



In the second business shaping scenario, “create good tires,” Bridgestone accelerates value creation through the fusion of ENLITEN, the base technology for product design, positioned as Bridgestone’s unique “new premium,” and BCMA, the base technology for R&D and manufacturing that reduces business cost.

From Volume to Value—Accelerating Focus on Premium

Bridgestone E8 Commitment

Energy	Ecology	Efficiency	Extension
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Strategic Direction from a Mid-long-term Perspective: Why Does Bridgestone Need to Create “New premium”?

Currently, the demand growth for high rim diameter tires as the premium segment becomes a tailwind for PS (passenger car) tires. This tailwind is expected to continue during the 24MBP period, however, may slow down after 2030 or possibly a little earlier.

First, during the 24MBP period, we will seize the tailwind in demand to the fullest extent. To overcome “decrease in tailwinds” after 2030 and keep growing, Bridgestone will create its own “new premium” starting from the 24MBP period.

Strengthen Existing Premium Segment “From Volume to Value”: Accelerating Focus on Premium

Focusing on PS tires, where a tailwind in demand continues, Bridgestone is accelerating its focus on premium, “from volume to value” in all product types, and is driving sales and is aiming to increase market share in the premium segment.

For PS tires for replacement, we improve the sales mix, increasing the sales ratio of premium tires including premium tire brands to 70% in 2026. For high rim diameter tires, we also focus on ultra-HRD tires 20 inch and above and further expand sales and market share. Particularly, in North America, the most important market, we aim to continue to strengthen sales expansion and market share increase and improve the sales portion of high rim diameter tires to 65% and the sales portion of premium tires to 80%. In Europe, we aim to increase our market







share with high rim diameter tires, and thoroughly pursue our focus on premium in other regions also.

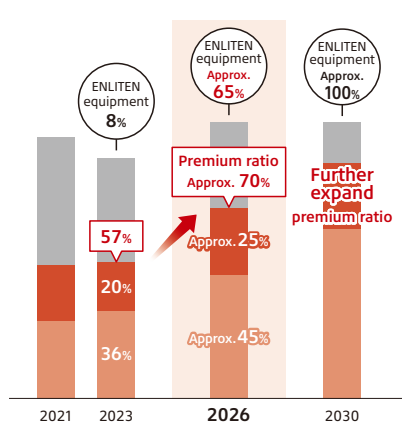
Regarding TB (truck and bus) tires for replacement, we plan to expand sales and increase market share globally, and by strengthening retread tires mainly in North America and Japan, Bridgestone will increase the portion of retread tires in the entire TB business to 50% globally in 2026. Particularly in North America, where we have a strong

business foundation, we promote to expand sales and increase market share in the entire TB business for new and retread tires.



For OR (off-the-road for mining vehicle) tires, where all tires are ultra premium, we expand sales and increase market share with Bridgestone MASTERCORE at our core, as a Dan-Totsu product.

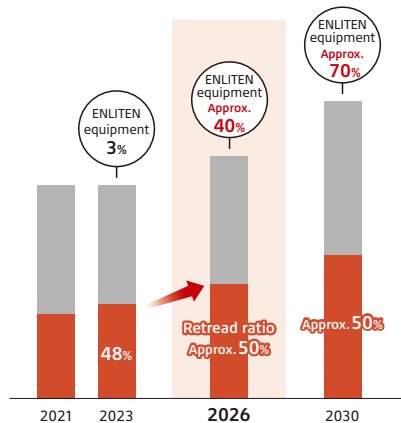
 **PS premium tires (replacement)**
Accelerate shift to premium

-  High rim diameter tires
U.S., Europe, Middle East: 18 inch & above Other regions: 17 inch & above
-  Premium tire brand + premium tires in each region
-  Other tires





 **TB (replacement)**
Increase sales & market share for new tires + retread

-  New tires
-  Retread tires



 **OR Ultra-large & large**
All ultra premium tires Reinforce sales & market share increase

-  Large tires (OE + REP)
-  Ultra-large tires

