



Mid Term Business Plan (2021-2023) Progress Update 1st Half 2021

August 10, 2021

Member of the Board

Global CEO and Representative Executive Officer

Shu Ishibashi

Mid Term Business Plan (2021-2023) Communications

February 16, 2021 (Tue)

- Mid Term Business Plan (2021-2023) based on Mid-Long Term Business Strategy Framework
- Looking toward 2030

May 17, 2021 (Mon)

- Mid Term Business Plan (2021-2023) Progress Update
 - Rebuild earning power / Strategic growth investment
 - Realization of the Sustainability Business Framework
 - Enablers for execution: HRX

August 10, 2021 (Tue)

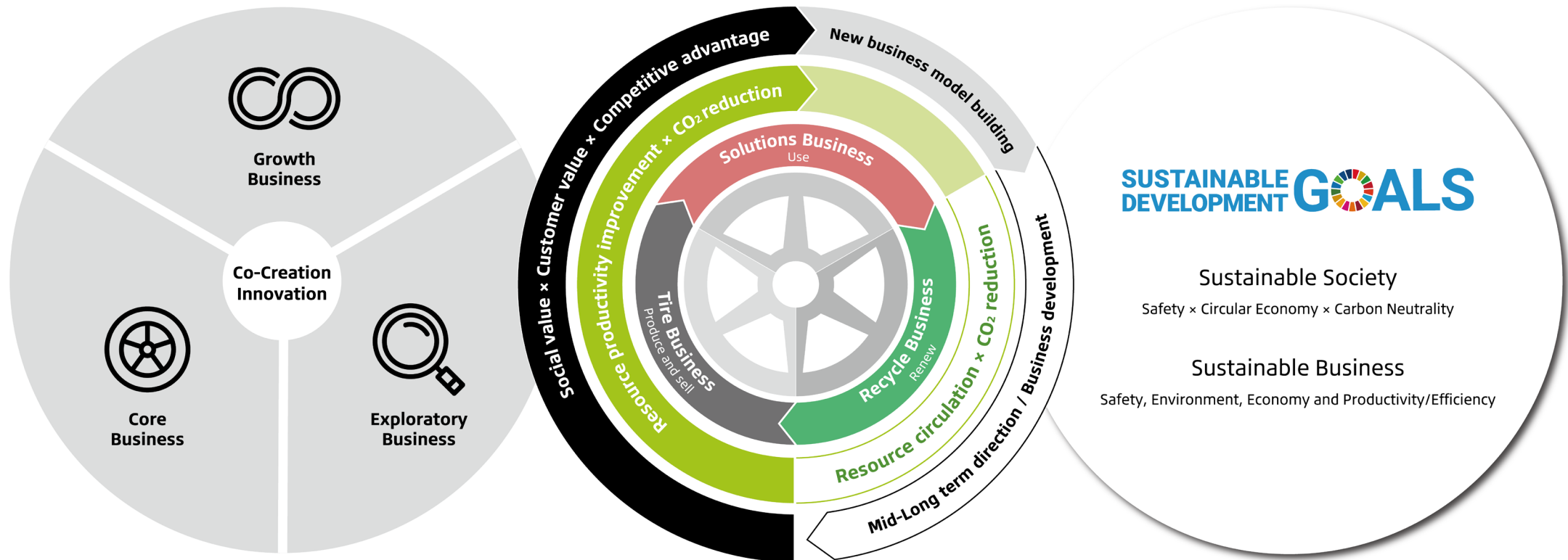
- Mid Term Business Plan (2021-2023) Progress Update
 - Rebuild earning power / Strategic growth investment
 - Enablers for execution: Management Structure
Portfolio Management
HRX
 - Realization of the Sustainability Business Framework
 - Our Way to Serve: CSR activities

“Mid Term Business Plan (2021-2023) Progress Update” planned at each quarter’s financial results announcement for 2021

Bridgestone 3.0 Journey toward 2030

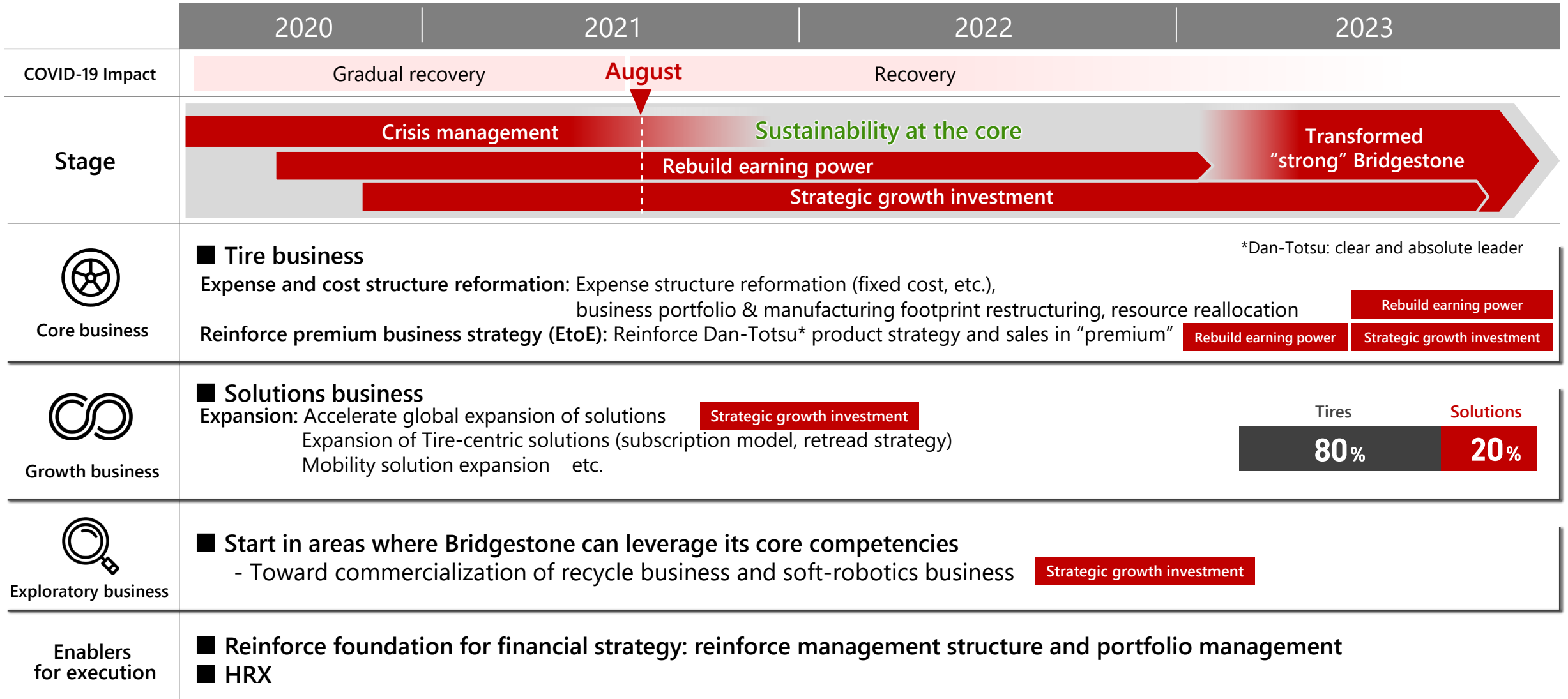
Toward a Sustainable Solutions Company

Support the mobility and movement of people & objects. Create social and customer value, and gain competitive advantage



Bridgestone 3.0 Journey

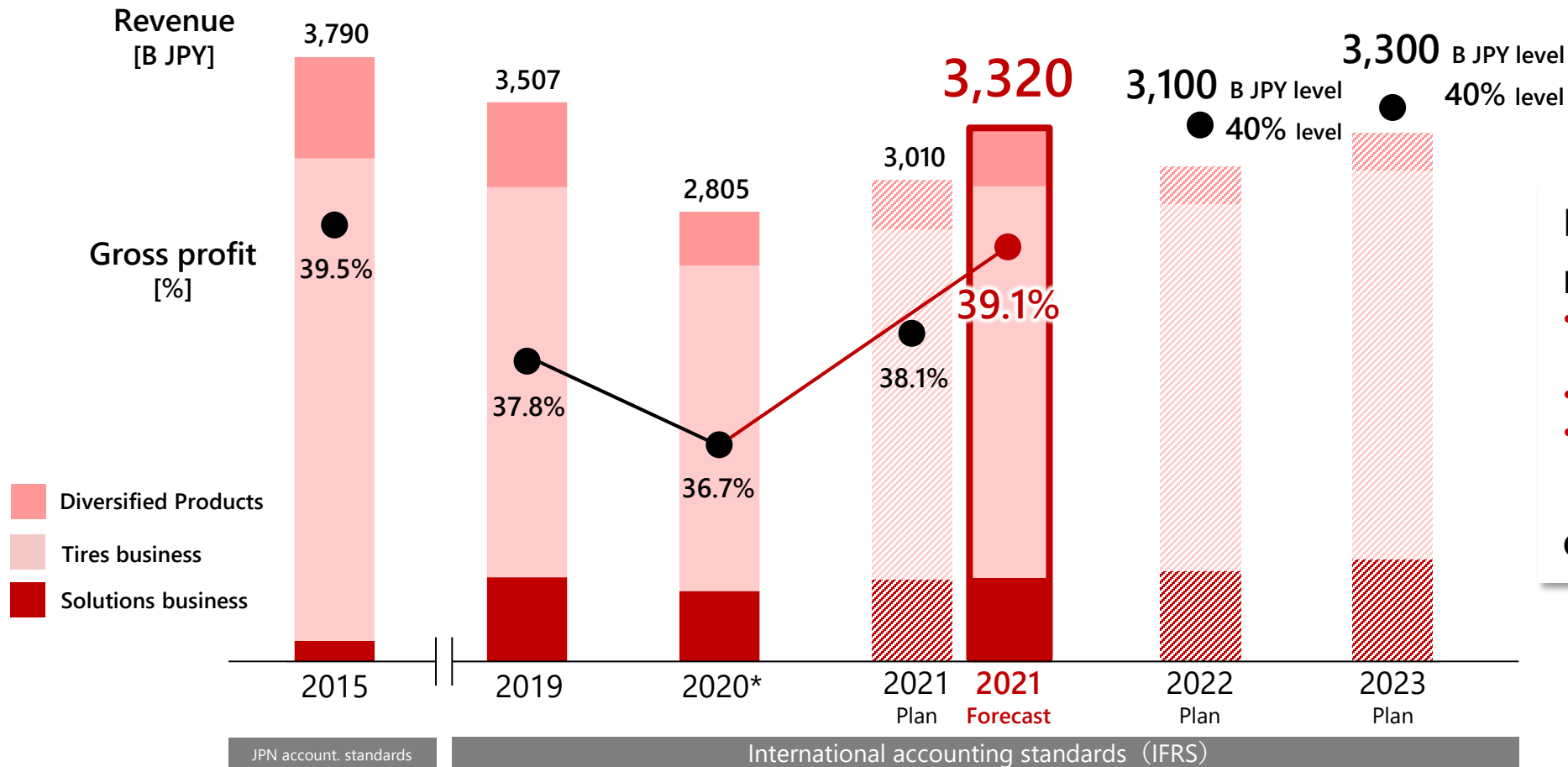
Bridgestone 3.0 Business Scenario: Mid Term Business Plan (2021-23) "Aggressive approach" & "Challenge"



Mid Term Business Plan(2021-2023) 2021 full year forecast: "Execution" & "Results"

■ Through the execution of "Rebuilding earning power", expect to **achieve 2022 level ahead of plan** for revenue, and also exceed plan for gross profit

Evolution of revenue and gross profit (Excluding M&A impact)



[2021 Full year forecast]

- Revenue: 3,320 B JPY
- Increase premium product ratio
 - Improve business quality
 - Flexible agile management to support demand recovery

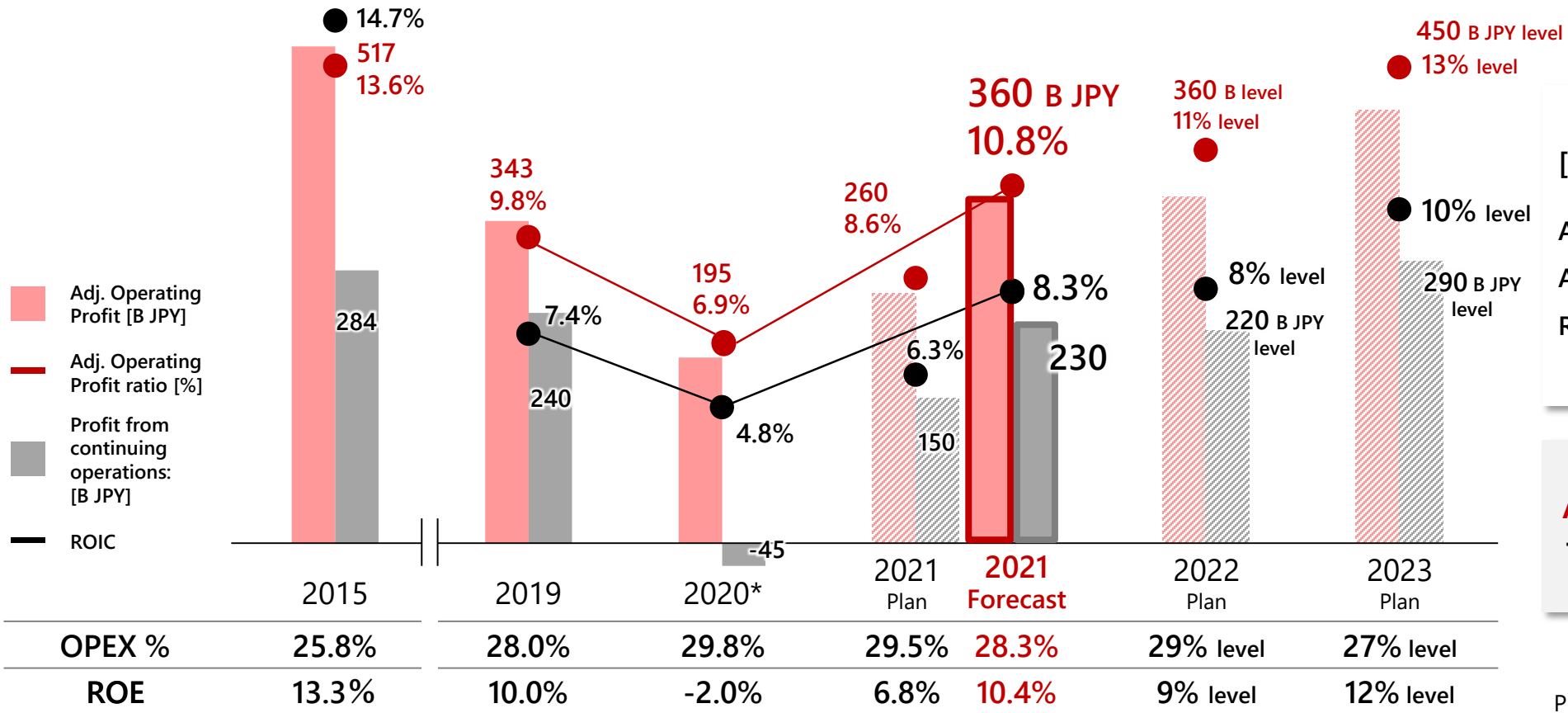
Gross profit %: 39.1%

Plan: Mid Term Business Plan (2021-2023)
*Excluding U.S. building products business

Mid Term Business Plan(2021-2023) 2021 full year forecast: "Execution" & "Results"

■ Adjusted operating profits also expected **to achieve 2022 level**, accelerating to achieve Mid Term Business Plan (2021-2023) ahead of schedule

Adj. Operating Profit / Net Profit / OPEX % / ROIC / ROE (Excluding M&A impact)



[2021 Full year forecast]

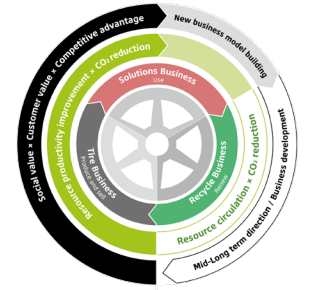
Adj. Operating Profit: 360 B JPY
 Adj. Operating Profit ratio: 10.8%
 ROIC: 8.3%

Accelerate transformation to a "strong" Bridgestone

Plan: Mid Term Business Plan (2021-2023)
 *Excluding U.S. building products business

JPN account. standards

International accounting standards (IFRS)



■ Execute **Premium Business Strategy** taking into account the evolution of mobility & sustainability, thoroughly **rebuild earning power**

Strategic Focus **Rebuild earning power**

Execution & Results

*1 HRD: High Rim Diameter, *2 REP: Replacement Tires



Core Business

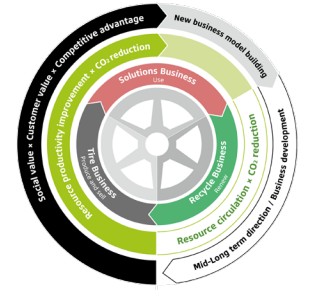
Premium Business Strategy (EtoE)

- Reinforce sales in “premium”
- Improvement of manufacturing
- Dan-Totsu Product Strategy

- **Thoroughly improve the quality of business**
 - Thoroughly improve sales MIX (increase HRD sales ratio, expand major brands)
 - HRD^{*1}sales for 1H 2021: Global REP^{*2} **approx. 140% (vs. 2020)**
 - Respond to rising raw material price, reinforce strategic price management (incl. price increase) capitalizing product power
 - Improve conversion cost through manufacturing (Genba) reinforcement (productivity improvement & maximum utilization of existing equipment)
 - Improvement impact for 1H 2021 : **approx. 12 B JPY (vs. 2020)**
 - **Flexible agile management “Transform change to opportunity”**
 - Ensure capturing demand recovery through “aggressive approach” & “challenge”: Secure manufacturing resources in Japan & Asia to continue supporting demand recovery & “aggressive approach” in U.S. & Europe
 - **Accelerate planning for “premium production” reinforcement with global optimization perspective**
 - **Reinforce premium production, taking into account evolution of mobility & sustainability**
 - Investments in production capacities in the Americas to prepare for EV/electric vehicles demand recovery: Passenger car & light truck tires production capacity increase (Bahia, Brazil)
Firestone Industrial Products air spring plant expansion (Williamsburg, U.S.)
 - **Reinforce & expand ENLITEN technology taking into account sustainability & the evolution of mobility**
-
- **Emphasize & reinforce ROIC within group, execute thorough expense & cost management**
 - **Consider restructuring in tires / diversified products / material manufacturing biz from mid-long term perspective**
 - As of August 2021: restructuring of 23 locations in place
 - aggregate manufacturing sites for diversified products, material manufacturing sites

Expense and cost structure reformation

- Business portfolio & manufacturing footprint restructuring



■ **Globally expand** mobility solutions, execute **strategic growth investments**

Strategic Focus	Execution & Results
 <p>Accelerate global expansion of solutions - Expand mobility solutions</p> <p>Strategic growth investment</p>	<ul style="list-style-type: none"> • U.S.: Agreed acquisition of Azuga Holdings – digital fleet solutions provider (Aug.) Investment in Kodiak Robotics – autonomous long-haul trucking technology company (July) • Australia: Agreed acquisition of Otraco – mining solution provider (May) • Japan: Investment in NEXT Logistics Japan (Feb.) • Reinforce organization: Global Chief Business Solutions Officer (CSO) role established Global Business Solutions Model Committee established
 <p>Recycle business & soft-robotics business - Exploration toward commercialization</p>	<ul style="list-style-type: none"> • Explore technical seeds, participate in establishing an ecosystem • Organize structure to drive exploratory business: Recycle Business Preparation Office (Feb), Soft-robotics Business Preparation Office (July)
<p>Enablers for execution</p> <p>Reinforce foundation for financial strategy - Management structure - Portfolio management</p>	<ul style="list-style-type: none"> • Established an extended Global CFO function (New structure from Sept. 1) • Reinforced Global Controller Division: monitor & strictly evaluate strategic resource investment • Established committees for investment and M&As, reinforce functions
<p>Realize Sustainability Business Framework - Reinforce structure for “execution”</p>	<ul style="list-style-type: none"> • Corporate Sustainability Division reinforced • Global Sustainability Business Committee / Global Sustainability Committee established
<p>HRX</p>	<ul style="list-style-type: none"> • Separate core business & growth & exploratory businesses organizations step by step • Reinforce R&D organization enabling technology innovation • Rotate PDCA semi-annually, maintain lean organizations

Core business: Rebuild earning power – Premium business strategy



Improvement of manufacturing
Reinforce sales in “premium”

Promote **flexible, agile management** to support demand recovery
Continued through improvement of **business quality** (EtoE)



■ Promotion of flexible, agile management

- Flexible, agile management of supply chain
 - Reexamined sales & supply plan based on “aggressive approach” & “challenge”
 - Decided on supply plan adapting to change & supporting demand recovery from global optimization perspective (incl. COVID-19 impacts)
 - For 2021: Maximize production capacity in each region (local production for local sales)
 - + supplement from Japan & Asia
 - Support demand recovery & “aggressive approach” in U.S. & Europe
 - Support demand recovery in N. America (agenda item from Q1)
 - Increase manpower in Thai plant, reinforce production to supplement

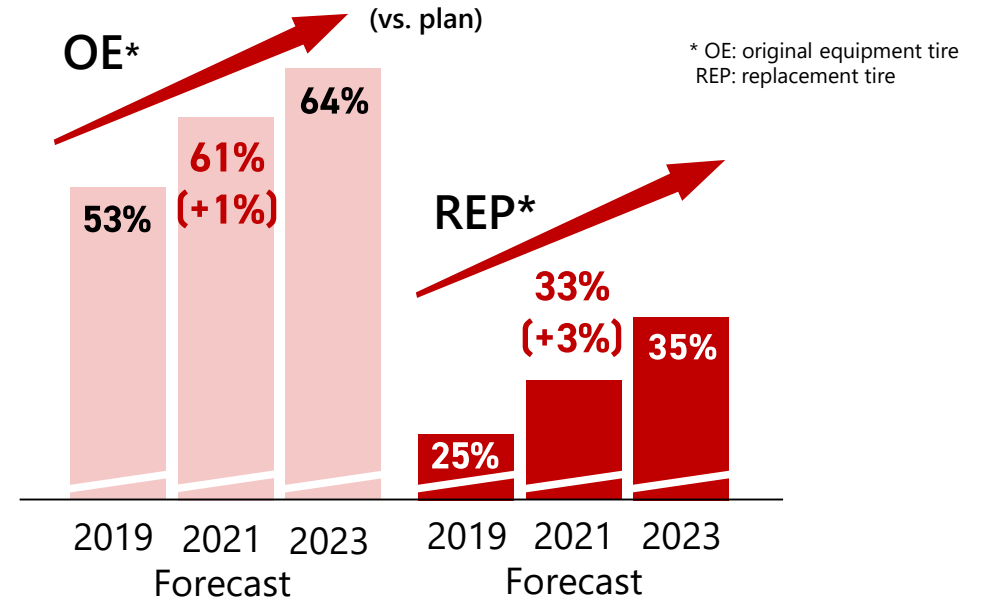
Agenda for 2H 2021 onwards: continue to support recovery trend
 “transform change to opportunity”
 “aggressive approach” & “challenge”

■ Reduction of conversion cost through manufacturing improvement

- 1H 2021 (vs. 2020): Approx. **12 B** JPY
- Continue supporting plants in Asia, Europe and Americas from Japan as core of genba improvement

■ Expand HRD tire sales for passenger cars

- Expect to achieve sales ratio growth outperforming Mid Term Business Plan (2021-2023)
- U.S. & Europe: 2021 full year forecast of sales ratio for tires 18” and above



Core business: Rebuild earning power – Premium business strategy

- Reinforce structure for “premium production” taking into account sustainability & the evolution of mobility
Reinforce and expand high-value-added products & technology that responds to the accelerated shift toward EVs

Automobile industry:
acceleration of CASE

Electric

- Acceleration of electrification toward carbon neutrality
- Numerous emerging manufacturers (ex. Chinese manufacturers) entering

Reinforce production to support premium business strategy



- Production capacity increase in Bahia plant (Brazil): PS + LT*¹
Respond to demand increase of HRD PS tires for EV, electric vehicles and hybrid vehicles in the Americas + respond to accelerated expansion of demand for LT tires
- Consideration of further reinforcement of “premium production” structure (PS/LT/TB)
Accelerate planning from global optimization perspective based on commonality·modularity*²
- Innovative next generation eco-friendly product: reinforce & expand ENLITEN Technology
Innovative tire technology achieving both environmental & driving performances

ENLITEN

*¹ PS=Passenger car tires, LT=Light Truck tires, TB=Truck & Bus tires

*² Technology that allows simplification through sharing of case & belt combinations (modules) between products, differentiating through tread performance

Diversified products business: leverage Bridgestone’s core competencies & maximize synergy

- Firestone Industrial Products (U.S. Diversified products business)
– expand Williamsburg plant (U.S.)

Develops & manufactures products that contribute to improved electricity efficiency and protection of battery for of EVs/electric vehicles through technology innovation, while ensuring riding comfort & stability
→ Increase production capacity of air springs for EVs



Bridgestone 3.0 Journey

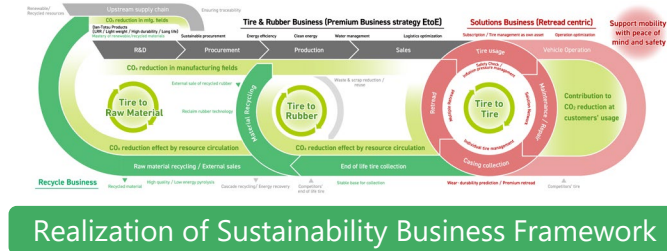
Core business: Premium business strategy

■ Support the accelerating EVs & FCVs, and contribute to sustainable mobility

■ Fitted on many EVs & FCVs, supporting efforts toward carbon neutrality from the ground up



BMW	i3 / i4 / iX3 / iX
Mercedes-Benz	EQA / EQB / EQS
AUDI	e-tron / eQ4
VW	ID.3 / ID.4
TOYOTA	MIRAI
NISSAN	LEAF



■ Co-creation with emerging EV manufacturer: partnership contract based on sustainability concluded with Fisker (U.S.)



ENLITEN

Custom-developed Potenza Sport tires with ENLITEN technology chosen as original equipment

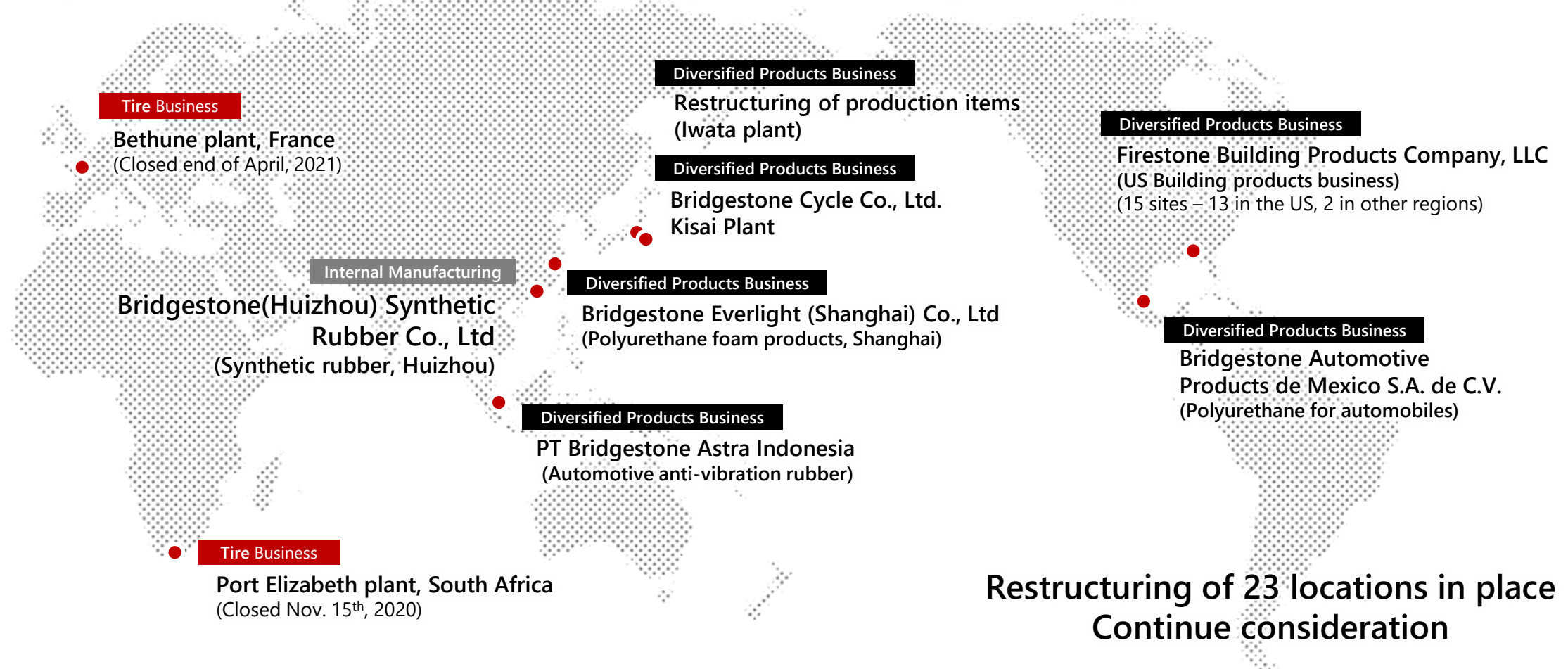
“Fisker Ocean”: an all-electric SUV made with recycled materials and a vegan interior (set for release in 2023)

• Featured as original equipment on Lightyear’s “Lightyear One” (TURANZA ECO with ENLITEN technology)

Core business: Rebuild earning power – Expense and cost structure reformation

■ Execute manufacturing footprint & business portfolio restructuring over a long term

Global manufacturing footprint restructuring (incl. diversified products & material manufacturing sites) planned during the Mid Term Business Plan period (2021-2023): approx. 40% reduction by 2023 from approx. 160 locations in 2019



1

MAIN

Continue reinforcement/expansion

Expand solutions business based on our strong core business, accelerate value amplification

Resources	Proactive investment	Profits	Maximize
-----------	-----------------------------	---------	-----------------

N. America Tire/Solutions biz

- Reinforce premium business strategy
- Expand solutions business

Mining Tire/Solutions biz

Japan Tire/Solutions biz

- Master manufacturing, business structure reformation
- Reinforce tire-centric solutions

2

NEXT

Aim to become "MAIN"

Start contribution to group

Resources	Step-by-step investment	Profits	Build foundation
-----------	--------------------------------	---------	-------------------------

China Passenger Car Tire biz

- Reinforce premium business strategy
- Lay foundation for solutions

L. America / India PS /
Asia-Pacific / Middle East
Tire biz

- Reinforce premium business strategy

3

STRATEGIC

Contribute to global strategy

Build framework for strategic synergy & contribution to global group

Resources	Limited investment	Profits	Build foundation (stabilize profitability)
-----------	---------------------------	---------	--

Europe Tire/Solutions biz

- Tire business: Reinforce premium business strategy
- Solutions business: Drive & reinforce global expansion

*Basis for global strategy regarding: sustainability, regulations, MaaS/CASE, OEM (Passenger cars, truck and bus)

Aviation Tire/Solutions biz

- Expand solutions business

4

DEVELOPING

Aim to become "NEXT"

Stabilize profitability

Resources	Minimal investment	Profits	Build foundation (break away from deficits)
-----------	---------------------------	---------	---

China Truck & Bus Tire biz

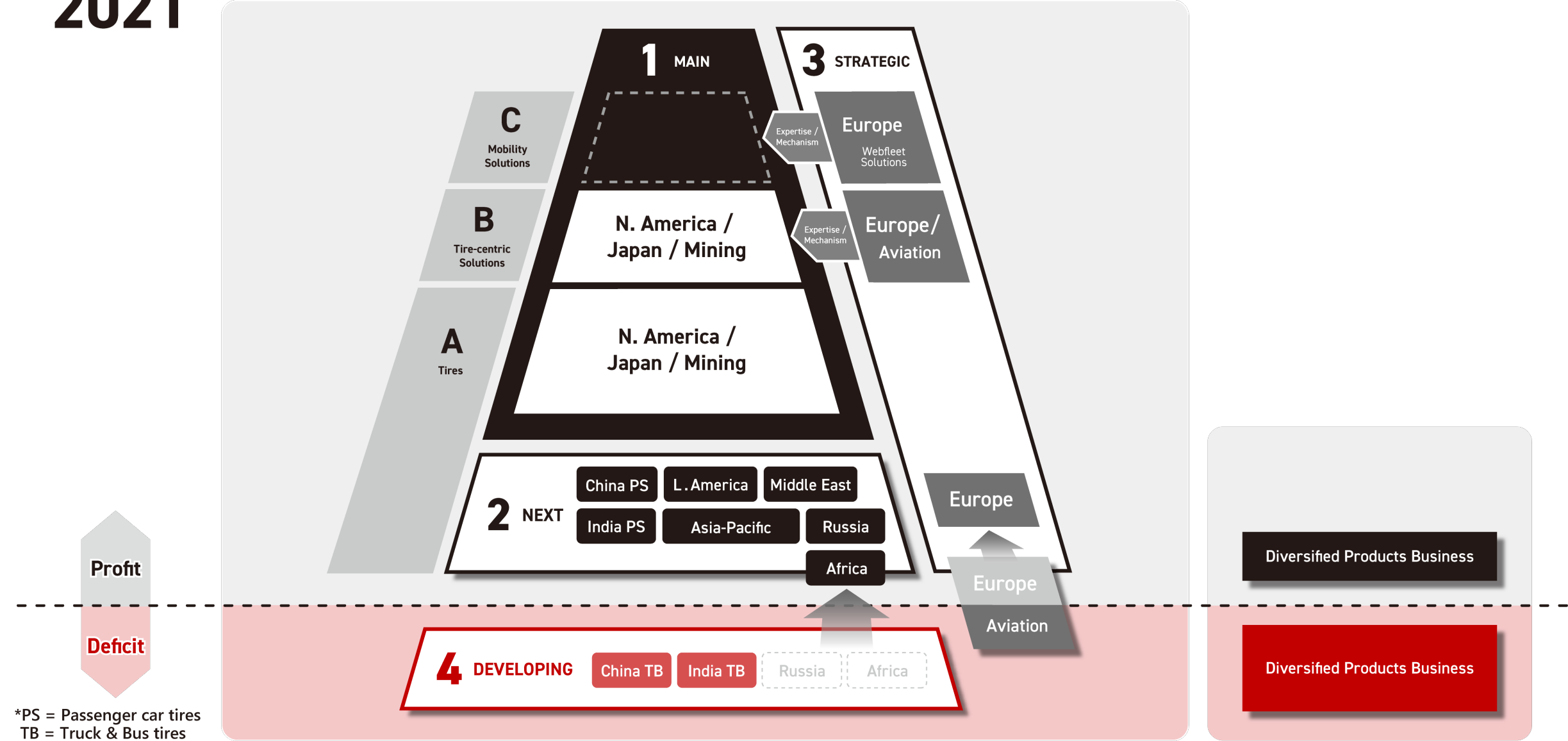
- Rebuild business
- Reinforce premium business strategy

India Truck & Bus Tire biz

Russia / Africa Tire biz

Business portfolio

2021



*PS = Passenger car tires
TB = Truck & Bus tires

■ Dan-Totsu products in Japanese market: ALENZA & BLIZZAK



On-road premium SUV tire – ALENZA –

ALENZA 001 :
Draws out driving performance heightened in European markets at a high level, allowing a quality ride

ALENZA LX100 :
With “REGNO for SUV” as the concept, ensures total performance advantage



Premium studless tire

New dimension BLIZZAK VRX3, with tremendous evolution

- Significant improvement of ice performance, durability and lasting-effect “A new dimension premium BLIZZAK”
Highest ever BLIZZAK performance
- 1st adoption of commonality・modularity in Japan

- Europe business: building **foundation to stabilize profitability**, contribute to global group as a STRATEGIC function



Premium business strategy (EtoE)

- Improvement of manufacturing: improved productivity & conversion cost
- Manufacturing footprint restructuring: Bethune plant (France) closure, reduction of fixed cost
- Focus on premium products: expand sales of HRD & major brands
- Reinforce price management: respond to rising raw material prices while strategically managing price to capitalize product power
- Reinforce premium channel sales: subscription model (ex. Mobox)



Reinforce STRATEGIC role:

- Evolve core business to respond to CASE & MaaS trends
 - OEM approach including solutions
 - Evolution of retail network to serve EVs etc.
- Reinforce function as a hub for global expansion of mobility solutions
- Reinforce approach & info. gathering, analysis regarding sustainability

- Russia / S. Africa business: execute thorough **operational excellence**, and break away from deficits

- Improvement of manufacturing: thorough genba improvement of Brits plant (S. Africa) and Ulyanovsk plant (Russia)
- Expense and cost structure reformation: Port Elizabeth plant (S. Africa) closure
- Specialize in premium products (major brands, winter tires – Russia), thorough improvement of sales MIX



Move up from DEVELOPING to NEXT category, stabilize profitability

Growth business: Strategic growth investment – Global expansion of mobility solutions

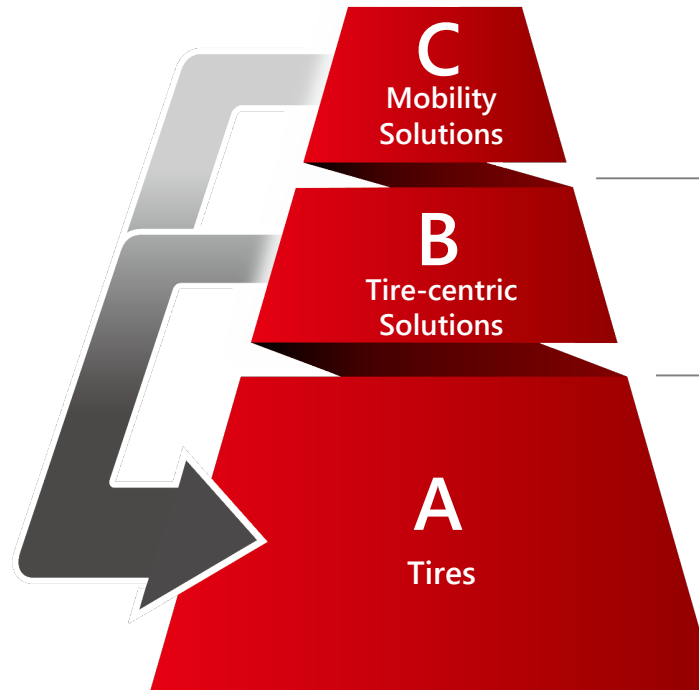
■ **Strategic growth investment:** acquisition of U.S. digital fleet solutions provider Azuga Holdings agreed*

*Expected to close by end of 3Q, pending customary closing conditions and regulatory approvals

Name	Azuga Holdings Inc.
Headquarters	California, U.S.
Employees	Approx. 430 (As of end of May 2021)
Outline of business	<p>Fleet solutions leveraging a cutting-edge fleet management platform: GPS tracking, telematics, driver behavior management etc.</p> <p>Service area/scale: Over 6,000 fleet customers & over 200,000 connected vehicles in N. America</p>



Maximize synergy to support customers' safe secure and efficient mobility operations, further create social & customer value such as safety, environment, economy and productivity



Leverage Azuga platform

Provide digital fleet solutions
Evolve & expand mobility solutions
Leverage vehicle & operation data

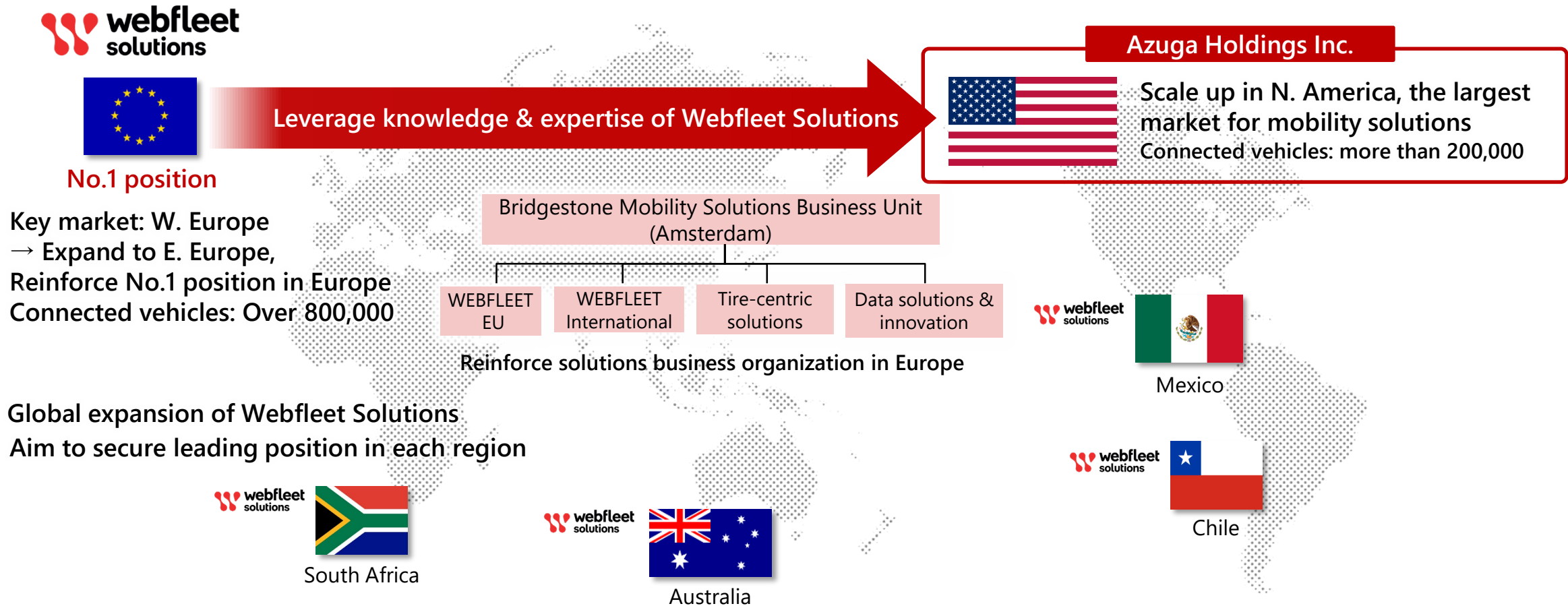
Evolution of tire-centric solutions around retread

Synergy with core business

Development of revolutionary Dan-Totsu products
Expansion of customer base to sell tires

Growth business: Strategic growth investment – Global expansion of mobility solutions

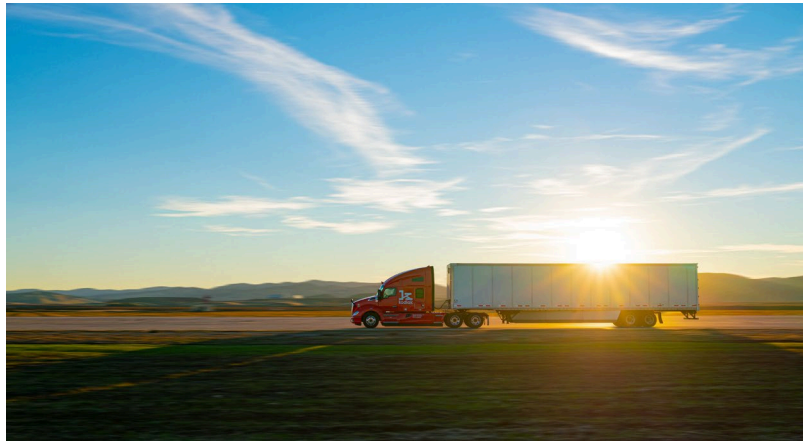
- Accelerate global expansion of mobility solutions through **strategic growth investment**
After the acquisition of Azuga, globally leverage the approx. 1M connected vehicles to create social & customer value



Growth business: Strategic growth investment – Global expansion of mobility solutions

- Investment in Kodiak Robotics that develops autonomous long-haul trucking technology
Create synergy as a leading tire company and a promising partner

Name	Kodiak Robotics
Headquarters	California, U.S.
Founded	2018



- Currently testing autonomous trucking with a safety driver on board in Texas, U.S.
- Contribution to sustainability through stable operations leading to CO2 emission reduction, etc.

- Through the synergy, drive innovations for autonomous driving technology

Kodiak

High level (level 4*)
autonomous driving technology



- Innovative tire technology
- Tire-centric technologies (ex. sensors)
- Top class tire-centric solutions in N. America

- Development of autonomous trucking technology through tires, tire sensors, and predictive maintenance technology
- Speedy and high-precision development of mobility solutions
- Enhancement of Dan-Totsu products and tire-centric solutions leveraging autonomous vehicle data

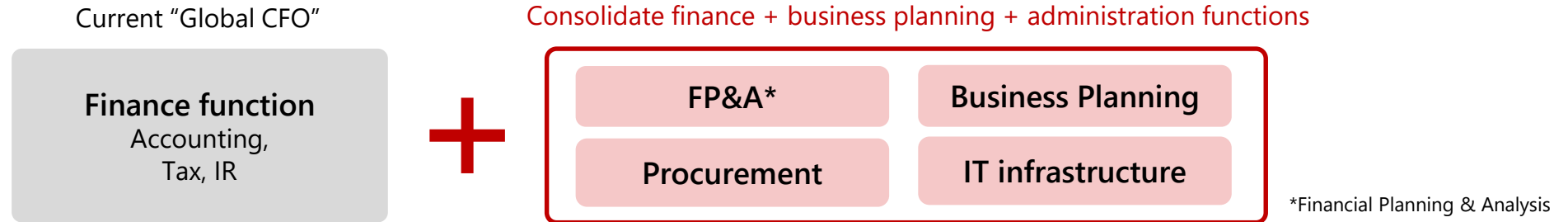
Through the synergy, contribute to the development of mobility that is more sustainable, safe and assures peace of mind

*Levels of Driving Automation™ set out by SAE International (global association of engineers and related technical experts) – Level 4: High automation

Enablers for execution: Reinforce foundation for financial strategy

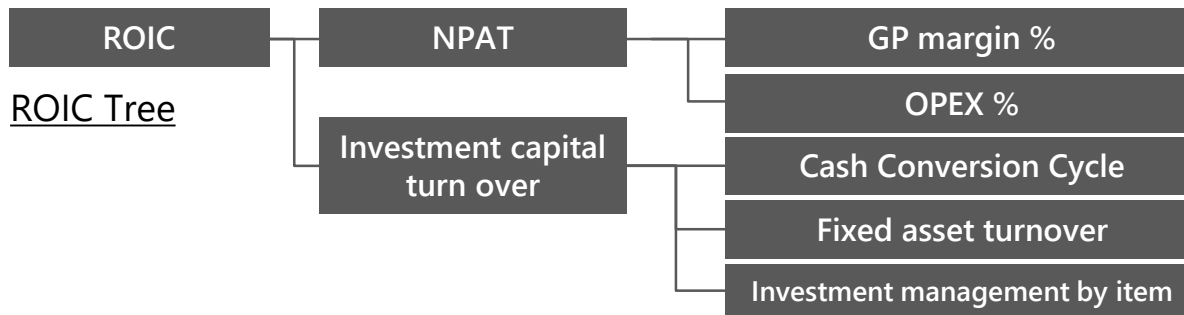
– management structure, portfolio management

■ Reinforce management structure: establishment of extended Global Chief Financial Officer role



■ Promote portfolio management: clarify "what to do" and "what not to do"

- Promote company-wide activities to understand ROIC tree:
organize actions by business/by region → accelerate genba-level improvement



- Reinforce function of Global Controller Division:
Thorough evaluation of individual investments/M&As
→ Ensure optimization of strategic resource investment on global level
- Global M&A Committee:
 - Explore opportunities in coordination with M&A teams in U.S. & Europe
 - Ensure discussion among global management for key M&A items (evaluation of synergies)
 - Validation from Global Controller function (financial evaluation, risks)
 - Speedy decision-making and bias for action with Global CEO as leader, follow-up
- Global Investment Committee:
 - Discuss key investment items, evaluate return based on ROIC

Adjust management structure & process to increase financial value,
accelerate transformation to a "strong" Bridgestone

HRX : HR & organizational strategy as enablers for Mid Term Business Plan

- Execute an HR strategy with **“Aggressive approach”** & **“Challenge”**, while leveraging our strengths
Build HR strategy and organizational structure for each business step by step



Core business

Culture transformation

Breakaway from existing challenges and make a radical transformation, while leveraging our unique strengths

- Group global optimization aligned with business strategy
- Clarify roles and responsibilities, improve organizational efficiency, optimize talent allocation
- **Create resource capacity, and flexibly reallocate to growth and exploratory businesses**



Growth Business

New culture creation

Create structure and working style for solutions business

- **Utilize new culture to influence core business to make it stronger**
- Build global organizational structure for solutions business, maximal leveraging of diversity & inclusion
- Develop digital talent.
- Promote exchange of talent on global basis from Webfleet Solutions and iTrack solutions business, etc.



Exploratory business

Challenge

Build new structure based on challenge

- Diversity & inclusion, global utilization of talents
- Internal and external networking and talents exchange to facilitate co-creation
- Entrepreneurial spirit

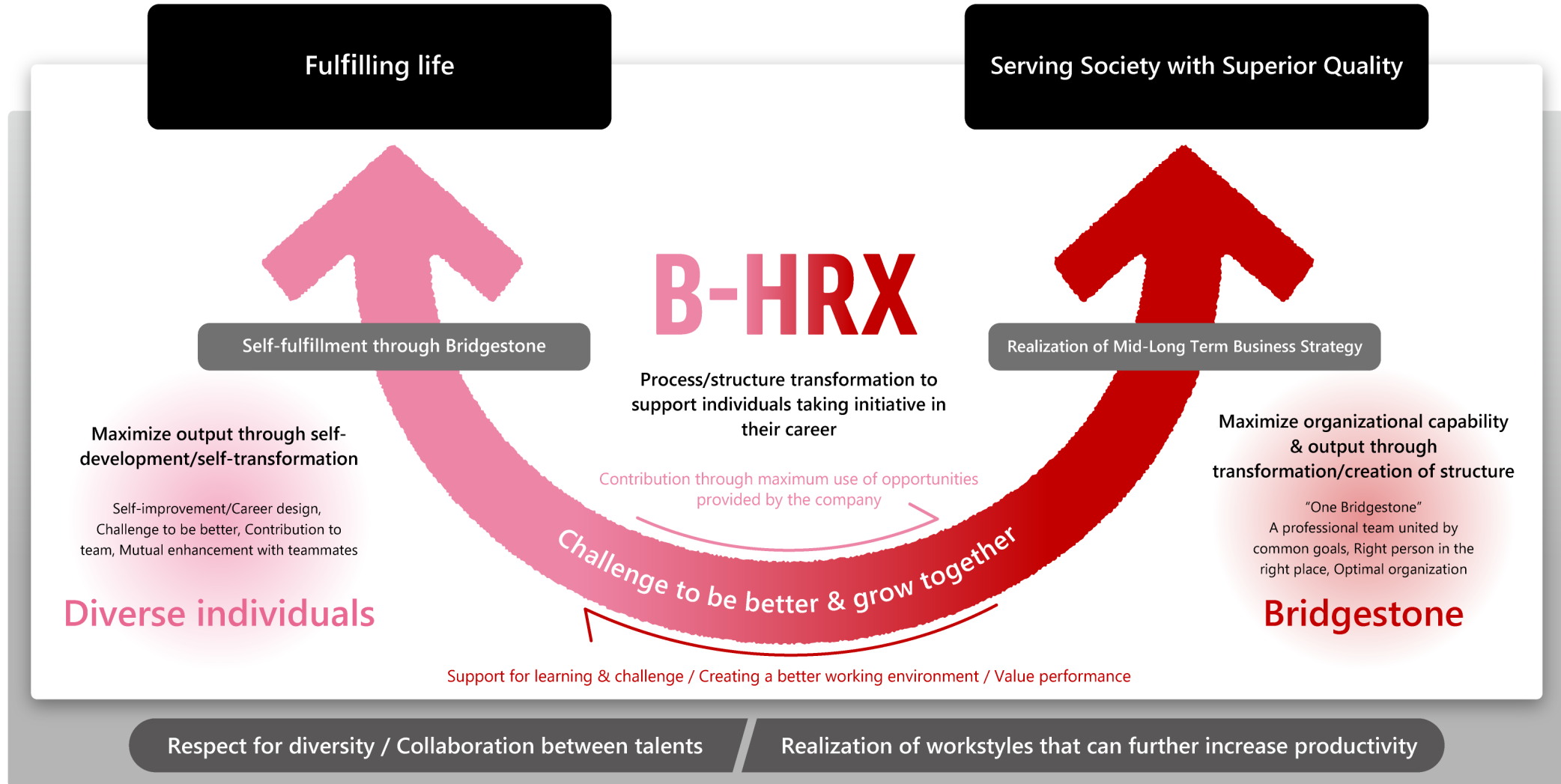
Bridgestone's HRX*

*HRX: Human Resource Transformation

Maximize organization capability (Organization x Talent output) for execution of Mid Term Business Plan
Continuously promote development of diverse talent and next-generation global management

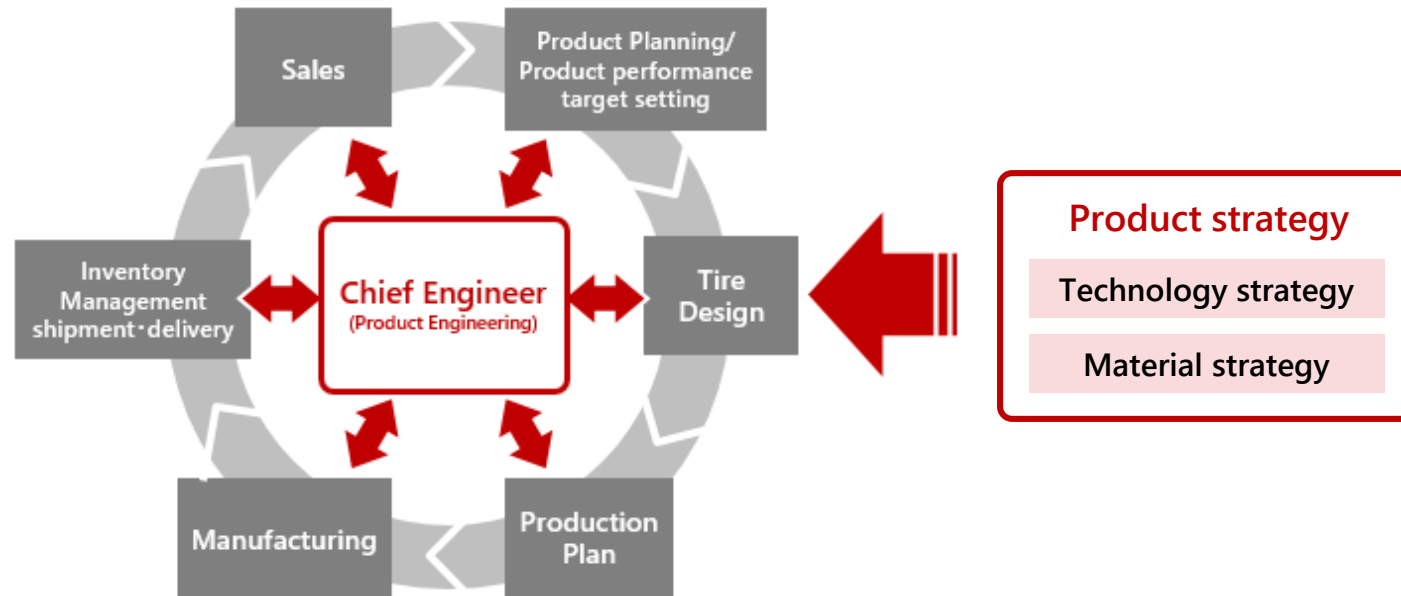
Bridgestone 3.0 Journey

HRX : Bridgestone's HRX (Japan)



HRX : Reinforcement of R&D organization enabling technology innovation (Japan)

- **Introducing the Chief Engineer Concept:** Chief Engineers ensure consistency throughout the value chain in line with the product strategy
→ Improve certainty of technology development, accelerate speed of product development



- **Create an optimal working environment for improved productivity and diverse & flexible workstyles:**

Based around Bridgestone Innovation Park (completion planned end of 2021), promote a new workstyle strategy where teammates can select their workplace according to their objective/activity

Enhance core competencies such as "mastering rubber"

Innovation for Solutions

Interaction with empathy

Co-ideation

Co-R&D

Co-creation

HRX : Transformation of organization and HR system (Japan)

■ Process to maintain a lean organizational structure:

continuous organizational/HR system improvement through PDCA



Progress in realizing Sustainability Business Framework

■ Initiatives for realizing the sustainability business framework

Overall	<p><Mid Term Business Plan – priority items></p> <ul style="list-style-type: none"> • Efforts to achieve carbon neutrality and realize a circular economy
Carbon neutrality	<ul style="list-style-type: none"> • CO2 emission reduction target for 2023: more than -30% (vs. 2011) <ul style="list-style-type: none"> - Long-Term Environmental Vision (Milestone 2050): Carbon neutrality - Mid term environmental targets (Milestone 2030): -50% (vs. 2011) - Drive global efforts to achieve mid-long term environmental targets • Reinforce utilization of carbon pricing <ul style="list-style-type: none"> - For investment decision-making: Introduced in 2011, continue improving global application → Reinforce application @ 60USD / t-CO2 for Scope 1 & 2 - For enterprise value: Expand application across all operations including Scope 3. Enhance understanding of carbon pricing across the company • Expand use of renewable energy • Accelerate actions taking into account European climate change action plans, etc., execute adapting to regional situation
Circular economy	<ul style="list-style-type: none"> • Start exploration of recycle business

- Switched electricity sourced from outside providers to **100% renewable energy for 4 plants in Japan (July)**
→ CO2 emission reduction for all tire plants in Japan : **approx. 30%** (vs. 2011)



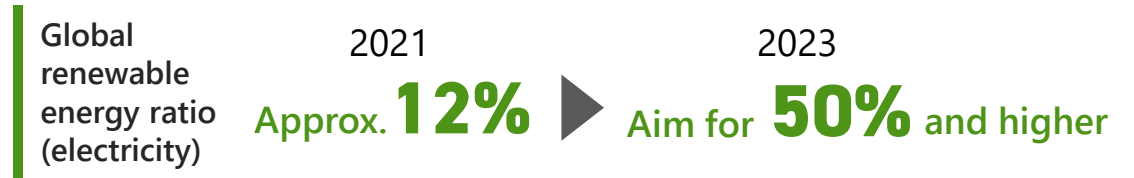
Hikone plant



Kitakyushu plant

Tosu plant/
Shimonoseki plant

- Bridgestone Europe NV/SA (BSEMIA) switched to 100% renewable energy for electricity in all of its European locations (April)



- Reinforce structure to drive sustainability efforts
 - Global Sustainability Business Committee established
 - Global Sustainability Committee established
 - Reinforcement of **Corporate Sustainability Division**
- Sustainability Report 2020-2021 (published in June)
 - Commitment to contribute to the realization of a sustainable society
 - Reinforce communication to enable value co-creation

Our Way to Serve: Supporting People and Communities

- Guided by our global CSR commitment **"Our Way to Serve"**, promote social contribution activities globally
Contribute to improving the way people move, live, work and play

Our Way to Serve



MOBILITY

Enhancing
Mobility

Smarter, safer, more accessible



PEOPLE

Supporting
**People and
Communities**

Be supportive, approachable,
comfortable



ENVIRONMENT

Advancing
**Environmental
Stewardship**

Be responsible

Build trust with society, customers and partners by fulfilling our responsibilities toward the future



PEOPLE

Initiatives to realize a society where all people can live well and play an active role



"The Valuable 500"

- Joined the global movement empowering people with disabilities
- Continue striving to build a workplace that empowers teammates with disabilities



PRIDE index

- Evaluation index for promotion of LGTBQ in the Japanese workplace
- Achieved Gold, the highest ranking 3 years in a row

■ Supported efforts to combat COVID-19 across the entire global group

■ Bridgestone's effort to support each community: funds/donated a total of approx. 250 M JPY

India

Cooperation between Bridgestone in Japan, U.S. & Europe to provide ventilators & oxygen concentrators amidst the sudden outbreak



Japan

Production & donation of masks to hospitals and local governments



Spain / France

Free 24h emergency tire maintenance service provided to healthcare professionals



Poland

Distribution of masks & hand disinfectants to pedestrians

■ COVID-19 workplace vaccination (Japan)

Conducted with objective to vaccinate as many people as early as possible

- Scope : Group employees, families and business partners (approx. 63,000 people)
- Locations : 16 Bridgestone locations in Japan (Head office, Technical Center, Diversified Products Technical Center, Tochigi/Kurume/Kitakyushu plants, etc.)

Our Way to Serve: Supporting People and Communities

■ Bridgestone Group's social contribution activities:
fulfilling our responsibilities toward the future as a leading tire and rubber company



Protecting biodiversity (Indonesia)

Held environmental conservation and awareness-raising with local NGOs and elementary school children
(planting native trees, releasing fish, etc.)



Accessible and inclusive education: Global communication class (Japan)

Held an online course for junior high school students with Bridgestone teammates, as teachers

In 2020: shared the importance of diversity & communications based on experiences as a global company



Infrastructure to support local lives & education (Vietnam)

Built & maintain bridges in areas often flooded during the rainy season

In 2020: built 3 bridges, supporting safe access to schools for students from over 1,000 households



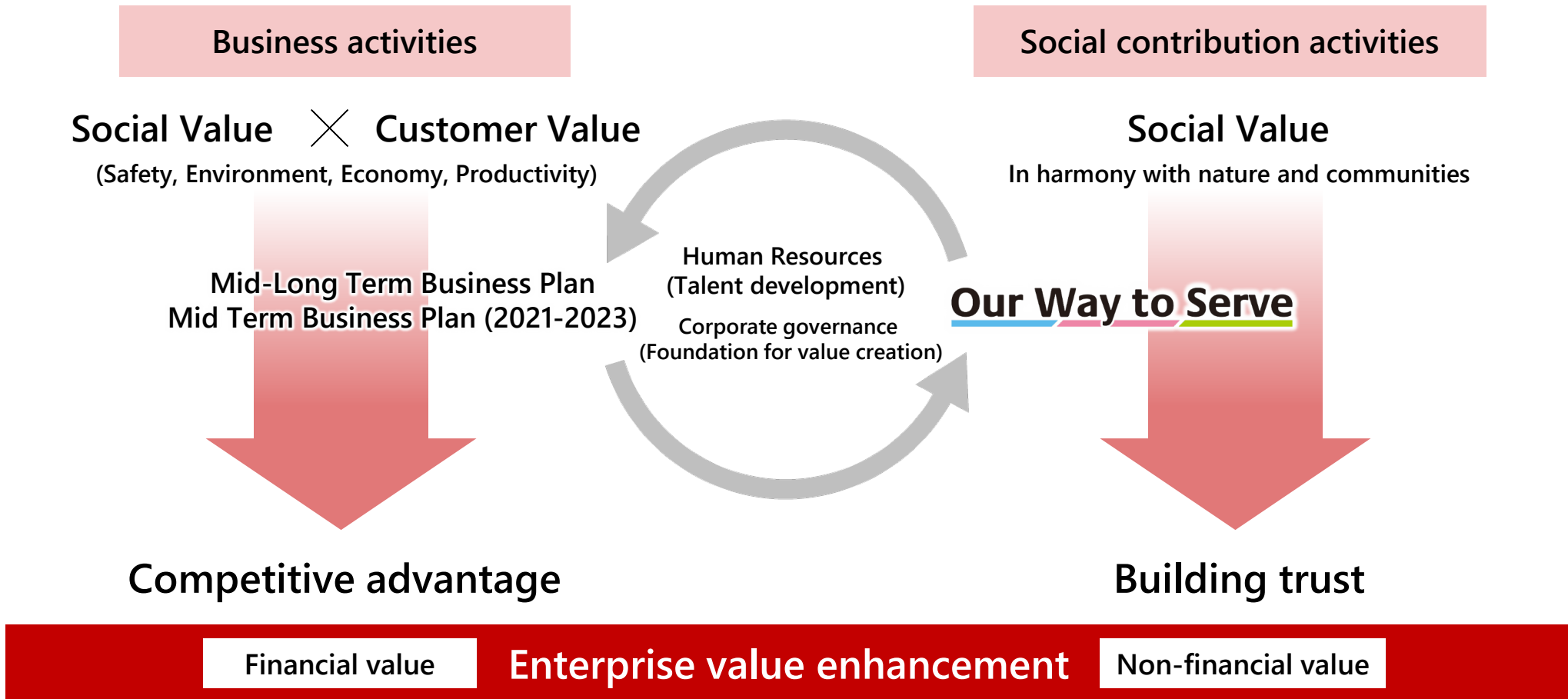
Support of youth development programs (U.S.)

Supporting youth education through the longtime partnership with the Boys and Girls Clubs of America (BGCA)

In 2020: collected \$3.6 M USD as donations from customers through the "Driving Great Future" program, which provided technology grants to help kids adapt to remote learning, among other uses.

Before / After

Mission: "Serving Society with Superior Quality"



Bridgestone 3.0 Journey

From the “world’s roads” to the “lunar surface”

■ Carrying the dreams of humankind on the harsh lunar surface – **tires evolve with every new dream** -



Rover for mobility on the lunar surface “LUNAR CRUISER”

An international space exploration mission* using manned rovers with a pressurized cabin, consolidating Japanese technologies to explore ice on the moon.

The evolution of tires supports the evolution of civilization.

Toward the end of 2020s, a tire groove will be marked on the moon – and the future of humankind lies beyond.

* In collaboration with the Japan Aerospace Exploration Agency (JAXA) and Toyota Motor Corporation (Toyota)



An unprecedented air-free tire with steel wool

- **Go Farther. Go Anywhere** -

2021



2nd Year of Bridgestone 3.0, the “Third Foundation”



Statements made in this presentation with respect to Bridgestone's current plans, estimates, strategies and beliefs and other statements that are not historical facts are forward-looking statements about the future performance of Bridgestone. Forward-looking statements include, but are not limited to, those statements using words such as "believe," "expect," "plans," "strategy," "prospects," "forecast," "estimate," "project," "anticipate," "may" or "might" and words of similar meaning in connection with a discussion of future operations, financial performance, events or conditions. From time to time, oral or written forward-looking statements may also be included in other materials released to the public. These statements are based on management's assumptions and beliefs in light of the information currently available to it. Bridgestone cautions you that a number of important risks and uncertainties could cause actual results to differ materially from those discussed in the forward-looking statements, and therefore you should not place undue reliance on them. You also should not rely on any obligation of Bridgestone to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Bridgestone disclaims any such obligation.