



BRIDGESTONE DATA 2025

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



Operating in more than 150 countries and regions



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



Nobuyuki Tamura
Executive Vice President
and Representative Executive
Officer
BRIDGESTONE EAST CEO



Scott Damon
Executive Vice President
and Executive Officer
BRIDGESTONE WEST CEO



Yasuhiro Morita
Executive Vice President
and Representative Executive
Officer
Global CAO · Global CSO



Masato Banno
Member of the Board
Executive Vice President
and Executive Officer
Global CTO

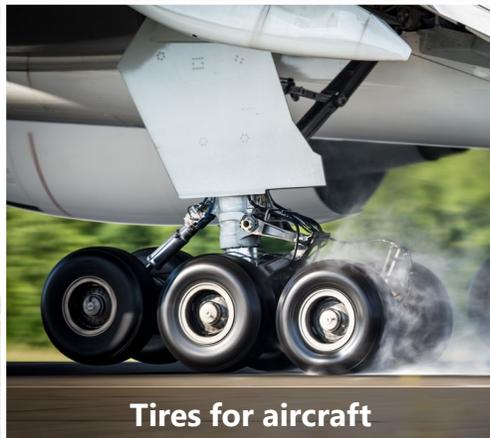
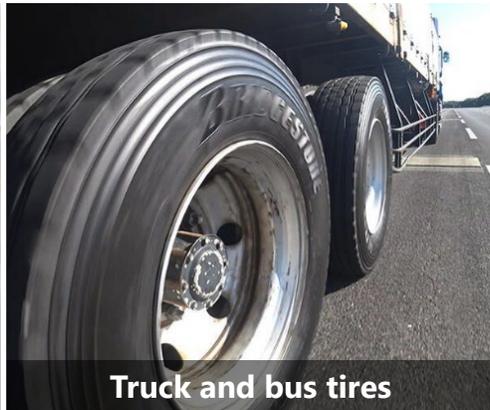
2024 Performance (consolidated)

Revenue (consolidated)	4,430.1 Billion JPY
Adjusted operation profit	483.3 Billion JPY
Adjusted operation profit margin	10.9 %
Consolidated Employees	121,464

Products and Operations

 **Premium Tire Business** Core business

Produce and sell “Dan-Totsu” products



etc

 **Solutions Business** Growth business

Amplify the value of “Dan-Totsu” products during the stage of customers’ tire use

Retail & Service solutions



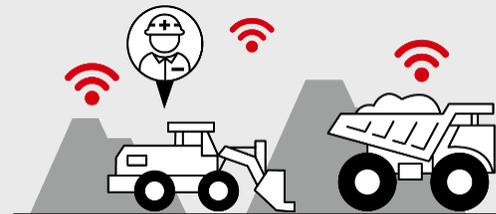
Mobility tech business as Strategic business
“real x digital”

Truck & bus solutions

Retread



Mining solutions



Aviation solutions



etc

Products and Operations

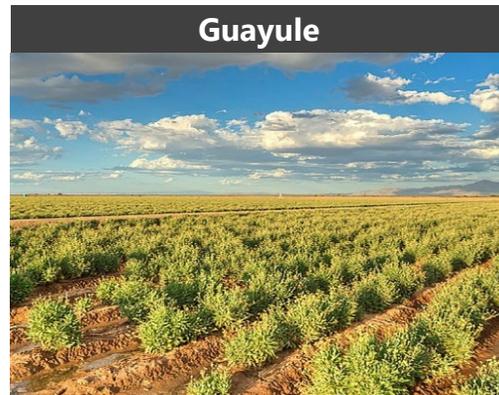
 **Exploratory Business -Sowing new seeds**
Providing social value and sustainability at the core

Recycle

Toward a sustainable future where recycled tires are the standard



EVERTIRE INITIATIVE



Soft-robotics

TETOTE
Softrobotics Ventures



 GOOD DESIGN AWARD 2023

AirFree

No air inflation required "Next-generation tire"

AirFree



,etc

Diversified Products Business
Sharply focus on areas where Bridgestone's core competencies can be leveraged



2 Consolidated Financial Highlights

ROIC

7.4%

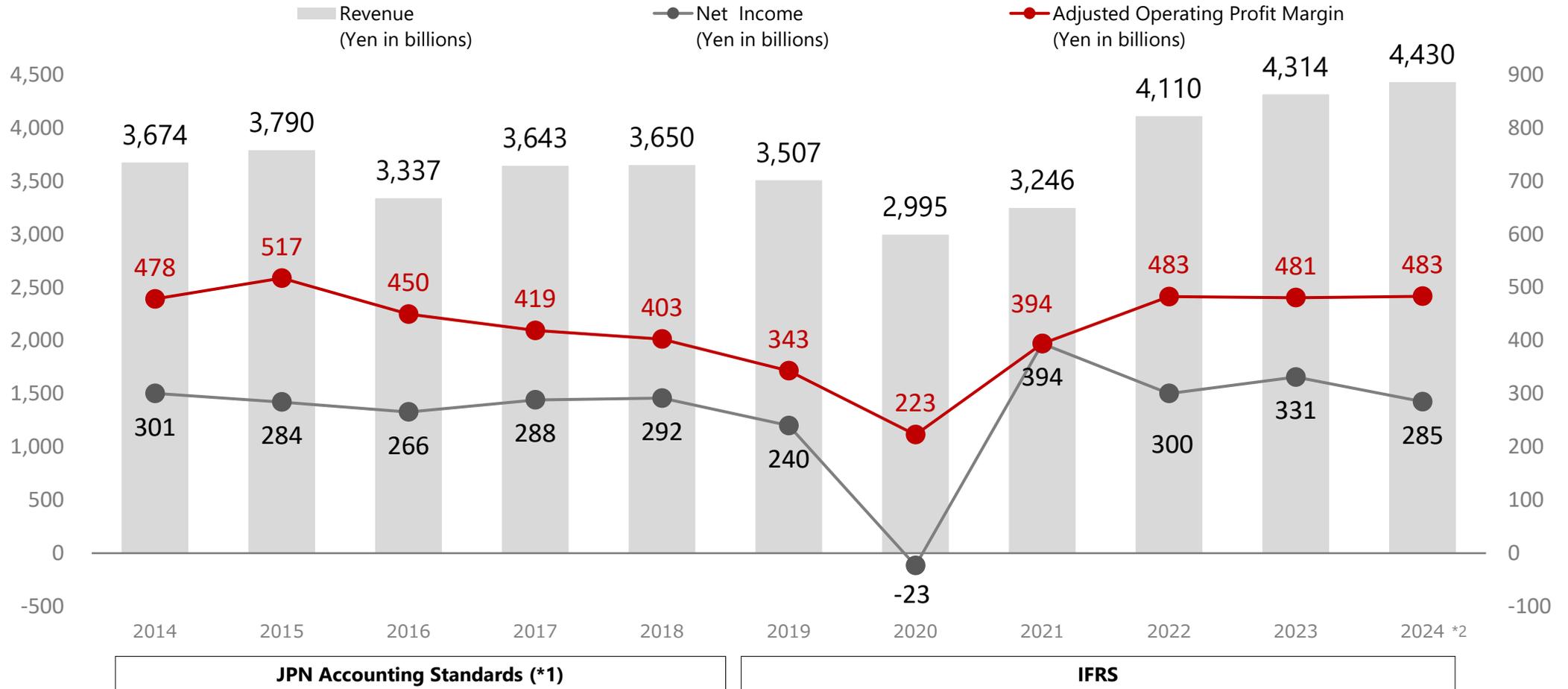
5.5%

9.0%

9.4%

8.7%

8.2%



(*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/Amortization

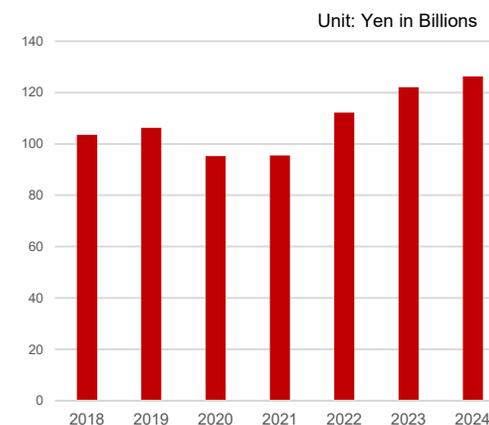
Unit: Yen in Billions

	2018	2019	2020	2021	2022	2023	2024
R&D Expenses	103.5	106.2	95.2	95.5	112.2	122.0	126.2
Capital Expenditure	268.4	328.2	271.9	262.0	317.1	420.0	389.8
Depreciation and amortization	200.4	269.7	267.5	245.9	282.1	305.8	348.1

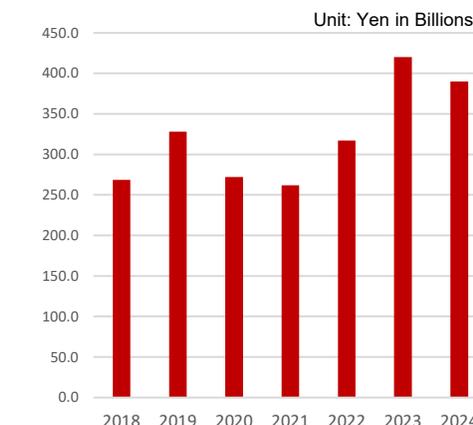
JPN
account.
standards

IFRS

R&D Expenses



Capital Expenditure



Financial Positions

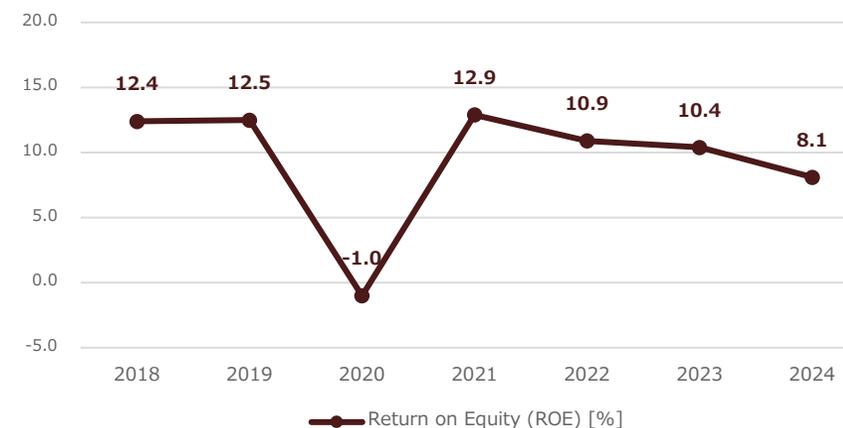
Unit: Yen in Billions

	2018	2019	2020	2021	2022	2023	2024
Total Assets	3,840.2	4,277.0	4,189.3	4,574.9	4,961.8	5,427.8	5,723.5
Total Equity	2,436.1	2,402.5	2,195.3	2,675.4	3,012.5	3,405.4	3,786.5
ROE [%]	12.4	10.0	-1.0	12.9	10.9	10.4	8.1

JPN
account.
standards

IFRS

ROE (%)



* 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 from 2021. Accordingly, depreciation and amortization, R&D expenses and ROE show figures for continuing operations and exclude expenses of the three businesses from 2021.

Consolidated Financial Results

Consolidated Operating Results by Product

Unit: Yen in Billions

	2023	2024	vs. PY (%)	
 PS/LT passenger car & light truck tires	Revenue	2,375.4	2,485.9	+5
	Adjusted OP	272.3	282.3	+3
	Ratio	11.5%	11.4%	△0.2pp
 TB truck & bus tires	Revenue	1,028.6	1,022.8	+1
	Adjusted OP	58.2	57.9	+3
	Ratio	5.7%	5.7%	△0.1pp
 Specialties OR(tires for mining & construction), AC(tires for aircraft), AG(tires for agriculture), MC(tires for motorcycle)	Revenue	611.4	623.6	△1
	Adjusted OP	137.0	138.9	+2
	Ratio	22.4%	22.3%	+0.7pp

* 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 from 2021. Accordingly, revenue and adjusted operating profit show figures for continuing operations and exclude revenue and expenses of the three businesses from 2021.

* Effective from 2023, calculation method for P&L by segment has been partially changed.

* Including transactions caused by businesses among segments

* Segment Information: The Group decided to change our segment classifications since fiscal 2016. Until 2015 China, Asia Pacific, Middle East, Africa and Russia; In 2016 China, Asia Pacific and Russia; In 2017 & 2018 China and Asia Pacific; During 2019~2023 China, Asia(excluding India)-Pacific; Since 2024 Asia, Pacific, India and China (APIC)

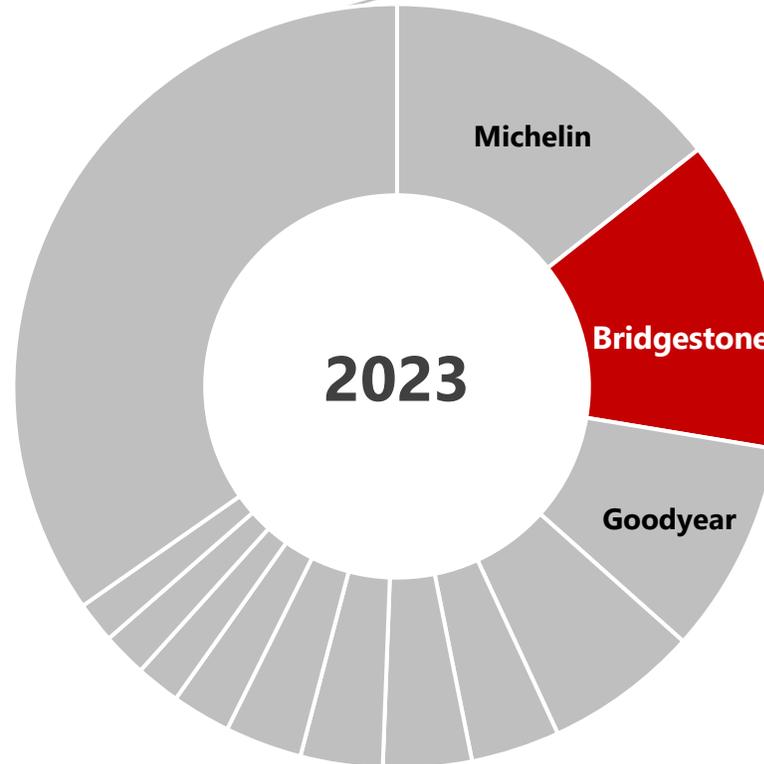
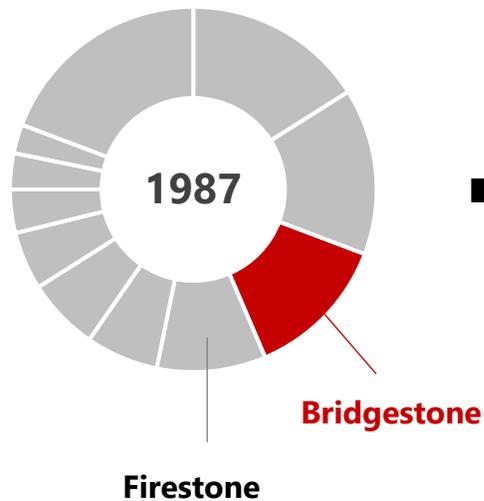
* Segment Information: The Group decided to change our segment classifications since fiscal 2016. Until 2015 Europe; In 2016 Europe, Middle East and Africa; In 2017 & 2018 Europe, Russia, Middle East and Africa; During 2019~2023 Europe, Russia, Middle East, India and Africa; Since 2024 Europe, Middle East and Africa (EMEA)

Revenue by Segments

Unit: Yen in Billions

	2018	2019	2020	2021	2022	2023	2024	
Japan	1,170.5	918.1	762.6	873.0	1,036.3	1,242.4	1,226.1	
Asia, Pacific, India and China	633.8	462.8	394.6	386.9	457.0	461.1	529.7	
Americas	1,758.2	1,661.7	1,407.9	1,454.6	1,988.0	2,080.0	2,180.0	
Europe, Middle East and Africa	596.1	640.1	564.3	693.9	870.0	908.5	835.6	
	JPN account. standards	IFRS						

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



Michelin	14.4%
Bridgestone	13.3%
Goodyear	9.0%
Continental	6.5%
Pirelli	3.7%
Sumitomo	3.7%
Hankook	3.5%
Yokohama	3.2%
Zhongce	2.5%
Sailun	1.9%
Toyo	1.9%
Cheng Shin	1.7%
Others	34.7%

Source: *Tire Business Magazine* – Global Tire Company Rankings published in August 2024

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

The total of tire sales in 1987 was 40,250 and 192,000 in 2023.(million USD)

Number of Manufacturing Plants As of November 1, 2024

	THE AMERICAS	EUROPE / MIDDLE EAST/ AFRICA	ASIA/PACIFIC/ INDIA/ CHINA	JAPAN	TOTAL
Tire					
New Tire Plants(*1)	15	10	12	10	47
Other Tire Related Plants(*2)	8	2	4	11	25
Total	23	12	17	21	72
Raw Materials Plants	5	2	6	2	15
Diversified Products Plants	6	2	5	10	23
Number of Plants Total	34	16	27	33	110

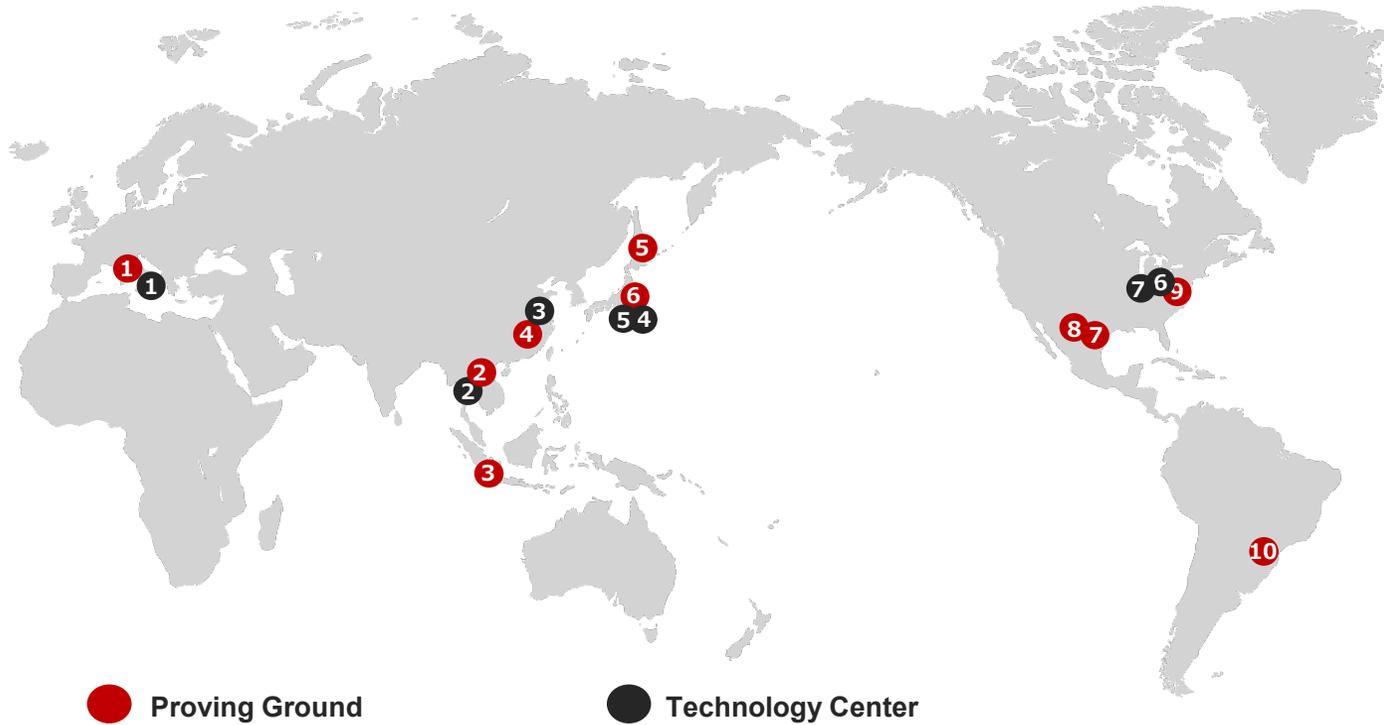
*1 New tire plants include new tire plants and tire materials plants.

*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 November 1, 2024

	THE AMERICAS	EUROPE/MIDDLE EAST/AFRICA	ASIA/PACIFIC/INDIA/CHINA	JAPAN	TOTAL
Technology 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: ten thousand ton

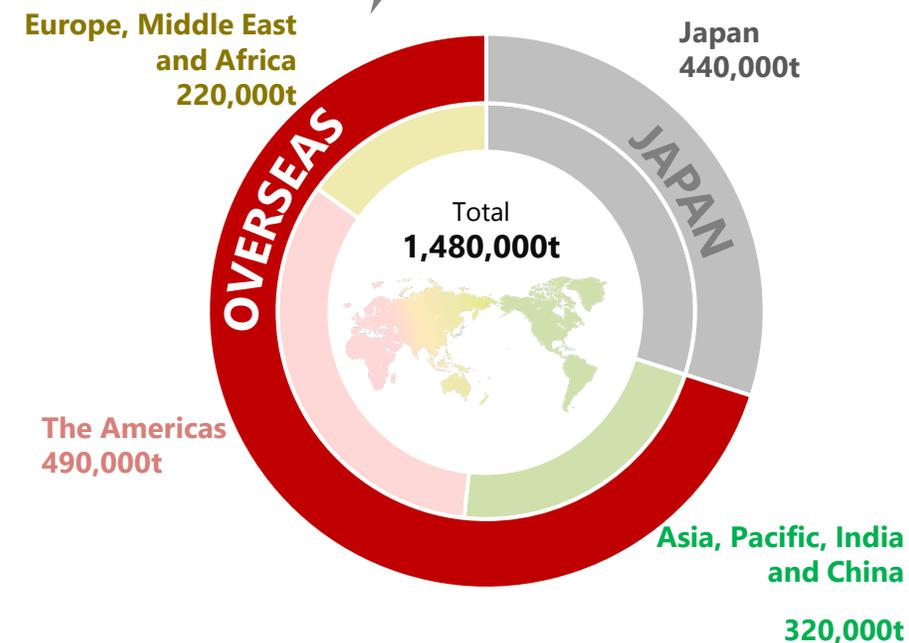
	2017	2018	2019	2020	2021	2022	2023	2024
Domestic	47	51	51	40	48	48	47	44
Overseas								
Asia, Pacific, India and China	47	47	38	30	37	37	32	32
Americas	59	60	60	47	58	57	53	49
Europe, Middle East and Africa	27	29	34	27	34	35	32	22
Overseas Total	141	136	132	105	130	129	117	104
Total Production	188	186	184	145	178	177	163	148
% of Overseas Production	75	73	72	72	73	73	71	70

* Scope of aggregated segment has been changed since 2018.

* Segment Information: The Group decided to change our segment classifications since fiscal 2016.Until 2015 China, Asia Pacific, Middle East, Africa and Russia; In 2016 China, Asia Pacific and Russia; In 2017 & 2018 China and Asia Pacific; During 2019~2023 China, Asia(excluding India)-Pacific; Since 2024 Asia, Pacific, India and China (APIC)

* Segment Information: The Group decided to change our segment classifications since fiscal 2016.Until 2015 Europe; In 2016 Europe, Middle East and Africa; In 2017 & 2018 Europe, Russia, Middle East and Africa; During 2019~2023 Europe, Russia, Middle East, India and Africa; Since 2024 Europe, Middle East and Africa (EMEA)

Overseas Production Ratio 70%



▲ Tire Production Volume (Tonnage of Rubber) (2024)

Global Tire, Raw Materials and Diversified Products Plants

As of November 1, 2024

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	Tire Materials
	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 November 1, 2024

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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Global Tire, Raw Materials and Diversified Products Plants

As of November 1, 2024

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
	32	
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)

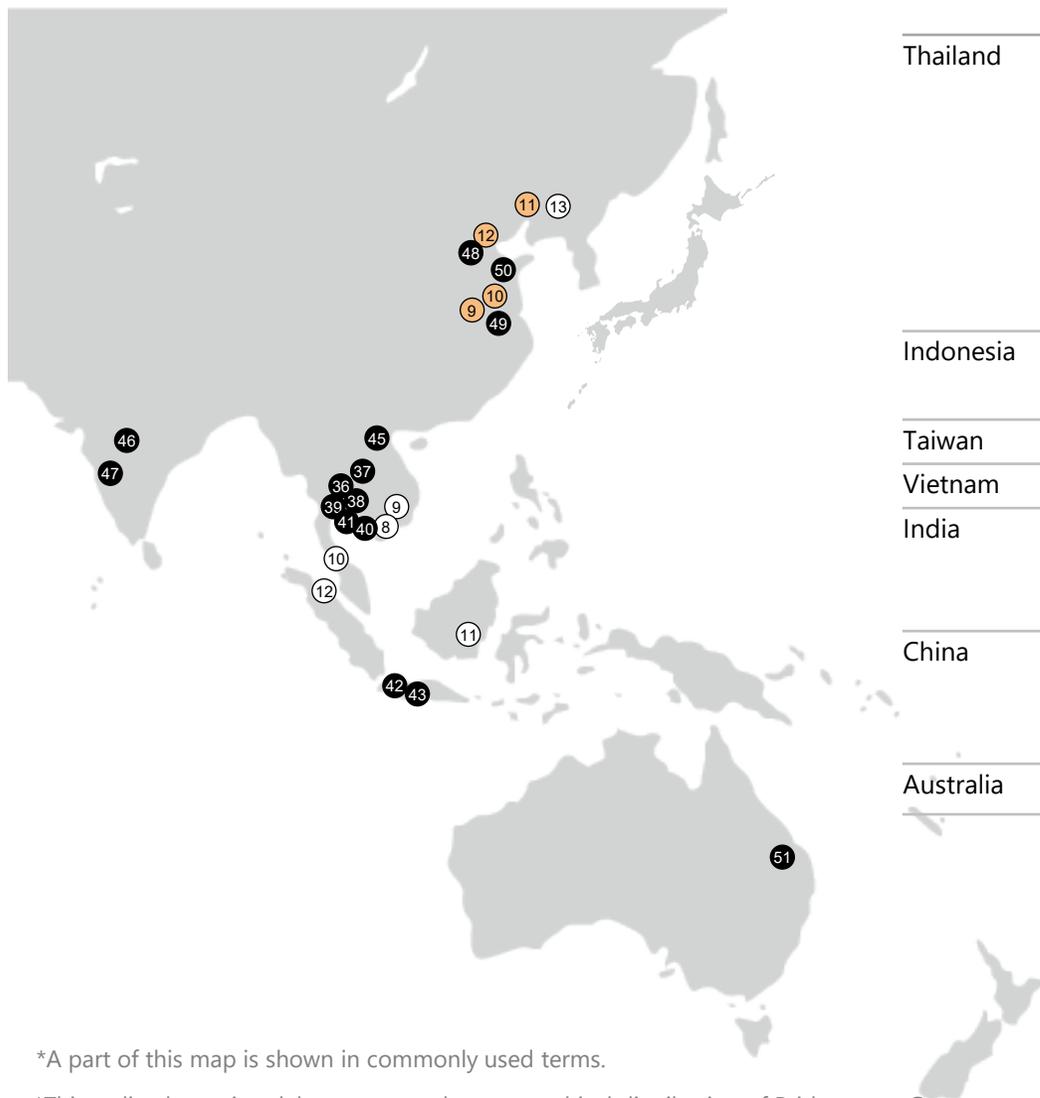
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Global Tire, Raw Materials and Diversified Products Plants

As of November 1, 2024

ASIA/PACIFIC/INDIA/ CHINA



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 Tianjin	Tires
	49 Wuxi	Tires
	50 Qingdao	Retread Tires for Aircraft
Australia	51 Wacol	Retreading Materials

Diversified Products Plants

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

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 105th Financial statement report.

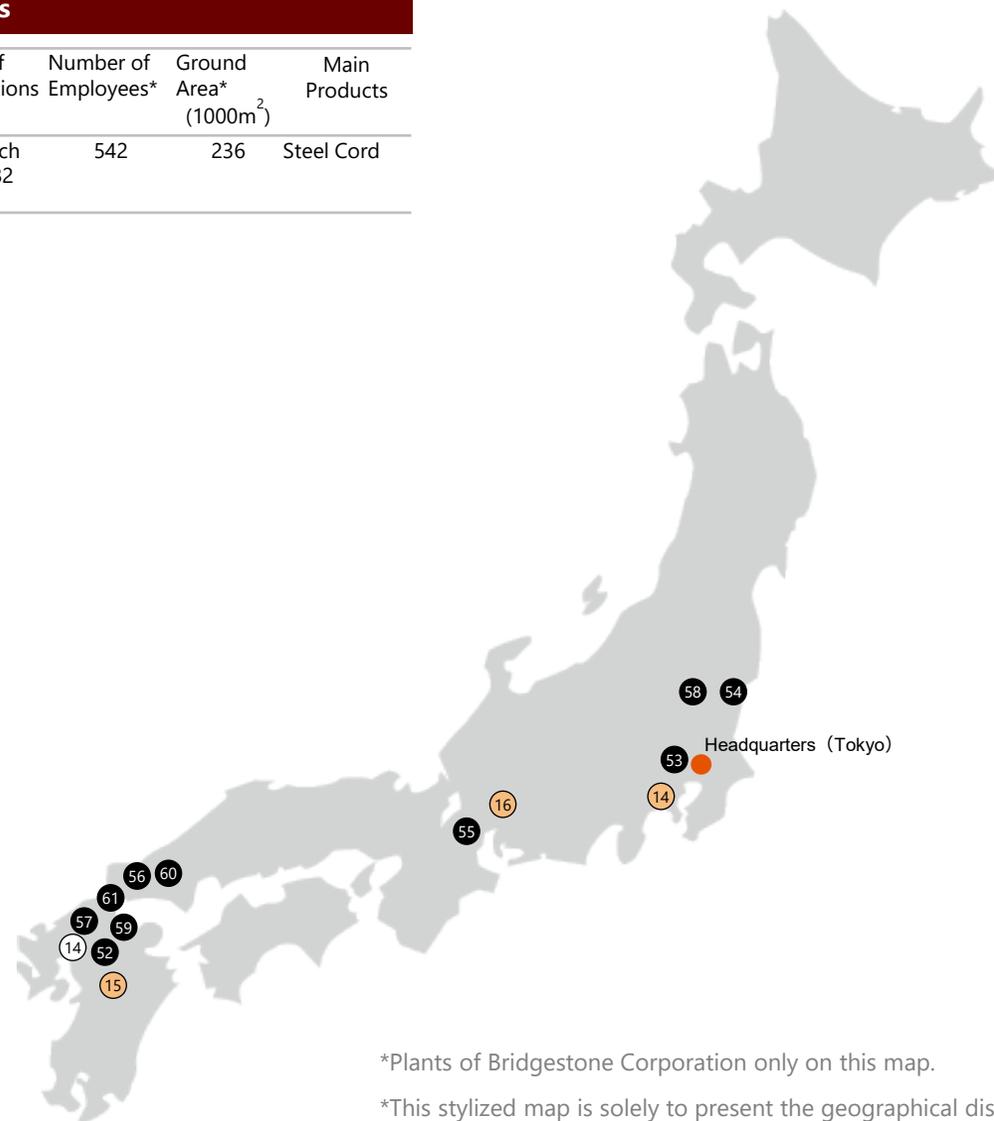
New Tire Plants

As of November 1, 2024

	Location	Start of Operations	Number of Employees*	Ground Area* (1000m ²)	Main Products
Kurume Plant	52 Kurume, Fukuoka	March 1931	984	457	Tires for Passenger Cars, Light Trucks, Aircraft, Racing Cars and Others
Tokyo AC Tire Plant	53 Kodaira, Tokyo	March 1960	195	-	New and Retread Tires for Aircraft
Nasu Plant	54 Nasushiobara, Tochigi	March 1962	734	195	Tires for Passenger Cars, Light Trucks, Motorcycles, Agricultural Machinery and Industrial Vehicles
Hikone Plant	55 Hikone, Shiga	March 1968	1,421	658	Radial Tires for Passenger Cars and Light Trucks
Shimono-seki Plant	56 Shimonoseki, Yamaguchi	June 1970	748	285	Off-the-road Tires for Mining and Construction Vehicles
Tosu Plant	57 Tosu, Saga	July 1970	734	182	Radial Tires for Passenger Cars, Including Ultra-low Aspect Ratio Tires for High-performance Vehicles and Light Trucks
Tochigi Plant	58 Nasushiobara, Tochigi	April 1971	854	151	Radial Tires for Trucks and Buses, Passenger Cars, Light Trucks and New Transport Systems
Amagi Plant	59 Asakura, Fukuoka	May 1973	891	388	Radial Tires for Trucks, Buses and Light Trucks
Hofu Plant	60 Hofu, Yamaguchi	August 1976	941	482	Radial Tires for Passenger Cars, Light Trucks, Off-the-road Tires for Mining and Construction Vehicles
Kitakyu-shu Plant	61 Kitakyushu, Fukuoka	June 2009	511	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	542	236	Steel Cord



*Plants of Bridgestone Corporation only on this map.

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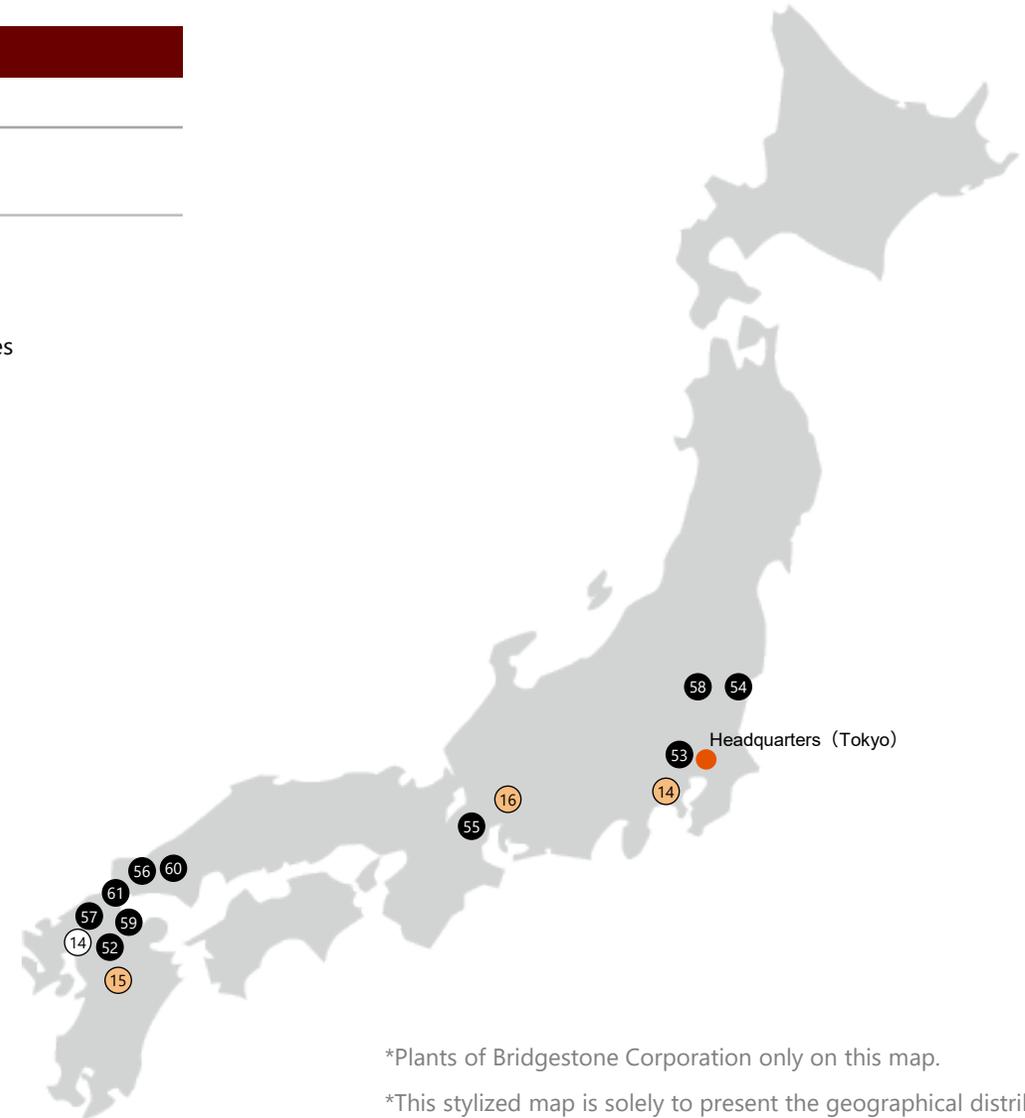
Japan Domestic Facilities

*Numbers of employees and ground area to be referred to the 105th Financial statement report.

Chemical and Industrial Products Plants

As of January 1, 2025

		Location	Start of Operations	Number of Employees*	Ground Area* (1000m ²)	Main Products
Yokohama Plant	14	Yokohama, Kanagawa	July 1938	461	243	Seismic Isolation Bearings
Kumamoto Plant	15	Tamana, Kumamoto	October 1971	590	142	Rubber Tracks and Hydraulic Hoses
Seki Plant	16	Seki, Gifu	October 1990	225	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 25, 2025

1. Board of Directors

Member of the Board	Shuichi ISHIBASHI
Member of the Board	Masato BANNO
Member of the Board Member of the Audit Committee	Akira MATSUDA
Member of the Board Member of the Audit Committee	Tsuyoshi YOSHIMI
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	Kenichi MASUDA
Member of the Board* Member of the Nominating Committee Member of the Compensation Committee	Kenzo YAMAMOTO
Member of the Board* Member of the Nominating Committee Member of the Compensation Committee	Toshiaki ITAGAKI
Member of the Board* Member of the Audit Committee	Yasuhiro NAKAJIMA
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	Noriko MORIKAWA

2. Executive Officers

Global CEO and Representative Executive Officer	Shuichi ISHIBASHI
Executive Vice President and Representative Executive Officer BRIDGESTONE EAST CEO Concurrently Global Mining, Industrial, Construction, and Aviation Tire Solutions Business	Nobuyuki TAMURA
Executive Vice President and Executive Officer BRIDGESTONE WEST CEO Concurrently Global CDXO (Chief Digital Transformation Officer)	Scott DAMON
Executive Vice President and Representative Executive Officer Global CAO (Chief Administration Officer) · Global CSO (Chief Strategy Officer)	Yasuhiro MORITA
Executive Vice President and Executive Officer Global CTO (Chief Technology Officer)	Masato BANNO
Senior Vice President and Executive Officer BRIDGESTONE WEST CTO (Chief Technology Officer)	Emilio TIBERIO
Senior Vice President and Executive Officer Global CIO (Chief Innovation Officer)	Tomohiro KUSANO

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

