

Stakeholder Engagement

The Bridgestone Group prioritizes engagement with stakeholders as it strives to understand their perspectives and to share its point-of-view. Learnings from stakeholders help inform the Group's business activities as it continues to sustainably grow its business.

Stakeholder Group	Main issues / Key topics	Uses and methods/opportunities of main dialogues
Customers	<ul style="list-style-type: none"> Developing appealing products/services Providing timely response and support Providing appropriate information Effectively managing customer information 	<ul style="list-style-type: none"> ■ Boosting recognition of the Group's activities and generating opportunities for co-creation ■ Reflecting customer feedback in products and services <ul style="list-style-type: none"> Responses to Customer Communication Center inquiries Bridgestone Innovation Park, Bridgestone Innovation Gallery Communicating information through websites and social media and exhibiting at events and exhibitions Market research/Customer satisfaction survey
Shareholders and Investors	<ul style="list-style-type: none"> Providing appropriate and timely information Maximizing corporate value 	<ul style="list-style-type: none"> ■ Dialogue-based IR activities and timely, appropriate information disclosure ■ Reflecting shareholder and investor perspectives/feedback in management and IR activities <ul style="list-style-type: none"> Annual Shareholders' Meeting Financial results review meetings/Mid Term Business Plan (2021-2023) and progress updates Individual meetings with investors, and ESG dialogue with investors Formulating and hosting a briefing on the 2030 Long Term Strategic Aspiration
Business Partners	<ul style="list-style-type: none"> Ensuring fair and impartial transactions Communicating Sustainable Procurement Policy 	<ul style="list-style-type: none"> ■ Promoting dialogue and mutual understanding to achieve sustainable procurement ■ Encouraging dialogue to improve on-site environments ■ Capacity building and supporting improved yields and income through dialogue with and education for smallholder farmers <ul style="list-style-type: none"> Daily procurement activities Procurement policy explanatory forums/Sustainability seminars Global Sustainable Procurement Policy rollout
Employees	<ul style="list-style-type: none"> Respecting human rights Promoting diversity and inclusion, including diverse working styles Developing and utilizing human resources Promoting occupational health and safety, and health and productivity management Facilitating mutual understanding between management and labor 	<ul style="list-style-type: none"> ■ Improving engagement through mutual understanding with employees ■ Objectively analyzing survey results and formulating and implementing action plans to improve workplace environments based on dialogue <ul style="list-style-type: none"> Employee engagement survey Personnel evaluation systems and career development consultation Meetings between labor and management In-house newsletters and intranet Town hall meetings Bridgestone Group Awards and other reward systems
Local Communities, NGOs	<ul style="list-style-type: none"> Contributing to local communities Preserving local environments Supporting activities in locations with the Bridgestone Group operating sites 	<ul style="list-style-type: none"> ■ Understanding issues in local communities, supporting solutions, and building trust <ul style="list-style-type: none"> Disaster relief, reconstruction support, donations, and social contribution activities Environmental and safety educational activities Hosting and collaborating with local events, factory tours, etc. Dialogue and collaborations with NGOs
Government Agencies, Industry Organizations and Educational Institutions	<ul style="list-style-type: none"> Contributing to the development of a safe and reliable mobile society Supporting educational activities Participating in industry economic impact studies and supply chain assessments 	<ul style="list-style-type: none"> ■ Promoting and supporting the formulation of industry standards ■ Revising policy guidelines in line with social and industry trends <ul style="list-style-type: none"> Industry organizations: Participation in global initiatives on sustainability and the environment such as the Tire Industry Project (TIP) operated under the World Business Council for Sustainable Development (WBCSD), the Global Platform for Sustainable Natural Rubber (GPSNR) Communication, coordination, and support of industry-government-academia partnerships Dialogue with government representatives

Stakeholder Engagement

Examples of Dialogue

» **CES 2023: Showcasing the Vision for Sustainable Mobility**

CES is the world’s preeminent gathering place for market leaders in technology, and Bridgestone was proud to return to the show floor in 2023 to collaborate with like-minded thought leaders and immerse attendees in our vision for creating a more sustainable future through mobility solutions.

The delivery of sustainable mobility requires each stage of the tire and rubber product’s life—from manufacturing and ownership to maintenance and end-of-life material circularity—to consider the most responsible processes and tools for each step. At CES, Bridgestone demonstrated its vision of vehicle management experience with the ultimate goal of carbon-neutral transportation in the future.

Throughout the show, the Group met with current and potential partners and customers in order to discuss ways the Group can support their current business needs through our sustainable solutions, while also collaborating on opportunities to lead the future of sustainable mobility together, providing both social and customer value. Bridgestone plans to continue to share, collaborate, learn and co-create in order to continue to lead the future of mobility.



» **An Active Role in Industrial Initiatives**

The Group takes the environmental and social impact of the tire industry seriously and play a leading role in building knowledge and establishing industry standards to better address the challenges facing the industry as a whole.



Thomas J. Higgins
Global Chief Business Strategic Officer, Bridgestone Corporation

Bridgestone actively engages in pro-competitive regional and global associations and projects to understand and address issues that can improve the sustainability of the tire industry. We have leadership roles in the United States Tire Manufacturer’s Association (USTMA), the European Tyre and Rubber Manufacturer’s Association (ETRMA), the Japanese Tyre Manufacturer’s Association (JATMA) and the World Business Council for Sustainable Development’s (WBCSD) Tire Industry Project (TIP), as well as many others. Our goal is to co-create collective solutions that can effectively and efficiently enhance the positive impact of our industry on society. We continuously support industry and regulatory initiatives aimed at establishing globally harmonized procedures to enhance the sustainability and safety performance of tires. For example, Bridgestone is currently contributing to the definition of international testing methods for measuring tire abrasion, to support reducing the generation of tire particles while vehicles are in motion.

» Dialogue-based IR Activities and Timely, Appropriate Information Disclosure

“Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company.”

To achieve this vision, the Group is moving forward with the implementation of medium- to long-term business strategies which places sustainability at the core of management. Through quarterly financial briefings and other platforms, the Group provides regular reports on the progress of our medium- to long-term business plans.

Further, the Group understands that building mutual relationships of trust with analysts and investors is of paramount importance. The Group therefore takes advantage of the ideas and opinions that the Group obtains through dialogue with these analysts and investors in our management strategies and IR activities.

At Bridgestone, in addition to Corporate Sustainability division, which promotes the integration of our management strategies, business activities and corporate culture with sustainability issues the Group is facing, the Group newly sets up the IR Financial Affairs Reporting and Planning Section to strengthen the organizations structure to respond to increasing investors interests in sustainability related issues.

Through these organizations, the Group is improving our dialogue with institutional investors on our approach to sustainability issues and the management strategies that will allow us to achieve sustainable growth alongside our customers and society.

In June 2022, the Group published our first integrated report. This ensured timely and appropriate information disclosure through unique value creation stories that balanced sustainability and business. As a result, in addition to ESG perspective, the Group was able to exchange ideas with institutional investors on their requests and expectations as the Group seeks to grow as a sustainable solutions company. The requests and expectations of these institutional investors were relayed back to management, leading to discussions on how to link their ideas to future value creation, as well as concrete action.

The Group also received positive feedback on our IR improvements and comments on future expectations for the Company through individual investor meetings. The Group believes that positive, objective feedback from external parties helps us to develop as a strong and resilient Bridgestone.

External Evaluation in the Sustainability Field

The Bridgestone Group's sustainability efforts have been highly evaluated externally.

- Dow Jones Sustainability World Index: Selected as a component of the Dow Jones Sustainability World Index.
- Dow Jones Sustainability Asia Pacific Index: Selected as a component of the Dow Jones Sustainability Asia Pacific Index for the 13th consecutive year.
- FTSE4Good Index Series: Selected as a constituent stock of the FTSE4Good Index Series for the fifth consecutive year
- MSCI: Received as AA rating from the MSCI.
- CDP
 - Received the ratings below for our outstanding efforts.
 - CDP Climate Change: A-
 - CDP Water Security: A-
 - CDP Supplier Engagement: A-

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA

