



Mid Term Business Plan (2021-2023) Progress Update 2021 Summary & 2022 Plan

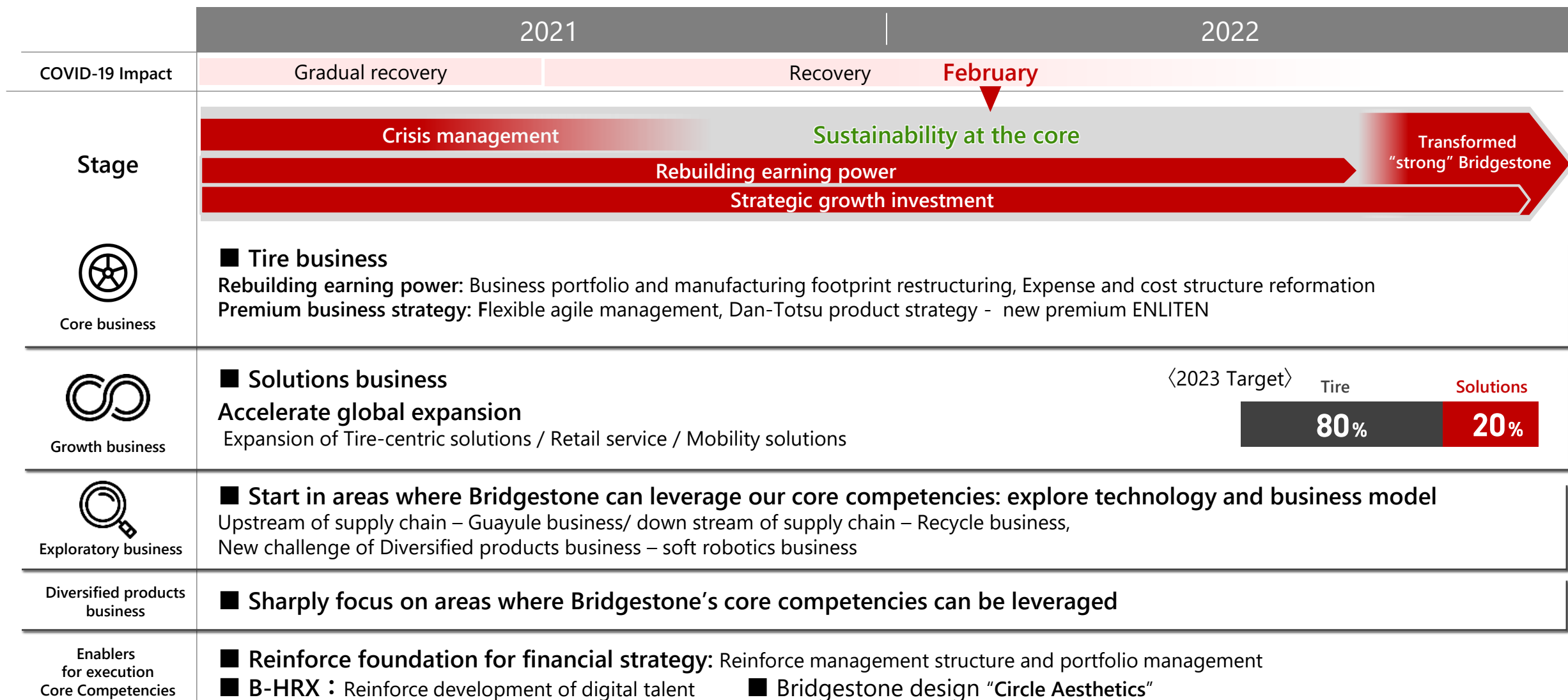
February 15, 2022

Member of the Board

Global CEO and Representative Executive Officer

Shu Ishibashi

Mid Term Business Plan (2021-2023) “Aggressive approach” and “Challenge”



2021 Summary & 2022 Plan :

“Aggressive approach” and “Challenge” “Transform change to opportunity”

Past negative legacies - Tackle squarely without delay -

■ Rebuilding earning power

- Execute manufacturing footprint and business portfolio restructuring: Mid Term Business Plan (2021-2023):
Approx. 40% reduction of manufacturing sites (2019: approx. 160 sites)
2021: Restructuring of 30%(50 sites) manufacturing footprints
- Become profitable across entire portfolio in Mid Term Business Plan (2021-2023):
 - 2021: Achieved profitability in Russia/Africa business, Diversified product business
 - 2022: Plan to be profitable in India & China Truck and Bus business
- Execute expense and cost structure reformation:
 - Reduction of fixed cost: Proceeded as planned

Execute rebuilding earning power ahead of plan

■ Enhancement of enablers for execution

- Reinforce foundation for financial strategy
 - : ROIC as the critical management index
 - 2021: Evaluate “Earning power” by region/business thoroughly
Established Global controller function
(Scrutinize 23 investments, total 230 B JPY in 2021)
 - 2022: Evaluate investment from sustainability point of view, enhance investment management to secure global optimization

*1 OE: Original Equipment, *2 REP: Replacement

Immediate issues - Focus on “execution” and “delivering results”-

■ Accelerate the transformation toward “strong” Bridgestone by 2023 / Improve the quality of business thoroughly

- Flexible agile management/ prompt response to the changes in business environment
 - < Price management & improvement of sales MIX: 2021&2022 >
 - Reinforce strategic price management (including price increase)
 - Improve sales MIX: Sales expansion of high value added products
 - Increase the ratio of passenger car high rim diameter (HRD) tires sales
 - < Supply chain management based on global optimization: 2021&2022 >
 - Maximize utilization of existing assets / Support U.S. & Europe with the supply from Japanese and Asian plants while keeping “local production for local sales” as our basic principle
 - Improve cost by global procurement projects

2021 1st half : Capture the demand recovery in mainly U.S. & Europe, and execute sales with “aggressive approach”

3rd quarter~ : Minimize impact of OE*1 tire demand reduction resulting from semiconductor shortage through solid growth of REP*2 tire sales
Reinforce price/cost management responding to inflation in raw material, ocean freight and energy and labor shortage & labor cost up in North America.

2022 : Respond promptly with price management for the continuous inflation

Continue moving forward in 2022 / Transform change to opportunity with “Aggressive approach” and “Challenge” spirit

2021 Summary & 2022 Plan :

“Aggressive approach” and “Challenge” “Transform change to opportunity”

Lay foundation for the future growth 2022 initiatives

■ Expansion of premium business strategy :

New premium for EV era

<ENLITEN business strategy>

- Expand ENLITEN, the Innovative tire technology optimized to fit EV
2022-2030: Launch 90 products for Passenger & Light truck tires
2030: Approx. 100% of fitment of ENLITEN for passenger & light truck tires
- Business growth vs Sustainability,
Customization of tire performance vs productivity improvement /
cost optimization throughout value chain
Simultaneously create value that can sometimes be contradictory
⇒ Gain competitive advantage

■ Strategic growth investment

<Core business>

Rebuild mid-long term manufacturing footprint

- 2022:
 - Start studying global manufacturing footprint from a mid-long term perspective
 - Execute investment to expand manufacturing capacities responding to sales with “aggressive approach”
 - Replace production equipment from passenger Low Rim Diameter to High Rim Diameter
 - Invest for Japanese and Asian manufacturing capacities expansion while keeping “local production for local sales” as our basic principle
 - Structure Japanese manufacturing as a global core
Promote Sister plant system/ Fighting mother plant system
 - Study and execute the investment for sustainability

<Solutions business>

• Expansion of retail & service : improve user experience (UX)

Based on the global solutions network, provide the service customized to each customer and deliver peace of mind and safety.

- 2021: Enhanced mobile van service (U.S. and Australia)
Expanded EV charging solutions network (U.S. & Europe)
Expanded subscription model (Europe, U.S. and Japan)
⇒ 2022 - Continuously enhance and expand the service

• Global expansion of mobility solutions:

- 2021: Acquired Azuga Holdings - digital fleet solutions provider in North America
Started digital data service by Webfleet solution in Europe
- 2022: Agreed acquisition of Arevento by BRISA, Bridgestone’s affiliated company
Maximize the synergy between Webfleet Solutions in Europe and Azuga in North America

• Enhancement of mining solutions:

- 2021: Acquired Otraco - a solutions provider for OR tire management and services
- 2022: Enhance solutions with strong real x digital

Build solid foundation of solutions business
Determine growth potential and profitability of each business
⇒ to establish as “growth engine”

2021 Summary & 2022 Plan :

“Aggressive approach” and “Challenge” “Transform change to opportunity”

Lay foundation for the future growth 2022 initiatives

■ Exploratory business:

Aim for commercialization with small scale in next mid-term business plan period (2024-2026)

2022:

- Upstream of supply chain:
Guayule business - Explore toward commercialization
- Downstream of supply chain:
Recycle business – Explore technology with co-creation
Japan: Co-create with partner and conduct large-scale experiment by 2030, aiming for early commercialization
- **Soft-robotics business:**
Explore business model on a co-creation basis

■ Driving DX (Digital Transformation) and building digital foundation

2021:

- High-level digital talent: approx. 1200 people globally
- Reinforce cooperation with external partners and drive development
Adoption of global cloud partner

2022:

- High-level digital talent: planning approx. 1400 people globally
⇒ Continuously develop and recruit digital talent and accelerate DX

■ Realization of sustainability business framework

- Carbon neutrality

2021: CO₂ emissions (forecast) over -20% (vs 2011)

- Bridgestone group company, BSEMIA, switched to 100% renewable energy in all of Europe locations (electricity)
- 4 plants in Japan switched to 100% renewable energy (electricity)
- Reinforced utilization of carbon pricing (Scope 1-2)

2022

- Expand renewable energy continuously (electricity)
- Drive efforts for carbon neutrality in manufacturing sites by capital investment etc.
- Reinforce CO₂ emission reduction activities throughout value chain, including Scope3
- Linkage with ENLITEN business strategy

2023: CO₂ emissions over -30% (vs 2011)

2030: CO₂ emissions -50%(vs 2011)

/Reduction more than 5 times of emission

2050: Carbon neutrality

- Circular economy

- **Recycle business on a co-creation basis, linkage with ENLITEN business strategy**

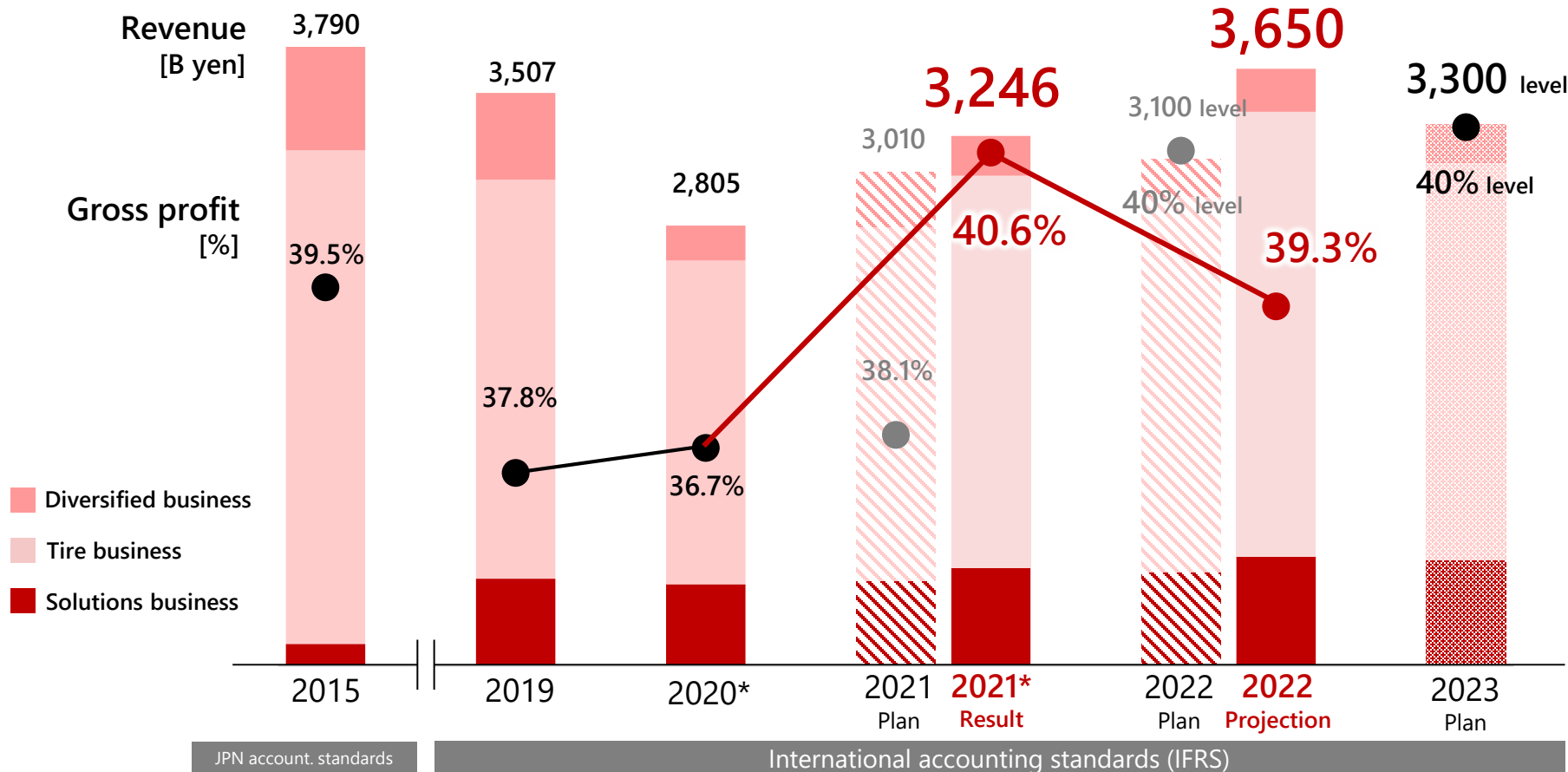
2020: Recycled & renewable material ratio 37%

2030: Recycled & renewable material ratio 40%

2021 Summary & 2022 Plan: Accelerate transformation to a "Strong" Bridgestone

- 2021: Achieved 2022 level ahead of plan through rebuilding earning power and execution of premium business strategy
- 2022: Continue to enhance strategic price management responding to increase of raw material price and minimize the impact on gross profit [%]

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



Revenue:
 2021: **120%** vs PY
 550 B JPY increase in revenue on continuing business basis
 2022: **112%** vs PY
 Forecasted 400 B JPY increase in revenue on continuing business basis

Ratio of solutions business revenue:
Approx. 18% (2021&2022)
 ⇒ Aiming for over 20% in 2023

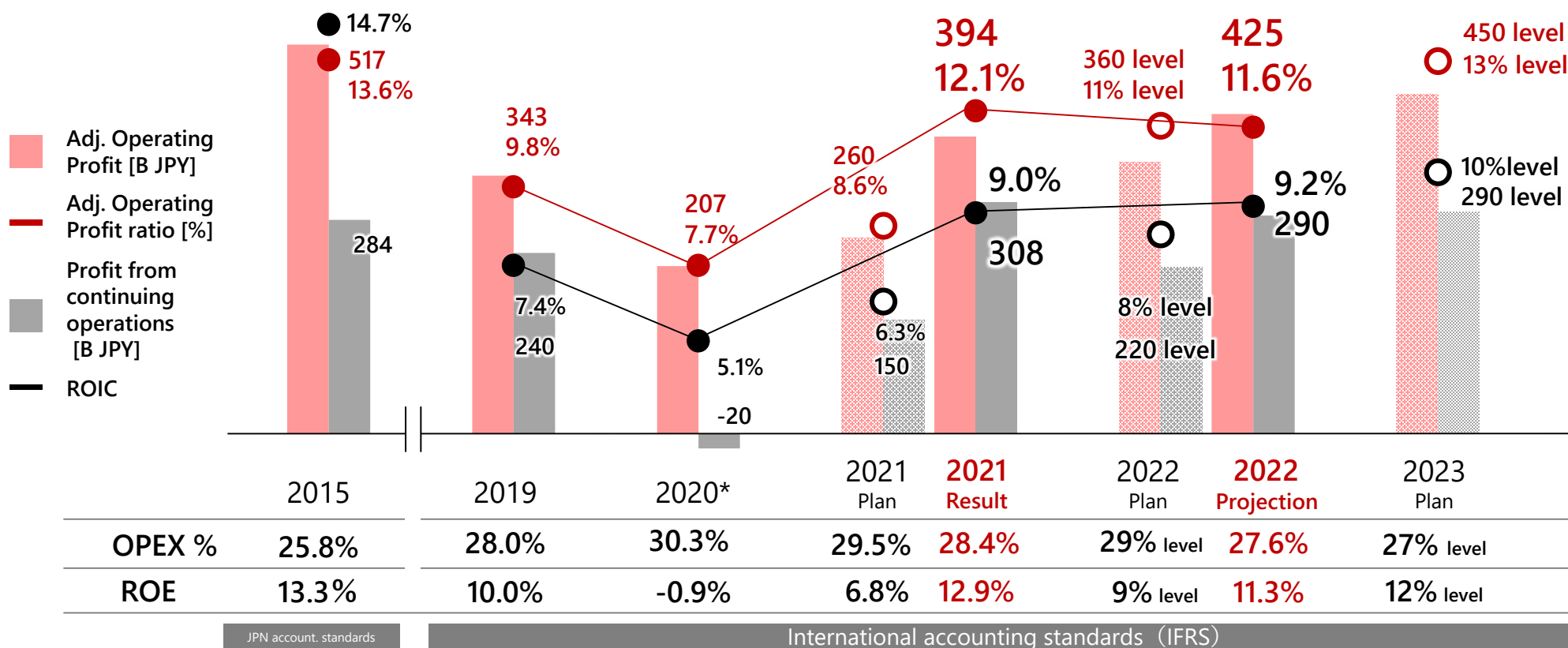
Plan: Mid Term business plan (2021-2023)
 *Excluding U.S. building products business, Automotive anti-vibration rubber business and chemical products solutions business

2021 Summary & 2022 Plan: Accelerate transformation to a "Strong" Bridgestone

■ 2021: Achieved 2022 plan ahead of schedule

2022: Will be close to 2023 plan level, ROIC that indicates "Earning power" will be above 2021 level, and plan to improve continuously

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

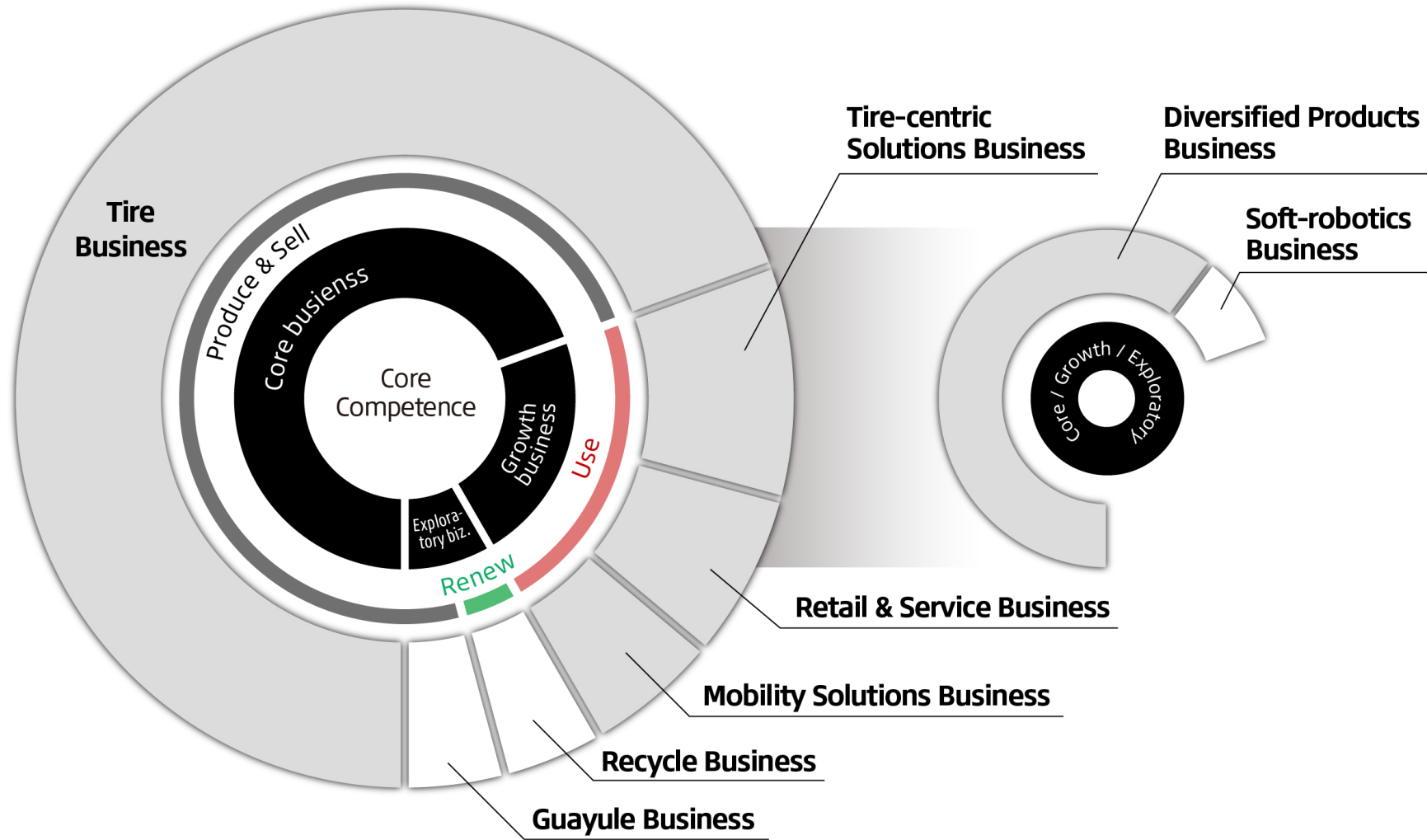


Adjusted OP:
 2021: 190% vs PY
 Nearly 190 B JPY profit increase on a continuing business basis
 2022: 108% vs PY
 Forecasted 30 B JPY profit increase on a continuing business basis

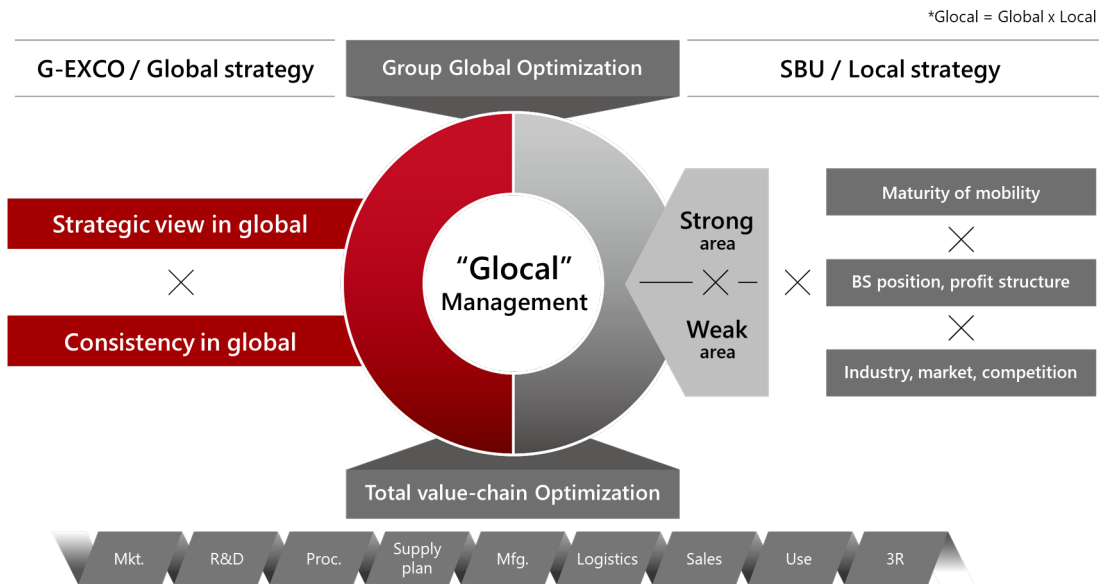
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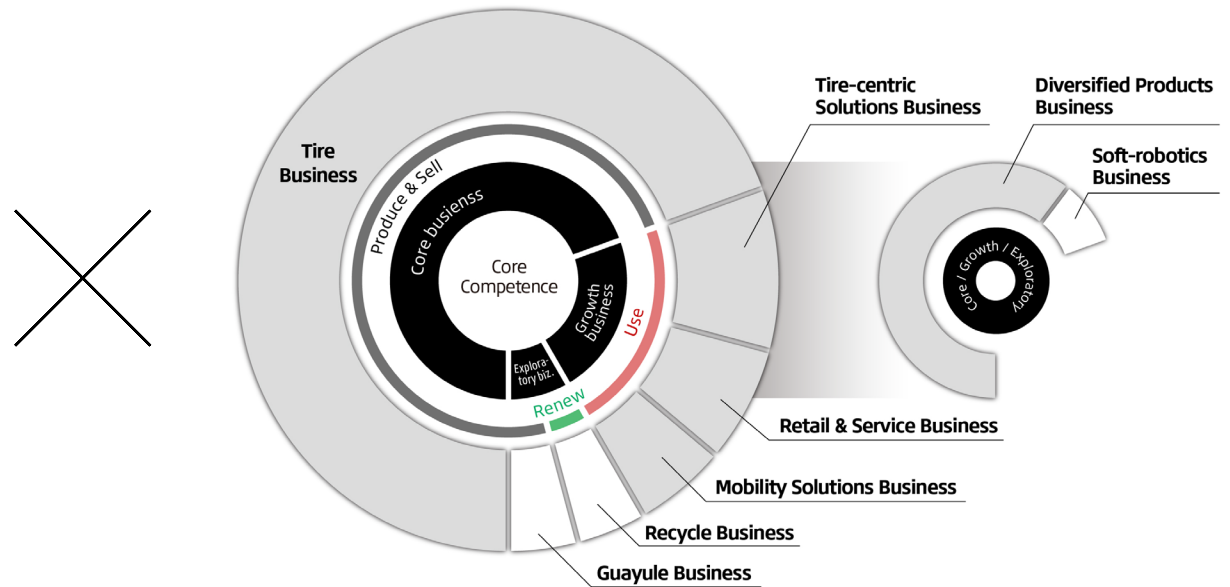
New business portfolio “Five business” + Exploratory business



New glocal · portfolio management - Flexible agile management



Linkage with global management incentive system



Based on glocal management structure that Bridgestone has enhanced in two years from Mid-Long Term Business Strategy Framework (disclosed in 2020), we will reinforce portfolio business management, and build flexible agile management that can leverage each business strength

Rebuilding earning power & Premium business strategy

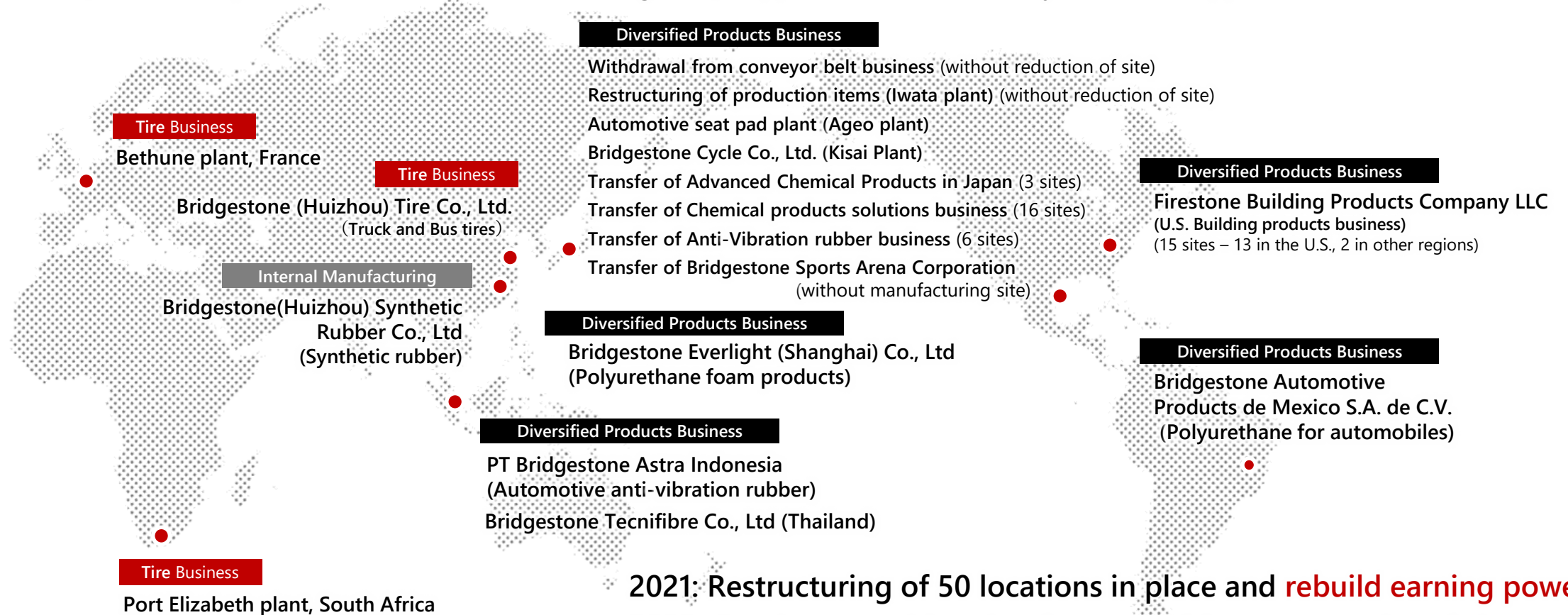
Rebuild earning power

: Manufacturing footprint & business portfolio restructuring progress update

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

Mid Term Business Plan (2021-2023) - Global manufacturing footprint restructuring

(incl. tire, diversified products & material manufacturing sites) : Approx. 40% reduction by 2023 from approx. 160 locations in 2019



2021: Restructuring of 50 locations in place and **rebuild earning power**

2022: Continue consideration from a mid-long term point of view

Rebuild earning power: Expense and cost structure reformation

-OPEX improvement through structure reformation-

- 2021: Improved both fixed cost and variable cost, exceeded plan
- 2022: Continue expense and cost structure reformation

[B JPY]	2019	2020	2021	
	Reduction in 2019~2023 from structure reformation: total -37 B JPY (improvement of 20 B JPY more than planned)			
Fixed Cost			Plan	Result
		Operational productivity improvement	-1.5 B JPY	-1.5 B JPY
		Restructuring of organization & review of wage system	-13 B JPY	-13.7 B JPY
		Reexamination of sales promotion & brand strategy	-8.5 B JPY	-8.5 B JPY
		Restructuring of manufacturing footprint, business portfolio and integration of office facilities, etc.	-12 B JPY	-13 B JPY
		-35 B JPY	-37 B JPY	
	Reduction in 2019~2023 from structure reformation: total – 9.7 B JPY (improvement of 0.7 B JPY more than planned)			
Variable Cost			Plan	Result
		Consolidate/rationalize warehouse	-4 B JPY	-2.3 B JPY
		Control unit price of logistics	-1 B JPY	-3.1 B JPY
		Cost reduction through procurement system reform	-4 B JPY	-4.3 B JPY
		-9 B JPY	-9.7 B JPY	

Premium business strategy: Flexible agile management



Promotion of **flexible agile management throughout supply chain(EtoE)** responding to changes in business environment
Continue thorough improvement of the **quality of business**



■ Promotion of flexible agile management

- Supply chain management responding promptly to changes in business environment and demand

2021:

- Maximized utilization of existing assets
- Captured demand recovery in U.S. & Europe with the supply from Japanese and Asian plants while keeping “local production for local sales” as our basic principle
- Improved cost by global procurement projects

2021 1st half

- Executed sales with “aggressive approach” responding to demand recovery mainly in U.S. & Europe

3rd quarter ~

- Minimized impact of OE*1 tire demand reduction resulting from semiconductor shortage through solid growth of REP*2 tire sales
- Reinforced price/cost management responding to inflation in raw materials, etc.

2022 : Build more resilient supply chain management

- Manufacturing improvement: Structure Japanese manufacturing as a global core Sister plant system/ Fighting mother plant system

- Reinforce strategic price management to respond promptly to the increase of raw material price, ocean freight and labor cost in North America (including price increase)

2021:

- Executed multiple price increase in global major regions such as quarterly price increase of PS REP*2 tire in North America
- Offseted the inflation in raw material, ocean freight and labor cost with improvement of price and sales mix

2022:

- Execute price increase globally responding for the continuous inflation with agility
- Plan the improvement of price and sales mix exceeding the impact of increase in raw material price

*1 OE: Original Equipment, *2 REP: Replacement

Premium strategy: Sales expansion of HRD (High Rim Diameter) tires for passenger cars



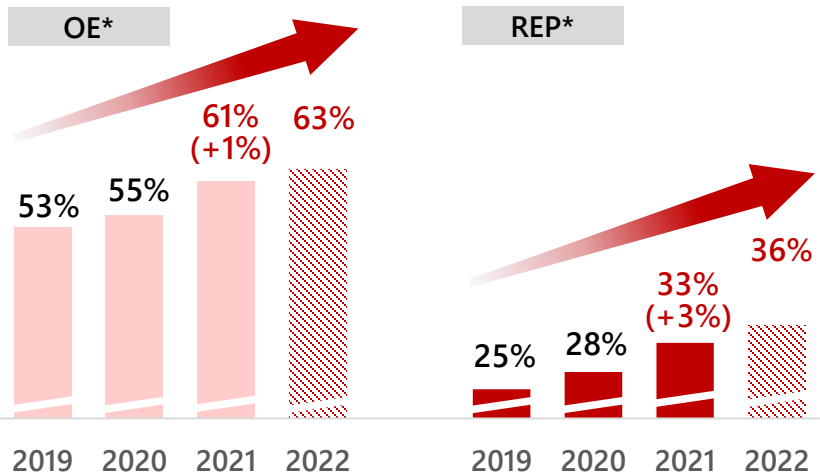
Continue thorough improvement of the **quality of business**

* OE : Tires on new vehicles / REP: Tires for replacement
 **Plan: Mid-term business plan (2021-2023)
 ***Sales share: Bridgestone estimation

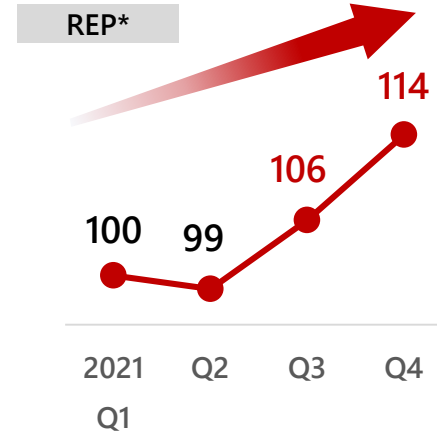


Expand HRD tire sales for passenger cars

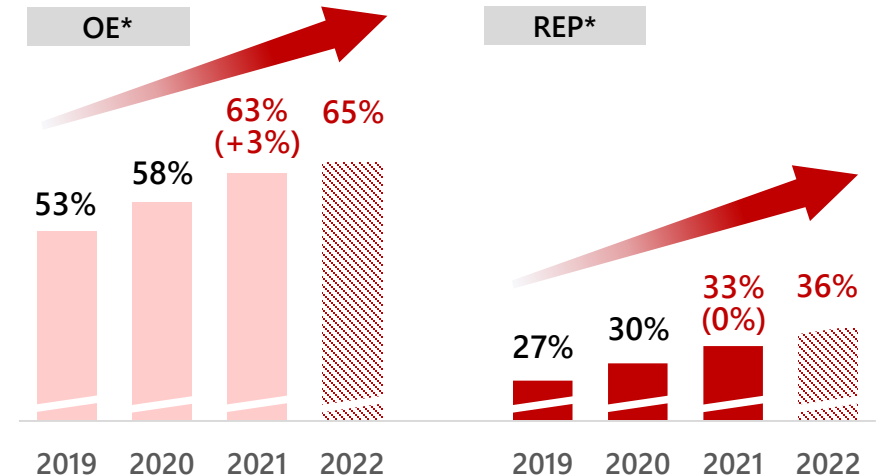
U.S. & Europe :
 Sales ratio of HRD tires 18 and above (vs Plan**)



Sales share*** of
 HRD tires 18 and above
 (INDEX : 2021 Q1=100)



Emerging markets : Sales ratio of HRD tires 17 and above
 (Asia pacific, China, South America) (vs plan)



The shift to higher inches is ahead in OE market, Take in the recursion demand from OE to REP

Premium business strategy: Dan-Totsu product strategy

- **ENLTITEN business strategy** - Business growth & Sustainability, Customization of tire performance & productivity improvement / cost optimization throughout value chain

New premium business strategy for EV era to simultaneously create values that can sometimes be contradictory

ECOPIA

Roll out since 2010
1st generation
Eco-friendly product
⇒ 80% of all products (End of 2021)

The innovative tire technology optimized to fit EV, achieving both environmental and driving performances and contributing to expand driving distance of EV

ENLTITEN - New premium for EV era-

Linkage with commonality & modularity,

- Improve tire performance which is customized based on each user's condition
- Improve productivity and maximize economic value across entire value chain
- Maximize social value & customer value for sustainability



- Expand from passenger car tires to light truck and truck and bus tires /

ENLTITEN - Evolve into "business" strategy with technology • products • business model

2021

Expand from PS OE fitment in Europe

OE fitment on major manufacturers such as MercedesBenz, BMW, VW, Nissan, etc



Co-creation with emerging OE manufactures based on partnerships with sustainability as its core (Lightyear: Lightyear One, Fisker: Ocean)

2022

Co-creation with Mercedes-Benz



VISION EQXX (EV concept car)
: Contribute to realization of driving distance over 1,000km by the fitment of Turanza Eco with ENLTITEN

Launch truck and bus tire with ENLTITEN in Japanese market

Build "ENLTITEN business strategy" which maximizes society value and customer value across the value chain (EtoE) to expand the fitment on PS REP tires from 2024

2030

Number of ENLTITEN product launch
(2022~2030 in total)

- PS : approx. 60 products
- LT : approx. 30 products
- TB : approx. 90 products

Fitment of ENLTITEN (REP)






- PS & LT : approx. 100%
- TB : over 70%

* PS : Passenger car tires, LT : Light Truck tires, TB : Truck & Bus tires
* OE : Tires on new vehicles, REP: Tires for replacement

Growth business: Global expansion of solutions business

Growth business: Accelerate global expansion of solutions

Expansion progress of major solutions business

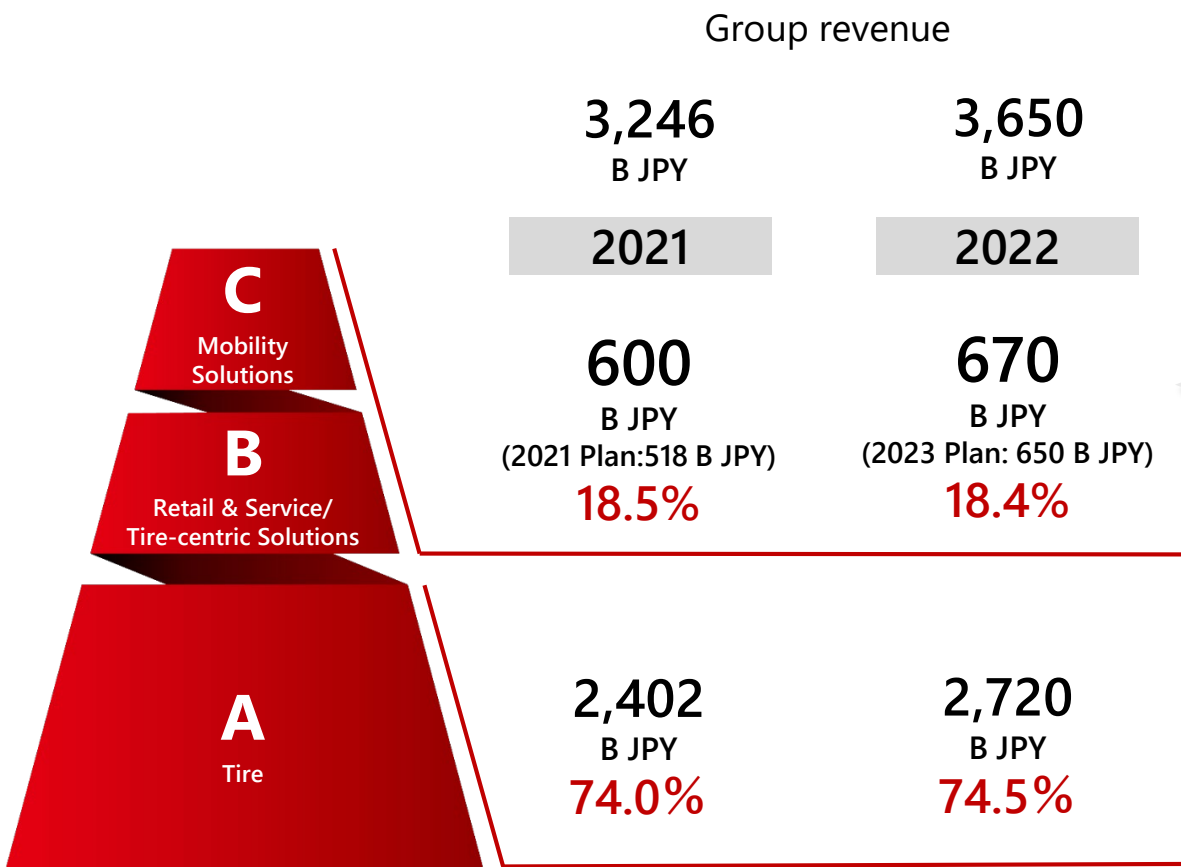
Bridgestone's major solutions		Europe	Japan	Australia	U.S.
Tire-centric solutions	 Retread solutions (tire + retread + maintenance)		TPP ^{※1}		bandag
	 Mining solutions (expand to mines in AUS & Chile with Japan as CoE ^{※2})	—	41 mines		—
	 Aviation solutions (expand to airlines globally with Japan as CoE)	—	SUP/CPL ^{※3}	—	—
Retail & service	Subscription (Package with tire + maintenance + service)	mobox			RESOLV.
	 Mobile van service			LUBE MOBILE THE MECHANIC THAT COMES TO YOU	Firestone DIRECT
	Retail service (tire centric services + maintenance)	FIRSTSTOP	タイヤ館	select	Firestone COMPLETE AUTO CARE
	Retail financial services				Credit Card Firestone
Mobility solutions	 Fleet solutions	webfleet solutions		webfleet solutions	azuga
	Digital data service	webfleet solutions			

※1 TPP : Total Package Plan, ※2 CoE : Center of Excellence, ※3SUP:Single Unit Price / CPL: Cost Per Landing

Growth business: Accelerate global expansion of solutions

- Solutions business revenue

■ Continue expansion of the resilient business model



Plan: Mid-term business plan (2021-2023) IFRS

C Mobility solutions

- Webfleet Solutions
- Azuga

23 B JPY (2021) ⇒ 32 B JPY (2022)

B Retail & Service

- Services at equity stores
(incl. N. America retail financial services revenue)
For passenger cars and commercial fleets

411 B JPY (2021) ⇒ 436 B JPY (2022)

- Subscription (mobox, etc)

33 B JPY (2021) ⇒ 40 B JPY (2022)

Tire-centric solutions

- Truck & Bus retread sales (global)

95 B JPY (2021) ⇒ 110 B JPY (2022)

- New business form (not conventional tire sell-out)
Mining solutions, Hose solutions,
Aviation solutions, Truck tire mileage sales, etc

38 B JPY (2021) ⇒ 52 B JPY (2022)

600 B JPY (2021) ⇒ 670 B JPY (2022)

Growth business: Accelerate global expansion of solutions

- Expansion of solutions business combining "real" x "digital"



Truck and Bus
Tire-centric solutions
+ Mobility solutions



Mining solutions



Passenger cars
Retail & Service

Retread **bandag**

Subscription model **TPP**

Subscription of all in one contract included new tire, maintenance and retread
Propose proper new tire, retread according to each customer conditions of use, provide maintenance according to each customer's situations of use

Mobility solutions

Digital fleet solutions that supports efficient mobility operations with securing customers' peace of mind, safety, and maximizes social value, customer value such as safety, environment, economy and productivity

Dan-Totsu product



Mining vehicle and tire monitoring digital tool

Based on Dan-Totsu product "MasterCore", contribute to the optimization of mining operations, combining strong "real" such as "Dan-Totsu service" and "Dan-Totsu network" and "Digital" which collects and analyze tire/vehicle data in real time



Tire and maintenance subscription customized to each customer needs



In order to provide tire/vehicle maintenance customized to each customer, visit customers and provide services

Dan-Totsu solutions network

Data : End of 2021

Number of stores : Equity stores/franchies/voluntary chain/special contract dealer



Passenger car network

Approx. **18,400**



Commercial fleets network

Approx. **6,400**



Retail network/ Solutions network

Digital



Tire monitoring system



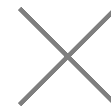
Tire database platform



Retread tire maintenance system



Digital fleet solutions



Growth business: Accelerate global expansion of solutions

- Passenger cars Retail & Service

■ Reinforce value proposition during the “use” of tires – UX

Provide tire & vehicle maintenance customized to each customer through Dan-Totsu solutions network

■ Reinforce Retail & Service



Enhancement of EV charging solutions network in U.S. & Europe

N. America:
Partnership with Blink Charging
(EV Charging solutions provider)



Europe

- Passenger cars network (FIRST STOP, Speedy, etc)
 - : Equity stores approx. 500 stores, etc.
 - Franchise approx. 600 stores, etc.
- EV charging solutions network (collaboration with EVBox group)
 - : Bridgestone retail network in Europe approx. 3500 ports
 - Charging ports provided by EVBox group approx. 130,000 ports



Japan

- Passenger cars network (TIRE-KAN, etc)
 - : Equity stores approx. 400 stores, franchise approx. 200 stores, etc



Thailand

- Passenger cars network (COCKPIT etc)
 - : Equity stores approx. 100 stores, etc



Australia

- Passenger cars network (B-Select etc)
 - : Equity stores approx. 100 stores etc
- Mobile van service
 - : Lube Mobile approx. 200 vans



Credit Card



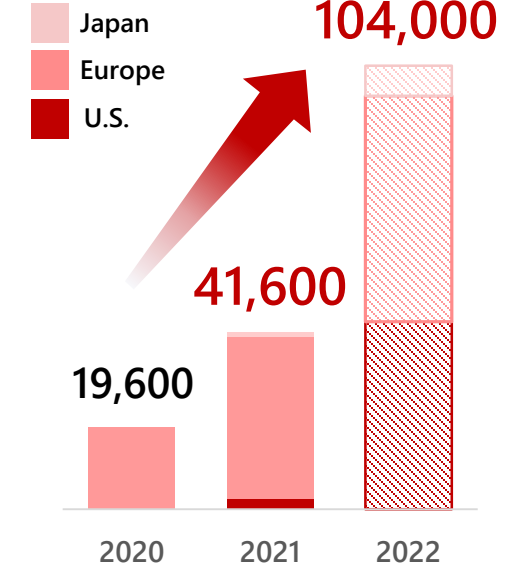
U.S.

- Passenger cars network (Firestone Complete Auto Care etc)
 - : Equity stores approx. 2200 stores etc
- EV charging solutions network (collaboration with Blink Charging)
 - : Plan to build approx. 50 ports in 2022
- Mobile van service
 - : Firestone Direct approx. 60 vans
 - Wrench approx. 150 mechanics
- Retail financial services

■ Expansion of subscription model

of contracts

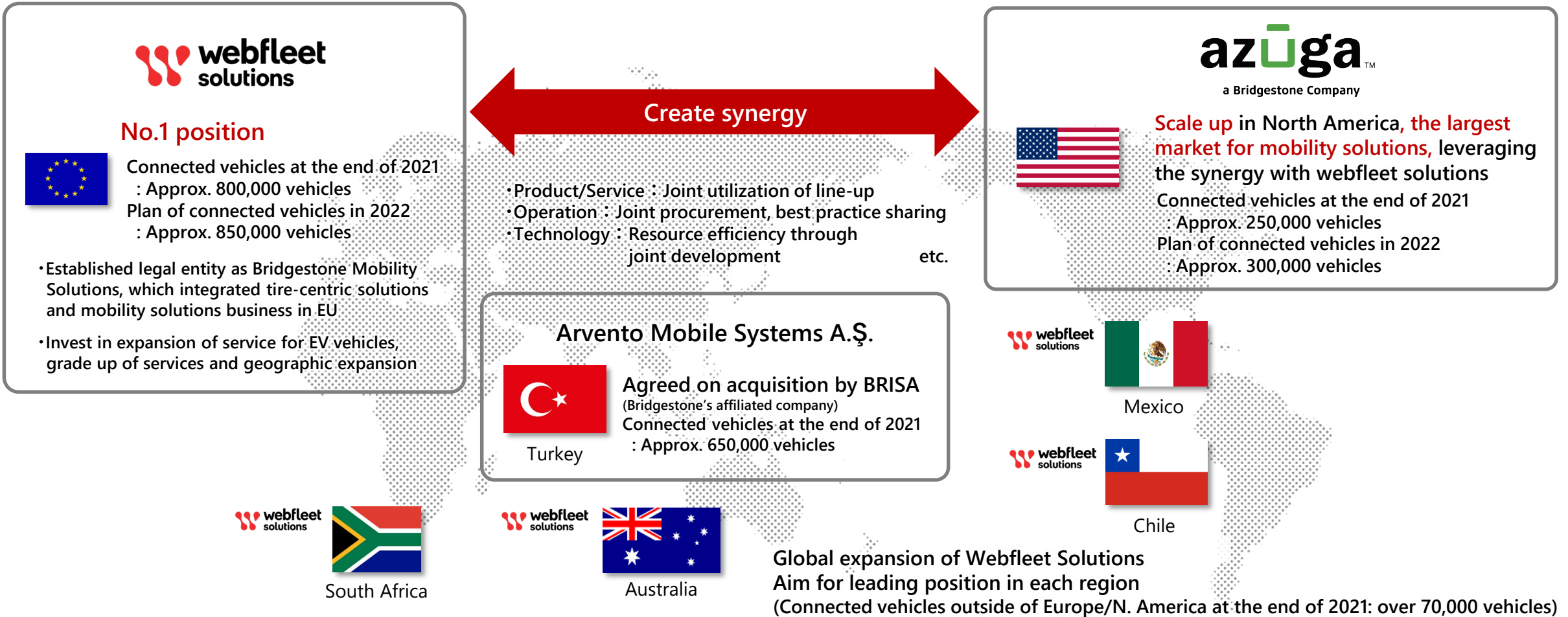
Expand from Europe to U.S. and Japan



Growth business: Accelerate global expansion of solutions

- Truck and Bus, Mobility solutions

- Execute **strategic growth investment** for global expansion of mobility solutions
- Connect to approx. 1,000,000 vehicles mainly in U.S. & Europe in Bridgestone group



Growth business: Accelerate global expansion of solutions

- Mining solutions

- Further reinforcement of foundation for solutions through strategic growth investment combining **"Real" x "Digital"** based on **Dan-Totsu product "MasterCore"**

- Expansion of long term contract which includes solutions ※as of February 2022
 MASTERCORE fitment target : 83 mines



"Real"



"Digital"

Genba-based
On-site service

Mining vehicle/Tire
monitoring tool

Bridgestone + Otraco*

Otracom

*Completed acquisition in December 2021

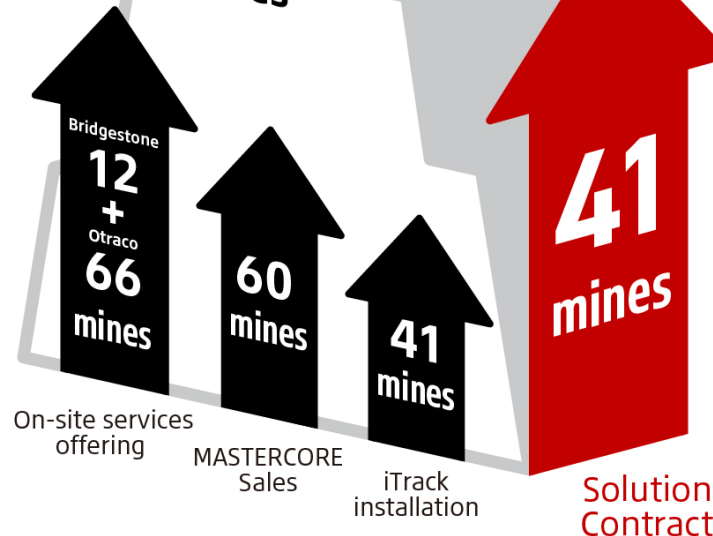
Digital platform to
manage life cycle of tires

"Dan-Totsu product"
(Giant off-the-road mining tire)

BRIDGESTONE **MASTERCORE**

Solution network
(incl. solutions, services, sales, partners, etc.)

120 sites

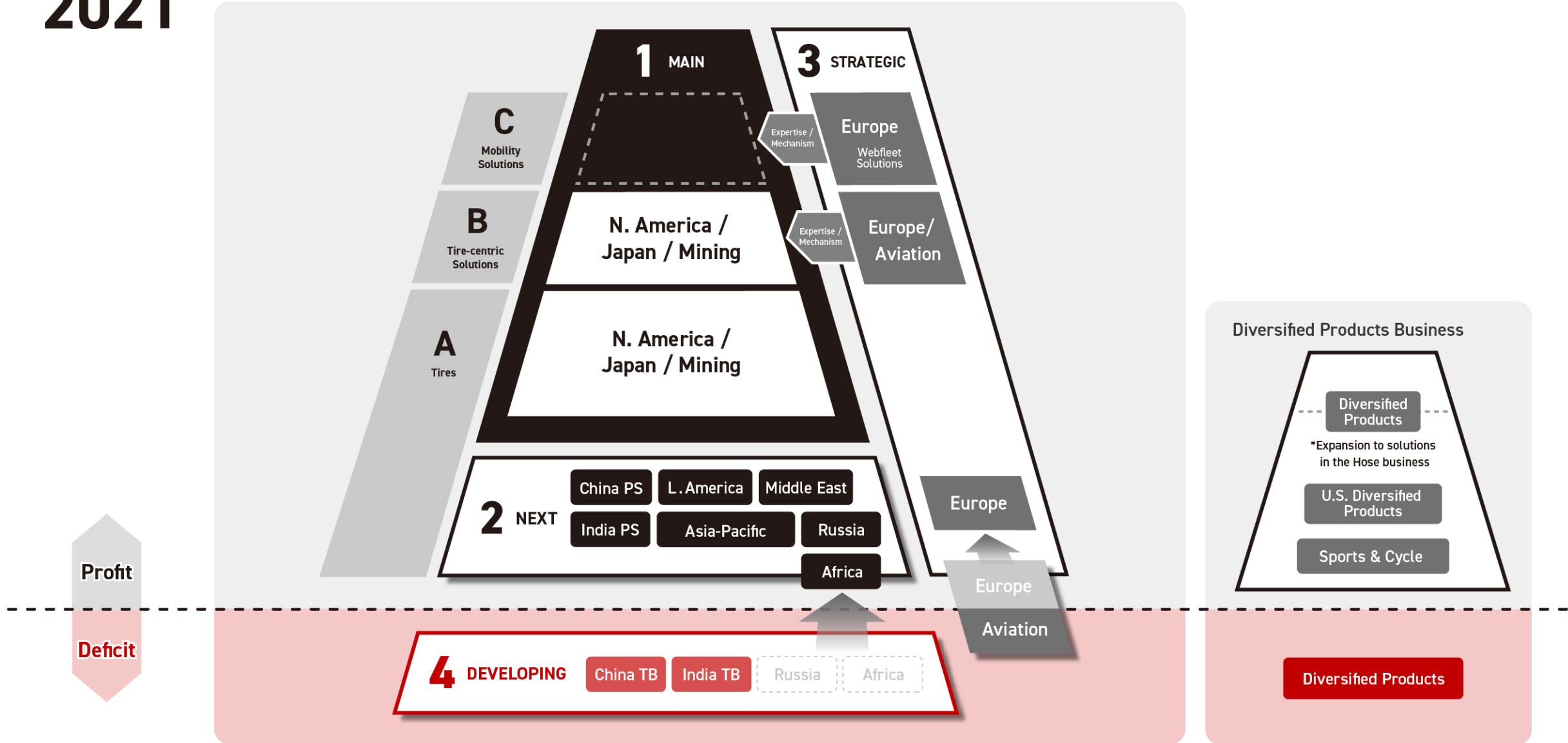


Based on MasterCore, propose and realize solutions which can lead productivity improvement and cost optimization at customers

- Propose a way to use tires (load/speed/pressure etc) customized to the operation of each mining vehicles
- Visualize the current tire inventory in mining company and propose the effective utilization of tires
- Predict the tire demand according to customers' operation plan
Propose the efficient tire inventory plan and operation

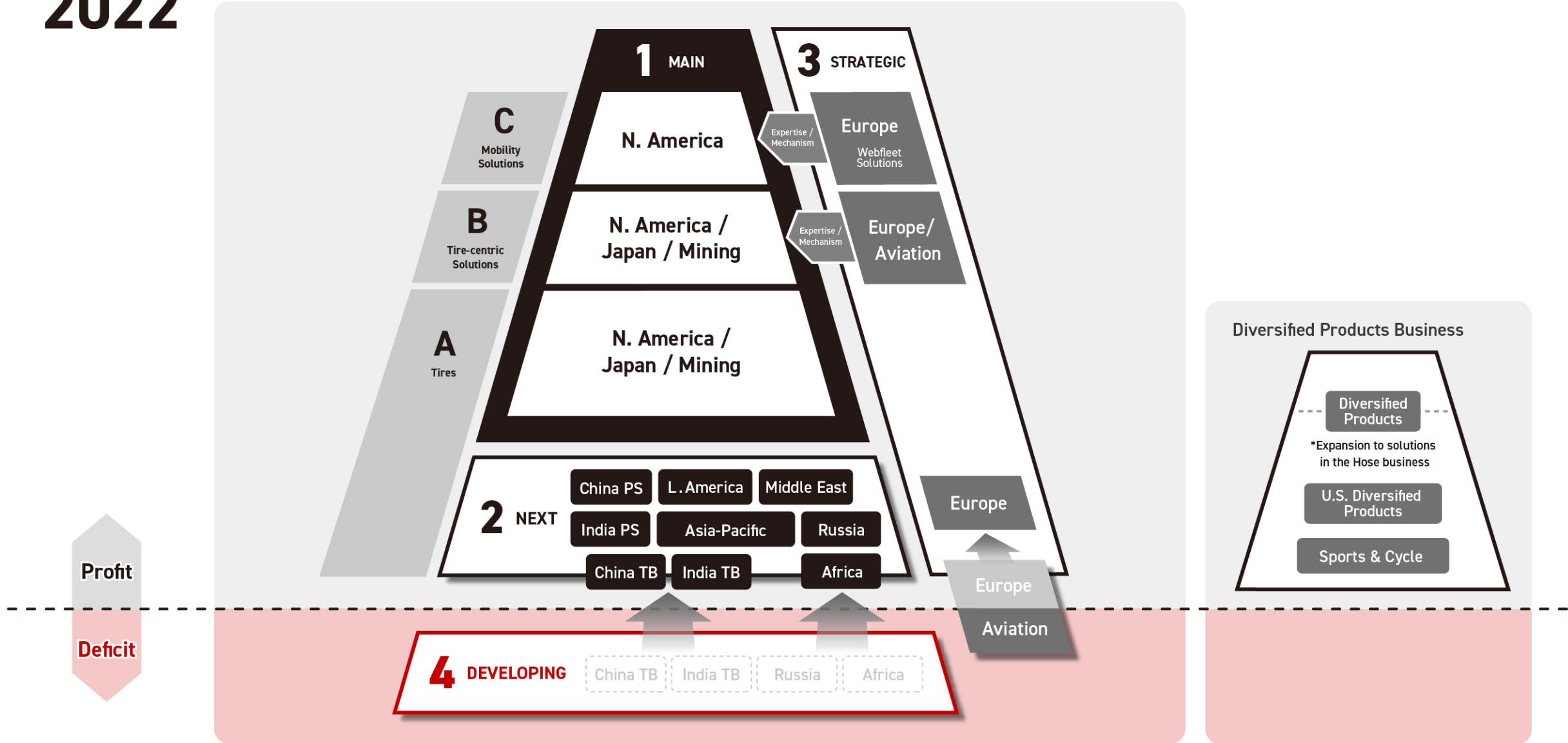
4 categories for execution MAIN•NEXT•STRATEGIC•DEVELOPING

Business portfolio 2021



TB: Truck & bus tires, PS: Passenger car tires

Business portfolio 2022



TB: Truck & bus tires, PS: Passenger car tires

Exploratory business: Toward commercialization

Exploratory business : Progress update

Guayule business

“Plant to Produce Rubber” in arid zones
Explore toward commercialization

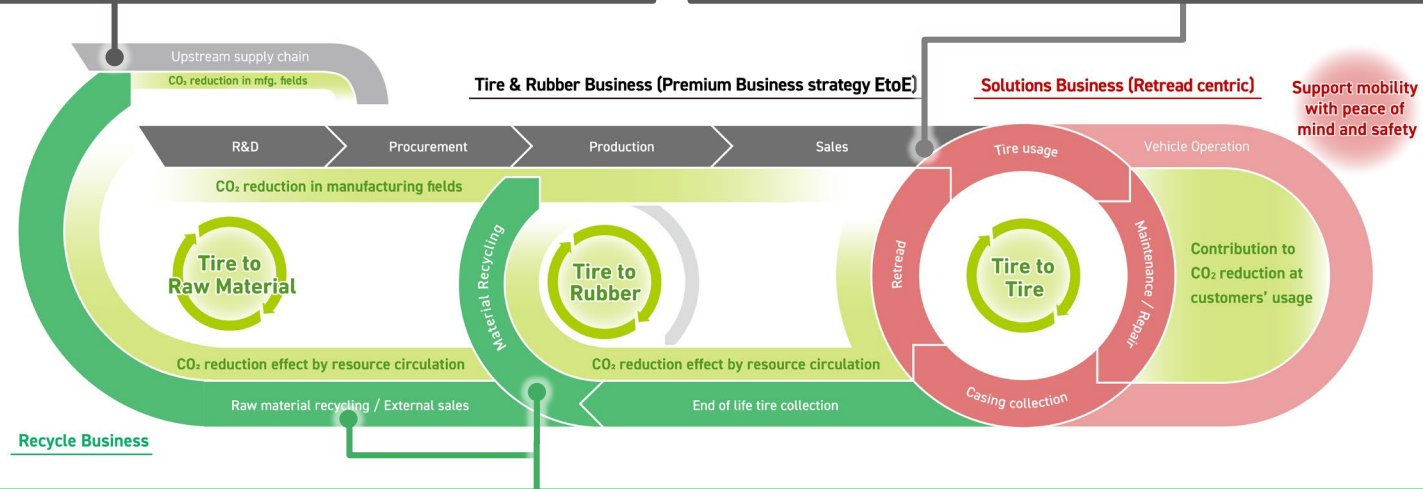
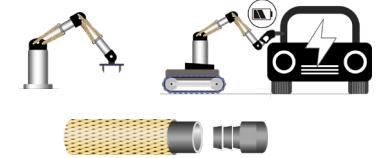
- Aim to commercialize in mainly U.S. in 2026 through co-creation with partners



Soft-robotics business

Explore Business model

- Leverage Bridgestone’s core competencies “Mastery of rubber” and “Mastery of road contact”
- Continue to explore co-creation partners and aim for building business model



Recycle business

Tire to Rubber & Tire to Raw Material
Explore technology
From tire to oil and chemical products

- Aim to build recycle business with ensuring high-quality
- Japan: Co-create with partner and conduct large-scale experiment by 2030, aiming for early commercialization
- U.S. and Europe: Towards business model building with leveraging each region’s characteristics and strength, promote ecosystem building



Enablers for execution – Drive DX (Digital Transformation)

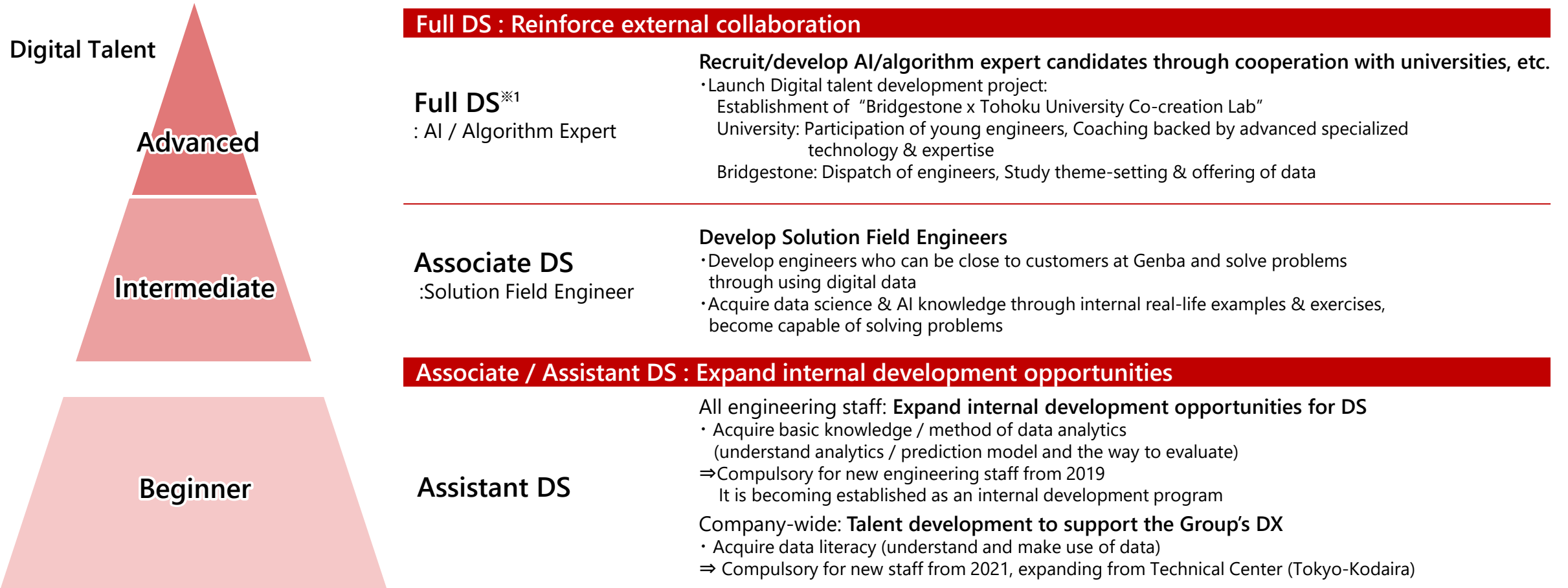
Drive DX: Reinforce development of digital talent

- Reinforce cooperation with externals such as universities, incorporate new teammates through M&A, and develop high-level digital talent such as AI/algorithm experts

High-level digital talent (intermediate level and above)

: 2021 approx. 1200 people, develop and recruit approx. 200 people in 2022 (End of 2022: Approx. 1400 people)

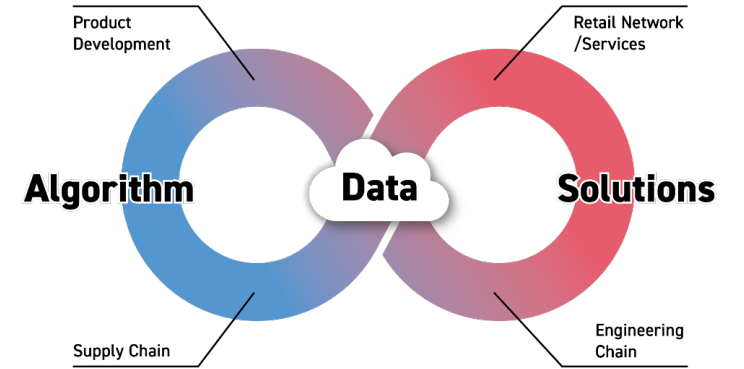
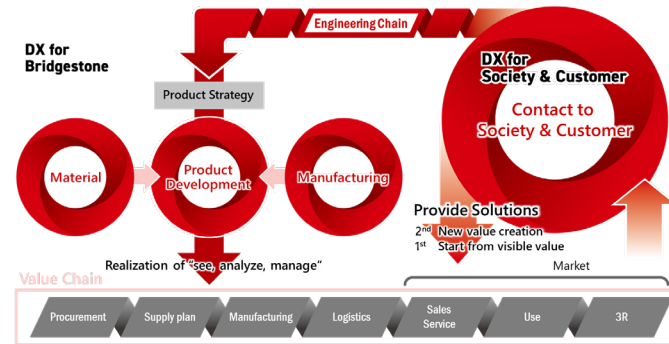
※1 DS : Data Scientist



Enablers for execution – Challenge for further driving DX

Further driving DX
Connect throughout the entire value chain, global and operation

2020–
Bridgestone’s DX : “Real”X”Digital”



Digitalization of each value chain

- 2010- Material
- 2016- Manufacturing (EXAMATION)
- 2016- Tire monitoring (Tirematics)
- 2019- Webfleet Solutions

In order to realize DX throughout entire value chain, global and operation,
Accelerate Bridgestone’s DX

Strategic resource

Strategic growth investment: "Aggressive approach" and "Challenge"

2021: Execute strategic growth investment for premium business strategy reinforcement and solutions business enhancement

Solutions Business

WFS Enhancement of service in Europe and global
(Digital solution provider, Europe)

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

Tire Business

Inauguration of new state-of-the-art
Wet Handling Track at proving ground in Italy
(Contribution to development of premium tires
and sustainability through water recycle)

Tire Business

Upgrading equipment at Shimonoseki plant
(Tires for mining and construction vehicles)

Expansion of production capacity at Hikone, Tosu, Hofu
and Tochigi plants
(Premium passenger car tires)

Tire Business

Expansion of production capacity at Chonburi plant, Thailand
(Truck and Bus tires)

Solutions Business

Acquisition of Otraco International Pty Ltd
(Mining vehicle tire solutions provider, Australia/ Chile/ South Africa)

Acquisition of iTrack solutions business
from Transense Technologies (Mining solutions provider, UK)
※Acquired in June, 2020

Solutions Business

Strategic investment in Kodiak Robotics
(Autonomous long-haul trucking technology development, U.S.)

Acquisition of Azuga Holdings Inc.
(Fleet management solutions provider, U.S.)

Strategic investment in Wrench
(Mobile vehicle maintenance service provider, U.S.)

Diversified Products Business

Expansion of production capacity
at Williamsburg plant (Air springs for EV)

Tire Business

Expansion of production capacity
at Bahia plant, Brazil (Passenger cars premium tires)

Expansion of production capacity
at Santo Andre plant, Brazil (Truck and Bus tires)

2022: Consider Mid-long term manufacturing footprint/Continue to consider Asia, Japan and South America as global supply source

Strategic resources

Strategic investment / Strategic expenses

Reinforcement of premium business strategy in tire business
Strategic growth investments for growth business expansion

2021 Result	2022 Plan
Approx. 100 B JPY	Approx. 150 B JPY

■ Tire business

- Dan-Totsu product strategy
- Manufacturing technology
- Expansion of production capacity of premium product
- Greening of manufacturing sites

■ Tire-centric solutions business

- Retread strategy
- Tire-related services
- Subscription

■ Retail & Service business

- Enhancement of mobile van and retail service

■ Mobility solutions business

- Fleet solution
- Solution network
- B-innovation (digital product design infrastructure)

■ IT Infrastructure

- Core IT infrastructure systems update
- Remote work infrastructure reinforcement
- IT security reinforcement

M&A / CVC / Strategic partnership

Accelerate business through strong co-creation activities

2021 Result	2022 Plan
Approx. 50 B JPY	Approx. 150 B JPY

5 priority investment areas

Enhancement of mobility solutions

Enhancement of retail & service

Tire manufacturing technology

New emerging player in mobility industry

Sustainability

Communication plan

April 21, 2022 (Thu.)

- **Bridgestone Innovation Park Opening Ceremony (Tokyo, Kodaira)**
 - Technology innovation enabling Bridgestone 3.0 Journey, from interaction with empathy to co-creation

Progress Update planned at each quarter's financial results announcement in 2022



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