

Financial Data

Fiscal years ended December 31

| Consolidated Operating Results ¹ | Japanese GAAP ² | | | |
|--|----------------------------|---------|---------|---------|
| | 2013 | 2014 | 2015 | 2016 |
| Revenue | 3,568.0 | 3,673.9 | 3,790.2 | 3,337.0 |
| Adjusted operating profit | 438.1 | 478.0 | 517.2 | 449.5 |
| Adjusted operating profit margin | 12.3 | 13.0 | 13.6 | 13.5 |
| Profit attributable to owners of parent | 202.0 | 300.5 | 284.2 | 265.5 |
| Profit attributable to owners of parent margin | 5.7 | 8.2 | 7.5 | 8.0 |

| Consolidated Operating Results by Segment ^{1,3} | Japanese GAAP ¹ | | | |
|---|----------------------------|---------|---------|---------|
| | 2013 | 2014 | 2015 | 2016 |
| Japan | | | | |
| Revenue | 1,270.3 | 1,264.9 | 1,187.8 | 1,080.6 |
| Adjusted operating profit | 219.5 | 210.1 | 197.4 | 150.6 |
| Adjusted operating profit margin | 17.3 | 16.6 | 16.6 | 13.9 |
| China, Asia-Pacific (CAP)⁴ | | | | |
| Revenue | 862.7 | 841.5 | 838.0 | 621.7 |
| Adjusted operating profit | 80.2 | 66.8 | 68.2 | 62.5 |
| Adjusted operating profit margin | 9.3 | 7.9 | 8.1 | 10.1 |
| Americas | | | | |
| Revenue | 1,651.9 | 1,768.1 | 1,941.6 | 1,645.3 |
| Adjusted operating profit | 156.4 | 180.2 | 222.5 | 203.1 |
| Adjusted operating profit margin | 9.5 | 10.2 | 11.5 | 12.3 |
| Europe, Russia, Middle East, India and Africa (EMIA)⁵ | | | | |
| Revenue | 423.3 | 439.2 | 421.7 | 477.1 |
| Adjusted operating profit | 2.0 | 20.3 | 21.4 | 27.7 |
| Adjusted operating profit margin | 0.5 | 4.6 | 5.1 | 5.8 |

| Financial Position ¹ | Japanese GAAP ⁹ | | | |
|---|----------------------------|---------|---------|---------|
| | 2013 | 2014 | 2015 | 2016 |
| Total assets | 3,577.0 | 3,960.9 | 3,795.8 | 3,716.0 |
| Total liabilities | 1,714.0 | 1,814.2 | 1,513.8 | 1,370.1 |
| Total equity | 1,862.9 | 2,146.6 | 2,282.0 | 2,345.8 |
| Ratio of equity attributable to owners of parent to total assets ⁶ | 50.5 | 52.4 | 58.2 | 61.5 |
| ROIC ⁷ | — | — | — | — |
| ROE ⁸ | 12.7 | 15.5 | 13.3 | 11.8 |

| Cash Flows | Japanese GAAP | | | |
|--------------------------------------|---------------|--------|--------|--------|
| | 2013 | 2014 | 2015 | 2016 |
| Cash flows from operating activities | 471.7 | 428.6 | 553.9 | 444.5 |
| Cash flows from investing activities | -265.2 | -305.6 | -233.3 | -178.2 |
| Free cash flow ¹⁰ | 206.5 | 122.9 | 320.5 | 266.2 |

| Capital Expenditures, Depreciation and Amortization, and R&D Expenses ¹ | Japanese GAAP | | | |
|--|---------------|-------|-------|-------|
| | 2013 | 2014 | 2015 | 2016 |
| Capital expenditures | 274.9 | 296.3 | 253.5 | 194.1 |
| Depreciation and amortization | 176.1 | 188.3 | 202.3 | 188.0 |
| Ratio of depreciation and amortization to revenue | 4.9 | 5.1 | 5.3 | 5.6 |
| R&D expenses | 89.0 | 94.1 | 94.9 | 95.4 |
| Ratio of R&D expenses to revenue | 2.5 | 2.6 | 2.5 | 2.9 |

| Cash Dividends | 2013 | 2014 | 2015 | 2016 |
|--------------------|------|------|------|------|
| Dividend per share | 57 | 100 | 130 | 140 |

1. In accordance with the decisions of business transfer, Bridgestone Group has classified its US building materials business, anti-vibration rubber business and chemical products solutions business as discontinued operations from 2021. Accordingly, financial figures represent amounts and figures for continuing operations.

2. Until 2018 (J-GAAP): Net sales, operating profit, and net income attributable to owners of the parent

3. Including intersegment transactions

4. 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; In 2017 and 2018 China and Asia Pacific; Since 2019 China, Asia-Pacific (excluding India)

5. 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 East and Africa; Since 2019 Europe, Russia, Middle East, India and Africa

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

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

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

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

10. Free cash flow = Cash flows from operating activities + Cash flows from investing activities

| | | IFRS | | | | | | Unit |
|------|---------|---------|---------|---------|---------|---------|---------|-------------|
| 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | | |
| | 3,643.4 | 3,650.1 | 3,507.2 | 2,994.5 | 3,246.1 | 4,110.1 | 4,313.8 | Billion JPY |
| | 419.0 | 402.7 | 343.1 | 222.9 | 394.3 | 482.6 | 480.6 | Billion JPY |
| | 11.5 | 11.0 | 9.8 | 7.4 | 12.1 | 11.7 | 11.1 | % |
| | 288.2 | 291.6 | 240.1 | -23.3 | 394.0 | 300.4 | 331.3 | Billion JPY |
| | 7.9 | 8.0 | 6.8 | -0.8 | 12.1 | 7.3 | 7.7 | % |

| | | IFRS | | | | | | Unit |
|------|---------|---------|-------|-------|-------|---------|---------|-------------|
| 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | | |
| | 1,147.8 | 1,170.5 | 918.1 | 762.6 | 873.0 | 1,036.3 | 1,242.4 | Billion JPY |
| | 160.2 | 153.5 | 108.8 | 64.6 | 117.0 | 140.3 | 206.5 | Billion JPY |
| | 14.0 | 13.1 | 11.9 | 8.5 | 13.4 | 13.5 | 16.6 | % |

| | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------------|
| | 648.8 | 633.8 | 462.8 | 394.6 | 386.9 | 457.0 | 461.1 | Billion JPY |
| | 62.9 | 56.7 | 36.2 | 24.6 | 42.0 | 39.9 | 41.6 | Billion JPY |
| | 9.7 | 9.0 | 7.8 | 6.2 | 10.9 | 8.7 | 9.0 | % |

| | | | | | | | | |
|--|---------|---------|---------|---------|---------|---------|---------|-------------|
| | 1,776.5 | 1,758.2 | 1,661.7 | 1,407.9 | 1,454.6 | 1,988.0 | 2,080.0 | Billion JPY |
| | 187.5 | 177.8 | 184.3 | 139.9 | 190.6 | 251.2 | 212.0 | Billion JPY |
| | 10.6 | 10.1 | 11.1 | 9.9 | 13.1 | 12.6 | 10.2 | % |

| | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------------|
| | 559.8 | 596.1 | 640.1 | 564.3 | 693.9 | 870.0 | 908.5 | Billion JPY |
| | 13.6 | 11.0 | 15.0 | -17.6 | 42.1 | 66.4 | 25.1 | Billion JPY |
| | 2.4 | 1.9 | 2.3 | -3.1 | 6.1 | 7.6 | 2.8 | % |

| | | IFRS | | | | | | Unit |
|------|---------|---------|---------|---------|---------|---------|---------|-------------|
| 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | | |
| | 3,959.0 | 3,840.2 | 4,277.0 | 4,189.3 | 4,574.9 | 4,961.8 | 5,427.8 | Billion JPY |
| | 1,556.3 | 1,404.1 | 1,874.5 | 1,994.0 | 1,899.5 | 1,949.4 | 2,022.4 | Billion JPY |
| | 2,402.7 | 2,436.1 | 2,402.5 | 2,195.3 | 2,675.4 | 3,012.5 | 3,405.4 | Billion JPY |
| | 59.2 | 61.9 | 54.9 | 51.3 | 57.5 | 59.8 | 61.8 | % |
| | — | — | 7.4 | 5.5 | 9.0 | 9.4 | 8.7 | % |
| | 12.5 | 12.4 | 10.0 | -1.0 | 12.9 | 10.9 | 10.4 | % |

| | | IFRS | | | | | | Unit |
|------|--------|--------|--------|--------|-------|--------|--------|-------------|
| 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | | |
| | 418.1 | 360.9 | 505.0 | 526.9 | 281.5 | 268.5 | 661.4 | Billion JPY |
| | -200.7 | -243.0 | -261.9 | -155.4 | 131.7 | -338.0 | -297.7 | Billion JPY |
| | 217.3 | 117.8 | 243.2 | 371.6 | 413.2 | -69.5 | 363.7 | Billion JPY |

| | | IFRS | | | | | | Unit |
|------|-------|-------|-------|-------|-------|-------|-------|-------------|
| 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | | |
| | 234.8 | 268.4 | 328.2 | 271.9 | 262.0 | 317.1 | 420.0 | Billion JPY |
| | 200.3 | 200.4 | 269.7 | 267.5 | 245.9 | 282.1 | 305.8 | Billion JPY |
| | 5.5 | 5.5 | 7.7 | 8.9 | 7.6 | 6.9 | 7.1 | % |
| | 99.7 | 103.5 | 106.2 | 95.2 | 95.5 | 112.2 | 122.0 | Billion JPY |
| | 2.7 | 2.8 | 3.0 | 3.2 | 2.9 | 2.7 | 2.8 | % |

| 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Unit |
|------|------|------|------|------|------|------|------|
| 150 | 160 | 160 | 110 | 170 | 175 | 200 | JPY |

Non-Financial Data

We have obtained third-party assurance from LRQA Group Limited for all environmental data and a portion of the social data for FY2023 as a means to ensure the reliability of this information. See the ESG Data section of Bridgestone's website for detailed information, including items covered by the *GRI Standards*.

ESG Data

<https://www.bridgestone.com/responsibilities/esgdata/>

Third-Party Assurance

https://www.bridgestone.com/responsibilities/esgdata/pdf/third-party_assurance2024.pdf

LEGEND FY2023 data items in **bold** are those for which assurance is provided by third party institution.

| Environment-related Data ¹ | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | Unit |
|--|---------------|---------------|---------------|---------------|----------------|--|
| Materials | | | | | | |
| Amount of raw materials used | 5,051 | 4,150 | 4,611 | 4,389 | 3,969 | Thousand tonnes |
| Resource productivity² | 698 (6.37) | 722 (6.98) | 704 (6.12) | 936 (7.05) | 1087 (7.66) | Million JPY/Thousand tonnes (Thousand USD/tonnes) |
| Ratio of recycled and renewable material³ | — | 37.0 | 37.2 | 38.4 | 39.6 | % |
| (Ratio of renewable material)³ | — | 25.5 | 25.9 | 25.9 | 26.4 | % |
| (Ratio of recycled material)³ | — | 11.5 | 11.3 | 12.5 | 13.2 | % |
| Energy | | | | | | |
| Total energy consumption (Manufacturing sites & Non-manufacturing sites)^{4, 5} | 45,002 | 38,311 | 42,726 | 45,132 | 40,989 | Thousand GJ |
| Energy consumption (fuel)^{5, 6} | 26,192 | 22,032 | 24,668 | 25,959 | 23,256 | Thousand GJ |
| Energy consumption (purchased electricity)⁵ | 4,852 | 4,192 | 4,654 | 5,012 | 4,674 | Thousand MWh |
| Energy consumption (purchased steam)⁵ | 1,382 | 1,191 | 1,248 | 1,111 | 836 | Thousand GJ |
| Total energy consumption (renewable)⁵ | 953 | 1,767 | 2,847 | 4,702 | 11,288 | Thousand GJ |
| Total energy consumption (non-renewable)⁵ | 44,049 | 36,545 | 39,879 | 40,429 | 29,701 | Thousand GJ |
| Water | | | | | | |
| Total water withdrawal⁷ | 68,303 | 63,744 | 66,744 | 67,983 | 63,990 | Thousand m ³ |
| Water withdrawal (surface water) | 3,131 | 2,856 | 2,729 | 3,217 | 3,094 | |
| Water withdrawal (groundwater) | 9,708 | 8,480 | 9,086 | 8,891 | 8,124 | |
| Water withdrawal (water supply, industrial water) | 17,619 | 16,137 | 17,249 | 16,948 | 16,374 | |
| Water withdrawal (seawater) | 37,844 | 36,271 | 37,678 | 38,927 | 36,397 | |
| Total water withdrawal by manufacturing facilities in water stress areas⁸ | 3,208 | 2,873 | 2,981 | 2,712 | 2,493 | |

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.

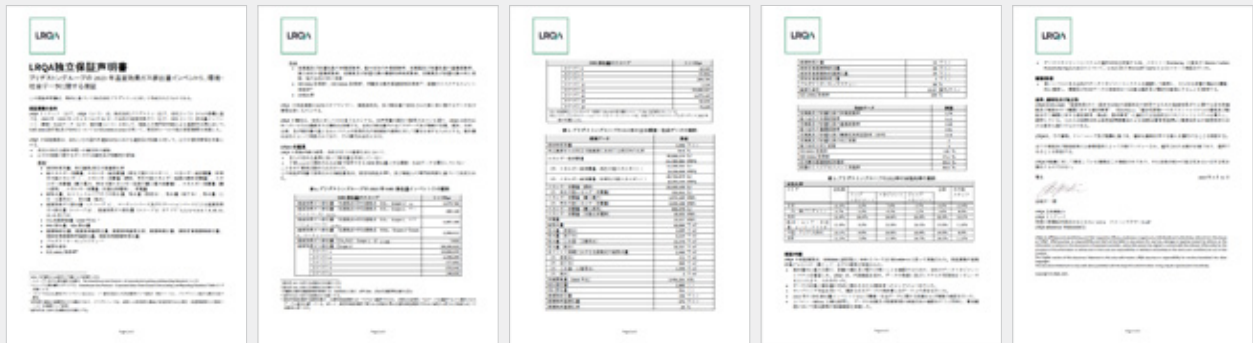
4. Calculation method: Fuel consumption + Purchased electricity + Purchased steam + Solar power generation, etc. - Electricity sold.

5. The scope of FY2022 and beyond 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 ¹ | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | Unit |
|---|---------|---------|---------|---------|--------|------------------------------|
| Emissions | | | | | | |
| Greenhouse gas emissions at manufacturing sites (CO ₂ Scope 1) | 1,807 | 1,504 | 1,722 | 1,711 | 1,511 | Thousand t-CO ₂ |
| Greenhouse gas emissions at manufacturing sites (CO ₂ Scope 2, market-based) | 2,139 | 1,659 | 1,664 | 1,370 | 377 | Thousand t-CO ₂ |
| Greenhouse gas emissions at manufacturing sites (CO ₂ Scope 1 + Scope 2, market-based) | 3,946 | 3,162 | 3,387 | 3,081 | 1,888 | Thousand t-CO ₂ |
| Greenhouse gas emissions at non-manufacturing sites (CO ₂ Scope 1 + Scope 2, market based) | — | — | — | 211 | 182 | Thousand t-CO ₂ |
| Greenhouse gas emissions (CH ₄ and N ₂ O Scope 1 + Scope 2) | 16 | 14 | 16 | 14 | 7 | Thousand t-CO ₂ e |
| Greenhouse gas emissions (Scope 3) ⁹ | 110,378 | 100,097 | 113,421 | 109,688 | 99,201 | Thousand t-CO ₂ |
| NOx emissions ¹⁰ | 1,969 | 1,629 | 1,839 | 1,875 | 1,660 | Tonnes |
| SOx emissions ¹⁰ | 850 | 603 | 588 | 500 | 511 | Tonnes |
| Waste | | | | | | |
| Volume of waste generated ¹¹ | 359 | 289 | 289 | 284 | 286 | Thousand tonnes |
| Volume of recycled waste ¹² | 308 | 259 | 272 | 268 | 271 | Thousand tonnes |
| Recycling waste rate ¹³ | 86 | 90 | 94 | 94 | 95 | % |
| Volume of waste to landfill | 52 | 30 | 17 | 17 | 15 | Thousand tonnes |
| Volume of regulated hazardous waste generated ¹⁴ | 21 | 19 | 20 | 25 | 26 | Thousand tonnes |
| Environmental Management | | | | | | |
| Sites with ISO 14001 certification ¹⁵ | 98.1 | 98.0 | 99.3 | 100 | 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 139 sites that are targeted for ISO 14001 certification (as of December 31, 2022).

| Social-related Data | Japan ¹ | Americas | Europe, Russia, Middle East, India and Africa | China, Asia Pacific | Total | Unit |
|----------------------------------|--------------------|----------|---|---------------------|---------|---------|
| Number of employees ² | 37,754 | 49,513 | 20,419 | 17,513 | 125,199 | Persons |

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

2. As of December 31, 2023.

| Social-related Data | Segment | Total | Top mgmt. positions ² | Management positions ³ | | Total mgmt. positions | Other staff and positions | Unit |
|--|---|-------|----------------------------------|-----------------------------------|-------------------------------------|-----------------------|---------------------------|------|
| | | | | Mgmt. positions ³ | Junior mgmt. positions ⁴ | | | |
| Ratio of female employees ¹ | Japan ⁵ | 12.2 | 2.2 | 7.6 | 5.7 | 6.2 | 13.4 | % |
| | Americas | 12.6 | 26.5 | 26.6 | 21.5 | 22.3 | 10.1 | |
| | Europe, Russia, Middle East, India and Africa | 12.8 | 3.0 | 22.9 | 15.1 | 17.5 | 11.9 | |
| | China, Asia Pacific | 10.1 | 9.9 | 20.8 | 10.6 | 14.3 | 9.5 | |
| | Total | 12.2 | 7.8 | 17.9 | 15.7 | 16.1 | 11.3 | |

1. Data as of December 31, 2023 from 125,116 employers and employees (99.7% 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 | | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | Unit |
|--|---|-------------------|-------------------|--------|--------|--------|-------------|
| Global Executive Committee members | Total | 14 | 11 | 11 | 12 | 12 | Persons |
| | Number of foreign members | 7 | 6 | 6 | 6 | 6 | Persons |
| | Percentage of foreign members | 50.0 | 54.5 | 54.5 | 50.0 | 50.0 | % |
| Executive officers, vice presidents and senior officers ¹ | Total | 60 | 51 | 16 | 20 | 19 | Persons |
| | Number of foreign members | 11 | 9 | 5 | 7 | 5 | Persons |
| | Percentage of foreign members | 18.3 | 17.6 | 31.3 | 35.0 | 26.3 | % |
| Product safety | Sites with ISO 9001 certification | 99.4 | 100.0 | 99.2 | 100.0 | 100.0 | % |
| Provision for product warranties | Balance at beginning of year | 6,308 | 8,459 | 9,040 | 6,797 | 22,528 | Million JPY |
| | Decrease (used) | 4,186 | 11,371 | 6,030 | 5,469 | 8,930 | Million JPY |
| Number of recall ² | | 1 | 2 | 3 | 6 | 0 | Number |
| Occupational safety | Lost-time injury frequency rate of employees and temporary staff | 2.86 | 2.57 | 2.75 | 2.74 | 2.76 | — |
| | Lost-time injury frequency rate of contractors | 1.86 ³ | 2.31 | 0.79 | 0.62 | 0.11 | |
| | Serious injury rate of employees and temporary staff | 0.09 | 0.04 | 0.08 | 0.08 | 0.06 | |
| | Serious injury rate of contractors | 0.29 ³ | 0.19 | 0.11 | 0.06 | 0.01 | |
| | Occupational illness frequency rate of employees and temporary staff | — | 0.50 ⁴ | 1.33 | 0.68 | 0.19 | |

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, and 2020 include other officers. The change is due to the elimination of the executive officer system in 2020.

2. The number of recalls carried out by Bridgestone itself (excluding those carried out by other companies) and recall details can be found on each region's website, authorities' website, etc.

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

4. 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, 2023)

■ Number of Employees

125,199 (Consolidated, as of December 31, 2023)

■ 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, 2023)

■ Number of Shares Issued

713,698,221 (As of December 31, 2023)

■ 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

KPMG AZSA LLC

■ Stock Exchange Listings

Tokyo, Fukuoka

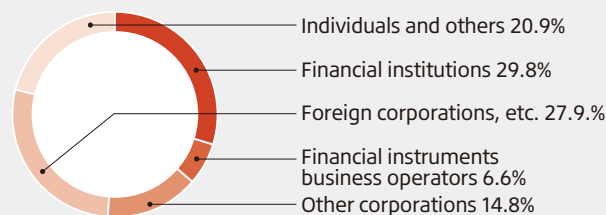
■ Credit Ratings

(As of December 31, 2023)

| 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, 2023)



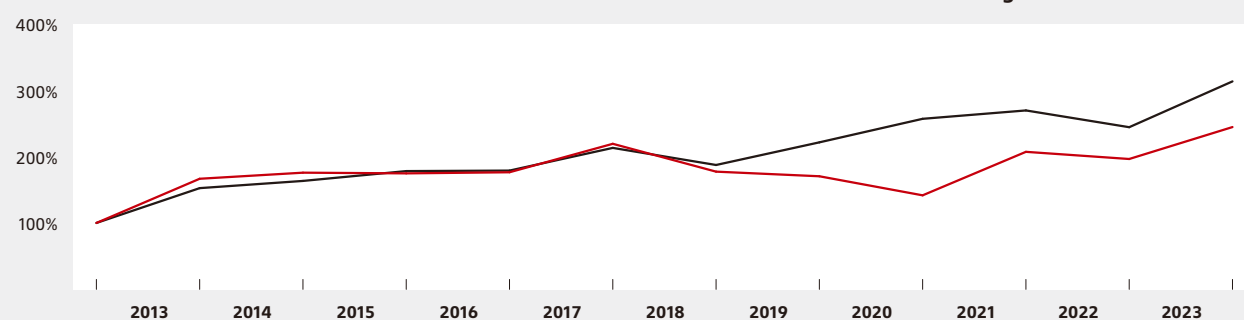
■ Common Stock Price Range

(Tokyo Stock Exchange)

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Unit |
|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------|
| High | 4,025 | 4,459 | 5,182 | 4,463 | 5,605 | 5,515 | 4,734 | 4,082 | 5,467 | 5,509 | 6,245 | JPY |
| Low | 2,248 | 3,328 | 3,754 | 3,089 | 3,973 | 3,906 | 3,888 | 2,862 | 3,307 | 4,042 | 4,548 | |

■ Common Stock Price Index*

— Common Stock Price Index — Nikkei Stock Average



* Relative value is based on 100 as of January 4, 2013.