



# **CLIMATE TRANSITION PLAN**

DECEMBER 2024

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## About this Report

The data disclosed in this report is as of December 31, 2023, unless otherwise stated. However, this report's strategies, examples and progress are valid as of December 1, 2024. Goodyear utilized the Transition Plan Taskforce (TPT) Disclosure Framework to build this report.



# OUR CLIMATE TRANSITION PLAN, A LETTER FROM OUR PRESIDENT AND CEO



**MARK STEWART**  
CEO and President

The increase in extreme weather events and long-term climate shifts is an important issue facing the world today. This issue doesn't affect just a few – it impacts all of us, no matter where we live.

We believe we must not only adapt to the changing climate, but to also be part of the solution by adopting practices that reduce greenhouse gas (GHG) emissions and transitioning to products and services that support a low-carbon\* economy.

At Goodyear, we're committed to ensuring that future generations can meet their needs. Sustainability is core to our business, from working cross functionally to develop strategies for sustainable outcomes to setting near- and long-term climate targets.

In December 2021, we announced that we plan to reach net-zero Scope 1, 2 and certain Scope 3 GHG emissions by 2050. We also have a goal to achieve near-term, science-based targets by 2030, including reducing Scope 1 and 2 emissions by 46% and certain Scope 3 emissions by 28%, compared to a 2019 baseline. Yet, one of the questions we're consistently asked is, "How are we going to reach these goals?"

Goodyear's Climate Transition Plan outlines our evolving strategies and plans to achieve our near- and long-term GHG emissions targets as well as address our climate-related risks and opportunities. This plan also highlights how we're continuing to explore new technologies and innovations that help reduce carbon emissions.

Within this plan, we discuss several actions that we have taken, such as utilizing renewable energy in our manufacturing facilities and engaging with our suppliers to encourage them to set their own near- and long-term climate goals. We also share how we assess and manage the climate-related impacts, risks and opportunities relevant to our value chain. Our climate risk assessments and commitments are an ongoing priority at Goodyear and are embedded in our strategies, planning, investments, processes and reporting.

We're proud to share with you our plan to address climate change, and the strategies included in this plan reflect our dedication to delivering value to our customers and other stakeholders. The actions Team Goodyear is taking to build climate resiliency and support the transition to a low-carbon\* economy are helping to build a better future.

A handwritten signature in blue ink that reads "Mark W. Stewart". The signature is fluid and cursive, written in a professional style.



\*Low-carbon includes all forms of GHG emissions

# STRATEGIC AMBITION

For more than 125 years, The Goodyear Tire & Rubber Company has developed the technology and high-performance products that keep the world moving.

**Goodyear aims to build a better future to keep the world moving.**

Goodyear is committed to sustainability and delivering value for our customers and other stakeholders. Our teams meet regularly with our customers to learn about their sustainability strategies, engaging in conversations on how we can collaborate to help drive progress to help all of us meet our goals. We look for ways we can grow and make strides along our respective sustainability journeys together.

Goodyear *Better Future*, our corporate responsibility framework, outlines our high-priority environmental, social and governance sustainability topics. These topics are woven into how we work together to manage our risks and opportunities, drive innovation and excellence, create value for Goodyear and our stakeholders and build a better future.

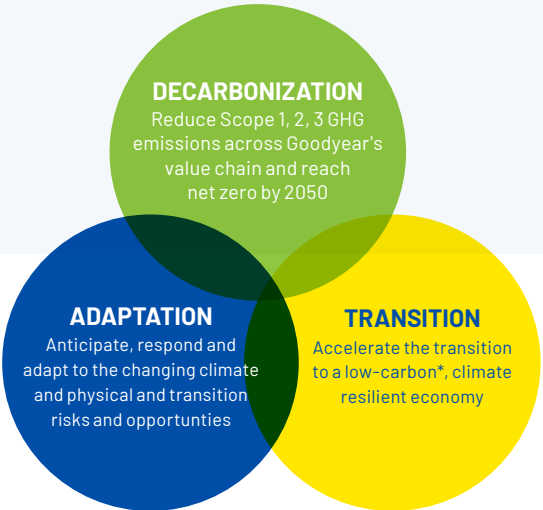
One of our high-priority areas is climate – decarbonizing our value chain, adapting to the changing climate and building resiliency through ongoing mitigation of climate risks and pursuing climate-related opportunities. Decarbonization, adaption and resiliency strategies are being evaluated continuously and are integrated into our business objectives, processes, decisions and planning as well as our products. Goodyear responds to and contributes to the transition toward a low-carbon\*, climate-resilient economy.



\*Low-carbon includes all forms of GHG emissions

# DRIVING CLIMATE RESILIENCY

Goodyear has a multi-faceted approach to driving climate resiliency, with the various components critical to curbing and limiting global temperature rise, helping avoid catastrophic impacts of climate change and empowering sustainable growth.



## DECARBONIZATION

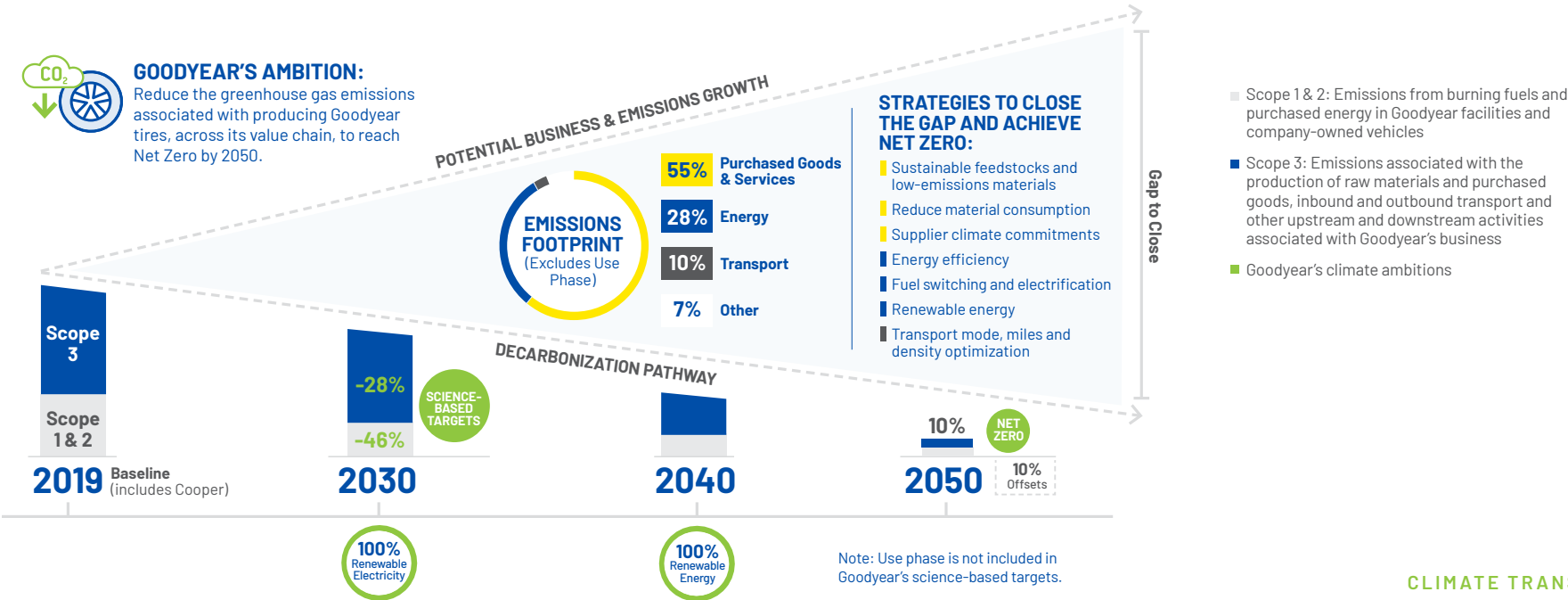
Goodyear is committed to achieving net-zero GHG emissions across our value chain by no later than 2050. In **Goodyear's Decarbonization Roadmap**, our priority decarbonization categories are defined as:

- **Purchased Goods & Services** Scope 3, Categories 1 & 2: Purchased Goods & Services and Capital Goods
- **Energy** Scope 1 & 2 and Scope 3, Category 3: Fuel- and Energy-Related Activities
- **Transport** Scope 3, Category 4: Upstream Transport & Distribution

Our decarbonization roadmap also outlines Goodyear's key strategies to achieve our 2030 and 2050 science-based targets.

Goodyear's decarbonization targets were validated by the Science Based Targets initiative (SBTi) in September 2023 and align with the recommendation to limit global temperature rise to no more than 1.5° Celsius above pre-industrial levels.

**GOODYEAR** **GOODYEAR'S DECARBONIZATION ROADMAP** **GOODYEAR BETTER FUTURE**



\*Low-carbon includes all forms of GHG emissions

# DRIVING CLIMATE RESILIENCY

## ADAPTATION

Goodyear’s climate-related risks and opportunities are evaluated on an annual basis, led by Goodyear’s Global Sustainability and Legal teams. In addition to conducting desk research, global, cross-functional leaders identify various climate risks and opportunities from their vantage points and then describe and quantify the potential impacts. These risks and opportunities are reviewed and approved by Goodyear’s Executive Vice President & Chief Financial Officer and the company’s Senior Vice President & General Counsel.

This risk assessment is conducted to provide an up-to-date view of potential climate-related risks and opportunities in the short, medium and long term, as well as provide an understanding of the

significance of impacts under different climate scenarios. This is a qualitative and quantitative analysis based on the Intergovernmental Panel on Climate Change (IPCC) and International Energy Agency (IEA) published climate scenarios, in which Goodyear looks at three scenarios: “Current Policy,” “Net Zero” and “Failed Transition.” Goodyear evaluates and adjusts inputs, parameters, assumptions, data and analytical choices annually. Goodyear uses this analysis to evaluate our adaptation and resiliency strategies. Goodyear will continue to report the details of this analysis and strategic responses on an annual basis in reports including, but not limited to, CDP and this Climate Transition Plan. Below are the results of our 2024 assessment, depicting the most significant climate risks and opportunities as well as Goodyear’s objectives and priorities for building climate resiliency.

SIGNIFICANT CLIMATE RISKS & OPPS	OBJECTIVES / PRIORITIES
<b>Physical Risks</b>	
Weather-related event(s) causing disruption to Goodyear	<ul style="list-style-type: none"> <li>Utilize Goodyear’s well-established Business Continuity program and annual budget process to anticipate, plan for and mitigate climate-related risk</li> <li>Invest \$10M annually in high-priority facility upgrades to offset risk, including natural hazard risk</li> <li>Map Tier 1 and Tier 2 suppliers; conduct longer-term modeling of climate-related supply chain and operational risk for strategic planning</li> </ul>
<b>Transition Risks</b>	
Penalties placed on carbon emissions	<ul style="list-style-type: none"> <li>Continue to identify and implement energy efficiency projects annually</li> <li>Maintain 100% renewable electricity in our EMEA region; adopt 100% renewable electricity across global manufacturing by 2030</li> <li>Achieve 100% renewable energy across global manufacturing by 2040</li> </ul>
Failure to achieve significant progress on science-based targets (SBTs)	<ul style="list-style-type: none"> <li>Continue to evolve and execute 2030 decarbonization roadmaps and financial planning</li> <li>Continue to identify opportunities to reduce costs and apply savings to fund climate investments (e.g., energy efficiencies and on-site solar renewable energy generation)</li> </ul>
Rapid emergence of climate-related regulations (e.g., EUDR, Ecodesign)	<ul style="list-style-type: none"> <li>Compliance with climate-related regulations</li> <li>Execute EMEA EUDR roadmap; aim to access deforestation-free natural rubber for global demand by partnering with supply base to reduce cost premiums</li> <li>Support natural rubber suppliers’ capacity building for EUDR compliance</li> <li>Build transition plans for upcoming regulations</li> <li>Explore domestic sources of natural rubber</li> </ul>
<b>Opportunities</b>	
Products with sustainable attributes	<ul style="list-style-type: none"> <li>Define, categorize and promote low-GHG-emissions products and services</li> <li>Deliver product-level data and certifications to customers to enable the connection to their SBTs</li> </ul>
Tire intelligence and fleet management	<ul style="list-style-type: none"> <li>By 2027, deliver data- and sensor-enabled intelligence in all new products</li> <li>Utilize modeling to connect tire intelligence and fleet management solutions to GHG emission reduction; build strong visibility and value proposition for customers</li> </ul>
Electric vehicle (EV) parc expansion	<ul style="list-style-type: none"> <li>Continue to transition Goodyear’s portfolio from traditional internal combustion engine tires to tires for electric vehicles at the pace of market demand</li> </ul>
Leveraging circular innovation/processes to reduce material and energy use	<ul style="list-style-type: none"> <li>Build/refine a renewable, recycled, low-GHG-emissions materials roadmap to 2030</li> <li>Advance dematerialization strategies – reduce operational waste, reduce tire weight, optimize Goodyear’s tire portfolio</li> <li>Continue to enhance our end-of-life tire (ELT) strategy considering the various alternatives, pros and cons and value propositions</li> <li>Expand retreading where there is viable market opportunity and drive GHG emissions savings</li> </ul>



# DRIVING CLIMATE RESILIENCY

## TRANSITION

Advanced forms of mobility – such as fleets, autonomous, connected, electric and sustainable vehicles – are transforming the transport industry. They have the potential to make driving safer and transition the industry to a low-GHG-emissions industry. Goodyear is leaning in and committed to advancing energy-efficient, safe and sustainable products and services through tire design and digital-based solutions. We are working closely with customers and other innovators to shape this transformation.




TIRES WITH SUSTAINABLE ATTRIBUTES	ELECTRIC VEHICLES	TIRE INTELLIGENCE
<p>At Goodyear, we are committed to advancing products to include sustainable attributes, for example, sourcing renewable, recycled, low-GHG-emissions materials, reducing rolling resistance, optimizing material use and increasing longevity.</p>	<p>Goodyear’s Technology team is developing electric vehicle solutions that deliver on range and performance, while taking it further by developing EV tires with sustainable materials*, improved rolling resistance and long-lasting tread life.</p>	<p>Goodyear is committed to advancing tire intelligence for many reasons, including providing insights and solutions for utilizing a tire for its full useful life and fuel efficiency (e.g., monitoring and maintaining tire inflation pressure to improve rolling resistance).</p>

\* Goodyear uses the ISO 14021 standard to help guide our definition of a sustainable material. Goodyear actively reviews definitions and standards that continue to mature and currently defines a sustainable material as a bio-based (defined as material of biological origin [Source: ISO 14021]); renewable; or recycled (defined as material that has been reprocessed from recovered [reclaimed] material [Source: ISO 14021]) material; or one produced using or contributing to other practices designed to promote resource conservation and/or emissions reductions, including ISCC PLUS mass-balance (defined as a certification verifying our capability to track the amount and sustainability characteristics of circular and/or bio-based material in the value chain and attribute it based on verifiable bookkeeping.)

These strategies leverage Goodyear’s current supply base, workforce knowledge and skills, assets – including manufacturing, retail and service centers – and customer relationships. There may be new sustainable materials suppliers and skills, capabilities and capacity needed, but for the foreseeable future, there are no anticipated significant changes to Goodyear’s business model and value chain. It is important that as we adopt bio-based materials that do not compete with food sources, and as our industry advances mobility solutions over the next two decades, these advanced mobility solutions remain accessible to all, providing a just transition to a low-carbon\* economy.

An example of ensuring we are not competing with food sources includes our utilization of commodity soybean oil – a surplus that is available beyond food applications – in our polymer and tire manufacturing processes in a variety of ways depending on the application. As we continued to increase our use of soybean oil, we formalized standards for responsible procurement in our [Sustainable Soybean Oil Procurement Policy](#), published in March 2021.

 \*Low-carbon includes all forms of GHG emissions

# DRIVING CLIMATE RESILIENCY

## MEASURING CLIMATE TRANSITION PLAN PROGRESS

How Goodyear will measure progress against our Climate Transition Plan

DECARBONIZATION	ADAPTATION	TRANSITION
<p><b>Progress on our science-based targets</b></p> <ul style="list-style-type: none"> <li>• Reduce Scope 1 &amp; 2 GHG emissions by 46% by 2030</li> <li>• Adopt 100% renewable electricity across manufacturing by 2030</li> <li>• Reduce certain Scope 3 (categories 1, 2, 3, 4) GHG emissions by 28% by 2030</li> <li>• Adopt 100% renewable energy across manufacturing by 2040</li> <li>• Achieve net-zero value chain GHG emissions by 2050</li> </ul> <p><b>Progress on use-phase emissions-reduction goals</b></p> <ul style="list-style-type: none"> <li>• Reduce rolling resistance by 40% and tire weight by 9% for our global consumer tire portfolio by 2025 from a 2005 baseline</li> </ul>	<p><b>Progress on current &amp; future KPIs</b></p> <ul style="list-style-type: none"> <li>• Increase the number of facilities considered “Highly Protected Risk” (HPR)</li> <li>• Compliance with climate regulations</li> <li>• Future: Supply plans factoring in short-, medium- and long-term climate risks and opportunities</li> <li>• Future: Sales growth of low-GHG-emissions products and services</li> <li>• Future: Resiliency evaluation for climate risks and opportunities</li> </ul>	<p><b>Progress on current &amp; future KPIs</b></p> <ul style="list-style-type: none"> <li>• Sales growth of EV tires; percent of Goodyear’s business</li> <li>• Sales growth of Tires-as-a-Service*; percent of Goodyear’s business</li> <li>• Future: Sales growth of low-GHG-emissions products and services; percent of Goodyear’s business</li> <li>• Future: Expansion of retreading solutions</li> <li>• Future: Ongoing assessment of Goodyear’s ELT management strategy to evaluate the effectiveness of driving GHG emissions reduction and circularity</li> </ul>

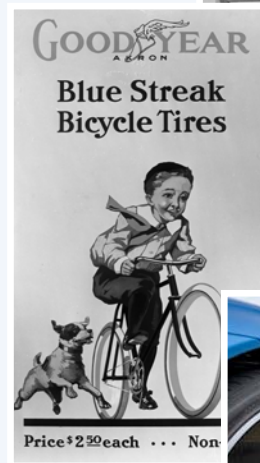
\*Tires-as-a-Service—This subscription-based Tires-as-a-Service offering is designed to reduce the total cost of ownership for fleets; Goodyear will manage end-to-end tire service on behalf of our customers; aided by tire intelligence, this service is designed to increase fleet customers’ uptime, reduce vehicle break downs, decrease fuel consumption and more.





# BUSINESS MODEL & VALUE CHAIN

The Goodyear Tire & Rubber Company was founded in 1898 with just 13 associates producing bicycle and carriage tires. Today, we are one of the world's largest tire companies, with an iconic brand and manufacturing operations in most regions of the world.



## WHERE WE FOCUS

Our customers are at the center of everything we do. We collaborate with them to make our products easy to buy, own and recommend.



## WE LIVE OUR VALUES

- Act with Integrity
- Energize Our Teams
- Promote Collaboration
- Be Agile
- Deliver Results

## WHAT WE DO

- Create leading technologies, products and services that anticipate the mobility and sustainability needs of our customers and fleets
- Relentlessly improve our safety, quality and efficiency
- Work with our customers and other stakeholders to advance their goals



## GOODYEAR AT A GLANCE



Headquartered in Akron, Ohio, for more than  
**125 years**



Manufactures our products globally in  
**54 facilities**



Operates in  
**21 countries**

For information on Goodyear's countries of operation and our financial performance in the markets and regions we serve (Americas, EMEA and Asia Pacific), please visit [Goodyear's most recent Annual Report](#).






Serves consumer, commercial, aviation, racing and off-road markets across  
**12 brands**



# BUSINESS MODEL & VALUE CHAIN

Below is a high-level depiction of Goodyear's value chain and associated GHG emissions.

 <b>RAW MATERIALS</b>	 <b>OPERATIONS &amp; SERVICES</b>	 <b>DISTRIBUTION &amp; USE</b>
<p>Goodyear's footprint includes the extraction and processing of raw materials that go into our products. We work with thousands of suppliers around the world. We use third-party transport companies to ship raw materials and indirects to Goodyear.</p>	<p>Goodyear's footprint includes emissions from the use of fuels, electricity and steam. These emissions are primarily generated through manufacturing, but also through our two Innovation Centers; retail, commercial and consumer service centers; and company-owned and operated vehicles.</p>	<p>Goodyear's footprint includes transporting finished goods to customers, distributors and retailers; the use of our tires, for commercial, consumer and other applications; and supplying end-of-life tires to third parties for recycling/repurposing.</p>
<ul style="list-style-type: none"> <li>• Raw materials extraction, manufacturing and processing</li> <li>• Transport of raw materials and indirects (heavy truck, light truck, barge, rail, air)</li> </ul>	<ul style="list-style-type: none"> <li>• Manufacturing and global operations (Innovation Centers/offices)</li> <li>• Retail, service centers, company vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• Transport to customers, distributors and retailers</li> <li>• Use of products</li> <li>• End-of-life tire recovery and recycling/repurposing</li> </ul>
<p><b>Scope 3</b></p>	<p><b>Scope 1 &amp; 2</b></p>	<p><b>Scope 3</b></p>

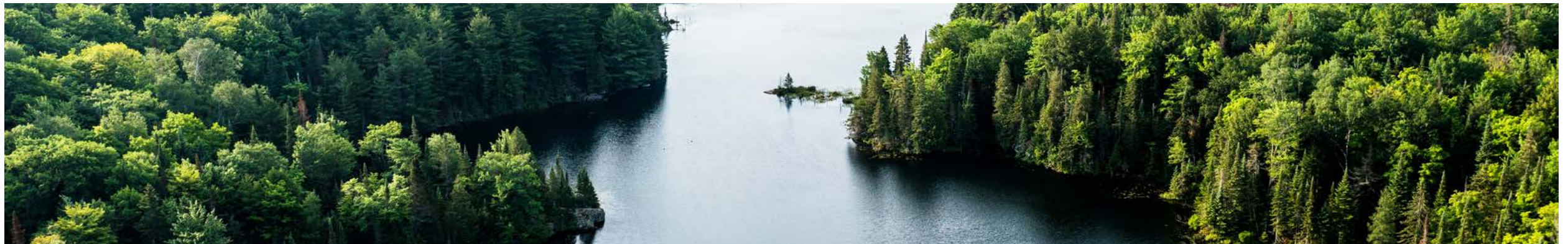
In the execution of Goodyear's climate ambitions regarding decarbonization, adaptation and helping drive a transition to a low-carbon\* economy, Goodyear anticipates potential step changes to the company's business processes, model and value chain.

Examples could include:

- Partnering with current suppliers on innovations, working with start-up suppliers and helping them scale new technologies, anticipating the effects of climate change on future supply and working with our suppliers to adapt accordingly and evaluating the availability of local supply
- Working with transport suppliers on optimization, mode switching and more sustainable technologies and fuels
- Including climate impact as a consideration in acquisitions, divestitures, facility footprint, new builds
- Expansion of products and services that enable the management of GHG emissions (e.g., tire intelligence and fleet management services)
- Optimizing our tire design and manufacturing processes to drive dematerialization and waste reduction
- Optimizing the tire portfolio and manufacturing footprint to achieve net zero by 2050

It is important to note that from a manufacturing perspective, in most cases, Goodyear tire manufacturing equipment is capable of material exchanges. For example, substituting rice husk ash silica for non-crystalline silica. Goodyear manufacturing is also capable of switching from producing tires for internal combustion engines to tires for EVs. This is advantageous for Goodyear as we transition to more sustainable solutions.

Goodyear will work closely with our suppliers on planning for future climate change impacts on yields and availability. This is to ensure a just transition for suppliers and their livelihoods to the extent possible.



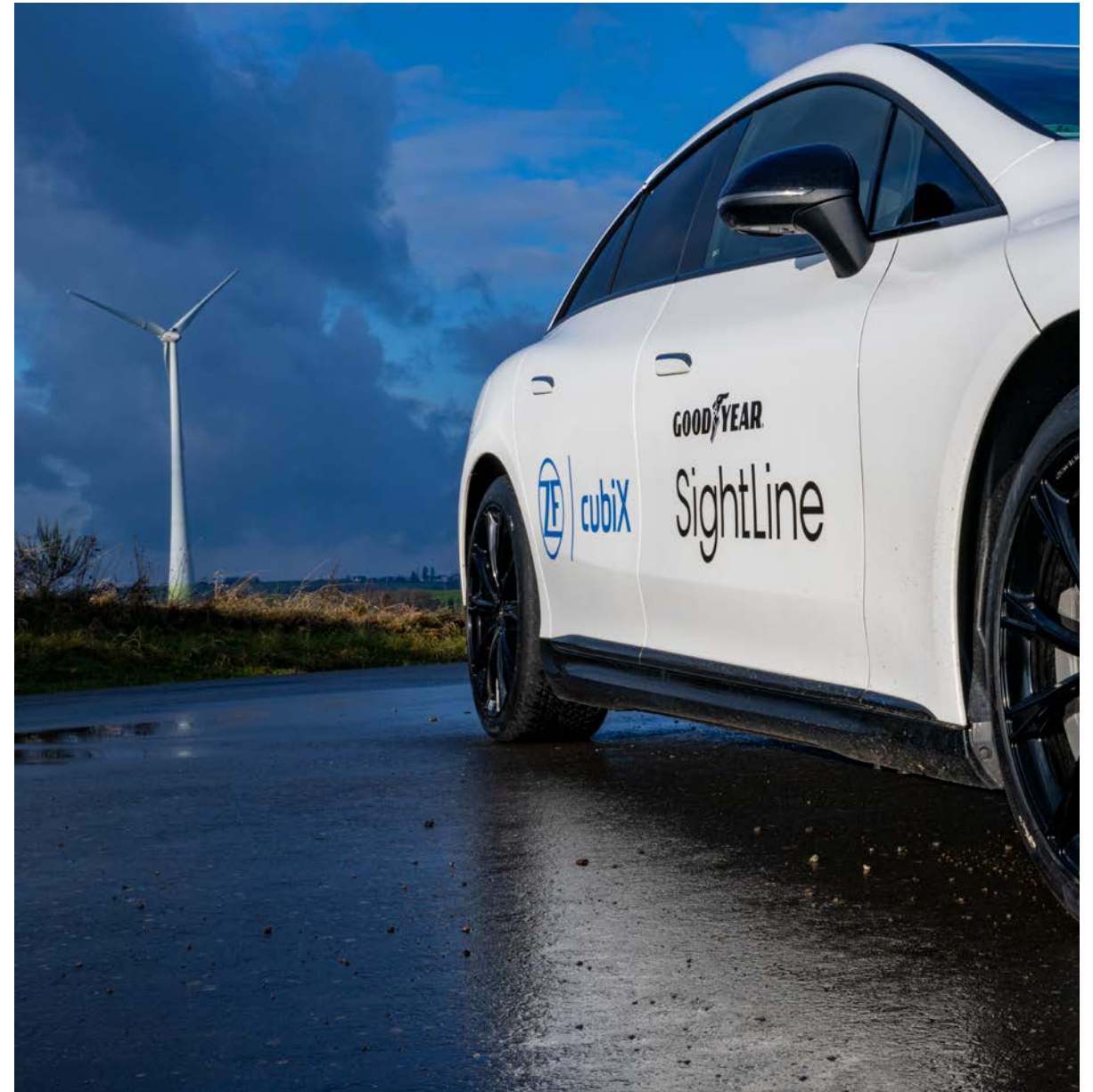
\*Low-carbon includes all forms of GHG emissions

## KEY ASSUMPTIONS & EXTERNAL FACTORS

For Goodyear's Climate Transition Plan to materialize, the company is dependent on the below listed assumptions and external factors to achieve our climate ambitions. Should these factors change, we will work to adapt.

- Transportation continues to rely on tires and services (e.g., service centers, fleet services)
- Climate-related policies and regulations continue to drive customer (commercial, consumer, aviation) expectations for low-GHG-emissions, circular solutions
- Renewable electricity and fuel solutions continue to become more broadly available, at the global and grid level, as well as EV charging station infrastructure level
- New low-GHG-emissions technologies (e.g., hydrogen, carbon capture) and low-GHG-materials become more cost competitive as they scale more broadly
- Low-GHG-emissions transport solutions continue to advance and transportation partners are capable of investing in these solutions (e.g., fleet modernization, EVs, sustainable fuels)
- Climate change does not fully eliminate access to critical materials needed for tire production
- Software solutions advance enabling effective and affordable exchange of needed data
- Consumers increasingly purchase low-GHG-emissions products and solutions in the replacement market
- Goodyear's financial position continues to improve – revenue growth, cost savings, debt ratio – enabling continued investments in the Climate Transition Plan
- A significant amount of funding is not diverted to unforeseen/unplanned circumstances on an ongoing basis diminishing Goodyear's ability to invest in the Climate Transition Plan
- The level of warming and predicted impacts does not happen quicker than anticipated

Goodyear will continue to monitor these assumptions and external factors on an annual basis to identify risks and opportunities and plan accordingly.



# ACTION

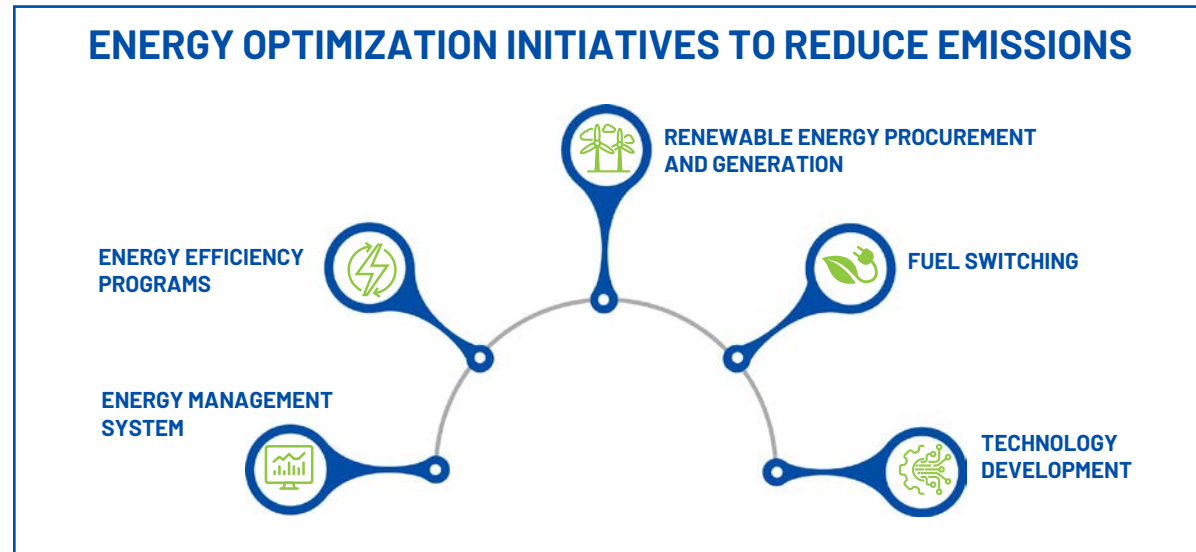
Goodyear is actively working to decarbonize our value chain, address our climate risks and opportunities and develop low-GHG-emissions products and services to help transition the mobility industry.

## DECARBONIZATION / MITIGATION ACTIONS

### Scope 1 & 2 - Our Operations

#### Energy

Our energy optimization program is focused on five key areas including energy management, energy efficiency, renewable energy, fuel switching and technology development. Each of these areas has strategic action items associated with them to reduce emissions, improve energy efficiency and increase the use of renewable energy.



#### Energy Management

Our Energy Management System provides the foundation needed to mature the energy programs at each facility and begins with integrating energy into Goodyear's Plant Optimization (P.O.) framework. This integration work is led by global, regional and plant Engineering teams. At all levels of the organization, building the capability of our Energy team is necessary to execute our energy optimization strategy. At the global level, strategy is defined, tools and resources are developed, and project support is provided. This work is led by Goodyear's Global Energy Senior Manager and executed by each Regional Energy Manager. At the facility level, Goodyear has Energy Coordinators at 50 manufacturing facilities. Energy Coordinators are responsible for identifying energy efficiency opportunities and implementing the

energy optimization strategy at their individual facilities. Many of our Energy Coordinators are certified energy professionals, which Goodyear strives to have at our major manufacturing facilities. Internationally recognized certifications allow our Energy Coordinators to effectively develop projects related to energy efficiency and meet our corporate efficiency goals.

Tracking our performance through regular reporting and metering is critical to continuous improvement. Goodyear continues to increase the level of metering at all our facilities to manage our energy consumption in real time. The development of energy dashboards increases visibility to KPIs across the organization, exposes efficiency opportunities and supports better management of key action items.

#### Energy Efficiency

Goodyear's energy optimization program enables our manufacturing facilities to better identify and implement energy efficiency projects. Through the integration of energy into plant optimization, we work to reduce energy use through zero-loss thinking and equipment efficiency. The energy loss assessment, within our overall manufacturing zero-loss assessment, reviews different categories of energy losses that can occur in all areas of the manufacturing facility, such as steam use, utility costs, heating and cooling and electric use efficiency. Upon completion of the annual energy loss assessment, each manufacturing facility identifies its greatest opportunity areas and sets its own goals in BTUs per pound of production. These goals are incorporated into Goodyear's global energy reduction goal. In 2023, our savings from energy efficiency projects was approximately \$18 million.

Throughout the year, each of our regions and facilities works to implement energy efficiency projects in all areas of our facilities. Many of these projects include operational energy efficiency such as improving the efficiency of facility equipment including boilers, chillers and air compressors as well as implementing air and steam leak detection programs.

We are beginning to implement a real-time energy management system across all our manufacturing facilities. This will be done in a phased approach, which allows facilities to develop their maturity in energy monitoring and leverage increasing levels of tools and technologies. The real-time energy management system will bring further insight into our daily operations, allowing us to identify areas of opportunity and improve energy efficiency throughout our footprint more quickly.

#### Renewable Energy

In 2023, we developed a renewable electricity strategy, which includes on-site solar renewable energy, power purchase agreements (PPAs), green tariffs and energy attribute certificates (EACs). We have already implemented three pieces of this strategy – on-site solar renewable energy, green tariffs and EACs. Our long-term plan includes utilizing corporate PPAs for electricity procurement. This will further support Goodyear in maintaining our decarbonization progress and will add new power generation to the grid.

To advance this work, we have established both a steering and operating committee – with representation from Global Engineering, Sustainability, Finance, Legal, Manufacturing and



# ACTION

Procurement — to identify how we will execute on this strategy in both North America and EMEA, with the aim to expand PPAs globally.

In addition to our EMEA region operating with 100% renewable electricity, we also have several other plants around the world procuring and generating renewable electricity. Goodyear operates on-site solar generation systems at 10 facilities in China, Germany, India, Indonesia, Mexico, Slovenia, Thailand and Turkey, with a total capacity of 29 megawatts. We will continue to investigate possible on-site solar projects at all our owned facilities globally. Also, our two solar power stations at our testing facilities in Colmar-Berg, Luxembourg, provide clean energy for Luxembourg citizens. With annual solar generation capacity of approximately 6 MWp, this installation generates enough energy to supply more than 1,200 households. This project highlights our willingness to support the Luxembourg government in its aim to switch to 100% renewable energy.

At the end of 2023, we were using 37% renewable electricity globally through procurement and on-site solar generation. Goodyear is on target to reach 100% renewable electricity in all our manufacturing facilities by 2030.

## Fuel Switching & Technology Development

We are beginning to investigate how we can significantly reduce the direct emissions from our operations by switching fuels to renewable options and developing new technologies for our processes. Much of the work in this space is still developing, including the industrialization of renewable fuel sources such as green hydrogen, renewable natural gas and biomass. As markets for these fuel sources continue to develop, we are working on piloting new technologies, updating our standards to allow for these new fuels and including specifications in new facility design that will enable us to easily adopt these new fuel sources. We are also looking at opportunities to electrify our processes. In many cases, technology and equipment is under development to allow for these changes. Goodyear will continue to evaluate the implementation of these changes as we upgrade current facilities and expand and/or open new facilities. This will allow us to use renewable electricity sources in place of fossil fuels for our heating process requirements.

## Scope 3 - Our Value Chain

Purchased Goods and Services account for 55% of Goodyear's Scope 3 emissions, excluding use phase emissions. These GHG emissions are associated with the purchase of raw materials and capital goods across our value chain. Our Chief Procurement Officer and Director, Global Sourcing Sustainability, oversee this decarbonization workstream. We are utilizing three levers when it comes to reducing GHG emissions from purchased goods — using innovative low-GHG-emission materials, reducing material consumption and engaging our suppliers regarding climate targets and solutions.

## Sustainable Feedstocks and Low-GHG-emissions Materials

One of the main focus areas of this workstream is looking at innovative materials that are renewable and/or recycled and have a low-GHG-emissions footprint. A cross-functional working group researches

innovative materials and the emissions-reduction potential, cost and availability of these materials. Examples of this include pursuing technologies that replace standard carbon black with zero-carbon carbon black and increasing our use of recycled steel cord. This working group is developing a low-GHG emissions materials roadmap — which we expect will continue to evolve — aimed at helping Goodyear achieve our 2030 science-based target.



## Reduce Material Consumption

Another focus area is the reduction of material consumption, both in our tire design by using lightweight materials, such as thinner, but stronger steel cord to reduce the amount of steel cord per tire, and the reduction of waste generated in our operations.

Goodyear's Technology, Global Material Science and Global Sustainability teams are actively looking at developing tire constructions that use new technologies and sustainable materials that carry higher loads at a lower weight, while meeting our high standards for safety and performance. This is especially true as the focus on EVs continues to grow, as we are looking at ways to reduce tire weight to help improve the energy usage in EVs. In addition, we are continuing to work with our customers to understand their needs and find ways to use these new technologies to help them reach their own sustainability goals.

In 2024, Goodyear leveraged a program approach to establish our next-level weight reduction targets and drive the creation of and investment in new technologies required to reach them. We will share these targets and the progress we are making toward them in future reports.



# ACTION

Goodyear has an internal goal to reduce operational waste across our footprint with a focus on improving operational waste throughout our manufacturing facilities globally. We expect this to translate into material consumption reduction.

## Supplier Climate Commitments

The third focus area is engaging our suppliers in climate targets and actions. In 2023, we performed an emissions impact analysis by material group and supplier to identify key hot spots. At the completion of this analysis, we assigned a maturity score to our suppliers based on their third-party scoring, their external reporting and whether they had made a SBTi climate commitment. From there, we initially selected 17 raw material suppliers representing approximately 33% of our Scope 3 emissions from purchased goods and services with whom we will develop detailed supplier-specific roadmaps in 2024 and 2025. These roadmaps will initially focus on our suppliers' Scope 1 and 2 emissions. In this process, we are also encouraging our suppliers to reduce their Scope 3 GHG emissions by further engaging with their supply base.



Additionally, in September 2023, we launched our supplier engagement program with more than 400 of our raw material suppliers requesting they complete the following by December 2024:

- Set and publicly commit to near-term and net-zero science-based targets aligned with SBTi guidelines
- Set a goal to operate at 100% renewable electricity by no later than 2030
- Set a goal to operate at 100% renewable energy by no later than 2040
- Work and engage with their supply base to establish climate targets to reduce GHG emissions coming from their supply chain
- Publicly report on their progress and share product-level GHG emissions footprint data with Goodyear

We continue to work with those who have not yet committed, as well as those with existing climate strategies in place. This program strengthens our relationships with our suppliers as we work together to address climate change.

In 2024, we expanded our supplier engagement program and continued to identify, evaluate and incorporate new, innovative low-GHG-emissions materials.

## Scope 3 - Use Phase

Goodyear's corporate GHG footprint results point to the product use phase as the greatest opportunity to reduce GHG emissions. Energy use is affected by many design factors including tire rolling resistance, tire weight and tire aerodynamics. We established a goal to reduce rolling resistance by 40% in our global consumer tire portfolio by 2025 from a 2005 baseline. In 2023, we moved closer to achieving this goal by reducing rolling resistance by 35.5%.

Goodyear also established a goal to reduce tire weight by 9% for our global consumer tire portfolio from a 2005 baseline by 2025. In 2023, we exceeded our goal achieving a 9.9% overall reduction over the 2005 baseline. To accomplish this, we developed state-of-the-art technology in rubber compounding, tire construction and manufacturing to meet the increasing demand for lighter tires with low resistance. Rubber compounding efforts included testing different methods to process the compound, as well as alternative materials and fillers that could enhance fuel efficiency. For the past decade, Goodyear has applied lightweight technology to many of our tires.

We are currently in the process of developing technology roadmaps focused on tire weight and rolling resistance, which identify a baseline for our current state as well as the projects we need to prioritize. Additionally, we are collaborating with our customers to understand their sustainability goals and how our technology development aligns and supports those goals.



# ACTION

## Policies & Conditions

Goodyear's Responsible Operations Policy underscores principles that guide our work. Goodyear conducts our business in accordance with applicable legal and ethical standards. We are focused on a culture of safety and operate in a manner that protects our people, customers, planet, company and our good name. We use proven best practices to ensure we maintain our high-quality standards and improve efficiency while operating responsibly and mitigating impacts.

We have a global strategy deployment process where objectives cascade from senior leadership to regional operations to the site level. We have set company-wide goals and objectives that seek to continuously improve our Environmental, Health and Safety (EHS) systems and performance, reduce environmental impact, increase our use of recycled and renewable materials and deliver value to our various stakeholders.

By the end of 2024, Goodyear will release a Climate Policy aligned with our climate commitments to limit global temperature rise to no more than 1.5° Celsius above pre-industrial levels. Additionally, this policy promotes Goodyear's efforts to identify, assess and manage our material climate change mitigation and adaptation impacts, risks and opportunities, including building resilience to climate-related physical and transition risks.

## Financial Planning

Decarbonization requires a significant amount of data; innovative design, processes and business models; new materials and technologies to become available, scalable and affordable; partnerships; supplier engagement; a mix of cost-cutting strategies and investments; and complexity management.

The automotive supply chain is in a period of significant transition, as the mobility industry is being prompted by regulations and public policies to rapidly move to low-GHG-emissions solutions. Throughout this transition, Goodyear is making decisions and investments that position the company for short-, medium- and long-term success. Transitioning either too quickly or slowly or investing in unsuccessful technologies could impact Goodyear in retaining and growing revenue, controlling costs and managing cost of capital and investments.

Goodyear estimates approximately \$140 million will be required from 2025 to 2030 to reach our 2030 goal of utilizing 100% renewable electricity in Goodyear manufacturing facilities worldwide. This cost estimate covers needed PPAs, on-site solar and energy attribute credits (EACs), based on existing projects and quotes, modeling and market trends. In addition to investments in renewable energy, Goodyear is implementing real-time energy management (RTEM) systems across all manufacturing sites between now and 2029 to measure process-level energy use to drive efficiency. Goodyear estimates an investment of \$22.5 million between 2024-2030 to install and maintain the RTEM infrastructure. The expectation is that this investment will lead to significant energy and cost savings in the short, medium and long term. Based on our five-year planning process, Goodyear estimates approximately \$135 million in cost savings associated with energy efficiency projects from 2025 to 2029.



Goodyear's energy split is approximately 50% electricity and 50% fuels, including purchased steam. The cost to obtain 100% renewable energy, particularly related to fuels, is currently unknown. We are planning to address Scope 1 emissions primarily post-2030, anticipating more cost-effective solutions and new technologies at that time, but continue to engage with partners on technology development in this space.

Additionally, Goodyear modeled cost savings associated with two key material consumption reduction strategies, product dematerialization and a reduction in operational waste. Goodyear has been working toward a goal of reducing tire weight by 9% for our global consumer tire portfolio from a 2005 baseline by 2025. Using historical results from this program, we assumed a continued annual reduction of tire weight over the course of the short-term modeling period of 2024-2028. Goodyear is also working towards reducing operational material waste as a percent of finished stock value. For both initiatives, we modeled the cost savings related to the annual reduction in purchased materials, assuming the reductions would translate to less material purchased. Goodyear anticipates a short-term potential cost savings of \$170-\$220 million for the period of 2024-2028.

Goodyear is building a low-GHG-emissions materials roadmap to 2030 that the company is working to fund through sustainable grants and incentives, supplier and customer partnerships and dematerialization over the short, medium and long term. Goodyear is also building a transport decarbonization roadmap to 2030 with opportunities for cost savings to help fund investments. Goodyear will develop cost modeling for these strategies as they further materialize.



# ACTION

## ADAPTATION ACTIONS

To adapt to climate change and build business resiliency, Goodyear is taking the following actions:

SIGNIFICANT CLIMATE RISKS & OPPS	ACTIONS
<b>Physical Risks</b>	
Weather-related event(s) causing disruption to Goodyear	<b>Business Operations</b> <ul style="list-style-type: none"> <li>Utilize Goodyear’s well-established Business Continuity program and annual budget to anticipate, plan for and mitigate climate-related risks</li> <li>Invest \$10M annually in high-priority facility upgrades to offset risk, including natural hazard risk</li> <li>Pursue long-term, more in-depth modeling of climate-related supply chain and operational risk for strategic planning</li> </ul>
<b>Transition Risks</b>	
Penalties placed on carbon emissions	<b>Business Operations</b> <ul style="list-style-type: none"> <li>Continue to implement real-time energy management systems to identify and implement energy efficiency projects annually</li> <li>Maintain annual monitoring of carbon tax schemes that apply to Goodyear worldwide; utilize in renewable energy decisions</li> <li>Utilize an internal price on carbon for key decisions (e.g., CapEx)</li> <li>Continue to build Goodyear’s renewable energy roadmap – to include renewable fuels and fuel switching – to achieve 100% renewable energy across global manufacturing by 2040</li> </ul>
Failure to achieve significant progress on science-based targets (SBTs)	<b>Business Operations</b> <ul style="list-style-type: none"> <li>Continue to evolve and execute 2030 decarbonization roadmaps and financial planning</li> <li>Continue to identify opportunities to reduce costs and apply savings to fund climate investments (e.g., energy efficiencies and on-site solar renewable energy generation)</li> </ul>
Rapid emergence of climate-related regulations (e.g., EUDR, Ecodesign)	<b>Products &amp; Services</b> <ul style="list-style-type: none"> <li>Support natural rubber suppliers’ capacity building for EUDR compliance</li> <li>Execute EMEA EUDR roadmap; aim to access deforestation-free natural rubber for global demand by partnering with supply base to reduce cost premiums</li> <li>Support natural rubber suppliers’ capacity building for EUDR compliance</li> <li>Build transition plans for upcoming regulations</li> <li>Continue to collaborate on developing domestic sources of natural rubber</li> </ul>
<b>Opportunities</b>	
Products with sustainable attributes	<b>Products &amp; Services</b> <ul style="list-style-type: none"> <li>Define, categorize and promote low-GHG-emissions products and services</li> <li>Build/refine renewable, recycled, low-GHG-emissions materials roadmap to 2030</li> <li>Continue to evaluate other key strategies – rolling resistance, weight reduction, treadwear and retreading for new and expanded opportunities</li> <li>Deliver product-level data and certifications to customers to enable the connection to their science-based targets (SBTs)</li> </ul>
Tire intelligence and fleet management	<b>Products &amp; Services</b> <ul style="list-style-type: none"> <li>By 2027, deliver data-and sensor-enabled intelligence in all new products</li> <li>Utilize modeling to connect tire intelligence and fleet management solutions to GHG emission reduction; build strong visibility and value proposition for customers</li> </ul>
Electric vehicle parc expansion	<b>Products &amp; Services</b> <ul style="list-style-type: none"> <li>Continue to transition Goodyear’s portfolio from traditional internal combustion engine tires to tires for EVs at the pace of market demand</li> <li>Continue to integrate sustainable attributes such as sustainable materials, lighter weight, longer tread life</li> </ul>
Leveraging circular innovation/ processes to reduce material and energy use	<b>Business Operations and Products &amp; Services</b> <ul style="list-style-type: none"> <li>Build/refine renewable, recycled, low-GHG-emissions materials roadmap to 2030</li> <li>Advance dematerialization strategies – reduce operational waste, reduce tire weight, optimize Goodyear’s tire portfolio</li> <li>Continue to enhance our ELT strategy considering the various alternatives, pros and cons and value propositions</li> <li>Expand retreading where there is viable market opportunity and drive GHG emissions savings</li> </ul>





# ACTION

## Policies & Conditions

By the end of 2024, Goodyear will release a Climate Policy aligned with our climate commitments to limit global temperature rise to no more than 1.5° Celsius above pre-industrial levels. Additionally, this policy promotes Goodyear's efforts to identify, assess and manage our material climate change mitigation and adaptation impacts, risks and opportunities, including building resilience to climate-related physical and transition risks.

## Financial Planning

Goodyear's Climate Transition Plan will have a financial effect on the organization, requiring investments but also providing opportunities for increased revenue and decreased costs. Many of the foreseeable expenses are near-term investments, for example, to install RTEM systems and on-site solar and utilize PPAs. Once installed, the RTEM system will shine a spotlight on areas of energy efficiency opportunity. Implementing these efficiency projects will require operational expense for execution but will also save us money through efficiency improvements.

Another example is acquiring deforestation-free natural rubber. With the limited supply of traceable natural rubber today, there is a significant premium, but as we aid in moving natural rubber producers to comply with deforestation-free practices and make that transparent through traceability systems, we anticipate short-term premiums to diminish. In general, we anticipate many of these upfront investment costs to dissipate over the short term. On the increased revenue side, there is a similar trend where Goodyear anticipates some early wins regarding being one of the early leaders in the market on EV tires and tire intelligence solutions; however, as other tire manufacturers increase their capabilities, these near-term potential revenue gains are also expected to dissipate. Some of the climate-related opportunities, while they may bring short-term gains, are necessary for maintaining business, ongoing resiliency and helping transition the industry. Goodyear also anticipates significant cost savings driven by energy efficiency and dematerialization, as we implement global energy efficiency projects annually and reduce operational waste and tire weight, leading to materials reduction.

## Investments

For weather impacts, the estimated financial range, \$100-\$150 million, for the short-term, five-year period of 2024-2028, is based on assessing Goodyear's historical frequency and severity of weather-related events and extrapolating to the future.

Goodyear partners with insurers to develop suggestions to improve property protection and minimize weather-related risks. Goodyear will invest \$10 million annually to address facility risks, not exclusive to, but including, natural hazard risks.

Regarding carbon taxes, Goodyear estimates a financial impact range of \$10 million to \$30 million in potential added costs over the period 2024-2028, on top of the 2023 \$13 million baseline in the EMEA operating region. In forecasting Goodyear's future GHG emissions over this period, it was assumed that Goodyear's absolute Scope 1 emissions in EMEA will remain constant throughout this timeframe, with



minor incremental Scope 1 emissions growth being offset with some incremental efficiencies and opportunities to switch to renewable and low-emissions fuel sources. Goodyear plans to significantly reduce Scope 1 emissions post-2030, which is when we anticipate biofuels and new technologies to be more widely available and affordable.

Goodyear estimates approximately \$140 million will be required between 2025 and 2030 to reach our 2030 goal of utilizing 100% renewable electricity in Goodyear manufacturing facilities worldwide. This cost estimate covers needed PPAs, on-site solar and EACs, based on existing projects and quotes, modeling and market trends. In addition to investments in renewable energy, Goodyear is implementing RTEM systems across all manufacturing sites between now and 2029 to measure process-level energy use to drive efficiency. Goodyear estimates an investment of \$22.5 million between 2024-2030 to install and maintain the RTEM infrastructure. The expectation is that this investment will lead to significant energy and cost savings in the short, medium and long term.

To comply with the EU regulation on deforestation-free natural rubber, Goodyear needs to purchase natural rubber quantities that comply with the stated regulatory requirements. Over the 2024-2028-time horizon, Goodyear anticipates a \$130-\$150 million cost increase related to the price premiums of sourcing EUDR-compliant natural rubber. Of the global natural rubber supply, only a subset of natural rubber smallholders and natural rubber processors can fully meet the requirements of the regulation, particularly the required traceability component. The regulation creates an increased demand for the limited supply, creating an opportunity for natural rubber suppliers to charge a price premium per metric ton of compliant material. In the future, Goodyear anticipates the price premium may dissipate as more locations of smallholders within the natural rubber supply chain are mapped and assessed against deforestation and legality risks, thereby increasing the supply of quantities of natural rubber that comply with the regulation.

To aid the increase in traceable EUDR-compliant natural rubber, Goodyear is a member of the [Global Platform for Sustainable Natural Rubber \(GPSNR\)](#), a multi-stakeholder platform focused on improving the sustainability of natural rubber. Goodyear anticipates investing a minimal amount over the next five years, through our partnership with GPSNR members, on EUDR tools and resources needed to facilitate industry-level EUDR compliance.



# ACTION

## Revenue & Cost Savings Opportunities

Customers are requesting sustainable attributes in tires to support their own climate and circularity objectives. Through innovative low-GHG-emissions, circular, more sustainable products and services, Goodyear sees an opportunity to increase our market share and/or revenue. This could occur through increased Goodyear brand value and fulfilling product-specific requests from OE and fleet customers. Goodyear estimates a minimal range of incremental financial benefit of \$0-\$20 million in the short-term, five-year 2024-2028 timeframe. Goodyear believes the price premium benefit of being a leader in producing tires with sustainable materials will also dissipate in the short term. We anticipate an increase in competitive offerings and a rise in the expectations of OE customers for sustainable materials being standard offerings that will fully erode any possible price advantage compared to our traditional offerings by 2028.

Goodyear is a market leader in intelligent tire strategies, products and service offerings. In the short-term, five-year period of 2024-2028, Goodyear modeled that a 1% price premium and a 1% volume increase for fleet segment replacement sales is worth \$95-\$125 million of incremental value. Tire intelligence offers a potential growth area to our overall business with a potential to also support decarbonization and climate goals. This 1% sensitivity was selected considering uncertainty as to the percentage of additional market share and pricing advantage that Goodyear might capture but demonstrates the potential opportunity of multiple points of volume growth and price premium. Goodyear believes the price premium and volume benefit of being a leader in commercializing intelligent tire solutions and innovative connected service models will erode slowly in the short term as an increase in competitive offerings provides more choices to customers.



Due to the magnitude of expected industry growth in EV tires and Goodyear's leadership position as a Tier 1 OE supplier, we anticipate a short-term potential financial impact range of \$0-\$40 million for the five-year period of 2024-2028. While the EV parc is expanding and is projected to expand in the future, the total vehicle and tire market is expanding at a slower rate. Goodyear believes that EV tire sales will largely come at the expense of sales of tires for internal combustion engine vehicles. In other words, EV tire sales volume will likely cannibalize an equivalent amount of existing internal combustion engine tire sales volume. The financial benefit, then, is due to incremental pricing for EV tires as compared to internal combustion engine tires.

While Goodyear anticipates a low-magnitude financial impact over five years in the OE market for EV tires, not being ready with products that meet the new requirements of EVs could mean market share loss. Having strong EV products gives Goodyear the opportunity to compete and maintain or increase market share. We also know that winning OE business tends to translate to a percentage of trailing replacement tire sales, as consumers often replace worn tires with new tires of the same brand. This underscores the importance of maintaining strong relationships with OE customers and having innovation commercialized and ready for market trends like the EV transition. EVs represent a growing trend in our industry, and Goodyear will partner with customers to contribute to decarbonization goals for the entire industry.

Regarding cost savings, based on our five-year planning process, Goodyear estimates approximately \$135 million in cost savings associated with energy efficiency projects from 2025 to 2029.

Goodyear also modeled cost savings associated with two important initiatives, product dematerialization and a reduction in operational waste. Goodyear has been working toward a goal of reducing tire weight by 9% for our global consumer tire portfolio from a 2005 baseline by 2025. Using historical results from this program, we assumed a continued annual reduction of tire weight over the course of the short-term, five-year period of 2024-2028. Goodyear is also working towards reducing operational material waste as a percent of finished stock value. For both initiatives, we modeled the cost savings related to the annual reduction in purchased materials, assuming the reductions would translate to less material purchased. Goodyear anticipates a short-term potential cost savings of \$170-\$220 million for the period of 2024-2028.

As trends materialize over the next five years, that will give us a better understanding of medium- and long-term financial impacts. The anticipated investments, revenue increases and cost savings will continue to be refined as new information becomes available. These figures are regularly reviewed with Goodyear's senior leadership team and functional senior leaders for alignment, approval and financial planning.



# ACTIONS

## TRANSITION ACTIONS

### Tires with Sustainable Attributes

Goodyear actively seeks sustainable material options that deliver product performance while meeting our high standards of quality and safety. To advance Goodyear's sustainable material use, our teams investigate new alternative raw materials and incorporate innovative solutions. For sustainable material exchanges, when possible, we utilize available data and Lifecycle Assessments (LCAs) to understand and identify potential impacts, including carbon emission, biodiversity and resource depletion. These LCA results also help to inform our material selection decisions. We use the ISO 14021 standard to help define a sustainable material.

One example of a sustainable material is a silica product made from residual rice husk ash – a byproduct of rice processing. Rice husk ash (RHA) silica can help deliver performance similar to traditional sand-based silica yet can have lower GHG emissions and can help reduce waste going to landfill. Over the past several years, we have introduced the use of RHA silica in several of our global manufacturing facilities. We have been working closely with our suppliers to explore further expanding the use of RHA silica. In 2023, we more than doubled our use of RHA silica over 2022.

Goodyear also increased our use of bio-based oils to help us reach our goal of fully replacing petroleum-based oils in our products by 2040. We continue to implement strategies and investigate materials to meet this goal. One example is our use of soybean oil. Goodyear utilizes commodity soybean oil, a surplus that is available beyond food applications, in our polymer and tire manufacturing processes in a variety of ways depending on the application. We increased our use of soybean oil by 9.9% in 2023 over 2022. Our [Sustainable Soybean Oil Procurement Policy](#), published in March 2021, helps guide processors, farmers and all other members of the supply chain to establish practices and make sound environmental and social decisions related to the growing, harvesting and processing of soybeans.

In December 2023, Goodyear launched the [EcoReady](#), a consumer tire made with up to 70% sustainable materials. This tire – engineered with soybean oil, high-quality rice husk ash silica and sustainably sourced natural rubber – is a result of the hard work and dedication of a cross-functional Goodyear team. In early 2024, Goodyear introduced the [Electric Drive 2](#), an all-season EV tire with 50% sustainable materials by weight, improved rolling resistance and long-lasting tread life to maximize performance. And, in November 2024, we introduced the [Electric Drive Sustainable-Material Tire](#), a summer EV tire with more than 70% sustainable materials by weight, engineered to provide superior grip and quietness for EV owners, to the Chinese market.

Some innovations have yet to be discovered, and our Global Material Science team is dedicated to further exploring, developing and commercializing current and future innovations. We are collaborating with our supply base and new partners to both identify these technologies and opportunities to bring them to scale.

Increasing tire longevity reduces the number of tires that reach their end of life. This is especially important to Goodyear's fleet customers, who save significant time and labor by replacing fewer tires as well as our electric vehicle customers, who benefit from longer-lasting tires to handle increased torque and weight from electric powertrains. In 2023, we launched several new tires that have longevity as a benefit across our North American market. Goodyear continues to conduct research to bring new technologies and innovations into the market that extend the life of a tire.

Part of extending tire longevity is the work we do around retreading. Retreading is a process in which the remaining tread is removed from the tire casing and a like-new tread is applied in its place and then cured so the tire can be reused. This cost-effective option allows fleets to extend the life of their tires, reducing the number of tires that reach their end-of-life each year. Most Goodyear commercial tire casings are built with the durability and toughness to withstand more than three retread applications. Retreading is available in the commercial, off-the-road and aviation markets. Safety is top of mind, and we continually test our retread products to ensure our retread processes are safe and meet our high standards for performance and quality. Our teams also consistently look at new materials and technologies to enhance our retread products.

Improving rolling resistance and reducing tire weight are also sustainable attributes. Goodyear has goals around both and continues to advance. [See the Scope 3 – Use Phase](#) section for details.



# ACTIONS

## Electric Vehicles

With the continued adoption of EVs, we work with our customers and consumers to understand market needs. EVs may have increased tire wear due to the weight and torque associated with these vehicles. This differs from ICE vehicles, and as a result, our Technology team works to develop solutions that deliver on range, while not compromising tire performance. In developing EV tires, our teams focus on tread design, material selection and tire shape to maintain traction and the connection to the road.

In early 2024, Goodyear introduced the **ElectricDrive 2**, an all-season EV tire with 50% sustainable materials by weight, improved rolling resistance and long-lasting tread life to maximize performance. The ElectricDrive™ 2 also features SoundComfort Technology®, a built-in sound barrier that helps reduce interior vehicle noise often more noticeable with a quieter EV ride, and an asymmetric tread pattern that provides confident handling for wet or dry road conditions.

Goodyear will continue to transition from primarily producing tires for internal combustion engine vehicles to producing a mix of internal combustion engine and EV tires, as the shift to EVs in the marketplace evolves. Transitioning from the production of internal combustion engine to EV tires does not impact Goodyear's equipment, assets or workforce.

## Connected Vehicles

Tires are the only element of a vehicle that touches the ground. This contact point has the potential to provide important data to the vehicle. Connected tires can read the road and report back to the vehicle to enhance levels of safety and performance. These innovations are shaping the evolution in mobility. In fact, Goodyear has set a goal that, by 2027, we will reinvent tires and service, delivering data- and sensor-enabled intelligence in all our new tires. For several years, Goodyear has provided tire management solutions for commercial trucking fleet managers, including Goodyear Tire Management and Goodyear Proactive Solutions. In 2024, Goodyear launched **Tires-as-a-Service (TaaS)**, a subscription-based business model that leverages years of accumulated innovation. Using on-vehicle sensors and active monitoring systems, fleet managers and drivers can evaluate tire conditions in real-time, helping fleets identify critical issues, such as tire air leaks, improper inflation and high temperatures, while also providing predictive analytics to help reduce tire-related roadside breakdowns. This data and service can help reduce use-phase GHG emissions through proper tire inflation and fuel efficiency and can reduce material consumption associated with premature tire replacement.

Demand for intelligent solutions is growing. Transitioning to intelligent and connected tires and associated services does not reduce Goodyear's equipment, assets or workforce. This will increase our investment in talent and capability building, technology enhancements such as automatic tire inflation systems, and building our operations and service network capabilities.

## Policies & Conditions

By the end of 2024, Goodyear will release a Climate Policy aligned with our climate commitments to limit global temperature rise to no more than 1.5° Celsius above pre-industrial levels. Additionally, this policy promotes Goodyear's efforts to identify, assess and manage our material climate change mitigation and adaptation impacts, risks and opportunities, including building resilience to climate-related physical and transition risks.

## Financial Planning

Goodyear's anticipated R&D spend of approximately \$2.5 billion over the period 2024-2028 will include a variety of product and technology innovations.

The specific amounts and timing of investments will be driven by market demand for our solutions, business requirements, macroeconomic factors and overall availability of capital.



# ENGAGEMENT STRATEGY

To ensure we are managing our most significant sustainability impacts, risks and opportunities, we continue to engage internal and external stakeholders who are knowledgeable in and value corporate responsibility and climate commitments. The summary below highlights our key stakeholder groups and the type and frequency of interaction.

## Engagement with the Value Chain

Our teams meet regularly with our customers to learn about their sustainability and climate strategies, engaging in conversations on how we can collaborate to drive progress to help all of us meet our goals. We look for ways we can grow and make strides along our respective journeys together. This mindset also extends to our partners: suppliers and other organizations, educational and research entities. Through open dialogue, the exchange of ideas, informational sessions and continuous learning, we can identify companies that have similar goals and ambitions and are committed to mitigating climate change.

Goodyear regularly engages with customers in a variety of ways, via surveys, presentations, leadership meetings, site visits, bid requests, LCA submissions and more. We discuss Goodyear's climate

commitments, strategies, performance, product-level impacts and collaboration opportunities. This allows Goodyear to share our climate advancements and challenges and discuss ways to work together to meet our customers' climate ambitions.

Goodyear also actively engages with our suppliers on climate targets and low-GHG-emissions solutions. In September 2023, Goodyear launched our supplier engagement program with more than 400 of our raw material suppliers requesting they set the same climate commitments as Goodyear.

We continue to work with suppliers who have not yet committed, as well as those with existing climate strategies in place. Goodyear has also been meeting with key suppliers to discuss their decarbonization roadmaps, strategies and solutions. This program strengthens our relationships with our suppliers as we work together to address climate change and identify low-GHG-emissions materials and technologies.

In 2024, Goodyear expanded our supplier engagement program to continue to identify, evaluate and incorporate new, innovative low-GHG-emissions materials.



### BOARD MEMBERS

- Board meetings
- Committee meetings
- Annual shareholders meeting

### CUSTOMERS\*

- Daily communication via emails, calls and meetings
- Intermittent on-site visits
- Customer events

### SUPPLIERS

- Daily communication via emails, calls and meetings
- Intermittent face-to-face meetings at Goodyear or supplier facilities

### REGULATORS

- Engagement with governments in countries of operation, as necessary

### INDUSTRY ASSOCIATIONS AND NON-GOVERNMENTAL ORGANIZATIONS (NGOs)

- Tire Industry Project (TIP) and through ongoing Working Groups and serving as pillar co-chairs
- Trade associations, including, but not limited to, U.S. Tire Manufacturers Association (USTMA), European Tyre and Rubber Manufacturers' Association (ETRMA) and Japan Automobile Tyre Manufacturers Association (JATMA)
- Frequent interaction with Non-Governmental Organizations (NGOs)

### INVESTORS

- Quarterly earnings calls
- Annual shareholders meeting
- Frequent investor calls and emails
- Non-deal roadshows
- Industry conferences

### COLLABORATORS

- Various collaborator engagements throughout the year on a variety of projects

### COMMUNITY MEMBERS

- Communications with and contributions to charities
- Regular volunteer activities
- Community program development

\*Customers include OE, fleet and commercial customers, as well as distributors.



# ENGAGEMENT STRATEGY

Goodyear also plans to further engage capital goods as well as transport suppliers in setting climate targets, working together to determine low-GHG-emissions solutions and exchanging data to measure the impact of implementing various climate strategies.

## ENGAGEMENT WITH INDUSTRY

### Tire Industry Project (TIP)

Goodyear is a founding member of and leader in the [World Business Council for Sustainable Development's Tire Industry Project \(TIP\)](#), formed in 2005 as a global, voluntary, CEO-led initiative undertaken by leading tire companies. Together, TIP member companies, representing approximately 65% of the world's tire manufacturing capacity, work to anticipate, identify, analyze and address the potential human health and environmental impacts associated with tire development, use and management throughout the tire's lifecycle.

Related to our climate goals, Goodyear collaborated with TIP to develop Product Category Rules (PCRs) for evaluating impacts from tires. Goodyear also actively collaborates with industry peers through TIP and regional tire trade associations to advance industry-wide ELT management systems. In 2023, TIP updated the ELT waste hierarchy to reflect evolving tire recycling technologies and ELT markets, highlighting those technologies and markets that have the highest circularity potential and provide the best solutions for reducing GHG emissions. This report, to be published by 2025, can help inform third-party management of ELTs.

### Global Platform for Sustainable Natural Rubber (GPSNR)

TIP members and other stakeholders, including automakers, rubber producers and traders and end users, launched the [Global Platform for Sustainable Natural Rubber \(GPSNR\)](#) in 2018 to move the natural rubber industry toward a sustainable natural rubber supply chain. In addition to being a GPSNR founding member, Goodyear continues to be an active member. We continue to prioritize direct engagement within GPSNR working groups, or indirect engagement as appropriate. We maintain a role on the Executive Committee representing the tire maker category and serve as the co-chair for the Strategy & Objectives Working Group that completed the [Environmental & Social Risk Studies](#) and developed [GPSNR's Theory of Change](#).

In 2023, Goodyear helped fund, through the GPSNR Capacity Building Project, the training of approximately 5,000 farmers in Indonesia to help improve their agricultural practices. Over the next five years, to aid the increase in traceable, deforestation-free EUDR-compliant natural rubber, Goodyear will help fund EUDR tools and resources needed to facilitate industry-level EUDR compliance.



### Engagement with government, public sector, and communities

Goodyear explores and works collectively to improve various tire-related sustainability topics through our membership in several regional tire trade associations, including the [United States Tire Manufacturers Association \(USTMA\)](#) and the [European Tyre and Rubber Manufacturers Association \(ETRMA\)](#). Through ETRMA and USTMA, we are engaged in continuous dialogue with policymakers, industry, NGOs and academia, contributing to sustainable development objectives and regulations.

As an example, Goodyear collaborates with ETRMA to exchange best practices and work with policymakers, creating a supportive regulatory environment for consumers, drivers and the tire industry. ETRMA promotes better regulation principles to advocate for policymaking that is science-based and effectively enforced. ETRMA's goal is to support the industry in becoming more innovative, competitive, responsible and sustainable across Europe.



# ACCOUNTABILITY

## METRICS & TARGETS

Goodyear has corporate responsibility, financial and climate metrics and targets that are interconnected and set the path for our strategies, work and desired performance.

### Business & Operational Metrics & Targets

Goodyear has several corporate responsibility ambitions that are prominent within our business and operations. These corporate ambitions help drive our climate ambitions and Climate Transition Plan. These metrics and targets keep us moving in the direction of material, product and process innovations that can reduce our value chain GHG emissions and climate impact.

## CORPORATE RESPONSIBILITY AMBITIONS

by **2025**



reduce rolling resistance by 40% and tire weight by 9% for our global consumer tire portfolio from a 2005 baseline.

**2023 RESULTS:**

- 35.5% reduction in rolling resistance
- 9.9% reduction in tire weight

by **2027**



reinvent tires and service, delivering data- and sensor-enabled intelligence in all new products.

**2023 RESULT:**

Began strategic engagements with OEMs and autonomous vehicle companies to implement tire intelligence on customer platforms

by **2030**



win in responsible innovation by introducing the industry's first 100% sustainable-material and maintenance-free tire.

**2023 RESULTS:**

- Developed a 90% sustainable-material demonstration tire, unveiled in January 2023
- Launched the EcoReady product – made with 70% sustainable materials – for sale to consumers in the United States in December 2023

by **2030**



reduce Scope 1 and 2 emissions by 46% and certain Scope 3 emissions by 28% from a 2019 baseline.

**2023 RESULTS:**

- 21.9% reduction of Scope 1 and 2 emissions vs. 2019 baseline
- 6.9% reduction of Scope 3 emissions vs. 2019 baseline

by **2030**



transform our manufacturing operations to 100% renewable electricity, and by 2040, transform our manufacturing operations to 100% renewable energy to significantly reduce our carbon footprint.

**2023 RESULT:**

37% renewable electricity across all facilities globally

by **2040**



achieve our goal of fully replacing petroleum-derived oils in our products.

**2023 RESULT:**

Maintained year over year; continuing to implement strategies and investigate materials to meet this goal

by **2050**



reach net-zero value chain GHG emissions, aligned with SBTi and its Net-Zero Standard.

**2023 RESULTS:**

- 21.9% reduction of Scope 1 and 2 emissions vs. 2019 baseline
- 6.9% reduction of Scope 3 emissions vs. 2019 baseline

**EVERY YEAR**



increase global associate involvement in our Global Week of Volunteering.

**2023 RESULT:**

A 20% year-over-year increase in associate participation; Global Week of Volunteering activities took place at 35 Goodyear locations, up from 31 in 2022.

Goodyear also has internal bold goals, such as our operational waste reduction goal, that support driving progress toward our climate ambitions.



# ACCOUNTABILITY

## FINANCIAL METRICS & TARGETS

In November 2023, Goodyear announced a transformation plan — Goodyear Forward — to optimize our portfolio, deliver significant margin expansion and reduce leverage to drive sustainable and substantial shareholder value creation.

As publicly reported, Goodyear Forward is expected to deliver:

- **Gross proceeds in excess of \$2 billion from portfolio optimization.** Following a comprehensive assessment of all assets, Goodyear determined to actively pursue strategic alternatives for the company's Chemical business, the Dunlop brand and the Off-the-Road (OTR) tire business. In July 2024, Goodyear announced that the company has signed a definitive agreement with Yokohama Rubber Company to sell the OTR tire business for \$905 million. The deal is expected to close in early 2025, subject to the receipt of customary regulatory approvals and consultation with relevant employee representative bodies.
- **Cost reduction actions driving an annual, run-rate benefit of \$1 billion by the end of 2025.** The company has initiated a specific and actionable cost reduction plan encompassing footprint actions and plant optimization; purchasing; SAG; supply chain; and R&D. With many unique workstreams, Goodyear has a clear line-of-sight to 100% of the cost savings.
- **Top line actions driving an annual, run-rate benefit of \$300 million by the end of 2025.** The company has identified opportunities in North America to optimize brand and tier positioning, rationalize SKUs, increase customer and channel profitability and enhance coverage in premium product lines.
- **Segment operating income margin doubling to 10% by the end of 2025.** With the benefits of cost reduction and top line actions, and net of the impact of expected asset sales and inflation, Goodyear expects segment operating margin to double from approximately 5% in 2023 to 10% by the fourth quarter of 2025.
- **Net leverage of 2.0x – 2.5x by the end of 2025.** Goodyear will strengthen the company's financial profile through enhanced earnings, cash flow generation and debt reduction, moving the company closer toward an investment-grade rating. The company expects debt reduction of approximately \$1.5 billion, net of approximately \$1.1 billion for restructuring.

In the near term, Goodyear's climate ambitions must align with our Goodyear Forward plan and financial goals. We are developing and implementing strategies that drive revenue generation and cost savings and, at the same time, help us reduce GHG emissions, adapt to climate change and transition to lower-



carbon products and services.

**Cost-containment** or cost-reduction emissions-reduction strategies:

- Monitoring equipment-level energy use; identifying and implementing efficiency projects
- Transitioning from volatile, likely rising renewable EACs to investing early in on-site solar and PPAs to stabilize long-term renewable energy costs
- Partnering with existing and new suppliers to identify and acquire low-GHG-emissions materials and technologies at the same cost as the traditional materials or technology
- Reducing the amount of raw materials purchased through operational waste reduction and tire weight reduction targets
- Reducing the cost of transportation through efficiencies and mode-switching
- Moving to 100% renewable electricity in all manufacturing facilities by 2030 to reduce current or avoid future carbon taxes

**Revenue-generation and emissions-reduction strategies:**

- Advancing decarbonization strategies, progressing on Goodyear's science-based targets, to meet customer expectations and retain/grow business
- Continuing to lead in producing tires with sustainable attributes, such as sustainable materials, to continue to win business
- Continuing to lead in premium and innovative EV tire technology to win business
- Delivering innovative tire intelligence and fleet management products and services to grow Goodyear's business while increasing fleet customers' uptime, safety and efficiency

**Cost-avoidance strategies:**

- Mapping Goodyear's Tier 1 and Tier 2 suppliers and modeling future climate change risk based on supplier locations; working with suppliers to plan ahead for potential future risk
- Investing in Goodyear facility upgrades to mitigate more severe weather damage
- Adopting renewable fuel strategies after they scale and become more affordable (2030-2040)





# ACCOUNTABILITY

### GHG Metrics & Targets

In December 2021, Goodyear announced our science-based targets. From a 2019 baseline:

- Reduce Scope 1 and Scope 2 GHG emissions by 46% by 2030
- Reduce certain Scope 3 GHG emissions (categories 1, 2, 3, 4) by 28% by 2030
- Reach net zero value chain GHG emissions by 2050

Both our near- and long-term climate targets were validated by SBTi in September 2023.

Goodyear is progressing on emissions reduction, primarily in Scope 2 through energy efficiency projects and the adoption of renewable energy. Scope 3 strategies are under development and being implemented and are expected to drive continued reduction.

	2021 (vs. 2019 Baseline)	2022 (vs. 2019 Baseline)	2023 (vs. 2019 Baseline)	2030 Target (vs. 2019 Baseline)
Scope 1 & 2 Emissions	-9.8%*	-18.1%*	-21.9%*	-46%*
Scope 3 Emissions	+4.8%*	+8.8%*	-6.9%*	-28%*

\*This is restated from our 2022 Corporate Responsibility Report and CDP report. In 2023, we improved our methodology for calculating Scope 1, 2 and 3 GHG emissions. GHG emissions data for 2021 and 2022, as well as our 2019 baseline, is restated to reflect this updated methodology. See GRI 305-1, 305-2, 305-4, and 305-5.

In addition to setting science-based targets, Goodyear committed to using 100% renewable electricity in all manufacturing facilities by 2030 and 100% renewable energy in all manufacturing facilities by 2040. Goodyear has a roadmap to reach our 2030 renewable electricity target and is building a renewable energy roadmap to 2040.

	2021	2022	2023	2030 TARGET	2040 TARGET
Renewable Electricity*	16%	34%	37%	100%	100%
Renewable Energy* (includes renewable electricity and renewable fuels)	7.6%	19.2%	20.7%		100%

\*Manufacturing sites only

### Carbon Credits

Goodyear’s current focus is on decarbonization – reducing GHG emissions in our value chain. Goodyear does not plan to use carbon credits in the near term.

### GOVERNANCE

#### Board Oversight & Reporting

Goodyear’s Board of Directors (Board) is committed to overseeing the company’s environmental, social and governance impacts, risks and opportunities, ambitions and the prioritization and integration of sustainability strategies. The Board Committee on Corporate Responsibility and Compliance (CRC) reviewed, approved and will maintain oversight of any changes or updates to Goodyear’s Climate Transition Plan and climate ambition. The Board will also consider this plan when overseeing Goodyear’s corporate strategy and significant business decisions.

The CRC is responsible for monitoring and providing recommendations on how Goodyear manages our business in a responsible manner, including our sustainability objectives, policies, strategies, programs and performance. This includes the responsibility to monitor the company’s climate ambition and progress.

The CRC typically meets at least three times a year to review and receive updates from management related to sustainability and climate matters, which includes reports and updates from Goodyear’s Vice President and Chief Sustainability Officer. For example, the CRC reviews Goodyear’s climate-related risks and opportunities. The full Board receives a report following each committee meeting. This Board oversight ensures Goodyear continues to focus on addressing climate-related risks and opportunities and their impacts on the business, strategy and financial planning.



# ACCOUNTABILITY

### Governance Structure

The following details the governance structure for Goodyear’s climate ambition and Climate Transition Plan.

**Goodyear’s Board of Directors and Corporate Responsibility and Compliance Committee:** Oversees Goodyear’s climate risks and opportunities, ambitions, targets, strategies, metrics and progress. The Board discusses climate strategies and their integration into business processes. The CRC monitors the company’s actions and progress toward achieving climate ambitions and targets.

**CEO & President:** Serves as the executive sponsor of Goodyear’s climate ambition. This includes receiving updates and making final decisions related to Goodyear’s climate strategy.

**Senior Leadership Team:** Acts as the steering committee for Goodyear’s climate ambition, strategy and performance. Each role has compensation metrics and goals linked to achieving certain climate targets.

**Global Technology, Operations and Business Leadership Teams:** Receives updates from Goodyear’s Vice President and Chief Sustainability Officer on climate strategies, challenges, and funding requests related to Goodyear’s carbon footprint reduction goal and adaptation and transition strategies during monthly bold goal meetings.

**Vice President and Chief Sustainability Officer:** Leads the company’s Climate Transition Plan, climate ambition, goals, strategies, progress and data integrity. Reviews Goodyear’s Climate Transition Plan, ambition, strategy, goals and performance with the Board and company officers and builds the plan with cross-functional leaders. This role has compensation metrics and goals linked to achieving certain climate targets.

**Global Legal:** Oversees the climate-related risks and opportunities assessment, climate-related scenario analysis and resiliency evaluation. Reviews the process and outcomes with Goodyear’s Executive Vice President, Chief Financial Officer, and Senior Vice President, General Counsel for alignment and approval.

**Better Future Steering Committee:** Led by Goodyear’s Vice President and Chief Sustainability Officer and currently composed of 15 global leaders representing each region and corporate function ensures functional goals are established for Goodyear’s high-priority sustainability topics, including climate, and aligned with corporate strategy. They monitor progress on maturity, integration and performance. The Committee also advances the company’s communication to internal and external stakeholders.

**Better Future Climate Sub-Committee (Functional & Operational Leaders):** Assesses climate-related risks and opportunities, develops and implements decarbonization, adaptation and resiliency ambitions, targets and strategies with their working groups and monitors progress.

**Climate Working Groups:** Build and implement decarbonization, adaptation and resiliency strategies. Tracks and monitors progress.



# ACCOUNTABILITY

## Culture

Goodyear utilizes our *Better Future* framework to organize the company around Goodyear's high-priority sustainability topics, including climate. We also utilize external-facing corporate sustainability ambitions and internal-facing bold goals, aligned with Goodyear's high-priority sustainability topics and our governance structure to mobilize and drive progress.

For each high-priority topic, annual objectives are set and woven into functional and individual annual operating plans and objectives. Progress is reported monthly and quarterly upwards through the governance structure. Future-looking analyses, in the short, medium and long term, are translated into three- to five-year roadmaps that are continually being developed and refined as new and evolving inputs are evaluated.

Goodyear's progress on our *Better Future* high-priority topics, ambitions and goals are communicated regularly and broadly through various channels available to salaried and hourly employees. These channels include Goodyear's various online platforms, annual corporate responsibility report, quarterly *Better Future* town halls broadcasted globally and various other internal and external communications.

Goodyear has built a strong culture of corporate responsibility and ongoing climate communications and is committed to continuing to drive associate education and engagement on sustainability topics and initiatives.

## Incentives

Goodyear's climate ambitions are built into annual business operating plans, and leadership is held accountable and incentivized for reaching these annual performance objectives.

The Board delegated the primary responsibility of establishing and administering Goodyear's compensation programs for officers and other key personnel to the Human Capital and Compensation Committee. The Compensation Committee oversees Goodyear's policies and compensation and benefit plans for directors, officers and other key personnel; administers the company's incentive compensation plans (including reviewing and approving grants to officers and other key personnel); and reviews and approves annually all compensation decisions related to officers, including the Chief Executive Officer. The Compensation Committee also prepares a report on executive compensation for inclusion in the annual proxy statement, and reviews and discusses the Compensation Discussion and Analysis with management and recommends its inclusion in the annual proxy statement.

## Skills, Competencies & Training

Goodyear utilizes our Head of Global Sustainability Communications, Global Sustainability team and regional and functional Sustainability leaders to drive education across the organization through the various channels explained in the culture section, such as quarterly Global Sustainability town halls, and through research and benchmarking delivered to the *Better Future* Sub-Committees and working groups.

Goodyear uses internal and external training to build the capabilities of regional and facility-level Energy Managers, LCA Practitioners, functional Sustainability leaders and associates who touch Business Continuity. Goodyear provides sustainability-related onboarding for new salaried associates and a voluntary climate education learning module that is accessible to all salaried associates.

Additionally, Goodyear is in the process of developing global sustainability leadership competencies and supporting curriculum to further build our cross-functional leaders' skills in effectively advancing toward our sustainability and climate ambitions.

## Stakeholder Feedback

Goodyear is committed to this Climate Transition Plan as evidenced through our governance structure, metrics and targets, evaluation processes, our actions and progress. This plan will continue to be evaluated annually and updated as it evolves.

Goodyear frequently considers shareholder, associate and other stakeholder input on our climate strategy, goals, plans and governance. If you would like to share any input, please send to [Sustainability@goodyear.com](mailto:Sustainability@goodyear.com). Goodyear plans to consider relevant feedback to inform our future decision-making.



# HOW WE REPORT

Operational data are reported on owned and leased facilities where Goodyear has operational control. All data reported have been collected from our operations based on standard reporting definitions and requirements. Some data have been reported to governmental agencies that check for accuracy.

Our 2023 Scope 1 and Scope 2 GHG emissions data has been **third-party verified by LRQA**. We track energy intensity and measure our progress at our tire and chemical manufacturing facilities through our global data management system. The system helps improve accuracy and metering to provide energy data. Our energy intensity ratio is calculated using total finished production and includes all sources of energy used in the manufacturing process, including purchased electricity, generated electricity, purchased steam, natural gas, fuel oil, propane, diesel, gasoline, waste fuel, pet coke, coal and biomass.

Goodyear follows **The Greenhouse Gas Protocol**: A Corporate Accounting and Reporting Standard for inventory and emissions. Goodyear also considers the principles and guidance of the World Resources Institute (WRI) and the World Business Council for Sustainable Development's (WBCSD).

According to the WBCSD and WRI, Scope 1 emissions cover direct greenhouse gas emissions from sources that are owned or controlled by the Company. Scope 2 emissions account for indirect GHG emissions from the generation of purchased energy. Reported emissions include all Goodyear manufacturing and non-manufacturing locations where Goodyear has operational control, and direct (Scope 1) and indirect (Scope 2) sources. Scope 3 emissions include all other indirect GHG emissions that occur in connection with the activities of the Company, but from sources not owned or controlled by the Company.

Goodyear's 2019 emissions baseline includes all Goodyear and Cooper manufacturing and non-manufacturing facilities.

For all monetary references within this report, Goodyear uses USD, unless otherwise noted.

## FORWARD-LOOKING STATEMENTS

Certain information, including our estimates, forecasts, targets and plans, contained in this report constitutes forward-looking statements that are based upon current expectations and assumptions regarding anticipated developments and other factors. These forward-looking statements are subject to a number of risks and uncertainties and do not represent a guarantee by us of future performance. There are a variety of factors, many of which are beyond our control, that affect our operations, performance, strategy and results, including global demographic and economic trends, energy prices, technological innovations, climate-related conditions and weather events, governmental policies and legislative and regulatory changes, and could cause our actual results and experience to differ materially from the assumptions, expectations and objectives expressed or implied by any forward-looking statements. These factors are discussed in our filings with the Securities and Exchange Commission, including our annual report on Form 10-K, quarterly reports on Form 10-Q and current reports on Form 8-K. In addition, any forward-looking statements represent our estimates only as of the date they are made and should not be relied upon as representing our estimates as of any subsequent date. While we may elect to update forward-looking statements at some point in the future, we specifically disclaim any obligation to do so, even if our estimates change.

