



BRIDGESTONE DATA 2021

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

Member of the Board
Global COO and
Representative
Executive Officer



Shuichi Ishibashi



Masahiro Higashi



Tokyo Headquarters

Financial Data:

As of 1931

Paid-In Capital	JPY 1 million
Employees	144



As of December 31, 2021

Revenue (consolidated)	JPY 3,246.1billion
Profit Attribute to Owners of Parent	JPY 394 billion
Paid-In Capital	JPY 126.3billion
Employees (consolidated)*	138,036
Sales (non-consolidated)	JPY 839.5billion
Net Income (non-consolidated)	JPY 167billion
Employees (non-consolidated)	14,745

*Numbers of employees to be referred to the 102th Financial statement report. (As of December 31, 2020)

Products and Operations

Passenger Cars



Trucks and Bus



Seismic Isolation Bearings



Hoses



Mining and Construction Vehicles



Aviation



Bicycles



Sporting Goods



Others (Industrial machinery, Agricultural Machinery, Motorcycles), Polyurethane, High pressure hose, Seat pads for automobiles

Products and Operations

Solutions Business

Fleet Solutions



New Tires + Retread + Service + IT

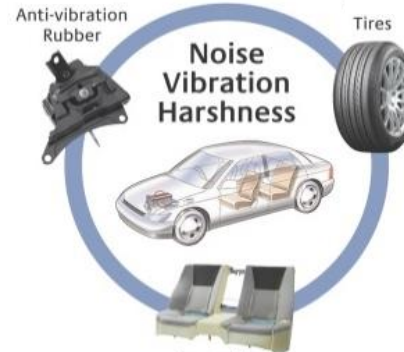
Puncture Solutions



DRIVEGUARD
RFT

Run-Flat Technology

NVH Solutions



Automotive Seat Pad

Building Solutions

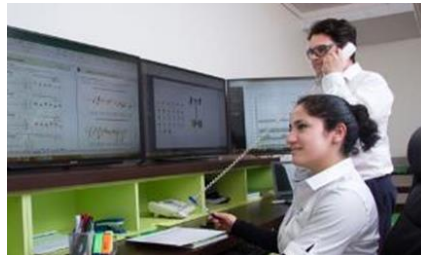


SMART SIPHON



Bridgestone's "Smart Siphon" enables drainage system adaptable, creating more underfloor space and plumbing distance.

Mining Solutions



Full-time operation monitoring

Tires + Service + IT

Agriculture Mobility Solutions



New Tires + Rubber Tracks + Service

Aviation Solutions



New Tires + Retread + Service

Consolidated Financial Results

Sales and Earnings

	2014	2015	2016	2017	2018	2019	2020	2021	2022 (Projections)
Revenue	36,739	37,902	33,370	36,434	36,501	35,256	29,945	32,461	36,500
Adjusted Operating Profit	4,780	5,172	4,495	4,190	4,027	3,260	2,229	3,943	4,250
Ratio [%]	13.0	13.6	13.5	11.5	11.0	9.2	7.4	12.1	11.6
Net Income*	3,005	2,842	2,655	2,882	2,916	2,925	△233	3,940	2,800

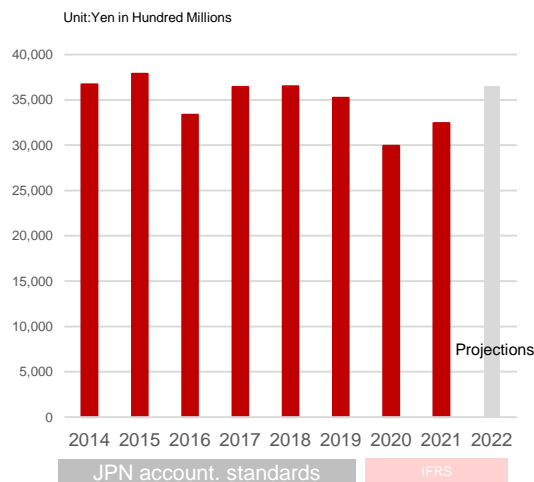
Unit:Yen in Hundred Millions

* Profit Attributable to Owners of Parent.

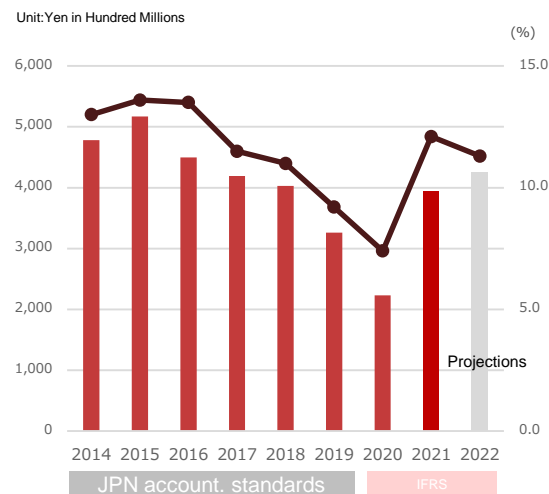
JPN account. standards

IFRS

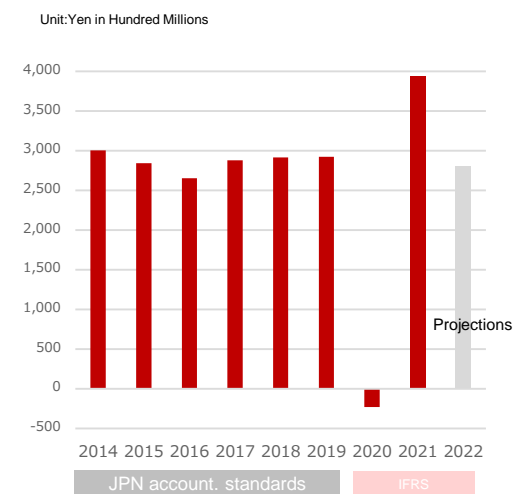
Revenue



Adjusted Operating Profit / Ratio



Net Income*



Consolidated Financial Results

R&D, Capital Expenditure and Depreciation

Unit: Yen in Hundred Millions

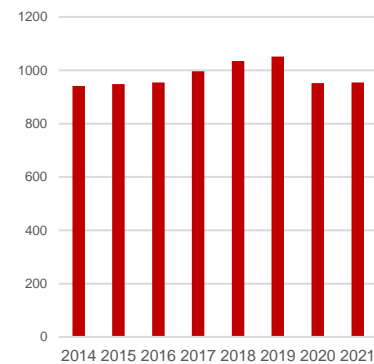
	2014	2015	2016	2017	2018	2019	2020	2021
R&D	941	949	954	997	1,035	1,052	952	955
Capital Expenditure	2,963	2,535	1,941	2,348	2,684	2,892	2,719	2,620
Depreciation	1,883	2,023	1,880	2,003	2,004	2,231	2,675	2,459

JPN account. standards

IFRS

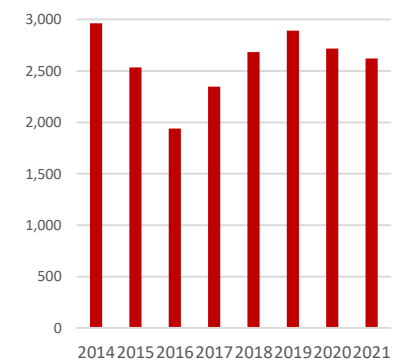
R&D

Unit: Yen in Hundred Millions



Capital Expenditure

Unit: Yen in Hundred Millions



Assets

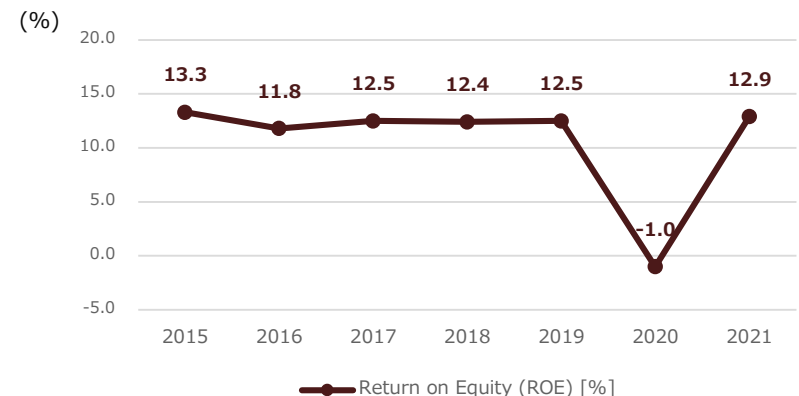
Unit: Yen in Hundred Millions

	2015	2016	2017	2018	2019	2020	2021
Total Assets	37,958	37,160	39,590	38,402	39,465	41,893	45,748
Net Assets	22,820	23,458	24,027	24,361	23,442	21,953	26,753
ROE [%]	13.3	11.8	12.5	12.4	12.5	-1.0	12.9

JPN account. standards

IFRS




ROE



Consolidated Financial Results

Sales by Business Segment*1

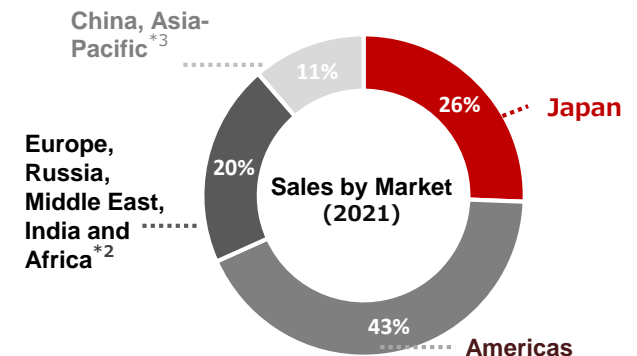
Unit:Yen in Hundred Millions

	2020	2021	vs. PY (%)	
 PS/LT * incl. retail and credit card business	Revenue	14,558	17,350	19
	Adjusted OP	1,218	2,466	103
	Ratio	8.4%	14.2%	5.8pp
 TB * incl. retread business	Revenue	6,606	8,140	23
	Adjusted OP	570	880	54
	Ratio	8.6%	10.8%	2.2pp
 Specialties (OR/AC/AG/MC)	Revenue	3,109	3,929	26
	Adjusted OP	409	777	90
	Ratio	13.1%	19.8%	6.6pp

Sales by Market*1

Unit:Yen in Hundred Millions

	2015	2016	2017	2018	2019	2020	2021
Japan	6,619	6,535	6,843	6,819	6,668	7,626	8,730
Americas	19,195	16,257	17,550	17,376	16,580	14,079	14,546
Europe, Russia, Middle East, India and Africa*2	4,198	4,943	6,038	6,439	6,604	5,643	6,939
China, Asia-Pacific*3	7,889	5,634	6,001	5,865	5,402	3,946	3,869
	JPN account. standards				IFRS		



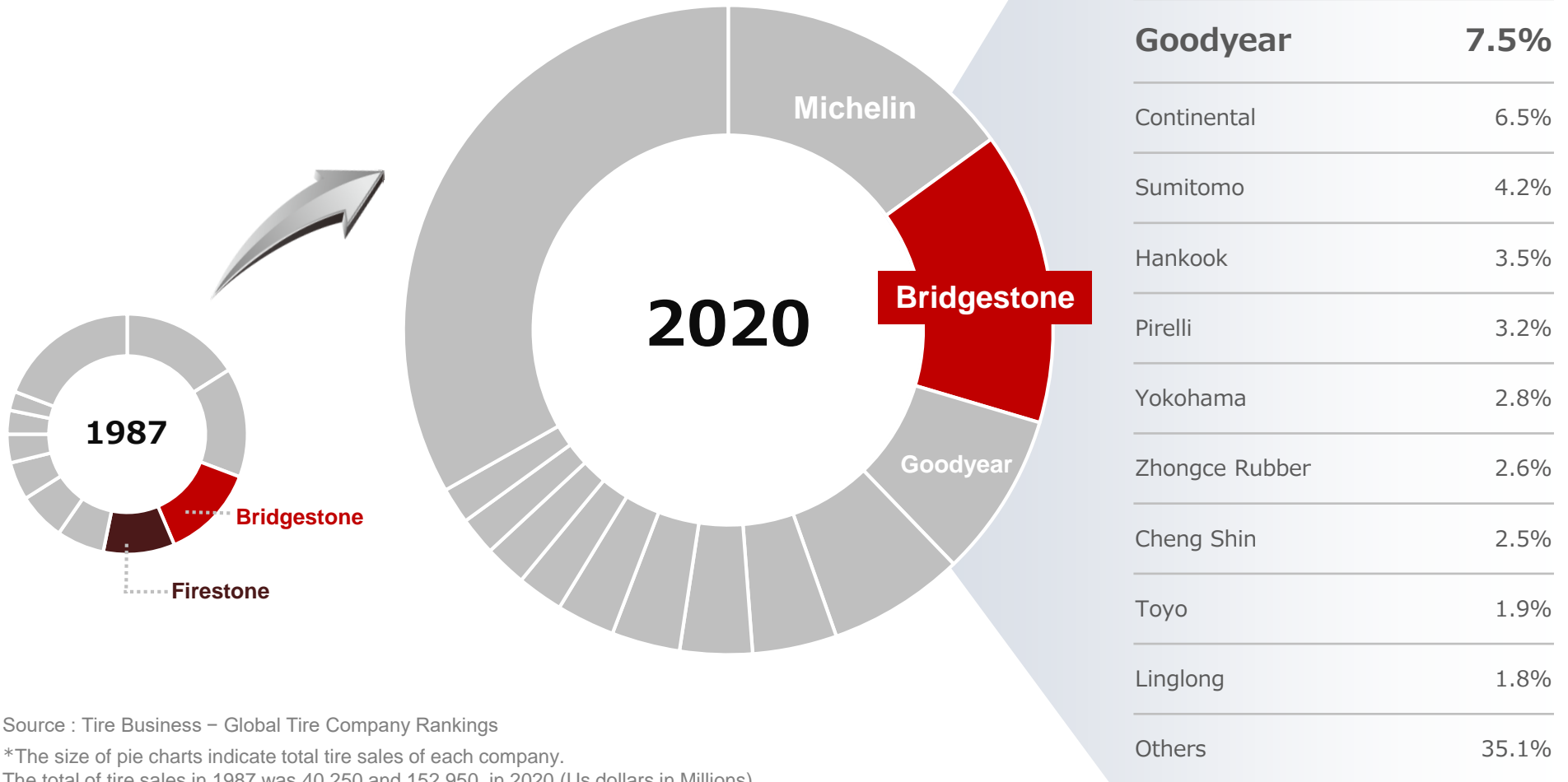
*1 Sales by business segment and market:Sales to external customers.

*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)



Source : Tire Business – Global Tire Company Rankings

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

The total of tire sales in 1987 was 40,250 and 152,950 in 2020.(Us dollars in Millions)

Number of Manufacturing Plants

As of January 1, 2022

	THE AMERICAS	EUROPE / MIDDLE EAST AFRICA / RUSSIA	CHINA / ASIA PACIFIC	JAPAN	TOTAL	
Tire	New Tire Plants(*1)	15	11	13	10	49
	Other Tire Related Plants(*2)	8	2	5	11	26
	Total	23	13	18	21	75
Raw Materials Plants	5	2	6	2	15	
Diversified Products Plants	9	2	13	25	49	
Number of Plants Total	37	17	37	48	139	
Under Construct ion	New Tire Plants(*1)	0	0	0	0	0
	Other Tire Related Plants(*2)	0	0	0	0	0
	Raw Materials Plants	0	0	0	0	0
	Diversified Products Plants	0	0	0	0	0
	Total	0	0	0	0	0

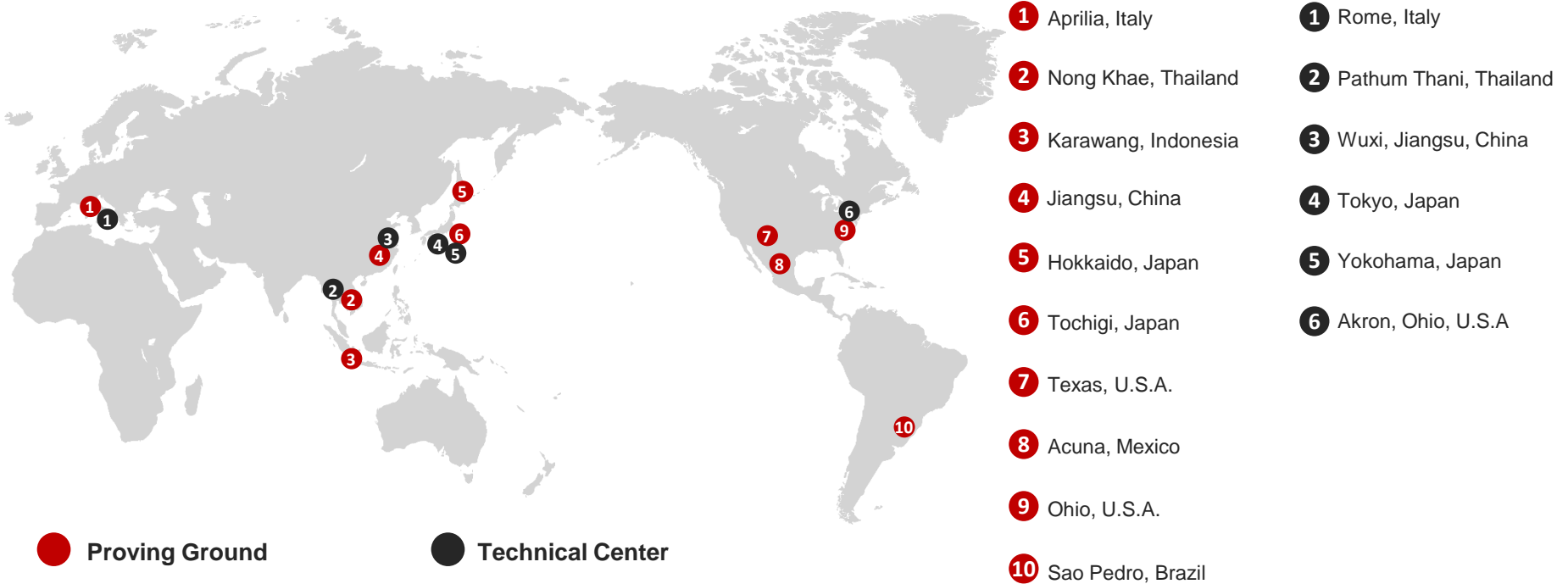
*1 New tire plants include new tire plants and a new tube and flap plants.

*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 January 1, 2022

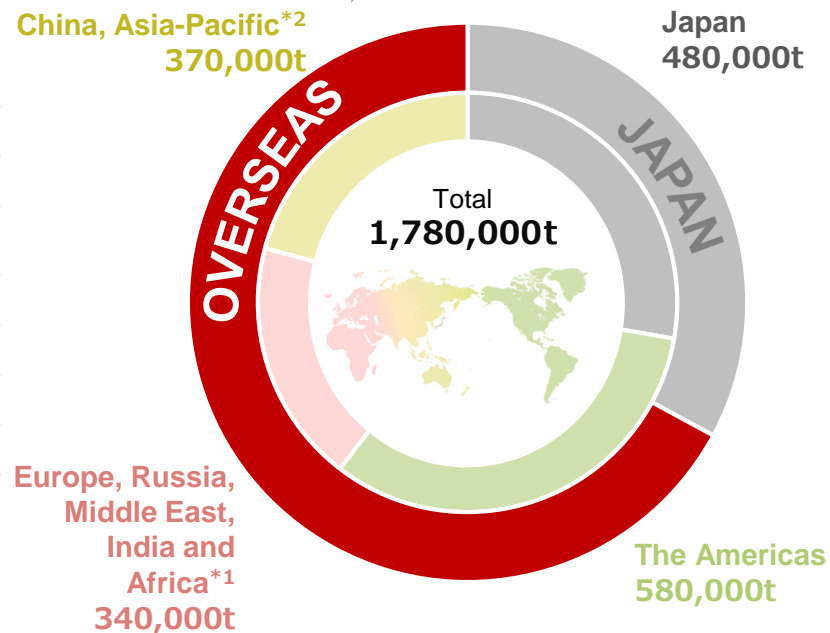
	THE AMERICAS	EUROPE / MIDDLE EAST AFRICA / RUSSIA	CHINA / ASIA PACIFIC	JAPAN	TOTAL
Technical Center	1	1	2	2	6
Proving Ground	4	1	3	2	10



Summary of Global Tire Production

Overseas Production Ratio **73%**

		Unit: 10,000 tons							
		2014	2015	2016	2017	2018	2019	2020	2021
Domestic		51	48	47	47	51	51	40	48
Overseas	Americas	57	56	57	59	60	60	47	58
	Europe, Russia, Middle East, India and Africa ^{*1}	21	22	25	27	29	30	27	34
	China, Asia-Pacific ^{*2}	53	54	51	47	47	42	30	37
Overseas Total		131	132	133	141	136	132	105	130
Total Production		182	179	180	188	186	184	145	178
Overseas Production Ratio [%]		72	73	74	75	73	72	72	73



▲ Tire Production Volume(Tonnage of Rubber) by Geographical Segment(2021)

*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 January 1, 2022

THE AMERICAS

Raw Materials Plants

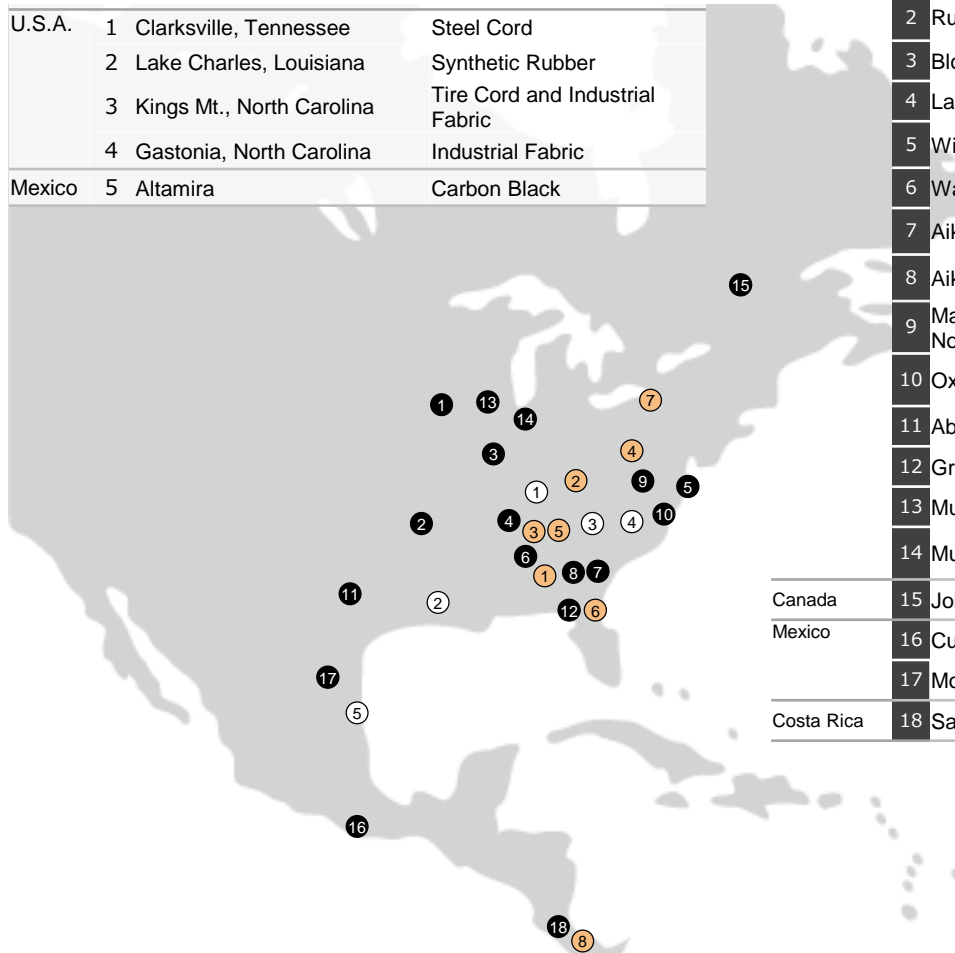
	Location	Products
U.S.A.	1 Clarksville, Tennessee	Steel Cord
	2 Lake Charles, Louisiana	Synthetic Rubber
	3 Kings Mt., North Carolina	Tire Cord and Industrial Fabric
	4 Gastonia, North Carolina	Industrial Fabric
Mexico	5 Altamira	Carbon Black

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

	工場所在地	生産品目
U.S.A.	1 Covington, Georgia	Golf Balls
	2 Williamsburg, Kentucky	Air Springs
	3 Dyersburg, Tennessee	Air Springs
	4 Upper Sandusky, Ohio	Automotive Seat Pad, Anti-vibration Rubber
	5 Dickson, Tennessee	Automotive Seat Pad, EA Pad
	6 Jacksonville, Florida	Hose Assembly
	7 Sanborn, New York	Automotive Seat Pad
Costa Rica	8 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 January 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	9 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 January 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
	29 Poznan	Tires
Poland	30 Stargard	Tires and Retreading Materials
	31 Bari	Tires
Italy	32 Tatabánya	Tires
Hungary	33 Ulyanovsk	Tires
Russia	34 Izmit	Tires
Turkey	35 Aksaray	Tires
	36 Brits	Tires
South Africa		

DIVERSIFIED PRODUCTS PLANTS

	Location	Products
Poland	10 Wolsztyn	Air Springs
	11 Zarrow	Rubber Tracks

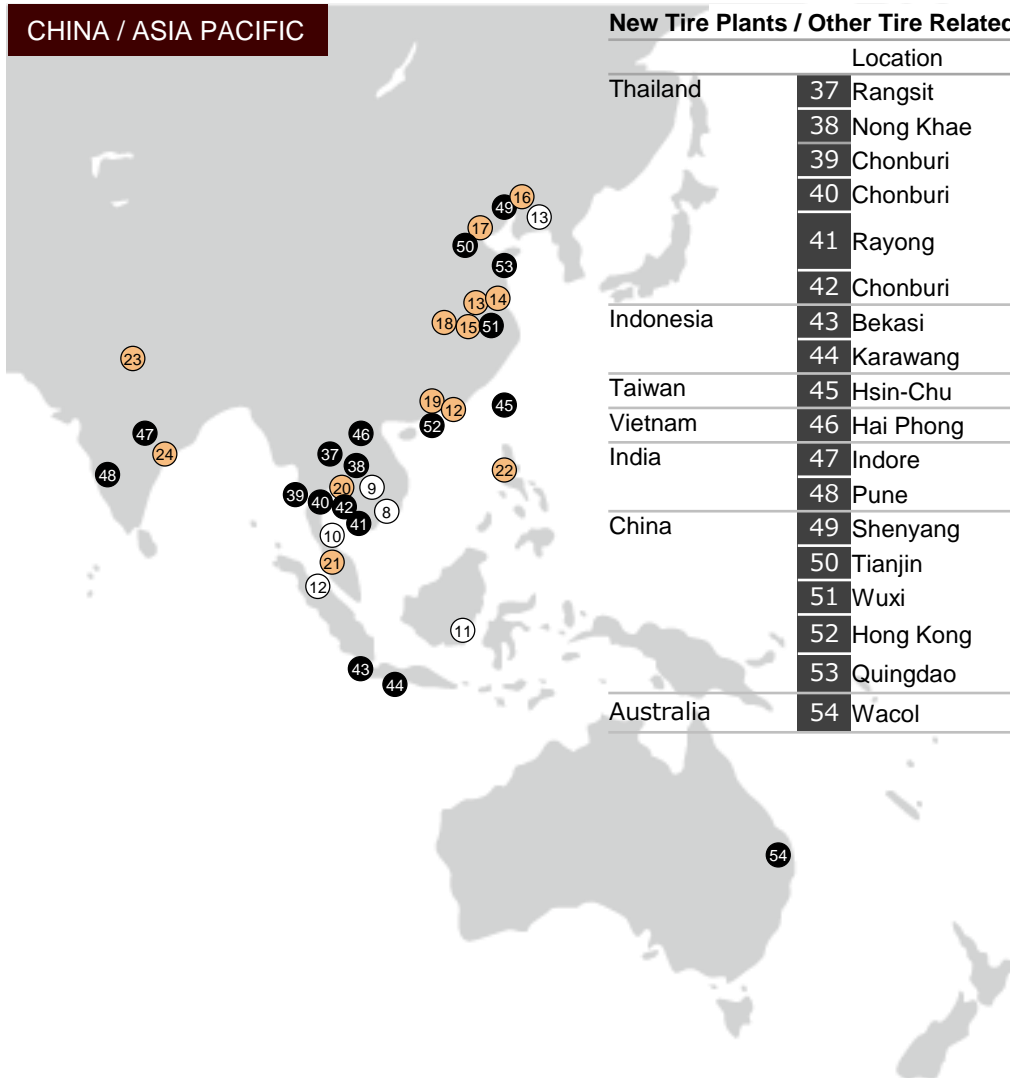
Raw Materials Plants

	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 January 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
Indonesia	43 Bekasi	Tires
	44 Karawang	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	12 Guangzhou	Automotive Seat Pad, EA Pad
	13 Changzhou	Bicycles
	14 Changzhou	Hydraulic Hoses, Hose Assembly, Hoses
	15 Changzhou	Anti-vibration Rubber
	16 Shenyang	Rubber Tracks
	17 Tianjin	Air Springs
	18 Wuhan	Automotive Seat Pad
	19 Kaiping	Foamed Rubber, Polyurethane Foam, Office Equipment Components
	20 Rayong	Anti-vibration Rubber, Automotive Hoses, Hydraulic Hoses, Automotive Seat Pad, Conveyor Belts
Malaysia	21 Shah Alam	Polyurethane Foam
Philippines	22 Cavite	MNCS, Resin Pips, Office Equipment Components
India	23 Manesar	Anti-vibration Rubber
	24 Chennai	Anti-vibration Rubber

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

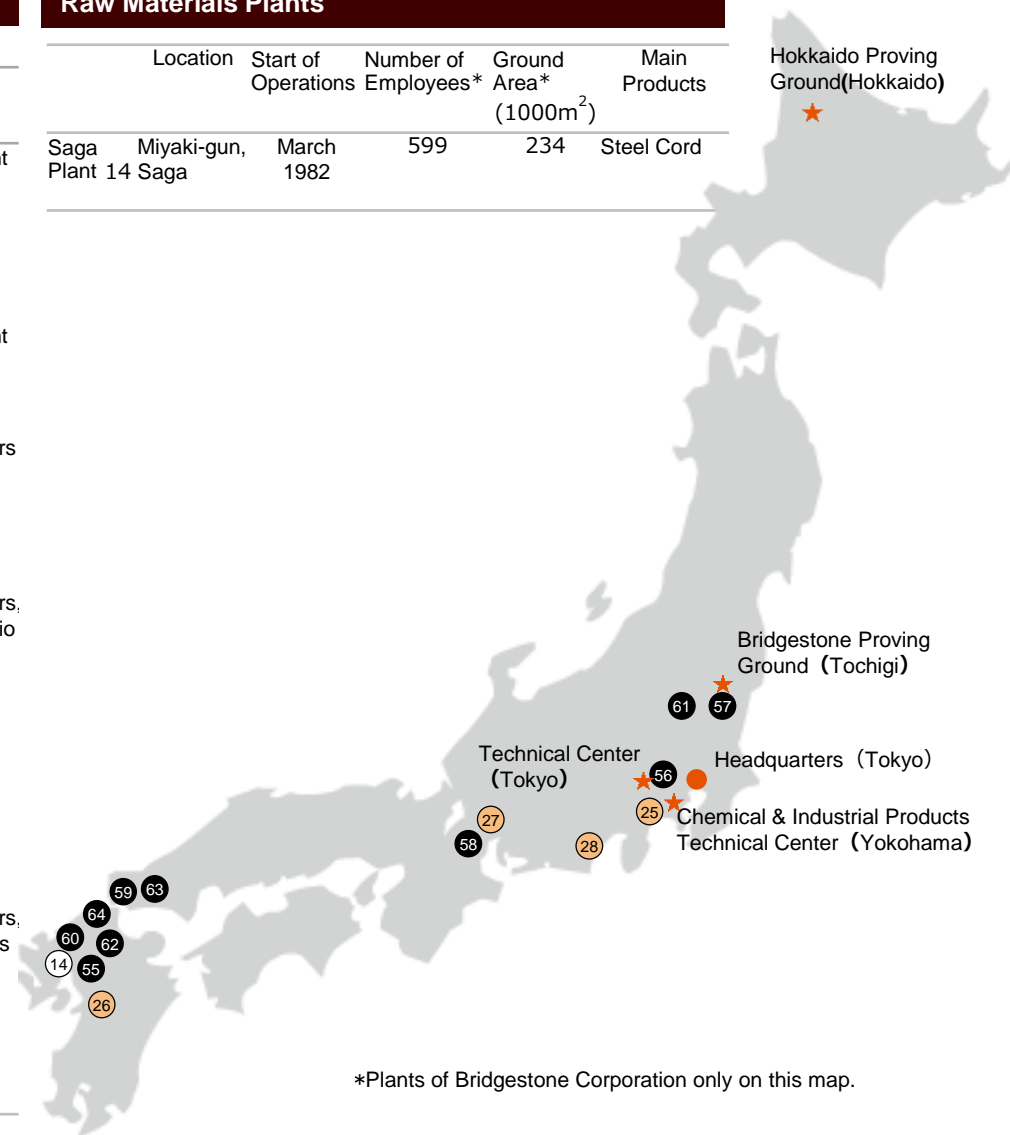
New Tire Plants

As of February 16, 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 Shimono-seki, 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
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

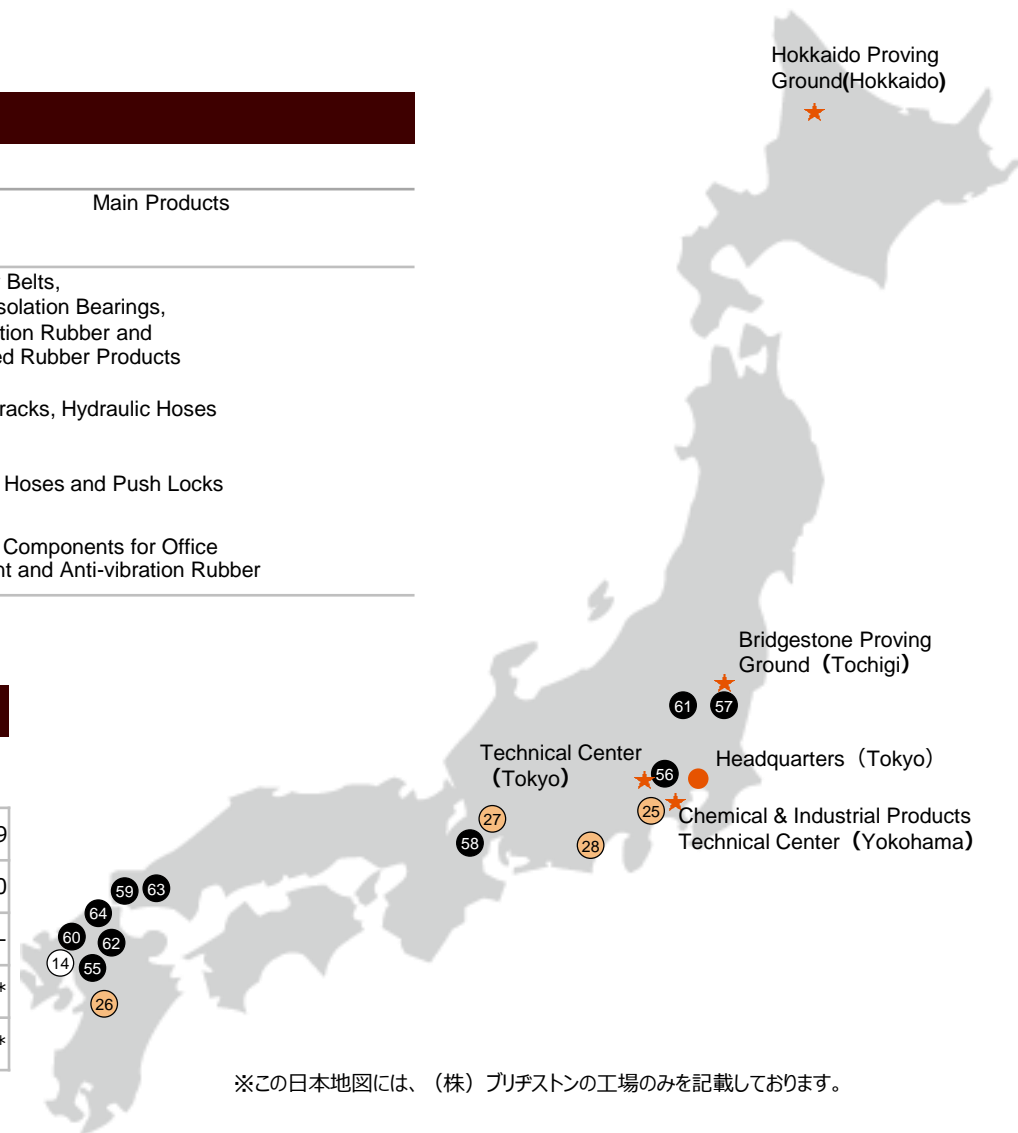
Chemical and Industrial Products Plants

As of February 16, 2022

		Location	Start of Operations	Number of Employees*	Ground Area* (1000m ²)	Main Products
Yokohama Plant	25	Yokohama, Kanagawa	July 1938	1,276	159	Conveyor Belts, Seismic Isolation Bearings, Anti-vibration Rubber and Associated Rubber Products
Kumamoto Plant	26	Tamana, Kumamoto	October 1971	650	145	Rubber Tracks, Hydraulic Hoses
Seki Plant	27	Seki, Gifu	October 1990	246	149	Hydraulic Hoses and Push Locks
Iwata Plant	28	Iwata, Shizuoka	February 2000	351	173	Precision Components for Office Equipment and Anti-vibration Rubber

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**



※この日本地図には、(株)ブリヂストンの工場のみを記載しております。

Major Subsidiaries

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	3
Bridgestone Elastech Co., Ltd.	1
Bridgestone Chemitech Co., Ltd.	4
Bridgestone Diversified Chemical Products Co., Ltd.	9
Bridgestone EMK Co., Ltd.	1
Bridgestone Ntec Co., Ltd.	1
Bridgestone Sports Co., Ltd.	1
Bridgestone Cycle Co., Ltd.	1

Executives

As of February 16, 2022

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	Keikou Terui
Member of the Board* Member of the Audit Committee	Seiichi Sasa
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	Hideo Hara
Member of the Board Member of the Audit Committee	Tsuyoshi Yoshimi

2. EXECUTIVE OFFICERS

Global CEO and Representative Executive Officer	Shuichi Ishibashi
Global COO and Representative Executive Officer	Masahiro Higashi
Executive Vice President and Executive Officer	Paolo Ferrari
Senior Vice President and Executive Officer	Masuo Yoshimatsu
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 February 16, 2022

Member of the Board
Global CEO and Representative Executive Officer

Shuichi Ishibashi

Member of the Board
Global COO and Representative Executive Officer,
Responsible for BSJP;
Concurrently responsible for BSJP Tire Solutions Business
and BSJP Tire Business CEO and COO
Chairman and Representative Board Member of Bridgestone Tire Solution Japan Co., Ltd.

Masahiro Higashi

Executive Vice President and Executive Officer of Bridgestone Corporation
Global CSO (Global Chief Business Solutions Officer)
BSAM Member of the Board, CEO and President

Paolo Ferrari

Senior Vice President and Executive Officer
Global CFO (Global Chief Financial Officer)

Masuo Yoshimatsu

Senior Vice President and Executive Officer
Global CTO (Global Chief Technology Officer)
Responsible for Technology, Quality Management

Masato Banno

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
BSCAP Chair of the Board
BSJP 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
Seconded to Bridgestone Asia Pacific Pte. Ltd.
BSCAP Member of the Board, CEO
Chairman of Bridgestone (China) Investment Co., Ltd.

Yoshikazu Shida

BSEMIA Management Board Member, COO

Emilio Tiberio

Vice President and Senior Officer of Bridgestone Corporation
BSAM CTO

Nizar Trigui

