

# 2016

## Business Report for the First Half of the 98th Fiscal Period

Bridgestone Corporation

Note:

This English translation of the Business Report for the first half of the 98th 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.

The Group's operating environment is undergoing substantial changes in a wide range of areas, including international relations, politics, economics, environmental issues and technical innovation. I also recognize that social structures and consumer attitudes are changing significantly. However, under these circumstances, basing activities on our corporate philosophy, the Group remains firmly committed to the principles of delivering lean and strategic operations (a streamlined current structure that is in balance with strategic goals in the mid- to long-term) and we continue to work to optimize the Group on a global basis. Accordingly, the Group will continue implementing management reforms, using Strategic Business Unit (SBU) organization and the Mid-Term Management Plan as tools to help us achieve our ultimate goal of becoming a truly global company and achieving Dan-Totsu in all aspects of our business.

Furthermore, the following three points will be the 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; accelerate innovation of technology, business models and designs; and promote continuous improvements.**
- 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 the 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 products business.**

This year, the Olympic Games were held in Rio de Janeiro, followed by the Paralympic Games. The Olympic spirit and the Bridgestone corporate philosophy have much in common. In 2014, the Company became a Worldwide TOP Olympic Partner of the International Olympic Committee (IOC). In March 2016, the Company announced that the Company became a Tokyo 2020 Paralympic Gold Partner.

Through our association with Olympic Games, Bridgestone will show the world who we are and what we do, ignite pride among our 145,000+ employees around the world, and engage more deeply with those who rely on our products

I would like to thank our shareholders for their continued support and encouragement in years ahead.

August 2016

**Masaaki Tsuya**

Member of the Board

CEO and Representative Executive Officer

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 2016 (January 1 to June 30, 2016), the operating environment surrounding Companies was as follows: the Japanese yen had been strong and unclear situation continued due to the upsurge of uncertainty of the global economy while the Japanese domestic economy continued gradual recovery. The United States economy continued recovery supported by an increase in consumer spending. The outlook of European economy has increased uncertainty. In Asia, the Chinese economic growth remained slow. Overall, overseas economies were gradually recovering but still weak while the political and economic situation remained unstable because of the issues of the UK leaving the EU, etc. In addition, tire demand for mining vehicles decreased by lower commodity prices.

Under these operating conditions, the Companies 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 Companies were 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 Companies were continuing to implement a range of measures for management reforms. In the first half of fiscal 2016, the Companies were promoting reform of governance system and implementing a variety of measures to realize more effective utilization of management resources with appropriate expenses.

As a result of the appreciation of Japanese yen and the decrease of unit sales, net sales in the first half of fiscal 2016 were ¥1,646.5billion, a decrease of 11% from the first half of fiscal 2015; operating income was ¥218.2 billion, a decrease of 8%, ordinary income was ¥213.9 billion, a decrease of 8%; and profit attributable to owners of parent was ¥123.3 billion, a decrease of 15%.

### **Developments and results by business segment**

In the tire segment, the Companies worked to maximize sales momentum by introducing appealing new products globally, reinforcing fundamental competencies and responding promptly to demand fluctuation in each region.

In Japan, the unit sales of tires for passenger cars and light trucks remained unchanged from the first half of fiscal 2015 and the unit sales of tires for trucks and buses increased firmly compared to the first half of fiscal 2015. In the Americas, the unit sales of tires for passenger cars and light trucks in North America increased steadily and the unit sales of tires for trucks and buses decreased compared to the first half of fiscal 2015 due to a decrease in the sales of original equipment tires. In Europe, the unit sales of tires for passenger cars and light trucks increased strongly and the unit sales of tires for trucks and buses increased steadily compared to the first half of fiscal 2015. In China and Asia Pacific, the unit sales of tires for passenger cars and light trucks increased substantially and the unit sales of tires for trucks and buses increased steadily compared to the first half of fiscal 2015. In the specialty tire business, sales of large and ultra-large off-the-road radial tires for construction and mining vehicles were down year on year due to a decrease of demand stemming from tire inventory adjustments at mines.

As a result of the tires sales above and the appreciation of Japanese yen, net sales in the tires segment during the first half of fiscal 2016 were ¥1,352.7 billion, a decrease of 13% from the first half of fiscal 2015; operating income was ¥198.6 billion, a decrease of 9%.

In the diversified products segment, net sales were ¥301.0 billion, a decrease of 3% from the first half of fiscal 2015 and operating income was ¥19.5 billion, a decrease of 5% from fiscal 2015 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.

Business segments	Products and operations	
Tires	Tires and tire tubes for passenger cars, trucks and buses, construction and mining vehicles, industrial machinery, agricultural machinery, aircraft, motorcycles and scooters; tire-related products; 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
	(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
	(Others)	Finance and other services

# **Financial Information for the First Half of the Fiscal Year Ending December 31, 2016**

## **1. Consolidated Results for the First Half of Fiscal 2016 (January 1, 2016 - June 30, 2016)**

(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		Profit attributable to owners of parent	
	Yen in millions	%	Yen in millions	%	Yen in millions	%	Yen in millions	%
Six months ended June 30, 2016	1,646,567	(11.3)	218,241	(8.2)	213,935	(8.2)	123,353	(14.7)
Six months ended June 30, 2015	1,855,494	6.0	237,792	6.6	232,990	5.9	144,650	1.7

	Net income per share	Diluted net income per share
	Yen	Yen
Six months ended June 30, 2016	157.49	157.25
Six months ended June 30, 2015	184.69	184.45

### (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, 2016	3,305,576	2,088,903	61.4
As of December 31, 2015	3,795,846	2,282,011	58.2

(Reference) Total equity As of June 30, 2016 ¥2,030,086 million  
As of December 31, 2015 ¥2,209,068 million

## **2. Dividends**

	Annual Dividend				
	1st quarter end	2nd quarter end	3rd quarter end	Year -end	Total
	Yen	Yen	Yen	Yen	Yen
FY 2015	—	60.00	—	70.00	130.00
FY 2016	—	70.00			

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

(1) Changes in principal subsidiaries during the six months ended June 30, 2016 : 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, 2016 813,102,321 shares  
December 31, 2015 813,102,321 shares

2) Number of shares of treasury stock at period end

June 30, 2016 29,864,414 shares  
December 31, 2015 29,878,493 shares

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

First Half ended June 30, 2016	783,232,525 shares
First Half ended June 30, 2015	783,189,443 shares



## **Consolidated Balance Sheet**

(Note) Certain reclassifications have been made in the 2015 balance sheet to conform to the classification used in 2016.

(Yen in millions)

	FY 2016 1H (As of June 30, 2016)	FY 2015 (As of December 31, 2015) (for reference)
<b>Assets</b>		
<b>Current Assets</b>		
Cash and deposits	336,791	387,652
Notes and accounts receivable	390,069	488,832
Short-term investments	200,327	217,348
Merchandise and finished products	349,053	370,046
Work in process	32,214	35,877
Raw materials and supplies	124,545	149,815
Other	178,732	192,340
Allowance for doubtful accounts	(13,621)	(33,357)
<b>Total Current Assets</b>	<b>1,598,113</b>	<b>1,808,557</b>
<b>Fixed Assets</b>		
<b>Tangible fixed assets</b>		
Buildings and structures, net	468,936	537,244
Machinery, equipment and vehicles, net	460,575	523,389
Other, net	394,722	443,257
<b>Total tangible fixed assets</b>	<b>1,324,233</b>	<b>1,503,891</b>
Intangible fixed assets	59,019	68,388
<b>Investments and other assets</b>		
Investments in securities	217,386	299,129
Other	110,953	121,760
Allowance for doubtful accounts	(4,130)	(5,880)
<b>Total investments and other assets</b>	<b>324,209</b>	<b>415,009</b>
<b>Total Fixed Assets</b>	<b>1,707,462</b>	<b>1,987,289</b>
<b>Total Assets</b>	<b>3,305,576</b>	<b>3,795,846</b>

	FY 2016 1H (As of June 30, 2016)	FY 2015 (As of December 31, 2015) (for reference)
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Notes and accounts payable	163,443	181,973
Short-term borrowings	180,218	125,908
Commercial paper	10,188	—
Current portion of bonds	—	30,000
Lease obligations	979	1,137
Income taxes payable	30,522	50,523
Provision for recall	1,039	1,196
Accounts payable-other	108,437	164,491
Other	239,004	279,883
<b>Total Current Liabilities</b>	<b>733,833</b>	<b>835,114</b>
<b>Long-term Liabilities</b>		
Bonds	90,000	90,000
Long-term borrowings	68,298	188,275
Lease obligations	5,462	6,256
Net defined benefit liability	215,222	259,521
Other	103,855	134,668
<b>Total Long-term Liabilities</b>	<b>482,839</b>	<b>678,720</b>
<b>Total Liabilities</b>	<b>1,216,672</b>	<b>1,513,835</b>
<b>Net Assets</b>		
<b>Shareholders' Equity</b>		
Common stock	126,354	126,354
Capital surplus	123,017	123,025
Retained earnings	2,083,024	2,014,497
Treasury stock - at cost	(56,187)	(56,212)
<b>Total Shareholders' Equity</b>	<b>2,276,209</b>	<b>2,207,664</b>
<b>Accumulated Other Comprehensive Income</b>		
Net unrealized gain(loss) on available-for-sale securities	136,518	192,324
Deferred gain(loss) on derivative instruments	(86)	(776)
Foreign currency translation adjustments	(272,625)	(55,406)
Remeasurements of defined benefit plans	(109,930)	(134,736)
<b>Total Accumulated Other Comprehensive Income</b>	<b>(246,123)</b>	<b>1,404</b>
<b>Stock Acquisition Rights</b>	<b>3,052</b>	<b>2,469</b>
<b>Non-controlling Interests</b>	<b>55,765</b>	<b>70,473</b>
<b>Total Net Assets</b>	<b>2,088,903</b>	<b>2,282,011</b>
<b>Total Liabilities and Net Assets</b>	<b>3,305,576</b>	<b>3,795,846</b>

# Consolidated Statement of Income

(Yen in millions)

	FY 2016 1H (Six months ended June 30, 2016)	FY 2015 1H (Six months ended June 30, 2015) (for reference)
Net Sales	1,646,567	1,855,494
Cost of Sales	967,233	1,130,576
Gross Profit	679,334	724,917
Selling, General and Administrative Expenses		
Goods freightage expenses	72,795	78,868
Advertising and promotion expenses	61,250	65,578
Salaries, allowances and bonuses	125,256	133,162
Retirement benefit expenses	9,447	13,252
Depreciation	15,408	15,253
Research and development expenses	48,101	46,515
Other	128,831	134,494
Total selling, general and administrative expenses	461,092	487,124
Operating Income	218,241	237,792
Non-operating Income		
Interest income	2,139	2,881
Dividend income	5,967	6,120
Gain on sales of investment securities	3,356	—
Other	6,559	9,166
Total non-operating income	18,023	18,168
Non-operating Expenses		
Interest expense	5,282	6,216
Foreign currency exchange loss	7,560	4,306
Other	9,487	12,448
Total non-operating expenses	22,330	22,971
Ordinary Income	213,935	232,990
Extraordinary Income		
Gain on sales of investment securities	—	10,162
Total extraordinary income	—	10,162
Extraordinary Loss		
Loss related to Reorganization of R&D and Manufacturing Base	6,861	—
Total extraordinary loss	6,861	—
Income before income taxes and non-controlling interests	207,074	243,153
Income taxes	78,792	92,755
Income before non-controlling interests	128,281	150,398
Profit attributable to non-controlling interests	4,928	5,748
Profit attributable to owners of parent	123,353	144,650

## **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 2016.

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

Changes in accounting policy

(Application of Accounting Standard for Business Combinations, etc)

The Company has applied the “Accounting Standard for Business Combinations” (Accounting Standards Board of Japan (ASBJ) Statement No. 21, September 13, 2013), the “Accounting Standard for Consolidated Financial Statements” (ASBJ Statement No. 22, September 13, 2013), the “Accounting Standard for Business Divestitures” (ASBJ Statement No. 7, September 13, 2013) and other relevant standards from the first quarter of fiscal 2016. As a result, the difference arising from changes in ownership interests in its subsidiary when the Companies continue to have control of the subsidiary is accounted for as capital surplus, and acquisition-related costs are treated as expenses in the consolidated fiscal year in which they occurred. Also, for any business combinations on or after the beginning of the first quarter of fiscal 2016, the adjustments of the purchase price allocation following the determination of the provisional accounting treatment are reflected in the quarterly consolidated financial statements for the quarter in which the business combination occurred. In addition, the presentation of net income has been changed, and the presentation of minority interests has been changed to non-controlling interests. To reflect these changes in presentation, the quarterly consolidated financial statements for the first half of the previous fiscal year and consolidated financial statements for the previous fiscal year have been reclassified.

In accordance with the transitional treatment provided in Paragraph 58-2 (4) of the Accounting Standard for Business Combinations, Paragraph 44-5 (4) of the Accounting Standard for Consolidated Financial Statements, and Paragraph 57-4 (4) of the Accounting Standard for Business Divestitures, these accounting standards have been applied from the beginning of fiscal 2016 and thereafter.

There is no effect on the consolidated statement of income.

(Application of Practical Solution on Unification of Accounting Policies Applied to Foreign Subsidiaries for Consolidated Financial Statements)

The Company has applied the “Practical Solution on Unification of Accounting Policies Applied to Foreign Subsidiaries for Consolidated Financial Statements” (Practical Issues Task Force (“PITF”) No. 18, March 26, 2015) from the first quarter of fiscal 2016. In accordance with the transitional treatment provided in PITF No. 18, the overseas subsidiary “BRIDGESTONE HOSE AMERICA INC.” amortizes goodwill for which it has selected amortization treatment based on Financial Accounting Standards Board (“FASB”) Accounting Standards Codification, Topic 350, “Intangible-Goodwill and Other” using the remaining amortization period of goodwill on the consolidated financial statements.

There is no effect on the consolidated statement of income.

## Reference Information

### **(1) Projections of Consolidated Results for the Fiscal 2016 (January 1, 2016 - December 31, 2016)**

The projections of consolidated results for the fiscal 2016 have been revised as follows.

	FY 2016 Projections		Increase (Decrease)		(for reference)
	(Revised)	(Previous)			FY2015 Results
	Yen in billions	Yen in billions	Yen in billions	%	Yen in billions
Net sales	3,340.0	3,750.0	(410.0)	(11)	3,790.2
Operating income	453.0	520.0	(67.0)	(13)	517.2
Ordinary income	434.0	487.0	(53.0)	(11)	507.3
Profit attributable to owners of parent	257.0	309.0	(52.0)	(17)	284.2

  

Exchange Rate	yen/dollar	Yen	Yen	—	%	Yen
		105	115		(9)	121
	yen/euro	117	127		(8)	134

(Revision of the projections)

An actual result of operating income for the first half of the fiscal year ending December 31, 2016, was below the projections previously announced on February 17, 2016. This decrease was the result of the appreciation of Japanese yen and the decrease in unit tire sales from the original plan, in spite of favorable raw materials and feedstock prices, and initiatives to reduce expenses. Additionally, the Company reviewed its consolidated financial projections for the second half of the fiscal year ending December 31, 2016, which were not updated on May 11, 2016, and revised its full-year consolidated financial projections for the fiscal year ending December 31, 2016.

(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 2016**

The projection of dividends has not changed since February 17, 2016.

## TOPICS

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

### **“Cultivating a global corporate culture” Building our brand strategy**

**Activity theme for 2020: “Supporting Individuals 2020- And the Legacy of Your Journey, Our Passion”**

The Company has chosen "Supporting Individuals 2020 - And the Legacy of Your Journey, Our Passion" as the activity theme for the years leading up to 2020. Inspired by our brand core of "Supporting Individuals," we will pursue activities across the Bridgestone Group which will create new value for customers and communities based on this theme.

We also support competitive sport as a Worldwide Olympic Partner and as a Tokyo 2020 Paralympic Gold Partner. During the 2016 Olympic Games in Rio de Janeiro, we publicized our Olympic partnership through television commercials within Japan and outside advertisings, etc. in the areas in Brazil, the country hosting the Olympic Games. The Group's Olympic manifesto is "Chase Your Dream".



Advertisement publicizing our Olympic “manifesto”

## “Cultivating global corporate culture” Acceleration of innovation

### • Introduce “EXAMATION”, New State-of-the-Art Tire-Assembling System at Hikone Plant

In February 2016, the Company introduced its new “EXAMATION”<sup>\*1</sup> tire-assembling system at its Hikone Plant, which is the flagship plant for building passenger car tires. Designed to further improve quality and enhance productivity, this system combines the Company’s proprietary information and communication technologies with artificial intelligence. By rolling out this system globally in years ahead, the Group plans to boost competitiveness on the production side and deliver products of even higher quality to a wide range of customers.



Exterior of EXAMATION

\*1 EXAMINATION: Bridgestone product trademark which stands for “Evolutional” x “Attractive” + “AutoMATION.”

### • “Tire Manufacturer of the Year” award

In February 2016, the Company was named Tire Manufacturer of the Year in the Tire Technology International Awards for Innovation and Excellence 2016 sponsored by Tire Technology International magazine of the U.K. The award was made in recognition of the Company’s strengthened global research and development systems and track record in sustainable manufacturing activities. By developing new technologies in the future and applying them to products, the Group aims to provide safer, more environmentally-friendly tires to customers.



Eduardo Minardi, Executive Vice President and Executive Officer, at the award ceremony held in Hannover, Germany

## “Cultivating global corporate culture” Continuous Kaizen

### • Strengthening and expanding retail networks in Europe

In July 2016, Bridgestone EMEA (Europe, Middle East and Africa), completed the acquisition of Speedy France, one of France’s leading tire and automotive service providers.. Additionally, in August 2016, Bridgestone Deutschland, a subsidiary of Bridgestone EMEA, obtained approval from the European Commission to enter into a joint venture with PneuHage Management GmbH & Co. KG, a leading independent auto parts chain with national coverage in Germany.

The combination of these two transactions will strengthen Bridgestone EMEA’s regional retail footprint, increasing its access to customers in major markets in Europe.



Logo of Speedy France SAS

<Speedy France SAS>

Location: Nanterre, Hauts-de-Seine, France

Sales: €175 million (fiscal 2014)

Businesses: Car maintenance and repair, sales of tires and other automotive parts, etc.

<PneuHage Management GmbH & Co.KG>

Location: Karlsruhe Germany

Sales: €416 million (fiscal 2015)

Businesses: Sales of tires and other automotive parts, other automotive services



## “Developing human resources capable of global management” Promotion of diversification

- **Bridgestone selected for three consecutive years as a “Nadeshiko Brand”**

In March 2016, the Company was selected as a fiscal 2015 “Nadeshiko Brand,” jointly awarded by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange to companies that promote the empowerment of women. This honor was awarded for three consecutive years, following awards in fiscal 2013 and fiscal 2014. On a sector-by-sector basis, the “Nadeshiko Brand” is awarded to companies listed on the Tokyo Stock Exchange which proactively encourage employment of women including through creation of environments for continued employment. .



The “Nadeshiko Brand” logo

## “Upgrading the global management structure” Expansion of the diversified product business

### • Launch of the bikke GRI motor-assisted bicycle optimized for parents of small children

In late September 2016, Bridgestone Cycle Co., Ltd., a Group company, is scheduled to launch the bikke GRI, its first electric motor-assisted bicycle with a child seat using “DUAL DRIVE,” a two-wheel drive electric assist system. This combines a front-wheel motor drive and a back-wheel belt drive – technology that was developed in house. Because of differing wheel sizes back and front<sup>\*2</sup>, the bikke GRI is highly stable, safe and easy to use. This new generation bicycle makes it ideal for shared use by couples.



bikke GRI

\*2 Front wheel: 24 inches; Back wheel: 20 inches

### • Bridgestone develops golf app for maximizing individual shot distance

In March 2016, Bridgestone Sports Co., Ltd., a Group company, launched the NEW “PHYZ” series<sup>\*3</sup> under the concept of golf clubs seeking to maximize your shot distance. The current series, which is the first customized PHYZ series, utilizes the newly developed PHYZ App to realize improved ball direction and distance travelled for each individual customer.



Fitting in a store

\*3 The NEW “PHYZ” series is sold at golf stores in which workshops certified by Bridgestone Sports Co., Ltd. have been established, and are staffed by craftsmen and PHYZ advisors certified by Bridgestone Sports Co., Ltd.

## **Corporate profile** (As of June 30, 2016)

<b>Corporate name</b>	<b>Bridgestone Corporation</b>
<b>Established</b>	<b>March 1, 1931</b>
<b>Paid-in capital</b>	<b>¥126,354 million</b>
<b>Employees(Group)</b>	<b>142,948</b>

### **Board of Directors**

Positions	Names
Member of the Board	Masaaki TSUYA
Concurrently Chairman of the Board	
Member of the Board	Kazuhisa NISHIGAI
Member of the Board	Mikio MASUNAGA
Member of the Board	Kenichi TOGAMI
Member of the Board	Sakie TACHIBANA FUKUSHIMA
Member of the Board	Scott Trevor DAVIS
Member of the Board	Yuri OKINA
Member of the Board	Kenichi MASUDA
Member of the Board	Kenzo YAMAMOTO
Member of the Board	Keikou TERUI
Member of the Board	Seiichi SASA

(Note) Directors Sakie TACHIBANA FUKUSHIMA, Scott Trevor DAVIS, Yuri OKINA , Kenichi MASUDA, Kenzo YAMAMOTO, Keikou TERUI and Seiichi SASA are Outside Directors as set forth in Article 2-15 of the Companies Act.

### **Executive Officers**

Positions	Names
CEO and Representative Executive Officer	Masaaki TSUYA
COO and Representative Executive Officer	Kazuhisa NISHIGAI
Executive Vice President and Executive Officer	Shuichi ISHIBASHI
Executive Vice President and Executive Officer	Akihiro ETO
Executive Vice President and Executive Officer	Asahiko NISHIYAMA
Executive Vice President and Executive Officer	Gary GARFIELD
Executive Vice President and Executive Officer	Eduardo MINARDI
Executive Vice President and Executive Officer	Narumi ZAITSU
Senior Vice President and Executive Officer	Minoru SHIMIZU
Senior Vice President and Executive Officer	Franco ANNUNZIATO

## **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