

CSR Report **2011**

Corporate Social Responsibility Report



Editorial Policy

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

The Report includes some special features exploring Group CSR activities where significant progress was made in 2010. These activities were selected from a pool of initiatives identified from the dual perspectives of what is important for society and what is important for the Bridgestone Group. The highlighted activities are divided into the following categories: products, supply chain and local communities.

The Report consists of published and online components. The booklet is intended to be read by a broad range of stakeholders, including customers, business partners, shareholders, employees, residents of the communities in which we do business and CSR experts, while the website adds content in response to requests from individuals who need more detailed information than is provided by the booklet.

About this report

Period

This Report focuses on data and activities for the 2010 fiscal year (from January 1 to December 31, 2010), although it also includes some information applicable to years before and after fiscal year 2010.

Organizational coverage

This Report covers the initiatives of the Bridgestone Group, including Bridgestone Corporation and its subsidiaries and affiliates in Japan and around the world. Throughout the text, “Bridgestone” refers to Bridgestone Corporation, while “Bridgestone Group” refers to the entire group, including subsidiaries and affiliates in Japan and around the world. Notes are provided where this distinction does not apply. For an overview of the Group, see page 52 of this Report.

Guidelines referenced

Environmental Reporting Guidelines (Fiscal Year 2007 Version)
(published by the Ministry of the Environment of Japan)
Sustainability Reporting Guidelines (Version 3.0) (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.

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Pursuing CSR worldwide through business activities based on our new Corporate Philosophy, The Bridgestone Essence

First of all, I would like to offer my heartfelt condolences to all those who lost loved ones or were otherwise affected by the March 2011 Tohoku Earthquake and Tsunami. The Bridgestone Group is dedicated to making the maximum possible effort to speed the recovery so that we can alleviate as quickly as possible the suffering and sadness of the many victims of this disaster. More information about our plan to contribute to the recovery is available on page 5 of this Report.

Simplifying our Corporate Philosophy to fit our vision of the ideal global corporation

In March 2011, Bridgestone marked the 80th anniversary of its founding. We are grateful to the countless customers whose loyalty to our products and services made this anniversary possible, as well as the many others who have offered their support over the course of the company's history. We took advantage of the anniversary to hold a series of internal discussions asking what kind of company we want Bridgestone to be in the future, what objectives we wish to pursue, what we can do to play an essential role in society over the long term and how we can continue to contribute to society. These discussions resulted in a consensus that we would respond appropriately to the diversifying needs of society and would, for each individual, "provide more appropriate products and services and earn the satisfaction of each." In other words, "we want to be a company that supports the lives of individuals."

To facilitate our ability to integrate the Group's capabilities in the pursuit of this vision for the future, we refined the Corporate Philosophy, which comprises the Group's core identity, into a more simple form. Specifically, we embraced our corporate motto of "Serving Society with Superior Quality" as a statement of our mission and identified four basic stances as the foundation of the philosophy for our group members to adopt. Going forward, we will strive to anticipate social needs and propose creative solutions based on this philosophy. For example, we will further strengthen the Group's integrated identity while taking advantage of the diversity brought by each and every member, providing products and services that would be incorporated into necessary transportation for an aging society, and helping address environmental issues worldwide by developing completely recyclable products.

Identifying 22 CSR Focus Points to put The Bridgestone Essence into practice

For the Bridgestone Group, CSR exists as a means of realizing The Bridgestone Essence, the refined corporate philosophy. We treat this philosophy as more than just a series of ideals by incorporating it throughout our business practices. Specifically, we practice CSR by using "backcasting," a technique for developing a vision for the future and formulating the measures necessary to achieve that vision, to incorporate them into our Mid-term Management Plan (MTP).

Our Group has more than 180 manufacturing and development facilities in 25 countries and operates in more than 150 countries. We established the "22 CSR Focus Points" to serve as a Group-wide common language that would guide the pursuit of consistent, steadfast CSR activities. In pursuing the 22 points, we specify an ideal state for each of them and activate an approach known as the PDCA ("plan," "do," "check," "act") cycle. To create a planning process that reliably points us in the right direction to achieve our vision, we have laid out a series of instructions in the form of objectives, policy directions and initiatives to adopt throughout the Group. In 2011, we will be working to promote the visualization of progress in each point so that we can evaluate how well we are executing against our goals. The process of clarifying where we have been successful and where we need to focus future efforts based on key performance indicators (KPIs) for each instruction will lead to improvement.

Group management that incorporates a diverse range of values

The Bridgestone Group conducts its businesses globally, and we believe that our diverse group of members is one of our greatest strengths.

In order to build governance structures appropriate for a global corporation, we have invited four outside directors, including two women and one non-Japanese individual, to serve alongside five internal directors on the Board of Directors. We are also working to strengthen Group unity while incorporating diverse values by appointing executives from our American and European subsidiaries to serve as corporate officers at Bridgestone.

In the area of human resources development, we have provided training opportunities to staff members, including management candidates and manufacturing teammates. In 2010, we established the Bridgestone Institute of Global Training and the Global Manufacturing Education Center, enabling a richer program of human resources development initiatives.

We are working to bring together Group members from countries around the world in a socially and intellectually stimulating setting where they can develop their skills and abilities while overcoming the barriers of language and culture.

Achieving a sustainable society

Reflecting our desire to achieve a sustainable society, the Bridgestone Group issued an Environmental Mission Statement “to help ensure a healthy environment for current and future generations.” In May 2011, we refined the Environmental Mission Statement and clarified the direction of our long-term environmental aspirations by using simpler language for better understanding while taking decisive action with respect to three important environmental perspectives: ecological conservation, resource conservation and reducing carbon emissions. In order to exist “in harmony with nature,” Bridgestone will develop and utilize technologies that value natural resources while addressing the urgent matter of global warming through efforts to reduce CO₂ emissions. By means of this refined Environmental Mission Statement, we will work to enhance environmental awareness of the Group’s nearly 140,000 employees and pursue a higher level of our environmental activities in the three areas of environmental progress: products and services, operations, and community activities.

In 2010, we defined and announced our approach towards biological diversity as an essential standpoint of ecological conservation. We have engaged in a variety of activities worldwide for ecological conservation, including wildlife habitat improvement, academic research and community education represented by the “ECOPIA’s Forest” project. We are also working to improve

“resource productivity” as a way to create product value “through efficient use of resources” in line with a new basic approach to resource conservation. We have launched a Group-wide effort to realize a low-carbon society by establishing two specific targets for the reduction of CO₂ emissions by 2020:

- 35% reduction compared to 2005 baseline in CO₂ per sales from the company’s total operations and its products’ “after-use”
- 25% improvement compared to 2005 baseline of tire rolling efficiency, resulting in less fuel use and CO₂ emissions from driving

Bridgestone estimates that the potential reduction in CO₂ emissions from helping improve our customers’ fuel efficiency exceeds the emissions related to Bridgestone’s operations and our products’ after-use.

Striving as a company to support each and every stakeholder

Together with The Bridgestone Essence, we have made a commitment to stakeholders that is expressed through our new tagline: “Your Journey, Our Passion.” As used here, “Journey” includes the future life and lifestyle of each and every stakeholder. The Bridgestone Group is passionate about meeting our societal expectations while enriching the journey of each of our stakeholders.



Shoshi Arakawa
Chairman of the Board,
CEO and President



Effects of the Tohoku Earthquake and Tsunami on the Bridgestone Group and associated initiatives

We would like to express our deepest condolences to the families who have lost loved ones in the Tohoku Earthquake and Tsunami. Thoughts and prayers of all Group employees are with those affected by this disaster, and we wish for a quick and peaceful recovery.

In the immediate aftermath of the earthquake, the Group began working to ensure continuity of its business operations, aid affected areas and assist in recovery operations. The Group will continue to use all of its capabilities in an ongoing effort to contribute to reconstruction, which it considers to be part of its social mission.

The following describes the effects of the disaster on Group operations and the Group's response as of May 2011.

Effects on the Group's operations

The Group has verified the safety and well-being of all employees.

Bridgestone's Tochigi Plant, Nasu Plant, Kuroiso Plant, Tokyo Plant and Yokohama Plant, all of which are located in the Kanto region or further north, halted production immediately following the earthquake. Although the facilities suffered some superficial damage to ceilings and walls, they escaped major

damage and were able to resume production by March 25 after verifying that safe operations were feasible.

Damage sustained by most of the Group's sales and logistic facilities in the Tohoku region was minor, although some sales offices and other sites suffered structural collapse, and some sales facilities remain closed.

Response to the earthquake

Immediately after the earthquake struck, Group officials worked to confirm the safety of employees and buildings in accordance with the Group's risk control manual. Each section formed a countermeasures headquarters and worked to assure the continuity of business operations. As a result, a companywide emergency affairs office had been formed by the next business day (March 14), and the Group worked to implement measures in an efficient and timely manner by holding a regular meeting each business day to allow executives

to share information about ongoing issues.

The Group also formed a comprehensive recovery coordination office to manage assistance for affected areas from Group companies worldwide and to assure the continuity of business operations. The Group had previously made arrangements to move functions carried out by its head office to the Kodaira and Yokohama districts in the event of an emergency. Following these steps, the Group will also consider how to relocate or distribute operational functions on a global scale.

Assistance for affected areas

The Group has donated a total of ¥277 million (as of April 5) in aid along with bicycles and bedding (with a total value of ¥100 million).

Working under the direction of Bridgestone's Secretariat, teams of Group employees have been volunteering in disaster-stricken areas since mid-April as part of the company's volunteer leave program.

Principal aid recipients and amounts

Recipient	Amount
Japan Platform*	¥50 million
Iwate Prefecture	¥50 million
Fukushima Prefecture	¥50 million
Miyagi Prefecture	¥50 million
Other disaster relief organizations such as the Japan Red Cross Society as selected by Group companies in Japan and overseas	Approx. ¥77 million

* An international humanitarian system dedicated to providing timely and effective assistance including aid in the aftermath of natural disasters as well as international emergency aid and recovery aid through an equal partnership of NGOs, the business community, government, media and other entities.

Working to lower power consumption

The Group operates 13 worksites that have a contract demand of at least 500 kW in Tokyo Electric Power's service area, making these sites major power customers. Responding to concerns about a serious power shortage during the summer months, we have established a voluntary target of reducing the maximum power utilization of these 13 facilities by 25% compared to 2010 levels (together, they consumed about 76,000 kW from 10:00 am to 9:00 pm on weekdays from July to September 2010). We are committed to going beyond temporary measures to achieve efficient business activities on a permanent basis while lowering power consumption in a way that has limited impact on production volume. Specifically, measures that will be pursued on a permanent basis include :

- stopping or limiting hours of operation for certain production lines and equipment in plants
- improving equipment to realize power savings
- efficiently utilizing co-generation systems (in-house generating systems

- that efficiently produce electrical power with heat energy as a byproduct) and the Tochigi Plant's waste tire incinerator and power generation facility
- utilizing power stored at night during daytime hours (through the daily use of NAS batteries designed to serve as a means of responding to power outages)
- installing diesel generators.

We will be pursuing an extensive range of initiatives to lower power consumption, including reviewing air conditioning temperatures at all 13 worksites, using only some lighting and installing LED lighting. Other measures will target worksites such as sales offices and tire dealers that use less power, including limiting in-store and sign lighting and air conditioning temperatures, establishing voluntary power-saving plans, and introducing examples of successful power-saving programs.

We will also pursue permanent reductions in power consumption by increasing the number of no-overtime days at worksites, introducing summer working hours, and encouraging efficient work practices such as telecommuting.

Future response

In addition to using its full capabilities to give top priority to providing the aid needed for recovery, the Group will work to address issues such as inadequate supplies of raw materials. We will also offer assistance to business partners,

customer stores, and other stakeholders that have been impacted by the disaster. The latest information about the Group's ongoing response to the earthquake and tsunami can be found on our website.

URL: <http://www.bridgestone.com>

The Bridgestone Essence (Corporate Philosophy)

The 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 words, integrated corporate culture and our diversity that today's company has inherited has been redefined into "The Bridgestone Essence" 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.

Refinement of the Bridgestone symbol

To reflect changes in the current social environment and to respond to diverse customer needs, Bridgestone's new symbol emphasizes coexistence with people around the world, flexible strength, and a sense of speed in adjusting to change.

Revision of tagline

In customer-facing locations around the world, Bridgestone Group's products and services contribute to its customers. To communicate that concept, the tagline was revised to "Your Journey, Our Passion"

BRIDGESTONE
Your Journey, Our Passion

The Bridgestone Group's approach to CSR

We at the Bridgestone Group believe CSR is at the heart of management itself and is the essence of all our corporate activities. Increasing the level of our CSR activities also raises the entire Bridgestone Group's capabilities and brings us closer to our ideals.

Framework for pursuing CSR activities

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

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.



The company's CSR activities

Pursuing CSR activities that are consistent with our business activities

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

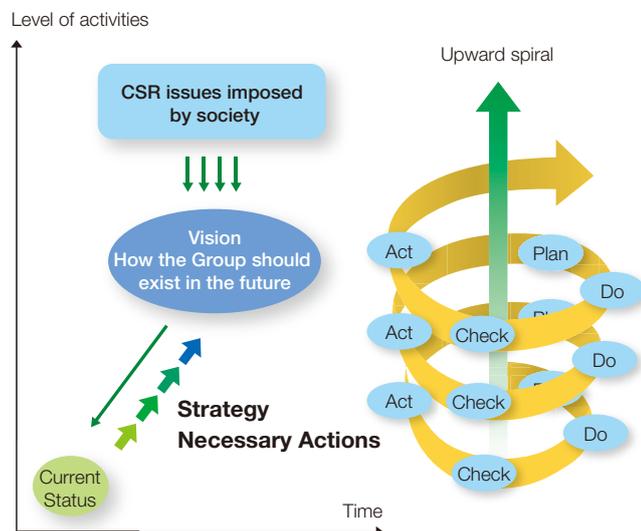
22 CSR Focus Points

In 2007, the Bridgestone Group established 22 CSR Focus Points to serve as a Group-wide common language that would guide the pursuit of consistent, steadfast CSR activities. The Focus Points were selected from a range of general societal requirements and organized according to three perspectives: importance to society, importance to the Bridgestone Group, and progress by the Group in taking appropriate actions.

We pursue these 22 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 societal requirements.

Starting in 2011, Group companies are working to better visualize progress in implementing instructions on the 22 CSR Focus Points.

- CSR and the Mid-term Management Plan



- Structure of the 22 CSR Focus Points



Individual CSR

We believe 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.

To that end, Bridgestone employees make a personal commitment that lays out what they believe to be important in their jobs and how they intend to conduct themselves so that they are better able to behave in a manner that earns the trust of stakeholders.

CSR communication

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

Independent evaluation of CSR activities

Based on its CSR initiatives in areas such as the environment, human rights, and labor, Bridgestone has been selected for inclusion in the Dow Jones Sustainability Indexes (DJSI) Asia Pacific, an international socially responsible investment (SRI) index. The company also continues to be included in the Morningstar Socially Responsible Investment Index (MS-SRI), a leading Japanese SRI index. (This information is current as of April 1, 2011.)



Initiatives addressing global issues that affect the entire tire industry

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

Activities being undertaken by this project include the following:

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

Tire and Road Wear Particles (TRWP) are generated as tires wear down during use. Having identified methods for collecting and quantifying TRWP, project members are now examining the impact of TRWP on the environment and its ecosystems.

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

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

3. Other activities

As a member of WBCSD, Bridgestone participated in efforts to promote the WBCSD's biodiversity initiatives at the 10th Conference of the Parties (COP10) to the Convention on Biological Diversity, which was held in October 2010 in Nagoya, Japan.



World Business Council for Sustainable Development

CSR management

Structures for pursuing CSR activities

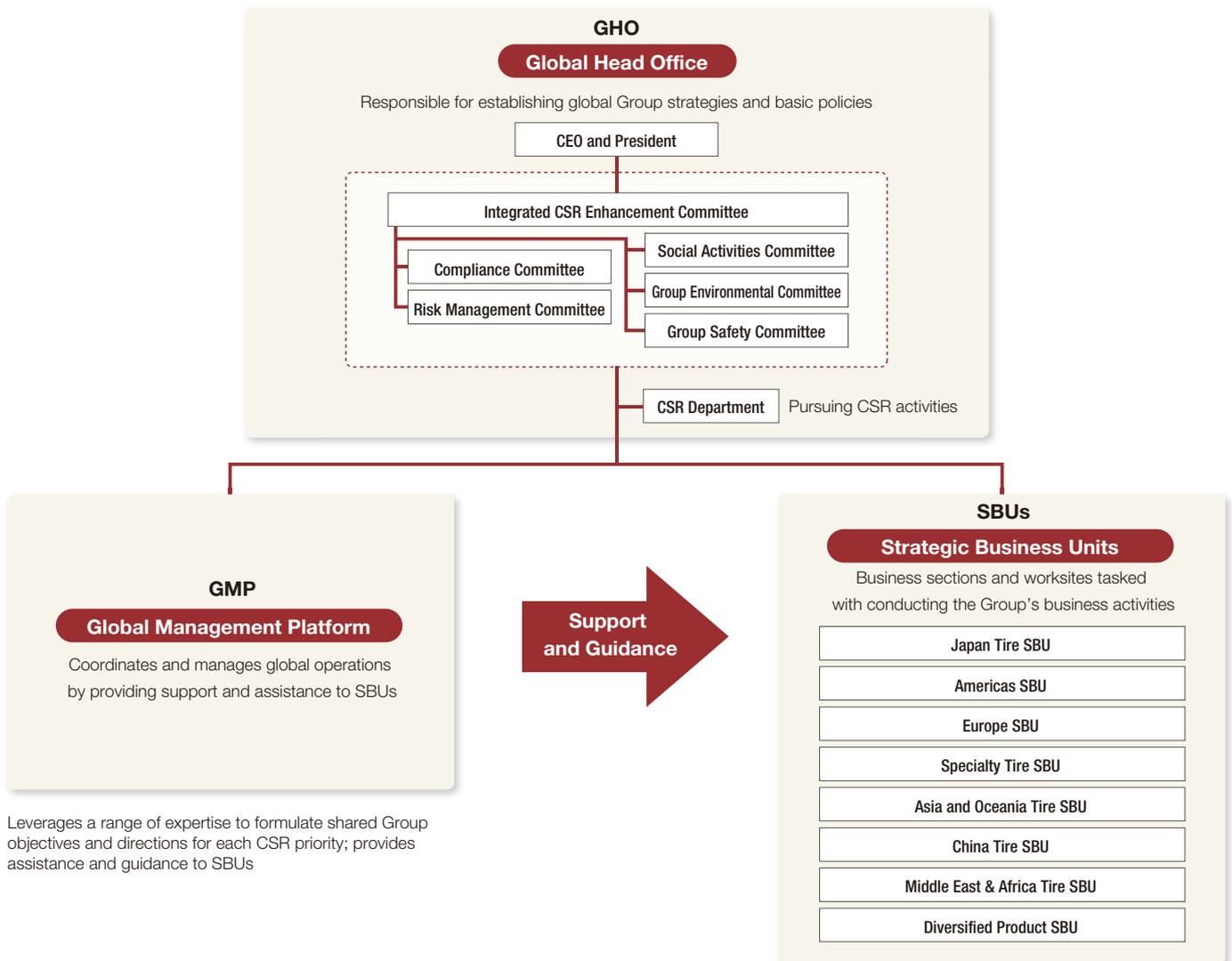
The fundamental approach to CSR initiatives throughout the Bridgestone Group is set by the Integrated CSR Enhancement Committee, which is chaired by the CEO and president. The Global Management Platform (GMP), which is responsible for pursuing activities in each issue area, then develops a basic direction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

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

- Structures for pursuing CSR activities

Framework for CSR activities in Japan

The Bridgestone Group strives to promote CSR awareness through lectures for management-level employees, a company magazine and its corporate intranet. Each division and plant elects a key CSR person whose job is to organize CSR activity workshops for all employees. The Group also holds training sessions and workshops in Japan for certain corporate officers and employees of overseas Group companies in an effort to promote CSR awareness throughout the Group.



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

Corporate Governance

Corporate governance structure

Bridgestone considers the continuous enhancement of corporate governance to be one of management's most important focus points and a way to ensure that the Group continues to fulfill its founding mission as stated in its corporate philosophy of "Serving Society with Superior Quality."

In accordance with the division of responsibility and authority delineated in the Administrative Authority Rules and Policy Management Rules, Bridgestone is committed to developing, communicating and abiding by fair and transparent decision-making and management policies.

Bridgestone has adopted a corporate officer system to more clearly distinguish between management and operational responsibilities, allowing the Board of Directors to focus more effectively on overseeing the execution of business operations. To strengthen corporate governance, such as by further engaging the Board of Directors, nine new directors, including two additional outside directors for a total of four, were elected at the Annual Shareholders' Meeting held on March 29, 2011.

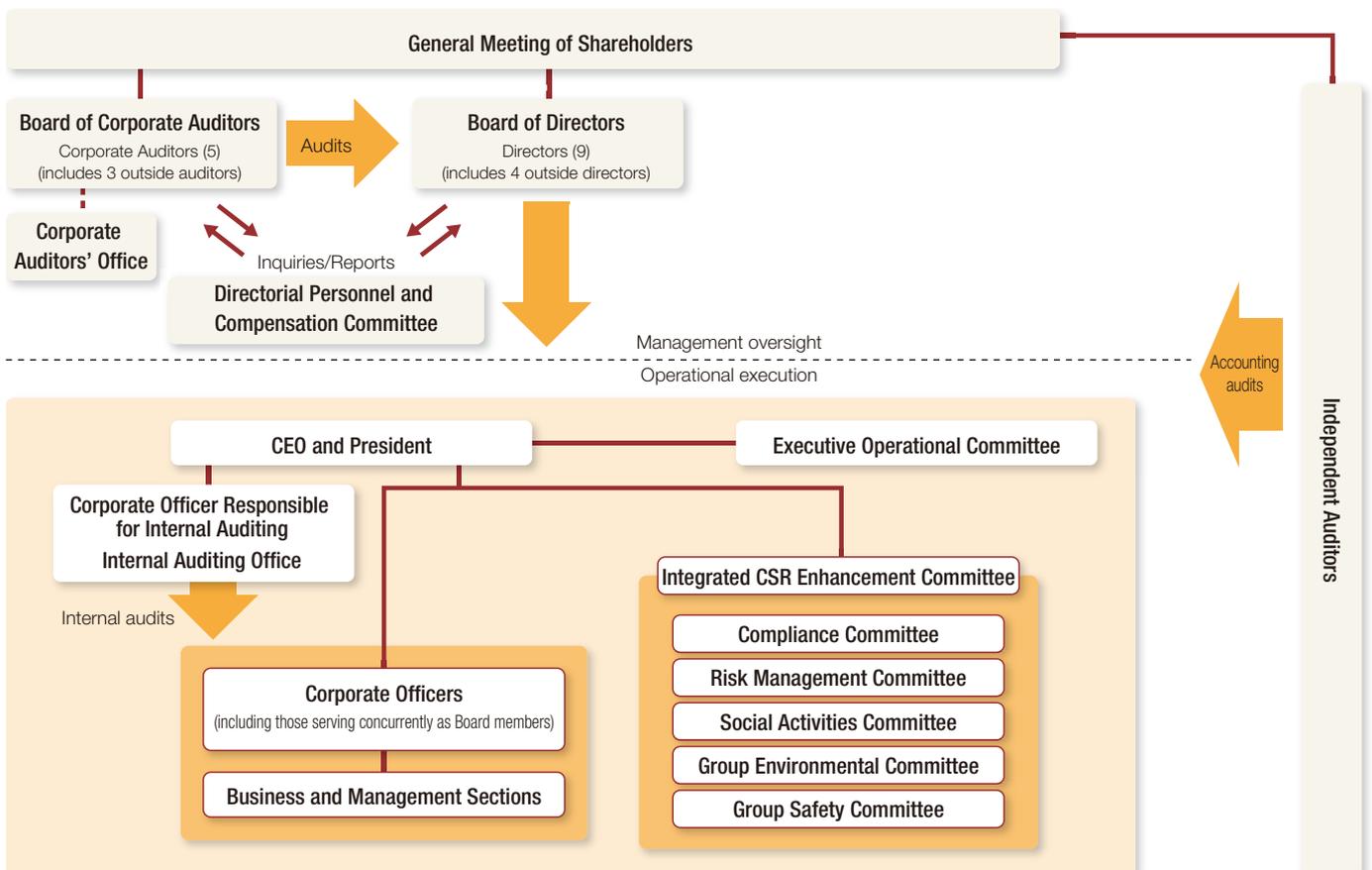
As of March 29, 2011, a five-member Board of Auditors (including three outside auditors, one of whom serves full-time) was created to augment the Board of Directors' supervision of directors' activities and execution of their responsibilities.

Internal control systems: Basic approach and implementation

Since instituting an official company policy governing internal control systems in May 2006, the Board of Directors has reviewed those systems annually and worked to implement structures based on the relevant resolutions. With regard to the Japanese Financial Instruments and Exchange Act, and specifically concerning the section requiring that internal control systems be evaluated to assure the reliability of financial reporting and related information, the Bridgestone Group is committed to both establishing structures to guarantee the effectiveness of internal controls and improving the standards of control throughout the Group.

As a matter of principle, Bridgestone will not submit to the unlawful influence of third parties. Bridgestone refuses to tolerate attempts to bribe or extort the company. Furthermore, we continue to enhance our internal controls to exclude the influence of all such groups, for example by forming a department to assist employees in dealing with them, centralizing information about them, building relationships of trust and working together with outside organizations such as the police and other concerned organizations, compiling guidelines for employees on how to respond to illegal requests, reviewing contracts, and increasing employee awareness of these measures.

- Corporate governance structure (as of March 29, 2011)



Feature 1

Achieving sustainability through tires

What can we do to help create a sustainable society? The Bridgestone Group is committed to achieving sustainability through its products, specifically by creating fuel-efficient tires. Bridgestone aims to design and manufacture tires with exceptional fuel efficiency and distribute them worldwide so that as many customers as possible have access to them.



Reducing CO₂ emissions from vehicles using Bridgestone's fuel-efficient tires

Manufacture

Improving the fuel efficiency of tires through Bridgestone technologies



ECOPIA EP100S

ECOPIA EP100S features NanoPro-Tech, a material technology to reduce rolling resistance, an environmentally friendly profile that limits distortion of the tire's shape, and optimized weight balance for individual parts.

Use



Promote



Increasing the number of users of Bridgestone's fuel-efficient tires worldwide

What does “environmentally friendly” mean when it comes to tires ?

Why Bridgestone manufactures fuel-efficient tires

Consumers increasingly consider environmental impact when deciding which products to purchase. Interest in hybrid and electric vehicles increases with each passing day. Responding to these market changes, Bridgestone has continued to develop eco-friendly products that contribute to conservation. From the standpoint of tires, environmental friendliness can be broadly defined as reducing CO₂ emissions and conserving resources. The ECOPIA series was launched in 2002 in response to a company effort focused on “reducing CO₂ emissions.” The basic development concept was to design a tire that would drive more smoothly with less force by reducing its rolling resistance. This would, in turn, reduce CO₂ emissions because a car would be able to travel the same distance using less fuel. With ECOPIA, Bridgestone engineers succeeded in realizing fuel efficiency while maintaining the high level of safety required in a tire. We will continue to manufacture environmentally friendly tires based on our belief that environmental friendliness is part of basic tire performance.

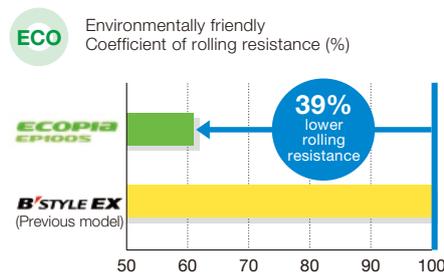
Uncompromising attitude toward environmental friendliness and safety

Reducing rolling resistance improves tires’ fuel efficiency and lowers CO₂ emissions.

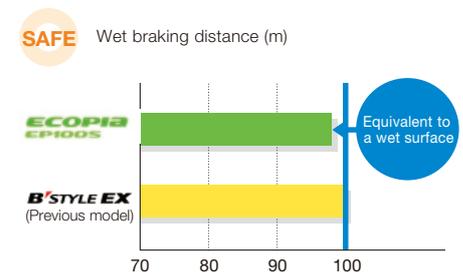
However, simply lowering rolling resistance can lead to a decrease in wet grip performance, which determines braking distance (the ease with which the tire stops) on wet roads. To achieve both of these characteristics, Bridgestone undertook a years’ long research effort that eventually yielded NanoPro-Tech, an ultrafine technology that allows engineers to control the molecular structure of rubber on the order of one-millionth of a millimeter. For example, if a tire is compared to the Earth, a single molecule of rubber would only be as large as one screw. The performance of the tire is controlled by this type of fine rubber molecules. Bridgestone is changing the environment of the Earth by manipulating such fine rubber molecules. NanoPro-Tech, Bridgestone’s utmost breakthrough technology, has allowed engineers to design tires that deliver high wet grip performance with reduced rolling resistance.

Bridgestone achieves sustainability in the form of a sophisticated balance of environmental friendliness and safety through state-of-the-art technology.

• Comparison of ease of rolling (rolling resistance)*1



• Comparison of ease of stopping (wet grip performance)*2



Pursuing fuel efficiency in its products is one way Bridgestone can contribute to the environment. Manufacturing fuel-efficient tires helps reduce CO₂ emissions by lowering fuel consumption.

Related:

(6) Technological innovation that generates new value → Page 35

(13) Contributing to the conservation of the environment through products and services → Page 42

***1 Test conditions**

Tire size: 195/65R15 91H / Test load: 4.82 kN / Tire pressure: 210 kPa / Speed: 80 km/h / Test method: Force test / Test location: Indoor drum tester at Bridgestone’s Technical Center

***2 Test conditions**

Tire size: 195/65R15 91H / Tire pressure: Front 230 kPa, Rear 220 kPa / Test vehicle: Prius DAA-NHW20 1,500 cc FWD / Initial speed: 80 km/h / Water depth: 2 mm / Road surface type: Asphalt / ABS operation indicator: ABS ON / Stopping distance (average): 28.77 m (ECOPIA EP100S) or 29.37m (B'STYLE EX)

*More detailed data concerning the test conditions listed above has been reported to the Tire Fair Trade Council.

*Testing conducted using methods prescribed by fair trade rules concerning tire labeling.



Creating products that enable users to contribute to the environment

Reducing CO₂ emissions during the usage stage

What form does the greatest environmental impact of tires take? When the “life” of a tire is considered in terms of five distinct stages ranging from raw material procurement to product disposal, CO₂ emissions generated during the raw material procurement, production and product disposal stages collectively does not reach 10% of all emissions. By far, most CO₂ emissions are associated with the usage stage. The CO₂ emissions produced when tires are mounted on a car and driven account for about 90% of the total. Based on these facts, Bridgestone believes that it is possible to make a significant contribution to reducing the environmental impact of tires by limiting rolling resistance to improve fuel efficiency for cars. In addition to relentlessly pursuing reduced CO₂ emissions at every stage of the tire lifecycle, from raw material procurement to production, distribution, and product disposal, Bridgestone is committed to expanding efforts to create products that enable the end-user to contribute to the environment, too.

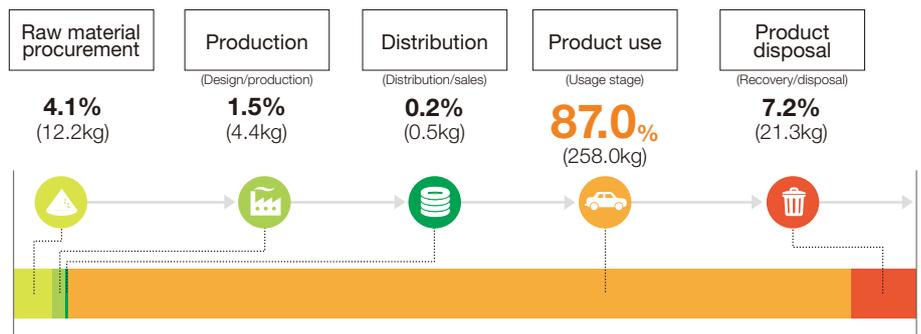
The true value of fuel-efficient tires becomes apparent when customers drive on them. Bridgestone works with customers to find ways to benefit the environment.

Related:

(7) Development of products and services based on customer's voice → Page 35

(22) Helping realize a safe society → Page 51

● CO₂ emissions during the tire lifecycle



CO₂ emissions were calculated for each stage of the lifecycle for a 185/70R14 passenger car tire
Total CO₂ emissions: 296.4 kg-CO₂ per tire (data source: Japan Rubber Manufacturers Association)

Working with end-users of tires worldwide

What can Bridgestone do to reduce CO₂ emissions during the tire usage stage? These activities go beyond supplying products. One example is Make Cars Green, a global environmental awareness campaign in which the Bridgestone Group, working with automobile clubs in various countries around the world, aims to help reduce the impact of drivers on the environment. The Group is involved in activities to raise awareness of environmentally friendly driving techniques through its sales network as well as a range of events including motor shows and environmental forums using the publication “10 points for greener motoring.” As one way to fulfill its responsibilities as a company that manufactures

and sells tires, Bridgestone will continue to provide information about how to drive and use tires in an environmentally friendly manner.

South Africa



Holding Eco-drive challenge, an eco-driving training and contest for employees

Brazil



Promoting green cars at events

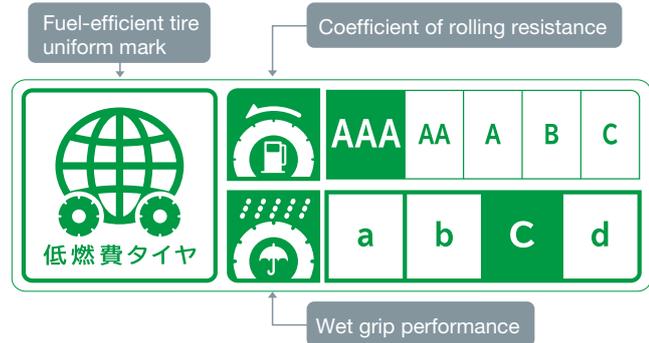
Costa Rica



A volunteer team distributes a leaflet summarizing eco-driving tips

Making it easier for the end-user to choose: Bridgestone’s labeling system

Even if we encourage consumers to choose tires that are fuel-efficient and that assure safety on rainy days, it is difficult for shoppers to identify a tire’s fuel efficiency and safety at a glance. To address this challenge, Bridgestone began providing grading information starting with its ECOPIA line of fuel-efficient tires based on “Guideline for Tyre Labeling to Promote the Use of Fuel Efficient Tyres (Labeling System),” a series of voluntary industry standards established by the Japan Automobile Tyre Manufacturers Association (JATMA). This system provides a means of expressing the tire’s fuel efficiency — its coefficient of rolling resistance — and breaking distance on a wet surface — its wet grip performance — using a common scale, allowing customers to make their purchase decision comparing these two aspects of tire performance. Customers can tell at a glance that ECOPIA meets the labeling system’s fuel-efficient tire requirements for all sizes. Bridgestone plans to expand the number of products bearing this labeling, providing easy-to-understand information so that customers can make more informed choices.



Fuel-efficient tires are defined as tires with a rolling resistance performance grade of A or better and a wet grip performance grade from a to d in Japanese market.





Bridgestone is currently broadening initiatives to contribute to sustainability through fuel-efficient tires around the world.

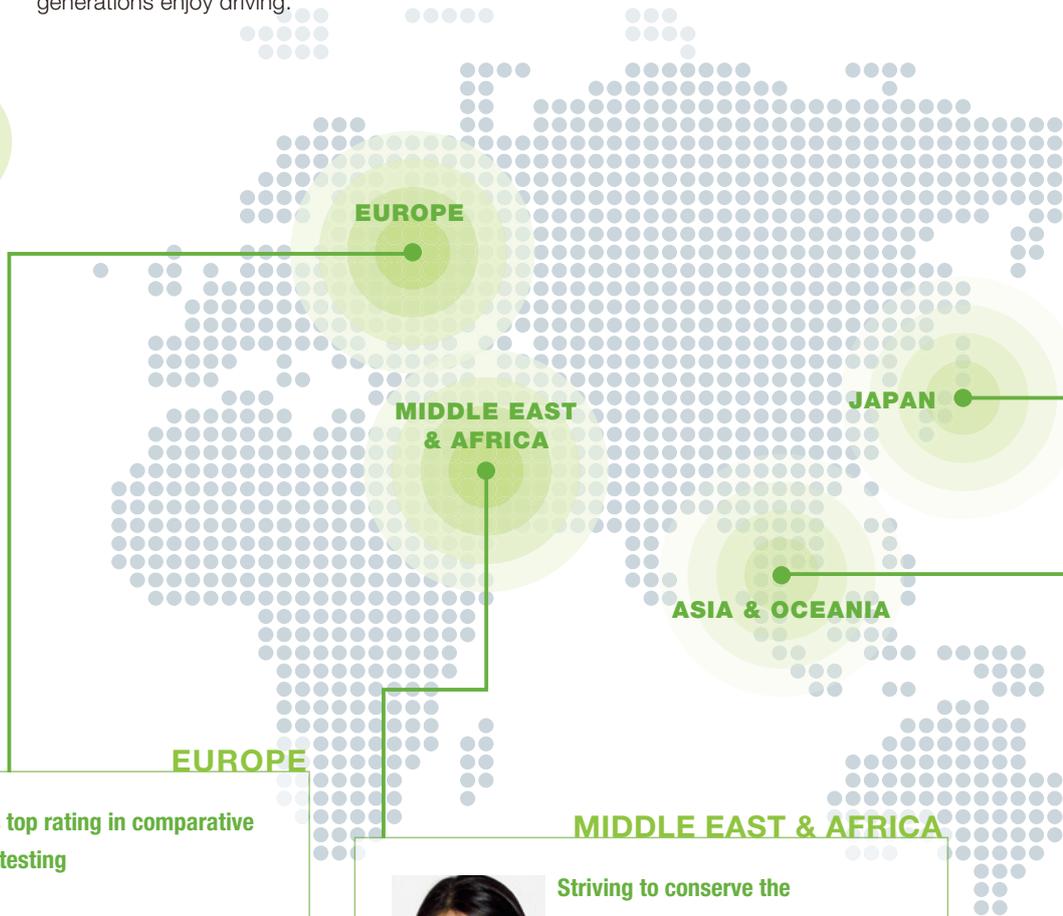
Related:

(15) Contributing to the environment through social activities → Page 44

Promoting Bridgestone's fuel-efficient tires around the world

ECOPIA's global spread

ECOPIA fuel-efficient tires are beginning to attract attention around the world. ECOPIA will continue to evolve so that we can pass down a sustainable society that lets future generations enjoy driving.



ECOPIA earns top rating in comparative performance testing

Gert Meylemans
Bridgestone EUROPE NV/SA.

With about 15 million members, Germany's Allgemeiner Deutscher Automobil Club (ADAC) is Europe's largest automobile club.

Comparative performance testing of various products performed by ADAC is so trusted that consumers throughout the EU use the results to guide their purchases. In February 2011, ADAC announced the results of its latest comparative performance tests, giving the ECOPIA EP150 its top "very recommendable" rating*.



The ECOPIA150 tire evaluated by ADAC

Key to the decision, ADAC notes, was the tire's status as "a very well balanced summer tire; good in all safety-related criteria." The ECOPIA line of tires has earned high praise in Europe, where environmental and safety performance is held to the highest of standards.

*Tire size: 195/65 R15V; test vehicle: Škoda Octavia



Striving to conserve the environment through ECOPIA

Laurice Mendoza
Bridgestone Middle East and Africa FZE

From February to June 2011, Bridgestone Middle East and Africa FZE (BSMEA) held "Tire Safety & Eco Station," a series of events designed to increase awareness of traffic safety and the environment, in the United Arab Emirates, Oman, Qatar, Kuwait and Saudi Arabia. In addition to providing useful information about tires' environmental characteristics, safety and tire inspection methods, the events have introduced Bridgestone tires such as ECOPIA. To allow families to have fun participating together, venues have featured "coloring areas" for children with the themes of environmental friendliness and safety.



Introducing Bridgestone tires at an event in Oman

AMERICAS



Promoting ECOPIA with a tricycle test-ride event

Elizabeth Lewis
Bridgestone Americas

In March 2011, Bridgestone Americas held an ECOPIA event at a new product launch in Phoenix, Arizona, featuring a series of experiments comparing the rolling resistance and braking performance of ECOPIA and previous Bridgestone products. Additionally, a test-ride event allowed participating reporters to try riding on tricycles equipped with ECOPIA tires, providing an opportunity to experience the product's performance directly. The event proved popular, with participants describing how easy the tricycles were to pedal, how they experienced low rolling resistance and how they gained a clear understanding of the appeal of the new products.



An experiment comparing braking performance

AMERICAS

JAPAN



ECOPIA's Forest for the future

Tatsuya Satomura
Bridgestone Corporation

In Japan, Bridgestone dedicates a portion of ECOPIA sales to forest development activities. Since 2005, the company has been involved in forest development in Nasushiobara (Tochigi Prefecture) as part of its Eco Project program. In 2010, Bridgestone expanded its activities by launching a project known as ECOPIA's Forest. We also began participating in the Yokohama Waterworks Bureau's Water Source Forest Eco Project in Doshi (Yamanashi Prefecture). Related activities included concluding a Corporate Forest Development Agreement with the city of Kurume (Fukuoka Prefecture) and protecting part of Misaka Natural Forest in the city of Shimonoseki (Yamaguchi Prefecture). Bridgestone is working to set aside habitats for wildlife

(to preserve biodiversity) and offer environment-related education opportunities to children through activities that suit each site, for example by providing financial support for and holding forest development programs.



Cutting branches from a thinned tree (Doshi, Yamanashi Prefecture)

ASIA & OCEANIA



An eco-driving lecture at a product launch

Sakarin Chearapasaworn
Bridgestone Sales (Thailand) Co., Ltd.

Bridgestone Sales (Thailand) Co., Ltd. held an ECOPIA launch event in September 2010. After conducting experiments to demonstrate rolling resistance and wet grip performance during a product briefing, organizers held a



An eco-driving lecture at the ECOPIA product launch

lecture on eco-driving. Participants enjoyed the opportunity to learn more about this topic.

Feature 2

Quality activities through the supply chain

The Bridgestone Group's approach to manufacturing starts with the customer in mind. The Group pursues a variety of initiatives across all stages of the supply chain in order to ensure quality expectation levels.



Using questionnaires and end-user interviews to identify and understand current and future quality needs.



Improving the quality of customer service in order to deliver the same level of quality sought during the design and production of products.

Pursuing technological precision when producing high-quality products defined by engineering drawings and specifications.

Striving to develop the type of quality that customers require. Conducting a multifaceted examination of how products should be commercialized and with what type of technologies.

Procuring raw materials from global markets in a manner that ensures the level of quality required by our products.



Quality activities in the tire business

Bridgestone has been involved in manufacturing tires since its founding. Our tires embody a remarkable blend of passion of customer input across the globe and world-class technology.

Assessing needs

Valuing the customers' voice and tracking future needs

How do customers use tires, and how do they feel about them? Understanding the answers to these questions is the starting point of the tire manufacturing process. Bridgestone sales and technical service personnel at locations around the world carefully gather customers' opinions and thoughts based on their daily experiences. We analyze input from external research organizations combined with customer requests received by the Head Office's Customer Communication Center. The Group is creating a database of information detailing customer feedback regarding tire performance. The process of collecting and analyzing raw feedback data reveals

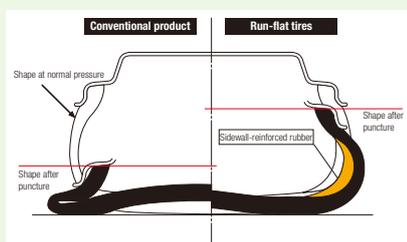


Case study

Developing third-generation run-flat tires based on customers' voice

Our run-flat tires can be driven with zero inflation pressure for limited distance at reduced speeds. Based on customer feedback, we wanted to improve the driving experience. The solution was to make the sidewalls of the tires thinner and softer while maintaining and improving the durability that allows the tire to function even with a complete loss of air pressure. To achieve this, Bridgestone developed three new technologies: new rubber to support the sides of the tire (sidewall-reinforced rubber), new structural fibers (new ply) and small fin-shaped protrusions on the sidewall to efficiently dissipate heat generated during driving (Cooling Fin technology).

In 2009, the company announced third-generation run-flat tires offering riding comfort on par with that of normal tires for passenger vehicles.



Planning and development

Product development always starts with on-site observations

Tires are an aggregate of a number of different types of performance. In the commercialization process, the key is determining how to balance different characteristics such as grip, quietness, riding comfort and durability. The complex interrelationships of these different types of performance — for example, increasing one may trigger a decrease in another — makes it no simple task to deliver the desired blend of performance. In discovering the optimal balance of these performance characteristics, Bridgestone augments analytical data prepared by sales sections and the Customer Service Center with real-world feedback from customers and planning and development personnel at overseas sites. We rely on this feedback when engineering the materials, structure, shape and design of each new product. Furthermore, in seeking the optimal balance of various use conditions for the product on the market, this process provides a precisely targeted way to focus the development of new technologies.



Case study

The Market Survey Group brings the market closer

Hot expressways, bitterly cold mountain roads... the performance required of truck and bus tires varies depending on factors such as climate, driving speed and the condition of the road surface. Bridgestone Group's Designing Division has assigned a team of development coordinators known as the Market Survey Group (MSG) to overseas facilities in North America, South America, Europe, China and other locations where they research regional customer feedback and tire use. The final balance of performance factors in tires is then determined based on the qualities desired by the market as directly verified by MSG members. By directly linking Designing Division to the field, the MSG creates the qualities sought by customers.



Quality activities in the tire business

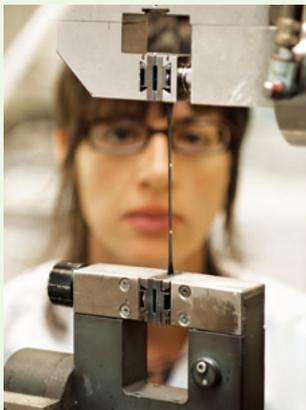
Raw material procurement

Working with suppliers to build in a high level of quality

In creating high-quality products and maintaining that level of quality, it is essential to assure the quality of raw materials. The Bridgestone Group owns its own manufacturing plants within each Group base that produce raw materials for tires such as natural rubbers, synthetic rubbers and metallic fibers used to form the tire's skeletal structure in-house, developing and manufacturing high-added-value raw materials that take advantage of the Group's comprehensive technical capabilities. In addition, it is essential to ensure that raw materials procured from outside suppliers adhere to the same extremely high level of quality as raw materials manufactured in-house. To do so, we strive to assure unparalleled quality through quality inspections of raw materials at the time of procurement as

well as regular verification of the quality control system itself during the manufacturing process.

Additionally, we seek to maintain a high level of quality by offering Group expertise in raw material quality control to the raw material manufacturers that serve as our suppliers. The drive to secure high quality raw material is a collaborative process.



Case study

Visiting suppliers in an effort to improve the quality of raw materials together

In addition to verifying the quality of raw materials when they are delivered and checking documentation of the manufacturing process, Bridgestone also visits suppliers' manufacturing sites as needed to check their individual manufacturing processes. Bridgestone experts check quality levels and provide advice. This process provides the opportunity for Bridgestone and its suppliers to work together to assure the high quality of raw materials and to find ways to continually improve quality.



Production

Making precise adjustments of different materials and processes to achieve desired performance

Ultimately, production plants create the quality products designed by engineering drawings and specifications. Although all tires may look the same, each tire model's structure and materials differ according to the required performance blend. To deliver that specific combination of performance characteristics, operators must switch materials and machinery settings according to the type of tire being produced in each of many manufacturing processes. Mixing, stretching and cutting rubber, and weaving synthetic fibers into sheets for bonding to rubber... in each stage of the tire manufacturing process, it is critical that factors such as the speed at which materials are fed and the temperature and pressure at which materials are formed be carefully controlled. Over time, the Bridgestone Group has analyzed the optimal settings to use when switching materials and structures. Even when there is a change in material, structure or machinery settings,

we maintain a consistent level of quality through a series of precise and speedy adjustments in all stages of the process.



Case study

Fine-tuning on the order of 0.01mm to deliver high quality with micro-technology

Tire tread is manufactured using an extrusion process. Rubber that has been mixed with various chemical additives is formed into a sheet by being passed through a die with a machined opening. An extremely high level of precision by a machine determines the opening in the die. The soft rubber stretches after passing through the die. The size of the opening in the die can be reduced in steps of 0.01mm in a manual fine-tuning process that takes this flexibility of the rubber into account. In this way, tire quality is built by a series of elaborate technologies.



Sales and service

Improving the quality of customer service through practical training and contests

Bridgestone prides itself on the ability to maintain a consistent level of quality from planning through production and then delivers that quality reliably to its customers. Our stores' customer service plays an important role in this process. Our stores take into account the type of vehicle the customer drives, how the vehicle is used and other driving-related concerns the vehicle owner may have before communicating which tires are most appropriate for the driver. For this reason, we strive to foster the development of effective sales personnel. At tire retailers Taiyakan and Cockpit, we hold contests and case study presentations with the goal of improving customer service. We have also established technical service personnel training centers in Japan, Italy, Thailand and the United Arab Emirates. These facilities train sales personnel from their host and surrounding countries. A practical, hands-on program helps

trainees master customer service expertise, tire-related knowledge and other information.



Case study

Putting manufacturing expertise to work on the sales floor

Bridgestone takes the same approach to customer service quality on the sales floor as it does with tire quality. Take, for example, tire changes. We look for ways to streamline the process so that customer waiting times can be shortened. We turned to our manufacturing plants to get a model of how to improve the layout of our stores. By minimizing the distances that workers have to travel between work stations, we were able to improve work quality and reduce the amount of time it took to change a tire by 13%. Customers have indicated that they are satisfied with the improvements.



Ultra-large (off-the-road) tire technical service that satisfies rigorous requirements

Customers using ultra-large (off-the-road) tires for construction and mining vehicles have very specific needs: They strive to excavate and deliver as much ore as possible in as efficient a manner as possible while making safety a top priority. Road surface and excavation site conditions vary greatly among mines, so in order to satisfy our customer's needs, OTR tires need to accommodate every aspect of the rigorous operating conditions.

Bridgestone Group technical field engineers visit mines to provide information and advice on tire use and maintenance. At the same time they occasionally spend several days on-site assessing customer needs for OTR tires. These efforts help facilitate the best design and production of OTR tires suited for use at the world's mines and hold the key to increasing mine productivity. To provide high-quality OTR tires and for these tires to deliver optimum performance, Bridgestone's technical field engineers are available to personally and reliably satisfy customers' rigorous requirements.



A commemorative photo with the record holding the longest-running Bridgestone tire at the mines (Peru)



On-site operations (Russia)

Quality activities in diversified products division

Bridgestone's products are not limited to tires. We also produce various products to achieve sustainability and quality. Our isolation rubber, a product that helps customers enjoy safety and a sense of security in their daily lives, is one example of our quality diversified products.

Diversified products from Bridgestone around the world

Bridgestone is improving communities and lifestyles through a wide range of advanced production technologies developed over its long history.

Bridgestone develops and manufactures many products in addition to tires.

One of these is Electronic Paper, a next-generation display that helps conserve paper resources. These displays require no electrical power to maintain the image. Since the new content continues to be displayed even after the device is turned off, Electronic Paper also helps save energy. Bridgestone has begun to introduce this product in Japan and about 20 other countries primarily in Europe for uses including replacing shelf labels at supermarkets.



Electronic Paper, a next-generation display

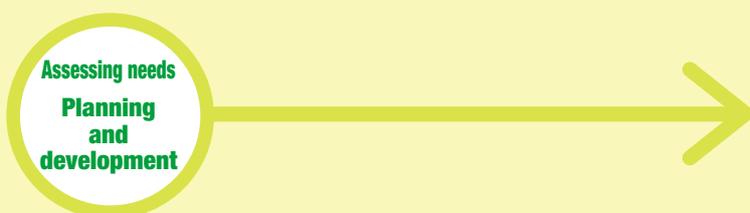
With clean energy receiving new attention, Bridgestone's EVA film for photovoltaic panels has captured a leading share of the world market. We are offering the product as a sealant for bonding solar cell components in 36 countries worldwide, including China and European nations.



EVA film for photovoltaic panels

Bridgestone's diversified products sections are working to achieve sustainability through these and a variety of other innovative products.

Quality activities for Seismic Isolation Rubber Bearing

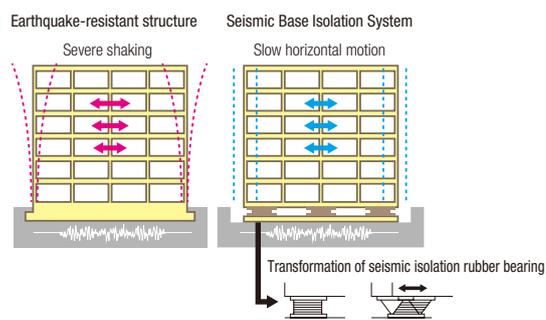


Bringing cutting-edge technology to seismic isolation rubber bearing as only a rubber manufacturer can

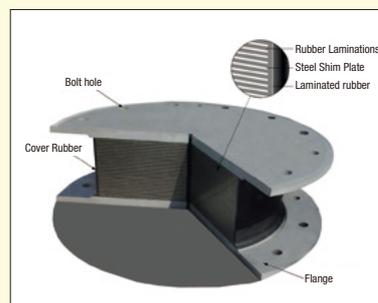
Seismic isolation rubber bearings help customers enjoy safety and a sense of security in their daily lives. In the event of a major earthquake, it plays a key role in saving lives, protecting life essentials and property, and keeping our cities' infrastructure intact and operational. The Bridgestone Group began selling seismic isolation rubber bearings in 1983 because we were interested in using the technology we developed as a rubber manufacturer to make our communities safer.

Seismic isolation rubber bearing

In contrast to earthquake-resistant construction, which seeks to counter earthquakes by increasing the strength of buildings, base-isolation construction strives to "combat" the force of an earthquake by converting the associated tremors into a gentle horizontal swaying motion. Seismic isolation rubber bearings are typically used between the building and its foundation.



Currently, Bridgestone is dedicating significant resources to high-damping rubber bearing. Seismic isolation rubber bearing needs the capacity to absorb vibrational energy from an earthquake. By introducing special chemical additives (fillers), high-damping rubber bearing can be given exceptional spring element as well as the ability to absorb large amounts of energy. The seismic isolation system that uses high-damping rubber bearing



made it possible to reduce or even eliminate the need for energy-absorbing components that are required when using standard seismic isolation rubber bearings, thus saving resources.

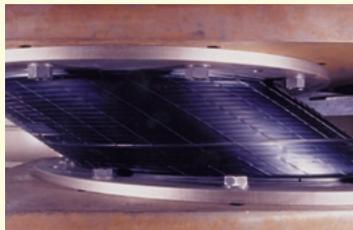
High-damping rubber bearing itself absorbs energy

**Raw material procurement
Production**

Sales and service

Endowing rubber material with the ability to dampen sway

A variety of carefully selected chemical additives (fillers) are incorporated into the rubber portion of seismic isolation rubber bearing in order to provide the optimal functionality. To the extent the laminated structure of seismic isolation rubber bearing is simple, its quality is significantly impacted by the rubber material itself. Bridgestone makes full use of technologies developed as a manufacturer specializing in rubber to blend the optimal raw materials in the best possible balance. The quality of each raw material used has a significant effect on the final product's seismic isolation performance. In addition to working with suppliers to assure the quality of the rubbers that serve as raw materials, Bridgestone exerts fine-grained control



The quality of all products is confirmed in tests that simulate earthquake conditions based on the equivalence between building weight and shaking force.

over the process of mixing multiple rubbers and chemical additives in order to create high-quality rubber that delivers the required performance for the type of seismic isolation rubber bearing being manufactured.

Advanced technology is also required in order to reliably bond rubber to rubber and rubber to metal. In addition, mated surfaces must offer sufficient durability to support the building over a period of many years while inspiring safety and peace of mind despite repeated and significant deformation caused by earthquakes. Bridgestone uses two special adhesives. Taking full advantage of expertise developed in the course of our rubber manufacturing business, we produce seismic isolation rubber bearing capable of bearing loads of thousands of tons for years on end while withstanding significant deformation.



Our special Biaxial Tester, which can apply a vertical force of up to 3,200 tons, was used for the testing of large-scale seismic isolation rubber bearing used in high-rise buildings.

Providing safety and a sense of security through workshops and after-sales care

The number of buildings using seismic isolation rubber bearings has kept pace with increasing awareness of the importance of disaster prevention. On average about 200 new structures are built each year in Japan.

Bridgestone holds workshops on seismic isolation design throughout Japan for engineers employed by design and construction companies and developers to explain the benefits of rubber in the construction industry. In this way, we are working to promote seismic isolation design.

Bridgestone offers a variety of seismic isolation rubber bearing products and can combine them for the optimal system, even for structurally complex buildings. We have assigned qualified technicians at each of our facilities to inspect seismically isolated buildings operated by the Japan Society of Seismic Isolation. This ensures our ability to offer regular inspections and other specialty after-sales services.

Bridgestone's goal is to put high-quality seismic isolation rubber bearings in as many buildings as possible so that more residents can enjoy peace of mind.



Assuring safety and peace of mind with regular inspections after seismic isolation rubber bearing is installed



Holding a seismic isolation rubber bearing seminar (Taiwan)

Feature 3

Working with local communities to address problems

Bridgestone is involved in a variety of initiatives created to fulfill its corporate social responsibility. In particular, we work with numerous stakeholders including national governments, NPOs and NGOs to address issues that communities may be unable to resolve on their own.



Republic of Liberia

Free surgery for children: Working with an NPO to offer medical aid

Firestone Natural Rubber Company (FSNR), which operates the world's largest rubber tree farm in the Republic of Liberia in West Africa, opened Duside Hospital in 1957 to treat its employees and their families. Despite being destroyed once by fighting in the country's fierce civil war, the facility was reopened in 2008 by FSNR as a hospital dedicated to providing general medical care for FSNR's 6,000+ employees, their families, and residents of areas adjoining the rubber tree farm.

In January 2010 FSNR collaborated with the NPO Children's Surgery International (CSI) to offer free surgical procedures for underprivileged children and young adults.

Surgeons treated conditions including umbilical hernias*¹ and cleft lips and palates*² using advanced surgical procedures that are rarely performed in either Liberia or West Africa. With the assistance of Duside Hospital doctors, CSI surgeons were able to perform 142 operations in five days in an impassioned effort to help as many children as possible, making the mission one of CSI's largest and most successful ever.

More than 100 FSNR employees helped out by transporting patients and offering overnight accommodations in their own homes. Employees of Bridgestone Americas, FSNR's holding company, also participated by donating toys and books for the children.

Duside Hospital doctors learned various surgical techniques from the CSI surgeons and have performed 120 free operations since the mission concluded.



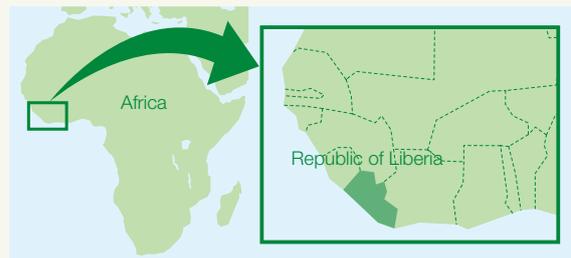
Highlighting the impact of this joint project, 194 operations were performed in six days during a second CSI mission held in January 2011.

FSNR looks forward to continuing this program in the future in an effort to bring smiles to as many children's faces as possible.

*1 A condition in which the navel is pushed out due to a protrusion of the intestines underneath. In rare cases, it may interrupt blood circulation in the intestines.

*2 A congenital condition in which the upper lip or upper jaw (or both) are cleft.

Republic of Liberia



A word from the country director of the Orphan Relief & Rescue Organization in Liberia

Children received life-changing surgeries

Deb Dezutter

Children under my organization's care were able to receive life-changing surgery free of charge. There were many children lined up on the day that surgery was being offered, so I was worried that our children might not be able to have the procedure. The doctors examined each child with great care, and as a result three of our seven children had the procedure. The remaining four were placed on a list that will give them priority in undergoing it next year. These children experienced not only the joy of having the surgery, but also of riding in an elevator and using a flush toilet for the first time. I'm truly grateful to everyone at CSI and FSNR.



A project that would be impossible without Bridgestone's cooperation

CSI doctor
Tim Lander

Thanks to the enormous amount of support from FSNR president Dan Adomitis and the rest of the FSNR team, we were able to offer free surgical procedures in Liberia. The wonderful facilities at Duside Hospital made it possible for this surgical mission to succeed. Equally important in facilitating CSI's most ambitious mission to date were the cooperation of the hospital's doctors and nurses, who offered tireless support during the surgeries despite a hard schedule, and the committed work of FSNR employees. I'm looking forward to continuing this collaboration in the future.

U.S.A.

Respecting biodiversity: Ecosystem conservation at the Warren County Plant

Bridgestone Americas owns a large tract of land with the objective of protecting the natural environment and ecosystems that form the very basis of our lives. Take for example the Warren County Plant on the outskirts of Nashville, Tennessee, which became the first tire plant to receive Leadership in Energy and Environmental Design (LEED) certification*¹ as an environmentally friendly plant. Environmental responsibility extends beyond the plant itself to 680 acres (about 275 hectares) of forestland on the site that has been designated a nature preserve. The plant manages the site as a wildlife habitat using conservation methods that have been certified by the Wildlife Habitat Council.

The company is also working with the Tennessee Wildlife Resources Agency (TWRA) to use the nature preserve for environmental education (BEECH*²), for example outdoor classes for children. The program has earned high praise from local schools.

About 50 employees are participating by assisting with these environmental education programs and volunteering in wildlife habitat conservation activities.



One school launched its own environmental learning project in the form of a recycling program after participating in the BEECH project. As it developed, this program came to involve local residents, spurring them to place collection containers for the local recycling center and to increase the number of items collected for recycling.

*1 A system developed by the U.S. Green Building Council for certifying environmentally friendly architectural designs and uses. It is unusual for an existing plant to receive this certification.

*2 Bridgestone Environmental Education Classroom & Habitat

United States



Two-way communication

The Bridgestone Group is involved in a variety of activities in order to become a part of our local communities. We actively communicate with all stakeholders to identify which activities to develop.

Bridgestone Yokohama Plant

Pursuing corporate activities that inspire trust and understanding:

Dialog with local residents

On November 10, 2010, the Bridgestone Yokohama Plant held a round-table discussion with local residents (five participants representing the ward office, neighborhood associations, tourism associations and citizens' groups). The plant's purpose in holding the event was to review past initiatives and discuss how future activities can be conducted in concert with the local community.

Participants gave feedback on plant initiatives, praising the Summer Evening Festival and illumination events as exemplary seasonal traditions. They also provided an assessment of past activities such as the ECOPIA's Forest, Children's Eco Learning, Kashio River Beautification Forum and Canon Bell Mark Campaign. Others identified areas to address in the future, including the need to pass on local history and authentic manufacturing know-how to area children and to protect the Kashio River as a key resource

that enriches the lives of ward residents. Residents also voiced their high expectations for new Bridgestone initiatives to promote co-existence with the surrounding community.

Bridgestone looks forward to living up to these expectations by continuing to pursue activities that take advantage of its unique capabilities.



China

Caring for children in areas with inadequate teachers and resources:
 Providing enrichment programs for children who were affected by the 2008 Sichuan earthquake

A large number of children suffered due to the damage caused by the 2008 Sichuan earthquake. There are public welfare programs that include music, art and physical education components, which are critical to the children's emotional well-being. Many rural elementary schools of western China, where Sichuan Province is located, are unable, however, to provide such programs due to shortages of teachers, facilities, learning materials and other key resources. Working with *Southern Weekly*, a leading Chinese newspaper, Bridgestone China launched the Bridgestone "Happy Tangram" program to address this need. During its first year in 2009, the program provided assistance to elementary schools in earthquake-affected areas, helping them offer classes in music, art and other subject areas. In some instances, Bridgestone China donated money to build the needed classroom space. Children and their parents also greatly appreciated counseling offered through the program.

Additionally, the program provides assistance to schools in areas having difficulty offering public welfare programs by

supporting a one-week program at each of four schools chosen annually. During 2010, the program worked with local NGOs in Hubei Province and the city of Chongqing to launch environmental education and traditional culture classes. Furthermore, Bridgestone China employees volunteer to support the activities. In 2009 and 2010, the Bridgestone "Happy Tangram" program enabled 2,700 students at eight schools to participate in social welfare programs. For the future, Bridgestone China looks forward to enhancing and expanding program content for their activities to help students continue to grow.

People's Republic of China



Spain

Burgos citizens participate in a Bridgestone-sponsored CSR Conference:
 Promoting communication with the local community at the Burgos Plant

In October 2010, Bridgestone Spain's Burgos Plant held a CSR Conference for local citizens. A total of 800 residents participated in the conference's four sessions.

The event introduced pioneering CSR initiatives being pursued by various companies and provided the Bridgestone Group the opportunity to discuss its CSR philosophy concerning the development of a sustainable society. Participants also offered their views and opinions, facilitating a discussion on sustainability-oriented corporate management.

The conference was covered in the media and attracted significant attention. Additionally, the Burgos Plant was named "Best Company in Burgos" by the Burgos Chamber of Commerce in recognition of its achievements as a socially responsible company, highlighting the importance of the conference and the company's other contributions to the local community.

In the future, the Burgos Plant will continue to introduce its CSR activities as a means of increasing awareness on the part of the local community, local companies, and employees. The plant will also strive to deepen communication with area citizens by continuing to hold conferences such as this one.



Initiatives Related to the 22 CSR Focus Points

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

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

What are the 22 CSR Focus Points?

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

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

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

In 2011, we have started working on further enhancing our CSR activities by analyzing the progress being made, and identifying inadequacies that can be addressed.



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

Fundamental CSR activities

From P29

- | | | |
|----------|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Securing stable profits as a business | To secure stable revenue and profits for the company to allow the ongoing development of its businesses while contributing to social and environmental sustainability |
| 2 | Ensuring a thorough understanding of and adherence to compliance | To build a foundation for relationships of trust with all stakeholders through better business practices, adhering to all laws and in-house rules, practicing proper business ethics and acting in accordance with company values and decision-making standards |
| 3 | Ensuring business continuity | To work first and foremost to prevent and avoid risks; when potential risks become adverse events, to limit damage, protect the safety and profits of stakeholders and minimize the impact on society |
| 4 | Communicating with stakeholders | To engage in open and honest communication with stakeholders and bring their input to bear on company activities |

CSR through business activities

From P33

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|--------------|-----------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customers | 5 | Providing attractive, high-quality products and services | To provide products and services of outstanding quality in all areas of our business |
| | 6 | Technological innovation that generates new value | To respond to the issues society is facing through technological innovation and providing valuable products and services to society that customers can enjoy |
| | 7 | Development of products and services based on customer's voice | To continuously assess whether the value we provide measures up to customer expectations through dialog with our customers and to apply those research findings to improve our products and services |
| Suppliers | 8 | Commitment to fair business practices and competition | To enforce standards throughout the Group to make certain that all applicable national laws and Group principles related to fair business practices and competition are observed based on an understanding of the Group's responsibilities as a corporate citizen |
| | 9 | Fair procurement activities | To build and maintain fair and equal relationships with suppliers |
| Shareholders | 10 | Enhancing CSR procurement | To strive to enhance our CSR activities throughout the supply chain, including suppliers |
| | 11 | Returning profits by enhancing corporate value | To strive to improve future business performance and encourage business development based on an understanding that shareholder profits are a key priority |
| | 12 | Disclosing information in a timely and appropriate manner | To communicate a synopsis of the Group's management and business activities, along with a fair evaluation of its value, through the timely and appropriate disclosure of information |

CSR through environmental activities

From P39

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|-----------|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 13 | Contributing to the conservation of the environment through products and services | To work with customers to lower environmental impacts and to offer customers worldwide products and services that help existing in harmony with nature, valuing natural resources and reducing CO ₂ emissions |
| 14 | Contributing to the conservation of the environment throughout the supply chain (procurement, production, distribution, and sales) | To pursue business activities in a way that contributes to exist in harmony with nature, to value natural resources, and to reduce CO ₂ emissions throughout all aspects of the manufacturing process, including procurement, manufacturing, logistic and sales |
| 15 | Contributing to the environment through social activities | To contribute to exist in harmony with nature, to value natural resources, to reduce CO ₂ emissions and environmental education of the next generation through corporate citizenship activities |

CSR from a social standpoint

From P45

- | | | | |
|-------------------------|-----------|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Employees | 16 | Continued Enhancement of Job Satisfaction and pride | To foster a workplace environment in which employees feel motivated and take joy in their work |
| | 17 | Enhancing workplace safety and health, and employee health management | To maintain safe, accident-free workplaces, and to foster an environment in which employees can enhance their skills by promoting physical and mental health |
| | 18 | Respect for diversity | To foster improved employee satisfaction by maintaining a diverse workplace environment |
| Society and communities | 19 | Respect for fundamental human rights, including the rights of children and others to be free from forced labor | To promote human rights, value diversity and treat every employee with dignity and respect |
| | 20 | Developing social activities to build a sound and sustainable society | To contribute as a corporate citizen to the realization of better communities |
| | 21 | Encouraging employees to do volunteer work in their communities | To encourage employees to volunteer in their local communities |
| | 22 | Helping realize a safe society | To promote safe driving that is free of traffic accidents |

Initiatives Related to the 22 CSR Focus Points

Fundamental CSR activities

22 CSR Focus Points	Objectives for achieving our ideal state
1 Securing stable profits as a business	<ul style="list-style-type: none"> To maintain stable profits by achieving the objectives outlined in the Mid-term Management plan
2 Ensuring a thorough understanding of and adherence to compliance	<ul style="list-style-type: none"> To comply with laws, regulations and company policies, and to make ethical decisions that implement better business practices
3 Ensuring business continuity	<ul style="list-style-type: none"> To prevent risks and develop standards that will help the business return to its normal operations as quickly as possible after an emergency occurs
4 Communicating with stakeholders	<ul style="list-style-type: none"> 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

Focus Point **1** **Securing stable profits as a business**

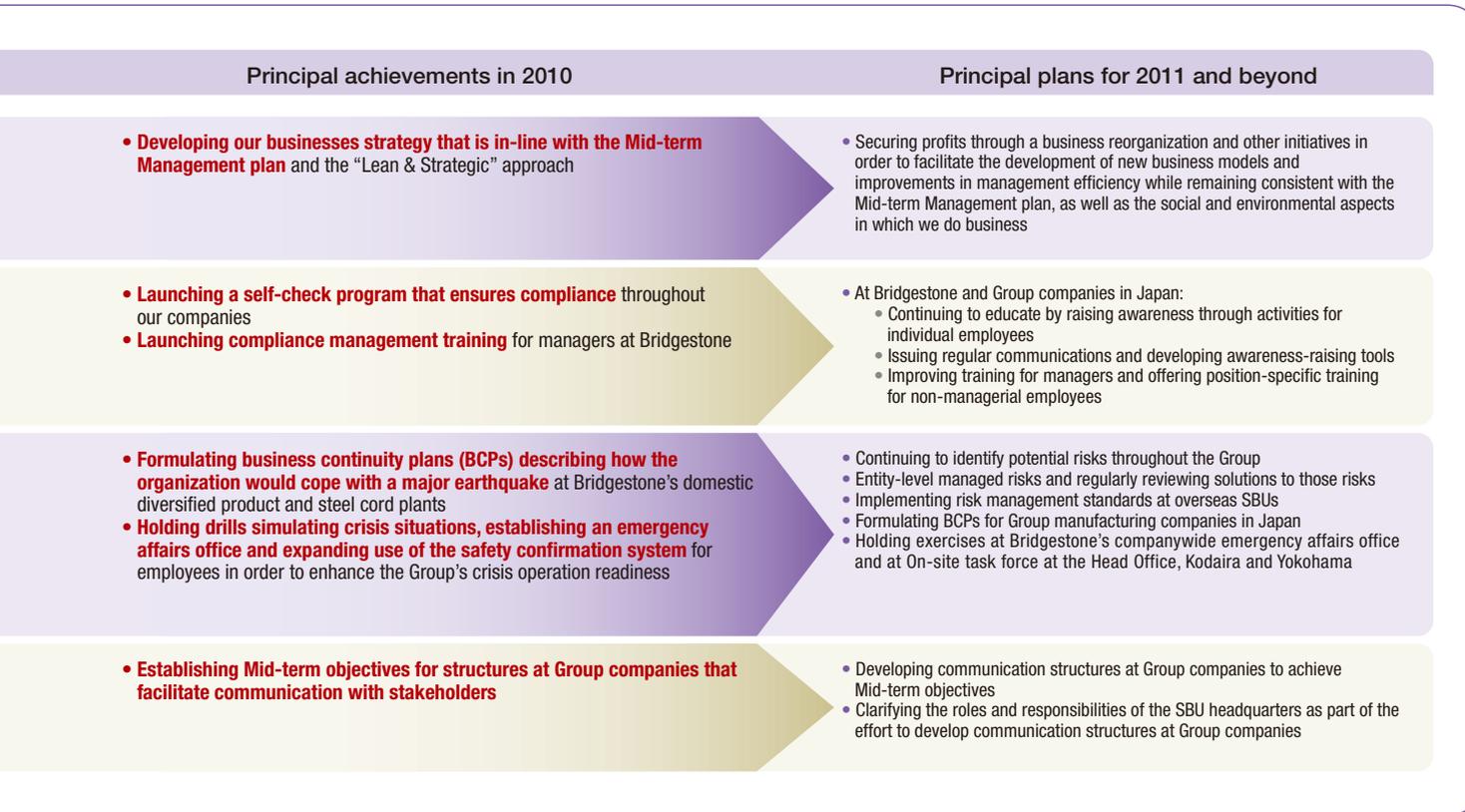
The Bridgestone Group works continuously to secure stable profits and develop its businesses in order to support our local communities. Throughout 2010, we continued to strengthen our company's operating base and implement strategic policies, while abiding by the terms outlined in our Mid-term Management plan and keeping with our "Lean & Strategic" approach. In December 2010, the Bridgestone Group's consolidated net sales increased 10%, to ¥2861.6 billion. Operating income rose 120%, to ¥166.5 billion, and net income increased by ¥97.9 billion, to 98.9 billion.

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

Basic approach to compliance

The Bridgestone Group believes compliance consists of properly satisfying societal requirements and expectations. We are committed to building a basis for relationships of trust with all stakeholders by conducting our business operations in a responsible manner by complying with laws, regulations and company policy; acting ethically; and making ethical decisions that implement better business practices.

Activities that progressed the most in 2010 are shown in different colors.



Compliance structures

In 2003, Bridgestone appointed a Chief Compliance Officer (CCO) as the individual with ultimate responsibility for compliance. We have also established specialized compliance departments and worked to strengthen and ensure the effectiveness of these departments. At our facilities, the head of the organization is responsible for compliance, appointing a Compliance Promotion Leader and leading efforts to enhance training, awareness and compliance standards.

Furthermore, we have formed a Compliance Committee to deliberate on matters such as company compliance policies and important compliance-related issues. This committee regularly reports on the status of the efforts to the Integrated CSR Enhancement Committee and the Board of Directors in order to enhance compliance standards.

In 2010, we conducted a self-check program to assess the state of compliance at major Group companies in Japan.

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 have implemented a number of measures in these three areas and worked to ensure that our employees are upholding these measures. In addition to continuing this program, we will redouble our efforts to promote a thorough understanding of compliance.

Fundamental CSR activities ●

Compliance training

Bridgestone and certain Group companies in Japan have compiled a *Compliance Casebook* detailing past incidents both internally and externally, based on compliance-related matters, as well as examples conceived to encourage awareness of risk-management within each facility. We continue to offer awareness-raising training programs that take advantage of this resource to deepen employees' understanding of compliance.

During 2010, we once again offered an e-learning program that helps all employees learn the basic principles needed to do their jobs based on the *Casebook*, which was completed by about 7,000 employees; as additionally, we have conducted discussion-based training at individual workplaces to increase employee awareness of the Bridgestone vision so that it translates into everyday business. About 16,000 employees attended this program.

We are also moving to enhance training so that it better addresses the roles of specific employee levels within the organization. During 2010, we offered a new compliance management training program for managers; about 200 managers attended. This program is designed to raise awareness of the participants' own roles in promoting organizational

compliance by inviting them to think about how their decision making and how to guide subordinates by discussing incidents that could occur in the course of company operations.

Compliance hotlines

Bridgestone has created two compliance hotlines —both internally and externally— to outline and respond to compliance-related issues as quickly as possible. Hotline personnel work to ensure that individuals utilizing this resource do not suffer adverse consequences and provide feedback concerning the results of any investigation and the direction taken by the company to address related concerns.

We also strive to encourage employees to use the hotline by providing contact information, data outlining the trend in the number of calls received, descriptions of the types of calls previously received by the hotline, and other information on the corporate intranet. In 2010, 120 calls were received, of which 25% involved interpersonal relations and 22% involved confirmation of the rules by which the employee's job should be conducted.

Focus Point 3 Ensuring business continuity

Risk management structures

The Chief Risk Management Officer (CRO) is responsible for developing and managing the Bridgestone Group's risk management standards in accordance with the Basic Risk Management Manual.

The CRO-chaired Risk Management Committee, which reports to the Integrated CSR Enhancement Committee, shares potential risk information throughout the company, examines solutions and provides guidance to offices concerning how those solutions should be implemented.

Each section and business facility has an assigned risk management supervisor who works to identify risks and implement preventive measures.

Addressing risk and expanding the BCPs

In 2010, the risk identification process continued at Bridgestone as well as at Group companies in Japan and overseas in which Bridgestone holds a majority share. Of the risks identified in this process, Bridgestone will address Entity-Level Managed Risks that require a Group-wide response.

In Japan, we continue to augment emergency drills by formulating BCPs for individual sections as a way to prepare for a major earthquake, and during 2010 BCPs were put in place for Bridgestone's diversified product and steel cord plants in Japan.

We also expanded use of the safety confirmation system by enabling its use at the section level as a way to enhance our emergency communications structures.

Dealing with H1N1 influenza

The Bridgestone Group has formulated BCPs for individual business facilities to address the spread of diseases, a risk that was highlighted by the recent H1N1 influenza virus pandemic. We were able to minimize the effect this pandemic had on our business operations, which began in 2009 and continued into 2010, by responding swiftly in Mexico and North America, where the outbreak originated. Another key part of our response was to stay abreast of the situation by summarizing surveys detailing the number of infected individuals at business facilities in Japan and overseas by business facility and region. Bridgestone will continue to enhance its influenza countermeasures in the future.

Emergency drills

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

drills, providing an opportunity for employees to reaffirm their commitment to preserving the memory of that day and to never allowing another fire to occur.



An emergency drill at Bridgestone's Amagi Plant

TOPICS

Dealing with a large-scale disaster

In addition to installing receivers for earthquake early warning signals to ensure employee safety and business continuity, Bridgestone periodically holds exercises involving the establishment and operation of a task force headquarters in each office. We also hold regular drills in the area around the Bridgestone Head Office so employees can practice returning home on foot, as they might need to in the event of an earthquake.

These drills were helpful in the wake of the Tohoku Earthquake and Tsunami of March 11, 2011, when employees were able to act without confusion and according to predetermined procedures.

At the Bridgestone Head Office building, employees worked to assure safety by putting on helmets and shoes designed to make walking easy just as they do in everyday drills, and they loaned helmets to visitors at the facility. The safety and whereabouts of employees were verified by means of a roll call and the safety confirmation system. When large-scale public transportation cancellations across the capital region following the earthquake impacted some employees' ability to return to their homes; employees who determined that they could return safely did so after being provided with water and food. Those who were unable to return home were given food and water and accommodated at company facilities.

Focus Point 4 Communicating with stakeholders

Performance in 2010 and future initiatives

During 2010, the Bridgestone Group established a basic approach to communications and worked to promote understanding of that approach at Group companies. At the same time, Group companies established Mid-term objectives for communication structures in light of an assessment of the current state of their communication activities, and to identify

issues that need to be addressed in the near term.

In the future, Group companies will enhance communication with a larger and more diverse group of stakeholders. Additionally, they will work to build communication structures in order to achieve the Mid-term objectives they have established and launch a full range of communication activities.

TOPICS

Communicating with local communities through environmental education programs: Joint Initiatives with Thailand's Ministry of Education and the World Wide Fund for Nature

Thai Bridgestone continues to participate in the Green Young Investigator Project, a joint effort with Thailand's Ministry of Education and the WWF (World Wide Fund for Nature). Thailand envisioned this program as a way to increase environmental awareness among young people. During 2010, about 300 students participated in the project, which is designed to help young people learn about the importance of nature by analyzing environmental problems and creating nature conservation plans. In the future, Thai Bridgestone plans to select schools with model environmental programs and expand those activities to other schools through the teachers and students who are involved in them.

Thai Bridgestone, which emphasizes the environment and education in its community service activities, is working to further enhance

communication with stakeholders by communicating closely with local communities and disseminating information about initiatives to the media in a timely manner.



The Green Young Investigator Project is a joint effort with Thailand's Ministry of Education and the WWF Thailand.

*For more information about other communication activities, see page 23.

Initiatives Related to the 22 CSR Focus Points

CSR through business activities

With customers

22 CSR Focus Points	Objectives for achieving our ideal state
<p>5 Providing attractive, high-quality products and services</p>	<ul style="list-style-type: none"> • To coordinate all supply chain activities with an awareness of the need to provide safe, high-quality products and services • To develop mechanisms for implementing raw material procurement, design, development, production, distribution and sales in a safe, high-quality manner
<p>6 Technological innovation that generates new value</p>	<ul style="list-style-type: none"> • To realize new technologies that enable us to supply products and services that markets and customers find valuable
<p>7 Development of products and services based on customer's voice</p>	<ul style="list-style-type: none"> • To identify differences and changes in needs and user sensitivities in each market and apply them to product improvement, next-generation product development and company-wide product strategies • Developing a system to deal with customers based on speed, courtesy, fairness and facts.
<p>8 Commitment to fair business practices and competition</p>	<ul style="list-style-type: none"> • To establish tangible objectives to achieve corporate compliance in the area of fair business practices and competition. These objectives will reflect, among others, sanctions to be imposed by government authorities on cartel and inappropriate payment issue

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

Basic approach to quality management

The Bridgestone Group is committed to quality by establishing the following approach for employees to “strive to build in ever higher levels of quality by adopting the customer’s perspective at all times and to provide superior quality throughout the supply chain.” To pursue quality activities in a consistent, coordinated manner throughout the Group, we strive to embrace a “Customer First” philosophy in all operations, build and strengthen a quality management-oriented approach, minimize major quality risks throughout the supply chain and help enhance corporate brand value in accordance with the Group Global Quality Management Guidelines.

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 more effectively establish and enhance the quality management approach. The self-assessment provides a framework with which companies can assess their own approach to quality management in the following five areas: commitment to quality management; development of relationships of trust with customers; organizational approach to and development of quality activities; human resources training; and overall benefits of quality management activities. The number of Group

Activities that progressed the most in 2010 are shown in different colors.

Principal achievements in 2010

- **Expanding the scope of the quality management self-assessment to include 70 Group companies (an increase of eight companies compared to the previous year, during which seven previously included companies were consolidated)**
- **Developing a fuel-efficient tire grading system that measures and guarantees the rolling resistance and wet grip performance of fuel-efficient passenger-vehicle tires** sold in Japan

- **Developing and bringing to market REGNO GR-XT**, a passenger-vehicle tire that delivers a quiet, dynamic performance, and excellent fuel economy
- **Launching the AeroBee electronic paper information terminal**, which offers full-color input functionality with dramatically reduced power consumption
- **Developing and bringing to market COOLSAFE, a heat-shielding film for architectural glass** that combines excellent heat-shielding performance with glass safety

- **Organizing customer input collected around the world and sharing it throughout the Group**
- **Beginning to label products using a fuel-efficient tire grading system that indicates the rolling resistance and wet grip performance of fuel-efficient tires**

- **Launching training in fair business practices and competition for employees of overseas Group companies**

Principal plans for 2011 and beyond

- Enhancing mechanisms for obtaining customer feedback on the quality improvement process by launching a VOC (Voice of Customer) Improvement Project office.
- Identifying consistent Group issues in an effort to improve quality and continuing to offer assistance for Group companies' quality improvement activities from the Quality Assurance Division
- Enhancing activities incorporating safety, quality and environmental components in accordance with the Group Global Quality Management Guidelines
 - Expanding efforts to improve quality from the customer's perspective
 - Implementing quality improvement activities that have been shaped by a common, global direction across the entire Group
 - Identifying quality improvement activities in a way that helps enhance the Group's corporate brand value
- Expanding the number of products that use the fuel-efficient tire grading system

- Coordinating research and development to help commercialize new technologies
- Enhancing production technologies so that they can accommodate additional technological innovation
- Improve and nurture personnel involved in development work

- Continuing initiatives designed to share customer's voice received by the Customer Communication Center with relevant departments and applying it to company activities
- Taking into consideration the customer's voice collected around the world to future product strategies

- Continuing to implement preventive measures against inappropriate behaviors, including through training in fair business practices and competition for sales personnel at Bridgestone and at Group companies involved in sales in Japan as well as employees seconded from the Bridgestone Head Office to overseas Group companies
- Expanding training for employees of overseas Group companies

companies that use the self-assessment has been increasing year by year. During 2010, 70 of our companies in Japan and overseas did so — an increase of eight companies compared to the previous year, during which seven previously included companies were consolidated.

Additionally, we created a list of requirements for improving sales and service quality, and identifying associated issues in preparation for expanding the Group Global Quality Management Self-assessment to include Group sales companies. During 2011, we will address these issues and expand the scope of the self-assessment to include Group sales companies.

Quality management mission

Embracing the company's mission of "serving society with superior quality," we strive to produce even higher levels of quality by putting our customers' needs first at all times, and to provide superior quality throughout the supply chain.



CSR through business activities ● With customers

Developing and enhancing structures for pursuing quality activities

The departments responsible for quality at Bridgestone, which also cover the entire supply chain from product planning to after-sales service, strive to make improvements throughout the supply chain based on the Group Global Quality Management Guidelines and the Group Global Quality Management Self-assessment. Throughout

2010, we developed a grading guarantee system for fuel-efficient passenger-vehicle tires sold in Japan, which covers rolling resistance and wet grip. In 2011, planned initiatives include expanding the products covered by this system, forming VOC (Voice of Customer) Improvement Project Offices as part of Group companies' quality sections and expanding mechanisms for bringing customer input to bear on quality improvement processes throughout the Group.

Focus Point 6 Technological innovation that generates new value

Providing valuable products and services

The Bridgestone Group continuously conducts research and development of new technologies in order to provide products and services in a more timely manner, that markets and customers will find valuable. We also work to improve the technologies that make it possible to manufacture products featuring new structures and materials. Sharing technological information throughout our company and putting it to use in the creation of our products comprise the basis of the Group's approach.

A series of cumulative technological innovations made it possible for Bridgestone to develop products, such as third-generation run-flat tires* whose riding comfort compares favorably with normal tires and REGNO GR-XT, which combines improved fuel efficiency with excellent quietness and dynamic performance. We also actively incorporate these innovations into the technological development of products other than tires, including electronic paper terminals for displaying electronic information

and super-thin, fully flexible electronic paper terminals.

We will continue to enhance the basis of our development capabilities through human resources development and other initiatives so that we can better meet customer expectations.

* Run-flat tires: Tires that can be used with zero inflation pressure for a certain distance at a manufacturer-specified speed.

The Bridgestone Group's technological development structures

The Bridgestone Group maintains Technical Centers for our tire products in Japan (Tokyo), the U.S. (Akron, Ohio), Italy (Rome), and China (Wuxi) as part of our effort to develop technologies that meet customer needs based on an understanding of the requirements and characteristics of markets worldwide. At the Technical Center for diversified products, which is located on the grounds of the Yokohama Plant, employees strive to enhance the company's ability to meet customer needs and accelerate product development.

TOPICS

The REGNO brand's first fuel-efficient tire, GR-XT, combines a quiet ride with improved fuel economy

REGNO GR-XT, which was launched in February 2011, reduces noise on a variety of road surfaces compared to its predecessor (the REGNO GR9000) by combining leading-edge materials with the latest in structure and profile design to reduce the generation and transmission of noise. Furthermore, the tires provide a sonic tone that passengers find pleasant by suppressing changes in road noise caused by changes in the road surface.

Additionally, the GR-XT makes use of advanced NanoPro-tech technology to lower rolling resistance and improve wet grip performance for improved ride comfort, dynamic performance, and fuel efficiency (environmental performance).



REGNO GR-XT

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

Sharing customer's voice

The Bridgestone Group has put in place structures for collecting customers' voices from around the world by a variety of means, including through the Customer Communication Center, customer interactions at retailers, product monitors, market surveys, and surveys conducted by outside entities. This information comes together at the Bridgestone Tire Products Strategies Division, and

we work to share it throughout our company.

Striving to share customers' voices throughout the Group, we will continue to pursue initiatives to apply customer's voice to attractive products and services in the future. We will also supply structures at every Group company to actively solicit customer inquiries and opinions and deal with them appropriately.

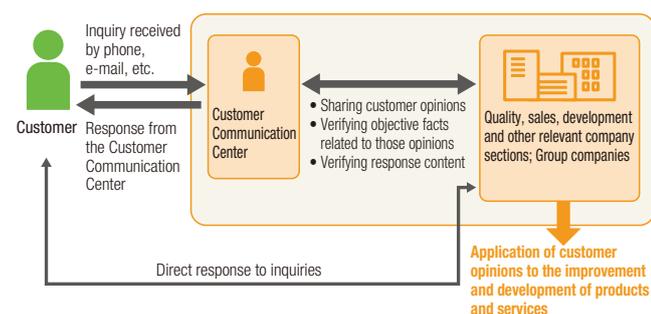
Customer Communication Center activities

Bridgestone's Customer Communication Center responds to a broad range of customer inquiries, most of which center on tires.

During 2010, the Center received a total of 14,112 questions and opinions, of which about 85% involved tires. Broken down by mode of inquiry, 11,810 took the form of phone calls, while 2,302 were received via e-mail or traditional letters. The number of inquiries received by e-mail increased by 20% compared to 2009.

Bridgestone strives to respond to all questions and opinions quickly, politely, fairly and in a manner that is based on objective fact. Additionally, customer feedback is tabulated on a daily basis, and the results are provided to relevant sections and sales companies, including management, in the form of a monthly report in order to improve customer satisfaction and make our customers' voices known. Furthermore, the Customer Communication Center works in conjunction with Quality Assurance Sections to share information throughout the company and to apply it to company activities.

• Mechanisms for responding to customer inquiries



In managing customers' personal information, the Bridgestone Group adheres to all relevant legal protections and other regulations in each country in which it operates.

Tire labeling system initiatives

In 2010, Japan's tire industry introduced a nationwide tire labeling system* that enables tire manufacturers to indicate tire performance (in terms of rolling resistance and wet grip) using a single set of common evaluation criteria.

As of March 31, 2011, Bridgestone sells five products in Japan that meet the fuel-efficient tire performance requirements of the new tire labeling system: the ECOPIA EP100S, ECOPIA EP100, ECOPIA EX10, REGNO GR-XT, and SNEAKER SNK2 ECOPIA.

Similar systems are scheduled to be introduced in Europe and expected in the United States. The Bridgestone Group will actively support these systems in an effort to provide useful information to help customers choose tires.



Example of fuel-efficient tire labeling

* 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 information on labeling designed to provide appropriate information to consumers. It applies to summer tires for passenger vehicles that are purchased by consumers at tire retailers. More information about the labeling system is available at the JATMA website.

Focus Point 8 Commitment to fair business practices and competition

Structures and training designed to assure fair business practices

In May 2007, allegations of international cartel activities regarding the sales of marine hoses were revealed. Since then, the Bridgestone Group has looked into and assessed the allegations of the cartel's activities and bribery to foreign government officials by cooperating with the investigation by government authorities. In addition, the Bridgestone Group continues to monitor issues to prevent such inappropriate behaviors. Our commitment to fair business practices and competition begins with compliance with the laws of all the countries in which we do business and extends to efforts to establish structures that will ensure the Group's own standards are not violated.

We are particularly focused on training for employees. We have continued to implement preventive measures, including through training for sales personnel at Bridgestone and at Group companies involved in sales in Japan as well as

employees seconded from the Bridgestone Head Office to overseas Group companies.

In 2010, we also began training for employees at our companies overseas in order to enhance our Group-wide initiatives. By using materials prepared in each country's native language, wherever possible, and having personnel from the Legal Department of Bridgestone Head Office speak directly to employees, these training sessions are aimed to enhance understanding of the importance of complying with laws and preventing inappropriate practices and to ensure actions that align to such understanding.

Furthermore, we will support measures by our overseas companies to prevent inappropriate practices by having personnel from the Legal Department of Bridgestone Head Office listen directly to input from our overseas employees and assess local business practices and other customs.

With business partners / With shareholders and investors

22 CSR Focus Points	Objectives for achieving our ideal state
<p>9 Fair procurement activities</p>	<ul style="list-style-type: none"> • To aggressively implement policies on fair procurement activities and develop related systems • To develop fair and impartial systems for selecting suppliers
<p>10 Enhancing CSR procurement</p>	<ul style="list-style-type: none"> • To build relationships with business partners and ensure the thorough implementation of CSR enhancement structure
<p>11 Returning profits by enhancing corporate value</p>	<ul style="list-style-type: none"> • To pay dividends based on a comprehensive evaluation of business performance and financial standing in the context of a philosophy emphasizing the importance of offering a dividend that stays consistent over time
<p>12 Disclosing information in a timely and appropriate manner</p>	<ul style="list-style-type: none"> • To disclose information in a fair and impartial manner • To provide information that the company deems relevant to investment decision-makers in a timely, ongoing manner, where disclosure is possible

Focus Point 9 Fair procurement activities

Enhancing fair procurement activities

During 2010, study courses on the Act against Delay in Payment of Subcontract Proceeds offered in Japan were expanded to include all departments involved in purchasing activities as a way to better pursue fair procurement activities throughout the Bridgestone Group. We also launched initiatives to enhance fair procurement activities at Group companies overseas.

In 2011, we plan to enhance fair procurement activities by both further expanding study courses on the Act against Delay in Payment of Subcontract Proceeds offered in Japan and sharing information related to fair procurement activities among Group companies.

Focus Point 10 Enhancing CSR procurement

Initiatives designed to promote CSR procurement

Building on efforts launched in 2009, we worked to promote an approach to CSR procurement throughout the Group during 2010.

We pursue CSR procurement through a framework known as the Supply Chain Partnership Development System, which brings Bridgestone and its business partners together in order to improve their overall competitiveness. During 2010, we expanded the number of business partners in Japan and overseas from 269 to about 500 that received our CSR Self-Check Sheet.

To assist in business partners' voluntary improvement activities, we analyze CSR Self-Check Sheet results, propose general directions for improvement efforts, and hold CSR seminars.

In 2011, we plan to expand the number of business partners targeted for CSR procurement and enrich the CSR seminars and on-site assistance for our business partners.

Activities that progressed the most in 2010 are shown in different colors.

Principal achievements in 2010	Principal plans for 2011 and beyond
<ul style="list-style-type: none"> Expanding employee participation throughout Japan in classes about Japan's Act against Delay in Payment of Subcontract Proceeds Beginning to develop initiatives for enhancing fair procurement activities at Group companies overseas 	<ul style="list-style-type: none"> Enhancing study courses on Japan's Act against Delay in Payment of Subcontract Proceeds for coordinators responsible for purchasing activities Enhancing efforts among Group companies by sharing information related to fair procurement activities
<ul style="list-style-type: none"> Launching a program of CSR self-assessment with Bridgestone diversified products' business partners and certain overseas Group companies 	<ul style="list-style-type: none"> Encouraging more business partners to assess their own CSR progress Supporting business partners' efforts to improve their CSR activities
<ul style="list-style-type: none"> Comprising interim dividends of ¥10.0 (\$0.12) and year-end dividends of ¥10.0 (\$0.12) per share, annual dividends for fiscal 2010 totaled ¥20.0 (\$0.25) per share. 	<ul style="list-style-type: none"> Enhancing the Group's management base in preparation for the future development of its business and improving performance
<ul style="list-style-type: none"> Holding review meetings on annual and quarterly financial results and on the Mid-term Management Plan and posting audio recordings to the website Redesigning the Investor Relations (IR) website 	<ul style="list-style-type: none"> Increasing communication with shareholders by enhancing the quality of information provided in Annual Shareholders' Meeting, briefings on annual and semi-annual financial results and on the Mid-term Management Plan Expanding information disclosure by enhancing business reports, annual reports and the IR website



Focus Point 11 Returning profits by enhancing corporate value

Achieving stable, long-term growth and improving corporate value

Bridgestone follows a basic policy of improving performance while enhancing its management to prepare for the future development of its business and yield returning profits for its stakeholders. We are committed to meeting shareholder expectations concerning dividends by comprehensively evaluating current and future business performance and financial standing in keeping with a philosophy emphasizing the importance of offering a dividend that stays consistent over time. We pay two dividends each year: interim dividends by resolution of the Board of Directors and year-end dividends by resolution of the annual shareholders meeting. Comprising interim dividends of ¥10.0 (\$0.12) and year-end dividends of ¥10.0 (\$0.12) per share, annual dividends for fiscal 2010 totaled ¥20.0 (\$0.25) per share. We strive to strengthen the long-term stability of our management by using retained earnings to develop and enhance our domestic and overseas production and sales structures and to fund research and development activities.

Focus Point 12 Disclosing information in a timely and appropriate manner

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 on which its shares are listed. Furthermore, we follow a basic policy of providing information that we deem relevant to investment decision-making in a timely and ongoing manner when it is possible to do so, even when disclosure is not legally required. In this way, we seek to facilitate both understanding of our management and business activities and provide an accurate assessment of our corporate value.

Initiatives Related to the 22 CSR Focus Points

CSR through environmental activities

22 CSR Focus Points

Objectives for achieving our ideal state

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

- To improve tire rolling efficiency by 25%, compared to a 2005 baseline, by 2020
- To expand the retread tire solutions business to utilize resources more effectively and reduce carbon emissions
- To develop resource-saving technologies to use resources more effectively and reduce carbon emissions
- To develop new raw materials and compound materials help achieve sustainability
- To expand the range of environmental products offered under our diversified products business

14 Contributing to the conservation of the environment throughout the supply chain (procurement, production, distribution, and sales)

- To conduct manufacturing operations in a way that facilitates harmony with a society based on “ecological conservation”, “resource conservation” and “reducing carbon emissions”.
- To lower CO₂ emissions per sales from company’s total operations (raw material and component procurement, manufacturing and logistics) and also its products’ “after-use,” compared to fiscal 2005 levels, by 2020
- To implement reduce, reuse, and recycle activities (the 3Rs)
- To make efficient use of water resources
- To make appropriate use of chemical substances and natural resources

15 Contributing to the environment through social activities

- To facilitate the implementation of community service activities that benefit the local environment, as well as a shared understanding of the issues at all Group companies and worksites

Environmental Mission Statement

In May 2011, Bridgestone refined its global Environmental Mission Statement. This statement was first released in 2009.

The statement was refined to clarify the direction of Bridgestone’s long-term environmental aspirations. It was also made easier to understand through the use of simpler language. This refinement is aimed to help raise environmental awareness among all the employees around the world, which in turn will lend strength to our efforts to develop a sustainable society. Details regarding the refinement are outlined below.

1. Clarification of the direction of the Bridgestone’s long-term environmental aspirations.

In order to exist “in harmony with nature,” Bridgestone will develop and utilize technologies that “value natural resources” while addressing the urgent matter of global warming through

efforts to “reduce CO₂ emissions.” The company clarified the direction of its long-term environmental aspirations while taking decisive action with respect to three important environmental perspectives: ecological conservation, resource conservation and reducing carbon emissions to build a sustainable society.

2. Simplification of language.

In order to better connect the Environmental Mission Statement with the efforts of each individual employee, we have illustrated the concept behind the Bridgestone’s long-term environmental aspirations using visual representations and made the Environmental Mission Statement easier to understand by using simpler language.

The refined Environmental Mission Statement continues to portray the Bridgestone’s unchanging environmental philosophy—

Activities that progressed the most in 2010 are shown in different colors.

Principal achievements in 2010

- **Announcing targets for reducing CO₂ emissions** and launching a carbon (CO₂ emissions) management initiative
- Starting to provide information about fuel-efficient tire grading based on a new labeling system in Japan
- **Launching the ECOPIA EP100A fuel-efficient tire** in China and other Asian markets
- **Expanding retread tire manufacturing and sales facilities** in Asia and the East
- **Launching the AeroBee brand of electronic paper information terminals** with dramatically reduced power consumption
- **Developing COOLSAFE, a heat-shielding film for architectural glass** with excellent heat-shielding performance
- **Announcing The Bridgestone Approach toward Biological Diversity**

- **Announcing targets for reducing CO₂ emissions** and launching a carbon (CO₂ emissions) management initiative
- **Enacting and expanding use of solar power systems** at Bridgestone plants and training centers
- Transitioning to the use of gas fuels, deploying energy-saving equipment and enhancing heat recovery as a means of increasing the energy efficiency and production efficiency at production worksites
- **Announcing The Bridgestone Approach toward Biological Diversity**
- **Achieving full zero-emissions status at four plants in China** as part of a global effort to eliminate emissions and reduce the waste from manufacturing processes
- Continuing the full zero-emissions status at all Bridgestone plants in Japan
- Improving statistical data-keeping on chemical substances and risk management mechanisms (which comprises the company's chemical substance management system)

- **Pursuing activities in accordance with the eco-Project Guidelines**, including Make Cars Green, which promotes environmentally friendly driving worldwide

Principal plans for 2011 and beyond

- Beginning to announce progress in improving tire rolling efficiency
- Intensifying development of fuel-efficient tires and expanding the business globally
- Expanding the retread and solutions business globally
- Announcing The Bridgestone Approach to Resource Conservation
- Increasing production Capacity of Adhesive Film for Solar Modules in Japan and beginning production in Europe

- Beginning to announce CO₂ reduction results in manufacturing
- Deploying alternative energy systems
- Implementing additional improvements for production equipment and production methods at production worksites that were previous targeted for energy efficiency and production efficiency enhancements
- Announcing The Bridgestone Approach to Resource Conservation
- Aiming for a series of goals related to reducing CO₂ emissions in raw material and equipment procurement, and introducing biodiversity considerations for inclusion in the Green Procurement Guidelines
- Starting to monitor water reuse
- Establishing new targets for the reduction of volatile organic compound (VOC) emissions, which are highly harmful to the environment, and enhancing reduction initiatives

- Enhancing our pursuit of activities outlined in the Guidelines and programs designed to help address local environmental issues

“to help ensure a healthy environment for current and future generations.” It also covers three areas of environmental progress*1 and two core strategies for growth*2. We are currently practicing environmental management activities based on the Environmental Mission Statement.

This refinement enables Bridgestone to enhance the commitment to a diverse range of environmental activities that go beyond its already wide-ranging business areas, encompassing initiatives on a global scale by defining the direction of the Bridgestone's long-term environmental aspirations for the three important environmental perspectives and adding to the three areas of environmental progress and the two core strategies for growth.

*1 The three areas are “products and services” and “operations,” both actual elements of Bridgestone's business activities, and “community activities,” which represents Bridgestone's initiatives that are unrelated to its business activities.

*2 The two strategies for growth serve as the platform for supporting Bridgestone's activities in the three areas of environmental progress and promoting their continual improvement. These two strategies for growth are the “TEAMS (Total Environmental Advanced Management System)” and environmental communication. (TEAMS: Total Environmental Advanced Management System, our own integrated group-wide global environmental management system)



The Bridgestone Approach toward Biological Diversity (adopted in September 2010)

We, the Bridgestone Group, respect the principles of the Convention on Biological Diversity. We promote biodiversity to help ensure not only sustainability but also a healthy, vibrant future. The Bridgestone Group is committed to enhancing biodiversity by leveraging its global presence. We are actively linking our world-wide network of people with their unique wildlife habitats, and providing education and research needed to achieve healthy biodiversity at the gene, species and habitat levels. We at Bridgestone are humbled by the lessons we can learn together with others in our communities by connecting with nature.

Key Activities

1. We will contribute to biodiversity conservation through active habitat preservation and enhancement at our operating locations and beyond our property lines.
2. We will contribute to biodiversity conservation through environmental education and research.

The Bridgestone Approach to Resource Conservation (adopted in May 2011)

We, the Bridgestone Group, are committed to ongoing improvement to be an ever better steward of our natural resources. We continually innovate our processes, products and services to reduce, reuse or recycle raw materials, water and energy.

Key activities

1. We continually improve resource productivity, doing more with less, based on sales per raw material use.
2. We promote the development of technologies and business practices that encourage the recycling of raw materials, utilization of renewable resources and conservation of finite natural resources.
3. We reduce water consumption in our manufacturing processes by efficient use and recycling, while also promoting the protection and preservation of water in our global communities.

CO₂ emissions reduction targets

The Bridgestone Group established targets for the reduction of CO₂ emissions in April 2010 in order to help prevent global warming and build a sustainable society, and we are working to enhance related initiatives through the product life cycle throughout the Group in order to achieve those goals. We have established the following two targets using 2005 as the baseline year to be achieved throughout the Group, including by our overseas companies, by 2020:

1. Bridgestone has established a global goal of 35% reduction in CO₂ per sales from the company's total operations (raw material and component

procurement, manufacturing and logistics) and also its products' "after-use".

2. Bridgestone is pursuing a challenging goal to improve tire rolling efficiency by 25%, resulting in less fuel use and CO₂ emissions from driving, while also extending the life of its tires. Bridgestone estimates that the potential reduction in CO₂ emissions from helping improve their customers' fuel efficiency exceeds the emissions related to Bridgestone's operations and its products' after-use.

We will work to strengthen initiatives designed to reduce CO₂ emissions throughout the Group at every stage in the product life cycle.

• Initiatives involving business activity processes

Process	Initiatives to reduce environmental impacts
Raw material and component procurement	While continuing its clear focus on enhancing product safety, quality and performance, Bridgestone will increase its focus on procuring more environment-friendly materials and developing advanced materials that help reduce resources used in its products from raw materials such as natural rubber and carbon.
Manufacturing	Bridgestone will improve manufacturing efficiency through equipment and process enhancements to further reduce the energy invested in each product, while further developing products to help minimize footprints on the environment, along with enhanced product safety and quality.
Logistics	Bridgestone will strive to increase transport efficiency through improved distribution strategy, including routing and delivery fleet performance.
After-use	Bridgestone will focus on prolonging the life of its tires and expanding retreading of truck, bus, aircraft and off-road tires, which was made possible by technologies to reuse used tires by scraping the tread surface and bonding new rubber through vulcanization, as well as reducing per-tire weight, to help reduce waste generation rates. Bridgestone continues to pursue the 3R's (Reduce, Reuse and Recycle) to enhance resource savings at all stages of its operations.
Product development	Regarding a tire's lifecycle, Bridgestone estimates that about 90% of CO ₂ emissions related to a tire are generated by its use on a vehicle. To help drivers reduce emissions, the company will further enhance its development of tires with improved rolling efficiency to reduce fuel use, while also expanding educational programs on tire and vehicle maintenance and eco-driving. Bridgestone will also continue developing other products to help save energy and reduce CO ₂ emissions, such as electronic paper, designed to replace thousands of printed pages, and building products which insulate buildings and reflect energy in order to maintain temperatures.

TOPICS

Certification as an Eco-First Company by the Ministry of the Environment

In April 2011, the Bridgestone Group was certified as an Eco-First Company after making a commitment to pursue environmental conservation initiatives under the Eco-First Program* established by the Ministry of the Environment.

* The Eco-First Program was created by the Ministry of the Environment to encourage leading companies in a range of industries to dedicate more resources to environmental conservation initiatives. In order to receive certification under the program, companies make a commitment to the Minister of the Environment to pursue initiatives to combat global warming, promote waste product recycling, and address other environmental priorities.



Environmental management system

Enhancing environmental coordination functions and building a carbon management system

Reflecting its belief that the environment is one of the top priorities in its management, Bridgestone formed the Strategic Environment Planning Department in 2010 to develop an environmental strategy that is more closely linked to the company's management strategy. The Department works closely with the eco-Activities Promotion Department to undertake activities to achieve environmental objectives.

We have also formed the Carbon Management Promotion Unit under the Strategic Environment Planning Department to orchestrate a Group-wide response to the issue of global warming as part of an effort to build a carbon management system capable of systematically reducing CO₂ emissions.

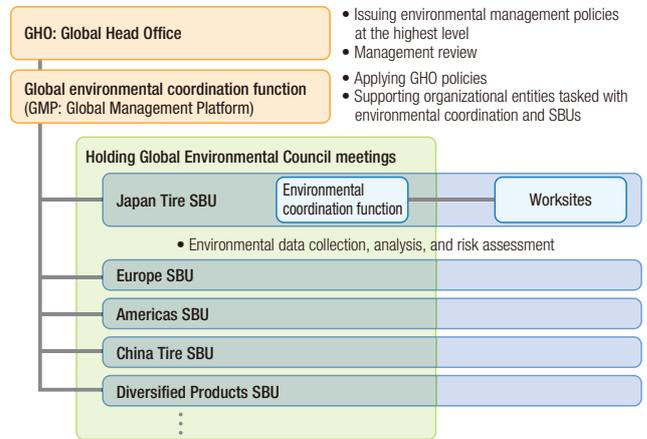
Global environmental management structures

The Bridgestone Group pursues a Group-wide environmental management program designed to balance the demands of business and the environment.

The Group's environmental coordination function (Global Management Platform: GMP) communicates policies and activity directions to individual SBUs, which then undertake environmental activities on an independent basis in accordance with those policies and directions. Environmental activities and environmental data from each SBU are shared and analyzed as part of the Group's PDCA ("plan," "do," "check," "act") cycle so that they drive improvements.

The Group has also developed TEAMS (Total Environmental Advanced Management System), an original environmental management system, for facilitating global environmental management structure.

Global environmental management structures



Group Environmental Committee

The Group Environmental Committee was formed to track progress in the Bridgestone Group's environmental activities and to determine how the Group will address new issues. The president and CEO joins corporate officers and other committee members in discussions and decision-making related to environmental policies, objectives, and Group responses to important environmental concerns.



41st meeting of the Group Environmental Committee (held in October 2010)

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

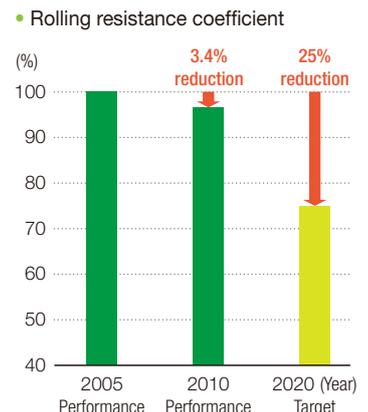
Expanding our offerings of environmentally friendly products and services

The Bridgestone Group has announced the goal of reducing tire rolling resistance coefficients by 25%, compared to a 2005 baseline, by 2020, in order to promote a low-carbon society, a key step towards developing a sustainable society. We are working to achieve this goal, including by expanding our line of fuel-efficient tires such as the ECOPIA EP100S. In 2010, we succeeded in reducing rolling resistance coefficients by 3.4%,* compared to a 2005 baseline.

Bridgestone is also working to expand our products and services that help reduce its environmental impact, including expanding the retread tire solutions business in the global market, launching the AeroBee brand of electronic paper products and expanding associated manufacturing lines, and launching

COOLSAFE, a heat-shielding film for architectural glass. By offering these products and services, we are working with customers to achieve a society founded on ecological conservation, resource conservation and reducing carbon emissions to build a sustainable society described in our Environmental Mission Statement.

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



TOPICS

Developing a new retread tire solutions business

Tire retreading provides an excellent example of tire reuse. Retread tires are manufactured by mill buffing the tread rubber surface on used tires to a predetermined depth, and then bonding new rubber and vulcanizing it so that the tire can be reused. Since everything except the tread rubber (i.e., the entire base tire) can be reused, use of retread tires helps lower consumption of raw materials such as natural rubber and synthetic rubber, which are both produced using petroleum, while at the same time decreasing the number of tires being disposed of.

A new business model: ECO Value Pack

By combining new tires, retread tires and tire maintenance in its new ECO Value Pack solutions business, Bridgestone is able to increase tires' durability while offering both cost advantages to customers and environmental benefits. As of December 31, 2010, Bridgestone was

operating 14 Bandag retread factories in Japan. Contract volume, which stood at about 10,000 vehicles on December 31, 2009, had expanded steadily to reach about 44,000 vehicles by December 31, 2010. Starting in 2011, we plan to expand our retread tire business not only in Japan, Europe and the U.S., but also in developing nations such as those in Asia.



Comparison of the amount of petroleum resources needed to manufacture new truck and bus tires compared to retread tires
Source: JAPAN RETREADER'S ASSOCIATION

Environmentally friendly products win awards

AeroBee electronic paper

Bridgestone is working to develop and commercialize AeroBee brand electronic paper, which helps not only reduce paper consumption but also save energy by only requiring power when switching the display, while delivering the visual clarity approaching that of paper. In February 2011, the product received the Minister of Economy, Trade and Industry Prize at the 20th Grand Prize for the Global Environment Award presented by the Fujisankei Communications Group. Other honors received by AeroBee in 2010 include the ECCJ Chairman's Award at the FY2009 Energy

Conservation Month Award Ceremony, in the equipment and systems category, sponsored by the Ministry of Economy, Trade and Industry and the 2010 Minister of the Environment Award for the Prevention of Global Warming sponsored by the Ministry of the Environment.



AeroBee

Focus Point 14 Contributing to the conservation of the environment throughout the supply chain (procurement, production, distribution, and sales)

Pursuing manufacturing in a way that helps build a sustainable society

The Bridgestone Group believes it is important to achieve ecological conservation, resource conservation and reducing carbon emission in order to build a sustainable future.

To further our goal of helping realize resource conservation, we have consistently implemented and supported ecosystem conservation, research and educational activities in Japan and around the world. We announced The Bridgestone Approach toward Biological Diversity in September 2010, and we are currently striving to increase awareness throughout our company.

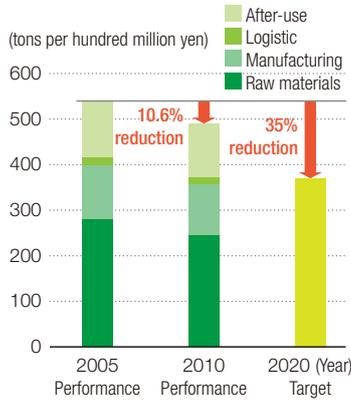
To further our goal of helping realize resource conservation, we achieved full zero-emissions status at four tire plants in China in 2010. We have also maintained this same status continuously for all of Bridgestone's plants in Japan since

2005. In May 2011, we announced The Bridgestone Approach to Resource Conservation.

To further our goal of helping to reduce carbon emission, we reduced CO₂ emissions per sales from company's total operations (raw material and component procurement, manufacturing and logistics) and also its products' "after-use" by 10.6% in 2010, in pursuit conjunction with our goal of reducing emissions by 35% by 2020. We are striving to assure the transparency of our operations by having a third-party organization issue a review and assessment of our CO₂ emission results. Going forward, we will continue to steadily enact initiatives to reduce CO₂ emissions throughout the company's total operations (raw material and component procurement, manufacturing and logistics) and also its products' "after-use".

We will also continue to work actively to help realize ecological conservation, resource conservation and reducing carbon emission, which we believe is particularly critical to the development of a sustainable future.

• CO₂ emissions per unit sales



Bridgestone Group's CO₂ Emission Report Independent Review

TOPICS

Bridgestone's zero-emissions activities win recognition

The Clean Japan Center recognized the Bridgestone Group's efforts to eliminate waste emissions with the Clean Japan Center Chairman's Award at the 2010 Award for 3R (Reduce, Reuse and Recycle)-Oriented, Sustainable Technology.

The honor recognized Bridgestone's ongoing full zero-emissions operations at plants in Japan and the recent achievement of full zero-emissions status at the Group's four plants in China by utilizing domestic expertise.

Focus Point 15 Contributing to the environment through social activities

The eco-Project approach

The Bridgestone Group is pursuing initiatives in the following four areas, which comprise the eco-Project (helping address environmental issues through social action):

- Preventing global warming
Contributing to a reduction in CO₂ emissions, which is regarded as one of the most serious causes of global warming
- Protecting biodiversity
Contributing to preserving and recovering nature to protect the original ecosystems unique to each area
- Educating the next generation
Promoting environmental awareness in our communities, especially among the children

- Moving toward a recycling-oriented society
Creating a sustainable society through resource saving, energy saving, and 3R (reduce, reuse, and recycle) activities



Bridgestone Companies are engaged in local activities that are consistent with the eco-Project Guidelines, which encapsulate this approach.

TOPICS

Eco projects all around the world

Electric Car Project with high-school students

Engineers from Bridgestone Americas' Technical Center assisted a group of local high-school students working to develop an electric vehicle.



The electric vehicle developed by the high-school group

Green Children Day

Employees of Bridgestone Diversified Products Poland held a series of environmental education activities including an environment-themed craft contest for children at its Green Children Day event in May.



At the craft contest

Initiatives Related to the 22 CSR Focus Points

CSR from a social standpoint

With employees

22 CSR Focus Points	Objectives for achieving our ideal state
16 Continued Enhancement of Job Satisfaction and pride	<ul style="list-style-type: none"> 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
17 Enhancing workplace safety and health, and employee health management	<ul style="list-style-type: none"> To develop structures that will facilitate the elimination of serious accidents by maintaining a high level of safety awareness, developing intrinsically safe equipment and systems, building a management system that creates safe workplaces, and enhancing emotional and physical health management
18 Respect for diversity	<ul style="list-style-type: none"> To provide a work environment in which members of a diverse staff can tap their full potential
19 Respect for fundamental human rights, including the rights of children and others to be free from forced labor	<ul style="list-style-type: none"> To pursue corporate activities based on "Our Group's Stance of Human Rights"

Focus Point **16** Continued Enhancement of Job Satisfaction and pride

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

Approach to Continued enhancement of job satisfaction and pride

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

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

The Bridgestone Group has embraced the above approach to Continued enhancement of job satisfaction and pride. Group companies continued to develop their human resources systems and level-specific training programs during 2010. We also laid the groundwork for enriched educational and training programs by building the Global Training Center and Global Manufacturing Education Center, which will serve as human resources development facilities for the Group by training office and

manufacturing personnel. In 2011, we will continue to promote the development and implementation of consistent human resources and compensation systems as well as educational and training programs throughout the Group.

Employee satisfaction survey

Each year, Bridgestone conducts a satisfaction survey targeting all employees, including contract employees, covering a broad range of items such as job and workplace attractiveness and human resources policies including compensation. The response rate for the fiscal 2010 survey was 92.9%, and the average score for the company's overall appeal was 3.31 out of 5 points, on par with last year's figure. This score was in line with the corresponding score for a highly ethical manufacturing company that Bridgestone uses as a benchmark. In addition to providing feedback concerning survey results to employees via the corporate intranet, Bridgestone will conduct a comprehensive analysis of related issues, taking into account communications, operational, and systems aspects of workplace conditions. The results of the analysis will then be used to plan, develop, and improve new policies.

Activities that progressed the most in 2010 are shown in different colors.

Principal achievements in 2010

- Developing human resources and compensation systems as well as level-specific training programs for employees at Group companies
- **Opening a new Global Training Center and Global Manufacturing Education Center**
- **Expanding to all Group companies activities designed to raise safety consciousness**
- **Expanding to all Group companies the employee safety awareness survey**
- **Expanding to all Group companies awareness-raising tools for improving safety and health activities**
- **Developing an action plan for increasing diversity** at Group companies
- **Creating a communication website at Bridgestone for use by employees utilizing the company's childcare leave program**
- **Holding a briefing to outline "Our Group's Stance of Human Rights"** for employees at Bridgestone

Principal plans for 2011 and beyond

- Putting in place and thoroughly implementing consistent human resources and compensation systems as well as educational and training programs throughout the Group
- Fostering safety awareness in the form of adherence to standards and rules
- Continuing to promote intrinsic safety in equipment and systems
- Improving activities by visualizing their status
- Planning specific measure for increasing diversity at Group companies and working to ensure associated measures are thoroughly implemented
- Continuing to offer training in accepting and respecting diversity at Bridgestone
- Communicating "Our Group's Stance of Human Rights" to employees of Group companies

TOPICS

Holding the Bridgestone Group Awards

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

In March 2011, five groups of employees who had been carefully selected from Group companies around the world were recognized at the Bridgestone Group Awards, which was also a ceremony commemorating the 80th anniversary of Bridgestone's founding.



At the awards ceremony

Firestone Natural Rubber was recognized for its community service activities in the West African nation of Liberia.



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

Approach to occupational safety and health

The Bridgestone Group focuses its activities on consciousness, engineering, and system (management), working to enhance the level of safety at its facilities by visualizing the status of activities in each area and steadily pursuing improvements. These efforts drive the development of Bridgestone's occupational safety and health management system.

Bridgestone continuously works to lower risks in order to develop safe workplaces in accordance with its Safety Mission Statement, which states that safety is the basis of all worker activity, that the assurance of safety is a precondition for all corporate activities, and that safety is an irreplaceable value that serves as both the source of mutual trust and the root of robust corporate activities.

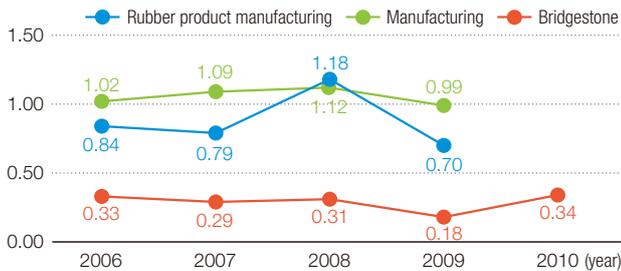
These activities have been codified in the form of Mid-term plans for safety, health, and disaster prevention that are being implemented throughout the Bridgestone Group.

CSR from a social standpoint ● With employees

Accidents

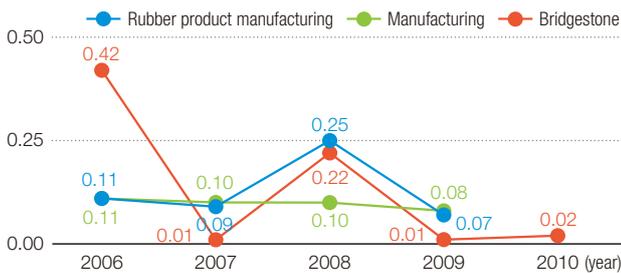
The Bridgestone Group has established Global criteria for occupational injury in order to better assess accidents occurring at Group production and distribution facilities. In addition to compiling accident statistics on a quarterly basis, we put the resulting information to use in preventing similar accidents in the future.

• Frequency rate*1



*1 (No. of casualties caused by accidents that resulted in a work stoppage of at least 1 day / total hours worked) × 1,000,000

• Severity rate*2



*2 (Total no. of working days lost / total hours worked) × 1,000

Bridgestone Group Mid-term safety objectives and policies

The Bridgestone Group has developed a Mid-term safety and health plan that calls on Group companies to eliminate serious accidents at production facilities in 2011 and in stores and warehouses in 2013. Specific policies have been established in the areas of consciousness, engineering and system (management) in order to achieve Mid-term objectives, with the Mid-term plan and specific policy initiatives being discussed and determined at an annual Group-wide meeting.

To facilitate speedier implementation of policies throughout the Group, we began issuing Bridgestone Group Safety Activity Guidelines, a series of activity directives for each fiscal year, in 2009.

Promoting safety consciousness

To create safe workplaces, it is essential to cultivate safety awareness as a means of ensuring employees adhere to applicable standards and rules at all times. Principal activities in this area include Actions to keep the workplace safe, as well as a Safety Consciousness Survey, both of which were launched in 2009.

Actions to keep the workplace safe

Starting in 2009, Bridgestone's management team began visiting worksites operated by Bridgestone and other Group companies in Japan to discuss the importance of giving safety priority over all other considerations. In the future, we plan to expand this initiative to include management at Group companies overseas. As the next step, we will then facilitate the evolution of the program so that individual workplaces can independently increase their own safety awareness.

Safety Consciousness Survey

In 2009, we began conducting an 89-question survey in each of several accident-related categories in order to assess the extent to which safety awareness was being cultivated among employees and to verify the effectiveness of the Group's safety measures. In 2010, the survey was administered at 18 worksites in Japan, 16 Group companies in Japan, and 1 worksite overseas. We will analyze the results of this survey and apply them in order to improve safety at the Group. We also plan to expand the survey to include all overseas worksites.

Engineering initiatives

Work procedures and equipment that could lead to serious injury in the event of an accident must incorporate reliable measures for preventing accidents. In terms of technology, we are working to lower risk by pursuing safety from the equipment design stage, including store and warehouse equipment as well as production equipment, and by maintaining safety during equipment use. These efforts include conducting risk assessments to identify dangerous work procedures and parts of equipment that are inherently dangerous.

During 2010, we continued to assign and train safety engineers (SE) as experts in equipment safety and to conduct risk assessments. Based on the results, we are working to implement safety measures, giving priority to equipment where major accident risks have been identified. The effort to identify dangerous equipment and work procedures and implement safety measures includes store and warehouse equipment.

System- (management-) related initiatives

The Bridgestone Group's production worksites (with some exceptions) assess the status of safety and health activities including legal compliance using checklists and make improvements to rectify inadequacies.

Additionally, from the standpoint of preventing recurrences, personnel utilize communications networks to provide information about workplace accidents and fires that have occurred as well as the measures that were undertaken to prevent a recurrence. These activities comprise a series of continuous improvements in the form of a safety management system.

Focus Point **18** **Respect for diversity**

Approach to respecting diversity and related initiatives

The Bridgestone Group formed a department to oversee the promotion of diversity in 2008 and began applying its approach to respecting diversity throughout the Group in 2009.

Our Group's stance of "Respect for diversity"

The Bridgestone Group is committed to fostering a working environment in which individuals who have diverse values and personalities can work comfortably and demonstrate their abilities. To do it,

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

And finally, we accomplish "Improving employees' satisfaction", "Activating and improving company", "Increasing stakeholders' profits."

In 2010, Bridgestone Group companies established a series of voluntary objectives in diversity-related areas such as gender and disability and incorporated initiatives for achieving those objectives into their Mid-term plans.

Bridgestone launched training for female employees and their supervisors in 2009 as a way to support a greater role for women in its organization. During 2010, we worked to create workplaces where foreign employees would find it easy to work

and take advantage of their full potential by launching a training program for foreign employees along with supervisors and advisors in their departments.

TOPICS

Introducing a social networking service for use by employees utilizing the company's childcare leave program

In 2010, Bridgestone opened Papa Mama Cafe, an in-house social networking service (SNS) for use by employees utilizing its childcare leave program (of whom there were 33 when the new service opened). Developed in response to feedback from employees on leave indicating feelings of insecurity due to a lack of communication with the company and a desire to eliminate such feelings by sharing information while on leave, the program advances Bridgestone's support for parenting by providing opportunities for communication among employees on leave and between employees on leave and human resources coordinators.



Childcare SNS screen

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

The Bridgestone 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 in 2009 and are taking steps to ensure that the Group's approach to this issue is well understood throughout the organization.

"Our Group's Stance of Human Rights"

- 1. Prohibition of discrimination**
In all corporate activities, Bridgestone prohibits any acts that impair individual dignity or discrimination based on race, ethnicity, nationality, gender, age, language, religion, creed, social status, and disability or any other related factors.
- 2. No harassment**
No personnel shall speak or act in ways that degrade individual dignity based on issues such as gender, authority or any other type of harassment.
- 3. No child labor/forced labor**
Bridgestone prohibits child labor/forced labor in any country.

2010 achievements and future initiatives

In 2010, Bridgestone announced the Bridgestone Group's "Our Group's Stance of Human Rights" to stakeholders on its website and the website of subsidiary Bridgestone Americas, its U.S. holding company. We have also posted the policy on the corporate intranet, created a hotline that employees can use to seek advice on human rights issues, and held briefings to explain the policy's provisions in an effort to ensure that it is well understood by all employees at Bridgestone. We will continue to work to communicate the policy to employees of Group companies in Japan and overseas.



The "Human Rights Stance" section of Bridgestone Americas' website

CSR from a social standpoint

With society and communities

22 CSR Focus Points

Objectives for achieving our ideal state

20 Developing social activities to build a sound and sustainable society

- To ensure all Group companies and worksites pursue corporate citizenship activities to address issues in their local communities

21 Encouraging employees to do volunteer work in their communities

- To support employees' community service activities by providing information, time, and funding

22 Helping realize a safe society

- To raise awareness of traffic safety worldwide through Group activities

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

Structures for pursuing social activities

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

Bridgestone has formed the Social Activities Committee, which consists of a membership of corporate officers responsible for

relevant sections of the company, under its Integrated CSR Enhancement Committee to discuss the overall direction of the Group's social activities and associated action items and information. We are also working to enhance the structures that support Group-wide social activities by creating a section dedicated to the further advancement of social activities.

TOPICS

More information about the Bridgestone Group's corporate citizenship activities is available at the following links: <http://www.bridgestone.com/responsibilities/index.html>

Cooperating with a mobile library project

Bridgestone South Africa provides free tires for use by a mobile library project that makes regular visits to rural schools that lack adequate books and textbooks.



The mobile library

Solidarity caravan

Employees at Bridgestone Argentina have formed a caravan team in concert with other companies to provide clothing, medicine, and other items to remote areas where supplies are scarce.



Bridgestone Argentina's caravan team

Supporting employment of disabled individuals

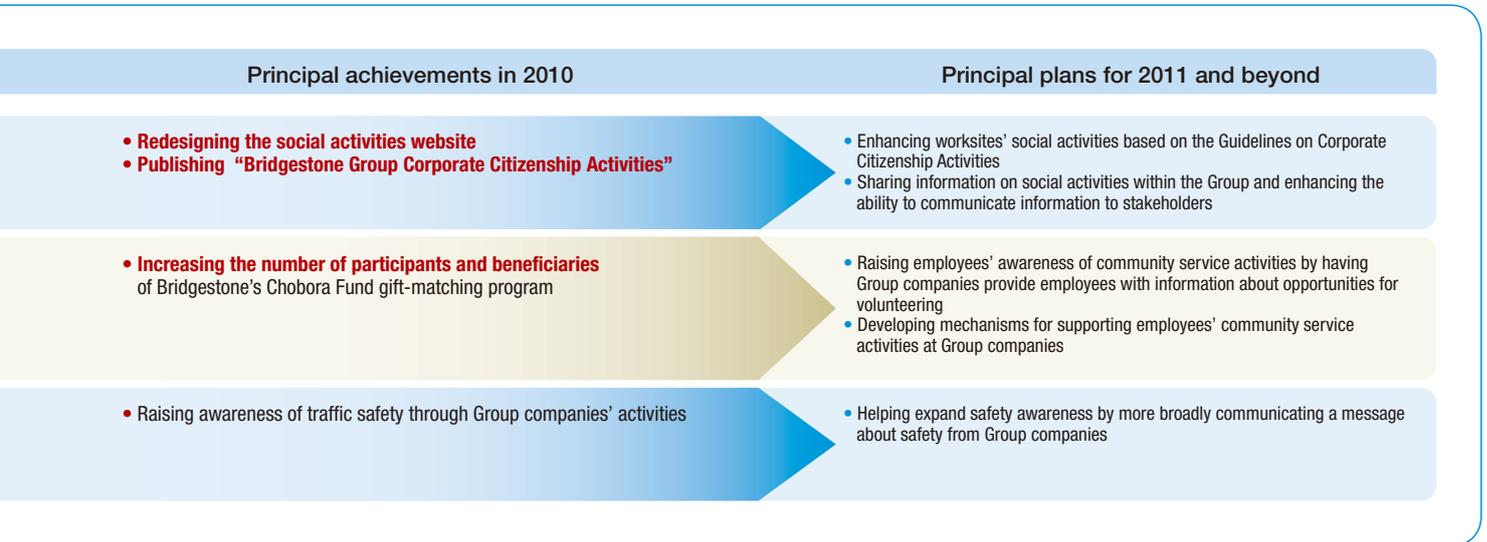
Working with welfare organizations, Bridgestone Metalpha USA, which manufactures steel cord used in tire production, has undertaken an initiative to actively hire disabled individuals. The program was recognized in 2010 by Progressive Directions Inc., an organization that



Awarded employees of Bridgestone Metalpha USA

works on behalf of developmentally delayed adults and their families.

Activities that progressed the most in 2010 are shown in different colors.



In addition, we have established the "Social Contribution Award," which can be earned by group companies and their employees in Japan, and the "Bridgestone Group Award for Contribution to Society," which can be earned by Group companies all over the world.

Corporate citizenship activities based on the Guidelines

All Bridgestone Group worksites are engaged in social activities based on the Guidelines on Corporate Citizenship Activities, which mandate activities that help resolve problems in response to the specific needs of their local communities. We will move to strengthen communication between worksites and local communities while enhancing the sharing of information on social activities within the Group and with stakeholders.

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

Structures for supporting employees' social activities

Bridgestone supports employees' community service activities by providing time and funding, for example by creating a volunteer leave program and introducing the employee-driven Chobora Fund gift-matching program. We also recognize and encourage employees' social activities through the awarding of the Social Contribution Award and the Bridgestone Group Award for Contribution to Society.

Past social activities undertaken by employees

Bridgestone has created the Chobora Fund, which encourages employees to make donations in ¥100-increments from their salaries and bonuses and uses the collected funds to contribute to groups orchestrating social activities in which employees and

their families as well as retirees participate. In addition to encouraging employees' social activities, this initiative allows employees who are unable to participate directly in such activities to make a contribution through fundraising. Beneficiaries of the Chobora Fund are chosen by means of a public process at the company and receive matching donations from Bridgestone for the selected initiatives. During 2010, 4,217 employees participated in the program (as of December 31, 2010), which supported 52 activities, and 11 employees took advantage of the volunteer leave program.

Bridgestone will continue to provide information about volunteering opportunities to employees and develop programs for supporting employee activities at Group companies.

TOPICS

Example of a volunteer activity undertaken by a Bridgestone employee

An employee is drawing on his experience in track events to volunteer at practices held by a running club in which visually- and hearing-impaired individuals participate. In addition to attending practices, the employee ran together with visually- and hearing-impaired club members in a marathon.



Running with visually- and hearing-impaired individuals in a race

Example of a volunteer activity undertaken by a Bridgestone employee's family

An employee's family is donating children's books to children in Cambodia through the Friendly Gift educational assistance program. The Chobora Fund provides support for activities, such as this one, in which not only employees but also their families participate.



Cambodian children who have received children's books through the Friendly Gift program

Example of a volunteer activity undertaken by a retired Bridgestone employee

Bridgestone is also broadening its support for the volunteer activities of retired employees. In this case, a retired employee participated in the Kamiyabe Community Association, which encourages the development of communities through fun events that bring together the elderly with local children at a nearby river. The Bridgestone Yokohama Plant participates in Aqua Festa, which is organized by the same group, each year.



At Aqua Festa

Focus Point **22** Helping realize a safe society

2010 achievements and future initiatives

The Bridgestone Group actively pursues safety-related initiatives to fulfill its responsibilities as a member of the automotive industry. Through tire safety activities designed to help consumers

understand the importance of everyday tire inspections and activities to raise awareness of traffic safety worldwide, we are striving to achieve a safe, accident-free society.

TOPICS

Safety & Eco Festival

Bridgestone (China) Investment Co., Ltd., held events to raise awareness of traffic safety and environmental activities in the five cities of Beijing, Chengdu, Guangzhou, Shenyang, and Shanghai.



An event in Shanghai

Safety event at shopping malls

Bridgestone Middle East & Africa FZE held activities to promote safety inspections of tires at shopping malls in major cities in the United Arab Emirates, Saudi Arabia, Jordan, and Bahrain.



An activity promoting safety awareness at a shopping mall in Doha (Qatar)

Offering traffic safety education for children

Working with local police, Bridgestone Poland employees visited 37 kindergarten and elementary schools from September to October 2010 to offer a traffic safety educational program for children.



Traffic safety education in Poland

Outline of the Bridgestone Group

Corporate profile

Company name: Bridgestone Corporation

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

Representative Director: Shoshi Arakawa, Chairman of the Board, CEO and President

Paid-in capital: JPY 126,354 million (as of December 31, 2010)

Sales (consolidated) : JPY 2,861.6 billion (FY 2010)

Sales (non-consolidated) : JPY 895.6 billion (FY 2010)

Employees (consolidated) : 139,822 (as of December 31, 2010)

Employees (non-consolidated) : 16,167 (as of December 31, 2010)

Summary of Bridgestone's manufacturing plants:
184 plants in 25 nations
(Bridgestone Group total as of April 1, 2011)

Major products and operations

Tires

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

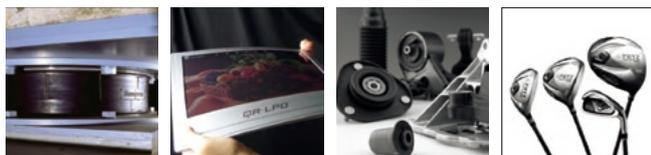


Diversified products

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

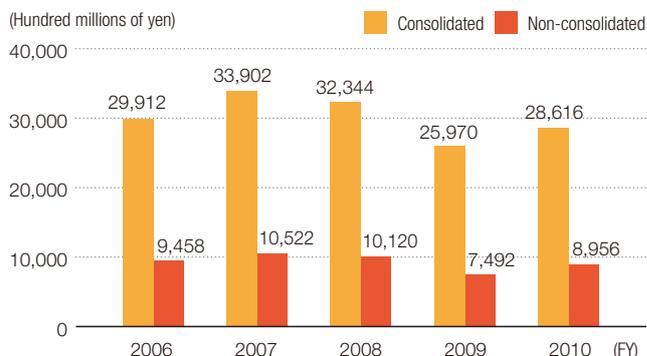
<Sporting goods> Golf balls, golf clubs, golf wear, tennis goods and other sports-related products

<Bicycles> Bicycles, bicycle goods and related products

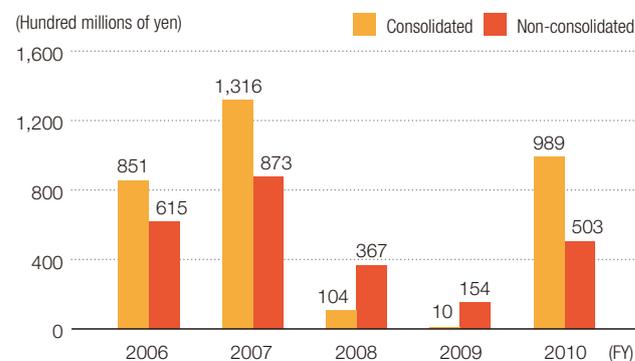


Financial summary

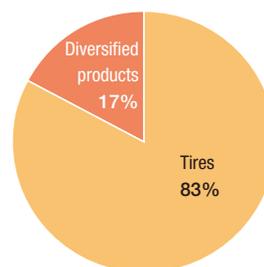
• Net sales



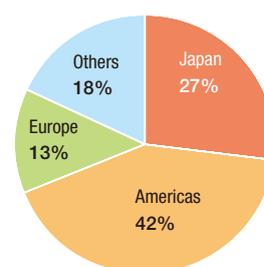
• Net income



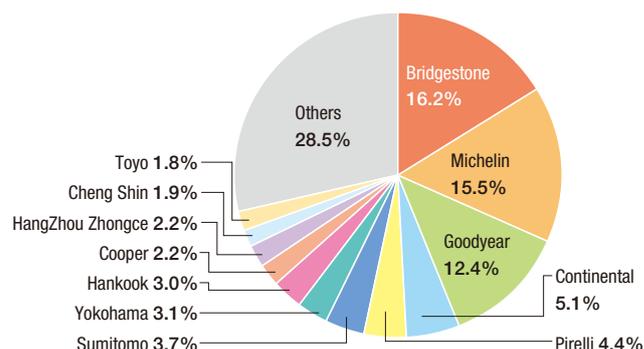
• Consolidated sales by business segment (FY 2010)



• Consolidated sales by geographical segment (FY 2010)



• Global tire market share (based on consolidated sales figures for 2009)



Source: 2010 Global Tire Company Rankings (*Tire Business*)

Opinions from stakeholders and our responses

We have received extensive feedback concerning CSR Report 2010 from independent observers, questionnaires and our website. This section includes a representative sample of some of the questions we have received along with the Group's responses.

	Opinion or suggestion	Outline of the Group's response	See pages
CSR management	Bridgestone should identify areas where additional action is needed by comparing its 22 CSR Focus Points to the ISO 26000 standard that was published in 2010.	We are working to enhance initiatives under our 22 CSR Focus Points as necessary based on a comparison of their content with ISO 26000.	—
Communication	My sense is that Bridgestone's actual initiatives go further than is understood by most people outside the company. I would like to see the company bridge this gap in understanding so that it can better earn the trust of society.	We provide information through CSR reports and on our website, among other means, to give stakeholders an accurate understanding of the Bridgestone Group's activities. Each of our worksites also communicates with its local community.	P23
Preventing global warming	Worldwide, countries are striving to cut CO ₂ emissions to half their 2000 levels by 2050, with developed nations working to achieve an 80% cut. I would like to see Bridgestone establish a target for cutting CO ₂ emissions by 2050.	The Bridgestone Group has established a CO ₂ reduction target for 2020 as well as an associated action plan, and we are working to implement that plan. Looking longer-term, our new Environmental Mission Statement, which was announced in May 2011, outlines our commitment to reducing carbon emissions, and we are currently planning specific initiatives to achieve that goal.	P39, P41
	I would like to see Bridgestone set a target for reducing CO ₂ emissions expressed not per unit of sales, but rather in terms of total emissions.	When you look at the entire tire life cycle, you find that about 90% of all CO ₂ emissions associated with tires occur in the form of vehicle exhaust during the usage stage. Consequently, we believe that we can contribute to reducing CO ₂ emissions throughout society by developing products that help reduce emissions during the usage stage and providing them to as large a group of consumers as possible, and this is why we set the target in terms of emissions per unit of sales. We are also working to improve the environmental efficiency of the manufacturing process, which accounts for the remaining about 10% of CO ₂ emissions, and this effort will allow us to help reduce CO ₂ emissions in the future.	P41
Biodiversity	I would like to see Bridgestone strengthen its efforts to protect biodiversity.	The Bridgestone Group established The Bridgestone Approach toward Biological Diversity in 2010 based on respect for the objectives of the Convention on Biological Diversity so that it could pursue activities to realize a rich and sustainable society. We will work to raise awareness throughout the Group while continuing to pursue and support ecological conservation, research, and educational programs in Japan and around the world.	P41
Diversity	I would like to see a more diverse group of Bridgestone Corporation directors. I think there are too few women and non-Japanese Board members for a global corporation.	In March 2011, four outside directors, including two women and one non-Japanese individual, joined the board, and we promoted four executives from subsidiaries in North America and Europe to serve as corporate officers.	—
Human rights	To generalize, the Japanese awareness of human rights differs significantly from the rest of the world. As a global corporation, I would like to see Bridgestone incorporate an "overseas-style" awareness of human rights into its operations.	One of our 22 CSR Focus Points—"Respect for fundamental human rights, including the rights of children and others to be free from forced labor"—is addressing this. In addition to respecting human rights based on the Our Group's Stance of Human Rights, we have appointed a Chief Human Rights Officer and are working to spread awareness of our commitment.	P48
CSR Report	I would like for Bridgestone to offer more opportunities for mutual communication, for example by accepting stakeholder opinions and questions on the CSR website.	Bridgestone's Customer Center accepts opinions and questions related to all company activities online, and we strive to enhance the opportunities that are available for direct dialog, for example through communication with customers, dealers and residents concerning their communities.	—
	I would like to see more quantitative information about issues other than the environment.	We are working to make more quantitative information available, including the number of consultations received each year by compliance hotlines and the results of employee satisfaction surveys.	P31, P45

Independent evaluation statement

First, I would like to describe my overall view of the CSR Report. In their systematic and comprehensive character, the CSR initiatives being undertaken by the Bridgestone Group by practicing the PDCA ("plan," "do," "check," "act") cycle in the context of the 22 CSR Focus Points are outstanding. Thanks to its organization of content into the company's ideal state for the future, objectives that embody that ideal state, principal achievements through 2010, and principal plans for 2011 and beyond, the report is extremely accessible and easy to understand. Clear distinctions drawn among Bridgestone, the Bridgestone Group, Group companies in Japan, and Group companies overseas help impart a good understanding of the Group's initiatives. There has been steady progress in global initiatives with the start of training programs addressing fair transactions and competition for employees of Group companies overseas and the development of human resources, compensation, and training systems at Group companies.

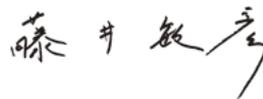
Well-organized reports provide the audience with hints about the direction of future efforts. One such area is the specific manner in which objectives are defined. Objectives related to environmental issues, where efforts have been ongoing for a long period of time, are sufficiently specific, but there is room for improvement in how the company defines objectives related to social issues. For example, "Launching a program of CSR self-assessment" is listed as an objective for CSR procurement. However, the goal of CSR procurement is not the implementation of CSR procurement itself, but the rectification or prevention of CSR-related problems at business partners' facilities. Objectives need to be framed in response to actual problems.

Concerning the social dimension of the report, it cannot be denied that there are limitations of scope due to the difficulty of setting a single overarching goal in the face of divergent national and local conditions. Such limitations come into play, for example, when the percentage of female employees is used as a way to measure respect for diversity. However, I expect that feedback will be provided in the form of the results of these initiatives so that objectives can be defined in as concrete a manner as possible. Having concrete objectives is especially important for a global corporation such as the Bridgestone Group, where employees represent a diverse range of value systems.

Concerning the environmental dimension of the report, there has been significant progress in the form of the refinement of the Environmental Mission Statement, which seeks to achieve a society characterized by ecological conservation, resource conservation and reducing carbon emissions, and the creation of the Carbon

Management Promotion Unit. Bridgestone's certification as an Eco-First Company by the Ministry of the Environment speaks to the extent of society's expectations for the company. The introduction by European and American executives with responsibility for environmental affairs of issues and the efforts being undertaken to address them leaves the reader with a strong impression of the Bridgestone Group's global initiatives. Striking progress during 2010 includes a 10.6% reduction in CO₂ emissions per unit sales (the company is seeking to slash emissions by 35% by 2020) and the achievement of full zero-emissions status by the Group's four tire plants in China. Another attention-worthy achievement during 2010 was the adoption of a fuel-efficient tire grading system based on a labeling system developed as a voluntary standard in conjunction with the Japan Automobile Tyre Manufacturers Association. This initiative deserves recognition for its potential to fulfill the three demands of protecting the environment, providing appropriate information to consumers, and facilitating business growth. The introduction of tire grading systems based on this labeling system in Europe and the United States is under consideration, and I strongly urge the Group to bring this system to Asia and other overseas markets. Looking toward the future, issues demanding the company's attention include the development of specific initiatives to ensure biodiversity so that the goal of realizing a society that exists "in harmony with nature" can be achieved.

In conclusion, I would like to touch on communication with stakeholders. Bridgestone's constructive efforts to communicate with stakeholders are characterized by President Arakawa's own strong commitment and an open and frank exchange of views. The report introduces initiatives being undertaken by Thai Bridgestone in conjunction with Thailand's Ministry of Education and the World Wide Fund for Nature to communicate with local communities, but allow me to reiterate that dialog with stakeholders and mutual learning from the very foundation of CSR. I expect that the clarification of SBU headquarters' roles in building communication systems at Group companies, which has been identified as an objective for 2011 and beyond, will pave the way for Bridgestone's CSR activities to become truly global endeavors.



Toshihiko Fujii
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Trade and Industry
Visiting Professor, Saitama University Graduate
School of Economic Science



Back cover

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.

For the contest's eighth year, we received 24,950 entries depicting the theme, "Nature and wildlife that we wish to preserve." The back cover of this report introduces five entries that received the Special Award.



Upper left: Atsuya Yanagida, age 10
Upper right: Hayato Takeichi, age 9
Center: Ayaka Kimachi, age 5
Lower left: Akane Kasahara, age 8
Lower right: Akari Haba, age 11



Bridgestone Corporation

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