

Bridgestone Corporation

Business Report for the first half of the 95th Fiscal Period

Note:

This English translation of the Business Report for the first half of the 95th 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 Message to Our Shareholders
- P.3 Operating Results
- P.5 Financial Information for the First Half of the Fiscal Year Ending
December 31, 2013
- P.7 Consolidated Balance Sheet
- P.9 Consolidated Statement of Income
- P.10 Other Information
- P.12 Topics
- P.15 Introducing Our New Product Lineup
- P.17 Corporate Profile
- P.23 Shareholders' Notes

Message to Our Shareholders

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

In this message, I will give an overview of the Bridgestone Group's results for the first half of the 95th fiscal period (January 1 – June 30, 2013).

During the first half of 2013, the Bridgestone Group's operating environment was as follows. The domestic economy showed signs of recovery with the correction of the appreciated Japanese yen. Overseas, the United States economy has shown signs of recovery, while the European economy remained stagnant. Asian economic expansion showed signs of a slowdown, particularly in China and India. Overall recovery by many overseas economies was continuously weak. Against this backdrop, the Bridgestone Group focused its management efforts on the strategic measures outlined in the Mid-Term Management Plan ("MTP") under our Lean & Strategic approach. In this manner, we pursued the reinforcement of our operating foundations.

As a result of these efforts, net sales for the first half of 2013 rose 15% year over year, to ¥1,705.1 billion, with increases of 42% in operating income, to ¥190.3 billion, 43% in ordinary income, to ¥184.9 billion, and 56% in net income, to ¥117.0 billion.

As for dividends, we have decided to issue an interim dividend of ¥27 per share, with payments to begin on September 2, 2013.

Looking ahead, it is expected that the Bridgestone Group will continue to face a highly uncertain operating environment, especially considering the instability of the global economy and the international political climate. In order to prepare for the uncertain operating environment that lies ahead, we will advance optimization measures at operating sites around the world in accordance with the MTP. In addition, the Group will strengthen its bottom-up proposal functions from the front lines of our businesses, communications intended to optimize Group and global operations, and team work for the full utilization of Group resources. Moreover, the Group will create new customer value through both technology innovation and business model innovation to drive us forward on our ultimate goal of being the "World's undisputed No. 1 tire and rubber company both in name and reality." At the same time, we will be "Dan-Totsu", or the absolute and clear leader in all our industries and a company that is far outperforming its competitors.

I would like to ask all of our shareholders for their continued support as we continue to strengthen Bridgestone's business operations.

August 2013

Masaaki Tsuya

CEO and Representative Board Member, concurrently Chairman of the Board

Operating Results

In the first half of fiscal 2013 (January 1 to June 30, 2013), the Companies' operating environment was as follows. The domestic economy showed signs of recovery with the correction of the appreciated Japanese yen. The United States economy has shown signs of recovery, while the European economy remained stagnant and continuous financial instability discouraged actual business activities. Asian economic expansion showed signs of a slowdown, particularly in China and India. Overall, recovery by many overseas economies was continuously weak.

Under these operating conditions, the Companies continued working to achieve the ultimate goal of being the "World's undisputed No.1 tire and rubber company both in name and reality". In this way, we will be "Dan-Totsu", or the absolute and clear leader in all our industries and a company that is far outperforming its competitors. Stepping up our efforts on a global scale, the Companies focused on increasing the sales of highly competitive products, strengthening supply capacity of these products, improving manufacturing productivity, enhancing technology and effectively utilizing our management resources. Moreover, with business conditions evolving at unprecedented speed, the Companies were 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 business models that will extend beyond the mere sale of products, and develop eco-friendly products and businesses.

As a result, net sales in the first half of fiscal 2013 were ¥1,705.1 billion, an increase of 15% from the first half of fiscal 2012, operating income was ¥190.3 billion, an increase of 42%, ordinary income was ¥184.9 billion, an increase of 43% and net income was ¥117.0 billion, an increase of 56%.

The results by segments were as follows. In the tires segment, the Companies worked to maximize sales momentum by introducing appealing new products globally, enhancing strategic products and reinforcing fundamental competencies such as specification optimization, and responding promptly to demand fluctuation in each region.

In Japan, the unit sales of replacement tires for passenger cars and light trucks increased firmly compared to the first half of fiscal 2012 as well as tires for truck and buses. However, due to a decline in the vehicle production volume, the unit sales of tires for new vehicles decreased substantially. In the Americas, the unit sales of tires for passenger and light truck in North America increased firmly compared to the first half of fiscal 2012, as well as tires for trucks and buses. In Europe, the unit sales of tires for passenger cars and light trucks remained unchanged compared to the first half of fiscal 2012. The unit sales of tires for trucks and buses

increased strongly due to an increase of the sales of replacement tires. In Asia Pacific, the unit sales of tires for passenger cars and light trucks increased strongly compared to the first half of fiscal 2012. The unit sales of tires for trucks and buses increased substantially compared to the first half of fiscal 2012. In China, the unit sales of tires for passenger cars and light trucks increased strongly, and the unit sales of tires for trucks and buses exceeded sales compared to the first half of fiscal 2012. In the specialty tire business, the sales volume of off-the-road radial tires for construction and mining vehicles increased firmly compared to the first half of fiscal 2012.

As a result, net sales and operating income in the tires segment in the first half of fiscal 2013 totaled ¥1,447.7 billion and ¥173.2 billion, an increase of 17% and an increase of 45% from the first half of fiscal 2012, respectively.

In the diversified products segment, net sales totaled ¥264.4 billion, an increase of 2% from the first half of fiscal 2012, and operating income was ¥17.1 billion, an increase of 22% from first half of fiscal 2012 due to an increase in the profit of domestic business.

(Note) The amounts for segment results include inter-segment transactions that are eliminated in calculating the consolidated results.

Financial information for the First Half of the Fiscal Year Ending

December 31, 2013

1. Consolidated Results for the First Half of Fiscal 2013 (January 1, 2013 - June 30, 2013)

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

(1) Consolidated Operating Results

(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, 2013 | 1,705,190 | 14.5 | 190,399 | 42.3 | 184,967 | 43.4 | 117,041 | 55.5 |
| Six months ended June 30, 2012 | 1,488,970 | 2.0 | 133,785 | 42.9 | 128,981 | 40.4 | 75,266 | 39.1 |

| | Net income per share | Diluted net income per share |
|--------------------------------|----------------------|------------------------------|
| | Yen | Yen |
| Six months ended June 30, 2013 | 149.52 | 149.35 |
| Six months ended June 30, 2012 | 96.17 | 96.10 |

(2) Consolidated Financial Position

| | Total assets | Net assets | Ratio of total equity to total assets |
|-------------------------|-----------------|-----------------|---------------------------------------|
| | Yen in millions | Yen in millions | % |
| As of June 30, 2013 | 3,305,098 | 1,652,244 | 48.4 |
| As of December 31, 2012 | 3,039,798 | 1,417,347 | 45.2 |

(Reference) Total equity
 As of June 30, 2013 ¥1,598,378 million
 As of December 31, 2012 ¥1,373,021 million

2. Dividends

| | Annual Dividend | | | | |
|---------|-----------------|-----------------|-----------------|-----------|-------|
| | 1st quarter end | 2nd quarter end | 3rd quarter end | Year -end | Total |
| | Yen | Yen | Yen | Yen | Yen |
| FY 2012 | — | 16.00 | — | 16.00 | 32.00 |
| FY 2013 | — | 27.00 | | | |

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

- (1) Changes in principal subsidiaries during the six months ended June 30, 2013 : No
(Changes in specified subsidiaries involving change in consolidation scope)
- (2) Application of special accounting treatments for consolidated quarterly financial statements: Yes
- (3) Changes in accounting policy, changes in accounting estimates, and restatements
 - 1) Changes due to revisions of accounting standards, etc. : Yes
 - 2) Changes in accounting policy other than 1) : No
 - 3) Changes in accounting estimates : Yes
 - 4) Restatements : No

(Note) These are subject to Article 10-2 and 10-5 of “the Ordinance on Terminology, Forms, and Preparation Methods of Quarterly Financial Statements, etc.”

(4) Outstanding number of shares (common stock)

| | |
|---|--------------------|
| 1) Outstanding number of shares at period end (including treasury stock): | |
| June 30, 2013 | 813,102,321 shares |
| December 31, 2012 | 813,102,321 shares |
| 2) Number of shares of treasury stock at period end | |
| June 30, 2013 | 30,202,462 shares |
| December 31, 2012 | 30,440,507 shares |
| 3) Average outstanding number of shares (during the first half) | |
| First Half ended June 30, 2013 | 782,788,507 shares |
| First Half ended June 30, 2012 | 782,661,812 shares |

Consolidated Balance Sheet

(Note) Certain reclassifications have been made in the 2012 balance sheet to conform to the classification used in 2013.

(Yen in millions)

| | FY 2013 1H (As of June 30, 2013) | FY 2012 (As of December 31, 2012) |
|---|-------------------------------------|--------------------------------------|
| Assets | | |
| Current Assets | | |
| Cash and deposits | 198,987 | 226,162 |
| Notes and accounts receivable | 473,094 | 444,669 |
| Short-term investments | 122,029 | 124,010 |
| Merchandise and finished products | 369,070 | 321,012 |
| Work in process | 36,757 | 34,524 |
| Raw materials and supplies | 164,027 | 165,188 |
| Other | 199,075 | 168,520 |
| Allowance for doubtful accounts | (8,250) | (8,074) |
| Total Current Assets | 1,554,790 | 1,476,013 |
| Fixed Assets | | |
| Tangible assets | | |
| Buildings and structures, net | 381,993 | 352,194 |
| Machinery, equipment and vehicles, net | 408,943 | 376,232 |
| Other, net | 433,782 | 390,509 |
| Total tangible assets | 1,224,719 | 1,118,936 |
| Intangible assets | 39,366 | 34,118 |
| Investments and other assets | | |
| Investments in securities | 285,425 | 228,214 |
| Other | 206,292 | 187,583 |
| Allowance for doubtful accounts | (5,495) | (5,067) |
| Total investments and other assets | 486,222 | 410,730 |
| Total Fixed Assets | 1,750,307 | 1,563,785 |
| Total | 3,305,098 | 3,039,798 |

(Yen in millions)

| | FY 2013 1H (As of June 30, 2013) | FY 2012 (As of December 31, 2012) |
|--|-------------------------------------|--------------------------------------|
| Liabilities | | |
| Current Liabilities | | |
| Notes and accounts payable | 193,293 | 168,568 |
| Short-term borrowings | 170,302 | 182,821 |
| Commercial paper | — | 40,435 |
| Current portion of bonds | 8,105 | 60,972 |
| Lease obligations | 886 | 864 |
| Income taxes payable | 63,421 | 55,827 |
| Accounts payable - other | 126,473 | 149,543 |
| Other | 250,296 | 231,072 |
| Total Current Liabilities | 812,780 | 890,105 |
| Long-term Liabilities | | |
| Bonds | 110,000 | 63,121 |
| Long-term borrowings | 273,660 | 262,330 |
| Lease obligations | 10,677 | 9,546 |
| Accrued pension and liability for retirement benefits | 326,225 | 302,794 |
| Other | 119,509 | 94,552 |
| Total Long-term Liabilities | 840,073 | 732,345 |
| Total Liabilities | 1,652,853 | 1,622,450 |
| Net Assets | | |
| Shareholders' equity | | |
| Common stock | 126,354 | 126,354 |
| Capital surplus | 122,813 | 122,630 |
| Retained earnings | 1,533,266 | 1,428,747 |
| Treasury stock - at cost | (56,804) | (57,247) |
| Total Shareholders' equity | 1,725,629 | 1,620,484 |
| Accumulated other comprehensive income | | |
| Net unrealized gain(loss) on available-for-sale securities | 175,699 | 133,439 |
| Deferred gain(loss) on derivative instruments | (313) | (948) |
| Foreign currency translation adjustments | (155,889) | (246,190) |
| Post retirement liability adjustments for foreign consolidated companies | (146,747) | (133,763) |
| Total accumulated other comprehensive income | (127,251) | (247,462) |
| Stock acquisition rights | 1,680 | 1,099 |
| Minority Interests | 52,185 | 43,226 |
| Total Net Assets | 1,652,244 | 1,417,347 |
| Total | 3,305,098 | 3,039,798 |

Consolidated Statement of Income

(Yen in millions)

| | FY 2013 1H (Six months ended June 30, 2013) | FY 2012 1H (Six months ended June 30, 2012) |
|--|---|---|
| Net Sales | 1,705,190 | 1,488,970 |
| Cost of Sales | 1,101,491 | 990,245 |
| Gross profit | 603,699 | 498,725 |
| Selling, General and Administrative Expenses | | |
| Goods freightage expenses | 72,071 | 62,591 |
| Advertising and promotion expenses | 53,761 | 44,085 |
| Salaries, allowances and bonuses | 109,523 | 95,897 |
| Retirement benefit expenses | 9,713 | 7,945 |
| Depreciation | 13,319 | 11,512 |
| Research and development expenses | 43,421 | 41,096 |
| Other | 111,488 | 101,810 |
| Total selling, general and administrative expenses | 413,299 | 364,939 |
| Operating income | 190,399 | 133,785 |
| Non-operating Income | | |
| Interest income | 2,583 | 1,639 |
| Dividend income | 5,487 | 3,968 |
| Other | 9,419 | 9,479 |
| Total non-operating income | 17,489 | 15,087 |
| Non-operating Expenses | | |
| Interest expense | 7,648 | 8,685 |
| Foreign currency exchange loss | 6,877 | 3,677 |
| Other | 8,396 | 7,528 |
| Total non-operating expenses | 22,921 | 19,891 |
| Ordinary income | 184,967 | 128,981 |
| Extraordinary Income | | |
| Gain on sales of fixed assets | 3,073 | — |
| Total extraordinary income | 3,073 | — |
| Extraordinary Loss | | |
| Impairment loss | — | 11,613 |
| Loss on business withdrawal | — | 2,903 |
| Total extraordinary losses | — | 14,516 |
| Income before income taxes and minority interests | 188,040 | 114,464 |
| Income taxes | 64,544 | 35,692 |
| Income before minority interests | 123,496 | 78,771 |
| Minority interests | 6,455 | 3,504 |
| Net Income | 117,041 | 75,266 |

Other Information

(1) Application of special accounting treatments for consolidated quarterly financial statements

(Calculation for income tax expense)

Income tax expense was calculated based upon an estimated effective tax rate for fiscal 2013.

(2) Additional Information

(Changes due to revisions of accounting standards, etc.)

Due to the application of IAS 19 “Employee Benefits” (revised in June 16, 2011) from January 1, 2013, the method of recognition and presentation of actuarial gains and losses, past service cost and interest cost changed from the first quarter of fiscal 2013 in certain overseas subsidiaries.

Those overseas subsidiaries applied the revision in this policy retrospectively, and the consolidated quarterly financial statements for the second quarter of the previous year and the consolidated financial statements for the previous year changed due to the retrospective application. The effect of this retrospective application on the consolidated quarterly financial statements for the second quarter of the previous year and the consolidated financial statements for the previous year was immaterial.

(Changes in accounting policies which are difficult to distinguish from changes in accounting estimates)

From the first quarter of fiscal 2013, domestic companies changed the depreciation method for tangible assets acquired on or after January 1, 2013 due to the revision of Corporation Tax Act in Japan. The effect of this change on the consolidated statement is immaterial.

Reference Information

(1) Projections of Consolidated Results for the Fiscal 2013 (January 1, 2013 - December 31, 2013)

The projections of consolidated results for the Fiscal 2013 have been revised as follows.

| | FY2013 Projections (Revised) | FY2012 Results | Increase (Decrease) | | FY2013 Previous Projections (as of February 18, 2013) |
|------------------|------------------------------|-----------------|---------------------|----|---|
| | Yen in billions | Yen in billions | Yen in billions | % | |
| Net sales | 3,590.0 | 3,039.7 | 550.2 | 18 | 3,550.0 |
| Operating income | 400.0 | 285.9 | 114.0 | 40 | 382.0 |
| Ordinary income | 381.0 | 285.0 | 95.9 | 34 | 365.0 |
| Net income | 246.0 | 171.6 | 74.3 | 43 | 235.0 |

(Revision of the projections)

Actual results of operating income, ordinary income, and net income for the first half of the fiscal year ending December 31, 2013, exceeded the projections previously announced on February 18, 2013. This increase was the result of the correction of the appreciated Japanese yen, the favorable price of raw material and feedstock and initiatives to reduce expenses, while the unit sales of tires decreased from the original plans due to the delay in the recovery of the world economy. Additionally, the company reviewed its consolidated financial projections for the second half of the fiscal year ending December 31, 2013, which were not updated on May 8, 2013, and revised its full-year consolidated financial projections for the fiscal year ending December 31, 2013.

(Note) Forward-Looking Statements

The preceding descriptions of projections and plans are “forward-looking statements,” which involve known and unknown risks and uncertainties. These variables could cause the Bridgestone Group’s actual performance and results to differ substantially from management’s projections and plans, and the statement are not guarantees of future business performance.

(2) Projection of Dividends for the Fiscal 2013

The projection of dividends has not changed since February 18, 2013.

Topics

To Become a Truly Global Company (25th Anniversary of the Firestone Merger)

In 1988, Bridgestone merged with Firestone Tire and Rubber Company, which was one of the United States most prominent tire manufacturers at that time. This merger represented a major turning point in the Bridgestone Group's history, and 2013 marks a significant milestone as the 25th anniversary of this merger. We faced many difficulties after the merger, however employees of both Bridgestone and Firestone were able to overcome the differences in their backgrounds and culture, and it was their dedicated efforts that transformed Bridgestone into a global company.

Looking to the future, we will work to remain a step ahead of changes in the times and society, and continue to fully incorporate into our operations a perspective focused on society and our customers. At the same time, we will promote diversity while developing a corporate culture and foundation that is undeniably global. These are all efforts that will further us toward our goal of becoming a truly global company.

Environmental Initiatives - Activities targeting "a balance between our business and the environment" -

Development of "ologic" Next-Generation Fuel-Efficient Tire Technology

Bridgestone has developed "ologic", a next-generation fuel-efficient tire technology based on the Large & Narrow concept, which means that tires using this technology have narrower width, a larger diameter, and higher internal air pressure. Further, this technology employs specialized patterns and compounds that were developed specifically for use in these tires and were designed to reduce rolling resistance and improve wet grip performance. Going forward, we will solicit tires using the "ologic" technology as a new category of "ECOPIA" brand fuel-efficient tires with the aim of having them deployed as standard equipment on next-generation automobiles at the earliest date possible.

Establishment of "Bridgestone Tire Recycle Center Osaka"

In July 2013, the Bridgestone Group established "Bridgestone Tire Recycle Center Osaka". The center consolidates functions of a retread tire^{*1} manufacturing plant and a plant for intermediary processing^{*2} of waste tires. At the facility, we are able to reuse or recycle all of the used tires we have collected from customers^{*3}. The Bridgestone Group is active in all areas of a tire's lifecycle, from raw material procurement and production to production, use, and disposal, and the center enables us to more effectively utilize the resource used in tire production.

*1. Retread tires are used tires for which the treads, the part of the tire that comes in contact with the

road, have been replaced, allowing the tires to be reused using fewer resources than would be needed to manufacture a new tire.

*2. Tires that cannot be retreaded are shredded.

*3. Tires were recovered from all of Osaka as well as parts of Kyoto, Hyogo, and Wakayama prefectures in Japan. Recovery of waste tires was conducted in accordance with relevant laws and regulations and necessary applications were submitted.

Start of Solar Power Sales Business

The Bridgestone Group has installed solar panels at its Hikone Plant and Saga Plant, which it plans to use to conduct a solar power sales business starting in the second half of 2013^{*4}. The solar power systems in place at these plants have a combined generation capacity of 3,500MWh per year^{*5}, which is roughly equivalent to the volume of electricity used by 970 households in one year. Further, this solar power sales business utilizes solar panels that exclusively use Bridgestone's EVA film^{*6}.

*4. Bridgestone Plant Engineering Co., Ltd. will operate the solar power sales business at Bridgestone Corporation's Hikone Plant and Saga Plant.

*5. Source: The Federation of Electric Power Companies of Japan (electricity usage per household = 3,600kWh/year)

*6. Ethylene vinyl acetate (EVA) film is used to fasten the silicon cell of solar modules to the glass surface through heat-induced molecular binding.

Safety and Reassurance Initiatives

Holding of "Tyre day" Safety Education Event

Bridgestone held a safety education event on April 8 called "Tyre day". This event was used as an opportunity to inform the press with regard to the Bridgestone Group's safety initiatives. Accordingly, we explained the products and technologies Bridgestone has created to support the safety of drivers and also introduced examples of safety education activities being conducted in stores. The Bridgestone Group is dedicated to contributing to the realization of a safer society, and, to this end, we are continually pushing forward with the development of safety enhancing technologies while simultaneously soliciting the importance of regular tire inspections.

Strengthening of Strategic Products and Businesses

Launch of "BLIZZAK VRX" Studless Tire for Passenger Cars

In September 2013, Bridgestone will launch a new studless tire for passenger cars, the "BLIZZAK VRX"^{*7}. Boasting unprecedented levels of performance, "BLIZZAK VRX" combines three new technological breakthroughs—an active multi-cell compound, a new asymmetrical pattern, and a new asymmetrical sidewall structure. The benefits born out of this fusion are not limited to improved breaking on ice and snow covered roads; "BLIZZAK VRX" goes further to

offer superior winter-road performance under a wide variety of conditions.

This year marks the 25th anniversary of the launch of the “BLIZZAK” brand. Today, “BLIZZAK” is the No. 1 winter tire brand used in five major cities in Hokkaido and northern main island of Japan^{*8}, and cumulative worldwide shipment volumes exceeded 200 million tires this year^{*9}. As a result, “BLIZZAK” has clearly become a brand that is trusted by a countless number of motorists.

*7. “VRX” is short for “VERTEX”, signifying these tires as the pinnacle of performance among all “BLIZZAK” tires.

*8. From January 8–31, 2013, we conducted a survey in which car-owning households in Sapporo, Asahikawa, Aomori, Morioka, and Akita were selected through a two-phase random sampling method, which were then visited directly and queried about their studless tires brand. The survey was conducted by a contracted third-party investigation company. A total of 1,467 of the 3,313 cars at queried households were equipped with “BLIZZAK” tires.

*9. 25-year worldwide cumulative total (Source: Bridgestone Corporation)

Integrating and Expanding Business Areas

Approval of Construction of Passenger Car Tire Plant in Russia

Bridgestone has approved plans to build a passenger car radial tire plant in the Zavolzhye Industrial Zone in Ulyanovsk Oblast, Russia. Scheduled to begin production during the first half of 2016, the new facility will be Bridgestone’s first tire plant in the Russia/CIS region. The construction of this new plant will enable the Group to be closer to this market, which is projected to see growth in tire demand in the future, enabling us to better provide a timely supply of our products to customers in this market.

Introducing Our New Product Lineup

Launch of “M800” All-Season Tire for Trucks and Buses

In September 2013, Bridgestone will launch a new tire for trucks and buses, the “M800”. “M800” not only boasts improved abrasion resistance, but certain sizes^{*1} have realized casing durability levels high enough to allow the tires to be retreaded^{*2} twice, where one retread has been the limit for most tires. In addition, the Group is also developing the “Eco Value Pack”, a service package that combines new tires, retread services, and tire maintenance services to help address the issues faced by customers in the logistics industry. We encourage customers to use the “Eco Value Pack”, in conjunction with “M800” tires, to achieve higher levels of environmental management and lower operating costs. Bridgestone will continue to promote the effective use of resources with the goal of further reducing environmental impacts in the future.

*1. Applicable to the following sizes: 11R22.5 14PR/16PR, and 275/80R22.5

Usage and management conditions may impact the ability for tires to be retreaded. Whether or not a tire may be retreaded is to be decided by Bridgestone-designated specialists based on the tire’s condition.

*2. Retreading entails replacing the treads, the part of the tire that comes in contact with the road, of used tires allowing them to be reused using fewer resources than would be needed to manufacture a new tire. This process effectively utilizes resources, and thereby reduces environmental impacts.

Launch of New Seismic Isolators

Bridgestone launched a new seismic isolator “X0.4R high damping rubber bearings”. “X0.4R” is designed to be ideal for use in small to medium-sized buildings between 5 and 10 floors of height. It also helps soften the vibration felt during earthquakes to a greater degree than previous offerings. Not only is “X0.4R” smaller than its predecessor “E0.4”, but it also has a higher load bearing capacity, and thereby helps customers reduce costs. Bridgestone originally began offering elastomeric seismic isolation bearings in 1984. Over the years, these products have been used in a number of buildings both in Japan and overseas, and therefore have literally continued to form the “foundations” for a safer and more secure society.

Launch of “CHeRO” Traditional Style Bicycle

In April 2013, the Bridgestone Group launched a new bicycle “CHeRO”. This traditional style bicycle was designed and developed with people in their 20s and 30s in mind. Made from chromium molybdenum steel, a substance stronger than iron, its frame is sleek, aesthetically pleasing, and also durable. This frame is complemented by the bicycle’s riveted leather seat, handlebars, and brass bell, all of which exude a nostalgic feel. Moreover, this traditional style bicycle is fully equipped for even sports riding. “CHeRO” comes in two sizes, the standard

model with 700C tires and the miniature model, which sports 20-inch tires.

Launch of “NEW PHYZ” Golf Ball

In March 2013, the Bridgestone Group launched a new golf ball, the “NEW PHYZ”. The ball is the softest ever offered by the Bridgestone Group^{*3}, featuring a “Big Impact Shell” for the inner cover. This soft inner cover envelops the ball’s core, ensuring proper compression of the entire ball on impact and effectively reducing excess spin^{*4} during drive shots. As a result, the ball produces significant forward momentum, guaranteeing exceptional distance. The “NEW PHYZ” golf ball is recommended for both men and women golfers who want the ultimate in shot control.

*3. Source: Bridgestone Sports Co., Ltd.

*4. Source: Bridgestone Sports Co., Ltd. (Compared to previous models)

Corporate profile (As of June 30, 2013)

Corporate name **Bridgestone Corporation**

Established **March 1, 1931**

Paid-in capital **¥126,354 million**

Employees(Group) **144,291**

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) | A business under BRIDGESTONE AMERICAS, INC. supplying commercial roofing materials 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 Board Member Concurrently Chairman of the Board | Masaaki Tsuya |
| Representative Board Member | Kazuhisa Nishigai |
| Member of the Board | Yoshiyuki Morimoto |
| Member of the Board | Narumi Zaitso |
| 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 | Mikio Masunaga |
| Corporate Auditor | Katsuji Hayashi |
| Corporate Auditor | Kenichi Masuda |
| Corporate Auditor | Tomoko Watanabe |

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 Companies Act.

Note 2: Corporate Auditors Katsuji Hayashi, Kenichi Masuda and Tomoko Watanabe are Outside Corporate Auditors as set forth in Article 2-16 of the Companies Act.

Corporate Officers

| Titles | Names |
|------------------------------------|------------------------|
| CEO | Masaaki Tsuya (*) |
| COO | Kazuhisa Nishigai (*) |
| Senior Vice President | Yoshiyuki Morimoto (*) |
| Senior Vice President | Narumi Zaitso (*) |
| Senior Vice President | Asahiko Nishiyama |
| Vice President and Senior Officer | Shuichi Ishibashi |
| Vice President and Senior Officer | Yuichiro Takenami |
| Vice President and Senior Officer | Masato Hiruma |
| Vice President and Senior Officer | Akihiro Eto |
| Vice President and Senior Officer | Minoru Shimizu |
| Vice President and Senior Officer | Yasushi Ota |
| Vice President and Senior Officer | Masakazu Sekiguchi |
| Vice President and Senior Officer | Gary Garfield |
| Vice President and Senior Officer | Eduardo Minardi |
| Vice President and Senior Officer | Franco Annunziato |
| Vice President and Officer | Shinichi Yochi |
| Vice President and General Counsel | Shingo Kubota |

| | |
|----------------------------|---------------------|
| Vice President and Officer | Toyohiko Oka |
| Vice President and Officer | Yoichi Sato |
| Vice President and Officer | Naomi Eto |
| Vice President and Officer | Yoshihiko Ichikawa |
| Vice President and Officer | Tatsuro Hamada |
| Vice President and Officer | Takashi Yasukochi |
| Vice President and Officer | Motoi Mochizuki |
| Vice President and Officer | Takeo Kumakura |
| Vice President and Officer | Masahito Tsuji |
| Vice President and Officer | Kunitoshi Takeda |
| Vice President and Officer | Makio Ohashi |
| Vice President and Officer | Isaku Motohashi |
| Vice President and Officer | Koki Takahashi |
| Vice President and Officer | Koji Kajiwara |
| Vice President and Officer | Christine Karbowiak |
| Vice President and Officer | Michihiro Suzuki |
| Vice President and Officer | Ryutaro Ishii |
| Vice President and Officer | Hideo Hara |
| Vice President and Officer | Mitsuhira Shimazaki |
| Vice President and Officer | Fumihiro Yanaga |
| Vice President and Officer | Yutaka Yamaguchi |
| Vice President and Officer | Shinichi Sato |
| Vice President and Officer | Yasuo Ryuto |

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 | 10-1, Kyobashi 1-chome Chuo-ku, Tokyo |
| TECHNICAL CENTER | Kodaira, Tokyo and Totsuka-ku, Yokohama, Kanagawa |
| NASU PLANT | Nasushiobara, Tochigi |
| TOCHIGI PLANT | Nasushiobara, Tochigi |
| KUROISO PLANT | Nasushiobara, Tochigi |
| TOKYO PLANT | Kodaira, Tokyo |
| YOKOHAMA PLANT | Totsuka-ku, Yokohama, Kanagawa |
| IWATA PLANT | Iwata, Shizuoka |
| SEKI PLANT | Seki, Gifu |
| HIKONE PLANT | Hikone, Shiga |
| HOFU PLANT | Hofu, Yamaguchi |
| SHIMONOSEKI PLANT | Shimonoseki, Yamaguchi |
| KITAKYUSHU PLANT | Wakamatsu-ku, Kitakyushu, Fukuoka |
| TOSU PLANT | Tosu, Saga |
| SAGA PLANT | Miyaki-gun, Saga |
| KURUME PLANT | Kurume, Fukuoka |
| AMAGI PLANT | Asakura, Fukuoka |
| KUMAMOTO PLANT | Tamana, Kumamoto |

Subsidiaries

| | |
|--|------------------------|
| Japan | |
| BRIDGESTONE TIRE JAPAN CO., LTD | Chuo-ku, Tokyo |
| BRIDGESTONE RETAIL JAPAN CO., LTD | Chuo-ku, Tokyo |
| BRIDGESTONE DIVERSIFIED CHEMICAL PRODUCTS CO., LTD. | Chuo-ku, Tokyo |
| BRIDGESTONE DIVERSIFIED PRODUCTS EAST CO., LTD. | Minato-ku, Tokyo |
| BRIDGESTONE DIVERSIFIED PRODUCTS WEST CO., LTD. | Nishi-ku, Osaka, Osaka |
| BRIDGESTONE SPORTS CO., LTD. | Minato-ku, Tokyo |
| BRIDGESTONE CYCLE CO., LTD. | Ageo, Saitama |
| BRIDGESTONE FINANCE CORPORATION | Chuo-ku, Tokyo |

| The Americas | |
|--|-----------|
| BRIDGESTONE AMERICAS, INC. | U.S. |
| BRIDGESTONE AMERICAS TIRE OPERATIONS, LLC | U.S. |
| BRIDGESTONE RETAIL OPERATIONS, LLC | U.S. |
| MORGAN TIRE & AUTO, LLC | U.S. |
| BRIDGESTONE BANDAG, LLC | U.S. |
| BRIDGESTONE CANADA INC. | Canada |
| BRIDGESTONE DE MEXICO, S.A. DE C.V. | Mexico |
| BRIDGESTONE FIRESTONE VENEZOLANA. C.A. | Venezuela |
| BRIDGESTONE DO BRASIL INDUSTRIA E COMERCIO LTDA. | Brazil |
| BRIDGESTONE ARGENTINA S.A.I.C. | Argentina |
| FIRESTONE PORYMERS, LLC | U.S. |
| FIRESTONE BUILDING PRODUCTS COMPANY, LLC | 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 |
| CUERNAVACA PLANT | Mexico |
| SAO PAULO PLANT | Brazil |
| BAHIA PLANT | Brazil |

| Europe | |
|---------------------------------|-----------------|
| BRIDGESTONE EUROPE NV/SA | Belgium |
| BRIDGESTONE DEUTSCHLAND GMBH | Germany |
| BRIDGESTONE POZNAN SP. Z O.O. | Poland |
| BRIDGESTONE UK LTD. | United Kingdom |
| BRIDGESTONE FRANCE S.A.S. | France |
| BRIDGESTONE ITALIA S.P.A. | Italy |
| BRIDGESTONE HISPANIA S.A. | Spain |
| BRIDGESTONE FINANCE EUROPE B.V. | The Netherlands |

| | |
|------------------|---------|
| 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 |
| THAI BRIDGESTONE CO., LTD. | Thailand |
| BRIDGESTONE TIRE MANUFACTURING (THAILAND) CO., LTD. | Thailand |
| P.T. BRIDGESTONE TIRE INDONESIA | Indonesia |
| BRIDGESTONE AUSTRALIA LTD. | Australia |
| BRIDGESTONE MIDDLE EAST & AFRICA FZE. | U.A.E. |
| BRIDGESTONE SOUTH AFRICA (PTY) LTD. | South Africa |
| BRIDGESTONE C.I.S. LLC | Russia |
| BRIDGESTONE EARTHMOVER TYRES PTY. LTD. | Australia |
| BRIDGESTONE NATURAL RUBBER (THAILAND) CO., LTD. | Thailand |

(Note) Subsidiaries 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)

Sumitomo Mitsui Trust Bank, Limited

1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan

Mailing Address

Sumitomo Mitsui Trust Bank, Limited, Stock Transfer Agent Department

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

(Tel): 0120-782-031 (Toll free)

Agent Office: Sumitomo Mitsui Trust Bank, Limited, headquarters and all other Japanese branches

Method of public notice of the Company: Homepage

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

Unit amount of stocks: 100 shares