

Evolution in Mid Term Business Plan (2024-2026)

1. Reinforce sustainable global premium tire business



N. America Europe Japan Australia
S. America Southeast Asia Middle East

2. Expand premium tire business in emerging countries & growing markets



India China etc.

3. Evolve specialties tires into a “Dan-Totsu” premium business

Premium tire business



Premium
leader
strategy



Premium niche
strategy

Tire-centric solutions business



Expand solutions around MASTERCORE which has
Dan-Totsu product power



Build next generation solutions as a strategic starting
point to establish solutions business model

4. Expand tire-centric solutions business mainly in mature countries



Retail & service
solutions network



Retread
tire maintenance

N. America Japan Australia Thailand N. America S. America Japan Australia

5. Establish mobility tech business in N. America

(Focus on BtoB and truck & bus tires)

Reinforce coordination between Webfleet Solutions (Europe)
and Azuga (N. America)
- Enhance and expand Fleetcare in N. America

Based on progress made in the premium tire business and the solutions business, in Mid Term Business Plan (2024-2026), the Group will divide its business into five stages. It will clearly identify which business, product category, and region to reinforce and expand (on both a global and regional basis) and pursue operational excellence across the entire value chain.

Five Business Stages

1. The Group will further reinforce the premium tire business that it has focused on enhancing in Mid Term Business Plan (2021-2023) and evolve it to a “sustainable global premium tire business” toward the next stage. Strategies will be developed according to Bridgestone’s position in each region. The following three regions will be the core: North America, where the Group aims to acquire a leading position; Europe, where it aims to establish a unique position by integrating solutions while still implementing a follower strategy; and Japan, where it aims to maintain and reinforce its Dan-Totsu (the clear and absolute leader) leading position. The Group will also enhance its sustainable global premium tire business in regions that are expected to become the next profit contribution areas: Latin America, Southeast Asia, and the Middle East.
2. In emerging countries and growing markets, the Group will enhance the premium segment of its passenger car tire business, especially in India and China.
3. The Group aims to evolve specialties tires—including off-the-road tires for mining vehicles, one of its primary sources of revenue and profit—into a Dan-Totsu premium business combining premium tires and solutions. The Group will take a premium leader strategy for off-the-road tires for mining vehicles, based on its Dan-Totsu product Bridgestone MASTERCORE. For aircraft and motorcycle tires, the Group aims to establish a premium niche strategy.
4. The Group will expand the tire-centric solutions business mainly in mature countries. For passenger car tires, it will reinforce its retail and service solutions primarily in the United States, as well as in Japan, Australia, and Thailand. For truck and bus tires, based on the retread business, the Group will expand in North America and Latin America where it has competitive advantage, as well as in Japan and Australia.
5. As a new challenge, the Group aims to build a mobility tech business that links premium tires, tire-centric solutions, and mobility solutions to provide new value to customers in North America. It will begin by reinforcing coordination between Webfleet Solutions in Europe and Azuga in North America and expanding the rollout of Fleetcare—a package service that includes tire services and fleet management, which will be a key factor in obtaining a competitive advantage going forward.

With this overall picture, the Group will continue building Mid Term Business Plan (2024-2026).