



## New Premium Tire Business Model: Strengthen Channel Power

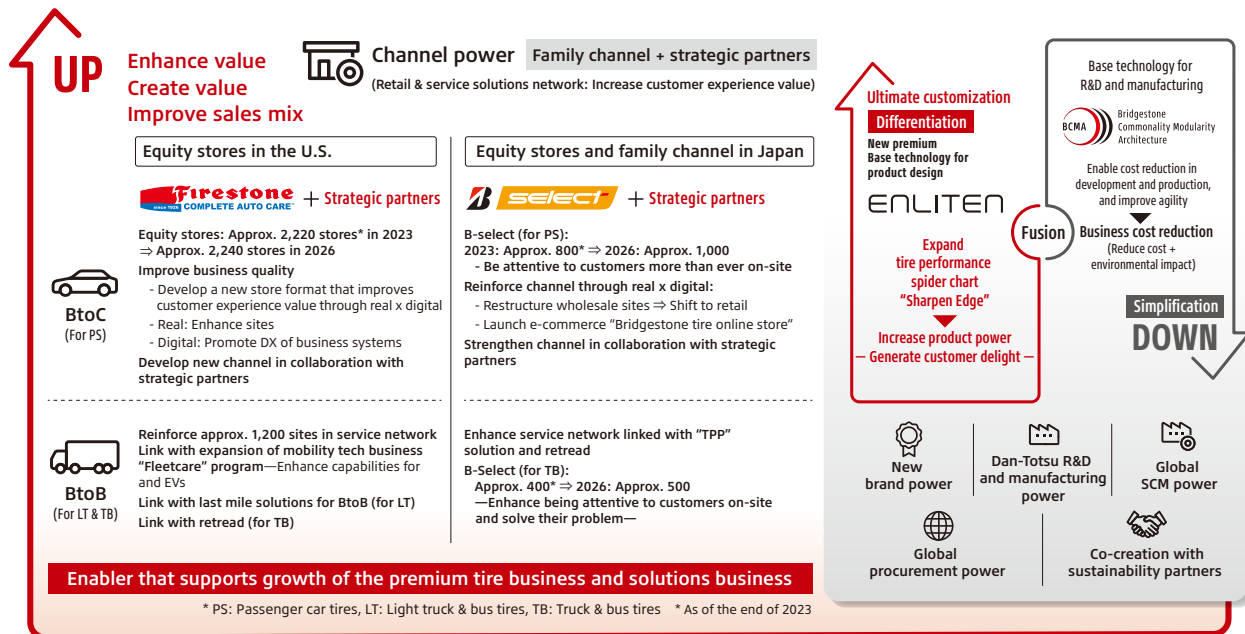
Bridgestone E8 Commitment



The key to “create good business” is channel power. As part of the new premium tire business model, we are focusing value creation by expanding our retail & service solutions network, which combines family channels and strategic partners, mainly in North America and Japan, linked with “create good tires” with a focus on fusion of ENLITEN and BCMA.

We aim to amplify the value of our Dan-Totsu products during customers’ tire use, enhancing customer experience value (UX) by staying close to them and recommending better tires and better use of tires, and enhancing retail sites as the important touchpoints with customers.

- Strengthen Channels which Create Social Value and Customer Value, being Attentive to Customers and Markets: Realize Reinforcement of Earning Power



### U.S. Retail Equity Stores Business: Take on the Challenge of a New Store Format Evolving by Real x Digital

In the U.S. retail equity stores business, we are taking on the challenge of developing a new store format evolving by the combination of real and digital capabilities, strengthening to provide premium customer experience value and to contribute to sustainability. First, in 2024, we conduct an initial trial. We are enhancing digital service which completes the entire customer experience from proposal of optimal products & services, order, operation appointment, payment, to after service, seamlessly on the app. We are also promoting to strengthen premium tires and service specialized for EVs through such initiatives:

enhancing EV maintenance, and charging service, and conducting EV maintenance training for store technical staff, linked with ENLITEN, “New premium in the EV era”. We are also reinforcing our sustainability efforts by introducing



New store format in the U.S.

solar power panels and advanced LEDs, optimizing energy use such as air conditioning, and recycling end-of-life tires and oil at retail stores. We identify services that can provide value to our customers through conducting the PDCA cycle and are gradually expanding to 2,200 equity stores in the U.S. in 2025 and 2026, leading to improve the quality of our services.

### Creating social value linking with business

For the new store format in the U.S., in addition to adding value to the customer experience we provide, we are also strengthening our provision of sustainability and social value, such as by installing solar panels.



At Bridgestone Retail Operations in the U.S. we continue to drive innovation in the automotive aftermarket. Our next-generation retail experience will elevate end-to-end customer satisfaction through efficient, digital solutions and a modern, physical store environment. Trust will be built through the transparency, reliability, and expertise of our 20,000 retail teammates. As we look ahead to an exciting retail future, we will evolve our service with customers at the center.

#### David Nientimp

Vice President  
Marketing, Merchandising and Retail Transformation, Bridgestone Retail Operations

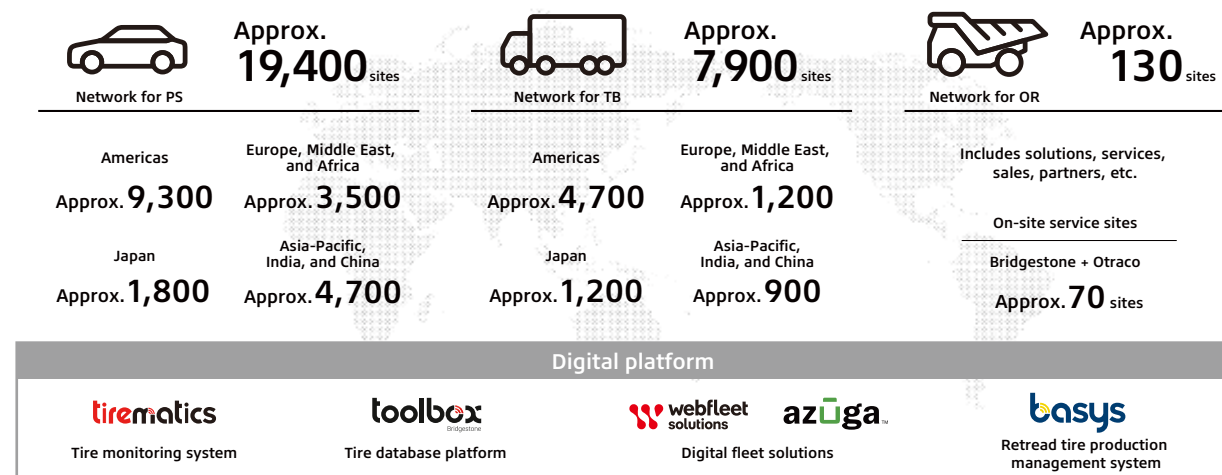
### Strengthen Japan Retail Business:

In Japan, we are expanding B-Select, a new network of stores accompanying each customer on-site and providing the high-quality services and solutions. We are also strengthening our efforts to provide optimal proposals and high-quality services through connecting directly with customers through the Bridgestone tire online store, leveraging "real" and "digital" capabilities.

### Global Expansion of Our Retail & Service Solutions Network

Globally, we are expanding our retail & service solutions network by real x digital. We are improving the quality of business in the retail & services business while strengthening our contribution as an enabler of growth for the premium tire business and the solutions business.

#### ● Global Expansion of our Retail & Service Solutions Network



\* PS: Passenger car tires, TB: Truck & bus tires, OR: Off-the-Road tires

Data as of the end of 2023. Number of stores include equity stores, franchise, voluntary chains and special contract dealers