

MAJOR SUBSIDIARIES AND AFFILIATES

As of January 1, 2009

Country	Company	Ownership (including indirect ownership)	Capital (in thousands)	Operations
Argentina	Bridgestone Argentina S.A.I.C. (Formerly Bridgestone Firestone Argentina S.A.I.C.)	100.0%	ARS8,280	Manufacture and sale of tires
Australia	Bridgestone Australia Ltd.	100.0%	A\$11,016	Manufacture and sale of tires
	Bridgestone Earthmover Tyres Pty. Ltd.	100.0%	A\$7,000	Sale of off-the-road tires for mining and construction vehicles
Belgium	Bridgestone Europe NV/SA	100.0%	€724,668	Management of European operations and sale of tires
	Bridgestone Aircraft Tire (Europe) S.A.	100.0%	€1,388	Retread and sale of aircraft tires
Brazil	Bridgestone do Brasil Industria e Comercio Ltda. (Formerly Bridgestone Firestone do Brasil Industria e Comercio Ltda.)	100.0%	R140,163	Manufacture and sale of tires
Canada	Bridgestone Canada Inc. (Formerly Bridgestone Firestone Canada Inc.)	100.0%	C\$97,584	Manufacture and sale of tires and sale of automotive components
Chile	Bridgestone Off-the-Road Tire Latin America S.A.	75.0%	US\$3,000	Sale of off-the-road tires for mining and construction vehicles
China	Bridgestone (China) Investment Co., Ltd.	100.0%	US\$90,859	Management of Chinese tire operations and sale of tires
	Bridgestone (Tianjin) Tire Co., Ltd.	94.5%	US\$49,016	Manufacture and sale of tires
	Bridgestone (Shenyang) Tire Co., Ltd.	100.0%	US\$49,980	Manufacture and sale of tires
	Bridgestone Aircraft Tire Company (China) Ltd.	100.0%	US\$8,000	Retread and sale of aircraft tires
	Bridgestone Aircraft Tire Company (Asia) Ltd.	100.0%	HK\$21,000	Retread and sale of aircraft tires
Costa Rica	Bridgestone de Costa Rica, S.A. (Formerly Bridgestone Firestone de Costa Rica, S.A.)	98.6%	¢1,452,750	Manufacture and sale of tires
France	Bridgestone France S.A.S.	100.0%	€74,090	Manufacture and sale of tires and sale of automotive components
Germany	Bridgestone Deutschland G.m.b.H.	100.0%	€14,000	Sale of tires and automotive components
Hungary	Bridgestone Tatabanya Termelo Kft.	100.0%	HUF30,938,000	Manufacture and sale of tires
India	Bridgestone India Private Ltd.	100.0%	RP2,753,000	Manufacture and sale of tires
Indonesia	P.T. Bridgestone Tire Indonesia	54.3%	US\$24,960	Manufacture and sale of tires
Italy	Bridgestone Italia S.p.A.	100.0%	€38,775	Manufacture and sale of tires and sale of automotive components
Japan	Bridgestone Chemi Tech Co., Ltd.	100.0%	¥495,000	Manufacture and sale of synthetic resin
	Bridgestone Cycle Co., Ltd.	100.0%	¥1,870,000	Manufacture and sale of bicycles
	Bridgestone Flowtech Corporation	100.0%	¥484,000	Manufacture and sale of industrial hydraulic hoses
	Bridgestone Elastech Co., Ltd.	100.0%	¥450,000	Manufacture and sale of antivibration components
	Bridgestone Sports Co., Ltd.	100.0%	¥3,000,000	Manufacture and sale of sporting goods
	Asahi Carbon Co., Ltd.	99.4%	¥1,720,000	Production and sale of carbon black
	Bridgestone Finance Corporation	100.0%	¥50,000	Lending, purchasing of sales receivables, and outsourced processing of accounting and salary payments

Country	Company	Ownership (including indirect ownership)	Capital (in thousands)	Operations
Mexico	Bridgestone de Mexico, S.A. de C.V. (Formerly Bridgestone Firestone de Mexico, S.A. de C.V.)	100.0%	NP455,997	Manufacture and sale of tires
The Netherlands	Bridgestone Finance Europe B.V.	100.0%	€225	Lending and purchasing of sales receivables and auditing of group companies
New Zealand	Bridgestone New Zealand Ltd.	100.0%	NZ\$32,848	Manufacture and sale of tires
Poland	Bridgestone Poznan Sp. zo.o.	100.0%	ZI 558,058	Manufacture and sale of tires
	Bridgestone Stargard Sp. zo.o.	100.0%	ZI 572,650	Manufacture and sale of tires
Russia	Bridgestone C.I.S. LLC	100.0%	RB68,474	Sale of tires
Singapore	Bridgestone Singapore Pte Ltd	100.0%	US\$674	Natural rubber trading
	Bridgestone Asia Pacific Pte. Ltd.	100.0%	SG\$42,532	Management of Asia and Oceania tire operations and sale of tires
South Africa	Bridgestone South Africa Holdings (Pty) Ltd.	100.0%	ZAR23	Holding company for tire manufacturing and marketing company
Spain	Bridgestone Hispania S.A.	99.7%	€56,726	Manufacture and sale of tires and sale of automotive components
Taiwan	Bridgestone Taiwan Co., Ltd.	80.0%	NT\$810,000	Manufacture and sale of tires
Thailand	Thai Bridgestone Co., Ltd.	69.2%	B400,000	Manufacture and sale of tires
	Bridgestone Tire Manufacturing (Thailand) Co., Ltd.	100.0%	B6,921,000	Manufacture and sale of tires
	Bridgestone Natural Rubber (Thailand) Co., Ltd.	100.0%	B447,000	Processing of natural rubber
Turkey	Brisa Bridgestone Sabanci Lastik Sanayi ve Ticaret A.S.	43.6%	TL7,441	Manufacture and sale of tires
United Kingdom	Bridgestone U.K. Ltd.	100.0%	£28,035	Sale of tires and automotive components
	Bridgestone Industrial Ltd.	100.0%	£250	Sale of engineered products
UAE	Bridgestone Middle East & Africa FZE	100.0%	Dh17,000	Management of Middle East and Africa tire operations and sale of tires
United States	Bridgestone Americas, Inc. (Formerly Bridgestone Americas Holding, Inc.)	100.0%	US\$127,000	Management of Americas operations
	Bridgestone Bandag, LLC	100.0%	US\$1	Manufacture and sale of retreading materials and provision of related services
	Bridgestone Americas Tire Operations, LLC (Formerly Bridgestone Firestone North American Tire, LLC)	100.0%	US\$1	Manufacture and sale of tires
	Bridgestone Retail Operations, LLC (Formerly BFS Retail & Commercial Operations, LLC)	100.0%	US\$1	Sale of tires and automotive components and automotive maintenance and repair services
	Firestone Diversified Products, LLC (Formerly BFS Diversified Products, LLC)	100.0%	US\$1	Manufacture and sale of roofing materials, synthetic rubber, and other products
	Morgan Tire & Auto, Inc.	94.0%	US\$1	Sale of tires and automotive components and automotive maintenance and repair services
	Bridgestone APM Company	100.0%	US\$15,000	Manufacture and sale of antivibration components for automobiles and of synthetic resin products
	Bridgestone Aircraft Tire (USA), Inc.	100.0%	US\$1	Retread and sale of aircraft tires
Venezuela	Bridgestone Firestone Venezolana, C.A.	100.0%	Bs10,386,400	Manufacture and sale of tires