REPORTING FRAMEWORK

EDITORIAL POLICY

To communicate initiatives intended to increase corporate value over the medium to long term, the Group reports financial and non-financial information in accordance with the following reporting framework. In preparing these reports, the Group referred to the International Integrated Reporting Framework proposed by the International Integrated Reporting Council (IIRC).

In the following report, the Group describes for a wide range of stakeholders its fundamental management policies for achieving sustainable growth, clarifies the social and environmental issues that it seeks to address, and proactively discloses the initiatives that it is taking to address those issues.

OVERVIEW OF CORPORATE COMMUNICATION TOOLS

Library
Investor Relations
Responsibilities
http://www.bridgestone.com/responsibilities/index.html

OUR APPROACH TO SUSTAINABILITY REPORTING

Regarding our approach to Corporate Social Responsibility (CSR), the Bridgestone Group has disclosed detailed information on our corporate website and published the CSR Report and the Environmental Report as tools to facilitate stakeholder understanding of our activities. To communicate the Group’s position on sustainability and related activities more effectively to our stakeholders, starting in 2016, we are integrating the CSR Report and the Environmental Report and are disclosing non-financial information in this Sustainability Report as a complement to the Annual Report, which covers mainly financial information. Furthermore, this report is the Digest Version of the Sustainability Report; more detailed information, including Environment, Social and Governance (ESG) key performance indicators (KPIs), is disclosed in the Full Version of the Sustainability Report and on the website.

ABOUT THIS REPORT

Period
This report focuses on data and activities for fiscal 2015 (the period from January 1 to December 31, 2015), although it also includes some information applicable to years before and after fiscal 2015. The contents of this Digest and the Full Version of the Sustainability Report that are not historical facts are forward-looking, aspirational, and based on information current as of the date of this summary and the Sustainability Report. Actual results may differ materially from those expressed in any forward-looking statement.

Reference Guideline
Sustainability Reporting Guidelines (Version 4.0) (published by the Global Reporting Initiative)

Organizational Coverage
This report covers the initiatives of the Bridgestone Group, including Bridgestone Corporation and subsidiaries and affiliates around the world. Throughout the text, “Bridgestone” or “the Company” refers to Bridgestone Corporation, while “the Bridgestone Group” or “the Group” refers to all group companies, including subsidiaries and affiliates around the world. Notes are provided where this distinction does not apply.
THE BRIDGESTONE ESSENCE
(CORPORATE PHILOSOPHY)

The Bridgestone Group’s mission is based on the words of its founder: “Serving Society with Superior Quality.” To fulfill this mission, The Bridgestone Group has used the concept of “foundation” to demonstrate the sustained commitment of employees to provide its customers with world-class products and services and to serve the communities where Bridgestone does business.

“Serving Society with Superior Quality”

We aspire to offer the best for our customers and to society, not only in terms of our products, services and technology, but in all of our corporate activities.

Our commitment to quality stems not from want of profit, but out of a passion for improving the safety and lives of people everywhere.

Through our Mission, we strive to be a company trusted by the world — a company in which all of us can take great pride.

MISSION

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FOUNDATION

“Seijitsu-Kyocho” [Integrity and Teamwork]

Seijitsu-Kyocho is about adhering to principles of good faith as you carry out your work, in the way you treat others, and as you participate in and engage with society. It is about producing positive outcomes by respecting a diversity of skills, values, experiences, genders, and races and fostering teamwork.

“Shinshu-Dokuso” [Creative Pioneering]

Shinshu-Dokuso is about envisioning the future and proactively challenging ourselves to identify and develop innovations that will further benefit society and respond to customer needs — from the customer’s point of view. It is about unleashing creativity and innovation to develop new business domains and creating demand for new and beneficial products through our own unique methods.

“Genbutsu-Genba” [Decision-Making Based on Verified, On-Site Observations]

Genbutsu-Genba is about taking the time to go on-site and personally verify the facts, then using those observations to make informed decisions. It is about not being satisfied with the current situation, and making informed decisions that will lead us ever closer to ideal products and solutions.

“Jukuryo-Danko” [Decisive Action after Thorough Planning]

Jukuryo-Danko is about investigating all options and the full range of possibilities, giving careful thought as to how to execute the decided course of action. It is about identifying what is necessary and deciding on a vision. And once a decision and course of action is determined, it is about moving forward with a sense of urgency.
Sustainability as our core business strategy

This past year marked an important milestone as the United Nations adopted 17 sustainable development goals (SDGs) aimed at helping define those issues around which all people can engage in order to achieve the goals of a more prosperous, equitable and sustainable world. It was also a year when the world community called into question how companies relate to society. In my view, it seems that business is now viewed with more and more skepticism.

Personally, I consider both companies and individuals to be social beings. As we operate our business, we are also responsible for meeting society’s expectations, as well as the diverse and varied expectations of stakeholders, expectations that are always changing and evolving. Companies that are unable or unwilling to meet — and exceed — these expectations and provide solutions will not grow. It is my belief that our company, in particular, must offer new ways to address and resolve society’s many issues through the use of our innovative mindset and sophisticated technologies. I believe society fully expects us to employ that innovative approach and our world class technologies to contribute to a sustainable society.

Of the many issues we all face with regard to sustainability, I believe that the Bridgestone Group is well positioned to leverage its businesses to focus on addressing concerns in the areas of mobility and the environment, while at the same time ensuring that the places where we work are better places to live.

Obviously we are very closely connected with mobility, meaning the movement of people and things — it is our core business. In addition to tires for automobiles, our involvement in providing mobility solutions to the mining industry and other commercial industries involved in the transport of people, goods and products offers opportunities for doing so more efficiently and in ways that are more environmentally friendly. We will center our innovation activities on technologies and solutions that will support these opportunities and which will benefit society and our planet.

Building trust and respect both in our communities and with our employees is essential for our sustainable growth. Therefore, we are committed to contributing to improvements in the way people live and work with a special focus on initiatives which support three themes: contributing to a safer society; accessible and inclusive education; and promoting healthier communities.

The state of our environment represents one of the truly pressing issues facing humankind today. It is no exaggeration to say that our Earth is at risk. It is therefore imperative that we offer ways to address this crisis through both technology and our social systems. We must accelerate our environmental initiatives, not just at the individual company level, but through activities by and through global industry associations such as the Tire Sector group of the World Business Council for Sustainable Development.

In order to grow as a company while simultaneously addressing issues related to sustainability, one approach is

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**COMMITMENT OF MANAGEMENT**

Masaaki Tsuya (Left)  
Member of the Board  
CEO and Representative Executive Officer  
Concurrently Chairman of the Board

Kazuhisa Nishigai (Right)  
Member of the Board  
COO and Representative Executive Officer
to focus on the evolution from providing “goods” to providing “goods + services.” For instance, one area of our business involves the sale of large tires for mining applications. This is an area where quality requirements are rigorous and efficiency considerations are paramount. Another area of our business relates to the supply of conveyor belts to mines, for which quality demands are also stringent. Until recently, we responded to the customers’ needs for each of these product lines through separate business units concentrating on the products themselves. Moving forward, we will propose combined product and service packages. The new offerings will go beyond merely supplying tires or belts to customers and instead will employ technology to monitor mine conditions and recommend product and service combinations that provide optimum efficiencies for the mine operators, as well as provide services that can identify need for new products or services before a breakdown or a problem occurs. Should a problem occur, however, we will respond promptly and be in the best position to provide the product and service combinations most useful to the customer. This approach will enable us to use resources more efficiently throughout the product’s service life. It will also generate social value by enhancing the management of products at the end of their useful lives thereby further reducing the mining customers’ environmental impact. As we shift from selling individual products to providing solutions, our goal is to be the partner of choice for companies from the time the mine is in its development stages through the full course of its operations, with our business growing both in terms of customer value and social value.

By developing these solutions in a variety of sectors to address social issues related to the environment and mobility, I am convinced that not only will we secure a sustainable competitive advantage as a business but we will be helping to build a sustainable society.

About Bridgestone’s Worldwide Olympic Partnership

Bridgestone is participating in the Olympic Movement as a Worldwide TOP Partner of the Olympic Games and the Olympic Winter Games through the summer of 2024. The Olympic Games span a variety of segments and groups, which I believe makes it a truly global and universal platform. Bridgestone operates in alignment with its mission of “Serving Society with Superior Quality” and endorses the fundamental principles of the Olympic Movement, which is to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society and the preservation of human dignity. For these reasons, we are extremely proud to become a Worldwide Partner, and will communicate to the world the Bridgestone message — “Chase Your Dream” — through the highest level of performance, products and services."

**Creating common value with our customers and society**

Meanwhile, we fully understand that our responsibility and obligation “To Serve Society with Superior Quality” includes an unwavering commitment to the safety of our employees in all our facilities, full compliance with applicable laws and regulations, as well as mitigating risk in all of our operations.

In 2015, Bridgestone unveiled its Quality Mission Statement which joins the Safety Mission Statement, the Environmental Mission Statement and the Bridgestone Essence to comprise the full Bridgestone Essence Framework. This third component of the Framework is intended to highlight and bring into full focus our steadfast commitment to society that quality is at the core of all we do and who we are. Going forward, we will continue to work to further enhance, instill and promote quality initiatives globally throughout the Group, all as articulated by the Bridgestone Essence Framework.

Four years have passed since Kazuhisa Nishigai, our COO, and I joined together as a new management team began our journey of management reform. I believe 2016 will prove to be a meaningful time for reflection as we consider the next stage of these reforms and the further development and growth of our business. This year also marks our debut as an Olympic Partner at the Olympic Games Rio 2016. Organizationally, we have taken our first steps in developing new business models, including the launch of the mining solutions company mentioned earlier. For these reasons, I believe this will be a significant year for Bridgestone. Going forward, we will continue to strive to become a truly global company and one that is “Dan-Totsu” in all aspects of our business. We will work to fulfill our social obligations and responsibilities, pursue a sustainable society and strive to create common value with our customers and society as a whole.

*Member of the Board*

**CEO and Representative Executive Officer**

**Concurrently Chairman of the Board**

**Masaaki Tsuya**

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*SUSTAINABILITY REPORT 2015*
Based on its mission of “Serving Society with Superior Quality” as declared in the Bridgestone Essence (corporate philosophy), the Bridgestone Group places importance on its shareholders’ success, as well as contributing to the development of society. As a global leader in the tire and rubber industries, we aim for sustainable growth as a company that contributes to the creation of a sustainable society while embracing our responsibility to future generations.

Based on these beliefs, we not only ensure compliance with the basic social norms and rules underpinning our continued existence as a corporate entity, but also contribute to resolving social issues through innovation and cutting-edge technologies. We are able to extend our value beyond our customers to society, as a whole, and build trust and respect by contributing to community development. After considering materiality from a variety of perspectives as described below, we recognize Mobility, People, and Environment to be priority areas.

**BRIDGESTONE’S APPROACH TO SUSTAINABILITY**

The Bridgestone Group is the world’s largest tire and rubber company, exceedingly engaged in the movement of people and goods. We contribute to the sustainable growth of a mobile society, providing optimal modes of mobility for people and society in the areas of accessible mobility, safe transportation, and smart mobility through Bridgestone’s latest technologies and innovations. The Bridgestone Group develops business activities with approximately 145,000 employees in over 150 countries around the world. We build trust and respect in communities by contributing to a safer society, accessible and inclusive education, and promoting healthier communities. Through these activities, we contribute to the betterment of society in the countries where we develop business through the people we employ. As a result, the Bridgestone Group aims to build trust and respect both in communities and with our employees.

**MOBILITY**

**PEOPLE**

The Bridgestone Group develops business activities with approximately 145,000 employees in over 150 countries around the world. We build trust and respect in communities by contributing to a safer society, accessible and inclusive education, and promoting healthier communities. Through these activities, we contribute to the betterment of society in the countries where we develop business through the people we employ. As a result, the Bridgestone Group aims to build trust and respect both in communities and with our employees.

**ENVIRONMENT**

Protecting the environment is one of the most critical social issues faced by humanity, and Bridgestone recognizes that industry as a whole has an important role to play for it. Having established the Long-term Environmental Vision for the year 2050 and beyond, as well as mid-term targets for the year 2020, the Bridgestone Group is focused on business and the environment, creating value through products and services, while engaging in efforts to reduce our own environmental loads.

**MATERIALITY APPROACH**

The Bridgestone Group considers priority areas by using a twofold approach: value chain analysis to ascertain and assess the current impact of our business on society; and analysis of social issues to identify those which can be solved with Bridgestone’s technology and innovation. The identification of social issues is conducted based on materials from the United Nations (including SDGs*), and the World Business Council for Sustainable Development (WBCSD) and reflects the concerns of various stakeholders. These materials were reviewed internally by working teams as well as by external stakeholders, and then evaluated as important initiative content for Bridgestone Group.

**Strong SDG linkage**

We are reviewing our business and sustainability strategy against the SDGs to identify specific goals where we can contribute to solutions by using our core competencies.

*At the United Nations Sustainable Development Summit in 2015, world leaders adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030.*
ISSUES AND OUR APPROACH

The Bridgestone Group is the world’s largest tire and rubber company. We have achieved corporate growth by providing advanced, high-quality products and services throughout the world indispensable to the mobility of people and goods, including tires for passenger cars, trucks, buses, airplanes, motorcycles, bicycles, and construction and mining vehicles, as well as anti-vibration rubber and other automobile components. Going forward, in anticipation of population growth and economic development, we will play a leading role in contributing to the sustainable growth of a mobile society, responding to quantitative increases in demand, diverse mobility needs, and demands for mobility that are safe and secure, as well as qualitative demands for mobility advancements through our core competencies, technology, and innovation. We believe, by addressing mobility issues and contributing to solving them, we will be able to have a competitive advantage in the industry simultaneously.

Contribute to a safe and secure mobile society with CAIS*1

CAIS is a general term for Bridgestone’s tire-sensing technologies, which provide value to consumers by collecting and analyzing tire contact area data and using this information to classify road conditions. In 2015, Bridgestone realized the world’s first*2 practical application of this tire sensing technology with classification of road conditions. This technology classifies the road conditions into seven different states (dry, semi-wet, wet, slush, fresh snow, compacted snow, and ice) through an onboard system in real time. Bridgestone promotes technological development for not only tires but also entire systems in support of a safe and secure mobile society.

*1 Contact Area Information Sensing. CAIS is a registered trademark of the Bridgestone Corporation.
*2 Among tires equipped with classification of road condition technologies (Source: Bridgestone research, November 2015)

Mining solutions creating social value and customer value in mining operations

The Bridgestone Group manufactures tires for mining equipment vehicles and develops a conveyor belt business used for carrying ore and other mined materials. There are only a limited number of companies in the world that manufacture these tires, especially those for massive mining vehicles, as they require advanced manufacturing technologies and specialized, large-scale equipment. To provide customers with safer and more efficient mobility in harsh mining environments, we offer a solutions business providing comprehensive support, from services to IT. We combine mining vehicle tire and conveyor belt products strategically positioned by the Group that until now were sold separately. This approach enables us to create new value for the customer, and from the suppliers’ point of view, we aim to become the partner of choice. Additionally, we think we are able to create social value from an environmental perspective, as this approach enables efficient tire utilization by conserving resources and reducing tire disposal.
The Bridgestone Group conducts business in over 150 countries around the world. Based on our founder’s motto “For the Welfare and Happiness of All Mankind,” Bridgestone believes in the importance of building relationships of trust with local communities, as well as contributing to the development of and providing support for people’s lifestyles and education in local communities in the countries where we do business. To this end, it is essential we strengthen relationships of trust with the 145,000 Group employees engaged in business and social contribution activities. By continuing to be a true contributor to the betterment of society, the Bridgestone Group aims to grow sustainably alongside its local communities.

Contributing to a safer society

In association with FleetWatch magazine and other industry partners, Bridgestone South Africa (Pty) Ltd. has participated in Brake and Tire Watch, a program aimed at empowering traffic officials to identify unroadworthy vehicles on the roads, as well as to increase transport operator awareness on efficient braking and tire checking. Traffic authorities are trained in the importance of safe tires, tire faults, functional brakes, and other visual safety components. Trucks or buses found to be unroadworthy are then removed from the road and issued discontinuation notices. So far, the program has trained more than 1,200 traffic officials and inspected more than 400 vehicles, of which 60% were not in roadworthy condition. Through these activities, Bridgestone contributes to a safer society.

Accessible and inclusive education

P.T. Bridgestone Tire Indonesia (BSIN) provides free-of-charge industrial training and education to high-school graduates in the Loka Latihan Kerja P.T. Bridgestone Tire Indonesia school (LLK-BS). LLK-BS was set up in 1982 for the purpose of producing a skillful and reliable workforce to support Indonesian industry. The LLK-BS students, many of whom still lack the skills necessary to work in industry, are recent graduates of vocational high schools. The school is located in the premises of the P.T. Bridgestone Tire Indonesia Bekasi plant. Depending on their grades, the students have the chance to be employed by Bridgestone, while students not hired by Bridgestone are employed by other companies. We provide accessible and inclusive education through these activities.

Promoting healthier communities

Dengue virus is a serious health problem in Costa Rica and other tropical locations. Worn stockpiled tires can facilitate mosquito breeding which can increase health problems in the population. Bridgestone de Costa Rica (BSCR) has worked with the Ministry of Health of Costa Rica with monthly tire collection campaigns for proper waste treatment through co-processing. In 2015, 2,000 tires were collected and properly disposed of as part of the program.
ISSUES AND OUR APPROACH

It is expected that by 2050 the world population will surpass nine billion* and the number of automobiles will increase to 2.4 billion.* With the increased demand for automobiles accompanying the growth in population and improved living standards, the world will face significant challenges related to climate change, resource scarcity, and biodiversity loss. As a global company, the Bridgestone Group is addressing these challenges by utilizing our core competencies and contributing to building a sustainable society. Consequently, we are able to extend our value beyond our customers to society as a whole. Based on this philosophy, we are guided by our Environmental Mission Statement and Long-term Environmental Vision to direct our activities.

*T1 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)

For details, please visit our website
URL: http://www.bridgestone.com/responsibilities/environment/index.html

Bridgestone Group Long-term Environmental Vision for 2050 and Beyond

Tires made entirely of natural rubber components from guayule

In 2015, we made significant strides toward the Bridgestone Group’s goal of using 100% sustainable materials with the successful creation of the first tire to use natural rubber derived only from guayule. From the cultivation of the guayule to the extraction and purification of its natural rubber, this tire was created through the application of Group technologies in natural rubber assessment, tire manufacturing, and evaluation and all other processes.

Tire demand is expected to increase in conjunction with global population growth and the advancement of motorization; thus, it is predicted that there will also be an increase in the consumption of natural rubber. At the same time, approximately 90% of all natural rubber, which accounts for a large proportion of tire raw materials, is harvested from the Hevea brasiliensis rubber tree, primarily grown in tropical regions of Southeast Asia.

The Bridgestone Group will promote sustainable procurement to alleviate the overconcentration of natural rubber production in certain regions through policies aimed at the expansion and diversification of sustainable resources, including the research and development of guayule, which can be cultivated in arid regions.

For details, please visit our website
URL: http://www.bridgestone.com/responsibilities/environment/index.html
Contributing to improved fuel economy with "ologic", an entirely new tire concept

When a vehicle is in motion, a variety of resistance factors are working against it, including air resistance and tire rolling resistance, all of which reduce driving performance. Minimizing this resistance enables the vehicle to use less energy, which leads to improved fuel performance. The Bridgestone Group’s low fuel consumption tire technology “ologic” realizes superior performance through the following two features:

(1) These tires have a large diameter and high internal pressure (high inflated air pressure), which significantly reduce tire deformation from contact with the road surface and lower rolling resistance. 

(2) The tire’s narrow tread design lowers air resistance, an important factor linked to improved vehicle fuel efficiency.

Furthermore, by optimizing the material, structure, and pattern of the rubber and reinforcement layers, the rolling coefficient of resistance is reduced approximately 30% compared to conventional standard tires. At the same time, safety performance in terms of vehicle handling on wet road surfaces is increased by approximately 10%.*

“ECOPIA with ologic” tires employing “ologic” technology are standard equipment on the revolutionary i3 electric vehicle developed by BMW. They are also used on solar cars participating in the World Solar Challenge, the world’s top solar car race.

The Bridgestone Group aims to reduce CO₂ emissions through improvements to vehicle fuel efficiency by promoting the reduction of CO₂ emissions within manufacturing processes, as well as the technological development and global sales of more fuel efficient tires.

*1 Comparison of tires employing “ologic” technology (Size: 155/70R19; Inflated air pressure: 320 kPa) and conventional tires (Size: 175/65R15; Inflated air pressure: 210 kPa) having the same load capabilities.

TOPICS

Bridgestone Group Strengthens Resolve to Contribute to Sustainable Natural Rubber Economy

In an effort to realize a sustainable natural rubber economy, the Bridgestone Group endorsed the International Rubber Study Group (IRSG) proposed by the Sustainable Natural Rubber Initiatives (SNR-i),*2 and in February 2016, announced its participation in the planning of those activities. SNR-i established guidelines targeting the following five domains within the supply chain.

• Support the improvement of natural rubber plantation productivity
• Enhance natural rubber quality
• Support forest sustainability through the protection/conservation of protected areas
• Demonstrate appropriate water management
• Demonstrate the highest respect for human and labor rights

Companies observing these guidelines will engage in voluntary activities and promote ongoing improvements related to these initiatives.

To encourage enhanced CSR among suppliers and throughout the entire supply chain, the Bridgestone Group promoted initiatives including the confirmation of supplier CSR efforts based on CSR Procurement Guidelines established by Bridgestone. As the natural rubber supply chain is very large, complex, and often fragmented, active participation in SNR-i allows Bridgestone to reach a broader number of stakeholders and like-minded organizations in pursuit of its Long-term Vision of "100% sustainable materials" and "in balance with nature."

*2 Sustainable Natural Rubber Initiatives (SNR-i) are activities established by the International Rubber Study Group (IRSG) aimed at establishing a sustainable natural rubber economy in harmony with the three pillars of economics, the environment, and society targeting the natural rubber supply chain, from production to consumption.
The Bridgestone Group established an annual recognition program, the Bridgestone Group Awards, which is open to all Bridgestone Group companies and employees.

This recognition program confers the Bridgestone Group’s highest level of awards to promote a greater employee awareness of corporate activities based on the Bridgestone Essence and to foster a sense of unity among Group employees. Aimed at the cultivation of a global corporate culture, this recognition program also serves to extend a message of gratitude for daily achievements by management and Bridgestone employees around the world. It also instills hope for further activities linked to ongoing improvements and innovation, and the creation of value for society and customers. This program is an important tool for achieving the Group’s ultimate goal of becoming a truly global company and “Dan-Totsu”—the absolute and clear leader—in all aspects of our businesses.

We are utilizing the program to instill the Bridgestone Essence within the Group and to further advance management functions in each strategic business unit (SBU).

The 2016 awards comprised five categories: “Bridgestone Group Award for Achievement,” “Bridgestone Group Award for Contributions to Society,” “Bridgestone Group Award for Environmental Excellence,” “Bridgestone Group Award for Risk Management,” and “Bridgestone Group Award for Education.” Award submissions were chosen by a selection committee using the SBU as the basic framework, and then each award proposal was determined through reviews by global management members.

(Date of ceremony: March 30, 2016)

For details, please visit our website

Bridgestone Group Awards 2016

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<td>CoreGard™ Technology: The Next Generation in Class A Fire Protection</td>
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