



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

Member of the Board
Global CEO and
Representative
Executive Officer



Shuichi ISHIBASHI

Member of the Board
Representative
Executive Officer
Joint Global COO



Masahiro HIGASHI

Executive Officer
Joint Global COO



Paolo FERRARI



Tokyo Headquarters

Financial Data:

As of 1931

Paid-In Capital	JPY 1 million
Employees	144

As of December 31, 2022

Revenue (consolidated)	JPY 4,110.1billion
Profit Attribute to Owners of Parent	JPY 300.4 billion
Paid-In Capital	JPY 126.3billion
Employees (consolidated)*	129,230
Sales (non-consolidated)	JPY 981.7billion
Net Income (non-consolidated)	JPY 164.3billion
Employees (non-consolidated)	13,903

Products and Operations

Tires

Passenger Cars

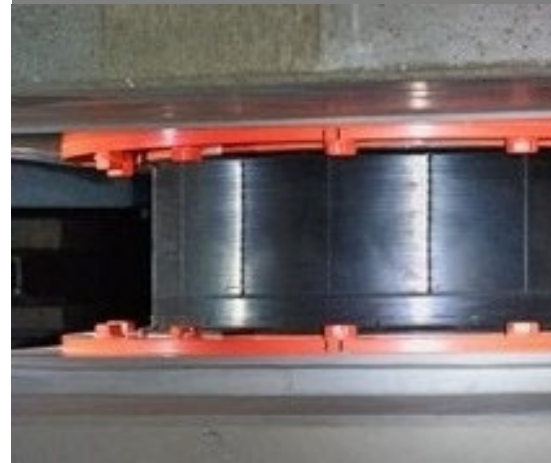


Trucks and Bus



Diversified Products

Seismic Isolation Bearings



Hose



Mining and Construction Vehicles



Aviation



Bicycles



Sporting Goods

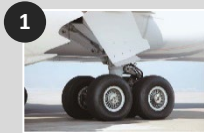
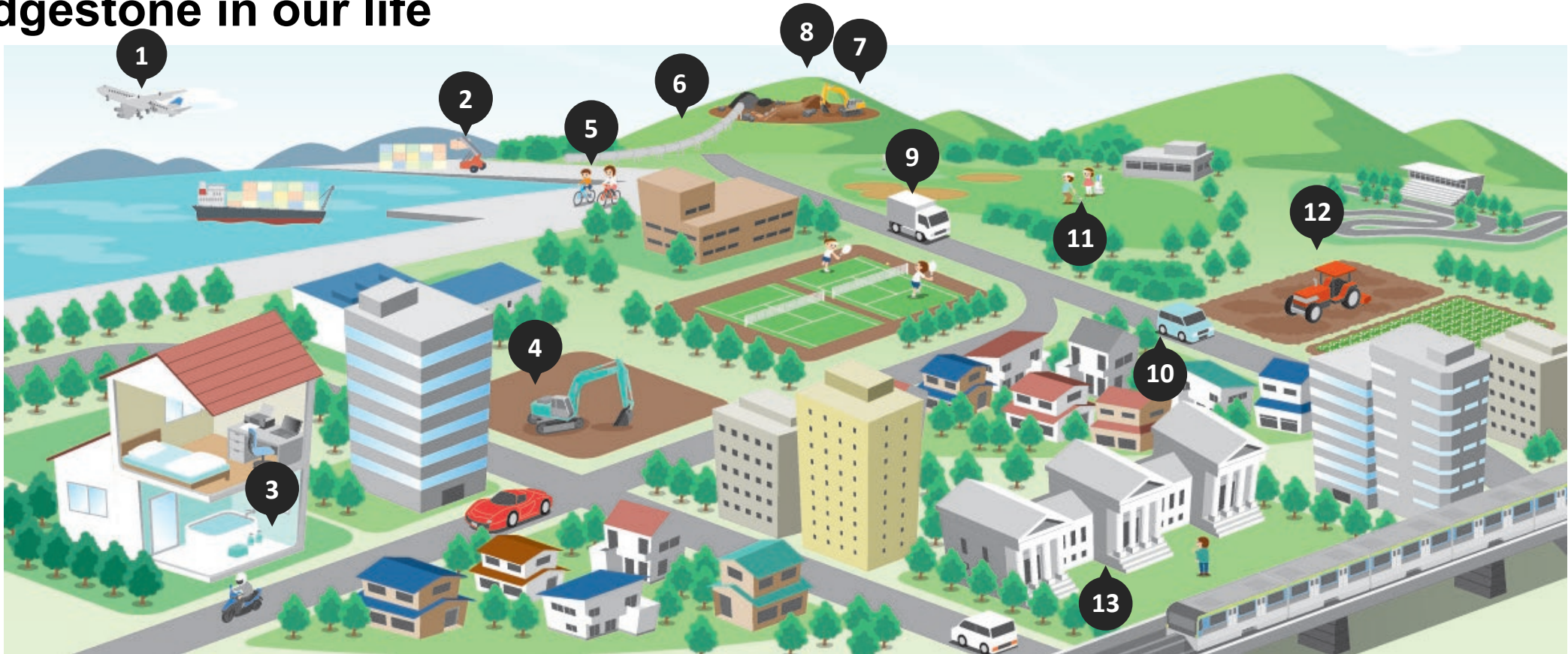


Others (Industrial machinery, Agricultural Machinery, Motorcycles)

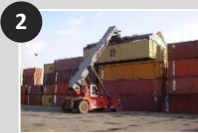
Products and Operations

Tire-centric Solutions Business	Retread solutions (tire + retread + maintenance)	 
	Mining solutions	 
	Aviation solutions	
Retail & Service Business	Subscription (Package with tire + maintenance + service)	
	Mobile van service	
	Retail service (tire centric services + maintenance)	
	Retail financial service	
Mobility Solutions Business	Fleet solutions	
	Digital data service	

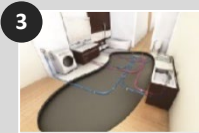
Bridgestone in our life



1
Aircraft Tires



2
Industrial Machinery Tires



3
Resin Pipes



4
Rubber Tracks



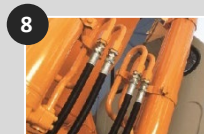
5
Bicycles



6
Conveyor Belts



7
Off The Road Tires



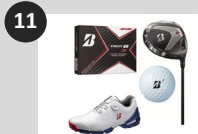
8
Hoses



9
Trucks and Bus Tires



10
Passenger Tires



11
Sporting Goods



12
Agricultural Machinery Tires



13
Seismic Isolation Bearings

Consolidated Financial Results

Sales and Earnings

Unit: Yen in Hundred Millions

	2015	2016	2017	2018	2019	2020	2021	2022	2023 Prediction
Revenue	37,902	33,370	36,434	36,501	35,256	29,945	32,461	41,101	41,500
Adjusted Operating Profit	5,172	4,495	4,190	4,027	3,260	2,229	3,943	4,826	5,100
Ratio [%]	13.6	13.5	11.5	11.0	9.2	7.4	12.1	11.7	12.3
Net Income*	2,842	2,655	2,882	2,916	2,925	△233	3,940	3,004	3,350

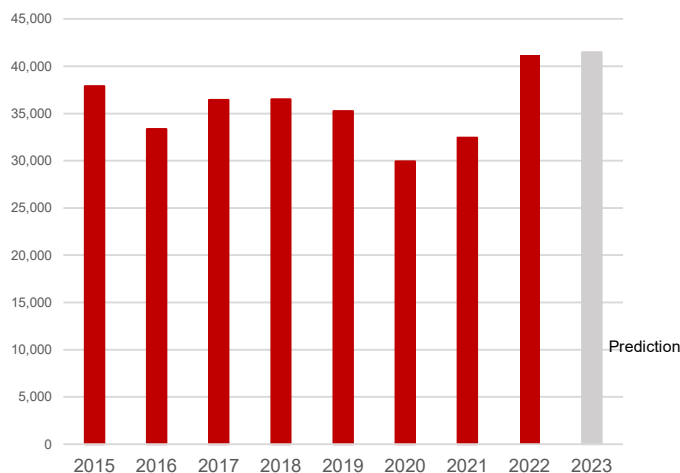
* Profit Attributable to Owners of Parent.

JPN account. standards

IFRS

Revenue

Unit: Yen in Hundred Millions

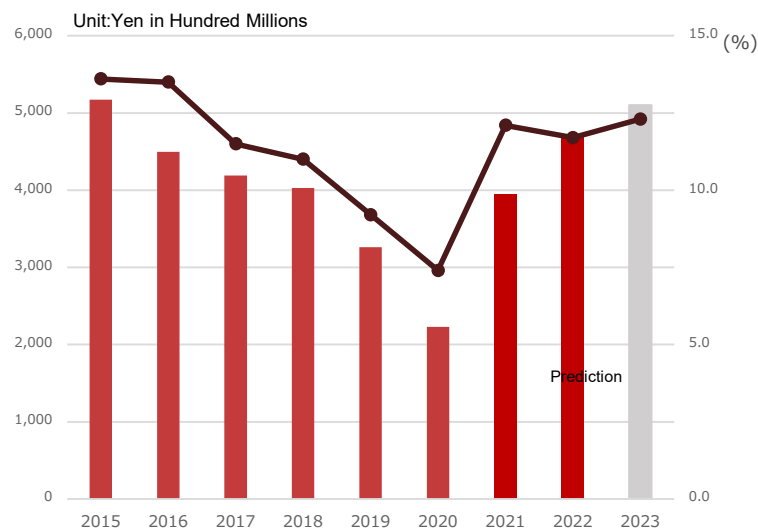


JPN account. standards

IFRS

Adjusted Operating Profit / Ratio

Unit: Yen in Hundred Millions

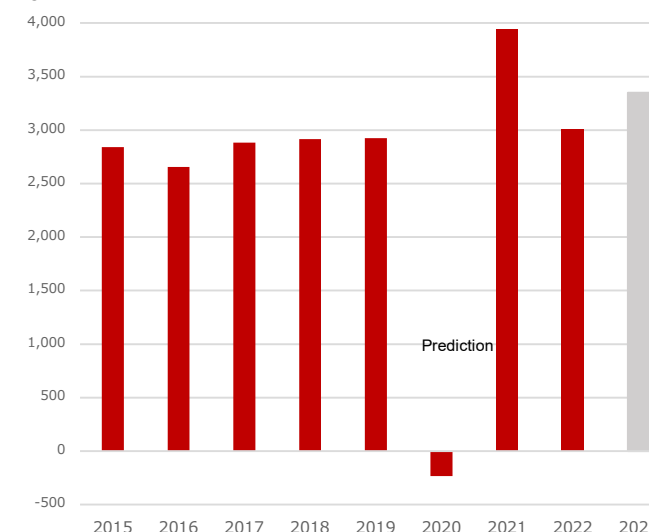


JPN account. standards

IFRS

Net Income*

Unit: Yen in Hundred Millions



JPN account. standards

IFRS

Consolidated Financial Results

R&D, Capital Expenditure and Depreciation

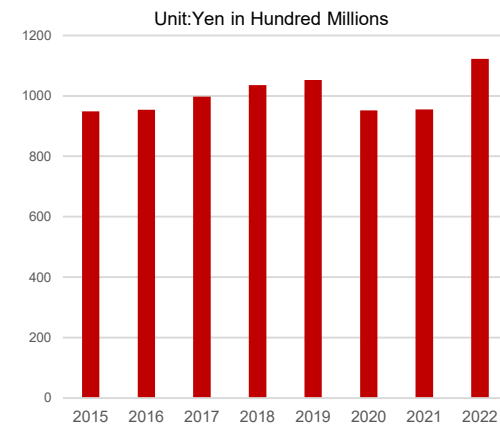
Unit: Yen in Hundred Millions

	2015	2016	2017	2018	2019	2020	2021	2022
R&D	949	954	997	1,035	1,052	952	955	1,122
Capital Expenditure	2,535	1,941	2,348	2,684	2,892	2,719	2,620	3,171
Depreciation	2,023	1,880	2,003	2,004	2,231	2,675	2,459	2,821

JPN account. standards

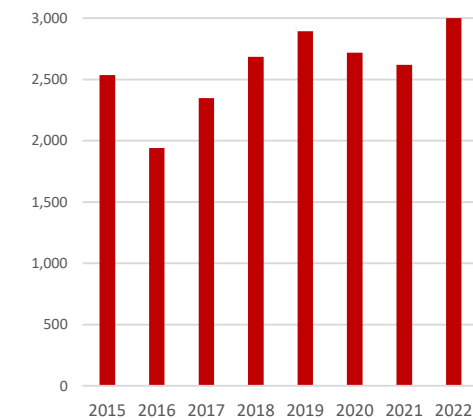
IFRS

R&D



Capital Expenditure

Unit: Yen in Hundred Millions



Assets

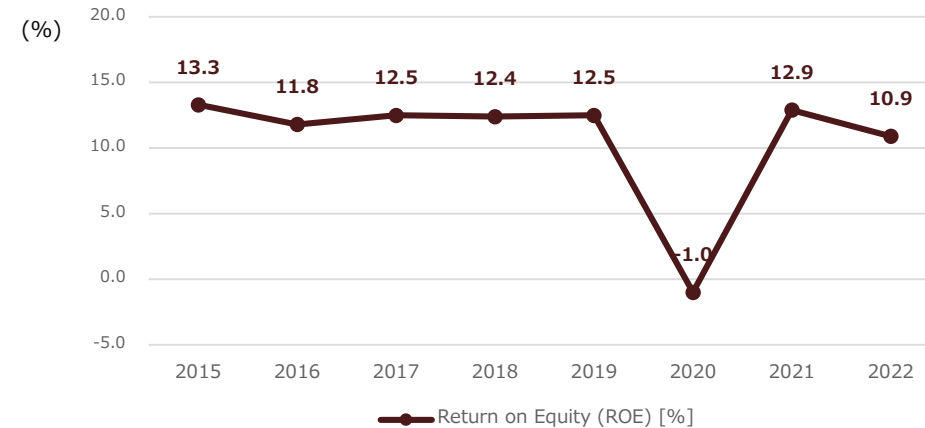
Unit: Yen in Hundred Millions

	2015	2016	2017	2018	2019	2020	2021	2022
Total Assets	37,958	37,160	39,590	38,402	39,465	41,893	45,748	49,618
Net Assets	22,820	23,458	24,027	24,361	23,442	21,953	26,753	30,125
ROE [%]	13.3	11.8	12.5	12.4	12.5	-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 (OR/AC/AG/MC)	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

	2015	2016	2017	2018	2019	2020	2021	2022
Japan	11,878	10,806	11,478	11,705	11,323	7,763	8,730	10,363
Americas	19,416	16,453	17,765	17,582	17,046	11,639	14,546	19,880
Europe, Russia, Middle East, India and Africa*2	4,217	4,771	5,598	5,961	5,870	5,504	6,939	8,700
China, Asia-Pacific*3	8,380	6,217	6,488	6,338	5,942	3,236	3,869	4,570

JPN account. standards

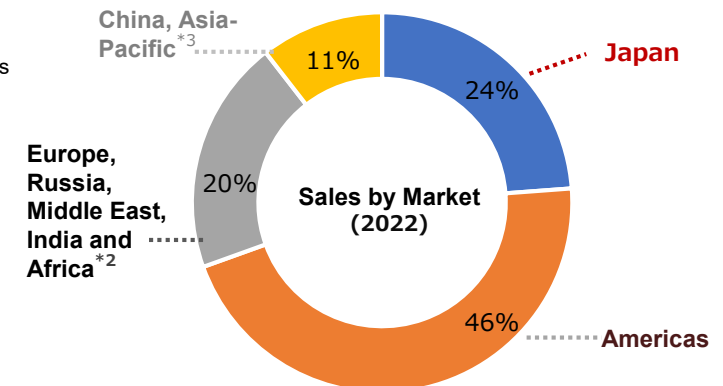
IFRS

*1 Segment information

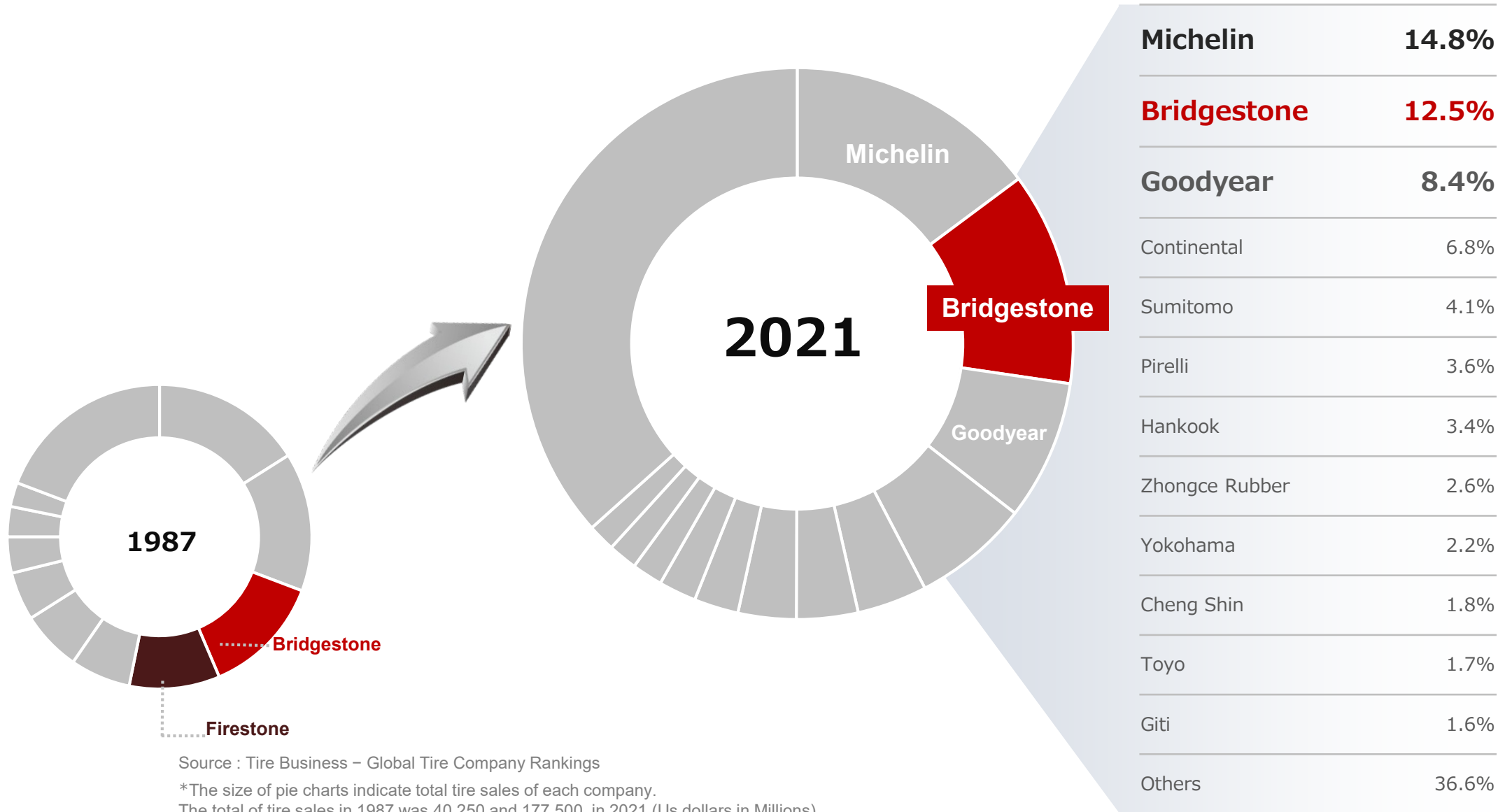
*2 Scope of Geographic segment is renewed in 2016 as a result of the restructuring of the Tire business SBUs.
 Until 2015 Europe ; 2016 Europe, Middle East & Africa ; 2017 Europe, Russia, Middle East & Africa ; 2020 Europe, Russia, Middle East, India and Africa.

*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

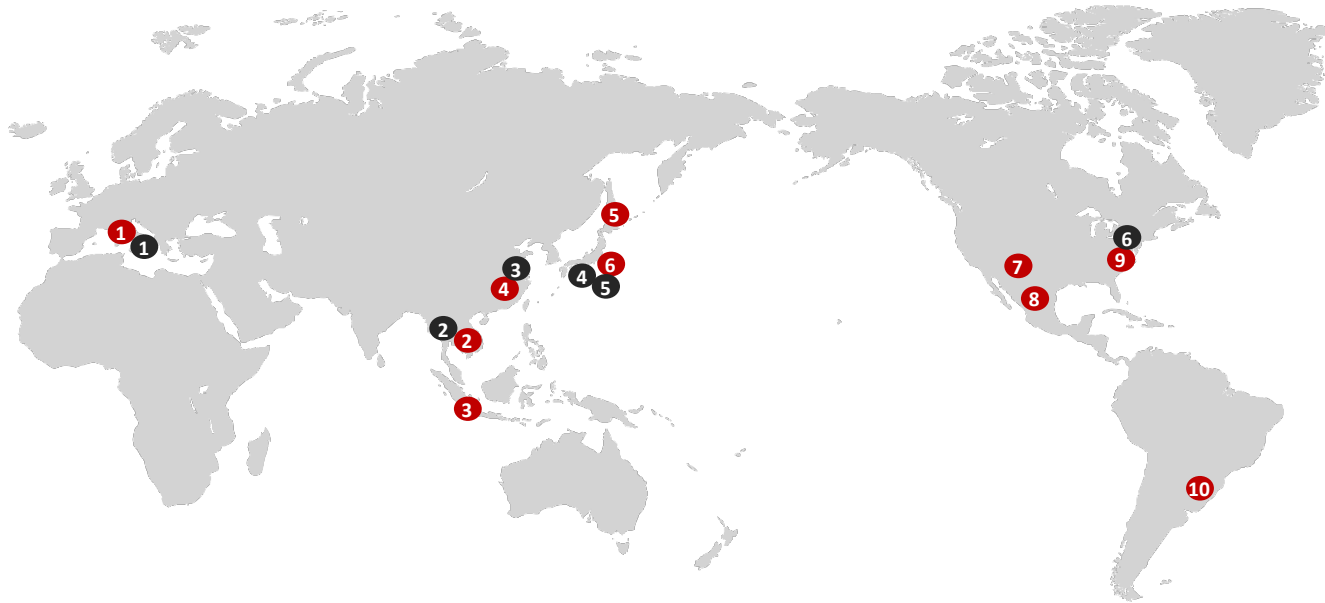


Global Tire Market Share (Based on Sales Figure)



Number of R&D Facilities As of January 1, 2023

	THE AMERICAS	EUROPE / MIDDLE EAST AFRICA / RUSSIA	CHINA / ASIA PACIFIC	JAPAN	TOTAL
Technical Center	1	1	2	2	6
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.

● Proving Ground

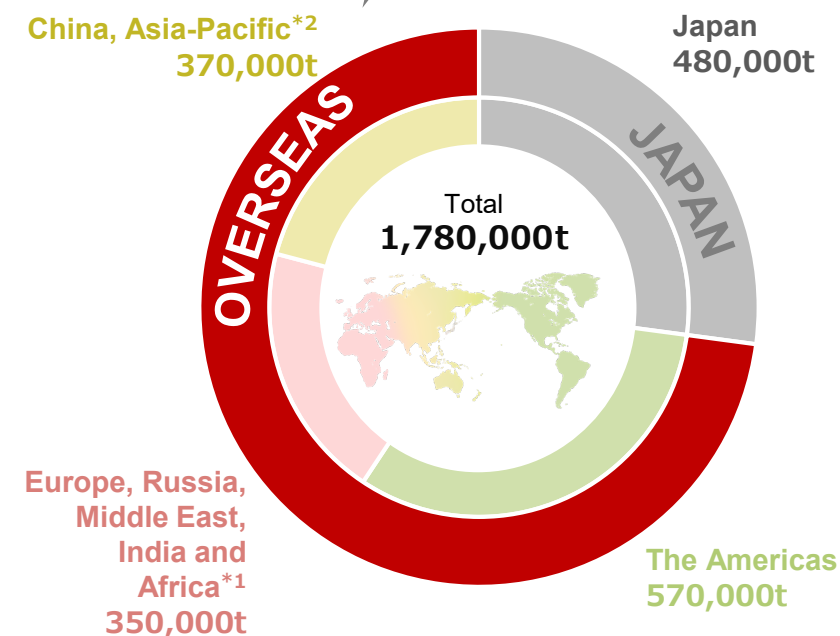
● Technical Center

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

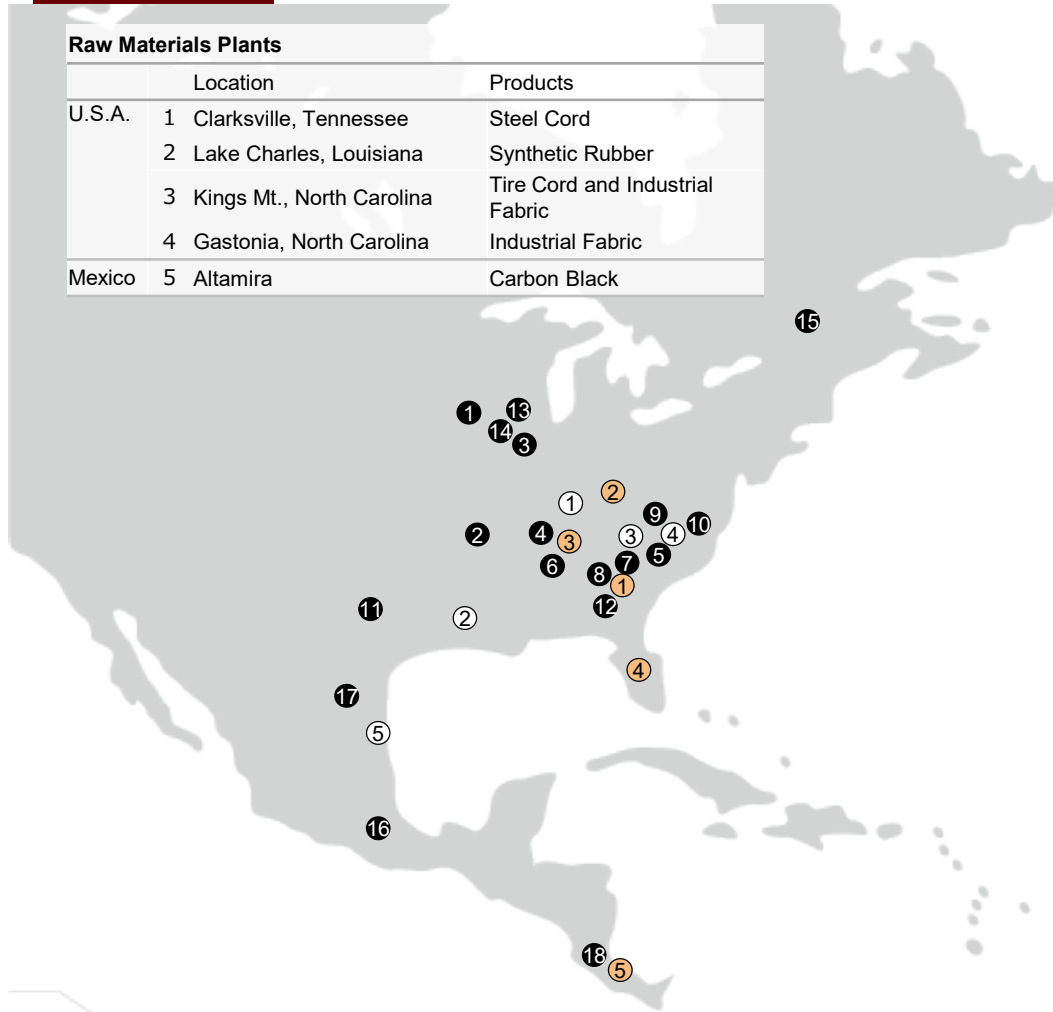
*2 Scope of Geographic segment is renewed in 2016 as a result of the restructuring of the Tire business SBUs. Until 2015 China, Asia & Pacific, Middle East & Africa, Russia ; 2016 China, Asia & Pacific, Russia ; 2017 China, Asia & Pacific.

Global Tire, Raw Materials and Diversified Products Plants As of September 1, 2022

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 September 1, 2022

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

*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 September 1, 2022

EUROPE / MIDDLE EAST / AFRICA / RUSSIA



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
Russia	33 Ulyanovsk	Tires
Turkey	34 Izmit	Tires
	35 Aksaray	Tires
South Africa	36 Brits	Tires

DIVERSIFIED PRODUCTS PLANTS

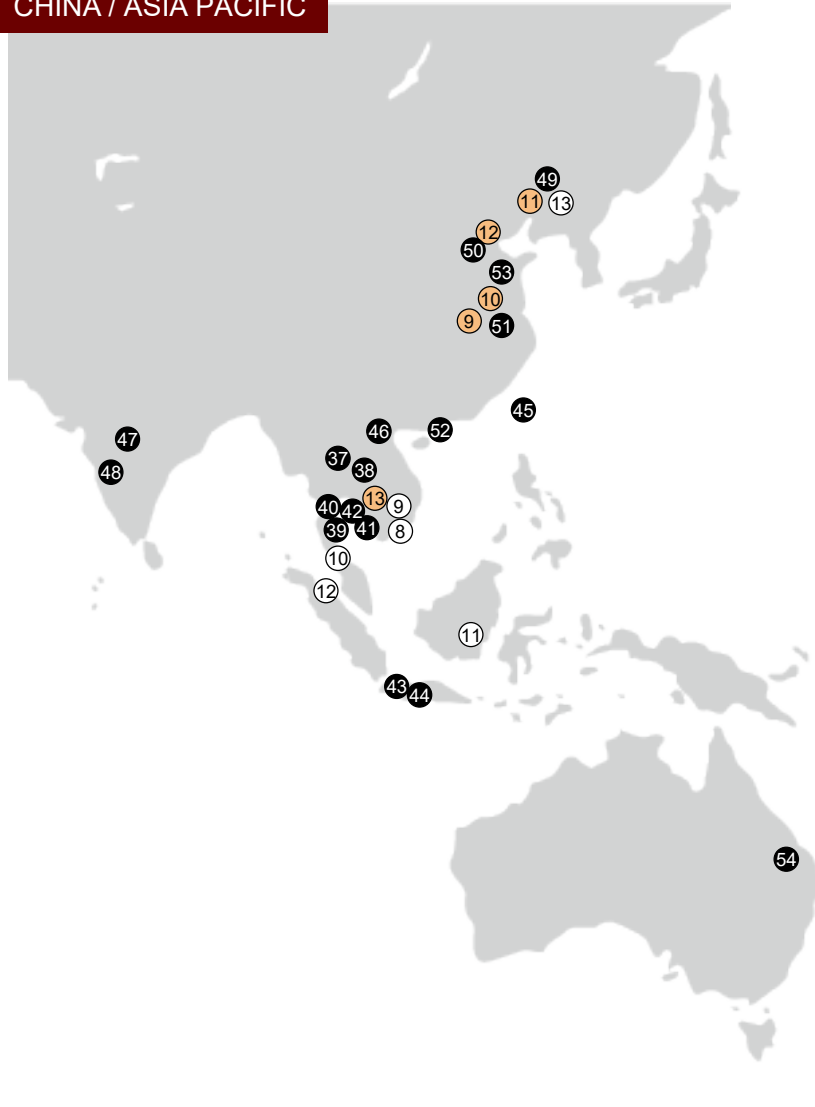
	Location	Products
Poland	7 Wolsztyn	Air Springs
	8 Zarrow	Rubber Tracks

Raw Materials Plants

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

Global Tire, Raw Materials and Diversified Products Plants As of September 1, 2022

CHINA / ASIA PACIFIC



New Tire Plants / Other Tire Related Plants

	Location	Products
Thailand	37 Rangsit	Tires
	38 Nong Khae	Tires
	39 Chonburi	Tires
	40 Chonburi	Tire Molds
	41 Rayong	Off-the-road Tires / Aircraft Tires
	42 Chonburi	Retread Tires for Aircraft
	43 Bekasi	Tires
Indonesia	44 Karawang	Tires
	45 Hsin-Chu	Tires
Taiwan	45 Hsin-Chu	Tires
Vietnam	46 Hai Phong	Tires
India	47 Indore	Tires
	48 Pune	Tires
China	49 Shenyang	Tires
	50 Tianjin	Tires
	51 Wuxi	Tires
	52 Hong Kong	Retread Tires for Aircraft
	53 Qingdao	Retread Tires for Aircraft
Australia	54 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	Anti-vibration Rubber, Automotive Hoses, Hydraulic Hoses, Automotive Seat Pad, Conveyor Belts

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

Japan Domestic Facilities

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

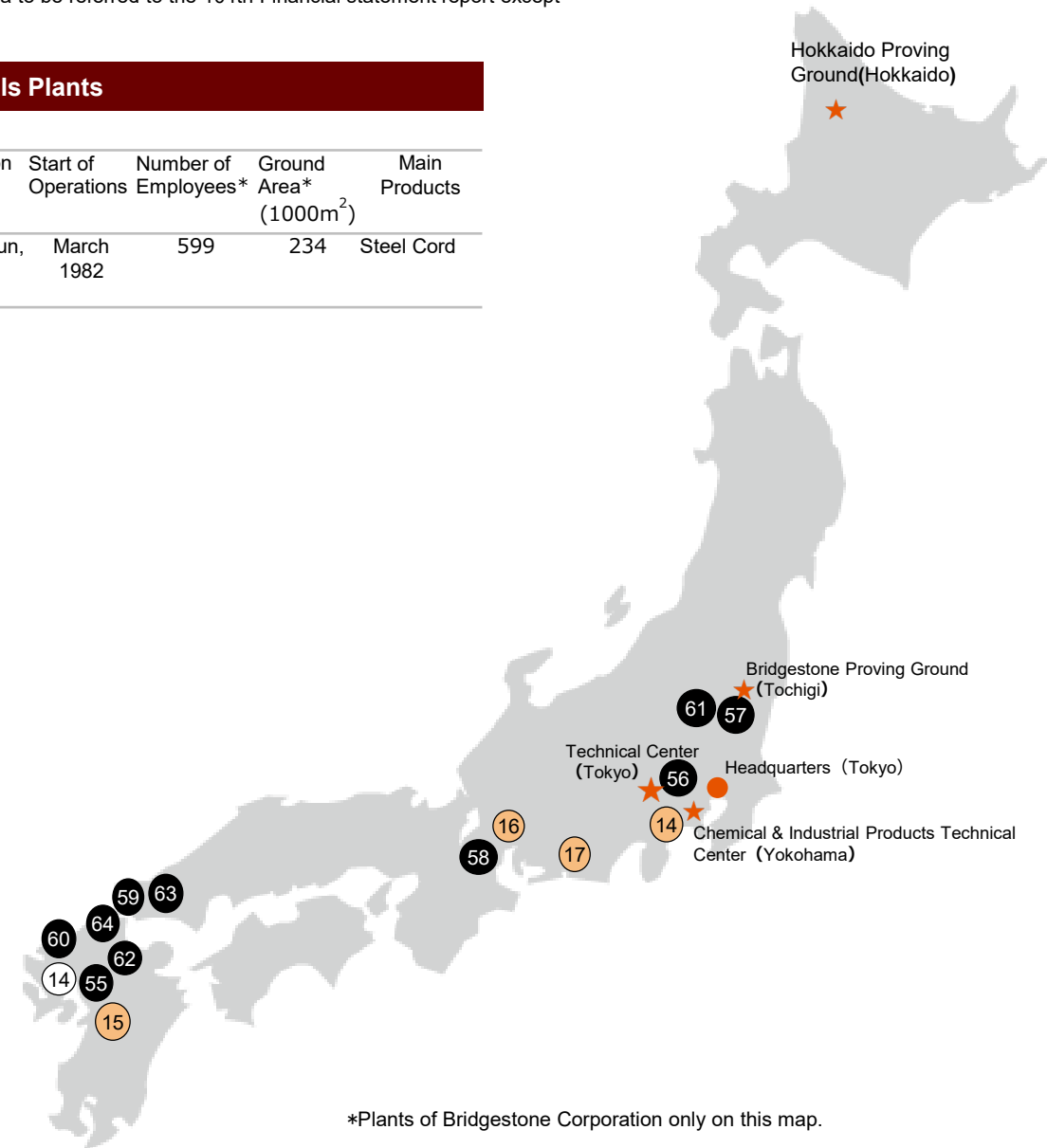
New Tire Plants

As of September 1, 2022

	Location	Start of Operations	Number of Employees*	Ground Area* (1000m ²)	Main Products
Kurume Plant	55 Kurume, Fukuoka	March 1931	1,053	457	Tires for Passenger Cars, Light Trucks, Aircraft, Racing Cars and Others
Tokyo AC Tire Plant	56 Kodaira, Tokyo	March 1960	196	-	New and Retread Tires for Aircraft
Nasu Plant	57 Nasushiobara, Tochigi	March 1962	770	197	Tires for Passenger Cars, Light Trucks, Motorcycles, Agricultural Machinery and Industrial Vehicles
Hikone Plant	58 Hikone, Shiga	March 1968	1,517	656	Radial Tires for Passenger Cars and Light Trucks
Shimono-seki Plant	59 Shimonoseki, Yamaguchi	June 1970	774	260	Off-the-road Tires for Mining and Construction Vehicles
Tosu Plant	60 Tosu, Saga	July 1970	740	187	Radial Tires for Passenger Cars, Including Ultra-low Aspect Ratio Tires for High-performance Vehicles and Light Trucks
Tochigi Plant	61 Nasushiobara, Tochigi	April 1971	955	484	Radial Tires for Trucks and Buses, Passenger Cars, Light Trucks and New Transport Systems
Amagi Plant	62 Asakura, Fukuoka	May 1973	883	392	Radial Tires for Trucks, Buses and Light Trucks
Hofu Plant	63 Hofu, Yamaguchi	August 1976	1,014	414	Radial Tires for Passenger Cars, Light Trucks, Off-the-road Tires for Mining and Construction Vehicles
Kitakyu-shu Plant	64 Kitakyushu, Fukuoka	June 2009	524	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	599	234	Steel Cord



*Plants of Bridgestone Corporation only on this map.

Japan Domestic Facilities

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

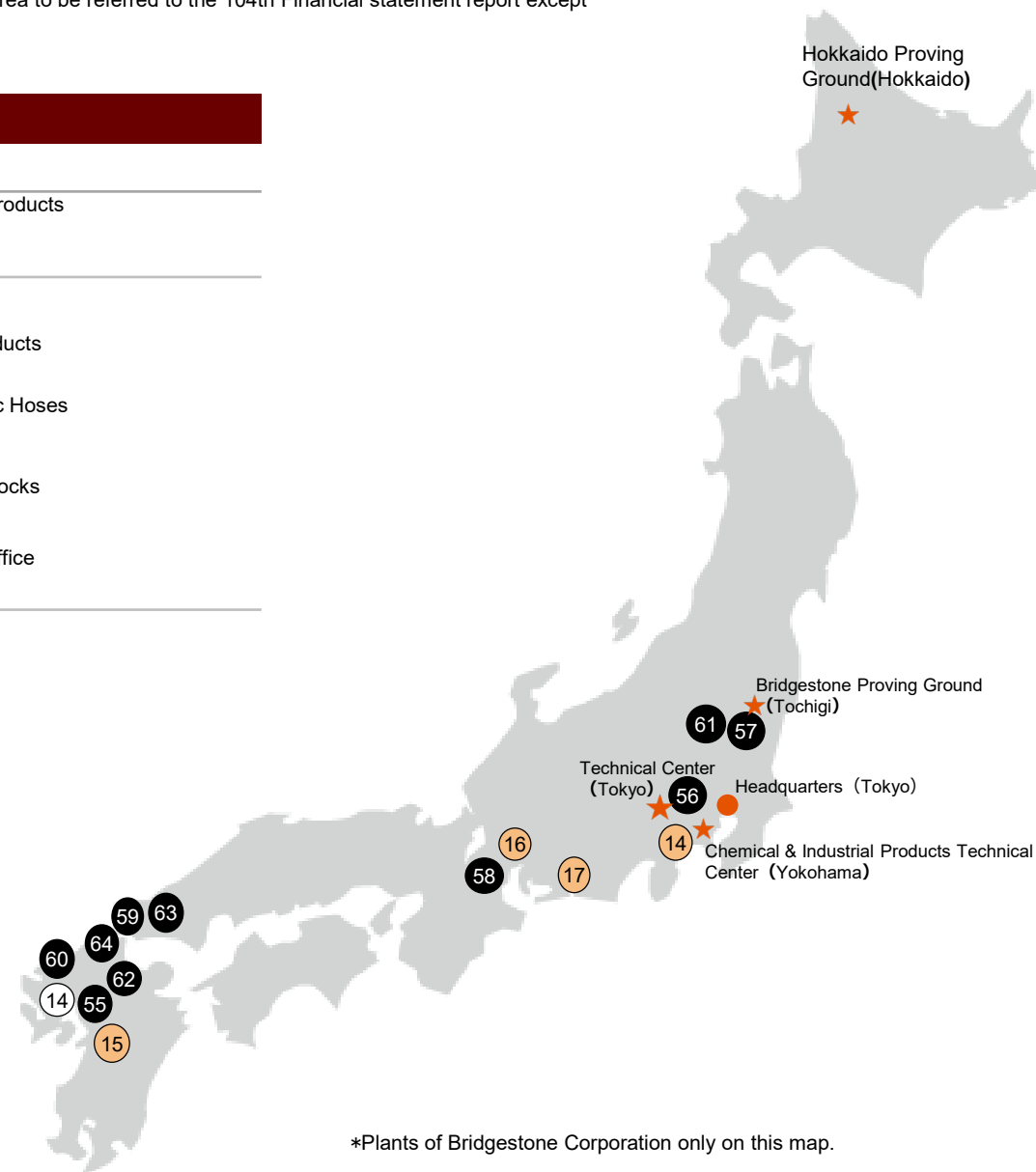
Chemical and Industrial Products Plants

As of September 1, 2022

		Location	Start of Operations	Number of Employees*	Ground Area* (1000m ²)	Main Products
Yokohama Plant	14	Yokohama, Kanagawa	July 1938	1,276	159	Conveyor Belts, Seismic Isolation Bearings, And Associated Rubber Products
Kumamoto Plant	15	Tamana, Kumamoto	October 1971	650	145	Rubber Tracks and Hydraulic Hoses
Seki Plant	16	Seki, Gifu	October 1990	246	149	Hydraulic Hoses and Push Locks
Iwata Plant	17	Iwata, Shizuoka	February 2000	351	173	Precision Components for Office Equipment

HQ and R&D Facilities

	Location	Number of Employees*	Ground Area* (1000m ²)
Headquarters	Chuo-ku, Tokyo	1,686	369
Technical Center	Kodaira, Tokyo	2,471	3,030
Chemical & Industrial Products Technical Center	Yokohama, Kanagawa	714	-
Bridgestone Proving Ground	Nasushiobara, Tochigi		757**
Hokkaido Proving Ground	Shibetsu, Hokkaido		2,369**



*Plants of Bridgestone Corporation only on this map.

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 Feb 1, 2023

Member of the Board Global CEO and Representative Executive Officer	Shuichi ISHIBASHI	Vice President and Senior Officer of Bridgestone Corporation BSEMIA Management Board Member, COO and Chief Technology Officer	Emilio TIBERIO
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 Chief Technology Officer and Group President, Solutions Businesses, Bridgestone Americas, Inc. Vice President and Senior Officer, Responsible for G-MICA; Concurrently responsible for CCO (Chief Communication Officer)-Global OE	Nizar TRIGUI Nobuyuki TAMURA
Executive Officer Joint Global COO (BSAM, BSEMIA) Global CSO(Global Chief Business Solutions Officer) BSAM Member of the Board, CEO and President	Paolo FERRARI	Vice President and Senior Officer Seconded to Bridgestone Asia Pacific Pte. Ltd. BSCAP Member of the Board, CEO Chairman of Bridgestone (China) Investment Co., Ltd.	Yasuhiro MORITA
Senior Vice President and Executive Officer Global CTO (Global Chief Technology Officer) Responsible for Technology, Quality Management	Masato BANNO	Executive Director Global CFO (Global Chief Financial Officer) 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 of Bridgestone Corporation BSAM Member of the Board, COO	Scott DAMON		
Vice President and Senior Officer of Bridgestone Corporation BSEMIA Management Board Chair, CEO and President	Laurent DARTOUX		
Vice President and Senior Officer Responsible for Global Corporate Strategy and Talent Creativity Enhancement Chair of Global Sustainability Committee	Yoshikazu SHIDA		

