



Brand Identity Manual

An aerial photograph of four people wearing red jackets and dark pants, standing on a dark floor with a white grid pattern. They are arranged in a circle, looking down at the floor. The background is dark and textured.

FOREWORD

EVOLVING THE FUNDAMENTALS OF OUR BRAND IDENTITY TO SUPPORT OUR EVOLVING BUSINESS STRATEGY.

JULY 1, 2020

Bridgestone is on a journey – evolving from being the world's No. 1 tire and rubber company to the world's most valued brand, providing advanced solutions for a world in motion.

Many things have guided us to this point in our history, including **The Bridgestone Essence**, our mission of “**Serving Society with Superior Quality**”, and our Safety, Quality and Environmental Mission Statements. These will stay the same.

But many things will evolve, just as the world around us is rapidly changing. We are likely to see more change in the next 10 years than we have in the last 30. We will increasingly transition from a products and services company to a products, services and solutions company. We feel confident about our future with the new brand identity in place, which clearly articulates who we are, how we work and what we offer.

Our challenge is to define our brand in a way that makes it relevant to all our lines of business and stakeholders. Not simply a slogan but an enhanced and evolved brand definition - a working tool that helps set clear expectations as to who we are, how we work and what we offer.

We want to enhance the value of Bridgestone in the eyes of our prospects and customers by meeting their needs and desires in a way that shows true leadership.

When we all do that, we will achieve our vision.

Thank you,

The Global Brand Committee

INTRODUCTION

While many things are evolving, many core elements of our company and culture remain the same. The **Bridgestone Essence** is foundational to who Bridgestone is and do not change. Our refined Brand Identity and new global tagline were created to align with these existing elements.

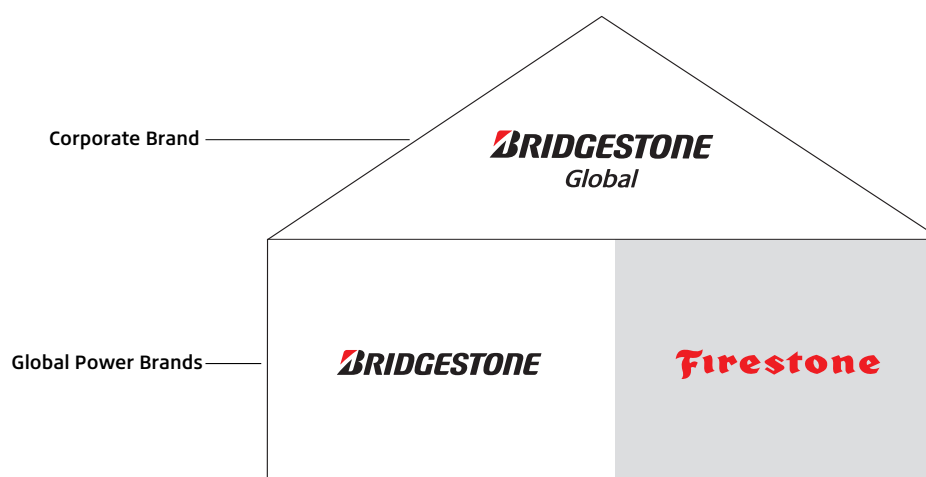
However, we have made far reaching changes that touch us all. Previously, we had a single unified Bridgestone brand identity that loosely applied to both our corporate operations worldwide and to the Bridgestone product/service brand, but it lacked detail to fully support either. For clarity going forward, we have created a brand framework that fully defines and supports the Bridgestone brand at both the corporate and product/service levels. This will make it easier for Bridgestone teammates worldwide to operate with a sense of purpose and to activate the brand with one unified voice across many markets and regions.

Throughout this document, you will learn about both the **Bridgestone Corporate Brand Identity**, which applies to who we are as a company, and the **Bridgestone Global Power Brand Identity**, which applies to the products, services and solutions we provide.

We have two **Global Power Brands** – **Bridgestone** and **Firestone**. Both make significant contributions to our company and global ambitions. They leverage the same identity model so both can be easily understood in relation to one another. While some details of the Firestone Global Power Brand Identity will be shared in this document, reference the Firestone Global Brand Identity Manual for complete detail on Firestone.

And we will have a new logo for our Corporate Brand. This addition reflects both our geographical footprint around the world, as well as our brand vision of becoming the most valued global brand providing advanced solutions for a world in motion.

*Please see Section 4, The Corporate Brand for more detail on **Bridgestone Global**.*



THE FOUNDATIONS OF OUR BRAND STRATEGY

OUR CORPORATE BRAND IDENTITY

Including our heritage, The Bridgestone Essence and *Bridgestone E8 Commitment*.

OUR VISION

To become a **sustainable mobility and advanced solutions company**,
providing social and customer value

OUR STAKEHOLDERS

In particular, the changes in society influencing our customers and teammates,
including the global shift to **millennials** as the dominant group globally.

OUR MARKETPLACE

Our lines of business extending across the **mobility, industrial and sports/lifestyle**
segments and our changing competitive set.





The development of this enhanced Brand Identity has been a comprehensive process and thousands of teammates around the globe have contributed to it.

This strategic manual is intended for you to use alongside three other essential resources:

- **Basic Design Manual** that contains the details of our logos, fonts and colors.
- **Bridgestone Global Logo Manual** that contains the details of the Bridgestone Global Logo.
- **Application Design Manuals** that contain layouts and frameworks.

It is critical in our journey to become the most the most valued global brand providing advanced solutions for a world in motion that we speak with **One Voice** as we activate the Bridgestone brand worldwide. Apply these guidelines so that we drive greater consistency in how our brand is represented across our regions, and together, we will build an even more valued global Bridgestone brand.

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01 / *OUR HERITAGE*

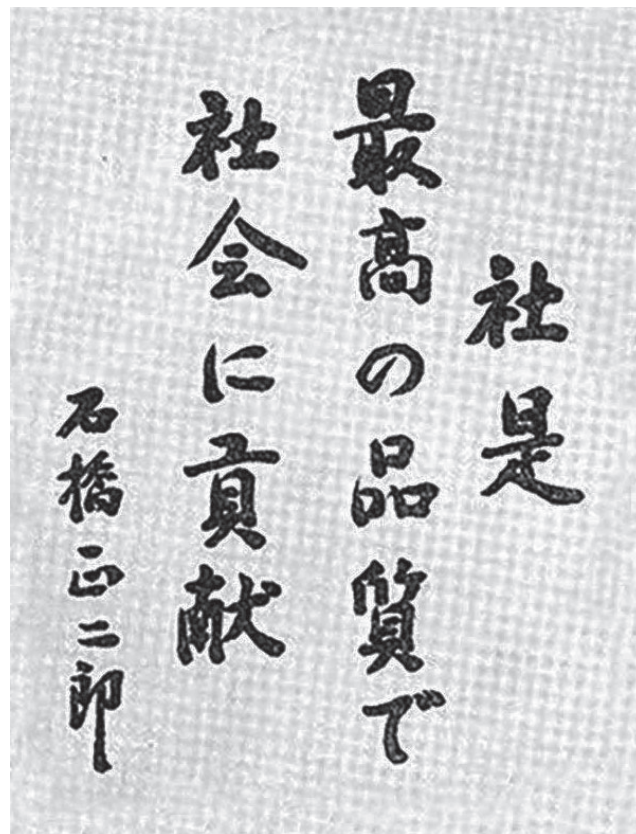
OUR HERITAGE

Our founder, **Shōjirō Ishibashi**, was born in 1889 in Kurume, Fukuoka Prefecture in Japan.

At 17, he began running the family tailoring business, at first making the all-fabric tabi work boot. Spotting that the soles wore out before the rest of the boot, his solution was to make the soles rubber. His boots, called jikatabi, were loved for the extra agility and grip they gave and soon dominated the market.

Using rubber to keep people securely on the ground was perhaps why Shōjirō Ishibashi founded **Bridgestone Tire Co. Ltd.** in 1931, becoming the first Japanese company to produce tires domestically and Japan's largest tire manufacturer. Anticipating a global market, he cleverly chose an English translation of his own name for the company name - Ishibashi literally means "stone bridge" which he transposed.

From the start, Shōjirō Ishibashi had a commitment to involve himself in the advancement of society and culture. This social awareness was expressed in his own words which became the mission of Bridgestone: **Serving Society with Superior Quality.**



"SERVING SOCIETY WITH SUPERIOR QUALITY"



Shōjirō Ishibashi's considerable contributions included being a strong patron of the arts, founding the Bridgestone Museum of Art, currently the Artizon Museum, and serving as a major benefactor of The National Museum of Modern Art, Tokyo. He was also active in establishing cultural centers, founding the Ishibashi Cultural Center, and in supporting educational institutions, including founding what is now Kurume University.

Shōjirō Ishibashi passed away in 1976, but his early dream for Bridgestone to become a truly global company lives on.

In 1988, Bridgestone acquired **The Firestone Tire and Rubber Company**, a well-respected tire manufacturer based in the U.S. with a storied history of its own.

This merger transformed Bridgestone into the world's largest tire and rubber company, and one dedicated to contributing to society's advancement.

Just as Shōjirō Ishibashi himself intended.

EVOLUTION OF THE BRIDGESTONE BRAND LOGO

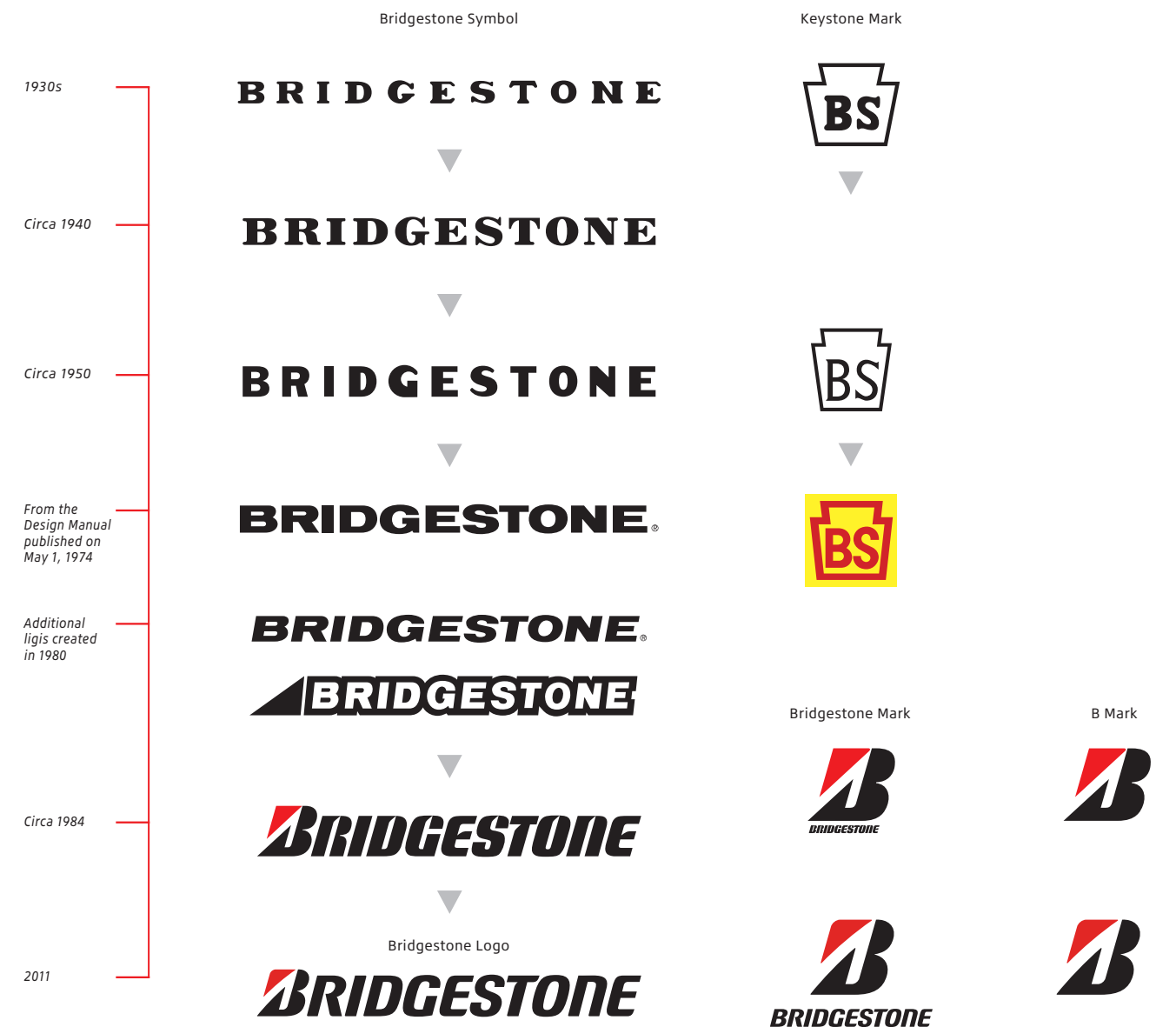
Having inverted the words “stone” and “bridge” to form the Bridgestone company name, a cross-sectional sketch of a keystone – the central stone in the construction of bridges – was selected as the original company symbol and the acronym for Bridgestone, “BS”, was placed inside. Over a period of time, both the letters and the keystone were changed from black and white to red, with a yellow background to maximize accentuation.

As the scope of the business expanded, both in terms of products and regions, the Bridgestone symbol evolved across a variety of shapes and forms, with new symbols created in the '70s and early '80s as the business strategy aimed for expansion into the sports segment.

To mark the 50th anniversary of Bridgestone in 1984, the company name changed from Bridgestone Tire Co., Ltd. to **Bridgestone Corporation** and the corporate identity was more clearly defined as the organization aimed to build a more global company.

In 2011, the Bridgestone logos were further refined to reflect a more modern style and further strengthen the Bridgestone brand's presence in its geographic markets around the world.

And, in 2020, the company introduced an additional logo for the corporate Bridgestone brand. Read on to find out more.



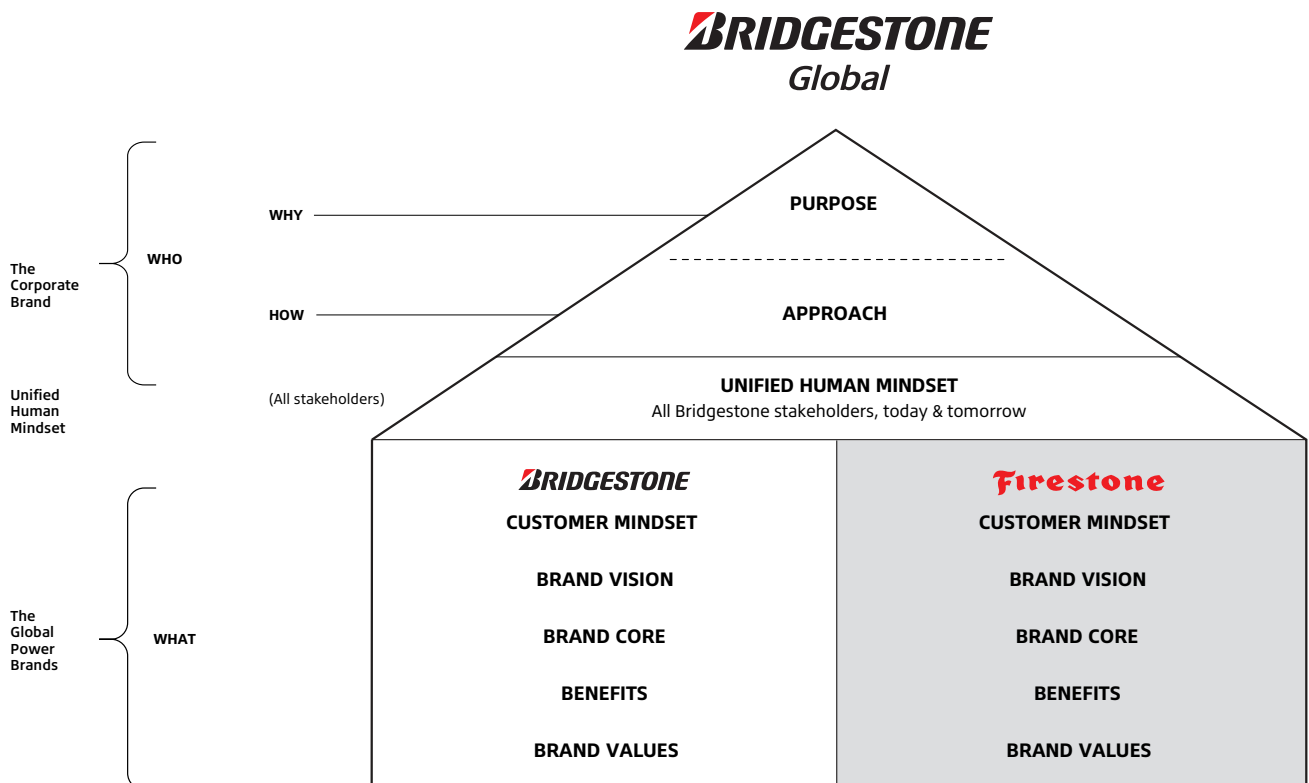
02 / *STRATEGIC MODEL*

STRATEGIC MODEL

When we embarked on the refinement of our brand identity, we chose a brand framework that clarifies the **Corporate Bridgestone Brand** – **WHO** we are, **WHY** we do what we do, and **HOW** we do it. Our **Global Power Brands**, **Bridgestone** and **Firestone**, exist beneath the Corporate Brand, creating clear distinction of **WHAT** we offer to our various customers – our products, services and solutions.

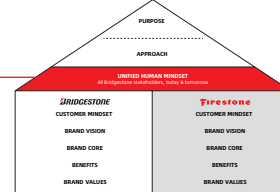
At both the Corporate and Global Power Brand levels, we leverage a single **Unified Human Mindset** describing the need that the Bridgestone brand is addressing.

The Bridgestone Global Power Brand uses the same structure as the Firestone Global Power Brand making it easy to distinguish the differences between the two brands, what they offer, and how each brand goes to market.



03 / *UNIFIED HUMAN MINDSET*

UNIFIED HUMAN MINDSET



UNIFIED HUMAN MINDSET

A unified human mindset unites our Bridgestone Corporate and Global Power brands and speaks to all stakeholders, both today and tomorrow.

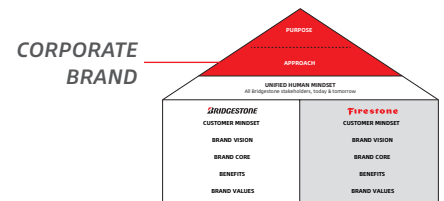
This unified human mindset is as relevant for tires as it is to diversified products, sports/cycle offerings or mobility solutions; to B2B customers as it is to B2C.

It recognizes people's desire for progress as they move forward with all aspects of their lives, despite the challenges they may face. They are bold and ambitious.

UNIFIED HUMAN MINDSET

People who aspire to progress – move, live, work and play – know that the journey ahead is full of opportunity as well as challenges.

04 / *CORPORATE BRAND*



CORPORATE BRAND

The Bridgestone Corporate Brand refers to **WHO** we are as a company and captures both **WHY** we do what we do – our Purpose – and **HOW** we work – our Approach.

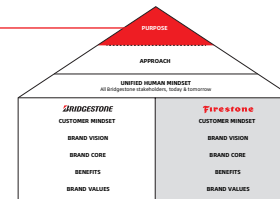
The Corporate Brand is designed to give employees worldwide a purpose for their work, regardless of the task, while also helping to inform how they should go about doing it.

Going forward, we will refer to Bridgestone’s global operations around the world as **Bridgestone Global**. We have made this change for a number of reasons. Including the word Global accurately captures the fact that our operations span the world. And very importantly, it reflects our brand vision of becoming the most valued global brand, providing advanced solutions for a world in motion.

BRIDGESTONE
Global

See the Bridgestone Global Logo Manual for guidelines on where and when to use the Corporate Brand logo.

PURPOSE



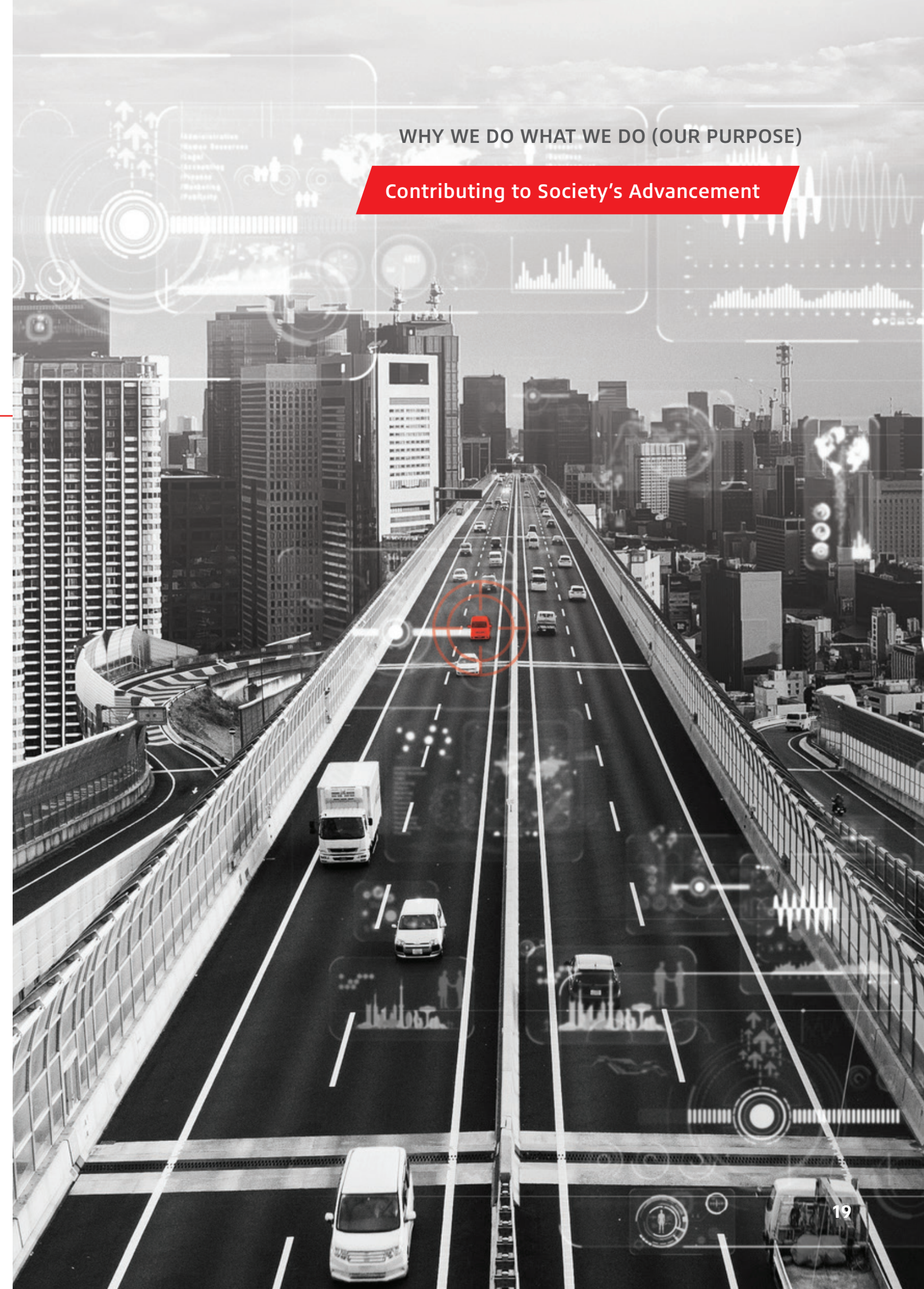
WHY – OUR PURPOSE

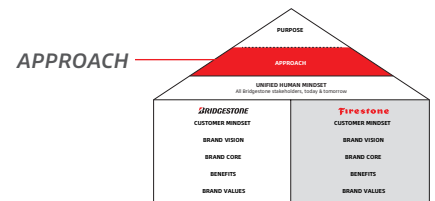
Our founder, Shōjirō Ishibashi, lived his life with a firm commitment that Bridgestone should contribute to society, working together with customers, markets, other companies and communities for the advancement of people and the planet, as well as the economy. Both he and Harvey Firestone, founder of the Firestone Tire and Rubber Company, talked about the importance of development and growth. This sentiment is at the core of the Corporate Brand Purpose – every day at Bridgestone, we do what we do to **Contribute to Society's Advancement**.

"I have set my sights on contributing to the advancement and development of society by constantly seeking insight into the changes of the times, trying to be ahead of the times, and manufacturing products of superior quality. The greater the contribution to society the more one's business will grow." - SHŌJIRŌ ISHIBASHI

WHY WE DO WHAT WE DO (OUR PURPOSE)

Contributing to Society's Advancement





HOW – OUR APPROACH

Our approach addresses **HOW** Bridgestone as a company operates: with Care, Confidence and Creativity. The following pages show images that reflect the three pillars of our approach.

CARE: We serve, support and help others. We think and act in compassionate, generous and protective ways.

CONFIDENCE: We are a responsible leader with high standards. We work to create a secure, stable and prosperous environment.

CREATIVITY: We create and craft solutions. We are forward-looking, imaginative and innovative – giving shape to ideas.



Care



Confidence



Creativity



CARE





CONFIDENCE





CREATIVITY



05 / *GLOBAL POWER BRAND*

OUR GLOBAL POWER BRAND IDENTITY MODEL

Now that we have presented the new Bridgestone Corporate Brand Identity, which applies to our company brand at the highest level, we will focus on our Bridgestone Global Power Brand Identity, which applies to the products, services and solutions we offer. We have two Global Power Brands – Bridgestone and Firestone.

Our Global Power Brand Identity Model addresses **WHAT** we offer – our products, services, and solutions. There are six key elements of our Global Power Brand Identity Model:

A. CUSTOMER MINDSET – This is the one sentence that best expresses the common mindset among our customers across all business units in every region of the world where Bridgestone does business.

B. BRAND VISION – Captures the brand’s ultimate business aspiration at the highest level.

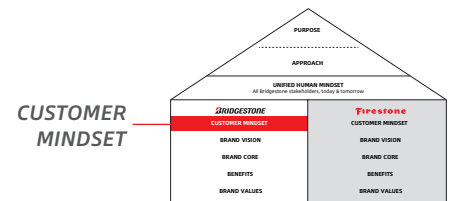
C. BRAND CORE – Customer-minded statement of what the brand stands for in people’s lives.

D. BENEFITS

FUNCTIONAL BENEFITS – The tangible benefits our products, services and solutions deliver.

EMOTIONAL BENEFITS – The feelings the Bridgestone brand should elicit in customers when we are performing at our best.

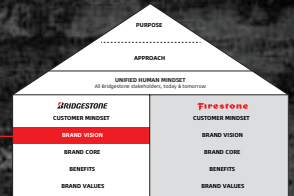
E. BRAND VALUES – The guiding attitudes and beliefs that define how the Bridgestone brand acts and helps to shape the basis of our communications with our customers.



A. CUSTOMER MINDSET

The **Customer Mindset** builds from our broader Unified Human Mindset. It clarifies the need that the Bridgestone brand addresses for our customers they are bold and ambitious. For those who aspire to progress, we offer a wide range of superior quality products, services and solutions from Bridgestone.

People who value and trust quality brands, looking for products, services and solutions that help them resolve their needs and put them ahead in this dynamic, changing world.

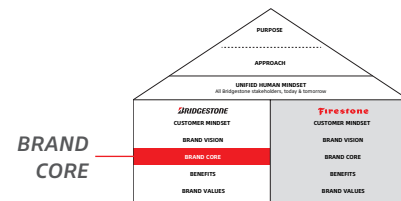


BRAND VISION

B. BRAND VISION

Being the world's largest tire and rubber company is certainly a notable achievement, but being **most valued global brand** means we base our success not on units sold, but by the value we bring to our customers.

To become the most valued global brand, providing advanced solutions for a world in motion.



C. BRAND CORE

The **Brand Core** elevates the conversation beyond what our products do to what Bridgestone stands for in our customers' lives. It is what we want people to think of when they think about the Bridgestone brand.

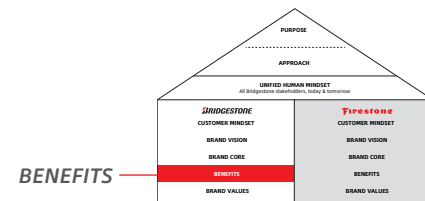
Prepared to perform no matter what

Our Brand Core marries together two concepts of **Prepare** and **Perform** to address our customer needs in a unique way. **Prepared** in being ready to deal with whatever opportunity or challenge lies ahead, through training, practice and planning.

And **performing** by successfully delivering through effective, efficient and trustworthy, reliable execution.

"**No matter what**" is the ability to overcome whatever obstacle is in the way, to reliably perform, even under pressure and in the heat of the moment.

PREPARED TO PERFORM NO MATTER WHAT



D. BENEFITS

Functional Benefits

The tangible benefits that our products, services and solutions consistently deliver to our customers.

Bridgestone's functional benefits reinforce our vision of becoming a sustainable mobility and advanced solutions company. Helping our society and customers understand the benefits of our products, services, and solutions will help us to co-create social and customer value in the future.

ADVANCED TECHNOLOGIES – We will deliver products, services and solutions based on ever evolving advanced technologies that our customers can benefit from as they seek to advance.

PROVEN PERFORMANCE – Our customers can be assured that they will get proven performance from all our products, services and solutions – reliably, effectively, efficiently performing, supporting people in realizing the opportunities ahead, no matter the challenges faced.

SUPERIOR QUALITY – Bridgestone has always aimed to serve society with its superior quality. This won't change, the Bridgestone brand will always stand for superior quality products, services and now solutions as well.



Emotional Benefits

The feelings that the Bridgestone brand should elicit in our customers when we perform at our best.

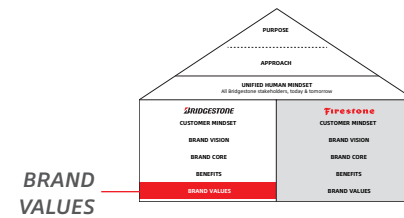
When our customers choose Bridgestone, they are ready to take on the world.

PREPARED – The feeling we aim to give our customers of being ready to face anything. Feeling they are prepared to take advantage of every opportunity, feeling prepared to deal with any challenge.

CONFIDENT – The feeling of having no worries. No anxieties. The confidence knowing that Bridgestone equipment will perform, no matter what.

ACCOMPLISHED – Our customers feeling good about themselves and what they can achieve with us as they advance on their journey. It's the essence of why people do things and what they stand to gain from hard work.





E. BRAND VALUES

Brand Values are the guiding attitudes and beliefs that define how the Bridgestone brand acts and help to shape the basis of our communications with customers. They represent human-like traits (*words that others would use to describe people*) and are statements that represent the true character of the brand.

The values in life that the Bridgestone brand is associated with are:

AMBITIOUS: wanting to progress and advance, motivated by the opportunity of a brighter, better future.

DETERMINED: having a strong desire to persevere, and vigorously fight to overcome the challenges that will be encountered along the way to performing at the very highest level.

PERFORMANCE: capabilities, accomplishment, achievement and consistency. Ultimately any task can be seen in terms of how successfully it is performed.



06 / *TAGLINE
AND SET LOGO*

TAGLINE AND SET LOGO

To support the new Bridgestone Corporate and Global Power brand identities, we have a new tagline that signals our company's evolution to become a global leader in sustainable mobility and advanced solutions and replaces Your Journey. Our Passion.

By leveraging the word "Solutions", the new tagline signals the shift in our company's strategic direction and communicates how we will help resolve our customers' needs moving forward. It works for all of the company's lines of business, encompassing mobility, industrial and sports. It also works across both the Bridgestone Corporate Brand and Global Power Brand, creating a connection between **WHO** we are and **WHAT** we make. And importantly, with its use of the word Journey, the tagline indicates that Bridgestone aims to help individuals and society at large advance with our solutions-based offerings.

Solutions for your journey

The new tagline may be used with both the Bridgestone Corporate Brand and Bridgestone Global Power Brand. In principle, the tagline logo should be used in combination with the Bridgestone logo and not by itself. Please see the Basic Design Manual for information on the usage of logos, colors and typographic restrictions.



07 / *SUMMARY*

Bridgestone is a global leader in sustainable mobility and advanced solutions. We contribute to society's advancement with care, confidence and creativity, providing products, services and solutions for a world in motion.

SUMMARY OF OUR BRAND IDENTITY

