

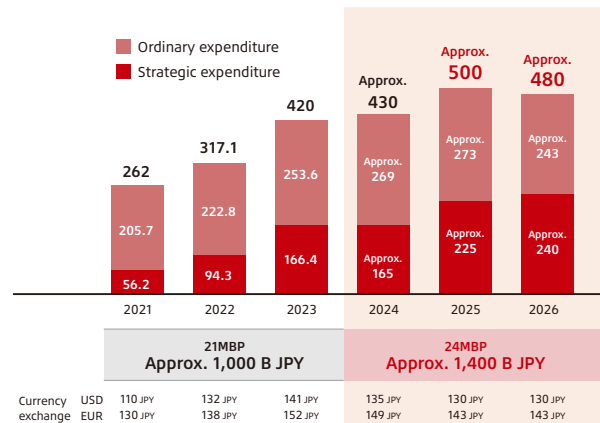
## Capital Expenditure, Strategic Resource, R&D Expense

### ● Capital Expenditure

Capital expenditure total (strategic + ordinary)  
**Approx. 1,400 B JPY**  
 (Approx. 1.4 times than in the 21MBP)

We are continuously strengthening our premium tire business as core business, mainly for strategic capital expenditure by clarifying firmly the content, effect and return on the investment.

### ● Capital Expenditures: Strategic + Ordinary total (B JPY)



Ordinary expenditure: Slight increase vs. 21MBP due to lease renewals for retail stores and warehouses as well as for distribution sites, in addition to the usual investments in maintenance and renewal of equipment at plants

### ● Strategic Resource

Total strategic resources  
**Approx. 780 B JPY**

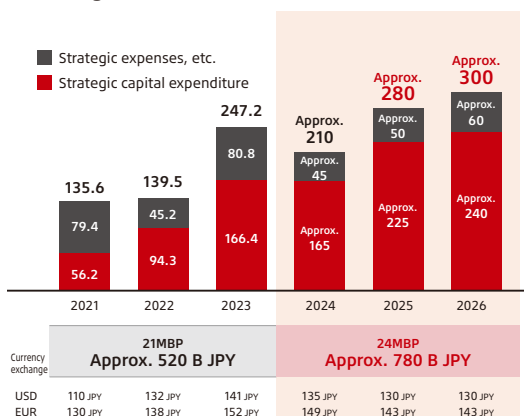
- Inject approx. 1.5 times than in the 21MBP: Continue reinforcing investment especially in the premium tire business
- Carefully selected resource to less than 70% that of the 2030 Long Term Strategic Aspiration (Approx. 1,200 B JPY)

### ■ Strategic Resource by Business Portfolio:

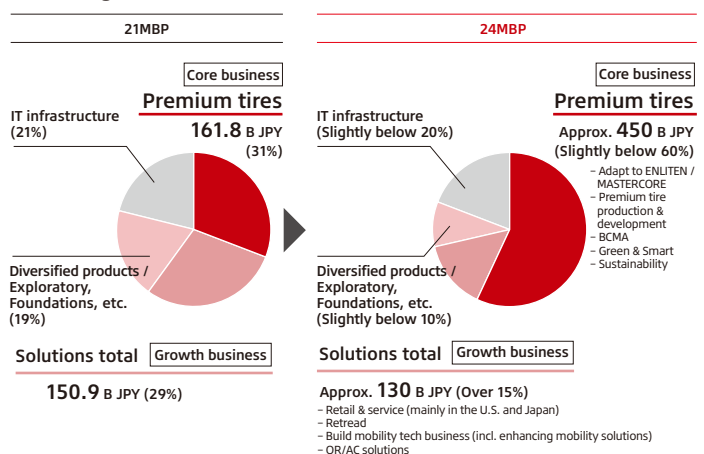
Strategic resource that includes strategic capital expenditure and strategic expense, will expand resource allocation to premium tire business that has a particularly high return certainty, from approximately 30% to less than 60% of the 21MBP. In addition, for the solutions business, we will

continuously strengthen resource related to establishing retail & service, retread, mining and aviation, and mobility tech business. These are the business that was clarified as "what to do" in the 21MBP. When timing of actual resource injection comes, we will evaluate their returns and benefits reasonably and decide for the executions.

### ● Strategic Resources Amount (B JPY)



### ● Strategic Resources Allocation



## Financial Strategy

### ■ Strategic Resource by Area:

While continuously injecting approximately 40% of our resource to the Americas which supports our revenue and profit, Bridgestone will reinforce the investment in mining and aviation tires that have high profitability mainly in Japan where Bridgestone MASTERCORE as Dan-Totsu product is developed and produced. This will expand its composition ratio approximately four times from 2% in the 21MBP to less than 10% in the 24MBP. On the other hand, the investment in Europe where business rebuilding is executed will limit its composition ratio to half of the 21MBP.

### ■ Strategic Resource by Start timing of the Return of Investment:

We will allocate approximately 70% of resources to the projects where the start timing of the return of investment is short-term and mid-term, and will lay foundation for future growth, ensuring balance. In addition, we will judge the certainty of the return.

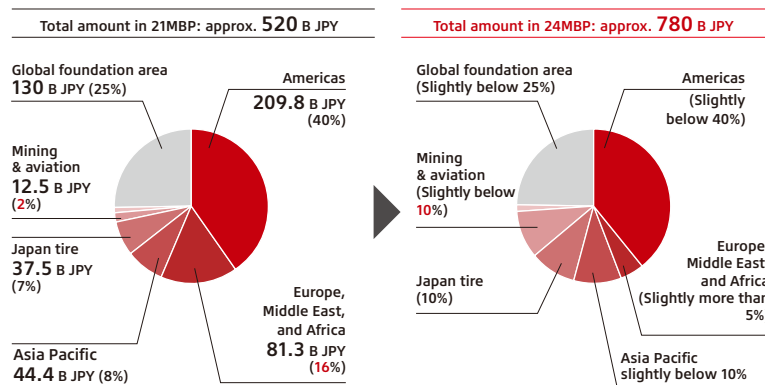
Short-term: Premium tires, retail, retread

Mid to long-term: Mainly mobility tech business and exploratory business

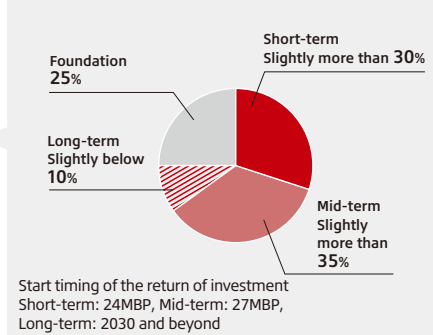
\* Strategic Resource by Start Timing of the Return of Investment:

Short-term: 24MBP, Mid-term: 27MBP, Long-term: 2030 and beyond

### ● Allocation by Area



### Allocation by start timing of the return of investment — 24MBP —



### ● R&D Expense

R&D expense: **412 B JPY**

- R&D expense for product and manufacturing technology development: Approximately 400 B JPY (Continuously strengthening our investment at the level of 3% versus revenue)
- Solutions (for building retail and mobility tech business in the U.S.): Approximately 12 B JPY

We will continue to strengthen R&D for premium tire business with a focus on developing technologies for our "new premium" ENLITEN/Bridgestone MASTERCORE products, sustainable global motorsports tires, and production technology such as the shift to Green & Smart. In addition, for the solutions business, we are strengthening R&D initiatives globally, such as planning to develop new retail format in the U.S. leveraging both real capability and digital power as well as to develop R&D toward building mobility tech business.

### ● Total R&D Expense (B JPY)

