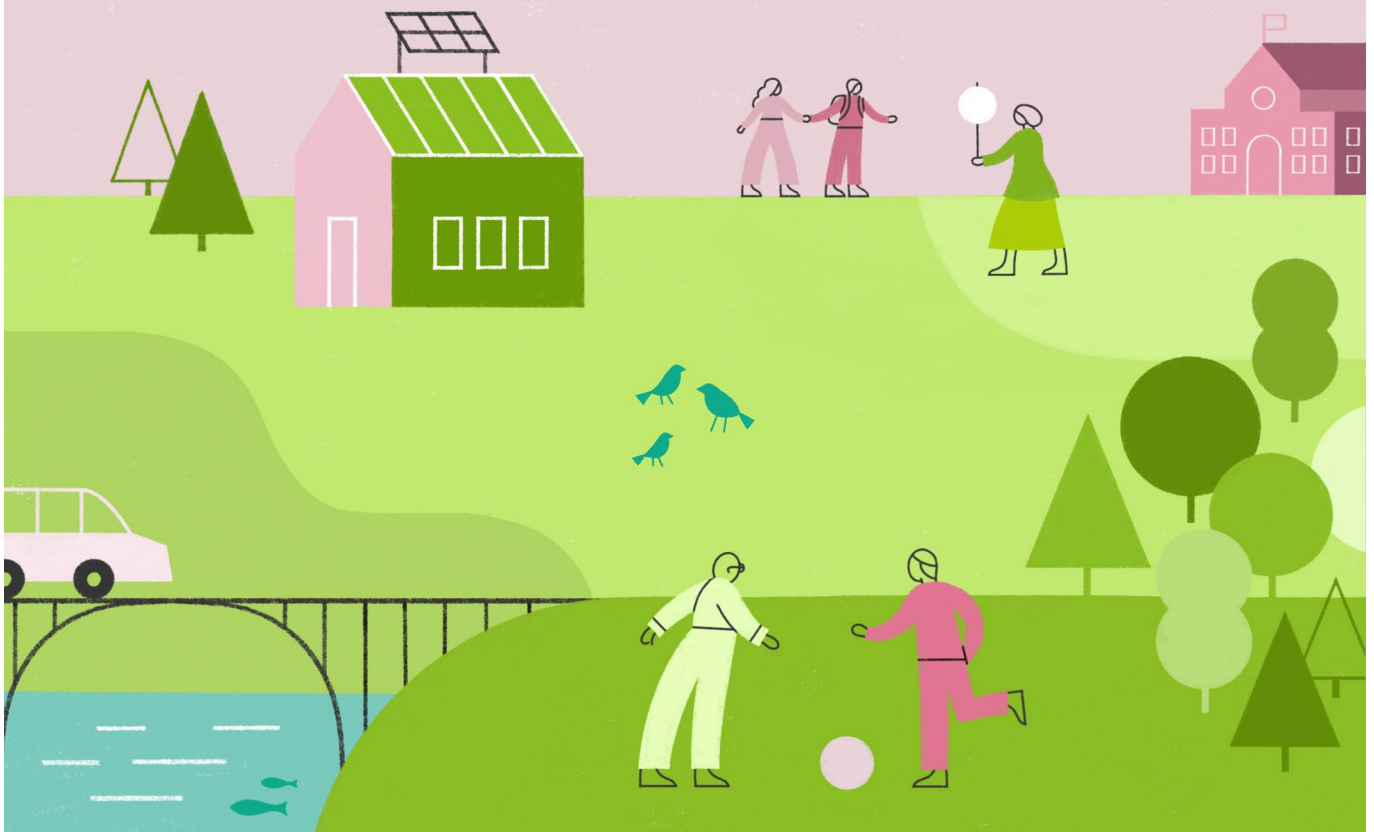


Build Trust to Propagate Value Co-creation

The Bridgestone Group is engaged in a variety of sustainability initiatives to ensure it is a preferred partner for stakeholders now and in the future. The wider and deeper it is trusted by partners, the greater the opportunities for the Sustainability Business that provides social and customer value.

Contents

Global COO Message	52	In Harmony with Communities	56-58
Sustainability Framework	53-54	Build Higher Trust	59-60
In Harmony with Nature	55		



Build Trust to Propagate Value Co-creation

Global COO Message



A MESSAGE FROM

Masahiro Higashi

Member of the Board
Global COO and
Representative
Executive Officer

As described in this Sustainability Report, Bridgestone is implementing its Mid-Long Term Business Strategy with sustainability at the core. In doing so, it will realize its Mid-Long Term vision of “Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company.” Implementing Bridgestone’s Mid-Long Term Business Strategy is the very essence of becoming a sustainable business. By achieving sustainable growth together with society, customers and partners, it will create social and customer value and gain a competitive advantage.

The co-creation of value with customers and partners is essential to Bridgestone’s vision, and a strong and trusting relationship with those stakeholders is necessary for the co-creation of value. Bridgestone believes the depth of its sustainability efforts contributes greatly to fostering trust in the company, and is actively involved in social contributions and other activities that help foster that trust with local communities. Bridgestone intends to continue to build trust, maintaining its position as a company preferred by society, customers, and partners, thereby gaining a competitive advantage and expanding its sustainability business.

Bridgestone believes that part of creating social and customer value as a responsible company is having solid foundational initiatives that proactively anticipate social demands and turn risks into opportunities. Six key Management Fundamentals — including human rights, labor practices, and safety throughout the value chain — are addressed as foundational areas. In addition to the Code of Conduct, Global Sustainable Procurement Policy, and Global Human Rights Policy (all established in 2018), Bridgestone also launched its Global Anti-Bribery Policy in 2020. It is confident that by acting in accordance with these policies, it will continue to earn the trust of its customers and local communities and, together, create new value.



Build Trust to Propagate Value Co-creation Sustainability Framework

How the Bridgestone Group creates social value and customer value

Although its mission — “Serving Society with Superior Quality” — remains unchanged since the Group’s founding, how it will achieve this mission in response to today’s business and societal needs continues to evolve. In 2020, the Group identified a new vision of “Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company.” As a result, the Group’s Mid-Long Term Business Strategy places sustainability at its core.

However, sustainability is not a new concept for Bridgestone. In 2017, the Group introduced *Our Way to Serve*, the compass for its sustainability journey. *Our Way to Serve* guides how the Group contributes to realize a sustainable society. It clearly defines the areas where the Group will concentrate on co-creating value by leveraging its strengths and competencies.

To understand where it can impact society and customers through its business and value co-creation with partners, the Group introduced its Sustainability Framework that explains how it will become a sustainable solutions company. The Sustainability Framework identifies the main themes and activities of focus over the coming years. To develop the Framework, the Group conducted a materiality assessment in 2020, gathering input from internal and external stakeholders via surveys and interviews that informed its comprehensive look at material topics.

The result of the materiality assessment is available [online](#).

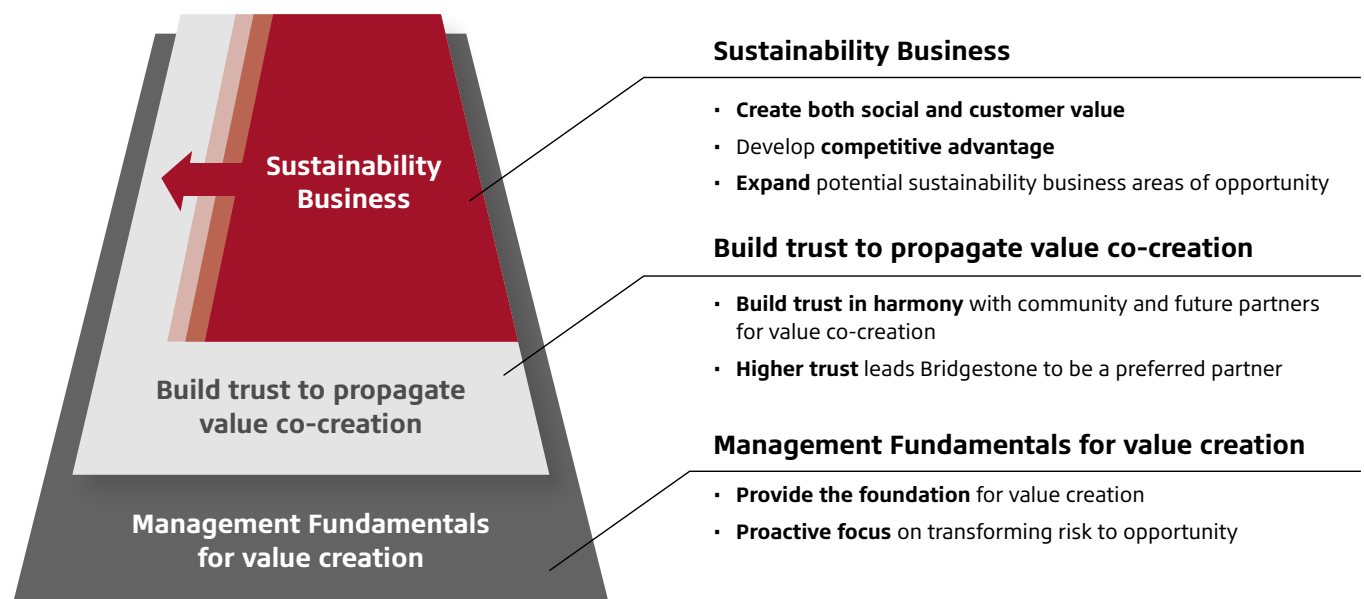
About the Sustainability Framework

The area in the red arrow extending to the left, **Sustainability Business**, indicates the Group’s intention to promote and expand its business models to develop the competitive advantage detailed in its Mid-Long Term Business Strategy. This includes continued efforts to advance the tire and rubber, solutions and recycle businesses, and to contribute to a circular economy and carbon neutrality across the Group. In doing so, the Group will create social and customer value.

The second layer, **Build trust to propagate value co-creation**, represents the importance of fostering trust with customers and partners. These relationships establish the Group as a preferred partner to co-create innovations that will contribute to its Mid-Long Term Business Strategy. The wider and deeper this trust, the greater the opportunities for the Sustainability Business that provides social and customer value.

Finally, the third layer, **Management Fundamentals for value creation**, reminds the Bridgestone Group of the indispensable foundation of corporate governance and [Management Fundamentals](#) as it accelerates its sustainability journey. These efforts go beyond risk avoidance to finding innovative ways to transform risk to opportunity.



Sustainability Framework



Sustainability Framework in action

Below are the items the Bridgestone Group will pursue to deliver its Sustainability Framework. The three icons in the table represent the connection with its three Priority Areas of Mobility, People and Environment outlined in *Our Way to Serve*.

Of course, as a dynamic document, this sustainability approach will continue to evolve while the Sustainability Framework remains constant.

Sustainability Business	<ul style="list-style-type: none"> • Tire, Tire-Centric Solutions • Mobility Solutions • Road Safety and Consumer Education  
	<ul style="list-style-type: none"> • Contribution to a Circular Economy (Resource Productivity, Material/Product Circularity) 
	<ul style="list-style-type: none"> • Contribution to Realize Carbon Neutrality 
	<ul style="list-style-type: none"> • Exploratory Areas (Recycle, Soft-robotics)  
Build trust to propagate value co-creation	<ul style="list-style-type: none"> • In Harmony with Nature: Water stewardship, Biodiversity • Community Development • Worldwide Olympic and Paralympic Partner  
Management Fundamentals for value creation	<ul style="list-style-type: none"> • Corporate Governance, Ethics & Compliance • Business Resilience (incl. Climate Change), Cybersecurity and Data Privacy • Social Supply Chain & HR (HR Due Diligence) • Sustainable Sourcing incl. NR • Diversity & Inclusion, Talent • Product & Solution Safety, Quality and Reliability • Occupational Health, Safety and Wellness • Air Quality, Waste & Hazardous Substance

Integrating sustainability across the Bridgestone Group

The Bridgestone Group continues to integrate sustainability culturally, strategically and operationally across the organization as part of its Mid-Long Term Business Strategy.

- Culturally, the Group incorporates its Sustainability Framework and *Our Way to Serve* into its business, values and brand every day to ensure that it becomes an integral part of teammates' lives, in all that they do.
- Strategically, with sustainability as its core, the Group is working toward its Mid-Long Term Business Strategy and Mid Term Business Plan, aligned with its Sustainability Framework.
- Operationally, the Global Sustainability Committee that reports to the Global Executive Committee, is responsible for holistically leading the Bridgestone Group's Sustainability Framework. The Committee includes working groups of cross-functional, cross-regional leaders from throughout the Group.

More information on the Bridgestone Group's Sustainability Framework and *Our Way to Serve* is available [online](#).

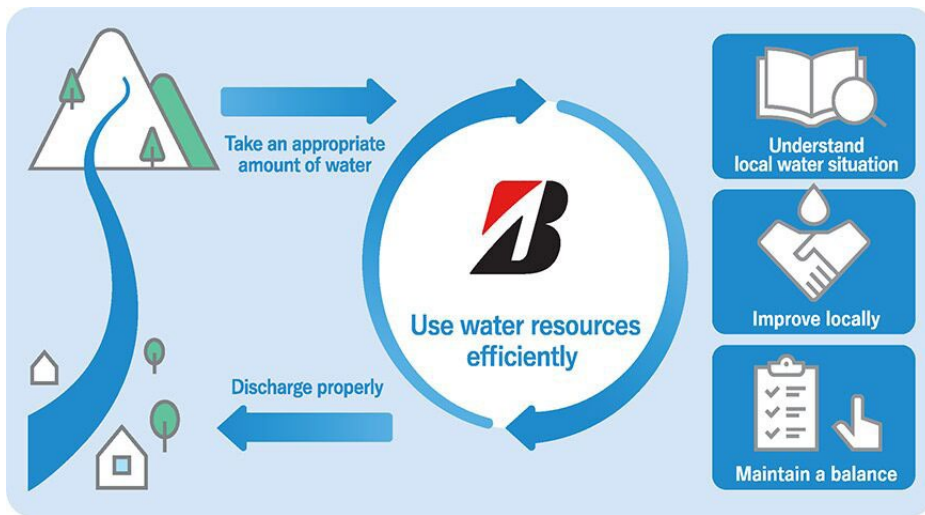
Build Trust to Propagate Value Co-creation In Harmony with Nature

Contributing to water stewardship

The Bridgestone Group is collaborating with stakeholders throughout its products' lifecycles and value chains to maximize its contribution to water stewardship. In particular, in Milestone 2030, the Group set a target to execute water stewardship plans at manufacturing facilities in water stress areas¹ by 2030. In doing so, it is helping to ensure that water is available on a socially equitable basis and the water cycle is preserved.

The Group has been making continuous efforts to improve the efficiency of water use at every production facility globally. For example, the Buenos Aires plant in Argentina, located in a water stress area, achieved a 65% reduction of water withdrawal in 2020 (compared to a 2005 baseline)

and the Izmit plant in Turkey reduced its water withdrawal by 35%, (compared to a 2005 baseline). The Buenos Aires plant also provided another company with its water discharge treated by reverse osmosis, thereby contributing to the reduction of water withdrawal in the entire community.



Concept of Bridgestone's Water Stewardship



Bridgestone Water Stewardship Policy

Protecting biodiversity

The Bridgestone Group launched "In Harmony with Nature – Promoting Biodiversity Program" in 2019 to evaluate the contribution to biodiversity at its manufacturing facilities globally. In 2020, 138 manufacturing sites participated in the program. P.T. Bridgestone Sumatra Rubber Estate (BSRE), which operates a rubber plantation in Indonesia, received the highest internal rating of Gold Class. BSRE employees joined local NGOs and elementary school children in environmental conservation and awareness-raising events, such as planting native trees, releasing fish and other activities to protect the environment around a spring-fed water area.



¹ Manufacturing facilities in water stress area: Manufacturing facilities that have water-related risks due to the locations with the risk of deterioration of quantity and quality of freshwater resources.

Build Trust to Propagate Value Co-creation In Harmony with Communities

As a global organization with operations in more than 150 countries, the Bridgestone Group is uniquely positioned to co-create long-term social and customer value in communities around the world.

It does so by working collaboratively with customers, employees and partners to develop sustainable community solutions that positively impact a wide variety of cultures facing unique challenges. Although this work tends to be longer-term, when urgent support is essential — for example, in times of disaster — the Group also steps up to immediately support its communities.

Supporting communities is part of the Group's Sustainability Framework as it builds trust to propagate value co-creation. The efforts are intended to enhance the well-being of people in communities where the Group operates and are instrumental to realizing its goal of societies where all people can live Active and Healthy Lifestyles. To achieve this aim, the Group focuses its strengths and competencies on building safer, healthier communities and making education more accessible and inclusive for current and future generations.

Road safety education

Given its foundation as a tire company, the Bridgestone Group understands that road safety is essential to mobility systems and resilient communities. In 2020, the Group co-created social value around the world with a number of partners.

- In Vietnam, where motorbikes are the most prevalent form of personal transportation, Bridgestone and local dealer Xuan Tung donated 900 safety helmets to school children.
- In Australia and New Zealand, BSCAP continued its sponsorship of a highly engaging one-day road safety workshop with [RYDA](#) at two high schools. Since beginning this partnership, more than 1,650 students have learned how to stay safe on the road, as both drivers and passengers.
- In Madrid, more than 200 students studying to be mechanics learned to better understand the challenges facing pedestrians who are vision-impaired or have other disabilities during driving simulations co-sponsored by BSEMIA and [Fundtrafic](#).

- More than 1,000 pedestrians and bicycle riders in Poznan, Poland received reflective bands from the Bridgestone Test Dummy to help them be more protected at night. Because the program took place during the COVID-19 pandemic, residents also received face masks and hand sanitizer.

Helping professional drivers operate safely also is a priority of the Bridgestone Group. In 2020, a one-month Bridgestone-led "Eyes on the Road" campaign helped truck drivers in Egypt and the Kingdom of Saudi Arabia understand the importance of physical fitness and eye health to safely performing their jobs.



Contributing to a safer society

The Bridgestone Group is making community safety more sustainable with its services, products and initiatives. For example, during Vietnam's rainy seasons, many of the country's worn-out wooden bridges pose significant safety challenges for people commuting to work and school. To help, the Bridge to Knowledge campaign, led by Bridgestone Tire Manufacturing Vietnam LLC, pledged to build 20 bridges across flood-prone Vietnam by 2030, and to maintain the bridges for 10 years. In 2020, the Group built three new bridges that provide safe access to educational facilities for students from over 1,000 households.



Build Trust to Propagate Value Co-creation In Harmony with Communities



In 1983, the Bridgestone Group developed high-quality, highly-functioning seismic isolation bearings by applying tire manufacturing technologies. Today, as the leading manufacturer of seismic isolation bearings for buildings in Japan, these products are utilized in a wide range of public and private buildings, including logistics facilities that are becoming increasingly important as e-commerce increases due to the COVID-19 pandemic. In addition, more than 73,000 people (as of the end of 2020) have learned about the key role of seismic isolation technology in disaster prevention via experiential information vehicles that visit educational institutions and local community events.

The Bridgestone Group also helps keep people safe by providing immediate assistance when disaster strikes. In early 2020, Indonesia experienced heavy rains and flooding. Later in the year, Vietnam faced floods and typhoons. To help people impacted by these natural disasters, the Bridgestone Group donated groceries, medicine, jackets, electric kettles, rice cookers and other essential supplies. The Bridgestone Group also supported U.S. communities when tornados and storms struck in 2020.

Accessible and inclusive education

Education is essential for developing life and career skills, which is why the Bridgestone Group supports accessible and inclusive education in the communities in which it operates.

The Group is training the next generation of automotive service professionals. In Nashville, Tennessee, U.S., BSAM sponsors the Maplewood High School Automotive Training Center, and in Akron, Ohio, U.S., it sponsors the Bridgestone Academy of Applied Engineering & Technology at East Community Learning Center. Both schools host a near-replica Firestone Complete Auto Care store and training curriculum. Since 2015, 39 students have been hired by the Bridgestone Group from the Nashville program and 90 students are currently studying in the Akron program. Increasingly, women are pursuing the automotive service profession and receiving great training at these BSAM-sponsored programs.

BSEMIA is helping people incarcerated at the Featherstone prison in Staffordshire, U.K. prepare for a successful career as tire technicians when they are released. About 30 inmates are training to receive [Institute of the Motor Industry](#) accreditation credentials, leveraging Bridgestone's well-regarded REACT Roadside Tyre Technician Training.

In Japan, Bridgestone Corporation held online a Global Communication Class for junior high school students. Employees shared their experiences helping the Group expand its business globally. This gave participants an opportunity to understand the importance and challenges of communicating effectively with a wide variety of people. The Corporation also has been holding environmental programs since 2004 and has reached 29,000 students to date. It plans to continue these efforts in 2021 and beyond.

In 2020, as the COVID-19 pandemic hit, schools around the world moved to remote learning. Many families lacked the basic technology needed for children to keep pace with their studies, so the Bridgestone Group stepped in to help.

- In Mexico, BSAM donated tablets and school supplies to children at Mexico City's Amelia B de Casas Kindergarten to help them continue their studies. BSAM also donated laptops to the [Bandera Blanca Foundation](#) in Costa Rica for children in vulnerable situations. Digital workshops also were offered to parents and grandparents of these children to help them learn to use the technology.
- In partnership with the CompSharing charity project, BSEMIA donated computers to the Russian Red Cross for families in need of computer access during the pandemic.
- In the U.S., BSAM has long partnered with the [Boys and Girls Clubs of America \(BGCA\)](#). In 2020, customers donated 3.6 million USD to the Bridgestone Driving Great Futures partnership that supports BGCA. Among other uses, these funds provided technology grants to help BGCA participants adapt to remote learning.



Promoting healthier communities

Helping people live healthier lives is another of the many ways the Bridgestone Group makes its communities and society more resilient.

For example, BSEMIA helped neighbors near its India operations by organizing a health camp that offered regular check-ups and hemoglobin, diabetes, blood pressure and calcium tests. The Health Camp also provided medicine free of charge to those in need.

As a worldwide partner of the Olympic and Paralympic Games Tokyo 2020, and in anticipation of the games being held in its headquarters' city of Tokyo, BSEMIA's B-Olympic platform promoted employee's Active and Healthy Lifestyles through regular athletic challenges, articles, workouts and other information. When employees collectively reached a specific kilometer target by walking, running, cycling, etc., BSEMIA donated to 14 local cancer charities. In 2020, employees moved for 1.2 million kilometers, resulting in a donation of 124,000 EUR.



To spread enthusiasm for Active and Healthy Lifestyles via Olympic and Paralympic sports in Australia, BSCAP hosted surfing, swimming and wheelchair tennis lessons for young athletes. Forty surfers, 100 swimmers and 12 wheelchair tennis enthusiasts enjoyed lessons with well-known athletes and Team Bridgestone members, surfer Connor O'Leary, Olympic-hopeful swimmer Ariarne Titmus and Paralympic wheelchair tennis medalist Heath Davidson.

Also in 2020, a great deal of the Group's efforts focused on the impact of the COVID-19 pandemic. In countries all across Europe, Asia, and North and South America, the Bridgestone Group provided personal protective equipment (PPE) to people and organizations. In Latin America, the U.S. and Japan, the Group also manufactured face shields and donated them to hospitals and other healthcare facilities. Overall, the Bridgestone Group raised or donated 1.29 million USD for global COVID-19 pandemic relief efforts.

In May 2021, the Group committed to send 56 ventilators, 120 oxygen concentrators and 10,000 N-95 masks to India through its global network in Japan, United States and Europe.

The Group and its employees helped in numerous other ways as well:

- Offering free, 24-hour emergency tire repair for healthcare workers in Spain and France, crucial services for delivery vehicles in South Africa, and sanitization of front line workers' vehicles in Ireland and all customers' vehicles in Thailand.
- Providing NGO and fleet partners in India with food and other essentials for truck drivers stranded on highways.
- Donating two cars, 100 blankets and bags for patients' belongings to a field hospital in Spain.
- Supplying tires for emergency vehicles in Hungary, Mexico, Costa Rica, Colombia, Dominican Republic and Guatemala.
- Collecting necessities for families in need in Costa Rica, France, Germany, Italy and Mexico.
- Partnering with [Food Bank Singapore](#) to host a food donation campaign for those in need and providing new tires for the organization's fleet of vehicles in Singapore.
- Sponsoring "Be Heroes Together" blood drives in Thailand and Taiwan to boost supplies to fight the COVID-19 pandemic. More than 490 employees donated over 200,000 cc of blood.
- Supporting seven hospitals, one school and Faculty of Medicine COVID-19 vaccination research efforts at Thailand's Chulalongkorn University.

More information on ways the Bridgestone Group is contributing to a safer society, supporting accessible and inclusive education and promoting healthier communities is available [online](#).



Build Trust to Propagate Value Co-creation Build Higher Trust

Build higher trust to make Bridgestone a preferred partner

The Bridgestone Group is engaged in a variety of sustainability initiatives to ensure it is a partner of choice for its stakeholders now and in the future, including measures to promote diversity and inclusion. Since its founding, the Group has been working to realize a symbiotic society in which diverse people respect and help each other, while each individual lives well and healthy, utilizes his or her individuality, and achieves self-fulfillment. In particular, in recent years, the Group has been working to solve social issues facing the elderly and disabled through co-creation with local communities and various partners.

MEMBERSHIP IN THE VALUABLE 500

The Bridgestone Group has joined [The Valuable 500](#), a global initiative launched at the World Economic Forum's annual meeting in Davos in January 2019. The Valuable 500 aims to help business leaders transform their businesses and unlock the social and economic value of people living with disabilities around the world. It gained the endorsement of the CEOs of 500 companies worldwide. The concept of The Valuable 500, which respects diversity and promotes inclusion, has much in common with the Group's corporate philosophy and is in line with the intended direction of its Global Human Rights Policy and *Our Way to Serve*. The Group will continue to focus on creating work environments where diversity is embraced and employees with disabilities can easily demonstrate their abilities.



In addition, through its support of "Challenge for Tomorrow," an on-site class organized by the Nippon Foundation Paralympic Support Center that invites para-athletes to schools to help teach about a symbiotic society, the Group will continue to encourage children's learning by helping them understand respect for diversity and a symbiotic society.



SUPPORT FOR THE OLYMPIC AND PARALYMPIC GAMES

As a Worldwide Olympic and Paralympic Partner, the Bridgestone Group promotes the spirit at the core of these global movements, which seek to realize a better world through sport and their commitment to diversity, inclusion, and equality. For example, the Group supports the Paralympic Games by providing innovative equipment and solutions to address the challenges faced by para-athletes. Applying its tire surface pattern development technology, the Group worked with para-triathlete Yukako Hata to develop a rubber sole for a prosthetic running blade that is long-lasting and can run on various surfaces with a stable grip.



Photo courtesy of the Nippon Foundation Paralympic Support Center



A MESSAGE FROM

Yoshikazu Shida

Vice President and Senior Officer
Seconded to Bridgestone Asia Pacific Pte. Ltd.
BSCAP Member of the Board, CEO
Chairman of Bridgestone (China) Investment Co., Ltd.

2020 was a year like no other and our hearts go out to all colleagues and members of the community affected by the pandemic.

However, while the global pandemic captured headlines, it was not the only crisis on hand. As part of Bridgestone’s global CSR commitment, *Our Way to Serve* — specifically in the People Priority Area — we rallied to support our local communities suffering from other crises that included natural disasters.

Our teammates have gone above and beyond in delivering social value to the best of their abilities. Last year, we conducted blood donation drives in Thailand and Taiwan, distributed food and soap packages to villages in Indonesia that were facing supply shortages, assisted firefighters in combatting the wildfire crises

in Australia and Thailand, built bridges in typhoon and flood-stricken areas in Vietnam, and supported our own teammates who were impacted by the floods in Indonesia. We also conducted a food donation campaign in Singapore, for distribution to needy families affected by the pandemic. In total, Bridgestone contributed over 1 million USD for COVID-19-related support, disaster relief and community-related initiatives in the China and Asia Pacific region. For the former, we supplied medical equipment and direct support to healthcare front-line workers, and partnered with governments and NGOs in their efforts against the pandemic.

To contribute towards a better future, Bridgestone will continue to constantly be in harmony with our communities while we strive toward becoming a sustainable solutions company.



FTSE4Good



EXTERNAL EVALUATION IN THE SUSTAINABILITY FIELD

The Bridgestone Group’s sustainability efforts have been highly evaluated externally.

- Dow Jones Sustainability Asia Pacific Index: Selected as a component of the Dow Jones Sustainability Asia Pacific Index for the 11th consecutive year.
- FTSE4Good Index Series: Selected as a constituent stock of the FTSE4Good Index Series for the third consecutive year. The Group received full scores in all environmental areas (climate change, pollution and resources, supply chain, and water security) for the first time.
- STOXX Global ESG Leaders Index: Included in the STOXX Global ESG Leaders Index for the second consecutive year.
- CDP: Selected for the “Climate Change A-List” for its outstanding efforts to address climate change by proactively self-reporting environmental information.
 - CDP Climate Change: A
 - CDP Water Security: A-
 - CDP Supplier Engagement: A
- ISS ESG Corporate Rating: Designated as “Prime” for its advancements in ESG initiatives and information disclosure.

The Bridgestone Group will continue to take on the challenge of transforming social systems through all of its corporate activities to contribute to the realization of a society in which all people can live well within planetary boundaries.