

# Creating Value for Society and Our Customer



As we progress toward our 2050 vision, we will become a sustainable solutions company that provides social and customer value.

Our Mission, “Serving Society with Superior Quality,” based on the philosophy of our founder, will remain essential to our foundation.

Today, we live in an era of global change, the magnitude of which has never been seen. In the past, many industries faced “once in a century” fundamental shifts. However, through new technologies and solutions, the effects of rapid urbanization, exploding populations in certain areas and aging populations in others, it is likely that the changes in the auto industry in the next 10 years will exponentially outpace all the industry’s changes during the past 100 years. Accordingly, we must anticipate these changes and turn them into opportunities by delivering ever more ambitious and innovative products, services and solutions.

Although it was introduced more than 50 years ago, our Mission has never rung truer. Also informing our efforts is the Group’s corporate social responsibility (CSR) commitment, *Our Way to Serve*. It includes our three Priority Areas of Mobility, People and Environment and the six Management Fundamentals<sup>1</sup> that outline how we operate our business. *Our Way to Serve* is foundational to our sustainability journey and impacts every aspect of our business and the overall value we are creating for society and our company. Examples of how we have embraced these changes can be seen in our 2016 formation of the Global Solutions Division, and again in 2019 when we acquired Webfleet Solutions and established our digital solutions business. *Our Way to Serve* affirms our focus on innovations that contribute to society’s advancement, as we work to create new value for our customers, partners and the world.

As I reflect on my more than 40-year Bridgestone career, I’m proud of our rich history and progress toward becoming a sustainable company. For example, in 2019, we were again named to the prestigious Dow Jones Sustainability Index and FTSE4Good Index Series. My vision for the Bridgestone Group’s future builds upon these past successes and puts our social and customer value proposition front and center.

## OUR NEW CHAPTER TO BE A SUSTAINABLE SOLUTIONS COMPANY

As we look toward 2050 and beyond, we have a vision for the Group’s future that builds upon our rich history and keeps our social and customer proposition at the forefront. To realize our vision toward our next chapter, we have established a new Mid-Long Term Business Strategy. Placing sustainability at the heart of our management principles, we will evolve into an advanced mobility and sustainable solutions company. We will take full advantage of the strength of our knowledge, experience and expertise in tires and rubber to accelerate our growth strategy aimed at co-creating social and customer value.

To do so, we developed Bridgestone Tire and Diversified Products as a Solution — or Bridgestone T&DPaaS — a unique solutions business platform that supports the society’s rapidly evolving mobility needs with Dan-Totsu (the clear and absolute leader) products, services and networks. Our Mid-Long Term Business Strategy will be executed locally, based on the unique needs of each region, to accelerate achievement of our goal to contribute to the advancement of a sustainable society that supports customers, partners and our company.

<sup>1</sup> Compliance, Fair Competition; Business Continuity (BCP), Risk Management; Human Rights, Labor Practices; Safety, Industrial Hygiene; Procurement; Quality and Customer Value.

We also have embarked on the next phase of our activities to contribute to a healthier environment. In 2011, we published our enhanced Environmental Mission Statement, “To help ensure a healthy environment for current and future generations...” Within that Mission Statement, we established three guiding objectives: (1) exist in harmony with nature, (2) value natural resources and (3) reduce CO<sub>2</sub> emissions. In 2012, we established our 2050 long-term environmental vision, with goals related to operating in balance with nature, utilizing 100% sustainable materials and contributing to a globally agreed-upon CO<sub>2</sub> reduction target.

To keep us on track toward our 2050 environmental vision, we also developed mid-term 2020 milestones to reduce our water withdrawal and CO<sub>2</sub> emissions. We are proud to have achieved these milestones.

Now, we are ready to further our commitments by establishing our 2030 milestones en route to fulfilling our 2050 environmental vision. By 2030, we will continue to improve our environmental performance, in alignment with stakeholders’ expectations, by:

- Remaining committed to our Environmental Mission Statement and our three guiding objectives;
- Embracing the concept of decoupling or achieving continued positive business growth without a corresponding increase in negative environmental impact;
- Accelerating our adoption of circular economy principles across our business; and,
- Reducing CO<sub>2</sub> emissions, across the product lifecycle and entire value chain, which includes our customers and partners.

In 2020, we established the Global Sustainability Committee<sup>2</sup> to ensure the successful cultural, strategic and operational integration of *Our Way to Serve*. For more information, see the Global Chief Sustainability Officer’s message on [page 22](#).

Our next chapter, with its focus on our expanded commitment to value creation, formally began in 2020, the same year we are celebrating the opening of Bridgestone Innovation Park in Tokyo. This world-class space inspires and guides us into that exciting next chapter. It will empower co-creation with internal and external stakeholders and the development of new solutions leveraging innovations in technology, business models and design.

## OUR COMMITMENT TO SUPPORT SOCIETY

As I prepare this message in May 2020, the coronavirus is having a significant impact on global society. As we have always done, we are working hard to make sure our employees are safe and helping

our communities. More than ever, it is essential that we continue our work toward the United Nations Sustainable Development Goals (SDGs). We take this responsibility seriously as we create solutions that make cities and life more inclusive, safe, resilient and sustainable.

One of the results of the pandemic is the postponement of the Olympic and Paralympic Games Tokyo 2020 to protect the health of the public and athletes. Our commitment to the Olympic and Paralympic Movements does not change. The Tokyo 2020 Games are pursuing a sustainable goal of “Being Better, Together for the planet and people.” We share this vision of a more sustainable society and look forward to helping the Games unite the world when they return to Tokyo, our global headquarters city, in 2021.

Thank you for your interest in the Bridgestone Group and *Our Way to Serve*. We see tremendous business and social opportunity in co-creating new value with our employees, partners, customers and others. We’re pleased to share more about our strategy and approach within this Global Sustainability Report.



**Shuichi Ishibashi**

Member of the Board  
Global CEO and Representative Executive Officer

<sup>2</sup> Formerly the Global CSR Enhancement Committee.