BRIDGESTONE
Your Journey, Our Passion

BRIDGESTONE.
THE EUROPEAN STORY.

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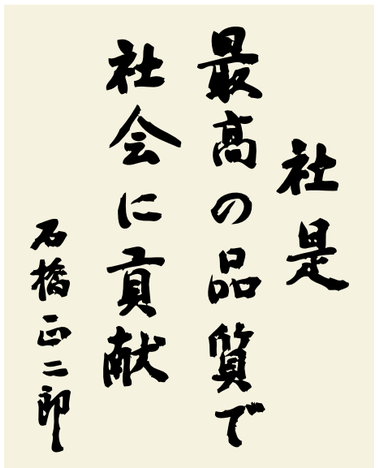
Shojiro Ishibashi, founder of Bridgestone.

"We have always strived to serve society with products of superior quality."



Your Journey, Our Passion

80 YEARS OF SUPERIOR QUALITY.

For many years, Shojiro Ishibashi's family manufactured 'Jika-tabi', socks with rubber soles that were used as work shoes. Shojiro took over the reins of the family business when just seventeen, with his heart set on diversification. Realising the potential of Japan's fledgling auto industry, he made the decision to go into car tyre manufacture, and produced the company's first tyre in 1930. A year later he formed the Bridgestone Tyre Company, based in Kurume, Fukuoka Prefecture. The company name is an English translation of Shojiro's surname (ishi means 'stone', and bashi 'bridge').

Today, Bridgestone has become the world's largest manufacturer of tyres and rubber products. We make tyres for almost anything that moves on wheels: from tiny go-karts to huge 4-metre diameter dumper truck wheels. The company employs over 140,000 people globally, operates 184 plants in 25 nations and markets products in over 150 countries. One in five vehicles around the world uses our tyres, as does the astonishing new A380 Superjumbo – a plane that can carry over 550 passengers and weighs up to 560 tons. Leading edge projects such as this demonstrate that, after 80 years, we still strive to produce the best products in the world.

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Bridgestone Corporation

TYRES FOR EVERYTHING THAT MOVES.

In 2010, the Bridgestone Group, which has its headquarters in Tokyo, generated 31,5 Billion U.S. dollars of net sales. Tyres accounted for around 80% of our sales, extending even further our global reputation for the quality of our tyres. These are designed for vehicles of a vast range of sizes: from giant earthmovers, mining, industrial and construction vehicles, to trucks, agricultural machinery, buses, cars and motorcycles. Our tyre division also supplies retread materials, tyre-related products and raw materials, as well as delivering automotive maintenance and repair services. Making up the remaining 20% of turnover, our Diversified Product Division manufactures automobile components, urethane foams, electronic precision parts, industrial materials and construction related products. Additionally, it also produces sports equipment – such as golf balls and clubs – and bicycles.

80% *Tyres accounted for around 80% of our sales, extending even further our global reputation for the quality of our tyres.*

N°1

Management goal: To become the undisputed world N°1 tyre and rubber company in both name and reality.

WE ARE COMMITTED TO RESPONSIBLE GROWTH.

Despite strong and continued growth, we still see our success as a privilege and a responsibility. So today, more than ever, we use Bridgestone's market-leading position to assist communities on five continents as they strive for safer transport and greater sustainability. We achieve this by supplying environmentally-friendly tyres and products, such as adhesive film for solar panels. Driving towards a greener future, our Ecopia tyre combines innovative compound technology and optimised tread patterns.

This helps to reduce rolling resistance - and thereby lessens vehicle emissions - while offering the high-level safety of our premium tyres. In 1999, the Bridgestone Ecopia B381 tyre was fitted to the Volkswagen Lupo 3L (that runs on just 3 litres / 100 km), followed by the Bridgestone Ecopia EP100 low resistance tyre for the super-efficient Toyota Prius. More recently, Ecopia EP150 tyres have been specified as original equipment on the Nissan LEAF electric family hatchback that was voted 'European Car of the Year 2011'.

Nissan LEAF - Car of The Year 2011

Adhesive film for solar panels

2010 CONSOLIDATED FINANCIAL RESULTS:

OVERALL LEADER

Bridgestone is the overall leader in the tyre and rubber industry.

The consolidated Net Sales of Bridgestone have risen from $ 18,747 million in 2002 to $ 35,116.

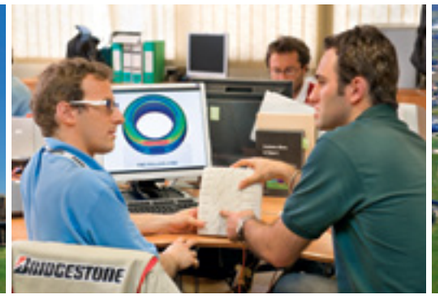
$ 35,116 Million

27%*

From 2002 to 2010, Bridgestone has achieved a 27% growth in sales.

**The percentage was calculated based on the consolidated net sales of Bridgestone in Japanese Yen. Figures in dollars are cited solely for the convenience of readers: Japanese yen are converted into U.S. dollars at the rate of ¥ 81,49 to $ 1 (approximate year-end rate).*
The consolidated net sales of Bridgestone were of 2,247,769 million Japanese yen in 2002 and 2,861,615 in 2010 showing a 27% growth in sales.

Technical Centre Europe



European Proving Ground

Bridgestone Europe

'THE BRIDGESTONE ESSENCE' IN EUROPE.

Bridgestone Europe is a key subsidiary of the Tokyo-based Bridgestone Corporation. Like our parent company, we aspire to offer the very best to our customers and to society, not only in terms of our products, services and technology, but in all of our corporate activities. Our commitment to quality stems not from want of profit, but out of a passion for improving the safety and the lives of people everywhere. We call this 'The Bridgestone Essence' – it embodies a shared spirit and impacts on everything we do in Europe.
Established more than 20 years ago, with headquarters in Brussels, Bridgestone Europe employs over 14,000 people. We develop and test our European products at an R&D facility near Rome, manufacture them at 9 manufacturing plants in Belgium, France, Italy, Poland, Hungary and Spain and then distribute over 25 million tyres a year via a widely-spread state-of-the-art warehouse network.

OUR EUROPEAN SUCCESS STORY.

Sold under the Bridgestone, Firestone, Dayton and other brand names, our net sales in Europe totalled € 3,1 billion in 2010. We are a major supplier of original equipment to leading car manufacturers including BMW, Citroën, Fiat group, Ford group, General Motors, Mercedes, Nissan, Peugeot, Renault, Toyota, Honda and VW group. We also supply truck tyres to DAF, Iveco, Mercedes, Renault, Scania and Volvo. However, the largest part of our European sales comes from the aftermarket, where tyres are sold through a network of distributors and dealers to end consumers. Marking our commitment to leading edge automotive technology in Europe, we are probably best known for supplying racing tyres for Formula 1™ teams, which we did from 1997 to 2010. Bridgestone has also supplied MotoGP motorcycle racing teams since 2002, and has been its exclusive supplier since 2009.

Citroën DS3

RECENT BRIDGESTONE INVESTMENTS IN EUROPE.

STATE-OF-THE-ART EUROPEAN PROVING GROUND (EUPG), NEAR ROME

In 2004, we opened our European Proving Ground (EUPG). Covering 144 hectares and dominated by a 4 km oval circuit, this € 40 million facility gives us the most modern year-round testing asset in Europe.

ENLARGED TECHNICAL CENTRE EUROPE (TCE), NEAR ROME

Located close to the EUPG, our Technical Centre Europe employs more than 500 engineers, chemists, test drivers and technicians to develop tyres of outstanding performance and quality for our European customers. Recently extended, it includes laboratories, a pilot manufacturing plant, and an indoor drum tyre-testing complex.

CAPACITY EXPANSION IN POZNAN PLANT, POLAND

In 2012, the Bridgestone plant in Poznan will increase its daily production of passenger car tyres for the European market. Approximately € 105 million have been earmarked for the investment, which will result in production being increased to 5,600 tyres per day. The Poznan plant, which celebrated its 10th anniversary in 2008, is specialised in the production of Ultra High Performance tyres and Run-Flat tyres.

€ 3,1 billion

our sales in Europe totalled € 3,1 billion in 2010.

14,000 people

Europe is an important market for us, and because of this we make an on-going, ever-growing investment in our highly skilled teams here.

Stargard, Poland

NEW TRUCK TYRE PLANT IN STARGARD, POLAND

In 2009, following a € 200 million investment, our second European truck and bus plant opened at Stargard, Poland.
At the end of 2009 the plant successfully passed the ISO 14001 Certification. Stargard plant enhances our self-sufficiency and improves supply within Europe.

BANDAG, OUR RETREAD SPECIALIST

In 2008, we acquired Bandag, the world leader in truck tyre retreading. Operating through a global network of 900 franchise dealers, Bandag supplies these dealers with retread materials, manufacturing equipment, technical services, training and sales support. There are around 150 Bandag dealers in Europe. Retreading provides a second or even third life to used tyres at a fraction of the cost of new tyres. It is also a good ecological solution, using no more than a third of the energy and resources needed to make a new tyre, as well as reducing the number of tyres for disposal.

INCREASED RETAIL CAPACITY

Over the last 10 years in Europe, we have added 1,900+ retail outlets to our First Stop network and will be increasing the number of outlets in the future.

OVER 14,000 EMPLOYEES IN EUROPE

Europe is an important market for us, and because of this we make an on-going, ever-growing investment in our highly skilled teams here. We have opened European Logistics Centres (ELC) at Bor (CZ, ELC East), Madrid (ELC South) and Zeebrugge (ELC North).

What products do we sell?

IF IT HAS WHEELS, WE HAVE A TYRE FOR IT.

At Bridgestone Europe we are proud of the large range of tyres that we provide for nearly every imaginable form of transport. These keep private owners, small businesses and large companies on the move, with high-quality products at competitive prices.

CAR, 4X4 & VAN

Bridgestone Europe offers a wide range of passenger car, 4x4 and van tyres for sport, touring, winter use and for those drivers in search of exceptional fuel efficiency. Whatever your driving style, Bridgestone has a tyre to suit your needs.

AIRCRAFT

In Europe, Bridgestone serves the aviation industry with the highest quality aircraft tyres, so our customers and ultimately their passengers enjoy superior safety and reliability.

MOTORCYCLES

Car drivers generally do not give their tyres so much thought, but it is a different story when you are on two wheels. Bridgestone Europe has a comprehensive range of motorcycle tyres for safer racing, hyper sport, sport touring, adventure sport and scooters.

TRUCK & BUS

Over the last four decades, our Truck & Bus tyres have gained a strong reputation among European fleets. They help operators to raise productivity, and drive down costs per kilometre, by optimising performance over the whole tyre lifecycle.

AGRICULTURAL

Under the Firestone and Bridgestone brand names, we supply European farmers with a wide range of tyres for farming, light industrial, and forestry equipment.

OFF THE ROAD

Whatever your heavy-duty industrial application, our Off-The-Road tyres are designed using the very latest Bridgestone technology in order to produce the most suitable tyres for your operations. Our range now includes one of the world's largest radial tyres: the 4-metre diameter, 5 ton, 59/80R63.

Concrete applications

BRIDGESTONE ECOPIA LOW RESISTANCE TRUCK TYRES

"No truck tyre beats Bridgestone Ecopia with its combination of efficiency, performance and price. We operate 42 tractor-trailer combinations with vehicles averaging 145,000 km a year, mostly on the Autobahn. Our drivers are very positive about Ecopia tyres: there's no handling difference compared to regular Bridgestone tyres... except of course in the reduction of fuel consumption. The fact that the Ecopia line-up is also available as retread and offers similar mileage and rolling resistance are other major assets."

Josef Klausing, Fleet Manager,
Overnight GmbH, Merzen, Germany

FIRESTONE PERFORMER 70 AGRICULTURAL TYRES

"The best tractor tyre is always a compromise of many factors: take for example the hills and steep gradients of Germany's Allgäu Region that make good traction a major tyre safety consideration. With loads approaching 13 tonnes, sliding is not an option. Here the Firestone Performer 70 is worth every euro we invest"

Wilhelm Striebel, Agricultural Machinery Owner, Amtzell, Germany

THANK YOU BRIDGESTONE!

BRIDGESTONE BATTLAX BT-016 - BT-003 MOTORCYCLE TYRES

"I really do notice the difference with Bridgestone motorcycle tyres. I use BT-016 on my Yamaha FZ1, and BT-003 on my R1. Both deliver fun on the track combined with best possible handling on the road. Grip is class-leading and I'm thankful that Bridgestone offers products I can rely on!"

Stefano Spoldi,
Mechanic, Milan, Italy

BRIDGESTONE POTENZA RE050 RUN-FLAT TYRES (RFT)

"My BMW Z4 sportscar was delivered in August 2009 fitted with Bridgestone Potenza RE050 Run-Flat Tyres as original equipment from the factory. Since then I've driven 22,000 km in all sorts of conditions. Your tyres have always provided excellent grip and dynamic handling, even on Belgian roads that tend to collect water in the summer downpours. Luckily I've not had a puncture so far, but I know I would appreciate the continued mobility they provide, and also the extra boot space gained when running on Potenza RFTs"

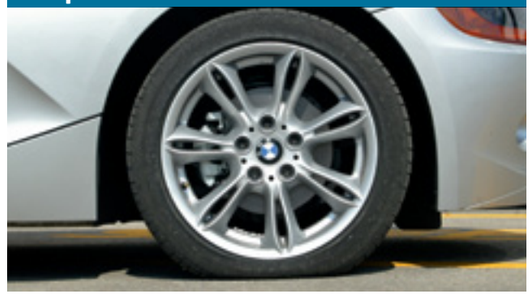
Pierre Depireux,
BMW Z4 Owner, Brussels, Belgium

Technologies / Innovations

THREE IMPORTANT BRIDGESTONE TYRE INNOVATIONS

Run-Flat Technology, first pioneered by Bridgestone in 1987 on the Porsche 959, is now being adopted by more and more car manufacturers. Bridgestone RFT enables you to safely continue your journey at reduced speed to the next service point - up to a limited distance - even in the event of sudden tyre pressure loss. RFT tyres also remove the need to carry a spare tyre, thus reducing weight, increasing fuel economy and offering the driver more boot space. In 2009, we took Bridgestone RFT to the next level, with the launch of our new generation Run-Flat tyres, which now offer ride comfort and handling that is indiscernible from conventional tyres.

1| RUN-FLAT TYRES



2| RETREAD TECHNOLOGY

Retreading is a safe and reliable solution that involves the removal of remaining tread from used tyres, after which a totally new tread is applied through a vulcanisation process. Retreading not only helps fleets to reduce tyre costs but also makes major environmental contributions in terms of more effective utilisation of natural resources and waste reduction. With the acquisition of Bandag, the leading producer of retread material, we have increased our retreading expertise and now offer a comprehensive package of products and services to the 150 Bandag retreaders in Europe.

3| ECOPIA FUEL EFFICIENT TYRES

Vehicle fuel efficiency is directly linked to the rolling resistance of the tyres fitted - as deformation of a rotating tyre leads to heat build-up in the rubber compound, and thus to a loss of energy. Here, our NanoPro-Tech™ technology represents a breakthrough in tyre materials. It optimises the distribution of fillers in the compound, thus reducing the friction of the molecules and the associated energy losses. As an added bonus, it maintains grip well in the wet too.
Our latest range of Ecopia tyres combine eco-friendly performance with excellent handling and safety characteristics. And, by using less fuel, they also reduce the production of harmful carbon dioxide emissions that contribute to global warming.

OTHER BRIDGESTONE INNOVATIONS

1. ETHYLENE VINYL ACETATE (EVA) FILM FOR SOLAR MODULES

Bridgestone has developed and now produces EVA (ethylene vinyl acetate) film. This adhesive film is used in the manufacture of solar modules, and makes a significant contribution to the spread of green energy.

2. NEXT-GENERATION ELECTRONIC PAPER PRODUCTS

We are developing the next-generation of electronic paper products and applications that help the environment by reducing the need for energy intensive paper manufacturing and tree felling. Called 'Quick Response Liquid Powder Display' (QR-LPD), this bi-stable, reflective display technology uses airborne, electronically switchable powder particles of extremely high fluidity. The results are paper-like visibility, wide viewing angles, fast response times and ultra-low power consumption.

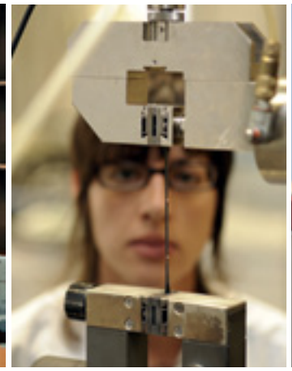
3. REPLACEMENT DOLPHIN FIN

This Bridgestone development project started when a dolphin named Fuji caught a mysterious disease, at the Okinawa Churaumi Aquarium, Japan, that cost her most of her tailfin. Responding to a request from the aquarium, Bridgestone built the world's first prototype dolphin fin. After much trial-and-error, Fuji can now swim as before and can even jump.

4. ADVANCED GOLF BALL TECHNOLOGY

We are the leading golf ball manufacturer in Japan, and have just launched new versions of the Bridgestone Golf TOUR B330 and B330-S, two products that get a power boost as a result of new RD10 resin mantle layers. RD10 leads to an increase in the ball's material density for higher initial velocity.

Technical Centre Europe



European Proving Ground

Sweden Proving Ground

Technical Centre Europe

Research & Development

DEVELOPING TYRES IN EUROPE.

The European market is at the forefront of the world automobile industry. All the major global players are present, with the advanced German auto industry leading the way. It is also a very challenging place for tyre manufacturers, and a region in which we have invested heavily in terms of research and development capacity.

TECHNICAL CENTRE EUROPE (TCE), ENGINEERING NEW TYRES AND PROCESSES

Located close to the EUPG, this is where more than 500 Bridgestone engineers, chemists, technicians and support personnel develop tyres for all kinds of road vehicle. Additionally, our experts design processes and equipment here for Bridgestone manufacturing plants in Europe. This is in order to ensure Quality, Environment, Health and Safety and Energy management systems meet ISO-9001, ISO/TS16949, ISO-14001, OHSAS-18001 and EN-16001 requirements. Covering 32 hectares, development facilities include: chemical, physical and technical laboratories for analysis of tyre materials, compounds and components; 3-D computer-aided design for developing tyres and curing moulds; a pilot plant for the manufacture of prototype experimental tyres, and an indoor drum tyre-testing complex.

EUROPEAN PROVING GROUND (EUPG), TESTING THE TYRES OF TOMORROW

Tyres for passenger cars, commercial vans, trucks, buses, agricultural vehicles and some motorcycles are all developed and tested at our state-of-the-art European Proving Ground (EUPG) near Rome. The EUPG features a 4 km oval track with high-speed banked curves; a 9-hectare 'black lake' facility; a 4-km dry handling circuit; 11 x 400 m long noise and comfort tracks, and a noise pass-by evaluation site. Straight and cornering hydroplaning test beds, a skid pad featuring five different friction coefficient circles, and a 1.8 km wet handling track are also available. Additionally, EUPG is home to our European Education Centre, where leading-edge technology is shared with staff, dealers, journalists and customers.

SWEDEN PROVING GROUND (SPG), TESTING OUR WINTER TYRES IN ARCTIC CONDITIONS

Located just 97 km south of the Arctic Circle, this is where – from November to March – our tyres are tested to their limits on different snow and ice courses. The SPG offers snow and ice handling tracks, space for objective tests, garage and office facilities. If there is insufficient snow, snow cannons are used for track preparation.

EMANUELA PACIULLI
Winter Tyre Development Engineer, at our Bridgestone Technical Centre in Rome.

Emanuela, what is your current role at Bridgestone?

I am a Tyre Development Designer in the Passenger Tyre Development (PTD) winter department. I support the winter team, mainly in a new product development role. Additionally, during 2011, I've also been focusing on spec optimisation.

What is your professional background?

I studied Mechanical Engineering at Rome University, specialising in Mechanical Construction. Having always been interested in the automotive industry, after graduation I applied for a position at Bridgestone. I've been here for three years now.

Why were you interested in working for Bridgestone?

I'd always been interested in the design of mechanical components, particularly from a technology and design process standpoint. So when it came to a career, I knew that I'd only find real scope to develop this interest in a large, high technology, dynamic and international company. Bridgestone 'fitted the bill' precisely, being recognised world-wide as a leader in the tyre industry and as a key player in motorsport competitions.

Is it a challenging work?

Yes, it definitely is for two main reasons:
The first challenge involves the development of products that not only meet Bridgestone's own high performance criteria, but also outperform our competitors' offerings. The bar is raised every year, so we are constantly developing more and more advanced products. The second challenge is that I always have several projects ongoing at the same time, within a short development schedule, so time management and prioritising are key considerations on a daily basis.

What does your job entail?

My main responsibility consists of analysing the test results of our prototype tyres versus our competitors' products. The aim is to ascertain how various constructional characteristics impact on the performance of the tyres, which enables us to find the best technical solution. Besides the design process I have to prepare testing plans and organise logistics, which involve me talking to many people in various TCE and Bridgestone Europe departments. I like this job because, as an engineer, I can see how my input and efforts affect the finished product.

What do you value most about Bridgestone?

I am proud to share the Bridgestone Mission, and to create 'added value' products that impact on society in general and people's lives in particular. It's all about having a passion for safety, and making products of the very highest quality.

HOW DO WE MAKE TYRES?

QUALITY IS OUR GLOBAL LANGUAGE.

Globally, Bridgestone operates 76 tyre production facilities across 22 countries. We locate factories close to our customers so that we can manufacture and speedily deliver products to the exact quality and performance standards they demand. We have also taken advantage of our global network to construct a worldwide distribution organisation. This optimises the supply of products with particular high demand, such as high-performance passenger car tyres.

To ensure we achieve the highest quality standards, we encourage synergies and intercommunication between plants making similar products around the world. We foster this interchange on both human and technical levels, and help our personnel develop the necessary skills to support a global enterprise. By doing so we promote the standardisation and KAIZEN programmes that will continue to improve our manufacturing methods and production processes.

BRIDGESTONE TYRE PLANTS IN EUROPE

To meet growing demand, we have strategically invested in European manufacturing. This has resulted in increased output capacity at our advanced Poznan (Poland) plant and the Bilbao (Spain) truck & bus tyre facility. To further increase production of high-performance and large-rim sized tyres, we now have a fully-automated plant in Hungary. Additionally, a recently opened state-of-the-art € 200 million production facility at Stargard (Szczecin), Poland, produces high-quality truck and bus radial tyres.

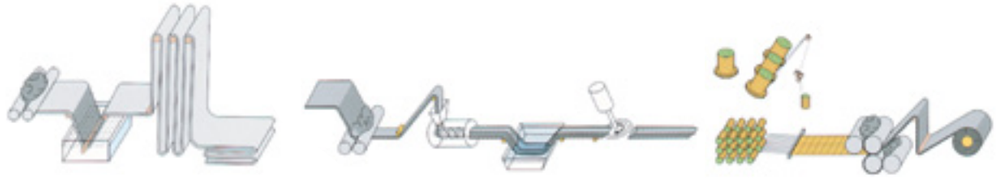
Plant	Country	Speciality
Tatabánya	*Hungary*	*Passenger*
Stargard (Poland)	*Poland*	*Truck and Bus*
Poznan (Poland)	*Poland*	*Passenger*
Bilbao (Spain)	*Spain*	*Truck and Bus*
Burgos (Spain)	*Spain*	*Passenger*
Puente San Miguel	*Spain*	*Agricultural*
Béthune	*France*	*Passenger*
Bari	*Italy*	*Passenger*
Lanklaar	*Belgium*	*Retread materials*

LLOYDS CERTIFICATION

All our European plants and Bridgestone Europe HQ are certified by Lloyds to ISO/TS-16949 quality standards. These modern facilities are fully committed to the ‘Kaizen’ philosophy of continuous improvement in all areas of the manufacturing process - including safety, product quality, productivity and costs. Additionally, our strict environmental policy focuses on the reduction of waste materials and energy consumption, combined with the increased recycling and reuse of materials.

HOW DO WE MAKE TYRES?

To ensure world-leading Bridgestone quality, each tyre undergoes a complex manufacturing process.



1. MIX RAW MATERIALS

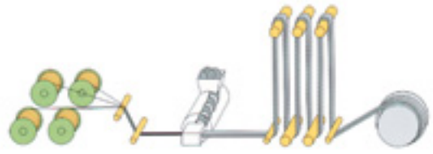
Various grades of natural and synthetic rubber are mixed with carbon black, sulphur and other chemicals to meet compound requirements. The resulting 'master batch' is formed into rubber sheets and cooled.

2. EXTRUDE THE TREAD

Heat is applied to the rubber to make it more elastic before it is extruded into different profiles for tread and sidewalls.

3. WEAVE THE PLIES

Spinning cords such as rayon, nylon, steel and polyester undergo a process called 'calendering', where they are woven into sheets and coated with rubber on both sides. Once finished, the sheets are then cut to size.



4. PREPARE THE BEAD CORE

The bead core is formed by aligning and then coating plated steel wires with rubber. Afterwards, it is wound a certain number of times onto a coil to form bead rings, which provide a fixed diameter and strength for the tyre.

5. BUILD THE TYRE

Beginning with the woven sheets or 'plies', the inner liner, body plies and sidewalls are placed on the building drum. Bead rings are then attached, the ply edges are wrapped around the bead core, and the sidewalls are created. The tyre is then shaped by inflating the rubber and applying sidetread rubber, two steel belts and a cap ply to achieve a 'green' tyre.

6. VULCANISE

In the case of passenger car tyres, the 'green' tyre is vulcanised in a hot press for 10-15 minutes at a specific pressure and temperature. At this stage the tyre receives its final shape and tread pattern.

7. TRIM

Excess rubber from the vulcanisation process is removed, and the tyre is trimmed to size.

8. FINAL INSPECTION

Each tyre is visually and electronically inspected for balance, quality and uniformity.

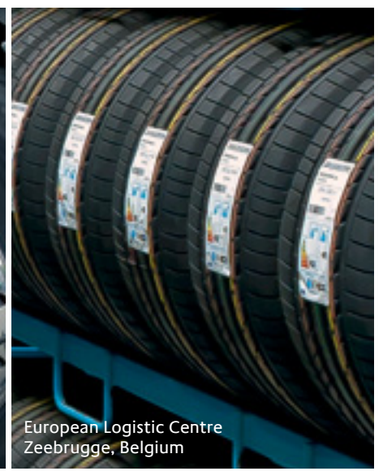
How do we get them to you?

THE RIGHT TYRE, IN THE RIGHT PLACE, AT THE RIGHT TIME.

With an absolute focus on optimisation, we constantly work to improve all aspects of our supply chain logistics: from product planning to raw material and equipment procurement, production and distribution. Moreover, the enlargement of the European Union, together with demands for ever-lower stock levels and faster delivery, encouraged us to streamline our European logistics operation. In order to improve product availability, we have replaced our traditional system of national warehousing and transport with Bridgestone's total European inventory, under central ownership. Furthermore, our three new European logistics centres - in Belgium, the Czech Republic and Spain - serve a network of regional distribution centres that are all close to their markets. Our tyres are available through all professional tyre retailers.

SUPERIOR BRIDGESTONE SERVICE, ON YOUR DOORSTEP.

Over the last forty years we have built an impressive business in Europe. We are now a major supplier of original equipment to car manufacturers; the leading supplier of Run-Flat tyres in Europe; one of the top brands in the motorcycle radial tyre market; number 2 in the truck & bus replacement market; number 2 in off-road tyres; and a leading supplier in the agricultural tyre market. To maintain this position, we believe in staying close to the customer, both geographically and in terms of understanding their requirements. We achieve this through our award-winning network of Bridgestone specialists.


European Logistic Centre
Zeebrugge, Belgium

First Stop – your First choice for tyre services.

First Stop is a pan-European network of tyre service providers with 16 years' professional experience. At present, we have 2,000 service centres in 25 countries across Europe. This impressive growth has always been led by one ambition: to offer our customers the best service, products and advice on tyres and vehicles. So, when it comes to tyres, First Stop should be your first choice.

Bridgestone's truck and bus tyre business is supported by the Truck Point network of independent truck-tyre dealers. For our national and trans-national fleet customers, more than 2,400 centres in 29 European countries provide vital support and high quality services, including Service Europe, the pan-European 24/7 breakdown assistance facility.

A network of about 900 Agri Point outlets provides our customers with 24-hour in-the-field service, assuring the strong position of Firestone tyres in such a complex and diversified market as the agricultural one.

This exclusive and free-to-use club gives its members special offers and unique benefits, plus advice from some of the top experts in their field. Members receive behind-the-scenes insights into MotoGP and in-depth interviews with some of the top riders. A panel of VIP motorcycling members (including journalists and professionals) blogs and posts reviews on the best new bikes and products, while sharing their own biking stories.

Environment

WE ARE PROUD OUR TYRES ARE GREEN.

Europe is one of the most eco-conscious, complex and technically advanced markets in the world. The forthcoming introduction of tyre labelling, to be completed in 2012, will flag up some of the main characteristics of competing products. Bridgestone is preparing for this and it will enable customers in the EU to make informed purchasing decisions. In addition, we continue to look for new ways of upgrading the performance of all our tyres. For instance, our ECOPIA range for trucks and buses combines extreme fuel efficiency with an outstanding safety record. We will also strive to fine-tune our products and our processes on an ongoing basis to consolidate our position among the best in our industry.

DESIGNED TO LOWER YOUR CARBON FOOTPRINT.

All tyres produced by Bridgestone Europe are manufactured at plants that operate annual environmental audit programmes, and are certified to the ISO 14001 standard. Additionally, at Bridgestone we strive to reduce environmental impact throughout the tyre's life.

Harvesting of natural rubber

LIFECYCLE STAGE 1: 10% IMPACT OF TYRE RAW MATERIALS

Greater eco-friendliness at this stage depends on the choice of ingredients and the degree of environmental awareness throughout the supply chain.

Optimising the supply chain:
Bridgestone Corporation has in-house supply capabilities for part of our natural rubber, synthetic rubber, carbon black and steel cord requirements.

Environmental audits:
All our suppliers are carefully vetted to ensure they share our environmental beliefs.

Reclaimed materials:
Wherever possible, we incorporate reclaimed or recycled materials in our processes. Other relevant recycled ingredients include rubber reclaim, a material generated from waste rubber products.

Cutting our rubber consumption by 50%:
Over the next decade new compounds that require less natural or synthetic rubber, but still offer excellent quality and handling characteristics, will be introduced by Bridgestone.

LIFECYCLE STAGE 2: 3% IMPACT OF TYRE PRODUCTION

Improvements in Bridgestone's manufacturing processes are continuously reducing the environmental load at the factory stage.

Saving energy:
We expect to use approximately 8,5 GJ of energy to manufacture a ton of tyres in 2010, compared to 17 GJ in 1990.

Reducing water usage:
Globally, in 2010, we used half of the water to produce a ton of tyres, compared to the amount consumed in 2003. A very low figure for this type of manufacturing process.

Recycling waste:
Manufacturing processes generate various types of waste and we strive to put such materials to good use. In 2010, Bridgestone Europe had reached a level of 75,5% of industrial waste sent for recycling or used to generate heat.

Limiting Volatile Organic Chemicals (VOC) emissions:
We have invested in technologies that enable us to cut back on the use of these solvents.

LIFECYCLE STAGE 3: IMPACT OF TYRE USE (84%)

Bridgestone has developed special technologies to minimise the environmental impact of tyre use without sacrificing safety performance.

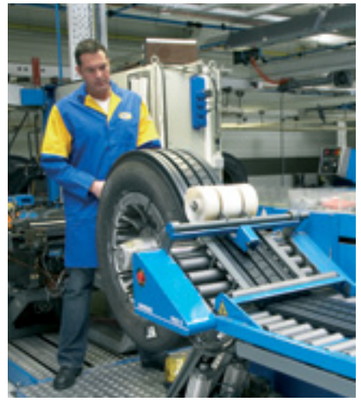
Ecopia tyres:
These take motorists one step closer to 'ecological utopia'. Ecopia tyres combine advanced features such as innovative compound technology and optimised tread patterns to help reduce vehicle emissions, while offering the high-level safety of our premium tyres.

Investing in innovation:
While our European Technical Centre develops new low rolling resistance compounds, new tyre designs are assessed in terms of their environmental impact throughout the entire life cycle of the product.

Helping drivers save fuel:
We show people how simple measures, such as keeping tyres properly inflated and adopting an economical driving style, enable them to save on fuel. Such measures also contribute to greater road safety and help protect the environment.

LIFECYCLE STAGE 4: 3% IMPACT OF END-OF-LIFE TYRES

The responsible involvement of consumers, dealers, manufacturers, waste transporters and recyclers is crucial at this stage and helps to promote new uses for old tyres.



Retread tyres:
Producing a retread tyre involves up to two-thirds less raw materials compared to a new tyre. Retreading also produces less CO_2 emissions and has a positive impact on the reduction of scrapped tyres by maximising the total tyre life.

The above mentioned figures refer to the ETRMA tyre lifecycle assessment of a passenger car tyre. These are calculated in terms of "total environmental impact" using the Eco-indicator 99 methodology which analyses and weighs all potential environmental damages (e.g. ozone layer depletion, ecotoxicity, acidification, eutrophication, land-use and others including - but not limited to - climate change). The full text of the European tyre LCA study is available upon request by contacting: environment@bridgestone.eu.
Other studies focus on the global warming potential of a product and provide results in terms of CO_2. For example, the Japan Rubber Manufacturers Association study states that the CO_2 emissions repartition during a passenger tyre life cycle is: Raw Materials 4,1%, Production and Logistics 1,7%, Product Use 87%, End of Life 7,2%.

What do we believe in?

THE BRIDGESTONE ESSENCE: SERVING SOCIETY WITH SUPERIOR QUALITY.

To mark our 80th anniversary, we took the opportunity to modernise our logo, introduce a new brand statement and develop a revised corporate philosophy called 'The Bridgestone Essence'. The Bridgestone Essence builds on the company mission defined by our founder, Shojiro Ishibashi, as 'serving society with superior quality'. It is based on four foundations:

1 **INTEGRITY AND TEAMWORK**

This is about adhering to principles of good faith in the way we treat others. It means respecting diversity of education, skills, race and gender so that teams work together successfully in a spirit of cooperation.
> ***Seijitsu-Kyocho***

2 **CREATIVE PIONEERING**

Creative pioneering means envisioning this future and creating innovative products that respond to customer needs and help in the development of society. > ***Shinshu-Dokuso***

3 **DECISION-MAKING BASED ON VERIFIED ON-SITE OBSERVATION**

By taking the time to go on-site and verify the facts, we can use true observations to make informed decisions that will produce better solutions. > ***Genbutsu-Genba***

4 **DECISIVE ACTION AFTER THOROUGH PLANNING**

This is about investigating all possible options, giving careful thought to the chosen course of action, and then moving forward with urgency. In short, bold action after deep thought.
> ***Jukuryo-Danko***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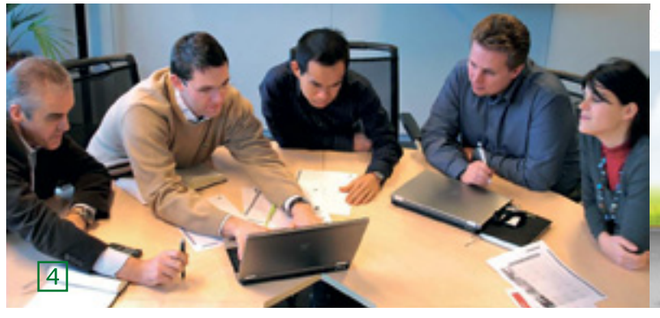
4

MAKING A DIFFERENCE IN EUROPE.

As a company with a European and worldwide presence, we have many opportunities to interact with local communities around the globe:

€ 2,8 billion a year

Bridgestone calculates that this habit is leading to the equivalent of 2 billion tons of wasted fuel worth € 2,8 billion a year.

PAN-EUROPEAN TYRE SAFETY CAMPAIGNS

In 2010, Bridgestone renewed its commitment to European Road Safety and carried out 38,000 complimentary checks on car tyres in 9 European countries. The results showed that 71% of motorists were driving on under-inflated tyres. Bridgestone calculates that this habit is leading to the equivalent of 2 billion tons of wasted fuel worth € 2,8 billion a year. For the environment this means 4,8 million tons of additional and unnecessary CO_2 emissions annually – the equivalent of 1,8 g/km for every car on the road.

COMMUNITY ACTIVITIES IN SPAIN

Our factory in Burgos set up a particularly comprehensive programme involving extensive in-house initiatives as well as various high-profile community activities. These included: The Environment Semester, initiated by Bridgestone in cooperation with other companies, local authorities and academic institutions to promote recreational and cultural activities as well as cross-company visits; writing and photography contests; a tree-planting project; and a bicycle ride that has now become an annual tradition.

WWW.ECO-GRIP.DE

On this website Bridgestone Germany communicates environmental and safety projects carried out with partners like ADAC (the German Auto Club) and WWF (World Wide Fund For Nature). Interactive tools offer the opportunity to comment on and recommend articles and links to social media sites to enhance interactivity, whilst an exclusive Facebook fanpage completes the communication channel.

THINK BEFORE YOU DRIVE ACTION - SAFE CHILDREN ON THE ROADS

Since 2008 Bridgestone Poznan employees have held functions promoting the safety of children on roads. During four events, approximately 12,000 children and more than 1000 teachers have been taught about the importance of fastening seat belts and using child seats. Police officers and medical professionals helped strengthen the message of safe behaviour on the road.

BRIDGESTONE EUROPE RECOGNISED AS A 'TOP EMPLOYER'

In 2010, the CRF Institute, an independent research organisation that specialises in labour conditions, has certified Bridgestone Europe's Brussels HQ a 'top employer' in its Top Employers Belgium 2010 ranking. According to CRF, Bridgestone's most outstanding employer attributes are its internal promotion policy and the training it provides. On the 5-star ranking method applied, Bridgestone Europe scored the maximum 5 stars for 'internal promotion opportunities' and 'training and development'.

MotoGP

Working with the world's best riders, teams and race engineers, the MotoGP series provides Bridgestone with a unique testing ground. It also supplies us with an enormous amount of motorcycle tyre data and feedback, gained under extreme race conditions.

We first entered MotoGP in 2002, mounted the podium in the second season and took the chequered flag twice with Honda in 2004. We then went on to win our first world championship with Ducati and Casey Stoner in 2007. After a second consecutive championship with Fiat Yamaha rider Valentino Rossi, we began a contract as sole tyre supplier to MotoGP in 2009 – the first tyre manufacturer ever to do so in motorcycle racing's premier class.

Most recently, in 2011 Casey Stoner produced a dramatic finish at Valencia, the last race of the season, snatching victory from Ben Spies. This triumph was Stoner's 10th of the season, the 33rd of his career and marked his 100th MotoGP start.

On the right page:

1 From left to right: Jorge Lorenzo, Casey Stoner and Dani Pedrosa at the U.S. Grand Prix 2011

2 Valentino Rossi in the pits at the Grand Prix of Qatar 2011

3 Gran Premi de Catalunya 2011

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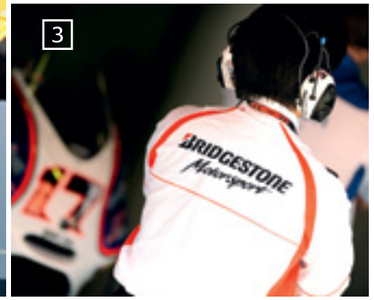

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The technical expertise gained at each race weekend is fed directly into the design and production of road-going motorcycle tyres, allowing consumers to benefit directly from our MotoGP successes. The latest **Bridgestone Battlax** road tyres profit from a new approach to racetrack-to-road technology transfer. For instance, these new tyres include a high-performance compound incorporating road-going **Silica Rich EX and RC Polymers**. These greatly enhance wet grip without sacrificing dry-weather performance, and improve warm-up speed. They also incorporate Bridgestone's HTSPC and MS Belt construction technologies to aid bump absorption and high-speed stability. These technologies were all first tested and then developed in MotoGP racing conditions.

RECENT BRIDGESTONE AWARDS.

2011

General Motors (GM) Supplier of the Year Award *for performance in providing GM with parts and services. This was the thirteenth time Bridgestone has won the award.*

Achievements & Awards

2010

PACCAR 50PPM Quality Achievement Award *as tyre supplier. This was the first time that Bridgestone had received this prestigious award for world-class quality performance demanded by DAF's parent company, PACCAR Inc.*

〈 ***Volvo Premium Supplier Award*** *for leading performance across a broad range of criteria. Bridgestone was the first tyre manufacturer to receive the Volvo Premium Supplier Award.*

Supplier of the Year *from the Boeing Company. One of only fourteen companies honoured for exceptional commitment to excellence, this was the first time that Bridgestone received the title.*

2009

The Volkswagen Group Award *in recognition of Bridgestone's performance as a premium supplier and business partner. Superbrands honoured Bridgestone as one of the best and strongest product and company brands.*

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BRIDGESTONE ACHIEVEMENTS 2011.

1 ASTON MARTIN V8 VANTAGE S

Aston Martin has selected Bridgestone as the official tyre partner for the new driver-focused V8 Vantage S. Ultra high-performance Potenza RE050A 19-inch tyres equip the coupé and roadster versions of the 430 horsepower sports car.

2 NISSAN LEAF

Bridgestone has begun supplying NISSAN MOTOR CO., LTD. with Ecopia EP150 tyres for use as original equipment on the Nissan LEAF, the world's first affordable 100% electric car. Nissan LEAF has won numerous international accolades, including European and World Car of the Year 2011.

3 ONGOING COLLABORATION WITH BMW

Bridgestone and BMW have worked closely together for many years, especially in the development of Run-Flat Tyres (RFTs). In 1999, we were named sole supplier of RFTs for BMW's V8-powered Z8. This exclusive high-performance roadster was fitted with Potenza RE040 RFTs – and starred alongside James Bond 007 in the film 'The World Is Not Enough'. Today we equip many BMW models with RFTs including the 3 Series, Z4 and 5 Series. Also, from 2011, the new 1 Series performance compact was fitted with our latest generation RFTs that offer comfort and handling levels comparable to our conventional tyres.

The Bridgestone Timeline

80 YEARS OF BRIDGESTONE.

1931

Bridgestone Tyre Co. established, our first tyre produced

The Nihontabi Tyre Division produces the very first Bridgestone tyre on April 9, 1930.

Approximately one year later, the founder, Shojiro Ishibashi, establishes the Bridgestone Tyre Co. Ltd. in Kurume, Fukuoka Prefecture. The company name is an English translation of Shojiro's surname (ishi means 'stone', and bashi 'bridge').

1951

Technological innovation and mass production

In 1951 Bridgestone becomes the first Japanese company to sell rayon cord tyres, and shortly after this a new Bridgestone Building was opened in Kyobashi, Tokyo. This now houses the Bridgestone Museum.

1979

Radial tyres and overseas growth

The Super Filler Radial tyre is launched in 1978 and, in 1979, Bridgestone introduces the high-performance POTENZA radial tyre. It is a period of active expansion and production start-up overseas in Taiwan, Iran, Indonesia and Australia.

1988

Acquisition of Firestone Tyre & Rubber Company

Firestone

In May 1988, Bridgestone acquired The Firestone Tire & Rubber Company, America's second largest tyre producer at that time.

In 1986, Porsche adopts Bridgestone Potenza RE71 RFT ultra-high performance tyres as factory equipment on its limited edition 959 sports car, the world's fastest production car of its day.

1990

Settling in Europe

In 1990, Bridgestone sets up Bridgestone/Firestone Europe S.A. (BFE) to manage its European operations. BFE plays a coordination and centralisation role until 1994, when it becomes the European headquarters of Bridgestone Europe NV/SA (BSEU).

1997

Bridgestone enters the F1™ era

Bridgestone starts supplying tyres for F1™ races in 1997, and in 1998 scores its first victory with McLaren-Mercedes at the Australian GP, also conquering both Driver's and Constructor's titles the same year.

1996 Bridgestone Private Test

2001

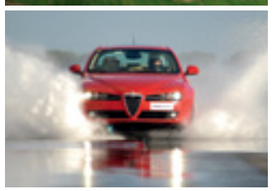
The world's largest tyre producer

In 2001, Bridgestone's leading reputation in Run-Flat Technology grows with the launch of the Bridgestone Potenza RE040 RFT. This is chosen by BMW for their new Z8 sports car, and by Lexus for the SC430. The same year the world's largest off-the-road radial, the 59/80R63 V-Steel E-LUG S, is launched and Airbus announces its decision to fit Bridgestone tyres to all its aircraft.

2004

Testing the tyres of the future

Bridgestone ships its millionth RFT tyre and opens a 144-hectare, state-of-the-art European Proving Ground (EUPG) near Rome, Italy.



2007 - 2008

Retreading technology for a greener world

Bridgestone acquires Bandag Inc., a tyre retreader based in the United States. This strengthens the company's foundation for developing a global, high-quality tyre solutions business.

First fully automated tyre plant

Bridgestone opens a revolutionary € 190 million fully-automated tyre plant in Tatabánya, Hungary, Europe's first fully-automated tyre manufacturing plant.

2010

Fuel efficient tyres, end of Formula One™ era

The Bridgestone Ecopia EP150 tyre, incorporating Bridgestone's Nano Pro-Tech™ compound, is launched, bringing fuel efficiency and lower emissions to compacts and mid-sized cars. In 2010, the partnership with Formula 1™ racing ends after 14 years of outstanding motorsport achievements.

2011

80th ANNIVERSARY

80 YEARS OF BRIDGESTONE, 'YOUR JOURNEY, OUR PASSION'

On March 1st, Bridgestone celebrates its 80th anniversary with a new global brand philosophy, logo and tagline: "Your Journey, Our Passion". It also confirms a new three-year tyre supply contract for the MotoGP World Championship, motorcycling racing's premier category.

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