BRIDGESTONE DATA 2024



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 IshibashiMember of the Board
Global CEO and
Representative
Executive Officer



Masahiro Higashi
Member of the Board
Representative
Executive Officer
Joint Global COO•
BRIDGESTONE EAST CEO



Paolo Ferrari
Executive Officer
Joint Global COO
BRIDGESTONE WEST CEO

Business Data



As of Dec. 31, 2022

Revenue (consolidated)

Adjusted operation profit

Profit Attribute to Owners of Parents
Employees (consolidated)

JPY 4,110.1 billion

JPY 482.6 billion

JPY 300.4 billion

129,260

Sales (non-consolidated)
Net Income (nonconsolidated)
Employees

JPY 981.7 billion JPY 164.3 billion

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



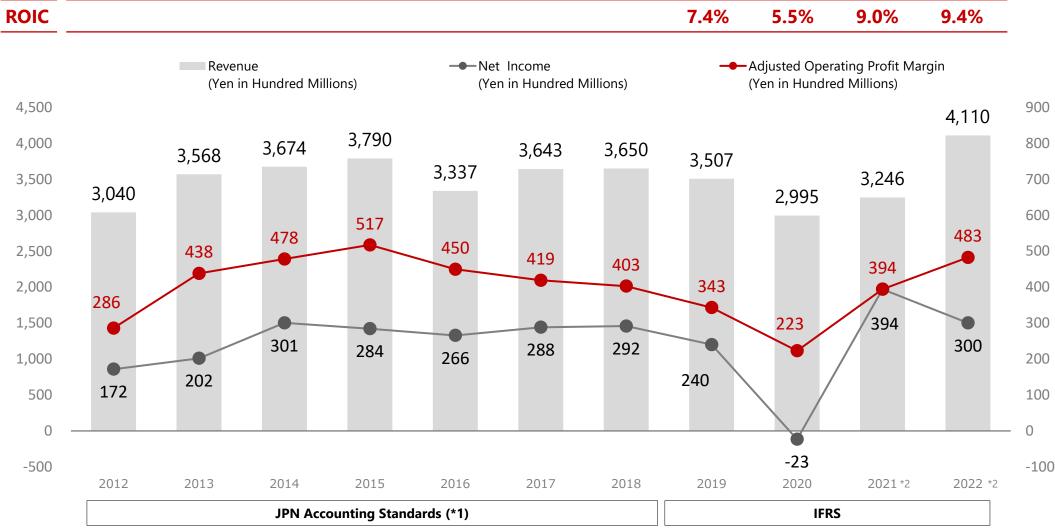
Exploratory Businesses

Promote commercialization based on co-creation solidly contributes to sustainability

- Recycle business
- Guayule business
- Soft-robotics business



Consolidated Financial Highlights



^(*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.



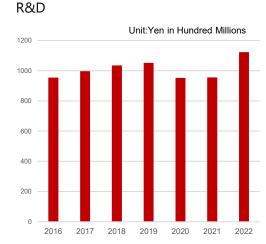
Consolidated Financial Highlights

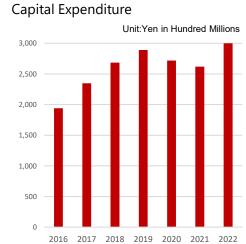
R&D, Capital Expenditure and Depreciation

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





Assets

Unit:Yen in Hundred Millions

IFRS

	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





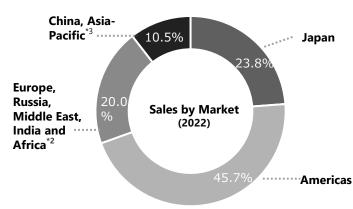
Consolidated Financial Results

Sales by Business Segment*1

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

Sales by Market *1

caree by manner					Unit:Y	en in Hundre	d 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
	IDNL acc	count ctan	darde		IEC	C	



Unit:Yen in Hundred Millions

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

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

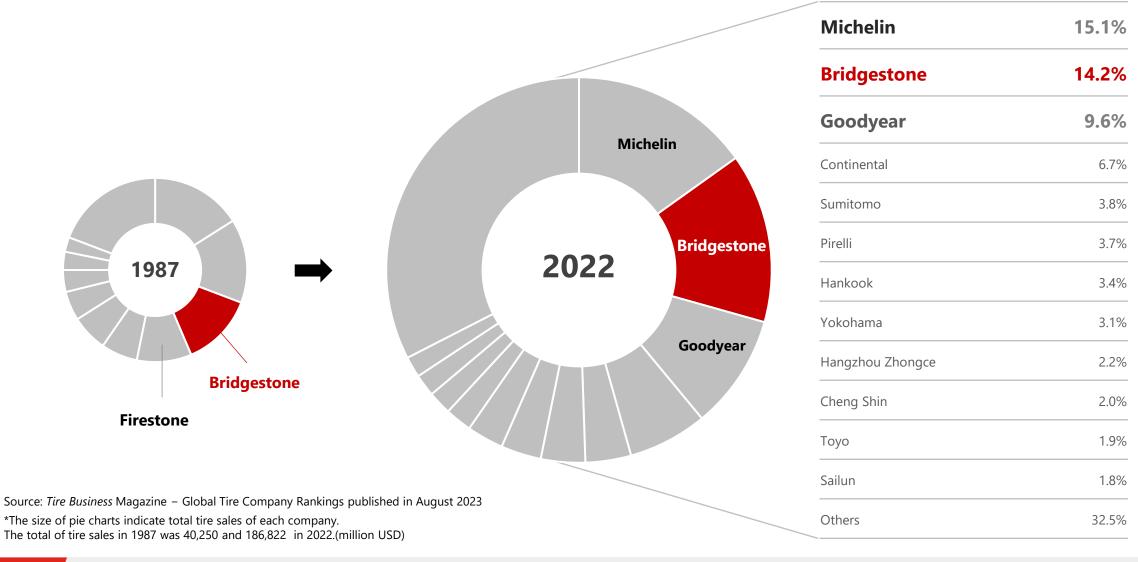


^{*1} Segment information

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

^{*3} Scope of Geographic segment is renewed in 2016 as a result of the restructuring of the Tire business SBUs.

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



Number of Manufacturing Plants As of December 20, 2023

		THE AMERICAS	EUROPE / MIDDLE EAST AFRICA	CHINA / ASIA PACIFIC	JAPAN	TOTAL
	New Tire Plants(*1)	15	10	13	10	49
Tire	Other Tire Related Plants(*2)	8	3 2	. 4	11	25
	Total	23	12	. 17	21	73
Raw Mater	ials Plants	5	5 2	. 6	5 2	15
Diversified Products Plants		6	5 2	. 5	10	23
Number of Plants Total		34	16	28	33	111



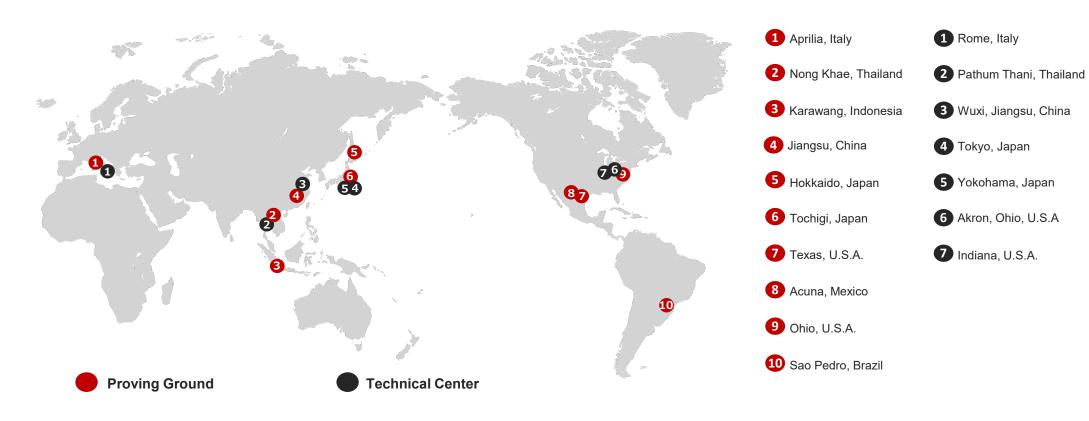
^{*1} New tire plants include new tire plants and a new tube and flap plants.

^{*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

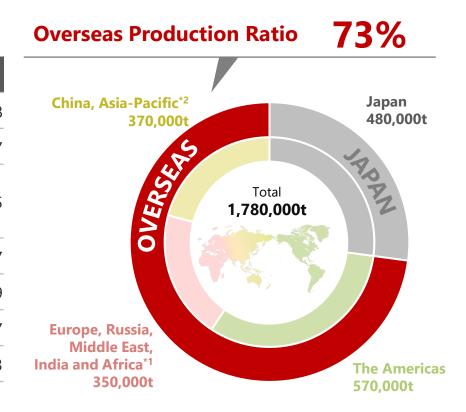
As of December 20, 2023

	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



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 Tota	ıl	132	133	141	136	132	105	130	129
Total Producti	ion	179	180	188	186	184	145	178	177
Overseas Prod	duction Ratio[%]	73	74	75	73	72	72	73	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

1 Covington, Georgia Golf Balls

4 Jacksonville, Florida Hose Assembly

Products

Air Springs

Air Springs

Air Springs

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 Pl	ants / Other Tire Related Plar	Diversified	Products Plants	
	Location	Products		Location
U.S.A.	1 Des Moines, Iowa	Agricultural Machinery Tires	U.S.A.	1 Covington, G Williamsburg
	2 Russellville, Arkansas	Tubes and Flaps		2 Kentucky
	3 Bloomington, Illinois	Off-the-road Tires		Dyersburg, Tennessee
	4 LaVergne, Tennessee	Tires		4 Jacksonville,
	5 Wilson, North Carolina	Tires	Costa Rica	5 Turrialba
	6 Warren, Tennessee	Tires	Costa raca	ramasa
	7 Aiken, South Carolina	Tires		
	8 Aiken, South Carolina	Off-the-road Tires		
	Mayodan, North Carolina	Retread Tires for Aircraft		
	10 Oxford, North Carolina	a 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		



^{*}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.

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
Argentine	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 December 20, 2023



Νοω	Tire	Dlants	/ Other	Tire	Related	Dlants
INEW	HHE	rialits	/ Ouiei	ıne	Relateu	rialits

	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

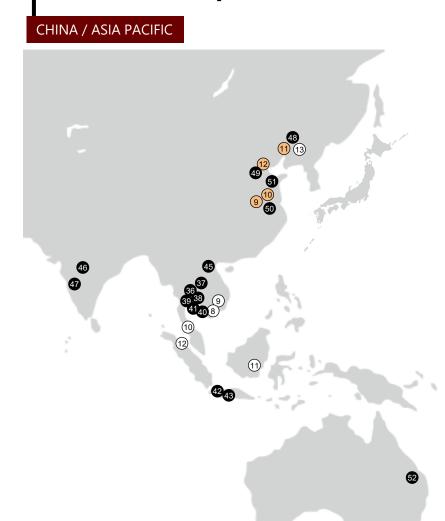
	Location	Products
Spain	6 Usansolo	Tire Cord
Liberia	7 Harbel	Block Natural Rubber (Rubber Estate)

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Global Tire, Raw Materials and Diversified Products Plants

As of December 20, 2023



New Tire P	Plants / Other Tire	Related Plants	Diversifie	d Products Plant	s
	Location	Products		Location	Products
Thailand	36 Rangsit	Tire Materials	China	9 Changzhou	Bicycles
	37 Nong Khae	Tires		10 Changzhou	Hydraulic Hoses, Hose Assembly,
	38 Chonburi	Tires			Hoses
	39 Chonburi	Tire Molds		11 Shenyang	Rubber Tracks
	40 Rayong	Off-the-road Tires /		12 Tianjin	Air Springs
	40 Rayong	Aircraft Tires	Thailand	13 Rayong	Automotive Hoses, Hydraulic
	41 Chonburi	Retread Tires for Aircraft		, 3	Hoses
Indonesia	42 Bekasi	Tires			
	43 Karawang	Tires	D M.4.	odala Diamera	
Taiwan	44 Hsin-Chu	Tires	kaw Mate	rials Plants	Duradorata
Vietnam	45 Hai Phong	Tires	 Thailand	Location 8 Ravong	Products Steel Cord
India	46 Indore	Tires	I I I ali ali u	8 Rayong 9 Rayong	Carbon Black
				10 Songkhla	Block Natural Rubber
	47 Pune	Tires	Indonesia	11 Kalimantan	Sheet Natural Rubber
China	48 Shenyang	Tires			(Rubber Estate)
	49 Tianjin	Tires		12 Sumatra	Block Natural Rubber
	50 Wuxi	Tires			(Rubber Estate)
	51 Quingdao	Retread Tires for Aircraft	China	13 Shenyang	Steel Cord
Australia	52 Wacol	Retreading Materials			

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

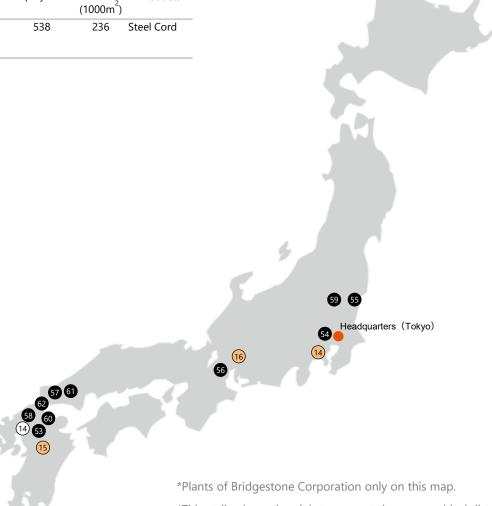
^{*}This stylized map is solely to present the geographical distribution of Bridgestone Group manufacturing operations.

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* (1000m²)	Main Products		
Kurume Plant	Kurume, 53 Fukuoka	March 1931	959	457	Tires for Passenger Cars, Light Trucks, Aircraft, Racing Cars and Others		
Tokyo AC Tire Plant	Kodaira, Tokyo	March 1960	188	-	New and Retread Tires for Aircraft		
Nasu Plant	Nasushiobara, Tochigi	March 1962	721	195	Tires for Passenger Cars, Light Trucks, Motorcycles, Agricultural Machinery and Industrial Vehicles		
Hikone Plant	Hikone, Shiga	March 1968	1,426	658	Radial Tires for Passenger Cars and Light Trucks		
Shimono -seki Plant	Shimonoseki, 57 Yamaguchi	June 1970	722	285	Off-the-road Tires for Mining and Construction Vehicles		
Tosu Plant	Tosu, Saga 58	July 1970	706	182	Radial Tires for Passenger Cars, Including Ultra-low Aspect Ratio Tires for High-performance Vehicles and Light Trucks		
Tochigi Plant	Nasushiobara, Tochigi 59	April 1971	848	151	Radial Tires for Trucks and Buses, Passenger Cars, Light Trucks and New Transport Systems		
Amagi Plant	Asakura, 60 Fukuoka	May 1973	847	376	Radial Tires for Trucks, Buses and Light Trucks		
Hofu Plant	Hofu, Yamaguchi 61	August 1976	904	482	Radial Tires for Passenger Cars, Light Trucks, Off-the-road Tires for Mining and Construction Vehicles		
Kitakyu -shu Plant	Kitakyushu, 62 Fukuoka	June 2009	486	374	Off-the-road Radial Tires for Mining and Construction Vehicles		

Ra	w Materials	Plants			
	Location		Number of Employees*		Main Products
Saga Plant	Miyaki-gun 14 Saga	, March 1982	538	236	Steel Cord



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



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 Decem	ber i	20, 2023					
		Location	Start of Operations	Number of Employees*	Ground Area* (1000m²)	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	





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



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

1. BOARD OF DIRECTORS	As of March 28, 2023
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

As of Jan 1, 2024

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

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

