

## Shuichi Ishibashi Letter To Accompany The Code

Bridgestone's founder Shojiro Ishibashi had a corporate philosophy that a simple profit-seeking business will never thrive, but a business that contributes to its society and country will be forever profitable. His philosophy has served as a foundation of the Bridgestone Group's mission of "Serving Society with Superior Quality". Bridgestone's corporate activities that are driven by this mission lead to the success of the Group as well as each and every one of us today and into the future.

The Code of Conduct, established in 2018, is set as a norm that applies across the entire Group and to help guide each and all of us to do the right thing and fulfill our mission in our daily business and operations, in conjunction with the Global Anti-Bribery Policy, Global Human Rights Policy, and many other global and regional-specific policies that have been adopted throughout Bridgestone. I have watched as our Code of Conduct has become part of our Bridgestone culture, our conversations with each other and those outside Bridgestone, and guided our decision making. I want to thank you all for your cooperation.

We are currently living in turbulent times: the COVID-19 pandemic, geopolitical risks associated with changes in the global balance of power, environmental issues such as climate change, and the many enormous natural disasters that are said to be caused by such environmental issues, to name just a few.

In these turbulent times, guided by our unwavering mission "Serving Society with Superior Quality", we have established the new "Bridgestone E8 Commitment" as the axis to drive management while earning the trust of future generations in March 2022 to realize our vision "Toward 2050, Bridgestone continues to provide social and customer value as a sustainable solutions company." issued in 2020. Based on this Commitment, we announced the "2030 Long-Term Strategic Aspiration" in August 2022 as a roadmap for our transformation to a resilient and "excellent" Bridgestone that possesses the strength and the flexibility to transform change to opportunity. Continuing to evolve along this roadmap will enable Bridgestone to continue to support the mobility of people and objects as well as fulfill its mission.

For Bridgestone to continue such evolution, we must earn the trust of the future generations by always acting ethically and with integrity. Our Code of Conduct shall provide us with practical guidance on how to act accordingly.

The Code of Conduct has guided the daily actions of all of our teammates since its publication in 2018. There have been various changes, including the establishment of the Bridgestone E8 Commitment and the revision of our Global Human Rights Policy, as four years have passed since then. We have now incorporated these changes in the Code of Conduct and also brushed up some of the content based on the comments and questions received from our teammates.

I ask all Bridgestone teammates to revisit the updated Code of Conduct and use it wisely in their daily business. Also, please make good use of the Code not only by its “wording” but also by its “spirit” as well as Bridgestone’s values of our mission. I would like to remind our leaders, managers and supervisors around the world that each and every one of you have a particular role to play in actively applying our Code of Conduct and helping teammates understand and follow the Code in their daily activities.

Finally, I ask that whatever you do at Bridgestone, do it with integrity and let our Code guide you, always.

Shuichi Ishibashi

Member of the Board

Global CEO and Representative Executive Officer