

Who we are

○ Mission, Corporate Philosophy, and Vision

社是
最高の品質で
社会に貢献
石橋正二郎

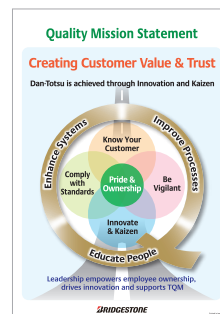
Company Code:
"Serving Society with Superior Quality"
Shojiro Ishibashi



[The Bridgestone Essence \(Corporate Philosophy\)](https://www.bridgestone.com/corporate/philosophy/)
<https://www.bridgestone.com/corporate/philosophy/>



[Safety Mission Statement](http://www.bridgestone.com/responsibilities/social/safety_health/index.html)
www.bridgestone.com/responsibilities/social/safety_health/index.html



[Quality Mission Statement](http://www.bridgestone.com/responsibilities/social/consumer/index.html)
www.bridgestone.com/responsibilities/social/consumer/index.html



[Environmental Mission Statement](http://www.bridgestone.com/responsibilities/environment/vision/index.html)
www.bridgestone.com/responsibilities/environment/vision/index.html

Bridgestone 3.0 Journey Vision

Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company.

Bridgestone E8 Commitment



Toward 2050, Bridgestone is evolving into a sustainable solutions company.

Born of our enduring Bridgestone values, this is our personal E8 Commitment to support the realization of a sustainable society.

Energy Committed to the realization of a carbon neutral mobility society.

Ecology Committed to advancing sustainable tire technologies and solutions that preserve the environment for future generations.

Efficiency Committed to maximizing productivity through the advancement of mobility.

Extension Committed to nonstop mobility and innovation that keeps people and the world moving ahead.

Economy Committed to maximizing the economic value of mobility and business operations.

Emotion Committed to inspiring excitement and spreading joy to the world of mobility.

Ease Committed to bringing comfort and peace of mind to mobility life.

Empowerment Committed to contributing to a society that ensures accessibility and dignity for all.

Bridgestone E8 Commitment to Our Future

For the sake of the Earth, which future generations of children have entrusted in our care.

Together with you.

Overview of the Bridgestone Group

Business Overview

The Bridgestone Group has approximately 130 manufacturing plants and R&D facilities with premium tire, solutions, diversified products, and exploratory businesses in more than 150 countries and regions.

Premium Tire Business

“Produce and sell” tires Bridgestone Group’s core businesses

- Passenger car tires
- Truck and bus tires
- Specialties tires: Tires for off-the-road mining and construction vehicles, aircraft, agricultural machinery, and motorcycles



Solutions Business

Amplify value during the customer’s “use” of tires Bridgestone Group’s growth businesses

- Retail and service solutions
- Tire-centric solutions
- Mobility solutions

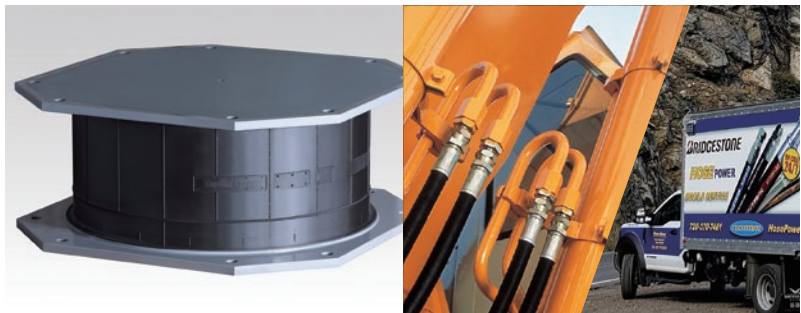


Diversified Products Business

Focus on areas where Bridgestone’s core competencies can be leveraged

- Hydraulic and high-performance hoses and rubber tracks
- Plastic piping and seismic isolation
- Air springs
- Sports: Golf balls and golf clubs
- Cycle: Power assisted bicycles and bicycles

and others



Exploratory Businesses

Promote commercialization based on co-creation with a focus on areas that make a solid contribution to sustainability

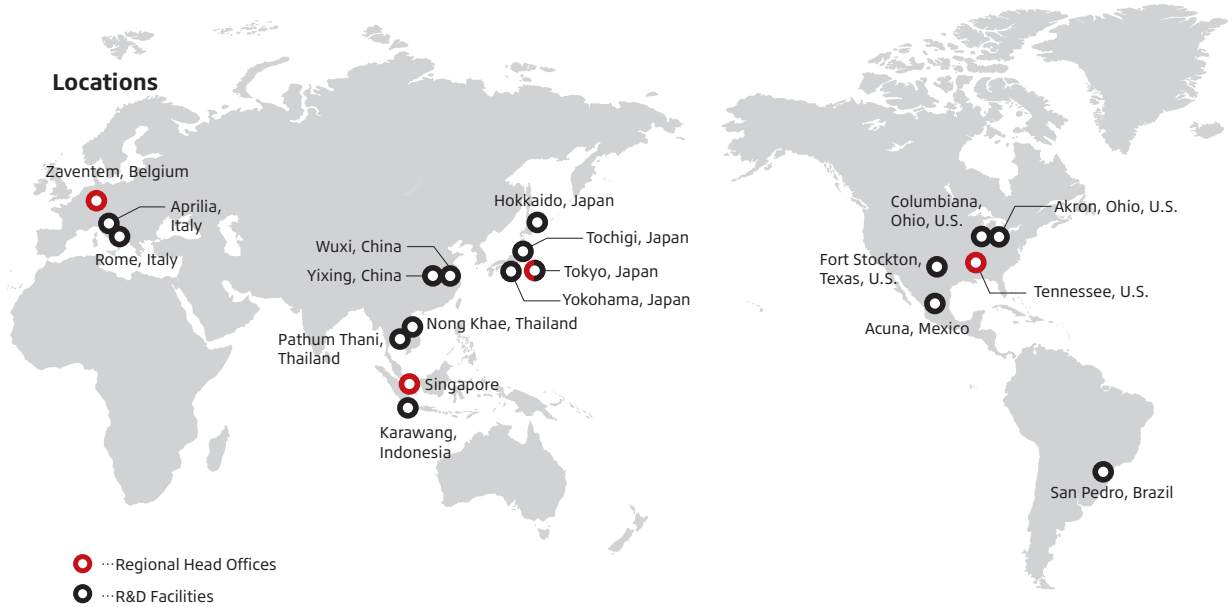
- Recycle business
- Guayule business
- Soft-robotics business



Note: As of December 31, 2022

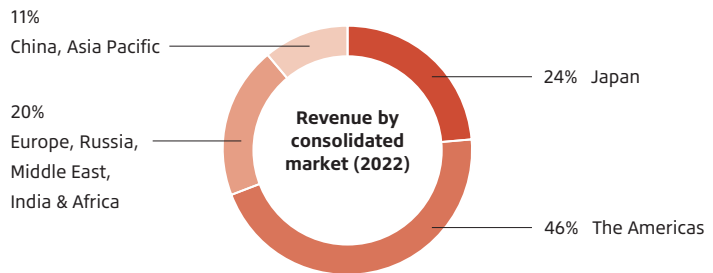
Financial and Non-Financial Highlights

Locations



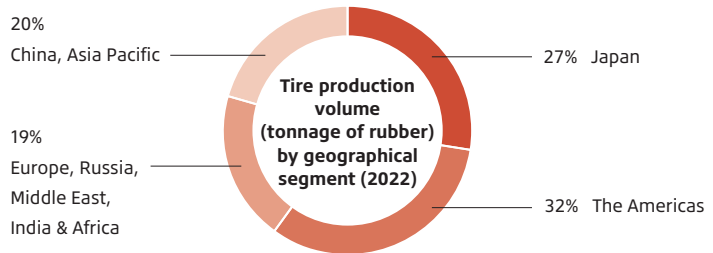
Revenue (2022)

4,110.1 billion JPY



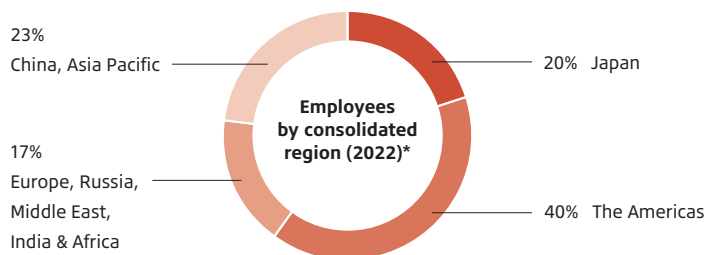
Tire Production Volume (tonnage of rubber) (2022)

1.77 million tonnes



Consolidated Employees (2022)

129,262 people



* As of December 31, 2022.

Our History of Taking on Challenges and the Bridgestone DNA

Ever since its founding in 1931, guided by the unchanging mission— “Serving Society with Superior Quality” —the Bridgestone Group needs of society and to continue supporting mobility and individuals’ lifestyles. Bridgestone’s DNA includes a “focus on quality”, customer problems”, and championing a “challenging spirit.” Our DNA has been shaped and refined over the course of our history

Bridgestone 1.0

Foundation

1931

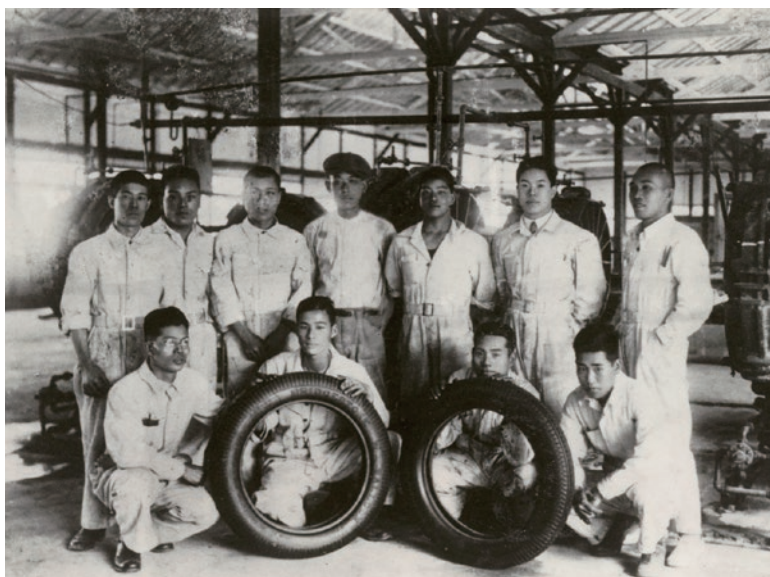
Our founding

In the early part of the 20th century, before Bridgestone was founded, tire manufacturers in Europe and the United States were thriving alongside advancements in the automotive industry, while Japan relied on British and U.S. technology and capital. Founder Shojiro Ishibashi believed in the future of motorized transportation in Japan and took on the challenge of producing tires domestically using Japanese capital and technology. After much hard work, the very first Bridgestone tire was produced in 1930, and on March 1, 1931, Bridgestone Tire Co., Ltd. was founded in Kurume City, Fukuoka Prefecture—eventually leading to the Bridgestone of today.

The Group set its sights on expanding overseas soon after its founding and chose Bridgestone as the company name and trademark—the founder’s surname translated and reversed (*Ishibashi*, which means “stone bridge” in English) for better product image and marketability overseas. Bridgestone began to expand its business from

Kurume City to the rest of Japan and began exports to Asia the following year after founding. The Group has since continued supporting motorization and mobility with safety and peace of mind in Japan and Asia, and the Asian region has become its second home market.

The Bridgestone DNA, which includes taking on difficulties with a “challenging spirit”, “focusing on quality”, and being “attentive and supportive of customer problems” with “respect for being on-site”, has been inherited to the current Bridgestone from this period of founding.



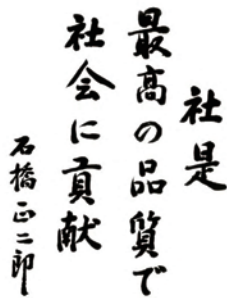
Birth of Bridgestone's first tire

has been expanding and evolving its operations to meet the changing “respect for being on-site”, “being attentive and supportive of and through the journey of taking on challenges.

1968-

Defining the Company Code: “Serving Society with Superior Quality”

Founder Shojiro Ishibashi believed that a business that contributes to its society and country will be forever profitable. Bridgestone’s Company Code—“Serving Society with Superior Quality”—was established in 1968, the year it won the Deming Application Prize. The Company Code strongly reflects the Bridgestone Group’s DNA of a “focus on quality” and lives on today as the Company’s mission.



Company Code defined (1968)

Awarded the Deming Application Prize

In the 1960s, the Group promoted the modernization of management and quality management activities. Corporate structure improvements were made Companywide under the “Deming Plan” initiative and in 1968 Bridgestone received the Deming Application Prize, which is awarded to companies demonstrating distinguished quality control, for the first time in the tire industry.



The Deming Application Prize medal



Receiving the Deming Application Prize (1968)

Bridgestone 2.0

Second Foundation

1988-

Taking on the challenge of a global Bridgestone

Merger with Firestone Tire & Rubber Company, the second largest U.S. tire manufacturer

Aiming to make full-scale business entry in the North American market, Bridgestone acquired Firestone Tire & Rubber Company, the second largest U.S. tire manufacturer at the time. The acquisition cost around 2.6 billion USD (approx. 330 billion JPY), making this the largest overseas acquisition by a Japanese company at the time. This merger made Bridgestone one of the top three manufacturers in the global tire market and launched the journey toward globalization. Bridgestone continued to evolve into a global company overcoming many challenges, such as the fusion of two distinct corporate cultures.

Firestone



Bridgestone acquired the Firestone Tire & Rubber Company in 1988

1997

Participation in F1®, the pinnacle of racing

Bridgestone started its motorsports activities from the first Japanese Grand Prix in 1963. The Group expanded its motorsports activities globally and began participating in F1® racing in 1997, one of the world’s top races. Just one year later, in 1998, a team won the F1® championship using Bridgestone tires. The Firestone brand (as part of Bridgestone) returned to the INDYCAR® SERIES in the United States in 1995 and Bridgestone also began participating in MotoGP™ in 2005, the world’s top motorcycle race. The challenge for excellence became the driving force allowing Bridgestone to expand its business as a global company based on premium tires.



1997-2010

Formula 1* 1998 Round 16 Suzuka

2002-2015

MotoGP™ 2015 Round 18 Valencia

2000-

Start of the solutions business for future growth toward Bridgestone 3.0

Bridgestone expanded into the solutions business domain to amplify value of its Dan-Totsu (the clear and absolute leader) products from the “produce and sell” phase to the customer’s “use” of tires, with a focus on “respect for being on-site” and “being attentive and supportive of customer problems”.

2007

Merger with Bandag, a leading tire retread* company

Bridgestone acquired Bandag, a U.S. company, to grow the global retread business that maximizes productivity and economic value for customers and makes a strong contribution to sustainability. This merger built the foundation for the future growth of the solutions business, and retreading is now being developed as a core part of the solutions business.

* Retreading is the process of replacing the worn tread on old tires received from customers, and then delivering tires that are ready to be used again.



2019

Merger with Webfleet Solutions (formerly TomTom Telematics), a leading digital fleet solutions provider in Europe

With this merger, Bridgestone started the expansion of fleet solutions using digital technologies. The aim is to provide new value by combining the Group’s expertise in tires with mobility data and tire data.



Bridgestone 3.0

Third Foundation

2020-

Bridgestone 3.0: Toward becoming a sustainable solutions company

Bridgestone 3.0 Journey

Vision

Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company.

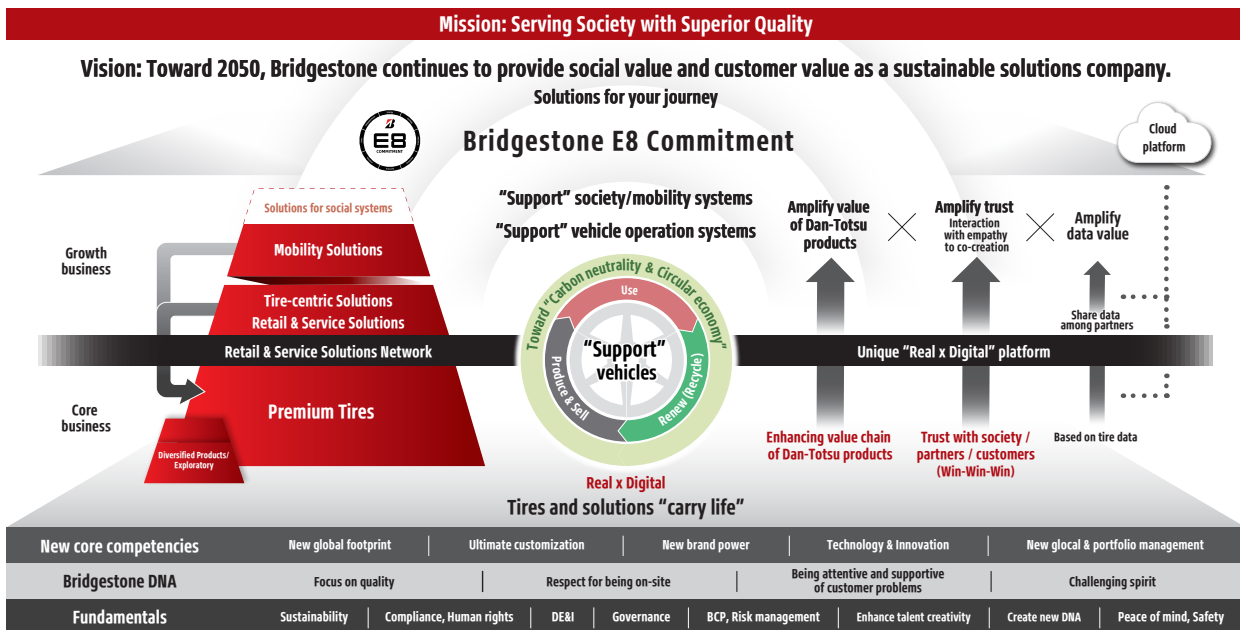
Bridgestone positioned 2020 as the first year of the “third foundation” or Bridgestone 3.0 and announced the Mid-Long Term Business Strategy, placing sustainability at the core of management and business. The Group identified its vision of “Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company”. To speed up that transformation, on March 1, 2022, in celebration of the 91st anniversary of its founding, Bridgestone announced the “Bridgestone E8 Commitment” (“E8”) as the axis to drive management while earning the trust of future generations. The E8 embodies the Group’s vision and reflects its mission, the fundamental principle of “tires carry life”, and its DNA. As a sustainable solutions company, Bridgestone will take on the challenge of transforming into a company that continues to grow sustainably, provide value, and support the creation of a sustainable society together with employees, society, its partners, and customers. The Group will move forward with this Bridgestone 3.0 Journey.

2022

Announcement of the 2030 Long Term Strategic Aspiration

Bridgestone formulated the 2030 Long Term Strategic Aspiration as a roadmap to survive these unpredictable times when the business environment is constantly changing and change is becoming commonplace. In line with this roadmap, Bridgestone will accelerate its transformation into a resilient “excellent” Bridgestone that transforms change into opportunity, unperturbed by continuous change while remaining robust and flexible like rubber toward its 100th anniversary in 2031.

● 2030 Long Term Strategic Aspiration: Strategic Map



2023

60th anniversary of Bridgestone’s motorsports activities

In 2023, Bridgestone celebrates the 60th anniversary of its participation in motorsports. Over the years, these activities have contributed to enhancing Bridgestone’s brand power globally and building the foundation for the premium tire business. Taking this opportunity, the Group will return to its starting point as a tire manufacturer and reinforce sustainable motorsports activities with sustainability at the core.

