

CSR Report 2013

Corporate Social Responsibility Report

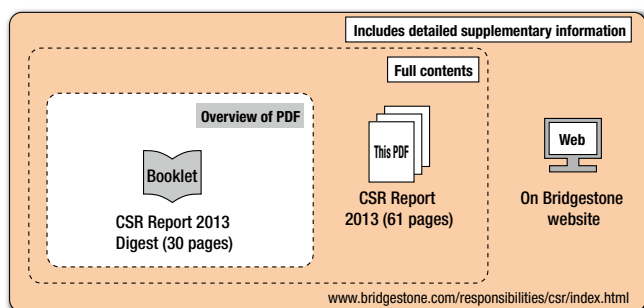


Editorial Policy

The Bridgestone Group has compiled this Report as a communication tool to help stakeholders understand how the Group designs and pursues CSR activities. It also serves to encourage dialog with stakeholders, and the Group looks forward to receiving feedback on its CSR activities.

The Report includes special features exploring the Group's "technology innovation" and "business model innovation" initiatives with issues identified from the perspective of importance for society and importance for the Bridgestone Group. The Report also explores our initiatives for fostering coexistence with local communities, which we consider an essential element of our business operations in society.

The Report consists of published and online content intended to be read by a broad range of stakeholders, including customers, business partners, shareholders, employees, residents of the communities in which we do business and CSR experts. The website provides content not found in the published booklet in response to the needs of individuals who require more detailed information.



About This Report

Period

This Report focuses on data and activities for the 2012 fiscal year (from January 1 to December 31, 2012), although it also includes some information applicable to years before and after fiscal year 2012.

Organizational Coverage

This Report covers the initiatives of the Bridgestone Group, including Bridgestone Corporation and its subsidiaries and affiliates around the world. Throughout the text, "Bridgestone" refers to Bridgestone Corporation, while "Bridgestone Group" or "the Group" refers to the entire group, including subsidiaries and affiliates around the world. Notes are provided where this distinction does not apply.

Reference Guidelines

- Environmental Reporting Guidelines (Fiscal Year 2012 Version) (published by the Ministry of the Environment of Japan)
- Sustainability Reporting Guidelines (Version 3.1) (published by the Global Reporting Initiative)

Third-Party Evaluation

An independent party's evaluation and opinions of this Report have been included to increase its reliability.

The Bridgestone Essence (Corporate Philosophy)

The Bridgestone Group's mission is based on the words of its founder: "Serving Society with Superior Quality." To fulfill this mission, Bridgestone Group has used the concept of "foundation" to demonstrate the sustained commitment of employees to provide its customers with world class products and services and to serve the communities where Bridgestone does business. "The Bridgestone Essence" is composed of the words, integrated corporate culture and our diversity that today's company has inherited and a shared sense of values that can be embraced by Bridgestone employees around the world.



Mission

Serving Society with Superior Quality

We aspire to offer the best for our customers and to society, not only in terms of our products, services, and technology, but in all of our corporate activities. Our commitment to quality stems not from want of profit, but out of a passion for improving the safety and lives of people everywhere. Through our Mission, we strive to be a company trusted by the world—a company in which all of us can take great pride.

Foundation

“Seijitsu-Kyocho” [Integrity and Teamwork]

Seijitsu-Kyocho is about adhering to principles of good faith as you carry out your work, in the way you treat others, and as you participate in and engage with society. It is about producing positive outcomes by respecting a diversity of skills, values, experiences, genders, and races and fostering teamwork.

“Shinshu-Dokuso” [Creative Pioneering]

Shinshu-Dokuso is about envisioning the future and proactively challenging ourselves to identify and develop innovations that will further benefit society and respond to customer needs—from the customer's point of view. It is about unleashing creativity and innovation to develop new business domains and creating demand for new and beneficial products through our own unique methods.

“Genbutsu-Genba”

[Decision-Making Based on Verified, On-Site Observations]

Genbutsu-Genba is about taking the time to go on-site and personally verify the facts, then using those observations to make informed decisions. It is about not being satisfied with the current situation, and making informed decisions that will lead us ever closer to ideal products and solutions.

“Jukuryo-Danko” [Decisive Action after Thorough Planning]

Jukuryo-Danko is about investigating all options and the full range of possibilities, giving careful thought as to how to execute the decided course of action. It is about identifying what is necessary and deciding on a vision. And once a decision and course of action is determined, it is about moving forward with a sense of urgency.

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The Bridgestone Group is moving forward with a global optimization initiative focused on “communication,” “bottom-up,” and “teamwork.”

Two years have passed since the Great East Japan Earthquake and Tsunami occurred. Once again, on behalf of the Bridgestone Group, we would like to express our deepest condolences to those who lost their lives during this disaster and wish for a quick recovery and reconstruction.

Since the earthquake and tsunami struck, the Bridgestone Group has embraced its social mission and taken part in a wide range of reconstruction assistance for disaster-stricken areas. Going forward, our steadfast commitment to support remains unchanged and we will continue to provide assistance, based on the needs and situation of disaster-stricken area.

We will move forward with management reforms and initiatives

The Bridgestone Group has implemented a series of management reforms and initiatives since 2006 at a faster pace and on a wider scale than ever experienced before. In the first phase reforms

(April 2006 – March 2012), we rolled out the Mid-term Management Plan and strategic business unit (SBU) structure in order to become a true global company. In the second phase reforms (April 2012 – on-going), we are working to implement these two initiatives as the key drivers of our reform.

Additionally, the second phase reforms will speed up decision making processes and make them more accurate by focusing on “communication,” “bottom-up,” and “teamwork.” Differences in culture and business background can easily cause misunderstandings in a global organization. The importance of “communication” is being emphasized as each and every individual needs to work hard in order to build mutual understanding and trust. Based on good communication both inside and outside the Company, every employee will be infused with a sense of pride and responsibility and be empowered to make “bottom-up” proposals. Rather than optimizing part of our organization, we will aim to optimize the entire Bridgestone Group globally and use “teamwork” to build a better future.



Masaaki Tsuya
CEO and Representative
Board Member

Kazuhisa Nishigai
COO and Representative
Board Member

○ We will generate new value for our customers

The Bridgestone Group is characterized by its own unique vertical expansion that spans the entire supply chain from upstream, which includes the development and production of raw materials using its own natural rubber farms through to downstream, which includes the construction of sales channel networks. Effective use of this vertical expansion enables us to develop raw materials and products that accommodate changes in market needs and provide the appropriate sales and service offerings to our customers. We also maintain a horizontal expansion that ensures our growth in various operations around the world and contributes to our stable business performance.

We will continue working to further deepen the inherent strengths of both these vertical and horizontal expansions to develop “technology innovation” and “business model innovation” that generate new value for both our customers and society.

○ We will establish unrivaled competitive advantages through “technology innovation” and “business model innovation”

“Technology innovation” includes not only new product development, but also technological development by leveraging our vertical expansion.

As for raw materials, we are researching ways to manufacture natural rubber from guayule and Russian dandelions in addition to Para rubber trees, while at the same time we are also promoting research into switching from petrochemicals to biomass, a renewable resource, in the production of synthetic rubber. In terms of product development, we have successfully developed a concept tire of “100% sustainable materials” and Air Free Concept Tire technology.

Moreover, in business sectors other than tires, we are promoting further development of our elastomeric seismic isolation bearings drawing on rubber formulation, adhesion and assessment technology that only Bridgestone can supply.

As another type of innovation, our “business model innovation” includes offering solution packages to our customers that feature services and maintenance to complement Bridgestone Group products.

Specifically, in the field of truck and bus tires, we have been providing a total solution package that includes new tires, retread and maintenance services. This transport solution contributes to stable and comfort operations and cost savings to our customers, while satisfying society’s requirement to reduce resource consumption and CO₂ emission.

Moreover, we will continue promoting the new business model in a “Mining Solution” package that combines our mining equipment tires and conveyor belts and hoses which previously were offered to the customer separately, together with services and maintenance as well.

By pursuing greater innovations in these two domains, we will generate new value for our customers and establish major competitive advantages.

○ We will fulfill our responsibilities to the future

The Bridgestone Group recognizes the need for continual efforts to solve environmental, resource and energy issues in order to contribute to building a sustainable society.

Over the years, the Bridgestone Group has worked on initiatives to address environmental issues, such as our fuel-efficient ECOPIA tires within the automotive industry, as well as local community-based social contribution activities around the world. In addition to these activities to address current issues, we will implement CSR activities unique to the Bridgestone Group with the ultimate goal of fulfilling our responsibility to the future, by promoting innovation, and forecasting potential future issues in society.

**CEO and Representative
Board Member**



**COO and Representative
Board Member**



Toward Reconstruction from the Great East Japan Earthquake

Two years have passed since the Great East Japan Earthquake of March 11, 2011. We would like to again offer our sincere condolences for those who lost their lives and our heartfelt sympathies for affected people. We wish for a quick reconstruction of the disaster-stricken area.

The Bridgestone Group has embraced a social mission to assist with the reconstruction of the disaster-stricken areas, and we have undertaken a variety of initiatives to assist disaster-stricken areas. We will continue to carry out our support activities that meet the needs of affected people. On this page, we report on the Bridgestone Group's initiatives during fiscal 2012.

Aiding activity for reconstruction of the disaster-stricken area

By the end of 2012, the Bridgestone Group had donated approximately 300 million yen as relief funds to areas affected by the Great East Japan Earthquake, along with Bridgestone Group products in the form of bicycles and bedding worth approximately 100 million yen.

Bridgestone Group employees have also been actively volunteering in aiding activities in the disaster-stricken area since April 2011, with 1,032 employees having taken part as of March 2013. While these activities were focused on Iwate Prefecture and Miyagi Prefecture in 2011 and 2012, in 2013 we began providing

support to the Iwaki Otento SUN Project that is undertaking new community development in Iwaki City, Fukushima Prefecture.



Volunteer activities in Kesenuma City, Miyagi Prefecture (Aiding activity to remove shells and mud from the oysters under cultivation, and returning cleaned oysters to the sea)

Aiding activity for evacuees from disaster-stricken area

Bridgestone provides support not only within the disaster-stricken area but also for people in Tokyo or elsewhere who have left their hometowns in Fukushima Prefecture due to the nuclear power plant accident. One example of this aiding activity is our cooperation with work by the NPO Medical Support Center to create opportunities for communication among evacuees.

Over 140 Bridgestone Group employees have participated as volunteers at communication events, "*Kottya Kitara libe* (meaning "Come on Over!" in Japanese Tohoku dialect) by Bridgestone" hosted by the NPO from May 2011 to October 2012.

In 2013, we will continue aiding activities to support the creation of new communities for people living away from their hometowns.



Communication event held in Tokyo (hand massages performed by volunteers)

Initiatives to reduce electricity consumption

During the government-imposed period of reduced power consumption from July 2 to September 7 in 2012, the Bridgestone Group set a goal of reducing maximum electrical consumption by 20% compared to the same period in 2010 (July to September, weekdays 9:00 to 20:00) at 31 business facilities that have contracted power consumption of 500 kW or greater within the region. We achieved a reduction of 28% in electrical consumption.

Initiatives to reduce electricity consumption included making electricity consumption visible at business facilities, leveling plants utilization in global, and shifting a portion of production from daytime to nighttime, as well as full use of in-house power generation, upgrades to energy-saving equipment, readjustment of air-conditioning settings, reduction of excess lighting and replacing to LED lighting. We implemented every possible measure to reduce electrical consumption.

In addition, by reconsidering air-conditioning settings and lighting at 1,178 business facilities in Japan (sales offices, retail outlets, and others), Bridgestone set a goal of a 15% reduction in electricity consumption compared to the same period in 2010, and actually achieved a 20% reduction. We are applying similar initiatives to reduce the total electrical consumption of the Bridgestone Group, thereby, contributing to a reduction in CO₂ emission.

Wings of Dream Project

As a part of our reconstruction assistance for the disaster-stricken areas, Bridgestone supports the aims of the "Wings of Dream Project" and has provided ongoing cooperation since 2011. Operated primarily by NPOs and student volunteer teams, the Project provides support for children who lost their guardians in the Great East Japan Earthquake. It aims to create opportunities for children to make friends and grow independently while sharing and experiencing a variety of activities such as sports and facilities tours during overnight camping trips.

In 2012 the Bridgestone Group provided funds to the Project and also offered its company-owned recreational facilities in Okutama and Karuizawa as camping sites. We plan to continue supporting this important activity during 2013.



Children invited to Bridgestone's recreational facility in Karuizawa Town, Nagano Prefecture

The Bridgestone Group's Approach to CSR

The Bridgestone Group conducts our daily business activities in a way that increases the overall level of our CSR activities based on our belief that CSR is at the heart of management itself. These CSR initiatives help the Bridgestone Group achieve its ideal state.

Framework for Pursuing CSR Activities

More than just a series of abstract philosophical principles, CSR must be put into practice in the course of Group companies' daily business activities. Based on this belief, the Bridgestone Group has taken a two-pronged approach to CSR that includes company activities at the management level as well as employee activities at the individual level. We also strive to enhance and expand both the scope and quality of our CSR programs by examining past activities through CSR communication with stakeholders.

CSR activities at both the corporate (organizational) and employee (individual) levels



The Company's CSR Activities

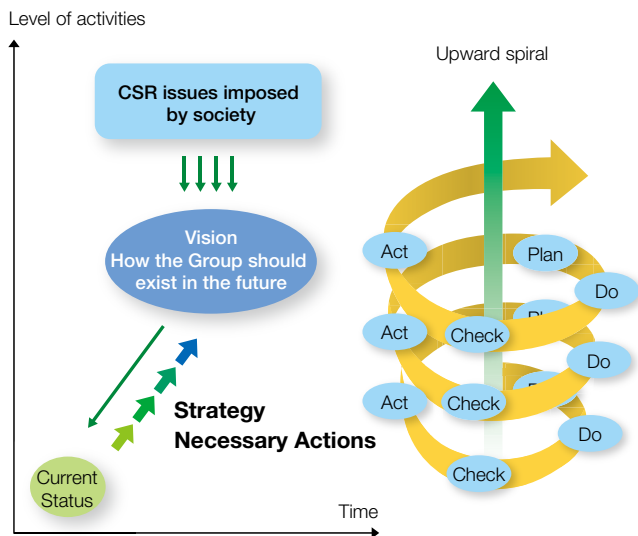
Pursuing CSR activities that are consistent with our business activities

The Bridgestone Group considers CSR to be a core component of management that should be omnipresent in our daily business operations and activities. We have developed specific policies in the form of a Mid-term Management Plan to identify and achieve our CSR vision and goals. In short, CSR activities are conducted in the PDCA ("plan," "do," "check," "act") cycle for achieving the goals of the Plan so that they are an integral part of that process.

22 CSR Focus Points

In 2007, the Bridgestone Group established 22 CSR Focus Points to serve as a Group-wide common language to guide consistent, steadfast CSR activities. The Focus Points were selected from a range of general social requirements and organized according to three perspectives: importance to the Bridgestone Group, importance to stakeholders and progress by the Group in taking appropriate actions. We pursue these 22 CSR Focus Points by means of Group-wide "instructions" that embody specific objectives, policy directions and approaches. These instructions are reviewed and revised on a regular basis to ensure that we take into account changes in social requirements.

CSR and the Mid-term Management Plan



Structure of the 22 CSR Focus Points



Since 2011, the Bridgestone Group has conducted a self-assessment Group-wide every year to ascertain whether the instructions based on the 22 CSR Focus Points were being implemented and functioning properly. In 2012, we further examined the progress of our activities and moved forward with relevant initiatives.

Individual CSR

The Bridgestone Group believes that the awareness and the way individual employees pursue their daily responsibilities are critical in the Group's business activities and approach to CSR. Each employee must apply CSR to his or her own work and take positive action to achieve the Group's vision.

Bridgestone employees deepen their understanding of the

Group's CSR activities by attending "CSR Report Reading Workshops" and "Bridgestone Essence Workshops." Individual employees also make a personal commitment that lays out what they believe to be important in their jobs and how they intend to conduct themselves so that they are better able to behave in a manner that earns the trust of stakeholders.

CSR Communication

The Bridgestone Group strives to strengthen its CSR activities by communicating with local communities, customers, shareholders, business partners and employees. Additionally, we work to increase the transparency of our activities by publicizing our progress toward achieving CSR goals in annual CSR reports.

Independent Evaluation of CSR Activities

Based on its CSR initiatives in areas such as the environment, human rights, and labor, Bridgestone has been selected for inclusion in the Dow Jones Sustainability Indexes (DJSI) Asia Pacific, an international socially responsible investment (SRI) index. The Company also continues to be included in the Morningstar Socially Responsible Investment Index (MS-SRI), a leading Japanese SRI index. (This information is current as of April 1, 2013.)



Initiatives Addressing Global Issues that Affect the Entire Tire Industry

Together with other leading tire manufacturers, the Bridgestone Group is examining potential environmental impacts of tires through the Tire Industry Project, which was formed under the Geneva, Switzerland-based World Business Council for Sustainable Development (WBCSD).

Tire Industry Project Initiatives

1. Examining the environmental and ecological impacts of Tire and Road Wear Particles (TRWP)

Tire and Road Wear Particles (TRWP) are generated as tires wear down during use. Project members are now analyzing and assessing the impact of TRWP on the environment and its ecosystems.



2. Examining effective end-of-life tire (ELT) management systems and publishing ELT management manual

There is variation in ELT management systems among different countries and regions, both in the methods and in the level at which they are implemented. Following a review of how ELTs were being managed, the Tire Industry Project published a manual, End-of-Life Tires: A Framework for Effective ELT Management Systems in an effort to propose and execute an effective system for managing ELTs worldwide.

3. Compiling guidelines on the use of nano-materials

Bridgestone is involved in a project dedicated to compiling guidelines on the research, development and industrialization of nano-materials, particularly in tire development and manufacturing, in partnership with the Organization for Economic Co-operation and Development (OECD).

CSR Management

Structures for Pursuing CSR Activities

The fundamental approach to CSR initiatives throughout the Bridgestone Group is set by the Integrated CSR Enhancement Committee, which is chaired by the CEO and Representative Board Member. The Global Management Platform (GMP), which is responsible for pursuing activities in each issue area, then develops a basic direction for the Group's initiatives based on that approach. Strategic Business Units (SBUs), which are responsible for conducting business operations, translate that direction into action after taking into account specific circumstances and conditions in individual countries and regions.

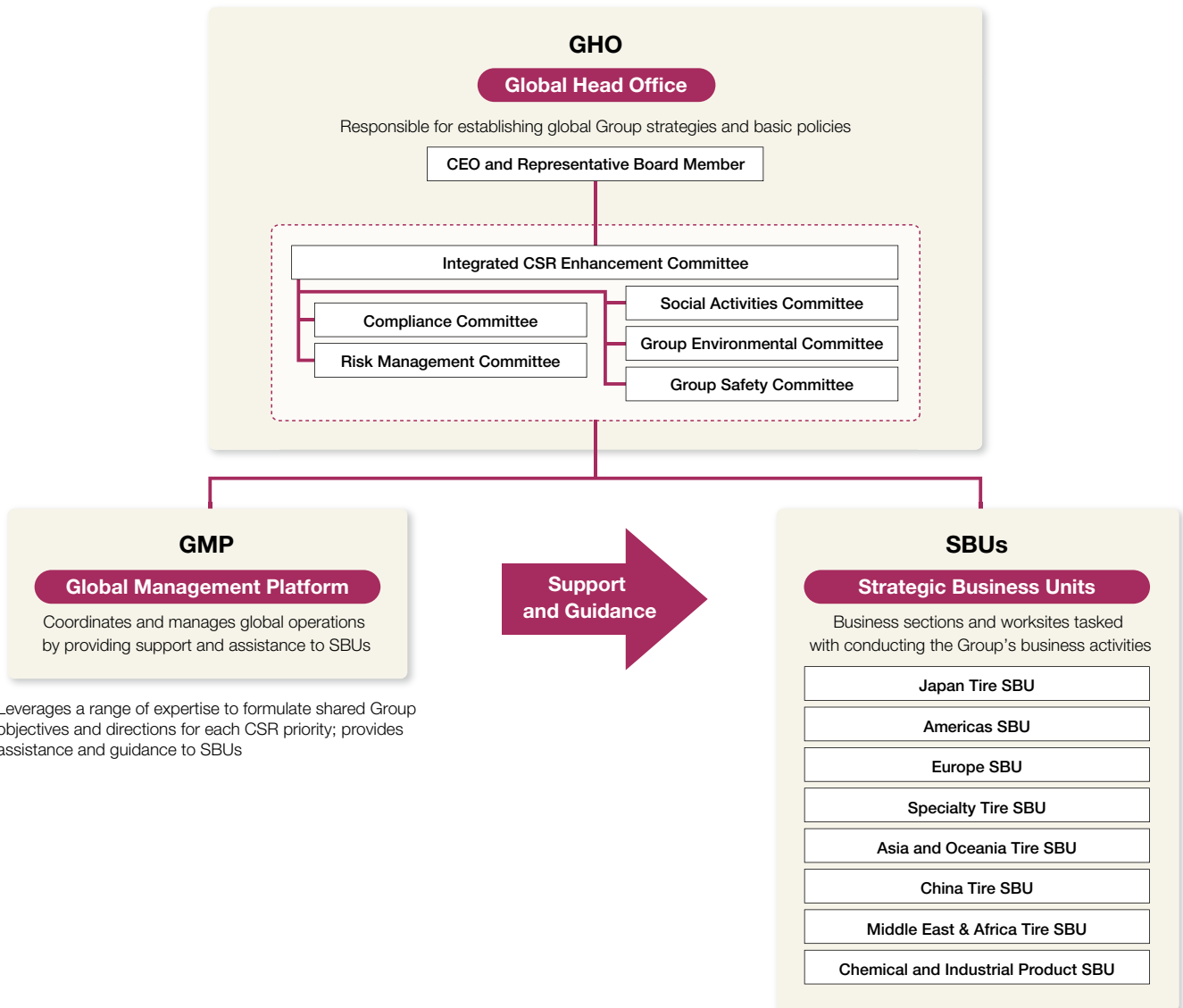
Additionally, the following committees have been formed to advise the Integrated CSR Enhancement Committee and assist in guiding initiatives undertaken in each issue area: the Compliance Committee, the Risk Management Committee, the Social Activities Committee, the Group Environmental Committee and the Group Safety Committee.

Committee, the Risk Management Committee, the Social Activities Committee, the Group Environmental Committee and the Group Safety Committee.

Framework for CSR Activities in Japan

Bridgestone strives to promote CSR awareness through lectures by management-level employees, a company magazine and its corporate intranet. We appoint a "CSR Key Person" in each division and in every plant, whose job is to organize the "CSR Report Reading Workshops" for administrative and technical employees. The Group also holds training sessions and workshops for employees of Bridgestone Cycle Co., Ltd., Bridgestone Sports Co., Ltd., and certain Group companies outside of Japan in an effort to promote CSR awareness within the Group.

Structures for pursuing CSR activities



Leverages a range of expertise to formulate shared Group objectives and directions for each CSR priority; provides assistance and guidance to SBUs

Implement common Group CSR activities and enhance activities by pursuing those courses of action that are needed in particular countries and regions

Corporate Governance

Corporate Governance Structure

Continually enhancing corporate governance is one of management's most important focus points. This will ensure that Bridgestone continues to fulfill its founding mission as stated in its corporate philosophy: "Serving Society with Superior Quality."

Based on this approach, in accordance with the responsibility and authority delineated in the Administrative Authority Rules, as well as in the Policy Management Rules, Bridgestone is committed to developing, communicating, and abiding by fair, transparent decision-making and management policies.

Bridgestone has adopted a corporate officer system to more clearly distinguish between management and operational responsibilities. This system allows the Board of Directors to focus more effectively on overseeing the execution of business operations. At the General Meeting of Shareholders held on March 26, 2013, all of the directors reached the end of their tenure, and eight directors, including four outside directors, were elected.

Bridgestone employs a corporate auditor governance model as specified in the Companies Act. The corporate auditors audit the execution of duties by the directors, while the Board of Directors oversees the execution of duties by the directors. The Board of Corporate Auditors has four members, including three outside corporate auditors, one of whom is a full-time outside corporate auditor.

Bridgestone has a management system in which the CEO and Representative Board Member and the COO and Representative Board Member are the leaders of the operating divisions. The CEO is principally in charge of overall management and strategy, and the COO is principally in charge of operations. At the same time, these two officers implement a system of mutual checks. In addition, the Chairman of the Board leads meetings of the Board of Directors and the General Meeting of Shareholders. The Company has taken steps

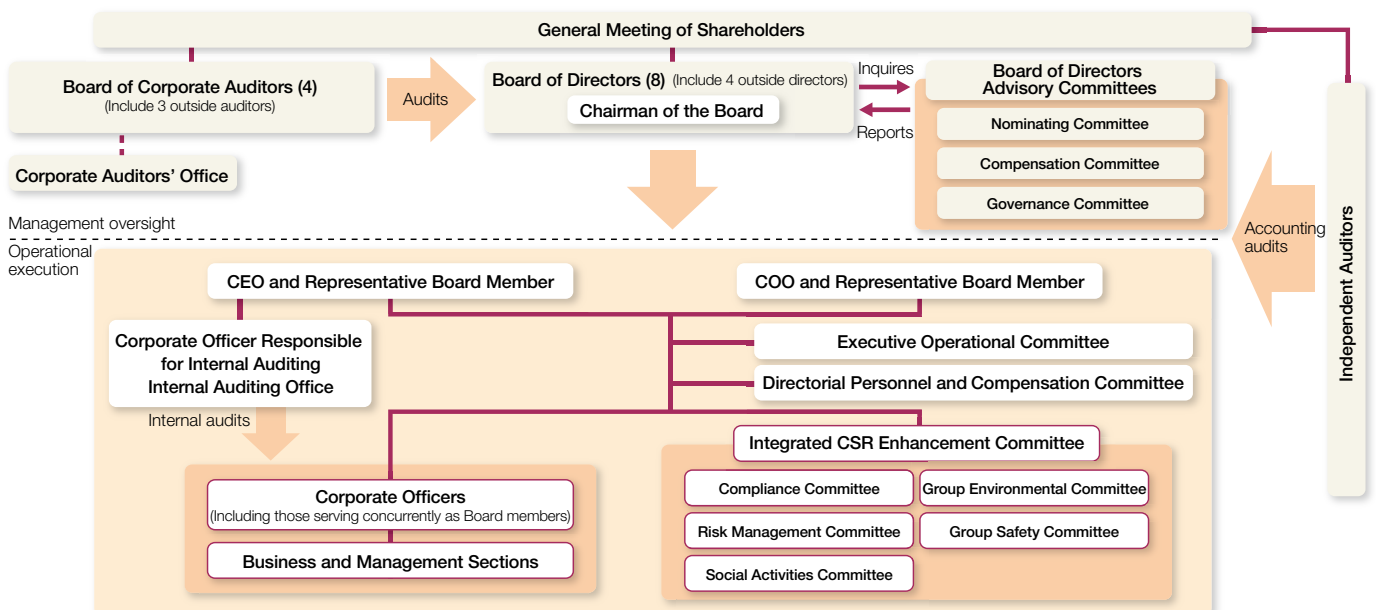
to further strengthen its corporate governance system by separating and clarifying the respective roles and authority of CEO, COO, and Chairman of the Board; by advancing the sharing of information; and by increasing the transparency of decision-making processes.

Internal Control Systems: Basic Approach and Implementation

In May 2006, the Board of Directors instituted an official company policy governing internal control systems. Bridgestone reevaluates its activities in this area each year, working to ensure appropriate internal control. In regard to the Japanese Financial Instruments and Exchange Act, and in particular to the section regarding the evaluation of internal control systems to assure the reliability of financial reporting and related information, Bridgestone will work to ensure an effective and reliable system of internal controls on a Group-wide basis and to further raise the level of internal control throughout the Group.

Bridgestone has no connection whatsoever with antisocial forces or groups, and takes a resolute stand against such activities. A department has been established to evaluate information received regarding such matters and take necessary action to ensure compliance with this policy, and the Company has worked to build relationships of trust and cooperation with external institutions, such as the police and other related organizations. Bridgestone is working to create a manual for dealing with inappropriate or illegal requests, evaluating contracts and the parties thereto to ensure their appropriateness and that they have no relationship with any organizations or groups that are illegal or threaten public order or safety, and are implementing other related measures. Bridgestone will strive to see that these measures are widely known and will continue to strengthen internal systems aimed at identifying any such groups, programs, or initiatives with which the Company may come in contact.

Corporate governance structure (as of March 26, 2013)



Special Feature 1

Deepening of “vertical and horizontal expansion” through technology innovation

The Bridgestone Group is characterized by its own unique “vertical expansion” that spans the entire supply chain in the tire business from the upstream processes of development and production of raw materials and development of products, to the downstream processes of sales and service.

We also maintain a “horizontal expansion” that we extend in various diverse businesses throughout the world. By further deepening the inherent strengths of both these “vertical and horizontal expansions,” the Bridgestone Group is tackling the business model innovation and technology innovation for creating products and services with values that will contribute to achieving a sustainable society.

Special Feature 1 introduces our concept tire of “100% sustainable materials,” the “Air Free Concept Tire,” and “half-weight tire technology,” all products from our “technology innovation” that contribute to the environment.



Technology Innovation 1

Aiming to achieve 100% sustainable materials

1 The goal of achieving 100% sustainable materials

The Bridgestone Group has drawn up Long-term Environmental Vision for 2050 and beyond in line with three directions for environmental activities: “existing in harmony with nature,” “valuing natural resources,” and “reducing CO₂ emission” (see the diagram on p. 12). As a way to value natural resources, we have set “achieving 100% sustainable materials”^{*1} as our goal.

^{*1} We define “sustainable materials” as resources other than those that are expected to ultimately become exhausted if we continue to consume them, as in the case of fossil fuels.



Concept tire of “100% sustainable materials”

Bridgestone is engaged in the concrete actions below in its aim to achieve 100% sustainable materials.

Action 1 Reduce raw material consumption (enhance resource productivity)

- Development of the “half-weight tire” that halves the usage of raw materials
- Reduced disposal of spare tires through the popularization of “run-flat technology tires”

Action 2 Recycle resources and use them efficiently

- Effective use of resources through the development of the solutions business and “retread tires”
- Technological development of the “Air Free Concept Tire” made from 100% recyclable materials

Action 3 Expand and diversify renewable resources (Technology that aims for zero exhaustible resources)

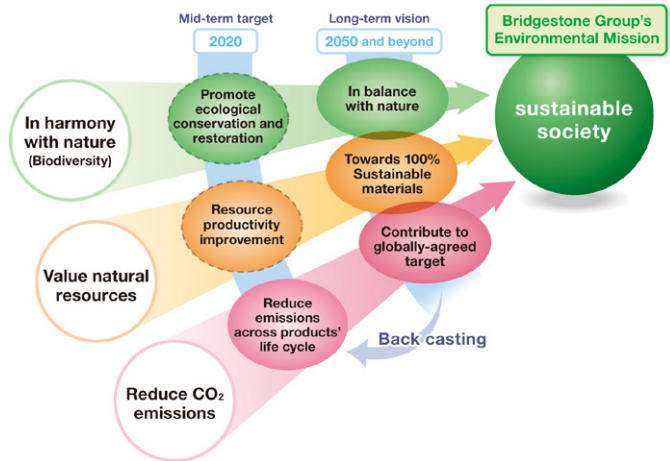
- Increasing the productivity of the Para rubber tree while developing new natural rubber resources such as guayule
- Technological development of plant-derived resources other than natural rubber

The concept tire of “100% sustainable materials” that we exhibited at the Paris Motor Show (September – October 2012) is a crystallization of the Bridgestone Group’s advanced materials technology.

In particular, we are advancing the use of natural rubber and organic fiber from the new renewable resources, and are undertaking the replacement of conventional materials obtained from exhaustible resources such as synthetic rubber, carbon black, and rubber chemicals resources with the ones derived from the renewable resources.

As a next step in the process, the Bridgestone Group will establish a framework of research and development and initiate the necessary core technologies to begin mass production. Further, Bridgestone is targeting the year 2020 for commercial sales of certain sustainable materials used in the manufacturing process.

The Bridgestone Group’s Long-term Environmental Vision



2 Advancing development in two directions: expanding and replacing materials

The Bridgestone Group is undertaking two initiatives to expand and diversify renewable resources, per Action 3 on the previous page: expanding new renewable resources, and replacing exhaustible resources with renewable resources.

Research and development “to expand new renewable resources” refers to initiatives to develop new renewable resources in areas where renewable (plant-based) resources are currently used. These resources include the Para rubber tree, which is a source of natural rubber and is primarily cultivated on farms in the tropical zones of Southeast Asia.

The Bridgestone Group is advancing research and development to expand the source for natural rubber to plants other than the Para rubber tree. Examples include guayule, which grows in arid regions, and the Russian dandelion, which grows in






temperate regions. Through this, we aim to relieve the current intense concentration on regions producing natural rubber, and anticipate benefits from local production and local consumption.

In research and development “to replace exhaustible resources with renewable resources,” we are undertaking an initiative to replace materials obtained from petroleum and other exhaustible resources with new renewable materials. As an example, we have already succeeded in tests to obtain high-performance synthetic rubber from bioethanol-derived butadiene.

We have also developed technology to obtain carbon black using vegetable fats and oil biomass as its feedstock.

The Bridgestone Group is leveraging “vertical and horizontal expansion” as we look ahead to 2050 and work to “achieve 100% sustainable materials.”

Primary constituent materials of the concept tire with “100% sustainable materials”

Today	Sustainable materials		
Natural Rubber from Para Rubber Tree	Expand the range of renewable resources	Conventional Natural Rubber + Guayule	 Guayule grown in arid regions will diversify the source of natural rubber
Rayon (Reinforcing Fiber)		Rayon + New Cellulosic Fiber	 General grade pulp can produce the new fibers resulting in more suppliability
Synthetic Rubber from Petroleum	Replace fossil resources with renewable materials	Synthetic Rubber from Biomass	 Butadiene from bioethanol
Rubber Chemicals from Petroleum		Rubber Materials from Biomass	 Curing agent and anti-aging chemical from biomass
Filler from Petroleum and Coal		Filler from Biomass	 Reinforcing carbon black from vegetable fats and oils

3 Research into the natural rubber materials “guayule” and “Russian dandelion”

The Bridgestone Group has launched research into “guayule,” a shrub native to dry regions of the southwestern U.S. and northern Mexico, and the Russian dandelion, a plant native to Kazakhstan and Uzbekistan.

Research into “Guayule”

Bridgestone Americas Tire Operations LLC (BATO), which manufactures and sells automobile tires in North America, has announced research and development activities targeting “guayule” as a new natural rubber resource. “Guayule” is a plant that contains natural rubber in its stems and other parts.

The research aims to improve strains of “guayule” while advancing techniques for its cultivation and optimizing processing conditions for extracting the natural rubber. In 2015 BATO will begin test production of natural rubber for tires at the Biorubber Process Research Center, working to verify and

improve quality, economy, and other aspects of the technology. In accordance with this plan, in August 2012 BATO acquired 281 acres of land in Arizona for experimental farming. BATO also acquired land for the Biorubber Process Research Center in Mesa, Arizona, with plans to add a multipurpose office and a building for experiments. A dedicated team of 32 researchers and engineers is slated to pursue development at the Biorubber Process Research Center, which will begin full operation in 2014.



Guayule



Guayule experimental farming site

Research into the Russian Dandelion

Alongside its research into guayule, from 2010 BATO has participated in an industry/academic consortium in Ohio to pursue research into natural rubber derived from the Russian dandelion. At present, BATO is accelerating its research

activities aimed at the commercialization of natural rubber obtained through the joint research, and plans to initiate tire testing in 2014.



Russian dandelion



Root portion of a Russian dandelion

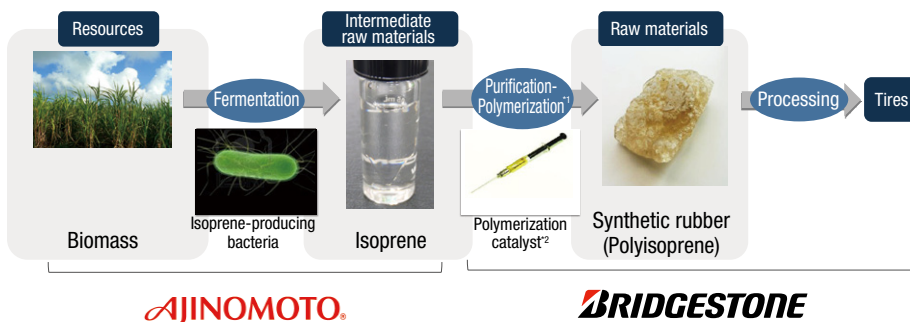
4 Initiatives to replace exhaustible resources with renewable resources

Successful joint development of biomass-derived synthetic rubber

In May 2012, Bridgestone succeeded in the development of synthetic rubber made from biomass, a renewable plant-derived organic resource. We used intermediate raw materials produced from biomass by Ajinomoto Co., Inc., a world leader in advanced fermentation technology, and completed the development through our own proprietary technology.

From here out Bridgestone will continue making progress in rubber synthesis technologies while ascertaining the physical properties of synthetic rubber, with the aim of developing synthetic rubber with higher performance.

Joint development of biomass-derived synthetic rubber



*1 The phenomenon or chemical reaction in which two or more monomers are bonded to form a compound with large molecular weight. For example, polyisoprene is created through and polymerization reaction of many isoprene monomers.
 *2 Chemical compound that facilitates polymerization reaction, such as generation of polyisoprene from isoprene.

TOPIC

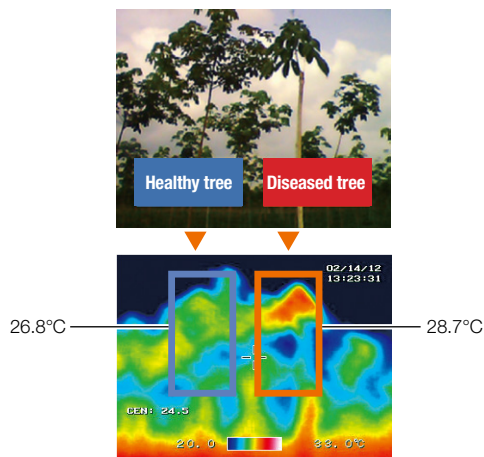
Development of disease diagnostic technologies for the Para rubber tree

Southeast Asia has more than 90% of the world’s cultivation area of Para rubber tree. Damage caused by white root disease (WRD)^{*1} is on the rise there, WRD has huge impact on the production of natural rubber. As WRD pathogen strikes the roots under the ground, it is difficult to detect the disease by human eyes in an early stage. Therefore, treatment often delays once symptoms have presented above the ground and development of early diagnostic technology has been a pressing issue. In 2010, Bridgestone started joint research to develop the diagnostic technology in NEDO^{*2} project. As a result, we have established technologies for early diagnosis by using an infrared camera to measure leaf temperature of the trees by the component analysis of latex^{*3} and so on.

From here out we will continue technological development in cooperation with Indonesian institute/university and Japanese university with which we are engaged in joint research, and will contribute to the conservation of the Para rubber tree and the stable supply of natural rubber.

*1 Disease caused by a kind of filamentous fungi that infects the roots of Para rubber tree and kills the tree in consequence of root rot. Detection in an early stage of disease is difficult because the infection occurs underground. Since no outstanding countermeasure available at present, infected portions are excised or treated by chemicals.
 *2 New Energy and Industrial Technology Development Organization (NEDO). Established as an independent administrative institution in 1980, NEDO is the largest technology development promotional organization in Japan.
 *3 Latex is a white milky sap extracted from plants such as rubber trees.

Measurement of surface temperature using infrared cameras



Technology Innovation **2** Development of new tire technology for the future

1 Toward commercialization of the Air Free Concept Tire

The Air Free Concept Tire supports weight through a unique structure of spokes stretching along the sides of the tire. This design marks a completely new concept that excels in reduced maintenance, requires no refilling with air, and will not go flat. By using recyclable (via material recycling) thermoplastic resin* in a unique structure of spokes stretching along the sides of the tire, Bridgestone makes use of 100% recyclable materials, including the rubber in the tire tread portion. We believe that we can achieve high levels of environmental friendliness, safety, and comfort through the design of this tire.

* A synthetic resin that becomes flexible when heated, can be processed into a variety of shapes, and becomes hard when cooled. The changes from heating and cooling can generally be repeated, making it easy to both mold and recycle the material.

Air Free Concept Tire equipped electric carts for seniors and people with disabilities



2 Pursuing research into half-weight tires

Bridgestone is developing half-weight tire technology that aims to halve the amount of raw materials used in tires.

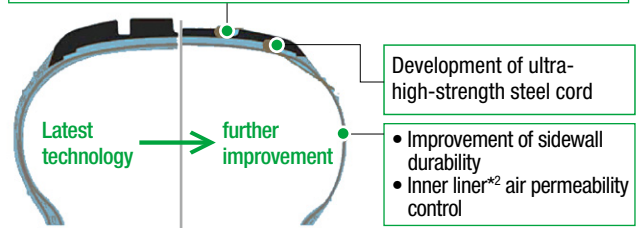
By advancing technological development in the fields of structure, form, and materials, we aim to halve the use of raw materials while achieving or improving upon the durability and stability required of tires.

Bridgestone will continue its research into this technology with the aim of commercialization.

Half-weight tire concept

Advanced technology to greatly reduce wear
Tread rubber with NanoPro-Tech™¹
high wear resistance

* See p. 17 for further details.



¹ This proprietary Bridgestone material technology designs the molecular structure of rubber from the nano level to draw out necessary physical properties such as fuel efficiency and safety, a combination that is difficult to achieve, as well as improved wear resistance.
² The layer of rubber attached to the inside of the tire.

VOICE



Yoichi Ozawa
Fellow (General Manager)
Tire Materials Development
Division I and Central Research
Bridgestone Corporation

Research and development into sustainable materials through our unique technology innovation

We were able to achieve development of new technologies such as the concept tire of “100% sustainable materials” in part through the effects of having an organization that is vertically integrated from the supply chain upstream (raw materials development and manufacture) to the downstream (sales), and through our steady tackling of technological improvement in each field of raw materials development.

As a leading company with a large share in the industry, we face demands to contribute to the achievement of a sustainable society. Adding to our development and technological abilities, from here out Bridgestone aims to continue conducting research and development in sustainable materials with the cooperation of our customers and suppliers.

TOPIC

Combining high-level fuel efficiency and safety: the Large & Narrow Concept Tire

Bridgestone exhibited the Large & Narrow Concept Tire at the Geneva Motor Show in March 2013.

The design offers narrower width and larger diameter than conventional tires and utilizes a higher internal inflation pressure. Moreover, through the application of a newly-developed specialty pattern and specialty compound, the tire achieves rolling resistance^{*1} vastly reduced from conventional designs, as well as improved wet grip performance^{*2}.

We aim to quickly commercialize the product in next-generation automobiles as a new category under the fuel-efficient ECOPIA brand.

- *1 Reduces rolling resistance coefficient by approximately 30% compared to a typical tire size (175/65R15).
- *2 Improves wet braking performance by approximately 8% compared to conventional products.

* The detailed information above has been submitted to the Tire Fair Trade Council in Japan.



Large & Narrow Concept Tire

TOPIC

Elastomeric seismic isolation bearings to protect lives and assets

Earthquake countermeasures in buildings are broadly separated into three categories: seismic isolation, seismic damping, and seismic resistance. Among these, seismic isolation places elastomeric seismic isolation bearings between the earth and buildings. This configuration limits the direct transfer of ground shake to the building, which reduces shaking inside rooms and damage from toppling furniture.

In 1984, Bridgestone began supply of high-quality and high-performance elastomeric seismic isolation bearings, leveraging three of the company's core technologies—materials technology, design

technology, and production technology—cultivated through the manufacture of tires.

Since then, as a pioneer in the industry, Bridgestone has engaged in development and supply of elastomeric seismic isolation bearings for condominiums, high-rise buildings, low-rise buildings, and single-family houses. The East Japan Railway Tokyo Station Marunouchi Building preservation and restoration work that was completed in October 2012 employed 352 of our elastomeric seismic isolation bearings.



Tokyo Station Marunouchi Building, which adopted Bridgestone elastomeric seismic isolation bearings



Elastomeric seismic isolation bearing

Special Feature 2

Business model innovation that achieves a safe society and supports the development of customers

Against a background of rising fuel prices, reducing costs has become an important management issue for the transport industry.

In this environment, interest is growing in energy saving, such as improving fuel efficiency and transportation efficiency.

As a part of the “business model innovation” that forms one of the pillars of its growth strategies, the Bridgestone Group is expanding “fleet solution” that combine new tires with retreading and maintenance services. This contributes to solving management issues for customers in the transport industry.



Business Model Innovation 1

Bridgestone Group’s truck and bus tires support the safety and security of customers

1 New tires: ECOPIA brand fuel-efficient tires*1 that realize environmental friendliness

The goal of Bridgestone’s fleet solution is to support both economy and safety aspects of customers’ vehicle operations. Our fuel-efficient ECOPIA tires contribute to the reduction of customers’ operating costs.

ECOPIA adopts NanoPro-Tech™ technology² that controls tire performance at the nano level, as well as treads³ that limit heat generation at the tire surface and thereby reduce the rolling resistance generated during driving⁴. By reducing rolling resistance and improving the vehicle’s fuel efficiency, the tires contribute to decreased CO₂ emission. Compared to conventional tires, ECOPIA also offers wear resistance and wet performance that assures control stability in the rain.

*1 Among environmentally friendly products meeting internal Criteria for Eco Products in Bridgestone, this refers to tires that offer fuel efficiency.

*2 NanoPro-Tech™ is a Bridgestone proprietary material technology that changes the structure of tires at the nano level to markedly improve fuel efficiency.



*3 “Tread” refers to the rubber portion of the tire that is in contact with the road.

*4 For example, 36% reduction in rolling resistance. (Using the ECOPIA M801; compared to M890 with conventional rubber compound)



ECOPIA

ECOPIA M801 fuel-efficient truck and bus tire

Measurement method: Rolling resistance is measured on the contacting surface when the tire rotates in the traveling direction under the condition of fixed weight load and at regular speed. We had test in Bridgestone’s indoor drum test machine under the condition of fixed weight load and rotation at regular speed. Test conditions:
 • Tire size: 11R22.5 14PR (comparison of conventional product M890 with ECOPIA M801) • Rim: 22.5×7.50 • Load: 24.52 kN • Inflation pressure: 700 kPa • Speed: 80 km/h

Results for rolling resistance coefficient (RRC):
 ECOPIA M801 = 4.5×10⁻³; M890 = 7.0×10⁻³

* Percentage reduction in tire rolling resistance differs from the percentage improvement in vehicular fuel efficiency.

* Detailed data concerning test results is on file with the Tire Fair Trade Council.

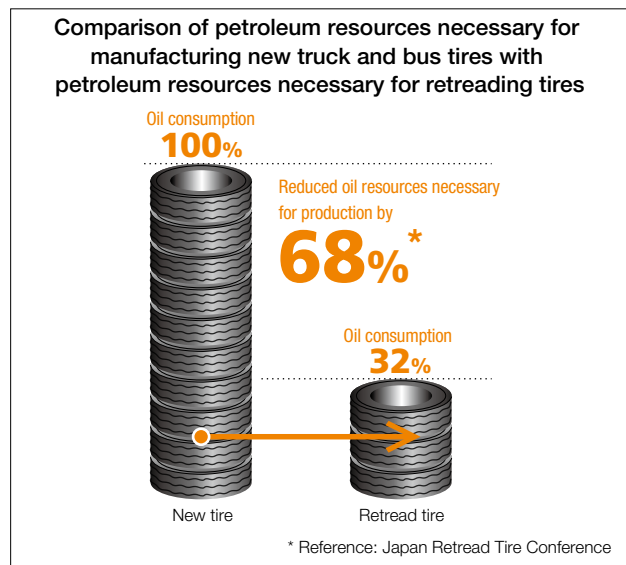
* Tests are performed using test methods prescribed by Fair Competition Code rules for tire labeling.

* Test results indicate test values and may vary according to driving conditions.

2 Contributing to cost saving and environmental conservation through retread tires

Another Bridgestone's fleet solution offerings is "tire retreading." Bridgestone buffs off the tread which has worn out through driving and puts new tread on the casing so that the tire can be reused. Retreading the tire reduces the usage of petroleum resources and other raw materials to approximately one-third that of producing a new tire. Because retreading reuses most components of the tire, it contributes to a reduction in the scrapping of tires as well.

To assure safety, casings are inspected prior to retreading, with each tire confirmed safe for reuse.



3 Maintenance services that maximize tire life

Maintenance services are important for maximizing the total life of tires. Periodical checks of remaining tread depth on tread, damage, inflation pressure, and other factors enable customers to maximize tire life. Managing the schedule for tire replacement is also a key point of maintenance services.

In Japan, our "Eco Value Pack" that combines new tires with retreading and maintenance services has been highly appreciated by customers, and grew to 5,500 contracts (130%



Maintenance services

year-on-year) and 120,000 vehicles (148% year-on-year) as of the end of 2012.

Moreover, in 2007 the Bridgestone Group acquired Bandag Inc. and started global rollout of their advanced retreads. At present, we are expanding our solution business using retread technology around the world, including Japan, Europe, the Americas, and emerging countries in Asia.

The Bridgestone Group contributes to resolving management issues for customers in the transport industry by providing fleet solution that combine new tires, retreading, and maintenance services.

Business Model Innovation 2 New technology supporting customers

1 “TRISAVER”: tire manufacturing technology that achieves resource recycling and fuel efficiency

Bridgestone has been developing innovative manufacturing technology for truck and bus tires that aims to achieve high levels of both resource recycling and fuel efficiency.

New tires are normally manufactured through the one-time vulcanization* of all materials. On the other hand, retread tires are manufactured by combining separately vulcanized casing (the tire finished its primary lifespan) and tread (the rubber in contact with the road surface). Bridgestone focused on the differences in these basic manufacturing methods and discovered that manufacturing the casing and the tread under optimal conditions respectively led to improved overall performance in new tires.

In addition, by adopting newly developed rubber for the

treads, Bridgestone achieved a decrease in rolling resistance and improvements in durability, which enabled an increase in the number of times retreading can be carried out.

As these new technologies enabled reductions in three areas, which are costs, resource usage, and CO₂ emission, we thus named them TRISAVER. We are currently evaluating TRISAVER in practice and are aiming to put the technology into early commercial use.



* A process that applies heat and pressure to rubber to increase its elasticity and strength.

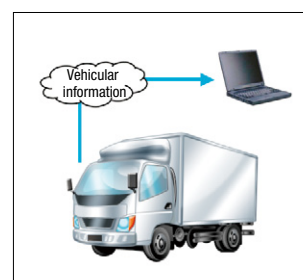
2 “Tirematics”: tire data monitoring system

Bridgestone has developed and is working toward practical realization of “Tirematics,” a tire data monitoring system. Tirematics is developed to work with a telematics system¹ that is already in practical use, TPMS², and elements to analyze collected data.

Its key feature is its ability to remotely share information over a network, including tire temperature and inflation pressure data measured by TPMS.

As this data is regularly communicated via “Tirematics,” users can assess the condition of tires to a high degree of precision while at the same time managing information about vehicular operation.

Tire inflation pressure and tire temperature are key elements affecting not only tire life but also fuel efficiency. Analyzing these data allows Bridgestone to propose tires optimized for customers’ usage conditions.



¹ Provision of service to automobiles using a mobile phone or other communication system.
² Tire Pressure Monitoring System: A system that continually monitors inflation pressure of tires.

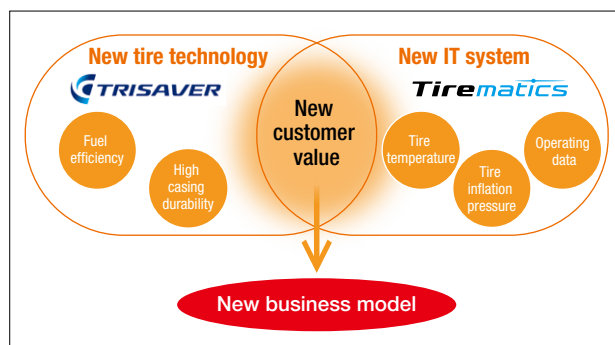
3 Customizing optimal tires matched to individual customers’ needs

Bridgestone may combine “TRISAVER” and “Tirematics” to offer a combination of casing and optimal tread which aims to match the operating condition of the individual customer’s vehicles.

For example, we can offer our fuel efficient tread to customers seeking for better fuel efficiency, and our balanced type tread to customers seeking both fuel efficiency and tire life. In this way, the establishment of “TRISAVER” technology provided an opportunity to produce customized tires.

Bridgestone is well-positioned to contribute to resource recycling and reduction of CO₂ emission by analyzing the operating condition of customers’ vehicles and providing

maintenance services that allow tires to demonstrate maximum performance.



TOPIC

Contributing to reducing CO₂ emission through performance of “conveyor belts” for mines

In addition to tires for construction and mining vehicles, the Bridgestone Group provides conveyor belts to transport ore and other products related to mine operation to mining operators. We are promoting “mining solution” as a new business model that combines these products with on-site maintenance support services.

Customers demand conveyor belts that offer durability for stable operation and energy-saving performance for lower operating costs. In response, Bridgestone has developed the energy-saving belts that greatly reduce rolling resistance when it passes over the rollers. Although

results differ according to usage conditions, the belt can reduce electrical power consumption (up to approximately 30% less compared with other Bridgestone general products) and CO₂ emission.

Please refer WEB site:
http://www.bridgestone.com/products/diversified/conveyorbelt/products/energy_saving_belt.html



Conveyor belt transporting ore over a mountainous area (Indonesia)

VOICE

Introduction of the “Eco Value Pack” considerably reduces our overall number of tires used per year (Japan)



Mr. Masahiko Sato
 Director, Managing Director
 Management Division,
 HINODE & SONS Co., Ltd.
 (approx. 480 vehicles
 owned)

Around August 2005, we received a proposal from Bridgestone for the “Eco Value Pack” and began considering implementation. We considered that integrating inventory management with the support of Bridgestone would lead to cost saving and decided on implementation of their package given the situation at that time that our company had been managing tires individually at each of our sites, from Tohoku in the north to Kyushu in the south. As a result, tire rotation is carried out thoroughly, extending the life of tires. This in turn has greatly reduced the number of tires we use per year. In addition, as Bridgestone manages data on tire wear and other usage conditions, we have been able to reduce expenses caused by troubles such as flat tires.

On the safety front, too, thanks to Bridgestone’s nationwide network* we can receive help wherever a breakdown occurs, while with their introduction of the “Eco Value Pack,” their management of our tires has reduced the number of emergencies.

* Through its network of 950 sites in Japan (as of October 2012), Bridgestone is prepared to respond to tire trouble via a 24-hour toll-free number.

VOICE

Strengthening safe operations and cost savings (Thailand)



Mr. Surawak Boonrod
 Vice-President,
 Ponlauri Co., Ltd.
 (approx. 300 vehicles
 owned)

We have had a long relationship with Bridgestone, and adopted the maintenance program that Bridgestone proposed for a four-month trial. We found that it extended the lifespan of new tires and increased the number of tires that we were able to use again in retreads. Seeing these effects on cost reduction, we decided on full-scale implementation.

With support from Bridgestone, we perform thorough tire inflation pressure management and tire rotation through the company’s tire checking service. As a result, we are now able to use tires for a longer period of time. In addition, thanks to the reports that Bridgestone regularly creates for us, we are now able to perform unified management of tire usage conditions and expense details. As a company that transports gasoline, we place priority on safety. By adopting Bridgestone’s high-quality products and services, we will continue to strive for safe operation and further cost reductions.



Special Feature 3

Initiatives to solve issues in local communities

At the growing number of sites where the Bridgestone Group has its operation around the world, we are performing social contribution initiatives under the themes of “safety” and “environment.” We also engage in activities aimed at solving issues faced by local communities, including support for education and people’s livelihoods.

In each region, we work with local stakeholders to solve issues in communities, bearing our responsibilities as a company having its business in the region.



South Africa

Supporting education through “Mobile Libraries”

Bridgestone South Africa (Pty) Ltd. (BSAF), which engages in automobile tire manufacturing and sales in the country, provides aid for the South African Primary Education Support Initiative (SAPESI), an NPO active in educational aid in the country’s rural areas. Literacy in South Africa’s rural areas is lower compared to urban areas, and many schools have no libraries. SAPESI offers children in those areas opportunities to read books by operating 50 Mobile Library vehicles.

As an activity to contribute to society through its business, BSAF provides tires to the Mobile Libraries. In the three years since 2010, the Mobile Libraries have visited about 500 schools.



Children absorbed in reading



Mobile Library with Bridgestone tires



Freely browsing books inside the Mobile Library

VOICE

We appreciate BSAF’s support

Although South Africa has around 14,000 elementary schools, only 8% of them have libraries. With the help of Bridgestone, SAPESI’s initiatives to deliver books to areas throughout South Africa have met with widespread acclaim. Our goal is to have one million books and 100 Mobile Libraries by 2015, offering two million students in 4,500 elementary schools opportunities to read. Since 2010, BSAF has supported our work through the ongoing provision of new tires for the Mobile Libraries and tire safety lectures for the drivers. We are extremely grateful to BSAF for this aid.



Mr. Tadashi Hasunuma
Chairperson and Founder,
South African Primary
Education Support Initiative



Argentina

Aiding activity for indigenous children attending school in mountainous regions

Bridgestone Argentina S.A.I.C. (BSAR), which manufactures and supplies automobile tires in Argentina, is engaged in an activity called the “Solidarity Caravan.”

In Argentina, where unification under the Spanish began around the mid-1600s, European ethnic groups now account for 97% of the population of about 40 million. Among the indigenous population are people living in mountainous regions far from urban areas. Through the “Solidarity Caravan,” BSAR, its customers, its sales offices, and other cooperating companies provide financial support for education, as well as goods needed for living in the mountainous areas, to aid the school-aged children of indigenous people living in those regions.

In 2012, BSAR employees and cooperating companies collected and provided six schools with 11 tons of needed goods including clothing, food, eating utensils, medicines, and bicycles. They also donated solar panels to a school that had no plumbing, contributing to the installation of electrical equipment to draw water. This was an Aborigine School and it was of great help as they have to provide water themselves carrying it by buckets from a natural slope nearby. The school had experienced difficulty in securing the required amounts. Since the equipment was installed, the school has been able to freely obtain the water it needs.

As a part of the program, 55 BSAR employees and other volunteers formed the Caravan Team, which uses nine four-wheel-drive vehicles to visit sites and deliver aid supplies first-hand to 544 children.



Installation of solar panels



The Caravan Team heading to a site



School children greeting the Caravan Team



Children receiving aid supplies

VOICE

Proud of the activities

The third “Solidarity Caravan” has brought us here today, to the provinces of Salta and Jujuy. We are really moved; we have found little schools in faraway places, difficult to reach; some paths have been certainly tough but we managed to take donations kindly donated by employees, suppliers and clients. We have brought 11 tons in donations.

We feel proud of this activity and plan to continue it in 2013 and onwards.



Liliana Nasiff

Corporate Relations & Community Chief
Bridgestone Argentina S.A.I.C. (BSAR)



Spain

Initiatives to build environmental awareness among local children

The Burgos Plant of Bridgestone Hispania S.A. (BSHP), a company that manufactures and supplies automobile tires in Spain, has undertaken initiatives since 2007 to build environmental awareness in people living in areas around the plant. In 2012, the plant planned its environmental initiatives for the year. For the Environment Month from September 16 to October 17, it held events for children that included a Nature Tour outdoor classroom for learning about local nature and biodiversity, and workshops to learn about renewable energy. To reduce CO₂ emission and related to the European Mobility Week, Burgos plant employees have implemented tests of car sharing and commuting by bicycle.

In March, the Plant employees planted 200 trees, while in April, local children were invited to a workshop that conveyed the importance of the 3R (reduce, reuse, and recycle). Then, during the Christmas season, to deepen children's understanding of the importance of energy conservation and the 3R, a contest to decorate a Christmas tree with recycled materials was held by plant employees.

The initiatives so far have met with a positive response. The plant received an award from Spain's Ministry of Agriculture, Food and Environment in 2010 and a commendation for its tree-planting activities in 2011. Again in 2012, the plant's activities were taken up by various media. Meanwhile, awareness of CO₂ emission is rising among the employees, an increasing number of whom are commuting by public transportation or by bicycle.



Christmas tree decorated with recycled items



Commuting by bicycle



Nature Tour



Tree planting



Workshop on the theme of the 3R

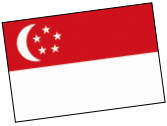
VOICE

Continuing environmental activities for colleagues and the community

The Environment Month is a very useful project for our colleagues and for the community. By participating in the bicycle-to-work activity, we feel more relaxed, are more productive when at work, and interact more with nature. This reminds us of the importance of the natural environment and adds to the various benefits that come from taking part. This is why we try to take these activities another step ahead every year.



Marta Pérez
Environmental Coordinator
Burgos Plant
Bridgestone Hispania S.A.
(BSHP)



Singapore

Events for communication with people with disabilities

At Bridgestone Tyre Sales Singapore Pte., Ltd. (BSTSG), which supplies automobile tires in Singapore, employees voluntarily launched a project in collaboration with the YMCA and has been continuously organizing events to support people with disabilities since 2011. In 2011 the project conducted activities such as a nature observation walk to deepen communication with people with disabilities. In 2012 the project held indoor events that invited guests using wheelchairs. The BSTSG employees, along with their families, enjoyed communication over lunch, games, and a magic show.



Handicrafts by members and a game event with participation by all



An enjoyable lunch with participants



Members of the project together with elderly



Nature observation walk

VOICE

Positive cooperation by BSTSG made the communication event a great success

The volunteers from Bridgestone brought cheer to the elderly through fun-filled entertainment and interaction. While all the participants enjoyed themselves with the great food, games and goodie bags, they appreciated the time the volunteers had spent together.

The event was a success because of the dedication and active participation of all the volunteers.

On behalf of YMCA and the elderly, I would like to thank Bridgestone and the employees for their precious time and generous sponsorship. Thank you.



Tan Zhou Yeow Roger

Executive, Community Service Dept.
YMCA of Singapore

The Bridgestone Group's Support Activities for Reconstruction after the Great East Japan Earthquake

The Bridgestone Group has embraced the social mission of offering reconstruction assistance to areas stricken by the Great East Japan Earthquake, undertaking a variety of support programs.

In order for us to continue to offer reconstruction support matched to the needs and circumstances of affected people, we invited experts from NPO, NGO and other organizations active in the disaster-stricken area to evaluate Bridgestone's support so far, and to suggest future activities.



Date: April 4, 2013 Location: Bridgestone Head Office

Overview of Reconstruction Support Activity after the Great East Japan Earthquake

In the period following the Great East Japan Earthquake, the Bridgestone Group has launched a variety of reconstruction support efforts, including the funding and the donation of relief supplies in the form of the Company's bicycles, bedding, and other products.



By March 2013, a total of 1,032 employee volunteers from Bridgestone had taken part in support activities in the disaster-stricken areas, particularly in Iwate Prefecture and Miyagi Prefecture. In 2013, we began offering assistance to the "Iwaki Otento SUN Project" engaged in town planning activity in Iwaki City, Fukushima Prefecture. To support affected people living outside of the prefectures, we have supported NPOs providing opportunities for communication among affected people. Among our actions to support children orphaned by the earthquake we provided financial support to the "Wings of Dream Project" and invited children to use company-owned recreational facilities.

Participants

(organizational affiliation and titles current at the time of the meeting)

◇ Expert



Mr. Taro Tamura
Representative of the Institute for Human Diversity Japan
Senior Policy Advisor, Reconstruction Agency

◇ Expert



Mr. Tetsuya Myojo
Head of Tohoku Office, Japan Platform (JPF)

◇ Expert



Ms. Kimiko Murofushi
Professor Emeritus, Ochanomizu University
Member of the Board, Bridgestone Corporation

◇ Facilitator



Mr. Mitsuo Ogawa
President, Craig Consulting

◇ Bridgestone



Yuichiro Takenami
Vice President & Senior Officer, Responsible for Global Innovation and Innovation Development and CIO and IT & Network and Corporate Communications & Motorsport



Nobuyuki Tamura
Director, Corporate Communication Division (Public Relations, Brand Management, Motorsport)

Overview of the Dialog



Mr. Taro Tamura

Future aiding activity for reconstruction

At present, the disaster-stricken area has entered a period of reconstructing the livelihoods of people, whose needs are becoming more diverse. In such a situation, NPOs and companies can take the initiative to respond to individual needs of the affected area which public institutions alone cannot address. To continue providing support, it is particularly important that companies put into practice unique forms of involvement that leverage their strengths and core businesses.

Expectations for Bridgestone

I believe that Bridgestone will experience greater cooperation with its support initiatives if the reasons for undertaking specific actions can be clearer and its strengths are recognized by local governments and NPOs.

In my opinion, Bridgestone's support for the NPOs' initiatives in Iwaki City is a wonderful initiative, which is namely "support for supporters." I think it is important for Bridgestone to keep its position of being "support for supporters" in mind, and understand the needs of supporters to set goals for the support.

In reconstructing the livelihood of affected people, it is also important to maintain an environment for parenting and to create motivating work that enables affected people to feel that they are connected to communities, even for a few hours a day. Perhaps, Bridgestone should consider providing support in these areas.

In the disaster-stricken areas that are heading into a reconstruction period, companies should conduct data-based analysis of issues in areas to set goals for the companies' involvement in resolving those issues. For example, if a company set a vision looking five years ahead and work with a stance to create new business models in the disaster-stricken areas, I believe activities will come about that can fully feed back into the companies' core businesses.



Mr. Tetsuya Myojo

The unique strength of companies

The strength that companies offer is the capability to carry out specific programs continuously.

Recently, activities related to the social safety net, such as support for people taking care of children or relocation support for the elderly has become difficult in some regions.

Long-term support will be needed in these fields; JPF tries to thoroughly identify the needs of disaster-stricken areas and to connect companies which can commit to support activity with the disaster-stricken areas.



Key points in carrying out support initiatives for reconstruction

On the other hand, we can sometimes observe that the diversifying needs of disaster-stricken areas and the content of support do not match. Perhaps, once support from a company starts, continuation of the support activity itself could become the goal, and the company gets lazy about trying to ascertain what affected people actually need. As needs change in accordance with the status of reconstruction, it is important to hold close discussions with people in affected areas and to constantly review activities.

Expectations for Bridgestone

When companies cooperating with NPOs and local people act to consciously leverage their areas of expertise in projects, I am certain that there will be activities that match the needs of both sides. At present, community revitalization is a major issue in the disaster-stricken areas. Companies can contribute by providing their know-how of human resources development, which can help foster leaders who can take on this challenge.

Wings of Dream Project

I am involved in the "Wings of Dream Project," which supports children orphaned by the earthquake. This project aims to help children become grown and upstanding members of society through sharing experiences of activities including sports and various studies. The program has resulted in many discoveries and growth experiences over the past two years. We see children who have lost their parents growing up strong, and students who participate in the activities as volunteers developing independence.

Through the project, we aim for children themselves to nourish the power to realize their dreams and to become independent. One example is our camping activities. When securing a location for camping became an issue, Bridgestone helpfully made its recreational facilities available.



Ms. Kimiko Murofushi



Expectations for Bridgestone

Our activities are planned to continue until children reach adulthood. Although many support projects arose after the earthquake, it seems that few of them carry out assistance from a long-term perspective. While we continue to ask for support from Bridgestone, we hope Bridgestone will provide support from its own unique perspective.

Bridgestone may become a bit more proactive in publicizing the assistance carried out so far. I believe that more people learning about this support will create opportunities to expand the circle of activities.

Note: See p. 6 for details of "Wings of Dream Project."

Wrapping up the Dialog



Yuichiro Takenami

Immediately following the earthquake, we began sending our company products that we thought were needed in the disaster-stricken area, such as bedding and bicycles. We also dispatched employee volunteers to the area. Following that, we provided support to refugees leaving the affected prefectures, and this year began providing support in Iwaki City.

As suggested by the experts, we intend to engage in activities while always asking ourselves why we are taking a specific action in a specific location. I believe this will lead to supporting activity that Bridgestone makes unique through its core businesses. We have reaffirmed the fact that by offering support through our fields of expertise, we will be able to respond closely to needs in the disaster-stricken area, and in doing so we will create activities that are more beneficial for society.

We also anticipate that communicating our efforts better with outside of the Company will increase the number of companies taking part in support activity, and further expand support activity to the disaster-stricken area.

Bridgestone formed the Diversity Promotion Office in 2008, and is creating working environments in which individuals who have diverse values can work comfortably and demonstrate their abilities.

Bridgestone held a dialog on the theme of “supporting female employees’ active careers” to further strengthen our initiatives aimed at creating workplace environments comfortable for women.



Date: April 5, 2013 Location: Bridgestone Head Office

Participants (organizational affiliation and titles current at the time of the meeting)

◇ Expert



Ms. Sakie T. Fukushima
President and Representative
Director of G&S Global Advisors Inc.,
Member of the Board,
Bridgestone Corporation

◇ Bridgestone



Shinichi Yochi
Vice President and Officer,
Chief Risk Management Officer,
Chief Human Rights Officer,
Human Resources and General
Affairs



Masayuki Ishii
Director, Human
Resources and
Labor Relations
Division



Hisato Takita
General Manager,
Human Resources
Department

Overview of Diversity Promotion Programs

Bridgestone is taking initiatives aimed at achieving workplace environments enabling active careers for women as a part of its diversity promotion programs, and is enhancing systems to support both work and parenting responsibilities. The Company’s initiatives also include training to foster consideration of career design for women, as well as to increase employment of women. We held a dialog with Ms. Sakie T. Fukushima, President and Representative Director of G&S Global Advisors Inc. and Member of the Board at Bridgestone to discuss these initiatives and receive expert advice.

Note: See p. 52 for details of Bridgestone’s diversity initiatives.

Overview of the Dialog



Ms. Sakie T. Fukushima

Concepts of diversity and expectations for Bridgestone

I believe it is a requirement for a company to provide the infrastructure that enables female employees to work actively. This is because it is necessary to leverage talented human resources, regardless of factors such as gender and nationality. Yet the enhancement of support systems is merely a point of entry; proper operation of the system is vital to ensure the promotion of women who are top performers. As a measure to promote this, companies may have to set time-limited targets for the appointment of women, and should give women preference in cases of equal ability with men. Initiatives to reform the male mindset to share the burden of parenting are also important. The appointment of diverse and talented human resources is not a women’s issue alone; it is an issue of leveraging management resources to strengthen the company’s competitiveness, making it a management issue that calls for the commitment of top management. I would like to see companies create a new corporate culture by assigning the same work they assign to men to women as well, as individuals and not as women, from the time employees join the company.

When promoting diversity globally, the perspective of “Think globally, act locally” should come into play. This means the global sharing of basic approaches such as corporate philosophy, and the operation of systems and mechanisms in a manner tailored to local circumstances. I believe that this, too, calls for the Head Office to take the initiative to promote diversity.

Wrapping up the Dialog



Shinichi Yochi

We established the Diversity Promotion Office in 2008, and since then have enhanced systems for supporting active work by female employees under commitment by top management. I believe that we have now come to the stage of leveraging these systems to generate results. The number of women in the main career track has increased, and we are putting effort into fostering the careers of women. While we have made the progress described above, we recognize that we may need to set targets for management position appointments for women in order to increase our human resources able to work even more actively and engage in management.

I believe that active work by diverse human resources including females will generate new ideas and values, and lead to growth for our company.

Initiatives Related to the 22 CSR Focus Points

The Bridgestone Group has identified 22 CSR focus points as a way to remain committed to our unwavering CSR activities throughout the Group.

Following the 22 CSR Focus Points, we engage in CSR activities in the context of PDCA (“plan,” “do,” “check,” “act”) process in order to achieve the objectives outlined in the Group’s Mid-term Management Plan.

The 22 CSR Focus Points were identified in 2007 to serve as a common language that would guide discussions surrounding our CSR initiatives, which are organized according to three perspectives: importance to the Bridgestone Group, importance to stakeholders and progress by the Group in taking the necessary measures.

Starting in 2009, we identified specific objectives, directions and approaches as a means of achieving the ideal states outlined in each of the 22 CSR Focus Points.

CSR activities, based on these instructions, are achieved through the PDCA process in order to attain the objectives outlined in our Mid-term Management Plan.

In 2012, we tackled each of these points and deepened the reach of our CSR activities based on the results of a CSR self-check conducted in line with the 22 CSR Focus Points implemented in 2011.



Training on truck tire maintenance (Thailand)



Activities supporting the creation of a safe workplace (U.S.)



Children enjoying games at an employee–evacuee exchange event (Japan)



Children who took part in an environmental education program (South Africa)



Parents and children take a tire inspection class (Japan)



Clean-up activities performed by employees (Singapore)

22 CSR Focus Points and Bridgestone's Ideal State for the Future

	Target	22 CSR Focus Points	Bridgestone's Ideal State for the Future
Fundamental CSR Activities		1 Securing stable profits as a business	To secure stable revenue and profits for the Company to allow the ongoing development of its businesses while contributing to social and environmental sustainability
		2 Ensuring a thorough understanding of and adherence to compliance	To build a foundation for relationships of trust with all stakeholders through better business practices based on ethical decision-making at all times, adhering to all laws and in-house rules, practicing business ethics, and acting in accordance with proper values and decision-making standards
		3 Ensuring business continuity	To work first and foremost to prevent and avoid risks; when potential risks become adverse events, to limit damage, protect the safety and profits of stakeholders and minimize the impact on society
		4 Communicating with stakeholders	To engage in open and honest communication with stakeholders and bring their input to bear on company activities
CSR through Business Activities	Customers	5 Providing attractive, high-quality products and services	To provide products and services of outstanding quality throughout the supply chain by embracing the mission of "serving society with superior quality" and striving to achieve an even better quality system by adopting the customer's perspective and society's perspective throughout the Group
		6 Technological innovation that generates new value	To respond to the issues society is facing through technological innovation and providing valuable products and services to society that customers can enjoy
		7 Development of products and services based on customers' voices	To continuously assess whether the value we provide measures up to customer expectations through dialog with our customers and to apply those research findings to improve our products and services
	Suppliers	8 Commitment to fair business practices and competition	To enforce standards throughout the Group to make certain that all applicable national laws and Group principles related to fair business practices and competition are observed based on an understanding of the Group's responsibilities as a corporate citizen
		9 Fair procurement activities	To build and maintain fair and equal relationships with suppliers
	Shareholders	10 Enhancing CSR procurement	To strive to enhance our CSR activities throughout the supply chain, including suppliers
CSR through Environmental Activities	Shareholders	11 Returning profits by enhancing corporate value	To strive to improve future business performance and encourage business development based on an understanding that shareholder profits are a key priority
		12 Disclosing information in a timely and appropriate manner	To communicate a synopsis of the Group's management and business activities, along with a fair evaluation of its value, through the timely and appropriate disclosure of information
		13 Contributing to the conservation of the environment through products and services	To work with customers to lower environmental impacts and to offer customers worldwide products and services that help existing in harmony with nature, valuing natural resources and reducing CO ₂ emissions
	14 Contributing to the conservation of the environment throughout the supply chain (procurement, production, distribution, and sales)	To pursue business activities in a way that contributes to exist in harmony with nature, to value natural resources, and to reduce CO ₂ emissions throughout all aspects of the manufacturing process, including procurement, manufacturing, logistic and sales	
	15 Contributing to the environment through social activities	To help achieve a sustainable society through social activities that strive to exist in harmony with nature, to value natural resources, and to reduce CO ₂ emissions	
CSR from a Social Standpoint	Employees	16 Continued enhancement of job satisfaction and pride	To foster a workplace encourage employees growth and job satisfaction through their work
		17 Enhancing workplace safety and health, and employee health management	To maintain safe, accident-free workplaces that also focus on disaster prevention and employee health To foster an environment in which employees can enhance their skills by promoting physical and mental health
		18 Respect for diversity	To contribute to a working environment in which individuals who have diverse values and personalities can work comfortably and demonstrate their abilities, by doing so, to improve employee satisfaction, activating and improving the company, and increase stakeholders' profits
	Society and communities	19 Respect for fundamental human rights, including the rights of children and others to be free from forced labor	To promote human rights, value diversity and treat every employee with dignity and respect
		20 Developing social activities to build a sound and sustainable society	To contribute as a corporate citizen to the realization of better communities
		21 Encouraging employees to do volunteer work in their communities	To encourage employees to volunteer in their local communities
	22 Helping realize a safe society	To promote safe driving that is free of traffic accidents	

Fundamental CSR Activities



Town Hall Meeting between employees, the CEO and the COO

Objective Goal embodying the desired stance

Achievements* Major achievements for 2012

Plans Major plans from 2013 onwards

* Initiatives that have made particular progress are highlighted in a different color in the Achievements section.

Focus Point 1 Securing stable profits as a corporation

Objective

- To maintain stable profits by achieving the objectives outlined in the Mid-term Management Plan

Achievements

- Developed our businesses strategy that is in-line with the Mid-term Management Plan and the “Lean & Strategic” approach

Plans

- Remaining consistent with the Mid-term Management Plan to secure profits through initiatives such as business reorganization. This will facilitate the development of new business models and improvements in management efficiency, while staying consistent with the social and environmental aspects in which we do business

Securing stable profits as a corporation

The Bridgestone Group works continuously to secure stable profits and develop its businesses in order to support our local communities. Throughout 2012, we continued to strengthen our company’s operating base and implement strategic policies, while abiding by the terms outlined in our Mid-term

Management Plan and keeping with our “Lean & Strategic” approach.

In December 2012, the Bridgestone Group’s consolidated net sales increased 1% to 3,039.7 billion yen, while operating income rose 49% to 285.9 billion yen. Ordinary income increased 59% to 285.0 billion yen, and net income rose 67% to 171.6 billion yen.

Focus Point 2 Ensuring a thorough understanding of and adherence to compliance

Objective

- To comply with laws, regulations and company rules, and to implement responsible business practices

Achievements

- Held Compliance Information Exchange Meetings for 30 major Group companies in Japan
- Established a compliance education framework at Group companies outside of Japan selected to receive support

Plans

- Distributing information regularly through our intranet, developing awareness-raising tools, and continuing and enhancing training programs for Bridgestone and Group companies in Japan
- Conducting position-specific compliance education at Group companies outside of Japan selected to receive support

Basic approach to compliance

The Bridgestone Group believes compliance is a matter of properly satisfying requirements and expectations of society. We comply with laws, regulations, and company rules; act ethically; and make ethical decisions that implement better business practices. We are also committed to building a basis for relationships of trust with all stakeholders by conducting our business operations in a responsible manner and with a consistent focus on ethical decision-making.

Compliance structures

In 2003, Bridgestone appointed a Chief Compliance Officer (CCO) as the individual with ultimate responsibility for compliance. We have also established a department specialized in compliance and have worked to strengthen and ensure the effectiveness of our structure. At Bridgestone, the head of each division responsible for compliance is named a Compliance Activity Chief. These people appoint a Compliance Activity Leader and work with them to enhance training, awareness and compliance structures.

We have established the Compliance Committee to deliberate on policies and other important related issues. This committee

Fundamental CSR Activities

regularly reports on the status of compliance activities to the Integrated CSR Enhancement Committee and the Board of Directors.

Compliance Information Exchange Meetings

In October 2012, we held Compliance Information Exchange Meetings among major Group companies in Japan and relevant departments at Bridgestone. In light of



Compliance Information Exchange Meeting

the results of the second Compliance Self-Check conducted in 2012 prior to the meeting, we aimed to strengthen initiatives throughout all major Group companies in Japan at the meeting by giving them ideas through examples of good practices of Group companies in Japan related to compliance training program and helpline.

In 2013, we will conduct the third Compliance Self-Check as we continue to strengthen initiatives at all major Group companies in Japan.

Compliance activities support for Group companies outside of Japan

The Bridgestone Group carries out compliance activities around the world.

Since 2012, Bridgestone has provided support in establishing an education framework for compliance training and helpline at Group companies outside of Japan (China, Singapore, Thailand, and Malaysia) engaged in tire manufacturing and sales.

The Group companies in China to which we provide support have begun training based on the new education framework. Other Group companies outside of Japan (Singapore, Thailand, and Malaysia) have plans to begin full-fledged position-specific compliance education in 2013 based on the education framework. We also played a role in advertising the helpline through our intranet, posters, and other means. We also helped establish an opinion box for employees at Group companies that do not yet have a helpline to write in with thoughts and suggestions about their workplaces.

Basic compliance program

Bridgestone has adopted a three-pronged basic program to ensure a thorough understanding of compliance among employees:

1. Strengthening management-level leadership, which

serves as the driving force behind the Group's compliance efforts

2. Raising awareness of compliance-related issues among employees
3. Enhancing the structures that support these efforts

Each year, we implement a number of measures in these three areas and work to ensure that our employees are upholding these measures. In addition to continuing this program, we will continue to promote a thorough understanding of compliance.

Compliance training

Compliance Casebook-based training

Since 2005, Bridgestone has been compiling a Compliance Casebook based upon past incidents and using the Casebook in our Group compliance training. In 2011, we compiled a new Compliance Casebook featuring cases that are more familiar to our employees engaged in manufacturing and sales. We also conducted training within the Bridgestone Group in 2012 using the Casebook.

Workplace training

In addition to offering position-specific training in compliance, Bridgestone provides workplace training for all employees. These workplace training sessions focused on different content for administrative and technical employees and for manufacturing employees, and served to enhance these employees' knowledge and awareness needed for their work.

In 2012, almost all administrative and technical employees—about 6,000 individuals—participated in the sessions. The sessions had participants play the “In-basket” game, where each participant became a manager and gave appropriate instructions to team members regarding e-mails concerning compliance within a set amount of time, and confirmed the right action in their daily work.

For our workplace training for manufacturing employees as well, almost all manufacturing employees—about 10,000 individuals—participated. This training saw participants taking part in active discussion using cases from the Compliance Casebook for manufacturing personnel.

Manager training

Bridgestone is also focusing on training employees in managerial positions, who are responsible for ensuring compliance throughout the company's operations. In order to provide specialized knowledge to Compliance Activity Chiefs and Leaders who are responsible for implementing compliance activities in each workplace, we conduct Compliance Activity

Fundamental CSR Activities

Chief and Leader training. For other employees in managerial positions, we hold compliance management training sessions in order to offer compliance-related knowledge that is needed by individuals in management-level positions. In 2012, about 360 employees participated in these training programs, including employees at Group companies in Japan.



Compliance training for managers

Compliance Helplines

Bridgestone has created two Compliance Helplines—both internally and externally—to bring compliance-related issues to

light and respond to the issues as quickly as possible. The use of both an internal and an external helpline ensures that individuals can report compliance issues anonymously and without fear of retribution. Both helplines provide feedback concerning the results of any investigation and the direction taken by the company to address related concerns. We also strive to encourage employees to use the helpline by providing contact information, data showing the change in the number of cases, descriptions of the types of cases, and other information on the corporate intranet.

In 2012, there were 92 cases, of which 42% involved interpersonal relations and 26% involved confirmation of the rules with which employees should comply to do their work. Every year we put up posters at the Company to enhance awareness of compliance, and our 2012 posters encouraged employees to talk with others in the workplace about their thoughts and concerns.

Focus Point 3 Ensuring business continuity

Objective

- To prevent risks and develop standards that will help the business to continue or return to its normal operations as quickly as possible after an emergency occurs

Achievements

- Set up and managed a new structure for carrying out autonomous risk management activities at divisions and SBUs while at the same time effectively managing serious risks in the Bridgestone Group
- Prevented risk and minimized losses by promoting risk management measures in the Bridgestone Group
- Identified risks throughout the Bridgestone Group
- Conducted drills at on-site task forces and emergency affairs offices to prepare for a major earthquake in the capital region
- Completed the implementation of the safety confirmation system at 30 Group companies in Japan

Plans

- Promoting autonomous risk management activities at divisions and SBUs
- Managing progress in implementing risk countermeasures in the Bridgestone Group and regularly reviewing these measures
- Continuing to identify risks throughout the Bridgestone Group
- Conducting live drills at on-site task forces and emergency affairs offices to prepare for a major earthquake in the capital region in Japan
- Conducting drills to confirm reporting on the safety confirmation system at Group companies in Japan to ensure a proper response in emergencies

Risk management structures

The Chief Risk Management Officer (CRO) is responsible for establishing and operating the Bridgestone Group's risk management systems in accordance with the Risk Management Basic Manuals.

In 2012, we set up a new structure for carrying out autonomous risk management activities at divisions and SBUs while also appropriately managing serious risks in the Bridgestone Group, aiming for a status in which any kind of risks are managed and controlled globally. Specifically, we have established CROs for individual divisions and SBUs and are developing and promoting concrete measures that take into account the scale and features of each division and SBU.

At the same time, we established a Risk Management Committee, which is chaired by the CRO and reports to the

Integrated CSR Enhancement Committee, in order to ensure that selected serious risks in the Bridgestone Group are managed in an appropriate manner. The division in charge develops action plans for selected major risks, and those plans are then implemented by divisions and SBUs.

In 2013, we established the Group Global CRO Meeting to take comprehensive risk management to the next level by sharing information about risk management activities in the Bridgestone Group.

Addressing risk and expanding the BCPs*

We began identifying risks at the Bridgestone Group (excluding companies in which Bridgestone has equity of 50% or less) in 2009.

From 2013 onwards, based on the new risk management

Fundamental CSR Activities

framework we established in 2012, we are taking countermeasures against risks by classifying a broad range of identified risks according to whether they are managed by worksites, divisions and SBUs, or on a Bridgestone Group basis.

To address one of the serious risks of a major earthquake and prepare for possible impediments to the business operation in the event of such a disaster, Bridgestone and Group companies in Japan are developing and reviewing BCPs for major earthquakes designed to (1) promote rapid initial response and (2) assure business continuity and quick restoration of operations.

We have also established a BCP in preparation for a major earthquake in capital region that would affect the Head Office, technical centers, and many other functions in the area and created the three-district head office (consisting of the Head Office and offices in Kodaira and Yokohama) for emergencies, ensuring backup functions throughout. We conduct drills every year at on-site task forces and emergency affairs offices in the Three districts, where we make each key staff (personnel appointed to each organization which takes countermeasures) better aware of their individual role and check their usefulness.

As another way to prepare for a major earthquake anywhere in Japan, we are also strengthening structures designed to facilitate contact with employees in the event of an emergency by expanding use of the safety confirmation system, which utilizes the telephone and e-mail, from Bridgestone to all Group companies in Japan.

* BCP (Business Continuity Planning)

Reinforcing buildings against earthquakes

Since the Great Hanshin-Awaji Earthquake of 1995, the Bridgestone Group has been systematically and quickly working to earthquake-proof buildings. This is to protect the lives of each of our employees, but we also believe that establishing a framework for

safety management is the basis of good corporate management. In the interest of business continuity as well, these initiatives also go towards reducing risk to meet social requirements.

After the Great East Japan Earthquake in 2011, we made many efforts towards better earthquake-proofing. This included establishing our own standards for architectural components like ceilings and piping, the vulnerability of which was focused on after the disaster.

Dealing with new types of influenza

The Bridgestone Group has formulated BCPs to address the spread of novel infections such as new types of influenza to minimize their impact on business operations.

In 2012, we revised the New Types of Influenza Response Standards, which provide a series of guidelines governing actions for each epidemic level so that personnel can initiate an early response to new types of influenza even though the extent of the danger of the virus in question might not yet be clear. We also created a guideline for supplies that should be stocked at each business location. We will continue to work to enhance new types of influenza countermeasures by spreading awareness of the New Types of Influenza Response Standards throughout the Bridgestone Group.

Emergency drills

Looking to institutionalize the lessons learned from a fire at its Tochigi Plant in September 2003, the Bridgestone Group has designated September 8 of each year as Bridgestone Group Disaster Prevention Day. On this day we hold



Emergency drill at Bridgestone Tokyo Plant

TOPICS

Conducting a major earthquake BCP drill simulating a large-scale disaster

Bridgestone regularly conducts drills based on its major earthquake BCP in order to assure continuity of business operations and the safety of employees and visitors in the event of a major earthquake.

We held drills at on-site task forces and emergency affairs offices from November to December of 2012 that simulated a major earthquake in the capital region with mutual backup functions throughout the three-district head office framework (consisting of the Head Office and offices in Kodaira and Yokohama). During the drill, the staffs in charge of countermeasures were summoned via the PA system and mobile phone messages and set up a task force in accordance with instructions from the secretariat while depending on emergency lighting. Afterwards, the staffs who take countermeasure

completed a variety of practical drills including checking the use of emergency communications equipment (satellite phones, etc.) and verifying the safety of employees with the safety confirmation system. This allowed participants to deepen their awareness of their own roles and verify the effectiveness of the major earthquake BCP. We will be continuing to identify new issues and strengthen the framework with the aim of further improving our actions.



Emergency drill simulating a major earthquake in capital region (Japan)

Fundamental CSR Activities

comprehensive emergency drills, providing an opportunity for employees to reaffirm their commitment to preserving the memory

of that day and to doing their best to prevent another fire from occurring in the future.

Focus Point 4 Communicating with stakeholders

Objective

- To build effective communication structures that address the needs of both the local community and Bridgestone's business
- To actively pursue effective communication with various stakeholders

Achievements

- Developed communication structures aimed at helping Bridgestone Group companies achieve their mid-term objectives

Plans

- Establishing a framework to horizontally roll out good communication practices from one region to another and improve the corporate communications function globally
- Building communication structures at Group companies and clearly articulate support provided by each SBU headquarters

Establishing and enhancing communication structures

In 2010, the Bridgestone Group established a basic communications strategy, and since then we have worked to promote its understanding Group-wide. We have also set mid-term objectives for developing communication structures in accordance with this strategy. We continue to move forward with building communication structures that will serve as a foundation for enhanced communication with a variety of stakeholders.

Continuing on from last year, in 2012 we moved forward with the development of communication structures for each

Group company. These efforts including consolidating information about interviews with media from Group companies to the each regional SBU headquarters and developing system for providing more effective support to the communication activities of Group companies in the regions they are located.

Based on this, in 2013 we will share good communication practices on global basis which will enable us to develop a framework for improving the level of our corporate communications activities in each region.

TOPICS

Town Hall Meeting between the CEO, COO, and employees

The Bridgestone Group's new management structure launched in March 2012 focuses on "communication," "bottom-up," and "teamwork." Under this new structure, we are working hard to re-energize internal communication.

As part of these initiatives, we organized forums at Bridgestone and Group companies outside of Japan where our CEO and COO met directly with employees to hold Town Hall Meetings. The goals of these Town Hall Meetings were to cover the gap between employees and senior management, as well as to share senior management's message across the entire company and facilitate smoother business operations.



Town Hall Meeting between the CEO, COO, and employees

Dialogs with local communities (Japan)

We held dialogs with the local community at Bridgestone's Iwata Plant in November 2012 and at Bridgestone's Hofu Plant in December 2012. Local residents, including representatives from local government and citizens' groups, shared their evaluations of Bridgestone's activities and proposed future activities.



Dialog at the Iwata Plant



Dialog at the Hofu Plant

CSR through Business Activities



Stargard Plant (Poland)

Objective Goal embodying the desired stance

Achievements * Major achievements for 2012

Plans Major plans from 2013 onwards

* Initiatives that have made particular progress are highlighted in a different color in the Achievements section.

Focus Point 5 Providing attractive, high-quality products and services

Objective

- To provide safe, high-quality products and services by coordinating all supply chain activities based on the same objective and with an awareness of the need to improve quality from the perspective of the customer and society
- To build systems for implementing raw material procurement, design, development, production, logistics and sales in a safe, high-quality manner

Achievements

- Enhanced and expanded the Group Global CQO (Chief Quality Officer) organization
- Effectively utilized the Voice-of-Customer (VOC) Management System and reflected VOC in the performance targets of products and services
- Steadily enhanced the quality management system by extracting and improving issues common to the Group as well as issues specific to individual Group companies, based on the results of the Group Global Quality Management Self-Assessment
- Implemented quality improvement activities that have been shaped by a common, global direction across the Bridgestone Group
- Developed a quality assurance system designed to minimize major quality risks
- Expanded 16 standards items to Group companies outside of Japan that address areas such as improvements in tire change operation and delivery operations in order to improve sales and service quality
- Created and operated a Global Quality Assurance System for the fuel-efficient tires that use the grading system

Plans

- Further strengthening cooperation between GMP-SBUs based on the Group Global CQO organization
- Continuing to utilize the VOC Management System and enhancing its usage by expanding the scope of customer opinions collected
- Further strengthening the quality management system of the Bridgestone Group and throughout the supply chain by expanding the scope of the Group Global Quality Management Self-Assessment to Group companies that do not have production facilities such as sales and services entities
- Continuing quality activities that have been shaped by a common, global direction across the Bridgestone Group
- Continuing to develop a quality assurance system designed to minimize major quality risks
- Continuing and expanding quality improvement activities for products and services in areas outside of Japan
- Operating a Global Quality Assurance System for the fuel-efficient tires that use the grading system

Basic approach to quality management

The Bridgestone Group is committed to implementing quality activities based on the philosophy to “strive to build in ever higher levels of quality by adopting the customer’s perspective (VOC) and society’s perspective (VOS) at all times and to provide superior quality throughout the supply chain.”

To pursue quality activities in a consistent, coordinated manner Group-wide, we strive to embrace a “Customer First” philosophy in all operations, Establishment and Enhancement of Quality Management Foundation & Structures, Minimization of Major Quality Risk (throughout the whole supply chain) and Enhancement of Corporate Brand Value (Attractive Quality) in accordance with the Group Global Quality Management Guidelines.

Quality management (quality) mission

Embracing the Bridgestone Group’s mission of “serving society with superior quality,” we strive to produce an even higher level of quality by taking our customers’ and society’s perspective* at all times Group-wide, and to provide products with superior quality throughout the supply chain.
* Society’s perspective: The perspective of stakeholders in general, including potential customers in addition to existing customers



Quality activities through the supply chain



CSR through Business Activities

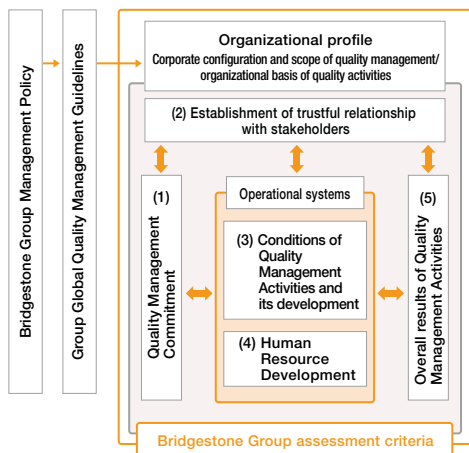
Group Global Quality Management Self-Assessment

The Bridgestone Group introduced the Group Global Quality Management Self-Assessment in 2008 as a tool for visualizing quality management at Group companies in order to establish and enhance the quality management approach. The Group Global Quality Management Self-Assessment provides a framework with which companies can assess their own approach to quality management in the following five areas: (1) quality management commitment; (2) establishment of trustful relationship with stakeholders; (3) conditions of quality management activities and its development; (4) human resource development; and (5) overall results of quality management activities.

We are reenergizing our improvement activities based on information obtained from the Group Global Quality Management Self-Assessment in order to improve assessment scores. The number of the Group companies conducting the Group Global Quality Management Self-Assessment has increased every year, with 83 Group companies (two more than the previous year) having conducted the Assessment in 2012.

Although previously the Assessment was conducted at the production sites of the Group companies, in 2013 we will expand scope to non-production sites such as sales and service entities and revise the Assessment's questions to make them easier to understand, thereby making the Assessment itself more effective.

Basic framework of the Group Global Quality Management Self-Assessment



- 1. Quality Management Commitment:**
Status of application of the quality management activity approach (mid-term planning and Quality Management Guideline) at Bridgestone and its Group companies by managers
- 2. Establishment of trustful relationship with stakeholders:**
Activities applied to products and services based on a deep understanding of customers and market needs
- 3. Conditions of Quality Management Activities and its development:**
A variety of initiatives and systems involved in the pursuit of quality management activities, and their implementation

- 4. Human Resource Development:**
Content and extent of implementation of personnel education and training programs related to quality management activities
- 5. Overall results of Quality Management Activities:**
Indicators outlining the results of quality management (quality) activities undertaken over the one-year period under review

Developing and enhancing structures for pursuing quality activities

The departments responsible for quality at Bridgestone, which also cover the entire supply chain from product planning to after-sales service, strive to make improvements throughout the supply chain based on the Group Global Quality Management Guidelines, which concretely explains the management policy of the entire Bridgestone Group.

Additionally, we built the Group Global CQO Organization comprised of GMP¹-CQO² and SBU-CQOs appointed by the respective SBUs³ in order to enhance our global quality governance structure. In 2012, we appointed BTJ⁴-CQO and completed the assignment of 12 CQOs for core businesses. Each CQO shares Group quality policies in the respective region and works to respond quickly and appropriately to quality issues in their territory.

In 2013, we will work to enhance communication tools such as meetings and documents in order to strengthen ties between GMP-SBUs on the Group Global CQO organization.

*1 GMP (Global Management Platform): A platform that offers support and services to SBUs as part of its global coordination and management functions
 *2 CQO (Chief Quality Officer): The officer with ultimate responsibility for quality at a given worksite
 *3 SBU (Strategic Business Unit): An operational department or worksite that conducts business activities
 *4 BTJ (Bridgestone Tire Japan Co., Ltd.): tire sales company

Group Global CQO Organization



Initiatives designed to increase customer satisfaction

To help improve customer satisfaction, the Bridgestone Group has implemented a cycle designed to improve the quality of its products and services based on the collection and analysis of information about customer requirements and evaluations of Bridgestone products.

CSR through Business Activities

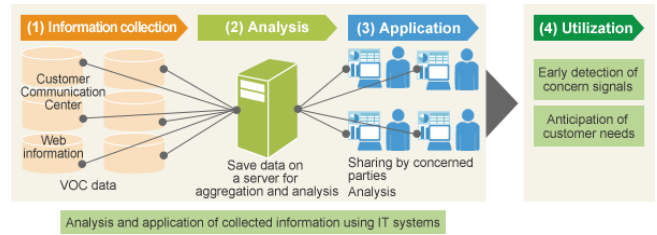
In 2011, Bridgestone strengthened its monitoring system for information received at the Customer Communication Center and created VOC Management System designed to facilitate the early detection of problems by synthesizing information on the Web (information posted to blogs and Twitter) and information collected by frontline service reps with information from the Customer Communication Center.

The VOC Management System was used to good effect in 2012. For example, it was previously difficult to grasp an overall picture of the issues concerning wear of passenger car tires since it differs depending on the customer's usage conditions. The use of this system has made it possible to understand the phenomenon from multiple perspectives and a detailed analysis by relevant internal departments has enabled the information to be reflected in performance targets for new products.

In addition, the information from the Customer Communication

Center aggregated under this system as well as information written on the internet can be viewed on an internal portal. Employees took note of the various customer opinions included in the information in 2013 and used them to bring shape to one of Bridgestone's targets, namely "quality activities based on the VOC and VOS." We intend to increase the types of VOC gained via this system and continue making further improvements.

VOC Management System



Focus Point 6 Technological innovation that generates new value

Objective

- To realize new technologies that enable us to supply products and services that markets and customers find valuable

Achievements

- Launched BLIZZAK SI-12 studless tires for passenger cars, which incorporate technology supporting grip on ice
- Launched BLIZZAK REVO GZ studless tires for hybrid cars and ECOPIA EV-01 tires for electric cars
- Launched ECOPIA PZ and ECOPIA PRV series pursuing "comfort" in addition to low-fuel-consumption performance
- Developed TRISAVER and Tirematics in fleet solution and B-TAG (Bridgestone Intelligent Tag) in mining solution

Plans

- Coordinating research and development to help commercialize new technologies
- Enhancing production technologies with the aim of driving additional technological innovation
- Training personnel involved in development work

Providing valuable products and services

The Bridgestone Group continuously engages in timely research and development of new technologies to provide products and services that customers will find valuable. We also continue to enhance the foundation underlying our development program by developing technologies that allow the manufacture of products using new technologies (structure and materials), as well as offering human resources training.

The process of sharing technologies Group-wide and putting them to use in the creation of our products embodies the very basis of the Group's approach.

The Bridgestone Group's technological development structures

The Bridgestone Group is developing technologies globally. We maintain Technical Centers for tire products in Japan (Tokyo), the U.S. (Akron, Ohio), Italy (Rome), and China (Wuxi) as part of an effort to develop technologies that meet customer needs, which are based on an understanding of the requirements and characteristics of markets worldwide. In July 2013, we plan to establish a Technical Center in

Thailand to handle the functions of development, production technology and quality management in the Asia and Oceania region.

At the Technical Center for chemical and industrial products, which is located in the Bridgestone Yokohama Plant, employees strive to enhance the Company's ability to meet market needs and accelerate product development.

Our tire development departments specialize in various technologies such as rubber formulation and processing, computer simulation and other analytical technologies. Urethane, film, rubber and metal adhesive technologies are managed by our chemical and industrial products development departments. These technologies are shared among departments.



ECOPIA EV-01

CSR through Business Activities

Focus Point 7 Development of products and services based on customer's voice

Objective

- To develop a system for collecting and analyzing various VOC (Voice of Customer) and identify differences and changes in the needs and user sensitivities of each market, and apply them to product and service quality improvement, next-generation product and service development, and Group-wide marketing strategies

Achievements

- Continued to share VOC (Voice of Customer) information and successful examples of initiatives applied to product development at global conferences of the Group
- Implemented market research to evaluate products one year after product launch and applied it to product planning in order to entrench activities that reflect VOC in new products
- Developed system at Group companies in Japan for developing a database of VOC collected by the Customer Communication Center, distributors, sales companies and other sources, then quickly reflecting this in quality improvements, product planning and other corporate activities

Plans

- Sharing VOC at global conferences of the Group and further strengthening initiatives linking this to efficient product development
- Conducting a market survey to evaluate products one year after the launch and expanding activities for using this data in product planning throughout the Bridgestone Group
- Building mechanisms globally for developing a database for VOC data, then swiftly applying that data to quality improvements, product planning and other corporate activities

Developing systems to use VOC in product and service development throughout the Bridgestone Group

Bridgestone Group is building a system to collect various VOC from around the world, including evaluations from customers through customer response windows, shop fronts of sales stores, market surveys and outside research agencies, then collate this data by business field and product group, and share it Group-wide.

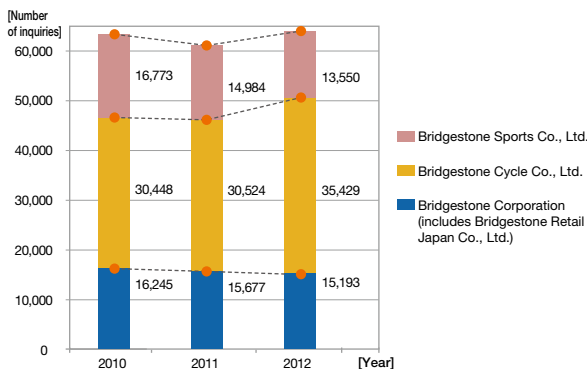
Group company initiatives

Bridgestone Group companies are also strengthening their concepts stemming from customers' viewpoints.

In 2012, Bridgestone Cycle Co., Ltd. introduced a database system similar to the one in Bridgestone's tire business and started an initiative to share VOC gathered by each department, including from the Customer Communication Center, with related departments in a timely manner, and using it in the development of products and services.

Bridgestone Sports Co., Ltd. plans to create the same system and start operating it in 2013.

Customer Inquiries (Group Companies in Japan)

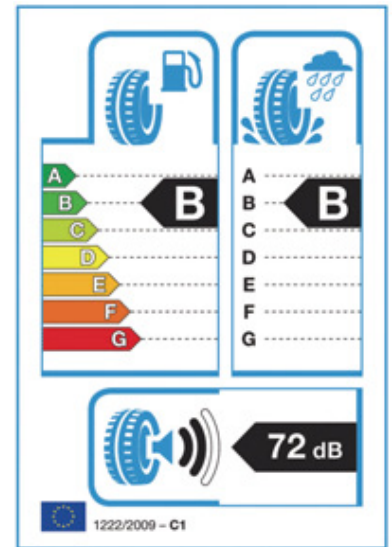


Tire labeling system initiatives

A tire labeling system has been initiated in different countries around the world that indicates the grade of rolling resistance and wet grip performance in a tire. The system was introduced in Japan¹ in 2010 and in Europe² and South Korea in 2012. Plans are in place to introduce the system in the United States³ and Brazil from 2013 onwards. Consumers in each country can select tires based on an objective set of evaluation criteria and there are high expectations for this to drive proliferation of fuel-efficient tires with outstanding environmental performance.



Example of a fuel-efficient tire label in Japan



Example of a tire label in Europe

In Japan, Bridgestone has introduced nine products that meet the fuel-efficient tire performance requirements of the new tire labeling system: the REGNO GR-XT, ECOPIA EP001S, ECOPIA EV-01, ECOPIA PZ-X, ECOPIA PZ-XC, ECOPIA PRV, ECOPIA EX10, Playz RV ECOPIA PRV-1 and NEXTRY. Going forward, Bridgestone intends to expand initiatives to reduce CO₂ emission through the development and supply of fuel-efficient tires with outstanding performance.

CSR through Business Activities

*1 The labeling system was developed as a series of voluntary standards by the tire industry (acting through JATMA, the Japan Automobile Tyre Manufacturers Association). In addition to certifying tires that satisfy certain quantitative standards of rolling resistance and wet grip performance as “fuel-efficient tires,” the system provides appropriate information to consumers through labels. This applies to summer tires for passenger vehicles that are purchased at tire retailers. More information about the labeling system is available on the JATMA website.
<http://www.jatma.or.jp/english/about/>

*2 More information about tire labeling systems in Europe is available here.
<http://www.etma.org/tyres/tyre-labelling>

*3 More information about tire labeling systems in the United States is available here.
<http://www.nhtsa.gov/Laws+&+Regulations/Tires>

Focus Point 8 Commitment to fair business practices and competition

Objective

- To create practical “Standards” and establish “Systems” regarding the prohibition of cartel and bribery which meet the elements required by the U.S. Department of Justice, taking the results of the evaluation of the risk level to be conducted by each Bridgestone Group company into account

Achievements

- Continued training in fair business practices and competition for employees of Group companies outside of Japan
- Continued training in fair business practices and competition for various departments at Bridgestone, sales staff at Group companies in Japan and Japanese employees seconded to Group companies outside of Japan
- Issued and deployed an instruction guide within Bridgestone Group companies which encompasses the FCPA* compliance program required by the U.S. Department of Justice
- Established and implemented internal regulations regarding the prevention of bribery and cartel activity

Plans

- Continuing and expanding training for employees of Bridgestone and Group companies
- Developing internal regulations regarding the prevention of bribery and cartel activity within Bridgestone Group companies
- Monitoring the operational status of internal regulations regarding the prevention of bribery and cartel activity

* Foreign Corrupt Practices Act

Structures to assure fair business practices

In light of a series of events regarding an international cartel involving the sales of marine hoses and suspicions of improper payments to foreign government officials, the Bridgestone Group has made efforts to prevent similar incidents from occurring in the future. Our commitment to fair business practices and competition begins with compliance with the laws of the countries in which we do business and extends to efforts to establish “Systems” that will promote compliance with the Group’s own standards.

In 2012, Bridgestone formulated internal regulations regarding the prevention of bribery and cartel activity. The regulations stipulated guiding principles and common rules to be adhered to for Bridgestone executive officers and employees in order to prevent bribery and cartel activity in line with a clearly stated CEO policy. From 2013 onwards, Bridgestone will monitor the operational status utilizing these regulations. We will promote similar monitoring activities within Bridgestone Group companies as well.

Ongoing employee training

Bridgestone particularly focuses on educating employees to ensure the prevention of bribery and cartel activity. We continue providing training for various departments, sales staff within the Group companies in Japan and Japanese employees seconded to the

Group companies to enhance the Bridgestone Group initiatives. Moreover, this training has been expanded, starting in 2010, to employees of Bridgestone Group companies outside of Japan, in order to enhance the initiatives of the Bridgestone Group as a whole.

The training sessions are aimed to enhance understanding of the importance of fair business practices and competition among employees within Group companies and promote actions that align to the understanding. The training session is conducted by Bridgestone legal staff using materials written in the languages of the host countries. In order to discuss circumstances and legal systems that are specific to the respective countries, we invite local attorneys to attend the training sessions.

In 2012, training sessions were done in China, Thailand, Vietnam, Turkey, Russia, France, Belgium, Morocco, the United Arab Emirates and South Africa and approximately 430 employees participated.

Furthermore, we will have Bridgestone’s legal staff collect opinions from Group employees in different countries to conduct support that suits local business practices and customs.



Employee training to prevent cartel activity

CSR through Business Activities

Focus Point 9 Fair procurement activities

Objective

- To aggressively implement policies on fair procurement activities and develop related systems
- To develop fair and impartial systems for selecting suppliers

Achievements

- Held education programs on Japan's Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors at Bridgestone and Group companies in Japan in order to improve procurement activities and share cases of breaches of the act at other companies. Also, continued to implement internal audits at each business site
- **Researched evaluation of Bridgestone's CSR procurement activities anonymously via a survey on supplier satisfaction conducted by outside consultants, feeding results back to the related division in Bridgestone and sharing them with suppliers at conferences to explain procurement policy**

Plans

- Enhancing internal education and training programs in order to improve the overall level of fair procurement activities including compliance with laws such as the Japan's Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors
- Continuing to implement education programs on the Japan's Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors and purchasing compliance as well as conduct a survey on supplier satisfaction
- Creating a voluntary audit program to maintain compliance with due process for importing and exporting in Bridgestone's procurement activities

Enhancing fair procurement activities

The Bridgestone Group pursues a variety of initiatives worldwide in order to enhance its fair procurement activities. For example, we hold education programs on Japan's Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors, a law related to the Anti-Monopoly Act, at 16 major Group companies in Japan. We also conduct biannual training sessions to further enhance fair procurement activities in Japan. An e-learning program in Japan reviews the extent to which participants have understood what they learned in the training. Approximately 600 staff participated in the education programs on Japan's Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors in 2012.

We also started education programs in 2012 at the business site level about purchasing compliance not only for purchasing staff but also for members of related management departments. Around 1,300 staff participated in the programs in 2012.

In addition, we conduct a survey on supplier satisfaction and confirm that fair procurement activities are being undertaken at Bridgestone through the 101 supplier companies that take part.

Topics addressed in the education programs on the Japan's Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors:

- Outlook of the Japan's Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors and definition of business transactions with subcontractors related
- Introduction of cases of violations at other companies
- Responsibilities related to main subcontracting entrepreneurs
- Prohibited conduct related to main subcontracting entrepreneurs
- Collection of questions and answers related to actual cases

involving Japan's Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors at Bridgestone

Participation in the education programs on the Japan's Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors and number of employees passing the test in 2012:

- The education program was offered six times throughout the year.
- Approximately 1,300 employees took the test, with 588 passing.

Enhancing internal audits

Bridgestone headquarters formed an audit team to improve the level of fair procurement activities at Group companies and conducted a general audit on procurement and purchasing operations.

In addition, Bridgestone has been working to enhance its audit program and continued to implement a cross-audit program between business sites in Japan. Through this program, in which three to four worksites audit one another's operations, we are working to enhance our audit capabilities by training internal auditors to adopt the dual perspectives of the entity undergoing the audit as well as the entity conducting it.

CSR through Business Activities

Focus Point 10 Enhancing CSR procurement

Objective

- To build relationships with business partners and ensure the enhancement structure of CSR implementation

Achievements

- Distributed the CSR Self-Check Sheet to business partners not only in Japan, but also in Europe, China, and Southeast Asia
- Held CSR Seminars based on the evaluation results from the CSR Self-Check Sheet
- Supported CSR initiatives by visiting business partners

Plans

- Continuing to distribute the CSR Self-Check Sheet to business partners not only in Japan, but also in other countries
- Establishing new commendation program for business partners that have made contributions to our environmental activities
- Continuing to support improvements in the CSR initiatives of our business partners

Initiatives designed to promote CSR procurement

The Bridgestone Group pursues CSR procurement through a “Supply Chain Partnership Development System” framework, which improves the overall competitiveness of the Bridgestone Group and its business partners.

We have established the CSR Procurement Guidelines that address such areas as human rights and labor, the environment, health and safety, disaster prevention, fair business practices and ethics and information security. CSR procurement initiatives are carried out in line with these guidelines. As part of this effort, we created a CSR Self-Check Sheet consisting of approximately 400 questions based on the CSR Procurement Guideline, to which we ask business partners to respond in order to ascertain the status of their CSR procurement.

Holding conferences to explain procurement policy

Bridgestone holds an annual conference to explain procurement policy to ensure that business partners understand the Bridgestone Group’s procurement policies. In 2012, a total of 121 companies attended the conference, at which company officials introduced the Supply Chain Partnership Development System, an initiative established to work with business partners to improve the overall competitiveness of the Group’s supply chain. Also during the conference, business partners were asked to make voluntary CSR improvements and to cooperate with the Group’s efforts to manage raw material supply chain risks.

Continuing on from last year, we held a conference to explain procurement policy for natural rubber suppliers in Indonesia and Thailand as part of a global rollout of this initiative.

Global rollout of the CSR Self-Check Sheet

In 2012, the Bridgestone Group continued with its initiative to promote a better understanding of its CSR activities on the part

of business partners outside of Japan. As part of this initiative, we distributed CSR Self-Check Sheets to 600 business partners in Japan, Europe, Southeast Asia and China covering the issues of human rights, labor practices, health and safety, disaster prevention, the environment, fair business practices and ethics, information security, and social contributions. In order to support our business partners’ voluntary improvement activities, Bridgestone visited the production sites of its business partners to provide proposals on improvements based on the business partner’s completed sheet and to offer advice as part of our on-site environmental assistance.

In 2012, 95% of all business partners responded that they had started CSR activities. Going forward, we will continue to work closely with our business partners to make improvements to CSR initiatives being undertaken across the entire supply chain.

Holding CSR Seminars

Bridgestone holds CSR Seminars for business partners that are selected, based on the results of their CSR Self-Check Sheet, in support of their efforts to improve the level of CSR activities.

During 2012, we held CSR Seminars for 84 companies. Each seminar featured lectures on topics such as human rights, labor and import and export compliance. Starting in

2012, we also introduced case study work as part of these seminars in order to promote better understanding of key



Conducting a lecture as part of a CSR Seminar

CSR through Business Activities

issues among our business partners. Positive feedback from participants indicated that the seminars allowed them to study difficult CSR issues in an easy-to-understand manner.

In addition, a Group company outside of Japan is holding CSR Seminars for business partners in rubber producing countries in Southeast Asia.

Going forward, we will continue to support activities that help enhance the CSR activities of our business partners through these seminars and other methods.

Overview of CSR Seminars

1. Description of the seminar's purpose (theme: conducting CSR procurement activities)
2. Effective utilization of environmental management systems (focusing on compliance with chemical substance regulations)
3. Lectures focusing on import and export compliance, human

rights and labor and the Japan's Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors.

Offering on-site environmental assistance to business partners

In 2009, Bridgestone began offering on-site assistance to business partners whose CSR Self-Check Sheet results indicated environmental initiatives that needed improvement. In 2012, we offered such assistance to two companies, sending employees from environmental-related departments to the business partners' sites to review their environmental initiatives and propose improvements. We do more than just check whether business partners are conducting initiatives through the CSR Self-Check Sheet; we work with business partners to improve the level of CSR activities throughout the supply chain. Going forward, we plan to continue offering this on-site environmental assistance.

Focus Point 11 Returning profits by enhancing corporate value

Objective

- To pay dividends based on a comprehensive evaluation of business performance and financial standing in the context of a philosophy emphasizing the importance of offering a dividend that stays consistent over time

Achievements

- Comprised an interim dividend of ¥16.0 and a year-end dividend of ¥16.0 per share, annual dividends for fiscal 2012 totaled ¥32.0 per share

Plans

- Returning profits to investors in an appropriate manner by enhancing the Group's management base in preparation for the future development of its business and improving financial performance

Achieving stable, long-term growth and improving corporate value

Regarding the interests of shareholders as an important management priority, Bridgestone follows a basic policy of strengthening its management base in preparation for future business developments while working to improve business results. Our basic aim is to continue paying stable dividends and meeting the expectations of shareholders, in light of overall considerations of current and future business results and financial position. The Company pays dividends twice a year, comprising interim and year-end cash dividends. Interim

dividends are subject to approval by a resolution of the Board of Directors, while year-end cash dividends are subject to approval by a resolution of the annual shareholders meeting.

Reflecting increased profit and improved cash flow in 2012 compared to the previous year and a better 2013 financial outlook than the previous year, Bridgestone paid a cash dividend of ¥32 per share for the year. Further, Bridgestone strives to strengthen the long-term stability of its management base by using retained earnings to improve and expand production and sales foundation while advancing research and development activities globally.

CSR through Business Activities

Focus Point 12 Disclosing information in a timely and appropriate manner

Objective

- To disclose information in a fair and impartial manner
- To provide information that the Bridgestone Group deems relevant to investment decision-making in a timely and ongoing manner, where disclosure is possible

Achievements

- Held Annual Shareholders' Meeting, review meetings on annual and semi-annual financial results, Mid-term Management Plan and posted audio recordings of the meetings to the website
- Issued business reports in English

Plans

- Improving communication with shareholders by enhancing the quality of information provided in Annual Shareholders' Meeting, review meetings on annual and semi-annual financial results and on the Mid-term Management Plan
- Enhancing information disclosure by more attractive and comprehensive business reports, annual reports and IR website

Disclosing information about management and business activities in a timely and appropriate manner

Bridgestone strives to disclose information in a fair, impartial manner in accordance with Japan's Financial Instruments and Exchange Act, other applicable laws and the rules set by the stock exchanges on which its shares are listed. Even if disclosure is not legally required, we follow a basic policy of providing information as long as such information is relevant to investment decision-making and can be disclosed in a timely and ongoing manner.

Through these disclosure activities, we seek to acquire an adequate understanding of Bridgestone's management and business activities from investors, and to get an appropriate corporate value assessment.

Ensuring effective communication with shareholders and investors

Bridgestone holds review meetings on its semi-annual and annual financial results as well as a presentation outlining the Mid-term Management Plan every year. We also strive to disclose information in a fair and timely manner by posting audio of these events to our website on the day of the event. From 2012, we started holding telephone conferences for securities analysts at first quarter and third quarter financial results as well in order to ensure more appropriate disclosure.

In addition, Bridgestone publishes an Annual Report, business reports and English IR website. We are also working to enhance the quality of information we provide to shareholders and investors in and outside of Japan and to ensure effective, two-way communication.

CSR through Environmental Activities



ECOPIA's Forest (Japan)

Objective Goal embodying the desired stance

Achievements* Major achievements for 2012

Plans Major plans from 2013 onwards

* Initiatives that have made particular progress are highlighted in a different color in the Achievements section.

Environmental Mission Statement/Long-term Environmental Vision

Environmental Mission Statement

The Bridgestone Group has 178 production locations in 25 countries, business presence in more than 150 countries, and a combined workforce of around 140,000 employees. Our global Environmental Mission Statement acts as a common philosophy to which each of our employees adheres to as they do their jobs on a daily basis.

The refined Environmental Mission Statement continues to portray the Bridgestone Group's unchanging environmental philosophy— "to help ensure a healthy environment for current and future generations." It also defines three areas of environmental progress (products and services, operations, and community activities) and two core strategies for growth (Total Environmental Advanced Management System [TEAMS], our global standardized environmental management system), and environmental communication. We are striving to take our environmental management program to the next level by implementing three important environmental perspectives in the drive to realize a sustainable society: ecological conservation, resource conservation, and reducing CO₂ emissions.

To ensure everyone in the Bridgestone Group is exposed to the Environmental Mission Statement, it has been translated into 18 languages and is displayed on posters in every Bridgestone Group business. We also use various educational opportunities, such as employee training programs and environmental intranets, to support employees both in understanding the connection between the Environmental Mission Statement and the work they do, and in facilitating individual initiatives to protect the environment.



Poster outlining the Environmental Mission Statement

Long-term Environmental Vision

In April 2012, the Bridgestone Group announced the Long-term Environmental Vision^{*1} targeting 2050 and beyond in the three activity areas of existing in harmony with nature, valuing natural resources, and reducing CO₂ emissions. These initiatives are conceived to help realize the sustainable society described in our Environmental Mission Statement, which outlines the direction of its long-term environmental aspirations.

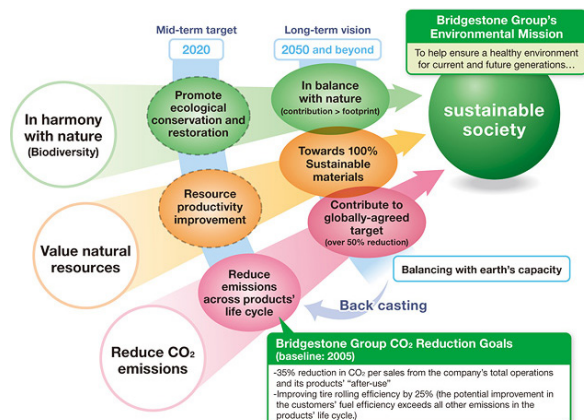
The establishment of the Long-term Environmental Vision was based on the prediction^{*2} that the world's population is estimated to increase from its current level of 7 billion to 9 billion by 2050 and that soaring demand for energy, food, and natural resources fueled by increases in standard of living worldwide would precipitate additional environmental issues. In particular, as experts point to the possibility that humankind may face major challenges as it encounters climate change and the limits of resource consumption, the Bridgestone Group believes that its status as the world's largest tire and rubber company confers responsibility for supplying advanced, high-quality products in a sustainable manner to facilitate safe and comfortable mobility.

The Group is committed to contributing to the realization of a sustainable society by balancing its business activities with the Earth's capacity to coexist in harmony with nature, even as it continues to meet the various needs of consumers worldwide.

*1 More detailed information about Bridgestone's Long-term Environmental Vision is available in the Environmental Report and on our website.

<http://www.bridgestone.com/responsibilities/environment/mission/vision.html>

*2 OECD Environmental Outlook to 2050 (OECD, 2012)



CSR through Environmental Activities

Focus Point 13 Contributing to the conservation of the environment through products and services

Objective

- To improve resource productivity on an ongoing basis
- To pursue the development of technologies and business models that contribute to greater use of sustainable materials
- To help achieve CO₂ reductions that exceed the emission related to Bridgestone's total operations and its products' "after-use" by improving tire rolling resistance coefficient by 25% compared to a 2005 baseline by 2020

Achievements

- Exhibited a concept tire of "100% sustainable materials" at the 2012 Paris Motor Show
- Accelerated research on sustainable materials (guayule, Russian dandelion, and biomass-derived synthetic rubber, etc.)
- Expanded the solutions business using retread tires
- Reduced the tire rolling resistance coefficient by 7.0% compared to 2005, while maintaining wet grip performance
- Expanded the lineup of ECOPIA fuel-efficient tires and increased supply globally (76 countries)
- Released fuel-efficient tire with the highest grade (AAA-a) given under Japan's tire labeling system
- Rolled out "Criteria for Eco Products" globally

Plans

- Developing products and technologies that contribute to improved resource productivity
- Developing technologies that contribute to the expanded use of sustainable materials'
- Further expanding the solutions business using retread tires
- Aiming to reduce the tire rolling resistance coefficient in 2020 by 25.0% compared to 2005, while maintaining wet grip performance
- Expanding Bridgestone's fuel-efficient tire lineup and make it available worldwide
- Expanding availability of eco products in accordance with "Criteria for Eco Products"

*The Bridgestone Group defines "sustainable materials" as resources other than those that are expected to ultimately become exhausted if we continue to consume them, as in the case of fossil fuels.

Expanding our offerings of eco products and services

The Bridgestone Group's pursuit of initiatives based on its Long-term Environmental Vision¹ in order to realize a sustainable society extends to its products and services.

As part of our initiatives to value natural resources, we have announced our commitment to achieve 100% sustainable materials under our Long-term Environmental Vision with a focus on 2050 and beyond. Specific examples that embody our commitment to effectively utilize resources include run-flat technology tires², which eliminate the need for spare tires, and retread tires, which are manufactured by replacing the worn tire tread surface. In 2012, we developed a concept tire of "100% sustainable materials" and exhibited it at the 2012 Paris Motor Show.

Regarding our initiatives to reduce CO₂ emission, we have set a target under our Long-term Environmental Vision to contribute to the globally-agreed target³ (reducing CO₂ emission by at least 50%). In order to achieve this, we have announced a mid-term objective to improve tire rolling resistance coefficient by 25% compared to a 2005 baseline by 2020, resulting in less fuel use and CO₂ emission from driving, while also extending the life of its tires. Bridgestone estimates that the potential reduction in CO₂ emission from helping improve their customers' fuel efficiency exceeds the emission related to Bridgestone's operations and its products' "after-use." We are also working to expand our lineup of fuel-efficient tires globally, including the ECOPIA brand. In 2012, we reduced the tire rolling resistance coefficient by 7.0%⁴ compared to 2005, while maintaining wet grip performance.

By continuing with this approach going forward, we will be able to steadily expand the scope that our products and services have in terms of contributing to the environment.

*1 More information about Bridgestone's Long-term Environmental Vision is available here.

<http://www.bridgestone.com/responsibilities/environment/mission/vision.html>

*2 A tire that can sustain certain speeds over a prescribed distance even when punctured.

*3 At the G8 Hokkaido Toyako Summit (held in July 2008) the G8 leaders agreed on a reduction of at least 50% in greenhouse gas emissions worldwide by 2050. The same year, at the Major Economies Meeting on Energy Security and Climate Change, the developed countries plus certain emerging nations such as China, India, etc., adopted this target as a shared global objective.

*4 Based on the weighted average of passenger car, truck and bus tires sold during the year.



Run-flat technology tires

CSR through Environmental Activities

TOPICS

Bridgestone's ECOPIA EP001S fuel-efficient tire honored for its excellence at the ninth Eco Products Awards

In December 2012, Bridgestone's ECOPIA EP001S fuel-efficient tire, which was launched in August 2012, received the Chairperson's Award from the Eco-products Awards Steering Committee of Japan (Award for Excellence) at the ninth Eco Products Awards, held by the Eco Products Awards Council. The ECOPIA EP001S combines our proprietary NanoPro-Tech™ materials technology¹ and grip performance technologies cultivated through our development of motor sports tires together with a newly developed and improved grip pattern. This fuel-efficient design helped earn the tire the highest grade² under Japan's tire labeling system in terms of both fuel-efficiency and wet grip performance.

The tire was recognized by the Eco-products Awards Steering Committee because it makes automobiles more eco-friendly, while maintaining an excellent level of safety performance.

*1 More information about NanoPro-Tech™ is available here.

<http://www.bridgestone.com/sc/runflat-system/technology/index.html>

*2 A labeling system that provides appropriate information to consumers and defines fuel-efficient tires as those tires that satisfy certain values for both rolling resistance and wet grip performance based on voluntary industry standards set by the Japan Automobile Tyre Manufacturers Association (JATMA). This system applies to summer passenger car tires purchased as replacements by consumers at tire retailers.

Homepage for JATMA: <http://www.jatma.or.jp/english/about/>



ECOPIA EP001S

Bridgestone's Eco Value Pack received an award for excellence at the 14th Green Purchasing Awards

In September 2012, the Bridgestone Group's Eco Value Pack, a packaged business offer, received an Award of Excellence at the 14th Green Purchasing Awards, organized by the Green Purchasing Network (GPN). Eco Value Pack offers a new business model that provides increased fuel-efficiency and durability by bundling new tires, retread tires and the necessary tire maintenance into a single package based on our in-depth professional research into the tire management challenges facing our customers.

In bestowing this award, the GPN recognized our initiatives geared toward changing customers' mentality from tires being a consumable to something that can be reused and reutilized over a long period of time. The GPN also highly rated our efforts to encourage customers to think about further reducing their impact on the environment.

Focus Point 14

Contributing to environmental conservation throughout the supply chain (procurement, production, distribution, and sales)

Objective

- To make appropriate use of chemical substances and natural resources
- To pursue procurement, production, distribution, and sales activities that contribute to improved resource productivity and expanded use of sustainable materials
- To make sustainable use of water resources
- To lower CO₂ emission per sales from the Company's total operations (procurement, production, distribution, and sales) and also its products' "after-use" by 35% compared to fiscal 2005 levels by 2020

Achievements

- Successfully established diagnosis techniques for diseased Para rubber trees and completed genetic sequencing
- Tightened management of chemical substances across the entire Bridgestone Group
- Strengthened environmental management system aimed at further reducing our impacts on the environment
- Selected locations for a guayule research farm and associated process research center
- Continued the zero waste to landfill status with regard to waste products at all plants in Japan
- Rolled out water management¹ measures in Japan, the United States, Europe and Thailand, etc.
- Developed TRISAVER in Japan, a manufacturing technology for truck and bus tire using our proprietary retread techniques that helps to reduce resource usage and achieve a greater degree of fuel-efficiency
- Reduced CO₂ emission per sales from the company's total operations and also its products' "after-sales" by 17.9% of 2005 levels²
- Bridgestone's Wilson Plant in the U.S. became the first tire factory in the world to obtain ISO 50001 certification for its energy management system, and the Bridgestone Technical Center Europe in Rome was the first in Italy to obtain this same certification

¹ Water management refers to initiatives that encourage the sustainable use of water resources throughout the manufacturing process. This includes the efficient use of water resources, comprehensive effluent controls and disclosure of these activities and their results.

² A third party reviews our CO₂ reduction performance prior to disclosure.

Plans

- Trialing policies designed to pave the way for procurement of sustainable materials³
- Trialing water management policies with the goal of using water resources in a sustainable manner⁴
- Aiming to reduce CO₂ emission from manufacturing by 35% compared to 2005 levels by the year 2020 (per sales)
- Pursuing use of renewable energy
- Expanding energy-saving diagnostics at production bases and improving production equipment and methods to achieve greater energy and production efficiency

³ The Bridgestone Group defines "sustainable materials" as resources other than those that are expected to ultimately become exhausted if we continue to consume them, as in the case of fossil fuels.

⁴ The recycling and efficient use of water



Guayule

CSR through Environmental Activities

Pursuing business operations to help realize a sustainable society

Initiatives being pursued by the Bridgestone Group based on the three activity areas identified in its Long-term Environmental Vision in order to help realize a sustainable society extend to throughout the manufacturing domain, including such areas of operations as procurement, production, distribution, and sales.

As the long-term environmental target for our “existing in harmony with nature” initiative, we will exist in balance with nature. When Bridgestone speaks of being “in balance with nature,” it is referring to the process of minimizing the impacts of its operations on the biodiversity and then compensating for these impacts by conducting activities that contribute to the preservation of biodiversity, and thereby seek to prevent the loss of ecosystems.

Based on this approach, within the field of raw materials procurement, we are working to raise productivity through technical provisions to small rubber tree farms, to prevent declines in the yield of natural rubber by developing disease diagnosis techniques for Para rubber trees, and to perform research on finding a balancing between agriculture and forestry through a partnership with the World Agroforestry Centre. We are also striving to minimize impacts on biodiversity through activities that help to reduce our environmental footprint, such as carefully controlling both air and waterborne effluent. In the communities surrounding our production bases, we protect

ecosystems, offer environmental education programs to local community members and take part in research.

As the long-term environmental target for our “valuing natural resources” initiative, we have announced a commitment to achieve 100% sustainable materials, and we are currently making efforts toward realizing this goal. Furthermore, we continue the zero-waste-to-landfill status at all 16 Bridgestone plants in Japan and at four tire plants in China, which we continue to maintain to this day.

As part of our initiatives aimed at “reducing CO₂ emission,” we have established a long-term environmental vision to contribute to the globally-agreed target (reducing CO₂ emission by at least 50%). To achieve this, we have announced a mid-term objective to reduce CO₂ emission per sales from the company’s total operations and also its products’ “after-use” by 35% of 2005 levels by the year 2020, and to this end, we are developing energy management systems at our plants. In 2012, we were able to reduce CO₂ emission per sales some 17.9% compared to 2005. Since 2011, we have asked a third-party organization to review and report back on our CO₂ emission performance as part of our efforts to improve the reliability of disclosed data and to ensure transparency in calculation processes.

Going forward, we will continue to expand initiatives aimed at achieving our long-term environmental targets and to make contributions toward the realization of a sustainable society.

TOPICS

Bridgestone’s plant in the U.S. becomes the first tire factory in the world to obtain ISO 50001 certification

In October 2012, the Wilson Plant of Bridgestone Americas, Inc. (BSAM) obtained ISO 50001 certification, an international standard for energy management systems. This marked the first time in the world that a tire plant had received this certification. Immediately following this, the Wilson Plant also became the first tire factory to achieve Superior Energy Performance Mature Pathway (SEP) certification, which is program offered by the U.S. Council for Energy-Efficient Manufacturing.

The Wilson Plant continues to implement a wide range of initiatives to make its production activities more sustainable. These include changing its fuel to natural gas, which emits nearly no SOx or soot dust and less CO₂ than oil, turning off equipment when not in use, reducing energy loss by taking steps to prevent air and steam leaks from the plant’s ducts and also insulate said ducts, and changing over to more energy-efficient lighting and equipment.



Wilson Plant

Bridgestone Group receives its third consecutive 3R Promotion Council President’s Prize from the 3R Promotion Council* for its 3R activities

Bridgestone’s Seki Plant received the 3R Promotion Council President’s Prize at the FY 2012 3R (reduce, reuse, and recycle) Promotion Merit Awards hosted by the 3R Promotion Council. This represents the third consecutive year in which the Bridgestone Group has received this distinction, following the Kurume and Tochigi plants in 2010 and Bridgestone Elastech Co., Ltd. (BSET) in 2011.

The award recognized the plant’s pursuit of the 3R, including its activities to reduce defective products, to change over from wood to plastic shipping pallets, to reuse packaging materials between processes, and to enhance recycling efficiency with thorough sorting practices across the entire plant.



Seki Plant Manager receiving the certificate of commendation

* The 3R Promotion Council was established through a partnership involving government, consumers, and industries as a platform for mutually communicating to promulgate recycling as a nationwide campaign in order to build a recycling-oriented society. Today, the council in Japan engages in nationwide activities in order to promote the 3R and in the process resolve the serious resource and waste issues facing Japan.

CSR through Environmental Activities

Focus Point 15 Contributing to the environment through social activities

Objective

- To facilitate efforts by all Group companies to protect biodiversity, move toward a recycling-oriented society, prevent global warming, and educate the next generation as appropriate in light of regional environmental issues

Achievements

- Promoted social activities in response to regional environmental issues in four priority areas for our "Eco-Project"
- Upgraded our social contribution website and provided information that is easier to understand for stakeholders

Plans

- Uncovering further issues related to the environment in different regions through dialog with local communities and promoting social activities in line with the Bridgestone Group's "Social Activities Policy"

The "Eco-Project" approach

The Bridgestone Group is working worldwide to contribute to the environment through a program of social activities known as the "Eco-Project." The program emphasizes the following four objectives based on the environmental issues being faced by the regions in which Bridgestone does business.

(1) Protecting biodiversity

Contribute to preserve the original ecosystem of the area and to nurture its recovery

(2) Moving toward a recycling-oriented society

Contribute to the realization of sustainable society through the conservation of natural resources, energy saving, 3R (reduce, reuse, and recycle) initiatives, etc.

(3) Preventing global warming

Contribute to reduce CO₂, one of the reported causes of global warming

(4) Educating the next generation

Initiatives to raise the environmental awareness of many people, such as the children who will lead the next generation

TOPICS

Eco & Safety Driving Lessons (China)

Bridgestone (China) Investment Co., Ltd. (BSCN) has been offering driving lessons focusing on safety at its test course since 2008. In 2009, it enhanced and expanded the content of the program by adding an eco-driving element to safety, with test-driving and training sessions held once or twice a year. The seventh session was held in September 2012. Participants were lectured about eco-driving as well as get to experience the difference between environmentally conscious driving, compare handling in a vehicle with differing inflation pressure via test drive, and drive on the run-flat technology tires that had been punctured. Through such experiences, we further deepened understanding of the importance of regular safety inspections and of Bridgestone products.



Eco & Safety Driving Lesson

Supporting an environmental preservation program (South Africa)

Bridgestone South Africa (Pty) Ltd. (BSAF) supports the activities of the Cape Leopard Trust, which aims to protect the mountain leopard unique to the Western Cape area of South Africa. The Trust pours effort into educating children in the region, holding nature-based workshops and stargazing events following visits to elementary schools.

BSAF supplies tires for the vehicles used by the Trust and also actively participates in the environmental education program for the children, encouraging them to learn more about nature conservation and biodiversity.



Children participating in the environmental education program

"One Tire, One Good Deed" campaign (Malaysia)

Bridgestone Tyre Sales (Malaysia) Sdn. Bhd. (BSTM) is implementing a campaign called "One Tire, One Good Deed" as part of its environmental preservation activities. During the campaign period from 2010 to 2013, the company contributes one ringgit (Malaysian currency) to a tree-planting initiative for every tire sold, such as ECOPIA. The donation will be used in such areas as improving the water environment in forest reserves, fire prevention and the replanting of seedlings through the Global Environment Centre (GEC).



Tree-planting

CSR from a Social Standpoint

Parents and children take a tire inspection class (Japan)



Objective Goal embodying the desired stance

Achievements* Major achievements for 2012

Plans Major plans from 2013 onwards

* Initiatives that have made particular progress are highlighted in a different color in the Achievements section.

Focus Point 16 Continued enhancement of job satisfaction and pride

Objective

- To put in place a human resources system that fairly evaluates and compensates employees, thereby encouraging them to excel at their jobs
- To design a training system that encourages development and growth of motivated employees

Achievements

- Formulated shared guidelines in the Bridgestone Group on human resources and compensation systems along with education and training
- Assisted in developing human resources and compensation systems at Group companies
- Rolled out the standard position-specific training program worldwide

Plans

- Pursuing the establishment of consistent, Group-wide systems based on Group shared guidelines on human resources and compensation systems along with education and training
- Pursuing the development of position-specific education and training programs at Group companies outside of Japan

Approach to continued enhancement of job satisfaction and pride, and related initiatives

The Bridgestone Group has adopted the following approach to continued enhancement of job satisfaction and pride.

Approach to continued enhancement of job satisfaction and pride

The Bridgestone Group shall strive to offer employees a motivating workplace environment that inspires pride by means of the following measures:

1. The Group shall strive to offer employees the satisfaction of personal growth made possible by the use of interests, motivation, skills, and knowledge to overcome difficulties and achieve goals.
2. The Group shall strive to develop a human resources system that encourages employees to excel by fairly evaluating their achievements and compensating them accordingly.
3. The Group shall put in place an educational system to aid employees in independent efforts to learn and develop skills.

In this way, we will continue working to ensure Bridgestone is a company where workplaces encourage employee growth and job satisfaction and where employees take pride in their association with the Company.

Based on this approach, in 2012 we formulated Group shared guidelines on human resources and compensation systems along with education and training with the aim of embodying the Bridgestone Essence and implementing workplaces that inspire job satisfaction and pride. Going forward, we will establish, promote and consolidate consistent, Group-wide human resources and compensation systems along with education and training programs based on these guidelines.

Group-wide training of manufacturing professionals

Since opening in 2007 with a mission of training Bridgestone-style manufacturing professionals, the Global Manufacturing Education



G-MEC basic training on tires

Center (G-MEC) has developed human resource training activities worldwide in three key areas: creating standard human resource development programs, training program planners, and

TOPICS

Holding the Bridgestone Group Awards

Each year, Bridgestone holds the Bridgestone Group Awards to recognize achievements by all Group employees. This awards program is designed to improve employee awareness of corporate activities that are based on the Bridgestone Essence, foster a sense of cohesion among Group employees, and send a message from the Company's management to employees worldwide by recognizing exceptional performance. The Bridgestone Group Awards include honors in the four categories of Excellent Business Achievement, Contributions to Society, Environment Excellence, and Safety and Disaster Prevention.

On March 29, 2013, seven groups of employees who had been carefully selected from Group companies around the world were recognized for achievements in 2012 at the Bridgestone Group Awards in a ceremony commemorating Bridgestone's founding.



2012 Awards Ceremony

CSR from a Social Standpoint

applying these programs to the existing corporate system. In 2012, G-MEC's training programs expanded to 105 courses for more than 6,000 trainees. Going forward, G-MEC plans to continue to further enhance its programs.

Now that Group companies outside of Japan account for 70% of the Group's production, the challenge is to put in place a

framework that will enable Group companies outside of Japan to innovate by themselves in pursuing manufacturing activities at a high level. C-MEC (China), AP-MEC (Asia and Oceania), E-MEC (Europe), NA-MEC (North America), and LA-MEC (South America) were organized by 2012 as organizations to promote the training of Bridgestone-style manufacturing professionals worldwide.

Focus Point 17 Enhancing workplace safety and health, and employee health management

Objective

- To develop structures that will prevent serious injuries by maintaining a high level of safety awareness, developing safe equipment and systems, building a management system that creates safe workplaces, and enhancing mental and physical health management

Achievements

- Formulated the Bridgestone Fundamental Safety Activities and commenced activities in the Group
- Refined the Bridgestone Safety Mission Statement

Plans

- Expanding activities aimed at the Group-wide communication of the Bridgestone Fundamental Safety Activities
- Communicating the refined Bridgestone Safety Mission Statement Group-wide

Approach to occupational safety and health

In 2012, the Bridgestone Group established the Bridgestone Fundamental Safety Activities as guidelines for all Group employees in their ongoing efforts to address occupational safety and health, and we commenced activities aimed at communicating and establishing them.

In conjunction with this, we refined the Bridgestone Safety Mission Statement. In addition to changing the wording of "We prioritize safety over all other considerations" "Safety is the basis of corporate management at Bridgestone and is practiced by every single employee in order to work without anxiety in a safe workplace," we simplified the 3S (derived from the Japanese words *Seiri*, *Seiton*, *Seiso*, meaning Sort, Set in order, Cleaning), KY (from the Japanese phrase for hazard prevention), Risk Assessment (RA) and Safety Rules, which form the four basic components of our safety strategy, to make it easier for them to be understood.



The refined Bridgestone Safety Mission Statement

Injuries

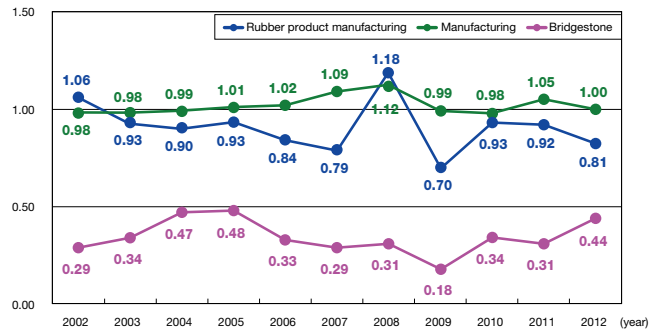
The Bridgestone Group has established Global Criteria for Occupational Injury in order to assess injuries occurring at Group production, distribution, and sales facilities as well as warehouses. In addition to compiling injuries statistics on a quarterly basis, we put the results to use in preventing similar future injuries.

During 2012, the number of work-related injuries fell below the average Japanese manufacturing industry level in terms of frequency¹ and above the average industry level in terms of

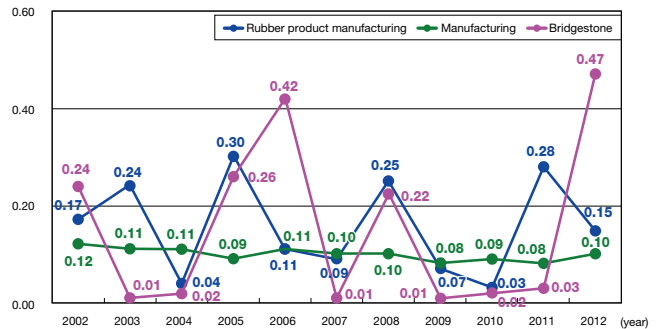
severity². A total of 33 serious injuries (including fractures due to falls) occurred at the Bridgestone Group's 190 production and logistics sites in 2012.

Although the number of serious injuries has continued to decline overall since we began collecting statistics in 2006, we will promote unwavering and uncompromising safety activities without exception based on the Bridgestone Fundamental Safety Activities in order to get the number of accidents down even closer to zero in the future.

Frequency rate¹



Severity rate²



¹ Frequency rate indicates the frequency of accidents with casualties.

Frequency rate = (number of casualties/total actual working hours) x 1,000,000

² Severity rate indicates the severity of accidents.

Severity rate = (total number of working days lost/total number of working hours) x1,000

CSR from a Social Standpoint

Bridgestone Group Mid-term safety objectives and policies

The Bridgestone Group developed a mid-term safety and health plan that aimed for ideals to ensure safety and health and promoted specific policies in the areas of consciousness, engineering, and systems (management) to achieve those ideals.

In 2012, we formulated the Bridgestone Fundamental Safety Activities, which brings together our activities to date, and promoted Group-wide discussion and activities concerning the specific content of the mid-term safety and health plan.

Moreover, in order to facilitate speedier adoption of strategies throughout the Group, we formulated and executed specific Group-wide strategies following the Group Global Quality Management Activities.

Activities based on the Bridgestone Fundamental Safety Activities

The Bridgestone Group has been promoting the activities set out in the Bridgestone Fundamental Safety Activities as standard safety activities for all of our workplaces. Under this approach, the basic safety activities are 3S (Sort, Set in order, Shine & check derived from the Japanese *seiri, seiton, seiso*), KY (hazard prevention), Risk Assessment (RA), and Safety Rules, and all Bridgestone Group employees and workplaces are making constant efforts to implement these activities in a consistent manner.

In order to standardize the content of the activities at all of our workplaces, we have issued Activity Guidelines setting forth the specific items to be implemented and have promoted activities in accordance with these guidelines. In addition, we have assigned instructors who are familiar with the Bridgestone Fundamental Safety Activities to each workplace to establish a structure facilitating the development and implementation of standard activities.

As well as offering safety education in workplaces that is position-specific and includes managers and supervisors to enable every employee to put protecting themselves and their colleagues into practice, Bridgestone encourages proactive measures in which all staff members participate. Going forward, the Bridgestone Group will continue its efforts to spread and establish these activities in the Group.

Safety consciousness

To create safe workplaces, it is essential to foster safety consciousness as a means of ensuring every employee adheres to applicable standards.

The Bridgestone Group has been running a Safety Consciousness Survey since 2009. The survey identifies safety issues at each workplace through a questionnaire that consists of

about 90 questions related to the occurrence of accidents and is also utilized in making Group-wide improvements. In 2012, the survey was conducted at 163 workplaces of Group companies worldwide.

In addition, we have also implemented management activities to assist in creating safe workplaces in which Bridgestone's management team visits worksites, including those operated by Group companies outside of Japan to discuss the importance of giving priority to safety over all other considerations.



Activities to assist in creating a safe workplace

Going forward, we will keep up these initiatives in conjunction with direct appeals from the management team to employees in order to actively promote the Bridgestone Fundamental Safety Activities and foster safety consciousness in the workplace.

Engineering initiatives

Work procedures and equipment that could lead to serious injury in the event of an accident must take reliable technical measures for preventing injuries. Therefore, the Bridgestone Group is working to lower risk by pursuing safety from the equipment design stage and maintaining safety during equipment use. This includes store and

Standard chart for evaluating the risk of equipment use
Unit = Points (Evaluation points)

		Possibility of damage = Probability of injury occurring			
		Hardly any	Possibility exists	High possibility	Definitely occur
Extent of injury	*	A	B	C	D
	①	1	2	4	7
	②	3	6	9	11
	③	5	10	13	14
④	8	12	15	16	

*Possibility = A<D, ①<④
 A = Surrounded by safety cover and difficult to enter dangerous zone
 B = Safety cover exists, but so do inadequacies such as low rail; may come in contact with dangerous area if ones pushes it
 C = No safety cover, but has emergency stop equipment
 D = No safety cover plus inadequacies in such areas as warning and display
 ① = Minimal injury
 ② = Light injury
 ③ = Serious injury (including inability to work)
 ④ = Critical injury (including death)

warehouse equipment as well as production equipment. These efforts include conducting risk assessments to identify work procedures and parts of equipment that are inherently dangerous.

During 2012, we continued to assign and train safety engineers (SE) as experts in equipment safety conducted risk assessments. Based on the results, we are working to identify hazardous equipment and implement safety measures, giving priority to equipment with major injury risks. This effort includes both store and warehouse equipment. In addition to these measures, since 2013 we have been reappraising the hazard level

CSR from a Social Standpoint

of procedures and implementing the necessary safety measures through risk assessment (RA) activities on the Bridgestone Fundamental Safety Activities and constantly promote the creation of safe workplaces.

System- (management-) related initiatives

The majority of the Bridgestone Group’s production worksites use a checklist to assess the status of safety and health activities including legal compliance, while working to strengthen areas where improvement are considered necessary.

Information on industrial accidents and fires that have occurred within the Group is shared on the Group’s network together with information on the same kind of accidents at other companies in our industry and companies at large, and, where necessary, we work to take measures against similar accidents to prevent them from occurring.

We are currently encouraging the introduction and expansion of

safety and health management systems in the Bridgestone Group. By doing this, we will ensure that the Bridgestone Fundamental Safety Activities work more reliably as we promote ongoing improvement with the aim of enhancing Group-wide safety.

Disaster prevention management activities

The Bridgestone Group has designated September 8 as Bridgestone Group Disaster Prevention Day, and all of our workplaces hold disaster prevention drills on the same day each year.

Additionally, we share information on fires that occur at Bridgestone Group and the measures taken to prevent similar accidents within the Group. At the same time as steadily carrying out key actions in line with the Global Disaster Prevention Standards, such as first-response fire-fighting drills (including unstaffed and night-time workplaces) and preventative inspections (including electrical wiring), we will strengthen fire prevention activities and strive to create safe and stress-free workplaces.

Focus Point 18 Respect for diversity

Objective

- To provide a work environment in which members of a diverse employee can tap their full potential

Achievements

- Introduced new systems in Bridgestone, such as a leave program allowing employee spouses to accompany their partner on overseas job postings, with the aim of making Bridgestone a comfortable place to work for a diverse employee
- Ran e-learning programs to spread the attitude of respect for diversity at Bridgestone
- Introduced new cross-cultural training for non-Japanese employees and the departments they work in to promote active participation by non-Japanese employees at Bridgestone
- Continued career design training for female employees in career positions and their supervisors in order to promote active participation of female employees at Bridgestone

Plans

- Establishing diversity key performance indicators (KPIs) and promoting initiatives at Bridgestone Group companies
- Strengthening support for active participation of female employees in career positions at Bridgestone
- Developing a range of strategies aimed at making Bridgestone a comfortable place to work for a diverse employee

Approach to respecting diversity and related initiatives

The Bridgestone Group formed a responsible unit to oversee the promotion of diversity in Japan in 2008 and has been applying its approach to respecting diversity throughout the Bridgestone Group since 2009.

The Bridgestone Group’s stance of “Respect for diversity”

The Bridgestone Group provides a working environment in which individuals who have diverse values and personalities can work comfortably and demonstrate their abilities. To make this possible:

- We recognize and respect diversity of culture and customs in each country of the world.
- We sympathize with ideas from diverse viewpoints of diverse persons and create new value.
- We establish a system in which employees can perform their duties with peace of mind and demonstrate their abilities to the fullest, across the various stages of their lives.

And finally, we focus all of these efforts on “improving employees’ satisfaction,” “activating and improving the Company,” and “increasing stakeholders’ profits.” Based on the Bridgestone Group’s stance of “Respect for diversity,” we will establish at each Bridgestone Group company focus points for diversity promotion that are specific to the particular country or region. In 2012, we verified the status of activities for focus points for diversity promotion at Bridgestone Group companies, and we aim to make specific Group guidelines that will facilitate the establishment of Key Performance Indicators (KPIs) by Bridgestone Group companies from 2013 onwards.

Moreover, by distributing the Parenting and Nursing Care Guidebook that summarizes parenting and nursing care support programs to Group employees in Japan, we aim to increase knowledge of the programs and promote their use.

Bridgestone held seminars in Japan featuring outside experts with the title “Diversity empowers organizations.”

CSR from a Social Standpoint

Focus Point 19 **Respect for fundamental human rights, including the rights of children and others to be free from forced labor**

Objective

- To pursue corporate activities based on “Our Group’s Stance of Human Rights”

Achievements

- Accomplished spreading awareness of “Our Group’s Stance of Human Rights” at Group companies worldwide by the end of 2012

Plans

- Verifying the status of compliance with “Our Group’s Stance of Human Rights” in 2013 and formulating a human rights due diligence* implementation plan to be addressed in the medium term
- Promoting human rights initiatives systematically from 2014 onwards

* An initiative to identify risks associated with human rights and address them appropriately

Our Group’s Stance of Human Rights

In addition to respecting human rights in accordance with “Our Group’s Stance of Human Rights,” we appointed a Chief Human Rights Officer and are taking steps to ensure that the Group’s approach to this issue is well understood throughout the organization.

Our Group’s Stance of Human Rights

1. Prohibition of discrimination

In all corporate activities, Bridgestone prohibits any acts that impair individual dignity or discrimination based on race, ethnicity, nationality, gender, age, language, religion, creed, social status, and disability or any other related factors.

2. No harassment

No personnel shall speak or act in ways that degrade individual dignity based on issues such as gender, authority or any other type of harassment.

3. No child labor/forced labor

Bridgestone prohibits child labor/forced labor in any country.

Spreading awareness of “Our Group’s Stance of Human Rights” worldwide and initiatives on human rights due diligence

In order to achieve 100% awareness of “Our Group’s Stance of Human Rights” among Group employees worldwide, in 2011 we translated “Our Group’s Stance of Human Rights” into 15 languages, distributed it to our offices, plants and to the Group companies and provided education and training with the aim of spreading awareness of the Bridgestone Group’s approach to human rights. As a result of these efforts, we accomplished the spreading awareness of “Our Group’s Stance of Human Rights” to the Group employees worldwide in 2012.

Going forward, we will hold training on “Our Group’s Stance of Human Rights” for employees when they join Bridgestone Group companies as we seek to ensure that our approach is well understood by employees. Furthermore, in 2013 we plan to survey the status of compliance with the listed items in “Our Group’s Stance of Human Rights” at all of our offices, plants, and the Group companies.

Additionally, we will take steps to formulate human rights due diligence implementation plan to be addressed in the medium term, which we will implement systematically from 2014 onwards.

Focus Point 20 **Developing social activities to build a sound and sustainable society**

Objective

- To ensure all Bridgestone Group companies pursue social activities to clarify and work toward the solution of local issues and needs through dialog with the local community

Achievements

- Updated Bridgestone’s Social Activity Policy to reflect social requirements and incorporate an emphasis on actively participating in the community, and consideration for those who are socially vulnerable
- Formulated a Social Activity Evaluation Sheet and used it to evaluate and review the social activities in which the Bridgestone Group is involved
- Updated the corporate citizenship website and distributed information that is easy to understand to stakeholders

Plans

- Identifying the challenges in each region through dialog with local communities and promoting social activities in line with the Bridgestone Group’s Social Activity Policy

Structures for pursuing social activities

The Bridgestone Group is engaged in a variety of activities worldwide, including efforts to raise safety awareness, conserve the environment, and undertake community service initiatives that suit local communities’ needs.

Bridgestone has formed the Social Activities Committee, consisting of corporate officers responsible for relevant sections of the company, under its Integrated CSR Enhancement Committee. It serves to discuss and share information about the overall direction of the Group’s social activities and associated action items.

CSR from a Social Standpoint

In order to promote social activities globally, we have also created a section dedicated to supporting the initiatives at Group companies in addition to encouraging social activities by establishing the “Social Contribution Awards,” which can be earned by the Group companies and their employees in Japan, and the “Bridgestone Group Awards for Contribution to Society,” which can be earned by the Group companies all over the world.

Social activities that address the issues and needs of the local community

Bridgestone Group companies are engaged in social activities based on the Social Activity Policy, which mandates activities that help resolve problems in response to the specific needs of local communities.

In Japan, in addition to continuing our volunteer activities in disaster-stricken areas affected by the Great East Japan Earthquake since April 2011, we have been providing a range of aid activities that addresses the specific anxieties and problems faced by affected people, including activities to help people who have left Fukushima Prefecture to live in Tokyo and children who lost their guardians in the disaster.

Going forward, we will work to strengthen communication between the Bridgestone Group and local communities in order to respond more precisely to the issues and needs of the community. We will listen sincerely to frank opinions through dialog and meetings with local people as we pursue our initiatives. We will also actively endeavor to disseminate information to all of our stakeholders to have extensive knowledge about Bridgestone’s stance.

VOICE

Hoping for continuing support for out-of-prefecture evacuees from the Great East Japan Earthquake

The group began aid activities for out-of-prefecture evacuees in Tokyo and neighboring prefectures in May 2011 immediately after the earthquake disaster with the aim of developing sustainable aid activities. Bridgestone has helped since the beginning, aiding activities at the High School in Saitama Prefecture and holding community events for affected people in the city under the banner of “*Kottya Kitara libe* (meaning “Come on Over !” in Japanese Tohoku dialect) by Bridgestone.” Thanks to Bridgestone, more than 20 events have been held and over 3,500 people have participated in the activities with over 1,800 volunteers. The messages that we have received from the volunteers have included such comments as “I was able to meet a lot of people through the activity, and it taught me the importance of being engaged with society once again,” and “I was the one who was energized.” Even today, two years after the earthquake, there are 58,000 affected people, and 9,000 are living in Tokyo. In the future, we will run activities in collaboration with various parties with the idea of not forgetting about the existence of the evacuees, and we hope that Bridgestone will continue its support.



Mr. Tasuku Hitomi
Director
NPO Medical Support
Center

TOPICS

Activities to assist people living outside of Fukushima Prefecture (Japan)

Bridgestone has been providing a range of assistance for people who were forced to leave Fukushima Prefecture and live in the metropolitan Tokyo area as a result of the nuclear power accident. As part of this aiding activity, we take part in social events for evacuees organized by the NPO Medical Network Support Center. More than 140 Bridgestone Group employees volunteered in seven events held in Tokyo and Saitama Prefecture during the period from May 2011 to October 2012.

Bridgestone also invited 11 families (37 people) to the Moto GP Japan Grand Prix held at Twin Ring Motegi on October 14, 2012. In addition to watching the race from Bridgestone’s Cheering Seats, the families toured the garage and team pit as well as having commemorative photos taken with the riders. We received comments from the children who participated, such as “It was great” and “I want to come again.”

Holding a “Clothed Swimming Lesson” (Japan)

Bridgestone Sports Arena Omuta held a Clothed Swimming Lesson for local children in June 2012. The objectives of the lesson were for children to learn the right thing to do if they fall into the water with their clothes on as well as giving them a new sense of wariness about water to prevent drowning. Not only members of the sports club, but also friends and siblings were invited free of charge and about 90 children participated.

The training was held in the club’s wave pool to give the children a more realistic impression and they had the experience of not being able to swim like they expected to with their clothes on. Sports Arena Omuta plans to run the lesson once a year.



Children enjoying games at an employee–evacuee exchange event



Clothed swimming lesson

CSR from a Social Standpoint

TOPICS

Round Up Campaign at all 2,200 U.S. stores (United States)

Employees together with customers at Bridgestone Retail Operations, LLC (BSRO) have been involved in a nationwide charity campaign since 2009.

The employees explain the purpose of the campaign to tire shop customers and round up fractional amounts in the purchase amounts of customers who agree. The rounded up amount is donated to either The Pediatric Cancer Foundation^{*1} or Meals on Wheels^{*2}.

Not only BSRO customers, but also employees have been making donations, and employees also take part in Meals on Wheels as meal service volunteers.

*1 The name of an organization which runs activities to support children with cancer

*2 The name of an organization which delivers meals to needy elderly people



Round Up Campaign logo

Industrial training school (Indonesia)

PT Bridgestone Tire Indonesia (BSIN) runs the Industrial Training School Loka Latihan Kerja PT Bridgestone Tire Indonesia (LLK-BS) for local high school graduates. BSIN established LLK-BS on the site of its Bekasi Plant in 1981 with the aim of advancing industry in Indonesia and improving the technological capabilities of the people.

LLK-BS operates with a total of 11 staff including the principal, six full-time instructors (two of whom are LLK-BS graduates), three non-full-time instructors and an administrator. Currently 48 students, who are enrolled from all over Indonesia, board at the college and study subjects such as mechanical engineering, electrical engineering and languages (English and Japanese) from Monday to Saturday. Students can undertake these programs free of charge until graduation.

The college produced 24 graduates in 2011, and 16 of them work at BSIN.



LLK-BS students studying electrical engineering

Focus Point 21 Encouraging employees to do volunteer work in their communities

Objective

- Supporting employees' participation in volunteer activities by providing information, time, funding, and opportunities

Achievements

- Got many employees involved in the activities run by Group companies following the Bridgestone Social Activity Policy
- Continued volunteer activities for Great East Japan Earthquake reconstruction in disaster-stricken areas and the Tokyo metropolitan region and supported the social activities of employees

Plans

- Developing frameworks for social activities which enable more employees to participate (types of activity, labor system, means for providing information, etc.)

Structures for supporting employees' social activities

Bridgestone supports employees' volunteer activities by providing time and funding, for example, by creating a volunteer leave program and introducing the employee-driven Chobora Fund gift-matching program. We also recognize not only the organizations but also employees' social activities through the Social Contribution Awards and the Bridgestone Group Awards for Contribution to Society as one way to recognize employees' active participation in social activities.

Moving forward, the Bridgestone Group will continue to support employees to facilitate participation in social activities.

The Chobora Fund (Japan)

The Chobora Fund is a voluntary employee contribution program that offers financial support to social activity groups in which employees, their families, and retirees participate. The Chobora Fund enables Bridgestone employees who cannot directly participate in social activities to make a contribution to society by donating to the fund. Groups are selected to receive funding through an internal process, and Bridgestone matches a contribution from the Chobora Fund with its own contribution of equal value.

A total of 6,015 employees (as of December 31, 2012) have participated in this program, which supported 65 activities in 2012.

CSR from a Social Standpoint

Volunteer leave program (Japan)

Bridgestone has established a volunteer leave program as one way to support social activities by its employees. The program fosters a climate and consciousness that facilitate participation

in volunteer activities and encourages employees to take leave so each year employees nationwide take advantage of it.

During 2012, 61 employees took advantage of the program to participate in the activities of volunteer organizations they belong to such as groups which read to nursing home residents.

TOPICS

Volunteering with reconstruction in disaster-stricken areas by the Great East Japan Earthquake

Bridgestone has continued its employee volunteer activities to assist with recovery in disaster-stricken areas by the Great East Japan Earthquake since April 2011. In 2012, a total of 442 employees and family members participated as volunteers in 20 activities in Kesenuma in Miyagi Prefecture and Rikuzentakata in Iwate Prefecture.

Social activities undertaken by employees (Japan)—Example of an activity supported by the Chobora Fund Supporting patients with intractable diseases

The Patients Association for Distal Myopathies, where a Bridgestone employee serves as the representative, takes part in various activities such as collecting signatures and fund raising in the streets, petitioning government offices and holding symposiums aimed at developing treatments for Distal Myopathy, which is an intractable disease. These activities have received much media coverage leading to increased social recognition and raising this intractable disease as an issue.

*Distal myopathy: Wasting and weakness of the voluntary distal muscles of the lower arms and legs and the hands and feet (myogenic disorder)



Activity of the Patients Association for Distal Myopathies

Environmental activities by employees' families (Japan)

The NPO Suita Environment Learning association for the Future, in which the families of employees are involved, researches trees in urban parks and roadways and runs environmental education supporting programs. In addition to researching trees in parks and attaching name tags to increase public interest in nature and pursuing the greening of urban areas, the group focuses on local environmental education. Thus they hold tree observation meetings for elementary and junior and senior high school students and nature craft and observation meetings for the public.



Researching trees

Helping with the education of Senegalese children (Senegal)

The group ENFANTS DU SENEGAL which is chiefly composed of employees at Bridgestone Aircraft Tire (Europe), S.A. (BAE), has been helping with the education of Senegalese children since 1998. The group collects educational materials such as books, notebooks, dictionaries and chalk, as well as clothes, shoes and toys, and donates them in Senegal twice a year. When making the donations, members visit Senegal to present the goods directly as well as exporting local products to sell in Europe with part of the sales going to fund further assistance.

The dedicated efforts of BAE employees over the years were recognized with the Bridgestone Group Awards for Contribution to Society in 2012.



Donating educational materials

VOICE

The Chobora Fund provides major support in the fight against rare disorders



Mr. Mikio Tsuji (left in photo)
Patients Association for Distal Myopathies (PADM)

PADM has received tremendous support in maintaining its activities, not least the five successive years' of assistance from the Chobora Fund as well as collection of signatures by Bridgestone and the Hikone factory. With the ongoing support of Bridgestone, PADM consists of 140 members have been able to petition the government and relevant offices in a systematic manner and hold symposiums and gatherings every year. These activities have been a major moral support for us.

In the future, we will contribute to the welfare of patients with rare disorders who deserve support as well as the medical world in general, and we will strive to leave our achievements for society.

CSR from a Social Standpoint

VOICE Continue support for learning environments for the future of Senegalese children

When I was told that I had won a prize in the “Bridgestone Group Awards,” I was so proud I immediately told the group of colleagues that worked with me on the project. Supporting the education of Senegalese children is not really something that stands out, so I had no idea the project would be recognized like this. My daughter, who also works at BAE, took part in the Group Awards ceremony in Japan and received the plaque. After that, I went back to Senegal again at the end of November 2012 and presented the plaque to the children that we supported so we could enjoy it together.

In the future, we hope to keep supporting the children in Senegal as much as possible with books, notebooks, clothes and donations. We would also like to be able to provide electricity by installing solar panels at the school so the children can get the light they need to study and read as well as for the computers. Our wish is that the children get to use the internet and connect with other children around the world so they can tell them about their culture.



Giacomo Cosaro
Bridgestone Aircraft Tire (Europe), S.A. (BAE)

Focus Point 22 Helping realize a safe society

Objective

- To ensure Bridgestone Group companies pursue activities to communicate appropriate use of our products (tires, bicycles) and contribute to road safety in local communities

Achievements

- Communicated appropriate use of tires and bicycles and ran road safety education programs in response to related issues in local communities

Plans

- Detecting further road safety issues in each area through dialog with local communities and promoting social activities in formats that accord with the Bridgestone Group’s Social Activity Policy

Bridgestone’s Social Activity Policy on Safety (Tire Safety Activities)

In addition to developing safety technologies which contribute to the development of a safer society, the Bridgestone Group pursues activities to promote the importance of regular tire inspections and conducts other social activities to help achieve safer local communities. The Group pursues social activities related to safety, which it refers to worldwide as Tire Safety Activities. Through these activities, we seek to communicate

the Group’s passion for safety to the world by providing information in a variety of formats and offering hands-on experiences designed to achieve the following goals:

- Encouraging an understanding of the Bridgestone Group’s products (tires and bicycles) to utilize them more safely
- Helping improve road safety in local communities

TOPICS

Holding “Tire Safety Check for Family” (Japan)

Bridgestone held a hands-on educational event entitled “Tire Safety Check for Family” at its rubber and tire museum Bridgestone TODAY in August 2012. The aim of the event was to provide children with topics to research by themselves during the summer vacation as well as teaching guardians to learn about the importance of regular tire inspections.

At the event, 32 families (95 people) participated and increased their knowledge about the role of tire treads and inflation pressure, knowing when to change a tire and how to change the spare tire, while handling the actual tires. Bridgestone will communicate the importance of regular inspections to more people in the future using a variety of opportunities and methods.



Tire safety inspection lecture

CSR from a Social Standpoint

TOPICS

Road Safety & Defensive Driving Campaign (India)

Many young people in India fall victim to traffic accidents, and Bridgestone India Private Ltd. (BSID) ran the “Road Safety & Defensive Driving Campaign” for students at numerous universities in Indore and Pune aimed at raising young people’s awareness of road safety and preventing traffic accidents. The campaign stressed the importance of safe driving with lectures by road safety instructors and videos.

More than 2,000 students attended the program in 2012. BSID gave out reflective stickers for bicycles as well as road safety handbooks to those who attended to enable them to share the importance of road safety with their friends and families.



Lecture on road safety and driving to prevent accidents

Bicycle safety education for children (Japan)

Since 2005, Bridgestone Cycle Co., Ltd. (BSC) has been involved in bicycle safety lessons held at kindergartens, nursery schools and elementary schools around Ageo City where it has its head office and factory. The Japan Traffic Safety Education Association (JATRAS) organizes these safety lessons every year, and the children learn the essentials for riding a bicycle safely, including safety checks before riding, the importance of wearing helmets, how to cross intersections and what to watch out for when passing parked cars, through lectures and practical instruction. Bridgestone Cycle lends the bicycles used in the practical instruction as well as taking part in bicycle safety inspections.

The lessons were held at ten kindergartens, nursery schools and elementary schools in Ageo City and Saitama City between May and November 2012, and about 1,100 people participated. Likewise, ten lessons for the year are planned in 2013.



Bicycle safety lesson

VOICE

Pride in the Road Safety & Defensive Driving Campaign for protecting the lives of Indian youth

I feel proud in organizing and coordinating an activity that is saving the lives of young generations who are major victims of road incidents due to negligence, rash driving and a lack of traffic sense. Through this activity, BSID is creating awareness in young student’s minds who are going to be the future of the country. An overwhelming response from the participants and college management to learn and adopt defensive driving skills gives me immense pleasure and satisfaction. I am very glad to quote that a few colleges have issued notifications for their students and staff to follow traffic rules, which is really a big achievement of this campaign, and is a driving force for BSID to expand and take this activity forward in coming years to other cities along with Indore and Pune.



Tej Pratap Tripathi
HR&A Assistant Manager
Bridgestone India
Private Ltd. (BSID)

Outline of the Bridgestone Group

Corporate profile

Company name: Bridgestone Corporation

Head Office: 10-1 Kyobashi 1-chome, Chuo-ku, Tokyo, 104-8340, Japan

CEO and Representative Board Member, Concurrently Chairman of the Board: Masaaki Tsuya

Paid-in capital: JPY 126.3 billion (As of December 31, 2012)

Sales (consolidated): JPY 3,039.7 billion (FY 2012)

Sales (non-consolidated): JPY 939.3 billion (FY 2012)

Employees (consolidated): 143,448 (As of December 31, 2012)

Employees (non-consolidated): 15,409 (As of December 31, 2012)

Summary of Bridgestone's manufacturing plants: 178 plants in 25 nations (Bridgestone Group total as of April 1, 2013)

Major products and operations

Tires

Tires and tubes for passenger cars, trucks and buses, construction and mining vehicles, industrial machinery, agricultural machinery, aircraft, motorcycles and scooters, and others; tire-related supplies; retreading materials and services; automotive maintenance and repair services; raw materials for tires and others



Diversified products

<Chemical and industrial products> Anti-vibration and noise-insulating materials, polyurethane foam products, electro-materials, industrial rubber products, building materials, belts, hoses, and other products

<BSAM Diversified products> A business under Bridgestone Americas, Inc. supplying commercial roofing materials and others

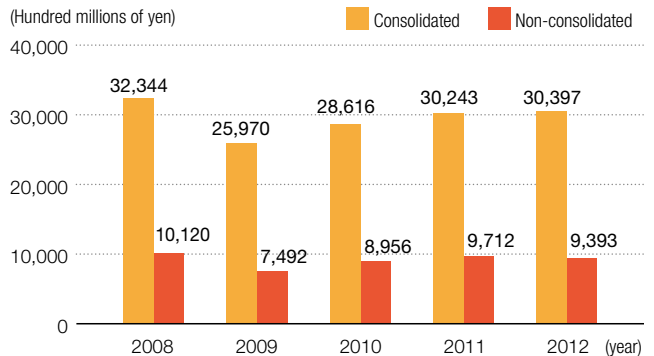
<Sporting goods> Golf balls, golf clubs, golf wear, tennis goods, and other products

<Bicycles> Bicycles, bicycle goods and related products



Financial summary

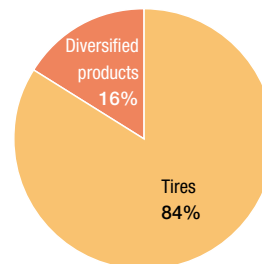
Net sales



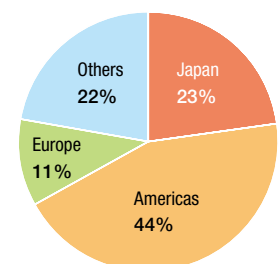
Net income



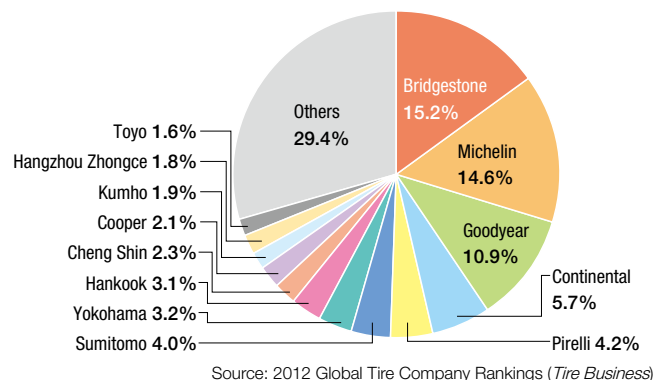
Consolidated sales by business segment (FY 2012)



Consolidated sales by geographical segment (FY 2012)



Global tire market share (based on consolidated sales figures for 2011)



Opinions from Stakeholders and Our Responses

Bridgestone has received extensive feedback concerning CSR Report 2012 from independent observers, questionnaires and our website. This section includes a sampling of the questions we have received along with the Group's responses.

	Opinion	Outline of the Group's Response	Related Pages
Communication	Bridgestone is working diligently on matters brought up during its annual dialog sessions, and I would also like the company to further expand its dialogs with stakeholders worldwide.	We are holding "town hall meetings" involving our Group CEO, Group COO and employees outside of Japan. We are also holding dialog with local communities at certain Group companies outside of Japan.	P. 34
Global Warming Prevention	There is the opinion that developed countries will need to lower their CO ₂ emission to zero in order to achieve a worldwide emissions reduction goal of between 50% and 85% by the year 2050. In this regard, I hope that the Bridgestone Group will increase its reduction targets (at the time of the dialog session on April 4, 2012).	In April 2012 (after the noted dialog), we established the Long-term Environmental Vision to contribute to the globally-agreed target (reducing CO ₂ emission by at least 50%). To achieve this, we are working to reduce our CO ₂ emission under two mid-term objectives: (1) reduce CO ₂ emission per sales from the Company's total operations and its products after-use by 35% compared to fiscal 2005 levels by 2020; and (2) improve tire rolling resistance by 25% compared to a 2005 baseline by 2020. Reference: Long-term Environmental Vision http://www.bridgestone.com/responsibilities/environment/mission/vision.html	P. 46
Sustainable Materials	Bridgestone has announced the commitment to achieve "100% sustainable materials" as a cornerstone of its Long-term Environmental Vision. I hope that the company will implement measures for the procurement of sustainable raw materials.	As part of our initiatives to procure sustainable raw materials, we are working to expand and diversify our natural rubber resources (i.e. improving sustainability of Para rubber tree plantation and performing research and development on natural rubbers produced from other plants), to develop biomass-derived synthetic rubber (develop biomass-derived butadiene and biomass-derived isoprene polymers), and to expand and diversify plant-derived fibers.	P. 11–14, P. 45
Biodiversity	Bridgestone has rolled out various measures to minimize the effects of their business activities on biodiversity, including environmental impact studies on the ecosystems surrounding its plants in Japan. However, the steps to achieving this target remains unclear.	Considering the need to minimize effects and maximize contributions, the Bridgestone Group has started researching our impact on ecosystems throughout the product lifecycle. We will draw up specific targets based on the results of this research to quantitatively understand the relationship between our business activities and biodiversity.	P. 48
Diversity	The Bridgestone Group should set specific diversity targets. If there are gaps among regions, the company should either set regional targets or targets only for regions that are behind in terms of diversity measures.	In accordance with the Bridgestone Group's stance of "Respect for diversity," each Group company is currently setting indicators of progress for diversity promotion that is suited to the unique characteristics of each country or region. In 2012, we surveyed and checked the indicators of progress and their implementation. From 2013 onwards, we will encourage further efforts and the establishment of key performance indicators.	P. 52
Human Rights	Bridgestone has worked globally to ensure 100% awareness of "Our Group's Stance of Human Rights" by the end of 2012. From 2013 onwards, the company should disclose its human rights risks for each region to the extent possible and reflect the findings in its business operations.	We completed our efforts to raise complete awareness of "Our Group's Stance of Human Rights" Group-wide by the end of 2012. In 2013, the Bridgestone Group will check the compliance status of our business sites around the world with regards to "Our Group's Stance of Human Rights." We will also formulate and implement a mid-term action plan on human rights.	P. 53
CSR Report	I'd like to know more about Bridgestone's system for recycling used tires and other environmental initiatives.	Currently, 87% of the used tires in Japan are being recycled (JATMA published data). The Bridgestone Group is promoting retread tires and our fleet solution, which packages new tires together with a maintenance plan. For more details, please see our Environmental Report. http://www.bridgestone.com/responsibilities/environment/index.html	P. 18

Independent Evaluation Statement

CSR activities are not something to be appended to a business like a decoration. When CSR is incorporated into the business itself, CSR activities enable a company to make continuous contributions to resolving social issues. I would like to make some comments focused on that perspective.

1. Innovation and CSR

The Bridgestone Group's decision to establish competitive advantage through technology innovation and business model innovation is outlined in "Commitment of Management." Readers of the CSR report will be strongly impressed by the reality that initiatives to resolve social and environmental issues are incorporated into the Bridgestone Group's technology innovation and business innovation while achieving competitive advantages. In particular, the technology innovation "achieving 100% sustainable materials" in Special Feature 1, as well as the "business model innovation" in Special Feature 2 that supports the achievement of safe society and the development of customers, shall stimulate readers' interests on these fields. I continue to hold expectations that the company will pursue competitiveness while simultaneously creating social value.

2. Systematic initiatives based on 22 Focus Points

The Bridgestone Group's systematic initiatives based on 22 Focus Points, selected with a balance among the four fields of fundamentals, business, the environment, and society, are respectable efforts toward the integration of the company's CSR into its business. Bridgestone has been steadily achieving results by year. This year, in fields related to society, I particularly appreciate that the Bridgestone Group has formulated and promulgated its Group-wide stance on human rights and its personnel policies. This is because protecting the human rights of all stakeholders is the basis of CSR, and the globally unified personnel policy will become a keystone within the Group. Moreover, in connection with business, there has been visible progress in CSR procurement initiatives, such as the global rollout of CSR Self-Check Sheet. At the same time, considering the importance of these fields, there is a need to

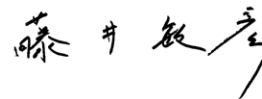
further deepen and accelerate the initiatives. In particular, I hope to see actions including the early implementation of human rights due diligence, assessment of problem areas in the supply chain, and disclosure of information on the number of companies subject to auditing. In addition, with respect to the environment, I hope for a report on the latest status of overall initiatives on "in balance with nature."

3. Social contribution

Special Feature 3, the overview of social contribution in South Africa, Argentina, Spain, and elsewhere around the globe, vividly conveys the efforts of Group employees toward social contribution. Its content reveals that all employees share the desire to contribute to environmental improvement and to extend a hand to the socially weak and those in trouble; it also reveals that the integration of those points into business is the key in social contribution activity.

4. Dialogs and other conversations with stakeholders

I would like to appreciate Bridgestone's diverse initiatives with regard to engagement with stakeholders, such as its assistance for reconstruction after the Great East Japan Earthquake and its dialogs with experts on the promotion of diversity. As directions for the future, I would like to repeat my suggestion from the previous year that the Company should pursue dialog with stakeholders outside of Japan, and also especially with NGOs which are active globally. This would contribute greatly to making the Bridgestone Group's CSR truly global.



Mr. Toshihiko Fujii



Visiting Professor, Saitama University
Graduate School of Economic Science

Back cover

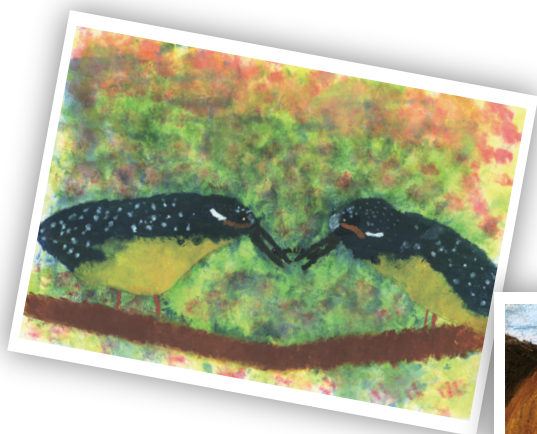
The Bridgestone holds the Bridgestone Children's Eco-Art Contest each year as a way to encourage the children who will be our future leaders to begin thinking about the environment. The theme of the tenth contest was "Nature we hope will survive in the future," and 38,207 art works were entered from throughout Japan.

The back cover of this report introduces five entries that received the Special Award.



Upper left: **Ryouma Terakawa, age 11**
Upper right: **Kirari Kousaka, age 11**
Center: **Sumire Nakajima, age 7**
Lower left: **Nanaka Tsuji, age 12**
Lower right: **Tsubasa Shamoto, age 7**
(Ages shown indicate age at time of award)

The winning works of 10th Bridgestone Children's Eco-Art Contest



Bridgestone Corporation

CSR Department

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