About this report

Editorial Policy
Bridgestone produced its first environmental report in 2000, disclosing information about its environmental activities. Since 2007, the Bridgestone Group has prepared annual reports annually giving details of activities for each region. To reach all of our global stakeholders and convey the Bridgestone Group way of thinking as well as its activities in an easy-to-understand form we have focused on presenting the most essential information in both Japanese and English. The Bridgestone Group also communicates to its stakeholders in regions including Japan, the United States, Europe, and China through detailed disclosure of information in environmental reports and on web sites.

Materiality
Biodiversity, sustainable use of resources, and climate change are high-priority environmental issues for the Bridgestone Group in its commercial activities. In order for the group to meet the challenge of these issues as one body, in 2011 we refined our Environmental Mission Statement, making the goal of our activities clear. In 2012, we also drew up our Long-term Environmental Vision, looking ahead to the year 2050, to promote concrete action.

Scope of the Report
This report presents information about Bridgestone Group activities including domestic and international subsidiaries and affiliated companies of the Bridgestone Corporation. To distinguish between the two, “Bridgestone” refers to the Bridgestone Corporation, while the “Bridgestone Group” is the group, including domestic and international subsidiaries and affiliated companies.

Prepared with Reference to:
- GRI (Global Reporting Initiative) 3.1
- Environmental Reporting Guideline (Japan Ministry of the Environment, 2012)

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Environmental Mission Statement
The Bridgestone Group has more than 180 production and development centers in 25 countries, conducts business activities in more than 150 countries, and has more than 140,000 employees. The group’s shared Environmental Mission Statement acts as a basis to keep employees from a wide range of backgrounds, who work each day at the company, working together toward established environmental goals. Setting as our mission our unchanging vision from the mission statement that we aim “to help ensure a healthy environment for current and future generations,” we are committed to continually working toward a sustainable society with integrity, together with our stakeholders.

To ensure everyone in the Bridgestone Group is exposed to the Environmental Mission Statement, it has been translated into 15 languages and is displayed in every Bridgestone Group business. We also use various educational opportunities, such as e-learning, training programs and environmental intranets, to support employees in understanding the connection between the Environmental Mission Statement and the work they do each day.

Stakeholders’ Concerns and Expectations
- Options the Bridgestone Group has received directly from environmental and sustainability experts (such as through individual experts and the W-BRIDGE advisory board)
- Assessment from social, environmental, sustainability, and other assessment bodies
- Reports from environmental NGOs and research bodies
- Trends in international treaties and meetings

Environmental Mission Statement and the work they do each day.

High Materality Issues
- Maturity and the Environmental Report
  - Stakeholders’ Concerns and Expectations
  - Influence on the Bridgestone Group
  - Reporting in this 2013 Environmental Report
  - Influence on the Bridgestone Group
  - Maturity and the Environmental Report

KPI reporting for particularly important activity information in the environmental report

2: A joint research project between Bridgestone and Waseda University
3: Key Performance Indicator

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Striving to create a balance and harmony between our business and the environment as the world’s largest tire and rubber company

In June 2012, the United Nations Conference on Sustainable Development—Rio+20—was held in Rio De Janeiro, Brazil. To foster progress toward the common worldwide goal of sustainable development, the conference confirmed the importance of green economy, that is, the achievement of a balance between the economy and the environment. The Bridgestone Group also reached a turning point in 2012. With a focus on 2050, we formulated our “long-term environmental vision” and began to implement specific initiatives targeting the achievement of those goals. The formulation of our objectives was based on the approach of decoupling, in which economic growth and environmental impact are separated (please refer to pages 5 and 6). This approach was proposed in the United Nations Environmental Programme (UNEP)."Value from natural resources" appears as a category under the "environmental value" section in this report, with a clear linkage to our long-term vision. We have identified three objectives that will help us achieve this ultimate goal: “In balance with nature,” “Towards 100% sustainable materials,” and “Contribute to globally agreed target for reduced emissions.” With these objectives, we set out to make effective and sustainable use of limited resources, including reducing the use of raw materials, creating technologies and systems for recycling resources, and expanding and diversifying renewable resources. In 2012, we made great progress in developing technologies in support of this initiative. For example, we introduced the “Concept Tire of 100% Sustainable Material” at the Paris Motor Show 2012.

Long-term environmental vision targeting 2050 and beyond, and mid-term targets for 2020 to support progress toward that vision

Our long-term environmental vision is to fully develop and implement business operations that will contribute to building a sustainable society in balance with the planet’s ecological capacity, throughout the Bridgestone Group’s business and product lifecycles. We have identified three objectives that will help us achieve this ultimate goal: “In balance with nature,” “Towards 100% sustainable materials,” and “Contribute to globally agreed target for reduced emissions.” We have identified three objectives that will help us achieve this ultimate goal: “In balance with nature,” “Towards 100% sustainable materials,” and “Contribute to globally agreed target for reduced emissions.” We are implementing activities that focus on the objective of “in balance with nature” from two perspectives: "minimizing impact" on biodiversity and “maximizing contribution” to biodiversity. In regard to “minimizing impact,” initiatives to reduce environmental impact on air and water, are also important from the perspective of living in harmony with nature. We have worked to foster an understanding of the importance of these initiatives throughout the Group, and our goal is to ensure that each employee maintains a high level of environmental awareness in daily business activities. In the area of “maximizing contribution,” using our activities include providing support to the farms where we produce natural rubber—an indispensable raw material for tires—in order that they be more productive as well as positively contribute to the ecosystem. We also believe in supporting conservation initiatives in Bridgestone plant and facility locations in cooperation with local communities. As for “100% sustainable materials,” we think it especially important to make effective and sustainable use of limited natural resources. Based on this concept, we will implement strategic efforts using a comprehensive approach that includes reducing the use of raw materials, creating technologies and systems for recycling resources, and expanding and diversifying renewable resources. In 2012, we made great progress in developing technologies in support of this initiative. For example, we introduced the “Concept Tire of 100% Sustainable Material” at the Paris Motor Show 2012.

Making steady progress with activities to realize a low-carbon society

In connection with the global target to reduce greenhouse gases 50% by 2050, Bridgestone locations worldwide, including our sites in both developed nations and emerging economies, will participate in efforts to help reduce CO2 emissions on a Group Global basis. Looking at CO2 emissions over the entire life cycle of a tire, the period during which the tire is in use accounts for the largest share, about 90% of the total emissions. The Group believes that it is important to find ways to reduce CO2 emissions not only through improvements in the manufacturing process but also through reduced rolling resistance when the customer is using the tire. Consistent with this approach, we have developed our CO2 targets for 2020 through a “back casting" method, based on our 2050 goal. We are also using a system of “carbon management” to tackle reduced CO2 emissions. This approach is steadily producing results, with a CO2 reduction of about 18% per unit of sales in manufacturing, and a decrease of about 7% in rolling resistance in tires, in 2012 compared to 2005.

Aiming for “Dan-Totu,” in environmental activities as well as business activities, through technology and business model innovation

To achieve our long-term environmental targets for 2050, we must do more than simply continue our current activities; we must tackle issues from new perspectives. The Group’s operations extend from the upstream region of the supply chain—in raw material production bases—to downstream, where it operates networks of retail sales and service bases (vertical expansion). The Group also has R&D, manufacturing, and wholesale bases around the world (horizontal expansions). We will continue to develop this vertical and horizontal approach to our business, which is one of the Group’s strengths; advance “technical innovation” and “business model innovation,” and create innovative new technologies, products, and services that address both our customers’ needs and our commitment to the environment. In this way, we will make steady progress toward the realization of a balance between our business and the environment and the achievement of our long-term 2050 environmental targets.

For our CO2 reduction goals, as stated earlier, these 2020 targets have been developed through a “back casting” approach based on our long-term environmental vision. We will review our results each year as we carefully manage our progress toward these goals. We are already seeing the positive impact of this approach as it relates to our CO2 reduction initiatives. Moving forward, we will strive to achieve similar progress toward our other targets. Also, in the future we will continue to actively communicate with our stakeholders regarding our environmental vision and the results of our activities, and we welcome feedback from them. In this way, we will endeavor to achieve further improvements. The Bridgestone Group is committed to supporting the many communities around the world around the world in which it has operations, and moving forward the Group’s 140,000 employees will apply the principle of “Dan-Totu”—absolute and clear leadership—to its environmental activities and will work to foster the realization of a sustainable society.
Long-term Environmental Vision

Groupwide Activity Looking Ahead to 2050 and Setting Firm Goals

We have prepared mid-term targets and positioning to meet goals looking ahead to 2050 while working to build a sustainable society. With the increased demand accompanying population increase and improved lifestyles, the world will face significant problems in climate change and resource consumption. As the world’s leading tire and rubber company, the Bridgestone Group aims to contribute to the realization of a sustainable society by balancing our operations with the earth’s capacity, maintaining harmony with nature while meeting the various needs of the market.

The Importance of “Decoupling” in Working Toward a Sustainable Society

“Decoupling” is a key concept in our Long-term Environmental Vision. The total number of automobiles worldwide is expected to increase with the global population and economic development in emerging nations. As a result, resource consumption will increase and the environmental footprint will become greater. There is a possibility of exceeding the earth’s capacity, through global warming or resource depletion. To work toward a sustainable society, we shouldn’t simply accept that resource consumption and environmental footprint come alongside development, but work to separate them. The United Nations Environment Programme (UNEP) calls this separation “decoupling.”

Year 2020 Objectives

- 25% improvement in tire rolling efficiency (compared with 2005)
- 7% improvement in tire rolling efficiency (compared with 2005)
- 9% improvement in tire rolling efficiency (compared with 2005)
- 17.9% reduction of CO2 emissions in the product’s life cycle (compared with 2005, emissions per sales)
- 35% reduction of CO2 emissions in the product’s life cycle (compared with 2005, emissions per sales)
- Reduction of water consumption in manufacturing process and increased recycling of water
- Reduction of negative impact on biodiversity
- Increased contribution to biodiversity
- Resource productivity improvement
- Development of technologies and business practices that encourage the recycling of raw materials and utilization of renewable resources
- Expansion and diversification of business in the use of guayule
- Using renewable energy in the workplace
- Developing and selling fuel efficient tires

Long-term Vision for 2050 and Beyond

In balance with nature1

Towards 100% sustainable materials2

Contribute to globally-agreed targets3

1: “In balance with nature” is our commitment to contribute to biodiversity through habitat enhancement, and through environmental education and research. Our business activities will take into account impacts on the ecosystems as a whole.
2: The Bridgestone Group defines sustainable materials as “resources other than those that are expected to become exhausted if we continue to consume them, as in the case of fossil fuels.”
3: At the G8 Hokkaido Toyako Summit (held in July 2008) the G8 leaders agreed on a reduction of at least 50% in greenhouse gas emissions worldwide by 2050. The same year, at the Major Economies Meeting on Energy Security and Climate Change, the developed countries plus certain emerging nations such as China, India, etc. adopted this target as a wider global objective.

Population: 9 billion4 (7 billion in 2011)

Number of automobiles: 2.3 billion5

CO2 emissions: 57 Gt6 (28Gt in 2008)

4: OECD Environmental Outlook 2050 (OECD, 2012)
5: Effects of reduced CO2 emissions in the automobile sector (The Institute for Energy Economics, Japan)
6: Energy Technology Perspectives 2010 (IEA, 2010), RITE Sekai no CO2/GHG haisyutsu mitooshi 2011 ni tsuite (RITE, 2011)
Bridgestone’s Vision of a Sustainable Society

Concept tire of 100% sustainable materials

In September 2012, at the Paris Motor Show Bridgestone unveiled its concept tire made from 100% sustainable materials. The development of our concept tire could be considered a response to one of the three central concepts of our Long-term Environmental Vision: “Value natural resources.” To find out more about this tire and the thinking behind it, Professor Hideki Ishida of Tohoku University spoke to Bridgestone employees.

Hayashi In Bridgestone’s Environmental Mission Statement, three environmental goals have been adopted as we work towards a sustainable society. These are to be in harmony with nature, to value natural resources, and to reduce CO2 emissions. To make these into realizable targets, in April 2012 we set a Long-Term Environmental Vision for 2050 and beyond. As a goal for valuing natural resources, we are aiming towards 100% use of sustainable materials, and this concept tire is a visible embodiment of the Bridgestone approach.

Ozawa We consider sustainable materials to be materials 1) that come from resources with a guaranteed continual supply, 2) that can be used as part of our business over the long-term, and 3) that have an extremely low environmental impact over their whole life cycle. Products made from these kinds of material are considered 100% sustainable. Because of this, we didn’t present the new concept tire thinking only “we’ve made a new kind of tire.” Instead, it has the great significance for us of a new way of thinking about resource recycling, roadmap from our Long-Term Environmental Vision for 2050 and beyond, as well as presenting a new way of business that helps the move toward a sustainable society.

Ishida Setting long-term goals for 2050 is a challenge in itself, but balancing business and environmental concerns in those goals requires considerable courage. When did you start working on developing the technology?

Ozawa We have been working on resource recycling technology for a long time, but the preliminary research for our current activity began about 10 years ago. We started to see a steep rise in the cost of raw materials and instability in supply as well as structural changes related to those phenomena. What’s more, to increase the interchangeability of petroleum-based synthetic rubber with natural rubber, we would have had to expand our number of rubber farms using the Para rubber tree. This would have led to over-concentration in Southeast Asia where more than 90% of Para rubber trees are grown. From a perspective of preserving biodiversity and to help ensure a stable supply of resources, we started to think about how to diversify and to ease the over-concentration of our production areas. This way of thinking was a factor in our current work.

It’s an amazing challenge that you set for yourselves, roadmap from where you wanted to go.

We want to share this tire with everyone as a symbol of our thought and determination.

1: The term “sustainable materials” as used by the Bridgestone Group is defined as materials other than those materials, including fossil resources, expected to be exhausted if consumption continues.
2: Effects of reduced CO2 emissions in the automobile sector (The Institute of Energy Economics, Japan, 2016)
Toward 100% Sustainable Materials

Ishida Are you making progress in other areas of tire production apart from expansion and diversification of renewable resources?

Hayashi We are making progress in reducing raw material consumption as well as recycling resources and using them efficiently. The half-weight tire exemplifies our efforts to reduce raw material consumption. We are developing technology to allow for a reduction of about half in the use of raw material while achieving the same level of quality or greater. Also, our run flat tires make it possible to safely travel a certain distance at a reasonable speed even with a puncture, meaning a spare tire isn’t needed. This reduces the use of materials, while losing the weight of spare tires also makes cars lighter and more fuel-efficient.

Looking at the efficient use of resources a good example is retread tires where worn-down tires have their treads removed and replaced with fresh treads so they can be used again. We are currently doing business using retread technology for truck, bus, and aircraft tires.

Also, the airless tire, which has a unique structure of spokes so air isn’t needed, is a new environmental tire technology. As these tires don’t use air to keep their shape, there is no need to worry about a puncture, and the spokes are made of a recyclable resin. We aim to make the tires commercially viable in the near future.

A passion for challenges in the DNA

Ishida I imagine you need an incredible amount of hard work to make progress in this kind of project, but how have you reached this stage?

Ozawa Bridgestone has always had a great passion for challenges. The tougher the goal, the more we want to reach it. We’ve overcome a series of problems by challenging ourselves again and again, such as through research into synthetic rubber production in the 1940s, establishment of domestic synthetic rubber technology in Japan for the first time in the 1960s, development of studless tires because of the roadway particle problems caused by studded tires, and our involvement in Formula 1. The creation of this concept tire is a good example of teamwork between less experienced, passionate young employees and highly experienced employees. If you say something is “100%” it has to be 100%. Because you need results from the research projects for each individual part, all of the teams bear a heavy responsibility. In this case, all of the teams were highly successful. As well as this, many employees were involved in the realization of this project worldwide, taking charge of different aspects of the project including the environment, technology and publicity.

Ishida It’s truly wonderful to have that passion for challenges in the Bridgestone DNA.

Hayashi While we aim for a balance between business and the environment, we’d like to share our thinking on environmental activities and sustainable resources with our customers. We believe we have that responsibility.

Ishida I think the world will be very excited to hear about what Bridgestone is doing, and I look forward to your next challenge.
In Harmony with Nature

In order to help establish a more sustainable society, the Bridgestone Group is committed to being “in harmony with nature.” To facilitate its efforts in this area, the Group has defined the goal of being “in balance with nature” as its long-term vision for 2050, and beyond and set forth in its long-term environmental vision. This goal was established in accordance with the ideals embodied in the Aichi Biodiversity Targets, which were formulated at the tenth meeting of the Conference of the Parties (COP 10) held in 2010. To accomplish this goal, the Group will maintain a constant understanding of the relationship between our business and biodiversity, based on which we will define the priority areas that we must address. Biodiversity preservation activities will then be conducted in these areas.

In balance with nature (Contribution > Footprint)

Biodiversity Preservation Initiatives in Product Development

Bridgestone aims to contribute to biodiversity preservation during the product development phase and has therefore established a strategy for biodiversity initiatives in product development evaluation procedures. We are working on this strategy to minimize the usage of lead and other substances that are harmful to the environment in our products while also cutting back on usage of volatile organic compounds (VOCs) in our manufacturing processes.

Biodiversity Preservation Initiatives in Procurement

In its CSR Procurement Guideline, the Bridgestone communicates its desire for suppliers to reduce the impact of their products on biodiversity throughout the entire lifespan of these products. Further, this document provides guidelines for appropriately managing chemicals, minimizing the environmental impacts of waste water, sludge, and exhaust; and reducing greenhouse gas emissions. Therefore, the Group has worked to reduce the usage of lead, CO2 emissions, and VOCs in its products, and has established a system for managing the use of chemicals with suppliers.
In Harmony with Nature

Examples of Initiatives

Diagnostic Technology for Para Rubber Trees that Prevents Decline in Productivity

- Bridgestone Corporation / NEDO / Japan / Indonesia

Tire demand is expected to continue to grow going forward. For this reason, as well as from the perspective of biodiversity, it is important that we work to prevent declines in production volumes of natural rubber, an indispensable natural resource in production tires. The most common source of natural rubber is the Para rubber tree (Hevea brasiliensis). This tree is currently suffering from the spread of white root disease in Indonesia and accurate diagnosis is essential in reducing the damages caused by this disease. In 2018, through a NEDO research collaboration project, Bridgestone successfully developed a technology that diagnoses diseases in Para rubber tree based on scientific methodology. Going forward, we will strengthen collaboration with universities in Indonesia and Japan to promote the standardization of this technology while developing others.

- Technology Provision to Improve the Productivity of Small-Scale Natural Rubber Farmers

- BSRE / Indonesia

The majority of natural rubber production in the world is conducted by small-scale rubber farmers in Southeast Asia, and the Bridgestone Group uses large volumes of natural rubber produced by such farmers. However, the productivity of the rubber trees raised by these farmers is low, and the quality and volume of natural rubber produced varies, making it difficult to maintain stable harvests. To help such small-scale farmers improve the quality of their operations, PT. Bridgestone Sumatra Rubber Estate (BSRE), a subsidiary that directly operates rubber farms in Indonesia, provides these farmers with the productivity improving technologies Bridgestone has developed on its own rubber farms.

Habitat Reconstruction Activities at Site of New Plant

- Bridgestone’s new Aiken Off Road Radial Plant is being constructed in Aiken County, South Carolina. Scheduled to be completed and commence operations in 2014, this plant will produce large and ultra-large off-the-road radial tires for construction and mining vehicles. Bridgestone is taking steps to reconstruct the natural habitats present at this site by planting species of vegetation that are indigenous to the site. Among these is the Longleaf Pine (Pinus palustris), a species of tree that is important to the ecosystems of various wildlife and other organisms. In the southern United States, humans have continued to encroach upon the habitats of this tree over the past 150 years. Aiming to restore this precious tree, Bridgestone Americas, Inc. (BSAM) has been planting Longleaf Pine trees under the guidance of the Wildlife Habitat Council, and its plan is to plant 30,000 trees. BSAM aims to use the site which these trees are being planted to conduct educational activities directed toward employees and members of the surrounding community.

Minimization of Environmental Footprint at Plants

- Bridgestone Corporation / Worldwide

To minimize the impacts on the atmosphere and water habitats of all of its plants across the globe, the Bridgestone Group has developed a unique environmental management system based on ISO 14001, an international standard for such systems. As the Group develops its various business operations around the world, it is also part of the international environmental preservation activities spearheaded by local organizations in regions it operates in. Going forward, we will work to further enhance our system for regulating such environmental preservation measures by improving environmental education systems and establishing tools for quantifying the effects of our efforts in this area. Through these efforts, we will work to reduce the environmental footprint of the entire Bridgestone Group.

Social Forestry Support Activities

- BSKP/W-BRIDGE / Indonesia

In 2012, a joint social forestry project began in South Kalimantan, Indonesia, between Waseda University, PT. Bridgestone Kalimantan Plantation (BSKP), Lambung Mangkurat University’s Faculty of Forestry, the Japan International Forestry Promotion and Cooperation Center (JIFPC), and the forestry department of Tanah Laut Regency, Bridgestone is participating in this project as part of the activities conducted by the W-BRIDGE joint industry-academia project with Waseda University. The goal of this project is to transform grassland into forests. By planting Para rubber trees and various other species of trees, the project aims to turn these areas into social forests for international policies. The project has significant economic value for the surrounding communities. It is anticipated that the economic value of these forests will encourage communities to continue caring for them over the long term. BSKP is supporting this project in a variety of ways, including providing technical assistance and trainers for farmers. It has also donated a total of 5,500 Para rubber tree saplings.

Technology Provision to Improve the Productivity of Small-Scale Natural Rubber Farmers

- BSRE / Indonesia

The majority of natural rubber production in the world is conducted by small-scale rubber farmers in Southeast Asia, and the Bridgestone Group uses large volumes of natural rubber produced by such farmers. However, the productivity of the rubber trees raised by these farmers is low, and the quality and volume of natural rubber produced varies, making it difficult to maintain stable harvests. To help such small-scale farmers improve the quality of their operations, PT. Bridgestone Sumatra Rubber Estate (BSRE), a subsidiary that directly operates rubber farms in Indonesia, provides these farmers with the productivity improving technologies Bridgestone has developed on its own rubber farms.

Biodiversity Preservation Activities through the W-BRIDGE Project

- Bridgestone Corporation / Japan

Bridgestone has been involved in W-BRIDGE (Waseda-Bridgestone Initiative for Development of Global Environment), a joint industry-academia project with Waseda University designed to contribute to environmental conservation. With the aim of finding ways for companies to exist in harmony with the environment, the W-BRIDGE project supports various research ventures that help contribute to the preservation of biodiversity. Activities conducted under this project include research and education initiatives advanced through collaboration between university researchers and private organizations with relation to biodiversity preservation in areas surrounding rubber farms as well as projects to reconstruct natural habitats in local communities. Through such activities, the project is conducting research related to restoring natural environments and communities.
Value Natural Resources

In its long-term environmental vision, the Bridgestone Group has declared its intent “value resources.” For valuing natural resources, the Group has defined the long-term vision for 2050 and beyond of “towards 100% sustainable materials,” and it is advancing initiatives to meet this goal in accordance with the Bridgestone Approach to Resource Conservation.

This approach is based on the premise that the Group will use the Earth’s natural resources effectively and promote the 3Rs (reduce, reuse, and recycle). We believe that the processes employed in Bridgestone Group’s operations should be sustainable from the perspectives of the environment, business operations, and supply.

Towards 100% Sustainable Materials

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.

The Bridgestone Approach to Resource Conservation

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.

Improvements in Manufacturing

Waste Production at Plants: 0.5% Reduction (Compared to 2011)

At its various plants, the Bridgestone Group is working to reduce the volume of waste produced during manufacturing processes and lower the amount of defective products created through comprehensive quality management. It is also committed to recycling waste, either within the Company or at other organizations. As a result of these efforts, we were able to reduce the volume of waste produced in 2012 by 288,000 tons, representing a year-on-year reduction of 0.5% from 2011. Going forward, we will continue to reduce waste production volumes to contribute to the development of a society that actively recycles.

Water Intake at Plants: 6.7% Reduction (Compared to 2011)

The Bridgestone Group’s approach to water management, which it considers to encompass initiatives designed to promote sustainable manufacture of water resources in manufacturing, includes using water resources efficiently, aggressively managing wastewater, and disclosing activity results. In the process of producing tires, water is primarily used for cooling purposes or to generate steam, and both fresh water and wastewater are managed. In water management efforts, we are prioritizing the reduction of fresh water usage, as it is a highly usable water resource. The total volume of fresh water intake in 2012 was 42,477,000 m³, 6.7% lower than in 2011.

Water Management Initiatives

One example of Bridgestone’s water management initiatives is the introduction of cooling towers in seven tire plants located in Spain, Italy, and other European countries. Those towers enable cooling water to be recycled and also contributed to improvements in manufacturing processes, realizing significant reductions in water usage. In addition, the Company plans to introduce closed water systems into two plants scheduled to be constructed in Southeast Asia (Vietnam and Thailand). These systems will allow approximately 80% of the water used in these plants to be recycled. Further, in 2013, the Company began conducting full-rigged investigations regarding the water usage situations at plants in Japan and overseas.

Water Intake by Source (2012)

<table>
<thead>
<tr>
<th>Source</th>
<th>Unit (1,000m³/100 million yen)</th>
<th>Unit (1,000t/100 million yen)</th>
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<tbody>
<tr>
<td>Surface Water (Rivers, lakes, etc.)</td>
<td>50%</td>
<td>0</td>
</tr>
<tr>
<td>Underground water</td>
<td>23%</td>
<td>0</td>
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<tr>
<td>Plumbed / Industrial water</td>
<td>27%</td>
<td>0.2</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>0.2</td>
</tr>
</tbody>
</table>
Examples of Initiatives

Action 1
Reduce raw material consumption (enhance resource productivity)

Reduction of Spare Tire Production Through Spread of Run-flat Technology Tires
Bridgestone Corporation | Worldwide

Run-flat technology tires can operate at a set speed over a determined distance even after air pressure has been lost due to a puncture or some other cause. Not only do these tires contribute to improved safety in automobiles, they also eliminate the need for spare tires, which are often disposed of after having never been used, thereby helping reduce resource usage. In addition, eliminating spare tires makes vehicles lighter, meaning that fuel efficiency benefits can also be attributed to run-flat technology tires. In 2011, the Bridgestone Group began expanding its lineup of run-flat technology tires for the replacement market to supplement its selection of run-flat technology tires for the original equipment market. This further advanced the spread of these tires, and on December 31, 2012, the cumulative total of run-flat technology tires sold annually was approximately 28 million as a result.

Light-Weight Vibration-Isolating Rubber Receives 2012 Award for Resource Recycling Technologies and Systems
Bridgestone Corporation | Japan

Bridgestone’s light-weight, resin vibration-isolating rubber for passenger cars realizes substantial reductions in weight of over 20% when compared to vibration-isolating rubber made through traditional methods. This revolutionary rubber is a culmination of the Company’s proprietary analytical technologies and the expertise it has accumulated over more than 30 years of mass production. Not only does this rubber require fewer resources to be produced, it also contributes to weight reductions in automobiles, and subsequently helps improve fuel efficiency as a result. These benefits won this product the Japan Environmental Management Association For Industry Chairman’s Award in the 2012 Awards for Resource Recycling Technologies and Systems.

Action 2
Recycle resources and use effectively

Ground-Breaking Truck and Bus Tire Manufacturing Technology Utilizing Retread Technology
Bridgestone Corporation | Japan

In 2012, Bridgestone successfully developed a ground-breaking new truck and bus tire manufacturing technology that will result in both significant resource conservation and enhanced fuel efficiency. This technology, known as TRISAVE, utilizes the retread technology of Bandag, Incorporated, which was acquired by Bridgestone in 2007. Bandag’s retread technology bonds together a separate and previously vulcanized casing and the tread (the rubber component of the tire that makes contact with the road). The TRISAVE technology realizes lower costs and enhanced fuel efficiency, creating value for customers, and at the same time enables resources to be used more effectively and reduces CO2 emissions, thereby contributing to environmental preservation.

Action 3
Expand and diversify renewable resources

Concept Tire of 100% Sustainable Materials Displayed at the 2012 Paris Motor Show
Bridgestone Corporation | Japan

Bridgestone displayed a concept tire of “100% sustainable materials” at the 2012 Paris Motor Show. The tire on exhibit represents an example of Bridgestone’s use of advanced materials technologies to achieve the commitment of using “100% sustainable materials” in its tire manufacturing for 2050 and beyond. The development of this concept tire is the result of collaborative efforts between industry and academia. In order to achieve the level of “100% sustainable materials,” Bridgestone is diversifying the regions where it produces natural rubber and also expanding the range of reinforced plant fibers it uses. Additionally, synthetically rubber, carbon black, and other materials generally made from finite resources were instead synthesized from renewable materials. As the next step in the process, the Bridgestone Group will establish a framework of research and development and initiate the necessary core technologies to begin mass production. Further, Bridgestone is targeting the year 2020 for commercial sales of certain sustainable materials used in the manufacturing process.

Concept tire exhibit at 2012 Paris Motor Show
Reduce CO2 Emissions

Based on the projections of the Intergovernmental Panel on Climate Change (IPCC) and other international organizations, the Bridgestone Group has established the long-term vision goal, leading up to 2050, for its efforts to reduce CO2 emissions as the group commits to the globally-agreed target (over 50% reduction).

Further, the Company has defined a clear mid-term target of reducing emissions by a certain percentage of 2005 levels by 2020. Dedicated to meeting these goals, we are advancing emissions reductions measures at operating sites across the globe.

**Target**

- Long-Term Vision
  - Contribute to the globally-agreed target\(^1\) (over 50% reduction of CO2 emissions)

- Mid-Term Target (Improvements by 2020 Based on 2005 Levels)
  - Bridgestone has established a global goal of 35% reduction in CO2 per sales from the company’s total operations (fuel material and component procurement, manufacturing and logistics) and also its products’ after-use.
  - 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 improving their customer’s fuel efficiency exceeds the emissions related to Bridgestone’s operations and its products’ after-use.

**Approach**

**CO2 Emissions Throughout Tire Lifecycle**

Looking at the lifecycle of tires, the stage that accounts for the largest volume of CO2 emissions is usage, where approximately 90% of total emissions occur. For this reason, reducing tire rolling resistance can contribute to substantial reductions in CO2 emissions. The Bridgestone Group’s mid-term goal for 2020 is to reduce tire rolling resistance to a degree that realizes CO2 emissions reductions exceeding the amount of CO2 emitted in all other lifecycle stages. At the same time, we are working to reduce emissions in other stages of the lifecycle, such as manufacturing.

**Greenhouse Gas Emissions by Tire Lifecycle Stage (Converted to CO2 Base)**

<table>
<thead>
<tr>
<th>Lifecycle Stage</th>
<th>CO2 Emission Reductions</th>
<th>2005</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raw materials</td>
<td>Reduced by 14%</td>
<td>13%</td>
<td>11%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Reduced by 15%</td>
<td>13%</td>
<td>11%</td>
</tr>
<tr>
<td>Distribution</td>
<td>Reduced by 17%</td>
<td>13%</td>
<td>11%</td>
</tr>
<tr>
<td>After-use</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^{1}\) The current goal agreed upon by the G8 leaders is the goal of reducing overall emissions of greenhouse gases around the world by at least 50% before 2050. This goal was approved at the G8 Hokkaido Toyako Summit held in July 2008. The goal was then designated as a shared target at the Major Economies Meeting on Energy Security and Climate Change, which was attended by representatives from developed nations as well as nations in Asia. The G8 nations and Europe have also agreed on a medium-term target to reduce CO2 emissions by 15%–25% from 1990 levels by 2020. In addition, G8 members have excluded Argentina, Brazil, and Mexico from the target, as they have not agreed to the goals set by the G8 nations and Europe. The Bridgestone Group welcomed the agreement of the G8 nations. The Group sees the goal as a challenging but necessary one for the future of the world.

**Mid-Term Target for Reducing CO2 Emissions**

- CO2 reduction in the product lifecycle
- CO2 reduction in the customer use
- Reduction (customer use)

**CO2 Emissions from Lifecycle Stages: 17.9% Reduction**

(Compared to 2005, Per Unit of Sales)

Fuel Efficiency-Influencing Tire Rolling Efficiency: 7.0% Improvement

(Compared to 2005)

The Bridgestone Group has set the goal of reducing CO2 emissions per unit of sales from tire lifecycle stages other than use by 35% of 2005 levels before 2020. As of 2012, Bridgestone Group achieved a reduction of 17.9%. Our CO2 emission reduction efforts undergo review by third-party organizations, which issue statements based on these reviews, thereby ensuring the transparency of disclosures.

Likewise, the Bridgestone Group is targeting a 25% improvement in tire rolling efficiency based on 2005 levels, and this goal is set to be accomplished by 2020. As of 2012, we achieved a improvement of 7.0%. Improving rolling efficiency while maintaining safety is a difficult task that requires sophisticated technologies. Bridgestone’s proprietary NanoPro-Tech\(^{2}\) technology enables such improvements, and we are helping reduce the volume of CO2 emitted by customers when they drive by selling fuel-efficient tires that use this technology around the world.

**CO2 Emissions at Plants: 0.5% Reduction**

(Compared to 2005)

CO2 Emissions Per Unit of Sales at Plants: 11.9% Reduction

(Compared to 2005)

At its plants, the Bridgestone Group is working to reduce CO2 emissions by using energy more efficiently and switching to alternate forms of energy that have resulted in lower emissions. As a result of these efforts, CO2 emissions in 2012 were 0.5% lower in total quantity than in 2005 and 1.3% lower in total quantity than in 2011. Similarly, emissions per unit of sales were 11.9% lower in 2005 and 1.9% lower in 2011. Going forward, we will introduce more energy-efficient equipment and implement stringent energy management measures to realize further reductions in CO2 emissions.

**Factors Behind Rolling Resistance**

Tire rolling resistance is primarily caused by three factors: changes in the shape of the tire while driving, friction between the contact patch of treads and the road, and the air resistance associated with the rotation of the tire. Bridgestone is committed to reducing the energy losses that result from rolling resistance. To this end, we are advancing tire R&D ventures from the perspectives of structure and shape as well as materials.

**Composing elements of rolling resistance**

- Energy loss from changes in tire shape while driving
- Energy loss due to friction between contact patch of treads and road
- Energy loss from air resistance associated with tire rotation
1 CO₂ Reductions in Lifecycle Stages

Acquisition of ISO 50001 for US Tire Plant and Italian Technical Center

In October 2012, Bridgestone Americas, Inc. (BSAM)'s Wilson Plant acquired certification under ISO 50001, an international standard for energy management systems, making it the first tire plant in the world to receive this certification. The Wilson Plant is implementing a number of initiatives to ensure that it can continue to produce activities well into the future. These initiatives include switching the fuel source at the plant from oil to natural gas, which results in lower CO₂ emissions; ceasing operation of unproductive facilities; taking steps to reduce energy losses; and shifting to more energy-efficient lighting and other energy-saving equipment.

In addition, Bridgestone Europe NV/SA (BSEU) acquired ISO 50001 certification for its technical center in Italy in May 2012. This was the first such facility to acquire this certification in Italy. As part of its energy management efforts, the center identified major causes of energy consumption, defined indexes for improvements, set goals, and communicated these to employees. In addition, it is working to improve the expertise of facility technicians and has assembled specialized teams of experts in the field of energy savings.

New Eco-Friendly Technical Center Receives “Environmental Achievement of the Year” Award

In April 2012, BSAM opened its new Americas Technical Center, which was established to conduct research and development of advanced tire-related technologies. Designed in an environmentally friendly manner, the building is expected to emit significantly less CO₂ emissions than similar facilities, and has earned LEED Gold certification in accordance with the LEED® specifications for environmentally-conscious buildings in the United States. The technical center has earned recognition for these features, leading to BSAM winning the “Environmental Achievement of the Year” Award at the Tire Technology International Awards for Innovation and Excellence 2013. Nominees for this award are selected by Tire Technology International, a magazine for industry specialists published by UKMP Media & Events, of the United Kingdom.

Third-Party Reviews of CO₂ Reduction Initiatives

Since 2010, the Bridgestone Group has been having third-party organizations review disclosures relating to its progress toward meeting its 2020 mid-term target for CO₂ emissions reductions. In this way, we aim to ensure that such disclosures are transparent, complete, and accurate. These reviews are conducted by in-house carbon management specialists and third-party organizations, who evaluate CO₂ emissions monitoring measures and related reports based on the standards described in ISO 14064. As of April 30, 2013, a total of 26 plants and other operating sites located in 13 different countries have been reviewed. Based on these reviews, we are identifying issues at operating sites so that we may formulate concrete response measures, and pursue greater reductions in CO₂ emissions.

2 CO₂ Reductions through Improving Tire Rolling Efficiency

ECOPIA EP001S with Highest Rank for Fuel Efficiency Receives Eco-Products Award

ECOPIA EP001S, a fuel efficient tire launched in July 2012, received the Chairperson’s Award from the Eco-products Awards Steering Committee (Award for Excellence) at the 9th Eco Products Awards, held by the Eco Products Awards Council in Japan. ECOPIA EP001S is a tire equipped with Bridgestone’s proprietary NanoPro-Tech™ technology and the technologies for improving its rolling resistance. The Company has developed through the creation of tires for use in motor sports. Featuring a unique rim-rolling pattern, this tire has achieved the highest rank under Japan Automobile Tyre Manufacturers Association’s “Labeling System” for both rolling resistance width, larger diameter, and wet grip performance, which are conflicting characteristics.

Development of Innovative Technologies to Further Improve Tire Fuel Efficiency

In October 2012, Bridgestone succeeded in developing a technology that can contribute to substantial improvements in tire fuel efficiency. Developed through a NEDO (New Energy and Industrial Technology Development Organization) project aiming to put advanced materials using nano technologies into practical use, this technology entails manipulating the materials used to make the rubber for passenger car tires to optimize them at the nano level. This enables the creation of rubber that reduces energy loss by over 40% and improves abrasion resistance by more than 25% in comparison to the rubber currently used in Bridgestone’s fuel-efficient tires. Going forward, we will advance R&D initiatives targeting the development of tires with even lower levels of rolling resistance.

Further, in March 2013, Bridgestone completed development of its new “Large & Narrow concept tire.” This tire is narrower and features a larger diameter than conventional tires, allowing it to achieve superior levels of fuel efficiency and safety. The benefits of this tire’s narrowness, larger diameter, and resultant higher air pressure simultaneously reduce rolling resistance and improve wet grip performance. The Company aims to quickly put this tire into use as a new category of ECOPIA brand fuel-efficient tires, possibly marketing it for use as original equipment on next-generation automobiles.

Sales of Fuel-Efficient ECOPIA Tires in China Exceeds 1 Million

Bridgestone (China) Investment Co., Ltd. (BSCN), began selling the ECOPIA brand fuel-efficient tires in China in March 2010. Since then, we have seen a rise in the level of environmental awareness in this country, resulting in a subsequent increase in sales of ECOPIA tires. In 2012, BSCN commenced sales of ECOPIA tires for use on sport utility vehicles (SUVs), and otherwise bolstered its lineup to meet an even wider range of customer needs. As a result, the cumulative total of ECOPIA tires sold in China since the brand was launched exceeded one million in that year. Going forward, BSCN will promote usage of ECOPIA and other fuel-efficient tires to encourage as many customers as possible to use these tires.

Promotion of Fuel-Efficient Tires in South Africa

Bridgestone South Africa (Pty) Ltd. (BSAF) participated in an event sponsored by the DAD (Drinks and Drive) Project in November 2012. The purpose of this event was to facilitate understanding with regard to the dangers of drinking and driving, and awareness among children about the importance of traffic safety. At this event, BSAF offered children specially designed bicycles equipped with Bridgestone’s ECOPIA brand fuel-efficient tires, enabling them to compare the performance of ECOPIA brand tires and standards tires, thus making it easy for them to understand the benefits of fuel-efficient tires.
Environmental Management

The Bridgestone Group has developed TEAMS (Total Environmental Advanced Management System), a proprietary environmental management system (EMS), to serve as a foundation for its environmental activities. Based on the ISO 14001 international standard, as well as EMSs compliant with that standard, TEAMS was refined by adding the concepts of “Total” (denoting the participation of all business units, facility functions, and employees throughout the Group) and “Advanced” (denoting the Group’s commitment to active disclosure and the consistent pursuit of advanced, world-class activities).

In the Bridgestone Group, following the TEAMS concept, each strategic business unit (SBU) and each facility prepares and adopts an EMS as specified by ISO 14001. Then, environmental activities are improved through the use of the PDCA (plan, do, check, act) cycle at three levels: individual facilities, SBUs, and globally or Group-wide. As of December 2012, of the companies in the Group that have production sites, both domestic and international, 165 (98.2%) production sites have obtained the ISO 14001 certification. We plan to strengthen our activity even further by getting the ISO 14001 certification for all target sites1. We are also timely preparing EMSs for new production sites according to the Bridgestone Group’s proprietary factory production certification system and plan to successively gain ISO 14001 certification for these sites. We have an EMS for all Bridgestone operations in Japan—including all factories, the head office, and technical centers—and have received a single multi-sites ISO 14001 certification. In this way we are working to be eco-friendly in every area of our operations, from product development and design, through production, distribution, and manufacturing, to sales and service.

As a basis for supporting TEAMS, we are also striving to provide and consolidate shared global information systems, working toward improvement by analyzing each SBU’s environmental activities and data through the Group’s PDCA cycle.

1. The number of sites has decreased since last year due to closures and business consolidation.
2. Sites defined by Bridgestone as needing ISO 14001 certification.

Global Environmental Management

The Global Head Office (GHO), Global Management Platform (GMP), and SBUs work together to pursue TEAMS activities to help achieve the objectives of the Mid-Term Management Plan (MTP). The GHO draws up overall strategy and basic policy, communicating this to the GMP which directs the SBUs, providing support and assistance. The environmental management headquarters at GMP is made up of the Strategic Environmental Planning Department, which creates detailed environmental plans based on management strategies and collaboration with the Environmental Management Department, implementing the strategies to meet set targets. For top management review purposes, there is a Group Environmental Committee where the CEO and corporate officers make decisions about environmental activities in the Group as a whole. Also, as well as holding regular Global Environmental Meetings, we are continually striving to improve our environmental approaches by sharing issues and activities at regular liaison meetings between SBUs and facilities.

Company Environmental Awards

Every year the Bridgestone Group holds the Bridgestone Group Awards, including the Bridgestone Group Award for Environmental Excellence, to recognize achievements by organizations and employees within the Group. These awards have been presented since 2008, with the goal of increasing interest in and motivation toward environmental activities among all our employees. In the 2012 Bridgestone Group Awards ceremony, awards were presented to Bridgestone Americas, Inc. (BSAM), for “Achievement of sustainability in areas of the environment, cultural change, economic contribution and community involvement, all as manifested in the New Americas Technical Center” and to Bridgestone for “Development of low-carbon inert gas generation system”. We are also planning to enhance the awards system for the Bridgestone Group Award for Environmental Excellence to include preliminary contests by country and region.

Factory Production Certification System

The Bridgestone Group has adopted a proprietary factory production certification system based on ISO 14001 to rapidly identify and minimize environmental risks at new factories and production lines. To be specific, it is a four-stage system for checking and certifying the environmental management structures at new factories, such as the establishment of a basic plan for environmental measures, the implementation of a preliminary environmental review at the time of construction, the preparation of environmental policies, legal compliance, and environmental training. In 2012, five facilities in four countries received certification.

Environmental Management

Total Environmental Advanced Management System (TEAMS)

Environmental Management System (TEAMS)

Global Environmental Management

Factory Production Certification System

Company Environmental Awards

Global Environmental Management

Global Management Platform (GMP)

Bridgestone Group Environmental Report 2013
The Environmental Footprint of Our Business Activities (Material Balance)

The Bridgestone Group is working to build a sustainable society and reduce its environmental footprint throughout the life cycle of its products, from raw materials procurement through to the disposal stage.

### Criteria for Eco-Products

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
<th>Assessment Criteria (examples)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Harmony with nature</strong></td>
<td>Consideration of sustainability in use of resources</td>
<td>Reduction of chemicals used</td>
</tr>
<tr>
<td><strong>Minimization of resources used</strong></td>
<td>Weight reduction</td>
<td>Water-saving functionality, increased lifespan, waste reduction</td>
</tr>
<tr>
<td><strong>Prevention of global warming</strong></td>
<td>CO2 emissions</td>
<td>Low fuel consumption / power saving</td>
</tr>
<tr>
<td><strong>Safety</strong></td>
<td>Comfort</td>
<td>Low road noise</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Wet grip, ice traction</td>
</tr>
</tbody>
</table>

### Eco-Products

The Bridgestone Group is working together with its customers to reduce its environmental footprint by providing products and services which have been developed considering the environment throughout the entire life cycle, from the procurement of raw materials to the disposal or recycling of products. This is in line with the goals set in the Group’s Environmental Mission Statement: to achieve harmony with nature, value natural resources, and reduce CO2 emissions. The Bridgestone Group has developed Standards for Eco Products for all of its products and services based on the three environments: as well as comfort and safety for a total of six assessment areas. We are also striving to develop new products and services which contribute to a reduction in environmental impact.

### External Assessment

#### Major Environmental Ranking and Rating Systems (2012)

<table>
<thead>
<tr>
<th>Ranking / Rating System</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDP (Carbon Disclosure Project) disclosure score</td>
<td>R16</td>
</tr>
<tr>
<td>DJSI (Dow Jones Sustainability Index) Asia Pacific</td>
<td>selected</td>
</tr>
<tr>
<td>The 16th Nikkei Environmental Management Survey</td>
<td>25th (manufacturing) / 438 companies in Japan</td>
</tr>
<tr>
<td>The 13th Nikkei Environmental Brand Survey</td>
<td>14th / 550 companies in Japan</td>
</tr>
<tr>
<td>The 25th Nikkei Corporate Image Survey</td>
<td>2nd (business person), 5th (individual) / 1,200 companies in Japan</td>
</tr>
</tbody>
</table>

#### Major External Environmental Awards and Certifications (2012)

<table>
<thead>
<tr>
<th>Award / Certification</th>
<th>Reason for award</th>
<th>Recipient of award / certification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Products and services</td>
<td>The 14th Green Purchasing Prize (distinction)</td>
<td>Eco Value Pack Bridgestone Corporation, Bridgestone Tire Japan Co., Ltd.</td>
</tr>
<tr>
<td></td>
<td>Good Design Prize</td>
<td>The fuel-efficient tire BRIDGESTONE ECOPIA EP001ST Bridgestone Corporation</td>
</tr>
<tr>
<td></td>
<td>The 9th Eco-Products Award (Eco-Products Category)</td>
<td>Eco-Products Award Steering Committee Chairperson’s Award (distinction) Bridgestone Corporation</td>
</tr>
<tr>
<td></td>
<td>FY2012 Awards for Circular Resource Techniques and Systems</td>
<td>JEMN Chairman’s Award reduction in weight of anti-rotation rubber due to the replacement of metal parts with resin Bridgestone Corporation</td>
</tr>
<tr>
<td>Operations</td>
<td>FY2012 3Rs Reduce, Reuse, and Recycle Awards</td>
<td>The construction and continual addition to the Bridgestone worker’s and volunteers through the community to make the factory a place for everyone BSAM Wilson Plant</td>
</tr>
<tr>
<td></td>
<td>FY2012 Conservation-Prize (Industrial Category)</td>
<td>Protection of wildlife habitats BSAM Wilson Plant</td>
</tr>
<tr>
<td></td>
<td>FY2012 Operation of Green Assessments</td>
<td>Energy management BSAM Wilson Plant</td>
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<td></td>
<td>&quot;Environmental Achievement of the Year&quot;</td>
<td>Shingo Prize Shingo Prize</td>
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<tr>
<td></td>
<td>“Eco Test Award 2012 (Eco-Unit Category) (distinction)</td>
<td>Bridgestone’s power-saving project with Bridgestone Corporation</td>
</tr>
<tr>
<td></td>
<td>Contributions to Society</td>
<td>Good Design Prize</td>
</tr>
<tr>
<td></td>
<td></td>
<td>WILSON CARSS AWARD, &quot;CARSS&quot; Community Awareness Recognition Environmental Stewardship</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The 16th Environmental Communication Awards</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The 9th Eco-Products Award (Eco-Products Category)</td>
</tr>
<tr>
<td></td>
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<td>The 9th Eco-Products Award (Eco-Products Category)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>FY2012 Awards for Circular Resource Techniques and Systems</td>
</tr>
</tbody>
</table>
Disclosure of Financial and Non-Financial Information

The Bridgestone Group is following the discussion about the disclosure of non-financial information taking place around the world and working to disclose information that meets all of our stakeholders’ needs. Apart from environmental information, including this environmental report, we disclose corporate social responsibility (CSR) information through CSR reports and on our website as part of our non-financial information disclosure. Financial information is available on the sections of our website aimed at investors through various reports as well as articles with the latest information. Also on our global website is environmental and CSR information for the Group as a whole that is available in English, and also environmental and sustainability reports in each of the regions where we operate.

[Non-Financial Information] Environmental Information

Overview of Bridgestone Group

Company name: Bridgestone Corporation
Headquarters: 10-1 Kyobashi 1-chome, Chuo-ku, Tokyo, 104-8340, Japan
Representative Director: Masaaki TSUYA, CEO and Representative Board Member, Concurrently Chairman of the Board
Paid-in capital: JPY 126,354 million (As of December 31, 2012)
Net sales: Consolidated JPY 3,039.7 billion
Employees: Consolidated 143,448 (As of December 31, 2012)
Summary of Bridgestone’s manufacturing plants: 178 plants in 25 nations (Bridgestone Group total as of April 1, 2012)

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 automotive parts, retreading materials and services, automotive maintenance and repair services, raw materials for tires and other products and services

Diversified Products
<Chemical and industrial products> Antivibration 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 products
<Bicycles> Bicycles, Other bicycle goods and other products

Global Tire Market Share in 2011 (based on sales figure)

<table>
<thead>
<tr>
<th>Company</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toyo</td>
<td>6.6%</td>
</tr>
<tr>
<td>Michelin</td>
<td>14.6%</td>
</tr>
<tr>
<td>Bridgestone</td>
<td>15.2%</td>
</tr>
<tr>
<td>Hankook</td>
<td>3.1%</td>
</tr>
<tr>
<td>Kumho</td>
<td>1.9%</td>
</tr>
<tr>
<td>Cooper</td>
<td>2.1%</td>
</tr>
<tr>
<td>Cheng Shin</td>
<td>2.3%</td>
</tr>
<tr>
<td>Goodyear</td>
<td>10.9%</td>
</tr>
<tr>
<td>Pirelli</td>
<td>4.2%</td>
</tr>
<tr>
<td>Continental</td>
<td>5.7%</td>
</tr>
<tr>
<td>Others</td>
<td>29.4%</td>
</tr>
</tbody>
</table>

Source: Tire Business—2012 Global Tire Company Rankings

Sales by Business segment (In 2012)

Tires 84%

Sales by Market (In 2012)

- Japan 23%
- Europe 11%
- Americas 4.4%
- Others 22%