



Bridgestone's Approach and Transition Plan Toward a Nature-Positive World

For the Global Nature Positive Summit 2026: "Enabling and Scaling Nature in Transition Planning"

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BRIDGESTONE
Solutions for your journey

Bridgestone's Business Portfolio



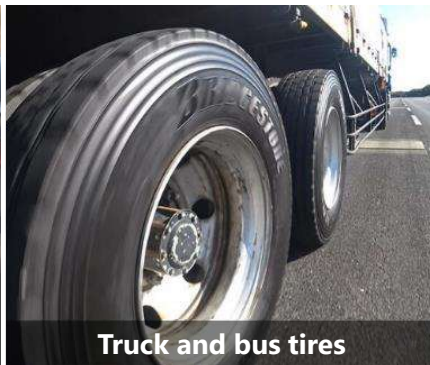
Tire Business

Core business

Produce and sell attractive and competitive products



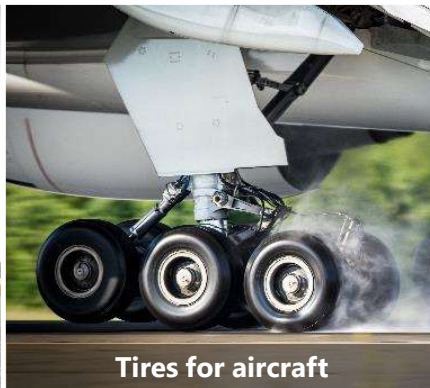
Passenger car tires



Truck and bus tires



Tires for off-the-road mining and construction vehicles



Tires for aircraft

,etc.



Solutions Business

Growth business

Amplify the value during customer use

Retail & Service solutions



Mining solutions



Mobility tech business as Strategic business
"real x digital"

Truck & bus solutions

Retread



Aviation solutions



,etc.

Bridgestone's Business Portfolio

Exploratory Business -Sowing new seeds

Providing social value and sustainability at the core

Recycle

Toward a sustainable future where recycled tires are the standard



AirFree

No air inflation required
"Next-generation tire"

AirFree



Lunar rover tires



Soft-robotics



,etc.

Diversified Products Business

Sharply focus on areas where Bridgestone's core competencies can be leveraged

Hydraulic hoses



Rubber tracks



Seismic isolation



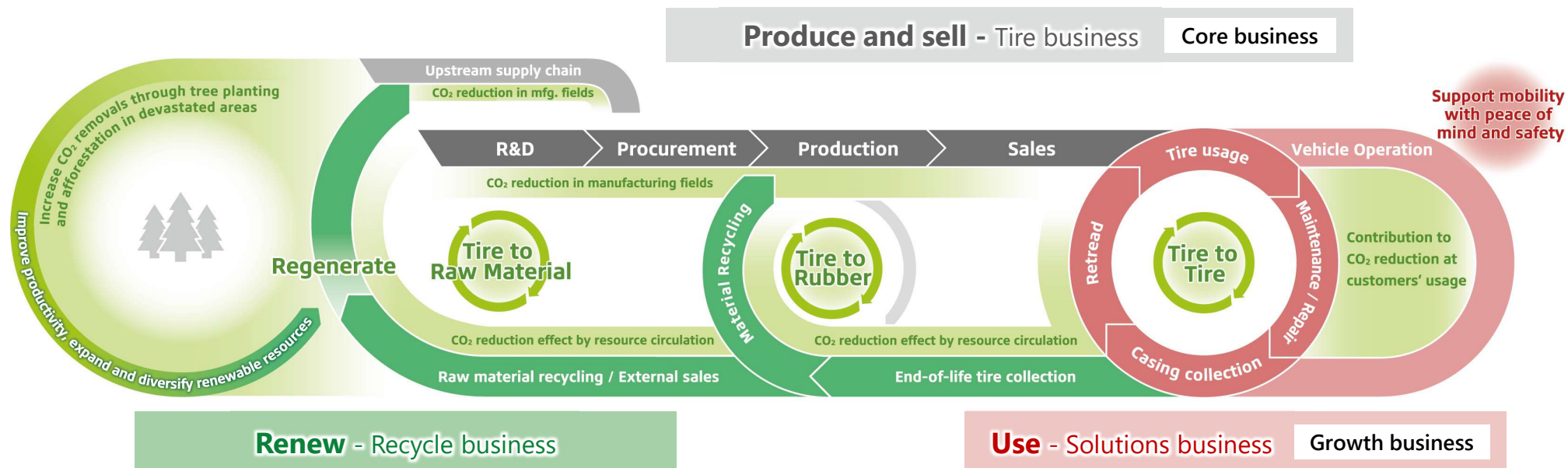
Sports



,etc.

Bridgestone's Unique Sustainability Business Model

Evolving a more **circular and regenerative business model** to promote a nature-positive world



Circular Economy

- 2026 Recycled & renewable material ratio 39% above
- 2050 100% sustainable materials

Carbon Neutrality

- 2026 CO₂ emission reduction (scope 1,2) reduce more than 50% (vs 2011)
- 2050 Carbon Neutrality

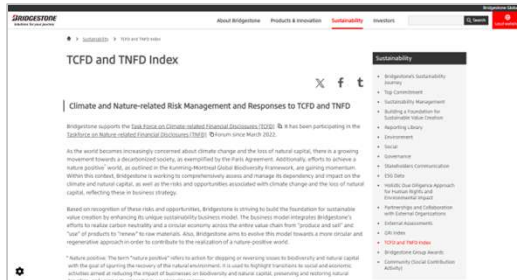
Nature Positive

Focus on "initiatives for sustainable use of natural rubber & water resources," which are directly related to our business

Bridgestone's Climate and Nature Transition Plans



Bridgestone Integrated Report



Website : TCFD and TNFD Index | Sustainability | Bridgestone Corporation

Recommended disclosures	Status of Bridgestone's response	
	Climate transition plan	Nature transition plan
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.	
Foundations		
Framework	contribution they make to the environment throughout the product life cycle and entire value chain.	
Business model, value chain, transition financial	To create both social value and customer value through its business and achieve a 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	
Plan	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 multi-	
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 (Bridgestone Commonality Modularity Architecture) 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.	
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.	
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.	
Financial planning	Bridgestone's Implementation Strategy is reflected in Mid Term Business Plan (2024-2026).	

Comprehensively assess and manage dependency and impact on the climate and natural capital

Supporting natural rubber smallholders in collaboration with various partners, with a goal of supporting 30,000 smallholders by 2026

Pilot study regarding a landscape engagement target of SBTs for nature

Recommended disclosures	Status of Bridgestone's response	
	Climate transition plan	Nature transition plan
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 the 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 government, public sector and civil society	- 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.	- Bridgestone is a participant in the TNFD Forum. - Bridgestone participates in Business for Nature and the Japan Business Initiative for Biodiversity (JBIB). - 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.
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 CO ₂ reduction targets.	
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 68 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.	
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.	

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.

Supporting Natural Rubber Smallholders



Capacity Building Project for Natural Rubber Smallholder in Indonesia in partnership with WWF Japan

Yield improvement one year after the intensive trainings

- Approx. **8% increased** (Monthly average. Based on shipment volume data)
- Almost all participating farmers reported improvements by interview survey



Natural Rubber smallholder at target district

"Thanks to their training on how to properly harvest and store rubber, **our productivity and farm conditions have improved significantly**. I am proud to share this knowledge with other farmers to enhance the productivity and quality of local rubber, which we hope will **positively impact selling prices, giving farmers more confidence in rubber** as a primary economic pillar."



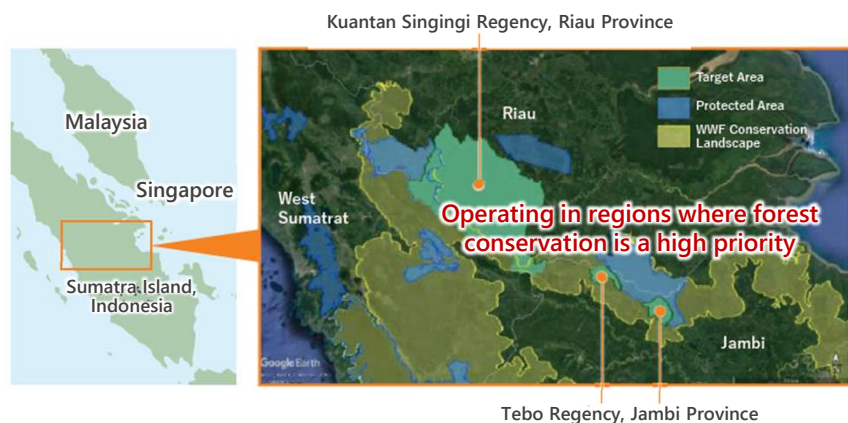
Head of rubber farmers association at target district

"Most of our member farmers are self-taught and have **not had an opportunity to learn appropriate skills** to produce natural rubber, including taking care of young rubber trees, tapping, coagulating and collecting cup lumps, and fighting disease. With regular, continuous, and comprehensive follow-up training, we **expect the training will ultimately increase the income and livelihood of rubber farmers as well as sustainable natural rubber production** in Kuantan Singingi Regency."

Pilot Study regarding a Landscape Engagement Target of SBTs for Nature

A trial analysis was conducted in collaboration with WWF Japan and the Deloitte Group (2024).

- Using the support activities for natural rubber smallholders conducted under the “WWF Japan–Bridgestone Sumatra Sustainable Natural Rubber Project” in Indonesia, we have **confirmed alignment with the relevant requirements and indicators**
- Regarding “**landscape engagement**,” which is one of the target settings in the land use sector, we have **reviewed the indicators, confirmed baseline information, set targets, and examined corresponding measures**



- Assessing the **appropriateness of priority regions and activities**, and confirming alignment with international standards
- Confirming usefulness from the perspective of disclosure in line with the **LEAP approach**
- Aiming for **equitable use of land and ecosystem services**



Source: WWF Japan website



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Overview of the Natural Rubber Supply Chain



Approx. **70%**

The proportion of natural rubber produced worldwide that is used in car tires and automotive parts

Approx. **80% above**

The share of Southeast Asia in global natural rubber production

Approx. **85%**

The proportion of smallholders in global natural rubber production

Natural rubber production is supported by approximately 6 million farmers worldwide

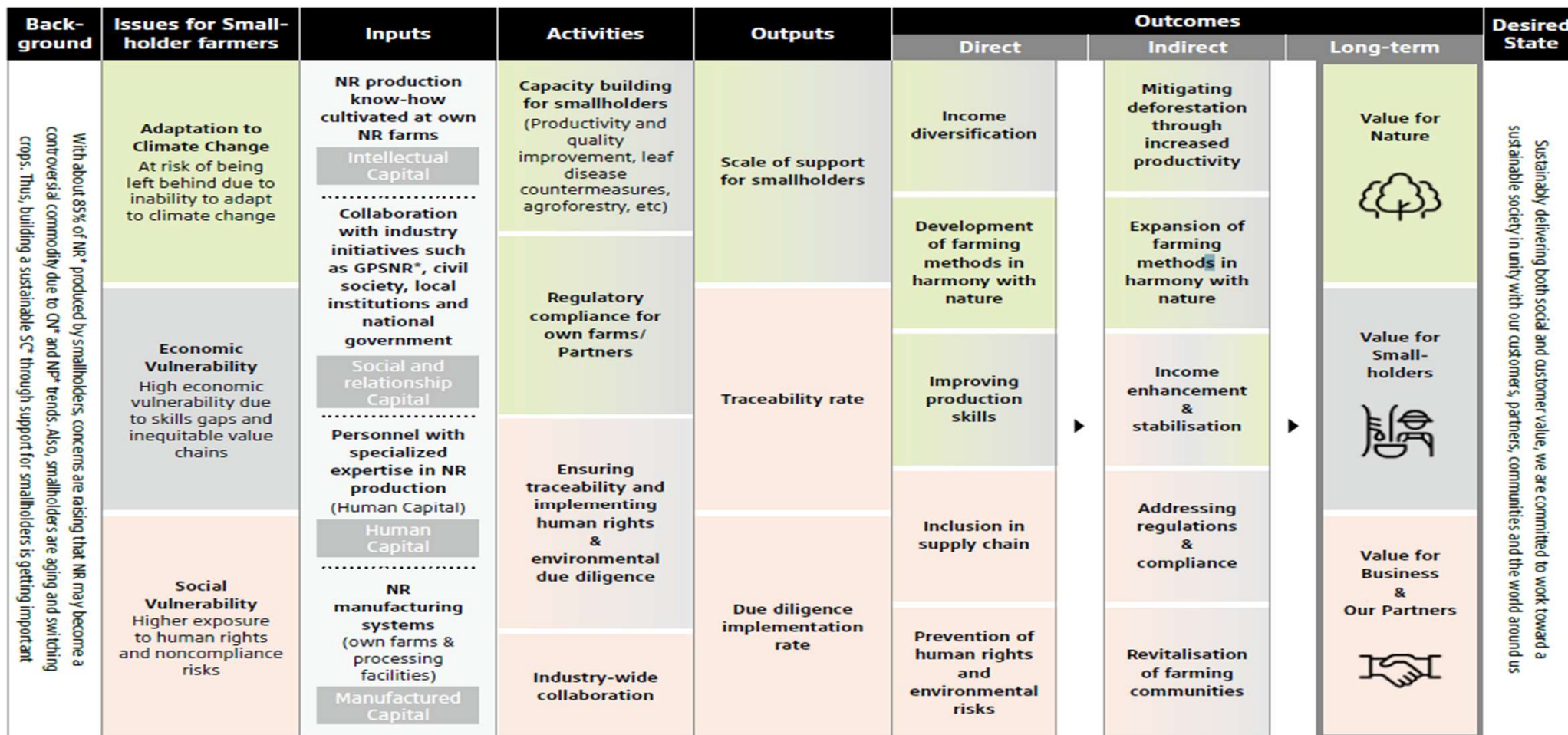
Approx. **98%**

The proportion of farmers who have experienced leaf and root diseases

Many farmers face challenges due to a lack of cultivation know-how and insufficient resources

Theory of Change for Sustainable Natural Rubber Production by Smallholders

Value for Nature Value for Smallholders Value for Business & Our Partners



* NR: Natural Rubber, CN: Carbon Neutral, NP: Nature Positive, SC: Supply Chain, GPSNR: Global Platform for Sustainable Natural Rubber