

Financial Data

Fiscal years ended December 31

Consolidated Operating Results ¹	Japanese GAAP ²			
	2013	2014	2015	2016
Revenue	3,568.0	3,673.9	3,790.2	3,337.0
Adjusted operating profit	438.1	478.0	517.2	449.5
Adjusted operating profit margin	12.3	13.0	13.6	13.5
Profit attributable to owners of parent	202.0	300.5	284.2	265.5
Profit attributable to owners of parent margin	5.7	8.2	7.5	8.0

Consolidated Operating Results by Segment ^{1,3}	Japanese GAAP ¹			
	2013	2014	2015	2016
Japan				
Revenue	1,270.3	1,264.9	1,187.8	1,080.6
Adjusted operating profit	219.5	210.1	197.4	150.6
Adjusted operating profit margin	17.3	16.6	16.6	13.9
China, Asia-Pacific (CAP)⁴				
Revenue	862.7	841.5	838.0	621.7
Adjusted operating profit	80.2	66.8	68.2	62.5
Adjusted operating profit margin	9.3	7.9	8.1	10.1
Americas				
Revenue	1,651.9	1,768.1	1,941.6	1,645.3
Adjusted operating profit	156.4	180.2	222.5	203.1
Adjusted operating profit margin	9.5	10.2	11.5	12.3
Europe, Russia, Middle East, India and Africa (EMIA)⁵				
Revenue	423.3	439.2	421.7	477.1
Adjusted operating profit	2.0	20.3	21.4	27.7
Adjusted operating profit margin	0.5	4.6	5.1	5.8

Financial Position ¹	Japanese GAAP ⁹			
	2013	2014	2015	2016
Total assets	3,577.0	3,960.9	3,795.8	3,716.0
Total liabilities	1,714.0	1,814.2	1,513.8	1,370.1
Total equity	1,862.9	2,146.6	2,282.0	2,345.8
Ratio of equity attributable to owners of parent to total assets ⁶	50.5	52.4	58.2	61.5
ROIC ⁷	—	—	—	—
ROE ⁸	12.7	15.5	13.3	11.8

Cash Flows	Japanese GAAP			
	2013	2014	2015	2016
Cash flows from operating activities	471.7	428.6	553.9	444.5
Cash flows from investing activities	-265.2	-305.6	-233.3	-178.2
Free cash flow ¹⁰	206.5	122.9	320.5	266.2

Capital Expenditures, Depreciation and Amortization, and R&D Expenses ¹	Japanese GAAP			
	2013	2014	2015	2016
Capital expenditures	274.9	296.3	253.5	194.1
Depreciation and amortization	176.1	188.3	202.3	188.0
Ratio of depreciation and amortization to revenue	4.9	5.1	5.3	5.6
R&D expenses	89.0	94.1	94.9	95.4
Ratio of R&D expenses to revenue	2.5	2.6	2.5	2.9

Cash Dividends	2013	2014	2015	2016
Dividend per share	57	100	130	140

1. In accordance with the decisions of business transfer, Bridgestone Group has classified its US building materials business, anti-vibration rubber business and chemical products solutions business as discontinued operations from 2021. Accordingly, financial figures represent amounts and figures for continuing operations.

2. Until 2018 (J-GAAP): Net sales, operating profit, and net income attributable to owners of the parent

3. Including intersegment transactions

4. Segment information: The Group changed its segment classifications in fiscal 2016. Until 2015 China, Asia Pacific, Middle East, Africa and Russia; In 2016 China, Asia Pacific and Russia; In 2017 and 2018 China and Asia Pacific; Since 2019 China, Asia-Pacific (excluding India)

5. Segment information: The Group changed its segment classifications in fiscal 2016. Until 2015 Europe; In 2016 Europe, Middle East and Africa; In 2017 and 2018 Europe, Russia, Middle East and Africa; Since 2019 Europe, Russia, Middle East, India and Africa

6. Ratio of equity attributable to owners of parent to total assets = Total equity attributable to owners of parent ÷ Total assets

7. ROIC (Return on invested capital) = Adjusted operating profit after tax ÷ Invested capital

8. ROE (Return on equity) = Profit / ((Previous year-end total equity + Current year-end total equity) ÷ 2) × 100

9. Until 2018 (J-GAAP): Total assets, liabilities, net assets and equity ratio* * Equity (Net assets - Share acquisition rights - Non-controlling interests) ÷ Total assets

10. Free cash flow = Cash flows from operating activities + Cash flows from investing activities

		IFRS						Unit
2017	2018	2019	2020	2021	2022	2023		
	3,643.4	3,650.1	3,507.2	2,994.5	3,246.1	4,110.1	4,313.8	Billion JPY
	419.0	402.7	343.1	222.9	394.3	482.6	480.6	Billion JPY
	11.5	11.0	9.8	7.4	12.1	11.7	11.1	%
	288.2	291.6	240.1	-23.3	394.0	300.4	331.3	Billion JPY
	7.9	8.0	6.8	-0.8	12.1	7.3	7.7	%

		IFRS						Unit
2017	2018	2019	2020	2021	2022	2023		
	1,147.8	1,170.5	918.1	762.6	873.0	1,036.3	1,242.4	Billion JPY
	160.2	153.5	108.8	64.6	117.0	140.3	206.5	Billion JPY
	14.0	13.1	11.9	8.5	13.4	13.5	16.6	%

	648.8	633.8	462.8	394.6	386.9	457.0	461.1	Billion JPY
	62.9	56.7	36.2	24.6	42.0	39.9	41.6	Billion JPY
	9.7	9.0	7.8	6.2	10.9	8.7	9.0	%

	1,776.5	1,758.2	1,661.7	1,407.9	1,454.6	1,988.0	2,080.0	Billion JPY
	187.5	177.8	184.3	139.9	190.6	251.2	212.0	Billion JPY
	10.6	10.1	11.1	9.9	13.1	12.6	10.2	%

	559.8	596.1	640.1	564.3	693.9	870.0	908.5	Billion JPY
	13.6	11.0	15.0	-17.6	42.1	66.4	25.1	Billion JPY
	2.4	1.9	2.3	-3.1	6.1	7.6	2.8	%

		IFRS						Unit
2017	2018	2019	2020	2021	2022	2023		
	3,959.0	3,840.2	4,277.0	4,189.3	4,574.9	4,961.8	5,427.8	Billion JPY
	1,556.3	1,404.1	1,874.5	1,994.0	1,899.5	1,949.4	2,022.4	Billion JPY
	2,402.7	2,436.1	2,402.5	2,195.3	2,675.4	3,012.5	3,405.4	Billion JPY
	59.2	61.9	54.9	51.3	57.5	59.8	61.8	%
	—	—	7.4	5.5	9.0	9.4	8.7	%
	12.5	12.4	10.0	-1.0	12.9	10.9	10.4	%

		IFRS						Unit
2017	2018	2019	2020	2021	2022	2023		
	418.1	360.9	505.0	526.9	281.5	268.5	661.4	Billion JPY
	-200.7	-243.0	-261.9	-155.4	131.7	-338.0	-297.7	Billion JPY
	217.3	117.8	243.2	371.6	413.2	-69.5	363.7	Billion JPY

		IFRS						Unit
2017	2018	2019	2020	2021	2022	2023		
	234.8	268.4	328.2	271.9	262.0	317.1	420.0	Billion JPY
	200.3	200.4	269.7	267.5	245.9	282.1	305.8	Billion JPY
	5.5	5.5	7.7	8.9	7.6	6.9	7.1	%
	99.7	103.5	106.2	95.2	95.5	112.2	122.0	Billion JPY
	2.7	2.8	3.0	3.2	2.9	2.7	2.8	%

2017	2018	2019	2020	2021	2022	2023	Unit
150	160	160	110	170	175	200	JPY

Non-Financial Data

We have obtained third-party assurance from LRQA Group Limited for all environmental data and a portion of the social data for FY2023 as a means to ensure the reliability of this information. See the ESG Data section of Bridgestone's website for detailed information, including items covered by the *GRI Standards*.

ESG Data

<https://www.bridgestone.com/responsibilities/esgdata/>

Third-Party Assurance

https://www.bridgestone.com/responsibilities/esgdata/pdf/third-party_assurance2024.pdf

LEGEND FY2023 data items in **bold** are those for which assurance is provided by third party institution.

Environment-related Data ¹	FY2019	FY2020	FY2021	FY2022	FY2023	Unit
Materials						
Amount of raw materials used	5,051	4,150	4,611	4,389	3,969	Thousand tonnes
Resource productivity²	698 (6.37)	722 (6.98)	704 (6.12)	936 (7.05)	1087 (7.66)	Million JPY/Thousand tonnes (Thousand USD/tonnes)
Ratio of recycled and renewable material³	—	37.0	37.2	38.4	39.6	%
(Ratio of renewable material)³	—	25.5	25.9	25.9	26.4	%
(Ratio of recycled material)³	—	11.5	11.3	12.5	13.2	%
Energy						
Total energy consumption (Manufacturing sites & Non-manufacturing sites)^{4, 5}	45,002	38,311	42,726	45,132	40,989	Thousand GJ
Energy consumption (fuel)^{5, 6}	26,192	22,032	24,668	25,959	23,256	Thousand GJ
Energy consumption (purchased electricity)⁵	4,852	4,192	4,654	5,012	4,674	Thousand MWh
Energy consumption (purchased steam)⁵	1,382	1,191	1,248	1,111	836	Thousand GJ
Total energy consumption (renewable)⁵	953	1,767	2,847	4,702	11,288	Thousand GJ
Total energy consumption (non-renewable)⁵	44,049	36,545	39,879	40,429	29,701	Thousand GJ
Water						
Total water withdrawal⁷	68,303	63,744	66,744	67,983	63,990	Thousand m ³
Water withdrawal (surface water)	3,131	2,856	2,729	3,217	3,094	
Water withdrawal (groundwater)	9,708	8,480	9,086	8,891	8,124	
Water withdrawal (water supply, industrial water)	17,619	16,137	17,249	16,948	16,374	
Water withdrawal (seawater)	37,844	36,271	37,678	38,927	36,397	
Total water withdrawal by manufacturing facilities in water stress areas⁸	3,208	2,873	2,981	2,712	2,493	

1. Figures represent all Bridgestone Group facilities for the period of January 1 to December 31 for each year referenced. Includes some estimates.

2. Sales per raw material used.

3. Within total material weight for tire products including tire casing for retreading.

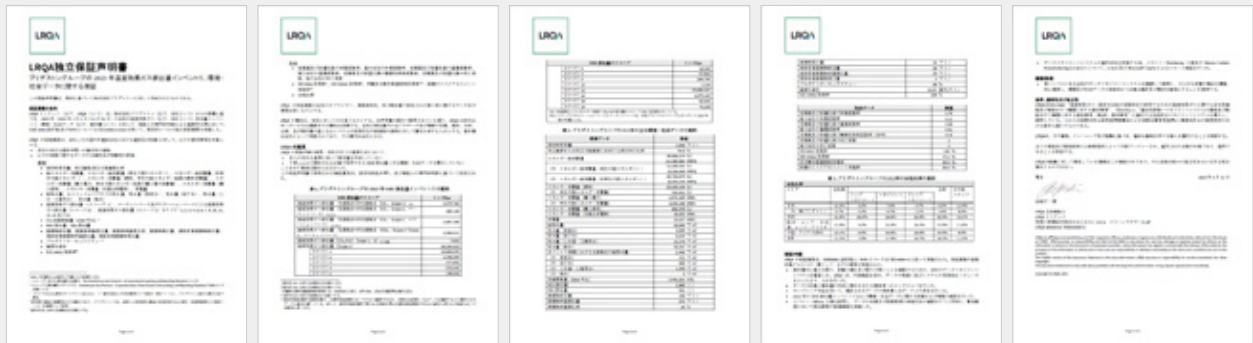
4. Calculation method: Fuel consumption + Purchased electricity + Purchased steam + Solar power generation, etc. - Electricity sold.

5. The scope of FY2022 and beyond data are Manufacturing and Non-Manufacturing sites, The scope of FY2018-FY2021 data are only Manufacturing sites.

6. Includes fuel used for in-house power generation.

7. Water withdrawal does not include the recycled water from third parties and rainwater.

8. Manufacturing facilities that have water-related risks due to their locations in areas with the risk of deterioration of fresh water resources in terms of quantity and quality.



Environment-related Data ¹	FY2019	FY2020	FY2021	FY2022	FY2023	Unit
Emissions						
Greenhouse gas emissions at manufacturing sites (CO ₂ Scope 1)	1,807	1,504	1,722	1,711	1,511	Thousand t-CO ₂
Greenhouse gas emissions at manufacturing sites (CO ₂ Scope 2, market-based)	2,139	1,659	1,664	1,370	377	Thousand t-CO ₂
Greenhouse gas emissions at manufacturing sites (CO ₂ Scope 1 + Scope 2, market-based)	3,946	3,162	3,387	3,081	1,888	Thousand t-CO ₂
Greenhouse gas emissions at non-manufacturing sites (CO ₂ Scope 1 + Scope 2, market based)	—	—	—	211	182	Thousand t-CO ₂
Greenhouse gas emissions (CH ₄ and N ₂ O Scope 1 + Scope 2)	16	14	16	14	7	Thousand t-CO ₂ e
Greenhouse gas emissions (Scope 3) ⁹	110,378	100,097	113,421	109,688	99,201	Thousand t-CO ₂
NOx emissions ¹⁰	1,969	1,629	1,839	1,875	1,660	Tonnes
SOx emissions ¹⁰	850	603	588	500	511	Tonnes
Waste						
Volume of waste generated ¹¹	359	289	289	284	286	Thousand tonnes
Volume of recycled waste ¹²	308	259	272	268	271	Thousand tonnes
Recycling waste rate ¹³	86	90	94	94	95	%
Volume of waste to landfill	52	30	17	17	15	Thousand tonnes
Volume of regulated hazardous waste generated ¹⁴	21	19	20	25	26	Thousand tonnes
Environmental Management						
Sites with ISO 14001 certification ¹⁵	98.1	98.0	99.3	100	100	%

9. Category 8 and 13 are excluded from the 15 categories in Scope 3 of the GHG protocol.

10. Emissions from combustion of fossil fuels estimated based on fuel consumption data and corresponding emission factors.

11. Total volume of waste including non-hazardous waste and regulated hazardous waste.

12. Calculation method: Volume of waste generated - Volume of waste to landfill.

13. Calculation method: Volume of recycled waste / Volume of waste generated.

14. Calculated based on laws of each country. The calculation scope of regulated hazardous waste is partially expanded from 2022.

15. Within 98 sites that are targeted for ISO 14001 certification (as of December 31, 2023).

Social-related Data	Japan ¹	China, Asia Pacific	Americas	Europe, Russia, Middle East, India and Africa	Total	Unit
Number of employees ²	37,754	17,513	49,513	20,419	125,199	Persons

1. "Japan" includes "Japan", "Other", and "Company-wide (common)" segments as presented in the Annual Securities Report.
2. As of December 31, 2023.

Social-related Data	Segment	Total	Leader positions ³			Total	Other staff and positions	Unit
			Top mgmt.	Mgmt. positions	Junior mgmt. positions			
Ratio of female employees ¹	Japan ²	12.2	2.2	7.6	5.7	6.2	13.4	%
	China, Asia Pacific	10.1	9.9	20.8	10.6	14.3	9.5	
	Americas	12.6	26.5	26.6	21.5	22.3	10.1	
	Europe, Russia, Middle East, India and Africa	12.8	3.0	22.9	15.1	17.5	11.9	
	Total	12.2	7.8	17.9	15.7	16.1	11.3	

1. Data as of December 31, 2023 from 125,116 employers and employees (99.7% of total workforce).
2. "Japan" includes "Japan," "Other" and "Company-wide (common)" segments in the Annual Securities Report.
3. The definitions of each category are as follows.
Top managerial positions: Officer-equivalent (Executives & VPs)
Managerial positions: Persons in charge of the management of an organization (Line Managers)
Junior managerial positions: Persons who contribute to the organization with their individual knowledge and experience, or are in a position to guide the organization's day-to-day management objectives, which include leaders who manage and oversee teams in manufacturing sites and other sites (Genba)

Social- and Governance-related Data		FY2019	FY2020	FY2021	FY2022	FY2023	Unit
Global Executive Committee members	Total	14	11	11	12	12	Persons
	Number of foreign members	7	6	6	6	6	Persons
	Percentage of foreign members	50.0	54.5	54.5	50.0	50.0	%
Executive officers, vice presidents and senior officers ¹	Total	60	51	16	20	19	Persons
	Number of foreign members	11	9	5	7	5	Persons
	Percentage of foreign members	18.3	17.6	31.3	35.0	26.3	%
Product safety	Sites with ISO 9001 certification	99.4	100.0	99.2	100.0	100.0	%
Provision for product warranties	Balance at beginning of year	6,308	8,459	9,040	6,797	22,528	Million JPY
	Decrease (used)	4,186	11,371	6,030	5,469	8,930	Million JPY
Number of recall ²		1	2	3	6	0	Number
Occupational safety	Lost-time injury frequency rate of employees and temporary staff	2.86	2.57	2.75	2.74	2.76	—
	Lost-time injury frequency rate of contractors	1.86 ³	2.31	0.79	0.62	0.11	
	Serious injury rate of employees and temporary staff	0.09	0.04	0.08	0.08	0.06	
	Serious injury rate of contractors	0.29 ³	0.19	0.11	0.06	0.01	
	Occupational illness frequency rate of employees and temporary staff	—	0.50 ⁴	1.33	0.68	0.19	

- Data as of December 31 for each year referenced.
1. Including officers of Bridgestone subsidiaries. Data for 2021 and 2022 are the number of vice presidents and senior officers only, and 2020 include other officers. The change is due to the elimination of the executive officer system in 2020.
2. The number of recalls carried out by Bridgestone itself (excluding those carried out by other companies) and recall details can be found on each region's website, authorities' website, etc.
3. Figures are for the six months from July to December 2019.
4. Figures are for the six months from July to December 2020.

Corporate and Investor Information

■ Corporate Name

Bridgestone Corporation

■ Established

1931

■ Head Office

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

■ Paid-in Capital

126,354 million JPY (As of December 31, 2023)

■ Number of Employees

125,199 (Consolidated, as of December 31, 2023)

■ Technology Centers

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

■ Number of Shares Authorized

1,450,000,000 (As of December 31, 2023)

■ Number of Shares Issued

713,698,221 (As of December 31, 2023)

■ Minimum Trading Units

100 shares

■ Transfer Agent

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

■ Independent Auditor

KPMG AZSA LLC

■ Stock Exchange Listings

Tokyo, Fukuoka

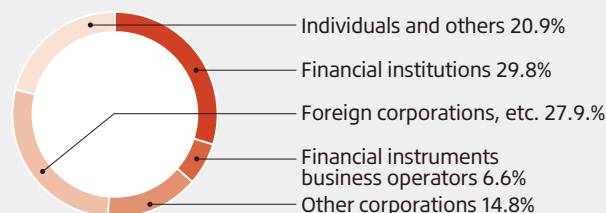
■ Credit Ratings

(As of December 31, 2023)

Rating Agency Name	Long-term Rating
Moody's Japan K.K. (Moody's)	A2
Standard & Poor's (S&P)	A
Rating and Investment Information, Inc. (R&I)	AA+
Japan Credit Rating Agency, Ltd. (JCR)	AA+

■ Shareholder Composition

(As of December 31, 2023)



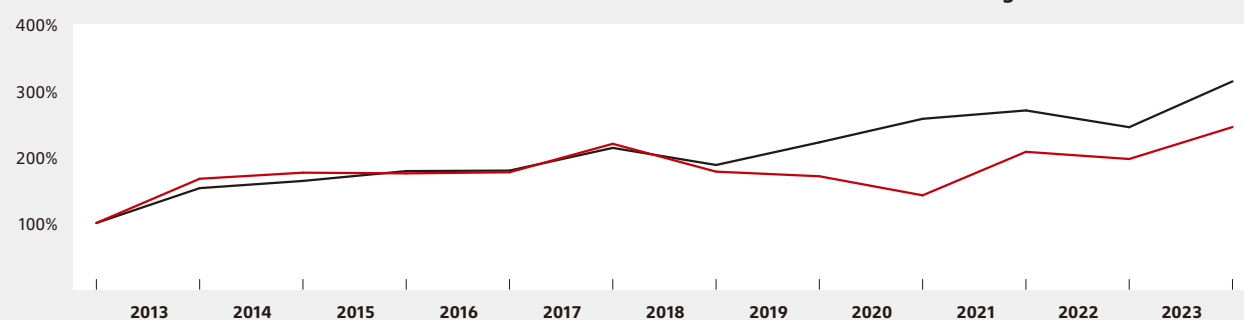
■ Common Stock Price Range

(Tokyo Stock Exchange)

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Unit
High	4,025	4,459	5,182	4,463	5,605	5,515	4,734	4,082	5,467	5,509	6,245	JPY
Low	2,248	3,328	3,754	3,089	3,973	3,906	3,888	2,862	3,307	4,042	4,548	

■ Common Stock Price Index*

— Common Stock Price Index — Nikkei Stock Average



* Relative value is based on 100 as of January 4, 2013.