Financial Data

Fiscal years ended December 31

Consolidated Operating Results[1]	Japanese GAAP[2]			
	2014	2015	2016	2017
Revenue	3,673.9	3,790.3	3,337.0	3,643.4
Adjusted operating profit	478.0	517.2	449.5	419.0
Adjusted operating profit margin	13.0	13.6	13.5	11.5
Profit attributable to owners of parent	300.5	284.2	265.5	288.2
Profit attributable to owners of parent margin	8.2	7.5	8.0	7.9

Consolidated Operating Results by Segment[1,3]	Japanese GAAP[2]			
	2014	2015	2016	2017
Japan				
Revenue	1,264.9	1,187.8	1,080.6	1,147.8
Adjusted operating profit	210.1	197.4	150.6	160.2
Adjusted operating profit margin	16.6	16.6	13.9	14.0
Asia, Pacific, India and China (APIC)[4]				
Revenue	841.5	838.0	621.7	648.8
Adjusted operating profit	66.8	68.2	62.5	62.9
Adjusted operating profit margin	7.9	8.1	10.1	9.7
Americas				
Revenue	1,768.1	1,941.6	1,645.3	1,776.5
Adjusted operating profit	180.2	222.5	203.1	187.5
Adjusted operating profit margin	10.2	11.5	12.3	10.6
Europe, Middle East and Africa (EMEA)[5]				
Revenue	439.2	421.7	477.1	559.8
Adjusted operating profit	20.3	21.4	27.7	13.6
Adjusted operating profit margin	4.6	5.1	5.8	2.4

Financial Position[1]	Japanese GAAP[9]			
	2014	2015	2016	2017
Total assets	3,960.9	3,795.8	3,716.0	3,959.0
Total liabilities	1,814.2	1,513.8	1,370.1	1,556.3
Total equity	2,146.6	2,282.0	2,345.8	2,402.7
Ratio of equity attributable to owners of parent to total assets[6]	52.4	58.2	61.5	59.2
ROIC[7]	—	—	—	—
ROE[8]	15.5	13.3	11.8	12.5

Cash Flows	Japanese GAAP			
	2014	2015	2016	2017
Cash flows from operating activities	428.6	553.9	444.5	418.1
Cash flows from investing activities	-305.6	-233.3	-178.2	-200.7
Free cash flow[10]	122.9	320.5	266.2	217.3

Capital Expenditures, Depreciation and Amortization, and R&D Expenses[1]	Japanese GAAP			
	2014	2015	2016	2017
Capital expenditures	296.3	253.5	194.1	234.8
Depreciation and amortization	188.3	202.3	188.0	200.3
Ratio of depreciation and amortization to revenue	5.1	5.3	5.6	5.5
R&D expenses	94.1	94.9	95.4	99.7
Ratio of R&D expenses to revenue	2.6	2.5	2.9	2.7

Cash Dividends	2014	2015	2016	2017
Dividend per share	100	130	140	150

1. In accordance with the decisions of business transfer, Bridgestone Group has classified its U.S. building materials business, anti-vibration rubber business and chemical products solutions business as discontinued operations since 2021. Accordingly, financial figures represent amounts and figures for continuing operations.
2. Until 2018 (J-GAAP): Net sales, operating profit, and net income attributable to owners of the parent
3. Including intersegment transactions
4. Segment information: The Group changed its segment classifications in fiscal 2016. Until 2015 China, Asia Pacific, Middle East, Africa and Russia; In 2016 China, Asia Pacific and Russia; In 2017 and 2018 China and Asia Pacific; During 2019–2023 China, Asia (excluding India)-Pacific; Since 2024 Asia, Pacific, India and China (APIC)
5. Segment information: The Group changed its segment classifications in fiscal 2016. Until 2015 Europe; In 2016 Europe, Middle East and Africa; In 2017 and 2018 Europe, Russia, Middle East and Africa; During 2019–2023 Europe, Russia, Middle East, India and Africa; Since 2024 Europe, Middle East and Africa (EMEA)
6. Ratio of equity attributable to owners of parent to total assets = Total equity attributable to owners of parent ÷ Total assets
7. ROIC (Return on invested capital) = Adjusted operating profit after tax ÷ Invested capital
8. ROE (Return on equity) = Profit / ((Previous year-end total equity + Current year-end total equity) ÷ 2) x 100
9. Until 2018 (J-GAAP): Total assets, liabilities, net assets and equity ratio* * Equity (Net assets – Share acquisition rights – Non-controlling interests) ÷ Total assets
10. Free cash flow = Cash flows from operating activities + Cash flows from investing activities

	IFRS						Unit
2018	2019	2020	2021	2022	2023	2024	
3,650.1	3,507.2	2,994.5	3,246.1	4,110.1	4,313.8	4,430.1	Billion JPY
402.7	343.1	222.9	394.3	482.6	480.6	483.3	Billion JPY
11.0	9.8	7.4	12.1	11.7	11.1	10.9	%
291.6	240.1	-23.3	394.0	300.4	331.3	285.0	Billion JPY
8.0	6.8	-0.8	12.1	7.3	7.7	6.4	%

	IFRS						Unit
2018	2019	2020	2021	2022	2023	2024	
1,170.5	918.1	762.6	873.0	1,036.3	1,242.4	1,226.1	Billion JPY
153.5	108.8	64.6	117.0	140.3	206.5	187.3	Billion JPY
13.1	11.9	8.5	13.4	13.5	16.6	15.3	%
633.8	462.8	394.6	386.9	457.0	461.1	529.7	Billion JPY
56.7	36.2	24.6	42.0	39.9	41.6	58.5	Billion JPY
9.0	7.8	6.2	10.9	8.7	9.0	11.0	%
1,758.2	1,661.7	1,407.9	1,454.6	1,988.0	2,080.0	2,180.0	Billion JPY
177.8	184.3	139.9	190.6	251.2	212.0	180.1	Billion JPY
10.1	11.1	9.9	13.1	12.6	10.2	8.3	%
596.1	640.1	564.3	693.9	870.0	908.5	835.6	Billion JPY
11.0	15.0	-17.6	42.1	66.4	25.1	29.8	Billion JPY
1.9	2.3	-3.1	6.1	7.6	2.8	3.6	%

	IFRS						Unit
2018	2019	2020	2021	2022	2023	2024	
3,840.2	4,277.0	4,189.3	4,574.9	4,961.8	5,427.8	5,723.5	Billion JPY
1,404.1	1,874.5	1,994.0	1,899.5	1,949.4	2,022.4	1,937.0	Billion JPY
2,436.1	2,402.5	2,195.3	2,675.4	3,012.5	3,405.4	3,786.5	Billion JPY
61.9	54.9	51.3	57.5	59.8	61.8	65.2	%
—	7.4	5.5	9.0	9.4	8.7	8.2	%
12.4	10.0	-1.0	12.9	10.9	10.4	8.1	%

	IFRS						Unit
2018	2019	2020	2021	2022	2023	2024	
360.9	505.0	526.9	281.5	268.5	661.4	548.8	Billion JPY
-243.0	-261.9	-155.4	131.7	-338.0	-297.7	-255.1	Billion JPY
117.8	243.2	371.6	413.2	-69.5	363.7	293.8	Billion JPY

	IFRS						Unit
2018	2019	2020	2021	2022	2023	2024	
268.4	328.2	271.9	262.0	317.1	420.0	389.8	Billion JPY
200.4	269.7	267.5	245.9	282.1	305.8	348.1	Billion JPY
5.5	7.7	8.9	7.6	6.9	7.1	7.9	%
103.5	106.2	95.2	95.5	112.2	122.0	126.2	Billion JPY
2.8	3.0	3.2	2.9	2.7	2.8	2.9	%

2018	2019	2020	2021	2022	2023	2024	Unit
160	160	110	170	175	200	210	JPY

Non-Financial Data

LEGEND FY2024 data items in **bold** are those for which assurance is provided by third party institution.

Environment-related Data[1]	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Materials						
Amount of raw materials used	4,150	4,611	4,389	3,969	3,706	Thousand tonnes
Resource productivity[2]	722 (6.98)	704 (6.12)	936 (7.05)	1,087 (7.66)	1,196 (7.56)	Million JPY/Thousand tonnes (Thousand USD/tonnes)
Ratio of recycled and renewable material[3]	37.0	37.2	38.4	39.6	39.9	%
(Ratio of renewable material)[3, 4]	25.5	25.9	25.9	26.4	26.3	%
(Ratio of recycled material)[3, 5]	11.5	11.3	12.5	13.2	13.6	%
Energy						
Total energy consumption (Manufacturing sites & Non-manufacturing sites)[6, 7]	38,311	42,726	45,132	40,989	38,985	Thousand GJ
Energy consumption (fuel)[7, 8]	22,032	24,668	25,959	23,256	22,127	Thousand GJ
Energy consumption (purchased electricity)[7]	4,192	4,654	5,012	4,674	4,456	Thousand MWh
Energy consumption (purchased steam)[7]	1,191	1,248	1,111	836	731	Thousand GJ
Total energy consumption (renewable)[7]	1,767	2,847	4,702	11,288	11,866	Thousand GJ
Total energy consumption (non-renewable)[7]	36,545	39,879	40,429	29,701	27,119	Thousand GJ
Water						
Total water withdrawal[9]	63,744	66,744	67,983	63,983	62,136	Thousand m^3
Water withdrawal (surface water)	2,856	2,729	3,217	3,093	3,362	
Water withdrawal (groundwater)	8,480	9,086	8,891	8,123	7,637	
Water withdrawal (water supply, industrial water)	16,137	17,249	16,948	16,369	15,388	
Water withdrawal (seawater)	36,271	37,678	38,927	36,397	35,750	
Total water withdrawal by manufacturing facilities in water stress areas[9, 10]	2,873	2,981	2,712	2,475	2,341	

1. Period: January 1 to December 31 of each year. Includes figures for discontinued operations, and some estimates. Because we refined past data, the data above differs slightly from the past.
2. Sales per raw material used.
3. Within total material weight for tire products including tire casing for retreading.
4. Recycled material has been reprocessed from recovered [reclaimed] material by means of a manufacturing process and made into a final product or into a component for incorporation into goods or services. (This definition is based on ISO 14021: 2016)
5. Renewable material is composed of biomass from a living source and can be continually replenished. The material shall come from sources that are replenished at a rate equal to or greater than the rate of depletion. (This definition is based on ISO 14021: 2016)
6. Calculation method: Fuel consumption + Purchased electricity + Purchased steam + Solar power generation, etc. – Electricity sold.
7. The scope of FY2022 and beyond data are Manufacturing and Non-Manufacturing sites. The scope of FY2020–FY2021 data are only Manufacturing sites.
8. Includes fuel used for in-house power generation.
9. Water withdrawal does not include the recycled water from third parties and rainwater.
10. Manufacturing facilities that have water-related risks due to their locations in areas with the risk of deterioration of fresh water resources in terms of quantity and quality.

Environment-related Data[1]	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Emissions						
Greenhouse gas emissions at manufacturing sites (CO_2 Scope 1)	1,504	1,722	1,711	1,511	1,439	Thousand t-CO_2
Greenhouse gas emissions at manufacturing sites (CO_2 Scope 2, market-based)	1,659	1,664	1,370	377	244	Thousand t-CO_2
Greenhouse gas emissions at manufacturing sites (CO_2 Scope 1 + Scope 2, market-based)	3,162	3,387	3,081	1,888	1,683	Thousand t-CO_2
Greenhouse gas emissions at non-manufacturing sites (CO_2 Scope 1 + Scope 2, market based)	—	—	211	182	155	Thousand t-CO_2
Greenhouse gas emissions (CH_4 and N_2O Scope 1 + Scope 2)	14	16	14	7	6	Thousand t-CO_2e
Greenhouse gas emissions (Scope 3)[11]	100,097	113,421	109,688	99,201	92,919	Thousand t-CO_2
NOx emissions[12]	1,629	1,839	1,875	1,660	1,574	Tonnes
SOx emissions[12]	603	588	500	511	448	Tonnes
Waste						
Volume of waste generated	289	289	284	286	287	Thousand tonnes
Volume of recycled waste[13]	259	272	268	271	273	Thousand tonnes
Recycling waste rate[14]	90	94	94	95	95	%
Volume of waste to landfill	30	17	17	15	14	Thousand tonnes
Volume of regulated hazardous waste generated[15]	19	20	25	26	28	Thousand tonnes
Environmental Management						
Ratio of sites with ISO 14001 certification[16]	98.0	99.3	100.0	100.0	100.0	%

11. Category 8 and 13 are excluded from the 15 categories in Scope 3 of the GHG protocol.
12. Emissions from combustion of fossil fuels estimated based on fuel consumption data and corresponding emission factors.
13. Calculation method: Volume of waste generated – Volume of waste to landfill.
14. Calculation method: Volume of recycled waste / Volume of waste generated.
15. Calculated based on laws of each country. The calculation scope of regulated hazardous waste is partially expanded from 2022.
16. Within 96 sites that are targeted for ISO 14001 certification (as of December 31, 2024).

Non-Financial Data

Social-related Data	Japan[1]	Asia, Pacific, India, China	Americas	Europe, Middle East, Africa	Total	Unit
Number of employees[2]	37,664	19,174	47,946	16,680	121,464	Persons

1. "Japan" includes "Japan," "Other," and "Company-wide (common)" segments as presented in the Annual Securities Report.
2. As of December 31, 2024.

Social-related Data	Segment	Total	Leader positions[3]				Other staff and positions	Unit
			Top mgmt.	Mgmt. positions	Junior mgmt. positions	Total		
Ratio of female employees[1]	**Japan[2]**	12.3	0.6	8.0	5.7	6.4	13.5	%
	Asia, Pacific, India, China	9.1	9.8	22.3	12.2	14.0	8.0	
	Americas	12.9	34.0	26.0	21.9	22.6	10.5	
	Europe, Middle East, Africa	15.4	9.4	22.9	19.3	20.5	14.3	
	Total	12.5	8.6	17.8	16.1	16.4	11.6	

1. Data as of December 31, 2024 from 121,296 employers and employees (99.7% of total workforce).
2. "Japan" includes "Japan," "Other" and "Company-wide (common)" segments in the Annual Securities Report.
3. The definitions of each category are as follows.
   Top managerial positions: Officer-equivalent (Executives & VPs)
   Managerial positions: Persons in charge of the management of an organization (Line Managers)
   Junior managerial positions: Persons who contribute to the organization with their individual knowledge and experience, or are in a position to guide the organization's day-to-day management objectives, which include leaders who manage and oversee teams in manufacturing sites and other sites (Genba)

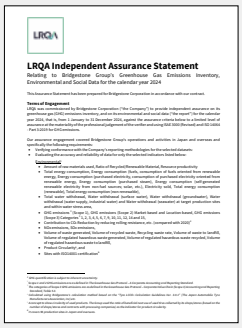
Social- and Governance-related Data		FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Global Executive Committee members	Total	11	11	12	12	11	Persons
	Number of foreign members	6	6	6	6	5	Persons
	Percentage of foreign members	54.5	54.5	50.0	50.0	45.5	%
Executive officers, vice presidents and senior officers[1]	Total	51	16	20	19	20	Persons
	Number of foreign members	9	5	7	5	5	Persons
	Percentage of foreign members	17.6	31.3	35.0	26.3	25.0	%
Product safety	**Ratio of sites with ISO 9001 certification**	100.0	99.2	100.0	100.0	100.0	%
Provision for product warranties	Balance at beginning of year	8,459	9,040	6,797	22,528	15,473	Million JPY
	Decrease (used)	11,371	6,030	5,469	8,930	6,311	Million JPY
Number of recalls[2]		2	3	6	0	1	Number
Occupational safety	**Lost-time injury frequency rate of employees and temporary staff[3]**	2.57	2.75	2.74	2.76	2.41	—
	Lost-time injury frequency rate of contractors	2.31	0.79	0.62	0.11	0.61	
	Serious injury rate of employees and temporary staff[4]	0.04	0.08	0.08	0.06	0.09	
	Serious injury rate of contractors	0.19	0.11	0.06	0.01	0.11	
	Occupational illness frequency rate of employees and temporary staff	0.16[5]	0.33	0.22	0.20	0.16	

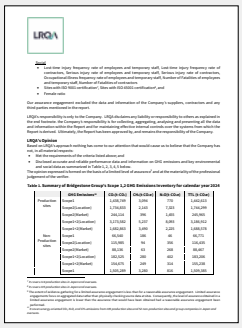
Data as of December 31 for each year referenced (Because we refined past data, the data above differs slightly from the past).
1. Including officers of Bridgestone subsidiaries. Data for 2021 and 2022 are the number of vice presidents and senior officers only, and 2020 include other officers. The change is due to the elimination of the executive officer system in 2020.
2. The number of recalls carried out by Bridgestone itself (excluding those carried out by other companies) and recall details can be found on each region's website, authorities' website, etc.
3. Lost-time injury frequency rate (LTIFR) = (Number of lost-time injuries ÷ Total working hours) x 1,000,000
4. Serious injury rate (SIR) = (Number of serious injuries ÷ Total working hours) x 1,000,000
5. Figures are for the six months from July to December 2020.

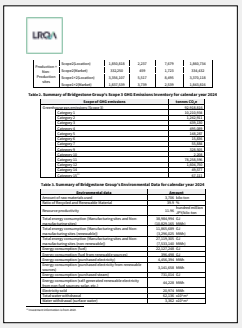
We have obtained third-party assurance from LRQA Group Limited for all environmental data and a portion of the social data for FY2024 as a means to ensure the reliability of this information. See the ESG Data section of Bridgestone's website for detailed information, including items covered by the GRI Standards.

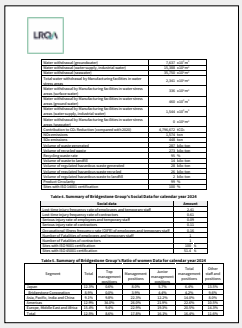
ESG Data
https://www.bridgestone.com/responsibilities/esgdata

Third-Party Assurance
https://www.bridgestone.com/responsibilities/esgdata/pdf/third-party_assurance2025.pdf


LRQA Independent Assurance Statement







External Assessments in the Sustainability Field

Bridgestone uses external assessments as a means of understanding society's demands and expectations, risks and opportunities, and their impact. We use the insights gained through analysis of external assessments and engagement with analysts to continuously improve our sustainability initiatives and information disclosure.

Dow Jones Best-in-Class Indices series*

* former Dow Jones Sustainability Indices (DJSI)

Dow Jones Best-in-Class World Index
For the third consecutive year, Bridgestone was selected as a constituent stock.
Dow Jones Sustainability Asia Pacific Index
For the 15th consecutive year, Bridgestone was selected as a constituent stock.

Information published in Sustainability Yearbook 2025

FTSE4Good Index Series
For the seventh consecutive year, Bridgestone was selected as a constituent stock.

Received the ratings below for its outstanding efforts.

CDP Climate Change: A–
CDP Water Security: A–

ESG Corporate Ratings by ISS ESG
Bridgestone was recognized with a "Prime" rating.

MSCI
For the second consecutive year, Bridgestone received "AAA" rating from MSCI.

Climate and Nature-related Risk Management and Responses to TCFD and TNFD

Bridgestone supports the Task Force on Climate-related Financial Disclosures (TCFD). It has been participating in the Taskforce on Nature-related Financial Disclosures (TNFD) Forum since March 2022.

As the world becomes increasingly concerned about climate change and the loss of natural capital, there is a growing movement towards a decarbonized society, as exemplified by the Paris Agreement. Additionally, efforts to achieve a nature positive world, as outlined in the Kunming-Montreal Global Biodiversity Framework, are gaining momentum. Within this context, Bridgestone is working to comprehensively assess and manage its dependency and impact on the climate and natural capital, as well as the risks and opportunities associated with climate change and the loss of natural capital, reflecting those in business strategy.

Based on recognition of these risks and opportunities, Bridgestone is striving to build the foundation for sustainable value creation by enhancing its unique sustainability business model. The business model integrates Bridgestone's efforts to realize carbon neutrality and a circular economy across the entire value chain from "produce and sell" and "use" of products to "renew" to raw materials. Also, Bridgestone aims to evolve this model towards a more circular and regenerative approach in order to contribute to the realization of a nature-positive world.

Status of adoption of TCFD and TNFD recommended disclosures

Bridgestone has become an Early Adopter of the TNFD and started disclosing in line with the TNFD Recommendations in October 2023.

Bridgestone's response status in accordance with recommended disclosures on final recommendations of the Task Force on Climate-related Financial Disclosure (TCFD) and the Taskforce on Nature-related Financial Disclosure (TNFD) version 1.0, is as follows. The following information is also included in the 106th Annual Securities Report [Approach and Initiatives on Sustainability].

Governance

Recommended disclosures	Status of Bridgestone's response	
	TCFD	TNFD
Board of Directors' oversight of dependencies, impacts, risks and opportunities	• The Board of Directors receive and review regular reports on the status of sustainability initiatives, including achieving carbon neutrality, realizing a circular economy and promoting a nature-positive world.	
Management's role in assessing and managing dependencies, impacts, risks and opportunities	• The Global EXCO, the highest level of corporate management, approves and manages the progress of mid-long term strategies, targets and action plans, including achieving carbon neutrality, realizing a circular economy and promoting a nature-positive world.	
Human rights policies and engagement activities, and oversight by the Board of Directors and management, with respect to indigenous peoples, local communities, affected and other stakeholders **(TNFD recommended disclosure)**		• The Global Human Rights Policy and the Global Sustainable Procurement Policy of Bridgestone's articulate its strong commitment to respect and support internationally recognized human rights principles such as the UN Guiding Principles for Business and Human Rights. The Global Sustainable Procurement Policy contains minimum requirements for suppliers to acquire or use land only by legal means in accordance with UN Declaration on the Rights of Indigenous Peoples, and to follow Free, Prior, and Informed Consent (FPIC) principles when acquiring land and assessing any forest development or creating forest management plans. We promote the implementation of these policies within Bridgestone, with suppliers, and across the supply chain. • Bridgestone collaborates with the World Wildlife Fund (WWF) to study and develop a due diligence process for ensuring the company's supply chain is in compliance with the Global Sustainable Procurement Policy. On-site ESG audits are conducted for suppliers, including natural rubber smallholders, using a self-assessment questionnaire developed in conjunction with WWF, and risks are evaluated. This questionnaire includes inquiries about the FPIC. • Bridgestone establishes a grievance mechanism for the natural rubber supply chain and publicly discloses the standard operating procedure and status of each grievance. It uses the grievance mechanism, among others, to monitor any potential/actual issues related to indigenous peoples and local communities' rights in its supply chain. • The Global EXCO approves and manages action plans and progress for sustainability, including respect for human rights, which are reviewed by the Board of Directors.

Strategy

<table>
<tr><th rowspan="2">Recommended disclosures</th><th colspan="2">Status of Bridgestone's response</th></tr>
<tr><th>TCFD</th><th>TNFD</th></tr>
<tr><td>Dependencies, impacts, risks and opportunities over the short-, medium-, and long-term</td><td colspan="2">
• Bridgestone comprehensively assesses and manages its dependency and impact on the climate and natural capital, as well as the risks and opportunities associated with climate change and the loss of natural capital. Dependencies, impacts, risks and opportunities have been identified as follows.
• Important risks and opportunities are incorporated into the management strategy and Mid Term Business Plan in working to establish a unique Sustainability Business Model that links our business with achieving carbon neutrality across the entire value chain, realizing a circular economy, and promoting a nature-positive world.

Dependencies on climate and natural capital*
• Dependency on nature's provision of water and biomass in the raw material procurement stage as well as climate and healthy soil maintenance and regulating services provided by ecosystems.
• Dependency on nature's provision of water in the tire production stage.

Impacts on climate and natural capital*
• Impact of land use in the raw material procurement stage.
• Impact of water resource usage and waste generation in the tire production stage.
• Impact of greenhouse gas emissions, water resource usage, emissions to air, water and soil and waste generation throughout the value chain.
</td></tr>
<tr><td>Impact on business model, value chain, strategy, and financial planning</td><td colspan="2">
Physical risks and opportunities related to climate change and loss of natural capital
• Risks of stronger typhoons and increased frequency of flooding and drought, which pose the risk of interrupting business activities.
• Risks related to the procurement of raw materials as a result of changing rainfall patterns leading to poor harvesting of natural rubber.
• Risk of lower demand for winter tires due to reduced snowfalls.
• Opportunities to commercialize natural rubber derived from guayule, which grows in arid regions. Risks due to poor harvesting of natural rubber derived from Para rubber trees, which are found predominantly in tropical regions.

Risks and opportunities related to the transition to a decarbonized society and a society in harmony with nature
• Risks of adverse effects on operating results and financial position, such as limitations on business activities and increased costs, if R&D expenses required to meet the rapidly changing needs of society and customers do not produce sufficient results when systems and regulations to combat climate change and loss of natural capital are introduced (for example, carbon taxes, CO_2 emission reduction obligations and emissions trading systems, and systems and regulations related to low-fuel consumption performance of tires, recycling used tires, water withdrawal and sustainable natural rubber, etc.).
• Opportunities associated with changes in competitive factors due to changes in mobility needs (for example, increased demand for tires for electric vehicles, increased demand for tires and solutions that help customers reduce CO_2 emissions).
• Opportunities to commercialize the recycling business resulting from increased regulation around the recycling of used tires.

* This refers to the main areas of dependency and impact throughout the value chain of the tire business that were evaluated as either "very high" or "high" in importance by the UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC) and industrial groups using ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure).
</td></tr>
<tr><td>Resilience of the organization's strategy, taking into consideration different scenarios</td><td colspan="2">• Bridgestone assesses risks and opportunities based on multiple climate- and nature-related scenarios. It has already begun to address those important risks and opportunities identified and will continue to do so on a regular basis.</td></tr>
<tr><td>Locations applicable to direct operations, upstream and downstream
• Locations with high integrity ecosystems and/or areas of decline in integrity
• Areas where biodiversity is of high importance
• Water stress areas
• Areas where the organization is likely to have significant potential dependencies and/or impacts

(TNFD recommended disclosure)</td><td>• Expand CO_2 absorption and fixation through afforestation of degraded land</td><td>• Bridgestone regularly evaluates production sites located in water stress areas with a risk of declining water resources in terms of quantity and quality. A water stewardship plan based on the water situation in each location has been formulated and is being implemented at all 17 production sites located in water stress areas as of end of 2024.</td></tr>
</table>

Management of risks and opportunities

Recommended disclosures	Status of Bridgestone's response	
	TCFD	TNFD
Process for identifying, assessing, and prioritizing dependencies, impacts, risks and opportunities in direct operations and upstream and downstream value chain	・Bridgestone strives to comprehensively and appropriately identify and address risks and opportunities across its operation while considering the business scale and characteristics of each Group company. Bridgestone identifies risks and opportunities associated with climate and natural capital by considering dependency and impact throughout the value chain based on evaluations from ENCORE by UNEP-WCMC and others and the Business & Biodiversity Interrelationship Map® released by Japan Business Initiative for Biodiversity (JBIB). ・In terms of business strategy risks and opportunities directly related to the execution of the Mid-Long Term Business Strategy, since 2022, Bridgestone has established the Global Management Risk Committee (GMRC) chaired by Global ERM Leader, consisting of EAST and WEST CEOs, Group presidents, and global function leaders, as well as others with relevant expertise within the organization. In addition, global and regional enterprise risk management leaders and professionals attend meetings to provide programmatic updates and ensure the overall global alignment and maturity of the program. ・The GMRC bi-annually identifies and evaluates the most critical global management risks, and meets periodically to formulate appropriate response strategies, and thereby verifies their effectiveness. Under GMRC, Bridgestone has established global working groups for the priority global management risks, facilitating cross-organizational risk responses. The outcomes of these discussions and monitoring activities are reported to Global EXCO and further to the Board of Directors.	
Management process		
Integration into and informing the organization's overall risk management		

Metrics and Targets

Recommended disclosures	Status of Bridgestone's response	
	TCFD	TNFD
Metrics used in the assessment and management of risks and opportunities	・Establishing targets and regularly monitoring CO_2 emissions (CO_2 emissions reduction in Scopes 1, 2, and 3, and the reduction contribution of CO_2 emissions throughout the lifecycle and value chain of Bridgestone's products and services) as one of the metrics for assessing and managing climate-related risks and opportunities. ・Bridgestone evaluates the cost of CO_2 emissions (US$100/t$CO_2$) and the effect of reductions based on internal carbon pricing in order to assess the risks and opportunities associated with an investment.	・Bridgestone sets water withdrawal in water stress areas, environmental footprint (amount of hazardous/ non-hazardous waste and landfill, VOC emissions, SOx/NOx emissions), size of habitat management area, and number of supported natural rubber smallholders as metrics in the assessment and management of nature-related risks, opportunities and impacts and regularly monitors status.
Metrics used in the assessment and management of dependencies and impacts		
Targets and performance in metrics used in the management of dependencies, impacts, risks and opportunities	・Setting long term environmental vision (2050 and beyond) and mid- term target (2030) to achieve carbon neutrality, realize a circular economy and promote nature-positive world; evaluating and disclosing performance every year. ・Setting targets toward 2030 to reduce our absolute CO_2 emissions (Scope 1 and 2) by 50% compared with 2011 levels, contribute to global CO_2 emissions reductions across the lifecycles and value chain (Scope 3) of Bridgestone's products and services exceeding five times our operation's CO_2 emissions (Scope 1 and 2) compared with 2020 levels, increase ratio of recycled and renewable material to 40%, and promote water stewardship plans to reduce water risks at production bases in water-stressed areas. ・Setting target of supporting 12,000 natural rubber smallholders by 2026 in seeking to curb deforestation ・The main results for targets toward 2030 are as follows.	

Priority items to be addressed		Metrics	2023 results	2024 results	2030 targets
Establishment and evolution of the Sustainability Business Model	Develop readiness toward carbon neutrality	Ratio of absolute CO_2 emissions reduction (Scopes 1 and 2) compared with 2011 levels	57%	62%	50%
	Expand circular economy business activities	Ratio of recycled and renewable material*1	39.6%	39.9%	40%
	Activities for achieving a nature-positive world	12,000 supported natural rubber smallholders*2	5,640	11,687	(2026) 12,000
		Formulate and implement a water stewardship plan at production sites located in water stress areas	Completed formulating at all 17 targeted sites	Being implemented at all 17 targeted sites	Implemented at all targeted sites

*1 Within total material weight for tire products including tire casing for retreading

*2 Cumulative total from 2023

Transition Plans

Bridgestone's climate and nature transition plans have been organized using the structures outlined in the Transition Plan Taskforce (TPT) disclosure framework and the discussion papers of the Taskforce on Nature-related Financial Disclosures (TNFD) discussion paper on nature transition plans published in October 2024 referring to the final recommendations and guidance of the Task Force on Climate-related Financial Disclosures (TCFD), the TPT disclosure framework, and the TNFD discussion paper.

Recommended disclosures		Status of Bridgestone's response	
		Climate transition plan	Nature transition plan
Foundations	**Strategic ambition**	・Bridgestone has formulated a Mid Long Term Business Strategy Framework to assist in realizing its vision of continuing to provide social value and customer value as a sustainable solutions company toward 2050. ・In alignment with the Paris Agreement, Bridgestone has established medium- to long-term climate change goals for 2026, 2030, and 2050.	
	Framing and scope		・Bridgestone is promoting initiatives based on material issues it has identified in terms of both the impact its business activities have on the environment and the contribution they make to the environment throughout the product life cycle and entire value chain.
	Business model, value chain, transition financing strategies	・To create both social value and customer value through its business and achieve a win-win-win relationship for society, customers, and Bridgestone, Bridgestone is incorporating its unique Sustainability Business Model into its corporate strategy and 24MBP. This model links the Company's business with the realization of carbon neutrality, a circular economy, and promoting a nature-positive world across the entire value chain, from the "produce and sell" and "use" stages of products through to their "renewal" to raw materials.	
	Plan priorities		・Bridgestone determines an order of priority based on assessment of its dependency and impact on natural capital, as well as the risks and opportunities associated with loss of natural capital. ・To promote a nature-positive world, Bridgestone's 24MBP focus will be on "initiatives for sustainable use of natural rubber & water resources," which are directly related to its business.
	Key assumptions and external factors	・Bridgestone will identify climate- and nature-related dependency and impact, transition risk, and physical risks and opportunities based on comprehensive assessment of multiple climate- and nature-related scenarios.	
Implementation Strategy	**Business planning and operations**	・In terms of CO_2 emissions (Scope 1 and 2) reduction, Bridgestone aims to achieve stable procurement of its renewable energy through optimization of the portfolio, as well as improving productivity in conjunction with BCMA and steadily improving energy intensity. This approach is aimed to balance business growth and CO_2 emissions reduction at an even higher level. In parallel, Bridgestone pursues technology development and verification to enable further reductions, enhancing its ability to meet rising societal expectations and providing ongoing value to society and customers.	・Bridgestone seeks to improve its environmental impact based on Milestone 2030. ・Based on its Water Stewardship Policy, by 2030 Bridgestone will create and implement specific water stewardship plans that are tailored to the local environment, focusing on production sites located in water stress areas. ・In order to support smallholder farmers in improving productivity and preventing deforestation, Bridgestone will support small-scale natural rubber farmers with technologies and disease control know-how developed at its own farms.
	Products and services	・Bridgestone strives to increase its contribution to reducing CO_2 emissions and reducing its environmental footprints on natural capital through the development and sale of fuel-efficient tires, growth of its retread tire business, use of recycled and renewable resources, and provision of mobility solutions, including expansion of its ENLITEN, base technology for product design.	
	Policies and conditions	・Bridgestone established the Bridgestone Environmental Management Policy, which incorporates the commitments made in its Environmental Mission Statement (to exist in harmony with nature, value natural resources, and reduce CO_2 emissions), as well as its 2050 long-term environmental vision. ・To assist in reducing CO_2 emissions, Bridgestone introduced internal carbon pricing (ICP), which it uses to reflect the impact of CO_2 reductions/increases in its investment decision-making. ・Bridgestone is strengthening supplier engagement under its Global Sustainable Procurement Policy. ・Bridgestone's Global Human Rights Policy articulates its strong commitment to respect and support internationally recognized human rights principles such as the UN Guiding Principles for Business and Human Rights.	
	Financial planning	・Bridgestone's Implementation Strategy is reflected in 24MBP.	

Climate and Nature-related Risk Management and Responses to TCFD and TNFD

Recommended disclosures		Status of Bridgestone's response	
		Climate transition plan	Nature transition plan
Engagement Strategy	**Engagement with the landscape, river basin and seascape**		・For its production sites in water stress areas, Bridgestone is implementing Water Stewardship Plans tailored to local water conditions, based on its Water Stewardship Policy. ・Bridgestone established a Capacity Building Task Force to provide training and technical support to smallholder farmers, in doing so strengthening efforts aimed at protecting forests and enhancing the productivity of small-scale natural rubber farmers. ・In collaboration with local communities and partners, Bridgestone established The Bridgestone In Harmony with Nature — Promoting Biodiversity Program to encourage all its manufacturing facilities across the globe to promote activities to conserve biodiversity. ・As part of its collaboration with WWF Japan and the Deloitte Tohmatsu Group on a trial analysis of the Science Based Targets for Nature (SBTs for nature), Bridgestone participated in a sustainable natural rubber project in Indonesia and confirmed the alignment of the project's metrics, targets and countermeasures with the elements for landscape engagement targets indicated in the guidance by SBTs for nature.
	Engagement with value chain	・Under Bridgestone's Global Sustainable Procurement Policy, suppliers are required to reduce their energy usage and GHG emissions, formulate plans for these reductions, and report on emission volume. ・Bridgestone holds workshops on CO_2 emissions reduction in order to support suppliers' efforts in this regard. ・Bridgestone conducts monitoring by such means as conducting surveys on CO_2 emissions reduction targets and current levels of CO_2 emissions.	・Bridgestone addresses environmental stewardship practices, respect for human rights, support of fair labor practices, and increased transparency, as articulated in its Global Sustainable Procurement Policy. ・Bridgestone's sourcing and production activities help protect and restore the High Conservation Value (HCV) and High Carbon Stock (HCS) areas and virgin forests that are critical to addressing climate change and preserving wildlife.
	Engagement with industry	・Bridgestone is participating in the World Business Council for Sustainable Development's (WBCSD) Tire Industry Project (TIP), a global initiative bringing together 10 leading tire companies that represent more than 60% of the world's tire manufacturing capacity. ・Bridgestone is participating in rubber and tire industry organizations in each region. ・Through the Global Platform for Sustainable Natural Rubber (GPSNR), Bridgestone is working to harmonize standards to improve respect for human rights, prevent land-grabbing and deforestation, protect biodiversity and water resources, improve natural rubber yields, and increase supply chain transparency and traceability while also participating in the GPSNR's Smallholder Representation and Capacity Building Working Group.	
	Engagement with government, public sector and civil society	・Bridgestone supports the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). ・Bridgestone is a member of the Japan Climate Initiative (JCI) and the GX League in Japan.	・Bridgestone is a participant in the Taskforce on Nature-related Financial Disclosures (TNFD) Forum. ・Bridgestone participates in Business for Nature and the Japan Business Initiative for Biodiversity (JBIB).
Metrics and Targets	**Dependency and impact metrics and targets**		・Bridgestone sets a goal of supporting 12,000 natural rubber smallholders by 2026 in seeking to curb deforestation ・To support sustainable use of water resources, Bridgestone regularly evaluates production sites located in water stress areas with a risk of declining water resources in terms of quantity and quality, including regular monitoring of water withdrawal. ・Through its partnership with WWF Japan, Bridgestone is participating in a sustainable natural rubber project in Indonesia. It conducted a pilot study regarding a landscape engagement target of SBTs for nature, identifying metrics, confirming the baseline for each metric, setting targets and countermeasures.
	Governance, business and operational, financial, and GHG metrics and targets	・Bridgestone regularly monitors CO_2 emissions (Scope 1, 2, and 3), CO_2 reduction contributions, and its renewable energy (electricity) usage, obtaining third-party verification of the data to ensure its reliability. ・Bridgestone has set long-term and mid-term environmental goals, obtaining SBT certification for its mid-term goals.	
	Carbon credits	・Bridgestone does not use carbon credit purchases in pursuing its CO_2 reduction targets.	
Governance	**Board oversight and reporting**	・The Board of Directors receives and reviews regular reports on the status of sustainability initiatives, including achieving carbon neutrality, contributing to a circular economy, and progress toward being in harmony with nature.	
	Management roles, responsibility and accountability	・The Global Executive Committee (Global EXCO), the highest level of corporate management, approves and manages the progress of mid-long term strategies, targets, and action plans, including achieving carbon neutrality, contributing to a circular economy, and progress toward being in harmony with nature.	
	Culture	・The Bridgestone E8 Commitment defines eight values to serve as the company's axis and vectors for value creation in relation to carbon neutrality and promoting a nature-positive world. - 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	
	Incentives and remuneration	・As a mid- to long-term incentive, remuneration for Board of Directors and Executive Officers includes the allocation of restricted stock as compensation for sustainability and transformation initiatives undertaken each fiscal year.	
	Skills, competencies and training	・Bridgestone provides education through training and e-learning in each region. ・In Japan, Bridgestone conducts sustainability training (e-learning and in-person training) once a year for all employees.	

Corporate and Investor Information

■Corporate Name
Bridgestone Corporation

■Established
1931

■Head Office
1-1, Kyobashi 3-chome, Chuo-ku,
Tokyo 104-8340, Japan

■Paid-in Capital
126,354 million JPY (As of December 31, 2024)

■Number of Employees
121,464 (Consolidated, as of December 31, 2024)

■Technology Centers
Japan: Tokyo and Yokohama
United States: Akron, Ohio
Italy: Rome
China: Wuxi
Thailand: Pathum Thani

■Number of Shares Authorized
1,450,000,000 (As of December 31, 2024)

■Number of Shares Issued
713,698,221 (As of December 31, 2024)

■Minimum Trading Units
100 shares

■Transfer Agent
Sumitomo Mitsui Trust Bank, Limited
4-1, Marunouchi 1-chome, Chiyoda-ku,
Tokyo 100-8233, Japan

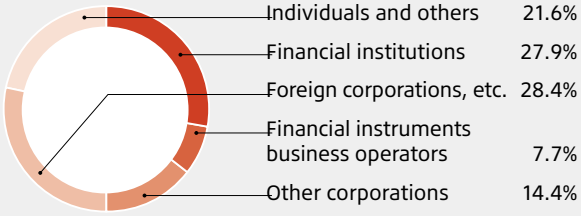
■Independent Auditor
KPMG AZSA LLC

■Stock Exchange Listings
Tokyo, Fukuoka

■Credit Ratings
(As of December 31, 2024)

Rating Agency Name	Long-term Rating
Moody's Japan K.K. (Moody's)	A1
Standard & Poor's (S&P)	A
Rating and Investment Information, Inc. (R&I)	AA+
Japan Credit Rating Agency, Ltd. (JCR)	AA+

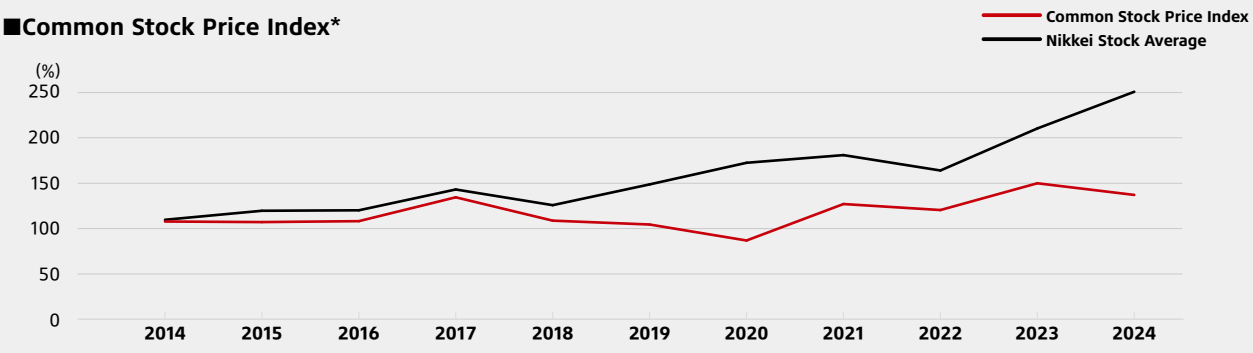
■Shareholder Composition
(As of December 31, 2024)



■Common Stock Price Range
(Tokyo Stock Exchange)

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Unit
High	4,459	5,182	4,463	5,605	5,515	4,734	4,082	5,467	5,509	6,245	7,058	JPY
Low	3,328	3,754	3,089	3,973	3,906	3,888	2,862	3,307	4,042	4,548	4,970	

■Common Stock Price Index*



* Relative value is based on 100 as of January 6, 2014.