



BRIDGESTONE DATA 2023

About the Bridgestone Group

Corporate Name: Bridgestone Corporation

Headquarters: 1-1, Kyobashi 3-Chome, Chuo-ku, Tokyo 104-8340, Japan

Established: March 1, 1931

Founder: Shojiro Ishibashi



Shuichi Ishibashi
Member of the Board
Global CEO and
Representative
Executive Officer



Masahiro Higashi
Member of the
Board
Representative
Executive Officer
Joint Global COO

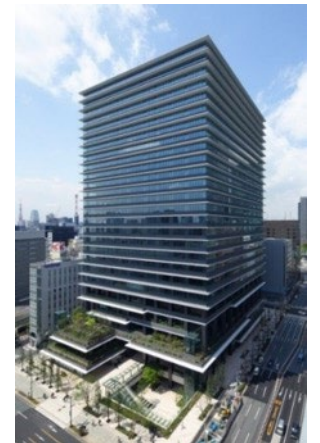


Paolo Ferrari
Executive Officer
Joint Global COO

Business Data



Revenue (consolidated)	JPY 4,110.1 billion
Adjusted operation profit	JPY 482.6 billion
Profit Attribute to Owners of Parents	JPY 300.4 billion
Employees (consolidated)	129,260
Sales (non-consolidated)	JPY 981.7 billion
Net Income (non-consolidated)	JPY 164.3 billion
Employees	13,903



Products and Operations

Premium Tire Business

“Produce and sell” tires:
Bridgestone Group’s core
business

- Passenger car tires
- Truck and bus tires
- Specialized tires for off-road mining and construction vehicles, aircraft, agricultural machinery, and motorcycles



Solutions Business

Amplify value during the
customer’s use of tires;
Bridgestone Group’s
growth business segment

- Retail and service solutions
- Tire-centric solutions
- Mobility solutions



Diversified Products Business

Focus on where
Bridgestone’s core
competencies can be
leveraged

- Hydraulic and high-performance hoses and rubber tracks
- Plastic piping and seismic isolation
- Rubber air springs
- Sports: golf balls and clubs
- Cycle: power assisted bicycles and bicycles



Exploratory Businesses

Promote commercialization
based on co-creation solidly
contributes to sustainability

- Recycle business
- Guayule business
- Soft-robotics business



Consolidated Financial Highlights

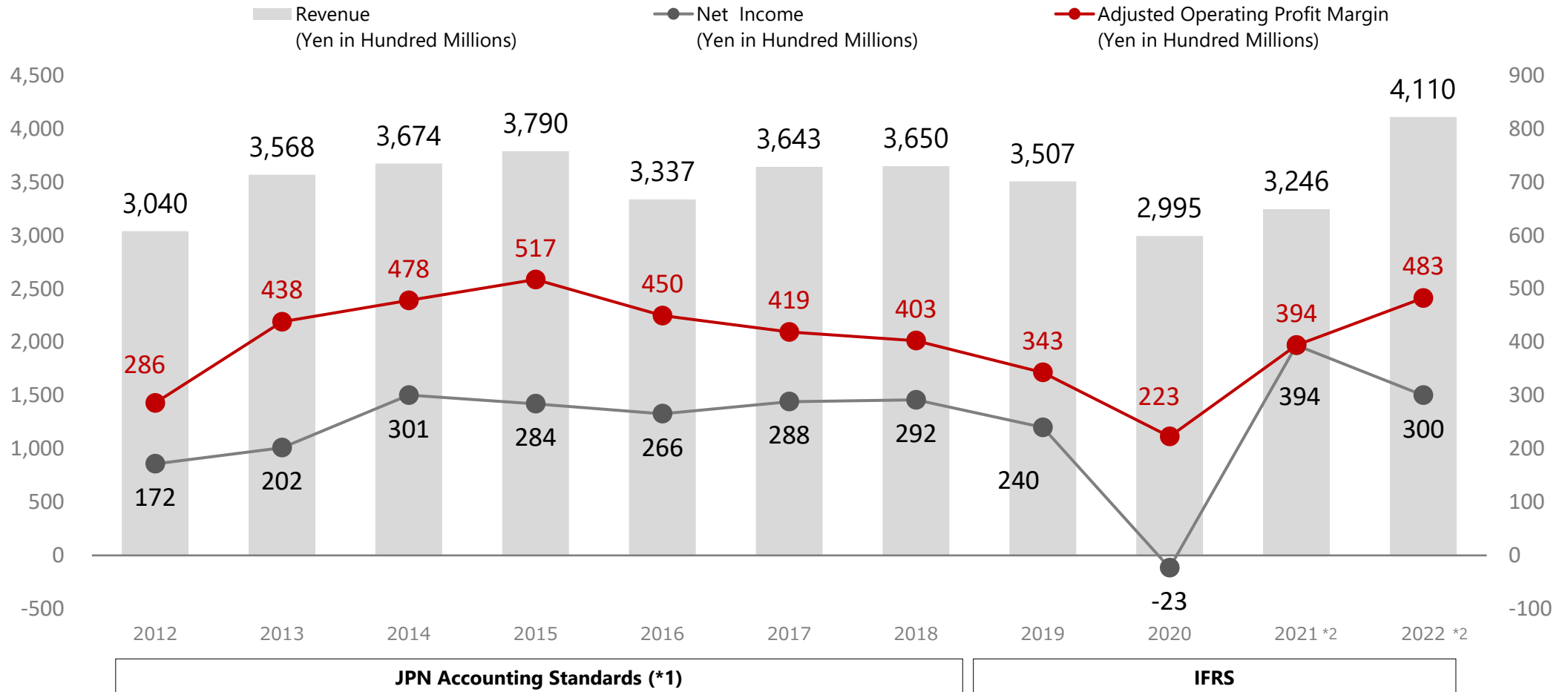
ROIC

7.4%

5.5%

9.0%

9.4%



(*1) Until 2018(J-GAAP): Net Sales, Operating Profit, Profit Attributable to Owners of Parent

(*2) In accordance with the decisions of business transfer, the Company has classified its US building materials business, anti-vibration rubber business, and chemical products solutions business as discontinued operations. Accordingly, revenue and adjusted operating profit show figures for continuing operations and exclude revenue and expenses of the three businesses.

Consolidated Financial Highlights

R&D, Capital Expenditure and Depreciation

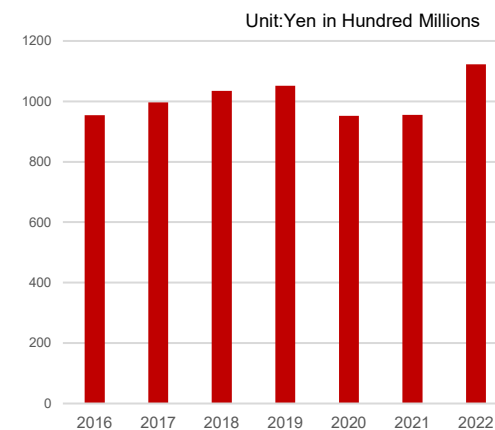
Unit:Yen in Hundred Millions

	2016	2017	2018	2019	2020	2021	2022
R&D	954	997	1,035	1,062	952	955	1,122
Capital Expenditure	1,941	2,348	2,684	3,282	2,719	2,620	3,171
Depreciation	1,880	2,003	2,004	2,697	2,675	2,459	2,821

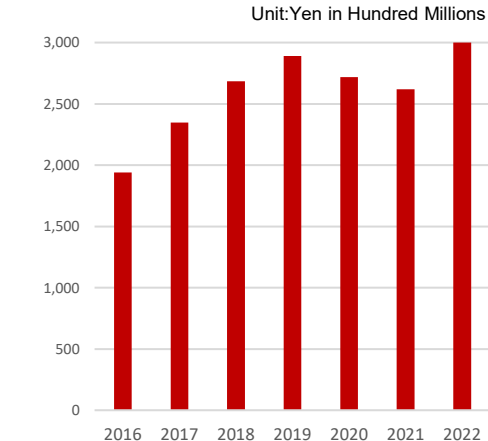
JPN account. standards

IFRS

R&D



Capital Expenditure



Assets

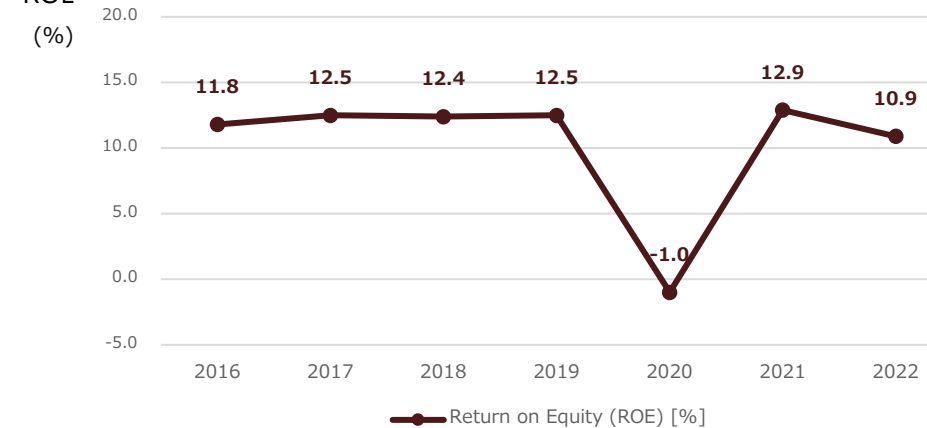
Unit:Yen in Hundred Millions

	2016	2017	2018	2019	2020	2021	2022
Total Assets	37,160	39,590	38,402	42,770	41,893	45,748	49,618
Net Assets	23,458	24,027	24,361	24,025	21,953	26,753	30,125
ROE [%]	11.8	12.5	12.4	10.0	-1.0	12.9	10.9

JPN account. standards

IFRS




ROE



Consolidated Financial Results

Sales by Business Segment*1

Unit:Yen in Hundred Millions

	2021	2022	vs. PY (%)	
 PS/LT <small>* incl. retail and credit card business</small>	Revenue	17,350	22,322	+29
	Adjusted OP	2,466	2,740	+11
	Ratio	14.2%	12.3%	△1.9pp
 TB <small>* incl. retread business</small>	Revenue	8,140	10,345	+27
	Adjusted OP	880	1,058	+20
	Ratio	10.8%	10.2%	△0.6pp
 Specialties <small>(OR/AC/AG/MC)</small>	Revenue	3,929	5,460	+39
	Adjusted OP	777	1,278	+64
	Ratio	19.8%	23.4%	+3.6pp

Sales by Market *1

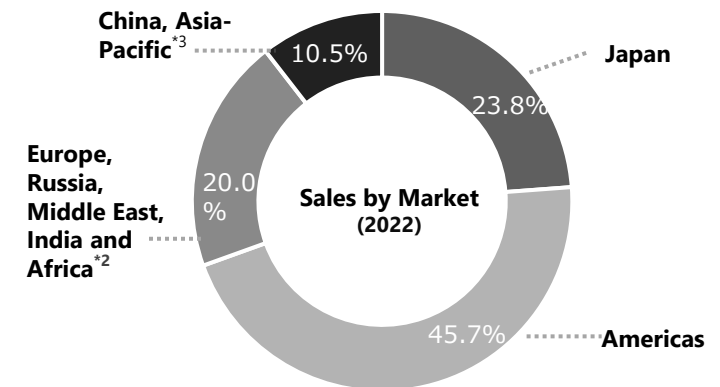
Unit:Yen in Hundred Millions

	2016	2017	2018	2019	2020	2021	2022
Japan	10,806	11,478	11,705	9,181	7,626	8,730	10,363
Americas	16,453	17,765	17,582	16,617	14,079	14,546	19,880
Europe, Russia, Middle East, India and Africa*2	4,771	5,598	5,961	6,401	5,643	6,939	8,700
China, Asia-Pacific*3	6,217	6,488	6,338	4,628	3,946	3,869	4,570
	JPN account. standards			IFRS			

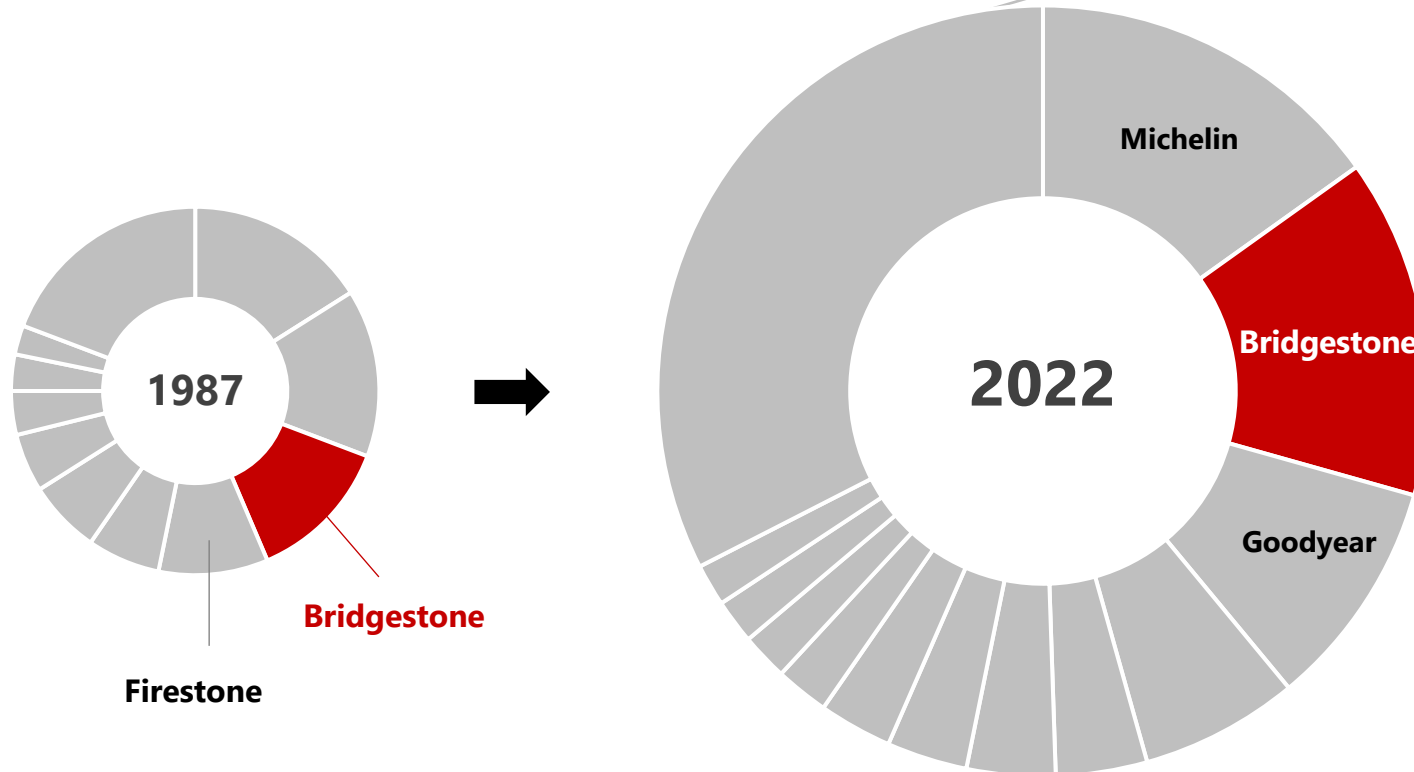
*1 Segment information

*2 Scope of Geographic segment is renewed in 2016 as a result of the restructuring of the Tire business SBUs.
 Until 2015 Europe ; 2016 Europe, Middle East & Africa ; 2017 Europe, Russia, Middle East & Africa ; 2020 Europe, Russia, Middle East, India and Africa.

*3 Scope of Geographic segment is renewed in 2016 as a result of the restructuring of the Tire business SBUs.
 Until 2015 China, Asia & Pacific, Middle East & Africa, Russia ; 2016 China, Asia & Pacific, Russia ; 2017 China, Asia & Pacific



Global Tire Market Share by Sales (Based on sales revenue)



Michelin 15.1%

Bridgestone 14.2%

Goodyear 9.6%

Continental 6.7%

Sumitomo 3.8%

Pirelli 3.7%

Hankook 3.4%

Yokohama 3.1%

Hangzhou Zhongce 2.2%

Cheng Shin 2.0%

Toyo 1.9%

Sailun 1.8%

Others 32.5%

Source: *Tire Business Magazine* – Global Tire Company Rankings published in August 2023

*The size of pie charts indicate total tire sales of each company.

The total of tire sales in 1987 was 40,250 and 186,822 in 2022.(million USD)

Number of Manufacturing Plants As of December 20, 2023

	THE AMERICAS	EUROPE / MIDDLE EAST AFRICA	CHINA / ASIA PACIFIC	JAPAN	TOTAL
Tire					
New Tire Plants(*1)	15	10	13	10	49
Other Tire Related Plants(*2)	8	2	4	11	25
Total	23	12	17	21	73
Raw Materials Plants	5	2	6	2	15
Diversified Products Plants	6	2	5	10	23
Number of Plants Total	34	16	28	33	111

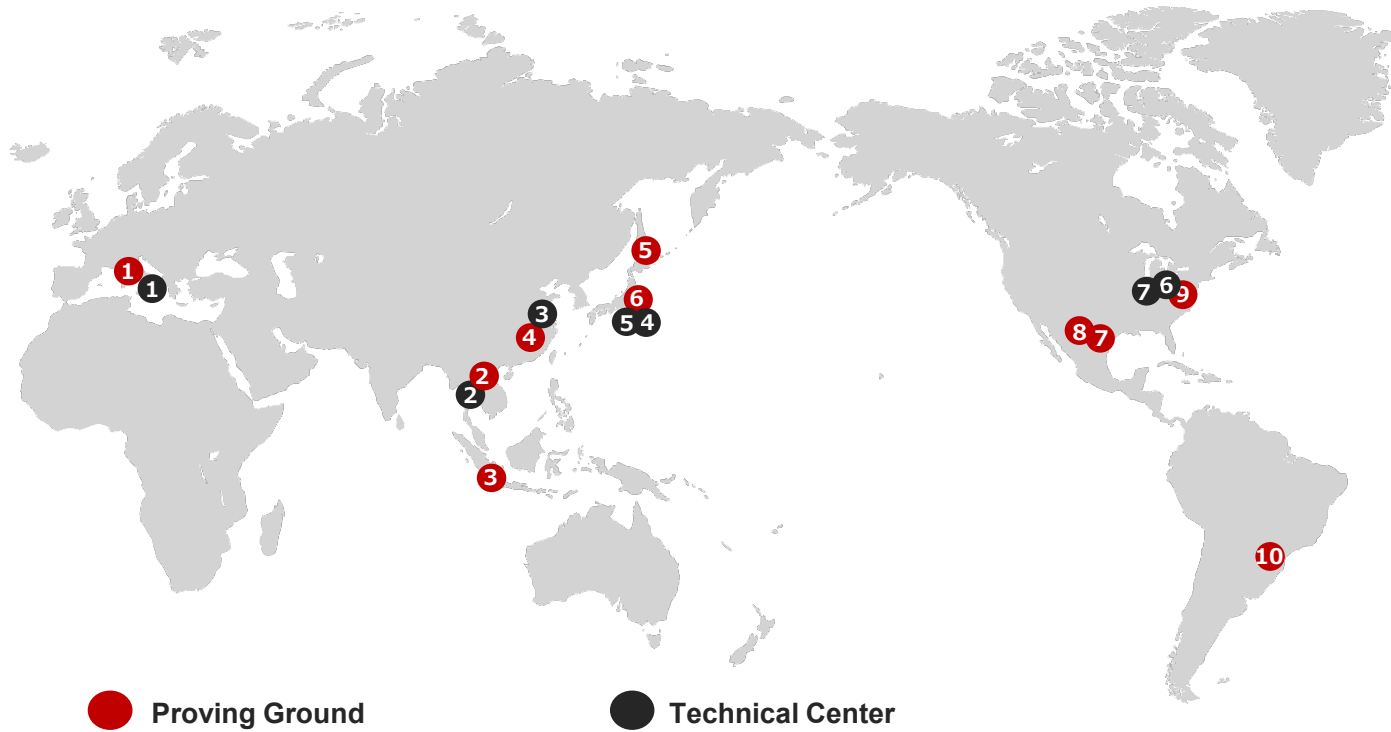
*1 New tire plants include new tire plants and a new tube and flap plants.

*2 Other tire related plants include retread plants for aircraft tires outside Japan and plants for retreading materials, molds and machineries for tires and steel cords.

Number of R&D Facilities

As of December 20, 2023

	THE AMERICAS	EUROPE / MIDDLE EAST AFRICA	CHINA / ASIA PACIFIC	JAPAN	TOTAL
Technical Center	2	1	2	2	7
Proving Ground	4	1	3	2	10



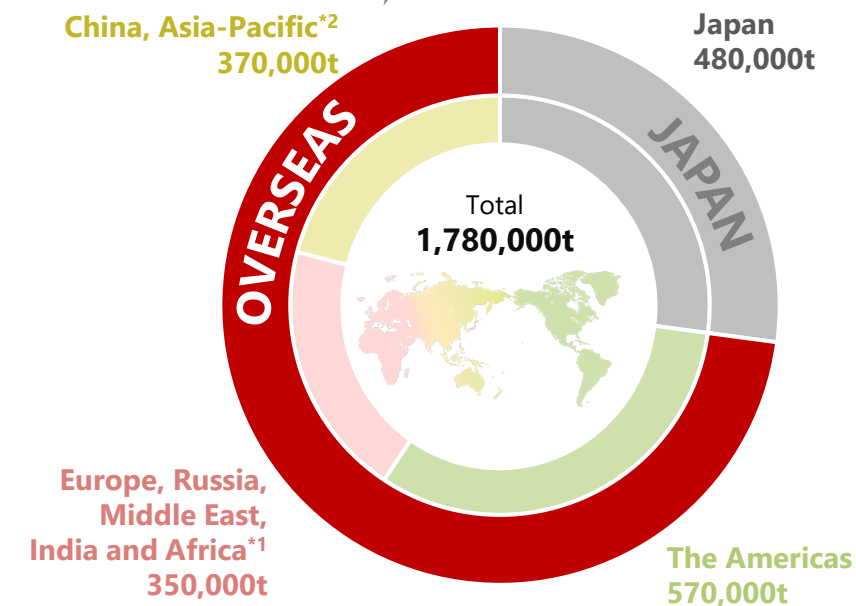
- 1 Aprilia, Italy
 - 2 Nong Khae, Thailand
 - 3 Karawang, Indonesia
 - 4 Jiangsu, China
 - 5 Hokkaido, Japan
 - 6 Tochigi, Japan
 - 7 Texas, U.S.A.
 - 8 Acuna, Mexico
 - 9 Ohio, U.S.A.
 - 10 Sao Pedro, Brazil
- 1 Rome, Italy
 - 2 Pathum Thani, Thailand
 - 3 Wuxi, Jiangsu, China
 - 4 Tokyo, Japan
 - 5 Yokohama, Japan
 - 6 Akron, Ohio, U.S.A.
 - 7 Indiana, U.S.A.

Summary of Global Tire Production

Unit: 10,000 tons

	2015	2016	2017	2018	2019	2020	2021	2022
Domestic	48	47	47	51	51	40	48	48
Americas	56	57	59	60	60	47	58	57
Overseas								
Europe, Russia, Middle East, India and Africa ^{*1}	22	25	27	29	30	27	34	35
China, Asia-Pacific ^{*2}	54	51	47	47	42	30	37	37
Overseas Total	132	133	141	136	132	105	130	129
Total Production	179	180	188	186	184	145	178	177
Overseas Production Ratio [%]	73	74	75	73	72	72	73	73

Overseas Production Ratio **73%**



▲ Tire Production Volume(Tonnage of Rubber) by Geographical Segment(2022)

*1 Scope of Geographic segment is renewed in 2016 as a result of the restructuring of the Tire business SBUs.

Until 2015 Europe ; 2016 Europe, Middle East & Africa ; 2017 Europe, Russia, Middle East & Africa ; 2020 Europe, Russia, Middle East, India and Africa

*2 Scope of Geographic segment is renewed in 2016 as a result of the restructuring of the Tire business SBUs.

Until 2015 China, Asia & Pacific, Middle East & Africa, Russia ; 2016 China, Asia & Pacific, Russia ; 2017 China, Asia & Pacific.

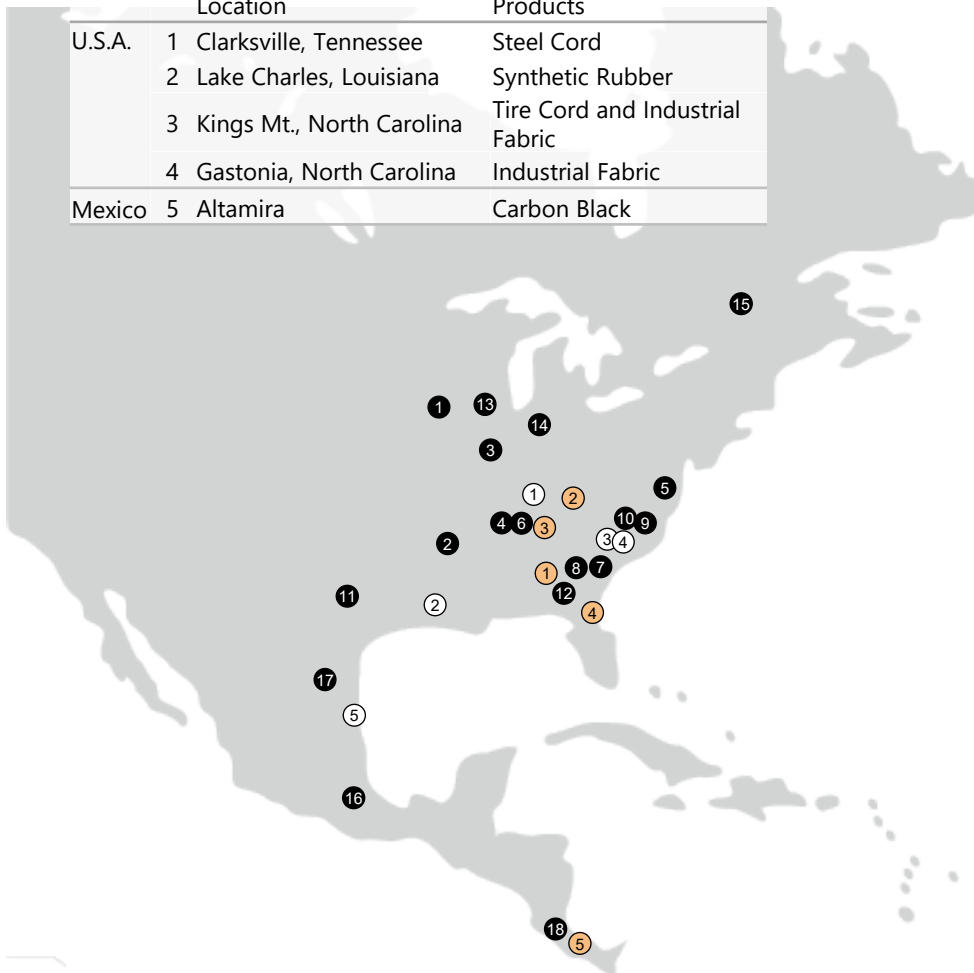
Global Tire, Raw Materials and Diversified Products Plants

As of December 20, 2023

THE AMERICAS

Raw Materials Plants

	Location	Products
U.S.A.	1 Clarksville, Tennessee	Steel Cord
	2 Lake Charles, Louisiana	Synthetic Rubber
	3 Kings Mt., North Carolina	Tire Cord and Industrial Fabric
	4 Gastonia, North Carolina	Industrial Fabric
Mexico	5 Altamira	Carbon Black



New Tire Plants / Other Tire Related Plants

	Location	Products
U.S.A.	1 Des Moines, Iowa	Agricultural Machinery Tires
	2 Russellville, Arkansas	Tubes and Flaps
	3 Bloomington, Illinois	Off-the-road Tires
	4 LaVergne, Tennessee	Tires
	5 Wilson, North Carolina	Tires
	6 Warren, Tennessee	Tires
	7 Aiken, South Carolina	Tires
	8 Aiken, South Carolina	Off-the-road Tires
	9 Mayodan, North Carolina	Retread Tires for Aircraft
	10 Oxford, North Carolina	Retreading Materials
	11 Abilene, Texas	Retreading Materials
	12 Griffin, Georgia	Retreading Materials
	13 Muscatine, Iowa	Retreading Equipment
	14 Muncie, Indiana	Retreading Molds and Equipment
Canada	15 Joliette, Quebec	Tires
Mexico	16 Cuernavaca	Tires
	17 Monterrey	Tires
Costa Rica	18 San Jose	Tires

Diversified Products Plants

	Location	Products
U.S.A.	1 Covington, Georgia	Golf Balls
	2 Williamsburg, Kentucky	Air Springs
	3 Dyersburg, Tennessee	Air Springs
	4 Jacksonville, Florida	Hose Assembly
Costa Rica	5 Turrialba	Air Springs

*A part of this map is shown in commonly used terms.

*This stylized map is solely to present the geographical distribution of Bridgestone Group manufacturing operations.

Global Tire, Raw Materials and Diversified Products Plants

As of December 20, 2023

THE AMERICAS



New Tire Plants / Other Tire Related Plants

	Location	Products
Brazil	19 Bahia	Tires
	20 Santo Andre	Tires
	21 Campinas	Retreading Materials and Equipment
	22 Mafra	Retreading Materials
Argentina	23 Buenos Aires	Tires

Diversified Products Plants

	Location	Products
Brazil	6 Santo Andre	Air Springs

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*This stylized map is solely to present the geographical distribution of Bridgestone Group manufacturing operations.

Global Tire, Raw Materials and Diversified Products Plants

As of December 20, 2023

EUROPE / MIDDLE EAST / AFRICA



New Tire Plants / Other Tire Related Plants

	Location	Products
Belgium	24 Frameries	Retread Tires for Aircraft
	25 Lanklaar	Retreading Materials
Spain	26 Bilbao	Tires
	27 Puente San Miguel	Radial Tires for Agricultural machinery, Trucks and Buses
	28 Burgos	Tires
Poland	29 Poznan	Tires
	30 Stargard	Tires and Retreading Materials
Italy	31 Bari	Tires
Hungary	32 Tatabánya	Tires
Turkey	33 Izmit	Tires
	34 Aksaray	Tires
South Africa	35 Brits	Tires

Diversified Products Plants

	Location	Products
Poland	7 Wolsztyn	Air Springs
	8 Zarrow	Rubber Tracks

Raw Materials Plants

	Location	Products
Spain	6 Usansolo	Tire Cord
Liberia	7 Harbel	Block Natural Rubber (Rubber Estate)

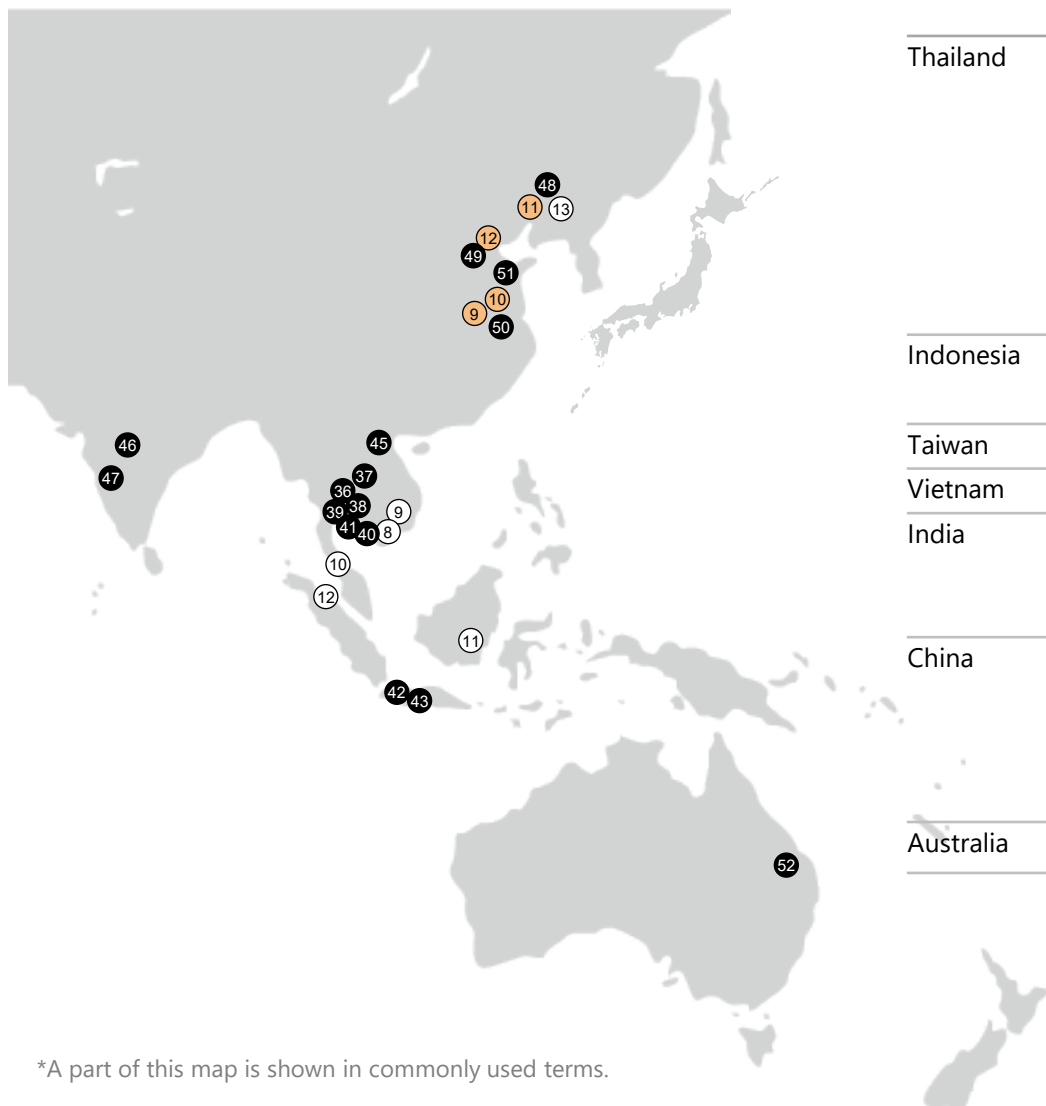
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Global Tire, Raw Materials and Diversified Products Plants

As of December 20, 2023

CHINA / ASIA PACIFIC



New Tire Plants / Other Tire Related Plants

	Location	Products
Thailand	36 Rangsit	Tire Materials
	37 Nong Khae	Tires
	38 Chonburi	Tires
	39 Chonburi	Tire Molds
	40 Rayong	Off-the-road Tires / Aircraft Tires
	41 Chonburi	Retread Tires for Aircraft
Indonesia	42 Bekasi	Tires
	43 Karawang	Tires
Taiwan	44 Hsin-Chu	Tires
Vietnam	45 Hai Phong	Tires
India	46 Indore	Tires
	47 Pune	Tires
China	48 Shenyang	Tires
	49 Tianjin	Tires
	50 Wuxi	Tires
	51 Qingdao	Retread Tires for Aircraft
Australia	52 Wacol	Retreading Materials

Diversified Products Plants

	Location	Products
China	9 Changzhou	Bicycles
	10 Changzhou	Hydraulic Hoses, Hose Assembly, Hoses
	11 Shenyang	Rubber Tracks
	12 Tianjin	Air Springs
Thailand	13 Rayong	Automotive Hoses, Hydraulic Hoses

Raw Materials Plants

	Location	Products
Thailand	8 Rayong	Steel Cord
	9 Rayong	Carbon Black
	10 Songkhla	Block Natural Rubber
Indonesia	11 Kalimantan	Sheet Natural Rubber (Rubber Estate)
	12 Sumatra	Block Natural Rubber (Rubber Estate)
China	13 Shenyang	Steel Cord

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Japan Domestic Facilities

*Numbers of employees and ground area to be referred to the 104th Financial statement report except**

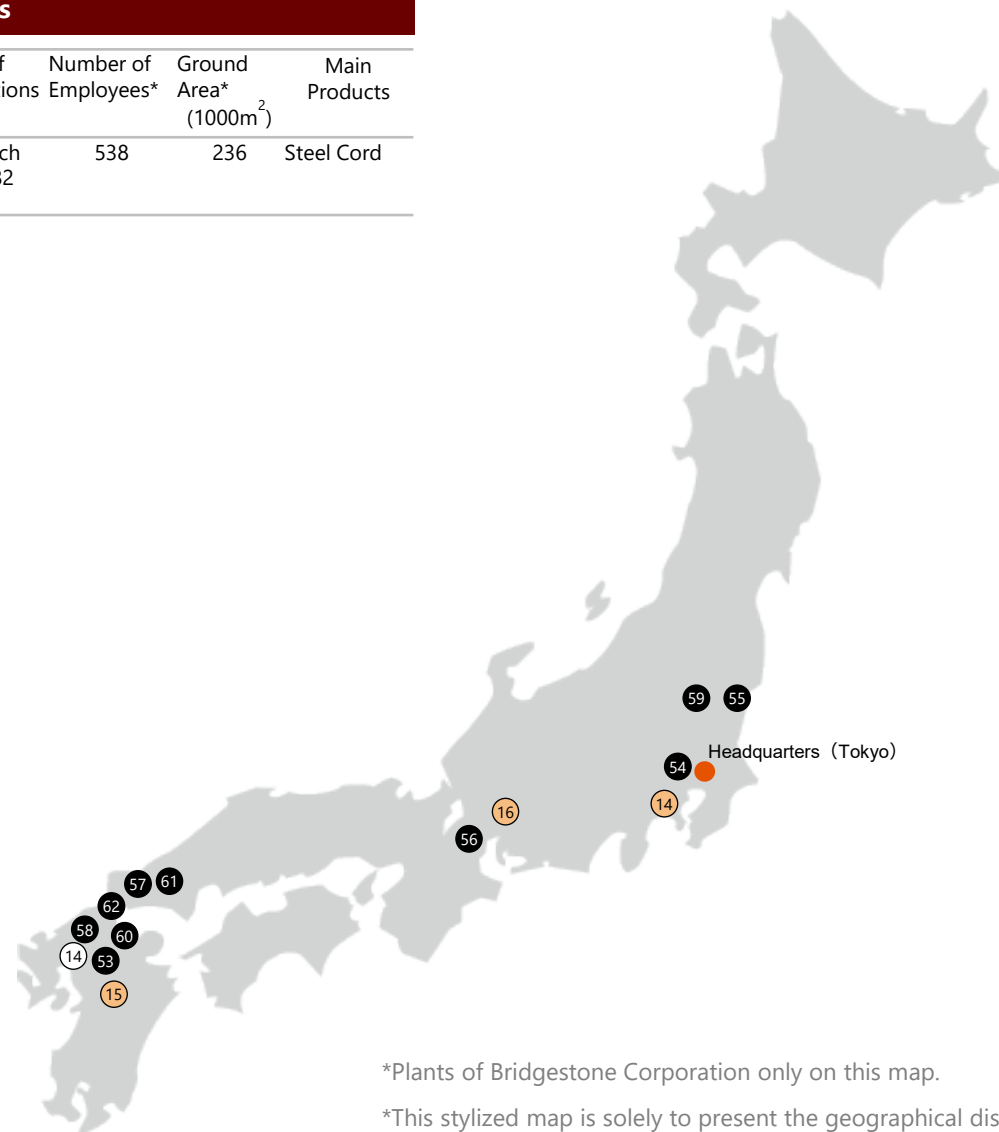
New Tire Plants

As of December 20, 2023

	Location	Start of Operations	Number of Employees*	Ground Area* (1000m ²)	Main Products
Kurume Plant	53 Kurume, Fukuoka	March 1931	959	457	Tires for Passenger Cars, Light Trucks, Aircraft, Racing Cars and Others
Tokyo AC Tire Plant	54 Kodaira, Tokyo	March 1960	188	-	New and Retread Tires for Aircraft
Nasu Plant	55 Nasushiobara, Tochigi	March 1962	721	195	Tires for Passenger Cars, Light Trucks, Motorcycles, Agricultural Machinery and Industrial Vehicles
Hikone Plant	56 Hikone, Shiga	March 1968	1,426	658	Radial Tires for Passenger Cars and Light Trucks
Shimono-seki Plant	57 Shimonoseki, Yamaguchi	June 1970	722	285	Off-the-road Tires for Mining and Construction Vehicles
Tosu Plant	58 Tosu, Saga	July 1970	706	182	Radial Tires for Passenger Cars, Including Ultra-low Aspect Ratio Tires for High-performance Vehicles and Light Trucks
Tochigi Plant	59 Nasushiobara, Tochigi	April 1971	848	151	Radial Tires for Trucks and Buses, Passenger Cars, Light Trucks and New Transport Systems
Amagi Plant	60 Asakura, Fukuoka	May 1973	847	376	Radial Tires for Trucks, Buses and Light Trucks
Hofu Plant	61 Hofu, Yamaguchi	August 1976	904	482	Radial Tires for Passenger Cars, Light Trucks, Off-the-road Tires for Mining and Construction Vehicles
Kitakyu-shu Plant	62 Kitakyushu, Fukuoka	June 2009	486	374	Off-the-road Radial Tires for Mining and Construction Vehicles

Raw Materials Plants

	Location	Start of Operations	Number of Employees*	Ground Area* (1000m ²)	Main Products
Saga Plant	14 Miyaki-gun, Saga	March 1982	538	236	Steel Cord



*Plants of Bridgestone Corporation only on this map.

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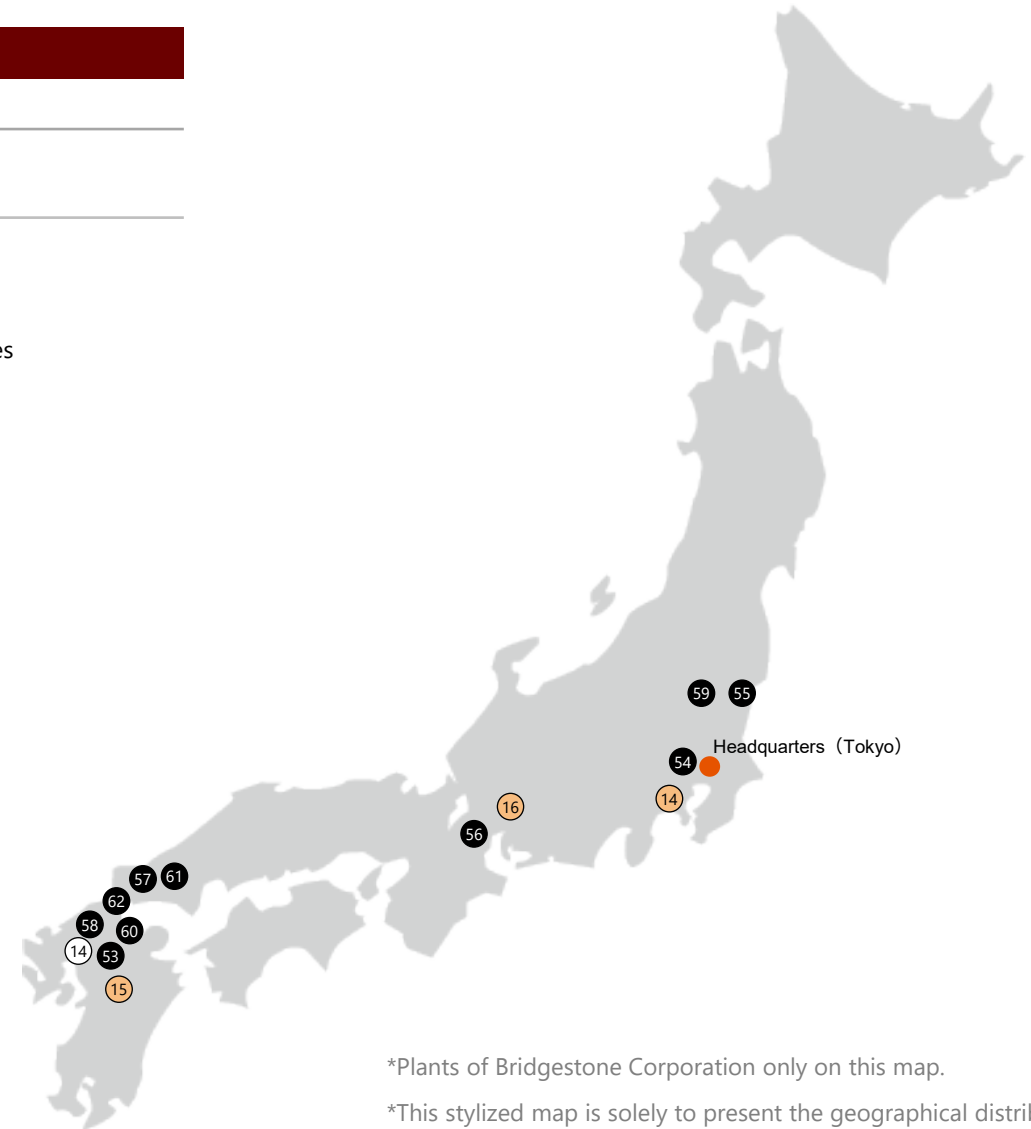
Japan Domestic Facilities

*Numbers of employees and ground area to be referred to the 104th Financial statement report.

Chemical and Industrial Products Plants

As of December 20, 2023

		Location	Start of Operations	Number of Employees*	Ground Area* (1000m ²)	Main Products
Yokohama Plant	14	Yokohama, Kanagawa	July 1938	511	177	Conveyor Belts, Seismic Isolation Bearings, And Associated Rubber Products
Kumamoto Plant	15	Tamana, Kumamoto	October 1971	560	142	Rubber Tracks and Hydraulic Hoses
Seki Plant	16	Seki, Gifu	October 1990	227	150	Hydraulic Hoses and Push Locks



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Major Group Companies

Other Tire Related and Raw Materials Plants	
	Number of Plants
Bridgestone BRM Co., Ltd.	5
Bridgestone Tread System Co., Ltd.	1
Bridgestone Tire Recycle Center Osaka Co., Ltd.	2
Japan Mold Industry Co., Ltd.	2
Bridgestone Plant Engineering Co., Ltd.	1
Asahi Carbon Co., Ltd.	1

Diversified Products Plants	
	Number of Plants
Bridgestone Flowtech Corporation	4
Bridgestone EMK Co., Ltd.	1
Bridgestone Sports Co., Ltd.	1
Bridgestone Cycle Co., Ltd.	1

Executives

As of March 28, 2023

1. BOARD OF DIRECTORS

Member of the Board	Shuichi ISHIBASHI
Member of the Board	Masahiro HIGASHI
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	Yojiro SHIBA
Member of the Board* Member of the Audit Committee	Yoko SUZUKI
Member of the Board* Member of the Audit Committee	Yukari KOBAYASHI
Member of the Board* Member of the Audit Committee	Yasuhiro NAKAJIMA
Member of the Board Member of the Audit Committee	Akira MATSUDA
Member of the Board Member of the Audit Committee	Tsuyoshi YOSHIMI

2. EXECUTIVE OFFICERS

Global CEO and Representative Executive Officer	Shuichi ISHIBASHI
Joint Global COO and Representative Executive Officer	Masahiro HIGASHI
Executive Officer Joint Global COO	Paolo FERRARI
Senior Vice President and Executive Officer	Masato BANNO

* Outside Director as set forth in Article 2 (XV) of the Companies Act.

Member of Global Executive Committee (Global EXCO)*1

As of Oct 1, 2023

Member of the Board Global CEO and Representative Executive Officer	Shuichi ISHIBASHI	Vice President and Senior Officer of Bridgestone Corporation Chief Technology Officer and Group President, Solutions Businesses, Bridgestone Americas, Inc.	Nizar TRIGUI
Member of the Board Representative Executive Officer Joint Global COO (In charge of BSJP and BSCAP) Chairman of Bridgestone Asia Pacific Pte. Ltd. Concurrently responsible for BSJP Chairman and Representative Board Member of Bridgestone Tire Solution Japan Co., Ltd. Chairman and Representative Board Member of Bridgestone Cycle Co., Ltd.	Masahiro HIGASHI	Vice President and Senior Officer of Bridgestone Corporation BSEMIA Management Board Chair, CEO and President	Laurent DARTOUX
Executive Officer Joint Global COO (BSAM, BSEMIA) Global CSO(Global Chief Business Solutions Officer) BSAM Member of the Board, CEO and President	Paolo FERRARI	Executive Director BSCAP Member of the Board, CEO Chairman of BRIDGESTONE(CHINA)INVESTMENT CO., LTD.	Emilio TIBERIO
Senior Vice President and Executive Officer Global CTO (Global Chief Technology Officer) Responsible for Technology, Quality Management	Masato BANNO	Global CFO(Global Chief Financial Officer) and Executive Director, G Finance BSJP CFO	Naoki HISHINUMA
Vice President and Senior Officer, Global Chief Business Strategic Officer (Global CBSO) of Bridgestone Corporation Responsible for G Business Strategy BSAM Vice Chair of the Board BSEMIA Supervisory Board Chair	Thomas J. HIGGINS		
Vice President and Senior Officer, Responsible for G-MICA; Concurrently responsible for Global OE	Nobuyuki TAMURA		
Vice President and Senior Officer Responsible for Global Corporate Strategy and Talent Creativity Enhancement Chair of Global Sustainability Committee	Yoshikazu SHIDA		
Vice President and Senior Officer of Bridgestone Corporation BSAM Member of the Board, COO	Scott DAMON		

