The Bridgestone Group – Enterprise Innovation
About The Bridgestone Group*

The world’s largest manufacturer of tire and rubber products.
*Bridgestone Corporation and its consolidated subsidiaries.

• Established: **1931**
• Headquartered: Tokyo, Japan
• Regional head offices: U.S., Belgium and Singapore

• Global Net sales: **$28.64 billion** (2016)
• **144,000** employees

• **185** manufacturing and R&D facilities in **26** countries
• Operates business in **150** countries
Bridgestone Americas - Diverse Business Portfolio

Bridgestone Americas Tire Operations

Bridgestone Retail Operations

Firestone Natural Rubber

Firestone Fibers and Textiles

Firestone Building Products

Firestone Industrial Products
Our Heritage

Shojiro Ishibashi

Founded 1931

Harvey Firestone

Founded 1900
Group Mission & Vision

Management Goal

• A truly global company
• “Dan-totsu” (absolute leader) in our industries

Mission and Foundation

The Bridgestone Essence
[Mission] Serving Society with Superior Quality
[Foundation] “Seijitsu-Kyocho” / “Shinshu-Dokuso”
“Genbutsu-Genba” / “Jukuryo-Danko”

Basic Stance

• Lean & Strategic
• Optimize management on a Group and Global basis

Reform Tools

• SBU (Strategic Business Unit) organization
• Mid-term Management Plan

Priority issues

• Cultivating global corporate culture
• Developing human resources capable of global management
• Upgrading the global management structure
The Bridgestone Essence Framework

Core & Vision

Creation of Customer Value

Creation of Social Value

Basis of Operation
Global Commitment to Corporate Social Responsibility

Our Way to Serve

Mission

Serving Society with Superior Quality

Vision

Understanding that Serving Society with Superior Quality is our heritage and our mission, and embracing our responsibility to future generations as a global leader in our industries, Bridgestone and its teammates around the world employ innovation and technology to improve the way people move, live, work and play.”

Priority Areas

Enhancing Mobility

Supporting People and Communities

Advancing Environmental Stewardship

Smarter, safer, more accessible

Be supportive, approachable, comfortable

Be responsible

Management Fundamentals

Compliance, Fair Competition/Business Continuity(BCP), Risk Management/Human Rights, Labor Practices/Safety, Industrial Hygiene/Procurement/Quality and Customer Value
Corporate Citizenship Activities

Themes of Corporate Citizenship Activity

**Mobility**
- Tire safety campaigns for consumers
- Road safety seminars for children

**People and Communities**
- Supporting a literacy development program
- Supporting areas impacted by natural disasters.

**Environmental**
- Forest conservation activities by employees
- Environmental education programs for kids
Bridgestone’s Long Term Environmental Mission

- **In harmony with nature (Biodiversity)**
- **Value natural resources**
- **Reduce CO₂ emissions**

**Mid-term target 2020**
- Promote ecological conservation and restoration
- Resource productivity improvement

**Long-term vision 2050 and beyond**
- In balance with nature
- Towards 100% Sustainable materials
- Contribute to globally-agreed target
- Reduce emissions across products’ life cycle

**Bridgestone Group’s Environmental Mission**
- Sustainable society

Back casting
Focus on Technology & Innovation

The Bridgestone Group will continue to advance innovative technologies with a strong commitment to supporting global communities.

**Natural Rubber**
- Utilize and improve productivity of conventional sources
- Diversify into new sources
  - Hevea rubber tree
  - Guayule
  - Russian Dandelion

**Fuel Efficiency**
- Improve fuel efficiency by moving beyond conventional tire designs

**Hose for High-Pressure Filling of Hydrogen**
- Help popularize new clean fuel, hydrogen, and realize a hydrogen-based society

**Tire & Road Surface Sensing Technology**
- Support safe driving through tire and road surface condition sensing technology

*Bridgestone’s CAIS™ (Contact Area Information Sensing) is a technology to classify road conditions in real-time, by using sensors attached to tires*
Continued pursuit of sure handling on ice and snow
Bridgestone Americas Unveils Firestone Brand Agriculture Tire Manufactured with 10 Percent Soybean Oil

Concept tire lays foundation for future use of soy oil in agricultural tire manufacturing

NASHVILLE, Tenn. (August 29, 2012) — Bridgestone Americas Tire Operations (Bridgestone Americas) revealed a new concept tire containing more than 10 percent soybean oil at the Farm Progress 2012 Show in Boone, Iowa. The 800-pound farm tire is marketed under the Firestone brand of agricultural tires and contains approximately 90 pounds of soy oil. The typical application for the 800/70R38 Radial Deep Tread 23 tire being displayed is on large four wheel drive tractors where eight tires are used.

“The soybean oil has replaced all the different petroleum-based processing oils used in the tire’s compounds,” said Tom Rodgers, director of sales & marketing at Bridgestone Americas. “Engineers and compounders from our Americas Technology Center and also the company’s Des Moines agricultural tire plant, have been working on this concept tire project for several months. Based on the progress of the project, we expect to begin incorporating soy oil into some of our agricultural tires by early 2013. Our goal is to have soy oil as a component in all of our agriculture tires by the end of 2013.”

2012 marks the 80th anniversary of Harvey Firestone’s introduction of the first pneumatic tire specifically for agricultural use. This innovation is the latest example of how the Firestone brand has continued to build on the heritage, tire technology and innovation that has revolutionized farming.

Rodgers adds, “Any opportunity to enhance the value of the commodities our customers produce is a win for the industry. It’s exciting to have the opportunity to be a customer of our customers, and we are confident that the innovation of using soy oil in our tires is a positive for the global food market.”

Through soybean processing, one bushel of soybeans yields approximately 11 pounds of soy oil. The concept tire on display used roughly eight bushels of soybeans to yield the 90 pounds of soy oil. Soy meal and soy oil are the primary yield in processing soybeans. Soy meal is a key ingredient in pork and poultry feed as a protein additive, and is the driver of demand in processing. Soy oil runs in excess of meal and, typically, any additional use of the oil helps to balance the cost of soy complex, driving meal and feed prices down.”
Reduced Environmental Impact

Bridgestone Wilson, NC Tire Plant: UL certified Zero Waste to Landfill

1st tire 1974
Over 2000 Great People
Making over 30,000 tires per day!
NOW Recycling 100% of plant waste
Guayule Research

In 2015, produced the first tire made from guayule-derived natural rubber

Step toward “expansion and diversification of renewable resources”

Recent partnership with Versalis to commercialize guayule in agricultural, sustainable-rubber and renewable-chemical sectors

Bridgestone Biorubber Process Research Center
Mesa, Arizona
Fuel Efficient and CARB Compliant Products

• Bridgestone Ecopia™ tires designed for maximum fuel efficiency
  • reduced rolling resistance
  • irregular-wear resistance
  • casing durability
  • California Air Resources Board (CARB) compliant and EPA SmartWay® verified

• Bandag Retreads are a more sustainable option
  • less use of natural resources during manufacturing
  • reduce tire waste significantly
  • lower rolling resistance for optimum fuel efficiency
  • EPA SmartWay® verified and CARB compliant
Your Journey, Our Passion

We are eternally committed to serving society with supreme quality.
We will fulfill our responsibilities decisively.
As you reach for the future, we will remain by your side.