

# Talent Strategy

Bridgestone E8 Commitment

Empowerment

## Talent Creativity Enhancement

The Bridgestone Group believes that its talent forms the foundation of all its corporate activities. To this end, the Group is enhancing talent creativity and reinforcing a talent strategy aligned with its business strategy.

The Group's talent strategy is based on the idea of providing opportunities for diverse talent to shine through the spread of individual success and confidence, while aiming to enhance corporate value through added value creation aligned with the business strategy. To transform to a resilient "excellent" Bridgestone enhancing the talent creativity of each employee, the driving force behind this transformation, is essential. Reinforcing talent investment leads to increasing added value. As creating this virtuous cycle of value creation is necessary, the Group will introduce "talent creativity" as a global management KPI from Mid Term Business Plan (2024-2026) to measure the results of such initiatives, with 2023 as a trial year.

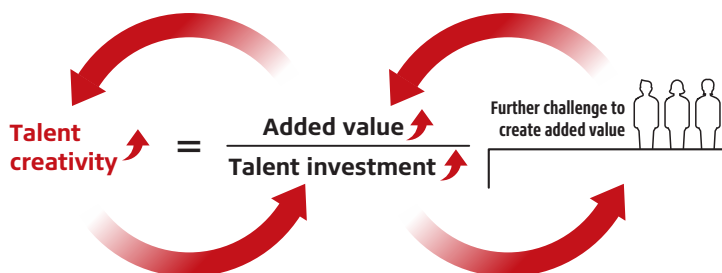
### » The Group's Talent Development Policy

The Group promotes talent development based on a talent strategy aligned with its business strategy. The Bridgestone DNA—"focus on quality", "respect for being on-site", "being attentive and supportive of customer problems", and championing a "challenging spirit"—are all essential in evolving to a resilient "excellent" Bridgestone that transforms change into opportunity, unperturbed by continuous change while remaining robust and flexible like rubber, as set forth in the 2030 Long Term Strategic Aspiration. The Group is accelerating various initiatives to support the development of employees so that the growth of the Company and that of each employee go hand in hand.

Engagement surveys conducted in different regions found "focus on quality" to be a strength shared Groupwide. The Group will continue to enhance initiatives to further develop "focus on quality" as the foundation of its business strategy. Regarding "respect for being on-site", the Group is encouraging employees to take on challenges on-site

through the "Genba (on-site) 100-Day Challenge Program" in Japan. The program encourages employees to transform their mindset and improve execution capabilities. In addition, to expand the solutions business by enhancing "being attentive and supportive of customer problems", the Group is developing talent who can empathize with an increasingly diverse society and customers and solve issues. For this, the Group is promoting DE&I to enable its diverse talent to shine. Specifically, in order to respect diverse values and promote diversity in decision-making as an organization, the Group is increasingly focusing on promoting the development and assignment of female leaders, and in Japan, strengthening mid-career recruitment and retention of highly specialized talent.

Regarding championing a "challenging spirit", in the soft-robotics business, which is an exploratory business, in addition to co-creation with external partners, the Group established a new corporate venture, "Softrobotics Ventures". It brings together diverse talent with an entrepreneurial spirit to create new business from scratch and is taking on the "challenge" of early commercialization. In the digital field, the Group is developing and acquiring advanced digital talent globally, and also introduced the "Digital 100-Day Training" in Japan, covering a wide range of levels. With regard to the development of management talent, the Group is driving intensive development through the "Bridgestone NEXT100", a program to develop the next generation of management leaders by selecting approximately 100 talent globally each year to participate in various management and executive meetings as well as overseas business school training programs.



Basic formula

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

(Labor cost + Training and development expense + Welfare & benefit expense)

## » Internal Workplace Environment Development Policy for the Group's Talent

Based on the belief that the success of diverse talent leads to the creation of value as expressed in the Bridgestone E8 Commitment, the Group has created a workplace environment where each and every employee can play an active role. Positioning the improvement of employee engagement as one of the key issues in promoting global culture change in line with the Bridgestone E8 Commitment, the Group has started to conduct monitoring through engagement surveys and share best practices from each region. Starting from 2023, the Group plans to implement a common engagement survey globally to enable the implementation of initiatives based on a common framework while respecting regional differences in cultures and characteristics.

Specifically, in Japan, the Group has introduced a training program in Kurume, its place of founding, for newly appointed managers and new employees that provides an opportunity to further experience the founder's thoughts, Bridgestone's DNA, and the Bridgestone Essence (corporate philosophy). Also in Japan, in order to develop a foundation for diverse talent to shine, the Group is implementing a variety of initiatives unique to Bridgestone, including DE&I management workshops for all managerial positions and supporting the use of FemTech to address female-specific health issues using technology. At manufacturing sites, the Group is implementing investments that reflect the opinions of workers on-site in a timely manner, and is working to enhance welfare, improve the workplace environment, and reduce workload.

Regional initiatives for DE&I are introduced later in this report.

## Soft-robotics Business

The soft-robotics business is taking on the challenge of supporting the lives of all individuals through the power of rubber based on Bridgestone's DNA of "being attentive and supportive of customer problems" and championing a "challenging spirit". The Group is advancing the commercialization of soft-robotics based on co-creation with external partners. Soft robots utilize artificial rubber muscles that leverage the know-how gained from the development and production of tires and hoses and are designed to work alongside humans. The soft robot hand concept model "Dialogue" was developed by taking advantage of the characteristics of artificial rubber muscles such as their flexibility, impact resistance, light weight, and high output. "Dialogue" was awarded the "iF GOLD AWARD", the highest award of the prestigious international design award "iF DESIGN AWARD 2023". The iF DESIGN AWARD is sponsored by iF International Forum Design GmbH, an international design promotion

organization. The organization annually selects outstanding designs for industrial products worldwide. This year, the competition received approximately 11,000 entries from 56 countries and regions, and only 75 were selected for the top award, the iF GOLD AWARD.



Founding members of Softrobotics Ventures launched in collaboration with Ascent Robotics Inc., Bridgestone's capital and alliance partner



Softrobotics Ventures continues to create opportunities to pioneer new horizons for soft robotics that can accompany and support people's daily lives. I joined the venture as a mid-career recruit in 2022, as I was captivated by the potential of soft-robotics technology and keen to work with unique individuals who are not afraid of challenges. In order to support the lives of individuals through the power of rubber, I am eager to expand the potential of robots through new perspectives.

### Shoko Tezuka

Softrobotics Business Promotion Section, Softrobotics Ventures