

CSR Report **2015**

Corporate Social Responsibility Report



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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 above words, integrated corporate culture, and 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.

Outline of the Bridgestone Group

● Corporate Profile

Company name	Bridgestone Corporation
Head Office	1-1 Kyobashi 3-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, 2014)
Sales	(consolidated) JPY 3,673.9 billion (FY 2014) (non-consolidated) JPY 990.7 billion (FY 2014)
Employees (consolidated) (non-consolidated)	144,632 (As of December 31, 2014) 14,248 (As of December 31, 2014)
Summary of Bridgestone's manufacturing plants	171 plants in 26 nations (Bridgestone Group total as of April 1, 2015)

● Major Products and Operations

The Bridgestone Group engages in the tire business, comprising the manufacture and sale of tires, the sale of tire-related products, the manufacture and sale of retreading materials, and automotive maintenance and repair, and the diversified products business, which involves chemical products, sporting goods, and other related products.

Tires

Tires and Tubes for Passenger cars, Trucks and buses, Construction and mining vehicles, Industrial machinery, Agricultural machinery, Aircraft, Motorcycles and scooters and Others Automotive parts, Retreading materials and services, Automotive maintenance and Repair services, Raw materials for tires and Others

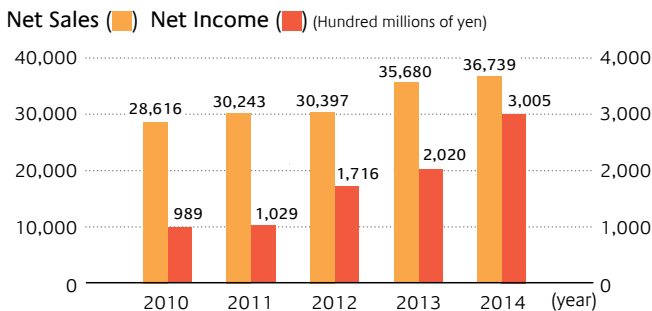


Diversified Products

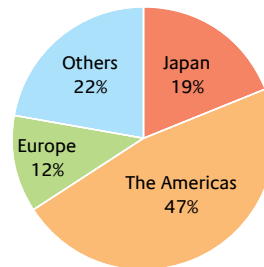
<Chemical and industrial products> Anti-vibration and noise-insulating materials, polyurethane foam products, electro-materials, industrial rubber products, building materials, belts, hoses, and other products <BSAM Diversified products> A business under Bridgestone Americas, Inc. supplying commercial roofing materials and others <Sporting goods> Golf balls, golf clubs, golf wear, tennis goods, and other products <Bicycles> Bicycles, bicycle goods and related products <Others> Finance and Others



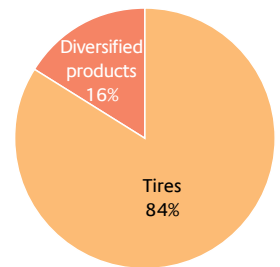
● Consolidated Earnings Summary (As of December 31, 2014)



Consolidated Sales by Geographical Segment (FY 2014)



Consolidated Sales by Business Segment (FY 2014)



Business Presence in More Than

150 countries

Employees

144,632 people

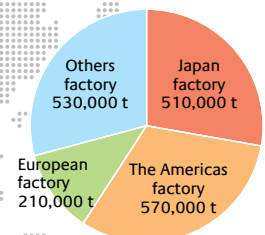
Japan	28,732
The Americas	61,541
Europe	12,255
Others*	42,104

* MIDDLE EAST / AFRICA / RUSSIA / CHINA / ASIA PACIFIC

Tire Production Volume (Tonnage of Rubber)

1.82 million tons

Overseas Production Ratio: 72%



Commitment of Management



Masaaki Tsuya
CEO and Representative Board Member

Kazuhisa Nishigai
COO and Representative Board Member

We will continue to reform our management from a global perspective in aiming to become a truly global company and "Dan-Totsu in all aspects of our businesses."

We follow a corporate philosophy that consists of the mission "Serving Society with Superior Quality" and four foundations for fulfilling this mission: "Seijitsu-Kyocho [Integrity and Teamwork]," "Shinshu-Dokuso [Creative Pioneering]," "Genbutsu-Genba [Decision-Making Based on Verified, On-Site Observations]," and "Jukuryo-Danko [Decisive Action after Thorough Planning]." Based on this corporate philosophy, we will pursue its ultimate goal of becoming "a truly global company" and achieving "Dan-Totsu in all aspects of our business."

To achieve the goals outlined above, we remain firmly committed to the principles of "Lean & Strategic" and "Optimize on a Group and Global basis"; while we make the full use of "the Strategic Business Unit (SBU) organization" and "the Mid-Term Management Plan (MTP)" as tools to continue to implement management reforms.

We set the three priority items in our management as follows: "cultivating a global corporate culture," "developing human resources capable of global management," and "upgrading the global management structure."

In regards to the first item, "cultivating a global corporate culture," we promote our brand strategy. As a part of our brand strategy to become "a truly global company," in June 2014 we entered into an agreement with the International Olympic Committee (IOC) that makes us an Official Worldwide Olympic Partner through The Olympic Partner (TOP) Program. This agreement extends through the 2024 Olympic Games. We intend to capitalize fully on the Olympic Games as a global communication platform to broadcast our commitment to sustainability, social responsibility, diversity and environmental preservation.

Further, we continue to challenge for the highly competitive businesses while accelerating technology and business model innovation.

The tire segment is based on the development philosophy of "peace-of-mind" for stakeholders, seeking to create new added value through the core elements: environment and comfort.

As a part of this initiative, we have developed value added tires with a newly developed "ologic" technology. This technology has received great acclaim at home and abroad, winning awards that include "Tire Technology of the Year" at the world's leading "Tire Technology EXPO" and "2014 Environment Minister's Award for Global Warming Prevention Activity - technology manufactured products category." We continue to provide customers with eco-friendly and fuel-efficient tires, revolutionizing Nanostructure-Oriented Properties Control Technology ("NanoPro-Tech"), one of our patented materials technology developed through collaborative research projects with companies in different industries.

In the diversified products segment, we are managing R&D activities with the objective of providing products that accurately meet constantly changing needs and foster customer satisfaction.

We also are concentrating on technology development pursued in collaboration with the tire development segment. Drawing on rubber material development technology from the tire business, we have developed conveyor belts with energy-saving and flame-resistant rubber material.

Additionally, we are promoting initiatives that support our commitment to business model innovation, including developing a conveyor belts wear monitoring system capable of automatically measuring the thickness of conveyor belts at mining sites.

To achieve the second item, "developing human resources capable of global management," we will implement measures that include personnel relocation on a global scale and global educational programs. Further, we facilitate open-minded discussions that include a variety of members at Global EXCO (Global Executive Committee), the highest body of global business execution. We also are advancing the participation of local / regional staff in global management roles by designating English as the official company language in international meetings.

In regard to the third item, "upgrading the global management structure," we are focused on three primary activities: enhancing governance systems, restructuring tire business SBUs and expanding the diversified products business,

To expand governance systems, we are working to increase the quality and the speed of management decisions in expanding our global business. To that end, we are strengthening the checks and balances functions of the Board of Directors and upgrading the Board Committees that support management, such as advisory committees to the Board of Directors.

To restructure tire business SBUs, in July 2014 the China and Asia Pacific SBUs were combined to establish BSCAP as the head office for the tire business. Going forward, the Group will optimize the global management system and, as a part of its efforts, is considering the restructuring of the tire business SBUs by expanding the European SBU.

To expand the diversified products business, we work to ensure further growth and improvements of the diversified products business by enhancing collaboration among business.

By "Serving Society with Superior Quality," we strive to be a company trusted and relied upon by society.

"Serving Society with Superior Quality" is the mission statement of the Bridgestone Essence. The Bridgestone Group has inherited this mission over the years from the philosophy of its founder. Our commitment to quality stems out of a passion for improving the safety and lives of people everywhere, not only for bottom-line success but.

The world in which we live includes environmental challenges and a variety of other social issues. As a leading company in the industry deploying our business globally, we are keenly aware that we are expected to work to overcome these social issues and that it is our responsibility to fulfill these expectations. We will utilize the Group's technologies and business models to do what we can do, including doing the things only we can do.

In the area of the environment, for example, we have established a Long-Term Environmental Vision looking toward 2050, based on which we are active globally in three areas: "biodiversity," "valuing natural resources" and "reducing CO₂ emissions." In the area of mobility, we are contributing to driver safety and peace of mind through our global sales of run-flat technology tires, which can function at specified speeds over a certain distance even with zero air pressure. Looking ahead to an increasingly mobile society, we also have developed a new sensor technology that provides the driver with real-time information for monitoring tire wear and depth, based on the Contact Area Informatin Sensing ("CAIS") concept. This technology enables more-appropriate timing for tire replacement and rotation, which can contribute to a safer driving experience and help reduce costs for users when it is rolled out in volume-production tires in the future.

Furthermore, in our diversified products business, which covers chemical and industrial products, sporting goods, bicycles and other non-tire products, we will draw on the collective capabilities of the Bridgestone Group to help overcome social issues through businesses that are intimately connected with people's daily lives.

The expectations placed on us by society change with the times. We will continue to grow with society by being attuned to these changes through constant communication with our stakeholders in every part of the world as we continually improve ourselves as well.

We, the Bridgestone Group, strive to be a company trusted and relied upon by society, to ensure that the Bridgestone Group's approximately 145,000 employees can work effectively as a team with united spirit to help sustain the planet we call home.

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](#)
- ✦ [The Company's CSR Activities](#)
- ✦ [Individual CSR](#)
- ✦ [CSR Communication](#)
- ✦ [Independent Evaluation of CSR Activities](#)
- ✦ [CSR Management](#)

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

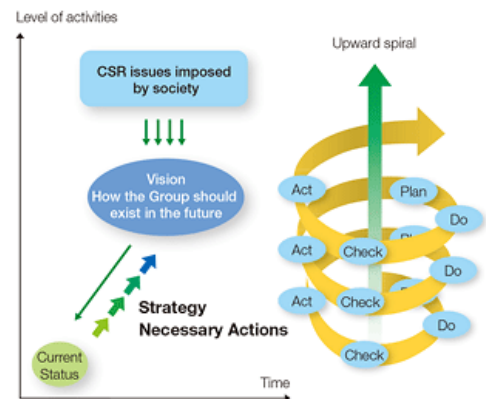


The Company's CSR Activities

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.

CSR and the Mid-term Management Plan



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.

Since 2011, the Bridgestone Group has conducted a self-assessment Group-wide every year to ascertain whether the 22 CSR Focus Points were being implemented and functioning properly. In 2014, we further examined the progress of our activities and moved forward with relevant initiatives.

Structure of the 22 CSR Focus Points



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 Index (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, 2015.)



Global Initiatives Contributing to Sustainable Development in the Tire and Automotive Industries

Since 2006, the Bridgestone Group has been a member of the Tire Industry Project formed under the Geneva, Switzerland-based World Business Council for Sustainable Development (WBCSD). Since 2013, we have participated in the Sustainable Mobility Project and engaged in global activities contributing to sustainable development in the tire and automotive industries.



Tire Industry Project

Initiatives aimed at research and problem-solving with respect to the impact of tires on the environment and health.

1. Researching the Environmental and Ecological Impacts of Tire and Road Wear Particles (TRWP)

With respect to Tire and Road Wear Particles (TRWP) generated as tires wear down during use, verification tests thus far have revealed little risk to the environment or health.

2. Global Development of Effective End-of-Life Tire (ELT) Management Systems

To address variations in ELT management systems among different countries and regions, the Tire Industry Project published the End-of-Life Tires: A Framework for Effective ELT Management Systems in 2010. Bridgestone promotes ongoing activities designed to globally deploy effective ELT management systems.

3. Researching the Environmental and Ecological Impacts of Nano-Materials

The Organization for Economic Cooperation and Development (OECD) publishes reports on its collaborative project with the Bridgestone Group focused on the social and environmental contribution of tires using raw materials, such as carbon black and silica, the health and the environmental effects of the nano-materials used at the tire development and manufacturing stages, and research into optimal methods for risk assessments and protective measures related to impacts on the human body. These raw materials are thought to pose a low risk to the health of people working with them.

The Sustainability Project

Engaged in public-private cooperation to realize a recycling-oriented society, an important element for the ongoing development of mobility

1. The Bangkok Traffic Congestion Elimination Project

The recommendation of concrete measures taking into account conditions in major cities around the world is necessary to realize the ongoing development of mobility. To this end, Bridgestone conducts initiatives in cooperation with its participation in the Bangkok Traffic Congestion Elimination Project.

Structures for Pursuing CSR Activities

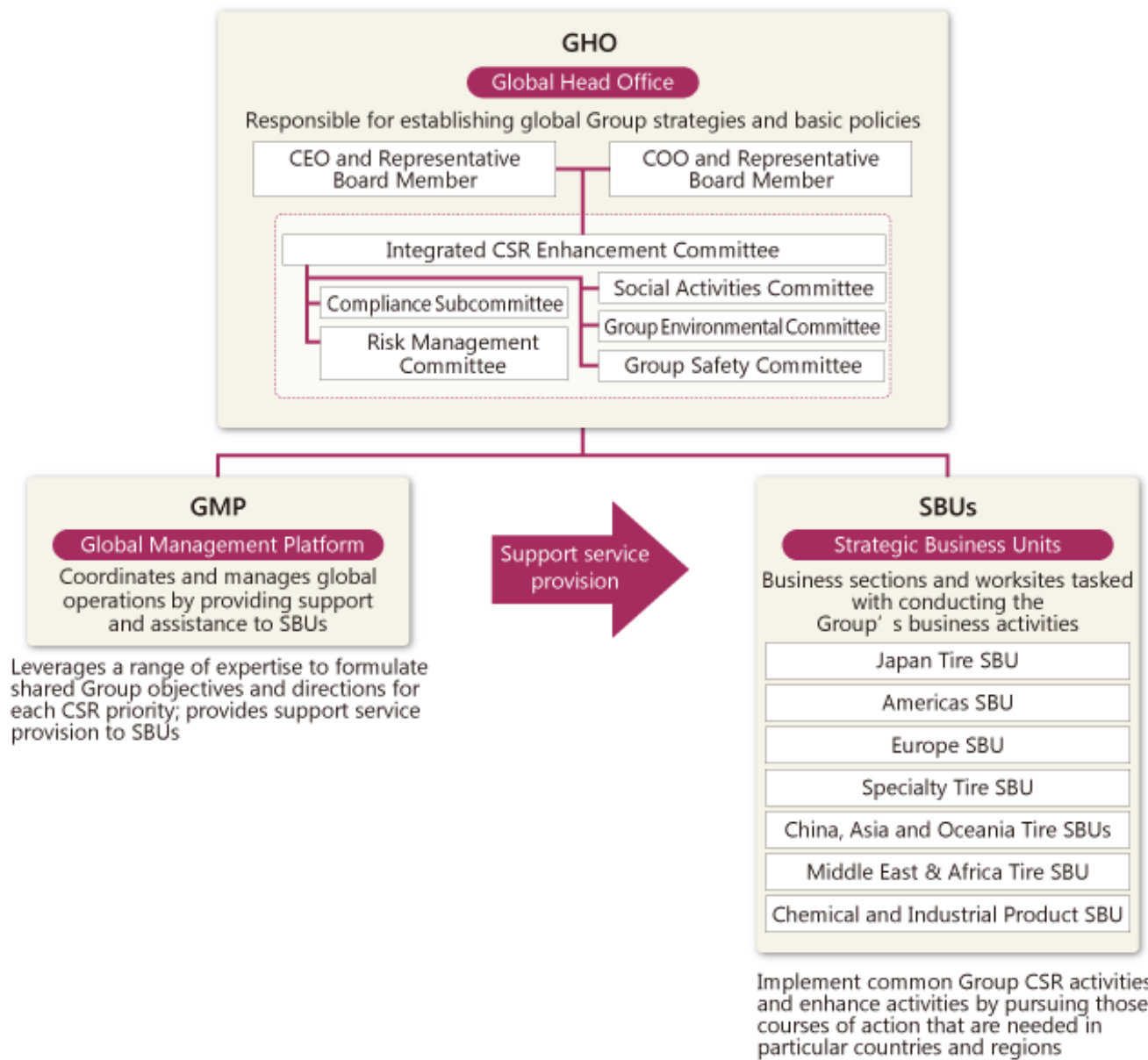
The fundamental approach to CSR initiatives throughout the Bridgestone Group is set by the Integrated CSR Enhancement Committee, which is chaired by the CEO and Representative Board Member. The Global Management Platform (GMP), which is responsible for pursuing activities in each issue area, then indicates 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 committee: Compliance, Risk Management, Social Activities, Group Environmental, and Group Safety.

Framework for CSR Activities in Japan

Bridgestone strives to promote CSR awareness through presentations by management-level employees, a Company magazine, and the corporate intranet. We appoint a "CSR Key Person" at the head office, in each division, and in every plant (a total of around 200 people), whose job is to organize "CSR Report Reading Workshops" for administrative and technical employees (approximately 5,000 people). The Bridgestone Group also holds training sessions and workshops for employees of certain Group companies outside Japan in an effort to promote CSR awareness within the Group.

Structures for pursuing CSR activities





Special Feature 1

Contributing to a "Mobile Society" through Innovation

In 2050, the global population is expected to surpass 9 billion people*¹, while the number of automobiles is forecast to grow to 2.4 billion*². Along with the increase in the number of automobiles, a demand for automobile safety is also expected to heighten. As an industry-leading company, the Bridgestone Group is engaged in initiatives aimed at realizing a safe and stable "mobile society" through the Group technologies and business models.

Special Feature 1 focuses on "technological and business model innovations" introducing developments including strategic product "DRIVEGUARD," the "CAIS" solutions business, "anti-vibration rubber products for vehicles," "seat pads for vehicles" and "100% sustainable materials" in our chemical and industrial products business.

*1 World Population Prospects: The 2012 Revision (United Nation, 2013)

*2 Global Energy and Transport Demand Forecast Focused on the Automotive Sector (The Institute of Energy Economics, Japan, 2012)

❖ [Promoting Safety and Environmental Load Reduction with Strategic Product "DRIVEGUARD"](#)

❖ [Solution Business "CAIS" Wear Estimation Technology Development](#)

❖ [Chemical and Industrial Products Business Initiatives](#) ❖ [Towards 100% Sustainable Materials Realization through Co-development with Kao Corporation](#)

Promoting Safety and Environmental Load Reduction with Strategic Product "DRIVEGUARD"

Even in the event of a sudden tire puncture, the Run-flat Technology (RFT) tires enable the driver to maintain control of the steering wheel and travel a certain distance at a reasonable speed.

In addition, RFT tires can contribute to resource conservation, if RFT tires were fitted as the standard equipment on cars, it would eliminate the need for spare tires, approximately 59 million*¹ of which are thrown away each year without ever being used. This reduces the use of materials. RFT tires also enable reductions in CO₂ emissions generated in the production and disposal of spare tires and rims. Without the need for a spare tire, there is more space in the trunk and more flexibility in terms of car design.

From the result of research the Bridgestone Group conducted in the United States, women in particular commented*² that they wanted a tire that, when punctured, could be driven on to a safe location and changed rather than having to get out of the car and change it on the side of the road in dangerous conditions.

As our response to the voices of customers, we expanded our RFT tire offerings from limited vehicles to varieties of vehicles by developing "DRIVEGUARD", a tire that compares favorably to conventional tires and offers a comfortable ride.

At present, "DRIVEGUARD" is sold mainly in the United States, where equipping Tire Pressure Monitoring System (TPMS) is legislated, but we plan to expand sales to other regions in the near future. Through the adoption of RFT tires, the Bridgestone Group aims to realize a safe and stable mobile society while reducing environmental impacts.

*1 Bridgestone research (cars with spare tires calculated by subtracting the number of cars equipped with RFT tires and tire repair kits from 2008 total global automobile production numbers)

*2 Online survey of 2,835 drivers aged 18 years or older in the United States, March 2014



TOPICS

"ologic" Technology Wins BMW Supplier Innovation 2014* and Other Awards

"ologic" technology provides both fuel efficiency and a high degree of safety with a completely new tire concept featuring large diameters and narrow treads that pushes the boundaries of conventional tire design. Bridgestone's "ologic" technology, developed for BMW i3, an innovative electric vehicle, received an award for its CO₂ reduction and enhanced driving performance. Bridgestone has been chosen as the exclusive tire development and supply partner for BMW i vehicles to contribute to maximizing the vehicle performance.

Additionally, "ologic" technology won the 2014 Global Warming Prevention Activities Environmental Award from Japan's Ministry of the Environment and the 2014 Nikkei Global Environmental Technology Award from the Nihon Keizai Shimbun - a Japanese newspaper.

* BMW Supplier Innovation Awards are presented to suppliers with the most innovative technologies

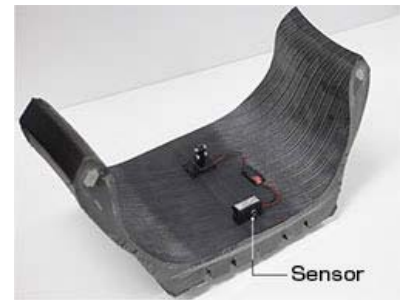


At a ceremony held each year in Holland.

Solution Business "CAIS" *1 Wear Estimation Technology Development

The incidence of punctured tires has been on the rise in recent years in Japan. One factor contributing to this increase is the spread of self-service gas stations, which in turn has reduced opportunities for tire pressure checks routinely conducted at full-serve stations in the past. This situation has resulted in an increased necessity for tire maintenance. A lack of proper tire pressure maintenance can result in tire damage and irregular wear.

In consideration of customer safety and proper tire care, Bridgestone developed CAIS III, a tire wear (depth of remaining tread) prediction technology incorporating a tire-sensing*2 capability. As tire tread becomes worn, the tire's grip performance on a wet road may decrease, increasing the potential for slipping. In addition, a tire that has experienced extremely irregular wear is at greater risk of causing a vehicle malfunction. By predicting tire wear condition with CAIS III, consumers can replace tires before treads are worn out, which provides a higher degree of safety. It also helps them better understand the optimal timing for tire rotations*3, which prevents irregular tread wear. This technology also contributes to lower costs and reduced environmental loads as it allows tires to be used with minimal waste.



Sensor attached to the inside of tire

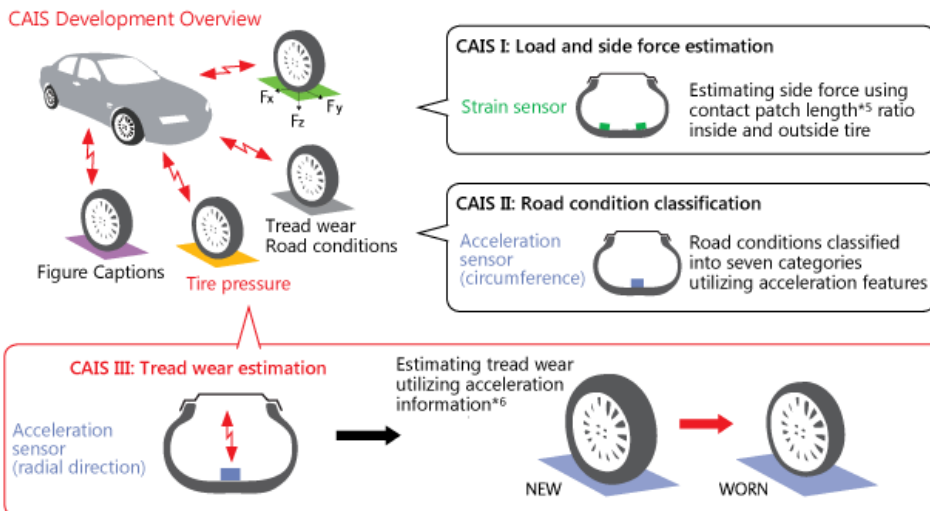
Up to now, Bridgestone developed CAIS I, which estimates loads and side force*4, and CAIS II, which determines road conditions. The third generation of this technology, CAIS III, predicts the amount of tire wear. We promote technological development for not only tires but also entire systems in support of a safe and stable mobile society.

*1 CAIS: Contact Area Information Sensing. CAIS is Bridgestone's registered trademark. CAIS is a general term for Bridgestone's tire-sensing technologies, which provide value to consumers by collecting and analyzing tire contact area data and using this information to determine road surface and tire conditions.

*2 Sensing refers to the use of sensors to measure target variables.

*3 Changing the position of the tires.

*4 Distribution of load force to each vehicle tire.



*5 Length of tire contact patch

*6 Changes in acceleration per unit of time

"Imagine Mobility Design in 2030" Project (Japan)

Our desire to provide customers attractive products through not only quality and technology, but also innovation, Bridgestone collaborates with universities and research institutions on various initiatives to conduct research and development utilizing open innovation to create groundbreaking new value. In 2013, Bridgestone launched a research and development project focused on "2030 mobility and the designs that will support it" in collaboration with Musashino Art University, with plans to continue it going forward.



2030 mobility design suitable for driving in narrow spaces (Bridgestone TODAY* display from June-October 2014)

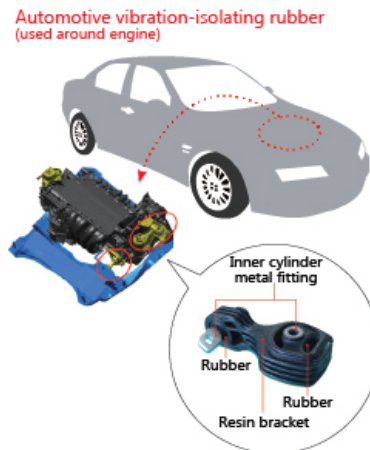
* Exhibition hall introducing rubber, tires, Bridgestone information and products attached to the Tokyo Plant in Kodaira, Japan.

Chemical and Industrial Products Business Initiatives

Contributing to Reduced Automotive Environmental Impact with Automotive Vibration-Isolating Rubber

Automotive vibration-isolating rubber is used in areas where the engine is connected to the car frame. Replacing metal parts using automotive vibration-isolating rubber with resin realized weight reductions of 30-50% compared to existing metal parts and contributed to improved fuel efficiency for automobiles overall.

At the same time, we are promoting environmental load reduction activities in the automotive vibration-isolating rubber manufacturing process. For example, we eliminated industrial waste through improvements in the surface treatment processing of aluminum-fitting surfaces for metal attachments. In addition, we shifted from blowing glue onto stationary metal parts to applying glue to rotating metal parts, improving efficiency (up 30% compared to conventional method) while reducing the amount of raw materials used. In recognition of these activities, we were awarded the Japan Environmental Management Association for Industry's Fiscal 2012 Resource Recycling Technologies Systems Chairman's Award and the 3R Suishin Kyogikai's Fiscal 2011 Reduce, Reuse, and Recycle Promotion Distinguished Service Chairman's Award.



Creating New Customer Value with the Car Seat Pad

With the advent of hybrid cars, large, thick batteries need to be placed in the space below the rear passenger seats, resulting in the demand for seat pads that are substantially thinner than conventional seat pads to maintain vehicle height.

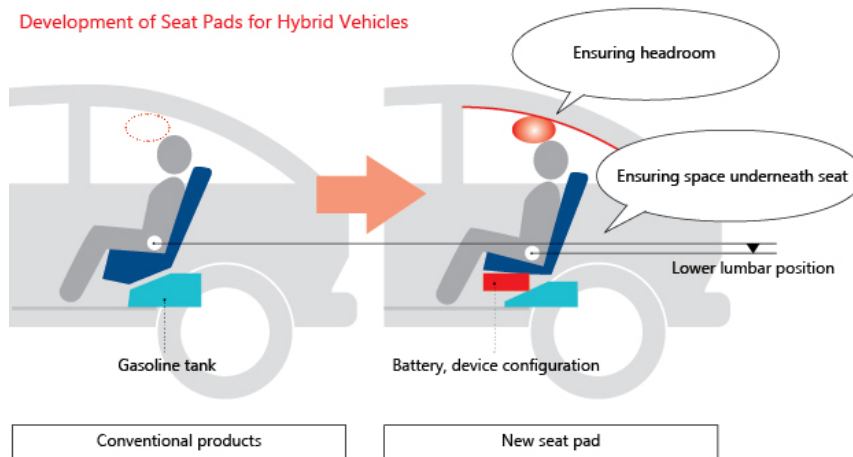
Making use of urethane material compounding technologies, Bridgestone developed seat pads that are 25-30% thinner than conventional seat pads, yet despite their thinness, passenger comfort is maintained even when sitting for long periods of time. In addition, using patented proprietary production technology, we developed automotive seat pads that are overall 10% lighter yet maintain comfort in the critical area under the buttocks with the use of high performance, high density seat pads.

Drivers are satisfied, as evidenced by their comments that despite the thinness of these seat pads, they are comfortable to sit on, so drivers do not feel tired during long trips.



Automotive seat pads (rear passenger seats)

Development of Seat Pads for Hybrid Vehicles



Ensuring space with thin seat pads

TOPICS

Electric-Assisted Bicycle with Belt Drive Enhances Safety and Ease Maintenance (Japan)

Bridgestone Cycle is the first in Japan^{*1} to develop^{*2} an electric-assisted bicycle for school commuters using a belt drive. Compared to chain-driven models, this distinctive belt drive version has fewer mechanical problems and is maintenance-free since lubrication is not required. This model also realizes enhanced performance through the use of new and proprietary developed front wheel front motor drive combined with the electric-assist system that drives both wheels. This new model also provides heightened safety with the industry's first^{*1} system for detecting when the front tire comes off the ground when slippage occurs, resulting in the automatic shutoff of the assist function.



The "Albelt" belt-driven electric-assist bicycle

Going forward, we will continue to provide customers with valuable products making use of innovative new concepts.

*1 According to Bridgestone research, as of January 2015.

*2 Developed in reaction to the response from approximately 60% of middle school students whose school commute involves navigating several hills who indicated they want to use an electric-assist bicycle (Source: Bridgestone research).

Towards 100% Sustainable Materials Realization through Co-development with Kao Corporation

In 2012, the Bridgestone Group drew up its Long-term Environmental Vision for 2050 and beyond, focusing on three directions for environmental activities: "in harmony with nature," "value natural resources," and "reduce CO₂ emissions." As a way to value natural resources, we set a goal of working "towards 100% sustainable materials." We are advancing efforts in two directions: the expansion of new renewable resources for natural rubber and organic fibers, and the replacement of fossil resources-synthetic rubber, carbon black, and rubber chemicals-with those derived from renewable resources.

As an open innovation initiative aimed at realizing a sustainable society, Bridgestone collaborated with Kao Corporation to develop a "sustainable dispersing agent," an innovative tire rubber material that realizes further improvements of tire fuel efficiency and wet grip performance. Silica^{*2}, one of the raw materials in tire rubber, was known for contributing to both fuel efficiency and wet grip performance, but it was difficult to disperse into rubber. Now, with the development of a dispersing agent combining Nano Pro-Tech^{*3}, Bridgestone's foundational material technology and Kao's interface control technology^{*4}, we have made a massive leap forward in terms of blending rubber and silica that enables silica to be dispersed more uniformly throughout the rubber. Compared to conventional techniques, this new agent allows using a larger amount of silica, enhancing both fuel efficiency and wet-grip performance of the tire.

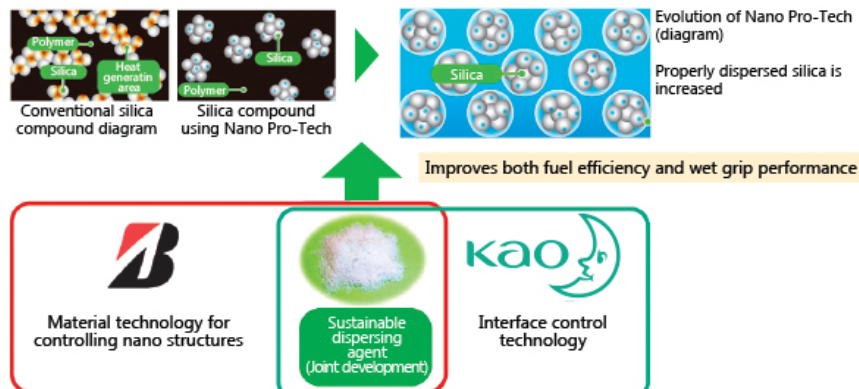
Using this sustainable dispersing agent, the ECOPIA EX20 Series is already garnering praise from a wide range of customers. Going forward, we will proactively expand the applications for this technology globally for use not only on passenger car tires, but also a wide range of vehicle tires, including truck, bus, construction, and mining vehicle tires.

*1 The Bridgestone Group defines "sustainable materials" as materials that are derived from resources with a continual supply, can be used as part of our businesses over the long term, and have a low environmental and social impact across the whole life cycle.

*2 A rubber reinforcement material which enables wet grip performance improvement; chemical name: silicon dioxide (chemical symbol: SiO₂)

*3 Generic term for one of the core technologies of Bridgestone, to control the micro-structure of a material through molecular structure design, and to realize necessary characteristics.

*4 A technology that understands and precisely controls the phenomenon occurring on the surface/interface of a substance





The Bridgestone Group is committed to playing a role in initiatives that seek to solve local community issues at our business sites around the world.

Spain : Road Safety Idea Contest

The Burgos Plant of Bridgestone Hispania S.A. (BSHP), which manufactures and supplies automobile tires in Spain, collaborated with local traffic authorities to collect ideas for contributing to a sustainable mobile society as part of a traffic safety idea contest that included an awards ceremony to recognize the best suggestions. This contest was held in 2013 with the aim of reducing unemployment in the youth segment through the support of student entrepreneurship. In 2014, approximately 40 ideas were contributed. Final selection took place with more than 100 people attending. Specialists from universities, the local community and the automotive industry selected the top three ideas based on criteria including innovativeness, value to society, and practicality. For example, one winning project related to safety improvements suggested additional directional indicators so that the direction of a car in an intersection or other location could be easily understood even when seen from an angle where directional indicators are difficult to see. There was a huge turnout through the local newspapers and the mass media. Also this contest increased traffic on the contest website.



Judges review submitted ideas

Vietnam : Activities Aimed at Realizing a Safe Motorized Society

Bridgestone Tire Sales Vietnam LLC (BSTVN), which sells automotive tires in Vietnam, has collaborated with automotive parts manufacturers since 2013 to engage in road safety campaigns intended to create a safe motorized society. BSTVN's efforts include a vehicle inspection campaign. In Vietnam there is no legal requirement for regular vehicle inspections; it is the responsibility of drivers to inspect their own vehicles. With the aim of contributing to the reduction of domestic traffic accidents, BSTVN communicates the importance of vehicle and tire maintenance to drivers and engages in the raising of safety awareness. Through this campaign, BSTVN has worked with automotive parts manufacturers to conduct tire, oil, battery, and other types of vehicle inspections on 1,700 cars in four major cities across Vietnam.

Profits from this campaign are donated through a foundation to support children who lost their parents or guardians, as well as people who were injured, in traffic accidents.



Vehicle inspections

Colombia : Road Safety Education for Children

Bridgestone de Colombia, S.A. (BSCO), which engages in automobile tire sales in the country, collaborates with schools to conduct a road safety class for children ages 4 to 17. A road complete with traffic signs is set up on campus and children walk through answering questions in a quiz about traffic rules. Using actual traffic signs attracts the children's interest to stimulate learning and heighten road safety awareness. This is also thought to nurture safe driving habits when the children begin driving in the future.

The road safety educational materials appropriate to each age group are presented to the students after the class. The set of traffic signs are provided to schools for them to continue the road safety classes for the students. This initiative was launched in 2014, with nearly 5,000 students participating during the year. The activities are scheduled to continue in 2015.



Children learn about road safety

Bridgestone Group Awards 2015



The Bridgestone Group established an annual recognition program, the Bridgestone Group Awards, which is open to all employees and organizations of the Bridgestone Group Companies in Global.

This recognition program confers the Bridgestone Group's highest level of awards to promote a greater employee awareness of corporate activities based on the Bridgestone Essence and to foster a sense of unity among the Group employees. The program also serves to extend a message of gratitude for daily achievements, and the hope for further improvements, from management to Bridgestone employees around the world. As an important tool for achieving the Group's ultimate goal of becoming a truly global company and "Dan-Totsu" - the absolute and clear leader - in all aspects of our businesses, we are utilizing the program to instill the Bridgestone Essence within the Group and to further advance management functions in each SBU.

The 2015 awards fell into four categories: "Achievement," "Contributions to Society," "Environment Excellence" and "Safety & Disaster Prevention." Each submitted initiative was discussed in the Screening Committee attended by global members where the initiatives to be recognized were decided. (Date of Ceremony: March 27, 2015)

Bridgestone Group Award for Achievement



Expanding Sales of Tires with Run-Flat Technology (RFT) in Replacement Tires Market by the Development of "DRIVEGUARD" Tires Bridgestone Corporation and the Group Companies

Tires with Run-Flat Technology (RFT tires) give drivers the ability to continue driving up to 80 kilometers (50 miles) at a speed of up to 80 km/h (50mph) so drivers can travel to a safe place even after the air pressure of the tire reaches zero. RFT tires also offer environmental performance, since they eliminate the need for spare tires that are thrown away without being used. However, until recently, vehicles that could be mounted with RFT tires were generally limited to those vehicles that were originally equipped with run-flat tires, due to technological circumstances.

With the aim of offering the performance of RFT tires to more of our customers, our Product Planning and Tire Design and Development Divisions made a concerted effort to develop a tire under the new concept of RFT for vehicles that use conventional tires. The Product Planning Department conducted a multi-pronged promotional campaign using media and test-drive events, while the Tire Design Department formulated a new structure for RFT tires that enabled them to be mounted on wheels other than the specialized RFT tire wheels. Having overcome the technical issues and a host of other obstacles using our technology, Bridgestone successfully commercialized 32 sizes of "DRIVEGUARD".

Currently, "DRIVEGUARD" is being sold mainly in North America, where it is receiving high marks. We plan to expand the sales region going forward.



Bridgestone Group Award for Achievement



Customer and Market Research Activities and New Management Structures for New Global Original Equipment Tire Sales Strategy Bridgestone Corporation and the Group Companies

In response to ever-accelerating global deployment by automotive manufacturers, the Bridgestone Group has built a mechanism for global coordination among the Original Equipment Tire Sales, Marketing, and Tire Design Development and Manufacturing Departments in each of the Group companies to create an overall optimization of our passenger vehicle tire business, which originated with our original equipment tire-oriented business.

As a common global mechanism within the Group formulated based on the results of market research, the new mechanism helps streamline global business operations by enabling a more solid response to the demands of car manufacturers no matter where they are in the world. Going forward, we will take advantage of this new mechanism to continue growing our business by having more of our tires originally equipped on new vehicles.

This initiative was highly evaluated as an effective way for the Group to deploy its business globally while responding to increasingly diverse needs and changes in the business environment. We intend to leverage this initiative toward not only strengthening our original equipment tire business but also enhancing Bridgestone's corporate brand value.

Bridgestone Group Award for Contributions to Society



Volunteerism and Donation Campaigns

Bridgestone Precision Molding Philippines, Inc. (the Philippines)

Ever since the Philippines was struck by two major typhoons in 2009, Bridgestone Precision Molding Philippines, Inc. (BPMP) has been conducting donation and volunteer activities in recognition of the need to support the victims of such natural disasters.

BPMP started out with support activities that including sorting and packaging relief supplies in cooperation with campaigns run by major TV stations in the Philippines. Then, in December 2012, BPMP donated drinking water to disaster victims who were experiencing a water shortage due to the impact of Typhoon No. 24 ("Bopha"), which hit the island of Mindanao directly. Upon the direct landfall of Typhoon No. 30 ("Haiyan") on the island of Leyte in November 2013, the company participated in volunteer work sorting and packaging relief supplies gathered at Villamor Air Base. In April 2014, the company delivered relief supplies to disaster victims from the island of Leyte who had taken refuge in facilities in an area near the industrial complex. Then in July 2014, BPMP employees took part in a charity marathon held by a major supermarket, with the participation fees being donated as relief funds to disaster victims on the island of Leyte.

Through these activities, BPMP employees learned that anyone can help disaster victims in a variety of ways, and that if they unite their efforts they can gradually bring about a recovery and restoration for the disaster area and victims, no matter what disaster they face. These support activities for disaster-stricken areas were hailed as ambitious initiatives.



BPMP employees preparing to distribute relief supplies

Bridgestone Group Award for Environment Excellence



"Tires4ward"

Bridgestone Retail Operations, LLC (United States)

As part of our commitment to being an industry leader in every aspect of our business, Bridgestone Americas strives to be a good steward of the earth and its resources. Bridgestone has a long-standing commitment to sustainability that is reflected in our company's environmental mission "to help ensure a healthy environment for current and future generations." Bridgestone established the One Team, One Planet environmental program to advance our environmental mission and focus our efforts. Under this program framework, our leadership and our teammates are focused on identifying ways we can change the game by being a leader in sustainable corporate behavior.

This Tires4ward program, founded on the vision of achieving a waste-free tire industry. For every tire we sell in the U.S., our goal is to ensure that one spent tire - or any tire that has been taken out of use - goes on to another valuable purpose. (e.g. material in rubberized asphalt, construction materials, rubberized playground matting, and etc.) The company-owned retail stores recycle 100 percent of the spent tires they remove from vehicles. Last year alone, our retail stores saved more than 10 million spent tires from the landfill.

Since the program launched in 2012, Bridgestone has supported more than 450 community clean-up events and recycled almost 120,000 tires from rivers, streams and communities nationwide. Bridgestone is working to change the landscape of the tire and automotive industry and make a waste-free tire industry a reality.



BSRO employees recovering used tire at a river



Firestone Liberia Ebola Preparedness, Prevention and Treatment Firestone Natural Rubber Company, LLC (Liberia)

Firestone Natural Rubber Company, LLC (FSNR), which operates a natural rubber farm in Liberia, formed an Ebola Response Leadership Team after an employee's spouse contracted the virus in Spring 2014. For many months, the team aggressively carried out activities to help curb the spread of infection, both on the farm and in surrounding communities, in Liberia due to the Ebola epidemic that impacted West Africa.

When the Ebola outbreak began, FSNR established the country's first Ebola Treatment Unit on the grounds of Firestone Liberia's Duside Hospital. The company also used its radio station, "Voice of Firestone," to broadcast prevention messages to the greater community, joined with faith and community leaders to conduct educational activities on the farm and in neighboring towns, and donated vehicles and supplies to local Health Departments. These activities helped protect the health, safety and well-being of the approximately 80,000 employees, family members and others living on the farm, as well as hundreds of residents living in surrounding areas.

FSNR continues to collaborate with government authorities, NGOs and other organizations by offering its expertise in a cooperative effort to educate and stem the proliferation of Ebola throughout Liberia.



Aid activities by FSNR employees

Bridgestone Group Employee Dialogue



(Date held: March 27, 2015)

Contributing to customer safety and peace-of-mind with Bridgestone's "DRIVEGUARD" run-flat technology tires

The Bridgestone Group Awards 2015 are the highest-level awards in the Bridgestone Group for all its organizations and employees. The awards this year recognized efforts in the development and sale of "DRIVEGUARD" passenger vehicle tires employing run-flat technology (RFT), which can function at specified speeds over a certain distance even with zero air pressure.

We solicited feedback on the development background of "DRIVEGUARD" and customer views on the product from employees at Bridgestone and the Group company Bridgestone Americas Tire Operations (BATO) who were involved in the development of "DRIVEGUARD" and its transition to mass production.

Moderator Please tell us about the unique features of "DRIVEGUARD".

Motoori: Until now, run-flat technology tires (hereinafter, "RFT tires") could only be mounted on a limited set of vehicles because they required a specialized wheel. "DRIVEGUARD" is unique in that it can be mounted on any kind of wheel, which allows it to be equipped on vehicles that previously could not use RFT tires.

"DRIVEGUARD" also takes advantage of NanoPro-Tech* and other Bridgestone technologies to improve drive quality and other factors.

* A technology that utilizes an understanding of the phenomena that occur at the surface and boundary faces of matter at the nano-level in order to control those phenomena with precision

Moderator Could you tell us about the details of the development and any difficulties you encountered?

Saul: Expansion of sales of RFT tires in the North American market had long been a major challenge for Bridgestone. Market surveys in the United States revealed that women had 80% of the discretion to make the purchasing decision in households, and among these women a quantitative survey focused on homemakers specifically found that the majority were highly safety-conscious. This result led us to commence development on RFT tires because we concluded that there was a strong demand for them.

Matsumoto: We started off thinking about how we could develop RFT tires that could be equipped on variety of vehicles. In the course of our investigations, one challenge that began to emerge was a technical issue that caused the tires to fall off the wheels. We overcame such obstacles one by one as we pressed forward with development. Although the development process was certainly not a simple one, through trial and error, such as running experiments to understand how the tires were changing its shape when they came off the wheels, we ultimately succeeded in developing "DRIVEGUARD".

Moderator Having gone through that development process and overcome those difficulties, what has been the response from dealers and customers since "DRIVEGUARD" was released?

Saul: The response from dealers was powerful. One salesperson even said, "DRIVEGUARD" is a revolutionary tire I have been eagerly awaiting for years."

Customers who have purchased "DRIVEGUARD" tires have said that the ride comfort is very smooth, and the customer felt peace-of-mind in being able to drive to a safe location even if the tire became flat. Outside the urban areas in the United States, a flat tire can leave a driver stranded on the roadside because there are some areas where roadside assistance are difficult in reaching their services. Many customers have said that RFT tires are very attractive because they can prevent such a situation. I read a comment on the Internet from someone whose tire had been severely damaged by a pot hole or something on the road while driving. The person was most appreciative that the car had "DRIVEGUARD" tires, saying that it enabled the flat tire to be safely replaced without stopping on the road.

Moderator What value proposition does "DRIVEGUARD" offer to customers?

Matsumoto: First of all, "DRIVEGUARD" can contribute to customers' safety and peace-of-mind. I think it can also help reduce accidents and traffic jams due to flat tires.

Saul: "DRIVEGUARD" also eliminates the need for a spare tire, which lets customers save on those material costs and helps conserve resources. The lack of a need to keep a spare tire on board also reduces the vehicle weight and improves fuel efficiency. I think that's another way this product can contribute to the global environment.

I think "DRIVEGUARD" is a real win-win product in that it not only benefits the customers who use it but also contributes to the global environment, while for Bridgestone it enables us to expand the RFT tire market.

Currently "DRIVEGUARD" is sold in sizes mainly for sedans, but going forward we will develop sizes for more vehicles and expand the sales region in order to convey the benefits of "DRIVEGUARD" to more customers and end-users.

Participants (affiliation/position as of the discussion date)



▶ **Robert Saul**
Senior Product Manager
Product Management
Bridgestone Americas Tire Operations



▶ **Masayuki Matsumoto**
Engineer
Passenger Car Tire Development I
Bridgestone Corporation



▶ **Osamu Motoori**
Engineer
Advanced Tire Technology Development
Department
Bridgestone Corporation



Moderator **Parul Bajaj**
Senior Manager
HR Communications
Bridgestone Americas

Corporate Governance

- ❖ [Corporate Governance Structure](#)
- ❖ [Internal Control Systems: Basic Approach and Implementation](#)
- ❖ [Advisory Committee to the Board of Directors](#)
- ❖ [Executive Operational Committee](#)
- ❖ [Auditing Structure](#)

Corporate Governance Structure

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

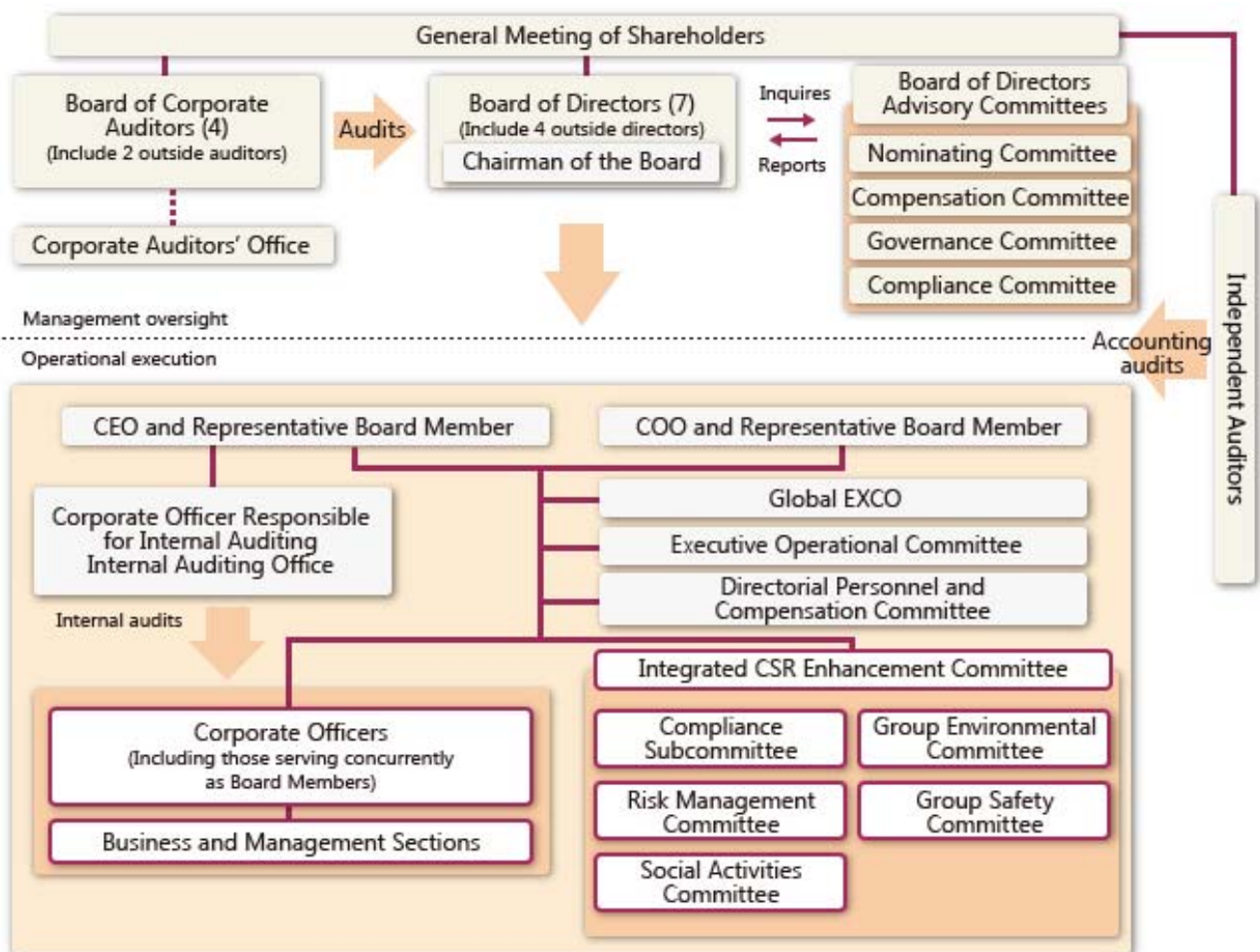
Based on this approach, in accordance with the responsibility and authority delineated in the Administrative Authority Rules, as well as in the Policy Management Rules, Bridgestone Corporation is committed to developing, communicating, and abiding by fair, transparent decision-making and management policies.

Bridgestone has adopted a corporate officer system to 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 Annual Shareholders' Meeting held on March 24, 2015, all of the directors reached the end of their tenure, and seven directors, including four external directors, were elected.

Bridgestone has adopted a board of corporate auditor governance model as specified in the Companies Act of Japan. 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 two outside corporate auditors.

Bridgestone has a management system in which the CEO and the COO 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 Annual Shareholders' Meeting. The Company has taken steps to further strengthen its corporate governance system by separating and clarifying the respective roles and authority of the CEO, COO, and Chairman of the Board, by advancing the sharing of information, and by increasing the transparency of decision-making processes.

Corporate governance structure (as of March 24, 2015)



Internal Control Systems: Basic Approach and Implementation

In May 2006, the Board of Directors instituted an official company policy governing internal control systems; the Company reevaluates its activities in this area when necessary, 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 that threaten public order and safety, and takes a resolute stand against such activities. A department has been established to evaluate information received regarding such matters and take the 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 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.

Advisory Committee to the Board of Directors

To further increase transparency and impartiality of corporate governance, the following committees were established as advisory bodies to the Board of Directors: Nominating, Remuneration, Governance and Compliance. Following discussions, these committees provide advice to the Board of Directors in regard to such matters as personnel issues that involve directors, the compensation of directors, the total amount of auditor compensation when that amount is revised, the governance system and related issues, and overall compliance activities. These four committees are composed of four outside directors and one or more corporate auditors participate as observers.

Board of Director and Corporate Auditor Remuneration (January-December 2014)

Positions	Number of people	Amount of remuneration
Directors	9 (including 5 outside directors)	488 million yen (including 62 million yen outside directors)
Corporate Auditors	5 (including 3 outside directors)	99 million yen (including 36 million yen outside directors)
Total	14	588 million yen

(Notes)

- 1.The above table includes one director who retired during the period.
 - 2.Members of the Board declined their bonuses due to the loss related to U.S. antitrust law.
-

Executive Operational Committee

In the operating divisions, the Company has established the Global Executive Committee (Global EXCO) that is the business execution committee on a Group and Global basis and the Executive Operational Committee. These committees deliberate and report on specific matters set forth in Company policy as well as other important matters. In addition to key corporate officers such as the CEO and COO, the full-time corporate auditors also participate in Global EXCO and the Executive Operational Committee. In this way, the committees ensure that information about the status of management decisions is shared and that the supervisory role is fulfilled.

Auditing Structure

Bridgestone's auditing structure is based on audits targeting directors' execution of their job responsibilities and internal audits conducted by the Internal Auditing Office as well as internal auditing departments within the divisions and major Group companies.

The corporate auditors conduct internal audits based on policies determined by the Board of Corporate Auditors. Directorial conduct oversight involves a number of auditing activities, including meetings of the Board of Directors and other executive meetings, interviews with directors to ascertain the status of operations, reviews of important business documents, and on-site audits of business offices. Moreover, the corporate auditors meet with the representative board members to exchange information and opinions and hold liaison meetings with the corporate auditors of major Bridgestone subsidiaries in Japan. Bridgestone has established the Corporate Auditor Office with dedicated staff as the organization to support the corporate auditors.

The Internal Auditing Office and internal auditing departments within the Group's divisions and major subsidiaries conduct internal accounting and operational audits. The Internal Auditing Office makes annual audit plans and conducts on-site audits of each function, division and subsidiary. The Internal Auditing Office and the Group's internal auditing departments have conducted audits at Group companies that have instituted organizational changes in line with the provisions of the Act, with the aim of ensuring a more robust internal control system.

Fundamental CSR Activities

Focus Point 1 Securing stable profits as a business

Bridgestone's ideal state for the future

To secure stable revenue and profits for the Company to allow the ongoing development of its businesses while contributing to social and environmental sustainability

Objective

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

Achievements

Primary achievements in fiscal 2014

- Established SBU organization structure and developed a business strategy in line with the Mid-term Management Plan and the "Lean & Strategic" approach

Principal plans for 2015 beyond

- Continue with reforms in accordance with the Mid-term Management Plan, taking into account changes in social conditions and the business environment. At the same time, engage in the cultivation of our global corporate culture—a critical issue, develop human resources capable of global management and maintain our global organizational structure. We will also strive to be "Dan Totsu"—the absolute and clear leader—in all aspects of our business, as we work to become a truly global company and maintain stable profits

Securing Stable Profits as a Corporation

The Bridgestone Group works continuously to secure stable profits and develop its businesses in order to support local communities. Throughout 2014, we continued to strengthen the Group's operating base and implement strategic policies, while abiding by the terms outlined in our Mid-term Management Plan and keeping congruent with our "Lean & Strategic" and "Group Global Optimum" approaches.

As a result, in 2014 the Bridgestone Group's consolidated net sales increased 3% year on year, to ¥3,673.9 billion; operating income rose 9%, to ¥478.0 billion; ordinary income grew 7%, to ¥463.2 billion; and net income expanded 49%, to ¥300.5 billion.

Fundamental CSR Activities

Focus Point 2

Ensuring a thorough understanding of and adherence to compliance

- ❖ [Basic Approach to Compliance](#)
- ❖ [Compliance Structures](#)
- ❖ [Basic Compliance Program](#)
- ❖ [Compliance Training](#)
- ❖ [Compliance Helplines](#)
- ❖ [Compliance Initiatives Involving Imports and Exports](#)

Bridgestone's ideal state for the future

To build a basis for relationships of trust with all stakeholders through responsible business practices, behavior in line with correct values, decision-making in accordance with corporate ethics, and compliance with laws, regulations, and company rules.

Objective

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

Achievements

Primary achievements in fiscal 2014

- Continued senior manager training for directors and general managers and manager training for section managers
- Held Compliance Information Exchange Meetings for Group companies in Japan
- Continued position-specific compliance education at Group companies outside Japan selected to receive support
- Began sharing education tools created by overseas Group companies within the Bridgestone Group

Principal plans for 2015 beyond

- Revise the Compliance Casebook, distribute approximately 40,000 copies to Bridgestone and Group companies in Japan
- Continue senior manager training for directors and general managers and manager training for section managers (approximately 330 employees total)
- Hold Compliance Information Exchange Meetings for Group companies in Japan (approximately 50 employees at 25 companies)
- Continue position-specific compliance education at Group companies outside Japan selected to receive support
- Continue sharing education tools created by overseas Group companies with the Bridgestone Group

Basic Approach to Compliance

The Bridgestone Group believes compliance is a matter of properly satisfying the requirements and expectations of society. We comply with laws, regulations and Company rules, including the Anti-Monopoly Act, the Unfair Competition Prevention Law, the Act on the Protection of Personal Information, and the Act against Unjustifiable Premiums and Misleading Representation; act ethically; and make ethical decisions that implement better business practices. We also are 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 the Chief Compliance Officer (CCO) as the individual with ultimate responsibility for compliance. We also have established a department specializing in compliance and have worked to strengthen and ensure the effectiveness of our compliance 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 Subcommittee to deliberate on policies and other important related issues. This subcommittee regularly reports on the status of compliance activities to the Integrated CSR Enhancement Committee and the Board of Directors.

Support of Compliance Activities for Group Companies in Japan

In the first half of 2014, we conducted meetings at seven Group companies in Japan, during which we reconfirmed the fact that compliance education and training and the establishment of helplines are key areas.

A Compliance Information Exchange Meeting was held in November 2014 to strengthen these key areas. At the meeting, training and education materials were shared, helpline case study trainings were conducted, and support measures for Group companies were explained.

48 compliance staff from 27 Group companies across Japan participated in the meeting. The participants were of the opinion that this was a good opportunity to exchange ideas with other staff and share training and education materials. Bridgestone plans to continue holding Compliance Information Exchange Meetings in the future.



Compliance Information Exchange Meeting

Support on Compliance Activities for Group Companies outside Japan

The Bridgestone Group implements compliance activities globally.

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

For the Group companies outside of Japan that Bridgestone supported, in 2012 we established an education framework, defining the goals, methods, frequency, and other aspects of position-specific training (for managers, administrative and technical employees, and manufacturing employees). Group companies outside of Japan began conducting training based on this framework and in 2014, to date approximately 15,000 people have taken part.

In 2013, Bridgestone provided support in the establishment of a shared helpline for five Group companies in China that manufacture and sell tires. Bridgestone also played a role in advertising the helpline internally during compliance training and through posters and other methods. The helpline received and responded to 23 inquiries in 2014.

Bridgestone is beginning to share compliance education knowledge gained through this support to Group companies in China. In April 2014, compliance education knowledge was shared at a meeting attended by China Group company compliance staff held in cooperation with Chinese companies receiving support.

Going forward, we will continue to support compliance activities and encourage sharing of the expertise gained in compliance education among other Group companies in China and the Asia-Pacific region.

Also, from 2014 Bridgestone began sharing examples of good practices from Group companies in the United States and Europe that manufacture and sell tires with other Group companies in the same regions. For example, in May 2014, compliance staff from eight Group companies in the United States and Mexico gathered for a meeting where best practices of e-learning at U.S. Group companies were introduced and it led other companies that attended the meeting to start the e-learning program.

Bridgestone will continue initiatives aimed at sharing best practices from Group companies with other Group companies in the U.S. and Europe.

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 the Compliance Casebook based upon past incidents and using the casebook in our Group compliance training. In 2014, we also used the casebook during trainings at the Group companies in Japan.

The Compliance Casebook is regularly updated. In 2015, we plan on conducting a review to reflect the latest legal and social conditions.

Workplace Training

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

In 2014, approximately 6,000 people took part in training for administrative and technical employees-nearly all the employees within these categories. In light of the fact that many cases received by the compliance helpline are concerning interpersonal relations in the workplace, we conducted workplace trainings to discuss what each of us can do for better communications in the workplace.

Around 7,000 individuals participated in our workplace training for manufacturing employees. In 2014, the participants discussed using training materials based on cases likely to occur in plants and other manufacturing sites.

In 2015, Bridgestone plans to continue providing workplace training sessions for administrative and technical employees and manufacturing employees.

Manager Training

Bridgestone also is focused on training employees in managerial positions, who are responsible for ensuring compliance throughout the Company's operations.

In 2013, Bridgestone overhauled training for employees in managerial positions, introducing senior manager training for directors and general managers and manager training for section managers. We defined the expected roles to instill and reinforce compliance for directors, general managers, and section managers, and confirmed these expected roles through lectures and hands-on activities. We continued to hold senior manager training and manager training in 2014.

Senior Manager Training

In 2014, Bridgestone conducted senior manager trainings seven times for first-time and second-time participants, and approximately 140 directors and general managers attended. In trainings for the first-time participants, participants took part in role-playing trainings similar to the previous year. Each participant played the role of managers with different views on a certain unethical incident, and debated how to respond to the incident.

In trainings for second-time participants, participants received lectures and had group discussions on creating workplaces with no power harassment. Participants commented that they now understand the decision-making process and expected role of management in preventing harassment.

In 2015, we plan to further inculcate and strengthen compliance with content tailored to the number of times a participant has attended this training in an aim to ensure all participants receive consistent training.

Manager Training

In 2014, Bridgestone conducted manager trainings 10 times, and approximately 190 section managers participated. Through discussions and drills, participants confirmed the knowledge and skills section managers needed to have to foster compliance. In their comments, participants noted that the training made them aware that communication in the workplace is critical for compliance.

We plan to continue this training with new topics and methodologies in 2015.

Compliance Helplines

Bridgestone has created two compliance helplines—one internal and one external—to bring compliance-related issues to light and to respond to issues as quickly as possible. The use of both internal and external helplines 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. To encourage employees to use the helpline, during compliance training we offer helpline contact information, use posters to spread compliance awareness, provide helpline contact information on the corporate intranet and share data about the number and types of cases received.

In 2014, the helplines received 130 cases, of which 53% involved rules employees were expected to comply with in doing their work and 26% had to do with the identification or reporting of problems. Every year, Bridgestone puts up posters to enhance awareness of compliance. In 2014, posters focused on following the rules and recommended employees communicating with work colleagues rather than not sharing potential issues.

Compliance Initiatives Involving Imports and Exports

Bridgestone complies with foreign exchange and foreign trade laws, as well as other customs-related laws and regulations. We are making efforts to enhance our internal management structure to import and export products and materials using the appropriate procedures.

We strive to spread awareness among employees directly involved in import and export operations through e-learning and training incorporating a wealth of case studies. In 2014, we expanded this training to include the participation of directors. We also promote the maintenance and strengthening of our Group-wide import and export compliance structure through the provision of training opportunities to Group companies.

The Import Export Compliance Committee, comprised of representatives from divisions that import and export raw materials and products, meets six times each year in an effort to share the status of the observation of laws, regulations, and rules, information updates, and initiatives from each division. In 2014, we created an Import Export CP Advisor for import and export compliance inquiries in each division in an effort to further increase awareness regarding import and export compliance. Details regarding import and export compliance activities are reported once a year to the CSR Enhancement Committee to promote the sharing of information throughout the Company.

Regarding import and export trouble, in 2014, internal audits were conducted in divisions with a large number of issues, divisions facing actions by customs, and other divisions requiring a special focus on management. In these divisions, initiatives were conducted with the aim of improving respective management structures. Going forward, we will continue to strengthen these structures and support improvements in cooperation with business management divisions at Group companies.

Fundamental CSR Activities

Focus Point 3 Ensuring business continuity

- ✦ [Overview of Risk Management Activities](#)
- ✦ [Activities Under Normal Circumstances](#)
- ✦ [Emergency Responses](#)
- ✦ [Reinforcing Buildings Against Earthquakes](#)
- ✦ [Response to New Types of Influenza and Other Severe Infectious Diseases](#)

Bridgestone's ideal state for the future

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

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

Primary achievements in fiscal 2014

- We promoted risk management activities under normal circumstances and emergency responses
- In terms of activities under normal circumstances, we promoted concurrent group global unified activities and autonomous risk management activities at divisions and SBUs, continued to identify risks Group-wide and appropriately manage important for our group, hold Group Global CRO Meeting, and conduct initiatives aimed at "unacknowledged risks"^{*1}
- In terms of emergency responses, we improved the efficacy of BCPs^{*2} through coordination in the same region, strengthened response capabilities for major natural disasters (earthquakes, typhoons) in global, created a route for timely information in the event of an emergency situation, and promoted improvements to early warning mechanisms

^{*1} Unacknowledged risks: (1) Risks the Group should address that are problematic for society; (2) New risks (changing situations, legal revisions, new types of corruption etc.)
^{*2} BCP: Business Continuity Planning

Principal plans for 2015 beyond

- Continue promoting risk management activities for both activities under normal circumstances and emergency responses
- Develop new courses of action to continue improving autonomous risk management activities for activities under normal circumstances at divisions and SBUs
- Continue global risk management communications through Group Global CRO Meeting
- In terms of emergency responses, expand the area of coordination in the same region, enhance countermeasures aimed at major natural disasters in Japan, including tsunamis, and begin full-scale development of earthquake countermeasures for relevant regions in global

Overview of Risk Management Activities

The Bridgestone Group broadly divides risks into two categories: business strategic risks, which are related to management decision-making, and operational risks, which are related to daily operations. The former is handled through business operations, while the latter is handled by the Chief Risk Officer (CRO), who has overall responsibility for managing risks. In this way, the Bridgestone Group promotes risk management activity initiatives.

Risk management activities promote the identification, prevention, and reduction of risks under normal circumstances, as well as the continuation of business via appropriate responses and the creation of structures enabling the swift resumption of business in emergency situations.

Activities Under Normal Circumstances

The Bridgestone Group promotes the appropriate management of important risks common for the Group, as well as carefully crafted activities that consider the scale and unique characteristics of each business office and subsidiary through Group Global unified activities and autonomous activities at divisions and SBUs.

In terms of unified activities, we began identifying risks at the Bridgestone Group (excluding companies in which Bridgestone has an equity stake of 50% or less) in 2009.

The Risk Management Committee, which reports to the Integrated CSR Enhancement Committee, selects important risks common for the Group from among those identified and promotes unified Group-wide countermeasures. These activities will continue to be conducted in 2015.

At the same time, to promote autonomous activities at divisions and SBUs, a CRO was established in each division and SBU in global to promote detailed risk management activities corresponding to the scale and unique characteristics of each business office and subsidiary under each division or SBU. In terms of guidance for these activities, risk management-related instructions are dispatched to each division and SBU. In 2015, we plan to revise these instructions and promote ongoing improvements to these activities.

Furthermore, since 2013 Group Global CRO Meetings have been held annually attended by CRO of each division and SBU and departments in charge of important risks common among the group.

At this meeting, discussions are held and information is shared with the aim of improving the level of risk management Group-wide.

In 2014, topics included enhancing initiatives for unacknowledged risks, BCP coordination in the same region, major natural disaster initiatives, and the promotion of risk management activities in subsidiaries.

In addition to identifying risks, in 2013 we began gathering information about accidents and incidents at other companies and society as a whole, mapping their applicability to the Bridgestone Group and promoting activities to propose countermeasures to address corresponding "unacknowledged risks" as necessary. In 2014, we recorded new risks from other company case studies and promoted countermeasures.

Emergency Responses

The Bridgestone Group formulates BCPs to address important risks for the countries and regions where it operates with the aim of ensuring a swift initial response to emergencies, as well as business continuity and rapid recovery in the event of disaster.

To improve BCP effectiveness, from 2013 we have been promoting the creation of a structure to more effectively support coordination between subsidiaries in the same region when disaster occurs. In 2015, we plan to expand this to additional regions in an attempt to improve its effectiveness.

While at the same time, in the event an emergency arises at any business offices, we maintain a mechanism for providing the CRO with this information in a timely manner. We are creating a structure to quickly and systematically respond in an emergency situation, which will be rolled out to the entire Bridgestone Group.

Bridgestone and subsidiaries in Japan promote BCP development and drills to prepare for major earthquakes, which are a significant risk in Japan.

Bridgestone has also established a BCP in preparation for a major earthquake in the Tokyo metropolitan area that would affect our head office, technical centers, and many other functions in the area. We created a three head offices framework (consisting of Kyobashi, Kodaira and Yokohama) for emergencies, ensuring backup functions throughout. Emergency countermeasure organization drills are conducted in these three districts annually.

In 2014, we revised the initial response procedures for typhoons occurring in Japan at some business offices. We also deployed earthquake countermeasures at some of our business offices in global.

In 2015, we are working on the full-scale promotion of earthquake countermeasures in all relevant countries and regions at risk as well as tsunami countermeasures in Japan.

Reinforcing Buildings Against Earthquakes

Since the Great Hanshin-Awaji Earthquake of 1995, the Bridgestone Group has been working systematically to earthquake-proof buildings. This is to protect the lives of each of our employees, but we also believe that protecting production facilities and other corporate assets from destruction is the basis of good corporate management. In the interest of business continuity, these initiatives also go toward reducing risk to meet social requirements.

We had completed the earthquake-proofing of high-priority buildings by the end of 2014. Since the Great East Japan Earthquake in 2011, we have again looked carefully into the vulnerability to disaster of building components such as ceilings and pipes. We have put in place our own standards in these regards and are proceeding with earthquake-proofing in a well-planned manner. We are also formulating and proceeding with similar measures at our operations overseas.

Response to New Types of Influenza and Other Severe Infectious Diseases

The Bridgestone Group has formulated BCPs to address the spread of new types of influenza and other severe infectious diseases that are potentially pandemic.

In 2012, response standards forming the basis of BCP at each business office and subsidiary were revised. Implementation items for each epidemic level and stockpile guidelines were formulated for each business office.

During the 2013 outbreak of type H7N9 avian influenza in China, we held weekly meetings to ensure the consistent sharing of information about conditions. We also supported the creation and maintenance of BCPs for all subsidiaries throughout China.

In March 2015, we intend to revise our response standards in light of pandemic phase changes indicated by the World Health Organization, which announces epidemic levels, and in response to the China avian influenza and Ebola hemorrhagic fever. Going forward, we plan on expanding these initiatives to the entire Group to create a structure enabling a unified response to the spread of infectious diseases in all countries.

BCP Drills Simulating a Major Earthquake (Japan)

As one of BCP drills simulating a major earthquake, Bridgestone regularly conducts emergency affairs office drills to provide a Company-wide chain-of-command structure in the event of emergency.

The drills simulate a major earthquake in the Tokyo area and the establishment of emergency affairs offices, part of the three head offices function (consisting of Kyobashi, Kodaira, and Yokohama). This drill was conducted at all three districts in 2014.

The drills incorporate measures such as the use of satellite mobile phones and other practical elements that required participants to act independently.

Since 2013, we have also conducted drills to establish countermeasure organizations in the event of an earthquake at Bridgestone plants and some subsidiaries in Japan.



Emergency affairs office drill in Yokohama



BCP drill at the Seki Plant

Fundamental CSR Activities

Focus Point 4 Communicating with stakeholders

Bridgestone's ideal state for the future

To engage in open and honest communication with stakeholders and bring their input to bear on Company activities

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

Primary achievements in fiscal 2014

- Improved the corporate communications function globally
- Utilized framework to horizontally roll out good communication practices from one region to another

Principal plans for 2015 beyond

- Further improve the corporate communications function globally
- Strengthen structure enabling strategic business unit (SBU) support of Group companies in each region

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 also have 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.

In 2014, we engaged in the creation of a communication framework at each SBU and Group company in an attempt to enhance the Group-wide communications function. Specifically, these activities included the China, Asia, and Oceania PR staff meetings led by the PR Department at Bridgestone Asia Pacific Pte. Ltd. (BSCAP), the China, Asia, and Oceania tire SBU head office, where successful case studies from the Bridgestone head office PR Department were shared and SBU initiatives were introduced. Successful case studies from Group companies were also shared and SBU head office support for Group companies was explained.

In 2015, we will continue strengthening the SBU head office support framework for Group companies in an attempt to further enhance the corporate communications function.

The Bridgestone Group is engaged in a diverse array of communications activities in accordance with the following basic stance on communications:

- Communication with local communities: Developing social activities to build a sound and sustainable society.
Encourage voluntary social participation among employees, contribute to the creation of a safe society
- Communication with customers: Develop products and services based on customer input
- Communication with business partners: Thorough CSR procurement
- Communication with shareholders and other investors: Timely and appropriate information disclosure
- Communication regarding the environment: Contribute to the environment through social activities
- Communication with employees: Pursue meaning and pride in work (employee satisfaction survey)

Town Hall Meeting between CEO, COO, Department Heads, and Employees

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

As part of these initiatives, we regularly organize forums at Bridgestone and Group companies outside of Japan where our CEO, COO, and department heads meet directly with employees, using the "town hall meeting" format. These meetings aim to bridge the gap between employees and senior management, as well as to share senior management's message across the entire Group. Some 114 Town Hall Meetings have been held in 20 countries since the CEO and the COO assumed office in 2012.



Town Hall Meeting between the COO and employees (Japan)



Town Hall Meeting between the CEO and employees (Belgium)

Technical Presentations for the Media

Bridgestone holds various technical events for the media to deepen the understanding of Bridgestone technologies among a wide range of stakeholders.

These events consist of technical presentations as well as technical trials, research facility tours, and other elements focused on enhancing ease of understanding and communication.

In 2014, we engaged in communications touching on a wide variety of areas, including tire technology "ologic," new natural rubber material "guayule," and even a summary explanation of the entire diversified products business.

We believe the proactive dissemination of information to the media facilitates a deeper understanding of Bridgestone among a majority of stakeholders.



Technical presentation held at the Technical Center in Kodaira, Tokyo

Dialogue with Local Communities

Bridgestone conducts community dialogues to elicit opinions and suggestions from members of local communities about its business activities and to foster a deeper understanding of future directions and issues. These communications are aimed at building up the levels of trust and empathy with the Company.

In December 2014, Bridgestone held these dialogues at the Amagi Plant. Representatives of government bodies and nearby companies, municipalities, and school principals attended the event.



Amagi Plant community dialogue

CSR through Business Activities

With Customers

Focus Point 5

Providing attractive, high-quality products and services

- ❖ [Basic Approach to Quality Management](#) ❖ [Group Global Quality Management Self-Assessment](#)
- ❖ [Developing and Enhancing Structures for Pursuing Quality Activities](#) ❖ [Initiatives Designed to Increase Customer Satisfaction](#)
- ❖ [Product Development Initiatives](#) ❖ [Quality Activities in the Diversified Products Business](#)
- ❖ [Human Resource Development in Support of Quality Activities](#)

Bridgestone's ideal state for the future

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 always adopting the customer's perspective and society's perspective throughout the Group

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

Primary achievements in fiscal 2014

- Strengthened cooperation between GMP-SBUs based on the Group Global CQO*¹ organization
- Continued to utilize VOC*² management system and established an in-house information sharing system to provide departments with daily customer feedback
- Improved the quality management-oriented constitution of the Bridgestone Group and the entire supply chain through the Group Global Quality Management Self-Assessment
- Continued quality activities that have been shaped by a common, global direction across the Bridgestone Group
- Continued to develop the Quality Assurance System designed to minimize major quality risks
- Continued and expanded quality improvement activities for sales and services outside Japan
- Continued operating a Global Quality Assurance System for fuel-efficient tires that use the grading system
- Conducted Group Global Quality Human Resource Training Program

*1 Chief Quality Officer

*2 Voice of Customer

Principal plans for 2015 beyond

- Continue strengthening cooperation between GMP-SBUs based on the Group Global CQO organization
- Improve awareness of customer perspective through utilization of VOC management system and an in-house information sharing system to provide departments with daily customer feedback
- Improve the quality management-oriented constitution of the Bridgestone Group and the entire supply chain through the Group Global Quality Management Self-Assessment
- Deploy and penetrate the "Quality Mission Statement" representing the essence of quality activities in a group global basis
- Continue to develop the Quality Assurance System designed to minimize major quality risks
- Continue and expand quality improvement activities for sales and services outside of Japan
- Continue operating a Global Quality Assurance System for fuel-efficient tires that use the grading system
- Continue the Group Global Quality Human Resource Training Program

Basic Approach to Quality Management

The Bridgestone Group is committed to implementing quality activities with the philosophy to "strive to build in ever higher levels of quality by always 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, global meetings are held twice each year. Quality activity information is shared among SBUs, and discussions are held to address individual issues. We strive to embrace a "customer-first" philosophy in all operations, strengthen quality-oriented management constitutions, minimize quality risk, and advance brand value, in accordance with the Group Global Quality Management Guidelines.

In 2015, a "Quality Mission Statement" representing the essence of quality activities was announced to the entire Bridgestone Group to inculcate in all employees the idea of placing a priority on quality from the customers and society's perspectives. We will start to instill the idea of Quality Mission Statement in employees so it can be incorporated into the daily work of each employee.

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



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 relationships with stakeholders; (3) conditions of quality management activities and its development; (4) human resource development; and (5) overall results of quality management activities.

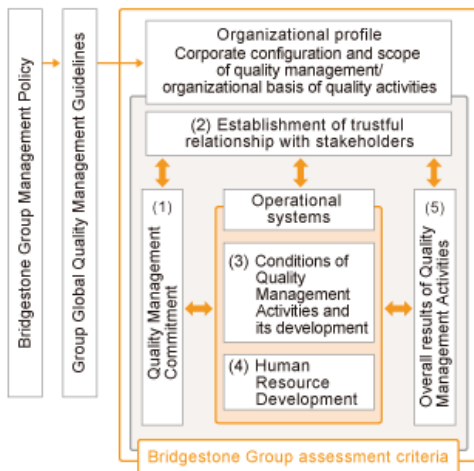
We are re-energizing our improvement activities based on information obtained from the Group Global Quality Management Self-Assessment in order to improve assessment results. In 2013, we expanded the scope beyond production sites of the Group companies to include non-production sites such as sales and service entities.

We also referred to the opinions of the sites actually assessed in revising the assessment's questions to make them easier to understand, thereby making the assessment itself more effective.

Continuing from 2014, in 2015 we plan to strengthen support from the GMP* and deployment of best practices, and to proceed with Establishment and Enhancement of Quality Management Foundation & Structures.

* Global Management Platform (GMP): A platform that offers support and services to SBUs as part of its global coordination and management functions.

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, are engaged in quality activities.

Additionally, we built the Group Global CQO Organization comprising GMP-CQO^{*1} and each SBU^{*2} appointed by the respective SBUs to enhance our global quality governance structure. Each CQO shares Group quality policies in the respective region and works to respond quickly and appropriately to quality issues in their territory.

In 2014, the Group Global CQO Organization was the basis for information sharing and discussions of important and individual matters, in an attempt to establish regular communication with key persons leading quality activities in each SBU and Group company. In 2015, we will continue these activities to improve these communication links.

*1 Chief Quality Officer

*2 Strategic business unit (SBU): An operational department or worksite that conducts business activities

Group Global CQO Organization



* The China, Asia, and Oceania tire business will become an SBU effective July 1, 2014.

Initiatives Designed to Increase Customer Satisfaction

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

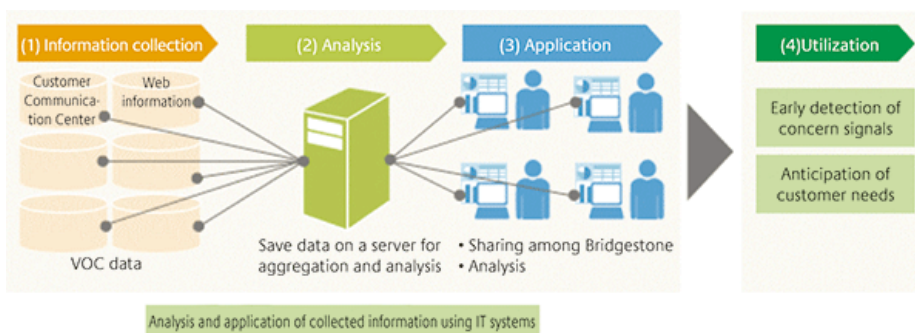
In the tire business, we collect the opinions of product users posted online as well as opinions from potential customers using the Customer Communication Center information monitoring system. We also use the VOC Management System to facilitate the early detection of problems by synthesizing information collected by frontline service representatives with information from the Customer Communication Center, which is linked to the provision of high-quality and attractive products and services.

The VOC Management System has been used effectively since 2012, and we have gradually expanded the scope of information compiled in the system from the Customer Communication Center and online sources available for browsing by departments via our in-house portal.

In 2014, we revamped this system so that customer expectations and changes in attitude could be ascertained more quickly by relevant departments.

In 2015, we plan to use this system to share customer opinions with all employees and rapidly incorporate them into awareness activities and training.

VOC Management System



Product Development Initiatives

Development Quality Assurance Activities Flow

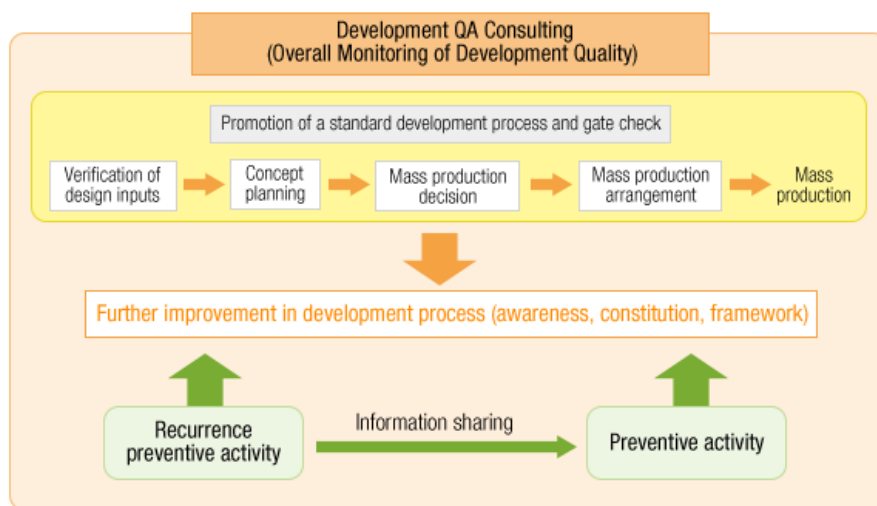
To prevent quality issues arising in the development process, the Bridgestone Group standardizes development processes at all development centers and is engaged in improving development quality by strengthening various process check systems.

In 2011, we launched development QA* consulting with the aim of identifying and improving potential issues in all development processes at each development center. In 2013, we completed the creation of development standardization processes in all product development groups to address issues identified during consulting. We further expanded development process standardization activities by launching initiatives aimed at manufacturing technologies and materials development and completed manufacturing technology process standardization in 2014. In 2015, we plan to continue initiatives focused on materials development and to expand to overseas development.

Going forward, we will work with overseas development departments to create a global development QA consulting system.

* QA: Quality Assurance

Development quality assurance activities process



Raw Material and Product Outsourcing Initiatives

As the Bridgestone Group develops business on a global scale, we work with a wide range of suppliers to procure raw materials for tires and outsourced items. With the cooperation of a diverse array of suppliers, we have established a Group-wide approval criteria related to raw materials and outsourced items to ensure high quality.

Even after we begin working with suppliers, we continuously monitor the quality of goods received, conduct supplier audits, and constantly confirm suppliers are maintaining their quality assurance structures and the products supplied always fulfill Bridgestone's quality requirements.

In 2014, we enhanced our receiving inspections of raw materials to further ensure the stable quality of raw materials purchased by Bridgestone. We also deployed the raw materials-related data monitoring system introduced in 2013 to worksites in Asia and China as part of our ongoing efforts to improve quality.

In terms of outsourced products, we strengthened the cooperation between GMP and each SBU, and are engaged in raising the level of global quality assurance.

Tire Business Manufacturing Activity Initiatives

In response to the diverse and higher-level needs of car manufacturers and those of customers on trade tires, the Bridgestone Group is making an effort to improve quality in each manufacturing process to continue providing safe and highest-quality products.

Bridgestone promotes the "visualization" of potential quality risks* at tire production plants and continues quality risk reduction activities. In 2014, we incorporated the addition of essential quality improvement items for actual risks on a global basis, which were reflected in the mid-term planning in each business. Going forward, we aim to further improve product quality on a global basis.

* Underlying quality risks: Using the Failure Mode and Effect Analysis (FMEA) quality assurance method, points are assessed based on the risk of error at each step of the manufacturing process; potential quality risks are those with a particularly high number of potential error points.

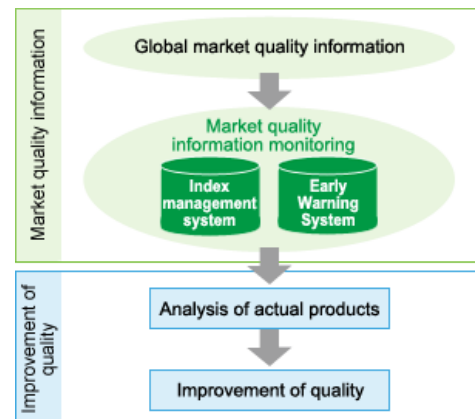
Market Initiatives

The Bridgestone Group collects and analyzes tire concern data in Japan and overseas. As our tires are driven on roads all over the world, the information collected and tire analysis results are promptly shared to related departments and used to improve tire quality. When necessary, the actual tire is collected for a detailed analysis, which is useful for early-stage quality improvements.

For example, in cases regarding passenger car tire wear, information is obtained through meetings held with distributors, the actual tire is analyzed, used tires are inspected, and actual markets are visited to proactively collect information. All this information is integrated, analyzed, and used to improve quality levels and increase customer satisfaction.

Going forward, we will promote the further development of market information analysis methods to provide products that customers can continue to use with peace of mind.

Utilization of market quality information



Sales and Service Initiatives

The Bridgestone Group is working to make improvements in sales and service for even better quality across the entire supply chain.

Up to now, we have established the "standard model" based on improvements at all sales locations including wholesalers, capital goods businesses, and retailers. We have also applied the standard model in Thailand with customizing it to meet market needs.

In 2013, we launched improvement activities focused on the Chinese chain management business model structure, and from 2015 we will strategically promote them with an accurate grasp of the current status of global improvement activities.

Quality Activities in the Diversified Products Business

The Bridgestone Group's diversified products business handles products other than tires such as automotive parts, industrial materials, chemicals, infrastructure goods, highly functional film, bicycles, sporting goods, and other non-tire items. Some of these products, such as seismic isolation rubber, were used in the renovation of Tokyo Station in 2012. Quality activities within the Diversified Products business, which contains a wide range of products, include the launch of Diversified Products Business quality assurance in 2008, since which time the Bridgestone Group has continued to engage in expanding and enhancing quality assurance activities.

Among these efforts, since 2012 we have formulated Quality Verification Guidelines to check and improve quality of all products handled by the Diversified Products business, and created a system promoting quality improvements from the perspective of customers and society. In 2014, we implemented a Quality Verification targeting chemical products and Bridgestone Cycle products. Moreover, each year we hold a Diversified Products business Group QA meeting, which in 2014 announced and discussed improvement case studies on the shared Group themes of "Updating operational standard in the manufacturing process" and "Change control in manufacturing."

Going forward, we will attempt to further enhance VOC/VOS utilization to provide products and services with attractive quality.

Human Resource Development in Support of Quality Activities

Passing On Manufacturing Technology Traditions

Bridgestone places great importance on the passing down of quality mind and know-how by the baby-boomers, who have supported our quality efforts up to now, to the younger generation.

The Quality Human Resources Development Unit that was newly established in 2012 reconstructed the Human Resource training system, and is driving quality training throughout the entire Bridgestone Group. In 2013, we introduced a QA instructor system at China, Asia, and Oceania tire SBU. We defined necessary quality capability requirements and created training materials reflecting them. These activities have also begun deployment in Thailand. In 2014, we certified Thai national staff members as QA instructor for the first time after completion of a year-long training program. In 2015, we plan to expand certification systematically throughout the Asia region. Quality training will be led by QA instructors (national staff) at each worksite in an attempt to continue raising the level of quality activities.

Going forward, we aim to develop human resources who can ensure even higher levels of quality and support products and services that can be used with safety and peace of mind throughout the Bridgestone Group.

Global TQM Conference

Since 2010, the Bridgestone Group has held a Global Total Quality Management (TQM) Conference each year attended by Bridgestone and Group companies.

At the Global TQM Conference, the best examples of quality improvement activities, which were selected by each SBU, are shared with the entire Bridgestone Group with the aim of improving quality awareness and raising the level of improvement activities through mutual study. Case studies from manufacturing departments as well as sales and service departments are shared and help to increase awareness of improvements in the entire Bridgestone Group.

In 2012, the conference was held in Japan for the third time, but from 2013 it has been held overseas every other year; the 2013 conference was held in the United States (Nashville, Tennessee), while the 2014 conference was held in Tokyo at the Kodaira Global Manufacturing Education Center (G-MEC). In 2015, the conference is scheduled to be held in Thailand in an attempt to invigorate quality improvement activities on a global basis.

Going forward, we will continue to hold this conference and promote quality awareness and improvement activities throughout the Bridgestone Group.



CSR through Business Activities

With Customers

Focus Point 6

Technological innovations that generate new value

- ❖ [Providing Valuable Products and Services](#)
- ❖ [The Bridgestone Group's Technological Development Structures](#)
- ❖ [Tire Business Initiatives](#)
- ❖ [Diversified Products Business Initiatives](#)
- ❖ [Enhancing Production Technologies to Enable Further Technical Innovations](#)
- ❖ [Boosting Development Capabilities through Utilization of Diverse Human Resources](#)
- ❖ [Creating Products and Services That are Pleasant for People to Use](#)

Bridgestone's ideal state for the future

Provide new value to society, based on technological innovation, in a way that brings happiness to our customers through the use of products and services that address the challenges faced by society

Objective

• To realize new technologies that enable us to supply valuable products and services for markets and customers

Achievements

Primary achievements in fiscal 2014

- Launched "BLIZZAK NV ologic" studless tire equipped with our new "ologic™" technology, which achieves a higher degree of fuel efficiency and grip performance by narrowing the width and increasing the diameter of the tire
- Released "DriveGuard" commercial tire with run-flat technology in North American markets
- Launched "ECOPIA W906" fuel-efficient studless tire* for buses

* Refers to tires with superior fuel performance among those products that meet Bridgestone's Criteria for Eco Products (environmentally friendly products)

Principal plans for 2015 beyond

- Drive research and development (R&D) globally to aid in the commercialization of new technologies
- Enhance production technologies for further technological innovation
- Develop human resources for global R&D

Providing Valuable Products and Services

The Bridgestone Group continuously promotes R&D of new technologies to provide valuable products and services to our customers in a timely manner. We also continue to enhance the foundation of our R&D activities by developing technology that allow us to manufacture products applying brand new tire structures and materials, and through human resources development.

All our technologies are and will be shared globally among the Group to create new value.

The Bridgestone Group's Technological Development Structures

The Bridgestone Group promotes technological development, utilizing the strengths of internal manufacturing sites located upstream of our supply chain and global R&D sites. We enhance R&D activities to realize "technology innovation" by integrating our material technologies, products, and services, and to generate "business model innovation" which offer customer based business solutions by combination beyond the scope of each our business domain. Technical centers for tire products are located in Japan (Tokyo), the United States (Akron, Ohio), Italy (Rome), China (Wuxi), and Thailand (Bangkok) to develop technologies that meet customer needs, by understanding the requirements and characteristics of markets worldwide. Each technical center forms partnerships with local universities and businesses to advance technological development.

At the technical center for chemical and industrial products, which is located within the Bridgestone Yokohama Plant (Japan), we strive to enhance the Company's ability to meet market needs and accelerate product development.

Our Tire Development Division specializes in various technologies such as rubber formulation and processing, computer simulation, and other analytical technologies. Urethane, film, and adhesive technologies for rubber and metal are managed by our Chemical and Industrial Product Development Division. These technologies are shared among departments to drive technological development.

Tire Business Initiatives

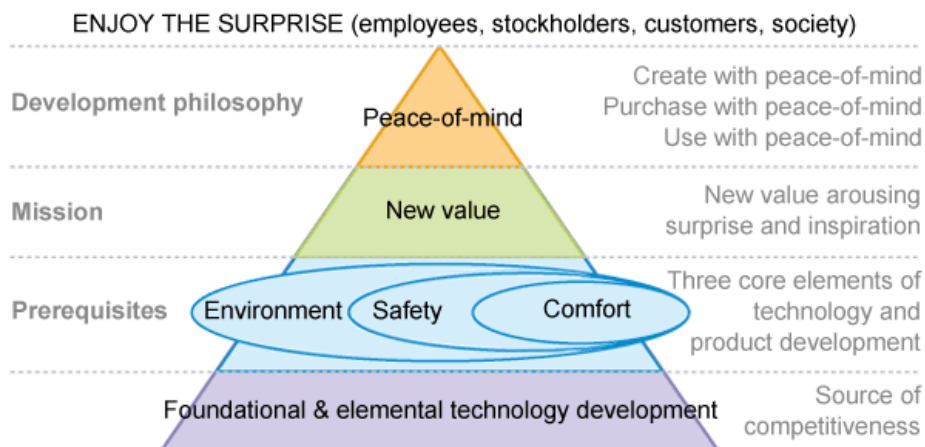
Basic Approach to Tire Development and Design

Bridgestone's philosophy of tire development is to ensure peace of mind in all aspects of the creation, purchase, and use of its tire products.

To achieve this peace of mind, we identify safety as one of the three central elements of development and design, alongside environmental friendliness and comfort. By attaining a high degree of harmony among these elements, we will generate new value that elicits surprise and spurs inspiration.

Bridgestone's Tire Development Division will fulfill its mission of contributing to the development of a motorized society through its business by embodying this development philosophy.

Overview of development



Expanding Our Lineup of Run-Flat Technology (RFT) Tires

RFT tires*1 can function at specified speeds over a certain distance even when air pressure has been lost. Even with a flat tire, the vehicle can be driven away from highways and other dangerous areas to where the tire can be replaced under safe condition. These tires also cut down on vehicle weight by eliminating the need to carry a spare tire. Furthermore, the saved space leaves room for the large batteries essential for electric and hybrid vehicles, as well as the catalysts required for vehicles with next-generation diesel engines.

In addition to RFT tires as the original equipped tires on new vehicles, Bridgestone commenced sale of its "Potenza S001 RFT" series in July 2011 as replacement tire.



POTENZA S001 RFT

Moreover, in May 2014 we launched our "DriveGuard" RFT tires*2 in all 32 sizes for North American markets as replacement tires. We believe this launch will accelerate the global diffusion of RFT tires and contribute greatly to a more mobile society.

*1 Refers to tires that can be driven at specified speeds over a certain distance even when air pressure has been lost. In vehicle tests, or in indoor drum tests based on ISO standards, these tires can travel for 80km at a speed of 80km/h.

· Vehicle tests are tests in which actual vehicles are driven over a prescribed outdoor course.

· Indoor drum tests are tests in which a single tire is subjected to a load prescribed by ISO standards inside a 2m-diameter rotating metal drum, thereby replicating actual traveling conditions using indoor testing equipment.

*2 Refers to run-flat technology tires that meet ISO standards. The ISO standard prescribes that the tires can be driven for 80km at a speed of 80km/h under indoor drum test conditions with air pressure at 0kPa.

Please refer to [the Bridgestone website](#) for more details on run-flat technology tires and run-flat tires.

▶ [BSA website News release April 7, 2014](#)

▶ [BSA website News release May 6, 2014](#)

Launch of "ECOPIA W906" Fuel-Efficient Studless Tire for Buses (Japan)

In September 2014, Bridgestone launched "ECOPIA W906" fuel-efficient studless tire*1 for buses. Normally, reducing the rolling resistance of studless tires tends to require sacrificing tire lifespan or performance on snow and ice. However, by employing a fuel-efficient foam rubber designed for snow and ice, we have successfully retained each of these competing performance characteristics at a high level.

Rolling resistance, which relates to improvements in fuel efficiency, has been reduced by 14%*2 compared to conventional models, while maintaining superior snow and ice performance and long lifespan.

*1 Refers to tires with superior fuel performance among those products that meet the Company's Criteria for Eco Products (environmentally friendly products).

*2 Measured using Bridgestone's indoor drum test device.

<Test conditions>

Tire size: 12R22.5 16PR (comparison of "ECOPIA W906" with conventional "W905")

Rim: 22.5 x 8.25; Air pressure: 800kPa; Load: 27.1kN; Speed: 60km/h

The rolling resistance coefficient (RRC) results were 7.1 x 10⁻³ for "ECOPIA W906", and 8.3 x 10⁻³ for "W905".

The percentage decrease in tire rolling resistance differs from percentage improvements in actual vehicle fuel efficiency.

More detailed data on the test results have been reported to the Japan Tire Fair Trade Commission (JTFC).

Note that the test results are simply laboratory figures and will vary depending on how the vehicle is driven.

ECOPIA W906 fuel-efficient studless tire for buses

▶ [News release \(July 16, 2014\) \(Only in Japanese\)](#)



ECOPIA W906

Launch of ECOPIA EX20 Series of Fuel-Efficient Tires for Each Vehicle Type (Japan)

Since March 2014, Bridgestone has progressively launched products in its ECOPIA EX20 series of fuel-efficient tires tailored to specific vehicle types. The series employs a new compound that achieves high levels of fuel efficiency, wet-grip performance, and abrasion resistance thanks to Bridgestone's proprietary "NanoPro-Tech"*1 material technology. Combining this compound with a new tread pattern that optimizes block stiffness in the tread and drainage performance, which was designed using our new "ULTIMAT EYE"*2 tire development technology, enables the grip capabilities of the new compound to be utilized to their fullest.

Separate specialized designs are employed for sedans and coupes, kei cars and compact cars, tall wagons, and minivans, in consideration of the characteristics and usage patterns of each vehicle.

*1 One of the Company's core technologies, covering a range of techniques that elicit the required properties from materials by controlling their fine structure through molecular structure design or other methods.

*2 A Bridgestone proprietary technology (patent pending) for implementing optimal tire design by combining cutting-edge simulation technology with techniques to measure and visualize the distribution of contact force on the tread pattern.

▶ [ECOPIA EX20 series of fuel-efficient tires News release \(January 9, 2014\) \(Only in Japanese\)](#)

▶ [ECOPIA EX20 series of fuel-efficient tires News release \(June 11, 2014\) \(Only in Japanese\)](#)



ECOPIA EX20

New "ologic" Technology Achieves High Fuel Efficiency and Grip Performance

Bridgestone's proprietary new "ologic" technology realizes both reduced rolling resistance and enhanced wet grip performance by narrowing the width and increasing the diameter of the tire size to an unprecedented degree while raising the internal pressure of the tire.

This technology is incorporated into the "ECOPIA EP500 ologic," which is the original equipped tire for the BMW i3, a revolutionary electric vehicle developed by the BMW Group. The technology has earned accolades inside and outside Japan, such as the BMW Supplier Innovation Award 2014, which is granted by the BMW Group every year to suppliers it deems innovative; the Tire Technology of the Year 2014 selected by Tire Technology International, an industry magazine published by England's UKIP Media & Events; and the 2014 Environment Minister's Award for Global Warming Prevention Activity, conferred by the Ministry of the Environment of Japan. Bridgestone has also released the "BLIZZAK NV ologic," which is a studless tire that employs ologic technology. By removing the water film on ice that causes slippage, through a combination of ologic and the Company's proprietary foam rubber technology, the tire solidly hugs icy road surfaces to ensure strong grip performance on ice.

▶ ["BLIZZAK NV ologic" News release \(April 4, 2014\) \(Only in Japanese\)](#)



BLIZZAK NV ologic

Diversified Products Business Initiatives

Bridgestone has leveraged innovative technologies to develop new products such as the following.

Seismic isolation bearings protect precious life and property

Earthquake countermeasures in buildings are roughly divided into three categories: seismic isolation system - vibration-controlled system, and conventional fixed-base system. Among these, seismic isolation system involves installing seismic isolation bearings between the ground and the building. Since the structure inhibits the direct transmission of the earthquake's shaking to the building, this method can reduce damage caused by indoor shaking, fallen furniture, and other hazards.

Bridgestone commenced sales of high-quality, high-performance seismic isolation bearings in 1984, applying the three core technologies it had cultivated in its tire manufacturing business: materials technologies, design technologies, and production technologies. Since then, the Company has developed and supplied seismic isolation bearings as an industry pioneer, supplying these products from condominiums and high-rise buildings to low- to mid-rise buildings and single-family houses. Some 352 seismic isolation bearings made by Bridgestone were used in the East Japan Railway Company's Preservation and Restoration of Tokyo Station Marunouchi Building construction project, which was completed in October 2012.

The East Japan Railway Tokyo Station Marunouchi Building preservation and restoration work that was completed in October 2012, employed 352 of our seismic isolation bearings.

In May 2013, the Company launched the high-damping rubber series "X0.4R" and expanded the selection of sizes for granular-polymer rubber bearing (eRB).

The "X0.4R" is designed specifically for low- to mid-rise buildings (about five to 10 stories), where it can reduce the shaking of a building during an earthquake. The material also increases the accuracy of earthquake simulations during building design by enhancing the seismic isolation bearings so that they sway in a stable manner during each instance of shaking due to repeated earthquakes.

As an environmentally friendly product, the major expansion of the eRB lineup from 14 to 70 sizes has contributed to greater freedom in design.

In a joint effort with Union System Inc., which provides software packages to perform the structural calculation required for architectural design, we have developed software to support seismic isolation design. The software succeeds in dramatically reducing designers' data entry errors and workload by avoiding the conventional need to enter massive quantities of data by hand. We believe this software can contribute to the popularization of seismic isolation structure by making it easy even for designers who are undertaking seismic isolation structure design for the first time to consider the layout of seismic isolation materials.

In terms of seismic isolation bearings for construction, the Company developed jumbo 1,800mm-diameter seismic isolation bearings that are the largest in Japan* and released them in January 2015. Conventional seismic isolation bearings, which have a maximum diameter of 1,600 mm, had the drawback that they were difficult to use in the design of skyscrapers of more than 40 stories. By succeeding in further increasing the product size, we have enabled greater flexibility in design when employing seismic isolation bearings for skyscrapers.

* Researched by the Company, regarding round seismic isolation bearings (as of December 16, 2014)

"Assista Uni Premier", a simple motor-assisted bicycle, even the elderly can ride easily (Japan)

In October 2014, Bridgestone Cycle Co., Ltd. launched the "Assista Uni Premier" as a simple motor-assisted bicycle that even the elderly can ride easily.

With the aging society in the domestic market, providing products that accurately address the needs of senior adults in Japan has become a major challenge for businesses.

In developing such products, a survey on motor-assisted bicycle usage among people aged 65 to 75 was conducted. The survey revealed that some senior adults avoid motor-assisted bicycles because they consider them "heavy, scary, and complicated," even though they experience difficulties when riding normal bicycles due to weakened leg muscles.

In response to such survey results, Bridgestone Cycle designed a motor-assisted bicycle around the concept that it should be easy to ride, easy to use, and all-around simple. Specifically, the design goals were lighter weight, a lower floor, and simplicity. Bridgestone Cycle achieved a weight of 22.1kg, which is similar to normal bicycle,^{*1} enabling even those who are not confident in their physical strength to handle the bicycle comfortably. The frame employs small-diameter tires and a low-floor design that lets people 138.5cm and over straddle the bicycle with both feet on the ground^{*2} to ensure safety even during sudden stops. The motor-assistance switches that senior adults found complicated had their functionality simplified and buttons enlarged, resulting in a simpler and more user-friendly design. The design is also chic, with elegant coloring that does not suggest that this is a bicycle for senior citizens. "Assista Uni Premier" is a simple motor-assisted bicycle that incorporates the values and needs of senior adults.

*1 Comparison of the "Assista Uni Premier" 20-inch model with the "Jobno" 27-inch model, both sold by Bridgestone Cycle

*2 Applicable to the 20-inch tire size model



"Assista Uni Premier" motor-assisted bicycle

BWX Children's Play Bike to Awaken a Playful Spirit, Transforming Bicycles from a Means of Transport to a Means of Play (Japan)

Bridgestone Cycle Co., Ltd. launched its "BWX" children's play bike in September 2014 with a desire to transform bicycles from a means of transport to a means of play.

With the aspiration to have children ride bicycles not merely as a way to get around but as a fantastic tool for play, Bridgestone Cycle equipped the "BWX" with light octagon aluminum frames and 2.4-inch fat tires under the theme "Play with your bike!" The bicycle delivers an enjoyable riding experience and an ability to ride through terrain that children's bicycles have not had before, supporting the foundation of play.

In terms of design, the BWX sports a "wild and tough" image to stimulate children's playful spirit. In addition, the headlight is a detachable grenade light that doubles as a lantern for outdoor fun. Kids can be with their favorite bike, the BWX, all the time whether they are riding it or not. This fun-to-ride children's play bike makes every day into an adventure and makes riding exciting.

The name "BWX" derives from "Big Bro" + "roX" (short for "rocks," symbolizing hardness, coolness, and rocking motion). The "W" serves to double the B and combines with the "X" to form "BWX."



BWX children's play bike

Enhancing Production Technologies to Enable Further Technical Innovations

Production technologies form an important cornerstone in providing valuable products and services to society.

Embracing its mission of "Serving Society with Superior Quality," the Bridgestone Group collaborates across departments with a unified goal of advancing technical development toward stronger quality-oriented management structures in its global plants. At the same time, the Group engages in development activities toward the commercialization of new technologies, such as fuel-efficient tires that achieve a high degree of fuel economy and grip performance, among its other production technology development.

▶ [Link: "Environmental initiatives" Product and service initiatives](#)

Boosting Development Capabilities through Utilization of Diverse Human Resources

The Bridgestone Group maintains technical centers worldwide and leverages the worldviews, lifestyles, and other unique aspects of employees who work at these centers in a concerted Groupwide effort to promote the development of products that will satisfy our customers around the world.

Through systems to send personnel overseas and training among technical centers, the Group nurtures the talent of engineering who will play an important role on a global scale. Joint development between technical centers has also resulted in the global development and production of ologic, DriveGuard, and other groundbreaking products and technologies.

Through these global activities, we share a common "Bridgestone manufacturing DNA" that transcends regions and language barriers. We will continue promoting the development of a corporate culture within the Group that enables fruition of the ideas and technologies of a diverse range of engineers around the world.

Creating Products and Services That are Pleasant for People to Use

The Bridgestone Group strives to make products and services that are pleasant for people to use. This endeavor involves measuring, analyzing, and quantifying human body dimensions, physical movements, physiological phenomena, sensibilities, behavior, and other human-oriented factors to make it visibly apparent what customers want and need, and then parlaying those findings into the development of products and services.

For example, the "bikke" series of bicycles sold by Bridgestone Cycle Co., Ltd. enables users to enjoy coordinated design between parents and children, and allows for a single bicycle to be ridden over many years through various life stages, such as personal use, carrying children, and sharing with spouses and siblings, through replacement purchases of coordinating parts. This approach to development was recognized at the 8th Kids Design Award put on by the Kids Design Association, where the bikke series received an award in the individual/family category. This marked the third straight year that the awards honored Bridgestone Cycle.

Also, in response to comments that it was hard to see where the size was displayed on tires, since January 2012 Bridgestone has been selling tire products with the word "SIZE" clearly displayed on the side, employing a "universal design" font with highly visible text. This font has not only been adopted for the Japanese market, it is also being expanded to other regions in Asia and is used on the ECOPIA EP200 series.

This universal design font is being applied increasingly broadly, such as in shop displays at Taiyakan tire dealers (Japan) to make the displays more readable.

▶ [Eighth Kids Design Award \(Only in Japanese\)](#) 



ECOPIA EP200

Exhibiting at the Earthquake Technology Expo (Japan)

Bridgestone exhibited at the 18th Earthquake Technology Expo in February 2014. There are three methods used for earthquake countermeasures in buildings: seismic isolation system, conventional fixed-base system, vibration-controlled system. Of these, Bridgestone maintains a wide selection of the seismic isolation bearings used in seismically isolated structures that are highly safe for the people and property inside the building, and for the building itself. The Company presented the effects and mechanisms behind this technology at the expo in a way that visitors could easily grasp.

To help visitors gain a deeper understanding of the benefits of seismic isolation system, the Company created a seismic isolation simulation vehicle that can recreate the shaking in both seismic isolation system and a conventional fixed-base system condominium. Bridgestone was the first manufacturer of seismic isolation bearings to introduce a seismic isolation simulation vehicle,* and after the expo the vehicle was taken around the country to demonstrate to more people the safety of seismic isolation system.

We at Bridgestone strive to contribute to more of the global population's safety and security through our continued proactive efforts to spread the adoption of seismic isolation bearings that protect buildings, property, and human life.

* Bridgestone introduced the seismic isolation simulation vehicle as a manufacturer of seismic isolation bearings for the first time at a member company of the Japan Society of Seismic Isolation (JSSI).

Accolades at Good Design Award 2014 (Japan)

In October 2014, Bridgestone and Bridgestone Cycle Co., Ltd. received the Good Design Award for several products at Good Design Award 2014, held by the Japan Institute of Design Promotion.

Bridgestone received a 2014 Good Design Award for its ECOPIA EX20 series of fuel-efficient tires tailored to specific vehicle types, launched in March 2014, which provides customers with superior wet-grip performance and a long lifespan. Using Bridgestone's proprietary NanoPro-Tech material technology, the ECOPIA EX20 series incorporates a new compound that successfully maintains a high degree of the mutually competing properties of fuel efficiency, wet-grip performance, and abrasion resistance (the ability of the rubber to resist wearing away).

Bridgestone Cycle received a Good Design Award for each of four products: the "BWX" children's play bike, which awakens their playful spirit to transform bicycles from a means of transport to a means of play; the "SCHLEIN" speed-cross bike for elementary school-aged children; the "HELMZ SSSD" speed cruiser born out of road racing; and the Front Child Seat for "bikke2-HYDEE.II," which pursues a design based on a Northern European interior motif.

Since receiving its first Good Design Award in 1966, Bridgestone Cycle has been granted a total of 116 of the awards, making it the No. 1 total award recipient in history among bicycle manufacturers.* What is more, in 1998 the company became the first bicycle manufacturer to receive the Good Design Grand Award. The history of Bridgestone Cycle's Good Design Award recognition is posted in a special feature on the Bridgestone Cycle website, called "Good Design History."

* According to the Japan Institute of Design Promotion; includes rewards for bicycles and related products

▶ [External link to special feature: Good Design History \(Only in Japanese\)](#)



"BWX" children's play bike



"SCHLEIN" speed-cross bike for elementary school-aged children



"HELMZ SSSD" speed cruiser, born out of road racing

CSR through Business Activities

With Customers

Focus Point 7

Development of products and services based on customer's voice

- ❖ [Developing Systems to Use VOC in Product and Service Development throughout the Group](#)
- ❖ [Examples of VOC Used to Improve Bridgestone Products and Services](#)
- ❖ [Tire Labeling System Initiatives](#)

Bridgestone's ideal state for the future

To continuously assess whether the value we provide measures up to customer expectations through dialogue with our customers and to apply those research findings to improve our products and services

Objective

• To develop a system for collecting and analyzing various voice of customers (VOC) 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

Primary achievements in fiscal 2014

- Shared VOC at global conferences of the Group and further strengthened initiatives linking this to efficient product development
- Regularly collected VOC at distributor and other locations; created a mechanism to reflect this information in next-generation product development
- Updated database for internal sharing and browsing of VOC collected at customer contact points, distributors and sales companies
- Launched operations of VOC database system, named "VOCS" based on suggestions by Group employees

Principal plans for 2015 beyond

- Build mechanisms globally for developing a database for VOC data, then swiftly apply that data to quality improvements, product planning, and other corporate activities
- Enhance VOC awareness activities to further promote use of updated VOC database system

Developing Systems to Use VOC in Product and Service Development throughout the Group

The Bridgestone Group is building a system to collect a variety of VOC from around the world, including evaluations from customers through customer feedback, POP data, market surveys, and outside research agencies, which will be collated by business field and product group and then shared throughout the Group.

Tire Business Initiatives

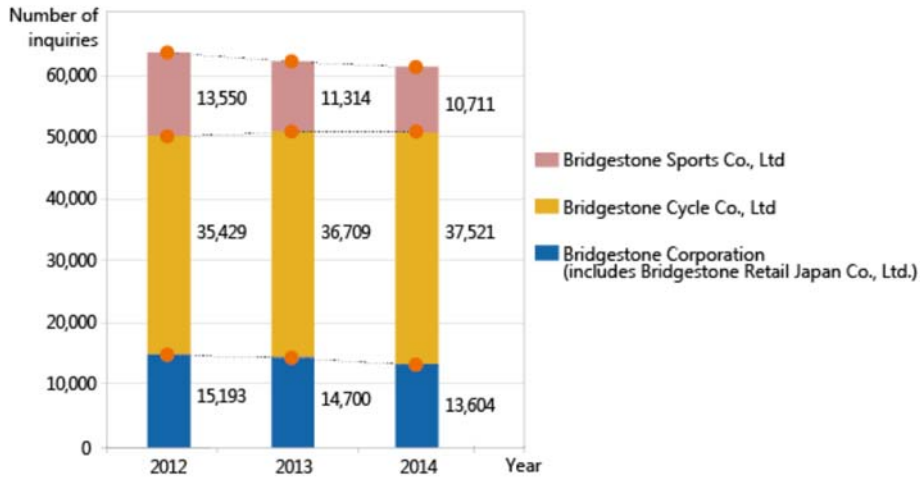
In 2012, we started using a new system for collecting in a dedicated database information received at the Customer Communication Center, information from frontline service representatives at distributors and sales companies, and information posted online (blogs, etc.). Up to now, we have made an effort to share tire business VOC with the rest of the company, but the introduction of this system enables even faster sharing of VOC inquiries and opinions with planning, development, sales, quality assurance, and other departments. This enables us to reflect VOC more accurately in products, services, and planning activities.

Group Company Initiatives

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

In 2012, Bridgestone Cycle Co., Ltd., and from 2013, Bridgestone Sports Co., Ltd., introduced a database system similar to that used in Bridgestone's tire business, launching an initiative to share VOC gathered by each department and the Customer Communication Center with related departments in a timely manner for use in the development of products and services. Implementing this system enabled Bridgestone, Bridgestone Cycle, and Bridgestone Sports product and service development departments, as well as nearly all other departments, to review, aggregate and analyze VOC, fostering a customer-level perspective.

Customer Inquiries (Group Companies in Japan)



Examples of VOC Used to Improve Bridgestone Products and Services

"TOTE-BOX" Bicycle for Changing Life Stages Includes Room for the Dog

In February 2015, Bridgestone Cycle launched sales of "TOTE-BOX," a bicycle that adapts to changing life stages.

The "TOTE-BOX" bicycle is equipped with a cargo box enabling the stylish transport of packages. The unique feature of this bicycle is that it can be changed to match a variety of life stages. This feature reflects VOC calling for a bicycle that can adapt to various life stages without the need for purchasing a replacement model.

The bicycle remains sturdy even when heavy items are loaded into the cargo box. The cargo box can be installed on the front or rear of the bicycle, and special bags (a carrier bag for pets and an insulated bag to keep perishable items cool) was also newly developed. The bicycle can be changed according to the use and placement of the cargo box and special bag, providing support for a variety of life stages and situations.

For example, the bicycle can be ridden by one person while out shopping, and when a child is born, a rear child seat can be attached to include room for one more. As the child grows, the cargo box and cooler bag can be attached to the front or rear of the bicycle so the whole family can enjoy a picnic. A single "TOTE-BOX" bicycle expands the possibilities for an entire family. Furthermore, attaching the pet bag to the cargo box enables the family dog to join in on the cycling.

We enhanced the safety and comfort of the "TOTE-BOX" with tires containing large volumes of air as well as a front tire that is slightly larger than the rear tire to improve stability.



Sales Launch of the "BRIDGESTONE GOLF Shiny Yellow Golf Club" Offering Performance and Style to Satisfy Female Golfers Serious About Their Swing

In November 2014, Bridgestone Sports launched sales of the "BRIDGESTONE GOLF Shiny Yellow Series golf club." The club was designed to address the lack of golf clubs for women and satisfy female golfers who cannot get used to men's clubs. The Shiny Yellow Series of golf clubs offer female golfers who want to improve their game both performance and style.

With product specs falling between those of men and women's clubs, this series aims to improve female golfer satisfaction. The club head design is based on a man's clubs, but the shaft length is shorter and the clubs weigh less than men's clubs.



Development of Conveyor Belt Wear Monitoring System and "BRIDGESTONE MONITRIX" Mining Operations Support Software

Bridgestone provides conveyor belts used for carrying mineral and other natural resources all over the world. In January 2015, a proprietary system developed to automatically determine conveyor belt wear was launched in the overseas markets.*1.

Until now, checking conveyor belt wear involved measuring the belt at various points, which requires temporary system stoppages and associated production losses. The new conveyor belt wear monitoring system uses Bridgestone sensing and communications technology to enable automatic measurements of belt thickness through sensors embedded in the belt. This data is transmitted to a data collection system to allow monitoring of wear conditions without stopping belt conveyor operations. In addition to minimizing production losses attributable to system stoppages, the new technology eliminates manual measurements and the potential errors associated with manual data entry, further improving productivity and efficiency. Bridgestone's new conveyor belt wear monitoring system has already been deployed for testing at a mining operation in Australia.

The "BRIDGESTONE MONITRIX" software, developed by Bridgestone, also provides total management of the new wear monitoring system, including management of conveyor belt specifications data, operating life and stock, and simulations of wear conditions and replacement schedules. Bridgestone intends to continue expanding the functions of the software to provide customers with even greater operating efficiency and ease of use.

Drawing on the Group's advanced technologies, Bridgestone is committed to providing solutions that meet customer needs.

*1 This system will be deployed in Japan as soon as standardization is complete.

Passenger Car Tire "POTENZA RE-71R" (Japan)

The POTENZA brand has evolved through its selection for use on a variety of high-performance vehicles around the world.

In recent years, amid the rise of participatory motorsports, we have had the opportunity to hear many requests for a tire inspired by circuit racing and other authentic sports driving performance. We incorporated this VOC into the development of the POTENZA brand to realize the fastest-ever street radial with the "POTENZA RE-71R".

The "POTENZA RE-71R" draws upon Bridgestone's proprietary "Ultimate Eye"*1 technology, which measures the detailed movement of tires used in circuit racing. Based on the results of these measurements, technologies established in motorsports tire development were used to make the most of circuit racing performance, and a newly developed rubber was used to deliver a better grip by increasing road surface contact. This newly developed rubber enables a tight grip on the road surface that exceeds*2 the gripping power of conventional tires.

Furthermore, the incorporation of a new tread pattern ensures maximum surface area contact with the road, which enables the gripping power on dry road surfaces observed in circuit racing as well as a higher degree of control.

Compared to the conventional RE-11A, this new technology shortens the fastest lap times in circuit racing by 1.4%*3, with POTENZA realizing the fastest street trials ever.

Going forward, we will make use of VOC in POTENZA product development to enhance our product lineup and meet a diverse array of customer needs focused on a strong insistence on driving performance.



POTENZA RE-71R

*1 Bridgestone's proprietary technology (patent pending) for optimal tire design through the combination of cutting-edge simulation technologies, road surface pattern contact force component measurement, and visualization technologies.

*2 Detailed data including test conditions are available at <http://www.bridgestone.co.jp/corporate/news/2014120802.html> (Only in Japanese)


*3 Test conditions
Tire size: 215/45R17 91W XL / Tire pressure: 240 kPa / Test vehicle: Rear wheel drive Toyota 86 DBA-ZN6 2000cc / Test venue: Tsukuba Circuit Course 2000 / Driver: Professional driver hired by Bridgestone
Measurement method: Vehicle speed and direction measured five times using a GPS device to compare fastest laps
- 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.

Tire Labeling System Initiatives

A tire labeling system has been instituted in different countries around the world to indicate the grade of rolling resistance and wet grip performance of vehicle tires. The system was introduced in Japan*1 in 2010 and in Europe*2 and South Korea in 2012.

Plans are in place to introduce the system in Brazil from 2015 onwards. Consumers in each country can select tires based on an objective set of evaluation criteria. There are high expectations that this system will drive the proliferation of fuel-efficient tires with outstanding environmental performance.

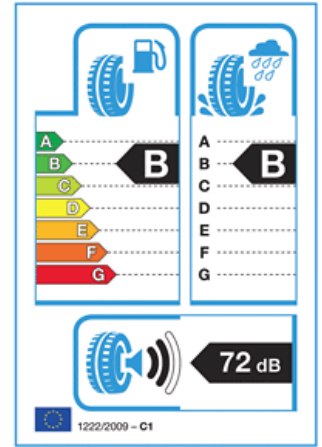
In Japan, Bridgestone has introduced 11 products that meet the fuel-efficient tire performance requirements of the new tire labeling system: REGNO GR-XI, REGNO GRVII, ECOPIA EP001S, ECOPIA EV-01, ECOPIA PZ-X, ECOPIA PZ-XC, ECOPIA EX20, ECOPIA EX20 C, ECOPIA EX20 C TYPE H, ECOPIA EX20 RV, and NEXTRY. Going forward, Bridgestone intends to expand initiatives to reduce CO₂ emissions through the development and supply of fuel-efficient tires with outstanding performance.

*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](#): 

*2 [More information about tire labeling systems in Europe](#) 



Example of a fuel-efficient tire label in Japan



Example of a tire label in Europe

CSR through Business Activities

With Customers

Focus Point 8

Commitment to fair business practices and competition

❖ Considering and Implementing Renewed Measures to Assure Fair Business Practices and Competition

❖ Continuing and Enhancing Ongoing Measures

Bridgestone's ideal state for the future

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

Objective

• In light of the plea agreement regarding the sales of anti-vibration rubber products for vehicles (AVP), Bridgestone has continued to implement renewed measures to assure fair business practices and competition, as well as continue and enhance its ongoing measures

Achievements

Primary achievements in fiscal 2014

- Established the "Compliance Committee" as an advisory committee to the Board of Directors to provide supervision and guidance on matters relating to fair business practices and competition
- Introduced measures such as the establishment of an exclusive cartel and bribery hotline and cartel prevention guideline, under the supervision and guidance of the Compliance Committee and the advice of independent advisor
- Continued to enhance training in fair business practices and competition for employees of Bridgestone and Group companies
- Continued and enhanced monitoring activity regarding the operational status of internal regulations on cartel and bribery prevention and supported Group companies in developing systems for proper administration of cartel and bribery prevention rules

Principal plans for 2015 beyond

- Conduct an assessment of Group company compliance structures and promote the introduction of new measures aimed at cartel and bribery prevention under the supervision and guidance of the Compliance Committee and independent advisor
- Strengthen monitoring activities with respect to the operational status of internal regulations on cartels and bribery while supporting the establishment of internal regulations at Group companies and a structure for monitoring their implementation
- Enhance monitoring of operation status regarding internal regulations for the prevention of bribery
- Improve education related to fair business practices and competition for all Bridgestone and Group company employees

Considering and Implementing Renewed Measures to Assure Fair Business Practices and Competition

In the wake of the plea agreement with the U.S. Department of Justice in February 2014 regarding the sales of AVP, Bridgestone established the "Compliance Committee" in March 2014 as an advisory committee to the Board of Directors, which consists of outside directors. Under the supervision and advice of this committee, Bridgestone has continued to implement renewed measures to assure fair business practices and competition.

As one such measure, Bridgestone has retained an independent advisor with experience in the field of compliance to conduct an assessment on its current cartel and bribery prevention program from a third-party perspective. Bridgestone will improve and strengthen weaknesses and blind spots uncovered during the assessment process.

Going forward, Bridgestone will promote the introduction and implementation of the following specific measures:

- (1) Establishment and operation of cartel prevention guidelines at Group companies
- (2) Revision of bribery prevention guidelines
- (3) Assessment of compliance structures at subsidiaries outside of Japan.

Continuing and Enhancing Ongoing Measures

Bridgestone will continue a thorough implementation and enhancement of its ongoing measures to assure fair business practices and competition.

Continuing and Enhancing Employee Training

Bridgestone has focused on educating employees to ensure the prevention of cartel and bribery activities.

In 2014, we enhanced training activities in light of the plea agreement with respect to the sales of anti-vibration rubber products for automobiles. Bridgestone and Group companies conducted a total of 77 training sessions attended by 3,921 officers and employees. We also introduced e-learning activities focused on preventing cartels and bribery. Upon completion of training, employees signed a pledge aimed at further inculcation of compliance awareness related to the prevention of cartels and bribery.

Furthermore, education activities aimed at preventing cartels and bribery were conducted at Group companies outside of Japan in more than 30 countries, primarily in the United States, Europe and Asia.

In 2015, we will continue to conduct ongoing and thorough employee education throughout the entire Bridgestone Group.

Enhancing Internal Regulations on Cartel and Bribery Prevention

In 2012, Bridgestone established internal codes on cartel and bribery prevention, and from 2013 Bridgestone has monitored the operational status of these two internal regulations.

In light of the plea agreement with respect to the sales of AVP, guidelines pertaining to cartel prevention were formulated and shared throughout the entire Company, and we are enhancing the monitoring of these activities.

In terms of internal regulations for the prevention of bribery, we formulated new guidelines for main Group companies in and outside of Japan, and have begun monitoring their implementation.

In 2015, we will strengthen and thoroughly implement monitoring of internal regulations aimed at preventing cartels and attempt to further improve initiatives related to internal regulations regarding bribery prevention.

CSR through Business Activities

With Business Partners

Focus Point 9

Fair procurement activities

❖ [Enhancing Fair Procurement Activities](#)

❖ [Enhancing Internal Audits](#)

Bridgestone's ideal state for the future

To build and maintain fair and equal business relationships with suppliers

Objective

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

Achievements

Primary achievements in fiscal 2014

- Reinforced awareness on the part of employees involved in purchasing by having those who have completed programs on the Subcontract Act of Japan participate in e-learning courses on the act
- Conducted follow-up auditing of work sites where internal auditing identified opportunities for improvement
- Revised work rules related to import and export compliance and improved accuracy of import-related work duties
- Supported education of Bridgestone Group in Asia and strengthened internal rules to promote fair trading at Bridgestone Group work sites outside of Japan

Principal plans for 2015 beyond

- Reinforce awareness on the part of employees involved in purchasing by having those who have completed programs on the Subcontract Act of Japan participate in e-learning courses on the act
- Strengthen and promote education of Bridgestone companies outside of Japan and creation of internal rules to promote fair trading at Bridgestone Group work sites outside of Japan

Enhancing Fair Procurement Activities

Bridgestone Group pursues numerous initiatives worldwide in order to enhance our fair procurement activities.

For example, we hold educational programs on the Subcontract Act of Japan, which is related to the Anti-Monopoly Act, at 16 major Group companies in Japan. We also conduct an e-learning program through which participants can gain a better understanding of the law.

In 2014, we continued to implementing educational programs about the Subcontract Act of Japan and we strengthened our fair procurement activities.

Bridgestone has held educational programs on purchasing compliance at the work site level for members of related administration departments, in addition to purchasing staff, since 2012.

Tangible examples closely connected to the daily work of participants are incorporated into the programs, with a variety of other techniques employed to improve understanding.

About 900 employees took part in these in programs in 2014, with participants providing feedback such as "My general knowledge improved and I now understand what is unacceptable, which is really useful."

In addition, we conducted a survey on supplier satisfaction and confirmed that fair procurement activities are being undertaken at Bridgestone through the 100 supplier companies that take part.

Results of the 2014 survey showed that, while overall satisfaction had improved, some suppliers desired more improvements in communication. We also worked with an external organization (a research firm) to conduct interviews through visits to some suppliers to gain a deeper understanding of supplier opinions and thoughts. In light of the survey results, we plan to continue training employees in procurement departments to improve our efforts in this area.

Content of educational program on the Subcontract Act of Japan

- Structure of the Subcontract Act of Japan and definitions of subcontracting transactions
- Examples of infringement by other companies
- Duties of main subcontracting enterprise
- Prohibited actions by main subcontracting enterprise
- Compilation of actual Q&A concerning Bridgestone subcontracting

Participants and graduates of the 2014 the Subcontract Act of Japan program

- Number of times course were held in 2014: 3
- Number of participants: Approximately 180
- Number of graduates: 170

Enhancing Internal Audits

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

In addition, Bridgestone has been working to enhance the audit program and continued to implement a cross-audit program between work sites in Japan. Fourteen Bridgestone work sites in Japan engaged in mutual auditing with neighboring work sites, which enhances our auditing capabilities by training internal auditors to adopt the dual perspectives of the entity undergoing the audit as well as the entity conducting it.

The 2014 audit revealed administrative matters such as errors in documentation requiring improvement at some work sites, which we plan to conduct and follow up on going forward.

CSR through Business Activities

With Business Partners

Focus Point 10

Enhancing CSR procurement

Bridgestone's ideal state for the future

Strengthen partnership with suppliers to realize CSR conscious procurement

Objective

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

Achievements

Primary achievements in fiscal 2014

- Continued to distribute the CSR Self-Check Sheet to business partners in global supply chain
- Confirmed the status of CSR initiatives by business partners at each Bridgestone Group base
- Continued recognition of business partners who have made contributions to environmental activities
- Convene CSR Seminars aligning with the size and needs of our business partners

Principal plans for 2015 beyond

- Continue to distribute the CSR Self-Check Sheet to business partners in global
- Share the status of CSR initiatives by business partners at each Bridgestone Group base
- Bridgestone continues with recognition for business partners that have made contributions to environmental activities
- Bridgestone convenes CSR Seminars aligning with the size and needs of our business partners

Initiatives Designed to Promote CSR Procurement

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

As part of this effort, Bridgestone sets and distributes CSR Procurement Guideline which includes aspects of human rights and labor, occupational health and safety/disaster prevention, environment, fair trading, information security and contribution to society to our business partners, and procurement initiatives are carried out accordingly. Also, we created a CSR Self-Check Sheet consisting of approximately 400 questions based on the CSR Procurement Guideline, to which we ask our business partners to respond in order to ascertain the status of their CSR procurement. When necessary, we also provide support through CSR Seminars and visits.

Holding Conferences to Explain Procurement Policy

Bridgestone holds an annual conference to explain procurement policy to ensure that business partners understand Bridgestone procurement policies.

In 2014, 116 companies attended the conference. Information pertaining to the business environment surrounding the industry and conveying our intention for mutual improvements to overall supply chain competitiveness was shared with suppliers. The status of Supply Chain Partnership Development System activities was discussed as one aspect of improving competitiveness. Business partners were asked to make voluntary CSR improvements and to create a system for the prevention of trouble stemming from quality issues and natural disasters in cooperation in particular this fiscal year.

We received comments from participating business partners such as "We understood procurement policies from a global perspective," and "We were able to learn about initiatives not available on the website or in printed materials." The conference has been a good venue to share important information about procurement with our business partners.

We introduced Bridgestone's tires and diversified products, also explained Bridgestone quality, environmental, and safety initiatives to facilitate a broader understanding of Bridgestone's business. Again this year, Bridgestone commended business partners who had made contributions to reducing environmental impact concerning raw materials and equipment purchased by Bridgestone.

Also in 2014, Bridgestone held a conference for natural rubber-related business partners in Southeast Asian countries, which was attended by 67 companies.

Global Rollout of the CSR Self-Check Sheet

In 2014, Bridgestone Group continued its efforts to promote a better understanding of our CSR activities on the part of business partners, distributing CSR Self-Check Sheets and CSR Procurement Guideline to business partners not only in Japan, but also in Europe, Southeast Asia, and China. These sheets cover the issues of human rights and labor, occupational health and safety/disaster prevention, environment, fair trading, information security and contribution to society.

To support our business partners' voluntary improvement activities, Bridgestone visited the production sites of our business partners to provide proposals on improvements based on the business partner's completed Self-Check Sheet and to offer advice as part of their on-site environmental assistance.

In 2014, the CSR Self-Check Sheet indicated that 97% of Bridgestone's business partners overall* 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.

* Business partners in global

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 activity.

In 2014, we held CSR Seminars for 83 companies. Each seminar featured lectures on topics such as human rights and labor, environment, fair trading, import and export compliance, occupational health and safety/disaster prevention and information security.

We have also introduced case studies as part of these seminars in order to promote better understanding among our business partners. We received positive feedback, such as "The case studies were a good opportunity to consider each issue individually."

In addition, Bridgestone Group holds CSR Seminars for natural rubber-related business partners in Southeast Asia. The seminar targeted 67 companies in 2014.

Going forward, Bridgestone will continue to support activities that 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) Fair trading (the Subcontract Act of Japan)
- (3) Import and export compliance
- (4) Environment (promoting environmental activities throughout the entire supply chain)
- (5) Human rights and labor (Issues pertaining to labor and workplace management)
- (6) Occupational health and safety/disaster prevention
- (7) Information security

Offering On-Site Environmental Assistance to Business Partners

Bridgestone has begun offering on-site assistance to business partners whose CSR Self-Check Sheet results indicated environmental initiatives that needed improvement since 2009. In 2014, Bridgestone sent employees from environmental-related departments to two business partners' worksites to review their environmental initiatives and propose advice to their improvement.

The business partners who received this assistance made comments such as "This was very worthwhile, and will be helpful when considering future improvements." In addition to ensuring business partners are engaged in initiatives with the usage of the CSR Self-Check Sheet, Bridgestone works with business partners to improve the level of CSR activities throughout the supply chain. We plan to continue offering this on-site environmental assistance.

CSR through Business Activities

With Shareholders and Investors

Focus Point 11

Returning profits by enhancing corporate value

Bridgestone's ideal state for the future

To strive to improve future business performance and encourage business development based on the understanding that shareholder profits are a key priority

Objective

• The ongoing provision of stable dividends based on a comprehensive evaluation of business performance and financial standing

Achievements

Primary achievements in fiscal 2014

- Paid dividend twice a year, comprising an interim dividend of ¥40.0 and a year-end dividend of ¥60.0 per share; annual dividends for fiscal 2014 totaled ¥100.0 per share

Principal plans for 2015 beyond

- Return 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. We will continue paying stable dividends, aiming for a 20-40% consolidated payout ratio in light of overall considerations regarding business performance, financial conditions, and the Mid-term Management Plan to meet the expectations of shareholders.

In 2014, operating income, ordinary income, and net income exceeded initial targets, and profitability was substantially improved, enabling us to increase the initial dividend forecast by ¥20.0 to a full-year dividend of ¥100.0 per share. Internal reserves were allocated to the maintenance and enhancement of manufacturing and sales structures in Japan and overseas, as well as research and development activities in an effort to strengthen the long-term stability of our management foundation.

CSR through Business Activities

With Shareholders and Investors

Focus Point 12

Disclosing information in a timely and appropriate manner

❖ [Disclosing Information about Management and Business Activities in a Timely and Appropriate Manner](#)

❖ [Ensuring Effective Communication with Shareholders and Investors](#) ❖ [Information Disclosure Initiatives](#)

Bridgestone's ideal state for the future

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

Objective

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

Achievements

Primary achievements in fiscal 2014

- Held meeting for reviewing financial results, as well as meetings to review the Mid-term Management Plan, and posted audio recordings of these meetings on the investor relations (IR) website

Principal plans for 2015 beyond

- Improve communications with investors and shareholders by enhancing the quality of information provided at the Shareholders' Meeting, as well as meetings reviewing financial results and the Mid-term Management Plan
- Enhance information disclosure through more-attractive and comprehensive business reports, annual reports, and the IR website

Disclosing Information about Management and Business Activities in a Timely and Appropriate Manner

Bridgestone strives to disclose information in a fair and impartial manner in accordance with Japan's Financial Instruments and Exchange Act, other applicable laws, and the rules set by the stock exchanges where 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 inculcate an accurate understanding of Bridgestone's management and business activities among investors and gain an appropriate assessment of our corporate value.

▶ [Disclosure Policy \(Only in Japanese\)](#)

Ensuring Effective Communication with Shareholders and Investors

Bridgestone holds review meetings on its semi-annual and annual financial results, and provides 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 on our IR website. We also began holding telephone conferences for securities analysts and institutional investors on first-quarter and third-quarter financial results. Furthermore, we hold factory tours for the general public promoted through our website. Other than the above, Bridgestone publishes an annual report, business reports, and an English IR website. We also are working to enhance the quality of information we provide to shareholders and investors in and outside Japan to ensure effective two-way communication.

Information Disclosure Initiatives

Bridgestone takes an active approach to IR by providing information to shareholders, investors and securities analysts in and outside of Japan in a timely, comprehensive manner to deepen the understanding of the Company and its management.

Shareholders' Meeting

To ensure as many shareholders as possible are able to exercise their voting rights at the Shareholders' Meeting, convocation notices are distributed in advance of the meeting. We also have implemented a system whereby voting rights can be exercised over the Internet using a computer or mobile phone. As the only opportunity for direct dialogue with shareholders each year, Bridgestone strives to make the proceeding as open as possible.

IR Website Enhancements

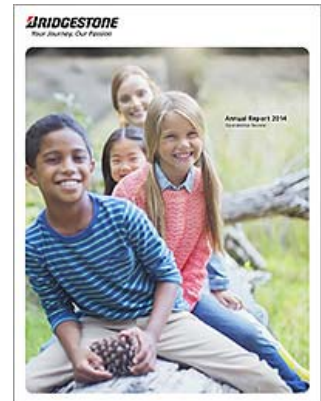
To provide shareholders and investors with easily understandable information, Bridgestone strives to continually enhance and promptly disclose information through its IR website. The audio portion of interim and full-year earnings and Mid-term Management Plan announcements is posted on the Bridgestone website in an effort to disclose information in a fair and timely manner.

Shareholders and investors can also sign up for Bridgestone's IR information email service.

▸ [IR Website](#)



2014 Business Report for the 96th Fiscal Period



Annual Report 2014

CSR through Environmental Activities

Environmental Mission Statement / Long-term Environmental Vision

Environmental Mission Statement | Long-Term Environmental Vision

Environmental Mission Statement

The Bridgestone Group has 188 production and development centers in 26 countries, a business presence in more than 150 countries, and a combined workforce of approximately 144,000 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 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^{*1} of environmental progress and two core strategies^{*2} for growth. 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 CO₂ emissions reduction.

*1 Three areas: Refers to the three areas of "products & services" and "operations" (i.e. Bridgestone's Group business activities) and "community activities" (i.e. activities in areas unrelated to these business activities).

*2 Two core strategies: Refers to our "TEAMS (Total Environmental Advanced Management System)" and "environmental communication" as platforms for supporting activities in the "three areas" and promoting their continuous improvement. (TEAMS: our own integrated group-wide global environmental management system.)

To ensure everyone in the Bridgestone Group is exposed to the Environmental Mission Statement, it has been translated into 19 languages and is displayed on posters in every Bridgestone Group business. We also use various educational opportunities, such as employee training programs and company 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.



Long-Term Environmental Vision

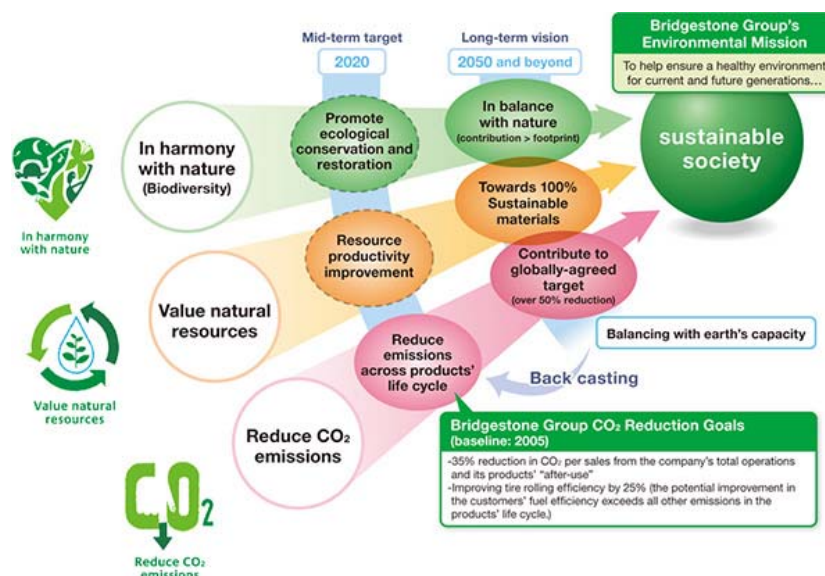
In April 2012, the Bridgestone Group announced the Long-term Environmental Vision^{*1} targeting 2050 and beyond in the three activity areas of "existing in harmony with nature," "valuing natural resources," and "reducing CO₂ emissions." These initiatives are conceived to help realize the sustainable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

The establishment of the Long-term Environmental Vision was based on the prediction that the world's population would increase from its current level of 7 billion to more than 9 billion^{*2} by 2050 and that soaring demand for energy, food, and natural resources fueled by increases in the 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, resource shortages, and a loss of biodiversity, the Bridgestone Group believes that its status as a company developing its business globally confers responsibility for supplying high-quality products in a stable 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 Detailed information about Bridgestone's Long-term Environmental Vision is available in the Environmental Report and on our website:

*2 World Population Prospects: The 2012 Revision (United Nations, 2013)



CSR through Environmental Activities

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

Bridgestone's ideal state for the future

Work with our customers to help reduce environmental impact by providing products and services in every part of the world that lead to being in harmony with nature, valuing natural resources, and reducing CO₂ emissions

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 exceeding emissions related to Bridgestone's total operations and products after use by reducing the tire rolling resistance coefficient 25% by 2020 compared to a 2005 baseline

Achievements

Primary achievements in fiscal 2014

- Launched ECOPIA EX20 series of fuel-efficient tires*¹ tailored to specific vehicle types with excellent performance in rain and long life span
- New "ologic" technology, which contributes to reduced CO₂ emissions, significantly lowers rolling resistance, and improves vehicle fuel efficiency, received a number of awards: Tire Technology of the Year, BMW Supplier Innovation Award 2014, 2014 Environment Minister's Award for Global Warming Prevention Activity, and the Award for Excellence at the 2014 Nikkei Global Environmental Technology Awards
- Launched new product "BLIZZAK NV ologic" with new "ologic" technology in our lineup of BLIZZAK brand studless tires
- Launched "ECOPIA W906" fuel-efficient studless tire for buses, which contributes to higher levels of environmental management and lower fuel costs for transport operators through superior fuel cost performance
- Developed flame-retardant conveyor belt with added energy efficiency by applying rubber material technologies developed for our ECOPIA fuel-efficient tires; launched in November
- Reduced the tire rolling resistance coefficient 12.7% compared to a 2005 baseline*²

*¹ Refers to tires with superior fuel performance among those products that meet Bridgestone's Criteria for Eco Products (environmentally friendly products)

*² Based on the weighted average of passenger car, truck, and bus tires sold during the year

Principal plans for 2015 beyond

- Develop products and technologies that contribute to improved resource productivity
- Develop technologies that contribute to the expanded use of sustainable materials*³
- Promote global development of the solutions business using retread tires
- Aim to reduce the tire rolling resistance coefficient by 25.0% by 2020 compared to 2005 while maintaining wet-grip performance
- Expand and promote global development of Bridgestone's fuel-efficient tire lineup
- Increase availability of eco products in accordance with Bridgestone's Criteria for Eco Products*⁴

*³ We define "sustainable materials" as materials which are derived from renewable resources, can be used as part of the Bridgestone Group's business over the long-term, and have a low environmental and social impact across the entire lifecycle, from raw material procurement to final disposal

*⁴ We have developed Criteria for Eco-Products for all of our products and services based on the three environmental activity areas of "existing in harmony with nature," valuing natural resources," and "reducing CO₂ emissions, as well as comfort and safety

Expanding Our Offerings of Eco Products and Services

The Bridgestone Group's pursuit of initiatives based on its Long-term Environmental Vision^{*1} to realize a sustainable society extends to its products and services.

As part of our initiatives that value natural resources, we have announced our commitment to work toward 100% sustainable materials under the 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 tires^{*2}, which eliminate the need for spare tires, and retread tires, which are manufactured by replacing the worn tire tread surface.

Regarding our initiatives to reduce CO₂ emissions, we have set the target under our Long-term Environmental Vision to contribute to the globally agreed target^{*3} (reducing CO₂ emissions more than 50%). In order to achieve this goal, we have announced a mid-term objective to reduce the tire rolling resistance coefficient by 25% by 2020 compared to a 2005 baseline, resulting in lower fuel use and CO₂ emissions from driving. Bridgestone estimates that the potential reduction in CO₂ emissions from helping improve customer fuel efficiency will exceed the emissions related to the Company's operations and its products after use in 2020. We also are working to expand our lineup of fuel-efficient tires globally, including the ECOPIA brand. In 2014, we reduced the tire rolling resistance coefficient by 12.7%^{*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 of our products and services in terms of contributing to the environment.

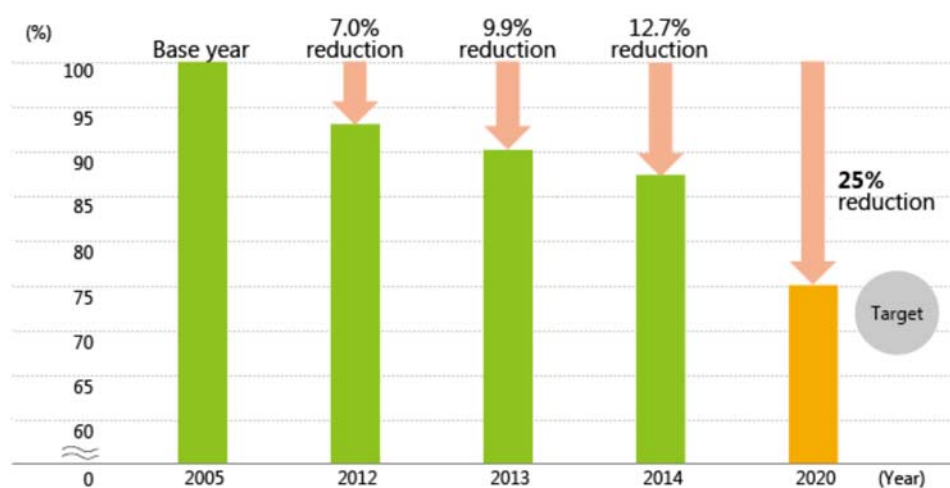
*1 More information about Bridgestone's Long-term Environmental Vision is available here:

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

*3 At the G8 Hokkaido Toyako Summit (held in July 2008), 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 and India 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.

Rolling resistance coefficient



New "ologic" Technology Realizing Higher Degrees of Fuel Efficiency and Grip Performance Earns Praise from Outside the Company

Bridgestone's new "ologic" technology realizes a higher degree of fuel efficiency and grip performance; diminishes contact patch deformation as a result of a larger tire diameter; reduces rolling resistance, which is linked to improved fuel efficiency; and lowers air drag while driving, owing to its narrow tread. In addition, "ologic" ensures high grip performance on both wet and dry road surfaces. In 2014, this technology received a number of awards: Tire Technology of the Year, BMW Supplier Innovation Award 2014, 2014 Environment Minister's Award for Global Warming Prevention Activity, and the Award for Excellence at the 2014 Nikkei Global Environmental Technology Award from the Nihon Keizai Shimbun, a Japanese newspaper.



In 2013, Bridgestone launched the new product "BLIZZAK NV ologic" employing this technology in its lineup of BLIZZAK brand studless tires.

"BLIZZAK NV ologic" diminishes contact patch deformation as a result of a larger tire diameter; reduces rolling resistance, which is linked to improved fuel efficiency; and lowers air drag while driving, owing to its narrow tread. The product also incorporates the Company's proprietary Multicell compound technology to enhance safety on winter roads. The air bubbles in Multicell compound combine with the water channels to remove the water film on ice that causes slippage, resulting in a tire that solidly hugs icy road surfaces to maintain high grip performance.

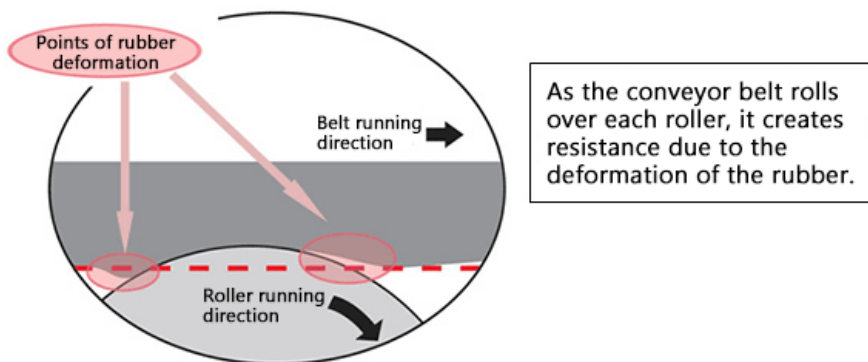
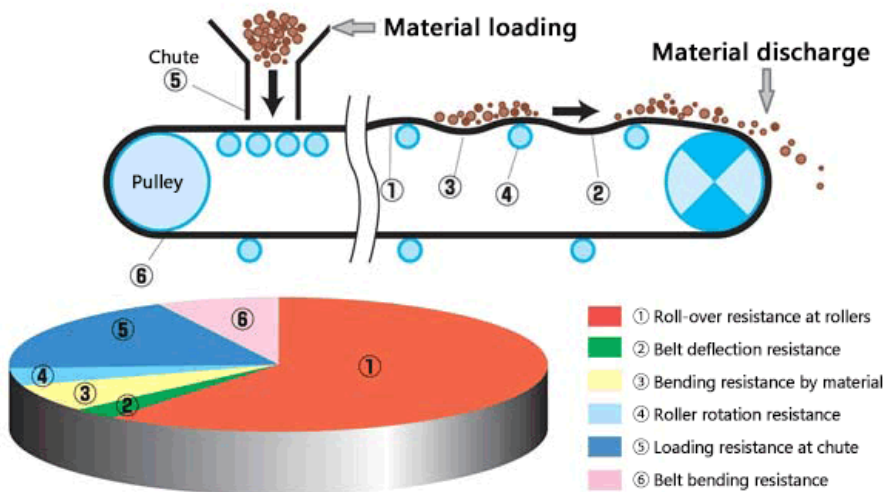
In addition, through the adoption of a new tread pattern optimized specially for narrow tread sizes, "BLIZZAK NV ologic" pursues a safe driving experience in all manner of winter road conditions by maintaining high grip performance not only on snow and ice, but also on dry and wet road surfaces.

Launch of Flame-Retardant, Energy-Efficient Conveyor Belt

Using rubber material development technology cultivated through the development of the "ECOPIA" fuel-efficient tire, Bridgestone began marketing its flame-resistant conveyor belt that add further capacity to save energy worldwide*1 in November 2014.

High efficiency and cost reduction have recently become important themes at facilities, resource/energy development, etc. The most significant source of energy loss from belt conveyor operation is produced by resistance when the belt travels across rollers (roller crossing resistance). By focusing on this roller crossing resistance and utilizing the rubber materials development technologies cultivated in the tire business, the Company succeeded in developing a conveyor belt designed to save energy while maintaining flame resistance. This innovation enables the Company to offer solutions for reducing operating costs for customers at mines, ports, power plants, and other facilities that require the use of flame-retardant conveyor belts for disaster prevention. We will capitalize on the development of this product to meet the needs of an even broader base of customers.

Long-distance horizontal conveyor (example of conventional conveyor belt of approx. 2km)



*1 The product is sold after confirming the customer's use case and overall compatibility.

CSR through Environmental Activities

Focus Point 14

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

Bridgestone's ideal state for the future

To pursue business activities in a way that contributes to existing in harmony with nature, valuing natural resources, and reducing CO₂ emissions throughout all aspects of the manufacturing process, including procurement, manufacturing, logistics, 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 reduce average per unit water intake^{*2} by 35% compared to 2005 levels by 2020
- To lower CO₂ emissions per unit of sales from the Company's total operations (procurement, production, distribution, and sales) and also from its products after use by 35% compared to 2005 levels by 2020

Achievements


Primary achievements in fiscal 2014


- Held a Grand Opening ceremony at the Biorubber Process Research Center in Arizona, United States, for research into guayule^{*1} processing as part of our initiatives to make sources of natural rubber more diversified and sustainable
- Through collaborative research with Kao Corporation, developed an innovative tire rubber material that achieves a higher dimension of fuel efficiency and wet-grip performance
- Reduced water intake by 28.3% per unit compared to 2005 levels^{*2, *3}
- Reduced CO₂ emissions per unit of sales from the Company's total operations and also of products after sale by 31.8% compared to fiscal 2005^{*3}

^{*1} Guayule is a shrub native to the dry regions of the southwestern United States and northern Mexico. Natural rubber is contained in the plant's bark and roots

^{*2} Bridgestone manages water intake per production volume and sales for each business unit. A weighted average efficiency of the reduction rate is used as an index.

^{*3} A third-party assures our water intake and CO₂ reduction performance.

["Third-party assurance"](#) 

[The basis for calculation is provided here.](#) 

Principal plans for 2015 beyond

- Trail "sustainable materials"^{*4}
- Reduce average water intake rate by 35% compared to 2005 levels by 2020
- Lower CO₂ emissions per unit of sales from the Company's total operations (procurement, production, distribution, and sales) and also from its products after use by 35% compared to 2005 levels by 2020
- Grow use of renewable energy
- Expand energy-saving surveys at production bases and improve production equipment and methods to achieve greater energy and production efficiency

^{*4} The Bridgestone Group "sustainable materials" as materials which are derived from renewable resources, can be used as part of the Bridgestone Group's business over the long-term, and have a low environmental and social impact across the entire lifecycle, from raw material procurement to final disposal.

Pursuing Business Operations to Help Realize a Sustainable Society

The Bridgestone Group conducts initiatives based on the three activity areas identified in the Long-term Environmental Vision* to help realize a sustainable society throughout the supply chain, including procurement, production, distribution, and sales.

"In balance with nature" is our long-term environmental goal of contributing to biodiversity through habitat enhancement, environmental education, and research. Our business operations will take into account the impact on the ecosystem as a whole. The Bridgestone Group is conducting activities to be "in balance with nature" throughout all business areas.

Based on this approach, within the field of raw material procurement, we are working to improve productivity by providing technology to small-scale rubber farmers, preventing declines in the yield of natural rubber by developing disease diagnosis technologies for Para rubber trees. We have also targeted reductions of average water intake rates by 35% compared to 2005 levels by 2020, having cut intake rates in 2014 by 28.3% compared to 2005 levels.

As the long-term environmental target for our "value natural resources" initiative, we have announced a commitment to work toward "100% sustainable materials," and we are currently making efforts toward realizing this goal. Furthermore, we have achieved zero waste to landfill at all production sites in Japan, four tire plants in China, and six tire plants in the United States.

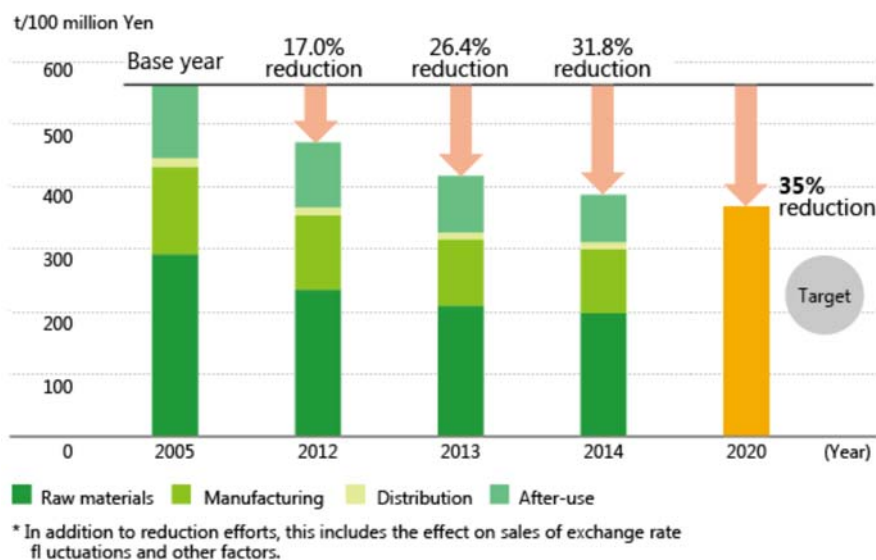
Among our initiatives aimed at "reducing CO₂ emissions," we have established a long-term environmental vision to contribute to the globally agreed target (more than 50% reduction of CO₂ emissions). To achieve this, we have announced a mid-term target to reduce CO₂ emissions per unit of sales from the Company's total operations and also its products after use by 35% of 2005 levels by the year 2020, and we are developing energy management systems at our plants to this end. In 2014, we reduced CO₂ emissions per unit of sales by 31.8% compared to 2005 levels.

We have asked a third-party organization to assure our water intake rates and CO₂ emissions performance as part of our efforts to improve the reliability of disclosed data and to ensure transparency in calculation processes.

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

▶ [* Click here for details on the Long-term Environmental Vision.](#)

CO₂ Emissions per Unit of Sales from Lifecycle Stages Other Than Use*



TOPICS

Completion Ceremony at the Biorubber Process Research Center in Arizona, United States, for Research into Guayule Processing as Part of our Initiatives to Make Sources of Natural Rubber More Diversified and Sustainable

We are researching the extraction of natural rubber from guayule, which grows in arid regions, for use in tires as part of our efforts toward 100% sustainable materials.

In September 2014, Bridgestone America Tire Operations (BATO), a Bridgestone Group company, held a Grand Opening ceremony at its Biorubber Process Research Center in Mesa, Arizona. The center will conduct research into processing guayule and other natural rubber. The center is slated to commence trial production of natural rubber in 2015 and determine next steps by 2016.



Biorubber Process Research Center

More than 30 researchers and technicians will work at the process research center, conducting R&D on processing technologies for extracting natural rubber from guayule. The Bridgestone Group owns a 114-hectare agricultural site (about 25 times the size of Tokyo Dome) in Eloy, Arizona. In September 2013, operations began at this site, which is serving the base for our agricultural research operations targeting guayule product improvement and cultivation techniques. Going forward, at its technical centers in the United States and Japan, the Bridgestone Group will conduct R&D activities on optimal rubber composites incorporating natural rubber from the guayule produced at the process research center, with a goal of putting the rubber into practical use in the 2020s.

Receiving an Award at the Fiscal 2014 3R Promotion Merit Awards (Japan)

Bridgestone Green Landscape (BSGL) received the 3R (Reduce, Reuse, Recycle) Promotion Council President's Prize at the Fiscal 2014 3R Promotion Merit Awards, hosted by the 3R Promotion Council in Japan. This marked the fifth consecutive year the Bridgestone Group has received this award.

Backed by affiliated government ministries and agencies*1, this award is conferred on individuals, groups, schools, places of business, and other organizations for the results of 3R initiatives aimed at achieving a recycling-oriented society. BSGL received strong evaluations for the following initiatives.

- Award theme: "Creation of an Environmental Cycle by Converting Pruning Waste to Wood Chips"

- Overview of activities:

In the past, BSGL incinerated around 50 tons of pruned leaves and twigs each year. In 2001, the company introduced the 3Rs for pruned timber.

Reduce

Convert pruned branches and leaves into wood chips to reduce incineration waste.

Reuse

Use wood chips to prevent weeds.

Recycle

Use wood chips as mulch, mixing them with dirt to produce fertilizer. This fertilizer is distributed to business partners, Group companies and various other stakeholders for use in agriculture. These activities serve as one aspect of the Group's environmental communications, raising environmental awareness both within and outside the Company.

*1 National Tax Agency; Ministry of Education, Culture, Sports, Science and Technology; Ministry of Health, Labour and Welfare; Ministry of Agriculture, Forestry and Fisheries; Ministry of Economy, Trade and Industry; Ministry of Land, Infrastructure, Transport and Tourism; Ministry of the Environment

Figure 1. The Process of Recycling Pruning Waste
The process of converting twigs and leaves from pruned timber into wood chips for reuse as resources



Figure 2. Preventing Weed Growth by Carpeting Open Areas with Wood Chips



CSR through Environmental Activities

Focus Point 15 Contributing to the environment through social activities

✦ [The eco-Project Approach](#) ✦ [W-BRIDGE Project](#)

Bridgestone's ideal state for the future

To help achieve a sustainable society through social activities that strive to exist in harmony with nature, to value natural resources, and to reduce CO₂ emissions

Objective

• To have Bridgestone Group companies facilitate initiatives that protect biodiversity, move toward a recycling-oriented society, and prevent global warming as appropriate in light of regional environmental issues, as well as promoting measures to educate the next generation

Achievements

Primary achievements in fiscal 2014

- Each Group company around the world reviewed their social contributions based on the Social Activity Evaluation Sheet formulated in 2013, communicated with their local communities, and promoted environmental contribution efforts in response to environmental issues faced in each community
- Tabulated and analyzed the self-evaluations of each Bridgestone Group company, and developed social contribution activity promotion points for the overall Group

Principal plans for 2015 beyond

- Promote further dialogue with local communities to identify environmental issues in each community, and promote 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 contribution activities known as eco-Projects. This program emphasizes activities in the areas outlined below based on the environmental issues being faced by the regions in which Bridgestone does business. In addition, the program includes activities to raise the environmental awareness of many people, such as the children who will lead the next generation.

(1) Protecting biodiversity

Contribute to preserving the original ecosystem of an area and to nurturing its recovery

(2) Moving toward a recycling-oriented society

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

(3) Preventing global warming

Contribute to reducing CO₂ emissions one of the identified greenhouse gases

TOPICS

Tires4ward Program (United States, Central and South America)

In 2012, Bridgestone Americas, Inc. (BSAM) launched the Tires4ward Program, to pursue the vision of one spent tire for each new tire sold is effectively recycled and reused as resources.

BSAM also cooperates with volunteer cleanup activities in communities where it operates sales locations, collecting tires that have been improperly discarded along rivers and in other areas. To date, the company has participated in more than 400 cleanup activities throughout North America, and collected and recycled in excess of 120,000 discarded dumped tires.

The Group is expanding its scope of activities in this category from the United States into Central and South America. We plan to continue contributing to the environment by promoting tire recycling.



BSRO employees participating in collection activities along a river

Lake Biwa Sustainable Environment for Local Communities (Japan)

Bridgestone has been working since 2004 on activities to protect the water environment of Lake Biwa in Shiga Prefecture. The company holds nature observation meetings for members of the local community and supports research to encourage propagation of the *Hemigrammocypripis rasborella*, an endangered species.

In the 10th year of these activities, the number of nature observation meetings held to date totaled 60, with some 5,000 people having participated. Nature observation meetings were also held at the "Biwa-tope," a biotope on a Bridgestone factory site where research is underway on propagation of the *Hemigrammocypripis rasborella*, and children took part in rice planting and reaping. Through activities such as these, Bridgestone provides environmental education to local communities.



Nature observation meeting underway

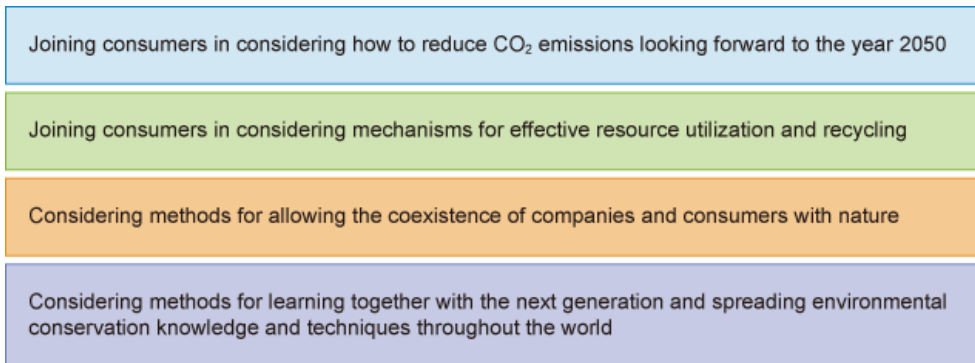
W-BRIDGE Project

Bridgestone has taken part since 2008 in the "Waseda-Bridgestone Initiative for Development of Global Environment" (W-BRIDGE), a business-academia collaboration project with Waseda University. This project is a grassroots initiative involving cooperation among community organizations, the university, and Bridgestone and aims to address global environmental issues. Research proposals concerning four areas are solicited annually, with support primarily through funding and other means granted to those selections. The results of W-BRIDGE research are published as reports, and also are used in Bridgestone's environmental management.

W-BRIDGE membership



Four research domains*



* Plans are in place to review research domains and expand scope and activities further.

CSR from Social Standpoint

With Employees

Focus Point 16

Continued enhancement of job satisfaction and pride

- ❖ [Approach to Continued Enhancement of Job Satisfaction and Pride, and Related Initiatives](#)
- ❖ [Ongoing Education for the Next Generation of Management](#) ❖ [Develop Manufacturing Human Resource in Group-wide](#)
- ❖ [Employee Satisfaction Survey](#) ❖ [Bridgestone Group Awards Commendations](#)

Bridgestone's ideal state for the future

To foster a workplace that encourages employees' growth and job satisfaction through their work

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

Primary achievements in fiscal 2014

- Commenced training for human resources coordinators at each Group company to promote system improvements at each company based on the shared guidelines for Bridgestone Group human resources, compensation systems, and education and training
- Moved forward with development of position-specific education and training programs at Group companies overseas
- Proceeded with continuous training of human resources to support future global management, and began the Global Development Network (GDN) Program to enable personnel early in their careers to build global networks

Principal plans for 2015 beyond

- Commence training for human resources coordinators at more Group companies by broadening the subject regions to promote system improvements at each company based on the shared guidelines for Bridgestone Group human resources, compensation systems, and education and training
- Continue to cultivate the human resources who will be responsible for global management in the future

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.

Employees will strive to create a motivating workplace and to grow through their work as they share the following global and Group values:

- **Communications:** Encourage mutual communications that build shared understanding and trust.
- **Teamwork:** Respect diversity and encourage action that is swift and takes into consideration what is best as a member of the Company and the team.
- **Compliance:** Encourage sincere actions consistent with laws, regulation, and policies.
- **Customer Orientation:** Consider the internal and external customer perspective, and encourage actions that put customer satisfaction first.
- **Essential improvement:** Emphasize the process, and encourage others to face challenges without fear for constant improvement and reform will lead us to the ideal state.
- **Personnel Training:** Provide a training system that supports proactive learning and encourages employees to develop their own abilities.
- **Fair evaluation and compensation:** Build a human resources system that encourages employees to excel by fairly evaluating their achievements and compensating them accordingly.

Taking the above approach into consideration, in 2013 we conducted voluntary checks to determine whether the necessary systems for human resources, compensation, and education and training were in place. We then moved forward in establishing plans for system improvements at each company, based on the results of the voluntary checks. In addition, we conducted training for each company's human resource coordinators to encourage system improvements at each Group company. We are following this plan to steadily improve the human resource and compensation systems, as well as education and training, making them consistent throughout the Group.

Ongoing Education for the Next Generation of Management

One of the Bridgestone Group's personnel policies is to optimally utilize human resources throughout the Group. We conduct selective education over the medium to long term on an ongoing basis for the human resources who will support Group management in the future.

We have identified some 250 posts as global key positions (GKPs) that play an important role in Group management. Since 2004, we have held a Global Development Class (GDC) as a program for training selected personnel for these GKPs.

Under the GDC program, initially we conduct 360-degree evaluations of selected members from within the Group (approximately 15-20 people per year, and recently once every two years), including evaluations by supervisors, colleagues, and subordinates, as well as self-evaluations. We then prepared individual educational plans based on the evaluation results. Group training concentrates on skill development and the honing of leadership skills, focusing on the behavioral characteristics the members' desire. By assigning people who have completed this program to management at Group companies in Japan and overseas, we cultivate management resources with an international perspective.

In 2014, we introduced the Global Development Network (GDN) to help personnel early in their careers establish global networks.

The GDM program targets selected members from within the Group (approximately 20 people per year, selected once every two years). Group training is held twice each year to assist in building global networks.

Develop Manufacturing Human Resource in Group-wide

Global Manufacturing Education Centre (G-MEC) was established in 2007 with a mission of developing manufacturing human resources who can implement Bridgestone manufacturing way. G-MEC expands global manufacturing human resource with three pillars: "Develop standard human resource program," "Train-the-trainer program" and "find system which can utilize program."

With Group companies outside Japan now accounting for 70% of the Group's production, our current task is to maintain "making and supplying quality products according to standards" and enabling human resource to autonomously pursue a high level of production in group global. In order to train those manufacturing human resource, NA-MEC (North America), LA-MEC (Latin America), E-MEC (Europe), AP-MEC (Asia), and C-MEC (China), has been established and assigned "Master" to conduct manufacturing training, follow-up to ensure skills have taken root.

Number of Masters(as December 2014)

By Category \ Region	Japan	America	Euro	China	Asia/Oceania	Turkey	Total
Manufacturing Management	26	3	2	11	9	2	53
Standard Skill Instructor	17	0	4	13	10	2	46
Maintenance Management	7	0	0	4	15	2	28
Total	50	3	6	28	34	6	127

Employee Satisfaction Survey

Bridgestone conducts a satisfaction survey annually of all employees, including contractors, covering a broad range of personnel policies including work, workplace, and compensation. The results of this survey are reported to the executives and provided as feedback to employees via the intranet and posters.

There was a 95.2% response rate for the survey in 2014. On a scale of one to five, the categories of general workplace attractiveness scored 3.19 (3.22 in the previous year) and general attractiveness of the Company scored 3.33, the same as the previous year. The company conducting this survey indicated that Bridgestone continued to score relatively high compared to other companies. We will take these results into account as we move forward with efforts toward richer workplace communication.

We will continue to conduct these surveys, and to include the results in the formulation and development of new measures and improvements.

Category	2012	2013	2014
General workplace attractiveness	3.23	3.22	3.19
General attractiveness of the company	3.35	3.33	3.33

Bridgestone Group Awards Commendations

The Bridgestone Group established an annual recognition program, the Bridgestone Group Awards, which is open to all employees and organizations of the Bridgestone Group Companies in global. The purpose of this awards program is to increase employee awareness of corporate activities based on the Bridgestone Corporate Philosophy; to foster a sense of unity among the Group employees, to extend a message of gratitude for daily achievements, and the hope for further improvements, from senior management to Bridgestone employees across the world through the giving of prizes. The awards fall into four categories: Achievement, Contributions to Society, Environment Excellence, and "Safety & Disaster Prevention."

At the Bridgestone Group Awards 2015 ceremony held on March 27, 2015, five of the global Bridgestone Group companies were selected for recognition for their 2014 activities.



Bridgestone Group Awards 2015 ceremony

CSR from Social Standpoint

With Employees Focus Point 17

Enhancing workplace safety and health, and employee health management

- ✦ [Approach to Occupational Health and Safety](#) ✦ [Structures for Promoting Health and Safety](#) ✦ [Injuries](#)
- ✦ [Bridgestone Group Mid-Term Safety Objectives and Policies](#) ✦ [Disaster-Prevention Management Activities](#) ✦ [Health Management](#)
- ✦ [Selected as a "Health and Productivity Brand"](#) ✦ [Health Program Evaluation](#)

Bridgestone's ideal state for the future

To maintain safe, accident-free workplaces that also focuses on disaster prevention and employee health
To foster an environment in which employees can enhance their skills by promoting physical and mental health

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

Primary achievements in fiscal 2014	Principal plans for 2015 beyond
<ul style="list-style-type: none"> ● Worked to expand the Bridgestone Safety Fundamental Activities, formerly rolled out only in production departments, to include non production-sites and continue to kaizen this process. 	<ul style="list-style-type: none"> ● Continue to expand the Bridgestone Safety Fundamental Activities at all Bridgestone Group production sites to include non production-sites and continue to kaizen this process.

Approach to Occupational Health and Safety

The Bridgestone Group refined the Bridgestone Safety Mission Statement in 2012, changing the wording to "Safety First, Always" and "At Bridgestone, we make safety a business value. Creating a safe working place is everyone's responsibility."

As the Group-wide guidelines for Safety, Health and Disaster Prevention activities were refined, we established Bridgestone Safety Fundamental Activities:

- (1) 3S : Select and Remove, Sort, Keep Clean
- (2) KY : Finding hazards beforehand
- (3) RA : Risk Assessment
- (4) Safety Rules

Those activities are to be conducted by all employees in all work places, and we have been challenging employees to understand objectives, expectations of the activities and and to ask them to proactively conduct these activities.



Refined version of the Bridgestone Safety Mission Statement

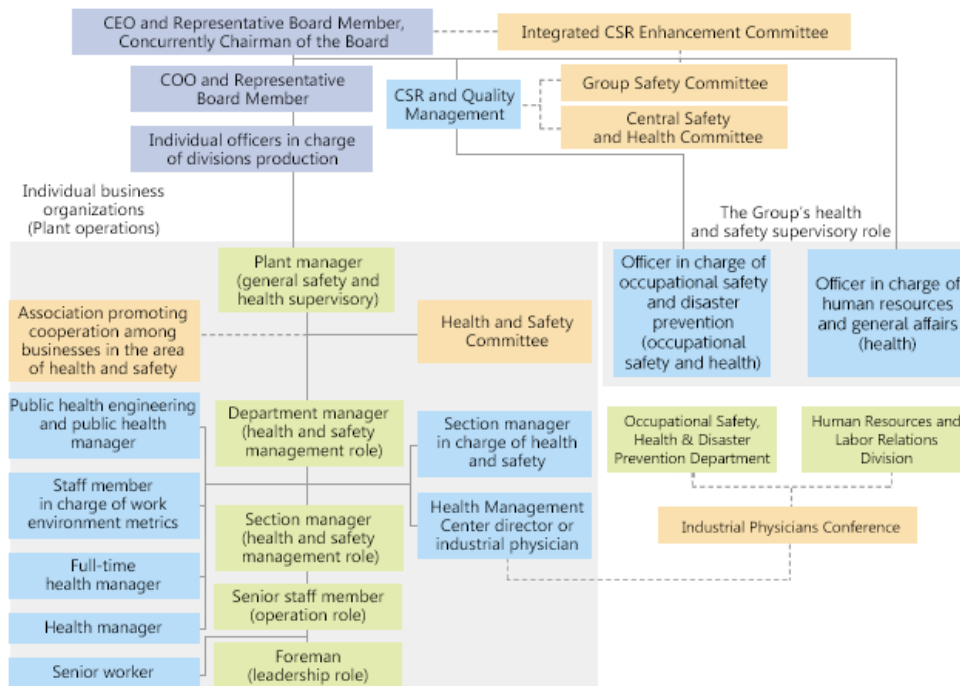
Structures for Promoting Health and Safety

We are establishing a network comprising the Safety and Disaster Prevention Division and the SBUs in the Bridgestone Group for sharing accident information and prevention of similar accident recurrence, and for determining issue resolution and action policies. We also hold annual Group-wide conferences attended by the Safety and Disaster Prevention Division and representatives of each Bridgestone Group company or their Business Control Section for the sharing of policies and details of measures, as well as liaison meetings held by each Bridgestone Group company to encourage exchanges of opinion among business managers and the people responsible for safety at SBUs.

The Bridgestone Group Safety Committee, which reports to the Group CEO-chaired Integrated CSR Enhancement Committee, debates and deliberates substantive safety issues from a management perspective. The issues are also looked into within the Safety Awareness Subcommittee, Safety Engineering Subcommittee, and Safety System Subcommittee under the Group Safety Committee, confirming the development status of Bridgestone Safety Fundamental Activities.

At Bridgestone, the Chief Safety and Disaster Prevention Officer, who is responsible for safety, health, and disaster prevention, drives companywide safety activities while maintaining contact with related units, such as the Human Resources and the Labor Relations Divisions. Along with this, workplace safety improvement is actively discussed at the companywide level through labor-management cooperation at Central Safety and Health Committee and Expert Committee meetings.

Safety and health management organization at Bridgestone



Injuries

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

During 2014, the number of work-related injuries was below the average Japanese manufacturing industry level in terms of frequency*¹ and below the average industry level in terms of severity*². A total of 15 serious injuries (down by six year on year, including fractures due to falls) occurred at the Bridgestone Group's 190 production and logistics sites in 2014.

Although the number of serious injuries has continued to decline overall since we began collecting statistics in 2006, we will promote safety activity without compromise, without deviation, and without exception. Based on the Bridgestone Safety Fundamental Activities, we aim to reduce the number of accidents even closer to zero.

*1 Frequency rate indicates the frequency of accidents with casualties.

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

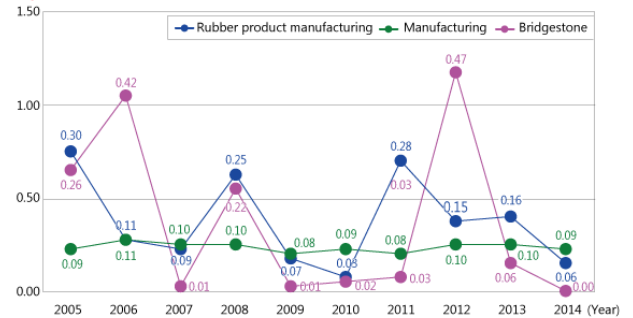
*2 Severity rate indicates the severity of accidents.

Severity rate = (total number of working days lost/total number of working hours) x 1,000

Frequency rate*¹



Severity rate*²



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 promotes specific policies in the areas of consciousness, engineering, and systems (management) to achieve those ideals.

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

Moreover, to facilitate faster adoption of strategies throughout the Group, we formulated and executed specific Group-wide strategies based on the Group Global Quality Management Activities.

Activities Based on the Bridgestone Safety Fundamental Activities

The Bridgestone Group has been promoting the activities set forth in the Bridgestone Safety Fundamental Activities as standard safety activities for all of our workplaces. Under this approach, the basic safety activities are 3S (Select & Remove, Sort, Keep Clean), KY (Finding hazards beforehand), RA (Risk Assessment), 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 in all of our workplaces, we have issued Activity Guidelines setting forth the specific items to be implemented and to have promoted activities in accordance with these guidelines. In addition, we have assigned instructors who are familiar with the Bridgestone Safety Fundamental Activities to each workplace to establish a structure facilitating the development and implementation of standard activities.

Bridgestone offers safety education in workplaces that is position-specific, including managers and supervisors, and aimed to heighten awareness for everyone in an effort to protect all employees and colleagues from serious injury. Bridgestone encourages proactive measures in which all staff members participate. Moving forward, the Bridgestone Group will continue its efforts to spread and establish these activities in the Group.



Employees engaged in Instructor Training

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 conducting Safety Consciousness Surveys since 2009. These surveys identify safety issues at each workplace through a questionnaire that consists of about 85 questions related to the occurrence of accidents, and those results are used to make Group-wide improvements. In 2014, the survey was conducted at 127 Group company workplaces worldwide.

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

Moving forward, we will continue these initiatives to actively promote the Bridgestone Safety Fundamental Activities and foster safety consciousness in the workplace.



Safe workplace support activities

Engineering Initiatives

Work procedures and equipment that could lead to serious injury require reliable technical measures to prevent future incidents. 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 warehouse equipment, as well as production equipment. These efforts include conducting risk assessments to identify risk and establish engineering controls or work procedures to reduce risk and potential for serious injury.

During 2014, we continued to assign and train safety engineers (SEs) as experts in equipment safety and conduct 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, we have been reappraising the hazard level of procedures and implementing the necessary safety measures through risk assessment (RA) activities on the Bridgestone Safety Fundamental Activities and constantly promoting the creation of safe workplaces.

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
		A	B	C	D
Extent of injury	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)



Bridgestone Tire Japan, improved safety guard example*

* Prevention of accidents in case workers enter the conveyer area or the next-stage conveyer, either in operation or in waiting status.

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 needing improvement.

Information on industrial accidents and fires that have occurred within the Group is shared along with information on the same kind of accidents at other companies in our industry and companies at large. Where necessary, we take measures to prevent similar accidents from occurring.

We are currently encouraging the implementation and expansion of safety and health management systems in the Bridgestone Group. By doing this, we will ensure that the Bridgestone Safety Fundamental Activities work more reliably as we promote ongoing improvement to enhance Group-wide safety.

Safety initiative evaluations

Within the Bridgestone Group (with the exception of some Group companies) checklists are used to confirm the status of training, education and drill execution; work rule guide composition and abnormality data uptake and improvement action; daily and regular fire equipment testing; and other safety activities. By understanding the results of these evaluations and moving forward steadily with improvements, we can enhance our safety, hygiene, and disaster preparedness status.

Disaster-Prevention Management Activities

We have created a Disaster Prevention Global Guideline based on previous incidents with primary focus on Disaster Prevention preparedness exercises, including incipient fire-fighting drills, and preventative inspections, including electrical wiring. We will strengthen fire prevention activities and strive to create safe and stress-free workplaces.

Additionally, we share information on fires that occur within the Group and the measures taken to prevent similar accidents.

We have designated September 8 as Bridgestone Group Disaster Prevention Day, and all of our workplaces now conduct disaster prevention drills every year on that day.

Health Management

Health Management Approach (Japan)

Our goal at Bridgestone is "To Maintain a Sound Labor Force and Create a Pleasant Workplace," and we conduct our health management, including healthcare management, accordingly.

Main Initiatives

Regular Checkups (Japan)

Bridgestone conducts regular and special health checkups as well as health exams for employees working overseas as required under the Industrial Safety and Health Law. Employees facing health issues are given proper healthcare guidance, typically by resident industrial physicians at our Health Care Center.

In addition to having 12 industrial medicine specialists available at 12 sites nationwide, we hold an annual meeting in which all industrial physicians participate. We also have a full industrial health staff, including public health nurses for handling special examinations and health insurance guidance.

Preventing Overwork (Japan)

Bridgestone recognizes the need to prevent long hours at the office and unusual amounts of overtime or late-night work to prevent health risks caused by overwork.

Bridgestone complies with the Labor Standards Act by working to reduce overtime and encouraging employees to use their annual holiday leave. In 2014, our workforce took 69.6% of given paid holidays.

We also have a program requiring employees working more than a fixed number of hours to consult with industrial physicians to help maintain good health.

Thorough Smoking Area Enforcement (Japan)

Bridgestone complies with the Health Promotion Act passed in May 2003 by thoroughly enforcing smoking in designated areas only. This policy includes visitors.

Mental Health Efforts (Japan)

Bridgestone is concerned about the psychological and physical health of its employees. Industrial physicians and industrial medicine staff serve as the core of Bridgestone's mental health efforts, along with an external Employee Assistance Program (EAP). In line with Ministry of Health, Labour and Welfare guidelines (covering self-care, consultation line care, on-site industrial medicine staff care, and offsite care), we have established a mental health plan for each office.

Bridgestone's Efforts (Japan)

1. Since 2006: Consultation line care for managers and supervisors, and self-care for new employees and mid-career hires
2. 2006: Introduction of external EAP covering employee families as well
3. Since 2007: Launch of psychological consultation website on the company intranet, providing information
4. "Return to Work Program" launched in 2010 for return to work assistance and recurrence prevention through ties with Human Resources, superiors, industrial physicians, main physicians, and external EAP.
5. Since 2011: Strengthened secondary prevention and implemented mental health questionnaires (stress tests), mainly during health checkups. Questionnaire results are provided as feedback to the employee for early detection of mental health issues.
6. April 2013: Counseling Office staffed by career counselors established at headquarters. This office conducts two-tiered mental health care, primary and secondary, by selecting the company level and executing counseling for all employees in it.
7. June 2014: The Company conducted an "organizational diagnosis" of three offices in the Tokyo metropolitan area. As primary prevention, initiatives were undertaken to reduce risk of mental health disorders occurring as a result of the workplace.

Selected as a "Health and Productivity Brand" (Japan)

In March 2015, Bridgestone was named a "Health and Productivity Brand" through joint selection by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE).

Under this program, METI and TSE select and publicize outstanding enterprises listed on the TSE that focus on employee health from the viewpoint of management and undertake strategic initiatives. METI and TSE select and introduce to investors attractive enterprises that prioritize improvement in corporate value from a long-term perspective, and aim to make the program an incentive for more enterprises to undertake health and productivity management.

Bridgestone was selected under this program for the numerous measures it is undertaking to further employee health management, including efforts to prevent overwork, enhance mental healthcare, and counter lifestyle diseases.



Health and Productivity Brand logo

Health Program Evaluation (Japan)

Bridgestone seeks transparency in its approach to evaluating occupational health efforts. We formulated a management status checklist based on our original standards concerning five areas of occupational health (overall management, health education, work environment management, work management, and health management). We introduced this checklist at 18 factories and/or offices in 2010, extending it to Group companies in Japan in 2011. In addition to consistently improving the system while conducting regular checks, in 2012 we worked to maintain and entrench the system. These efforts continued in 2014, with even more extensive health education efforts. We will continue striving to establish and maintain a system to comply with regulations and standards for occupational health in Bridgestone group.

CSR from Social Standpoint

With Employees

Focus Point 18

Respect for diversity

✦ Approach to Respecting Diversity and Related Initiatives ✦ Initiatives for Female Employees ✦ External Assessment

Bridgestone's ideal state for the future

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

Objective

• To provide a work environment in which members of a diverse body of employees can tap their full potential

Achievements

Primary achievements in fiscal 2014

- Each Bridgestone Group company conducted initiatives to achieve diversity key performance indicators (KPIs) set by the Group according to country and regional characteristics and applicable law
- Continued to support the activities of female employees for career development, and introduced new development opportunities for female employees seeking managerial positions
- Promoted various measures aimed at creating an inclusive working environment in Japan for Bridgestone's diverse workforce, including increasing the number of days employees can use the telecommuting system, increasing the number of days of leave when a spouse gives birth, and introducing a volunteer leave system

Principal plans for 2015 beyond

- Continue with initiatives to achieve KPIs set by the Bridgestone Group according to country and regional characteristics and applicable law
- Continue supporting the activities of female employees for career development, and continue with development measures aimed at increasing the number of female managers in Japan by 3.6 times the fiscal 2013 level by 2018
- Implement various measures aimed at creating an inclusive environment for all Bridgestone employees, including the establishment of a second on-site nursery school at Bridgestone's corporate technical center in Yokohama

Approach to Respecting Diversity and Related Initiatives

In 2008, the Bridgestone Group established a unit responsible for overseeing the promotion of diversity in Japan and has been applying this approach to respect for diversity throughout the Bridgestone Group since 2009.

The Bridgestone Group's Stance on "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 people 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 respect for diversity, we will establish key performance indicators (KPIs) at each Bridgestone Group company for the promotion of diversity specific to that particular country or region and its laws. Until now, the type of activities conducted has been determined by each Group company individually. To make the establishment of KPIs easier, from 2014 we have employed a method whereby Group companies select two out of five activity categories (gender equality, female management roles, disabled persons, etc.) in consideration of the national or regional characteristics particular to their location.

In addition, Bridgestone invites experts from outside the Company to conduct diversity seminars each year. In 2014, seminars were held four times and attended by approximately 800 employees.



Diversity seminar

Initiatives for Female Employees

Bridgestone undertakes a variety of initiatives to help female employees succeed. We provide career design training for interested female employees, offer support to help female employees develop networks, and conduct career support training targeting gender diversity awareness for managers. We also have introduced a program in Japan to promote more female employees to management positions with the goal of developing female managerial candidates over the medium term.

External Assessment

Selected as a "Nadeshiko Brand" for Two Consecutive Years (Japan)

In March 2015, Bridgestone was selected for the second consecutive year as a "Nadeshiko Brand," by which the Japanese Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE) jointly publicize enterprises that are exceptional in encouraging women's success in the workplace.

Companies listed on the First Section of the TSE in different industries that are selected as "Nadeshiko Brands" are introduced as companies that actively promote the employment of female human resources, including facilitating an environment in which women can continue to work.

Among its numerous initiatives to promote the success of women, Bridgestone earned particularly strong marks for its diversity promotion, female career promotion, and support of a balance between work and family.



"Nadeshiko Brand" logo

Receiving the Director-General of the Tokyo Labour Bureau Excellence Award in the Family-Friendly Enterprises Category (Equal Employment/Work-Life Balance Award) (Japan)

In October 2014, Bridgestone received the Minister of the Tokyo Labour Bureau Excellence Award in the Family-Friendly Enterprises Category (Equal Employment/Work-Life Balance Award).

The Equal Employment/Work-Life Balance Award is awarded to companies that promote exemplary undertakings in the categories of "proactive initiatives for promoting skill development among female employees" and "initiatives to support a balance between work and parenting and nursing care."

In particular, Bridgestone was applauded for its systems that provide more than the statutorily required leave for parenting and nursing care and creating a workplace environment that encourages women to return to work after childbirth.

Receipt of a Certification Mark under the Act for Measures to Support the Development of the Next Generation (Japan)

Bridgestone has formulated a general business owner action plan based on the Act for Measures to Support the Development of the Next Generation since 2005, and is increasing its endeavors in this regard.

We also received Kurumin Mark certification from the Tokyo Labour Bureau in 2010, 2012, and 2014 for exceeding the standards provided in the Act for Measures to Support the Development of the Next Generation for "companies that support childrearing."

The bureau gave us high marks for our efforts to increase the employment of women and expansion of job categories, as well as our development of manager candidates from a medium-term perspective.



Award for Excellence, Second Empowerment Awards (Japan)

In February 2015, Bridgestone received the Award for Excellence in the Second Empowerment Award.

From a broad range of perspectives, the Empowerment Award commend companies that aim to promote the success of women and work to enhance their productivity, show distinctive originality and ingenuity, and are excellent in other respects.

In particular, Bridgestone earned plaudits for its efforts to increase the employment of women and expand job categories, as well as our development of manager candidates from a medium-term perspective.

▶ [Employment status \(employee data by gender, consolidated employee data by region\)](#)

CSR from Social Standpoint

With Employees

Focus Point 19

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

- ❖ [Our Group's Stance of Human Rights](#)
- ❖ [Spreading Awareness of Our Group's Stance of Human Rights Worldwide and Initiatives on Human Rights Due Diligence](#)

Bridgestone's ideal state for the future

To promote human rights, value diversity, and treat every employee with dignity and respect

Objective

- To pursue corporate activities based on "Our Group's Stance of Human Rights"

Achievements

Primary achievements in fiscal 2014	Principal plans for 2015 beyond
<ul style="list-style-type: none"> ● To further promote awareness throughout "Our Group's Stance of Human Rights" distributed to all offices, plants, and Group companies, continued to provide the education at the time of New Hire training and Level-wise training. Further promoted the establishment of human rights consultation contacts at each location and followed up on the status of compliance to confirm its entrenchment throughout the Group ● As part of human rights due diligence* within the Group, formulated a three-year plan assessing each area of human rights, such as discrimination and harassment. Set 2014 as the first year for this assessment and identified potential human rights risks for each location <p><small>* Means of identifying risks related to human rights and handling them in an appropriate manner</small></p>	<ul style="list-style-type: none"> ● In 2015 and beyond, continue to conduct awareness training on and confirm compliance with Our Group's Stance of Human Rights ● Make steady progress on assessments in each area of human rights in the plan's second year ● Based on the results of the human rights assessment conducted in year one, conduct a risk evaluation of identified human rights risks, taking into consideration opinions from an expert review

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 the Group's approach to this issue is well understood throughout the organization.

Our Group's Stance of Human Rights
<p>1. Prohibition of Discrimination In all corporate activities, Bridgestone prohibits any act that impairs individual dignity or discrimination based on race, ethnicity, nationality, gender, age, language, religion, creed, social status, disability, or any other protected characteristics.</p> <p>2. No Harassment No personnel shall speak or act in ways that degrade individual dignity based on protected characteristics such as gender, authority, or any other type of harassment.</p> <p>3. No Child Labor/Forced Labor Bridgestone prohibits child labor/forced labor in any country.</p>

Spreading Awareness of Our Group's Stance of Human Rights Worldwide and Initiatives on Human Rights Due Diligence

In 2011, we translated Our Group's Stance of Human Rights into 15 languages and distributed it to all offices, plants, and Group companies. We then provided education and training with the aim of spreading awareness of this stance among all employees worldwide, which concluded in 2012.

To foster an ongoing awareness and understanding of Our Group's Stance of Human Rights throughout the Bridgestone Group, we have included this topic in New Hire training and Level-wise training since 2013. To further promote human rights, we have human rights consultation desks in place at each of our offices, and we regularly confirm the state of compliance and check that our perspectives are being adhered to.

We conduct human rights due diligence within the Group. Based on our findings, we have formulated a three-year plan to address each area of human rights, such as discrimination and harassment. In 2014, we defined human rights topics for assessment for the first time and worked to identify potential human rights risks at each of our offices.

In 2015, which marks the second year of the plan, we will conduct assessments on each area of human rights. We will also conduct an evaluation of the potential human rights risks identified in our year-one assessment, taking into consideration opinions from an expert review.

Furthermore, in and after 2015 we will continue to provide education on Our Group's Stance of Human Rights, as well as checking compliance.

CSR from Social Standpoint

With Society and Communities

Focus Point 20

Developing social activities to build a sound and sustainable society

❖ Structures for Pursuing Social Contribution Activities ❖ Social Contribution Activities that Address Issues and Needs of Local Communities

Bridgestone's ideal state for the future

To contribute as a corporate citizen to the realization of better communities

Objective

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

Achievements

Primary achievements in fiscal 2014

- Each Group company reflected on their social contribution activities using the Social Activity Self Evaluation Sheet formulated in 2013 while communicating with local communities in an attempt to promote social contribution activities in response to issues in each region

Principal plans for 2015 beyond

- Identify issues in each community by further promoting dialogue with local communities and developing social contribution activities in line with the Bridgestone Group's Social Activity Policy

Structures for Pursuing Social Contribution 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 meet the needs of local communities.

Bridgestone established the Social Activities Committee, consisting of corporate officers responsible for relevant sections of the Company, to function as an advisor to the Integrated CSR Enhancement Committee. It serves to deliberate resolutions regarding the overall direction of the Group's social contribution activities and associated action items.

To promote social contribution activities throughout the entire Group, we established a section dedicated to supporting initiatives at Group companies. Additionally, we encourage social contribution activities through Social Contribution Awards presented to Group companies and employees in Japan, as well as Bridgestone Group Awards for Contributions to Society bestowed upon Group companies globally, as an attempt to increase participation in and awareness of employee social contribution activities.

Social Contribution Activities that Address Issues and Needs of Local Communities

The Bridgestone Group companies engage in social contribution 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 participation in citizen-led volunteer activities to rebuild communities in disaster-stricken areas affected by the Great East Japan Earthquake, we have been providing a range of aid activities that address the specific anxieties and problems of those affected. These include keeping a watchful eye on the growth of children who lost their guardians in the disaster and support for activities that empower these children to realize their dreams on their own in the future.

Going forward, we will work to strengthen communication between the Bridgestone Group and local communities in order to respond more precisely to their issues and concerns. We will listen sincerely to frank opinions through dialogue and meetings with local people as we pursue these initiatives. We also will proactively endeavor to disseminate information to all of our stakeholders, including through the use of our website, to ensure extensive awareness about Bridgestone's stance on social contribution activities.

Key Areas for Social Activities



TOPICS

Activities Supporting Areas Affected by Ebola Hemorrhagic Fever (Liberia)

In 2014, the Bridgestone Group donated a total of nearly ¥100 million to support initiatives aimed at treating and preventing the spread of Ebola hemorrhagic fever in Liberia and other West African countries where the contagion is most prevalent.

The Firestone Natural Rubber Company LLC (FSNR) operates a natural rubber plantation in Liberia. It also operates a hospital onsite for FSNR employees, their families, and members of the local community, protecting the health of more than 80,000 people. During the recent Ebola epidemic, the company's hospital and two medical clinics worked hard to provide medical treatment to infected patients and also help prevent the further spread of the disease.



Supplies are delivered to the hospital located onsite at FSNR

CSR from Social Standpoint

With Society and Communities

Focus Point 21

Encouraging employees to do volunteer work in their communities

❖ Supporting Employee Social Activities ❖ The Chobora Fund (Japan) ❖ Volunteer Leave Program (Japan)

Bridgestone's ideal state for the future

To encourage employees to volunteer in their local communities

Objective

• Support employee participation in volunteer activities by providing information, time, funding and opportunities

Achievements

Primary achievements in fiscal 2014

- Each Group company reflected on their social contribution activities using the Social Activity Self-Evaluation Sheet formulated in 2013 while promoting employee participation in the planning of social contribution activities

Principal plans for 2015 beyond

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

Supporting Employee Social Activities

Bridgestone supports employee volunteer activities by providing time and funding. Two examples include our volunteer leave program and the employee-driven "Chobora Fund," a gift-matching program. We also recognize both organizational and employee social activities with the Social Contribution Awards and the Bridgestone Group Awards for Contribution to Society as a means of recognizing proactive employee participation in social contribution activities.

Going forward, the Bridgestone Group will continue to support employee participation in social contribution 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. Activities 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.

In 2014, we supported 81 activities. As of December 31, 2014, a total of 5,507 employees participated in this program. Support was provided for activities around the world in a variety of areas, including the Patients Association for Distal Myopathies, which works to support Cambodian children and develop new medications for this intractable disease, and Musashino Satoyama Research Group, which is engaged in regional environmental conservation.

Volunteer Leave Program (Japan)

Bridgestone established a volunteer leave program as one way to support social activities by its employees. The program encourages participation in volunteer activities, allowing employees nationwide to take advantage of a leave of absence each year. In 2014, 19 employees used the program to participate in Great East Japan Earthquake recovery efforts and other activities with volunteer organizations to which they belong.

TOPICS

Disaster Volunteer and Donation Activities (The Philippines)

After the Philippines was damaged by a typhoon in 2009, Bridgestone Precision Molding Philippines (BPMP), which was engaged in the Chemical and Industrial Product business, became aware of the need for activities supporting victims of the natural disaster. BPMP conducts ongoing donation and volunteer activities, with nearly 250 employees participating in the sorting and packaging of relief supplies in cooperation with support efforts for disaster-stricken areas. Employees are also engaged in collecting donations to support regions affected by natural disaster.



Volunteers sorting and packing relief supplies

CSR from Social Standpoint

With Society and Communities

Focus Point 22

Helping realize a safe society

Bridgestone's ideal state for the future

To promote safe driving that is free of traffic accidents

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

Primary achievements in fiscal 2014

- Group companies reviewed their road safety activities based on the Social Activity Evaluation Sheet formulated in 2013 while promoting social contribution activities in response to community traffic issues in an attempt to foster communication with local communities

Principal plans for 2015 beyond

- Identify additional road safety issues in each region through dialogue with local communities and the promotion of social contribution activities in accordance with the Bridgestone Group's Social Activity Policy

Bridgestone's Stance on Social Contribution Activities for Road Safety

In addition to developing tire safety technologies that contribute to the development of a safer society, the Bridgestone Group pursues activities globally that promote the importance of regular tire inspections.

The Bridgestone Group aims to promote an understanding of Bridgestone products (tires, bicycles) among all stakeholders so that these products are used safely, and to contribute to improve road safety in local communities. The Group does this through passionate communication of its stance on road safety and the dissemination of information concerning tires and road safety in various forms, including experience-based workshops.

TOPICS

Road Safety Education Project for Children (Thailand)

In 2014, the Thai Bridgestone Company Limited (TBSC), which manufactures and sells automobile tires, launched a road safety education project aimed at increasing awareness about road safety among the younger generation.

Approximately 100 students from nearby schools attended a camp organized to conduct road safety education. Schools received commendations for their road safety activity achievements, and bicycles were donated for the further promotion of road safety education. The aim of these types of activities is to make everyone aware that schools, students, and the local community play an equal role in road safety.



Students learn about road safety on a practice course

CSR from Social Standpoint

With Employees

Employment status

Employment status of Bridgestone Corporation

(Person)

		2012			2013			2014		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Number of employees	Corporate officers	24	1	25	28	0	28	31	0	31
	Note: Numbers in parentheses include employees of Group companies.	(34)	(2)	(36)	(39)	(1)	(40)	(45)	(1)	(46)
	Managers	1,055	11	1,066	1,079	12	1,091	1,099	14	1,133
Average age (years)		38.6	37.4	38.5	38.8	38.0	38.8	38.9	38.5	38.8
Average service period (years)		13.8	11.3	13.6	13.8	11.8	13.6	13.6	12.2	13.5

Number of directors and corporate auditors in Bridgestone Corporation (as of December 31, 2014)

(Person)

		Men	Women	Total
Directors		5	3	8
	Of which, outside directors	1	3	4
Corporate auditors		3	1	4
	Of which, outside auditors	1	1	2

Consolidated employees, by region (as of December 31, 2014)

(Person)

	2014
Japan	28,732
Americas	61,541
Europe	12,255
Near and Middle East, Africa, Russia	3,809
Asia Pacific	38,295
Total	144,632

Editorial Policy

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

The report includes special features exploring the Group's "contribution to a mobile society through innovation" initiatives with issues identified as important for society and 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 residents of the communities in which we do business, customers, shareholders, business partners, employees, 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 2014 fiscal year (from January 1 to December 31, 2014), although it also includes some information applicable to years before and after fiscal year 2014.

Organizational Coverage

This report covers the initiatives of the Bridgestone Group, including Bridgestone Corporation and subsidiaries and affiliates around the world. Throughout the text, "Bridgestone," or "the Company," refers to Bridgestone Corporation, while "Bridgestone Group," or "the Group," refers to all group companies, 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 (Versions 3.1 and 4.0) (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.

Independent Evaluation Statement

Independent Evaluation Statement

Once again this year, I would like to present the independent evaluation statement. In CSR Report 2015, Bridgestone's self-awareness and sense of responsibility as a blue-chip corporation boasting the top global market share is evidenced through their conscientious and tenacious CSR initiatives in all areas. Bridgestone is a global corporation conducting business in over 150 countries around the world and employing nearly 145,000 people (80% of whom are located outside Japan). Through the implementation of CSR initiatives, Bridgestone is focused on the goal of its 2014 Mid-Term Plan: to become a truly global company.

1. Developing Human Resources Capable of Global Management

Above all, I would like to evaluate Bridgestone's initiatives for the development of human resources capable of global management, one focus of the Mid-term Plan. During the fiscal year under review, various measures aimed at capacity building were deployed around the world targeting worksites and employees. For example, positive examples of compliance education were shared with regional Group companies in the United States and Europe in an attempt to promote best practices. Successful case studies were also shared in China, Asia, and Oceania, led by Tire SBU head office PR staff in each of these regions to jointly promote improved capabilities among Group companies responsible for worksites within their region. Furthermore, with the aim of realizing its mission of "Serving Society with Superior Quality," Bridgestone made efforts to pass on indispensable manufacturing technologies, including the first certification of Thai national staff as QA instructors. These are just some of the ways in which Bridgestone employees around the world came together to engage in various efforts to demonstrate teamwork.

2. Continuous Reformation of Management from a Global Perspective

Bridgestone's Commitment of Management calls for continuous reform of management from a global perspective. To this end, the Company promoted innovation from both technological and business perspectives. Examples include cross-industrial collaborative research with Kao Corporation and the development and commercialization of fuel-efficient tires that contribute to the environment. These initiatives, aimed at realizing a sustainable society through partnerships with other corporations, are noteworthy as examples of a corporation creating value for society. This is a win-win scenario for four stakeholders: the two companies, the environment, and consumers. Other than tires, this year's report also includes additional coverage of the Diversified Products business (chemical, sports, and bicycle-related products). This clearly demonstrates Bridgestone's intentions related to solving social problems through the power of its products while meeting the needs of its stakeholders.

3. CSR Report Communication Style

Finally, I would like to make a proposal regarding the way information is communicated in the CSR report. When discussing the results of CSR initiatives, I think it would be a good idea to clearly convey what kind of value was created. For example, in the "22 CSR Focus Points" sections, details regarding what was implemented (the approach) are discussed, enabling a detailed understanding of what was done to solve each problem and what was left unachieved. However, with respect to initiatives for each issue, Bridgestone needs to be more clear about results (performance), whether issues were actually resolved, as well as what kind of value (impact) was created as a result of these efforts. This would more easily convey to readers the fruit of Bridgestone's labor. As the Bridgestone Group continues to experience global growth, stakeholders around the world want to know about the results of its various CSR initiatives, about its achievements and what value was created. I understand that, going forward, Bridgestone Group's CSR initiatives based on social issues will undergo a shift; I look forward to reporting focused on achievements and value through future initiatives.

赤羽真紀子

Ms. Makiko Akabane
Director, Japan
CSR Asia



Toward Reconstruction from the Great East Japan Earthquake

More than four 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 to those affected by this tragedy. We continue to wish for a quick reconstruction of the disaster-stricken areas.

The Bridgestone Group is committed to assisting with the reconstruction of the disaster-stricken areas. We will continue to support activities that meet the needs of the affected people, including the fiscal 2014 initiatives noted below.

Aiding Activity (Employee Volunteers) for the Reconstruction of the Disaster-Stricken Areas

Since the earthquake, the Bridgestone Group has been conducting ongoing support activities (donations, relief supplies, volunteer activities) tailored to the stage of reconstruction in the disaster-stricken areas. As of the end of fiscal 2014, employee activities had been conducted in the area 59 times, involving a total of 1,337 participants. More than four years have passed since the earthquake, and the conditions found in those areas are moving from emergency assistance to stability to reconstruction. The Bridgestone Group continues to cooperate in efforts focused on supporting community service activities and town planning activities.

Since 2013, the Bridgestone Group has been cooperating in the "Iwaki Otento SUN Project," a citizen group that is working on a new community development in Iwaki, Fukushima Prefecture, and we continued to send employee volunteers in fiscal 2014. To help initiatives being undertaken by this group—a community natural energy (solar) electric power generation project and agricultural industry regeneration assistance (organic cotton)—180 employees from the Bridgestone Group volunteered to take part in the activities in 2014 (a total of 11 times).



Volunteer activities (solar panel installation work) in Iwaki, Fukushima Prefecture



Cotton farming via agricultural industry regeneration assistance

Wings of Dream Project

As a part of our reconstruction assistance for the disaster-stricken areas, Bridgestone has supported the "Wings of Dream Project" since 2011. Operated primarily by the Tokyo-based Ochanomizu Academic Association NPO and student volunteer teams, the project provides support for children who lost their guardians in the Great East Japan Earthquake. The initiative aims to create opportunities for children to make friends and grow independently while sharing and experiencing activities such as sports and facility tours during overnight camping trips.

In 2014, 50 children attended camps that were held twice—in summer and winter—at a Bridgestone-owned recreation facility in Ome, Tokyo.



Christmas party held during the winter camp

Reconstruction Support Menu and Sales Events

In an effort to help industries in Tohoku recover from the effects of the Great East Japan Earthquake, in 2014 we began offering a "reconstruction support menu" at our headquarters employee cafeteria featuring food products from the Tohoku region. We also planned and held sales events featuring Tohoku products.

During the year, we held specialty product sales events four times in three locations and planned three reconstruction support menus.



Sales event at headquarters featuring specialty items from Iwate Prefecture

Launching Japan's Largest Elastomeric Isolation Bearings for Construction

Three main methods are used for earthquake countermeasures in buildings: seismic isolation, seismic damping, and seismic resistance. Of these, Bridgestone continues to develop and sell the elastomeric isolation bearings used in seismically isolated structures that are highly safe for the people and property inside the building, and for the building itself. Elastomeric isolation bearings are created by rubber and metal formed into layers and installed between the ground and the building. Normally the bearing functions to support the weight of the building, when the earthquake hits the building the elastomeric isolation bearings function to absorb and reduce the shaking.

Bridgestone has developed Japan's largest elastomeric isolation bearings for construction (hereinafter, "elastomeric isolation bearings"), which are designed for buildings up to around 150 meters tall (approximately 40 stories)*. Conventional products are capable of bearing pillar loads of 3,000 tons, which places design limits on the number and placement of pillars in buildings, particularly those in the super-high-rise 150-meter class. Bridgestone has succeeded in developing an even larger product capable of bearing pillar loads of 3,800 tons, allowing an unprecedented level of design freedom.

Bridgestone uses testing machines to inspect all elastomeric isolation bearings prior to shipment, but because the size of the recently developed bearings exceeded the capacity of its current testing machines, we have installed an ultralarge machine at the Yokohama Plant. This new machine is capable of bearing loads up to 5,000 tons.

Bridgestone aims to further increase the quality of its products, and is actively promoting the use of elastomeric isolation bearings to protect buildings and the property and lives within them, supporting the safety and peace of mind of its customers.

* According to Bridgestone's research on elastomeric isolation bearings (as of December 16, 2014)



Bridgestone Grand Prize works of 12th Bridgestone Children's Eco-Art Contest



Bridgestone Grand Prize

The Bridgestone Group 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 12th contest was "Finding Interesting Things in Nature," and 38,929 art works were subscribed from throughout Japan.

The back cover of this report introduces the five entries that received the Bridgestone Grand Prize.

Upper left: Natsumi Yanada, age 7

Upper right: Kai Kaizawa, age 9

Center: Takaki Yagi, age 9

Lower left: Naoto Isawa, age 10

Lower right: Honoka Uchida, age 9

(Ages shown indicate age at time of award)

Bridgestone Corporation

CSR Department

1-1, Kyobashi 3-Chome, Chuo-ku, Tokyo 104-8340, Japan
<http://www.bridgestone.com/>