

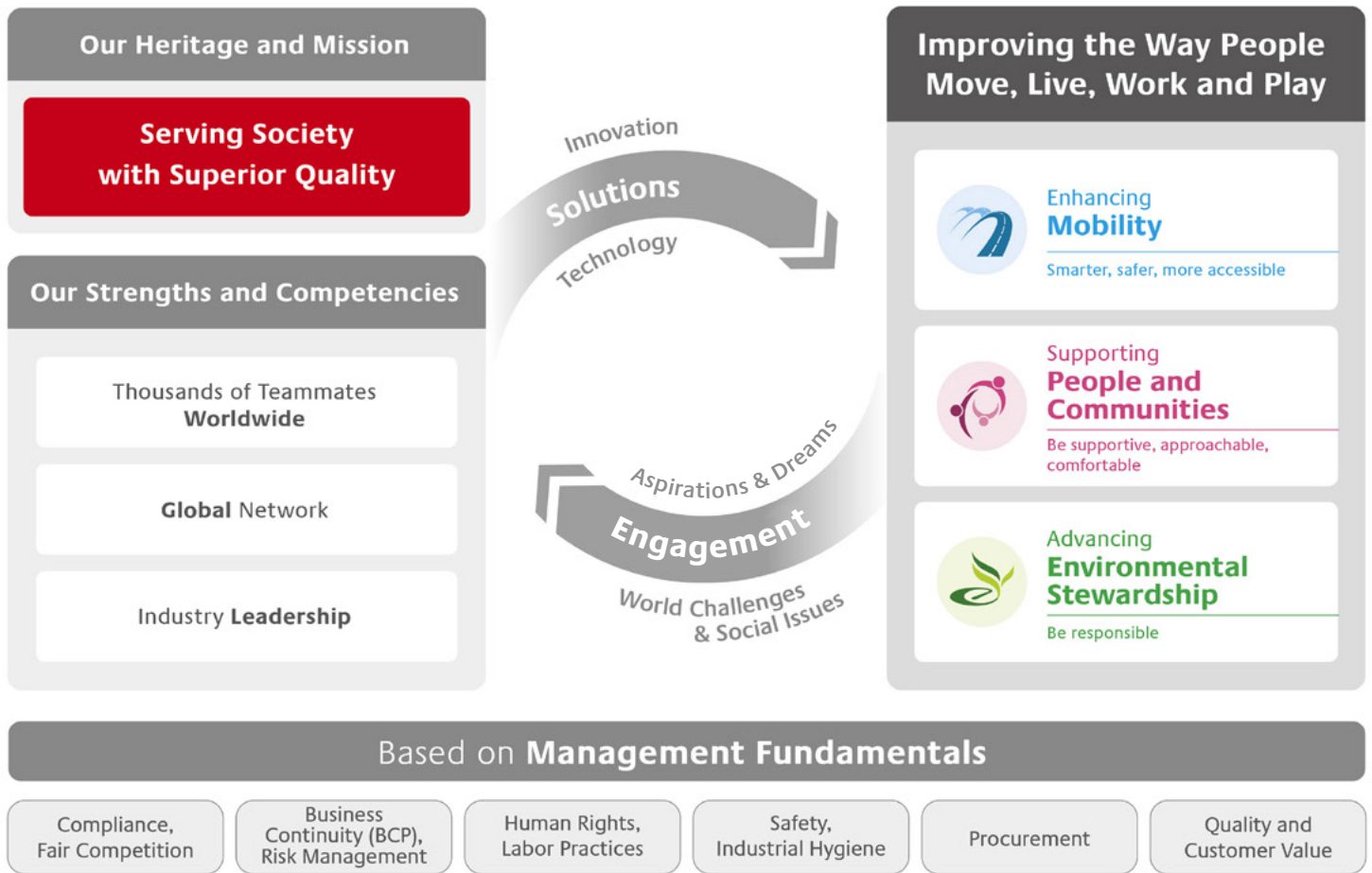
Our Way to Serve

GUIDED BY OUR WAY TO SERVE

Introduced in 2017, *Our Way to Serve* is the Bridgestone Group’s framework to help realize a sustainable society. The Group is doing so by:

- Integrating sustainability into its culture, business strategy and operations;
- Co-creating new social and customer value with communities, customers and partners; and,
- Sustainably providing value by balancing societal and customer needs and expectations.

Our Way to Serve focuses on three Priority Areas — Mobility, People and Environment — to help improve the way people move, live, work and play. Underpinning these commitments are six Management Fundamentals that articulate the high standards the Bridgestone Group has set for itself as a responsible and ethical business. The Group regularly engages with a wide variety of stakeholders to better understand worldwide challenges and social issues.



Our Way to Serve is Core to Realizing the Mid-Long Term Business Strategy



A Message from Christine Karbowiak

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As you can see by reviewing contents of this Sustainability Report, the Bridgestone Group is continuing to work vigorously toward its vision of a sustainable society by providing value to society and customers. And while managing Environmental, Social and Governance (ESG) issues in a responsible way has long been a commitment and a hallmark of the Group, today, proactively addressing these issues is more important than ever.

To meet the expectations we have of ourselves and that others have of the Group, and to realize our Mid-Long Term Business Strategy, we see the *Our Way to Serve* sustainability framework as fundamental and continue to prioritize it in all that we do. Through this framework, we are able to address three key components necessary to co-create new value for society with communities, customers, and partners, namely a sustainability business model, trust and Management Fundamentals. We're operationalizing this framework by developing and promoting a sustainability business model that allows us to co-create social and customer value and ensure a competitive advantage. Also, as an industry leader, we're engaging with stakeholders to further understand their expectations with respect to our role, and to turn that understanding into action.

Successful co-creation of social and customer value will require great levels of trust from our stakeholders. We will be guided by this framework as we continue to build trust with stakeholders and society at large.

Essential to this work are the Bridgestone Group's six Management Fundamentals that guide how we responsibly and ethically approach the creation of social and customer value. Our Management Fundamentals address important topics such as human rights, safety and responsible labor practices all along the value chain. For example, in 2018 we introduced our Global Sustainable Procurement Policy, Global Human Rights Policy and Code of Conduct. We'll continue to be guided by the values inherent in our Management Fundamentals as we advance the *Our Way to Serve* Priority Areas of Mobility, People and Environment.

CULTURAL INTEGRATION

As reflected throughout this Sustainability Report, the Group continues to incorporate *Our Way to Serve* into our corporate culture, values and brand in order to ensure that it becomes an integral part of employees' lives, in all that they do, every day. And we are making good progress on that front, as our 2019 employee survey showed that 97%¹ of those who responded to the survey are aware of the framework. We also continue to raise awareness of our Priority Areas and Management Fundamentals through the annual Bridgestone Group Awards which recognize outstanding work that is aligned with the *Our Way to Serve* framework.

STRATEGIC INTEGRATION

As the Bridgestone Group continues to implement the *Our Way to Serve* framework in order to support the establishment of a sustainable business model designed to achieve its Mid-Long Term Business Strategy, we will continue to align sustainability initiatives with our overall business goals and strategy across the value chain. Doing so delivers value for society and customers as we engage in collaborative projects such as the Global Platform for Sustainable Natural Rubber and the Tire Industry Project. Bottom line, what's good for society is good for business. I am also pleased to report that the Bridgestone Board of Directors is fully engaged in this sustainability journey and has requested regular reports from the Company as to its progress; it was my privilege to provide the most recent such report in my role as the Global Chief Sustainability Officer in November 2019.

OPERATIONAL INTEGRATION

Our Way to Serve is led holistically and globally by the Global Sustainability Committee (GSC, formerly the Global CSR Enhancement Committee) with working groups of cross-functional, cross-regional leaders responsible for operationalizing the Bridgestone Group's sustainability framework. The Global Sustainability Committee reports to the Global EXCO.

The Group also established a Global Sustainability Function with members from each region to activate its sustainability journey to ensure the successful cultural, strategic and operational integration of *Our Way to Serve*. My mission as Global CSTO and Global Sustainability Committee chairperson is to direct the Group's sustainability strategy, advancing its recommendations to the Global EXCO, the highest level committee overseeing the Bridgestone Group's business strategy and execution.

We at the Bridgestone Group are proud of the progress we've made on our sustainability journey and we are excited about the progress yet to come.

¹ 16,675 employees responded to the online survey. (respondents are those employees who have email addresses and most are managers and staff).