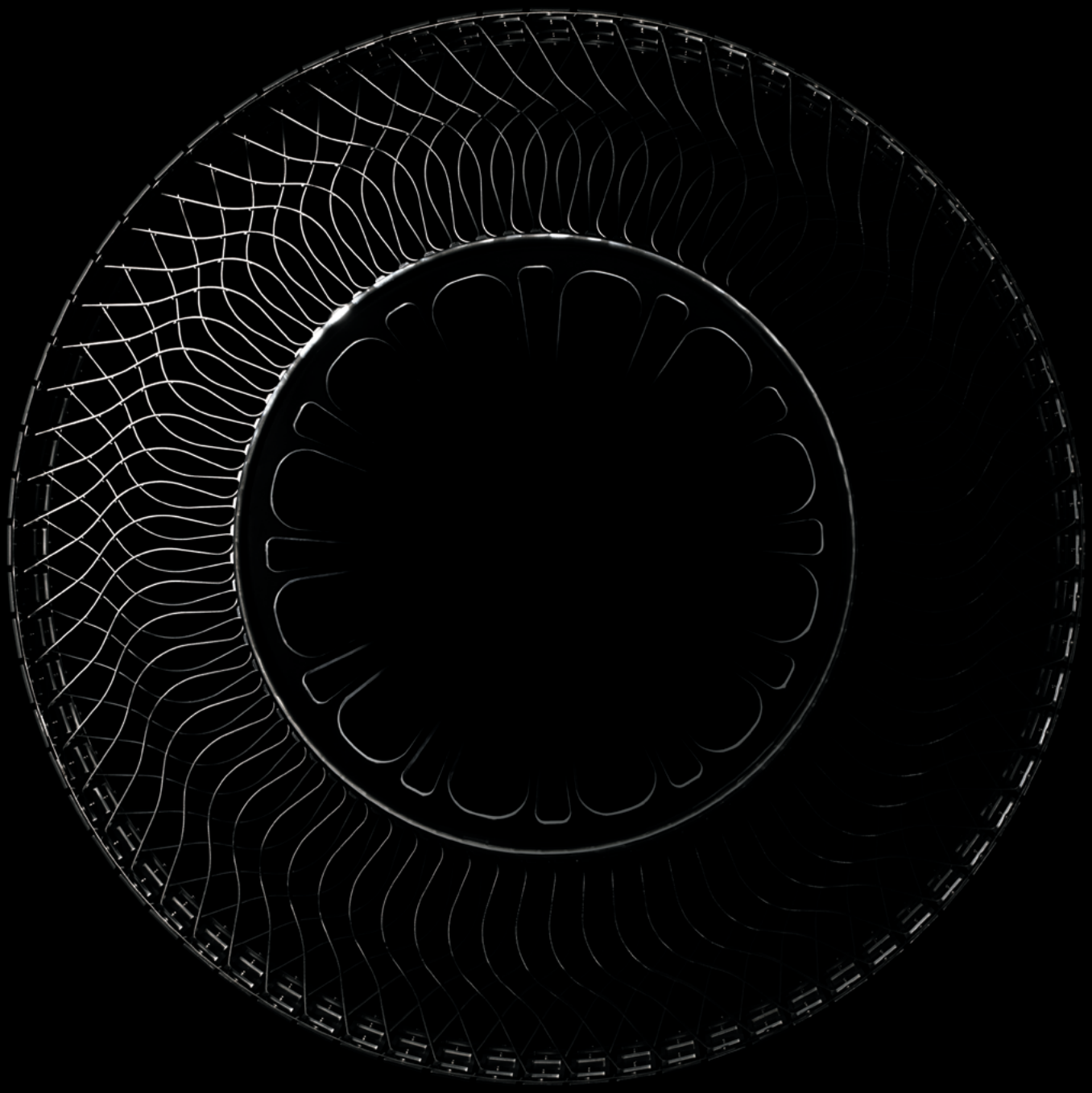
Bridgestone 3.0 Journey

2025 Integrated Report



BRIDGESTONE

Solutions for your journey

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About the Cover

The cover features a side-view of our lunar rover tire, with its intricate geometric pattern. With a shape expressing the Bridgestone way of beauty of a "circle," this hallmark piece of "Bridgestone Design" conveys our determination to embrace new challenges and our refined technology in support of the mobility of people and goods ensuring safety and peace of mind—even in the new challenge of the moon's surface. Bridgestone is striving to be essential to the future of mobility.

Editorial Policy

The Bridgestone 3.0 Journey 2025 Integrated Report has been published to further deepen mutual understanding through dialogue with stakeholders. The report aims to comprehensively communicate Bridgestone's approaches and initiatives for enhancing corporate value and sustainability of both society and the company over the medium to long term.

The focus of this report is on more clearly and more vividly telling Bridgestone's value creation story, showcasing our efforts to accelerate transformation with our corporate commitment, the Bridgestone E8 Commitment, as the axis toward the realization of our vision of being a sustainable solutions company. As the 100th anniversary of our founding approaches in 2031, we convey the commitment from management to employees on-site, to focusing on value creation as we aim for "growth with quality" on a global scale.

In preparing this report, Bridgestone referenced the International Integrated Reporting Framework of the IFRS Foundation, the Guidance for Collaborative Value Creation issued by Japan's Ministry of Economy, Trade and Industry, as well as the GRI Standards of the Global Reporting Initiative.

Forward-looking Statements

Forecasts based on projections and plans for the future in this report contain unpredictable elements that may cause fluctuations. As such, they do not constitute guarantees by the Company of the achievement of those forecasts. Accordingly, actual business results may differ substantially from the Company's current assessment.

Reporting Scope

- Period: January 1, 2024 to December 31, 2024 (Some activities from before or after the period have also been included.)
- Organizational coverage: Bridgestone Corporation and its subsidiaries and affiliates around the world.

Throughout this report, "Bridgestone" refers to the whole of Bridgestone including all Group and related companies, while "the Company" refers to Bridgestone Corporation (non-consolidated).

Bridgestone Corporation is the parent company of Bridgestone, which includes the following Strategic Business Units (SBUs).

- Bridgestone Americas (abbreviated as BSAM) including the United States, Canada and Latin America.
- Bridgestone Asia Pacific Pte. Ltd. (abbreviated as BSAPIC) including the Asia, Pacific, India and China tire business.
- Bridgestone Europe NV/SA (BSEMEA): tire business in Europe, the Middle East and Africa
- BSJP: Japan Tire Business
- BSDP: Diversified products & Exploratory
- G-MICA: Global mining, industrial, construction, aviation tire solutions

Website and Report Information

Please refer to the following websites for additional financial and non-financial information.

Website: Investor Relations
https://www.bridgestone.com/ir/

Website: Sustainability
https://www.bridgestone.com/responsibilities/

- Annual Securities Report

Website: IR Library
https://www.bridgestone.com/ir/library/securities_report/

- Basic Policy on Corporate Governance, Report on the Corporate Governance Code, and Corporate Governance Structure

Website: Corporate Governance
https://www.bridgestone.com/corporate/governance/

Overview of the Bridgestone Group

Bridgestone's Business Portfolio

Bridgestone's business portfolio consists of four areas: Premium tire business as core business, solutions business as growth business, exploratory business as sowing new seeds, and diversified products business. By leveraging Bridgestone's strengths and undertaking each business tailored to its unique characteristics, we are accelerating its transformation into "a sustainable solutions company" as set out in our vision.

Premium Tire Business | **Core business**

Produce and sell Dan-Totsu products

- Passenger car tires
- Truck and bus tires
- Specialties tires:
  Tires for off-the-road mining and construction vehicles, aircraft, agricultural machinery, motorcycles, etc.

Solutions Business | **Growth business**

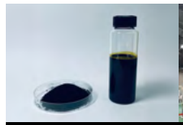
Amplify the value of Dan-Totsu products during the stage of customers' tire use

- Commercial BtoB solutions
  - Mining solutions
  - Aviation solutions
  - Truck & bus solutions
- Retail & service solutions

Exploratory Business —Sowing new seeds

Providing social value with sustainability at the core

- Recycle: Renew tires to raw materials
- AirFree®
- Lunar rover tires
- Soft-robotics, etc.



Diversified Products Business

Sharply focus on areas where Bridgestone's core competencies can be leveraged

- Hydraulic and high-performance hoses and rubber tracks
- Plastic piping and seismic isolation
- Sports (golf balls, etc.)
- Cycles etc.

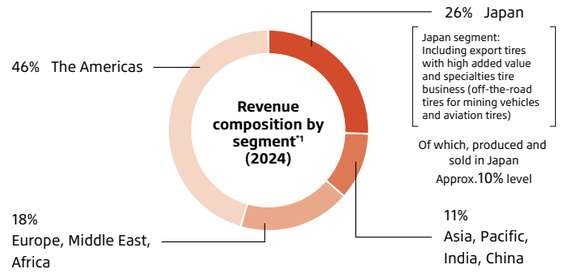
Financial and Non-Financial Highlights (As of December 31, 2024)

Bridgestone has approximately 130 manufacturing plants and R&D facilities operating premium tire (core business), solutions (growth business), diversified products, and exploratory businesses in more than 150 countries and regions.

2024 Performance

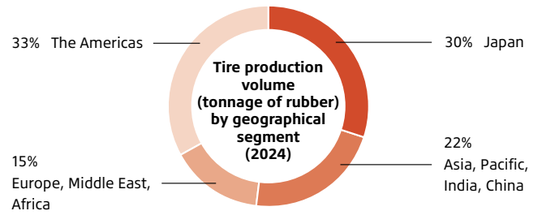
Revenue

4,430.1 billion JPY



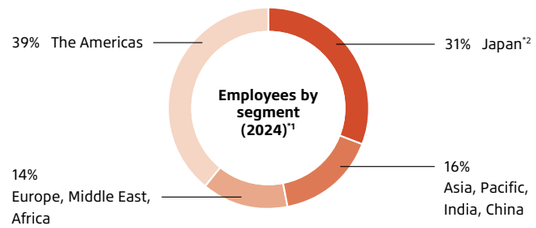
Tire Production Volume (tonnage of rubber)

1.48 million tons



Consolidated Employees

121,464 people



*1 Region categories of revenue and employees are in accordance with the segment in the Annual Securities Report.
*2 Employees in Japan segment includes "Japan," "Other," and "Company-wide (common)" segments as presented in the Annual Securities Report.

Source of Sustainable Value Creation

Guided by the unchanging mission of "Serving Society with Superior Quality," Bridgestone has continued to serve the changing needs of society and support mobility and lifestyles with safety and peace of mind for individuals. The source of our value creation lies in Bridgestone's DNA—a "focus on quality," "respect for being on-site," "being attentive and supportive of customer problems," and "challenging spirit"—and the strengths we have cultivated as we have expanded and evolved from its founding in Kurume City in Fukuoka Prefecture to the rest of Japan, Asia, and the global.

Bridgestone 1.0: Foundation

1931 Our Founding

Bridgestone was founded in 1931 in Kurume in Japan's Fukuoka Prefecture. In the early part of the 20th century, tire manufacturers in Europe and the U.S. were thriving alongside advancements in the automotive industry, while Japan still relied on U.K. and U.S. technology and capital. Founder Shojiro Ishibashi believed in the future of motorized transportation in Japan and embraced the challenge of "producing tires domestically using Japanese capital and technology." After overcoming many technical hurdles, the very first Bridgestone tire was produced in 1930, and on March 1, 1931, "Bridgestone Tire Co., Ltd." was founded in Kurume, laying the foundation for the Bridgestone of today. With our sights set on overseas expansion from the outset, we chose "Bridgestone" as the company name and trademark—the founder's surname (Ishibashi, which means "stone bridge" in English) was translated and reversed to ensure better product image and marketability overseas.

Bridgestone then began to expand the business from Kurume to the rest of Japan, and launched exports to Asia the year after its founding. Beginning in the 1950s, we made further headway into Asian countries, supporting mobility and motorization with safety and peace of mind for people in Japan and the rest of Asia. In the 1980s, we pursued further global expansion by acquiring the Nashville Plant of Firestone, laying the foundation for full-fledged expansion into the U.S. and enabling Bridgestone to evolve into a truly multinational company.

Birth of Bridgestone's first tire

1968 Receiving the Deming Application Prize and Defining the Company Mission: "Serving Society with Superior Quality"

Receiving the Deming Application Prize

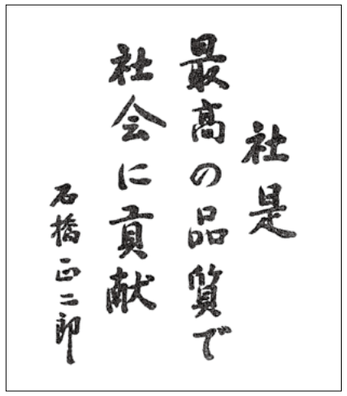
Throughout the 1960s, Bridgestone sought to modernize its management and quality management initiatives, giving these activities the name of the "Bridgestone's Unique Deming Plan" in 1964. Based on the basic thought that "good company quality makes good quality of products and services" and the five concepts that represent basic behavior—"PDCA," "why why why analysis," "standardization," "explain by using accurate data," and "control important points"—we started company-wide initiatives to improve our corporate structure. In 1968, Bridgestone received the Deming Application Prize, which is awarded to companies demonstrating distinguished quality control—a first for the tire industry. Today as well, we continue globally to promote activities in line with Bridgestone's unique Deming Plan.

The Deming Application Prize medal

Receiving the Deming Application Prize

Company Mission: "Serving Society with Superior Quality"

The same year receiving the Deming Prize, Bridgestone formulated the company mission of "Serving Society with Superior Quality." Reflecting the founder's business philosophy that "A business that contributes to its society and country will be forever profitable," this remains the unchanging mission of Bridgestone today.



Company mission: "Serving Society with Superior Quality"

Bridgestone 2.0: Second Foundation

1988 Merger with Firestone: Bridgestone Becomes a Global Company

Bridgestone took its first steps toward globalization through the merger with U.S.-based Firestone Tire & Rubber Company in 1988. We consider this our second founding. At the time, Firestone was the second largest tire manufacturer in the United States. The acquisition cost was approximately 2.6 billion USD, making this the largest overseas acquisition by a Japanese company at the time. This merger made Bridgestone one of the top three manufacturers in the global tire market.

The merger between Bridgestone and Firestone drove our evolution into a global company.

Subsequently, in 2008 we acquired "Bandag," a leading U.S.-based retread* company and, in 2019, acquired Webfleet Solutions, Europe's leading digital fleet solutions provider, laying the foundation for the further expansion of our solutions business.

* Retreading: Providing tires that can be reused by replacing the worn-out tread of tires used by customers.

Firestone

Merger with the Firestone Tire & Rubber Company in 1988

Our "Origins" As a Tire Manufacturer: Bridgestone Motorsports

Motorsports activities embody Bridgestone's DNA, including a "focus on quality," "respect for being on-site," "being attentive and supportive of customer problems," and a "challenging spirit," and this is our origins as a tire manufacturer. These activities have elevated Bridgestone to a global brand and are the foundation of the premium tire business, which is our core business.

Marking their 60th anniversary in 2023, Bridgestone's motorsports activities started out with our participation in the first Japan Grand Prix in 1963. We extended these activities on a global scale in the 1980s, including the European Formula 2 championship, and have since taken on the challenge of competing in the Triple Crown: the Formula 1® Monaco Grand Prix, the Indianapolis 500, and the 24 Hours of Le Mans.

Firestone returned to the traditional American race, the INDYCAR® SERIES, in 1995. This was emblematic of the comeback of the Firestone brand, given that the company had faced difficulties even after the merger with Bridgestone. Firestone tires were the tires that won the first INDY race in 1911.

Bridgestone made its entry into the pinnacle of global motorsports, Formula 1® racing, in 1997. Participation in Formula 1® has also contributed to our business, including by acquiring business with major European premium car manufacturers, and is the foundation of our current premium strategy. By continuing to support the victories and challenges of cars, drivers, and teams in the extreme conditions of the world's most prestigious races, we have not only honed our technical capabilities as a tire manufacturer but also our overall capabilities as a global company, such as our tire operations, maintenance, and talent enhancement, including in business. This "challenge for excellence" remains the driving force toward the evolution of Bridgestone's management and brand.

Bridgestone Motorsports – Global journey

1960s

1963 First Japan Grand Prix

1980s

1981 Participation in European F2 Championship

1995-

Return to INDYCAR® SERIES

2002-2015

MotoGP™

MotoGP™ 2015 Round 18 Valencia

1976 Participation in Formula 1® Grand Prix in Japan

1970s

1991 Participation in DTM

1990s

24 Hours of Le Mans

Formula 1®

1997–2010

Participation in an FIA World Championship

In this way, the Bridgestone DNA we have cultivated over our long history—a "focus on quality," "respect for being on-site," "being attentive and supportive of customer problems," and a "challenging spirit"—along with the foundation of our premium tire business, will be a source of Bridgestone's sustainable value creation going forward.

Global CEO Commitment

“Turn Changes into Opportunities”: Pave the Way Forward to “Growth with Quality” through Actions Related to Both “Defense” and “Offense”

Bridgestone in recent years has faced a business environment in which geopolitical developments, calls for sustainability, technological innovation, and other factors are intertwined in complex ways, and where structural changes in the mobility and tire industries are progressing at an unprecedented scale and speed. We have seen “new challenges to management” in 2025 as well, including the impact of U.S. tariffs, and the outlook remains uncertain globally. In this kind of business environment, Bridgestone cannot survive unless we implement mitigation measures agilely with a high sensitivity to changes. By further strengthening our foundation for sustainable value creation and building strong business quality, we will “turn changes into opportunities” and realize sustainable value creation toward our vision of becoming a “sustainable solutions company.”

Our Unchanging Mission: “Serving Society with Superior Quality”

With the mission of “Serving Society with Superior Quality,” Bridgestone since its foundation in 1931 has continued to grow by turning various changes into opportunities. At the time of our foundation, major changes were taking place in society and in mobility, such as the Great Depression and increasing motorization. Believing in the future of motorized transportation in Japan, our founder, Shojiro Ishibashi, took on the challenge of producing tires domestically. After overcoming many technical challenges, on March 1, 1931 “Bridgestone Tire Co., Ltd.” was founded in Kurume City, Fukuoka Prefecture-eventually leading to the Bridgestone of today. Our merger with U.S.-based Firestone Tire & Rubber Company in 1988, which we consider to be our second foundation, was the largest overseas acquisition by a Japanese company at the time. The merger with Firestone and its rebuilding enabled Bridgestone to evolve into a global company. In this way, over the 94-year history since its foundation, starting in Japan and moving to Asia and the world, Bridgestone has continued to support the mobility of people and goods by turning changes into opportunities.

Our mission-“Serving Society with Superior Quality”-has also been expanding in importance in light of the changes in the times and in society. Since Bridgestone was first founded, our concept of “quality” has expanded from products to include the quality of our services, management, and operations. The “society” we serve has also expanded from our birthplace in Kurume to the rest of Japan, Asia, and the world. Our third foundation, which began in 2020, also includes a commitment to contribute to a sustainable society. For Bridgestone, “Serving Society with Superior Quality” will remain our unchanging mission and the starting point for all of our activities.

Even as our third foundation unfolds amid a turbulent business environment, based on our mission and guided by our vision-“Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company”-we are accelerating our transformation, with our corporate commitment, the Bridgestone E8 Commitment (E8 Commitment), as the axis of the Bridgestone way of value creation that embodies our mission and vision.

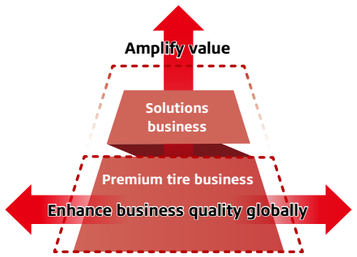
The Fundamental to the Strategy for Sustainable Value Creation

Even as we turn changes into opportunities and sustainably create value, what is fundamental to our strategy remains unchanged. We will deepen the linkage between our

Photo Daisuke Yoshinari

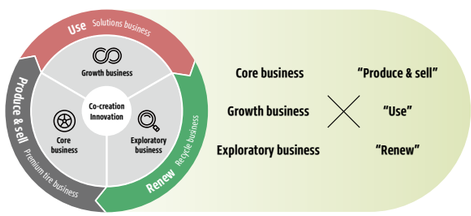
premium tire business as our core business and the solutions business as a growth business, thus reinforcing our efforts to amplify value from the "produce and sell" phase and customer "use," with Dan-Totsu products at the core. Our strategy is based on the following points.

- Transforming into a new R&D and manufacturing and value-creating company that leverages strengths as a Japan-based company
- Establishing a competitive advantage by expanding the solutions business to solve customer pain points
  ⇒ Leading to customer success by enhancing customer experience value
- Supporting these efforts through the fusion of digital and strong "real (physical)" capabilities -i.e., capabilities involving human knowledge and expertise, including the on-site capabilities and craftsperson skills of manufacturing in Japan.



Amplify value with Dan-Totsu products at the core (horizontal x vertical) — from "Produce and sell" to "Use" —

As we "turn changes into opportunities," I believe such actions ought to be at the core of our initiatives, and must be further reinforced. Furthermore, we are taking on the challenge of the circulation of value from the "produce and sell" phase and customer "use" of tires through to their "renewal" to raw materials, as recycling. With recycling as part of our exploratory business, we will also aim to circulate value in our business portfolio across our core business, growth business, and exploratory business.



Amid drastic changes to the business environment, the importance of addressing global management risks grows year by year. Here, we have identified three priority management items: (1) 6PPD (an antioxidant and antiozonant widely used in the tire industry) and TRWP (tire and road wear particles), which result from friction between the tire and the road surface-this friction is essential to ensuring safe mobility with peace of mind-consisting of a mixture of tread (tire surface) and road pavement materials; (2) the requirements of the European Union Deforestation Regulation (EUDR); and (3) the response to cyber risks. In addition, to make sure that we respond with high sensitivity to any management risks that arise, we have established a Global Management Risk Committee, composed of top management from each regional business and function. We will turn changes into opportunities by pursuing response measures that capitalize on Bridgestone's strengths.

Pursuing "Unwavering" Management in an Era of Turbulent Changes

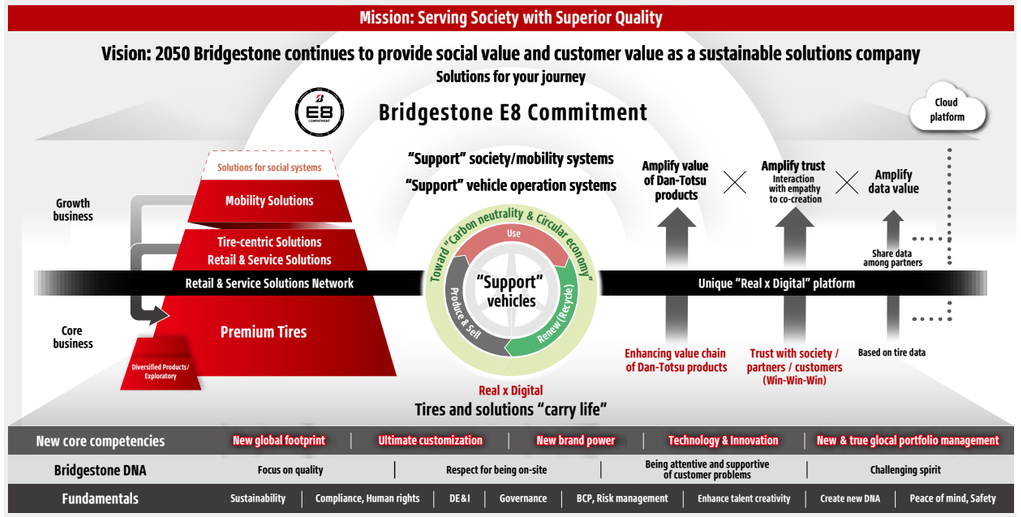
The "2030 Long Term Strategic Aspiration" we announced in August 2022 materializes these strategies and outlines the path forward to 2031 as a guiding north star, when we mark the 100th anniversary of the company's foundation, offering a roadmap for unwavering management even in an era of turbulent changes. The strategy focuses on creating new value and gaining competitive advantage for Bridgestone. It will be realized through amplifying the value of Dan-Totsu products and, based on that, amplifying trust with society, our partners, and customers. Furthermore, by building trust with customers, the data will be shared from them which will also amplify the value of the data. At the same time, we are committed to supporting vehicles and vehicle operation systems, while contributing to sustainability such as carbon neutrality and a circular economy, which is at the core of our management and business.

"Further Focus on Value Creation"

We incorporated the aspiration into an action plan reflecting changes in the business environment, the Mid Term Business Plan (24MBP) announced in March 2024, which covers the three years from 2024 to 2026. The plan rests on three axes of management for addressing management issues both inside and outside Bridgestone, seeking to: "tackle past negative legacies squarely without delay," "focus on execution and delivering results for immediate issues," and "lay a foundation for future growth."

Based on this policy, we formulated a business shaping

● 2030 Long Term Strategic Aspiration: Strategic Map (Announced in August 2022)



scenario to "create good business quality," "create good tires," "create good business," and "create new business sowing good seeds for the future." In line with this scenario, we are promoting initiatives that "further focus on value creation."

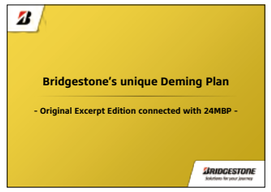
Foundation for Sustainable Value Creation

P.22–36

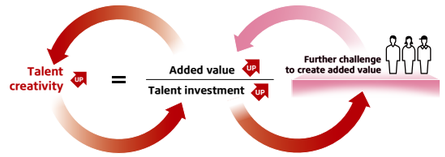
Among the four scenarios of the business shaping scenario, the top priority is "creating good business quality." Responding to change and creating value sustainably in a turbulent business environment requires improvements to management and working & business quality. We have been pursuing quality management activities under "Bridgestone's unique Deming Plan" since the 1960s, and have re-enhanced understanding of the plan for all employees at all levels of the organization globally. The basic thought of our Deming Plan-"good company quality makes good quality of products and services"-and the five concepts that represent basic behavior-"PDCA," "why why why analysis," "standardization," "explain by using accurate data," and "control important points"-act as a "framework" for thinking and acting for the people who work at Bridgestone, and we continue to reinforce these principles in our various workplaces globally in the pursuit of improved creativity and productivity.

Furthermore, we are reinforcing initiatives that serve as a foundation for the Bridgestone way of value creation, including the Dan-Totsu products that are Bridgestone's strength; digital transformation fusing digital and "real (physical)" capabilities, i.e., the strong craftsperson skills we have cultivated in on-site production and sales (Genbutsu-Genba); intellectual property strategies which support value creation across the value chain, from the development of tires and solutions to our business domains; talent creativity

● "Bridgestone's unique Deming Plan": Original Excerpt Linked to 24MBP



● Talent Creativity KPI

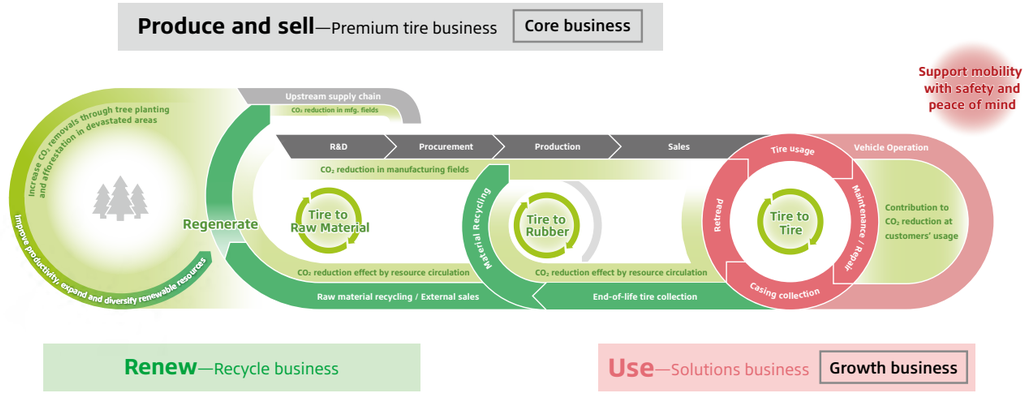


enhancement that reinforces talent investment as well as increases added value, striving to achieve the growth of the company and the growth of each employee like two wheels moving forward.

Sustainability Transformation (SX)

We will also advance our Sustainability Business Model to build a foundation for the sustainable enhancement of corporate value and the creation of sustainability value. This will involve reinforcing efforts to achieve carbon neutrality and realize a circular economy across the value chain, from the "produce and sell" phase and customer "use" through to their "renewal" to raw materials, and pursuing nature positive initiatives, integrating our business strategy. Under these initiatives, we are continuously reinforcing our effort to reduce CO_2 emissions and increase the ratio of renewable energy and recycled & renewable materials, which we are currently achieving more than at our planned levels. In terms of SX, the consistency of our management strategy aimed at realizing our vision of becoming a "sustainable solutions company," the initiatives for enhancing sustainable corporate value through the execution of the strategy, the identification of key issues in sustainability, and our information disclosure based on these management issues and priorities has been recognized by external stakeholders. As a result, we were selected for the newly established "SX Brand 2024," and we have also been selected again for 2025. I believe it remains vital to further strengthen these management fundamentals for value creation, especially in the context of the rapidly changing business environment.

● **Overview of Bridgestone's Unique Sustainability Business Model**



Toward Stronger Business Quality: Reinforcing Earning Power and Improving Capital Efficiency

Regarding the foundation for value creation, although we are still far from where we aim to be, I believe the ongoing transformation of our third foundation has yielded some results. On the other hand, the most important management indicators of earning power and capital efficiency, which are directly linked with corporate value, such as the adjusted operating profit margin, ROIC, and ROE, have continued to trend downward since 2021. This fact has raised significant attention within the global management team.

In our full-year financial results for 2024, the acceleration of structural changes in the tire industry due to factors such as the aggressive rise of Chinese EVs and low-end imports mainly in Latin America and Europe has emerged "new threats." In this context, although we were able to secure increases in both revenue and profits versus the prior year, we did not reach the levels we committed to in our external announcements in terms of the adjusted operating profit margin, ROIC, and ROE, which are our most critical management indicators. We will pursue management with stricter discipline, including by streamlining ordinary resources and strategically allocating strategic investments and expenses, recognizing the need to further reinforce earning power and improve capital efficiency to build stronger business quality.

2025: A "Year of Emergency and Crisis Management"

Under these circumstances, we positioned 2025 as a "year of emergency and crisis management." In the turbulent business environment, we are prioritizing actions related to "defense" while also taking actions related to "offense," paving the way forward to future growth.

"Defense" and "Offense" P.38-62

Our actions related to "defense" put top priority on the pursuit of improvements in management and working & business quality. As of January 1, 2025, we have established a new global executive management structure. We placed four Executive Vice Presidents under the Global CEO, and clarified the business responsibilities (profit and loss responsibilities) of BRIDGESTONE WEST and BRIDGESTONE EAST as well as the responsibilities on the part of the Global Chief Technology Officer (CTO), the Global Chief Administration Officer (CAO) & the Global Chief Strategy Officer (CSO) to clarify the cross-functional and global optimization responsibility. As the four Vice Presidents each carry out their roles and responsibilities on an equal footing, this will strengthen our management and governance, ensure appropriate checks and balances, and promote management focused on "execution and delivering results." Additionally, for the first time at Bridgestone, we established the position of Global Chief Innovation Officer (CIO) under the Global CTO, with the aim of accelerating innovation to create new value, and also appointed a BRIDGESTONE WEST CTO to strengthen the development of Dan-Totsu products for the WEST region. These seven executive officers, including the Global CEO and four Executive Vice Presidents, the Global CIO, and the BRIDGESTONE WEST CTO, are leading Bridgestone in the "year of emergency and crisis management." Two of the executive officers are foreign nationals and, for the first time in Bridgestone's management, we have three executive officers who come from a technical background. This gives us a structure that emphasizes diversity and technology and innovation for future growth while enabling management with stricter discipline.

Following the business restructuring and rebuilding (1st stage) we launched right after our third foundation in 2020 and implemented through 2021, we are now executing a 2nd stage. In particular, for the Europe business, which faces challenging conditions in terms of both performance and the business environment, we started taking concrete steps in the second half of 2024 to "change the shape of the business," assessing and implementing rebuilding in all areas, including production, sales and retail, and headquarters functions. For business segments of truck and bus tires, retread tires, and retail, we have started to see profitability improvements as a result of rebuilding. Moreover, we are pursuing integration and simplification of organizations across the WEST based on the improvement of business processes. Additionally, in North America, as announced in January 2025, we are optimizing business footprints and costs, including the closure of the LaVergne Plant that produces truck and bus tires and reducing workforce in sales and business operations. In the Latin American business, which was one cause of the deterioration in our performance in 2024, we have also begun reducing production capacity and workforce at each of our manufacturing footprints to "change the shape of the business." Additionally, we will simplify the organization and integrate functions at BRIDGESTONE EAST as well.

In terms of actions related to "offense," we continue to reinforce Dan-Totsu products. For passenger car tires, we are expanding the launch of new products equipped with ENLITEN, our base technology for product design, positioning these as "new premium." For off-the-road tires for mining vehicles, we are expanding the Bridgestone MASTERCORE. Moving forward, the development of the next generation of Dan-Totsu products will continue to be enhanced. We are taking actions to reduce business costs globally across the value chain from raw material procurement to development, production, and logistics. This effort will further reinforce business quality. The global business cost reduction activities, encompass our global procurement activities; our supply chain management and logistics transformation; Bridgestone Commonality Modularity Architecture (BCMA), a shift to Green & Smart, and steady on-site productivity improvements, underpinned our business performance in 2024 even in a challenging business environment. BCMA in particular has steadily generated benefits, mainly in reducing development and production costs. By evolving our on-site

Dan-Tostu product for mining tires

activities (Genbutsu-Genba approach), we plan to accelerate its benefit generation and contribution to business performance from 2026 onwards.

Toward "Growth with Quality" P.56-62

As we approach our 100th anniversary of founding, we strive for "growth with quality" by linking actions to reinforce earning power and improve capital efficiency. We have positioned the U.S. business, the India consumer tire business, and commercial BtoB solutions (mainly mining and aviation solutions) as markets to grow, setting clear priorities for strategic resource allocation globally. In the U.S. business in particular, driven by our commitment to continue contributing to society and the economy and supporting the mobility of people and goods in the U.S., we are further strengthening our commercial tire and solutions businesses (trucks and buses), which boast a strong business foundation. At the same time, we are focusing on rebuilding the consumer tire business in the U.S. and steering toward growth. This initiative will entail reinforcing our multi-brand strategy by capitalizing on the strengths and characteristics of the Bridgestone and Firestone brands across the entire value chain, including our brands, products, and channels. We are also shifting resources to strengthen the Dan-Totsu products that underpin this strategy, such as by sending experienced engineers from Technology Centers in Japan to offer support in the U.S. In our India consumer tire business, we are expanding production capacity and investing in technology development such as establishing a satellite technology center to strengthen Dan-Totsu products tailored for the India market. Additionally, by strengthening sales channels centered around family channels, we will further solidify our position as a market leader that we have built up since we established a manufacturing and sales company in India in 1996. In commercial BtoB solutions, we are working closely with customers on-site (Genbutsu-Genba) to solve their pain points. The solution primarily focuses on mining and aviation, enabling us to amplify the value of Dan-Totsu products, amplify trust with customers, and amplify data value, and are creating new social value and customer value, including through co-creation with customers.

Looking forward, we will reinforce our sustainable global motorsports activities as a new corporate branding activity. We have been selected as the sole tire supplier for the ABB FIA Formula E World Championship from the 2026-2027 season. Having withdrawn from Formula 1® in 2010, Bridgestone will return to the FIA World Championship for the first time in 15 years and restart our activities to support

"Multi-brand strategy"

global motorsports. We will leverage our sustainable motorsports activities, which represent a "challenge for excellence" as a "mobile laboratory," to extend the technology honed in these activities to replacement tires and evolve the next generation of ENLITEN technology. Furthermore, we will take the lead in pursuing sustainability across the entire value chain, starting from motorsports tires, and speed up Bridgestone's company-wide transformation, including accelerating innovation and fostering a corporate culture of continuing to take on challenges. In addition, by demonstrating our determination to embrace the challenge for excellence, we will continue to build a sustainable premium brand. Our aim is to continue to empower each and all to achieve their "best" and be essential to the future of mobility.

"Turn Changes into Opportunities" P.28-29

In 2025, by following through on these strategies related to "defense" and "offense," we are striving toward "growth with quality" from the second half of the year. Nonetheless, we face an ongoing turbulent business environment, and have encountered new challenges to management this year, rooted in the impact of U.S. tariffs. As of the end of May 2025, numerous uncertainties remain regarding the impact of these tariffs, but we are taking steps to deal with the situation by continuously assessing the direct impact on raw materials costs and on the tire units (higher costs of imported tires in the U.S., etc.) stemming from the terms of the tariffs (some of which we have incorporated into our assumptions). As of May 15, 2025, we estimated the direct impact on adjusted operating profit to be approximately 45 billion JPY, assuming we will offset the impact to some extent through a combination of measures. In Bridgestone, the direct impact can be illustrated by the fact that, for Passenger tires, approximately 10% of the products produced in Japan are exported to the U.S. Additionally, assuming that the tariff application for products from Mexico and Canada is deferred, about 4% of our global sales will be affected by U.S. tariffs.

In this business environment, the importance of "the year of emergency and crisis management" has been emphasized. We need to turn changes into opportunities on a global scale. Reflecting Bridgestone's history, I am always mindful of "turning changes into opportunities" in my approach to management, even after our third foundation in 2020. What we are called to do in terms of our global direction remains unchanged. I see these circumstances as an opportunity to build even stronger business quality by further reinforcing our initiatives. In addition to carrying through and augmenting actions related to both "defense" and "offense," we will streamline our business structure globally, including taking additional steps in business restructuring and rebuilding (2nd stage) and optimizing the global supply chain by leveraging our strengths as a global company.

Also, starting with measures to mitigate the impact of U.S. tariffs, we will thoroughly address the market and business structural changes by country, and will initiate "growth with quality" from markets to grow in the second half of 2025. In the U.S. in particular, our most important market, the need is to further speed up our reinforcement of the business in terms of both sales and production, mainly by rebuilding our consumer tire business. For example, we expect an increase in car maintenance demand due to the aging of vehicles in the U.S., as well as growing demand for tires in the Tier 2 and Tier 4 zones. In this environment, the value of Firestone, a traditional American brand, will become even more important. By enhancing brand power through collaborations with events like the NTT INDYCAR® SERIES and deploying ENLITEN technology to Firestone products, we aim to strengthen our product offerings and establish a unique value position. Additionally, we will comprehensively strengthen our brand, products, and channels by expanding our equity retail network, Firestone Complete Auto Care, centered on service expansion and building new family channels. Through these initiatives, we believe we can create greater customer value by being closer to our customers and solving their pain points. In terms of production, Bridgestone has promoted a local production for local sales structure to reinforce a resilient global business foundation. Currently, the ratio of local production for local sales in the U.S. is approximately 60% for passenger car tires and approximately 70% for truck and bus tires and off-the-road tires. In the Americas, which includes North and Latin America, this ratio is approximately 90% for passenger car tires and approximately 80% for truck and bus tires. As part of strengthening the U.S. business, we plan to expand production capacity for passenger car tires to maintain and improve these ratios. We will make small-scale investments at the Aiken Plant in the U.S. to optimize the balance between processes while increasing productivity and maximizing the use of existing equipment including at the Wilson Plant. We will start to increase production incrementally from 2025, reach approximately 2 million units volume increase by the end of 2027. We will also expand production at our manufacturing footprints in Mexico and Canada by enhancing productivity and fully utilizing existing equipment there.

In the area of high-value-added tires, we will pursue a strategy of producing tires in Japan and winning in the world, supplementing our global structure that supports local production for local sales, placing Japan at the core of our manufacturing. In other regions, we will also build country-specific strategies and take initiatives to turn changes into opportunities. In particular, in Japan, Thailand, and Indonesia where Bridgestone has high market share, we anticipate an influx of products in the low-end zone. In these markets, it is essential to more firmly protect our family channels. In addition to thorough premium focus and reinforcing Dan-Totsu products, which represent the "best" category of the Bridgestone brand, we will also strengthen products in the "better" and "good" segments of the brand. Moreover, we have built a resilient business foundation for the mining tire business in the U.S. The proportion of local production for local sales there is high, and the ratio of U.S. imports in global sales is low. Based on this foundation, we will continue to expand Bridgestone MASTERCORE tires, a Dan-Totsu product, and solutions, in pursuit of "growth with quality."

In 2025, by maintaining a high sensitivity to changes and carrying through the initiatives what we have determined, as well as implementing measures to turn changes into opportunities, we will advance to the "true next stage" in 2026, evolving into a "strong Bridgestone" that can win even in a turbulent business environment.

A Bridgestone Way of Contributing to Stakeholders P.68–87

Whatever the business environment is and will be, we aim to maximize our contributions to stakeholders including shareholders, customers, employees, partners and

suppliers, local communities, and a sustainable society guided by our mission of "Serving Society with Superior Quality" and with the E8 Commitment as the axis of our value creation. Regarding our capital policy and the reinforcement of shareholder returns, we have begun efforts to enter the next stage in a Bridgestone way. To maintain financial soundness while improving capital efficiency, we will conduct share buybacks and promote stable and continuous increases in dividend amounts to achieve improved capital efficiency. For 2025, we anticipate an increase of 20 yen per share compared to 2024, bringing the expected dividend to 230 yen per share, with a consolidated payout ratio to rise to an industry-leading 50%.

For employees, we are raising the amount of talent investment per person and increasing compensation for high performers in a balanced manner, based on the global management KPI of enhancing talent creativity. We will also continue stepping up efforts to achieve carbon neutrality, realize a circular economy, and contribute to nature positivity, in a way that links with our business strategies. For the local communities we serve, we take initiatives to support mobility and solve the social issues they face. In green slow mobility, we are promoting AirFree, a next-generation tire that does not need air filling, by seeking co-creation with local governments. In the run up to our 100th anniversary, we are also taking on the challenge of supporting space exploration carrying the dreams of humankind, such as utilizing AirFree technology in lunar rover tires. The AirFree is a part of our exploratory business.

An Invitation to Co-creation for Sustainable Value Creation

The 2025 Integrated Report outlines our initiatives for sustainable value creation and our ongoing efforts to turn changes into opportunities comprehensively. My hope is that, by clearly detailing the journey of Bridgestone's transformation, this report will serve as an invitation for new value creation, allowing us to survive and achieve further growth together in this turbulent business environment.

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

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2025 "The year of emergency and crisis management":
"Turn changes into opportunities" 38

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Governance 88

Data 100

Mission: Serving Society with Superior Quality

Vision: 2050 Bridgestone continues to provide social value and customer value as a sustainable solutions company

Input

Financial capital

Total equity (as of the end of 2024)
3,786.5 B JPY

Credit ratings (as of the end of 2024)
Moody's **A1** S&P **A**

Cumulative operating cash flows (Revised 2024-26 plan)
Approx. **2,100 B JPY**
* Revised 2024-26 plan includes cash reserve and debt financing

Manufactured capital

Capital expenditure (Revised 2024-26 plan)
Approx. **1,200 B JPY**

Intellectual capital

R&D expenses (2024-26 plan)
Sales revenue comparison **3% level**
Enhance Intellectual property strategy

Human capital

Number of employees (as of the end of 2024)
121,464

Social and relationship capital

Operating in more than
150 countries and regions
(as of the end of 2024)

Natural capital

Total energy consumption (2024)
38,985 thousand GJ
Renewable energy (Electricity) ratio **75%**
Amount of raw materials used (2024)
3,706 thousand tons
Biodiversity & nature conservation area (2024)
Bridgestone's direct contribution **2,072** ha

Bridgestone E8 Commitment

Mid term business plan (2024-2026)
Growth with quality

- Create good business quality
- Create good tires
- Create good business
- Create new business sowing good seeds for the future

Growth business — **Solutions business**
Commercial BtoB solutions "strategic business"

Retail & Service Solutions Network

Core business — **Premium tire business**

Diversified products business

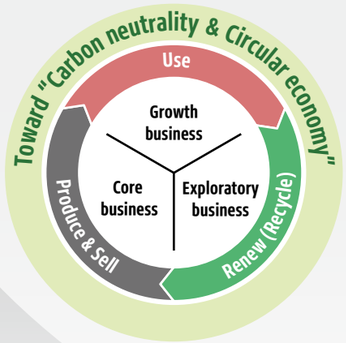
New & true glocal portfolio

Amplify data value
×
Amplify trust
(Interaction with empathy to co-creation)
×
Amplify value of Dan-Totsu products

Real x Digital

Tires and solutions "carry life"

Bridgestone's unique Deming plan



Sustainability Business Model

New core competencies	New global footprint | Ultimate customization | New brand power | Technology & Innovation | New & true glocal portfolio management
Bridgestone DNA	Focus on quality | Respect for being on-site | Being attentive and supportive of customer problems | Challenging spirit
Fundamentals	Sustainability | Compliance, Human rights | DE&I | Governance | BCP, Risk management | Enhance talent creativity | Create new DNA | Peace of mind, Safety

Output

(24MBP 2026 plan)

Adj. operating profit margin **13% level**
ROIC **10% level**
ROE **11% level**
Dividend per share **Min.250 JPY level**

Build foundation toward the sustainable growth stage

Talent creativity (Adj. operating profit ÷ talent investment) **130 level** (INDEX: Y2019 = 100)

More than **50%** reduction in CO_2 emissions (Scope 1, 2) from 2011 level

CO_2 emission reduction (Scope 3)
Contributing to reduce CO_2 emissions by more than **3x** our own CO_2 emissions

Over **39%** rate of materials using recycled and renewable resources

Support for smallholders of natural rubber more than **12,000**

2050
Carbon neutrality
100% sustainable materials

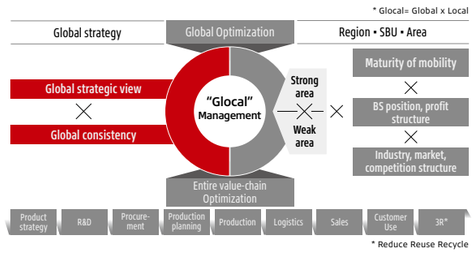
Social issues and momentum of transformation / Changes in environment surrounding Bridgestone and risks and opportunities

Foundation for Sustainable Value Creation

Reinforcing the New & True Glocal Management Structure

As a foundation for sustainable value creation, we have evolved a new & true glocal management structure. A word combining "global" and "local," "glocal" indicates our commitment to developing local strategies tailored to the characteristics of each region based on our global strategy, such as the maturity of mobility and Bridgestone's positioning, profit structure, industry, market, and competition structure, while at the same time ensuring optimization across the value chain.

● "Glocal" Management Concept

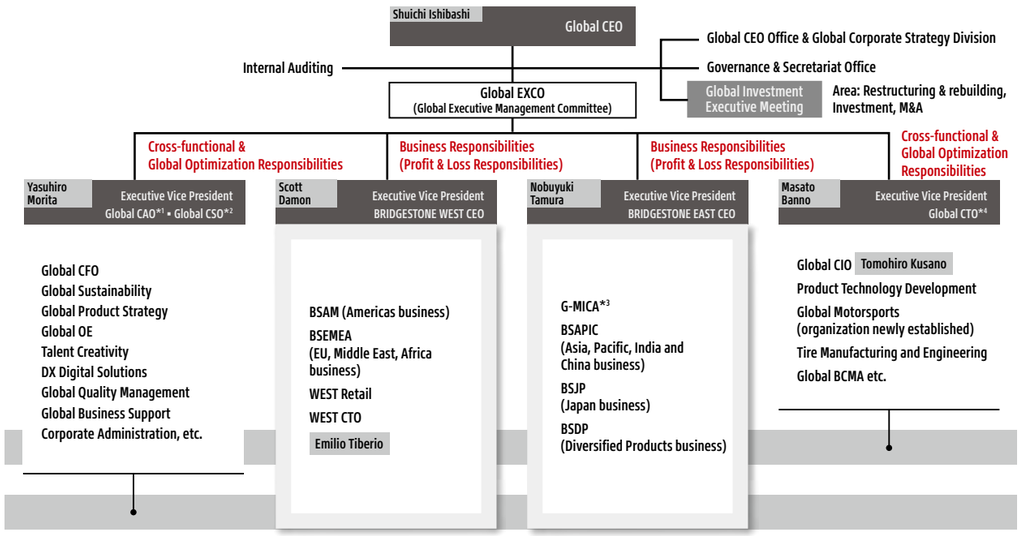


New & True Glocal Management Structure Implementing Management with Stricter Discipline

As of January 1, 2025, we have established a new global executive management structure. We placed four Executive Vice Presidents under the Global CEO, and clarified the business responsibilities (profit and loss responsibilities) of BRIDGESTONE WEST and BRIDGESTONE EAST as well as the responsibilities on the part of the Global Chief Technology Officer (CTO), the Global Chief Administration Officer (CAO) • Global Chief Strategy Officer (CSO) to realize the cross-functional and global optimization responsibility that pursues global optimization. As the four Vice Presidents each carry out their roles and responsibilities on an equal positioning, this will strengthen our management and governance, ensure appropriate checks and balances, and promote management focused on "execution and delivering results."

We have appointed seven executive officers, including the Global Chief Innovation Officer (CIO), Global CTO, and BRIDGESTONE WEST CTO, resulting in a total of three officers who come from technological background. As a company with manufacturing at its core, Bridgestone will also accelerate technology and innovation with the Global CTO, Global CIO, and BRIDGESTONE WEST CTO.

● Global Executive Management Structure as of January 1, 2025



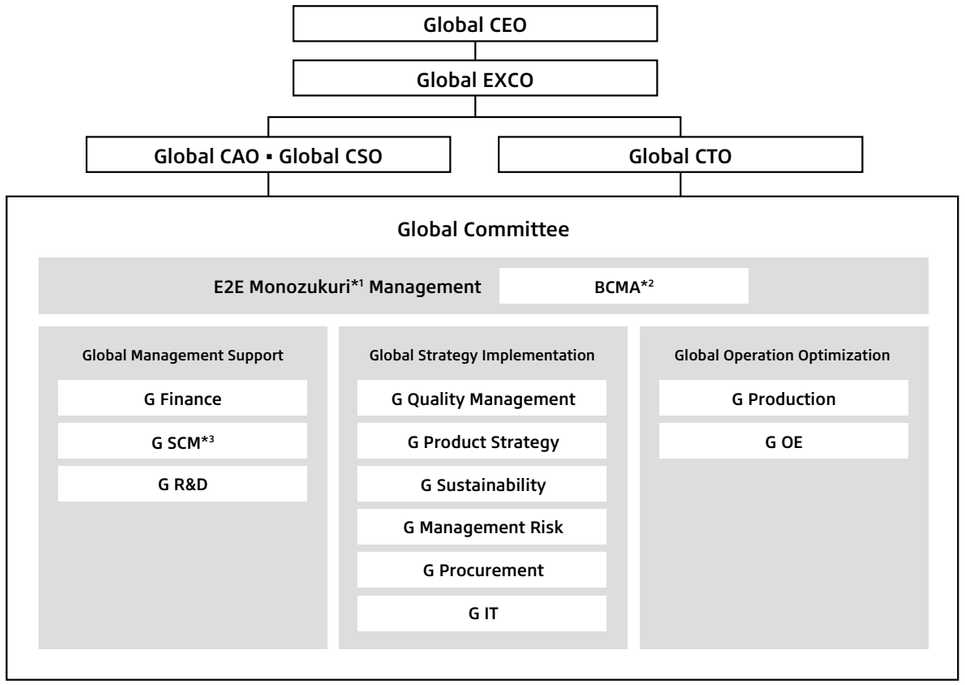
*1 CAO=Chief Administration Officer
*2 CSO=Chief Strategy Officer
*3 G-MICA : Global Mining, Industrial, Construction, and Aviation Tire Solutions Business
*4 CTO=Chief Technology Officer

To strengthen Bridgestone's cross-functional and global optimization functions, we have established global committees based on our management strategies and issues, under the responsibilities of the Global CTO, the Global CAO • the Global CSO. Each committee is pursuing efforts to address issues across regions and organizations. In their initiatives, the Global CTO, the Global CAO • Global CSO fulfill their cross-functional and global optimization responsibilities and report management issues in their respective areas to the Global Executive Committee (Global EXCO).

The Global EXCO ensures proper governance and checks and balances by making decisions after confirming and discussing the management issues by both cross-functional and global optimization responsibility and the business responsibilities (profit and loss responsibilities) of BRIDGESTONE WEST and BRIDGESTONE EAST.

Cross-functional and Global Optimization Functions

● Global Committee (Total: 12)



G = Global
*1 Monozukuri = R&D and manufacturing
*2 BCMA = Bridgestone Commonality Modularity Architecture
*3 SCM = Supply Chain Management

Messages from Executive Officers

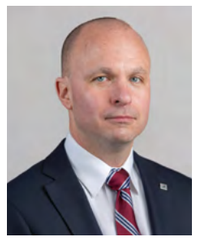
In Bridgestone's new & true glocal management structure in 2025, we have clarified the business responsibilities (profit and loss responsibilities) of the CEOs of BRIDGESTONE WEST and BRIDGESTONE EAST as well as the responsibilities on the part of the Global Chief Technology Officer (CTO), the Global Chief Administration Officer (CAO) ・the Global Chief Strategy Officer (CSO) to realize the cross-functional and global optimization responsibility that pursues global optimization. Additionally, we established the new position of Global Chief Innovation Officer (CIO) under the Global CTO and appointed a CTO for BRIDGESTONE WEST to reinforce the Dan-Totsu products that are at the core of our pursuit of "growth with quality" and to accelerate technology and innovation for the next generation.

This global management team, centered around the executive officers, will build the foundation for "growth with quality" and pave the way forward to future growth.

Business responsibilities (profit and loss responsibilities)

BRIDGESTONE EAST is responsible for our home market of Japan, Asia, and Pacific, as well as the off-the-road tires for mining vehicles and aircraft tire business, both of which require high technological capabilities. Our high market share there in the regions and sectors serves as proof of the trust from our customers. Looking ahead to the future, we will strive to create a strong business quality in the entire EAST and drive "growth with quality" in consumer tire business in India as well as in mining and aviation tire solutions as "markets to grow." Centering on Japan as a "core of manufacturing," we will also contribute globally while turning changes into opportunities with our mission of "serving society with superior quality."

Nobuyuki Tamura
Executive Vice President and Representative Executive Officer
BRIDGESTONE EAST CEO



BRIDGESTONE WEST is responsible for the Americas (North and Latin American) as well as Europe, Middle East, and Africa, all of which are very important for the global success of Bridgestone. Moving forward, BRIDGESTONE WEST will focus on growing these markets with quality as we complete our restructuring and rebuilding in 2025. A major focus of our growth is targeted in the U.S., especially in the consumer tire business rebuilding and commercial B2B solution businesses enhancement. We believe that the combination of our Dan-Totsu products, strong channel and dealer networks, and our approach to customer success - leveraging both real (physical) and digital competencies for value creation - can fuel this success.

Scott Damon
Executive Vice President and Executive Officer
BRIDGESTONE WEST CEO

Cross-functional and global optimization responsibility

To address management issues and create new values, we will pursue cross-functional and global optimization across various functions, including products, sustainability, supply chain, finance, and quality management. Furthermore, it is our responsibility to act agilely in response to "new management issues" we face, such as the impacts of U.S. tariffs, by connecting functions globally. We will accelerate initiatives to "turn changes into opportunities" by collaborating with our global teammates and contribute to "growth with quality."

Yasuhiro Morita
Executive Vice President and Representative Executive Officer
Global Chief Administration Officer (CAO), Global Chief Strategy Officer (CSO)

We will create new values through technology innovation generated by collaboration among our three technology centers in Japan (Kodaira, Tokyo), the U.S. (Akron, Ohio), and Italy (Rome) while reinforcing each strength and global cooperation. Cultivated by the core competencies we have developed over our long history- "mastering rubber," "mastering road contact," and "mastering manufacturing"- we will pursue the excellence of our technologies to create social value and customer value, paving the way for Bridgestone's future.

Masato Banno Technology
Executive Vice President and Executive Officer
Global Chief Technology Officer (CTO)

As the WEST CTO, I will leverage my understanding of the unique characteristics and diverse mobility needs in markets like the U.S. and Europe to focus on creating social and customer value through the transformation into a new R&D and Manufacturing, leading to the next-generation Dan-Totsu products featuring ENLITEN technology. In Operations, our goal is to enhance business quality across the value chain by promoting cost reduction activities, streamlining and integrating processes end-to-end, and boosting productivity at Genbutsu-Genba by implementing best practices from Japan. Additionally, we will support the global Sustainability Transformation strategy from Europe by taking responsibility for sustainability sensing.

Emilio Tiberio Technology
Senior Vice President and Executive Officer
BRIDGESTONE WEST Chief Technology Officer (CTO)

The Global CIO was newly established in 2025 for the mission to create innovative technologies and new values through global innovational initiatives. By accelerating innovation through co-creation and exploratory activities with partners internally and externally such as industry, government, academia and the private sector, we will realize our sustainable value creation and support the mobility of people and goods toward the future as well as contribute to sustainability such as carbon neutrality and a circular economy.

Tomohiro Kusano Technology
Senior Vice President and Executive Officer
Global Chief Innovation Officer (CIO)

* Effective July 1, 2025

Financial Capital: Financial Strategy—Reinforce Earning Power and Improve Capital Efficiency

2025 Financial Plan (announced February 17, 2025)

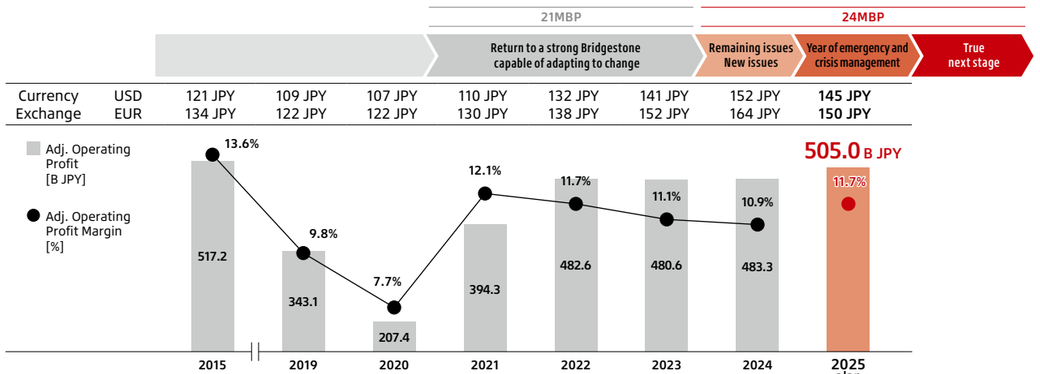
■ Global Overview

The acceleration of structural changes in the tire industry due to factors such as the aggressive rise in Chinese EVs and low-end imports mainly in Latin America and Europe has emerged as "new threats." In this context, we launched the second stage of our business restructuring and rebuilding ahead of plan and promoted improvements in the sales mix by thoroughly focusing on premium. Meanwhile, steady global business cost reduction activities underpinned our business performance. As a result, we were able to secure increases in both revenue and profits versus the prior year. On the other hand, indicators of earning power and capital efficiency, such as the adjusted operating profit margin, ROIC, and ROE, have continued to trend downward since 2021. ROE in particular came in significantly below the previous year's level, due in part to the recording of adjusted items of approximately 100 billion JPY in business restructuring and rebuilding costs.

In light of conditions in 2024, we have positioned 2025 as a "year of emergency and crisis management." Our top priority in terms of "defense" initiatives is on thorough business restructuring and rebuilding and reinforcement of management and working & business quality. Our "offense" initiatives center on reinforcing Dan-Totsu products and the solutions business. Driving with a dual approach of "defense" and "offense" initiatives, we are building a foundation for "growth with quality."

The focus of our 2025 Business Plan is on "reinforcing earning power" and improving capital efficiency. Based on highly certain sales volume, we have set a revenue target of 4,330 billion JPY (a 2% increase versus the prior year excluding exchange rate impact) and a target level for adjusted operating profit of 505 billion JPY (an 11% increase versus the prior year excluding exchange rate impact). By thoroughly enhancing business quality and "reinforcing earning power," we plan to raise the adjusted operating profit margin by approximately 1% compared to the prior year, to 12%, and to improve ROIC, the most important management indicator, by 1%, to 9.2%. On the other hand, reflecting our plan to carry out business restructuring and rebuilding by the end of 2025, we will record adjusted items of approximately 100 billion JPY for its costs. We thus project profit from continuing operations of 253 billion JPY and ROE of 7.2%, both lower than the previous year's levels. Our policy for shareholder returns is to steadily and continuously increase dividends. We expect dividends per share of 230 JPY, up 20 JPY versus the prior year (the 2025 financial plan announced February 17, 2025 does not take into account any impact from U.S. tariffs).

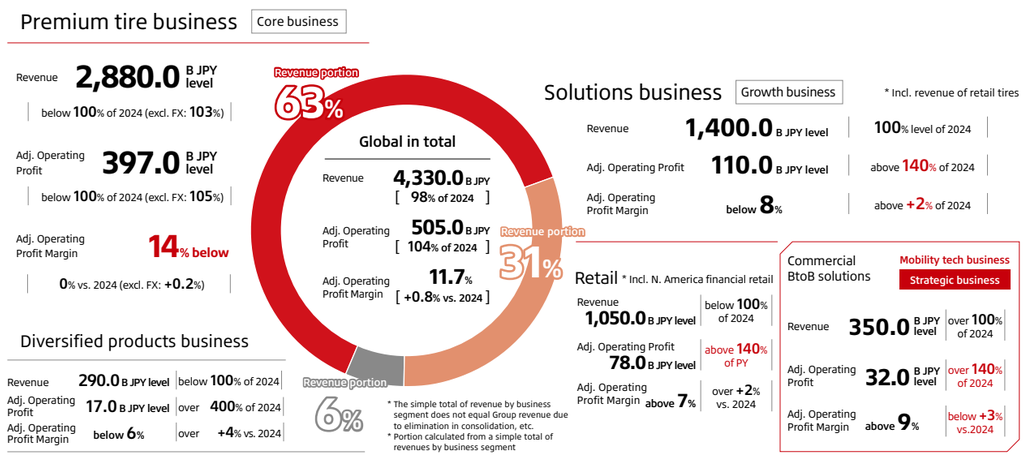
Although we have been experiencing some direct impacts from U.S. tariffs, we will not change our adjusted operating profit forecast of 505 billion JPY, and maintain our dividend forecast of 230 JPY per share, as of the announcement on May 15, 2025 of first quarter financial results (The impact of U.S. tariffs and mitigation measures: P28–29).



		2015	2019	2020	2021	2022	2023	2024	2025 plan
Currency Exchange	USD	121 JPY	109 JPY	107 JPY	110 JPY	132 JPY	141 JPY	152 JPY	145 JPY
	EUR	134 JPY	122 JPY	122 JPY	130 JPY	138 JPY	141 JPY	164 JPY	150 JPY
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	230 (plan)

■ 2025 Financial Plan by Business Portfolio

We have formulated a plan to achieve "growth with quality" by each business portfolio. In our core business of premium tires, we are targeting an adjusted operating profit margin level of 14% by pursuing "reinforce earning power" even in a challenging business environment. In our solutions business, which is a growth business, we are targeting a substantial 140% versus the prior year increase in profits, centered on commercial BtoB solutions, while raising the adjusted operating profit margin by over 2%. Commercial BtoB solutions consist of our mining, aviation, and truck & bus solutions, which we have positioned as strategic businesses for future growth.



■ Resource Allocation

Capital Expenditure

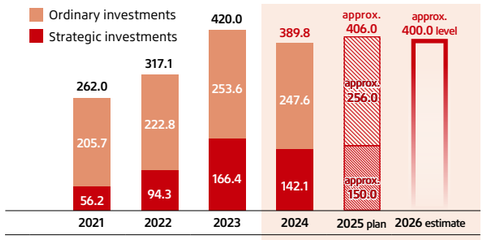
2025 plan: Approximately 406 billion JPY (same level as 2024), down from approximately 1.4 trillion JPY level in 24MBP
➡ Further strengthen priorities while laying the foundation for the future.

In light of the challenging business environment, we are steadily laying the foundation for the future by further strengthening priorities and carefully selecting projects with a focus on the premium tire business (core business). We anticipate approximately 400 billion JPY in capital expenditure in 2025 and in 2026. The revised 24MBP targets capital expenditure of around 1.2 trillion JPY (total for 2024–2026), which is lower than the initial 24MBP level of approximately 1.4 trillion JPY but higher than the 21MBP level of approximately 1.0 trillion JPY. Regarding the level of capital expenditure for 2025 and 2026, we will continue to review it considering the impact of U.S. tariffs and any challenges that arise, and execute appropriate resource allocation.

R&D Expenses

To reinforce Dan-Totsu products such as ENLITEN and Bridgestone MASTERCORE, we plan to maintain R&D expenses for product and production technology development at a level of 3% of revenue in 2025.

● Capital expenditure (B JPY)



		2021	2022	2023	2024	2025 plan	2026 estimate
Currency exchange	USD	110 JPY	132 JPY	141 JPY	152 JPY	145 JPY	
	EUR	130 JPY	138 JPY	152 JPY	164 JPY	150 JPY	

21MBP: total 1.0 T JPY

Suppress from original 24MBP
Revised 24MBP
⇒ Plan approx. 1.2 T JPY level with estimation of approx. 400 B JPY in 2026

U.S. Tariffs and Mitigation Measures: Turn Changes into Opportunities <Announced May 15, 2025>

Impact of U.S. tariffs (assumptions as of May 12)

Although there are significant uncertainties, we announced our estimate of the direct impact of U.S. tariffs in our first-quarter financial performance report on May 15, based on tariff assumptions as of May 12. We estimate that the direct impact on adjusted operating profit will be approximately 45 billion JPY by the end of 2025. This direct impact includes increases in raw material costs and tire unit costs, such as the higher costs of imported tires to the U.S. The U.S. tariff impact on the tire unit in our company is, in case of passenger car tires, units for export to U.S. are less than approximately 10% of the total production in Japan. Also, among global total sales, the volume to be impacted by the U.S. tariff is at the approximately 4% level based on the assumption that the production in Mexico and Canada are under deferment.

● **Assumptions for estimating direct impact of U.S. tariffs (as of May 12)**

PS	• Tariffs on automobiles and automobile parts (excluding Mexico and Canada): 25% (from May 3) • Products of Mexico and Canadas: 0% tariff under the U.S.-Mexico-Canada Agreement (USMCA) grace period (until end of June)
TB	• A reciprocal tariff of 10% has been in effect since April 5. From July 1, a 25% tariff is expected to apply to automobiles and auto parts.
Specialties	• A reciprocal tariff of 10% has been in effect since April 5. Additional country-specific tariffs are expected to apply after a 90-day grace period, after July 9
Raw materials	• Tariffs on steel and aluminum: 25% (from March 4) • Reciprocal tariff on other raw materials: 10% (from April 5) • Tariffs on raw materials from China: 145% (from April 9) ⇒ 30% (from May 14) for 90 days • Tariff on natural rubber: 0% (not applicable) • Tariff on carbon black: USMCA-compliant items exempt (until end of June)

* Partially incorporated into our assumptions

Emphasized the Importance of 2025 as "A Year of Emergency and Crisis Management" —Countering the Direct Impact of U.S. Tariffs

We will address the direct impact of U.S. tariffs through a combination of various measures, as outlined below.

■ **Carry through "Defense" and "Offence" activities and further reinforce and accelerate them.**
Steady global business cost reduction activities and thorough focus on premium

■ **Combination of mitigation measures to "streamline" our global business structure and leverage our competencies as a global company**
- **"Streamline" our global business structure:**
  Further accelerate and reinforce the business restructuring and rebuilding (2nd stage)—Assess and execute additional measures in North America, Latin America, Europe, and other regions
- **Leveraging our competencies as a global company**—Optimize global supply chain management (SCM) and procurement

■ **"Turn changes into opportunities"—Reinforce the U.S. business (sales and production)**
- **Promote the U.S. consumer tire business rebuilding**—Multi-brand strategy (Bridgestone & Firestone)
- **Reinforce production in U.S.: Maintain and increase ratio of local production for local sales (ratio of local production for local sales in the U.S.: PS (passenger)—approx. 60% / TB (truck & bus) – approx. 70%)**
  - Enhance productivity and maximize utilization of existing equipment capacity
    - **Consumer tire: Small investment for Aiken Plant + maximize utilization including Wilson Plant (making full use)**
  - Assess the impact of U.S. tariffs
    - **PS: Optimize utilization of production footprints in Canada and Mexico**
    - **TB: Maintain and increase the ratio of local production for local sales across the Americas, including Brazil**

Since the company's third founding in 2020, "turning changes into opportunities" has consistently been a core management approach. This approach continues to guide our management in the current crisis environment. In 2025, we will strengthen our global business quality through these activities, laying the foundation for "growth with quality" toward 2026 and the next Mid Term Business Plan for 2027–2029.

In addition to the direct impact of U.S. tariffs, we estimate the effect of the U.S. economic downturn on adjusted operating profit to be approximately 20 billion JPY. This is an estimation based on the assumption of a decline in U.S. GDP growth rate vs. the plan announced February. However, due to increased uncertainties and unclear risk levels, it has not been incorporated into the fiscal performance guidance as of May 15, 2025.

Turn Changes into Opportunities

Strengthening Resilient Foundations: Optimizing the Global Supply Chain and Promoting the Structure of Local Production for Local Sales

Bridgestone has traditionally strengthened its resilient foundation by promoting local production for local sales. In the U.S., our local production for local sales ratio is around 60% for PS (passenger car) tires and about 70% for TB (truck & bus) and ultra-large OR (off-the-road) tires. In the Americas, encompassing both North and Latin America, these figures rise to around 90% for PS tires and 80% for TB tires. We will continue to maintain and increase these ratios. Additionally, in the high-value-added tire segment, we will implement a strategy of "produce in Japan, win in the world." We will complement the global production structure of local production for local sales with Japan as global core of manufacturing.

As part of strengthening the U.S. business, we are making small investments to optimize the balance between manufacturing processes at the Aiken Plant, which produces PS tires. Additionally, we are enhancing productivity and maximizing the utilization of existing equipment at both the Aiken and Wilson plants. With these initiatives, the production capacity is set to increase starting in 2025, with the aim of producing an additional 2 million units by the end of 2027. We will also enhance productivity and maximize the utilization of existing equipment to increase production at our plants in Mexico and Canada. For raw materials procurement, excluding natural rubber, approximately 80–90% is sourced locally in the U.S., a notably high level (assuming natural rubber procurement will be exempt from U.S. tariffs). We will continue leveraging our strengths as a global company to pursue the optimization of our supply chain in response to changes and geopolitical risks.

Build and Execute Strategies in Response to Market Structure Changes by Country and Region

As the impact of U.S. tariffs varies by country and region, we are advancing our management with the approach of "turning changes into opportunities" while anticipating structural changes in the tire industry.

We will build and execute strategies with clear priorities tailored for each region, including the U.S. Latin America and Europe in BRIDGESTONE WEST, Japan, Asia, India, China and OR (off the road tires) segment in BRIDGESTONE EAST as illustrated below. We will implement appropriate measures agilely with a high sensitivity to structural changes in each country.

● **Build and Execute Strategies Tailored to Market Structure Changes by Country and Region**

BRIDGESTONE WEST

N. America
- **Toward "growth with quality" from 2025 2H – reinforce U.S. business as "Markets to grow"**
- ■ **Improve sales capability & production capacity and optimize sourcing within Americas** (including PS – Mexico & Canada, TB – Brazil)
- ■ **Consumer tire business rebuilding** (**Multi-brand strategy** BS × FS: Dan-Totsu products & channels) × Reinforce production
  - Changes in market structure: Value of FS brand increases, anticipating an increase in maintenance demand due to the aging of vehicles and rising demand for used cars, advance the rebuilding plans and accelerate
  - ⇒ **Apply ENLITEN technology to FS (2026~) and reinforce retail equity business (Firestone Complete Auto Care)**
- ■ Reinforce commercial tire business: Steadily promote based on the solid foundation—Linked with BtoB solutions (Retread and mobility solutions)

L. America
- ■ **Focus on business rebuilding—Ensure reinforcement of management and working & business quality (Particularly in Brazil)**

Europe
- ■ **Focus on "quality": Thorough focus on premium and restructuring & rebuilding (2nd stage) "transform the shape of Europe business"**
  ⇒ **Build a foundation toward growth in the next stage**

BRIDGESTONE EAST

Japan
- ■ "Core of manufacturing" in global - Continue to reinforce as a manufacturing center of premium tires—**Supplement local production for local sales in global** and accelerate rebuilding of Japan tire business
- ■ Preparing for **REP market changes (influx of low-end products), enhance protection of family channels**
  - In addition to reinforcing "Dan-Totsu" in BS-BEST category, reinforce BS-Better & Good as well

Asia
- ■ **High share markets (Thailand, Indonesia, etc.) : Reinforce structure to respond to REP market changes (influx of low-end products) and protection of family channels**
  - In addition to reinforcing "Dan-Totsu" in BS-BEST category, reinforce BS-Better & Good as well (Leverage FS brand in certain countries)

India
- ■ **Reinforce premium PS business—Premium & mass strategy: Reinforce market leader position as a "market to grow"**
  - **Increase production and expand Dan-Totsu products & channels**

China
- ■ **Reinforce PS premium business: Complete within China (local production for local sales) to promote expansion of sales**
  Expand Dan-Totsu products & channels (OE × REP)

OR
- ■ **Toward "growth with quality" based on reinforced resilient business foundation in U.S. as well (high ratio of local production for local sales in U.S., small portion of U.S. imported products of which global sales)**
- ■ **Expand Dan-Totsu products "Bridgestone MASTERCORE" × Continue expansion of BtoB solutions at Genbutsu-Genba**

Message from the Global CFO: Balancing Financial Soundness and Capital Efficiency

Grounded in the "Bridgestone way" as our guiding principle, we are taking the Company's financial strategy to a next stage. We will contribute to the sustainable enhancement of corporate value by pursuing both financial soundness and capital efficiency, reinforcing earning power and supporting disciplined growth investments from a financial perspective.

Naoki Hishinuma
Global CFO
Executive Director, G Finance

We believe that maximizing contributions to all stakeholders will lead to the realization of our corporate mission of "Serving Society with Superior Quality." Our basic policy is to strengthen our management base in preparation for future business developments while striving to improve business results. We aim to maintain an appropriate financial position and share the results of our achievements with our stakeholders who support us, in the form of shareholder returns, while pursuing sustainable growth.

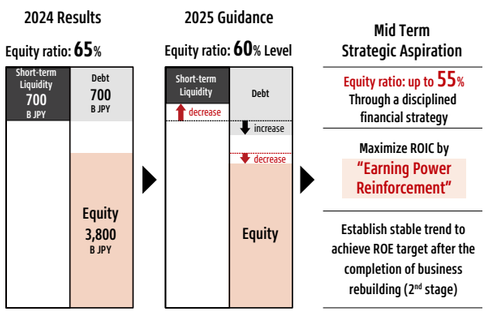
Our Approach to an Optimal Balance Sheet

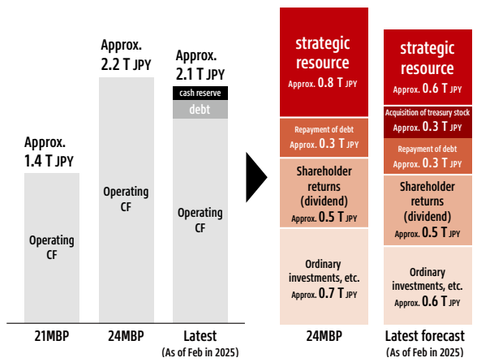
Our conviction that financial soundness is vital to the sustainable growth of the Company remains unchanged, and the "Bridgestone way" has been a crucial criterion when considering our optimal balance sheet. As an uncertain business environment makes financial soundness even more important, various credit rating agencies have given Bridgestone high marks for the soundness of our financial position, which is one of the Company's strengths.

On the other hand, we acknowledge that there is room for improvement in terms of capital efficiency. With an increase in retained earnings through steady improvements in business quality, combined with the impact of FX and other market conditions, financial soundness has improved faster than expected, causing the equity ratio to reach 65% at the end of 2024. Given the faster than expected improvement in our financial soundness, we reconsidered what Bridgestone's optimal balance sheet should be, defining our desired vision for the Company over the mid term as aiming for liquidity on hand equal to 1.5 months of monthly sales and an equity ratio of 55%. Guided by the perspective that widening the spread between ROIC and WACC, as well as between ROE and the cost of shareholders' equity, will help enhance corporate value, we are aiming for sustainable growth while maintaining a balance between financial soundness and capital efficiency.

Capital Allocation

In light of changes in the business environment over the 24MBP period, we are selectively investing in strategic resources to lay the foundation for future growth. Our focus is on the premium tire business and markets to grow. As measures to balance maintaining financial soundness and improving capital efficiency, we will execute share buybacks utilizing short-term liquidity and debt financing, while further enhancing shareholder returns.





■ Share Buybacks

Share buybacks are positioned as a measure aimed at optimizing the capital structure, while simultaneously being regarded as an investment that contributes to enhancing corporate value.

In 2025, we have determined to acquire treasury stock up to a maximum of 300 billion JPY and 75 million shares, as a step to balance improving capital efficiency with maintaining financial soundness.

As we further accelerate the second stage of our business rebuilding, the necessary resources for both "defense" and "offense" during the 24MBP period are almost in sight. In light of this, we have decided to acquire treasury stock, while comprehensively considering factors such as short-term liquidity, dividend level, and market situations, including rising interest rates and stock prices. All treasury stock acquired through these buybacks are scheduled to be canceled.

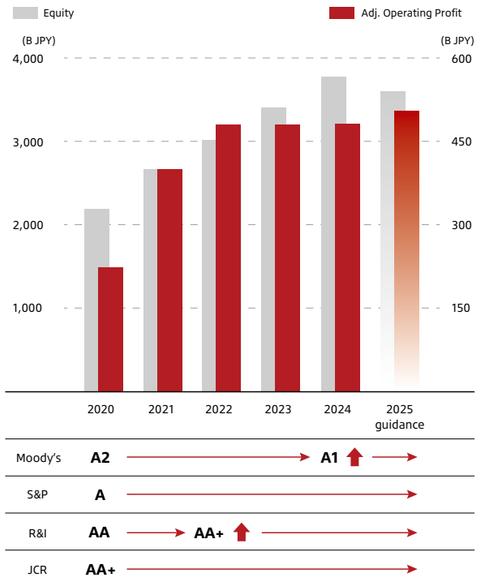
■ Debt Financing

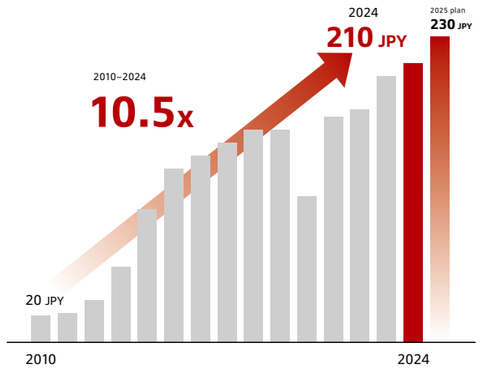
As part of the initiatives to contribute to building an optimal capital structure and enhance corporate value by decreasing WACC (expansion of ROIC-WACC spread), we plan to raise funds at the level of 200 billion JPY through straight corporate bonds etc., which will be allocated to further growth investments, capital expenditures, as well as share buybacks to improve capital efficiency. Even in a situation where U.S. tariffs caused future uncertainty, and had a significant impact on the interest rate environment and investor sentiment, we view our ability to issue 100 billion JPY in unsecured bonds as a reflection of the strong evaluation of our industry-leading credit ratings and financial capital strategy.

■ Dividends: Enhancing Shareholder Returns

Bridgestone's basic policy is to increase dividends in a stable and continuous manner, comprehensively taking into consideration not only our business performance and financial position for the relevant period, but also our mid-term profit forecast, investment plans, and cash flow. Our previous target for the consolidated dividend payout ratio was 40%, but to enhance shareholder returns and manage an appropriate level of capital, we raised the payout ratio to an industry-leading level of 50%.

The annual dividend for 2024 was 210 JPY per share. We plan to pay a minimum dividend of 230 JPY in 2025 and 250 JPY level in 2026. We will continue striving to enhance shareholder returns through the sustainable enhancement of corporate value and meet the expectations of our shareholders.





Evolving the Financial Strategy through Ongoing Dialogue

Bridgestone places importance on dialogue with shareholders and investors. Sharing their valuable feedback and requests with the management team and Board of Directors enables us to improve our management strategy, business activities, and investor relations activities, reinforcing our efforts to maximize corporate value.

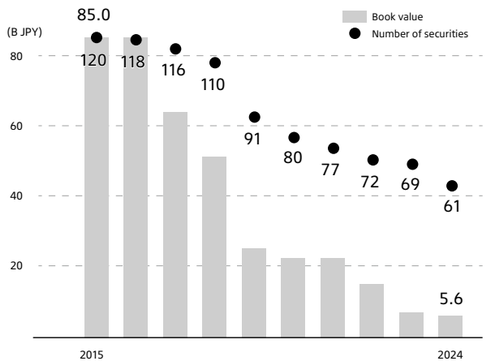
In the process of reconsidering the optimal balance sheet for the Company, we received various opinions and advice from investors and analysts. Sharing these thought-provoking opinions with the management team and the Board of Directors helped to broaden our perspectives and led to more in-depth discussions. At the February financial results review meeting, we presented our balance sheet strategy and plans for capital allocation, including our capital policy, reflecting the insights we gained, and received positive responses from many investors.

While carefully selecting projects that offer a high certainty of investment return, we have secured strategic resources for 24MBP of around 0.6 trillion JPY, an increase of about 10% from 21MBP. Our policy of prioritizing growth investments remains unchanged. We will also allocate resources more strategically and intensively to enhance the non-financial capital that supports sustainable growth, such as intellectual capital and human capital, which are strengths for the Company. While we always consider the possibility of inorganic growth opportunities, we are prioritizing organic growth during the 24MBP period to solidify our business foundation for the next stage of growth.

Since the optimal balance sheet varies depending on the business portfolio, we intend to continue updating it by leveraging on opportunities for dialogue with stakeholders going forward.

Strategic Shareholdings Policy

Our policy is not to hold strategic shareholdings in companies unless it is necessary for Bridgestone's business strategy and contributes to enhancing corporate value by means of maintaining or strengthening relationships with businesses or collaborative industries. We have established a process to confirm the appropriateness of our holdings on an annual basis, which is then verified by the Board of Directors. We take measures to reduce shareholdings that are not deemed to be appropriate, after establishing a dialogue with the business partners for the holdings in question and gaining their understanding. In an effort to improve asset efficiency, we are moving forward unstintingly in reducing shareholdings. As of the end of 2024, the ratio of shares held by strategic shareholdings to net assets (consolidated) was 1.3%.



Management Focusing on Capital Cost/ROIC

In 21MBP, we have added Return on Invested Capital (ROIC), which evaluates earning power, to our most important management indicators, and are reinforcing our management practices with a focus on the cost of capital. To improve ROIC, it is essential to concentrate on both profits (numerator) and assets (the denominator). We aim to integrate this focus into the business processes and KPIs of each site and linking it to day-to-day operations. We have adopted the following formula to calculate ROIC to facilitate profitability management by business segment and reinforce the cycle of improvement.

$$\text{ROIC} = \frac{\text{Adj. operating profit (after tax)}}{\text{Working capital + Non-current assets (Invested capital)}}$$

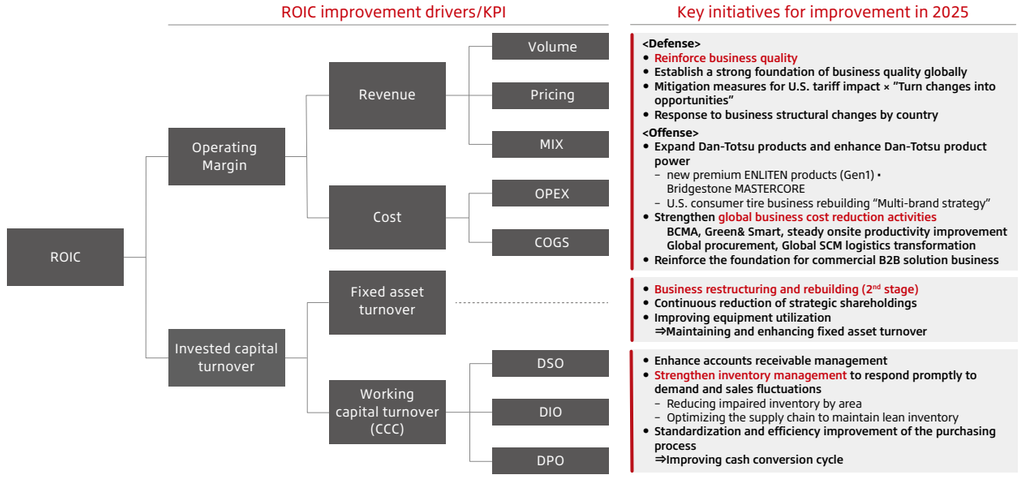
Adjusted operating profit (after tax): Fixed tax rate of 30%
Working capital: Notes and accounts receivable and other assets + Inventories – Notes and accounts payable and other liabilities (FY-end balance)
Noncurrent assets: Non-current assets excluding deferred tax assets (FY-end balance)

In the penetration and practice of ROIC, the Financial Strategy Division at the global headquarters oversees global activities as the secretariat. In addition, ROIC ambassadors appointed to each business division promote activities to raise awareness of ROIC on-site (Genbutsu-Genba), by supporting the creation of ROIC trees for each business division and sharing case studies of improvement at TQM conferences, so that every employee can understand the significance of ROIC and put it into practice. Based on our new & true glocal portfolio management structure, we also introduced ROIC into the business management of the 47 areas set out in 24MBP. We set targets for each area and review progress quarterly. At the same time, we break down ROIC into separate elements to encourage autonomous improvement activities out in the field, which supports the PDCA cycle and strengthens our earning power.

To achieve a global ROIC of 10% or more, we aim to support the foundation for sustainable value creation by managing our business portfolio based on the principle of having no businesses below ROIC 5.5% with our assumed WACC of 5.5%. The Global Investment Executive Meeting Committee sets hurdle rates that take into account country and business-specific risks. To increase the certainty of ROIC-based investment returns, we are tightening our investment and resource allocation system with a view to raising the hurdle rates in light of future increases in capital costs.

In 2024, we recorded business rebuilding costs of about 100 billion JPY. ROIC was 8.2% (down 0.5 percentage points year on year) and ROE was 8.1% (down 2.3 percentage points year on year), both of which were below target. Globally, we share a strong awareness of the challenges regarding the decline in earning power and capital efficiency. From an ROIC perspective, we will raise the level of area-based management and rigorously execute the second stage of business rebuilding, while also focusing on building a strong business structure by improving capital turnover and enhancing earning power.

Continuous ROIC improvement activities on-site using the ROIC tree to enhance earning power across the value chain



Intellectual Capital: Intellectual Property Strategy

Intellectual Property Management that Amplifies Social Value and Customer Value

Bridgestone is strategically managing intellectual property (IP) to amplify social value and customer value, comprehending and visualizing a range of IP "on-site (Genbutsu-Genba)," including the knowledge, expertise, and patents generated across the value chain and effectively combining these into an "IP mix" in line with our business model.

■ "IP Secret Sauce"

For over 90 years since our founding, Bridgestone has developed its IP management by creating and adding to its "IP secret sauce," or unique IP. A particular focus has been on reinforcing initiatives to leverage IP in our business.

■ IP Mix Strategy Linked to Business Strategy

With the premium tire business as its core, Bridgestone's business scope encompasses a solutions business and an exploratory business (including the recycle business) covering the entire value chain, from the "produce and sell" phase and customer "use" of products through to their "renewal" to raw materials. We have established our own unique IP mix strategy, combining not only patents, designs, and trademarks, but also expertise, knowledge, and big data, in a broad sense from the entire value creation.

■ Understanding IP that Supports Business Strategies "On-site (Genbutsu-Genba)" and Connecting This to Business Value

We use an IP landscaping* method to visualize IP information and thoroughly analyze Bridgestone's IP, the IP of other companies, and IP in the industry. By communicating "on-site (Genbutsu-Genba)" across the value chain, not only in manufacturing divisions but also with the development and production, logistics, sales services, and solutions departments, we identify "craftsperson skills" (tacit knowledge) on-site and convert these into business value as Bridgestone's IP strengths, supporting numerous critical businesses.

* When formulating management and business strategies, we conduct analysis that incorporates IP data into management and business information, share the results with the managements and business managers, receive feedback on results, and hold deliberations and discussions to consider proposals.

■ IP Management for "Visualizing" and "Connecting"

We share the IP mix we have visualized across the value chain and increase the certainty of IP investment through daily communication.

We have also seen results by applying strategies such as open innovation and IP standardization.*

* We are pursuing an IP standardization strategy that combines the protection of value that leads to greater competitiveness and sets us apart through IP rights with standardization aimed at creating rules that facilitate the participation of various stakeholders in cultivating markets and contributing to society.

■ IP Risk Management

Our advanced clearance capabilities and contract and negotiation capabilities serve to ensure the freedom of our R&D and business development. For example, our clearance efforts, in which we screen to check whether Bridgestone's products and services infringe on the patent rights of other companies, save approximately 15 billion JPY in license fees every year by avoiding or invalidating third-party IP rights. In this way, we are strengthening our IP risk management.

Additionally, we are working to extend IP management throughout Japanese industry by publicizing our unique IP strategies through outside lectures and media. We also headed up the establishment of Japan's IP Landscape Promotion Council, and are helping to disseminate and develop IP landscaping with approximately 100 member companies.

■ Receiving Letter of Appreciation from the Prime Minister

These activities have received wide acclaim. On the occasion of the 140th anniversary of the establishment of Japan's industrial property rights system, Bridgestone received a letter of appreciation from Japan's Prime Minister recognizing our outstanding contribution in 2025 to the promotion and development of the industrial property rights system.

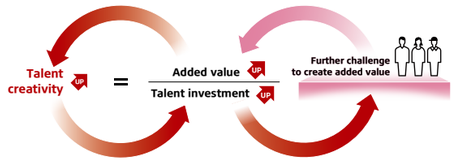
Bridgestone Executive Vice President and Representative Executive Officer Yasuhiro Morita receiving a letter of appreciation from Prime Minister Shigeru Ishiba

Human Capital: Enhancing Talent Creativity

Bridgestone strives to enhance corporate value by creating added value linked with its business strategies, while pursuing a talent strategy that is also linked to the business strategies, based on an axis of enabling diverse talent to shine through the spread of individual success and confidence. Aiming to realize our 2030 Long Term Strategic Aspiration, under 24MBP, we will accelerate our transformation by enhancing our approach of respect for being on site, as represented by Genbutsu-Genba and "further focusing on value creation." To this end, we are putting priority on improving management and working & business quality and pursuing a range of initiatives to enhance the productivity and creativity of each individual employee, who are the driving force behind Bridgestone's transformation. In addition, believing that the success of diverse talent leads to value creation with the E8 Commitment as an axis, we are also working to foster a corporate culture where diverse talent can shine and to improve the workplace environment.

As an indicator of these efforts, we began trialling a "talent creativity KPI" in 2023 and introduced this as a global management indicator from 24MBP. The basic concept of "talent creativity" is to strengthen investment in human capital, increase added value, and generate a virtuous cycle of value creation. We define the "talent creativity KPI" as adjusted operating profit (added value) divided by talent investment (sum of labor, training, and benefits costs), and use this as a common global measure to monitor global trends and address challenges in various regions and countries.

● Talent Creativity KPI



Pursuing a Talent Strategy Linked to Our Business Strategies
Improving Management and Working & Business Quality

To improve management and working & business quality—our top priority for 2025—we are focusing on developing management talent through initiatives aiming to foster empathy for Bridgestone DNA and encourage behavioral change, such as re-enhancing employee understanding of "Bridgestone's unique Deming Plan" and carrying training in the birthplace of Bridgestone. The Bridgestone NEXT100 program seeks to cultivate next-generation global management leaders, which is critical for passing on our DNA to the next generation.

■ Training in the place where Bridgestone was founded

We developed this program as a way to give participants an opportunity to visit Kurume (Kurume Plant, Ishibashi Cultural Center, etc.), the city where Bridgestone was founded, so they could encounter firsthand and understand at a deeper level the aspirations of our founder and the Bridgestone DNA that we have inherited, as well as our corporate philosophy, Bridgestone Essence. The aim is to foster employees' pride in working for Bridgestone and connect this experience to the mindset with which they approach work. More than 2,200 people had taken part in the program by 2024. Program participants include not only employees working in Japan but many overseas staff as well.

■ Bridgestone NEXT100 Program

To foster the next generation of the global management team, each year we choose approximately 100 employees (30 from Japan, 30 from the Americas, 20 from Europe, and 20 from Asia) and seek to help them develop into leaders with diverse perspectives, such as through town hall meetings with top management from each region, participation in the management meeting, and participation in overseas business school training.

Enhancing the Productivity and Creativity of Each Individual Employee

To enhance productivity and creativity, we are working to create a place for diverse talent to shine by offering targeted support for employees who are keen to embrace challenges and grow on their own.

■ Genba (On-site) 100-Day Challenge Program

We launched this program in Japan in 2023 as an opportunity for employees, on a voluntary basis, to take the initiative in testing issues and hypotheses they have set on-site and then take steps to make improvements and address the issues in both their country of residence and beyond. In 2024, we expanded the program to BSAPIC (Asia, Pacific, India, and China). To date, a total of 24 people have taken on this challenge across a wide range of Bridgestone's business areas.

■ Building a Diverse Global Team

We aim to realize a workplace environment in which diverse personnel respect one another. Also, with a view to promoting a diversity of perspectives and decision-making approaches as an organization, we are working to develop a diverse team of leaders taking into account the cultures and backgrounds of the regions and countries where Bridgestone does business. In Japan, where there is a gap in the areas of DE&I compared to overseas sites, we are also working to establish a foundation for diverse talent to thrive, such as DE&I management workshops for all line managers (department and section managers) and the use of FemTech programs to help resolve women's health issues through technology.

Bridgestone's Digital Transformation

Linked with enhancing talent creativity, we are evolving Bridgestone's digital transformation (DX) to support value creation and enhance productivity and creativity.

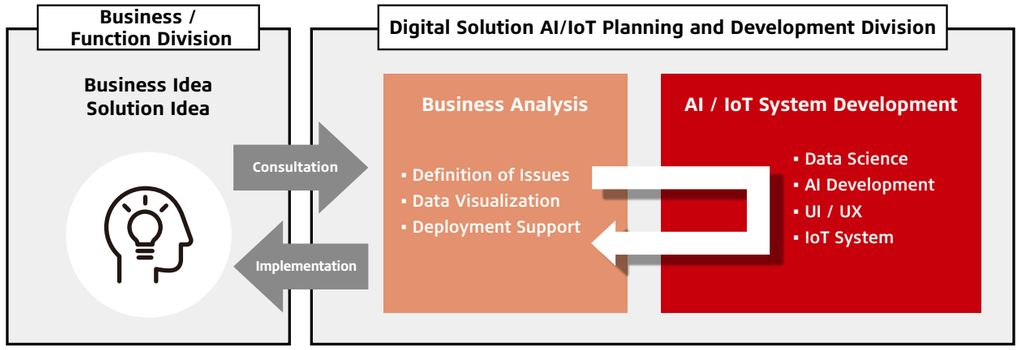
The theme of Bridgestone's DX is "faster, easier, and more accurate with larger data." By fusing a digital capability with strong "real (physical)," such as market and customer data obtained through our field engineering activities, technology cultivated through empirical experiments and demonstration, and development data, we aim to accelerate innovation drawing on our unique simulations and algorithms. Since the 2000s, Bridgestone has gradually introduced digital capabilities into its manufacturing, including introducing material informatics into the material development domain, using simulation technology in product development, and introducing "EXAMATION," an AI-equipped tire building system. These initiatives have contributed to the development of Dan-Totsu products by linking data to the engineering chain.

While further developing these initiatives, Bridgestone is pursuing DX to create social value and customer value, such by providing solutions leveraging the unique AI-based algorithms.

The Digital Solution AI/IoT Planning and Development Division works in collaboration with business and functional divisions to bring together the vast experience and knowledge Bridgestone has cultivated in the field regarding tires with unique algorithms that fully capitalize on AI, based on business and solution ideas generated on-site. In this way, we are providing solutions that amplify the value of our Dan-Totsu products, such as in our mining and aviation solutions (An example of DX for mining solutions: P60).

What supports these DX initiatives is digital talent. We introduced Digital 100-Day Training in Japan in 2023, allowing employees who need or want to learn digital skills to take on the challenge of acquiring and reinforcing their digital skills at a level that is appropriate for them. On top of classroom learning, we provide more in-depth learning opportunities for employees based on digital technology exercises related to their actual work. More than 1,400 people have participated in the program to date. Globally, we increased our pool of digital talent by 150 people compared to 2023, yielding approximately 1,750 personnel at the end of 2024.

● Digital Solutions Construction Flow



Response to Cyber Risks

In parallel with DX initiatives, we are reinforcing our response to cyber risks, one of Bridgestone's global management risks. We established a global cyber risk response team in 2022 and have been working to put core measures in place.

Furthermore, in a context in which information risk management is increasingly important, Bridgestone is establishing its own global Information Security Management System in compliance with ISO 27001, an international management standard to promote the continuous management and improvement of information security. We will continue to reinforce the response to our cyber risk going forward.

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Sustainable Value Creation: Toward "Growth with Quality"

Having positioned 2025 as "a year of emergency and crisis management," we are working to "turn changes into opportunities" and will start "growth with quality" from "markets to grow." In 2026, moving forward to the "true next stage," we will evolve into a "strong Bridgestone" that can win under the turbulent business situation. Toward its 100th anniversary in 2031, Bridgestone will expand "growth with quality" globally in the Mid Term Business Plan (2027–2029).

2025: "The year of emergency and crisis management" (further emphasized the importance of the year) — "Turn changes into opportunities"

Axis "Jukuryo-Danko (Decisive action after thorough planning)": Commitment to "carry through what we have decided to do"

Pave the way forward to future growth with "defense" and "offense"

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
- **Mitigation measures for U.S. tariff impact × "Turn changes into opportunities"**
- **Response to business structural changes by country**

Offense

- **Expand and enhance Dan-Totsu products and Dan-Totsu product power**
  — ENLITEN Gen1 & Bridgestone MASTERCORE
  — U.S. consumer tire business rebuilding "Multi-brand strategy"
  – Reinforce BS brand
  – Revitalize Firestone brand
- **Further strengthen the steady global business cost reduction activities**
- **Reinforce the foundation for commercial BtoB solution business**
  "Reinforce Genbutsu-Genba initiatives" combining Dan-Totsu products and solutions with Real (physical) and Digital as an axis

2030 Long-term Strategic Aspiration
27MBP Growth with Quality – Global Bridgestone

"Strong Bridgestone" to win under the turbulent business situation

2026: Toward true next stage

Market to grow: Shifting to "growth with quality"
Toward "strong business quality"

Create good business quality | Create good tires | Create good business | Create new business sowing good seeds for the future

Teamwork | Genbutsu-Genba

Offense

- **Dan-Totsu business quality:**
  Heading toward growth on the foundation of "lean & excellent operation"
  – Pursue reinforcing management and working & business quality
  – Bridgestone's unique Deming plan
  Promote global business cost reduction activities and BCMA
  – Enhance talent creativity and productivity toward next stage
- **Dan-Totsu tires: Prepare ENLITEN Gen2 from Gen1, and Bridgestone MASTERCORE Gen2**
  – U.S. consumer tire business rebuilding –"Multi-brand strategy"
  – Reinforce Bridgestone brand, revitalize Firestone brand
- **Dan-Totsu business: Enhance and expand commercial BtoB solutions**
  → Establish Mobility tech business "Strategic business"
  Advance with "Real and Digital" as an axis
- **Start building of Dan-Totsu Sustainable Premium brand**
  Corporate branding with sustainable global motorsports as a core

Toward "growth with quality"

Quality + Volume: **North America, India and OR&AC**

Quality: **Europe and Japan**

Continuing to enhance & expand premium PS-HRD business
with the ongoing "tailwind"

Multi-brand strategy
— Reinforcement of leveraging Firestone & Bridgestone (better category)
→ Responding to "new threats"

Defense

- **Complete restructuring & rebuilding (2nd stage) and build lean business foundation**
- Respond to business structural changes by country × "Turn changes into opportunities"

Toward "Growth with Quality" Defense

Reinforcing Business Quality: Bridgestone's Unique Deming Plan

To reinforce business quality, we are further strengthening activities in line with "Bridgestone's unique Deming Plan," which we began reaffirming in 2024.

"Bridgestone's unique Deming Plan" involves the kind of actions to improve management and working & business quality that Bridgestone has been pursuing since the 1960s in its drive to receive the Deming Prize, which is recognized in the industry as the highest honor given to a company for company-wide, comprehensive quality management activities. In the 1960s, as it was promoting the modernization of management and the enhancement of its quality management activities, Bridgestone uniquely named these activities the "Deming Plan" in 1964 and established an organization dedicated to reinforcing these efforts. Bridgestone received the Deming Prize in 1968, and has continued such activities to the present day.

The basic thought of "Bridgestone's unique Deming Plan"—"good company quality makes good quality of products and services"—and the five concepts that represent basic behavior—"PDCA," "why why why analysis," "standardization," "explain by using accurate data," and "control important points"—act as a "framework" for thinking and acting for the people who work at Bridgestone, and we continue to reinforce these principles in our various workplaces globally.

Furthermore, we are reinforcing face-to-face work and communication as well as teamwork, which is one of Bridgestone's strengths. Through these actions, we are striving to improve working and business quality, creativity, and productivity.

(Example of the Bridgestone way of value creation and our ongoing on-site pursuit of improvement and innovation (Genbutsu-Genba), with "Bridgestone's unique Deming Plan" as an axis: P65)

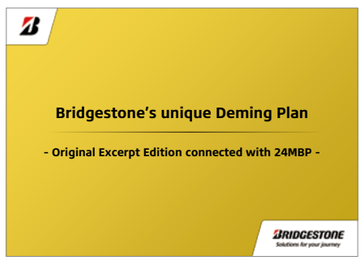
Bridgestone's unique Deming Plan : Remind the framework of thinking and action —"Protect" "Break away" and "Separate"

Basic thought

Good company quality makes good quality of products and services

5 concepts

(1) Master PDCA
(2) Use why why analysis (WHY-WHY-WHY)
(3) Promote rational standardization
(4) Explain by using accurate data
(5) Control important points



Business Restructuring & Rebuilding (2nd stage)

As we complete our business restructuring and rebuilding (2nd stage) on a global scale by 2025 and enhance business quality, this will lead to "growth with quality."

In response to the changes in our business environment, Bridgestone in 2024–2025 has been assessing and implementing business restructuring and rebuilding (2nd stage) globally, especially in BRIDGESTONE WEST (Europe and Americas). In particular, for our Europe and Latin American businesses, which face challenging conditions in terms of both performance and the business environment, we have begun rebuilding to "transform the shape of the business." For the Europe business, Bridgestone decided to close its retread production plant in Lanklaar, Belgium and, in April 2025, the discussion of production capacity reduction at two plants in Spain to optimize its production footprints has been started in response to structural changes in the tire industry in Europe. We are also further integrating and simplifying our organizational structure, with a focus on improving business processes across Europe. In the Latin American business, we have also begun reducing the production capacity and workforce at the production sites.

In North America, Bridgestone in January 2025 announced the closure of the LaVergne Plant, which produces truck and bus tires. At the same time, we are optimizing our business footprints and costs by reducing production capacity at the Des Moines Plant, which produces agricultural tires, and by reducing the workforce in headquarters functions and sales and operations.

Bridgestone is strengthening its premium tire business by optimizing its U.S. business footprints, strengthening competitiveness, and improving business quality. With a mission of "Serving Society with Superior Quality," Bridgestone has contributed to the development of U.S. society and the economy since its merger with Firestone in 1988. Throughout the 1990s and 2010s, Bridgestone invested in new plants, such as the Warren Plant in Tennessee and the Aiken Plant in South Carolina. In addition, we are continuously optimizing our business footprints in the U.S. and contributing to local communities, including the regional head office in Nashville, Tennessee and other business footprints of Bridgestone Americas, our technology center in Akron, Ohio, the retreading footprints of Bandag, and our sales and service network of approximately 2,200 retail equity stores. Bridgestone will continue to contribute to U.S. society and the economy, supporting the mobility of people and goods by strengthening and expanding production and its sales, including retail.

At BRIDGESTONE EAST (Japan, Asia) as well, we will integrate and simplify the organization across the entire region, streamlining the multilayered organization of our Japan tire business, which continues to face challenges in terms of the business environment and performance, and accelerating rebuilding of the diversified products business.

In Thailand, we discontinued production at the Rangsit plant in 2023 and consolidated footprints. Over the 2024–2025 period, we are carrying out rebuilding, by streamlining the wholesale and retail in the replacement business as well as administrative functions.

In China, where we withdrew from the truck and bus tire business in 2024, we are building a "produce and sell" tire structure with two domestic plants in China, focusing on the premium passenger car tire business and completing local production for local sales within China.

Business Restructuring and Rebuilding: Global Overview

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: Closure of Lanklaar Plant, Belgium** (announced in Nov. 2024)
- **TB: Initiate discussion of plant production capacity reduction in Bilbao Plant and Puente San Miguel Plant** (including AG) (announced in Apr. 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** (2025–2026)
- **Reduction in plant production and workforce at the Des Moines Plant** (announced in Jan. 2025)

L. America

"Transform the shape of business"

1st stage
Retread material plant in Mexico (in 2020)

2nd stage
- **Business rebuilding of Argentina & Brazil** (announced in Jan. 2025)

⇒ **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)
Bridgestone Cycle Kisai Plant (in 2021)

2nd stage
Start streamlining of "multi-layered" structure
Streamline 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)

Asia & Pacific

1st stage
Huizhou Plant, China (for TB, in 2021)
Bridgestone (Huizhou) Synthetic Rubber Co., Ltd Transfer - Synthetic rubber business (internal manufacturing -2021)
Bridgestone Aircraft Tire Company (Asia), Ltd. (for AC retread plant - 2022)
Rangsit Plant, Thailand ceased production (for bias tires including PS& TB in 2023)

2nd stage
Withdrawal from TB business in China (in 2024)
- Production termination at Shenyang Plant

⇒ Reinforce a focus on PS premium tire business
Streamline of REP wholesales & retail & Admin functions in Thailand: Business rebuilding (in 2025)

Toward "Growth with Quality" Offense

Core Business: Premium Tire Business—Enhancing Dan-Totsu Product Power

Bridgestone E8 Commitment: Energy | Ecology | Efficiency | Extension | Ease

In terms of initiatives related to "offense," we are amplifying the value of tires, with Dan-Totsu products as the core, from the phase of "produce and sell" and during the "use" of products. To this end, we continue to reinforce Dan-Totsu products. For passenger car tires and truck and bus tires, we are expanding the launch of new products equipped with ENLITEN®, our base technology for product design, positioning these as "new premium." For off-the-road tires for mining vehicles, we are expanding the deployment of Bridgestone MASTERCORE. We are also advancing the development of the next generation of Dan-Totsu products.

Dan-Tostu product for mining tires

"New Premium" ENLITEN Products for Passenger Cars

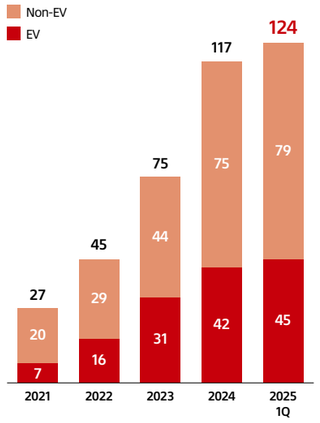
ENLITEN, our base technology for product design, evolves environmental performance while expanding basic performance and elevating all conventional performances. It also pursues "ultimate customization" to sharpen edge in a performance which not only meets the apparent needs and potential wants of the markets and customers, but also further inspires markets and customers by creating new value that they may not have imagined, according to the characteristics of diverse vehicles and usage conditions. For passenger car tires in particular, we respond to changes and diversification of desired tire values as a "new premium" that Bridgestone is uniquely establishing.

Expansion of ENLITEN:Linked to OE and REP

***OE: Original equipment, REP: Replacement tires**

With regard to original equipment (OE) tires, which is the starting point for expansion of ENLITEN products, we reinforce our approach to premium vehicles, prestige OEMs (car manufacturers), and premium EVs. Using ENLITEN technology to create value based on "ultimate customization" as an axis, we have enhanced our approach in Japan, Europe, and the U.S., as well as among emerging OEMs, to increase the cumulative global number of new vehicles equipped with ENLITEN tires. In this way, by the end of first quarter 2025, we had expanded the number of vehicles using ENLITEN products to 124. Building on this expansion in OE tires, Bridgestone is steadily taking in OE recursion demand for replacement tires.

● **Number of car models with ENLITEN OE fitment** (global)



● **EV models with OE fitment*** ENLITEN Equipped *EV OE fitment as of the end of 2025 1Q

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 / CLA
	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	BYD	Han L
	NIO	eT7
	SAIC	MG Mulan / MG ES5 / IM LS7
	XIAOMI	SU7
	X PENG	X9
India	Tata	Curvv.ev / Safari
Taiwan	Foxtron	Model C
Vietnam	VinFast	VF6

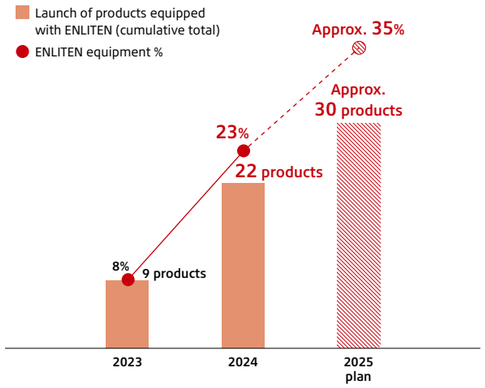
Expansion of ENLITEN Equipped Products—Replacement Tires

We have been launching new replacement products equipped with ENLITEN globally since 2023. In North America, our most important market, we launched TURANZA EV and Potenza Sport AS in 2023, followed by the launch in 2025 of TURANZA PRESTIGE, a flagship product of touring all-season tire, and TURANZA EVERDRIVE, a basic tire in the touring category. In Europe, TURANZA 6 has been on the market since 2023. This product offers improved wet handling and wear resistance performance, which is vital in the Europe market. In 2024, we launched TURANZA 6i customized for the India market, which we are positioning as a market to grow. In Japan, our home market, we launched REGNO GR-X III TYPE RV in 2025, based on the REGNO GR-X III launched in 2024 and customized with ENLITEN technology for minivans and compact SUVs. We will continue to expand the number of ENLITEN-equipped products in replacement tires globally, and plan to increase the ratio of products equipped with this technology to approximately 35% in total by 2025, representing approximately 30 products altogether.

Furthermore, we are promoting R&D and business planning for the evolution of next-generation ENLITEN products in conjunction with growth in sustainable global motorsports.

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

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



● **Major new premium products equipped with ENLITEN (in 2025)**

N. America: Flagship product of touring all-season tire (Started launch in March 2025)

TURANZA™ PRESTIGE

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

REGNO GR-XIII TYPE RV

Value Creation Linking Business and Sustainability

Through the expansion of ENLITEN technology, which delivers value tailored to the characteristics of diverse vehicles, including EVs, we are committed to supporting the realization of a carbon-neutral mobility society—Energy in the E8 Commitment. Moreover, ENLITEN technology supports improved wear resistance and expands the range of products that offer long life, contributing to reducing TRWP (tire and road wear particles), one of Bridgestone's global management risks (Initiatives on TRWP: P80).

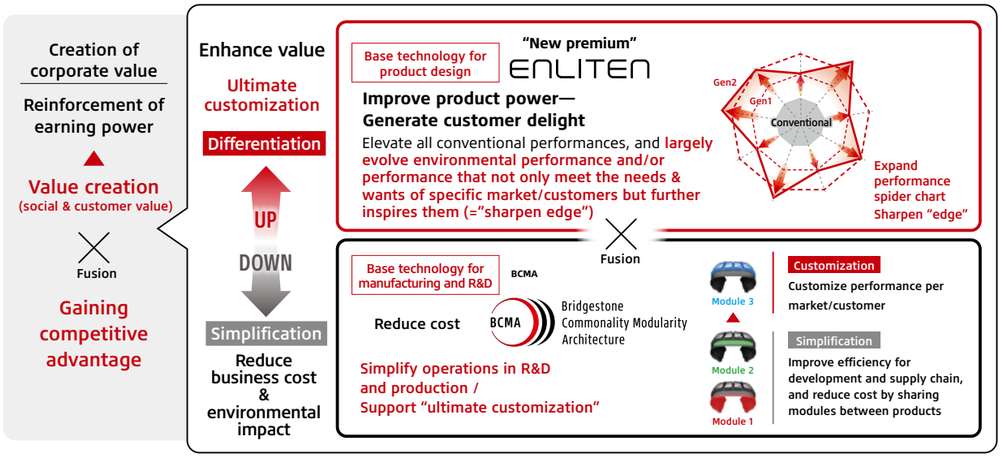
Offense

Accelerating Value Creation through the Fusion of ENLITEN and BCMA

Bridgestone E8 Commitment | Energy | Ecology | Efficiency | Extension | Economy

Together with ENLITEN, our base technology for product design, the Bridgestone Commonality Modularity Architecture (BCMA) supports "ultimate customization," our base technology for R&D and manufacturing. BCMA consolidates tire parts into three modules and shares these among different products. This streamlines the supply chain, including development and production, shortens development and production lead times, and provides value to customers in an agile manner, while also aiming to reduce business costs and the environmental impact. The axis for the premium tire business going forward will be to fuse ENLITEN and BCMA technologies to enhance earning power and achieve a greater competitive advantage, while also accelerating the creation of social value, customer value, and corporate value.

● Accelerating Value Creation through the Fusion of ENLITEN and BCMA—Bridgestone's base technology for "products"



Value Creation with BCMA

By pursuing the essence of R&D and manufacturing on-site (Genbutsu-Genba), BCMA has started to generate benefits, such as reductions in development and production costs. We rolled out BCMA at four global model plants* in 2024. BCMA generates primary benefits, or direct positive impact, including reducing conversion costs by sharing modules between products and reducing the frequency of changeovers for each product in terms of materials, parts, and equipment. These benefits also extend across the entire value chain, including optimizing raw material procurement and reducing inventory.

We are also expanding an Advanced Hikone Model, pursuing the essence of manufacturing by fusing "real (physical)" capabilities (craftsperson skills) and digital capabilities as an axis from Japan plants to global, and will step up this activity globally in 2025.

Furthermore, we are taking on the challenge of advancing to a "global module" allowing modules to be shared globally toward achieving the Mid Term Business Plan (2027–2029). Through this initiative, we plan to extend the benefits across the value chain, including raw material procurement, and promote contributions to business performance at an accelerated pace.

* North America: Joliette Plant, Canada, Europe: Burgos Plant, Spain, Japan: Tochigi Plant, Asia: Nong Khae Plant, Thailand

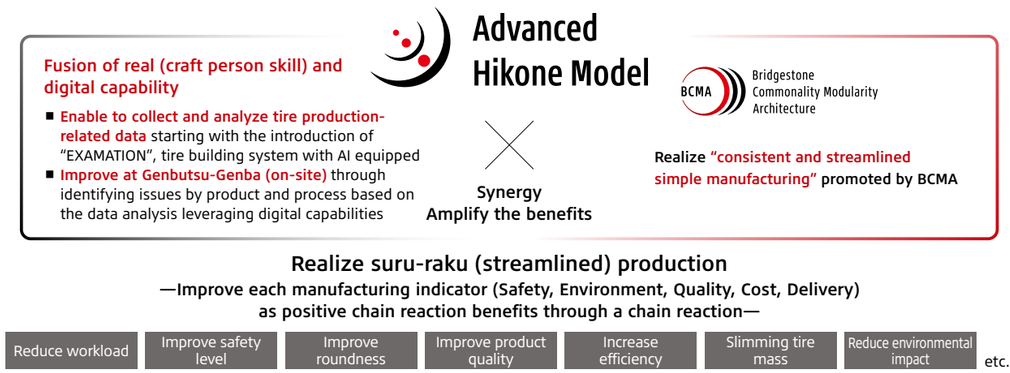
Feature // BCMA—Advanced Hikone Model Pursuing the Essence of Manufacturing

The Advanced Hikone Model involves initiatives to pursue the essence of manufacturing by fusing "real (physical)" capabilities (craftsperson skills) and digital capabilities in conjunction with BCMA technology. We started these activities at the Hikone Plant in Japan, the core of our global manufacturing, and are extending them globally under the Advanced Hikone Model.

The Advanced Hikone Model starts with the introduction of "EXAMATION," our AI-equipped tire building system, and then gathers production data and conducts digital analysis, identifying production issues for each product and process and supporting on-site improvement activities.

We are evolving our manufacturing by fusing "real (physical)" capabilities (craftsperson skills) and digital capabilities. Furthermore, the synergies with the realization of "consistent and streamlined simple manufacturing" through BCMA feeds into an ongoing series of improvements in manufacturing indicators such as safety, the environment, quality, and cost. At the same time, the activities also lead to enhanced talent creativity among staff at manufacturing sites.

● Overview of the Advanced Hikone Model



Masato Nakamura
Director
Central Japan Tire Production Division,
Hikone Plant Manager

With the aim of increasing efficiency and enhancing quality by pursuing the simplification of manufacturing and thoroughly eliminating overburden and inefficiency, the Advanced Hikone Model has a high affinity with BCMA, our base technology for R&D and manufacturing. Although there are differences in approaches and expressions between the product development side and the production side, the fusion of both sides under the common banner of "simplification" has further evolved our manufacturing, generating a virtuous cycle of collaboration, cooperation, and linkage. This has led to ongoing improvements in the various indicators of quality management, including safety, environment, quality, cost, and delivery (SEQCD), and reinforced on-site quality. We believe these connections will further increase value across the entire value chain, ultimately leading to the creation of customer value and the enhancement of social value.

Value Creation Linking Business and Sustainability

Through the expansion of BCMA technology, we are streamlining the supply chain, including development and production, which contributes to sustainability by improving resource productivity and reducing CO_2 emissions.

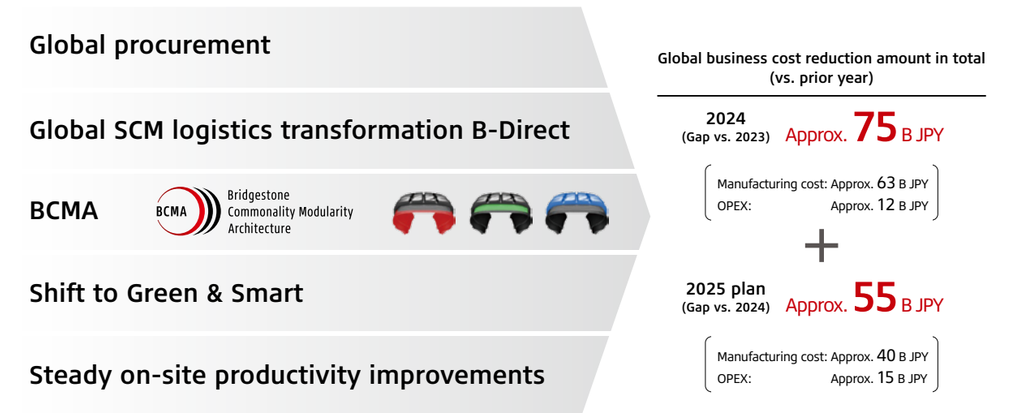
Offense

Reinforcing Steady Global Business Cost Reduction Activities: Bridgestone's DNA

Bridgestone E8 Commitment: Energy | Ecology | Efficiency | Economy

In addition to increasing value by reinforcing our Dan-Totsu product powers with ENLITEN technology as an axis, we are enhancing earning power by promoting steady global business cost reduction activities across the entire value chain. To this end, we are steadily promoting five activities carried out "on-site (Genbutsu-Genba)," which is part of Bridgestone's DNA: BCMA; global procurement in the upstream of value chain; global SCM (supply chain management) logistics transformation in downstream, a shift to Green & Smart, and steady productivity improvements, primarily at manufacturing on-site.

Amid ongoing challenges to business performance, these steady activities have supported performance, yielding a benefit of approximately 75 billion JPY in 2024. We plan to further accelerate such efforts in 2025, anticipating a benefit of approximately 55 billion JPY (as of the announcement on May 15, 2025). For 2024–2025 overall, we will achieve the 2026 target in 24MBP of approximately 100 billion JPY (compared to 2023) a year ahead of schedule.



Global Procurement

In its raw materials procurement, having built relationships of trust with our global procurement partners, Bridgestone is reinforcing efforts to co-create value with global procurement partners (win-win), with sustainability as the core. Such global procurement will enable us to optimize sourcing to deal with the impact of U.S. tariffs.

In addition, for indirect procurement, we are seeking to reduce costs through the steady centralized purchasing of office supplies, plant tools (Bridgestone's sustainability-focused global procurement: P48–52).

Global Supply Chain Management Logistics Transformation: B-Direct

Our efforts to transform global supply chain management logistics, called B-Direct, center on lean inventory control (units & amount base). We are steadily seeking to promote supply chain efficiency and improve productivity in warehousing operations on-site (Genbutsu-Genba).

In terms of supply chain efficiency, we are reducing inventory in line with enhancing flexibility of manufacturing and are also linking this with BCMA deployment to localize production, producing tires close to demand areas. In addition, through digital transformation (DX), we are directly connecting customers with plant data and products, improving direct shipping rates from plants to customers and reducing logistics costs. We are also pursuing both green logistics, including deploying EV trucks and introducing solar power generation in warehouses, and smart logistics, such as rolling out automated equipment in warehouses. These actions contribute to sustainability as well as higher productivity and cost reduction. In 2024, we set up a warehouse in Burgos, Spain, incorporating Green & Smart technology. In addition, we are reducing warehouse costs by steadily improving the productivity of warehouse operations.

Shift to Green & Smart

In terms of the shift to Green, we will continue to reduce energy Gentan-i (energy consumption per unit). In terms of the shift to Smart, we will promote automation to reduce conversion cost through improved productivity.

Steady On-site Productivity Improvements

In terms of seeking steady productivity improvements centered on manufacturing on-site, as the core of Bridgestone's manufacturing, plants in Japan are taking the lead. We are reinforcing on-site activities by global teams to promote the reduction of manufacturing cost such as conversion cost.

As an example, in 2024, global members gathered at the Burgos Plant in Spain to carry out on-site activities aimed at reducing conversion cost by shortening the time needed to change out molds. After confirming how much time it took to change molds at various global plants, the team visualized gaps and compared times, using the Hofu Plant in Japan as a benchmark. The Burgos Plant then made improvements by sharing case studies on improvements carried out at the Hofu Plant. We will continue to accelerate the rollout of these Bridgestone way of improvement activities on-site (Genbutsu-Genba) globally in 2025.

Creating Value Linking Business and Sustainability

In our efforts to reduce global business costs, we are contributing to sustainability while reducing costs in each area. This includes global procurement with sustainability as the core; global supply chain management logistics transformation to promote lean inventory control and supply chain efficiency; BCMA contributing to reducing environmental impact; a shift to Green & Smart, primarily at manufacturing sites; and steady on-site productivity improvements.

Feature // Sustainable Procurement

Bridgestone is striving to realize a sustainable society and simultaneously build a foundation of sustainable value creation across the value chain. Globalization brings businesses opportunities to source from diverse locations and allows companies to work together despite geographical distance. At the same time, companies face the risks of both affecting as well as being affected by, sustainability issues such as human rights, and climate change, anywhere we operate. With the volatile geopolitical landscape, regulatory uncertainty and global aspiration for carbon neutrality in recent years, it has become imperative for companies to respect human rights and prevent deforestation and other sustainability risks, going beyond our own operations, looking throughout the value chain together with our business partners.

Our sustainable procurement initiatives are grounded in our Global Sustainable Procurement Policy and align with our goal of using 100% sustainable materials by 2050. We have set a target and KPI that 100% of Tier 1 suppliers will have acknowledged the Global Sustainable Procurement Policy revised in 2024 (as of March 31, 2025, 74% of * Level 1 and 2 suppliers had done so).

In light of its impact on society and business, Bridgestone is focusing on sustainable procurement of natural rubber. Natural rubber is a key raw material in tire manufacturing and an essential renewable resource for producing high-quality tires. In addition, it provides Quality of Life (QOL) opportunities for as many as 6 million smallholder farmers who are said to be involved in the cultivation of natural rubber around the world. However, as demand for natural rubber continues to rise, it is beginning to be viewed as a threat to global deforestation. Therefore, efforts toward sustainability of natural rubber are recognized as a crucial management issue for business continuity.

We consider it a strength both in terms of business sustainability and traceability enhancement to have our own farms. These farms can be leveraged as laboratories for sustainability opportunities and risk management, high-level engagement with trusted partners, and close collaboration with them based on a deep understanding of the "reality of the ground" (Genbutsu-Genba).

* For details, please refer to the Bridgestone website.
https://www.bridgestone.com/responsibilities/social/procurement/

Masashi Omae
Executive Director,
Global Procurement

Bridgestone is committed to providing customer value via procurement activities based on SEQCD (Safety, Environment, Quality, Cost, Delivery) while also focusing on ESG (Environmental, Social, Governance). Our E8 Commitment defines our corporate values, which includes the importance of co-creating new value through dialogue with our suppliers.

As an example, Natural Rubber is a raw material with high social demands for sustainability. We have proactively collaborated with our suppliers to enhance supply chain traceability to ensure governance and compliance to ever-changing business conditions. Moving forward, we will continue to build fair, "win-win" partnerships through diligent and steady efforts practicing Genbutsu-Genba (Respect for Being On-Site) that ultimately results in sustainable use of natural rubber. We remain dedicated to creating sustainable value through growth with quality.

Building Transparent Natural Rubber Supply Chains by Driving Upstream Traceability

Traceability is central to Bridgestone's commitment to sustainable procurement. It ensures visibility into where our materials originate, how they are produced, and by whom, mitigating risks associated with procurement.

Our goal is to achieve 100% traceability at the district level* by 2027. Recognizing the limitations of traditional data collection methods, we are increasingly integrating digital tools into our processes. This digitalization enhances the accuracy and reliability of our traceability data through satellite imaging for land-use analysis, geomapping for jurisdictional tracking, and cloud-based repositories for real-time data management.

As a further challenge, we have been working on traceability down to the farm level. By the end of 2024, we achieved approximately 42% traceability for not only the Europe market for regulatory compliance, but also for our global natural rubber volume, based on supplier self-declarations.

	2021	2022	2023	2024	2027*1
Traceability to state*2	—	—	—	89%	
Traceability to district*2	—	—	—	47%	100%
Traceability to farm*3	25%	33%	34%	42%	

*1 Target
*2 GPSNR classification (2024 figure calculated by Bridgestone based on supplier information)
*3 Information on farm geolocation or boundary mapping

* Please see here about Geographical classification.
https://sustainablenaturalrubber.org/gpsnr-geographical-classification-2/

For the purpose of EU Deforestation Regulation (EUDR) compliance, we have been continuously working to ensure that we have a robust due diligence process in place, capable of identifying and mitigating risks in compliance with the EUDR requirements within the deadline for products destinated to, and/or manufactured, within Europe.

Traceability Enhancement Initiatives for EUDR Compliance

As part of our commitment to ensuring compliance with the EUDR, Bridgestone has implemented comprehensive on-site inspections and traceability enhancement initiatives within our natural rubber supply chain.

Building upon our existing traceability framework, we have significantly expanded our engagement with natural rubber smallholders. To further enhance upstream traceability and secure EUDR compliance, we partnered with our suppliers to conduct detailed risk assessments of upstream natural rubber farms and map farm boundaries. These efforts, combined with rigorous verification processes, extensive documentation audits, and enhanced monitoring, have strengthened our suppliers' due diligence practices, significantly improving transparency and compliance readiness.

Our approach integrates multiple field visits with robust verification measures, including stringent document reviews and audits of policies and procedures. These actions have enhanced our suppliers' due diligence capabilities, enabling them to align their practices with regulatory expectations.

EUDR workshop for smallholders

Following the completion of our project on farm-level risk assessments in 2024, we are in the process of developing targeted follow-up actions to address identified risks. With implementation planned for 2025, these actions include the development of tailored mitigation plans in collaboration are intended to our suppliers. Additionally, we aim to provide training on EUDR compliance requirements and establish monitoring systems to track ongoing progress. These proactive steps are intended to support the adoption of responsible sourcing practices at the farm level and drive continuous improvement in alignment with EUDR standards.

In 2024, we also conducted inspections at natural rubber processing facilities and their upstream supply chains, identifying both best practices and potential compliance risks. Following the inspections, we developed risk mitigation recommendations, and continue to engage with suppliers closely to ensure effective resolution of identified issues.

Field visit

Internal Natural Rubber Manufacturing

Bridgestone owns four natural rubber companies in Liberia, Indonesia, and Thailand. Our natural rubber plantations and processing facilities play a crucial role as pilot fields for verifying the technologies and know-how necessary for the sustainability of the natural rubber business. The technologies and know-how obtained through these processes are used as the basis for providing technical support to local communities, continuously generating indispensable value within our natural rubber business. Our assistance targets productivity improvement covering topics such as planting methods, maintenance of immature rubber trees, use of fertilizers, disease control, the tapping methods and fire prevention.

Company name	Bridgestone Natural Rubber Co., Ltd.	P.T. Bridgestone Kalimantan Plantation	P.T. Bridgestone Sumatra Rubber Estate	Firestone Liberia, LLC
Town/province, country	Hat Yai, Thailand	Kalimantan, Indonesia	North Sumatra, Indonesia	Harbel, Liberia
Location (latitude and longitude)	6.72426, 100.44088	-3.62664, 114.86067	3.11580, 99.12169	6.26423, -10.33980
Established	1999	1999 (acquired)	2005 (acquired)	1926
Total area	—	6,000 ha	17,900 ha	48,100 ha
Planted area	—	4,300 ha	16,800 ha	24,000 ha
Own rubber plantation	No (Processing facility only)	Yes	Yes	Yes

For example, our company in Indonesia provides guidance for neighboring farmers on latex handling to improve rubber quality. Sharing our know-how contributes to create a win-win relationship with smallholders, leading to sustainable long-term procurement of high-quality rubber.

At the same time, the internal natural rubber companies play an important role in the raw-material supply chain representing about 20% of the annual procured volume of natural rubber globally. Therefore, enhancing traceability and other preparations for EUDR compliance are an important task for our internal natural rubber facilities.

For example, our processing company in Thailand has been actively working on farm-mapping initiatives and has organized workshops to strengthen engagement and communication with upstream supply-chain partners.

One of our companies in Indonesia has already achieved 100% traceability at the farm level, and another one of our companies achieved 100% traceability at the district level.

In line with our commitment to serving local communities, we operate kindergartens, schools, and medical facilities in Liberia and Indonesia. We also provide health, safety, and environmental assistance in Indonesia, including sanitary education, flood rescue, and disaster prevention training.

Helping smallholders prepare for EUDR

■ Engagement Activities by Extension Officers at Smallholders' Farms (Liberia)

To provide a traceable and transparent value chain, Firestone Liberia recruited and deployed an Agricultural Extension team to ensure direct interaction with smallholder farmers. The Extension team conducts training on agricultural best practices and verification audits on human rights, labor rights, and environmental standards. Individual farmer, production, and procurement data, including GPS coordinates, are collected digitally. Prior to deployment, the Extension team went through an extensive training program based on practical workshops, focusing on productivity and sustainability standards. Currently, there are 24 Extension Officers assigned to seven counties covering a smallholder farmer base of 5,000. The goal is to qualify farmers based on sustainable practices that align with EUDR requirements by the end of 2025.

Best practices training for small farmers

Enhancement of Sustainability through Due Diligence of Natural Rubber Suppliers

Bridgestone is strengthening ESG due diligence across its supply chain to address environmental and social risks. Third-party assessments by Verisk Maplecroft and EcoVadis support the identification and evaluation of these risks. As of March 31, 2024, 100% of our Tier 1 natural rubber suppliers had completed an EcoVadis enhanced ESG risk assessment.

Aligning with our concept of "Genbutsu-Genba", we laid the base for building robust due diligence from 2022. We prioritized targeted suppliers based on third-party assessment scores and conducted ESG on-site inspections using a self-assessment questionnaire developed in collaboration with WWF Japan.

In 2024, our primary focus was meeting EUDR requirements. This regulation mandates enhanced due diligence to mitigate deforestation risks tied to the production and trade of key commodities, including natural rubber.

As ESG inspections remain crucial to our long-term sustainability strategy, we have continued enhancing our ESG on-site inspection protocol by integrating an EUDR-specific module. This updated protocol incorporates lessons learned from past assessments, enabling a more comprehensive evaluation of environmental and social risks. By refining our approach, we have strengthened our ability to address regulatory requirements while promoting greater transparency and sustainability across our supply chain.

Looking ahead, our aim is to complete ESG on-site inspections for 100% of our Tier 1 natural rubber suppliers by 2025. This commitment underscores our dedication to assessing and addressing ESG risks across our entire supply chain, while reinforcing responsible sourcing practices and regulatory compliance.

Strengthening Human Rights Risk Management in Liberia

Rhea Cinco
Head of Compliance and Sustainability at Firestone Liberia, LLC

Firestone Liberia (FSLB), one of the largest Bridgestone's natural rubber farms, is among the first in the world issued the ISCC EUDR Add-on Certificate for natural rubber and being exemplary in many aspects in terms of sustainability practice. This requires FSLB to go through additional deforestation-free analysis, legality checks on human rights, and land use rights to maintain compliance with the regulations – all verified through a physical audit by external auditors. FSLB also strengthened its grievance mechanism* to enhance overall anonymity of complaints. With employees living in tight-knit communities, a toll-free third-party channel where everybody can speak up allows for a more reliable approach in mitigating risks especially on the aspect of labor practices, human rights and environmental impact.

* In order to build a mechanism at Firestone Liberia, Bridgestone set up a grievance mechanism in 2022 to hear stakeholders' voices regarding our operations, helping us to engage with our suppliers, and enabling us to understand where our potential risks and opportunities are, to improve sustainability practices across our value chain.

For details, please refer to the Bridgestone website.
https://www.bridgestone.com/responsibilities/social/procurement/grievance_mechanism/

Topics

Global Management Risk: Response to 6PPD / TRWP

<6PPD>

6PPD is an antioxidant and antiozonant widely used in the tire industry. Providing safe mobility is the mission of the tire industry, and the use of 6PPD in tire rubber is currently essential to achieving that mission.
Bridgestone is aware of a research paper regarding 6PPD-Q (quinone)*, a transformation product of 6PPD and coho salmon. In the U.S., USTMA is currently evaluating whether an available alternative to 6PPD for use in tires can be identified. As a member of USTMA, we are actively cooperating with USTMA.
With the basic premise of ensuring tire safety, Bridgestone is also working on developing alternatives.

* A research article published in 2020 indicated that this is a substance transformed from 6PPD which may be formed by a reaction with oxygen or ozone. 6PPD-Q is not used in tires.

<TRWP: Tire and Road Wear Particles>

TRWP are the result of friction between the tire and the road surface which is essential to secure a safe comfortable journey, consisting of a mixture of tread (tire surface) and road pavement materials.

Bridgestone's Approach

- As a leading company, Bridgestone supports investigation of physical and chemical characteristics of TRWP and their impact through the Tire Industry Project (TIP) facilitated by the World Business Council for Sustainable Development (WBSCD).
- We actively participate in initiatives led by industry organizations, helping to develop globally consistent evaluation test methods as international standards (ISO standards). Through promoting initiatives to define common standards for all industry professionals, we consider that reducing the number of tires in the market that do not meet the common standards will lead to mitigating the emission of TRWP.
- As Bridgestone's unique initiatives, we will pursue innovation to reduce TRWP across the value chains from "produce and sell" to "use."

> **Technology Development:** We are continuing to promote R&D investment in sustainable technology including material development to improve wear resistance performance, etc.
>
> **Products:** With ENLITEN, a base technology for product design which pursues "ultimate customization" as an axis, we are expanding products which provide long-life by improving wear resistance performance on top of improving diverse performance desired of tires.
>
> **Solutions:** By proposing optimal operations and driving route (shortest route, avoidance of traffic congestion, and reduction of Stop & Go, etc.) for each customer through real (physical) x digital, we will offer solutions that "enable customers to use tires safer, longer, better and more efficiently" through building the mobility tech business.

(Details of initiatives as an industry leader on TRWP: P80)

Building a Sustainable Premium Brand with Sustainable Global Motorsports Activities as the Core

Bridgestone E8 Commitment Energy Ecology Emotion

Evolving Bridgestone/ENLITEN Technology Brand to a Sustainable Premium Brand

We have begun efforts to build a "sustainable premium" brand with sustainable global motorsports activities as the core.

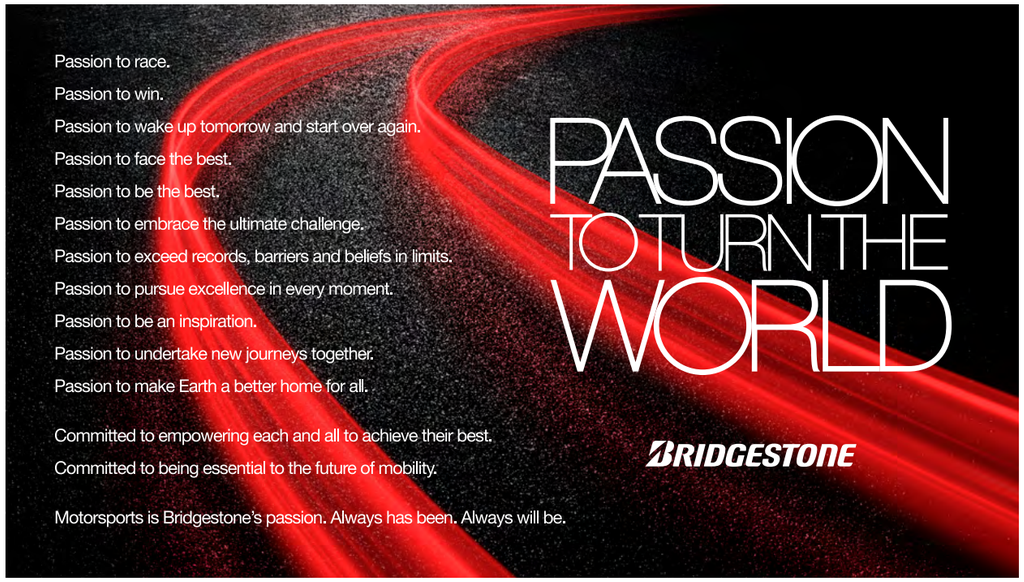
Bridgestone's new message as it marked its 60th anniversary of motorsports activities in 2023, "Passion to Turn the World," reaffirmed our passion for motorsports, placing sustainability at the core of our efforts and expressing our determination to evolve our global motorsports activities in a sustainable way. The new message expresses our passion to race, to win, and our "challenge for excellence," and embraces the passion to support a sustainable society.

Centering our efforts on sustainable global motorsports activities, we aim to build a "sustainable premium" brand. We will empower each and all to achieve their best and be essential to the future of mobility. Thereby, Bridgestone will evolve from a premium brand into a "sustainable premium" brand, built on the Bridgestone/ENLITEN technology, and will spread the brand value globally through motorsports.

Furthermore, with sustainable global motorsports activities as a "mobile laboratory," we will leverage technologies refined through our "challenge for excellence" in the development of tires for the markets. In this way, we will evolve next-generation ENLITEN technology.

Value Creation Linking Business and Sustainability

By promoting sustainability across the entire value chain—from raw material procurement to recycling—beginning with motorsport tires, we aim to accelerate the transformation of the entire company toward our vision of becoming a sustainable solutions company.



Newly Establishing a Motorsport Gallery

Bridgestone opened a Motorsport Gallery at the Bridgestone Innovation Gallery in Kodaira, Tokyo, in 2024. The new venue showcases our passion for motorsports and our evolution into a sustainable premium brand. The ground floor features a Formula 1® racing car, symbolizing the Bridgestone brand, and an Indy racing car, symbolizing the Firestone brand. The second floor has displays of actual tires and magazines, giving a sense of history. Elsewhere, there are displays showcasing our sustainable global motorsports activities.

Motorsport Gallery Exhibition
(Right) Bridgestone's test car used during tire development for the FIA Formula 1® World Championship
(Left) A replica of the Indy car used during tire development for Firestone's return to the INDYCAR® SERIES.

Building a New Motorsports Management Structure

As part of efforts to reinforce our sustainable global motorsports activities, we have established a dedicated position of Vice President and Senior Officer, responsible for Global Motorsports under the Global Chief Technology Officer (Executive Vice President and Executive Officer), effective March 1, 2025, for the first time at Bridgestone. Through this initiative, we will reinforce our motorsports activities from a management perspective as we move to the next stage and evolve in line with future expansion.

Bridgestone has been chosen as the sole tire supplier for the ABB FIA Formula E World Championship from the 2026–2027 season, and we will accelerate our activities under this new structure.

After experiencing the world of Formula 1® racing, the most prestigious area of motorsports, I feel more keenly the crucial importance of tires for vehicle performance, even more than when I previously worked on tire development. Returning as a member of Bridgestone, I have strongly reaffirmed my desire to continue the challenge for excellence in all the areas of motorsports we are involved in, and to work together with all of our stakeholders to create races that can be enjoyed. In addition, with the agile action that is the DNA of motorsports as our starting point, we are accelerating the development of our tires and operations in a sustainable way—literally the embodiment of a "mobile laboratory." Along with the entire team, I am excited about this challenge, eager to find out what new worlds we can open up with the new technologies we are creating every day.

Hiroshi Imai
Vice President and Senior Officer,
responsible for Global Motorsports

Career Summary

1990: Joined Bridgestone Corporation
After working on tire development for automotive manufacturers in Japan and Europe, he moved into motorsports tire development, including tires for Formula 1® and race operations

2009:Joined McLaren Racing Ltd.*
Contributed extensively to the company's Formula 1® race engineering, serving not only as a tire engineer but also chief race engineer at circuits.

* McLaren Racing Ltd.: Racing team founded in 1963. Since entering Formula 1® in 1966, the team has achieved victories across the Triple Crown of Motorsports: the Indianapolis 500, the 24 Hours of Le Mans, and the Formula 1® Monaco Grand Prix. In the 2024 Formula 1® season, McLaren Racing secured the Constructors' Championship for the first time since 1998.

January 2025: Departed McLaren Racing Ltd., after the 2024 Formula 1® season end

End of February 2025: Joined Bridgestone Corporation

March 1, 2025: Assigned as Vice President and Senior Officer, responsible for Global Motorsports

Markets to Grow: Toward Growth with Quality

Bridgestone E8 Commitment: Energy | Ecology | Efficiency | Extension | Ease

Looking ahead, we are focusing on the U.S., the consumer tire business in India, and commercial BtoB solutions-especially in mining and aviation tires and solutions - as markets to grow that will drive "growth with quality."

Strengthening U.S. business: rebuilding the consumer tire business

■ Turn changes into opportunities: reinforcing the Multi-brand strategy

In terms of reinforcing the business in the U.S., anticipating changes in the market structure, we are driving ahead with the rebuilding of the consumer tire business. We are promoting a multi-brand strategy that leverages the characteristics of both the Bridgestone and Firestone brands. Since the merger with Firestone in 1988, Bridgestone has continued to contribute to society and the economy in the U.S. and supported the mobility of people and goods. We are steering towards growth in the U.S., which we recognize as our most important market.

In terms of the Bridgestone brand, we continue to reinforce the premium strategy. We will build a "sustainable premium" brand, linking this with sustainable global motorsports. Regarding the Dan-Totsu products at the core of the brand, we are advancing the expansion of new products equipped with ENLITEN technology. As for sales channels, in addition to taking in recursion demand for replacement tires from OE (original equipment) tires, we are strengthening collaboration with major premium retail chains and wholesale clubs to expand and enhance strategic customer channels.

At the same time, to turn changes in the market structure into opportunities, we are strengthening the utilization of the Firestone brand. Anticipating an increase in maintenance demand due to the aging of vehicles in the U.S., as well as growing demand for tires in the Tier 2 and Tier 4 zones, we are accelerating the revitalization of the Firestone brand ahead of plan.

We will reinforce collaboration with the NTT INDYCAR® SERIES and enhance our brand power while strengthening our product power to establish a unique position. Starting in 2026, we will actively launch new products, including expanding products equipped with ENLITEN technology to the Firestone brand. We will accelerate the development of Dan-Totsu products by shifting development resources from Japan to the U.S. Additionally, centered around our equity retail network, Firestone Complete Auto Care, we are advancing the revitalization of Firestone dealers and strengthening integration with the Firestone credit card business to build new family channels.

By comprehensively reinforcing our brands, products, and channels in this way, we will accelerate the rebuilding of our consumer tires business.

■ Reinforcing the Equity Retail Business

Along with revitalization of the Firestone brand, we will reinforce our equity retail business, which operates a Firestone Complete Auto Care network of 2,200 stores and will mark its 100th anniversary in 2026. We will invest in sales to expand our store network, enhance services, building on improved operational excellence. Additionally, by fusing strong "real (physical)" capabilities with AI-driven digital capabilities, we will take on the challenge of enhancing the premium customer experience and improving productivity in sales on-site through a new store format.

■ Reinforcing production in the U.S.

In line with reinforcing sales by rebuilding the consumer tire business, we are strengthening production in the U.S. We will execute small investments to optimize the balance between manufacturing processes at the Aiken Plant, which produces passenger car tires, and strengthen productivity improvements, maximize the utilization of existing equipment both in the Aiken and Wilson plants. With these initiatives, we will maintain and enhance the local production for local sales ratio (Details on strengthening U.S. production: P28).

"Turn changes into opportunities"—Reinforce U.S. business / U.S. consumer business rebuilding: "Multi-brand strategy"

No change in premium strategy and continue reinforcing

Turn market structural changes into opportunities
Assuming an increase of maintenance demand and growth of Tier 2 & 4 zones, accelerate FS revitalization ahead of schedule
(Reinforce equity retail biz with the enhancement of Firestone Complete Auto Care)

Brand
BS brand × Technology brand ENLITEN linked with sustainable global motorsports
"Sustainable premium"

Revitalize through collaborating with NTT INDYCAR® SERIES
"America's Tire Since 1900"
FS brand campaign logo as of 1990's

Core
Dan-Totsu products

Expand and enhance new products equipped with ENLITEN technology

TURANZA PRESTIGE — Flagship product of all-season tire of touring category (Launched in Mar. 2025)

TURANZA EVERDRIVE — Basic tire for touring category (To be launched in Jun. 2025)

Reinforce product power for unique position establishment
- New product AFFINITY AS — All season tire in touring category (Launched in Apr. 2025)
- Size expansion: Firestone All Season
- Expand and enhance new products equipped with ENLITEN technology from 2026

Accelerate the launch of new products equipped with ENLITEN technology toward 2026 with Dan-Totsu products as a core (BS & FS)—Shift development resource from Japan to U.S.

Channel

Expand and enhance strategic customer channels
- Take in REP recursion demand from OE
- Strengthen collaboration with major premium retail chain and wholesale club

New family channel building
Expand equity retail stores and enhance service
—Execute investment on sales
× FS dealer revitalization
- **Equity retail network** approx. 2,200 stores
  Expand and enhance service
  —Firestone Complete Auto Care
- **Reinforce through collaboration with Firestone credit card business**

Marko Ibrahim
President of Bridgestone Retail Operations

In our U.S. retail operations, we are enhancing customer experience across our network of 2,200 stores while preserving the Firestone brand's heritage. We are making a strategic investment in a training program for 20,000 employees to improve customer experience value in both the physical and digital realms. We will also enhance our customer-first approach while offering more seamless services through the rollout of new business models.

Consumer Tire Business in India

■ "Growth with Quality"

Since establishing production and sales company in India in 1996, Bridgestone has established a leading market position there. We position the Indian consumer tire business as a market to grow, expecting ongoing growth driven by steady economic growth and rising car ownership and production in India. We are promoting premium mass strategy, aiming for "growth with quality."

■ Strategic Investment

As part of our strategic investment to achieve "growth with quality," in 2024 we announced plans to expand production capacity for premium passenger car tires at the Pune Plant and the Indore Plant. The investment totals approximately 11.9 billion JPY, based on an exchange rate of 140 JPY to the USD at the time of the announcement. After expanding production capacity, the Pune Plant will raise annual output by approximately 1.1 million units. For the Indore Plant, we will make investment to enhance quality in premium tire production.

Also, to reinforce development and production in an integrated way, we established a satellite technology center function within the Pune Plant. We will also further reinforce the development and production of products equipped with ENLITEN technology, aiming for optimal customization for the Indian market.

Furthermore, by reinforcing our sales channels, which are key touchpoints with customers, we aim to amplify the value of our Dan-Totsu products during the customer "use" phase. We will expand family channels, centered on B-Select, and deepen collaboration with strategic partners.

■ India's Dan-Totsu Product: TURANZA 6i equipped with ENLITEN

In 2024, we launched TURANZA 6i in India—a version of the TURANZA6, previously launched in other markets, customized with ENLITEN technology for the Indian market. By adopting ENLITEN technology, the product delivers both durability suited to India's varied road conditions and a quiet, comfortable ride, while also offering strong wear resistance performance and excellent fuel efficiency. This brings new value to the India market.

By accelerating the creation of social value and customer value in India as a market to grow, we will also contribute to the development of local communities, customers, and industry.

Hiroshi Yoshizane
BSAPIC Group President and Managing Director,
Bridgestone India Private Ltd.

Since it established a manufacturing and sales company in India in 1996, Bridgestone has been working closely with customers on-site for about 30 years. By establishing a robust structure to support local production for local sales as well as a network of logistics and sales channels as a leading tire company in the market, and by contributing to the motorization of India, Bridgestone has gained the trust of countless people and established a solid position as a brand that takes pride in high quality. Looking to the future, together with the cheerful, energetic, and goal-oriented employees at Bridgestone India who believe that "tomorrow will be even better than today," we will lead "growth with quality" globally by supporting the evolution of mobility from the ground up in markets that have high potential.

Commercial BtoB Solutions

Bridgestone E8 Commitment: Energy | Ecology | Efficiency | Extension | Economy

Amplifying Value during the Customer "Use" Phase

In the solutions business, we aim to amplify tire value during the customer "use" phase, aligning with the E8 Commitment and striving to deliver new value. In particular, we focus on commercial BtoB solutions by fusing strong "real (physical)" capabilities with digital capabilities. The aim is to enhance customer value by increasing efficiency in operations and maximizing economic value, while also creating social value through the reduction of CO_2 emissions and the improvement of resource productivity.

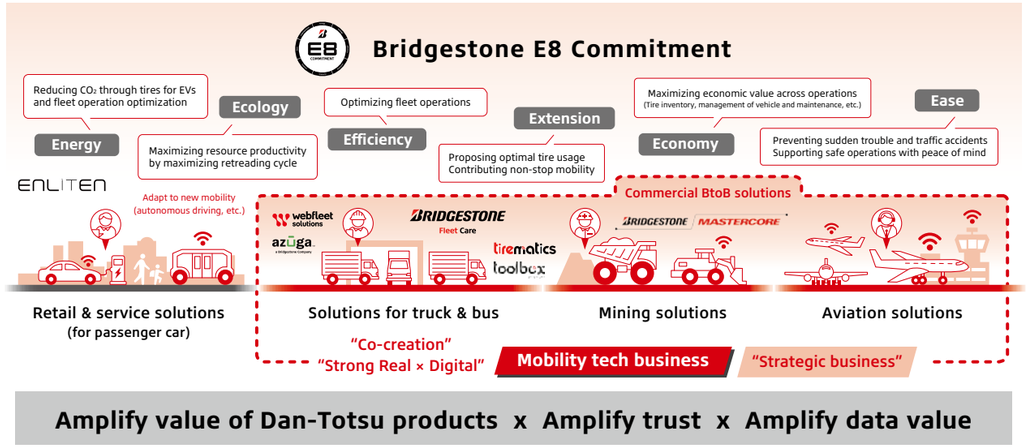
We amplify the value of our Dan-Totsu products to build greater trust with society, partners, and customers. This trust allows us to be shared tire and vehicle data from customers and partners. Amplifying the value of this data enables us to enhance commercial BtoB solutions. Through these efforts, we aim to build a mobility ecosystem in Bridgestone way.

Value Creation Linking Business and Sustainability

In commercial BtoB solutions, we create social value and customer value by providing solutions that ensure customers to make safer, longer, better, and more efficient use of tires. We contribute to reducing CO_2 emissions while supporting the optimization of customer vehicle operations. In aviation solutions and truck and bus solutions, we continue to reinforce retread activities, which greatly contributes to enhancing resource productivity and to reducing customer operating costs.

We also provide mobility solutions for trucks and buses by proposing optimal driving and operating routes (shortest routes, avoidance of traffic congestion, reduction of stop and go frequency, etc.), ensuring safety and peace of mind while also working to reduce the amount of TRWP (tire and road wear particles), which is one of Bridgestone's global management risks.

● Bridgestone's Mobility Ecosystem



Amplify value of Dan-Totsu products x Amplify trust x Amplify data value

Mining Solutions

In mining solutions, based on the trust we have built with customers through strong "real (physical)" capabilities, we analyze tire data obtained from our next-generation tire monitoring system, Bridgestone iTrack, as well as vehicle and vehicle operation data shared by our customers. Based on this data, we build our unique AI-based algorithm for mining solutions and we are promoting "Smart On-site" solutions that contribute to optimizing mining operations by being attentive to and solving the unique pain points each customer and mining site faces (Bridgestone's DX: P36).

■ Strong "Real (physical)" Capabilities — Bridgestone MASTERCORE

Bridgestone MASTERCORE is a Dan-Totsu product that realizes ultra-high durability based on a combination of our new unique technologies, including steel cord manufactured in-house. Bridgestone MASTERCORE enables us to provide optimal performance customized to each customer's needs and the operating condition of each vehicle, by improving desired tire performance such as durability without sacrificing other areas of performance. Fueled by customer recognition of its value, Bridgestone MASTERCORE had expanded to approximately 120 mines as of the end of 2024. In 2024, we announced a strategic investment in our Kitakyushu Plant, a strategic manufacturing site for Bridgestone MASTERCORE. This will further enhance Japan's R&D manufacturing capabilities, ensuring high quality and a stable supply while responding to the needs of next-generation Dan-Totsu products (production volumes will remain at the current level). Moreover, we continue to reinforce on-site field engineering activities that are attentive to customer pain points and our network for mining solutions, covering approximately 125 sites, mainly at Otraco, which was acquired in 2021.

■ Expansion of Mining Solutions

In July 2023, we started providing new solutions for predicting the durability of tires used in mining, leveraging customer vehicle data and our unique algorithm, at the Pampa Norte Spence mine in Chile, owned by BHP Group Limited. We have also initiated a related co-creation project with Komatsu since 2025.

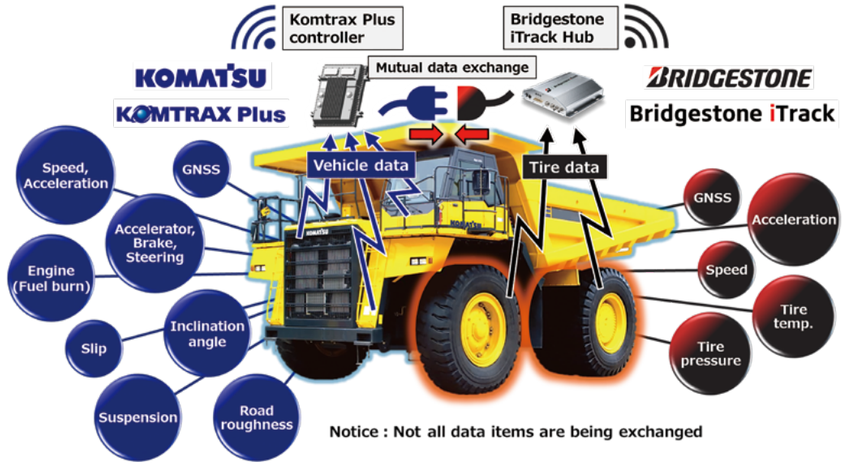
– New Solutions Through Co-Creation with Komatsu –

In mining operations, tire failures and vehicle stoppages caused by external factors can negatively affect efficient mining operations due to operational downtime and unplanned tire replacement before tires become worn out. To address these issues, we propose appropriate tire usage based on the real-time exchange and analysis of vehicle data gathered from Komatsu's large mining equipment monitoring system, Komtrax Plus, as well as tire data from Bridgestone's next-generation tire monitoring system for mining vehicles, Bridgestone iTrack. We aim to improve fuel efficiency for mining dump trucks and ensure that customers make safer, longer, better, and more efficient use of tires. Using precise analysis, Komatsu and Bridgestone strive to quickly identify the causes of tire failures, and implement appropriate emergency measures and preventive actions to minimize downtime. Through the partnership, several key factors that significantly impact fuel efficiency are being analyzed, including: (1) unique features of the mining site (such as slope and road surface), (2) vehicle usage conditions (such as driving route, speed, and load), and (3) tire specifications (pattern and material) and tire usage conditions. Komatsu and Bridgestone analyze this data to support fuel efficiency and cost reduction. Through this co-creation initiative, we aim to further evolve our "Smart On-site" mining solutions and contribute to improving the safety and productivity of mining operations for the customers we have in common with Komatsu.

We are developing the solutions of tire durability predicting model for various minings. Since the conditions of tire usage vary from mine to mine, algorithms adapted to the operations of each mine are necessary. For this reason, we have sought to be in close communication with various functions in Bridgestone and with customers, sometimes even visiting mines in person to grasp the "actual" state of on-site operations. These actions have enabled us to formulate effective algorithms that capitalize fully on the digital data we gathered, allowing us to better amplify the value of the data by creating tires with longer life and reducing vehicle downtime. We will continue to pour our efforts into the further expansion of solutions of tire durability prediction model in a spirit of integrity and teamwork.

Masashi Shirakihara
Digital Specialist, Digital Solution AI/IoT Planning and Development Division

● **Image of data exchange between Komatsu's large mining equipment monitoring system, Komtrax Plus, and Bridgestone's next-generation tire monitoring system for mining vehicles, Bridgestone iTrack**



Aviation Solutions

With safety and peace of mind as a top priority, aircraft tires are required to ensure the takeoff and landing of aircraft from the ground up under harsh conditions, including heavy loads, high speeds, and temperatures ranging widely from high to low.

The aviation solutions, the strategic starting point of our commercial BtoB solutions, combine multiple retreads with tire wear and durability prediction to maximize the value of each tire with Dan-Totsu products as an axis. This contributes to maximizing the productivity and economic value of airline operations, as well as sustainability. To expand on this, we will evolve our solutions, utilizing operational data of aircraft shared by our customer airlines and contribute to the development of the aviation industry through new value creation.

■ Co-creation with Japan Airlines Co., Ltd. (JAL)

Typically, aircraft tires need to be replaced after several hundred takeoffs and landings. However, the rate of tire wear varies depending on a variety of factors, such as the usage conditions for a given aircraft or at a given airport.

To address this issue, Bridgestone partnered with JAL to develop operating procedures that enable scheduled tire replacements. By combining JAL's insights into aircraft and flight data with Bridgestone's tire expertise and digital tire wear prediction technologies, highly accurate predictions of the optimal timing for replacing tires have been formulated. These procedures have been in place since May 2020 for regional jet aircraft operated by J-AIR Corporation (an airline company in the JAL Group). With four years of experience, the use of these procedures has contributed to improved efficiency in tire replacement operations and lower, more consistent inventories of tires and wheels, as well as subsequent reductions in CO_2 emissions from the production and use of these items. Moreover, the accurate prediction model has transformed tire replacement operations from unscheduled to scheduled tasks. This has contributed to reforming the workstyles of maintenance staff by reducing unscheduled overtime while also improving the quality of maintenance through the expansion of preventive maintenance.

Based on their combined expertise and insights, JAL and Bridgestone have advanced tire wear prediction technology and its applications. Previously limited to specific regional jet aircraft, this initiative was expanded in 2024 to include large jet aircraft operated by JAL, such as the Airbus A350-900.

Truck and Bus Solutions

In truck and bus solutions, we offer the Bridgestone Fleet Care program mainly in Europe and North America, providing a bundled package of mobility solutions, including Dan-Totsu products, maintenance services, and retread. By staying close to our customers and understanding each customer's pain points, we provide appropriate premium tire, retread, and mobility solutions as a package. This contributes to optimizing customer operational costs and ensuring that they can make safer, longer, better, and more efficient use of tires.

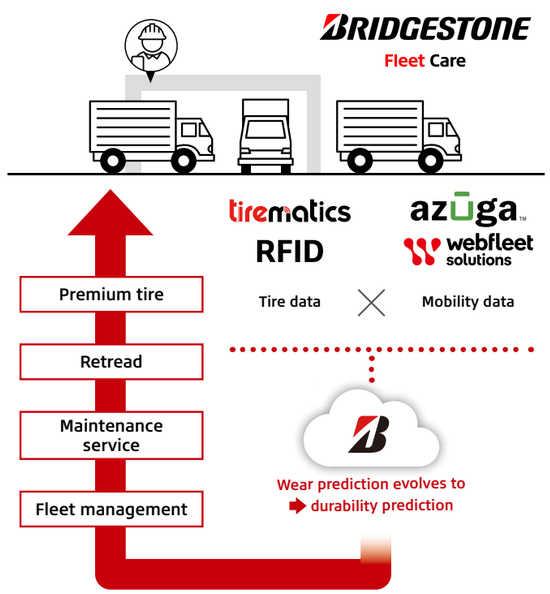
This program was initially launched in Europe in 2022. Leveraging this expertise, we expanded it to North America in 2024. As of the end of 2024, the program had expanded to cover approximately 50,000 contracted vehicles, including 31,000 vehicles in Europe and 18,000 vehicles in North America. In North America, we already have a strong foundation in the truck & bus tire business, including Dan-Totsu products, retread, a service network for fleets, and a customer base of vehicle fleets. We have been expanding on this foundation by combining these with the mobility solutions provided by Azuga, which we acquired in 2021, and strategic partners. In mobility solutions, we will continue to leverage the expertise of Webfleet Solutions in Europe, which we acquired in 2019. Since the acquisition of these two companies, we have steadily reinforced our mobility solutions, expanding the number of contracted vehicles to approximately 860,000 in Europe with Webfleet Solutions and 400,000 in North America with Azuga, totaling 1.3 million vehicles in both regions as of the end of 2024.

We are also strengthening solutions for last-mile logistics in North America, a market with rising demand. Last-mile logistics in urban areas using light trucks involve frequent stop-and-go driving, causing a significant burden on tires and premature wear. Unplanned tire replacements and maintenance are common, leading to lower vehicle utilization and uneven maintenance costs, which are key concerns for customers. We aim to solve these unique last-mile challenges by offering packages with Dan-Totsu products as an axis, retread, high-quality tire inspection and maintenance, and efficient fleet management using the Azuga platform, while being attentive to customers on-site (Genbutsu-Genba).

For example, in the U.S., we launched a solution service in 2024 that combines premium tires with maintenance for commercial vehicle fleets, including light trucks. We will expand our fleet solutions by evolving and integrating our offerings into the "Bridgestone Fleet Care program," including mobility solutions.

Additionally, in 2024, we announced a reinforced partnership with Geotab to exchange vehicle operation data in Europe and North America. Going forward, we will continue to deepen our collaboration with external partners and expand our truck and bus solutions.

● Bridgestone Fleet Care Program: Overview



* Tirematics: A digital solution tool for remotely monitoring tire pressure and temperature
* RFID (radio frequency identification): An automatic recognition technology that uses electromagnetic fields, radio waves, and other wireless communication to read and write information on IC tags and other devices without contact

Co-creation and Innovation: Recycle Business — "Renewal" of Tires to Raw Material

Bridgestone E8 Commitment Energy Ecology

In addition to the phases of "produce and sell" and "use," we are proceeding with initiatives to "renew" tires to raw materials based on co-creation with partners.

■ Establish the Precise Pyrolysis Technology of End-of-life Tires (Co-creation with ENEOS)

Project supported by "the Green Innovation Fund" of NEDO

Since 2022, Bridgestone has been advancing its efforts with ENEOS Corporation in chemical recycling of end-of-life tires to help realize a circular economy. In 2023, we introduced a test unit at the Bridgestone Innovation Park (BIP) in Kodaira City, Tokyo, and it has been further developing technology to obtain tire-derived oil and recovered carbon black through testing precise pyrolysis of end-of-life tires. The oil is refined to produce chemical products, such as butadiene, a raw material of synthetic rubber. This creates the possibility of reusing and recycling the oil and the recovered carbon black as raw materials of tires.

As a next step, in January 2025, we decided to construct a pilot demonstration plant for precise pyrolysis of end-of-life tires at our Seki Plant, which plans to start operation in 2027. This pilot demonstration plant will conduct technology verification tests to establish and optimize a precise pyrolysis process. Additionally, the pilot demonstration plant will implement the fundamental technology of the precise pyrolysis demonstrated at the test unit of BIP. Bridgestone aims to establish scaled-up technology for the mass production of tire-derived oil and recovered carbon black by applying stable and continuous operational processes and quality management. We will also further promote knowledge creation for plant operations and development of talent with expertise in chemical recycling.

■ Launch of a Joint Project to Produce Carbon Black from End-of-life Tire and Other Materials (Co-creation with Tokai Carbon, Kyushu University, and Okayama University)

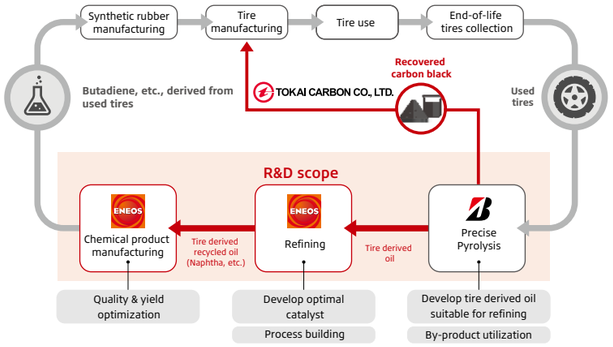
Project supported by "the Green Innovation Fund" of NEDO

In January 2025, a technology development project was launched by combining technology and expertise Tokai Carbon CO., Ltd has developed through carbon black production with the knowledge and technologies of Bridgestone, Kyushu University, and Okayama University. The project aims to perform secondary processing on recovered carbon black extracted from polymer products such as end-of-life tires containing rubber and convert these materials into eco Carbon Black with rubber reinforcement properties equivalent to those of virgin carbon black that is derived from petroleum and coal. The above results from co-creation activities with ENEOS and Tokai Carbon, Kyushu University, and Okayama University are obtained from the commissioned work and grant projects by NEDO (New Energy and Industrial Technology Development Organization).

■ Initiatives for Commercialization of Tires Using Plant Resource-derived Synthetic Rubber (Co-creation with ENEOS Materials and JGC Holdings)

Since 2022, Bridgestone, ENEOS Materials Corporation, and JGC Holdings Corporation have been conducting basic technology studies and market research on the production of bio-butadiene derived from plant resources. In 2025, the three companies announced plans to accelerate collaboration towards the commercialization of tires made with plant-based synthetic rubber.

● Concept Chart of Chemical Recycling with Precise Pyrolysis



In this way, Bridgestone continues to advance activities for its EVERTIRE INITIATIVE (initiatives to invite partners for co-creation of value to create a society where tire value "circulates"), which aims to commercialize the recycling business to "renew" tires to rubber and other raw materials through co-creation with various partners. Through this co-creation with partners, Bridgestone strives to achieve "Ecology: Committed to advancing sustainable tire technologies and solutions that preserve the environment for future generations" and "Energy: Committed to the realization of a carbon neutral mobility society" described in its corporate commitment, the E8 Commitment.

Feature // Value Creation with the Bridgestone E8 Commitment as an Axis

Bridgestone is reinforcing value creation with the Bridgestone E8 Commitment (E8 Commitment) as an axis, reflecting our mission, DNA, and vision. We value our Global TQM (Total Quality Management) activities and Bridgestone Group Awards as important global assets for sharing excellent practices in actual business and on-site initiatives to accelerate the Bridgestone way of value creation.

● **Corporate Commitment: Bridgestone E8 Commitment**

Bridgestone E8 Commitment to Our Future

For the sake of the Earth, which future generations of children have entrusted in our care.
Together with you.

Energy	Committed to the realization of a carbon neutral mobility society.
Ecology	Committed to advancing sustainable tire technologies and solutions that preserve the environment for future generations.
Efficiency	Committed to maximizing productivity through the advancement of mobility.
Extension	Committed to nonstop mobility and innovation that keeps people and the world moving ahead.
Economy	Committed to maximizing the economic value of mobility and business operations.
Emotion	Committed to inspiring excitement and spreading joy to the world of mobility.
Ease	Committed to bringing comfort and peace of mind to mobility life.
Empowerment	Committed to contributing to a society that ensures accessibility and dignity for all.

Global TQM Activities

Since the promotion of "Bridgestone's unique Deming Plan" in the 1960s, Bridgestone's TQM activities have been a global asset inherited as part of our culture of pursuing the enhancement of business quality through continuous improvement and innovation, strongly reflecting Bridgestone's DNA that we will continue to strengthen through the participation of all employees.

Since 2010, we have held an annual Group Global TQM Conference to share excellent practices of TQM initiatives from each site around the world. In 2024, we held the 14th conference, highlighting 16 out of more than 2,000 improvement cases submitted from regions and offices worldwide. Each case was presented as an excellent initiative, followed by exchanges of opinions among management and award-winning teams.

At the Hikone Plant, the winner of the TQM Conference Grand Prix identified issues from female perspectives. By developing new equipment to reduce the burden of lifting and moving heavy materials, the project promoted DE&I on-site improvement activities to establish a more pleasant working environment along with improved productivity. As a result, the project realized value creation that connects with the E8 Commitment, "Empowerment: Committed to contributing to a society that ensures accessibility and dignity for all."

At the Saga Plant, another winner of the TQM Conference Grand Prix in Development and Manufacturing worked collaboratively to reinforce teamwork on-site (Genbutsu-Genba) to pass on craftsperson skills and introduce automation in the production of steel cords utilized in Dan-Totsu products for mining tires. As a result, the project achieved value creation in terms of "Efficiency: Committed to maximizing productivity through the advancement of mobility."

Presentations from employees

Awards ceremony

Ayana Shiomitsu
Building Section 3, Production Department 3,
Production Division, Hikone Plant

We have been pursuing improvements with the aim of creating a workplace where everyone can perform at their best. With a never-give-up attitude toward tasks that were formerly not assigned to women because they were considered to be impossible, we've been able to gain acceptance of diversity and thus create a better workplace. I believe that this has resulted in greater talent creativity.

Female employees have undergone a shift in their own mindset, from thinking they are in a position of needing to be protected to exercising independence and self-reliance, gaining greater awareness from each individual position. This has yielded significant improvements that break out of the status quo.

I'm grateful to my colleagues who have worked together with me to improve the situation, and will continue contributing to the creation of new value by pursuing a workplace where each individual can work with vitality.

Bridgestone Group Awards

The Bridgestone Group Award (BGA) represents the highest level of recognition within global Bridgestone. All Group entities and employees are eligible for the award. Achievements and contributions that strongly reflect our mission, vision, and Bridgestone's DNA, and contribute in particular to value creation that embodies the E8 Commitment are selected, recognized, and honored.

Through the award ceremony and internal communications, by sharing outstanding projects globally, we not only cultivate employee pride and increase motivation; these activities also play an important role in raising awareness and fostering a sense of unity among all employees. The BGA program aims to sustainably expand various employee initiatives to amplify value creation with the E8 commitment as an axis.

Global Excellent Activities / E8 Commitment Value Creation

In 2024, 8 outstanding cases were shared globally. Global management team members directly conveyed their appreciation at the awards ceremony and everyone participating shared a sense of joy and excitement.

■ Strengthened Dan-Totsu products through innovation, amplified customer value, and contributed to sustainability

- Data-driven Mining Solution Contributing to Customer Productivity and Sustainability (Global) Extension
- Launch of Turanza EV Equipped with ENLITEN Technology (North America) Energy
- Motorsports Activities as an Accelerator for Technology Innovation and Sustainability (North America) Emotion

■ Contributed to built strong trust relationships with society

- Development of Run-flat Technology Tires for Ambulances (Japan) Extension
- Bridgestone Apprenticeship Program to develop next generation mobility technicians contributing to local communities (Australia) Empowerment

■ Reduced business costs across the value chain, improved productivity, and strengthened sustainable operations

- Advances in Manufacturing to Realize "Ultimate Roundness" (Japan) Efficiency
- Automation in the Tire Inspection Process (Europe) Efficiency
- Introduction of Digital Tools in Natural Rubber Plantations (Africa) Efficiency

Awards ceremony

Mark Stevens
Group Apprenticeship Program Manager
BSAPIC BSAL Human Resources

Our aspiration for the Bridgestone Apprenticeship Program in BSANZ is to build a sustainable pipeline of skilled, passionate technicians who not only excel in their craft but also embody our commitment to shaping a better society. The program equips young talent with the tools, mentorship, and real-world experience needed to thrive, while also instilling a deep sense of purpose and community.

Winning the global BGA award for "Value Creation for Society" was both humbling and inspiring. It affirmed that when we align business goals with human impact, we create genuine, lasting value. This recognition has strengthened our resolve to expand the program's reach and deepen its societal impact.

Through the E8 Commitment, particularly "Empowerment" and "Emotion," we are proud to inspire hope, drive opportunity, and help build stronger communities, one apprentice, one act of service at a time.

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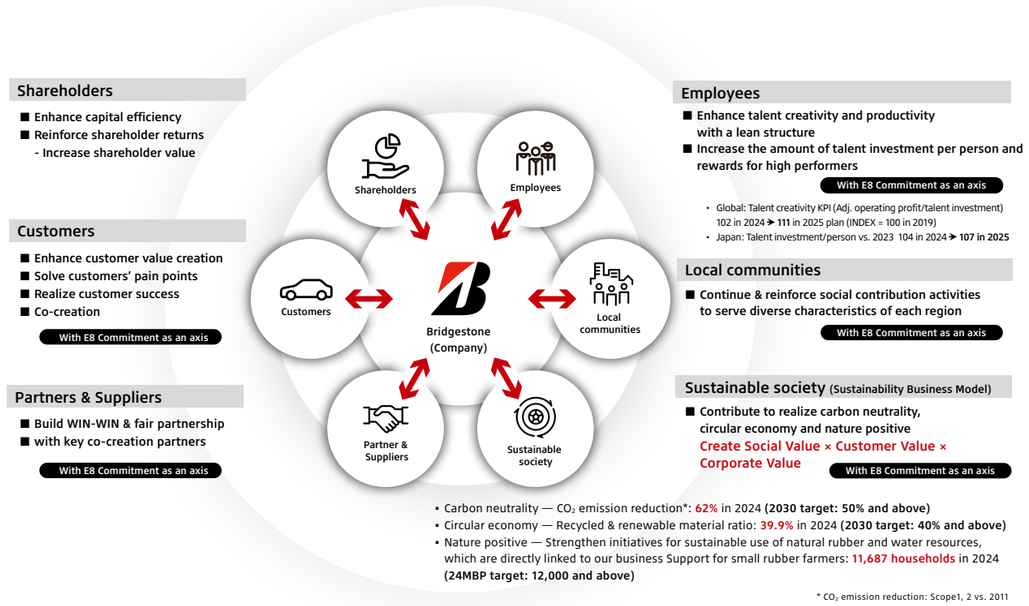
"Bridgestone Way" to Contribute to Our Stakeholders

● "Bridgestone Way" to Contribute to Our Stakeholders – "Serving Society with Superior Quality"

Maximize our contribution to all stakeholders



Guided by our mission of "Serving Society with Superior Quality," and with the E8 Commitment as the axis of value creation, Bridgestone aims to maximize its contribution to all stakeholders, including shareholders, customers, employees/talent, partners & suppliers, local communities and a sustainable society.

For shareholders, we aim to expand and diversify opportunities for dialogue and continue to reinforce shareholder returns (P69).

For customers, we will deliver customer value and support customer success by providing premium tires and solutions (P70).

For employees/talent, we seek not only to enhance talent creativity (P35), but also to ensure a safe workplace for each and every employee, based on the principle of "Safety First, Always," as stated in our Safety Mission Statement (P71).

Furthermore, by addressing the sustainability priorities identified through engagement with stakeholders, we will strive to maximize our contributions to partners & suppliers, local communities, and a sustainable society.

Through the establishment of a sustainability business model, we will steadily advance initiatives toward carbon neutrality (including CO_2 emissions reduction), a circular economy (by increasing the ratio of recycled and renewable materials), and nature positivity* (focusing on the sustainable use of natural rubber and water resources, which are directly linked to our business) (P73).

Through co-creation with our partners, we will also take steps to address TRWP (P80), respect for human rights (P81), and engage in social contribution activities tailored to local communities (P83).

We are also promoting exploratory businesses that contribute to local communities by providing social value. We are exploring business models built on "co-creation" with external partners, including AirFree, a "next-generation puncture-free tire" supporting mobility in local communities, as well as "research and development of lunar rover tires" leveraging the technologies cultivated through AirFree to support space exploration carrying the dreams of mankind, and "soft-robotics" aimed at enabling human and robot to coexist under the slogan "Soften the Future" (P85).

* It means halting and reversing the loss of biodiversity and natural capital in order to put nature on the path to recovery. The intent behind is to reduce the impact of business activities on biodiversity and natural capital, maintain and restore nature's bounty, and transform socio-economic activities for sustainable use of natural capital.

Shareholders — Strengthening and Expanding Investor Relations Activities

Expanding Dialogue-based IR Activities and Information Disclosure in a Timely and Appropriate Manner

Bridgestone places great importance on two-way communication through dialogue with stakeholders, including analysts, institutional investors, and individual investors. We strive to provide accurate and prompt explanations of our management strategy and business status. We have established a framework for accurately gauging the expectations and challenges from the capital markets through ongoing dialogue, reflecting them in our management and investor relations activities. We are committed to continuous improvement through the PDCA cycle.

At our quarterly financial results announcements, we aim to gain greater understanding of and resonate our management strategy through explanations of our financial results. The Global CEO takes to the stage at each of these sessions as a crucial point of contact to directly answer questions from analysts and the media. We apply the insights gained through such dialogue to our management strategy and investor relations activities. We are also expanding opportunities for the Global CEO and Independent Directors to engage directly in individual dialogue with investors. By providing feedback to the management team and Board of Directors, we are reflecting these insights in discussions and business activities aimed at creating value. By leveraging market voices into our management, we strive to enhance the effectiveness of our dialogue and build relationships of mutual trust.

Going forward, we will continue to expand and diversify opportunities for dialogue with stakeholders and strive to disclose information in a timely and appropriate manner, working earnestly to evolve our investor relations activities and better contribute to enhancing corporate value.

■ Major Investor Relations Activities

Content	2022	2023	2024
Financial results review meetings	4 times	4 times	4 times
Individual dialogue / small meetings with analysts and institutional investors*	290 times	340 times	360 times
Plant tours	—	2 times	3 times
Shareholders' meeting	1 time	1 time	1 time

* Includes 1 ESG small meeting, 15 ESG dialogue

■ Feedback to management

Content	Reporting to	Frequency	Content
IR activity reports	Board of Directors	As needed	IR activities Interest, evaluation, and expectations from capital markets, etc.
IR reports	Management, business division managers	Quarterly	Interest, expectations, concerns obtained via financial results review meetings and discussions with analysts, institutional investors, etc.

Financial Results Review Meeting for FY 2024

ESG Small Meeting

Customers

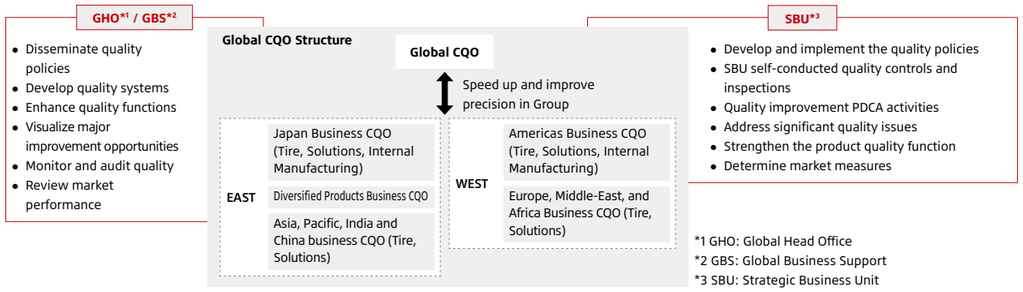
Quality and Customer Value

Bridgestone established the Quality Mission Statement to engage every employee in creating value and excitement for our customers by providing Dan-Totsu products, services and solutions through innovation and kaizen (continuous improvement).

Global Quality Governance

Bridgestone has established the Global CQO Structure, which is composed of the Global Chief Quality Officer (Global CQO) and the CQOs of all SBUs. Together, they are responsible for ensuring the quality of products, services, and solutions in their respective markets. Each SBU and CQO is building a quality assurance system across the entire value chain to deliver customer value and maintain customer trust through innovation and continuous improvement. In addition, the Global Head Office (GHO) and Global Business Support (GBS) assist these activities by sharing roles such as issuing policies, developing global systems, managing the quality status of each SBU, and conducting quality audits, and supporting SBU activities.

● **Global CQO Structure chart**



*1 GHO: Global Head Office
*2 GBS: Global Business Support
*3 SBU: Strategic Business Unit

Quality Assurance throughout the Value Chain

Bridgestone is continuously enhancing the quality of products, services, and solutions throughout the entire value chain (product strategy, development, procurement, manufacturing, logistics, sales, and service) based on the Quality Mission Statement. In doing so, Bridgestone is committed to creating customer value and maintaining customer trust.

■ Bridgestone Original Quality Assurance Activities

Bridgestone strives to continuously improve global manufacturing processes by introducing innovative technologies to consistently create Dan-Totsu products, services and solutions that meet growing customer expectations.

We also seek to identify potential quality risks at production sites and proactively implement preventive actions by focusing on Critical to Quality inputs.

To deliver superior quality products to all customers, Bridgestone defines and standardizes our original quality requirements as a Process Quality Assurance Reference List (PQARL) based on domestic and international best practices. We publish global quality investment guidelines every year regarding investments to improve the level of quality assurance necessary to meet these requirements, and regularly conduct assessments to confirm the status of implementation on sites.

At Bridgestone, we have established our original Process Quality Assurance Reference List (PQARL) for manufacturing sites in order to deliver superior quality products to all customers. To promote PQARL, we issue quality investment guidelines every year and regularly check with quality assurance members in each region whether the targets are being met and whether the system is functioning properly. I feel very rewarded when I hear words of gratitude from the site that the quality assurance level has actually improved, or when I feel that the level of quality assurance functions and quality awareness has increased at the manufacturing sites.

Takashi Miyamoto
BSJP manufacturing
QA Promotion Department
Manager

For details, please refer to the Bridgestone website.
https://www.bridgestone.com/responsibilities/social/consumer/

Employees

Safety, Industrial Hygiene

Our "Safety Mission Statement" is a message and code of conduct for all Bridgestone employees. It applies equally to employees, contractors and visitors to our facilities. "Safety first always" in the Safety Mission Statement means that "safety is the foundation of all corporate management" and that "each and every one of us must put this into practice."

Management Structure

Bridgestone's Fundamental Area Safety Group within the Global Quality Management Committee (GQMC) manages and addresses global common risks, challenges and opportunities related to health, safety and disaster prevention.

To create a safer workplace, Bridgestone has established five task forces and developed strategies in collaboration with the SBU and Global Business Support (GBS) through regular safety meetings.

Bridgestone Safety Fundamental Activities

Bridgestone implements Bridgestone Safety Fundamental Activities (BSFA) a set of common safety practices to be followed by all employees working across the globe. These activities aim to protect individuals and their colleagues by promoting basic safety practices (3S, KY, RA, and Safety Rules) outlined in the "Safety Mission Statement."

- 3S: Seiri (Select & Remove), Seiton (Sort), and Seiso (Keep clean)
- KY (Kiken-Yochi): Identify the potential of incident in the task before starting it and taking feasible actions at the time to avoid the identified potential incidents.
- RA (Risk assessment): A series of steps to create low risk workplaces by identifying and evaluating risks and promoting risk mitigation measures.
- Safety rules: The rules to prevent fatal/serious injuries based on the injuries at Bridgestone.

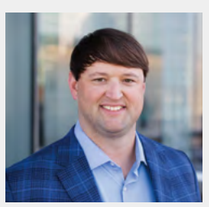
To support BFSA implementation, Bridgestone assigns safety instructors in each region and has updated its global common training materials. This ensures that all employees across the value chain understand the importance of safety and consistently apply BSFA principles.

Additionally, Bridgestone is actively integrating AI technology, to help identify and reduce risk detected through the risk assessments.

For details, please refer to the Bridgestone website.
https://www.bridgestone.com/responsibilities/social/safety_health/

Initiatives for Continuous Improvement: Safety Maturity Assessment

Bridgestone developed a safety maturity assessment (SMA) tool based on its global common safety standards. This is our unique tool to monitor Safety Maturity based on four pillars (Leadership, Teammate Engagement, Organization, System), which contributes to identifying common global issues, confirming the effectiveness of the PDCA cycle on safety activities, and ensuring continuous improvement activities to be implemented.



Jared Noah, CSP
Director, Manufacturing Safety & Health, Bridgestone Americas

In pursuit of Bridgestone's objective of achieving "Perfect Safety," Fundamental Area Safety (FAS) has continued to evaluate the extent to which our "Safety Mission Statement" has been implemented across the corporation. To standardize, raise awareness, and facilitate this global effort, FAS developed the "Safety Maturity Assessment (SMA)" program. The SMA process includes an added layer in which the assessor conducts a series of interviews with representatives from each of the location's in-scope organizational groups. I have found the interviews enable me to gain valuable input, directly from the interviewee, regarding areas where we can strive for continuous improvement and the actions they feel we can take to advance our safety maturity. I believe this type of outcome, considering our efforts to involve teammates, and to discuss and resolve with FAS about the common global issues identified through interviews, is one of the highest orders of safety and health achievement. So, I am looking forward to the continued value the SMA's will bring to the organization and the advancements we will continue to see become a reality.

Partners & Suppliers, Sustainable Society, Local Communities

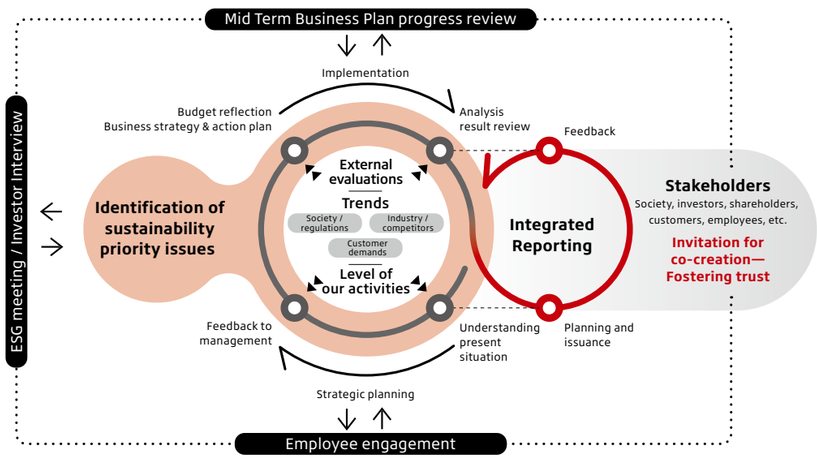
Identifying Sustainability Priorities through Dialogue with Stakeholders

In our communication with stakeholders, we seek to gain understanding of Bridgestone and its initiatives, while also getting a sense of stakeholders' views, assessments, expectations, and the issues they are facing. As we engage with stakeholders through our integrated reporting, we also closely link this process with prioritizing sustainability issues, aligning these issues with the business, and incorporating them into our business strategies. As shown in the figure below, we pursue these two processes in parallel, aiming for continuous improvements in both. The 26 sustainability issues identified based on the materiality assessment are reorganized based on the business perspective of creating social value and customer value, reviewed by the global management including the Global CEO, and reported to the Board of Directors.

We regularly identify issues by sensing social trends such as laws and regulations, industry and competitor trends, as well as customer expectations and requests, and by analyzing risks, opportunities, and their impacts. We also identify and confirm gaps between the level of our activities and information disclosure and the expectations of society and customers by analyzing the results of major external evaluations/ratings. Based on these activities, we hold in-depth discussions with management, incorporate the identified issues into corporate and business strategies, drive them forward, and report the progress, results of activities, and future challenges to management in an ongoing PDCA cycle. Furthermore, we actively disclose the results of our activities and share feedback with management including stakeholders' expectations and their proposals for improvement that are obtained through dialogue based on integrated reporting. We incorporate this feedback into the issue identification and management strategies. This process is not only for integrated reporting, but also for the entire process of identifying issues and promoting management strategies, including raising the level of sustainability initiatives. (Opportunities for dialogue with stakeholders include ESG interviews with institutional investors, dialogue with NGOs and customers, and ESG small meetings, etc.)

Sustainability priorities are continuously reviewed through the PDCA cycle, and the following issues have been identified for FY2025.

- Establishment and evolution of the sustainability business model (develop readiness toward carbon neutrality, expand circular economy business activities and promote a nature-positive world [focusing on "initiatives for sustainable use of natural rubber and water resources"])
- Fostering trust with customers, partners, and local communities (solving issues in local communities, road safety education)
- Respect for human rights
- Tire and road wear particles (TRWP), 6PPD (an antioxidant and antiozonant widely used in the tire industry) <focusing on activities as an industry leader>

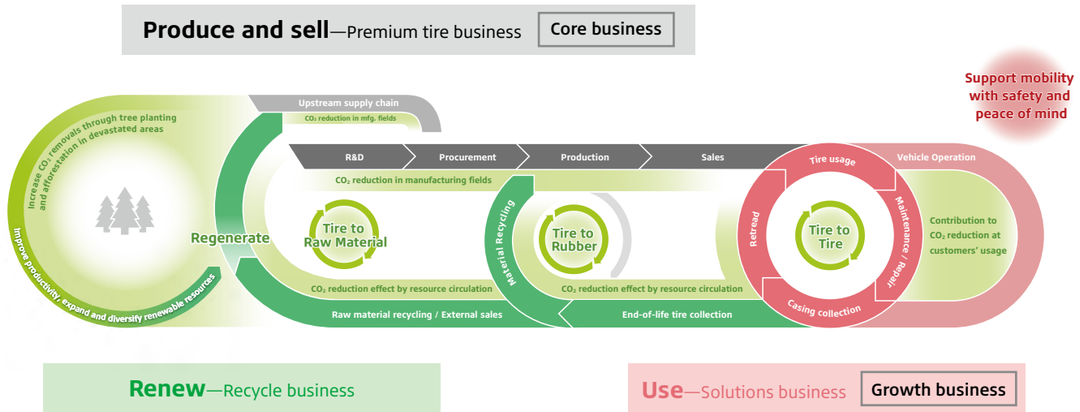


Sustainability Business Model: Link with the Business Shaping Scenario

Bridgestone is working to establish a unique Sustainability Business Model that incorporates sustainability into the corporate strategy and Mid Term Business Plan. This model links our business with the realization of carbon neutrality and a circular economy as well as the promotion of nature positivity across the value chain, from "produce and sell" and "use" of products to "renew" them in the form of raw materials.

Under 24MBP, we have integrated sustainability into our business shaping scenario, linking business activities with sustainability initiatives and working to build a foundation for sustainable value creation. The plan links our efforts to achieve carbon neutrality, a circular economy, and nature positivity to value creation in the core, growth, and exploratory businesses within the business shaping scenario. In this way, we are evolving a more regenerative business model.

By reinforcing business quality in line with the business shaping scenario in 24MBP, we will support ongoing value creation initiatives and strengthen our sustainable structure and foundation for value creation.



Circular Economy

2026	Recycled & renewable material ratio 39% above
2050	100% sustainable materials

Carbon Neutrality

2026	CO_2 emission reduction (Scope 1, 2) reduce more than 50% (vs 2011)
2050	Carbon neutrality

Nature Positive

Focus on "initiatives for sustainable use of natural rubber & water resources," which are directly related to our business

Evolving to a regenerative business model

Progress of Initiatives

To balance the creation of social value and customer value through our business and achieve a win-win-win for society, customers, and Bridgestone, we are working to establish a unique Sustainability Business Model that links our business with initiatives to realize carbon neutrality, a circular economy, and nature positivity across the value chain.

In its core business of premium tires, Bridgestone is improving the various areas of performance demanded of tires, including wear resistance, long life, and lower rolling resistance, through the expansion of ENLITEN, our base technology for product design, which pursues "ultimate customization", and by simplifying development and production under BCMA, our base technology for manufacturing, while also boosting resource productivity and energy efficiency. In this way, we are pursuing tire manufacturing that enhances customer value while reducing business costs and environmental impact, thus contributing to the achievement of our sustainability targets.

In the solutions business, we are increasing the ratio of recycled and renewable materials by expanding the TB retread tires business, which operates on a circular business model, while also contributing to greater reductions in Scope 3 carbon emissions through proposals for optimal transportation routes in mobility solutions.

By means of these efforts, Bridgestone is well on its way to exceeding its 24MBP targets through the Sustainability Business Model, with some metrics, including CO_2 emissions reductions, reaching their 2030 targets ahead of schedule.

The Global Executive Committee (Global EXCO) regularly reviews progress toward achieving the sustainability targets and reports this to the Board of Directors.

By placing sustainability at the core of management, Bridgestone is accelerating its transformation to achieve sustainable growth as a company while contributing to the realization of a sustainable society. We are not merely taking action to achieve sustainability, rather, we strive to balance sustainability with our business objectives, focusing on contributing to the business and pursuing value co-creation with our partners.
As we continue to foster sustainable value creation, we will value dialogue with our stakeholders to gain empathy and promote further value co-creation.

Akihiro Inatsugi
Executive Director
Global Sustainability Strategy Division

● **Results in 2024 & plans for 2025**
Sustainability – Building a foundation for sustainable value creation

		2023	Result in 2024	2025 plan	Mid-long term target
Carbon neutrality					Further focus on improvement of "quality" incl. Scope 3 2030 More than 50% 2050 Carbon neutrality
	CO_2 emission reduction (Scope 1, 2) vs. 2011	57%	62%	Continuous reinforcement	
	Ratio of renewable energy (electricity)	69%	75%	Continuous reinforcement	
	Contribution to CO_2 reduction (Scope 3)	1.9 times	2.9 times	Contributing to reduce CO_2 emission by more than 3 times Our own CO_2 emissions	
	Expanding contribution to reduce CO_2 through the entire value chain including light weight, low rolling resistance, solutions, etc.				* CO_2 emission reduction: Scope 1, 2 vs. 2011
Circular economy					Strengthen the circular business model 2030 More than 40% 2050 100% Sustainable materials
	Recycled & renewable material ratio	39.6%	39.9%	More than 39%	
Nature positivity					Focus on "initiatives for sustainable use of natural rubber & water resources" which are directly related to our business
	Support for smallholders of natural rubber towards forest conservation (Cumulative # of smallholders supported (from 2023))	5,640	11,687	More than 12,000	
	Develop water stewardship plan (Manuf. facilities under water stress area: 17 sites)	100%	Execution reinforcement along with the plan		

Developing Readiness to Achieve Carbon Neutrality

Amid growing calls to address the issue of climate change, Bridgestone has set carbon neutrality as part of its long-term environmental vision for the lead up to 2050. To achieve this, we have established a clear mid-term environmental target for 2030 of reducing Scope 1 and 2 emissions by 50% or more compared to 2011, and are pursuing initiatives to this end.

Result in 2024

the rate of **CO_2 emissions reduction** **(Scope 1, 2)** from 2011 level **62%**

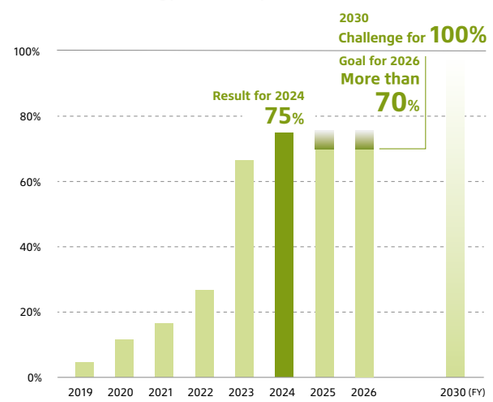
Bridgestone's reduction rate for Scope 1 and 2 CO_2 emissions in 2024 was 62% compared to 2011, representing an even higher reduction than in 2023. By steadily improving energy efficiency through ongoing actions to save energy and by switching to electricity derived from renewable energy sources, we have achieved our mid-term target ahead of schedule for the second year in a row.

Using a greater proportion of renewable energy (electricity) has made a significant contribution to CO_2 emissions reduction. In 2023, Bridgestone's renewable energy (electricity) ratio was 69%, significantly higher than the average of 52%* among major tire manufacturers. In 2024, this figure was increased to 75%, meaning that we achieved our 2026 target of more than 70% ahead of schedule.

Result in 2024

Renewable energy (electricity) ratio **75%**

● **Renewable energy (electricity) ratio**

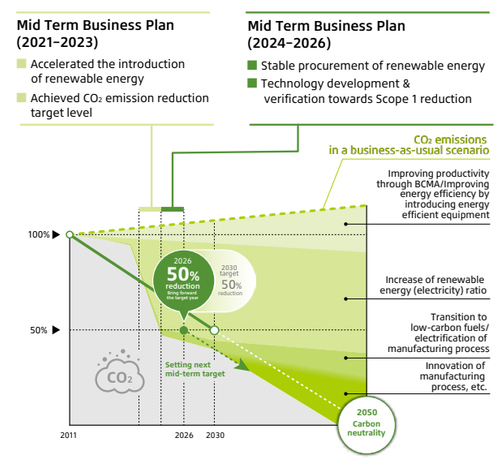


In various regions worldwide, we are effectively combining measures such as installing solar panels, purchasing energy attribute certificates, signing power purchase agreement etc., and switching to electricity derived from renewable energy sources for externally purchased electricity, depending the local context. We have already switched to 100% renewable energy for purchased electricity used at all tire and in-house manufacturing sites in BSEMEA and Japan. Globally, we have switched to 100% renewable energy-derived or low-carbon electricity sources at 64 sites. Some of our plants are also moving closer to achieve carbon neutrality in their production processes by introducing biomass or electric boilers.

Moving to the next level requires achieving a higher degree of both business growth and CO_2 emissions reduction. In embracing this new challenge, we will work to simultaneously strengthen earning power and lower CO_2 emissions through the stable procurement and optimization of our renewable energy mix, expanding ENLITEN, our base technology for product design, making productivity gains through BCMA, and shifting to Green to improve energy efficiency. At the same time, we will seek to further reduce emissions by developing and verifying technologies to support the switch to low-carbon fuels, the electrification and innovation of our manufacturing processes. We will continue to strengthen our ability to address the issue of carbon neutrality and lay a foundation for sustainable value creation.

* Source: WBCSD's Tire Industry Project (TIP) "Sustainability Driven: Key Performance Indicators for the Tire Sector 2019–2023"

● **Transition plan for carbon neutrality**



Bridgestone is also working to help reduce CO_2 emissions across the entire value chain, from "produce and sell" and "use" of Dan-Totsu products to "renew" them to raw materials. Our goal for 2030 is to help reduce emissions by more than five times the amount emitted from production activities (Scope 1 and 2 emissions, base year: 2020) across the entire life cycle of our products, services, solutions, and recycling.

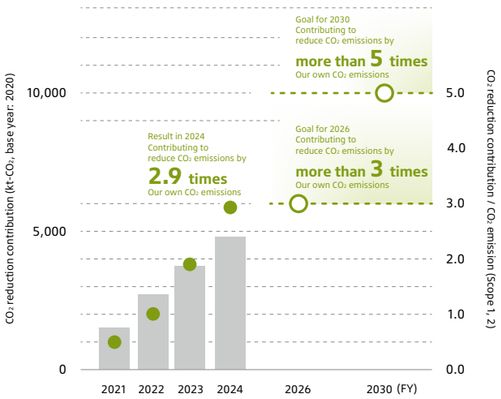
Result in 2024

Contribution to CO_2 reductions (Scope 3)

2.9 times Bridgestone CO_2 emissions

Contributions to CO_2 emissions reductions in 2024 increased to 2.9 times Bridgestone's Scope 1 and 2 emissions. This reflects contributions in various areas, including the lower rolling resistance of Dan-Totsu premium tire products, expansion of the retread business, and the mobility solutions of Webfleet and Azuga.

In addressing customer demands for lower carbon emissions, at the product planning and design stages, we seek to help reduce such emissions during driving by lowering the rolling resistance of tires, which contributes to improved fuel efficiency and electricity consumption. At the same time, we target lower CO_2 emissions across the entire life cycle by reducing emissions at the tire production stage, which yields a lower carbon footprint for our products.



Business Activities for Realizing a Circular Economy

Bridgestone's business activities that contribute to a circular economy include pursuing material development, such as expanding and diversifying renewable materials, improving resource productivity by expanding the retread business, and exploring technologies for tire recycling. We are seeking to create a circular business model through initiatives across the entire value chain, from "produce and sell" and "use" tires to "renew" tires.

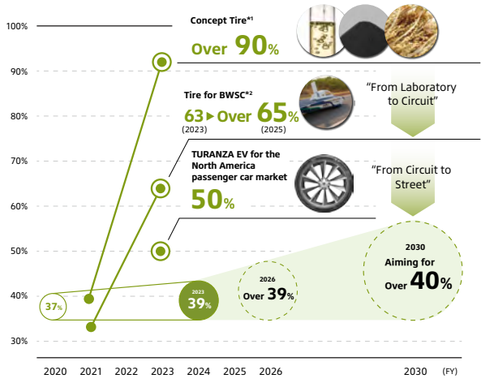
Result in 2024

Ratio of materials using recycled and renewable resources **39.9%**

Taking the lead in the industry, Bridgestone has set mid- to long-term targets to help bring about a circular economy: using 100% sustainable materials by 2050 and using 40% of raw materials made from recycled or renewable resources by 2030. We are making steady headway toward achieving these targets.

The ratio of recycled and renewable materials reached 39.9% in 2024, exceeding our 2026 target of 39% for the tire business as a whole. This contributed to a reduction in new input raw materials equivalent to 540,000 tons.

Bridgestone is steadily developing and launching technology for tires that offer a higher ratio of recycled and renewable materials. We have already developed a concept tire made from more than 90% recycled and renewable materials. We are expanding the use and testing of such materials in racing tires for motorsports, which is a "mobile laboratory," and are gradually rolling out the technology to commercial tires.



*1 Tire that has achieved production via the standard tire prototyping process, and that has a level of performance suitable for drive testing
*2 Bridgestone World Solar Challenge

In 2024, we launched REGNO GR-XIII, a tire that incorporates synthetic rubber using an ISCC PLUS-certified*1 mass balance approach, as a tire offering an increased ratio of recycled and renewable materials. We also moved forward with sales of POTENZA SPORT^A, a tire developed with ENLITEN technology that has the highest ratio of recycled and renewable materials of any tire Bridgestone mass produces, at 55%.

Audi's new EV "Audi e-tron GT" is equipped with POTENZA SPORT^A
* Photo courtesy of Audi AG

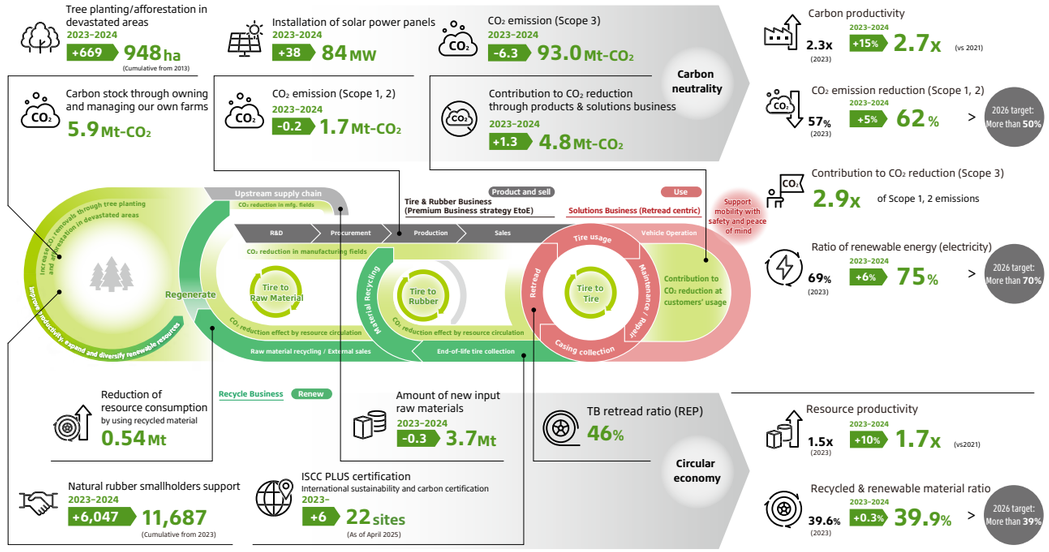
To promote the use of recycled and renewable materials in its products, Bridgestone is seeking to acquire further ISCC PLUS certification, an international certification for sustainable products. As of April 2025, 22 Bridgestone facilities had obtained the certification, the highest number in the industry.

We are striving to evolve into a business that is not dependent on resource consumption through our Sustainability Business Model, including by reducing the weight of tires, improving wear resistance to extend tire life, expanding the circular business through retreading, and expanding mobility solutions. These efforts yielded 1.7 times higher resource productivity*2 in 2024 compared to 2021. Improving resource productivity means creating added economic value with fewer resources. By reducing the use of raw materials, it also contributes to lower CO_2 emissions across the entire value chain.

We will continue to work to build up the Sustainability Business Model while addressing the expectations of society and the needs of our customers. At the same time, by evolving the business model into one that is more circular and regenerative, we will create outcomes for a sustainable society, leading to the ongoing creation of social value, customer value, and corporate value.

*1 A certification system operated by International Sustainability and Carbon Certification (ISCC) to screen and certify products that use materials derived from biomass and other recyclable materials or derived from recycled materials, to ensure compliance with traceability criteria across the supply chain.
*2 Sales per raw material used.

Outcomes through the Sustainability Business Model



Initiatives to Promote Nature Positivity

The pursuit of nature positivity, which means stopping or reversing losses to natural ecosystems, requires us to take a comprehensive approach and make changes that encompass diverse perspectives and issues—not only nature conservation, but also efficient resource use, sustainable production, and climate change countermeasures. Guided by the Science Based Targets (SBTs) for Nature Action Framework, which covers actions to "avoid" future impacts, "reduce" current impacts, "restore and regenerate" ecosystems, and "transform" underlying systems, Bridgestone is evolving our Sustainability Business Model into one that is more circular and regenerative. In 24MBP, we are focusing on "initiatives for sustainable use of natural rubber & water resources," which are directly linked to our business.

■ External Environment of Natural Rubber and Our Stance

Current trend of natural rubber production demand risks to become, in the near future, the leading cause of global deforestation.

Bridgestone is working with our partners, research institutes, NGOs, industry associations, and other stakeholders involved in the natural rubber industry to promote the sustainable use of natural rubber to contribute to the conservation of forests and biodiversity, centered on our own natural rubber farms leveraging our know-how and skills and strong engagement with our suppliers.

Result in 2024

Support for natural rubber smallholders to curb deforestation
(Total number of beneficiaries since 2023)

11,687

We set targets and indicators related to our contribution to Nature Positive, which is to support 12,000 smallholders by 2026. In 2024, we supported 6,047 smallholders, bringing the cumulative total to 11,687 by the end of the year. We develop support activities for smallholders in collaboration with local communities, with the aim of improving the productivity of yields per hectare for smallholders and enhancing their livelihoods while contributing to reducing environmental impact at the same time.

■ Capacity Building Activities by Our Internal Natural Rubber Companies

In Indonesia, Bridgestone implements a reforestation project with the strong participation of local communities, universities, and governments, targeting 20 hectares in devastated area annually.

This activity also includes agroforestry, intercropping with other products such as cashew nuts, mango and cinnamon, providing additional income to smallholders that leads to improvement in their livelihood. In the long-term, afforestation can contribute to both soil improvement, which contributes to productivity and strengthens ecological ecosystem from the perspective of biodiversity.

We also provide farm management training and technical guidance to improve yields, organizing workshops in Indonesia that attracted 3,000 smallholders in 2023 and 3,700 in 2024. Depending on the local smallholders' needs, we also provide donations, such as rubber trees, tapping tools, and quality improvement assistance.

Technical guidance

■ Support Activities for Smallholders with WWF Japan

In 2024, Bridgestone launched a project with WWF Japan to enhance natural rubber yields for smallholders in Indonesia, where the shift to oil palm has been significant, for their better livelihood. This project aims to improve their Quality of Life (QOL) while preventing deforestation caused by the development of new farmland. Utilizing the expertise from our own farms, we conducted four training sessions over four weeks for selected smallholders. In 2025, we started a Farmer-to-Farmer training program. The trained smallholders themselves have begun instructing others in technical skills, which ensures local continuity of the transmission of the knowledge. Additionally, agroforestry practices will be introduced to diversify their income. To assess the outcome of this project from a nature positive perspective, we have attempted to set indicators and targets through a SBTs for Nature trial analysis with WWF Japan and Deloitte Tohmatsu Group.

Support for smallholders in Indonesia in collaboration with WWF Japan

Training for sustainable rubber farmers conducted in 2024 has had a very positive impact on the farmers. For example, they now understand how to increase productivity and the quality of rubber raw materials through proper tapping techniques and cup lump collection, which will directly improve their QOL. In addition, this project aims to enhance their understanding of sustainability. Our activities in 2025 will reach more farmers, thus scaling up the impact of this project with Bridgestone. I believe that our activities will help to achieve sustainable rubber production without harming nature and people.

Rian Satria
Rubber Field Coordinator
WWF Indonesia
(external partner)

■ Global Platform for Sustainable Natural Rubber (GPSNR)

GPSNR, a multi-stakeholder organization, serves as an effective platform for collaboration, sharing resources and knowledge, and develops standards and frameworks to provide solutions for the complex and socio-economic problems faced by the industry. It supports Bridgestone's efforts to enhance the sustainability of the natural rubber industry with other tire makers, automakers, smallholders, processors and producers, and NGOs.

We play multiple roles in GPSNR, including being a founding and executive committee member. Our active contributions will help the industry tackle the vast and complicated challenges.

■ Approach to Sustainable Use of Water Resources

At Bridgestone, we use water in the manufacturing process for products such as tires, and in processing the raw materials that we procure. We therefore recognize that water is an essential resource for business continuity, and that Bridgestone has a responsibility to use water in a sustainable manner. We aim to use water resources sustainably by working with local communities to improve water usage and by collaborating with other companies in the tire industry*1 to improve the status of environmental impact items, including water resources.

■ Initiatives in Water Stress Areas

In line with our Water Stewardship Policy, by 2030 we aim to develop and implement specific water stewardship plans tailored to the local environment of each manufacturing facility located in a water stress area.*2 All 17 such facilities had formulated their own water stewardship plan as of the end of 2024, achieving a combined 5.4% decrease in water withdrawal in 2024 versus the previous year.

To ensure that water resources are used equitably and sustainably, Bridgestone will continue striving to understand the local water situation, work with the local community to improve water use, and maintain a healthy balance between water withdrawal and discharge.

*1 The Company has been collaborating with others in the tire industry as part of the World Business Council for Sustainable Development's (WBCSD) Tire Industry Project (TIP)
*2 Areas with risk of deterioration of freshwater resources in terms of quantity and quality

Initiatives as an Industry Leader on TRWP (Tire and Road Wear Particles)

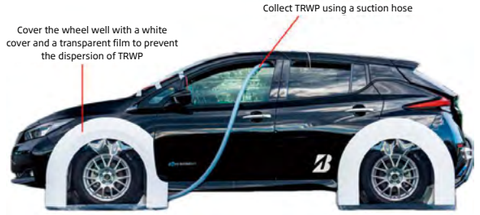
TRWP are the result of friction between the tire and the road surface which is essential to secure a safe and comfortable journey, consisting of a mixture of tread (tire surface) and road pavement materials.

Accurately understanding the environmental impact of TRWP is a challenge for the entire industry. Through our activities to understand TRWP, Bridgestone, as a leader in the industry, has been investigating the physical and chemical characteristics of TRWP and their environmental impact through the Tire Industry Project (TIP) facilitated by the World Business Council for Sustainable Development (WBCSD). We actively participate in efforts to standardize efficient methods for generating and collecting TRWP samples, which are essential for investigating their properties and environmental impact. We have also contributed to the development of international standard regarding methods, "Rubber — Generation and collection of tire and road wear particles (TRWP) — Road simulator laboratory method (ISO 22638)," published in July 2024.

TIP is also working to strengthen collaboration with experts outside the industry to drive research and expand research areas. In December 2024, with the support of TIP, the first-of-its-kind Tire Emissions Research Conference was held in Munich, Germany. It provided a platform for researchers studying tire use-phase emissions, environmental impacts, and mitigation measures. Nearly 180 delegates from 22 countries, including Bridgestone researchers, engaged in active discussions during this event. The next conference is scheduled to be held in Boston, U.S., in September 2025.

In addition, TIP started Open Call for Projects (OCP), which provides grants to research projects. In the first round of OCP, for which the selection process has already started, TIP has invited applications for research concerning field sampling, characterization, and analysis of substances generated during the use phase of tires, as well as mitigation measures to reduce their environmental impact. The selected research projects are scheduled to commence from around June 2025.

As an industry leader, Bridgestone is driving its own efforts to understand, visualize, and address (mitigate) the characteristics of TRWP, particularly its environmental impact. In focusing on the process of how TRWP is generated, we developed our own unique method to efficiently collect TRWP using the B-Mobility test course at Bridgestone Innovation Park in Kodaira, Tokyo. Specifically, we visualized the dispersion of particles by combining a high-speed camera with a laser light scattering. Based on the results, we created a device that covers the entire tire and captures TRWP efficiently. Furthermore, by utilizing autonomous driving as well as using an electric vehicle with regenerative braking, the collection method enabled the collection of TRWP efficiently in a state that eliminates the influence of exhaust emissions and brake dust. By efficiently collecting TRWP, we seek to deepen our understanding of their nature and ascertain their impacts on the environment. Bridgestone's unique on-vehicle collection method was presented at the aforementioned inaugural Tire Emissions Research Conference and the Tire Technology Expo 2025 held in Hanover, Germany in March 2025.



Device that collects TRWP equipped on an autonomous car

In parallel with our efforts to understand TRWP, Bridgestone continues to promote initiatives to reduce and minimize TRWP generation, such as the development of long-life products with improved wear resistance and collaboration with our solutions business. Through these efforts, Bridgestone strives to achieve "Ecology: Committed to advancing sustainable tire technologies and solutions that preserve the environment for future generations" described in the corporate commitment, the E8 Commitment.

Respect for Human Rights

Bridgestone fosters an inclusive culture in which all our entities and locations adopt and apply ethical labor practices, builds trust with our employees, and strives to respect diversity and human rights.

As part of its dedication to being a true global leader in all that it does, Bridgestone is committed to respecting human rights and advancing responsible labor practices throughout our worldwide operations.

For details, please refer to the Bridgestone website.
https://www.bridgestone.com/responsibilities/social/human_rights/

Human Rights Risk Management Approach

Bridgestone has consistently improved its human rights due diligence system and processes. In 2022, Bridgestone revised its Global Human Rights Policy to demonstrate its consistent commitment to respecting internationally recognized human rights principles, while also strengthening the foundational system to uphold this commitment. In partnership with external human rights experts, SBU leaders, and local teammates, we have conducted a PDCA cycle through a balanced "glocal" approach and further enhanced our human rights due diligence system globally to effectively prevent and manage critical human rights risks. Since starting to build the foundation in 2021, we have improved the system that enables Bridgestone to uphold its accountability as a global corporation.

Going forward, Bridgestone will continue efforts to reinforce the due diligence system to prevent, mitigate, and control human rights risks across our operations, while foreseeing and adapting to evolving social conditions and business environments as well as to stakeholder expectations. Bridgestone believes that our human rights commitment and efforts will enhance business quality and result in a more resilient value chain. Our commitment and efforts also underpin our sustainable value creation and business operations while contributing to market and business practices that ensure mainstream products that are free of human rights risks.

To be a Trusted Partner for society, our customers, and all stakeholders involved in our businesses, Bridgestone will continue advancing our commitment to respecting human rights.

Actions for further improvement in 2024

In 2023, we conducted both in-depth human rights issue-specific and site-specific assessments and launched a Human Rights Assessment Survey (HRRAS) targeting regional headquarters and subsidiaries across the globe. While the overall results of the HRRAS did not indicate significant risks, it was evident that a set of clear, consistent, and practical procedures were needed to effectively implement the Global Human Rights Policy in our operations. Consequently, we developed an Implementation Guideline for the Global Human Rights Policy ("the Guideline").

As a first step of ongoing improvement, in 2024 we enhanced the Guideline by incorporating increasingly sophisticated social demands and legal requirements to respect human rights for all types of workers, in close partnership with our stakeholders and third-party business partners.

■ The updated Guideline defines:

1) Bridgestone's human rights standards to realize the commitment demonstrated in the Global Human Rights Policy
2) Guidance for group companies to implement human rights risk management, including preventing and mitigating human rights risks
3) Concrete actions to respect the human rights of all workers, including our employees and those who are employed by our third-party business partners and provide services to Bridgestone

● **Basic information of the Guideline**

Targeted entities	Bridgestone Group HQ, Regional HQs, and subsidiaries
Table of Contents* (Human Rights Domains covered in each chapter)	1. Forced Labor 2. Child Labor and Young Workers 3. Non-Discrimination and Diversity, Equity, and Inclusion (DE&I) 4. Violence and Harassment at Work 5. Working Hours 6. Wages and Benefits 7. Freedom of Association and Collective Bargaining 8. Grievance Mechanism and Addressing Policy Violations
Scope of application	All types of workers engaged in the Bridgestone Group's own operations, including employees and workers, contractors, consultants, service providers/outsourced workers who are employed by our third-party business partners.

* Each content area is organized according to a process to enhance human rights risk management. Content includes the following: 1) Bridgestone's Human Rights Standards, 2) Policies and Procedures, 3) Communication on Policies and Procedures, 4) Policy Implementation and Practices, and 5) Recording, Monitoring and Reviewing Policy Implementation.

We will continue to improve our practices through a PDCA cycle for the system we have put in place, using the Guideline as our axis.

Based on human rights risk assessments across Bridgestone in 2022 and 2023, and respecting the diverse standards and realities across our operations, we recognized that our Global Human Rights standard serves as a foundation to enhance management practices across the company. In 2024, the Guideline was updated to align with international human rights standards, as well as evolving regulatory requirements and societal expectations. The revision was shaped through thoughtful and collaborative discussions with our global working group and local teams, and was grounded in our shared values that transcend regional labor practices and operational differences. The result is an Implementation Guideline for the Global Human Rights Policy that is both practical and compliant, and one that reflects both who we are and what we aspire to be.

Nicolas Van Den Steen
President of Human Rights and Labor Practices Working Group

In Harmony with Communities

Bridgestone believes that co-creating value with customers, partners, communities, and employees is essential for sustainable value creation, and that building trust is vital in this process. We promote a step-by-step approach that provides tailored solutions to each community's unique challenges and needs. With the E8 Commitment as an axis, and while empowering each other and the community, we are committed to building safer, healthier communities and making education more accessible and inclusive. In 2024, Bridgestone conducted 1,403 initiatives in 37 countries and regions, including 1,191 initiatives with external partners, involving 35,570 employee volunteers and reaching 329,031 local community members.

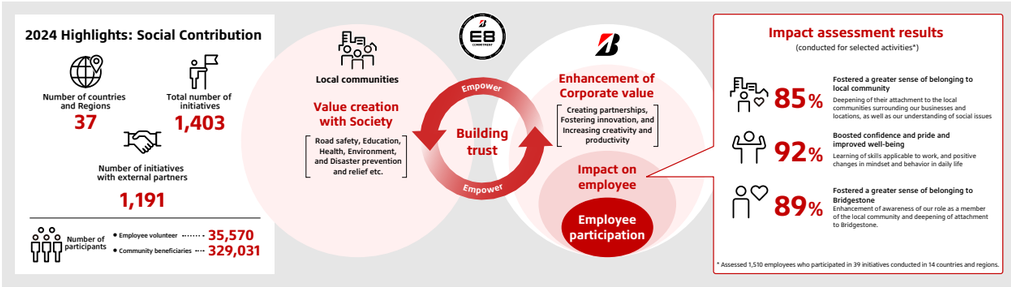
Since 2023, Bridgestone has taken steps to visualize its social impact, which refers to the "changes that happen to individuals, organizations, and the company, in the short or longer term, as a result of the activity," as defined in the Corporate Community Investment Framework by Business for Societal Impact (B4SI).

Bridgestone believes that visualizing impact helps to communicate to stakeholders the tangible results of its efforts more clearly. This approach allows us to understand how our activities spread social and corporate value, and improve our initiatives and decision-making. We focus particularly on the impact on community beneficiaries in road safety activities, and the impact on employees.

Impact on Employees

Bridgestone believes that participation in social contribution activities fosters in employees a greater sense of belonging to Bridgestone and their local community, boosts their confidence and pride and improves their well-being. We believe that employees gaining value in this way will enhance corporate value in the mid to long term.

In 2024, Bridgestone promoted employee participation globally. BRIDGESTONE WEST launched the "One Million Minutes Campaign" to foster a more robust corporate culture. In BRIDGESTONE EAST, BSAPIC set policies and goals to encourage participation. The Japan segment has been offering a volunteer leave program since 1993. By leveraging regional characteristics, we seek to promote being in harmony with communities through employee involvement. The impact assessment results showed that over 85% of the 1,510 employees reported positive changes in their sense of belonging to Bridgestone, work skills, attitudes, behavior, and personal well-being.



Activities Related to Road Safety

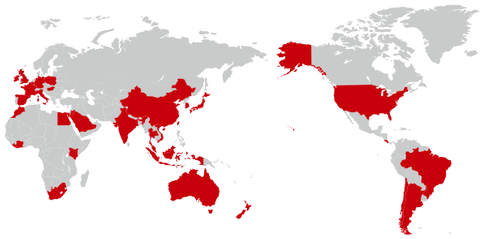
In 2021, there were an estimated 1.19 million road traffic deaths globally, with over two deaths per minute.* These accidents remain a leading cause of death for children and young people aged 5 to 29, highlighting the fact that this is a common global issue. We focus on road safety, leveraging our strengths to make a significant impact.

In 2023, we launched the Bridgestone Road Safety Program (BRSP). In collaboration with the Global Road Safety Partnership (GRSP), we developed a playbook for employees to implement road safety measures. Our efforts were recognized with the 2024 Prince Michael International Road Safety Award.

* Source: WHO "Global Status Report on Road Safety 2023"

In 2024, Bridgestone conducted 91 road safety-related initiatives in 28 countries and regions, including 65 initiatives with external partners, involving 1,114 employee volunteers and reaching 168,537 local community members. Bridgestone conducted impact assessments on eight road safety initiatives in eight countries and regions. The assessments confirmed that all the initiatives positively impacted community participants' skills, knowledge, and road safety awareness. Here is a specific example.

● Road safety activities in 2024: 28 countries and regions



Paul Choo (second from the left)
Chief Human Resources Officer, responsible for HR and CSR across Bridgestone Asia, Pacific, India, China (BSAPIC)

It is a true honor to receive the Prince Michael International Road Safety Award, one of the highest accolades in road safety. At Bridgestone, we continually strive to deliver value to our customers and communities, and the BRSP is an essential part of our efforts to achieve this. The program's initiatives consider the needs of each community and integrate road safety efforts tailored to bettering the daily lives of local road users. This award serves as a testament to Bridgestone's dedication to ongoing collaboration with local stakeholders and the development of innovative strategies aimed at educating the next generation about road safety.

Project Sarthi (India)

Bridgestone India Private Limited (BSID) offered 30 days of free residential training to improve heavy motor vehicle (HMV) driving skills and opportunities, especially for unemployed youth. The program includes professional driving, soft skills, tire maintenance, safety, and financial literacy. Graduates receive certification from the National Skill Qualification Framework and BSID, along with job placement assistance.

Beneficiaries Comprehensive training for HMV drivers: 2,563, Refresher training: 864 (cumulative from 2017 to 2024)

Impact 92% of trained drivers want to continue HMV driving as their profession.

Sicurezza on the Road (Italy)

Bridgestone Italy partnered with the Italian Red Cross to create a road safety program "Sicuezza on the road" for young people in an effort to help build a safe and sustainable future of mobility. The program included school campaigns, summer camps, and educational activities.

Beneficiaries Young drivers and future drivers (8 years and older): Approximately 30,000 people

Impact Average assessment score for road safety and rule compliance for 500 participants improved from 3.6 pts before participation to 6.5 points

Road safety activities rooted in the local community (Japan)

Bridgestone offers road safety programs at its factories across Japan tailored to participants of all ages, including on-site classes at elementary schools using bicycle and walking simulators and events at factories that promote interaction with local residents.

Beneficiaries 471 participants at seven locations nationwide

Impact Of the 302 assessed participants, 99% said they were more careful when cycling or walking on the road.

Teens Drive Smart (U.S.)

Teens Drive Smart, carried out by BSAM in partnership with local schools, educates young people who have recently obtained a driver's license. This half-day driver training improves skills related to accident avoidance and emergency response.

Beneficiaries Teen drivers: 71

Impact 90% of parents felt their teens' driving skills and abilities improved.

Freddie O'Connell
Nashville Mayor
(external partner)

The city of Nashville is proud to share Bridgestone's commitment to keeping our communities and our roads safe. Nashville voters approved the historic "Choose How You Move" transit plan for the city in 2024, and partners for safer mobility like Bridgestone can help us ensure sustainable outcomes that save lives and improve quality of life for all people.

Other Initiatives

In addition to road safety initiatives, Bridgestone engages in education, health, environment, and disaster prevention and relief activities, aiming to create social values aligned with the E8 Commitment.

For details, please refer to the Bridgestone website.
https://www.bridgestone.com/responsibilities/social/community/

Exploratory Business: Contributing to Local Communities by Providing Social Value

Bridgestone E8 Commitment Extension Ease Empowerment

In the exploratory business, which we have positioned as an area for sowing seeds for future sustainable growth, we start by providing social value with sustainability at the core. We promote the exploration of business models that contribute to local communities based on co-creation with external partners.

AirFree® Next-Generation Tire that Does Not Need Air Filling: Committed to "Non-stop Mobility" in Local Communities

Our next-generation tire that does not need air filling, AirFree, has the mission of "supporting the mobility of local communities." We are collaborating with local governments to validate the value proposition of this product toward social implementation.

Instead of air filling, AirFree uses recyclable spoke-shaped thermoplastic resin to support loads. It prevents failures caused by punctures, contributing to improving resource productivity and maintenance efficiency. Furthermore, the spokes are designed with "Empowering Blue," a color to maximize visibility at twilight, empowering mobility of local communities with safety and peace of mind.

Since 2008, we have been advancing our unique development of AirFree concept by leveraging Bridgestone's strengths in technology for "mastering rubber" and "mastering road contact." In 2024, we started demonstration experiments on public roads in Kodaira City, Tokyo. Looking toward the future, we are taking on the challenge of solving issues in local communities facing challenges such as an aging population, rural depopulation, and labor shortages, by adopting Green Slow Mobility as a key regional transportation solution.

As a first step, in January 2025, we signed a collaboration agreement with Higashiomi City, Shiga Prefecture, and another such agreement in February with Toyama City, Toyama Prefecture, toward realizing the co-creation of a Green Slow Mobility project. We will accelerate collaboration with various local governments to advance commercialization and technological development toward the creation of new value with AirFree.

AirFree

GOOD DESIGN AWARD 2024

Green Slow Mobility: Utility vehicle type

Green Slow Mobility: Bus type

Research and Development for Lunar Rover Tires: Providing Safety and Peace of Mind in Extreme Conditions and "Supporting Space Exploration with Human Dreams on Our Shoulders"

We leveraged the technology cultivated though AirFree in the research and development of lunar rover tires. Bridgestone has supported the evolution of diverse mobility on Earth by refining technological innovation in "extreme" conditions such as motorsports. As a next stage, we will support the evolution of space mobility from the ground up by taking on the challenge of a new "extreme," where humanity operates on the lunar surface.

Bridgestone's lunar rover tire development began in 2019 with a first-generation tire concept for a manned pressurized rover, in collaboration with the Japan Aerospace Exploration Agency (JAXA) and Toyota Motor Corporation. Following this, we developed a second-generation tire concept leveraging technology developed through AirFree, designed to respond to stringent requirements for traversability and durability.

We are also expanding our space business network and generating opportunities for co-creation with various partners in Japan and overseas. We exhibited at the largest space-related symposium in the U.S., the Space Symposium, for two consecutive years in 2024 and 2025. In 2025, we exhibited a concept model of a lightweight tire for small and medium sized lunar rovers, based on the second-generation lunar rover tires we announced in 2024. Alongside Toyota Motors and Idemitsu Kosan Corporation, we also participated in a panel discussion organized by the Space Foundation, the host of the Space Symposium, featuring Japanese exhibiting companies.

As an example of our co-creation activities, in November 2024, we signed a collaboration agreement with Astrobotic, a leading company in space exploration and technology development for the development of lunar rover tires.

Additionally, in April 2025, Bridgestone's lunar rover tires received the "Tire Concept of the Year" award at the "Tire Technology International Awards" for Innovation and Excellence 2025, organized by the industry magazine "Tire Technology International" published by UKi Media & Events in the U.K. This award recognizes tires with the most innovative and advanced concept design. The unique tire development needed to support space mobility under the "extreme" conditions of the lunar environment, unlike any on Earth, was widely recognized by experts in the tire industry and academia.

Currently, a lunar rover equipped with Bridgestone tires is expected to start operations on the moon after 2031, which marks our 100th anniversary. In the lead up to the anniversary, through the new challenge of the lunar surface, we aim to be essential to the future of mobility by advancing technology development to support the mobility of people and goods with safety and peace of mind.

Concept model of a lunar rover tire using AirFree technology

The development of lunar rover tires represent the ultimate challenge: supporting the mobility of people and goods in the moon's extreme environment, where neither rubber nor air can be used. Given the difficulties of verifying in the actual conditions of tire use, we are collaborating with a range of partners in Japan and overseas in technology innovation to "master road contact," ingenuously drawing both on our unique testing in terrestrial conditions and on advanced digital simulations. Convinced that we can achieve our goals as a company that has provided safety and peace of mind on roads across the earth, we are aiming to make greater contributions to a sustainable future through space applications and space development.

Seiji Kon
Manager
Elastic Contact Structure Development Section
Tire Durability and Foundation Technology Department

Soft-robotics Realizing a Future Where Humans and Robots Co-exist

The soft-robotics business leverages Bridgestone's know-how gained from the development and production of tires and hoses to create soft robots that are designed to work alongside humans, using artificial rubber muscles. We established Bridgestone Softrobotics Ventures in 2024 as a corporate venture in the field of soft robotics. The venture offers a wide range of talent, especially younger people, opportunities to shine and demonstrate a spirit of entrepreneurship. Under the slogan "Soften the future," the venture aims to "realize a future where humans and robots co-exist," exploring business models based on co-creation with a wide range of partners, with the creation of social value as an axis.

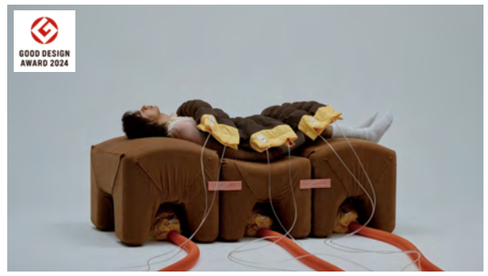
■ Bridgestone's Soft-robotic Hand "TETOTE" with Artificial Rubber Muscles Applied to Dexterous Fingers

In recent years, facing labor shortages caused by an aging population and a declining birthrate, Japan's manufacturing industry has been pursuing factory automation while the logistics industry has been demanding the automation of warehouses. To respond to these challenges, we have developed a soft-robotic hand, called "TETOTE," which applies artificial rubber muscles to its dexterous fingers, and are implementing trials at automotive parts plants and logistics warehouses to promote factory automation and other commercialization in the BtoB area. Through soft-robotics that can operate safely, flexibly, and skillfully alongside people, we aim to deliver social value in addressing labor shortages.

TETOTE
A soft-robotic hand capable of precise piece-picking, made possible through the integration of AI software from partner Ascent Robotics.

■ Bridgestone's Soft-robot with Artificial Rubber Muscles: "Morph" and "umaru"

Starting in 2024, looking toward the small-scale commercialization of the soft-robotics business, we are entering into new market creation by leveraging the flexibility of soft robots. We have announced "umaru," a prototype of a "robot that immerses your body and moves your mind," and "Morph," which allows users to surrender themselves to the robot and experience a state of "becoming one" with it. "Morph" won the 2024 Good Design Award organized by the Japan Institute of Design Promotion. We will drive forward activities aimed at realizing a sustainable society through the co-existence and co-creation of humans and robots.



Soft robot "Morph"

Umaru
A prototype for "robots that immerse your body and move your mind"

Governance

Compliance, Fair Competition

Bridgestone's commitment to ethics, compliance and integrity helps to continuously achieve its mission of "Serving Society with Superior Quality." It supports its goal of building an effective ethics and compliance program.

The success of any effective ethics and compliance program depends on the ongoing and proactive organization-wide engagement of leaders, managers and supervisors, all working to help build and sustain a culture of compliance. Board oversight, supervision and engagement have been hallmarks of Bridgestone's ethics and compliance program for many years. Additionally, periodic reports on the progress and status of the ethics and compliance program are provided to the Compliance Committee, which reports to the Board of Directors, and the Board of Directors in each region.

In working toward becoming a sustainable solutions company, we aim to balance global consistency with the flexibility needed to effectively address regional and even local risks that can vary significantly due to the wide range of operations we are involved in and the variety of geographic, legal and regulatory environments in which we operate. As part of this, we established the Bridgestone Group Tax Policy in 2024.

The Code of Conduct
https://www.bridgestone.com/responsibilities/code/

Compliance / Fair competition
https://www.bridgestone.com/responsibilities/governance/compliance/

Global Anti-Bribery Policy
https://www.bridgestone.com/responsibilities/anti_bribery/

Bridgestone Group Tax Policy
https://www.bridgestone.com/responsibilities/governance/approach_tax/

Promotion of Ethics and Compliance Programs

Bridgestone seeks to mitigate third-party risks by conducting appropriate due diligence, including a detailed and in-depth review of all high-risk intermediaries, to reinforce the compliance due diligence program and mitigate anti-bribery risks. As of December 31, 2024, 95% of Bridgestone's high-risk intermediaries have been reviewed. As our business and operations continue to evolve, we will also look at how to adapt our ethics and compliance programs to ensure that they remain relevant, adequately resourced and work effectively in practice. We do this through self-assessments, and working with outside advisors to help us assess our global and regional ethics and compliance programs.

Monitoring and Responding

We seek to maintain an environment where employees feel comfortable speaking up and knowing that they will be heard.

Various resources, including the BridgeLine are available to all Bridgestone Group employees and stakeholders to encourage them to ask questions or speak up about concerns.

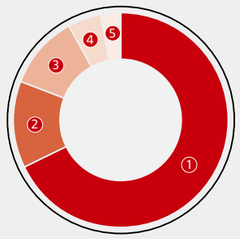
We have established the BridgeLine reporting systems (operated by third party specialists) to allow all Group employees and any Bridgestone stakeholder (including, for example, contractors, suppliers, consumers and customers) to confidentially and anonymously report suspected criminal conduct; violations of the Code of Conduct; violations of other company policies, or the law; or other ethical concerns and questions. BridgeLine is publicly referenced in various documents, including the Code of Conduct. BridgeLine is a 24/7 hotline available in all regions and in multiple languages.

Bridgestone's Compliance team or relevant departments thoroughly investigate all misconduct allegations. Each region follows detailed procedures to ensure consistent, high-quality investigations and tracks data to identify risks and trends and assess effectiveness. Results are regularly reported to the Board of Directors of significant subsidiaries worldwide.

In 2024, a total of 1,933 BridgeLine reports and questions were received worldwide. A breakdown of the categories of reports and questions received globally appears below. All confirmed violations resulted in appropriate corrective and mitigating actions, including disciplinary measures up to and including termination. There were no significant confirmed reports in 2024 for corruption and antitrust/ competition.

Bridgestone actively monitors and analyzes data relating to its internal investigations to continuously improve its ethics and compliance level.

● 2024 BridgeLine Matters per Category



1. HR, Diversity, Workplace Respect: **68%**
2. Other Policy Violation: **13%**
3. Business Integrity: **11%**
4. Environment, Health and Safety: **5%**
5. Misuse, Misappropriation of Corporate Assets: **3%**

BridgeLine
https://www.bridgestone.com/responsibilities/governance/compliance/bridgeline/

Corporate Governance

Basic Approach

The Bridgestone Corporation, guided by its mission of "Serving Society with Superior Quality," established its vision in 2020: "Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company." We have been managing our business in accordance with our Mid-long Term Business Strategy to realize this vision, and as part of these efforts, we are enhancing our corporate governance. We will continue to improve our corporate governance by further strengthening internal controls and evolving into a sustainable solutions company.

Bridgestone has been utilizing Japan's Corporate Governance Code (the Code) as a tool for evaluating its governance policies and systems. We have implemented all the general principles, principles, and supplementary principles set forth in the Code and disclosed our efforts and policies regarding each principle in a Report on the Corporate Governance Code (in Japanese and English) on our website. The report was approved by the Board of Directors following deliberations and recommendations by the Governance Committee, an advisory committee to the Board of Directors.

Corporate Governance
https://www.bridgestone.com/corporate/governance/

Transformation of Corporate Governance

Bridgestone has made continuous efforts to strengthen its corporate governance structure, including the introduction of Independent Directors in 2010, the establishment of advisory committees to the Board between 2013 and 2014, and the adoption of the "Company with Nominating Committee, etc." in 2016. As part of this ongoing process, the Articles of Incorporation were amended in 2021 to abolish the full-time position of Chairperson and to select a Chairperson of the Board of Directors from among the Independent Directors at a meeting of the Board of Directors to enhance execution and supervisory functions. Please see below for an overview of the transformation of Bridgestone's corporate governance to date.

Ongoing process of optimization of governance in response to evolving company strategies & changing social demands

Theme	Year	Oversight	Management & Operational Execution
Creation of a governance structure for the realization of the "Sustainable Solutions Company" strategy	2025		Evolve "new & true glocal*" management structure (4 Executive Vice Presidents, clearly defines PL responsibilities & the cross-functional & global optimization responsibilities)
	2024	Approve "new & true glocal" management structure	Introduce new global management structure (incl. BRIDGESTONE EAST & WEST regional structure)
	2023	Approve new global management structure	Commence Mid Term Business Plan (2024-2026)
	2022	Introduce independent Chair-driven process of Board agenda setting	Commence "2030 Long Term Strategic Aspiration" Introduce Global CEO & 2 Joint Global COOs system in Bridgestone Corp.
	2021	Abolish the full-time position of "Chairperson" Nominate Board Chair from independent directors	Commence Mid Term Business Plan (2021-2023)
	2020	Separate roles of CEO & Chairman of the Board	Commence Mid-Long Term Business Strategy
Creation of a governance structure for the realization of a truly "global company"	2018	Restructuring of the Board's authority & enhanced oversight of the Board (Authority delegation to executive management)	Establish "Global Sustainable Procurement Policy," "Global Human Rights Policy" & "Code of Conduct"
	2016	Adopt new corporate structure "Company with Nominating Committee, etc."	
	~2015	Establish discretionary board advisory committees (Governance, Nomination, Compensation & Compliance) Introduce independent members of the Board of Directors	Establish SBU organization structure Introduce Global Executive Committee Meeting Introduce Global CEO & Global COO system in Bridgestone Corp.

Bridgestone E8 Commitment

The Bridgestone Essence Framework
The Bridgestone Essence
・Safety Mission Statement
・Quality Mission Statement
・Environmental Mission Statement

* Please refer to P22 "Reinforcing the New & True Glocal Management Structure" on further explanation.

Corporate Governance System

In March 2016, Bridgestone transitioned to a "Company with Nominating Committee, etc." The Board of Directors consists of 12 directors, including eight Independent Directors. We have established and maintained a corporate governance system that combines the appropriate and proactive execution of duties by the Nominating Committee, Audit Committee, and Compensation Committee with the supervision of the performance of the Company's executive officers and directors by the Board of Directors. Furthermore, to enhance corporate governance transparency, the Governance Committee and Compliance Committee have been established as advisory bodies to the Board of Directors.

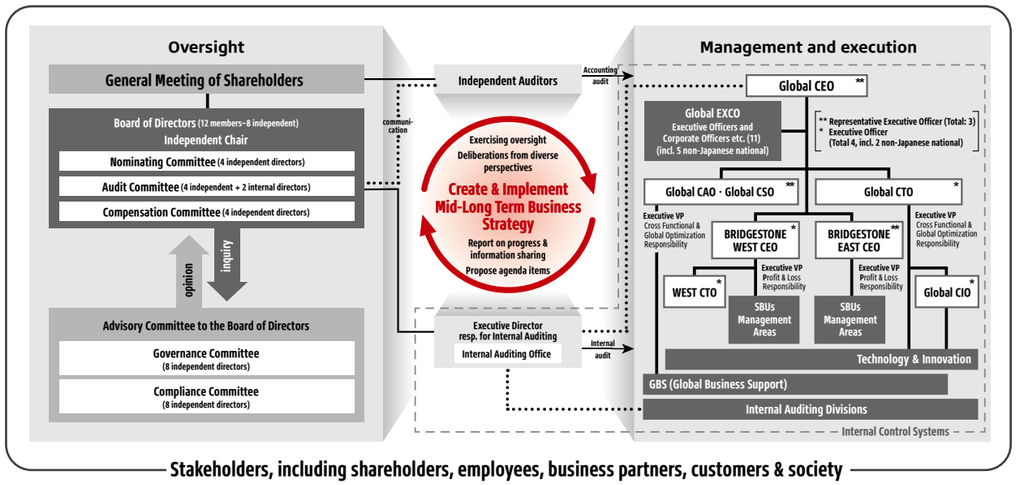
The Board of Directors, including these statutory committees (Nominating Committee, Audit Committee, and Compensation Committee) and advisory committees (Governance Committee and Compliance Committee), supervises business divisions via regular progress reports and information sharing to create a corporate governance system that aims to realize the Mid-Long Term Business Strategy. In addition, not only do Independent Directors constitute a majority of the Board of Directors and the Audit Committee, but all of the Nominating Committee, Compensation Committee and advisory committees are composed solely of Independent Directors.

Since January 2024, under the leadership of the Global CEO, Bridgestone's business has been divided into two regions, BRIDGESTONE WEST (mainly the U.S. and Europe) and BRIDGESTONE EAST (mainly Japan and Asia). Furthermore, we have evolved the new & true glocal management structure effective from January 2025 and established a structure whereby four Executive Vice Presidents support the Global CEO. This involves clarifying the business responsibilities (profit and loss responsibility) of BRIDGESTONE WEST and BRIDGESTONE EAST, as well as cross-functional and global optimization responsibilities, in appointing a Global CAO (Chief Administration Officer) • Global CSO (Chief Strategy Officer) and Global CTO (Chief Technology Officer), and accordingly ensuring that the four Executive Vice Presidents fulfill their respective roles and responsibilities as equals. In so doing, we are promoting management that is "focused on execution and delivering results."

The Global Executive Committee (Global EXCO), consisting mainly of these members, has been established as Bridgestone's highest-level management and execution committee to discuss and deliberate management strategies and issues (including sustainability) from a global perspective, thereby strengthening our checks and balances function and improving transparency in the decision-making process. In addition, each business division maintains a system for reporting to the appropriate representative executive officers of said divisions regarding the status of execution of duties. This information is also regularly and promptly reported to the Board of Directors in order to aid in their deliberations, and these actions ensure that we maintain an effective supervisory function.

Please see below for the Company's corporate governance structure aimed at realizing its Mid-Long Term Business Strategy.

● **Corporate Governance Structure (As of June 2025)**



EXCO = Executive Committee
CSO = Chief Strategy Officer
CIO = Chief Innovation Officer
CAO = Chief Administration Officer
CTO = Chief Technology Officer
SBUs = Strategic Business Units

Approach to the Composition of the Board of Directors and the Roles Particularly Expected of Directors

The Nominating Committee, in selecting candidates for nomination to the Board of Directors, places great importance on ensuring a balance of knowledge, experience and skills, as well as diversity, among the entire Board of Directors. The Committee considers individual business experience for Internal Director candidates and expertise in a wide range of disciplines and fields for Independent Director candidates. Additionally, the Company considers that the size of the Board of Directors should be sufficient to enable thorough discussions in reaching conclusions. To ensure the independence of Independent Directors, the Company has established its own Independence Standard. Based on this approach, the Company's Board of Directors has established a well-balanced portfolio of human resources with diverse perspectives to supervise the successful execution of the Mid-Long Term Business Strategy aimed at enhancing corporate value.

Name	Executive Officers/ Non-executive Directors/Outside and Independent Directors	Tenure as Director (Years)	Nominating Committee	Audit Committee	Compensation Committee	Sustainability	Capital, Human Resources and Organizational Strategy	Global Experience	Technologies and Innovation	Finance and Accounting	Legal Affairs and Risk Management	Management Experience at Other Companies
Shuichi ISHIBASHI	Representative Executive Officer	5				○	○	○				
Masato BANNO	Executive Vice President and Executive Officer	—				○	○		○			
Akira MATSUDA	Internal / Non-executive	2		○		○		○	○			
Tsuyoshi YOSHIMI	Internal / Non-executive	6		○			○			○	○	
Toshiaki ITAGAKI	Outside / Independent	—	○		○			○		○		○
Yukari KOBAYASHI	Outside / Independent	2		○				○	○			○
Yoko SUZUKI	Outside / Independent	7		○		○	○				○	
Scott Trevor DAVIS	Outside / Independent	14	○		○	○	○	○				
Yasuhiro NAKAJIMA	Outside / Independent	2		○				○		○	○	
Kenichi MASUDA	Outside / Independent	9	○		○		○	○			○	
Noriko MORIKAWA	Outside / Independent	—		○			○	○				○
Kenzo YAMAMOTO	Outside / Independent	9	○		○			○		○		○

Notes: Tenure as of March 25, 2025.
Outside and Independent Directors are listed in order of the Japanese syllabary.
Circles indicate the top three priorities in the expected areas of contribution as a director.

* Proportion of Independent Directors: 66.7% (8 of 12)
* Proportion of Women Directors: 25% (3 of 12)

Evaluating the Effectiveness of the Board of Directors

Bridgestone has continuously improved its governance structure, as described in the Transformation of Corporate Governance section above. Building upon these steady efforts, in evaluating the effectiveness of the Board of Directors, we recognize that enhancement of governance is premised on the functioning of the Board of Directors as well as the statutory and advisory committees. Therefore, we evaluate the effectiveness of the Board of Directors and the statutory and advisory committees as a whole, taking into account the deliberations by the Board of Directors and respective committees and the self-evaluations of each Director.

Board of Director evaluations comprise of an ongoing annual PDCA process that entails issue identification for the current fiscal year based on evaluation of the previous fiscal year, implementation, evaluation of the current fiscal year, and issue identification for the subsequent fiscal year based on evaluation of the current fiscal year, leading to continuous improvement.

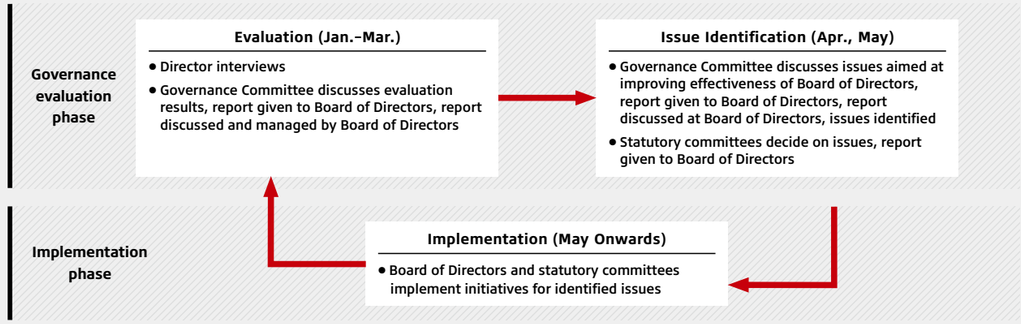
The evaluation for the fiscal year 2024 on each of the issues identified confirmed that the following ongoing initiatives by the Board of Directors are being implemented: 1) active board deliberations through the appointment of an

Outside Director as the Chairperson, 2) the Board of Directors receives reports in a timely manner from the business divisions, and 3) for timely and appropriate reporting and information sharing on important themes, specific themes requested by Independent Directors (sustainability strategies and issues, a cybersecurity management framework and measures, and exploratory business initiatives) were reported and discussed at the Board of Directors.

We also confirmed that active discussions continue to be held at the Board meetings on regular agenda items, leveraging the diverse perspectives of Independent Directors. Furthermore, we confirmed that timely and appropriate decisions are being made and that the effectiveness of the Board of Directors is ensured through the confirmation and review of Bridgestone's global activities by statutory and advisory committees, and exchanging opinions among Directors outside of Board meetings and other committee meetings.

Regarding the status of business execution, timely and accurate information was shared with the Board of Directors by the Global CEO and Representative Executive Officer, based on reports of discussions held at the Global EXCO. As a result, this led to even more productive discussions between Directors and business divisions in the process of confirming progress of 24MBP, formulated based on the Mid-Long Term Business Strategy and 2030 Long Term Strategic Aspiration, as well as when deliberating and making decisions on individual matters.

● Effectiveness Evaluation Process



Compensation System for Executive Officers

Remuneration for each position and individual director and executive officer is determined by the Compensation Committee, which is composed solely of Independent Directors. In its deliberations the committee considers changes in the business environment, the opinions of shareholders and investors, along with information from third-party human resources and compensation consultants with extensive global experience and knowledge.

The Company has designed a compensation system based on the following principles of remuneration: "attract and cultivate superior talent," "support a competitive remuneration level," "provide motivation for the execution of business strategies," and "provide motivation for enhancing shareholder value." From fiscal year 2022, the Company adopted the mid- to long term incentives aimed at promoting sustainability and transformation initiatives, and achieving the Mid-Long Term Business Strategy. For fiscal year 2024, the Compensation Committee has set the following six goals and evaluates the achievement.

(1) Internal and external communication and embodying value creation based on the "Bridgestone E8 Commitment" as the axis
(2) Investment in and development of talent to increase added value and engagement
(3) Carbon neutrality, including reduction of CO_2 emissions
(4) Circular economy, including increasing the ratio of recycled and renewable resources
(5) Nature positive, focusing on natural rubber and water resources
(6) Address TRWP and 6PPD as an industry leader

For details on the compensation system, please refer to "(4) Remuneration for Members of the Board and Executive Officers" in the Annual Securities Report (106th Fiscal Period).

Annual Securities Report (106th Fiscal Period)
https://www.bridgestone.com/ir/library/securities_report/pdf/e_106.pdf

Board of Directors and Executive Officers Effective July 1, 2025

Board of Directors

Shuichi ISHIBASHI
Member of the Board
Global CEO and Representative Executive Officer

Masato BANNO
Member of the Board
Executive Vice President and Executive Officer
Global CTO (Chief Technology Officer)

Akira MATSUDA
Member of the Board
Member of the Audit Committee

Tsuyoshi YOSHIMI
Member of the Board
Member of the Audit Committee

Scott Trevor DAVIS
Member of the Board*
Chairperson of the Board of Directors
Member of the Nominating Committee
Member of the Compensation Committee
Chairperson of the Governance Committee

Kenichi MASUDA
Member of the Board*
Chairperson of the Nominating Committee
Member of the Compensation Committee
Chairperson of the Compliance Committee

Kenzo YAMAMOTO
Member of the Board*
Chairperson of the Compensation Committee
Member of the Nominating Committee

Yoko SUZUKI
Member of the Board*
Member of the Audit Committee

Yukari KOBAYASHI
Member of the Board*
Member of the Audit Committee

Yasuhiro NAKAJIMA
Member of the Board*
Chairperson of the Audit Committee

Noriko MORIKAWA
Member of the Board*
Member of the Audit Committee

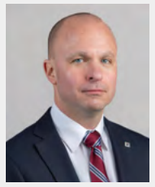
Toshiaki ITAGAKI
Member of the Board*
Member of the Nominating Committee
Member of the Compensation Committee

* Independent Director

Executive Officers

Shuichi ISHIBASHI
Global CEO and Representative Executive Officer (*)

Nobuyuki TAMURA
Executive Vice President and Representative Executive Officer
BRIDGESTONE EAST CEO
BSAPIC*1 Chair of the Board
Chair and Representative Board Member of Bridgestone Cycle Co., Ltd. (*)



Scott DAMON
Executive Vice President and Executive Officer
BRIDGESTONE WEST CEO
Concurrently Global CDXO (Chief Digital Transformation Officer)
BSAM*2 Group President (*)

Yasuhiro MORITA
Executive Vice President and Representative Executive Officer
Global CAO (Chief Administration Officer) • Global CSO (Chief Strategy Officer) (*)

Masato BANNO
Executive Vice President and Executive Officer
Global CTO (Chief Technology Officer) (*)

Emilio TIBERIO
Senior Vice President and Executive Officer
BRIDGESTONE WEST CTO
(Chief Technology Officer) (*)

Tomohiro KUSANO
Senior Vice President and Executive Officer
Global CIO (Chief Innovation Officer) (*)

(*) Global Executive Committee Member
*1 BSAPIC: Asia, Pacific, India, and China
*2 BSAM: Americas

Feature /// Interview with the Chair of the Board of Directors: Effective Governance for "Superior Quality"

Scott Trevor Davis
Member of the Board
Chairperson of the Board of Directors /
Member of the Nominating Committee /
Member of the Compensation Committee /
Chairperson of the Governance Committee

Yusaku Kurahashi
Attorney at Law, Kurahashi Law Offices
Specializes in corporate law, corporate governance, and corporate litigation.

Editorial Note

This special feature is written by Dr. Yusaku Kurahashi, an attorney at law of Kurahashi Law Office with extensive expertise in board effectiveness evaluation, based on an interview with the chair of the board of directors. It aims to provide insight into Bridgestone's governance through an in-depth examination conducted by an expert in the field from a third-party perspective.

Essential Values as Board Chair

Kurahashi Bridgestone transitioned to a company with a Nominating Committee, etc., governance model in 2016 and appointed an independent director as the chair of the board of directors in 2021. The Company is continuously evolving to ensure optimal governance. How do you perceive this?

Davis Bridgestone's mission of "Serving Society with Superior Quality" is deeply ingrained throughout the company. "Superior" means continually striving for higher levels of excellence. Bridgestone believes embracing change will enable that which has previously been unattainable and thus creating new possibilities. This commitment to achieving "superior quality" drives continuous improvement in *genba* (on-site operations such as manufacturing and sales), management, the board of directors, and corporate governance overall.

Kurahashi What do you value the most as board chair?

Davis While recognizing that setting the appropriate agenda for board meetings is an essential mission of the chair, I put value on serving as a facilitator for board deliberations.

A board chair is the subject of high expectations from stakeholders, other board members, and executives, including the Global CEO. There are many ways a chair can fulfill their role, but through discussions with many people with knowledge and experience in the field and some degree of trial-and-error, I have come to define my mission as identifying "what the board as a single entity should achieve." The Board of Directors engages in thorough discussions, sets strategic direction, and formulates medium-term business plans, supports their implementation and monitors their progress. Of course, over time, various challenges will arise that also require immediate and flexible responses. Setting the appropriate agenda is crucial for the board to function effectively, and facilitation is essential in addressing key issues and fostering substantive discussions. Rather than having the chair set the agenda top-down, it is crucial to align the awareness of issues regarding "why certain topics are discussed at the board meeting" among board members and to serve as a bridge for effective communication with the executive.

Chair-Led Agenda Setting

Kurahashi You have been communicating externally about chair-led agenda setting. The term "chair-led" suggests a top-down process, but I understand your emphasis is more on the importance of being a facilitator. What is the actual process?

Davis Upon nomination as chair, I commenced regular meetings involving only the non-executive directors. These meetings are held twice a year, with more if needed. Meetings are attended by independent directors and internal directors without executive duties and are aimed to facilitate open discussion on issues identified through the deliberations of the board and in the course of the work of directors in the Nominating Committee, Compensation Committee, and Audit Committee. The secretariat does not participate, and minutes are not taken. The meetings spark lively discussions, often leading to specific suggestions for topics to discuss and explore in board meetings, and help set the agenda for more in-depth deliberations.

Each of our directors brings their own area of expertise to the board. During our exchange sessions, we ask each other 'From your perspective of the overall management, are there any areas of concern?' Listening to each person's insights and concerns, we work together to identify the key considerations and issues that require deeper examination to ensure high-quality discussions at board meetings.

When actually deciding on agenda items, we first review the track record of themes addressed by the board over the past year, engage in extensive discussions during non-executive director exchange sessions, consult with executive officers, and then determine the agenda for the following year. At the six-month mark, we conduct a review to assess whether any theme adjustments are necessary. Additionally, we need to be flexible in setting agendas as circumstances require. I constantly tell all our independent directors, 'Please approach the chair anytime' if there's any issue or point they want to explore or deliberate more thoroughly. All our board members are very proactive, with many requests coming in, and I facilitate these as chair.

Kurahashi When you receive specific requests, do you automatically address them immediately at board meetings?

Davis No, organization and preparation is essential. Issues can arise regarding whether proposals from board members truly represent company challenges, and we must also consider priorities. This selection process is not made at my sole discretion but is decided through discussion among all members. Rather than trying to address everything at once, I practice facilitator-style leadership to ensure everyone thinks with a sense of ownership about why we should prioritize certain issues over others. This process is extremely important. During non-executive director meetings and agenda sessions, I always have to work to keep up to both record and carefully identify the issue and interests identified in our deliberations.

Furthermore, board agenda items must have clearly defined objectives. Our independent directors are carefully selected individuals based on their experience, expertise, qualifications, and character. All the independent directors are fully committed and strive to raise management issues with clear purpose and intent, and it is my job to clarify this intent. Various requests emerge, such as 'I want to understand the IR situation,' 'I want to grasp our digital strategy and cybersecurity on the policy level,' or 'I want to understand the profit margins and costs of a major product by region.' Unless we identify the purpose behind each request, whether they expect quantitative or qualitative information, and what kind of discussion they want to have with that information, we cannot effectively make requests to the executive team for reports. I strive to concretely understand what the board's goal is, and then serve as a "bridge" to the executive team, requesting that reports on these items be prepared for presentation as board agenda topics. By clarifying objectives and means, the focus of reporting and the discussions at board meetings becomes well-defined.

Kurahashi How do you act as a bridge between the board and the executives?

Davis I coordinate with the personnel or departments handling the respective issue. I communicate what kind of reporting the board expects and what the purpose is. Then I consult with the responsible parties about at what level and through what framework, perspective, and materials they should explain the current situation, challenges, and vision. The executive team may propose, 'How about reporting with this kind of framework?' and I might respond, 'No, that's a bit different. Since this is for board explanation, please include this type of information,' leading to multiple rounds of back-and-forth discussion. To make requests from the board to the executive team more effective, I make it a point to clearly communicate our concerns in order to bridge board-level perspectives, time horizons, and risk-benefit concerns across the perspectives of the monitoring board and the managing executive.

I also make it a point to ask the executive team to provide feedback on whether issues raised by independent directors cover those that concern management. If the team has different ideas about the scope of or approach to issues or perspectives, it is important that the board is made aware of this and has the opportunity to discuss this. I always encourage the executive team to be frank in addressing such issues.

Kurahashi How does the executive team respond? Some people say that "independent directors make requests based on whims without understanding the realities of management."

Davis Certainly, non-executive-led agenda setting must be very demanding for the executive, especially for the CEO. However, at Bridgestone the Global CEO Mr. Ishibashi responds to these initiatives actively and earnestly. He always says, 'When we make proposals to the board and go through discussions there, we receive such constructive criticism that we won't face surprising criticisms, questions, or objections when we present the same plans externally. I have confidence that if something passes here, it will pass anywhere. We take the board discussions and refine our decision-making and judgment further, making them more robust.'

The effectiveness of a board is determined by the substance and quality of its deliberations and decisions. The point is always thinking about what constitutes a high-quality discussion. It comes down to whether we are considering all the factors with relevance to the matter at hand. A good decision therefore is one that takes everything that should be into account.

By this approach we start from each board member's sense of purpose regarding management, undergo critical examination through peer review, coordinate with the executive team, and then determine the agenda. Therefore, when agenda items are submitted to the board, the key points and essential issues are already visible at that stage, there is alignment between the board and the executive team, and systematic reporting is conducted in line with the objectives. Rather than setting agenda items abstractly, listening to provisional explanations, and only clarifying issues after Q&A, we have effective questions from the start and can engage in truly meaningful discussions.

Furthermore, the executive team engages in rigorous discussions at Global EXCO, the Global Executive Management Committee, and this process is well-coordinated with the board. Global EXCO agendas are shared with the board, and conversely, agenda items and discussions from the board are taken up as Global EXCO topics, developed further, and applied to actual management. The non-executive-centered board and the executive Global EXCO collaborate effectively.

Balancing Oversight and Engagement: Working with the Global CEO

Kurahashi Even if the board leads agenda setting, individual independent directors who are members must be well-versed in the management situation. How do you handle this point?

Davis That is right. Agenda setting led solely by independent directors may not be effective and could result in discussion for the sake of discussion. Both the board and the chair must work closely with the Global CEO. One notable aspect of Global CEO Mr. Ishibashi's leadership style is that he bases his strategy on the broad direction for the future of Bridgestone. Bridgestone has a Mid Term Business Plan for every three years, but there are also medium- and long-term elements that cannot be expressed only in this plan. Mr. Ishibashi defines these points as "aspirations," and continually uses back casting to examine the conditions for achieving them. Because this and the insights and discussions at the Global EXCO are systematically shared with the independent directors, we are able to take the initiative in effectively setting the board agenda.

Kurahashi Some say that it is difficult for an independent director to serve as the chair of the board, since they are not directly familiar with the company's operations. How do you overcome this challenge?

Davis My fourteen years of experience as an independent director have been invaluable. During that time, I've worked with three CEOs—Arakawa, Tsuya, and Ishibashi—and have deepened my understanding of Bridgestone's management.

Kurahashi Do you receive any support from the Company?

Davis One of the most important forms of support I receive as chair are one-on-one meetings with the Global CEO. We meet privately once a month, sitting down together in Mr. Ishibashi's office to discuss what we should prioritize in the next board meeting, how to allocate time, and how to balance explanation time with Q&A time. I communicate the board's expectations, and when there are specific important management topics or challenges, I ask things like, "That must be difficult. How is it on the executive front?" There's a whiteboard in the room, and in response to some questions, he will sometimes jump up saying, "good question!" and use the whiteboard to explain his view of the big picture as Global CEO. He discusses where the key challenges lie, what's actually happening, and why they're taking certain approaches—I get to hear all of this. The Global CEO thoroughly communicates executive-level concerns, priorities, and situations at these sessions, so I get to hear about ongoing management strategies in vivid detail every month. It's not just about how to run board meetings effectively, but as a global company, there are always challenges of some kind, and we share the reality of these issues and discuss the future.

Motivation as Chair

Kurahashi It is clear that you devote a considerable amount of time and energy to your role as chair of the board of directors. Where does your motivation and driving force come from?

Davis I find it fascinating. Bridgestone employees are all highly talented individuals. Everyone works diligently with the awareness that they're doing important work, so it makes me want to support them. However, the best way that an independent director can support a company is to remain objective and unbiased, so I try to maintain objectivity in my interactions with them.

Kurahashi You have served as an independent director for fourteen years. Are there any memorable episodes you recall?

Davis What comes to mind now is my feeling of amazement when I first encountered the craftsmanship of skilled technicians at Bridgestone. Shortly after my appointment, I had the opportunity to visit the technical center with three other independent directors. The technical center showed us various technologies, tests of new developments, and engineers explained how specifications for tire design changes based on factors like the depth, number, and angles of tire tread patterns. After the explanation, an obviously senior person in the uniform of a technician demonstrated

the technique for handcarving tread into a smooth tire using tools similar to those used by pottery artisans in order to make a mold for tire production. It was clear that the engineers in the room held the senior technician in the utmost respect. When he cut with his blade and smoothly carved, the rubber came off, and the tread was precisely carved without even a millimeter's difference. This wasn't a mass-produced industrial product, but an artwork created by a master craftsman, and I was amazed to see that a person could accomplish such a thing. I felt firsthand that this was what Japanese corporations mean when they refer to the *genba* (the actual place where skill creates value). This master craftsman was a factory worker, a meister and also a valued advisor to the head of the technical center. Being able to nurture, respect and leverage this level of skill throughout the organization is one Bridgestone's defining strengths.

As I mentioned, I have worked with three CEOs over the past fourteen years. While their preferences and personalities were totally different, they all emphasized the importance of this *genba* - the importance of respecting insights from people on-site. Even as Bridgestone continuously evolves its products and services, its core DNA remains the same. The strengths, technologies, and talents at the operational level remain crucial to its performance as it maintains and develops its unique identity as Bridgestone.

Kurahashi What defines this Bridgestone-like identity?

Davis To give a simple example, there are five panels displayed in the room where we hold board meetings. One panel is about the Bridgestone Essence (corporate philosophy), which includes the Mission - "Serving Society with Superior Quality" - and the four elements of Bridgestone's foundation: "Seijitsu-Kyocho" (Integrity and Teamwork), "Shinshu-Dokuso" (Creative Pioneering), "Genbutsu-Genba" (Decision-Making Based on Verified, On-Site Observations), and "Jukuryo-Danko" (Decisive Action after Thorough Planning). There are also four other panels, one panels for the safety, quality, and environmental mission statements. And then there is a panel highlighting the E8 Commitment. This is where Bridgestone's distinctiveness is condensed. Are we truly achieving the "superior quality"? Are we truly "contributing to society"? Are we truly creating value through the E8 Commitment? These principles are displayed, and we consider our strategies, plans, and decisions in light of them. As evidenced by winning the Deming Prize in 1968, continuous improvement and innovation are fundamental. The word "superior" means there is no end. Mr. Ishibashi always says, "Our commitment to quality extends beyond products to sales and services, spreads to operations, and extends to management. Our contribution to society also continues to expand—from local communities to Japan, Asia, globally, and to a sustainable society. There is no end." These five panels of our corporate philosophy system are found in meeting rooms worldwide, and wherever discussions take place, Mr. Ishibashi stands in front of everyone, points to the panels, and says, "We return to this." When facing difficult decisions, he actually points to one of the five panels and confirms, "This is what we should return to now." We remain committed to the "superior quality" mission conceived by our founder. This Bridgestone distinctiveness has also become part of our board culture.

For example, tire recycling has become an important management initiative, and we receive detailed lectures from on-site engineers and visit the *genba* to see the actual materials and equipment. In this way the board also practices Genbutsu-Genba. New independent directors have the opportunity to visit Kurume City, the birthplace of the company, see historical buildings and cutting-edge facilities, feel the heritage, and see firsthand how Bridgestone strives to create value out of its fundamental values. Based on this understanding the board can assess technology investment plans and recycling approaches and can conduct discussions with a solid understanding of what makes Bridgestone distinctive. Rather than settling for just information sharing we seek to understand the context of the company itself.

It is the board's responsibility to ensure that we conduct rigorous discussions and make decisions that consider all the factors that should be considered. In order to do this, understanding Bridgestone's distinctiveness takes on an important meaning, one that has become part of what you might call the board's own culture.

Kurahashi That is interesting about the panels. Earlier, you mentioned that your involvement as an independent director has led to a sense of attachment to Bridgestone and motivates your role as chair. On the other hand, some would argue that a long tenure can diminish independence. What do you think about that?

Davis Of course I am aware of tenure length as a potential issue.

The independence of independent directors is not easily measured from the outside, which makes it necessary to focus on tenure. The essence of independence, however, lies in objectivity. Independent directors objectively identify areas for improvement, assessing what Bridgestone can achieve fundamentally and where its strengths and challenges lie. While maintaining close collaboration with the Global CEO and various operational divisions, I constantly remind myself not to lose objectivity. At Bridgestone, independent directors are able to monitor each other's behavior and statements during board meetings and committee sessions. Any actions or statements that raise even the slightest doubt about independence or objectivity could be pointed out at a non-executive director meetings or other opportunities. Additionally, and more systematically, as a company with a nominating committee, etc., the Nominating Committee chair actively monitors the performance including the objectivity of independent directors. Specifically, the Nominating Committee chair confirms the results of mutual evaluations among directors during individual meetings with each director. This information is shared with the Nominating Committee, and if it were determined that there were doubts about independence of a director, further nominations of that individual would come under question. Bridgestone is serious about the need for objectivity and we actively and systematically monitor it.

Furthermore, I believe that it is the role of an independent director to objectively identify areas for improvement as a basis for management decisions. I take a dispassionate view of what this company is capable of, where its strengths and weaknesses lie, and what it needs to do to achieve its goals. While I maintain close communication with the Global CEO and the various executive departments, I constantly remind myself to remain objective.

Bridgestone values its history and tradition, placing significant importance on the respect for being Genbutsu-Genba. Mr. Ishibashi also constantly asks himself whether he is the one best suited to carry on this tradition. Bridgestone's DNA embodies a stewardship approach, enhancing what its forebears created so that it can improve it and pass it on to the next generation. I have a deep admiration for Bridgestone and its earnestness as an organization, and since I've been entrusted with the important responsibility of chair, I constantly question myself about whether I can maintain the independence and objectivity essential to fulfill this weighty responsibility.

Kurahashi In closing, do you have a message to Bridgestone's stakeholders?

Davis Bridgestone has a long history of "Serving Society with Superior Quality." I firmly believe this approach applies equally both to business operations and the board of directors. Bridgestone's board members possess broad expertise and experience, and they approach their roles with great enthusiasm to ensure that board discussions are thorough and objective. This is the board's contribution to the "superior quality." As the chair, I will continue to do everything I can to contribute to this ongoing process.

Financial Data

Fiscal years ended December 31

Consolidated Operating Results[1]	Japanese GAAP[2]						IFRS						Unit
	2014	2015	2016	2017		2018	2019	2020	2021	2022	2023	2024	
Revenue	3,673.9	3,790.3	3,337.0	3,643.4		3,650.1	3,507.2	2,994.5	3,246.1	4,110.1	4,313.8	4,430.1	Billion JPY
Adjusted operating profit	478.0	517.2	449.5	419.0		402.7	343.1	222.9	394.3	482.6	480.6	483.3	Billion JPY
Adjusted operating profit margin	13.0	13.6	13.5	11.5		11.0	9.8	7.4	12.1	11.7	11.1	10.9	%
Profit attributable to owners of parent	300.5	284.2	265.5	288.2		291.6	240.1	-23.3	394.0	300.4	331.3	285.0	Billion JPY
Profit attributable to owners of parent margin	8.2	7.5	8.0	7.9		8.0	6.8	-0.8	12.1	7.3	7.7	6.4	%

Consolidated Operating Results by Segment[1,3]	Japanese GAAP[2]						IFRS						Unit
	2014	2015	2016	2017		2018	2019	2020	2021	2022	2023	2024	
Japan													
Revenue	1,264.9	1,187.8	1,080.6	1,147.8		1,170.5	918.1	762.6	873.0	1,036.3	1,242.4	1,226.1	Billion JPY
Adjusted operating profit	210.1	197.4	150.6	160.2		153.5	108.8	64.6	117.0	140.3	206.5	187.3	Billion JPY
Adjusted operating profit margin	16.6	16.6	13.9	14.0		13.1	11.9	8.5	13.4	13.5	16.6	15.3	%
Asia, Pacific, India and China (APIC)[4]													
Revenue	841.5	838.0	621.7	648.8		633.8	462.8	394.6	386.9	457.0	461.1	529.7	Billion JPY
Adjusted operating profit	66.8	68.2	62.5	62.9		56.7	36.2	24.6	42.0	39.9	41.6	58.5	Billion JPY
Adjusted operating profit margin	7.9	8.1	10.1	9.7		9.0	7.8	6.2	10.9	8.7	9.0	11.0	%
Americas													
Revenue	1,768.1	1,941.6	1,645.3	1,776.5		1,758.2	1,661.7	1,407.9	1,454.6	1,988.0	2,080.0	2,180.0	Billion JPY
Adjusted operating profit	180.2	222.5	203.1	187.5		177.8	184.3	139.9	190.6	251.2	212.0	180.1	Billion JPY
Adjusted operating profit margin	10.2	11.5	12.3	10.6		10.1	11.1	9.9	13.1	12.6	10.2	8.3	%
Europe, Middle East and Africa (EMEA)[5]													
Revenue	439.2	421.7	477.1	559.8		596.1	640.1	564.3	693.9	870.0	908.5	835.6	Billion JPY
Adjusted operating profit	20.3	21.4	27.7	13.6		11.0	15.0	-17.6	42.1	66.4	25.1	29.8	Billion JPY
Adjusted operating profit margin	4.6	5.1	5.8	2.4		1.9	2.3	-3.1	6.1	7.6	2.8	3.6	%

Financial Position[1]	Japanese GAAP[9]						IFRS						Unit
	2014	2015	2016	2017		2018	2019	2020	2021	2022	2023	2024	
Total assets	3,960.9	3,795.8	3,716.0	3,959.0		3,840.2	4,277.0	4,189.3	4,574.9	4,961.8	5,427.8	5,723.5	Billion JPY
Total liabilities	1,814.2	1,513.8	1,370.1	1,556.3		1,404.1	1,874.5	1,994.0	1,899.5	1,949.4	2,022.4	1,937.0	Billion JPY
Total equity	2,146.6	2,282.0	2,345.8	2,402.7		2,436.1	2,402.5	2,195.3	2,675.4	3,012.5	3,405.4	3,786.5	Billion JPY
Ratio of equity attributable to owners of parent to total assets[6]	52.4	58.2	61.5	59.2		61.9	54.9	51.3	57.5	59.8	61.8	65.2	%
ROIC[7]	—	—	—	—		—	7.4	5.5	9.0	9.4	8.7	8.2	%
ROE[8]	15.5	13.3	11.8	12.5		12.4	10.0	-1.0	12.9	10.9	10.4	8.1	%

Cash Flows	Japanese GAAP						IFRS						Unit
	2014	2015	2016	2017		2018	2019	2020	2021	2022	2023	2024	
Cash flows from operating activities	428.6	553.9	444.5	418.1		360.9	505.0	526.9	281.5	268.5	661.4	548.8	Billion JPY
Cash flows from investing activities	-305.6	-233.3	-178.2	-200.7		-243.0	-261.9	-155.4	131.7	-338.0	-297.7	-255.1	Billion JPY
Free cash flow[10]	122.9	320.5	266.2	217.3		117.8	243.2	371.6	413.2	-69.5	363.7	293.8	Billion JPY

Capital Expenditures, Depreciation and Amortization, and R&D Expenses[1]	Japanese GAAP						IFRS						Unit
	2014	2015	2016	2017		2018	2019	2020	2021	2022	2023	2024	
Capital expenditures	296.3	253.5	194.1	234.8		268.4	328.2	271.9	262.0	317.1	420.0	389.8	Billion JPY
Depreciation and amortization	188.3	202.3	188.0	200.3		200.4	269.7	267.5	245.9	282.1	305.8	348.1	Billion JPY
Ratio of depreciation and amortization to revenue	5.1	5.3	5.6	5.5		5.5	7.7	8.9	7.6	6.9	7.1	7.9	%
R&D expenses	94.1	94.9	95.4	99.7		103.5	106.2	95.2	95.5	112.2	122.0	126.2	Billion JPY
Ratio of R&D expenses to revenue	2.6	2.5	2.9	2.7		2.8	3.0	3.2	2.9	2.7	2.8	2.9	%

Cash Dividends	2014	2015	2016	2017		2018	2019	2020	2021	2022	2023	2024	Unit
Dividend per share	100	130	140	150		160	160	110	170	175	200	210	JPY

1. In accordance with the decisions of business transfer, Bridgestone Group has classified its U.S. building materials business, anti-vibration rubber business and chemical products solutions business as discontinued operations since 2021. Accordingly, financial figures represent amounts and figures for continuing operations.
2. Until 2018 (J-GAAP): Net sales, operating profit, and net income attributable to owners of the parent
3. Including intersegment transactions
4. Segment information: The Group changed its segment classifications in fiscal 2016. Until 2015 China, Asia Pacific, Middle East, Africa and Russia; In 2016 China, Asia Pacific and Russia; In 2017 and 2018 China and Asia Pacific; During 2019–2023 China, Asia (excluding India)-Pacific; Since 2024 Asia, Pacific, India and China (APIC)
5. Segment information: The Group changed its segment classifications in fiscal 2016. Until 2015 Europe; In 2016 Europe, Middle East and Africa; In 2017 and 2018 Europe, Russia, Middle East and Africa; During 2019–2023 Europe, Russia, Middle East, India and Africa; Since 2024 Europe, Middle East and Africa (EMEA)
6. Ratio of equity attributable to owners of parent to total assets = Total equity attributable to owners of parent ÷ Total assets
7. ROIC (Return on invested capital) = Adjusted operating profit after tax ÷ Invested capital
8. ROE (Return on equity) = Profit / ((Previous year-end total equity + Current year-end total equity) ÷ 2) x 100
9. Until 2018 (J-GAAP): Total assets, liabilities, net assets and equity ratio* * Equity (Net assets – Share acquisition rights – Non-controlling interests) ÷ Total assets
10. Free cash flow = Cash flows from operating activities + Cash flows from investing activities

Non-Financial Data

LEGEND FY2024 data items in **bold** are those for which assurance is provided by third party institution.

Environment-related Data[1]	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Materials						
Amount of raw materials used	4,150	4,611	4,389	3,969	3,706	Thousand tonnes
Resource productivity[2]	722 (6.98)	704 (6.12)	936 (7.05)	1,087 (7.66)	1,196 (7.56)	Million JPY/Thousand tonnes (Thousand USD/tonnes)
Ratio of recycled and renewable material[3]	37.0	37.2	38.4	39.6	39.9	%
(Ratio of renewable material)[3, 4]	25.5	25.9	25.9	26.4	26.3	%
(Ratio of recycled material)[3, 5]	11.5	11.3	12.5	13.2	13.6	%
Energy						
Total energy consumption (Manufacturing sites & Non-manufacturing sites)[6, 7]	38,311	42,726	45,132	40,989	38,985	Thousand GJ
Energy consumption (fuel)[7, 8]	22,032	24,668	25,959	23,256	22,127	Thousand GJ
Energy consumption (purchased electricity)[7]	4,192	4,654	5,012	4,674	4,456	Thousand MWh
Energy consumption (purchased steam)[7]	1,191	1,248	1,111	836	731	Thousand GJ
Total energy consumption (renewable)[7]	1,767	2,847	4,702	11,288	11,866	Thousand GJ
Total energy consumption (non-renewable)[7]	36,545	39,879	40,429	29,701	27,119	Thousand GJ
Water						
Total water withdrawal[9]	63,744	66,744	67,983	63,983	62,136	Thousand m^3
Water withdrawal (surface water)	2,856	2,729	3,217	3,093	3,362	
Water withdrawal (groundwater)	8,480	9,086	8,891	8,123	7,637	
Water withdrawal (water supply, industrial water)	16,137	17,249	16,948	16,369	15,388	
Water withdrawal (seawater)	36,271	37,678	38,927	36,397	35,750	
Total water withdrawal by manufacturing facilities in water stress areas[9, 10]	2,873	2,981	2,712	2,475	2,341	

1. Period: January 1 to December 31 of each year. Includes figures for discontinued operations, and some estimates. Because we refined past data, the data above differs slightly from the past.
2. Sales per raw material used.
3. Within total material weight for tire products including tire casing for retreading.
4. Recycled material has been reprocessed from recovered [reclaimed] material by means of a manufacturing process and made into a final product or into a component for incorporation into goods or services. (This definition is based on ISO 14021: 2016)
5. Renewable material is composed of biomass from a living source and can be continually replenished. The material shall come from sources that are replenished at a rate equal to or greater than the rate of depletion. (This definition is based on ISO 14021: 2016)
6. Calculation method: Fuel consumption + Purchased electricity + Purchased steam + Solar power generation, etc. – Electricity sold.
7. The scope of FY2022 and beyond data are Manufacturing and Non-Manufacturing sites. The scope of FY2020–FY2021 data are only Manufacturing sites.
8. Includes fuel used for in-house power generation.
9. Water withdrawal does not include the recycled water from third parties and rainwater.
10. Manufacturing facilities that have water-related risks due to their locations in areas with the risk of deterioration of fresh water resources in terms of quantity and quality.

Environment-related Data[1]	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Emissions						
Greenhouse gas emissions at manufacturing sites (CO_2 Scope 1)	1,504	1,722	1,711	1,511	1,439	Thousand t-CO_2
Greenhouse gas emissions at manufacturing sites (CO_2 Scope 2, market-based)	1,659	1,664	1,370	377	244	Thousand t-CO_2
Greenhouse gas emissions at manufacturing sites (CO_2 Scope 1 + Scope 2, market-based)	3,162	3,387	3,081	1,888	1,683	Thousand t-CO_2
Greenhouse gas emissions at non-manufacturing sites (CO_2 Scope 1 + Scope 2, market based)	—	—	211	182	155	Thousand t-CO_2
Greenhouse gas emissions (CH_4 and N_2O Scope 1 + Scope 2)	14	16	14	7	6	Thousand t-CO_2e
Greenhouse gas emissions (Scope 3)[11]	100,097	113,421	109,688	99,201	92,919	Thousand t-CO_2
NOx emissions[12]	1,629	1,839	1,875	1,660	1,574	Tonnes
SOx emissions[12]	603	588	500	511	448	Tonnes
Waste						
Volume of waste generated	289	289	284	286	287	Thousand tonnes
Volume of recycled waste[13]	259	272	268	271	273	Thousand tonnes
Recycling waste rate[14]	90	94	94	95	95	%
Volume of waste to landfill	30	17	17	15	14	Thousand tonnes
Volume of regulated hazardous waste generated[15]	19	20	25	26	28	Thousand tonnes
Environmental Management						
Ratio of sites with ISO 14001 certification[16]	98.0	99.3	100.0	100.0	100.0	%

11. Category 8 and 13 are excluded from the 15 categories in Scope 3 of the GHG protocol.
12. Emissions from combustion of fossil fuels estimated based on fuel consumption data and corresponding emission factors.
13. Calculation method: Volume of waste generated – Volume of waste to landfill.
14. Calculation method: Volume of recycled waste / Volume of waste generated.
15. Calculated based on laws of each country. The calculation scope of regulated hazardous waste is partially expanded from 2022.
16. Within 96 sites that are targeted for ISO 14001 certification (as of December 31, 2024).

Non-Financial Data

Social-related Data	Japan[1]	Asia, Pacific, India, China	Americas	Europe, Middle East, Africa	Total	Unit
Number of employees[2]	37,664	19,174	47,946	16,680	121,464	Persons

1. "Japan" includes "Japan," "Other," and "Company-wide (common)" segments as presented in the Annual Securities Report.
2. As of December 31, 2024.

Social-related Data	Segment	Total	Leader positions[3]				Other staff and positions	Unit
			Top mgmt.	Mgmt. positions	Junior mgmt. positions	Total		
Ratio of female employees[1]	**Japan[2]**	12.3	0.6	8.0	5.7	6.4	13.5	%
	Asia, Pacific, India, China	9.1	9.8	22.3	12.2	14.0	8.0	
	Americas	12.9	34.0	26.0	21.9	22.6	10.5	
	Europe, Middle East, Africa	15.4	9.4	22.9	19.3	20.5	14.3	
	Total	12.5	8.6	17.8	16.1	16.4	11.6	

1. Data as of December 31, 2024 from 121,296 employers and employees (99.7% of total workforce).
2. "Japan" includes "Japan," "Other" and "Company-wide (common)" segments in the Annual Securities Report.
3. The definitions of each category are as follows.
   Top managerial positions: Officer-equivalent (Executives & VPs)
   Managerial positions: Persons in charge of the management of an organization (Line Managers)
   Junior managerial positions: Persons who contribute to the organization with their individual knowledge and experience, or are in a position to guide the organization's day-to-day management objectives, which include leaders who manage and oversee teams in manufacturing sites and other sites (Genba)

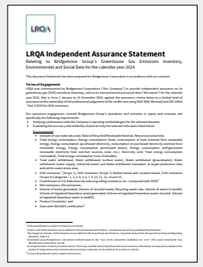
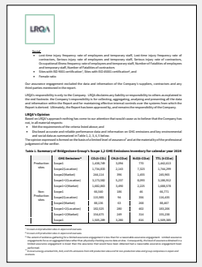
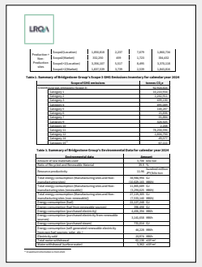
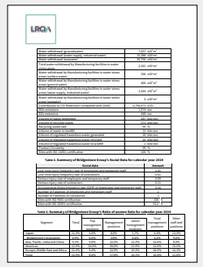
Social- and Governance-related Data		FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Global Executive Committee members	Total	11	11	12	12	11	Persons
	Number of foreign members	6	6	6	6	5	Persons
	Percentage of foreign members	54.5	54.5	50.0	50.0	45.5	%
Executive officers, vice presidents and senior officers[1]	Total	51	16	20	19	20	Persons
	Number of foreign members	9	5	7	5	5	Persons
	Percentage of foreign members	17.6	31.3	35.0	26.3	25.0	%
Product safety	**Ratio of sites with ISO 9001 certification**	100.0	99.2	100.0	100.0	100.0	%
Provision for product warranties	Balance at beginning of year	8,459	9,040	6,797	22,528	15,473	Million JPY
	Decrease (used)	11,371	6,030	5,469	8,930	6,311	Million JPY
Number of recalls[2]		2	3	6	0	1	Number
Occupational safety	**Lost-time injury frequency rate of employees and temporary staff[3]**	2.57	2.75	2.74	2.76	2.41	—
	Lost-time injury frequency rate of contractors	2.31	0.79	0.62	0.11	0.61	
	Serious injury rate of employees and temporary staff[4]	0.04	0.08	0.08	0.06	0.09	
	Serious injury rate of contractors	0.19	0.11	0.06	0.01	0.11	
	Occupational illness frequency rate of employees and temporary staff	0.16[5]	0.33	0.22	0.20	0.16	

Data as of December 31 for each year referenced (Because we refined past data, the data above differs slightly from the past).
1. Including officers of Bridgestone subsidiaries. Data for 2021 and 2022 are the number of vice presidents and senior officers only, and 2020 include other officers. The change is due to the elimination of the executive officer system in 2020.
2. The number of recalls carried out by Bridgestone itself (excluding those carried out by other companies) and recall details can be found on each region's website, authorities' website, etc.
3. Lost-time injury frequency rate (LTIFR) = (Number of lost-time injuries ÷ Total working hours) x 1,000,000
4. Serious injury rate (SIR) = (Number of serious injuries ÷ Total working hours) x 1,000,000
5. Figures are for the six months from July to December 2020.

We have obtained third-party assurance from LRQA Group Limited for all environmental data and a portion of the social data for FY2024 as a means to ensure the reliability of this information. See the ESG Data section of Bridgestone's website for detailed information, including items covered by the GRI Standards.

ESG Data
https://www.bridgestone.com/responsibilities/esgdata

Third-Party Assurance
https://www.bridgestone.com/responsibilities/esgdata/pdf/third-party_assurance2025.pdf

External Assessments in the Sustainability Field

Bridgestone uses external assessments as a means of understanding society's demands and expectations, risks and opportunities, and their impact. We use the insights gained through analysis of external assessments and engagement with analysts to continuously improve our sustainability initiatives and information disclosure.

Dow Jones Best-in-Class Indices series*

* former Dow Jones Sustainability Indices (DJSI)

Dow Jones Best-in-Class World Index
For the third consecutive year, Bridgestone was selected as a constituent stock.
Dow Jones Sustainability Asia Pacific Index
For the 15th consecutive year, Bridgestone was selected as a constituent stock.

Information published in Sustainability Yearbook 2025

FTSE4Good

FTSE4Good Index Series
For the seventh consecutive year, Bridgestone was selected as a constituent stock.

Received the ratings below for its outstanding efforts.

CDP Discloser 2024

CDP Climate Change: A–
CDP Water Security: A–

Corporate ESG Performance Prime
RATED BY ISS ESG

ESG Corporate Ratings by ISS ESG
Bridgestone was recognized with a "Prime" rating.

MSCI ESG RATINGS AAA

MSCI
For the second consecutive year, Bridgestone received "AAA" rating from MSCI.

Climate and Nature-related Risk Management and Responses to TCFD and TNFD

Bridgestone supports the Task Force on Climate-related Financial Disclosures (TCFD). It has been participating in the Taskforce on Nature-related Financial Disclosures (TNFD) Forum since March 2022.

As the world becomes increasingly concerned about climate change and the loss of natural capital, there is a growing movement towards a decarbonized society, as exemplified by the Paris Agreement. Additionally, efforts to achieve a nature positive world, as outlined in the Kunming-Montreal Global Biodiversity Framework, are gaining momentum. Within this context, Bridgestone is working to comprehensively assess and manage its dependency and impact on the climate and natural capital, as well as the risks and opportunities associated with climate change and the loss of natural capital, reflecting those in business strategy.

Based on recognition of these risks and opportunities, Bridgestone is striving to build the foundation for sustainable value creation by enhancing its unique sustainability business model. The business model integrates Bridgestone's efforts to realize carbon neutrality and a circular economy across the entire value chain from "produce and sell" and "use" of products to "renew" to raw materials. Also, Bridgestone aims to evolve this model towards a more circular and regenerative approach in order to contribute to the realization of a nature-positive world.

Status of adoption of TCFD and TNFD recommended disclosures

Bridgestone has become an Early Adopter of the TNFD and started disclosing in line with the TNFD Recommendations in October 2023.

Bridgestone's response status in accordance with recommended disclosures on final recommendations of the Task Force on Climate-related Financial Disclosure (TCFD) and the Taskforce on Nature-related Financial Disclosure (TNFD) version 1.0, is as follows. The following information is also included in the 106th Annual Securities Report [Approach and Initiatives on Sustainability].

Governance

Recommended disclosures	Status of Bridgestone's response	
	TCFD	TNFD
Board of Directors' oversight of dependencies, impacts, risks and opportunities	• The Board of Directors receive and review regular reports on the status of sustainability initiatives, including achieving carbon neutrality, realizing a circular economy and promoting a nature-positive world.	
Management's role in assessing and managing dependencies, impacts, risks and opportunities	• The Global EXCO, the highest level of corporate management, approves and manages the progress of mid-long term strategies, targets and action plans, including achieving carbon neutrality, realizing a circular economy and promoting a nature-positive world.	
Human rights policies and engagement activities, and oversight by the Board of Directors and management, with respect to indigenous peoples, local communities, affected and other stakeholders **(TNFD recommended disclosure)**		• The Global Human Rights Policy and the Global Sustainable Procurement Policy of Bridgestone's articulate its strong commitment to respect and support internationally recognized human rights principles such as the UN Guiding Principles for Business and Human Rights. The Global Sustainable Procurement Policy contains minimum requirements for suppliers to acquire or use land only by legal means in accordance with UN Declaration on the Rights of Indigenous Peoples, and to follow Free, Prior, and Informed Consent (FPIC) principles when acquiring land and assessing any forest development or creating forest management plans. We promote the implementation of these policies within Bridgestone, with suppliers, and across the supply chain. • Bridgestone collaborates with the World Wildlife Fund (WWF) to study and develop a due diligence process for ensuring the company's supply chain is in compliance with the Global Sustainable Procurement Policy. On-site ESG audits are conducted for suppliers, including natural rubber smallholders, using a self-assessment questionnaire developed in conjunction with WWF, and risks are evaluated. This questionnaire includes inquiries about the FPIC. • Bridgestone establishes a grievance mechanism for the natural rubber supply chain and publicly discloses the standard operating procedure and status of each grievance. It uses the grievance mechanism, among others, to monitor any potential/actual issues related to indigenous peoples and local communities' rights in its supply chain. • The Global EXCO approves and manages action plans and progress for sustainability, including respect for human rights, which are reviewed by the Board of Directors.

Strategy

Recommended disclosures	Status of Bridgestone's response	
	TCFD	TNFD
Dependencies, impacts, risks and opportunities over the short-, medium-, and long-term **Impact on business model, value chain, strategy, and financial planning**	• Bridgestone comprehensively assesses and manages its dependency and impact on the climate and natural capital, as well as the risks and opportunities associated with climate change and the loss of natural capital. Dependencies, impacts, risks and opportunities have been identified as follows. • Important risks and opportunities are incorporated into the management strategy and Mid Term Business Plan in working to establish a unique Sustainability Business Model that links our business with achieving carbon neutrality across the entire value chain, realizing a circular economy, and promoting a nature-positive world. **Dependencies on climate and natural capital*** • Dependency on nature's provision of water and biomass in the raw material procurement stage as well as climate and healthy soil maintenance and regulating services provided by ecosystems. • Dependency on nature's provision of water in the tire production stage. **Impacts on climate and natural capital*** • Impact of land use in the raw material procurement stage. • Impact of water resource usage and waste generation in the tire production stage. • Impact of greenhouse gas emissions, water resource usage, emissions to air, water and soil and waste generation throughout the value chain. **Physical risks and opportunities related to climate change and loss of natural capital** • Risks of stronger typhoons and increased frequency of flooding and drought, which pose the risk of interrupting business activities. • Risks related to the procurement of raw materials as a result of changing rainfall patterns leading to poor harvesting of natural rubber. • Risk of lower demand for winter tires due to reduced snowfalls. • Opportunities to commercialize natural rubber derived from guayule, which grows in arid regions. Risks due to poor harvesting of natural rubber derived from Para rubber trees, which are found predominantly in tropical regions. **Risks and opportunities related to the transition to a decarbonized society and a society in harmony with nature** • Risks of adverse effects on operating results and financial position, such as limitations on business activities and increased costs, if R&D expenses required to meet the rapidly changing needs of society and customers do not produce sufficient results when systems and regulations to combat climate change and loss of natural capital are introduced (for example, carbon taxes, CO_2 emission reduction obligations and emissions trading systems, and systems and regulations related to low-fuel consumption performance of tires, recycling used tires, water withdrawal and sustainable natural rubber, etc.). • Opportunities associated with changes in competitive factors due to changes in mobility needs (for example, increased demand for tires for electric vehicles, increased demand for tires and solutions that help customers reduce CO_2 emissions). • Opportunities to commercialize the recycling business resulting from increased regulation around the recycling of used tires. * This refers to the main areas of dependency and impact throughout the value chain of the tire business that were evaluated as either "very high" or "high" in importance by the UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC) and industrial groups using ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure).	
Resilience of the organization's strategy, taking into consideration different scenarios	• Bridgestone assesses risks and opportunities based on multiple climate- and nature-related scenarios. It has already begun to address those important risks and opportunities identified and will continue to do so on a regular basis.	
Locations applicable to direct operations, upstream and downstream • Locations with high integrity ecosystems and/or areas of decline in integrity • Areas where biodiversity is of high importance • Water stress areas • Areas where the organization is likely to have significant potential dependencies and/or impacts **(TNFD recommended disclosure)**	• Expand CO_2 absorption and fixation through afforestation of degraded land	• Bridgestone regularly evaluates production sites located in water stress areas with a risk of declining water resources in terms of quantity and quality. A water stewardship plan based on the water situation in each location has been formulated and is being implemented at all 17 production sites located in water stress areas as of end of 2024.

Climate and Nature-related Risk Management and Responses to TCFD and TNFD

Management of risks and opportunities

Recommended disclosures	Status of Bridgestone's response	
	TCFD	TNFD
Process for identifying, assessing, and prioritizing dependencies, impacts, risks and opportunities in direct operations and upstream and downstream value chain	• Bridgestone strives to comprehensively and appropriately identify and address risks and opportunities across its operation while considering the business scale and characteristics of each Group company. Bridgestone identifies risks and opportunities associated with climate and natural capital by considering dependency and impact throughout the value chain based on evaluations from ENCORE by UNEP-WCMC and others and the Business & Biodiversity Interrelationship Map® released by Japan Business Initiative for Biodiversity (JBIB). • In terms of business strategy risks and opportunities directly related to the execution of the Mid-Long Term Business Strategy, since 2022, Bridgestone has established the Global Management Risk Committee (GMRC) chaired by Global ERM Leader, consisting of EAST and WEST CEOs, Group presidents, and global function leaders, as well as others with relevant expertise within the organization. In addition, global and regional enterprise risk management leaders and professionals attend meetings to provide programmatic updates and ensure the overall global alignment and maturity of the program. • The GMRC bi-annually identifies and evaluates the most critical global management risks, and meets periodically to formulate appropriate response strategies, and thereby verifies their effectiveness. Under GMRC, Bridgestone has established global working groups for the priority global management risks, facilitating cross-organizational risk responses. The outcomes of these discussions and monitoring activities are reported to Global EXCO and further to the Board of Directors.	
Management process		
Integration into and informing the organization's overall risk management		

Metrics and Targets

Recommended disclosures	Status of Bridgestone's response	
	TCFD	TNFD
Metrics used in the assessment and management of risks and opportunities	• Establishing targets and regularly monitoring CO_2 emissions (CO_2 emissions reduction in Scopes 1, 2, and 3, and the reduction contribution of CO_2 emissions throughout the lifecycle and value chain of Bridgestone's products and services) as one of the metrics for assessing and managing climate-related risks and opportunities. • Bridgestone evaluates the cost of CO_2 emissions (US$100/t$CO_2$) and the effect of reductions based on internal carbon pricing in order to assess the risks and opportunities associated with an investment.	• Bridgestone sets water withdrawal in water stress areas, environmental footprint (amount of hazardous/non-hazardous waste and landfill, VOC emissions, SOx/NOx emissions), size of habitat management area, and number of supported natural rubber smallholders as metrics in the assessment and management of nature-related risks, opportunities and impacts and regularly monitors status.
Metrics used in the assessment and management of dependencies and impacts		
Targets and performance in metrics used in the management of dependencies, impacts, risks and opportunities	• Setting long term environmental vision (2050 and beyond) and mid- term target (2030) to achieve carbon neutrality, realize a circular economy and promote nature-positive world; evaluating and disclosing performance every year. • Setting targets toward 2030 to reduce our absolute CO_2 emissions (Scope 1 and 2) by 50% compared with 2011 levels, contribute to global CO_2 emissions reductions across the lifecycles and value chain (Scope 3) of Bridgestone's products and services exceeding five times our operation's CO_2 emissions (Scope 1 and 2) compared with 2020 levels, increase ratio of recycled and renewable material to 40%, and promote water stewardship plans to reduce water risks at production bases in water-stressed areas. • Setting target of supporting 12,000 natural rubber smallholders by 2026 in seeking to curb deforestation • The main results for targets toward 2030 are as follows.	

Priority items to be addressed		Metrics	2023 results	2024 results	2030 targets
Establishment and evolution of the Sustainability Business Model	Develop readiness toward carbon neutrality	Ratio of absolute CO_2 emissions reduction (Scopes 1 and 2) compared with 2011 levels	57%	62%	50%
	Expand circular economy business activities	Ratio of recycled and renewable material*1	39.6%	39.9%	40%
	Activities for achieving a nature-positive world	12,000 supported natural rubber smallholders*2	5,640	11,687	(2026) 12,000
		Formulate and implement a water stewardship plan at production sites located in water stress areas	Completed formulating at all 17 targeted sites	Being implemented at all 17 targeted sites	Implemented at all targeted sites

*1 Within total material weight for tire products including tire casing for retreading

*2 Cumulative total from 2023

Transition Plans

Bridgestone's climate and nature transition plans have been organized using the structures outlined in the Transition Plan Taskforce (TPT) disclosure framework and the discussion papers of the Taskforce on Nature-related Financial Disclosures (TNFD) discussion paper on nature transition plans published in October 2024 referring to the final recommendations and guidance of the Task Force on Climate-related Financial Disclosures (TCFD), the TPT disclosure framework, and the TNFD discussion paper.

Recommended disclosures		Status of Bridgestone's response	
		Climate transition plan	Nature transition plan
Foundations	**Strategic ambition**	• Bridgestone has formulated a Mid Long Term Business Strategy Framework to assist in realizing its vision of continuing to provide social value and customer value as a sustainable solutions company toward 2050. • In alignment with the Paris Agreement, Bridgestone has established medium- to long-term climate change goals for 2026, 2030, and 2050.	
	Framing and scope		• Bridgestone is promoting initiatives based on material issues it has identified in terms of both the impact its business activities have on the environment and the contribution they make to the environment throughout the product life cycle and entire value chain.
	Business model, value chain, transition financing strategies	• To create both social value and customer value through its business and achieve a win-win-win relationship for society, customers, and Bridgestone, Bridgestone is incorporating its unique Sustainability Business Model into its corporate strategy and 24MBP. This model links the Company's business with the realization of carbon neutrality, a circular economy, and promoting a nature-positive world across the entire value chain, from the "produce and sell" and "use" stages of products through to their "renewal" to raw materials.	
	Plan priorities		• Bridgestone determines an order of priority based on assessment of its dependency and impact on natural capital, as well as the risks and opportunities associated with loss of natural capital. • To promote a nature-positive world, Bridgestone's 24MBP focus will be on "initiatives for sustainable use of natural rubber & water resources," which are directly related to its business.
	Key assumptions and external factors	• Bridgestone will identify climate- and nature-related dependency and impact, transition risk, and physical risks and opportunities based on comprehensive assessment of multiple climate- and nature-related scenarios.	
Implementation Strategy	**Business planning and operations**	• In terms of CO_2 emissions (Scope 1 and 2) reduction, Bridgestone aims to achieve stable procurement of its renewable energy through optimization of the portfolio, as well as improving productivity in conjunction with BCMA and steadily improving energy intensity. This approach is aimed to balance business growth and CO_2 emissions reduction at an even higher level. In parallel, Bridgestone pursues technology development and verification to enable further reductions, enhancing its ability to meet rising societal expectations and providing ongoing value to society and customers.	• Bridgestone seeks to improve its environmental impact based on Milestone 2030. • Based on its Water Stewardship Policy, by 2030 Bridgestone will create and implement specific water stewardship plans that are tailored to the local environment, focusing on production sites located in water stress areas. • In order to support smallholder farmers in improving productivity and preventing deforestation, Bridgestone will support small-scale natural rubber farmers with technologies and disease control know-how developed at its own farms.
	Products and services	• Bridgestone strives to increase its contribution to reducing CO_2 emissions and reducing its environmental footprints on natural capital through the development and sale of fuel-efficient tires, growth of its retread tire business, use of recycled and renewable resources, and provision of mobility solutions, including expansion of its ENLITEN, base technology for product design.	
	Policies and conditions	• Bridgestone established the Bridgestone Environmental Management Policy, which incorporates the commitments made in its Environmental Mission Statement (to exist in harmony with nature, value natural resources, and reduce CO_2 emissions), as well as its 2050 long-term environmental vision. • To assist in reducing CO_2 emissions, Bridgestone introduced internal carbon pricing (ICP), which it uses to reflect the impact of CO_2 reductions/increases in its investment decision-making. • Bridgestone is strengthening supplier engagement under its Global Sustainable Procurement Policy. • Bridgestone's Global Human Rights Policy articulates its strong commitment to respect and support internationally recognized human rights principles such as the UN Guiding Principles for Business and Human Rights.	
	Financial planning	• Bridgestone's Implementation Strategy is reflected in 24MBP.	

Recommended disclosures		Status of Bridgestone's response	
		Climate transition plan	Nature transition plan
Engagement Strategy	Engagement with the landscape, river basin and seascape		• For its production sites in water stress areas, Bridgestone is implementing Water Stewardship Plans tailored to local water conditions, based on its Water Stewardship Policy. • Bridgestone established a Capacity Building Task Force to provide training and technical support to smallholder farmers, in doing so strengthening efforts aimed at protecting forests and enhancing the productivity of small-scale natural rubber farmers. • In collaboration with local communities and partners, Bridgestone established The Bridgestone In Harmony with Nature — Promoting Biodiversity Program to encourage all its manufacturing facilities across the globe to promote activities to conserve biodiversity. • As part of its collaboration with WWF Japan and the Deloitte Tohmatsu Group on a trial analysis of the Science Based Targets for Nature (SBTs for nature), Bridgestone participated in a sustainable natural rubber project in Indonesia and confirmed the alignment of the project's metrics, targets and countermeasures with the elements for landscape engagement targets indicated in the guidance by SBTs for nature.
	Engagement with value chain	• Under Bridgestone's Global Sustainable Procurement Policy, suppliers are required to reduce their energy usage and GHG emissions, formulate plans for these reductions, and report on emission volume. • Bridgestone holds workshops on CO_2 emissions reduction in order to support suppliers' efforts in this regard. • Bridgestone conducts monitoring by such means as conducting surveys on CO_2 emissions reduction targets and current levels of CO_2 emissions.	• Bridgestone addresses environmental stewardship practices, respect for human rights, support of fair labor practices, and increased transparency, as articulated in its Global Sustainable Procurement Policy. • Bridgestone's sourcing and production activities help protect and restore the High Conservation Value (HCV) and High Carbon Stock (HCS) areas and virgin forests that are critical to addressing climate change and preserving wildlife.
	Engagement with industry	• Bridgestone is participating in the World Business Council for Sustainable Development's (WBCSD) Tire Industry Project (TIP), a global initiative bringing together 10 leading tire companies that represent more than 60% of the world's tire manufacturing capacity. • Bridgestone is participating in rubber and tire industry organizations in each region. • Through the Global Platform for Sustainable Natural Rubber (GPSNR), Bridgestone is working to harmonize standards to improve respect for human rights, prevent land-grabbing and deforestation, protect biodiversity and water resources, improve natural rubber yields, and increase supply chain transparency and traceability while also participating in the GPSNR's Smallholder Representation and Capacity Building Working Group.	
	Engagement with government, public sector and civil society	• Bridgestone supports the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). • Bridgestone is a member of the Japan Climate Initiative (JCI) and the GX League in Japan.	• Bridgestone is a participant in the Taskforce on Nature-related Financial Disclosures (TNFD) Forum. • Bridgestone participates in Business for Nature and the Japan Business Initiative for Biodiversity (JBIB).
Metrics and Targets	Dependency and impact metrics and targets		• Bridgestone sets a goal of supporting 12,000 natural rubber smallholders by 2026 in seeking to curb deforestation • To support sustainable use of water resources, Bridgestone regularly evaluates production sites located in water stress areas with a risk of declining water resources in terms of quantity and quality, including regular monitoring of water withdrawal. • Through its partnership with WWF Japan, Bridgestone is participating in a sustainable natural rubber project in Indonesia. It conducted a pilot study regarding a landscape engagement target of SBTs for nature, identifying metrics, confirming the baseline for each metric, setting targets and countermeasures.
	Governance, business and operational, financial, and GHG metrics and targets	• Bridgestone regularly monitors CO_2 emissions (Scope 1, 2, and 3), CO_2 reduction contributions, and its renewable energy (electricity) usage, obtaining third-party verification of the data to ensure its reliability. • Bridgestone has set long-term and mid-term environmental goals, obtaining SBT certification for its mid-term goals.	
	Carbon credits	• Bridgestone does not use carbon credit purchases in pursuing its CO_2 reduction targets.	
Governance	Board oversight and reporting	• The Board of Directors receives and reviews regular reports on the status of sustainability initiatives, including achieving carbon neutrality, contributing to a circular economy, and progress toward being in harmony with nature.	
	Management roles, responsibility and accountability	• The Global Executive Committee (Global EXCO), the highest level of corporate management, approves and manages the progress of mid-long term strategies, targets, and action plans, including achieving carbon neutrality, contributing to a circular economy, and progress toward being in harmony with nature.	
	Culture	• The Bridgestone E8 Commitment defines eight values to serve as the company's axis and vectors for value creation in relation to carbon neutrality and promoting a nature-positive world. - Energy: Committed to the realization of a carbon neutral mobility society. - Ecology: Committed to advancing sustainable tire technologies and solutions that preserve the environment for future generations	
	Incentives and remuneration	• As a mid- to long-term incentive, remuneration for Board of Directors and Executive Officers includes the allocation of restricted stock as compensation for sustainability and transformation initiatives undertaken each fiscal year.	
	Skills, competencies and training	• Bridgestone provides education through training and e-learning in each region. • In Japan, Bridgestone conducts sustainability training (e-learning and in-person training) once a year for all employees.	

Corporate and Investor Information

■Corporate Name
Bridgestone Corporation

■Established
1931

■Head Office
1-1, Kyobashi 3-chome, Chuo-ku,
Tokyo 104-8340, Japan

■Paid-in Capital
126,354 million JPY (As of December 31, 2024)

■Number of Employees
121,464 (Consolidated, as of December 31, 2024)

■Technology Centers
Japan: Tokyo and Yokohama
United States: Akron, Ohio
Italy: Rome
China: Wuxi
Thailand: Pathum Thani

■Number of Shares Authorized
1,450,000,000 (As of December 31, 2024)

■Number of Shares Issued
713,698,221 (As of December 31, 2024)

■Minimum Trading Units
100 shares

■Transfer Agent
Sumitomo Mitsui Trust Bank, Limited
4-1, Marunouchi 1-chome, Chiyoda-ku,
Tokyo 100-8233, Japan

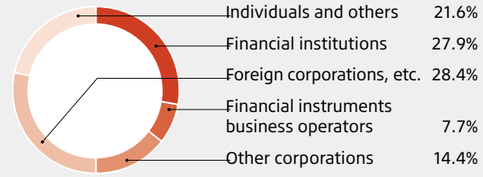
■Independent Auditor
KPMG AZSA LLC

■Stock Exchange Listings
Tokyo, Fukuoka

■Credit Ratings
(As of December 31, 2024)

Rating Agency Name	Long-term Rating
Moody's Japan K.K. (Moody's)	A1
Standard & Poor's (S&P)	A
Rating and Investment Information, Inc. (R&I)	AA+
Japan Credit Rating Agency, Ltd. (JCR)	AA+

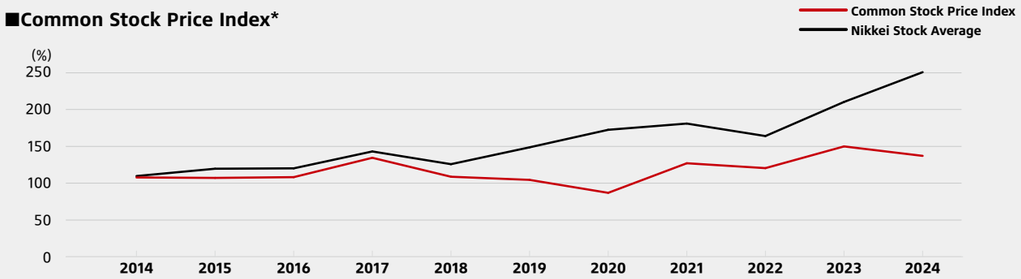
■Shareholder Composition
(As of December 31, 2024)



■Common Stock Price Range
(Tokyo Stock Exchange)

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Unit
High	4,459	5,182	4,463	5,605	5,515	4,734	4,082	5,467	5,509	6,245	7,058	JPY
Low	3,328	3,754	3,089	3,973	3,906	3,888	2,862	3,307	4,042	4,548	4,970	

■Common Stock Price Index*



* Relative value is based on 100 as of January 6, 2014.

Bridgestone 3.0 Journey

2025 Integrated Report

Bridgestone Corporation

Global CEO Office ＆ Corporate Strategy Division
Global IR & Finance Planning Division
Global Sustainability Strategy Division
1-1, Kyobashi 3-chome, Chuo-ku, Tokyo 104-8340, Japan
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June 2025