Bridgestone's DX

Bridgestone E8 Commitment | **Energy** | **Ecology** | **Efficiency** | **Extension** | **Economy** | **Empowerment**

Linked with talent creativity enhancement, Bridgestone evolves DX (Digital Transformation) that supports value creation and productivity & creativity improvement.

The theme of Bridgestone's DX is "Faster, easier, and more accurate with larger data." Utilizing our unique simulations and algorithms, we aim to accelerate innovation by combining our strong "real", such as market and customer data obtained through our field engineering activities, technology and development data cultivated through empirical experiments and demonstrations, with "digital".

Since the 2000s, we have gradually introduced digital power (digital capabilities) into our R&D and manufacturing, including the introduction of material informatics in the material domain, simulation technology in product

development, and introduction of the tire building system "EXAMATION", which is equipped with AI. These initiatives have contributed to the development of Dan-Totsu products by linking data to the engineering chain. While further developing these initiatives, Bridgestone is promoting DX to create social and customer value by connecting throughout the value chain and amplifying value of Dan-Totsu products such as by providing solutions through building our unique algorithms utilizing AI.

What supports this DX is global digital talent. We plan to increase the headcount of global digital talent from approximately 1,600 in 2023 to the level of 2,000 in 2026 on a global basis, through the expansion of in-house training, including reskilling programs, and co-creation with partners such as universities.

Faster, easier, and more accurate with larger data

Engineering Chain Feedback to development of "Dan-Totsu products"

"See" & "Analyze" technology
(Polymer design, composition design)
── Material ──
2010 ～
Material informatics
(AI utilization & technology to solve at the micro level)

2009 ～
Tire design knowhow, measured & test data Visualization of road contact condition by ULTIMATE EYE®
── Product development ──
1980 ～
Tire design utilizing simulation

Craftsperson skills
── Manufacturing ──
2016 ～
AI-implemented tire building system EXAMATION®
Visualize & standardize "craftsperson skills" Promote shift to Smart

Amplify value
Real ✕ **Digital**
Increase productivity
Increase creativity

Collect tire data and mobility data
Contact to society & customer
e.g. Co-creation with JAL
2020 ～
Evolve from wear prediction to durability prediction model leveraging unique AI & algorithms

Connect the value chain and link with the solutions business Amplify value of "Dan-Totsu products"

Global digital talent (Advanced & Intermediate) | Approx. 1,600 people in 2023, approx. 1,700 people in 2024 → To the level of 2,000 people in 2026 | Enhance internal training & co-create with partners | Improve productivity & creativity leveraging generative AI – Improve working efficiency –

We have been planning a digital talent development program with the aim of enabling all employees to understand the meaning of data and the characteristics of digital technology and apply them to their work to create new value. We have built level-based training programs that allow people who have not been exposed to digital technology to initiate their learning, systematically learning from beginner to advanced levels. This training program incorporates Bridgestone's unique issues and data as case studies, so that participants can view the training content as their own studies, so that participants can better connect training content to their everyday work and enhance matters and enhance the learning effect.

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