

Bridgestone Corporation

Business Report for the first half of the 96th Fiscal Period

Note:

This English translation of the Business Report for the first half of the 96th 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.

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Message to Our Shareholders

First, I would like to convey my thanks to all of our shareholders for your support of the Bridgestone Group.

In this message, I will provide an overview of the Bridgestone Group's business results for the first half of the 96th fiscal year (from January 1, 2014, to June 30, 2014).

Characterizing the Group's operating environment during the first half of 2014, the domestic economy showed signs of gradual recovery due to the effectiveness of economic and monetary policies despite a temporary demand fluctuation associated with an increase in consumption tax rate while maintaining the correction of the appreciated Japanese yen. The United States economy continues gradual recovery due to an increase in consumer spending. The European economy has shown signs of recovery. The Asian economic expansion continues to slow down, particularly in China and India. In addition, economic stagnation was shown in Thailand. Overall, recovery by many overseas economies was continuously weak. Under these conditions, the Group was trying to anticipate market trends and competitors' movements, enhance technology and promoting innovation to increase the sales of highly competitive products and services, and construction and enhancing business models that will extend beyond the mere sales of products.

As a result, net sales in first half of fiscal 2014 were ¥1,750.2 billion, an increase of 3% from the first half of fiscal 2013; operating income was ¥223.1 billion, an increase of 17%; ordinary income was ¥ 219.9 billion, an increase of 19%; and net income was ¥142.2 billion, an increase of 22%.

As for dividends, we have decided to issue an interim dividend of ¥40 per share, with payments to begin on September 1, 2014.

Looking ahead, the Group's operating environment is undergoing substantial change in a wide range of areas, including politics, the economy, the environment, and technical innovation. Social structures and consumer attitudes are also changing significantly. In this setting, based on the corporate philosophy, the Group will pursue the ultimate goals of becoming "a truly global company" and achieving "Dan-Totsu in all aspects of our business." The Group remains firmly committed to the principles of "Lean & Strategic" and "Optimize on a Group and Global basis" and will continue implementing management reforms. In this way, the Group strives to achieve the goals outlined above.

In regard to its organizational structure, the Group will further increase the efficiency of the "Strategic Business Unit (SBU) system" to ensure that it can accurately understand and rapidly respond the needs of global markets and customers. Further, the Group revises the "Mid-Term Management Plan" on a one-year rolling basis to respond to respond to the turbulent operating environment with precision and speed. In this way, the Group continues to aim for "the higher level" positions.

Specifically, the following points will be priorities in managing the Group's business operations.

1. "Cultivating global corporate culture"—The Group will continue promoting a brand strategy that is consistent on a group and global basis and accelerate innovation in terms of technology and business models.
2. "Developing human resources capable of global management"—The Group will continue to promote the diversification of its human resources through active development and promotion of female and talent and national staff, as well as designate English as an official company language.
3. "Upgrading the global management structure"—This will continue to be sought by the Group with a focus on four main approaches: "Restructure the tire business SBUs," "Expansion of the diversified product business," "Enhancement of governance systems" and "Establishing a closer bond/linkage between and among the parts of the entire group."

In June 2014, we announced that Bridgestone Corporation ("the Company") has entered into an agreement with the International Olympic Committee (IOC) that makes the world's largest tire and rubber company an official Worldwide Olympic Partner through the 2024 Olympic Games. Reflecting on our company's Mission "Serving Society with Superior Quality" it is clear that Bridgestone and the Olympic Movement share a common set of values. We see our partnership with the Olympics and the IOC as a strategic investment in the Bridgestone brand and an integral part of our globalization journey. Moreover, we will further enhance communication with customers based on the partnership.

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

August 2014

Masaaki Tsuya

CEO and Representative Board Member, concurrently Chairman of the Board

Operating Results

In the first half of fiscal 2014 (January 1 to June 30, 2014), the Companies' operating environment was as follows. The domestic economy showed signs of gradual recovery due to the effectiveness of economic and monetary policies despite a temporary demand fluctuation associated with an increase in consumption tax rate while maintaining the correction of the appreciated Japanese yen. The United States economy continues gradual recovery due to an increase in consumer spending. The European economy has shown signs of recovery. The Asian economic expansion continues to slow down, particularly in China and India. In addition, economic stagnation was shown in Thailand. Overall, recovery by many overseas economies was continuously weak.

Under these operating conditions, the Companies continued working to realize the ultimate goal of becoming "a truly global company" and achieving "Dan-Totsu in all aspects of our business." Stepping up our efforts on a global scale, the Companies were trying to anticipate market trends and competitors' movements, enhance technology and promoting innovation to increase the sales of highly competitive products and services, and construction and enhancing business models that will extend beyond the mere sales of products. Moreover, the Companies were striving to rapidly implement a range of initiatives to increase the sales of strategic products, strengthen supply capacity, improve manufacturing productivity, effectively utilize our management resources, and develop eco-friendly products and businesses.

As a result, net sales in the first half of fiscal 2014 were ¥1,750.2 billion, an increase of 3% from the first half of fiscal 2013; operating income was ¥223.1 billion, an increase of 17%; ordinary income was ¥219.9 billion, an increase of 19%; and net income was ¥142.2 billion, an increase of 22%.

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, due to last-minute demand associated with an increase in consumption tax rate, the unit sales of tires for passenger cars and light trucks increased strongly and the unit sales of tires for trucks and buses increased substantially compared to the first half of fiscal 2013. In the Americas, the unit sales of tires for passenger cars and light trucks in North America increased steadily compared to the first half of fiscal 2013. The unit sales of tires for trucks and buses increased strongly compared to the first half of fiscal 2013. In Europe, the unit sales of tires for passenger cars and light trucks increased firmly compared to the first half of fiscal 2013. The unit sales of tires for trucks and buses increased steadily compared to the first half of fiscal 2013. In Asia Pacific, the unit sales of tires for passenger cars and light trucks decreased compared to the first half of fiscal 2013 as well as tires for trucks and buses. In China, the unit sales of tires for passenger cars and light trucks increased substantially

compared to the first half of fiscal 2013. In the specialty tire business, the sales volume of off-the-road radial tires for construction and mining vehicles decreased compared to the first half of fiscal 2013 due to a decline in the demand of tires for mining vehicles.

As a result, net sales and operating income in the tires segment in the first half of fiscal 2014 totaled ¥1,469.2 billion and ¥202.0 billion, an increase of 1% and an increase of 17% from the first half of fiscal 2013, respectively.

In the diversified products segment, net sales totaled ¥288.8 billion, an increase of 9% from the first half of fiscal 2013, and operating income was ¥21.0 billion, an increase of 23% from the first half of fiscal 2013 due to an increase in the profit of BSAM Diversified Products and 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, 2014

1. Consolidated Results for the First Half of Fiscal 2014 (January 1, 2014 - June 30, 2014)

(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, 2014	1,750,259	2.6	223,152	17.2	219,963	18.9	142,243	21.5
Six months ended June 30, 2013	1,705,190	14.5	190,399	42.3	184,967	43.4	117,041	55.5

	Net income per share	Diluted net income per share
	Yen	Yen
Six months ended June 30, 2014	181.64	181.43
Six months ended June 30, 2013	149.52	149.35

(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, 2014	3,416,759	1,915,198	54.3
As of December 31, 2013	3,577,045	1,862,963	50.5

(Reference) Total equity

As of June 30, 2014

¥1,855,784 million

As of December 31, 2013

¥1,805,285 million

2. Dividends

	Annual Dividend				
	1st quarter end	2nd quarter end	3rd quarter end	Year -end	Total
	Yen	Yen	Yen	Yen	Yen
FY 2013	—	27.00	—	30.00	57.00
FY 2014	—	40.00			

3. Others (For details, refer to "Other Information" on page 11.)

(1) Changes in principal subsidiaries during the six months ended June 30, 2014 : 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 policies, etc. : No

2) Changes in accounting policy other than 1) : No

3) Changes in accounting estimates : No

4) Restatements : No

(4) Outstanding number of shares (common stock)

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

June 30, 2014 813,102,321 shares

December 31, 2013 813,102,321 shares

2) Number of shares of treasury stock at period end

June 30, 2014 29,969,911 shares

December 31, 2013 30,115,568 shares

3) Average outstanding number of shares (during the first half)

First Half ended June 30, 2014	783,090,292 shares
First Half ended June 30, 2013	782,788,507 shares

Consolidated Balance Sheet

(Note) Certain reclassifications have been made in the 2013 balance sheet to conform to the classification used in 2014.

(Yen in millions)

	FY 2014 1H (As of June 30, 2014)	FY 2013 (As of December 31, 2013)
Assets		
Current Assets		
Cash and deposits	281,727	286,558
Notes and accounts receivable	471,897	528,465
Short-term investments	102,025	152,161
Merchandise and finished products	383,651	354,370
Work in process	37,530	37,353
Raw materials and supplies	151,210	165,379
Other	189,605	204,965
Allowance for doubtful accounts	(11,353)	(11,871)
Total Current Assets	1,606,295	1,717,383
Fixed Assets		
Tangible assets		
Buildings and structures, net	432,829	414,442
Machinery, equipment and vehicles, net	450,866	454,423
Other, net	442,059	466,193
Total tangible assets	1,325,755	1,335,060
Intangible assets	62,425	46,826
Investments and other assets		
Investments in securities	277,043	320,954
Other	150,764	162,399
Allowance for doubtful accounts	(5,524)	(5,578)
Total investments and other assets	422,283	477,774
Total Fixed Assets	1,810,464	1,859,661
Total	3,416,759	3,577,045

	FY 2014 1H (As of June 30, 2014)	FY 2013 (As of December 31, 2013)
Liabilities		
Current Liabilities		
Notes and accounts payable	184,513	188,693
Short-term borrowings	226,643	216,660
Current portion of bonds	60,000	63,794
Lease obligations	1,000	1,093
Income taxes payable	48,906	54,571
Provision for loss related to US antitrust laws	—	44,790
Provision for recall	16,033	21,132
Provision for plant restructuring in Japan	3,598	8,582
Accounts payable-other	123,994	170,235
Other	262,263	289,731
Total Current Liabilities	926,953	1,059,285
Long-term Liabilities		
Bonds	50,000	50,000
Long-term borrowings	177,914	221,384
Lease obligations	10,651	11,342
Accrued pension and liability for retirement benefits	211,011	236,747
Other	125,029	135,321
Total Long-term Liabilities	574,608	654,795
Total Liabilities	1,501,561	1,714,081
Net Assets		
Shareholders' Equity		
Common stock	126,354	126,354
Capital surplus	123,004	122,865
Retained earnings	1,715,893	1,597,140
Treasury stock - at cost	(56,372)	(56,644)
Total Shareholders' Equity	1,908,880	1,789,714
Accumulated Other Comprehensive Income		
Net unrealized gain(loss) on available-for-sale securities	168,334	200,703
Deferred gain(loss) on derivative instruments	(1,235)	(1,092)
Foreign currency translation adjustments	(129,039)	(86,177)
Post retirement liability adjustments for foreign consolidated companies	(91,155)	(97,863)
Total Accumulated Other Comprehensive Income	(53,095)	15,570
Stock Acquisition Rights	1,948	1,621
Minority Interests	57,465	56,057
Total Net Assets	1,915,198	1,862,963
Total	3,416,759	3,577,045

Consolidated Statement of Income

(Yen in millions)

	FY 2014 1H (Six months ended June 30, 2014)	FY 2013 1H (Six months ended June 30, 2013)
Net Sales	1,750,259	1,705,190
Cost of Sales	1,088,588	1,101,491
Gross Profit	661,671	603,699
Selling, General and Administrative Expenses		
Goods freightage expenses	72,977	72,071
Advertising and promotion expenses	59,937	53,761
Salaries, allowances and bonuses	115,241	109,523
Retirement benefit expenses	9,587	9,713
Depreciation	13,910	13,319
Research and development expenses	44,503	43,421
Other	122,360	111,488
Total selling, general and administrative expenses	438,518	413,299
Operating Income	223,152	190,399
Non-operating Income		
Interest income	2,484	2,583
Dividend income	6,246	5,487
Other	10,919	9,419
Total non-operating income	19,649	17,489
Non-operating Expenses		
Interest expense	7,396	7,648
Foreign currency exchange loss	6,470	6,877
Other	8,970	8,396
Total non-operating expenses	22,838	22,921
Ordinary Income	219,963	184,967
Extraordinary Income		
Gain on sales of tangible assets	5,210	3,073
Gain on sales of investment securities	3,316	—
Total extraordinary income	8,527	3,073
Income before Income Taxes and Minority Interests	228,491	188,040
Income Taxes	81,844	64,544
Income before Minority Interests	146,646	123,496
Minority Interests	4,403	6,455
Net Income	142,243	117,041

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 2014.

Reference Information

(1) Projections of Consolidated Results for the Fiscal 2014 (January 1, 2014 - December 31, 2014)

The projections of consolidated results for the Fiscal 2014 have been revised as follows.

		FY 2014 Projections (Revised)	FY 2013 Results	Increase (Decrease)		FY2014 Previous Projections (as of February 18, 2014)
		Yen in billions	Yen in billions	Yen in billions	%	Yen in billions
Net sales		3,650.0	3,568.0	81.9	2	3,800.0
Operating income		475.0	438.1	36.8	8	460.0
Ordinary income		454.0	434.7	19.2	4	442.0
Net income		293.0	202.0	90.9	45	285.0
Exchange Rate	yen/dollar	Yen 101	Yen 98	—	% 3	Yen 100
	yen/euro	138	130		6	135

(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, 2014, exceeded the projections previously announced on February 18, 2014. This increase was the result of the favorable price of raw material and feedstock and initiatives to reduce expenses. Additionally, the Company reviewed its consolidated financial projections for the second half of the fiscal year ending December 31, 2014, which were not updated on May 9, 2014, and revised its full-year consolidated financial projections for the fiscal year ending December 31, 2014.

(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 2014

The projection of dividends has not changed since February 18, 2014.

Topics

(Corporate News)

Bridgestone Becomes Official Worldwide Olympic Partner

The Company has entered into an agreement with the International Olympic Committee (IOC) that makes the world's largest tire and rubber company an official Worldwide Olympic Partner through the 2024 Olympic Games. The announcement was made in Tokyo at a press conference and ceremonial signing of the TOP agreement attended by IOC President Thomas Bach and IOC dignitaries and guests. Bridgestone will further enhance communication with customers based on the partnership.

The activation period and games of the TOP* agreement is below:

Period	Olympic Games	
	Winter	Summer
2014–2016 (Limited to Brazil, Korea, Japan and the U.S.)	—	2016 Rio de Janeiro, Brazil
2017–2020	2018 PyeongChang, Korea	2020 Tokyo, Japan
2021–2024	2022 games	2024 games

The agreement also includes the activation rights at any Youth Olympic Games which may be held during the term 2017 to 2024.

*The Olympic Partner (TOP) programme is the highest level of Olympic sponsorship and provides sponsors with exclusive worldwide marketing rights to the Summer, Winter and Youth Olympic Games.

Selected as a “NADESHIKO Brand” of the Tokyo Stock Exchange for Fiscal 2013

In March 2014, the Company was selected as a “NADESHIKO Brand” of the Tokyo Stock Exchange for fiscal 2013, jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. The “NADESHIKO Brands” represent the companies actively promoting the utilization of women’s abilities, such as by creating a better environment for women to continue working, and are selected from among the listed companies on the First Section of the Tokyo Stock Exchange for each industry.

The Bridgestone Group will continue to promote measures to enhance its diversity, including encouraging female workers to pursue their career.

Bridgestone Breaks Ground for New Passenger Car Tire Plant in Russia

In April 2014, the Company held a groundbreaking ceremony at the planned site of a new passenger car radial tire plant in Ulyanovsk, Russia, which was attended by Sergey Morozov, the governor of Ulyanovsk, and many other people concerned.

The new plant produces passenger car radial tires, including winter tires for the Russia/CIS (Commonwealth of Independent States) market. It will commence operations in the first half of 2016, with a production capacity being expected to reach 12,000 tires a day in the second half of 2018.

Bridgestone Acquired A Leading Hose Sales and Service Company in the United States

In June 2014, the Group acquired U.S.-based Masthead Industries, LLC., one of the largest hose sales and service companies in the United States, operating the store chain called “HosePower” which offers sales and maintenance of hose products. This acquisition will enable us to provide a timely supply of high-quality hoses to a wider range of customers, including construction equipment users, machinery manufacturers and those conducting mining activities, while also offering support through specialized services.

Introduced a Simulation Vehicle to Promote Understanding of Seismic Isolation Nationwide

The Company introduced a seismic isolation simulation vehicle and exhibited it at the 18th Earthquake Disaster Management Technology Exhibition held at PACIFICO YOKOHAMA in February 2014. This vehicle simulates the shaking of seismically isolated and earthquake-resistant apartments when exposed to an earthquake so that the difference between seismic isolation and earthquake resistance* can be experienced. The Company offers simulation sessions using this vehicle throughout the nation to promote better understanding of seismically isolated structures.

The Company will make continued efforts to promote the spread of seismic isolation rubber as an effective material for protecting human life, buildings and furniture, thereby supporting the safety and security of people.

*The “earthquake-resistant” structure withstands seismic vibrations through the strength and toughness of structural materials, such as columns and beams. In contrast, a “seismically isolated” structure absorbs the vibrations by using seismic isolation rubber and other materials. Seismic isolation helps prevent secondary disasters, such as the falling or damage of furniture and fixtures, as well as damage to the building itself, thereby ensuring safety in the event of an earthquake.

(New Product Information)

BLIZZAK NV ologic

In April 2014, the Company launched the “BLIZZAK NV ologic” tires in Japan. Under the BLIZZAK studless tire brand, the new product features the “ologic” technology to ensure higher levels of safety and fuel efficiency and is available in one size of 155/70R19 84Q.*

The new tire has a larger diameter to minimize tire deformation in contact with the ground, which reduces the tire’s rolling resistance, thereby improving fuel efficiency. It also features a narrow design to reduce air resistance while driving. To enhance the safety of driving on winter roads, the BLIZZAK NV ologic tire also incorporates the Company’s proprietary “foam rubber” technology to ensure outstanding grip on an icy road. Moreover, the new tire adopts an innovative pattern optimized for its narrowness to achieve excellent grip in both wet and dry conditions for the ultimate safety in driving on various types of winter roads.

*This tire is recommended by the BMW Group to be used as a winter tire for the BMW i3.

Fuel-Efficient Bus Studless Tire “ECOPIA W906”

The Company will launch the fuel-efficient bus studless tire*¹ “ECOPIA W906” in September 2014. This new product has the traditional advantages of the W905 series—high performance on icy and snowy roads and long service life—and offers excellent fuel efficiency*² as well.

The Company delivers the Eco Value Pack service, a tire solution combining new and retread tires and tire maintenance, to meet the needs of transport business operators. If the Eco Value Pack service is combined with the fuel-efficient ECOPIA W906 tires, we believe we can help our customers better promote environment-friendly business management and reduce fuel costs.

*¹ Among our eco-products that meet the internal standards for eco-products, the ECOPIA W906 studless tire offers outstanding fuel efficiency.

*² The rolling resistance of the W906 tire has been reduced by 14% compared to that of the W905 tire. (Details of the test results have been filed with the Tire Fair Trade Council.)

Launch of “PHYZ III” Golf Club Series

In March 2014, the Bridgestone Group released its new “PHYZ III” golf club series. As the third generation of “PHYZ” line, these clubs feature a new “power slit” structure that generates additional momentum through high trajectory and high initial velocity, and a special shaft designed only for the “PHYZ III,” which converts accumulated energy into a power drive delivering exceptionally long distance.

This new series of golf clubs is perfect for avid players who enjoy golf as their favorite sport.

The “bikke 2” Bicycle for Riding with Children in Style with Enjoyable Color Coordination —a New Model That Allows Three Persons (a Parent and Two Toddlers) to Ride Together

In February 2014, the Bridgestone Group launched the “bikke 2” bicycle for riding with children. The “bikke” is a family bicycle series for a wide age range from toddlers to adults, and each bicycle is stylish with integrated design and colors. The newly developed 2014 model has a dedicated front child seat in response to customer requests. By reviewing the body design, we achieved a model change to allow three persons (a parent and two toddlers) to ride together, while ensuring safety without harming good design.

Corporate profile (As of June 30, 2014)

Corporate name	Bridgestone Corporation
Established	March 1, 1931
Paid-in capital	¥126,354 million
Employees(Group)	144,875

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

Board of Directors

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	Kimiko Murofushi
Member of the Board	Scott Trevor Davis
Member of the Board	Yuri Okina

(Note) Directors Sakie Tachibana Fukushima, Kimiko Murofushi, Scott Trevor Davis and Yuri Okina are Outside Directors as set forth in Article 2-15 of the Companies Act.

Board of Corporate Auditors

Positions	Names
Corporate Auditor	Mikio Masunaga
Corporate Auditor	Masahito Tsuji
Corporate Auditor	Kenichi Masuda
Corporate Auditor	Tomoko Watanabe

(Note) Corporate Auditors 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	Shuichi Ishibashi
Senior Vice President	Asahiko Nishiyama
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	Toyohiko Oka

Vice President and Officer	Kenichi Togami
Vice President and Officer	Shinichi Yochi
Vice President and Officer	Hidekazu Kimizu
Vice President and Officer	Shingo Kubota
Vice President and Officer	Masahiro Isobe
Vice President and Officer	Takashi Yasukochi
Vice President and Officer	Yutaka Yamaguchi
Vice President and Officer	Akira Matsuda
Vice President and Officer	Hideki Komatsu
Vice President and Officer	Hiroshi Yoshimori
Vice President and Officer	Masahiro Higashi
Vice President and Officer	Yoshihiko Ichikawa
Vice President and Officer	Tatsuro Hamada
Vice President and Officer	Makoto Hashimoto
Vice President and Officer	Mahito Fuji
Vice President and Officer	Koki Takahashi
Vice President and Officer	Motoi Mochizuki
Vice President and Officer	Satoru Shibao
Vice President and Officer	Shigeru Niho
Vice President and Officer	Kunitoshi Takeda
Vice President and Officer	Tomohiro Fukuda
Vice President and Officer	Naohisa Yoda
Vice President and Officer	Makio Ohashi
Vice President and Officer	Yoichi Sato
Vice President and Officer	Koji Kajiwara
Vice President and Officer	Gordon Knapp
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	Shinichi Sato
Vice President and Officer	Takeo Kumakura

(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	1-1, Kyobashi 3-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.
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 POLYMERS, 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 SALES S.R.L.	Italy
BRIDGESTONE HISPANIA S.A.	Spain

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
BRIDGESTONE TREASURY SINGAPORE PTE. LTD.	Singapore

(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