

○ Bridgestone's Mission of "Serving Society with Superior Quality" and

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

Bridgestone 1.0

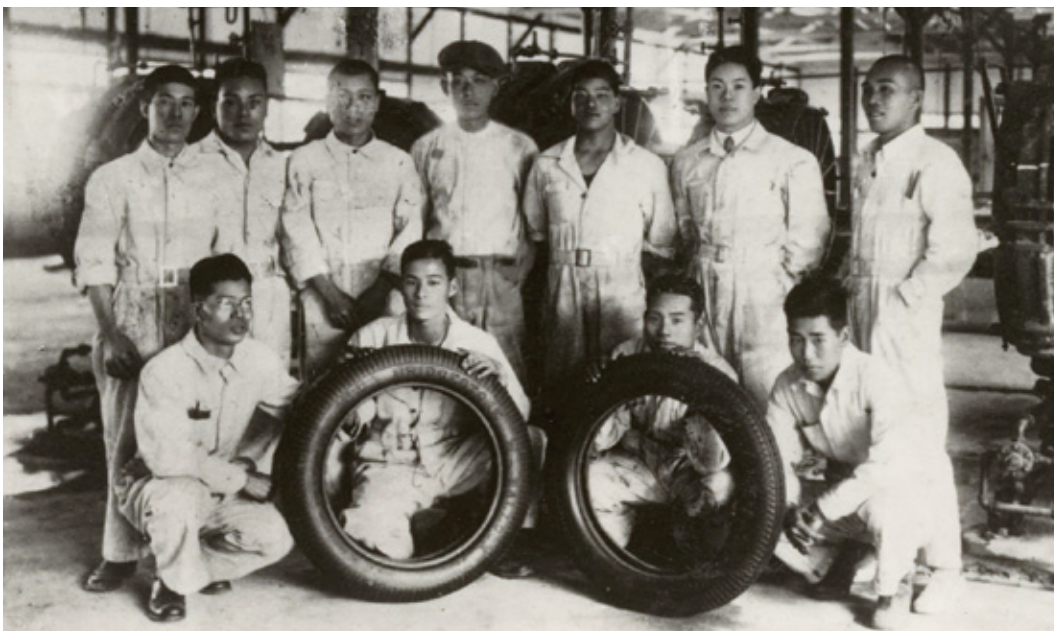
Foundation

1931

Our founding

In the early part of the 20th century, tire manufacturers in Europe and the United States were thriving alongside advancements in the automotive industry, while Japan relied on U.K. 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 overcoming many technical challenges, 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.

We set our sights on expanding overseas soon after our 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. We have since continued supporting motorization and mobility with safety and peace of mind in Japan and Asia, and the Asian region has become our second home market. Bridgestone DNA, which includes taking on difficulties with a "challenging spirit", "focus on quality", and "being attentive and supportive of customer problems" with "respect for being on-side", has been inherited to the current Bridgestone from this period of founding.



Birth of Bridgestone's first tire

Our DNA

has been expanding and evolving its operations to meet the changing needs of
"respect for being on-side," "being attentive and supportive of customer

1968-

Receiving the Deming Application Prize and defining the company mission:
"Serving Society with Superior Quality"

Receiving the Deming Application Prize

In the 1960s, Bridgestone promoted the modernization of management and quality management activities, which we uniquely named the "Deming Plan" in 1964. Based on the basic thought that "good company quality makes good quality of products and services", we started company-wide efforts to improve our corporate structure. 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)

Company mission: "Serving Society with Superior Quality"

In the same year we won the Deming Application Prize, Bridgestone established "Serving Society with Superior Quality" as its company mission. This mission reflects the founder's business philosophy that "A business that contributes to its society and country will be forever profitable", and lives on today as its unchanged mission. Bridgestone's DNA, "focus on quality", has been cultivated through such activities to improve management quality.

社是
最高の品質で
社会に貢献
石橋正二郎

Company mission defined (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

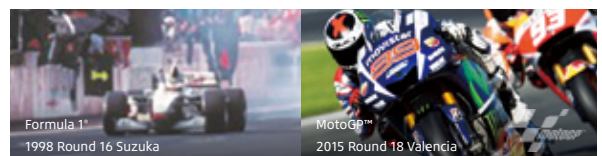


Bridgestone acquired the Firestone Tire & Rubber Company in 1988

1997

Participation in F1®, the pinnacle of motorsports

Bridgestone started its motorsports activities from the first Japanese Grand Prix in 1963. We expanded our 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 2002, the world's top motorcycle race. This "challenge for excellence" has enabled Bridgestone to be recognized as a global premium brand and serves as the foundation of our premium tire business today.



Formula 1®
1998 Round 16 Suzuka

MotoGP™
2015 Round 18 Valencia

Formula 1® 1997-2010

MotoGP™ 2002-2015

2000-

Start of the solutions business for future growth toward Bridgestone 3.0

Bridgestone expanded into the solutions business domain to amplify the 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 Bridgestone'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 positioned 2020 as the first year of the "third foundation" or Bridgestone 3.0 and announced the Mid-Long Term Business Strategy Framework, placing sustainability at the core of management and business. We identified our vision of "Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company". As a sustainable solutions company, Bridgestone takes on the challenge of transforming into a company that continues to grow sustainably, provide value, and support the realization of a sustainable society. Bridgestone is moving forward with this Bridgestone 3.0 Journey.

Bridgestone 3.0 Journey

Vision

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

2022

Establishment of its corporate commitment, the "Bridgestone E8 Commitment"

To accelerate our transformation, on March 1, 2022, in celebration of the 91st anniversary of our founding,

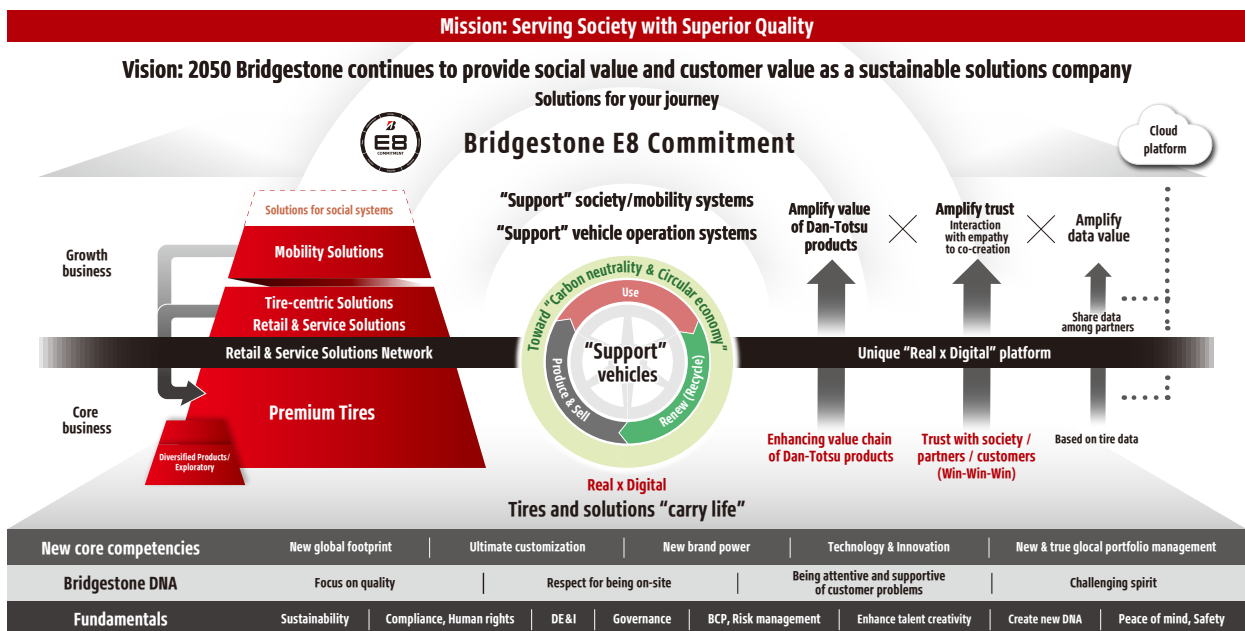


Bridgestone announced the “Bridgestone E8 Commitment” as the axis to drive management while earning the trust of future generations. The Bridgestone E8 Commitment embodies Bridgestone’s vision and reflects our mission, the fundamental principle of “tires carry life”, and Bridgestone DNA. We will commit to create 8 Bridgestone-like values starting with the letter “E” through the Bridgestone-like purpose and process together with employees, society, partners, and customers to realize a sustainable society.

The 2030 Long Term Strategic Aspiration announced in August 2022

Bridgestone announced the 2030 Long Term Strategic Aspiration described as a vision of what we want to achieve in 2030, to survive these unpredictable times when the business environment is constantly changing and change is becoming commonplace. We positioned this as a roadmap and North Star toward our 100th anniversary in 2031 and are accelerating our transformation into a resilient “excellent” Bridgestone that transforms change into opportunity, unperturbed by continuous change while remaining robust and flexible like rubber.

● 2030 Long Term Strategic Aspiration: Strategic Map



2024

Mid Term Business Plan (2024–2026)—24MBP announcement

Bridgestone formulated the 24MBP based on the 2030 Long Term Strategic Aspiration as our roadmap and North Star, taking into account changes in the business environment as well as remaining issues from 21MBP – the Mid Term Business Plan (2021–2023) and newly exposed issues. We will further focus on value creation, having “Passion for Excellence” as our management approach, which expresses the passion to pursue improvement of management and working & business quality.