

# ESG Data

See the Bridgestone Group's [GRI Index](#) online for complete information.  
Data items in bold are those for which [assurance](#) is provided.

## Management-related Data

Data item	FY2015	FY2016	FY2017	FY2018	GRI
Bridgestone Group sales <sup>1</sup>	JPY3,790 billion/ USD 31,425 million	JPY3,337 billion/ USD 28,646 million	JPY3,643 billion/ USD 32,242 million	JPY3,650 billion/ USD 32,883 million	102-7
Rubber production volume	1,790,000 tonnes	1,800,000 tonnes	1,880,000 tonnes	1,860,000 tonnes	102-7
Number of employees	144,303	143,616	142,669	143,509	102-7
Number of manufacturing facilities <sup>2</sup>	172	169	164	163	102-7

<sup>1</sup> Based on the average exchange rate used in the Bridgestone Group's 2018 Financial Report.

<sup>2</sup> Number of facilities as of April 1 each year. All other data reported as of December 31 each year.

## Environment-related Data<sup>3</sup>

Data item	FY2015	FY2016	FY2017	FY2018	GRI
<b>Materials</b>					
Amount of raw materials used	4,811 thousand tonnes	4,795 thousand tonnes	5,039 thousand tonnes	5,223 thousand tonnes	301-1
Resource productivity <sup>4</sup>	JPY 788 thousand/tonnes (USD 6.53 thousand/tonnes)	JPY 696 thousand/tonnes (USD 5.97 thousand /tonnes)	JPY 723 thousand/tonnes (USD 6.40 thousand/tonnes)	JPY 699 thousand/tonnes (USD 6.30 thousand/tonnes)	301-1
Amount of recycled rubber	16,066 tonnes	16,356 tonnes	20,369 tonnes	21,155 tonnes	301-2
Reclaimed products rate <sup>5</sup>	-	-	-	66%	301-3
<b>Energy</b>					
<b>Total energy consumption</b>	45,212 thousand GJ	44,860 thousand GJ	45,756 thousand GJ	46,358 thousand GJ	302-1
<b>Energy consumption (fuel)<sup>6</sup></b>	26,694 thousand GJ	26,416 thousand GJ	26,932 thousand GJ	27,305 thousand GJ	302-1
<b>Energy consumption (purchased electricity)</b>	4,649 thousand MWh	4,650 thousand MWh	4,802 thousand MWh	4,929 thousand MWh	302-1
<b>Energy consumption (purchased steam)</b>	1,864 thousand GJ	1,797 thousand GJ	1,630 thousand GJ	1,429 thousand GJ	302-1
Energy consumption per unit of sales <sup>1</sup>	1,193 GJ/JPY100 million (1,439 GJ/USD million)	1,344 GJ/JPY100 million (1,566 GJ/USD million)	1,256 GJ/JPY100 million (1,419 GJ/USD million)	1,270 GJ/JPY100 million (1,410 GJ/USD million)	302-3
Reduction volume of energy consumption	1,152 thousand GJ	352 thousand GJ	-896 thousand GJ	-602 thousand GJ	302-4
Energy consumption outside of the organization	1,460,987 thousand GJ	1,479,404 thousand GJ	1,549,645 thousand GJ	1,488,972 thousand GJ	302-2
<b>Water and Effluents</b>					
<b>Total water withdrawal<sup>7</sup></b>	77,445 thousand m <sup>3</sup>	74,221 thousand m <sup>3</sup>	71,477 thousand m <sup>3</sup>	74,039 thousand m <sup>3</sup>	303-3
<b>Water withdrawal (surface water)</b>	4,943 thousand m <sup>3</sup>	4,702 thousand m <sup>3</sup>	4,797 thousand m <sup>3</sup>	4,782 thousand m <sup>3</sup>	303-3
<b>Water withdrawal (groundwater)</b>	11,402 thousand m <sup>3</sup>	11,515 thousand m <sup>3</sup>	11,589 thousand m <sup>3</sup>	11,256 thousand m <sup>3</sup>	303-3
<b>Water withdrawal (water supply, industrial water)</b>	19,881 thousand m <sup>3</sup>	19,546 thousand m <sup>3</sup>	18,664 thousand m <sup>3</sup>	18,321 thousand m <sup>3</sup>	303-3
<b>Water withdrawal (seawater)</b>	41,200 thousand m <sup>3</sup>	38,457 thousand m <sup>3</sup>	36,426 thousand m <sup>3</sup>	39,681 thousand m <sup>3</sup>	303-3
Volume of recycled water	480,506 thousand m <sup>3</sup>	454,054 thousand m <sup>3</sup>	424,480 thousand m <sup>3</sup>	389,672 thousand m <sup>3</sup>	303-3
Total water discharge	61,744 thousand m <sup>3</sup>	58,677 thousand m <sup>3</sup>	56,801 thousand m <sup>3</sup>	60,146 thousand m <sup>3</sup>	303-4

# ESG Data

## Environment-related Data<sup>3</sup>

Data item	FY2015	FY2016	FY2017	FY2018	GRI
<b>Emissions</b>					
Greenhouse gas emissions (Scope 1)	1,856 thousand t-CO <sub>2</sub>	1,828 thousand t-CO <sub>2</sub>	1,871 thousand t-CO <sub>2</sub>	1,885 thousand t-CO <sub>2</sub>	305-1
Greenhouse gas emissions (Scope 2, market based) <sup>8</sup>	2,502 thousand t-CO <sub>2</sub>	2,448 thousand t-CO <sub>2</sub>	2,327 thousand t-CO <sub>2</sub>	2,264 thousand t-CO <sub>2</sub>	305-2
Greenhouse gas emissions (Scope 3) <sup>8</sup>	122,034 thousand t-CO <sub>2</sub>	122,834 thousand t-CO <sub>2</sub>	128,884 thousand t-CO <sub>2</sub>	135,670 thousand t-CO <sub>2</sub>	305-3
CO <sub>2</sub> emissions per unit in lifecycle stages <sup>9</sup>	366 t-CO <sub>2</sub> /JPY100 million (441 t-CO <sub>2</sub> /USD million)	412 t-CO <sub>2</sub> /JPY100 million (480 t-CO <sub>2</sub> /USD million)	378 t-CO <sub>2</sub> /JPY100 million (427 t-CO <sub>2</sub> /USD million)	389 t-CO <sub>2</sub> /JPY100 million (432 t-CO <sub>2</sub> /USD million)	305-4
CO <sub>2</sub> emission reduction rate in the operations and products' after-use (from a 2005 baseline)	37%	29%	35%	33%	305-5
NOx emissions <sup>10</sup>	4,066 tonnes	4,022 tonnes	4,069 tonnes	4,083 tonnes	305-7
SOx emission <sup>10</sup>	1,394 tonnes	1,095 tonnes	1,100 tonnes	901 tonnes	305-7
<b>Waste</b>					
Volume of waste generated <sup>11</sup>	296 thousand tonnes	311 thousand tonnes	312 thousand tonnes	355 thousand tonnes	306-2
Volume of recycled waste	265 thousand tonnes	282 thousand tonnes	282 thousand tonnes	315 thousand tonnes	306-2
Recycling waste rate	89%	91%	91%	89%	306-2
Volume of waste landfill	31 thousand tonnes	29 thousand tonnes	29 thousand tonnes	41 thousand tonnes	306-2
<b>Environmental Management</b>					
Sites with ISO 14001 certification <sup>12</sup>	99.4%	99.4%	98.7%	98.7%	-

<sup>3</sup> Data represents all Bridgestone Group facilities for the period of January 1–December 31 for each year referenced. Part of the data includes estimated figures.

<sup>4</sup> Sales per raw material used.

<sup>5</sup> Ratio of beneficial use such as material recycle, energy recovery, etc., except for retread, based on latest statistical data of tires.

<sup>6</sup> Includes fuel for in-house power generation.

<sup>7</sup> Water withdrawal data does not include recycled water from third-parties and rainwater.

<sup>8</sup> Category 8, 13 and 15 are excluded from the 15 categories in Scope 3 of the GHG protocol.

<sup>9</sup> CO<sub>2</sub> emissions per unit of sales produced from lifecycle stages from procurement to manufacturing, distribution and disposal.

<sup>10</sup> Emissions from combustion of fossil fuels estimated based on fuel consumption data and corresponding emission factors.

<sup>11</sup> Total volume of waste including non-hazardous waste and regulated hazardous waste.

<sup>12</sup> Sites targeted by the Bridgestone Group for ISO 14001 certification.

## Social and Governance related Data

Data item		FY2015	FY2016	FY2017	FY2018	GRI
Number of employees <sup>13</sup>	Total	144,303	143,616	142,669	143,509	102-7
	Japan	28,616	28,326	28,375	28,793	
	Americas	60,762	60,798	59,750	58,998	
	Europe, Russia, Middle East and Africa	16,760	17,240	17,510	17,637	
	China, Asia Pacific	38,165	37,252	37,034	38,081	
Global Executive Committee members <sup>13</sup>	Total	13	14	16	9	405-1
	Number of foreign members	5	6	8	5	
	Percentage of foreign members	38.5%	42.9%	50.0%	55.6%	
Executive Officers, Vice Presidents and Officers <sup>13, 14</sup>	Total	51	52	52	52	405-1
	Number of foreign members	7	9	12	10	
	Percentage of foreign members	13.7%	17.3%	23.1%	19.2%	
Product safety	Sites with ISO 9001 certification <sup>13, 15</sup>	-	98.7%	99.0%	99.3%	416-1

Data item	Region	Total	Top Management positions <sup>18</sup>			Total managerial positions	Other staff and positions	GRI
				Management positions <sup>19</sup>	Junior Management positions <sup>20</sup>			
Female Ratio <sup>16</sup>	Japan	11.1%	0.9%	1.8%	2.2%	1.9%	13.3%	405-1
	Bridgestone Corporation	8.8%	0.0%	2.7%	0.0%	1.9%	9.9%	
	Americas	11.2%	24.0%	15.5%	10.9%	12.2%	11.1%	
	Europe and Middle East <sup>17</sup>	11.7%	19.0%	13.6%	10.9%	11.5%	11.7%	
	China, Asia Pacific	8.1%	0.0%	10.0%	14.1%	13.1%	7.3%	

Data item		2018	GRI
Number of directors in Bridgestone Corporation (as of April 1, 2019)	Total	11	102-22
	Men	9	
	Women	2	
	Of which independent external directors	8	
	Men	6	
	Women	2	
Directors	Total fees <sup>21</sup>	JPY 228 million/ USD 2.073 million	102-35
Independent external directors	Total fees <sup>21</sup>	JPY 130 million/ USD 1.182 million	
Executive officers	Total fees <sup>21</sup>	JPY 577 million/ USD 5.245 million	

<sup>13</sup> Data as of December 31 for each year referenced.

<sup>14</sup> Including officers of Bridgestone subsidiaries.

<sup>15</sup> Sites targeted by Bridgestone for ISO 9001 certification.

<sup>16</sup> Data as of December 31, 2018 from 117663 employers and employees (82 percent of total workforce)

<sup>17</sup> Excluding Turkey, South Africa and Russia.

<sup>18</sup> Management positions with a reporting line at most two levels away from the CEO in each company.

<sup>19</sup> All managerial position excluding "Top management positions" and "Junior management positions."

<sup>20</sup> First-line managers, junior managers and the lowest level of management within a company's management hierarchy.

<sup>21</sup> Data on fees for January 1–December 31, 2018.