Changes in Business Environment and Strategic Direction —Transforming Change into Opportunity

In formulating 24MBP, Bridgestone analyzed changes in the business environment and their impacts on us compared to the 2030 Long Term Strategic Aspiration announced in August 2022 from the perspective of both risks and opportunities with a calm and rational approach.

First, regarding geopolitics, as various changes are continuing globally, we will strengthen our response to global procurement, global supply chain, and business risks. In mobility & technology, we expect the EV adoption speed softens, however the mid-long term adoption and expansion trend does not change. With this trend, we will leverage new opportunities by "customizing" diverse performance for diverse mobility with an axis of "new premium" ENLITEN. With an increase in social demand for

sustainability year by year, we will build the foundation to create sustainability value along with responding to such demand. The structural changes in the tire industry are also continuing, leading to more prominent shifts in market presence of tire companies within the tire industry and gaps in earning power.

In general, change is becoming even more intense and commonplace. We recognize that evolving into a "strong Bridgestone capable of adapting to changes" that transforms this change to opportunity and reinforcing its earning power to respond cost increase with changes in business environment are essential to continuously increase its corporate value.

Business environment "Change becomes commonplace" "Transform change to opportunity" Toward 2030, and Bridgestone's 100th anniversary in 2031, accelerate transformation to a resilient "excellent" Bridgestone

24MRP

Impact on Bridgestone

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

Geopolitics

U.S.: Unpredictable political trends & economic outlook

Understand risks related to conflicts and political trends:

Russia – Ukraine, Middle East, China – Taiwan, etc.



Mobility-related trends:

EV adoption speed softens, but the mid-long term adoption & expansion trend doesn't change

Dramatic improvement of AI capabilities

etc.



- \bullet Strengthen approach to premium & prestige OEMs and premium EVs
- Continue to evolve DX across value chain (From manufacturing and R&D to solutions)

Increased volatility in global business

• Impact on supply chain and business cost increase



Increasing and diversifying social demand for sustainability

Increasing demand to response nature positive

Tire industry structure

Presence change within the tire industry
Possibility of a restructuring of
the tire industry

- Manage cost increases to respond to sustainability
- Strengthen initiatives to respond to sustainability across the value chain
- Reinforce earning power

for diverse mobility

Create good business quality / Create good tires / Create good business / Create new business sowing good seeds for the future