



# BRIDGESTONE DATA 2020

# 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

Chairman of the Board



Masaaki Tsuya

Member of the Board  
Global CEO and  
Representative  
Executive Officer



Shuichi Ishibashi

Global COO and  
Representative  
Executive Officer



Masahiro Higashi



Tokyo Headquarters

## Financial Data:

### As of 1931

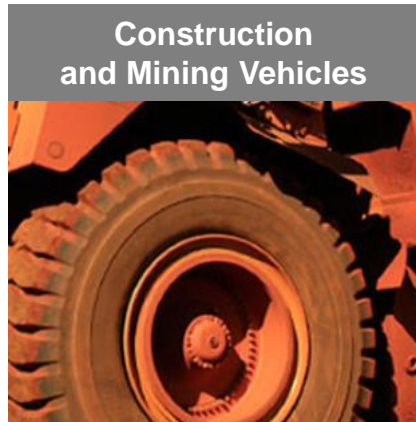
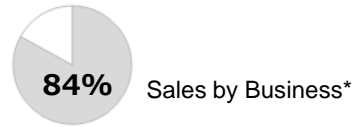
Paid-In Capital	JPY 1 million
Employees	144

### As of December 31, 2019

Sales (consolidated)	JPY 3,525.6 billion
Net Income (consolidated)	JPY 292.5 billion
Paid-In Capital	JPY 126.3 billion
Employees (consolidated)	143,589
Sales (non-consolidated)	JPY867.2 billion
Net Income (non-consolidated)	JPY224.7 billion
Employees (non-consolidated)	14,567

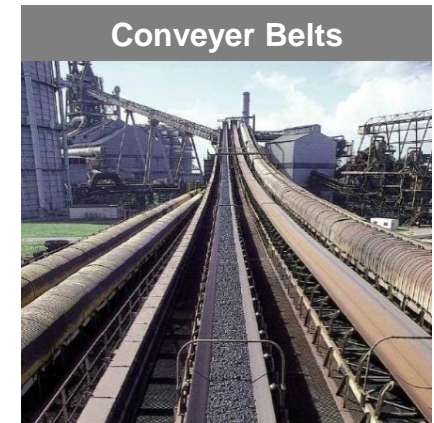
# Products and Operations

## Tires



Others (Industrial machinery , Agricultural Machinery, Motorcycles), Retreading materials and services

## Diversified Products



Others (Polyurethane, Roofing material, High pressure hose, Seat pads for automobiles)

\*Sales by business : Sales to external customers.

# Products and Operations

## Solutions Business

### Fleet Solutions



New Tires + Retread + Service + IT

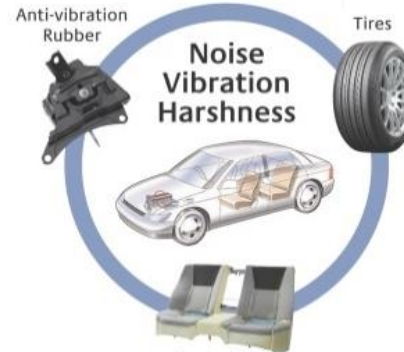
### Puncture Solutions



**DRIVEGUARD**  
**RFT**

Run-Flat Technology

### NVH Solutions

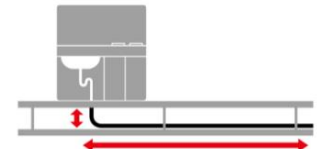


Automotive Seat Pad

### Building Solutions



**SMART SIPHON**



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

### Mining Solutions Industrial & Construction Machinery Solutions



Hoses

Construction  
and Mining Vehicles

Conveyor belts

Tires + Conveyor belts + Hoses + Service + IT

### Agriculture Mobility Solutions



New Tires + Rubber Tracks + Service

### Aircraft Tire Solutions



New Tires + Retread + Service

# Consolidated Financial Results

## Sales and Earnings

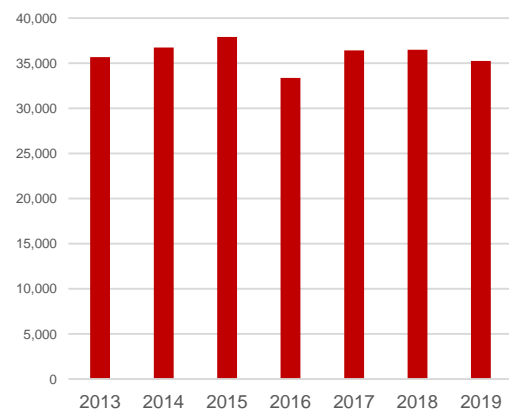
Unit: Yen in Hundred Millions

	2013	2014	2015	2016	2017	2018	2019
Net Sales	35,680	36,739	37,902	33,370	36,434	36,501	35,256
Operating Income	4,381	4,780	5,172	4,495	4,190	4,027	3,260
Operating Income Ratio [%]	12.3	13.0	13.6	13.5	11.5	11.0	9.2
Ordinary Income	4,347	4,632	5,073	4,325	4,005	3,811	3,168
Net Income*	2,020	3,005	2,842	2,655	2,882	2,916	2,925

\* Profit Attributable to Owners of Parent.

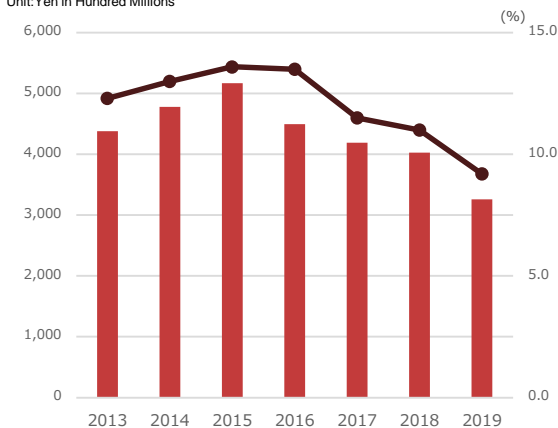
### Net Sales

Unit: Yen in Hundred Millions



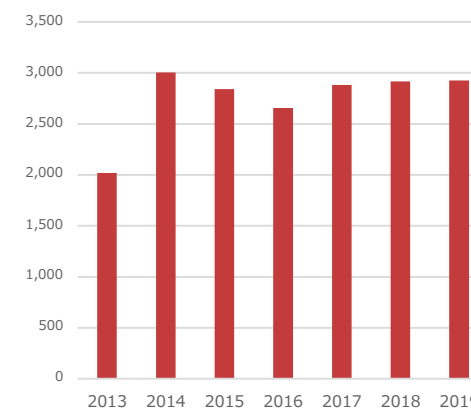
### Operating Income / Operating Income Ratio

Unit: Yen in Hundred Millions



### Net Income\*

Unit: Yen in Hundred Millions



# Consolidated Financial Results

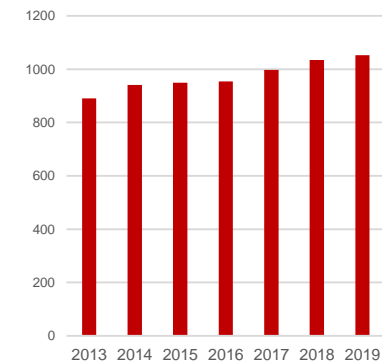
## R&D, Capital Expenditure and Depreciation

Unit:Yen in Hundred Millions

	2013	2014	2015	2016	2017	2018	2019
R&D	890	941	949	954	997	1,035	1,052
Capital Expenditure	2,749	2,963	2,535	1,941	2,348	2,684	2,892
Depreciation	1,761	1,883	2,023	1,880	2,003	2,004	2,231

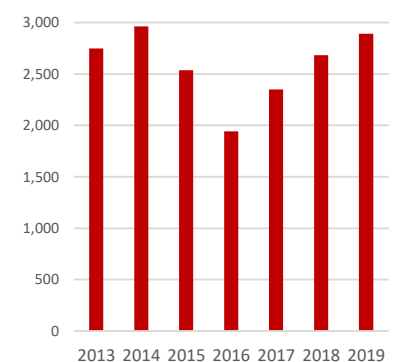
### R&D

Unit:Yen in Hundred Millions



### Capital Expenditure

Unit:Yen in Hundred Millions

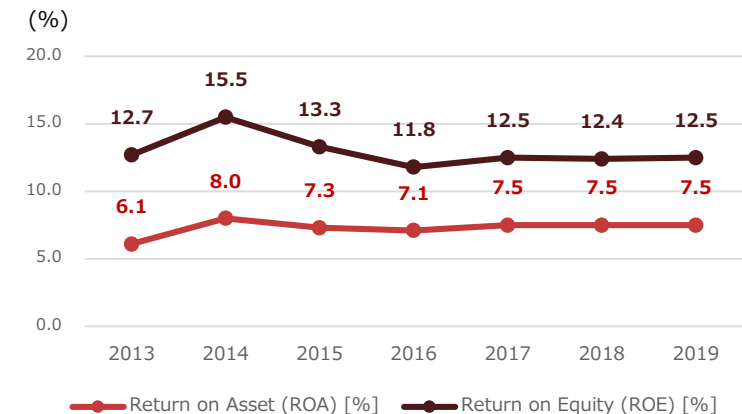


## Assets

Unit:Yen in Hundred Millions

	2013	2014	2015	2016	2017	2018	2019
Total Assets	35,770	39,609	37,958	37,160	39,590	38,636	39,465
ROA [%]	6.1	8.0	7.3	7.1	7.5	7.5	7.5
Net Assets	18,629	21,466	22,820	23,458	24,027	24,361	23,442
ROE [%]	12.7	15.5	13.3	11.8	12.5	12.4	12.5

### ROA and ROE

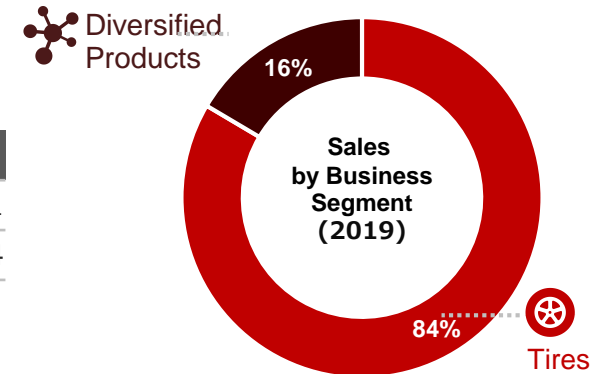


# Consolidated Financial Results

## Sales by Business Segment\*1

Unit: Yen in Hundred Millions

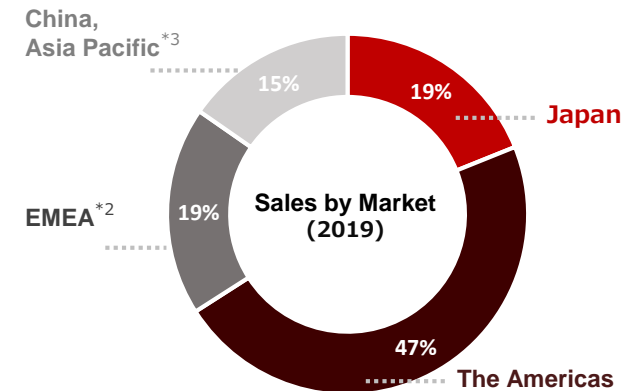
	2013	2014	2015	2016	2017	2018	2019
Tires	30,336	30,886	31,682	27,592	30,210	30,410	29,441
Diversified Products	5,344	5,853	6,220	5,777	6,224	6,090	5,814



## Sales by Market\*1

Unit: Yen in Hundred Millions

	2013	2014	2015	2016	2017	2018	2019
Japan	6,748	6,940	6,619	6,535	6,843	6,819	6,668
The Americas	16,286	17,463	19,195	16,257	17,550	17,376	16,580
EMEA*2	4,250	4,341	4,198	4,943	6,038	6,439	6,604
China, Asia Pacific*3	8,396	7,994	7,889	5,634	6,001	5,865	5,402



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

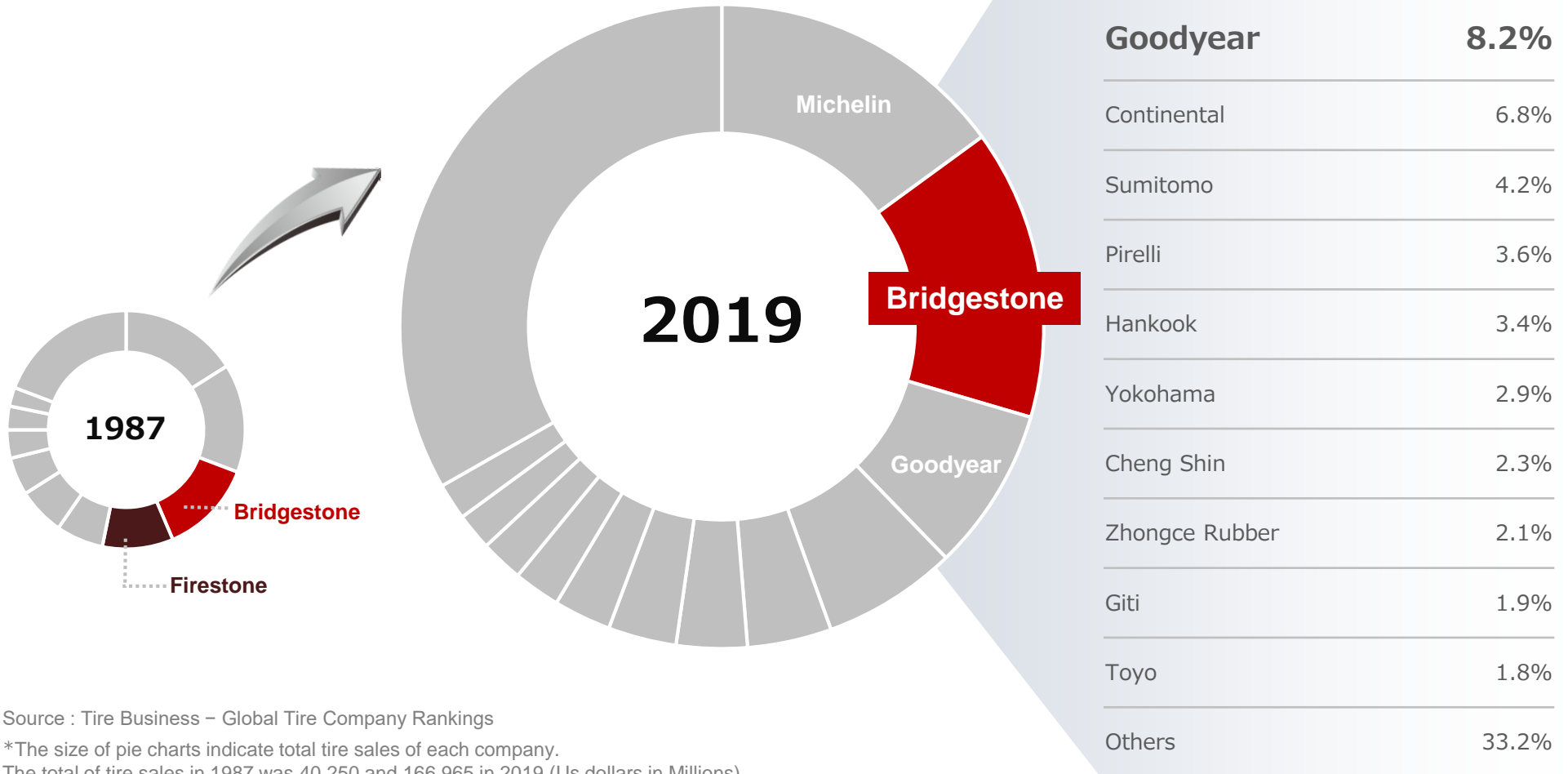
\*2 Scope of Geographic segment is renewed in 2016 as a result of the restructuring of the Tire business SBUs.  
Until 2015 Europe ; 2016 Europe, Middle East & Africa ; 2017 Europe, Russia, Middle East & Africa

\*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 Manufacturing Plants

As of April 1, 2020

	THE AMERICAS	EUROPE / MIDDLE EAST AFRICA / RUSSIA	CHINA / ASIA PACIFIC	JAPAN	TOTAL	
Tire	New Tire Plants(*1)	15	13	14	10	52
	Other Tire Related Plants(*2)	9	2	5	11	27
	Total	24	15	19	21	79
Raw Materials Plants	5	2	7	2	16	
Diversified Products Plants	23	4	16	27	70	
Number of Plants Total	52	21	42	50	165	
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

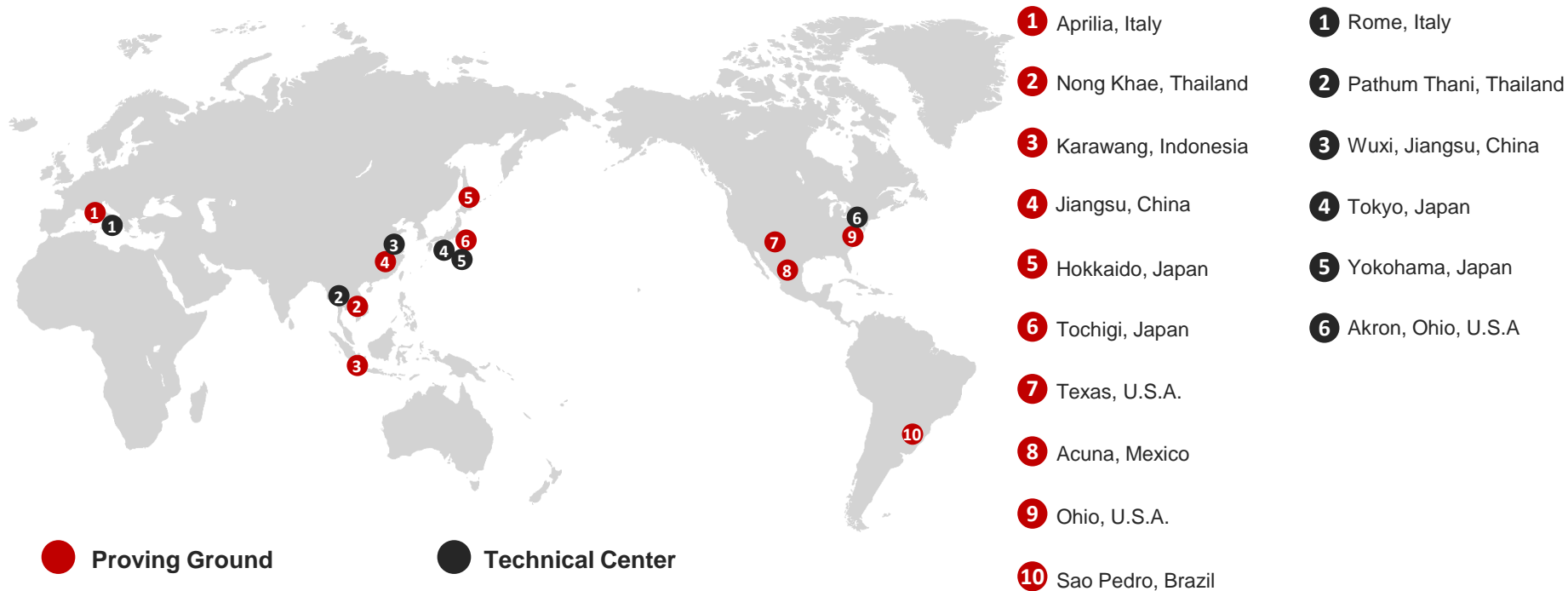
\*1 New tire plants include new tire plants and a new tube and flap plants.

\*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 April 1, 2020

	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

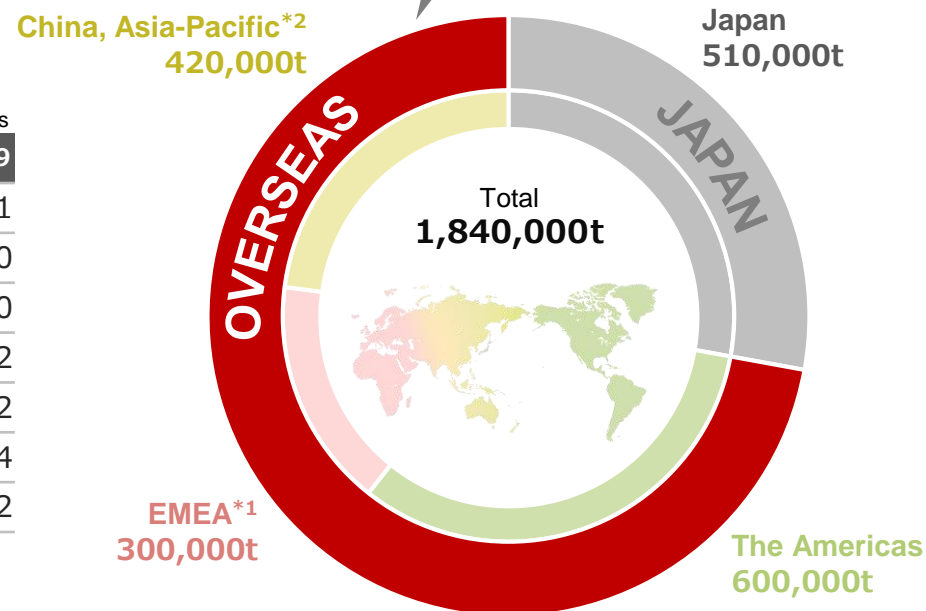


# Summary of Global Tire Production

Unit:10,000 tons

	2013	2014	2015	2016	2017	2018	2019
Domestic	52	51	48	47	47	51	51
Overseas							
The Americas	57	57	56	57	59	60	60
EMEA* <sup>1</sup>	20	21	22	25	27	29	30
China, Asia-Pacific* <sup>2</sup>	53	53	54	51	47	47	42
Overseas Total	130	131	132	133	141	136	132
Total Production	182	182	179	180	188	186	184
Overseas Production Ratio [%]	71	72	73	74	75	73	72

Overseas Production Ratio **72%**



▲ Tire Production Volume(Tonnage of Rubber)  
by Geographical Segment(2019)

\*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.

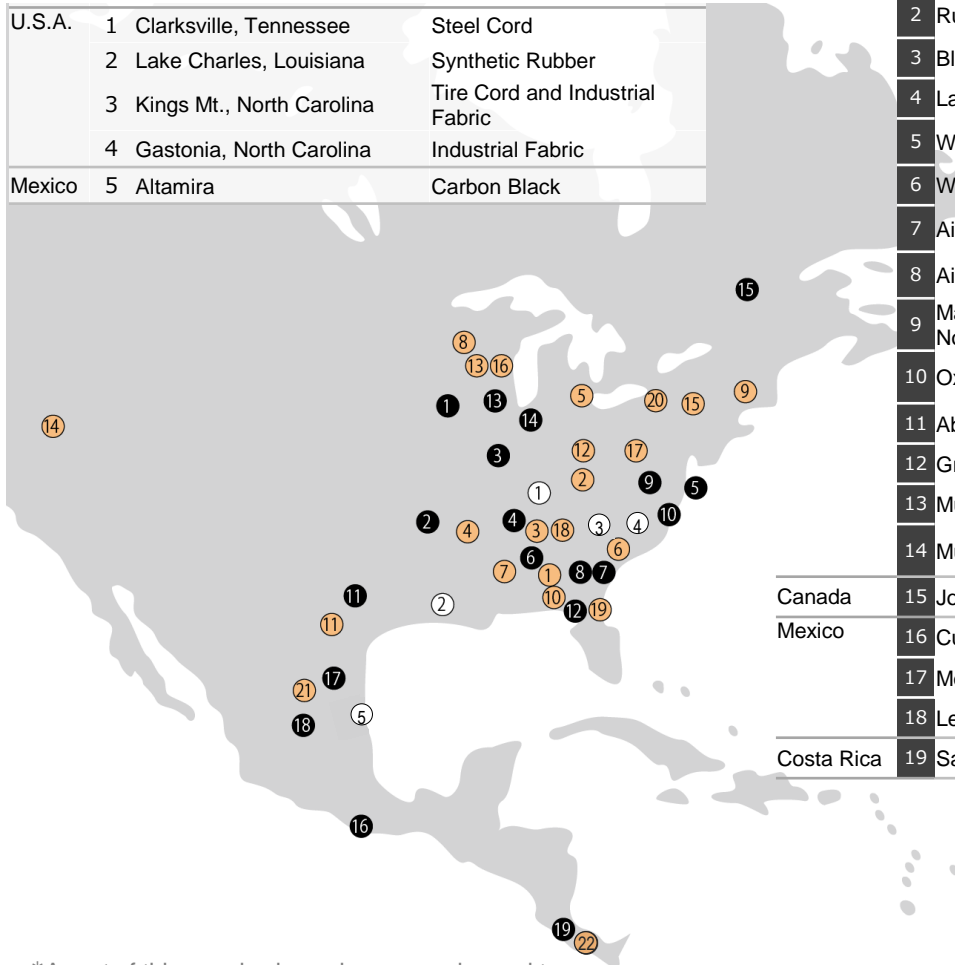
\*2 Scope of Geographic segment is renewed in 2016 as a result of the restructuring of the Tire business SBUs. Until 2015 China, Asia & Pacific, Middle East & Africa, Russia ; 2016 China, Asia & Pacific, Russia ; 2017 China, Asia & Pacific.

# Global Tire, Raw Materials and Diversified Products Plants As of April 1, 2020

## 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
	18 Leon	Retreading Materials
Costa Rica	19 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 Prescott, Arkansas	Roofing Material
	5 Beech Grove, Indiana	Roofing Material
	6 Wellford, South Carolina	Roofing Material
	7 Muscle Shoals, Alabama	Roofing Material
	8 Anoka, Minnesota	Roofing Material, Wall Panels
	9 Bristol, Connecticut	Insulation
	10 Jacksonville, Florida	Insulation
	11 Corsicana, Texas	Insulation
	12 Florence, Kentucky	Insulation
	13 Deforest, Wisconsin	Insulation
	14 Salt Lake City, Utah	Insulation
	15 Youngwood, Pennsylvania	Insulation
	16 Waukesha, Wisconsin	Insulation
	17 Upper Sandusky, Ohio	Automotive Seat Pad, Anti-vibration Rubber
	18 Dickson, Tennessee	Automotive Seat Pad, EA Pad
	19 Jacksonville, Florida	Hose Assembly
	20 Niagara, New York	Automotive Seat Pad
Mexico	21 Apaseo el Grande	Automotive Seat Pad
Costa Rica	22 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 April 1, 2020

## THE AMERICAS



### New Tire Plants / Other Tire Related Plants

	Location	Products
Brazil	20 Bahia	Tires
	21 Santo Andre	Tires
	22 Campinas	Retreading Materials and Equipment
	23 Mafra	Retreading Materials
Argentina	24 Buenos Aires	Tires

### Diversified Products Plants

	Location	Products
Brazil	23 Santo Andre	Air Springs

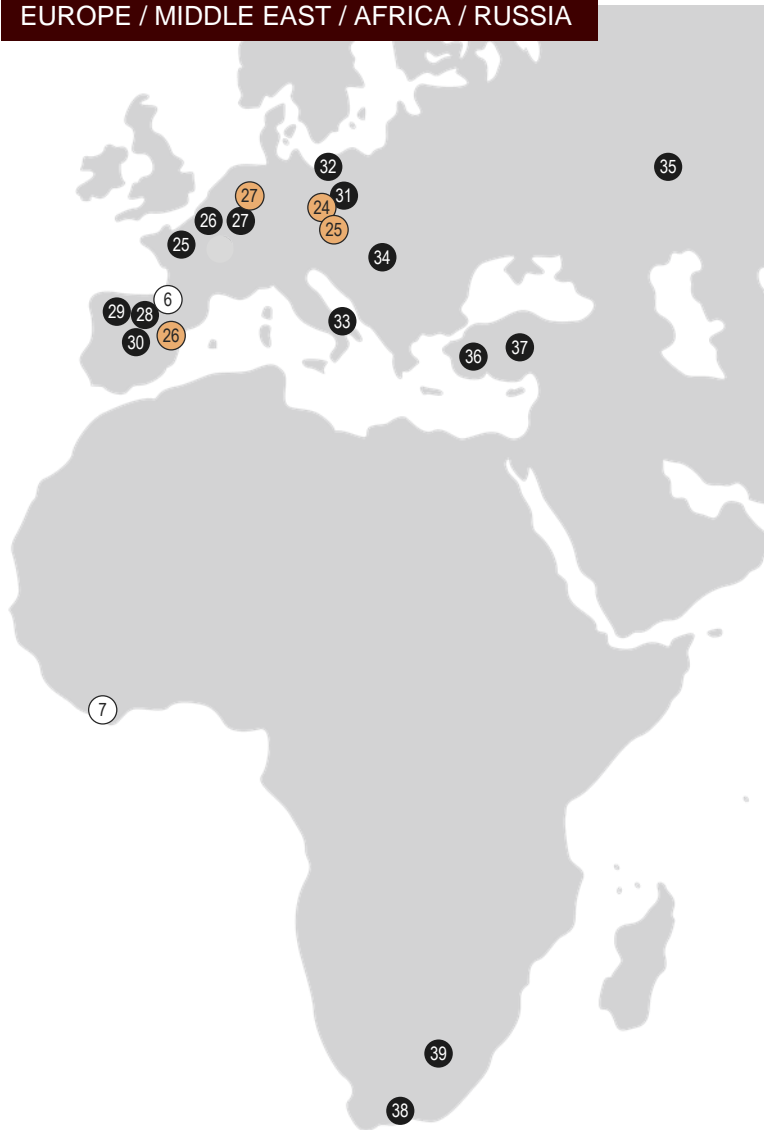
\*A part of this map is shown in commonly used terms.

\*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 April 1, 2020

EUROPE / MIDDLE EAST / AFRICA / RUSSIA



## New Tire Plants / Other Tire Related Plants

	Location	Products
France	25 Béthune	Tires
Belgium	26 Frameries	Retread Tires for Aircraft
	27 Lanklaar	Retreading Materials
Spain	28 Bilbao	Tires
	29 Puente San Miguel	Radial Tires for Agricultural machinery, Trucks and Buses
	30 Burgos	Tires
Poland	31 Poznan	Tires
	32 Stargard	Tires and Retreading Materials
Italy	33 Bari	Tires
Hungary	34 Tatabánya	Tires
Russia	35 Ulyanovsk	Tires
Turkey	36 Izmit	Tires
	37 Aksaray	Tires
South Africa	38 Port Elizabeth	Tires and Retreading Materials
	39 Brits	Tires

## DIVERSIFIED PRODUCTS PLANTS

	Location	Products
Poland	24 Wolsztyn	Air Springs
	25 Zarrow	Rubber Tracks
Spain	26 Terrassa	Roofing Material
Germany	27 Heinsberg	Insulation

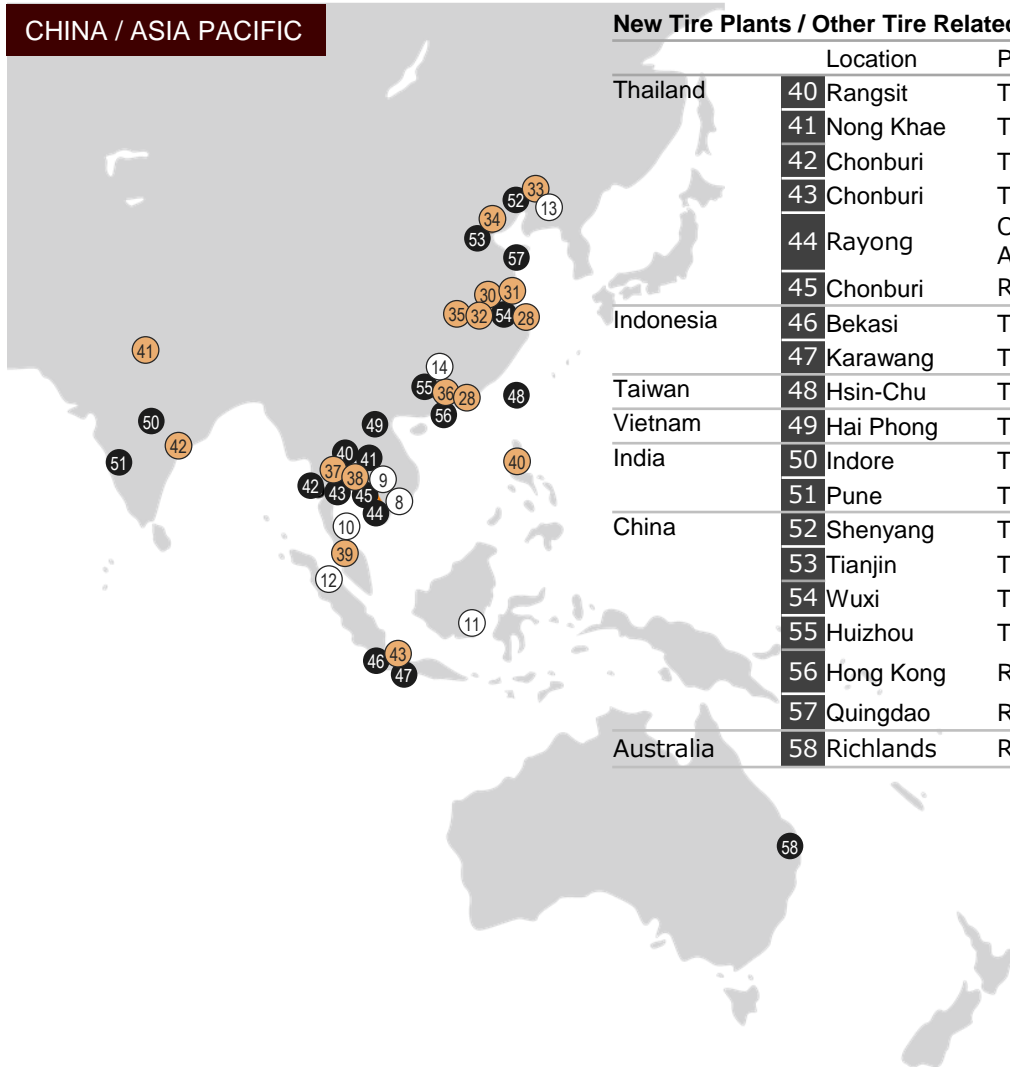
## Raw Materials Plants

	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 April 1, 2020

## CHINA / ASIA PACIFIC



### New Tire Plants / Other Tire Related Plants

	Location	Products
Thailand	40 Rangsit	Tires
	41 Nong Khae	Tires
	42 Chonburi	Tires
	43 Chonburi	Tire Molds
	44 Rayong	Off-the-road Tires / Aircraft Tires
Indonesia	45 Chonburi	Retread Tires for Aircraft
	46 Bekasi	Tires
Indonesia	47 Karawang	Tires
	48 Hsin-Chu	Tires
Taiwan	48 Hsin-Chu	Tires
Vietnam	49 Hai Phong	Tires
India	50 Indore	Tires
	51 Pune	Tires
China	52 Shenyang	Tires
	53 Tianjin	Tires
	54 Wuxi	Tires
	55 Huizhou	Tires
	56 Hong Kong	Retread Tires for Aircraft
China	57 Qingdao	Retread Tires for Aircraft
	58 Richlands	Retreading Materials
Australia	58 Richlands	Retreading Materials

### Diversified Products Plants

	Location	Products
China	28 Shanghai	Polyurethane Foam
	29 Guangzhou	Automotive Seat Pad, EA Pad
	30 Changzhou	Bicycles
	31 Changzhou	Hydraulic Hoses, Hose Assembly, Components of Hoses
	32 Changzhou	Anti-vibration Rubber
China	33 Shenyang	Rubber Tracks
	34 Tianjin	Air Springs
China	35 Wuhan	Automotive Seat Pad
	36 Kaiping	Foamed Rubber, Polyurethane Foam, Office Equipment Components
Thailand	37 Chonburi	Tennis Balls
	38 Rayong	Anti-vibration Rubber, Automotive Hoses, Hydraulic Hoses, Automotive Seat Pad, Conveyor Belts
Malaysia	39 Shah Alam	Polyurethane Foam
Philippines	40 Cavite	MNCS, Push Locks, Office Equipment Components
India	41 Manesar	Anti-vibration Rubber
	42 Chennai	Anti-vibration Rubber
Indonesia	43 Purwakarta	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
	14 Huizhou	Synthetic Rubber



# Japan Domestic Facilities

\*Numbers of employees and ground area to be referred to the 101th Financial statement report

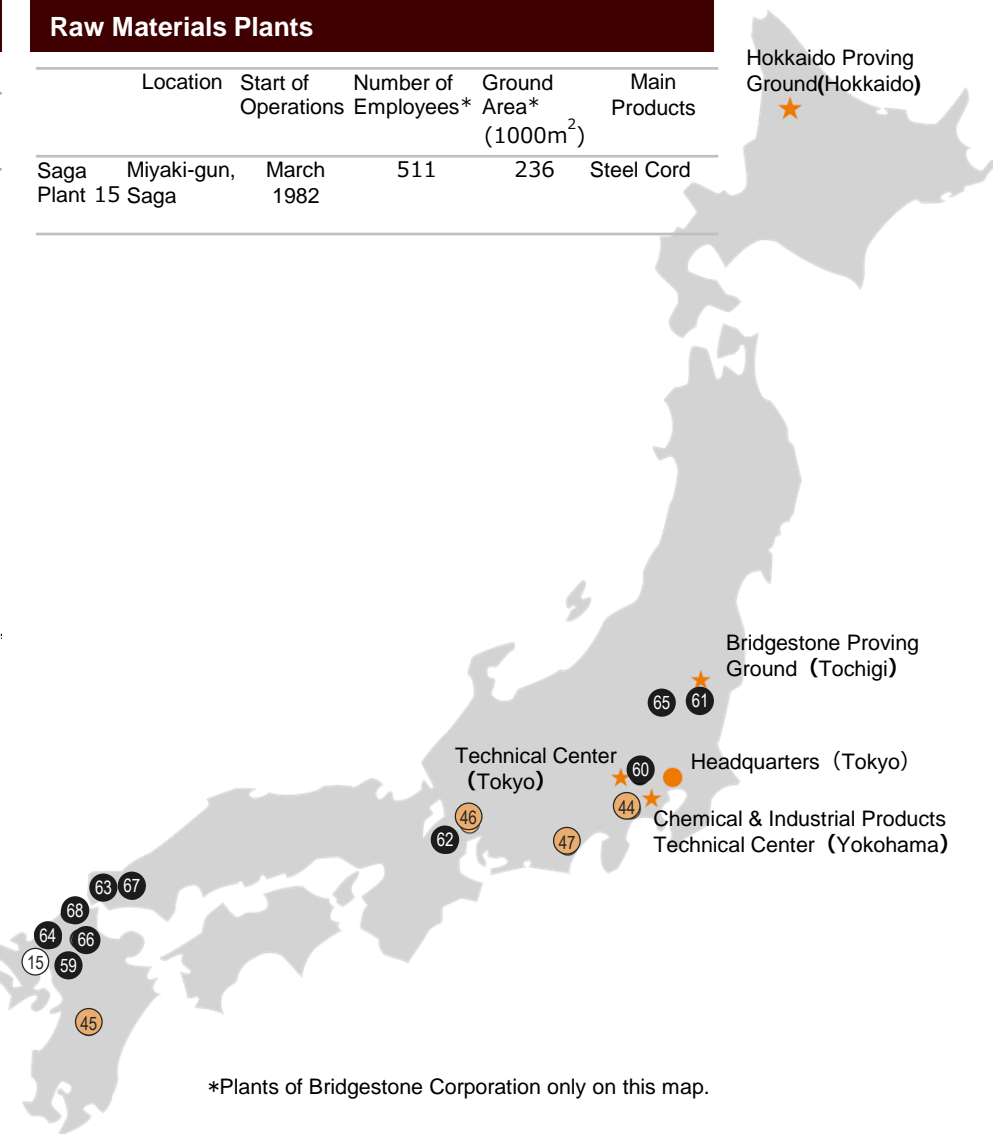
## New Tire Plants

As of December 31, 2019

	Location	Start of Operations	Number of Employees*	Ground Area* (1000m <sup>2</sup> )	Main Products
Kurume Plant 59	Kurume, Fukuoka	March 1931	972	457	Tires for Passenger Cars, Light Trucks, Aircraft, Racing Cars, Tire Molds and Others
Tokyo AC Tire Plant 60	Kodaira, Tokyo	March 1960	167	-	New and Retread Tires for Aircraft
Nasu Plant 61	Nasushiobara, Tochigi	March 1962	685	194	Tires for Passenger Cars, Light Trucks, Motorcycles, Agricultural Machinery and Industrial Vehicles
Hikone Plant 62	Hikone, Shiga	March 1968	1,461	655	Radial Tires for Passenger Cars and Light Trucks
Shimono-seki Plant 63	Shimonoseki, Yamaguchi	June 1970	724	280	Off-the-road Tires for Mining and Construction Vehicles
Tosu Plant 64	Tosu, Saga	July 1970	718	181	Radial Tires for Passenger Cars, Including Ultra-low Aspect Ratio Tires for High-performance Vehicles and Light Trucks
Tochigi Plant 65	Nasushiobara, Tochigi	April 1971	792	595	Radial Tires for Trucks and Buses, Passenger Cars, Light Trucks and New Transport Systems
Amagi Plant 66	Asakura, Fukuoka	May 1973	813	376	Radial Tires for Trucks, Buses and Light Trucks
Hofu Plant 67	Hofu, Yamaguchi	August 1976	909	482	Radial Tires for Passenger Cars, Light Trucks, Off-the-road Tires for Mining and Construction Vehicles
Kitakyu-shu Plant 68	Kitakyushu, Fukuoka	June 2009	448	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 15	Miyaki-gun, Saga	March 1982	511	236	Steel Cord



\*Plants of Bridgestone Corporation only on this map.

# Japan Domestic Facilities

\*Numbers of employees and ground area to be referred to the 101th Financial statement report except\*\*

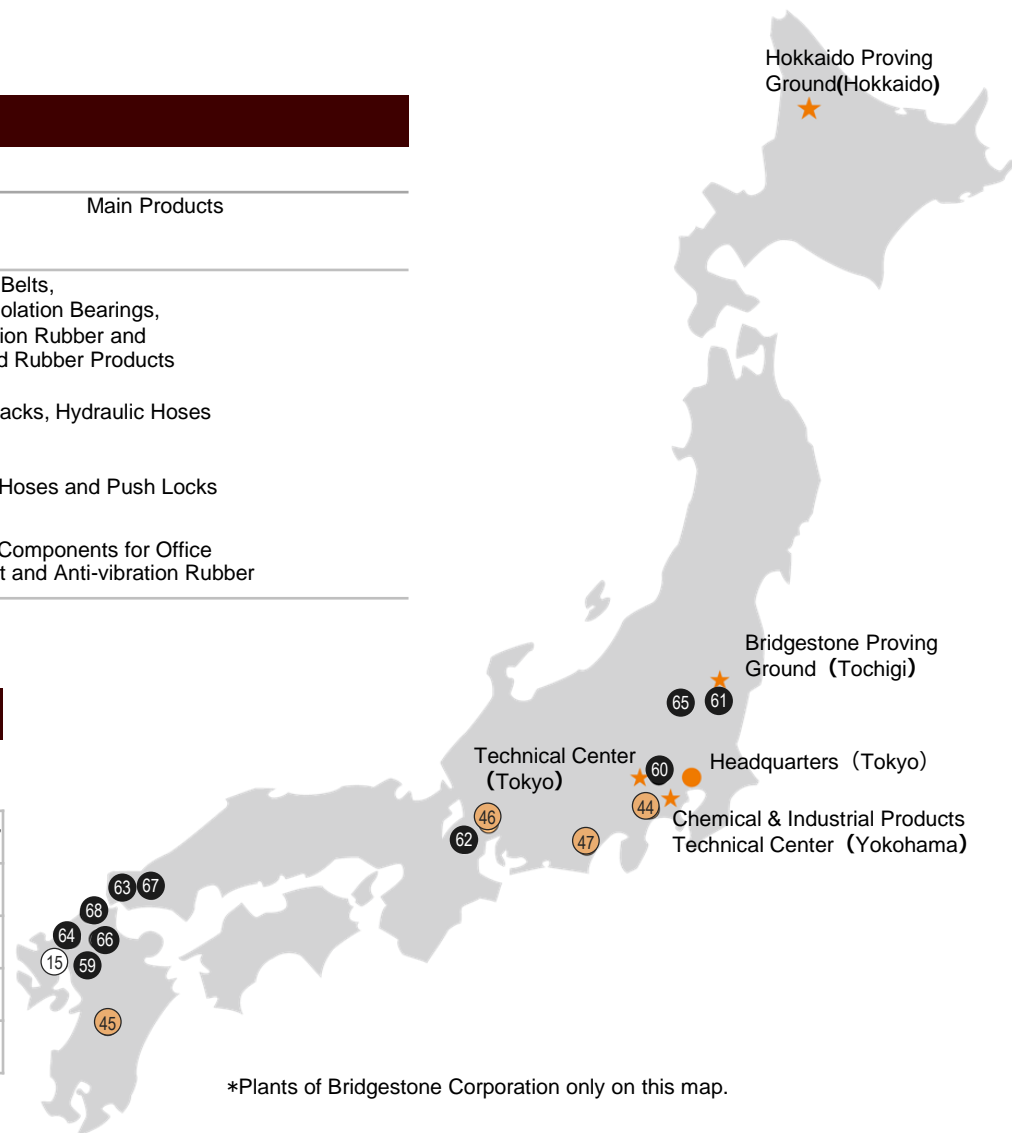
## Chemical and Industrial Products Plants

As of December 31, 2019

		Location	Start of Operations	Number of Employees*	Ground Area* (1000m <sup>2</sup> )	Main Products
Yokohama Plant	44	Yokohama, Kanagawa	July 1938	558	237	Conveyor Belts, Seismic Isolation Bearings, Anti-vibration Rubber and Associated Rubber Products
Kumamoto Plant	45	Tamana, Kumamoto	October 1971	507	141	Rubber Tracks, Hydraulic Hoses
Seki Plant	46	Seki, Gifu	October 1990	233	149	Hydraulic Hoses and Push Locks
Iwata Plant	47	Iwata, Shizuoka	February 2000	311	173	Precision Components for Office Equipment and Anti-vibration Rubber

## HQ and R&D Facilities

	Location	Number of Employees*	Ground Area* (1000m <sup>2</sup> )
Headquarters	Chuo-ku, Tokyo	1,654	317
Technical Center	Kodaira, Tokyo	2,384	549**
Chemical & Industrial Products Technical Center	Yokohama, Kanagawa	720	—
Bridgestone Proving Ground	Nasushiobara, Tochigi		757**
Hokkaido Proving Ground	Shibetsu, Hokkaido		2,369**



\*Plants of Bridgestone Corporation only on this map.

# 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.	2
Bridgestone Ntec Co., Ltd.	1
Bridgestone Sports Co., Ltd.	1
Bridgestone Cycle Co., Ltd.	2

# Executives

As of July 1, 2020

## 1. BOARD OF DIRECTORS

Chairman of the Board	Masaaki Tsuya
Member of the Board	Shuichi Ishibashi
Member of the Board	Akihiro Eto
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
Executive Vice President and Executive Officer	Christine Karbowskiak
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 July 1, 2020

Global CEO	Shuichi Ishibashi
Global COO	Masahiro Higashi
Global Chief Technical Officer Responsible for Technology, Quality Management; Concurrently responsible for Products and Technology Development	Masato Banno
Global Chief Sustainability Officer Responsible for G Public Relations, Government Relations and Sustainability Vice Chair, Chief Administrative Officer, Chief Risk Officer and Executive Vice President of Bridgestone Americas, Inc.	Christine Karbowskiak
Global Chief Digital Strategic Officer, and Global Chief Business Strategic Officer Responsible for G Digital Strategy; Concurrently responsible for G Business Strategy Vice Chair of Bridgestone Americas, Inc.	Thomas J. Higgins
Member of the Board, CEO and President, COO of Bridgestone Americas, Inc.	Paolo Ferrari
Member of the Board, Group President, Operations of Bridgestone Americas, Inc.	Scott Damon
Member of the Board, Group President, Americas Tire of Bridgestone Americas, Inc.	Gabriel Asbun
Member of the Board, CEO and President of Bridgestone Europe NV/SA	Laurent Dartoux
Member of the Board, COO and Chief Technology Officer of Bridgestone Europe NV/SA	Emilio Tiberio
Responsible for Diversified Products Solutions Business	Masahito Tsuji
Member of the Board, CEO and COO of Bridgestone Asia Pacific Pte. Ltd.	Yoshikazu Shida
Responsible for G-MICAA (Mining, Industrial, Construction, Agriculture, Aviation) Solutions Business	Tomohiro Kusano

\*1 Highest body of global business execution

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

