

Corporate Governance

The Bridgestone Group is committed becoming “a sustainable solutions company.” Our strong governance will enable us to keep this commitment, which will evolve and be continuously enhanced.

Global CEO Shu Ishibashi and Dr. Scott Davis discuss how the Bridgestone's Group's governance will support the achievement

of its Mid-Long Term Business Strategy and its evolution into a sustainable solutions company.



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Global CEO and Representative Executive Officer

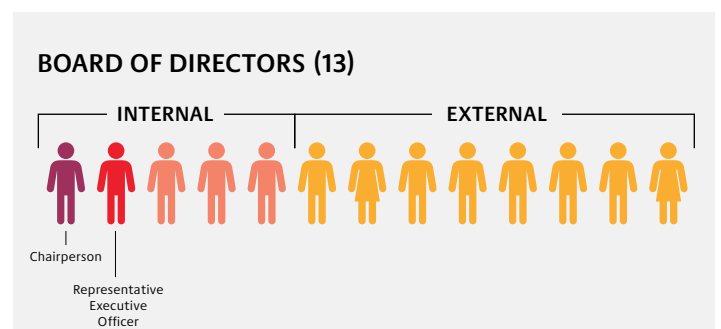
Governance as the means for promoting mutual understanding and trust

Dr. Scott Davis: On the first sentence of this Sustainability Report, you state that the Bridgestone Group’s mobility solutions strategy embodied in the Mid-Long Term Business Strategy is a promise to create great opportunities by realizing transformative synergies that leverage the skills and assets of a range of stakeholders. It is an invitation to join in and take a stake in the future. Making and keeping such a promise will require an understanding of and commitment to good governance. As CEO, what is your approach to governance?

Global CEO Shu Ishibashi: Good governance provides us with the foundation for working constructively with a wide range of stakeholders. It ensures that we can understand and trust each other.

Davis: The mobility solutions strategy holds great potential for both transforming mobility and facilitating the involvement of a wide range of stakeholders in the process. Is the Bridgestone Group’s governance up to the task?

Ishibashi: Yes, for two reasons. First, our governance is a work in constant progress. It was initially designed when the company was established and has constantly evolved since to meet the needs of changing expectations and demands. The Bridgestone Group’s governance developed as it transitioned from family to team management, Japan-centric to global management, and following the introduction of external directors, who now hold the majority of board seats. Our objective is to ensure that its governance policy and structure is fully capable of respecting and heeding the opinions and positions representative of the diverse range of people, communities and organizations with a stake in our business.



The second reason I'm confident in our governance we have embodied our mission of "Serving Society with Superior Quality" in the *Our Way to Serve* approach to corporate social responsibility. Our diversity, inclusivity and objectivity, combined with the structures that have been put in place to work toward the achievement of the *Our Way to Serve* goals, ensure that we are constantly aware of what we are doing and questioning what we should be doing to achieve our goals.

Davis: So you are saying that respect is needed to create inclusion out of diversity.

Ishibashi: Conflict will naturally emerge in management as regional and global needs are prioritized and balanced. If people do not see the big strategic picture, this conflict cannot be effectively managed.

Another critically important point is for everyone to be able to understand and respect the position of others. Our executives respect each other. Within this culture of respect, they understand regional differences in priorities and are able to debate and develop strategies for moving forward as a whole. This has become a significant strength for managing the Bridgestone Group as a global corporation and this is made possible by good governance.

Governance to determine the right way forward

Davis: The Bridgestone Group is a large global organization with people engaged in a wide range of functions with their own specific requirements and concerns. Gaining the understanding and commitment of the various divisions and members throughout this organization will be a critical part of ensuring the success of the mobility solutions strategy. Getting everyone on the same page and facing the same direction will also require good governance. How do you intend to achieve this?

Ishibashi: From the very earliest stages of my career, I have believed that it is important to have an eye on both the details and the big picture — to be able to see things from, as we say in Japan, the perspective of "both the bird and the worm."

To deliver solutions we must understand the problems as well as the needs of our customers — perhaps even better than they do — and work together to achieve results. Of course, we have the Board of Directors and the Global EXCO as the highest body of global business execution. We also have processes in each region where we can deliberate and decide what must be done locally. We will continue to value those who make contributions to the business in the various ways that they have done until now

because everyone's contribution is a contribution for enabling mobility. We will also use our communication channels (town halls, TQM activities, etc.) to come together to discuss what is possible for us as a global and diverse organization. I have a favorite saying in Japanese: "those that ride in the palanquin, those that bear the palanquin, all are supported by the one that makes the bearer's sandals — both the least and yet the most important thing of all — the sandals." I take pride in the fact that our business enables the whole mobility industry. Tires, which as individual products have added value by facilitating the transportation of individuals and things, will now create value by enabling the realization of mobility solutions.

Governance to create mutually beneficial trust and support value co-creating partnerships

Davis: Implementing the mobility solutions strategy will allow the Bridgestone Group to interact with a wider and different range of stakeholders. How will this affect the demands and expectations of governance at the Group and how should it meet these expectations?

Ishibashi: Up until now, we have worked together primarily with customers. As we move forward, all our capabilities as an organization have to be carefully aligned and we must share a common understanding of how we can continue to support and work with these partners to strengthen mutual trust. Effective corporate governance is an essential part of this. We will earn trust by contributing to society's shared vision of what must be done. This will require governance for co-creation. I have no illusion that realizing such a level of governance will be an easy task.

Davis: What message regarding governance do you want stakeholders to take away from this Sustainability Report?

Ishibashi: I want everyone to know that we are constantly investing our time and resources into developing our governance so that we may achieve our vision of mobility solutions and, in doing so, continue to be a trustworthy partner. Our mobility solutions strategy will only be successful if we earn and keep our partners' trust and if they in turn see fit to partner with us in co-creating value that leads to a better future. Good governance is part of our effort to co-create sustainability for the future.

Details of the Bridgestone Group's Corporate Governance are available [online](#).