

# Proposals and Business Report, etc. of the 107th Annual Shareholders' Meeting

Bridgestone Corporation

**Note:**

This English translation of the Proposals and Business Report, etc. of the 107<sup>th</sup> Annual Shareholders' Meeting is for convenience only. If there are any differences between this translation and the Japanese original, the Japanese original supersedes this translation.

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### **To shareholders who have requested the delivery of materials in paper format**

The following matters that are not stated in this document are posted on the Company’s website in accordance with the relevant provisions of the laws and regulations and the Company’s Articles of Incorporation, and are therefore not included in the materials in paper format delivered to shareholders who have requested it.

- “Primary Businesses,” “Major Business Locations,” “Employees,” “Principal Lenders and Amount of Borrowings (Non-Consolidated),” “Shares of Bridgestone Corporation,” “Stock Acquisition Rights of Bridgestone Corporation,” “Matters Related to the Outside Directors,” “Matters Related to the Independent Auditor” and “Systems to Ensure the Propriety of Business Operations (‘Internal Control Systems’)” in the Business Report
- “Consolidated Statement of Changes in Equity” and “Notes to Consolidated Financial Statements” in the Consolidated Financial Statements
- “Non-consolidated Statement of Changes in Equity” and “Notes to Non-consolidated Financial Statements” in the Non-consolidated Financial Statements

Accordingly, matters that are stated in this document constitute only a part of the scope of the audit performed by the Audit Committee and the Independent Auditors in the preparation of audit reports.

# Reference to Exercise of Voting Rights

## Proposals and Reference Information

### Proposal 1 Appropriation of Surplus

The Company proposes to appropriate surplus by disbursing the year-end dividend for the year according to the schedule shown below in view of the year's closing results, and the interest of promoting corporate strength, future business development and other aspects.

#### 1. Matters related to year-end dividends

##### (1) Disbursement of dividends to shareholders and the total amount thereof

It is proposed that a total amount of 73,402,415,395 yen (one hundred and fifteen (115) yen per share) be disbursed.

Accordingly, the fiscal year's total dividend, including the interim dividend, would be two hundred and thirty (230) yen per share.

##### (2) Effective date of the disbursement of dividends from surplus

It is proposed that the effective date for the disbursement of dividends be March 25, 2026.

Note: On January 1, 2026, the Company carried out a stock split of common shares at a 2-for-1 ratio. For the year-end dividend for fiscal year 2025, the dividend will be paid based on the number of shares prior to the stock split, as the dividend record date is December 31, 2025.

## **Proposal 2 Election of Twelve (12) Members of the Board**

The term of office of all the twelve (12) current Members of the Board expires at the close of this Shareholders' Meeting. Accordingly, it is proposed that twelve (12) nominees be appointed as Members of the Board. These nominees for Members of the Board have been determined through strict selection procedures at the Nominating Committee of the Company.

Each nominee has been confirmed to meet the requirements of the "Nominating Policy for Appointment to the Board" (as described on page 21) in the selection process. The Company has also confirmed the independence of each Outside Director nominee through the following methods.

- The Secretariat of the Nominating Committee investigated whether or not each of the criteria of the "Guidelines for Determining Whether Outside Directors are Sufficiently Independent" (as described on page 21) are applicable based on the background, etc. of each nominee, and the Nominating Committee confirmed that all nominees are independent.
- Through one-on-one interviews with each Director, the Chairperson of the Nominating Committee was made privy to the contents of the mutual evaluations of Directors, taking into account the performance of duties, such as statements made at Board of Directors meetings, various committee meetings, and meetings with non-executive directors to exchange opinions. This information was then shared with the Nominating Committee, which confirmed that all candidates for re-appointment maintain their independence.

Furthermore, the Nominating Committee, while also realizing planned succession, made its decisions after exhaustive deliberations with the aim of creating a diverse Board of Directors whose human resource portfolio meets the needs of the Board to effectively supervise the appropriate execution of the Company's Mid-Long Term Business Strategy and Mid Term Business Plan (2024-2026) and the formulation of the next Mid Term Business Plan under the new executive structure, as the Company aims to become a sustainable solutions company. In particular, in order to consider and develop succession plans for the Directors and Executive Officers who will drive the Mid-Long Term Business Strategy, it is essential to have Directors that remain in office over the long term and thus have a deep understanding of both the history of the Company and its future vision due to their knowledge of the Company's journey thus far. The Company believes that by having such Directors participate in the consideration of succession plans together with Directors who are expected to contribute from new perspectives, this will allow for more multifaceted and objective discussions on succession planning, thereby enabling the development of succession plans appropriate for realizing sustainable growth and the enhancement of its corporate value over the mid- to long-term.

The reasons for selecting the nominees for Members of the Board are indicated below.

No.	Name			Current position and assignment in the Company	Attendance at the Board of Directors for the year	Attendance at statutory meetings for the year
1	Yasuhiro Morita	New Nomination		Global CEO and Representative Executive Officer	–	–
2	Nobuyuki Tamura	New Nomination		Executive Vice President and Representative Executive Officer, BRIDGESTONE EAST CEO	–	–
3	Scott Trevor Davis	Renomination	Outside Director, Independent Director	Member of the Board, Chairperson of the Board of Directors, Member of the Nominating Committee, Member of the Compensation Committee	100% (15 of 15)	Nominating Committee: 92% (12 of 13) Compensation Committee: 92% (11 of 12)
4	Kenichi Masuda	Renomination	Outside Director, Independent Director	Member of the Board, Chairperson of the Nominating Committee, Member of the Compensation Committee	100% (15 of 15)	Nominating Committee: 100% (13 of 13) Compensation Committee: 100% (12 of 12)
5	Yoko Suzuki	Renomination	Outside Director, Independent Director	Member of the Board, Member of the Audit Committee	100% (15 of 15)	Audit Committee: 100% (21 of 21)
6	Yukari Kobayashi	Renomination	Outside Director, Independent Director	Member of the Board, Member of the Audit Committee	100% (15 of 15)	Audit Committee: 100% (21 of 21)
7	Yasuhiro Nakajima	Renomination	Outside Director, Independent Director	Member of the Board, Chairperson of the Audit Committee	100% (15 of 15)	Audit Committee: 100% (21 of 21)
8	Noriko Morikawa	Renomination	Outside Director, Independent Director	Member of the Board, Member of the Audit Committee	100% (11 of 11)	Audit Committee: 100% (14 of 14)
9	Toshiaki Itagaki	Renomination	Outside Director, Independent Director	Member of the Board, Member of the Nominating Committee, Member of the Compensation Committee	100% (11 of 11)	Nominating Committee: 90% (9 of 10) Compensation Committee: 100% (9 of 9)
10	Shigeki Mori	New Nomination	Outside Director, Independent Director	–	–	–
11	Akira Matsuda	Renomination		Member of the Board, Member of the Audit Committee (full-time)	100% (15 of 15)	Audit Committee: 100% (21 of 21)
12	Tsuyoshi Yoshimi	Renomination		Member of the Board, Member of the Audit Committee (full-time)	100% (15 of 15)	Audit Committee: 100% (21 of 21)

Note: The attendance of Ms. Noriko Morikawa and Mr. Toshiaki Itagaki differs from other nominees as they were newly elected as Members of the Board at the 106th Annual Shareholders' Meeting on March 25, 2025, and Ms. Noriko Morikawa was appointed a member of the Audit Committee, and Mr. Toshiaki Itagaki was appointed a member of the Nominating Committee and a member of the Compensation Committee on the same date.

Nominees for Members of the Board

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
1	 <p data-bbox="331 562 544 618">Yasuhiro Morita (December 25, 1972)</p> <div data-bbox="316 645 560 674" style="border: 1px solid black; padding: 2px; text-align: center;">New nomination</div> <p data-bbox="261 696 603 725">• Number of shares owned: 15,000</p>	<p data-bbox="644 394 1449 618">                     April 1996      Joined Bridgestone Corporation                      September 2018      Director, Seconded to Bridgestone (China) Investment Co., Ltd.                      March 2022      Executive Director                      January 2024      Vice President and Senior Officer                      January 2025      Executive Vice President and Representative Executive Officer,                         Global CAO* • Global CSO*                      January 2026      Representative Executive Officer,                      to Present      Global CEO                 </p> <p data-bbox="1114 618 1437 667">                     *CAO: Chief Administration Officer                      *CSO: Chief Strategy Officer                 </p>
<p data-bbox="252 786 1469 1081">                     (Reason for nomination as Member of the Board and overview of expected roles)                      Since Mr. Yasuhiro Morita joined the Company, he has been engaged in hands-on operations of the tire business, primarily in Europe and Asia. After his appointment as Executive Vice President and Representative Executive Officer in 2025, he was responsible for cross-functional and global optimization as Global CAO (Chief Administration Officer) and Global CSO (Chief Strategy Officer), overseeing various areas such as quality management, finance, public relations, human resources, sustainability, IT, digital solutions, product strategy, procurement, supply chain, and motorsports. Since his appointment as Global CEO and Representative Executive Officer in January 2026, he has been driving the execution of the Mid-Long Term Business Strategy and the Mid Term Business Plan as the chief executive responsible for overall operations. The Company has determined that Mr. Yasuhiro Morita qualifies as a Member of the Board as he is expected to contribute to the enhancement of corporate value by participating in deliberations and decision making at Board of Directors' meetings as Representative Executive Officer based on his global business experience and insight.                 </p>		

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
2	 <p data-bbox="338 539 536 593">Nobuyuki Tamura (April 16, 1963)</p> <div data-bbox="316 618 560 649" style="border: 1px solid black; padding: 2px; width: fit-content; margin: 0 auto;">New nomination</div> <p data-bbox="263 674 603 696">• Number of shares owned: 15,000</p>	<p data-bbox="646 365 1453 526"> April 1986      Joined Bridgestone Corporation  July 2012      Director, Global OE Business Planning and Operations Division  January 2017   Vice President and Officer  October 2022   Vice President and Senior Officer  January 2025   Executive Vice President and Representative Executive Officer,  to Present      BRIDGESTONE EAST CEO </p> <p data-bbox="646 560 1372 638"> (Important concurrent positions)  Chair and Member of the Board, Bridgestone Asia Pacific Pte. Ltd.  Chairman and Representative Board Member, Bridgestone Cycle Co., Ltd. </p>
<p data-bbox="252 701 1043 723">(Reason for nomination as Member of the Board and overview of expected roles)</p> <p data-bbox="252 728 1460 920"> Since Mr. Nobuyuki Tamura joined the Company, he has been engaged in hands-on operations of the tire business across Japan and overseas, as well as in PR/brand strategy, global customer business, and mining and aviation tire solutions businesses. After his appointment as Executive Vice President and Representative Executive Officer in 2025, he has been responsible for overseeing operations across Japan, Asia, Oceania, India, and China as BRIDGESTONE EAST CEO. From January 2026 onwards, he continues to serve as Representative Executive Officer, promoting the execution of the Mid-Long Term Business Strategy and the Mid Term Business Plan, not only for these specific businesses but also with a focus on optimizing the entire group. </p> <p data-bbox="252 925 1460 994"> The Company has determined that Mr. Nobuyuki Tamura qualifies as a Member of the Board as he is expected to contribute to the enhancement of corporate value by participating in deliberations and decision making at Board of Directors' meetings as Representative Executive Officer based on his global business experience and insight. </p>		

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
3	 <p data-bbox="338 504 539 560">Scott Trevor Davis (December 26, 1960)</p> <div data-bbox="316 584 560 613" style="border: 1px solid black; padding: 2px; text-align: center;">Renomination</div> <div data-bbox="316 633 560 663" style="border: 1px solid black; padding: 2px; text-align: center;">Outside Director</div> <div data-bbox="316 683 560 712" style="border: 1px solid black; padding: 2px; text-align: center;">Independent Director</div> <ul data-bbox="264 734 600 904" style="list-style-type: none"> <li>• The term of office as Member of the Board: 15 years</li> <li>• Attendance at the Board of Directors for the year: 100% 15 of 15</li> <li>• Number of shares owned: 2,000</li> </ul>	<p data-bbox="646 360 1449 611"> April 1990      Researcher, The Japan Institute of Labour  (currently The Japan Institute for Labour Policy and Training)  April 2001      Professor, Department of International Economics,  Reitaku University  April 2006      Professor, Department of Global Business, College of Business,  to Present      Rikkyo University  March 2011      Member of the Board as Outside Director,  to Present      Bridgestone Corporation  July 2020      Director, Board of Directors, Fujitsu-JAIMS Foundation </p> <p data-bbox="646 638 1453 745"> (Important concurrent positions)  Professor, Department of Global Business, College of Business, Rikkyo University  Outside Director, Sompo Holdings, Inc.  Outside Director, Ajinomoto Co., Inc. </p>
<p data-bbox="252 911 997 938">(Reason for nomination as Outside Director and overview of expected roles)</p> <p data-bbox="252 938 1398 992">Mr. Scott Trevor Davis has excellent academic knowledge in sociology and international business administration, and abundant insight regarding sustainability and ESG in Japan and overseas.</p> <p data-bbox="252 992 1398 1072">Since his appointment as Outside Director of the Company, he has been contributing to ensuring appropriate decision making of the Board of Directors, including from the perspectives of governance, compliance, and organizational and personnel strategy.</p> <p data-bbox="252 1072 1458 1211">In particular, based on his understanding of the Company's business, the situation the Company is in, and shareholder expectations toward the Company, which he has cultivated over the course of his tenure, and a reasonable level of trust with the management team, he became the Company's first Independent Outside Director serving as Chairperson of the Board of Directors in 2021 and has introduced a system to incorporate proposals from Independent Outside Directors into the agenda setting of the Board of Directors, and has evolved this system every year.</p> <p data-bbox="252 1211 1410 1321">He also maintains an appropriate level of tension in regular one-on-one discussions with the Global CEO, and has been playing a leading and extremely vital role in setting appropriate agenda and further enhancing deliberations at Board of Directors meetings, such as by making proposals and requests regarding agenda and proposals submitted by senior management and how to explain them.</p> <p data-bbox="252 1321 1465 1431">In addition, he participates in active deliberations as a member of the Nominating Committee and a member of the Compensation Committee, and plays a leading role as Chairperson of the Governance Committee in the discussion to further enhance the Company's governance structure, including the improvement of the effectiveness evaluation process for the Board of Directors.</p> <p data-bbox="252 1431 1382 1541">He also contributes significantly as Chairperson of the Board of Directors to conduct more efficient and effective management of the Board of Directors that meets stakeholders' expectations by actively and directly participating in dialogue with investors and analysts, and using the opinions and perspectives of shareholders gained there to deepen discussions at Board of Directors meetings.</p> <p data-bbox="252 1541 1469 1677">If Mr. Scott Trevor Davis is reappointed, he is scheduled to continue to be appointed as the Chairperson of the Board of Directors, a member of the Nominating Committee, a member of the Compensation Committee and Chairperson of the Governance Committee. In supervising the proper functioning of the new executive structure launched in January 2026, he is expected to make significant contributions to the enhancement of the Company's governance by utilizing the deep understanding of the Company's history and future vision he has cultivated to date.</p> <p data-bbox="252 1677 1449 1758">Based on the above, the Company has determined that Mr. Scott Trevor Davis would appropriately execute the duties as an Outside Director essential for ensuring and improving governance in order for the Company to achieve sustainable growth and increase its corporate value over the mid- to long-term.</p>		

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
4	 <p data-bbox="344 501 529 557">Kenichi Masuda (January 11, 1963)</p> <div data-bbox="316 580 558 613" style="border: 1px solid black; padding: 2px; text-align: center;">Renomination</div> <div data-bbox="316 629 558 663" style="border: 1px solid black; padding: 2px; text-align: center;">Outside Director</div> <div data-bbox="316 678 558 712" style="border: 1px solid black; padding: 2px; text-align: center;">Independent Director</div> <ul data-bbox="263 730 611 904" style="list-style-type: none"> <li>• The term of office as Member of the Board: 10 years</li> <li>• Attendance at the Board of Directors for the year: 100% 15 of 15</li> <li>• Number of shares owned: 0</li> </ul>	<p data-bbox="646 331 1090 387">April 1988 to Present Lawyer, Admitted in Japan</p> <p data-bbox="646 387 1137 443">September 1993 to Present Lawyer, Admitted in New York</p> <p data-bbox="646 443 1412 499">January 1997 to Present Partner, Anderson Mori (Japanese law firm: currently Anderson Mori &amp; Tomotsune)</p> <p data-bbox="646 499 1385 555">April 2010 Adjunct Lecturer, Graduate Schools for Law and Politics, The University of Tokyo</p> <p data-bbox="646 555 1337 589">March 2011 Outside Corporate Auditor, Bridgestone Corporation</p> <p data-bbox="646 589 1236 645">March 2016 to Present Member of the Board as Outside Director, Bridgestone Corporation</p> <p data-bbox="646 645 1393 701">April 2019 Visiting Professor, Graduate Schools for Law and Politics, The University of Tokyo</p> <p data-bbox="646 719 1449 857">(Important concurrent positions) Partner, Anderson Mori &amp; Tomotsune Outside Director (Audit and Supervisory Committee Member), Mercuria Holdings Co., Ltd. Outside Audit &amp; Supervisory Board Member, Chugai Pharmaceutical Co., Ltd.</p>
<p data-bbox="252 909 997 936">(Reason for nomination as Outside Director and overview of expected roles)</p> <p data-bbox="252 936 1449 992">Mr. Kenichi Masuda has abundant professional career experience as a lawyer at law firms in Japan and overseas, as well as high levels of expertise.</p> <p data-bbox="252 992 1393 1070">Since his appointment as Outside Director of the Company, he has been contributing to ensuring appropriate decision making of the Board of Directors from a wide range of perspectives, not only legal and risk management, but also shareholder returns and organizational strategies.</p> <p data-bbox="252 1070 1457 1238">In particular, based on his understanding of the Company's business, the situation the Company is in, and shareholder expectations toward the Company, which he has cultivated over the course of his tenure, and a reasonable level of trust with the management team, since his appointment as a Chairperson of the Nominating Committee in 2021, he has been playing an extremely vital role in strengthening the management execution structure and oversight thereof by taking the lead and actively engaging in the verification of the Board of Directors' human resources portfolio and the succession planning of Directors and Executive Officers, etc.</p> <p data-bbox="252 1238 1441 1350">In 2025, particularly in the succession planning of Global CEO, as the Chairperson of the Nominating Committee, he significantly contributed to a smooth leadership transition by engaging in repeated dialogues with Global CEO at the time and multiple successor candidates. Also, he ensured a fair and transparent selection process, leading to the appointment of the right successor for the Company's sustainable growth.</p> <p data-bbox="252 1350 1449 1518">In considering candidates for Outside Director, he contributed to enhancing the quality of discussions within the committee by taking the initiative in holding one-on-one meetings with each current Director, confirms the contents of the Directors' mutual evaluations and shares them with the Nominating Committee. In addition, when considering new nominees, he actively and proactively gathers information on whether a person is suitable for the role of Outside Director by holding multiple meetings with potential nominees prior to Nominating Committee meetings, leading to effective and efficient nominee consideration by the Nominating Committee.</p> <p data-bbox="252 1518 1465 1597">He also contributes as Chairperson of the Nominating Committee to conduct more efficient and effective management of the Nominating Committee by actively and directly participating in dialogue with investors and analysts, and using the opinions and perspectives of shareholders gained there to deepen discussions.</p> <p data-bbox="252 1597 1449 1675">In addition to participating in active deliberations as a member of the Compensation Committee, he has also been playing a leading role as Chairperson of the Compliance Committee in verifying and discussing further improvements to the Company's compliance framework.</p> <p data-bbox="252 1675 1465 1843">If Mr. Kenichi Masuda is reappointed, he is scheduled to continue to be appointed as Chairperson of the Nominating Committee, a member of the Compensation Committee and Chairperson of the Compliance Committee. In particular, as Chairperson of the Nominating Committee, he is expected to supervise the proper functioning of the new executive structure launched in January 2026. And also, in carrying out management succession planning, one of the Nominating Committee's key responsibilities, he is expected to make significant contributions by utilizing the deep understanding of the Company's history and future vision he has cultivated to date.</p> <p data-bbox="252 1843 1425 1921">Based on the above, the Company has determined that Mr. Kenichi Masuda would appropriately execute the duties as an Outside Director essential for the establishment of succession plans that will enable the Company to achieve sustainable growth and increase its corporate value over the mid- to long-term.</p>		

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
5	 <p style="text-align: center;">Yoko Suzuki (September 21, 1970)</p> <div style="text-align: center; border: 1px solid black; width: fit-content; margin: 0 auto; padding: 2px;">Renomination</div> <div style="text-align: center; border: 1px solid black; width: fit-content; margin: 0 auto; padding: 2px;">Outside Director</div> <div style="text-align: center; border: 1px solid black; width: fit-content; margin: 0 auto; padding: 2px;">Independent Director</div> <ul style="list-style-type: none"> <li>• The term of office as Member of the Board: 8 years</li> <li>• Attendance at the Board of Directors for the year: 100% 15 of 15</li> <li>• Number of shares owned: 9,600</li> </ul>	<p>April 1998 to Present      Lawyer, Admitted in Japan</p> <p>April 1998      Joined Takagi Godo Law Office</p> <p>November 2002 to Present      Partner, Suzuki Sogo Law Office</p> <p>January 2008      Director, International IC Association of Japan</p> <p>April 2015      Auditor, The Research Institute of Economy, Trade and Industry</p> <p>March 2018 to Present      Member of the Board as Outside Director, Bridgestone Corporation</p> <p>June 2018      Auditor, Hitotsubashi University Collaboration Center</p> <p>September 2021 to Present      Auditor, National Archives of Japan</p> <p>June 2024 to Present      Auditor, Fondation Maison franco-japonaise</p> <p>(Important concurrent positions) Partner, Suzuki Sogo Law Office Outside Director (Audit and Supervisory Committee Member), Nippon Pigment Holdings Company Limited External Audit &amp; Supervisory Board Member, MARUI GROUP CO., LTD. Outside Director of the Board, JAPAN PULP AND PAPER COMPANY LIMITED</p>
<p>(Reason for nomination as Outside Director and overview of expected roles)</p> <p>Ms. Yoko Suzuki has high expertise as a lawyer, and abundant experience and deep insight as an outside auditor and auditor of other companies and various associations.</p> <p>Since her appointment as an Outside Director of the Company, she has been contributing to ensuring appropriate decision making of the Board of Directors, not only in risk management but also from the perspectives of diversity, including promotion of women's participation in the workplace, enhancement of talent creativity and quality management with consideration for employee engagement, nature-positive and branding activities, etc.. In addition, as a member of the Audit Committee, she has been participating in active deliberations and on-site audits of subsidiaries, etc., to promote the strengthening of our auditing system and internal controls on a global scale, etc.</p> <p>If Ms. Yoko Suzuki is reappointed, she is scheduled to continue to be appointed as a member of the Audit Committee. In view of these experiences, insights and achievements, Ms. Yoko Suzuki is expected to continue to fulfill these roles, and the Company has determined that she would appropriately execute the duties as an Outside Director.</p>		

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
6	 <p data-bbox="347 504 526 560">Yukari Kobayashi (April 17, 1963)</p> <div data-bbox="316 584 558 613" style="border: 1px solid black; padding: 2px; text-align: center;">Renomination</div> <div data-bbox="316 633 558 663" style="border: 1px solid black; padding: 2px; text-align: center;">Outside Director</div> <div data-bbox="316 683 558 712" style="border: 1px solid black; padding: 2px; text-align: center;">Independent Director</div> <ul data-bbox="263 734 598 907" style="list-style-type: none"> <li>• The term of office as Member of the Board: 3 years</li> <li>• Attendance at the Board of Directors for the year: 100% 15 of 15</li> <li>• Number of shares owned: 1,000</li> </ul>	<p data-bbox="646 253 1417 309">April 1987      Joined IBM Japan, Ltd. July 2002      Senior Manager, Overall Management of System Products Marketing, IBM Japan, Ltd.</p> <p data-bbox="646 333 1417 389">January 2007    Director in charge of Public Sector, Global Business Service, IBM Japan, Ltd.</p> <p data-bbox="646 392 1417 425">January 2007    Executive Officer, IBM Business Consulting Services KK</p> <p data-bbox="646 427 1417 483">March 2016      Growth Leader for Mercer Far East Zone; Chief of Staff, Mercer Japan Ltd.</p> <p data-bbox="646 486 1417 519">January 2018    Director, Mercer Investment Solutions Ltd.</p> <p data-bbox="646 521 1417 555">February 2018   Chief Operating Officer, Mercer Japan Ltd.</p> <p data-bbox="646 557 1417 613">September 2018 Corporate Officer; Corporate Strategy Management Lead, Area Transformation Lead, and Chief of Staff, Microsoft Japan Co., Ltd.</p> <p data-bbox="646 616 1417 649">March 2020      Representative Partner, Amanda Life Consulting LLC</p> <p data-bbox="646 651 1417 685">to Present</p> <p data-bbox="646 687 1417 721">March 2023      Member of the Board as Outside Director,</p> <p data-bbox="646 723 1417 757">to Present      Bridgestone Corporation</p> <p data-bbox="646 759 1417 792">June 2023      Representative Member, JC1 LLC.</p> <p data-bbox="646 795 1417 828">to Present</p> <p data-bbox="646 831 1417 913">(Important concurrent positions) Representative Partner, Amanda Life Consulting LLC Representative Member, JC1 LLC. Outside Director, Nippon Shinyaku Co., Ltd.</p>
<p data-bbox="252 943 997 969">(Reason for nomination as Outside Director and overview of expected roles)</p> <p data-bbox="252 972 1393 1025">Ms. Yukari Kobayashi has deep insight into the digital field and business strategy through her extensive practical and management experience in the IT and consulting industries.</p> <p data-bbox="252 1028 1449 1189">Since her appointment as an Outside Director of the Company, she has been contributing to ensuring appropriate decision making of the Board of Directors not only from the perspectives of global business strategies, such as digital fields and risk management (including cybersecurity measures) from a global standpoint, but also of promoting women’s participation in the workplace and enhancing employee engagement. In addition, as a member of the Audit Committee, she has been participating in active deliberations and on-site audits of subsidiaries, etc., and promoting the strengthening of our auditing system and internal controls on a global scale, including IT governance.</p> <p data-bbox="252 1191 1457 1270">If Ms. Yukari Kobayashi is reappointed, she is scheduled to continue to be appointed as a member of the Audit Committee. In view of these experiences, insights and achievements, Ms. Yukari Kobayashi is expected to continue to fulfill these roles, and the Company has determined that she would appropriately execute the duties as an Outside Director.</p>		

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
7	 <p data-bbox="336 504 539 562">Yasuhiro Nakajima (October 13, 1961)</p> <div data-bbox="316 584 560 613" style="border: 1px solid black; padding: 2px; text-align: center;">Renomination</div> <div data-bbox="316 633 560 663" style="border: 1px solid black; padding: 2px; text-align: center;">Outside Director</div> <div data-bbox="316 683 560 712" style="border: 1px solid black; padding: 2px; text-align: center;">Independent Director</div> <ul data-bbox="263 741 603 913" style="list-style-type: none"> <li>• The term of office as Member of the Board: 3 years</li> <li>• Attendance at the Board of Directors for the year: 100% 15 of 15</li> <li>• Number of shares owned: 1,000</li> </ul>	<p data-bbox="646 277 1453 719"> April 1984      Joined Hitachi, Ltd.  March 1995      Certified Public Accountant, Admitted  to Present  July 2007      Representative Partner, PricewaterhouseCoopers Aarata  (currently PricewaterhouseCoopers Japan LLC)  July 2012      Executive Officer (Leader of Quality Management),  PricewaterhouseCoopers Aarata  July 2014      General Manager, Nagoya Office,  PricewaterhouseCoopers Aarata LLC  July 2017      Oversight Board Member, PricewaterhouseCoopers Aarata LLC  April 2022      Specially Appointed Professor, Osaka Metropolitan University  to Present  July 2022      Representative, Nakajima CPA Office  to Present  March 2023      Member of the Board as Outside Director, Bridgestone  to Present      Corporation </p> <p data-bbox="646 748 1102 831">(Important concurrent positions)  Representative, Nakajima CPA Office  External Director, Shiseido Company, Limited</p>
<p data-bbox="252 920 999 949">(Reason for nomination as Outside Director and overview of expected roles)</p> <p data-bbox="252 949 1461 1218">Mr. Yasuhiro Nakajima has abundant professional career and experience in accounting audit and advisory services as a Certified Public Accountant, and possesses expertise through teaching audit and corporate governance at a university. Since his appointment as an Outside Director of the Company, he has been contributing to ensuring appropriate decision making of the Board of Directors, not only in finance and accounting but also from the perspective of enhancing governance from a global standpoint, verifying the effectiveness of proper business cost reduction and securing product competitive advantage, etc. In addition, since 2025, as a Chairperson of the Audit Committee, he has been working to promote the strengthening of our auditing system and internal controls on a global scale, including through cooperation with the Independent Auditor. Furthermore, he also contributes as Chairperson of the Audit Committee to conduct more efficient and effective management of the Audit Committee by actively and directly participating in dialogue with investors and analysts, and using the opinions and perspectives of shareholders gained there to deepen discussions.</p> <p data-bbox="252 1218 1461 1301">If Mr. Yasuhiro Nakajima is reappointed, he is scheduled to continue to be appointed as Chairperson of the Audit Committee. He is expected to make significant contributions in continuing to lead audits to ensure that internal controls and risk management frameworks function properly.</p> <p data-bbox="252 1301 1414 1355">In view of these experiences, insights and achievements, Mr. Yasuhiro Nakajima is expected to continue to fulfill these roles, and the Company has determined that he would appropriately execute the duties as an Outside Director.</p>		

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
8	 <p data-bbox="343 533 534 589">Noriko Morikawa (October 18, 1958)</p> <div data-bbox="316 613 560 645" style="border: 1px solid black; padding: 2px; text-align: center;">Renomination</div> <div data-bbox="316 665 560 696" style="border: 1px solid black; padding: 2px; text-align: center;">Outside Director</div> <div data-bbox="316 716 560 748" style="border: 1px solid black; padding: 2px; text-align: center;">Independent Director</div> <ul data-bbox="263 766 598 936" style="list-style-type: none"> <li>• The term of office as Member of the Board: 1 year</li> <li>• Attendance at the Board of Directors for the year: 100% 11 of 11</li> <li>• Number of shares owned: 0</li> </ul>	<p data-bbox="646 309 1404 638"> April 1981      Joined Chori Co., Ltd.  August 1988    Joined Daiwa Securities America Inc.  September 1991    Joined Arthur Anderson &amp; Co.  March 1995      Joined Motorola Inc.  March 2005      Director, Responsible for accounting and finance,  General Manager, Accounting and Finance Headquarters in  Japan, Motorola Inc.  June 2009      Joined Bosch Corporation  August 2010     Director, Vice President, Responsible for Administrative  Headquarters, Bosch Corporation  March 2025      Member of the Board as Outside Director,  to Present        Bridgestone Corporation </p> <p data-bbox="646 667 1257 748"> (Important concurrent positions)  Outside Director (Audit and Supervisory Committee Member),  Mitsubishi Heavy Industries, Ltd. </p>
<p data-bbox="252 943 997 969">(Reason for nomination as Outside Director and overview of expected roles)</p> <p data-bbox="252 969 1436 1077">Ms. Noriko Morikawa has deep insight into capital, human resources, and organizational strategies through her extensive practical and managerial experience at overseas firms involved in the IT and telecommunications industry and automotive components industry. She also has global business experience and knowledge, having worked overseas for multiple companies and been responsible for overall operations at the headquarters.</p> <p data-bbox="252 1077 1465 1240">Since her appointment as an Outside Director of the Company, she has been contributing to ensuring appropriate decision making of the Board of Directors, not only in capital, human resources, and organizational strategies but also from the perspective of sustainability, manufacturing productivity improvement and product strategy, etc. In addition, since her appointment as an Outside Director in March 2025, she has been working on the strengthening of our auditing system and internal controls on a global scale through actively participating in deliberations with a fresh perspective and engaging in on-site audits at subsidiaries as a member of the Audit Committee.</p> <p data-bbox="252 1240 1449 1267">If Ms. Noriko Morikawa is reappointed, she is scheduled to continue to be appointed as a member of the Audit Committee.</p> <p data-bbox="252 1267 1453 1319">In view of these experiences, insights and achievements, Ms. Noriko Morikawa is expected to continue to fulfill these roles, and the Company has determined that she would appropriately execute the duties as an Outside Director.</p>		

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
9	 <p style="text-align: center;">Toshiaki Itagaki (November 23, 1960)</p> <div style="text-align: center; border: 1px solid black; width: fit-content; margin: 0 auto; padding: 2px;">Renomination</div> <div style="text-align: center; border: 1px solid black; width: fit-content; margin: 0 auto; padding: 2px;">Outside Director</div> <div style="text-align: center; border: 1px solid black; width: fit-content; margin: 0 auto; padding: 2px;">Independent Director</div> <ul style="list-style-type: none"> <li>• The term of office as Member of the Board: 1 year</li> <li>• Attendance at the Board of Directors for the year: 100% 11 of 11</li> <li>• Number of shares owned: 800</li> </ul>	<p>April 1983      Joined Chugai Pharmaceutical Co., Ltd.</p> <p>April 2012      General Manager of Marketing &amp; Sales Planning Department, Chugai Pharmaceutical Co., Ltd.</p> <p>January 2015    Vice President, General Manager of Finance &amp; Accounting Department, Chugai Pharmaceutical Co., Ltd.</p> <p>January 2017    Vice President, General Manager of IT Supervisory Division and General Manager of Finance &amp; Accounting Department, Chugai Pharmaceutical Co., Ltd.</p> <p>April 2018      Executive Vice President &amp; CFO, General Manager of Finance Supervisory Division, General Manager of IT Supervisory Division and General Manager of Finance &amp; Accounting Department, Chugai Pharmaceutical Co., Ltd.</p> <p>March 2022     Director, Executive Vice President &amp; CFO, Chugai Pharmaceutical Co., Ltd</p> <p>March 2024 to Present      Advisor, Chugai Pharmaceutical Co., Ltd</p> <p>March 2025 to Present    Member of the Board as Outside Director, Bridgestone Corporation</p> <p>(Important concurrent positions)  Advisor, Chugai Pharmaceutical Co., Ltd  Outside Director (Audit &amp; Supervisory Committee Member), Kawasaki Heavy Industries, Ltd.  Outside Director (Audit &amp; Supervisory Committee Member), Mizuho Trust &amp; Banking Co., Ltd.</p>
<p>(Reason for nomination as Outside Director and overview of expected roles)</p> <p>Mr. Toshiaki Itagaki has deep insight into finance, IT, the digital field, and marketing through his extensive practical and managerial experience in the pharmaceutical industry. He also has global business experience and knowledge, including experience working overseas, involvement in cross-border M&amp;A negotiations, and dealing with overseas investors. Since his appointment as an Outside Director of the Company, he has been contributing to ensuring appropriate decision making of the Board of Directors, not only in finance and accounting but also from the perspective of IT security, non-financial targets and communication with stakeholders, etc. In addition, since his appointment as an Outside Director in March 2025, he has greatly contributed to the establishment of more objective processes and enriching discussion through actively participating in deliberations in both committees with a fresh perspective as a member of the Nominating Committee and Compensation Committee.</p> <p>If Mr. Toshiaki Itagaki is reappointed, he is scheduled to be appointed as a member of the Nominating Committee and newly appointed as Chairperson of the Compensation Committee. In particular, as Chairperson of the Compensation Committee, he is expected to make a significant contribution by leading the process of ensuring appropriate compensation decisions and reviewing the executive compensation system to further enhance the Company's corporate value.</p> <p>In view of these experiences, insights and achievements, Mr. Toshiaki Itagaki is expected to continue to fulfill these roles, and the Company has determined that he would appropriately execute the duties as an Outside Director.</p>		

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
10	 <p data-bbox="363 533 510 589">Shigeki Mori (July 22, 1958)</p> <p data-bbox="316 613 558 645">New nomination</p> <p data-bbox="316 674 558 705">Outside Director</p> <p data-bbox="316 723 558 754">Independent Director</p> <p data-bbox="263 781 547 813">• Number of shares owned: 0</p>	<p data-bbox="646 309 1449 365">April 1981      Joined Nippon Sheet Glass Co., Ltd. July 2010      Head of Production, Fabrication and Marketing, UK and South Europe, Architectural Glass (UK), Nippon Sheet Glass Co., Ltd.</p> <p data-bbox="646 389 1417 445">May 2012      Senior Corporate Officer, Head of Architectural Glass Japan, Nippon Sheet Glass Co., Ltd.</p> <p data-bbox="646 448 1377 504">June 2012      Senior Corporate Officer, Head of Technical Glass SBU, Nippon Sheet Glass Co., Ltd.</p> <p data-bbox="646 506 1353 562">April 2015      Representative Executive Officer, President and CEO, Nippon Sheet Glass Co., Ltd.</p> <p data-bbox="646 564 1445 620">June 2015      Director, Representative Executive Officer, President and CEO, Nippon Sheet Glass Co., Ltd.</p> <p data-bbox="646 622 1414 678">April 2023      Director, Representative Executive Officer and Chairperson, Nippon Sheet Glass Co., Ltd.</p> <p data-bbox="667 680 1425 736">June 2023 to Present      Executive Officer, Chairperson, Nippon Sheet Glass Co., Ltd.</p> <p data-bbox="646 750 1246 831">(Important concurrent positions) Executive Officer, Chairperson, Nippon Sheet Glass Co., Ltd. Outside Director, Japan Post Bank Co., Ltd.</p>
<p data-bbox="252 831 995 862">(Reason for nomination as Outside Director and overview of expected roles)</p> <p data-bbox="252 862 1420 943">Mr. Shigeki Mori has deep insight into a broad range of areas including corporate management, risk management, talent development, and sustainability through his extensive experience as the chief executive officer at a global company, following his roles as head of overseas and Japanese operations in the manufacturing industry.</p> <p data-bbox="252 943 1420 1050">Through multiple meetings with the Chairperson of the Nominating Committee and the Nominating Committee, the Company was able to confirm that, in view of these experiences and insights, he is expected to contribute to appropriate decision making of the Board of Directors. In light of this, and from the perspective of securing an appropriate human resources portfolio for the Board of Directors, the Company has determined that he qualifies for a new Outside Director.</p> <p data-bbox="252 1050 1455 1158">If Mr. Shigeki Mori is appointed, he is scheduled to be appointed as a member of the Nominating Committee and a member of the Compensation Committee. In view of these experiences, insights and achievements, Mr. Shigeki Mori is expected to contribute to the Nominating Committee and the Compensation Committee from a new perspective, and the Company has determined that he would appropriately execute the duties as an Outside Director.</p>		

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
11	 <p data-bbox="338 501 539 560">Akira Matsuda (January 16, 1963)</p> <div data-bbox="316 582 558 613" style="border: 1px solid black; padding: 2px; text-align: center;">Renomination</div> <ul data-bbox="263 645 598 817" style="list-style-type: none"> <li>• The term of office as Member of the Board: 3 years</li> <li>• Attendance at the Board of Directors for the year: 100% 15 of 15</li> <li>• Number of shares owned: 7,600</li> </ul>	<p data-bbox="646 309 1412 660"> April 1987      Joined Bridgestone Corporation  September 1989      Seconded to Bridgestone/Firestone Inc. (currently Bridgestone Americas, Inc.) (The United States)  January 2011      Director, eco-Activities Promotion Division  March 2014      Vice President and Officer, Environment  January 2017      Vice President and Senior Officer, Responsible for Global Innovation  January 2019      Vice President and Senior Officer; CQMO*, Responsible for Quality Management  January 2022      Lead Expert; CQMO; Assistant to Executive Vice President, Responsible for Quality Management  March 2023 to Present      Member of the Board </p> <p data-bbox="1066 667 1460 689" style="text-align: right;">*CQMO: Chief Quality Management Officer</p>
<p data-bbox="252 826 1045 848">(Reason for nomination as Member of the Board and overview of expected roles)</p> <p data-bbox="252 853 1460 1066"> Since Mr. Akira Matsuda joined the Company, he has accumulated abundant professional experience in tire material development, environmental promotion, technological innovation, and quality management in Japan and the Americas. Since his appointment as a Member of the Board of the Company, he has been contributing to ensuring appropriate decision making of the Board of Directors from the perspective of ESG and technology innovation by utilizing his broad experience and insight in the business execution field. In addition, as a full-time Audit Committee member who has worked for the Company for many years, he has been promoting the strengthening of our auditing system and internal controls on a global scale by proactively gathering internal information, conducting on-site audits at subsidiaries, etc., participating in active deliberations and information sharing and exchanging opinions among Outside Directors. </p> <p data-bbox="252 1070 1460 1144"> If Mr. Akira Matsuda is reappointed, he is scheduled to continue to be appointed as a full-time Audit Committee member. In view of these experiences, insights, and achievements, Mr. Akira Matsuda is expected to continue to fulfill these roles, and the Company has determined that he qualifies as a Member of the Board. </p>		

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions												
12	 <p data-bbox="347 504 528 555">Tsuyoshi Yoshimi (May 26, 1964)</p> <div data-bbox="316 584 560 613" style="border: 1px solid black; padding: 2px; text-align: center;">Renomination</div> <ul data-bbox="263 636 598 801" style="list-style-type: none"> <li>• The term of office as Member of the Board: 7 years</li> <li>• Attendance at the Board of Directors for the year: 100% 15 of 15</li> <li>• Number of shares owned: 7,800</li> </ul>	<table data-bbox="646 360 1469 555" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">April 1988</td> <td>Joined Bridgestone Corporation</td> </tr> <tr> <td>January 2010</td> <td>Seconded to Bridgestone Asia Pacific Pte. Ltd. (Singapore)</td> </tr> <tr> <td>September 2012</td> <td>Seconded to Bridgestone (China) Investment Co., Ltd. (Shanghai)</td> </tr> <tr> <td>October 2013</td> <td>Director, Finance Division</td> </tr> <tr> <td>March 2017</td> <td>Vice President and Officer, Auditing</td> </tr> <tr> <td>March 2019 to Present</td> <td>Member of the Board</td> </tr> </table>	April 1988	Joined Bridgestone Corporation	January 2010	Seconded to Bridgestone Asia Pacific Pte. Ltd. (Singapore)	September 2012	Seconded to Bridgestone (China) Investment Co., Ltd. (Shanghai)	October 2013	Director, Finance Division	March 2017	Vice President and Officer, Auditing	March 2019 to Present	Member of the Board
April 1988	Joined Bridgestone Corporation													
January 2010	Seconded to Bridgestone Asia Pacific Pte. Ltd. (Singapore)													
September 2012	Seconded to Bridgestone (China) Investment Co., Ltd. (Shanghai)													
October 2013	Director, Finance Division													
March 2017	Vice President and Officer, Auditing													
March 2019 to Present	Member of the Board													
<p data-bbox="252 813 1043 837">(Reason for nomination as Member of the Board and overview of expected roles)</p> <p data-bbox="252 840 1430 891">Since Mr. Tsuyoshi Yoshimi joined the Company, he has accumulated abundant business experience by working in areas such as finance, Asia Pacific business, and internal auditing.</p> <p data-bbox="252 893 1453 1084">Since his appointment as a Member of the Board of the Company, he has been contributing to ensuring appropriate decision making of the Board of Directors from the perspective of finance and risk management by utilizing his broad business experience and insight in the business execution field. In addition, as a full-time Audit Committee member who has worked for the Company for many years, he has been promoting the strengthening of our auditing system and internal controls on a global scale, including cooperation with the Independent Auditor, by proactively gathering internal information, conducting on-site audits at subsidiaries, etc., participating in active deliberations and information sharing and exchanging opinions among Outside Directors.</p> <p data-bbox="252 1086 1433 1164">If Mr. Tsuyoshi Yoshimi is reappointed, he is scheduled to continue to be appointed as a full-time Audit Committee member. In view of these experiences, insights and achievements, Mr. Tsuyoshi Yoshimi is expected to continue to fulfill these roles, and the Company has determined that he qualifies as a Member of the Board.</p>														

Notes:

1. There are no special interests between each nominee and the Company.
2. Mr. Scott Trevor Davis, Mr. Kenichi Masuda, Ms. Yoko Suzuki, Ms. Yukari Kobayashi, Mr. Yasuhiro Nakajima, Ms. Noriko Morikawa, Mr. Toshiaki Itagaki and Mr. Shigeki Mori are the nominees as Outside Directors.
3. To ensure the independence of its Outside Directors, the Company has designated its own “Guidelines for Determining Whether Outside Directors are Sufficiently Independent” (as described on page 21), in addition to the respective standards stipulated by each of the stock exchanges on which the Company’s shares are listed. Mr. Scott Trevor Davis, Mr. Kenichi Masuda, Ms. Yoko Suzuki, Ms. Yukari Kobayashi, Mr. Yasuhiro Nakajima, Ms. Noriko Morikawa, Mr. Toshiaki Itagaki and Mr. Shigeki Mori have fulfilled the Guidelines and the standards, and the Company has notified the respective stock exchanges of them as Independent Directors.
4. Sompo Japan Insurance, Inc., a subsidiary of Sompo Holdings, Inc., for which Mr. Scott Trevor Davis serves as an Outside Director, has been involved in conducts in violation of and improper conduct in light of the Antimonopoly Act and also inappropriate response by Sompo Japan Insurance, Inc. in relation to fraudulent automobile insurance claims by used car dealers. In addition, in January 2024, Sompo Holdings, Inc. received a business improvement order from the Financial Services Agency under the Insurance Business Act regarding the management of Sompo Japan Insurance, Inc. in relation to fraudulent automobile insurance claims made by used car dealers. However, Mr. Scott Trevor Davis has continued to provide his opinions to the Board of Directors and the relevant committees, etc. of the Sompo Holdings, Inc., from the viewpoints of compliance with laws and regulations, ensuring the effectiveness of group governance, and the importance of root cause analysis in compliance issues. In addition, after the occurrence of both incidents, he considered and provided his opinion on various recurrence prevention measures as Director, chairperson of the nomination committee and compensation committee member.
5. JAPAN PULP AND PAPER COMPANY LIMITED, for which Ms. Yoko Suzuki serves as an Outside Director, was found by the Japan Fair Trade Commission in March 2024 to have engaged in acts in violation of the Antimonopoly Act in relation to bidding for recycled roll paper ordered by the National Printing Bureau, an incorporated administrative agency. This incident occurred before Ms. Yoko Suzuki assumed her position, and she was not aware of the facts until the violations were discovered. However, after assuming her position as an Outside Director of the company, she actively offered suggestions at Board of Director meetings from an objective and neutral standpoint on the importance of compliance and risk management. Following the discovery of this incident, she has continuously expressed her opinion at Board of Director meetings aimed at preventing recurrence, and regularly monitors compliance activities in general, including the prevention of violations of the Antimonopoly Act, fulfilling her duties.
6. Nippon Sheet Glass Co., Ltd., for which Mr. Shigeki Mori serves as an Executive Officer and Chairperson was referred to prosecutors by the Chiba Labor Standards Inspection Office in October 2025 on suspicion of violating the Industrial Safety and Health Act, and received a summary fine order from the Chiba Summary Court in January 2026 regarding an industrial accident that occurred at the company’s Chiba branch in July 2024.
7. Mr. Toshiaki Itagaki is scheduled to retire as Advisor of Chugai Pharmaceutical Co., Ltd. on March 31, 2026.
8. The term of office of the respective nominees is as of the close of this Shareholders’ Meeting.
9. If Mr. Scott Trevor Davis, Mr. Kenichi Masuda, Ms. Yoko Suzuki, Ms. Yukari Kobayashi, Mr. Yasuhiro Nakajima, Ms. Noriko Morikawa, Mr. Toshiaki Itagaki, Mr. Shigeki Mori, Mr. Akira Matsuda and Mr. Tsuyoshi Yoshimi are appointed as the Members of the Board, the Company will enter into an agreement with each of them that limits his/her damage compensation liability of Paragraph 1 of Article 423 of the Companies Act, pursuant to the provision in Paragraph 2 of Article 25 of the Articles of Incorporation of the Company based on Paragraph 1 of Article 427 of the Companies Act. The maximum amount of his/her liability based on said agreement shall be the higher of either 10 million yen or the minimum liability amount prescribed in Paragraph 1 of Article 425 of the Companies Act.
10. The Company has entered into a directors and officers liability insurance agreement provided for in Paragraph 1 of Article 430-3 of the Companies Act with an insurance company, insuring Members of the Board, Executive Officers, and Vice President and Senior Officers to cover any liability or dispute resolution costs that may result from claims for damages related to the performance of their duties. However, certain exclusions apply, including for damages arising from actions taken with the knowledge that they violate laws or regulations. The insurance premiums are fully borne by the Company. If this proposal is approved as originally proposed and any nominees are appointed as Members of the Board, the Company plans to insure them under the insurance agreement. The Company plans to renew the insurance agreement in the future.

11. If this Proposal is approved, each of Nominating, Audit and Compensation Committees is scheduled to be composed of the following members, respectively.

Nominating Committee:

Mr. Scott Trevor Davis, Mr. Kenichi Masuda, Mr. Toshiaki Itagaki, Mr. Shigeki Mori

Audit Committee:

Ms. Yoko Suzuki, Ms. Yukari Kobayashi, Mr. Yasuhiro Nakajima, Ms. Noriko Morikawa,

Mr. Akira Matsuda, Mr. Tsuyoshi Yoshimi

Compensation Committee:

Mr. Scott Trevor Davis, Mr. Kenichi Masuda, Mr. Toshiaki Itagaki, Mr. Shigeki Mori

12. On January 1, 2026, the Company carried out a stock split of common shares at a 2-for-1 ratio. The number of shares of the Company held by each Director candidate is presented on a post-stock split basis.

(Reference)

[Fundamental Policy on the Structure of the Board of Directors and the Roles Particularly Expected of Members of the Board]

Guided by our mission of “Serving Society with Superior Quality,” the Company put forth a vision of “Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company.” To achieve this, the Company has positioned sustainability at the core of management and formulated a Mid-Long Term Business Strategy for gaining a competitive advantage by creating both social value and customer value, engaging in management led by this strategy. The Company has created an overall-balanced Board of Directors whose human resource portfolio encompasses diverse perspectives to supervise the appropriate execution of the Company’s Mid-Long Term Business Strategy as it seeks to increase corporate value.

Name	Executive Officers/ Non-executive Directors/ Outside and Independent Directors	Member of the Board Term of Office	Nominating Committee	Audit Committee	Compensation Committee	Sustainability	Capital, Human Resources, and Organizational Strategy	Global Experience	Technology 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 and Non-Executive Director	3 years		○		○		○				
Tsuyoshi Yoshimi	Internal and Non-Executive Director	7 years		○			○		○	○		
Toshiaki Itagaki	Outside Director, Independent Director	1 year	○		○			○		○		○
Yukari Kobayashi	Outside Director, Independent Director	3 years		○				○	○			○
Yoko Suzuki	Outside Director, Independent Director	8 years		○		○	○				○	
Scott Trevor Davis	Outside Director, Independent Director	15 years	○		○	○	○	○				
Yasuhiro Nakajima	Outside Director, Independent Director	3 years		○				○		○	○	
Kenichi Masuda	Outside Director, Independent Director	10 years	○		○		○	○			○	
Noriko Morikawa	Outside Director, Independent Director	1 year		○			○	○				○
Shigeki Mori	Outside Director, Independent Director	–	○		○	○		○				○

\* Terms of office are current as of March 24, 2026

\* Outside and Independent Directors are listed in Japanese alphabetical order

\* Committee members are scheduled to take office on March 24, 2026.

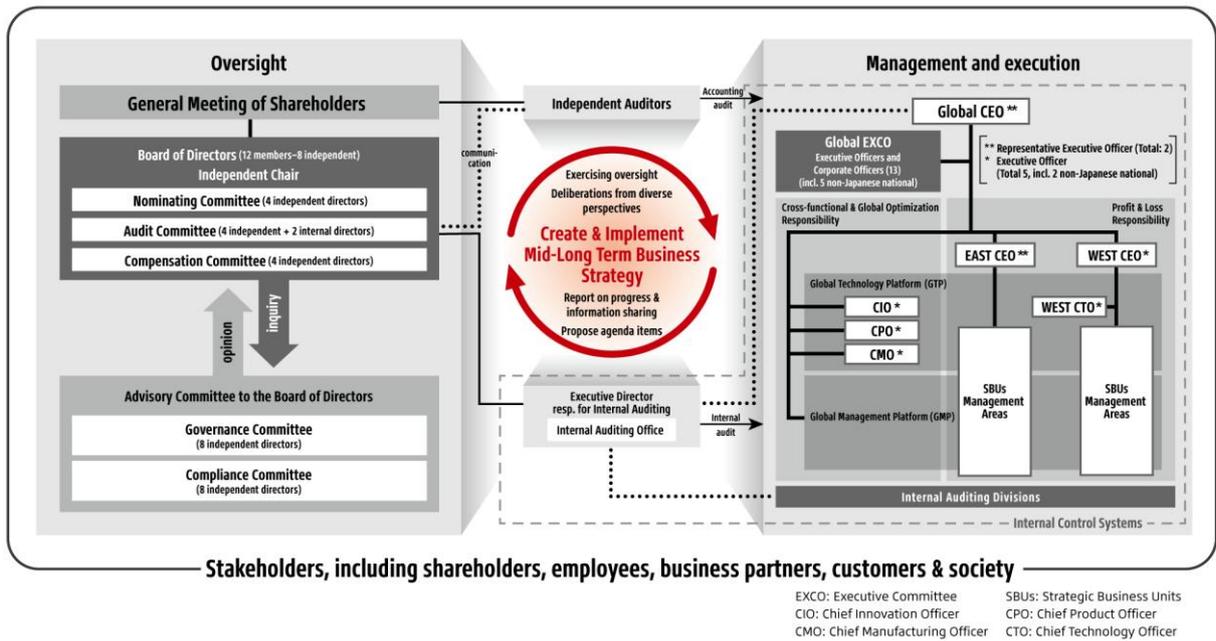
\* ○ symbols indicate up to top three priority fields in which each Member of the Board is expected to make the greatest contributions

\* Independent Outside Director ratio: 66.7% (8 out of 12 Directors)

\* Female Director ratio: 25% (3 out of 12 Directors)

(Reference)

< Corporate Governance Structure >



Scheduled for March 24, 2026

\*Subject to approval at the Shareholders' meeting and subsequent Board Meeting scheduled to be held on March 24, 2026.

(Reference)

[Nominating Policy for Appointment to the Board]

The Company considers the character and judgment of each individual, their experience and expertise and their level of dedication and commitment to performing the duties expected of a member of the Board.

(Outside Directors)

The Company takes into account the following:

- (1) The candidate's expertise, experience and ability to make judgments from an independent perspective.
- (2) The candidate's absence of connections with the Company that would undermine their independence from the Company.\*

\*Specifically, the candidate's ability to meet the conditions for independence as set out in the Company's "Guidelines for Determining Whether Outside Directors are Sufficiently Independent"

(Members of the Board other than Outside Directors)

The Company takes into account the following:

- (1) The candidate's scope of knowledge and experience regarding the business and its operations.
- (2) The level of the candidate's ability to formulate business plans and targets based upon an insightful understanding of the changing business environment.

[Guidelines for Determining Whether Outside Directors are Sufficiently Independent]

In order to ensure that Bridgestone Corporation ("Bridgestone") achieves the objectivity and transparency necessary for appropriate corporate governance, it is best that outside directors be as independent as possible. Bridgestone has accordingly established these guidelines concerning the requisite independence of Outside Directors. If any of the following items applies to an Outside Director (or to a candidate for such position. The same applies hereafter), they shall be deemed to lack the required level of independence. A person who:

1. In the past was an Executing Person of Bridgestone or a consolidated subsidiary of Bridgestone (collectively, the "Bridgestone Group").<sup>1</sup>
2. Is a major shareholder of Bridgestone.<sup>2</sup>
3. Is an Executing Person of a company or entity to which one of the following is applicable:
  - (1) A major supplier or customer of the Bridgestone Group.<sup>3</sup>
  - (2) A major lender to the Bridgestone Group.<sup>4</sup>
  - (3) A company or entity of which the Bridgestone Group holds 10% or more of the voting shares.
4. Is a certified public accountant with an auditing firm that is an independent auditor of the Bridgestone Group.
5. Is a professional, such as a consultant, accountant, tax accountant, lawyer, judicial scrivener, or patent attorney who has received a large amount<sup>5</sup> of money or other assets from the Bridgestone Group.
6. Is a person who has received a large amount of donation from the Bridgestone Group.<sup>6</sup>
7. Is an Executing Person of another company, which position constitutes an interlocking director or corporate auditor position<sup>7</sup> for the Outside Director.
8. Has a close relative<sup>8</sup> to which any of the above items 1 through 7 applies (but other than with respect to item 4 or 5, limited to a significant person<sup>9</sup>).
9. Is a person to which any of the above items 2 through 8 has applied within the last 5 years.
10. Notwithstanding the above, is a person with respect to which any other particular factors exist that could create a conflict of interest with Bridgestone.

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- Notes: <sup>1</sup> This means one who is currently an executive director, executive officer, corporate officer or other similar person or employee (each, for purpose of these Guidelines, an “Executing Person”) or who has been an Executing Person of the Bridgestone Group at any time in the past.
- <sup>2</sup> A “major shareholder” shall mean a shareholder holding 5% or more of the voting shares, either in their own name or a third party’s name, as of the end of Bridgestone’s fiscal year. If the major shareholder is an organization such as a company (or other legal entity) or partnership, it shall mean an Executing Person of the organization.
- <sup>3</sup> A “major supplier or customer” means a supplier or customer of the Bridgestone Group products whose annual total transactions with the Bridgestone Group exceeds 2% of Bridgestone’s consolidated aggregate sales or 2% of the consolidated aggregate sales of the other party. In addition, automobile manufacturers which are customers of the Bridgestone Group tire products, and synthetic rubber manufacturers and steel cord manufacturers which are suppliers to the Bridgestone Group are considered major suppliers or customers regardless of actual annual transaction amounts.
- <sup>4</sup> A “major lender” means a financial institution from which the Bridgestone Group receives loans where the outstanding loan amount as of the end of Bridgestone’s fiscal year exceeds 2% of Bridgestone’s consolidated gross assets or 2% of the financial institution’s consolidated gross assets.
- <sup>5</sup> “Large amount” means the occurrence of either of the following in response to the professional’s provision of services:
- (1) In the event that the professional is providing services to the Bridgestone Group as an individual, the receipt by the professional from the Bridgestone Group of compensation (excluding compensation for services as a director or corporate auditor) of an amount exceeding 10 million yen per year.
  - (2) In the event the professional services are provided by an organization such as a company (or other legal entity) or a partnership, the receipt by the organization from the Bridgestone Group of the total amount of compensation exceeding 2% of the annual aggregate income of the organization. Even if not more than 2%, if the organization receives more than 10 million yen per year as compensation for services in which the professional was directly involved, it is considered a “large amount.”
- <sup>6</sup> This means the recipient of a donation exceeding 10 million yen per year from the Bridgestone Group. If the recipient is an organization such as a company (or other legal entity) or a partnership, any member of the organization who is directly involved with the research, education or other activity related to the donation.
- <sup>7</sup> “Interlocking director or corporate auditor position” means an Executing Person of the Bridgestone Group who is an Outside Director or Corporate Auditor for another company, where an Executing Person of such other company is also an Outside Director of Bridgestone.
- <sup>8</sup> A “close relative” means a spouse or a relative within two degrees of family relation.
- <sup>9</sup> A “significant person” means a director, executive officer, corporate officer or an Executing Person who is a division manager or above, or an Executing Person with authority similar to any of the foregoing.

# Business Report

(January 1, 2025 through December 31, 2025)

## I. Current Status of the Bridgestone Group

### 1. Business Developments and Results of Operations

In FY2025, a year characterized by a highly volatile and increasingly uncertain business environment, we focused on strengthening business quality through restructuring and rebuilding, and through global business cost reduction activities.

In terms of the business environment, additional U.S. tariffs affected direct material costs within the Group and tire exports to the U.S., and there were also impacts such as the economic slowdown in the U.S. affecting our operating results. Tire demand in key markets in North America, due to the aforementioned tariff impacts and economic slowdown, led to a significant year-on-year decrease in demand for new truck and bus tires. In addition, for replacement tires for passenger cars and small trucks, there were structural changes such as an increase in last-minute demand for low-priced imported tires ahead of the raising of tariffs. On the other hand, demand in Japan and Asia remained generally strong, while in Europe, it was mostly unchanged year on year.

Regarding the Group's revenue, in this business environment, the Group experienced firm sales of premium replacement tires (including high-rim diameter tires of 18 inches or more) and ultra-large tires for mining vehicles. On the other hand, the impact of lower unit sales of new vehicle tires and of lower revenue in the Latin America business and chemical and industrial products business led to a slight year-on-year decline in revenue, but revenue would have increased year on year had it not been for the effect of exchange rates.

Adjusted operating profit rose year on year, despite the headwind of the effect of exchange rates, due to our success in offsetting factors such as the negative impact of high raw material prices and unrealized profit in inventory with improved sales prices and mix, employing various measures to absorb the impact of the U.S. tariffs, and reinforcing business quality through restructuring and rebuilding as well as global business cost reduction activities.

Operating profit declined year on year due to the recording of restructuring and rebuilding-related expenses, as well as the absence of the gain on sale of fixed assets that had been recorded in the previous fiscal year.

Profit increased year on year due to factors such as the reversal of uncertain tax treatments (uncertain income tax positions) recorded in prior years, which resulted in a refund of corporate income tax expense in the current fiscal year.

As a result, the Group's revenue in FY2025 was ¥4,429.5 billion, a year-on-year decrease of 0.01%; adjusted operating profit was ¥493.7 billion, a year-on-year increase of 2%; operating profit was ¥381.2 billion, a year-on-year decrease of 14%; profit before tax was ¥354.7 billion, a year-on-year decrease of 16%; and profit attributable to owners of parent was ¥327.3 billion, a year-on-year increase of 15%.

#### (1) Developments and results by business segment

[Japan]

Revenue was ¥1,265.9 billion, a year-on-year increase of 3%, and adjusted operating profit was ¥198.1 billion, a year-on-year increase of 6%.

Unit sales of replacement tires for passenger cars and small trucks, as well as unit sales of tires for trucks and buses were steady, while unit sales of new vehicle tires for passenger cars and

small trucks fell from the previous fiscal year. In addition to expanded sales of replacement tires, sales prices and sales mix improvements absorbed the effects of soaring raw material prices, inflation, and exchange rates, leading to year-on-year growth in revenue and profit.

[Asia-Pacific, India and China]

Revenue was ¥517.8 billion, a year-on-year decrease of 2%, and adjusted operating profit was ¥59.6 billion, a year-on-year increase of 2%.

While unit sales of tires for trucks and buses significantly fell from the previous fiscal year, sales of replacement tires for passenger cars and small trucks remained strong. Soaring raw materials costs and inflation were absorbed by sales prices and sales mix improvements in countries in the region, while the impact of business restructuring and rebuilding also contributed, leading to decreased revenue but increased profit.

[Americas]

Revenue was ¥2,130.5 billion, a year-on-year decrease of 2%, and adjusted operating profit was ¥201.5 billion, a year-on-year increase of 12%.

In the North America tire business, unit sales of replacement tires for passenger cars and small trucks were mostly unchanged year on year, and those of replacement tires for trucks and buses were strong. However, unit sales of new vehicle tires were down year-on-year. Additionally, in the Latin America tire business, unit sales of replacement tires for passenger cars and small trucks, as well as unit sales of tires for trucks and buses fell significantly from the previous fiscal year. In the Americas business as a whole, notwithstanding inflation, U.S. tariffs, and a decline in profit due to the deterioration of the business environment in Latin America, profit rose despite lower revenue, thanks to steady improvements in the sales prices and sales mix and also due in part to the restructuring and rebuilding of the business.

[Europe, Middle East and Africa]

Revenue was ¥852.9 billion, a year-on-year increase of 2%, and adjusted operating profit was ¥42.4 billion, a year-on-year increase of 42%.

In the Europe business, while unit sales of replacement tires for passenger cars and small trucks were steady, unit sales of new vehicle tires for passenger cars and small trucks, as well as for trucks and buses were down year-on-year. Despite the impact of reduced unit sales, in addition to the improvements from the previous fiscal year in the sales prices and sales mix, the effects of business restructuring and rebuilding began to contribute to improved profitability, and both revenue and profit increased from the previous fiscal year.

*(Note) The amounts for segment results include inter-segment transactions that are eliminated in calculating the consolidated results.*

## **(2) Research and development (R&D)**

The Group promotes R&D activities focused on strengthening product competitiveness, as well as advancing sustainability and the development of next-generation technologies.

In our tire business, we are strengthening the development and launch of new products in response to the needs of customers and markets. As an example, in 2025, we launched new product across each product category of our passenger car tires in the U.S., such as “TURANZA PRESTIGE,” a flagship product of touring all-season tire, “TURANZA EVERDRIVE,” a basic tire and “ALENZA PRESTIGE,” an all-season tire for premium CUV/SUV/pick-up truck. Also in Japan, we have launched “BLIZZAK WZ-1,” a premium studless tire for passenger car. We will continue to strengthen the development and launch of products that are attractive to each market and

customer. In addition, we position our motorsports activities as a "mobile laboratory" and are strengthening our technology development through these activities. In August 2025, at the 2025 Bridgestone World Solar Challenge, the world's premier solar car race held in Australia, we developed and supplied tires with a recycled and renewable material ratio of over 65%. These tires used recycled carbon black and recycled steel in tire materials for the first time at Bridgestone. In addition, we promoted initiatives to enhance sustainability across the entire value chain, such as low-carbon transportation, reduction in the number of tires used and the recycling of used tires into rubber flooring. These initiatives are being driven through co-creation with our partner companies.

To achieve resource circularity, we are advancing the development of chemical recycling technologies that renew used tires into raw materials. In January 2025, we decided on the construction of a pilot demonstration plant for the precision pyrolysis of used tires at our Seki Plant in Seki City, Gifu. In October, we held a groundbreaking ceremony. Operations are scheduled to commence in 2027. In the pilot demonstration plant, we continue our efforts to establish technology that can be used for the mass production of tire-derived oil and recycled carbon black. This project is supported by the "Green Innovation Fund" of the New Energy and Industrial Technology Development Organization (NEDO).

As for our environmental activities, we are promoting our response to TRWP (Tire and Road Wear Particles). We have developed a unique vehicle collection method that enables the efficient collection of TRWP by utilizing the B-Mobility proving ground at the Bridgestone Innovation Park in 2025. Through these activities, we are accelerating our efforts to identify the environmental impacts of TRWP. Furthermore, through the tire industry project under the WBCSD (World Business Council for Sustainable Development), we are engaged in research into the physical and chemical characteristics of TRWP and their environmental impact. We also actively participate in initiatives by regional industry associations and collaborate on the development of International Standards (ISO) for globally harmonized evaluation test methods. In addition, as part of the Group's own initiatives, we will continuously strengthen our approach to reducing TRWP by expanding our lineup of long-life products and enhancing collaboration with our solutions business. Furthermore, regarding 6PPD (an antioxidant and antiozonant widely used in the tire industry), we are leading industry-wide efforts through the tire industry project and other initiatives, while also working on the development of alternatives through our own unique approach.

In the solutions business, we are promoting the development of commercial BtoB solutions (mining, aviation, and truck & buses). Particularly, in mining and aviation solutions, we are focusing on developing services that enhance operational safety and productivity by deploying digital tools for vehicle and tire monitoring, individual tire management, and by proposing safer and more efficient tire usage and maintenance operations.

We are also advancing the development of the next-generation tire "AirFree," which does not need air-filling. In order to achieve the social implementation of "AirFree," we are conducting demonstration experiments in collaboration with local communities such as Toyama City (Toyama Prefecture) and Kurume City (Fukuoka Prefecture). Additionally, we are progressing with the research and development of lunar rover tires, conducting ground testing and simulations.

Moving forward, we will continue to promote R&D activities in various fields, including product development, manufacturing, materials, and solutions, while strengthening co-creation with partners internally and externally such as industry, government, academia and the private sector, with the aim of creating innovative technologies and new value.

## **2. Capital Investment**

When considering capital investment, the Group carries out strategic investment activities while exercising financial discipline with an eye towards maximizing return on capital investment. Based on this approach, for the fiscal year 2025 we focused on laying the foundation for future growth even amid rising global uncertainty, including the impact of U.S. tariffs. We carried out investments to enhance product competitiveness and manufacturing capabilities in our tire business, expand

value creation in our solution business, and build IT infrastructure to improve productivity, etc. As a result, total capital investment was ¥365.9 billion.

On a per-segment basis, the Group's capital investment consisted of: Japan: ¥87.5 billion; Asia-Pacific, India and China: ¥41.1 billion; the Americas: ¥144.0 billion; Europe, the Middle East and Africa: ¥44.8 billion; Others: ¥48.5 billion.

### **3. Financing**

To diversify our funding sources and secure long-term stable funds, the Group has raised capital through means such as long-term borrowings of ¥100.0 billion and the issuance of bonds of ¥100.0 billion.

At the end of fiscal year 2025, total interest-bearing debt (see note below) was ¥827.0 billion, an increase of ¥99.3 billion compared to the end of fiscal year 2024.

Note: Interest-bearing debt includes bonds, borrowings, and lease liabilities.

### **4. Management Tasks**

Guided by its mission of "Serving Society with Superior Quality," the Group has established the vision: "Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company." Based on this mission and vision, we aim to enhance the sustainability of both the company and society by achieving growth with quality.

#### **■ Business environment and the company's direction**

The Group's business environment faces ongoing significant changes, including the addressing of sustainability and an impact on the supply chain due to geopolitical risks, technological innovation including digitalization and advances in generative AI, and the rise of emerging manufacturers in the mobility and tire industries. Under such circumstances, we strive to achieve sustainable growth by proactively adapting changes while enhancing profitability and productivity. Furthermore, we remain committed to the continuous improvement and reinforcement of safety, quality, and environmental activities, which are the core foundations of the Group's management, regardless of the business climate.

#### **■ Business strategy**

The Group is focusing on both the development of attractive products and services and the enhancement of cost competitiveness as the center of its growth strategy, positioning the tire business at its core. In addition, we aim to expand value creation in the solutions business and promote the recycle business which renews tires into raw materials, in order to realize value circulation among the tire, solutions and recycle businesses. In the tire business, while consistently enhancing product competitiveness, we are building an optimal supply chain by leveraging our global production and sales networks to adapt to various business environmental changes. We position Japan as our center of manufacturing excellence and global supply hub for high-performance tires that require advanced technological capabilities, such as those for mining and aircrafts, while maintaining our basic policy of local production for local sales. In the solutions business, we will continue to enhance the safety and productivity of our customers' operations and also contribute to sustainability through activities such as reducing tire consumption and CO<sub>2</sub> emissions. In the recycle business, we are promoting the early social implementation and commercialization of chemical recycling technologies for tires. Furthermore, in the diversified products business, we will pursue growth in areas where we can leverage our core competencies. We will also focus on enhancing our brand power.

#### **■ Initiative for sustainability**

The Group has been advancing a unique sustainability business model that connects our efforts toward carbon neutrality, a realization of a circular economy, and a promotion of nature-positive

across the entire value chain—from “producing and selling” tires, through the customer “use” phase, to “renewing” tires to raw material with our business activities. These initiatives are incorporated into our business strategy and the Mid Term Business Plan. In terms of carbon neutrality, we have set clear-cut targets of reducing CO<sub>2</sub> emissions (Scopes 1, 2) (Note) by 50% in 2030 compared to our 2011 baseline. We estimate an approximate 62% reduction in 2025, above this goal. In the regions in which we operate around the world, we are promoting the installation of solar panels and switching to electricity derived from renewable energy sources in the electricity purchased externally. The ratio of renewable energy (electricity) at our global plants is expected to be approximately 73% in 2025. We will proceed with initiatives to achieve our goal of 100% by 2030. As for the reduction of CO<sub>2</sub> emissions across the value chain (Scope 3) (Note), we will drive initiatives with the target of contributing to reducing more than five times the total of our Scope 1 and Scope 2 emissions by 2030 (base year: 2020) throughout the lifecycle of our products, services, and solutions. We estimate a steady progress of roughly 3.3 times toward reducing these emissions in 2025. In order to realize a circular economy, we aim to increase the ratio of recycled and renewable material to 40% by 2030. We estimate to achieve this goal ahead of schedule in 2025. In addition, to contribute to achieving a nature-positive world, we have been focusing on activities that promote the sustainable use of natural rubber and water resources that are directly linked to the Group’s business. In particular, to support small-scale natural rubber farmers in improving productivity and preventing deforestation, we are sharing our technologies and know-how in effective disease control, developed at our own farms, with these farmers. While we initially set a target to support a cumulative total of 12,000 small-scale farmers by 2026, we have significantly exceeded this goal, reaching approximately 24,400 farmers as of 2025. Consequently, we have raised our 2026 target to a cumulative 30,000 farmers to further strengthen our contribution to local communities.

#### ■ Global management risks and countermeasures

The Group has currently identified four important issues as global management risks. The first is our response to geopolitical risk. In particular, we are paying close attention to the impact of U.S. tariffs and implementing swift countermeasures while assessing their impacts on our business. The second is our response to cyber incidents. We have established a global cyber security team. We will strengthen comprehensive security measures across all group companies and manufacturing plants. The third is our response to 6PPD (an antioxidant and antiozonant widely used in the tire industry) and TRWP (Tire and Road Wear Particles). While leading industry-wide initiatives, we will also continue to advance the Group’s own efforts. The fourth is our response to the EU Deforestation Regulation (EUDR). We will strengthen our relationships centered on sustainability with natural rubber partners. Beyond these actions, we will continue to closely monitor the rapid-changing business environment and establish global systems to identify and respond promptly to emerging management risks.

#### ■ Talent strategy

The Group is strengthening its talent development and talent investment, based on the basic philosophy that the company grows through the growth of individuals, and individuals grow through the growth of the company. In 2024, we officially introduced talent creativity, measured by adjusted operating profit (added value) divided by talent investment (sum of labor, training, and benefits costs), as a global management KPI. We aim to reinforce talent investment to increase added value and create a virtuous cycle of value creation based on improving productivity and creativity. As one of our initiatives, in 2023, we launched “Genba (on-site) 100-Day Challenge Program,” in which employees identify issues themselves and work to improve and solve them on-site. Since 2024, we have expanded and promoted this program to Asia, Oceania, India, and China. Additionally, we have established the Bridgestone NEXT100 program as a training program to foster the next generation of management leaders, in which approximately 100 talents (30 from Japan, 30 from the Americas, 20 from Europe, and 20 from Asia) are selected globally every year. We are promoting the focused training of leaders with diverse perspectives through initiatives such as town hall meetings with regional management and active participation in various management reporting bodies. We will also steadily promote DE&I. In Japan, we are engaged in initiatives including strengthening recruitment of women and working on career support such as the “Promoting Female Manager Assignment Program.” In addition, we are also implementing support to empower employees at every life stage such as childcare support and introducing a FemTech program to address female-specific health

issues using technology. We will continue to promote talent investment for sustainable growth.

The Group will accelerate its growth toward its 100th anniversary in 2031 with maintaining harmony with our diverse stakeholders, aiming to get back to the world's No.1 position in the tire and rubber industry. With our corporate commitment, the "Bridgestone E8 Commitment," as the axis of value creation, we are committed to supporting a sustainable society together with our employees, society, partners, and customers.

Note: Scope 1 refers to CO<sub>2</sub> emitted directly by a company (emissions from boilers at in-house plants, etc.), and Scope 2 refers to indirect emissions from energy sources (CO<sub>2</sub> emissions from energy, such as electric power supplied by other companies and consumed in-house). Scope 3 refers to CO<sub>2</sub> emissions during the stages of procurement of materials, logistics, use by customers, and disposal or recycling in the product lifecycle.

## TOPICS

### Bridgestone E8 Commitment



## 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.

### Bridgestone E8 Commitment

<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.

### Bridgestone E8 Commitment

The Group established the “Bridgestone E8 Commitment,” our corporate commitment, which embodies our vision: “Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company.” It will serve as the axis and guiding vectors in the transformation to realize our vision.

The Group believes that the Earth has been entrusted in our care by future generations of children. With the Bridgestone E8 Commitment as the “axis to drive management while earning the trust of future generations,” we are committed to the realization of a sustainable society by co-creating 8 Bridgestone-like values starting with the letter “E” (Energy, Ecology, Efficiency, Extension, Economy, Emotion, Ease, and Empowerment) through Bridgestone-like purpose and process, together with employees, society, our partners and customers.

## Sustainable Motorsports Activities

Bridgestone World Solar Challenge (BWSC) is the world's premier solar car event, traversing approximately 3,000 km across the Australian continent using only limited solar power over the course of about five days. This race is held every two years, and nearly 40 teams composed of diverse members with different backgrounds, mainly university student teams from all over the world participated in "BWSC 2025" held in August 2025. Bridgestone has been a title supporter and tire supplier of this significant event since 2013, supporting the realization of a sustainable mobility society and the development of next-generation talent. In addition, as part of our motorsports activities, which have been positioned as a "mobile laboratory," we are leveraging the new technologies and innovations gained through challenging extreme limits together with our team and partner companies to advance tire development.



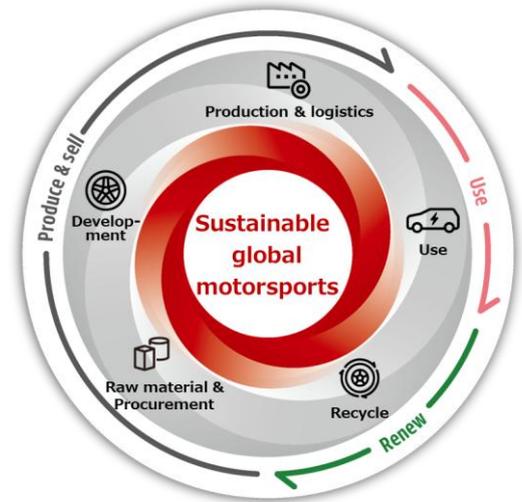
2025 Bridgestone World Solar Challenge

In November 2025, following the race, we co-hosted the “2025 BWSC Partners Reception” together with the Australian Embassy in Japan. This event served as an occasion to celebrate the success of the race with embassy representatives, participating teams, and partner companies, and share initiatives aimed at realizing a sustainable society as inspired by the BWSC. Using motorsports as a starting point, we will continue to deepen co-creation with our diverse partners.

These activities are also connected to our selection as the sole tire supplier for the ABB FIA Formula E World Championship from the 2026-2027 season.



Photo from the 2025 BWSC Partners Reception



## Next-Generation Tire That Doesn't Need Air-Filling: AirFree Empowering Mobility in Local Communities

As part of Bridgestone's efforts for exploratory business, we are working on the development and social implementation of the next-generation tire "AirFree," which doesn't need air-filling. Instead of air, AirFree uses a spoke structure made of recyclable thermoplastic resin to support the load of the vehicle, eliminating the risk of punctures and improving both resource productivity and maintenance efficiency. The color of the spoke, called "Empowering Blue," maximizes visibility even in dim light, supporting safe and peace of mind mobility. Leveraging these features, we are collaborating with local communities to start demonstration experiments on public roads by installing these tires on Green Slow Mobility, which is gaining attention as a solution to the transportation challenges faced by local communities such as aging populations, depopulation, and labor shortages. We are currently collaborating with Toyama City in Toyama Prefecture, and Kurume City in Fukuoka Prefecture which is the birthplace of Bridgestone. Going forward, we will continue to promote activities toward social implementation through further co-creation with local governments.

**AirFree**



AirFree, a next-generation tire that doesn't need air-filling



Public road demonstration test in Toyama city

## BRIDGESTONE Wind Symphony Orchestra KURUME 70th Anniversary Contributing to the Enhancement of Local Music Culture

BRIDGESTONE Wind Symphony Orchestra KURUME is a citizen wind symphony orchestra composed of employees from our Kurume and Tosu plants. Formed in 1955 by our founder, Shojiro Ishibashi, the orchestra celebrated its 70th anniversary in 2025. It currently features an ensemble of approximately 60 members who are engaged in tire manufacturing while actively performing as professional musicians. This group has won the Gold Prize in the All Japan Band Competition for four consecutive years and a total of 39 times overall. Alongside regular concerts held mainly in the regions where our plants and facilities are located, the orchestra actively works to contribute to local communities through music by providing musical instruction to local junior high and high school students and holding concerts for children. In recognition of these activities, the orchestra received the Excellence Award at the “Mécénat Awards\*<sup>1</sup> 2025”, a commendation which honors outstanding activities from the perspective of corporate initiatives to promote arts and culture and the creation of an enriched society through these initiatives. Also, in November 2025, we held the “BRIDGESTONE Wind Symphony Orchestra KURUME 70th Anniversary Charity Concert in Tokyo” at Suntory Hall, which is widely regarded as one of the most prestigious venues for classical music.

\*1: Mécénat Awards: The Association for Corporate Support of the Arts (Kigyo Mécénat Kyogikai “KMK”) (the only intermediary organization in Japan specializing in arts and culture support (mécénat) activities, established in 1990 to invigorate corporate mécénat) created the “Mécénat Grand Awards” in 1991 (renamed the the “Mécénat Awards” in 2004) with the aim of enhancing corporate mécénat and raising public interest. This award recognizes outstanding activities of mécénat (the creation of an enriched society by promoting arts and culture) conducted in the previous year with recipients selected through deliberation by a panel of experts.



Debut at the company's 25th anniversary founding ceremony in April 1956  
Performed the company song and paraded through the city of Kurume



The Bridgestone Kurume Wind Ensemble's 70th Anniversary Charity Concert,  
held at Suntory Hall in Minato city, Tokyo

## 5. Assets and Operating Results

Item	Unit	103rd FY2021	104th FY2022	105th FY2023	106th FY2024	107th FY2025
Revenue (Net sales)	Yen in millions	3,246,057	4,110,070	4,313,800	4,430,096	4,429,452
Adjusted operating profit	Yen in millions	394,340	482,629	480,602	483,303	493,717
Operating profit	Yen in millions	376,799	441,298	481,775	443,319	381,237
Profit attributable to owners of parent (Profit attributable to owners of parent)	Yen in millions	394,037	300,305	331,305	284,989	327,264
Basic earnings per share (Net income per share)	Yen	279.78	216.10	241.99	208.10	246.00
Total assets (Total assets)	Yen in millions	4,574,892	4,962,203	5,427,813	5,723,517	5,747,705

Notes 1. The Group prepares its consolidated financial statements based on International Financial Reporting Standards (IFRS).

2. Adjusted operating profit is determined by adding or subtracting certain adjustment items to or from pre adjusted metrics.

Adjustment items: Business/plant restructuring expenses and income, gain on reversal of impairment losses on fixed assets, impairment loss, loss on disaster, insurance claim income and other one-off and substantial income or loss.

Adjustments items are determined based on the notion that management provides effective information on the Group's performance for comparison and that they appropriately reflect the method business is managed.

Adjusted operating profit is not defined under IFRS, so it is not necessarily comparable with indicators with similar names of other companies.

3. On January 1, 2026, the Company carried out a stock split of common shares at a 2-for-1 ratio. Basic earnings per share (net income per share) have been calculated assuming that the stock split was conducted at the beginning of the fiscal year 2021.
4. Basic earnings per share (net income per share) is calculated using the average number of shares during each period.
5. The Company adopted International Accounting Standards (IAS) 12, "Income Taxes" (revised in May 2021), from the start of fiscal year 2023. Profit or loss attributable to owners of parent, basic earnings or loss per share, and total assets for fiscal year 2022 have been retroactively adjusted to reflect this new accounting standard.

(Reference)

[Projections for Fiscal Year 2026]

The Group's operating environment will continue to require careful attention due to various factors such as fluctuations in exchange rates and the prices of raw materials and feedstock, global economic uncertainty, and unstable international political conditions.

Amid such an environment, the Group expects to achieve the following overall results by steadily implementing measures set out by the "2030 Long Term Strategic Aspiration."

		FY2026 projections	FY2025 results	Increase (Decrease)		
				Amount	Ratio	
Full-year	Revenue	Yen in billions 4,500.0	Yen in billions 4,429.5	Yen in billions 70.5	% 2	
		Adjusted operating profit	515.0	493.7	21.3	4
	Adjusted operating profit ratio (%)	11.4	11.1	–	0.3	
	Profit attributable to owners of parent	340.0	327.3	12.7	4	
	ROIC (%)	9.1	8.3	–	0.8	
	ROE (%)	9.5	8.6	–	0.9	
Exchange Rate	Full-year	Yen	Yen		%	
		yen/dollar	150	150	–	0
		yen/euro	176	169		4

#### Cautionary Notes Concerning Forward-Looking Statements

Forecasts based on our projections and plans for the future in this document 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.

## 6. Major Subsidiaries

Company	Location	Capital	Ownership	Primary operations
Bridgestone Tire Solution Japan Co., Ltd.	Kodaira, Tokyo	Yen in millions 710	100.0%	Management of domestic sale of tires for replacement market, sale of tires, and development and deployment of solutions business
Bridgestone Diversified Products Japan Co., Ltd.	Totsuka-ku, Yokohama	Yen in millions 400	100.0%	Sale of and work on industrial rubber products and building materials
Bridgestone Sports Co., Ltd.	Chuo-ku, Tokyo	Yen in millions 3,000	100.0%	Manufacture and sale of golf goods
Bridgestone Cycle Co., Ltd.	Ageo, Saitama	Yen in millions 1,870	100.0%	Manufacture and sale of bicycles
Bridgestone Specialty Tire Manufacturing (Thailand) Co., Ltd.	Thailand	THB in millions 11,900	100.0%	Manufacture and sale of off-the-road tires for mining and construction vehicles, and aircraft tires
Bridgestone Mining Solutions Australia Pty. Ltd.	Australia	AUD in millions 7	100.0%	Sale and related services of off-the-road tires for mining and construction vehicles
Bridgestone Asia Pacific Pte. Ltd.	Singapore	SGD in millions 1,624	100.0%	Management of Asia-Pacific, India and China tire operations and sale of tires
Bridgestone (China) Investment Co., Ltd.	China	USD in millions 348	100.0%	Management of China tire operations and sale of tires
Bridgestone (Tianjin) Tire Co., Ltd.	China	USD in millions 106	(94.5%) 94.5%	Manufacture and sale of tires
Bridgestone (Wuxi) Tire Co., Ltd.	China	USD in millions 255	(100.0%) 100.0%	Manufacture and sale of tires
Bridgestone India Private Ltd.	India	INR in millions 7,737	(100.0%) 100.0%	Manufacture and sale of tires
Thai Bridgestone Co., Ltd.	Thailand	THB in millions 400	(69.2%) 69.2%	Manufacture and sale of tires
Bridgestone Tire Manufacturing (Thailand) Co., Ltd.	Thailand	THB in millions 6,921	(100.0%) 100.0%	Manufacture and sale of tires
PT Bridgestone Tire Indonesia	Indonesia	IDR in millions 10,358	(54.3%) 54.3%	Manufacture and sale of tires
Bridgestone Americas, Inc.	U.S.	USD in millions 127	100.0%	Management of Americas operations
Bridgestone Americas Tire Operations, LLC	U.S.	USD in thousands 1	(100.0%) 100.0%	Manufacture and sale of tires
Bridgestone Retail Operations, LLC	U.S.	USD in thousands 1	(100.0%) 100.0%	Sale of tires and automotive components, and automotive maintenance and repair services

Company	Location	Capital	Ownership	Primary operations
Firestone Polymers, LLC	U.S.	USD in thousands 1	(100.0%) 100.0%	Manufacture and sale of synthetic rubber
Bridgestone Canada Inc.	Canada	CAD in millions 21	(100.0%) 100.0%	Manufacture and sale of tires and sale of automotive components
Bridgestone de Mexico, S.A. DE C.V.	Mexico	MXN in millions 456	(100.0%) 100.0%	Manufacture and sale of tires
Bridgestone do Brasil Industria e Comercio LTDA.	Brazil	BRL in millions 510	(100.0%) 100.0%	Manufacture and sale of tires
Bridgestone Europe NV/SA	Belgium	EUR in millions 2,064	100.0%	Management of Europe, Middle East and Africa tire operations and sale of tires
Bridgestone Poznan Sp. z o.o.	Poland	PLN in millions 558	(100.0%) 100.0%	Manufacture and sale of tires
Bridgestone Stargard Sp. z o.o.	Poland	PLN in millions 573	(100.0%) 100.0%	Manufacture and sale of tires
Bridgestone Tatabanya Kft.	Hungary	HUF in millions 73,311	(100.0%) 100.0%	Manufacture and sale of tires
Bridgestone Hispania Manufacturing S.L.U.	Spain	EUR in thousands 3	(100.0%) 100.0%	Manufacture and sale of tires
Bridgestone Middle East & Africa FZE	U.A.E.	AED in millions 17	(100.0%) 100.0%	Sale of tires

Note: Figures in parentheses in the "Ownership" column represent the percentage of indirect ownership.

## II. Matters Related to the Directors of the Company

### 1. Names, etc. of the Members of the Board

Name	Position and assignment	Important concurrent positions
Shuichi Ishibashi	Member of the Board	—
Masato Banno	Member of the Board	—
Scott Trevor Davis	Member of the Board (Outside Director) Chairperson of the Board of Directors Member of the Nominating Committee Member of the Compensation Committee	Professor, College of Business, Rikkyo University Outside Director, Sompo Holdings, Inc. Outside Director, Ajinomoto Co., Inc.
Kenichi Masuda	Member of the Board (Outside Director) Chairperson of the Nominating Committee Member of the Compensation Committee	Lawyer (Partner, Anderson Mori & Tomotsune) Outside Director (Audit and Supervisory Committee Member), Mercuria Holdings Co., Ltd. Outside Audit & Supervisory Board Member, Chugai Pharmaceutical Co., Ltd.
Kenzo Yamamoto	Member of the Board (Outside Director) Chairperson of the Compensation Committee Member of the Nominating Committee	Representative, Office of Financial and Economic Initiative Outside Director, SUMITOMO LIFE INSURANCE COMPANY Outside Director, Japan Post Bank Co., Ltd.
Yoko Suzuki	Member of the Board (Outside Director) Member of the Audit Committee	Lawyer (Partner, Suzuki Sogo Law Office) Outside Director (Audit and Supervisory Committee Member), Nippon Pigment Holdings Company Limited External Audit & Supervisory Board Member, MARUI GROUP CO., LTD. Outside Director of the Board, JAPAN PULP AND PAPER COMPANY LIMITED
Yukari Kobayashi	Member of the Board (Outside Director) Member of the Audit Committee	Representative Partner, Amanda Life Consulting LLC Representative Member, JC1 LLC. Outside Director, Nippon Shinyaku Co., Ltd.
Yasuhiro Nakajima	Member of the Board (Outside Director) Chairperson of the Audit Committee	Certified Public Accountant (Representative, Nakajima CPA Office) External Director, Shiseido Company, Limited
Noriko Morikawa	Member of the Board (Outside Director) Member of the Audit Committee	Outside Director (Audit and Supervisory Committee Member), Mitsubishi Heavy Industries, Ltd.

Name	Position and assignment	Important concurrent positions
Toshiaki Itagaki	Member of the Board (Outside Director) Member of the Nominating Committee Member of the Compensation Committee	Advisor, Chugai Pharmaceutical Co., Ltd Outside Director (Audit & Supervisory Committee Member), Kawasaki Heavy Industries, Ltd. Outside Director (Audit & Supervisory Committee Member), Mizuho Trust & Banking Co., Ltd.
Akira Matsuda	Member of the Board Member of the Audit Committee (full-time)	—
Tsuyoshi Yoshimi	Member of the Board Member of the Audit Committee (full-time)	—

Notes 1. Positions, assignments and important concurrent positions, etc. are as of December 31, 2025.

2. Of the Members of the Board, Mr. Scott Trevor Davis, Mr. Kenichi Masuda, Mr. Kenzo Yamamoto, Ms. Yoko Suzuki, Ms. Yukari Kobayashi, Mr. Yasuhiro Nakajima, Ms. Noriko Morikawa and Mr. Toshiaki Itagaki are Outside Directors as prescribed in Item 15 of Article 2 of the Companies Act.
3. There are no special interests between the Company and the organizations in which each Outside Director holds concurrent position(s).
4. The Company has designated Members of the Board, Mr. Scott Trevor Davis, Mr. Kenichi Masuda, Mr. Kenzo Yamamoto, Ms. Yoko Suzuki, Ms. Yukari Kobayashi, Mr. Yasuhiro Nakajima, Ms. Noriko Morikawa and Mr. Toshiaki Itagaki as Independent Directors as stipulated by the Tokyo Stock Exchange and the Fukuoka Stock Exchange, and notified the respective stock exchanges to that effect.
5. Member of the Audit Committee Mr. Yasuhiro Nakajima has abundant professional experience in accounting audit and advisory work as a Certified Public Accountant, as well as considerable knowledge in finance and accounting.
6. Member of the Audit Committee Mr. Tsuyoshi Yoshimi was in charge of accounting operations of the Company for many years and has considerable knowledge in finance and accounting.
7. The Company has selected Members of the Board Mr. Akira Matsuda and Mr. Tsuyoshi Yoshimi as full-time members of the Audit Committee. Coordination with the internal audit department and day-to-day gathering of information through attendance at important meetings are important for enhancing the effectiveness of audits. Therefore, the Company has appointed Members of the Board who are well versed in the Company's internal organization and business execution as full-time Members of the Audit Committee.
8. The Company has entered into an agreement with each of the Members of the Board, Mr. Scott Trevor Davis, Mr. Kenichi Masuda, Mr. Kenzo Yamamoto, Ms. Yoko Suzuki, Ms. Yukari Kobayashi, Mr. Yasuhiro Nakajima, Ms. Noriko Morikawa, Mr. Toshiaki Itagaki, Mr. Akira Matsuda, and Mr. Tsuyoshi Yoshimi that limits his/her damage compensation liability of Paragraph 1 of Article 423 of the Companies Act, pursuant to Paragraph 2 of Article 25 of the Articles of Incorporation of the Company based on the provision in Paragraph 1 of Article 427 of the Companies Act. The maximum amount of his/her liability based on said agreement shall be the higher of either ¥10 million or the minimum liability amount prescribed in Paragraph 1 of Article 425 of the Companies Act.
9. The Company has entered into a directors and officers liability insurance agreement provided for in Paragraph 1 of Article 430-3 of the Companies Act with an insurance company, insuring Members of the Board, Executive Officers, and Vice President-Senior Officers to cover any liability or dispute resolution costs that may result from claims for damages related to the performance of their duties. However, certain exclusions apply, including for damages arising from actions taken with the knowledge that they violate laws or regulations. The insurance premiums are fully borne by the Company.

## 2. Names, etc. of the Executive Officers

Name	Position	Assignment and important concurrent positions
Shuichi Ishibashi	Representative Executive Officer	Global CEO
Yasuhiro Morita	Representative Executive Officer	Vice President Global CAO · Global CSO Member of the Board, Bridgestone Asia Pacific Pte. Ltd.
Nobuyuki Tamura	Representative Executive Officer	Vice President BRIDGESTONE EAST CEO Chair and Member of the Board, Bridgestone Asia Pacific Pte. Ltd. Chairman and Representative Board Member, Bridgestone Cycle Co., Ltd.
Scott Damon	Executive Officer	Vice President BRIDGESTONE WEST CEO Global CDXO Member of the Board and Group President, Bridgestone Americas, Inc. Member of the Supervisory Board, Bridgestone Europe NV/SA
Masato Banno	Executive Officer	Vice President Global CTO
Tomohiro Kusano	Executive Officer	Senior Vice President Global CIO
Emilio Tiberio	Executive Officer	Senior Vice President BRIDGESTONE WEST CTO Member of the Board, Bridgestone Americas, Inc. Chair and Member of the Supervisory Board, Bridgestone Europe NV/SA

Notes 1. Positions, assignments and important concurrent positions, etc. are as of December 31, 2025.

2. Of the Executive Officers, Mr. Shuichi Ishibashi and Mr. Masato Banno concurrently serve as Members of the Board.

3. Mr. Shuichi Ishibashi resigned from his post as Representative Executive Officer and Executive Officer effective December 31, 2025.

4. Mr. Yasuhiro Morita resigned from his post as Member of the Board of Bridgestone Asia Pacific Pte. Ltd. effective December 31, 2025.

5. Effective January 1, 2026, Mr. Yasuhiro Morita, Representative Executive Officer, was appointed as Global CEO and Representative Executive Officer.

6. Meanings of abbreviations

CAO: Chief Administration Officer

CSO: Chief Strategy Officer

CDXO: Chief Digital Transformation Officer

CTO: Chief Technology Officer

CIO: Chief Innovation Officer

### 3. Board Members' and Executive Officers' Remuneration for the Current Period

#### (1) Total amount of remuneration, amount of each type of remuneration, and the number of recipients by the categories of Members of the Board and Executive Officers

Categories	Amount of each type of remuneration (Yen in millions)					Number of recipients (in persons)
	Fixed remuneration	Performance-based remuneration			Total	
		Annual bonuses	Stock compensation (PSU)	Stock compensation (RSU, etc.)		
Members of the Board (Internal)	126	—	—	—	126	5
Members of the Board (Outside)	211	—	—	—	211	10
Executive Officers	319	247	268	233	1,067	7
<b>Total</b>	<b>655</b>	<b>247</b>	<b>268</b>	<b>233</b>	<b>1,404</b>	<b>22</b>

- Notes 1. Allowance for Executive Officers who hold concurrent positions as Members of the Board (additional allowance for Members of the Board with concurrent duties) is included in the total amount of remuneration for Members of the Board.
2. The amount of fixed remuneration in the above table (total amount of base remuneration, additional allowance for Members of the Board with concurrent duties, additional allowance for the chairpersons, and additional allowance for committee chairs) is the total amount of remuneration paid during fiscal year 2025 (fully paid in cash; including the amount of actual payment to Directors who retired during fiscal year 2025).
3. Of the annual bonuses in the above table, Groupwide performance-based bonus is the amount expected to be paid in March 2026 based on the results of business performance, etc. of fiscal year 2025 (fully paid in cash), and performance-based bonus (area of responsibility) is the standard amount expected to be paid in March 2026 (fully paid in cash).
4. The stock compensation of the performance-based remuneration in the above table represents the total amount expensed up to fiscal year 2025 (excluding the portion disclosed in prior years).
5. Two Executive Officers who hold concurrent positions as Members of the Board are included in the numbers of Members of the Board (Internal) and Executive Officers, respectively.
6. One Member of the Board (Internal) and Two Members of the Board (Outside) who retired during fiscal year 2025 are included.

## (2) Compensation system

Type of remuneration		Overview	
Fixed	Base remuneration	<ul style="list-style-type: none"> <li>Monthly cash remuneration determined based on role and responsibilities (position, etc.)</li> </ul>	
	Additional allowance for Members of the Board with concurrent duties	<ul style="list-style-type: none"> <li>Monthly cash remuneration for executive officers who serve concurrently as Members of the Board based on their role and responsibilities</li> </ul>	
	Additional allowance for the chairperson	<ul style="list-style-type: none"> <li>Monthly cash remuneration for an outside director based on their role and responsibilities as chairperson of the Board of Directors</li> </ul>	
	Additional allowance for committee chairs	<ul style="list-style-type: none"> <li>Monthly cash remuneration for an outside director based on their role and responsibilities as chairperson of a committee</li> </ul>	
Variable	Short-term incentives	Performance-based bonus (Groupwide)	<ul style="list-style-type: none"> <li>Cash remuneration paid based on the evaluation of Groupwide performance (consolidated adjusted operating profit) for each fiscal year</li> </ul>
		Performance-based bonus (area of responsibility)	<ul style="list-style-type: none"> <li>Cash remuneration paid based on the individual performance evaluation for each fiscal year (Recipients: Executive Vice President and Representative Executive Officer, Executive Vice President, Senior Vice President and Executive Officers)</li> </ul>
	Mid- to long-term incentives	Performance Share Unit (PSU)	<ul style="list-style-type: none"> <li>Remuneration provided for sharing value with shareholders and raising motivation to contribute to achievement of mid-term performance targets and the improvement of corporate value</li> <li>The Company's shares, etc. delivered according to Groupwide performance (ROIC and ROE) over a three-year period (50% is paid in cash equivalent to the market value)</li> </ul>
		Restricted Stock Unit (RSU), etc.	<ul style="list-style-type: none"> <li>Remuneration provided for sharing value with shareholders and encouraging executive officers to realize the Mid-Long Term Business Strategy with sustainability at the core</li> <li>RSU, etc. are provided according to the evaluation of sustainability and transformation initiatives in each fiscal year, and vest at time of retirement. (50% is provided as stock units, and cash equivalent to the market value is paid at time of retirement. The remaining 50% is provided as restricted stock, and the transfer restriction is lifted upon retirement.)</li> </ul>

## (3) Method for deciding the policy for setting remuneration for Board Members and Executive Officers and key points for the next fiscal year

### a. Method for deciding the policy for setting Board Members' and Executive Officers' remuneration

The policy for setting remuneration by position and individual remunerations to the Company's Board Members and Executive Officers is determined by the Compensation Committee, composed solely of Independent Outside Directors, by taking into account changes in the business environment and opinions of our shareholders and investors, upon obtaining the information necessary for deliberations from third-party human resources and remuneration consultants who possess abundant global experience and insight.

b. Policy for setting Board Members' and Executive Officers' remuneration

(a) Principles of remuneration

- The Company designs the remuneration system for Board Members and Executive Officers based on the following remuneration principles.

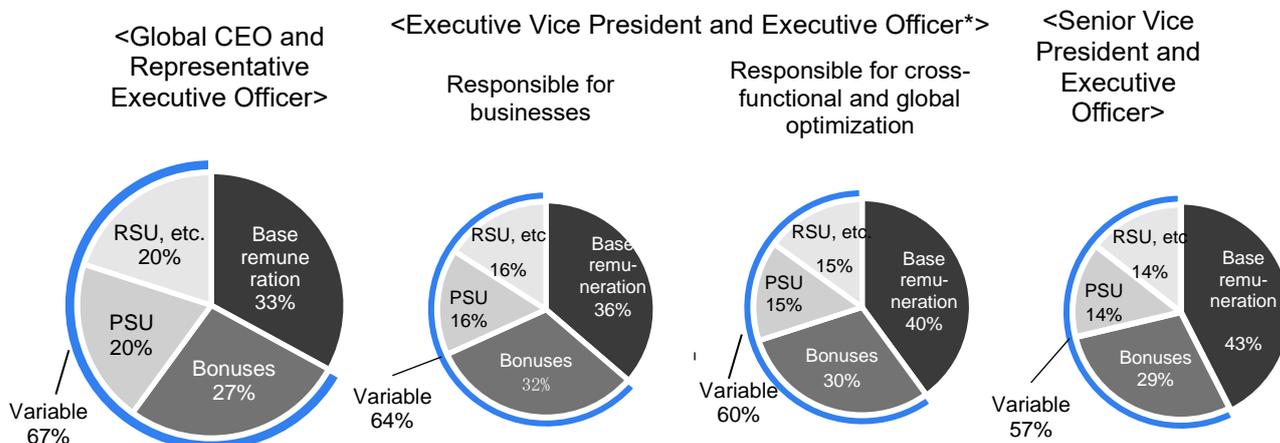
Principles of remuneration	<ol style="list-style-type: none"> <li>1. Attract and cultivate superior talent</li> <li>2. Support a competitive remuneration level</li> <li>3. Provide motivation for the execution of business strategies</li> <li>4. Provide motivation for enhancing shareholder value</li> </ol>
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(b) Method of setting remuneration levels and composition ratio of remuneration

<Executive Officers>

- The Company sets remuneration for Executive Officers at an appropriate amount according to each Executive Officer's role and position by referring to remuneration levels, etc. of other major companies in Japan, which are equal or greater in size (net sales and market capitalization) and profitability (operating profit ratio) compared to the Company and operate globally in the same manner as the Company (hereinafter the "Peer Companies").
- While base remuneration is set at a middle level of the Peer Companies, the ratio of variable remuneration is, in principle, set higher for higher positions with greater responsibility for business performance and corporate value, by referring to European companies. The Company aims to set the total remuneration at a level that ensures a certain level of competitiveness among the Peer Companies.

The following charts show the composition ratio of remuneration for Executive Officers by position if the variable remuneration is the standard amount.



\* Including Representative Executive Officers and Executive Officers concurrently serving as Members of the Board

<Members of the Board>

- Remuneration for Members of the Board who do not concurrently serve as Executive Officers is set in consideration of factors such as remuneration levels at the Peer Companies and companies with Nominating Committee, etc., the roles and functions expected of each Member of the Board, and the workload involved in executing their duties.

- (c) Performance indicators of performance-based remuneration and reasons for the selection
- The Company selects the following as performance indicators of performance-based remuneration based on the Mid-Long Term Business Strategy and the Mid Term Business Plan.

Short-term incentives (\*1)

Performance-based bonus (Groupwide)	Performance-based bonus (area of responsibility)
<Enhancement of earning power and profitability>	<Achievement in area of responsibility/strategic targets>
Consolidated adjusted operating profit 100%	Individual performance evaluation 100%

Mid- to long-term incentives (\*2)

PSU		RSU, etc.
<Review of business portfolio> <Improvement of profitability over mid-term>		<Realization of transformation/sustainability business framework>
ROIC 80%	ROE 20%	Evaluation of sustainability 100%

- \*1. The ratio of emphasis on Groupwide performance-based bonus and performance-based bonus (area of responsibility) is set at 60:40 in view of the roles and responsibilities the Executive Vice President and Representative Executive Officer, Executive Vice President and Executive Officer, and Senior Vice President and Executive Officers bear. (The Global CEO and Representative Executive Officer only receives Groupwide performance-based bonuses).
- \*2. The ratio of emphasis on PSU (financial evaluation) and RSU, etc. (non-financial evaluation) is set at 50:50 uniformly for all Executive Officers.

#### (4) Calculation method and evaluation results of performance-based remuneration

a. Short-term incentives (Groupwide performance-based bonus)

- The amount of individual Groupwide performance-based bonus is determined within a range of 0% to 150% of the standard amount, according to the degree to which targets of consolidated adjusted operating profit are achieved.
- The Groupwide performance-based bonus for fiscal year 2025 was paid at 94.4% of the standard amount, in accordance with the evaluation of the performance indicators as follows. (Recipients: Global CEO and Representative Executive Officer, Executive Vice President and Representative Executive Officer, Executive Vice President and Executive Officers, and Senior Vice President and Executive Officers)

Performance indicator	Fluctuation range of payment rate	Target for fiscal year 2025 (Yen in billions)	Results for fiscal year 2025 (Yen in billions)	Payment rate
Amount of consolidated adjusted operating profit	0-150%	Maximum: 606.0 Target: 505.0 Threshold: 404.0	493.72	94.4%

$$\text{Bonus payment by individual} = \text{Standard amount by position (Groupwide performance-based bonus)} \times \text{Payment rate 94.4\%}$$

b. Short-term incentives (Performance-based bonus (area of responsibility))

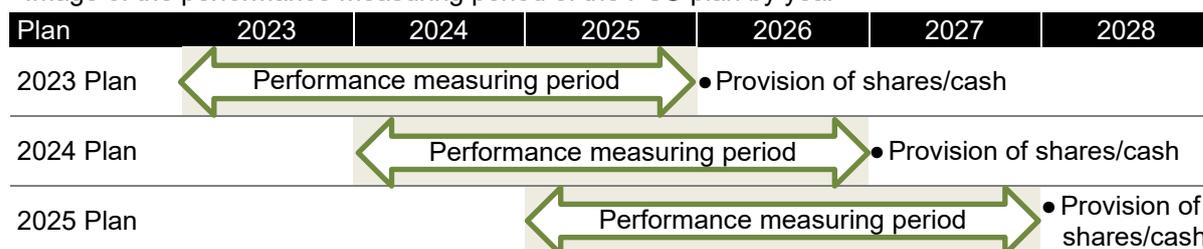
- The amount of individual bonuses for Executive Vice President and Representative Executive Officer, Executive Vice President and Executive Officers, and Senior Vice President and Executive Officers is Groupwide performance-based bonus plus performance-based bonus (area of responsibility), which is variable within a range of 0% to 150% of the standard amount, determined according to the individual performance evaluation related to their area of responsibility and functions. The ratio of emphasis on Groupwide performance-based bonus and performance-based bonus (area of responsibility) is set at 60:40 for the Executive Vice President and Representative Executive Officer, Executive Vice President and Executive Officers, and Senior Vice President and Executive Officers, in consideration of their roles and responsibilities.
- The amount of the bonus payment for Executive Vice President and Representative Executive Officer who is responsible for businesses for fiscal year 2025 will be determined by the Compensation Committee at a meeting to be held in March 2026, based on the performance in their area of responsibility, while comprehensively taking into consideration important initiatives, etc., being carried out in light of the business environment in their area of responsibility and assignments.
- The amount of bonus payment for Executive Vice President and Representative Executive Officer, Executive Vice President and Executive Officers and Senior Vice President responsible for cross-functional and global optimization for fiscal year 2025 will be determined by the Compensation Committee at a meeting to be held in March 2026, based on the individual performance evaluation for the functions for which they are responsible, recognizing their critical role and responsibility as functional leaders in enhancing mid-to-long-term company-wide capabilities.

Bonus payment by individual	=	Standard amount by position (Performance-based bonus (area of responsibility))	×	Payment rate (Individual performance evaluation) (0-150%)
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c. Mid- to long-term incentives (stock compensation, PSU)

- The Company's PSU is a plan in which the Company's common stock, etc. are delivered in a number calculated based on its consolidated results at the end of the performance measuring period (a three-year period). The number of shares, etc. to be delivered to each Executive Officer is determined within a range of 0% to 200% of the preset standard number of shares by position. 50% of the number of shares calculated is paid in cash equivalent to the market value (those retiring before the evaluation period ends are paid fully in cash equivalent to the market value).

<Image of the performance measuring period of the PSU plan by year>



- The 2023 Plan (evaluation period: 2023 to 2025), for which the evaluation was finalized in fiscal year 2025, resulted in a payment of 74.5% of the standard number of shares, based on the evaluation of performance indicators as follows. Of the payment, 50% is delivered in the form of the Company's common stock, and the remaining 50% is paid in cash equivalent to the market value.

(Recipients: Global CEO and Representative Executive Officer, Executive Vice President and Representative Executive Officer, Executive Vice President and Executive Office, Senior Vice President and Executive Officer)

Performance indicator	Evaluation ratio	Fluctuation range of payment rate	Target for fiscal year 2025	Results	Payment rate
Consolidated ROIC	80%	0-200%	Maximum: 14% Target: 10% Threshold: 6%	8.3%	78.8%
Consolidated ROE	20%	0-200%	Maximum: 16% Target: 12% Threshold: 8%	8.6%	57.5%
Payment rate (weighted-average)					74.5%

$$\text{Number of shares by individual} = \text{Standard number of shares by position}^{*1} \times \text{Payment rate } 74.5\%$$

\*1 The "standard number of shares by position" above is calculated by dividing the standard amount by position by the price of Company shares at the beginning of the performance evaluation period.

d. Mid- to long-term incentives (stock compensation, RSU, etc.)

- Since the amount of RSU, etc. provided varies from 0% to 120% in accordance with the evaluation of transformation and sustainability initiatives, including for ESG, in each fiscal year, and the results of these efforts are reflected in the corporate value (price of Company shares) over the mid-long term, vesting of RSU, etc. shall be at the time of retirement. 50% of the amount to be paid shall be delivered as RSU, and cash equivalent to the market value of the number of stock units shall be paid at the time of retirement. The remaining 50% shall be delivered in the form of the Company's shares (RS), on which transfer restriction shall be lifted at the time of retirement.

<Image of the sustainability evaluation period and transfer restriction period of the RSU, etc. plan by year>

Plan	2023	2024	2025	2026	...	20XX	At the time of retirement
2023 Plan	Sustainability evaluation	<ul style="list-style-type: none"> <li>• 50%: Provision of RSU</li> <li>• 50%: Delivery of RS</li> </ul>					<ul style="list-style-type: none"> <li>• Cash payment</li> <li>• Lifting of the transfer restriction</li> </ul>
2024 Plan		Sustainability evaluation	<ul style="list-style-type: none"> <li>• 50%: Provision of RSU</li> <li>• 50%: Delivery of RS</li> </ul>				<ul style="list-style-type: none"> <li>• Cash payment</li> <li>• Lifting of the transfer restriction</li> </ul>
2025 Plan			Sustainability evaluation	<ul style="list-style-type: none"> <li>• 50%: Provision of RSU</li> <li>• 50%: Delivery of RS</li> </ul>			<ul style="list-style-type: none"> <li>• Cash payment</li> <li>• Lifting of the transfer restriction</li> </ul>

- The payment of RSU, etc. for fiscal year 2025 was 110% of the standard amount, in overall consideration of achievement status of the sustainability targets ((1) Internal and external communication and tangible value creation driven by the “Bridgestone E8 Commitment,” (2) investment in and development of human resources to increase added value and job satisfaction, (3) carbon neutrality, including reduction of CO<sub>2</sub> emissions, (4) achievement of a circular economy, including increasing the ratio of recycled and renewable resources, (5) activities for achieving a nature-positive world focused on natural rubber and water resources, and (6) response to TRWP and 6PPD (Note) as an industry leader). The Compensation Committee mainly evaluated the fact that steady progress is being made in the areas of carbon neutrality, TRWP and 6PPD in addition to consistent advancement of water risk reduction activities and small-scale farmer support that has exceeded initial plans regarding nature-positive. The number of individual stock units to be provided as RSU and the number of individual shares to be delivered as RS are calculated by dividing the “Amount of RSU, etc. payments by individual” stated below by the Company’s stock price at the time of the share unit provision and share delivery.  
(Recipients: Global CEO and Representative Executive Officer, Executive Vice President and Representative Executive Officer, Executive Vice President and Executive Officers, Senior Vice President and Executive Officers)

Amount of RSU, etc. payments by individual	=	Standard amount by position	×	Payment rate 110%
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(Note) For details on TRWP, 6PPD and our response, please see 1. Business Developments and Results of Operations, (2) Research and development (R&D)”

## (5) Activities of the Compensation Committee

- a. The number of meetings of the Compensation Committee  
In fiscal year 2025, the Compensation Committee held 12 meetings mainly regarding the amount of executive compensation. In addition, the Committee received objective and specialized input necessary for deliberations from a third-party human resources and remuneration consultant, as needed.
- b. Specific matters to be resolved, deliberated and considered at the Compensation Committee
  - Policy for setting Board Members’ and Executive Officers’ remuneration
  - Effects of remuneration incentives
  - System and level of executive compensation
  - Remuneration of executives of major overseas group companies
  - Revisions of guidelines regarding executives
- c. Adequacy and appropriateness of individual remuneration for Members of the Board and Executive Officers  
Individual remunerations for Members of the Board and Executive Officers for the period under review are set by the Compensation Committee, composed solely of Independent Outside Directors, by carrying out multifaceted discussions including consistency of remunerations with the policy for setting remunerations based on objective and specialized information necessary for deliberations, as described in paragraphs a. and b. above. Therefore, the Committee has determined that the individual remunerations for Members of the Board and Executive Officers are in line with the policy and adequate.

## Consolidated Financial Statements

### Consolidated Statement of Financial Position

(Yen in millions)

	Current Year (As of December 31, 2025)
<b>(Assets)</b>	
<b>Current assets</b>	
Cash and cash equivalents	713,810
Trade and other receivables	1,093,109
Inventories	885,458
Other financial assets	13,510
Other current assets	128,574
<b>Subtotal</b>	<b>2,834,462</b>
Assets held for sale	28,719
<b>Total current assets</b>	<b>2,863,182</b>
<b>Non-current assets</b>	
Property, plant and equipment	1,858,259
Right-of-use assets	312,761
Goodwill	166,454
Intangible assets	202,901
Investments accounted for using the equity method	49,951
Other financial assets	107,720
Deferred tax assets	114,532
Other non-current assets	71,944
<b>Total non-current assets</b>	<b>2,884,523</b>
<b>Total assets</b>	<b>5,747,705</b>

(Yen in millions)

	Current Year (As of December 31, 2025)
<b>(Liabilities)</b>	
<b>Current liabilities</b>	
Trade and other payables	600,647
Bonds and borrowings	94,958
Lease liabilities	68,871
Income taxes payable	54,079
Other financial liabilities	43,735
Provisions	56,434
Other current liabilities	198,290
<b>Subtotal</b>	<b>1,117,014</b>
Liabilities directly associated with assets held for sale	5,640
<b>Total current liabilities</b>	<b>1,122,654</b>
<b>Non-current liabilities</b>	
Bonds and borrowings	392,312
Lease liabilities	270,874
Other financial liabilities	21,692
Retirement benefit liabilities	129,758
Provisions	40,908
Deferred tax liabilities	37,873
Other non-current liabilities	11,746
<b>Total non-current liabilities</b>	<b>905,162</b>
<b>Total liabilities</b>	<b>2,027,817</b>
<b>(Equity)</b>	
Common stock	126,354
Capital surplus	121,366
Treasury stock	(433,930)
Other components of equity	794,058
Retained earnings	3,053,945
<b>Total equity attributable to owners of parent</b>	<b>3,661,793</b>
Non-controlling interests	58,095
<b>Total equity</b>	<b>3,719,888</b>
<b>Total liabilities and equity</b>	<b>5,747,705</b>

## Consolidated Statement of Profit or Loss

(Yen in millions)

	Current Year (Year ended December 31, 2025)
<b>Continuing operations</b>	
<b>Revenue</b>	<b>4,429,452</b>
<b>Cost of sales</b>	<b>2,722,789</b>
<b>Gross profit</b>	<b>1,706,663</b>
Selling, general and administrative expenses	1,219,078
Other income	21,779
Other expenses	128,127
<b>Operating profit</b>	<b>381,237</b>
Finance income	18,165
Finance costs	44,019
Share of loss of investments accounted for using the equity method	(722)
<b>Profit before tax</b>	<b>354,661</b>
Income tax expense	30,519
<b>Profit from continuing operations</b>	<b>324,141</b>
<b>Discontinued operations</b>	
<b>Profit from discontinued operations</b>	<b>10,158</b>
<b>Profit</b>	<b>334,299</b>
<b>Profit attributable to owners of parent</b>	<b>327,264</b>
Non-controlling interests	7,035
<b>Profit</b>	<b>334,299</b>

**(Reconciliation from adjusted operating profit to profit before tax) (for reference)**

(Yen in millions)

	Current Year (Year ended December 31, 2025)
Adjusted operating profit (Note 1)	493,717
Adjustment items (income) (Note 2)	8,249
Adjustment items (expenses) (Note 4)	120,729
Operating profit	381,237
Finance income	18,165
Finance costs	44,019
Share of loss of investments accounted for using the equity method	(722)
Profit before tax	354,661

(Note 1) For adjusted operating profit, adjustment items (income and expenses) are excluded from operating profit.

(Note 2) The major breakdown of adjustment items (income) is as follows:

(Yen in millions)

	Current Year (Year ended December 31, 2025)
Insurance claim income	525
Business and plant restructuring income (Note 3)	4,851
Gain on reversal of impairment losses	2,873
Adjustment items (income)	8,249

(Note 3) This was primarily the recording of gains related to the sale of shares of consolidated subsidiaries.

(Note 4) The major breakdown of adjustment items (expenses) is as follows:

(Yen in millions)

	Current Year (Year ended December 31, 2025)
Impairment losses (Note 5)	23,836
Cost of sales (loss on disaster)	1,815
Other expenses (loss on disaster)	53
Business and plant restructuring expenses (Note 6)	94,440
Other expense with large amounts related to one time event	586
Adjustment items (expenses)	120,729

(Note 5) The major breakdown of impairment losses is presented in “(Notes to the consolidated statement of profit or loss), 1. Impairment losses”.

(Note 6) The major breakdown of business and plant restructuring expenses is presented in “(Notes to the consolidated statement of profit or loss), 2. Business and plant restructuring expenses”.

## Consolidated Statement of Cash Flows (for reference)

(Yen in millions)

	Current Year (Year ended December 31, 2025)
<b>Cash flows from operating activities</b>	
Profit before tax	354,661
Profit before tax from discontinued operations	702
Depreciation and amortization	353,229
Impairment losses	23,836
Gain on reversal of impairment losses	(2,873)
Increase (decrease) in accounts payable - bonuses	10,661
Increase (decrease) in retirement benefit liabilities	(14,945)
Interest and dividend income	(16,650)
Interest expenses	21,302
Foreign currency exchange loss (gain)	9,390
Share of loss (profit) of investments accounted for using the equity method	722
Loss (gain) on sale of fixed assets	(9,894)
Business and plant restructuring income	(4,851)
Business and plant restructuring expenses	94,138
Decrease (increase) in trade and other receivables	(41,625)
Decrease (increase) in inventories	79,225
Increase (decrease) in trade and other payables	(21,657)
Increase (decrease) in allowance for doubtful accounts	9,876
Other	(99,534)
<b>Subtotal</b>	<b>745,714</b>
Interest and dividends received	18,236
Interest paid	(24,337)
Income taxes paid	(79,171)
<b>Net cash provided by (used in) operating activities</b>	<b>660,442</b>
<b>Cash flows from investing activities</b>	
Payments for purchase of property, plant and equipment	(251,091)
Proceeds from sale of property, plant and equipment	21,355
Payments for purchase of intangible assets	(36,064)
Proceeds from sale of intangible assets	2,440
Proceeds from sale of investment securities	10,242
Payments of long-term loans receivable	(7,080)
Collection of loans receivable	12,154
Other	23,076
<b>Net cash provided by (used in) investing activities</b>	<b>(224,968)</b>
<b>Cash flows from financing activities</b>	
Increase (decrease) in short-term borrowings	(102,081)
Proceeds from long-term borrowings	100,000
Repayments of long-term borrowings	(1,733)
Proceeds from issuance of bonds	100,000
Repayments of lease liabilities	(73,148)
Purchase of treasury stock	(300,007)
Dividends paid to owners of parent	(148,573)
Dividends paid to non-controlling interests	(4,388)
Other	27
<b>Net cash provided by (used in) financing activities</b>	<b>(429,902)</b>
<b>Effect of exchange rate changes on cash and cash equivalents</b>	<b>7,010</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>12,583</b>
<b>Cash and cash equivalents at beginning of period</b>	<b>706,732</b>
<b>Net increase (decrease) in cash and cash equivalents included in assets held for sale</b>	<b>(5,504)</b>
<b>Cash and cash equivalents at end of period</b>	<b>713,810</b>

## Non-Consolidated Financial Statements

### Non-Consolidated Balance Sheet

	Current Year (As of December 31, 2025) (Yen in millions)
<b>(Assets)</b>	
<b>Current assets</b>	
Cash and deposits	218,782
Accounts receivable	347,532
Finished products	41,942
Work in process	8,894
Raw materials and supplies	48,876
Short-term loans receivable for subsidiaries and associates	76,475
Accounts receivable-other	23,180
Other current assets	14,545
Allowance for doubtful accounts	(1,774)
<b>Total current assets</b>	<b>778,452</b>
<b>Fixed assets</b>	
<b>Property, plant and equipment</b>	
Buildings	102,435
Structures	8,242
Machinery and equipment	54,598
Vehicles and carriers	1,647
Tools, furniture and fixtures	18,430
Land	54,844
Construction in progress	68,252
<b>Total property, plant and equipment</b>	<b>308,448</b>
<b>Intangible assets</b>	<b>52,739</b>
<b>Investments and other assets</b>	
Investment in securities	44,575
Investments in subsidiaries and associates	801,961
Investments in subsidiaries and associates, other than stock	55,916
Long-term loans receivable for subsidiaries and associates	48,847
Deferred tax assets	16,460
Other assets	12,118
Allowance for doubtful accounts	(15)
<b>Total investments and other assets</b>	<b>979,863</b>
<b>Total fixed assets</b>	<b>1,341,050</b>
<b>Total assets</b>	<b>2,119,502</b>

	Current Year (As of December 31, 2025)
	(Yen in millions)
<b>(Liabilities)</b>	
<b>Current liabilities</b>	
Accounts payable	88,844
Current portion of bonds	50,000
Lease obligations	99
Accounts payable - other	76,662
Accrued expenses	27,249
Income taxes payable	29,519
Deposits received	5,103
Allowance for losses on business transfer	4,993
Other current liabilities	32,731
<b>Total current liabilities</b>	<b>315,200</b>
<b>Long-term liabilities</b>	
Bonds	260,000
Long-term borrowings	100,000
Lease obligations	116
Accrued pension and liability for retirement benefits	45,323
Asset retirement obligation	3,175
Other long-term liabilities	7,260
<b>Total long-term liabilities</b>	<b>415,874</b>
<b>Total liabilities</b>	<b>731,073</b>
<b>(Equity)</b>	
<b>Shareholders' equity</b>	
<b>Common stock</b>	<b>126,354</b>
<b>Capital surplus</b>	
Capital reserve	122,079
<b>Total capital surplus</b>	<b>122,079</b>
<b>Retained earnings</b>	
Legal reserve	31,279
Other retained earnings	1,517,168
Reserve for advanced depreciation of fixed assets	27,686
Reserve for special account for advanced depreciation of	2,972
General reserve	789,311
Retained earnings brought forward	697,199
<b>Total retained earnings</b>	<b>1,548,447</b>
<b>Treasury stock</b>	<b>(433,930)</b>
<b>Total shareholders' equity</b>	<b>1,362,950</b>
<b>Net unrealized gain (loss) and translation adjustments</b>	
Net unrealized gain (loss) on available-for-sale securities	26,629
Deferred gain (loss) on derivative instruments	(2,991)
<b>Total net unrealized gain (loss) and translation adjustments</b>	<b>23,638</b>
<b>Stock acquisition rights</b>	<b>1,840</b>
<b>Total equity</b>	<b>1,388,428</b>
<b>Total liabilities and equity</b>	<b>2,119,502</b>

## Non-Consolidated Statement of Profit or Loss

	Current Year (Year ended December 31, 2025)	
	(Yen in millions)	
<b>Net sales</b>		<b>981,068</b>
<b>Cost of sales</b>		<b>626,787</b>
<b>Gross profit</b>		<b>354,281</b>
<b>Selling, general and administrative expenses</b>		<b>205,458</b>
<b>Operating profit</b>		<b>148,823</b>
<b>Non-operating income</b>		
Interest income	5,002	
Dividend income	106,632	
Other	4,263	115,897
<b>Non-operating expenses</b>		
Interest expenses	2,465	
Foreign currency exchange loss	10,230	
Other	10,924	23,619
<b>Ordinary Profit</b>		<b>241,102</b>
<b>Extraordinary income</b>		
Gain on sale of fixed assets	5,777	
Gain on sale of shares of subsidiaries and associates	11,129	
Gain on sales of investment securities	7,644	24,550
<b>Profit before income taxes</b>		<b>265,652</b>
Income taxes - current	(26,360)	
Income taxes - deferred	445	(25,915)
<b>Profit</b>		<b>291,567</b>

## **Independent Auditor's Report**

February 16, 2026

To the Board of Directors of Bridgestone Corporation:

KPMG AZSA LLC  
Tokyo Office, Japan

Hiroataka Tanaka  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

Kentaro Maruta  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

Ayumu Nakajima  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

### **Opinion**

We have audited the consolidated financial statements, which comprise the consolidated statement of financial position, the consolidated statement of profit or loss, the consolidated statement of changes in equity and the related notes of Bridgestone Corporation ("the Company") and its consolidated subsidiaries (collectively referred to as "the Group"), as at December 31, 2025 and for the year from January 1, 2025 to December 31, 2025 in accordance with Article 444-4 of the Companies Act.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position and the results of operations of the Group for the period, for which the consolidated financial statements were prepared, in accordance with the accounting standards that omit a part of the disclosures required under Designated International Financial Reporting Standards pursuant to the provisions of the second sentence of the first paragraph of Article 120 of the Ordinance on Company Accounting.

### **Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements of public interest entities in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Emphasis of Matter**

We draw attention to "Notes to significant subsequent events" to the consolidated financial statements. The Company reached a decision to acquire and cancel its treasury stock at the Board of Directors meeting held on February 16, 2026. Additionally, the Company reached a decision on the issuance of bonds by the power vested in the Representative Executive Officer and Global CEO by the Board of Directors on February 16, 2026.

Our opinion is not modified in respect of this matter.

## **Other Information**

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. The audit committee is responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **Responsibilities of Management and The Audit Committee for the Consolidated Financial Statements**

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

The audit committee is responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Group's financial reporting process.

## **Auditor's Responsibilities for the Audit of the Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The selection and application of audit procedures depends on the auditor's judgement.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our

auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate whether the presentation and disclosures in the consolidated financial statements are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purpose of the group audit. We remain solely responsible for our audit opinion.

We communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the audit committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

#### **Interest required to be disclosed by the Certified Public Accountants Act of Japan**

Our firm and its designated engagement partners do not have any interest in the Company and its subsidiaries which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

#### **Notes to the Reader of Independent Auditor's Report:**

The Independent Auditor's Report herein is the English translation of the Independent Auditor's Report as required by the Companies Act for the conveniences of the reader.

## **Independent Auditor's Report**

February 16, 2026

To the Board of Directors of Bridgestone Corporation:

KPMG AZSA LLC  
Tokyo Office, Japan

Hiroataka Tanaka  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

Kentaro Maruta  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

Ayumu Nakajima  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

### **Opinion**

We have audited the financial statements, which comprise the non-consolidated balance sheet, the non-consolidated statement of profit or loss, the non-consolidated statement of changes in equity and the related notes, and the accompanying supplementary schedules (“the financial statements and others”) of Bridgestone Corporation (“the Company”) as at December 31, 2025 and for the year from January 1, 2025 to December 31, 2025 in accordance with Article 436-2-1 of the Companies Act.

In our opinion, the financial statements and others referred to above present fairly, in all material respects, the financial position and the results of operations of the Company for the period, for which the financial statements and others were prepared, in accordance with accounting principles generally accepted in Japan.

### **Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements and others* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements of public interest entities in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Emphasis of Matter**

We draw attention to "Notes to significant subsequent events" to the financial statements. The Company reached a decision to acquire and cancel its treasury stock at the Board of Directors meeting held on February 16, 2026. Additionally, the Company reached a decision on the issuance of bonds by the power vested in the Representative Executive Officer and Global CEO by the Board of Directors on February 16, 2026.

Our opinion is not modified in respect of this matter.

## **Other Information**

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. The audit committee is responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the financial statements and others does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements and others, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and others or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **Responsibilities of Management and The Audit Committee for the Financial Statements and others**

Management is responsible for the preparation and fair presentation of the financial statements and others in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of financial statements and others that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and others, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

The audit committee is responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Company's financial reporting process.

## **Auditor's Responsibilities for the Audit of the Financial Statements and Others**

Our objectives are to obtain reasonable assurance about whether the financial statements and others as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements and others.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements and others, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The selection and application of audit procedures depends on the auditor's judgement.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and others or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate whether the presentation and disclosures in the financial statements and others are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the financial statements and others, including the disclosures, and whether the financial statements and others represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the audit committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

### **Interest required to be disclosed by the Certified Public Accountants Act of Japan**

Our firm and its designated engagement partners do not have any interest in the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

### **Notes to the Reader of Independent Auditor's Report:**

This is an English translation of the Independent Auditor's Report as required by the Companies Act of Japan for the conveniences of the reader.

## Audit Committee's Audit Report

### Audit Report

The Audit Committee has audited the Members of the Board and Executive Officers' performance of their duties for the 107th business year from January 1, 2025 to December 31, 2025 and reports as follows in regard to the method and results of those audits.

#### 1. Method and Contents of Audits

In regard to the content of the Board of Directors' Resolutions regarding the matters stated in Article 416, paragraph (1), items (i)(b) and (i)(e) of the Companies Act, as well as the systems developed pursuant to those resolutions (i.e., internal control systems), the audit committee periodically received reports from the Members of the Board, Executive Officers, employees and other relevant personnel regarding the status of the establishment and operation of those systems and as necessary requested explanations and expressed opinions in regard thereto, in addition to which the Audit Committee conducted audits using the following methods.

(1) In accordance with the audit policies and division of duties, etc. determined by the Audit Committee, and in cooperation with the internal audit division and other relevant functions of the company, the Audit Committee attended important meetings, received reports from the Members of the Board, Executive Officers and other relevant personnel regarding matters related to the performance of their duties, requested explanations as necessary, viewed important approval/decision-making documents, etc., and inspected the status of operations and assets at the head office and main business locations. Additionally, in regard to subsidiaries, the Audit Committee communicated and exchanged information with the Members of the Board, Corporate Auditors and other relevant personnel of subsidiaries and received reports on business from subsidiaries as necessary.

(2) The Audit Committee oversaw and verified whether the External Auditor maintained an independent position and conducted an appropriate audit, received reports from the External Auditor on the status of the performance of its duties, and requested explanations as necessary. Additionally, the Audit Committee received notification from the External Auditor that, in accordance with the "Quality Control Standards for Audits" (Business Accounting Council), etc., it had developed systems in order to ensure that its duties are appropriately performed (i.e., notification of the matters stated in the items of Article 131 of the Ordinance on Accounting of Companies) and requested explanations as necessary.

Using the methods above, the Audit Committee examined the business report, the supplementary schedules thereto, the non-consolidated financial statements (i.e., the non-consolidated balance sheet, the non-consolidated statements of profit or loss, the non-consolidated statement of changes in equity and notes to the non-consolidated financial statements) and their supplemental schedules, as well as the consolidated financial statements (the consolidated statement of financial position, the consolidated statement of profit or loss, the consolidated statement of changes in equity and notes to the consolidated financial statements) for the business year.

#### 2. Audit Results

(1) Results of audit of business report, etc.

(i) We find that the business report and the supplementary schedules thereto accurately present the status of the company in accordance with laws, regulations, and the Articles of Incorporation of the Company.

(ii) We do not find any misconduct nor any material fact constituting a violation of any law, regulation, or the Articles of Incorporation of the Company in relation to the Members of the Board or the Executive Officers' performance of their duties.

(iii) We find the content of the resolutions of the Board of Directors regarding internal control systems to be reasonable. Additionally, we do not find any matters that should be commented upon in regard to the statements in the business report or the Members of the Board and Executive Officers' performance of their duties relating to the internal control systems.

(2) Results of audit of Non-consolidated Financial Statements and their Supplemental Schedules thereto  
We find the methods and results of the audit by the External Auditor, KPMG AZSA LLC, to be reasonable.

(3) Results of audit of Consolidated Financial Statements  
We find the methods and results of the audit by the External Auditor, KPMG AZSA LLC, to be reasonable.

February 16, 2026

Audit Committee,  
Bridgestone Corporation  
Yasuhiro Nakajima  
Yoko Suzuki  
Yukari Kobayashi  
Noriko Morikawa  
Akira Matsuda (full-time)  
Tsuyoshi Yoshimi (full-time)

(Note) Audit Committee Members Yasuhiro Nakajima, Yoko Suzuki, Yukari Kobayashi, and Noriko Morikawa are external board members provided for in Article 2, item (xv) and Article 400, paragraph (3) of the Companies Act.

The above represents a translation, for convenience only, of the original report issued in the Japanese language.