

A Pathway For Resilient Mobility



BRIDGESTONE
Your Journey, Our Passion

Foreword

In an era of rapid transformation, Europe stands at a crossroads where the intersection of **innovation, sustainability, and connectivity** will define our future.

A pathway for resilient mobility includes **technological and sustainable solutions** that cannot be achieved without **full ecosystem participation**. This document recognises the critical role of stakeholders, including customers, governmental bodies, industry associations, academia, and businesses, in **shaping a path forward**. **Tyres are a key contributor** to mobility, and Bridgestone understands its role in moving towards an even safer and more sustainable future.

Bridgestone is committed to driving sustainable and smart solutions. We believe that **only by working together**, can we enhance the sustainability of our industries, and drive **green mobility solutions** that will enhance European competitiveness, whilst creating a safer, greener future.



WHAT SHAPES TOMORROW'S MOBILITY?

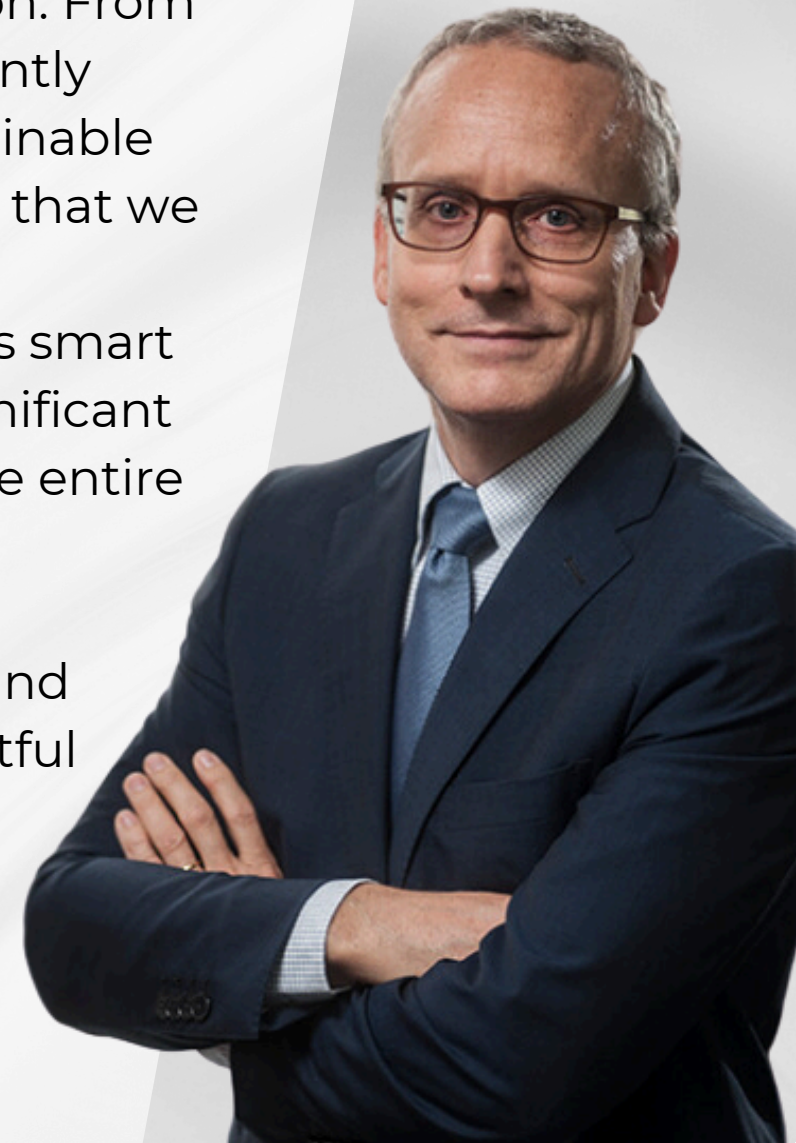
- 1 European Competitiveness
- 2 Circular & Sustainable Products
- 3 Smart & Green Mobility



In an increasingly complex and connected world, we strive to be drivers of progress, and our path is clear: it is one of collaboration. From harnessing the power of data to constantly innovating to find safer and more sustainable solutions, it is only by working together that we can achieve meaningful change. While Bridgestone is actively working towards smart and sustainable mobility, achieving significant impact requires collaboration across the entire mobility ecosystem. Collaboration with customers, retailers, policymakers, governments, organizations, startups, and industry peers is a key to driving impactful progress.

Laurent Dartoux

Group President, Bridgestone EMEA



1 | EU COMPETITIVENESS

*Tyres are paramount to our mobility ecosystem, essential for sectors ranging from private mobility to agriculture to healthcare. **Here's how we are contributing to Europe's economy:***



We operate plants in five EU countries and provide over **14,000 jobs** in the EMEA region



We operate a leading tyre **R&D centre** in Rome, Italy



We hold the biggest retail network in EMEA with **over 3,400 outlets**.



How can Europe Lead the Change?

1 Enhancing Market Fairness

The EU tyre industry must overcome global challenges to ensure its long-term competitiveness and success, notably due to competition from other global players that benefit from significantly different production cost. Strategic actions are essential to level the playing field such as **implementing pro-competition trade policies, strengthening market surveillance, and incentivising production, products and solutions that align with EU sustainability goals.**

2 Assessing Products Based on Long-Term Impact (LCAs)

Taking into account the entire life span of a product and the context in which it operates can provide a more **holistic and detailed view of its environmental impact**. Embedding a **Life Cycle Assessment (LCA) methodology** in EU legislation will help drive meaningful change to empower EU-based manufacturing and research.

3 Defining an EU Strategy for Industry's Electrification

Achieving carbon neutrality demands a clear strategy for industry electrification, including **incentives for new technologies and alternative fuels** like hydrogen where feasible. A well-defined strategy could help European manufacturing overcome remaining **electrification bottlenecks and accelerate progress.**

2 | CIRCULAR & SUSTAINABLE PRODUCTS

*As society moves forward to become more sustainable and mobility changes accordingly, our contributions - notably through our products - must reflect that. **Here's how we're doing it:***



We're building **holistic scientific knowledge** on tyre sustainability with the **World Business Council for Sustainable Development**



We're on our way to using **100% sustainable** materials and be **fully carbon neutral by 2050**



We design our tyres to be **retreaded multiple times** and enable **sustainable business models**

How Can the EU Lead on Tyre Sustainability?

1 Standardise Circularity Definitions for Smarter Investments

Clarity regarding concepts such as “Sustainable material”, “Recycled content” and others **ensure that we are all playing by the same rules, benefitting buyers through more trust and allowing informed choices.** These would also help **guide investments** towards the projects with the most positive environmental impact and ensure efficient use of capital. The Eco-design for Sustainable Products (ESPR) secondary legislation as well as the Green Claims directive could be an effective tool to achieve this.

2 Empower Buyers to Opt for the Sustainable Option

Sustainable business ventures are central to Bridgestone's operations. Take tyre retreading as an example: retreading service reduces **CO2 emissions by up to 80% and uses less than 1/3 of raw materials** when compared to manufacturing brand new tyres. However, buyers often choose based on **short-term cost**. Public procurement mandatory targets, taxonomy and financial incentives can make the sustainable option become the first choice.

3 Foster Research on Sustainable Chemicals & Circularity

To advance EU leadership in sustainable products, research and innovation are key. A public and private sector partnership could be especially beneficial in attracting talented researchers to **work on developing sustainable chemicals.** A funding framework within Horizon Europe could be one way to address this and has the potential to go a long way in **boosting circular economy** projects and technologies.



3 | SMART & GREEN MOBILITY

*In the fast-changing world of new mobility, Bridgestone is committed to provide value as a sustainable solutions company. **Here's how we're doing it:***



We are pioneering new tyre technologies and mobility solutions **specifically developed for EVs**, while building a comprehensive EV-ready retail and service network.



We offer a customizable suite of solutions that connect product, data, technology and service that simplifies fleet vehicle management, **increasing efficiency and reducing emissions.**

What are the Keys to Safer and Greener Transport?

1 Unlocking the Potential of Digital in Automotive

The Data Act empowers consumers by placing them in control of the data generated by their connected products, including vehicles. Complementing the Data Act through secondary legislation that grants authorized service providers **access to in-vehicle data** and resources could be a major **opportunity to advance the EU's Sustainable and Smart Mobility agenda** and has the potential to significantly increase vehicle safety and efficiency.

2 A Futureproof Digital Product Passport

Digital Product Passports have the potential to significantly **improve sustainability, traceability, and circularity of all products, including tyres**. A scalable and adaptable passport for tyres should be built upon existing initiatives such as Global Data Service Organisation for Tyres and Automotive Components (GDSO) that drive the **international standardisation of tyre data**.

3 Tyre-Related Data as an Enabler of Smart Mobility

The EU has been promoting **Common European Mobility Data Spaces** to establish a transport data space enabling data access, pooling, sharing and interoperability between transport stakeholders. It is key to **integrate the tyre data (and its use cases) into a pilot** to demonstrate the **value of an end-to-end digital cooperation** in the automotive supply chain.



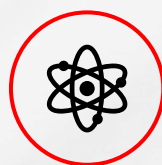
Our Company

Bridgestone is a global leader in tyres and sustainable mobility solutions. With a global headquarters in Tokyo, Japan and a regional hub in Zaventem, Belgium, Bridgestone employs 125,000+ people globally, with 14,000+ in Europe, Middle East and Africa across 35 countries.

Bridgestone at a Glance



A global leader in premium tyres and sustainable mobility solutions



Leading annual R&D spend with over **€800 million** invested globally



A key actor in the mobility sector, with a European turnover of over **€4 billion**



Service and regional development in our DNA: **14,000+ employees** in EMEA



Strong footprint in the EU, with **10 plants** and **3,400+ retail outlets**



Quality at our core since our foundation in **1931 in Japan**

*2023 figures

Our Environmental Goals



Towards **100% sustainable** materials



Contribute towards **carbon neutrality**



Operate **in balance with nature**

Our E8 Commitments

Energy and Ecology

We have clear environmental targets: to achieve carbon neutrality, work with 100% sustainable materials and operate in better balance with nature by 2050

Extension and Ease

We want to achieve smarter and safer mobility and are continuously innovating to make nonstop mobility and operations possible

Efficiency and Economy

We acknowledge the importance of safeguarding a sustainable business, and commit to improving productivity and customer value

Emotion and Empowerment

Sustainability is about people as well as the planet; that starts with our own people and the communities in which we operate



Our 2030 Sustainability Commitment



Reduce our CO2 emissions by **50% from a 2011 baseline**



Execute our **Water Stewardship Plan** at our manufacturing facilities



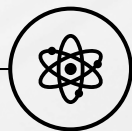
Increase **ratio of recycled** and renewable materials in our tyres to **40%**



Our European Footprint



We operate **10 plants** in five EU countries



We operate a leading tyre **R&D center** in Rome and hold our **EMEA HQ** in Zaventem



We hold the biggest retail network in EMEA with over **3,400 outlets**.

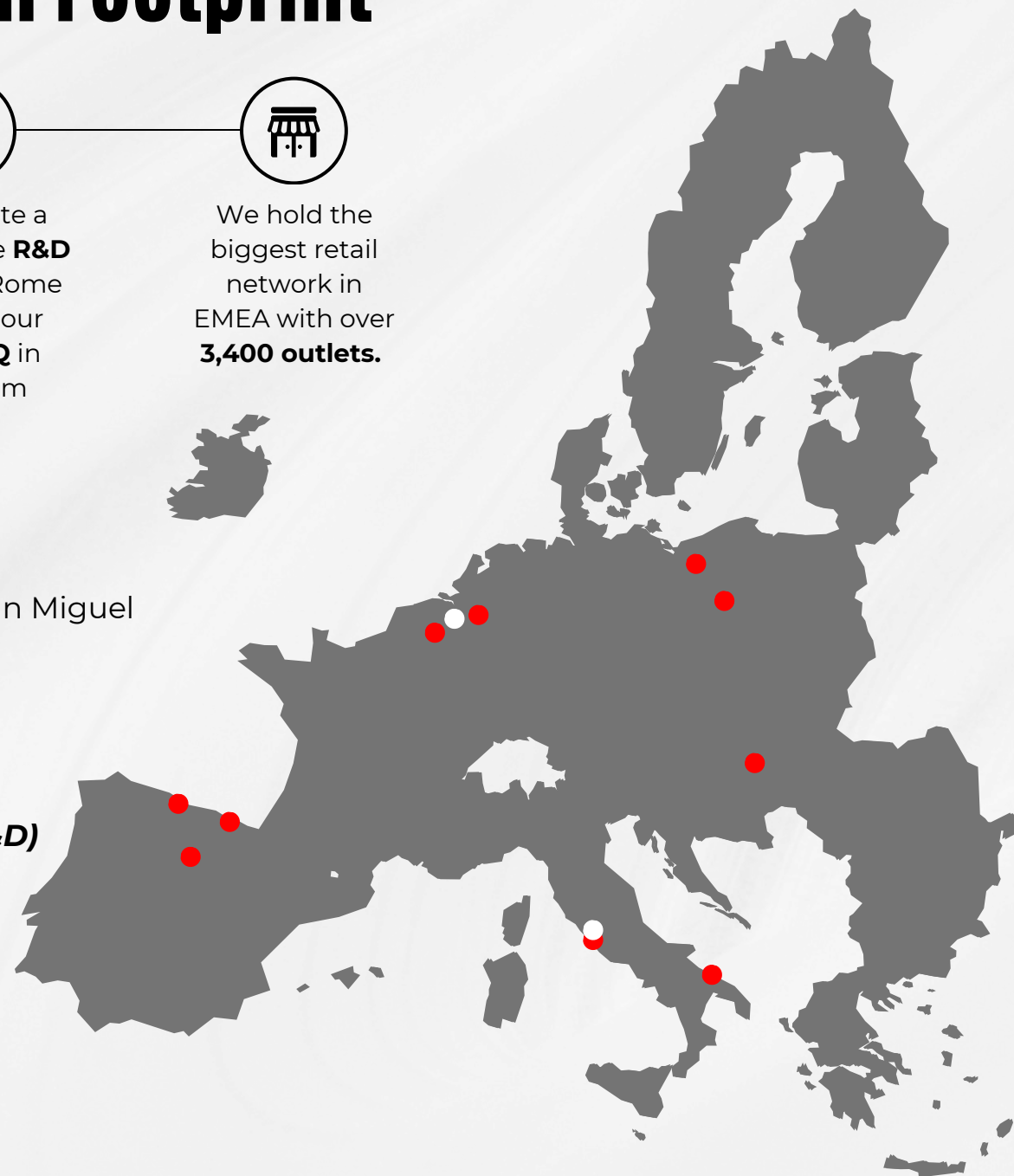
Belgium:
Frameries
Lanklaar
Zaventem (HQ)

Spain:
Bilbao
Burgos
Puente San Miguel

Poland:
Stargard
Poznan

Italy:
Bari
Rome
Rome (R&D)

Hungary:
Tatabánya



What's in a Bridgestone tyre?

Simple at first glance, modern tyres are marvels of engineering and material science. Composed of numerous materials, including rubber, steel, textiles, and various chemical compounds, this complexity is what allows tyres to provide safety and performance while empowering European businesses and giving traction to countless journeys across the continent.



*This is a simplified version of tyre anatomy

