

About Bridgestone

Sustainability Recognitions

In 2018, Bridgestone was named to two highly regarded environmental, social and governance (ESG) indices:

- For the third consecutive year, Bridgestone was named to the [Dow Jones Sustainability World Index](#). The Company received the highest score in the Auto Components industry sector in the environmental dimension and the maximum score of 100 in the environmental assessment criteria for environmental reporting. Bridgestone also obtained the highest score in its sector for climate strategy in the environmental dimension.
- Bridgestone was selected as a constituent of the FTSE4Good Index Series that are designed to measure the performance of companies demonstrating strong environmental, social and governance (ESG) practices.

In addition, Bridgestone self-reported its environmental data to CDP, the most comprehensive collection of self-reported environmental data in the world, and received the following scores:

- Climate Change: A-
- Forests: Submitted, not scored
- Water Security: B



Quality Recognitions

In 2018, Bridgestone and the Bridgestone Group received numerous regional customer quality awards. It is especially proud to have received two global customer quality awards, the General Motors Supplier of the Year and the Suzuki Best Partner Award.



History

Following are key highlights in the Company's history.
More information is available in the [History](#) section of the corporate website.

Chapter 1: 1931 Start-up

Shojiro Ishibashi founded the Bridgestone Tire Co., Ltd. in Kurume, Fukuoka, approximately one year after the first tire based solely on Japanese technology was produced

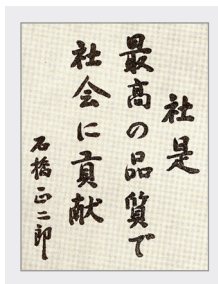


1930s–1950s

Bridgestone expanded rapidly, both domestically and internationally.

1961

Bridgestone was listed on the Tokyo Stock Exchange and Osaka Stock Exchange.
The Company also adopted the Deming Plan of Total Quality Management (TQM).



1968

Bridgestone was awarded the prestigious Deming Prize for excellence in quality management. This same year, Shojiro Ishibashi authored the Company's current Mission—"Serving Society with Superior Quality"—that continues to drive the business today.

Chapter 2: Modernization of Management

1970s

Bridgestone continued its expansion and built the Bridgestone Proving Grounds in Japan to ensure the quality of our products around the world.

Chapter 3: Globalization

1988

To further expand operations in North, Central and South America, as well as Europe, Bridgestone acquired the Firestone Tire & Rubber Company, transforming Bridgestone into the world's largest tire and rubber company.

2008

The Bridgestone Group Awards were launched to increase employee awareness of corporate activities based on the Bridgestone Corporate Philosophy, fostering a sense of unity among Group employees and recognizing accomplishments.



History



2010

Bridgestone launched the annual Group Global TQM Conference to share and advance examples of innovation and continuous improvement across the organization.

2011

The Bridgestone Essence was refined to more clearly articulate the Company's Mission of "Serving Society with Superior Quality" and the four foundations that guide its work: integrity and teamwork; creative pioneering; decision-making based on verified, on-site observations; and decisive action after thorough planning.



2013

Bridgestone established the Global Executive Committee (Global EXCO) to propel the business forward and to ensure that the Bridgestone Essence is deployed consistently worldwide.

Chapter 4: Journey to Become a Truly Global Company

Management goal: A truly global company/"Dan-totsu" in each and every aspect of the business

2014

Bridgestone became a Worldwide Olympic Partner.



2015

The Bridgestone Group completed the Bridgestone Essence Framework.

2016

- Bridgestone adopted the "Company with Nominating Committee, etc." model of corporate governance.
- Bridgestone was named to the Dow Jones Sustainability World Index for the first time.

2018

- The Bridgestone Group launched its Global Human Rights and Global Sustainable Procurement policies.
- The Group introduced its global Code of Conduct.
- Bridgestone was named to the FTSE4Good Index Series.
- Bridgestone became a Worldwide Paralympic Partner.



2017

The Bridgestone Group introduced *Our Way to Serve*, its global corporate social responsibility commitment.

Our Way to Serve

Corporate Governance

In 2016, Bridgestone adopted a new corporate governance structure in accordance with Japan's "Company with Nominating Committee, etc." model. The company continues to enhance its governance structure and performance. This work is detailed in the [Report on Corporate Governance Code](#).

In 2018, Bridgestone's progress focused on continuous improvements to the roles and responsibilities of the Board of Directors. The Board restructured its authority to focus more on formulating fundamental management policies and overall Company business strategy, senior-level personnel matters, internal control systems, and other appropriate high-level topics. In doing so, the Board delegated authority for other matters to the Company's operating divisions to best implement timely decision-making.

Governance structure

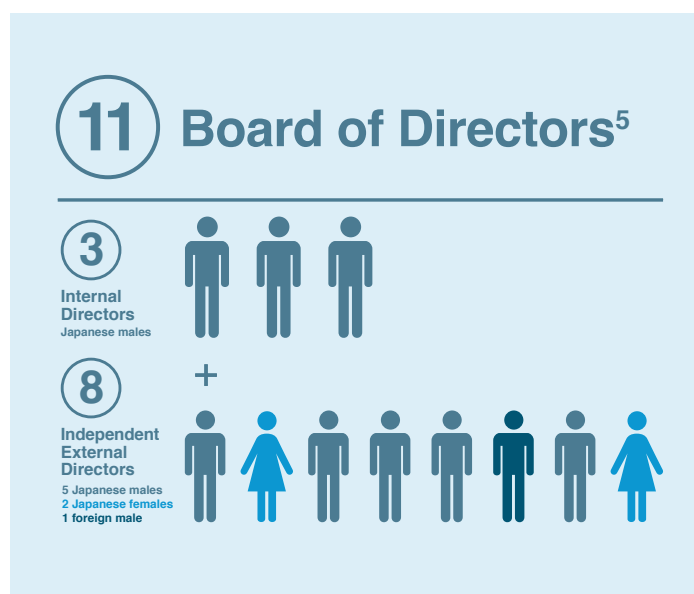
Bridgestone's Board of Directors is the Company's highest governing body. The Board is comprised of eight outside directors and three internal directors. Additional information on the Board of Directors is included in the [Annual Report](#).

Bridgestone Americas and Bridgestone EMEA have advisory boards of external members in order to promote the transparency and impartiality of the decision making process and effective corporate governance. Members of the EMEA external advisory board are Georg Pachta and Wolfgang Dehen. Bridgestone Americas' external advisory board members are William Harvey and Keith Nosbusch.

The CEO, COO and executive officers report to the Board of Directors and are ultimately responsible for Bridgestone's performance. In order to implement the most important strategic decisions of the Board with Group-wide implications, the Company has established a Global Executive Committee (Global EXCO) comprised of key executives from across the global organization that determines and oversees implementation of such policies and strategies. For more information, our governance structure is detailed and diagrammatically shown in the [Annual Report](#).

CSR governance

The CEO is responsible for the Company's global CSR commitment, *Our Way to Serve*. An Executive Vice President and Executive Officer of Bridgestone Corporation leads the Company's CSR strategy, engaging Global Executive Committee members, Strategic Business Unit presidents, members of the Global CSR Enhancement Committee, Global Quality Management Committee and Bridgestone employees worldwide.



⁵ As of April 1, 2019.

External Director Interview

Scott Trevor Davis, Ph.D. Independent Director Bridgestone Corporation

An independent external director's view of CSR at the Bridgestone Group



Fifty years ago, Bridgestone was awarded the prestigious Deming Prize. How has this significant milestone continued to shape the organization into the global business it is today?

Five decades ago, pursuing something as significant as the Deming Prize was beyond ambitious. Achieving this enormous goal changed Bridgestone; it was literally reborn with a commitment to process and quality improvement that set the foundation for all it is capable of today. From the Deming Prize came the Bridgestone Group's Mission of "Serving Society with Superior Quality."

For non-Japanese speakers who can't read the original message of Bridgestone's founder, Shojiro Ishibashi, it is hard to comprehend the power of these words. They essentially say that whatever the Bridgestone Group does today has to be better than what it did yesterday, and that its plan for tomorrow has to be better than today. It is a true call to action that drives everyone at Bridgestone to represent quality in everything – in products, processes, partnerships, commitments and character.

The Bridgestone Essence and drive to win was strong in 1968. I see first-hand how the Group's commitment to quality is unwavering and differentiates it even more today. The Bridgestone Group is never satisfied with "good enough" and is constantly searching for better ways to deliver value for customers and society.

The Bridgestone Group is now a little more than one year into its *Our Way to Serve* global CSR commitment. From the Board of Directors' perspective, how is the Group delivering for society?

As a Board, we view the Bridgestone Group's CSR strategy as a long-term investment. And just like any strategic asset, its operation must be continually strengthened. *Our Way to Serve* is, in fact, another example of the Bridgestone Group's commitment to continuous improvement. This desire to continue advancing—to rise higher and perform better—is the core of the Bridgestone brand, its corporate governance and its global operations.

Important to note is that Bridgestone sits in the middle of the supply chain for many of its customers, which is a challenging place from which to drive a CSR strategy. However, the Group has made great progress and is focused on doing things well, recently introducing its new global Code of Conduct, as well as Global Human Rights and Global Sustainable Procurement policies. Issuing a policy is relatively easy, but the Group is also working unbelievably hard to ensure everyone internally has ownership of *Our Way to Serve*. This is extremely hard work for any organization, but especially difficult and critical for a company the size and scale of the Bridgestone Group.

What information would you like to share with Bridgestone Group stakeholders around the world?

The Bridgestone Group's commitment to contributing to the advancement of society cannot be overstated. In all of its business activities, the Group places great importance on how to best realize its Mission of "Serving Society with Superior Quality." After all, this Mission is the very reason Bridgestone exists. Its people have a clear idea of what can and should be done, and continue building processes to deliver on its commitments. It is also a key area of concern for the board and will continue to be so for as long as the Bridgestone Essence exists.

I am so proud to work with the Bridgestone Group and with privileged access to the company can say I'm even more proud of and excited about its pipeline and plans for the future. The world hasn't seen anything yet...the Bridgestone Group will never waiver from its aim to be better tomorrow than it is today.

Scott Davis has been an independent member of Bridgestone's Board of Directors since 2011. He is a professor in the Department of Business Administration at Tokyo's Rikkyo University, specializing in strategic management and corporate social responsibility (CSR). Dr. Davis is also an Outside Director of Sompo Holdings, Inc.