

Financial Data

Fiscal years ended December 31

Consolidated Operating Results* ¹	Japanese GAAP* ²			
	2015	2016	2017	2018
Revenue	3,790.3	3,337.0	3,643.4	3,650.1
Adjusted operating profit	517.2	449.5	419.0	402.7
Adjusted operating profit margin	13.6	13.5	11.5	11.0
Profit attributable to owners of parent	284.2	265.5	288.2	291.6
Profit attributable to owners of parent margin	7.5	8.0	7.9	8.0

Consolidated Operating Results by Segment* ^{1, *3}	Japanese GAAP* ²			
	2015	2016	2017	2018
Japan				
Revenue	1,187.8	1,080.6	1,147.8	1,170.5
Adjusted operating profit	197.4	150.6	160.2	153.5
Adjusted operating profit margin	16.6	13.9	14.0	13.1
Asia, Pacific, India and China (APIC)*⁴				
Revenue	838.0	621.7	648.8	633.8
Adjusted operating profit	68.2	62.5	62.9	56.7
Adjusted operating profit margin	8.1	10.1	9.7	9.0
Americas				
Revenue	1,941.6	1,645.3	1,776.5	1,758.2
Adjusted operating profit	222.5	203.1	187.5	177.8
Adjusted operating profit margin	11.5	12.3	10.6	10.1
Europe, Middle East and Africa (EMEA)*⁵				
Revenue	421.7	477.1	559.8	596.1
Adjusted operating profit	21.4	27.7	13.6	11.0
Adjusted operating profit margin	5.1	5.8	2.4	1.9

Financial Position* ¹	Japanese GAAP* ⁹			
	2015	2016	2017	2018
Total assets	3,795.8	3,716.0	3,959.0	3,840.2
Total liabilities	1,513.8	1,370.1	1,556.3	1,404.1
Total equity	2,282.0	2,345.8	2,402.7	2,436.1
Ratio of equity attributable to owners of parent to total assets* ⁶	58.2	61.5	59.2	61.9
ROIC* ⁷	—	—	—	—
ROE* ⁸	13.3	11.8	12.5	12.4

Cash Flows	Japanese GAAP			
	2015	2016	2017	2018
Cash flows from operating activities	553.9	444.5	418.1	360.9
Cash flows from investing activities	-233.3	-178.2	-200.7	-243.0
Free cash flow* ¹⁰	320.5	266.2	217.3	117.8

Capital Expenditures, Depreciation and Amortization, and R&D Expenses* ¹	Japanese GAAP			
	2015	2016	2017	2018
Capital expenditures	253.5	194.1	234.8	268.4
Depreciation and amortization	202.3	188.0	200.3	200.4
Ratio of depreciation and amortization to revenue	5.3	5.6	5.5	5.5
R&D expenses	94.9	95.4	99.7	103.5
Ratio of R&D expenses to revenue	2.5	2.9	2.7	2.8

Cash Dividends	2015	2016	2017	2018
Dividend per share	130	140	150	160

*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) × 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
	2019	2020	2021	2022	2023	2024	2025	
	3,507.2	2,994.5	3,246.1	4,110.1	4,313.8	4,430.1	4,429.5	Billion JPY
	343.1	222.9	394.3	482.6	480.6	483.3	493.7	Billion JPY
	9.8	7.4	12.1	11.7	11.1	10.9	11.1	%
	240.1	-23.3	394.0	300.4	331.3	285.0	327.3	Billion JPY
	6.8	-0.8	12.1	7.3	7.7	6.4	7.4	%

	IFRS							Unit
	2019	2020	2021	2022	2023	2024	2025	
	918.1	762.6	873.0	1,036.3	1,242.4	1,226.1	1,265.9	Billion JPY
	108.8	64.6	117.0	140.3	206.5	187.3	198.1	Billion JPY
	11.9	8.5	13.4	13.5	16.6	15.3	15.7	%
	462.8	394.6	386.9	457.0	461.1	529.7	517.8	Billion JPY
	36.2	24.6	42.0	39.9	41.6	58.5	59.6	Billion JPY
	7.8	6.2	10.9	8.7	9.0	11.0	11.5	%
	1,661.7	1,407.9	1,454.6	1,988.0	2,080.0	2,180.0	2,130.5	Billion JPY
	184.3	139.9	190.6	251.2	212.0	180.1	201.5	Billion JPY
	11.1	9.9	13.1	12.6	10.2	8.3	9.5	%
	640.1	564.3	693.9	870.0	908.5	835.6	852.9	Billion JPY
	15.0	-17.6	42.1	66.4	25.1	29.8	42.4	Billion JPY
	2.3	-3.1	6.1	7.6	2.8	3.6	5.0	%

	IFRS							Unit
	2019	2020	2021	2022	2023	2024	2025	
	4,277.0	4,189.3	4,574.9	4,961.8	5,427.8	5,723.5	5,747.7	Billion JPY
	1,874.5	1,994.0	1,899.5	1,949.4	2,022.4	1,937.0	2,027.8	Billion JPY
	2,402.5	2,195.3	2,675.4	3,012.5	3,405.4	3,786.5	3,719.9	Billion JPY
	54.9	51.3	57.5	59.8	61.8	65.2	63.7	%
	7.4	5.5	9.0	9.4	8.7	8.2	8.3	%
	10.0	-1.0	12.9	10.9	10.4	8.1	8.6	%

	IFRS							Unit
	2019	2020	2021	2022	2023	2024	2025	
	505.0	526.9	281.5	268.5	661.4	548.8	660.4	Billion JPY
	-261.9	-155.4	131.7	-338.0	-297.7	-255.1	-225.0	Billion JPY
	243.2	371.6	413.2	-69.5	363.7	293.8	435.5	Billion JPY

	IFRS							Unit
	2019	2020	2021	2022	2023	2024	2025	
	328.2	271.9	262.0	317.1	420.0	389.8	365.9	Billion JPY
	269.7	267.5	245.9	282.1	305.8	348.1	353.2	Billion JPY
	7.7	8.9	7.6	6.9	7.1	7.9	8.0	%
	106.2	95.2	95.5	112.2	122.0	126.2	126.4	Billion JPY
	3.0	3.2	2.9	2.7	2.8	2.8	2.9	%

	2019	2020	2021	2022	2023	2024	2025	Unit
	160	110	170	175	200	210	230	JPY

Non-Financial Data

LEGEND FY2025 data items in **bold** are those for which assurance is provided by a third party institution.

Environment-related Data* ¹	FY2021	FY2022	FY2023	FY2024	FY2025	Unit
Indicators related to the circular economy						
Amount of raw materials used	4,611	4,389	3,969	3,706	3,342	Thousand tonnes
Resource productivity* ²	7.04	9.36	10.87	11.96	13.25	100 Million JPY/ Thousand tonnes
Ratio of recycled and renewable material* ³	37.2	38.4	39.6	39.9	40.0	%
(Ratio of recycled material)* ^{3, *4}	11.3	12.5	13.2	13.6	14.2	%
(Ratio of renewable material)* ^{3, *5}	25.9	25.9	26.4	26.3	25.8	%
Energy						
Total energy consumption (Manufacturing sites & Non-manufacturing sites)* ^{6, *7}	42,726	45,132	40,989	38,985	37,415	Thousand GJ
Energy consumption (fuel)* ^{7, *8}	24,668	25,959	23,256	22,127	21,290	Thousand GJ
Energy consumption (purchased electricity)* ⁷	4,654	5,012	4,674	4,456	4,292	Thousand MWh
Energy consumption (purchased steam)* ⁷	1,248	1,111	836	731	608	Thousand GJ
Total energy consumption (renewable)* ^{6, *7}	2,847	4,702	11,288	11,866	11,070	Thousand GJ
Total energy consumption (non-renewable)* ^{6, *7}	39,879	40,429	29,701	27,119	26,344	Thousand GJ
Water						
Total water withdrawal* ⁹	66,744	68,645	64,434	62,376	60,755	Thousand m ³
Water withdrawal (surface water)	2,729	3,217	3,093	3,362	3,435	
Water withdrawal (groundwater)	9,086	8,891	8,123	7,637	6,987	
Water withdrawal (water supply, industrial water)	17,249	17,611	16,820	15,627	14,595	
Water withdrawal (seawater)	37,678	38,927	36,397	35,750	35,738	
Total water withdrawal by manufacturing facilities in water stress areas* ^{9, *10}	2,981	2,712	2,475	2,341	1,870	
Sustainable use of natural rubber						
Number of supported natural rubber smallholders aimed at curbing deforestation	—	—	5,640	6,047	13,300	Smallholders

*1 The period covers January 1 to December 31 of every year, and the scope of coverage is the same as the Company's financial statements, covering manufacturing sites of Bridgestone Corporation and its consolidated subsidiaries. Starting with 2025 figures, the plant of Brisa Bridgestone Sabanci Lastik Sanayi ve Ticaret A.S., an equity-method affiliate of the Company, has been excluded. Data including non-manufacturing sites is also noted in the footnotes, and the scope of GHG emission aggregation is based on the Operational Control Approach defined in the GHG Protocol. There are some changes from previously published data, including some estimates, due to a revision of past data.

*2 Revenue 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 data for 2022 and beyond includes manufacturing and non-manufacturing sites. The scope of 2021 data includes only manufacturing sites. The scope of non-manufacturing sites included in aggregation was expanded starting with 2025 figures.

*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}	FY2021	FY2022	FY2023	FY2024	FY2025	Unit
Emissions						
Greenhouse gas emissions at manufacturing sites (CO ₂ : Scope 1)	1,722	1,711	1,511	1,439	1,334	Thousand t-CO ₂
Greenhouse gas emissions at manufacturing sites (CO ₂ : Scope 2, market-based)	1,664	1,370	377	244	302	Thousand t-CO ₂
Greenhouse gas emissions at manufacturing sites (CO ₂ : Scope 1 + Scope 2, market-based)	3,387	3,081	1,888	1,683	1,635	Thousand t-CO ₂
Greenhouse gas emissions at non-manufacturing sites (CO ₂ : Scope 1 + Scope 2, market based)	—	211	182	155	231	Thousand t-CO ₂
Greenhouse gas emissions (CH ₄ and N ₂ O Scope 1 + Scope 2)	16	14	7	6	13	Thousand t-CO ₂ e
Greenhouse gas emissions (Scope 3) ^{*11}	113,421	109,688	99,201	92,919	87,766	Thousand t-CO ₂ e
NOx emissions ^{*12}	1,839	1,875	1,660	1,574	1,490	Tonnes
SOx emissions ^{*12}	588	500	511	448	471	Tonnes
Waste						
Volume of waste generated	289	284	286	287	250	Thousand tonnes
Non-hazardous waste generated	269	260	260	258	224	Thousand tonnes
Non-hazardous waste to landfill	17	13	15	11	12	Thousand tonnes
Regulated hazardous waste generated ^{*13}	20	25	26	28	26	Thousand tonnes
Regulated hazardous waste to landfill ^{*13}	4	3	3	2	2	Thousand tonnes
Recovery waste rate ^{*14}	—	—	—	—	88	%
Non-hazardous waste recovery rate ^{*14}	—	—	—	—	90	%
Regulated hazardous waste recovery rate ^{*14}	—	—	—	—	69	%
Environmental Management						
Ratio of sites with ISO 14001 certification ^{*15}	99.3	100.0	100.0	100.0	100.0	%

^{*11} Out of 15 categories in Scope 3 of the GHG protocol, Category 8 and 13 are excluded.

^{*12} Emissions from combustion of fossil fuels are estimated based on fuel consumption data and corresponding emission factors.

^{*13} Calculated based on laws of each country. The calculation scope of regulated hazardous waste is partially expanded from 2022.

^{*14} Calculation method: (Volume of recycled waste + Volume of waste energy recovered) / Volume of waste generated

^{*15} Sites targeted for ISO 14001 certification (as of December 31, 2025: 93 sites).

Non-Financial Data

Social-related Data	Japan*1	Asia, Pacific, India, China	Americas	Europe, Middle East, Africa	Total	Unit
Number of employees*2	35,196	18,425	46,312	15,783	115,716	Persons

*1 "Japan" includes "Japan," "Other," and "Company-wide (common)" segments as presented in the Annual Securities Report.

*2 As of December 31, 2025.

Social-related Data	Segment	Total	Leader positions*3			Total	Other staff and positions	Unit
			Top managerial positions	Managerial positions	Junior managerial positions			
Ratio of female employees*1	Japan*2	12.3	2.0	8.4	5.8	6.6	13.4	%
	Asia, Pacific, India, China	9.1	10.1	20.5	17.7	17.9	6.3	
	Americas	12.7	33.3	25.3	21.8	22.4	10.4	
	Europe, Middle East, Africa	15.4	16.7	23.7	19.8	21.2	14.2	
	Total	12.4	10.5	17.7	17.1	17.1	11.3	

*1 Ratios are based on full-time Group employees. Data (as of December 31, 2025) covers 115,284 employees (99.4% of the Group).

*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		FY2021	FY2022	FY2023	FY2024	FY2025	Unit
Global Executive Committee members	Total	11	12	12	11	11	Persons
	Number of foreign members	6	6	6	5	5	Persons
	Percentage of foreign members	54.5	50.0	50.0	45.5	45.5	%
Executive Officers, Vice Presidents and Senior Officers*1	Total	16	20	19	20	20	Persons
	Number of foreign members	5	7	5	5	4	Persons
	Percentage of foreign members	31.3	35.0	26.3	25.0	20.0	%
Product safety	Ratio of sites with ISO 9001 certification	99.2	100.0	100.0	100.0	100.0	%
Provision for product warranties	Balance at beginning of year	9,040	6,797	22,528	15,473	12,886	Million JPY
	Decrease (used)	6,030	5,469	8,930	6,311	5,218	Million JPY
Number of recalls*2		3	6	0	1	3	—
Occupational safety	Lost-time injury frequency rate (LTIFR) of employees and temporary staff*3	2.75	2.74	2.75	2.64	2.49	—
	Lost-time injury frequency rate (LTIFR) of contractors*3	0.79	0.62	0.12	0.61	1.10	
	Serious injury rate (SIR) of employees and temporary staff*4	0.08	0.08	0.06	0.09	0.03	
	Serious injury rate (SIR) of contractors*4	0.11	0.06	0.01	0.11	0.32	
	Occupational illness frequency rate (OIFR) of employees and temporary staff*5	0.33	0.22	0.20	0.16	0.20	

Data as of December 31 for each year referenced (There are some changes from previously published data due to a revision of past data).

*1 Including individuals who belong to consolidated Group companies and also serve as Vice Presidents or Senior Officers of Bridgestone Corporation.

*2 The number of recalls voluntarily carried out by Bridgestone Group 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) × 1,000,000

*4 Serious injury rate (SIR) = (Number of serious injuries / Total working hours) × 1,000,000

*5 Occupational illness frequency rate (OIFR) of employees and temporary staff = (number of occupational illness / total working hours) × 1,000,000

Third-party assurance has been obtained from LRQA Group Limited for certain environmental data and social data for 2025 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_assurance2026.pdf

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

Dow Jones Best-in-Class World Index
For the fourth consecutive year, Bridgestone was selected as a constituent stock.
Dow Jones Sustainability Asia Pacific Index
For the 16th consecutive year, Bridgestone was selected as a constituent stock.



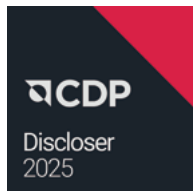
Information published in
Sustainability Yearbook 2026



FTSE4Good

FTSE4Good Index Series
For the eighth 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-
CDP Supplier Engagement: A



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



MSCI
For the third 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 these 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.

* Nature positive: The term “nature positive” refers to action for stopping or reversing losses to biodiversity and natural capital with the goal of spurring the recovery of the natural environment. It is used to highlight transitions to social and economic activities aimed at reducing the impact of businesses on biodiversity and natural capital, preserving and restoring natural bounties, and using natural capital in a sustainable manner.

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 TCFD and the TNFD version 1.0, is as follows. The index is also covered on Bridgestone's Annual Securities Report (107th Fiscal Period).

Governance

Recommended disclosures	Status of Bridgestone's Response	
	TCFD	TNFD
Board of Directors' oversight of dependencies, impacts, risks and opportunities	The Board of Directors receives and reviews 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 Group's highest level management and execution committee, 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. - In 2025, discussions were held on matters including the next CO₂ emission reduction targets to be set for 2026.	
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 the Group 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. The Group promotes the implementation of these policies within the Group, with suppliers, and across the supply chain. - The Group collaborates with the World Wildlife Fund (WWF) and developed a due diligence process for ensuring the company's supply chain is in compliance with the Global Sustainable Procurement Policy. On-site ESG inspections are conducted for natural rubber smallholders, using a self-assessment questionnaire developed in collaboration with WWF, and risks are assessed. This questionnaire includes checks on the FPIC. In 2025, the Global Platform for Sustainable Natural Rubber (GPSNR) formally adopted its Assurance System, which includes the obligation of respecting FPIC and the Group is committed to comply with the Assurance System. - The Group establishes a grievance mechanism for the natural rubber supply chain and publicly discloses the standard operating procedure and status of each grievance. We use the grievance mechanism, among others, to monitor any potential/actual adverse impacts related to indigenous peoples and local communities' rights in our supply chain. - The Global EXCO, the Group's highest level management and execution committee, approves and manages action plans and progress for sustainability, including respect for human rights, which are reviewed by the Board of Directors.	

Strategy

Recommended disclosures	Status of Bridgestone's Response	
	TCFD	TNFD
Dependencies, impacts, risks and opportunities over the short-, medium-, and long-term	- The Group 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 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. Physical risks and opportunities related to climate change and loss of natural capital	
Impact on business model, value chain, strategy, and financial planning	- 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 improve supply stability amid increasing expectations for stable natural rubber production, through productivity-enhancing technologies, and initiatives to support for smallholders. Risks and opportunities related to the transition to a decarbonized society and a society in harmony with nature - Risk 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, CO₂ 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 CO₂ 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).	
Resilience of the organization's strategy, taking into consideration different scenarios	- In 2023, the Group assessed risks and opportunities based on multiple climate- and nature-related scenarios, incorporated countermeasures into business plans, and is reviewing them annually*. - It has already begun to address those important risks and opportunities identified. * This refers to the consideration of areas with significant uncertainty, such as policy trends, technological innovations, and the physical impacts of climate change that could substantially affect the business.	
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)	Expand CO₂ absorption and fixation through afforestation of degraded land	The Group 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 16 production sites located in water stress areas as of end of 2025.

Management of risks and opportunities

Recommended disclosures	Status of the 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	- The Group 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. The Group 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, the Group established the Global Management Risk Committee (GMRC) in 2022 to strengthen its risk response. The GMRC is composed of representatives from each global committee and function, as well as members possessing relevant expertise within the organization. It regularly reports to the Global EXCO and Board of Directors and engages management to ensure that global risk management is integrated into Bridgestone's strategy formulation and decision-making. - The GMRC evaluates various global risks from short-, medium-, and long-term perspectives to identify important global management risks requiring oversight. Under GMRC, the Group has established global working groups and task forces to address high-priority management risks, facilitating cross-organizational risk responses. - Supply chain resilience and responses to regulations related to deforestation have been positioned as priority global management risks requiring oversight, and risk mitigation activities are being supervised.	
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 CO₂ emissions (CO₂ emissions reduction in Scopes 1, 2, and 3, and the reduction contribution of CO₂ emissions throughout the lifecycle and value chain of the Group's products and services) as one of the metrics for assessing and managing climate-related risks, opportunities and impacts. - The Group evaluates the cost of CO₂ emissions (US\$100/tCO₂) and the effect of reductions based on internal carbon pricing in order to assess the risks and opportunities associated with an investment.		The Group 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 CO₂ emissions (Scope 1 and 2) by 50% compared with 2011 levels, contribute to global CO₂ emissions reductions across the lifecycles and value chain (Scope 3) of the Group's products and services exceeding five times our operation's CO₂ emissions (Scope 1 and 2) compared with 2020 levels, increase ratio of recycled and renewable materials to 40%, and promote water stewardship plans to reduce water risks at production bases in water-stressed areas. - We set the target of supporting 12,000 natural rubber smallholders by the end of 2026 in order to curb deforestation. However, at the end of 2025, Bridgestone updated the target to supporting 30,000 natural rubber smallholders by the end of 2026, as our capacity building activities progressed smoothly. - The main results for targets toward 2030 are as follows.					
	Priority items to be addressed		Metrics	2024 results	2025 results	2030 targets
	Establishment and evolution of the Sustainability Business Model	Develop readiness toward carbon neutrality	Absolute CO ₂ emissions (Scopes 1 and 2)* ¹	1,755 thousand t-CO ₂	1,838 thousand t-CO ₂	—
			Ratio of absolute CO ₂ emissions reduction (Scopes 1 and 2) compared with 2011 levels* ²	64%	63%	50%
		Expand circular economy business activities	Ratio of recycled and renewable materials* ³	39.9%	40.0%	40%
		Promote nature-positive world	Number of supported natural rubber smallholders* ⁴	11,687	24,987	(2026) 30,000
			Formulate and implement a water stewardship plan at production sites located in water stress areas	Being implemented at all 17 targeted sites	Being implemented at all 16 targeted sites	Implemented at all targeted sites
		^{*1} Starting with the 2025 results, the scope of calculation is determined based on the organizational boundaries defined by the GHG Protocol's control approach. In addition, the 2024 results do not include some non-production sites.				
	^{*2} This target covers emissions from production sites, excluding discontinued operations, and includes the Brisa Bridgestone Sabanci Lastik Sanayi ve Ticaret A.S. plant (accounted for using the equity method). The carbon black businesses in Thailand and Mexico, for which transfer contracts were signed in 2025, are excluded from the scope of calculation.					
	^{*3} Within total material weight for tire products including tire casing for retreading					
^{*4} Cumulative total from 2023						

Transition Plans

Bridgestone's climate and nature transition plans have been organized referring to the final recommendations and guidance of the TCFD, the Transition Plan Taskforce (TPT) disclosure framework, and the TNFD guidance on nature in transition plans version 1.0.

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, regarding climate change, Bridgestone has established a long-term goal for 2050 and a medium-term goal for 2030.	
	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 Mid Term Business Plan (2024–2026). 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 Mid Term Business Plan (2024–2026) 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 CO₂ 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 (Bridgestone Commonality Modularity Architecture) and steadily improving energy intensity. This approach is aimed to balance business growth and CO₂ 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 natural rubber smallholders in improving productivity and preventing deforestation, Bridgestone will support them with technologies and disease control know-how developed at its own farms.
	Products and services	Bridgestone strives to increase its contribution to reducing CO₂ 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.	
	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 CO₂ emissions), as well as its 2050 long-term environmental vision. - To assist in reducing CO₂ emissions, Bridgestone introduced internal carbon pricing (ICP), which it uses to reflect the impact of CO₂ 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 Mid Term Business Plan (2024–2026).	

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 natural rubber smallholders, in doing so strengthening efforts aimed at protecting forests and enhancing their productivity. - 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 CO₂ emissions reduction in order to support suppliers' efforts in this regard. - Bridgestone conducts monitoring by such means as conducting surveys on CO₂ emissions reduction targets and current levels of CO₂ 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 65% 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 TCFD. - Bridgestone is a member of the Japan Climate Initiative (JCI) and the GX Future Consortium, a public-private partnership platform.	- Bridgestone is a participant in the 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 30,000 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 CO₂ emissions (Scope 1, 2, and 3), CO₂ 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 CO₂ 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 the efforts to achieve a nature positive world.	
	Management roles, responsibility and accountability	The Global EXCO 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, 2025)

■ Number of Employees

115,716 (Consolidated, as of December 31, 2025)

■ Technology Centers

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

■ Number of Shares Authorized

1,450,000,000 (As of December 31, 2025)

■ Number of Shares Issued

713,698,221 (As of December 31, 2025)

■ 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

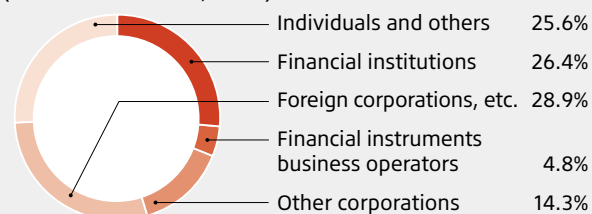
■ Credit Ratings

(As of December 31, 2025)

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, 2025)

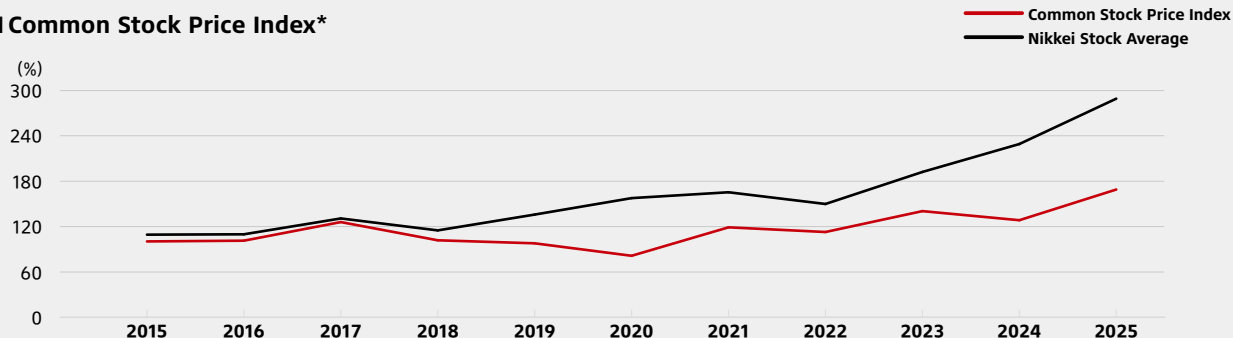


■ Common Stock Price Range

(Tokyo Stock Exchange)

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Unit
High	5,182	4,463	5,605	5,515	4,734	4,082	5,467	5,509	6,245	7,058	7,450	JPY
Low	3,754	3,089	3,973	3,906	3,888	2,862	3,307	4,042	4,548	4,970	5,113	

■ Common Stock Price Index*



* Relative value is based on 100 as of January 4, 2015.