



2026 Bridgestone Integrated Report



# Index

- Overview of the Bridgestone Group** ..... 4
- Mission, the Bridgestone Essence (Corporate Philosophy), Vision, and Corporate Commitment** ..... 6
- Our Growth Story** ..... 8
- The Business Environment and New Management Structure: Glocal Optimization** ..... 10
- 2026 Management Team: Members of the Board of Directors and Executive Officers** ..... 12
- Global CEO Message** ..... 14
- Executive Officer Message** ..... 16
- 24MBP Value Creation Process** ..... 22
- Value Creation in Line with Mid Term Business Plan (2024-2026)** ..... 24
- Create Good Business Quality** ..... 26
  - Financial Strategy: Message from the CFO ..... 26
  - Talent Strategy:
    - Balancing Individual Growth and Company Growth ..... 30
    - Deepening the Corporate Culture:
      - Continuous Improvement and Innovation ..... 32
      - Safety and Industrial Hygiene ..... 34
      - Quality and Customer Value ..... 35
      - Digital Transformation (DX) Strategy ..... 36
      - Intellectual Property Strategy ..... 37
- Create Good Tires** ..... 38
  - Making Attractive and Competitive Products and Enhancing R&D and Manufacturing Capabilities ..... 39
  - Business Cost Reduction ..... 41
- Create Good Business** ..... 42
  - Solutions Business:
    - Amplifying Value During Customer Use ..... 42
    - Commercial B2B solutions ..... 43
    - Mining Solutions ..... 44
    - Aviation Solutions ..... 45
    - Brand Building through Motorsports ..... 46

- Create New Business Sowing Good Seeds for the Future** ..... 48
  - Exploratory Business: Recycling ..... 48
  - Exploratory Business: AirFree™ / Tires for Lunar Rovers ..... 49
- Diversified Products Business** ..... 50
- Bridgestone-Like Harmony with Stakeholders** ..... 52
  - Partners & Suppliers, Sustainable Society, Local Communities ..... 52
    - Setting Sustainability Priority Issues in Dialogue with Stakeholders ..... 52
    - Establishment and Evolution of the Sustainability Business Model ..... 54
    - Respect for Human Rights ..... 62
    - Sustainable Procurement ..... 64
    - [TOPICS] Sustainable Procurement of Natural Rubber ... 66
    - In Harmony with Communities ..... 69
    - TRWP, 6PPD: Initiatives as an Industry Leader Supporting Mobility with Safety and Peace of Mind ..... 71
  - Shareholders: Investor Relations Activities ..... 73
- Governance** ..... 74
  - Compliance, Fair Competition ..... 74
  - Corporate Governance ..... 75
  - Board of Directors and Executive Officers ..... 79
  - [TOPICS] Small Meeting/ Dialogue between the Board Chair and the Chairs of the Three Statutory Committees with Institutional Investors and Analysts ..... 80
- Data** ..... 82
  - Financial Data ..... 82
  - Non-Financial Data ..... 84
  - Climate and Nature-related Risk Management and Responses to TCFD and TNFD ..... 88
  - Corporate and Investor Information ..... 93



## About the Cover

The cover shows successive generations of tread patterns for the POTENZA sports tire. Arranged chronologically from the back, from the intricate grooves of the first generation to the latest powerful tread, the round beauty of the tires conveys the evolution of our technology honed through motorsports and our spirit of taking on challenges. Bridgestone will continue to evolve its technology and embrace challenges to provide the excitement of driving.

# Editorial Policy

The 2026 Bridgestone Integrated Report has been published to comprehensively communicate to stakeholders Bridgestone’s approaches and initiatives for enhancing corporate value and the sustainability of both society and the Company, as well as to further deepen mutual understanding through dialogue.

In line with our mission of “Serving Society with Superior Quality,” this report focuses on clearly communicating company-wide strategies and initiatives for achieving sustainable growth, as well as our initiatives across the value chain—from raw material procurement through production, sales, solutions, and recycling—outlining initiatives for products from the “produce and sell” phase and their “use” through to their “renewal” to raw materials. The report also places emphasis on conveying, in an accessible manner, our commitment to fostering harmony with stakeholders. In addition, by disclosing financial and sustainability information, we have structured the report to help readers quantitatively understand our value creation process from a medium- to long-term perspective.

In preparing this report, Bridgestone referenced the International Integrated Reporting Framework of the IFRS Foundation, the Guidance for Collaborative Value Creation issued by Japan’s Ministry of Economy, Trade and Industry, as well as the GRI Standards of the Global Reporting Initiative.

## Forward-looking Statements

Forecasts based on projections and plans for the future in this report contain unpredictable elements that may cause fluctuations. As such, they do not constitute guarantees by the Company of the achievement of those forecasts. Accordingly, actual business results may differ substantially from the Company’s current assessment.

## Reporting Scope

- Period: January 1, 2025 to December 31, 2025 (Some activities from before or after the period have also been included.)
- Organizational coverage: Bridgestone Corporation and its subsidiaries and affiliates around the world. Throughout this report, “Bridgestone” refers to the whole of Bridgestone including all Group and related companies, while “the Company” refers to Bridgestone Corporation (non-consolidated). Bridgestone Corporation is the parent company of Bridgestone, which includes the following Strategic Business Units (SBUs).

- Bridgestone Americas, Inc. (abbreviated as BSAM) including the United States, Canada and Latin America.
- Bridgestone Asia Pacific Pte. Ltd. (abbreviated as BSAPIC) including the Asia, Pacific, India and China tire business.
- Bridgestone Europe NV/SA (BSEMEA): Tire business in Europe, the Middle East and Africa
- BSJP: Japan Tire Business
- BSDP: Diversified products & Exploratory
- G-MICA: Global mining, industrial, construction, aviation tire solutions

## Website and Report Information

Please refer to the following websites for additional financial and non-financial information.

[Website: Investor Relations](https://www.bridgestone.com/ir/)  
https://www.bridgestone.com/ir/



[Website: Sustainability](https://www.bridgestone.com/responsibilities/)  
https://www.bridgestone.com/responsibilities/



- Annual Securities Report

[Website: IR Library](https://www.bridgestone.com/ir/library/securities_report/)  
https://www.bridgestone.com/ir/library/securities\_report/

- Basic Policy on Corporate Governance, Report on the Corporate Governance Code, and Corporate Governance Structure

[Website: Corporate Governance](https://www.bridgestone.com/corporate/governance/)  
https://www.bridgestone.com/corporate/governance/

# Overview of the Bridgestone Group

## Bridgestone's Business Portfolio

Bridgestone's business portfolio consists of four areas: the tire business as a core business, the solutions business as a growth business, the exploratory business as a business sowing new seeds, and the diversified products business. By leveraging Bridgestone's strengths and undertaking each business tailored to its unique characteristics, we are strengthening our business portfolio.

### Tire Business Core business

#### Produce and sell products

- Passenger car tires
- Truck and bus tires
- Specialty tires:  
Tires for off-the-road mining and construction vehicles, aircraft, agricultural machinery, motorcycles, etc.



### Solutions Business Growth business

#### Amplify the value of products during customer use

- Commercial B2B solutions
  - Mining solutions
  - Aviation solutions
  - Truck and bus solutions
- Retail and service solutions



### Exploratory Business —Sowing new seeds

#### Providing social value with sustainability at the core

- Recycle: Renew tires to raw materials
- AirFree™
- Lunar rover tires
- Soft-robotics, etc.



### Diversified Products Business

#### Sharply focus on areas where Bridgestone's core competencies can be leveraged

- Hydraulic and high-performance hoses and rubber tracks
- Plastic piping and seismic isolation
- Sports (golf balls, etc.)
- Cycles etc.



## Financial and Non-Financial Highlights (As of December 31, 2025)

Bridgestone has approximately 120 manufacturing plants and R&D facilities worldwide, with operations in more than 150 countries and regions.

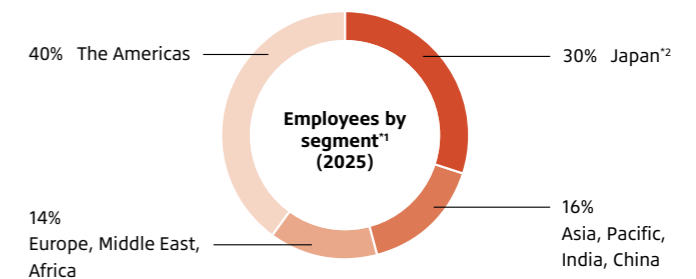
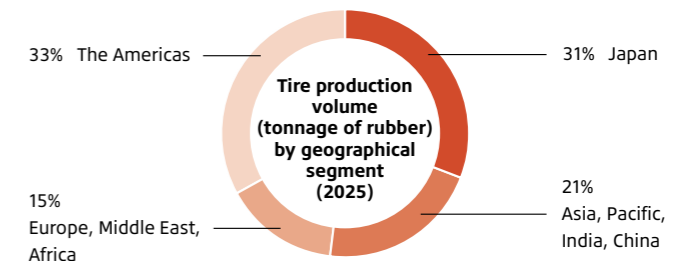
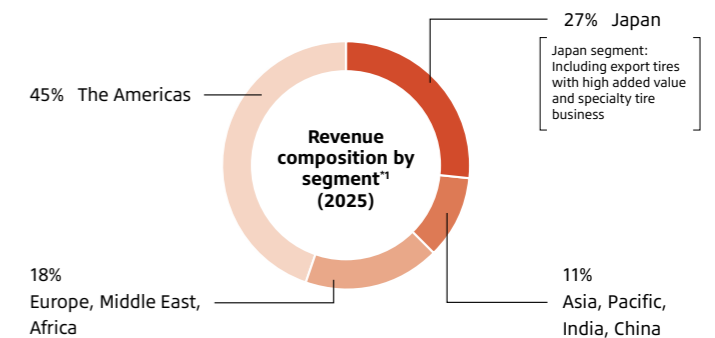


### 2025 Performance

Revenue  
**4,429.5 billion JPY**

Tire Production Volume (tonnage of rubber)  
**1.46 million tons**

Consolidated Employees  
**115,716 people**



\*1 Regional categories of revenue and employees are in accordance with the segment in the Annual Securities Report.

\*2 Employees in the Japan segment includes "Japan," "Other," and "Company-wide (common)" segments as presented in the Annual Securities Report.

# Mission, the Bridgestone Essence (Corporate Philosophy), Vision, and Corporate Commitment

## Mission

### Serving Society with Superior Quality

Bridgestone's mission, established in 1968, is "Serving Society with Superior Quality." Reflecting the founder's business philosophy that "A business that contributes to its society and country will be forever profitable," this has been passed down as Bridgestone's mission to this day. To fulfill this mission, we have defined a foundation of four values that all teammates should keep in mind at all times. Together with this foundation, our corporate philosophy expresses the shared values that guide every teammate worldwide in their actions—values intended to make the corporate culture and diversity we have built up to date a driver of further growth.

#### Foundation

##### "Seijitsu-Kyocho" (Integrity and Teamwork)

Seijitsu-Kyocho is about adhering to principles of good faith as we carry out our work, in the way we treat others, and as we participate in and engage with society. It is about producing positive outcomes by respecting a diversity of skills, values, experiences, genders, and races and fostering teamwork.

##### "Shinshu-Dokuso" (Creative Pioneering)

Shinshu-Dokuso is about envisioning the future and proactively challenging ourselves to identify and develop

innovations that will further benefit society and respond to customer needs—from the customer's point of view. It is about unleashing creativity and innovation to develop new business domains and creating demand for new and beneficial products through our own unique methods.

##### "Genbutsu-Genba" (Decision-Making Based on Verified, On-Site Observations)

Genbutsu-Genba is about taking the time to go on-site and personally verify the facts, then using those observations to make informed decisions. It is about not being satisfied with the current situation, and making informed decisions that will lead us ever closer to ideal products and solutions.

##### "Jukuryo-Danko" (Decisive Action after Thorough Planning)

Jukuryo-Danko is about investigating all options and the full range of possibilities, giving careful thought as to how to execute the decided course of action. It is about identifying what is necessary and deciding on a vision. And once a decision and course of action is determined, it is about moving forward with a sense of urgency.

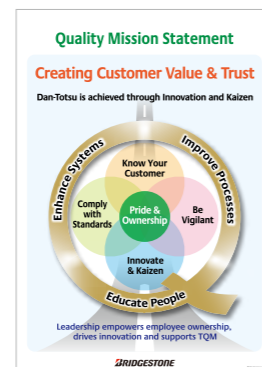
We have also established a Safety Mission Statement that embodies "Safety First, Always," a Quality Mission Statement, and an Environmental Mission Statement and incorporated these into our Bridgestone Essence Framework as the foundation for all of our activities.

(Safety: P34; Quality: P35; Environment: P54–61)

#### ● The Bridgestone Essence Framework



Absolute foundation



Creating customer value  
Establishing competitive  
advantage



Creating social value

## Vision

### Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company

Under the Bridgestone Essence Framework, we set out a vision of becoming a "Sustainable Solutions Company" in 2020 and have since pursued initiatives to enhance sustainability for both society and the Company. In addition, we established the Bridgestone E8 Commitment—a corporate commitment that embodies this vision through the Bridgestone way of value creation—and are making steady progress toward sustainable growth.

## Bridgestone E8 Commitment to Our Future

For the sake of the Earth, which future generations of children have entrusted in our care.  
Together with you.

<b>Energy</b>	Committed to the realization of a carbon neutral mobility society.
<b>Ecology</b>	Committed to advancing sustainable tire technologies and solutions that preserve the environment for future generations.
<b>Efficiency</b>	Committed to maximizing productivity through the advancement of mobility.
<b>Extension</b>	Committed to nonstop mobility and innovation that keeps people and the world moving ahead.
<b>Economy</b>	Committed to maximizing the economic value of mobility and business operations.
<b>Emotion</b>	Committed to inspiring excitement and spreading joy to the world of mobility.
<b>Ease</b>	Committed to bringing comfort and peace of mind to mobility life.
<b>Empowerment</b>	Committed to contributing to a society that ensures accessibility and dignity for all.

# Our Growth Story

## 1931 Our founding

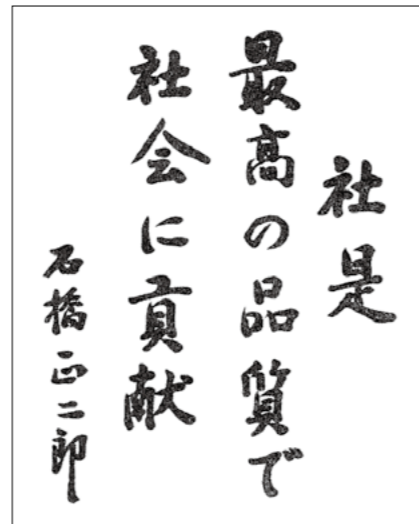
Bridgestone was founded in Kurume City in Japan's Fukuoka Prefecture in 1931. While supporting Japan's motorization from the ground up, with our sights set on overseas expansion from the outset, we chose "Bridgestone" as the company name and trademark—the founder's name (Ishibashi, which means "stone bridge" in English) was translated and reversed to ensure better product image and marketability overseas. The year after its founding, Bridgestone launched exports to Asia and steadily expanded its business overseas.



Birth of Bridgestone's first tire

## 1968 Mission established

As the business grew, Bridgestone sought to modernize its management and total quality management initiatives from the late 1950s through the 1960s. These quality initiatives, known collectively as the "Deming Plan," continue to this day (P32). In 1968, Bridgestone received the Deming Application Prize, which is awarded to companies demonstrating distinguished quality control—a first for the tire industry. That same year, we established the mission of "Serving Society with Superior Quality."



Mission: "Serving Society with Superior Quality"



Distributor in Batavia (now Jakarta)



The Deming Application Prize medal

Receiving the Deming Application Prize

## 1988 Merger with Firestone

In 1988, with a view to expanding in earnest into the Americas and Europe, Bridgestone merged with Firestone, at the time the second-largest tire manufacturer in the U.S. At 2.6 billion USD, this was the largest overseas acquisition by a Japanese company at the time. The merger made Bridgestone one of the top three tire manufacturers in the world by global market share. Through the integration with Firestone, Bridgestone expanded its business base worldwide.

## 2000s Expansion of solutions business and the pursuit of innovation

Throughout the 2000s, Bridgestone pursued the expansion of its solutions business, aiming to create value during customer use of its products. As part of this effort, Bridgestone acquired Bandag—a leading U.S.-based retread\* company—in 2007, and Webfleet Solutions, Europe's leading digital fleet solutions provider, in 2019. Through these initiatives, Bridgestone has expanded its domain of new value creation, with tires as the starting point.

\* Retreading: Providing tires that can be reused by replacing the worn-out tread of tires used by customers.

In 2022, Bridgestone reformed its R&D base in Kodaira, Tokyo, to accelerate innovation for future growth. The site was relaunched as Bridgestone Innovation Park, a hub for creating new value through co-creation with partners.

# Firestone

### Our Origins as a Tire Manufacturer: Bridgestone Motorsports

Bridgestone has been involved in motorsports activities for more than 60 years, starting with the first Japan Grand Prix in 1963. The biggest milestone in that history was our entry into Formula 1® in 1997, which has played a major role in raising the global profile of the Bridgestone brand and sharpening our technology under the extreme conditions at the pinnacle of motorsports. Our passion for motorsports endures to this day. In 1995, we also returned to the traditional American race, the INDYCAR® SERIES under the Firestone brand, and continue to serve as the sole tire supplier for that race. Through motorsports activities like these worldwide, we strive to enhance our technology and strengthen our brand.

<b>1960s</b> <p>1963 First Japan Grand Prix</p>	<b>1980s</b> <p>1981 Participation in European F2 Championship</p>	<b>1995-</b> <p>Return to INDYCAR® SERIES</p>	<b>2002-2015</b> <p>MotoGP™ 2015 Round 18 Valencia</p>
<b>1970s</b> <p>1976 Participation in Formula 1® Grand Prix in Japan</p>	<b>1990s</b> <p>1991 Participation in DTM</p>	<p>24 Hours of Le Mans</p>	<b>1997-2010</b> <p>Formula 1® Participation in an FIA World Championship</p>

# The Business Environment and New Management Structure: Glocal Optimization

## Assessment of the Business Environment and the Direction of Bridgestone's Response

Bridgestone's business environment continues to face significant change, driven by factors such as the demand for sustainability; geopolitical risks affecting the supply chain; digitalization, generative AI, and other technological advances; and the rise of new competitors in the mobility and tire industries. Under these circumstances, we pursue sustainable growth while anticipating changes as well as improve profitability and productivity.

## Response to Business Risks

Bridgestone continuously monitors changes in the business environment, sets priority areas, and works to bolster its response to business risks. We are also developing a global management framework that enables us to identify and respond quickly to new risks. We have currently designated four areas as global business risks.

1. Response to geopolitical risks: We closely monitor developments such as U.S. tariffs and the situation in the Middle East, assess the impact on our businesses, and implement prompt and appropriate response measures.
2. Response to cyber risks: Bridgestone has established a global cyber risk response team and is strengthening comprehensive response measures across the Group, including subsidiaries and manufacturing sites.
3. Response to TRWP (tire and road wear particles) and 6PPD (an antioxidant and antiozonant widely used in the tire industry): We are spearheading industry-wide efforts and simultaneously moving forward with our own R&D initiatives in the Group.
4. Response to the EU Deforestation Regulation (EUDR): Bridgestone is working to strengthen relationships with natural rubber partners, placing sustainability at the core, and to build a sustainable procurement framework, among other actions.

Bridgestone also conducts continuous monitoring to detect emerging risks at an early stage, and is building appropriate global structures to minimize the impact on our business, while also steadily taking steps with a view to creating new opportunities.

## Basic Approach to Execution and Supervision

Faced with this turbulent business environment, Bridgestone's Board of Directors consists of 12 directors, including eight independent outside directors. Through progress reports and sharing information from the business divisions, the Board engages in discussion with the divisions

from diverse perspectives, exercising its supervisory function to promote the sustainable enhancement of corporate value.

## New Executive Structure

To further hone our competitiveness and respond more agilely to the rapidly changing business environment, we introduced a new executive structure effective March 24, 2026. While maintaining the structure established in 2025, which clarified business responsibilities as well as the cross-functional and global optimization responsibility, we are transitioning to a new management structure to evolve into more "glocal" optimization. (A portmanteau of "global" and "local," "glocal" refers to balancing optimization at the global level and at the country level.)

Of the seven executive officers in the new structure, four come from technological backgrounds. Reinforcing our technological foundation is a key pillar of this structure. By further strengthening the technological foundation we have cultivated as a rubber and tire manufacturer, we are placing the dual pursuit of developing attractive and competitive products and services and enhancing cost competitiveness at the core of the growth.

### ■ New executive structure:

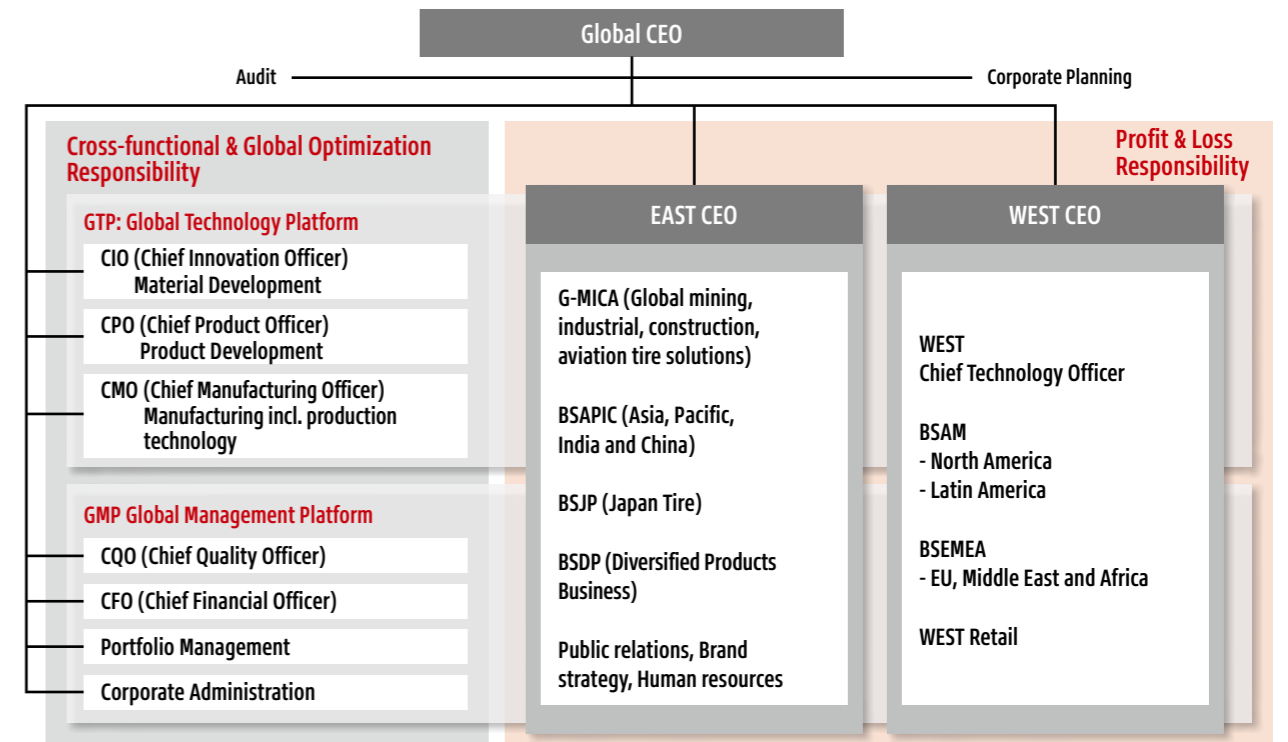
A team of seven executive officers, including the Global CEO, leads Bridgestone's executive operations as an integrated team.

- Business responsibilities: EAST/WEST CEO structure is maintained.
- Reinforcing cross-functional and global optimization responsibilities:
  - Global Technology Platform (GTP) established: Three technology executive officers appointed to strengthen the technological foundation.
    - Chief Innovation Officer: Responsible for advanced technology and material development
    - Chief Product Officer: Responsible for product development
    - Chief Manufacturing Officer: Responsible for manufacturing and production technology

We are strengthening our global technological foundation with four executive officers: The above-mentioned three executive officers, and a WEST CTO who oversees the technology centers in Akron in the U.S. and Rome in Europe.

In our corporate strategy and business operations, we assigned Vice President and Senior Officers to the Global Management Platform (GMP)—covering areas such as quality management, finance, and portfolio management—to reinforce our overall competitiveness.

## ● Executive Structure as of March 24, 2026



### ■ Global EXCO (Global Executive Committee)

For key management decisions, we established the Global Executive Committee (Global EXCO)—consisting of Executive Officers and regional business heads, among others—as our highest-level global management and execution committee. The committee discusses key management priorities from diverse perspectives, focusing on "glocal" optimization.



## 2026 Management Team: Members of the Board of Directors and Executive Officers



**1 Tsuyoshi Yoshimi**  
Member of the Board  
Member of the Audit Committee

**3 Shigeki Mori**  
Member of the Board\*  
Member of the Nominating Committee  
Member of the Compensation Committee

**5 Yukihiro Hosono**  
Executive Officer  
CMO (Chief Manufacturing Officer)

**7 Yasuhiro Nakajima**  
Member of the Board\*  
Chairperson of the Audit Committee

**9 Hiroshi Imai**  
Executive Officer  
CPO (Chief Product Officer)  
Global Motorsports

**10 Noriko Morikawa**  
Member of the Board\*  
Member of the Audit Committee

**12 Tomohiro Kusano**  
Executive Officer  
CIO (Chief Innovation Officer)

**14 Toshiaki Itagaki**  
Member of the Board\*  
Chairperson of the Compensation Committee  
Member of the Nominating Committee

**16 Akira Matsuda**  
Member of the Board  
Member of the Audit Committee

**2 Emilio Tiberio**  
Executive Officer  
WEST CTO (Chief Technology Officer)

**4 Kenichi Masuda**  
Member of the Board\*  
Chairperson of the Nominating Committee  
Member of the Compensation Committee  
Chairperson of the Compliance Committee

**6 Yukari Kobayashi**  
Member of the Board\*  
Member of the Audit Committee

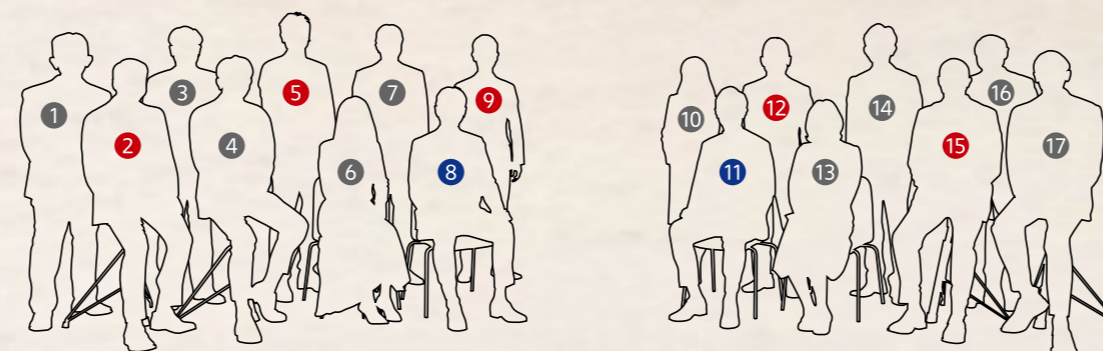
**8 Nobuyuki Tamura**  
Member of the Board  
Representative Executive Officer  
EAST CEO

**11 Yasuhiro Morita**  
Member of the Board  
Representative Executive Officer  
Global CEO

**13 Yoko Suzuki**  
Member of the Board\*  
Member of the Audit Committee

**15 Scott Damon**  
Executive Officer  
WEST CEO

**17 Scott Trevor Davis**  
Member of the Board\*  
Chairperson of the Board of Directors  
Member of the Nominating Committee  
Member of the Compensation Committee  
Chairperson of the Governance Committee



● Member of the Board ● Executive Officer ● Member of the Board and Executive Officer

\* Outside Director as set forth in Article 2-15 of the Companies Act

# Message from the Global CEO



## Back to the World's No. 1 as We Approach Our 100th Anniversary

**Yasuhiro Morita**  
Global CEO and Representative Executive Officer

Morita joined the company in 1996. After working at sales companies in Southeast Asia and Europe and in sales and retail roles at the Regional Head Office in Europe, he was the president of local subsidiaries in Thailand and China before becoming Group President at the APIC Regional Head Office. He returned to Global Headquarters in 2025 to serve as Global CAO/CSO\*. He was appointed Global CEO in January 2026, assuming his current position as Member of the Board in March 2026.

\* CAO/CSO: Chief Administration Officer / Chief Strategy Officer

### Our Mission: "Serving Society with Superior Quality"

Bridgestone's mission since its founding in 1931, of "Serving Society with Superior Quality," has guided the growth of our business throughout the world. Today, nearly 95 years on, around 115,000 teammates worldwide continue to be inspired by this mission as they pursue their day-to-day work. I am keenly aware of how deeply our teammates worldwide at Bridgestone value this mission.

The four elements of Bridgestone's foundation that express this mission form a set of shared values: "Seijitsu-Kyocho" (Integrity and Teamwork), "Shinshu-Dokuso" (Creative Pioneering), "Genbutsu-Genba" (Decision-Making Based on Verified, On-Site Observations), and "Jukuryo-Danko" (Decisive Action after Thorough Planning). These elements underpin the Bridgestone Essence Framework (corporate philosophy), supported by the Safety Mission Statement ("Safety First, Always"), Quality Mission Statement, and Environmental Mission Statement.

### Back to No. 1

The mission and the Bridgestone Essence serve as a solid base for the Group, even in the midst of a rapidly changing business environment. To achieve our mission, I believe it is vital for Bridgestone to grow while adapting to change and seeking to enhance the sustainability of society and the Company. We will harness the collective power of our

teammates worldwide as we strive to get back to No. 1 in the rubber and tire industry by our 100th anniversary in 2031.

### Toward Growth with Quality

In 2026, we enter the final year of the Mid Term Business Plan (2024–2026). To date, our focus has been on business restructuring and rebuilding and other steps to reinforce our defense strategy in an increasingly uncertain business environment. In 2025, amid the impact of U.S. tariffs and other significant environmental changes, we designated the year as "emergency and crisis management" and focused on reinforcing business quality, including cost reduction. Through these initiatives, we have made headway in restructuring and rebuilding. While successfully sustaining the solid business foundation we have built, we will shift toward growth with quality, aiming to regain the No. 1 in the industry.

### Driving Growth as One Team

Getting back to No. 1 will require us to place even greater stress on teamwork. Under the new management structure, we believe that better outcomes will be achieved as our seven executive officers and other global leaders—each bringing distinct strengths—engage in close, in-depth discussion and lead decision-making based on the principle of Genbutsu-Genba (on-site). On-site as well, we will prioritize teamwork-led initiatives that transcend the various regional and value-chain functions. Placing

### Attractive and competitive products (24MBP new products – Consumer tire examples)

North America	Multi-brand strategy	India
<b>TURANZA PRESTIGE</b> ENLITEN TECHNOLOGY Flagship product of all-season tire of touring category (Launched in Mar. 2025)	<b>TURANZA EVERDRIVE</b> ENLITEN TECHNOLOGY Basic tire for touring category (Launched in Jun. 2025)	<b>TURANZA 6i</b> ENLITEN All-season premium tire of touring category customized for the India market (Launched in Apr. 2024)
<b>ALENZA PRESTIGE</b> ENLITEN TECHNOLOGY All-season tire for premium CUV/SUV/pick up (Launched in Sep. 2025)	<b>FIREHAWK INDY 500 VZ</b> Summer tire with ultra-high performance (Launched in Jan. 2026)	<b>BLIZZAK WZ-1</b> ENLITEN Premium studless tire for passenger car (Launched in Sep. 2025)
		<b>POTENZA RE-71RZ</b> ENLITEN Sport tire that pursues the fastest performance in street radial history (Launched in Feb. 2026)

emphasis on interaction between management and on-site team members, I envision Bridgestone making the journey back to No. 1 as one global team.

### Developing Attractive and Competitive Products Drawing on Strengths in Manufacturing

The foundation of Bridgestone's growth lies in its origins as a rubber and tire manufacturer with the expertise to develop attractive and competitive products. We will thoroughly strengthen our technological foundation and enhance product competitiveness through the continuous launch of new products, while also reinforcing our manufacturing competitiveness. To this end, the new management structure has separate executive officers focusing on materials, product development, and manufacturing. We will also actively leverage our involvement in motorsports to ensure that we continue to refine Bridgestone's world-class technology.

### Global Business Portfolio and Sustainability

Leveraging the optimal combination of our global production footprint and sales network—our key strengths—is an integral part of honing our competitiveness. In addition to the regional and product axes, we are enhancing profitability and contributing to sustainability by linking them to our unique Sustainability Business Model across the value chain—from production and sales to customer use, renewal (recycle) to raw materials.

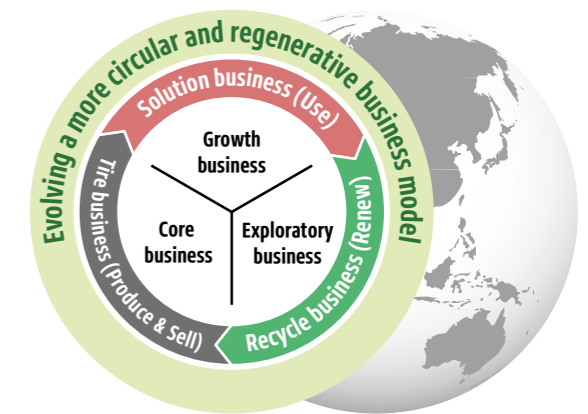
### Enhancing Brand Power

Black, round tires and other rubber products quietly support vehicles as unsung heroes, playing a vital but often unnoticed role. Precisely because of this, we believe it is essential to

strengthen our brand. We will steadily expand opportunities for more stakeholders to engage with Bridgestone, including through our motorsports activities.

### Working in Harmony with All Stakeholders

We will pursue these various initiatives on-site with the entire Bridgestone team worldwide, while maintaining active dialogue with stakeholders, to continue growing while creating opportunities for co-creation. Moreover, as we grow, we will emphasize building harmonious relations with our employees, customers, business partners, society, and other stakeholders. My hope is that this Integrated Report, by showcasing the initiatives of the Bridgestone Group, will lead us to create new value together.



Sustainability Business Model × Global Portfolio

## Executive Officer Message

### EAST Leads the Global Drive Toward Growth with Quality

#### Nobuyuki Tamura

Member of the Board  
Representative Executive Officer  
EAST CEO

After joining the company in 1986, Tamura worked in the Overseas Operations Division, responsible for North America business before transferring to Europe to be responsible for original equipment (OE) tire sales to car manufacturers. He was in corporate planning before becoming President of a Thailand-based local subsidiary, and then Director for public relations and brand strategy. Other roles included leading the team overseeing Bridgestone's partnership with the Olympics and Paralympics and serving as Vice President and Senior Officer responsible for the G-MICA Solutions Business. In 2025, he became EAST CEO, assuming his current position in March 2026.



Besides regional operations in Japan and Asia, Pacific, India, and China (APIC), EAST encompasses the diversified products business and the Global Mining, Industrial, Construction, Aviation (G-MICA) solutions business for global markets, both managed by the Global Headquarters in Japan. It also carries out the Global Headquarters functions of public relations, brand strategy, and human resources.

EAST leverages its collective strengths across its business units and specialized domains, including Global Headquarters functions, to fulfill our mission of "Serving Society with Superior Quality," playing a key role in supporting social infrastructure. It enhances Bridgestone's competitiveness, underpins value creation and drives growth.

Our regional operations span the mature market of Japan and the growth markets of APIC. With a long history in both of these home markets, we are focusing on realizing sustainable growth while continuing to enhance competitiveness through flexible adaptation to changes in the business environment. I see the G-MICA Solutions Business as a strategic field standing at the vanguard of Bridgestone's unique business model, which seeks to maximize value not only at the produce and sell phase for products but also their use. We are also targeting steady growth from this area to build it into a further driver of profitability. In addition, the diversified products business is a key area supporting industry and people's lifestyles, where we aim to build value in ways that continue to contribute to society.

All the EAST businesses share a common philosophy of earning the trust of society and customers by accurately grasping customer needs on-site and creating value by offering attractive and competitive products and solutions. Moreover, I believe that amplifying this value based on trust will support our drive toward growth with quality.

To extend this trust more broadly across society and link it to future value creation, we proactively engage in communication with society and our customers through PR and brand activities. Furthermore, our Global Headquarters' HR function underpins the attraction and development of talent who build trust and translate it into value creation. By consolidating all these elements under EAST, we aim to be a team that contributes to the global growth of Bridgestone.

During my assignment in Europe, I worked on the front lines as a sales manager for car manufacturers, delivering value directly to customers. I later took on roles in corporate planning, PR, and brand strategy at the global headquarters. As part of the management team, I have also served as President of our Thai subsidiary and overseen G-MICA Solutions. These experiences across both regional operations and Global Headquarters functions have taught me the importance of building trust and creating and communicating value. Through these experiences, I have come to believe that, guided by an on-site approach (Genba) mindset, each Bridgestone teammate can take pride in their work and continue to grow. By steadily building on daily improvements and efforts toward realizing our mission of "Serving Society with Superior Quality," we can achieve growth with quality—both for Bridgestone as a company and for each individual.

Continually honing value created on-site and keeping challenging ourselves to create sustainable value creation as we approach Bridgestone's 100th anniversary in 2031, EAST will be a driving force behind our efforts to get back to the world's No. 1.

### Leading Growth with Quality Across a Diverse WEST

#### Scott Damon

Executive Officer  
WEST CEO

Joined Bridgestone Americas in 1996 as Development Engineer. Held leadership roles such as President, Commercial Group; COO, Bridgestone Americas; and Group President, Bridgestone Mobility Solutions. In 2024, appointed to current role as WEST CEO overseeing the Americas, Europe, the Middle East and Africa.



The WEST region stands at a decisive moment in its evolution. Encompassing North America, Latin America, Europe, and the Middle East and Africa, the WEST represents a unique portfolio that combines mature markets with stable growth and emerging markets with long-term growth potential. By leveraging this diversity through strong teamwork across the region, we strive to balance resilience and growth across different economic cycles and market conditions.

Our brands are another key differentiator for the WEST. In particular, we operate two power brands: Bridgestone, which embodies our corporate heritage and global leadership, and Firestone, a brand deeply rooted in American history and trusted by generations of customers, especially in the Americas market. Together, these brands enable us to serve a broad range of customer experiences while strengthening our presence across channels and segments.

Building on this diversity and the strong legacies, the WEST is uniquely positioned to play a leading role in Bridgestone's growth. Accounting for more than half of the Company's global revenue, the WEST carries a significant responsibility and opportunity to drive growth not only in scale, but also in quality.

With this backdrop and looking ahead to Bridgestone's 100th anniversary in 2031, 2026 serves as a pivotal bridge year, in which we move decisively toward sustainable, long-term value creation and our ambition to be back to the world's No. 1.

Our ambition is grounded in the belief that sustainable growth can only be achieved through strong business quality, disciplined execution, and an unwavering commitment to our people. As uncertainty and complexity in the business environment continue to intensify across the WEST and the world, recent experience has reinforced the

importance of operating with a lean mindset, ensuring stability across the value chain, and remaining resilient amid volatility. These fundamentals guide how we set priorities, allocate resources, and execute consistently across regions with different characteristics.

Lastly, our actions are guided by the Bridgestone Essence. "Safety First, Always" stands at the foundation of everything we do, followed by Genbutsu-Genba and Jukuryo-Danko, which ensure that we observe reality firsthand, think deeply, and act decisively. This culture has been steadily strengthened throughout the 24MBP period and continues to reinforce safety and quality across our operations. In parallel, we are advancing a cultural transformation in which the customer becomes our compass. By placing the customer at the center of everything we do, we will strengthen Bridgestone as a trusted and preferred partner—through simpler processes, faster responses, and more reliable execution—while maximizing the strengths of mature markets and accelerating value creation in emerging markets to achieve balanced growth and sustainable competitive advantage across the WEST.

## Achieving Growth with Quality by Leveraging Core Competencies in Materials Technology to Generate Innovation

**Tomohiro Kusano**  
Executive Officer  
CIO (Chief Innovation Officer)

After joining the company in 1990, Kusano worked in tire materials development and design. His roles included working at Bridgestone's technology center in Akron, Ohio, heading up the tire materials development division, and managing the Kurume Plant. He later took charge of the diversified products business and G-MICA Solutions Business, and then GX & Innovation Technology Development. In 2025, he became Global CIO, assuming his current position in March 2026.



The mission of a CIO is to foster innovation to continuously support the creation of attractive and competitive next-generation product lines. This can be achieved by developing leading-edge technologies, primarily in materials, as part of the Global Technology Platform (GTP). My focus is on strengthening our technological foundation—including our ability to integrate technology into our businesses—to connect the seeds arising out of R&D to product design, production, quality, and service, ensuring that they deliver social value and customer value. We are also exploring opportunities for new business development centered on materials technology, broadening the options for growth as Bridgestone heads toward its 100th anniversary in 2031 and beyond.

In recent years, the tire and mobility industry has continued to experience unprecedented change. In this environment, it is essential for Bridgestone, with R&D and manufacturing at its core, to continuously refine its technological foundation built on its inherent strengths in order to respond swiftly to change and continue creating value while maintaining a competitive advantage. My focus as CIO is on generating innovation on-site (Genbutsu-Genba), while integrating expertise from our technology development sites in Japan, the U.S., Europe, and Asia. I will also focus on phasing in the use of AI and other digital technologies to drive faster, more advanced technology development.

Since our founding, our materials technologies—centered on rubber and polymers—have been a core source of our competitive advantage. Through our materials technologies, which pursue these mechanisms, we have achieved a high-level balance among conflicting performance attributes such as rolling resistance, wear resistance, and wet performance. Going forward, we will integrate sustainability and further advance our capabilities in material design, analysis and evaluation to drive differentiation and deliver attractive, competitive next-generation products.

At the same time, industry-wide challenges such as TRWP and 6PPD represent both important business risks

and opportunities for new technology development. We will fulfill our responsibility as an industry leader to address these challenges while accumulating data and knowledge, based on a grounded scientific and technological approach. Adopting this perspective is essential not only in terms of seriously addressing social demands but also in terms of driving the development of next-generation products.

We are also looking to capitalize on our strengths in materials to expand the scope of our business. In tire recycling, in addition to developing the technologies needed for social implementation, we aim to develop systems that enable continuous value circulation as well as a business model that generates profits. We are also working to develop the next-generation products to support the future of mobility, including AirFree™ and Lunar rover tires. Beyond these initiatives, I seek to create further business opportunities by continuing to embrace an array of challenges grounded in new technologies.

Co-creation and talent are a crucial part of achieving these goals. New technology development and business exploration cannot be realized by our company alone. We will deepen co-creation with partners across industry, government, academia, and the private sector, and enhance both the speed and quality of innovation by integrating diverse knowledge. At the same time, we are cultivating talent who can bring new ideas as they embrace challenges while fostering a culture in which teams with diverse expertise continue to refine our technologies. I believe these efforts will advance and deepen our technology. Moreover, as the foundation of all our initiatives, we firmly uphold our principle that “Safety First, Always” and, as a group of engineers supporting safety and peace of mind, we will continue to meet the trust of society and our customers.

Looking ahead, we will embrace challenges through innovation to ensure that Bridgestone remains a company that actively supports the future of society and mobility.

## As One Team, We Create Products that Inspire Excitement

**Hiroshi Imai**  
Executive Officer  
Chief Product Officer (CPO)  
Global Motorsports

Imai joined the Company in 1990. After working on passenger car tire development for car manufacturers, he was in charge of developing tires for European OEMs and F1 tires at the technology center in Rome. In 2009, he joined U.K.-based McLaren Racing, where he was responsible for Race Engineering and Tyres & Brakes Performance on the F1 team. In 2025, he returned to Bridgestone and was appointed Vice President and Senior Officer in charge of Global Motorsports, assuming his current position of CPO in March 2026.



Photo: Car Watch

My aspiration to engage in product development at Bridgestone stems from an experience during my student years. At the time, I was struck speechless and filled with excitement by how drastically a car's handling and performance changed simply by changing its tires. In particular, the exceptional performance of Bridgestone's sports tire, POTENZA RE71S left a lasting impression and inspired me to join Bridgestone. Since then, I have been driven by desire to deliver that same sense of excitement—this time as someone who creates products. This aspiration continues to motivate me to embrace this new challenge at Bridgestone.

My role as CPO is to deliver attractive and competitive products that create excitement and value for customers worldwide. This is the heart of Bridgestone as a rubber and tire manufacturer. For me, an attractive and competitive product is one that brings joy to customers when they use it. I believe that the true aim of product development lies not only in creating high-performance products, but in enhancing experiential value—such as safety, peace of mind, and the joy of driving.

Although we simply call them “tires,” their applications span a wide range—from small passenger cars to ultra-large mining vehicles, and even aircraft. However, what we consistently value across all products is creating them with our customers in mind. A major strength of product development at Bridgestone is that we have development sites in four regions—the Americas, Europe, Japan, and Asia-Pacific—where we carry out development with an in-depth understanding of the characteristics of each region gained on-site (Genbutsu-Genba). We leverage our strengths of being able to develop products in close proximity to customers in each market, linking these strengths across regions through our Global Technology Platform (GTP), carving out further possibilities for product development by integrating powerful on-site capabilities with digital tools, including simulations.

The strength of our people and organization is essential to these challenges. We aspire to be an organization where

each teammate involved in product development takes pride in their work and can embed their own aspirations and dreams into the products they create. Under a simple structure that enables swift decision-making, we embrace a “one team” mindset with colleagues worldwide—sharing the excitement of challenges and our dreams, while deeply understanding facts and data on site (Genbutsu-Genba) and taking ownership to drive improvement and solve issues. I believe this will result in not only higher-quality development but also increased efficiency.

Motorsports activities are a microcosm of this. A new challenge starting at the end of 2026 is that we will begin supplying tires to the ABB FIA Formula E World Championships, and our team is excitedly preparing for this. Motorsports, conducted under extreme conditions, demand highly complex development within short timeframes, with safety as a non-negotiable prerequisite—truly representing the ultimate proving ground for our development works. We cannot succeed on the global stage without coming together as one team. Our global team embraces challenges together, and the technologies involved in compounding, measurement, and contact control we gain in the process will be put to good use in replacement tires and next-generation tire technologies. Moreover, even in seemingly different fields like off-the-road tires, we pursue the mutual improvement of technologies by sharing technological challenges, leading to ongoing enhancements in performance and quality.

As we move toward our 100th anniversary, we aspire to be a team that continuously takes on diverse challenges, delivering products that exceed customer expectations while supporting the excitement and joy of driving, as well as safe mobility and peace of mind.

## Honing the Competitiveness of Our Manufacturing to Get Back to the World's No. 1

**Yukihiko Hosono**  
Executive Officer  
CMO (Chief Manufacturing Officer)

Having joined the company in 1990, Hosono was in charge of the development of production systems and technology. Following overseas experience as a trainee at a plant in the U.S., he worked in the process engineering department at the Hofu, Tochigi, and Hikone plants. After serving as plant manager of the Tosu and Kurume plants and head of production of the Japan tire business division, he was in charge of production at Bridgestone Americas and Asia Pacific. In 2025, he became Vice President and Senior Officer responsible for tire production at EAST, assuming his current position in March 2026.



The environment for Bridgestone's manufacturing has become more challenging than ever, reflecting factors such as the impact of U.S. tariffs, rising raw material and energy costs, and increasing difficulty in securing talent globally. To survive in this turbulent environment and continue to grow, it is essential for Bridgestone to respond to change and continue to take agile, targeted actions grounded in an on-site perspective. Also, as we approach our 100th anniversary in 2031, we must pave the way to get back to the No. 1 in the rubber and tire industry and to achieve sustainable growth beyond that.

We established the Global Technology Platform (GTP) to further reinforce the technological foundation Bridgestone has cultivated as a tire manufacturer to achieve future growth. Within this context, production plays a critical role at the very core of our business as a manufacturer. Amid an increasingly challenging external environment, technologies used in products are becoming more advanced and complex to deliver greater customer value, leading to a year-on-year increase in production difficulty. In this context, achieving both the stable supply of attractive and competitive products and enhanced cost competitiveness is essential, and as CMO, I see strengthening cost competitiveness as my top priority.

With Japan as the global core of our manufacturing, we collaborate as one with our global production sites and teams worldwide to drive initiatives that integrate diverse values and technologies, pursuing both short-term and long-term challenges. We are steadily building on improvements in productivity and costs in the short term, while developing production technologies that will drive the next-generation manufacturing. This requires a proactive approach, including the automation of equipment and the use of digital and AI technologies. We will also continue to contribute to sustainability in a way that aligns with our business strategy.

We cannot hone our competitiveness solely through efforts on the part of our plants and production functions—it

calls for collaboration across the value chain, particularly close cooperation with the product and material design and development divisions. Such collaboration aims for consistent optimization from the design stage to production, leading to improvements in quality, cost, and speed. In addition to collaboration within the GTP, we are strengthening collaboration with the WEST CTO and regional production functions to build the base that enables mutual understanding and continuous enhancement of each plant's competitiveness. We believe that connecting teams on site (Genba) and enabling them to learn from one another is what ultimately elevates our global competitiveness.

Also, underpinning all of these initiatives is our people. I have spent many years engaged with production sites, from production systems and manufacturing technology development to plants in Japan, the U.S., and across Asia. Through these experiences, I have come to believe that the true source of competitiveness lies in the people at our sites who think for themselves and relentlessly pursue continuous improvements. Based on the basic thought of "Bridgestone's unique Deming Plan"—that "good company quality makes good quality of products and services"—through TQM activities involving all teammates and talent development, we will further step up our efforts to foster workplaces where every individual demonstrates a mindset of continuous improvement and takes ownership of their work. In this way, elevating the productivity and creativity of each teammate, together with strong teamwork, will be the key to building the fundamental competitiveness required to succeed in a rapidly changing environment.

As we strive to be back to the No. 1, we will continue to strengthen the foundation for long-term growth by taking on challenges in production and manufacturing together with our teammates worldwide.

## Safe, Future-Ready Technology Powered by Teamwork and Integration along the Value Chain

**Emilio Tiberio**  
Executive Officer  
WEST CTO (Chief Technology Officer)

Joined Bridgestone in 1999, serving in key R&D and leadership roles in Europe. Advanced to Vice President and Senior Officer of Bridgestone Corporation, Chief Technology Officer of WEST, Board Member of BSAM and BSEMEA.



The mission of the WEST CTO organization is to strengthen safety, quality, technological and operational capabilities across the WEST as a sustained source of competitive advantage. Our scope spans manufacturing, supply chain, procurement, R&D and sustainability, working hand-in-hand with teams across diverse markets to create value for society and our customers. Delivering this mandate requires not only strong technological capabilities, but also close teamwork across functions, regions, and global platforms.

Throughout the 24MBP period, the WEST CTO team has prioritized reinforcing business fundamentals, while beginning to lay groundwork for future-ready technologies. On the fundamentals side, we streamlined operations, improving manufacturing efficiency, and strengthened supply chain resilience to response to increased volatility from geopolitical and market changes. These efforts contributed to tangible business outcomes, including improvements in business quality such as profitability in European business, and set the base for future growth.

Building on this foundation, we have started to advance future-ready technologies, including new product launches and the development of a sustainable supply chain to support growth and better serve our customers. As we look ahead to return to the world's No. 1 in the industry, we recognize that significant challenges remain.

In 2026, growth with quality becomes the clear anchor for our direction. Our focus shifts to advancing technology that strengthens competitiveness and business outcomes—by reducing complexity, leveraging digital and simulation, and enabling data-driven R&D activities. These efforts will be translated into faster speed to market and the delivery of more attractive and competitive products and services tailored for each market to lead customer success.

As the WEST serves a diverse portfolio of markets,

customer needs are very different and our technological and operational approach need to be both scalable and adaptable to fit each need. Digitalization and standardization are key enablers in achieving this balance. Moreover, fostering innovation through utilizing technology centers deeply rooted in local markets in the U.S. for the Americas and Italy for Europe will be important to strengthening competitiveness and winning in the markets. Drawing on my more than 25 years of experience within the Bridgestone Group, my role is to connect these technology hubs and teams with GTP to advance our technology.

Moving ahead, Genbutsu-Genba, a strong legacy within the Bridgestone Essence, remains a core value guiding our approach to technology and innovation, ensuring that decisions and actions are firmly grounded in onsite reality. By always starting from Genba and strengthened teamwork, we are preparing for Bridgestone's 100th anniversary in 2031. Furthermore, our pursuit of growth must always be built on safety. For Bridgestone globally—"Safety First, Always" is a non-negotiable foundation. It underpins innovation, execution, and competitive advantage, and serves as the starting point for strengthening quality and trust across the entire value chain.

**Mission: Serving Society with Superior Quality**

**Vision: 2050 Bridgestone continues to provide social value and customer value as a sustainable solutions company**

### Input

- Total equity** (as of the end of 2025)  
**3,719.9B JPY**
- Credit ratings** (as of the end of 2025)  
Moody's **A1** S&P **A**
- Cumulative operating cash flows** (Revised 2024-26 plan)  
**Approx. 2,400 B JPY**  
\* Revised 2024-26 plan includes cash reserve and debt financing
- Capital expenditure** (Revised 2024-26 plan)  
**Approx. 1,200 B JPY**
- R&D expenses** (2024-26 plan)  
**Sales revenue comparison 3% level**
- Enhance Intellectual property strategy**
- Number of employees** (as of the end of 2025)  
**115,716**
- Operating in more than 150 countries and regions** (as of the end of 2025)
- Total energy consumption** (2025)  
**37,415 thousand GJ**
- Renewable energy (Electricity) ratio 73%**
- Amount of raw materials used** (2025)  
**3,342 thousand tons**
- Planted area of our natural rubber plantations** (2025)  
**45,800 ha**

**Tires carry life.**

### Output

(2026 Business Plan)

- Revenue **4,500 B JPY**
- Adj. operating profit **515 B JPY**
- Adj. operating profit margin **11.4%**
- Profit Attributable to Owners of Parent **340 B JPY**
- ROIC **9.1%**
- ROE **9.5%**
- Dividend per share **125 JPY**  
\* Pre-split basis 250 JPY

Build foundation toward the sustainable growth stage

- Talent creativity (Adj. operating profit ÷ talent investment) **110 level** (INDEX: Y2019 = 100)
- More than **50%** reduction in CO<sub>2</sub> emissions (Scope 1, 2) from 2011 level
- CO<sub>2</sub> emission reduction (Scope3) Contributing to reduce CO<sub>2</sub> emissions by more than **3x** our own CO<sub>2</sub> emissions
- Over **39%** rate of materials using recycled and renewable resources
- Support for smallholders of natural rubber more than **30,000**

2050

**Carbon neutrality**  
**100% sustainable materials**

**Bridgestone E8 Commitment**

**Mid term business plan (2024-2026) -24MBP**

**Growth with quality**

- Create good business quality
- Create good tires
- Create good business
- Create new business sowing good seeds for the future

**Sustainability Business Model × Global Portfolio**

**Environmental changes and risks & opportunities surrounding Bridgestone**

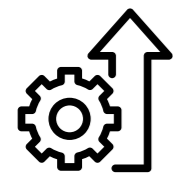
## Value Creation in Line with Mid Term Business Plan (2024-2026)

In our Mid Term Business Plan (2024-2026) (24MBP) formulated in 2024, we lay out a business-shaping scenario that seeks to “create good business quality,” “create good tires,” “create good business,” and “create new business sowing good seeds for the future” and are promoting value creation in line with this.

To date, we have been working to strengthen our business foundation, with a focus on business restructuring and rebuilding, and this restructuring phase was largely completed as of 2025. In 2026, the last year of the 24MBP, we are steadily moving ahead in the pursuit of growth with quality through initiatives such as expanding our lineup of attractive and competitive products and creating more value in our solutions business.

Furthermore, to enable sustainable growth, we aim to enhance the sustainability of both society and Bridgestone by integrating our global portfolio (which includes an optimal combination of production and sales sites and distribution routes around the world)—one of Bridgestone’s strengths—with the circulation of value in our sustainability business model, which involves producing and selling, using, and renewing (recycling) products to raw materials.

We are also making headway in formulating the next cycle of the mid-term plan that begins in 2027. Together with teammates around the world, we are moving forward to getting back to the world’s No. 1 in the industry by 2031, the 100th anniversary of our founding.



Create **good business quality**



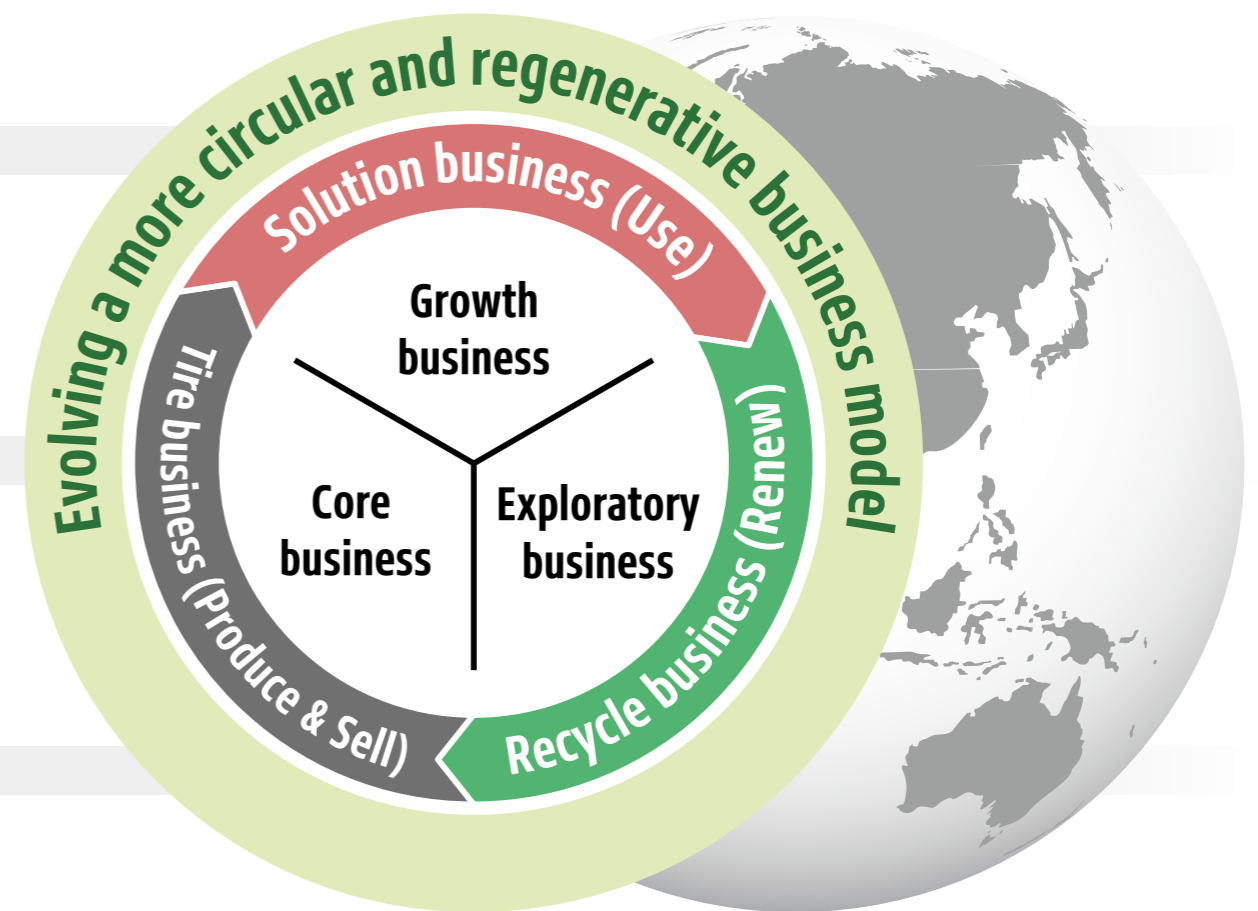
Create **good tires**



Create **good business**



Create new business sowing **good seeds for the future**



# Create Good Business Quality

As part of our initiative to “create good business quality,” we are continuously strengthening and enhancing our financial management, human resources, safety and quality, digital transformation (DX), and intellectual property strategies, which together form the foundation that supports good tires, good business, and new business.

## Financial Strategy: Message from the CFO

Our financial strategy is the foundation that supports Bridgestone’s medium- to long-term challenges and growth as we strive to get back to the world’s No. 1 position in the rubber and tire industry. Through disciplined capital allocation and growth investments, we will further enhance our earning power, support growth with quality, and contribute to the sustainable enhancement of corporate value.

**Naoki Hishinuma**  
Vice President and  
Senior Officer CFO



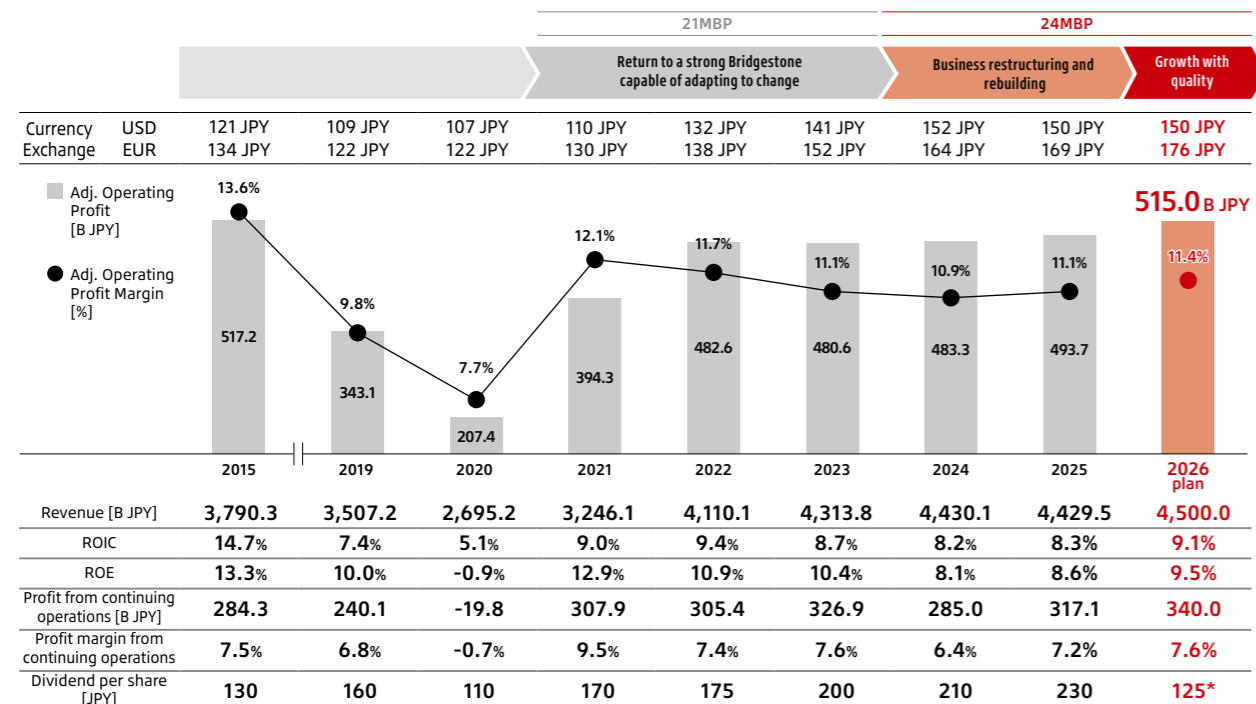
### Review of 2025 Performance and Positioning of 2026

Bridgestone positioned 2025 as a year of emergency and crisis management. In line with the 24MBP roadmap, we focused on strengthening business quality primarily through defensive measures such as restructuring and rebuilding, as well as business cost reductions. Although U.S. tariffs weighed on profit, we minimized the impact by reinforcing business quality and optimizing our global supply chain, among other measures. As a result, excluding foreign exchange effects, we achieved year-on-year growth in both revenue and profit, while profitability continued to improve steadily.

2026 will be a pivotal year in which we build on the foundation established to date, strengthen offensive initiatives, and shift to growth with quality. We will enhance earning power by driving growth in replacement tire sales,

improving productivity, continuing cost reductions, and realizing the benefits of restructuring and rebuilding. With regard to the current situation in the Middle East, sales in the region account for approximately 1.5% of Bridgestone’s consolidated revenue, and we therefore believe the direct impact will be limited. At the same time, we estimate a cost impact of approximately 70 billion JPY\* for the full year 2026, reflecting increases in raw material costs and ocean freight rates stemming from fluctuations in crude oil prices (as of May 14, 2026). We will continue to closely monitor developments and, to minimize the impact of the situation in the Middle East, implement a range of countermeasures, including business cost reduction initiatives, cost optimization by leveraging our global supply chain, and strengthened sales initiatives.

\* Assumption: Crude oil prices (WTI) remain around USD 90 per barrel through year-end. This estimate includes the impact on energy and logistics costs.



\* FY2026 dividends are presented on a post-stock split basis.

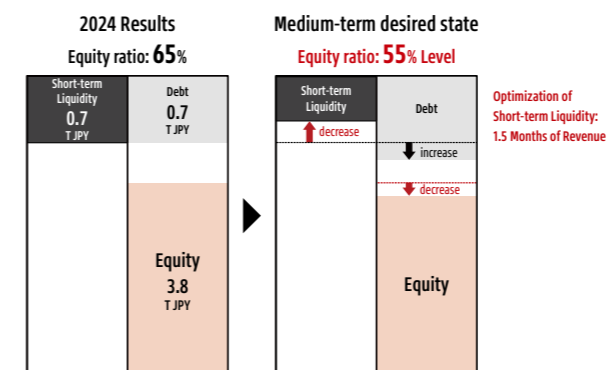
## Toward Harmony with Stakeholders

Bridgestone believes that maximizing its contribution to all stakeholders leads to the realization of its mission, “Serving Society with Superior Quality.” Our basic management policy is to strengthen the management foundation with an eye to future business development while striving to improve business performance. By maintaining a sound financial position and sharing the results we achieve with those who support us, we aim to continue growing sustainably.

### Our Approach to an Optimal Balance Sheet

We recognize that financial soundness remains an essential foundation for a company’s sustainable growth. At the same time, based on what makes Bridgestone unique, we have re-examined the optimal balance sheet structure for the Company and defined our medium-term desired state as maintaining liquidity on hand equivalent to 1.5 months of sales and an equity ratio of around 55%. In an uncertain business environment, a robust financial foundation is a key factor supporting corporate value. At the same time, we recognize that there is room to improve capital efficiency. Based on our view that expanding the spread between ROIC and WACC, and between ROE and the cost of shareholders’ equity, contributes to enhancing corporate value, we will pursue sustainable growth by balancing financial soundness and capital efficiency.

In 2025, while maintaining a top-tier credit rating within the industry, we implemented a 300 billion JPY share buyback and raised 200 billion JPY in debt as steps toward our optimal balance sheet. As a result, the equity ratio moved steadily toward our target level, declining from 65.2% at the end of 2024 to 63.7% at the end of 2025.



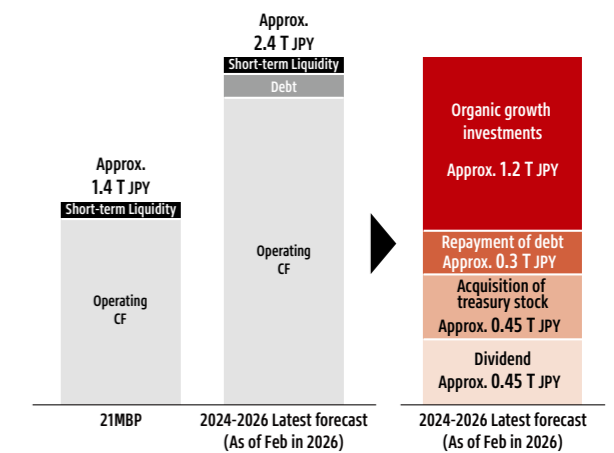
Optimization of Short-term Liquidity: 1.5 Months of Revenue

## Capital Allocation

For cash inflows, we plan to secure approximately 2.4 trillion JPY during the 24MBP period (2024-2026), primarily through cash generation driven by enhanced earning power, while also utilizing liquidity on hand and borrowings.

We continue to pursue disciplined capital allocation under a framework that places the highest priority on growth investments while balancing the maintenance of a sound financial position with enhanced shareholder returns. In line with our capital allocation policy, we will prioritize growth investments that will contribute to future earning power, including investments to strengthen product competitiveness and manufacturing capabilities in the tire business and to expand value creation in the solutions business. This also includes reinforcing investments that contribute to enhancing brand value over the medium- to long-term, including motorsports.

In addition, as part of our efforts to balance financial soundness with improved capital efficiency, we will flexibly execute share buybacks by utilizing liquidity on hand and debt, while also enhancing shareholder returns through dividends.



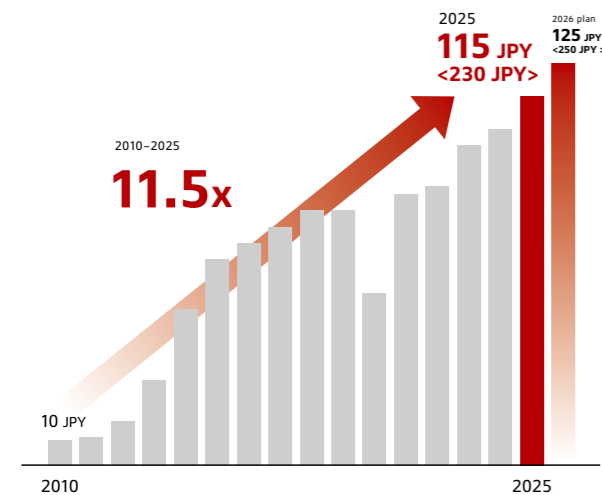
### Dividends: Enhancing Shareholder Returns

Bridgestone’s basic policy is to strive to increase dividends in a stable and continuous manner, using a consolidated payout ratio of 50% as a guideline, while comprehensively taking into account business performance and financial position for the period, as well as the medium-term profit outlook, investment plans, and cash flow. The annual dividend for 2025 was 230 JPY per share, an increase of 20 JPY from the previous year. In addition, to broaden the investor base and enhance investment accessibility, we conducted a two-for-one stock split with a record date of December 31, 2025.

We plan to pay an annual dividend of 125 JPY per share for 2026 on a post-split basis (equivalent to 250 JPY per

## Create Good Business Quality

share on a pre-split basis, an increase of 20 JPY from the previous year), in line with the 2026 dividend plan under the 24MBP, and continue increasing dividends. We will continue to steadily enhance shareholder returns through the sustainable enhancement of corporate value.

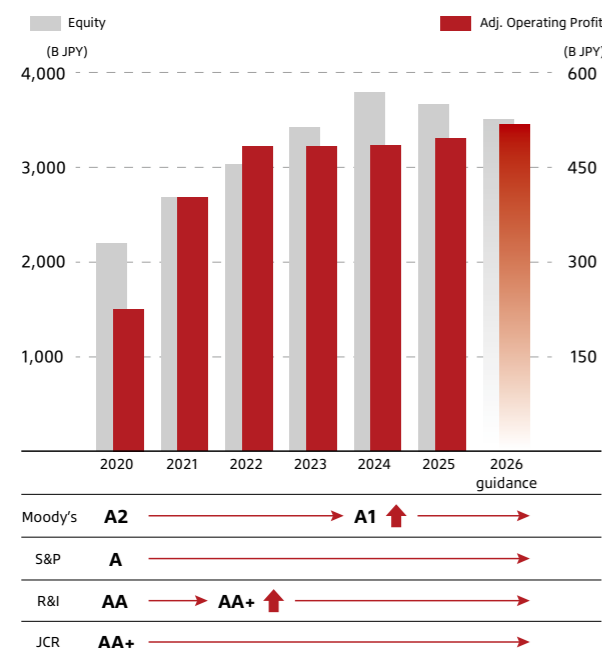


\* The dividend per share for 2026 is an estimate, and reflects the 2-for-1 stock split effective January 1, 2026. Dividends prior to 2025 indicate the equivalent per share value after the stock split. Angle brackets indicate pre-split figures.

### Share Buybacks and the Disciplined Use of Debt

We will continue to execute capital policies, including share buybacks and the use of debt, to achieve an optimal capital structure.

We position share buybacks as an investment that contributes to enhancing corporate value and shareholder value, including EPS. Given that business restructuring and rebuilding have largely reached a certain stage, we will conduct share buybacks in 2026 up to a maximum of 150



billion JPY (60 million shares), after comprehensively considering liquidity on hand, dividend levels, the equity ratio, market conditions including the share price, and opportunities for growth investments. We plan to cancel all treasury shares acquired through these buybacks.

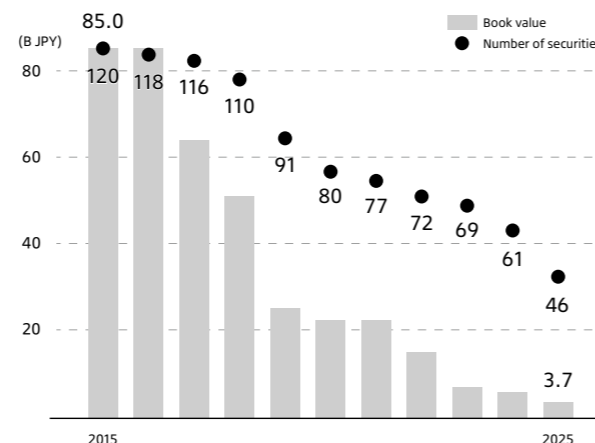
With regard to the use of debt, we plan to raise approximately 150 billion JPY in 2026 as part of initiatives to enhance corporate value by lowering WACC through the establishment of an optimal capital structure, thereby widening the ROIC-WACC spread. We believe the 120 billion JPY unsecured bond issuance completed in April 2026 reflected medium- to long-term market recognition of Bridgestone's continuously maintained top-tier credit rating in the industry and its financial and capital strategy, even amid a highly uncertain market environment. The funds raised will be allocated to investments and capital expenditures for growth, as well as share buybacks aimed at improving capital efficiency.

### Strategic Shareholdings Policy

Our basic policy is not to hold strategic shareholdings from the perspective of capital efficiency, except where there is a recognized rationale for doing so. Such rationale is recognized when we determine that the holding will contribute to enhancing Bridgestone's corporate value, for example by supporting our business strategy or by maintaining and strengthening business or collaborative relationships.

Each year, the Board of Directors verifies the appropriateness of strategic shareholdings after the executive divisions conduct a detailed review of each individual stock. This review includes the necessity from a business strategy perspective, the status of transactions and collaborative relationships, and a quantitative assessment of economic rationality relative to the cost of capital.

As part of our efforts to improve asset efficiency, we are steadily reducing strategic shareholdings without treating any holdings as off-limits. As of the end of 2025, the ratio of strategic shareholdings to consolidated net assets had declined to 1.1%.



## Management with an Awareness of the Cost of Capital / ROIC

Since the 21MBP, we have positioned return on invested capital (ROIC), which measures earning power, as one of our most important management indicators, and have reinforced management with an awareness of the cost of capital. To improve ROIC, it is essential to focus on both profit (the numerator) and assets (the denominator), incorporate this perspective into business processes and KPIs at each frontline site, and link it to day-to-day operations. To facilitate profitability management by business and strengthen the improvement cycle, we use the following basic formula.

$$ROIC = \frac{\text{Adj. operating profit (after tax)}}{\text{Working capital + Non-current assets (Invested capital)}}$$

Adjusted operating profit (after tax): Fixed tax rate of 30%  
Working capital: Trade and other receivables + Inventories - Trade and other payables (FY-end balance)  
Noncurrent assets: Non-current assets excluding deferred tax assets (FY-end balance)

To embed ROIC and put it into practice, the Financial Strategy Division at global headquarters serves as the secretariat and oversees activities worldwide. ROIC ambassadors appointed in each business division promote Genbutsu-Genba activities to embed ROIC on the front lines, including support for the development of ROIC trees by business division and the sharing of improvement case

studies at TQM conferences. Through these efforts, we aim to ensure that each employee understands the significance of ROIC and can put it into practice.

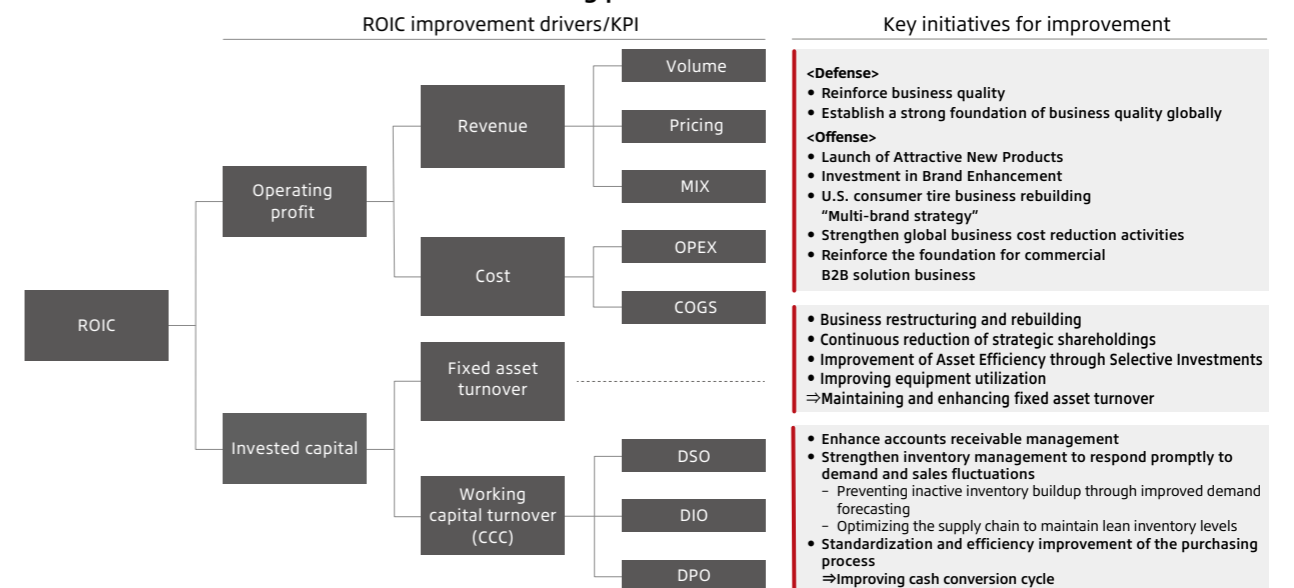
Under the 24MBP and our new and true global management structure, we have introduced ROIC into business management across 47 areas. By setting targets for each area, conducting quarterly reviews, and breaking ROIC down into its components, we are encouraging autonomous, frontline-led improvement activities.

In making investment decisions, we set hurdle rates according to country risk and business characteristics, and apply rigorous investment criteria that also take into account the potential for future increases in the cost of capital. After investments are approved, we monitor progress and make course corrections as necessary. Through this approach, we aim to increase the certainty of investment returns with ROIC as the axis.

ROIC in 2025 was 8.3%, an improvement of 0.2 percentage points year on year. In addition to higher adjusted operating profit, frontline-led improvement activities and initiatives to improve capital efficiency—such as the streamlining of product inventories at frontline sites, which has improved the cash conversion cycle—are beginning to steadily produce tangible results.

Building on the cumulative progress made in strengthening our business foundation, 2026 will be a pivotal year in which we make a decisive transition from the restructuring and rebuilding phase to growth with quality. Through frontline-oriented management centered on ROIC and disciplined growth investments, we will further strengthen our robust business quality and realize the sustainable creation of corporate value.

## Continuous ROIC improvement activities on-site using the ROIC tree to enhance earning power across the value chain



Create Good Business Quality

## Talent Strategy: Balancing Individual Growth and Company Growth

E8 Commitment **Empowerment**

### Bridgestone Human Resource Transformation

In creating good business quality, talent development is the key to realizing Bridgestone's future growth. Bridgestone strives to enhance corporate value by creating added value aligned with its business strategy, while pursuing a talent strategy based on an axis of enabling diverse talent to shine through the spread of success and confidence. This thinking guides our pursuit of a talent strategy that is also aligned with the business strategy.

This talent strategy is based on the philosophy that a company grows through the growth of its teammates, and teammates grow alongside the continued development of the company. We also hold that Bridgestone cannot achieve sustainable growth unless each and every teammate leads a fulfilling life. To achieve this, we place importance on fostering an environment where diverse talent can truly thrive, and where each individual can take full advantage of an array of venues to take on challenges and opportunities to learn while remaining committed to delivering results and creating value. Building on this foundation, we are also committed to enhancing the productivity and creativity of each and every teammate.

### Enhancing Talent Development

Building on a foundation of teammates who embody the Bridgestone way and who resonate with the Bridgestone Essence Framework and Bridgestone DNA ("focus on quality," "respect for being on-site," "being attentive and supportive of customer problems," and a "challenging spirit"), we are actively promoting talent investment. To

achieve sustainable growth, we believe the types of talent described below are essential.

- Global management leaders who possess the resilience to overcome challenging situations and a strong on-site mindset, combined with the business acumen to develop and execute business strategies
- Digital talent who combine digital technology with the "real" (physical) capabilities Bridgestone has cultivated, such as on-site operational excellence, thereby advancing value creation
- Solution engineers who combine attractive and competitive products with services to propose new value, with the aim of gaining a deeper understanding of the pain points faced by society and customers and helping to address them

### Talent Creativity Enhancement

As part of our talent strategy, we introduced talent creativity as a management indicator in 2024. The basic concept of enhancing productivity and talent creativity is to strengthen talent investment, increase added value, and generate a virtuous cycle of value creation. Using a "talent creativity KPI" as a benchmark, which is adjusted operating profit (added value) divided by talent investment (sum of labor, training, and benefits expenses), we are monitoring global trends and addressing challenges by regions and countries.

#### ● Talent Creativity KPI

$$\text{Talent creativity} \uparrow = \frac{\text{Adjusted operating profit} \uparrow}{\text{Talent investment} \uparrow}$$

(labor, training, and benefits expenses)

### Specific Initiatives

#### ■ Developing the Next Generation of Global Leaders: Bridgestone NEXT100

Each year, we choose approximately 100 leaders globally (30 from Japan, 30 from the Americas, 20 from Europe, and 20 from Asia) and group them into three tiers: Next, Advancing, and Developing Executives. We then offer focused development through town hall meetings with top management from each region and participation in various management forums.

#### ■ Offering Prioritized Opportunities for Teammates Who Are Self-Motivated to Take on Challenges and Grow

- Genba (On-site) 100-Day Challenge Program  
We encourage teammates to volunteer to take the initiative in testing hypotheses on-site and then take steps to make improvements and address the issues. The program started in Japan in 2023 and was expanded in 2024 to BSAPIC (Asia, Pacific, India, and China). We will continue to promote further development of the program going forward.
- Management Challenge Program (Japan)  
To provide management opportunities for junior teammates, we introduced a Management Challenge Program in 2023, which allows teammates eager to take on new challenges to serve as management assistants.

#### ■ Building a Diverse Global Team

We aim to realize a workplace environment in which diverse talent respect one another. Also, with a view to promoting a diversity of perspectives and decision-making as an organization, we are working to cultivate diverse leaders and teams, taking into account the regional specific conditions.

Compared to overseas sites, there is still a gap in Japan in the areas of DE&I; we are therefore implementing the following initiatives to enable diverse talent to thrive.

- DE&I management workshop for all line managers (department and section managers)
- FemTech programs that leverage technology to address women-specific health issues, along with awareness-raising initiatives aimed at creating a workplace where every teammate can shine
- A mentoring program in which our executives and outside experts serve as mentors to support the career development of female managers and candidates for promotion.

#### ■ Promotion of Health and Productivity Management

Guided by the fundamental belief that Bridgestone cannot achieve sustainable growth unless each and every teammate leads a fulfilling life, we are pursuing global initiatives to support health and well-being.

In Japan in particular, the Global CEO serves as Health and Productivity Management Officer. In March 2026, in addition to revising the Bridgestone Health and Productivity Management Policy, we formulated the Strategy Map for Health and Productivity Management to clarify our approach to health and productivity management as a talent investment initiative. In recognition of these efforts, in 2026, we received our fourth certification as an Outstanding Organization of KENKO Investment for Health (White 500).

#### Bridgestone Health Management Policy

To empower each and every employee to take on challenges and achieve growth, we are committed to creating workplaces where employees can work healthily and with energy and enthusiasm, and to promoting the maintenance and improvement of their physical and mental well-being. Through these initiatives, we aim to create a virtuous cycle of value creation and enable diverse talent to shine through spreading success and gaining confidence of individuals.

#### A Message from the Health and Productivity Management Officer

To fulfill Bridgestone's mission of "Serving Society with Superior Quality," it is essential that each and every employee leads a fulfilling life, and health serves as the very foundation for this.

We believe that when employees are physically and mentally healthy, full of energy, and able to perform at their best through continuous challenge and growth, Bridgestone itself can achieve sustainable growth.

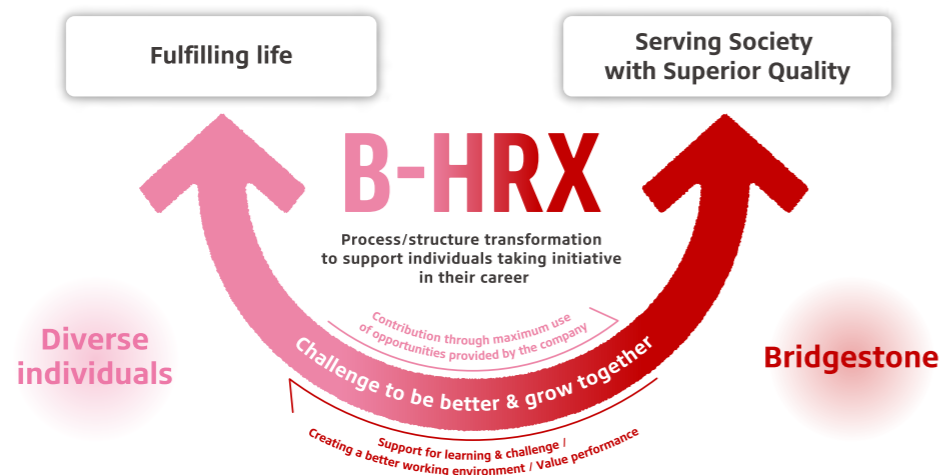
Under this "Health and Productivity Management Policy," revised in 2026, we will work together as a company to promote health, aiming to become an organization where employees can work with engagement and well-being.

**Yasuhiro Morita**

Global CEO and Representative Executive Officer

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

### Through individual growth, Bridgestone grows



Create Good Business Quality

Deepening the Corporate Culture: Continuous Improvement and Innovation

Bridgestone E8 Commitment Emotion Empowerment

In conjunction with our talent strategy, we are working to further develop and deepen the corporate culture we have cultivated over the years, as exemplified by the quality management activities outlined in Bridgestone's unique Deming Plan (hereafter Deming Plan).

Deming Plan

To create good business quality, we are thoroughly instilling the basic thought and five concepts of the Deming Plan (see right figure) and continuing to strengthen our quality initiatives.

Starting in 2025, we are further strengthening our practical, work-based activities by holding workshops where participants share examples of Plan-Do-Check-Act (PDCA) implementation and "why why why analysis" based on real-world examples from each division.

Deepening the Corporate Culture and Improving Working and Business Quality with the Participation of All Teammates

Since the promotion of the Deming Plan in the 1960s, Bridgestone has moved forward with improvements and value creation based on the plan through Total Quality Management (TQM) initiatives, with the participation of all teammates. Through these initiatives, we have improved global working and business quality and deepened the corporate culture. We have also established the Bridgestone Group Awards to recognize outstanding global initiatives in improvement and value creation.



Group Global TQM Conference presentations on excellent initiatives

Bridgestone's unique Deming Plan: Remind the framework of thinking and action

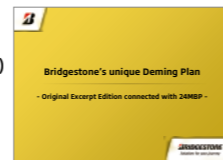
Basic thought

—“Protect” “Break away” and “Separate”

Good company quality makes good quality of products and services

5 concepts

- (1) Master PDCA
- (2) Use why why analysis (WHY-WHY-WHY)
- (3) Promote rational standardization
- (4) Explain by using accurate data
- (5) Control important points



Global Total Quality Management (TQM) Initiatives

Bridgestone's TQM initiatives have been passed on for over 50 years as a culture of continuous improvement and the pursuit of innovation. We have held an annual Group Global TQM Conference since 2010 with the aim of sharing excellent practices of TQM initiatives from around the world and fostering mutual learning and practical application. We held the 15th conference in 2025, highlighting 16 out of more than 2,000 improvement cases submitted from sites worldwide to be presented as excellent initiatives.



Group Global TQM Conference awards ceremony

TQM Grand Prize Award-Winning Team Case Study: Value Co-creation by Kodaira Technology Center's Materials Testing Department and Bridgestone Empowerment\*



Members of Kodaira Technology Center's Materials Testing Section involved in the evaluation and development of rubber materials and Bridgestone Empowerment



Members of Kodaira Technology Center's Materials Testing Section involved in the evaluation and development of organic fibers and metallic materials and Bridgestone Empowerment

This initiative was marked by co-creation between the Materials Testing Department and Bridgestone Empowerment to revise the business processes themselves, ensuring stable working and business quality and productivity even with the involvement of diverse talent. The Materials Testing Department has many highly experienced veteran technicians, so one challenge was that work was dependent on the individual's experience and tacit knowledge. However, with the three catchphrases of "anyone can do," "easy for anyone to use," and "anyone can do without errors," we reviewed the processes at Genbutsu-

Genba with Bridgestone Empowerment, clarified decision-making criteria, and pursued standardization through the use of tools. Although we encountered many difficulties in communication and trial and error along the way, we created a framework which can generate the same outcomes regardless of who is in charge of the work. Going forward, by designing people-centered processes, we will continue to leverage talent and drive business transformation to enhance corporate value.

\* Bridgestone Empowerment Co., Ltd. is a special subsidiary company established for the purpose of employing persons with disabilities

Bridgestone Group Awards (BGA)

The BGA, open to all organizations and teammates, represents the highest level of recognition within Bridgestone globally. The purpose of the program is to select and recognize activities that embody our mission and the E8 Commitment and have made a particular contribution to value creation, while sharing these examples globally to foster the growth of our teams and each and every teammate. As a part of the

program, we hold a global awards ceremony each year. In 2025, nine outstanding cases were selected from among activities around the world and shared. In addition, around the timing of the awards ceremony, we organize a special program for award winners, in which they learn about our company's history and on-site innovation through Genbutsu-Genba, to drive further value creation.



BGA presentations



BGA ceremony

BGA Best Practice Bridgestone Italy: Development of a Road Safety Program



Project team from Sales, Technology Center Europe and Bari Plant



Road safety program

This initiative reflects Bridgestone's aspiration to generate value for society through a co-creation approach with a trusted institutional partner such as the Italian Red Cross, the country's largest volunteer organization. Working together, we were able to translate shared values into a project with real impact, particularly in educating younger generations on road safety. We are proud of the results achieved and of contributing to a meaningful social cause. This initiative would not have been possible without the close cooperation of all Bridgestone entities in Italy—Milan, Rome and Bari—acting with a shared purpose and a strong one team mindset.

## Create Good Business Quality

### Safety and Industrial Hygiene

At the very core of the Bridgestone Essence Framework is the Safety Mission Statement, which declares “Safety First, Always.”

This Safety Mission Statement serves as a code of conduct that everyone who works at Bridgestone is expected to adhere to, and applies not only to teammates but also to contractors and visitors to Group facilities.

In response to the expectations of our customers and stakeholders, and to ensure the occupational health and safety of teammates of Bridgestone and our contractors, we apply high safety standards and are committed to creating an environment where every teammate can work with peace of mind in a safe workplace.



#### ■ Promotion Structure

Under the Global Safety Quality Management Committee (GSQMC)—which is led by the Chief Quality Officer (CQO) and is made up of quality management leaders from Bridgestone’s global business locations—we have established the Safety Working Group. The working group manages risks, challenges, and opportunities related to safety, health, and disaster prevention, and pursues initiatives to address them. For example, we hold regular safety meetings in collaboration with relevant divisions and are working to implement initiatives aimed at creating safe workplaces on a global scale.

#### ■ Bridgestone Safety Fundamental Activities

Bridgestone has established the Bridgestone Safety Fundamental Activities as a set of global standards designed for teammates to protect not only themselves but also their colleagues, and we are implementing these activities at all of our business locations. The activities consist of the fundamental safety activities outlined in the Safety Mission Statement: 3S, KY (Finding hazards beforehand), Risk Assessment, and Safety Rules.

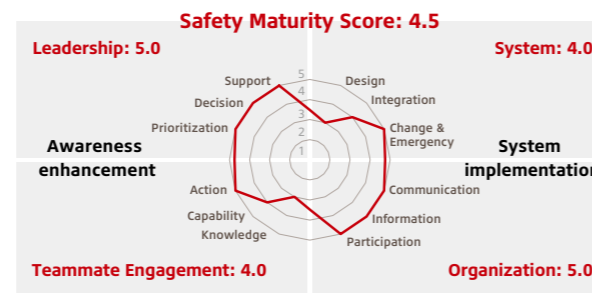
- 3S: *Seiri* (select and remove), *seiton* (sort), and *seiso* (keep clean)
- KY (*Kiken-yochi*): Identify the potential of incidents occurring in a task before starting it and take feasible actions at the time to avoid the identified potential incidents.
- Risk assessment: A series of steps to create low-risk workplaces by identifying and evaluating risks and promoting risk mitigation measures.
- Safety rules: The rules to prevent fatal/serious injuries, based on past incidents at Bridgestone.

In addition to assigning instructors to provide safety training in each region, we regularly update our shared global safety training materials with the aim of ensuring that all teammates apprehend the importance of safety and, based on a shared understanding, further embed the practices outlined in the Bridgestone Safety Fundamental Activities.

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

#### ■ Initiatives for Continuous Improvement: Safety Maturity Assessment

Bridgestone is operating a safety maturity assessment (SMA) tool developed 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.

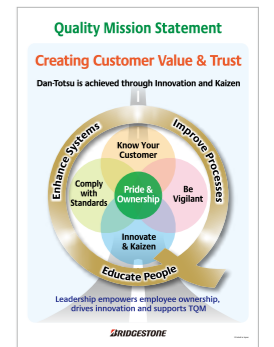


For details, please refer to the Bridgestone website.  
[https://www.bridgestone.com/responsibilities/social/safety\\_health/](https://www.bridgestone.com/responsibilities/social/safety_health/)

### Quality and Customer Value

Bridgestone has incorporated the Quality Mission Statement into the Bridgestone Essence Framework, establishing it as a set of guidelines that every teammate is expected to follow to continuously create value and trust for customers through innovation and continuous improvement.

Guided by the fundamental principle that “tires carry life,” we regard quality as the foundation of our business and are committed to improving quality in all aspects of our corporate activities.



#### ■ Quality Governance Structure

Bridgestone has established a global quality governance structure and works in close coordination globally to ensure that quality issues are addressed effectively. Quality managers around the world are responsible for ensuring the quality of products, services, and solutions in their respective markets, and strive to create value and trust for our customers through innovation and kaizen (continuous improvement). We have established a quality assurance system across the value chain—from product strategy and development, procurement, and production to logistics, sales, and service—and will continue to strengthen this system to support growth with quality.

#### ■ Quality Assurance in the Product Development Process

To improve quality standards throughout the design and development stages, we are standardizing processes across all our technology centers and working continuously to enhance them. We clearly define the required actions at each stage from development to production to ensure the execution of tasks from customer requirements through design approval to production.

The goal of quality assurance in the development process is to deliver products that meet customer requirements without delay, and to continuously improve and optimize the development process across all product development teams. This initiative encompasses the entire development process, including production processes and technologies.

Bridgestone also employs a gate-based development process in its product development activities across all regions. At each gate, all specified criteria must be met to assure achievement of development targets (including risk analysis) and final product safety and quality.

#### ■ Customer-Centric Solution Quality

In recent years, the scope of what is considered to be quality has expanded beyond manufacturing to encompass the solutions business, including the improvement of product usage processes and the enhancement of customer experience value. Bridgestone places importance on the understanding that providing value to customers does not end at the moment of delivery, but grows and is amplified as customers continue to use its products and services. Guided by this approach, our efforts in the digital solutions domain seek to go beyond simply delivering value—we also proactively anticipate potential risks and conditions that could compromise that value. Based on an approach centered on prevention, detection, and proactive actions, we incorporate a forward-thinking prevention mindset from the design stages through to operations. Furthermore, we have established and are promoting a framework to continuously track how customer value is realized through the analysis of customer usage data, enabling appropriate actions. In the services domain as well, we define quality not merely as accurate execution and courteous service, but as enhancing the customer experience through services that make customers feel valued and proposals that surpass expectations, with the goal of building long-term trust. (Solutions business: P42-45)

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

Create Good Business Quality

## Digital Transformation (DX) Strategy

Bridgestone E8 Commitment Efficiency Economy

To drive growth, we are evolving our DX strategy to support sustainable value creation. The theme of Bridgestone's DX is "faster, easier, and more accurate with larger data." The strategy hinges on integrating a digital capability into strong "real" (physical) assets, such as market and customer data obtained through our on-site field engineering activities, technology and development data cultivated through empirical experiments and demonstrations.

### ■ DX in Manufacturing

Since the 2000s, we have gradually incorporated digital capabilities into our R&D and manufacturing, such as material informatics in the material development, simulation technology in product development, and the rollout of the AI-equipped tire assembling system EXAMATION, while also connecting data across the engineering chain to further advance the development of attractive and competitive products.

### ■ DX in Solutions

We are also pursuing DX that creates social value and customer value by, for example, delivering solutions through the building of unique AI-based algorithms. Spearheaded by the Digital Solution AI/IoT Planning and Development Division, our business and functional divisions are working together to drive forward initiatives originating from ideas generated on-site. By combining the vast experience and knowledge we have cultivated in tires with these unique algorithms leveraging AI and other digital technologies, we will deliver solutions that amplify the value of our attractive and competitive products and services.

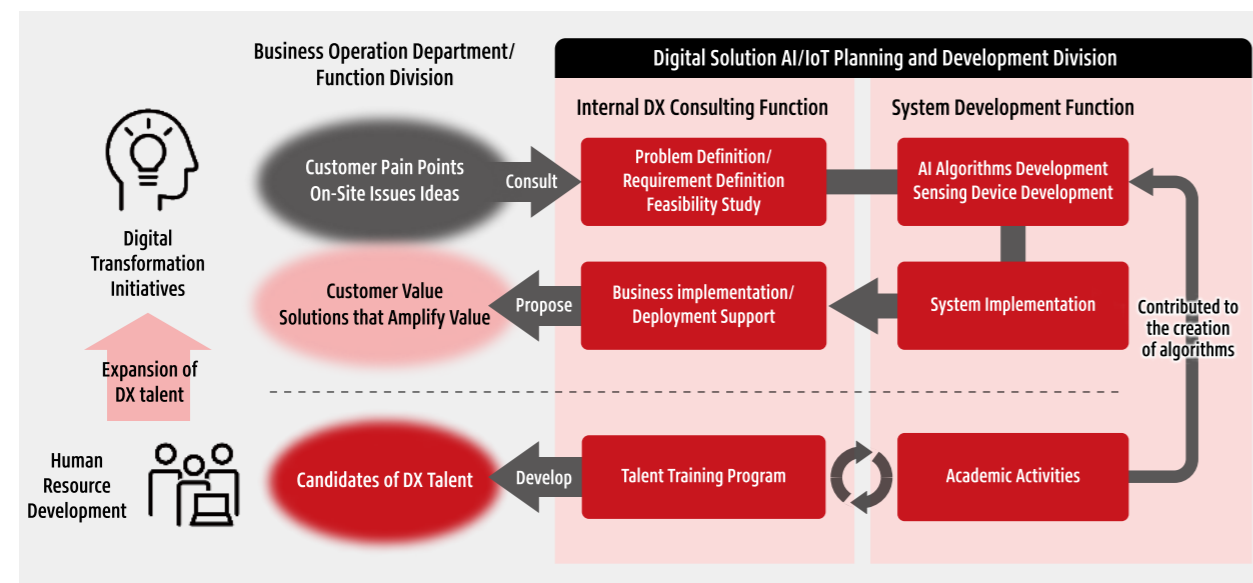
### ■ Harnessing Generative AI to Enhance Productivity and Creativity

We are also promoting improvements in productivity and creativity in back-office operations through the use of digital technologies, including generative AI. We are accelerating DX for our business operation by promoting the company-wide use of customized tools such as Bridgestone AI-Chat and Microsoft Copilot, while also expanding the DX consulting function of our Digital Solutions (AI/IoT) Planning and Development Division—previously focused on solution business—to selected back-office operations.

### ■ Expansion of Digital Talent

Digital talent is the foundation of these DX initiatives. We introduced the Digital 100-Day Training program in Japan in 2023, allowing teammates who recognize the need for digital skills and are eager to learn to take on the challenge of acquiring and reinforcing their digital skills at a level that is appropriate for them. In addition to classroom learning, we offer teammates opportunities for more in-depth, hands-on learning based on digital technology exercises related to their actual work. More than 1,800 teammates have taken part in the program to date. Globally, we increased our pool of digital talent by 450 compared with 2024, reaching approximately 2,200 personnel at the end of 2025.

### ● Internal DX Consulting Function Framework



## Intellectual Property Strategy

Bridgestone E8 Commitment Extension Economy

Bridgestone is strengthening its intellectual property (IP) management as a source of value creation.

### ■ IP Management That Draws on Our Heritage

For 95 years since its founding, Bridgestone has built up its IP management by creating and continuously refining its unique IP—its "IP secret sauce." The driving force behind this is our heritage as a strength of "commitment" to deeply understanding the essence of challenges, and "connection," where people respect and collaborate with one another to solve them. Bridgestone implements a style of IP management that strategically draws on IP generated from this commitment and connection in its business activities.

### ■ IP Mix Strategy Linked to Business Strategy

At Bridgestone, we identify and visualize various forms of IP on-site, including not only patents but also knowledge and expertise generated across the value chain. We have organized these under the Bridgestone IP Mix Concept and are intentionally and strategically advancing IP management that amplifies social value and customer value by combining them effectively according to our business model, including IP standardization strategies.

### ■ Verifying the Effectiveness of IP Investments Using ROIC

Bridgestone uses ROIC to verify the effectiveness of our IP management. We consider contributions to revenue and income generated through the use of IP as Intellectual Property Value, and have established intellectual property value creativity as a results-based KPI to measure the degree to which IP is created.

In addition, we have established key success factors and the management initiatives needed to get results as driver-based KPIs. In terms of our IP mix, which is one of the driver-based KPIs, we have 19 units for which the mix is being put to practical use and 33 units for which preparations are underway as of the end of 2025. (Unit = business themes to which IP contributes. For example, the productivity enhancement of mining solutions would be one theme.)

Also, through the ongoing improvement of several dozen driver-based KPIs, including key success factors that incorporate both qualitative and quantitative indicators, IP Value Creativity in 2025 more than doubled compared with 2019.

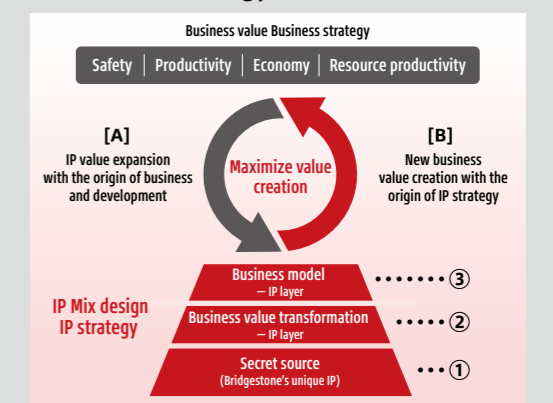
$$\text{Intellectual Property Value Creativity} = \frac{\text{Intellectual Property Value}}{\text{Intellectual Property Investment}}$$

### Case Study: IP Mix in Mining Solutions

In mining solutions, we have developed problem-solving algorithms based on tire data and other information collected from Bridgestone iTrack, our next-generation tire monitoring system. We are deploying these algorithms as proprietary solutions under the name Smart On-site. This is helping us to maximize the performance of Bridgestone MASTERCORE tires, which bring together Bridgestone's "IP secret sauce" and proprietary technologies, and address customer pain points and social issues. We are further expanding and strengthening the business and development achievements gained through such algorithms and business models from an IP perspective. In addition, building on our IP strategy, we are focusing on creating and designing new IP through initiatives such as patent brainstorming sessions and IP landscape analysis. By adopting this two-pronged approach—both a business and development perspective and an IP perspective (A and B in the diagram)—we are building and evolving a triple-layer IP mix\* (1-3) across the organization, honing our competitiveness. By applying these activities to various businesses, we are committed to further enhancing competitiveness.

\* Triple-layer IP mix design in the mining solutions business

### ● Conceptual Diagram of IP Mix Linked to Business Strategy



- ① Foundational "IP secret sauce" IP layer
  - Technologies for improving heat resistance, load-bearing capacity, and wear resistance
- ② IP layer that translates the "IP secret sauce" into business value
  - Tire condition monitoring and lifespan prediction algorithms
- ③ Business model IP layer that protects the entire mix, including tacit knowledge
  - Solutions for optimizing vehicle operation, tire usage, etc.

## Create Good Tires

To “create good tires,” we are focusing on developing attractive and competitive products and enhancing our R&D and manufacturing capabilities as the most vital elements for a rubber and tire product manufacturer. Based on our robust technological capabilities, we seek to drive growth primarily by enhancing product competitiveness through the continuous introduction of new products designed to meet regional and customer needs, while simultaneously developing R&D and manufacturing capabilities to hone cost competitiveness. We are also working to increase value creation and drive growth with quality through linking these efforts with initiatives to expand and enhance sales channels.



Sustainability Business Model

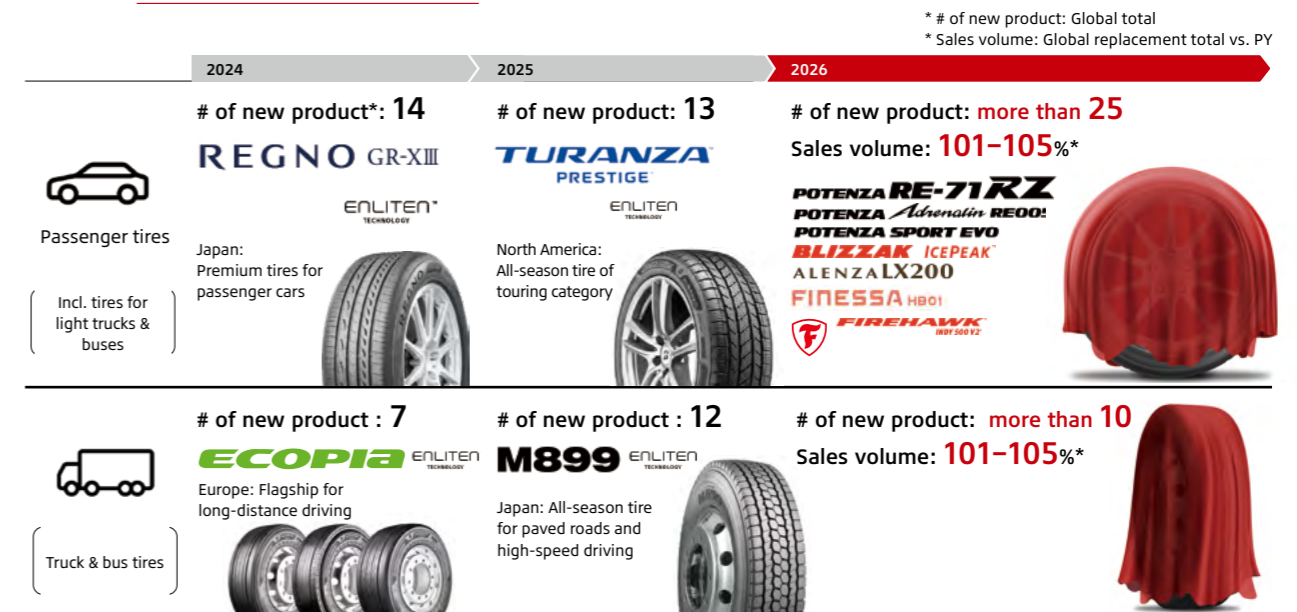


## Making Attractive and Competitive Products and Enhancing R&D and Manufacturing Capabilities

Bridgestone E8 Commitment Energy Ease Emotion

### ● 24MBP: New Product Expansion and Enhancement

■ Backed by a strong technological foundation, place product competitiveness reinforcement through new **product launches and manufacturing capabilities**, at the center of growth.



Throughout the 24MBP period, we have launched a variety of new products globally. In particular, in the passenger car tire segment, we actively launch new products across all Bridgestone brand product categories as well as under the Firestone brand in 2026, establishing a solid foundation for future growth.

### ■ Main Highlights in 2025

• Passenger car tires: 13 products

In the U.S., we are driving customer value creation across each segment by launching the flagship touring all-season tire “TURANZA PRESTIGE,” the basic tire “TURANZA EVERDRIVE,” and the premium all-season tire for CUVs, SUVs, and pickup trucks “ALENZA PRESTIGE.”

In the Japanese market, we also launched the BLIZZAK WZ-1 winter tire for safe driving in snowy conditions. Along with the existing product range, this tire supports greater safety and peace of mind for drivers during winter.

In truck and bus tires, we continued to strengthen global product development and launched a total of 12 new products.

### ■ New Product Initiatives for 2026

• Passenger car tires: 25+ products

To achieve growth in sales, we expect to launch around twice as many new products as the average in recent years.

– We are continuing to develop the POTENZA series with the introduction of the POTENZA RE-71RZ sport tire for the Bridgestone brand, our fastest-ever street radial, in markets across Japan, North America, and Asia. Other planned launches include the BLIZZAK ICEPEAK premium winter tire in North America and the premium ALENZA LX200 for SUVs in Japan.

– In the U.S., we are further strengthening the Firestone brand with the introduction of the FIREHAWK INDY 500 V2, an ultra-high-performance summer tire featuring technology honed through our involvement with the INDY500 race.

– In truck and bus tires, we also plan to launch at least 10 new products.

(For details on developing attractive and competitive products, please refer to the Message from the CPO, P19)

Create Good Tires

## Making Attractive and Competitive Products and Enhancing R&D and Manufacturing Capabilities

### Enhancing R&D and Manufacturing Capabilities

We aim to improve competitiveness and achieve sustainable growth by continually developing and launching attractive and competitive products coupled with efforts to strengthen our R&D and manufacturing capabilities.

We are focused on enhancing productivity starting with on-site (Genbutsu-Genba) activities while developing production technology for the future. (For details on enhancing R&D and manufacturing capabilities, please refer to Message from the CMO, P20)

#### ■ Genbutsu-Genba: Boosting On-site Productivity

To enhance productivity, we are continually strengthening Total Quality Management (TQM) and talent development programs across all of our plants worldwide.

Our on-site TQM activities are exemplified by the program at the Tochigi Plant, which was awarded the TQM Grand Prize at the Group Global TQM Conference in 2025.

### Strengthening Our Framework for Producing a Broad Mix of Products in Small Lots as a Core of the Global Manufacturing and Export Base



Cross-Functional Team members of TBR building process in Tochigi Plant

Faced with a business environment that is changing at unprecedented speed, we are working to build a flexible production structure.

To respond to the demands of diverse customers, we took on the challenge of eliminating tool changes during transitions in the tire building process.

By bringing together the experience and insights of each team member, we drove our initiatives forward and established new technologies tailored to our tire building machines, building on the rollout of existing technologies.

The driving force behind this activity was the excitement of taking on the challenge of creating something new and our desire to streamline production on-site. In a changing business environment, we will continue striving to accurately grasp our role as the core of Bridgestone's global manufacturing and create customer value and social value.

## Making Attractive and Competitive Products and Enhancing R&D and Manufacturing Capabilities by a One Team Approach

The development and launch of the premium winter passenger car tire BLIZZAK WZ-1 in Japan in 2025 was a prime example of a one team working across the value chain, spanning development, production, sales, and technical services, to enhance product planning, development, and sales.



Integrated team working on BLIZZAK WZ-1 across the value chain

### From Development to Sales, Working as a Team to Deliver an Attractive and Competitive Product

To address the increasingly diverse conditions of winter roads, we established a one team framework for BLIZZAK WZ-1, involving collaboration between the development, production, sales, and technical service divisions. Under this framework, we integrated all stages from product planning and production to sales. The biggest challenges we faced were developing new rubber compound and tread pattern technologies to create a tire that delivers Dan-Totsu (clear product superiority), and mass-producing tires incorporating these innovations while ensuring consistent quality. We overcame these challenges by drawing on expertise across divisions and through repeated on-site evaluation and discussion. As a result, we realized not only high control performance on icy roads, but also safety and peace of mind on a variety of road surfaces, while contributing to sustainability. We will continue to evolve in terms of both quality and supply.

## Business Cost Reduction

Besides working to enhance productivity in production, we are continually pursuing activities to reduce business costs across the value chain, including in procurement, through SCM and logistics transformation and by leveraging Bridgestone Commonality Modularity Architecture (BCMA).

In an ever-changing business environment, these initiatives are supporting better financial results and helping to reinforce business quality.

#### ■ Global Procurement

Placing sustainability at the core, we are furthering efforts at value co-creation while building win-win relationships based on trust with our partners. In 2025, with the aim of cultivating more in-depth collaboration with partners of the supply chain, we held the 2025 Bridgestone Global Partners Conference under the theme of "From Empathy to Co-creation - Towards Sustainable Value Co-creation." Besides showcasing co-creation case studies, the event facilitated exchanges of views on our medium- and long-term vision, while fostering dialogue and the sharing of information toward further creation of value (Sustainable Procurement: P64).

#### ■ Global SCM Logistics Transformation ("B-Direct")

Our efforts to boost efficiency across the supply chain under our global SCM logistics transformation, known as "B-Direct," include lean inventory controls, initiatives to improve inventory quality, and measures aimed at enhancing the productivity of warehousing operations. These on-site (Genbutsu-Genba) activities are contributing to improved financial results through a steady reduction in logistics costs.

#### ■ BCMA

BCMA is Bridgestone's base technology for R&D and manufacturing, which aims to lower environmental impact and reduce business costs by simplifying the development and production supply chain, based on consolidating the materials and parts that make up a tire into three modules, which are shared across product lines. We are promoting BCMA as a vital measure for enhancing our R&D and manufacturing capabilities, leading to more robust competitiveness.

#### ■ Contribution to 24MBP Performance

Compared with 2023, the cumulative improvement in earnings during 2024 and 2025 was approximately 147 billion JPY. This has underpinned our performance amid a challenging business environment throughout 24MBP to date.

### Global procurement

### Global SCM logistics transformation B-Direct

BCMA



### Shift to Green & Smart

### Steady on-site productivity improvements

Global business cost reduction amount in total  
2025 full year (vs. PY)

Approx. **72 B JPY**

of which benefit from BCMA: approx. 2 B JPY

Manufacturing cost: Approx. 53 B JPY  
OPEX: Approx. 19 B JPY

2024+2025 full year  
(vs. 2023)

Approx. **147 B JPY**

### Creating Value Linking Business and Sustainability

Our E8 Commitment to Energy (realization of a carbon-neutral mobility society) is supported by our efforts in growing the sales of attractive and competitive products that offer value tailored to the characteristics of various types of vehicles, including electric vehicles (EVs).

### Creating Value Linking Business and Sustainability

Our efforts to enhance productivity at production sites while reducing business costs through global procurement, logistics, BCMA, and other initiatives are all linked to pursuing carbon neutrality, conserving resources, and promoting the circular economy. Such initiatives contribute both to our business and to sustainability.

# Create Good Business

To “create good business,” our aim is to amplify the value from attractive and competitive products during customer use. Our focus in the solutions business is on strengthening sales channels including the improvement of our retail network for consumer tires (passenger car products) while also trying to develop B2B solutions for truck and bus, mining vehicles, and aviation.



## Solutions Business: Amplifying Value During Customer Use

### Strengthening Retail Operations

#### ■ Global Development of Family Channels

In conjunction with efforts to build competitiveness by developing attractive and competitive products, we continue on a global scale to reinforce retail sales channels, which provide vital touchpoints with customers. We are developing family channels worldwide using retail formats tailored to regional market characteristics and customer needs, including equity stores, franchise outlets, voluntary chain stores, and authorized dealers. Alongside this, we are working to further enhance customer experience value during product use by enabling leaders from our global retail operations to share best practices and successful initiatives from their respective regions.

#### ■ Strengthening Equity Retail Operations in the U.S.

In the U.S., the Firestone Complete Auto Care equity retail network of around 2,200 stores marks its 100th anniversary in 2026. We continue to develop and expand this network in conjunction with efforts to reinforce the Firestone brand and enhance product competitiveness. As part of this, we are also developing a new format that will enable us to capitalize on digital technologies to create new customer experiences while enhancing both the productivity and creativity of retail sales operations.



#### ■ Improving Service Quality across Retail Operations in Japan

Our focus in Japan is on cultivating talent capable of providing optimal service solutions to customers while also continually upgrading the quality of such solutions. An example of these initiatives is the Customer Service Grand Prix, an annual event we organize for staff working at our Tire Kan and Cockpit passenger car tire chains in Japan to compete in solving customer pain-points, handling requests, and making product and service suggestions. Started in 1996, the event is designed to develop the retail staff primarily engaged with customers in stores, and held its 24th event in 2025. Under the theme of strengthening sales capabilities as a tire specialty retailer to meet diverse customer needs, top-performing staff compete in customer service and proposal skills to enhance customer lifetime value (LTV). Through mutual learning and the sharing of best practices, the program raises service quality across the entire retail chain.



### Digitalization of Vehicle Inspections to Create Social Value and Customer Value



BSRO Team Members



Vehicle inspection tablet training

At Bridgestone Retail Operations, our Digital Vehicle Inspection initiative is designed to amplify value during the customer use phase by building trust, transparency, and long-term relationships. By digitally connecting technicians, service advisors, and customers, we help drivers clearly understand their vehicle's condition and make confident, informed decisions. Our aspiration is to continue evolving inspections into a seamless, data-driven solution that improves safety, efficiency, and customer experience at scale. Along the way, we have navigated challenges such as change management, technology adoption, and maintaining consistency across thousands of teammates. Overcoming these barriers as one team has strengthened our execution and reinforced the power of solution-focused business innovation.

## Developing Commercial B2B Solutions

Bridgestone E8 Commitment Energy Ecology Efficiency Extension Economy

Our commercial B2B solutions are helping to drive value creation in terms of both business and sustainability.

### Creating Value Linking Business and Sustainability

In commercial B2B solutions, based on Bridgestone's strengths in the areas of product competitiveness and on-site service capabilities, we are capitalizing on digital technologies to offer safer, more efficient ways of using and maintaining tires. Besides increasing the safety and productivity of customer operations, this is contributing to sustainability by reducing the number of tires used and lowering CO<sub>2</sub> emissions, among other benefits.

One major initiative in this area is the ongoing reinforcement of our retread business model for aviation, as well as truck and bus solutions, which helps customers reduce operating costs while improving resource productivity. We are also supporting safety and peace of mind by proposing optimal driving and operating routes (shortest routes, avoidance of traffic congestion, reduction of stop and go frequency, etc.), centered on truck and bus mobility solutions. These initiatives are also helping to reduce the generation of Tire and Road Wear Particles (TRWP), one of the global management risks we have identified.

We are also reinforcing talent development to help promote these solutions. In April 2026, we established a new training facility, the B-Solution Learning Center, in Kodaira, Tokyo to focus on areas such as improving tire maintenance technology and solutions proposal capabilities.

Personnel training at this facility will focus initially on the development of staff capabilities in the areas of: (1) providing safe, reliable, and efficient tire maintenance services under a variety of conditions; and (2) leveraging digital technology to devise and propose solutions to support the creation of customer value, primarily in the passenger car product category.

Besides facilities and machinery compatible with a range of vehicles, the training center is equipped with advanced labor-saving equipment, allowing training conditions to be as practical as possible. This helps staff gain the practical skills needed to ensure customer safety and peace of mind from the ground up while also honing better value creation capabilities.

## Tire Solution

### Truck and Bus Solutions

In truck and bus solutions, we seek to provide an optimized balance of replacement tires with retread and maintenance services to enable customers to use tires safer, longer, better, and more efficiently. Besides improving safety and productivity, this contributes to reductions in overall costs for customers. Moreover, building on our acquisitions of Europe-based Webfleet Solutions in 2019 and North America-based Azuga in 2021, we are offering fleet operation optimization and other mobility solutions across both regions.

#### ■ Initiatives to Reinforce Solutions (Japan)

In Japan, we are extending the rollout of Tire Solution™, a support service that helps transportation companies address a range of management issues based on the optimal customization of new tires, retread, and service in line with customer needs.



Opening ceremony for B-Solution Learning Center



Work using labor-saving equipment

## Create Good Business

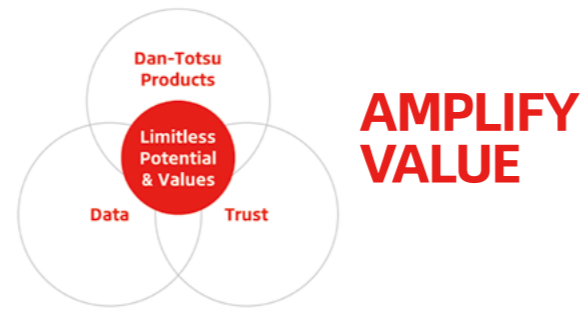
### Mining Solutions

Mining solutions support social infrastructure by offering solutions to the various pain points faced by mining operations around the world. In this context, with our “MOVE MORE WITH LESS,” we are driving our business forward with the aim of providing new value to customers and to society.



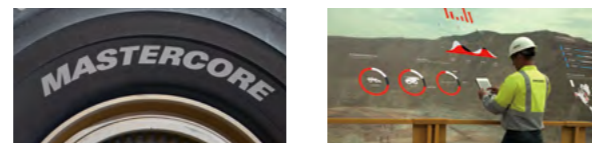
## MOVE MORE WITH LESS

More safety and reliability with less unexpected downtime.  
More efficiency with less operational cost.  
More productivity with less resource consumption.  
And with every step forward, we work to minimize our environmental footprint and create a positive impact on society.  
Together, we transform today's challenges into tomorrow's possibilities, and turn those possibilities into reality—so we can move more with less.



Bridgestone is rolling out its mining solutions under the name of “Smart On-site,” building on the strong trust we have built with customers through our “real” (physical) capabilities, including our attractive and competitive products and customer-engaged field engineering services. By analyzing and combining data obtained from our Bridgestone iTrack, next-generation tire monitoring system for mining vehicles (tire temperature and pressure, vehicle location information, driving speeds, etc.), and data shared by customers on vehicles and vehicle operation, we are supporting sustainable operations tailored to the needs of each mine.

We are amplifying the value of our attractive and competitive products and the trust we build with our customers, as well as the value of our data, to improve safety, reliability, economic efficiency, and productivity while preventing unexpected downtimes in mining operations and reducing costs and resource consumption. We are also helping to reduce environmental impact and achieve sustainable mining operations, aiming to “MOVE MORE WITH LESS.”



### Evolving Mining Solutions with Close On-site Collaboration

We have evolved our mining solutions by understanding the true challenges that are unique to each mining site. Because mining operations and environments for tire usage vary significantly from mine to mine, our teams repeatedly visit sites, engaging in close communication with customers to grasp conditions on the ground. Drawing on these insights, we combine tire technology with data analysis to address customer pain points, such as extending tire life and reducing vehicle downtime. By combining products and solutions, we create value across the value chain. Going forward, we will continue to evolve as “one team,” supporting mining sites worldwide to make it possible to “MOVE MORE WITH LESS.”



Team members of mining solutions

### Aviation Solutions

With safety and peace of mind as a top priority, aircraft tires are required to ensure the takeoff and landing from the ground up under harsh conditions, including heavy loads, high speeds, and temperatures ranging widely from high to low.



By maximizing value per tire by means of multiple retreads combined with services such as advising on how to use up the tire, based on the high durability and reliable quality of our products, our aviation solutions aim to maximize the productivity and economic value of airline operations while also contributing to better resource productivity and other aspects of sustainability. In addition, we contribute to our customer maintenance plans by utilizing the operational data of aircraft shared by customer airlines to offer customers predictions about when to change tires. For example, by combining the flight data and aircraft-related expertise of Japan Airlines (JAL) with Bridgestone's tire wear prediction technology and expertise, we have made it possible to predict tire replacement timing with a high degree of accuracy. This has enabled the airline to initiate scheduled tire replacements, achieving improved efficiency in tire replacement operations and lower, more consistent tire and wheel inventories, and has contributed to reducing CO<sub>2</sub> emissions in the tire production and use processes. It is also contributing to reforming the workstyles of maintenance staff by reducing unscheduled overtime while

improving the quality of operations through the expansion of preventive maintenance.

Cebu Pacific Air has also adopted the use of “easytrack,” a system for individual tire management developed by Bridgestone, using serial numbers to manage each individual tire, which is essential to the safe operation of aircraft with peace of mind. This system replaces previous manual methods that used visual checks and paper-based processes. The introduction of “easytrack” reduces the workload required for the individual tire identification that is unique to aircraft tires and avoids human error, enabling the consistent management of individual tires through the process of production, delivery, use, and return, thereby making inventory management more efficient and more effective. After verifying the benefits of “easytrack” for a certain period, we found it reduced the time required for tire inventory management by about 50% and achieved 100% accuracy in terms of inventory management data. We aim to contribute to the continued development of this sector based on the data-driven creation of new value.



Co-creation project team with Cebu Pacific Air

### Visualizing Tire Tracking Ensures Flight Safety and Generates New Value

In aircraft tire management, accurate and instant tracking of each tire from manufacturing to operation is essential to secure high security, traditional paper-based and manual methods posed challenges in preventing human error and reducing workload. Through thorough interviews with Cebu Pacific Air, from field staff to executives, we analyzed operational realities and latent issues. As a solution, we introduced the “easytrack” system, enabling 100% inventory accuracy and real-time management via two-dimensional code and smartphones, surpassing all operational KPI targets. Moving forward, we aim to expand and evolve this service under the shared value of ensuring both safe operations and improved efficiency with our customers, thereby contributing to the aviation industry and society.

Create Good Business

Brand Building through Motorsports

Bridgestone E8 Commitment Emotion

Strengthening brand power is an essential element in Bridgestone's growth as we approach our 100th anniversary. We are pursuing initiatives to enhance our global brand value, centered on the motorsports activities that lie at the heart of our origins as a tire manufacturer.

■ Promotion of Motorsports Activities

Under the Bridgestone brand, we support a wide range of motorsports in Japan and around the world—from top-tier categories to participatory races involving amateur drivers—through our product brands "POTENZA" for four-wheel racing and "BATTLAX" for two-wheel racing. Placing priority on the safety and peace of mind of drivers, grounded in the fundamental principle that "tires carry life," we are contributing to the development of motorsports culture by supplying tires refined in real-world racing environments. Moreover, we position our motorsports activities as a "mobile laboratory," applying technology tested under extreme racing conditions to drive the evolution of our replacement tires and help strengthen brand power.

In four-wheel racing, we supplied tires to the Super GT series, the single most popular motorsports category in Japan. Teams equipped with Bridgestone tires were championship winners in 2025. In the U.S., Firestone was the sole tire supplier for the INDY CAR® SERIES.

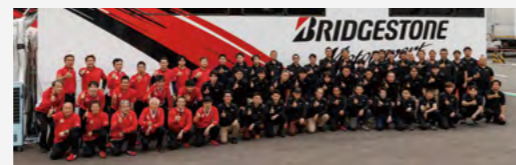
■ Pursuing Further Brand Evolution

Motorsports activities are not the only way we seek to enhance brand value: Guided by the fundamental principle that "tires carry life," we are engaged in creating value in various ways, based on the concept of continuing to support mobility and lifestyles with safety and peace of mind for society and customers. Leveraging the advanced technologies and product quality we have cultivated to date, we further refine our technologies through the development of tires for

extreme environments, such as motorsports and lunar exploration, and apply the value and insights gained through these efforts across our corporate activities. Our aim is to drive the evolution of the brand by continually creating value in socially relevant ways together with our teammates, customers, and other stakeholders.

Pursuing Activities that Will Be Essential for Bridgestone

Considered the ultimate team sport, motorsports involve not only drivers and mechanics but also an array of team members working together towards the same goal. We support the teams and drivers who race using our tires to ensure their safety and peace of mind, refining our products and services and helping to build up the fan base through the shared pursuit of victory. In addition, in this "mobile laboratory," we are working as one team with people from various areas of the value chain to take on groundbreaking challenges, striving to be a driver of Bridgestone's transformation. By creating sustainable motorsports activities that will be essential for Bridgestone, we will help enhance our brand value around the world.



Motorsports team (Operation & Development)



■ Sustainable Motorsports Activities: Bridgestone World Solar Challenge

The Bridgestone World Solar Challenge (BWSC) is the world's foremost solar car event. Lasting around five days, this event held every other year involves solar power-driven cars racing on an approximately 3,000-kilometer (1,860-mile) course spanning the continent of Australia. We have supported the event since 2013 as title sponsor and tire supplier as part of our efforts to help realize a sustainable mobility society while supporting the development of the next generation of talent. Approximately 40 teams made up of various members, including many students from universities worldwide, participated in the 2025 BWSC, held in August 2025.



Solar car team from Japan's Tokai University

We co-hosted the post-race 2025 BWSC Partners Reception in November 2025 in conjunction with the Australian Embassy in Tokyo. Attended by embassy officials, BWSC team participants, and partner companies, this event celebrated the success of the 2025 BWSC and served as a valuable PR opportunity to highlight how the BWSC is supporting efforts to realize a more sustainable society.



2025 BWSC Partners Reception

■ Initiatives at 2025 BWSC

For the first time ever, we used recovered carbon black and recycled steel developed and produced through co-creation with partners in the tires we supplied to the solar cars racing in the BWSC, which offered a recycled\*1 and renewable\*2 materials ratio of over 65%. In addition, we made further progress in our sustainability initiatives across the value chain for tires supplied to the BWSC, including using fewer tires for the event, using more low-carbon transport, and post-use recycling. Going forward, we plan to deepen our co-creation efforts with various partners centered on motorsports activities.

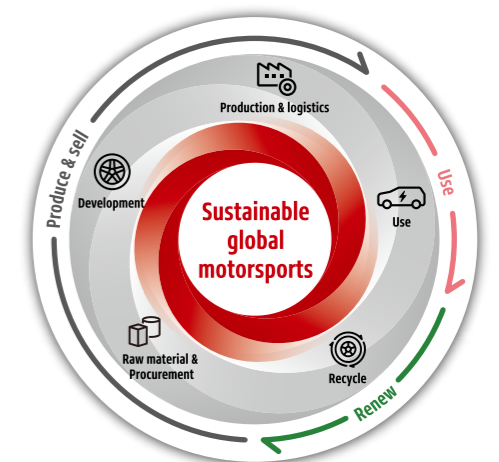
These activities will also link to the ABB FIA Formula E World Championship, for which Bridgestone has been selected as sole tire supplier from the 2026-2027 season.

\*1 Materials manufactured by reprocessing recovered (recycled) raw materials and used in finished products or components. (Based on the definition in ISO 14021:2016)

\*2 Materials made from biologically derived biomass that are continuously replenished (bio-derived materials). The replenishment rate must be greater than or equal to the depletion rate. (Based on the definition in ISO 14021:2016)



Solar cars used in the BWSC



# Create New Business Sowing Good Seeds for the Future



Sustainability Business Model

## Exploratory Business: Recycling

Bridgestone E8 Commitment **Ecology**

In addition to producing, selling, and using products, we are advancing the development and commercialization of chemical recycling technologies that “renew” tires to raw materials. Positioning this as a seed for the future, we are pursuing it as an exploratory business based on co-creation with partners.

Having decided to construct a pilot demonstration plant for the precise pyrolysis of end-of-life tires on the grounds of our Seki Plant in Seki City in Japan's Gifu Prefecture in January 2025, Bridgestone subsequently held a groundbreaking ceremony the following October. The plant is scheduled to start operation in 2027. This marks the start of an effort to realize the social implementation of chemical recycling technology that enables the recovery of tire-derived oil and recovered carbon black through the precise pyrolysis of end-of-life tires and their renewal to raw materials for tires. The pilot plant under construction will carry out technological trials related to establishing and optimizing the precise pyrolysis process. The plant implements basic precise pyrolysis technology obtained from test units installed at Bridgestone Innovation Park in 2023. Our aim for the plant is to gain knowledge of the process design and quality control necessary for stable operation, and to establish scalable technology for the mass production of tire-derived oil and recovered carbon black. In addition to technology development efforts, we will seek to build up expertise in plant operation and cultivate talent who can support the realization of chemical recycling.

After the precise pyrolysis of the end-of-life tires, we co-created with partners to renew\*<sup>1</sup> them to high-quality

synthetic rubber\*<sup>2</sup> and carbon black. We announced the resulting closed-loop recycling concept tire, the world's first\*<sup>3</sup> successful case of reusing these raw materials obtained in this way to create new tires, at the Japan Mobility Show 2025.

This initiative is a project supported by the Green Innovation Fund of the New Energy and Industrial Technology Development Organization (NEDO).

Bridgestone is also engaged in the EVERTIRE INITIATIVE, a project aimed at commercializing a recycling business that renews end-of-life tires as valuable resources for rubber and other raw materials through co-creation with partners. The project is a call for co-creation, animated by a desire to bring about a society where the value of tires continues to circulate. Through such co-creation activities with a range of partners, we are targeting the early social implementation of closed-loop tire recycling.



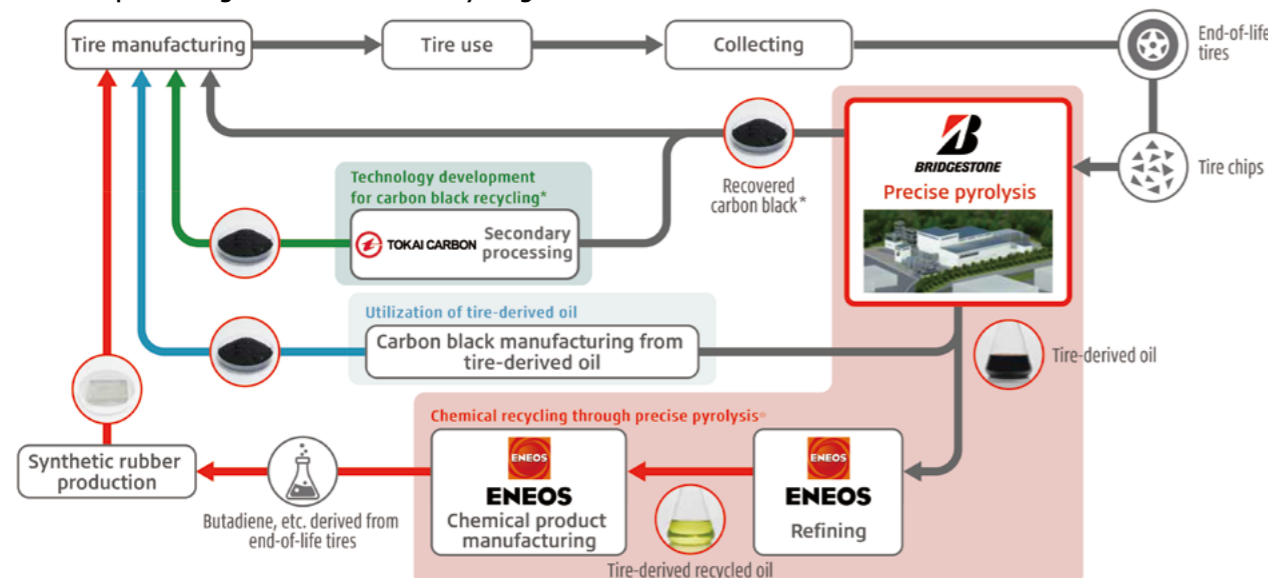
Closed-loop recycling concept tire

\*<sup>1</sup> This result was obtained as a result of work commissioned by and projects subsidized by NEDO.

\*<sup>2</sup> Synthetic rubber that partially uses butadiene from tire-derived oil.

\*<sup>3</sup> Bridgestone research

### ● Conceptual diagram of chemical recycling that “renews” end-of-life tires to raw materials



\* This achievement is based on results obtained from a project commissioned and subsidized by the New Energy and Industrial Technology Development Organization (NEDO).

## Exploratory Business: AirFree™ / Tires for Lunar Rovers

Bridgestone E8 Commitment **Extension** **Empowerment**

### AirFree

In our exploratory businesses, we start by providing social value with sustainability at the core. As one of these exploratory businesses, we are engaged in the development and social implementation of next-generation AirFree tires, which require no air filling, and we are promoting the exploration of business models that contribute to local communities, based on co-creation with external partners.

AirFree uses a spoke structure made of recyclable thermoplastic resin instead of air to support vehicle load, preventing failures caused by punctures while contributing to improving resource productivity and maintenance efficiency. Furthermore, the spokes are designed with “Empowering Blue,” a color to maximize visibility even at twilight, empowering mobility with safety and peace of mind.

Leveraging these attributes, we started demonstration experiments on public roads through collaboration with local governments, equipping Green Slow Mobility vehicles with the tires. Green Slow Mobility is gaining attention in Japan as a solution to regional transportation challenges, including population aging, rural depopulation, and labor

shortages. We will continue to steadily expand initiatives for the social implementation of AirFree through co-creation with local governments.



**AirFree™**

Next-Generation Tire that Does Not Need Air Filling

### ● Co-creation with local governments

Higashiomi City  
(Shiga Prefecture)



Okueigenji Keiryu Car: Autonomous driving utility vehicle-type Green Slow Mobility

Toyama City  
(Toyama Prefecture)



Boule Baas: Bus-type Green Slow Mobility

Kurume City  
(Fukuoka Prefecture)



Utility vehicle-type Green Slow Mobility

Suginami Ward  
(Tokyo Metropolis)



Autonomous driving utility vehicle-type Green Slow Mobility

### Lunar Rover Tires

We are also leveraging the technology cultivated through AirFree in the research and development of lunar rover tires. Bridgestone, which has supported the evolution of various kinds of mobility from the ground up with deep knowledge of roads around the world, is now expanding its horizons to a new and extreme frontier for human activity exploring the “roads” on the moon. Driven by our commitment to continuously support the mobility of people and goods with safety and peace of mind, we will also support the evolution of space mobility from the ground up. Our current plan is to pursue co-creation in technology development with the goal of seeing a variety of lunar rovers equipped with Bridgestone tires operating on the Moon after 2031, the year of our 100th anniversary.



Concept model of a lunar rover tire using AirFree technology



An unmanned vehicle equipped with scientific research equipment from Astrobotic Technology  
\* Bridgestone has been collaborating on the development of lunar rover tires since 2024

# Diversified Products Business

Bridgestone E8 Commitment Extension Empowerment

Bridgestone's diversified products business will continue to support social infrastructure by delivering safety and peace of mind, fulfillment, and joy to people's lives with high-quality products and services in areas where Bridgestone's core competences can be fully leveraged.

## Chemical and Industrial Products

### ● Hydraulic hoses



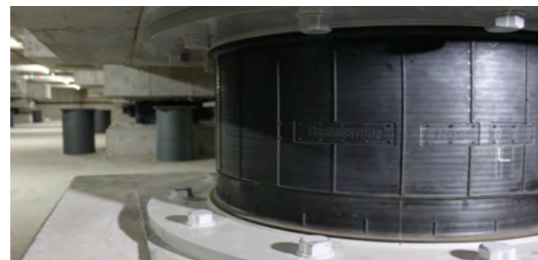
We support a wide range of hydraulic equipment in construction, industrial, and agricultural machinery, and will continue to contribute to value creation based on our business model of produce and sell, and use products.

### ● Rubber track



As a pioneer in this industry, we will continue to evolve into a sustainable business by providing products and services that enhance customer value, supporting the agriculture and construction sectors from the ground up, and contributing to society.

### ● Seismic isolation



Leveraging our rubber material development capabilities and advanced evaluation and analysis capabilities, we will continue to be a business that protects lives and social infrastructure.

### ● Plastic piping



Through our resinification technology, we aim to achieve both a sustainable global environment and the provision of a comfortable, safe, and secure living environment for people.

## Diversified Products

### ● Sports (golf)



By providing high-performance products and services born from contact science, we remain committed to helping golfers achieve their best performance.

### ● Air spring (In the U.S.)



By providing high-quality air springs, we support safe, secure, and comfortable mobility, from the ground up.

### ● Cycles



We will continue to provide attractive products that ensure our customers' safety and peace of mind, and contribute to the advancement of mobility with a focus on road safety.

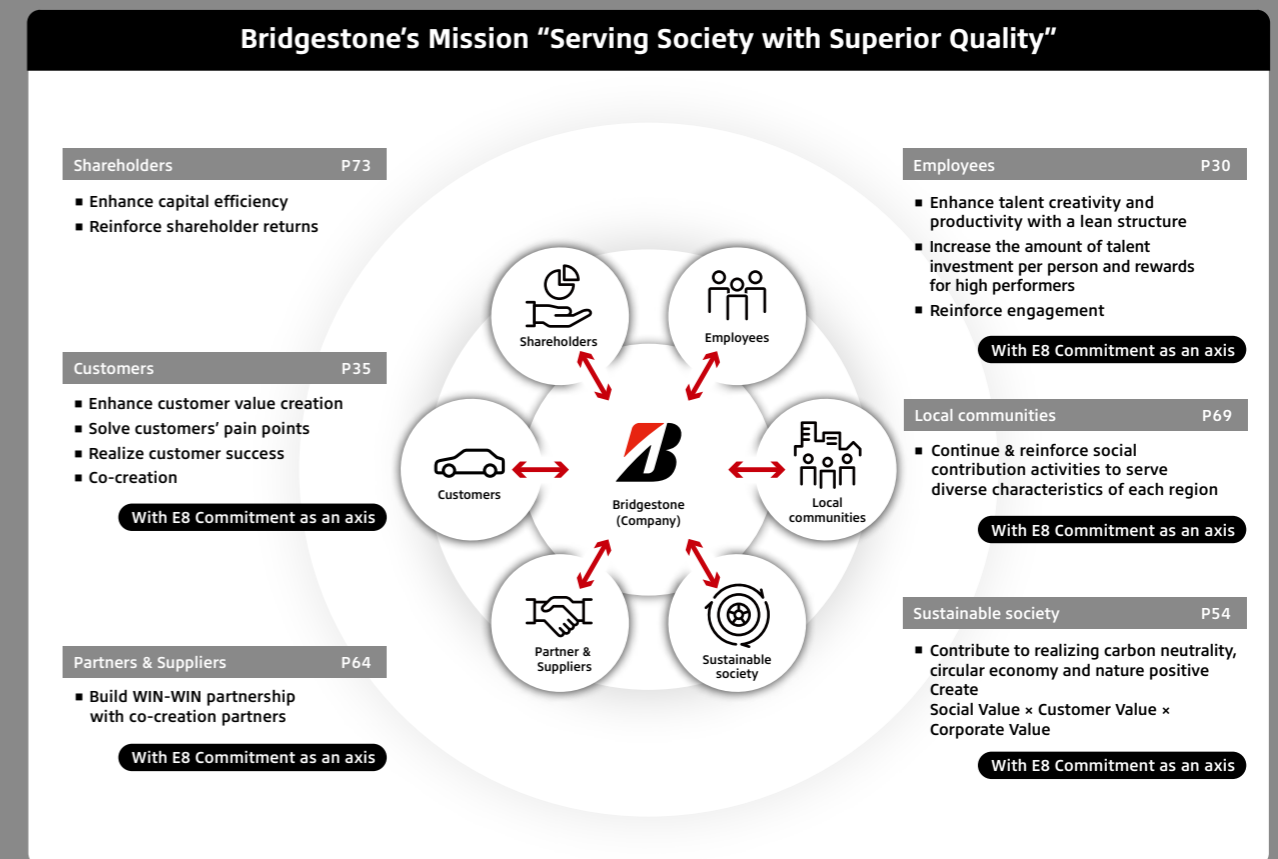
## Bridgestone-Like Harmony with Stakeholders . . . . . 52

### Partners & Suppliers, Sustainable Society, Local Communities . . . 52

- Setting Sustainability Priority Issues in Dialogue with Stakeholders . . . . . 52
- Establishment and Evolution of the Sustainability Business Model . . . . . 54
- Respect for Human Rights . . . . . 62
- Sustainable Procurement . . . . . 64
- [TOPICS] Sustainable Procurement of Natural Rubber . . . . . 66
- In Harmony with Communities . . . . . 69
- TRWP, 6PPD: Initiatives as an Industry Leader Supporting Mobility with Safety and Peace of Mind . . . . . 71

### Shareholders: Investor Relations Activities . . . . . 73

### ● Bridgestone-Like Harmony with Stakeholders



# 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.

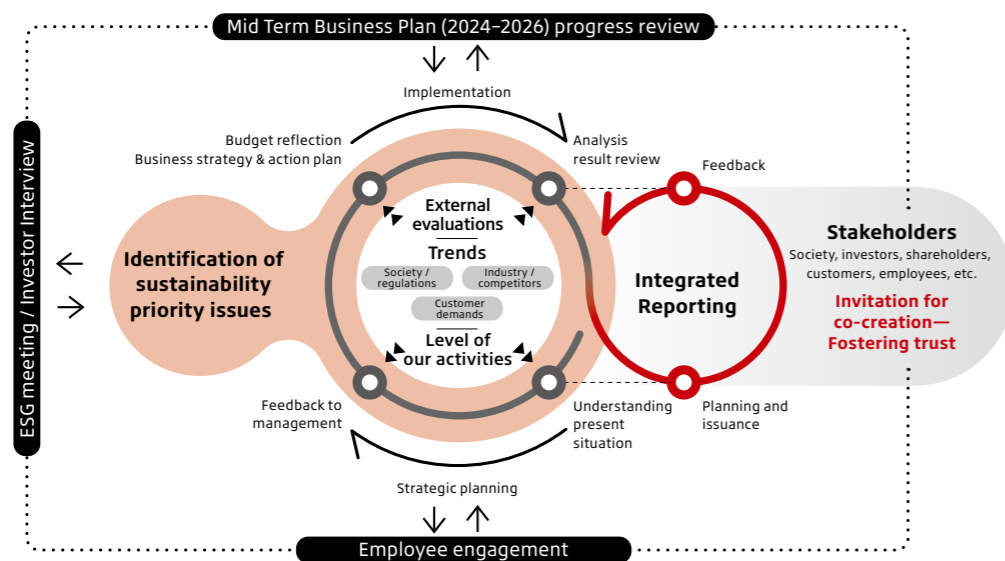
In identifying sustainability priority issues, we recognized both the impact that changes in society and the business environment have on our company, as well as the contributions and impact that our business activities have on society. In terms of management challenges to create value, we set priority 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/)  
<https://www.bridgestone.com/responsibilities/approach/framework/>



## Progress of Initiatives



**Akihiro Inatsugi**  
Executive Director,  
Sustainability Strategy

We are pursuing sustainability initiatives with a focus on value creation while ensuring alignment with our businesses and the contribution the initiatives make to our businesses. By steadily advancing efforts to address the priority issues, we are creating social value, customer value, and impact, thereby strengthening the foundation of our business and our competitiveness.

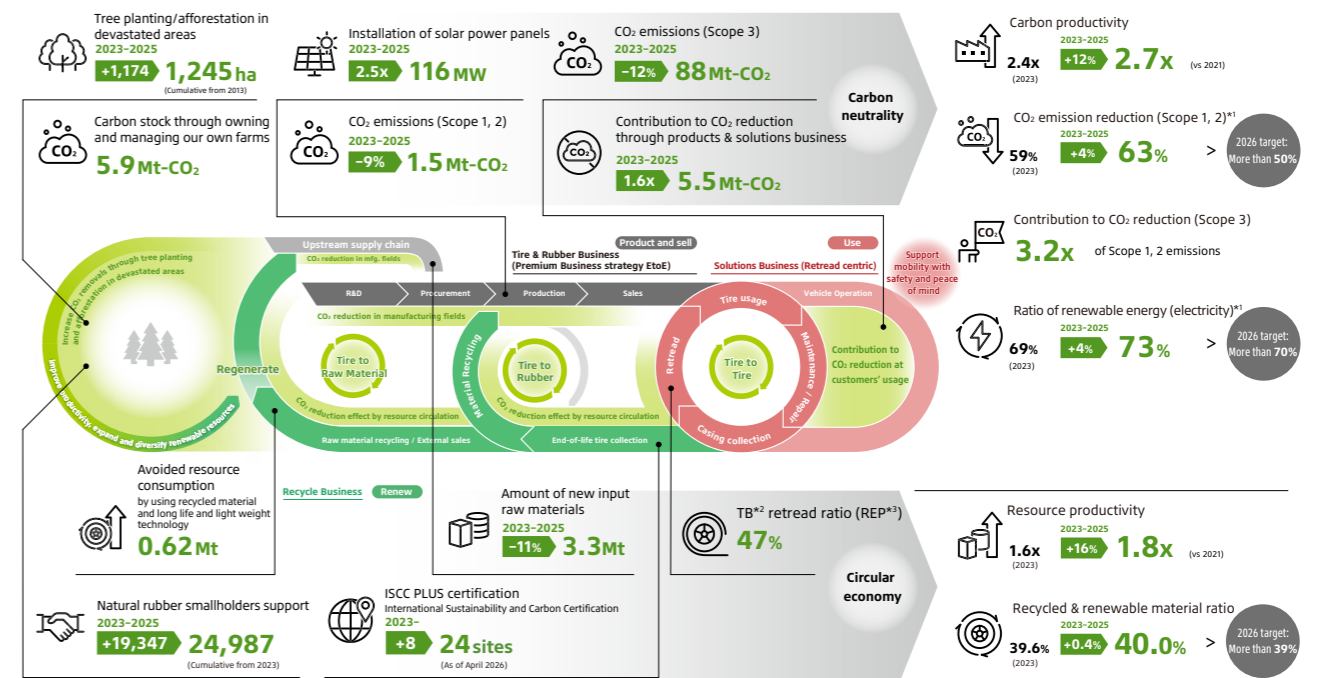
From the perspective of strengthening competitiveness, we are pursuing the decoupling of business growth and environmental impact through various initiatives aimed at establishing and evolving the Sustainability Business Model, improving carbon productivity\*1 and resource productivity\*2. Carbon productivity increased by 12% in 2025 compared to 2023 and reached 2.7 times the level of 2021. Resource productivity also increased by 16% compared to 2023 and reached 1.8 times the level of 2021 (see figure below). The contributions to CO<sub>2</sub> emission reductions across the value chain through our business activities are also steadily increasing, while the reduction in the use of virgin materials through practices such as retreading and the use of recycled materials has risen to approximately 620,000 metric tons.

From the perspective of strengthening the foundation of our business, we are steadily contributing to local communities through road safety awareness activities and other initiatives, helping to foster trust with the community and bolster the engagement of participating teammates. Meanwhile, by continuously raising the level of activities to ensure respect for human rights, we are helping to reduce risks at our own sites and in the supply chain.

Going forward, we will continue to be attentive to the significance of the impact we create. We will reinforce the foundation of our business and our competitiveness, and we will contribute to society by continuously creating social value and customer value through dialogue with stakeholders, thereby growing sustainably together with society.

\*1 Revenue per CO<sub>2</sub> emissions from manufacturing sites (Scope 1, 2)  
\*2 Revenue per raw materials used

## Outcomes through the Sustainability Business Model (2025 Results)



\*1 Excludes carbon black plants for which transfer contracts were signed in 2025  
\*2 Truck and bus tires  
\*3 Replacement tires

## 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 CO<sub>2</sub> 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’ CO<sub>2</sub> emissions through proposals for optimal transportation routes in mobility solutions.

## 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 CO<sub>2</sub> emissions (Scope 1 and 2) by 50% and contributing to CO<sub>2</sub> 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) CO<sub>2</sub> emissions, using 2020 as the benchmark year.

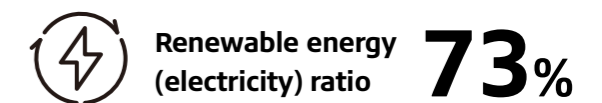
## Reduction of CO<sub>2</sub> Emissions During the Production Phase (Scope 1, 2)

Result in 2025



Our ratio of CO<sub>2</sub> 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

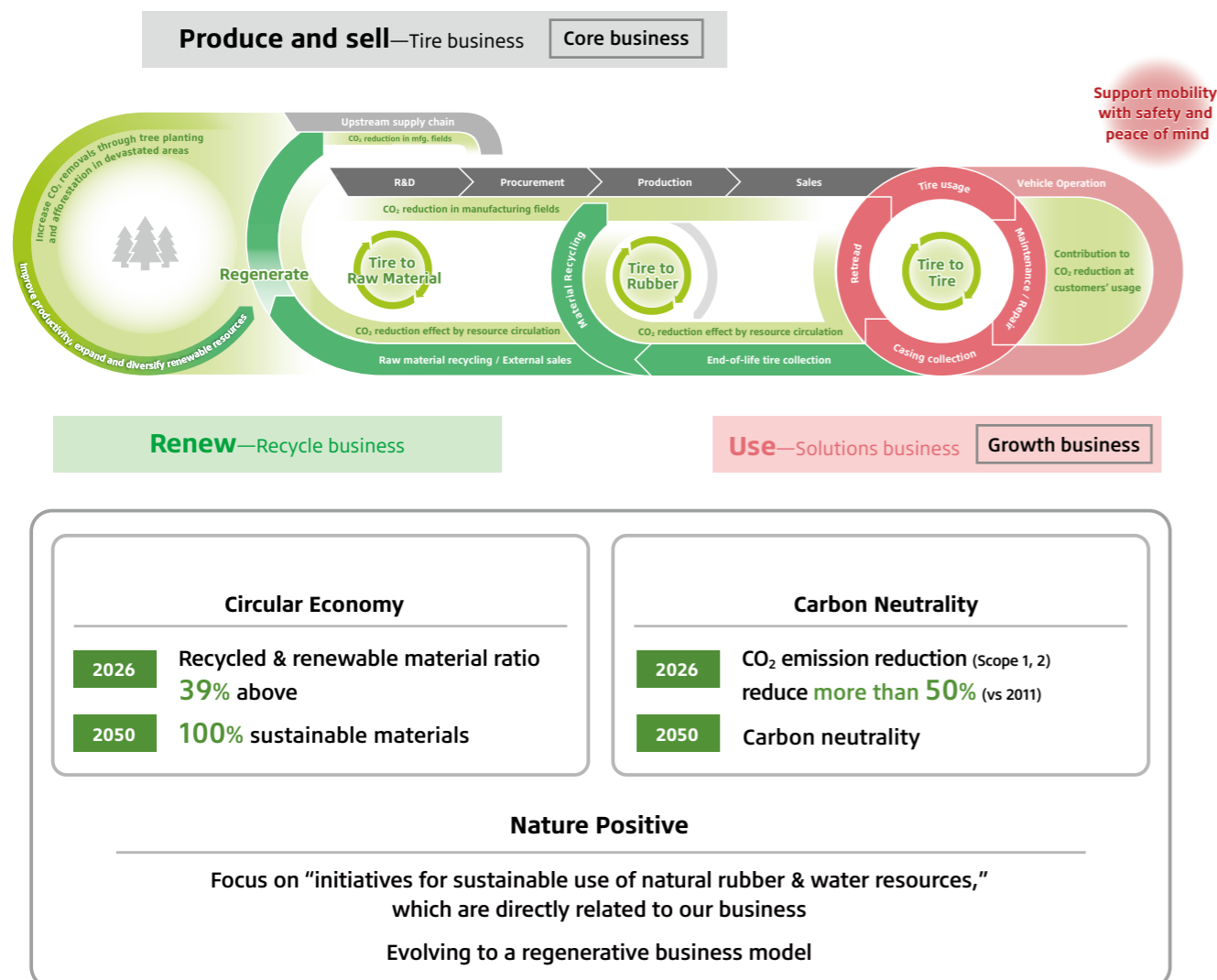


While the share of renewable energy (electricity) in 2025 was 73%\*1, slightly lower than the previous year, this level nevertheless significantly exceeded our target of more than 70% for 2026 and the 2024 average of 57%\*2 for major tire manufacturers.

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 Sabancı 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”



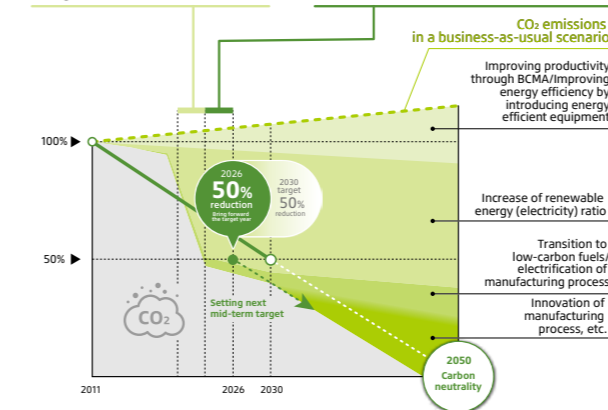
## Transition plan for carbon neutrality

### 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

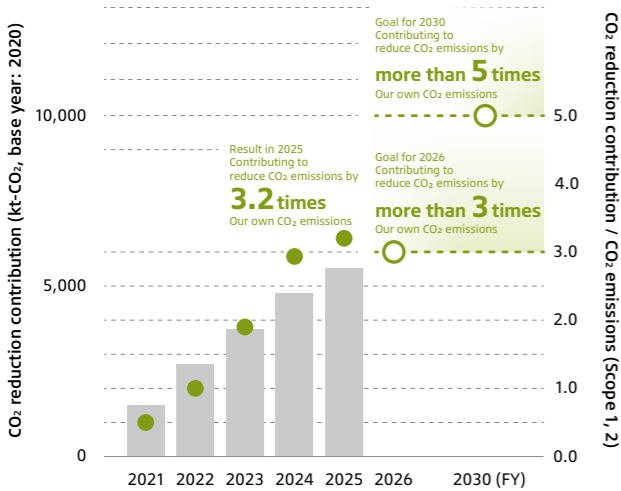
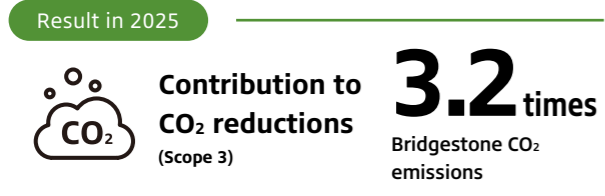


By the end of 2025, four of our tire plants had switched the majority of their energy use to low-carbon energy, thus becoming low-CO<sub>2</sub> emission plants. This positions us to provide customers with tires with a lower carbon footprint, and also reinforces our ability to respond to stricter regulations and increasingly sophisticated customer demands.

To further reduce emissions going forward, it is crucial to realize the next level of both enhanced competitiveness and CO<sub>2</sub> 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 CO<sub>2</sub> 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 CO<sub>2</sub> Reductions

Bridgestone is working to reduce CO<sub>2</sub> 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.



Our target for 2030 is to contribute to reducing CO<sub>2</sub> emissions exceeding five times our operation’s Scope 1 and 2 CO<sub>2</sub> 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 CO<sub>2</sub> reductions, expand our contribution to CO<sub>2</sub> 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.

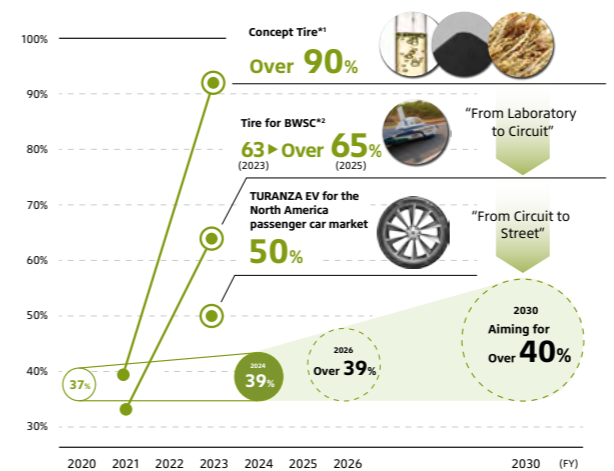
We have made strides in areas such as reducing product weight, expanding circular businesses through the retread business, and enhancing mobility solutions. As a result, our resource productivity in 2025 was 1.8 times higher than in 2021. The improvement indicates our transformation towards a business 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



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.

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.

### 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.

### 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 rising 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	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	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.
		Intellectual Capital				Expansion of farming methods in harmony with 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	Regulatory compliance for own farms/ Partners	Traceability rate	Improving production skills	Income enhancement & stabilisation	Value for Smallholders	
		Social and relationship Capital	Ensuring traceability and implementing human rights & environmental due diligence					
	Social Vulnerability Higher exposure to human rights and noncompliance risks	Personnel with specialized expertise in NR production (Human Capital)	Industry-wide collaboration	Due diligence implementation rate	Inclusion in supply chain	Addressing regulations & compliance	Value for Business & Our Partners	
		Human Capital						
	NR manufacturing systems (own farms & processing facilities)				Revitalisation of farming communities			
	Manufactured Capital							

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

### Result in 2025



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.

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.



Support for smallholders in Indonesia in collaboration with WWF Japan

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.

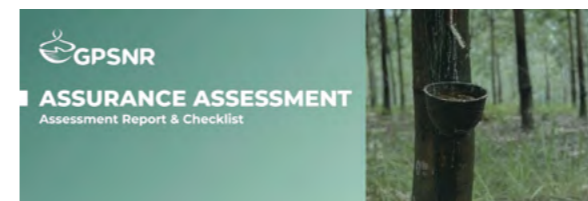
■ **Support and Assurance Initiatives through the Global Platform for Sustainable Natural Rubber (GPSNR)**

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.



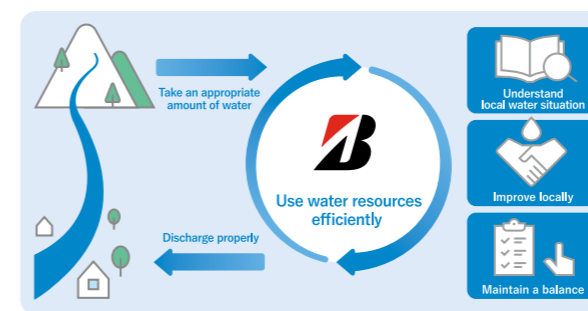
Also in 2025, GPSNR established the GPSNR Assurance System, a comprehensive and transparent framework based on the principles of continuous improvement, risk-based due diligence, SIM-based support for smallholders, third-party verification, and accountability through disclosure. As a supporter of this 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**



Partners & Suppliers

Sustainable Society

Local Communities

## 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.

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.

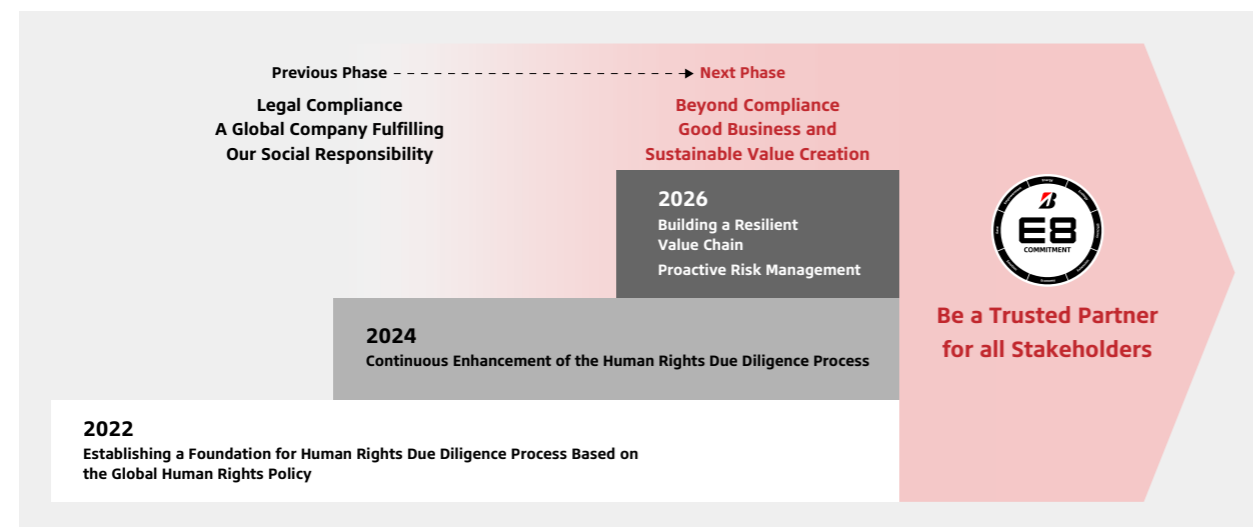


### 2026 Outlook

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/](https://www.bridgestone.com/responsibilities/social/human_rights/)



### 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

\* 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.

### 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



Supplier site inspection

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.

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.

## 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

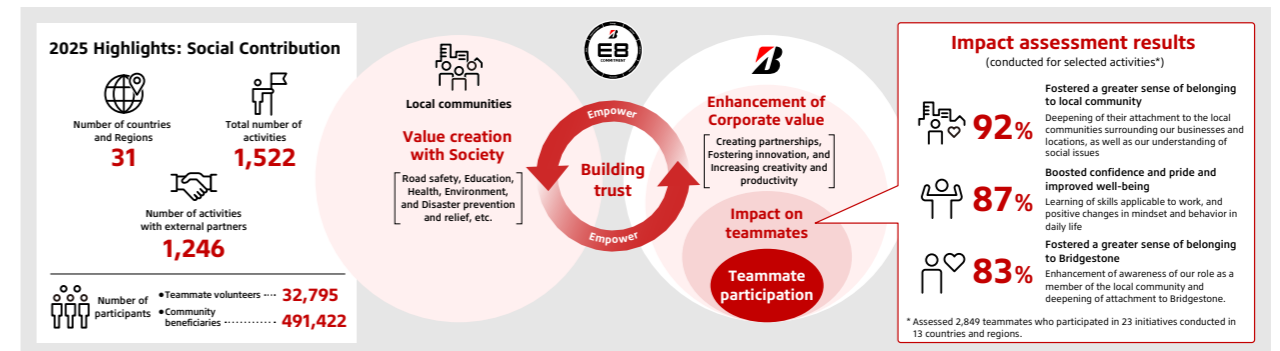
Firestone Liberia (FSLB), one of Bridgestone’s largest natural rubber farms, was the world’s first natural rubber farm to be issued the ISCC EUDR Add-on Certificate for natural rubber, recognizing its exemplary performance in the practice of sustainability. Under this certification system, FSLB underwent 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/](https://www.bridgestone.com/responsibilities/social/procurement/grievance_mechanism/)



## 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”

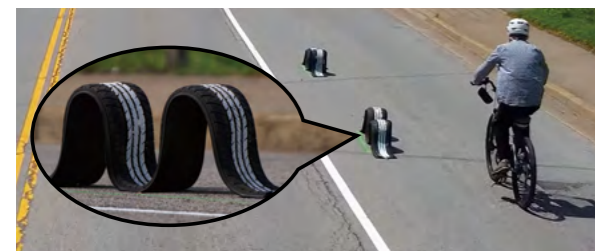
## Local Infrastructure Improvements for Road Safety

### 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 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.



**Windu Mulyana**  
Road Safety Specialist  
Transportologi  
(external partner)



**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.

## 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

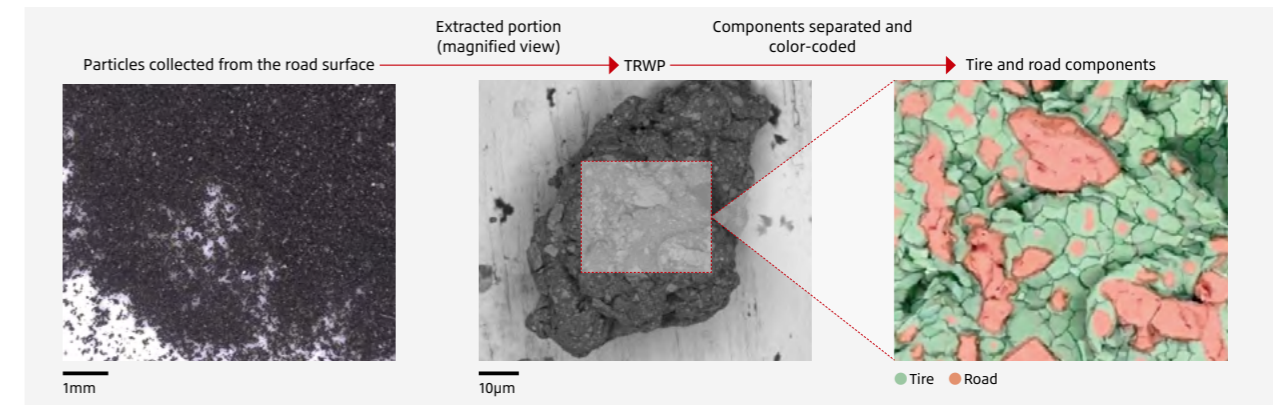
relevant initiatives as a global tire industry leader.

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.

 Shareholders

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.

**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.

■ 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.

**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.



Financial Results Review Meeting for FY 2025



Briefings for Individual Investors

# Governance

## Compliance, Fair Competition

Bridgestone's commitment to ethics, compliance and integrity helps to continuously achieve its mission of "Serving Society with Superior Quality." This commitment supports its goal of building an effective ethics and compliance program.

The success of any effective ethics and compliance program depends on the ongoing and proactive organization-wide engagement of leaders, managers and supervisors, all working to help build and sustain a culture of compliance. Board oversight, supervision and engagement have been hallmarks of Bridgestone's ethics and compliance program for many years. Additionally, periodic reports on the progress and status of the ethics and compliance program are provided to the Compliance Committee, which reports to the Board of Directors, and the Board of Directors in each region.

In working toward becoming a sustainable solutions company, we aim to balance global consistency with the flexibility needed to effectively address regional and even local risks that can vary significantly due to the wide range of operations we are involved in and the variety of geographic, legal and regulatory environments in which we operate.

[Compliance / Fair competition](https://www.bridgestone.com/responsibilities/governance/compliance/)  
https://www.bridgestone.com/responsibilities/governance/compliance/

[The Code of Conduct](https://www.bridgestone.com/responsibilities/code/)  
https://www.bridgestone.com/responsibilities/code/

[Global Anti-Bribery Policy](https://www.bridgestone.com/responsibilities/anti_bribery/)  
https://www.bridgestone.com/responsibilities/anti\_bribery/

[Bridgestone Group Tax Policy](https://www.bridgestone.com/responsibilities/governance/approach_tax/)  
https://www.bridgestone.com/responsibilities/governance/approach\_tax/

## Promotion of Ethics and Compliance Programs

Bridgestone seeks to mitigate third-party risks by conducting appropriate due diligence, including a detailed and in-depth review of all high-risk intermediaries, to reinforce the compliance due diligence program and mitigate anti-bribery risks. As of December 31, 2025, 98% of Bridgestone's high-risk intermediaries have been reviewed. As our business and operations continue to evolve, we will also look at how to adapt our ethics and compliance programs to ensure that they remain relevant, adequately resourced and work effectively in practice. We do this through self-assessments, and working with outside advisors to help us assess our global and regional ethics and compliance programs.

## Monitoring and Responding

We seek to maintain an environment where teammates feel comfortable speaking up and knowing that they will be heard.

Various resources, including the BridgeLine are available to all Bridgestone Group teammates and stakeholders to encourage them to ask questions or speak up about concerns.

We have established the BridgeLine reporting systems (operated by third party specialists) to allow all Group teammates and any Bridgestone stakeholder (including, for example, contractors, suppliers, consumers and customers) to confidentially and anonymously report suspected criminal conduct; violations of the Code of Conduct; violations of other company policies, or the law; or other ethical concerns and questions. BridgeLine is publicly referenced in various documents, including the Code of Conduct. BridgeLine is a 24/7 hotline available in all regions and in multiple languages.

Bridgestone's Compliance team or relevant departments thoroughly investigate all misconduct allegations. Each region follows detailed procedures to ensure consistent, high-quality investigations and tracks data to identify risks and trends and assess effectiveness. Results are regularly reported to the Board of Directors of significant subsidiaries worldwide.

In 2025, a total of 2,060 BridgeLine reports and questions were received worldwide. A breakdown of the categories of reports and questions received globally appears below. All confirmed violations resulted in appropriate corrective and mitigating actions, including disciplinary measures up to and including termination. There were no significant confirmed reports in 2025 for corruption and antitrust/ competition.

Bridgestone actively monitors and analyzes data relating to its internal investigations to continuously improve its ethics and compliance level.

### 2025 BridgeLine Matters per Category



[BridgeLine](https://www.bridgestone.com/responsibilities/governance/compliance/bridgeline/)  
https://www.bridgestone.com/responsibilities/governance/compliance/bridgeline/

## Corporate Governance

### Basic Approach

Guided by its unchanging mission of "Serving Society with Superior Quality," Bridgestone is accelerating its growth toward the 100th anniversary in 2031 and aiming to get back to the world's No. 1 in the rubber and tire industry. As part of this effort, we are working to improve our governance system and will continue to seek further improvements in the system by developing more robust internal controls.

Bridgestone has been utilizing Japan's Corporate Governance Code (the Code) as a tool for evaluating its governance policies and systems. We have implemented all the general principles, principles, and supplementary principles set forth in the Code and disclosed our efforts and policies regarding each principle in a Report on the Corporate Governance Code (in Japanese and English) on our website. The report was approved by the Board of Directors following deliberations and recommendations by the Governance Committee, an advisory committee to the Board of Directors.

[Corporate Governance](https://www.bridgestone.com/corporate/governance/)  
https://www.bridgestone.com/corporate/governance/

### Transformation of Corporate Governance

Bridgestone has made continuous efforts to strengthen its corporate governance system, including the introduction of Independent Directors in 2010, the establishment of advisory committees to the Board between 2013 and 2014, and the adoption of the "Company with Nominating Committee, etc." in 2016. As part of this ongoing process, the Articles of Incorporation were amended in 2021 to abolish the full-time position of Chairperson and to select a Chairperson of the Board of Directors from among the Independent Directors at a meeting of the Board of Directors to enhance execution and supervisory functions. Please see below for an overview of the transformation of Bridgestone's corporate governance to date.

Ongoing process of optimization of governance in response to evolving company strategies & changing social demands			
Theme	Year	Oversight	Management & Operational Execution
Creation of a governance structure for the realization of the "Sustainable Solutions Company" strategy	2026	Approve new executive management structure to get back to the world's No. 1 position	Introduce new executive management structure to get back to the world's No. 1 position
	2025		Evolve new & true glocal* management structure (4 Executive Vice Presidents, clearly defines PL responsibilities & the cross-functional & global optimization responsibilities)
	2024	Approve new & true glocal management structure	Introduce new global management structure (incl. BRIDGESTONE EAST & WEST regional structure)
	2023	Approve new global management structure	Commence Mid Term Business Plan (2024-2026)
	2022	Introduce independent Chair-driven process of Board agenda setting	Commence "2030 Long Term Strategic Aspiration" Introduce Global CEO & 2 Joint Global COOs system in Bridgestone Corp.
	2021	Abolish the full-time position of "Chairperson" Nominate Board Chair from independent directors	Commence Mid Term Business Plan (2021-2023)
	2020	Separate roles of CEO & Chairman of the Board	Commence Mid-Long Term Business Strategy
	2018	Restructuring of the Board's authority & enhanced oversight of the Board (Authority delegation to executive management)	Establish "Global Sustainable Procurement Policy," "Global Human Rights Policy" & "Code of Conduct"
	2016	Adopt new corporate structure "Company with Nominating Committee, etc."	
	-2015	Establish discretionary board advisory committees (Governance, Nomination, Compensation & Compliance)	Establish SBU organization structure Introduce Global Executive Committee Meeting Introduce Global CEO & Global COO in Bridgestone Corp.
		Introduce independent members of the Board of Directors	

**Bridgestone E8 Commitment**

**The Bridgestone Essence Framework**  
 • Safety Mission Statement  
 • Quality Mission Statement  
 • Environmental Mission Statement

Governance

Corporate Governance System

In March 2016, Bridgestone transitioned to a “Company with Nominating Committee, etc.” The Board of Directors consists of 12 directors, including eight Independent Directors. We have established and maintained a corporate governance system that combines the appropriate and proactive execution of duties by the Nominating Committee, Audit Committee, and Compensation Committee with the supervision of the performance of the Company’s executive officers and directors by the Board of Directors. Furthermore, to enhance corporate governance transparency, the Governance Committee and Compliance Committee have been established as advisory bodies to the Board of Directors.

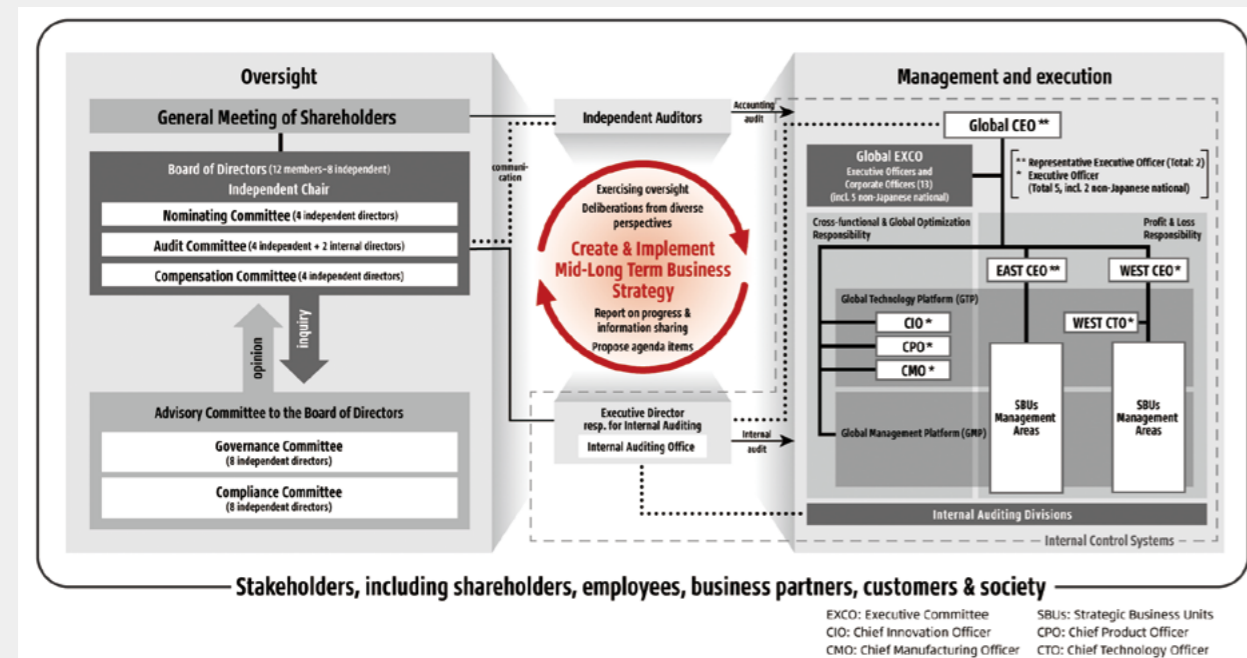
The Board of Directors, including these statutory committees (Nominating Committee, Audit Committee, and Compensation Committee) and advisory committees (Governance Committee and Compliance Committee), supervises business divisions via regular progress reports and information sharing to create a corporate governance system that aims to realize the Mid-Long Term Business Strategy. In addition, not only do Independent Directors constitute a majority of the Board of Directors and the Audit Committee, but all of the Nominating Committee, Compensation Committee and advisory committees are composed solely of Independent Directors.

As for the business divisions from January 2024, under the Global CEO, the Group’s business has been divided into two regions, WEST (mainly in the U.S. and Europe) and EAST (mainly in Japan and Asia). Under the two regions, several SBUs (Strategic Business Units) have been established, which have been broken down into detailed business areas to allow management and execution to stay closely engaged on-site and fully dive into the issues. In January 2026, the new Global CEO was appointed. Furthermore, from March 2026 onwards, under the new executive structure, the Company will continue to clarify business responsibilities as well as cross-functional and global optimization responsibilities, which have been

emphasized to date, in order to further strengthen corporate competitiveness and realize more agile responses to rapid changes in the business environment. To further reinforce the technological foundation cultivated over many years as a rubber and tire manufacturer, the Company established a global technology platform based on three pillars: material development, product development, and manufacturing (production technology), appointing Executive Officers as Chief Innovation Officer, Chief Product Officer, and Chief Manufacturing Officer. Additionally, to enhance global comprehensive capabilities in management strategy and business administration, the Company assigned Vice President and Senior Officers to each function of the global management platform, thereby further clarifying an optimal company-wide decision-making system. Under this executive structure, the Company will continue to place the development of attractive products and services and the enhancement of cost competitiveness at the core of its growth, and through portfolio management of its businesses worldwide, strive to further strengthen glocal optimal management.

The Global Executive Committee (Global EXCO), established as the Group’s highest level management and execution committee and consisting mainly of these members, discusses and deliberates management strategies and issues, including sustainability, from a global perspective, thereby strengthening the Group’s system of checks and balances and enhancing transparency of the decision-making process. In addition, each business division maintains a system for reporting to the appropriate representative executive officers of said divisions regarding the status of execution of duties. This information is also regularly and promptly reported to the Board of Directors to aid in their deliberations, and these actions ensure that we maintain an effective supervisory function. Please see below for the Company’s corporate governance structure aimed at realizing its Mid-Long Term Business Strategy.

● Corporate Governance Structure (As of June 2026)



Approach to the Composition of the Board of Directors and the Roles Particularly Expected of Directors

The Nominating Committee, in selecting candidates for nomination to the Board of Directors, places great importance on ensuring a balance of knowledge, experience and skills, as well as diversity, among the entire Board of Directors. The Committee considers individual business experience for Internal Director candidates and expertise in a wide range of disciplines and fields for Independent Director candidates. Additionally, the Company considers that the size of the Board of Directors should be sufficient to

enable thorough discussions in reaching conclusions. To ensure the independence of Independent Directors, the Company has established its own Independence Standard. Based on this approach, the Company’s Board of Directors has established a well-balanced portfolio of human resources with diverse perspectives to supervise the successful execution of the Mid-Long Term Business Strategy aimed at enhancing corporate value.

Name	Executive Officers/ Non-executive Directors/Outside and Independent Directors	Tenure as Director (Years)	Nominating Committee	Audit Committee	Compensation Committee	Sustainability	Capital, Human Resources and Organizational Strategy	Global Experience	Technologies and Innovation	Finance and Accounting	Legal Affairs and Risk Management	Management Experience at Other Companies
Yasuhiro Morita	Representative Executive Officer	—				○	○	○				
Nobuyuki Tamura	Representative Executive Officer	—				○	○	○				
Akira Matsuda	Internal / Non-executive	3		○		○		○	○			
Tsuyoshi Yoshimi	Internal / Non-executive	7		○			○			○	○	
Toshiaki Itagaki	Outside / Independent	1	○		○			○		○		○
Yukari Kobayashi	Outside / Independent	3		○				○	○			○
Yoko Suzuki	Outside / Independent	8		○		○	○				○	
Scott Trevor Davis	Outside / Independent	15	○		○	○	○	○				
Yasuhiro Nakajima	Outside / Independent	3		○				○		○	○	
Kenichi Masuda	Outside / Independent	10	○		○		○	○			○	
Noriko Morikawa	Outside / Independent	1		○			○	○				○
Shigeki Mori	Outside / Independent	—	○		○	○		○				○

Notes: Tenure as of March 24, 2026. \* Proportion of Independent Directors: 66.7% (8 of 12)  
Outside and Independent Directors are listed in order of the Japanese syllabary. \* Proportion of Women Directors: 25% (3 of 12)  
Circles indicate the top three priorities in the expected areas of contribution as a director.

Evaluating the Effectiveness of the Board of Directors

In evaluating the effectiveness of the Board of Directors, Bridgestone recognizes that enhancement of governance is premised on the functioning of the Board of Directors as well as the statutory and advisory committees. Based on this understanding, we accordingly conduct a functional assessment that comprehensively encompasses the Board of Directors, as well as the statutory and advisory committees, taking into account deliberation outcomes of the Board of Directors and the respective committees, as well as the self-evaluations of each member of the Board.

Board of Directors evaluations use a cyclical one-year PDCA process that entails issue identification for the current fiscal year based on evaluation of the previous fiscal year, implementation, evaluation of the current fiscal year, and issue identification for the subsequent fiscal year based on evaluation of the current fiscal year, leading to continuous improvement.

The evaluation for the fiscal year 2025 on each of the issues identified based on the effectiveness evaluation for the fiscal year 2024 confirmed that the following ongoing initiatives by the Board of Directors are being implemented: 1) active Board deliberations through the appointment of an Outside Director as the Chairperson, 2) the Board of Directors receives reports in a timely manner from the business divisions, and 3) for timely and appropriate reporting and information sharing on important themes, specific themes requested by Independent Outside Directors added in 2025 (overview of IT infrastructure and solutions, summary of the cyber incident involving a U.S. subsidiary) were reported and discussed at the Board of Directors based on reports from the business divisions, and therefore the effectiveness of the Board of Directors has been ensured. In addition, for initiative 4) further invigorate that talent portfolio of the Board of Directors, which possesses diverse

Governance

experience and skills, by fostering substantial information sharing and discussions among non-executive members of the Board, Bridgestone is increasing opportunities for Members of the Board to exchange views outside of Board of Directors and committee meetings in order to further promote mutual understanding and strengthen collaboration among Members of the Board, thereby improving the overall functioning of the Board of Directors.

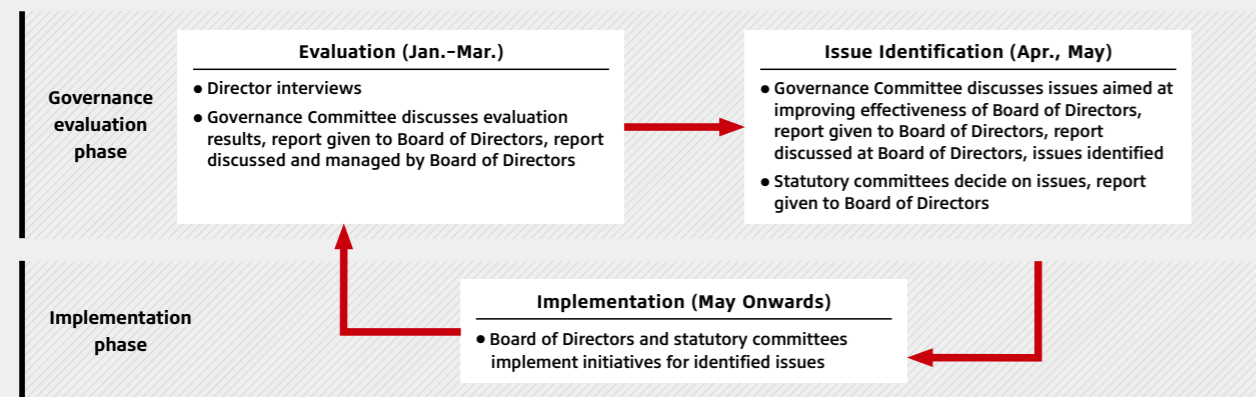
We have also confirmed that active discussions continue to take place at the Board meetings on regular agenda items, leveraging the diverse perspectives of Independent Directors. Furthermore, we have verified that timely and appropriate decisions are being made and that the effectiveness of the Board of Directors is ensured through the confirmation and review of Bridgestone's global activities by statutory and advisory committees, as well as through exchanges of opinions among Directors outside of Board and committee meetings.

Regarding the status of business execution, timely and

accurate information was shared with the Board of Directors by the Global CEO and Representative Executive Officer, primarily through reports of discussions at the Global EXCO. As a result, this led to even more productive discussions between Directors and business divisions when confirming the progress of the Mid Term Business Plan (2024-2026) and when deliberating and making decisions on individual matters related to key management issues.

In 2026, under the new executive structure, we have begun formulating the next Mid Term Plan starting from 2027, through active discussions at the Global EXCO. In formulating the plan, the business divisions report on their progress to the Board of Directors, and the process is advanced while taking into account the deliberations and opinions of the Board. Through this approach, management transparency and effectiveness are further enhanced, and the formulation of strategies incorporating a global perspective is steadily progressing.

● Effectiveness Evaluation Process



Compensation System for Executive Officers

Remuneration for each position and individual director and executive officer is determined by the Compensation Committee, which is composed solely of Independent Directors. In its deliberations the committee considers changes in the business environment, the opinions of shareholders and investors, along with information from third-party human resources and compensation consultants with extensive global experience and knowledge.

The Company has designed a compensation system based on the following principles of remuneration: "attract and cultivate superior talent," "support a competitive remuneration level," "provide motivation for the execution of business strategies," and "provide motivation for enhancing shareholder value." From fiscal year 2022, the Company adopted the mid- to long-term incentives aimed at promoting sustainability and transformation initiatives, and achieving the Mid-Long Term Business Strategy. For fiscal year 2025, the Compensation Committee has set the following six goals and evaluated the achievement.

- (1) Internal and external communication and embodying value creation based on the "Bridgestone E8 Commitment" as the axis
- (2) Investment in and development of talent to increase added value and engagement
- (3) Carbon neutrality, including reduction of CO<sub>2</sub> emissions
- (4) Circular economy, including increasing the ratio of recycled and renewable materials
- (5) Nature positive activities, focusing on natural rubber and water resources
- (6) Address TRWP (tire and road wear particles) and 6PPD (an antioxidant and antiozonant widely used in the tire industry) as an industry leader

As for fiscal year 2026, it is also planned to evaluate sustainability initiatives as part of the mid- to long-term incentives with the same objective.

For details on the compensation system, please refer to "(4) Remuneration for Members of the Board and Executive Officers" in the Annual Securities Report (107th Fiscal Period). [🔗](#)

[🔗 Annual Securities Report \(107th Fiscal Period\)](#)  
[https://www.bridgestone.com/ir/library/securities\\_report/pdf/e\\_107.pdf](https://www.bridgestone.com/ir/library/securities_report/pdf/e_107.pdf)

Board of Directors and Executive Officers Effective June 1, 2026

Board of Directors



**Yasuhiro Morita**  
Member of the Board  
Representative Executive Officer  
Global CEO



**Nobuyuki Tamura**  
Member of the Board  
Representative Executive Officer  
EAST CEO



**Akira Matsuda**  
Member of the Board  
Member of the Audit Committee



**Tsuyoshi Yoshimi**  
Member of the Board  
Member of the Audit Committee



**Scott Trevor Davis**  
Member of the Board\*  
Chairperson of the Board of Directors  
Member of the Nominating Committee  
Member of the Compensation Committee  
Chairperson of the Governance Committee



**Kenichi Masuda**  
Member of the Board\*  
Chairperson of the Nominating Committee  
Member of the Compensation Committee  
Chairperson of the Compliance Committee



**Yoko Suzuki**  
Member of the Board\*  
Member of the Audit Committee



**Yukari Kobayashi**  
Member of the Board\*  
Member of the Audit Committee



**Yasuhiro Nakajima**  
Member of the Board\*  
Chairperson of the Audit Committee



**Noriko Morikawa**  
Member of the Board\*  
Member of the Audit Committee



**Toshiaki Itagaki**  
Member of the Board\*  
Chairperson of the Compensation Committee  
Member of the Nominating Committee



**Shigeki Mori**  
Member of the Board\*  
Member of the Nominating Committee  
Member of the Compensation Committee

\* Independent Director

Executive Officers



**Yasuhiro Morita**  
Representative Executive Officer  
Global CEO (\*)



**Nobuyuki Tamura**  
Representative Executive Officer  
EAST CEO (\*)



**Scott Damon**  
Executive Officer  
WEST CEO (\*)



**Emilio Tiberio**  
Executive Officer  
WEST CTO (Chief Technology Officer) (\*)



**Tomohiro Kusano**  
Executive Officer  
CIO (Chief Innovation Officer) (\*)



**Hiroshi Imai**  
Executive Officer  
CPO (Chief Product Officer)  
Global Motorsports (\*)



**Yukihiro Hosono**  
Executive Officer  
CMO (Chief Manufacturing Officer) (\*)

(\*) Global Executive Committee Members

## TOPICS Small Meeting/ Dialogue between the Board Chair and the Chairs of the Three Statutory Committees with Institutional Investors and Analysts



On January 19, 2026, we held a small meeting with 40 investors and analysts from 34 companies, along with the Board Chair and Chairs of the Nominating, Compensation, and Audit Committees. Following the presentations on the progress and challenges in 2025, the following Q&A session was held.

A summary of the presentations and the Q&A session from the day, entitled “Summary of the dialogue,” is available in the IR Library under “Other IR Events.”

[Other IR Events](#) | [Reports & Presentations](#) | [Investor Relations](#) | [Bridgestone Corporation](#)

### Q&A Session Summary

#### Q1. Background of Global CEO Transition

Could you explain the background behind the Global CEO transition—how the timing was determined, the key points of discussion within the Nominating Committee, and why Mr. Morita was selected from among the candidates?

##### A. Masuda

The selection of the Global CEO is one of the most critical responsibilities of the Nominating Committee, and we conducted extensive and careful deliberations. The timing of transition was determined by whether the Company had reached the most appropriate juncture to move to its next stage of development. A key starting point for discussion was the significant progress made under former Global CEO Mr. Ishibashi, who navigated the Company through unprecedented challenges during the COVID-19 pandemic and advanced major business rebuilding and restructuring initiatives. As the Company shifts toward a phase centered on “growth with quality,” and with the centennial anniversary in 2031 approaching, the Committee concluded that renewal and acceleration under next-generation leadership were appropriate. This led to the decision to proceed with the Global CEO transition.

In evaluating candidates, we conducted interviews with multiple individuals and engaged in discussions with former Global CEO Ishibashi. Our assessment focused on the ability to articulate a compelling long-term vision for the Company’s future, their capability to oversee global operations, and their leadership strengths within a global organization. Through this comprehensive evaluation, we concluded that Mr. Morita—who brings extensive overseas experience and a strong track record as head of overseas subsidiaries as well as the Asia Pacific SBU—was the most suitable to lead the Company into its next stage.

#### Q2. Succession Planning for Directors

Could you share how the succession planning process for members of the Board is approached at your company?

##### A. Masuda

As a Company with Nominating Committee, etc., our Board functions as a monitoring board responsible for overseeing executive management. Accordingly, the Nominating Committee places the highest priority on selecting individuals who can fully exercise the Board’s oversight responsibilities in alignment with our Nominating Policy for

Appointment to the Board.

We view the Board not as a group of independent actors, but as a team that must function effectively as a whole. To support the sustainable enhancement of corporate value, we aim for a composition that brings together individuals with diverse backgrounds, fosters healthy tension, and enables strong teamwork. While we consider planned and periodic refreshment, succession decisions are not based solely on tenure. Instead, we prioritize achieving an optimal balance between directors who bring fresh perspectives and those with a deep understanding of the Company’s history and context. Our selection process is designed to ensure a more effective and efficient oversight structure for the Board as a whole.

#### Q3. Expected Changes and Expectations for the Next Mid Term Plan

As discussions on the next Mid Term Plan move forward, what changes do you foresee compared with the current plan, and what does the Board expect?

##### A. Davis

While it is still too early to share specifics regarding the next Mid Term Plan, our immediate priority is ensuring that the final year of the current 24MBP is fully and successfully executed. The Board is committed to closely monitoring progress and ensuring that the plan’s commitments are met.

At the same time, preparations for the next Mid Term Plan starting in 2027 have already begun. Throughout the Global CEO selection process, our discussions with various candidates provided broad insights into potential future directions for Bridgestone. Among them, Mr. Morita presented the most concrete and compelling vision for the Company’s future, which was an important factor in his selection.

Mr. Morita is currently devoting significant energy to completing the 24MBP, while also shaping a view of what the Company should aspire to become beyond this plan. Over the next six months to a year, the Board intends to work closely with him by providing oversight and constructive challenge as management structures the core framework of the next Mid Term Plan.

As one Director, I also hope that the next Mid Term Plan will mark the transition to the next phase, in which our sustained investments in sustainability and human capital translate more visibly into corporate value creation. This timing also aligns with the emergence of the next generation of leaders developed through the Company’s “NEXT 100” initiative. Mr. Morita is among those leaders, and we have high expectations for this broader group of future leaders as they begin contributing more directly to value creation.

#### Q4. Review of the Audit Framework and Processes

Given the accelerating geopolitical risks and the rapidly evolving business environment, what are the priorities of the Audit Committee?

##### A. Nakajima

We place strong emphasis on ensuring that our audits remain current and aligned with the evolving risk landscape. To this end, the Audit Committee designates areas closely connected to business risks as priority themes. For these themes, we conduct on-site audits and receive reports on their findings. In areas of increasing complexity—such as cyberattacks and talent creativity—we also receive direct reports from the heads of the relevant divisions to verify both on-the-ground realities and the effectiveness of our audit activities.

#### Q5. Executive Officer Compensation Structure

While the high proportion of variable compensation and the inclusion of non-financial indicators are positive, relying heavily on “achievement against targets” may unintentionally create a bias toward conservative target-setting. Have you considered incorporating other indicators—such as year-on-year performance improvement ratio or Total Shareholder Return (TSR)—into the compensation framework?

##### A. Yamamoto

We conduct an annual review of our compensation framework, taking into account external market practices and developments. We are aware of examples that incorporate TSR and have discussed its potential relevance for our Company. After careful deliberation, we have maintained the current structure.

Our variable compensation system is designed to link management to the strategic objectives that executives manage directly. So, our current approach puts particular emphasis on the principle of “providing motivation for the execution of business strategy”—one of our four compensation principles. We reassess the approach flexibly each year, and are currently emphasizing consolidated adjusted operating profit as a core profitability metric, along with capital efficiency indicators such as ROIC and ROE, to promote sustainable value creation for our shareholders.

#### Q6. Monitoring of Corporate Value and Share Price

To what extent does the Board discuss or monitor corporate value and share price?

##### A. Davis

The Board receives regular reports from the Head of Investor Relations. Our discussions focus not on daily movements of the share price, but on the strategic direction of the Company, the quality of its communication, and how our strategy is perceived by the market. By receiving explanations from both the IR function and management, we discuss potential improvements in communication and strategy, aiming to strengthen alignment and enhance the quality of our external messaging. What I consider essential as Chair is establishing a continuous improvement process based on insights gained from our IR activities and market reactions, and ensuring that the Board serves as a forum for constructive and lively discussions aimed at enhancing corporate value.

# Financial Data

Fiscal years ended December 31

Consolidated Operating Results*1	Japanese GAAP*2					IFRS						Unit
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Revenue	3,790.3	3,337.0	3,643.4	3,650.1	3,507.2	2,994.5	3,246.1	4,110.1	4,313.8	4,430.1	4,429.5	Billion JPY
Adjusted operating profit	517.2	449.5	419.0	402.7	343.1	222.9	394.3	482.6	480.6	483.3	493.7	Billion JPY
Adjusted operating profit margin	13.6	13.5	11.5	11.0	9.8	7.4	12.1	11.7	11.1	10.9	11.1	%
Profit attributable to owners of parent	284.2	265.5	288.2	291.6	240.1	-23.3	394.0	300.4	331.3	285.0	327.3	Billion JPY
Profit attributable to owners of parent margin	7.5	8.0	7.9	8.0	6.8	-0.8	12.1	7.3	7.7	6.4	7.4	%

Consolidated Operating Results by Segment*1, *3	Japanese GAAP*2					IFRS						Unit
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
<b>Japan</b>												
Revenue	1,187.8	1,080.6	1,147.8	1,170.5	918.1	762.6	873.0	1,036.3	1,242.4	1,226.1	1,265.9	Billion JPY
Adjusted operating profit	197.4	150.6	160.2	153.5	108.8	64.6	117.0	140.3	206.5	187.3	198.1	Billion JPY
Adjusted operating profit margin	16.6	13.9	14.0	13.1	11.9	8.5	13.4	13.5	16.6	15.3	15.7	%
<b>Asia, Pacific, India and China (APIC)*4</b>												
Revenue	838.0	621.7	648.8	633.8	462.8	394.6	386.9	457.0	461.1	529.7	517.8	Billion JPY
Adjusted operating profit	68.2	62.5	62.9	56.7	36.2	24.6	42.0	39.9	41.6	58.5	59.6	Billion JPY
Adjusted operating profit margin	8.1	10.1	9.7	9.0	7.8	6.2	10.9	8.7	9.0	11.0	11.5	%
<b>Americas</b>												
Revenue	1,941.6	1,645.3	1,776.5	1,758.2	1,661.7	1,407.9	1,454.6	1,988.0	2,080.0	2,180.0	2,130.5	Billion JPY
Adjusted operating profit	222.5	203.1	187.5	177.8	184.3	139.9	190.6	251.2	212.0	180.1	201.5	Billion JPY
Adjusted operating profit margin	11.5	12.3	10.6	10.1	11.1	9.9	13.1	12.6	10.2	8.3	9.5	%
<b>Europe, Middle East and Africa (EMEA)*5</b>												
Revenue	421.7	477.1	559.8	596.1	640.1	564.3	693.9	870.0	908.5	835.6	852.9	Billion JPY
Adjusted operating profit	21.4	27.7	13.6	11.0	15.0	-17.6	42.1	66.4	25.1	29.8	42.4	Billion JPY
Adjusted operating profit margin	5.1	5.8	2.4	1.9	2.3	-3.1	6.1	7.6	2.8	3.6	5.0	%

Financial Position*1	Japanese GAAP*9					IFRS						Unit
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Total assets	3,795.8	3,716.0	3,959.0	3,840.2	4,277.0	4,189.3	4,574.9	4,961.8	5,427.8	5,723.5	5,747.7	Billion JPY
Total liabilities	1,513.8	1,370.1	1,556.3	1,404.1	1,874.5	1,994.0	1,899.5	1,949.4	2,022.4	1,937.0	2,027.8	Billion JPY
Total equity	2,282.0	2,345.8	2,402.7	2,436.1	2,402.5	2,195.3	2,675.4	3,012.5	3,405.4	3,786.5	3,719.9	Billion JPY
Ratio of equity attributable to owners of parent to total assets*6	58.2	61.5	59.2	61.9	54.9	51.3	57.5	59.8	61.8	65.2	63.7	%
ROIC*7	—	—	—	—	7.4	5.5	9.0	9.4	8.7	8.2	8.3	%
ROE*8	13.3	11.8	12.5	12.4	10.0	-1.0	12.9	10.9	10.4	8.1	8.6	%

Cash Flows	Japanese GAAP					IFRS						Unit
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Cash flows from operating activities	553.9	444.5	418.1	360.9	505.0	526.9	281.5	268.5	661.4	548.8	660.4	Billion JPY
Cash flows from investing activities	-233.3	-178.2	-200.7	-243.0	-261.9	-155.4	131.7	-338.0	-297.7	-255.1	-225.0	Billion JPY
Free cash flow*10	320.5	266.2	217.3	117.8	243.2	371.6	413.2	-69.5	363.7	293.8	435.5	Billion JPY

Capital Expenditures, Depreciation and Amortization, and R&D Expenses*1	Japanese GAAP					IFRS						Unit
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Capital expenditures	253.5	194.1	234.8	268.4	328.2	271.9	262.0	317.1	420.0	389.8	365.9	Billion JPY
Depreciation and amortization	202.3	188.0	200.3	200.4	269.7	267.5	245.9	282.1	305.8	348.1	353.2	Billion JPY
Ratio of depreciation and amortization to revenue	5.3	5.6	5.5	5.5	7.7	8.9	7.6	6.9	7.1	7.9	8.0	%
R&D expenses	94.9	95.4	99.7	103.5	106.2	95.2	95.5	112.2	122.0	126.2	126.4	Billion JPY
Ratio of R&D expenses to revenue	2.5	2.9	2.7	2.8	3.0	3.2	2.9	2.7	2.8	2.8	2.9	%

Cash Dividends	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Unit
Dividend per share	130	140	150	160	160	110	170	175	200	210	230	JPY

\*1 In accordance with the decisions of business transfer, Bridgestone Group has classified its U.S. building materials business, anti-vibration rubber business and chemical products solutions business as discontinued operations since 2021. Accordingly, financial figures represent amounts and figures for continuing operations.

\*2 Until 2018 (J-GAAP): Net sales, operating profit, and net income attributable to owners of the parent

\*3 Including intersegment transactions

\*4 Segment information: The Group changed its segment classifications in fiscal 2016. Until 2015 China, Asia Pacific, Middle East, Africa and Russia; In 2016 China, Asia Pacific and Russia; In 2017 and 2018 China and Asia Pacific; During 2019-2023 China, Asia (excluding India)-Pacific; Since 2024 Asia, Pacific, India and China (APIC)

\*5 Segment information: The Group changed its segment classifications in fiscal 2016. Until 2015 Europe; In 2016 Europe, Middle East and Africa; In 2017 and 2018 Europe, Russia, Middle East and Africa; During 2019-2023 Europe, Russia, Middle East, India and Africa; Since 2024 Europe, Middle East and Africa (EMEA)

\*6 Ratio of equity attributable to owners of parent to total assets = Total equity attributable to owners of parent ÷ Total assets

\*7 ROIC (Return on invested capital) = Adjusted operating profit after tax ÷ Invested capital

\*8 ROE (Return on equity) = Profit / ((Previous year-end total equity + Current year-end total equity) ÷ 2) × 100

\*9 Until 2018 (J-GAAP): Total assets, liabilities, net assets and equity ratio\* \* Equity (Net assets - Share acquisition rights - Non-controlling interests) ÷ Total assets

\*10 Free cash flow = Cash flows from operating activities + Cash flows from investing activities

## Non-Financial Data

**LEGEND** FY2025 data items in **bold** are those for which assurance is provided by a third party institution.

Environment-related Data*1	FY2021	FY2022	FY2023	FY2024	FY2025	Unit
<b>Indicators related to the circular economy</b>						
Amount of raw materials used	4,611	4,389	3,969	3,706	3,342	Thousand tonnes
Resource productivity*2	7.04	9.36	10.87	11.96	13.25	100 Million JPY/ Thousand tonnes
Ratio of recycled and renewable material*3	37.2	38.4	39.6	39.9	40.0	%
(Ratio of recycled material)*3, *4	11.3	12.5	13.2	13.6	14.2	%
(Ratio of renewable material)*3, *5	25.9	25.9	26.4	26.3	25.8	%
<b>Energy</b>						
Total energy consumption (Manufacturing sites & Non-manufacturing sites)*6, *7	42,726	45,132	40,989	38,985	37,415	Thousand GJ
Energy consumption (fuel)*7, *8	24,668	25,959	23,256	22,127	21,290	Thousand GJ
Energy consumption (purchased electricity)*7	4,654	5,012	4,674	4,456	4,292	Thousand MWh
Energy consumption (purchased steam)*7	1,248	1,111	836	731	608	Thousand GJ
Total energy consumption (renewable)*6, *7	2,847	4,702	11,288	11,866	11,070	Thousand GJ
Total energy consumption (non-renewable)*6, *7	39,879	40,429	29,701	27,119	26,344	Thousand GJ
<b>Water</b>						
Total water withdrawal*9	66,744	68,645	64,434	62,376	60,755	Thousand m <sup>3</sup>
Water withdrawal (surface water)	2,729	3,217	3,093	3,362	3,435	
Water withdrawal (groundwater)	9,086	8,891	8,123	7,637	6,987	
Water withdrawal (water supply, industrial water)	17,249	17,611	16,820	15,627	14,595	
Water withdrawal (seawater)	37,678	38,927	36,397	35,750	35,738	
Total water withdrawal by manufacturing facilities in water stress areas*9, *10	2,981	2,712	2,475	2,341	1,870	
<b>Sustainable use of natural rubber</b>						
Number of supported natural rubber smallholders aimed at curbing deforestation	—	—	5,640	6,047	13,300	Smallholders

\*1 The period covers January 1 to December 31 of every year, and the scope of coverage is the same as the Company's financial statements, covering manufacturing sites of Bridgestone Corporation and its consolidated subsidiaries. Starting with 2025 figures, the plant of Brisa Bridgestone Sabanci Lastik Sanayi ve Ticaret A.S., an equity-method affiliate of the Company, has been excluded. Data including non-manufacturing sites is also noted in the footnotes, and the scope of GHG emission aggregation is based on the Operational Control Approach defined in the GHG Protocol. There are some changes from previously published data, including some estimates, due to a revision of past data.

\*2 Revenue per raw material used.

\*3 Within total material weight for tire products including tire casing for retreading.

\*4 Recycled material has been reprocessed from recovered [reclaimed] material by means of a manufacturing process and made into a final product or into a component for incorporation into goods or services. (This definition is based on ISO 14021: 2016)

\*5 Renewable material is composed of biomass from a living source and can be continually replenished. The material shall come from sources that are replenished at a rate equal to or greater than the rate of depletion. (This definition is based on ISO 14021: 2016)

\*6 Calculation method: Fuel consumption + Purchased electricity + Purchased steam + Solar power generation, etc. - Electricity sold.

\*7 The scope of data for 2022 and beyond includes manufacturing and non-manufacturing sites. The scope of 2021 data includes only manufacturing sites. The scope of non-manufacturing sites included in aggregation was expanded starting with 2025 figures.

\*8 Includes fuel used for in-house power generation.

\*9 Water withdrawal does not include the recycled water from third parties and rainwater.

\*10 Manufacturing facilities that have water-related risks due to their locations in areas with the risk of deterioration of fresh water resources in terms of quantity and quality.

Environment-related Data*1	FY2021	FY2022	FY2023	FY2024	FY2025	Unit
<b>Emissions</b>						
Greenhouse gas emissions at manufacturing sites (CO <sub>2</sub> : Scope 1)	1,722	1,711	1,511	1,439	1,334	Thousand t-CO <sub>2</sub>
Greenhouse gas emissions at manufacturing sites (CO <sub>2</sub> : Scope 2, market-based)	1,664	1,370	377	244	302	Thousand t-CO <sub>2</sub>
Greenhouse gas emissions at manufacturing sites (CO <sub>2</sub> : Scope 1 + Scope 2, market-based)	3,387	3,081	1,888	1,683	1,635	Thousand t-CO <sub>2</sub>
Greenhouse gas emissions at non-manufacturing sites (CO <sub>2</sub> : Scope 1 + Scope 2, market based)	—	211	182	155	231	Thousand t-CO <sub>2</sub>
Greenhouse gas emissions (CH <sub>4</sub> and N <sub>2</sub> O Scope 1 + Scope 2)	16	14	7	6	8	Thousand t-CO <sub>2</sub> e
Greenhouse gas emissions (Scope 3)*11	113,421	109,688	99,201	92,919	87,766	Thousand t-CO <sub>2</sub> e
NOx emissions*12	1,839	1,875	1,660	1,574	1,490	Tonnes
SOx emissions*12	588	500	511	448	471	Tonnes
<b>Waste</b>						
Volume of waste generated	289	284	286	287	250	Thousand tonnes
Non-hazardous waste generated	269	260	260	258	224	Thousand tonnes
Non-hazardous waste to landfill	17	13	15	11	12	Thousand tonnes
Regulated hazardous waste generated*13	20	25	26	28	26	Thousand tonnes
Regulated hazardous waste to landfill*13	4	3	3	2	2	Thousand tonnes
Recovery waste rate*14	—	—	—	—	88	%
Non-hazardous waste recovery rate*14	—	—	—	—	90	%
Regulated hazardous waste recovery rate*14	—	—	—	—	69	%
<b>Environmental Management</b>						
Ratio of sites with ISO 14001 certification*15	99.3	100.0	100.0	100.0	100.0	%

\*11 Out of 15 categories in Scope 3 of the GHG protocol, Category 8 and 13 are excluded.

\*12 Emissions from combustion of fossil fuels are estimated based on fuel consumption data and corresponding emission factors.

\*13 Calculated based on laws of each country. The calculation scope of regulated hazardous waste is partially expanded from 2022.

\*14 Calculation method: (Volume of recycled waste + Volume of waste energy recovered) / Volume of waste generated

\*15 Sites targeted for ISO 14001 certification (as of December 31, 2025: 93 sites).

## Non-Financial Data

Social-related Data	Japan*1	Asia, Pacific, India, China	Americas	Europe, Middle East, Africa	Total	Unit
Number of employees*2	35,196	18,425	46,312	15,783	115,716	Persons

\*1 "Japan" includes "Japan," "Other," and "Company-wide (common)" segments as presented in the Annual Securities Report.

\*2 As of December 31, 2025.

Social-related Data	Segment	Total	Leader positions*3			Total	Other staff and positions	Unit
			Top managerial positions	Managerial positions	Junior managerial positions			
Ratio of female employees*1	Japan*2	12.3	2.0	8.4	5.8	6.6	13.4	%
	Asia, Pacific, India, China	9.1	10.1	20.5	17.7	17.9	6.3	
	Americas	12.7	33.3	25.3	21.8	22.4	10.4	
	Europe, Middle East, Africa	15.4	16.7	23.7	19.8	21.2	14.2	
	Total	12.4	10.5	17.7	17.1	17.1	11.3	

\*1 Ratios are based on full-time Group employees. Data (as of December 31, 2025) covers 115,284 employees (99.4% of the Group).

\*2 "Japan" includes "Japan," "Other" and "Company-wide (common)" segments in the Annual Securities Report.

\*3 The definitions of each category are as follows.

Top managerial positions: Officer-equivalent (Executives & VPs)

Managerial positions: Persons in charge of the management of an organization (Line Managers)

Junior managerial positions: Persons who contribute to the organization with their individual knowledge and experience, or are in a position to guide the organization's day-to-day management objectives, which include leaders who manage and oversee teams in manufacturing sites and other sites (Genba)

Social- and Governance-related Data		FY2021	FY2022	FY2023	FY2024	FY2025	Unit
Global Executive Committee members	Total	11	12	12	11	11	Persons
	Number of foreign members	6	6	6	5	5	Persons
	Percentage of foreign members	54.5	50.0	50.0	45.5	45.5	%
Executive Officers, Vice Presidents and Senior Officers*1	Total	16	20	19	20	20	Persons
	Number of foreign members	5	7	5	5	4	Persons
	Percentage of foreign members	31.3	35.0	26.3	25.0	20.0	%
Product safety	Ratio of sites with ISO 9001 certification	99.2	100.0	100.0	100.0	100.0	%
Provision for product warranties	Balance at beginning of year	9,040	6,797	22,528	15,473	12,886	Million JPY
	Decrease (used)	6,030	5,469	8,930	6,311	5,218	Million JPY
Number of recalls*2		3	6	0	1	3	—
Occupational safety	Lost-time injury frequency rate (LTIFR) of employees and temporary staff*3	2.75	2.74	2.75	2.64	2.49	—
	Lost-time injury frequency rate (LTIFR) of contractors*3	0.79	0.62	0.12	0.61	1.10	
	Serious injury rate (SIR) of employees and temporary staff*4	0.08	0.08	0.06	0.09	0.03	
	Serious injury rate (SIR) of contractors*4	0.11	0.06	0.01	0.11	0.32	
	Occupational illness frequency rate (OIFR) of employees and temporary staff*5	0.33	0.22	0.20	0.16	0.20	

Data as of December 31 for each year referenced (There are some changes from previously published data due to a revision of past data).

\*1 Including individuals who belong to consolidated Group companies and also serve as Vice Presidents or Senior Officers of Bridgestone Corporation.

\*2 The number of recalls voluntarily carried out by Bridgestone Group itself (excluding those carried out by other companies) and recall details can be found on each region's website, authorities' website, etc.

\*3 Lost-time injury frequency rate (LTIFR) = (Number of lost-time injuries / Total working hours) x 1,000,000

\*4 Serious injury rate (SIR) = (Number of serious injuries / Total working hours) x 1,000,000

\*5 Occupational illness frequency rate (OIFR) of employees and temporary staff = (number of occupational illness / total working hours) x 1,000,000

Third-party assurance has been obtained from LRQA Group Limited for certain environmental data and social data for 2025 as a means to ensure the reliability of this information. See the ESG Data section of Bridgestone's website for detailed information, including items covered by the GRI Standards.

[ESG Data](https://www.bridgestone.com/responsibilities/esgdata)

<https://www.bridgestone.com/responsibilities/esgdata>

[Third-Party Assurance](https://www.bridgestone.com/responsibilities/esgdata/pdf/third-party_assurance2026.pdf)

[https://www.bridgestone.com/responsibilities/esgdata/pdf/third-party\\_assurance2026.pdf](https://www.bridgestone.com/responsibilities/esgdata/pdf/third-party_assurance2026.pdf)


## External Assessments in the Sustainability Field

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


**Dow Jones Best-in-Class Indices series**

Dow Jones Best-in-Class World Index  
For the fourth consecutive year, Bridgestone was selected as a constituent stock.

Dow Jones Sustainability Asia Pacific Index  
For the 16th consecutive year, Bridgestone was selected as a constituent stock.

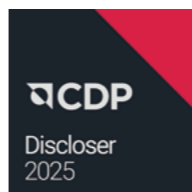


Information published in Sustainability Yearbook 2026




FTSE4Good Index Series  
For the eighth consecutive year, Bridgestone was selected as a constituent stock.


Received the ratings below for its outstanding efforts.



CDP Climate Change: A-  
CDP Water Security: A-  
CDP Supplier Engagement: A



ESG Corporate Ratings by ISS ESG  
Bridgestone was recognized with a "Prime" rating.



MSCI  
For the third consecutive year, Bridgestone received "AAA" rating from MSCI.

# Climate and Nature-related Risk Management and Responses to TCFD and TNFD

Bridgestone supports the Task Force on Climate-related Financial Disclosures (TCFD). It has been participating in the Taskforce on Nature-related Financial Disclosures (TNFD) Forum since March 2022.

As the world becomes increasingly concerned about climate change and the loss of natural capital, there is a growing movement towards a decarbonized society, as exemplified by the Paris Agreement. Additionally, efforts to achieve a nature positive\* world, as outlined in the Kunming-Montreal Global Biodiversity Framework, are gaining momentum. Within this context, Bridgestone is working to comprehensively assess and manage its dependency and impact on the climate and natural capital, as well as the risks and opportunities associated with climate change and the loss of natural capital, reflecting these in business strategy.

Based on recognition of these risks and opportunities, Bridgestone is striving to build the foundation for sustainable value creation by enhancing its unique sustainability business model. The business model integrates Bridgestone's efforts to realize carbon neutrality and a circular economy across the entire value chain from

“produce and sell” and “use” of products to “renew” to raw materials. Also, Bridgestone aims to evolve this model towards a more circular and regenerative approach in order to contribute to the realization of a nature-positive world.

\* Nature positive: The term “nature positive” refers to action for stopping or reversing losses to biodiversity and natural capital with the goal of spurring the recovery of the natural environment. It is used to highlight transitions to social and economic activities aimed at reducing the impact of businesses on biodiversity and natural capital, preserving and restoring natural bounties, and using natural capital in a sustainable manner.

## Status of adoption of TCFD and TNFD recommended disclosures

Bridgestone has become an Early Adopter of the TNFD and started disclosing in line with the TNFD Recommendations in October 2023.

Bridgestone's response status in accordance with recommended disclosures on final recommendations of the TCFD and the TNFD version 1.0, is as follows. The index is also covered on Bridgestone's Annual Securities Report (107th Fiscal Period).

## Governance

Recommended disclosures	Status of Bridgestone's Response	
	TCFD	TNFD
<b>Board of Directors' oversight of dependencies, impacts, risks and opportunities</b>	<ul style="list-style-type: none"> <li>The Board of Directors receives and reviews regular reports on the status of sustainability initiatives, including achieving carbon neutrality, realizing a circular economy and promoting a nature-positive world.</li> </ul>	
<b>Management's role in assessing and managing dependencies, impacts, risks and opportunities</b>	<ul style="list-style-type: none"> <li>The Global EXCO, the Group's highest level management and execution committee, approves and manages the progress of mid-long term strategies, targets and action plans, including achieving carbon neutrality, realizing a circular economy and promoting a nature-positive world.</li> <li>In 2025, discussions were held on matters including the next CO<sub>2</sub> emission reduction targets to be set for 2026.</li> </ul>	
<b>Human rights policies and engagement activities, and oversight by the Board of Directors and management, with respect to indigenous peoples, local communities, affected and other stakeholders (TNFD recommended disclosure)</b>	<ul style="list-style-type: none"> <li>The Global Human Rights Policy and the Global Sustainable Procurement Policy of the Group articulate its strong commitment to respect and support internationally recognized human rights principles such as the UN Guiding Principles for Business and Human Rights. The Global Sustainable Procurement Policy contains minimum requirements for suppliers to acquire or use land only by legal means in accordance with UN Declaration on the Rights of Indigenous Peoples, and to follow Free, Prior, and Informed Consent (FPIC) principles when acquiring land and assessing any forest development or creating forest management plans. The Group promotes the implementation of these policies within the Group, with suppliers, and across the supply chain.</li> <li>The Group collaborates with the World Wildlife Fund (WWF) and developed a due diligence process for ensuring the company's supply chain is in compliance with the Global Sustainable Procurement Policy. On-site ESG inspections are conducted for natural rubber smallholders, using a self-assessment questionnaire developed in collaboration with WWF, and risks are assessed. This questionnaire includes checks on the FPIC. In 2025, the Global Platform for Sustainable Natural Rubber (GPSNR) formally adopted its Assurance System, which includes the obligation of respecting FPIC and the Group is committed to comply with the Assurance System.</li> <li>The Group establishes a grievance mechanism for the natural rubber supply chain and publicly discloses the standard operating procedure and status of each grievance. We use the grievance mechanism, among others, to monitor any potential/actual adverse impacts related to indigenous peoples and local communities' rights in our supply chain.</li> <li>The Global EXCO, the Group's highest level management and execution committee, approves and manages action plans and progress for sustainability, including respect for human rights, which are reviewed by the Board of Directors.</li> </ul>	

## Strategy

Recommended disclosures	Status of Bridgestone's Response	
	TCFD	TNFD
<b>Dependencies, impacts, risks and opportunities over the short-, medium-, and long-term</b>	<ul style="list-style-type: none"> <li>The Group comprehensively assesses and manages its dependency and impact on the climate and natural capital, as well as the risks and opportunities associated with climate change and the loss of natural capital. Dependencies, impacts, risks and opportunities have been identified as follows.</li> <li>Important risks and opportunities are incorporated into the management strategy and Mid Term Plan in working to establish a unique Sustainability Business Model that links our business with achieving carbon neutrality across the entire value chain, realizing a circular economy, and promoting a nature-positive world.</li> </ul> <p><b>Dependencies on climate and natural capital*</b></p> <ul style="list-style-type: none"> <li>Dependency on nature's provision of water and biomass in the raw material procurement stage as well as climate and healthy soil maintenance and regulating services provided by ecosystems.</li> <li>Dependency on nature's provision of water in the tire production stage.</li> </ul> <p><b>Impacts on climate and natural capital*</b></p> <ul style="list-style-type: none"> <li>Impact of land use in the raw material procurement stage.</li> <li>Impact of water resource usage and waste generation in the tire production stage.</li> <li>Impact of greenhouse gas emissions, water resource usage, emissions to air, water and soil and waste generation throughout the value chain.</li> </ul> <p><b>Physical risks and opportunities related to climate change and loss of natural capital</b></p> <ul style="list-style-type: none"> <li>Risks of stronger typhoons and increased frequency of flooding and drought, which pose the risk of interrupting business activities.</li> <li>Risks related to the procurement of raw materials as a result of changing rainfall patterns leading to poor harvesting of natural rubber.</li> <li>Risk of lower demand for winter tires due to reduced snowfalls.</li> <li>Opportunities to improve supply stability amid increasing expectations for stable natural rubber production, through productivity-enhancing technologies, and initiatives to support for smallholders.</li> </ul> <p><b>Risks and opportunities related to the transition to a decarbonized society and a society in harmony with nature</b></p> <ul style="list-style-type: none"> <li>Risk of adverse effects on operating results and financial position, such as limitations on business activities and increased costs, if R&amp;D expenses required to meet the rapidly changing needs of society and customers do not produce sufficient results when systems and regulations to combat climate change and loss of natural capital are introduced (for example, carbon taxes, CO<sub>2</sub> emission reduction obligations and emissions trading systems, and systems and regulations related to low-fuel consumption performance of tires, recycling used tires, water withdrawal and sustainable natural rubber, etc.).</li> <li>Opportunities associated with changes in competitive factors due to changes in mobility needs (for example, increased demand for tires for electric vehicles, increased demand for tires and solutions that help customers reduce CO<sub>2</sub> emissions).</li> <li>Opportunities to commercialize the recycling business resulting from increased regulation around the recycling of used tires.</li> </ul> <p>* This refers to the main areas of dependency and impact throughout the value chain of the tire business that were evaluated as either “very high” or “high” in importance by the UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC) and industrial groups using ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure).</p>	
<b>Impact on business model, value chain, strategy, and financial planning</b>	<ul style="list-style-type: none"> <li>In 2023, the Group assessed risks and opportunities based on multiple climate- and nature-related scenarios, incorporated countermeasures into business plans, and is reviewing them annually*.</li> <li>It has already begun to address those important risks and opportunities identified.</li> </ul> <p>* This refers to the consideration of areas with significant uncertainty, such as policy trends, technological innovations, and the physical impacts of climate change that could substantially affect the business.</p>	
<b>Resilience of the organization's strategy, taking into consideration different scenarios</b>	<ul style="list-style-type: none"> <li>Expand CO<sub>2</sub> absorption and fixation through afforestation of degraded land</li> </ul>	
<b>Locations applicable to direct operations, upstream and downstream (TNFD recommended disclosure)</b>	<ul style="list-style-type: none"> <li>Locations with high integrity ecosystems and/or areas of decline in integrity</li> <li>Areas where biodiversity is of high importance</li> <li>Water stress areas</li> <li>Areas where the organization is likely to have significant potential dependencies and/or impacts</li> </ul>	<ul style="list-style-type: none"> <li>The Group regularly evaluates production sites located in water stress areas with a risk of declining water resources in terms of quantity and quality. A water stewardship plan based on the water situation in each location has been formulated and is being implemented at all 16 production sites located in water stress areas as of end of 2025.</li> </ul>

Climate and Nature-related Risk Management and Responses to TCFD and TNFD

Management of risks and opportunities

Recommended disclosures	Status of the Bridgestone's Response	
	TCFD	TNFD
Process for identifying, assessing, and prioritizing dependencies, impacts, risks and opportunities in direct operations and upstream and downstream value chain	<ul style="list-style-type: none"> <li>The Group strives to comprehensively and appropriately identify and address risks and opportunities across its operation while considering the business scale and characteristics of each Group company. The Group identifies risks and opportunities associated with climate and natural capital by considering dependency and impact throughout the value chain based on evaluations from ENCORE by UNEP-WCMC and others and the Business &amp; Biodiversity Interrelationship Map<sup>®</sup> released by Japan Business Initiative for Biodiversity (JBIB).</li> <li>In terms of business strategy risks and opportunities directly related to the execution of the Mid-Long Term Business Strategy, the Group established the Global Management Risk Committee (GMRC) in 2022 to strengthen its risk response. The GMRC is composed of representatives from each global committee and function, as well as members possessing relevant expertise within the organization. It regularly reports to the Global EXCO and Board of Directors and engages management to ensure that global risk management is integrated into Bridgestone's strategy formulation and decision-making.</li> </ul>	
Management process	<ul style="list-style-type: none"> <li>The GMRC evaluates various global risks from short-, medium-, and long-term perspectives to identify important global management risks requiring oversight. Under GMRC, the Group has established global working groups and task forces to address high-priority management risks, facilitating cross-organizational risk responses.</li> <li>Supply chain resilience and responses to regulations related to deforestation have been positioned as priority global management risks requiring oversight, and risk mitigation activities are being supervised.</li> </ul>	
Integration into and informing the organization's overall risk management		

Metrics and Targets

Recommended disclosures	Status of Bridgestone's response	
	TCFD	TNFD
Metrics used in the assessment and management of risks and opportunities	<ul style="list-style-type: none"> <li>Establishing targets and regularly monitoring CO<sub>2</sub> emissions (CO<sub>2</sub> emissions reduction in Scopes 1, 2, and 3, and the reduction contribution of CO<sub>2</sub> emissions throughout the lifecycle and value chain of the Group's products and services) as one of the metrics for assessing and managing climate-related risks, opportunities and impacts.</li> <li>The Group evaluates the cost of CO<sub>2</sub> emissions (US\$100/tCO<sub>2</sub>) and the effect of reductions based on internal carbon pricing in order to assess the risks and opportunities associated with an investment.</li> </ul>	<ul style="list-style-type: none"> <li>The Group sets water withdrawal in water stress areas, environmental footprint (amount of hazardous/non-hazardous waste and landfill, VOC emissions, SOx/NOx emissions), size of habitat management area, and number of supported natural rubber smallholders as metrics in the assessment and management of nature-related risks, opportunities and impacts and regularly monitors status.</li> </ul>
Metrics used in the assessment and management of dependencies and impacts		

• Setting long-term environmental vision (2050 and beyond) and mid-term target (2030) to achieve carbon neutrality, realize a circular economy and promote nature-positive world; evaluating and disclosing performance every year.

• Setting targets toward 2030 to reduce our absolute CO<sub>2</sub> emissions (Scope 1 and 2) by 50% compared with 2011 levels, contribute to global CO<sub>2</sub> emissions reductions across the lifecycles and value chain (Scope 3) of the Group's products and services exceeding five times our operation's CO<sub>2</sub> emissions (Scope 1 and 2) compared with 2020 levels, increase ratio of recycled and renewable materials to 40%, and promote water stewardship plans to reduce water risks at production bases in water-stressed areas.

• We set the target of supporting 12,000 natural rubber smallholders by the end of 2026 in order to curb deforestation. However, at the end of 2025, Bridgestone updated the target to supporting 30,000 natural rubber smallholders by the end of 2026, as our capacity building activities progressed smoothly.

• The main results for targets toward 2030 are as follows.

Priority items to be addressed	Metrics	2024 results	2025 results	2030 targets
Establishment and evolution of the Sustainability Business Model	Absolute CO <sub>2</sub> emissions (Scopes 1 and 2) <sup>*1</sup>	1,755 thousand t-CO <sub>2</sub>	1,838 thousand t-CO <sub>2</sub>	—
	Ratio of absolute CO <sub>2</sub> emissions reduction (Scopes 1 and 2) compared with 2011 levels <sup>*2</sup>	64%	63%	50%
Expand circular economy business activities	Ratio of recycled and renewable materials <sup>*3</sup>	39.9%	40.0%	40%
Promote nature-positive world	Number of supported natural rubber smallholders <sup>*4</sup>	11,687	24,987	(2026) 30,000
	Formulate and implement a water stewardship plan at production sites located in water stress areas	Being implemented at all 17 targeted sites	Being implemented at all 16 targeted sites	Implemented at all targeted sites

\*1 Starting with the 2025 results, the scope of calculation is determined based on the organizational boundaries defined by the GHG Protocol's control approach. In addition, the 2024 results do not include some non-production sites.

\*2 This target covers emissions from production sites, excluding discontinued operations, and includes the Brisa Bridgestone Sabanci Lastik Sanayi ve Ticaret A.S. plant (accounted for using the equity method). The carbon black businesses in Thailand and Mexico, for which transfer contracts were signed in 2025, are excluded from the scope of calculation.

\*3 Within total material weight for tire products including tire casing for retreading

\*4 Cumulative total from 2023

Transition Plans

Bridgestone's climate and nature transition plans have been organized referring to the final recommendations and guidance of the TCFD, the Transition Plan Taskforce (TPT) disclosure framework, and the TNFD guidance on nature in transition plans version 1.0.

Recommended disclosures	Status of Bridgestone's response		
	Climate transition plan	Nature transition plan	
Foundations	Strategic ambition	<ul style="list-style-type: none"> <li>Bridgestone has formulated a Mid Long Term Business Strategy Framework to assist in realizing its vision of continuing to provide social value and customer value as a sustainable solutions company toward 2050.</li> <li>In alignment with the Paris Agreement, regarding climate change, Bridgestone has established a long-term goal for 2050 and a medium-term goal for 2030.</li> </ul>	
	Framing and scope	<ul style="list-style-type: none"> <li>Bridgestone is promoting initiatives based on material issues it has identified in terms of both the impact its business activities have on the environment and the contribution they make to the environment throughout the product life cycle and entire value chain.</li> </ul>	
	Business model, value chain, transition financing strategies	<ul style="list-style-type: none"> <li>To create both social value and customer value through its business and achieve a win-win-win relationship for society, customers, and Bridgestone, Bridgestone is incorporating its unique Sustainability Business Model into its corporate strategy and Mid Term Business Plan (2024-2026). This model links the Company's business with the realization of carbon neutrality, a circular economy, and promoting a nature-positive world across the entire value chain, from the "produce and sell" and "use" stages of products through to their "renewal" to raw materials.</li> </ul>	
	Plan priorities	<ul style="list-style-type: none"> <li>Bridgestone determines an order of priority based on assessment of its dependency and impact on natural capital, as well as the risks and opportunities associated with loss of natural capital.</li> <li>To promote a nature-positive world, Bridgestone's Mid Term Business Plan (2024-2026) focus will be on "initiatives for sustainable use of natural rubber &amp; water resources," which are directly related to its business.</li> </ul>	
Key assumptions and external factors	<ul style="list-style-type: none"> <li>Bridgestone will identify climate- and nature-related dependency and impact, transition risk, and physical risks and opportunities based on comprehensive assessment of multiple climate- and nature-related scenarios.</li> </ul>		
Implementation Strategy	Business planning and operations	<ul style="list-style-type: none"> <li>In terms of CO<sub>2</sub> emissions (Scope 1 and 2) reduction, Bridgestone aims to achieve stable procurement of its renewable energy through optimization of the portfolio, as well as improving productivity in conjunction with BCMA (Bridgestone Commonality Modularity Architecture) and steadily improving energy intensity. This approach is aimed to balance business growth and CO<sub>2</sub> emissions reduction at an even higher level. In parallel, Bridgestone pursues technology development and verification to enable further reductions, enhancing its ability to meet rising societal expectations and providing ongoing value to society and customers.</li> </ul>	<ul style="list-style-type: none"> <li>Bridgestone seeks to improve its environmental impact based on Milestone 2030.</li> <li>Based on its Water Stewardship Policy, by 2030 Bridgestone will create and implement specific water stewardship plans that are tailored to the local environment, focusing on production sites located in water stress areas.</li> <li>In order to support natural rubber smallholders in improving productivity and preventing deforestation, Bridgestone will support them with technologies and disease control know-how developed at its own farms.</li> </ul>
	Products and services	<ul style="list-style-type: none"> <li>Bridgestone strives to increase its contribution to reducing CO<sub>2</sub> emissions and reducing its environmental footprints on natural capital through the development and sale of fuel-efficient tires, growth of its retread tire business, use of recycled and renewable resources, and provision of mobility solutions.</li> </ul>	
	Policies and conditions	<ul style="list-style-type: none"> <li>Bridgestone established the Bridgestone Environmental Management Policy, which incorporates the commitments made in its Environmental Mission Statement (to exist in harmony with nature, value natural resources, and reduce CO<sub>2</sub> emissions), as well as its 2050 long-term environmental vision.</li> <li>To assist in reducing CO<sub>2</sub> emissions, Bridgestone introduced internal carbon pricing (ICP), which it uses to reflect the impact of CO<sub>2</sub> reductions/increases in its investment decision-making.</li> <li>Bridgestone is strengthening supplier engagement under its Global Sustainable Procurement Policy.</li> <li>Bridgestone's Global Human Rights Policy articulates its strong commitment to respect and support internationally recognized human rights principles such as the UN Guiding Principles for Business and Human Rights.</li> </ul>	
	Financial planning	<ul style="list-style-type: none"> <li>Bridgestone's Implementation Strategy is reflected in Mid Term Business Plan (2024-2026).</li> </ul>	

Climate and Nature-related Risk Management and Responses to TCFD and TNFD

Recommended disclosures	Status of Bridgestone's response	
	Climate transition plan	Nature transition plan
Engagement Strategy	Engagement with the landscape, river basin and seascape	<ul style="list-style-type: none"> <li>For its production sites in water stress areas, Bridgestone is implementing Water Stewardship Plans tailored to local water conditions, based on its Water Stewardship Policy.</li> <li>Bridgestone established a Capacity Building Task Force to provide training and technical support to natural rubber smallholders, in doing so strengthening efforts aimed at protecting forests and enhancing their productivity.</li> <li>In collaboration with local communities and partners, Bridgestone established The Bridgestone In Harmony with Nature — Promoting Biodiversity Program to encourage all its manufacturing facilities across the globe to promote activities to conserve biodiversity.</li> <li>As part of its collaboration with WWF Japan and the Deloitte Tohmatsu Group on a trial analysis of the Science Based Targets for Nature (SBTs for nature), Bridgestone participated in a sustainable natural rubber project in Indonesia and confirmed the alignment of the project's metrics, targets and countermeasures with the elements for landscape engagement targets indicated in the guidance by SBTs for nature.</li> </ul>
	Engagement with value chain	<ul style="list-style-type: none"> <li>Under Bridgestone's Global Sustainable Procurement Policy, suppliers are required to reduce their energy usage and GHG emissions, formulate plans for these reductions, and report on emission volume.</li> <li>Bridgestone holds workshops on CO<sub>2</sub> emissions reduction in order to support suppliers' efforts in this regard.</li> <li>Bridgestone conducts monitoring by such means as conducting surveys on CO<sub>2</sub> emissions reduction targets and current levels of CO<sub>2</sub> emissions.</li> </ul>
	Engagement with industry	<ul style="list-style-type: none"> <li>Bridgestone addresses environmental stewardship practices, respect for human rights, support of fair labor practices, and increased transparency, as articulated in its Global Sustainable Procurement Policy.</li> <li>Bridgestone's sourcing and production activities help protect and restore the High Conservation Value (HCV) and High Carbon Stock (HCS) areas and virgin forests that are critical to addressing climate change and preserving wildlife.</li> </ul>
	Engagement with government, public sector and civil society	<ul style="list-style-type: none"> <li>Bridgestone is participating in the World Business Council for Sustainable Development's (WBCSD) Tire Industry Project TIP), a global initiative bringing together 10 leading tire companies that represent more than 65% of the world's tire manufacturing capacity.</li> <li>Bridgestone is participating in rubber and tire industry organizations in each region.</li> <li>Through the Global Platform for Sustainable Natural Rubber (GPSNR), Bridgestone is working to harmonize standards to improve respect for human rights, prevent land-grabbing and deforestation, protect biodiversity and water resources, improve natural rubber yields, and increase supply chain transparency and traceability while also participating in the GPSNR's Smallholder Representation and Capacity Building Working Group.</li> </ul>
Metrics and Targets	Dependency and impact metrics and targets	<ul style="list-style-type: none"> <li>Bridgestone sets a goal of supporting 30,000 natural rubber smallholders by 2026 in seeking to curb deforestation</li> <li>To support sustainable use of water resources, Bridgestone regularly evaluates production sites located in water stress areas with a risk of declining water resources in terms of quantity and quality, including regular monitoring of water withdrawal.</li> <li>Through its partnership with WWF Japan, Bridgestone is participating in a sustainable natural rubber project in Indonesia. It conducted a pilot study regarding a landscape engagement target of SBTs for nature, identifying metrics, confirming the baseline for each metric, setting targets and countermeasures.</li> </ul>
	Governance, business and operational, financial, and GHG metrics and targets	<ul style="list-style-type: none"> <li>Bridgestone regularly monitors CO<sub>2</sub> emissions (Scope 1, 2, and 3), CO<sub>2</sub> reduction contributions, and its renewable energy (electricity) usage, obtaining third-party verification of the data to ensure its reliability.</li> <li>Bridgestone has set long-term and mid-term environmental goals, obtaining SBT certification for its mid-term goals.</li> </ul>
	Carbon credits	<ul style="list-style-type: none"> <li>Bridgestone does not use carbon credit purchases in pursuing its CO<sub>2</sub> reduction targets.</li> </ul>
Governance	Board oversight and reporting	<ul style="list-style-type: none"> <li>The Board of Directors receives and reviews regular reports on the status of sustainability initiatives, including achieving carbon neutrality, contributing to a circular economy, and the efforts to achieve a nature positive world.</li> </ul>
	Management roles, responsibility and accountability	<ul style="list-style-type: none"> <li>The Global EXCO approves and manages the progress of mid-long term strategies, targets, and action plans, including achieving carbon neutrality, contributing to a circular economy, and progress toward being in harmony with nature.</li> </ul>
	Culture	<ul style="list-style-type: none"> <li>The "Bridgestone E8 Commitment" defines eight values to serve as the company's axis and vectors for value creation in relation to carbon neutrality and promoting a nature-positive world.</li> <li>- Energy: Committed to the realization of a carbon neutral mobility society</li> <li>- Ecology: Committed to advancing sustainable tire technologies and solutions that preserve the environment for future generations</li> </ul>
	Incentives and remuneration	<ul style="list-style-type: none"> <li>As a mid- to long-term incentive, remuneration for Board of Directors and Executive Officers includes the allocation of restricted stock as compensation for sustainability and transformation initiatives undertaken each fiscal year.</li> </ul>
	Skills, competencies and training	<ul style="list-style-type: none"> <li>Bridgestone provides education through training and e-learning in each region.</li> <li>In Japan, Bridgestone conducts sustainability training (e-learning and in-person training) once a year for all employees.</li> </ul>

Corporate and Investor Information

■ Corporate Name

Bridgestone Corporation

■ Established

1931

■ Head Office

1-1, Kyobashi 3-chome, Chuo-ku, Tokyo 104-8340, Japan

■ Paid-in Capital

126,354 million JPY (As of December 31, 2025)

■ Number of Employees

115,716 (Consolidated, as of December 31, 2025)

■ Technology Centers

Japan: Tokyo and Yokohama  
United States: Akron, Ohio and Indiana  
Italy: Rome  
China: Wuxi  
Thailand: Pathum Thani

■ Number of Shares Authorized

1,450,000,000 (As of December 31, 2025)

■ Number of Shares Issued

713,698,221 (As of December 31, 2025)

■ Minimum Trading Units

100 shares

■ Transfer Agent

Sumitomo Mitsui Trust Bank, Limited  
4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8233, Japan

■ Independent Auditor

KPMG AZSA LLC

■ Stock Exchange Listings

Tokyo, Fukuoka

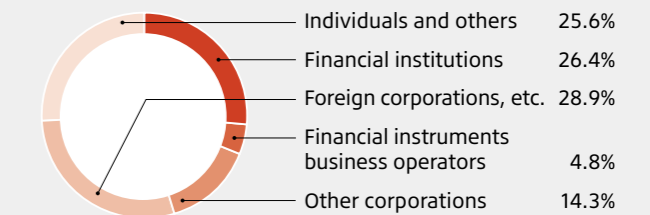
■ Credit Ratings

(As of December 31, 2025)

Rating Agency Name	Long-term Rating
Moody's Japan K.K. (Moody's)	A1
Standard & Poor's (S&P)	A
Rating and Investment Information, Inc. (R&I)	AA+
Japan Credit Rating Agency, Ltd. (JCR)	AA+

■ Shareholder Composition

(As of December 31, 2025)

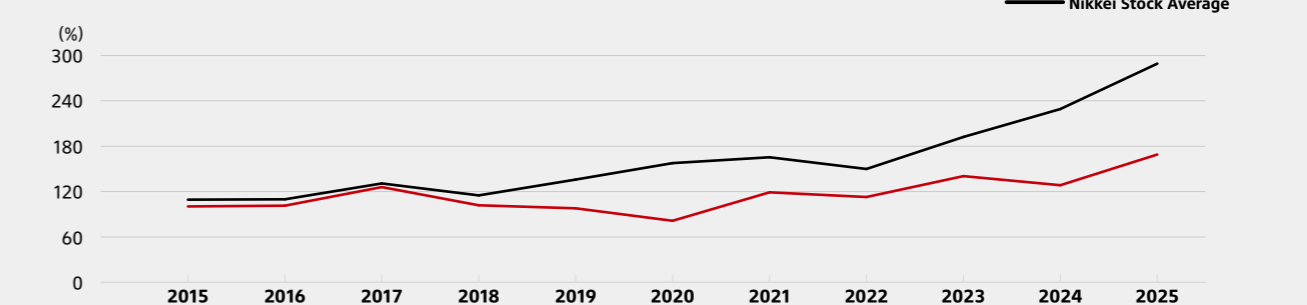


■ Common Stock Price Range

(Tokyo Stock Exchange)

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Unit
High	5,182	4,463	5,605	5,515	4,734	4,082	5,467	5,509	6,245	7,058	7,450	JPY
Low	3,754	3,089	3,973	3,906	3,888	2,862	3,307	4,042	4,548	4,970	5,113	

■ Common Stock Price Index\*



\* Relative value is based on 100 as of January 4, 2015.



## 2026 Bridgestone Integrated Report

### **Bridgestone Corporation**

**Corporate Planning Division**

**IR & Finance Planning Division**

**Sustainability Strategy Division**

1-1, Kyobashi 3-chome, Chuo-ku, Tokyo 104-8340, Japan

[https://cs.bridgestone.co.jp/webapp/form/15090\\_kiw\\_14/index.do](https://cs.bridgestone.co.jp/webapp/form/15090_kiw_14/index.do)

**[www.bridgestone.com](http://www.bridgestone.com)**