

## “Bridgestone Way” to Contribute to Our Stakeholders ..... 68

Shareholders: Strengthening and

Expanding Investor Relations Activities ..... 69

Customers: Quality and Customer Value ..... 70

Employees: Safety, Industrial Hygiene ..... 71

Partners & Suppliers, Sustainable Society, Local Communities ... 72

- Sustainability Priorities ..... 72

- Sustainability Business Model ..... 73

- Initiatives as an Industry Leader on TRWP ..... 80

- Respect for Human Rights ..... 81

- In Harmony with Communities ..... 83

- Exploratory Business: Contributing to

Local Communities by Providing Social Value ..... 85

**Governance** ..... 88

**Data** ..... 100

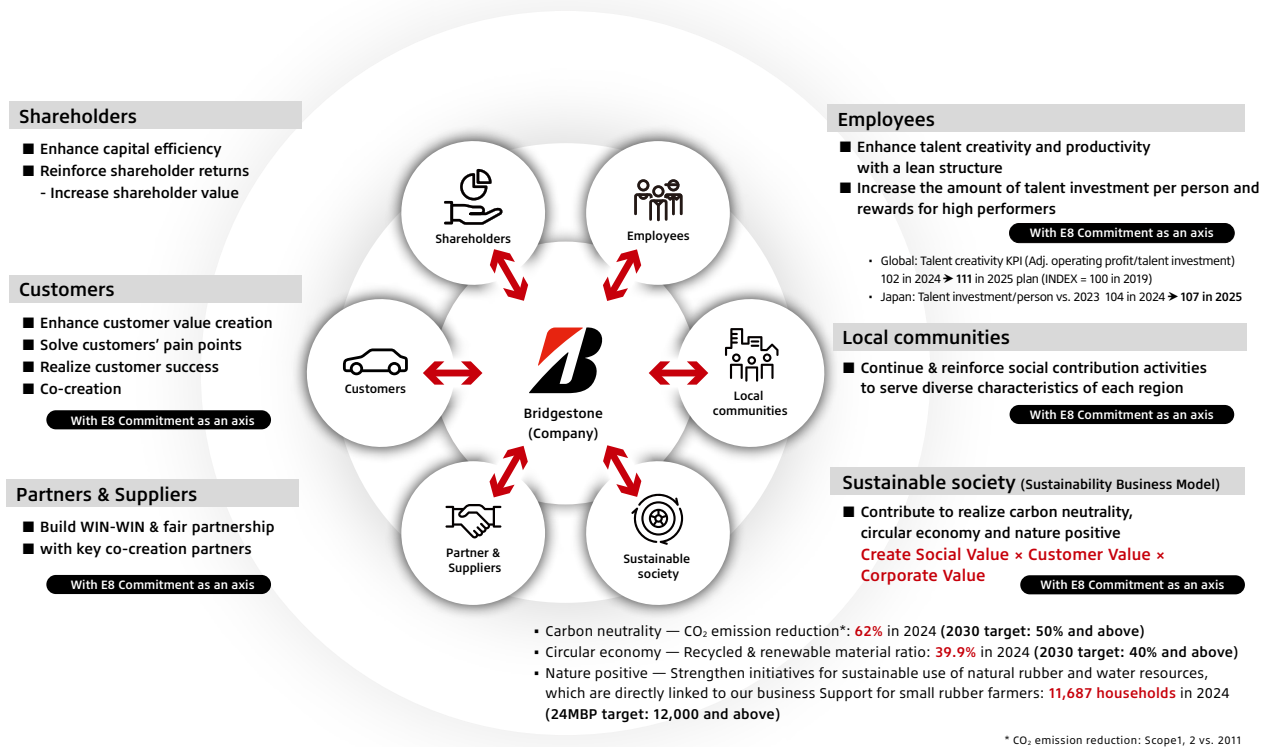




# "Bridgestone Way" to Contribute to Our Stakeholders

- "Bridgestone Way" to Contribute to Our Stakeholders – "Serving Society with Superior Quality"

## Maximize our contribution to all stakeholders



Guided by our mission of "Serving Society with Superior Quality," and with the E8 Commitment as the axis of value creation, Bridgestone aims to maximize its contribution to all stakeholders, including shareholders, customers, employees/talent, partners & suppliers, local communities and a sustainable society.

For shareholders, we aim to expand and diversify opportunities for dialogue and continue to reinforce shareholder returns (P69).

For customers, we will deliver customer value and support customer success by providing premium tires and solutions (P70).

For employees/talent, we seek not only to enhance talent creativity (P35), but also to ensure a safe workplace for each and every employee, based on the principle of "Safety First, Always," as stated in our Safety Mission Statement (P71).

Furthermore, by addressing the sustainability priorities identified through engagement with stakeholders, we will strive to maximize our contributions to partners & suppliers, local communities, and a sustainable society.

Through the establishment of a sustainability business model, we will steadily advance initiatives toward carbon neutrality (including CO<sub>2</sub> emissions reduction), a circular

economy (by increasing the ratio of recycled and renewable materials), and nature positivity\* (focusing on the sustainable use of natural rubber and water resources, which are directly linked to our business) (P73).

Through co-creation with our partners, we will also take steps to address TRWP (P80), respect for human rights (P81), and engage in social contribution activities tailored to local communities (P83).

We are also promoting exploratory businesses that contribute to local communities by providing social value. We are exploring business models built on "co-creation" with external partners, including AirFree, a "next-generation puncture-free tire" supporting mobility in local communities, as well as "research and development of lunar rover tires" leveraging the technologies cultivated through AirFree to support space exploration carrying the dreams of mankind, and "soft-robotics" aimed at enabling human and robot to coexist under the slogan "Soften the Future" (P85).

\* It means halting and reversing the loss of biodiversity and natural capital in order to put nature on the path to recovery. The intent behind is to reduce the impact of business activities on biodiversity and natural capital, maintain and restore nature's bounty, and transform socio-economic activities for sustainable use of natural capital.



## Shareholders

## Strengthening and Expanding Investor Relations Activities

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

Bridgestone places great importance on two-way communication through dialogue with stakeholders, including analysts, institutional investors, and individual investors. We strive to provide accurate and prompt explanations of our management strategy and business status. We have established a framework for accurately gauging the expectations and challenges from the capital markets through ongoing dialogue, reflecting them in our management and investor relations activities. We are committed to continuous improvement through the PDCA cycle.

At our quarterly financial results announcements, we aim to gain greater understanding of and resonate our management strategy through explanations of our financial results. The Global CEO takes to the stage at each of these

sessions as a crucial point of contact to directly answer questions from analysts and the media. We apply the insights gained through such dialogue to our management strategy and investor relations activities. We are also expanding opportunities for the Global CEO and Independent Directors to engage directly in individual dialogue with investors. By providing feedback to the management team and Board of Directors, we are reflecting these insights in discussions and business activities aimed at creating value. By leveraging market voices into our management, we strive to enhance the effectiveness of our dialogue and build relationships of mutual trust.

Going forward, we will continue to expand and diversify opportunities for dialogue with stakeholders and strive to disclose information in a timely and appropriate manner, working earnestly to evolve our investor relations activities and better contribute to enhancing corporate value.

#### ■ Major Investor Relations Activities

Content	2022	2023	2024
Financial results review meetings	4 times	4 times	4 times
Individual dialogue / small meetings with analysts and institutional investors*	290 times	340 times	360 times
Plant tours	—	2 times	3 times
Shareholders' meeting	1 time	1 time	1 time

\* Includes 1 ESG small meeting, 15 ESG dialogue

#### ■ Feedback to management

Content	Reporting to	Frequency	Content
IR activity reports	Board of Directors	As needed	IR activities Interest, evaluation, and expectations from capital markets, etc.
IR reports	Management, business division managers	Quarterly	Interest, expectations, concerns obtained via financial results review meetings and discussions with analysts, institutional investors, etc.



Financial Results Review Meeting for FY 2024



ESG Small Meeting



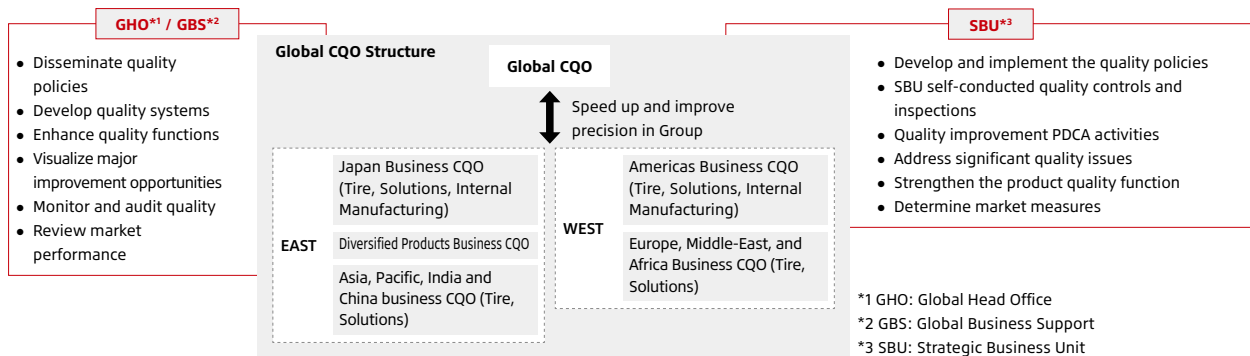
Bridgestone established the Quality Mission Statement to engage every employee in creating value and excitement for our customers by providing Dan-Totsu products, services and solutions through innovation and kaizen (continuous improvement).

## Global Quality Governance

Bridgestone has established the Global CQO Structure, which is composed of the Global Chief Quality Officer (Global CQO) and the CQOs of all SBUs. Together, they are responsible for ensuring the quality of products, services, and solutions in their respective markets. Each SBU and CQO is building a quality assurance system across the entire value chain to deliver customer value and maintain customer trust through innovation and continuous improvement. In addition, the Global Head Office (GHO) and Global Business Support (GBS) assist these activities by sharing roles such as issuing policies, developing global systems, managing the quality status of each SBU, and conducting quality audits, and supporting SBU activities.



### Global CQO Structure chart



## Quality Assurance throughout the Value Chain

Bridgestone is continuously enhancing the quality of products, services, and solutions throughout the entire value chain (product strategy, development, procurement, manufacturing, logistics, sales, and service) based on the Quality Mission Statement. In doing so, Bridgestone is committed to creating customer value and maintaining customer trust.

### ■ Bridgestone Original Quality Assurance Activities

Bridgestone strives to continuously improve global manufacturing processes by introducing innovative technologies to consistently create Dan-Totsu products, services and solutions that meet growing customer expectations.

We also seek to identify potential quality risks at production sites and proactively implement preventive actions by focusing on Critical to Quality inputs.

To deliver superior quality products to all customers, Bridgestone defines and standardizes our original quality requirements as a Process Quality Assurance Reference List (PQARL) based on domestic and international best practices. We publish global quality investment guidelines every year regarding investments to improve the level of quality

assurance necessary to meet these requirements, and regularly conduct assessments to confirm the status of implementation on sites.

At Bridgestone, we have established our original Process Quality Assurance Reference List (PQARL) for manufacturing sites in order to deliver superior quality products to all customers. To promote PQARL, we issue quality investment guidelines every year and regularly check with quality



**Takashi Miyamoto**  
BSJP manufacturing  
QA Promotion Department  
Manager

assurance members in each region whether the targets are being met and whether the system is functioning properly. I feel very rewarded when I hear words of gratitude from the site that the quality assurance level has actually improved, or when I feel that the level of quality assurance functions and quality awareness has increased at the manufacturing sites.

For details, please refer to the Bridgestone website.  
<https://www.bridgestone.com/responsibilities/social/consumer/>



## Employees

## Safety, Industrial Hygiene

Our "Safety Mission Statement" is a message and code of conduct for all Bridgestone employees. It applies equally to employees, contractors and visitors to our facilities. "Safety first always" in the Safety Mission Statement means that "safety is the foundation of all corporate management" and that "each and every one of us must put this into practice."

### Management Structure

Bridgestone's Fundamental Area Safety Group within the Global Quality Management Committee (GQMC) manages and addresses global common risks, challenges and opportunities related to health, safety and disaster prevention.

To create a safer workplace, Bridgestone has established five task forces and developed strategies in collaboration with the SBU and Global Business Support (GBS) through regular safety meetings.

### Bridgestone Safety Fundamental Activities

Bridgestone implements Bridgestone Safety Fundamental Activities (BSFA) a set of common safety practices to be followed by all employees working across the globe. These activities aim to protect individuals and their colleagues by promoting basic safety practices (3S, KY, RA, and Safety Rules) outlined in the "Safety Mission Statement."

- 3S: Seiri (Select & Remove), Seiton (Sort), and Seiso (Keep clean)
- KY (Kiken-Yochi): Identify the potential of incident in the task before starting it and taking feasible actions at the time to avoid the identified potential incidents.
- RA (Risk assessment): A series of steps to create low risk workplaces by identifying and evaluating risks and promoting risk mitigation measures.
- Safety rules: The rules to prevent fatal/serious injuries based on the injuries at Bridgestone.

To support BFSa implementation, Bridgestone assigns safety instructors in each region and has updated its global common training materials. This ensures that all employees across the value chain understand the importance of safety and consistently apply BSFA principles.

Additionally, Bridgestone is actively integrating AI technology, to help identify and reduce risk detected through the risk assessments.

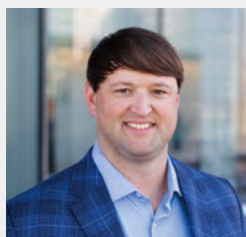
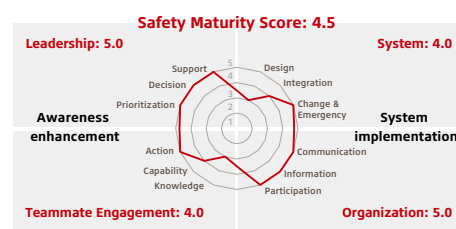
For details, please refer to the Bridgestone website.

[https://www.bridgestone.com/responsibilities/social/safety\\_health/](https://www.bridgestone.com/responsibilities/social/safety_health/)



### Initiatives for Continuous Improvement: Safety Maturity Assessment

Bridgestone developed a safety maturity assessment (SMA) tool based on its global common safety standards. This is our unique tool to monitor Safety Maturity based on four pillars (Leadership, Teammate Engagement, Organization, System), which contributes to identifying common global issues, confirming the effectiveness of the PDCA cycle on safety activities, and ensuring continuous improvement activities to be implemented.



**Jared Noah, CSP**

Director, Manufacturing Safety & Health, Bridgestone Americas

In pursuit of Bridgestone's objective of achieving "Perfect Safety," Fundamental Area Safety (FAS) has continued to evaluate the extent to which our "Safety Mission Statement" has been implemented across the corporation. To standardize, raise awareness, and facilitate this global effort, FAS developed the "Safety Maturity Assessment (SMA)" program. The SMA process includes an added layer in which the assessor conducts a series of interviews with representatives from each of the location's in-scope organizational groups. I have found the interviews enable me to gain valuable input, directly from the interviewee, regarding areas where we can strive for continuous improvement and the actions they feel we can take to advance our safety maturity. I believe this type of outcome, considering our efforts to involve teammates, and to discuss and resolve with FAS about the common global issues identified through interviews, is one of the highest orders of safety and health achievement. So, I am looking forward to the continued value the SMA's will bring to the organization and the advancements we will continue to see become a reality.



## Identifying Sustainability Priorities through Dialogue with Stakeholders

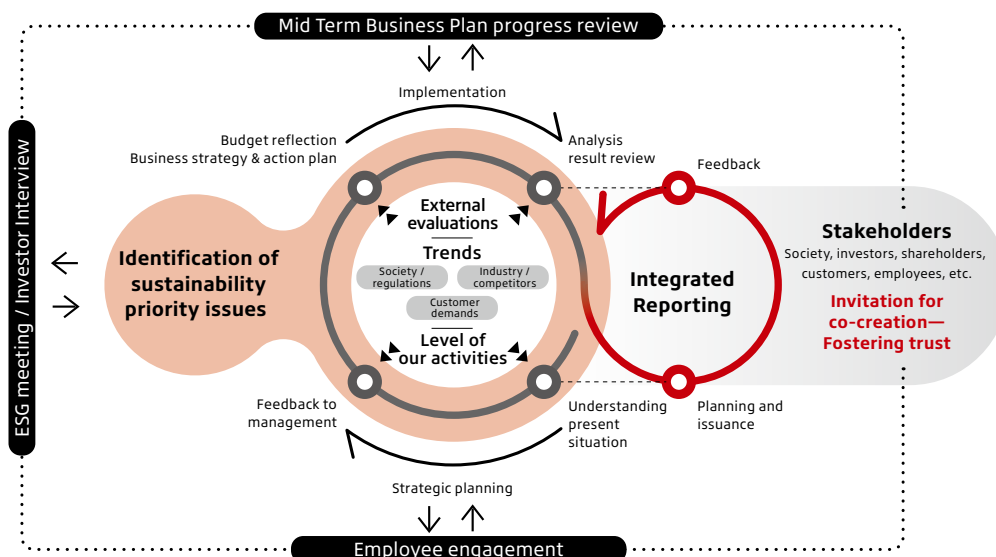
In our communication with stakeholders, we seek to gain understanding of Bridgestone and its initiatives, while also getting a sense of stakeholders' views, assessments, expectations, and the issues they are facing. As we engage with stakeholders through our integrated reporting, we also closely link this process with prioritizing sustainability issues, aligning these issues with the business, and incorporating them into our business strategies. As shown in the figure below, we pursue these two processes in parallel, aiming for continuous improvements in both. 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 management including the Global CEO, and reported to the Board of Directors.

We regularly 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 this 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 FY2025.

- Establishment and evolution of the sustainability business model (develop readiness toward carbon neutrality, expand circular economy business activities and promote a nature-positive world [focusing on "initiatives for sustainable use of natural rubber and water resources"])
- Fostering trust with customers, partners, and local communities (solving issues in local communities, road safety education)
- Respect for human rights
- Tire and road wear particles (TRWP), 6PPD (an antioxidant and antiozonant widely used in the tire industry) <focusing on activities as an industry leader>



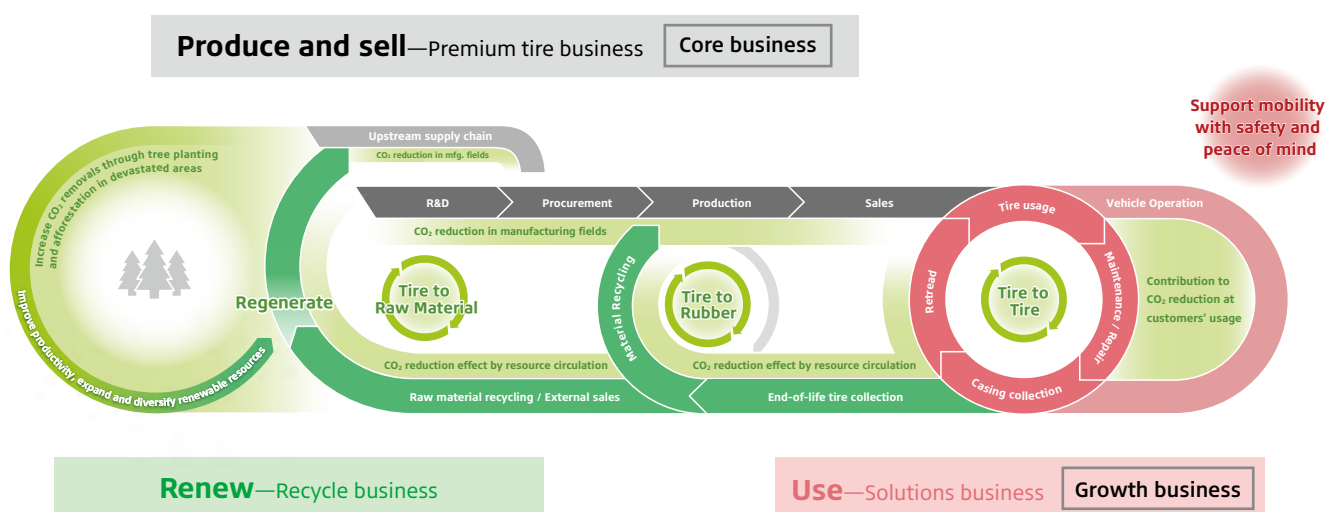
## Sustainability Business Model: Link with the Business Shaping Scenario

Bridgestone is working to establish a unique Sustainability Business Model that incorporates sustainability into the corporate strategy and Mid Term Business Plan. This model links our business with the realization of carbon neutrality and a circular economy as well as the promotion of nature positivity across the value chain, from "produce and sell" and "use" of products to "renew" them in the form of raw materials.

Under 24MBP, we have integrated sustainability into our business shaping scenario, linking business activities with sustainability initiatives and working to build a foundation

for sustainable value creation. The plan links our efforts to achieve carbon neutrality, a circular economy, and nature positivity to value creation in the core, growth, and exploratory businesses within the business shaping scenario. In this way, we are evolving a more regenerative business model.

By reinforcing business quality in line with the business shaping scenario in 24MBP, we will support ongoing value creation initiatives and strengthen our sustainable structure and foundation for value creation.



### Circular Economy

2026	Recycled & renewable material ratio <b>39% above</b>
2050	<b>100%</b> sustainable materials

### Carbon Neutrality

2026	CO <sub>2</sub> emission reduction (Scope 1, 2) reduce <b>more than 50%</b> (vs 2011)
2050	Carbon neutrality

### Nature Positive

Focus on "initiatives for sustainable use of natural rubber & water resources,"  
which are directly related to our business

Evolving to a regenerative business model

## Sustainability Business Model: Link with the Business Shaping Scenario

## Progress of Initiatives

To balance the creation of social value and customer value through our business and achieve a win-win-win for society, customers, and Bridgestone, we are working to establish a unique Sustainability Business Model that links our business with initiatives to realize carbon neutrality, a circular economy, and nature positivity across the value chain.

In its core business of premium tires, Bridgestone is improving the various areas of performance demanded of tires, including wear resistance, long life, and lower rolling resistance, through the expansion of ENLITEN, our base technology for product design, which pursues “ultimate customization”, and by simplifying development and production under BCMA, our base technology for manufacturing, while also boosting resource productivity and energy efficiency. In this way, we are pursuing tire manufacturing that enhances customer value while reducing business costs and environmental impact, thus contributing to the achievement of our sustainability targets.

In the solutions business, we are increasing the ratio of recycled and renewable materials by expanding the TB retread tires business, which operates on a circular business model, while also contributing to greater reductions in Scope 3 carbon emissions through proposals for optimal transportation routes in mobility solutions.

By means of these efforts, Bridgestone is well on its way

to exceeding its 24MBP targets through the Sustainability Business Model, with some metrics, including CO<sub>2</sub> emissions reductions, reaching their 2030 targets ahead of schedule.

The Global Executive Committee (Global EXCO) regularly reviews progress toward achieving the sustainability targets and reports this to the Board of Directors.

By placing sustainability at the core of management, Bridgestone is accelerating its transformation to achieve sustainable growth as a company while contributing to the realization of a sustainable society. We are not merely taking action to achieve sustainability, rather, we strive to



**Akihiro Inatsugi**






Executive Director  
Global Sustainability Strategy  
Division

balance sustainability with our business objectives, focusing on contributing to the business and pursuing value co-creation with our partners.

As we continue to foster sustainable value creation, we will value dialogue with our stakeholders to gain empathy and promote further value co-creation.

● Results in 2024 & plans for 2025

Sustainability – Building a foundation for sustainable value creation

	2023	Result in 2024	2025 plan	Mid-long term target
Carbon neutrality				
 CO <sub>2</sub> emission reduction (Scope 1, 2) vs. 2011	57%	62%	Continuous reinforcement	Further focus on improvement of “quality” incl. Scope 3  2030 More than 50% 2050 Carbon neutrality
 Ratio of renewable energy (electricity)	69%	75%	Continuous reinforcement	
 Contribution to CO <sub>2</sub> reduction (Scope 3)	1.9 times	2.9 times	Contributing to reduce CO <sub>2</sub> emission by more than 3 times Our own CO <sub>2</sub> emissions	
Expanding contribution to reduce CO <sub>2</sub> through the entire value chain including light weight, low rolling resistance, solutions, etc.				* CO <sub>2</sub> emission reduction: Scope 1, 2 vs. 2011
Circular economy				
 Recycled & renewable material ratio	39.6%	39.9%	More than 39%	Strengthen the circular business model 2030 More than 40% 2050 100% Sustainable materials
Nature positivity				
 Support for smallholders of natural rubber towards forest conservation ( Cumulative # of smallholders supported (from 2023) )	5,640	11,687	More than 12,000	Focus on “initiatives for sustainable use of natural rubber & water resources” which are directly related to our business
Develop water stewardship plan ( Manuf. facilities under water stress area: 17 sites )	100%	Execution reinforcement along with the plan		

## Developing Readiness to Achieve Carbon Neutrality

Amid growing calls to address the issue of climate change, Bridgestone has set carbon neutrality as part of its long-term environmental vision for the lead up to 2050. To achieve this, we have established a clear mid-term environmental target for 2030 of reducing Scope 1 and 2 emissions by 50% or more compared to 2011, and are pursuing initiatives to this end.

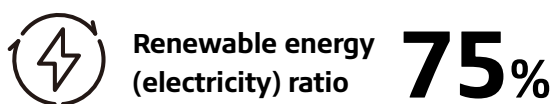
### Result in 2024



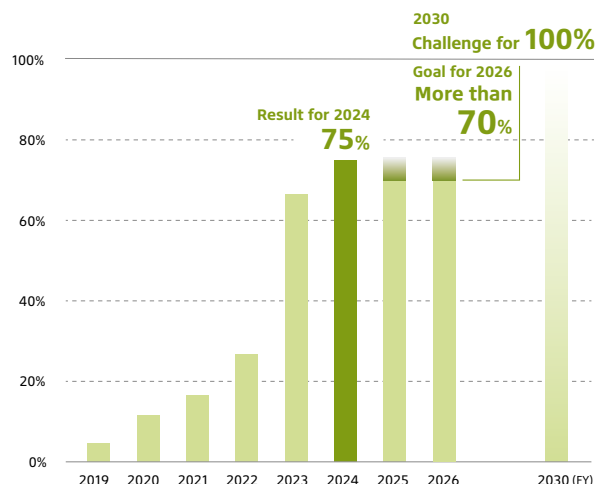
Bridgestone's reduction rate for Scope 1 and 2 CO<sub>2</sub> emissions in 2024 was 62% compared to 2011, representing an even higher reduction than in 2023. By steadily improving energy efficiency through ongoing actions to save energy and by switching to electricity derived from renewable energy sources, we have achieved our mid-term target ahead of schedule for the second year in a row.

Using a greater proportion of renewable energy (electricity) has made a significant contribution to CO<sub>2</sub> emissions reduction. In 2023, Bridgestone's renewable energy

### Result in 2024



#### ● Renewable energy (electricity) ratio



(electricity) ratio was 69%, significantly higher than the average of 52%\* among major tire manufacturers. In 2024, this figure was increased to 75%, meaning that we achieved our 2026 target of more than 70% ahead of schedule.

In various regions worldwide, we are effectively combining measures such as installing solar panels, purchasing energy attribute certificates, signing power purchase agreement etc., and switching to electricity derived from renewable energy sources for externally purchased electricity, depending the local context. We have already switched to 100% renewable energy for purchased electricity used at all tire and in-house manufacturing sites in BSEMEA and Japan. Globally, we have switched to 100% renewable energy-derived or low-carbon electricity sources at 64 sites. Some of our plants are also moving closer to achieve carbon neutrality in their production processes by introducing biomass or electric boilers.

Moving to the next level requires achieving a higher degree of both business growth and CO<sub>2</sub> emissions reduction. In embracing this new challenge, we will work to simultaneously strengthen earning power and lower CO<sub>2</sub> emissions through the stable procurement and optimization of our renewable energy mix, expanding ENLITEN, our base technology for product design, making productivity gains through BCMA, and shifting to Green to improve energy efficiency. At the same time, we will seek to further reduce emissions by developing and verifying technologies to support the switch to low-carbon fuels, the electrification and innovation of our manufacturing processes. We will continue to strengthen our ability to address the issue of carbon neutrality and lay a foundation for sustainable value creation.

\* Source: WBCSD's Tire Industry Project (TIP) "Sustainability Driven: Key Performance Indicators for the Tire Sector 2019-2023"

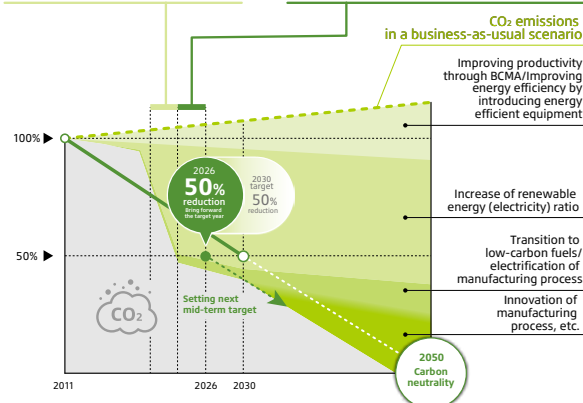
#### ● Transition plan for carbon neutrality

##### Mid Term Business Plan (2021-2023)

- Accelerated the introduction of renewable energy
- Achieved CO<sub>2</sub> emission reduction target level

##### Mid Term Business Plan (2024-2026)

- Stable procurement of renewable energy
- Technology development & verification towards Scope 1 reduction



## Sustainability Business Model: Link with the Business Shaping Scenario

Bridgestone is also working to help reduce CO<sub>2</sub> emissions across the entire value chain, from “produce and sell” and “use” of Dan-Totsu products to “renew” them to raw materials. Our goal for 2030 is to help reduce emissions by more than five times the amount emitted from production activities (Scope 1 and 2 emissions, base year: 2020) across the entire life cycle of our products, services, solutions, and recycling.

## Result in 2024

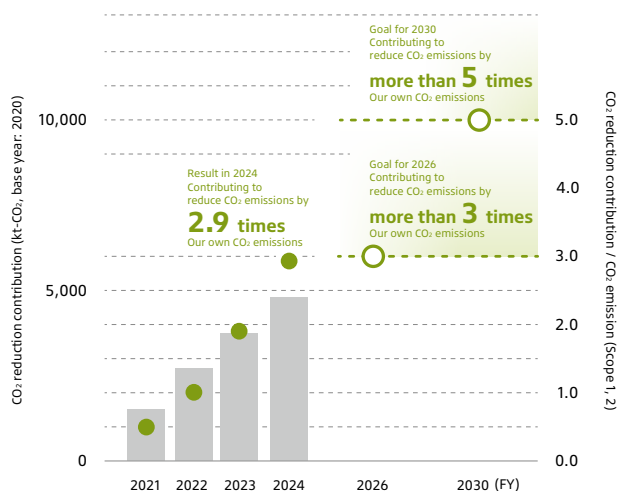


**Contribution to CO<sub>2</sub> reductions**  
(Scope 3)

**2.9 times**  
Bridgestone CO<sub>2</sub> emissions

Contributions to CO<sub>2</sub> emissions reductions in 2024 increased to 2.9 times Bridgestone's Scope 1 and 2 emissions. This reflects contributions in various areas, including the lower rolling resistance of Dan-Totsu premium tire products, expansion of the retread business, and the mobility solutions of Webfleet and Azuga.

In addressing customer demands for lower carbon emissions, at the product planning and design stages, we seek to help reduce such emissions during driving by lowering the rolling resistance of tires, which contributes to improved fuel efficiency and electricity consumption. At the same time, we target lower CO<sub>2</sub> emissions across the entire life cycle by reducing emissions at the tire production stage, which yields a lower carbon footprint for our products.



## Business Activities for Realizing a Circular Economy

Bridgestone's business activities that contribute to a circular economy include pursuing material development, such as expanding and diversifying renewable materials, improving resource productivity by expanding the retread business, and exploring technologies for tire recycling. We are seeking to create a circular business model through initiatives across the entire value chain, from “produce and sell” and “use” tires to “renew” tires.

## Result in 2024



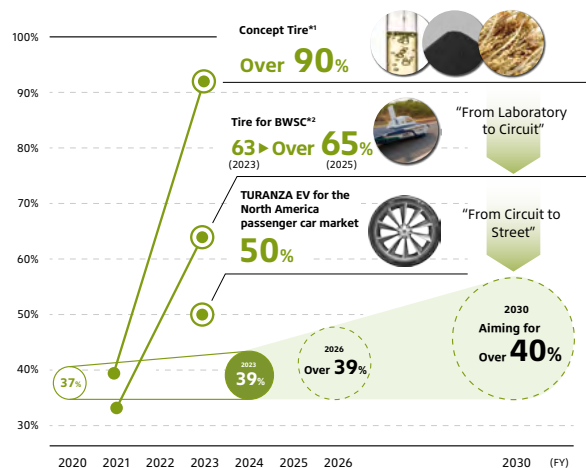
**Ratio of materials using recycled and renewable resources**

**39.9%**

Taking the lead in the industry, Bridgestone has set mid-to long-term targets to help bring about a circular economy: using 100% sustainable materials by 2050 and using 40% of raw materials made from recycled or renewable resources by 2030. We are making steady headway toward achieving these targets.

The ratio of recycled and renewable materials reached 39.9% in 2024, exceeding our 2026 target of 39% for the tire business as a whole. This contributed to a reduction in new input raw materials equivalent to 540,000 tons.

Bridgestone is steadily developing and launching technology for tires that offer a higher ratio of recycled and renewable materials. We have already developed a concept



\*1 Tire that has achieved production via the standard tire prototyping process, and that has a level of performance suitable for drive testing

\*2 Bridgestone World Solar Challenge

tire made from more than 90% recycled and renewable materials. We are expanding the use and testing of such materials in racing tires for motorsports, which is a "mobile laboratory," and are gradually rolling out the technology to commercial tires.

In 2024, we launched REGNO GR-XIII, a tire that incorporates synthetic rubber using an ISCC PLUS-certified\*<sup>1</sup> mass balance approach, as a tire offering an increased ratio of recycled and renewable materials. We also moved forward with sales of POTENZA SPORT<sup>A</sup>, a tire developed with ENLITEN technology that has the highest ratio of recycled and renewable materials of any tire Bridgestone mass produces, at 55%.



Audi's new EV "Audi e-tron GT" is equipped with POTENZA SPORT<sup>A</sup>

\* Photo courtesy of Audi AG

To promote the use of recycled and renewable materials in its products, Bridgestone is seeking to acquire further ISCC PLUS certification, an international certification for sustainable products. As of April 2025, 22 Bridgestone facilities had obtained the certification, the highest number in the industry.

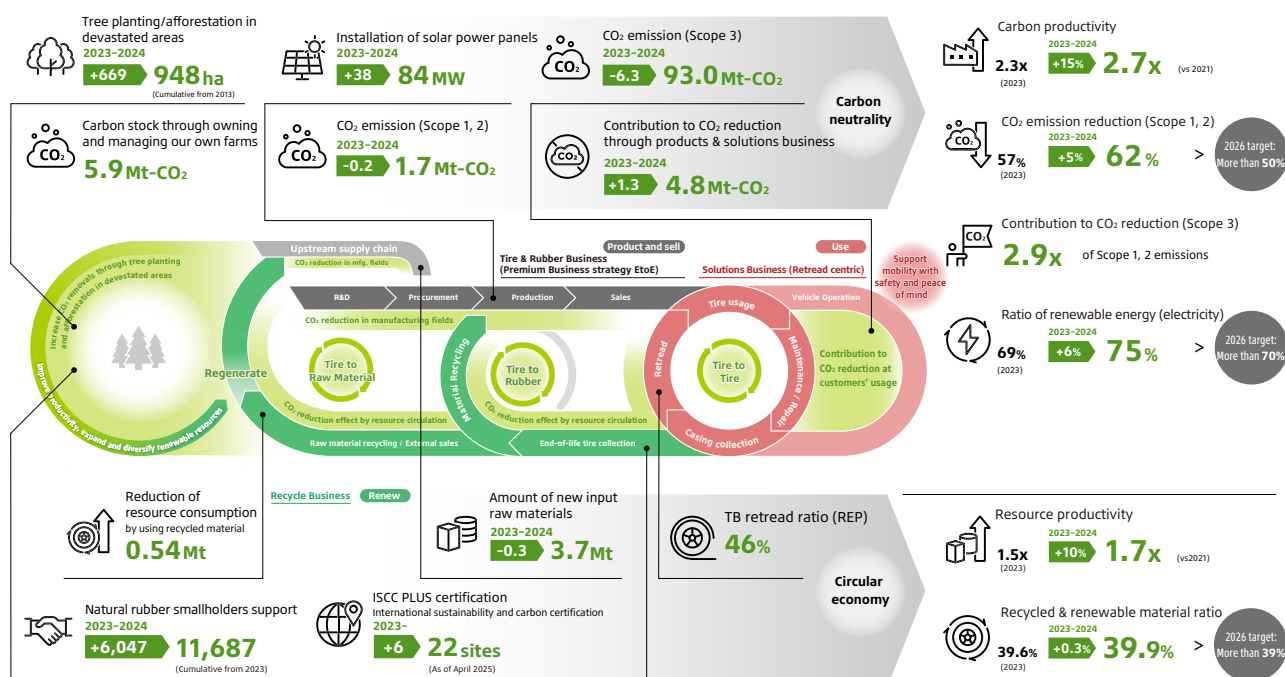
We are striving to evolve into a business that is not dependent on resource consumption through our Sustainability Business Model, including by reducing the weight of tires, improving wear resistance to extend tire life, expanding the circular business through retreading, and expanding mobility solutions. These efforts yielded 1.7 times higher resource productivity\*<sup>2</sup> in 2024 compared to 2021. Improving resource productivity means creating added economic value with fewer resources. By reducing the use of raw materials, it also contributes to lower CO<sub>2</sub> emissions across the entire value chain.

We will continue to work to build up the Sustainability Business Model while addressing the expectations of society and the needs of our customers. At the same time, by evolving the business model into one that is more circular and regenerative, we will create outcomes for a sustainable society, leading to the ongoing creation of social value, customer value, and corporate value.

\*<sup>1</sup> A certification system operated by International Sustainability and Carbon Certification (ISCC) to screen and certify products that use materials derived from biomass and other recyclable materials or derived from recycled materials, to ensure compliance with traceability criteria across the supply chain.

\*<sup>2</sup> Sales per raw material used.

## ● Outcomes through the Sustainability Business Model



## Sustainability Business Model: Link with the Business Shaping Scenario

## Initiatives to Promote Nature Positivity

The pursuit of nature positivity, which means stopping or reversing losses to natural ecosystems, requires us to take a comprehensive approach and make changes that encompass diverse perspectives and issues—not only nature conservation, but also efficient resource use, sustainable production, and climate change countermeasures. Guided by the Science Based Targets (SBTs) for Nature Action Framework, which covers actions to “avoid” future impacts, “reduce” current impacts, “restore and regenerate” ecosystems, and “transform” underlying systems, Bridgestone is evolving our Sustainability Business Model into one that is more circular and regenerative. In 24MBP, we are focusing on “initiatives for sustainable use of natural rubber & water resources,” which are directly linked to our business.

### ■ External Environment of Natural Rubber and Our Stance

Current trend of natural rubber production demand risks to become, in the near future, the leading cause of global deforestation.

Bridgestone is working with our partners, research institutes, NGOs, industry associations, and other stakeholders involved in the natural rubber industry to promote the sustainable use of natural rubber to contribute to the conservation of forests and biodiversity, centered on our own natural rubber farms leveraging our know-how and skills and strong engagement with our suppliers.

Result in 2024



**Support for natural rubber smallholders** to curb deforestation  
(Total number of beneficiaries since 2023)

# 11,687

We set targets and indicators related to our contribution to Nature Positive, which is to support 12,000 smallholders by 2026. In 2024, we supported 6,047 smallholders, bringing the cumulative total to 11,687 by the end of the year. We develop support activities for smallholders in collaboration with local communities, with the aim of improving the productivity of yields per hectare for smallholders and enhancing their livelihoods while contributing to reducing environmental impact at the same time.

### ■ Capacity Building Activities by Our Internal Natural Rubber Companies

In Indonesia, Bridgestone implements a reforestation project with the strong participation of local communities, universities, and governments, targeting 20 hectares in devastated area annually.

This activity also includes agroforestry, intercropping with other products such as cashew nuts, mango and cinnamon, providing additional income to smallholders that leads to improvement in their livelihood. In the long-term, afforestation can contribute to both soil improvement, which contributes to productivity and strengthens ecological ecosystem from the perspective of biodiversity.

We also provide farm management training and technical guidance to improve yields, organizing workshops in Indonesia that attracted 3,000 smallholders in 2023 and 3,700 in 2024. Depending on the local smallholders' needs, we also provide donations, such as rubber trees, tapping tools, and quality improvement assistance.



Technical guidance

### ■ Support Activities for Smallholders with WWF Japan

In 2024, Bridgestone launched a project with WWF Japan to enhance natural rubber yields for smallholders in Indonesia, where the shift to oil palm has been significant, for their better livelihood. This project aims to improve their Quality of Life (QOL) while preventing deforestation caused by the development of new farmland. Utilizing the expertise from our own farms, we conducted four training sessions over four weeks for selected smallholders. In 2025, we started a Farmer-to-Farmer training program. The trained smallholders themselves have begun instructing others in technical skills, which ensures local continuity of the transmission of the knowledge. Additionally, agroforestry practices will be introduced to diversify their income. To assess the outcome of this project from a nature positive perspective, we have attempted to set indicators and targets through a SBTs for Nature trial analysis with WWF Japan and Deloitte Tohmatsu Group.



Support for smallholders in Indonesia in collaboration with WWF Japan

Training for sustainable rubber farmers conducted in 2024 has had a very positive impact on the farmers. For example, they now understand how to increase productivity and the quality of rubber raw materials through proper tapping techniques and cup lump collection, which will directly improve their QOL. In addition, this project aims to enhance their understanding of sustainability. Our activities in 2025 will reach more farmers, thus scaling up the impact of this project with Bridgestone. I believe that our activities will



help to achieve sustainable rubber production without harming nature and people.

**Rian Satria**  
Rubber Field Coordinator  
WWF Indonesia  
(external partner)

### ■ Global Platform for Sustainable Natural Rubber (GPSNR)

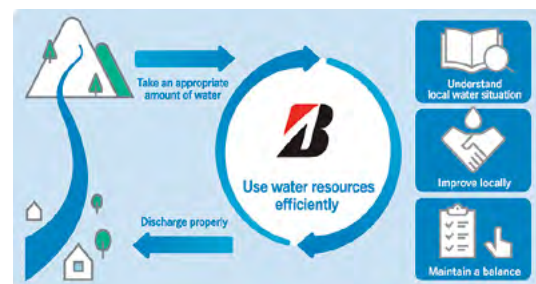
GPSNR, a multi-stakeholder organization, serves as an effective platform for collaboration, sharing resources and knowledge, and develops standards and frameworks to provide solutions for the complex and socio-economic problems faced by the industry. It supports Bridgestone's efforts to enhance the sustainability of the natural rubber industry with other tire makers, automakers, smallholders, processors and producers, and NGOs.

We play multiple roles in GPSNR, including being a founding and executive committee member. Our active contributions will help the industry tackle the vast and complicated challenges.

### ■ Approach to Sustainable Use of Water Resources

At Bridgestone, we use water in the manufacturing process for products such as tires, and in processing the raw materials

that we procure. We therefore recognize that water is an essential resource for business continuity, and that Bridgestone has a responsibility to use water in a sustainable manner. We aim to use water resources sustainably by working with local communities to improve water usage and by collaborating with other companies in the tire industry<sup>\*1</sup> to improve the status of environmental impact items, including water resources.



### ■ Initiatives in Water Stress Areas

In line with our Water Stewardship Policy, by 2030 we aim to develop and implement specific water stewardship plans tailored to the local environment of each manufacturing facility located in a water stress area.<sup>\*2</sup> All 17 such facilities had formulated their own water stewardship plan as of the end of 2024, achieving a combined 5.4% decrease in water withdrawal in 2024 versus the previous year.

To ensure that water resources are used equitably and sustainably, Bridgestone will continue striving to understand the local water situation, work with the local community to improve water use, and maintain a healthy balance between water withdrawal and discharge.

<sup>\*1</sup> The Company has been collaborating with others in the tire industry as part of the World Business Council for Sustainable Development's (WBCSD) Tire Industry Project (TIP)

<sup>\*2</sup> Areas with risk of deterioration of freshwater resources in terms of quantity and quality

## Initiatives as an Industry Leader on TRWP (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, consisting of a mixture of tread (tire surface) and road pavement materials.

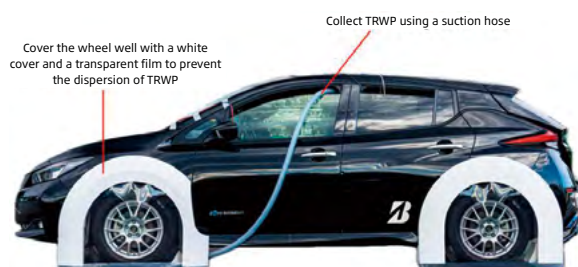
Accurately understanding the environmental impact of TRWP is a challenge for the entire industry. Through our activities to understand TRWP, Bridgestone, as a leader in the industry, has been investigating the physical and chemical characteristics of TRWP and their environmental impact through the Tire Industry Project (TIP) facilitated by the World Business Council for Sustainable Development (WBCSD). We actively participate in efforts to standardize efficient methods for generating and collecting TRWP samples, which are essential for investigating their properties and environmental impact. We have also contributed to the development of international standard regarding methods, "Rubber — Generation and collection of tire and road wear particles (TRWP) — Road simulator laboratory method (ISO 22638)," published in July 2024.

TIP is also working to strengthen collaboration with experts outside the industry to drive research and expand research areas. In December 2024, with the support of TIP, the first-of-its-kind Tire Emissions Research Conference was held in Munich, Germany. It provided a platform for researchers studying tire use-phase emissions, environmental impacts, and mitigation measures. Nearly 180 delegates from 22 countries, including Bridgestone researchers, engaged in active discussions during this event. The next conference is scheduled to be held in Boston, U.S., in September 2025.

In addition, TIP started Open Call for Projects (OCP), which provides grants to research projects. In the first round of OCP, for which the selection process has already started, TIP has invited applications for research concerning field sampling, characterization, and analysis of substances generated during the use phase of tires, as well as mitigation measures to reduce their environmental impact. The selected research projects are scheduled to commence from around June 2025.

As an industry leader, Bridgestone is driving its own efforts to understand, visualize, and address (mitigate)

the characteristics of TRWP, particularly its environmental impact. In focusing on the process of how TRWP is generated, we developed our own unique method to efficiently collect TRWP using the B-Mobility test course at Bridgestone Innovation Park in Kodaira, Tokyo. Specifically, we visualized the dispersion of particles by combining a high-speed camera with a laser light scattering. Based on the results, we created a device that covers the entire tire and captures TRWP efficiently. Furthermore, by utilizing autonomous driving as well as using an electric vehicle with regenerative braking, the collection method enabled the collection of TRWP efficiently in a state that eliminates the influence of exhaust emissions and brake dust. By efficiently collecting TRWP, we seek to deepen our understanding of their nature and ascertain their impacts on the environment. Bridgestone's unique on-vehicle collection method was presented at the aforementioned inaugural Tire Emissions Research Conference and the Tire Technology Expo 2025 held in Hanover, Germany in March 2025.



Device that collects TRWP equipped on an autonomous car

In parallel with our efforts to understand TRWP, Bridgestone continues to promote initiatives to reduce and minimize TRWP generation, such as the development of long-life products with improved wear resistance and collaboration with our solutions business. Through these efforts, Bridgestone strives to achieve "Ecology: Committed to advancing sustainable tire technologies and solutions that preserve the environment for future generations" described in the corporate commitment, the E8 Commitment.

## Respect for Human Rights

Bridgestone fosters an inclusive culture in which all our entities and locations adopt and apply ethical labor practices, builds trust with our 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.

🔗 For details, please refer to the Bridgestone website.  
[https://www.bridgestone.com/responsibilities/social/human\\_rights/](https://www.bridgestone.com/responsibilities/social/human_rights/)

### Human Rights Risk Management Approach

Bridgestone has consistently improved its human rights due diligence system and processes. In 2022, Bridgestone revised its Global Human Rights Policy to demonstrate its consistent commitment to respecting internationally recognized human rights principles, while also strengthening the foundational system to uphold this commitment. In partnership with external human rights experts, SBU leaders, and local teammates, we have conducted a PDCA

cycle through a balanced "glocal" approach and further enhanced our human rights due diligence system globally to effectively prevent and manage critical human rights risks. Since starting to build the foundation in 2021, we have improved the system that enables Bridgestone to uphold its accountability as a global corporation.

Going forward, Bridgestone will continue efforts to reinforce the due diligence system to prevent, mitigate, and control human rights risks across our operations, while foreseeing and adapting to evolving social conditions and business environments as well as to stakeholder expectations. Bridgestone believes that our human rights commitment and efforts will enhance business quality and result in a more resilient value chain. Our commitment and efforts also underpin our sustainable value creation and business operations while contributing to market and business practices that ensure mainstream products that are free of human rights risks.

To be a Trusted Partner for society, our customers, and all stakeholders involved in our businesses, Bridgestone will continue advancing our commitment to respecting human rights.



## Respect for Human Rights

## Actions for further improvement in 2024

In 2023, we conducted both in-depth human rights issue-specific and site-specific assessments and launched a Human Rights Assessment Survey (HRRAS) targeting regional headquarters and subsidiaries across the globe. While the overall results of the HRRAS did not indicate significant risks, it was evident that a set of clear, consistent, and practical procedures were needed to effectively implement the Global Human Rights Policy in our operations. Consequently, we developed an Implementation Guideline for the Global Human Rights Policy ("the Guideline").

As a first step of ongoing improvement, in 2024 we



enhanced the Guideline by incorporating increasingly sophisticated social demands and legal requirements to respect human rights for all types of workers, in close partnership with our stakeholders and third-party business partners.

■ The updated Guideline defines:

- 1) Bridgestone's human rights standards to realize the commitment demonstrated in the Global Human Rights Policy
- 2) Guidance for group companies to implement human rights risk management, including preventing and mitigating human rights risks
- 3) Concrete actions to respect the human rights of all workers, including our employees and those who are employed by our third-party business partners and provide services to Bridgestone

● Basic information of the Guideline

Targeted entities	Bridgestone Group HQ, Regional HQs, and subsidiaries
Table of Contents* (Human Rights Domains covered in each chapter)	<ol style="list-style-type: none"> <li>1. Forced Labor</li> <li>2. Child Labor and Young Workers</li> <li>3. Non-Discrimination and Diversity, Equity, and Inclusion (DE&amp;I)</li> <li>4. Violence and Harassment at Work</li> <li>5. Working Hours</li> <li>6. Wages and Benefits</li> <li>7. Freedom of Association and Collective Bargaining</li> <li>8. Grievance Mechanism and Addressing Policy Violations</li> </ol>
Scope of application	All types of workers engaged in the Bridgestone Group's own operations, including employees and workers, contractors, consultants, service providers/outsourced workers who are employed by our third-party business partners.

\* Each content area is organized according to a process to enhance human rights risk management. Content includes the following: 1) Bridgestone's Human Rights Standards, 2) Policies and Procedures, 3) Communication on Policies and Procedures, 4) Policy Implementation and Practices, and 5) Recording, Monitoring and Reviewing Policy Implementation.

We will continue to improve our practices through a PDCA cycle for the system we have put in place, using the Guideline as our axis.



Based on human rights risk assessments across Bridgestone in 2022 and 2023, and respecting the diverse standards and realities across our operations, we recognized that our Global Human Rights standard serves as a foundation to enhance management practices across the company. In 2024, the Guideline was updated to align with international human rights standards, as well as evolving regulatory requirements and societal expectations. The revision was shaped through thoughtful and collaborative discussions with our global working group and local teams, and was grounded in our shared values that transcend regional labor practices and operational differences. The result is an Implementation Guideline for the Global Human Rights Policy that is both practical and compliant, and one that reflects both who we are and what we aspire to be.

**Nicolas Van Den Steen**

President of Human Rights and Labor Practices Working Group

## In Harmony with Communities

Bridgestone believes that co-creating value with customers, partners, communities, and employees is essential for sustainable value creation, and that building trust is vital in this process. We promote a step-by-step approach that provides tailored solutions to each community's unique challenges and needs. With the E8 Commitment as an axis, and while empowering each other and the community, we are committed to building safer, healthier communities and making education more accessible and inclusive. In 2024, Bridgestone conducted 1,403 initiatives in 37 countries and regions, including 1,191 initiatives with external partners, involving 35,570 employee volunteers and reaching 329,031 local community members.

Since 2023, Bridgestone has taken steps to visualize its social impact, which refers to the "changes that happen to individuals, organizations, and the company, in the short or longer term, as a result of the activity," as defined in the Corporate Community Investment Framework by Business for Societal Impact (B4SI).

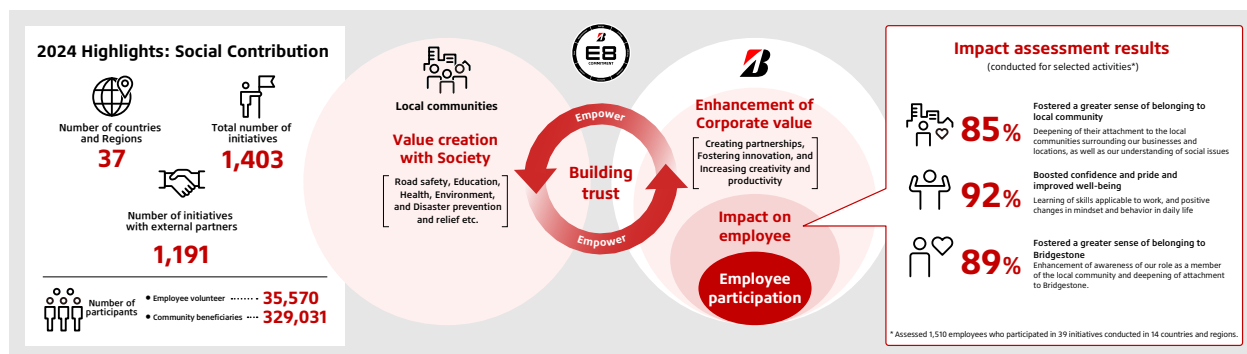
Bridgestone believes that visualizing impact helps to communicate to stakeholders the tangible results of its efforts more clearly. This approach allows us to understand how our activities spread social and corporate value, and improve our initiatives and decision-making. We focus

particularly on the impact on community beneficiaries in road safety activities, and the impact on employees.

## Impact on Employees

Bridgestone believes that participation in social contribution activities fosters in employees a greater sense of belonging to Bridgestone and their local community, boosts their confidence and pride and improves their well-being. We believe that employees gaining value in this way will enhance corporate value in the mid to long term.

In 2024, Bridgestone promoted employee participation globally. BRIDGESTONE WEST launched the "One Million Minutes Campaign" to foster a more robust corporate culture. In BRIDGESTONE EAST, BSAPIC set policies and goals to encourage participation. The Japan segment has been offering a volunteer leave program since 1993. By leveraging regional characteristics, we seek to promote being in harmony with communities through employee involvement. The impact assessment results showed that over 85% of the 1,510 employees reported positive changes in their sense of belonging to Bridgestone, work skills, attitudes, behavior, and personal well-being.



## Activities Related to Road Safety

In 2021, there were an estimated 1.19 million road traffic deaths globally, with over two deaths per minute.\* These accidents remain a leading cause of death for children and young people aged 5 to 29, highlighting the fact that this is a common global issue. We focus on road safety, leveraging our strengths to make a significant impact.

In 2023, we launched the Bridgestone Road Safety Program (BRSP). In collaboration with the Global Road Safety Partnership (GRSP), we developed a playbook for employees to implement road safety measures. Our efforts were recognized with the 2024 Prince Michael

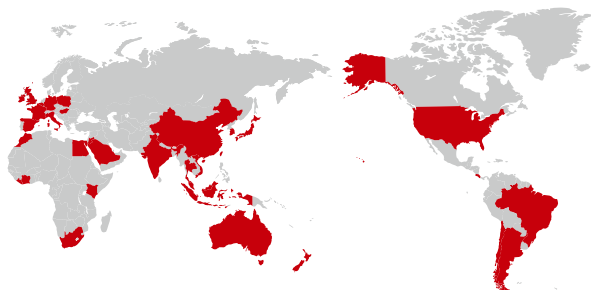
International Road Safety Award.

\* Source: WHO "Global Status Report on Road Safety 2023"

In 2024, Bridgestone conducted 91 road safety-related initiatives in 28 countries and regions, including 65 initiatives with external partners, involving 1,114 employee volunteers and reaching 168,537 local community members. Bridgestone conducted impact assessments on eight road safety initiatives in eight countries and regions. The assessments confirmed that all the initiatives positively impacted community participants' skills, knowledge, and road safety awareness. Here is a specific example.

## In Harmony with Communities

## ● Road safety activities in 2024: 28 countries and regions

**Paul Choo** (second from the left)

Chief Human Resources Officer, responsible for HR and CSR across Bridgestone Asia, Pacific, India, China (BSAPIC)

It is a true honor to receive the Prince Michael International Road Safety Award, one of the highest accolades in road safety. At Bridgestone, we continually strive to deliver value to our customers and communities, and the BRSP is an essential part of our efforts to achieve this. The program's initiatives consider the needs of each community and integrate road safety efforts tailored to bettering the daily lives of local road users. This award serves as a testament to Bridgestone's dedication to ongoing collaboration with local stakeholders and the development of innovative strategies aimed at educating the next generation about road safety.

**Project Sarthi (India)**

Bridgestone India Private Limited (BSID) offered 30 days of free residential training to improve heavy motor vehicle (HMV) driving skills and opportunities, especially for unemployed youth. The program includes professional driving, soft skills, tire maintenance, safety, and financial literacy. Graduates receive certification from the National Skill Qualification Framework and BSID, along with job placement assistance.

**Beneficiaries** Comprehensive training for HMV drivers: 2,563, Refresher training: 864 (cumulative from 2017 to 2024)

**Impact** 92% of trained drivers want to continue HMV driving as their profession.

**Sicurezza on the Road (Italy)**

Bridgestone Italy partnered with the Italian Red Cross to create a road safety program "Sicurezza on the road" for young people in an effort to help build a safe and sustainable future of mobility. The program included school campaigns, summer camps, and educational activities.

**Beneficiaries** Young drivers and future drivers (8 years and older): Approximately 30,000 people

**Impact** Average assessment score for road safety and rule compliance for 500 participants improved from 3.6 pts before participation to 6.5 points

**Road safety activities rooted in the local community (Japan)**

Bridgestone offers road safety programs at its factories across Japan tailored to participants of all ages, including on-site classes at elementary schools using bicycle and walking simulators and events at factories that promote interaction with local residents.

**Beneficiaries** 471 participants at seven locations nationwide

**Impact** Of the 302 assessed participants, 99% said they were more careful when cycling or walking on the road.

**Teens Drive Smart (U.S.)**

Teens Drive Smart, carried out by BSAM in partnership with local schools, educates young people who have recently obtained a driver's license. This half-day driver training improves skills related to accident avoidance and emergency response.

**Beneficiaries** Teen drivers: 71

**Impact** 90% of parents felt their teens' driving skills and abilities improved.

**Freddie O'Connell**

Nashville Mayor  
(external partner)

The city of Nashville is proud to share Bridgestone's commitment to keeping our communities and our roads safe. Nashville voters approved the historic "Choose How You Move" transit plan for the city in 2024, and partners for safer mobility like Bridgestone can help us ensure sustainable outcomes that save lives and improve quality of life for all people.

**Other Initiatives**

In addition to road safety initiatives, Bridgestone engages in education, health, environment, and disaster prevention and relief activities, aiming to create social values aligned with the E8 Commitment.

For details, please refer to the Bridgestone website.

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

## Exploratory Business: Contributing to Local Communities by Providing Social Value

Bridgestone E8 Commitment Extension Ease Empowerment

In the exploratory business, which we have positioned as an area for sowing seeds for future sustainable growth, we start by providing social value with sustainability at the core. We promote the exploration of business models that contribute to local communities based on co-creation with external partners.

### AirFree® Next-Generation Tire that Does Not Need Air Filling: Committed to "Non-stop Mobility" in Local Communities

Our next-generation tire that does not need air filling, AirFree, has the mission of "supporting the mobility of local communities." We are collaborating with local governments to validate the value proposition of this product toward social implementation.

Instead of air filling, AirFree uses recyclable spoke-shaped thermoplastic resin to support loads. It prevents failures caused by punctures, contributing to improving resource productivity and maintenance efficiency. Furthermore, the spokes are designed with "Empowering Blue," a color to maximize visibility at twilight, empowering mobility of local communities with safety and peace of mind.

Since 2008, we have been advancing our unique development of AirFree concept by leveraging Bridgestone's strengths in technology for "mastering rubber" and "mastering road contact." In 2024, we started demonstration experiments on public roads in Kodaira City, Tokyo. Looking toward the future, we are taking on the challenge of solving issues in local communities facing challenges such as an aging population, rural depopulation, and labor shortages, by adopting Green Slow Mobility as a key regional transportation solution.

As a first step, in January 2025, we signed a collaboration agreement with Higashiomi City, Shiga Prefecture, and another such agreement in February with Toyama City, Toyama Prefecture, toward realizing the co-creation of a Green Slow Mobility project. We will accelerate collaboration with various local governments to advance commercialization and technological development toward the creation of new value with AirFree.

# AirFree



Green Slow Mobility: Utility vehicle type



Green Slow Mobility: Bus type

## Exploratory Business: Contributing to Local Communities by Providing Social Value

## Research and Development for Lunar Rover Tires: Providing Safety and Peace of Mind in Extreme Conditions and “Supporting Space Exploration with Human Dreams on Our Shoulders”

We leveraged the technology cultivated through AirFree in the research and development of lunar rover tires. Bridgestone has supported the evolution of diverse mobility on Earth by refining technological innovation in “extreme” conditions such as motorsports. As a next stage, we will support the evolution of space mobility from the ground up by taking on the challenge of a new “extreme,” where humanity operates on the lunar surface.

Bridgestone’s lunar rover tire development began in 2019 with a first-generation tire concept for a manned pressurized rover, in collaboration with the Japan Aerospace Exploration Agency (JAXA) and Toyota Motor Corporation. Following this, we developed a second-generation tire concept leveraging technology developed through AirFree, designed to respond to stringent requirements for traversability and durability.

We are also expanding our space business network and generating opportunities for co-creation with various partners in Japan and overseas. We exhibited at the largest space-related symposium in the U.S., the Space Symposium, for two consecutive years in 2024 and 2025. In 2025, we exhibited a concept model of a lightweight tire for small and medium sized lunar rovers, based on the second-generation lunar rover tires we announced in 2024. Alongside Toyota Motors and Idemitsu Kosan



Concept model of a lunar rover tire using AirFree technology

Corporation, we also participated in a panel discussion organized by the Space Foundation, the host of the Space Symposium, featuring Japanese exhibiting companies.

As an example of our co-creation activities, in November 2024, we signed a collaboration agreement with Astrobotic, a leading company in space exploration and technology development for the development of lunar rover tires.

Additionally, in April 2025, Bridgestone’s lunar rover tires received the “Tire Concept of the Year” award at the “Tire Technology International Awards” for Innovation and Excellence 2025, organized by the industry magazine “Tire Technology International” published by UKi Media & Events in the U.K. This award recognizes tires with the most innovative and advanced concept design. The unique tire development needed to support space mobility under the “extreme” conditions of the lunar environment, unlike any on Earth, was widely recognized by experts in the tire industry and academia.

Currently, a lunar rover equipped with Bridgestone tires is expected to start operations on the moon after 2031, which marks our 100th anniversary. In the lead up to the anniversary, through the new challenge of the lunar surface, we aim to be essential to the future of mobility by advancing technology development to support the mobility of people and goods with safety and peace of mind.

The development of lunar rover tires represent the ultimate challenge: supporting the mobility of people and goods in the moon's extreme environment, where neither rubber nor air can be used. Given the difficulties of verifying in the actual conditions of tire use, we are collaborating with a range of partners in Japan and overseas in technology innovation to “master road contact,” ingeniously drawing both on our unique testing



**Seiji Kon**

Manager  
Elastic Contact Structure  
Development Section  
Tire Durability and Foundation  
Technology Department

in terrestrial conditions and on advanced digital simulations. Convinced that we can achieve our goals as a company that has provided safety and peace of mind on roads across the earth, we are aiming to make greater contributions to a sustainable future through space applications and space development.

## Soft-robotics Realizing a Future Where Humans and Robots Co-exist

The soft-robotics business leverages Bridgestone's know-how gained from the development and production of tires and hoses to create soft robots that are designed to work alongside humans, using artificial rubber muscles. We established Bridgestone Softrobotics Ventures in 2024 as a corporate venture in the field of soft robotics. The venture offers a wide range of talent, especially younger people, opportunities to shine and demonstrate a spirit of entrepreneurship. Under the slogan "Soften the future," the venture aims to "realize a future where humans and robots co-exist," exploring business models based on co-creation with a wide range of partners, with the creation of social value as an axis.

### ■ Bridgestone's Soft-robotic Hand "TETOTE" with Artificial Rubber Muscles Applied to Dexterous Fingers

In recent years, facing labor shortages caused by an aging population and a declining birthrate, Japan's manufacturing industry has been pursuing factory automation while the logistics industry has been demanding the automation of warehouses. To respond to these challenges, we have developed a soft-robotic hand, called "TETOTE," which applies artificial rubber muscles to its dexterous fingers, and are implementing trials at automotive parts plants and logistics warehouses to promote factory automation and other commercialization in the BtoB area. Through soft-robotics that can operate safely, flexibly, and skillfully alongside people, we aim to deliver social value in addressing labor shortages.



TETOTE

A soft-robotic hand capable of precise piece-picking, made possible through the integration of AI software from partner Ascent Robotics.

### ■ Bridgestone's Soft-robot with Artificial Rubber Muscles: "Morph" and "umaru"

Starting in 2024, looking toward the small-scale commercialization of the soft-robotics business, we are entering into new market creation by leveraging the flexibility of soft robots. We have announced "umaru," a prototype of a "robot that immerses your body and moves your mind," and "Morph," which allows users to surrender themselves to the robot and experience a state of "becoming one" with it. "Morph" won the 2024 Good Design Award organized by the Japan Institute of Design Promotion. We will drive forward activities aimed at realizing a sustainable society through the co-existence and co-creation of humans and robots.



Soft robot "Morph"



Umaru

A prototype for "robots that immerse your body and move your mind"