

2015

Business Report for the First Half of the 97th Fiscal Period

Bridgestone Corporation

Note:

This English translation of the Business Report for the first half of the 97th Fiscal Period is for convenience only. If there are any differences between this translation and the Japanese original, the Japanese original supersedes this translation.

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Message to Shareholders

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

In this message, I will provide an overview of the Bridgestone Group's (the "Group") business results for the first half of the 97th fiscal year (from January 1, 2015, to June 30, 2015).

The operating environment surrounding the Group during the first half of 2015 was affected by a variety of significant factors, including the continued appreciation of the U.S. dollar and lower crude oil prices. The Japanese domestic economy continued gradual recovery with an improvement in company financial performance and unemployment rates. Overall, many overseas economies were recovering weakly while the political and economic situations remained unstable. The United States economy continued steady recovery supported by an increase in consumer spending. The European economy has been affected by geopolitical risks, although it has seen some signs of recovery as well. Asian economic growth has shown signs of sluggishness represented by slower Chinese economic expansion.

Under these operating conditions, the Group continued to work harder than ever to anticipate market trends and competitors' movements, as well as to enhance technologies and promote innovation to increase the sales of highly competitive products and services, and to establish and enhance business models that will extend beyond the mere sales of products.

As a result, net sales in the first half of fiscal 2015 were ¥1,855.4 billion, an increase of 6% from the first half of fiscal 2014; operating income was ¥237.7 billion, an increase of 7%; ordinary income was ¥232.9 billion, an increase of 6%; and net income was ¥144.6 billion, an increase of 2%.

As for dividends, we have decided to issue an interim cash dividend of ¥60 per share, with payments to begin on September 1, 2015.

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

In regard to its organizational structure, the Group will aim to further increase the efficiency of the “Strategic Business Unit (SBU) organization” to ensure that it can accurately understand and rapidly respond to the needs of global markets and customers. Moreover, the Group will continue to revise the “Mid-Term Management Plan” on a one-year rolling basis to respond to the turbulent operating environment with precision and speed.

Furthermore, the following three points will be priority tasks in managing the Group’s business operations.

- 1. Cultivating a global corporate culture—The Group will continue to promote a consistent group and global brand strategy and accelerate innovation of technology and business models.**
- 2. Developing human resources capable of global management—The Group will continue to promote the diversification of its human resources through active development and promotion of talent across regions including early career employees and women, as well as the designation of English as an official company language.**
- 3. Upgrading the global management structure—To continue to build the global management structure, the Group will focus on three primary approaches: enhance governance systems, restructure the tire business SBUs and expand the diversified product business.**

To support these priority tasks, the Group will promote continuous improvements and management reforms based on the corporate mission of “Serving Society with Superior Quality.” I respectfully ask all of our shareholders for their continued support as we continue to strengthen Bridgestone’s business operations.

August 2015

Masaaki Tsuya

CEO and Representative Board Member, concurrently Chairman of the Board

* “Dan-Totsu” is the Japanese term for “the absolute and clear leader”

Operating Results

In the first half of fiscal 2015 (January 1 to June 30, 2015), the operating environment surrounding Group was as follows: the Japanese domestic economy continued gradual recovery with an improvement in company financial performance and the employment environment while the appreciation of US dollar and lower price of crude oil continued. The United States economy continues steady recovery supported by an increase in consumer spending. The European economy has been affected by geopolitical risks, although it has been recovering. The Asian economic growth has shown signs of sluggishness represented by slower Chinese economic expansion. Overall, many international economies were recovering weakly while the political and economic situation remained unstable.

Under these operating conditions, the Group continued their work to realize the ultimate goal of becoming “a truly global company” and achieving “Dan-Totsu in all aspects of our business.” Stepping up efforts on a global scale, the Group was working harder than ever to anticipate market trends and competitors’ movements, as well as enhance technologies and promote innovation to increase the sales of highly competitive products and services, and building and enhancing business models to extend beyond the mere sales of products. Moreover, the Group was striving to rapidly implement a range of initiatives to increase the sales of strategic products, strengthen supply capacity, improve manufacturing productivity, effectively utilize management resources, and develop eco-friendly products and businesses.

As a result, net sales in the first half of fiscal 2015 were ¥1,855.4 billion, an increase of 6% from the first half of fiscal 2014; operating income was ¥237.7 billion, an increase of 7%; ordinary income was ¥232.9 billion, an increase of 6%; and net income was ¥144.6 billion, an increase of 2%.

In the tire segment, the Group worked to maximize sales momentum by introducing appealing new products globally, enhancing strategic products and reinforcing fundamental competencies such as specification optimization, and responding promptly to demand fluctuation in each region.

In Japan, due to last-minute demand associated with the consumption tax rate increase in the previous year, the unit sales of passenger car and light truck tires decreased compared to the first half of fiscal 2014. The unit sales of truck and bus tires remained unchanged from the first half of fiscal 2014 due to an increase in the sales of original equipment tires. In the Americas, the unit sales of passenger car and light truck tires in North America increased firmly and the unit sales of tires for trucks and buses increased strongly compared to the first half of fiscal 2014. In Europe, the unit sales of passenger car and light truck tires increased steadily compared to the first half of fiscal 2014, as well as tires for trucks and buses. In Asia Pacific, the unit sales of passenger car and light truck tires remained unchanged from the first half of fiscal 2014 and the unit sales of truck and bus tires increased substantially compared to the first half of fiscal 2014. In China, the unit sales of passenger car and light truck tires increased substantially and the unit sales of truck and bus tires decreased substantially compared to the first half of fiscal 2014. In the specialty tire

business, the sales volume of off-the-road radial tires for construction and mining vehicles remained unchanged from the first half of fiscal 2014.

As a result, net sales in the tires segment during the first half of fiscal 2015 were ¥1,555.2 billion, an increase of 6% from the first half of fiscal 2014; operating income was ¥217.0 billion, an increase of 7%.

In the diversified products segment, net sales were ¥311.6 billion, an increase of 8% from the first half of fiscal 2014 due to the depreciation of the yen; operating income was ¥20.6 billion, a decrease of 2% due to a decrease in the profit of domestic business.

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

Financial Information for the First Half of the Fiscal Year Ending December 31, 2015

1. Consolidated Results for the First Half of Fiscal 2015 (January 1, 2015 - June 30, 2015)

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

(1) Consolidated Operating Results

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

	Net sales		Operating income		Ordinary income		Net income	
	Yen in millions	%	Yen in millions	%	Yen in millions	%	Yen in millions	%
Six months ended June 30, 2015	1,855,494	6.0	237,792	6.6	232,990	5.9	144,650	1.7
Six months ended June 30, 2014	1,750,259	2.6	223,152	17.2	219,963	18.9	142,243	21.5

	Net income per share	Diluted net income per share
	Yen	Yen
Six months ended June 30, 2015	184.69	184.45
Six months ended June 30, 2014	181.64	181.43

(2) Consolidated Financial Position

	Total assets	Net assets	Ratio of total equity to total assets
	Yen in millions	Yen in millions	%
As of June 30, 2015	3,886,380	2,240,390	55.7
As of December 31, 2014	3,960,908	2,146,657	52.4

(Reference) Total equity
 As of June 30, 2015 ¥2,166,182 million
 As of December 31, 2014 ¥2,075,685 million

2. Dividends

	Annual Dividend				
	1st quarter end	2nd quarter end	3rd quarter end	Year -end	Total
	Yen	Yen	Yen	Yen	Yen
FY 2014	—	40.00	—	60.00	100.00
FY 2015	—	60.00			

3. Others (For details, refer to “Other Information” on page 12.)

(1) Changes in principal subsidiaries during the six months ended June 30, 2015 : No
 (Changes in specified subsidiaries involving change in consolidation scope)

(2) Application of special accounting treatments for consolidated quarterly financial statements: Yes

(3) Changes in accounting policy, changes in accounting estimates, and restatements

- 1) Changes due to revisions of accounting standards, etc. : Yes
- 2) Changes in accounting policy other than 1) : No
- 3) Changes in accounting estimates : No
- 4) Restatements : No

(4) Outstanding number of shares (common stock)

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

June 30, 2015	813,102,321 shares
December 31, 2014	813,102,321 shares

2) Number of shares of treasury stock at period end

June 30, 2015	29,883,587 shares
December 31, 2014	29,965,086 shares

3) Average outstanding number of shares (during the first half)	
First Half ended June 30, 2015	783,189,443 shares
First Half ended June 30, 2014	783,090,292 shares

Consolidated Balance Sheet

(Note) Certain reclassifications have been made in the 2014 balance sheet to conform to the classification used in 2015.

(Yen in millions)

	FY 2015 1H (As of June 30, 2015)	FY 2014 (As of December 31, 2014)
Assets		
Current Assets		
Cash and deposits	398,856	390,444
Notes and accounts receivable	476,471	541,866
Short-term investments	143,669	149,239
Merchandise and finished products	406,662	388,393
Work in process	40,147	38,308
Raw materials and supplies	160,753	170,834
Other	199,335	209,992
Allowance for doubtful accounts	(11,925)	(11,430)
Total Current Assets	1,813,970	1,877,649
Fixed Assets		
Tangible fixed assets		
Buildings and structures, net	536,437	527,171
Machinery, equipment and vehicles, net	538,883	543,765
Other, net	462,856	473,238
Total tangible fixed assets	1,538,177	1,544,174
Intangible fixed assets	70,783	71,624
Investments and other assets		
Investments in securities	306,880	288,455
Other	162,519	185,520
Allowance for doubtful accounts	(5,951)	(6,515)
Total investments and other assets	463,448	467,459
Total Fixed Assets	2,072,409	2,083,258
Total Assets	3,886,380	3,960,908

	FY 2015 1H (As of June 30, 2015)	FY 2014 (As of December 31, 2014)
Liabilities		
Current Liabilities		
Notes and accounts payable	193,936	198,166
Short-term borrowings	208,229	221,478
Current portion of bonds	30,000	—
Lease obligations	1,146	7,431
Income taxes payable	47,225	46,489
Provision for recall	3,439	7,894
Accounts payable-other	122,027	191,240
Other	299,297	303,497
Total Current Liabilities	905,303	976,198
Long-term Liabilities		
Bonds	90,000	120,000
Long-term borrowings	188,493	237,948
Lease obligations	6,130	6,136
Net defined benefit liability	312,438	314,567
Other	143,623	159,398
Total Long-term Liabilities	740,686	838,051
Total Liabilities	1,645,989	1,814,250
Net Assets		
Shareholders' Equity		
Common stock	126,354	126,354
Capital surplus	123,027	123,008
Retained earnings	1,921,846	1,842,914
Treasury stock - at cost	(56,218)	(56,367)
Total Shareholders' Equity	2,115,010	2,035,908
Accumulated Other Comprehensive Income		
Net unrealized gain on available-for-sale securities	194,064	168,172
Deferred loss on derivative instruments	(879)	(2,189)
Foreign currency translation adjustments	18,271	39,108
Remeasurements of defined benefit plans	(160,284)	(165,314)
Total Accumulated Other Comprehensive Income	51,172	39,776
Stock Acquisition Rights	2,479	1,945
Minority Interests	71,729	69,026
Total Net Assets	2,240,390	2,146,657
Total Liabilities and Net Assets	3,886,380	3,960,908

Consolidated Statement of Income

(Yen in millions)

	FY 2015 1H (Six months ended June 30, 2015)	FY 2014 1H (Six months ended June 30, 2014)
Net Sales	1,855,494	1,750,259
Cost of Sales	1,130,576	1,088,588
Gross Profit	724,917	661,671
Selling, General and Administrative Expenses		
Goods freightage expenses	78,868	72,977
Advertising and promotion expenses	65,578	59,937
Salaries, allowances and bonuses	133,162	115,241
Retirement benefit expenses	13,252	9,587
Depreciation	15,253	13,910
Research and development expenses	46,515	44,503
Other	134,494	122,360
Total selling, general and administrative expenses	487,124	438,518
Operating Income	237,792	223,152
Non-operating Income		
Interest income	2,881	2,484
Dividend income	6,120	6,246
Other	9,166	10,919
Total non-operating income	18,168	19,649
Non-operating Expenses		
Interest expense	6,216	7,396
Foreign currency exchange loss	4,306	6,470
Other	12,448	8,970
Total non-operating expenses	22,971	22,838
Ordinary Income	232,990	219,963
Extraordinary Income		
Gain on sales of tangible assets	—	5,210
Gain on sales of investment securities	10,162	3,316
Total extraordinary income	10,162	8,527
Income before Income Taxes and Minority Interests	243,153	228,491
Income Taxes	92,755	81,844
Income before Minority Interests	150,398	146,646
Minority Interests	5,748	4,403
Net Income	144,650	142,243

Other Information

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

(Calculation for income tax expense)

Income tax expense was calculated based upon an estimated effective tax rate for fiscal 2015.

(2) Changes in accounting policy, changes in accounting estimates, and restatements

Changes in accounting policy

(Application of Accounting Standard for Retirement Benefits)

The Company has applied the "Accounting Standard for Retirement Benefits" (ASBJ Statement No. 26 of May 17, 2012, hereinafter referred to as the "Retirement Benefits Accounting Standard") and the "Guidance on the Accounting Standard for Retirement Benefits" (ASBJ Guidance No. 25 of May 17, 2012, hereinafter "Retirement Benefits Guidance.") from the first quarter of fiscal 2015 as provided in the main clause of Article 35 of the Retirement Benefits Accounting Standard and the main clause of Article 67 of the Retirement Benefits Guidance. With this application, calculation methods for retirement benefit obligations and service costs were revised as follows: The method for attributing projected benefits to periods changed from the straight-line basis to the benefit formula basis. In addition, determination of the discount rate changed from a method based on the number of years approximating the average remaining years of service of the employees to a method using a single weighted average discount rate reflecting the estimated period and amount of benefit payment.

In accordance with the transitional treatment prescribed in Section 37 of the Retirement Benefits Accounting Standard at the beginning of the first half of fiscal 2015, the effect of the accounting change in retirement benefit obligations and service costs was adjusted in retained earnings.

As a result, net defined benefit asset included in "Other" in "Investments and other assets" decreased by ¥14,472 million, net defined benefit liability increased by ¥14,223 million and retained earnings decreased by ¥18,729 million at the beginning of the first half of fiscal 2015. The effect of this change on operating income, ordinary income and income before income taxes and minority interests for the first half of fiscal 2015 was immaterial.

Reference Information

(1) Projections of Consolidated Results for the Fiscal 2015 (January 1, 2015 - December 31, 2015)

The projections of consolidated results for the fiscal 2015 have been revised as follows.

		FY 2015 Projections (Revised)	FY 2014 Results	Increase (Decrease)		FY2015 Previous Projections (as of February 17, 2015)
		Yen in billions	Yen in billions	Yen in billions	%	Yen in billions
Net sales		3,900.0	3,673.9	226.0	6	3,980.0
Operating income		524.0	478.0	45.9	10	519.0
Ordinary income		506.0	463.2	42.7	9	501.0
Net income		320.0	300.5	19.4	6	319.0
Exchange Rate	yen/dollar	Yen 120	Yen 106	—	% 13	Yen 115
	yen/euro	132	140		(6)	136

(Revision of the projections)

Actual results of operating income, ordinary income, and net income for the first half of the fiscal year ending December 31, 2015, exceeded the projections previously announced on February 17, 2015. This increase was the result of the favorable price of raw material and feedstock and initiatives to reduce expenses. Additionally, the Company reviewed its consolidated financial projections for the second half of the fiscal year ending December 31, 2015, which were not updated on May 11, 2015, and revised its full-year consolidated financial projections for the fiscal year ending December 31, 2015.

(Note) Forward-Looking Statements

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

(2) Projection of Dividends for the Fiscal 2015

The projection of dividends has not changed since February 17, 2015.

TOPICS

The following topics are introduced in accordance with the three priority tasks in managing the Group's business operations.

Bridgestone Group Awards 2015

[Developing human resources capable of global management: Promotion of diversification]



The Group holds the Bridgestone Group Awards every year for the purpose of raising the awareness of business activities based on the corporate philosophy and creating a sense of unity among employees. This recognition program is open to all employees and organizations of the Group Companies globally and has been held every year since 2008. The following five activities were selected for recognition for fiscal 2015. For details, please see the Bridgestone Group's CSR Report 2015.*¹

Category	Activity
Achievement	Expanding Sales of Tires with Run-Flat Technology in Replacement Tires Market by the Development of "DriveGuard" Tires
	Customer and Market Research Activities and New Management Structures for New Global Original Equipment Tire Sales Strategy
Contributions to Society	Volunteering and Donation Campaigns in the Philippines to support typhoon victims
Environment Excellence	"Tires4ward" Program in the United States
Safety & Disaster Prevention	Firestone Liberia Ebola Preparedness, Prevention and Treatment


*1. For further information, please see the website below: <http://www.bridgestone.co.jp/csr/report/award/index.html>

Selected as an Eligible Company for Three Stock Selections

[Cultivating a global corporate culture: Acceleration of innovation]


[Developing human resources capable of global management: Promotion of diversification]

The Company was selected as an eligible company for the three brands below based on the verification of the Japan Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange that various corporate activities of the Group would contribute to the improvement of long-term corporate value.

 The logo for the NADESHIKO BRAND 2015. It features a purple speech bubble above the word "NADE", followed by "SHI" and "KO" in large, bold, black letters. To the right of "SHI" and "KO" is the word "BRAND" in smaller letters, and "2015" in a pink font at the bottom right. There are also several pink circles of varying sizes to the left of the text.	<p>The “NADESHIKO Brand” represents companies actively promoting the utilization of women’s abilities, such as creating a better work environment for women.. Brand members are selected from among the listed companies on the First Section of the Tokyo Stock Exchange for each industry.</p>
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Why Bridgestone was chosen?

The Group has manifested the “Bridgestone Group’s Stance of Respect for Diversity” to support female employees in pursuing high career positions and a balanced coexistence between job and family in diverse manners. With recognition of such a corporate stance and initiatives, the Company was selected as a “NADESHIKO Brand” in March 2015 for the second consecutive year.

 The logo for the Health & Productivity Stock Selection. It features a bar chart with five bars of increasing height from left to right, colored in shades of orange and yellow. Below the chart is the Japanese text "健康経営銘柄" and the English text "Health and Productivity".	<p>The “Health & Productivity Stock Selection” represents companies that take a management-level commitment to employee health and undertake strategic initiatives in support of employee health. The named organizations are selected from among the listed companies on the Tokyo Stock Exchange for each industry.</p>
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Why Bridgestone was chosen?

Positioning “the enhancement of safety and health at worksites and the health management of employees” as one of its management priorities, Bridgestone Corporation (the Company) utilizes a variety of measures focusing on internal initiatives such as the prevention of excessive work, reinforced mental health care and countermeasures against lifestyle-related diseases. With recognition of such a corporate stance and initiatives, the Company was selected as a Health & Productivity Stock Selection in March 2015.



The “Competitive IT Strategy Company Stock Selection” represents companies which undertake Competitive IT Strategies to implement investment in and practical use of IT for the sake of increase in profits, business innovation, and the like. The enterprises are selected from among the listed companies on the Tokyo Stock Exchange for each industry.

Why Bridgestone was chosen?

In its Mid-Term Management Plan, the Company set forth to accelerate innovation in terms of technology and business models, including the enhanced use of IT/sensing technology for its business solutions. In recognition of the Company’s commitment to technological innovation and many successful IT initiatives,, the Company was selected as a Competitive IT Strategy Company in May 2015.

Opening Ceremony of the Development/Training Facilities for Services Related to Mine Operations

[Cultivating a global corporate culture: Acceleration of innovation]

In April 2015, the Group opened facilities for the development and training for services related to Australian mining operations.. The facility specializes in mining tire business development and professional training to offer comprehensive solution services related to the Group’s products that support mine operations, including tires for construction and mining vehicles, conveyor belts and high-pressure hoses.

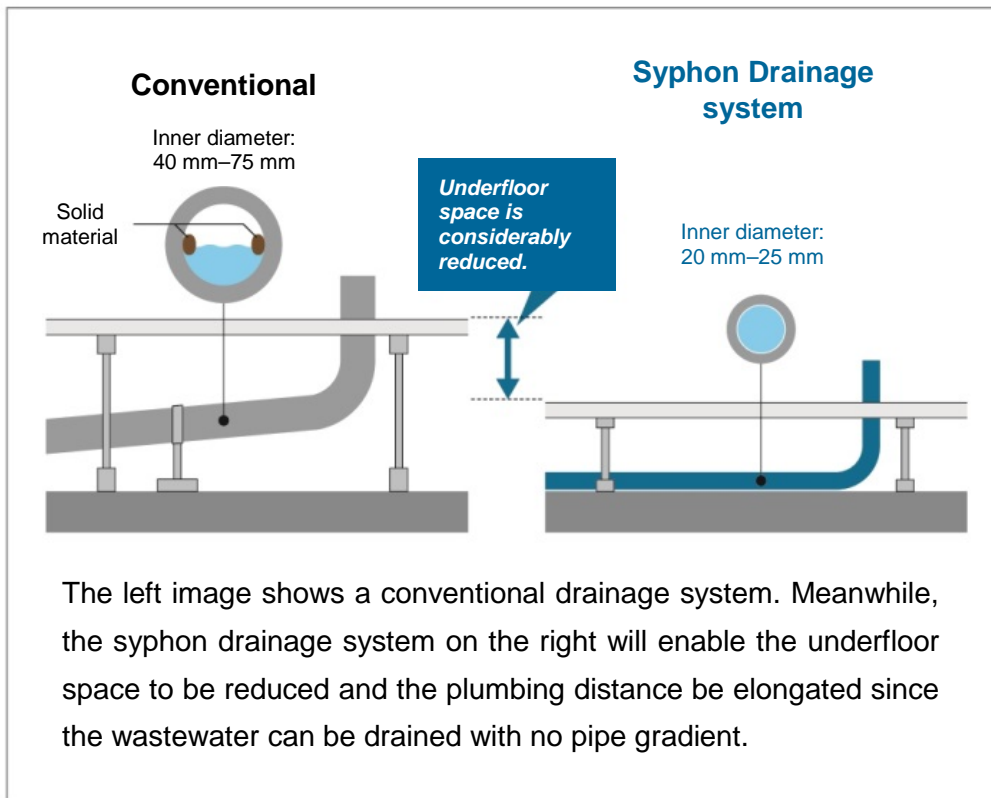


Exterior view of the training facility

Developed and Implemented an Innovative “Syphon Drainage System” for Buildings

[Upgrading the global management structure: Expansion of the diversified product business]

In May 2015, the Company announced that it has jointly developed with Nomura Real Estate Development Co., Ltd., and HASEKO Corporation a syphon drainage system that enables water section equipment for buildings to be freely placed and designed. This drainage system has been put into practical use^{*2} for a kitchen disposer, and we are working on further development of its extended application. The system is expected to increase the flexibility of space layout and the efficiency of drain pipe maintenance.



*2. Patent pending

34 Additional Sizes of REGNO GR-XI Tires for Passenger Cars are available

[Cultivating a global corporate culture: Acceleration of innovation]

The Company has released 34 new sizes for the REGNO GR-XI, a premium passenger tire launched in February. The additional sizes are available from July 2015. The REGNO GR-XI has been highly acclaimed by many customers since its first release, receiving many requests for additional tire sizes. The addition of 34 tire sizes will amount to a total of 64 sizes, thereby ensuring our appropriate response to more customers' needs.



REGNO GR-XI

Meanwhile, in July 2015, the REGNO GR-XI and the REGNO GRVII, a tire dedicated for mini vans launched in April 2015, received the Grand Prix at the Equipment Awards 2015 sponsored by *Nikkan Jidosha Shimbun* (Daily Automotive News) in Japan, for the first time in the car equipment sector.

Launch of the “TOTE BOX” Bicycle

[Upgrading the global management structure; Expansion of the diversified product business]



TOTE BOX

In response to customers' concern that they cannot easily replace their bicycles when they undergo changes in their life stages, the Group launched the TOTE BOX bicycle model in February 2015. This model has such features as a robust body that does not wobble with heavy luggage and a dedicated BOX basket and two custom bags (a pet bag and a cooler

bag), which can be attached either at the front or back of the body. By rearranging the BOX basket and/or the custom bags, it can be enjoyed in different daily occasions such as taking a ride with a pet. It will provide a wide range of applications, corresponding to customers' various needs in their different life stages.



Launch of the “BRIDGESTONE GOLF J015” Golf Club Series

[Upgrading the global management structure; Expansion of the diversified product business]

The Group will launch the “BRIDGESTONE GOLF J015” golf club series in September 2015. This custom-fit golf club series is tailored for avid golf players who pursue their own optimum golf clubs. These premium, special clubs will be finished using custom-selected parts from among a variety of head and shaft models chosen through consultations with our advisors and/or experts, who are authorized by



BRIDGESTONE SPORTS CO., LTD., one of the G **Bridgestone Golf J015 Series**

*3. This series of products will be sold only at retail shops authorized by BRIDGESTONE SPORTS CO., LTD.

Corporate profile (As of June 30, 2015)

Corporate name	Bridgestone Corporation
Established	March 1, 1931
Paid-in capital	¥126,354 million
Employees(Group)	145,327

Major Business Operations

Business segments	Products and operations	
Tires	Tires and tubes for passenger cars, trucks and buses, construction and mining vehicles, industrial machinery, agricultural machinery, aircraft, motorcycles and scooters and others; automotive parts; retreading materials and services; automotive maintenance and repair services; raw materials for tires; and others	
Diversified products	(Chemical and industrial products)	Vehicle parts, polyurethane foam and related products, electronic precision parts, industrial materials-related products, civil engineering and construction materials and equipment, and others
	(Diversified products of BSAM)	A business under BRIDGESTONE AMERICAS, INC. supplying commercial roofing materials and others
	(Sporting goods)	Golf balls, golf clubs, other sporting goods, and others
	(Bicycles)	Bicycles, bicycle-related goods, and others
	(Others)	Finance, and others

Board of Directors

Positions	Names
Representative Board Member	Masaaki Tsuya
Concurrently Chairman of the Board	
Representative Board Member	Kazuhiisa Nishigai
Member of the Board	Narumi Zaitso
Member of the Board	Sakie Tachibana Fukushima
Member of the Board	Scott Trevor Davis
Member of the Board	Yuri Okina
Member of the Board	Keiko Unotoro

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

Board of Corporate Auditors

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

(Note) Corporate Auditors Kenichi Masuda and Tomoko Watanabe are Outside Corporate Auditors as set forth in Article 2-16 of the Companies Act.

Corporate Officers

Titles	Names
CEO	Masaaki Tsuya (*)
COO	Kazuhisa Nishigai (*)
Senior Vice President	Narumi Zaitso (*)
Senior Vice President	Asahiko Nishiyama
Senior Vice President	Shuichi Ishibashi
Senior Vice President	Akihiro Eto
Senior Vice President	Yoshiyuki Morimoto
Senior Vice President	Gary Garfield
Senior Vice President	Eduardo Minardi
Vice President and Senior Officer	Yuichiro Takenami
Vice President and Senior Officer	Shinichi Yochi
Vice President and Senior Officer	Yutaka Yamaguchi
Vice President and Senior Officer	Hideki Komatsu
Vice President and Senior Officer	Masato Hiruma
Vice President and Senior Officer	Motoi Mochizuki
Vice President and Senior Officer	Minoru Shimizu
Vice President and Senior Officer	Mitsuhira Shimazaki
Vice President and Senior Officer	Masakazu Sekiguchi
Vice President and Senior Officer	Gordon Knapp
Vice President and Senior Officer	Christine Karbowiak
Vice President and Senior Officer	Franco Annunziato
Vice President and Officer	Shingo Kubota
Vice President and Officer	Tatsuro Hamada
Vice President and Officer	Toyohiko Oka
Vice President and Officer	Hidekazu Kimizu
Vice President and Officer	Yuichi Nakada

Vice President and Officer	Masahiro Isobe
Vice President and Officer	Masashi Ohara
Vice President and Officer	Yuko Maeda
Vice President and Officer	Koichi Morita
Vice President and Officer	Masahiro Higashi
Vice President and Officer	Hiroshi Yoshimori
Vice President and Officer	Yoshihiko Ichikawa
Vice President and Officer	Akira Matsuda
Vice President and Officer	Satoru Shibao
Vice President and Officer	Koki Takahashi
Vice President and Officer	Atsushi Ogishima
Vice President and Officer	Kenichi Togami
Vice President and Officer	Tomohiro Fukuda
Vice President and Officer	Naohisa Yoda
Vice President and Officer	Makoto Hashimoto
Vice President and Officer	Shigeru Niho
Vice President and Officer	Fumihiro Yanaga
Vice President and Officer	Koji Kajiwara
Vice President and Officer	Michihiro Suzuki
Vice President and Officer	Bill Thompson
Vice President and Officer	Philip Dobbs
Vice President and Officer	Mahito Fuji
Vice President and Officer	Ryutaro Ishii
Vice President and Officer	Kunitoshi Takeda
Vice President and Officer	Takeo Kumakura

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

Major Offices and Plants

Bridgestone Corporation

HEADQUARTERS	1-1, Kyobashi 3-chome Chuo-ku, Tokyo
TECHNICAL CENTER	Kodaira, Tokyo and Totsuka-ku, Yokohama, Kanagawa
NASU PLANT	Nasushiobara, Tochigi
TOCHIGI PLANT	Nasushiobara, Tochigi
TOKYO PLANT	Kodaira, Tokyo

YOKOHAMA PLANT	Totsuka-ku, Yokohama, Kanagawa
IWATA PLANT	Iwata, Shizuoka
SEKI PLANT	Seki, Gifu
HIKONE PLANT	Hikone, Shiga
HOFU PLANT	Hofu, Yamaguchi
SHIMONOSEKI PLANT	Shimonoseki, Yamaguchi
KITAKYUSHU PLANT	Wakamatsu-ku, Kitakyushu, Fukuoka
TOSU PLANT	Tosu, Saga
SAGA PLANT	Miyaki-gun, Saga
KURUME PLANT	Kurume, Fukuoka
AMAGI PLANT	Asakura, Fukuoka
KUMAMOTO PLANT	Tamana, Kumamoto

Subsidiaries

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

(Note) Merger of two diversified products companies

As of January 1, 2015, Bridgestone Diversified Products East Co., Ltd. merged with Bridgestone Diversified Products West Co., Ltd. and changed its corporate name to Bridgestone Diversified Products Japan Co., Ltd.

The Americas	
BRIDGESTONE AMERICAS, INC.	U.S.
BRIDGESTONE AMERICAS TIRE OPERATIONS, LLC	U.S.
BRIDGESTONE RETAIL OPERATIONS, LLC	U.S.
BRIDGESTONE BANDAG, LLC	U.S.
BRIDGESTONE CANADA INC.	Canada
BRIDGESTONE DE MEXICO, S.A. DE C.V.	Mexico

BRIDGESTONE FIRESTONE VENEZOLANA, C.A.	Venezuela
BRIDGESTONE DO BRASIL INDUSTRIA E COMERCIO LTDA.	Brazil
BRIDGESTONE ARGENTINA S.A.I.C.	Argentina
FIRESTONE POLYMERS, LLC	U.S.
FIRESTONE BUILDING PRODUCTS COMPANY, LLC	U.S.

TECHNICAL CENTER	U.S.
DES MOINES PLANT	U.S.
LA VERGNE PLANT	U.S.
WILSON PLANT	U.S.
WARREN PLANT	U.S.
AIKEN PLANT	U.S.
JOLIETTE PLANT	Canada
MONTERREY PLANT	Mexico
CUERNAVACA PLANT	Mexico
SAO PAULO PLANT	Brazil
BAHIA PLANT	Brazil

Europe	
BRIDGESTONE EUROPE NV/SA	Belgium
BRIDGESTONE DEUTSCHLAND GMBH	Germany
BRIDGESTONE POZNAN SP. Z O.O.	Poland
BRIDGESTONE UK LTD.	United Kingdom
BRIDGESTONE FRANCE S.A.S.	France
BRIDGESTONE ITALIA SALES S.R.L.	Italy
BRIDGESTONE HISPANIA S.A.	Spain

TECHNICAL CENTER	Italy
POZNAN PLANT	Poland
STARGARD PLANT	Poland
TATABANYA PLANT	Hungary
BETHUNE PLANT	France
BILBAO PLANT	Spain
BURGOS PLANT	Spain

Overseas, other areas	
BRIDGESTONE (CHINA) INVESTMENT CO., LTD.	China
BRIDGESTONE ASIA PACIFIC PTE. LTD.	Singapore
THAI BRIDGESTONE CO., LTD.	Thailand
BRIDGESTONE TIRE MANUFACTURING (THAILAND) CO., LTD.	Thailand
P.T. BRIDGESTONE TIRE INDONESIA	Indonesia
BRIDGESTONE AUSTRALIA LTD.	Australia
BRIDGESTONE MIDDLE EAST & AFRICA FZE	U.A.E.
BRIDGESTONE SOUTH AFRICA (PTY) LTD.	South Africa
BRIDGESTONE C.I.S. LLC	Russia
BRIDGESTONE EARTHMOVER TYRES PTY. LTD.	Australia
BRIDGESTONE NATURAL RUBBER (THAILAND) CO., LTD.	Thailand
BRIDGESTONE TREASURY SINGAPORE PTE. LTD.	Singapore

(Note) Countries indicate where subsidiaries' headquarters are located.

Shareholders' Notes

Fiscal year: January 1 to December 31

Annual Shareholders' Meeting: March of each year

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

Date of Right Allotment: December 31 of each year

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

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

Date of Right Allotment: June 30 of each year

Payment begins: September of each year

Shareholders' Register Manager (Special account management institution)

Sumitomo Mitsui Trust Bank, Limited

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

Mailing Address

Sumitomo Mitsui Trust Bank, Limited, Stock Transfer Agent Department

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

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

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

Method of public notice of the Company's website

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

Unit amount of stocks: 100 shares