



# 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 Ishibashi**  
Member of the Board  
Global CEO and  
Representative  
Executive Officer



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

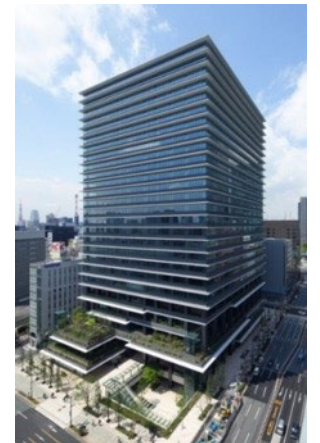


**Paolo Ferrari**  
Executive Officer  
Joint Global COO•  
BRIDGESTONE WEST CEO

## Business Data



Revenue (consolidated)	JPY 4,313.8 billion
Adjusted operation profit	JPY 480.6 billion
Profit Attribute to Owners of Parents	JPY 331.3 billion
Employees (consolidated)	125,199
Sales (non-consolidated)	JPY 1,007.6 billion
Net Income (non-consolidated)	JPY 284.2 billion
Employees	14,106



# 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

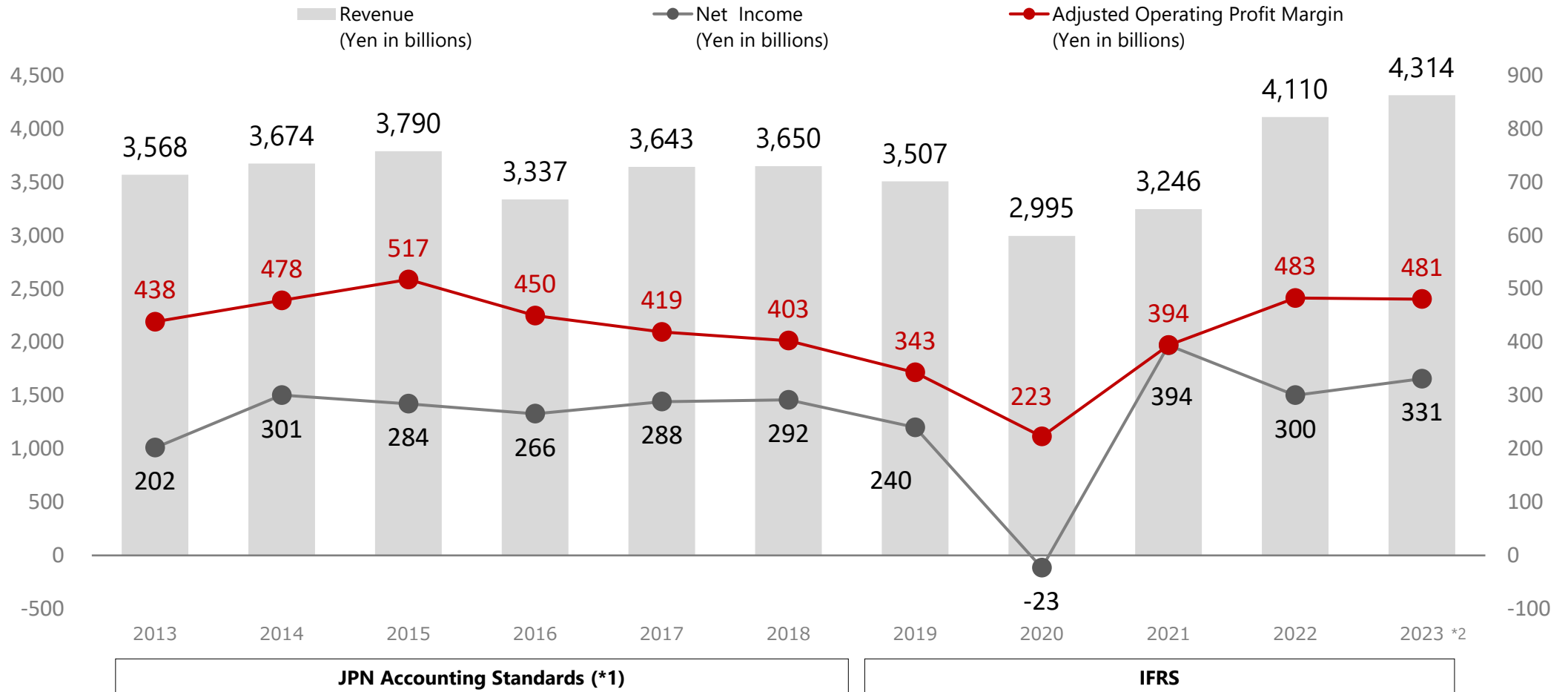
- Recycle business
- Guayule business
- Soft-robotics business



# Consolidated Financial Highlights

**ROIC**

**7.4% 5.5% 9.0% 9.4% 8.7%**



(\*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

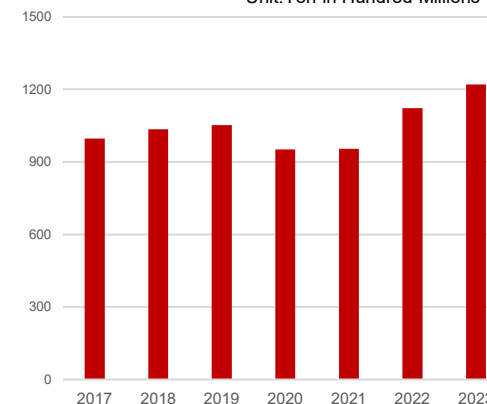
	2017	2018	2019	2020	2021	2022	2023
R&D	997	1,035	1,062	952	955	1,122	1,220
Capital Expenditure	2,348	2,684	3,282	2,719	2,620	3,171	4,200
Depreciation	2,003	2,004	2,697	2,675	2,459	2,821	3,058

JPN account. standards

IFRS

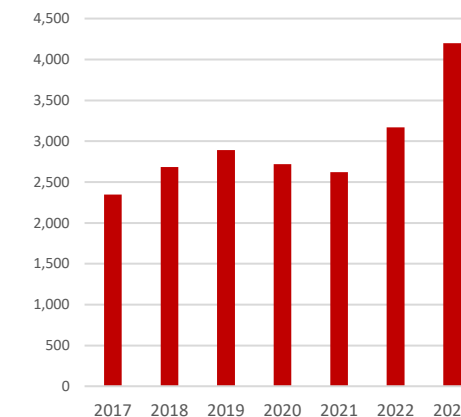
### R&D

Unit:Yen in Hundred Millions



### Capital Expenditure

Unit:Yen in Hundred Millions



## Assets

Unit:Yen in Hundred Millions

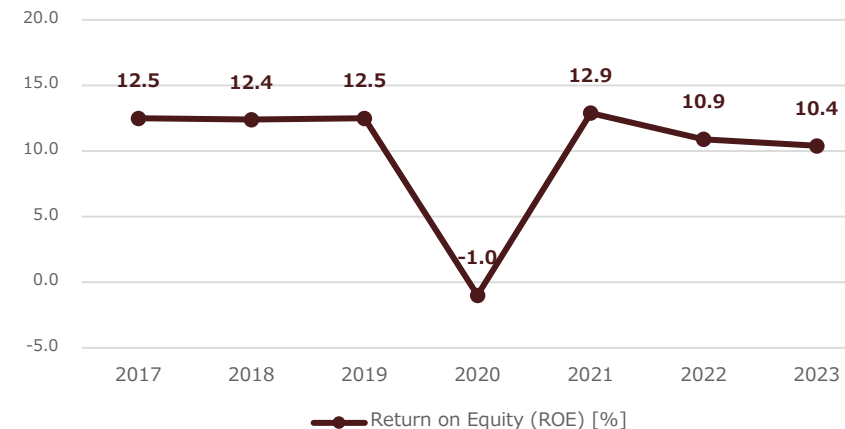
	2017	2018	2019	2020	2021	2022	2023
Total Assets	39,590	38,402	42,770	41,893	45,748	49,622	54,278
Net Assets	24,027	24,361	24,025	21,953	26,754	30,125	34,054
ROE [%]	12.5	12.4	10.0	-1.0	12.9	10.9	10.4

JPN account. standards

IFRS

### ROE




(%)



# Consolidated Financial Results

## Sales by Business Segment\*1

Unit:Yen in Hundred Millions

	2022	2023	vs. PY (%)
 PS/LT <small>* incl. retail and credit card business</small>	Revenue	22,035	23,754 +8
	Adjusted OP	2,612	2,723 +4
	Ratio	11.9%	11.5% $\Delta$ 0.4pp
 TB <small>* incl. retread business</small>	Revenue	10,666	10,286 $\Delta$ 4
	Adjusted OP	953	582 $\Delta$ 39
	Ratio	8.9%	5.7% $\Delta$ 3.3pp
 Specialties (OR/AC/AG/MC)	Revenue	5,619	6,114 +9
	Adjusted OP	1,167	1,370 +17
	Ratio	20.8%	22.4% +1.6pp

## Sales by Market \*1

Unit:Yen in Hundred Millions

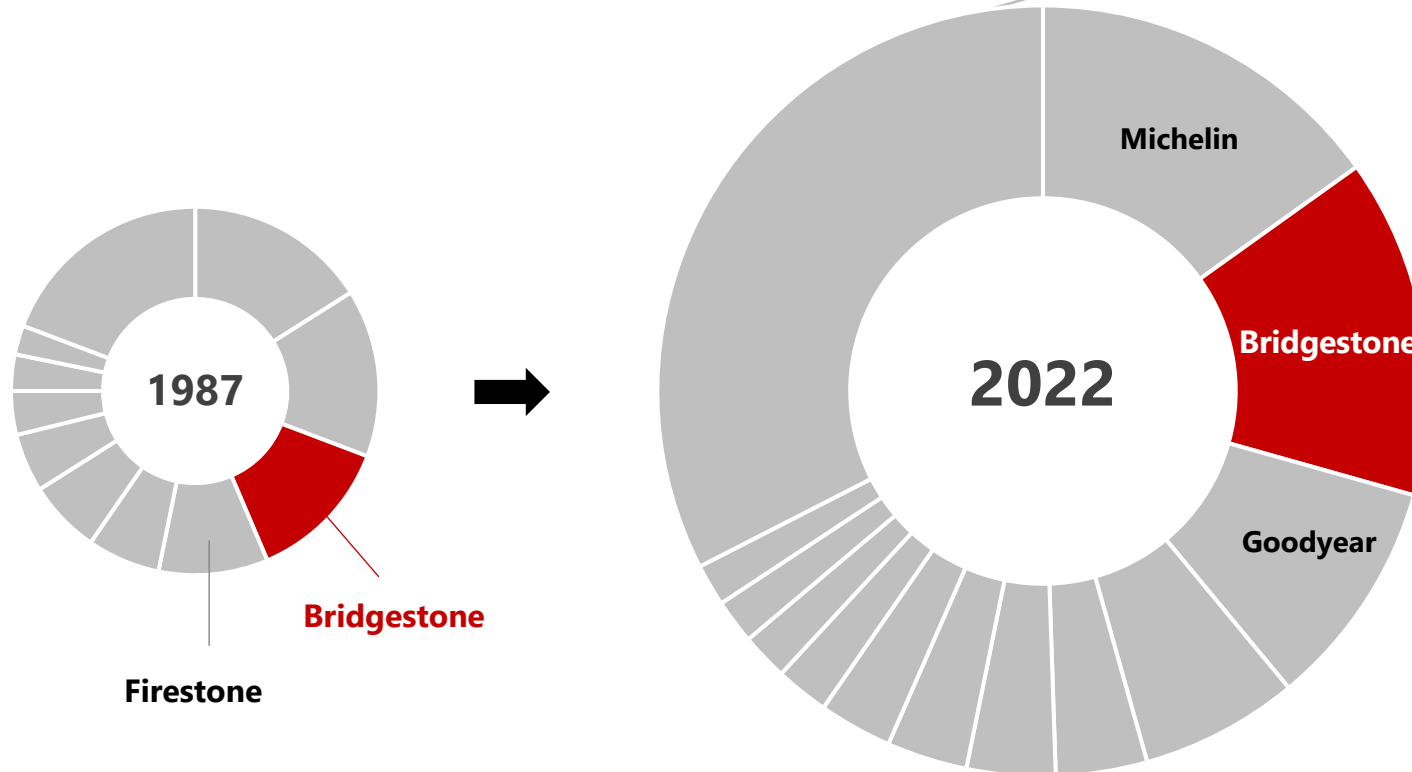
	2017	2018	2019	2020	2021	2022	2023
Japan	11,478	11,705	9,181	7,626	8,730	11,571	12,424
China, Asia-Pacific*2	6,488	6,338	4,628	3,946	3,869	4,570	4,611
Americas	17,765	17,582	16,617	14,079	14,546	19,880	20,800
Europe, Russia, Middle East, India and Africa*3	5,598	5,961	6,401	5,643	6,939	8,700	9,085
	JPN account. standards	IFRS					

\*1 Segment information

\*2 Scope of Geographic segment ; Since 2017 China, Asia & Pacific

\*3 Scope of Geographic segment ; From 2017 to 2019 Europe, Russia, Middle East & Africa  
Since 2020 Europe, Russia, Middle East, India and Africa.

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



<b>Michelin</b>	<b>15.1%</b>
<b>Bridgestone</b>	<b>14.2%</b>
<b>Goodyear</b>	<b>9.6%</b>
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	48
	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 tire materials plants.

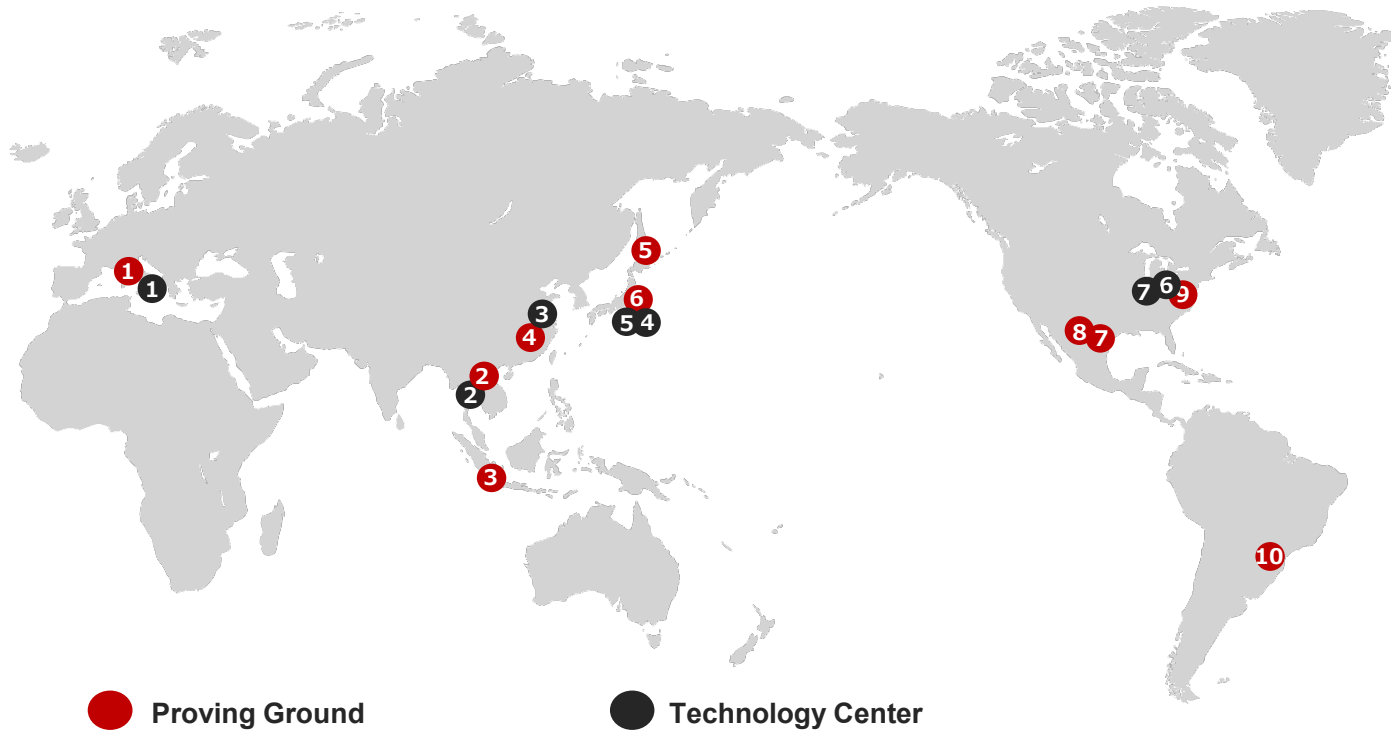
\*2 Other tire related plants include retread plants for aircraft tires outside Japan and plants for retreading materials, molds and machineries for tires and steel cords.



# Number of R&D Facilities

As of December 20, 2023

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



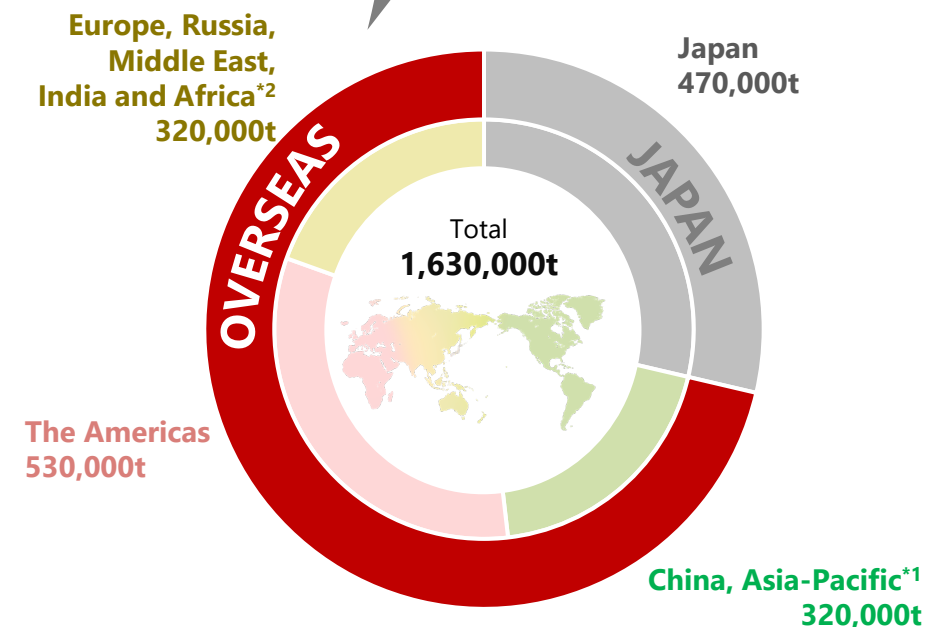
- 1 Aprilia, Italy
  - 2 Nong Khae, Thailand
  - 3 Karawang, Indonesia
  - 4 Jiangsu, China
  - 5 Hokkaido, Japan
  - 6 Tochigi, Japan
  - 7 Texas, U.S.A.
  - 8 Acuna, Mexico
  - 9 Ohio, U.S.A.
  - 10 Sao Pedro, Brazil
- 1 Rome, Italy
  - 2 Pathum Thani, Thailand
  - 3 Wuxi, Jiangsu, China
  - 4 Tokyo,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

# Summary of Global Tire Production

Unit: 10,000 tons

	2016	2017	2018	2019	2020	2021	2022	2023
Domestic	47	47	51	51	40	48	48	47
Overseas								
China, Asia-Pacific* <sup>1</sup>	51	47	47	42	30	37	37	32
Americas	57	59	60	60	47	58	57	53
Europe, Russia, Middle East, India and Africa* <sup>2</sup>	25	27	29	30	27	34	35	32
Overseas Total	133	141	136	132	105	130	129	117
Total Production	180	188	186	184	145	178	177	163
Overseas Production Ratio [%]	74	75	73	72	72	73	73	71

Overseas Production Ratio **71%**



▲ Tire Production Volume(Tonnage of Rubber) by Geographical Segment(2023)

\*1 Scope of Geographic segment ;

2016 China, Asia & Pacific, Russia ; Since 2017 China, Asia & Pacific.

\*2 Scope of Geographic segment ;

2016 Europe, Middle East & Africa ; From 2017 to 2019 Europe, Russia, Middle East & Africa ; Since 2020 Europe, Russia, Middle East, India and Africa

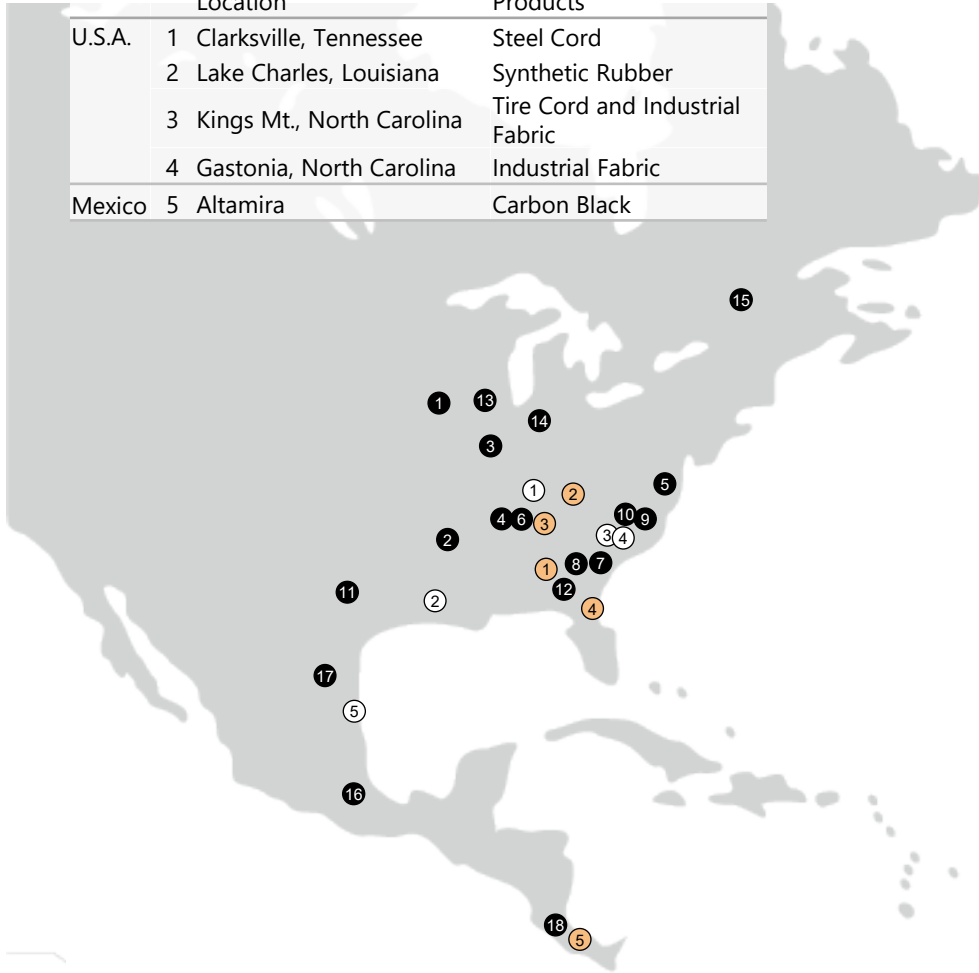
# Global Tire, Raw Materials and Diversified Products Plants

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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# 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)

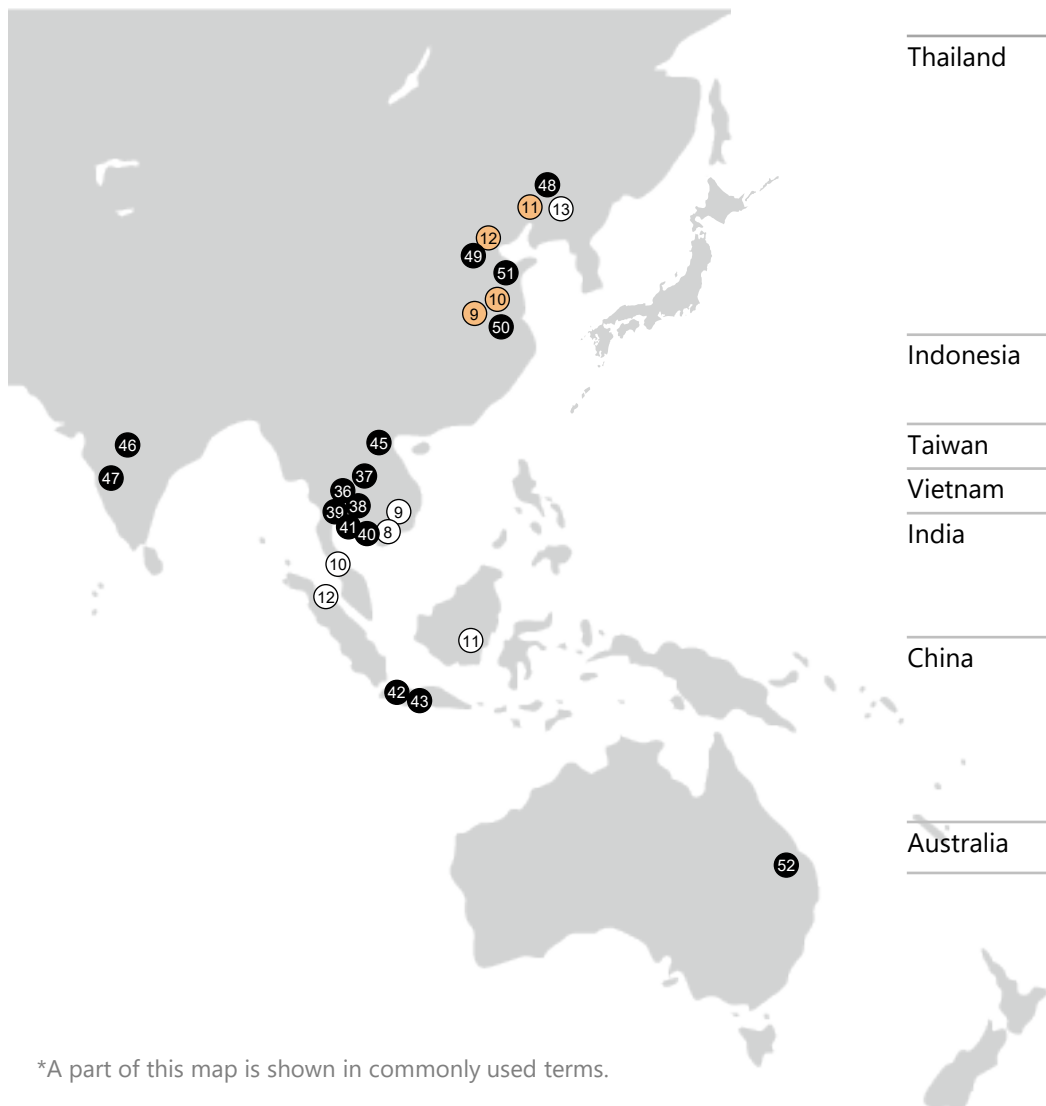
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# Global Tire, Raw Materials and Diversified Products Plants

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
	43 Karawang	Tires
Taiwan	44 Hsin-Chu	Tires
Vietnam	45 Hai Phong	Tires
India	46 Indore	Tires
	47 Pune	Tires
	China	48 Shenyang
	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 105th Financial statement report except\*\*

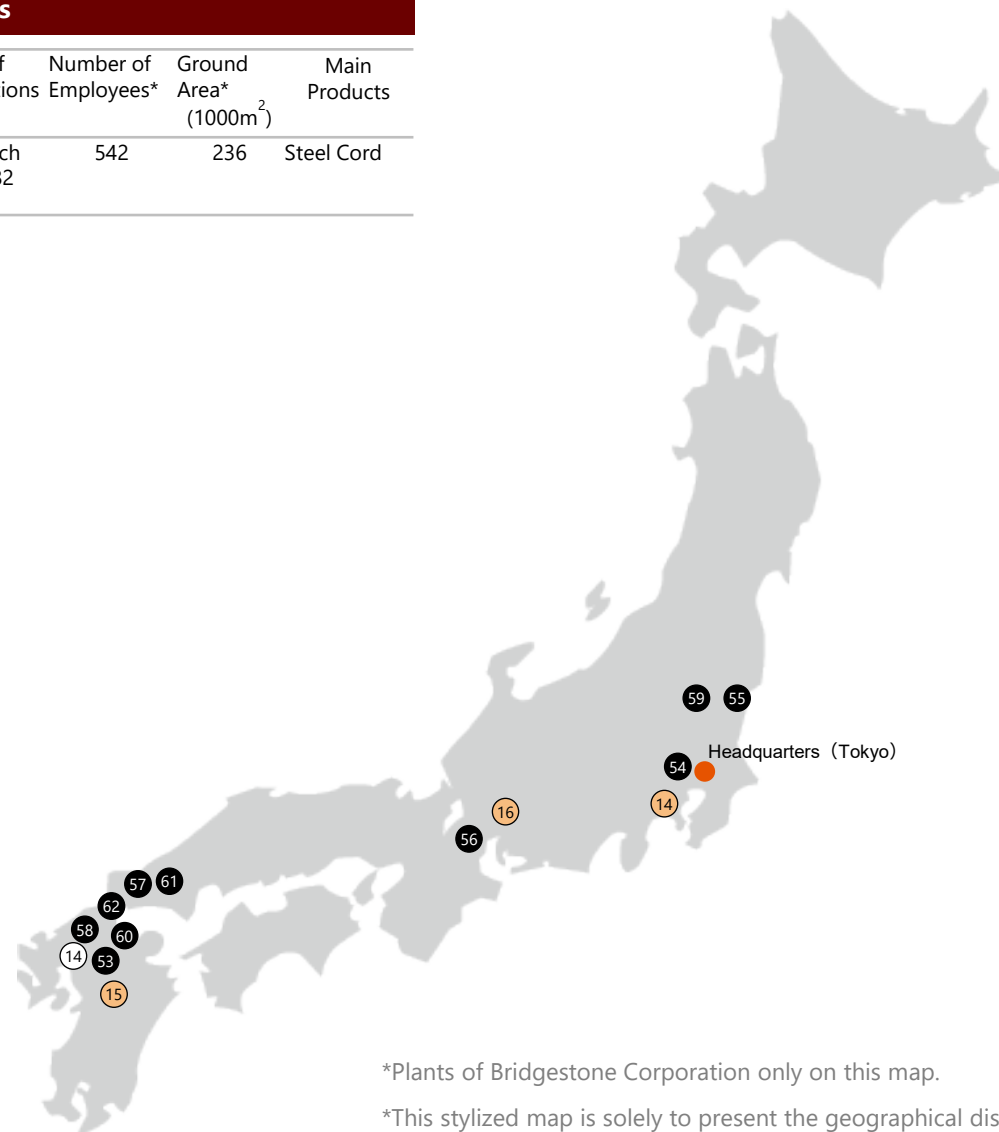
## New Tire Plants

As of December 20, 2023

	Location	Start of Operations	Number of Employees*	Ground Area* (1000m <sup>2</sup> )	Main Products
Kurume Plant	53 Kurume, Fukuoka	March 1931	984	457	Tires for Passenger Cars, Light Trucks, Aircraft, Racing Cars and Others
Tokyo AC Tire Plant	54 Kodaira, Tokyo	March 1960	195	-	New and Retread Tires for Aircraft
Nasu Plant	55 Nasushiobara, Tochigi	March 1962	734	195	Tires for Passenger Cars, Light Trucks, Motorcycles, Agricultural Machinery and Industrial Vehicles
Hikone Plant	56 Hikone, Shiga	March 1968	1,421	658	Radial Tires for Passenger Cars and Light Trucks
Shimono-seki Plant	57 Shimonoseki, Yamaguchi	June 1970	748	285	Off-the-road Tires for Mining and Construction Vehicles
Tosu Plant	58 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	59 Nasushiobara, Tochigi	April 1971	854	151	Radial Tires for Trucks and Buses, Passenger Cars, Light Trucks and New Transport Systems
Amagi Plant	60 Asakura, Fukuoka	May 1973	891	388	Radial Tires for Trucks, Buses and Light Trucks
Hofu Plant	61 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	62 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 <sup>2</sup> )	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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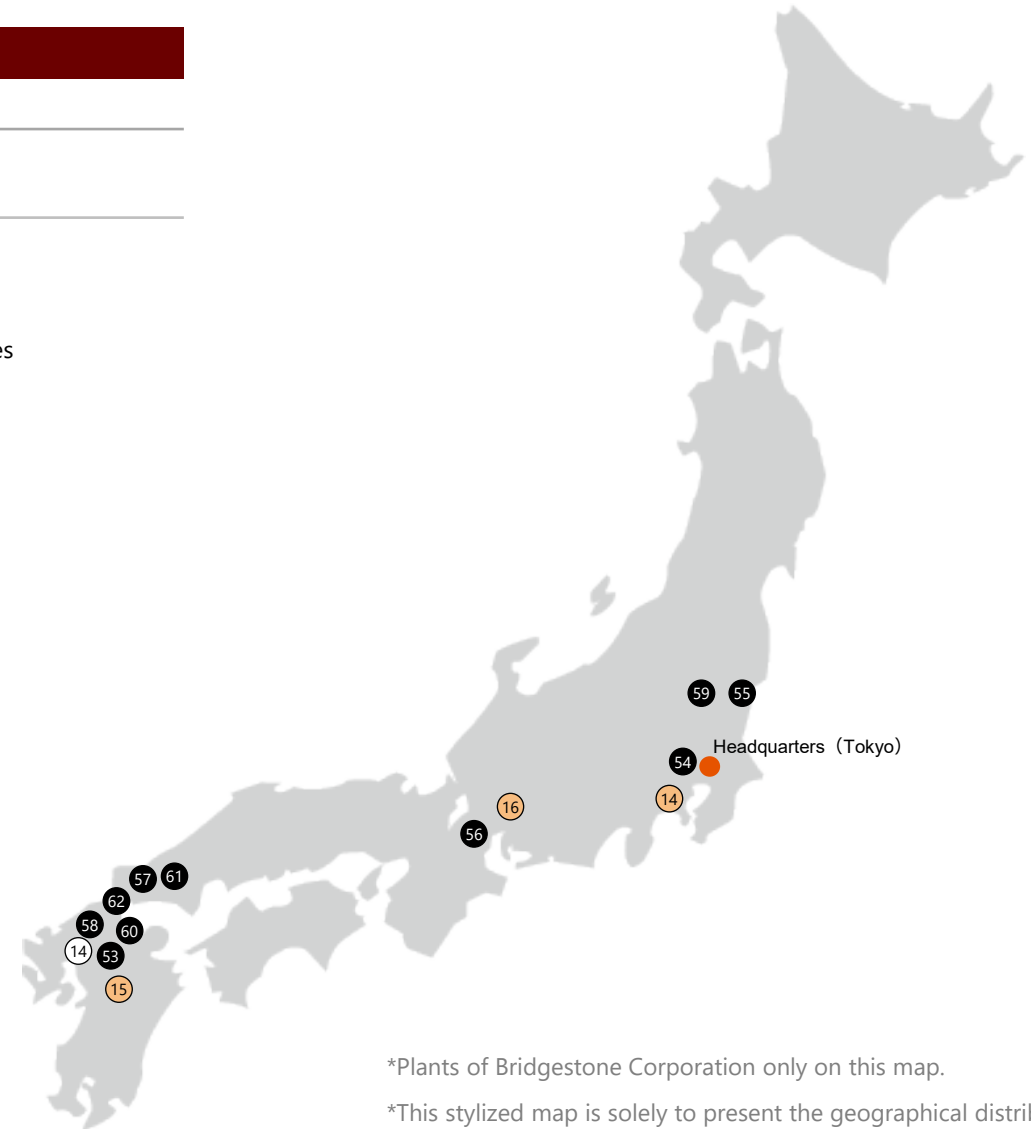
# Japan Domestic Facilities

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

## Chemical and Industrial Products Plants

As of December 20, 2023

		Location	Start of Operations	Number of Employees*	Ground Area* (1000m <sup>2</sup> )	Main Products
Yokohama Plant	14	Yokohama, Kanagawa	July 1938	461	243	Conveyor Belts, Seismic Isolation Bearings, And Associated Rubber Products
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



\*Plants of Bridgestone Corporation only on this map.

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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

## 1. Board of Directors

As of March 26, 2024

Member of the Board	Shuichi ISHIBASHI
Member of the Board	Masahiro HIGASHI
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	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 Nominating Committee Member of the Compensation 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

## 2. Executive Officers

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 Global CTO (Global Chief Technology Officer) Responsible for Monozukuri	Masato BANNO

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

# Member of Global Executive Committee (Global EXCO)\*

As of April 1st, 2024

Member of the Board  
Global CEO and Representative Executive Officer

**Shuichi  
ISHIBASHI**

Vice President and Senior Officer  
BRIDGESTONE WEST BMS (Bridgestone Mobility Solutions)  
Group President  
BSAM Member of the Board

**Scott  
DAMON**

Member of the Board  
Representative Executive Officer  
Joint Global COO • BRIDGESTONE EAST CEO  
Concurrently Global CAO (Global Chief Administration Officer)  
BSAPIC Chair  
Chair and Representative Board Member of Bridgestone Tire Solution Japan Co., Ltd.

**Masahiro  
HIGASHI**

Vice President and Senior Officer  
BRIDGESTONE WEST Retail Group President  
BSAM Member of the Board

**Craig  
SCHNEIDER**

Executive Officer  
Joint Global COO • BRIDGESTONE WEST CEO  
Concurrently Global CDXO (Global Chief Digital Transformation Officer)  
BSAM Executive Chair of the Board, Group President  
BSEMEA Supervisory Board Chair

**Paolo  
FERRARI**

Vice President and Senior Officer  
BSEMEA Management Board Chair, Group President  
Concurrently Global Sustainability Initiative Lead  
(in charge of WBCSD(World Business Council for Sustainable Development)/TIP(Tire Industry Project)/GPSNR(Global Platform for Sustainable Natural Rubber))

**Laurent  
DARTOUX**

Senior Vice President and Executive Officer  
Global CTO (Global Chief Technology Officer)  
Responsible for Monozukuri

**Masato  
BANNO**

Vice President and Senior Officer  
BRIDGESTONE WEST CTO (Chief Technology Officer)  
BSAM Member of the Board  
BSEMEA Management Board Member

**Emilio  
TIBERIO**

Vice President and Senior Officer  
GX • Innovation Technology Development

**Tomohiro  
KUSANO**

Vice President and Senior Officer  
BSAM Vice Chair of the Board  
Executive Vice President, CLO (Chief Legal Officer),  
General Counsel, Secretary and CCPO (Chief Compliance Officer),  
BSEMEA Supervisory Board Vice Chair

**Christopher  
NICASTRO**

Vice President and Senior Officer  
G-MICA(Global Mining, Industrial, Construction, and Aviation Tire Solutions Business);  
Concurrently Global OE

**Nobuyuki  
TAMURA**

Vice President and Senior Officer  
BSAPIC Member of the Board, Group President  
Chairman of Bridgestone (China) Investment Co., Ltd.

**Yasuhiro  
MORITA**

\* Highest body of global business execution

For information regarding executives, please refer to the following URL.  
<https://www.bridgestone.com/corporate/profile/executives/>

