Dan-Totsu products.



Reinforce Dan-Totsu products

"Mastering forming hybrid polymer" that manage rubber material, etc.
"Mastering high pressure" that leverages tire technology
⇒ **Develop premium hydraulic hoses** that balance & achieve high durability, flexibility, and lightweight

Reinforce production & supply structure

Increase production capacity at the Thailand plant



FLEXTRAL
Premium hydraulic hose in N. America

Retail & service solutions

Centered around U.S. hydraulic hose sales & service company HosePower, reinforce coordination with U.S. mobile service provider "Cline" acquired this year

⇒ **Reinforce & expand mobile van service solutions**



Part 2:
24MBP Business shaping scenario

Exploratory business: Sowing new seeds

Create new business sowing good seeds for the future

Exploratory business: **Sowing new seeds** - With providing social value & sustainability at the core

- **Guayule / Recycle** – Enhance exploration of business model based on “co-creation” with external partners

21MBP – Steady progress in technology exploration

⇒ 24MBP – Continue exploring business models. Take on challenge of small-scale commercialization phase.

Guayule - Diversification of natural rubber sources

Demonstration phase

- U.S.: Promotion of co-creation & open innovation with the U.S. Department of Energy, regional NGOs, and external partners

1940s: Start of development activities for tires deriving from guayule at Firestone

2012: Official re-launch of R&D activities

2022: Demonstrated race tires made from guayule-derived natural rubber in the NTT INDYCAR® SERIES ⇒ Expansion in 2023

[Promote co-creation with regional NGOs and external partners]

Technology development for improving natural rubber productivity with Kirin Holdings (Japan), etc.

24MBP

Using the INDYCAR® SERIES, drive development toward commercialization – “Mobile laboratory” concept



Recycle - “Renew” tires to raw material

Demonstration phase

- Recycle in Japan (Precise pyrolysis):
Promotion of co-creation with ENEOS under NEDO’s “Green Innovation Fund”*
2021-2022: Promotion of elemental technology development
2023: Introduced demonstration equipment in Kodaira, Tokyo and started recycle pyrolysis tests of end-of-life tires
⇒ Successful production of tire-derived oil and carbon residue

24MBP

Promote technology verification.
Start study for the construction of a pilot demonstration plant.

- Recycle in the U.S. (Carbon capture & gas fermentation technology):
Co-creation with LanzaTech
- Recycling of mining tires:
2023 – Started out-sourced recycling in Chile using an external partner

24MBP

Expand to Peru in 2024



*Obtained as a result of work commissioned by the New Energy and Industrial Technology Development Organization (NEDO) (JPNP21021)

Create new business sowing good seeds for the future

Exploratory business: **Sowing new seeds** - With providing social value & sustainability at the core

“Soften the future” – Bridgestone’s corporate venture “Softrobotics Ventures”

Small-scale commercialization phase

- Aiming to **“realize a future where human and robot co-exist”**, promote the exploration of a business model based on co-creation with a wide range of partners.



TETOTE

Softrobotics Ventures



Bridgestone’s soft robot hand - TETOTE



Valentine season limited event: “Muscles where emotions dwell”
@ “b8ta Tokyo Shibuya” discovery shop in Shibuya

Diverse talent including young talent are actively demonstrating their entrepreneurial spirit

Interactive exhibitions to explore artificial rubber muscles, the core technology supporting soft-robotics



Received the international design award
“iF DESIGN AWARD 2023”
GOLD AWARD



Display of “umaru”, the prototype for “robots that immerse your body and move your mind”
@ International robot exhibition 2023

Create new business sowing good seeds for the future

Exploratory business: **Sowing new seeds** - With providing social value & sustainability at the core



24MBP: **"Next-generation tire"** that doesn't need air-filling

Demonstration phase

- **Evolve** from a concept to **"AirFree"** looking ahead to social implementation

- "Air Free Concept®" development journey: Bridgestone's unique technology development based on the core competencies **"mastering rubber"** - resin material technology & **"mastering road contact"** and with **sustainability at the core** (from 2008)

Accelerate innovation based on co-creation

2008 -

1st generation:
"safety & peace of mind"

2013 -

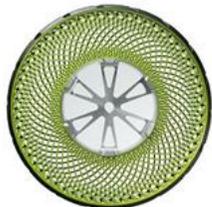
2nd generation:
Improvement in
"safety & peace of mind"
and "ride comfort"

Adapt to recycling

For 1-seater slow mobility
Vehicle weight: Approx. 200kg
Vehicle speed: Super slow

For 1-seater mobility
Vehicle weight: Approx. 500kg
Vehicle speed: Slow

Replace the load-bearing function of air through the combination of hard material and structure



Hard material, structure that doesn't distort



Respond to various needs for the mobility of people & objects.
Take on the challenge of diversifying the mobility to support:

- Air free concept for bicycles
- Air free concept for walking-area BEVs (Use in the Tokyo 2020 Olympic & Paralympic Games)

Technology evolution:
New material & structure

- Expansion of digital application
 - More advanced simulation technology
- "Bridgestone knows the roads of the world"
 - Structural design supposing diverse usage conditions, leveraging knowledge of tire technology
- Material that can easily be recycled / Adapted to retread

2023 -

3rd generation:
Evolve to "provide social value"
"Continue to support the mobility of people & objects"

2023: Started demonstration experiment for ultra small EVs (co-creation with Idemitsu Kosan)

For 2-4 seater ultra small EVs – Empowers mobility of local community
Vehicle weight: Approx. 1,000kg / Vehicle speed: Medium (Approx. 60km/h)

2024 -

"Co-creation"

Start of demonstration experiment on public roads

Evolution to a strong and robust material and a structure that distorts appropriately



24MBP

Evolve from a concept to **"AirFree"** looking ahead to social implementation

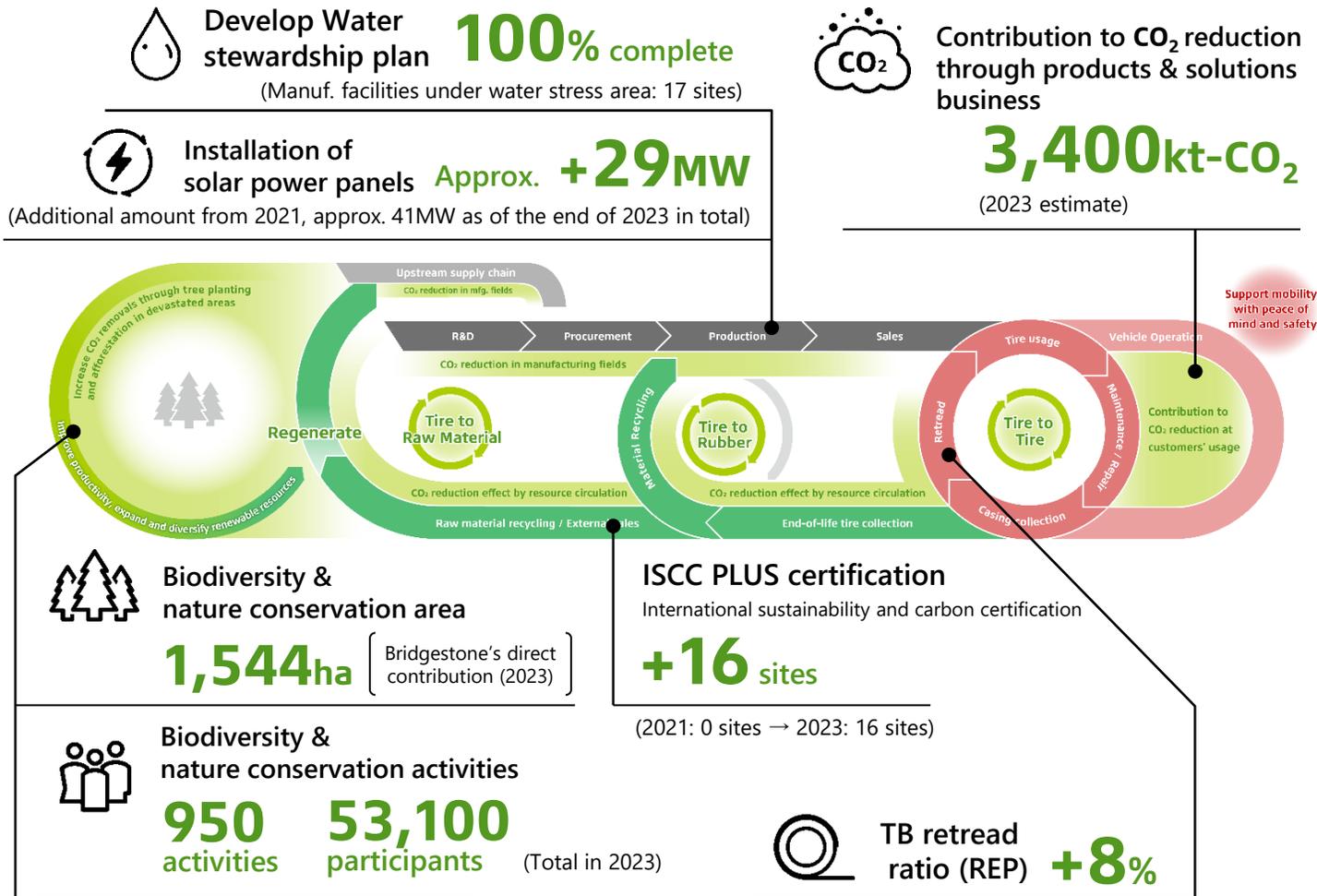


Part 2:
24MBP Business shaping scenario

Sustainability activities and value creation

Evolution of sustainability business model: Achievement in 21MBP

- Reinforce the foundation for sustainability activities through building sustainability business model
 ⇒ **Move to the next stage, expand value created**



Carbon neutrality

Carbon productivity **2x** (2021-2023 estimate)

CO₂ emission reduction (Scope1,2)
 -25.0% (2011→2021) **-28%** (2021-2023) **-53%** (2023 estimate) > Plan: More than -30% (vs. 2011)

Contribution to CO₂ reduction (Scope3)
1.6x Of Scope 1&2 emissions (2023 estimate)

Ratio of renewable energy (electricity)
 16.3% (2021) **48%UP** (2021-2023) **64%** (2023 estimate) > Plan: More than 50%

Circular economy

Resource productivity **1.4x** (2021-2023 estimate)

Recycled & renewable material ratio
 37% (2021) **2%up** (2021-2023) **39%** (2023 estimate) > Plan: More than 37%

Toward sustainability value creation



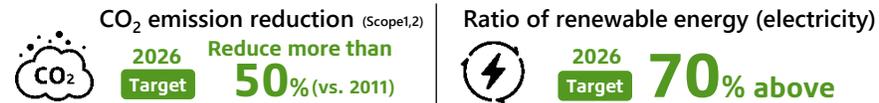
Continue to provide social value and customer value

Achieve sustainability targets

- Sustainability target in 24MBP: **"Produce and sell" "Use" "Renew"**
 - Strengthen establishment of carbon neutral model and circular business model across the value chain

→ Realize sustainability value creation model toward 2030

Carbon neutrality: Further focus on improvement of "quality"



Contribution to CO₂ reduction (Scope3) Contributes to reduce CO₂ emissions by more than **3 times** our own CO₂ emissions through light weight, low rolling resistance, solutions, etc (2026)

Circular economy: Strengthen the circular business model



Nature positive: Reinforce support for smallholders of natural rubber



- Initiatives for reinforcing structure to cope with global management risk and reducing future risk

% of suppliers setting SBT-equivalent CO₂ reduction target (Scope3) 2026 Target **92%** (CO₂ basis)
 Risk monitoring related to human rights and continuous improvement

Sustainability value creation linked with business shaping scenario

- Premium tire business **Core business** : **"Produce and sell"**

Foundation for value creation toward sustainable growth stage

Create **good tire**

- Expand our "new premium" ENLITEN – our base technology for product design **"Ultimate customization"**
 - Contribute to sustainability on top of improving various required performances of tires
 - Wear resistance performance and long-life (contribute to saving resources and reducing TRWP as well)
 - Amplify value to contribute to CO₂ emission reduction by low rolling resistance (Scope3), etc

- Reduce business cost & environmental impact
Value creation by BCMA & Promote shift to Green & Smart
 - Shift to Green: Promote introduction of renewable energy (electricity)
 (Business locations related to tire in Europe – 100% switched, promote introduction in other regions)
Reduce energy gentan-i (energy consumption per unit)

- Build sustainable premium brand: Foster co-creation and trust

- Solutions business **Growth business** : **"Use"**

Create **good business**

- Retail & service - New format of equity store in the U.S. (install solar power panel, improve energy efficiency, etc)
- Commercial BtoB solutions: - Offer efficient driving and operations that "enables customers to use tires safer, longer, better and more efficiently" through real x digital, while expanding TB retread → Expansion contribution to Scope3 as well

- Exploratory business: **Sowing new seeds**

Lay foundation for the future growth

Create new business, **sowing good seeds** Enhance recycled & renewable material placing social value and sustainability as the core - Guayule & recycle

Create **good business quality**

Build strong business quality that supports sustainable growth
 Portfolio management with ROIC 10% as the base

New & true global portfolio management

Toward sustainability value creation: Accelerate sustainability from sustainable global motorsports

- Promote sustainability at once across the value chain of motorsports tires, using sustainable global motorsports as the starting point



Raw material & procurement
Enhance and diversify renewable resources

Motorsports tires : Aim for **more than 65%** in ratio of recycled and renewable material
(Group's target for ratio of recycled and renewable material in 2026: **More than 39%**)

Production & logistics
Lead to driving carbon neutrality

Motorsports tires : Use **100%** renewable energy in our motorsports tire production plants
Reduce CO2 by green transport (land & marine) (Scope3)

Recycle
Accelerate realization of chemical recycle to "renew" tires to raw material

Evolve to agile and sustainable management with motorsports operation as the starting point

Toward sustainability value creation: To realize nature positive

- Strengthen initiatives for sustained use of natural rubber, a renewable resource – Toward realize zero deforestation

Initiatives across throughout supply chain



Sustainability co-creation
– Collaboration with partners
Global procurement policy



“GPSNR,” Global platform for sustainable natural rubber

Multi stakeholder platform established under Bridgestone’s leadership
Promote development of global standard and framework and support for small-scale farmers, etc.

Bridgestone’s initiatives as an “individual company”



Improve productivity at company plantations



(2023 339 ha → 2026 2,018 ha, including afforestation by Guayule)

Afforestation in devastated areas



“Guayule”
Diversification of natural rubber sources



Natural rubber
Support small-scale farmers

Use sustainable natural rubber

Contribute to realization of zero deforestation

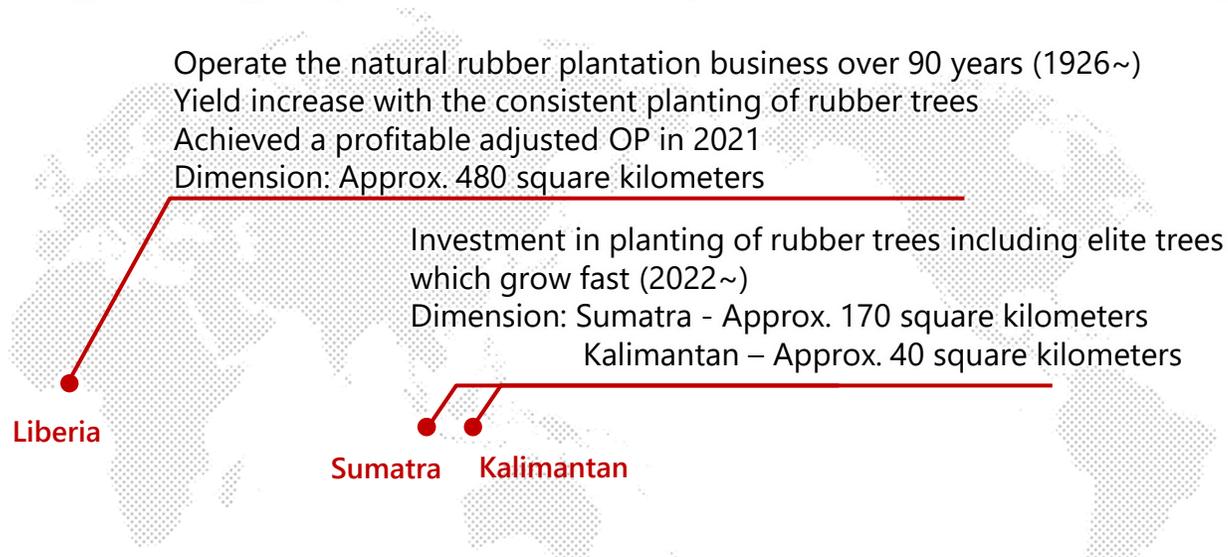
Number of cases of support for small-scale farmers:

12,000 cases by 2026

(Cumulative number of cases of support since 2023)

Toward sustainability value creation: Natural rubber business

Bridgestone group's natural rubber plantation (3 sites)



Strengthen support for small-scale farmers of natural rubber



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

Nature positive

- Prevent new deforestation through supporting small-scale farmers
- Promote new afforestation and forestation through guayule
- Collaboration with co-creation partners (Trial of agroforestry, etc.)

Promote reinforcement of Bridgestone's natural rubber business and establishment of sustainable natural rubber plantation 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 Bridgestone's own plantation
- Open its health care facility to local community
- Provide land for school facility, etc. (Above: Examples in Indonesia)

Sustainability - Response to global management risk -

TRWP

TRWP is the result of friction between the tire and the road surface which is essential to secure a safe comfortable journey with peace of mind, consisting of a mixture of tread (tire surface) and road pavement materials (Tire and Road Wear Particles)

- **Understand TRWP:** Promote research on the environmental impact of tires throughout their lifecycle in collaboration with industry associations and academic institutions
- **Reduce TRWP:** **Promote initiatives to reduce TRWP across the “produce and sell” & “use” value chain**
 - **Technology development:** Continue to promote R&D investment in technologies for sustainable technology including material development to improve wear resistance performance, etc
 - **Product:** Improve wear resistance performance on top of improvement of desired various performances for tires based on ENLITEN technology which aims for “ultimate customization” & Expand products which provide long-life – Focus on improving wear resistance performance for EV optimized tires, while promoting initiatives with a view to Euro 7 (Next environmental regulation for motor vehicles) as well
 - **Solution:** Propose optimal operations and driving route (shortest route, avoidance of traffic congestion, and reduction of Stop & Go, etc) for each customer through real x digital and **solutions that “enable customers to use tires safer, longer, better and more efficiently” according to customer’s situation of use**, by building the mobility tech business



Tire for PS

TURANZA EV

EV specialized tire ENLITEN

U.S.



Launched in
May 2023

+50%

TURANZA 6

ENLITEN

Europe



Launched in
January 2023

+20%



Tire for TB

ECOPIA

STEER/DRIVE

ENLITEN



Launched in
January 2024

STEER +40%

Launch Dan-Totsu products with improved wear resistance performance New products in 2023 and 2024

Wear resistance performance vs. conventional Bridgestone’s product

6PPD

Antioxidant and antiozonant that is widely used in the tire industry:

Work to develop alternative product based on the basic premise that tire safety can be assured, while driving industry-wide initiatives

Toward sustainability value creation: Sustainability recognitions

- Positive recognitions from numerous third-party organizations, such as being selected for the DJSI World for 2 consecutive years: Foster trust

- Major sustainability indices (as of February 2024)



Climate Change: A
Water Security: A-

Member of
**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

DJSI World
(5th time, 2 consecutive years)
DJSI Asia Pacific (14 years in a row)



FTSE4Good

FTSE4Good Index Series
(6 years in a row)



MSCI ESG rating
「AAA」



ESG Corporate rating
Prime Status

- Major sustainability indices in Japan (as of February 2024)



FTSE Blossom
Japan

ESG indices adopted by GPIF

- FTSE Blossom Japan Index
- FTSE Blossom Japan Sector Relative Index
- MSCI Japan ESG Select Leaders Index
- MSCI Japan Empowering Women Index



**FTSE Blossom
Japan Sector
Relative Index**

**2023 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX**

**2023 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)**

work with Pride



PRIDE index
Gold
(6 years in a row)



Eco-first program
member
(2011~)

- Other sustainability indices (as of February 2024)



EcoVadis Gold
(Bridgestone Europe)



Global CSR & ESG
Summit Awards
(BSCAP: 1 Platinum
& 1 Silver)

Part 2:
24MBP Business shaping scenario

24MBP:
Value creation map for shaping business

Mission: Serving Society with Superior Quality

Vision: 2050 Bridgestone continues to provide social value and customer value as a sustainable solutions company

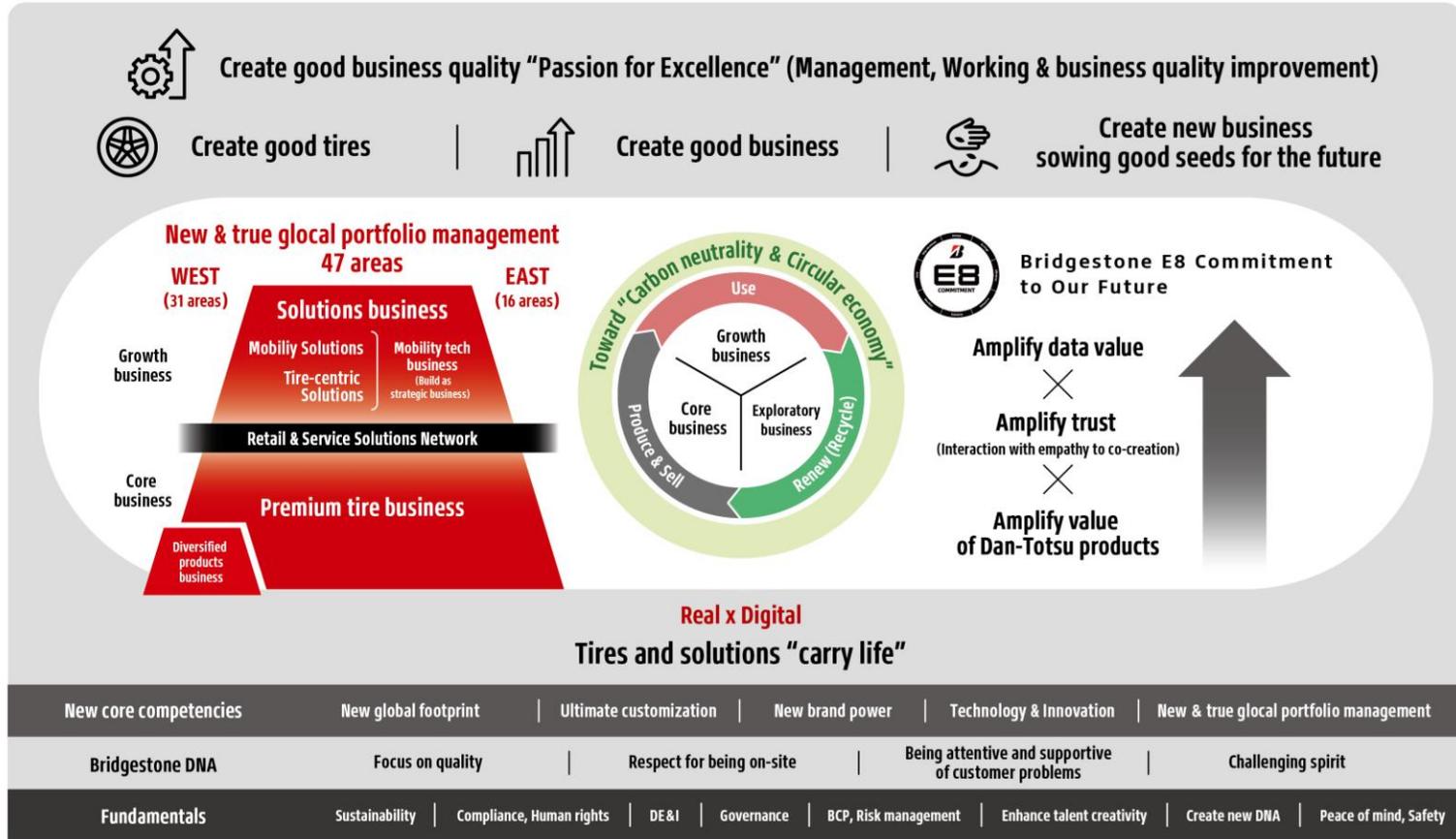
Mid Term Business Plan (2024-2026) - 24MBP -

Financial results for 2023

Revenue	4,313.8 B JPY
Adjusted operating profit	480.6 B JPY
Adj. operating profit margin	11.1 %
Profit from continuing operations	326.9 B JPY
ROIC	8.7 %
Dividend per share	200 JPY
53% reduction in CO ₂ emissions (Scope 1,2) from 2011 level	
39% rate of materials using recycled and renewable resources	

Input - 24MBP -

Strategic resource	780 B JPY
Capital investment (strategic + ordinary)	1,400 B JPY
R&D expenses	412 B JPY



Output (2026 forecast)

Revenue	4,800 B JPY level
Adjusted operating profit	640 B JPY
Adj. operating profit margin	13 % level
ROIC	10 % level
Dividend per share	250 JPY level
Build foundation toward the next stage	
More than 50% reduction in CO ₂ emissions (Scope 1, 2) from 2011 level	
Over 39% rate of materials using recycled and renewable resources	
Mid-long term environmental targets	
Sustainability value creation towards the realization of nature positive	
2050	
Carbon neutrality* 100% sustainable materials	

* Achieving carbon neutrality for Scope 1,2 and contributing toward carbon neutrality in Scope 3

Social issues and momentum of transformation

Changes in environment surrounding Bridgestone and risks and opportunities



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