



Summary of Financial Results 2024 / Business Plan for 2025

Bridgestone Corporation
Member of the Board
Global CEO and Representative
Executive Officer

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February 17, 2025

BRIDGESTONE
Solutions for your journey

Summary of Financial Results for 2024

Business plan for 2025

Summary of 2024 consolidated financial results



2024
Business environment

“New threats”
Acceleration of tire industry structure changes

- Structure changes in the automotive industry due to the rise of Chinese EVs etc.
- Structure changes in the tire industry caused by an increase in low-end imports (especially in L. America & Europe)

Summary of 2024 consolidated financial results

Increased in both revenue and adjusted operating profit vs. prior year

- Revenue: Approx. **4.4T JPY** **103%** (vs. prior year)
- Adj. operating profit: **483.3B JPY** **101%**
- Adj. operating profit margin: **10.9%** (0.2)%
- Profit from continuing operations: **285B JPY** **87%**
- Adjusted items: Rebuilding costs of approx. 100 B JPY
- ROIC: **8.2%** (0.5)% vs. PY
- ROE: **8.1%** (2.3)% vs. PY
- Shareholder return: **210 JPY per share** (forecast)

No changes from February guidance

Landed below fiscal guidance of August 2024

- Remaining issues in speed of performance recovery particularly in Brazil
- Management issues in Japan tire business and diversified products business

Reinforce business quality

Business restructuring & rebuilding (2nd stage)

“Reinforce Earning Power”

- Thoroughly improve management quality and working & business quality: Bridgestone’s unique Deming Plan
- Launched business restructuring & rebuilding (2nd stage)
→ Further reinforce in 2025
- Premium focus globally for continuous improvement in sales mix

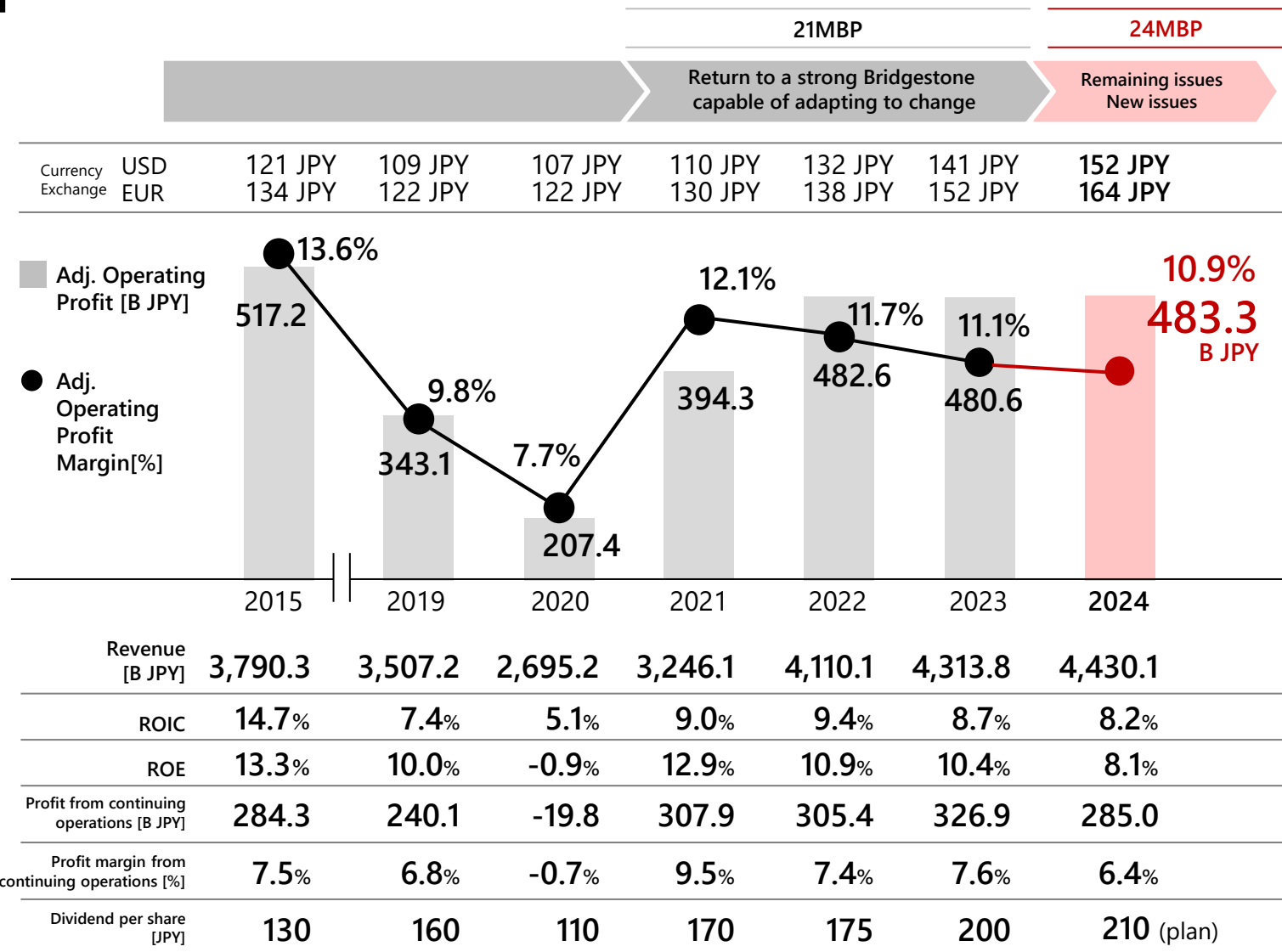
2024 full year global sales volume (vs. PY)

PS REP-HRD	105	Maintain and reinforce a solid foundation of premium tire business Secure solid sales and improve sales mix globally
TB REP	102	
OR Ultra-large	100	
AC	108	

- Accelerate the reinforcement of initiatives for global business cost reduction: 2024 Total 75B JPY (vs. PY)
→ Level to achieve 24MBP target (approx. 100 B JPY) 1 year ahead of schedule
- Expand Commercial BtoB solutions

2025 as “The year of Emergency and Crisis Management”:
Toward growth with quality, reinforce “defense” while pursuing “offense” initiatives to lay foundation for future growth

Summary of 2024 consolidated financial results: Global overview



2024 forecast (August 2024 guidance)		2024 results
Currency exchange USD=146JPY / EUR=157JPY		USD=152 JPY EUR=164 JPY
Revenue	4,410 B JPY	4,430.1B JPY
Adj. operating Profit	490 B JPY	483.3B JPY
Adj. operating profit margin	11.1%	10.9%
ROIC	8.9%	8.2%
ROE	9.8%	8.1%
Adj. items	-11.3 B JPY	40.0 B JPY
Profit from continuing operations	336B JPY	285B JPY
Dividend per share	210 JPY (plan)	210 JPY (plan)

- Adj. items: For August 2024 guidance, anticipated to be favorable by a gain on the sale of assets (Roppongi company housing)
→ For actuals - approx. 100 B JPY were recorded due to early launch of rebuilding and write-off of production equipment of TB and retail in Europe in 4Q.

2025 "Enhance business quality" "Strong business quality"
Build foundation toward the "true next stage"

2026 "True next stage" toward "Growth with quality"

Summary of financial results for 2024 — Priority Management Issues Area

North America | Summary of financial results for 2024 / Business plan for 2025

N. America business in total

2024

Revenue **1,857.8**_{B JPY} **106%** of PY

Adj. Operating Profit **183.9**_{B JPY} **105%** of PY

Adj. Operating Profit Margin **9.9%** **(0.1%)** vs. PY

N.America–Premium tire business Core business

2024

Revenue **898.0**_{B JPY} **105%** of PY

Adj. Operating Profit **123.7**_{B JPY} **112%** of PY

Adj. Operating Profit Margin **13.8%** **+0.9%** vs. PY

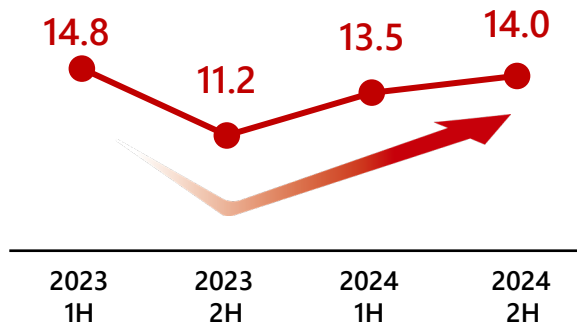
Summary of 2024

Increase in revenue and profit vs. prior year

- Increased in both revenue and profit vs. prior year with the tailwind from the currency exchange
- Reduced in overall sales volume (vs. PY) in PS while promoting continuous improvement in sales mix in premium tire business in total.
- Bridgestone brand sales:
 - Achieved increase in sales units & market share vs. prior year
 - PS-REP U-HRD (20 inch & above) increased sales -112% of prior year
 - TB-REP increased sales -108% of prior year
 - toward a recovery trend
 - Reinforce strong business foundation
- Maintained and reinforced a solid foundation of premium tire business
 - Secure AOP14% level despite in challenging business environment

Premium tire business

Adj. Operating Profit Margin (2023-2024: single period)



Business plan for 2025

- Promote profitability improvement through optimization of business footprints & costs
- Rebuild consumer tires business in the U.S. "Multi-brand strategy":
 - Aligning with the evolution of channel, focus on strengthening "Dan-Totsu product" as the core to start the growth phase.
 - BS: Maintain focus on premium
 - Launch new ENLITEN products
 - FS: Revitalization
 - » Launch new products
 - » Align with reinforcement of retail equity stores networks
- Reinforce TB-REP business:
 - Integrate retread, mobility solutions, and maintenance services to strengthen the fleet business, while building a structure for customer success.
 - Increase Bridgestone brand sales volume & share, while improving sales mix

Restart "Growth with quality"

Latin America | Summary of financial results for 2024 / Business plan for 2025

Latin America business in total

2024		
Revenue	322.2 B JPY	97% of PY
Adj. Operating Profit	(3.7) B JPY	(41.0) B JPY of PY
Adj. Operating Profit Margin	(1.2)%	(12.4)% vs. PY

Brazil		
2024		
Revenue	117.1 B JPY	89% of PY
Adj. Operating Profit	(8.9) B JPY	(16.6) B JPY of PY
Adj. Operating Profit Margin	(7.6)%	(13.5)% vs. PY

Summary of 2024

Decrease in revenue and profit vs. prior year
Turn deficit

- Despite overcoming the worst phase in Argentina, business deterioration in Brazil continues

Argentina

- On an operational performance excluding impacts from hyperinflationary accounting
Stabilized by promoting damage control from 2H
→ Improved to the break-even level

Brazil

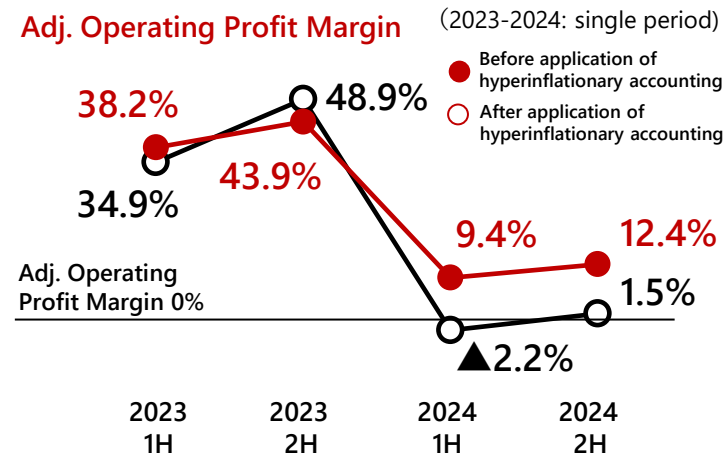
- Insufficient measures against structural changes caused by an increase in low-end imports as "new threats" leads continuous deficit

Business plan for 2025

- Further reinforce the rebuilding of "Transform the shape of L.America business"
- January-: Launched rebuilding including reduction in plant production capacity & workforce in Argentina & Brazil

Argentina (After application of hyperinflationary accounting)

2024		
Revenue	55.3 B JPY	101% of PY
Adj. Operating Profit	(0.1) B JPY	(21.4) B JPY of PY
Adj. Operating Profit Margin	(0.2)%	(38.8)% vs. PY



Europe | Summary of financial results for 2024 / Business plan for 2025

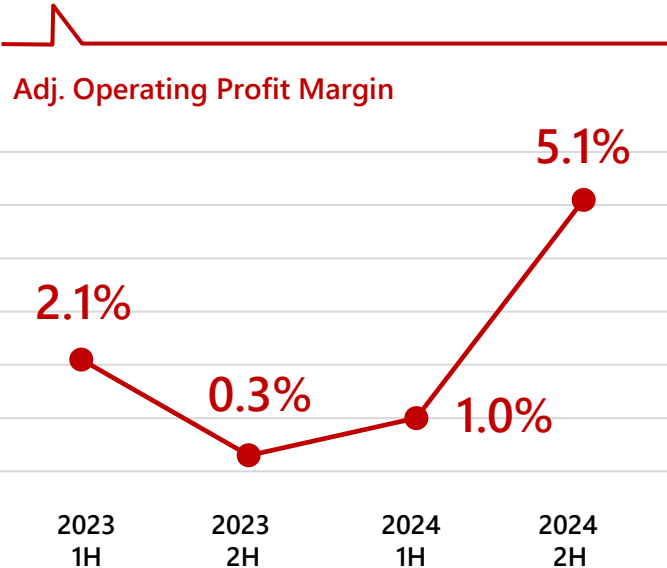
Europe business

2024

Revenue **701.5_B JPY** **102%** of PY

Adj. Operating Profit **21.8_B JPY** **269%** of PY

Adj. Operating Profit Margin **3.1%** **+1.9%** vs. PY



Summary of 2024

Increase in revenue and profit vs. prior year
Overcame the worst phase

Continued focus on premium and started performance improvement by **rebuilding (2nd stage)** in 2024

Premium tire

Continue **ensuring a focus on premium**, improved mainly in PS-REP

- PS REP **Increased revenue & profit vs. prior year**
Continued expansion in sales volume of HRD and **improved sales mix**
Particularly, in U-HRD (above 20 inch) - **sales volume was 124% of PY, increased market share.**
- TB REP **Increased profit vs. prior year / Reduced deficit**
Expanded sales volume vs. PY (BS brand was 105% of PY)
Reinforce fleet business aligned with new products & retread, and accelerate rebuilding.

Retread **Increased profit / Reduced deficit vs. prior year – Rebuilding**

- Optimized manufacturing footprints: Intention of closure of Lanklaar plant, Belgium (in 2024) → to be consolidated to 1 plant in Poland

Retail **Increased profit / Reduced deficit vs. prior year**

- Write-offs of assets, operational improvement at Genbutsu-Genba, rebuilding started to generate benefits

Business plan for 2025

Focus on premium
Further reinforce the assessment of rebuilding (2nd stage)
Focus on “quality”

“Transform the shape of Europe business”
“Integrated & simplified”

Loss-making business

- TB
- Retail
- Retread

Aim to become profitable in 2025

Premium tire & solutions business in specialties |

Summary of financial results for 2024 / Business plan for 2025



Specialties (OR/AC/AG/MC)

2024

Revenue **623.6** B JPY 99% of PY

Adj. Operating Profit **138.9** B JPY 102% of PY

Adj. Operating Profit Margin **22.3%** +0.7% vs. PY

2024	Sales volume (vs. prior year)
OR	100
AC	108

Summary of 2024

Increase in profit vs. prior year



OR

2024

Expanded solutions on top of solid sales (sales volume of ultra-large tires: 100% vs. prior year), despite the negative impacts from the raw material prices and exchange rate fluctuation on the pricing scheme

2025

Expect a solid sales in all categories of ultra-large, large, and small & medium tires



AC

2024

Significant increase in profitability vs. prior year resulting from **expansion of solutions** as well as increased sales volume, reflecting demand recovery from the Covid-19 pandemic

2025

Continue to expect a solid sales



MC

2024

Increased profitability vs. prior year, by promoting a premium-niche strategy to focus on premium races and sports segments

2025

Continue to promote a premium-niche strategy

Promote "growth with quality" by deepening the linkage with solutions mainly for OR and AC

*OR: Off-the-road tires, AC: Aircraft tires, AG: Agricultural tires, MC: Motorcycle tires

Summary of 2024 consolidated financial results: Performance by business portfolio

Premium tire business Core business

Revenue **2,936.1** B JPY

100% of PY

Adj. Operating Profit **405.6** B JPY

101% of PY

Adj. Operating Profit Margin **13.8%**

+0.1% vs. PY

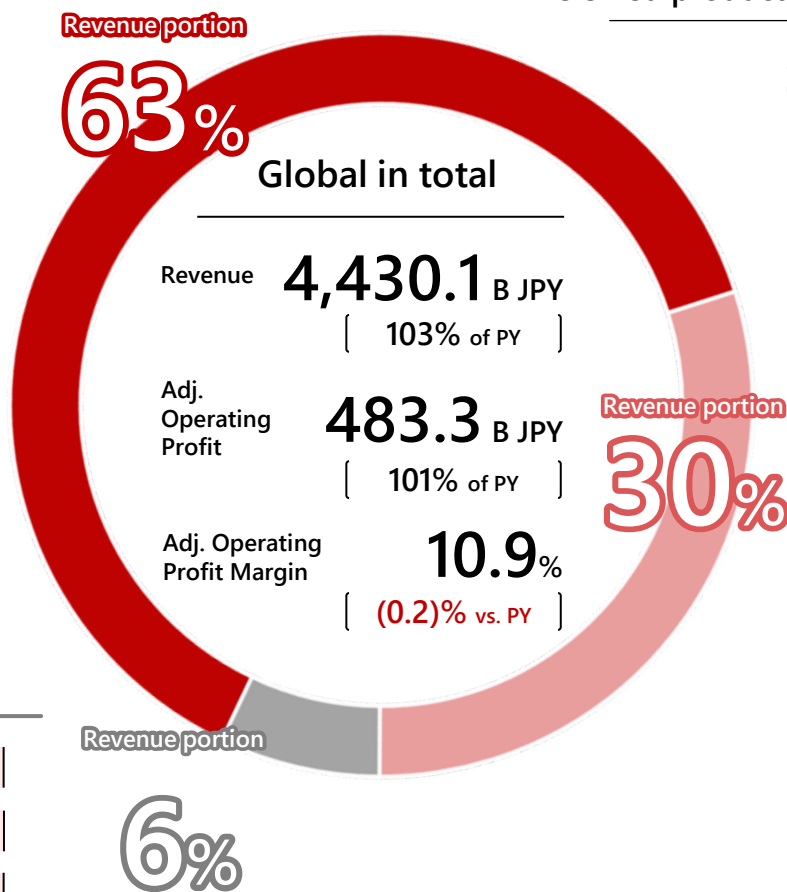
Diversified products business

Revenue **297.9** B JPY | 100% of PY

Adj. Operating Profit **4.2** B JPY | 32% of PY

Adj. Operating Profit Margin **1.4%** | (3.0)% vs. PY

- Premium tire business as core business: Secured **AOP approx.14%** despite in challenging business environment
- Solutions business as growth business: Secured **an increase in revenue & profit vs. prior year** by steadily expanding commercial BtoB solutions as "strategic business"
- Diversified products business: Resurface management issues



Solutions business Growth business

* Incl. revenue of retail tires

Revenue **1,411.3** B JPY | **107%** of PY

Adj. Operating Profit **78.3** B JPY | **108%** of PY

Adj. Operating Profit Margin **5.5%** | +0.1% vs. PY

Retail *Incl. N.America financial retail

Revenue **1,065.7** B JPY | 107% of PY

Adj. Operating Profit **55.1** B JPY | 110% of PY

Adj. Operating Profit Margin **5.2%** | +0.1% vs. PY

Commercial BtoB solutions Mobility tech business Strategic business

Revenue **345.6** B JPY | 105% of PY

Adj. Operating Profit **23.1** B JPY | **106%** of PY

Adj. Operating Profit Margin **6.7%** | 0.0% vs. PY

*The simple total of revenue by business segment does not equal Group revenue due to elimination in consolidation, etc.
*Portion calculated from a simple total of revenues by business segment

Summary of Financial Results for 2024

Business Plan for 2025: “The year of Emergency and Crisis Management”

Our pathway from 2025 - the year of emergency and crisis management to A "strong Bridgestone", Reinforcing Earning Power, The "True Next Stage" in 2026

2026: True next stage

2025: The year of Emergency and Crisis Management

"Jukuryo-Danko"

Defense

- "Business restructuring & rebuilding (2nd stage)"
- Reinforce business quality
 - Promote management with **stricter discipline**
- Establish a strong foundation of business quality globally
 - Reinforce leveraging "Bridgestone's unique Deming plan"
 - Valuing Genbutsu-Genba, communication in person (FtoF), and strengthening teamwork

- Expand and enhance Dan-Totsu products and Dan-Totsu product power
 - Particularly Bridgestone – ENLITEN (Gen1) & MASTERCORE
 - Rebuilding of consumer tires business in the U.S. "Multi-brand strategy" - Reinforce BS brand, revitalize FS brand
- Further strengthen the **steady global business cost reduction**
- Reinforce the foundation for commercial BtoB solution business
 - "Reinforce Genbutsu-Genba initiatives" combining Dan-Totsu products and solutions with Real and Digital as an axis

Offense



Create good business quality



Create good tires



Create good business



Create new business sowing good seeds for the future

"Dan-Totsu Bridgestone"

Teamwork

Genbutsu-Genba

Offense

- Dan-Totsu **business quality**:
Heading towards growth on the foundation of "lean & excellent operation"
 - Pursue reinforcing management and working & business quality
 - Bridgestone's unique Deming plan
 - Promote initiatives for global business cost reduction and BCMA – **Toward next stage**
 - Enhance talent creativity and productivity
- Dan-Totsu **tires**: Prepare ENLITEN Gen2 from Gen1, and Bridgestone MASTERCORE Gen2
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- Dan-Totsu **business**: Enhance and expand commercial BtoB business
→ Establish Mobility tech business "Real and Digital" - Strategic business

Start building of Dan-Totsu **Sustainable Premium brand**
Corporate branding with sustainable global motorsports as a core

Toward growth with quality

Quality + Volume

N. America, India and OR&AC

Quality

Europe, Japan

Continue to enhance & expand premium PS-HRD business with the ongoing "tailwind"
Execute multi-brand strategy, reinforcing FS & BS better category to respond "new threats"

- Complete restructuring & rebuilding (2nd stage) / Build lean business foundation

Defense

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Quality + Volume

N. America, India and OR&AC

Quality

Europe, Japan

Continue to enhance & expand premium PS-HRD business with the ongoing "tailwind"
Execute multi-brand strategy, reinforcing FS & BS better category to respond "new threats"

- Complete restructuring & rebuilding (2nd stage) / Build lean business foundation

Defense

Business restructuring & rebuilding (2nd stage)

Progress update

: Global overview

Global "Tackle past negative legacies squarely without delay" "Need to be further strengthened at an even higher level in 2025" from "2024 plan"

1st Stage 2020-2021 21MBP — Planned approx. 40% decrease from approx. 160 sites (as of 2019)
→ Executed the business restructuring of approx. 50 sites almost as planned

2nd Stage 2024-2025 24MBP — Implementation of **restructuring projects & assessment of rebuilding initiatives** at global level mainly in WEST, especially in Europe & L. America, "transform its shape of business"

WEST

Europe **1st stage** Port Elizabeth plant, South Africa (for bias tires, in 2020)
Bethune plant, France (for PS, in 2021)

2nd stage "Further transform the shape of Europe business – integrated & simplified"

- Retread: Announced an intention to close Lanklaar plant, Belgium (in 2024)
- Assessment on TB business rebuilding (in 2025)
- Assessment on retail business rebuilding (2025 – 2026)
- Production, Sales, TCE and Corporate functions: integrated & enhance efficiency (starting from 4Q 2024, 2025 and beyond)

N. America

1st stage Transfer of U.S. Building products business (in 2021)

2nd stage TB: Closure of LaVergne plant (announced in Jan. 2025)
Workforce reductions in the company's U.S. corporate, sales and operations. (Announced in Jan. 2025)
Diversified products: Business rebuilding (in 2025)

AG **2nd stage** Damage control and assessment on business rebuilding (in 2025)
- Reduction in plant production and workforce at the Des Moines plant (AG tire) (announced in Jan. 2025)

L. America

2nd stage "Transform the shape of business" (in 2025)
- Business rebuilding of Argentina & Brazil
→ Further Fixed cost reduction

EAST

Japan **1st stage** Withdrawal from Sport/Tennis Business (in 2020)
→ Transfer the plant for tennis ball in Thailand (in 2021)
Withdrawal from conveyor belt business (in 2021)
Transfer of Anti-Vibration rubber business (in 2021)
Transfer of Chemical products solutions business (in 2021)
Transfer of Bridgestone sports arena K.K. (in 2022)

2nd stage Start streamlining of "multi-layered" structure
Streamlining of REP wholesale & retail and Admin functions (in 2025)
Rebuilding of other group companies and Internal manufacturing business (in 2025)
Rebuilding of diversified products business (in 2025)

Thailand **1st stage** Rangsit plant, Thailand (for bias tires including PS & TB, in 2023)

2nd stage Streamlining of REP wholesale & retail & Admin functions:
Business rebuilding

China **1st stage** Huizhou plant, China (for TB, in 2021)
Bridgestone (Huizhou) Synthetic Rubber Co., Ltd
Transfer -Synthetic rubber business (Internal manufacturing -2021)

2nd stage Withdrawal from TB business in China (in 2024)
- Production termination at Shenyang plant
→ Reinforce a focus on PS premium tire business

Business restructuring & rebuilding (2nd stage) **Progress update** : WEST (N. America & L. America and Europe)

Rebuilding of Europe business

- **“Transform the shape of Europe business”**
 - **“Integrated & simplified”**
 - Retread: Announced an intention to close Lanklaar plant, Belgium (in Sep. 2024) → to be consolidated into 1 plant in Poland
 - Production, Sales, Technology center and Corporate function: Optimization to be assessed (in 4Q 2024 and from 2025)
 - TB & retail business: Promote business rebuilding toward turnaround in 2025

WEST (N. America, L. America and Europe) organization

- **Evolving entire organization toward “Integrated & simplified”**
- **Bridgestone Mobility Solutions** that mainly manages solutions for truck and bus including retread and mobility solutions is **integrated to truck & bus business of premium tire business.**
 - Enhance premium tire business and ensure it evolves with the solution business in Genbutsu-Genba, promoting comprehensive initiatives that amplify value during “use” of tires from “produce and sell” with Dan-Totsu products as its core.
- Streamline organizations in Americas and Europe, such as Finance, R&D and production etc.

Optimization of the business footprints in the U.S. : build foundation of “growth with quality”

- **Strengthen competitiveness and enhance the business quality by optimizing the business footprint**
 - While adapting to the changes of the business environment, enhance its premium tire business
 - Closure of LaVergne plant (TB)
 - Reduction in plant capacity and workforce at the Des Moines plant (AG tire)
 - Workforce reductions in the company’s U.S. corporate, sales and operations.

Bridgestone has been contributing to the U.S. society, the economy and local communities since its merger with Firestone in 1988 through establishment of new tire plants (Warren plant, Aiken plant) and investment in a sales and service network of 2,200 equity retail stores and a technology center in Akron, Ohio.

The U.S. is Bridgestone’s largest operation which accounts for approx. 40% of global revenue
As of 2024 end : Approx. 34,300 employees (incl. production and retail)
24 business footprints (incl. HQ, technology center, production plants)
2,200 equity retail stores

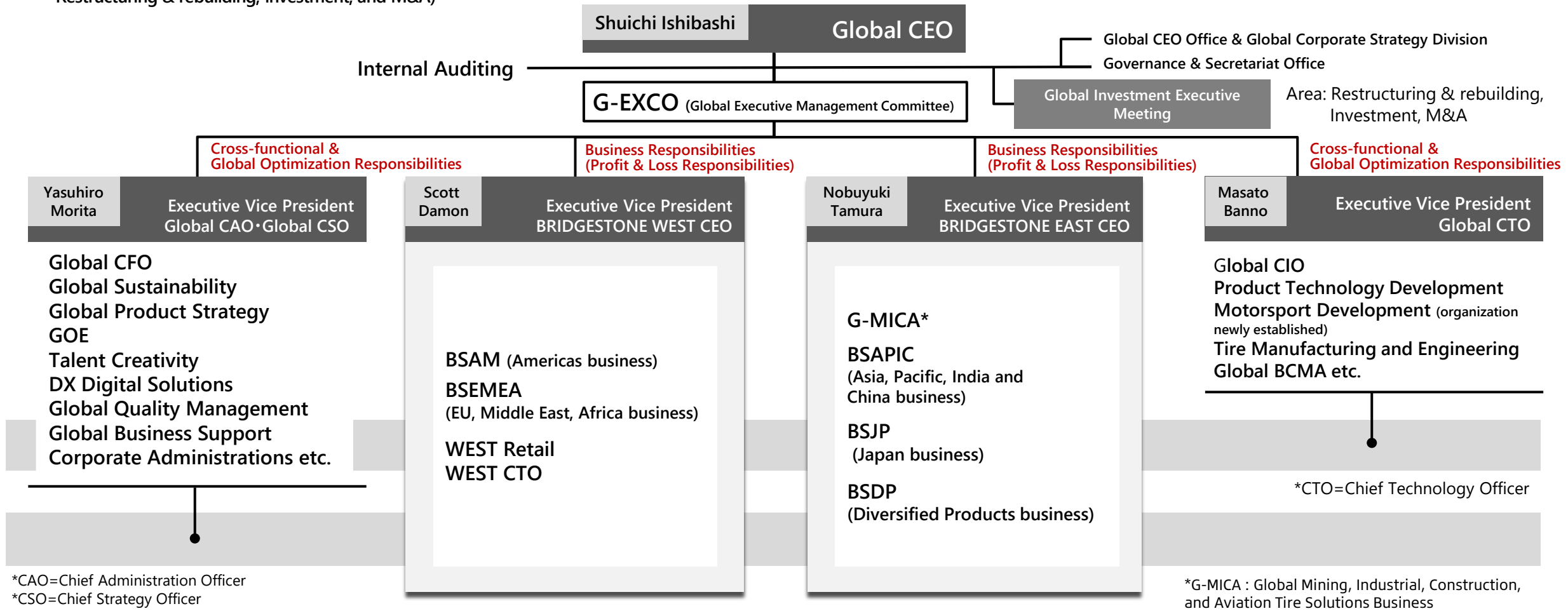
Reinforce and expand production and sales (including retail) in the U.S. with no change of the policy of “Local production for local sales”
→ **Remain committed to contributing to society, economy, and mobility of people and goods across the U.S.**

Rebuilding of L. America business

- **“Transform of the shape of the L. America business”**
 - Proceed business rebuilding for cost optimization in Argentina and Brazil
 - Reductions in production capacity and workforce at its footprints

Evolve into a new & true glocal management structure: Promote management with **stricter discipline**

- Clarify the “**business responsibility (profit & loss responsibility)**” of BRIDGESTONE WEST & EAST and the “**cross-functional & global optimization responsibility**” that pursues global optimization. By ensuring that each Executive Vice President fulfills its roles and responsibilities on an equal positioning, promote a management approach committed to “**execution and delivering results,**” while strengthening governance and ensuring checks & balances.
- Upgrade process, increase sensitivity, enhance ownership and a sense of mission and signal monitoring** by leveraging Global Investment Executive Meeting (Chair: Global CEO, Area: Restructuring & rebuilding, investment, and M&A)



Our pathway from 2025 - the year of emergency and crisis management to A "strong Bridgestone", Reinforcing Earning Power, The "True Next Stage" in 2026

2026: True next stage

2025: The year of Emergency and Crisis Management

"Jukuryo-Danko"

Defense

- "Business restructuring & rebuilding (2nd stage)"
- Reinforce business quality
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 - Reinforce leveraging "Bridgestone's unique Deming plan"
 - Valuing Genbutsu-Genba, communication in person (FtoF), and strengthening teamwork

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Offense



Create good business quality



Create good tires



Create good business



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"Dan-Totsu Bridgestone"

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Start building of Dan-Totsu **Sustainable Premium brand**
Corporate branding with sustainable global motorsports as a core

Toward growth
with quality

Quality + Volume

N. America, India and OR&AC

Quality

Europe, Japan

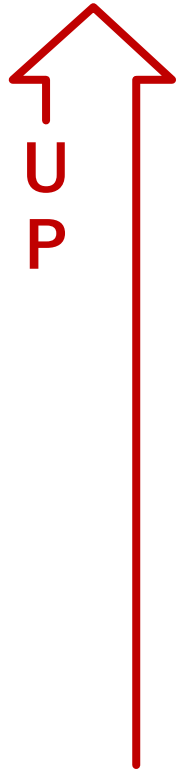
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Execute multi-brand strategy, reinforcing FS & BS better category to respond "new threats"

- Complete restructuring & rebuilding (2nd stage) / Build lean business foundation

Defense

2025 "Offense" Premium tire business

- Premium focus & acceleration of global business cost reduction initiatives



- Strengthen an approach to premium vehicle & OEMs, prestige OEMs and premium EVs based on value creation through "ultimate customization" enabled by ENLITEN technology (OEMs in Japan, Europe, U.S. and emerging EV OEMs, etc.)

Number of car models with ENLITEN OE fitment 117 models in 2024 → **approx. 170 models in 2025 (plan)**

- Based on Dan-Totsu product power, continue to maintain a focus on the PS-HRD tires where there is a "tailwind" of demand growth

N. America & Europe: Tire sales ratio of 18 inch and above OE 70% in 2024 → **approx. 75% in 2025 (plan)**

Ensure to take in REP recursion demand

(Tire sales ratio for REP 18 inch and above: **approx. 45% in 2025 (plan)** and continues to grow)

- Ensure focus on premium linked with PS HRD + Premium tire brand + "New premium" ENLITEN expansion

PS premium tires sales ratio (REP/global) : **60% above** in 2025 (plan)

POTENZA **TURANZA** **REGNO**
ALENZA **BLIZZAK** **DUELER**

- Expansion of "new premium" ENLITEN for passenger car (replacement)

Launch of products equipped with ENLITEN: cumulative total of 22 products in 2024 → **approx. 30 products in 2025 (plan)**
ENLITEN equipped % : 23% in 2024 → **35% in 2025 plan**

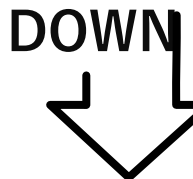
ENLITEN

X
Fusion

- Strengthen the initiatives for steady global business cost reduction

Global procurement, Global SCM logistics transformation B-Direct, BCMA, Shift to Green & Smart, and steady on-site productivity improvements = **"Support the Group's performance"**

Benefit from cost reduction 75 B JPY in 2024 + **plan in 2025 approx. 30 B JPY = total approx. 105 B JPY** (vs. 2023)
24MBP (2024-2026) target: approx. 100 B JPY (vs. 2023) → A level that can achieve the target one year ahead



2025 "Offense" Markets to grow Toward "Growth with quality"

U.S. Rebuilding of consumer business

"Multi-brand strategy"



- Build new & true premium tire business model

"Dan-Totsu products" × Channel × New sales structure

Build new & true family channel

- BS : Network for premium retails, family channels
- FS : Establish unique position
 - Promote enhancement of BSRO*
→ to expand sales
 - FS dealer revitalization
- Promote BtoB solution based on customer success
→ Deploy to PS & LT, utilizing the expertise developed through TB



*Bridgestone Retail Operations

India Premium mass strategy



ENLITEN
TURANZA 6i

- Investment on production capacity expansion of PS premium tires (Pune plant) and quality enhancement (Indore plant)

- Invest amount: approx. 11.9 B JPY
- Increased volume: approx. 1.1 M units/year
To start investment from 2025 and expand production capacity in 2029

- Establish a satellite technology center function that pursues the best customization for Indian market

- Build channel

Enhance family channel and B-Select × Reinforce strategic partners (New partnership collaboration)

Solidify market leader position

Commercial BtoB solutions Mining, Aviation and truck & bus

Amplify value of Dan-Totsu products × Amplify trust with customers × Amplify data value

Real x Digital



- Analyze the vehicle data and tire data by real-time sharing
→ Contribute to the optimization of mining operations
→ Enable customer to use tires safer, longer, better and more efficiently

Co-Creation BHP for Spence Mines
Komatsu for the large mining equipment monitoring system, "Komtrax Plus," etc.



- Expand deployment of solution with the combination of multiple retread and tire wear & durability prediction model

Co-Creation JAL - Expand to large jet aircraft such as A350-900

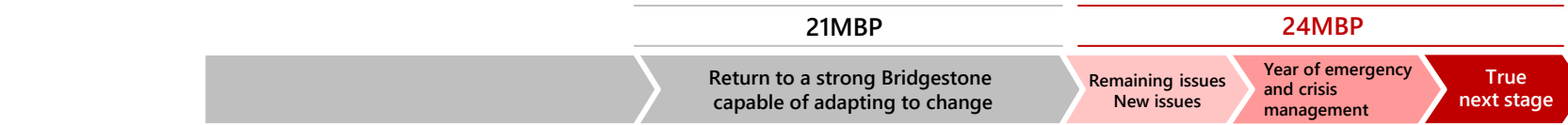


- Expand "Bridgestone Fleet Care" which combines mobility solutions with Dan-Totsu products, maintenance service and retread

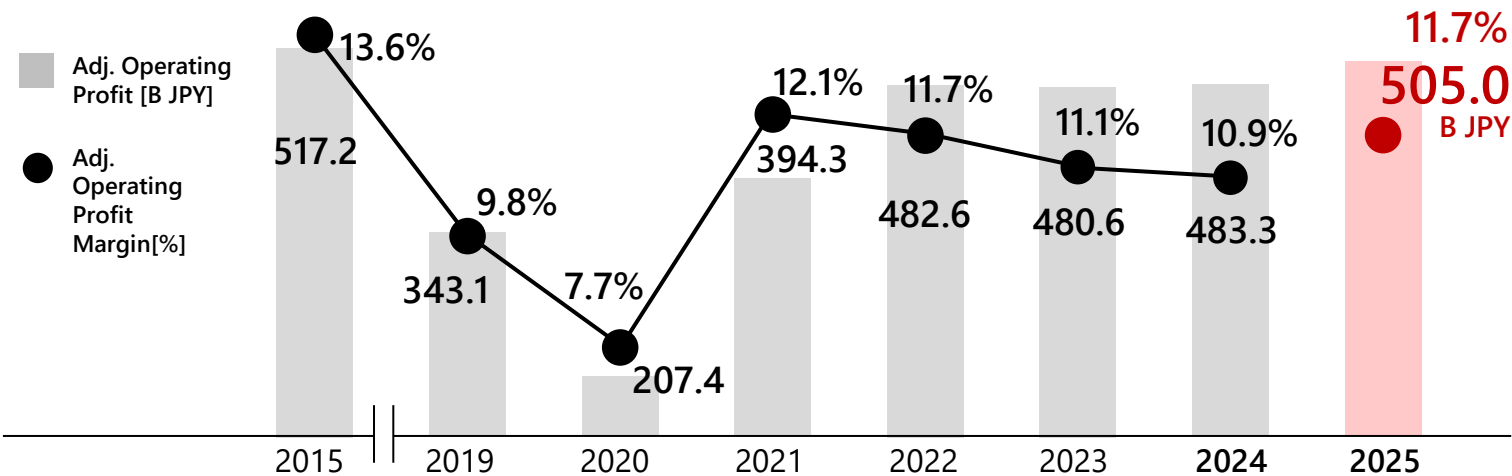
Americas & Europe connected vehicle(end 2024): approx. 50K

Business plan for 2025 – Global overview

2025 Business plan: Global overview



Currency	USD	121JPY	109JPY	107JPY	110JPY	132JPY	141JPY	152JPY	145JPY
Exchange	EUR	134JPY	122JPY	122JPY	130JPY	138JPY	152JPY	164JPY	150JPY



Revenue [B JPY]	3,790.3	3,507.2	2,695.2	3,246.1	4,110.1	4,313.8	4,430.1	4,330.0
ROIC	14.7%	7.4%	5.1%	9.0%	9.4%	8.7%	8.2%	9.2%
ROE	13.3%	10.0%	-0.9%	12.9%	10.9%	10.4%	8.1%	7.2%
Profit from continuing operations [B JPY]	284.3	240.1	-19.8	307.9	305.4	326.9	285.0	253.0
Profit margin from continuing operations [%]	7.5%	6.8%	-0.7%	9.5%	7.4%	7.6%	6.4%	5.8%
Dividend per share [JPY]	130	160	110	170	175	200	210 (plan)	230 (plan)

2025 Plan | Increase profit vs. prior year

adj. operating profit | **500 B JPY over**

adj. operating profit margin | approx. **1% increase**
→ target **12% level**

- Revenue: **98%** vs. 2024 (**102%** without currency exchange)
Based on the sales volume of "high certainty"
- Adj. operating profit: **104%** vs. 2024 (**111%** without currency exchange)
- Adj. operating profit margin: **11.7%**
+0.8% vs. 2024 (**+1.0%** without currency exchange)
"Reinforce earning power"
- Profit margin from continuing operations: **89%** vs. 2024
Resource for restructuring & rebuilding
approx. 100 B JPY (adjusted items)
- ROIC: **9.2%** --- vs. 2024 **+1.0%**
- ROE: **7.2%** --- vs. 2024 **(0.9%)**
- Dividend per share: **230JPY per share (plan)**
vs. 2024 **+20JPY per share**

Reinforce share holder return & capital policy
which enhance **sustainable corporate value**

2025 Business plan: Assumptions

■ Assumption for business environment:

Business environment	<ul style="list-style-type: none">■ Need to respond continuously to “new threads”<ul style="list-style-type: none">- Structure changes in the automotive industry due to the rise of Chinese EVs- Acceleration of structural changes in market, industry, and profitability of tire business due to increase in low-end imports (particularly in Europe and L. America)
Currency exchange / Raw material	<ul style="list-style-type: none">■ 1USD =145 JPY / 1EUR=150 JPY■ Raw material cost per unit of natural rubber is foreseen to increase vs. prior year

■ New management issues :

Volatile business environment in the U.S. - Impact of additional tariffs under the Trump administration

- Due to the uncertainty surrounding impact of tariff measures (25% for Mexico and Canada, 10% for China, auto tariff starting around April 2nd etc.), including the timing of their application to Mexico and Canada, **these factors have not been incorporated into this guidance for 2025 consolidated financial outlook.**

- Due to the significant impact on both internal and external stakeholders (including sales & retail, OEMs and suppliers), we will not act hastily. **Instead, assess potential cases and develop multiple scenarios, and establish a structure that allows for agile actions.**
- **Accurately assess the situation, activate the execution plan from the developed scenarios at the appropriate timing, and implement it swiftly.**



Scenarios

- Price pass-through
- SCM leveraging the Bridgestone’s strengths (global sourcing & optimization of global procurement)
- Reinforcement of local production for local sales (incl. productivity improvement) etc.

Local production for local sales (2025)

- Americas (North America & Latin America) : Approximately – PS 90% / TB 80%
- United States : Approximately – PS 60% / TB 70%

2025 Business plan: By business portfolio

Premium tire business Core business

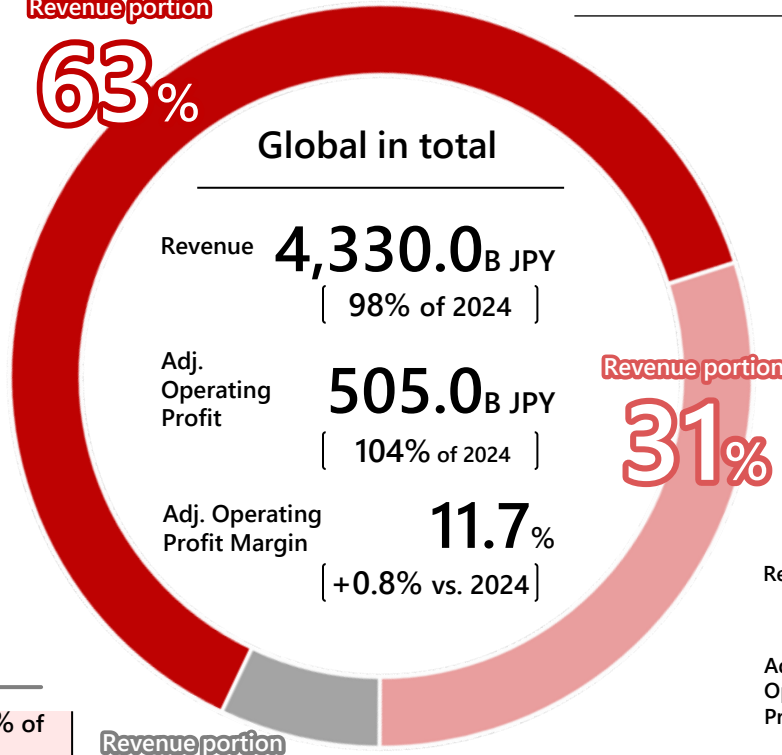
Revenue **2,880.0** B JPY level
below 100% of 2024

Adj. Operating Profit **397.0** B JPY level
below 100% of 2024

Adj. Operating Profit Margin **14% below**
0% vs. 2024

Revenue portion

63%



Revenue portion

31%

Revenue portion

6%

Diversified products business

Revenue **290.0** B JPY level
below 100% of 2024

Adj. Operating Profit **17.0** B JPY level
over 400% of 2024

Adj. Operating Profit Margin below **6%**
over +4% vs. 2024

- Premium tire business as core business: Plan the profit margin of **approx. 14%** under challenging business environment.
- Solutions business as growth business: Increase profitability in “strategic business” commercial BtoB solutions as well as retail
- Plan **significant profit increase above 140% of prior year and over +2% of AOP margin**

Solutions business Growth business * Incl. revenue of retail tires

Revenue **1,400.0** B JPY level | **100%** level of 2024

Adj. Operating Profit **110.0** B JPY level | **above 140%** of 2024

Adj. Operating Profit Margin below **8%** | **above +2%** vs. 2024

Retail *Incl. N.America financial retail

Revenue **1,050.0** B JPY level | below 100% of 2024

Adj. Operating Profit **78.0** B JPY level | **above 140%** of PY

Adj. Operating Profit Margin above **7%** | over +2% vs. 2024

Commercial BtoB solutions Mobility tech business Strategic business

Revenue **350.0** B JPY level | over 100% of 2024

Adj. Operating Profit **32.0** B JPY level | **over 140%** of 2024

Adj. Operating Profit Margin above **9%** | below +3% vs. 2024

*The simple total of revenue by business segment does not equal Group revenue due to elimination in consolidation, etc.
*Portion calculated from a simple total of revenues by business segment

Resource allocation

2024 performance summary / 2025 business plan

Resource allocation: Capital expenditure / R&D expenses

“Strengthen prioritization”

Capital expenditure

2024 summary

Based on the business environmental changes, **strengthen prioritization**
 Selectively injected resource mainly into the premium tire business (core business)

CAPEX total: **389.8 B JPY** (approx. **90%** of 2023)

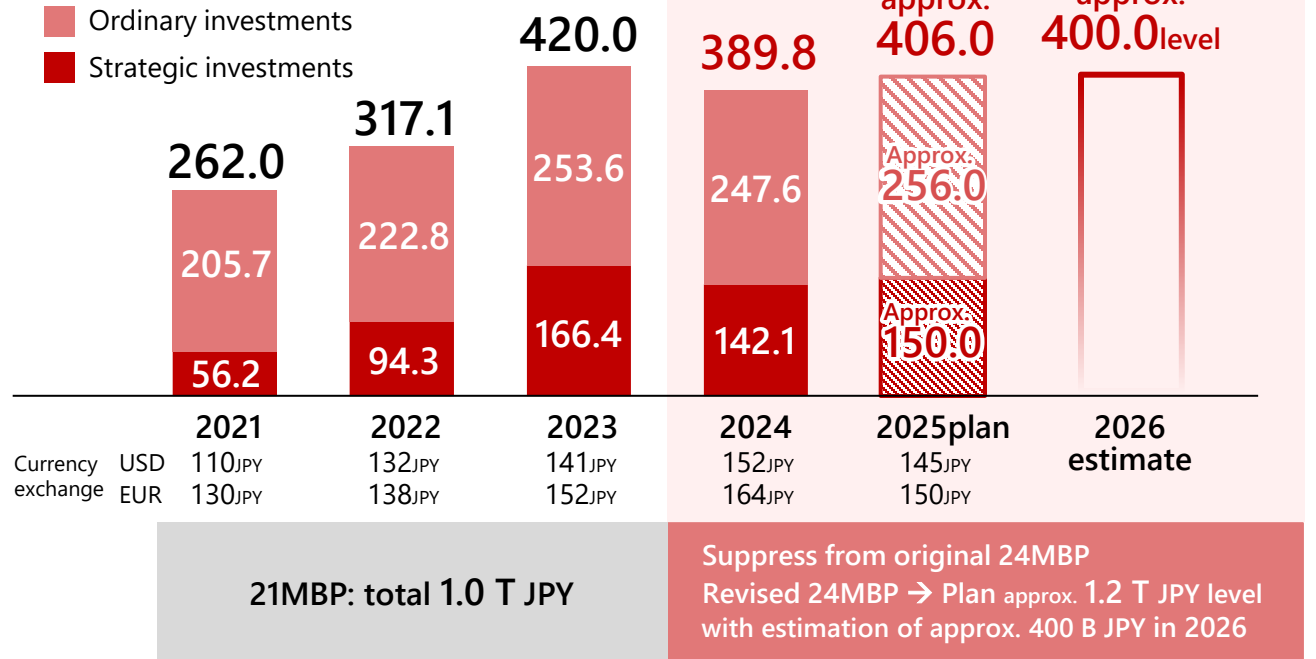
2025 plan

“Lay foundation for future growth”

Continue strengthening prioritization under the ongoing challenging business environment.
 Suppress CAPEX to approx. 1.2 T JPY vs. 24MBP (2024-2026) of approx. 1.4 T JPY level, but still increasing compared to 21MBP

CAPEX total: **approx. 406.0 B JPY** (same level as 2024)

Capital expenditure (B JPY)



R&D expenses

- Maintain 3% level vs. revenue – Strengthen prioritization mainly for ENLITEN and Bridgestone MASTERCORE as “Dan-Totsu product” and tire manufacturing & engineering to “Lay foundation for future growth”

2024 summary

R&D expense for product & manufacturing technology development: **126.2 B JPY**

2025 plan

R&D expense for product & manufacturing technology development: **approx. 123.0 B JPY**

“Bridgestone Way” to Contribute to our Stakeholders - “Serving Society with Superior Quality”

Maximize our contribution to all stakeholders

Shareholders

- Enhance capital efficiency
- Reinforce shareholder returns
- Increase shareholder value

Customers

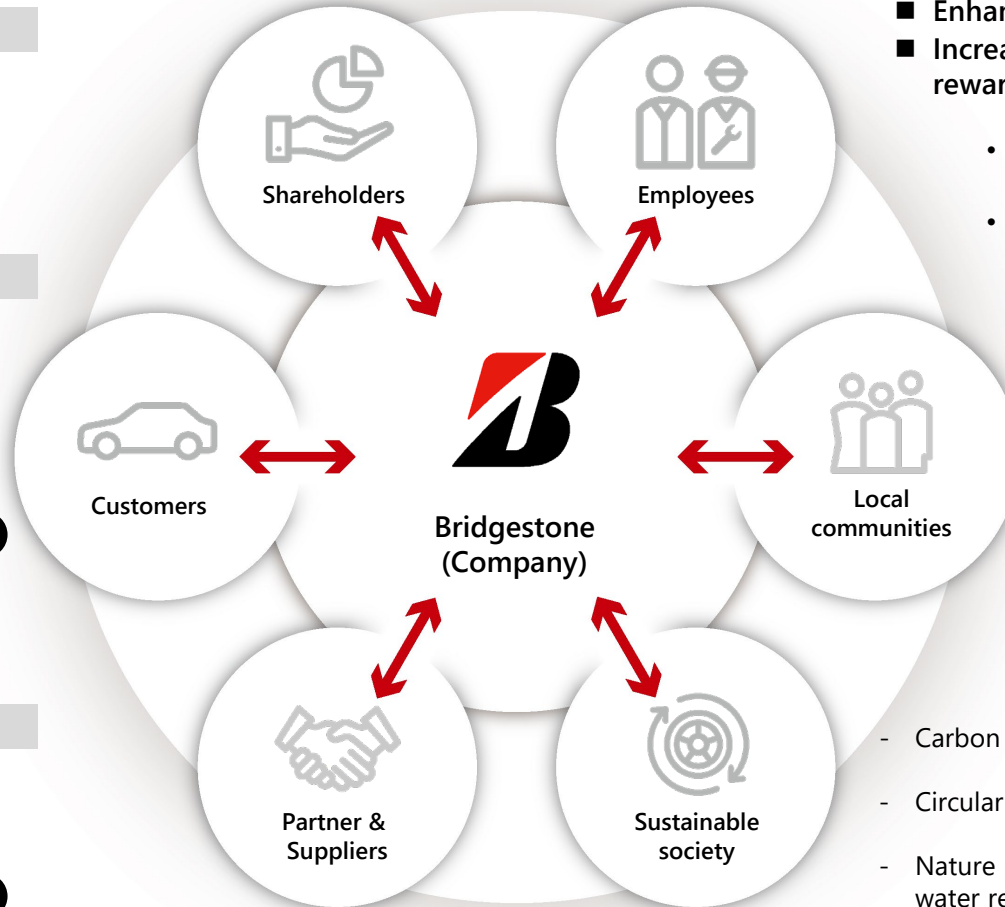
- Enhance customer value creation
- Solve customers’ pain points
- Realize customer success
- Co-creation

With E8 Commitment as an axis

Partners & Suppliers

- Build WIN-WIN & fair partnership with key co-creation partners

With E8 Commitment as an axis



Employees

- Enhance talent creativity and productivity with a lean structure
- Increase the amount of talent investment per person and rewards for high performers

With E8 Commitment as an axis

- Global: Talent creativity KPI (Adj. operating profit/talent investment) 102 in 2024 → 111 in 2025 plan (INDEX = 100 in 2019)
- Japan: Talent investment/person vs. 2023 104 in 2024 → 107 in 2025

Local communities

- Continue & reinforce social contribution activities to serve diverse characteristics of each region

With E8 Commitment as an axis

Sustainable society (Sustainability business model)

- Contribute to realize carbon neutrality, circular economy and nature positive
Create Social Value × Customer Value × Corporate Value

With E8 Commitment as an axis

- Carbon neutrality — CO₂ emission reduction* : **approx. 59%** in 2024* (2030 target: 50% and above)
 - Circular economy — Recycled & renewable material ratio **approx. 39.7%** in 2024* (2030 target: 40% and above)
 - Nature positive — Strengthen initiatives for sustainable use of natural rubber and water resources, which are directly linked to our business; Support for small rubber farmers of **11,955 households** in 2024 (24MBP target: 12,000 and above)
- *CO₂ emission reduction : Scope1,2 vs. 2011 *2024 actual is preliminary

2025 Reinforce Capital policy & share holder return

–Toward the Next Stage in the 'Bridgestone Way' as a Guiding Principle

- **Sustainable enhancement of corporate value - toward the "true next stage" aiming for "growth with quality"**
 - Pursue working and business quality enhancement based on "Bridgestone's unique Deming Plan"
 - "Reinforcing earning power," and execute strategic growth investment selectively to "lay foundation for future growth"
 - Selective investments to premium segment and markets to grow such as North America, India, and mining & aviation tire solutions
- **Reinforce capital policy & share holder returns that support sustainable enhancement of corporate value** (2025 initiatives)

Maintain financial soundness while balancing the capital efficiency improvement

- Share Buybacks & cancellation of treasury stock for the investment that contributes to the enhancement of corporate value and measures for optimal capital structure (improving capital efficiency)

Acquire 300 B JPY of 75 million shares (max.) → All Treasury Stock acquired through this buyback are schedule to be canceled.

*Acquisition timing: February 20, 2025 - December 23, 2025 / Cancellation timing: January 2026 (plan)

- Utilize Debt 200 B JPY (corporate bond + debt) and cash reserves 100 B JPY



"Enhance shareholder returns":

Steady and continuous increase in dividend amounts

Dividend: Increase the consolidated dividend payout ratio to the industry-leading level of 50% and continuously increase the dividend per share (230 JPY for 2025)

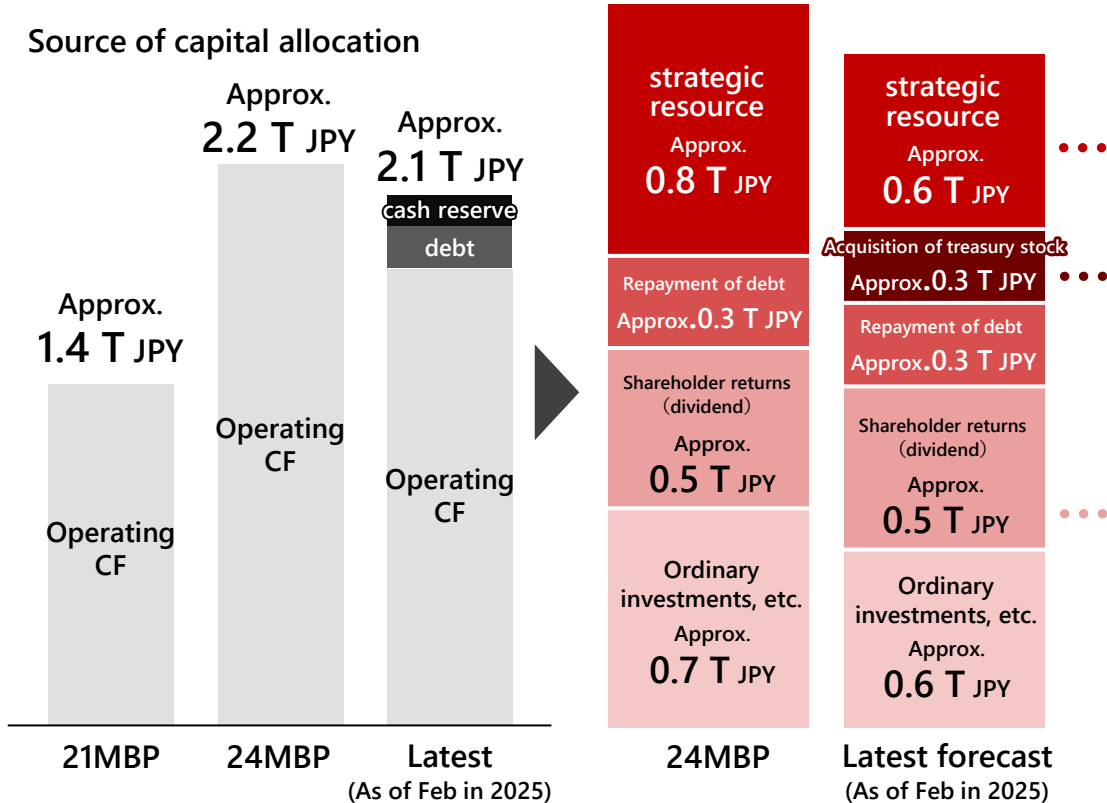
Dividend per share

Dividend forecast in 2024: 210 JPY (+5% vs. prior year)
Dividend forecast for 2025: MIN 230 JPY (+10% vs. prior year)

Capital allocation to support “Growth with quality”

- “The year of emergency and crisis management” – Considering the business environmental changes from 24MBP, **thoroughly select strategic resources to “Lay foundation for future growth” based on “Reinforcing earning power,” leading to “enhance shareholder returns” while maintaining financial soundness and balancing capital efficiency**

Source of capital allocation



Revised 24MBP (2024-2026)

“Strategic resource”

(strategic investment + strategic expense) **Approx. 0.6 T JPY** (Approx. 10% increase vs. 21MBP)

- Selectively inject strategic resources mainly into the premium tire business with high certainty
 - 2025 as “the year of emergency and crisis management”
 - Reinforce “defense” while pursuing “offense” initiatives to “lay foundation for future growth”

While maintaining financial soundness, balance capital efficiency

Execute acquisition of treasury stock as an investment contributing to enhance corporate value and as a measure for achievement of an optimal capital structure (capital efficiency):

Approx. 0.3 T JPY in 2025

Continued soundness (Maintain a top-class credit rating in the industry)

“Enhance shareholder returns”:

Increase dividends steadily and continuously

Dividend: Raise the consolidated dividend payout ratio to the industry top level of 50%, continuously increasing dividend per share

Dividend per share	Dividend forecast in 2024: 210 JPY (+5% vs. previous year)
	Dividend forecast in 2025: MIN 230 JPY (+10% vs. previous year)

In addition to cash-in based on “reinforcing earning power,” utilize cash reserves and debt with a focus on capital efficiency

Cash out

- Selectively inject strategic resource mainly into the premium tire business to “Lay foundation for future growth”
- Acquired treasury stock as an investment that contributes to enhancing corporate value and as a measure for achieving an optimal capital structure (capital efficiency).
- Enhance shareholder returns by increasing dividends steadily and continuously

Toward “True next stage”

With “Defense” and “Offense”, we will pave the way forward to

**A “strong Bridgestone”
Reinforcing Earning Power**

The “True Next Stage” in 2026



Statements made in this presentation with respect to Bridgestone's current plans, estimates, strategies and beliefs and other statements that are not historical facts are forward-looking statements about the future performance of Bridgestone. Forward-looking statements include, but are not limited to, those statements using words such as "believe," "expect," "plans," "strategy," "prospects," "forecast," "estimate," "project," "anticipate," "may" or "might" and words of similar meaning in connection with a discussion of future operations, financial performance, events or conditions. From time to time, oral or written forward-looking statements may also be included in other materials released to the public. These statements are based on management's assumptions and beliefs in light of the information currently available to it. Bridgestone cautions you that a number of important risks and uncertainties could cause actual results to differ materially from those discussed in the forward-looking statements, and therefore you should not place undue reliance on them. You also should not rely on any obligation of Bridgestone to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Bridgestone disclaims any such obligation.

Appendix

Business plan for 2025 – Priority items

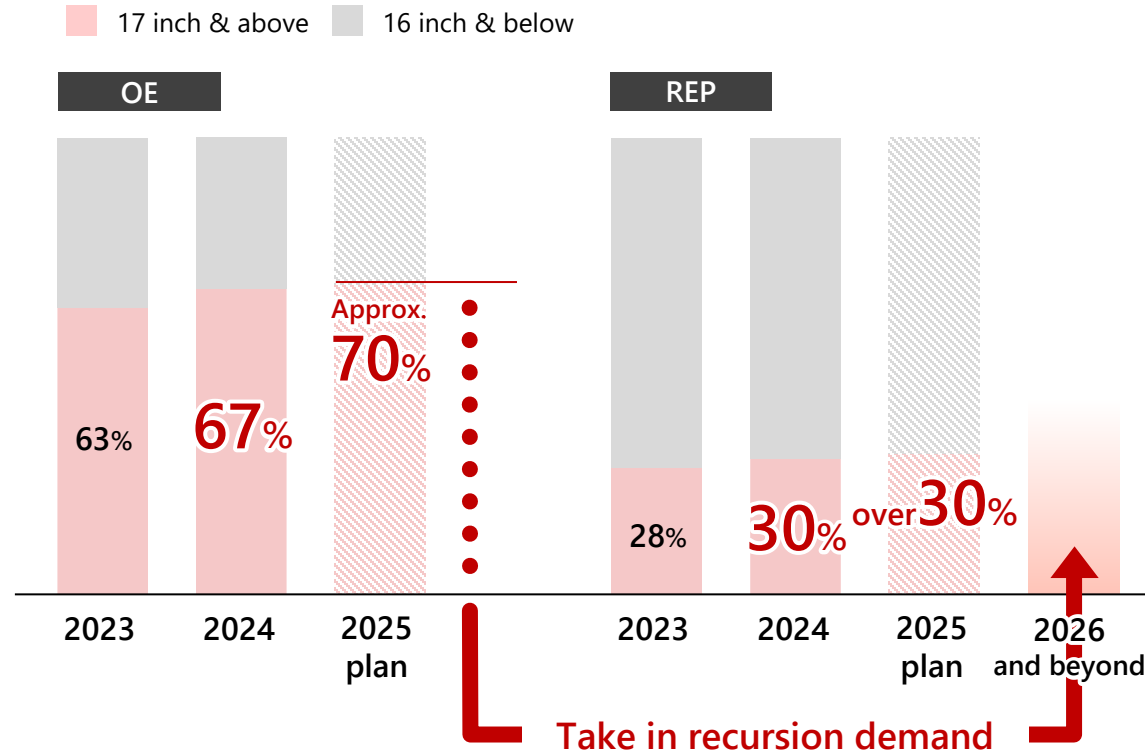
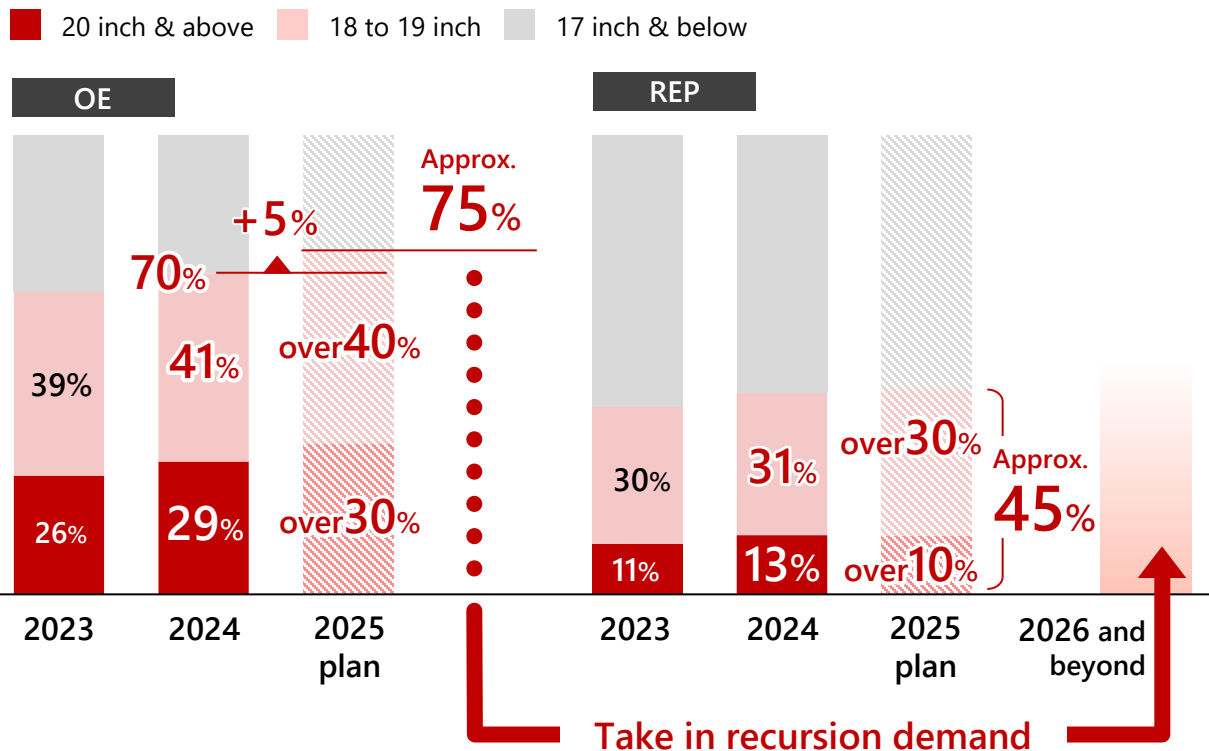
<Offense> Expand Dan-Totsu product & enhance Dan-Totsu product power

Global premium focus: Passenger car high rim diameter tires – Improve sales mix

- In the challenging business environment, based on Dan-Totsu product power, continue to maintain a thorough focus on the PS HRD tires where there is a “tailwind” of demand growth
 → 2025: Further accelerate premium focus including expansion of “ultra”- HRD tires 20 inch & above

N. America & Europe: Sales portion of tires 18 inch & above
 (including sales portion of “ultra”- HRD tires 20 inch & above)

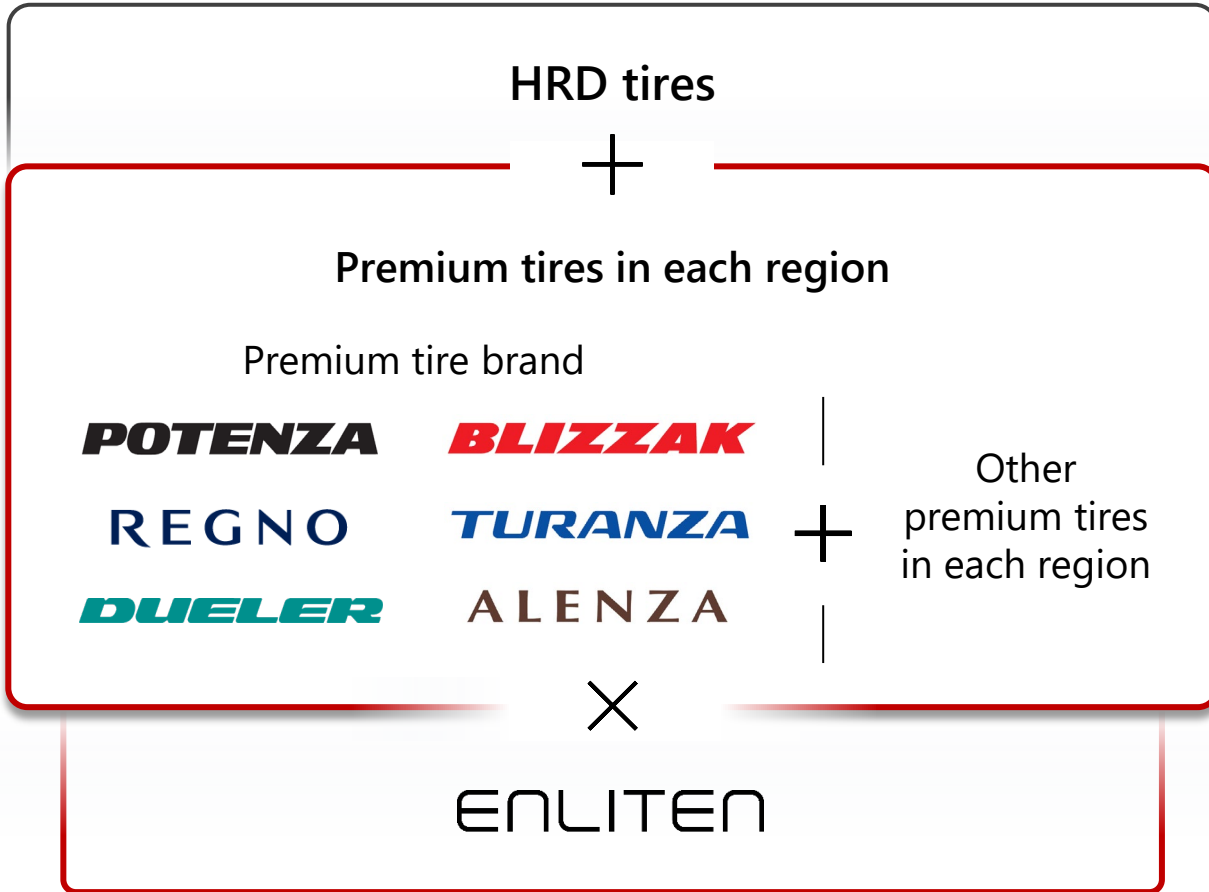
Japan & emerging markets (Asia & Pacific, China, and L. America)
 Sales portion of tires 17 inch & above



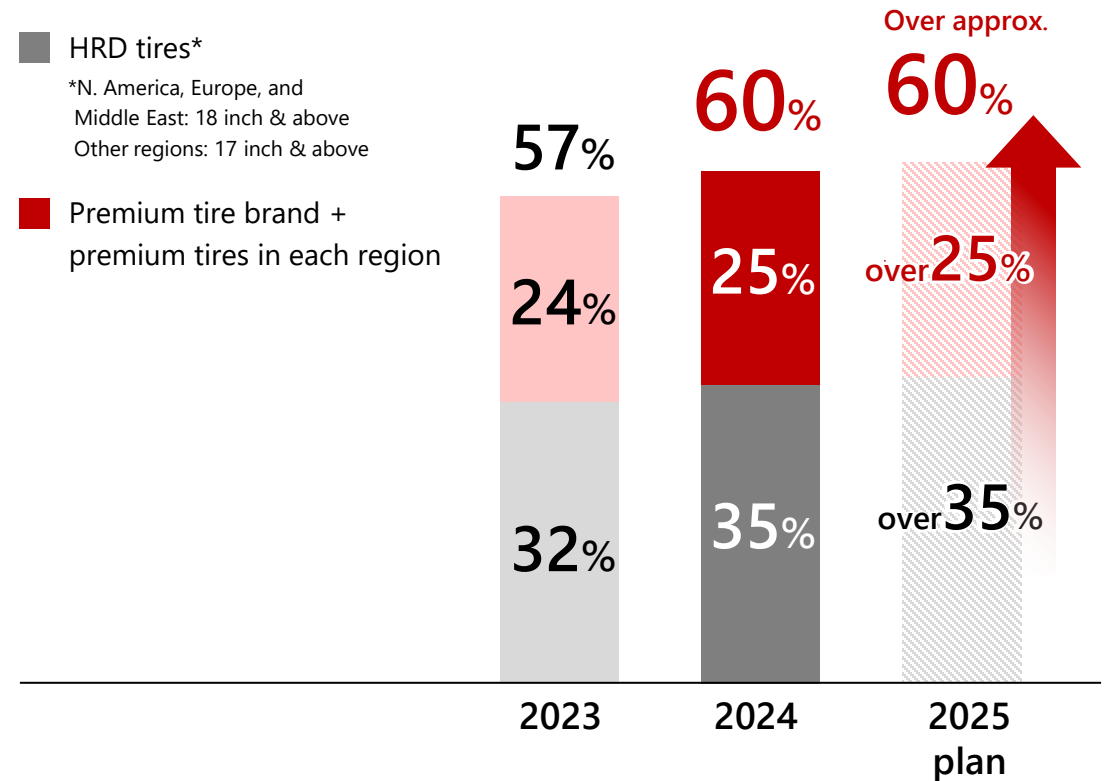
<Offense> Expand Dan-Totsu product & enhance Dan-Totsu product power

Global premium focus: **Passenger car premium tires – Improve sales mix**

- Ensure a thorough focus on premium tires linked with **the expansion of ENLITEN, “new premium”** on top of the growth in high rim diameter (HRD) tires



Sales portion of PS premium tires for the year (replacement / global)



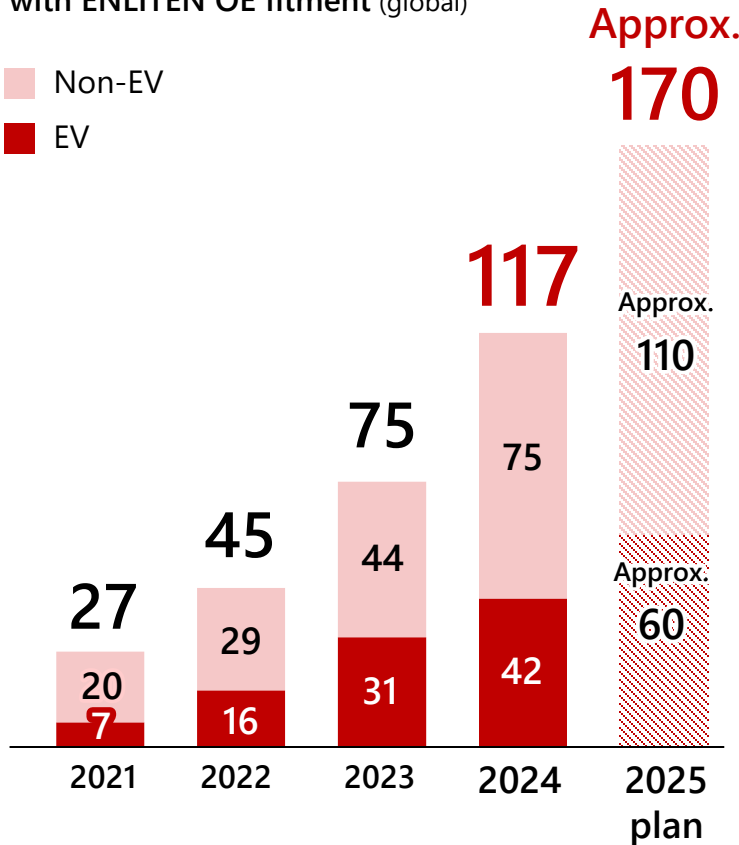
<Offense> Expand Dan-Totsu product & enhance Dan-Totsu product power Expansion of "new premium" ENLITEN for passenger car (original equipment)

*OE: Original equipment, REP: Replacement tires

- Expand OE fitment based on value creation through "ultimate customization" enabled by ENLITEN technology
→ Steadily take in REP recursion demand from OE and strengthen an approach to premium vehicles and OEMs, prestige OEMs and premium EVs (OEMs in Japan, Europe, U.S. and OEMs for emerging EVs, etc.)

Number of car models with ENLITEN OE fitment (global)

Non-EV
EV



EV models with OE fitment*

ENLITEN

Equipped

*EV OE fitment as of the end of 2024

OEMs	Vehicle model
Japan	Honda Prologue
	Lexus RZ
	Nissan ARIYA
	SUBARU SOLTERRA
	Toyota bZ4X
Europe	Abarth 500 abarth 595 elettrica
	AUDI Q4 e-tron / e-tron GT / Q6 e-tron / A6 e-tron
	BMW iX / iX1 / i7 / i5 / iX2
	FIAT 500e
	Maserati Grecale Folgore
	Mercedes-Benz EQB / EQA / EQXX
	MINI Countryman
	Porsche Macan Electric
	SEAT Cupra Born
	SKODA ENYAQ
	VW ID.3 / ID. 4 / ID.7

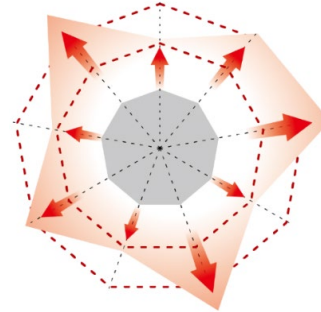
OEMs	Vehicle model
N. America	CHEVROLET Blazer EV / Silverado
	Ford Mustang Mach-E
	GMC Sierra
China	NIO eT7
	SAIC MG Mulan / MG ES5 / IM LS7
	XIAOMI SU7
	X PENG X9
India	Tata Curvv.ev
Taiwan	Foxtron Model C
Vietnam	VinFast VF6

<Offense> Expand Dan-Totsu product & enhance Dan-Totsu product power Expansion of "new premium" ENLITEN for passenger car (replacement)

※PS: Passenger car tires, LT: Light truck & bus tires

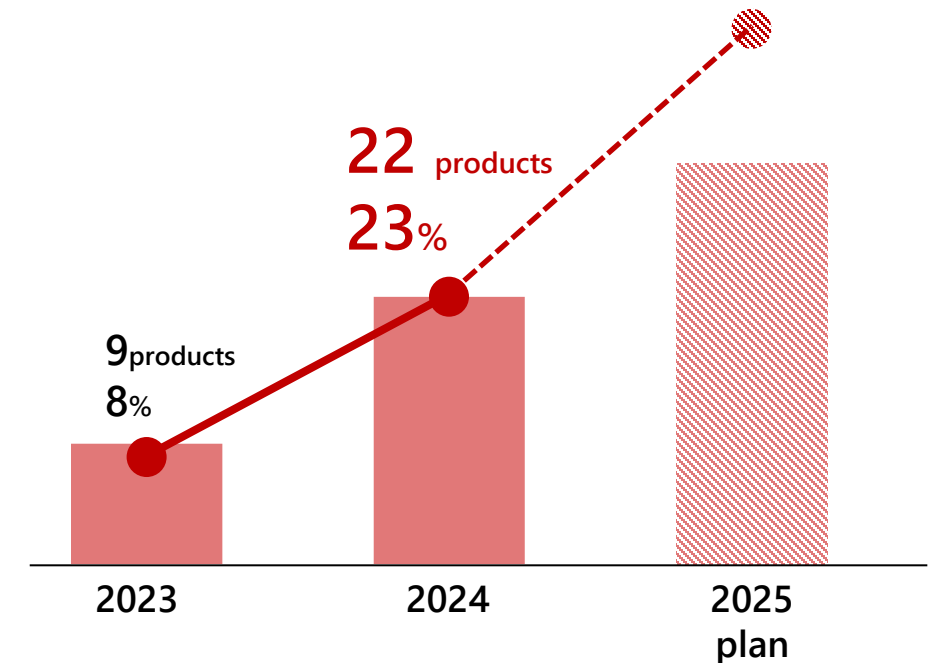
Strategic product planning for "new premium" ENLITEN

- Achieve both driving and environmental performance at a high level
 - Expand new ENLITEN products with sharpened edge ensuring competitiveness
 - Especially improve **wear, irregular wear resistance & electricity consumption along with driving performance** as base performance
- Support to **realize the carbon neutral mobility society** from the ground up by solving the pain points of EVs



Expansion plan for PS & LT* replacement tires equipped with ENLITEN (Global)

- Launch of products equipped with ENLITEN (cumulative total) Approx. **30** products
- ENLITEN equipment % Approx. **35**%



Major new premium products equipped with ENLITEN (in 2025)

N. America:
Flagship product of touring all-season tire
(To be launched in March 2025)

Japan:
Minivan & compact SUV specialized premium tire
(Started launch in February 2025)

TURANZA™ PRESTIGE™

REGNO GR-XIII TYPE RV



Reinforce Dan-Totsu products equipped with ENLITEN and expand line-ups globally

→ Link with sustainable global motorsports to drive R&D and business planning toward the evolution of next generation ENLITEN technology

<Offense> Reinforce steady global business cost reduction – Bridgestone DNA

- While continuing challenging business performance, steady global initiatives at **Genbutsu-Genba** supported the Group's performance
→ Accelerate the benefit generation in 2025
- **24MBP (2024-2026) target: A level that can achieve approx. 100 B JPY (vs. 2023) one year ahead of schedule**

Global procurement

- Raw material: Reinforce co-creation with global strategic partners with sustainability at the core
- Indirect procurement: Promote cost reduction by encouraging steady initiatives of central purchasing for office supplies and plant equipment etc.

Global SCM logistics transformation B-Direct

- Improve efficiency of supply chain: Promote production in sites close to the demand area – linked with BCMA etc.
- Promote direct shipment to customers and maintain lean inventory (units & amount base) and reduce warehouse cost

BCMA



- Deploy BCMA from four global model plants* – Start generating primary benefits such as conversion cost reduction by reducing change-over of material, parts, and equipment by product enabled by module sharing
-> Expand benefits across value chain such as raw material procurement & inventory reduction etc.
*N. America: Joliette plant, Canada / Europe: Burgos plant, Spain / Japan: Tochigi plant / Asia: Nongkhae plant, Thai
- Roll out and globalize "Advanced Hikone Model" from Japan, which fuses real (craft person skills) and digital capability to pursue the essence of "manufacturing" → Reinforce the initiatives globally in 2025

Shift to Green & Smart

- Shift to Green: Reduce energy Gentan-i (energy consumption per unit), improve energy efficiency linked with productivity improvement
- Shift to Smart: Reduce conversion cost to improve productivity by promoting automation

Steady on-site productivity improvements

- Promote steady improvement at Genbutsu-Genba (on-site) globally under the leadership of Japan as the core of manufacturing → Reduce production cost including conversion cost

Global business cost reduction amount in total (vs. prior year)

2024
(Gap vs. 2023) **Approx. 75 B JPY**

Manufacturing cost: Approx. 63B JPY
OPEX: Approx. 12B JPY

+

2025 plan
(Gap vs. 2024) **Approx. 30 B JPY**

Manufacturing cost: Approx. 18B JPY
OPEX: Approx. 11B JPY

<Offense> Toward “Growth with quality” – Markets to Grow

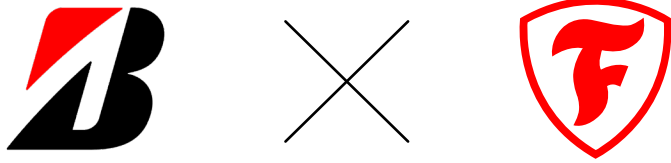
North America, India

Tire solutions for mining vehicles and aviation
(commercial BtoB solutions)

<Offense> Toward "growth with quality": India & U.S.

U.S. | Rebuilding of consumer business

"Multi-brand strategy"



■ Build new & true premium tire business model

"Dan-Totsu products" X Channel X New sales structure

Building of new & true family channels

- BS: Network for premium retails and family channels
- FS: Establish unique position
 - Promote enhancement of BSRO → to expand sales
 - FS dealer revitalization for retail and wholesale
- Promote BtoB solutions based on customer success
 - ➔ Deploy to PS & LT, utilizing the expertise developed through TB solutions



Start "growth with quality"

India | Premium mass strategy

- Execute strategic investment in production capacity expansion of PS premium tires at Pune plant and quality enhancement in Indore plant

Invest amount: Approx. 11.9 B JPY, Increased volume: Approx. 1.1 M units per year, start investment from 2025 and expand production capacity in 2029

Establish a satellite technology center function to reinforce manufacturing of "Dan-Totsu products" equipped with ENLITEN that pursues the best customization for the Indian market

→ Build a strong business foundation, based genba (on-site) engagement and local production for local sales

Solidify market leader position

Strengthen Dan-Totsu product

ENLITEN



TURANZA 6i

Build channel

Enhance family channel & B-Select X Reinforce strategic partners
(New partnership collaboration)

Further reinforce brand power as "sustainable premium", linked with sustainable global motorsports

U.S. business – Footprints + Overview



Footprints

- Headquarters for Americas
(Nashville, Tennessee)
- Technology center (Akron, Ohio)
- Production footprints : **22** sites
 - Tire related plant : 14 plants
 - Raw materials plant : 4 plants
 - Diversified products plant : 4 plants
- Number of retail equity store :
approx. **2,200** stores

Local production for local sales ratio

- Approximately – PS 60% / TB 70%

Revenue/ Adj. operating profit (N. America: U.S. and Canada)

- Revenue : approx. **1,850.0B JPY**
(40% of global total revenue)
- Adj. operating profit:
approx. **180.0 B JPY**
(40% of global total AOP)

Employees

- approx. **34,300** people

* Footprints and employees : As of 2024 end

* Revenue, Adj. operating profit and production ratio for local production for local sales: Actual of 2024 fiscal year

Bridgestone has been contributing to the U.S. society, the economy since its merger with Firestone in 1988
Bridgestone will remain committed to contributing to society, economy,
and mobility of people and goods across the U.S.

<Offense>

Commercial BtoB solutions business (1): Mining solutions



Mobility tech business
Strategic business

- Realize “**amplifying value of Dan-Totsu products**”, “**amplifying trust with customers**”, and “**amplifying data value**” by being attentive to customers’ pain points and solving them with **Genbutsu-Genba approach**, to create new social & customer value

Amplify value of Dan-Totsu products

Amplify trust with customers

Amplify data value

BRIDGESTONE **MASTERCORE**



Reinforce the production site of Dan-Totsu products
– Strategic investment for Kitakyusyu plant

MASTERCORE sales (End of 2024)

Approx. **120** mines } Gap vs. end of 2023
Approx. **+25** mines

Enhance service network
Field engineering being attentive to customers on-site

Number of service network sites (End of 2024)

Network sites for mining vehicles **Approx. 125** sites

Of which provide on-site service (Bridgestone + OTRACO) **Approx. 70** sites



Bridgestone iTrack • Tire temperature and pressure (real-time)
• Vehicle location information and driving speed

Number of mines introducing digital tools incl. iTrack (End of 2024) **Approx. 90** mines } Gap vs. end of 2023
Approx. **+10** mines

Sharing fleet operation management data with mining companies

Mining solutions contract (End of 2024) **Approx. 80** mines } Gap vs. end of 2023
Approx. **+2** mines

- Co-creation:
- Implementation of tire durability prediction solutions at BHP Spence Mines (Announced in July 2023)
 - Started the demonstration experiment of a co-creation project with Komatsu for providing new solutions with mining companies (Announced in February 2025)

Enables customers to use our premium tire safer, longer, better, and more efficiently
Maximize **productivity and economic value** of mining operations, and also contribute to **sustainability**

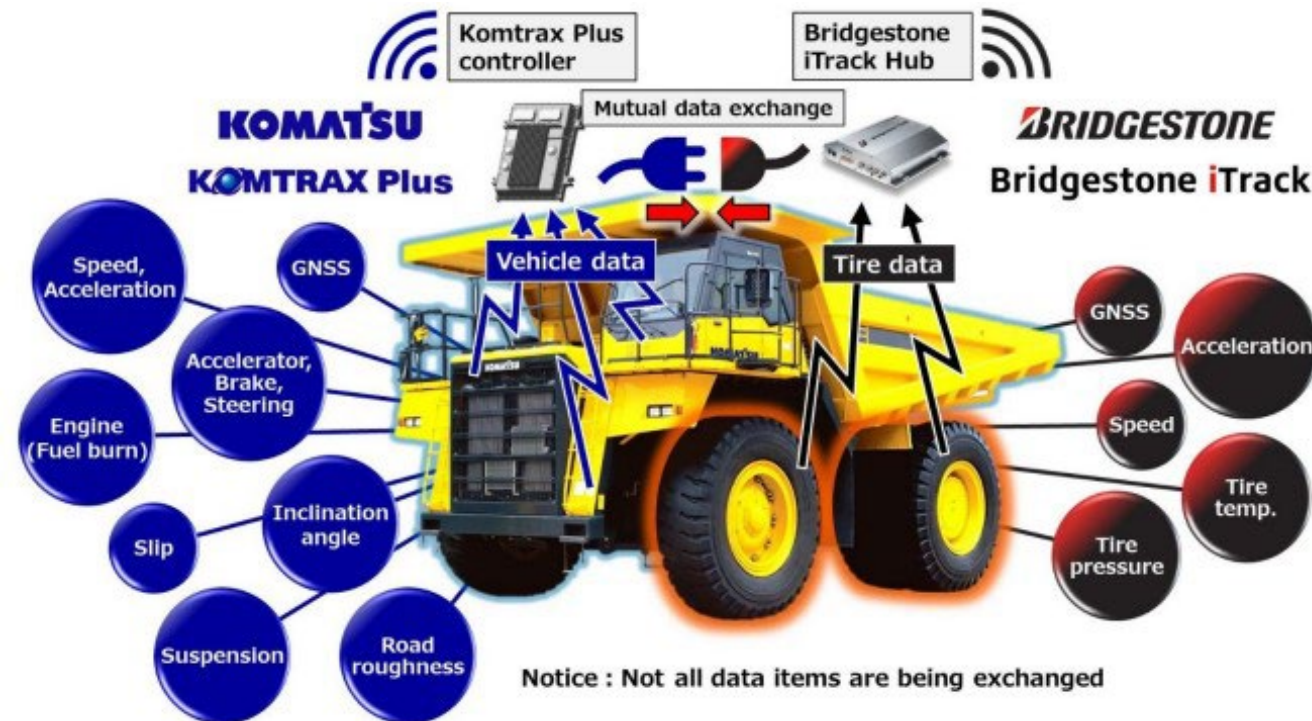
<Offence> Commercial BtoB solutions (1): Mining solutions
 Started the demonstration experiment of a co-creation project with KOMATSU for providing new solutions to mining companies



Mobility tech business
 Strategic business

- Propose an appropriate tire usage based on the real-time exchange & analysis of vehicle data from Komatsu's large mining equipment monitoring system, "Komtrax Plus," and tire data from Bridgestone's next-generation tire monitoring system for mining vehicles, "Bridgestone iTrack"

→Aiming to improve fuel efficiency for mining dump trucks, ensuring customers to make safer, longer, better, and more efficient use of tires



<Offense> Commercial BtoB solutions business (2)

Aviation solutions and solutions for truck & bus

Mobility tech business

Strategic business

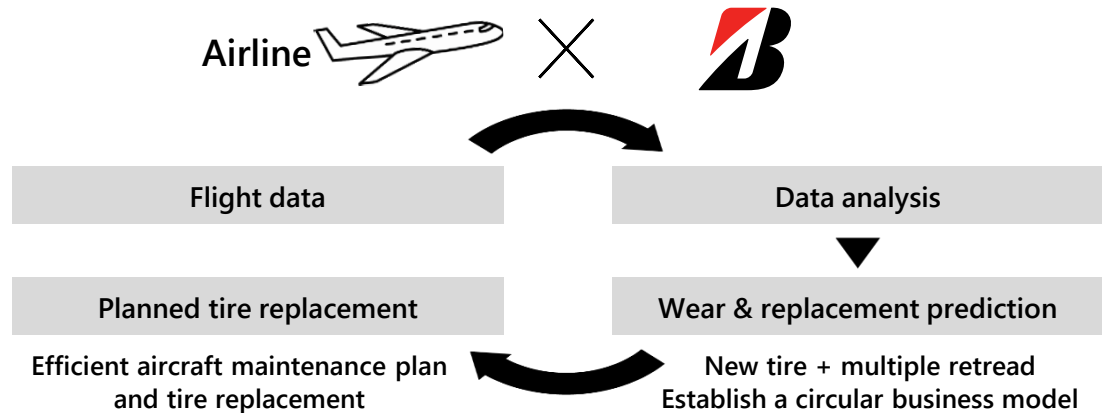
- Based on the trust with customers and partners, **amplify the value of Dan-Totsu products combining real & digital to solve customers' pain points and contribute to sustainability**

Aviation solutions



Based on **Dan-Totsu product power**, combine **multiple retread and tire wear & durability prediction model** to amplify tire & data value

- Expand and enhance solutions that combines **real and digital** through co-creation with customers

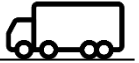


Reinforce and expand the co-creation with JAL

Scheduled tire replacement operations, applying tire wear prediction technology

- Started co-creation operation from May 2020
- Expand from conventional regional jet aircraft to large jet aircraft including Airbus A350-900 from July 2024, after experiencing approximately 4 years' operation

Solutions for truck & bus



Steadily promote mobility solutions that combine Dan-Totsu product, retread, and maintenance services

Number of connected vehicles for mobility solutions (end of 2024): **Approx. 1.3M vehicles**
 Webfleet Solutions (Europe) : **Approx. 860K vehicles** (Gap vs. end of 2023 Approx. +26K vehicles)
 Azuga (N. America): **Approx. 400K vehicles** (Gap vs. end of 2023 Approx. +31K vehicles)

Number of contracted vehicles for "Bridgestone Fleet Care" program* (end of 2024): **Approx. 50K vehicles**

Europe: **Approx 31K vehicles** (Gap vs. end of 2023 – Approx. +20K vehicles)
 N. America: **Approx. 18K vehicles** (Launched in 2024)

*A bundled package of mobility solutions including Dan-Totsu products, maintenance services, and retread

BRIDGESTONE
Fleet Care

Solutions services to commercial fleets (incl. light truck) that combines premium tires and tire-related maintenance services

(N. America / Started in May 2024)

- **Expand fleet solutions by evolving and integrating to a "Bridgestone Fleet Care" program** to take on the challenge of building mobility tech business in N. America

Reinforce partnership on exchanging fleet operation management data with Geotab (Europe/Announced in October 2024) → Leading to expand TB solutions

<Offense> Build a “sustainable premium” brand

- Start the initiatives toward building a “sustainable premium” brand with **sustainable global motorsports** at the core
Establish a **new motorsports management structure** | Place the motorsports organization (Vice President and Senior Officer) under the Global Chief Technology Office, effective March 1, 2025
→ Reinforce motorsports activities, also in the management structure



Exploratory business: **Sowing new seeds**

- With providing social value & sustainability at the core 1/2

*NEDO: New Energy and Industrial
Technology Development Organization

■ Enhance exploration of business model based on **“co-creation”** with external partners



“Renew” tires to raw material - Initiatives for a future where tires are renewed as new tires

Key co-creation initiatives

- Technology development and demonstration experiment to establish the precise pyrolysis technology of end-of-life tires (co-creation with ENEOS Corporation) Support project for “the Green Innovation Fund” of NEDO*
 - 2022: started → 2023: Introduced demonstration equipment
 - 2025 Jan. : Announced to build a pilot demonstration plant for precise pyrolysis of end-life tires (To start operation within 2027)
- Launch of a joint project to produce carbon black from end-of-life tire and other materials (co-creation with Tokai carbon, Kyusyu University and Okayama University)
Support project for “the Green Innovation Fund” of NEDO* starting from Jan. 2025
- Initiatives for commercialization of tires using plant resource-derived synthetic rubber (co-creation with ENEOS Materials Corporation and JGC Holdings Corporation)
Support project for “the Green Innovation Fund” of NEDO*
 - 2022: Starting technical assessment and market survey In collaboration with 3 companies → Feb. 2025: accelerate the collaboration



“Soften the Future”

- Realize a future where human and robot co-exist

- 2024: Became a corporate venture, with an entry of a well-being market
- 2025: Steadily promote small-scale commercialization

TETOTE (on the left) : Soft robotic hand, incorporating AI software from our partner, Ascent Robotics Corporation, makes piece-picking possible, successfully grabbing a variety of objects

UMARU (on the right) : A prototype of “robots that immerse your body and move your mind”



Exploratory business: **Sowing new seeds**

- With providing social value & sustainability at the core 2/2

AirFree

AirFree



Next-Generation Tire that does not need air-filling “Committed to nonstop mobility” in local communities
Empowering mobility in local communities and contribute to sustainability including recycling

- Free from punctures, while improving resource productivity and enhancing maintenance efficiency
- Ensure safety and peace of mind, adopting “Empowering Blue”, a color that maximizes visibility at twilight - dim lighting conditions

2008: Initiated Bridgestone’s unique development as “AirFree Concept” leveraging technology of “mastering rubber” and “mastering road contact”

2024: Evolution from the concept to “AirFree” → Started demonstration experiments on public roads

2025: Accelerate the collaboration with local governments toward social implementation

(Signed a collaboration agreement with Higashiomi-city and Toyama city)

▼ Expand our mission – from local communities to outer space

Luna rover tire



Leverage the technology cultivated through “AirFree” for the research and development of lunar rover tires

Providing safety and peace of mind in extreme environments and “supporting space exploration with the human dreams on our shoulders”

2019: Started developing tires for manned, pressured rover as a joint development with JAXA and TOYOTA

→ Developed the 1st generation tire concept

2024: Developed a new lunar rover tire, as the 2nd generation tire concept, designed to meet harsher demands for durability and traction leveraging the technology cultivated through “AirFree”

→ Debut of new concept model at “the 39th Space Symposium”, the largest space-related symposium in the U.S.

Signed a collaboration agreement with Astrobotic Technology for joint development of a lunar rover tire

2025: Promote its technology development

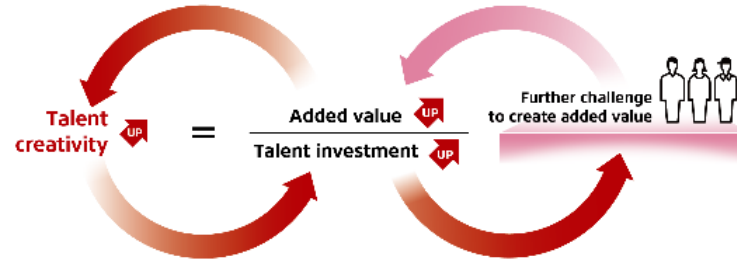
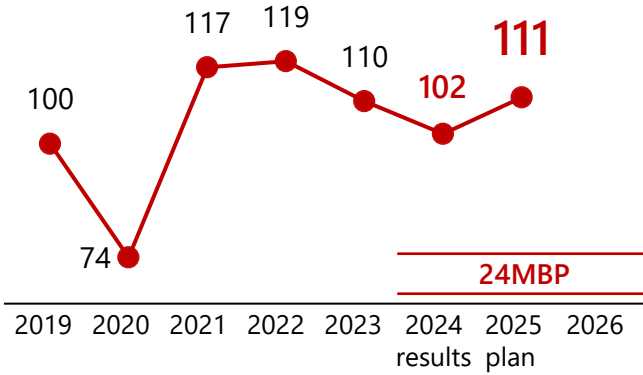
Enhance talent creativity

Progress update toward enhancing talent creativity

- “Reinforce talent investment, increase added value and create a virtuous cycle of value creation”
 - drive initiatives to enhance talent creativity while also working on improving productivity to enable continuous investment in talent

KPI for talent creativity

(Adj. operating profit ÷ talent investment)



Enhance talent creativity

Improve productivity



Productivity & creativity improvement leveraging generative AI (algorithms)

Started utilization globally from 2H 2023

Promote productivity & creativity improvement at Genbutsu-Genba:

- 2024 – Improve productivity and create chains of values with a consistent and streamlined simple manufacturing as “Advanced Hikone Model,” leveraging real and digital
- Improve the production process from the viewpoint of female operation staffs to promote Suru-raku (streamlined and less burden) production → Linked with the culture change at Genba

Enhance Digital Talents (as of 2024 End) : Global total 1,750 people

	2023	2024 results	2025 plan
Talent investment per person (Japan)	100	104	107

Activities in 2024 (Japan) → Continue reinforcement

Understanding & empathy for Bridgestone	Cumulative total of participants (2023-2024)	Over 2,200 people
Training in place of founding (Kurume visit)		
Opportunity for learning & challenge	Cumulative total of participants (2023-2024)	Over 1,400 people
Digital 100-day Training		
On-site challenge on a voluntary basis		
Genba 100-day Challenge	24 people	in cumulative total took part both inside & outside Japan
Introduce to BSAPIC* from 2024, gradually expanding globally		
Motivated talent take on the challenge of assisting managers at an early stage	13 people	in cumulative total took part
Management Challenge		

Improving the working environment

Based on requests for improvement in the working environment, execute measures that can be felt by those on-site

Improvement of production site environment 2024 results Approx. 3.7 B JPY







Addressing female-specific health issues by using technology 2024 results **230 participants** Equivalent to 20% of all female employees

*Bridgestone Asia, Pacific, India, China

Sustainability

Results in 2024 & plans for 2025

Sustainability – Building a foundation for sustainable value creation

	2023	2024 (preliminary)	2025 plan	Mid-long term target
Carbon neutrality				
 CO ₂ emission reduction (Scope1,2) vs. 2011	57%	Approx. 59%	Continuous reinforcement	Further focus on improvement of "quality" incl. Scope 3 2030 More than 50% 2050 Carbon neutrality
 Ratio of renewable energy (electricity)	69%	Approx. 72%	Continuous reinforcement	
 Contribution to CO ₂ reduction (Scope3)	1.9times	Approx. 2.6 times	Contributing to reduce CO ₂ emission by more than 3times Our own CO ₂ emissions	
Expanding contribution to reduce CO2 through the entire value chain including light weight, low rolling resistance, solutions, etc. *CO₂ emission reduction : Scope1,2 vs. 2011 *2024 result: Preliminary				
Circular economy				
 Recycled & renewable material ratio	39.6%	39.7%	More than 39%	Strengthen the circular business model 2030 More than 40% 2050 100% Sustainable materials
Nature positivity				
 Support for smallholders of natural rubber towards forest conservation [Cumulative # of smallholders supported (from 2023)]	5,640	Approx. 11,955	More than approx. 12,000	Focus on "initiatives for sustainable use of natural rubber & water resources" which are directly related to our business
 Develop Water stewardship plan [Manuf. facilities under water stress area: 17 sites]	100%	Execution reinforcement along with the plan		



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