



Your Journey, Our Passion

**ANNUAL
REPORT
2015**

Operational Review

THE BRIDGESTONE GROUP

THE WORLD'S LARGEST MANUFACTURER OF TIRE AND RUBBER PRODUCTS

Since its founding in 1931, the Bridgestone Group has steadily expanded its operations, centered on tire production; and today the Group has over 180 manufacturing plants and R&D facilities around the world.

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The Bridgestone Corporation is referred to as the "Company," and the Company and its subsidiaries are referred to as the "Group" in this publication.

Forward-Looking Statements

The descriptions of projections and plans that appear in this annual report 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.

OUR BUSINESS

Tire Business

The Group provides tires for passenger cars, trucks, buses, motorcycles, construction and mining vehicles, aircraft, etc. Its tire operations extend across a wide range of fields, from raw material production to sales and maintenance.



Diversified Products Business

The Group makes and sells a range of rubber products and other products. Many of these products and technologies are used in a variety of everyday applications, and help to enrich a broad range of industries as well as consumer lifestyles.



Solutions Business

Leveraging the potential for more tightly integrated elements of the Group's portfolio, the Group is working on new "solutions" service packages by combining maintenance services, IT/sensing technology, tires, and diversified products to meet the needs of customers such as in mining, fleets, and agriculture.

Business models

- Fleet solutions: optimal packages of tire products, retread tires, and maintenance services
- Mining solutions: targeted packages of products related to mining and support services
- Agriculture mobility solutions: customized packages of products selected among tires and rubber tracks



FINANCIAL HIGHLIGHTS

Bridgestone Corporation and Subsidiaries
Years ended December 31, 2015, 2014, and 2013

	2015	2014	2013	2015 / 2014	2015
	Millions of yen			Percent change	Thousands of U.S. dollars ¹
Net sales	¥3,790,251	¥3,673,965	¥3,568,091	3.2%	\$31,425,678
Overseas sales	3,128,343	2,979,922	2,893,251	5.0	25,937,675
Operating income	517,248	478,038	438,132	8.2	4,288,600
Net income	284,294	300,589	202,054	-5.4	2,357,135
Total equity ²	2,282,012	2,146,658	1,862,964	6.3	18,920,587
Total assets ²	3,795,847	3,960,908	3,577,045	-4.2	31,472,075
Capital expenditure	253,581	296,396	274,862	-14.4	2,102,487
Depreciation and amortization	202,334	188,333	176,180	7.4	1,677,589
Research and development costs	94,978	94,147	89,098	0.9	787,480
Net return on shareholders' equity (ROE) (%)	13.3	15.5	12.7	—	—
Net return on total assets (ROA) (%)	7.3	8.0	6.1	—	—

Per Share Data

	Yen			Percent change	U.S. dollars ¹
Net income					
Basic	¥ 362.99	¥ 383.84	¥ 258.10	-5.4%	\$ 3.01
Diluted	362.52	383.39	257.81	-5.4	3.01
Shareholders' equity ³	2,820.48	2,650.47	2,305.64	6.4	23.39
Cash dividends	130.00	100.00	57.00	30.0	1.08

¹ Solely for the convenience of readers, the Japanese yen amounts in this annual report are translated into U.S. dollars at the rate of ¥120.61 to \$1, the approximate year-end rate.

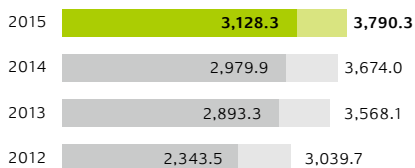
² Certain overseas subsidiaries applied IAS 19 "Employee Benefits" (amended on June 16, 2011) from fiscal 2013.

As this change in accounting policy is applied retrospectively, the amount of total equity and total assets for 2012 reflects the retrospective application.

³ Shareholders' equity is equity excluding stock acquisition rights and minority interests.

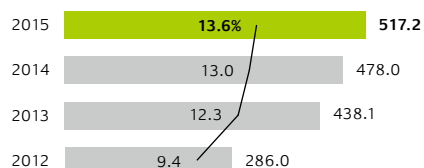
Net Sales / Overseas Sales

¥ billion



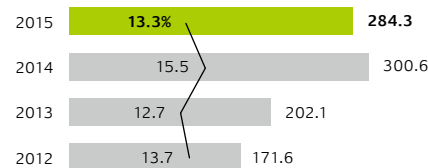
Operating Income / Operating Income Margin

¥ billion / %



Net Income / ROE

¥ billion / %



Note: Net sales exclude inter-segment transactions.

SEGMENT HIGHLIGHTS

Bridgestone Corporation and Subsidiaries
 Years ended December 31, 2015, 2014, 2013, and 2012

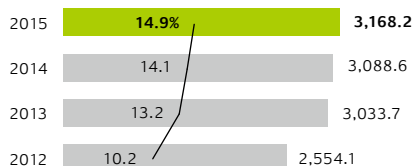
BUSINESS SEGMENTS

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 tire-related products

Net Sales / Operating Income Margin

¥ billion / %

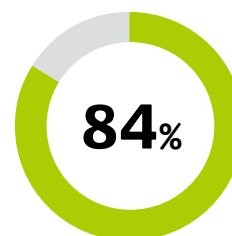


Capital Expenditure

¥ billion



Net Sales by Business Segment



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 others

BSAM-diversified products: A Bridgestone Americas, Inc. business that supplies commercial roofing materials and other materials

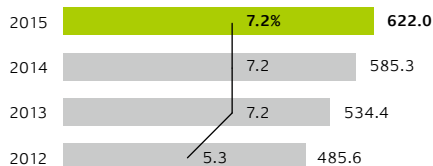
Sporting goods: Golf balls, golf clubs, and other sporting goods

Bicycles: Bicycles, bicycle-related goods, and others

Other: Finance and others

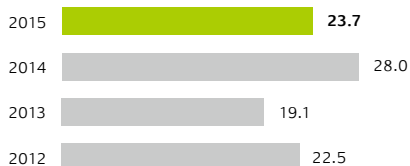
Net Sales / Operating Income Margin

¥ billion / %

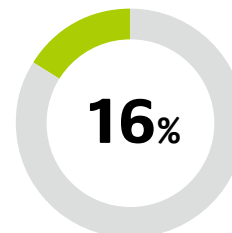


Capital Expenditure

¥ billion



Net Sales by Business Segment



Note: Net sales exclude inter-segment transactions.

NET SALES BY MARKET

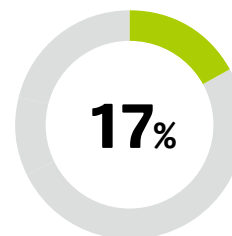
■ Japan

Net Sales

¥ billion



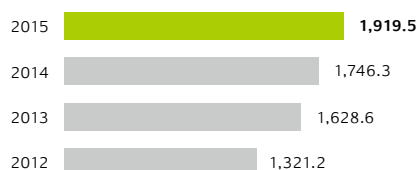
Net Sales by Market



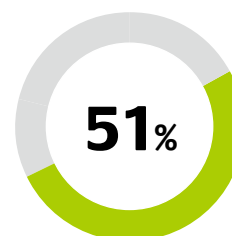
■ The Americas

Net Sales

¥ billion



Net Sales by Market



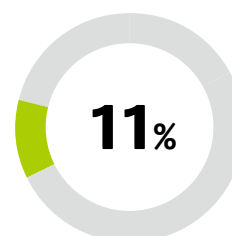
■ Europe

Net Sales

¥ billion



Net Sales by Market



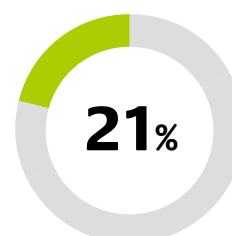
■ Other

Net Sales

¥ billion



Net Sales by Market



Note: Net sales exclude inter-segment transactions.

Net sales are categorized by the countries or territories of external customers. For net sales, operating income, and operating income margin by geographic segment, please refer to Supplementary Information of FY2015, whose URL is http://www.bridgestone.com/ir/library/result/pdf/e_h27_supplementary.pdf.

MANAGEMENT TASKS

The Group’s operating environment is undergoing substantial change in a wide range of areas, including international relations, politics, economics, environmental issues, and technological innovation. Social structures and consumer attitudes are also changing significantly.

In this setting, the Group follows a corporate philosophy that consists of the mission “Serving Society with Superior Quality” and four foundations for fulfilling this mission: “Seijitsu-Kyocho [Integrity and Teamwork],” “Shinshu-Dokuso [Creative Pioneering],” “Genbutsu-Genba [Decision-Making Based on Verified, On-Site Observations],” and “Jukuryo-Danko [Decisive Action after Thorough Planning].” Based on this corporate philosophy, the Group will pursue its ultimate goal of becoming “a truly global company” and achieving “Dan-Totsu in all aspects of our business.”

To achieve the goals outlined above, the Group remains firmly committed to the principles of “Lean & Strategic” and “Group Global Optimization.”

In other words, the Group maintains an optimum balance between short-term and mid- to long-term management measures, with a focus on “Lean” in the short-term and “Strategic” in the mid- and long-terms. At the same time, the Group continues to implement management reforms, giving the highest priority to optimization on a group and global basis.

In accordance with this fundamental approach, the Group makes full use of “the Strategic Business Unit (SBU) based organization” and “the Mid-Term Management Plan (MTP)” as tools to improve the quality and the speed of management reforms.

The 2015 MTP, announced in October 2015, includes three priority items: “cultivating global corporate culture,” “developing human resources capable of global management,” and “upgrading the global management structure.”

In regard to the first item, “cultivating global corporate culture,” the Group ensures group and global consistency,



MTP Framework & Priority Issues

Ultimate goal

To become a **truly global company**
To achieve “**Dan-Totsu**”



Mission and Foundation

- The Bridgestone Essence
- Basic Stance**
- Lean & Strategic (L&S)
- Group Global Optimization (GG Optimization)

Reform Tools

- SBU Organization
- MTP



Priority Issues

- Cultivating global **corporate culture**
- Developing **human resources** capable of global management
- Upgrading the global management **structure**

Communication, Teamwork & Bottom-Up

promoting the brand strategy as a part of a fully integrated marketing strategy. In addition, the Group tries to foresee market trends, increase sales of highly competitive products and services, and construct and enhance business models that will extend beyond the mere sale of products in an operating environment undergoing significant changes. To this end, the Group will reinforce its corporate structure to promote innovations in both technologies and business models by taking such actions as the optimization of a global R&D structure and the establishment of the Global Mining and Agricultural Solution Company as of January 1, 2016. The Group will also make ongoing efforts to improve all aspects of its management. By taking these measures, the Group creates value for the customer and ensures its competitive advantage.

To achieve the second item, “developing human resources capable of global management,” the Group will implement measures that include personnel relocation on

a global scale and global educational programs. Further, the Group is advancing the development of a work environment and human resources structure that allows a variety of personnel to demonstrate their full potential. To attain this objective, the Group has designated English as the official company language in international meetings, including the Global Executive Committee (Global EXCO), the highest body of global business execution.

In regard to the third item, “upgrading the global management structure,” the Group is focused on three primary activities: enhancing governance systems, restructuring tire business SBUs, and expanding the diversified products business.

To enhance governance systems, the Company transitioned to the “Company with Nominating Committee, etc.” model of corporate governance, a shift from the current “Company with Board of Company Auditors” structure, following approval at the Annual Shareholders’ Meeting held on March 24, 2016.

2015 MTP Priority Issues

Culture

Cultivating global corporate culture

1. Clarify brand strategy
2. Technology & business model innovation
3. Continuous Kaizen

HR

Developing human resources capable of global management

Structure

Upgrading the global management structure

1. Governance: enhancement of governance systems
2. Tire SBUs: restructure the tire business SBUs
3. DP business: expansion of the Diversified Products business

Optimization of the Global R&D Structure

As part of the optimization of the global R&D structure, the Company will reorganize its R&D and manufacturing base located in Kodaira City, Tokyo, to accelerate technology and business model innovation for the future.

Specifically, the Company has identified four areas to be strengthened—research, manufacturing, testing/evaluation, and business design. The Company will reinforce technological innovations and capabilities by proposing solutions to create new customer value that anticipates changes in society, rather than the existing approach of simply developing technologies for individual products.

By expanding R&D facilities and strengthening its R&D structure, which supports products and services on a global basis, the Company aims to create value through continuous innovations.

Establishment of Solutions Business Companies for Mining and Agricultural Machinery

The Company has established new in-house companies in its mining and agricultural machinery businesses. Rather than simply expanding upon existing product-based businesses, these in-house companies will accelerate the global expansion of the Group’s solutions business, which collectively provides multiple product combinations and services as well as IT support.

With the establishment of these in-house companies, the Company will streamline in-house functions that oversee its businesses in mining and agricultural machinery, which were previously organized by region and product type. By organizing these functions from the perspective of its customers in such ways as realizing an integrated point of customer contact, the Group will strengthen the global expansion of its solutions business.

Management Targets

Qualitative goal

Secure both growth and profitability
Consistency & Sustainability

Quantitative goal

Continuous Kaizen carefully balanced with a focus on quality

Consistently deliver

Growth: Exceed the industry average

Overall: ROA 6%, OP 10%, ROE 12%

Each SBU: OP 10% (Respectively)

MANAGEMENT TASKS

Moving forward, the Group will strive to further strengthen both the efficiency and the effectiveness of management and execution.

To restructure tire business SBUs, the European SBU was expanded to include the Middle East, Africa, and Turkey in September 2015. Going forward, the Group will continue to optimize the global management system.

To expand the diversified products business, the Group works to ensure further growth and improvements by promoting major businesses within the diversified products business, such as the conveyor belts and anti-vibration rubber products businesses, on a global basis. The Group will further strengthen its solutions business, including services, beyond the mere combination of various products, including tires.

In addition, the Group will increase efforts to build systems that support the fulfillment of its responsibilities to stakeholders. To meet this objective, the Group has enhanced its corporate philosophy structure, beginning with the refinement of its corporate philosophy in 2011. Subsequently, the Group refined the Environmental Mission Statement and the Safety Mission Statement, and completed the series of initiatives with the establishment of the Quality Mission Statement in 2015. Going forward, the Group will expand, sustain and enhance its business activities with this corporate philosophy structure on a group and global basis. As for internal control, the Group will conduct reviews of its policy when needed for the development of internal control systems that ensure appropriate operations. In regard to corporate social responsibility (CSR), the Group's CSR activities will heighten the effectiveness of initiatives in areas including environmental protection, product safety, compliance, rigorous risk management such as disaster prevention and safety, employee education, and corporate citizenship. Following the plea agreement the Company entered with the U.S. Department of Justice for anti-competitive activities associated with the sales of automotive anti-vibration rubber products in February 2014, the Company continues to pursue higher levels of corporate governance and compliance.

Establishment of the Quality Mission Statement in 2015

In 2015, "Quality Mission Statement" representing the essence of quality activities was announced to the entire Group to inculcate in all employees the idea of placing a priority on quality from the customers' and society's perspectives. The Group will start to instill the idea of "Quality Mission Statement" in employees so that it can be incorporated into the daily work of each employee.



RESEARCH AND DEVELOPMENT

The Group aims to achieve the corporate mission of “Serving Society with Superior Quality.” It conducts R&D activities in accordance with the Mid-Term Management Plan (MTP), with the objective of establishing a competitive business model on a global basis through innovation in technology and business models and by strengthening design capabilities that creatively link corporate activities with customers and society. Moreover, the Group promotes optimization in its R&D structure, the foundation of its overall business activities, on a global basis in order to further enhance the effectiveness of R&D activities.

Tire

The tire segment is based on the development philosophy of “peace-of-mind” for stakeholders, seeking to create new added value through the core elements of environment and comfort.

The Group has developed a new product using the “ULTIMAT EYE” tire analysis technology, which enables the evaluation, prediction, and visualization of contact conditions between the tire and the ground. It is a high-value-added tire that achieves a perfect balance of tire performance at an exceptional level, and has been well received by the market.

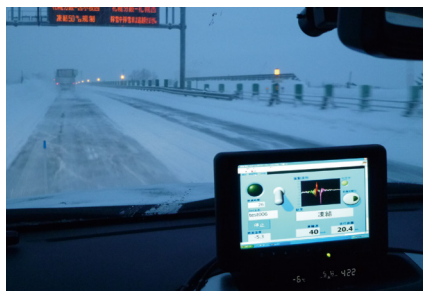
Looking ahead to an increasingly mobile society, the Company has developed the Contact Area Information Sensing (CAIS) concept. This new tire-sensing technology is the world’s first road condition determination technology put into practice which senses changes in road conditions, such as snowfall, by collecting and analyzing tire contact area data. This technology enables more efficient road management, which can contribute to a safer driving experience and help reduce costs for users.

The Group has accelerated R&D activity to explore renewable natural rubber from Guayule to diversify resources in addition to currently used natural rubber harvested from Hevea trees. As a major step toward the “expansion and diversification of renewable resources,” the Group successfully developed the first tires using natural rubber made from Guayule.

Diversified products

In the diversified products segment, the Group continues to strengthen its product lineups in key operational fields. At the same time, the Group is conducting R&D activities to deliver products that improve customer satisfaction by accurately meeting constantly changing needs and to develop a business that supports social infrastructures. For instance, the Company has developed a hydrogen fueling hose with high-pressure resistance for installation at hydrogen stations for fuel cell vehicles that will support societies of the future.

Additionally, the Group has reinforced its R&D activities to strengthen the competitiveness of its solutions business to deliver value to customers beyond the boundary of existing services. As an example of its solutions business, in addition to the “B-TAG” (Bridgestone Intelligent Tag) system which allows remote monitoring of tire pressure and temperature, the Company developed a conveyor belt wear monitoring system capable of automatically measuring the thickness of conveyor belts at mining sites. The Group combined technology from both the tire and diversified products domains, along with information technology, and packaged them as a new service to its customers.



Determination of road condition with CAIS



Research laboratory for Guayule in Arizona



A hydrogen fueling hose

CORPORATE GOVERNANCE, COMPLIANCE, AND RISK MANAGEMENT

The Group considers the enhancement of corporate governance to be one of its most important management focus points. The Group believes that working to increase management quality and enhance the transparency of decision-making is indispensable, and accordingly, continually strives to strengthen corporate governance. This ensures that the Group continues to fulfill its founding mission as stated in its corporate philosophy: “Serving Society with Superior Quality.”

Based on this approach, in accordance with the responsibility and authority delineated in the Administrative Authority Rules, and in line with the Policy Management Rules, the Company is committed to developing, communicating, and abiding by fair, transparent decision-making and management policies.

As one facet of initiatives to strengthen its corporate governance system, to achieve both further strengthening of its internal control system and heightened speed in execution, the Company transitioned to the “Company with Nominating Committee, etc.” model of corporate governance following approval at the Annual Shareholders’ Meeting held on March 24, 2016. Moving forward, the Group will strive to further strengthen both the efficiency and the effectiveness of management and execution.

Overview of Corporate Governance System

Through the transition to the “Company with Nominating Committee, etc.” model, the Company has a system that enhances the separation of management and operational responsibilities and allows the directors and the Board of Directors to focus more effectively on overseeing the execution of business operations. At the Annual Shareholders’ Meeting held on March 24, 2016, 11 directors were elected, including seven outside directors. The Chairman of the Board, who is selected from among the directors in accordance with the Articles of Incorporation and the Board of Directors’ Rules, serves as the chairperson of both Board of Directors’ meetings and General Meeting of Shareholders.

In addition, basic management policies, important business execution matters, and other matters that must be determined by the Board of Directors are stipulated in the Articles of Incorporation, the Board of Directors’ Rules, and Administrative Authority Rules. These matters are determined after careful deliberations by the Board of Directors.

The Company has established the Nominating Committee, the Audit Committee, and the Compensation Committee. This system facilitates the functioning of corporate governance in conjunction with oversight of the executive officers and directors by the Board of Directors. The Nominating Committee has four members, all of whom are outside directors. This committee deliberates on such matters as policies for the fair, transparent appointment and dismissal of directors and succession plans. The Audit Committee has five members, consisting of three outside directors and two internal directors. This committee conducts audits regarding the business execution of executive officers and directors. The two internal directors on the Audit Committee are full-time members of the Audit Committee. The Compensation Committee has four members, all of whom are outside directors. This committee deliberates on such matters as the details of compensation for directors and executive officers.

In addition, to further increase the transparency of corporate governance, the Governance Committee and the Compliance Committee have been established as advisory committees to the Board of Directors. These committees deliberate on the corporate governance system and related matters and on compliance activities as a whole, and make reports to the Board of Directors. Both of the committees are composed of seven outside directors, and one or more internal directors who are members of the Audit Committee participate as observers.

Under the Company’s management system, the CEO and Representative Executive Officer (CEO) and the COO and Representative Executive Officer (COO) are the leaders of the operating divisions. The CEO is principally in charge of overall management and strategy, and the COO is principally in charge of operations. At the same time, these two officers implement a system of mutual checks. The Company will take steps to further strengthen its

corporate governance system by separating and clarifying the respective roles and authority of the CEO and the COO, by advancing the sharing of information and increasing the transparency of decision-making processes.

In the operating divisions, executive officers, who are elected by the Board of Directors after deliberations by the Nominating Committee, are responsible for decision-making and operations regarding matters delegated to them by the Board of Directors. In addition, since 2002 the Company has adopted a corporate officer system. Following deliberations by the Officer Nomination and Compensation Meeting, which is an advisory meeting to the CEO and COO, full-time corporate officers, who are elected by the CEO, continue to handle business execution under the direction of the executive officers.

In business execution, specific matters set forth in Company policy as well as other important matters are continuously deliberated and reported at the Global EXCO, which was established in 2013, the Executive Operational Committee and other policy management meetings. In addition to key executive officers, such as the CEO and COO, full-time corporate officers also participate in the Global EXCO, the Executive Operational Committee, and other policy management meetings.

Status of Internal Control Systems

On May 1, 2006, the Board of Directors instituted an official company policy governing internal control systems that are necessary to ensure the propriety of business operations. The Company has reevaluated this policy as needed and worked to establish an internal control system based on this resolution. Accompanying the transition to the “Company with Nominating Committee, etc.” model, the following new policy was adopted at a meeting of the Board of Directors held on March 24, 2016. Moving forward, in accordance with this resolution, the Company will further advance the establishment of internal control systems, such as the compliance promotion system and the risk management system.

Status of Audit Committee Audits, Internal Audits, and Accounting Audits

As a “Company with Board of Company Auditors” the Company previously implemented audits with cooperation among the corporate auditors, the Internal Auditing Office, and the independent auditors. Moving forward, audits will be implemented with cooperation among the Audit Committee, which has been newly established due to the transition to the “Company with Nominating Committee, etc.” model, the Internal Auditing Office, and the independent auditors.

In accordance with audit policies determined by the Audit Committee, the Committee will work in cooperation with the Internal Auditing Office, etc., to audit the execution of business duties by executive officers and directors. These auditing activities will include attendance at important meetings such as the Global EXCO and the Executive Operational Committee, interviews to ascertain the status of operations, reviews of important business documents, and on-site audits of business offices. Moreover, information and opinions will be exchanged with the representative executive officers and meetings will be held with the corporate auditors of major subsidiaries in Japan. In addition, the Company has assigned a corporate officer with full-time responsibility for auditing to assist the operations of the Audit Committee. Under the supervision of this corporate officer, dedicated staff have been assigned to assist with audits by the Committee. The selection and replacement of this corporate officer requires the approval of the Audit Committee.

The Internal Auditing Office and internal auditing departments within the Company’s operating divisions and major subsidiaries conduct internal accounting and operational audits of the Company and Group companies. The Internal Auditing Office makes annual audit plans and conducts on-site audits of each function, operating division, and subsidiary. As of March 24, 2016, the Internal Auditing Office employs 26 people (excluding those working concurrently in other positions).

In cooperation with the Audit Committee, Deloitte Touche Tohmatsu LLC performs the accounting audit of the Company's financial statements. The accounting audit team in fiscal 2015 included four certified public accountants, assistants comprising 10 certified public accountants, five associate members of the Japan Institute of Certified Public Accountants, and six other staff members.

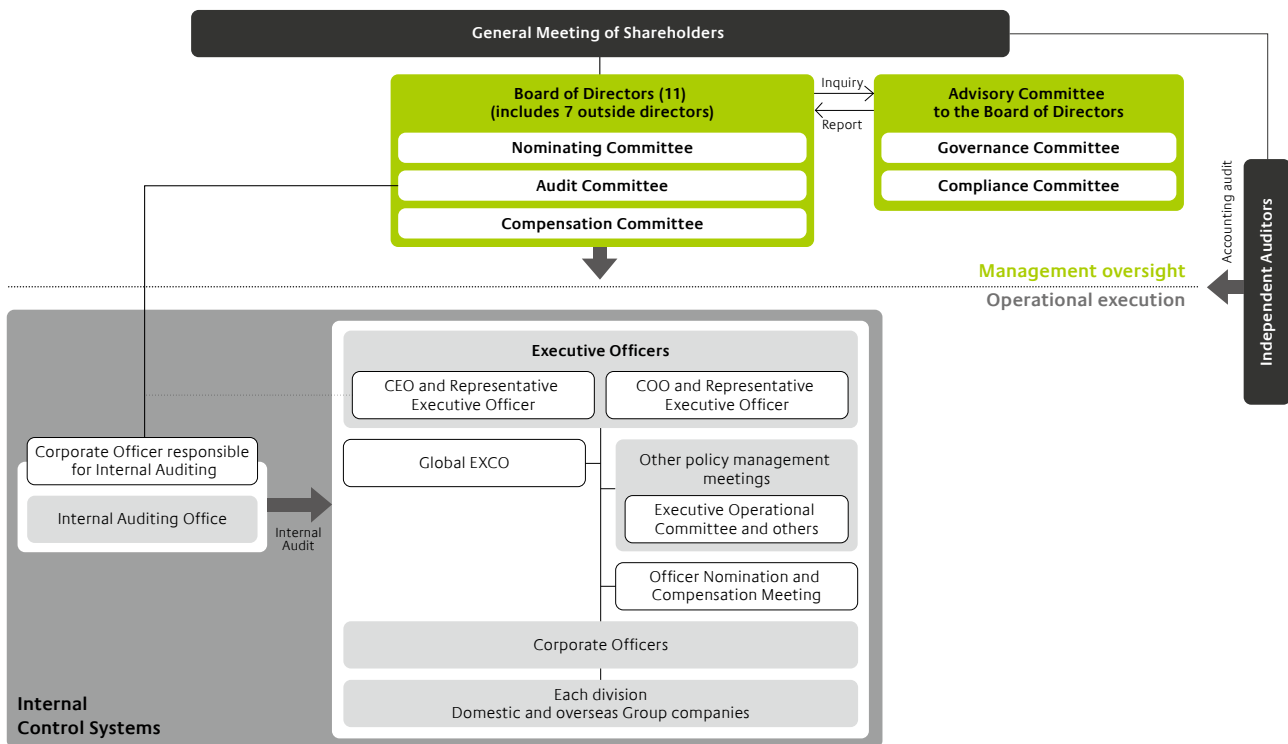
The Audit Committee, the Internal Auditing Office, and the independent auditors exchange information and opinions as necessary and generally maintain close contact, thereby working to further increase audit efficiency and effectiveness.

Outside Directors

As of March 24, 2016, the Company has seven outside directors.

In regard to measures and deliberations at meetings of the Board of Directors, the Company believes that the outside directors contribute to the strengthening of corporate governance, including appropriate decision-making at meetings of the Board of Directors. To that end, the outside directors provide independent opinions that reflect their sound judgment and extensive experience, which are based on their varying backgrounds and fields of specialization.

Through measures and deliberations at meetings of the Board of Directors, such as the reporting of financial results and the reevaluation of the policy governing internal control systems, the outside directors directly and indirectly receive reports from internal control departments and implement effective oversight of the executive officers and directors.



As of March 24, 2016

BOARD OF DIRECTORS

Masaaki TSUYA

Member of the Board
CEO and Representative Executive Officer
Concurrently Chairman of the Board

Kazuhisa NISHIGAI

Member of the Board
COO and Representative Executive Officer

Mikio MASUNAGA

Member of the Board
Member of the Audit Committee

Kenichi TOGAMI

Member of the Board
Member of the Audit Committee

Sakie TACHIBANA FUKUSHIMA

Member of the Board*
Member of the Nominating Committee
Member of the Compensation Committee

Scott Trevor DAVIS

Member of the Board*
Member of the Nominating Committee
Member of the Compensation Committee

Yuri OKINA

Member of the Board*
Member of the Nominating Committee
Member of the Compensation Committee

Kenichi MASUDA

Member of the Board*
Member of the Audit Committee

Kenzo YAMAMOTO

Member of the Board*
Member of the Audit Committee

Keikou TERUI

Member of the Board*
Member of the Nominating Committee
Member of the Compensation Committee

Seiichi SASA

Member of the Board*
Member of the Audit Committee

* Outside Director as set forth in Article 2-15 of the Companies Act.

EXECUTIVE OFFICERS

Representative Executive Officers

Masaaki TSUYA

Member of the Board
CEO and Representative Executive Officer
Concurrently Chairman of the Board
Concurrently Chairman, BIOC

Kazuhisa NISHIGAI

Member of the Board
COO and Representative Executive Officer
Concurrently Chief Technology Officer
Responsible for Technology;
Concurrently Vice Chairman, BIOC

Executive Vice Presidents and Executive Officers

Shuichi ISHIBASHI

Group Global Chief Quality Management Officer
Responsible for Quality Management and CSR;
Concurrently responsible for Global Original Equipment and
Global Business Strategy;
Concurrently responsible for Global Solution Business
Concurrently Chairman and CEO, Global Mining and Agricultural Solution
in-house Company

Akihiro ETO

Responsible for Corporate Planning;
Concurrently responsible for Corporate Administration and SCM;
Concurrently responsible for Diversified Products
Chief Financial Officer
Finance

Asahiko NISHIYAMA

Vice Chairman, BIOC
Diversified Products, Sports and Cycle Business;
Concurrently Chairman of Bridgestone Sports Co., Ltd.;
Concurrently Chairman of Bridgestone Cycle Co., Ltd.

Gary GARFIELD

CEO and President, concurrently Executive Chairman
of Bridgestone Americas, Inc.

Eduardo MINARDI

Executive Chairman, concurrently CEO and President
of Bridgestone Europe NV/SA

Narumi ZAITSU

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

Senior Vice Presidents and Executive Officers

Minoru SHIMIZU

Responsible for Japan Tire Business;
Concurrently responsible for Replacement Tire Sales;
Concurrently Chairman of Bridgestone Tire Japan Co., Ltd.

Franco ANNUNZIATO

Executive Chairman and CEO of Bridgestone Asia Pacific Pte. Ltd.

For information regarding corporate officers and major subsidiaries, please refer to the following URLs.

Corporate officers: <http://www.bridgestone.com/corporate/profile/executives/>

Major subsidiaries: http://www.bridgestone.com/ir/library/business_reports/pdf/business_report_for_the_97th_fp.pdf

SHAREHOLDER INFORMATION As of January 1, 2016

Head office

1-1, Kyobashi 3-chome, Chuo-ku,
Tokyo 104-8340, Japan
Phone: +81-3-6836-3333 Fax: +81-3-6836-3184
www.bridgestone.co.jp

Established

1931

Employees

144,303 (Consolidated)

Independent auditors

Deloitte Touche Tohmatsu LLC

Technical centers

Japan: Tokyo and Yokohama
United States: Akron, Ohio
Italy: Rome
China: Wuxi
Thailand: Pathum Thani

Consolidated subsidiaries

300 companies

Paid-in capital

¥126,354 million

Shares

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

Transfer agent

Sumitomo Mitsui Trust Bank, Limited
4-1, Marunouchi 1-chome, Chiyoda-ku,
Tokyo 100-8233, Japan

Common stock traded

Tokyo, Nagoya, Fukuoka

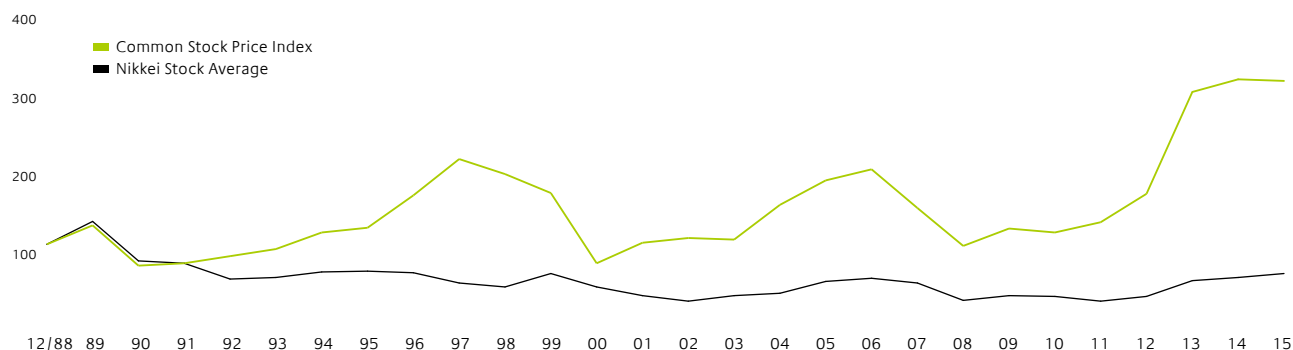
Common Stock Price Range

(Tokyo Stock Exchange)

	2009	2010	2011	2012	2013	2014	2015
High	1,813	1,700	2,002	2,245	4,025	4,459	5,182
Low	1,094	1,396	1,506	1,602	2,248	3,328	3,754

Common Stock Price Index

(Relative to Nikkei Stock Average)



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

REPORTING FRAMEWORK

EDITORIAL POLICY

To communicate initiatives intended to increase corporate value over the medium to long term, the Group reports financial and non-financial information in accordance with the following reporting framework. In preparing these reports, the Group referred to the International Integrated Reporting Framework proposed by the International Integrated Reporting Council (IIRC).

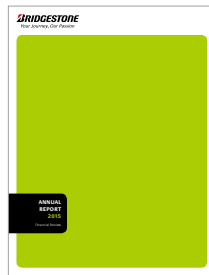
In the following report, the Group describes for a wide range of stakeholders its fundamental management policies for achieving sustainable growth, clarifies the social and environmental issues that it needs to address, and proactively discloses the initiatives that it is taking to address those issues.

Annual Report

Operational Review



Financial Review

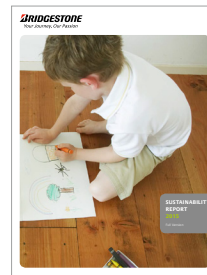


Sustainability Report

Digest Version

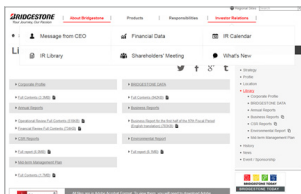


Full Version



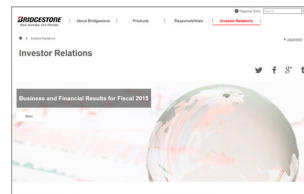
OVERVIEW OF CORPORATE COMMUNICATION TOOLS

Library



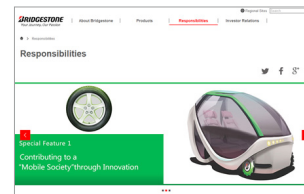
<http://www.bridgestone.com/corporate/library/index.html>

Investor Relations



<http://www.bridgestone.com/ir/index.html>

Responsibilities



<http://www.bridgestone.com/responsibilities/index.html>

Bridgestone Corporation

1-1, Kyobashi 3-chome, Chuo-ku, Tokyo 104-8340, Japan

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