

## Business Report for the first half of the 93rd Fiscal Period

Note:

This English translation of Business Report for the first half of the 93rd Fiscal Period is for English readers' convenience only. If there are any differences between this translation and the Japanese original, the Japanese original supersedes this translation.

[Index]

- P.2 To Our Shareholders (CEO message)
- P.3 Operating Results
- P.5 Consolidated Financial Statements for the First Half of the Fiscal Year Ending  
December 31, 2011
- P.7 Consolidated Quarterly Balance Sheets
- P.9 Consolidated Quarterly Statements of Income
- P.10 Other Information
- P.12 Topics
- P.14 Introducing Our New Product Lineup
- P.16 Corporate Profile
- P.21 Shareholders' Notes

## **To Our Shareholders**

On behalf of the Bridgestone Group, I would like to convey my thanks to all of our shareholders for their understanding and support.

Further, we would like to express our sincere sympathy for the victims of the Great East Japan Earthquake on March 11, 2011, as well as our hope that those the disaster affected are able to resume normal lives as soon as possible.

In this message, I will give an overview of the business results of the Bridgestone Group for the first half of its 93rd fiscal year (from January 1, 2011, to June 30, 2011).

In the first half of fiscal 2011, the year ending December 31, 2011, business conditions surrounding the Bridgestone Group remained tough due to hikes in the prices of raw materials and materials and yen appreciation. In Japan, despite the Great East Japan Earthquake on March 11, 2011, there were signs of recovery. Overseas, in addition to economic recovery and expansion in China and other parts of Asia, North America and Europe saw a pickup in business sentiment. Amid these conditions, the Group advanced strategic measures and strengthened its business foundations based on a Lean and Strategic management stance and the positioning of its Mid-term Management Plan at the core of business management. Meanwhile, in relation to the Great East Japan Earthquake, the Group made a concerted effort to support the continuation of business operations and relief and restoration efforts in the area affected by the disaster.

As a result, for the first half of fiscal 2011, the Group achieved year-on-year increases of 5% in net sales, to ¥1,459.1 billion; 19% in operating income, to ¥93.6 billion; 35% in operating income, to ¥91.8 billion; and 22% in net income, to ¥54.1 billion. A meeting of the Board of Directors convened on August 8 approved the payment of an interim dividend of ¥10.00 per share with payment to commence on September 1.

Looking ahead, tough business conditions are likely due to volatile raw material prices, continued yen appreciation and Japan's power supply problem. Moreover, there is concern about an economic slowdown in North America and Europe stemming from the debt problem of the United States and risk associated with sovereign debt in Europe. Mindful of these conditions, the Group will implement timely and appropriate measures at its operating bases worldwide in accordance with its Mid-term Management Plan, which forms the basis of its business management system. Through these initiatives we will continue working to achieve the target performance set out in the Mid-term Management Plan as well as realize our ultimate management goal: to be the "World's undisputed No. 1 tire and rubber company in both name and reality."

As we move forward, I would like to ask our shareholders for their continued support.

August 2011

Chairman of the Board, CEO and President  
Shoshi Arakawa

## **Operating Results**

In the first half of fiscal 2011 (January 1 to June 30, 2011), the Bridgestone Group's operating environment was plagued by raw material prices remaining relatively high and the appreciating Japanese yen. Despite these challenges, including the impact of the Great East Japan Earthquake on March 11, 2011, the domestic economy showed signs of recovery. In addition, the United States economy was gradually recovering, and the business climate in Europe showed signs of slight recovery. In Asia, recovery or expansion continued to accelerate throughout all regions, particularly in China.

Under these operating conditions, the Bridgestone Group continued working to achieve the goal of becoming the "World's undisputed No. 1 tire and rubber company in both name and reality." Stepping up our efforts on a global basis, the Group focused on increasing the sales of highly competitive products, strengthening supply capacity, improving manufacturing productivity, enhancing technology and effectively utilizing our management resources. Moreover, within an operating environment that is evolving at an unprecedented speed, including the changing structures of demand and competition, the Group has been striving to rapidly implement a range of initiatives to enhance our ability to respond quickly to market trends, increase the sales of strategic products, construct and enhance a business model that will extend beyond the mere sale of products, and develop eco-friendly products and businesses. Additionally, the Group has implemented price increases to address the impact of high raw material costs. The Group also suffered as a result of the Great East Japan Earthquake, however, the Group strived to implement many initiatives to minimize the impact of the disaster to the Group's business results while also providing necessary products and services required for disaster recovery.

As a result, net sales in the first half of fiscal 2011 were ¥1,459.1 billion, an increase of 5% over the first half of fiscal 2010, operating income was ¥93.6 billion, an increase of 19%, ordinary income was ¥91.8 billion, an increase of 35% and net income was ¥54.1 billion, an increase of 22%.

In the tire business segment, the Bridgestone Group worked to maximize sales momentum by introducing appealing new products worldwide, particularly those that have been identified as strategic and important to the Group's future growth. The Bridgestone Group also revised product prices in order to address the impact of high raw material costs.

In Japan, unit sales of replacement tires for passenger cars and light trucks grew significantly over the first half of fiscal 2010. However, due to the decline in vehicle production volume as a result of the Great East Japan Earthquake, unit sales of original equipment tires for new vehicles were substantially down from the first half of fiscal 2010. The unit sales of tires for trucks and buses grew significantly because of sales increases in the replacement sector. In the Americas, the unit sales of passenger and light truck tires in North America decreased compared to the first half of fiscal 2010 due to a decline in the sales of replacement tires. However, there was an increase from the first half of 2010 in unit sales of Run-flat Technology Tires and UHP (ultra-high-performance) tires and other strategic products in the replacement market. Additionally, unit sales of tires for trucks and buses grew significantly. In Europe, unit sales of tires for passenger cars and light trucks decreased from the first half of fiscal 2010 due to a

decline in the sales of the original equipment tires. However, unit sales of replacement tires such as Run-flat Technology Tires, UHP tires continued to grow and unit sales of tires for trucks and buses grew significantly over the first half of fiscal 2010. In the specialty tire business, unit sales of large and ultralarge off-the-road radial tires for construction and mining vehicles significantly exceeded those of the first half of fiscal 2010.

As a result, net sales and operating income in the tire segment during the first half of fiscal 2011 totaled ¥1,221.2 billion and ¥89.7 billion, an increase of 6% and 27% from the first half of fiscal 2010, respectively.

In the diversified products segment, net sales totaled ¥245.1 billion, the same level as first half of fiscal 2010. Operating income was ¥3.8 billion, a decrease of 51% from the first half of fiscal 2010, due to decline of profit in domestic business.

(Note)The amounts for business segment results include inter-segment transactions.

# Consolidated Financial Statements for the First Half of the Fiscal Year Ending December 31, 2011

## 1. Consolidated Results for the First Half of Fiscal 2011 (January 1, 2011 - June 30, 2011)

### (1) Consolidated Operating Results

(All amounts are rounded down to the nearest million yen)

(Percentage figures represent changes from the same period of previous year)

	Net sales		Operating income		Ordinary income		Net income	
	Yen in millions	%	Yen in millions	%	Yen in millions	%	Yen in millions	%
Six months ended June 30, 2011	1,459,125	5.3	93,628	19.4	91,880	35.2	54,115	21.6
Six months ended June 30, 2010	1,385,991	15.0	78,423	—	67,958	—	44,503	—

	Net income per share	Diluted net income per share
	Yen	Yen
Six months ended June 30, 2011	69.14	69.11
Six months ended June 30, 2010	56.74	56.72

### (2) Consolidated Financial Position

	Total assets	Net assets	Ratio of total equity to total assets	Total equity per share
	Yen in millions	Yen in millions	%	Yen
As of June 30, 2011	2,785,322	1,259,617	43.9	1,562.56
As of December 31, 2010	2,706,639	1,176,147	42.2	1,458.01

(Reference) Total equity

As of June 30, 2011

¥1,222,959 million

As of December 31, 2010

¥1,141,128 million

## 2. Dividends

	Annual Dividend				
	1st quarter end	2nd quarter end	3rd quarter end	Year -end	Total
	Yen	Yen	Yen	Yen	Yen
FY 2010	—	10.00	—	10.00	20.00
FY 2011	—	10.00			
FY 2011 (Projection)			—	10.00	20.00

## 3. Others (For details, refer to “Other Information” on page 10.)

(1) Changes in principal subsidiaries during the second quarter: No

(Note) Changes in specified subsidiaries involving change in consolidation scope

(2) Application of simplified and special accounting treatments: Yes

(Note) Application of simplified and special accounting treatments for quarterly consolidated financial statements

(3) Changes in accounting principles, procedures, method of presentation

1) Changes due to revisions of accounting standards, etc. : Yes

2) Changes other than 1) : No

(Note) Changes in accounting principles, procedures, method of presentation associated with the preparation of the quarterly consolidated financial statements (matters to be included in the section, changes in basic important matters for preparation of quarterly consolidated financial statements)

(4) Outstanding number of shares (common stock)

1) Outstanding number of shares at period end (including treasury stock):

June 30, 2011 813,102,321 shares

December 31, 2010 813,102,321 shares

2) Number of shares of treasury stock at period end

June 30, 2011 30,440,215 shares

December 31, 2010 30,439,281 shares

3) Average outstanding number of shares

(during the first half)

First Half ended June 30, 2011 782,662,539 shares

First Half ended June 30, 2010 784,327,025 shares

## Consolidated Quarterly Balance Sheets

(Note) Certain classifications are provided in the summary of consolidated balance sheet of the previous fiscal year in period ended June, 30. 2011

	(Yen in millions)	
(Items)	FY 2011 1H (As of June 30, 2011)	FY 2010 (As of December 31,2010) <b>Summary</b>
<b>Assets</b>		
<b>Current Assets</b>	<b>1,342,581</b>	<b>1,276,968</b>
Cash and deposits	135,890	185,334
Notes and accounts receivable	417,568	426,935
Short-term investments	93,392	113,228
Merchandise and finished products	329,167	253,908
Work in process	39,391	31,362
Raw materials and supplies	191,090	142,314
Other	145,596	133,768
Allowance for doubtful accounts	(9,515)	(9,884)
<b>Fixed Assets</b>	<b>1,442,740</b>	<b>1,429,671</b>
<b>Tangible assets</b>	<b>1,005,006</b>	<b>1,006,624</b>
Buildings and structures, net	343,077	341,190
Machinery, equipment and vehicles, net	378,102	378,430
Other, net	283,826	287,003
<b>Intangible assets</b>	<b>29,704</b>	<b>31,061</b>
<b>Investments and other assets</b>	<b>408,029</b>	<b>391,984</b>
Investments in securities	236,996	217,340
Other	172,433	176,232
Allowance for doubtful accounts	(1,400)	(1,588)
<b>Total</b>	<b>2,785,322</b>	<b>2,706,639</b>

(Yen in millions)

(Items)	FY 2011 1H (As of June 30, 2011)	FY 2010 (As of December 31,2010) <b>Summary</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>	<b>847,717</b>	<b>877,052</b>
Notes and accounts payable	200,737	188,150
Short-term borrowings	246,545	297,176
Commercial paper	50,152	20,608
Current portion of bonds	23,802	21,108
Lease obligations	930	1,035
Income taxes payable	21,117	15,113
Accounts payable-other	99,980	139,333
Other	204,451	194,527
<b>Long-term Liabilities</b>	<b>677,986</b>	<b>653,440</b>
Bonds	128,412	125,975
Long-term borrowings	227,574	191,373
Lease obligations	6,597	5,888
Accrued pension and liability for retirement benefits	217,781	237,194
Other	97,620	93,009
<b>Total Liabilities</b>	<b>1,525,704</b>	<b>1,530,492</b>
<b>Net Assets</b>		
<b>Shareholders' equity</b>	<b>1,352,776</b>	<b>1,303,326</b>
Common stock	126,354	126,354
Capital surplus	122,629	122,629
Retained earnings	1,161,039	1,111,588
Treasury stock-at cost	(57,247)	(57,245)
<b>Net unrealized gain(loss) and translation adjustments</b>	<b>(129,817)</b>	<b>(162,197)</b>
Net unrealized gain(loss) on available-for-sale securities	133,123	112,064
Deferred gain(loss) on derivative instruments	(310)	(235)
Foreign currency translation adjustments	(262,630)	(274,026)
<b>Stock acquisition rights</b>	<b>770</b>	<b>514</b>
<b>Minority Interests</b>	<b>35,887</b>	<b>34,503</b>
<b>Total Net Assets</b>	<b>1,259,617</b>	<b>1,176,147</b>
<b>Total</b>	<b>2,785,322</b>	<b>2,706,639</b>



## Consolidated Quarterly Statements of Income

(Yen in millions)

(Items)	FY 2011 1H (Six months ended June 30, 2011)	FY 2010 1H (Reference) (Six months ended June 30, 2010)
Net Sales	1,459,125	1,385,991
Cost of Sales	996,295	930,684
<b>Gross profit</b>	<b>462,829</b>	<b>455,307</b>
Selling, General and Administrative Expenses	369,201	376,884
Goods freightage expenses	66,591	57,738
Advertising and promotion expenses	45,804	48,733
Salaries, allowances and bonuses	93,210	95,606
Retirement benefit expenses	7,089	9,284
Depreciation	11,662	11,974
Research and development expenses	41,362	41,547
Other	103,481	111,998
<b>Operating income</b>	<b>93,628</b>	<b>78,423</b>
Non-operating Income	15,280	11,978
Interest income	2,156	1,549
Dividend income	3,028	2,226
Other	10,095	8,203
Non-operating expenses	17,028	22,443
Interest expense	8,560	9,894
Foreign currency exchange loss	61	2,758
Other	8,406	9,789
<b>Ordinary income</b>	<b>91,880</b>	<b>67,958</b>
Extraordinary loss	9,524	-
Impairment loss	4,676	-
Loss on adjustment for changes of accounting standard for asset retirement obligations	2,471	-
Loss on disaster	2,376	-
<b>Income before income taxes and minority interests</b>	<b>82,356</b>	<b>67,958</b>
Income taxes	25,227	20,243
<b>Income before minority interests</b>	<b>57,128</b>	<b>-</b>
Minority interests	3,012	3,211
<b>Net income</b>	<b>54,115</b>	<b>44,503</b>

## **Other Information**

### **(1) Overview of changes in principal subsidiaries during the first half**

Not applicable

### **(2) Overview of application of simplified and special accounting treatments**

#### 1) Simplified treatment

(Calculation for depreciation of tangible fixed assets)

Mainly, based on a plan that takes account of the acquisition, sale and removal of fixed assets during the fiscal year, the scheduled amount of depreciation on a consolidated basis for the fiscal year was allocated.

#### 2) Special treatment

(Calculation for income tax expense)

Income tax expense (including its deferral recognition in the same line) was calculated based upon an estimated effective tax rate for fiscal 2011.

### **(3) Overview of changes in accounting principles, procedures and method of presentation**

Adoption of the “Accounting Standard for Asset Retirement Obligations”

Starting from the first quarter of fiscal 2011, the Bridgestone Group has adopted the “Accounting Standard for Asset Retirement Obligations” (ASBJ Statement No. 18 of March 31, 2008) and the “Guidance on Accounting Standard for Asset Retirement Obligations” (ASBJ Guidance No.21 of March 31, 2008). Although the impact of this adoption on operating income and ordinary income is not material, ¥2,471 million of loss on adjustment for changes of accounting standard for asset retirement obligations is recorded to extraordinary loss.

Adoption of the “Accounting Standard for Equity Method of Accounting for Investments” and “Practical Solution on Unification of Accounting Policies Applied to Associates Accounted for Using the Equity Method”

Starting from the first quarter of fiscal 2011, the Bridgestone Group has adopted the “Accounting Standard for Equity Method of Accounting for Investments” (ASBJ Statement No.16 of March 10, 2008), and the “Practical Solution on Unification of Accounting Policies Applied to Associates Accounted for Using the Equity Method” (ASBJ Practical Issues Task Force No.24, March 10, 2008). There is no impact on gain or loss during the period as a result of this adoption.

### **(4) Additional Information**

Information about Bridgestone Corporation and certain of its subsidiaries’ alleged cartel activities regarding the sale of marine hoses and improper monetary payments

Since May 2007, the U.S. Department of Justice, the European Commission, the Fair Trade Commission of Japan, and other authorities have been investigating the Company and certain of its subsidiaries in connection with alleged international cartel activities regarding the sale of marine hoses. In February 2008, the Company received orders from the Fair Trade Commission of Japan. The orders,

which directed the Company to cease and desist from violating the Antimonopoly Act and to pay surcharges for violating the Act, were finalized. Moreover, in January 2009, the Company was notified by the European Commission of its decision to impose a fine of 58.5 million euro for alleged involvement in an international cartel related to the sale of marine hoses. After careful consideration, the Company has determined that bringing the course of proceedings to an end and subsequently focusing on the reinforcement of its compliance system and the promotion of preventive measures are the appropriate actions to take. Therefore, the Company decided not to appeal to the Court of First Instance of European Commission and has paid the imposed fine. Regarding this matter, the Company has recorded ¥7,485 million as an expense related to the European Commission fine in the fiscal year ended December 31, 2008. In regard to the class action lawsuit brought in the United States in connection with the marine hose cartel, a final approval of proposed settlements was granted by the Court. Further, the Company has handled other individual civil claims in an appropriate manner. The Investigation by the U.S. Department of Justice is continuing. In the future, there is a possibility that fines will be imposed by the U.S. Department of Justice, but at this point, there are a number of uncertain factors regarding the calculation of a specific reserve, and as a result expenses have not been recorded. Proceedings in the other countries which have investigated have already been finalized.

Further, aside from the above-mentioned issue, the Company uncovered the fact that there have been incidents of improper monetary payments to foreign agents, a part of which may have been provided to foreign governmental officials and other possible forms of improper payments. The Company has been able to confirm that inappropriate payments have been identified in connection with the sale of marine hoses and other industrial products. The Company has reported the findings of its internal inquiries to the Japanese Public Prosecutors Office and the U.S. Department of Justice. The impact that these incidents may have on financial results is unclear at this time.

## **Topics**

### **Initiatives Relating to the Great East Japan Earthquake**

#### **Damage and Restoration Status**

Due to the Great East Japan Earthquake on March 11, 2011, the Company temporarily halted manufacturing at the Tokyo Plant, the Tochigi Plant, the Nasu Plant, the Kuroiso Plant, and the Yokohama Plant. All plants subsequently restarted manufacturing during March and are currently manufacturing as normal.

#### **Support for Restoration**

The Group donated approximately ¥277 million and Bridgestone bicycles and bedding worth ¥100 million to the Great East Japan Earthquake disaster area. Also, twice a month Group employees voluntarily help to restore the disaster area. Further, the Group will continue supporting business partners and agencies and Group companies that the disaster affected.

#### **Power-Saving Initiatives**

Aiming to contribute to efforts to reduce electric power consumption, we have implemented a voluntary action plan and set out reducing electric power consumption by 25% year on year as a target. At plants, in order to minimize the effect on manufacturing, we have halted the operation or restricted the operating times of certain manufacturing equipment and facilities while making full use of cogeneration systems to save electric power.

Also, at office locations we have introduced a summertime system, increased no-overtime days, and reduced the number of operating elevators.

### **Environmental Initiatives**

#### **A New Environmental Mission Statement**

The Bridgestone Group has revised its Environmental Mission Statement which was originally established in 2009. The revisions focus on using simple, readily understandable expressions and clarifying the long-term direction of environmental activities aimed at realizing goals the Group believes are important: the achievement of a low-carbon, recycling society that coexists with nature. Based on the revised Environmental Mission Statement, the Bridgestone Group will further heighten environmental awareness throughout the Group and strengthen initiatives aimed at realizing a sustainable society.

#### **Accreditation as an Eco First Company**

Under the Eco First system—which the Japanese Ministry of the Environment has established to further encourage the environmental preservation initiatives of the industry's leading companies—the Bridgestone Group made a commitment to the Minister of the Environment with regard to its environmental preservation initiatives and received accreditation as an Eco First Company.

## Safety Initiatives

### **Bridgestone Tire Safety Day**

Having established the 8th of every month during the one-year period from March 2011 to February 2012 as a Bridgestone Tire Safety Day, we distribute information on tire safety every month. Using feedback from customers received through questionnaires as a reference, we explain important issues related to tire safety, including the appropriate tire air pressure and the role of tire tread, how to check these, and how often tires should be changed.

## Strengthening Strategic Products and Businesses

### **Boeing Supplier of the Year for the Second Consecutive Year**

In 2011, Bridgestone received its second consecutive Supplier of the Year (SOY) award from Boeing for performance in 2010. From among its approximately 17,500 suppliers, Boeing presented the SOY award to 16 suppliers that a comprehensive evaluation found to offer high levels of quality control, delivery performance, and customer service.

## Integrating and Expanding Business Areas

### **Construction of a Global Production System**

Because demand for construction machinery that uses hydraulic hoses is expected to increase in China's market over the medium-to-long term, the Bridgestone Group announced plans to build a new plant for the manufacture of hydraulic hoses in Changzhou. Plans call for a total investment of ¥4.6 billion, production start-up in October 2012, and production capacity of 430,000 meters per month upon the completion of construction.

Also, at the Indore Plant in India, as an addition to radial tires for passenger cars and light trucks, we started production of truck and bus radial tires (TBR). Total investment in construction of facilities for TBR manufacturing processes will be approximately ¥3.3 billion, with production capacity of 400 units per day slated for 2012.

## **Introducing Our New Product Lineup**

### **Run-flat Technology Tires (for passenger cars)**

#### **POTENZA S001 RFT**

In July 2011, we launched a Run-flat Tire\*<sup>1</sup> for passenger cars “POTENZA S001 RFT.”

“POTENZA S001 RFT” is the first Run-flat Tire\*<sup>2</sup> for the replacement market\*<sup>3</sup>. Run-flat Tires make passenger cars safer to drive because they improve driving stability in the event of a puncture and enable the tire to be changed at a safe location. Moreover, the Bridgestone Group believes that promoting the spread of Run-flat Tires can eliminate the need for spare tires, thereby helping conserve resources.

\*1 Run-flat Tires continue to operate at a limited speed for a specified distance under normal conditions at 0kPa air pressure.

\*2 Summer tires for replacement market

\*3 For further information please see the Bridgestone catalog or the Company’s web site (<http://www.bridgestone.co.jp/sc/runflat-products/s001rft/>).

### **ECOPIA Brand Eco-Friendly Tires (for trucks and buses)**

#### **ECOPIA M801**

In September 2011, we released a fuel-efficient tire for trucks and buses “ECOPIA M801.”

In a well-balanced manner, “ECOPIA M801” realizes outstanding fuel efficiency while enhancing such basic tire features as wet performance and quietness through the use of a newly developed tread rubber and a new tread pattern.

The features of “ECOPIA M801” are as follows.

- (1) Rolling resistance 36% \*<sup>4</sup> lower than existing product “M890” thanks to the use of a newly developed tread rubber
- (2) So that it can be used as a retread tire, the tire has a “retread indicator” that shows when the tread needs to be replaced

\*4 For further information please see the Bridgestone catalog or the Company’s web site ([http://www.bridgestone.co.jp/business/tire/truck\\_bus/solution/ecopia/index.html](http://www.bridgestone.co.jp/business/tire/truck_bus/solution/ecopia/index.html)).

### **Chemical and Industrial Products**

#### **Seismic Isolators**

We launched new seismic isolators for buildings (seismic isolators) in March 2011. Their performance during major earthquakes has confirmed the effectiveness of seismic isolators, and their use is spreading rapidly. These new products reduce the environmental burden arising from production and disposal by using a newly developed material, which replaces the lead that previous products used.

## Products for Automobiles

### **TPMS B-01**

In March 2011, we brought to market a tire pressure monitoring system “TPMS B-01\*<sup>5</sup>.”

If tire pressure decreases, sensors attached to the wheels inform the driver via a receiver inside the vehicle. This product ensures safety and gives peace of mind when driving. At the same time, by curbing uneven wear, it lengthens tire service lives and prevents fuel efficiency deterioration, thereby offering financial and environmental benefits.

\*<sup>5</sup> TPMS is an abbreviation of tire pressure monitoring system.

## Bicycles

### **HYDEE.B**

In June 2011, Bridgestone unveiled the “HYDEE.B” battery-assisted bicycle, which includes a child seat. Bridgestone developed the bicycle in collaboration with the women’s magazine *VERY*. While safety is the highest priority in design because mothers with children are likely to be the primary users, the bicycle also incorporates the kind of sporty styling that will appeal to fathers. The child seat cushion is available in two patterns featuring different colors.

## Golf Products

### **TOURSTAGE PHYZ**

In March 2011, under our new TOURSTAGE PHYZ brand, which brings fresh enjoyment to golf, we launched drivers and irons that enable effortless swings and produce long flight distances through the incorporation of new-concept technology that appeals to all five senses of the golfer. At the same time, as part of the TOURSTAGE PHYZ product lineup, we launched a golf bag and a four-piece “three-plus-one” structured golf ball that features high repulsion and lower spin and a design focused on flight distance and straightness.

## **Corporate profile** (As of June 30, 2011.)

**Corporate name**     **Bridgestone Corporation**

**Established**         **March 1, 1931**

**Paid-in capital**     **¥126,354 million**

**Employees**         **142,068**

### **Major Business Operations**

Business segments	Products and operations	
Tires	Tires and tubes for passenger cars, trucks and buses, construction and mining vehicles, industrial machinery, agricultural machinery, aircraft, motorcycles and scooters and others; automotive parts; retreading materials and services; automotive maintenance and repair services; raw materials for tires; and others	
Diversified products	(Chemical and industrial products)	Vehicle parts, polyurethane foam and related products, electronic precision parts, industrial materials-related products, civil engineering and construction materials and equipment, and others
	(Diversified products of BSAM)	Roofing systems managed by Bridgestone Americas, Inc., and others.
	(Sporting goods)	Golf balls, golf clubs, other sporting goods, and others
	(Bicycles)	Bicycles, bicycle-related goods, and others
	(Others)	Finance, and others

### **Directors and Corporate Auditors**

Positions	Names
Representative, Chairman of the Board	Shoshi Arakawa
Representative, Member of the Board	Kazuhisa Nishigai
Member of the Board	Masaaki Tsuya
Member of the Board	Mikio Masunaga
Member of the Board	Kazuo Kakehi
Member of the Board	Sakie Tachibana Fukushima
Member of the Board	Takao Enkawa
Member of the Board	Kimiko Murofushi
Member of the Board	Scott Trevor Davis
Corporate Auditor	Yukimitsu Ushio
Corporate Auditor	Katsuji Hayashi
Corporate Auditor	Hiroshi Ishibashi
Corporate Auditor	Kenichi Masuda



Corporate Auditor	Yo Takeuchi
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Note 1: Directors Sakie Tachibana Fukushima, Takao Enkawa, Kimiko Murofushi and Scott Trevor Davis are Outside Directors as set forth in Article 2-15 of the Corporation Law of Japan.

Note 2: Corporate Auditors Katsuji Hayashi, Kenichi Masuda and Yo Takeuchi are Outside Corporate Auditors as set forth in Article 2-16 of the Corporation Law of Japan.

### Corporate Officers

Titles	Names
CEO and President	Shoshi Arakawa (*)
Senior Vice President	Kazuhisa Nishigai (*)
Vice President and Senior Officer	Masaaki Tsuya (*)
Vice President and Senior Officer	Mikio Masunaga (*)
Vice President and Senior Officer	Kazuo Kakehi (*)
Vice President and Senior Officer	Takashi Urano
Vice President and Senior Officer	Yoshiyuki Morimoto
Vice President and Senior Officer	Yasuo Ryuto
Vice President and Senior Officer	Asahiko Nishiyama
Vice President and Senior Officer	Yasumi Kawasaki
Vice President and Senior Officer	Narumi Zaitso
Vice President and Senior Officer	Kiyoshi Nomura
Vice President and Senior Officer	Gary Garfield
Vice President and Senior Officer	Eduardo Minardi
Vice President and Officer	Akihiro Eto
Vice President and Officer	Naomi Eto
Vice President and Officer	Shuichi Ishibashi
Vice President and Officer	Yoichi Sato
Vice President and Officer	Yuichiro Takenami
Vice President and Officer	Masato Hiruma
Vice President and Officer	Masakazu Sekiguchi
Vice President and Officer	Fumihiko Yanaga
Vice President and Officer	Seiichiro Kawai
Vice President and Officer	Yutaka Yamaguchi
Vice President and Officer	Tatsuro Hamada
Vice President and Officer	Natsuki Fujii
Vice President and Officer	Shinichi Sato
Vice President and Officer	Minoru Shimizu
Vice President and Officer	Koji Kajiwara
Vice President and Officer	Takashi Yasukochi
Vice President and Officer	Masahito Tsuji
Vice President and Officer	Yoshiharu Inoue
Vice President and Officer	Koki Takahashi

Vice President and Officer	Christine Karbowiak
Vice President and Officer	Isaku Motohashi
Vice President and Officer	Hideo Hara
Vice President and Officer	Makio Ohashi
Vice President and Officer	Franco Annunziato
Vice President and Officer	Kunitoshi Takeda
Vice President and Officer	Yasushi Ota
Vice President and Officer	Toru Tsuda

Note: The list above includes Members of the Board. An asterisk (\*) after a name indicates that the person is concurrently a Member of the Board.

## Major Offices and Plants

### Bridgestone Corporation

Headquarters	1-10-1 Kyobashi, Chuo-ku, Tokyo	Seki Plant	Seki, Gifu
		Hikone Plant	Hikone, Shiga
Technical Center	Kodaira, Tokyo and Totsuka-ku, Yokohama, Kanagawa	Hofu Plant	Hofu, Yamaguchi
		Shimonoseki Plant	Shimonoseki, Yamaguchi
Nasu Plant	Nasushiobara, Tochigi	Kitakyushu Plant	Wakamatsu-ku, Kitakyushu, Fukuoka
Tochigi Plant	Nasushiobara, Tochigi	Tosu Plant	Tosu, Saga
Kuroiso Plant	Nasushiobara, Tochigi	Saga Plant	Miyaki-gun, Saga
Tokyo Plant	Kodaira, Tokyo	Kurume Plant	Kurume, Fukuoka
Yokohama Plant	Totsuka-ku, Yokohama, Kanagawa	Amagi Plant	Asakura, Fukuoka
Iwata Plant	Iwata, Shizuoka	Kumamoto Plant	Tamana, Kumamoto

### Subsidiaries

Japan	
Bridgestone Tire Sales Kitanihon Co., Ltd	Aoba-ku, Sendai, Miyagi
Bridgestone Tire Sales Kanto Co., Ltd	Shinjuku-ku, Tokyo
Bridgestone Tire Sales Chubu Co., Ltd	Higashi-ku, Nagoya, Aichi
Bridgestone Tire Sales Kinkishikoku Co., Ltd	Nishi-ku, Osaka, Osaka
Bridgestone Tire Sales Nishinohon Co., Ltd	Hakata-ku, Fukuoka, Fukuoka
Bridgestone FVS K.K.	Chuo-ku, Tokyo

Bridgestone Elastech Co., Ltd.	Takegawa, Shizuoka
Bridgestone Diversified Chemical Products Co., Ltd	Chuo-ku, Tokyo
Bridgestone Chemitech Co., Ltd.	Nabari, Mie
Bridgestone Diversified Products East Co., Ltd	Chuo-ku, Tokyo
Bridgestone Diversified Products West Co., Ltd	Nishi-ku, Osaka, Osaka
Bridgestone Sports Co., Ltd.	Shinagawa-ku, Tokyo
Bridgestone Cycle Co., Ltd.	Ageo, Saitama
Bridgestone Finance Corporation	Chuo-ku, Tokyo

The Americas	
Bridgestone Americas, Inc. and its subsidiaries	
Headquarters	U.S.
Technical Center	U.S.
Des Moines Plant	U.S.
La Vergne Plant	U.S.
Wilson Plant	U.S.
Warren Plant	U.S.
Aiken Plant	U.S.
Joliette Plant	Canada
Monterrey Plant	Mexico
Sao Paulo Plant	Brasil
Bahia Plant	Brasil

Europe	
Bridgestone Europe NV/SA and its subsidiaries	
Headquarters	Belgium
Technical Center	Italy
Poznan Plant	Poland
Stargard Plant	Poland
Tatabanya Plant	Hungary
Bethune Plant	France
Bilbao Plant	Spain
Burgos Plant	Spain

Overseas, other areas	
Bridgestone (China) Investment Co., Ltd.	China
Bridgestone Asia Pacific Pte. Ltd.	Singapore
Bridgestone Taiwan Co., Ltd.	Taiwan
Thai Bridgestone Co., Ltd.	Thailand
Bridgestone Tire Manufacturing (Thailand) Co., Ltd.	Thailand

Bridgestone Natural Rubber (Thailand) Co., Ltd.	Thailand
P.T. Bridgestone Tire Indonesia	Indonesia
Bridgestone Australia Ltd.	Australia
Bridgestone Earthmover Tyres Pty. Ltd.	Australia
Bridgestone Middle East & Africa FZE.	U.A.E.
Bridgestone South Africa Holdings (Pty) Ltd.	South Africa
Bridgestone Finance Europe B.V.	Netherland

Note: For subsidiaries in Japan and in other overseas areas, locations indicate where their headquarters reside.

## **Shareholders' Notes**

**Fiscal year: January 1 to December 31**

**Annual Shareholders' Meeting: March of each year**

**Shareholder returns (in the event that the payment of year-end dividends is approved at the Annual Shareholders' Meeting)**

Date of Right Allotment: December 31 of each year

Payment begins: Next business day after the Annual Shareholders' Meeting

**Interim dividends (in the event that the payment of interim dividends is approved by the Board of Directors)**

Date of Right Allotment: June 30 of each year

Payment begins: September of each year

**Shareholders' Register Manager (Special account management institution)**

The Chuo Mitsui Trust and Banking Company, Limited

33-1, Shiba 3-chome, Minato-ku, Tokyo , Japan

### **Mailing Address**

The Chuo Mitsui Trust and Banking Company, Limited, Stock Transfer Agent Department

8-4, Izumi 2-chome, Suginami-ku, Tokyo, 168-0063, Japan

(Tel): 0120-78-2031 (Toll free)

**Agent Office: The Chuo Mitsui Trust and Banking Company, Limited, all Japanese branches**

Japan Securities Agents, Ltd., Headquarters and all Japanese Branches

Method of public notice of the Company: Homepage

<http://www.bridgestone.co.jp/>

Unit amount of stocks: 100 shares

Handling of stock

**For matter such as changes of address, buyback of shares less than one unit or to increase the share holdings of shares less than one unit, or changes to the method through which dividend payments are received**

Please contact the securities company with which you have an account. For shareholders that do not have a regular account with a securities company and therefore are using a special account, please contact the Special account management institution: The Chuo Mitsui Trust and Banking Company.

### **Reporting unpaid dividends**

Please contact the shareholders' register manager: The Chuo Mitsui Trust and Banking Company.

### **Dividend Statements**

The dividend statement sent to shareholders following payment of the dividends will also serve as a notice of payment in accordance with the Japanese Act on Special Measures Concerning Taxation. Please use these documents when filing your tax return.

The dividend statement will be send together with the dividend receipt to those shareholders that have chosen to receive dividends in the form of a dividend receipt.

For those shareholders that choose to receive dividends through a securities company, in accordance with the [Share Number Distribution Method], the process of tax withholding is conducted by the securities company. Therefore, please consult your securities company in regard to the document needed to file your tax return.

Bridgestone Corporation

10-1 Kyobashi 1-chome, Chuo-ku, Tokyo, 104-8340, Japan

Tel: (03) 3567-0111 (Representative)

Homepage: <http://www.bridgestone.com/>