

BRIDGESTONE®

THE MARKET

Bridgestone is the world's largest tire and rubber company. Based in Nashville, Tennessee, Bridgestone's North American subsidiary develops, manufactures, and markets a wide range of Bridgestone, Firestone, and associate brand tires to address the needs of a broad range of customers, including consumers, vehicle manufacturers, and those in the agricultural, forestry, and mining industries.

Most Americans associate Bridgestone tires with passenger cars and light trucks. However, the Bridgestone family of companies also makes tires for truck, bus, off-the-road, motorcycle, agricultural, and kart applications.

Bridgestone Americas markets these tires through a variety of different outlets. In addition, through the Bridgestone Bandag Tire Solutions unit, retreading customers have access to industry-leading research and development, manufacturing, and marketing and sales expertise, providing a total tire solution.

ACHIEVEMENTS

Bridgestone Corporation has become the largest tire and rubber company in the world. More than 130,000 Bridgestone teammates across the globe, including 53,000 in the Americas, serve the company's customers.

In addition to its flagship brands — Bridgestone and Firestone — the Bridgestone family of companies also makes a number of the raw materials that go into tires and maintains 2,300 company-owned tire retail outlets in North America. The



Bridgestone Ltd. two years later in Kurume, Japan, as the first local tire supplier for the blossoming Japanese automotive market. The company was eventually renamed Bridgestone Corporation in 1984.

Bridgestone's corporate family traces its American roots back to the establishment of the Firestone Tire & Rubber Co. in 1900. That was the year that 31-year-old Harvey S. Firestone — a close friend of Thomas Edison and Henry Ford — started tire production in Akron, Ohio, with just 12 employees. In 1983, Bridgestone acquired its first U.S. production base by purchasing a Firestone plant in La Vergne, Tennessee. This foreshadowed Bridgestone's acquisition of that U.S. company in 1988, for a total of \$2.65 billion, and the rise of one of America's biggest brands ever.

THE PRODUCT

Bridgestone researches, develops, manufactures, and markets tires for almost everything that moves on wheels. In fact, the company, through its international subsidiaries, sells more than 8,000 different types and sizes of tires — from a 13-foot-tall

company's tires are also sold through tens of thousands of independent retailers operating in more than 150 countries around the world. Non-tire products include automotive components, particularly vibration- and noise-isolating parts, such as engine mounts and air springs; industrial products, such as polyurethane foam, conveyor belts, and rubber tracks for crawler tractors; construction (such as rubber roofing) and civil engineering materials; and sporting goods (golf balls and clubs, tennis balls and rackets, and bicycles). Products are manufactured at more than 40 tire plants and more than 60 non-tire plants on six continents.

HISTORY

Bridgestone was founded by Shojiro Ishibashi, whose literal name translation means "stone bridge." Prior to founding the tire company, Ishibashi, along with his brother, had led the family clothing business, which produced *tabi* — Japanese workers' footwear. Ishibashi revolutionized that industry by adding rubber soles to his footwear. Deciding that his future lay in the rubber business, he began intensive research and development in 1929, founding



giant radial for earth-moving equipment to a kart tire that stands a mere 10 inches high.

Bridgestone's major consumer product lines are Dueler (for light truck, SUV, and CUV vehicles), Potenza (for performance vehicles), Turanza (for touring cars, providing excellent road performance on wet surfaces), and Blizzak (for all

passenger vehicles and light trucks that travel on snowy and icy road conditions).

RECENT DEVELOPMENTS

As an industry leader, Bridgestone is focused on innovation, continuously creating new products and processes. Because there is no industry rating system yet in the United States for the environmental performance of tires, Bridgestone created its own voluntary Eco-Products rating system, evaluating each tire for environmental benefits.

Bridgestone's engineers considered a number of factors in developing these guidelines, including carbon footprint, resource savings, natural resource use in construction, recycle/reuse, noise pollution reduction, and tire performance characteristics. These tires balance many pro-environment features with the road performance characteristics that drivers demand. The result is Bridgestone's newest tire, Ecopia, specially designed for today's new hybrid vehicles.

The company shares the world's growing concern regarding climate change and has responded with environmentally smart manufacturing processes. Bridgestone's Ecopia, for example, is the lowest-rolling-resistance tire ever produced.

While designing products for the eco-conscious consumer, Bridgestone is still keeping an eye on another growing category of tire consumers:



high-performance drivers. These consumers are true driving enthusiasts, for whom a car is not just a vehicle but the very core of their culture. For this highly demanding consumer, Bridgestone has developed the Potenza RE11 tire.

PROMOTION

Recognizing that drivers who are passionate about driving are also passionate about life itself, Bridgestone and Bridgestone Americas take an active and aggressive role in promoting the brand on various lifestyle and cultural fronts.

A perfect example is the Bridgestone brand's numerous high-profile sports sponsorships:



GREEN FOCUS

As the world's leader, the company has chosen to take the forefront on ecologically responsible manufacturing. Bridgestone is a leader in applying its technology toward the development of energy-efficient manufacturing processes and environmentally sensitive products.

Bridgestone Americas implemented ISO 14001 — the international standard for environmental management systems — at 24 major facilities across the Americas before 2000. In addition, the company leads the tire and rubber industry globally regarding ISO 14001 certification. Today, all of Bridgestone's major facilities are ISO 14001 certified, a first for the company. (Bridgestone is the first tire company to have all of its plants certified.)

All six U.S. Bridgestone passenger and commercial tire plants and four Firestone diversified products plants have been accepted into the U.S. Environmental Protection Agency's prestigious National Environmental Performance Track program. This program was created to reward and recognize companies that show a commitment to improving environmental performance over time. Bridgestone Americas was the first company to have a plant accepted into the Performance Track program and the first to have all of its U.S. passenger and commercial tire plants accepted.

Bridgestone is the Official Tire of the NFL, Official Tire Sponsor of the Super Bowl and NFL Pro Bowl, and presenting sponsor of the NFL International Series Game. (A Bridgestone television commercial that aired during Super Bowl XLII was one of the highest-rated commercials according to numerous polls, and was also a finalist in the 2008 Cannes Lions International Advertising Festival.)

In 2008, Bridgestone became the Official Tire of the NHL, NHLPA, and the Hockey Hall of Fame.

The Bridgestone brand is the Official Tire of the PGA TOUR and sponsors the World Golf Championships—Bridgestone Invitational, played at the Firestone Country Club in Akron, Ohio.

Recognizing its responsibility to train and educate future generations of drivers, Bridgestone Americas actively promotes safety through a variety of programs, including Driver's Edge (driver education for students), Safety Scholars (a competition in which students compete for college scholarships), and TireSafety.com (a consumer website dedicated to sharing practical tips for tire consumers and drivers).

As proof of the promotional success of the company, *Brandweek* magazine selected Phil Pacsi, vice president of North American Consumer Tire Marketing, Bridgestone Americas Tire Operations, to be one of its 2008 Marketers of the Year.

BRAND VALUES

Bridgestone's theme line — Passion for Excellence — is derived directly from the company's core values, values that are embraced by its employees.

These values are clearly expressed and shared among the Bridgestone Americas family: "We're fair, open, and honest, and we communicate freely. We fully honor the ethics, morals, and laws applicable to our businesses. We pursue continuous



improvement through educated, fact-based decision making. We welcome diversity and treat all people with dignity and respect. We understand the perspectives of our customers and suppliers, and treat both as partners. And we strive for the highest quality in our products and services."

THINGS YOU DIDN'T KNOW ABOUT BRIDGESTONE

- Bridgestone manufactures the world's strongest and largest tire. It measures 13 feet in diameter, weighs nearly 15,000 pounds, and has a load-carrying capacity of 300,000 pounds.
- In January 2006, Bridgestone America's Aiken County, South Carolina, plant celebrated the manufacture of its 50 millionth tire.
- The Bridgestone Americas Trust Fund donates nearly \$4 million annually to deserving U.S. charities and nonprofit organizations.
- Through 2008, Bridgestone Americas has distributed nearly 3 million tire air pressure gauges to consumers and dealers.