

Bridgestone Motorsport's 60th Anniversary

Journey for Excellence

March 10, 2023

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

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Hello, I am Shu Ishibashi, Global CEO.
Thank you for joining us today.

Motorsports has been the origin of our various challenges as a tire manufacturer.

I am happy to be able to celebrate the 60th anniversary of Bridgestone's
motorsports activities with you all here at the Fuji Speedway, one of the home
grounds for motorsports in Japan.

Challenge for excellence

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The Fuji Motorsports Museum, where we are today, explains that “Motorsports began at the end of the 19th century in French automobile races, where vehicles with different power sources such as steam, electric, and gasoline competed to prove their technological superiority. Since then, motorsports have brought about era-defining dreams and aspirations by seeking the ultimate in vehicle performance and durability. At the same time, the technology created was reflected in the development of mass-produced vehicles, contributing to the evolution of mobility.” “Motorsports have developed and driven the evolution of the automobile.”

As a motorsports fan myself, I also have dreams and aspirations for motorsports that pursue excellence. Every time I watch a race, I get the sensation that “what is fast is beautiful” and motorsports is exactly the proving ground for that.



From Japan, to Asia and the world
Supporting safety and peace of mind in mobility

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This history of motorsports is similar to that of Bridgestone, which celebrated its 92nd anniversary on March 1st this year.

Since our founding in Kurume, Fukuoka Prefecture in 1931, we supported the motorization in Japan and Asia, and expanded our business globally with the merger of Bridgestone and Firestone in 1988.

Guided by our mission “Serving Society with Superior Quality,” we have continued to support mobility ensuring safety and peace of mind.

What cultivated our passion, technology, comprehensive capabilities and brand power to “support” mobility as a tire manufacturer was motorsports.



Tires carry life

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For Bridgestone, motorsports represents “a challenge for excellence.”

Repeatedly taking on the challenge of ensuring safety and peace of mind as in our fundamental principal “tires carry life,” and supporting the motion of vehicles in races where both cars and drivers challenge the limit in extreme conditions is what built the Bridgestone it is today.

BRIDGESTONE *Motorsport*

Challenge to ensure safety and peace of mind,
and support the motion of vehicles in extreme conditions

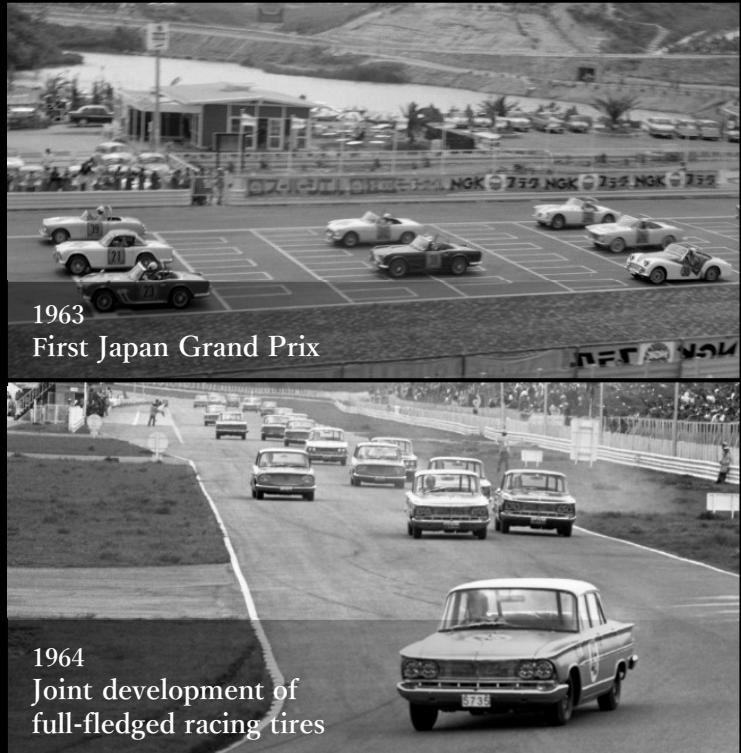


Bridgestone's journey is in line with the evolution of modern motorsports in Japan.

1960s

Bridgestone's challenge in motorsports

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The Suzuka circuit opened in 1962, and the Fuji Speedway where we are today opened in 1965.

At the same time motorsports was becoming popular in Japan, Bridgestone participated in the first Japan Grand Prix in 1963 and started its challenge in motorsports.

From the 2nd Japan Grand Prix the following year in 1964, we started joint development of tires for sports cars with Toyota.

1970s

Starting point
toward global motorsports



1976
Participation in F1® Grand Prix in Japan

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In 1973 we participated in the 24 Hours of Le Mans, and the first Formula One Grand Prix in Japan held at the Fuji Speedway in 1976, marking the first step in our challenge for the world's top races.

1980s -

Building foundations to challenge the world's top races



1981

Participation in the European F2 Championship



1991

Participation in DTM

8/24

We have participated in various races since then, improving our technology and rapidly building foundations to challenge the world.

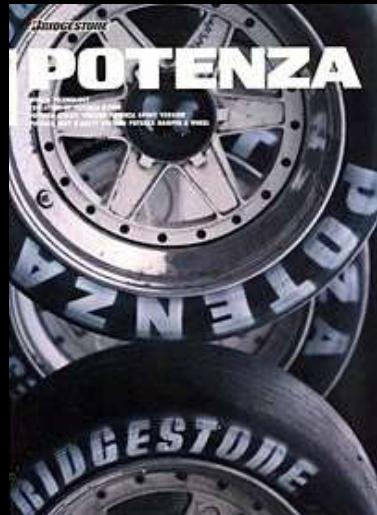
Expanding our battlefield, we participated in the European Formula 2 Championship in 1981 and a race machine fitted with Bridgestone tires won in that first year.

In 1991 we made a full participation in motorcycle's World Grand Prix (WGP). Also that same year for four-wheels, we participated in DTM (Deutsche Tourwagen Masters) paving the way for the future participation in MotoGP and Formula One.

1980s

Building global premium tire brands

- '79 POTENZA brand born
- '84 Launch of POTENZA RE71
- '86 POTENZA RE71 selected as original equipment on Porsche 959



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Through such challenges, the latter half of the 1970s and into the 1980s was a period when the technology and Bridgestone brand power cultivated through motorsports started to have a positive impact on our business.

At the time I was in my mid-twenties to early thirties, in charge of product planning and marketing.

In 1979, we launched the sports tire brand POTENZA, which is still popular among many customers today.

POTENZA RE71 was launched in 1984, and chosen as original equipment on the Porsche 959, marking our first step toward a global premium brand.

I still remember the joy and accomplishment of the brand and tire technology honed through motorsports finally being recognized by the world.

1980s

Building global premium tire brands

'83 BATTLAX brand born

'85 BATTLAX used in
Suzuka 4 Hours Endurance Race



10/24

Responding to the spread of motorcycles and motorcycle racing, Bridgestone launched its first high performance motorcycle tire brand BATTLAX in 1983.

At first, during testing for the Suzuka 4 Hours Endurance Race we were turned away by many, which reinforced my ambitions in making BATTLAX into a global premium brand.

We officially participated in the Suzuka 4 Hours Endurance Race in 1985 stepping on the podium that year, and a bike fitted with Bridgestone tires marked its first victory the following year in 1986.

We have since honed our products through participation in various races like the MotoGP, achieving 15 years of consecutive victories in the Suzuka 8 Hours Endurance Race for teams fitted with Bridgestone tires last season (in 2022).

Currently our motorcycle tire business is at the global leading position in the sports premium segment.

10/24

1995

Return to INDY500

FIRESTONE PRIDE



11/24

In the 1990s, at the same time Bridgestone merged with Firestone to start its challenge toward becoming a global company, our challenge in motorsports also expanded to the U.S. and in earnest onto the world stage.

First, injecting Bridgestone's technological capabilities, the Firestone brand returned to INDY500 in 1995.

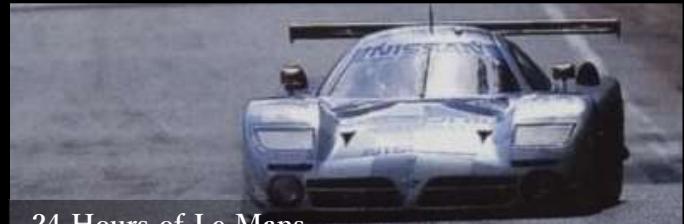
In the first-ever INDY race in 1911, tires that supported the winning machine from the ground up were Firestone tires.

This challenge overcoming various obstacles to make a comeback to INDY500, was what restored the Firestone brand which was faltering at the time of the merger, what regained pride in Firestone, and what bound Firestone and Bridgestone together building the base of the global business management structure of today.

Winning the championship the following year awakened the team's pride in Firestone. Being a team member of that challenge in the U.S., it remains one of the most amazing moments of my career.

1990s

Participating in
the world's top races



12/24

24 Hours of Le Mans

Based on the victory in INDY500, we moved up to the global stage, into the world's top races.

Carrying the Bridgestone brand, we entered Formula One in 1997, starting our challenge for excellence to support global motorsports that travel around the world.

Currently we have moved away a little from the world's circuits, but in the 1990s Bridgestone participated in and stood on the podium in each of the Triple Crown of Motorsport (the world's most prestigious motor races): the Formula One Monaco Grand Prix, INDY500 and 24 Hours of Le Mans.

1990s -

1997 - 2010

Participation in F1®



2002 - 2015

Participation in
MotoGP™



MotoGP™ Round 18 (Valencia)

13/24

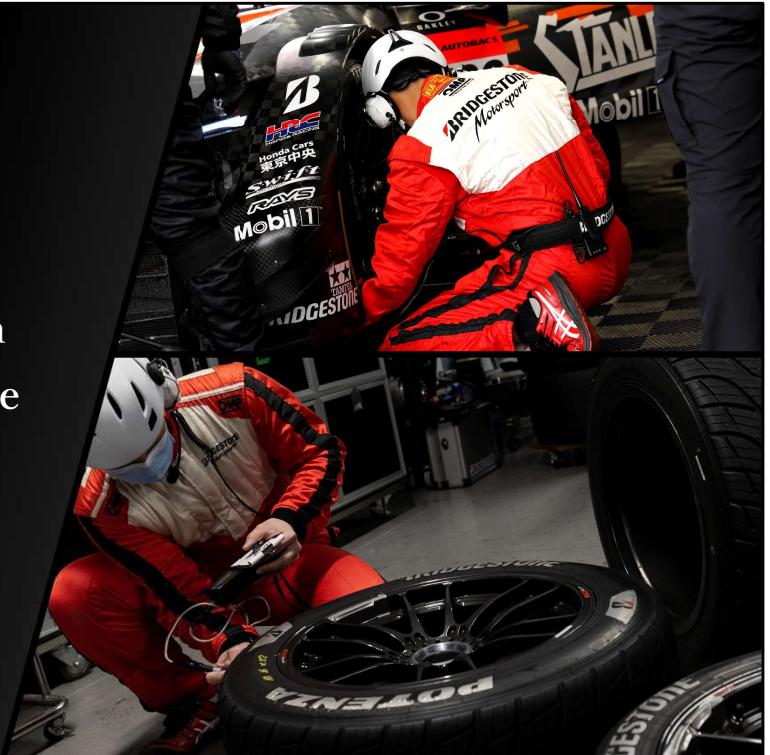
In addition to Formula One, from 2002 we started participation in MotoGP which is the top of motorcycle racing.

The experience of continuing to challenge the top of the world in both four-wheel and motorcycle racing fostered our passion as a tire manufacturer, as represented in our tagline at the time “Passion for Excellence,” introduced in 2003.

The experiences elevating technology and development capabilities for tires used in extreme conditions to their limit, and ensuring operation and maintenance in “extreme” conditions – supplying tires to races that travel around the world in short periods of time – enhanced Bridgestone’s comprehensive capabilities and strengths which serve as the foundations for our business today.

What we obtained through the challenge for excellence

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Proving that performance to the world though races enabled Bridgestone to be recognized a global premium brand, building and reinforcing our global premium position.

These challenges helped gain trust from customers and became the driving force for Bridgestone's current global business based on premium tires.

The challenge for excellence has also contributed to developing our talent in various business domains from engineers to businesspersons.



Global journey for excellence

Toward sustainable global motorsports

15/24

As is explained in the Fuji Motorsports Museum, mobility is entering a new turning point more than 100 years after the dawn of motorsports. Through technological development in the demanding racing world, a new challenge of “manufacturing” that will lead to next-generation mobility has begun.

Bridgestone also started its challenge for new mobility defining 2020 as our “third foundation,” and is accelerating our transformation to a sustainable solutions company.

The accelerator for this will be motorsports, where maximum performance is demanded in extreme conditions.

Taking this 60th anniversary as an opportunity, we will return to our origin as a tire manufacturer and restart our global journey for excellence.

We will continue to support the development of motorsports culture and take on the challenge of evolving our activities into sustainable global motorsports activities combining real (physical) and digital capabilities.

Sustainable global
motorsports
= “Accelerator”

Toward a sustainable
solutions company

Excellence in business management:
To realize agile and sustainable business management

16/24

Through these 60 years, we learned that all elements of corporate/business management is condensed into motorsports activities, including technological capability, comprehensive operational capabilities, brand power and talent development across our value chain from the “produce and sell” of tires to their “use.”

We believe excellence in corporate/business management to be a sustainable solutions company is also there.



Sustainable global
motorsports
= “Accelerator”

Sustainability

Pride & Passion

Bridgestone DNA

“Focus on quality” “Respect for being on-site”
“Being attentive and supportive of customer problems”
“Challenging spirit”



Technological capability,
comprehensive operational capabilities, brand power,
talent development

Excellence in business management:
To realize agile and sustainable business management

17/24

By promoting sustainable global motorsports, we believe we can further reinforce management, and also enhance: sustainability which we place at the core of management and business, Bridgestone pride and passion, as well as the 4 Bridgestone DNA – “Focus on quality,” “Respect for being on-site,” “Being attentive and supportive of customer problems,” and “Challenging spirit”.

Motorsports activities also enhances agility, which is required of current and future business management to respond quickly to change. We will leverage the activities as an accelerator to realize agile and sustainable management.

Challenge for excellence also in sustainability



Guayule INDY tire

Green & Smart factory

18/24

Regarding sustainability which is the core, we will elevate our comprehensive capabilities as a tire manufacturer acquired so far, and by pursuing “excellence,” support sustainable motorsports from the ground up.

We have been awarded the highest rank Three Star of Environmental Accreditation from FIA (Fédération Internationale de l'Automobile) for initiatives in sustainability.

The core of such sustainable global motorsports activities will be ENLITEN, which we consider our “new premium.”

ENLITEN is an innovative tire technology which ensures safety and peace of mind, and achieves both driving and environmental performance.

We will expand its value to products and business models and evolve it based on sustainability.

Linked with this, we are extracting natural rubber – an important material for tires – from the guayule plant which can be grown in arid zones and developing tires with a high ratio of renewable and recycled material.

We will also pursue green and smart factories combining our production technologies for carbon neutrality and a circular economy, as well as pursue green and smart operations including logistics and the supply chain.

Sustainable global
motorsports
= “Accelerator”



Toward a sustainable global premium brand

19/24

The Bridgestone brand will also move on to the next stage.
Valuing the foundations built through motorsports so far,
we will evolve it into a sustainable global premium brand.

Sustainable motorsports



Bridgestone World Solar Challenge

Support the development of motorsports culture



SUPER GT



INDYCAR SERIES



EWC/
Suzuka 8 Hours 2022



Bridgestone FIA ecoRally CUP

New activities in celebration of our 60th Anniversary



With this passion and determination, our motorsports activities for this year will be based on 2 axes:
sustainability and supporting the development of motorsports culture.

For sustainable motorsports, in addition to the “Bridgestone World Solar Challenge” solar car race which Bridgestone supports as title sponsor until 2031, we will expand our base.

To support the realization of a carbon neutral mobility society, we are proud to announce that we will be sponsoring FIA’s new international race for electric vehicles, the “Bridgestone FIA ecoRally CUP” as an official partner.

To support the development of motorsports culture, we will also take on the challenge of steadily broadening the base, such as through the support of eMotorsports.

We will also continue participating in SUPER GT in Japan and the INDY CAR® SERIES for four-wheels, and FIM Endurance World Championship (EWC) for motorcycles.

From four-wheels to motorcycle races and eMotorsport, from top-level professional races to grassroots amateur races, we will continue our broad and steady support of motorsports.

Please stay tuned for the future of Bridgestone Motorsport.

Bridgestone deeply thanks the drivers,
riders, teams, manufacturers, organizers,
and those who love motorsports
who share our journey.



Lastly, I would like to express my sincere appreciation for all those who have been involved in our 60-year journey for excellence: our employees and teammates, all the individuals involved in joining and supporting our challenge, as well as all the motorsports fans who followed our journey. Thank you.

Today some members who have been a part of the Bridgestone journey will be joining us on stage.

Mr. Fujii is challenging the world through the FIM Endurance World Championship (EWC) for motorcycles as general manager. We are committed to supporting his challenge from the ground up, and we also hope to spread motorsports culture to the world together.

We fought our first Formula One race with Mr. Hoshino in rainy conditions, and we also fought alongside him in top category formula car racing in Japan. Mr. Hoshino has accompanied our motorsports activities and product evolution throughout the years, holding driving lessons at the time of the POTENZA RE71 launch and as team director in SUPER GT today.

Mr. Sato has been participating in the world's top races with us, using Bridgestone tires in Formula One and Firestone tires in the INDY CAR® SERIES. I was happy for his INDY500 victory in 2017 – the first victory by a Japanese driver – as if it was my own, and he celebrated it with Bridgestone employees drinking milk. His exciting races fosters our pride in both Firestone and Bridgestone. We will continue to fight alongside him, supporting him from the ground up.

Mr. Sasaki currently participates in the TOYOTA Gazoo racing with us. He is our development driver for POTENZA, elevating tire performance from a racer's point of view. Let's continue to bring excitement to motorsports in Japan together.

I would also like to thank: Mr. Kurosawa who is not only a legendary driver, but who largely contributed to POTENZA development and our Porsche approach, as well as Mr. Suzuki, the originator of Bridgestone kart tires and who fought alongside us in Le Mans, Formula One and currently in SUPER GT.

In addition to this, we have encountered numerous comrades around the world through motorsports, many of which are here today. You are our treasure, so thank you very much.



Bridgestone E8 Commitment

Emotion

Committed to inspiring excitement and spreading joy to the world of mobility



With our commitment to continue providing driving excitement in 10 years, 20 years, as well as our passion to continue supporting motorsports culture development through inspiring excitement and spreading joy to the world of mobility, Bridgestone will continue driving forward sustainably.

That promise is represented as a part of the “Bridgestone E8 Commitment,” our corporate commitment established last year, in
“Emotion: Committed to inspiring excitement and spreading joy to the world of mobility.”



Bridgestone E8 Commitment

Emotion

Committed to inspiring excitement and spreading joy to the world of mobility

Enjoy and share emotions together.
From interaction with empathy to co-creation.

23/24

Valuing emotion and passion, we aim to enjoy motorsports with our numerous comrades, sharing emotions and acquiring empathy toward our challenges so that it will lead to co-creation where we will create the future together toward the realization of a sustainable society.



Bridgestone E8 Commitment

Emotion

Committed to inspiring excitement and spreading joy to the world of mobility

Accelerate the journey for excellence,
together with you

24/24

Together with all of you here, our employees, society, our partners and customers, we will continue to turn the engine of sustainable motorsports, bring excitement and accelerate our journey for excellence.

Thank you for your continuous support.



60th

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