

Foundation for Sustainable Value Creation

Fostering Trust	90
Stakeholder Engagement based on Integrated Reporting.....	91
In Harmony with Communities	93
Addressing Sustainability Issues	96
• Respect for Human Rights	96
• Natural Rubber Value Chain.....	97
Governance	98
Compliance	98
Corporate Governance	99
• Board of Directors and Executive Officers	103
Interview with Independent Directors	104



Stakeholder Engagement based on Integrated Reporting

Process for Identifying Sustainability Priorities

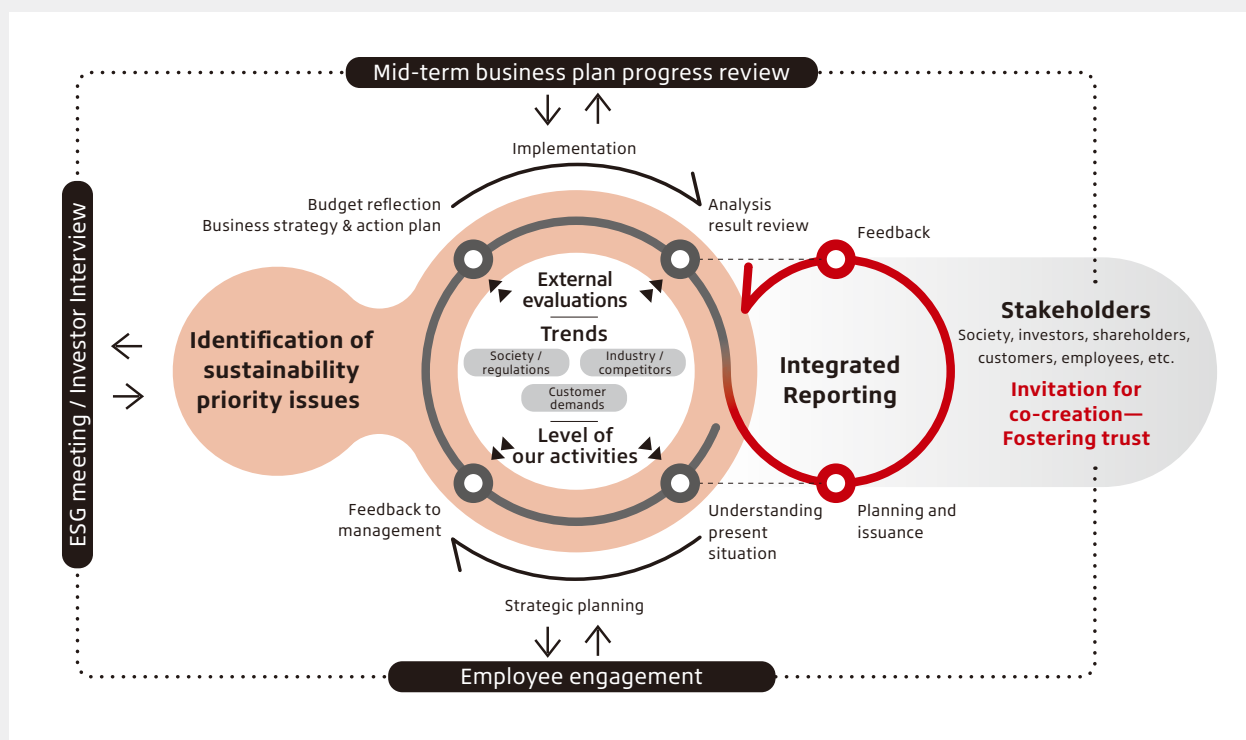
Through dialogue with a diverse range of stakeholders, including institutional investors, NGOs, and employees, Bridgestone recognizes their expectations and challenges we face. We promote stakeholder engagement based on our integrated reporting, and also closely link it to the process of prioritizing sustainability issues and integrating them into business strategy while ensuring alignment with it. As shown in the figure below, the two processes are being rotated as two wheels, and continuous improvement of both processes is being pursued.

The 26 sustainability issues identified based on the materiality assessment are reorganized based on the business perspective of creating social value and customer value, reviewed by the global managements including the Global CEO, and shared and reported to the Board of Directors. We identify issues by sensing social trends such as laws and regulations, industry and competitor trends, as well as customer expectations and requests, and by analyzing risks, opportunities, and their impacts. We also identify and confirm gaps between the level of our activities and information disclosure and the expectations of society and customers by analyzing the results of major external evaluations/ratings. Based on these activities, we hold in-depth discussions with management, incorporate the identified issues into corporate and business strategies, drive them forward, and report the progress, results of activities,

and future challenges to management in an ongoing PDCA cycle. Furthermore, we actively disclose the results of our activities and share feedback with management including stakeholders' expectations and their proposals for improvement that are obtained through dialogue based on integrated reporting. We incorporate these feedback into the issue identification and management strategies. This process is not only for integrated reporting, but also for the entire process of identifying issues and promoting management strategies, including raising the level of sustainability initiatives. (Opportunities for dialogue with stakeholders include ESG interviews with institutional investors, dialogue with NGOs and customers, and ESG small meetings, etc.)

Sustainability priorities are continuously reviewed through the PDCA cycle, and the following issues have been identified for FY2024.

- Establishment and evolution of the sustainability business model
(Develop readiness toward carbon neutrality, expand circular economy business activities and promote a nature-positive world)
- Fostering trust with customers, partners, and local communities
- Natural rubber value chain
- Respect for human rights
- Tire and road wear particles (TRWP)



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

Bridgestone has defined a vision of providing social value and customer value as a sustainable solutions company toward 2050. To achieve this vision, Bridgestone is moving forward with the implementation of mid-long term business strategy that place sustainability at the core of management. Through quarterly financial results announcements, we also announce the progress of the Mid Term Business Plan. We consider it important for the Global CEO to take the stage at such announcements to engage in direct dialogue with analysts and investors. We work to build mutual relationships of trust by taking consideration of the various suggestions obtained through this dialogue in our management strategies and IR activities.

In March 2024, we announced the Mid Term Business Plan (2024-2026) as a hybrid event which was a combination of offline and online. Global CEO and Global CTO appeared at the presentation and engaged in an open dialogue with analysts on a wide range of strategic and technical interest.

In addition to our regular financial results announcements, we are also expanding opportunities for one-on-one dialogue with investors. The Global CEO and Independent Directors engage in direct dialogue, provide feedback to the global management team and the Board of Directors on the

suggestions and expectations they have gleaned. They are then reflected in discussions and business activities so as to create value for the future.







At Bridgestone there are two parties working together; Global Sustainability Strategy Division which integrate management strategies, business activities and corporate culture to sustainability, and IR department which promote information disclosure and dialogue with analysts and investors. Through these organizations, Bridgestone is improving dialogue with investors on our approach to sustainability issues and the management strategies that will allow us to achieve sustainable growth alongside our customer and society.

In addition to enhancing information disclosure in a timely and appropriate manner, through our integrated report we are also enhancing communication of our unique value creation stories that balance sustainability and business. We exchange opinions not only on ESG investment perspectives, but also on expectations from investors' perspectives as we grow as a sustainable solutions company.

We will further strengthen information dissemination regarding a roadmap toward our future growth, which is to return to a "strong" Bridgestone capable of adapting to change, move to the "true next stage", and become a resilient "excellent" Bridgestone.

External Assessments in the Sustainability Field

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

<p>Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA</p> <ul style="list-style-type: none"> • Dow Jones Sustainability World Index For the second consecutive year, Bridgestone was selected as a constituent stock. • Dow Jones Sustainability Asia Pacific Index For the 14th consecutive year, Bridgestone was selected as a constituent stock. 	 <ul style="list-style-type: none"> • Bridgestone was listed as among "Top 10% S&P Global CSA Score" of Sustainability Yearbook 2024. 	 <ul style="list-style-type: none"> • FTSE4Good Index Series For the sixth consecutive year, Bridgestone was selected as a constituent stock.
<ul style="list-style-type: none"> • CDP Received the ratings below for its outstanding efforts. <div style="display: flex; align-items: center;">   <div style="margin-left: 20px;"> <ul style="list-style-type: none"> - CDP Climate Change: A - CDP Water Security: A- - CDP Supplier Engagement: A </div> </div>	 <ul style="list-style-type: none"> • ESG Corporate Ratings by ISS ESG Bridgestone was recognized with a "Prime" rating. 	 <ul style="list-style-type: none"> • MSCI "AAA" rating received from MSCI.

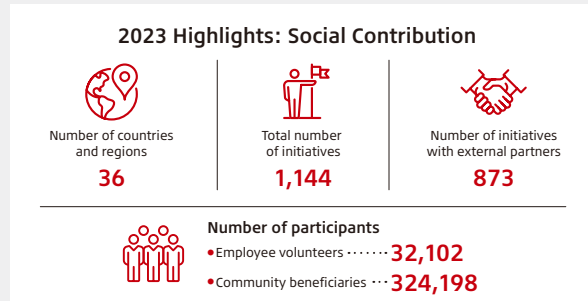
In Harmony with Communities

Bridgestone is working to build trust with society through initiatives in harmony with communities globally. We aim to contribute to fundamental for sustainable creation and co-creation of social and customer value.

In 2023, Bridgestone has become a member of Business for Societal Impact (B4SI) and has embarked to visualize its social impact related to “the changes that happen to individuals, organizations and the company, in the short or longer-term, as a result of the activity” which is defined in “the framework of the corporate community investment” by B4SI.

We aim to further increase our positive impact and demonstrate the tangible results of our efforts that lead to building trust with communities. Also, through these social contribution activities, in line with their purpose and the creation of the eight Bridgestone-like values in the “Bridgestone E8 Commitment”, we are committed to building safer, and healthier communities and making education more accessible and inclusive for current and future generations.

In 2023, Bridgestone implemented a total of 1,144 initiatives*¹ in 36 countries, which includes 873 initiatives with external partners*², with 32,102 employee volunteers*³, and reached 324,198 people*⁴ from the communities.



*1 Counting of “initiatives” varies by country or region.

*2 Counting of “partners” varies by country or region.

*3 The number of volunteers is the total number, including estimates for some activities.

*4 The number of people who directly benefited from our activities, which varies by country or region and only includes those activities for which Bridgestone has confirmed the status.

Bridgestone has committed to global good practice through strategic alignment to B4SI’s Frameworks and standards which are applied by the world’s leading companies. We commend Bridgestone for their active commitment to social impact excellence underpinned by their grasp and commitment to B4SI, and we expect their continued and active engagement with others globally across the network of leading corporates, to enhance a shared commitment to the creation of a sustainable future.



by their grasp and commitment to B4SI, and we expect their continued and active engagement with others globally across the network of leading corporates, to enhance a shared commitment to the creation of a sustainable future.

Clodagh Connolly
Global B4SI Director

Activities Related to Road Safety

There were estimated 1.19 million road traffic deaths in 2021*¹. As a tire company, Bridgestone recognizes that road safety remains a universal concern. At the same time, it is an integral part of mobility system design, providing safety and peace of mind to communities. We believe it can leverage its strengths and make the greatest contribution.

In order to generate synergies from its global efforts, Bridgestone established the Bridgestone Road Safety Program (BRSP) in 2023. The Global Road Safety Partnership (GRSP), an international NPO specializing in road safety, has helped us in establishing the BRSP and creating the playbook, a practical guide for our employees. In 2023, with the cooperation of GRSP, we focused on setting indicators to assess the impact of these activities. We also participated in the Asia Pacific Regional Road Safety Seminar, co-hosted by GRSP and the Asian Development Bank, in the Philippines with key stakeholders to discuss further promotion of road safety. During the event, Bridgestone shared our journey of enhancing road safety actions, partnerships, and the case study.

In 2023, 105 initiatives*² related to road safety were implemented in 34 countries, including 67 initiatives with external partners*³, involved 2,195 employee volunteers*⁴, and reached 103,428 people*⁵ from the communities. Of these, the impact of community benefits was assessed in 5 activities in 5 countries.

*1 Source: WHO “Global Status Report in Road Safety 2023”

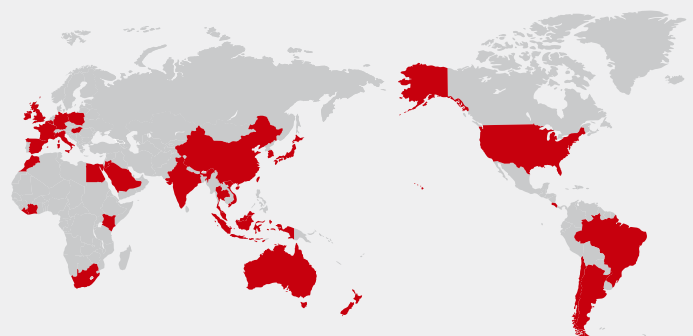
*2 Counting of “initiatives” varies by country or region.

*3 Counting of “partners” varies by country or region.

*4 The number of volunteers is the total number, including estimates for some activities.

*5 The number of people who directly benefited from our activities, which varies by country and region and only include those activities for which we have confirmed status.

• The countries where road safety activities took place in 2023 (34 countries)



■ Bridgestone Global Road Safety Project (Thailand)

In partnership with AIP Foundation*, the program provides solutions through initiatives such as improving road safety knowledge and behavior among students and teachers, cultivating Bridgestone Youth Champions for Road Safety, conducting school zone assessments, promoting infrastructure modifications, and empowering Bridgestone employees to become road safety advocates.

The program began in 2021 and has been expanding across Thailand.

* AIP Foundation is a NPO that works to improve road safety, primarily vulnerable communities across Asia and Africa.

Output

- 242 students and teachers in 4 schools, 10,977 parents and community members benefited, 16 Road Safety Champions empowered, 2,000 social media outreach.

Impact in 2022-2023

- iRAP Star Rating* improved from 2 stars to 3 stars
- Road user risk management score, an indicator of the safety of local commutes to school improved from 13.31 to 19.88

* International Road Assessment Programme (iRAP) is a registered charity dedicated to saving lives by eliminating high risk roads throughout the world. The Star Rating, developed by iRAP, is an objective assessment of the level of safety.

■ Think Before You Drive (Central and South America)

BSAM launched the "Think Before You Drive" program in 2005. Partnering with universities and government agencies, BSAM implements the program in various regions. The program aims to address the importance of road safety through educational initiatives and materials, community challenges emphasizing seatbelt use, tire maintenance, and safe driving practices. In 2022, BSAM developed "Think Before You Drive - Kids" for children ages 6 to 12, providing road safety tips and promoting safe behavior through online resources, including videos and games.

Output

- 74,000 students and families in Mexico, Costa Rica, Colombia, and Ecuador materials reached to since 2015
- 3,000+ students in 7 schools learned in 2022 and 2023 through "Think Before You Drive - Kids"

Impact

- 100% employee volunteers felt confident in the level of road safety education delivered to children.

■ Bicycle Safety Workshop (Japan)

Since 2017, Bridgestone Cycle Co., Ltd., in collaboration with the local authorities and police departments, has been conducting bicycle safety workshop throughout Japan. The objective is to promote safe cycling practices for people of all ages, ranging from preschoolers to senior citizens, by tailoring the workshops to their respective life stages. At schools in Kurume City, BSC conducted Workshops on bicycle rules and proper helmet usage.

Output

- 75 workshops held, (4,000)+ participated (2023).

Impact

- Among the workshops held at schools where impact assessments were conducted, 100% of teachers provided positive feedback on the students' increased awareness.
- 60% of teachers reported positive feedback on the students' changed behavior.

■ Project Sarthi (India)

Bridgestone India (BSID) has partnered with state-of-the-art driver training facilities in various states of India to address the critical issues faced by the trucking industry, such as a shortage of drivers and lack of formal training.

Through the initiative called "Project Sarthi" ("sarthi" meaning "the one who drives" in Hindi), BSID provides 30 days of free residential driving training, focusing not only on professional driving skills but also on soft skills for well-being and responsible road behaviors. BSID employee volunteers also offer training on tire maintenance, safety, and financial literacy. The program aims to develop heavy motor vehicle (HMV) skills and create opportunities for unemployed youth from socio-economically weaker sections of society.

Output

- 1,775 commercial drivers' skill upgrade and certification
- 864 HMV drivers complete short-term refresher training

Impact

- 66% of trainees found employment with automotive companies.
- 92% of drivers trained want to continue HMV driving as their profession



■ Green Camps Teach “Sicurezza” to Italian Youth (Italy)

The multi-faceted program, “Sicurezza [security] on the road” program in Italy addresses the road safety challenge among young people. The program includes Italian Red Cross (CRI) Green Camps, which provided full-day educational workshops for 8 to 17-year-olds. With the participation of employee volunteers, the camps focused on road safety and sustainability. Participants expressed their intention to prioritize vehicle control, condition, and tire maintenance when they drive in the future. The collaborative program with CRI and employee volunteers will continue in 2024.

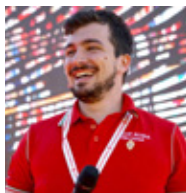
Output

- 240 “future drivers” in 8 locations were outreached in summer camps across Italy.
- Over 5,000 secondary school students learned about road safety.

Impact

- Fostering Bridgestone team pride and relationship with CRI

The partnership with Bridgestone will allow us to reach more and more people. The Toolkit for Road Safety drawn up with the technical support of Bridgestone will help to expand the knowledge of volunteers on methodologies for road safety education. This partnership makes us more prepared to face future road safety challenges.



Edoardo Italia

VP Italian Red Cross and Italian Representative of the Red Cross's Young Volunteers

Other Initiatives

Bridgestone creates the eight values of the “Bridgestone E8 Commitment” through various social contribution activities that respond to the challenges and needs of each local community. For example, believing that education is essential for improving people’s quality of life and developing their professional skills, we support inclusive and accessible education in the local communities in which it operates. With a particular emphasis on primary education and technical and vocational training, we apply our strengths in tire manufacturing and sales to offer a variety of training programs that foster the next generation of automotive maintenance professionals.

Also, as the World Health Organization (WHO) notes that it is important to address health improvement according to the needs of each country and region, Bridgestone improves the sustainability of communities by contributing to efforts to improve local health conditions and to create a culture of healthier lifestyles.

Additionally, we view the support of regional communities affected by natural disasters to be part of its social responsibility. We will continue to provide a variety of reconstruction assistance based on disaster conditions and needs in the stricken areas. We sincerely hope for a swift recovery of the people and areas affected by disaster.

[Community](https://www.bridgestone.com/responsibilities/social/community/)

<https://www.bridgestone.com/responsibilities/social/community/>

Impact on Employees

Bridgestone believes employees who participate in social contribution activities will foster a sense of belonging to Bridgestone and their local community. Employees can expect to feel empowered and improve their well-being through these activities. In 2023, as a trial, we conducted impact assessments on employees in 14 activities in 9 countries. Among the 241 employees assessed, approximately 82% felt a stronger sense of belonging in Bridgestone after participating in social contribution activities, and 88% felt a stronger sense of belonging in the community. 88% of them perceived positive changes in their skills applicable to work, attitudes and behavior in life, and their own well-being.

Impact on Teammate

241 employees assessed in **14** activities in **9** countries
(Results as of December 4th)



82%

teammates show positive changes in understanding and attachment to the **Bridgestone**



88%

teammates show positive changes in understanding and attachment to the **community**



88%

teammates show positive changes in **attitudes, behavior and/or skills**

Addressing Sustainability Issues

As stakeholders and society increasingly hold businesses accountable, Bridgestone proactively integrates sustainability initiatives into our business models, value chains, management policies, and business strategies. By executing these initiatives, we strive to generate both social and customer value, building trust with stakeholders.

Respect for Human Rights

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

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

In 2023, we conducted the following two different types of human rights risk assessments across our own operations: 1) Deep-dive human rights issue-specific and site-specific assessments and 2) Human Rights Risk Assessment Survey (HRRAS) targeting regional headquarters and subsidiaries across the globe. As for the Deep-dive assessments, we chose the three locations for our 2023 assessment sites; a natural rubber farm in Liberia, tire plant in Indonesia, and headquarter in Japan based on the holistic risk analysis, previous assessment results, and human rights risk data

from third party experts. Although no human rights violations were identified in any of the risk assessments, we strive to improve and adhere to human rights standards to ensure their proper implementation throughout our operations

Based on the Bridgestone's [Global Human Rights Policy](#), we implement human rights due diligence across our operations while continuously improving and reinforcing our risk management process. Our commitment to human rights is realized through the leadership of our top management team and the collaborative efforts by the Human Rights & Labor Practices Working Group and teammates around the world. The essence of our commitment is the "glocal" approach respecting and engaging with internal and external stakeholders, including our rights holders and third-party human rights experts, as well as our passion for advancing human rights and responsible labor practices across our operations.



Nicolas Van Den Steen

President of Human Rights and Labor Practices Working Group

Human Rights Commitment

- Development of the Bridgestone's Global Human Rights Policy
- Embedding commitment with the Implementation Guideline for the Global Human Rights Policy throughout Bridgestone's own operations
- Raising awareness through education and learning

Human Rights Risk Assessment

- Identification of salient issues and the locations that are exposed to high risk*
- Deep-dive human rights issue- and site-specific assessments
- Risk monitoring with Human Rights Risk Assessment Survey (HRRAS) targeting our regional headquarters, and subsidiaries



Accountability

- Disclosure of human rights due diligence process and actions in the Integrated Report and on website
- Communication and partnership with internal and external stakeholders

Actions and Mitigation

- Implementation of the site/issue specific mitigation and prevention measures
- Development and execution of the Implementation Guideline for the Global Human Rights Policy
- Monitoring and evaluating mitigation and prevention measures

*Sites that could be exposed to higher human rights risks due to geographic, political, social, industrial and operational factors.

Based on "Guiding Principles on Business and Human Rights" that UN has outlined, Bridgestone is building a process of human rights due diligence and promoting its initiatives.

■ Liberia's ISCC Certification

Bridgestone is also implementing a portfolio of digital tools in its natural rubber farm in Liberia to enable data integrity and visibility of the natural rubber farm profile together with other environmental and social parameters for both our own farm as well as smallholder operations.

This evolution is not only a reflection of our dedication to sustainability and transparency but also aligns seamlessly with our journey towards compliance with the EUDR.

[Global Human Rights Policy](#)

www.bridgestone.com/responsibilities/social/human_rights/pdf/global_human_rights_policy.pdf



Firestone Liberia (FSLB), the largest single natural rubber plantation in West Africa, commits to contributing towards a sustainable society through continual improvement together with employees, communities, smallholder farmers, and customers. An integral part of our due diligence process is to have regular dialogues with stakeholders, including internal and external communities, to effect solutions in a timely manner based on on-site feedback. Recognizing opportunities on a national scale regarding access to quality education and to safe drinking water, FSLB strives to meet necessities in terms of basic living conditions and primary education and to further support improving living standards through providing farming skill trainings for smallholders, of our surrounding communities.

Rhea Cinco

Head of Compliance and Sustainability at Firestone Liberia, LLC

Natural Rubber Value Chain

Enhancement of Sustainability through Due Diligence of Natural Rubber Suppliers

Bridgestone has been enhancing its ESG due diligence in the supply chain and addressing environmental and social risks. Third-party assessments by [Verisk Maplecroft](https://www.maplecroft.com/) and [EcoVadis](https://www.ecovadis.com/) help identify and assess these risks.

95% or more of our spend-basis Tier 1 tire material suppliers will have completed an EcoVadis enhanced ESG risk assessment by the end of 2024. (As of March 31, 2024, 97% had done so.) All of natural rubber Tier 1 suppliers will have completed an EcoVadis enhanced ESG risk assessment by the end of 2024. (As of March 31, 2024, 94% had done so.)

In addition, we have prioritized targeted suppliers based on Verisk Maplecroft and EcoVadis scores and conducted on-site ESG audits of those suppliers using a self-assessment questionnaire developed in collaboration with WWF Japan. From 2022 to 2023, we completed a total of 54 on-site ESG audits of our Tier 1 natural rubber processing facilities. In the audits in 2023, no human rights as well as significant environmental impacts were identified. However, there is room for improvement such as in ways to

collect information on the supply chain and endangered species. Therefore, we will continuously offer support and develop a plan to engage with suppliers to reduce risks and monitor their implementation status throughout its natural rubber supply chain.

Grievance Mechanism for Natural Rubber Supply Chain

Bridgestone believes it is fundamental to work with our trusted partners as a team throughout our value chain and co-create value towards society. Especially in the natural rubber industry, which tends to be exposed to the risks of deforestation and child & forced labor, a grievance mechanism is an effective tool. It allows us to collect voices of stakeholders around our operations, help us to engage with our suppliers, and enable us to understand where our potential risks and opportunities are, to improve sustainability practices across our value-chain. We therefore set up a grievance mechanism for the natural rubber supply chain and publicly disclose and update grievance list quarterly.



Since 2022, Bridgestone has been addressing grievances within its natural rubber supply chain by implementing a robust grievance mechanism. With the support of [Earthworm Foundation](https://www.earthworm.org/), Bridgestone leverages local insights, tools and technical expertise to identify and address environmental & social issues. Engaging directly with suppliers represents a significant step towards more transparency, enabling the natural rubber value chains to contribute positively to the prosperity of communities and ecosystems. The approach also favors dialogue and collaboration with local stakeholders so as to prevent future grievances. Bridgestone is now in the process of spreading awareness of the grievance mechanism among the grievance mechanism with key supply chain partners and expanding its scope to encompass other raw materials of which Bridgestone's tires are composed.

Jeanne Delor

Member Manager at Earthworm Foundation,
Project Leader for Bridgestone