Looking Ahead to the World in 2050

Bridgestone Group Environmental Report 2015
The Company developed the scope of this report in 2004, 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 information in both Japanese and English. The Group communicates to its stakeholders in regions including Japan, the United States, Europe and China through detailed environmental reports and on websites.

Period
In principle, this report covers activities for fiscal year 2014 (1 January, 2014 to 31 December, 2014), but some of the information covers activities up to March 2015.

Materiality
Taking into account the concerns and expectations of all stakeholders, as well as the impact on the Group, the following themes of materiality have been identified for the Group’s commercial activities: “Biodiversity; In harmony with nature”; “Sustainable use of resources; Value natural resources”; and “Climate change; Reduce CO2 emissions.”

In 2011, in order to meet the challenge of these issues with nature; “Sustainable use of resources: Value natural resources”; and “Climate change: Reduce CO2 emissions.” In 2011, in order to meet the challenge of these issues, the Bridgestone Group began taking action.

Among the various themes contained herein, the main focus is placed on the substance of important activities and progress of KPIs in particular.

Scope of the Report
This report presents information about Bridgestone Group activities including domestic and international subsidiaries and affiliated companies of the Bridgestone Corporation. Bridgestone Corporation is referred to as “Bridgestone” or “the Company” in the text; “Bridgestone Group” and “the Group” refers to the entire Bridgestone group of companies including all domestic and foreign subsidiaries and affiliated companies.

Prepared with Reference to:
- GRI (Global Reporting Initiative) 4
- Environmental Reporting Guideline (Ministry of the Environment of Japan, 2012)

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June 2015

Next Publication
Planned for June 2016

Environmental Mission Statement
The Bridgestone Group has more than 188 production and development centers in 26 countries, conducts business activities in more than 150 countries and has more than 144,000 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 mission statement is unchanging: “to help ensure a healthy environment for current and future generations.” This ensures that together with our stakeholders, we are committed to continuously working toward a sustainable society with integrity.

In an effort to ensure everyone in the Group is familiar with the Environmental Mission Statement, we have translated it into 19 languages*1 and displayed it in every Bridgestone Group business. The company also uses educational opportunities, such as e-learning, training programs and environmental intrainings, to support employees in understanding the connection between the Environmental Mission Statement and the work they do each day.

*1 As of December 2014.
*2 Posters are available on Bridgestone’s website. http://www.bridgestone.com/responsibility/environmental/core_values.html

Stakeholders’ Concerns and Expectations
- Opinion of the Bridgestone Group has received from environmental and sustainability experts (such as through individual interactions, CSR stakeholder dialogues and the W-BRIDGE advisory board)*2
- Assessment from socially responsible investing (SRI) and environmental grading and assessment bodies (Danske, CDP, FTSE4Good, etc.)
- Reports from environmental NGOs and research bodies
- Trends in international treaties and meetings

Influence on the Bridgestone Group
- Creation of business value (in the environmental and social value)
- Reduction of business risk (business continuity, compliance with laws and regulations, impact on brands)
- Feedback from stakeholders, increase in brand value

Influence on the Bridgestone Group
- Environmental Mission Statement and Long-term Environmental Vision

Focus of the 2015 Environmental Report

Reported in Environmental Report 2015 (This Report)
- In harmony with nature
- Value natural resources
- Reduce CO2 emissions
- Long-term environmental management
- Sharing progress on the Group’s goals on Bridgestone’s environmental website and the websites and environmental reports of each region and company in the Bridgestone Group

KPIs
KPI reporting for particularly important activity information in the environmental report

High Materiality Issues
Environmental Mission Statement and Long-term Environmental Vision

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

Looking Ahead to the World in 2050
Bridgestone Group Environmental Report 2015

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1 Bridgestone Group Environmental Report 2015
Bridgestone Group Environmental Report 2015 2
### Top Commitment

#### Aiming to achieve a “Dan-Totsu” position from an environmental perspective in order to contribute to achieving a sustainable society

The Bridgestone Group operates in a world experiencing substantial change in a wide range of areas, including governmental policies, the economy, the environment, information distribution, technical innovation and globalization. Social structures and consumer attitudes also are changing significantly. In alignment with the Group’s mission of “Serving Society with Superior Quality,” we will pursue the ultimate goals of becoming a truly global company and achieving Dan-Totsu, or the absolute and clear leader, in all aspects of our business. To do this, we will continue implementing our management reforms.

### Setting long-term environmental vision for 2050 and beyond

It is recognized that, globally, average temperatures are rising. According to the Intergovernmental Panel on Climate Change, this trend is likely the result of changes in our climate that have been accelerated by greenhouse gas emissions and human activities. In light of this assessment, it is expected that a consensus regarding long-term climate change response measures will be reached at the 21st session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21). This meeting will be held in late 2015, and it is anticipated to inspire companies to conduct environmental activities from an even more long-term perspective.

Bridgestone is the world’s largest tire and rubber company. Understanding our role in effecting a positive impact on the environment globally, we have established the long-term environmental vision for the 2050 and beyond in which we commit to operating in harmony with nature. In pursuing this goal, which relates to biodiversity, we are taking steps to minimize the impact of our operations on ecosystems while simultaneously working to preserve and restore local habitats. In addition, we have established a goal to reduce our average water intake rate by 35% by the year 2020, using 2005 levels as a baseline. With this target in mind, we are instituting global initiatives to reduce the extent to which water usage in our business impacts ecosystems. By 2014, the Group realized a reduction of approximately 28% in water intake.

### Advancing initiatives to achieve mid-term targets

The Group has established a long-term environmental vision for 2050 and beyond in which we commit to operating in harmony with nature. In pursuing this goal, which relates to biodiversity, we are taking steps to minimize the impact of our operations on ecosystems while simultaneously working to preserve and restore local habitats. In addition, we have established a goal to reduce our average water intake rate by 35% by the year 2020, using 2005 levels as a baseline. With this target in mind, we are instituting global initiatives to reduce the extent to which water usage in our business impacts ecosystems. By 2014, the Group realized a reduction of approximately 28% in water intake.

In regard to valuing natural resources, we have established the long-term environmental vision of working toward using 100% sustainable materials to manufacture our products. To realize this vision, we have been advancing research to determine whether guayule, a shrub that grows in regions of the United States and northern Mexico, can be used as an alternative source of natural rubber to the Hevea rubber tree, which is currently the primary source of natural rubber. In September 2014, we celebrated the grand opening of the Bridgestone Biourban Rubber Processing Research Center (BPURC) in Arizona, U.S.A. This research facility was constructed with the aim of bringing guayule-derived natural rubber to practical application in tires.

As for reducing CO2 emissions, the Group has set a long-term, globally-agreed upon environmental target of achieving a 50% or more reduction in CO2 emissions toward 2050 and beyond. This goal was set to guide us in our commitment to contribute to the realization of a low-carbon society. In order to ensure the steady progress of our efforts to achieve this target, 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. Tire usage reductions will be achieved by lowering rolling resistance (see page 20). By 2014, the Group realized a reduction of approximately 32% in CO2 emissions from operations and after-use, and a reduction of nearly 13% in tire-rolling resistance. In this manner, we make steady progress in our efforts to contribute to the creation of a low-carbon society.

### 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. Rather, we must tackle issues from new perspectives and cultivate a global corporate culture that advances technical and business model innovation. We 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 the new “logic” tire technology from the Group. This technical innovation exceeds the boundaries of conventional tires and delivers substantial reductions in rolling resistance and aerodynamics. In addition to contributing to the global goal to reduce CO2 emissions, “logic” tire technology also delivers high grip performance on both wet and dry road surfaces. These features have been extensively evaluated, which led to the technology being selected for the 2014 Tire Technology of the Year award. Moreover, “logic” technology is utilized in the original equipment tires for “ECOPIA EP500” for practical use.

As for business model innovation, the Group is developing a business solution that will go beyond selling individual tires. We are exploring opportunities to provide service packages that bundle tires with after-sales maintenance services including retrieving the tires. These packages not only help customers cut costs while driving safely, but also contribute to reductions in both resource consumption and CO2 emissions from company’s operations and after-use.

### 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. For example, in the development of new materials, we will develop technologies for improving the productivity of natural rubber while providing support to small-scale rubber farmers to accomplish our goal of being in harmony with nature. We are also exploring new raw materials for use in our products to move closer to our long-term goal of manufacturing products made from renewable and sustainable materials. Meanwhile, to reduce CO2 emissions, we developed a new, highly functional tire rubber compound that provides superior fuel efficiency and wet grip performance through a joint research project. In the sales activities, we are pursuing reductions in CO2 emissions by encouraging our customers to use our fuel-efficient tires.

To expand the range of these activities while adding a new dimension of depth, it will be absolutely essential for the global Bridgestone Group, comprised of more than 144,000 teammates, to share the same commitment for the environment. Aiming to achieve a Dan-Totsu position from an environmental perspective, teammates will band together and continue to advance activities that span the supply chain and make progress toward accomplishing our mid-term environmental targets for 2020 and the long-term environmental targets that lie beyond.
Looking Ahead to the World in 2050

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

Population, 9.6 billion\textsuperscript{1}
Total number of automobiles: 2.4 billion\textsuperscript{2}
CO\textsubscript{2} emissions: 75 billion tonnes\textsuperscript{3}
Resource consumption: 141 billion tonnes\textsuperscript{4}

The importance of decoupling in working toward building a sustainable society

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 towards building a sustainable society, we shouldn’t simply accept that increased resource consumption and environmental footprint correlate with population increase and economic development, but instead work to separate them. The United Nations Environment Programme (UNEP) refers to this separation as “decoupling.”

In the case of no action
Increase of consumption and environmental footprint

Exceeds the earth’s capacity

Population increase, economic development

Serving Society with Superior Quality

Mission of Bridgestone Group

Present
Population: 7 billion\textsuperscript{1} (2011)
Total number of automobiles: 900 million\textsuperscript{2} (2010)
CO\textsubscript{2} emissions: 29 billion tonnes\textsuperscript{3} (2005)
Resource consumption: 49 billion tonnes\textsuperscript{4} (2000)

The world’s largest tire and rubber company
Bridgestone Group
Operations in more than 150 countries
More than 144,000 employees
More than 3.6 trillion yen sales

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

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

The Bridgestone Group’s Environmental Mission Statement
In balance with nature\textsuperscript{5} (Contribution > Footprint)
Towards 100% sustainable materials\textsuperscript{6}
Contribute to globally agreed target\textsuperscript{7}
(Over 50% reduction of CO\textsubscript{2} emissions)

Long-term Environmental Vision (for 2050 and beyond)

1 World Population Prospects: The 2012 Revision (United Nations, 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 RCP 8.5 of the CLIMATE CHANGE 2013 – The Physical Science Basis – Working Group 1 Contribution to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC (Working Group 1), 2013)
4 Decoupling Natural Resource Use and Environmental Impacts from Economic Growth (United Nations Environment Programme, 2011)

5 “In balance with nature” is our commitment to contribute to biodiversity through habitat enhancement, and through environmental education and research.
6 The Bridgestone Group defines sustainable materials as materials that come from resources with a guaranteed continual supply, that can be used as part of our business over the long term, and that have a low environmental and social impact over their lifecycle from procurement to disposal.
7 At the G8 Hokkaido Toyako Summit (held in July 2008), 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 plus certain emerging nations, such as China, India, etc, adopted this target as a shared global objective.
In harmony with nature

The Bridgestone Group’s commitment 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, and define the priority issues that should be addressed.

“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. The Group is conducting activities targeting “in balance with nature” throughout all business areas.

**Long-term Environmental Vision for 2050 and beyond**

- **In harmony with nature**
- **Value natural resources**
- **Reduce CO2 emissions**

**Mid-term Environmental Targets for 2020**

**Major achievements in 2014**

- **Working toward a sustainable society**

**Contributions to globally agreed target**

- Over 50% reduction of CO2 emissions
- Reduce CO2 emissions per unit of sales from all lifecycle stages by 35%
- Reduce rolling resistance of tires by 25%

**Mid-term Environmental Targets for 2020**

- Promote ecological conservation & restoration
- Resource productivity improvement
- Minimizing footprint (Reduce water intake per unit by 35%)
- Enhancing contribution activities
- 28.3% reduction in water per unit intake at manufacturing
- Enhanced technical support to improve the productivity of natural rubber
- Promotion of ecosystem preservation and restoration

**Activity Concept**

**Value natural resources**

- Biodiversity and ecosystem maintenance
- Natural rubber resources
- Sustainable materials
- Value natural resources
- Reduce CO2 emissions
- Nature conservation

**Contribution**

- Forest maintenance
- Agriculture improvement
- Water conservation
- Research
- Product development
- Footprint

**Footprint**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Contribution</th>
<th>Footprint</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forest maintenance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agriculture improvement</td>
<td></td>
<td></td>
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<tr>
<td>Water conservation</td>
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<td></td>
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<tr>
<td>Research</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product development</td>
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<td></td>
</tr>
</tbody>
</table>

The Bridgestone Group Environmental Mission Statement

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

**In harmony with nature for 2050 and beyond**

**Value natural resources**

- Biodiversity and ecosystem maintenance
- Natural rubber resources
- Sustainable materials

The Bridgestone Group defines sustainable materials as materials: 1) that come from resources with a guaranteed sustainable basis, 2) that have a low environmental and social impact over the lifecycle from procurement to disposal.

**Reduce CO2 emissions**

- 31.8% reduction of CO2 emissions from Bridgestone’s (or company’s) operations and after-use per sales (compared with 2005)
- 12.7% reduction of rolling resistance in tires
- Commercialization of the “ologic” technology that offers both fuel efficiency and safety

**Promote ecological conservation & restoration**

- Successful operation of the Bridgestone Biorubber Process
- Joint development of high-function tire rubber materials derived from plants or other sustainable sources
- Commercialization of the “logic” technology that offers both fuel efficiency and safety

**Resource productivity improvement**

- 50% reduction of CO2 emissions
- Reduce rolling resistance of tires by 25%
- Reduce CO2 emissions per unit of sales from all lifecycle stages by 35%

**Minimizing footprint (Reduce water intake per unit by 35%)**

- 28.3% reduction in water per unit intake at manufacturing
- Enhanced technical support to improve the productivity of natural rubber
- Promotion of ecosystem preservation and restoration

**Enhancing contribution activities**

- 28.3% reduction in water per unit intake at manufacturing (compared with 2005)
- Enhanced technical support to improve the productivity of natural rubber
- Promotion of ecosystem preservation and restoration

**Working toward a sustainable society**

**The Bridgestone Group’s Environmental Mission Statement**

To help ensure a healthy environment for current and future generations...
Relationship Between the Bridgestone Group’s Tire Operations and Biodiversity*1

Since 2013, the Bridgestone Group has conducted a materiality analysis of the footprint and contributions to biodiversity made by the Group’s operations. This is based on the following interrelationship map which will inform our priorities. We will improve our relationship by taking key actions on these issues in the future, while continually reevaluating our priority issues to meet changes in social needs.

**Minimizing footprint**

- **Reduce impact of land cultivation**
  - Consider biodiversity at the time of new factory planning.
  - Request suppliers consider biodiversity.

- **Reduce impact of water intake**
  - Review and revise water intake-related activities in the entire value chain of the Group.
  - Review and revise water intake-related activities in the entire value chain of the Group.

- **Reduce air and water emissions**
  - Review and revise environmental activities at manufacturing facilities and product processes.
  - Review and revise environmental activities at manufacturing facilities and product processes.

- **Reduce waste production**
  - Reduce waste production.
  - Reduce waste production.

**Enhancing contributions**

- **Prevention and restoration of habitat sites**
  - Establish and maintain sites for maintaining important flora and fauna.
  - Establish and maintain sites for maintaining important flora and fauna.

- **Promotion of open spaces**
  - Promote the establishment of open spaces in the vicinity of the Group’s facilities.
  - Promote the establishment of open spaces in the vicinity of the Group’s facilities.

**Examples of initiatives**

**Introducing Closed Drainage at Manufacturing Facilities**

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

**Utilizing Rainwater**

Rainwater is utilized in some of the BridgeStone Group’s facilities. At these locations, rainwater is collected and used for operations or watering plants at the facility.

**Mid-term Environmental Targets**

- **35% reduction of water intake at manufacturing facilities**
  - (compared to 2005, per unit*1)

**2014 performance**

<table>
<thead>
<tr>
<th>Year</th>
<th>Target and Actual Figures of Water Intake at manufacturing facilities (per unit)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>100 (compared to 2005, per unit)</td>
</tr>
<tr>
<td>2012</td>
<td>72 (compared to 2005, per unit)</td>
</tr>
<tr>
<td>2013</td>
<td>68 (compared to 2005, per unit)</td>
</tr>
<tr>
<td>2014</td>
<td>60 (compared to 2005, per unit)</td>
</tr>
<tr>
<td>2020 (Year)</td>
<td>35% reduction (compared to 2005, per unit)</td>
</tr>
</tbody>
</table>

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

*2 Water risk assessment tool developed by World Business Council for Sustainable Development (WBCSD)

*3 Water risk assessment tool developed by World Resources Institute (WRI)
The Bridgestone Group is continuously striving to switch to substitutes for chemical substances that could have a negative environmental footprint such as volatile organic compound (VOC) solvents, thus reducing the amount of chemical substances used. As an example, the Group proactively worked on reducing the amount of chlorinated VOC solvent used at production bases in the Group’s industrial chemical department, and realized a dramatic reduction of approximately 69% in a span of five years from 2010 to 2014. Bridgestone also progressively switched from VOC solvent-based adhesive to water-based adhesive used for automobile seats at the Bridgestone APM’s Upper Sandusky Plant and Bridgestone APM’s Upper automobile seats in the USA, eventually eliminating VOC solvents altogether. The Group will continue to reduce use of VOC in a global basis.

Bridgestone South Africa (Pty) Ltd. (BSAF) supports the protection of precious wildlife indigenous to South Africa. For example, BSAF has been supporting the organizations that protect endangered wildlife including the Cape Leopard Trust who is protecting mountain leopards which are unique to the Western Cape area. In addition to sustained support of them, BSAF cooperates in efforts to provide environmental education to local elementary schools. In 2014, BSAF launched a program where local students submitted drawings of animals that inhabit the Western Cape area and used the best drawings to create a calendar to enhance awareness toward biodiversity conservation.

The Bridgestone Group is working to reduce emissions of sulfur oxides (SOx) and nitrogen oxides (NOx) at our manufacturing facilities by converting from heavy fuel oil to natural gas. By 2014, we reduced the total SOx emissions by 62% and the total NOx emissions by 82% as compared to 2005. We will continue to proactively promote fuel conversion in an effort to reduce the Group’s environmental impact.

The majority of natural rubber production in the world is conducted by small-scale rubber farmers in Southeast Asia. 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 vary, making it difficult to maintain stable harvests. To help such small-scale farmers improve the quality of their operations, P.T. 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.

The company started providing technical assistance to the agricultural training center established in the city of Siarant in North Sumatra. The company also provided Hevea rubber tree seedlings and implemented a technical training program for instructor candidates selected from various areas. Such initiatives are expected to improve quality of natural rubber and income per unit area for small-scale farmers and help control expansion of agricultural land utilization.

Bridgestone is spearheading many initiatives for conserving the environment in Japan. One noteworthy initiative is establishment of an “Ecopia Forest” district near company locations such as tire facilities. Forest conservation initiatives such as periodic thinning are carried out by teammates. In addition to improvement initiatives by volunteering employees, events are held to allow local people to enjoy nature in our eight “Ecopia Forests” nationwide.

An important national forest surrounding the P.T. Bridgestone Kalimantan Plantation (BSKP) in South Kalimantan, Indonesia was destroyed by fire and is experiencing unmanaged regrowth. Support initiatives of “W-BRIDGE™” aim to restore this national forest. Waseda University and Japan International Forestry and Cooperation Center have been working together with BSKP, Lambung Mangkurat University and Tanah Laut Prefecture Forestry Bureau to implement a project utilizing the local community forestry system since 2012.

Forest management must be sustained over a long period of time by the local community to prevent the forest from being burned again. Thus, in addition to having the local community create a Hevea rubber tree forest from the damaged land, the project includes everything from producing crops such as rice and beans, to closing off the forest canopy. The project aims to create a forest with high economic value for the local community while taking biodiversity into account by planting native tree species in the surrounding area. So far, a total of 37 hectares (ha) forest has been created. Fire forest prevention is implemented in the form of local community patrols.

The Monterrey tire plant of Bridgestone Americas, Inc. (BSAM) acquired certification for wildlife habitat conservation and environmental education from the Wildlife Habitat Council (WHC) in 2014.

The certification applies to wildlife habitats and biodiversity conservation activities; education of employees at the Monterrey tire plant and nearby community about the local ecosystem and recycling, recovery and recycling of discarded tires from the Salinas River.

BSAM has expanded its environmental conservation activities in partnership with the WHC in 10 locations in North America in addition to the Monterrey tire plant, providing opportunities for environmental education that go along with preservation of natural fauna and flora in the various regions.

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Towards 100% sustainable materials

It is expected that an increase in population and the number of automobiles will boost tire demand in the future. 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 resource depletion. The Bridgestone Group’s goal is to implement business operations in balance with the planet’s ecological capacity. As necessary activities to achieve this, we are committed to take the following three actions: 1) reducing raw material consumption, 2) recycling resources and using them effectively, and 3) shifting to renewable input resources.

Main Technologies and Products Towards 100% Sustainable Materials

- **Run-flat technology**: Contribute to conservation of resources by making spare tires unnecessary by being able to continue drive a reasonable distance even if air pressure becomes zero.
- **Longer operating life with improved durability**: Truck and bus tires “MB002” series are designed to maintain a high durability in casing and can be retrofitted twice.
- **Half weight technology**: The technology helps to reduce the volume of raw material that is used in a tire by half, while keeping the tire’s original durability.
- **Cutting-edge Revolutionarily Reinforced Radial structure for aircraft tires**: Contribute to conservation of resources by making tires 7 to 10% lighter by new belt construction using high elastic/high strength fiber that offers better safety.

**Run-flat Technology Tires Sales Trend (Japan)**

- **Action 1**: Reduce raw material consumption
- **Action 2**: Recycle resources & use effectively
- **Action 3**: Expand and diversify renewable resources

**Towards 100% sustainable materials**

**Run-flat technology**

Contribute to conservation of resources by making spare tires unnecessary by being able to continue drive a reasonable distance even if air pressure becomes zero.

**Longer operating life with improved durability**

Truck and bus tires “MB002” series are designed to maintain a high durability in casing and can be retrofitted twice. *1

*1 Applicable to the following product lineup: TR826, TR821R and PR821A. The usage or management conditions of the tire and condition of components other than the tread material also affect the recycling performance. "Retrofitted" means a tire for which the casing is retreaded for a tire to be retreaded.

**Half weight technology**

The technology helps to reduce the volume of raw material that is used in a tire by half, while keeping the tire’s original durability.

**Cutting-edge Revolutionarily Reinforced Radial structure for aircraft tires**

Contribute to conservation of resources by making tires 7 to 10% lighter by new belt construction using high elastic/high strength fiber that offers better safety.

**“Air free Concept (Non-Pneumatic) Tire”**

With a unique structure of spokes stretching along the inner structure of the tire 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*2 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 reductions in CO2 emissions through use of proprietary technologies, Bridgestone believes it is possible to achieve even higher levels of environmental sustainability and safety. Aiming for practical application in 2013, “2nd generation” with enhanced functionality was announced*3.

*2 A synthetic resin that becomes flexible when heated, can be processed into a variety of shapes, and becomes hard when cooled.
*3 The tire can be installed on electric, hybrid and ultra-light vehicles with about four times more weight and about 1.5 times maximum speed, compared to electric car wearing the first generation Air Free Concept Tire.

**Research and development of guayule, a new natural rubber resource**

Bridgestone is performing research that explores extracting natural rubber from the guayule shrub, which is indigenous to the Americas, to use as a new material of tires. Bridgestone Americas Tire Operations, LLC (BATO) holds 114 hectares (280 acres) of land in Mesa, Arizona, USA. On that land, a research farm for cultivation research of guayule was established and put into operation in September 2013. The grand opening ceremony for the “Biorubber Process Research Center” was held in Mesa, Arizona, in September 2014. The research center started production of natural rubber from guayule in 2015 with a goal of practical application in the 2020s.

**Development of a new kind of cellulose fiber**

This fiber can be produced from general-grade pulp and the production volume is expected to increase significantly.

**Improve productivity of Hevea rubber tree**

Bridgestone has implemented a technical assistance program to improve the productivity and quality from small scale farmers by developing diagnostics for Hevea rubber trees.

**Value Natural Resources**

- **Long-term Vision (for 2050 and beyond)**
- **Towards 100% sustainable materials**

**Value Natural Resources**

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

**Main Technologies and Products Towards 100% Sustainable Materials**

- **Run-flat technology**: Contribute to conservation of resources by making spare tires unnecessary by being able to continue drive a reasonable distance even if air pressure becomes zero.
- **Longer operating life with improved durability**: Truck and bus tires “MB002” series are designed to maintain a high durability in casing and can be retrofitted twice.
- **Half weight technology**: The technology helps to reduce the volume of raw material that is used in a tire by half, while keeping the tire’s original durability.
- **Cutting-edge Revolutionarily Reinforced Radial structure for aircraft tires**: Contribute to conservation of resources by making tires 7 to 10% lighter by new belt construction using high elastic/high strength fiber that offers better safety.

**“Air free Concept (Non-Pneumatic) Tire”**

With a unique structure of spokes stretching along the inner structure of the tire 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*2 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 reductions in CO2 emissions through use of proprietary technologies, Bridgestone believes it is possible to achieve even higher levels of environmental sustainability and safety. Aiming for practical application in 2013, “2nd generation” with enhanced functionality was announced*3.

*2 A synthetic resin that becomes flexible when heated, can be processed into a variety of shapes, and becomes hard when cooled.
*3 The tire can be installed on electric, hybrid and ultra-light vehicles with about four times more weight and about 1.5 times maximum speed, compared to electric car wearing the first generation Air Free Concept Tire.

**Research and development of guayule, a new natural rubber resource**

Bridgestone is performing research that explores extracting natural rubber from the guayule shrub, which is indigenous to the Americas, to use as a new material of tires. Bridgestone Americas Tire Operations, LLC (BATO) holds 114 hectares (280 acres) of land in Mesa, Arizona, USA. On that land, a research farm for cultivation research of guayule was established and put into operation in September 2013. The grand opening ceremony for the “Biorubber Process Research Center” was held in Mesa, Arizona, in September 2014. The research center started production of natural rubber from guayule in 2015 with a goal of practical application in the 2020s.

**Development of a new kind of cellulose fiber**

This fiber can be produced from general-grade pulp and the production volume is expected to increase significantly.

**Improve productivity of Hevea rubber tree**

Bridgestone has implemented a technical assistance program to improve the productivity and quality from small scale farmers by developing diagnostics for Hevea rubber trees.
Mr. Yoshida: Even elementary school students know that Bridgestone Group is the world’s largest tire rubber manufacturer. Kao Corporation, on the other hand, has the image of being Japan’s representative detergent and chemical products manufacturer. I don’t think tires are often associated with detergent, so what do you think you have produced together?

Hojo: Eighty percent of the tire consists of rubber and filler powder; a small amount of chemical is used when blending these materials. This time, we have jointly developed this chemical. A black powder called “carbon black” was originally used for the filler, but makers also began using a white powder called “silica” about 20 years ago. Silica offers good fuel efficiency, and enhances grip on rainy days as well. Silica has therefore recently come to be used often for fuel-efficient tires. Carbon black blends well with rubber, which works well with oil. Silica works well with water; however, it does not blend well with rubber. When we were trying to figure out a way to blend them, we had the idea of using a detergent that melts oil well.

Mr. Yoshida: Yes, of course, if you add detergent, you can mix water and oil. That’s where Kao comes in.

Mr. Suenaga: First, allow me to explain about the surface active agents contained in detergent. Surface active agents (surfactants) are substances that alter the boundary (interface) between different substances. Surface active agents facilitate uniform mixing of water and oil, which intrinsically do not mix. These are used in detergents. Utilizing Kao’s know-how with surface active agents, we mixed silica, which has affinity for water, and rubber, which has affinity for oil.

Mr. Yoshida: What do you think specifically was improved by mixing rubber well with silica using surface active agents?

Hojo: In short, it enhanced fuel efficiency. In the past, if it didn’t mix well using silica, it would change to “heat” when silica rubbed on silica when the vehicle was traveling, causing energy to be lost. On the other hand, if silica is mixed sufficiently, fillers do not rub against each other and change to thermal energy, so tires roll without resistance and ultimately result in better fuel efficiency.

Mr. Yoshida: So, Kao has produced a new material designed especially for use with tires?

Mr. Suenaga: That’s right. The “new silica dispersion improver” is especially developed for silica; it enables it to mix (disperse) well, and is furthermore completely made from plants.

Mr. Yoshida: Are tires using this material ready for being sold on the commercial market?

Hojo: In addition to ECOPIA EX20, we plan to gradually adopt it for our tires, one type at a time. We will begin using it for large tires and gradually expand to usage overseas. We will continue to work with Kao to develop good tires, solving problems together, one at a time.
Promotion of Activities in Our Operations

The Bridgestone Group aims to reduce the product defect ratio by focusing on quality management and reducing the amount of waste emitted during production at various production bases. Due to new establishments or closure of facilities, etc., waste emission for 2014 was a total of 321,000 tons, which was an increase over 2013 with 8.7 tons per 100 million yen (waste emission proportional to sales). The 89.6% rate of recycling reflects an increase of 2.0% from 2013. Going forward, we will continue to reduce waste production volumes and recycling rates to contribute to the development of a society that actively recycles.

The Bridgestone Group is committed to "value natural resources" through the efficient use of resources on the planet throughout the lifecycle of products, from raw material procurement to disposal and recycling. In particular, important activities include reducing waste production, limiting waste to landfill and the 3Rs (reduce, reuse, recycle). The Group is working toward the development of a society that actively recycles.

**Examples of Initiatives**

- **Reducing Waste**
- **Approach for Reducing Waste at Manufacturing Facilities**
- **Bridgestone Group Global**
- **BSAM U.S.**

**Reduction of Initiatives to Realize Zero Landfill at Various Production Bases**

*Zero waste to landfill* was maintained for 2014 by completely eliminating landfill waste at the Wilson Plant, the Aiken Plant and the Anoka Plant. The Kings Mountain Plant and Gastoria Plant achieved zero waste to landfill status since July 2014. BSAM also has been proactively involved in recycling initiatives at tire facilities since 2006, and has reduced the percentage of landfill waste included in amount of waste from 50% to less than 10%.

The Bridgestone Group has achieved zero waste to landfill status at all its production facilities in Japan and four tire facilities in China, and will continue to work as a group to reduce waste emission and recycle waste.

**Waste Production at Bridgestone Group Manufacturing Facilities**

<table>
<thead>
<tr>
<th>Year</th>
<th>Waste (1,000t)</th>
<th>Unit (1,000 million yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>292</td>
<td>4.2</td>
</tr>
<tr>
<td>2013</td>
<td>280</td>
<td>4.9</td>
</tr>
<tr>
<td>2012</td>
<td>266</td>
<td>5.3</td>
</tr>
<tr>
<td>2011</td>
<td>256</td>
<td>5.7</td>
</tr>
</tbody>
</table>

*Because we refined past data, the data above differ slightly from Environmental Report 2014.

**Efforts to Recycle Used Tires in America**

Bridgestone Retail Operations, LLC (BSRO) has been implementing the "Three-Hard program" since 2012 with a goal that for every new tire sold in the United States, one spent tire would be reused for a valuable purpose.

Initiatives include a support of free recovery and recycling of tires abandoned in parks and rivers through a partnership with the "River Network" volunteer organization. The company has also provided support for more than 400 regional cleanup initiatives all over the United States, and has collected over 100,000 discarded tires. The company has annually donated $25,000 to support the River Rally and the River Network, as well as an additional $5,000 in 2014 which was collected through Redr Hick Green campaign to educate customers about fuel-efficient tires. The community-involvement initiatives are currently being expanded from the U.S. to South and Central America, and will continue in the future as well.

**Operation of Facilities Oriented toward Recycling of Used Tires**

Bridgestone Tire Japan Co., LTD (BTJ) operates the Bridgestone Tire Recycle Center Osaka. The center combines functions of a retread tire manufacturing facility and an intermediate used tire treatment facility in a single location, and it enables collection of customers' used tires, and reusing and recycling of all the collected tires. The center won the "Bridgestone Environmental Activities Award" for 2014 presented by the Bridgestone Group in Japan. We will continue to work at resource to rework in a more sustainable way.

**Bridgestone's activities to “Value natural resources”**

- Reducing waste production
- Limiting waste to landfill
- Reusing packaging materials
- Saving resources for labeling
- Longer life of products
- Reducing, reusing and recycling of used products
- Eliminating the need for spare tires

**Activities towards “Value natural resources”**

- Raw material procurement
- Manufacturing
- Distribution and sales
- Use
- Disposal and recycling

**Value Natural Resources**

- Raw material procurement
- Manufacturing
- Distribution and sales
- Use
- Disposal and recycling

**Examples of Initiatives**

- **Reducing Waste**
- **Approach for Reducing Waste at Manufacturing Facilities**
- **Bridgestone Group Global**
- **BSAM U.S.**

**Recycling of Used Tires**

- **Efforts to Recycle Used Tires in America**
- **Operation of Facilities Oriented toward Recycling of Used Tires**
- **Activities to Reduce Environmental Impact of Used Tires through WBCSD Bridge**

**It is projected that approximately one billion used tires will 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, the company 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 related industries and governments in various countries to appropriately manage used tires and reduce the environmental impact through the publication of “End-of-Life Tires: A Framework for Effective ELT Management Systems” and disclosure of survey results.**

**Source: JATMA**
Reduce CO2 Emissions

**Contribute to the globally agreed target**

Over 50% reduction of CO2 emissions

**Activity Concept**

- **Raw material procurement**
- **Energy used**
- **Fuel usage**
- **CO2 avoided due to transportation**

<table>
<thead>
<tr>
<th>Raw material procurement</th>
<th>Energy used</th>
<th>Fuel usage</th>
<th>CO2 avoided due to transportation</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.8%</td>
<td>2.0%</td>
<td>86.4%</td>
<td>0.3%</td>
</tr>
</tbody>
</table>

As a supplier to the automotive industry, the Bridgestone Group is paying close attention to the impact of CO2 emissions. Based on the projections of IPCC*4 and other internationally recognized agencies, the Group has established a goal to reduce CO2 emissions in our business operations.

Our efforts to reduce CO2 emissions go beyond tire manufacturing. The Bridgestone Group has committed to reducing CO2 emissions through the lifecycle of the tire. The tire lifecycle stage that accounts for the largest volume of CO2 emissions is ‘Use (Driving).’ Tire contribution to automobile exhaust emissions can be lowered by reducing rolling resistance, thus improving vehicle fuel efficiency and contributes to reduction of amount of CO2 emission from the vehicle. The Group will continue its efforts to reduce amount of CO2 emission for the lifecycle of our products, including the time while the product is being used.

Along with striving to mitigate climate change by reducing amount of CO2 emission, the company recognizes the risk of Group activities on climate change and is implementing adaptation measures such as conducting research on providing natural rubber from areas other than tropical regions.

1. At the G8 Hokkaido Toyako Summit (held in July 2008) 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, along with emerging nations including China, India and others, adopted this target as a shared global objective.

2. Bridgestone participates in the Operation Global Warming project that is a cooperative framework for CO2 emission reduction. This project is established by Japan Automobile Tire Manufacturers Association (JATMA) in April 2012.

3. The NanoPro-Tech is a technology that allows engineers to analyze and control the molecular structure of rubber at the nano-scale level.

4. Intergovernmental Panel on Climate Change

**Mid-term Environmental Targets (by 2020)**

- **35% reduction in CO2 from the company’s total operations (raw material and component procurement, manufacturing and logistics) and also its products’ after-use.**
  *(Compared to 2005, Per Unit of Sales)*

- **Improve tire-rolling efficiency by 25%, and the reduction in CO2 emissions related to Bridgestone’s operations and its products’ after-use.**
  *(Compared to 2005)*

**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

**2014 performance**

- **Fuel Efficiency-Infuencing Tire-Rolling Efficiency: 12.7% Improvement**
  *(Compared to 2005)*

Regarding the amount of CO2 emitted from tire lifecycle stages other than use, we established a target of 35% reduction relative to our sales by 2020, and recorded a 31.8% reduction (compared with 2005) by 2014. The total amount of CO2 emission was also reduced compared with 2005. We are striving to document our track record of CO2 emissions by third-party assurance. (See page 27)

Likewise, the Bridgestone Group has established 25% improvement in tire-rolling efficiency by 2020 as a target. By 2014, we achieved an improvement of 12.7% (compared with 2005). This CO2 reduction contribution is the equivalent of approximately 6.8 million tons*1, improving rolling efficiency while maintaining safety is a difficult task that requires innovative 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.

*1 Calculated based on ‘Tire LCCO2 calculation guidelines Ver. 2.0’ established by Japan Automobile Tire Manufacturers Association (JATMA) in April 2012

*2 The NanoPro-Tech is a technology that allows engineers to analyze and control the molecular structure of rubber at the nano-scale level.

**CO2 Emissions From Lifecycle Stages Other Than Use:**

**CO2 Emissions Per Unit of Sales from Lifecycle Stages Other Than Use**

<table>
<thead>
<tr>
<th>Column</th>
<th>Raw material</th>
<th>Manufacturing</th>
<th>Distribution</th>
<th>Use (Driving)</th>
<th>After-use*2</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>17.0%</td>
<td>26.4%</td>
<td>3.0%</td>
<td>29.4%</td>
<td>9.8%</td>
</tr>
<tr>
<td>2012</td>
<td>14.7%</td>
<td>21.7%</td>
<td>3.4%</td>
<td>26.7%</td>
<td>9.9%</td>
</tr>
<tr>
<td>2013</td>
<td>14.1%</td>
<td>19.7%</td>
<td>3.7%</td>
<td>27.5%</td>
<td>9.8%</td>
</tr>
<tr>
<td>2014</td>
<td>13.0%</td>
<td>20.2%</td>
<td>3.7%</td>
<td>27.8%</td>
<td>9.8%</td>
</tr>
</tbody>
</table>

*2 The NanoPro-Tech is a technology that allows engineers to analyze and control the molecular structure of rubber at the nano-scale level.

**CO2 Emission Reduction Rates by Lifecycle Stage**

<table>
<thead>
<tr>
<th>Column</th>
<th>Raw material</th>
<th>Manufacturing</th>
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</tr>
</thead>
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<tr>
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<td>3.4%</td>
<td>26.7%</td>
<td>9.9%</td>
</tr>
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<td>27.5%</td>
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</tr>
<tr>
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<td>27.8%</td>
<td>9.8%</td>
</tr>
</tbody>
</table>

*2 The NanoPro-Tech is a technology that allows engineers to analyze and control the molecular structure of rubber at the nano-scale level.

**Rolling Resistance Coefficient of Tires**

<table>
<thead>
<tr>
<th>Speed</th>
<th>Base</th>
<th>70%</th>
<th>60%</th>
<th>50%</th>
<th>40%</th>
<th>30%</th>
<th>20%</th>
<th>10%</th>
</tr>
</thead>
<tbody>
<tr>
<td>70</td>
<td>0.95</td>
<td>0.90</td>
<td>0.85</td>
<td>0.80</td>
<td>0.75</td>
<td>0.70</td>
<td>0.65</td>
<td>0.60</td>
</tr>
<tr>
<td>60</td>
<td>0.95</td>
<td>0.90</td>
<td>0.85</td>
<td>0.80</td>
<td>0.75</td>
<td>0.70</td>
<td>0.65</td>
<td>0.60</td>
</tr>
<tr>
<td>50</td>
<td>0.95</td>
<td>0.90</td>
<td>0.85</td>
<td>0.80</td>
<td>0.75</td>
<td>0.70</td>
<td>0.65</td>
<td>0.60</td>
</tr>
<tr>
<td>40</td>
<td>0.95</td>
<td>0.90</td>
<td>0.85</td>
<td>0.80</td>
<td>0.75</td>
<td>0.70</td>
<td>0.65</td>
<td>0.60</td>
</tr>
<tr>
<td>30</td>
<td>0.95</td>
<td>0.90</td>
<td>0.85</td>
<td>0.80</td>
<td>0.75</td>
<td>0.70</td>
<td>0.65</td>
<td>0.60</td>
</tr>
<tr>
<td>20</td>
<td>0.95</td>
<td>0.90</td>
<td>0.85</td>
<td>0.80</td>
<td>0.75</td>
<td>0.70</td>
<td>0.65</td>
<td>0.60</td>
</tr>
<tr>
<td>10</td>
<td>0.95</td>
<td>0.90</td>
<td>0.85</td>
<td>0.80</td>
<td>0.75</td>
<td>0.70</td>
<td>0.65</td>
<td>0.60</td>
</tr>
</tbody>
</table>

*1 Because we refer past data, the data shown after slightly vary from both Environmental Report 2014 and CSR Report 2014. Includes CO2 emissions reduction activities and exchange rate fluctuations of sales.
Using rubber material development technology cultivated through the development of the “ECOPIA” fuel-efficient tire, Bridgestone began marketing its flame-resistant conveyor belt that add further capacity to save energy in November 2014.

High efficiency and cost reduction have recently become important themes at facilities, resource energy development, etc. The most significant source of energy loss from belt conveyor operation is produced by resistance when the belt travels across rollers (roller crossing resistance). By focusing on this roller crossing resistance and utilizing the rubber materials development technologies cultivated in the tire business, the Company succeeded in developing a conveyor belt designed to save energy while maintaining flame resistance. The company will continue to contribute to solutions for customer’s challenges by taking advantage of the Bridgestone Group’s advanced technical capacity.

The Bridgestone Group is working to reduce CO2 emissions from its facilities by using energy more efficiently and switching to alternative forms of energy that result in lower emissions. As a result of these efforts, CO2 emissions in 2013 per unit of sales were 27.6% lower than in 2005. Going forward, we are working to introduce more energy-efficient equipment and implement stringent energy management measures to realize further reductions in CO2 emissions.

The Rangsit Plant of Thai Bridgestone Co., Ltd. (TBSC) acquired International Standard ISO50001 for energy management systems in January 2015. The Wilson Plant of Bridgestone Americas, Inc. (BSAM) became the first tire facilities in the world to obtain ISO50001 in October 2012, followed by the technical center of Bridgestone Europe NV/SA (BSEU) in May 2012. The Bridgestone Group is working on identifying the main factors of energy consumption, defining an effect index, setting targets, informing employees, enhancing capacity of engineers at related facilities, forming a special team for saving energy and making energy management more efficient.
Environmental Management

The Bridgestone Group has developed the Total Environmental Advanced Management System, or TEAMs, which is a Group’s own environmental management system (EMS) that serves as a foundation for environmental activities. The values and practices learned through certifying all Bridgestone’s production facilities to the ISO 14001 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)
- Global Environmental Management

ISO 14001 Certification in the Bridgestone Group

<table>
<thead>
<tr>
<th>Certified sites</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>162</td>
<td>99.4%</td>
</tr>
</tbody>
</table>

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 2014, 162 (over 99%) of the Group’s production facilities have obtained the ISO 14001 certification. We plan to continue our efforts even further by achieving and maintaining ISO 14001 certification for all target facilities. 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.

We have an EMS for all Bridgestone operations in Japan—including all factories, the headquarters office and technical centers—and have received a single multi-sites ISO 14001 certification. 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 also are 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 Facilities defined by Bridgestone as needing ISO 14001 certification.

Environmental Management at SBU and Business Facilities

The Bridgestone Group is taking various measures in the areas of system development and human resources development in order to improve environmental management at SBUs and business facilities.

For the system development, we have conducted environmental assessments since 2010 and evaluated the environmental management constitution (structure and functionality) at three levels (Level I, Level II and Level III). Level I needs improvement, Level II demonstrates system- atic competence, and Level III demonstrates sustainable proficiency. We conducted the assessment in all of our manufacturing facilities*1 in 2014 and use the PDCA process based on the results to improve our constitution.

The Group holds regular training programs to advance development of environmental personnel and enhance the environmental education system in the entire Group. In 2014, the training program was held in Japan, China, Asia, North America and EU countries, with more than 150 partici- pants engaged in environmental improvement activities and projects. The environmental training program included on-site training and discussions among participants, aiming to further enhance the abilities of environmental personnel and foster greater coordination within the regions. We are planning to hold the program in 2015 and beyond.

*1 Facilities defined by Bridgestone as needing ISO 14001 certification.

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 lifecycle, from the procurement of raw materials to after 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 Group has developed Standards for Eco-Products for all of its products and services based on the above identified environmental goals, as well as comfort and safety. We also are striving to develop new products and services which contribute to a reduction in environmental impact.

- Criteria for Eco-Products

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.

This four-stage system checks and certifies the environmental management systems at new factories, such as the establishment of an 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 2014, five facilities in five countries achieved certification.

Promotion of Environmental Activities throughout the Supply Chain

Working together with suppliers, the Bridgestone Group developed the CSR Procurement Guidelines in order to promote environmental activities throughout the supply chain. 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 of biodiversity and others. We are improving our chemical product management system by including in these guidelines an original chemical list prepared by the Group to prevent undesirable chemicals from getting mixed in among the items we procure. We also encourage our suppliers cooperate in environmental improvement by holding an annual procurement policy meeting to gain understanding of Bridgestone’s policy on procurement.

We have developed a CSR Self-Check Sheet as a tool to assist suppliers with enhancing environmental commitment. We hold CSR training sessions and provide on-site support based on the check results, and are working together with suppliers in their environmental activities. We received CSR Self-Check Sheet from approximately 90 percent of the suppliers in 2014, we also visited two compa- nies to provide assistance.

Bridgestone have been an engaged member of the Japan Business Initiative for Biodiversity since 2010 to further promote environmental conservation. As a member of the working group consisting of businesses of various types, we are involved in research techniques that are useful when businesses implement measures to protect and preserve biodiversity from impacts of the supply chain and impacts on the environment “visible,” etc.

Award for Environmental Activities of Suppliers

In 2013, Bridgestone established the “Green Partner Award” to recognize suppliers for their environmental activities. Based on the Environmental Mission Statement of the Bridgestone Group, “in harmony with nature,” “value natural resources,” “Reduce CO2 emissions,” it comments activities that help reduce the environmental footprint and result in an environmental contribution. The award was presented to two suppli- ers in 2014.
Environmental Communication

Company Environmental Awards

External Assessment

Each 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. The “Tires4Ward Program” of Bridgestone Retail Operations received the “Bridgestone Group Awards for Environment Excellence” for 2014. (See page 18)

Global Initiatives that Contribute to Sustained Development of the Tire and Automobile Industries

The Bridgestone Group participates in the “Tyre Industry Project” and “Sustainable Mobility Project 2.0” established under the World Business Council for Sustainable Development (WBCSD), which is headquartered in Geneva, Switzerland.

Activities of the Tyre Industry Project

As one of the chair companies of the Tyre Industry Project, Bridgestone is a leader in addressing environmental and public-health-related issues associated with tires and the tire industry.

Research on the impact of tire wear particles on the environment

The project includes assessment and analysis of the impact of particles produced by tires in use on the environment.

Global development of effective used tire management system

Concerning effective management of used tires, a “discarded tire management manual” has been issued, and activities are being promoted continuously to expand Group Global. (See page 18)

Initiatives of “Sustainable Mobility Project 2.0”

With this project, a cross-sectional group of businesses, etc., related to mobility such as automobiles, railways, tires, etc., is created and initiatives are being taken to realize sustainable development of mobility which is an important factor of a recycling-focused society. Bridgestone is participating in a traffic congestion mitigation project in Bangkok, Thailand, and is pursuing initiatives in collaboration with other pertinent companies.

Global Assessment

Major Environmental Ranking and Rating Systems (2014)

- CDP (Carbon Disclosure Project) disclosure score
  - 27 out of 100
- DJJS (Dow Jones Sustainability Index) Asia Pacific
  - selected
- The 18th Nikkei Environmental Management Survey
  - 26th (manufacturing) / 415 companies in Japan
- The 9th Toyo Keizai CSR Ranking (Environment)
  - 5th / 1,335 companies in Japan

Award ceremony

Major External Environmental Awards and Certifications (2014)

<table>
<thead>
<tr>
<th>Award/Certification</th>
<th>Activity</th>
<th>Recipient of award/certification</th>
</tr>
</thead>
<tbody>
<tr>
<td>“The Technology International Awards for Innovation and Excellence 2014”</td>
<td>Development of “logic” next-generation fuel-efficient technology</td>
<td>Bridgestone Corporation</td>
</tr>
<tr>
<td>2014 Nissan Global Environment Technology Award for Excellence</td>
<td>Development and preparation of “logic” next-generation fuel-efficient technology</td>
<td>Bridgestone Corporation</td>
</tr>
<tr>
<td>2014 Global Warning Prevention Initiative Minister of Environment Award</td>
<td>Development and preparation of “logic” next-generation fuel-efficient technology for practical use</td>
<td>Bridgestone Corporation</td>
</tr>
<tr>
<td>2014 Good Design Award</td>
<td>ECOPRO EX20 fuel-efficient tire</td>
<td>Bridgestone Corporation</td>
</tr>
<tr>
<td>Reduce / Reuse / Recycle Promoter Award</td>
<td>Creation of good recycling-supported environment by turning tree trimmings into wood chips</td>
<td>Bridgestone Green Landscape Corporation</td>
</tr>
<tr>
<td>Environmental Communication Award for Excellence</td>
<td>Environmental Communication Report, “Bridgestone Group Environmental Report 2014”</td>
<td>Bridgestone Corporation</td>
</tr>
<tr>
<td>Operations</td>
<td>Environmental activities in general</td>
<td>P.T. Bridgestone Sumatra Rubber Estate</td>
</tr>
<tr>
<td>Green Industry Awards 2014</td>
<td>Environmental activities in general</td>
<td>Bridgestone Americas, Inc.</td>
</tr>
<tr>
<td>Northeast Energy Efficiency Partnership (NEEP) 2014</td>
<td>Energy conservation promotion</td>
<td>Firestone Building Products Company, LLC Bristol Plant</td>
</tr>
<tr>
<td>New Mexico’s Administrative Commission of Municipal People’s Government “Superior Business” Recognition 2014</td>
<td>Business activities in general, including the environment</td>
<td>Bridgestone (China) Investment Co., Ltd.</td>
</tr>
<tr>
<td>HONDA Green Factory Environmental Achievement Recognition 2014</td>
<td>Environmental activities in general</td>
<td>Bridgestone Americas, Inc.</td>
</tr>
<tr>
<td>Recognition by the Quebec Coalition of Watershed Organizations</td>
<td>Wastewater treatment management</td>
<td>Bridgestone Americas, Inc.</td>
</tr>
<tr>
<td>2014 Massachusetts ECO Enterprise Award for Excellence</td>
<td>GHG emission reduction, etc.</td>
<td>Bridgestone Corporation, Tochigi Plant</td>
</tr>
<tr>
<td>Yokohama City, Global Warming Prevention Plan/System, Excellent Business Award</td>
<td>GHG emission reduction</td>
<td>Bridgestone Corporation, Yokohama Plant</td>
</tr>
<tr>
<td>Ciudad de Burgos award</td>
<td>Environmental activities in general</td>
<td>Bridgestone Europe NV/SA Burgos Plant</td>
</tr>
<tr>
<td>2014 China CSR Contribution Award</td>
<td>Business activities in general, including the environment</td>
<td>Bridgestone (China) Investment Co., Ltd.</td>
</tr>
<tr>
<td>Best Environmental Protection and Public Welfare Practice Award</td>
<td>Environmental activities in general</td>
<td>Bridgestone (China) Investment Co., Ltd.</td>
</tr>
</tbody>
</table>

Community Activities

- 2014 Tennessee Environmental Stewardship Award “Excellence in Sustainable Performance” | Collecting and recycling of used tires “Tires4Ward Program” | Bridgestone Americas, Inc. |
- CSM SW Department of Industrial Works Award 2014 | CSR activities in general | Bridgestone Americas, Inc. |
- Letter from N.C. DENR Secretary | Environmental activities in general | Bridgestone Americas, Inc. |
- Chichibu City Green Curtain Contest 2014 Special Award | Environmental activities in general | Bridgestone Americas, Inc. |
- “Annual Pretreatment Compliance Awards Banquet” 2014 City of Wilson Pretreatment Compliance Gold Award | Compliance | Bridgestone Americas, Inc. |
- Citizens Gathering to Think about the Environment Certificate of Gratitude | Environmental activities in general | Bridgestone Americas, Inc. |

*1 Growth of climbing facilities over building windows for energy saving.
CO2 emission data (Scope 1/2/3) was provided through evaluation by a third-party institution based on and conforming to ISAE3000 and conforming to ISO14064-3. Water intake data was provided by testing implemented by a third-party verification based on and conforming to ISAE3000. Verification of primarily production based in 3 countries, 5 bases/facilities was conducted by on-site inspection; issues at the various bases were identified and solutions were proposed and implemented. Initiatives to further reduce CO2 emission are also being implemented.

**On-site inspection at Hofu Plant, Japan**

**On-site inspection at Bekasi Plant, Indonesia**

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* It is on the homepage: http://www.bridgestone.com/responsibilities/environment/mission/emissions3.html

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<table>
<thead>
<tr>
<th>Bases where on-site inspection was implemented for third-party verification in 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of country</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>Japan</td>
</tr>
<tr>
<td>Japan</td>
</tr>
<tr>
<td>Japan</td>
</tr>
<tr>
<td>U.S.</td>
</tr>
<tr>
<td>Indonesia</td>
</tr>
</tbody>
</table>

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**Main Performance Indicators**

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

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**Table 1  Third-party Assurance of Environment Data**

<table>
<thead>
<tr>
<th>Data items</th>
<th>Results in 2012</th>
<th>Results in 2013</th>
<th>Results in 2014</th>
<th>GRI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount of raw materials used</td>
<td>4,144,000 tonnes</td>
<td>4,329,000 tonnes</td>
<td>4,210,000 tonnes</td>
<td>G4-EN1</td>
</tr>
<tr>
<td>Total consumption of energy</td>
<td>46,100,000 GJ</td>
<td>46,781,000 GJ</td>
<td>45,762,000 GJ</td>
<td>G4-EN3</td>
</tr>
<tr>
<td>Energy consumption (fuel)**1</td>
<td>716,000 kJ</td>
<td>729,000 kJ</td>
<td>705,000 kJ</td>
<td>G4-EN3</td>
</tr>
<tr>
<td>Energy consumption (electricity)</td>
<td>4,520,000 MWh</td>
<td>4,635,000 MWh</td>
<td>4,629,000 MWh</td>
<td>G4-EN3</td>
</tr>
<tr>
<td>Energy consumption (steam)</td>
<td>2,063,000 GJ</td>
<td>1,821,000 GJ</td>
<td>1,812,000 GJ</td>
<td>G4-EN3</td>
</tr>
<tr>
<td>Energy consumption per unit of sales</td>
<td>1,917 GJ/100 million yen</td>
<td>1,311 GJ/100 million yen</td>
<td>1,246 GJ/100 million yen</td>
<td>G4-EN5</td>
</tr>
<tr>
<td>Reduction volume of energy consumption</td>
<td>2,386,000 GJ</td>
<td>-681,000 GJ</td>
<td>989,000 GJ</td>
<td>G4-EN6</td>
</tr>
<tr>
<td>Total water intake</td>
<td>82,189,000 m³</td>
<td>83,236,000 m³</td>
<td>77,278,000 m³</td>
<td>G4-EN8</td>
</tr>
<tr>
<td>Water intake (surface water)</td>
<td>—</td>
<td>3,080,000 m³</td>
<td>5,570,000 m³</td>
<td>G4-EN8</td>
</tr>
<tr>
<td>Water intake (groundwater)</td>
<td>—</td>
<td>21,428,000 m³</td>
<td>12,730,000 m³</td>
<td>G4-EN8</td>
</tr>
<tr>
<td>Water intake (water supply, industrial water)</td>
<td>—</td>
<td>20,269,000 m³</td>
<td>19,228,000 m³</td>
<td>G4-EN8</td>
</tr>
<tr>
<td>Water intake (sewage)</td>
<td>—</td>
<td>38,258,000 m³</td>
<td>39,749,000 m³</td>
<td>G4-EN8</td>
</tr>
<tr>
<td>Volume of recycled water</td>
<td>511,830,000 m³</td>
<td>445,379,000 m³</td>
<td>517,683,000 m³</td>
<td>G4-EN10</td>
</tr>
<tr>
<td>Greenhouse gas emissions (SCOPE 1)</td>
<td>2,003,000 t-CO₂</td>
<td>2,038,000 t-CO₂</td>
<td>1,922,000 t-CO₂</td>
<td>G4-EN15</td>
</tr>
<tr>
<td>Greenhouse gas emissions (SCOPE 2)</td>
<td>2,450,000 t-CO₂</td>
<td>2,571,000 t-CO₂</td>
<td>2,565,000 t-CO₂</td>
<td>G4-EN16</td>
</tr>
<tr>
<td>Greenhouse gas emissions (SCOPE 3)*1</td>
<td>110,037,000 t-CO₂</td>
<td>120,994,000 t-CO₂</td>
<td>125,888,000 t-CO₂</td>
<td>G4-EN17</td>
</tr>
<tr>
<td>CO2 emissions per unit in Lifecycle stages**2</td>
<td>469 tonnes/100 million yen</td>
<td>415 tonnes/100 million yen</td>
<td>385 tonnes/100 million yen</td>
<td>G4-EN18</td>
</tr>
<tr>
<td>Fuel emission reduction rate in Lifecycle stages (compared with 2005)</td>
<td>17.0%</td>
<td>26.4%</td>
<td>31.8%</td>
<td>G4-EN19</td>
</tr>
<tr>
<td>NOx emissions (from Bridgestone Corporation)</td>
<td>846 tonnes</td>
<td>800 tonnes</td>
<td>578 tonnes</td>
<td>G4-EN21</td>
</tr>
<tr>
<td>SOx emissions (from Bridgestone Corporation)</td>
<td>499 tonnes</td>
<td>456 tonnes</td>
<td>424 tonnes</td>
<td>G4-EN21</td>
</tr>
<tr>
<td>Total water discharge</td>
<td>66,981,000 m³</td>
<td>71,387,000 m³</td>
<td>63,088,000 m³</td>
<td>G4-EN22</td>
</tr>
<tr>
<td>Waste discharge</td>
<td>293,000 tonnes</td>
<td>296,000 tonnes</td>
<td>321,000 tonnes</td>
<td>G4-EN24</td>
</tr>
<tr>
<td>Volume of recycled waste</td>
<td>255,000 tonnes</td>
<td>259,000 tonnes</td>
<td>287,000 tonnes</td>
<td>G4-EN23</td>
</tr>
<tr>
<td>Volume of waste landfill</td>
<td>38,000 tonnes</td>
<td>37,000 tonnes</td>
<td>34,000 tonnes</td>
<td>G4-EN23</td>
</tr>
<tr>
<td>Investment in environmental preservation**3 (of Bridgestone Corporation)</td>
<td>2.6 billion yen</td>
<td>2.5 billion yen</td>
<td>3.4 billion yen</td>
<td>G4-EN31</td>
</tr>
<tr>
<td>Expenses for environmental preservation**4 (of Bridgestone Corporation)</td>
<td>13.1 billion yen</td>
<td>13.8 billion yen</td>
<td>13.9 billion yen</td>
<td>G4-EN31</td>
</tr>
<tr>
<td>Environmental preservation effective amount**4 (of Bridgestone Corporation)</td>
<td>2.1 billion yen</td>
<td>2.1 billion yen</td>
<td>2.3 billion yen</td>
<td>G4-EN31</td>
</tr>
</tbody>
</table>

*1 Global Reporting Initiative Sustainability Reporting Guidelines (Fourth Edition (G4))

** Number of facilities as of April 1 each year (as of the end of December each year for other data).

---

**Table 2  Main Performance Indicators**

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<th>GRI</th>
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</thead>
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<tr>
<td>Sales of the group</td>
<td>3,039.7 billion yen</td>
<td>3,568.0 billion yen</td>
<td>3,873.9 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>1,820,000 tonnes</td>
<td>G4-9</td>
</tr>
<tr>
<td>Number of employees</td>
<td>143,446</td>
<td>145,029</td>
<td>144,632</td>
<td>G4-9</td>
</tr>
<tr>
<td>Number of manufacturing facilities**2</td>
<td>176</td>
<td>178</td>
<td>172</td>
<td>G4-9</td>
</tr>
</tbody>
</table>

**Table 3  Environment-Related Data**

<table>
<thead>
<tr>
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** Number of facilities as of April 1 each year (as of the end of December each year for other data).
Disclosure of Financial and Non-Financial Information

The Bridgestone Group is following developments of the disclosure of non-financial information occurring 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 in English for the Group, as well as environmental or sustainability reports in each of the regions where we operate.

[Non-Financial Information] Environmental Information

[Financial Information]

Investor Relations

Annual Report

Overview of Bridgestone Group

Overview

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 126,354 million (As of December 31, 2014)
Net sales: Consolidated: JPY 3,673.9 billion
Non-consolidated: JPY 990.7 billion
Employees: Consolidated 144,632 (As of December 31, 2014)
Non-consolidated 14,248 (As of December 31, 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
<Chemical and industrial products> Antivibration and noise-insulating materials, Polyurethane foam products, Electro-materials, Industrial rubber products, Building products, 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 2013 (based on sales figure)

Sales by Business Segment (in 2014)

Sales by Market (in 2014)