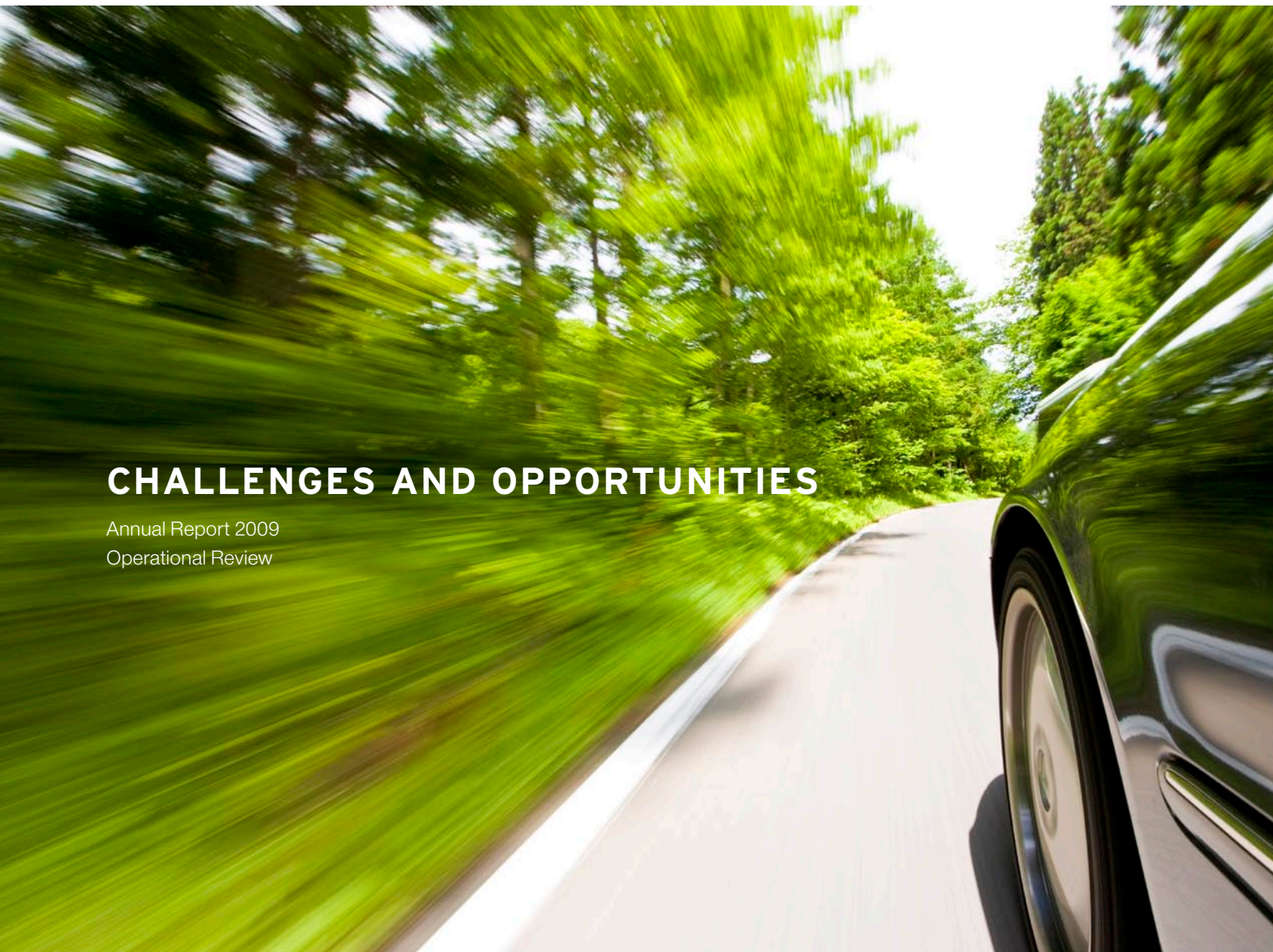


# CHALLENGES AND OPPORTUNITIES

Annual Report 2009  
Operational Review



## THE BRIDGESTONE GROUP

### THE WORLD'S LARGEST MANUFACTURER OF TIRES AND RUBBER PRODUCTS

SINCE ITS FOUNDING IN 1931, THE GROUP HAS STEADILY EXPANDED ITS OPERATIONS, CENTERED ON TIRE PRODUCTION, AND TODAY, THE GROUP HAS ABOUT 190 MANUFACTURING PLANTS LOCATED IN 26 COUNTRIES AROUND THE WORLD.

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The Bridgestone Group consists of the parent company and 404 consolidated subsidiaries. In this publication, Bridgestone Corporation denotes the parent company.

FORWARD-LOOKING STATEMENTS: The descriptions of projections and plans that appear in this publication are "forward-looking statements." They involve known and unknown risks and uncertainties in regard to such factors as product liability, currency exchange rates, raw material costs, labor-management relations, and political stability. These and other variables could cause the Group's actual performance and results to differ from management's projections and plans.

## CHALLENGES AND OPPORTUNITIES TO ACHIEVE HIGHER ADDED VALUE



In tire operations, the Group provides tires for passenger cars, trucks, buses, motorcycles, construction and mining vehicles, and aircraft. Its tire operations extend across a wide range of fields, from raw material production to sales and maintenance, as well as retread solutions businesses.

In diversified products, another major pillar of Bridgestone's operations, the Group makes and sells a range of rubber products and other products. In recent years, Bridgestone has drawn on its original technologies to launch a number of environment-friendly products, such as adhesive film for solar modules and electronic paper.

Moving forward, the Group will continue striving to reach its ultimate goal—to establish the status of being the “World’s undisputed No. 1 Tire and rubber company both in name and reality.” To that end, we will continue to always aim for “the higher level” and aim to be the best in the world in all of our products and services.



## MESSAGE TO OUR STAKEHOLDERS

### CHALLENGES AND OPPORTUNITIES TO ACHIEVE OUR GOALS



Shoshi Arakawa  
Chairman of the Board, CEO and President

#### PERFORMANCE IN FISCAL 2009

In the fiscal year ended December 31, 2009, Bridgestone Corporation recorded declines in sales and profitability. Net sales were down 20%, to ¥2,597.0 billion; operating income declined 42%, to ¥75.7 billion; and net income was down 90%, to ¥1.0 billion.

Since the fourth quarter of 2008, the global economic slump has been accompanied by sluggish demand. Despite signs of recovery in certain sectors, the future course of demand remains difficult to forecast. Although the Bridgestone Group implemented various initiatives such as evaluating and prioritizing investment, reducing fixed costs while maintaining and enhancing the quality and safety of the final product, and adjusting production to minimize inventories, the business environment significantly affected the performance of the Group in 2009.

However, over the medium to long term, my fundamental management approach calls for the continuing refinement and evolution of our vision for the company and the resolute implementation of measures necessary to achieve our goals. Operating under the assumption that the business environment is subject to continuous change, we will maintain an emphasis on moving rapidly as we strive to address those ongoing changes through an enhanced management system. In this way, we will implement management policies that will enable us to succeed even in a challenging operating environment.

#### BRIDGESTONE'S RESPONSE TO CHANGES IN THE OPERATING ENVIRONMENT

In the tire industry, the pace of change has been accelerating in recent years, and we as a company must be in a position to quickly respond to these changes.

For example, there are major changes underway in the demand structure in the more mature, industrially developed countries, such as those in Europe and North America, as well as in developing countries, such as China and India. In the mature markets of developed countries, there is little expectation for steady growth, and consumers are shifting their preferences to products and services that offer true value, such as environmentally friendly products and services. On the other hand, in developing countries, we anticipate continued economic



**WE WILL MAINTAIN AN EMPHASIS ON MOVING RAPIDLY  
AS WE STRIVE TO ADDRESS THOSE ONGOING CHANGES  
THROUGH AN ENHANCED MANAGEMENT SYSTEM.**

development and substantial expansion in demand, but we must also take into account the growing prominence of manufacturers based in these countries.

The Bridgestone Group's earnings structure is also being affected by these changes, including the impact of raw material costs and currency appreciation, making it more difficult to be profitable using our previous business models and practices. I believe that we must implement initiatives within our entire supply chain, from upstream raw material development to downstream retail networks, in order to enable us to increase operational efficiencies and compete on a cost basis with manufacturers from developing countries while producing products of high quality. This will, ultimately, help the entire Group contribute more effectively to the enhancement of our brand power.

The changes discussed above affect not only the Bridgestone Group but also our competitors. However, the Group will strive to take full advantage of these changes, viewing them as opportunities to further expand its points of differentiation from its competitors.

**MANAGING FOR SUCCESS IN A CHALLENGING  
ENVIRONMENT**

Our ultimate management objective is to be the "World's undisputed No. 1 tire and rubber company in both name and reality." The growth of our subsidiaries on a global basis and the enhanced vertical integration of our supply chain will allow us to effectively utilize our management resources. This, in turn, will allow us to achieve success even in a challenging environment in accordance with objectives and plans established for the entire Bridgestone Group.

The Mid-term Management Plan (MTP) and our strategic business unit (SBU) structure will be important tools as we work to optimize our operations. Our MTP outlines the Bridgestone Group's future vision and the course that we have charted toward the achievement of that vision. Through a process of rolling updates with a five-year perspective, we are positioned to respond to changes in the operating environment. And the SBUs, which are charged with identifying and responding to specific market and customer needs, will implement optimized operations based on the distinctive characteristics of such individual

markets. The Group, through both the MTP and the SBUs, will work to achieve sustained and profitable growth.

I would like to emphasize that, regardless of the business environment, the MTP and the SBU structure continue to remain fundamental to the Group's global management policy.

**IMPLEMENTING A "LEAN AND STRATEGIC"  
MANAGEMENT STANCE**

The Bridgestone Group operates according to a "Lean and Strategic" management stance, pursuant to which, we continually reinforce our operational foundation while looking to the future. I would like to take this opportunity to share with you some of the initiatives we have implemented based on this management stance.

To establish our lead over the competition in key markets, we have taken a number of steps that will further differentiate us, including the introduction of enhanced environmentally friendly products such as our ECOPIA brand tires, whose new series, the ECOPIA EX10, was launched in Japan in February 2010. In the retread solutions business, which can also contribute to environmental conservation, the Group is rapidly expanding the market for retread tires for trucks and buses especially in Japan, China, and other Asian countries. Other strategic products of the Group, including environmentally friendly products, are discussed on pages 10–17.

For the Group to achieve its ultimate management objectives, it is critical that we further reinforce our competitive position in a number of important categories. This must include further reinforcing our technical strengths, enhancing productivity while maintaining and enhancing the quality and safety of the final product, and expanding our production capacity.

With regard to the reinforcement of our technical strengths, we will accelerate the aggressive development and application of technologies that foster energy savings and reduced fuel consumption. In this way, we will transition to a business framework that will be difficult for competitors to copy and implement, whether from developing or developed countries.

We are also focused on quickly expanding our production capacity, as demonstrated by the fact that production at the Kitakyushu Plant, where we manufacture advanced technology ultralarge off-the-road radial tires, began three

## WE WILL TRANSITION TO A BUSINESS MODEL IN WHICH THE GROUP WILL SUCCEED RELATIVE TO THE COMPETITION ON THE BASIS OF ITS TECHNICAL STRENGTHS.

months ahead of schedule in order to meet the steady growth in demand in this strategic market segment.

Going forward, we are positioning the Group to break away from the current competitive environment, which is marked by intense cost competition. In this way, we will transition to a business model in which the Group will succeed relative to the competition on the basis of its technical strengths.

In addition to enhancing our lineup of strategic products and taking steps to reinforce our fundamental competitiveness, the Group is effectively allocating its management resources in order to take full advantage of the opportunity presented by the “once in a century” changes in the global economy and our operating environment. For example, we have taken steps to optimize our manufacturing operations, including the closure of high-cost tire manufacturing facilities in Australia and New Zealand, and the realignment of the steel cord business in Europe and China. In addition, we have taken steps to reduce inventories throughout the entire supply chain, from raw materials to product inventories in our retail outlets. Consequently, we have not only streamlined inventories but also have made further improvements in our inventory management capabilities. Furthermore, we have very closely evaluated and prioritized our investments, and in some cases deferred or eliminated spending on specific, less critical projects, with the result that the Group has realized a leaner management system.

Speed will be an important factor in our implementation of these initiatives. By increasing our speed and agility in such areas as decision making and implementation, we will enhance our ability to anticipate change rather than simply react to it.

### COMMITTED TO CSR ACTIVITIES

The objective of enhancing CSR (corporate social responsibility) within the Bridgestone Group is to realize its corporate philosophy —“The Bridgestone Way” —through activities that benefit society as a whole. The Group is committed to practicing CSR through its actions, not just through its statements. I believe that the

effective management of corporations must include a strong focus on CSR, and it is only through CSR that a corporation can appropriately respond to the requirements and expectations of society while improving its businesses.

In order to provide a “common language” and to ensure consistency within the Group’s global CSR activities among its more than 130,000 employees who operate in more than 150 countries, the Group has established “22 CSR Focus Points.” Further details about our CSR activities can be found on pages 20–21, “The Bridgestone Group’s Approach to CSR Activities.”

### SHAREHOLDER RETURNS

Bridgestone recognizes the interests of shareholders to be of paramount importance to management, and our guiding principle is to maintain stable, steady dividends as a direct return of Bridgestone profits to shareholders. In the past, we have maintained our dividend levels, despite fluctuations in our performance. For fiscal 2009, the Bridgestone Board of Directors declared a year-end dividend of ¥8 per share, which—together with the previously declared interim dividend of ¥8 per share—resulted in an annual dividend of ¥16 per share.

Although, the global economic and business outlook continues to be challenging, the Bridgestone Group remains steadfastly committed to its goal of being the “World’s undisputed No. 1 tire and rubber company in both name and reality.” As we move forward, we will continue to do our utmost to meet the expectations of our shareholders, investors, and other stakeholders.

April 2010



Shoshi Arakawa  
Chairman of the Board, CEO and President

# FINANCIAL HIGHLIGHTS

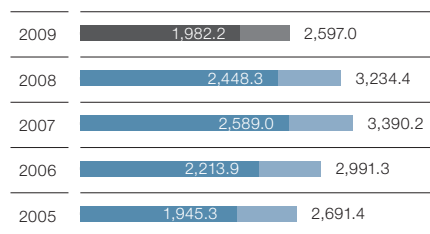
Bridgestone Corporation and Subsidiaries  
Years ended December 31, 2009, 2008, and 2007

	2009	2008	2007	2009/2008	2009
	Millions of yen			Percent change	Thousands of U.S. dollars <sup>1</sup>
Net Sales	¥2,597,002	¥3,234,406	¥3,390,219	-19.7%	\$28,197,633
Overseas Sales	1,982,192	2,448,300	2,589,006	-19.0	21,522,172
Operating Income	75,712	131,551	249,962	-42.4	822,063
Net Income	1,044	10,412	131,630	-90.0	11,336
Total Equity	1,120,797	1,019,996	1,410,225	9.9	12,169,349
Total Assets	2,808,439	2,768,470	3,359,255	1.4	30,493,366
Capital Expenditures	178,204	275,301	272,381	-35.3	1,934,897
Depreciation and Amortization	180,547	187,420	173,585	-3.7	1,960,337
Research and Development	85,766	93,252	86,748	-8.0	931,227
Net Return on Shareholders' Equity (ROE) (%)	0.1	0.9	10.3	—	—
Net Return on Total Assets (ROA) (%)	0.04	0.3	4.1	—	—

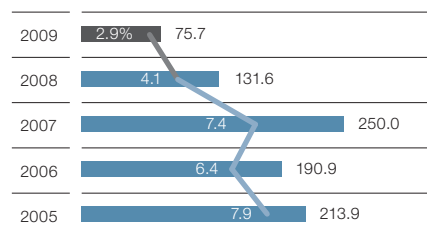
Per Share Data	Yen			Percent change	U.S. dollars <sup>1</sup>
Net Income					
Basic	¥ 1.33	¥ 13.33	¥ 168.69	-90.0%	\$ 0.01
Diluted	1.33	13.33	168.65	-90.0	0.01
Shareholders' Equity <sup>2</sup>	1,385.43	1,263.30	1,757.23	9.6	15.04
Cash Dividends	16.00	24.00	26.00	-33.3	0.17

<sup>1</sup> Solely for the convenience of readers, the Japanese yen amounts in this annual report are translated into U.S. dollars at the rate of ¥92.10 to \$1, the approximate year-end rate.  
<sup>2</sup> Shareholders' equity is equity excluding stock acquisition rights and minority interests.

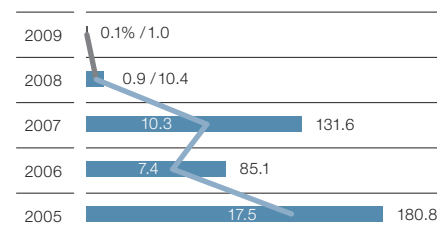
Net Sales/Overseas Sales  
¥ billion



Operating Income/Operating Income Margin  
¥ billion / %



Net Income/ROE  
¥ billion / %



Note: Net sales exclude inter-segment transactions.

## SEGMENT HIGHLIGHTS

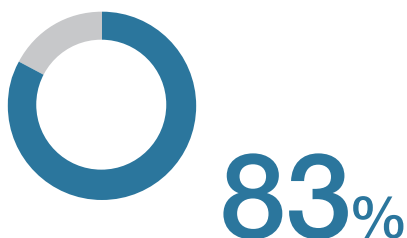
### BUSINESS SEGMENTS

Bridgestone Corporation and Subsidiaries  
Years ended December 31, 2009, 2008, 2007, 2006, and 2005

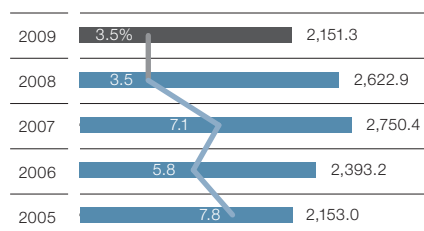
#### TIRE BUSINESS

**Tires:** Tires and tire tubes for passenger cars, trucks, buses, construction and mining vehicles, industrial machinery, agricultural machinery, aircraft, and motorcycles, retreading materials and services, automotive maintenance and repair services, tire raw materials, and other

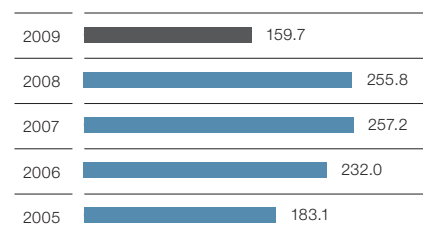
Net Sales by Business Segment



Net Sales/Operating Income Margin  
¥ billion / %



Capital Expenditures  
¥ billion



#### DIVERSIFIED PRODUCTS BUSINESS

**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 other

**Sporting goods:** Golf balls, golf clubs, other sporting goods, and other

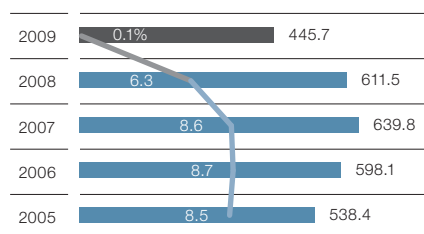
**Bicycles:** Bicycles, bicycle-related goods, and other

**Other:** Finance, and other

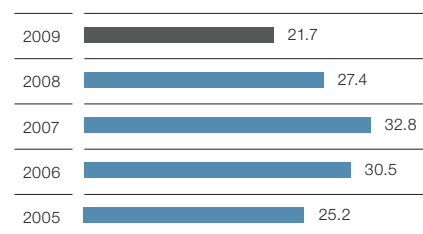
Net Sales by Business Segment



Net Sales/Operating Income Margin  
¥ billion / %



Capital Expenditures  
¥ billion



Note: Net sales exclude inter-segment transactions.

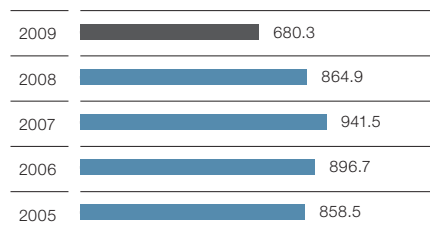


## GEOGRAPHIC SEGMENTS

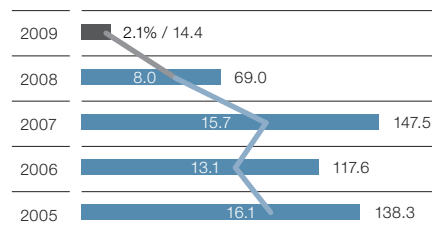
Bridgestone Corporation and Subsidiaries  
Years ended December 31, 2009, 2008, 2007, 2006, and 2005

### JAPAN

Net Sales  
¥ billion



Operating Income/Operating Income Margin  
¥ billion / %

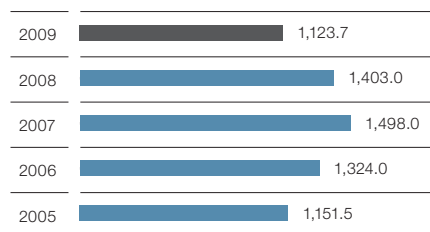


Net Sales by Geographic Segment

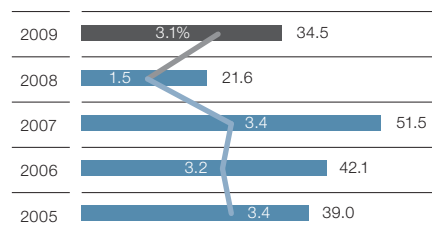


### THE AMERICAS

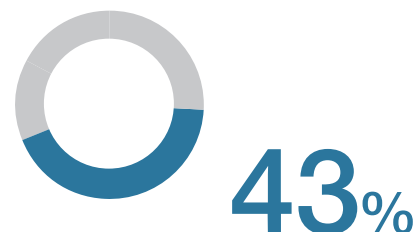
Net Sales  
¥ billion



Operating Income/Operating Income Margin  
¥ billion / %

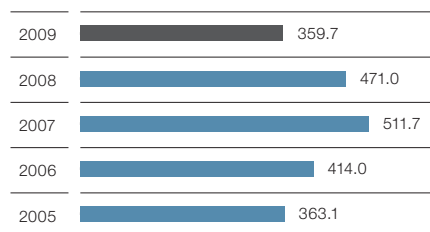


Net Sales by Geographic Segment

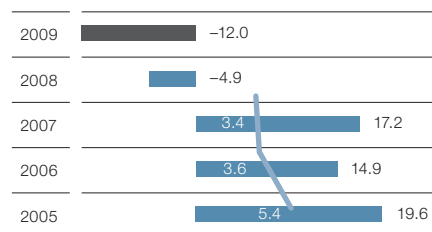


### EUROPE

Net Sales  
¥ billion



Operating Income/Operating Income Margin  
¥ billion / %

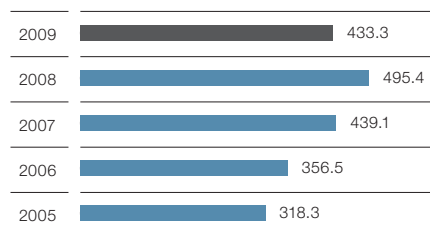


Net Sales by Geographic Segment

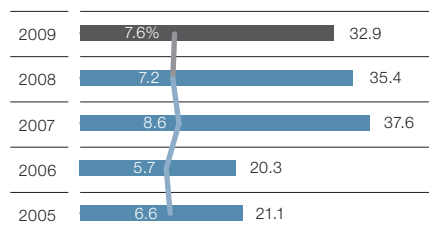


### OTHERS

Net Sales  
¥ billion



Operating Income/Operating Income Margin  
¥ billion / %



Net Sales by Geographic Segment



Note: Net sales exclude inter-segment transactions.

# 1<sup>st</sup> Quarter

## JANUARY

- Bridgestone Americas Tire Operations announces the suspension of the production of passenger and light truck tire manufacturing at the LaVergne Plant in LaVergne, Tennessee.

## FEBRUARY

- Bridgestone starts operations at the Retread Learning Center in Kodaira, Tokyo.

## MARCH

- Bridgestone introduces the third generation of runflat tires.

# 2<sup>nd</sup> Quarter

## APRIL

- Bridgestone announces it will increase the radial passenger tire production capacity at its Wuxi Plant in Jiangsu Province, China.
- Bridgestone responds to the decision of the European Commission regarding an alleged cartel in marine hoses.

## MAY

- Bridgestone officially opens its truck and bus tire plant in Stargard, Poland.
- Bridgestone announces ECOPIA eco-friendly tires will be fitted as standard equipment on the Toyota Prius.

## JUNE

- Bridgestone starts production at its Kitakyushu Plant ahead of schedule.
- Bridgestone starts the full-scale commercialization of electronic paper.



The process of manufacturing retread tires



Opening ceremony for Stargard Plant in Poland



Opening ceremony for Kitakyushu Plant

# 3<sup>rd</sup> Quarter

## JULY

- Bridgestone announces it will build a plant for retread materials in Thailand.
- Bridgestone launches the new BLIZZAK REVO GZ studless tire.

## AUGUST

- Bridgestone China opens the eighth "Car Wing" shop, in Shanghai.

## SEPTEMBER

- Bridgestone unveils its ECOPIA EP150 eco-friendly tire in Europe.



BLIZZAK REVO GZ

# 4<sup>th</sup> Quarter

## OCTOBER

- Bridgestone announces its aircraft radial tires will be supplied as standard equipment on the Airbus A350 XWB.
- Bridgestone announces it will increase the production capacity of EVA film for solar modules.
- Bridgestone Australia announces the restructure of its operations.
- Bridgestone develops an electronic paper display for viewing electronic information and an ultra-thin all-flexible electronic paper display.

## NOVEMBER

- Bridgestone announces it will cease tire supply to the FIA Formula One World Championship.
- Bridgestone China holds the "Make cars green" Summer Camp at its China Tire Proving Ground.

## DECEMBER

- Bridgestone announces that the Toyota Sienna will be the first vehicle to fit the third generation of runflat tires as standard equipment.



A ceremony before construction of a plant for retread materials in Thailand



EVA film for solar modules



Ultra-thin all-flexible electronic paper display

## STRATEGY

### CHALLENGES AND OPPORTUNITIES TO ACHIEVE OUR GOALS

#### TAKING ON CHALLENGES IN OUR OPERATING ENVIRONMENT, LEVERAGING OPPORTUNITIES TO ACHIEVE OUR GOALS

The Group is targeting a “Lean and Strategic” management system.

In fiscal 2009, the Bridgestone Group faced a serious economic recession, but we approached this challenge as an opportunity to implement measures targeting future growth. On that basis, we implemented forward-looking measures and took thoroughgoing steps to secure profits in the near term.

In this sense, the management environment in fiscal 2009 presented a major opportunity for the Group.

In this section, we introduce the “Lean and Strategic” policies that we implemented.

### **“LEAN AND STRATEGIC” PRODUCTION SYSTEM**

The Group took full advantage of the challenging operating environment in fiscal 2009 by implementing fundamental policies targeting the establishment of a lean production system. To further enhance our competitiveness, we reevaluated our production systems and took steps to consolidate production at manufacturing sites that are truly competitive.

One important restructuring initiative was the decision to close Bridgestone Australia Ltd.'s Adelaide Plant and Bridgestone New Zealand Ltd.'s Christchurch Plant. These closures were announced in October 2009.

On the other hand, we also invested aggressively to expand production in geographic regions and product areas where growth in demand is expected.

Demand for ultralarge off-the-road radial tires for construction and mining vehicles remains strong, and in response we began production at the Kitakyushu Plant in June 2009, three months ahead of schedule. Moving forward, we expect to expand the plant, and by the second half of 2012, we plan to increase its production capacity for ultralarge radial tires for construction and mining vehicles by about 30% compared with 2009 levels.

We have also steadily enhanced our production system for EVA (Ethylene Vinyl Acetate) film.

Bridgestone is also expanding its manufacturing sites in emerging markets with the potential for strong growth. In April 2009, Bridgestone announced its decision to invest in increased production at our passenger tire plant in Wuxi, China. Plans call for production capacity at the Wuxi Plant to increase by 4,200 units per day, to about 12,000 units per day. Other initiatives include our January 2010 decision to start production of truck and bus radial tires in India, where demand for these tires will likely increase as economic growth contributes to the expansion of the country's expressway network and as higher-performance trucks become more prevalent.

By implementing this type of rapid operational restructuring, we were able to move closer to our goal of establishing a globally optimized production system. Management will continue to focus on identifying and implementing similar opportunities in the future, which will assure a basis for strong, sustainable profits.



Kitakyushu Plant

## ECOPIA BRAND

The Group's overarching vision calls for creating and selling products and services that focus on the realization of safety, quality, and comfort, as well as taking into account concern for the environment. In this way, we strive to develop products and services that add new value.

We are working to develop environmentally friendly products that satisfy Bridgestone's environmental standards in six areas: reduction of CO<sub>2</sub> emissions, energy conservation, resource conservation, recycling, noise reduction, and enhancement of safety.

Reducing CO<sub>2</sub> emissions is a special focus for the Company. By developing tires with reduced rolling resistance and improved fuel efficiency, we will make a substantial contribution to reducing CO<sub>2</sub> emissions during vehicle operation. Through the use of NanoPro-Tech, an original materials technology, our ECOPIA product line achieves a reduction in rolling resistance without sacrificing other performance characteristics such as handling and wet traction.

We will also take steps to make our eco-friendly tires "mainstream." In fiscal 2009, we launched ECOPIA tires in such regions as Europe and North America, and we plan to expand the regions where these tires are available further in 2010. Moreover, in January 2010 the Group launched 50 sizes of the ECOPIA EX10 series of eco-friendly tires in Japan, which are priced similarly to conventional tires.

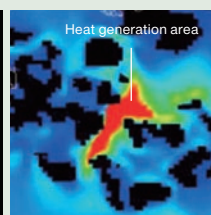
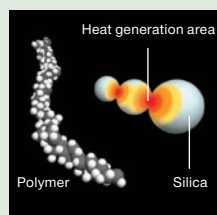


ECOPIA EX10

## NANOPRO-TECH: THE TECHNOLOGY USED IN ECOPIA TIRES

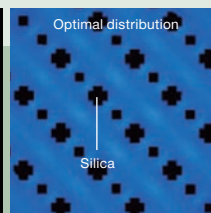
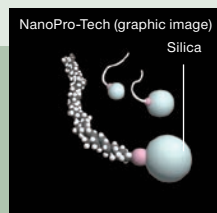
NanoPro-Tech (Nanostructure-Oriented Properties Control Technology) is our name for the technology that controls the microstructure of materials through molecular design and draws out the special properties of rubber. This is one of Bridgestone's core technologies. With ECOPIA eco-friendly tires, we succeeded in reducing rolling resistance without sacrificing performance characteristics such as handling and wet traction. For example, in the case of ECOPIA EP100 we succeeded in raising vehicle fuel efficiency 4.2% in comparison with Bridgestone's conventional tires.

### Conventional polymer



Heat is generated by friction between silica particles, leading to energy loss.

### EX10 end-functionalized polymer



Optimized distribution minimizes the friction, reducing the heat generation and energy loss.



### THIRD-GENERATION RUNFLAT TIRES

In March 2009, the Group announced its third-generation technology runflat tires. Runflat tires can be driven on with zero internal tire pressure at a specified speed for a specified mileage. These tires are making progress in the automotive original equipment market. For example, the TURANZA EL400 RFT has been selected as standard equipment for Toyota's new Sienna.

Another advantage is that the adoption of runflat tires will also help reduce waste and conserve resources. In addition, because spare (emergency-use) tires are not needed when runflat tires are used, runflat tires can contribute to improved fuel efficiency due to reduced vehicle weight.

By promoting the adoption of runflat tires, Bridgestone will contribute to the realization of a more environmentally friendly car society.



TURANZA EL400 RFT

### CHARACTERISTICS OF THIRD-GENERATION RUNFLAT TECHNOLOGY

In the past, typical runflat tires have tended to exhibit a harsher ride than conventional tires. In addition, earlier versions of runflat tires did not adequately address the questions of how to deal with the heat generated in the tire's sidewalls and how to maintain or increase the tire's durability after the loss of air pressure. To address these issues, Bridgestone's third-generation runflat tires incorporate three new technologies.

1. New sidewall-reinforced rubber that helps reduce heat generation
2. A new ply that can reduce the tire's deformation
3. COOLING FIN technology that helps cool the tire sidewalls

Because each of these technologies can independently improve ride comfort, Bridgestone will select the appropriate technology when it develops products for commercial application, based on tire size, the weight of the vehicle, and when specific technology is available for practical application.



The process of manufacturing retread tires

### RETREAD SOLUTIONS BUSINESS

Bridgestone recognizes its societal responsibility to contribute to the conservation of resources and energy. As a result, we are allocating management resources to the retread solutions business. This business allows us to provide our customers with a comprehensive package of new tires and retreading and maintenance services, thereby assisting them in reducing their overall tire-related costs.

Retread tires are used on a wide range of vehicles, including trucks and buses, aircraft, and construction and mining vehicles. In North America and Europe, retread businesses servicing truck and bus operators are particularly well established—representing roughly half of tire demand for trucks and buses.

With retread operations positioned as a high-priority business, the Group is rapidly penetrating markets for retread tires for trucks and buses in Japan, China, and other Asian countries. We plan to develop that business by taking full advantage of the retread technology and expertise of Bandag, Incorporated, which we acquired in 2007.

In Japan, in June 2008 we launched these retreading operations under the name “ECO Value Pack,” and we currently operate 10 locations. By the end of 2009, ECO Value Pack was under contract to service approximately 10,000 vehicles. For 2010, the Group has set an objective of more than 30,000 vehicles under contract. Setting our sights on winning even more contracts, we plan to add 10 more domestic locations by 2013.

In July 2009, we announced our decision to open a retread materials plant in Thailand in order to respond to the strong growth in the Asia market. For the Bridgestone Group, that manufacturing site is a step toward achieving further market penetration of the retread business and building the foundation that will support the solutions business in Japan, China, and other Asian countries. Targeting the start of production in November 2010, we are currently moving ahead with construction of the plant.

The Bridgestone Group will continue to analyze market trends and make planned, strategic investments with a view toward building a retread solutions business that can swiftly respond to customer needs worldwide.

## SPECIALTY TIRES

Specialty tires are strategic products that showcase Bridgestone's technological advancements and clearly demonstrate the Group's competitive advantage. This market requires highly advanced technological capabilities and a large initial investment.

Consequently, we anticipate that we will be able to maintain our competitive leadership position.

## ULTRALARGE OFF-THE-ROAD RADIAL TIRES

Ultralarge off-the-road radial tires are primarily used on mining vehicles. The production of mined resources continues to increase throughout the world, and as a result the market for mining equipment is expected to record continuing growth. In order to address this demand, we began production of off-the-road radial tires at the newly opened Kitakyushu Plant in June 2009, three months ahead of schedule. We plan to continue investing resources in this market in order to further increase our market share.

## AIRCRAFT RADIALS

The Bridgestone Group is one of the world's few suppliers of radial aircraft tires, while the introduction of next-generation aircraft is driving a shift to the use of radial tires.

Currently, Bridgestone is supplying tires for large aircraft with 100 or more seats, and in January 2010, the Group announced that it was selected to supply tires for the Mitsubishi Regional Jet, a regional jet in the 70- to 90-seat class. This achievement offers a prime opportunity to further expand the scope of the company's aircraft radial tire business. Taking advantage of this opportunity, we will continue to focus on increasing our market share.

## FEATURES AND ADVANTAGES OF REVOLUTIONARY REINFORCED RADIAL (RRR)

### 1. Reduced fuel consumption and enhanced cost management

The advanced radial construction with high-elastic modulus/strength cords reduces the weight of the tires, thereby resulting in greater fuel efficiency.

The advanced radial construction will also result in higher-abrasion resistance, allowing for more landings of the aircraft before tire replacement, thus contributing to better cost control while maintaining quality.

### 2. Enhanced safety

Through the use of RRR construction (which provides outstanding durability), these tires will offer enhanced safety in comparison with tires not featuring the RRR construction.



Tokyo Plant, which utilizes solar cell systems

### EVA FILM FOR SOLAR MODULES

Solar modules are gaining attention as an energy source that could be used in place of fossil fuels, and in the future the market for solar modules is expected to show strong growth.

The Bridgestone Group is currently producing an adhesive film (EVA film) that is used to fasten solar cells to the glass bases of solar modules and to protect the silicon cells. Responding to the growing demand for solar cells worldwide, the Bridgestone Group increased production at the Iwata Plant in 2007, while in 2008 the Group announced two additional investments to further increase production. In addition, in October 2009 we announced a decision to establish a new EVA film production line at the Seki Plant. In this way, we are not only expanding our production capacity for EVA film but also expanding the number of facilities at which it is produced. This strategy will protect our operations against such risks as natural disasters by decentralizing production sites.

## ELECTRONIC PAPER

Electronic paper was developed primarily as a medium for displaying static images.

The features of electronic paper include excellent visibility, similar to that of actual paper; a wide viewing angle; the ability to display color; and the ability to maintain an image without electrical power, which will contribute to energy conservation. The use of electronic paper will also help to conserve resources by reducing the use of paper.

These characteristics have been made possible through the use of “Electronic Liquid Powder”—developed by the Bridgestone Group—which possesses the properties of both a liquid and a powder, and is very responsive to electricity. It was developed through the use of nanotechnology, the result of the high-level materials design and processing technologies that we cultivated in our tire development operations.

In July 2009, we began sales of electronic shelf tags using electronic paper. In October 2009, we announced the successful development of the Electronic Paper Display for Viewing Electronic Information, which is a device for viewing e-books and other types of digital documents; and the Ultra-thin All-flexible Electronic Paper Display, a device that features flexible components, such as electronic paper, touch panel, and electronic circuit board.

The Electronic Paper Display for Viewing Electronic Information has been selected by the Kansai Urban Banking Corporation for use in the systems that support employees when they are working outside of the office.

Moving forward, we will continue to pursue new uses and new possibilities for this product and to expand the foundation of our electronic paper operations in Japan and around the world.



Ultra-thin All-flexible Electronic Paper Display

# CORPORATE GOVERNANCE, COMPLIANCE, AND RISK MANAGEMENT

## APPROACH TO CORPORATE GOVERNANCE

Continually enhancing corporate governance is viewed as one of management's most important focus points; this will ensure that the Bridgestone Group continues to fulfill its founding mission as stated in its corporate philosophy: "Serving society with superior quality."

## OVERSIGHT AND OPERATIONAL EXECUTION

In accordance with the responsibility and authority delineated in the Administrative Authority Rules, as well as in the Policy Management Rules, Bridgestone Corporation is committed to developing, communicating and abiding by fair, transparent decision-making and management policies.

Bridgestone has adopted a corporate officer system to more clearly distinguish between management and operational responsibilities. This system allows the Board of Directors to focus more effectively on overseeing the execution of business operations. There were 9 directors as of December 31, 2009.

To take steps to strengthen corporate governance, such as further engaging the Board of Directors, at the General Meeting of Shareholders held on March 30, 2010, 8 directors were elected, including 2 new outside directors.

## INTERNAL AUDIT FUNCTION

Bridgestone employs a corporate auditor governance model as specified in the Companies Act. The corporate auditors audit the execution of duties by the directors, while the Board of Directors oversees the execution of duties by the directors. As of December 31, 2009, the Board of Corporate Auditors had six members, including three outside auditors. To prepare for a possible vacancy where the number of corporate auditors might fall below the minimum requirement stipulated by the Act, one substitute corporate auditor was elected at the General Meeting of Shareholders held on March 30, 2010.

The corporate auditors conduct internal audits based on policies determined by the Board of Corporate Auditors. Directorial conduct oversight involves a number of auditing activities, including attending meetings of the Board of Directors and other executive meetings, interviews with directors to ascertain the status of operations, reviews of important business documents, and on-site audits of business offices.

Moreover, the corporate auditors meet with the representative directors to exchange information and opinions and hold liaison meetings with the corporate auditors of major Bridgestone

subsidiaries in Japan. A dedicated support staff unit assists the corporate auditors.

The Internal Auditing Office and internal auditing departments within the Company's divisions and major subsidiaries conduct internal accounting and operational audits. The Internal Auditing Office makes annual audit plans and conducts on-site audits of each function, division, and subsidiary. It employed 24 people (excluding those working concurrently in other positions) as of December 31, 2009. The Internal Auditing Office and the Company's internal auditing departments have conducted audits at Group companies that have instituted organizational changes in line with the provisions of the Act, with the aim of ensuring a more robust internal control system.

## INDEPENDENT FINANCIAL AUDIT

Deloitte Touche Tohmatsu LLC, performs the independent audit of the Company's financial statements. The independent financial audit team in fiscal 2009 included 3 certified public accountants, 12 assistants who were certified public accountants, 8 associate members of the Japan Institute of Certified Public Accountants, and 7 other staff members. The corporate auditors, the Internal Auditing Office, and the independent auditors exchange information and opinions as necessary and generally maintain close contact, thereby working to increase audit efficiency and effectiveness.

## CORPORATE GOVERNANCE STRUCTURE

The Executive Operational Committee is a senior management body that operates in a consultative and deliberative capacity to the Board of Directors. It is chaired by the CEO and President and is composed of directors, corporate officers, and divisional heads\*. It is a forum for discussing and reporting on specific matters set forth in Company policy as well as other important matters. Nominees for executive appointments and executive compensation packages for all directors and corporate officers are determined by the Directorial Personnel and Compensation Committee.

Selected directors (excluding the CEO and President), corporate officers, divisional heads, and corporate auditors serve on this committee. Nominations, executive compensation, and other officer-related matters are all within the purview of this committee. Matters considered and reported by this committee are reviewed before a decision is made by the CEO and President, the Board of Directors, the Board of Corporate Auditors, or the General Meeting of Shareholders. This helps to ensure transparency and objectivity.

\*also titled directors (non board members) within Bridgestone, "Honbuchiou" in Japanese



## COMPLIANCE STRUCTURES AND SUPERVISION

Based on the spirit of “Trust. And Pride” and the mission of “Serving society with superior quality,” Bridgestone has implemented and developed internal compliance systems. A unit dedicated to handling compliance, which is overseen by the Chief Compliance Officer (CCO), has responsibility for the operation of a compliance counseling office that includes a helpline to provide employees confidential channels in seeking compliance-related advice, as well as for promoting compliance-related education for directors and employees. Recognizing the CSR-related importance of compliance activities, Bridgestone has previously established the Compliance Committee, which is chaired by the CCO and is a subcommittee of the Integrated CSR Enhancement Committee, which is chaired by the CEO and President. Moving forward, Bridgestone will continue to advance compliance activities as one facet of its CSR.

## RISK MANAGEMENT

Risk management activities, led by the Chief Risk-Management Officer (CRO), focus on the identification and mitigation of operational risks and the implementation of measures—as outlined in a basic risk management manual—designed to prevent both small-scale accidents and large-scale incidents. Contingency planning activities include the formulation and review of business resumption plans aimed at restoring operations as quickly as possible in the event of any disruption. In line with the recognition of the importance of risk management in CSR, Bridgestone has previously established the Risk Management Committee, which is chaired by the CRO and is a subcommittee of the Integrated CSR Enhancement Committee. Moving forward, Bridgestone will continue to find additional ways to strengthen the system to comprehensively manage risks that could have a major influence on the operating activities of Bridgestone and other Group companies.

## PROTECTION OF PERSONAL DATA

Bridgestone has formulated internal policy guidelines regarding the protection of personal data. In addition to developing and implementing a management system based on this policy, all employees of the parent company, Bridgestone Corporation, undergo privacy training and are provided access to related awareness programs to address this important issue.

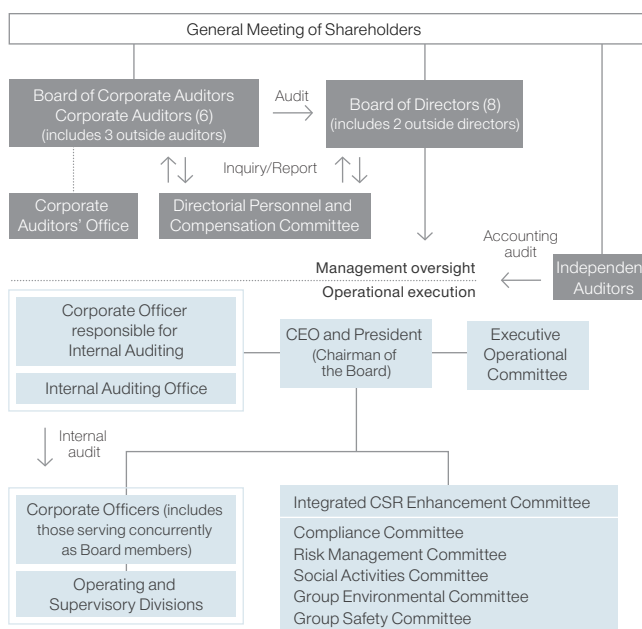
## INTERNAL CONTROL SYSTEMS DEVELOPMENT

On May 1, 2006, the Board of Directors instituted an official company policy governing internal control systems; the Company

reevaluates its activities in this area each year, working to ensure appropriate internal control. In regard to the Japanese Financial Instruments and Exchange Act, and in particular to the section regarding the evaluation of internal control systems to assure the reliability of financial reporting and related information, Bridgestone will continue to enhance its operational and personnel systems, thereby ensuring a reliable and effective system of internal controls on a Groupwide basis.

## DISAVOWAL OF ANTISOCIAL ELEMENTS

Bridgestone has no connection whatsoever with antisocial forces or groups that threaten public order and safety, and takes a resolute stand against such elements. A department has been established to evaluate information received regarding such matters and take necessary action to ensure compliance with this policy, and the Company has worked to build relationships of trust and cooperation with external institutions, such as the police and other related organizations. Bridgestone is working to create a manual for dealing with inappropriate or illegal requests, evaluating contracts and the parties thereto to ensure their appropriateness and that they have no relationship with any organization or group that are illegal or threaten public order or safety, and implementing other related measures. Bridgestone will strive to see that these measures are widely known and will continue to strengthen internal systems aimed at identifying any such groups, programs or initiatives with which the company may come in contact.



As of March 30, 2010

## THE BRIDGESTONE GROUP'S APPROACH TO CSR ACTIVITIES

We define corporate social responsibility (CSR) in the Bridgestone Group as the realization of “The Bridgestone Way” through activities that benefit society as a whole. By continuously enhancing our level of CSR activities, we will further strengthen the Group’s capacity and capabilities, which in turn will lead the Group’s management to realize its ideal state. We are committed to supporting the pursuit of CSR activities at both the management and employee levels.

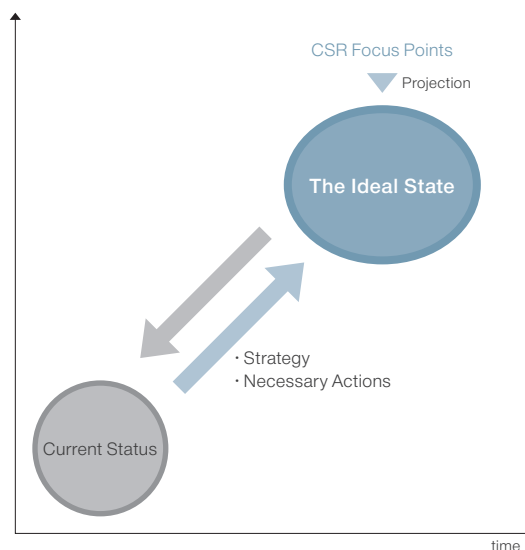
### THE COMPANY’S CSR ACTIVITIES: POSITIVE ACTIONS IN THE COURSE OF OUR DAILY BUSINESS OPERATIONS AND ACTIVITIES

We believe that it is important to enhance the CSR activities that are at the heart of management itself. This is the essence of all of our corporate activities.

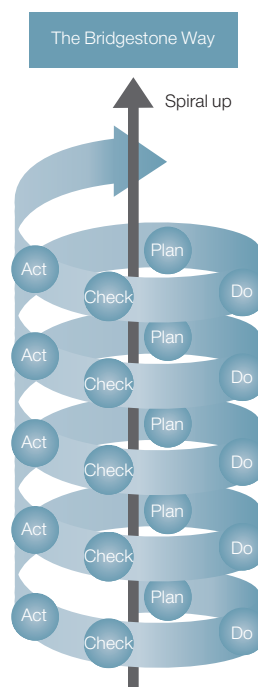
We conduct business operations pursuant to the Mid-term Management Plan (MTP), which helps us define what the ideal state is for the Group going forward and identifies the steps or measures necessary to realize that state. In setting this direction, we take into account not only operational challenges, but also the “22 CSR Focus Points” that we have identified. With these as our guide, we can establish clear MTP goals. Through this process, we have formalized our commitment to CSR activities as part of our management cycle.

We believe that meeting our MTP goals—which clearly incorporate our commitment to CSR—will help us to continue to live up to our social responsibilities as a company, as well as continue to work toward the complete realization of “The Bridgestone Way.”

### CSR & MID-TERM MANAGEMENT PLAN



### CSR OF MANAGEMENT CYCLE

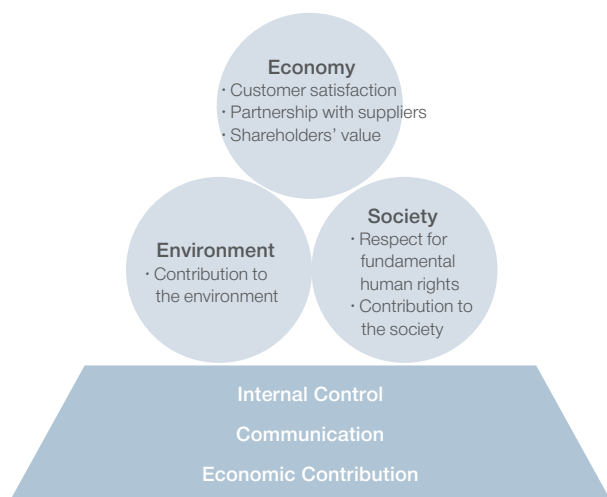


## "22 CSR FOCUS POINTS"

The "22 CSR Focus Points" have been identified as issues that are important to society and to which the Bridgestone Group can make a positive contribution based on three perspectives—the degree of importance to the Group, the degree of importance to Group stakeholders, and the level to which the Group has implemented the steps or measures as part of its plan to realize the ideal state mentioned above. The focus points comprise fundamental social responsibilities—such as economic contribution, compliance, risk management, and communication with stakeholders—as well as targets set independently by the Group as autonomous social responsibilities.

The "22 CSR Focus Points," which serve as a "common language" to ensure the consistency of the Group's CSR activities on a global scale, are redefined through rolling updates based on the three perspectives described above and serve as a compass to guide us toward the realization of "The Bridgestone Way."

## COMPONENT OF "22 CSR FOCUS POINTS"



## EMPLOYEE'S CSR ACTIVITIES IN JAPAN: ENHANCING CSR ACTIVITIES IN THE COURSE OF OUR DAILY BUSINESS OPERATIONS AND ACTIVITIES

The commitment of our employees toward the chosen CSR activities plays a vital role in the realization of "The Bridgestone Way." Through these initiatives, led by the key CSR person at each division and each plant, we will strive to ensure that our standard work practices continue to earn the trust of stakeholders.

## CSR ENHANCEMENT SYSTEM

Chaired by the CEO and President, the Integrated CSR Enhancement Committee is responsible for establishing the CSR-related vision for the entire Group.

Consisting of five committees—the Risk Management Committee, the Compliance Committee, the Environmental and Conservation Committee, the Societal and Educational Committee, and the Group Safety Committee—the Integrated CSR Enhancement Committee promotes the concept of CSR-related management throughout the Bridgestone Group. In addition, we have established a department dedicated to CSR within our Corporate Planning Division, which is responsible for formulating our management strategies. This department works to incorporate CSR into our management strategies and development systems in order to increase the effectiveness of our CSR initiatives.

## FRAMEWORK FOR CSR ACTIVITIES IN JAPAN

A key contact person for CSR has been designated at each division and each plant. Working under either the division or plant leader, who has responsibility for the advancement of CSR initiatives, the key CSR person serves the important role of promulgating CSR awareness throughout the workplace. In 2008, these key CSR people led CSR workshops for all employees of indirect divisions to foster awareness of individual responsibility for CSR activities.

## MAJOR SUBSIDIARIES AND AFFILIATES

As of January 1, 2010

Country	Company	Ownership (including indirect ownership)	Capital (in thousands)	Operations
Argentina	Bridgestone Argentina S.A.I.C.	100.0%	ARS 201,241	Manufacture and sale of tires
Australia	Bridgestone Australia Ltd.	100.0%	AUD 85,819	Manufacture and sale of tires
	Bridgestone Earthmover Tyres Pty. Ltd.	100.0%	AUD 7,000	Sale of off-the-road tires for mining and construction vehicles
Belgium	Bridgestone Europe NV/SA	100.0%	EUR 724,668	Management of European operations and sale of tires
	Bridgestone Aircraft Tire (Europe) S.A.	100.0%	EUR 1,388	Retread and sale of aircraft tires
Brazil	Bridgestone do Brasil Industria e Comercio Ltda.	100.0%	BRL 168,983	Manufacture and sale of tires
Canada	Bridgestone Canada Inc.	100.0%	CAD 98,401	Manufacture and sale of tires and sale of automotive components
Chile	Bridgestone Off-the-Road Tire Latin America S.A.	75.0%	USD 3,000	Sale of off-the-road tires for mining and construction vehicles
China	Bridgestone (China) Investment Co., Ltd.	100.0%	USD 96,359	Management of Chinese tire operations and sale of tires
	Bridgestone (Tianjin) Tire Co., Ltd.	94.5%	USD 49,016	Manufacture and sale of tires
	Bridgestone (Shenyang) Tire Co., Ltd.	100.0%	USD 49,980	Manufacture and sale of tires
	Bridgestone Aircraft Tire Company (China) Ltd.	100.0%	USD 8,000	Retread and sale of aircraft tires
	Bridgestone Aircraft Tire Company (Asia) Ltd.	100.0%	HKD 21,000	Retread and sale of aircraft tires
Costa Rica	Bridgestone de Costa Rica, S.A.	98.6%	CRC 1,452,750	Manufacture and sale of tires
France	Bridgestone France S.A.S.	100.0%	EUR 74,090	Manufacture and sale of tires and sale of automotive components
Germany	Bridgestone Deutschland GmbH	100.0%	EUR 14,000	Sale of tires and automotive components
Hungary	Bridgestone Tatabanya Termelo Kft.	100.0%	HUF 30,938,000	Manufacture and sale of tires
India	Bridgestone India Private Ltd.	100.0%	INR 2,753,000	Manufacture and sale of tires
Indonesia	P.T. Bridgestone Tire Indonesia	54.3%	USD 24,960	Manufacture and sale of tires
Italy	Bridgestone Italia S.p.A.	100.0%	EUR 38,775	Manufacture and sale of tires and sale of automotive components
Japan	Bridgestone Chemitech Co., Ltd.	100.0%	JPY 495,000	Manufacture and sale of synthetic resin
	Bridgestone Cycle Co., Ltd.	100.0%	JPY 1,870,000	Manufacture and sale of bicycles
	Bridgestone Flowtech Corporation	100.0%	JPY 484,000	Manufacture and sale of industrial hydraulic hoses
	Bridgestone Elastech Co., Ltd.	100.0%	JPY 450,000	Manufacture and sale of antivibration components
	Bridgestone Sports Co., Ltd.	100.0%	JPY 3,000,000	Manufacture and sale of sporting goods
	Asahi Carbon Co., Ltd.	99.4%	JPY 1,720,000	Production and sale of carbon black
	Bridgestone Finance Corporation	100.0%	JPY 50,000	Lending, purchasing of sales receivables, and outsourced processing of accounting and salary payments

Country	Company	Ownership (including indirect ownership)	Capital (in thousands)	Operations
Mexico	Bridgestone de Mexico, S.A. de C.V.	100.0%	MXN 455,997	Manufacture and sale of tires
The Netherlands	Bridgestone Finance Europe B.V.	100.0%	EUR 225	Lending and purchasing of sales receivables and auditing of group companies
New Zealand	Bridgestone New Zealand Ltd.	100.0%	NZD 32,848	Manufacture and sale of tires
Poland	Bridgestone Poznan Sp. zo.o.	100.0%	PLN 558,058	Manufacture and sale of tires
	Bridgestone Stargard Sp. zo.o.	100.0%	PLN 572,650	Manufacture and sale of tires
Russia	Limited Liability Company "Bridgestone C.I.S."	100.0%	RUB 68,474	Sale of tires
Singapore	Bridgestone Singapore Pte Ltd	100.0%	USD 674	Natural rubber trading
	Bridgestone Asia Pacific Pte. Ltd.	100.0%	SGD 42,532	Management of Asia and Oceania tire operations and sale of tires
South Africa	Bridgestone South Africa Holdings (Pty) Ltd.	100.0%	ZAR 23	Holding company for tire manufacturing and marketing company
Spain	Bridgestone Hispania S.A.	99.7%	EUR 56,726	Manufacture and sale of tires and sale of automotive components
Taiwan	Bridgestone Taiwan Co., Ltd.	80.0%	TWD 810,500	Manufacture and sale of tires
Thailand	Thai Bridgestone Co., Ltd.	69.2%	THB 400,000	Manufacture and sale of tires
	Bridgestone Tire Manufacturing (Thailand) Co., Ltd.	100.0%	THB 6,921,000	Manufacture and sale of tires
	Bridgestone Natural Rubber (Thailand) Co., Ltd.	100.0%	THB 447,000	Processing of natural rubber
Turkey	Brisa Bridgestone Sabanci Lastik Sanayi ve Ticaret A.S.	43.6%	TRY 7,441	Manufacture and sale of tires
United Kingdom	Bridgestone U.K. Ltd.	100.0%	GBP 18,335	Sale of tires and automotive components
	Bridgestone Industrial Ltd.	100.0%	GBP 250	Sale of engineered products
UAE	Bridgestone Middle East & Africa FZE	100.0%	AED 17,000	Management of Middle East and Africa tire operations and sale of tires
United States	Bridgestone Americas, Inc.	100.0%	USD 127,000	Management of Americas operations
	Bridgestone Bandag, LLC	100.0%	USD 1	Manufacture and sale of retreading materials and provision of related services
	Bridgestone Americas Tire Operations, LLC	100.0%	USD 1	Manufacture and sale of tires
	Bridgestone Retail Operations, LLC	100.0%	USD 1	Sale of tires and automotive components and automotive maintenance and repair services
	Firestone Diversified Products, LLC	100.0%	USD 1	Manufacture and sale of roofing materials and other products
	Morgan Tire & Auto, LLC	100.0%	USD 1	Sale of tires and automotive components and automotive maintenance and repair services
	Bridgestone APM Company	100.0%	USD 15,000	Manufacture and sale of antivibration components for automobiles and of synthetic resin products
	Bridgestone Aircraft Tire (USA), Inc.	100.0%	USD 1	Retread and sale of aircraft tires
Venezuela	Bridgestone Firestone Venezolana, C.A.	100.0%	VEF 10,386,400	Manufacture and sale of tires

# BOARD OF DIRECTORS, CORPORATE AUDITORS, AND CORPORATE OFFICERS

As of April 1, 2010

## Board of Directors

**Shoshi Arakawa**  
Chairman of the Board

**Kazuhisa Nishigai**

**Masaaki Tsuya**

**Mikio Masunaga**

**Kazuo Kakehi**

**Toru Tsuda**

**Sakie Tachibana Fukushima**\*1

**Takao Enkawa**\*1

\*1 Outside Director set forth in Article 2-15 of the Corporate Law of Japan

## Board of Corporate Auditors

**Yukimitsu Ushio**

**Takashi Yasukouchi**

**Hiroshi Ishibashi**

**Toshiaki Hasegawa**\*2

**Yo Takeuchi**\*2

**Katsuji Hayashi**\*2

\*2 Outside Corporate Auditor set forth in Article 2-16 of the Corporate Law of Japan

## Corporate Officers

### MEMBERS OF THE BOARD SERVING CONCURRENTLY AS CORPORATE OFFICERS

**Shoshi Arakawa**  
CEO and President

**Kazuhisa Nishigai**  
Senior Vice President  
Responsible for Japan Tire Business; Concurrently responsible for Replacement Tire Sales

**Masaaki Tsuya**  
Vice President and Senior Officer  
Chief Risk-Management Officer,  
Chief Human Rights Officer  
Responsible for Corporate Administration;  
Concurrently responsible for Diversified Products,  
Sports and Cycle Business Administration  
Chief Compliance Officer, Office of Group CEO,  
Internal Auditing

**Mikio Masunaga**  
Vice President and Senior Officer  
Responsible for Products Development  
Motorsport

### Kazuo Kakehi

Vice President and Senior Officer  
Responsible for Diversified Products

### Toru Tsuda

Vice President and Senior Officer  
Responsible for Quality Management

## VICE PRESIDENT AND SENIOR OFFICERS

### Kiyoshi Nomura

Responsible for Japan Tire Business Planning  
Replacement Tire Sales Planning and Administration

### Takashi Urano

Responsible for International Tire  
Business Operations;  
Concurrently Director, International Tire  
Administration Division

### Narumi Zaitzu

Responsible for Production Technology  
Advanced Production Technology Development

### Yasumi Kawasaki

Responsible for Global Logistics Center  
Internal Manufacturing Management

## VICE PRESIDENT AND OFFICERS

### Koki Takahashi

Chief Financial Officer, Finance  
Chief Information Officer, IT & Network;  
Concurrently Director, Internal Control Division

### Naomi Eto

General Affairs and Corporate Communications

### Yasuo Ryuto

Original Equipment Tire Sales

### Yoshiharu Inoue

Safety and Disaster Prevention

### Yoichi Sato

Chief Quality Officer, Quality

### Shuichi Ishibashi

Environment;  
Concurrently Assistant to Vice President and Officer,  
Office of Group CEO  
New Business Development;  
Concurrently Assistant to Vice President and  
Senior Officer,  
Diversified Products, Sports and Cycle Business  
Administration  
Diversified Products New Business Models  
Development

### Hideki Yokoyama

Central Research;  
Concurrently Vice Director,  
Human Resources Division

### Masato Hiruma

Tire Products Strategy

### Isaku Motohashi

Global Production Administration and Logistics,  
Mold Technology and Manufacturing;  
Concurrently General Manager, SCM Renovation  
Project Group  
Production Distribution Administration Division

### Fumihito Yanaga

Tire Production Technology Development;  
Concurrently Director, Process Engineering  
Development Division

### Yutaka Yamaguchi

Tire Products Development;  
Concurrently Director, Tire Development Division I;  
Concurrently General Manager, Agricultural and  
Conventional Tire Development Department

### Yoshiyuki Morimoto

Tire Research and Material Development

### Natsuki Fujii

Diversified Products

### Satoshi Tagomori

Chemical and Industrial Products Production  
and Technology  
Advanced Chemical and Industrial Products  
Production Technology Development

### Minoru Shimizu

Consumer Tires Business;  
Concurrently Director, Consumer Tires Business  
Division

### Shinichi Sato

Retail Business Operation;  
Concurrently Director, International Retail Business  
Support Division

### Yasushi Ota

Japan Tire Production

### Asahiko Nishiyama

Seconded to Bridgestone Americas, Inc.  
Chairman of Bridgestone Americas, Inc.

### Hideo Hara

Seconded to Bridgestone Americas, Inc.

### Makio Ohashi

Seconded to Bridgestone Europe NV/SA  
CEO and President of Bridgestone Europe NV/SA

### Kunitoshi Takeda

Seconded to Bridgestone (China) Investment  
Co., Ltd.  
Chairman and CEO of Bridgestone (China)  
Investment Co., Ltd.



# SHAREHOLDER INFORMATION

As of January 1, 2010

## Head Office

10-1, Kyobashi 1-chome, Chuo-ku, Tokyo 104-8340, Japan  
Phone: +81-3-3563-6811 Fax: +81-3-3567-4615  
www.bridgestone.co.jp

## Established

1931

## Employees

137,135

## Independent Auditors

Deloitte Touche Tohmatsu LLC

## Technical Centers

Bridgestone Corporation: Tokyo and Yokohama, Japan  
Bridgestone Americas: Akron, Ohio, United States  
Bridgestone Europe: Rome, Italy

## Consolidated Subsidiaries

404 companies

## Paid-in Capital

¥126,354 million

## Shares

Authorized: 1,450,000,000  
Issued: 813,102,321

## Transfer Agent

The Chuo Mitsui Trust and Banking Company, Limited  
33-1, Shiba 3-chome, Minato-ku, Tokyo 105-8574, Japan

## Common Stock Traded

Tokyo, Nagoya, Osaka, Fukuoka

## Common Stock Price Range

(Tokyo Stock Exchange)

	2003	2004	2005	2006	2007	2008	2009
	Yen						
High	1,743	2,190	2,625	2,945	2,715	2,170	1,813
Low	1,230	1,449	1,935	1,903	1,941	1,215	1,094

## Common Stock Price Index

(Relative to Nikkei Stock Average)



Note: Relative value is based on 100 at the end of December 1988.

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