

## On the Release of Bridgestone's Corporate Governance Code Report

The Bridgestone Corporation, guided by its mission of "Serving Society with Superior Quality," has set forth a vision: "Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company," with the goal of enhancing the sustainability of both the company and society. As part of these efforts, we are in the process of further enhancing our corporate governance.

Our corporate governance structure has been nurtured through global business expansion since its founding. In these process, we have carefully identified management priorities in each era, continuously striving to improve the quality of management and enhance transparency in decision-making.

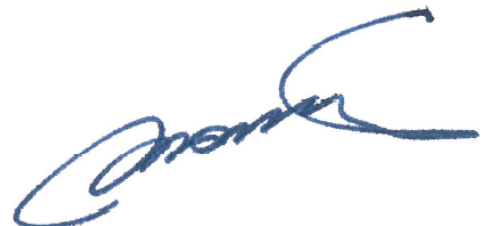
In recent years, our business environment has continued to undergo significant changes, including geopolitical risks, increasing social demands for sustainability, technological innovations such as digitalization and the advancement of generative AI, and structural changes in the mobility industry. Even amid such changes, we will continue to evolve our governance structure as the foundation for responding to these shifts and realizing value creation and sustainable growth. This value creation is always centered on our corporate commitment, the "Bridgestone E8 Commitment."

Since our first report in 2016, we have been utilizing the Corporate Governance Code as a tool to verify that our efforts are on the right track and we have continuously communicated our progress to our stakeholders.

As we strive to get back to the world's No.1 position in the tire and rubber industry by our 100th anniversary in 2031, dialogue with our stakeholders will become increasingly important. We highly value your feedback and assessments of our initiatives to date, and are committed to leveraging them to further enhance our governance and achieve sustainable growth.

We sincerely ask for your continued understanding and support.

May 2026



Yasuhiro Morita

Member of the Board  
Representative Executive Officer  
Global CEO

## 2026 Report on the Corporate Governance Code

### 1. Transformation in Corporate Governance and Corporate Governance Structure (As of May 2026)

An overview of our transformation of corporate governance and corporate governance structure are shown below.

#### <Transformation of Corporate Governance>

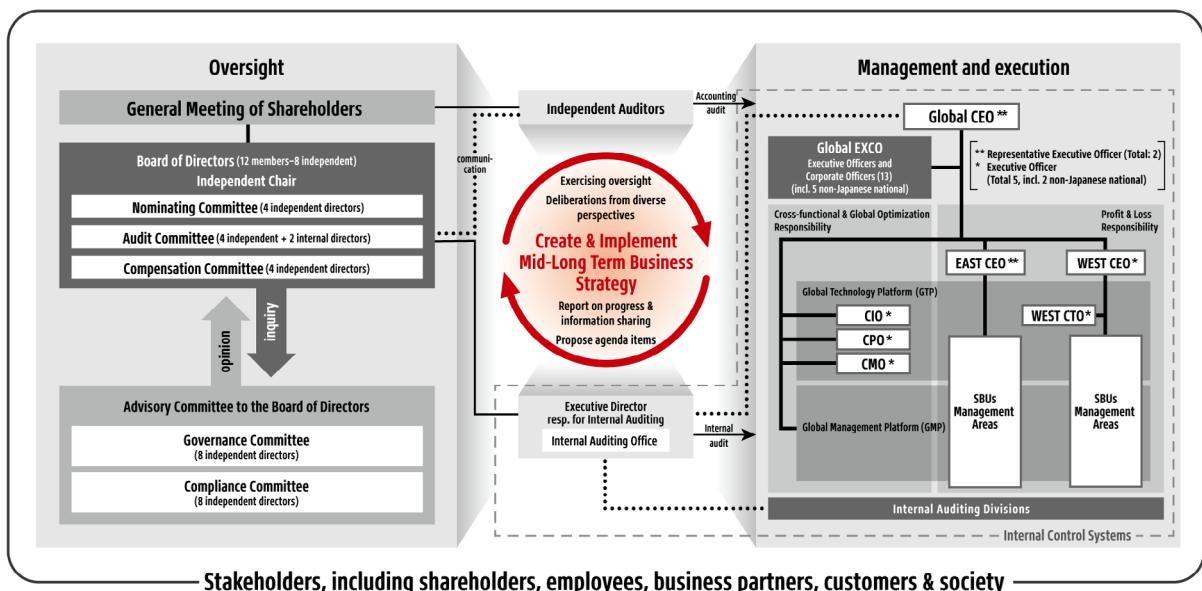
Ongoing process of optimization of governance in response to evolving company strategies & changing social demands

Theme	Year	Oversight	Management & Operational Execution
Creation of a governance structure for the realization of the "Sustainable Solutions Company" strategy	2026	Approve new executive management structure to get back to the world's No.1 position	Introduce new executive management structure to get back to the world's No.1 position
	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 in Bridgestone Corp.

**Bridgestone E8 Commitment**

**The Bridgestone Essence Framework**  
 The Bridgestone Essence  
 - Safety Mission Statement  
 - Quality Mission Statement  
 - Environmental Mission Statement

#### <Corporate Governance Structure>



EXCO: Executive Committee      SBUs: Strategic Business Units  
 CIO: Chief Innovation Officer      CPO: Chief Product Officer  
 CMO: Chief Manufacturing Officer      CTO: Chief Technology Officer

## 2. About This Year's Report

This report (released in May 2026) outlines the status of enhancements and improvements since the previous report released in May 2025. The key enhancements are listed as follows:

	Key enhancements since the previous report	Principles of Japan's Corporate Governance Code
(1)	Policy in cross-shareholdings	1.4
(2)	Investing in human capital	2.4.1
(3)	Results of the board effectiveness evaluation in 2025	4.11.3

### 3. Status of Our Efforts on Each Principle of the Corporate Governance Code

#### Section 1: Securing the Rights and Equal Treatment of Shareholders

##### General Principle 1

Companies should take appropriate measures to fully secure shareholder rights and develop an environment in which shareholders can exercise their rights appropriately and effectively.

In addition, companies should secure effective equal treatment of shareholders.

Given their particular sensitivities, adequate consideration should be given to the issues and concerns of minority shareholders and foreign shareholders for the effective exercise of shareholder rights and effective equal treatment of shareholders.

The Company fully recognizes that appropriate collaboration with various stakeholders is essential for our sustainable business growth and that our shareholders constitute our primary stakeholder. We will take appropriate measures to ensure that shareholders' rights are substantially secured by providing early and diverse information that contributes to the exercise of shareholders' rights and by diversifying means of exercising such rights. In addition, we are striving to create an environment where shareholders can exercise their rights appropriately.

In addition, the Company endeavors to ensure the substantial equality of shareholders' rights, paying particular attention to the rights of minority and foreign shareholders to ensure that some shareholders are not unfairly favored or treated unfavorably.

##### Principle 1.1 Securing the Rights of Shareholders

Companies should take appropriate measures to fully secure shareholder rights, including voting rights at the general shareholder meeting.

The Company endeavors to secure the rights of shareholders by managing operations for a timely disclosure of not only statutory disclosure documents but also of other information in both Japanese and English, and by ensuring adequate time and opportunity for dialogue between the management and shareholders at the Annual Shareholders' Meeting so that all shareholders can exercise their voting rights effectively.

##### Supplementary Principle 1.1.1

When the board recognizes that a considerable number of votes have been cast against a proposal by the company and the proposal was approved, it should analyze the reasons behind opposing votes and why many shareholders opposed, and should consider the need for shareholder dialogue and other measures.

Given that the Annual Shareholders' Meeting is the Company's highest decision-making body, the Company takes the results of shareholders' exercise of their voting rights as an important indication of their intent. On that basis, when 20% or more votes have been cast against the proposal by the Company, the Board of Directors analyses the reasons behind opposing votes and considers the need for any action in response.

### **Supplementary Principle 1.1.2**

When proposing to shareholders that certain powers of the shareholders' meeting be delegated to the board, companies should consider whether the board is adequately constituted to fulfill its corporate governance roles and responsibilities. If a company determines that the board is indeed adequately constituted, then it should recognize that such delegation may be desirable from the perspectives of agile decision-making and expertise in business judgment.

The Company has further promoted the separation of execution and supervision by transitioning to a "Company with Nominating Committee, etc." and has strengthened the supervisory function of the Board of Directors. In addition to the statutory committees, the Company has also established a Governance Committee, an advisory committee to the Board of Directors that consists of all independent directors who meet the Company's independence standards (hereinafter referred to as "Independent Directors"). The Governance Committee reports to the Board of Directors on the Company's governance structure and related matters, ensuring its corporate governance roles and responsibilities are fulfilled.

The Articles of Incorporation stipulate that the Board of Directors is responsible for decisions on the interim dividend, etc. In the event that the Company proposes to newly delegate matters to be resolved at the Annual Shareholders' Meeting to the Board of Directors, the Company will also consider ensuring agility and expertise in management decisions, based on the above structure.

### **Supplementary Principle 1.1.3**

Given the importance of shareholder rights, companies should ensure that the exercise of shareholder rights is not impeded. In particular, adequate consideration should be given to the special rights that are recognized for minority shareholders with respect to companies and their officers, including the right to seek an injunction against illegal activities or the right to file a shareholder lawsuit, since the exercise of these rights tend to be prone to issues and concerns.

The Company has established "Share Handling Regulations," which formally stipulate procedures for the exercise of the rights of minority shareholders and any other procedures regarding shares to ensure that shareholders are able to exercise their rights fully.

**Principle 1.2 Exercise of Shareholder Rights at General Shareholder Meetings**

Companies should recognize that general shareholder meetings are an opportunity for constructive dialogue with shareholders, and should therefore take appropriate measures to ensure the exercise of shareholder rights at such meetings.

The Company designates Global CEO, the Representative Executive Officer, as the chairperson of the Annual Shareholders' Meeting from the perspective of continuously enriching the quality of dialogue with shareholders at the Meeting. In addition, the Company has and will continue to make every effort to take appropriate measures to ensure that shareholders are able to exercise their rights at the Meeting. These measures include providing information that contributes to appropriate decisions by shareholders for the Meeting, early disclosure of the materials for the Meeting, avoiding the "peak period" for holding the Meeting, providing an online voting platform, and providing information in English.

**Supplementary Principle 1.2.1**

Companies should provide accurate information to shareholders as necessary in order to facilitate appropriate decision-making at general shareholder meetings.

The Company has long endeavored to provide information that it believes will contribute to appropriate shareholder decisions in light of shareholder requests. This includes providing information regarding dividend trends and earnings forecasts, attendance at board meetings and statutory committees for all candidates for board membership, "Guidelines for Determining the Independence of Board Members," "Nominating Policy for the Candidates for Appointment to the Board," and topics related to the Company's business strategy and its progress.

**Supplementary Principle 1.2.2**

While ensuring the accuracy of content, companies should strive to send convening notices for general shareholder meetings early enough to give shareholders sufficient time to consider the agenda. During the period between the board approval of convening the general shareholder meeting and sending the convening notice, information included in the convening notice should be disclosed by electronic means such as through TDnet<sup>1</sup> or on the company's website.

<sup>1</sup> TDnet: The Tokyo Stock Exchange operates a real-time internet service (Timely Disclosure network) which distributes the information provided by listed companies on a timely basis in accordance with its listing rules.

The Company strives to ensure that shareholders have sufficient time to consider the Annual Shareholders' Meeting agenda by disclosing materials for the Meeting on its

corporate website, etc. and sending statutory documents prior to the deadline set by the Companies Act.

### **Supplementary Principle 1.2.3**

The determination of the date of the general shareholder meeting and any associated dates should be made in consideration of facilitating sufficient constructive dialogue with shareholders and ensuring the accuracy of information necessary for such dialogue.

Aiming to hold an open Annual Shareholders' Meeting, the Company strives to avoid setting the Meeting on a "peak period."

### **Supplementary Principle 1.2.4**

Bearing in mind the number of institutional and foreign shareholders, companies should take steps for the creation of an infrastructure allowing electronic voting, including the use of the Electronic Voting Platform, and the provision of English translations of the convening notices of general shareholder meeting. In particular, companies listed on the Prime Market should make the Electronic Voting Platform available, at least to institutional investors.

The Company regularly monitors the ratio of corporate share ownership by institutional investors and overseas investors. To better accommodate the needs of its many investors, the Company makes an Electronic Voting Platform available and provides statutory documents in English on its corporate website, along with a wide range of other material and data for investors in English.

### **Supplementary Principle 1.2.5**

In order to prepare for cases where institutional investors who hold shares in street name express an interest in advance of the general shareholder meeting in attending the general shareholder meeting or exercising voting rights, companies should work with the trust bank (shintaku ginko) and/or custodial institutions to consider such possibility.

As stipulated in the Articles of Incorporation, the Company restricts the exercise of voting rights at the Annual Shareholders' Meetings to nominee shareholders or their proxies.

In consultation with the trust bank which manages the shareholders' registry as the agent of the Company, and taking into consideration both domestic and international implications, legal obligations, social trends and operational issues, the Company will continue to monitor the situation regarding the attendance of investors who are not registered on the shareholders' registry.

### Principle 1.3 Basic Strategy for Capital Policy

Because capital policy may have a significant effect on shareholder returns, companies should explain their basic strategy with respect to their capital policy.

The Company, in full recognition of the importance of the interests of shareholders, aims to strengthen the foundations of the business to promote future growth.

In regard to distributing profit to shareholders, the Company prioritizes the realization of sustainable growth and the enhancement of corporate value through strategic growth investments to strengthen earning power, focusing on creating value and building its sustainable premium brand in accordance with the “2030 Long Term Strategic Aspiration.” This also contributes to maintaining an appropriate financial position and enhancing shareholder returns. In overall consideration of quarterly business performance, current financial position, mid-term profitability forecasts, investment plans, and cash flow, the Company endeavors to meet shareholder expectations for returns by striving to increase the amount of dividends stably and continuously through sustainable enhancement of corporate value, with a consolidated payout ratio of 50%. While prioritizing sustainable growth through strategic growth investments, the Company will consider the acquisition of treasury stock as a measure of investment that contributes to enhancing corporate value (WACC decrease) and optimal Balance Sheet (capital efficiency), under the policy of improving the capital structure to achieve both financial soundness and efficiency.

### Principle 1.4 Cross-Shareholdings

When companies hold shares of other listed companies as cross-shareholdings<sup>2</sup>, they should disclose their policy with respect to doing so, including their policies regarding the reduction of cross-shareholdings. In addition, the board should annually assess whether or not to hold each individual cross-shareholding, specifically examining whether the purpose is appropriate and whether the benefits and risks from each holding cover the company’s cost of capital. The results of this assessment should be disclosed.

Companies should establish and disclose specific standards with respect to the voting rights as to their cross-shareholdings, and vote in accordance with the standards.

<sup>2</sup> Cross-shareholding: There are cases where listed companies hold the shares of other listed companies for reasons other than pure investment purposes, for example, to strengthen business relationships. Cross-shareholdings here include not only mutual shareholdings but also unilateral ones.

The Company maintains a policy whereby it will not hold shares of cross-shareholdings except for in cases where such holdings are deemed to be meaningful. The case where such holdings are deemed to be meaningful refers to the case where it is determined that those of strategic importance; that is, necessary to maintain and enhance business partnerships, and that contributes to enhancing the Company’s corporate value.

The Company reviews whether its individual shareholdings are meaningful in light of strategic importance, necessity to maintain and enhance business partnerships, and taking into consideration a quantitative evaluation of economic rationality commensurate with the cost of capital, etc., and assesses the propriety of shareholdings at the Board of Directors every year.

In exercising its voting rights regarding cross-shareholdings, the Company will consider the content of proposals in terms of the investment strategy as approved by the Board of Directors and their overall impact on enhancing profitability and sustainable business growth, corporate governance and shareholder return, and take proper action.

#### **Supplementary Principle 1.4.1**

When cross-shareholders (i.e., shareholders who hold a company's shares for the purpose of cross-shareholding) indicate their intention to sell their shares, companies should not hinder the sale of the cross-held shares by, for instance, implying a possible reduction of business transactions.

When cross-shareholders indicate their intention to sell the Company's shares, the Company will not hinder such companies from taking such action.

#### **Supplementary Principle 1.4.2**

Companies should not engage in transactions with cross-shareholders which may harm the interests of the companies or the common interests of their shareholders by, for instance, continuing the transactions without carefully examining the underlying economic rationale.

The Company will not engage in transactions with the cross-shareholders that may harm the interests of the Company or the common interest of the shareholders.

#### **Principle 1.5 Anti-Takeover Measures**

Anti-takeover measures must not have any objective associated with entrenchment of the management or the board. With respect to the adoption or implementation of anti-takeover measures, the board should carefully examine their necessity and rationale in light of their fiduciary responsibility to shareholders, ensure appropriate procedures, and provide sufficient explanation to shareholders.

The Company has not adopted anti-takeover measures, nor does it currently have any plans to do so. The Company will fully inform the shareholders in advance of the nature and reason for any such measures, should they be deemed necessary in the future.

### **Supplementary Principle 1.5.1**

In case of a tender offer, companies should clearly explain the position of the board, including any counteroffers, and should not take measures that would frustrate shareholder rights to sell their shares in response to the tender offer.

In the event that the Company's shares are tendered in a tender offer, the Company will clearly explain the Board of Director's position to shareholders. The Company will not unreasonably prevent shareholders from accepting the tender offer at their own discretion.

### **Principle 1.6 Capital Policy that May Harm Shareholder Interests**

With respect to a company's capital policy that results in the change of control or in significant dilution, including share offerings and management buyouts, the board should, in order not to unfairly harm the existing shareholders' interests, carefully examine the necessity and rationale from the perspective of their fiduciary responsibility to shareholders, should ensure appropriate procedures, and provide sufficient explanation to shareholders.

Any capital policy that would result in a change of control or significant dilution of share valuation will be fully considered by the Board of Directors, and will be explained to shareholders regarding its necessity and rationale, while following proper procedures.

### **Principle 1.7 Related Party Transactions**

When a company engages in transactions with its directors or major shareholders (i.e., related party transactions), in order to ensure that such transactions do not harm the interests of the company or the common interests of its shareholders and prevent any concerns with respect to such harm, the board should establish appropriate procedures beforehand in proportion to the importance and characteristics of the transaction. In addition to their use by the board in approving and monitoring such transactions, these procedures should be disclosed.

The Company's Board of Directors Regulations stipulate that any Director or Executive Officer must obtain the prior approval of the Board of Directors before engaging in any transaction with the company that involves a conflict of interest or that falls within the scope of the Company's business, and the Company monitors such transactions.

In addition, the Board of Directors' approval is obtained in accordance with the Board of Directors Regulations when engaging in any transaction with shareholders who hold 5% or more of the Company's shares on a voting rights basis.

Furthermore, any such approved transactions are reported to the Board of Directors annually.

## Section 2: Appropriate Cooperation with Stakeholders Other Than Shareholders

### General Principle 2

Companies should fully recognize that their sustainable growth and the creation of mid- to long-term corporate value are brought about as a result of the provision of resources and contributions made by a range of stakeholders, including employees, customers, business partners, creditors and local communities. As such, companies should endeavor to appropriately cooperate with these stakeholders.

The board and the management should exercise their leadership in establishing a corporate culture where the rights and positions of stakeholders are respected and sound business ethics are ensured.

The Company fully recognizes that for us to achieve sustainable growth and create corporate value over the mid to long term, it is essential for us to collaborate appropriately with important stakeholders other than shareholders, such as its various external partners and communities and other entities that constitute irreplaceable assets, the Company, placing sustainability at the core of management, actively participates in group-wide CSR activities including respect for DE&I (Diversity, Equity and Inclusion), aimed at the promotion of sustainability.

Moreover, under the leadership of the Board of Directors and the management, each officer and employee of the Company is committed to act in accordance with the “Bridgestone Essence” (Corporate Philosophy) to create a corporate culture in which the rights and interests of stakeholders are respected and the highest levels of business ethics are realized.

### Principle 2.1 Business Principles as the Foundation of Corporate Value Creation Over the Mid- to Long-Term

Guided by their position concerning social responsibility, companies should undertake their businesses in order to create value for all stakeholders while increasing corporate value over the mid- to long-term. To this end, companies should draft and maintain business principles that will become the basis for such activities.

The Company has established the Bridgestone Essence as its corporate philosophy, which is the foundation of all corporate activity. Taking the founder’s company code of “Serving Society with Superior Quality” as its unchanging mission, all officers and employees of the Company are encouraged to embody the four corporate foundations encapsulated within the Bridgestone Essence: “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] in their everyday activities.

Moreover, based on the Bridgestone Essence, the Mission Statements on Safety, Quality and the Environment are the core of management throughout the Group. With these foundations in place, Bridgestone has established a corporate commitment, the "Bridgestone E8 Commitment," which serves as the axis for value creation across the Group. Looking ahead, the Company has formulated the "Mid-Long Term Business Strategy" and stated its vision of becoming a sustainable solutions company. It has also established the "2030 Long Term Strategic Aspiration," as a roadmap and guiding north star toward its 100th anniversary in 2031. To realize this aspiration, quantitative targets and action plans are integrated into the three year Mid Term Business Plan. Along with this plan, the company strives to provide social and customer value in a sustainable manner, thereby increasing corporate value in the mid-long term.

### **Principle 2.2 Code of Conduct**

Companies should draft and implement a code of conduct for employees in order to express their values with respect to appropriate cooperation with and serving the interests of stakeholders and carrying out sound and ethical business activities. The board should be responsible for drafting and revising the code of conduct, and should ensure its compliance broadly across the organization, including the front line of domestic and global operations.

The Company is actively working to establish a structure that enables us to fulfill our corporate responsibilities to all stakeholders. The Company has revised its Corporate Philosophy to include its Mission Statements on Safety, Quality, and the Environment and established a corporate commitment, the "Bridgestone E8 Commitment." The Corporate Philosophy and the "Bridgestone E8 Commitment" form the core of the business throughout the Group and are augmented by global policies, including the Global Sustainable Procurement Policy, the Global Human Rights Policy, the Bridgestone Code of Conduct, and the Group Tax Policy. The Company is actively promoting the dissemination and implementation of this philosophy and commitment throughout its global operations.

Positioned 2020 as the first year of the "Third Foundation" (or Bridgestone 3.0), the Group continues evolving to achieve its vision of: "Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company." The Bridgestone E8 Commitment, our corporate commitment comprises eight values each starting with the letter "E" that combined encapsulate the unique goals and processes by which Bridgestone is committed to work together with our employees, partners, customers and communities in the co-creation of a sustainable future (<https://www.bridgestone.com/corporate/strategy/commitment/>). The Bridgestone E8 Commitment is an axis to drive management while earning the trust of future generations, and a guideline as the Company seeks to assume its responsibilities and, in close collaboration with its stakeholders, realize ever greater contributions to a sustainable society.

The “Bridgestone Code of Conduct” (<https://www.bridgestone.com/responsibilities/code/>), which applies to the entire Group, provides basic ideas on ethical and compliance issues that our employees may face in their daily work, explains in a clear and easy to understand manner what actions they should or should not take as employees of the Group, and is also actively utilized by our employees. The Company will continue to strengthen its efforts by incorporating sustainability initiatives, including Ethics and Compliance, into our Mid Term Business Plan.

More information regarding sustainability, including Ethics and Compliance is available on the corporate website (<https://www.bridgestone.com/responsibilities/index.html>).

### **Supplementary Principle 2.2.1**

The board should review regularly (or where appropriate) whether or not the code of conduct is being widely implemented. The review should focus on the substantive assessment of whether the company’s corporate culture truly embraces the intent and spirit of the code of conduct, and not solely on the form of implementation and compliance.

The Board of Directors is regularly apprised of the Company’s plans regarding the activities for sustainability and Ethics and Compliance and formally monitors and evaluates their progress. The Board of Directors also discusses the Company’s corporate culture.

### **Principle 2.3 Sustainability Issues, Including Social and Environmental Matters**

Companies should take appropriate measures to address sustainability issues, including social and environmental matters.

In accordance with its mission of “Serving Society with Superior Quality,” the Company considers it essential to contribute not only to the benefit of the Company, but also to the development of society as a whole. As the global leader in the industry, the Company strives to achieve ongoing growth as a business while taking responsibility for the future and contributing to developing a sustainable society through solving social issues.

Based upon this approach, the Company seeks not only to act in compliance with the rules and social norms that form the basis of a corporation’s foundation but by applying its strengths and distinctiveness as a Group, and through the application of advanced technologies and innovation and the co-creation of value together with a wide range of partners, and by enabling safe, secure and comfortable mobility and lifestyles of individuals and creating a positive impact on the world by contributing towards the realization of a sustainable society.

More information regarding this approach to sustainability is available on the corporate website (<https://www.bridgestone.com/responsibilities/index.html>).

### Supplementary Principle 2.3.1

The board should recognize that dealing with sustainability issues, such as taking care of climate change and other global environmental issues, respect of human rights, fair and appropriate treatment of the workforce including caring for their health and working environment, fair and reasonable transactions with suppliers, and crisis management for natural disasters, are important management issues that can lead to earning opportunities as well as risk mitigation, and should further consider addressing these matters positively and proactively in terms of increasing corporate value over the mid-to long-term.

The Company understands the expectations and roles of society and stakeholders, and is developing the management fundamentals for value creation by recognizing risks more proactively and implementing action for their resolution. The Company realizes that addressing issues surrounding sustainability, including business continuity (BCP) and risk management (including climate change risks), human rights, occupational health and safety, and sustainable procurement, is not only essential, but is also an important management issues that can lead to growth opportunities, and we are strengthening our efforts globally.

The Company supports the Task Force on Climate-related Financial Disclosure (TCFD) and its recommendations and has also participated in the Task Force on Nature-related Financial Disclosures (TNFD) Forum since March 2022. In line with the framework recommended by TCFD and TNFD, the Company is working to integrally recognize risks and opportunities from climate change and natural capital losses and reflect them in our business strategies. With reference to these risks and opportunities, the Company has formulated a mid-term target to promote carbon neutrality, the circular economy, and a nature positive world, and is working to reduce CO<sub>2</sub> emissions and other related factors. At the same time, the Company is also working to reduce CO<sub>2</sub> emissions and focus on initiatives for the sustainable use of natural rubber and water resources that are directly linked to our business, addressing the impact of various environmental burdens on natural capital throughout the value chain by promoting activities to reduce water-related risks, improve productivity in the natural rubber business, diversify the sources of natural rubber, and support natural rubber smallholders. The Company's sustainability mid-term target is detailed in Part I Section II "2. Approach to and initiatives for sustainability, (1) Sustainability, 3) Metrics and targets" of the Annual Securities Report for the 107th Fiscal Period as shown on the corporate website as follows: [https://www.bridgestone.com/ir/library/securities\\_report/pdf/e\\_107.pdf](https://www.bridgestone.com/ir/library/securities_report/pdf/e_107.pdf).

To promote sustainable procurement, in accordance with the requirements of the Global Platform for Sustainable Natural Rubber (GPSNR) and expectations from stakeholders, in January 2024, the Company revised and implemented its "Global Sustainability Procurement Policy" (<https://www.bridgestone.com/responsibilities/social/procurement/index.html>), which was originally formulated in February 2018. This policy stipulates expectations for suppliers to promote a carbon-neutral supply

chain, environmentally friendly procurement, including the prohibition of deforestation, and items related to respect for human rights, and applies to suppliers globally. Since the establishment of this policy, the Group has continued its efforts to communicate with suppliers around the world in order to promote a better understanding of the procurement policy. As a global leading company in the tire and rubber industry, the Group is striving to realize sustainability throughout the entire value chain, focusing on the sustainable procurement of natural rubber.

The Board of Directors is regularly apprised of the Company's plans regarding sustainability activities for sustainability including CSR and Ethics and Compliance and formally monitors and evaluates their progress.

More information regarding human rights, fair and appropriate treatment of the workforce including caring for their health and working environment, fair and reasonable transactions with suppliers, and crisis management for natural disasters is available on the Company website (<https://www.bridgestone.com/responsibilities/index.html>).

The Company will continue to engage in activities related to these core issues throughout its organization as it endeavors to respond to the expectations and demands of its stakeholders.

#### **Principle 2.4 Ensuring Diversity, Including Active Participation of Women**

Companies should recognize that the existence of diverse perspectives and values reflecting a variety of experiences, skills and characteristics is a strength that supports their sustainable growth. As such, companies should promote diversity of personnel, including the active participation of women.

As one of our objectives is to provide a work environment where people with various values and personalities can work comfortably and play an active part throughout our global operations, we have established the "Bridgestone Group Global Human Rights Policy." Under this policy, the Group understands and respects differences in cultures and customs, empathizes with ideas from diverse perspectives, aims to create new value, and accelerates various initiatives so that diverse human resources can shine through the spread of individual success and confidence. Through these initiatives, the Group aims to enable employees to work with peace of mind and fully demonstrate their abilities at various stages of their lives.

### Supplementary Principle 2.4.1

Companies should present their policies and voluntary and measurable goals for ensuring diversity in the promotion to core human resources, such as the promotion of women, foreign nationals and midcareer hires to middle managerial positions, as well as disclosing their status.

In addition, in light of the importance of human resource strategies for increasing corporate value over the mid-to long-term, companies should present its policies for human resource development and internal environment development to ensure diversity, as well as the status of their implementation.

The Group has been advancing various initiatives for enhancing productivity and creativity of every employee as the driving force for transformation with improving management and working & business quality as our top priority in seeking to accelerate its transformation through “focus more on value creation” as part of our “respect for being on-site (Genbutsu-Genba)” worldwide under the Mid Term Business Plan (2024-2026). We strive to enhance corporate value by creating added value that is aligned with our business strategy. At the same time, we are promoting a talent strategy as the axis that aims to allow diverse talents to shine through spreading success and gaining the confidence of individuals.

Since its founding in 1931, the Group has a history of valuing diverse talent and globally fostering diversity through the acquisition of Firestone Tire & Rubber Company in the U.S. in 1988, which we consider as our “second foundation (Bridgestone 2.0).” In an era where change has become commonplace, we believe that diversity will become increasingly important for the future growth of the Group as we aim to be attentive and supportive of problems encountered by society and our customers and provide solutions in that regard.

From the perspective of expecting all employees to mutually support an inclusive workplace environment and promote diversity in decision-making as an organization, the Group is empowering women and promoting the development and assignment of female leaders. The female percentage of all employees in the Group as of December 2025 was 12.4%, and the percentage of female leaders in managerial positions and leaders 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 was 17.1%.

In Japan, the Group is enhancing its female employee career support, such as that of the program for empowering and supporting female talents towards appointment to managers, in addition to supporting retention of female employees in a manner that enables them to continue working in a manner suited to their circumstances in alignment with their diverse life stage, in part by strengthening recruitment of female employees, retaining and empowering them by their work-life balance, and introducing a FemTech program ([https://www.bridgestone.com/responsibilities/social/human\\_rights/diversity/index.html](https://www.bridgestone.com/responsibilities/social/human_rights/diversity/index.html)). In promoting the assignment of female managers

positions, the Company introduced an officer mentoring program that combines mentoring and career support in 2021. As a result, the Company's percentage of female managers\*1 stands at 5.5% as of December 2025 (2.4% in 2020 before introducing the program).

The Company's General Employer Action Plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace and related information are disclosed on Japan's Ministry of Health, Labor and Welfare's website (<https://positive-ryouritsu.mhlw.go.jp/positivedb/detail?id=481>). We will further accelerate these efforts while continuing to implement the PDCA cycle.

The Group is developing human resources on a global scale, including promotion to management positions regardless of nationality or recruitment system (new graduates or mid-career). The Global Executive Committee (Global EXCO)\*2, which is positioned as the Group's highest global level executive body overseeing its business strategy and execution, is comprised of five foreign nationals out of a total of thirteen members (as of May 2026) and shows the Group's respect for the inclusion of diverse perspectives and values in management decision-making. In addition, under the Global EXCO, a committee consisting of global members, including foreign nationals, is working as a global cross-functional committee. In terms of mid-career hires, the Company hires talents with extensive and abundant experience and specialist knowledge to respond to changes in the business environment.

The Group's efforts to ensure diversity (the status of various initiatives and numbers etc.) is disclosed in the Annual Securities Report and its corporate website.

More information on DE&I, supporting the empowerment of females (planned to be updated in June 2026): [https://www.bridgestone.com/responsibilities/social/human\\_rights/diversity/index.html](https://www.bridgestone.com/responsibilities/social/human_rights/diversity/index.html)

More information on employment status (planned to be updated in June 2026) : [https://www.bridgestone.com/responsibilities/social/human\\_rights/employment/index.html](https://www.bridgestone.com/responsibilities/social/human_rights/employment/index.html)

\*1: Managers of the Company are line managers, specialists, coordinators, etc

\*2: The Global EXCO is positioned as the Group's highest global level executive body overseeing business strategies and business execution. It is chaired by the Global CEO and comprised of executive officers and those responsible for key businesses and functions.

### Principle 2.5 Whistleblowing

Companies should establish an appropriate framework for whistleblowing such that employees can report illegal or inappropriate behavior, disclosures, or any other serious concerns without fear of suffering from disadvantageous treatment. Also, the framework should allow for an objective assessment and appropriate response to the reported issues, and the board should be responsible for both establishing this framework, and ensuring and monitoring its enforcement.

The Company has established hotlines for whistleblowing (known as the “BridgeLine”) for all group companies and has established Cartel Related Activity Reporting Hotlines and Bribery and related Activity Reporting Hotlines for domestic group companies. The Company has promoted the usage of these Hotlines through awareness campaigns, both online using the corporate intranet and throughout facilities by informational posters. The Board of Director supervises the operation of hotlines regularly through reports from the Audit Committee.

#### Supplementary Principle 2.5.1

As a part of establishing a framework for whistleblowing, companies should establish a point of contact that is independent of the management (for example, a panel consisting of outside directors<sup>3</sup>).

In addition, rules should be established to secure the confidentiality of the information provider and prohibit any disadvantageous treatment.

<sup>3</sup> Outside director: A director who satisfies certain requirements such as not holding specific positions, including the position of executive director, in the company or its subsidiaries (Article 2, Paragraph 15 of the Companies Act). Furthermore, matters such as not holding a specific position in the parent company or other subsidiaries and not having specific kinship ties with controlling shareholders will be also required for outside directors after the 2014 amendments to the Companies Act.

The Company has established hotlines for whistleblowing (the “BridgeLine”) for all group companies, as well as Cartel Related Activity Reporting Hotlines and Bribery and related Activity Reporting Hotlines for domestic group companies. All these hotlines are operated independently of the Company by external lawyers or independent third party organizations. The Company has also created formal rules and guidelines, including the “Bridgestone Code of Conduct” (<https://www.bridgestone.com/responsibilities/code/>), BridgeLine Operation Rules, and Protection Guidelines on Cartel Related Activity Reporting Hotlines and Bribery and related Activity Reporting Hotlines, to ensure the fair treatment and privacy protection of all employees using these hotlines or acting otherwise as whistleblowers.

**Principle 2.6 Roles of Corporate Pension Funds as Asset Owners**

Because the management of corporate pension funds impacts stable asset formation for employees and companies' own financial standing, companies should take and disclose measures to improve human resources and operational practices, such as the recruitment or assignment of qualified persons, in order to increase the investment management expertise of corporate pension funds (including stewardship activities such as monitoring the asset managers of corporate pension funds), thus making sure that corporate pension funds perform their roles as asset owners. Companies should ensure that conflicts of interest which could arise between pension fund beneficiaries and companies are appropriately managed.

Bridgestone Corporate Pension Fund appoints fund management organizations based on evaluating their stewardship record. The exercise of voting rights is left entirely to the discretion of the organization appointed to manage the Fund. The Company supports the Fund by appointing qualified personnel within or outside the Company to serve as officers of the Fund, and has established a Pension Fund Oversight Council staffed by appropriately qualified personnel to monitor the management of the Fund. The Board of Directors receives reports on these measures and reviews their status.

## Section 3: Ensuring Appropriate Information Disclosure and Transparency

### General Principle 3

Companies should appropriately make information disclosure in compliance with the relevant laws and regulations, but should also strive to actively provide information beyond that required by law. This includes both financial information, such as financial standing and operating results, and non-financial information, such as business strategies and business issues, risk and governance.

The board should recognize that disclosed information will serve as the basis for constructive dialogue with shareholders, and therefore ensure that such information, particularly non-financial information, is accurate, clear and useful.

The Company not only makes appropriate disclosures of financial information such as financial position and operating results, and non-financial information such as management strategies, management issues, and information related to risk and corporate governance, in compliance with relevant laws and regulations, but also strives to disclose information deemed appropriate even in the absence of legal obligations to do so from the perspective of transparency and impartiality in our decision-making processes and effective corporate governance.

The Company intends to continue to enhance the disclosure of information with the highest possible levels of accuracy and usability on its corporate website.

### Principle 3.1 Full Disclosure

In addition to making information disclosure in compliance with relevant laws and regulations, companies should disclose and proactively provide the information listed below (along with the disclosures specified by the principles of the Code) in order to enhance transparency and fairness in decision-making and ensure effective corporate governance:

- i) Company objectives (e.g., business principles), business strategies and business plans;
  - ii) Basic views and guidelines on corporate governance based on each of the principles of the Code;
  - iii) Board policies and procedures in determining the remuneration of the senior management and directors;
  - iv) Board policies and procedures in the appointment/dismissal of the senior management and the nomination of directors; and
  - v) Explanations with respect to the individual appointments/dismissal and nominations based on iv).
- i) The Company provides information regarding the Bridgestone Essence and other Management Fundamentals, Mid-Long Term Business Strategy and Mid Term Business Plan, and the “2030 Long Term Strategic Aspiration” on the corporate website as follows. In addition, concerning the Mid Term Business Plan, at the quarterly financial results review meetings or other appropriate opportunities, the

Global CEO and/or CFO report on progress and developments and the presentation materials and video recordings from the session are made available on the corporate website.

The Bridgestone Essence:

<https://www.bridgestone.com/corporate/philosophy/index.html>

Management Fundamentals:

<https://www.bridgestone.com/corporate/strategy/index.html>

Mid-Long Term Business Strategy, "2030 Long Term Strategic Aspiration" and Mid Term Business Plan (including the progress update):

<https://www.bridgestone.com/ir/library/strategy/>

- ii) The Company outlines its basic approach and policies for promoting corporate governance, in accordance with each principle of the Corporate Governance Code, to the Tokyo Stock Exchange. Detailed information is disclosed in the "1. Basic Views" section of "I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes, and Other Key Information" in the Corporate Governance Report as shown on the corporate website as follows: [https://www.bridgestone.com/corporate/governance/pdf/Corporate\\_Governance\\_Report\\_Update\\_Mar31-2026.pdf](https://www.bridgestone.com/corporate/governance/pdf/Corporate_Governance_Report_Update_Mar31-2026.pdf)
- iii) The Compensation Committee's policies and procedures in determining the remuneration of members of senior management and Directors are detailed in the Part I Section IV "4. Status of corporate governance" of the Annual Securities Report for the 107th Fiscal Period as shown on the corporate website as follows: [https://www.bridgestone.com/ir/library/securities\\_report/pdf/e\\_107.pdf](https://www.bridgestone.com/ir/library/securities_report/pdf/e_107.pdf)
- iv) 1. Nominating Policy for the candidates for appointment to the Board  
In nominating candidates for the Board of Directors, the Company considers that they have the character and insight to embody the corporate philosophy, experience and expertise and their level of dedication and commitment to performing the duties expected of a member of the Board.
  - (1) Members of the Board other than Independent Directors  
The Company takes into account the following:
    - The candidate's scope of knowledge and experience regarding the business and its operations.
    - The level of the candidate's ability to formulate business plans and targets based upon an insightful understanding of the changing business environment.
  - (2) Independent Directors  
The Company takes into account the following:
    - The candidate's expertise, experience and ability to make judgments from an

independent perspective.

- The candidate's absence of connections with the Company that would undermine their independence from the Company (specifically, their ability to meet the conditions for independence as set out in the Company's criteria on Outside Directors' independence).

The Nominating Committee will choose candidates in an appropriate manner in accordance with fair and transparent guidelines and policies for the election and dismissal of the Members of the Board.

## 2. Nominating Policy for Executive Officers

In nominating Executive Officers, the Company considers if the candidate possesses the depth and scope of experience and expertise relevant to the business and the ability to implement business plans and meet performance targets based upon an insightful understanding of the changing business environment.

The Nominating Committee in accordance with the succession plan of the Representative Executive Officer, submits proposals as appropriate for election and dismissal to the Board of Directors.

The Nominating Committee also deliberates the validity of proposals for the election and dismissal of candidates for positions as Executive Officers other than Representative Executive Officers.

- v) The Company states the reason for nomination, a summary of career to date, and a list of important posts concurrently served in other corporations or organizations for each candidate for nomination to Board membership in the materials for the Annual Shareholders' Meeting, Business Report and Annual Securities Report.

The status of the appointment and dismissal of Executive Officers is outlined in the Business Report and Annual Securities Report.

### **Supplementary Principle 3.1.1**

These disclosures, including disclosures in compliance with relevant laws and regulations, should add value for investors, and the board should ensure that information is not boiler-plate or lacking in detail.

The Company makes every effort to ensure that above information is disclosed in a manner that is both easily understandable and beneficial to stakeholders.

### **Supplementary Principle 3.1.2**

Bearing in mind the number of foreign shareholders, companies should, to the extent reasonable, take steps for providing English language disclosures.

In particular, companies listed on the Prime Market should disclose and provide necessary information in their disclosure documents in English.

The Company regularly monitors the ratio of corporate share ownership by institutional investors and overseas investors. To better accommodate the needs of its many investors, the Company provides English translations of its Integrated Report, Consolidated Financial Statement, Annual Securities Report, and materials for Annual Shareholders' Meeting on its corporate website. In addition, the Company provides the video of quarterly financial performance review meetings with English voice-over on its corporate website.

### Supplementary Principle 3.1.3

Companies should appropriately disclose their initiatives on sustainability when disclosing their management strategies. They should also provide information on investments in human capital and intellectual properties in an understandable and specific manner, while being conscious of the consistency with their own management strategies and issues.

In particular, companies listed on the Prime Market should collect and analyze the necessary data on the impact of climate change-related risks and earning opportunities on their business activities and profits, and enhance the quality and quantity of disclosure based on the TCFD recommendations, which are an internationally well-established disclosure framework, or an equivalent framework.

Since 2022, the Company has published information on our approach towards sustainability and related initiatives as the "Bridgestone 3.0 Journey Report (Integrated Report)," that comprehensively reports on our value creation story (this report had been published as the "Sustainability Report" until 2021). The Reporting Principles and Disclosures of the Global Reporting Initiative (GRI) Standards, as well as the International Integrated Reporting Framework (IIRC) have been referenced in the Sustainability Report.

Investment in human capital is one of the key elements in the Mid-Long Term Business Strategy and Mid Term Business Plan (2024-2026), and the Group is making strategic investments to transform and create a structure that supports sustainable growth. To build a foundation for growth with quality, the Group conducts Bridgestone-like talent development and establish workplace environments such as support for taking on challenges and achieving growth and developing various opportunities for diverse talent to shine, in seeking for pursuit of management, working & business quality improvement and enhancing productivity and creativity of every employee.

As for the development of next-generation management, in 2020, the Group introduced the "BRIDGESTONE NEXT 100," a program to develop the next generation of management leaders, and promote leadership development in each region. In this program, the Group nominates approximately 100 employees (Japan: 30, Americas: 30, Europe: 20, Asia: 20) globally each year to participate in town hall meetings with respective global/regional management leaders, and various management/executive meetings.

In Japan, the Company has been working on HRX (Human Resource Management Transformation) as a key management issue since 2020, and is implementing it on a step by step basis through a PDCA cycle, including a job-based work organization with clear demarcations of roles and decision-making authority, developing digital talent through methods including industry-academic collaborations, and clarification of expectations for talents required to achieve the business strategies. The Company is also engaged in the transformation of its human resource management system and corporate culture by accelerating the implementation of talent development investment and measures to motivate individuals to take on challenges and create value, thereby ensuring that the growth of the Company and that of every employee go hand in hand. To promote talent strategies aligned with the business strategy, the Group, in recognition of the importance of talent and organizational development for realizing its strategic goals, advances various initiatives and provides information on investments in this field on its website.

Intellectual properties are considered a critical management resource. The Company manages the use of intellectual property based on internal communication, using the intellectual property management on a day-to-day business. The Company is strategically utilizing intellectual properties, which have been fostered primarily through tire manufacturing, by strategically mixing intellectual property, including knowledge, know-how and patents, in aiming to create synergistic effects (Bridgestone's intellectual property mix strategy) and business models which enable the transformation of big-data into a source of business value. The Company is continuously enhancing strategic and efficient intellectual property investment governance structure through evaluation of intellectual property investment and assessment of asset value (expectation value) contributing to future business. The details of investment in intellectual property will be disclosed in the Integrated Report ([https://www.bridgestone.com/ir/library/integrated\\_report/](https://www.bridgestone.com/ir/library/integrated_report/)).

Regarding the disclosure of climate change risks, etc, the Company supports the Task Force on Climate-related Financial Disclosure (TCFD) and have also participated in the Task Force on Nature-related Financial Disclosures (TNFD) Forum since March 2022. In line with the framework recommended by TCFD and TNFD, the Company is working to integrally recognize risks and opportunities from climate change and natural capital losses and reflect them in our business strategies. With reference to these risks and opportunities, the Company formulated a mid-term target for carbon neutralization, circular economy, and nature positive world, and is working to reduce CO2 emissions, etc. At the same time, the Company is also working to reduce CO2 emissions and focus on initiatives for the sustainable use of natural rubber and water resources that are directly linked to our business, addressing the impact of various environmental burdens on natural capital throughout its value chain by promoting activities to reduce water-related risks, improve productivity in the natural rubber business, diversify its sources of natural rubber, and support natural rubber smallholders. The TCFD and TNFD

recommended disclosure information is available on our corporate website (TCFD and TNFD Index: <https://www.bridgestone.com/responsibilities/tcf/index.html>). In addition, the Company's sustainability mid-term target is detailed in Part I Section II "2. Approach to and initiatives for sustainability, (1) Sustainability, 3) Metrics and targets" of the Annual Securities Report for the 107th Fiscal Period as shown on the corporate website as follows: [https://www.bridgestone.com/ir/library/securities\\_report/pdf/e\\_107.pdf](https://www.bridgestone.com/ir/library/securities_report/pdf/e_107.pdf).

### **Principle 3.2 External Auditors**

External auditors and companies should recognize the responsibility that external auditors owe toward shareholders and investors, and take appropriate steps to secure the proper execution of audits.

The Company recognizes that the external accounting auditors are responsible for conducting proper accounting audits for the sake of shareholders and investors and takes appropriate measures to ensure proper audits by the external accounting auditors, including the matters described in the sections corresponding to the Supplementary Principles below.

### **Supplementary Principle 3.2.1**

The audit committee should, at minimum, ensure the following:

- i) Establish standards for the appropriate selection of external auditor candidates and proper evaluation of external auditors; and
  - ii) Verify whether external auditors possess necessary independence and expertise to fulfill their responsibilities.
- 
- i) The Audit Committee has established standards for appointing and evaluating External Accounting Auditors.
  - ii) The Audit Committee, in accordance with these standards, (1) monitors the External Accounting Auditor's performance of its duties, (2) monitors the content and compensation for non-auditing duties entrusted to the External Accounting Auditors by the Audit Committee, and (3) receives reports regarding the quality management systems of the External Accounting Auditors to verify their impartiality and professional qualifications.

### Supplementary Principle 3.2.2

The board and the audit committee should, at minimum, ensure the following:

- i) Give adequate time to ensure high quality audits;
- ii) Ensure that external auditors have access, such as via interviews, to the senior management including the CEO and the CFO;
- iii) Ensure adequate coordination between external auditors and each member of the audit committee (including attendance at the audit committee), the internal audit department and outside directors other than the members of the audit committee; and
- iv) Ensure that the company is constituted in the way that it can adequately respond to any misconduct, inadequacies or concerns identified by the external auditors.

- i) The Audit Committee requires that the External Accounting Auditor allocates sufficient time to perform their audits and, by means of receiving reports by the External Accounting Auditor on their audit plans, implementing the agreement procedures for determining the compensation of the External Accounting Auditor, and verifying reports on the results of the audit by the External Accounting Auditor, ensures that sufficient time is devoted to performing audits and that audits are performed at the high quality levels required.
- ii) In the event that the External Accounting Auditor requests access to the Global CEO, CFO, and senior management, etc., Audit Committee will make necessary adjustments to provide such opportunities.
- iii) 1. Audit Committee  
Adequate coordination between the External Accounting Auditor and members of the Audit Committee is achieved through audit reports by the External Accounting Auditor at Audit Committee meetings, regular meetings between the External Accounting Auditor and members of the Audit Committee outside of Audit Committee meetings, and the attendance of Audit Committee members at site visits and audit reviews held by the External Accounting Auditor.
- 2. Internal Audit Division/Independent Directors  
Adequate coordination with the Internal Audit Division is achieved by their participation as observers in Audit Committee meetings where External Accounting Auditors share information regarding the audit plan and findings, and with other Independent Directors who do not serve on the Audit Committee via information provided by the Audit Committee.
- iv) In the event the External Accounting Auditor uncovers fraudulent activity and calls for appropriate countermeasures, or indicates problems or other issues, the Company will in accordance with the nature of the situation indicated instigate investigation by the Audit Committee, order reports from executive departments, provide directors with advice, warnings and/or injunctions, report to the Board of Directors and undertake all measures necessary to identify the cause, rectify and prevent recurrence of the issue identified.

## Section 4: Responsibilities of the Board

### General Principle 4

Given its fiduciary responsibility and accountability to shareholders, in order to promote sustainable corporate growth and the increase of corporate value over the mid-to long-term and enhance earnings power and capital efficiency, the board should appropriately fulfill its roles and responsibilities, including:

- (1) Setting the broad direction of corporate strategy;
- (2) Establishing an environment where appropriate risk-taking by the senior management is supported; and
- (3) Carrying out effective oversight of directors and the management (including shikkoyaku<sup>4</sup> and so-called shikkoyakuin<sup>5</sup>) from an independent and objective standpoint.

Such roles and responsibilities should be equally and appropriately fulfilled regardless of the form of corporate organization – i.e., Company with Kansayaku Board (where a part of these roles and responsibilities are performed by kansayaku and the kansayaku board), Company with Three Committees (Nomination, Audit and Remuneration) or Company with Supervisory Committee.

<sup>4</sup> Shikkoyaku: According to the Companies Act, Companies with Three Committees (Nomination, Audit and Remuneration) must appoint one or more shikkoyaku from directors or non-directors by a resolution of the board and delegate business administration to shikkoyaku. Also, authority to make certain kinds of business decisions may be delegated to shikkoyaku.

<sup>5</sup> Shikkoyakuin: There are cases where a Company with Kansayaku Board or a Company with Supervisory Committee creates positions with the title of “shikkoyakuin” for persons who are delegated by the board a certain range of discretion regarding business administration. Unlike shikkoyaku in Companies with Three Committees (Nomination, Audit and Remuneration), shikkoyakuin is not a statutory position.

The Board fulfills its roles and responsibilities to promote Company’s sustainable growth and enhancement of corporate value over the mid to long term by implementing the following items:

- (1) The Board of Directors has focused its deliberation matters that consider the Company’s sustainable growth and mid to long term enhancement of corporate value, including fundamental policies such as the “Bridgestone Essence” (the Corporate Philosophy) (including “Bridgestone E8 Commitment”) and mid to long term business strategies, while promoting the separation of management and supervision.
- (2) To facilitate the timely and effective decision making required to implement the policies and strategies approved by the Board, the Board delegates a certain degree of authority to the executive.
- (3) In addition to the statutory and advisory committees, the Board also has a majority of Independent Directors to ensure highly effective supervision from an objective standpoint.

### **Principle 4.1 Roles and Responsibilities of the Board (1)**

The board should view the establishment of corporate goals (business principles, etc.) and the setting of strategic direction as one major aspect of its roles and responsibilities. It should engage in constructive discussion with respect to specific business strategies and business plans, and ensure that major operational decisions are based on the company's strategic direction.

To fulfill the corporate mission of "Serving Society with Superior Quality," the Company has established "The Bridgestone Essence (Corporate Philosophy)," which is one of the key components of the Bridgestone Essence Framework, and underpinned by four foundations: "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]." Other components of the framework include the Safety Mission Statement, the Quality Mission Statement, and the Environmental Mission Statement. The Bridgestone Essence Framework and the corporate commitment "Bridgestone E8 Commitment" are the fundamental policies throughout the Group and is supported by a number of global policies, including the Global Sustainable Procurement Policy, the Global Human Rights Policy, the Bridgestone Code of Conduct, and the Group Tax Policy. With its updated and reinforced corporate governance structure, the Company has set a vision of "continuing to provide social value and customer value as a sustainable solutions company towards 2050."

To achieve the goals outlined above, the Board focuses its deliberations upon critical issues related to the sustained growth and long term value enhancement of the corporation, such as the corporate philosophy framework and formulation of the Mid-Long Term Business Strategy and the monitoring of their achievement. In addition, the Global Executive Committee ("Global EXCO")\*<sup>1</sup> discusses policies and measures to address various management issues following the management policies approved by the Board when making decisions on critical business operations, including the formulation of the Mid Term Business Plan.

\*1: The Global EXCO is positioned as the Group's highest global level executive body overseeing business strategies and business execution. It is chaired by the Global CEO and comprised of executive officers and those responsible for key businesses and functions.

### Supplementary Principle 4.1.1

The board should clearly specify its own decisions as well as both the scope and content of the matters delegated to the management, and disclose a brief summary thereof.

The Company, in accordance with its Articles of Incorporation and applicable laws, stipulates in the Board of Directors Regulations that the Board of Directors is the highest decision-making body within the Company. The Board has made continuous improvements to focus more on deliberations concerning business strategy. Currently the Board determines:

1. the formulation of fundamental management policy;
2. the formulation of Group business strategy (Mid-Long Term Business Strategy, significant business changes from the standpoint of group global operations, investment policy, issuance or guarantee of substantial amounts of borrowings and debenture bond issues, debt guarantees, others);
3. issues involving personnel matters concerning directors and corporate officers;
4. issues involving internal control systems; and
5. other matters as required by laws and regulations, or by the Articles of Incorporation.

By delegating authority for the determination of other issues to the executive departments, the Company seeks to implement decision making in a timely manner.

### Supplementary Principle 4.1.2

Recognizing that a mid-term business plan (*chuuki keiei keikaku*) is a commitment to shareholders, the board and the senior management should do their best to achieve the plan. Should the company fail to deliver on its mid-term business plan, the reasons underlying the failure of achievement as well as the company's actions should be fully analyzed, an appropriate explanation should be given to shareholders, and analytic findings should be reflected in a plan for the ensuing years.

The Company has developed a Mid-Long Term Business Strategy that defines key principles for group global operations in the mid-long term. Also, the Company has formulated the "2030 Long Term Strategic Aspiration" as a longer term framework for the detailed Mid-Long Term Business Strategy and as a roadmap toward its 100th anniversary in 2031. To realize the 2030 Long Term Strategic Aspiration, which is a globally coordinated business strategy, we have formulated the Mid Term Business Plan that defines specific goals and activities to be taken over a three year period. The Company subsequently assess and discuss changes in the business environment and our performance and progress against the plan, and flexibly revise the plan accordingly while working to implement it.

The Company also provides opportunities to explain the contents above through meetings with investors and other communication with stakeholders.

### **Supplementary Principle 4.1.3**

Based on the company objectives (business principles, etc.) and specific business strategies, the board should proactively engage in the establishment and implementation of a succession plan for the CEO and other top executives and appropriately oversee the systematic development of succession candidates, deploying sufficient time and resources.

Bridgestone adopted the “Company with Nominating Committee, etc.” in March 2016. The Board has subsequently delegated to the Nominating Committee, which is composed solely of Independent Directors, the authority to formulate and present proposals regarding the appointment of Representative Executive Officers. The Nominating Committee determines the selection process and qualifications required of potential successors to the position of Representative Executive Officer, assesses the Representative Executive Officer’s own succession planning, identifies and evaluates candidates through a process of ongoing discussions of the future strategic directions of the Company with executive officers and SBU \*1 management, and reports periodically to the Board as required.

\*1 SBU: Strategic Business Unit

An organizational unit classified by region of business for the purpose of management coordination within the Group. Currently, the Group is divided into six regional units: BSJP (Japan tire), BSDP (Diversified products & exploratory), G-MICA (Global mining, industrial, construction, aviation tire solutions), BSAPIC (Asia Pacific, India, and China), BSAM (Americas), and BSEMEA (Europe, Middle East and Africa).

### **Principle 4.2 Roles and Responsibilities of the Board (2)**

The board should view the establishment of an environment that supports appropriate risk-taking by the senior management as a major aspect of its roles and responsibilities. It should welcome proposals from the management based on healthy entrepreneurship, fully examine such proposals from an independent and objective standpoint with the aim of securing accountability, and support timely and decisive decision-making by the senior management when approved plans are implemented.

Also, the remuneration of the management should include incentives such that it reflects mid-to long-term business results and potential risks, as well as promotes healthy entrepreneurship.

The Company has established and continues to enhance systems and processes necessary for promoting and achieving technological and business model innovation and related activities entailing appropriate risk taking. In accordance with this, key

business policies are developed after thorough deliberation by the Board of Directors – which is composed of a majority of Independent Directors, thus reflecting the interests of both shareholders and society at large – and then implemented by Representative Executive Officers and Executive Officers.

The Company remunerates executives including Representative Executive Officers and Executive Officers in part (mid-to long-term incentive in variable remuneration) using a Performance Share Unit plan, which is a variable remuneration linked to and to achieve mid-term goals and incentivize the creation of long-term corporate value, and Restricted Stock Unit plan, which intends to promote sustainability and transformation and incentivize achievement of the long-term business strategies.

#### **Supplementary Principle 4.2.1**

The compensation committee should design management remuneration systems such that they operate as a healthy incentive to generate sustainable growth, and determine actual remuneration amounts appropriately through objective and transparent procedures. The proportion of management remuneration linked to mid- to long-term results and the balance of cash and stock should be set appropriately.

Remuneration for management is comprised of a fixed monthly payment, an annual performance-based bonus payment, a Performance Share Unit plan in which additional compensation in the form of stock is tied to the degree of achievement of mid-term performance goals and which is designed to provide management with an incentive to improve the long-term value of the Company, and a Restricted Stock Unit plan which is a variable remuneration plan intended to promote sustainability and transformation and incentivize achievement of long-term business strategies. The design of the compensation system and specific remuneration amounts are deliberated and determined by the Compensation Committee, which is composed solely of Independent Directors, based upon consideration of changes in the business environment, opinions of shareholders and investors, information from third-party human resources and remuneration consultants and other data.

#### **Supplementary Principle 4.2.2**

The board should develop a basic policy for the company's sustainability initiatives from the perspective of increasing corporate value over the mid- to long- term.

In addition, in light of the importance of investments in human capital and intellectual properties, the board should effectively supervise the allocation of management resources, including such investments, and the implementation of business portfolio strategies to ensure that they contribute to the sustainable growth of the company.

Placing sustainability at the core of its management, the Company's Mid-Long Term Business Strategy, which aims to achieve competitive advantage by creating both social and customer value, was decided at the April 2020 Board meetings after extensive deliberations by the Board of Directors, etc. Also, the Company has formulated the "2030 Long Term Strategic Aspiration" as a longer term framework for the detailed Mid-Long Term Business Strategy and as a roadmap toward its 100th anniversary in 2031.

The Mid Term Business Plan was formulated by the executive in accordance with the 2030 Long Term Strategic Aspiration, following extensive deliberations in the Global Executive Committee (Global EXCO)\*<sup>1</sup> and board meetings, and identifies specific goals and actions to be taken over a three year period regarding strategic growth investments, the allocation of management resources, and implementation of business portfolio strategies.

The Company's Board of Directors monitors progress of the Mid Term Business Plan's implementation by reviewing reports on agenda items from the Global EXCO meetings and other strategically important reports. The Board, which is comprised of a majority of Independent Directors, reviews and discusses these reports from a broad and comprehensive range of perspectives.

Furthermore, at the quarterly financial performance review meetings, IR meetings for analysts and domestic institutional investors or other opportunities, the Global CEO and/or CFO report on the progress on the Mid Term Business Plan in a timely manner, and the presentation materials and video recordings of the quarterly financial performance review meetings are made available on the Company's website (<https://www.bridgestone.com/ir/library/result/index.html>).

More information regarding sustainability is available on the Company website (<https://www.bridgestone.com/responsibilities/index.html>).

More information on the Company's intellectual property investment is available in the Integrated Report ([https://www.bridgestone.com/ir/library/integrated\\_report/index.html](https://www.bridgestone.com/ir/library/integrated_report/index.html)).

\*1: Global EXCO is positioned as the Group's highest global level executive body overseeing business strategies and business execution. It is chaired by the Global CEO and comprised of executive officers and those responsible for key businesses and functions.

### **Principle 4.3 Roles and Responsibilities of the Board (3)**

The board should view the effective oversight of the management and directors from an independent and objective standpoint as a major aspect of its roles and responsibilities. It should appropriately evaluate company performance and reflect the evaluation in its assessment of the senior management.

In addition, the board should engage in oversight activities in order to ensure timely and accurate information disclosure, and should establish appropriate internal control and risk management systems.

Also, the board should appropriately deal with any conflict of interests that may arise between the company and its related parties, including the management and controlling shareholders.

The Board of Directors evaluates the Company's performance and reflects this evaluation in its assessment and compensation of management. The Board of Directors also monitors quarterly financial performance and other important performance indicators, and ensures the accurate and timely disclosure of corporate performance information.

Regarding internal control systems, including risk management systems, the Board of Directors delegates the development of such systems in accordance with the development policy resolved by the Board of Directors to the Representative Executive Officers, and through receiving regular reports on the development and operation status and supervising their execution, the Board of Directors further promotes the development of such systems.

Moreover, transactions involving conflicts of interest between the Company and its directors and senior management are subject to approval by the Board of Directors, and the existence or nonexistence of such transactions and their details are reported to the Board of Directors once a year. In addition, although the Company does not have a controlling shareholder, the Company obtains approval of the Board of Directors in accordance with the Board of Directors Regulations when conducting transactions with shareholders who hold 5% or more of the Company's shares on a voting rights basis, and reports to the Board of Directors annually whether or not such transactions exist and the details thereof.

### **Supplementary Principle 4.3.1**

The board should ensure that the appointment and dismissal of the senior management are based on highly transparent and fair procedures via an appropriate evaluation of the company's business results.

Appointments and dismissals of senior management are determined by the Board of Directors after consideration by the Nominating Committee, which is comprised entirely of Independent Directors, upon the basis of the respective individual's performance and suitability.

#### **Supplementary Principle 4.3.2**

Because the appointment/dismissal of the CEO is the most important strategic decision for a company, the board should appoint a qualified CEO through objective, timely, and transparent procedures, deploying sufficient time and resources.

The Company transitioned to the "Company with Nominating Committee etc." in March 2016. The Board has determined that one function of the Nominating Committee, which is composed solely of Independent Directors, is developing proposals regarding appointing Representative Executive Officers.

The Nominating Committee identifies and evaluates adequate successor candidates for Representative Executive Officers through sharing management strategy and exchanging opinions with executive officers and SBU <sup>\*1</sup> management, and submits a proposal to the Board regarding the appointment of Representative Executive Officers.

The Board of Directors subsequently thoroughly deliberates such proposals and makes final decisions at a Board meeting where the majority of Board members are Independent Directors.

\*1 SBU: Strategic Business Unit

An organizational unit classified by region of business for the purpose of management coordination within the Group. Currently, the Group is divided into six regional units: BSJP (Japan tire), BSDP (Diversified products & exploratory), G-MICA (Global mining, industrial, construction, aviation tire solutions), BSAPIC (Asia Pacific, India, and China), BSAM (Americas), and BSEMEA (Europe, Middle East, and Africa).

**Supplementary Principle 4.3.3**

The board should establish objective, timely, and transparent procedures such that a CEO is dismissed when it is determined, via an appropriate evaluation of the company’s business results, that the CEO is not adequately fulfilling the CEO’s responsibilities.

In March 2016, the Company transitioned to a “Company with Nominating Committee etc.,” and for the dismissal of the Representative Executive Officers, as shown in the following diagram, the Company ensures that both the regular procedure for submitting proposals and the procedure for submitting proposals from the Nomination, Audit, and Compensation Committee are in place. When a proposal is submitted, the Board of Directors, of which the majority is composed of Independent Directors, deliberates and decides on the proposal.



**Supplementary Principle 4.3.4**

The establishment of effective internal control and proactive enterprise risk management systems has the potential to support sound risk-taking. The board should appropriately establish such systems on an enterprise basis and oversee the operational status, besides utilizing the internal audit department.

The Board of Directors reviewed and adopted on December 20, 2021, a policy for the development of the Group’s internal control systems, including its risk management system.

The Board of Directors also delegates to Representative Executive Officers the development of internal control systems in accordance with the policies determined by the Board of Directors, and monitors such execution by receiving regular reports on the development and operational status. Also, the Audit Committee monitors the development and execution of internal control systems by regularly receiving reports from the internal audit department.

#### **Principle 4.4 Roles and Responsibilities of the Member of the Audit Committee and the Audit Committee**

The audit committee should bear in mind their fiduciary responsibilities to shareholders and make decisions from an independent and objective standpoint when executing their roles and responsibilities including the audit of the performance of directors' duties, appointment and dismissal of external auditors and the determination of auditor remuneration.

Although so-called "defensive functions," such as business and accounting audits, are part of the roles and responsibilities expected of the member of the audit committee and the audit committee, in order to fully perform their duties, it would not be appropriate for the member of the audit committee and the audit committee to interpret the scope of their function too narrowly, and they should positively and proactively exercise their rights and express their views at board meetings and to the management.

The Audit Policy set out annually by the Audit Committee states that it should perform its duties from an independent and unbiased perspective and contribute to the sound management and development of the Company. In accordance with this policy the Audit Committee supervises the performance of directors, sets the compensation for and appoints and dismisses External Accounting Auditors.

Additionally, the Audit Committee actively gathers information and provides appropriate opinions to the Board of Directors and Executive Officer, etc. in accordance not only with issues of legality but also in regard to the adequacy of policies and deliberations.

#### **Supplementary Principle 4.4.1**

Given that more than half of the Audit Committee must be composed of outside director and that the system needed to execute the duties must be decided in board of directors in accordance with the Companies Act, the audit committee should, from the perspective of fully executing its roles and responsibilities, increase its effectiveness through an organizational combination of the independence of the former and the information gathering power of the latter. In addition, the member of audit committee or the audit committee should secure cooperation with outside directors who are not the member of audit committee so that such directors can strengthen their capacity to collect information without having their independence jeopardized.

The Company, as a "Company with Nominating Committee, etc." in accordance with the Companies Act of Japan, has established an Audit Committee comprised of a majority of Independent Directors. In addition, to enhance the Audit Committee's capacity to collect information, two of the committee members are currently full-time appointees who attend important corporate meetings in addition to board meetings, receive regular reports from executives, attend meetings held in operating divisions and business departments, and actively engage in gathering information within the Company. To assist

the Audit Committee, the Company has appointed a full-time executive director in charge of audits, and has established a dedicated department in the internal auditing division under their direction to support the Audit Committee. Information gathered by the full-time audit committee members, along with that gathered by the executive director in charge of audits, is reported to the Audit Committee to enhance the effectiveness of audits by promoting the objectivity and impartiality of their deliberations.

Moreover, in addition to the regular reports on Audit Committee activities to the Board of Directors, access to information by Independent Directors not serving on the Audit Committee is provided through committees and other meetings comprised exclusively of Independent Directors.

#### **Principle 4.5 Fiduciary Responsibilities of Directors**

With due attention to their fiduciary responsibilities to shareholders, the directors and the management of companies should secure the appropriate cooperation with stakeholders and act in the interest of the company and the common interests of its shareholders.

As of May 2026, there are currently eight Independent Directors serving on the Board. Each Independent Director actively participates in Board and committee meetings and promotes the consideration of shareholder and stakeholder interests. All Directors and Executive Officers act in the interest of the Company and its shareholders in accordance with the business policies and strategic plans determined by the Board.

#### **Principle 4.6 Business Execution and Oversight of the Management**

In order to ensure effective, independent and objective oversight of the management by the board, companies should consider utilizing directors who are neither involved in business execution nor have close ties with the management.

As of May 2026, of the twelve directors currently serving on the Board, ten are non-executive directors, eight are Independent Directors and two are full-time members of the Audit Committee.

In order to further ensure the effectiveness of the board in its role of monitoring management, the Company appointed an Independent Director as the chairperson of the Board of Directors, at the board meeting convened immediately following the Annual Shareholders' Meeting held on March 26, 2021.

### **Principle 4.7 Roles and Responsibilities of Independent Directors**

Companies should make effective use of independent directors <sup>6</sup>, taking into consideration the expectations listed below with respect to their roles and responsibilities:

- i) Provision of advice on business policies and business improvement based on their knowledge and experience with the aim to promote sustainable corporate growth and increase corporate value over the mid- to long-term;
- ii) Monitoring of the management through important decision-making at the board including the appointment and dismissal of the senior management;
- iii) Monitoring of conflicts of interest between the company and the management or controlling shareholders; and
- iv) Appropriately representing the views of minority shareholders and other stakeholders in the boardroom from a standpoint independent of the management and controlling shareholders.

<sup>6</sup> Independent director: The listing rules of securities exchanges provide that the outside directors, as defined in the Companies Act, are independent directors where they satisfy independence criteria of securities exchanges and the company determines that they do not have the possibility of conflicts of interest with its shareholders.

In addition to the establishment of a Governance Committee as an advisory committee to the Board of Directors comprised entirely of Independent Directors, the Company strives to promote the role of Independent Directors by the following means:

- i) The Company strengthens its corporate governance by nominating Independent Directors with a wealth of experience and expertise from various backgrounds and disciplines to deliberate on management policies and strategies at the Board level.
- ii) Executive officers are nominated and dismissed by the Board in accordance with the determinations of the Nominating Committee, which is comprised exclusively of Independent Directors.
- iii) In accordance with the Board of Directors Regulations, the Company requires that any outside transactions by Executive Officers and Directors including Independent Directors that may constitute a potential conflict of interest with the Company be approved in advance by the Board and that all directors submit a report to the Board on an annual basis regarding whether or not they have been involved in any such transactions. Although the Company does not have a controlling shareholder, it requires that any transactions involving an entity holding 5% or more of the Company's shares on a voting rights basis be approved of in advance by the Board of Directors and that all directors submit a report to the Board on annual basis regarding whether or not they have been involved in any such transactions.
- iv) In order to ensure the objectivity of Independent Directors, the Company has established its own Independence Standard. Currently, eight Independent Directors serve on the Board of which all eight meet the conditions set forth in this standard, thereby ensuring that they objectively represent the interests of shareholders and other stakeholders and have no conflicts of interest with general shareholders.

### **Principle 4.8 Effective Use of Independent Directors**

Independent directors should fulfill their roles and responsibilities with the aim of contributing to sustainable growth of companies and increasing corporate value over the mid- to long-term. Companies listed on the Prime Market should therefore appoint at least one-third of their directors as independent directors (two directors if listed on other markets) that sufficiently have such qualities.

Irrespective of the above, if a company listed on the Prime Market believes it needs to appoint the majority of directors (at least one-third of directors if listed on other markets) as independent directors based on a broad consideration of factors such as the industry, company size, business characteristics, organizational structure and circumstances surrounding the company, it should appoint a sufficient number of independent directors.

As of May 2026, of the twelve directors currently serving on the Board, eight members qualify as Independent Directors.

#### **Supplementary Principle 4.8.1**

In order to actively contribute to discussions at the board, independent directors should endeavor to exchange information and develop a shared awareness among themselves from an independent and objective standpoint. Regular meetings consisting solely of independent directors (executive sessions) would be one way of achieving this.

As a "Company with Nominating Committee, etc.," Independent Directors comprise the majority of both the Company's Board of Directors and, Audit Committee, while the Nominating, Compensation and other advisory committees are comprised entirely of Independent Directors thus enabling a higher level of information exchange and opportunities to share awareness between Independent Directors. In addition to the foregoing, meetings consisting solely of the independent and non-executive directors are convened for information sharing and opinion exchange.

#### **Supplementary Principle 4.8.2**

Independent directors should endeavor to establish a framework for communicating with the management and for cooperating with the member of the audit committee or the audit committee by, for example, appointing the lead independent director from among themselves.

The Company ensures necessary communication between the Independent Directors and the management by holding regular meetings for information exchange.

### Supplementary Principle 4.8.3

Companies that have a controlling shareholder should either appoint at least one-third of their directors (the majority of directors if listed on the Prime Market) as independent directors who are independent of the controlling shareholder or establish a special committee composed of independent persons including independent director(s) to deliberate and review material transactions or actions that conflict with the interests of the controlling shareholder and minority shareholders.

This principle does not apply to the Company as it does not have a controlling shareholder.

### Principle 4.9 Independence Standards and Qualification for Independent Directors

Boards should establish and disclose independence standards aimed at securing effective independence of independent directors, taking into consideration the independence criteria set by securities exchanges. The nominating committee should endeavor to select independent director candidates who are expected to contribute to frank, active and constructive discussions at board meetings.

The Company has established its own Standards of Independence entitled the "Guidelines for determining whether outside directors are sufficiently independent" which has been filed with the Tokyo Stock Exchange and made publicly available on the corporate website: [https://www.bridgestone.com/corporate/library/corporate\\_governance/pdf/Guidelines\\_for\\_Determining\\_Whether\\_Outside\\_Directors\\_are\\_Sufficiently\\_Independent.pdf](https://www.bridgestone.com/corporate/library/corporate_governance/pdf/Guidelines_for_Determining_Whether_Outside_Directors_are_Sufficiently_Independent.pdf)

To further enhance corporate governance, the Nominating Committee selects candidates with extensive experience and who are expertly qualified in a wide variety of diverse backgrounds and disciplines for Board membership.

### Principle 4.10 Use of Optional Approach

In adopting the most appropriate organizational structure (as stipulated by the Companies Act) that is suitable for a company's specific characteristics, companies should employ optional approaches, as necessary, to further enhance governance functions.

The Company has adopted the "Company with Nominating Committee, etc." and, in addition to the committees stipulated in the Companies Act, we have established the Governance and Compliance Committees, both of which consists of all Independent Directors serving as advisory committees to the Board to further enhance the input from Independent Directors.

### Supplementary Principle 4.10.1

If the organizational structure of a company is either Company with Kansayaku Board or Company with Supervisory Committee and independent directors do not compose a majority of the board, in order to strengthen the independence, objectivity and accountability of board functions on the matters of nomination (including succession plan) and remuneration of the senior management and directors, the company should seek appropriate involvement and advice from the committees, including from the perspective of gender and other diversity and skills, in the examination of such important matters as nominations and remuneration by establishing an independent nomination committee and remuneration committee under the board, to which make significant contributions.

In particular, companies listed on the Prime Market should basically have the majority of the members of each committee be independent directors, and should disclose the mandates and roles of the committees, as well as the policy regarding the independence of the composition.

This principle does not apply to the Company since it has adopted the “Company with Nominating Committee, etc.”

### Principle 4.11 Preconditions for Board and Audit Committee Effectiveness

The board should be well balanced in knowledge, experience and skills in order to fulfill its roles and responsibilities, and it should be constituted in a manner to achieve both diversity, including gender, international experience, work experience and age, and appropriate size. In addition, persons with appropriate experience and skills as well as necessary knowledge on finance, accounting, and the law should be appointed as the member of the audit committee. In particular, at least one person who has sufficient expertise on finance and accounting should be appointed as the member of the audit committee.

The board should endeavor to improve its function by analyzing and evaluating effectiveness of the board as a whole.

The Company's Board of Directors consists of twelve members in total, including four internal directors (two of whom are Audit Committee members) and eight Independent Directors (regarding the selection of the chairperson of the Board of Directors from among Independent Directors, please see Principle 4.6.) To achieve a balance and to maintain a board composition capable of realizing the Mission and strategy of the Company while ensuring the effectiveness and diversity of the Board of Directors and Audit Committee, board members are nominated to maintain a balanced portfolio across a comprehensive range of professional and academic fields including management, finance, accounting and law.

The background and expertise of Independent Directors are summarized in “Section 4. Status of corporate governance, (2) Members of the Board and Executive Officers” in the Company's Annual Securities Report (as required by the Financial Instruments and Exchange Law of Japan; [https://www.bridgestone.com/ir/library/securities\\_report/pdf/e\\_107.pdf](https://www.bridgestone.com/ir/library/securities_report/pdf/e_107.pdf)).

The Board of Directors engages in the ongoing analysis and evaluation of the effectiveness of the board's deliberations – including those of the advisory committees – as part of its efforts to further strengthen and promote effective corporate governance.

### Supplementary Principle 4.11.1

The nominating committee should identify the skills, etc. that it should have in light of its managing strategies, and have a view on the appropriate balance between knowledge, experience and skills of the board as a whole, and also on diversity and appropriate board size.

Consistent with its view, the board should establish policies and procedures for nominating directors and disclose them along with the combination of skills, etc. that each director possesses in an appropriate form according to the business environment and business characteristics, etc., such as what is known as a "skills matrix." When doing so, independent director(s) with management experience in other companies should be included.

The Nominating Committee seeks to maintain diversity and overall balance in board composition with respect to knowledge, experience and skills taking into consideration, for the Internal Director candidates, business experience, and, for the Independent Director candidates, experience and expertise from a wide variety of disciplines and fields in selecting candidates for nomination to the Board. Additionally, it is the basic policy of the Company that the Board should be of sufficient size so as to enable adequate debate and deliberation.

The policies and procedures for nominating directors are set out in principle 3-1 (iv).

The skills matrix of board members is announced in the reference to exercise of voting rights for the Annual Shareholders' Meeting. The materials for the Annual Shareholders' Meeting are made available on the corporate website (<https://www.bridgestone.com/ir/shareholders/index.html>).

### Supplementary Principle 4.11.2

Outside directors and other directors should devote sufficient time and effort required to appropriately fulfill their respective roles and responsibilities. Therefore, where directors also serve as directors, kansayaku or the management at other companies, such positions should be limited to a reasonable number and disclosed each year.

As disclosed in the Annual Business Report and reference documents distributed at the Annual Shareholders' Meeting, the attendance rate for all Independent Directors during 2024 was high, thus facilitating both active and objective deliberations at all Board meetings.

As part of the process for considering candidates for nomination to the Board, their concurrent commitments to other companies and organizations, including Board memberships, are reviewed and taken into consideration. Other commitments for all directors are reviewed annually and reported in the Annual Business Report.

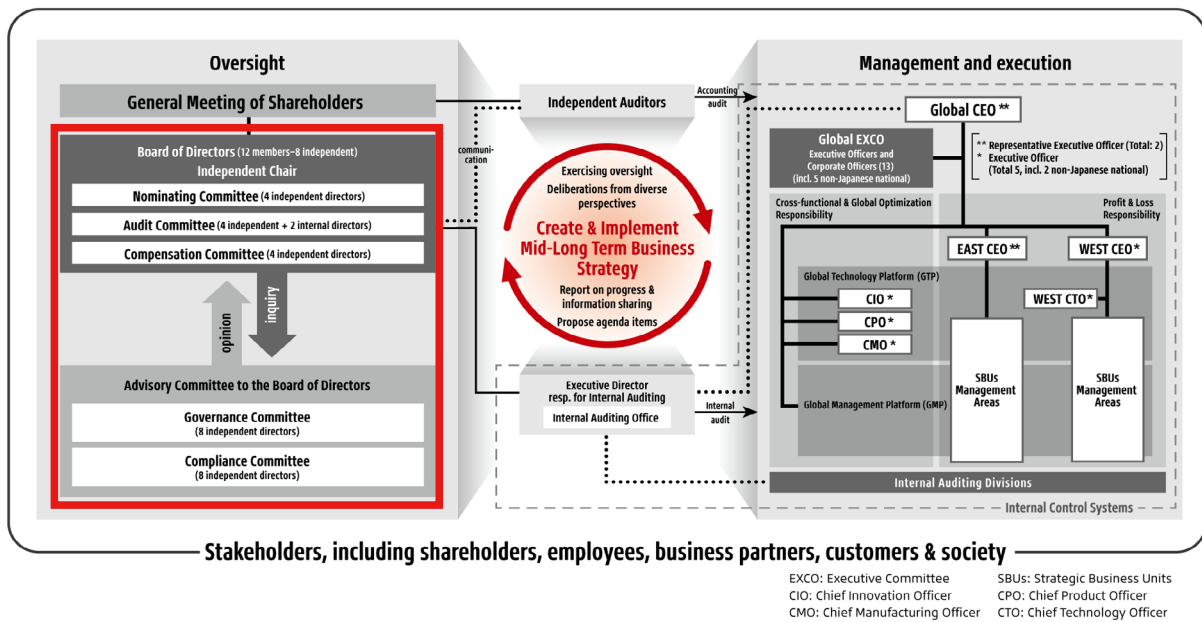
### Supplementary Principle 4.11.3

Each year the board should analyze and evaluate its effectiveness as a whole, taking into consideration the relevant matters, including the self-evaluations of each director. A summary of the results should be disclosed.

In order to strengthen its corporate governance and promote the speed of business execution the Company has regularly reviewed its governance performance and continually implements reforms to its governance systems and processes.

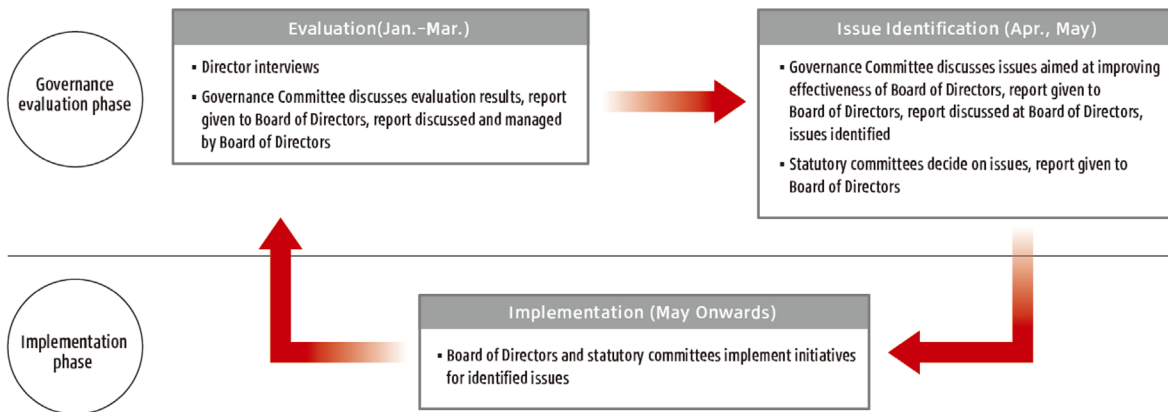
Building upon these steady efforts, in evaluating the effectiveness of the Board of Directors, we recognize that enhancement of governance is premised on the functioning of the Board of Directors as well as the statutory and advisory committees. Therefore, we evaluate the effectiveness of the Board of 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 Effectiveness Evaluation Scope



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.

### Board Effectiveness Evaluation Process



The evaluation for the fiscal year 2025 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 Independent Director as the Chairperson, 2) the Board of Directors receives reports in a timely manner from the executive departments, and for 3) timely and appropriate reporting and information sharing on important themes, specific themes requested by Independent Directors added in 2025 (overview of IT infrastructure and solutions, summary of the cybersecurity incident involving a U.S. subsidiary) were reported to and discussed by the Board of Directors based on reports from the executive departments, and therefore the effectiveness of the Board of Directors has been ensured. In addition, for initiative 4) further invigorate the talent portfolio of the Board of Directors, which possesses diverse experience and skills, by fostering substantial information sharing and discussion among non-executive members of the Board, the Company is increasing opportunities for Members of the Board to exchange views outside of Board of Directors and committee meetings in order to further promote mutual understanding and strengthen collaboration among Members of the Board, thereby improving the overall functioning of the Board of Directors.

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\*<sup>1</sup>. As a result, this led to even more productive discussions between Directors and executive departments in the process of confirming progress of the Mid Term Business Plan (2024-2026), as well as when deliberating and making decisions on individual matters of key management issues.

Under the new executive structure in 2026, the Company have begun formulating the next Mid Term Business Plan starting from 2027, through active discussions at the Global EXCO\*1. In developing this plan, the executive departments report their progress to the Board of Directors, and the process is advanced by incorporating deliberations and feedback from the Board of Directors. Through this approach, we are further enhancing management transparency and effectiveness, while steadily promoting strategic planning that incorporates a global perspective.

\*1: Global EXCO is positioned as the Group's highest global level executive body overseeing business strategies and business execution. It is chaired by the Global CEO and comprised of executive officers and those responsible for key businesses and functions.

#### **Principle 4.12 Active Board Deliberations**

The board should endeavor to foster a climate where free, open and constructive discussions and exchanges of views take place, including the raising of concerns by outside directors.

The Company provides preliminary briefing sessions for Independent Directors on the Board agenda and holds special briefing meetings on issues of importance consisting of all members of the Board of Directors as necessary. In addition, meetings are held exclusively for Independent Directors and non-executive directors for the purpose of sharing information and exchanging opinions. Based on the above, the Independent Directors attend the board meetings with full understanding of all business and related issues salient to items for deliberation or reporting, and thus promote rigorous debate and deliberation among all directors at board meetings.

#### **Supplementary Principle 4.12.1**

The board should ensure the following in relation to the operation of board meetings and should attempt to make deliberations active:

- i) Materials for board meetings are distributed sufficiently in advance of the meeting date;
- ii) In addition to board materials and as necessary, sufficient information is provided to directors by the company (where appropriate, the information should be organized and/or analyzed to promote easy understanding);
- iii) The schedule of board meetings for the current year and anticipated agenda items are determined in advance;
- iv) The number of agenda items and the frequency of board meetings are set appropriately; and
- v) Sufficient time for deliberations

The Company endeavors to promote open and comprehensive deliberations by the Board of Directors by the following means:

- i) As stipulated in internal regulations, material relating to Board agenda items must be delivered to Directors at least two days in advance.
- ii) The Governance Planning Section, which serves as the secretariat for the Board of Directors, or the department in charge of the agenda item, implements preliminary briefing sessions on Board agenda items for Independent Directors as necessary and responds to all questions and requests for additional information arising therefrom. In addition, when deemed necessary, special joint briefing meetings consisting of all members of the Board of Directors are held in order to further enhance the information available to Board members.
- iii) The annual schedule of Board of Directors meeting and the regular agenda items for deliberation at each meeting are determined by the end of the previous year after coordinating the schedule with each Board member and communicated to the Board member in advance. The annual plan of matters to be deliberated is discussed and decided at the April Board meeting based on proposals by the Chairperson of the Board, who is selected from the Independent Directors, and is subsequently updated as necessary.
- iv) The Company sets guidelines defining matters to be brought before the Board of Directors, and the Chairperson selected from among the Independent Directors plans the agenda and frequency of the Board meetings accordingly.
- v) The Company allocates time for deliberation for each Board meeting, based upon the time required to deliberate similar agenda in the past where appropriate. In cases where deliberations cannot be concluded within the allocated time frame, the schedule will be adjusted to permit adequate time allocation for discussion.

#### **Principle 4.13 Information Gathering and Support Structure**

In order to fulfill their roles and responsibilities, directors should proactively collect information, and as necessary, request the company to provide them with additional information.

Also, companies should establish a support structure for directors, including providing sufficient staff.

The board should verify whether information requested by directors is provided smoothly.

Board members obtain information through regular executive reports to the Board and Committees and can request any additional information they may deem necessary for the fulfillment of their roles and responsibilities. The Board and the relative Committees actively monitor the quality and speed of responses to these requests for additional information.

In addition, to promptly and fully respond to requests for support and information from Independent Directors, the Company provides administrative and clerical support

via the Governance Planning Section, which serves as the secretariat for the Board of Directors, and the dedicated department in the internal auditing division under their direction to support the Audit Committee.

#### **Supplementary Principle 4.13.1**

Directors, including outside directors, should request the company to provide them with additional information, where deemed necessary from the perspective of contributing to transparent, fair, timely and decisive decision-making. In addition, the member of the audit committee, including the outside directors, should collect information appropriately, including the use of their statutory investigation power.

Directors may request additional information from the Governance Planning Section, which serves as the secretariat for the Board of Directors, and all executive and execution departments are required to respond promptly to all such requests. In addition, members of the Audit Committee share information they may have gained independently or through the support of the dedicated department in the internal auditing division under their direction to support the Audit Committee.

#### **Supplementary Principle 4.13.2**

Directors should consider consulting with external specialists at company expense, where they deem it necessary.

The Company provides Directors with access at corporate expense to external experts including consultants and lawyers at their request.

#### **Supplementary Principle 4.13.3**

Companies should ensure coordination between the internal audit department and directors by establishing a system in which the internal audit department appropriately reports directly to the board and the audit committee in order for them to fulfill their functions. In addition, companies should take measures to adequately provide necessary information to outside directors. One example would be the appointment of an individual who is responsible for communicating and handling requests within the company such that the requests for information about the company by outside directors are appropriately processed.

To promote coordination between the internal auditing office and directors, the Company appoints a full-time Executive Officer in charge of auditing to support the Audit Committee and establishes a system in which the full-time Executive Officer and the internal audit department directly reports to the Board of Directors and the Audit Committee. In addition, to promptly and fully respond to the requests for support and information from Independent Directors, the Company provides administrative and

clerical support via the Governance Planning Section, which serves as the secretariat for the Board of Directors.

#### **Principle 4.14 Director Training**

New and incumbent directors should deepen their understanding of their roles and responsibilities as a critical governance body at a company, and should endeavor to acquire and update necessary knowledge and skills. Accordingly, companies should provide and arrange training opportunities suitable to each director along with financial support for associated expenses. The board should verify whether such opportunities and support are appropriately provided.

The Company provides directors with opportunities to deepen their understanding of their roles and responsibilities, including explanations of their duties and systems, as well as training activities for directors that include visits to the Company's plants and facilities at the Company's expense. The Board of Directors formally reviews the effectiveness of these training activities in the Board evaluation process on an annual basis.

#### **Supplementary Principle 4.14.1**

Directors, including outside directors, should be given the opportunity when assuming their position to acquire necessary knowledge on the company's business, finances, organization and other matters, and fully understand the roles and responsibilities, including legal liabilities, expected of them. Incumbent directors should also be given a continuing opportunity to renew and update such knowledge as necessary.

Before assuming office, the Company provides briefing to new Directors on the Company's Mid-Long Term Business Strategy, business operations, Board member roles and expectations, and other applicable policies and procedures. In addition, after assuming office, the Company proactively provides opportunities for training activities, including holding information sharing meetings for non-executive directors, observing discussions at the Global Executive Committees (Global EXCO)\*1, and visits to the Company's plants and facilities.

\*1: Global EXCO is positioned as the Group's highest global level executive body overseeing business strategies and business execution. It is chaired by the Global CEO and comprised of executive officers and those responsible for key businesses and functions.

**Supplementary Principle 4.14.2**

Companies should disclose their training policy for directors.

To enable directors to fully exercise their supervisory function, the Company provides newly appointed directors with detailed briefings regarding the Company's Mid-Long Term Business Strategy, business operations, the responsibilities of directors as set forth within the Corporate Regulations for Directors and other relevant regulations. After assuming office, the members of the Board of Directors are also given the opportunity for training activities, including holding information sharing meetings for non-executive directors, observing discussion at Global Executive Committees (Global EXCO)\*1. Independent Directors also participate in regular site visits to plants and facilities in order to promote their understanding of the environment and issues facing the Company. Additional training sessions may be held at the request of directors on an ad hoc basis regarding topics deemed relevant.

\*1: Global EXCO is positioned as the Group's highest global level executive body overseeing business strategies and business execution. It is chaired by the Global CEO and comprised of executive officers and those responsible for key businesses and functions.

## Section 5: Dialogue with Shareholders

### General Principle 5

In order to contribute to sustainable growth and the increase of corporate value over the mid- to long-term, companies should engage in constructive dialogue with shareholders even outside the general shareholder meeting.

During such dialogue, senior management and directors, including outside directors, should listen to the views of shareholders and pay due attention to their interests and concerns, clearly explain business policies to shareholders in an understandable manner so as to gain their support, and work for developing a balanced understanding of the positions of shareholders and other stakeholders and acting accordingly.

To achieve sustainable growth and enhance corporate value over the mid to long term, the Company considers it important to consider the opinions and expectations of shareholders when formulating business policies.

The Company has therefore established a specialist department to manage IR (Investor Relations), which, by facilitating discussions with shareholders and investors by both individual and financial performance meetings for analysts, aims to promote better understanding of the Company's business strategy and establish a system whereby it can respond appropriately to the opinions and expectations voiced by shareholders.

More information on the Company's status on dialogue with shareholders is available in the Integrated Report ([https://www.bridgestone.com/ir/library/integrated\\_report/](https://www.bridgestone.com/ir/library/integrated_report/)).

### Principle 5.1 Policy for Constructive Dialogue with Shareholders

Companies should, positively and to the extent reasonable, respond to the requests from shareholders to engage in dialogue (management meetings) so as to support sustainable growth and increase corporate value over the mid- to long-term. The board should establish, approve and disclose policies concerning the measures and organizational structures aimed at promoting constructive dialogue with shareholders.

The Company has established a dedicated IR department that responds to requests for individual meetings with shareholders. The Company not only holds financial performance meetings for analysts and discussions with investors but also offers plant visits and a range of opportunities to promote dialogue with shareholders. The corporate policy for promoting dialogue with shareholders is as follows:

The Company proactively engages in dialogue with shareholders and investors to achieve sustainable business growth and enhance corporate value over the mid to long term.

To promote constructive engagement with shareholders and investors in addition to engaging in the fair and impartial disclosure of information in accordance with Japan's

Financial Instruments and Exchange Act and the regulations of stock exchanges where the Company's shares are listed, it is the basic policy of the Company that, even in the absence of such legal requirements, information considered by the Company to be of relevance to shareholders and investors, and which can be released, should also be disclosed in a timely and ongoing manner.

By doing so, we aim to promote understanding of the status of our management and business activities and to ensure that our corporate value is properly evaluated.

The Company has established a dedicated IR department reporting to the CFO to manage shareholder relations and discussions with investors. The IR Department works closely with all relevant departments to compile and manage information regularly to facilitate and promote constructive dialogue with shareholders by disclosing and sharing not only financial but also non-financial data and information.

In addition to regular communication with domestic and overseas investors to promote their understanding of business strategies, financial conditions, and operations, the Company also conducts quarterly press meetings regarding its financial results via real-time streaming. During the meetings, in addition to the announcement of quarterly financial results, the Global CEO and/or CFO explains the progress of the "2030 Long Term Strategic Aspiration," the Mid Term Business Plan, and its progress in a timely manner basis. Furthermore, as a follow-up to the above, the Company holds IR meetings for analysts, domestic and overseas institutional investors several times a year to further promote understanding of strategies and exchange of opinions. Communication with individual shareholders is also being promoted by the release of materials related to quarterly financial performance meetings and video recordings of these meetings including questions and answer periods, and press releases on the corporate website.

Information from shareholders obtained through these activities are compiled into reports which are reviewed and discussed at internal meetings held at relevant departments, transmitted to executive management and reported to the Board.

In addition to IR activities the Company also engages in Shareholder Relations (SR) activities whereby representatives of the Company will visit shareholders in order to explain the Company's business policies, approach towards and structure of governance, and corporate proposals for the Annual Shareholders' Meeting.

However, the Company does not engage in shareholder and/or investor dialogue in periods preceding earnings announcements to avoid the risks related to insider information. In addition, the Company has established internal rules and procedures for the prevention of insider trading and ensures thorough management of insider information through internal training programs such as training for newly appointed managers.

### Supplementary Principle 5.1.1

Taking the requests and interests of shareholders into consideration, to the extent reasonable, the senior management and directors, including outside directors, should have a basic position to engage in dialogue (management meetings) with shareholders.

The IR department is responsible for facilitating dialogue with shareholders. When deemed necessary to promote appropriate dialogue with shareholders, interviews are conducted by the Global CEO, CFO or an appropriate member of the Board of Directors, including Independent Directors, depending on the purpose of the meeting and the importance of the content.

### Supplementary Principle 5.1.2

At minimum, policies for promoting constructive dialogue with shareholders should include the following:

- i) Appointing a member of the management or a director who is responsible for overseeing and ensuring that constructive dialogue takes place, including the matters stated in items ii) to v) below;
- ii) Measures to ensure positive cooperation between internal departments such as investor relations, corporate planning, general affairs, corporate finance, accounting and legal affairs with the aim of supporting dialogue;
- iii) Measures to promote opportunities for dialogue aside from individual meetings (e.g., general investor meetings and other IR activities);
- iv) Measures to appropriately and effectively relay shareholder views and concerns learned through dialogue to the senior management and the board; and
- v) Measures to control insider information when engaging in dialogue

The Company's policy for the promotion of constructive dialogue with shareholders is outlined above in Principle 5-1.

### Supplementary Principle 5.1.3

Companies should endeavor to identify their shareholder ownership structure as necessary, and it is desirable for shareholders to cooperate as much as possible in this process.

The Company conducts regular surveys twice a year to gain an understanding of our shareholder composition, which we use for various IR activities.

**Principle 5.2 Establishing and Disclosing Business Strategies and Business Plans**

When establishing and disclosing business strategies and business plans, companies should articulate their earnings plans and capital policies, and present targets for profitability and capital efficiency after accurately identifying the company's cost of capital. Also, companies should provide explanations that are clear and logical to shareholders with respect to the allocation of management resources, such as reviewing their business portfolio and investments in fixed assets, R&D, and human capital, and specific measures that will be taken in order to achieve their plans and targets.

The Company's Mid-Long Term Business Strategy outlines the Company's overall approach to mid-long term group management. Also, based on this, the Company has formulated the "2030 Long Term Strategic Aspiration" as a roadmap toward its 100th anniversary in 2031. Every three years, a Mid Term Business Plan is developed to clarify our plans for financial targets (revenue, adjusted operating profit, adjusted operating profit margin, net profit, ROIC, and ROE), capital policy, capital allocation, shareholder's return, social value creation towards sustainability (such as CO2 emission reduction targets), as well as the allocation and enhancement of management resources, such as talent development in global management and digital talents, aiming for talent creativity enhancement. This plan also outlines management structures, business strategy, and investments aligned with our business portfolio. The Company provides opportunities to clarify and discuss the aforesaid information through meetings with investors and other forms of communication with stakeholders.

**Supplementary Principle 5.2.1**

In formulating and announcing business strategies, etc., companies should clearly present the basic policy regarding the business portfolio decided by the board and the status of the review of such portfolio.

The Board of the Company, in April 2020, determined the Mid-Long Term Business Strategy which outlines the Company's overall approach to mid-long term group management including business portfolio. Also, the Company has formulated the "2030 Long Term Strategic Aspiration" as a longer term framework for the detailed Mid-Long Term Business Strategy and as a roadmap toward its 100th anniversary in 2031. After deliberations at the board, the Company finalized the Mid Term Business Plan, which defines precise goals and actions to be implemented every three years in accordance with the Mid-Long Term Business Strategy. In addition, after routinely reporting to the board on the progress of the Mid Term Business Plan including the business portfolio, the Company effectively engages with stakeholders in IR events and other opportunities for communication.