



SHAPING TOMORROW. TOGETHER.





In 2017, Bridgestone Americas, Inc.,
Bridgestone Americas Tire Operations,
Bridgestone Retail Operations,
Firestone Building Products and
Firestone Industrial Products will
unite under one roof in downtown
Nashville. When construction is
complete, teammates in Nashville,
Bloomingdale and Carmel will move to
the new headquarters. This next step
in the company's transformation is one
that will position the company for future
success and long-term sustainability.

Dear Teammates,

Last November we announced a major milestone in our company's history: the construction of a 30-story headquarters facility in downtown Nashville, and our plan to unite teammates from our core businesses together under one roof. While this move will allow for unprecedented collaboration, and ultimately will help secure the long-term viability of our business, we understand that this change has a major impact on our teammates in Bloomingdale and Carmel.

As we announced, our plan is to offer every teammate in good standing an offer to move to Nashville. Offers will be made in the fall of 2016.

Although teammates will not need to make decisions until late 2016, we wanted to provide some additional information related to the transition that could serve as an aid as you weigh your options. If you have additional questions after reviewing this information, visit the Shaping Tomorrow website at **www.bsashapingtomorrow.com** (utilizing your VPN connection, if you're accessing away from work), or talk to your HR Business Partner.

We're committed to not only remaining transparent about our decisions and progress during this transition, but also soliciting input and suggestions from you. We look forward to Shaping Tomorrow, together.

Sincerely,

Gary Garfield

CEO & President, Bridgestone Americas, Inc.



THE DECISION POINT

Over the next few years, teammates will have the opportunity to learn more about the move, ask specific questions and provide input. In the interim, this document includes background information, a general timeline and details on the support you can expect from Bridgestone as you begin to consider relocating to Nashville. Again, no decisions are required from you until late 2016.

SHAPING TOMORROW

Moving Bridgestone forward together under one roof will enable us to develop a combined talent pool where we can share one culture and a common sense of pride in our brands and our achievements, and where we can collaborate and innovate together as one team.

Nashville was selected as the best location after an extensive review of multiple sites in cities across the country. All of the locations explored offered very compelling and competitive rationales for BSA to locate in their communities. We ultimately decided on Nashville, due in part to its great quality of life, low business costs, relatively low cost of living and a leading employment value proposition. Downtown Nashville is vibrant and growing, and offers great brand exposure and visibility for the company. Further, this central location gives our company access to lifestyle amenities that will help recruit, retain and satisfy teammates as we grow our company.

YOUR OPTIONS

While teammates will not need to make any decisions until late 2016, we know many of you want insight into those decision points now. Teammates considering the move to Nashville have three basic options from which to choose:

- 1 You may choose to relocate to Nashville.
- 2 You may decide not to relocate, but to remain with BSA throughout the transition date in mid-2017.
- 3 You may decide not to relocate, and to leave BSA before the transition date.

All three options have been adjusted according to job levels and follow best practices used by companies like Bridgestone when making strategic, corporate relocation decisions. More detail on each option is included below.

Teammates Relocating to Nashville

Transition Bonus

While we believe the move to Nashville will offer teammates enhanced professional and personal opportunities, we also realize it will take some hard work. In recognition of this effort, all teammates relocating to Nashville

will receive a one-time transition bonus, based on pay grade and payable within 30 days of relocation.

Relocation Benefits

All teammates transitioning to Nashville are eligible for relocation benefits to help offset their move-related expenses.



Teammates Not Relocating but Who Choose to Stay Through the Transition

We realize some teammates may choose not to relocate to Nashville but will want to continue in their role through an agreed transition date. Those who choose to stay on and assist us as we make this transition may receive the following additional benefits:

Transition Bonus

Teammates who stay with Bridgestone through an agreed transition date will receive a transition bonus. This bonus, based on pay grade and payable within 30 days of relocation, is in recognition of the hard work associated with the transition.

Teammates Leaving Bridgestone Prior to the Transition Date

We want all of our teammates to stay through the transition but understand some may decide to resign prior to the transition.

Transition Bonus

Teammates who voluntarily resign or leave Bridgestone prior to the transition are not eligible for a transition bonus.

Severance Benefits

Teammates who help us maintain the business operation by working through the transition date will be eligible to receive severance benefits, including:

- Base salary continuation: 1 week per year of service up to 12 weeks
- Eligibility to continue benefits under COBRA and an allowance to offset benefit costs
- Outplacement assistance

Annual Incentive Plan

Teammates who participate in an annual incentive plan and work through an agreed 2017 transition date will be eligible for a pro-rata payment, in accordance with existing policies.

Severance Benefits

Teammates who voluntarily resign from Bridgestone prior to the transition are not eligible for severance benefits.

Reminders:

Note that as part of your Employment Agreement to work at Bridgestone, you agreed that you will not work for a competitor or solicit Bridgestone teammates after you leave Bridgestone.

Teammates who leave prior to the transition date will not receive a pro-rata incentive payout.

DISCOVER NASHVILLE

Our move to downtown Nashville is just one part of an amazing growth effort in the city. Within walking distance of our new offices, teammates will find restaurants, shopping and many other services including nationally known institutions such as the Country Music Hall of Fame, Ryman Auditorium (the original home of the Grand Ole Opry), Schermerhorn Symphony Center, Johnny Cash Museum and LP Field (home of the Tennessee Titans). Also, Bridgestone Arena, home of the Nashville Predators and a top venue for many concerts and special events, is only one block away. All of this makes Nashville a location where both teammates and the business can grow and thrive, truly allowing us to shape our tomorrow together. Learn more about our new location by visiting www.bsashapingtomorrow.com.

SHAPING TOMORROW MILESTONES

Remember, you have plenty of time to consider the opportunity and the potential move to Nashville. We want you to use this time to decide what is right for you! Below is a timeline with some of the important milestones on our journey to Nashville.

JANUARY 2015: Groundbreaking on our headquarters.

JANUARY 2015 – SEPTEMBER 2017: Construction continues as our facility comes to life!

JANUARY 2015 – FALL 2016: Information gathering and exploration as teammates learn more about our new headquarters and Nashville.

FALL 2016: Bloomingdale and Carmel teammates receive offer letters.

LATE 2016: Bloomingdale and Carmel teammates inform managers of their decisions, six to eight weeks after receipt of offer letters.

MID-TO-LATE 2017: Move in! Teammates move into our new headquarters.



LEARN MORE

The Shaping Tomorrow microsite offers more information about the move, relocation support and the city of Nashville.

Visit www.bsashapingtomorrow.com.

