

Proposals and Business Report, etc. of the 105th Annual Shareholders' Meeting

Bridgestone Corporation

Note:

This English translation of the Proposals and Business Report, etc. of the 105th 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,” “Shares of Bridgestone Corporation,” “Stock Acquisition Rights of Bridgestone Corporation,” “Matters Related to the Outside Directors,” “Matters Related to the Independent Auditors” 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 68,465,405,000 yen (one hundred (100) yen per share) be disbursed.

Accordingly, the fiscal year's total dividend, including the interim dividend, would be two hundred (200) 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 27, 2024.

[Reference] Dividends

	Dividend per share				
	1st quarter end	2nd quarter end	3rd quarter end	Year-end	Total
Fiscal 2022	— Yen	85.00 Yen	— Yen	90.00 Yen	175.00 Yen
Fiscal 2023	—	100.00	—	100.00	200.00
Fiscal 2024 (Projection)	—	105.00	—	105.00	210.00

Cautionary notes concerning dividend projections

As projections on dividends contain unpredictable elements that may cause fluctuations, they do not constitute guarantees by the Company of their achievement.

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 18) in the selection process.


Furthermore, the Nominating Committee made its decisions after exhaustive deliberations with the aim of creating an overall-balanced Board of Directors whose human resource portfolio meets the needs of the Board to supervise the appropriate execution of the Company's Mid-Long Term Business Strategy and new three-year Mid Term Business Plan (2024-2026), as the Company aims to become a sustainable solutions company. In such deliberations, the independence of Outside Directors was considered as a matter of course while also paying heed to the importance of planned succession, and due consideration was also given to ensuring the diversity of the Board, including not only the expertise of the Board members but also their work histories and their period of service within the Company.


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	Shuichi Ishibashi	Renomination		Member of the Board, Global CEO and Representative Executive Officer	100% (15 of 15)	
2	Masahiro Higashi	Renomination		Member of the Board, Joint Global COO and Representative Executive Officer	100% (15 of 15)	
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: 100% (18 of 18) Compensation Committee: 100% (15 of 15)
4	Yuri Okina	Renomination	Outside Director, Independent Director	Member of the Board, Chairperson of the Compensation Committee, Member of the Nominating Committee	100% (15 of 15)	Nominating Committee: 100% (18 of 18) Compensation Committee: 100% (15 of 15)
5	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% (18 of 18) Compensation Committee: 100% (15 of 15)
6	Kenzo Yamamoto	Renomination	Outside Director, Independent Director	Member of the Board, Chairperson of the Audit Committee	100% (15 of 15)	Audit Committee: 100% (19 of 19)
7	Yojiro Shiba	Renomination	Outside Director, Independent Director	Member of the Board, Member of the Audit Committee	100% (15 of 15)	Audit Committee: 100% (19 of 19)
8	Yoko Suzuki	Renomination	Outside Director, Independent Director	Member of the Board, Member of the Audit Committee	100% (15 of 15)	Audit Committee: 100% (19 of 19)
9	Yukari Kobayashi	Renomination	Outside Director, Independent Director	Member of the Board, Member of the Audit Committee	100% (11 of 11)	Audit Committee: 100% (14 of 14)
10	Yasuhiro Nakajima	Renomination	Outside Director, Independent Director	Member of the Board, Member of the Audit Committee	100% (11 of 11)	Audit Committee: 100% (14 of 14)
11	Akira Matsuda	Renomination		Member of the Board, Member of the Audit Committee (full-time)	100% (11 of 11)	Audit Committee: 100% (14 of 14)
12	Tsuyoshi Yoshimi	Renomination		Member of the Board, Member of the Audit Committee (full-time)	100% (15 of 15)	Audit Committee: 100% (19 of 19)


Note: Ms. Yukari Kobayashi, Mr. Yasuhiro Nakajima, and Mr. Akira Matsuda's attendance differs from other nominees as they were newly elected as Members of the Board at the 104th Annual Shareholders' Meeting held on March 28, 2023, and were also appointed as Members of the Audit 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="338 533 539 593">Shuichi Ishibashi (January 19, 1954)</p> <div data-bbox="316 616 560 645" style="border: 1px solid black; padding: 2px; text-align: center;">Renomination</div> <ul data-bbox="263 667 603 840" style="list-style-type: none"> • The term of office as Member of the Board: 4 years • Attendance at the Board of Directors for the year: 100% 15 of 15 • Number of shares owned: 33,000 	<p data-bbox="646 392 1461 694"> April 1977 Joined Bridgestone Tire Co., Ltd. (currently Bridgestone Corporation) June 2003 Director, Consumer Tires Business January 2005 Vice President and Officer July 2012 Vice President and Senior Officer January 2014 Senior Vice President January 2016 Executive Vice President March 2016 Executive Vice President and Executive Officer January 2019 Vice Chair and Representative Executive Officer March 2020 to Present Member of the Board, Global CEO and Representative Executive Officer </p>
<p data-bbox="252 846 1461 1167"> (Reason for nomination as Member of the Board and overview of expected roles) Since Mr. Shuichi Ishibashi joined the Company, he has been engaged in the tire business in the Americas and Japan, chemical and industrial products and diversified products business, global marketing strategy, solutions business, and technology and quality management. Since his appointment as Global CEO and Representative Executive Officer in 2020, he has formulated the Mid-Long Term Business Strategy, which was approved by the Board of Directors, and has powerfully promoted the implementation of the Mid Term Business Plan for 2021 to 2023 based on this strategy. To further accelerate the transformation based on these results, he has formulated the new three-year Mid Term Business Plan with 2024 as the first year and has already launched a strengthened management structure. He continues to lead the execution of our strategies and business plans to continuously provide social and customer value as a sustainable solutions company. The Company has determined that Mr. Shuichi Ishibashi 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 the CEO 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="338 504 534 560">Masahiro Higashi (February 11, 1961)</p> <div data-bbox="316 582 558 616" style="border: 1px solid black; padding: 2px; text-align: center;">Renomination</div> <ul data-bbox="263 638 606 806" style="list-style-type: none"> • The term of office as Member of the Board: 3 years • Attendance at the Board of Directors for the year: 100% 15 of 15 • Number of shares owned: 25,300 	<p data-bbox="646 358 1460 436">April 1985 Joined Bridgestone Corporation January 2013 Director, Global Customer and Market Research Division and Director, Advanced Business Planning Division</p> <p data-bbox="646 443 1460 470">October 2013 Vice President and Officer</p> <p data-bbox="646 474 1460 501">March 2017 Vice President and Senior Officer</p> <p data-bbox="646 506 1460 533">January 2019 Senior Vice President and Executive Officer</p> <p data-bbox="646 537 1460 564">January 2020 Vice Chair and Representative Executive Officer</p> <p data-bbox="646 568 1460 595">July 2020 Global COO and Representative Executive Officer, Global CAO</p> <p data-bbox="646 600 1460 627">March 2021 Member of the Board, Global COO and Representative Executive Officer, Global CAO</p> <p data-bbox="646 631 1460 658">September 2021 Member of the Board, Global COO and Representative Executive Officer</p> <p data-bbox="646 663 1460 689">May 2022 Member of the Board, Joint Global COO and Representative Executive Officer</p> <p data-bbox="646 694 1460 721">January 2024 Member of the Board, Joint Global COO · to Present BRIDGESTONE EAST CEO, Global CAO</p> <p data-bbox="646 725 1460 752">(Important concurrent positions)</p> <p data-bbox="646 757 1460 784">Chairman of the Board, Bridgestone Asia Pacific Pte. Ltd.</p> <p data-bbox="646 788 1460 815">Chairman and Representative Board Member, Bridgestone Tire Solution Japan Co., Ltd.</p>
<p data-bbox="247 952 1045 978">(Reason for nomination as Member of the Board and overview of expected roles)</p> <p data-bbox="247 983 1460 1030">Since Mr. Masahiro Higashi joined the Company, he has been engaged in the tire business in the Americas and Thailand, chemical and industrial products and diversified products business, advanced business planning, and solutions business.</p> <p data-bbox="247 1034 1460 1193">Since his appointment as Global COO and Representative Executive Officer in 2020, he has promoted the management of BSJP and the implementation of financial, human resource, and sustainability strategies. From 2022, as Joint Global COO, responsible for overseeing BSJP and BSCAP, he has steadily promoted the execution based on the Mid-Long Term Business Strategy and Mid Term Business Plan. In addition, as Global CAO (Chief Administration Officer), he is responsible for ensuring consistency between global and regional strategy and maximizing the effectiveness and efficiency of frameworks for executing the new three-year Mid Term Business Plan with 2024 as the first year.</p> <p data-bbox="247 1198 1460 1301">The Company has determined that Mr. Masahiro Higashi continuously 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 a senior management responsible for business execution 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="338 504 537 560">Scott Trevor Davis (December 26, 1960)</p> <div data-bbox="316 582 558 613" style="border: 1px solid black; padding: 2px; text-align: center;">Renomination</div> <div data-bbox="316 633 558 665" style="border: 1px solid black; padding: 2px; text-align: center;">Outside Director</div> <div data-bbox="316 685 558 716" style="border: 1px solid black; padding: 2px; text-align: center;">Independent Director</div> <ul data-bbox="263 734 598 904" style="list-style-type: none"> • The term of office as Member of the Board: 13 years • Attendance at the Board of Directors for the year: 100% 15 of 15 • Number of shares owned: 1,000 	<p data-bbox="646 360 1436 416">April 1990 Researcher, The Japan Institute of Labour (currently The Japan Institute for Labour Policy and Training)</p> <p data-bbox="646 418 1396 474">April 2001 Professor, Department of International Economics, Reitaku University</p> <p data-bbox="646 477 1436 533">April 2006 to Present Professor, Department of Global Business, College of Business, Rikkyo University</p> <p data-bbox="646 535 1353 591">March 2011 to Present Member of the Board as Outside Director, Bridgestone Corporation</p> <p data-bbox="646 593 1369 649">July 2020 to Present Director, Board of Directors, Fujitsu-JAIMS Foundation</p> <p data-bbox="646 651 1452 748">(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="252 911 997 943">(Reason for nomination as Outside Director and overview of expected roles)</p> <p data-bbox="252 945 1412 1001">Mr. Scott Trevor Davis has excellent academic knowledge in sociology and international business administration, and a abundant insight regarding sustainability and ESG in Japan and overseas.</p> <p data-bbox="252 1003 1460 1211">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. Based on his extensive experience as an Outside Director of the Company, he has been playing a leading and extremely vital role since 2021 as the Company's first Independent Outside Director serving as Chairperson of the Board of Directors in setting appropriate agenda items and further enhancing deliberations, etc. 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 framework, including the effectiveness of the Board of Directors.</p> <p data-bbox="252 1214 1396 1294">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 participating in dialogue with investors and analysts, etc.</p> <p data-bbox="252 1296 1460 1402">The Company is required to further establish and promote a governance framework necessary for the execution and supervision of the Mid Term Business Plan (2024-2026), and based on his above experience, insights and achievements, the Company has determined that Mr. Scott Trevor Davis would appropriately execute the duties as an essential Outside Director for this purpose.</p>		

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
4	 <p data-bbox="352 504 523 560">Yuri Okina (March 25, 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="264 734 611 904" style="list-style-type: none"> • The term of office as Member of the Board: 10 years • Attendance at the Board of Directors for the year: 100% 15 of 15 • Number of shares owned: 0 	<p data-bbox="646 309 1404 389">April 1984 Joined Bank of Japan April 1992 Joined The Japan Research Institute, Limited May 2003 Director of Industrial Revitalization Commission, Industrial Revitalization Corporation of Japan (part-time position)</p> <p data-bbox="646 418 1377 499">October 2005 Council Member, Science Council of Japan June 2006 Research Director, Chief Economist, The Japan Research Institute, Limited</p> <p data-bbox="646 501 1353 613">April 2010 Visiting Professor, Waseda University March 2014 Member of the Board as Outside Director, Bridgestone Corporation to Present</p> <p data-bbox="646 584 1412 636">June 2014 Vice Chairman of the Institute, The Japan Research Institute, Limited</p> <p data-bbox="646 638 1153 689">September 2014 Invited Professor, Keio University</p> <p data-bbox="646 692 1382 743">April 2018 Chairperson of the Institute, The Japan Research Institute, Limited to Present</p> <p data-bbox="646 775 1294 855">(Important concurrent positions) Chairperson of the Institute, The Japan Research Institute, Limited Outside Director, Marubeni Corporation</p>
<p data-bbox="252 947 997 972">(Reason for nomination as Outside Director and overview of expected roles)</p> <p data-bbox="252 974 1409 1025">Ms. Yuri Okina has significant research experience regarding financial systems and financial administration, as well as abundant knowledge of economics and financial situations.</p> <p data-bbox="252 1028 1458 1245">Since her appointment as an Outside Director of the Company, she has been contributing to ensuring appropriate decision making of the Board of Directors from a wide range of perspectives, including sustainability, capital policy, and governmental policy trends. She was appointed as Chairperson of the Compensation Committee in 2016 when the Company made the major transition to the “Company with Nominating Committee, etc.” Since then, she has been playing a leading and extremely vital role in considering, establishing, and verifying compensation plans that promise a more adequately incentivizing effect, etc., to contribute to realizing the Company’s management and business strategies. At the same time, she has also been participating in active deliberations on succession planning for Directors and Executive Officers as a member of the Nominating Committee.</p> <p data-bbox="252 1247 1442 1299">In view of these experiences, insights, and achievements, Ms. Yuri Okina is expected to continue to fulfill these roles, and the Company has determined that she qualifies as an Outside Director.</p>		


No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
5	 <p data-bbox="347 504 528 560">Kenichi Masuda (January 11, 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="264 734 611 904" style="list-style-type: none"> • The term of office as Member of the Board: 8 years • Attendance at the Board of Directors for the year: 100% 15 of 15 • Number of shares owned: 0 	<p data-bbox="646 338 1082 394">April 1988 to Present Lawyer, Admitted in Japan</p> <p data-bbox="646 394 1129 472">September 1993 to Present Lawyer, Admitted in New York</p> <p data-bbox="646 472 1441 584">January 1997 to Present Partner, Anderson Mori (Japanese law firm: currently Anderson Mori & Tomotsune)</p> <p data-bbox="646 584 1422 663">April 2010 to Present Adjunct Lecturer, Graduate Schools for Law and Politics, The University of Tokyo</p> <p data-bbox="646 663 1334 719">March 2011 to Present Outside Corporate Auditor, Bridgestone Corporation</p> <p data-bbox="646 719 1353 775">March 2016 to Present Member of the Board as Outside Director, Bridgestone Corporation</p> <p data-bbox="646 775 1433 831">April 2019 to Present Visiting Professor, Graduate Schools for Law and Politics, The University of Tokyo</p> <p data-bbox="646 831 1414 887">(Important concurrent positions) Partner, Anderson Mori & Tomotsune Outside Audit & Supervisory Board Member, Mercuria Holdings Co., Ltd. Outside Audit & Supervisory Board Member, Chugai Pharmaceutical Co., Ltd.</p>
<p data-bbox="252 911 995 940">(Reason for nomination as Outside Director and overview of expected roles)</p> <p data-bbox="252 940 1457 1238">Mr. Kenichi Masuda has abundant professional career experience as a lawyer at law firms in Japan and overseas, as well as expertise, as represented by his experience of teaching corporate law at a graduate school of law. 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. He was appointed Chairperson of the Nominating Committee in 2021, following the Company's transition to its current executive framework in 2020. Based on his extensive experience at the Company, he has been playing a leading and extremely vital role in strengthening the management execution structure and oversight thereof by actively engaging in the verification of the Board of Directors' human resources portfolio and the succession planning of internal and Outside Directors and Executive Officers, etc. 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 1238 1457 1348">The role of considering the composition of the Board of Directors necessary for execution and supervision of the Mid Term Business Plan (2024-2026) has become even more important, and based on his above experience, insights and achievements, the Company has determined that Mr. Kenichi Masuda would appropriately execute the duties as an essential Outside Director for this purpose.</p>		



No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
6	 <p data-bbox="338 501 537 560">Kenzo Yamamoto (January 21, 1954)</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="263 732 614 907" style="list-style-type: none"> • The term of office as Member of the Board: 8 years • Attendance at the Board of Directors for the year: 100% 15 of 15 • Number of shares owned: 3,000 	<p data-bbox="646 250 1452 936"> April 1976 Joined Bank of Japan December 2003 General Manager for the Americas and Chief Representative in New York, Bank of Japan July 2005 Director-General, Payment and Settlement Systems Department, Bank of Japan July 2006 Director-General, Financial System and Bank Examination Department, Bank of Japan May 2008 Executive Director, Bank of Japan June 2012 Chairman, NTT Data Institute of Management Consulting, Inc. August 2013 Board Member, Quality Control Oversight Board, The Japanese Institute of Certified Public Accountants July 2014 Committee Member, Risk Committee, Mitsubishi UFJ Financial Group, Inc. March 2016 Member of the Board as Outside Director, Bridgestone Corporation to Present June 2018 Representative, Office KY Initiative to Present February 2019 Director, TOMIYAMA CULTURAL FOUNDATION to Present July 2020 Committee Member, Disciplinary Committee, Japan Securities Dealers Association to Present (Important concurrent positions) Representative, Office of Financial and Economic Initiative Outside Director, SUMITOMO LIFE INSURANCE COMPANY Outside Director, JAPAN POST BANK Co., Ltd. </p>
<p data-bbox="252 949 1444 1211"> (Reason for nomination as Outside Director and overview of expected roles) Mr. Kenzo Yamamoto has abundant knowledge of the financial market and financial systems, as well as high 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. 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. </p>		

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
7	 <p data-bbox="352 504 525 560">Yojiro Shiba (August 7, 1950)</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="263 734 614 907" style="list-style-type: none"> • The term of office as Member of the Board: 6 years • Attendance at the Board of Directors for the year: 100% 15 of 15 • Number of shares owned: 0 	<p data-bbox="646 277 1444 333">April 1974 Joined The Industrial Bank of Japan, Limited (currently Mizuho Bank, Ltd.)</p> <p data-bbox="646 333 1294 362">March 2003 Managing Executive Officer, Mizuho Bank, Ltd.</p> <p data-bbox="646 362 1230 392">May 2005 Executive Officer, Oriental Land Co., Ltd.</p> <p data-bbox="646 392 1425 445">April 2009 Representative Director and Executive Vice President Officer, Oriental Land Co., Ltd.</p> <p data-bbox="646 445 1139 474">June 2013 External Director, AMUSE INC.</p> <p data-bbox="646 474 1246 504">June 2015 Director and Vice Chairman, AMUSE INC.</p> <p data-bbox="646 504 1353 557">March 2018 to Present Member of the Board as Outside Director, Bridgestone Corporation</p> <p data-bbox="646 557 1337 586">April 2019 Representative Director and President, AMUSE INC.</p> <p data-bbox="646 586 1302 616">June 2021 Outside Director, NIPPON EXPRESS CO., LTD.</p> <p data-bbox="646 616 1378 645">January 2022 to Present Outside Director, NIPPON EXPRESS HOLDINGS, INC.</p> <p data-bbox="646 667 1206 721">(Important concurrent positions) Outside Director, NIPPON EXPRESS HOLDINGS, INC.</p>
<p data-bbox="252 913 997 943">(Reason for nomination as Outside Director and overview of expected roles)</p> <p data-bbox="252 943 1433 1128">Mr. Yojiro Shiba possesses knowledge of value creation and establishment of business from the perspective of customers based on his extensive corporate management experience in the financial industry and entertainment business industry. Since his appointment as an Outside Director of the Company, he has been contributing to ensuring appropriate decision making of the Board of Directors also from the perspective of whether the Company's organizational strategy leads to the enhanced effectiveness of operations rooted in on-site activities, etc. In addition, as a member of the Audit Committee, he has been participating in active deliberations and working to promote the strengthening of our auditing system on a global scale, etc., with a focus on improving efficiency and effectiveness.</p> <p data-bbox="252 1128 1444 1182">In view of these experiences, insights and achievements, Mr. Yojiro Shiba is expected to continue to fulfill these roles, and the Company has determined that he qualifies as an Outside Director.</p>		

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
8	 <p data-bbox="331 504 544 560">Yoko Suzuki (September 21, 1970)</p> <div data-bbox="316 582 558 613" style="border: 1px solid black; padding: 2px; text-align: center;">Renomination</div> <div data-bbox="316 631 558 663" style="border: 1px solid black; padding: 2px; text-align: center;">Outside Director</div> <div data-bbox="316 680 558 712" 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"> • The term of office as Member of the Board: 6 years • Attendance at the Board of Directors for the year: 100% 15 of 15 • Number of shares owned: 3,600 	<p data-bbox="646 309 1085 365">April 1998 to Present Lawyer, Admitted in Japan</p> <p data-bbox="646 365 1145 443">April 1998 to Present Joined Takagi Godo Law Office– November 2002 to Present Partner, Suzuki Sogo Law Office</p> <p data-bbox="646 443 1449 499">January 2008 to Present Director, International IC Association of Japan April 2015 to Present Auditor, The Research Institute of Economy, Trade and Industry</p> <p data-bbox="646 521 1353 577">March 2018 to Present Member of the Board as Outside Director, Bridgestone Corporation</p> <p data-bbox="646 577 1348 633">June 2018 to Present Auditor, Hitotsubashi University Collaboration Center</p> <p data-bbox="646 633 1173 689">September 2021 to Present Auditor, National Archives of Japan</p> <p data-bbox="646 723 1380 880">(Important concurrent positions) Partner, Suzuki Sogo Law Office Outside Director, Nippon Pigment Company Limited External Audit & Supervisory Board Member, MARUI GROUP CO., LTD. Outside Director of the Board, JAPAN PULP AND PAPER COMPANY LIMITED</p>
<p data-bbox="252 913 997 940">(Reason for nomination as Outside Director and overview of expected roles)</p> <p data-bbox="252 940 1460 996">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 data-bbox="252 996 1460 1151">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 perspective of enhancing talent creativity with an awareness of diversity and engagement. In addition, as a member of the Audit Committee, she has been participating in active deliberations and working to promote the strengthening of our auditing system 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.</p>		

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
9	 <p data-bbox="347 504 528 562">Yukari Kobayashi (April 17, 1963)</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="263 734 600 907" style="list-style-type: none"> • The term of office as Member of the Board: 1 year • Attendance at the Board of Directors for the year: 100% 11 of 11 • Number of shares owned: 100 	<p data-bbox="646 253 1453 909"> April 1987 Joined IBM Japan, Ltd. July 2002 Senior Manager, Overall Management of System Products Marketing, IBM Japan, Ltd. January 2007 Director in charge of Public Sector, Global Business Service, IBM Japan, Ltd. January 2007 Executive Officer, IBM Business Consulting Services KK March 2016 Growth Leader for Mercer Far East Zone; Chief of Staff, Mercer Japan Ltd. January 2018 Director, Mercer Investment Solutions Ltd. February 2018 Chief Operating Officer, Mercer Japan Ltd. September 2018 Corporate Officer; Corporate Strategy Management Lead, Area Transformation Lead, and Chief of Staff, Microsoft Japan Co., Ltd. March 2020 Representative Partner, Amanda Life Consulting LLC to Present March 2023 Member of the Board as Outside Director, Bridgestone Corporation to Present June 2023 Representative Member of JC1 LLC. to Present (Important concurrent positions) Representative Partner, Amanda Life Consulting LLC Representative Member of JC1 LLC. Outside Director, Nippon Shinyaku Co., Ltd. Outside Director, Panasonic Connect Co., Ltd. </p>
<p data-bbox="252 918 1458 1182"> (Reason for nomination as Outside Director and overview of expected roles) 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. Since her appointment as an Outside Director of the Company last year, she has been contributing to ensuring appropriate decision making of the Board of Directors from the perspectives of global business strategies, such as digital fields and risk management. In addition, as a member of the Audit Committee, she has been participating in active deliberations and promoting the strengthening of our auditing system on a global scale, including the establishment of an effective risk management system. 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. </p>		

No.	Name (Date of birth)	Brief personal history, position, assignment and important concurrent positions
10	 <p data-bbox="343 504 531 560">Yasuhiro Nakajima (October 13, 1961)</p> <div data-bbox="316 582 558 616" style="border: 1px solid black; padding: 2px; text-align: center;">Renomination</div> <div data-bbox="316 631 558 665" style="border: 1px solid black; padding: 2px; text-align: center;">Outside Director</div> <div data-bbox="316 680 558 714" style="border: 1px solid black; padding: 2px; text-align: center;">Independent Director</div> <ul data-bbox="263 741 598 913" style="list-style-type: none"> • The term of office as Member of the Board: 1 year • Attendance at the Board of Directors for the year: 100% 11 of 11 • Number of shares owned: 100 	<p data-bbox="646 280 1197 358">April 1984 Joined Hitachi, Ltd. March 1995 Certified Public Accountant, Admitted to Present</p> <p data-bbox="646 369 1364 425">July 2007 Representative Partner, PricewaterhouseCoopers Aarata (currently PricewaterhouseCoopers Aarata LLC)</p> <p data-bbox="646 425 1324 481">July 2012 Executive Officer (Leader of Quality Management), PricewaterhouseCoopers Aarata</p> <p data-bbox="646 481 1396 537">July 2014 General Manager, Nagoya Office, PricewaterhouseCoopers Aarata LLC</p> <p data-bbox="646 537 1444 593">July 2017 Oversight Board Member, PricewaterhouseCoopers Aarata LLC April 2022 Specially Appointed Professor, Osaka Metropolitan University to Present</p> <p data-bbox="646 616 1189 649">July 2022 Representative, Nakajima CPA Office to Present</p> <p data-bbox="646 672 1356 772">March 2023 Member of the Board as Outside Director, Bridgestone to Present Corporation (Important concurrent positions) Representative, Nakajima CPA Office</p>
<p data-bbox="247 918 997 952">(Reason for nomination as Outside Director and overview of expected roles)</p> <p data-bbox="247 952 1412 996">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.</p> <p data-bbox="247 996 1428 1131">Since his appointment as an Outside Director of the Company last year, 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 business strategy from a global standpoint. In addition, as a member of the Audit Committee, he has been participating in active deliberations and working to promote the strengthening of our auditing system on a global scale, including through cooperation with the auditing firm that became the Company's Independent Auditor in 2023.</p> <p data-bbox="247 1131 1412 1187">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
11	 <p data-bbox="347 506 528 562">Akira Matsuda (January 16, 1963)</p> <div data-bbox="316 584 560 613" style="border: 1px solid black; padding: 2px; text-align: center;">Renomination</div> <ul data-bbox="264 647 600 817" style="list-style-type: none"> • The term of office as Member of the Board: 1 year • Attendance at the Board of Directors for the year: 100% 11 of 11 • Number of shares owned: 3,800 	<p data-bbox="646 309 1426 663"> 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="1059 667 1453 689" style="text-align: right;">*CQMO: Chief Quality Management Officer</p>
<p data-bbox="252 824 1043 846">(Reason for nomination as Member of the Board and overview of expected roles)</p> <p data-bbox="252 853 1453 1093"> 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 last year, 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 on a global scale by proactively gathering internal information and participating in active deliberations. 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>		
12	 <p data-bbox="347 1350 528 1406">Tsuyoshi Yoshimi (May 26, 1964)</p> <div data-bbox="316 1429 560 1458" style="border: 1px solid black; padding: 2px; text-align: center;">Renomination</div> <ul data-bbox="264 1485 611 1653" style="list-style-type: none"> • The term of office as Member of the Board: 5 years • Attendance at the Board of Directors for the year: 100% 15 of 15 • Number of shares owned: 3,100 	<p data-bbox="646 1211 1458 1429"> 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>
<p data-bbox="252 1659 1043 1682">(Reason for nomination as Member of the Board and overview of expected roles)</p> <p data-bbox="252 1688 1453 1953"> 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. 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 on a global scale, including the change of our Company's Independent Auditor in 2023, by proactively gathering internal information and participating in active deliberations. 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, Ms. Yuri Okina, Mr. Kenichi Masuda, Mr. Kenzo Yamamoto, Mr. Yojiro Shiba, Ms. Yoko Suzuki, Ms. Yukari Kobayashi and Mr. Yasuhiro Nakajima 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 18), 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, Ms. Yuri Okina, Mr. Kenichi Masuda, Mr. Kenzo Yamamoto, Mr. Yojiro Shiba, Ms. Yoko Suzuki, Ms. Yukari Kobayashi, and Mr. Yasuhiro Nakajima 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 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. While the Financial Services Agency has already issued an administrative penalty, 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 submitted his opinion on various recurrence prevention measures as Director, chairperson of the nomination committee and compensation committee member.
5. The term of office of the respective nominees is as of the close of this Shareholders’ Meeting.
6. If Mr. Scott Trevor Davis, Ms. Yuri Okina, Mr. Kenichi Masuda, Mr. Kenzo Yamamoto, Mr. Yojiro Shiba, Ms. Yoko Suzuki, Ms. Yukari Kobayashi, Mr. Yasuhiro Nakajima, 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.
7. 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.
8. 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, Ms. Yuri Okina, Mr. Kenichi Masuda, Mr. Kenzo Yamamoto

Audit Committee:

Mr. Yojiro Shiba, Ms. Yoko Suzuki, Ms. Yukari Kobayashi, Mr. Yasuhiro Nakajima, Mr. Akira Matsuda, Mr. Tsuyoshi Yoshimi

Compensation Committee:

Mr. Scott Trevor Davis, Ms. Yuri Okina, Mr. Kenichi Masuda, Mr. Kenzo Yamamoto

(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	Term of Office of Member of the Board	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
Shuichi Ishibashi	Representative Executive Officer	4 years				○	○	○				
Masahiro Higashi	Representative Executive Officer	3 years				○	○	○				
Akira Matsuda	Member of the Board Internal and Non-Executive Director	1 year		○		○		○				
Tsuyoshi Yoshimi	Member of the Board Internal and Non-Executive Director	5 years		○		○			○	○		
Yuri Okina	Outside Director, Independent Director	10 years	○		○	○			○			
Yukari Kobayashi	Outside Director, Independent Director	1 year		○				○				○
Yojiro Shiba	Outside Director, Independent Director	6 years		○			○	○				○
Yoko Suzuki	Outside Director, Independent Director	6 years		○		○	○				○	
Scott Trevor Davis	Outside Director, Independent Director	13 years	○		○	○	○	○				
Yasuhiro Nakajima	Outside Director, Independent Director	1 year		○				○	○	○		
Kenichi Masuda	Outside Director, Independent Director	8 years	○		○		○	○			○	
Kenzo Yamamoto	Outside Director, Independent Director	8 years	○		○			○			○	○

* Terms of office are current as of March 26, 2024

* Outside and Independent Directors are listed in Japanese alphabetical order

* Committee members are scheduled to take office on March 26, 2024

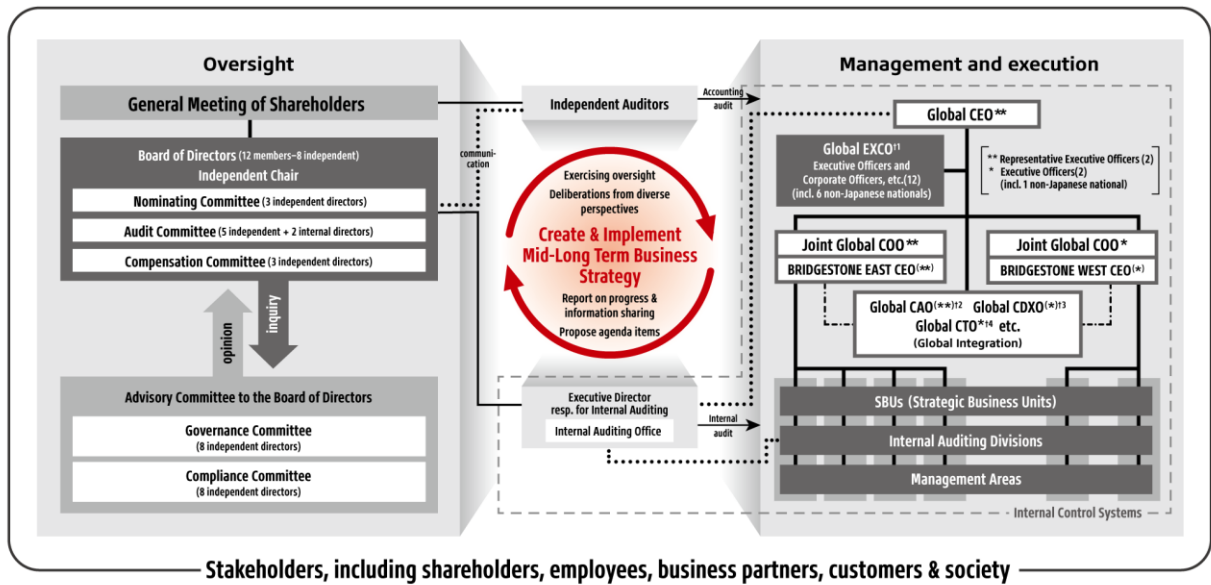
* ○ symbols indicate up to top three priority fields in which each Member of the Board is expected to make the greatest contributions

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

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

(Reference)

< Corporate Governance Structure >



Joint Global COO: Responsible for global operations in two areas:
 (1) BRIDGESTONE EAST CEO for Japan & Asia, (2) BRIDGESTONE WEST CEO for Americas & Europe.
 11 Global Executive Committee 12 Global Chief Administration Officer
 13 Global Chief Digital Transformation Officer 14 Global Chief Technology Officer

As of February 2024

[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").¹
2. Is a major shareholder of Bridgestone.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 Bridgestone Group.³
 - (2) A major lender to the Bridgestone Group.⁴
 - (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 amount⁵ 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.⁶
7. Is an Executing Person of another company, which position constitutes an interlocking director or corporate auditor position⁷ for the Outside Director.
8. Has a close relative⁸ 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 person⁹).
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: ¹ 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.
- 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 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.
- ³ 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.
- ⁴ 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.
- 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 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.”
- ⁶ 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.
- ⁷ “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.
- ⁸ A “close relative” means a spouse or a relative within two degrees of family relation.
- ⁹ 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, 2023 through December 31, 2023)

I. CURRENT STATUS OF THE BRIDGESTONE GROUP

1. Business Developments and Results of Operations

The Group has worked in line with its Mid Term Business Plan (2021-2023), released in February 2021, with the aim of accomplishing its vision of “continuing to provide social value and customer value as a sustainable solutions company toward 2050” under its mission of “Serving Society with Superior Quality” of the Bridgestone Essence. Guided by the mission and vision, we have set the “Bridgestone E8 Commitment” as our corporate commitment to support a sustainable society with our employees, society, partners and customers. This is the focus and vector of value creation. We are moving forward along the path of the “2030 Long Term Strategic Aspiration,” which depicts the vision we want to achieve in 2031, the 100th anniversary of our founding.

Amid a more severe business environment than expected, on the backdrop of a slowdown and a slump in demand for replacement tires for trucks and buses in the U.S. and Europe that had been remarkable since the second half, in the fiscal year ended December 31, 2023, we focused on “restructuring of the earning power” in the premium tire business, aiming to return to strong Bridgestone, which is capable of responding to changes, by “focusing on execution and delivering the results” of the Mid Term Business Plan (2021-2023) in its final year. We also focused on carefully selecting and making strategic growth investments, with emphases on strengthening premium tire production in the harsh business environment, and “laying foundation for the future.” In the premium tire business, the overall demand environment for replacement tires was challenging, and amid a year-on-year decline in global sales volume, we further strengthened our focus on the premium domain. With respect to replacement tires for passenger cars, we promoted strategic price management, concurrently working to reduce losses and unprofitable areas, mainly by expanding sales of high-rim diameter tires, which have relatively little impact on environmental changes and maintained stable demand. At the same time, we launched high-performance, high-value-added Dan-totsu products to thoroughly improve sales mix. Amid a situation where demand for new tires is becoming more severe than expected, in the case of replacement tires for trucks and buses in North America, where we have strong business bases such as high product competitiveness and service base network, we were able to improve our share of new and retread tires in the premium domain by combining retread tires. In addition, with the foundation of Dan-totsu products, tires for mining vehicles, which have demonstrated the strength of respect for being on-site, such as tire maintenance services, and achieved solid sales and market share gains, underpinned the company’s overall performance in a challenging business environment. On the other hand, in the European business, which has been a management issue for the Group in terms of profitability and business foundation, weakness in the sales channel base and other factors emerged amid a difficult business environment, and there remain issues to be addressed for improvement. In the Americas business, in Argentina, where Financial Reporting in Hyperinflationary Economies (Note) was applied, the impact of a large devaluation of the currency significantly pushed down business results, which negatively impacted company-wide performance.

In light of the above, with regard to business results for the fiscal year ended December 31, 2023, a lack of response to address changes has become apparent, and it has become urgent for us to proficiently manage indicators to monitor change and quickly adapt to changes so that we can improve the quality and speed of the PDCA (Plan, Do, Evaluate, Improve) cycle in the coming fiscal year. This has resulted in a challenge for a “strong Bridgestone capable of adapting to change,” which was set as the goal at the beginning of the fiscal year. Revenue increased year-on-year due in part to the tailwind of favorable foreign exchange rates, an improved sales mix that was helped by sales of replacement premium tires for passenger cars (high-rim diameter tires (18 inches or more), high-profit premium tire brands in each region, etc.), and a year-on-year increase in the sales volume of tires for mining vehicles, despite a decline in the sales volumes of replacement tires for trucks and buses in the U.S. and Europe, for which there was a sharp drop in demand and the impact of applying Financial Reporting in Hyperinflationary Economies for Argentina. Adjusted

operating profit including foreign currency effects declined year on year due to significant effects of increased processing costs resulting from deteriorated plant operation owing to a decrease in sales volume as well as a decrease in profit associated with applying Financial Reporting in Hyperinflationary Economies for Argentina, despite our continued efforts to offset negative effects of costs and expenses stemming from raw material prices and inflation (energy and labor costs, etc.) against improved selling price and sales mix, carry out through cost management and improve productivity in production sites. The impact of Financial Reporting in Hyperinflationary Economies for Argentina on the year-on-year decline in profits was approximately 10 billion yen. Excluding this impact, profits increased year-on-year. The adjusted operating profit ratio declined 0.6 percentage points from the previous fiscal year to 11.1%, falling short of the previous fiscal year. We will continue to accelerate our efforts to improve our business structure to respond to changes.

As a result, the Group's revenue in FY2023 were ¥4,313.8 billion, a year-on-year increase of 5%; adjusted operating profit was ¥480.6 billion, a year-on-year decrease of 0.4%; operating profit was ¥481.8 billion, a year-on-year increase of 9%; profit before tax was ¥444.2 billion, a year-on-year increase of 5%; and profit attributable to owners of parent was ¥331.3 billion, a year-on-year increase of 10%.

(Note) IAS 29 Financial Reporting in Hyperinflationary Economies

(1) Developments and results by business segment

[Japan]

Revenue was ¥1,242.4 billion, a year-on-year increase of 7%, and adjusted operating profit was ¥206.5 billion, a year-on-year increase of 37%.

Unit sales of replacement tires for passenger cars and small trucks, and unit sales of tires for trucks and buses were down year-on-year. On the other hand, in addition to executing strategic price management, we strengthened our focus on the premium domain by reducing low-margin areas. As a result, the impact of soaring raw material prices and inflation was mitigated by improved selling prices and sales mix. Revenue and profit increased year-on-year due to an increase in the sale of tires for mining vehicles and strong exports of passenger car tires and truck and bus tires to overseas markets, thanks to the tailwind of the depreciated yen.

[China, Asia-Pacific]

Revenue was ¥461.1 billion, a year-on-year increase of 1%, and adjusted operating profit was ¥41.6 billion, a year-on-year increase of 4%.

The total unit sales of new vehicle tires and replacement tires for passenger cars and small trucks were down year on year, while unit sales of tires for trucks and buses were on par with the previous fiscal year. On the other hand, sales prices in each country in the region improved with an improved sales mix through a thorough focus on the premium domain. As a result, revenue and profit increased year on year, supported by the tailwind of depreciated yen.

[Americas]

Revenue was ¥2,080.0 billion, a year-on-year increase of 5%, and adjusted operating profit was ¥212.0 billion, a year-on-year decrease of 16%.

In North America, the total unit sales of new vehicle tires and replacement tires for passenger cars and small trucks remained at the same level as the previous fiscal year on the whole, while unit sales of tires for trucks and buses fell significantly from the previous fiscal year, due in part to a significant slowdown in demand. On the other hand, sales prices and sales mix improved steadily. On the cost front, in addition to the worsening of processing costs due to production adjustments caused by inflation and a decrease in unit sales, a decline in profit associated with applying

Financial Reporting in Hyperinflationary Economies for Argentina had a significant impact. As a result, revenue increased and profit decreased year on year despite the tailwind of foreign exchange rates.

[Europe, Russia, Middle East, India and Africa]

Revenue was ¥908.5 billion, a year-on-year increase of 4%, and adjusted operating profit was ¥25.1 billion, a year-on-year decrease of 62%.

In Europe, unit sales of replacement tires for passenger cars and small trucks, and unit sales of tires for trucks and buses fell sharply from the previous fiscal year. In particular, demand for truck and bus tires remained sluggish, impacting sales significantly. On the other hand, we responded to this by pressing ahead with strategic price management and reductions in low profitability areas, mainly for replacement tires for passenger cars. While sales prices and sales mix have improved, there was a large deterioration in processing costs caused by inflation in terms of costs, and production adjustments due to a decrease in unit sales. Despite the tailwind of foreign exchange rates, revenue increased and profit decreased year on 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 is taking on the challenge of amplifying the value of our Dan-Totsu products at the customers' tire "use" phase by positioning the premium tire business as a core business and enhancing its linkage with the solutions business. We are also promoting various initiatives to create social value and customer value in the chemical and industrial products and diversified products business, as well as in the exploratory business. Technology innovations will be an effort to enhance our strengths in amplifying such value. The Group's technology innovations will be driven by the three forms of "mastering": "mastering rubber," "mastering road contact," and "mastering manufacturing." We will drive R&D activities centered around these three forms of "mastering" and accelerate innovation by combining our strong "real" capabilities, such as technologies, findings, and know-how on rubber and tires cultivated on-site, with "digital" leading to the development of "Dan-Totsu products" and "Dan-Totsu solutions."

To promote these technology innovations, in 2022, we redeveloped our R&D base in Kodaira, Tokyo, and built the "Bridgestone Innovation Park," a global innovation hub. We are accelerating internal and external co-creation activities by utilizing the innovation center "B-Innovation" and the test course "B-Mobility," transferring part of the head office functions for the Japan tire business to the Kodaira area in April 2023, and launching new initiatives under the R&B (Research and Business). Many partners have visited our innovation park since its opening, resulting in the birth of various joint research and co-creation activities. We have also been developing a corporate culture to value employees' independence by introducing the Activity Based Working (ABW) concept, which allows each employee to design their diverse work style to maximize the output of individual employees and their team. With Bridgestone Innovation Park at the core, the Group's innovation sites, "Digital Garage" in Europe and "Mobility Lab" in the U.S., will collaborate while drawing on their respective strengths to focus on value creation.

In our premium tire business, we are working on the evolution of "ENLITEN," the product design base technology for the Group's premium tire business. We have positioned ENLITEN technology as a "new premium" that creates unique value for the Bridgestone Group, and are working to establish and evolve this technology not only with the aim of improving the performance of conventional tires in all directions, but also to realize "ultimate customization" to meet individual tire performance needs and provide added value for each product, market, and customer. For example, "TURANZA EV," the Group's first EV tire released in North America in 2023, was designed and developed after carefully listening to the tire needs of customers and retailers. To address the issue of premature wear, which has been a challenge for EV tires, we have improved

wear resistance by approximately 50% compared to conventional tires. In addition, in response to the growing awareness toward sustainability, we have increased the ratio of recycled and renewable resources used in raw materials for tires to 50%. In Japan, we launched “REGNO GR-X III” in February 2024, our first premium brand product equipped with ENLITEN technology for passenger car replacement tires. REGNO GR-X III offers enhanced spatial quality and refined driving performance by improving on the basic performance required of tires, such as quietness, ride comfort, and driving performance, and also contains a higher ratio of recyclable and renewable resources, contributing more to sustainability than conventional tires.

Going forward, we will evolve our ENLITEN technology in alignment with the reinforcement of our sustainable global motorsports activities. In 2023, we developed and supplied the first motorsports tires using ENLITEN technology at the 2023 Bridgestone World Solar Challenge, a world-leading solar car race for which we are the main sponsor. In addition to increasing the ratio of recycled and renewable resources to 63%, roughly double that for the tires supplied for the previous race held in 2019, we also made significant improvements, such as reducing the weight of the tires, a must for solar cars, and increasing durability to withstand the racing environment of about 3,000 kilometers across Australia. We are also promoting various activities in Europe. For example, we asked for feedback from customers who used our tires using ENLITEN technology at the Bridgestone FIA ecoRally Cup, a rally event on public roads in which ordinary drivers participate in zero-emission vehicles, thereby gaining insight that will help in the planning of our next product. In addition, we have been selected as the future sole tire supplier of the ABB FIA Formula E World Championship from the 2026-2027 season, and as such we will continue to evolve our ENLITEN technology with a view to supplying tires for this event. Through these global sustainable motorsports activities, we will use racing as a “mobile laboratory” to refine technology in extreme conditions, evolving and connecting this innovation to the development of replacement tires for the future under the concept “From Circuit to Street.”

We have also positioned our “MASTERCORE” technology, which is adopted in off-the-road tires for mining vehicles, as a “new premium” alongside ENLITEN technology. MASTERCORE combines our proprietary new technologies including materials, structure, and manufacturing technologies such as in-house steel cords to realize outstanding durability performance. Going forward, we will continue our efforts to develop high-value-added tires for mining vehicles.

Furthermore, Bridgestone Commonality Modularity Architecture (BCMA), the technology that supports “ultimate customization” leveraging ENLITEN technology, divides the tire into three modules in the development and production processes: the carcass, skeleton of the tire; the belt, which reinforces the tire; and the tread, which makes up the tire surface. Module 1 (carcass) and Module 2 (belt) are shared among different products to simplify the value chain from development to production and sales, whereas Module 3 (tread) is used to customize performance and differentiate products. We can improve productivity and optimize costs by streamlining the number of products and sizes and the development and manufacturing processes. Furthermore, by sharing modules, tire production can be flexibly adapted to each region’s market environment and sales strategies, thereby enabling the maximization of sales opportunities and the streamlining of inventory management and distribution costs, including supporting the manufacturing operations of plants close to demand areas. We will carry out such efforts to create positive effects across the entire value chain.

Moreover, to evolve manufacturing that can provide a sustainable and stable supply of premium tires, we will systematically promote the shift to green and smart factories. In alignment with the promotion of BCMA, we will strive to create social value and customer value by improving the productivity and efficiency of development and manufacturing processes and reducing environmental impact across the entire value chain.

In the solutions business, our growth business, we are developing tire wear prediction solutions that utilize digital technology to analyze the usage data of tires for trucks, buses, mining vehicles, and aircraft. In addition, based on co-creation with customers, we are also taking on the challenge of evolving this into tire durability prediction solutions that propose ways to use tires more safely, efficiently, and therefore longer, as well as how to efficiently operate the vehicle by building AI-

driven proprietary algorithms that combine tire-related data with vehicle operation status data. For example, in truck and bus tire solutions, we are expanding our “Fleetcare” service, which combines premium tires, tire maintenance, retreading, and online fleet management in an optimal package that meets the individual needs of customers, from Europe to North America. In addition, we are expanding individual management of tires across their lifecycle from new products to maintenance and retread to the global market using Radio Frequency Identification (RFID), an automatic recognition technology that enables contactless reading and writing of information using wireless communication. We are also developing a next-generation RFID system for tires that maximizes data communication performance through co-creation with TOPPAN Edge Inc.

As for the solutions to off-the-road tires for mining vehicles, we have combined Bridgestone MASTERCORE, our Dan-Totsu product, with digital tools to monitor vehicles and tires, as part of our efforts to develop mining solutions that optimize mining operations.

Through co-creation with Tier IV, Inc., which provides solutions necessary for developing and operating safe autonomous vehicles with peace of mind, we will also contribute to the evolution of mobility, such as in the R&D and practical application of autonomous driving.

Turning to our sustainability efforts as an initiative to achieve a sustainable and stable supply of natural rubber, improve their productivity, and diversify supply sources, we are creating technologies through co-creation with various partners. Specific initiatives include the development of an optimization system for para rubber tree plantation that utilizes big data, efforts for stably increasing the productivity of natural rubber without expanding the plantation area, working to achieve practical use of natural rubber derived from the guayule plant, which can be grown in arid regions, with the aim of diversifying natural rubber sources, and developing a technology to efficiently and stably increase guayule seedlings from high-quality seeds.

Based on co-creation, we also focus on promoting Digital Transformation (DX). We are also training and hiring digital talent, including data scientists who can analyze and develop advanced AI and algorithms. Through a wide range of exchanges in the digital field, including the launch of joint research on rubber simulation fundamental technology at the “Bridgestone × Tohoku University Co-creation Lab” established on the Tohoku University campus, we will foster digital talent and promote Bridgestone’s DX by deepening collaboration with new partners. In addition, the next-generation synchrotron radiation facility NanoTerasu is slated to commence operations in 2024. We will accelerate the development of innovative materials by fusing various data and simulations generated by this facility.

In addition, we are participating in an international space exploration mission with the Japan Aerospace Exploration Agency (JAXA) and Toyota Motor Corporation, carrying the dreams of mankind as we take on the challenge of the harsh environment of the moon’s surface. For this mission, we are conducting research and development on tires for use in manned lunar rovers.

In our chemical and industrial products and diversified products businesses and exploratory business, we launched the “EVERTIRE INITIATIVE,” and have been advancing a joint project with ENEOS Corporation for the social implementation of chemical recycling technologies for used tires. This project, supported by the “Green Innovation Fund” established by the Ministry of Economy, Trade and Industry, aims to contribute to the improvement of resource recycling and carbon neutrality in the value chain of the tire and rubber, and petrochemical industries through co-creation combining the knowledge and technological capabilities of companies and academia. In June 2023, we installed test units at the Bridgestone Innovation Park to promote the social implementation of chemical recycling technology that enables precise pyrolysis of used tires, and started an initiative to produce tire-derived oil and recovered carbon black through the pyrolysis of used tires.

In our soft-robotics business, we started a paid demonstration experiment on piece-picking (carrying out items one by one) using a soft robot hand, and have been making proposals to the logistics, food, and factory automation industries. We are also stepping up efforts to commercialize the soft-robotics business on a small scale through co-creation with various partners, including

capital and business alliances with startups. In addition, we established “Softrobotics Ventures” in 2023, turning the soft-robotics business into an internal venture. Through technology development and the exploration of commercialization, we will work to enhance the creativity of internal talent as a good example of demonstrating our entrepreneurship and creating a place where our diverse talent can shine.

2. Capital Investment

When considering capital investment, the Group carries out strategic investment activities while limiting investees to a selected few with an eye towards maximizing return on capital investment. Based on this approach, for the fiscal year 2023, we focused on laying the foundation for future growth even amid the tougher-than-expected business environment. We carried out investments aimed at strengthening production to promote our focus on premium areas and to build our IT infrastructure, etc. As a result, capital investment totaled ¥420.0 billion.

On a per-segment basis, the Group’s capital investment consisted of: Japan: ¥74.2 billion; China, Asia-Pacific: ¥39.8 billion; the Americas: ¥182.9 billion; Europe, Russia, the Middle East, India, and Africa: ¥73.3 billion; Others: ¥49.8 billion.

3. Financing

The Group raised funds through long-term loans and other means in order to diversify its funding sources and to secure long-term stable funds.

At the end of fiscal year 2023, total interest-bearing debt (see note below) was ¥830.2 billion, an increase of ¥63.0 billion compared to the end of fiscal year 2022 mainly due to the effect of foreign exchange rates.

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

4. Management Tasks

The changes in the Group’s business environment continue to occur with complexity at an accelerating pace in all aspects, including international relations, politics, economy, environmental issues, and technological innovation. Also, sustainability initiatives including climate change countermeasures are becoming more and more important. These efforts are linked to the CASE and MaaS movements in the mobility industry, such as the acceleration of the shift to EVs and digitalization. In this business environment, structural changes of the mobility industry, such as the rapid growth of emerging EV manufacturers, continue to progress, and the value demanded of tires continues to change significantly. In order to survive these unpredictable times, where change has become commonplace, and to continue to provide social value and customer value as a “sustainable solutions company,” as stated in our vision, the Group has set the “2030 Long Term Strategic Aspiration” announced in 2022 as a roadmap toward 2031, the 100th anniversary of its founding. As part of this journey, we are accelerating our transformation to a resilient “excellent” Bridgestone that transforms change into opportunity, unaffected by continuous change and remaining robust and flexible like rubber.

Under our Mid Term Business Plan (2021-2023), which reached its final year in 2023, we have taken steps to return to a “strong” Bridgestone capable of adapting to changes in the business environment. In the premium tire business, which is our core business, we made investments to lay the foundation for future growth, including in investments to strengthen the production of premium tires such as passenger car high-rim diameter (HRD) tires and off-the-road tires for mining vehicles, as well as of retread tires, and to place an even greater focus on premium areas. Conversely, in the solutions business, which we have positioned as a growth business, we worked to achieve growth by deepening the linkage with the premium tire business. However, from the perspective of potential growth and profitability, we decided to discontinue some solutions for passenger car tires in Europe and the U.S., and other issues remain for future growth. In light of

such results for the Mid Term Business Plan (2021-2023), in 2024, we will swiftly implement PDCA (Plan-Do-Check-Act) cycles to ensure continuous improvements and reinforce the management quality and working & business quality.

In our new Mid Term Business Plan (2024-2026), with 2024 as the first year, we will continue driving management based on three axes, which we have continued to do since the Mid Term Business Plan (2021-2023). The first of these is to “Tackle past negative legacies squarely without delay,” the second is to “Focus on execution and delivering results for immediate issues,” and the third is to “Lay foundation for future growth” with the year 2030 as a milestone. In addition, we will pursue operational excellence across our entire value chain by constantly striving to improve productivity and perform high-quality work, persisting in ensuring management quality and working & business quality improvement. To this end, we have established “Passion for Excellence” as our management approach and are pushing forward with initiatives on a global scale. Furthermore, we have set four basic business scenarios for our Mid Term Business Plan (2024-2026) to focus more on value creation. The first is to “Create good business quality,” the second is to “Create good tires,” the third is to “Create good business,” and the fourth is to “Create new business sowing good seeds for the future.”

Our top priority for 2024 is to “Create good business quality.” By persisting in ensuring the management quality and working & business quality improvement, we will return to a strong Bridgestone capable of adapting to change, which we initially aimed to achieve by 2023. We will pursue operational excellence on a global scale by placing further focus on respecting being on-site (Genbutsu-Genba) and performing steady PDCA while sticking to basics, as well as combining continuous improvement and innovation, which is part of Bridgestone’s DNA. To make this possible, we have established a more advanced “glocal” management structure, effective January 1st, 2024. Our business has been divided into two regions: Bridgestone West, centered mainly in the U.S. and Europe, and Bridgestone East, centered mainly in Japan and the rest of Asia. Further down the structure, we have set 47 “areas” according to the characteristics of the region, market, and business, thereby establishing a system that focuses on creating value on-site. In the premium tire business, we will pave the way for future growth by reorganizing and restructuring our business to focus more on premium areas, such as reducing unprofitable businesses and reorganizing and restructuring the retail business, especially in Europe, a region with low profitability, to strengthen our earning power.

Moreover, after returning to a strong Bridgestone capable of adapting to change in 2024, we will build a foundation for growth with an eye to achieving steady growth from 2025 to 2026 in line with our basic business scenarios. At the core of this strategy is “Create good tires” and “Create good business.”

In “Create good tires,” we will expand the use of Dan-Totsu products that contain ENLITEN, our base technology for product design that we have positioned as a “new premium,” from tires for EVs and other new vehicles to replacement tires. We will also accelerate value creation by promoting the introduction of Bridgestone Commonality Modularity Architecture (BCMA), a manufacturing technology that streamlines the manufacturing and development processes and optimizes costs. To expand our Dan-Totsu products, we will improve our price position by making efforts to have customers recognize the value of these products. We will also continue reinforcing efforts to increase our sales and market share of Bridgestone MASTERCORE, a Dan-Totsu product adopted in off-the-road tires for mining vehicles, and premium tires for passenger cars, trucks and buses.

As for “Create good business,” we aim to amplify the value of Dan-Totsu products during customers’ tire “use,” as well as evolve our sales and service channels by expanding our number of retail sites and enhancing the quality of services offered. In particular, in Japan and the U.S., we plan to provide high-quality services and solutions by working closely with each customer on-site to solve their problems. Alongside this, we will strengthen our “real” sites that provide high-quality services and solutions, as well as our services that utilize digital technologies, such as e-commerce. In addition, we will embark on new corporate branding activities centered on sustainable global motorsports. Through these activities, we plan to continue supporting the development of motorsport culture. We will also express our passion for racing and our position to

“a challenge for excellence,” which is emphasized in our “Passion to Turn the World” message. In doing so, we aim to build a sustainable premium brand while resonating with many stakeholders, thereby enhancing corporate value.

Finally, in the fourth scenario, “Create new business sowing good seeds for the future,” we will lay the foundation for achieving our 2030 Long Term Strategic Aspiration, including the period of the next Mid Term Business Plan starting in 2027. First, in solutions for industrial products (tires for mining vehicles, aircraft, trucks and buses), we will embark on evolving our tire wear prediction solutions to tire durability prediction solutions by building unique algorithms that make full use of “digital” and our “real” strengths cultivated on-site, such as Dan-Totsu products and other services. In tire solutions for mining vehicles and aircraft, we will promote co-creation with customers to create value. As for tire solutions for trucks and buses, we will expand the Fleetcare service we offer customers, particularly in the U.S. This service combines premium tires, retreading, maintenance, and fleet management solutions under a single package. We will develop these businesses as our mobility tech business.

In the chemical and industrial products and diversified products businesses, we will focus on areas where we can leverage our strengths and enhance our hydraulic hose business, etc. In the exploratory business, we will push forward with efforts to move from technology development through to commercialization for the recycling business, soft-robotics business, and guayule business.

With regard to sustainability, which is at the core of our management and business, we will endeavor to evolve Bridgestone’s unique sustainability business model that ensures the link between business model and sustainability initiatives to realize carbon neutrality and circular economy across the value chain – “produce and sell” and “use” of products, and their “renew” to raw material.

Particularly on the environmental front, we set our long-term environmental vision toward 2050 in 2012, and “Milestone 2030,” the mid-term environmental targets toward 2030 to realize this vision. In terms of carbon neutrality, we have set clear-cut targets of reducing CO₂ emissions (Scopes 1, 2) (Note) by 50% in 2030 compared to our 2011 baseline, and achieving carbon neutrality by 2050. We estimate an approximate 50% reduction in 2023, above the goal of a 30% reduction. The ratio of renewable energy (electricity) at our global plants, which we are working to increase as part of efforts to reduce CO₂ emissions, is expected to be approximately 60% by 2023, also exceeding the goal of 50%. We will proceed with initiatives to achieve our goal of 100% by 2030. As for the reduction of CO₂ 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 Scope 1 and Scope 2 emissions by 2030 (base year: 2020) throughout the lifecycle of our products, services, and solutions. In order to realize a circular economy, we aim to increase the ratio of recycled and renewable resources to 40% by 2030 and to achieve 100% sustainable material by 2050. Regarding the ratio of recycled and renewable resources, we estimate having achieved a ratio of approximately 37% in 2023. We will continue efforts to evolve our product strategy, including ENLITEN and retreading, and enhance the utilization of renewable resources in the recycling business, the natural rubber business, and the guayule business. In addition, during the entire period of the Mid Term Business Plan (2024-2026), we will further step up our efforts to help achieve a nature-positive world, such as preventing deforestation and supporting small-scale farmers. With regards to these sustainability initiatives, by carrying out sustainable global motorsport activities, we are striving to promote sustainability across the entire motorsport tire value chain, from raw material procurement to recycling, as quickly as possible. In doing so, we also aim to evolve into a company with management that is agile and sustainable across the board.

In addition, as the business environment is constantly changing, we will strengthen our structure to cope with global management risk unaffected by change. The Global Management Risk Committee, which consists of the top management of each regional business, conducts wide-ranging discussions on management risks and has set three priority management items. Project teams established for each item will push forward with the efforts to identify possible risks to each item and countermeasures. The first is geopolitical risk. We analyzed the business impact when

risks occur, considered measures to minimize it, and have begun to implement measures to ensure employee safety, protect assets, respond to customers, protect corporate and brand image, and consider and secure alternative sourcing of raw materials. The second item is our response to TRWP (Tire Road Wear Particles) and 6PPD (a chemical widely used in the tire industry to prevent degradation). TRWP is the result of friction between the tire and the road surface, and is a mixture of the tread, which is the surface of the tire, and road pavement materials. In response to TRWP, which is an industry-wide issue, as an industry leader, the Group is leading tire industry projects under the World Business Council for Sustainable Development (WBCSD), as well as initiatives by regional industry groups. Furthermore, in collaboration with other industry players and academic institutions, we are investigating the environmental and health impacts of tires throughout their lifecycle. As we advance, we will continue driving relevant initiatives, including promotion of long-life products and linkage with the solutions business. Regarding 6PPD, the industry as a whole is engaging with the issue and evaluating alternatives. The third item is our response to cyberattacks. In the first quarter of 2022, a cyberattack occurred in the Group's U.S. subsidiary, and we implemented emergency measures in each region. In the future, to strengthen our response to such situations, we established a global cyber security team and will promote fundamental measures.

With regard to our talent, the driving force behind all of these corporate activities, we aim to reinforce talent investment to increase added value and create a virtuous cycle of value creation based on improving productivity and creativity. From 2023, we experimented with adding talent creativity as a global management KPI as a means of tracking progress with these efforts. Even amid the challenging business environment, we will expand talent investment, and in Japan in particular, we are working to create a comfortable workplace where diverse talent can shine. These initiatives include reskilling and digital training programs, conducting the "100-Day Challenge Program," a development program to enhance on-site experiences, introducing a FemTech program to address female-specific health issues using technology, and improving the workplace environment at manufacturing sites. From 2024, we plan to strengthen our initiatives further by officially adding talent creativity as a global management KPI. We will also promote the evolution of our corporate culture by linking this to activities related to the enhancement of talent creativity.

Going forward, with the Bridgestone E8 Commitment as the axis and guiding vectors to drive management while earning the trust of future generations, we will commit to the realization of a sustainable society by co-creating value together with various stakeholders, such as society, partners, and customers, achieving both sustainability and corporate growth.

Note: Scope 1 refers to CO₂ emitted directly by a company (emissions from boilers at in-house plants, etc.), and Scope 2 refers to indirect emissions from energy sources (CO₂ emissions from energy, such as electric power supplied by other companies and consumed in-house). Scope 3 refers to CO₂ 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

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

Bridgestone's Commitment to Sustainable Global Motorsports: Taking "Challenge for Excellence" to the Next Stage

Bridgestone positions motorsports activities, marking its 60th anniversary in 2023, as a starting point as a tire manufacturer. Since participating in domestic motor sports from the first Japanese Grand Prix in 1963, we have been challenging various motorsports on a global basis, including making a return to the INDY500 and INDYCAR® Series in 1995, F1® in 1997, and MotoGP™ in 2002, and supported the global motorsports industry from the ground up at the top of the world. We have refined our "Passion for Excellence" through the "challenge for excellence" racing provides—our passion for pursuing excellence in every moment, our technological capabilities, manufacturing and R&D power, global brand power, and talent. The focus in these areas has helped Bridgestone evolve, making up the foundation of the present-day premium tire business. Marking the 60th anniversary of these motorsports activities, Bridgestone will return to its origin and evolve its activities to the next stage of sustainable global motorsports with sustainability at the core, based on our core passion for motorsports. Bridgestone has developed a new message, "Passion to Turn the World," to illustrate our passion. The message also represents our passion to enjoy and win races, "challenge for excellence," accelerate innovation, and further support a sustainable mobility society together with our partners through motorsports.

Passion to race.
Passion to win.
Passion to wake up tomorrow and start over again.
Passion to face the best.
Passion to be the best.
Passion to embrace the ultimate challenge.
Passion to exceed records, barriers and beliefs in limits.
Passion to pursue excellence in every moment.
Passion to be an inspiration.
Passion to undertake new journeys together.
Passion to make Earth a better home for all.

Committed to empowering each and all to achieve their best.
Committed to being essential to the future of mobility.

Motorsports is Bridgestone's passion. Always has been. Always will be.

**PASSION
TO TURN THE
WORLD**

BRIDGESTONE

In sustainable global motorsports, using racing as a “mobile laboratory,” the Company will refine our technology in extreme conditions, evolving and connecting this innovation to developing replacement tires for the future under the concept of “From Circuit to Street.” The focal point of these efforts will be ENLITEN®, our base technology for product design and our “new premium in the EV era.” Through ENLITEN, which realizes “ultimate customization,” we will strive to enable cars and drivers to maximize their performance while refining ENLITEN technology and transferring it to replacement tires, thereby expanding value creation. By demonstrating Bridgestone’s spirit and passion for embracing the ultimate challenge through racing, we also aim to foster empathy and trust, thus evolving from a global premium brand to a “sustainable premium” brand. In addition, with motorsports as a starting point, we will accelerate sustainability throughout the entire value chain as swiftly as possible. We will also promote efforts to evolve our management capable of responding flexibly and quickly to change on a company-wide level.

In terms of specific sustainable global motorsports activities, in addition to the Bridgestone World Solar Challenge, which we have supported for many years, and the Bridgestone FIA ecoRally Cup, in which regular drivers participate in zero-emission vehicles, Bridgestone has been selected as the sole future tire supplier for the ABB FIA Formula E World Championship from the 2026-2027 season, marking our first return to an FIA World Championship in around 15 years since our final season for F1® in 2010.

By promoting these global activities, Bridgestone has always been and will always be committed to motorsports with boundless passion.

Toward 2030

To be a sustainable global premium brand



Softrobotics Ventures

In 2023, Bridgestone’s soft-robotics business became Softrobotics Ventures, an in-house venture where diverse talent can come together, demonstrate their entrepreneurial spirit, and shine. Under the slogan “Soften the future,” we will strive to “Evolve robots from tools to our partners for the future of human and robot co-existence” by taking on various challenges. Through co-creation with external partners, we have been leveraging our expertise in the development and production of tires and hoses to promote the small-scale commercialization of soft-robotics, which are flexible robots that can cooperate with humans using artificial muscles made of rubber (rubber actuators). In “TETOTE,” our first soft-robot hand model, we combined Ascent Robotics’ AI software to create a piece-picking robot that can firmly grip a variety of objects. We will promote value creation not only in the logistics industry but also in other industries, such as food and manufacturing.

In addition, TETOTE received the GOOD DESIGN AWARD 2023, sponsored by the Japan Institute of Design Promotion, while our soft-robot hand concept model was selected for the Gold Award 2023, the highest award of the globally renowned iF DESIGN AWARD 2023, enabling many customers to learn about the existence of our soft-robotics.

Moreover, as an entirely new type of robot, we unveiled prototype “umaru,” a robot that immerses your body and moves your mind, at the International Robot Exhibition 2023. It is an experience-based form of soft-robotics that allows visitors to let themselves go in their own way on a bed of artificial rubber muscles woven together. We also held our first event for general consumers at b8ta Tokyo - Shibuya, an experience-based store, for a limited time leading up to Valentine’s Day. Based on the concept of “Muscles where emotions dwell,” participants were able to experience this through soft technology by holding an artificial rubber muscle with their feelings and having the multiple artificial rubber muscles move accordingly.



TETOTE, our soft-robot hand that received the GOOD DESIGN AWARD 2023



Diverse talent play an active role, particularly young employees demonstrating entrepreneurship

5. Assets and Operating Results

Item *J-GAAP in parentheses	Unit	101st FY 2019	101st FY 2019	102nd FY2020	103rd FY2021	104th FY2022	105th FY2023
		J-GAAP	IFRS	IFRS	IFRS	IFRS	IFRS
Revenue (Net sales)	Yen in millions	3,525,600	3,507,243	2,695,224	3,246,057	4,110,070	4,313,800
Adjusted operating profit	Yen in millions	-	343,122	207,443	394,340	482,629	480,602
Operating profit	Yen in millions	326,098	349,336	62,488	376,799	441,298	481,775
Profit or loss attributable to owners of parent (Profit or loss attributable to owners of parent)	Yen in millions	292,598	240,111	(23,301)	394,037	300,305	331,305
Basic earnings or loss per share (Net income per share)	Yen	404.95	332.31	(33.09)	559.56	432.20	483.99
Total assets (Total assets)	Yen in millions	3,946,505	4,277,016	4,189,327	4,574,892	4,962,203	5,427,813

Notes 1. The Group prepares its consolidated financial statements based on International Financial Reporting Standards (IFRS) from fiscal year 2020. Figures for fiscal year 2019 reclassified under IFRS are stated together for comparison.

2. Adjusted operating profit is obtained by adjusting indicators by certain items.

Adjustments: 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 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. Basic earnings per share (net income per share) is calculated using the average number of shares during each period.

4. On March 31, 2021, Firestone Building Products Company, LLC, the Company's subsidiary, was sold to Holcim Participations (US) Inc. Firestone Building Products Company, LLC has thus been categorized as discontinued operations. Accordingly, the amounts of revenue, adjusted operating profit, and operating profit for fiscal year 2020 have been reclassified to present the respective amounts of continuing operations, excluding the discontinued operations.

5. On December 10, 2021, the Company decided to newly establish a wholly owned subsidiary (hereinafter "Prospira Corporation") through an absorption-type company split which will succeed the Company's anti-vibration rubber business, and after transferring all ownership of the Group's anti-vibration rubber business to Prospira Corporation, it would sell all shares of stock in Prospira Corporation to Anhui Zhongding Holding (Group) Co., Ltd. The anti-vibration rubber business has thus been categorized as discontinued operations. Accordingly, the amounts of revenue, adjusted operating profit, and operating profit for fiscal year 2020 have been reclassified to present the respective amounts of continuing operations, excluding the discontinued operations.

6. On December 10, 2021, the Company decided to newly establish a wholly owned subsidiary (hereinafter "Archem Inc.") through an absorption-type company split which will succeed the Company's chemical products solutions business, and after transferring all ownership of the Group's chemical products solutions business to

Archem Inc., it would sell all shares of stock in Archem Inc. to Endeavour United II Investment Business Limited Partnership, which is organized, managed, and operated by an investment fund Endeavour United Co., Ltd. The chemical products solutions business has thus been categorized as discontinued operations. Accordingly, the amounts of revenue, adjusted operating profit, and operating profit for fiscal year 2020 have been reclassified to present the respective amounts of continuing operations, excluding the discontinued operations.

7. 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 2024]

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."

		FY2024 projections	FY2023 results	Increase (Decrease)	
				Amount	Ratio
Full-year	Revenue	Yen in billions 4,430.0	Yen in billions 4,313.8	Yen in billions 116.2	% 3
	Adjusted operating profit	530.0	480.6	49.4	10
	Profit attributable to owners of parent	359.0	331.3	27.7	8
Exchange Rate	Full-year	Yen	Yen	-	%
		yen/dollar	135		141
		yen/euro	149	152	(2)

(Note) In the projections for the next fiscal year, the amount for profit attributable to owners of parent for continuing operations only is as follows:

- Profit attributable to owners of parent ¥359,000 million

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 Retail Japan Co., Ltd.	Kodaira, Tokyo	Yen in millions 300	(100.0%) 100.0%	Sale of tires and automotive parts
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 sporting goods
Bridgestone Cycle Co., Ltd.	Ageo, Saitama	Yen in millions 1,870	100.0%	Manufacture and sale of bicycles
Bridgestone Mining Solutions Latin America S.A.	Chile	USD in thousands 3,000	67.0%	Sale and related services of off-the-road tires for mining and construction vehicles and conveyor belts, etc.
Bridgestone Mining Solutions Australia Pty. Ltd.	Australia	AUD in thousands 7,000	100.0%	Sale and related services of off-the-road tires for mining and construction vehicles and conveyor belts, etc.
Bridgestone Asia Pacific Pte. Ltd.	Singapore	SGD in thousands 1,623,782	100.0%	Management of China and Asia-Pacific tire operations and sale of tires
Bridgestone (China) Investment Co., Ltd.	China	USD in thousands 347,665	100.0%	Management of China tire operations and sale of tires
Bridgestone (Wuxi) Tire Co., Ltd.	China	USD in thousands 255,040	(100.0%) 100.0%	Manufacture and sale of tires
Thai Bridgestone Co., Ltd.	Thailand	THB in thousands 400,000	(69.2%) 69.2%	Manufacture and sale of tires
Bridgestone Tire Manufacturing (Thailand) Co., Ltd.	Thailand	THB in thousands 6,921,000	(100.0%) 100.0%	Manufacture and sale of tires
PT Bridgestone Tire Indonesia	Indonesia	IDR in thousands 10,358,400	(54.3%) 54.3%	Manufacture and sale of tires
Bridgestone Australia Ltd.	Australia	AUD in thousands 205,820	(100.0%) 100.0%	Sale of tires
Bridgestone Americas, Inc.	U.S.	USD in thousands 127,002	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
Bridgestone Bandag, LLC	U.S.	USD in thousands 1	(100.0%) 100.0%	Manufacture and sale of retreading materials and provision of related services
Firestone Polymers, LLC	U.S.	USD in thousands 1	(100.0%) 100.0%	Manufacture and sale of synthetic rubber
Firestone Industrial Products Company, LLC	U.S.	USD in thousands 1	(100.0%) 100.0%	Manufacture and sale of air springs
Bridgestone Canada Inc.	Canada	CAD in thousands 20,902	(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 thousands 455,998	(100.0%) 100.0%	Manufacture and sale of tires
Bridgestone do Brasil Industria e Comercio Ltda.	Brazil	BRL in thousands 509,788	(100.0%) 100.0%	Manufacture and sale of tires
Bridgestone Argentina S.A.I.C.	Argentina	ARS in thousands 201,242	(100.0%) 100.0%	Manufacture and sale of tires
Bridgestone Europe NV/SA	Belgium	EUR in thousands 2,063,963	100.0%	Management of Europe, Russia, Middle East, India and Africa tire operations and sale of tires
Bridgestone Poznan Sp. z o.o.	Poland	PLN in thousands 558,059	(100.0%) 100.0%	Manufacture and sale of tires
Bridgestone Stargard Sp. z o.o.	Poland	PLN in thousands 572,650	(100.0%) 100.0%	Manufacture and sale of tires
First Stop Ayme SAS	France	EUR in thousands 22,178	(100.0%) 100.0%	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 thousands 17,000	(100.0%) 100.0%	Sale of tires
Bridgestone India Private Ltd.	India	INR in thousands 7,737,041	(100.0%) 100.0%	Manufacture and sale of tires
Bridgestone South Africa (Pty) Ltd.	South Africa	ZAR in thousands 207	(75.0%) 75.0%	Manufacture and sale of tires
Bridgestone Finance Corporation	Kodaira, Tokyo	Yen in millions 50	100.0%	Lending, purchasing of sales receivables and entrusted processing of accounting and payroll calculation
Bridgestone Treasury Singapore Pte. Ltd.	Singapore	USD in thousands 450,700	100.0%	Lending and purchasing of sales receivables

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

IV. 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	—
Masahiro Higashi	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 of Sompo Holdings, Inc. Outside Director, Ajinomoto Co., Inc.
Yuri Okina	Member of the Board (Outside Director) Chairperson of the Compensation Committee Member of the Nominating Committee	Chairperson of the Institute, The Japan Research Institute, Limited Outside Director of Marubeni Corporation
Kenichi Masuda	Member of the Board (Outside Director) Chairperson of the Nominating Committee Member of the Compensation Committee	Lawyer (Partner of Anderson Mori & Tomotsune) Outside Audit & Supervisory Board Member of Mercuria Holdings Co., Ltd. Outside Audit & Supervisory Board Member of Chugai Pharmaceutical Co., Ltd.
Kenzo Yamamoto	Member of the Board (Outside Director) Chairperson of the Audit Committee	Representative, Office of Financial and Economic Initiative Outside Director of SUMITOMO LIFE INSURANCE COMPANY Outside Director of Japan Post Bank Co., Ltd.
Yojiro Shiba	Member of the Board (Outside Director) Member of the Audit Committee	Outside Director of NIPPON EXPRESS HOLDINGS, INC.
Yoko Suzuki	Member of the Board (Outside Director) Member of the Audit Committee	Lawyer (Partner of Suzuki Sogo Law Office) Outside Director of Nippon Pigment Company Limited External Audit & Supervisory Board Member of MARUI GROUP CO., LTD. Outside Director of the Board of 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 of JC1 LLC. Outside Director, Nippon Shinyaku Co., Ltd. Outside Director, Panasonic Connect Co., Ltd.

Name	Position and assignment	Important concurrent positions
Yasuhiro Nakajima	Member of the Board (Outside Director) Member of the Audit Committee	Certified Public Accountant (Representative, Nakajima CPA Office)
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, 2023.

2. Of the Members of the Board, Mr. Scott Trevor Davis, Ms. Yuri Okina, Mr. Kenichi Masuda, Mr. Kenzo Yamamoto, Mr. Yojiro Shiba, Ms. Yoko Suzuki, Ms. Yukari Kobayashi, and Mr. Yasuhiro Nakajima 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, Ms. Yuri Okina, Mr. Kenichi Masuda, Mr. Kenzo Yamamoto, Mr. Yojiro Shiba, Ms. Yoko Suzuki, Ms. Yukari Kobayashi, and Mr. Yasuhiro Nakajima 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, Ms. Yuri Okina, Mr. Kenichi Masuda, Mr. Kenzo Yamamoto, Mr. Yojiro Shiba, Ms. Yoko Suzuki, Ms. Yukari Kobayashi, Mr. Yasuhiro Nakajima, 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
Masahiro Higashi	Representative Executive Officer	Joint Global COO (Responsible for BSJP and BSCAP) Bridgestone Asia Pacific Pte. Ltd., Chairman of the Board Concurrently responsible for BSJP Chairman and Representative Board Member of Bridgestone Tire Solution Japan Co., Ltd. Chairman and Representative Board Member of Bridgestone Cycle Co., Ltd.
Paolo Ferrari	Executive Officer	Joint Global COO (Responsible for BSAM and BSEMIA) Global CSO Bridgestone Americas, Inc., Member of the Board, CEO and President
Masato Banno	Executive Officer	Global CTO, Senior Vice President Responsible for Technology, Quality Management

Notes 1. Positions, assignments and important concurrent positions, etc. are as of December 31, 2023.

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

3. Mr. Masahiro Higashi resigned from his post as Chairman and Representative Board Member of Bridgestone Cycle Co., Ltd., effective December 31, 2023.

4. Meanings of abbreviations

CSO: Chief Business Solutions Officer

CTO: Chief Technology 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)	110	—	—	—	110	5
Members of the Board (Outside)	179	—	—	—	179	10
Executive Officers	215	163	227	195	800	5
Total	504	163	227	195	1,089	18

- 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 2023 (fully paid in cash; including the amount of actual payment to Directors who retired during fiscal year 2023).
3. Of the annual bonuses in the above table, Groupwide performance-based bonus is the amount expected to be paid in March 2024 based on the results of business performance, etc. of fiscal year 2023 (fully paid in cash), and performance-based bonus (area of responsibility) is the total amount of the actual payment during fiscal year 2023 (reflecting the previous fiscal year's business performance) and the standard amount expected to be paid in March 2024 (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 2023 (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), two Members of the Board (Outside), and one Executive Officer who retired during fiscal year 2023 are included in the numbers of Members of the Board and Executive Officers, respectively.

(2) Compensation system

Type of remuneration		Overview	
Fixed	Base remuneration	<ul style="list-style-type: none"> Monthly cash remuneration determined based on role and responsibilities (position, etc.) 	
	Additional allowance for Members of the Board with concurrent duties	<ul style="list-style-type: none"> Monthly cash remuneration for executive officers who serve concurrently as Members of the Board based on their role and responsibilities 	
	Additional allowance for the chairperson	<ul style="list-style-type: none"> Monthly cash remuneration for an outside director based on their role and responsibilities as chairperson of the Board of Directors 	
	Additional allowance for committee chairs	<ul style="list-style-type: none"> Monthly cash remuneration for an outside director based on their role and responsibilities as chairperson of a committee 	
Variable	Short-term incentives	Performance-based bonus (Groupwide)	<ul style="list-style-type: none"> Cash remuneration paid based on the evaluation of Groupwide performance (consolidated adjusted operating profit) for each fiscal year
		Performance-based bonus (area of responsibility)	<ul style="list-style-type: none"> Cash remuneration paid based on the individual performance evaluation for each fiscal year (Recipients: Joint Global COO and Representative Executive Officer, Senior Vice Presidents and Executive Officers)
	Mid- to long-term incentives	Performance Share Unit (PSU)	<ul style="list-style-type: none"> 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 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)
		Restricted Stock Unit (RSU), etc.	<ul style="list-style-type: none"> Remuneration provided for sharing value with shareholders and encouraging executive officers to realize the Mid-Long Term Business Strategy with sustainability at the core 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.)

(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.

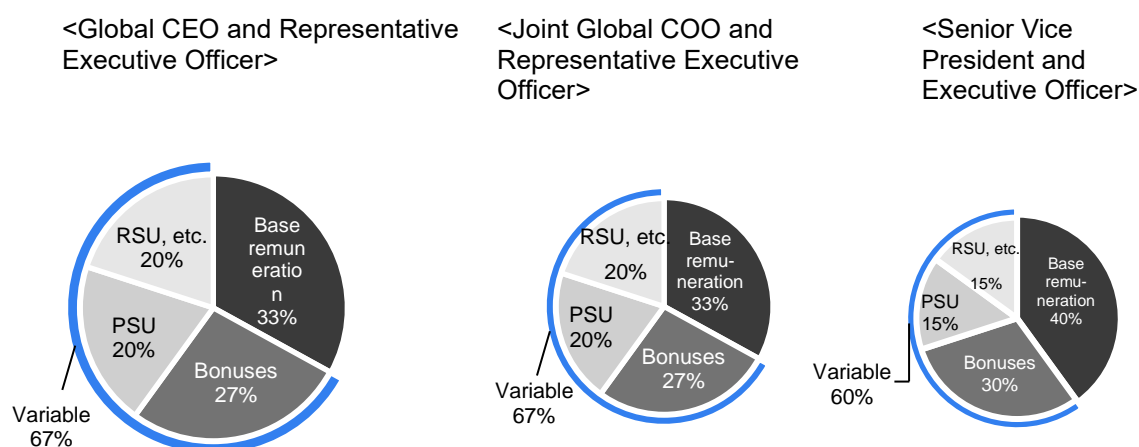
Principles of remuneration	<ol style="list-style-type: none"> 1. Attract and cultivate superior talent 2. Support a competitive remuneration level 3. Provide motivation for the execution of business strategies 4. Provide motivation for enhancing shareholder value
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(b)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



<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 Joint Global COO and Representative Executive Officer and Senior Vice Presidents 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 2023 was paid at 85.6% of the standard amount, in accordance with the evaluation of the performance indicators as follows. (Recipients: Global CEO and Representative Executive Officer, Joint Global COO and Representative Executive Officer, Senior Vice Presidents and Executive Officers)

Performance indicator	Fluctuation range of payment rate	Target for fiscal year 2023 (Yen in billions)	Results for fiscal year 2023 (Yen in billions)	Payment rate
Amount of consolidated adjusted operating profit	0-150%	Maximum: 612.0 Target: 510.0 Threshold: 408.0	480.60	85.6%

$$\text{Bonus payment by individual} = \text{Standard amount by position (Groupwide performance-based bonus)} \times \text{Payment rate 85.6\%}$$

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

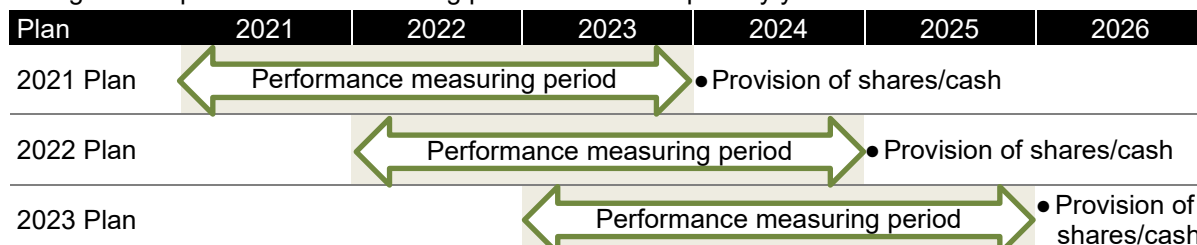
- The amount of individual bonuses for the Joint Global COO and Representative Executive Officer, Senior Vice Presidents, and Executive Officers is Groupwide performance-based bonus plus performance-based bonus (area of responsibility), which is variable within a range of 0% to 150% of the standard amount, 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 Joint Global COO and Representative Executive Officer, Senior Vice Presidents, and Executive Officers, in consideration of their roles and responsibilities.
- The amount of the bonus payment for the Joint Global COO and Representative Executive Officer for fiscal year 2023 will be determined by the Compensation Committee at a meeting to be held in March 2024, 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.
- The amount of bonus payment for Senior Vice Presidents and Executive Officers for fiscal year 2023 will be determined by the Compensation Committee at a meeting to be held in March 2024, based on the individual performance evaluation for the functions for which they are responsible.

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 2021 Plan (evaluation period: 2021 to 2023), for which the evaluation was finalized in fiscal year 2023, resulted in a payment of 83.0% 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, Joint Global COO and Representative Executive Officer, Joint Global COO and Executive Officer, Senior Vice Presidents and Executive Officers)

Performance indicator	Evaluation ratio	Fluctuation range of payment rate	Target for fiscal year 2023	Results	Payment rate
Consolidated ROIC	80%	0-200%	Maximum: 14% Target: 10% Threshold: 6%	8.7%	83.8%
Consolidated ROE	20%	0-200%	Maximum: 16% Target: 12% Threshold: 8%	10.4%	80.0%
Payment rate (weighted-average)					83.0%

$$\text{Number of shares by individual} = \text{Standard number of shares by position}^{*1} \times \text{Payment rate } 83.0\%$$

*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	2022	2023	2024	...	20XX	At the time of retirement
2022 Plan	Sustainability evaluation	<ul style="list-style-type: none"> • 50%: Provision of RSU • 50%: Delivery of RS 				<ul style="list-style-type: none"> • Cash payment • Lifting of the transfer restriction
2023 Plan		Sustainability evaluation	<ul style="list-style-type: none"> • 50%: Provision of RSU • 50%: Delivery of RS 			<ul style="list-style-type: none"> • Cash payment • Lifting of the transfer restriction

- The payment of RSU, etc. for fiscal year 2023 was 110% of the standard amount, in overall consideration of achievement status of the sustainability targets ((1) establishment of “Bridgestone E8 Commitment” as corporate commitment to evolve into a sustainable solutions company toward 2050 and communication with stakeholders both inside and outside of the Company, (2) investment in and development of people to increase added value and job satisfaction, (3) carbon neutrality, including reduction of CO₂ emissions, (4) circular economy, including increasing the ratio of recycled and renewable resources, and (5) activities for achieving a nature-positive world, establishment of Water Stewardship Policy.) The Compensation Committee commended the results that exceeded the targets for fiscal year 2023, specifically the major quantitative targets set forth in the Mid Term Business Plan (such as reducing CO₂ emissions and increasing the ratio of recycled and renewable resources). The Compensation Committee also commended the steady investments the Company has been making in the development of young people and human resources who will lead the future of the Company. 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, Joint Global COO and Representative Executive Officer, Joint Global COO and Executive Officer, Senior Vice Presidents and Executive Officers)

Amount of RSU, etc. payments by individual	=	Standard amount by position	×	Payment rate 110%
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(5) Activities of the Compensation Committee

- a. The number of meetings of the Compensation Committee and attendance of members

In fiscal year 2023, the Compensation Committee held 15 meetings mainly regarding the amount of executive compensation, with full attendance by the Committee members. 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, 2023)
(Assets)	
Current Assets:	
Cash and cash equivalents	724,601
Trade and other receivables	952,307
Inventories	868,578
Other financial assets	10,792
Other current assets	138,063
Subtotal	2,694,341
Assets held for sale	3,093
Total Current Assets	2,697,434
Non-current Assets:	
Property, plant and equipment	1,738,506
Right-of-use assets	319,135
Goodwill	149,990
Intangible assets	200,858
Investments accounted for using equity method	41,183
Other financial assets	131,210
Deferred tax assets	88,141
Other non-current assets	61,357
Total Non-current Assets	2,730,379
Total Assets	5,427,813

(Yen in millions)

	Current Year (As of December 31, 2023)
(Liabilities)	
Current Liabilities:	
Trade and other payables	599,240
Bonds and borrowings	258,074
Lease liabilities	61,308
Income taxes payable	91,124
Other financial liabilities	49,659
Provisions	35,489
Other current liabilities	168,858
Subtotal	1,263,753
Liabilities directly associated with assets held for sale	1,058
Total Current Liabilities	1,264,811
Non-current Liabilities:	
Bonds and borrowings	239,789
Lease liabilities	270,989
Other financial liabilities	9,901
Retirement benefit liabilities	153,511
Provisions	40,255
Deferred tax liabilities	30,946
Other non-current liabilities	12,217
Total Non-current Liabilities	757,608
Total Liabilities	2,022,419
(Equity)	
Common stock	126,354
Capital surplus	120,300
Treasury stock	(135,409)
Other components of equity	531,127
Retained earnings	2,711,220
Total equity attributable to owners of parent	3,353,592
Non-controlling interests	51,803
Total Equity	3,405,394
Total Liabilities and Equity	5,427,813

Consolidated Statement of Profit or Loss

(Yen in millions)

	Current Year (Year ended December 31, 2023)
Continuing operations	
Revenue	4,313,800
Cost of sales	2,661,228
Gross profit	1,652,573
Selling, general and administrative expenses	1,181,482
Other income	39,193
Other expenses	28,509
Operating profit	481,775
Finance income	35,385
Finance costs	78,346
Share of profit of investments accounted for using equity method	5,341
Profit before tax	444,154
Income tax expense	111,177
Profit from continuing operations	332,977
Discontinued operations	
Profit from discontinued operations	4,375
Profit	337,352
Profit attributable to owners of parent	331,305
Non-controlling interests	6,048
Profit	337,352

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

	Year ended December 31, 2023 Yen in millions
Adjusted operating profit (Note 1)	480,602
Adjustment items (income) (Note 2)	21,731
Adjustment items (expenses) (Note 5)	20,558
Operating profit	481,775
Finance income	35,385
Finance costs	78,346
Share of profit of investments accounted for using equity method	5,341
Profit before tax	444,154

(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:

	Year ended December 31, 2023 Yen in millions
Insurance claim income	2,347
Business and plant restructuring income (Note 3)	8,645
Gain on reversal of impairment losses on fixed assets	18
Other income with large amounts related to one time event (Note 4)	10,720
Adjustment items (income)	21,731

(Note 3) The major breakdown of business and plant restructuring income is presented in “(Notes to the consolidated statement of profit or loss), 1. Business and plant restructuring income”.

(Note 4) The breakdown of other income with large amounts related to one time event is included in “(Notes to the consolidated statement of profit or loss), 2. Gain on sale of fixed assets”.

(Note 5) The major breakdown of adjustment items (expenses) is as follows:

	Year ended December 31, 2023 Yen in millions
Impairment losses	1,833
Cost of sales (loss on disaster)	1,777
Other expenses (loss on disaster)	403
Business and plant restructuring expenses (Note 6)	17,921
Other expense with large amounts related to one time event (Note 7)	(1,375)
Adjustment items (expenses)	20,558

(Note 6) The major breakdown of business and plant restructuring expenses is presented in “(Notes to the consolidated statement of profit or loss), 3. Business and plant restructuring expenses”.

(Note 7) This was the recording of expenses relating to parts replacement, etc. of the affected standard and power assist bicycles following the recall in October 2022 of certain models of standard and power assist bicycles manufactured by BRIDGESTONE CYCLE CO., LTD., a consolidated subsidiary of the Company; however, the expenses have been partially reversed.

Consolidated Statement of Cash Flows (for reference)

	Current Year (Year ended December 31, 2023)
	Yen in millions
Cash flows from operating activities	
Profit before tax	444,154
Profit before tax from discontinued operations	5,340
Depreciation and amortization	305,805
Impairment losses	1,833
Increase (decrease) in accounts payable - bonuses	(10,845)
Increase (decrease) in retirement benefit liabilities	(9,959)
Interest and dividend income	(31,079)
Interest expenses	21,038
Foreign currency exchange loss (gain)	19,346
Share of profit of investments accounted for using equity method	(5,341)
Loss (gain) on sale of fixed assets	(17,322)
Business and plant restructuring income	(8,645)
Business and plant restructuring expenses	13,390
Loss on retirement of fixed assets	3,225
Decrease (increase) in trade and other receivables	56,807
Decrease (increase) in inventories	85,319
Increase (decrease) in trade and other payables	(55,279)
Increase (decrease) in allowance for doubtful accounts	6,519
Increase (decrease) in provision for loss on litigation	(7,047)
Increase (decrease) in provision for product warranties	(7,682)
Other	(106,865)
Subtotal	702,712
Interest and dividends received	34,461
Interest paid	(17,757)
Income taxes paid	(57,982)
Net cash provided by (used in) operating activities	661,433
Cash flows from investing activities	
Payments for purchase of property, plant and equipment	(282,449)
Proceeds from sale of property, plant and equipment	29,609
Payments for purchase of intangible assets	(60,488)
Payments for purchase of investment securities	(2,203)
Proceeds from sale of investment securities	27,923
Payments of long-term loans receivable	(21,122)
Collection of loans receivable	14,891
Other	(3,880)
Net cash provided by (used in) investing activities	(297,719)
Cash flows from financing activities	
Increase (decrease) in short-term borrowings	20,873
Proceeds from long-term borrowings	23,107
Repayments of long-term borrowings	(20,668)
Repayments of lease liabilities	(68,401)
Dividends paid to owners of parent	(130,044)
Dividends paid to non-controlling interests	(3,940)
Other	(4,584)
Net cash provided by (used in) financing activities	(183,657)
Effect of exchange rate changes on cash and cash equivalents	25,475
Net increase (decrease) in cash and cash equivalents	205,532
Cash and cash equivalents at beginning of period	518,905
Net increase (decrease) in cash and cash equivalents included in assets held for sale	164
Cash and cash equivalents at end of period	724,601

Non-Consolidated Financial Statements

Non-consolidated Balance Sheet

	Current Year (As of December 31, 2023)
	Yen in millions
(Assets)	
Current Assets:	
Cash and deposits	318,073
Notes receivable	457
Accounts receivable	326,704
Finished products	44,268
Work in process	8,457
Raw materials and supplies	41,488
Short-term loans receivable for subsidiaries and associates	107,436
Accounts receivable-other	24,167
Other current assets	21,307
Allowance for doubtful accounts	(765)
Total Current Assets	891,593
Fixed Assets:	
Property, plant and equipment	
Buildings	99,275
Structures	8,502
Machinery and equipment	47,525
Vehicles and carriers	1,676
Tools, furniture and fixtures	16,543
Land	57,563
Construction in progress	34,254
Total property, plant and equipment	265,338
Intangible assets	34,319
Investments and other assets	
Investment in securities	51,646
Investments in subsidiaries and associates	800,458
Investments in subsidiaries and associates, other than stock	52,590
Long-term loans receivable for subsidiaries and associates	1,276
Deferred tax assets	21,393
Other assets	2,409
Allowance for doubtful accounts	(0)
Total investments and other assets	929,773
Total Fixed Assets	1,229,429
Total	2,121,023

	Current Year (As of December 31, 2023)
	Yen in millions
(Liabilities)	
Current Liabilities:	
Accounts payable	93,205
Current portion of bonds	100,000
Lease obligations	112
Accounts payable - other	72,970
Accrued expenses	30,429
Income taxes payable	63,964
Deposits received	5,859
Allowance for losses on business transfer	5,834
Other current liabilities	34,465
Total Current Liabilities	406,837
Long-Term Liabilities:	
Bonds	210,000
Lease obligations	326
Accrued pension and liability for retirement benefits	41,506
Asset retirement obligation	2,596
Other long-term liabilities	2,186
Total Long-Term Liabilities	256,614
Total Liabilities	663,451
(Equity)	
Shareholders' Equity:	
Common stock	126,354
Capital surplus	
Capital reserve	122,079
Total capital surplus	122,079
Retained earnings	
Legal reserve	31,279
Other retained earnings	1,279,701
Reserve for advanced depreciation of fixed assets	28,796
Reserve for special account for advanced depreciation of fixed assets	8,903
General reserve	789,311
Unappropriated retained earnings	452,692
Total retained earnings	1,310,980
Treasury stock	(135,408)
Total Shareholders' Equity	1,424,005
Net unrealized gain (loss) and translation adjustments:	
Net unrealized gain (loss) on available-for-sale securities	30,076
Deferred gain (loss) on derivative instruments	1,183
Total net unrealized gain (loss) and translation adjustments	31,259
Stock acquisition rights	2,308
Total Equity	1,457,572
Total	2,121,023

Non-consolidated Statement of Profit or Loss

	Current Year (Year ended December 31, 2023)	
	Yen in millions	
Net Sales		1,007,593
Cost of Sales		608,053
Gross Profit		399,540
Selling, General and Administrative Expenses		222,484
Operating Profit		177,056
Non-operating Income		
Interest income	1,059	
Dividend income	144,010	
Other	7,223	152,292
Non-operating Expenses		
Interest expense	841	
Foreign currency exchange loss	18,897	
Other	9,015	28,754
Ordinary Profit		300,594
Extraordinary Income		
Gain on sale of fixed assets	16,028	
Gain on sales of investments in securities	19,665	
Gain on business transfer	5,512	41,206
Profit before Income Taxes		341,800
Income taxes - current	47,141	
Income taxes - deferred	10,445	57,586
Profit		284,215

Independent Auditor's Report

February 16, 2024

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, 2023 and for the year from January 1, 2023 to December 31, 2023 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 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.

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.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance 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 with it 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, 2024

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, 2023 and for the year from January 1, 2023 to December 31, 2023 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 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.

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 with it 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 105th business year from January 1, 2023 to December 31, 2023 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, 2024

Audit Committee, Bridgestone Corporation
Kenzo Yamamoto
Yojiro Shiba
Yoko Suzuki
Yukari Kobayashi
Yasuhiro Nakajima
Akira Matsuda (full-time)
Tsuyoshi Yoshimi (full-time)

(Note) Audit Committee Members Kenzo Yamamoto, Yojiro Shiba, Yoko Suzuki, Yukari Kobayashi, and Yasuhiro Nakajima 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.