

## Financial Data

Consolidated Operating Results	Japanese GAAP <sup>1</sup>			
	FY2012	FY2013	FY2014	FY2015
Revenue	3,039.7	3,568.0	3,673.9	3,790.2
Adjusted operating profit	285.9	438.1	478.0	517.2
Adjusted operating profit margin	9.4	12.3	13.0	13.6
Profit attributable to owners of parent	171.6	202.0	300.5	284.2
Profit attributable to owners of parent margin	5.6	5.7	8.2	7.5

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

Consolidated Operating Results by Segment <sup>1</sup>	Japanese GAAP <sup>4</sup>			
	FY2012	FY2013	FY2014	FY2015
<b>Japan</b>				
Revenue	1,218.7	1,270.3	1,264.9	1,187.8
Adjusted operating profit	158.4	219.5	210.1	197.4
Adjusted operating profit margin	13.0	17.3	16.6	16.6
<b>Americas</b>				
Revenue	1,330.9	1,651.9	1,768.1	1,941.6
Adjusted operating profit	92.3	156.4	180.2	222.5
Adjusted operating profit margin	6.9	9.5	10.2	11.5
<b>Europe, Russia, Middle East, India and Africa (EMIA)<sup>2</sup></b>				
Revenue	348.8	423.3	439.2	421.7
Adjusted operating profit	1.8	2.0	20.3	21.4
Adjusted operating profit margin	0.5	0.5	4.6	5.1
<b>China, Asia-Pacific (CAP)<sup>3</sup></b>				
Revenue	699.9	862.7	841.5	838.0
Adjusted operating profit	55.7	80.2	66.8	68.2
Adjusted operating profit margin	8.0	9.3	7.9	8.1

1. Including intersegment transactions

2. 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

3. 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;

4. Until 2018 (J-GAAP): Net sales, operating profit

5. 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

Financial Position	Japanese GAAP <sup>4</sup>			
	FY2012	FY2013	FY2014	FY2015
Total assets	3,039.7	3,577.0	3,960.9	3,795.8
Total liabilities	1,622.4	1,714.0	1,814.2	1,513.8
Total equity	1,417.3	1,862.9	2,146.6	2,282.0
Ratio of equity attributable to owners of parent to total assets <sup>1</sup>	45.2	50.5	52.4	58.2
ROIC <sup>2</sup>	—	—	—	—
ROE <sup>3</sup>	13.7	12.7	15.5	13.3

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

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

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

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

5. 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

Cash Flows	Japanese GAAP			
	FY2012	FY2013	FY2014	FY2015
Cash flows from operating activities	404.4	471.7	428.6	553.9
Cash flows from investing activities	-237.9	-265.2	-305.6	-233.3
Free cash flow*	166.5	206.5	122.9	320.5

\* Free cash flow = Cash flows from operating activities + Cash flows from investing activities

Capital Expenditures, Depreciation and Amortization, and R&D Expenses	Japanese GAAP			
	FY2012	FY2013	FY2014	FY2015
Capital expenditures	245.6	274.9	296.3	253.5
Depreciation and amortization	155.0	176.1	188.3	202.3
Ratio of depreciation and amortization to revenue	5.1	4.9	5.1	5.3
R&D expenses	82.8	89.0	94.1	94.9
Ratio of R&D expenses to revenue	2.7	2.5	2.6	2.5

\* 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

Cash Dividends	FY2012	FY2013	FY2014	FY2015
Dividend per share	32	57	100	130

FY2016	FY2017	FY2018	IFRS				Unit
			FY2019	FY2020	FY2021 <sup>2</sup>	FY2022 <sup>2</sup>	
3,337.0	3,643.4	3,650.1	3,507.2	2,994.5	3,246.1	4,110.1	Billion JPY
449.5	419.0	402.7	343.1	222.9	394.3	482.6	Billion JPY
13.5	11.5	11.0	9.8	7.4	12.1	11.7	%
265.5	288.2	291.6	240.1	-23.3	394.0	300.4	Billion JPY
8.0	7.9	8.0	6.8	-0.8	12.1	7.3	%

discontinued operations from 2021. Accordingly, revenue and adjusted operating profit show figures for continuing operations and exclude revenue and expenses of the three businesses.

FY2016	FY2017	FY2018	IFRS				Unit
			FY2019	FY2020	FY2021 <sup>5</sup>	FY2022 <sup>5</sup>	
1,080.6	1,147.8	1,170.5	918.1	762.6	873.0	1,036.3	Billion JPY
150.6	160.2	153.5	108.8	64.6	117.0	140.3	Billion JPY
13.9	14.0	13.1	11.9	8.5	13.4	13.5	%
1,645.3	1,776.5	1,758.2	1,661.7	1,407.9	1,454.6	1,988.0	Billion JPY
203.1	187.5	177.8	184.3	139.9	190.6	251.2	Billion JPY
12.3	10.6	10.1	11.1	9.9	13.1	12.6	%
477.1	559.8	596.1	640.1	564.3	693.9	870.0	Billion JPY
27.7	13.6	11.0	15.0	-17.6	42.1	66.4	Billion JPY
5.8	2.4	1.9	2.3	-3.1	6.1	7.6	%
621.7	648.8	633.8	462.8	394.6	386.9	457.0	Billion JPY
62.5	62.9	56.7	36.2	24.6	42.0	39.9	Billion JPY
10.1	9.7	9.0	7.8	6.2	10.9	8.7	%

East and Africa; Since 2019 Europe, Russia, Middle East, India and Africa  
In 2017 and 2018 China and Asia Pacific; Since 2019 China, Asia-Pacific (excluding India)

discontinued operations from 2021. Accordingly, revenue and adjusted operating profit show figures for continuing operations and exclude revenue and expenses of the three businesses.

FY2016	FY2017	FY2018	IFRS				Unit
			FY2019	FY2020	FY2021 <sup>5</sup>	FY2022 <sup>5</sup>	
3,716.0	3,959.0	3,840.2	4,277.0	4,189.3	4,574.9	4,961.8	Billion JPY
1,370.1	1,556.3	1,404.1	1,874.5	1,994.0	1,899.5	1,949.4	Billion JPY
2,345.8	2,402.7	2,436.1	2,402.5	2,195.3	2,675.4	3,012.5	Billion JPY
61.5	59.2	61.9	54.9	51.3	57.5	59.8	%
—	—	—	7.4	5.5	9.0	9.4	%
11.8	12.5	12.4	10.0	-1.0	12.9	10.9	%

business as discontinued operations from 2021. Accordingly, ROIC and ROE show figures for continuing operations and exclude revenue and expenses of the three businesses.

FY2016	FY2017	FY2018	IFRS				Unit
			FY2019	FY2020	FY2021	FY2022	
444.5	418.1	360.9	505.0	526.9	281.5	268.5	Billion JPY
-178.2	-200.7	-243.0	-261.9	-155.4	131.7	-338.0	Billion JPY
266.2	217.3	117.8	243.2	371.6	413.2	-69.5	Billion JPY

FY2016	FY2017	FY2018	IFRS				Unit
			FY2019	FY2020	FY2021*	FY2022*	
194.1	234.8	268.4	328.2	271.9	262.0	317.1	Billion JPY
188.0	200.3	200.4	269.7	267.5	245.9	282.1	Billion JPY
5.6	5.5	5.5	7.7	8.9	7.6	6.9	%
95.4	99.7	103.5	106.2	95.2	95.5	112.2	Billion JPY
2.9	2.7	2.8	3.0	3.2	2.9	2.7	%

as discontinued operations from 2021. Accordingly, depreciation and amortization, and R&D expenses show figures for continuing operations and exclude expenses of the three businesses.

FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
140	150	160	160	110	170	175	JPY

## Non-Financial Data

All of the Bridgestone Group's environmental data and a portion of its social data in FY2022 are verified by SOCOTEC Certification Japan, a third-party institution, to ensure the accuracy and transparency of this information. See the Group's [ESG Data](#) section of its website for complete information including GRI-listed items.

### ESG Data

[www.bridgestone.com/responsibilities/esgdata/](http://www.bridgestone.com/responsibilities/esgdata/)

**LEGEND** FY2022 data items in **bold** are those for which assurance is provided by third party institution.

Environment-related Data <sup>1</sup>	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
<b>Materials</b>						
<b>Amount of raw materials used</b>	5,233	5,051	4,150	4,611	4,389	Thousand tonnes
<b>Resource productivity<sup>2</sup></b>	698 (6.29)	698 (6.37)	722 (6.98)	704 (6.12)	936 (7.05)	Million JPY/Thousand tonnes (Thousand USD/tonnes)
<b>Ratio of recycled and renewable material<sup>3</sup></b>	—	—	37	37	38	%
<b>(Ratio of renewable material)<sup>3</sup></b>	—	—	26	26	26	%
<b>(Ratio of recycled material)<sup>3</sup></b>	—	—	11	11	12	%
<b>Energy</b>						
<b>Total energy consumption (Manufacturing sites &amp; Non-manufacturing sites)<sup>4,5</sup></b>	46,014	45,002	38,311	42,726	45,132	Thousand GJ
<b>Energy consumption (fuel)<sup>5,6</sup></b>	26,881	26,192	22,032	24,668	25,959	Thousand GJ
<b>Energy consumption (purchased electricity)<sup>5</sup></b>	4,929	4,852	4,192	4,654	5,012	Thousand MWh
<b>Energy consumption (purchased steam)<sup>5</sup></b>	1,429	1,382	1,191	1,248	1,111	Thousand GJ
<b>Total energy consumption (renewable)<sup>5</sup></b>	885	953	1,767	2,847	4,702	Thousand GJ
<b>Total energy consumption (non-renewable)<sup>5</sup></b>	45,130	44,049	36,545	39,879	40,429	Thousand GJ
<b>Water</b>						
<b>Total water withdrawal<sup>7</sup></b>	71,303	68,303	63,744	66,744	68,039	Thousand m <sup>3</sup>
<b>Water withdrawal (surface water)</b>	2,926	3,131	2,856	2,729	3,217	
<b>Water withdrawal (groundwater)</b>	10,312	9,708	8,480	9,086	8,942	
<b>Water withdrawal (water supply, industrial water)</b>	18,384	17,619	16,137	17,249	16,954	
<b>Water withdrawal (seawater)</b>	39,681	37,844	36,271	37,678	38,927	
<b>Total water withdrawal by manufacturing facilities in water stress areas<sup>8</sup></b>	3,495	3,208	2,873	2,981	2,712	

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 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 <sup>1</sup>	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
<b>Emissions</b>						
Greenhouse gas emissions at manufacturing sites (CO <sub>2</sub> Scope 1)	1,868	1,807	1,504	1,722	1,711	Thousand t-CO <sub>2</sub>
Greenhouse gas emissions at manufacturing sites (CO <sub>2</sub> Scope 2, market-based)	2,263	2,139	1,659	1,664	1,370	Thousand t-CO <sub>2</sub>
Greenhouse gas emissions at manufacturing sites (CO <sub>2</sub> Scope 1 + Scope 2, market-based)	4,131	3,946	3,162	3,387	3,081	Thousand t-CO <sub>2</sub>
Greenhouse gas emissions at non-manufacturing sites (CO <sub>2</sub> Scope 1 + Scope 2, market based)	—	—	—	—	211	Thousand t-CO <sub>2</sub>
Greenhouse gas emissions (CH <sub>4</sub> and N <sub>2</sub> O Scope 1 + Scope 2)	17	16	14	16	14	Thousand t-CO <sub>2</sub> e
Greenhouse gas emissions (Scope 3) <sup>9</sup>	125,110	110,378	100,097	113,421	109,688	Thousand t-CO <sub>2</sub>
NOx emissions <sup>10</sup>	2,041	1,969	1,629	1,839	1,875	Tonnes
SOx emissions <sup>10</sup>	937	850	603	588	500	Tonnes
<b>Waste</b>						
Volume of waste generated <sup>11</sup>	352	359	289	289	285	Thousand tonnes
Volume of recycled waste <sup>12</sup>	311	308	259	272	268	Thousand tonnes
Recycling waste rate <sup>13</sup>	88	86	90	94	94	%
Volume of waste to landfill	41	52	30	17	17	Thousand tonnes
Volume of regulated hazardous waste generated <sup>14</sup>	20	21	19	20	25	Thousand tonnes
<b>Environmental Management</b>						
Sites with ISO 14001 certification <sup>15</sup>	98.7	98.1	98.0	99.3	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 113 sites that are targeted for ISO 14001 certification (as of December 31, 2022).

## Non-Financial Data

Social-related Data	Japan <sup>1</sup>	Americas	Europe, Russia, Middle East, India and Africa	China, Asia Pacific	Total	Unit
Number of employees <sup>2</sup>	38,389	50,198	21,591	19,084	129,262	Persons

1. "Japan" includes "Japan", "Other", and "Company-wide (common)" segments as presented in the Annual Securities Report.

2. As of December 31, 2022.

Social-related Data	Segment	Total	Top mgmt. positions <sup>2</sup>	Management positions <sup>3</sup>		Total mgmt. positions	Other staff and positions	Unit
				Mgmt. positions <sup>3</sup>	Junior mgmt. positions <sup>4</sup>			
Ratio of female employees <sup>1</sup>	Japan <sup>5</sup>	12.2	6.1	4.3	6.4	5.3	13.6	%
	Americas	12.6	25.5	23.2	10.4	14.8	12.3	
	Europe, Russia, Middle East, India and Africa	12.6	15.1	14.6	18.8	17.6	11.8	
	China, Asia Pacific	9.7	12.6	19.0	23.6	22.8	8.7	
	Total	12.0	10.7	11.6	12.5	12.1	12.0	

1. Data as of December 31, 2022 from 128,811 employers and employees (99.4% of total workforce).

2. Management positions with a reporting line no more than two levels below the CEO in each company.

3. All managerial position excluding "Top management positions" and "Junior management positions."

4. First-line managers, junior managers and the lowest level of management within a company's management hierarchy.

5. "Japan" includes "Japan", "Other", and "Company-wide (common)" segments as presented in the Annual Securities Report.

Social- and Governance-related Data		FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Global Executive Committee members	Total	9	14	11	11	12	Persons
	Number of foreign members	5	7	6	6	6	Persons
	Percentage of foreign members	55.6	50.0	54.5	54.5	50.0	%
Executive officers, vice presidents and senior officers <sup>1</sup>	Total	52	60	51	16	20	Persons
	Number of foreign members	10	11	9	5	7	Persons
	Percentage of foreign members	19.2	18.3	17.6	31.3	35.0	%
Product safety	Sites with ISO 9001 certification	99.3	99.4	100	99.2	100	%
Provision for product warranties	Balance at beginning of year	—	6,308	8,459	9,040	6,797	Million JPY
	Decrease (used)	—	4,186	11,371	6,030	5,469	Million JPY
Occupational safety	Lost-time injury frequency rate of employees and temporary staff	—	2.86	2.57	2.75	2.74	—
	Lost-time injury frequency rate of contractors	—	1.86 <sup>2</sup>	2.31	0.79	0.62	
	Serious injury rate of employees and temporary staff	—	0.09	0.04	0.08	0.08	
	Serious injury rate of contractors	—	0.29 <sup>2</sup>	0.19	0.11	0.06	
	Occupational illness frequency rate of employees and temporary staff	—	—	0.50 <sup>3</sup>	1.33	0.68	

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, while data for 2018, 2019, and 2020 include other officers.

The change is due to the elimination of the executive officer system in 2020.

2. Figures are for the six months from July to December 2019.

3. 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, 2022)

### ■ Number of Employees

129,262 (Consolidated, as of December 31, 2022)

### ■ 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, 2022)

### ■ Number of Shares Issued

713,698,221 (As of December 31, 2022)

### ■ 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

Deloitte Touche Tohmatsu LLC  
(KPMG AZSA LLC from March 28, 2023)

### ■ Stock Exchange Listings

Tokyo, Fukuoka

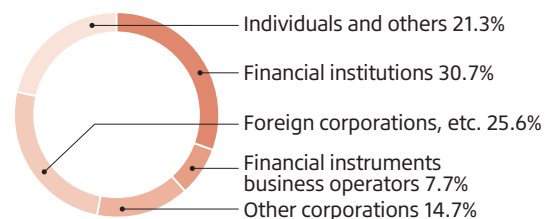
### ■ Credit Ratings

(As of December 31, 2022)

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, 2022)



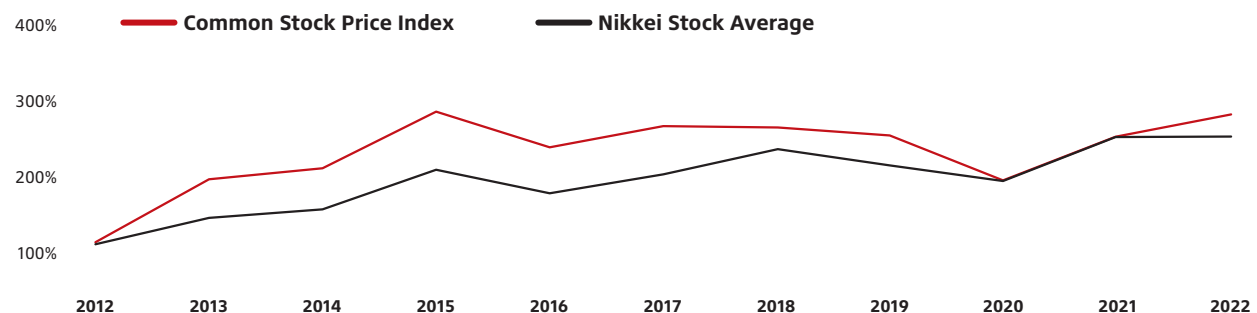
### ■ Common Stock Price Range

(Tokyo Stock Exchange)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Unit
High	2,245	4,025	4,459	5,182	4,463	5,605	5,515	4,734	4,082	5,467	5,509	JPY
Low	1,602	2,248	3,328	3,754	3,089	3,973	3,906	3,888	2,862	3,307	4,042	

### ■ Common Stock Price Index\*

(Relative to Nikkei Stock Average)



\* Relative value is based on 100 as of January 4, 2012.