



Create **Good Business Quality**

Feature Improve Management Quality and Working & Business Quality —Bridgestone DNA / Unique Deming Plan

In the 24MBP, Bridgestone further focus on value creation in accordance with our business shaping scenario, which consists of the following four scenarios: “create good business quality”, “create good tires”, “create good business”, and “create new business sowing good seeds for the future”. The top priority issue in 2024 as the first year of the 24MBP, is to create good business quality. We are striving to improve management and working & business quality globally. What forms the foundation for this is Bridgestone DNA “focus on quality” and the mission “Serving Society with Superior Quality.”

Bridgestone’s Unique Deming Plan

In reaffirming Bridgestone DNA, returning to origins, we have begun by reaffirming and re-enhancing understanding of Bridgestone’s unique Deming Plan. The Deming Plan is the activities which we promote toward improvement of management and working & business quality aiming for the “Deming Prize” since 1960s. The Deming Prize was established in 1951, to honor Dr. Deming who was a statistician in the U.S. and greatly contributed to the quality control movement in Japan. Dr. Deming’s idea was that the quality is created not only in the plant but is a matter of overall management, and is deeply related to management

philosophy. The prize is recognized in the industry as the highest honor given to a company whose quality control activities are company-wide and comprehensive. We introduced this method in the 1960s when promoting the modernization of management and enhancement of quality management activities, and in 1964, we independently named the activities as “Bridgestone’s unique Deming Plan”, established an organization which was



Receiving the Deming Application Prize (1968)

dedicated to promote and drove the plan toward the Deming Prize. Bridgestone received it in 1968, and today, we have continued our initiatives lead by “TQM Promotion Department” under Global CQMO (Chief Quality Management Officer). The basic thought of Bridgestone’s unique Deming Plan is “good company quality makes good quality of products and services”. Based on this, we reaffirm and re-enhance understanding of 5 concepts - “PDCA,” “5W1H (use why why why analysis),” “Promote rational standardization,” “Explain by using accurate data,” and “Control important points”.

Re-enhancing Understanding of Bridgestone DNA and Bridgestone’s Unique Deming Plan

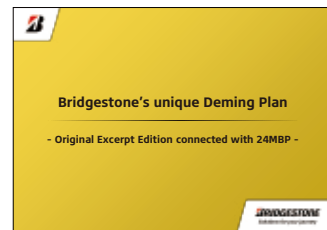
In order to reaffirm and re-enhancing understanding of the Deming Plan, we are initiating our training in all regions, functions and job layers, from management to all employee in global. As a starting point, the Global Executive Committee (Global EXCO) was held in March 2024 in Kurume City, Fukuoka Prefecture, which is the birthplace of Bridgestone. Visiting footsteps of the founder, all members of the global management team reaffirmed Bridgestone DNA based on Genbutsu-Genba (respect for being on-site). Also, we had workshops to reaffirm and re-enhance understanding of “Bridgestone’s unique Deming Plan” and discussed specific management issues with PDCA and why why why analysis, as well as visited on-site to see and learn on-site improvement activities based on Genbutsu-Genba (respect for being on-site). Conveying Global CEO’s message to employees

Bridgestone’s Unique Deming Plan

Basic thought
5 concepts

Good company quality makes good quality of products and services

- ① Master PDCA
- ② Use 5W1H (WHY-WHY- WHY analysis)
- ③ Promote rational standardization
- ④ Explain by using accurate data
- ⑤ Control important points



for the improvement of management quality on our 93rd anniversary of founding, we are working on disseminating “Bridgestone’s unique Deming Plan” globally and conducting workshops for all functions and job layers in global operations. Through these activities, we improve management and working & business quality by deepening understanding of all global employees on the thoughts of founder Shojiro Ishibashi toward its founding which are our origin, Bridgestone DNA that has been cultivated since our founding, and the intention and history of the Deming Plan.

**Improve Management Quality and Working & Business Quality:
Strengthen Global TQM Activities Steady**

Bridgestone values TQM (Total Quality Management) activities and the Bridgestone Group Awards, our highest-ranking employee recognition program, important as global asset to re-enhance understanding of Bridgestone DNA and the Deming Plan at actual business and on-site initiatives. In particular, since the promotion of “Bridgestone’s unique Deming Plan” in the 1960s, TQM activities have been our global asset and inherited as our culture to pursue continuous improvement and innovation strongly reflecting Bridgestone DNA. We have held the "Group Global TQM Conference" every year from 2010 with the aim for encouraging innovation and continues

improvement by sharing excellent practices of TQM activities from each site of the world and evolving quality of working & business. In 2023, the 13th conference was held in person for the first time in four years after the COVID-19 pandemic. Sixteen out of more than 2,000 improvement cases submitted from regions and offices around the world were presented as excellent initiatives, followed by exchanges of opinions among management and award-winning teams.



The 13th Bridgestone Group Global TQM Conference

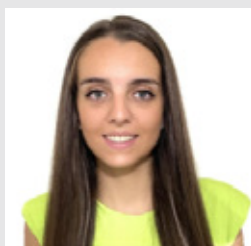
● **Group Global TQM Conference: Awardee**



Under the Bridgestone DNA “focus on quality,” we have a responsibility to deliver good tires to our customers at the timing when they want. In order to fulfill such responsibility, we tackled the improvement to prevent malfunctions in the 6-kilometer conveyor through which tires flow. By running the conveyor with tires equipped with acceleration sensors, we were able to collect and visualize data on roller rotation defects that were previously invisible, leading to predictive management. I will continue to support our customers’ everyday lives by persistently practicing the “5 concepts of the Deming Plan”, going forward.

Shinichiro Kondo

Supervisor, Inspection, Quality Assurance Department, Kurume Plant



We introduced automated visual inspection machine in the inspection process to improve customer value for further quality stabilization. This project was complicated and took a long time for its implementation, however, we achieved it by meticulously conducting the PDCA cycle and monitoring its situation on a weekly basis. Also, the participation in Group Global TQM Conference gave me a lot of good practices. I will leverage this experience for future improvement activities.

Patricia García

Final Inspection, Bridgestone Burgos Plant