

Management Fundamentals for Value Creation

Quality and Customer Value

Mission

Creating customer value and trust

We are leveraging on a global framework in collaboration with all related Bridgestone entities and stakeholders to proactively identify, prioritize and address customer quality issues in keeping with the intention of our founder to the Group's Mission of "Serving Society with Superior Quality."

Quality is essential to achieve a sustainable society and provide people worldwide with safe and comfortable living through attractive, high-quality products, services and solutions and embodies the "Bridgestone E8 Commitment." The Bridgestone Group established the Quality Mission Statement to engage every employee in contributing to building these high-quality products, services and solutions that exceed customers' expectations through innovation and Kaizen (continuous improvement).

The Quality Mission Statement enables the future direction of the Bridgestone Group and its leadership, based on the spirit of founder Shojiro Ishibashi, by advancing the Group's proud heritage of quality and commitment to continuous improvement. Through employee engagement with continuous improvement and innovation, the Bridgestone Group strives to apply the principles of excellence to achieve superior quality across all businesses globally and throughout the value chain.

The Bridgestone Group puts the safety of its customers and employees first and we endeavor to deliver products, services and solutions with perfect quality.



Management system

The Bridgestone Group has a Global Chief Quality Officer (Global CQO) and CQOs in all SBUs. Together, they are responsible for product, service and solution quality in their markets. The CQOs guide and support the organization by promoting quality innovation and continuous improvement activities that produce safe, high-performing products that deliver customer value and trust.

In 2017, the Bridgestone Group established the Global Quality Management Committee (GQMC) to strengthen

global governance around the deployment of its quality mission and initiatives in each SBU. The GQMC works as an effective committee to set the global quality strategy, identify global quality challenges and defines solutions leveraging global expertise and resources. In addition, the Bridgestone Group has established an auditing framework to continuously assess the effectiveness of systems and processes to deliver the highest quality products, services and solutions to its customers.

■ Goals and KPIs

To achieve its quality and customer value mission, the Bridgestone Group established goals, including:

- Monitoring quality-related items of environmental, social and governance (ESG) evaluations using the industry average as a benchmark and increasing transparency by enhancing information disclosure.

■ Initiatives

To achieve the above goal, the Group is promoting the dissemination of the Quality Mission Statement to all employees globally and in each region. The Group is working on a quality assurance system to produce high-quality products that are friendly to the global environment and have little waste in the production process of each business site.

The Group is leveraging its Solution Business Management Guideline developed in 2020 and supporting its journey to become a sustainable solutions company by promoting Bridgestone Tires and Diversified Products as a Solution (Bridgestone T&DPaaS). The guidelines are helping establish strong quality management systems in each SBU as the Bridgestone Group aims to continuously enhance the value it delivers to customers and society in alignment with its strategy.

■ Bridgestone's DNA, TQM activity

The Bridgestone Group's long-standing TQM (Total Quality Management) activities have been incorporated into its culture and growth for over 50 years. Employees from all over the world, who have passed rigorous regional qualifiers, have gathered at a global TQM conference for sharing best practices every year since 2010.

In 2021, under the COVID-19 pandemic, the global TQM conference was held with interactive video communication to highlight improvement projects filmed at each site beforehand and distributed to all employees. Sixteen projects from qualifying entries from around the world were shared as model cases.

More information on the Bridgestone Group's commitment to quality and customer value is available [online](#).