

Overview of the Bridgestone Group

Bridgestone's Business Portfolio (As of December 31, 2023)

Bridgestone's business portfolio consists of four areas: Premium tire business as core business, solutions business as growth business, exploratory business as sowing new seeds, and diversified products business. By leveraging Bridgestone's strengths and undertaking each business tailored to its unique characteristics, we are accelerating its transformation into "a sustainable solutions company" as set out in our vision.

Premium Tire Business

Core business

Produce and sell Dan-Totsu products

- Passenger car tires
- Truck and bus tires
- Specialties tires:
Tires for off-the-road mining and construction vehicles, aircraft, agricultural machinery, motorcycles, etc.



Solutions Business

Growth business

Amplify the value of Dan-Totsu products during the stage of customers' tire use

- Retail & service solutions and tire-centric solutions
- Mobility tech business as strategic business:
Truck & bus solutions
Mining solutions and aviation solutions



Exploratory Business

—Sowing new seeds

Providing social value and sustainability at the core

- Recycle
- Guayule
- Soft-robotics
- AirFree, etc.



Diversified Products Business

Sharply focus on areas where Bridgestone's core competencies can be leveraged

- Hydraulic and high-performance hoses and rubber tracks
- Plastic piping and seismic isolation
- Air springs
- Sports: Golf balls and golf clubs
- Cycle: Power assisted bicycles, bicycles, etc.



Financial and Non-Financial Highlights (As of December 31, 2023)

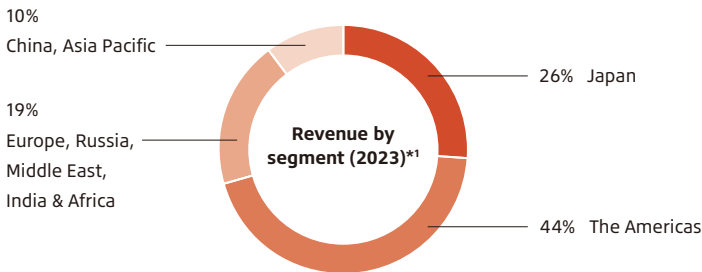
Bridgestone has approximately 130 manufacturing plants and R&D facilities with premium tire (core business), solutions (growth business), diversified products, and exploratory businesses in more than 150 countries and regions.



2023 Performance

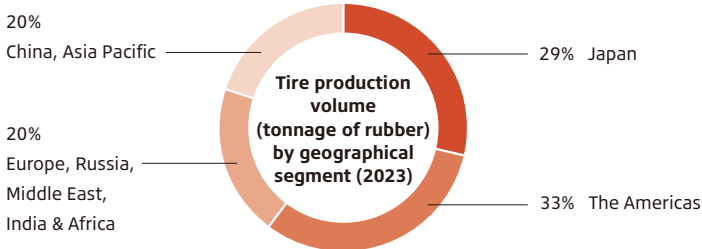
Revenue

4,313.8 billion JPY



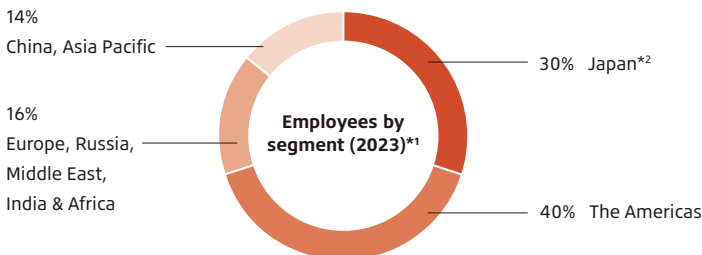
Tire Production Volume (tonnage of rubber)

1.63 million tonnes



Consolidated Employees

125,199 people



*1 Region categories of revenue and employees are in accordance with the segment in the Annual Securities Report.

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