



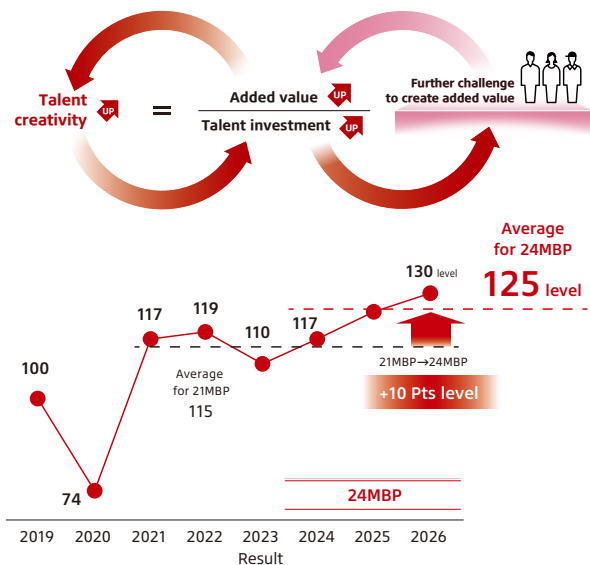
Talent Creativity Enhancement / Creation of New Corporate DNA Linked to the Bridgestone E8 Commitment

Improving Productivity and Creativity (Talent Creativity) of Every Individual

In order to promote a talent strategy linked to business strategies, the core of the Bridgestone's talent strategy is based on the idea of providing opportunities for diverse talent to shine through the spread of individual success and confidence. At the same time, this aims to enhance corporate value by creating added value linked to business strategy. In order to realize our 2030 Long Term Strategic Aspiration and improve the quality of our management and working & business, which is a priority issue in 24MBP, we need to hire talent uniquely suited to Bridgestone who share and embody the Bridgestone DNA, and then improve the productivity and creativity of each and every one of these employees. We are undertaking various initiatives to ensure that the corporate growth and the growth of each and every employee go hand in hand.

As an indicator of these efforts, "talent creativity" was first tested in 2023 and introduced as a global management indicator starting from the 24MBP. The basic concept of "talent creativity" is to strengthen investment in human capital, increase added value, and create a virtuous cycle of value creation. We define the "talent creativity KPI" as adjusted operating profit (added value) divided by talent investment (sum of labor, training, and benefits costs), and use this as a common global measure to monitor global trends and address issues in each region and country.

● Talent Creativity KPI



Specific Efforts to Enhance Talent Creativity

■ Talent Development

Bridgestone undertakes talent development based on a talent strategy aligned with its business strategy. In addition to strengthening the Bridgestone DNA, we are expanding learning and challenging opportunities to support talent who are keen to take on challenges and grow on their own to create further value. This will help ensure both the company's growth and each employee's growth can be realized. Through these efforts, we aim to create a virtuous cycle of value creation while increasing employee engagement.

■ Genba (On-site) 100-Day Challenge Program

In April 2023, we launched the "Genba (On-site) 100-Day Challenge Program", in which employees take the initiative to engage in investigating and verifying any issues or hypotheses they have formulated on their own about their respective operations. This initiative would be conducted for 100 days at Japanese or overseas worksites, thereby promoting awareness and behavioral change. In 2023, 15 people from diverse functions and departments, including safety and procurement, took part in the program. From 2024 and beyond, the program will be expanded globally to encourage even more employees to take up the challenge.

"Genba (on-site) 100-Day Challenge Program" was a valuable opportunity for me, as a member of the Quality Division, to collaborate with my teammates in Japan and overseas involved in the growth business of TB retread tires, and to drive PDCA cycle and improvements on Genbutsu-Genba. I have gained valuable knowledge from activities such as improvement activities analyzing each individual tire and identifying the cause of failures through the actual product review meetings in Japan, data-driven market analysis tools in the United States, and activities to strengthen recurrence prevention using the Process QA Reference List. I was also able to build a wide network of global connections. Moving forward, I will make efforts to improve the working & business quality based on the



original five concepts of the Deming Plan, with a focus on strengthening the Retread QA system.

Takuma Nishida

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■ Digital Skill Enhancement (Digital 100 Days of Training)

We have introduced the “Digital 100 Days of Training” as an opportunity for our employees to choose a program that suits their level of ability and challenges them to learn. The program covers a wide range of skill levels, including beginner training in basic digital literacy compiled by the Digital Literacy Council, and in-depth training in which participants learn digital technology related to their own field. In 2023, a total of over 700 employees worked to strengthen their digital skills. We believe that creating social value and customer value through the fusion of the real and the digital is indispensable to achieving the goals of 24MBP and realizing our 2030 Long Term Strategic Aspiration. We will continue to globally expand our foundation of digital talent, promoting their ongoing development and acquisition.

Creating an Environment where Diverse Talent can Shine

■ Creating a Place for Diverse Talent to Shine

Based on the belief that the success of diverse talent leads to the creation of value as expressed in the Bridgestone E8 Commitment, Bridgestone has created a workplace environment that allows our diverse workforce to shine. Positioning the improvement of employee engagement as one of the key issues in promoting global culture change in line with the Bridgestone E8 Commitment, from 2023, we have transitioned to monitoring through a globally standardized engagement survey. While respecting the differences in culture and characteristics of each country and region, we will deepen and evolve our efforts using a shared global evaluation and framework for activities.

The Bridgestone is active across a broad range of business areas, including premium tires, solutions, diversified products, and a value chain that extends from upstream (raw materials) to downstream (sales and services). In all business areas and across the entire value chain, we believe it is essential to be

proactive and willing to take on challenges in order to provide greater value to stakeholders. Through multiple initiatives, we continue to support the challenge and growth of numerous employees. In addition to creating a place where diverse talent can shine and take on diverse challenges, we are promoting the creation of a new corporate culture, corporate DNA, and culture change linked to improving employee engagement and creating value through the Bridgestone E8 Commitment.

■ Establishing a Pleasant Working Environment

At Bridgestone, we make ongoing improvements to create workplace environments that are inclusive to diverse personnel. These include on-site improvement activities and the use of FemTech programs to help resolve women's health issues through technology.

As part of our on-site improvement activities, we make investments that generate immediate results based on feedback from employees at the foremost front lines of our business. We are also working to enhance benefits, improve the workplace environment and reduce employee workloads. In particular, safety is the very foundation of corporate management, and as such each and every employee strives for “Safety First, Always”, as stated in our Safety Mission Statement, by promoting safety activities throughout the value chain, thereby ensuring we can all work with peace of mind in a safe workplace. As we work toward an environment where diverse talent can flourish, we update our safety and disaster-preparedness standards taking into consideration a variety of changes in conditions, including ergonomic risks, regulatory changes, the changing performance of machinery and equipment over time, and the introduction of new technologies. Furthermore, all our employees take the development of safety awareness seriously. We will continue to develop workplaces where a diverse range of people can work easily and with high motivation.



Anisara Tisamee
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APIC

The Fundamental Area Safety team within Global Quality Management Committee, has been developing a comprehensive roadmap to build a Strong Safety Culture, aiming to achieve globally ‘Perfect Safety’ as stated in our Safety Mission Statement. For this goal, our team promotes safety from Awareness, Engineering and System aspects such as implementation of fundamental activities (3S, KY, RA, Safety rules), development of safety technologies and establishment of global safety standards. Also ‘Safety Maturity Assessment’ is utilized for continuous improvement in the PDCA cycle. Viewing safety as the foundation of corporate management, we contribute to the entire value chain by fostering a safety culture that protects our teammates and creating safe and worker-friendly working environments.

