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Corporate Governance Report

Last Update: October 31, 2025

Bridgestone Corporation

Shuichi Ishibashi,

Member of the Board,

Global CEO and Representative Executive Officer

Contact: Governance Planning Section

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Securities Code: 5108

<https://www.bridgestone.com>

The corporate governance of Bridgestone Corporation (the “Company”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes, and Other Key Information

1. Basic Views

The Company considers the enhancement of corporate governance to be one of its most important management focus points. The Company believes that working to increase management quality and enhance the transparency of decision-making is indispensable, and accordingly, continually strives to strengthen corporate governance. This ensures that the Company continues to fulfill its mission as stated in its corporate philosophy: “Serving Society with Superior Quality.”

Based on this approach, in accordance with the responsibility and authority delineated in the Administrative Authority Rules, and in line with the Policy Management Rules, the Company is committed to developing, communicating, and abiding by fair, transparent decision-making and management policies.

Reasons for Non-compliance with the Principles of the Corporate Governance Code

The Company has implemented all principles of the Corporate Governance Code.

Disclosure Based on each Principle of the Corporate Governance Code

The Company discloses information regarding our efforts and policies related to all basic principles, principles, and supplementary principles of the Corporate Governance Code, including disclosure items based on each principle, in a Corporate Governance Code Report (Japanese and English versions) on the following Company website, which includes the latest and past reports.

<https://www.bridgestone.com/corporate/governance/>

Action to Implement Management That Is Conscious of the Cost of Capital and Stock Price Update

Content of Disclosure	Disclosure of Initiatives (Update)
Availability of English Disclosure	Available
Date of Disclosure Update	October 31, 2025

Explanation of Actions

Regarding the disclosure requests from the Tokyo Stock Exchange as of March 31, 2023, titled "Action to Implement Management that is Conscious of Cost of Capital and Stock Price," and "Status of Dialogue with Shareholders," the Company has disclosed the relevant information on our website as follows:

【Action to Implement Management that is Conscious of Cost of Capital and Stock Price】

https://www.bridgestone.com/ir/library/integrated_report/pdf/2025/ir2025_spread.pdf#page=17

【Status of Dialogue with Shareholders, etc.】【Updated: October 31, 2025】

https://www.bridgestone.com/ir/library/integrated_report/pdf/2025/ir2025_spread.pdf#page=35

2. Capital Structure

Foreign Shareholding Ratio	20% or more but less than 30%
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Status of Major Shareholders

Name or Company Name	Number of Shares Owned	Percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	99,320,000	14.50
Ishibashi Foundation	76,693,430	11.20
Custody Bank of Japan, Ltd. (Trust account)	38,557,900	5.63
Hiroshi Ishibashi	21,000,000	3.07
Nagasaka Corporation	16,325,170	2.38
SMBC Nikko Securities Inc.	14,471,157	2.11
Nippon Life Insurance Company	13,218,141	1.93
STATE STREET BANK WEST CLIENT-TREATY 505234 (Standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	13,137,605	1.92
Barclays PLC and Bank of New York Mellon (Standing proxy: MUFG Bank, Ltd.)	11,000,000	1.61
STATE STREET BANK AND TRUST COMPANY 505001 (Standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	10,214,855	1.49

Name of Controlling Shareholder, if applicable
(excluding Parent Companies)

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Name of Parent Company, if applicable	None
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Supplementary Explanation

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3. Corporate Attributes

Listed Stock Exchange and Market Segment	Tokyo Stock Exchange (Prime Market), Fukuoka Stock Exchange
Fiscal Year-End	December
Business Sector	Rubber Products
Number of Employees (Consolidated) as of the End of the Previous Fiscal Year	1,000 or more
Net Sales (Consolidated) for the Previous Fiscal Year	¥1 trillion or more
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	100 or more but less than 300

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

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5. Other Special Circumstances which may have a Material Impact on Corporate Governance

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II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight

1. Organizational Composition and Operation

Corporate Governance System	Company with the Nominating Committee, etc.
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Directors

Maximum Number of Directors Stipulated in Articles of Incorporation	15
Term of Office Stipulated in Articles of Incorporation	1 year
Chairman of the Board	Independent Director
Number of Directors	12

Outside Directors

Number of Outside Directors	8
Number of Independent Directors	8

Outside Directors' Relationship with the Company (1)

Name	Attributes	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Scott Trevor Davis	Academic											
Kenichi Masuda	Lawyer											
Kenzo Yamamoto	From another company											
Yoko Suzuki	Lawyer											
Yukari Kobayashi	From another company								△			
Yasuhiro Nakajima	CPA								△			
Noriko Morikawa	From another company											
Toshiaki Itagaki	From another company											

*Categories for "Relationship with the Company".

(Use "○" when the director presently falls or has recently fallen under the category; "△" when the director fell under the category in the past; "●" when a close relative of the director presently falls or has recently fallen under the category; and "▲" when a close relative of the director fell under the category in the past.)

- Person who executes business for the Company or its subsidiary
- Person who executes business for or a non-executive director of the Company's parent company
- Person who executes business for a fellow subsidiary
- Person/entity for which the Company is a major client or a person who executes business for said person/entity
- Major client of the Company or a person who executes business for said client
- Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets from the Company in addition to remuneration as a director/ Audit and Supervisory Board Member
- Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business for the corporation)
- Person who executes business for a client of the Company (excluding persons categorized as any of d, e, or f above) (applies to director him/herself only)
- Person who executes business for another company that holds cross-directorships/cross-auditorships with the Company (applies to director him/herself only)
- Person who executes business for an entity receiving donations from the Company (applies to director him/herself only)
- Other

Outside Directors' Relationship with the Company (2)

Name	Committees			Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
	Nominating Committee	Compensation Committee	Audit Committee			
Scott Trevor Davis	○	○		○	—	Mr. Scott Trevor Davis has excellent academic knowledge in the field of sociology and international business administration, as well as abundant wisdom regarding sustainability and ESG in Japan and overseas. 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. 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. 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. 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. 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. The Company has received an objective opinion from an external lawyer stating that, based on his performance of duties at the Company, stating that he is "not considered to lack independence, and can be expected to act in the interest of general shareholders from an objective standpoint." In continuing to serve as Chairperson of the Board of Directors, the Company expects him to contribute to the enhancement of its governance, and also expects him to make significant contributions as a member of the Nominating Committee by utilizing the deep understanding of both the Company's history and future vision he has cultivated to date, in carrying out management succession planning, one of the Nominating Committee's key responsibilities. 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.
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						Furthermore, to ensure the independence of Outside Directors, the Company has established its own independence criteria for Outside Directors in addition to the standards set by the stock exchanges where the Company is listed (as described in "Other Matters Concerning Independent Directors"). Mr. Scott Trevor Davis meets these criteria and is deemed to be an Outside Director who is unlikely to have conflicts of interest with general shareholders.
Kenichi Masuda	○	○		○	—	Mr. Kenichi Masuda has abundant professional career and experience as an attorney-at-law at law firms in Japan and overseas, as well as high levels of expertise. 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. 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. Specifically, as Chairperson of the Nominating Committee, he regularly holds one-on-one discussions with the Global CEO while maintaining an appropriate level of tension, takes the initiative in

					frequently holding one-on-one meetings with each Director, confirms the contents of the Directors' mutual evaluations and shares them with the Nominating Committee. In addition, when considering nominees for Outside Director, independently from the senior management, he actively and proactively gathers information on whether a person is suitable for this role by directly listening to the opinions of external consultants and holding multiple meetings with potential nominees prior to Nominating Committee meetings, leading to effective and efficient nominee consideration by the Nominating Committee. 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. Furthermore, the Company has received an objective opinion from an external lawyer stating that, based on his performance of duties at the Company, stating that he is "not considered to lack independence, and can be expected to act in the interest of general shareholders from an objective standpoint." In continuing to serve as Chairperson of the Nominating Committee, the Company expects him to make significant contributions in spearheading review of management succession planning, one of the Nominating Committee's key responsibilities, by utilizing the deep understanding of both the Company's history and future vision he has cultivated to date. 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
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						and increase its corporate value over the mid- to long-term. Furthermore, to ensure the independence of Outside Directors, the Company has established its own independence criteria for Outside Directors in addition to the standards set by the stock exchanges where the Company is listed (as described in "Other Matters Concerning Independent Directors"). Mr. Kenichi Masuda meets these criteria and is deemed to be an Outside Director who is unlikely to have conflicts of interest with general shareholders.
Kenzo Yamamoto	○	○		○	—	Mr. Kenzo Yamamoto has abundant expertise on financial market and financial systems, as well as his deep insight regarding corporate management and risk management. Since his appointment as an Outside Director of the Company, he has been contributing to ensuring appropriate decision making by the Board of Directors from the perspective of corporate management and risk management in light of global conditions and human capital improvement. Since 2018, as a Chairperson of the Audit Committee, he has been strengthening our auditing system on a global scale, etc., and in 2023, he played a leading and extremely vital role in the change of our Independent Auditor, taking into consideration the rotation system used for auditing firms in other countries. Utilizing his deep and abundant experience as the Chairman of the Audit Committee, since 2024 he has participated in the active deliberations of the Nominating Committee and Compensation Committee as a member of both committees, and has greatly contributed to the establishment of more objective processes and the content of discussions. In view of these experiences, insights, and

						achievements, Mr. Kenzo Yamamoto is expected to contribute from a more diverse perspective, and the Company has determined that he qualifies as an Outside Director. Furthermore, to ensure the independence of Outside Directors, the Company has established its own independence criteria for Outside Directors in addition to the standards set by the stock exchanges where the Company is listed (as described in "Other Matters Concerning Independent Directors"). Mr. Kenzo Yamamoto meets these criteria and is deemed to be an Outside Director who is unlikely to have conflicts of interest with general shareholders.
Yoko Suzuki			○	○	—	Ms. Yoko Suzuki has high expertise as an attorney-at-law, and abundant experience and deep insight as an outside auditor and auditor of other companies and various associations. 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 enhancing talent creativity and quality management with an awareness of engagement and diversity, including the promotion of women's participation in the workplace. 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. 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.

					Furthermore, to ensure the independence of Outside Directors, the Company has established its own independence criteria for Outside Directors in addition to the standards set by the stock exchanges where the Company is listed (as described in "Other Matters Concerning Independent Directors"). Ms. Yoko Suzuki meets these criteria and is deemed to be an Outside Director who is unlikely to have conflicts of interest with general shareholders.
Yukari Kobayashi			○	○	Ms. Yukari Kobayashi served as COO of Mercer Japan Ltd. until July 2018. The Company has engaged Mercer Japan for consulting services related to human resource investment strategies, and the Company has paid a total of approx. 138.4 million yen for such consulting services in 2024, and a total of approx. 15.8 million yen for the period up to January 2025. However, she has not been involved in any of these services. Additionally, Ms. Yukari Kobayashi served as an corporate officer at Microsoft Japan Co., Ltd. until November 2020. In 2024, the Company contracted with Microsoft Japan for system support services, and have paid a total of approx. 28.6 Ms. Yukari Kobayashi has deep insight regarding the digital field and business strategy through her extensive practical and management experience in the IT and consulting industries. 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 from a global standpoint, but also of promoting women's participation in the workplace. 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. 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 qualifies as an Outside Director. Furthermore, to ensure the independence of Outside Directors, the Company has established its own independence criteria for Outside Directors in addition to the standards set by the stock exchanges where the Company is listed (as described in "Other Matters Concerning Independent Directors"). Ms. Yukari Kobayashi meets these criteria and is

					million yen as a business outsourcing fee. However, she has not been involved in any of these services.	deemed to be an Outside Director who is unlikely to have conflicts of interest with general shareholders.
Yasuhiro Nakajima			○	○	Mr. Yasuhiro Nakajima was a representative partner of PwC Arata LLC (currently PwC Japan LLC) until June 2022. In 2024, the Company engaged such audit firm to provide advisory services related to the Company's system audit framework, and paid a total of approx. 12.1 million yen as compensation for such services. However, Mr. Yasuhiro Nakajima has not been involved in these services.	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 accounting and audit 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. In addition, as a member of the Audit Committee, he has been participating in active deliberations and on-site audits of subsidiaries, etc., and working to promote the strengthening of our auditing system and internal controls on a global scale, including through cooperation with the Independent Auditor. 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. Furthermore, to ensure the independence of Outside Directors, the Company has established its own independence criteria for Outside Directors in addition to the standards set by the stock exchanges where the Company is listed (as described in "Other Matters Concerning Independent Directors"). Mr. Yasuhiro Nakajima meets these criteria and is deemed to be an Outside Director who is unlikely to have conflicts of interest with general shareholders.

Noriko Morikawa			○	○	—	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. 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 experience and insights, she 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 she qualifies for a new Outside Director. Furthermore, to ensure the independence of Outside Directors, the Company has established its own independence criteria for Outside Directors in addition to the standards set by the stock exchanges where the Company is listed (as described in "Other Matters Concerning Independent Directors"). Ms. Noriko Morikawa meets these criteria and is deemed to be an Outside Director who is unlikely to have conflicts of interest with general shareholders.
Toshiaki Itagaki	○	○		○	—	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&A negotiations, and dealing with overseas

						investors. 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 experience 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. Furthermore, to ensure the independence of Outside Directors, the Company has established its own independence criteria for Outside Directors in addition to the standards set by the stock exchanges where the Company is listed (as described in "Other Matters Concerning Independent Directors"). Mr. Toshiaki Itagaki meets these criteria and is deemed to be an Outside Director who is unlikely to have conflicts of interest with general shareholders.
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Committees

Committee's Composition and Attributes of the Chairperson

	All Committee Members	Full-time Members	Inside Directors	Outside Directors	Chairperson
Nominating Committee	4	0	0	4	Independent Director
Compensation Committee	4	0	0	4	Independent Director
Audit Committee	6	2	2	4	Independent Director

Executive Officers

Number of Executive Officers

7

Status of Concurrent Duties

Name	Representative Authority	Concurrent Duties as Director			Concurrent Duties as Employee
			Nominating Committee Member	Compensation Committee Member	
Shuichi Ishibashi	Yes	Yes	×	×	None
Nobuyuki Tamura	Yes	No	×	×	None
Scott Damon	No	No	×	×	None
Yasuhiro Morita	Yes	No	×	×	None
Masato Banno	No	Yes	×	×	None
Emilio Tiberio	No	No	×	×	None
Tomohiro Kusano	No	No	×	×	None

Auditing Structure

Appointment of Directors and/or staff to Support the Audit Committee

Appointed

Matters Related to the Independence of Said Directors and/or Staff from Executive Officers/Reasons for Adopting Current System

In order to assist with the duties of the Audit Committee, the Company has assigned an executive director dedicated to audit, and established a department led by such executive director that is dedicated to assist the Audit Committee with their duties. Decisions on the appointment and replacement of the executive director dedicated to audit are made with the consent of the Audit Committee, while the performance assessment of such executive director is determined by taking the performance evaluations conducted by the Audit Committee into consideration.

Cooperation among Audit Committee, Accounting Auditors and Internal Audit Department

The Audit Committee, the accounting auditor, the Internal Auditing Department, and the Company group's internal auditing organization exchange information and opinions as necessary, and generally maintain close contact, thereby working to further increase audit efficiency and effectiveness.

Matters Concerning Independent Directors

Number of Independent Directors

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Other Matters Concerning Independent Directors

The Company designates all individuals who meet the qualifications for independent directors as independent directors.

[Guidelines for Determining Whether Outside Directors are Sufficiently Independent]

To ensure that the Company achieves the objectivity and transparency necessary for appropriate corporate governance, it is best that outside directors be as independent as possible.

The Company has accordingly established these guidelines concerning the requisite independence of Outside Directors in the Company. 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 for the Company. A person who:

1. In the past was an Executing Person of the Company or a consolidated subsidiary of the Company (collectively, the “Group”) (Note 1)
2. Is a major shareholder of the Company (Note 2)
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 Group (Note 3)
 - (2) A major lender to the Group (Note 4)
 - (3) A company or entity of which the Group holds 10% or more of the voting shares
4. Is a certified public accountant belonging to an auditing firm that is an accounting auditor of the Group
5. Is a professional, such as a consultant, accountant, tax accountant, attorney-at-law, judicial scrivener, or patent attorney who has received a large amount (Note 5) of money or other assets from the Group
6. Is a person who has received a large amount of donation from the Group (Note 6)
7. Is an Executing Person of another company, which position constitutes an interlocking director or corporate auditor position (Note 7) for the Outside Director
8. Has a close relative (Note 8) 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 (Note 9))
9. Is a person to which any of the above items 2 through 8 has applied within the last five 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 the Company

(Notes)

1. This means one who is currently an executive member of the Board, executive officer, vice president-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 Group at any time in the past.
2. 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 the Company’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.
3. A “major supplier or customer” means a supplier or customer of the Group’s products whose annual total transactions with the Group exceeds 2% of the Company’s consolidated aggregate sales or 2% of the consolidated aggregate sales of the other party. In addition, automobile manufacturers which are customers of the Group’s tire products, and synthetic rubber manufacturers and steel cord manufacturers which are suppliers to the Group are considered major suppliers or customers regardless of actual annual transaction amounts.

4. A “major lender” means a financial institution from which the Group receives loans where the outstanding loan amount as of the end of the Company’s fiscal year exceeds 2% of the Company’s consolidated gross assets or 2% of the financial institution’s consolidated gross assets.
5. “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 Group as an individual, the receipt by the professional from the Group of compensation (excluding remuneration for services as a member of the Board or executive officer) of an amount exceeding 10 million yen per year.
 - (2) In the event the professional services are provided to the Group by an organization such as a company (or other legal entity) or a partnership, the receipt by the organization from the 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.”
6. This means the recipient of a donation exceeding 10 million yen per year from the 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.
7. “Interlocking director or corporate auditor position” means an Executing Person of the 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 the Company.
8. A “close relative” means a spouse or a relative within two degrees of family relation.
9. A “significant person” means a member of the Board, executive officer, vice president-officer or an Executing Person who is a division manager or above, or an Executing Person with authority similar to any of the foregoing.

Incentives

Incentives Policies for Directors and/or Executive Officers

Performance-based Remuneration

Supplementary Explanation for Applicable Items

(Introduction of Performance-based Remuneration)

The Company has introduced a performance-based remuneration.

For further details, please refer to the following section on our website: "4. Status of corporate governance (4) Remuneration for Members of the Board and Executive Officers" in the Annual Securities Report – 106th Fiscal Period (Pages 106–119).

https://www.bridgestone.com/ir/library/securities_report/pdf/e_106.pdf

Persons Eligible for Stock Options

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Supplementary Explanation for Applicable Items

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Remuneration for Directors and Executive Officers

Status of Disclosure of Individual Director's Remuneration

Disclosure for Selected Directors

Status of Disclosure of Individual Executive Officers' Remuneration

Disclosure for Selected Executive Officers

Supplementary Explanation for Applicable Items

The total remuneration for the 12 board members (including 8 outside directors) and 4 executive officers of the Company for the fiscal year 2024 is disclosed in the following section on our website: "4. Status of corporate governance (4) Remuneration for Members of the Board and Executive Officers 1) Board Members' and Executive Officers' remuneration for the current fiscal year" in the Annual Securities Report – 106th Fiscal Period (Pages 106–109).

https://www.bridgestone.com/ir/library/securities_report/pdf/e_106.pdf

Policy on Determining Remuneration Amounts and Calculation Methods

Established

Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

The policy regarding the determination of the amount or calculation method of remuneration for our directors is disclosed in the following section on our website: "4. Status of corporate governance (4) Remuneration for Members of the Board and Executive Officers" in the Annual Securities Report – 106th Fiscal Period (Pages 106–119).

https://www.bridgestone.com/ir/library/securities_report/pdf/e_106.pdf

Supporting System for Independent Directors

The Company has established secretariats for the Board of Directors, the three statutory committees (Nominating, Compensation, and Audit), and the two advisory committees (Governance and Compliance) to support the overall duties of independent directors.

Regarding board resolutions, the Company provides detailed prior explanations to independent directors as necessary. Additionally, the Company holds information-sharing meetings attended by all board members, as well as separate meetings for independent and non-executive directors, as necessary, to facilitate the exchange of information and opinions.

Status of Persons who have Retired as Representative Director and President, etc.

Information on Persons Holding Advisory Positions (*Sodanyaku*, *Komon*, etc.) after Retiring as Representative Director and President, etc.

Name	Job title/position	Responsibilities	Terms and Conditions of Employment (Full/part time, with/without remuneration, etc.)	Date when former role as president/CEO ended	Term
—	—	—	—	—	—

Number of Persons Holding Advisory Positions (*Sodanyaku, Komon, etc.*)
After Retiring as Representative Director and President, etc.

None

Other Related Matters

As of February 15, 2019, the company abolished the advisory board system. Additionally, the Company has entered non-compete agreements with former representative executive officers and refers to the parties to such agreements as "external advisors"; however, they hold no roles or positions within the Company.

2. Matters Concerning Functions of Business Execution, Auditing and Supervision, Nomination, and Compensation Decisions (Overview of Current Corporate Governance System) **Update**

In March 2016, the Company transitioned to the "Company with Nominating Committee, etc." model of corporate governance, and has subsequently made continuous efforts to strengthen its corporate governance system. As part of these efforts, the Company amended its Articles of Incorporation at the Annual Shareholders' Meeting held on March 26, 2021, abolishing the Chairman of the Board system in favor of a system in which the chairperson of the Shareholders' Meeting and the chairperson of the Board of Directors are each appointed according to their respective roles.

These changes were made to continue enriching explanations on the Company's management to its shareholders by selecting the chairperson of the Shareholders' Meeting from among representative executive officers at a meeting of the Board of Directors, and to further enhance the function of overseeing execution by appointing the chairperson of the Board of Directors from among members of the Board (including outside directors) at a meeting of the Board of Directors.

These amendments also expressly state in the Articles of Incorporation that the Board of Directors will appoint the persons who convene the Shareholders' Meeting and Board of Directors meetings.

At the Annual Shareholders' Meeting held on March 25, 2025, 12 members of the Board (nine men and three women) were elected, including eight outside directors (five men and three women). In accordance with the aforementioned amendments to the Articles of Incorporation, the chairperson of the Shareholders' Meeting, the chairperson of the Board of Directors, and the persons who convene Shareholders' Meeting and Board of Directors meetings are appointed via resolution by the Board of Directors.

In addition, items related to decisions on basic management policies, important business execution matters, and other matters that must be determined by the Board of Directors are stipulated in the Articles of Incorporation, the Board of Directors' Rules, and Administrative Authority Rules. These matters are determined after careful deliberations by the Board of Directors.

The Company has established and maintains a corporate governance system that functions through the appropriate, active performance of duties by the Nominating Committee, the Audit Committee, and the Compensation Committee, in conjunction with oversight of the executive officers and members of the Board by the Board of Directors. The Nominating Committee has four members, all of whom are outside directors. This committee determines standards and policies for the fair and transparent appointment and dismissal of members of the Board and makes appropriate proposals to the Board of Directors for the appointment and dismissal of the representative executive officers under a fair and transparent succession plan. The Audit Committee has six members, consisting of four outside directors and two internal non-executive members of the Board. This committee conducts audits regarding the business execution of executive officers and the execution of duties of members of the Board. The two internal non-executive members of the Board have been appointed as full-time members of the Audit Committee by the Audit Committee. The Compensation Committee has four members, all of whom are outside directors. This committee

deliberates on such matters as the details of remuneration for members of the Board and executive officers.

In addition, to further increase the transparency of corporate governance, the Governance Committee and the Compliance Committee have been established as advisory committees to the Board of Directors. These advisory committees to the Board of Directors deliberate on the corporate governance system and related matters and on compliance activities as a whole and submit reports to the Board of Directors. Both advisory committees are composed of all eight outside directors, and the internal non-executive members of the Board, who are members of the Audit Committee, participate as observers.

The composition of the Board of Directors and each committee is as follows.

Name	Position	Board of Directors	Nominating Committee	Compensation Committee	Audit Committee	Governance Committee	Compliance Committee
Shuichi Ishibashi	Member of the Board (Executive Officer)*	○	—	—	—	—	—
Masato Banno	Member of the Board (Executive Officer)	○	—	—	—	—	—
Scott Trevor Davis	Outside Director	◎	○	○	—	◎	○
Kenichi Masuda	Outside Director	○	◎	○	—	○	◎
Kenzo Yamamoto	Outside Director	○	○	◎	—	○	○
Yoko Suzuki	Outside Director	○	—	—	○	○	○
Yukari Kobayashi	Outside Director	○	—	—	○	○	○
Yasuhiro Nakajima	Outside Director	○	—	—	◎	○	○
Noriko Morikawa	Outside Director	○	—	—	○	○	○
Toshiaki Itagaki	Outside Director	○	○	○	—	○	○
Akira Matsuda	Member of the Board (Non-executive Officer)	○	—	—	○	—	—
Tsuyoshi Yoshimi	Member of the Board (Non-executive Officer)	○	—	—	○	—	—

As of March 25, 2025

(Note)

○ indicates a member, ◎ indicates the chairperson of the body (the chairperson of the Board of Directors or the chairperson of the committee).

* indicates the chairperson of the Shareholders' Meeting.

The following indicates attendance at meetings of the Board of Directors of members of the Board and statutory committees during the current fiscal year (January 1, 2024 to December 31, 2024) as of March 25, 2025.

Name	Board of Directors	Nominating Committee	Compensation Committee	Audit Committee
Shuichi Ishibashi	14 of 14 (100%)	–	–	–
Scott Trevor Davis	14 of 14 (100%)	16 of 16 (100%)	12 of 12 (100%)	–
Kenichi Masuda	14 of 14 (100%)	16 of 16 (100%)	12 of 12 (100%)	–
Kenzo Yamamoto	14 of 14 (100%)	13 of 13 (100%)	9 of 9 (100%)	6 of 6 (100%)
Yoko Suzuki	14 of 14 (100%)	–	–	20 of 20 (100%)
Yukari Kobayashi	14 of 14 (100%)	–	–	20 of 20 (100%)
Yasuhiro Nakajima	14 of 14 (100%)	–	–	20 of 20 (100%)
Akira Matsuda	14 of 14 (100%)	–	–	20 of 20 (100%)
Tsuyoshi Yoshimi	14 of 14 (100%)	–	–	20 of 20 (100%)

(Note) Mr. Kenzo Yamamoto's attendance differs from other Outside Directors as he was a member of the Audit Committee until March 26, 2024, and was appointed as a member of the Nominating Committee and a member of the Compensation Committee on the same date.

As for the business divisions from January 2024, under the Global CEO, the Company group's business has been divided into two regions, BRIDGESTONE WEST (mainly in the U.S. and Europe) and BRIDGESTONE EAST (mainly in Japan and Asia). Under the two regions, several SBUs have been established, which have been broken down into detailed business areas to allow management and execution to stay closely engaged on-site and fully dive into the issues. Furthermore, we have evolved the new & true glocal management structure effective from January 2025 and established a structure whereby four Executive Vice Presidents support the Global CEO. This involves clarifying the business responsibilities (profit and loss responsibility) of BRIDGESTONE WEST and BRIDGESTONE EAST, as well as the cross-functional and global optimization responsibilities, in appointing a Global CAO (Chief Administration Officer) • Global CSO (Chief Strategy Officer) and Global CTO (Chief Technology Officer), and accordingly ensuring that the four Executive Vice Presidents fulfill their respective roles and responsibilities as equals. In so doing, we are promoting management that is "focused on execution and delivering results." Under this structure, we will strengthen management and governance and further pursue improvements in management and operational quality on a global scale.

The Global EXCO, consisting mainly of these members, has been established as the Company group's highest level management and execution committee to discuss and deliberate management strategies and issues (including sustainability) from a global perspective, thereby strengthening the Company group's checks and balances function and improving transparency in the decision-making process. (Global EXCO Members are described in the following table.)

In addition, each operating division involved in business execution maintains a system for reporting to the appropriate

representative executive officers of said divisions regarding the status of duty execution. This information is also regularly and promptly reported to the Board of Directors to aid in their deliberations, and these actions ensure that the Company group maintains an effective supervisory function.

Global Executive Committee Members

Name	Position & Assignment
Shuichi Ishibashi	Global CEO and Representative Executive Officer
Nobuyuki Tamura	Executive Vice President and Representative Executive Officer BRIDGESTONE EAST CEO
Scott Damon	Executive Vice President and Executive Officer BRIDGESTONE WEST CEO
Yasuhiro Morita	Executive Vice President and Representative Executive Officer Global CAO • Global CSO
Masato Banno	Executive Vice President and Executive Officer Global CTO
Emilio Tiberio	Senior Vice President and Executive Officer BRIDGESTONE WEST CTO
Tomohiro Kusano	Senior Vice President and Executive Officer Global CIO
Agustin Pedroni	Vice President and Senior Officer President of Bridgestone Tire Operations Latin America • Americas Tire
Mete Ekin	BSEMEA Management Board Chair, Group President
Hiroshi Yoshizane	BSAPIC Group President
Craig Schneider	Vice President and Senior Officer BRIDGESTONE WEST Retail Group President

As of October 31, 2025

(Note) Meanings of abbreviations are as follows.

CAO: Chief Administration Officer

CSO: Chief Strategy Officer

CTO: Chief Technology Officer

CIO: Chief Innovation Officer

Audits conducted by the Audit Committee are carried out based on the audit policies and audit plans established by the Audit Committee. These include hearings on the status of business operations, including risk management, audit reports from the Internal Audit Department, and reports from full-time Audit Committee members. In addition, members of the Audit Committee directly exchange opinions and provide advice in regular meetings with Representative Executive Officers.

Moreover, the Audit Committee confirms management issues and the state of business through their attendance at Global EXCO and other important meetings. They also make on-site visits to major Company groups and business locations in Japan and overseas, consisting of 14 business locations in Japan and 17 business locations overseas in 2024, to conduct audits regarding the status of execution of duties and the implementation status of internal control systems at such locations.

As for the accounting audit, the Audit Committee receives reports and explanations on audit plans, audit methods, and results from the accounting auditor, and then verifies the appropriateness of the results. The members of the Audit Committee also hold meetings with accounting auditors in charge of major overseas Company groups when making on-site visits to such Company groups to receive explanations regarding the status of audits.

In addition to the duties above, the full-time members of the Audit Committee strive to improve audit effectiveness by attending regular monthly executive committee meetings and other important meetings, engaging in daily information gathering efforts in cooperation with the internal audit divisions, and reporting to the Audit Committee. Mr. Yasuhiro Nakajima, a member of the Audit Committee, has abundant professional experience in accounting audit and advisory work as a Certified Public Accountant, as well as considerable knowledge in finance and accounting. Mr. Tsuyoshi Yoshimi, a full-time member of the Audit Committee, was in charge of accounting operations of the Company for many years and has considerable knowledge in finance and accounting.

The Company group's internal auditing organization is comprised of the Internal Auditing Department and the SBU internal audit divisions established at each SBU. In striving to operate in accordance with standards of The Institute of Internal Auditors (IIA), the Internal Auditing Department formulates an annual audit plan and reports it to the Audit Committee, and based on that, conducts internal audits primarily of the effectiveness of the Company group's governance and internal control on each function, operating division, and Group companies in Japan and overseas. The Internal Auditing Department ensures independence from operating divisions from the perspective of ensuring effective audits by receiving instructions from and regularly reporting directly to the Audit Committee. It also regularly reports directly to the Global CEO under the dual reporting line approach.

In addition, the Internal Auditing Department supervises activities of the Company group's internal audit system and works with the internal audit divisions at each SBU and the internal audit function of domestic subsidiaries on activities aimed at establishing an optimal internal audit system for the Group. The Internal Auditing Department collects audit reports and activity reports from the internal audit divisions of overseas SBUs in monthly meetings, and regularly reports it to the Audit Committee. Among the internal audit divisions of overseas SBUs, the internal audit divisions of BSAM and BSEMEA affiliated with BRIDGESTONE WEST underwent organizational integration in 2024 in seeking to consolidate and streamline functions, while further enhancing internal audit capabilities. As of September 30, 2025, the Internal Auditing Department had 32 employees, and the internal audit divisions of overseas SBUs had approximately 60 employees. An external professional institution assessed the Internal Auditing Department in 2022 and the internal audit division of BSAM in 2023 as generally conforming to the IIA's Global Internal Audit Standards at the respective times of the assessments. The Internal Auditing Department works to elevate the level of audits across all the internal audit divisions within the Company group by performing self-reviews of audit quality every year and otherwise striving to improve audit quality through efforts that include enhancing skills of auditors in part through their acquisition of international qualifications and training, and exchanging information with internal audit divisions of other companies that embrace sophisticated audit practices.

Regarding the accounting audits, KPMG AZSA LLC conducted the audit in cooperation with the Audit Committee. The certified public accountants who performed the audit for the fiscal year 2024 are Mr. Hirotaka Tanaka, Mr. Kentaro Maruta, and Mr. Ayumu Nakajima. Additionally, the assistants involved in accounting auditing operations are 22 certified public accountants, 10 associate members of the Japanese Institute of Certified Public Accountants, and 42 other staff members. The consecutive audit period by KPMG AZSA LLC is 2 years.

The Company has entered into agreements with Members of the Board (excluding persons who are Executive Members of the Board, etc.) that limits his/her damage compensation liability of Article 423, paragraph (1) of the Companies Act, pursuant to Article 25, paragraph (2) of the Articles of Incorporation of the Company based on the provision in Article 427, paragraph (1)

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 Article 425, paragraph (1) of the Companies Act.

3. Reasons for the Adoption of the Current Corporate Governance System

The Company group has established a vision of "continuing to provide social value as a sustainable solutions company toward 2050" under its mission of "Serving Society with Superior Quality." For the Company group, establishing an optimal governance structure is one of the top priorities, and we believe that continuously improving the quality of management and enhancing the transparency of decision-making is essential. As part of our efforts to strengthen governance, the Company has adopted the current structure to further enhance internal controls and to evolve into a sustainable solutions company that can proactively respond to changes in the business environment.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize Shareholders' Meetings and Facilitate Exercise of Voting Rights

	Supplementary Explanation
Early Posting of Notice of the Annual Shareholders' Meeting	The materials for the 106th Annual Shareholders' Meeting for the fiscal year 2024 were disclosed on our website and the Tokyo Stock Exchange website on February 25, 2025, and the statutory documents were dispatched on March 3, 2025. Both were disclosed and dispatched one week prior to the statutory deadline. The Company will continue to strive to disclose information as early as possible.
Scheduling of the Annual Shareholders' Meeting on a Non-Peak Day	In determining the date for our Annual Shareholders' Meeting, the Company considers various factors such as the financial year-end schedule and the procedures for convening the meeting. The 106th Annual Shareholders' Meeting for the fiscal year 2024 was held on March 25, 2025. Additionally, the Company is committed to holding the meeting in a manner that allows shareholders to gain a proper understanding of our company, with the aim of creating an open and transparent shareholders' meeting.
Electronic Exercise of Voting Rights	Since the 85th Annual Shareholders' Meeting for the fiscal year 2003, we have established a system enabling shareholders to exercise their voting rights via the internet. Furthermore, since the 91st Annual Shareholders' Meeting of the fiscal year 2009, the Company has been participating in an electronic voting platform and has been working to improve the environment for institutional investors.
Participation in a Platform for the Electronic Exercise of Voting Rights and Other Initiatives to Enhance the Environment for Institutional Investors to Exercise Voting Rights	Since the fiscal year 2009, the Company have been participating in the institutional investor-oriented electronic voting platform operated by ICJ Inc.

Provision of Notice (or Summary of Notice) of the Annual Shareholders' Meeting in English	The Company discloses information such as shareholder meeting materials and financial results in English through a shareholder voting promotion service company for overseas institutional investors to facilitate the smooth exercise of voting rights. Additionally, the Company publishes English translations of shareholder meeting materials on our website and other platforms in conjunction with the distribution of Japanese-language materials.
Other	The Company discloses useful information for investors on our website, including the prior disclosure of the notice of convening, as well as the publication of financial statements, securities reports, and other company information. Furthermore, we are working to diversify our services, including the digitization of meeting notices and the live streaming of shareholder meetings over the internet.

2. Status of IR-related Activities **Update**

	Supplementary Explanation	Explanation by the Representative
Formulation and Publication of Disclosure Policies	For further details, please refer to the following company website: https://www.bridgestone.com/ir/management_policy/disclosureguidelines/	
Regular Investor Briefings held for Analysts and Institutional Investors	The Company holds quarterly earnings briefings via real-time streaming and publishes the videos, including Q&A sessions, on our website in both Japanese and English. Additionally, the Company's Global CEO provides explanations regarding its Long Term Strategic Aspirations, Mid Term Business Plan, and quarterly financial results. https://www.bridgestone.com/ir/library/ Furthermore, as a follow-up, the Company holds IR meetings for analysts and institutional investors several times a year to deepen their understanding of the Company's strategy.	Yes
Regular Investor Briefings held for Overseas Investors	The Company holds IR meetings targeting institutional investors in the U.S., Europe, and Asia, where we explain the business environment, performance status, Long Term Strategic Aspirations, Mid Term Business Plan, and their progress. The Company also actively participates in conferences in Japan and overseas, organized by securities companies.	Yes
Online Disclosure of IR Information	To foster a better understanding of the Company among investors, the Company discloses various IR materials on our website in both Japanese	

	and English, including financial results, timely disclosure materials, securities reports, the Bridgestone 3.0 Journey Report (Integrated Report), data books, and materials for various briefings, including mid to long-term business strategies, as well as materials for shareholders' meetings.
Establishment of Department and/or Placement of a Manager in Charge of IR	The Company has established a dedicated IR department under the Global CFO to promote IR activities.
Other	The Company is also focusing on providing information via the website to foster a better understanding of the Company. Additionally, the Company offers a service that delivers our IR information via email.

3. Status of Measures to Ensure Due Respect for Stakeholders **Update**

	Supplementary Explanation
Establishment of Internal Rules Stipulating Respect for the Position of Stakeholders	The Company group respects the perspectives of all stakeholders and is committed to building a framework that fulfills our responsibilities as a corporation. At the foundation of this commitment lies our mission of “Serving Society with Superior Quality,” based on the words of our founder. To fulfill this mission, we embrace four concepts of “foundation”: “Integrity and Teamwork,” “Creative Pioneering,” “Decision-Making Based on Verified, On-Site Observations,” and “Decisive Action after Thorough Planning.” We have built the Bridgestone Essence Framework (corporate philosophy) by integrating these foundations with our “Safety Mission Statement,” “Quality Mission Statement,” and “Environmental Mission Statement,” and with the adoption of the “Bridgestone E8 Commitment” as our corporate commitment, we have established these as our basic management policy. Supporting this are our global policies, including the “Global Sustainable Procurement Policy,” “Global Human Rights Policy,” and “Code of Conduct,” which are implemented across our global operations. As a global company, the Company group strives to meet societal expectations and contribute to the realization of a better society. Through ongoing dialogue with stakeholders, we are committed to co-creating eight Bridgestone-like values — all beginning with the letter “E” (Energy, Ecology, Efficiency, Extension, Economy, Emotion, Ease, Empowerment) — together with our employees, society, partners, and customers, to support a sustainable society.
Implementation of Environmental Conservation Activities and CSR Activities, etc.	We have established the aforementioned basic management policies along with supporting global policies, and are actively working to further expand, promote, and strengthen our sustainability initiatives, including environmental conservation and CSR activities. From the perspective of ESG (Environmental, Social, and Governance), we are also enhancing consistent management across the Company group. To this end, we have built a framework for regularly reviewing and discussing our activities at key governance bodies such as the Board of Directors and the Global EXCO.
Formulation of Policies, etc. on Provision of Information to Stakeholders	The Company reports on the status of our group’s activities through various publications, including the Securities Report, the Business Report included in the Notice of the Annual Shareholders’ Meeting, and the Bridgestone 3.0 Journey Integrated Report, as well as via our website. Through communication with stakeholders, the Company aims to enhance understanding of our group and its initiatives, while also gathering a wide range of feedback, evaluations, and

	expectations. By incorporating these insights into our business activities, we continuously improve toward sustainable growth. The Company remains committed to fulfilling our accountability to society, increasing management transparency, and earning the understanding and trust of our stakeholders.
Other	<Initiatives to Respect Diversity> Since its founding in 1931, the Company group has had a history of valuing diverse talent and globally fostering diversity through the acquisition of Firestone Tire & Rubber Company in the U.S. in 1988, etc., which we consider as our “second foundation (Bridgestone 2.0).” In our “third foundation,” starting in 2020, we have set our vision: “Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company.” In an era where change has become commonplace, we aim to continue to support the mobility of people and goods by being attentive and supportive of problems encountered by society and our customers and providing solutions in that regard. To realize this vision, diversity is essential for building a foundation for sustainable value creation. In our 2030 Long-Term Strategic Aspiration, we position DE&I (Diversity, Equity & Inclusion) as one of “Fundamentals” alongside “Enhance talent creativity” and “Create new DNA.” To promote DE&I in tandem with culture change, we have established a dedicated department and implemented various initiatives, including e-learning programs for all employees, “DE&I Management Workshop” program for all line managers, and a FemTech (*1) program introduced in 2023. We have also built working environment that enables employees to work with peace of mind throughout various life stages and fully demonstrate their capabilities such as supporting diverse work styles for those who are working while taking childcare or nursing care, and accommodating spousal job transfers. Furthermore, as a key measure to address women's empowerment, we are actively taking initiatives to promote the development and assignment of female leaders (line managers and specialists). (*1) FemTech: Word combining “female” and “technology,” referring to services and products to address women-specific health issues using technology <Initiatives to Promote Women’s Empowerment> The Company introduced an Officer Mentor program that combines mentoring and career support in 2021 in promoting the development and assignment of female leader positions and has taken initiatives to advance it by establishing the plan for the development and assignment at each division and implementing

these plans through a PDCA cycle.

As of December 2024, the ratio of female employees within the Company group is 12.5% and the ratio of female leader positions – which includes persons in charge of the management of an organization, contributing to the organization with their individual knowledge and experience, and guiding the organization's day-to-day management objectives - is 16.4%. The Company has long been committed to promoting the initiatives for women's empowerment and as a result of initiatives such as an officer mentoring program described above, the percentage of female employees in managerial positions (*2) stands at 4.9% as of December 2024 (2.4% in 2020 before introducing the program). The Company's General Employer Action Plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace and related information are disclosed on Japan's Ministry of Health, Labor and Welfare's website.

<https://positive-ryouritsu.mhlw.go.jp/positivedb/detail?id=481>

(available only in Japanese)

The Company was selected for the eighth time as a "Nadeshiko Brand" in 2024, a recognition jointly organized by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE), for its outstanding efforts in promoting women's empowerment.

(*2) managerial positions: Refers to line managers (at executive and management levels), specialists and coordinators.

<Recruitment and Promotion of Foreign Nationals and Mid-Career Hires>

The Global Executive Committee (Global EXCO), which is positioned as the Company group's highest global level executive body overseeing its business strategy and execution, is comprised of five foreign nationals out of a total of eleven members (as of Sep 2025) and shows the Company group's respect for the inclusion of diverse perspectives and values in management decision-making. In addition, under the Global EXCO, a committee consisting of global members, including foreign nationals, is working as a global cross-functional committee. In terms of mid-career hires, the Company hires mid-career talents with extensive and abundant experience and specialist knowledge to respond to changes in the business environment. The number of new graduates and mid-career hires per year is disclosed on our corporate website.

https://www.bridgestone.com/responsibilities/social/human_rights/employment/

<Systems Supporting Diverse Work Styles>

The Company has implemented various systems to support diverse work styles, including childcare and nursing care support programs, leave programs for accompanying a spouse on overseas assignments, and reemployment opportunities for employees who resigned due to childcare, nursing care, or spousal job transfers.

Details of these initiatives, including the number of employees who have utilized them, are disclosed on our corporate website.

https://www.bridgestone.co.jp/csr/social/human_rights/diversity/

(available only in Japanese)

In addition, to support employees returning from childcare leave, we have established on-site childcare facilities at our Technical Center and Tokyo AC Tire Plant in Kodaira City, Tokyo, as well as at our Diversified Products Technical Center and Yokohama Plant in Yokohama City, Kanagawa. We have also introduced a matching service for company-sponsored childcare centers.

<Other Initiatives to Promote Diverse Talent>

In 2004, the Company established Bridgestone Empowerment Co., Ltd., a special subsidiary for the purpose of employing people with disabilities, and has been actively developing working environment where employees with disabilities can work. As of June 2025, the total employment ratio of people with disabilities across 16 domestic group companies (including its special subsidiary) is 2.80%.

In addition, regarding initiatives to support LGBTQ community, the Company received the highest rating of Gold for seven consecutive years in the PRIDE Index, an evaluation indicator of how companies have taken actions related to LGBTQ, developed by the voluntary organization “work with Pride.”

IV. Matters Concerning the Internal Control System

1. Basic Views on Internal Control System and Status of Development

At the Company's Board of Directors' meeting held on December 20, 2021, the following policies were resolved regarding the development of internal control systems required pursuant to the provisions of Article 416, paragraph (1), items (i) (b) and (e) of the Companies Act.

(a) Fundamental principles for the development of the Company's internal control systems

Under the corporate mission of "Serving Society with Superior Quality," the Company has set its vision in 2020 as: "Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company," and has been engaged in management to realize the vision since.

As part of the initiatives undertaken, segregation between oversight and execution of the duties, oversight by the Board of Directors, and appropriate and more efficient business operations are all regarded as the fundamental principles that the Company should consider in the refinement of its internal control systems.

With the understanding of the above, the Company's Board of Directors determines policies for development and implementation of internal control systems.

In order to further strengthen internal controls, evolve into a sustainable solutions company to be able to proactively address the changing business environment, and continue to implement the ever more effective and efficient planning and execution of our business activities in accordance with the policies on the development of the internal control systems, the Company's Board of Directors delegates the development and implementation of internal control systems that are in line with the set policies to the Representative Executive Officers and oversee the implementation work.

(b) Matters that are necessary in the execution of duties by the Audit Committee

A) In order to assist the work of the Audit Committee, the Company appoints an Executive Director dedicated to audit, and under the Executive Director, establishes a department dedicated to assist the Audit Committee with their duties.

Decisions on the selection and replacement of the Executive Director dedicated to audit are made based on prior consultations with and consent of the Audit Committee. The same applies when the Audit Committee requests replacement of the Executive Director.

The performance assessment of the Executive Director dedicated to audit takes the performance evaluations conducted by the Audit Committee into consideration.

B) A person designated by the Audit Committee is required to report on matters predetermined by the Audit Committee periodically or without delay.

The Company prohibits unfavorable treatment of Members of the Board, Executive Officers, Vice President-Senior Officers, and employees of the Company, and the Members of the Board, Corporate Auditors, Corporate Officers, and employees of subsidiaries for reporting matters to the Audit Committee.

C) All the expenses associated with the execution of duties by the Audit Committee are fully compensated.

D) In order to ensure an effective audit by the Audit Committee, opportunities are created for Members of the Audit Committee to gain an understanding of the flow of important decision-making practices in the Company and the status of business operations.

(c) Systems to ensure that the execution of duties by Executive Officers complies with relevant laws and regulations and the Articles of Incorporation, and matters that are necessary for the appropriate execution of business operations by the Company and the corporate group consisting of the Company and its subsidiaries.

A) Information concerning execution of duties by Executive Officers is documented without delay and adequately retained. Any significant information related to the execution of business is reported to the Board of Directors without delay.

B) A risk management system is developed and implemented to manage risks of incurring losses.

C) In order to ensure the efficient execution of duties by Executive Officers, under the appropriate delegation of authority from the Board of Directors to the Representative Executive Officer, internal policies are maintained, and appropriate authorities required for the execution of duties are reallocated.

D) In order to ensure that execution of duties by the Executive Officers, Vice President-Senior Officers, and employees complies with relevant laws and regulations and the Articles of Incorporation, systems for J-SOX Act compliance are developed and implemented in accordance with “System for Ensuring Appropriateness of Statements on Finance and Accounting and Other information,” set forth in Article 24-4-4 of the Financial Instruments and Exchange Act of Japan (the so-called “J-SOX Act”).

E) In order to ensure proper execution of business operations at subsidiaries, policies are communicated across the Group; authorities are appropriately reallocated; a reporting framework for subsidiaries to report their execution of business to the Company is developed and implemented; and audits are conducted globally.

Risk management systems, compliance systems, systems against organized crime and other violent groups, and systems for J-SOX Act compliance are developed and implemented within each subsidiary.

2. Basic Views on Measures for Eliminating Anti-Social Forces and Status of Development

1. Basic Policy

The Company group has adopted a fundamental policy of completely severing all relationships, including business dealings, with anti-social forces and organizations that pose a threat to the order and safety of civil society. The Company group also firmly rejects any unjust demands made by such entities.

2. Current Framework and Measures

a. Designation of Responsible Departments and Officers

The Company group has designated the Risk Management Department as the supervisory department for the prevention of unjust demands. In addition, Chief Officers and Officers responsible for preventing unjust demands have been appointed at major business sites and group companies.

b. Cooperation with External Expert Organizations

The Company group maintains close cooperation with the police and other external expert organizations on a regular basis. It actively participates in training and educational programs provided by these organizations to receive guidance on how to respond to anti-social forces.

c. Collection and Management of Information on Anti-Social Forces

The supervisory department and responsible officers for preventing unjust demands collect the latest information on anti-social forces in cooperation with the police and external expert organizations. Useful information is shared and utilized within the company.

d. Development of Response Manuals

The Company group has prepared manuals outlining procedures for responding to anti-social forces and distributed them to relevant personnel, including those responsible for preventing unjust demands.

e. Implementation of Training Activities

The Company group conducts briefings and training sessions for Chief Officers and other relevant personnel at the Company and group companies to share information on anti-social forces and promote activities aimed at preventing damage from unjust demands.

f. Inclusion of Anti-Social Force Exclusion Clauses in Contracts

The Company and its group companies include clauses for the exclusion of anti-social forces in contracts. These clauses allow for the termination of contracts if a counterparty is found to be or becomes associated with anti-social forces. The Company group also promotes the addition of such clauses or the acquisition of confirmation letters in existing contracts with current business partners.

V. Other

1. Adoption of Anti-Takeover Measures

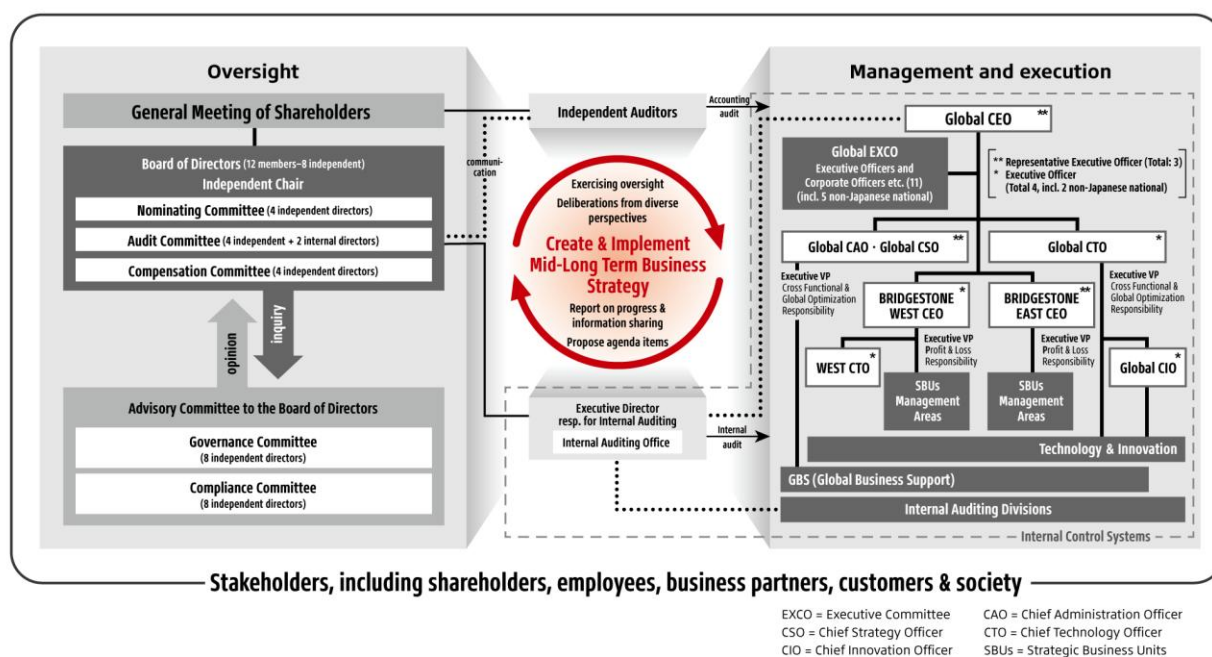
Adoption of Anti-Takeover Measures	None
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Supplementary Explanation for Applicable Items

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2. Other Matters Concerning the Corporate Governance System **Update**

< Corporate Governance Structure >



As of October 31, 2025

<Overview of Timely Disclosure of Corporate Information >

1. Status of Internal Structure

The Company strives to ensure that all employees are fully aware of the rules on timely disclosure of corporate information and makes efforts to disclose information in a timely and appropriate manner, particularly regarding important company information that is deemed to be material.

(1) Facts about decisions and facts about occurrences

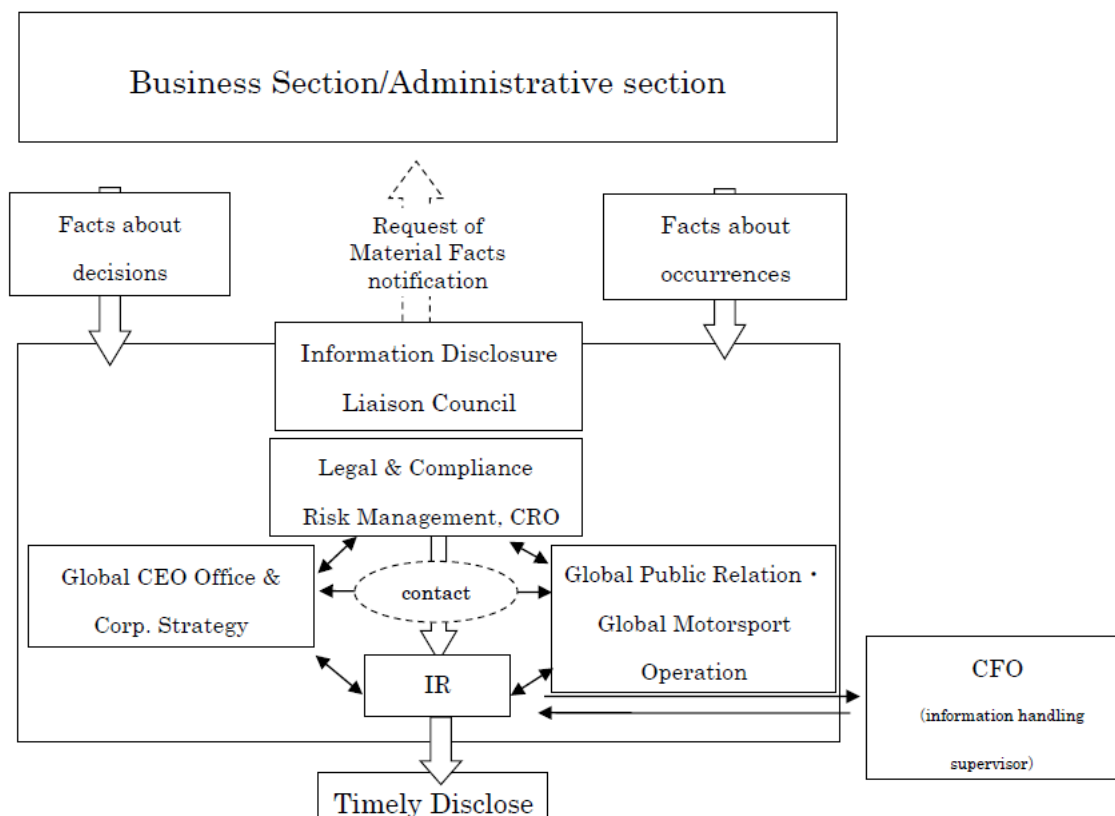
- Any company information of the Company and its consolidated subsidiaries that may fall under "Important Corporate Information" requiring timely disclosure shall be reported by each internal department to the Legal & Compliance Risk Management Division, CRO, the IR Department, the Global CEO Office & Corporate Strategy Division, and the Global Public Relation • Global Motorsport Operation Division.

- b. The Legal & Compliance Risk Management Division, CRO shall assess the content of the reported company information to determine whether it constitutes "Important Corporate Information" requiring timely disclosure, and shall communicate the assessment results to the IR Department.
- c. The IR Department shall carry out timely disclosure of company information that has been determined to constitute "Important Corporate Information" by the Legal & Compliance Risk Management Division, CRO, upon obtaining approval from the Head of the IR Supervisory Division (Information Handling Officer).
- d. If the Legal & Compliance Risk Management Division, CRO, IR Department, Global CEO Office & Corporate Strategy Division, or Global Public Relation • Global Motorsport Operation Division obtains company information that may indirectly constitute "material facts" in the course of their duties, they must promptly communicate with each other and request the responsible department to thoroughly notify the relevant parties of the "Important Corporate Information."

(2) Financial results

- a. With regard to timely disclosure of information concerning financial results, the General Manager of IR Department shall, subject to the approval of the CFO, make the timely disclosure of such information upon approval by the Board of Directors of such financial results.

<Workflow for Timely Disclosure Procedures Related to Facts about Decisions and Facts about Occurrences>



END