

# ○ Response to Global Management Risk

## Control of Global Management Risk: Remaining Unaffected as Change Becomes Commonplace

The business environment is becoming more complex and uncertainties are increasing. Under these conditions, companies are expected to maintain and reinforce their ability to cope with the attendant risks and new business opportunities. Bridgestone is stepping up its risk management programs, both globally and in each region, to reinforce its ability to identify, evaluate, and mitigate or reduce important Group-wide risks. The Global Management Risk Committee (GMRC), which is composed of top

management including the CEO and CRO of each regional business, conducts annual risk exercises to identify, evaluate, verify, and formulate appropriate response strategies for the most critical risks, ensuring such response strategies align with business strategies. The GMRC conducts wide-ranging discussions of management risk and has at present established global project teams composed of the heads of related organizations and members with expertise for three priority management items shown below.

<b>Geopolitical Risk</b>	The Bridgestone Group continuously monitors international tensions, political and economic situations, regulatory trends, and other factors that may disrupt business operations and impact employees and business partners. The Group analyzes business impact when risks materialize, and examines and executes measures to minimize that impact.
<b>Tire and Road Wear Particles (TRWP)</b>	As an industry leader, the Bridgestone Group is stepping up initiatives in collaboration with the tire industry and other partners. Please refer to the statement below and the Stakeholder Engagement section of this report.
<b>Response to Cyber Incidents</b>	In response to a cyber incident at Bridgestone’s U.S. subsidiary in the first quarter of 2022, the Group implemented emergency measures in each region. For ongoing strengthening of its response capabilities, the Group established a global cyber security response team and is promoting fundamental countermeasures.

Project teams will be set up for each priority item to identify risk and implement countermeasures, with global executive team members as leaders. The Group will continue reinforcing its structure to control global management risk unaffected by change.

### Corporate TRWP statement

Tire and road wear particles (TRWP) are the result of friction between the tire and the road surface which is essential to secure a safe and comfortable journey. TRWP is a complex issue impacted by many factors including driving behavior, weather, road conditions as well as vehicle and tire characteristics. Bridgestone, as a sustainable solutions company, recognizes the need to address the potential human and environmental impact of TRWP and the role the company can play.

Bridgestone is actively engaged with the tire industry through the World Business Council for Sustainable Development (WBCSD) Tire Industry Project (TIP) in building scientific knowledge on the physical and chemical characteristics of TRWP in addition to their impact. TIP is also involved in developing mitigation options. As member of Working Groups within the International Organization for Standardization (ISO) and through the discussions with the United Nations Economic Commission for Europe (UNECE), the company supports the globally harmonized test methods that will contribute to reducing the amount of wear particles from tire abrasion, while creating the same standards for all industry players.

Bridgestone continuously invests in sustainable technologies and materials to improve conflicting tire performance such as energy consumption, grip, noise or wear. Furthermore, by providing solutions that promote responsible driving behavior and enable customers to check tire wear and optimize routes, we contribute to mitigate the emission of tire wear particles.

Guided by the Bridgestone E8 Commitment, the company continues to collaborate with industry and other partners to study this issue and find answers. At the same time, we are committed to pursue innovations in tire design, materials and solutions that can further reduce the generation of and potential environmental impact of tire wear particles.

Note: As of June 2023