

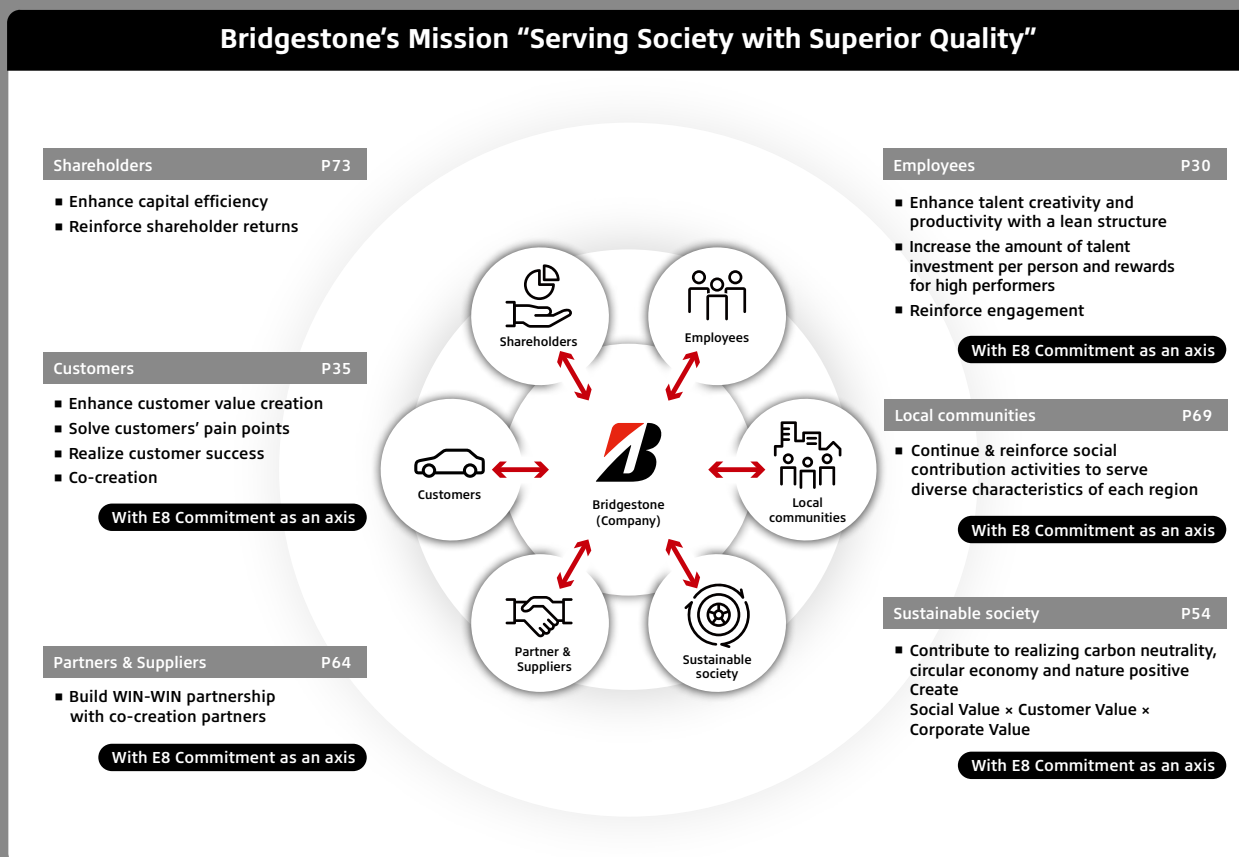
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● Bridgestone-Like Harmony with Stakeholders



Shareholders P73

- Enhance capital efficiency
- Reinforce shareholder returns

Customers P35

- Enhance customer value creation
- Solve customers' pain points
- Realize customer success
- Co-creation

With E8 Commitment as an axis

Partners & Suppliers P64

- Build WIN-WIN partnership with co-creation partners

With E8 Commitment as an axis

Employees P30

- Enhance talent creativity and productivity with a lean structure
- Increase the amount of talent investment per person and rewards for high performers
- Reinforce engagement

With E8 Commitment as an axis

Local communities P69

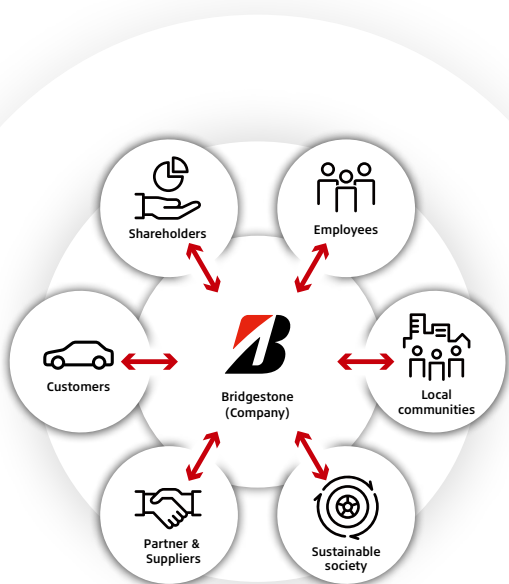
- Continue & reinforce social contribution activities to serve diverse characteristics of each region

With E8 Commitment as an axis

Sustainable society P54

- Contribute to realizing carbon neutrality, circular economy and nature positive Create
- Social Value × Customer Value × Corporate Value

With E8 Commitment as an axis



Bridgestone-Like Harmony with Stakeholders

-  Partners & Suppliers
-  Sustainable Society
-  Local Communities

Setting Sustainability Priority Issues in Dialogue with Stakeholders

Bridgestone believes it is essential to continuously create both social value and customer value, contribute to the realization of a sustainable society, and achieve sustainable growth as a company. By synchronizing social sustainability with corporate sustainability, we have identified sustainability priority issues as key focus areas for achieving sustainable enhancement of corporate value, and we are advancing our initiatives accordingly.

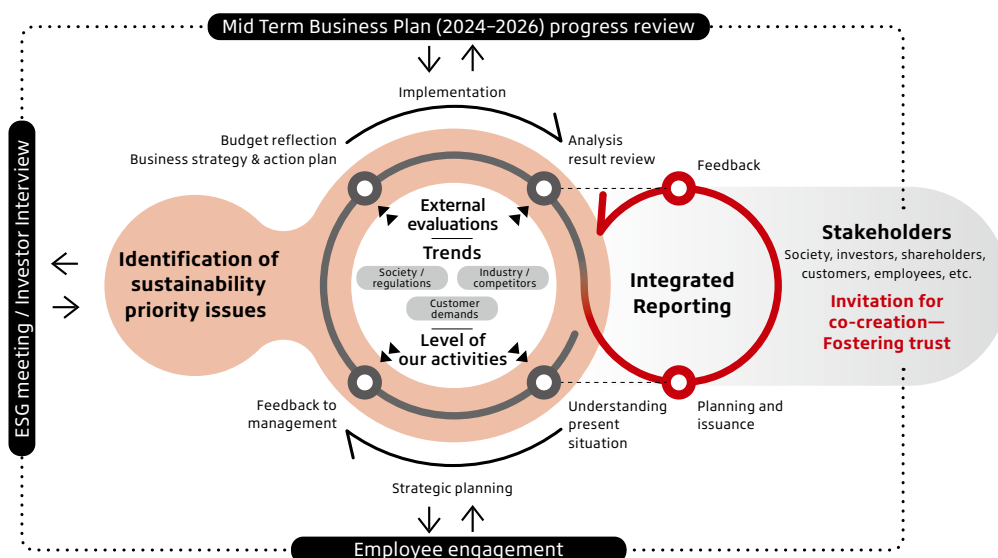
In identifying sustainability priority issues, we recognized both the impact that changes in society and the business environment have on our company, as well as the contributions and impact that our business activities have on society. In terms of management challenges to create value, we set priority issues that emphasize the magnitude of the value and impact created through our business activities, as well as themes that directly contribute to strengthening the foundation of our business and our competitiveness.

Bridgestone’s sustainability priority issues are reviewed through a PDCA cycle every year. As shown in the image below, we engage with stakeholders through our integrated reporting, and incorporate their views, assessments, expectations, and challenges into the process of identifying the sustainability priority issues, while continuously refining the process as a whole. Management, including the Global CEO, reviews the identified priority issues and they are reported to the Board of Directors.

In 2026, we set the following sustainability priority issues and are implementing initiatives to address them.

- 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”) (P54-61)
- Fostering trust with customers, partners and local communities: contribute to solving issues in local communities, and promote road safety awareness around the world (P69-70)
- Respect for human rights: promote initiatives in line with the Global Human Rights Policy and continue reinforcement of activity levels (P62-63)
- TRWP (tire and road wear particles)/6PPD (an antioxidant and antiozonant commonly used in the tire industry): taking initiatives to support safe and secure mobility as an industry leader (P71-72)

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



Establishment and Evolution of the Sustainability Business Model

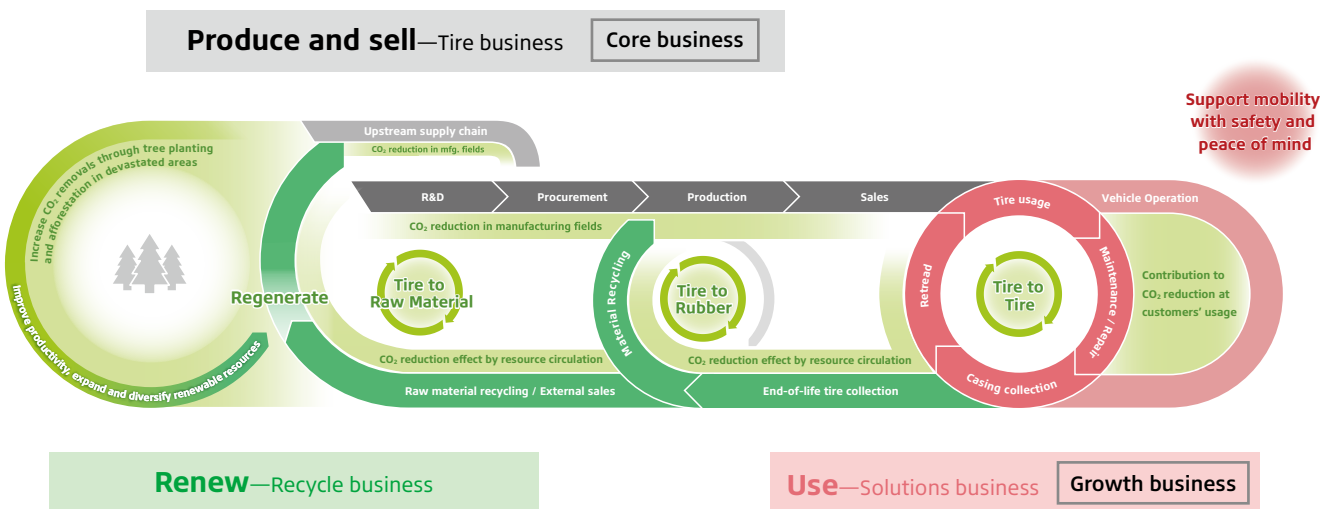
Bridgestone is working to establish and evolve a unique Sustainability Business Model that links our business with the realization of carbon neutrality and a circular economy as well as the promotion of a nature-positive world across the value chain, from “produce and sell” and “use” of products to their “renewal” to raw materials.

By establishing and evolving this model, we are capturing business opportunities arising from social and environmental changes, strengthening our competitiveness to contribute to growth, and addressing risks that could hinder longer-term growth. Specifically, we are working on expanding products and services that contribute to lower CO₂ emissions, exploring recycling businesses, responding to regulations related to climate change and natural capital, and reinforcing our ability to address risks related to securing energy and raw materials.

In our core business of tires, we are working to improve

various aspects of tire performance, including lighter weight, wear resistance, long life, and lower rolling resistance. Simultaneously, we are also working to improve resource productivity and energy efficiency. This allows us to enhance customer value while also optimizing business costs and environmental impact. By transforming our business structure into one that can create value using fewer resources and less energy, we are reinforcing our competitiveness and achieving our sustainability targets ahead of schedule.

In the solutions business, we are increasing the ratio of recycled and renewable materials by expanding the truck and bus retread tires business, which operates on a circular business model, while contributing to greater reductions in customers’ CO₂ emissions through proposals for optimal transportation routes in mobility solutions.



Circular Economy

2026	Recycled & renewable material ratio 39% above
2050	100% sustainable materials

Carbon Neutrality

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

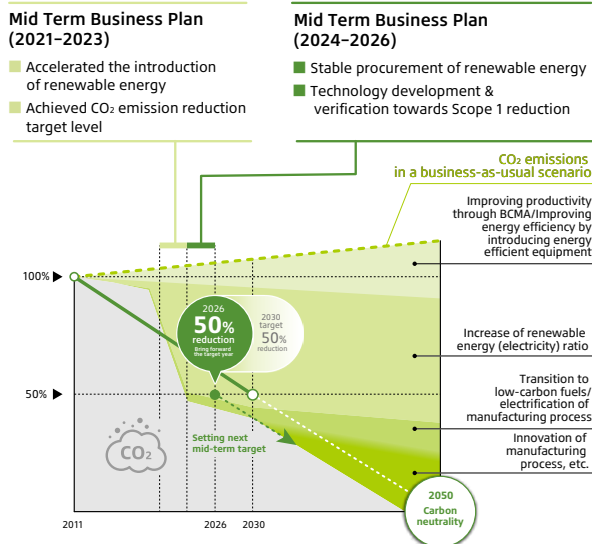
Nature Positive

Focus on “initiatives for sustainable use of natural rubber & water resources,”
which are directly related to our business
Evolving to a regenerative business model

Developing a Readiness to Achieve Carbon Neutrality

Bridgestone is pursuing a transition plan that seeks to balance the response to societal demands regarding climate change with measures to strengthen our competitiveness. Rather than viewing carbon neutrality simply as an effort to lower its environmental footprint, Bridgestone emphasizes strengthening its competitiveness and business foundation by means of improved energy efficiency, the expanded use of renewable energy, and enhanced product design and productivity, leading to sustainable growth. Bridgestone has set carbon neutrality as a part of its long-term environmental vision for the lead up to 2050. To achieve this, we are advancing initiatives in line with our mid-term environmental targets for 2030: reducing our absolute CO₂ emissions (Scope 1 and 2) by 50% and contributing to CO₂ emissions reduction across the lifecycle and value chain of our products, services and solutions business exceeding five times our operation's (Scope 1 and 2) CO₂ emissions, using 2020 as the benchmark year.

● Transition plan for carbon neutrality



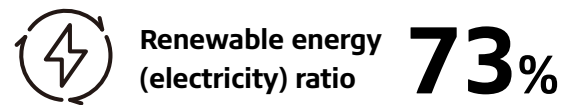
■ Reduction of CO₂ Emissions During the Production Phase (Scope 1, 2)

Result in 2025



Our ratio of CO₂ emissions reductions (Scope 1, 2) for 2025 was 63%*¹ compared to 2011, exceeding our medium-term target for the third year in a row. The significant decline was due to ongoing improvements in energy efficiency through energy conservation activities and steady progress in switching to electricity derived from renewable energy and low-carbon fuels. By moving ahead while considering the balance with our businesses, we also improved carbon productivity in 2025 to 2.7 times that of 2021.

Result in 2025



While the share of renewable energy (electricity) in 2025 was 73%*¹, slightly lower than the previous year, this level nevertheless significantly exceeded our target of more than 70% for 2026 and the 2024 average of 57%*² for major tire manufacturers.

In various regions worldwide, depending on the local context, we are effectively combining measures such as installing solar panels and switching to electricity derived from renewable energy sources for externally purchased electricity. We have already switched to 100% renewable energy for purchased electricity used at all Bridgestone 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 63 sites.

*¹ This figure covers emissions from manufacturing sites excluding discontinued operations (including the Brisa Bridgestone Sabanci Lastik Sanayi ve Ticaret A.S. plant, an equity-method affiliate), and excludes the carbon black businesses in Thailand and Mexico, for which transfer agreements were concluded in 2025.

*² Source: WBCSD Tire Industry Project (TIP) "Sustainability Driven: TIP's Progress Towards SDGs 2021-2024 KPIs"

By the end of 2025, four of our tire plants had switched the majority of their energy use to low-carbon energy, thus becoming low-CO₂ emission plants. This positions us to provide customers with tires with a lower carbon footprint, and also reinforces our ability to respond to stricter regulations and increasingly sophisticated customer demands.

To further reduce emissions going forward, it is crucial to realize the next level of both enhanced competitiveness and CO₂ emissions reductions on a sustainable basis. To this end, we will ensure a stable supply of renewable energy, optimize the energy mix, and improve energy efficiency and productivity, pursuing both enhanced competitiveness and lower CO₂ emissions. At the same time, we will develop technology targeting the next level of emissions reductions, including transitioning to low-carbon fuels and innovating our production processes, further enhancing a readiness to achieve carbon neutrality.

■ Expanded Contribution to CO₂ Reductions

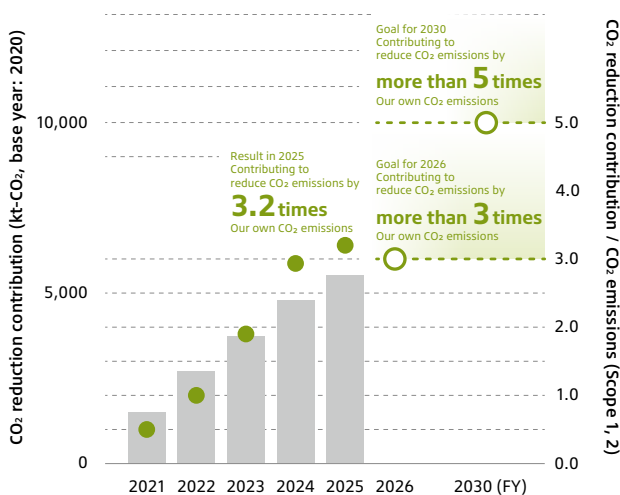
Bridgestone is working to reduce CO₂ emissions not only within the Group but also across the value chain as well, from the “produce and sell” phase and the “use” of its products through to their “renewal” to raw materials.

Result in 2025



Contribution to CO₂ reductions
(Scope 3)

3.2 times
Bridgestone CO₂ emissions



Our target for 2030 is to contribute to reducing CO₂ emissions exceeding five times our operation’s Scope 1 and 2 CO₂ emissions. In 2025, the contribution to reductions was 3.2 times the amount of Bridgestone’s own emissions (Scope 1, 2) from manufacturing sites. We are expanding our contribution to reductions through various measures, including lowering the rolling resistance of our tire products, making them lighter, and extending their lifespan. We are also expanding the retread business and proposing optimal operating routes through fleet mobility solutions such as Webfleet and Azuga.

Going forward, we will continue to meet customer demands for CO₂ reductions, expand our contribution to CO₂ reduction across the value chain, including for our products and services, and contribute to the carbon neutrality of customers and society. In doing so, we will also be supporting our own sustainable growth.

Business Activities for Realizing a Circular Economy

Amid growing resource constraints and mounting societal expectations for a shift to a circular economy, the business environment for raw materials procurement and resource utilization is also changing significantly. In light of these changes, Bridgestone is pursuing circular business activities in an effort to balance the response to demands from society with the need to reinforce our competitiveness.

Specifically, we are taking action across the value chain—from the “produce and sell” phase and the “use” of products through to their “renewal” to raw materials—to achieve our targets of using 100% sustainable materials by 2050 and using 40% recycled and renewable materials by 2030—the first such targets to be set in the industry. Initiatives include improving resource productivity through weight reduction of our products and expansion of the retread business, developing and expanding materials to increase and diversify recycled and renewable materials, and running technological trials for the horizontal recycling of tires.

We have made strides in areas such as reducing product weight, expanding circular businesses through the retread business, and enhancing mobility solutions. As a result, our resource productivity in 2025 was 1.8 times higher than in 2021. The improvement indicates our transformation towards a business structure that can create business value with fewer resources. We will continue to move forward while balancing sustainability and the strengthening of our competitiveness.

■ **Expansion and Diversification of Recycled and Renewable Materials**

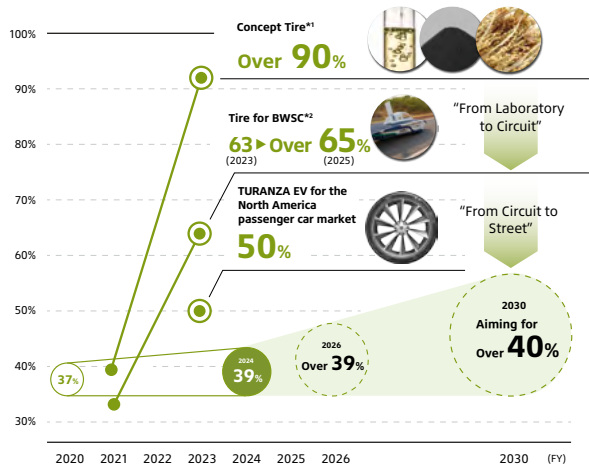
Result in 2025



Ratio of recycled and renewable materials 40.0%

The ratio of recycled and renewable materials reached 40.0% in 2025, exceeding our 2026 target of 39% for the tire business as a whole and reaching our 2030 target level. By making new tire products lighter, extending their lifespan, and capitalizing on recycled materials, we have also lowered the amount of virgin materials by the equivalent of approximately 620,000 tons.

Also, while taking into account the balance between product performance, resource efficiency, stable supply, and business viability, we are steadily moving ahead with the technological development and market expansion of tires that support the expanded use of recycled and renewable materials. We have already developed a concept 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 serve as a "mobile laboratory," while gradually rolling out their use to commercial tires.



*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

In 2025, we announced a demonstration tire for trucks and buses in the United States that supports the use of 70% recycled and renewable materials. Through collaborative activities in recycling technology to "renew" tires to raw

materials, we also developed and produced recovered carbon black and recycled steel. For the first time, we used these recycled resources in tires for solar cars, offering a recycled and renewable materials ratio of 65%, and supplied them to the 2025 Bridgestone World Solar Challenge. In February 2026 in Japan, we launched the FINESSA HB01, POTENZA RE-71RZ, and ALENZA LX200. These tires offer a higher ratio of recycled and renewable materials, using raw materials allocated using the ISCC PLUS-certified mass balance approach*.



ALENZA LX200

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 the end of April 2026, 24 Bridgestone facilities had obtained the certification, the highest number in the industry.

Going forward, while taking stable supply and business viability into account, we will continue to expand the use of recycled and renewable materials and evolve into a more circular and regenerative business model while addressing the expectations of society and the needs of our customers. In this way, we will enhance our ability to respond to resource constraints and uncertainties involving raw materials, while also strengthening our competitiveness and strengthening the foundation of our business through differentiation by way of highly resource-efficient, highly circular products and services.

* ISCC PLUS certification is a system developed by the International Sustainability & Carbon Certification (ISCC). It certifies raw materials derived from biomass and other renewable materials, and products using raw materials derived from recycled materials, verifying the sustainability characteristics of the raw materials across the supply chain. In the mass balance approach, during the processing and distribution process from raw materials to products, raw materials with certain characteristics (e.g., materials derived from biomass and other renewable materials) are physically mixed with raw materials that do not share such characteristics (e.g., raw materials derived from fossil fuels), while the proportions of each are recorded separately. In this approach, the amount of certified raw materials allocated to a product matches the amount procured at the start of production.

Initiatives to Promote a Nature-Positive World

The pursuit of a nature-positive world, 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. This approach is 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. Under 24MBP, we are focusing on “initiatives for the sustainable use of natural rubber and water resources,” which are directly linked to our business.

Approaches toward Sustainable Use of Natural Rubber




Natural rubber is a key material derived from renewable resources used in tire manufacturing, but it is seen to carry the potential risk of being a leading cause of deforestation. Expanding rubber farms to increase production has become more difficult as a way of responding to mounting global demand for natural rubber.

It is estimated that roughly 85% of the world’s natural rubber production is supported by smallholders. Boosting the productivity of such smallholders and increasing both their yields and incomes is crucial to preventing farms from becoming a cause of deforestation and other risks.

In collaboration with GLIN Impact Consulting, a company that specializes in impact measurement, we are formulating a Theory of Change for sustainable natural rubber production by smallholders and systematically organizing approaches for the sustainable use of natural rubber.

Theory of Change for sustainable natural rubber production by smallholders

Value for Nature Value for Smallholders Value for Business & Our Partners

Back-ground	Issues for Smallholder farmers	Inputs	Activities	Outputs	Outcomes			Desired State
					Direct	Indirect	Long-term	
With about 85% of NR* produced by smallholders, concerns are raising that NR may become a controversial commodity due to CN* and NP* trends. Also, smallholders are aging and switching crops. Thus, building a sustainable SC* through support for smallholders is getting important.	Adaptation to Climate Change At risk of being left behind due to inability to adapt to climate change	NR production know-how cultivated at own NR farms Intellectual Capital	Capacity building for smallholders (Productivity and quality improvement, leaf disease countermeasures, agroforestry, etc)	Scale of support for smallholders	Income diversification	Mitigating deforestation through increased productivity	Value for Nature 	
	Economic Vulnerability High economic vulnerability due to skills gaps and inequitable value chains	Collaboration with industry initiatives such as GPSNR*, civil society, local institutions and national government Social and relationship Capital			Regulatory compliance for own farms/ Partners	Development of farming methods in harmony with nature		Expansion of farming methods in harmony with nature
		Personnel with specialized expertise in NR production (Human Capital) Human Capital	Ensuring traceability and implementing human rights & environmental due diligence	Improving production skills		Income enhancement & stabilisation	Value for Smallholders 	
	Social Vulnerability Higher exposure to human rights and noncompliance risks	NR manufacturing systems (own farms & processing facilities) Manufactured Capital		Industry-wide collaboration	Inclusion in supply chain	Addressing regulations & compliance	Value for Business & Our Partners 	
					Due diligence implementation rate	Prevention of human rights and environmental risks	Revitalisation of farming communities	
							Value for Nature Value for Smallholders Value for Business & Our Partners	Sustainably delivering both social and customer value, we are committed to work toward a sustainable society in unity with our customers, partners, communities and the world around us

* NR: Natural Rubber, CN: Carbon Neutral, NP: Nature Positive, SC: Supply Chain, GPSNR: Global Platform for Sustainable Natural Rubber

This process has confirmed the vital importance of supporting smallholders and has led to the clarification of challenges, effective targets, and indicators for the sustainable use of natural rubber. The process has also confirmed a connection to value creation for the natural environment, smallholders, businesses, and partners. We are pursuing this initiative not only as a way of contributing to the realization of a nature-positive world but also as a way to hone our competitiveness and strengthen the foundation of our business.

■ Support Activities for Natural Rubber Smallholders

Bridgestone is working with partner companies, research institutions, NGOs, industry associations, and all stakeholders involved in the natural rubber industry to bring about the sustainable use of natural rubber. Leveraging the expertise and skills cultivated at our own natural rubber farms, as well as the strong collaborative foundation and trust with our business partners, we are focusing on support activities to strengthen the capacity of smallholders. Our aim through these activities is to boost the yield per hectare for smallholders, thereby improving their livelihoods and helping to improve environmental impact.

Result in 2025



Support for natural rubber smallholders

to curb deforestation
(Total number of beneficiaries since 2023)

24,987

We have been able to make smooth headway with these activities through close collaboration with NGOs, local communities, and business partners. As a result, we provided support to 13,300 smallholders in 2025, reaching a cumulative total of 24,987 smallholders since 2023. Having already significantly exceeded our 2023 target of supporting 12,000 smallholders by 2026 ahead of schedule, we have set an even more ambitious target of supporting 30,000 smallholders by 2026 and are accelerating efforts to achieve this.

■ Support Activities through Collaboration with Upstream Supply Chain Partners

In 2025, Bridgestone implemented projects in Indonesia and Côte d'Ivoire to support smallholders and local communities.

Working closely with suppliers, local authorities, and community stakeholders throughout the upstream natural rubber supply chain, we were able to identify 6,675 smallholders considered to be at relatively high risk. We then collaborated with outside partners to provide individualized guidance to these smallholders on cultivation techniques and environmental management activities. As the smallholders who received guidance put improved cultivation techniques and environmental protection practices in place, the expectation is this will enhance the quality of natural rubber and lead to higher, more stable incomes. At the same time, by having the various participants evaluated in terms of biodiversity conservation, soil and water resource management, and compliance with social and labor standards, the expectation is that this will help to better protect the natural environment and local ecosystems, as well as contribute to sustainable land use.

In Indonesia, furthermore, dialogue with local communities and indigenous peoples has given us valuable insights into the interdependence of livelihoods, culture, and the natural environment. Through such efforts, Bridgestone has deepened its understanding of challenges and practical solutions at the local level, and is drawing on this knowledge in its support activities aimed at building the capacity of smallholders.

This training has brought us tangible and measurable benefits. By strictly applying the tapping techniques we were taught, we are already seeing an improvement in the yield of our trees and a better quality of the latex harvested. In addition, the rational and safe use of plant



protection products, according to the instructions received, protects the health of our farms and ourselves, while contributing to the final quality of our natural rubber.

Alle Chaye Juliette

Smallholder in the village of Assi-Oli, Côte d'Ivoire

■ Support Activities at Bridgestone's Natural Rubber Company in Indonesia

Bridgestone's natural rubber company in Indonesia has been supporting local smallholders for over a decade through various projects. Targeting 20 hectares in devastated areas annually, we have introduced agroforestry into tree planting efforts aimed at reforestation, and we are also carrying out support activities aimed at improving the productivity of targeted groups of smallholders.

We also provide training on farm management and technical guidance for improving yield and quality, with the participation of around 3,700 smallholders in 2025. Additionally, we are pursuing long-term support activities with the aim of becoming a training hub for smallholders in the surrounding region.

■ Support Activities in Collaboration with World Wildlife Fund (WWF) Japan

In collaboration with WWF Japan, Bridgestone is implementing a project targeting smallholders in areas of Indonesia where there has been a significant shift to oil palm cultivation. The project aims to boost natural rubber yields while preventing deforestation and improving the livelihoods of smallholders.

Drawing on the expertise cultivated at its own farms, Bridgestone conducted four training sessions over four weeks in 2024. Most of the participating smallholders reported experiencing an improvement in production volume roughly a year after the training. We also obtained results showing an average monthly yield increase of about 8% compared to before the training, but since fluctuations in harvesting frequency and other factors also have an impact here, we continue to monitor results and identify areas for improvement.



In 2025, we started a Farmer-to-Farmer training program to ensure the ongoing establishment and organic expansion of technical skills. Smallholders who have acquired skills through the training go on to become instructors, which enables training for other smallholders to be carried out twice a year (initial training and review training after the smallholders have practiced on their own farms for a certain period). We have confirmed that harvesting skills of the smallholders have improved and taken root.

We also confirmed that one challenge in the targeted area is a lack of nurseries, which makes it difficult to obtain high-quality seedlings. To address this, we are drawing on our own techniques to offer support for the establishment of nurseries and guidance on their management. In addition, to allow smallholders to diversify their incomes, we are supporting the creation of model farms to demonstrate reforestation and maintenance management incorporating agroforestry. We will continue to strengthen these efforts by capitalizing on the knowledge and practical expertise gained through the activities.

■ Support and Assurance Initiatives through the Global Platform for Sustainable Natural Rubber (GPSNR)

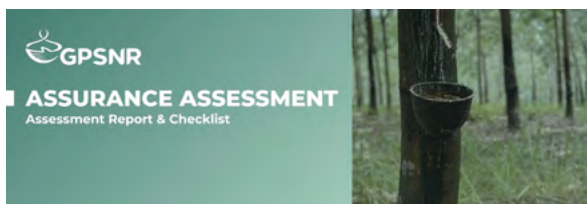
As a founding member of GPSNR, Bridgestone is working through this platform to expand support activities for smallholders and establish standards for the sustainable use of natural rubber.

GPSNR launched the Shared Investment Mechanism (SIM) in 2025, which enables members to implement collaborative, large-scale investments in smallholder capacity-building programs designed to improve productivity, traceability, and sustainability outcomes at the farm level. Having contributed directly to its formulation, Bridgestone is actively making use of this mechanism.



Support for smallholders in Indonesia in collaboration with WWF Japan

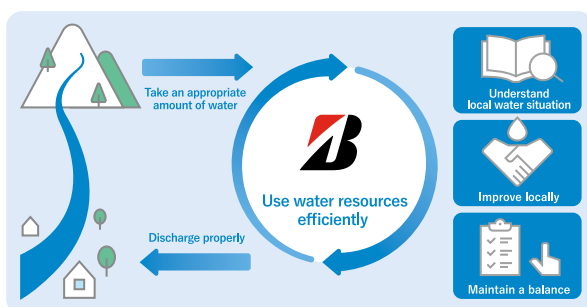
Also in 2025, GPSNR established the GPSNR Assurance System, a comprehensive and transparent framework based on the principles of continuous improvement, risk-based due diligence, SIM-based support for smallholders, third-party verification, and accountability through disclosure. As a supporter of this assurance system, Bridgestone has undergone a preliminary third-party assessment in accordance with the system. The assessment of our initiatives from an independent third-party perspective confirmed that Bridgestone's supply chain mapping, environmental and social risk assessments, and due diligence framework meet the requirements of the assurance system and are highly reliable. With the system due to come into effect in 2027, Bridgestone will continue to prepare for compliance.



■ Approach to the Sustainable Use of Water Resources

Bridgestone uses water in the manufacturing process for tires and other products, as well as in processing the raw materials we procure. We recognize that water is an essential resource to ensure business continuity and that, as a company that uses water, we have an important responsibility to use water resources in a sustainable manner. We aim to do so by working with local communities to improve water use and by collaborating with other companies in the tire industry* to improve outcomes in categories of environmental impact, including water resources.

* Bridgestone has been collaborating with other members of the tire industry as part of the Tire Industry Project (TIP) of the World Business Council for Sustainable Development (WBCSD)



■ 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 site located in a water stress area.* All 16 such sites had formulated their own water stewardship plan as of the end of 2025, achieving a combined 3.5% decrease in water withdrawal in 2025 versus the previous year.

We will continue to seek greater understanding of the local water situations, work with local communities to improve water use, and maintain a healthy balance between water withdrawal and discharge to ensure the equitable and sustainable use of water and mitigate water risks at our manufacturing sites. We will also regularly review our risk assessments regarding water stress based on the latest data, continuously improving our initiatives while taking into account changes in the business environment and local conditions.

* Areas at risk of deterioration in the quantity and quality of freshwater resources

Water Risk Review Process Overview

Analysis using tools



- Analyze **water stress risk** using public tools and identify **assumed high-risk sites**, taking **water withdrawal volume** into account

In-depth analysis by collecting local information



- Confirm past **drought damage** and **supply capacity**
- Confirm **water withdrawal trends** and **past actions**

Develop a plan for each manufacturing site

- Plan risk countermeasures based on **local circumstances**



Promotion of continuous efforts



- Promote initiatives such as reduction of water withdrawal, drought countermeasures, etc. in line with the plan

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 teammates, 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.

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. We will also continue to foresee and adapt 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. They 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.

Respecting human rights and advancing responsible labor practices throughout our worldwide operations is fundamental to fulfilling the E8 Commitment, in particular “Empowerment: Committed to contributing to a society that ensures accessibility and dignity for all.” To be a trusted partner for society, our customers, and all stakeholders involved in our businesses, Bridgestone will continue upholding our commitment.



2025 Actions: Consistent Improvement and Progress Based on the New Guideline

In 2024, we enhanced the Implementation Guideline for the Global Human Rights Policy 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 Guideline sets forth Bridgestone’s standards

and specific actions for respecting human rights, referencing key international frameworks.*

Aligned with the Guideline updated in December 2024, we are strengthening our human rights risk management system across all Group companies. This includes integrating the Guideline into each Group Company’s policies and reinforcing internal procedures. In 2025, we conducted awareness-raising initiatives for HR professionals and top management throughout the Group, promoting a more

in-depth understanding of the Group's enhanced global human rights standards.

Furthermore, in July 2025, we revised our Human Rights Risks Assessment Survey (HRRAS) to reflect the updated Guideline. Based on the strengthened human rights standards, we established a baseline assessment to evaluate the current maturity level of human rights risk management at 100% of target Group Companies. The assessment confirmed that each Group Company is systematically establishing and reinforcing its risk management system in alignment with the Guideline and the human rights principles. At the same time, we have identified challenges in countries where domestic laws do not fully align with international standards, particularly regarding the application of the more rigorous human rights protections outlined in the Guideline. Looking ahead, we remain committed to the effective implementation of the Guideline across the Group while working collaboratively with our partners and stakeholders.



* Key international frameworks include the International Bill of Human Rights—which comprises the UN Universal Declaration of Human Rights (UDHR), the International Covenant on Civil and Political Rights (ICCPR), and the International Covenant on Economic, Social and Cultural Rights (ICESCR)—as well as the ILO Declaration on Fundamental Principles and Rights at Work, the UN Guiding Principles on Business and Human Rights, and the OECD Guidelines for Multinational Enterprises.

2026 Outlook

Bridgestone will further strengthen human rights as the foundation of our business by continuously improving our practices and ensuring that our operations deliver products, services, and solutions to our customers that respect international human rights standards. This will be achieved by reinforcing and implementing human rights risk management processes, including an internal audit framework and systematic mechanisms for tracking and evaluating measures for prevention, mitigation, and improvement. We will ensure transparency and objectivity throughout these processes, while also incorporating feedback from stakeholders.

As part of our efforts to be a trusted partner to all stakeholders, we are firmly committed to ensuring that all types of workers have access to decent work and safe working environments across our business operations. We continue to place the highest priority on respecting the human rights of all stakeholders—including teammates, consumers, customers, suppliers, contractors, and community members wherever we operate—as a core foundation of our business and sustainable value creation.

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

Building Trust with Our Customers: Sedex SMETA Audit at the Aiken Plant

In September 2025, a Sedex SMETA* audit was conducted at the Aiken off-the-road Tire Plant in South Carolina in the U.S. at the request of our customer, BHP. The audit results demonstrated the plant's robust management system across all areas, including human rights and labor standards, while also identifying some opportunities for improvement. This successful audit at the Aiken Plant serves as a prime example of the Bridgestone Group's ongoing commitment to human rights and our dedication to building trust with customers.

* Sedex Members Ethical Trade Audit (SMETA) is a social audit that assesses businesses' standards of labor, health, and safety, environmental performance, and ethics. The SMETA audit is performed by one of Sedex's approved auditing companies and provides users with a Corrective Action Plan to help improve performance in these areas.

At BHP, we believe all businesses have a part to play in helping to address modern slavery. Our ethical trade audit program is one of the mechanisms we use to support our approach. As part of our 2025 audit program, Bridgestone was one of the suppliers invited to participate in a Sedex Members' Ethical Trade Audit (SMETA) by a qualified third-party auditor. The audit was undertaken at Bridgestone's Aiken plant, identified as the most appropriate site based on the goods supplied to BHP. We appreciated the Bridgestone team's cooperation throughout the audit process and look forward to supporting collective efforts to promote transparency and respect for human rights in the supply chain.

Alvaro Loyola
Vice President Human Rights and Social Performance, BHP

Sustainable Procurement

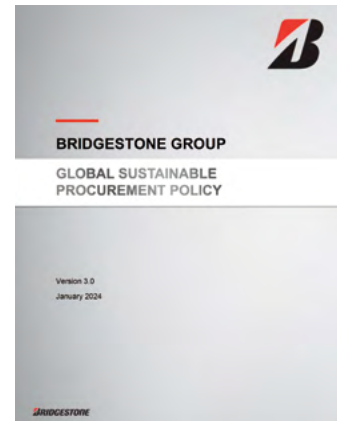
Bridgestone is committed to building a value chain that takes sustainability seriously. Although globalization has made it possible to procure raw materials and other resources from all over the world, we face the risk of both impacting and being impacted by sustainability issues in all the regions where we operate, including risks related to climate change, deforestation, and human rights. In light of instability in the geopolitical situation in recent years and the global movement toward carbon neutrality, Bridgestone faces the pressing need to cooperate with suppliers in addressing sustainability risks, not only in our own business activities but also across the value chain.

Bridgestone is working to realize sustainable procurement based on our Global Sustainable Procurement Policy. After communicating this procurement policy to suppliers across the supply chain, we conducted a PDCA cycle on our sustainable procurement activities to better engage in ongoing dialogue with our suppliers and deepen mutual understanding. Our goal was to confirm receipt of the revised procurement policy among all major Tier 1 suppliers in 2024. As of the end of March 2026, we had confirmed that the policy had been received by 95%* of our Level 1 and 2 suppliers.

To ensure responsible procurement and a resilient supply chain, we are also conducting a pilot project that draws on AI-driven tools to identify and map sustainability risks in the global supply chain. This will enhance transparency in the supply chain beyond our Tier 1 suppliers and allow us to identify potential environmental and social risks at an early stage. Although still in the trial phase, we will leverage the AI tools alongside our conventional approaches to strengthen the resilience of the supply chain, address calls for increasingly comprehensive due diligence, and offer transparency and reliability in our reporting to stakeholders.

For details, please refer to the Bridgestone website.

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



Strengthening Global Partnerships: 2025 Bridgestone Global Partners Conference

To convey our gratitude to the suppliers who serve as our procurement partners for their long-standing support and partnership, as well as to create a venue to foster empathy with Bridgestone's activities and promote co-creation initiatives, we held the 2025 Bridgestone Global Partners Conference. The first such event for Bridgestone, the conference drew a total of 330 suppliers from 18 countries worldwide, representing raw materials, machinery, equipment parts, energy, and regional safety cooperation associations.

The theme of the conference was "From Empathy to Co-creation: Toward the Sustainable Co-creation of Value." In line with this theme, we offered a comprehensive overview of Bridgestone's history, our overall management strategy, and our actions aimed at sustainable value creation, to help attendees understand our vision and the direction of our activities.



Viewing change in a rapidly shifting business environment as an opportunity, Bridgestone is aiming to successfully navigate this turbulent period together with suppliers while achieving growth with quality and co-creating value. In particular, co-creating value with our suppliers is indispensable to reinforcing the Dan-Totsu products that form the core of Bridgestone's sustainable value creation. We place strong emphasis on building win-win relationships that also deliver value to end users.

At the conference, our suppliers also took the stage to share examples of co-creating value. We will continue to strengthen two-way communication with our suppliers and leverage the sharing of best practices to drive innovation across the entire supply chain.

Following the event, attendees shared various ideas for collaboration with Bridgestone. We will continue to work closely with our suppliers to address their challenges and concerns, driving improvements together through an on-site (Genbutsu-Genba) approach, and ultimately achieving industry-leading competitiveness.



We believe that building empathy with our suppliers on our vision and strategies is essential to realizing a sustainable supply chain. In 2025, we held a Global Partners Conference on a larger scale than in previous years with the aim of expanding opportunities for direct dialogue with our global suppliers. At the conference, we shared the direction Bridgestone aims to pursue: after successfully navigating 2025 as a year requiring urgent crisis response, we are focused on working together with our suppliers toward value creation in the next stage beginning in 2026. We also outlined three key priorities for our joint efforts: strengthening the foundation of the entire supply chain, achieving industry-leading competitiveness, and addressing sustainability challenges.

Many of the societal challenges arising across the supply chain are difficult for any single company to address.

Through a fair and win-win partnership, Bridgestone and its suppliers work in tandem to leverage and combine their respective strengths for enhancing competitiveness and co-creating new value to help address societal challenges.



Masashi Omae

Executive Director, Procurement
and Internal Manufacturing

TOPICS Sustainable Procurement of Natural Rubber

A particular focus for Bridgestone is the sustainable procurement of natural rubber, given its impact on society and on our businesses. We consider sustainable procurement to be a critical management issue, essential for both business continuity and the well-being of society, and we are taking actions in this area. These actions include pursuing risk-based supply chain management, improving traceability, practicing and promoting zero deforestation, respecting human rights, and boosting collaboration with industry associations aimed at enhancing resilience across the value chain.

Leveraging Upstream Traceability to Improve Supply Chain Management

Traceability is at the heart of Bridgestone's commitment to the sustainable procurement of natural rubber. Ensuring traceability enables us to visualize the origins of our materials, their producers, and their production methods, which helps mitigate the risks associated with procurement.

Aiming to achieve 100% district-level traceability by 2027, we improved the traceability rate to 76% in 2025. We also enhanced farm-level traceability to 62%. We will continue to work with suppliers across all regions to further improve traceability.

In 2025, Bridgestone advanced from developing upstream traceability systems to integrating these into risk-based supply chain management. Through risk assessments, we confirmed minimal exposure to high risks for the year. Building on these findings, we have started mitigation actions to ensure more precise and proactive risk management.

	2021	2022	2023	2024	2025	2027*1
Traceability to district*2	—	—	—	47%	76%	100%
Traceability to farm*3	25%	33%	34%	42%	62%	

*1 Target

*2 GPSNR classification (2024-25 figure calculated by Bridgestone based on supplier information)

*3 Information on farm geolocation or boundary mapping

*  Please see the following for information about geographical classifications.

<https://sustainablenaturalrubber.org/gpsnr-geographical-classification-2/>

Supply-chain Risk Mitigation through Collaboration with Suppliers

Bridgestone expanded its risk mitigation initiatives in 2025 through strategic collaboration with suppliers. By translating risk assessment outcomes into tangible actions on the ground, we are seeking to enhance both compliance and community resilience. With the support of an independent outside expert, we not only verified compliance but also worked to co-create shared value among smallholders, suppliers, and local communities.

Through training in sustainable agricultural practices, reassessments of higher-risk farms, and structured consultations with local and indigenous communities, Bridgestone is gaining a more in-depth understanding of the environmental and social challenges tied to natural rubber production. Through such engagement, we are pursuing appropriate risk management, building trust, enhancing local capabilities, and strengthening long-term resilience in producing regions.

Furthermore, a total of 6,675 smallholders were reassessed for legal compliance. Where required, Bridgestone obtained consent and supporting documentation to reinforce traceability and due diligence.



Sustainable agricultural practices training

Collectively, these initiatives demonstrate that Bridgestone is progressing from risk identification to measurable risk reduction. Going forward, we will continue to create shared value with smallholders and local communities through inclusive, resilient, and responsible natural rubber procurement.

Advancing Due Diligence and Third-party Assessment

Bridgestone achieved a key milestone in its sustainability journey in 2025, completing comprehensive on-site environmental, social, and governance (ESG) inspections for 100% of its Tier 1 natural rubber suppliers. This represents a major achievement in terms of enhancing transparency and accountability across the supply chain. All Tier 1 suppliers also completed EcoVadis sustainability assessments, enabling consistent benchmarking and driving continuous improvements in ESG performance.

The on-site inspections were conducted using a questionnaire we developed jointly with WWF Japan, based on the Bridgestone Global Sustainability Procurement Policy. It covered all material sustainability topics, including responsible labor practices, environmental stewardship, and respect for human rights. A notable enhancement in the 2025 inspection cycle was the introduction of worker interviews and surveys.

Inspectors from Bridgestone employed privacy-focused approaches, creating safe environments where on-site

workers could share their views regarding labor rights and working conditions. Insights from these consultations are supporting improvements in workplace well-being and helping to embed human rights due diligence across the supplier network.

By integrating due diligence activities into core business operations, we are also reinforcing the reliability, accountability, and resilience of the global supply chain. Bridgestone's efforts across a broad range of areas, including traceability, European Union Deforestation Regulation (EUDR) readiness, smallholder engagement, and supplier assurance demonstrate our commitment to building a transparent, deforestation-free natural rubber value chain that delivers long-term shared value for all stakeholders.

Strengthening EUDR Readiness Across the Supply Chain

Bridgestone has implemented comprehensive measures to comply with the European Union Deforestation Regulation (EUDR) requirements in close cooperation with its strategic partners, notwithstanding the revised timeline for the regulation. Throughout the reporting period, we reinforced governance mechanisms, escalation pathways, and supplier corrective action procedures to promote consistent global implementation.

The deployment of a third-party digital platform further improved the systematic collection of data and the verification of supplier documentation, enhancing traceability, transparency, and reliability across the supply chain.

These efforts not only demonstrate Bridgestone's preparedness for EUDR compliance but also contribute to a broader objective—promoting deforestation-free and responsible procurement and building a sustainable value chain.



Supplier site inspection

Internal Natural Rubber Manufacturing

Company name	Bridgestone Natural Rubber Co., Ltd.	P.T. Bridgestone Kalimantan Plantation	P.T. Bridgestone Sumatra Rubber Estate	Firestone Liberia, LLC
Town/province, country	Hat Yai, Thailand	Kalimantan, Indonesia	North Sumatra, Indonesia	Harbel, Liberia
Location (latitude and longitude)	6.72426, 100.44088	-3.62664, 114.86067	3.11580, 99.12169	6.26423, -10.33980
Established	1999	1999 (acquired)	2005 (acquired)	1926
Total area	—	6,000 ha	17,900 ha	48,100 ha
Planted area	—	4,000 ha	16,800 ha	25,000 ha
Own rubber farm	No (Processing facility only)	Yes	Yes	Yes

Bridgestone owns four natural rubber companies in Liberia, Indonesia, and Thailand. We consider having our own natural rubber farms and processing factories to be a significant strength in terms of both business sustainability and traceability enhancement.

These internal companies serve as practical laboratories for sustainability opportunities and risk management, high-level engagement with trusted partners, and close collaboration with them based on a deep understanding of the reality on-site (Genbutsu-Genba). We also provide technical support to local communities through Bridgestone's farms, continuously generating value within the natural rubber business.

The internal natural rubber companies also play an important role in the supply chain, providing about 20% of the volume of natural rubber that Bridgestone procures globally. Tasks such as preparing for EUDR compliance and ensuring traceability are thus vital tasks for these facilities.

One of our companies in Indonesia has already achieved 100% traceability at the farm level, and another one of our companies achieved 100% traceability at the district level. In line with our commitment to serving local communities, we operate kindergartens, schools, and medical facilities in Liberia and Indonesia. We also provide health, safety, and environmental assistance in Indonesia, including sanitary education, flood rescue, and disaster prevention training.

Firestone Liberia (FSLB) is promoting a program aimed at building a fair, reliable supply chain by providing support for agricultural techniques for smallholders. Targeting about 5,000 smallholders with 100% traceability to the farm source, the program seeks to facilitate the sharing of knowledge about best practices and help expand sales channels to the broader market.



Rhea Cinco
Head of Operational Excellence and Sustainability at Firestone Liberia, LLC

Firestone Liberia (FSLB), one of Bridgestone's largest natural rubber farms, was the world's first natural rubber farm to be issued the ISCC EUDR Add-on Certificate for natural rubber, recognizing its exemplary performance in the practice of sustainability. Under this certification system, FSLB underwent a deforestation-free investigation, legality checks on human rights and land-use rights, and

verification through a physical audit by outside auditors.

With a toll-free third-party telephone channel in place, FSLB is also able to respond to concerns raised by teammates, including contract workers, regarding job requirements and compensation and benefits. Complaints are validated through the FSLB Grievance Committee, and appropriate corrective measures are then identified and implemented. Regular progress reports are provided to those raising the complaints to ensure transparency. In collaboration with TeraLead, a local third-party advisory firm, FSLB continues to enhance the grievance mechanism.* These efforts demonstrate FSLB's transparency and independence, fostering trust with stakeholders and enabling the implementation of locally-based solutions.

* Bridgestone set up a grievance mechanism in 2022 to hear stakeholder feedback regarding its operations, helping us to engage with suppliers and enabling us to understand where potential risks and opportunities lie, and thus improve sustainability practices across the value chain.

For details, please refer to the Bridgestone website.

https://www.bridgestone.com/responsibilities/social/procurement/grievance_mechanism/

Partners & Suppliers

Sustainable Society

Local Communities

In Harmony with Communities

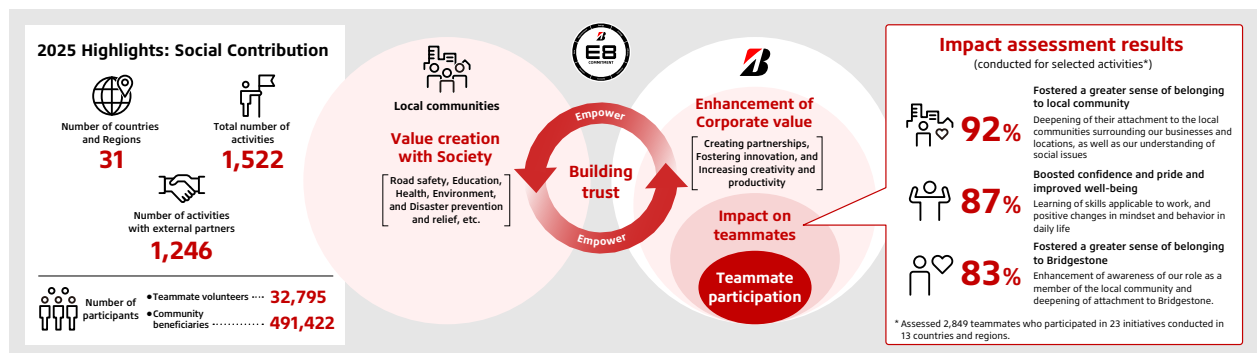
Bridgestone operates in more than 150 countries and regions, co-creating social value with customers, partners, local communities, and teammates. We believe building trust with stakeholders is of the utmost importance.

Guided by the E8 Commitment, we work closely with communities, contribute to safer and healthier communities and make education more accessible and inclusive. In 2025, Bridgestone conducted 1,522 activities in 31 countries and regions, including 1,246 partnerships with external organizations. The collective efforts involved 32,795 teammate volunteers and reached 491,422 community members. These achievements demonstrate our commitment to making a positive and lasting social impact.

Since 2023, Bridgestone has visualized social impact using the Business for Societal Impact (B4SI) framework, which defines impact as “changes that happen to individuals, organizations, and the company, in the short or longer term,

as a result of the activity.” By adopting this globally recognized methodology, we share tangible outcomes that build trust with stakeholders, inform internal decision-making, and support continuous improvement. This process also reinforces stakeholder engagement and contributes to mid- to long-term corporate value.

In 2025, our road safety impact visualization began to show signs of building trust with stakeholders, increasing visibility among partners and supporting new business connections. Furthermore, we actively support teammate participation in social contribution activities globally, and quantitative impact assessments show this has a meaningful positive impact on teammates. The assessments showed that over 83% of the 2,849 teammates surveyed experienced positive changes in their sense of belonging to both Bridgestone and their local communities, as well as in their confidence, pride, and overall well-being.



Activities Related to Road Safety

Globally, more than two people lose their lives in traffic accidents every minute.* Road traffic injuries are the leading cause of death for children and young people aged 5 to 29, making road safety a universal challenge. For Bridgestone, addressing road safety is both our responsibility as a company engaged in the mobility industry and our commitment to future generations, grounded in our management foundation of safety and the E8 Commitment, particularly “Ease” and “Empowerment.” We leverage our assets and expertise to maximize our contribution to safer mobility.

In 2023, we established the Bridgestone Road Safety Program (BRSP) with the Global Road Safety Partnership (GRSP) to bring together our localized initiatives and promote road safety activities globally. Through BRSP, we work with municipalities, schools, and commercial facilities around our business and manufacturing sites to deliver road safety initiatives for local communities and children, leveraging Bridgestone’s global footprint. In addition, we participate in

the Tateshina Meeting, a cross-industry initiative convened by the Toyota Mobility Foundation in Japan to advance efforts toward achieving zero traffic fatalities and serious injuries.

In 2025, we implemented 97 road safety initiatives across 28 countries reaching 212,941 beneficiaries, with 16 initiatives undergoing impact assessments. We achieved positive results in road safety education programs in particular. To better communicate the outcomes of these educational initiatives, we are continuously working to enhance the quality of our impact assessments. BRSP achievements together with our impact assessment approach were also featured across multiple international platforms, including the Asia-Pacific Regional Road Safety Conference 2025 hosted by the Asian Development Bank, reaffirming our role as an industry leader. Looking ahead, we will continue co-creating value with diverse partners to advance road safety globally.

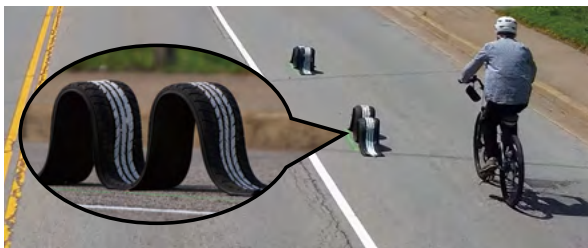
* Source: WHO “Global Status Report on Road Safety 2023”

Local Infrastructure Improvements for Road Safety

Antioch Pike Road Safety Project (U.S.)

Tires were recycled and used to create bike lane dividers, improving community safety.

- Beneficiaries** Local residents and road users
- Impact** Average speed reduced by 1 mph; speeding drivers cut from 11% to 4%; 85% now drive at a safe 30 mph



Installing bike lane dividers made from end-of-life tires

Community Safety Education Initiatives

Bicycle Road Safety Awareness Activities (Japan)

Since 2017, Bridgestone Cycle Co., Ltd. has run bicycle safety workshops with local governments and the police. These are tailored to life stages from preschools to seniors—promoting safe bicycle use and raising safety awareness.

- Beneficiaries** 76 workshops held in 2025, reaching around 7,800 participants
- Impact** At the junior high schools where assessments were conducted, over 90% of teachers reported noticeable changes in students' safety awareness

Think Before You Drive (Poland)

Built trust with local communities by teaching children road safety rules and distributing reflective items to improve visibility.

- Beneficiaries** 400+ children (ages 3–9) and teachers
- Impact** Teacher surveys confirmed improved road safety awareness among participating children



Other Initiatives

Beyond road safety, Bridgestone engages in education, health, environment, disaster prevention, and relief initiatives to create social value aligned with the E8 Commitment and strengthen trust with stakeholders.

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

Bridgestone Road Safety School Project (Indonesia)

Empowered youth and communities to adopt safer road habits and improve school-area environments through interactive road safety education and targeted infrastructure upgrades.

- Beneficiaries** 31 teachers and parents, 782 students, two schools and 15 infrastructure upgrades
- Impact** Significant improvement in safety knowledge and behavior. iRAP Star Rating* for the schools improved from 1.0 to 3.4 (around 96% risk reduction)

* International Road Assessment Programme (iRAP) is a registered charity that assesses road safety. Its Star Rating provides an objective measure of the level of safety of road infrastructure.

Being involved in the Bekasi Road Safety School Program was a valuable experience in demonstrating how data-driven approaches can improve child road safety. By applying the iRAP



Windu Mulyana

Road Safety Specialist
 Transportologi
 (external partner)

Star Rating for Schools, the program identified key risks around the school environment and supported targeted infrastructure improvements. As a result, the safety level around the school increased significantly, contributing to a safer and more inclusive journey for students. This initiative shows the strong impact of collaboration between the private sector, government, and local communities in creating safer school zones.



Faris Triyadhi (far left)

Plant Facilities 3S & Waste Management Staff, General Affair, Bekasi Plant

I am very proud, as part of Bridgestone Indonesia, to participate in the Road Safety volunteer activity under our company's sustainability program. This meaningful initiative allowed me to contribute directly to the community while promoting road safety awareness. It was a valuable opportunity to collaborate, gain insights, and support a safer and more sustainable future.

Partners & Suppliers

Sustainable Society

Local Communities

TRWP, 6PPD: Initiatives as an Industry Leader Supporting Mobility with Safety and Peace of Mind

Guided by its unchanging mission of “Serving Society with Superior Quality,” Bridgestone continues to support mobility with safety and peace of mind for every person while responding to the changing needs of society.

Friction between tires and the road surface is essential for securing a safe and comfortable journey. Particles generated by this friction are called tire and road wear particles (TRWP). Consisting of a mixture of tread (tire surface) and road pavement materials, TRWP is affected by a complex range of factors, including road conditions, weather, vehicle and tire characteristics, and driving behavior. Because effectively addressing the issue of TRWP requires a correct understanding of its physical and chemical characteristics and the overall picture of its potential environmental impact, Bridgestone has positioned TRWP as an industry-wide challenge and is actively taking part in and spearheading

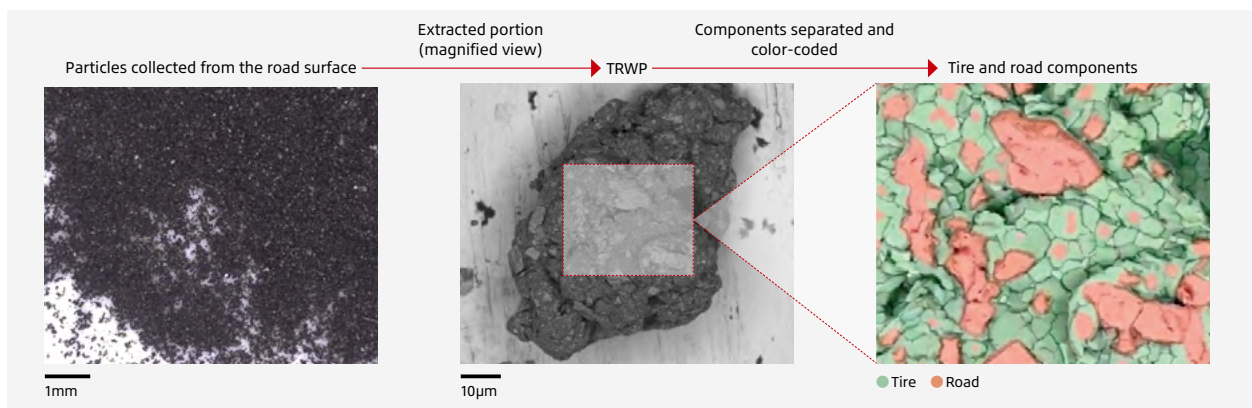
relevant initiatives as a global tire industry leader.

An antioxidant and antiozonant widely used in the tire industry, 6PPD is also currently an indispensable material in the industry in terms of supporting safe and comfortable mobility. Recognizing that studies have pointed out that 6PPD-quinone*, a transformation product of 6PPD, is affecting coho salmon in the state of Washington in the United States, Bridgestone is actively working with the industry in evaluating alternatives.

Bridgestone is committed to addressing the challenges related by both TRWP and 6PPD. As an industry leader, we will actively participate in and spearhead various initiatives within the industry, while continuing to act on our own to support mobility with safety and peace of mind for people by strengthening our research and development.

* 6PPD-quinone is not used in tires.

● Electron microscope image of TRWP



Progress on TRWP Initiatives

As an industry leader, Bridgestone is dedicated to carrying out research, studies, and analyses to understand the essence of TRWP, and actively participates in and spearheads an array of initiatives within the industry.

Through the Tire Industry Project (TIP) facilitated by the World Business Council for Sustainable Development (WBCSD), the industry is advancing research on the physical and chemical characteristics of TRWP, its distribution in the environment, and its potential environmental impact. Bridgestone takes a leading role in these initiatives as a Co-Chair company. TIP research results have indicated that TRWP poses a low risk of environmental toxicity, but we are also working to further accelerate and expand research in this area by strengthening collaboration with experts outside the industry.

Following its inaugural conference held in Munich in Germany in 2024, the Tire Emissions Research Conference

was held in Boston in September 2025 with the support of TIP. The conference fostered active discussions on research into emissions, potential environmental impact, and mitigation measures at the stage of tire use. Around 140 participants from various countries attended, including researchers from Bridgestone. A third conference is due to be held in Cambridge in the U.K. in December 2026.

Through TIP, we are also taking part in the Open Call for Projects, which provides research grants for publicly solicited proposals. For the first open call, we solicited proposals for research on field sampling, characterization, analysis of substances generated during tire use, as well as mitigation measures to reduce their potential environmental impact. This effort resulted in five research projects being launched. For the second round, we are soliciting proposals for research on potential environmental impacts from tire wear emissions during tire use, and we plan for research to start around September 2026.

Bridgestone is also contributing to the development of globally consistent international (ISO) standards through TIP, including efficient methods of generating and collecting TRWP samples, which is crucial for conducting accurate and consistent research on the characteristics and potential environmental impact of TRWP. Following the development and publication of an international standard in 2024 (ISO 22638: Rubber — generation and collection of tire and road wear particles (TRWP) — road simulator laboratory method), we are also contributing to a study targeting the international standardization of TRWP quantification methods in soil, sediment, and the ambient air.

On its own, Bridgestone is actively pursuing initiatives, particularly those related to understanding and visualizing the characteristics and potential environmental impact of TRWP, as well as its mitigation.

Bridgestone announced a TRWP vehicle collection method for passenger car tires in 2025, and has since made continuous improvements to enhance collection efficiency. We have also developed an industry-first TRWP vehicle collection method for truck and bus tires. We presented this new method at the Tire Technology Expo 2026 held in March 2026 in Hanover, Germany. By utilizing the TRWP efficiently collected by the newly developed vehicle collection method for truck and bus tires, and by widely sharing our findings and creating opportunities for co-creation, we will accelerate research aiming to understand the potential environmental impact of TRWP.

Along with various related organizations from industry, government, and academia, including the University of Tokyo, Bridgestone is also participating in a project to develop multi-lock biopolymers that are marine degradable using non-food biomass as a raw material. This project is part of the Moonshot Research and Development Program* led by Japan's Cabinet Office. Bridgestone's role in the project is to develop tires from a rubber compound using non-food biomass as a raw material, to make rubber particles biodegradable. We are developing polymers and tires that combine toughness and biodegradability, and marine field tests carried out since 2023 have confirmed the biodegradation of the rubber under development.

Furthermore, we are building up our mobility tech business to offer solutions that enable each customer to use tires safer, longer, better, and more efficiently. This is done by proposing optimal driving and operating routes (shortest routes, avoidance of traffic congestion, reduction of stop and go frequency, etc.), tailoring the proposals to each customer through a real (physical) and digital approach.

Bridgestone will continue to pursue innovation to address the potential impact of TRWP across the value chain, from the "produce and sell" phase and the "use" of its tires. While gaining a more in-depth fundamental understanding of TRWP, we will continue to pursue initiatives to reduce and minimize TRWP generation. This includes the development of long-life products with improved wear resistance, ongoing investments in R&D, 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.

* The Moonshot Research and Development Program sets ambitious goals to attract people, and to promote challenging R&D projects with the aim of resolving difficult societal issues while bringing together the wisdom of researchers.

Progress on 6PPD-Related Initiatives

The U.S. Tire Manufacturers Association (USTMA) is currently representing the industry in evaluating alternatives to 6PPD, and Bridgestone is actively cooperating in this endeavor as a USTMA member company.

On its own, Bridgestone is also working with raw materials partners to evaluate the performance of rubber and tires that include alternative materials. In addition, in collaboration with Japan's National Institute of Advanced Industrial Science and Technology, we are working to establish a simple and rapid safety evaluation method, with a view to future international standardization. Building on these activities with our co-creation partners, we are actively pursuing the development of candidates as alternatives to 6PPD.



Shareholders

Investor Relations Activities

Dialogue-Based IR Activities and Timely, Appropriate Information Disclosure

Bridgestone places great importance on two-way communication through dialogue with stakeholders, including analysts, institutional investors, and individual investors. We strive to explain our management strategy and business conditions accurately and promptly. Through ongoing dialogue, we have established a framework to accurately understand expectations and issues raised by the capital markets and reflect them in management and IR activities. We are committed to continuous improvement through the PDCA cycle.

At our quarterly financial results briefings, we aim to deepen understanding of and support for our management strategy by providing careful explanations of our financial results and other key topics. These briefings are important opportunities to respond directly to questions from analysts and the media, and we use the insights gained through such dialogue in our management strategy and IR activities.

We are also expanding opportunities for direct dialogue between investors and our Global CEO and outside directors. By feeding back the content of these discussions to the management team and the Board of Directors, we reflect the insights in discussions aimed at value creation and in actual business activities. By incorporating the voice of the market into management, we seek to enhance the effectiveness of dialogue and build relationships of mutual trust.

Going forward, we will continue to expand and diversify opportunities for dialogue with stakeholders and strive for timely and appropriate information disclosure. Through these efforts, we will sincerely advance our IR activities and strengthen our contribution to enhancing corporate value.

Activities in 2025

In 2025, we conducted a wide range of IR activities throughout the year to further deepen constructive dialogue with shareholders and investors. In addition to quarterly financial results briefings, we held six small meetings with analysts and institutional investors, providing thoughtful responses to individual comments and questions regarding business performance trends and management strategies. Members of management also participated in these dialogues as appropriate, engaging directly on key management topics to promote mutual understanding and relationship building.

In addition, during the fiscal year, we arranged opportunities for the Chair of the Board of Directors and the chairs of the three statutory committees (P80) to engage in dialogue with investors and analysts. These sessions included candid exchanges of views on topics such as the effectiveness of our corporate governance, the background to the Global CEO transition, and our approach to executive compensation. Through more than 400 dialogues with analysts and institutional investors during the year, including discussions on ESG themes, we obtained opinions and insights from a wide range of perspectives.

We also held factory tours to deepen participants' understanding of the strengths of our manufacturing sites, and engaged in dialogue with many shareholders at the General Meeting of Shareholders. In addition, this fiscal year we held our first briefing for individual investors and launched a new website for individual investors, thereby strengthening our information disclosure framework with a view to expanding our stakeholder base. We share the insights and issues identified through these diverse dialogues internally and reflect them in management decisions and IR activities, leading to the enhancement of corporate value.

Feedback to Management

Content	Reporting to	2025	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 2025



Briefings for Individual Investors