

○ Strategic Resources

Mid Term Business Plan (2021-2023) Progress Update: Toward Becoming a “Strong” Bridgestone Capable of Adapting to Change

In Mid Term Business Plan (2021-2023), the Group allocated 280 billion JPY in strategic resources, centered on the premium tire business, from 2021 to 2022. The Group plans to allocate 290 billion JPY in strategic resources in 2023, ensuring a balance of resource

investment between the premium tire business, solutions business, sustainability, and talent.

In addition, in order to develop the Mid Term Business Plan (2024-2026) further, we will determine business potential for each business while taking profitability and growth potential into account. The Group will allocate strategic resources in business areas with a high potential for generating returns.

Mid Term Business Plan (2021-2023): Strategic Resources

2021 and 2022 results + 2023 plan

Inject approx. 570 B JPY level of strategic resources

