

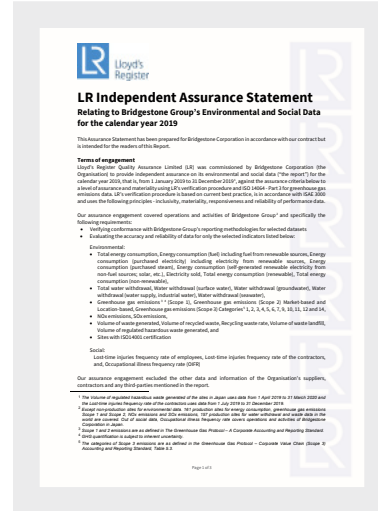
ESG Data

See the Bridgestone Group's [ESG data](#) online for complete information.

All of the Bridgestone Group's environmental data and a portion of its social data in FY2019 are [verified by Lloyd's Register Quality Assurance \(LRQA\)](#), a third-party institution, to ensure the accuracy and transparency of this information. The Group has also received gap analysis for part of its social data by LRQA to improve data calculation method and aggregation method.

LEGEND

FY2019 data items in **bold** are those for which assurance is provided by LRQA. FY2019 data items in *italic* are those reviewed through the verification processes by LRQA.



Environment-related Data¹

Data item	FY2016	FY2017	FY2018	FY2019	GRI
Materials					
<i>Amount of raw materials used</i>	4,795 thousand tonnes	5,039 thousand tonnes	5,223 thousand tonnes	5,043 thousand tonnes	301-1
Resource productivity ²	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)	JPY 699 thousand/tonnes (USD 6.38 thousand/tonnes)	301-1
Amount of recycled rubber	16,356 tonnes	20,369 tonnes	21,155 tonnes	19,022 tonnes	301-2
Energy					
Total energy consumption	44,945 thousand GJ	45,838 thousand GJ	46,441 thousand GJ	44,994 thousand GJ	302-1
Energy consumption (fuel)³	26,416 thousand GJ	26,932 thousand GJ	27,308 thousand GJ	26,192 thousand GJ	302-1
Energy consumption (purchased electricity)	4,650 thousand MWh	4,802 thousand MWh	4,929 thousand MWh	4,850 thousand MWh	302-1
Energy consumption (purchased steam)	1,797 thousand GJ	1,630 thousand GJ	1,429 thousand GJ	1,382 thousand GJ	302-1
<i>Energy consumption per unit of sales</i>	1,347 GJ/JPY 100 million (1,569 GJ/USD million)	1,258 GJ/JPY 100 million (1,422 GJ/USD million)	1,272 GJ/JPY 100 million (1,412 GJ/USD million)	1,276 GJ/JPY 100 million (1,398 GJ/USD million)	302-3
Total energy consumption (renewable)	-	-	4,350 thousand GJ	4,485 thousand GJ	302-1
Total energy consumption (non-renewable)	-	-	42,091 thousand GJ	40,509 thousand GJ	302-1
Water and Effluents					
Total water withdrawal⁴	71,542 thousand m ³	68,685 thousand m ³	71,303 thousand m ³	68,287 thousand m ³	303-3
Water withdrawal (surface water)	3,322 thousand m ³	3,258 thousand m ³	2,926 thousand m ³	3,131 thousand m ³	303-3
Water withdrawal (groundwater)	10,061 thousand m ³	10,209 thousand m ³	10,328 thousand m ³	9,719 thousand m ³	303-3
Water withdrawal (water supply, industrial water)	19,702 thousand m ³	18,793 thousand m ³	18,368 thousand m ³	17,593 thousand m ³	303-3
Water withdrawal (seawater)	38,457 thousand m ³	36,426 thousand m ³	39,681 thousand m ³	37,844 thousand m ³	303-3

¹ 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.

² Sales per raw material used.

³ Includes fuels used for in-house power generation.

⁴ The water withdrawal does not include the recycled water from third party and the rainwater.

ESG Data

Environment-related Data¹

Data item	FY2016	FY2017	FY2018	FY2019	GRI
Emissions					
Greenhouse gas emissions (Scope 1) ⁵	1,828 thousand t-CO ₂	1,871 thousand t-CO ₂	1,891 thousand t-CO ₂	1,807 thousand t-CO ₂	305-1
Greenhouse gas emissions (Scope 2, market-based) ⁵	2,448 thousand t-CO ₂	2,327 thousand t-CO ₂	2,264 thousand t-CO ₂	2,138 thousand t-CO ₂	305-2
Greenhouse gas emissions (Scope 3) ⁶	122,834 thousand t-CO ₂	128,884 thousand t-CO ₂	135,669 thousand t-CO ₂	121,566 thousand t-CO ₂	305-3
CO ₂ emission reduction rate in the operations and products' after-use (from a 2005 baseline)	29%	35%	33%	34%	305-5
NOx emissions ⁷	2,009 tonnes	2,055 tonnes	2,068 tonnes	1,969 tonnes	305-7
SOx emissions ⁷	1,126 tonnes	1,141 tonnes	937 tonnes	850 tonnes	305-7
Waste					
Volume of waste generated ⁸	292 thousand tonnes	303 thousand tonnes	352 thousand tonnes	360 thousand tonnes	306-3
Volume of recycled waste	263 thousand tonnes	274 thousand tonnes	311 thousand tonnes	308 thousand tonnes	306-4
Recycling waste rate	90%	90%	88%	86%	306-4
Volume of waste to landfill	30 thousand tonnes	30 thousand tonnes	41 thousand tonnes	52 thousand tonnes	306-5
Environmental Management					
Sites with ISO 14001 certification ⁹	99.4%	98.7%	98.7%	98.1%	-

¹ 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.

⁵ Calculated CO₂ emissions as GHG emissions.

⁶ Category 8, 13 and 15 are excluded from the 15 categories in Scope 3 of the GHG protocol.

⁷ Emissions from combustion of fossil fuels estimated based on fuel consumption data and corresponding emission factors.

⁸ Total volume of waste including non-hazardous waste and regulated hazardous waste.

⁹ 154 sites are targeted for ISO 14001 certification/151 sites are certified (98.1%). The Bridgestone Group requires all manufacturing locations with 50 employees or more to achieve ISO 14001 certification.

Social- and Governance-related Data

Data item	FY2016	FY2017	FY2018	FY2019	GRI	
Number of employees	Total	143,616	142,669	143,509	143,589	102-7
	Japan	28,326	28,375	28,793	29,544	
	Americas	60,798	59,750	58,998	57,054	
	Europe, Russia, Middle East and Africa	17,240	17,510	17,637	18,501	
	China, Asia Pacific	37,252	37,034	38,081	38,490	
Global Executive Committee members	Total	14	16	9	14	405-1
	Number of foreign members	6	8	5	7	
	Percentage of foreign members	42.9%	50.0%	55.6%	50.0%	
Executive Officers, Vice Presidents and Officers ¹	Total	52	52	52	60	405-1
	Number of foreign members	9	12	10	11	
	Percentage of foreign members	17.3%	23.1%	19.2%	18.3%	
Product safety	Sites with ISO 9001 certification ²	98.7%	99.0%	99.3%	99.4%	416-1

Data as of December 31 for each year referenced.

¹ Including officers of Bridgestone subsidiaries.

² 154 sites are targeted for ISO 9001 certification/153 sites are certified (99.4%). Bridgestone requires all manufacturing locations in which it has 50% or more share ratio to achieve ISO 9001 certification.

Social- and Governance-related Data

Data item	Region	Total	Top Management positions ⁴	Management positions			Other staff and positions	GRI
				Management positions ⁵	Junior Management positions ⁶	Total management positions		
Female Ratio ³	Japan	11.5%	0.0%	2.0%	2.1%	2.1%	13.9%	405-1
	Bridgestone Corporation	9.0%	0.0%	2.9%	0.0%	2.1%	10.1%	
	Americas ⁷	11.7%	21.6%	20.6%	10.3%	12.9%	11.5%	
	Europe, Russia, Middle East and Africa	11.7%	12.6%	17.8%	17.1%	17.2%	11.0%	
	China, Asia Pacific	8.2%	10.0%	10.2%	10.8%	10.6%	7.9%	

³ Data as of December 31, 2019 from 120,612 employers and employees (84 percent of total workforce).

⁴ Management positions with a reporting line no more than two levels below the CEO in each company.

⁵ All managerial position excluding "Top management positions" and "Junior management positions."

⁶ First-line managers, junior managers and the lowest level of management within a company's management hierarchy

⁷ Excluding Firestone Natural Rubber Company (Liberia).

Data item	2020	GRI	
Number of directors in Bridgestone Corporation (as of March 24, 2020)	Total	13	102-22
	Men	11	
	Women	2	
	Of which independent external directors	8	
	Men	6	
	Women	2	

Data item	2019	GRI	
Directors	Total fees	JPY 216 million/ USD 1.982 million	102-35
Independent external directors	Total fees	JPY 138 million/ USD 1.266 million	
Executive officers	Total fees	JPY 565 million/ USD 5.183 million	

•Data on fees for January 1 – December 31, 2019.

•The figures above include remuneration paid to three members of the Board who retired during the current period and one Executive Officer who resigned during the current period.

Data item	FY2016	FY2017	FY2018	FY2019	GRI	
Industrial Safety Data	Lost-time injuries frequency rate of employees	-	-	2.96	403-9	
	Lost-time injuries frequency rate of contractors	-	-	1.99 ¹	403-9	
	Number of fatalities of employees	1	1	0	1	403-9
	Number of fatalities of contractors	2	2	1	0	403-9

¹ Second half of 2019.

Management-related Data

Data item	FY2016	FY2017	FY2018	FY2019	GRI
Bridgestone Group sales	JPY3,337.0 billion/ USD 28,646 million	JPY3,643.4 billion/ USD 32,242 million	JPY3,650.1 billion/ USD 32,883 million	JPY3,525.6 billion/ USD 32.18 billion	102-7
Rubber production volume	1,800,000 tonnes	1,880,000 tonnes	1,860,000 tonnes	1,840,000 tonnes	102-7
Number of manufacturing facilities ¹	169	164	163	163	102-7

¹ Number of facilities as of April 1 each year. All other data reported as of December 31 each year.