

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.

