







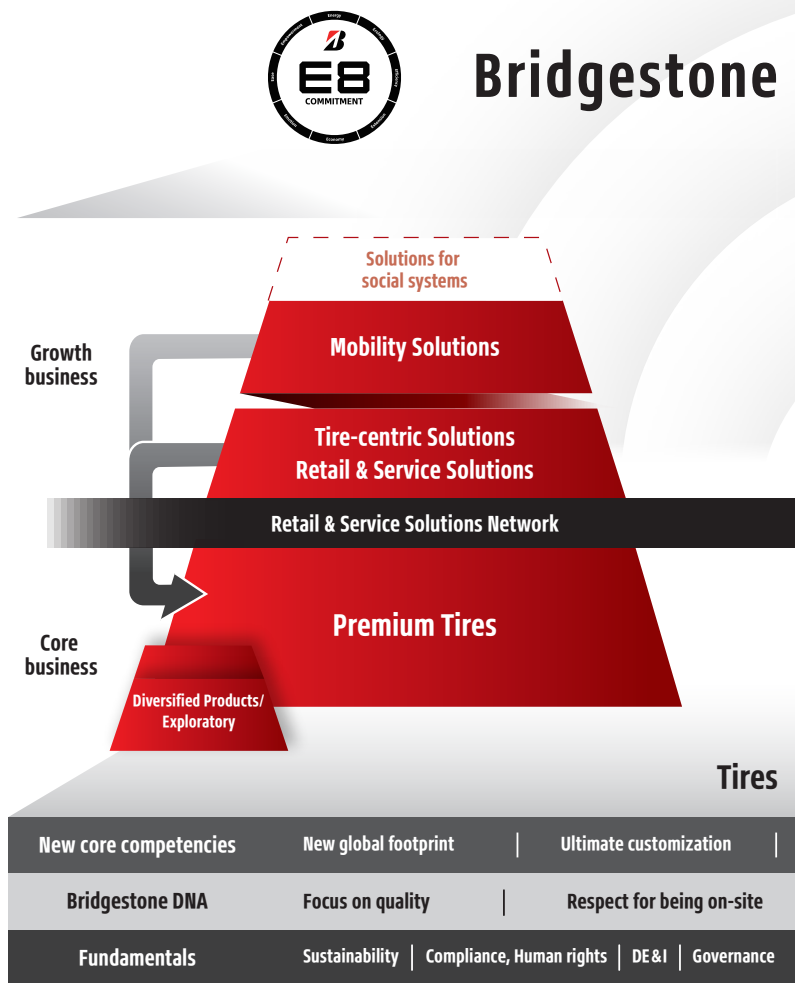
Value Creation Process

Mission: Serving Society

Vision: 2050 Bridgestone continues to provide social value  
Solutions for

**Input**  
(2022 results)

 Financial capital	Total equity <b>3,012.5</b> billion JPY
	Strategic resources Approx. <b>140</b> billion JPY
 Manufactured capital	Capital expenditure <b>317</b> billion JPY
 Intellectual capital	R&D expenses <b>112</b> billion JPY
 Human capital	Number of employees <b>129,262</b>
 Social and relationship capital	Dan-Totsu Network with operation in more than <b>150</b> countries and regions
 Natural capital	Amount of raw materials used <b>4,389</b> thousand tonnes
	Total energy consumption <b>45,132</b> thousand GJ

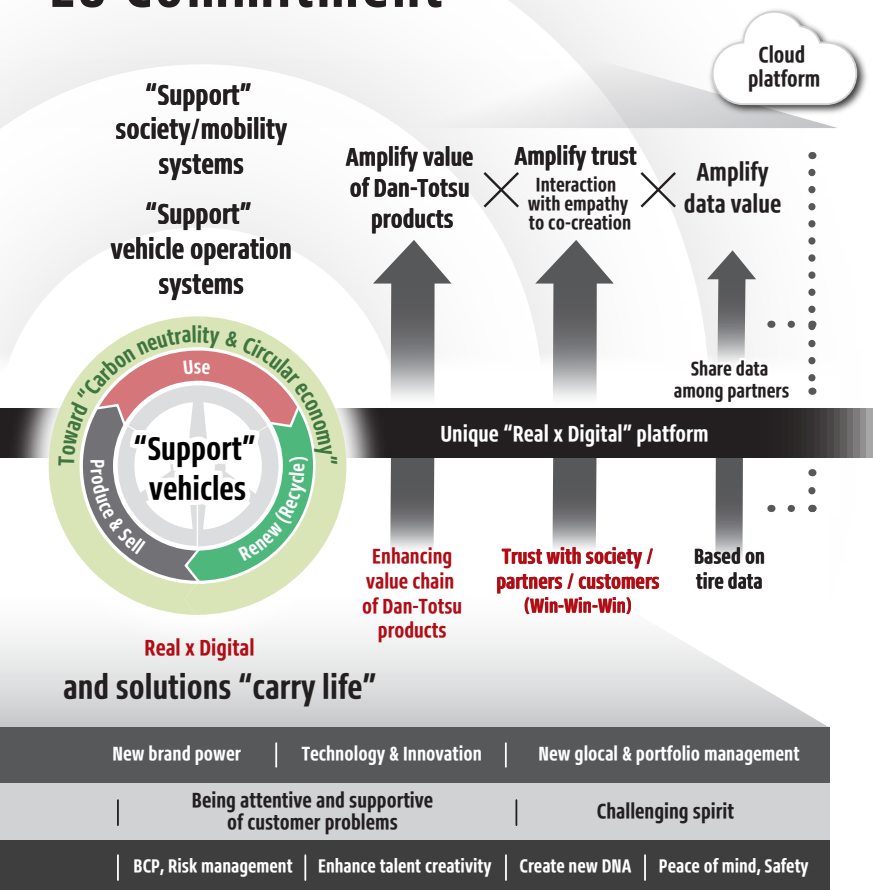


Social issues and momentum of transformation

# with Superior Quality

and customer value as a sustainable solutions company  
your journey

## E8 Commitment



### Output / Outcome

Long Term Strategic Aspiration

2030

Revenue Over **5,000** billion JPY level

Adjusted operating profit Over **800** billion JPY level

Adj. operating profit margin Over **15%**

ROIC **12%** level

ROE **13%** level

#### Enhancing Talent Creativity

Mid-long term environmental targets

Milestone 2030

**50%** reduction in CO<sub>2</sub> emissions (Scope 1, 2) from 2011 level

Contribute to reducing CO<sub>2</sub> (Scope 3) more than 5x our emissions

**40%** rate of materials using recycled and renewable resources

2050

**Carbon neutrality\***  
**100% sustainable materials**

\* Achieving carbon neutrality for Scope 1, 2, and contributing toward carbon neutrality in Scope 3

### Changes in environment surrounding Bridgestone and risks and opportunities