

Stakeholder Engagement based on Integrated Reporting

Process for Identifying Sustainability Priorities

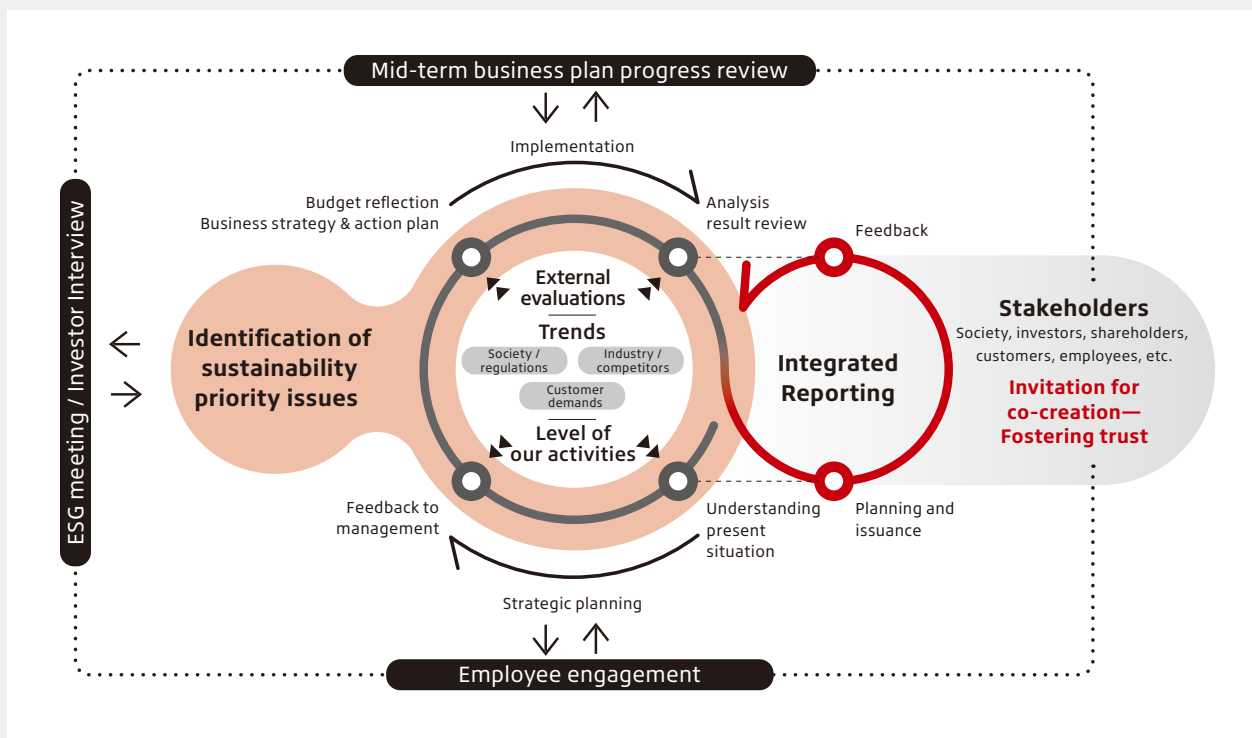
Through dialogue with a diverse range of stakeholders, including institutional investors, NGOs, and employees, Bridgestone recognizes their expectations and challenges we face. We promote stakeholder engagement based on our integrated reporting, and also closely link it to the process of prioritizing 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.   <ul style="list-style-type: none"> - CDP Climate Change: A - CDP Water Security: A- - CDP Supplier Engagement: A 	 <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.