Looking Ahead to the World in 2050

Bridgestone Group Environmental Report 2014

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http://www.bridgestone.com/responsibilities/environment/
Editorial Policy

Bridgestone Corporation produced its first environmental report in 2000, providing information about the company’s environmental activities. To reach all Bridgestone Group global stakeholders and convey the company’s sustainability vision and initiatives in an easy-to-understand way, we have focused on presenting the most essential information in both Japanese and English. The Bridgestone Group communicates to its stakeholders in regions including Japan, the United States, Europe and China through detailed environmental reports and on websites.

*1 In 2004, information about activities was given in a social and environmental report, and was included as part of a Corporate Social Responsibility (“CSR”) report in 2005. Since 2010, the company has produced separate CSR reports and environmental reports in order to provide greater detail about specific environmental activities.

Period

In principle, this report covers activities for fiscal 2013 (1 January, 2013 to 31 December, 2013), but some of the information covers activities up to April 2014.

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 to make the goal of our activities clear. In 2012, we also drew up the company’s 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. Data related to manufacturing sites covers all manufacturing sites that have established environmental management systems.

Prepared with Reference to:

★ GRI (Global Reporting Initiative) 4
★ Environmental Reporting Guideline (Ministry of the Environment of Japan, 2012)

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Looking Ahead to the World in 2050

The Bridgestone Group has more than 1931 production and development centers in 25 countries, conducts business activities in more than 150 countries and has more than 145,000 employees globally. The group’s shared Environmental Mission Statement serves as a basis to engage employees from a wide range of backgrounds, working together toward established environmental goals. Our unchanging vision from the mission statement is “to help ensure a healthy environment for current and future generations.” This ensures that together with our stakeholders, we are committed to continually working toward a sustainable society with integrity. In an effort to make sure everyone in the Bridgestone Group is familiar with the Environmental Mission Statement, it has been translated into 19 languages2 and is displayed in every Bridgestone Group business. The company also uses 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.

*1 As of April 2013.


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Advancing a global Bridgestone Corporation effort to achieve a “Dan-Totsu” position from an environmental perspective

Masaaki Tsuya
CEO and Representative Board member

Balancing our business with the environment based on the Environmental Mission Statement

As we reflect upon 2013, it is apparent that we endured natural disasters of an unprecedented scale across the globe. This trend is most likely the culmination of various factors, but we must also consider that it may be the result of changes in our climate accelerated by greenhouse gas emissions and human activities. In fact, this view was detailed in the Fifth Assessment Report: Climate Change 2013, issued by the Intergovernmental Panel on Climate Change (IPCC).

Bridgestone is the world’s leading tire and rubber company, and more than 80 percent of our net sales come from tires and other automobile-related products and services. Realizing the large impact our operations may have on the global environment, we are advancing a variety of initiatives to strongly balance and harmony between our business and the environment. We are continually working toward building a sustainable society, and we are basing our efforts on Bridgestone’s Environmental Mission Statement. Specifically, we are pushing forward with global initiatives focused on three areas: reducing CO2 emissions, valuing natural resources, and achieving harmony with nature. In each of these areas, we have established a long-term environmental vision for the year 2050 and beyond, and we are currently in the process of considering and establishing mid-term targets. We have used the “back casting” method to formulate our mid-term targets with regard to our long-term vision, and these mid-term goals are set to be accomplished by 2020.

Added water intake reduction target to specific mid-term targets

Bridgestone has established the long-term environmental target of working “in balance with nature,” which relates to biodiversity. In pursuing this goal, we are taking steps to minimize the impact of our operations on ecosystems while also simultaneously working to preserve and restore ecosystems. In 2014, we set a goal to reduce our average water intake rate by 35 percent by the year 2020, using 2005 levels as a base-line. We believe this mid-term target will help ensure we minimize the environmental impact of our operations, and with this target in mind, we will work to reduce the extent to which water usage in our business impacts ecosystems.

As for reducing CO2 emissions, we have set the long-term environmental target of reducing CO2 emissions by 50% or more*4 by 2050. This goal was set to guide us in our quest to contribute to the realization of a low-carbon society. In order to give further direction to our efforts in this area, we have established mid-term targets for 2020 detailing specific numeric goals for cutting CO2 emissions from the Company’s total operations and from tire usage, with tire usage reductions to be achieved by lowering rolling resistance (see page 20).

In 2013, our global carbon management initiatives resulted in the Group realizing about 27 percent reduction in CO2 emissions from operations and about 10 percent reduction in tire rolling resistance. In this manner, our efforts to contribute to the creation of a low-carbon society are progressing smoothly.

In regard to valuing natural resources, we have established the long-term environmental target of working “towards 100% sustainable materials”*5, and we are pursuing this goal by advancing technological developments while defining and passing mid-term milestones.

Advancing technical and business model innovation to accomplish goals

To achieve our long-term environmental vision for 2050 and beyond, we must do more than simply continue our current activities. We must tackle issues from new perspectives. The Company’s operations extend from the upstream region of the supply chain, which includes in-house raw material production bases, to downstream, where we operate retail sales networks and service based operations.

We will continue to develop a vertical and horizontal approach to our business, which is one of the Company’s strengths, while advancing technical and business model innovation. We also will continue to create innovative new technologies, products, and services to help us further realize a balance between our business and the environment.

A prime example of activities in this area is our second generation Air Free Concept (Non-Pneumatic) Tire, which was announced at the 43rd Tokyo Motor Show 2013. A revolutionary departure from the standard approach of supporting a vehicle’s weight with the internal air pressure of tires, the Air Free Concept Tire uses a unique structure of spokes stretching along the inner sides of the tires to support the weight of the vehicle. This structure eliminates the fear of punctures. Moreover, the resin used in this technical innovation is recyclable.

Another technical innovation is Bridgestone’s ologic technology that we succeeded in developing in 2013. This new technology features an unprecedented tire design that delivers substantial reductions in rolling resistance. Bridgestone is extremely proud to have been chosen by the BMW Group to develop a range of tires for its revolutionary i3 electric vehicle. Bridgestone has put all its technological expertise, and engineering knowhow, and above all passion into developing the Ecopia EP500 ologic tire that translates BMW’s vision for a future sustainable mobility. As for Bridgestone’s business model innovation, it is evident in the solution-based business we launched to help customers reduce their CO2 emissions while simultaneously realizing more efficient resource usage by combining new tires, retread tires, and maintenance services.

Advancing initiatives that span the supply chain

In order to be successful in achieving our long-term environmental targets, it is essential that our initiatives span the entire supply chain. It is important that Bridgestone leads the way, encouraging and challenging our business partners and customers to join with us in these important environmental activities. In this regard, upstream areas of the supply chain, we will develop technologies for improving the productivity of natural rubber and gain the support of small-scale rubber farmers to accomplish our goal of being “in balance with nature.” Also upstream, we are exploring new raw materials for use in our products to move “towards 100% sustainable materials.” Meanwhile, in downstream areas of the supply chain, we are pursuing reductions in CO2 emissions by encouraging as many customers as possible to use our fuel-efficient tires.

If we are to expand the range of these activities while adding a new dimension of depth, it will be absolutely essential for the global Bridgestone team, consisting of more than 145,000 employees, to share the same conviction. By working together as One Team, One Planet, we will continue to advance Company-wide activities that span the supply chain and progress toward accomplishing our mid-term targets for 2020 and the long-term environmental vision that lies beyond.
Looking Ahead to the World in 2050

It is expected that in 2050, the world population will surpass 9 billion\(^1\) and the number of automobiles will increase to 2.4 billion\(^2\). With the increased demand of automobiles, population increase and improved living standards, the world is expected to face significant problems in climate change, resource shortages and biodiversity loss. As a global company, Bridgestone Group is aware of its responsibilities for meeting various needs in the world and assuring the stable supply of high-quality products. While working to fulfill these responsibilities, we aim to contribute to building a sustainable society by balancing our operations with the earth’s capacity, in harmony with society and with nature. Based on this philosophy, we have prepared a long-term environmental vision to carry out our activities.

The world in 2050

Population: 9.6 billion\(^1\)
Total number of automobiles: 2.4 billion\(^2\)
CO\(_2\) emissions: 75 billion tonnes\(^3\)
Resource consumption: 141 billion tonnes\(^4\)

Exceeds the earth’s capacity

Striving to create a balance between operations and the environment through technical innovation and business model innovation

In balance with nature*5
(Contribution > Footprint)

Towards 100% sustainable materials*6
(Over 50% reduction of CO\(_2\) emissions)

Contribute to globally-agreed target*7
(Over 50% reduction of CO\(_2\) emissions)

Long-term Environmental Vision (for 2050 and beyond)

Mission of Bridgestone Group:
Serving Society with Superior Quality

The Bridgestone Group’s Environmental Mission Statement

Working toward a sustainable society
To help ensure a healthy environment for current and future generations...

Sustainable society

Present

Population: 7 billion\(^11\) (2011)
Total number of automobiles: 900 million\(^2\) (2010)
CO\(_2\) emissions: 29 billion tonnes\(^3\) (2000)
Resource consumption: 49 billion tonnes\(^4\) (2000)

In the case of no action

Population increase, economic development

Resource consumption and environmental footprint will increase

Decoupling population increase and economic development from environmental footprint (Decoupling)

Reduction of resource consumption and environmental footprint

Exceeds the earth’s capacity

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 is expected to increase and the global environmental footprint will likely become greater. There is a possibility of exceeding the earth’s capacity, through climate change, resource depletion and biodiversity loss. To work toward building a sustainable society, an increased resource consumption and environmental footprint shouldn’t be accepted as natural consequences of population increase and economic development, but should be separated. The United Nations Environment Programme (UNEP) refers to this separation as “decoupling.”

*5 “In balance with nature” is the commitment of the Bridgestone Group to contribute to biodiversity through habitat enhancement, environmental education and research. Our business operations will take into account impacts on the ecosystem as a whole.

*6 The Bridgestone Group defines sustainable materials as materials that
• are derived from resources with a continual supply
• can be used as part of the Group’s business over the long-term
• have a low environmental and social impact across the whole life cycle from procurement to disposal.

*7 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, developed countries and certain emerging nations such as China, India and others, adopted this target as a shared global objective.

*1 World Population Prospects: The 2012 Revision (UN, 2013)
*2 Projection of World Energy and Transport Demands Mainly in the Automobile Sector (The Institute of Energy Economics, Japan, 2012)
*3 Based on the scenarios of RCP8.5 of the CLIMATE CHANGE 2013 – The Physical Science Basis – Working Group I Contribution to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC (WG1), 2013)
*4 Decoupling Natural Resource Use and Environmental Impacts from Economic (Growth) (UNEP, 2011)
The Bridgestone Group’s Environmental Mission Statement

To help ensure a healthy environment for current and future generations...

Long-term Environmental Vision for 2050 and beyond

Promote ecological conservation & restoration

- Minimizing footprint (Reduce water intake per unit² by 35%, etc.)
- Enhancing contribution activities

Resource productivity improvement

- Reduced waste production at plants by 2.5% (compared with 2012)
- Development of second-generation “Air-free Concept Tire”
- Local ecosystem preservation and restoration activities

Contribute to globally-agreed target

- Over 50% reduction of CO₂ emissions
  (Contribution > Footprint)

Mid-term Environmental Targets for 2020 (Base year: 2005)

Major achievements in 2013

- Research into and support for improving natural rubber productivity
- Reduced water intake per unit² by 16.7% (compared with 2012)
- Local ecosystem preservation and restoration activities

Progress of Activities toward Long-term Environmental Vision

The Bridgestone Group is committed to being “in harmony with nature” in accordance with the long-term vision formulated at the tenth meeting of the Conference of the Parties (COP 10) held in 2010. To accomplish this, we will maintain a constant understanding of the relationship between our business and biodiversity, based on which we will define the priority issues that we must address.

“In balance with nature,” the Group’s long-term environmental vision for the above-mentioned goal, is our commitment to contribute to biodiversity through habitat enhancement, environmental education and research. Our business operations will take into account the impact on the ecosystem as a whole. The Bridgestone Group is conducting activities targeting “in balance with nature” throughout all business areas.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Concept</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste reduction</td>
<td>Eco-system preservation &amp; restoration</td>
</tr>
<tr>
<td>Air pollution</td>
<td>Footprint</td>
</tr>
<tr>
<td>CO₂ emissions</td>
<td>Oil production</td>
</tr>
<tr>
<td>Land degradation</td>
<td>Water intake</td>
</tr>
</tbody>
</table>

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Footprint

<table>
<thead>
<tr>
<th>Contribution</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ecosystem preservation &amp; restoration</td>
<td>Research</td>
</tr>
<tr>
<td>Waste reduction</td>
<td>Air pollution</td>
</tr>
<tr>
<td>CO₂ reduction</td>
<td>CO₂ emissions</td>
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<tr>
<td>Land degradation</td>
<td>Water intake</td>
</tr>
<tr>
<td>Oil production</td>
<td>Water intake</td>
</tr>
</tbody>
</table>

*1 “In balance with nature” is the commitment of Bridgestone Group to contribute to biodiversity through habitat enhancement, environmental education and research. Our business operations will take into account the Group’s impact on the ecosystem as a whole.

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

*3 The Bridgestone Group defines sustainable materials as materials that
  - are derived from resources with a continued supply
  - can be used as part of the Group’s business over the long-term
  - have a low environmental and social impact across the whole life cycle from procurement to disposal

*4 As the Group has noted, the United Nations Conference of the Parties (COP 10) held in July 2010 the Group leaders agreed on a new target of reducing global greenhouse gas emissions by 20% in 2020. The United Nations Framework Convention on Climate Change, the developed countries and certain emerging nations such as China, India and others, adopted this target as a shared global objective.

*5 The Bridgestone Group defines in balance with nature as material that
  - are derived from resources with a continued supply
  - can be used as part of the Group’s business over the long-term
  - have a low environmental and social impact across the whole life cycle from procurement to disposal.

*6 The Group’s natural rubber farm in Indonesia
Since 2013, the Bridgestone Group has conducted a materiality analysis on the footprint on and contributions to biodiversity made by the Group’s operations. This is based on the above interrelationship map in order to define priority issues. We will improve our activities by taking key actions in relation to these issues in the future, while reviewing the priority issues to meet the changes in social needs.

### Relationship Between the Bridgestone Group’s Tire Operations and Biodiversity*1

<table>
<thead>
<tr>
<th>Energy resources</th>
<th>Oil, gas, coal, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Footprint</td>
<td>CO₂ emissions</td>
</tr>
<tr>
<td></td>
<td>Emissions into air and water</td>
</tr>
<tr>
<td></td>
<td>Water intake</td>
</tr>
<tr>
<td></td>
<td>CO₂ emissions</td>
</tr>
<tr>
<td></td>
<td>Waste</td>
</tr>
<tr>
<td>Contributions</td>
<td>Improved natural rubber productivity</td>
</tr>
<tr>
<td></td>
<td>CO₂ emissions</td>
</tr>
<tr>
<td></td>
<td>CO₂ emissions</td>
</tr>
<tr>
<td></td>
<td>Waste</td>
</tr>
<tr>
<td></td>
<td>Waste reduction through 3Rs</td>
</tr>
</tbody>
</table>

*1 Diagram was constructed based on the Business & Biodiversity Intertemalship Map® released by the Japan Business Initiative for Biodiversity (JIBI).

### Priority Issues and Key Actions

#### Minimizing footprint

- **Reduce impact on land utilization**
  - Development management of the entire tire production site
  - Request that suppliers give consideration to biodiversity

- **Reduce the amount of water intake**
  - Development management of the entire tire production site
  - Request that suppliers give consideration to biodiversity

- **Reduce CO₂ emissions from lifecycle stages**
  - Development management of the entire tire production site
  - Request that suppliers give consideration to biodiversity

#### Enhancing contributions

- **Preservation and restoration of habitat areas for wild plants and animals**
  - Development management of the entire tire production site
  - Request that suppliers give consideration to biodiversity

- **Reduce CO₂ emissions from factory construction**
  - Development management of the entire tire production site
  - Request that suppliers give consideration to biodiversity

- **Enhancing of water resource protection**
  - Development management of the entire tire production site
  - Request that suppliers give consideration to biodiversity

### Examples of Initiatives

#### Introducing closed drainage at plant

The Kitakyushu Plant recycles discharged water from manufacturing process by building a closed drainage system. Also the plant introduces a real-time water monitoring system to manage water intake and recycle volume.

#### Utilizing Rainwater

Rainwater is utilized in some plants of the Bridgestone Group. These plants include Kitakyushu and Saipan in Japan and Thailand, and Shanghai in China.

### Formulation of 2020 Target for Water Intake and Implementation of Reduction Activities

<table>
<thead>
<tr>
<th>Bridgestone Group</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target</strong></td>
<td>35% reduction</td>
</tr>
<tr>
<td><strong>2005</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>2006</strong></td>
<td>10% reduction</td>
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<tr>
<td><strong>2007</strong></td>
<td>20% reduction</td>
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<tr>
<td><strong>2008</strong></td>
<td>30% reduction</td>
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<td><strong>2009</strong></td>
<td>40% reduction</td>
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<td><strong>2010</strong></td>
<td>50% reduction</td>
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<tr>
<td><strong>2011</strong></td>
<td>60% reduction</td>
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<tr>
<td><strong>2012</strong></td>
<td>70% reduction</td>
</tr>
<tr>
<td><strong>2013</strong></td>
<td>80% reduction</td>
</tr>
<tr>
<td><strong>2014</strong></td>
<td>90% reduction</td>
</tr>
<tr>
<td><strong>2015</strong></td>
<td>100% reduction</td>
</tr>
</tbody>
</table>

* Based on 2005 water intake at 35% (per unit of production) by 2020 throughout the Group, based on 2005 levels.

The Group has implemented water management and promoted efficient use and recycling of water in our locations worldwide. As a result, we reduced water intake by 10.7% per unit in 2013 as compared with 2005. We will continue to contribute to the efficient use of water.
Regarding the environmental footprint of volatile organic compounds (VOC), the Bridgestone Group is working to replace VOCs with alternative materials and continuing to reduce the amount of VOC use. For example, between 2010 and 2013, we achieved a significant reduction of approximately 63% in the chemical and industrial manufacturing operations of Bridgestone Corporation. The Group also is conducting VOC reduction activities in Europe to meet or exceed the laws and regulations of each country. Bridgestone Europe NV/SA (BSEU) has reduced VOC emissions per tire weight by nearly 25% over the last 10 years. The amount used in 2013 was less than 2 kg per tonne of tires. We will continue to reduce the amount of VOC use on a global basis.

Specifically, Bridgestone makes contributions to forest improvement activities conducted by experts from local forest owners’ cooperatives, and Bridgestone employees participate in these activities as volunteers. Additionally, we hold events in which our employees, local residents and customers can be in close contact with nature.

In 2013, the 9th ECOPIA’s Forest, ECOPIA’s Forest Seki, opened in Seki City, Gifu Prefecture. Lumber from managing ECOPIA’s Forest Kumamoto in Yamaga is used for parts of tables and ceilings in the canteen of the Bridgestone Headquarters that relocated in December 2013.

In Harmony with Nature

Examples of Initiatives

Minimizing footprint
Reduced SOx and NOx Emissions into the Air through Fuel Conversion

Bridgestone is working to reduce emissions of sulfur oxides (SOx) and nitrogen oxides (NOx) at its plants by converting heavy fuel oil to natural gas. In 2013, we reduced the total SOx emissions by 59% and the total NOx emissions by 81% as compared to 2005. Fuel conversion is proactively promoted in the Group companies. Heavy fuel oil was replaced by natural gas in 2013 in the Chitose Plant of Bridgestone BRM Corporation, which manufactures retread tires, as well as in the Cuenavaca plant in Mexico which makes passenger tires.

We will continue to proactively promote fuel conversion in an effort to reduce the Group’s environmental impact.

Examples of Initiatives

Expanded ECOPIA’s Forest Project Activities to Protect Forests in Japan Together with Customers

As one of the activities to preserve and restore the environment in Japan, Bridgestone implements the ECOPIA’s Forest Project in areas near our plants, contributing to forest improvement by thinning, etc. Together with our customers, part of the sales of fuel-efficient ECOPIA tires are used to fund forest improvement to protect forests in Japan:

Examples of Initiatives

Minimizing footprint
Improved Reduction of VOC in Manufacturing Processes

Bridgestone is working to reduce emissions of volatile organic compounds (VOC), which makes passenger tires. In 2013, we reduced the total amount of VOC use on a global basis.

Examples of Initiatives

Minimizing footprint
Natural gas tank in Bridgestone tires

Bridgestone implemented a fuel conversion project that replaced heavy fuel oil by natural gas in 2013 in the Chitose Plant of Bridgestone BRM Corporation, which manufactures retread tires.

One of the projects supported by W-BRIDGE*1 is Sustainable Measure against Crop Damage by African Elephants, which is conducted by Waseda University (Japan), SEDEREC (Tanzanian NGO)*2, and Ecocommunity-Tanzania project (WAVOC)*3.

In recent years, crop damage by African elephants has been a problem throughout Africa. Generally, prevention efforts are made by use of electric fences or driving elephants away by car. However, local residents are struggling with the high costs of controlling damage. This research project aims to establish a sustainable measure that is low in cost and environmental impact. Specifically, based on a survey of the situation, beehives are placed around Serengeti National Park in Tanzania to drive African elephants away. From this project, honey was produced as a byproduct, and it is expected that local residents can continue these activities. The project will monitor the effect of placing beehives and improve the system in a continuous manner. Bridgestone contributes to biodiversity preservation through support for these research activities.

Enhancing contributions
Social Forestry Support Activities around Natural Rubber Farm

There are devastated national forests caused by forest fire, etc. around the rubber farm projects of the PT. Bridgetone Kaltimantan Plantation (BSKP) in South Kaltimantan, Indonesia. Support activities by W-BRIDGE, Waseda University and Japan International Forestry Promotion and Cooperation Center (JIFPRO) have included conducting a joint project using the resident forestry system since 2012 in cooperation with BSKP, Lambung Mangkurat University and the Forestry Department of Tanah Laut Regency. In this project, local residents develop land for Para rubber trees and plant durian and local species of trees in the surrounding forests in order to reforest these areas with biodiversity preservation in mind. It is anticipated that developing forests that have significant economic value for local communities will encourage members of the communities to continue caring for them over the long term.

BSKP aims to conduct activities that provide advantages to the Indonesian government and area communities by supporting this project through technical assistance for the cultivation of Para rubber trees, providing training, and contribution of healthy young trees.

Enhancing contributions
Implementation of Biodiversity Preservation Project with Environmental NGO

“Qinghai Jiuzhi Biodiversity Conservation Project” commenced in 2011 by Bridgestone (China) Investment Co., Ltd. (BSCN) and an environmental NGO in China with the view to biodiversity preservation. The project aims to preserve biodiversity and develop sustainable communities in ecological areas in Jiuzhi, Qinghai Province through the following three activities: 1) “protection of the forested fauna” 2) “development of science and research practice base” and 3) “construction of village photo shooting training station.”

Bridgestone Group Environmental Report 2014
Interview
Enhancing Contributions to Biodiversity

Work toward being “In balance with nature*1” through the improvement of natural rubber productivity

We pursue a net positive state that fosters the sustainable growth of our business while being in balance with nature.

Dr. Adachi: Natural rubber is an indispensable biological resource for Bridgestone’s business. How do you see the resource in terms of biodiversity?

Nakashima: Natural rubber is a renewable resource that can be produced from a plant called the Para rubber tree. Unlike synthetic rubber from petroleum, rubber from a Para rubber tree can be a sustainable resource. However, indiscriminate expansion of Para rubber tree farms is undesirable as the demand is expected to rise. Bridgestone Group is conducting activities with the aim of controlling the expansion of land use that affects biodiversity and keeping a balance between measures for the growing demand for tires and being in balance with nature through the improvement of productivity in rubber farms – yields per unit area (production volumes of natural rubber).

Specifically, we conduct activities to prevent declines and encourage increases in production volumes of natural rubber. First, activities to prevent declines in production volumes involve the protection of the Para rubber tree from diseases. In Southeast Asia, the Para rubber tree currently is suffering from the spread of white root disease. This is affecting the production volumes of natural rubber. In Indonesia, damage accounts for multi-billion yen per year, and it is said that the damage as a percentage of production volumes is approximately 6%.

Dr. Adachi: If the disease spreads, new Para rubber farms need to be developed. This requires forest development and thus affects biodiversity.

Nakashima: Between fiscal 2010 and 2011, as a research collaboration project with the New Energy and Industrial Technology Development Organization (NEDO), Bridgestone has developed a technology to diagnose diseases at an early stage. As a result, we have developed four diagnosis technologies, which include the following:

• diagnosis by satellite image analysis developed from remote sensing technology
• diagnosis by measuring optical spectrum and temperature of leaf surface
• diagnosis by component analysis of latex
• detection of pathogens at a DNA level

Optimizing the four developed technologies and putting them into use will enable us to detect disease of Para rubber trees at an early stage and grasp the expansion state of diseases. These research results have been publicized in several international conferences.

Dr. Adachi: So you are first trying to prevent falls in natural rubber productivity throughout Indonesia by developing technologies to diagnose white root disease that is highly urgent. I think this is a great project, which only became successful because Bridgestone connected Japan and Indonesia. What are the activities to encourage increases?

Nakashima: We are working on a project that increases production volumes of natural rubber. Finding good cultivars that produce a large volume of natural rubber and selectively grow them would make it possible. In June 2012, we conducted genomic analysis of the Para rubber tree and successfully decoded complete genome base sequences in the chromosomes of good cultivars. In the future, if cultivars that are strong against dryness or disease are found, we will selectively breed them so that they can be cultivated in a land that was previously inappropriate for cultivation.

Dr. Adachi: Improving productivity of natural rubber is important, and decoding complete genome sequences of the Para rubber tree will equally contribute to biology to a great extent. I think this project will significantly contribute to the whole of natural science and mankind.

Dr. Adachi: Between fiscal 2010 and 2011, as a research collaboration project with the New Energy and Industrial Technology Development Organization (NEDO), Bridgestone has developed a technology to diagnose diseases at an early stage. As a result, we have developed four diagnosis technologies, which include the following:

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Dr. Adachi: So you are first trying to prevent falls in natural rubber productivity throughout Indonesia by developing technologies to diagnose white root disease that is highly urgent. I think this is a great project, which only became successful because Bridgestone connected Japan and Indonesia. What are the activities to encourage increases?

Nakashima: We are working on a project that increases production volumes of natural rubber. Finding good cultivars that produce a large volume of natural rubber and selectively grow them would make it possible. In June 2012, we conducted genomic analysis of the Para rubber tree and successfully decoded complete genome base sequences in the chromosomes of good cultivars. In the future, if cultivars that are strong against dryness or disease are found, we will selectively breed them so that they can be cultivated in a land that was previously inappropriate for cultivation.

Dr. Adachi: Improving productivity of natural rubber is important, and decoding complete genome sequences of the Para rubber tree will equally contribute to biology to a great extent. I think this project will significantly contribute to the whole of natural science and mankind.

Watanabe: Natural rubber is a renewable resource that can be produced from a plant called the Para rubber tree. Unlike synthetic rubber from petroleum, rubber from a Para rubber tree can be a sustainable resource. However, indiscriminate expansion of Para rubber tree farms is undesirable as the demand is expected to rise. Bridgestone Group is conducting activities with the aim of controlling the expansion of land use that affects biodiversity and keeping a balance between measures for the growing demand for tires and being in balance with nature through the improvement of productivity in rubber farms – yields per unit area (production volumes of natural rubber).

Specifically, we conduct activities to prevent declines and encourage increases in production volumes of natural rubber. First, activities to prevent declines in production volumes involve the protection of the Para rubber tree from diseases. In Southeast Asia, the Para rubber tree currently is suffering from the spread of white root disease. This is affecting the production volumes of natural rubber. In Indonesia, damage accounts for multi-billion yen per year, and it is said that the damage as a percentage of production volumes is approximately 6%.

Dr. Adachi: If the disease spreads, new Para rubber farms need to be developed. This requires forest development and thus affects biodiversity.

Nakashima: Between fiscal 2010 and 2011, as a research collaboration project with the New Energy and Industrial Technology Development Organization (NEDO), Bridgestone has developed a technology to diagnose diseases at an early stage. As a result, we have developed four diagnosis technologies, which include the following:

• diagnosis by satellite image analysis developed from remote sensing technology
• diagnosis by measuring optical spectrum and temperature of leaf surface
• diagnosis by component analysis of latex
• detection of pathogens at a DNA level

Optimizing the four developed technologies and putting them into use will enable us to detect disease of Para rubber trees at an early stage and grasp the expansion state of diseases. These research results have been publicized in several international conferences.

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Dr. Adachi: Improving productivity of natural rubber is important, and decoding complete genome sequences of the Para rubber tree will equally contribute to biology to a great extent. I think this project will significantly contribute to the whole of natural science and mankind.

Nakashima: Throughout Indonesia, natural rubber is produced mostly by small-scale farmers, and there are many concerns in terms of productivity. For example, domestic yield per unit area is said to be about half that from all farms of the Bridgestone Group. With increased yields, the area of development necessary for rubber planting can be reduced, thus reducing the associated ecological impacts.

One of the factors causing stagnant productivity is a problem in the tapping process that incises the trunk of Para rubber trees to collect sap. Because small-scale farmers can’t afford to buy adequate tools and have little technical knowledge and know-how, it is difficult to collect latex in an efficient manner.

Dr. Adachi: Not only the productivity of the Para rubber tree itself, but technical know-how for rubber tapping affects the productivity and quality of natural rubber. Does Bridgestone provide any specific support for these small-scale farmers?

Nakashima: We provide young trees with high productivity which are cultivated in our farms, and also tools for tapping. We also support them by holding tapping workshops.

Dr. Adachi: Bridgestone is trying to improve productivity in the whole region and maximize contributions to biodiversity. You have a strong sense of responsibility in order to preserve biodiversity while demands for natural rubber are rising. I was deeply impressed by your proactive activities in various fields and sharing of the achievements in the region based on the responsibility. These activities are vital for Bridgestone as part of CSR activities and for the growth and sustainability of the business. I hope your future activities will be of great success.

*1 “In balance with nature” is our commitment to contribute to biodiversity through habitat enhancement, through environmental education and research. Our business operations will take into account the impact on the ecosystem as a whole.

*2 White milky sap taken from Para rubber trees, etc. (raw material of natural rubber)
Main Technologies and Products Towards 100% Sustainable Materials

- **Value Natural Resources**

  *Guayule* research farm of the Bridgestone Americas Tire Operations, LLC, Arizona, USA

**Towards 100% sustainable materials**

- **Activity Concept**

  - Reduce raw material consumption
  - Recycle resources & use effectively
  - Expand and diversify renewable resources

**Concept of Sustainable Materials**

- The Bridgestone Group believes that sustainable materials are not simply renewable resources. In order to continue our operations in a sustainable manner, we define raw materials that meet the following viewpoints as “sustainable materials.”
  - Derived from resources with a continual supply
  - Can be used as part of the Group’s business over the long-term
  - Have a low environmental and social impact across the whole life cycle from procurement to disposal

**Value Natural Resources**

- **Long-term Vision (2050 and beyond)**
  - Towards 100% sustainable materials
  - *1 Revolutionarily Reinforced Radial

**Main Technologies and Products**

1. **Half weight technology**
   - Technology to reduce the volume of raw material use by half, keeping original durability and safety.

2. **Run-flat Technology**
   - Spare tires are unnecessary with this technology as tires can operate at a set speed over a determined distance even after a puncture.

3. **Recycled rubber**
   - Use recycled rubber for rubber products such as tires, while ensuring safety and quality

**Concept of Sustainable Materials**

- **Cutting-edge RRR**
  - Structure for aircraft tires
  - New belt structure using fibers with high elasticity and strength offers higher safety compared to the existing structure. It also contributed to a reduction in the weight of tires by 7 to 10%.

**Concept Tire of 100% Sustainable Materials**

- Bridgestone is diversifying the regions where it produces natural rubber and also expanding the range of reinforce for plant fibers it uses in order to secure renewable resources used in raw materials. Synthetic rubber and carbon black generally made from finite resources were instead synthesized from renewable resources. The concept tire is being developed from these sustainable raw materials.

**Main Technologies and Products**

- **“Air Free Concept (Non-Pneumatic) Tire”**
  - With a unique structure of spokes stretching along the inner side of the tires supporting the weight of the vehicle, there is no need to periodically refill the tires with air, meaning that the tires require less maintenance. At the same time the worry of punctures is eliminated. In addition, the spoke structure is made from thermoplastic resin and, along with the rubber in the tread portion, the materials used in the tires are recyclable, contributing to the efficient use of resources. Further, by pursuing extremely low rolling resistance and contributing to the reduction of CO2 emissions, this tire offers a new level of environmental friendliness and safety. In 2013, we released the second-generation “Air Free Concept Tire” with higher functionality.

- **“Air free Concept Tire”**
  - This tire can be installed on ultralight vehicles with about four times more weight and ten times maximum speed, compared to electric cart. Weight and ten times maximum speed, compared to electric cart. The tire can be installed on ultralight vehicles with about four times more weight and ten times maximum speed, compared to electric cart. The tire can be installed on ultralight vehicles with about four times more weight and ten times maximum speed.

**Main Technologies and Products**

- **Run-flat technology**
  - Recycle used tires by retreading, or applying new rubber to replace the worn tread part of used tires

- **Recycled rubber**
  - Use recycled rubber for rubber products such as tires, while ensuring safety and quality
The Bridgestone Group is committed to “value natural resources” through the efficient use of resources on the planet throughout the whole life cycle of products, from raw material procurement to disposal and recycling. In particular, important activities include reducing waste production, promotion of zero waste to landfill status and the 3Rs (reduce, reuse, recycle). The Group is working toward the development of a society that actively recycles.

Examples of Initiatives

Reducing Waste

**Reduced Waste Production at Plants by 2.3%**

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 also is 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 2013 by 288,000 tonnes, representing a year-on-year reduction of 2.3% and of 16.8% per sales from 2012. The 87.3% rate of recycling reflects an increase of 0.3% from 2012. Going forward, we will continue to reduce waste production volumes and recycling rates to contribute to the development of a society that actively recycles.

**A Tire Plant in the U.S.A Has Acquired a Third-party Certificate**

The Bridgestone Americas Inc. (BSAM), Wilson, North Carolina, USA passenger and light truck tire manufacturing plant achieved Underwriters Laboratories’ (UL) claim validation for Zero Waste to Landfill in December 2013. Zero Waste to Landfill is the highest claim validation UL gives for landfill waste diversion, and the Bridgestone Americas Wilson tire plant is the first facility of any kind to receive this prestigious designation. Since increasing the focus on recycling in 2006, recycling by the Bridgestone Americas tire plants has progressed from nearly half of all waste going to landfills to less than 15 percent overall today. The Bridgestone Americas Aiken passenger tire plant also achieved zero waste to landfill, reaching that milestone in December 2012.

Plants of all Bridgestone Group companies in Japan and four tire plants in China also have achieved zero waste to landfill status. We will continue to encourage all of our Group companies to recycle and reduce waste production volumes.

### Waste Production at Bridgestone Group Plants

<table>
<thead>
<tr>
<th>Year</th>
<th>Waste (t/100 million yen)</th>
<th>Landfill (t/100 million yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>292.1</td>
<td>8.0</td>
</tr>
<tr>
<td>2012</td>
<td>269.0</td>
<td>7.9</td>
</tr>
<tr>
<td>2013</td>
<td>239.1</td>
<td>7.8</td>
</tr>
</tbody>
</table>

### Staff of Wilson Plant which acquired a certificate for zero waste to landfill status

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**“Bridgestone Tire Recycle Center Osaka” Was Established with the Aim of Reusing and Recycling All Used Tires**

In July 2013, Bridgestone Tire Japan Co., LTD. (BTJ) established Bridgestone Tire Recycle Center Osaka, which integrates aretread tire1 manufacturing plant and an intermediate used tire treatment2 plant. The center combines functions of a re-tread tire manufacturing plant and an intermediate used tire treatment plant, and it enables collection3 of customers’ used tires, and reusing and recycling of all the collected tires. We will work to use resources in a more efficient way.

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1) Tires that are reused by replacing tread rubber
2) Crushing of waste tires that cannot be re-tread
3) Collection areas are: whole of Osaka Prefecture and parts of Kyoto, Nara and Wakayama Prefectures

### Recycling of Used Tires in Japan

Bridgestone Japan

Bridgestone’s activities to “Value natural resources” through the efficient use of resources on the planet throughout the whole life cycle of products, from raw material procurement to disposal and recycling. In particular, important activities include reducing waste production, promotion of zero waste to landfill status and the 3Rs (reduce, reuse, recycle). The Group is working toward the development of a society that actively recycles.

### Recycling of Scrap Tyres in 2012

**2012 weight**

- Retreaded tire: 2,340 t
- Burned as energy source: 2,390 t
- Other recycling: 310 t

Source: JATMA

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**Initiative to Recycle 100% of Used Products**

BSAM | U.S.

Bridgestone Americas, Inc. (BSAM) launched the Tires4ward program, which is an initiative founded on the vision of creating a waste-free tire industry. Tires4ward aims to ensure that for every tire Bridgestone America sells in the U.S., one spent tire, a tire that has been taken out of use, goes to another valuable use. At the end of 2012, Bridgestone Americas set a new standard, repurposing 100% of all spent tires collected at its company-owned retail stores and keeping 10 million tires out of landfills annually. Valuable next uses for spent tires include use as materials in rubberized asphalt, rubberized playground equipment, construction materials, landscaping mulch or as tire-derived fuel for valuable energy. Through the Tires4ward program, Bridgestone Americas also supports volunteer organizations to help ensure that tires collected in organized community clean-up events of public spaces, rivers and waterways are sent to a valuable next use.

### Activities to Reduce Environmental Impact of Used Tires through WBCSD

Bridgestone Group | Global

It is projected4 that approximately one billion used tires emerge worldwide each year. Reducing the environmental impact of used tires is a common issue of the tire industry. Bridgestone has been involved in the Tyre Industry Project of the World Business Council for Sustainable Development (WBCSD), which was established in 2006. As a leading tire and rubber company, Bridgestone has worked toward building a sustainable society in cooperation with other companies in the industry. This project aims to develop an effective management system for used tires by encouraging governments and related industries in various countries to appropriately manage used tires and reduce environmental impact through the publication of “End-of-Life Tires: A Framework for Effective ELT Management Systems” and disclosure of survey results.

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*4 WBCSD Tyre Industry Project*
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 2013, Bridgestone Group achieved a reduction of 27.4%. Our CO2 emission reduction efforts undergo review by third-party organizations, which issue statements based on these reviews, thereby ensuring the transparency of discloses. (see page 27)

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 2013, we achieved a improvement of 9.9%. Improving rolling efficiency while maintaining safety is a difficult task that requires sophisticated technologies. Bridgestone’s proprietary “NanoPro-Tech” 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.

* The Company’s ability to control CO2 emissions from disposal is limited, but we are working to reduce emissions by making products lighter and promoting usage of re treaded tires.

* Calculation methods can be found on the Company’s homepage.

* Rates of reductions in CO2 emissions from disposal are limited, but we are working to reduce emissions by making products lighter and promoting usage of re treaded tires.

* The NanoPro-Tech is an ultratime technology that allows engineers to analyze and control the molecular structure of rubber at the nano-scale level.
In order to reduce CO₂ emissions while manufacturing to the volume that meets expanding demands, it is necessary to reduce energy usage by a greater amount year over year. Since 2009, Bridgestone’s technical centers have been taking the lead to conduct Energy Surveys, to quantify wasted energy at plant facilities, expand awareness and identify areas for improvement. The Energy Surveys were conducted in 22 locations in 6 countries over a period of 5 years. We continually develop the capacity and competence of our personnel to recognize energy-saving opportunities and undertake actions to continually improve. Those who demonstrate proficiency in such criteria may earn the distinctive role of “energy diagnosis technician.” We have assigned an “energy diagnosis technician” in every Bridgestone tire plant in Japan and will continue to increase their numbers throughout Asia, the Americas and Europe.

The “logic” technology capitalizes on the synergies of a large diameter coupled with a narrow tread width. While the tread on smaller diameter tires is typically inclined to excessive movement or “deformation” during driving, the larger diameter and higher belt tension significantly reduce tire deformation and therefore conserve energy that is otherwise lost through internal friction which helps to reduce rolling resistance. By the same token, the narrow tread concept improves aerodynamics. The most spectacular achievement, however, is that these improvements do not involve a trade-off in terms of safety.

Bridgestone “logic” technology has been voted “Tire Technology of the Year” in the Tire Technology International Awards for Innovation and Excellence 2014. Bridgestone has developed its “logic” technology for BMW’s revolutionary i electric vehicle, aiming for a future with sustainable mobility.

1 CO₂ Reductions in Lifecycle Stages

2 CO₂ Reductions through Improving Tire Rolling Efficiency

General

Bridgestone China Receives the China Low Carbon Model Award for FY2013

BSCN | China

Bridgestone (China) Investment Co., Ltd. (BSCN) has been awarded the China Low Carbon Model for FY2013 for its continued environmental efforts. BSCN is proactively conducting activities toward building a low-carbon society, including CO₂ emissions reduction (reduced 16% per production volume in 2012 compared with 2005) in four tire plants and contribution to automobile fuel efficiency through the expansion of sales of fuel-efficient ECOPIA tires within China. BSCN received this award for the second consecutive year, and this achievement is considered to be the result of its continuous efforts.

*1 Hosted by Economy Observation Report, an influential magazine in China which features excellent companies based on their achievements and abilities in low-carbon area and environmental preservation.

Logistics

Bridgestone Logistics Europe NV (BSLE), located in Belgium, reduced 20% of CO₂ emissions in the three years from 2010 by shifting transport modes (from truck to rail or ship for example), establishment of strategic logistics centers and revising of transport routes. These activities have earned recognition and were given the Lean and Green Award 2013 by the Flanders Institute for Logistics (Vlaams Instituut voor de Logistiek). BSLE is planning to install wind-power generation facilities to reduce more CO₂ emissions in the future.

A survey in 2013 revealed that Bridgestone’s ECOPIA tires are “fuel-efficient tires selected by the largest number of people in Japan.” ECOPIA tires contribute to the improvement of automobile fuel efficiency through reduced tire rolling resistance. More people are using the tires since they meet common voluntary standards in the industry were formulated in 2010. As a leading company in the industry, Bridgestone has worked on the development of reduced rolling resistance tire technology for decades, following the principles that we improve fuel efficiency without sacrificing safety and tread life performance. As a result, shipments of fuel-efficient tires in Japan increased by 3.5 times between 2010 and 2013. We will continue to contribute to the reduction of CO₂ emissions by working to further increase sales of ECOPIA tires.

*1 The Tire Technology International Awards for Innovation and Excellence is organized in association with Tire Technology International magazine, one of the world’s most well-known publications dedicated to tire technology, design and manufacturing. Awards are given in five categories, with the winners selected by a panel of independent judges comprising international professionals and industry experts.

*2 An internet survey was conducted September 6th to September 15th, 2013, by selecting drivers of gas-powered private automobiles by gender and making the composite rate of area and vehicle type consistent with the survey situation. Bridgestone Tire Japan Co., Ltd. engaged a reputable market research company which conducted the survey using a random sampling method. The number of automobile samples that installed fuel-efficient tires was 3,380.

Manufacturing

Conducting Energy Surveys to Make Wasted Energy Transparent and Improved

Bridgestone Global

Reduced CO₂ Emissions at Plants by 25% (Compared with 2005, per unit of sales)

Bridgestone Global

New Technology “logic” that Achieves Both Fuel Efficiency and Safety at a High Level Has Received “Tire Technology of the Year”

Bridgestone Global

The “logic” technology capitalizes on the synergies of a large diameter coupled with a narrow tread width. While the tread on smaller diameter tires is typically inclined to excessive movement or “deformation” during driving, the larger diameter and higher belt tension significantly reduce tire deformation and therefore conserve energy that is otherwise lost through internal friction which helps to reduce rolling resistance. By the same token, the narrow tread concept improves aerodynamics. The most spectacular achievement, however, is that these improvements do not involve a trade-off in terms of safety.

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Activities in the non-tire products

Development and Sales of Roof Materials that Contribute to the Reduction of Heat-Island Effect

FSBP | United States

Firestone Building Products Company, LLC (FSBP) develops and sells various construction materials. UltraWhite Sheet, a roof material, is effective in reducing indoor energy consumption by significantly increasing surface reflectivity. It is also effective for the reduction of the heat-island effect, and contributes to the reduction of customers’ energy consumption and CO₂ emissions. Demand for this product is growing as the need for sustainable buildings in the United States continues to increase.

Environmental Activities in Collaboration with Sales of Fuel-Efficient Tires

Product Sales | Malaysia

Bridgestone Tyre Sales (Malaysia) Sdn. Bhd. (BSTM) has contributed one Tire, One Good Deed Campaign for 2010 as a way to contribute to CO₂ emission reductions through tire sales. This project makes a 1% contribution per unit sales of fuel-efficient tires such as ECOPIA to the Global Environment Centre (GEC), an NGO, to be used for forest conservation activities of the North Selangor Peat Swamp Forest. Moreover, BSTM is planting trees with the help of many people including employees, local residents and Bridgestone retail stores. Through these activities, we will strive for the dissemination of fuel-efficient tires in Malaysia and contribute to local natural ecosystem preservation.

*3 Malaysian Ringgit (monetary unit)

Construction work using UltraWhite Sheet

Awarding ceremony of the Lean and Green Award 2013

Awards ceremony of the Lean and Green Award 2013

Changes in the Sales of Bridgestone’s Fuel-Efficient Tires (Japan)

* Based on unit shipments. The definition of fuel-efficient tires is based on the guidance of Japan Automobile Manufacturers Association (JAMA).

Reduced CO₂ Emissions

<table>
<thead>
<tr>
<th>Year</th>
<th>CO₂ Emissions (1,000 t)</th>
<th>CO₂ Emissions per unit of sales (t/100 million yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>154</td>
<td>123</td>
</tr>
<tr>
<td>2011</td>
<td>153</td>
<td>134</td>
</tr>
<tr>
<td>2012</td>
<td>154</td>
<td>134</td>
</tr>
<tr>
<td>2013</td>
<td>178</td>
<td>134</td>
</tr>
</tbody>
</table>

DTCO2-001

Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Change in Sales (%)</th>
<th>Fuel-Efficient Tires (Japan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>100</td>
<td>300</td>
</tr>
<tr>
<td>2011</td>
<td>154</td>
<td>400</td>
</tr>
<tr>
<td>2012</td>
<td>153</td>
<td>400</td>
</tr>
<tr>
<td>2013</td>
<td>178</td>
<td>300</td>
</tr>
</tbody>
</table>

Changes in the Sales of Bridgestone’s Fuel-Efficient Tires (Japan)

* Based on unit shipments. The definition of fuel-efficient tires is based on the guidance of Japan Automobile Manufacturers Association (JAMA).

*1 CO₂ reductions in manufacturing

*2 A Web-based survey concerned drivers of gas-powered private automobiles by gender and making the composite rate of area and vehicle type consistent with the survey situation.

*3 Malaysian Ringgit (monetary unit)
Environmental Management

The Bridgestone Group has developed the Total Environmental Advanced Management System, or TEAMS, which is a proprietary environmental management system (EMS) that serves as a foundation for environmental activities. The values and practices learned through certifying all Bridgestone’s production sites to the ISO 14001 international standard enabled implementation of non-certified EMS systems which adhere to the standard. TEAMs was developed 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).

Total Environmental Advanced Management System (TEAMs)

Following the TEAMs concept, each strategic business unit (SBU) and each facility in Bridgestone Group prepare and adopt an EMS using methodologies employed by ISO 14001. Then, environmental activities are improved through the use of the plan–do–check–act cycle (PDCA) at three levels: individual facilities, SBUs and globally or Group-wide.

As of December 2013, 163 (99.4%) of the Group’s production sites had obtained the ISO 14001 certification. We plan to strengthen our activity even further by getting ISO 14001 certification for all target sites. We also are preparing EMS 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.

In November 2012, the Bridgestone Group began using the TEAMs platform to provide and consolidate shared global information systems, working toward improvement by analyzing each SBU’s environmental management activities in the Group as a whole. We also continually strive to improve our environmental approach by sharing issues and activities at regular liaison meetings between SBUs and facilities. This is in addition to holding annual Global Environmental Meetings.

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, provides support and assistance. For top management review purposes, there is a Group Environmental Committee where the CEO and corporate officers make strategic decisions about environmental activities in the Group as a whole. We also continually strive to improve our environmental approach by sharing issues and activities at regular liaison meetings between SBUs and facilities. This is in addition to holding annual Global Environmental Meetings.

Eco-Products

The Bridgestone Group is working together with its customers to reduce its environmental footprint by providing products and services that have been developed considering the environment throughout the entire life cycle, from the procurement of raw materials to after the use 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 above identified environmental goals, as well as comfort and safety. We are also striving to develop new products and services which contribute to a reduction in environmental impact.

Promotion of Environmental Activities throughout the Supply Chain

The Bridgestone Group developed the CSR Procurement Guidelines in order to promote environmental activities throughout the supply chain, working together with suppliers. The guidelines stipulate suppliers’ efforts toward the management of chemical products, minimization of environmental impacts from discharged water and emissions, management and reduction of wastes, reduction of greenhouse gases, consideration to biodiversity and others. Based on the guidelines’ independent chemical list, we are improving our chemical product management system. We also request that our suppliers cooperate in environmental improvement by holding an annual procurement policy meeting to gain understanding of Bridgestone’s policy on procurement. As a tool to assist our suppliers with enhancing environmental commitment, we use a CSR Self-Check Sheet, hold CSR workshops, and engage in dialogue with many of our suppliers responding that they were able to deepen their understanding of environmental management. We will continue to support suppliers’ environmental improvement in this way.

ISO 14001 Certification in the Bridgestone Group

<table>
<thead>
<tr>
<th>Certified sites</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>163</td>
<td>99.4%</td>
</tr>
</tbody>
</table>

1. Sites defined by Bridgestone as meeting ISO 14001 certification.

<table>
<thead>
<tr>
<th>Criteria for Eco-Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harmony with nature</td>
</tr>
<tr>
<td>Consideration of sustainability in use of resources</td>
</tr>
<tr>
<td>Minimization of resources used</td>
</tr>
<tr>
<td>Recycling</td>
</tr>
<tr>
<td>Prevention of global warming</td>
</tr>
<tr>
<td>CO2 emissions, low fuel consumption / power saving</td>
</tr>
<tr>
<td>Comfort</td>
</tr>
<tr>
<td>Low road noise</td>
</tr>
<tr>
<td>Safety</td>
</tr>
<tr>
<td>Wet grip, ice traction</td>
</tr>
</tbody>
</table>

Award for Environmental Activities of Suppliers

In 2013, Bridgestone established the Green Partner Award which recognizes suppliers who achieve outstanding environmental performance. This award recognizes achievements for reduction of environmental impacts and environmental contributions in the areas of “In Harmony with Nature,” “Value Natural Resources” and “Reduce CO2 Emissions,” based on the Bridgestone Group’s Environmental Mission Statement. The first winners of the Green Partner Award in 2013 were Kao Corporation, Sanyo Chemical Industries, Ltd. and Pyramid, Inc.

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 systems of new factories, such as the establishment of a environmental plan, the implementation of a preliminary environmental review at the time of construction, the preparation of environmental policies, legal compliance and environmental training. In 2013, five facilities in four countries proceeded certification.
Environmental Communication

Company Environmental Awards

Each year, the Bridgestone Group holds the Bridgestone Group Award, 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 FY2013, Bridgestone Group Awards for Environmental Excellence were presented to Bridgestone and Bridgestone Technical Center Europe S.p.A. (TCE) for “ologic” technology, which included the advantageous deployment of this technology ahead of other companies utilizing global OE deployment and public relations activities, and Bridgestones APM Company (BAPM) for the “Solvent Glue Elimination.” We are also working to expand and improve local, internal environmental award systems in many countries and regions. Currently, internal environmental awards are presented in Japan, the United States and Europe.

Activity Recipient of award / certification

Measurement of the United States and Asia Pacific local, internal environmental award systems in many countries and regions. Currently, internal environmental awards are presented in Japan, the United States and Europe.

External Assessment

Major Environmental Ranking and Rating Systems (2013)

<table>
<thead>
<tr>
<th>Ranking/Rating System</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDP (Carbon Disclosure Project)</td>
<td>Disclosure score</td>
</tr>
<tr>
<td>DJSI (Dow Jones Sustainability Index)</td>
<td>Asia Pacific</td>
</tr>
<tr>
<td>The 17th Nissan Environmental Management Survey</td>
<td>4th (manufacturing) / 42nd companies in Japan</td>
</tr>
<tr>
<td>The 14th Nissan Environmental Brand Survey</td>
<td>16th / 660 companies in Japan</td>
</tr>
<tr>
<td>The 20th Nissan Corporate Image Survey Assessment</td>
<td>3rd (business person) / 10th (retail / service) / 36th companies in Japan</td>
</tr>
<tr>
<td>The 8th Toyo Keizai CSR Ranking (Environment)</td>
<td>13th / 1,210 companies in Japan</td>
</tr>
</tbody>
</table>

Major Environmental Awards and Certifications (2013)

<table>
<thead>
<tr>
<th>Award / Certification</th>
<th>Activity</th>
<th>Recipient of award / certification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tire Technology International Awards for Innovation and Excellence</td>
<td>Consideration of environmental factors in one of the North American technical centers</td>
<td>Bridgestone Americas, Inc.</td>
</tr>
<tr>
<td>FY2012 Cogenaras Awards (Industrial Category) (infrastructure)</td>
<td>Efficient use of energy through adoption of cogeneration systems</td>
<td>ENERGY ADVANCE CO., LTD (Bridgestone Corporation New Plant)</td>
</tr>
<tr>
<td>Bureau Chief’s Eco-Friendly Workplace Award</td>
<td>Environmental activities as a whole</td>
<td>Toyo Tire shop, Nagasaki City (Bridgestone Retread Japan Co., Ltd.)</td>
</tr>
<tr>
<td>Lean and Green Award</td>
<td>Consideration of environmental factors in logistics</td>
<td>Bridgestone Logistics Europe NVISA</td>
</tr>
<tr>
<td>China Low Carbon Model Award for FY2013</td>
<td>Reduction of CO2 emissions in manufacturing</td>
<td>Bridgestone (China) Investment Co., Ltd.</td>
</tr>
<tr>
<td>Environmental Protection Business Award (Foreseeable Media Governor’s Prize for Environmental Protection)</td>
<td>Environmental activities including waste reduction</td>
<td>Bridgestone EMI Co., Ltd., Hokusai Office</td>
</tr>
<tr>
<td>CSR-SA for Beginner Award 2013</td>
<td>CSR activities including environmental activities</td>
<td>The Bridgestone Co., Ltd.</td>
</tr>
<tr>
<td>Yamanashi Prefecture Governor’s Prize (Excellent Company in Global Warming Countermeasures)</td>
<td>Fossil development in ECCOP’s forest plantation, a cogeneration system</td>
<td>Bridgestone Corporation Shimosakino Plant</td>
</tr>
<tr>
<td>Yamanashi Prefecture FY2013 Green Curtain Contest (Top Prize)</td>
<td>“Green Curtain”</td>
<td>Bridgestone Corporation Shimosakino Plant</td>
</tr>
<tr>
<td>Ohio EPA Bronze Level E3 Award</td>
<td>Environmental activities as a whole</td>
<td>Bridgestone Americas, Inc.</td>
</tr>
<tr>
<td>North Carolina Environmental Stewardship Initiative’s Environmental Steward Award</td>
<td>Environmental activities as a whole</td>
<td>Bridgestone Americas, Inc. Kings Mountain Plant</td>
</tr>
<tr>
<td>FY2013 3Rs (Reduce, Reuse, and Recycle Awards)</td>
<td>Waste reduction activities including 100% reuse of cardboard for packaging materials for rainwater tanks</td>
<td>Bridgestone FlexTech Corporation Hopg Plant</td>
</tr>
<tr>
<td>Green Star Certification for Environmental Performance</td>
<td>Environmental activities as a whole</td>
<td>Bridgestone Commercial Solutions</td>
</tr>
<tr>
<td>Yokohama Environmental Action Awards for Promoters of “ologic” Group</td>
<td>Waste reduction activities</td>
<td>Bridgestone Corporation Yokohama Plant</td>
</tr>
<tr>
<td>Wisconsin DNR Awards</td>
<td>Activities related to resource recycling</td>
<td>Bridgestone Retail Operations, LLC</td>
</tr>
<tr>
<td>Ohio Stormwater Association Award</td>
<td>Management and use of rainwater at one of the North American technical centers</td>
<td>Bridgestone Americas, Inc.</td>
</tr>
<tr>
<td>Wuji New Area Management Committee (Excellent Company)</td>
<td>General corporate activities including environmental-related activities</td>
<td>Bridgestone (China) Investment Co., Ltd. Wuji Plant</td>
</tr>
<tr>
<td>Winner of the FY2012 Wuji New Area Environmental Action Group (Green Company)</td>
<td>Environmental activities as a whole</td>
<td>Bridgestone (China) Investment Co., Ltd. Wuji Plant</td>
</tr>
<tr>
<td>Guangdong Province Clean Manufacturing Certification</td>
<td>Environmental activities as a whole</td>
<td>Bridgestone (China) Investment Co., Ltd. Huizhou Plant</td>
</tr>
<tr>
<td>City of Wilson Preamendment Compliance Award</td>
<td>Activities related to the environment, hygiene and safety</td>
<td>Bridgestone Americas, Inc. Wilson Plant</td>
</tr>
<tr>
<td>Waste water management Award</td>
<td>Waste water treatment and management</td>
<td>Thai Bridgestone Co., Ltd. Nong Khai Plant</td>
</tr>
<tr>
<td>Environmental Conservation Awards of the China Environment Protection Ministry</td>
<td>“Water of Life Project”</td>
<td>Bridgestone Corporation Hikone Plant</td>
</tr>
<tr>
<td>Winner of the Hikone City Green Curtain Contest</td>
<td>“Green Curtain”</td>
<td>Bridgestone Corporation Hikone Plant</td>
</tr>
<tr>
<td>Keep Hometown Beautiful Proud Partner Award</td>
<td>Cleanup activity</td>
<td>Bridgestone Retail Operations, LLC</td>
</tr>
<tr>
<td>Keep Hometown Beautiful Certificate of appreciation</td>
<td>Environmental activities for social contributions</td>
<td>Bridgestone Americas, Inc. Kings Mountain Plant</td>
</tr>
<tr>
<td>The 16th Environmental Communication Awards</td>
<td>Environmental Reporting Category, Global Warming Countermeasures / Reporting Award (Minister of the Environment’s Award)</td>
<td>Bridgestone Group Environmental Report 2012</td>
</tr>
<tr>
<td>The 16th Environmental Communication Awards</td>
<td>Environmental Commercial Category, (distinction) / Global Warming Countermeasures (Minister of the Environment’s Award)</td>
<td>Bridgestone Group Environmental Report 2012</td>
</tr>
<tr>
<td>Eco Test Award 2012 (Eco-Unit Category) (Distinction)</td>
<td>Bridgestone Group’s power-saving project, and Bridgestone Group employees “Green Curtain Project”</td>
<td>Bridgestone Corporation</td>
</tr>
</tbody>
</table>

*1 Growth of climbing plants on building windows for energy saving
Third-Party Reviews

Since 2010, the Bridgestone Group has engaged third-party organizations to review reporting related to its progress toward meeting its 2020 mid-term target for CO₂ emissions reductions. In this way, we aim to ensure that such reporting is transparent, complete and accurate.

These reviews are conducted by third-party organizations that evaluate CO₂ emissions monitoring measures and related reports based on the standards described in ISO 14064. As of April 2014, a total of 35 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.

Main Performance Indicators

GRI-listed items for each data are disclosed here based on the standard disclosure of the GRI Guideline.*1

### Management-Related Data

<table>
<thead>
<tr>
<th>Data Items</th>
<th>Results in 2012</th>
<th>Results in 2013</th>
<th>GRI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales of the group</td>
<td>3,039.7 billion yen</td>
<td>3,568.0 billion yen</td>
<td>G4-9</td>
</tr>
<tr>
<td>Rubber production volume</td>
<td>1,760,000 tonnes</td>
<td>1,820,000 tonnes</td>
<td>G4-9</td>
</tr>
<tr>
<td>Number of employees</td>
<td>143,448</td>
<td>145,029</td>
<td>G4-9</td>
</tr>
<tr>
<td>Number of plants*2</td>
<td>178</td>
<td>178</td>
<td>G4-9</td>
</tr>
</tbody>
</table>

*1 Global Reporting Initiative Sustainability Reporting Guidelines (Fourth Edition) (G4)
*2 Number of plants as of April 1 each year (as of the end of December each year for other data).

### Environment-Related Data

<table>
<thead>
<tr>
<th>Data Items</th>
<th>Results in 2012</th>
<th>Results in 2013</th>
<th>GRI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount of raw materials used</td>
<td>3,969,000 tonnes</td>
<td>4,152,000 tonnes</td>
<td>G4-EN1</td>
</tr>
<tr>
<td>Total consumption of primary energy</td>
<td>80,150,000 GJ</td>
<td>83,955,000 GJ</td>
<td>G4-EN3</td>
</tr>
<tr>
<td>Energy consumption (fuel)*3</td>
<td>875,000 kl</td>
<td>950,000 kl</td>
<td>G4-EN3</td>
</tr>
<tr>
<td>Energy consumption (electricity)</td>
<td>4,632,000 MWh</td>
<td>4,636,000 MWh</td>
<td>G4-EN3</td>
</tr>
<tr>
<td>Energy consumption (steam)</td>
<td>2,062,000 GJ</td>
<td>1,860,000 GJ</td>
<td>G4-EN3</td>
</tr>
<tr>
<td>Energy consumption per unit of sales</td>
<td>26,367 GJ/billion yen</td>
<td>23,529 GJ/billion yen</td>
<td>G4-EN5</td>
</tr>
<tr>
<td>Reduction volume of energy consumption</td>
<td>4,574,000 GJ</td>
<td>-3,804,000 m³</td>
<td>G4-EN6</td>
</tr>
<tr>
<td>Total water intake</td>
<td>85,019,000 m³</td>
<td>83,203,000 m³</td>
<td>G4-EN6</td>
</tr>
<tr>
<td>Water intake (surface water)</td>
<td>—</td>
<td>3,279,000 m³</td>
<td>G4-EN8</td>
</tr>
<tr>
<td>Water intake (groundwater)</td>
<td>—</td>
<td>21,428,000 m³</td>
<td>G4-EN8</td>
</tr>
<tr>
<td>Water intake (water supply, industrial water)</td>
<td>—</td>
<td>20,236,000 m³</td>
<td>G4-EN8</td>
</tr>
<tr>
<td>Water intake (seawater)</td>
<td>—</td>
<td>38,258,000 m³</td>
<td>G4-EN8</td>
</tr>
<tr>
<td>Volume of recycled water</td>
<td>511,830,000 m³</td>
<td>419,291,000 m³</td>
<td>G4-EN10</td>
</tr>
<tr>
<td>Greenhouse gas emissions (SCOPE 1)</td>
<td>2,031,000 t-CO₂</td>
<td>2,042,000 t-CO₂</td>
<td>G4-CN1</td>
</tr>
<tr>
<td>Greenhouse gas emissions (SCOPE 2)</td>
<td>2,400,000 t-CO₂</td>
<td>2,531,000 t-CO₂</td>
<td>G4-CN16</td>
</tr>
<tr>
<td>Greenhouse gas emissions (SCOPE 3)*4</td>
<td>110,036,000 t-CO₂</td>
<td>120,994,000 t-CO₂</td>
<td>G4-CN17</td>
</tr>
<tr>
<td>CO₂ emissions per unit in lifecycle stages*4</td>
<td>458 tonnes/100 million yen</td>
<td>406 tonnes/100 million yen</td>
<td>G4-CN16</td>
</tr>
<tr>
<td>CO₂ emission reduction rate in lifecycle stages (compared with 2005)</td>
<td>17.9%</td>
<td>27.4%</td>
<td>G4-CN19</td>
</tr>
<tr>
<td>NOx emissions (from Bridgestone Corporation)</td>
<td>845 tonnes</td>
<td>600 tonnes</td>
<td>G4-CN21</td>
</tr>
<tr>
<td>SOx emissions (from Bridgestone Corporation)</td>
<td>499 tonnes</td>
<td>456 tonnes</td>
<td>G4-CN21</td>
</tr>
<tr>
<td>Total water discharge</td>
<td>66,977,000 m³</td>
<td>72,047,000 m³</td>
<td>G4-CN22</td>
</tr>
<tr>
<td>Waste discharge</td>
<td>293,000 tonnes</td>
<td>286,000 tonnes</td>
<td>G4-CN23</td>
</tr>
<tr>
<td>Volume of recycled waste</td>
<td>254,000 tonnes</td>
<td>249,000 tonnes</td>
<td>G4-CN23</td>
</tr>
<tr>
<td>Volume of waste landfill</td>
<td>38,000 tonnes</td>
<td>36,000 tonnes</td>
<td>G4-CN23</td>
</tr>
<tr>
<td>Investment in environmental preservation*5 (of Bridgestone Corporation)</td>
<td>2.6 billion yen</td>
<td>2.5 billion yen</td>
<td>G4-CN31</td>
</tr>
<tr>
<td>Expenses for environmental preservation*6 (of Bridgestone Corporation)</td>
<td>13.1 billion yen</td>
<td>13.8 billion yen</td>
<td>G4-CN31</td>
</tr>
<tr>
<td>Environmental preservation effective amount*6 (of Bridgestone Corporation)</td>
<td>2.1 billion yen</td>
<td>2.1 billion yen</td>
<td>G4-CN31</td>
</tr>
</tbody>
</table>

*1 Includes fuels used for in-house power generation.
*2 Number of plants as of April 1 each year (as of the end of December each year for other data).
*3 CO₂ emissions per unit of sales produced from lifecycle stages from procurement to manufacturing, distribution and disposal.
*4 Calculated based on the Environmental Accounting Guidelines 2005 (Ministry of the Environment, Japan).
Disclosure of Financial and Non-Financial Information

The Bridgestone Group is following developments of the disclosure of non-financial information taking place around the world and working to provide information that meets all of our stakeholders’ needs. Apart from environmental information, which includes this environmental report, we report 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 the Group’s website aimed at investors through various reports as well as articles with the latest information. Also, our global website includes environmental and CSR information for the Group as a whole that is available in English, and also environmental or sustainability reports in each of the regions where we operate.

[Non-Financial Information] Environmental Information

Environmental Report (This Report)
- [Link]

Bridgestone Homepage (Environment) Japanese
- [Link]

Special Environmental Site (READY for 2050) Japanese
- [Link]

[Financial Information]

Investor Relations
- [Link]

CSR Report
- [Link]

Bridgestone Homepage (CSR)
- [Link]

Global Site (Environment)
- [Link]

Annual Report
- [Link]

Overview of Bridgestone Group

Company name: Bridgestone Corporation
Headquarters: 1-1, Kyobashi 3-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 120,354 million (As of December 31, 2013)
Net sales: Consolidated: JPY 3,568.0 billion
Non-consolidated: JPY 1,006.6 billion
Employees: Consolidated 145,029 (As of December 31, 2013)
Non-consolidated 14,919 (As of December 31, 2013)

Summary of Bridgestone’s manufacturing plants
170 plants in 25 nations
(Bridgestone Group total as of April 1, 2014)

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
- 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 2012 (based on sales figure)

Tire 85%
Diversified Products 15%
Others 29.8%

Source: Tire Business—2013 Global Tire Company Rankings

Sales by Business Segment (in 2013)

Tires 85%
Diversified Products 15%

Sales by Market (in 2013)

Others 23%
Europe 12%
Americas 46%