



BRIDGESTONE DATA 2019

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
CEO and Representative
Executive Officer



Masaaki Tsuya

Member of the Board
President
COO and Representative
Executive Officer



Akihiro Eto

Vice Chair and
Representative
Executive Officer



Shuichi Ishibashi



Tokyo Headquarters

Financial Data:

As of 1931

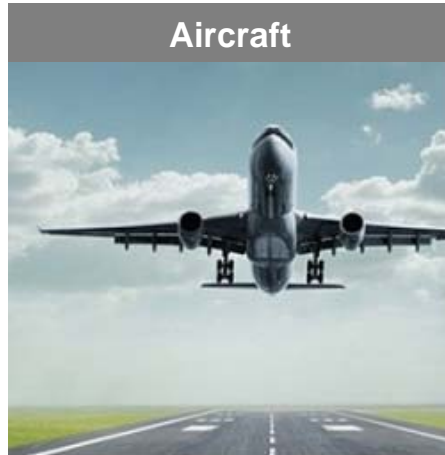
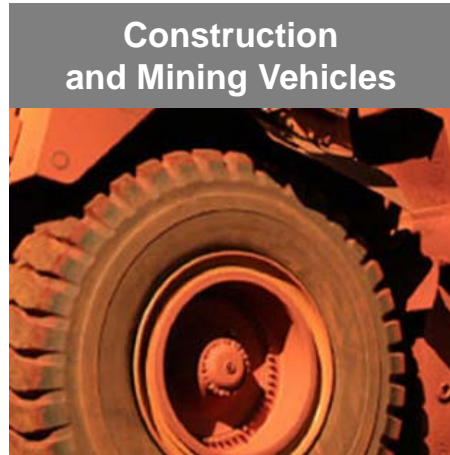
| | |
|-----------------|---------------|
| Paid-In Capital | JPY 1 million |
| Employees | 144 |

As of December 31, 2018

| | |
|-------------------------------|---------------------|
| Sales (consolidated) | JPY 3,650.1 billion |
| Net Income (consolidated) | JPY 291.6 billion |
| Paid-In Capital | JPY 126.3 billion |
| Employees (consolidated) | 143,509 |
| Sales (non-consolidated) | JPY889.4 billion |
| Net Income (non-consolidated) | JPY176.0 billion |
| Employees (non-consolidated) | 14,075 |

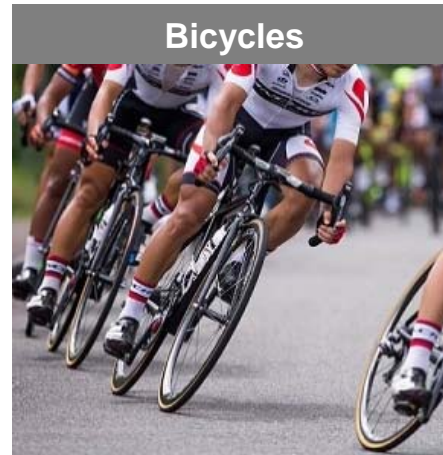
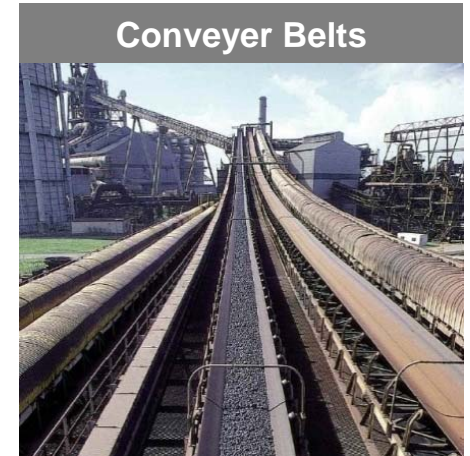
Products and Operations

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

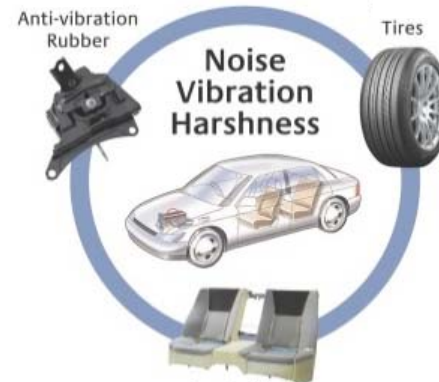
Puncture Solutions



DRIVEGUARD
RFT

Run-Flat Technology

NVH Solutions



Automotive Seat Pad

Building Solutions



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

Mining Solutions Industrial & Construction Machinery Solutions



Hoses

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

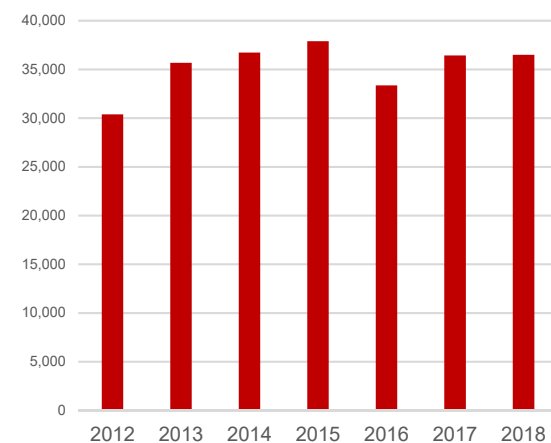
Unit: Yen in Hundred Millions

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|----------------------------|--------|--------|--------|--------|--------|--------|--------|
| Net Sales | 30,397 | 35,680 | 36,739 | 37,902 | 33,370 | 36,434 | 36,501 |
| Operating Income | 2,859 | 4,381 | 4,780 | 5,172 | 4,495 | 4,190 | 4,027 |
| Operating Income Ratio [%] | 9.4 | 12.3 | 13.0 | 13.6 | 13.5 | 11.5 | 11.0 |
| Ordinary Income | 2,850 | 4,347 | 4,632 | 5,073 | 4,325 | 4,005 | 3,811 |
| Net Income* | 1,716 | 2,020 | 3,005 | 2,842 | 2,655 | 2,882 | 2,916 |

* Profit Attributable to Owners of Parent.

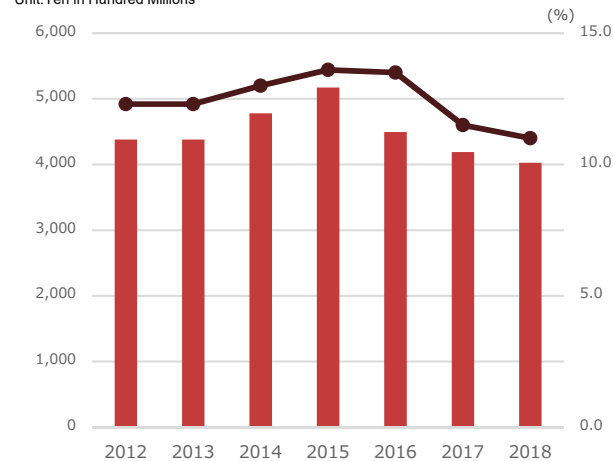
Net Sales

Unit: Yen in Hundred Millions



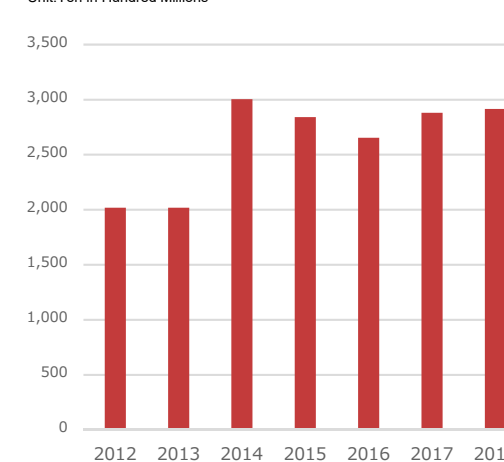
Operating Income / Operating Income Ratio

Unit: Yen in Hundred Millions



Net Income*

Unit: Yen in Hundred Millions



Consolidated Financial Results

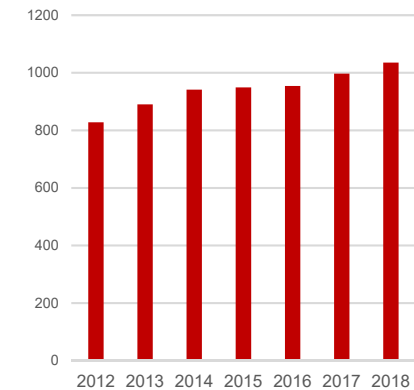
R&D, Capital Expenditure and Depreciation

Unit:Yen in Hundred Millions

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---------------------|-------|-------|-------|-------|-------|-------|-------|
| R&D | 828 | 890 | 941 | 949 | 954 | 997 | 1,035 |
| Capital Expenditure | 2,456 | 2,749 | 2,963 | 2,535 | 1,941 | 2,348 | 2,684 |
| Depreciation | 1,550 | 1,761 | 1,883 | 2,023 | 1,880 | 2,003 | 2,004 |

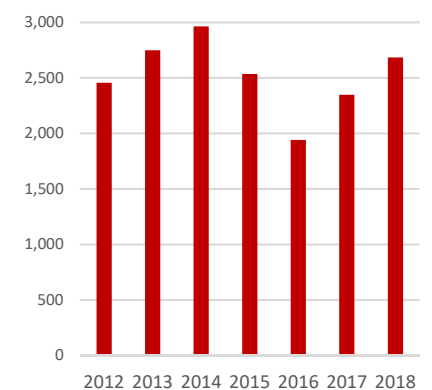
R&D

Unit:Yen in Hundred Millions



Capital Expenditure

Unit:Yen in Hundred Millions

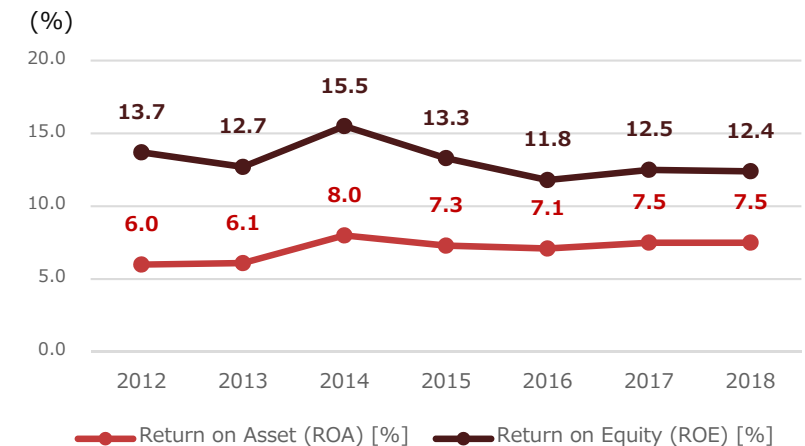


Assets

Unit:Yen in Hundred Millions

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|--------------|--------|--------|--------|--------|--------|--------|--------|
| Total Assets | 30,397 | 35,770 | 39,609 | 37,958 | 37,160 | 39,590 | 38,636 |
| ROA [%] | 6.0 | 6.1 | 8.0 | 7.3 | 7.1 | 7.5 | 7.5 |
| Net Assets | 14,173 | 18,629 | 21,466 | 22,820 | 23,458 | 24,027 | 24,361 |
| ROE [%] | 13.7 | 12.7 | 15.5 | 13.3 | 11.8 | 12.5 | 12.4 |

ROA and ROE

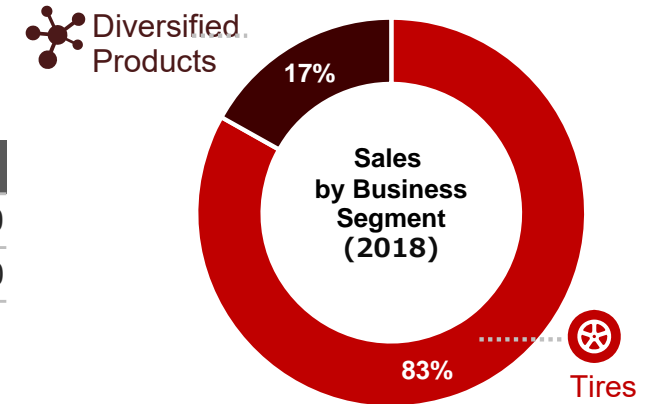


Consolidated Financial Results

Sales by Business Segment*1

Unit:Yen in Hundred Millions

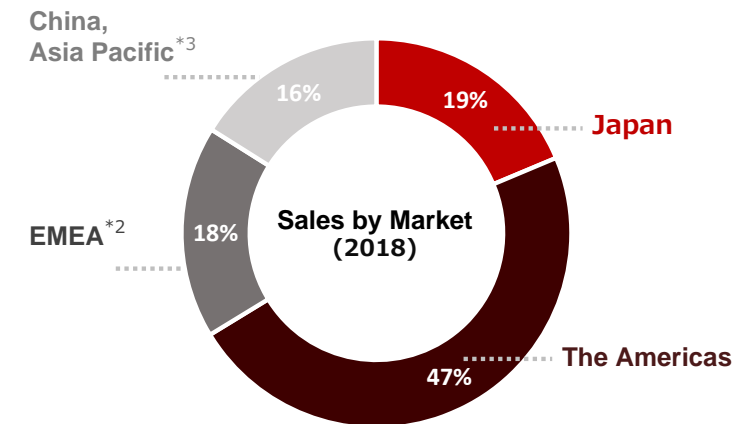
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|----------------------|--------|--------|--------|--------|--------|--------|--------|
| Tires | 25,541 | 30,336 | 30,886 | 31,682 | 27,592 | 30,210 | 30,410 |
| Diversified Products | 4,856 | 5,344 | 5,853 | 6,220 | 5,777 | 6,224 | 6,090 |



Sales by Market*1

Unit:Yen in Hundred Millions

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|-----------------------|--------|--------|--------|--------|--------|--------|--------|
| Japan | 6,961 | 6,748 | 6,940 | 6,619 | 6,535 | 6,843 | 6,819 |
| The Americas | 13,212 | 16,286 | 17,463 | 19,195 | 16,257 | 17,550 | 17,376 |
| EMEA*2 | 3,481 | 4,250 | 4,341 | 4,198 | 4,943 | 6,038 | 6,439 |
| China, Asia Pacific*3 | 6,741 | 8,396 | 7,994 | 7,889 | 5,634 | 6,001 | 5,865 |



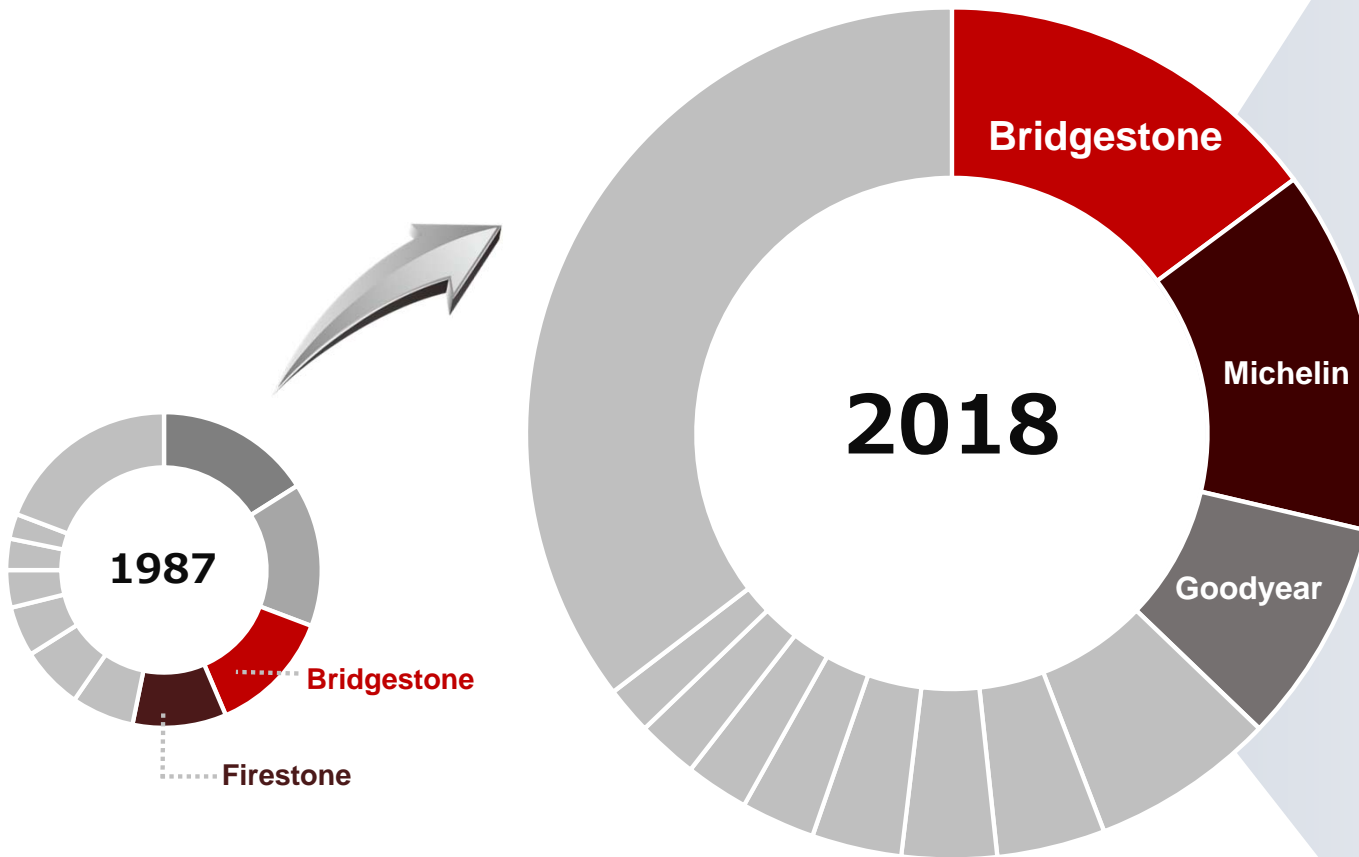
*1 Sales by business segment and market:Sales to external customers.

*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)



| | |
|--------------------|--------------|
| Bridgestone | 14.8% |
| Michelin | 13.8% |
| Goodyear | 8.5% |
| Continental | 7.0% |
| Sumitomo | 4.1% |
| Pirelli | 3.6% |
| Hankook | 3.4% |
| Yokohama | 2.8% |
| Zhongce Rubber | 2.4% |
| Cheng Shin | 2.3% |
| Toyo | 1.8% |
| Others | 35.3% |

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 168,625 in 2018.(Us dollars in Millions)

Number of Manufacturing Plants

As of April 1, 2019

| | THE AMERICAS | EUROPE / MIDDLE EAST AFRICA / RUSSIA | CHINA / ASIA PACIFIC | JAPAN | TOTAL | |
|-----------------------------|-------------------------------|--|-------------------------|-------|-------|----|
| Tire | New Tire Plants(*1) | 15 | 13 | 13 | 10 | 51 |
| | Other Tire Related Plants(*2) | 9 | 2 | 4 | 11 | 26 |
| | Total | 24 | 15 | 17 | 21 | 77 |
| Raw Materials Plants | 6 | 2 | 7 | 2 | 17 | |
| Diversified Products Plants | 23 | 3 | 16 | 27 | 69 | |
| Number of Plants Total | 53 | 20 | 40 | 50 | 163 | |
| Under Construct ion | New Tire Plants(*1) | 0 | 0 | 1 | 0 | 1 |
| | Other Tire Related Plants(*2) | 0 | 0 | 1 | 0 | 1 |
| | Raw Materials Plants | 0 | 0 | 0 | 0 | 0 |
| | Diversified Products Plants | 0 | 0 | 0 | 0 | 0 |
| | Total | 0 | 0 | 2 | 0 | 2 |

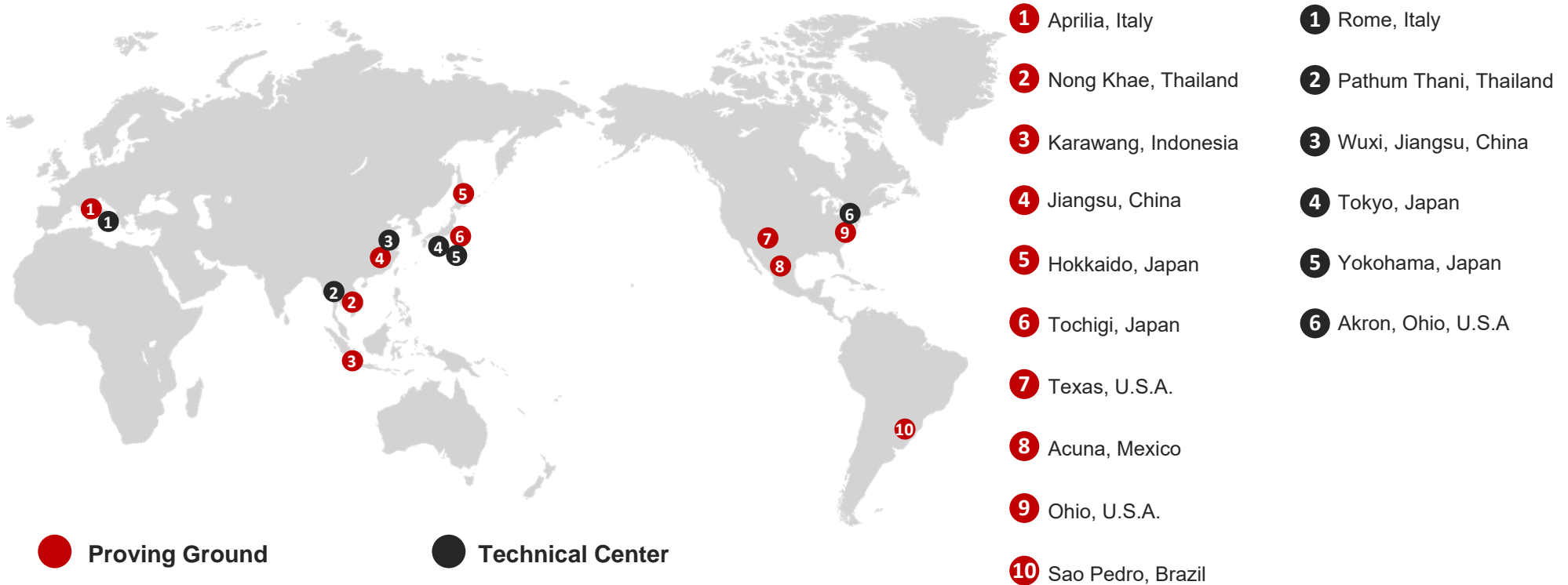
*1 New tire plants include new tire plants and a new tube and flap plants.

*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, 2019

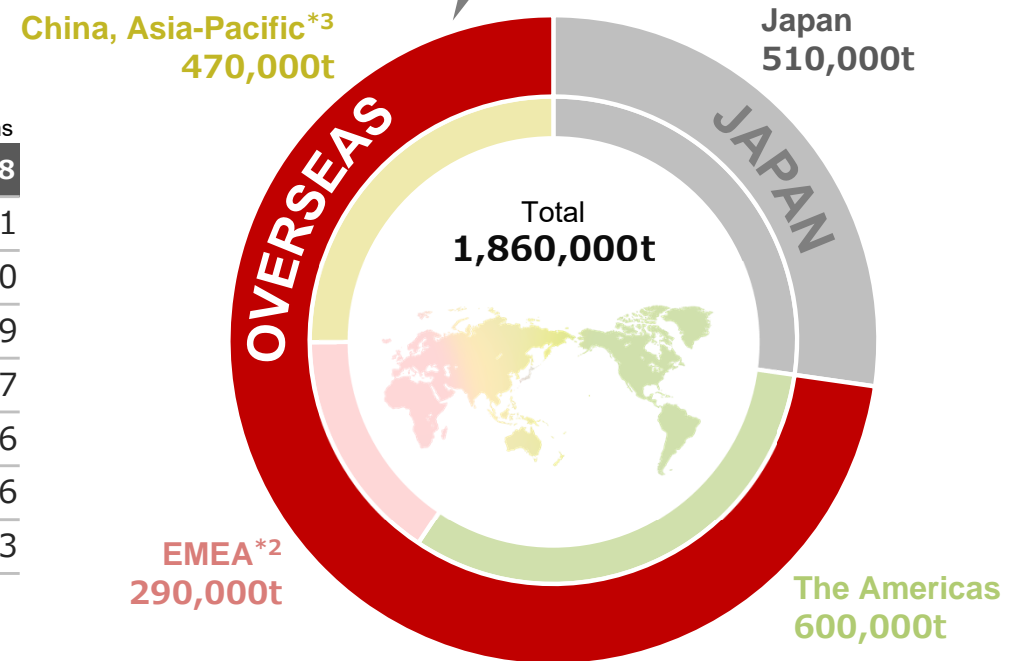
| | THE AMERICAS | EUROPE / MIDDLE EAST AFRICA / RUSSIA | CHINA / ASIA PACIFIC | JAPAN | TOTAL |
|------------------|--------------|--------------------------------------|----------------------|-------|-------|
| Technical Center | 1 | 1 | 2 | 2 | 6 |
| Proving Ground | 4 | 1 | 3 | 2 | 10 |



Summary of Global Tire Production

| | | Unit:10,000 tons | | | | | | |
|-------------------------------|-----------------------------------|------------------|------|------|------|------|------|------|
| | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
| Domestic | | 54 | 52 | 51 | 48 | 47 | 47 | 51 |
| | The Americas | 55 | 57 | 57 | 56 | 57 | 59 | 60 |
| Overseas | EMEA ^{*2} | 20 | 20 | 21 | 22 | 25 | 27 | 29 |
| | China, Asia-Pacific ^{*3} | 46 | 53 | 53 | 54 | 51 | 47 | 47 |
| Overseas Total | | 122 | 130 | 131 | 132 | 133 | 141 | 136 |
| Total Production | | 176 | 182 | 182 | 179 | 180 | 188 | 186 |
| Overseas Production Ratio [%] | | 69 | 71 | 72 | 73 | 74 | 75 | 73 |

Overseas Production Ratio **73%**



▲ Tire Production Volume(Tonnage of Rubber) by Geographical Segment(2018)

*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.

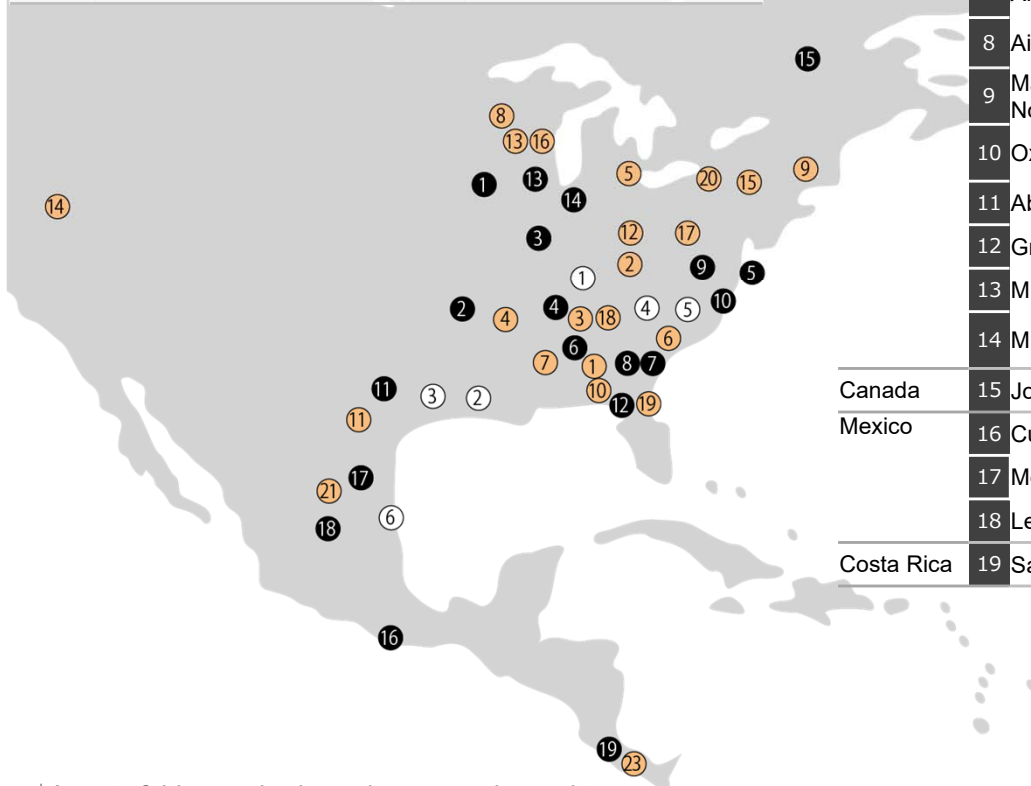
*3 Scope of Geographic segment is renewed in 2016 as a result of the restructuring of the Tire business SBUs. Until 2015 China, Asia & Pacific, Middle East & Africa, Russia ; 2016 China, Asia & Pacific, Russia ; 2017 China, Asia & Pacific.

Global Tire, Raw Materials and Diversified Products Plants As of April 1, 2019

THE AMERICAS

Raw Materials Plants

| | Location | Products |
|--------|-----------------------------|---------------------------------|
| U.S.A. | 1 Clarksville, Tennessee | Steel Cord |
| | 2 Lake Charles, Louisiana | Synthetic Rubber |
| | 3 Orange, Texas | Synthetic Rubber |
| | 4 Kings Mt., North Carolina | Tire Cord and Industrial Fabric |
| | 5 Gastonia, North Carolina | Industrial Fabric |
| Mexico | 6 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, EA 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 |
| Costa Rica | 23 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, 2019

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 | 22 Santo Andre | Air Springs |

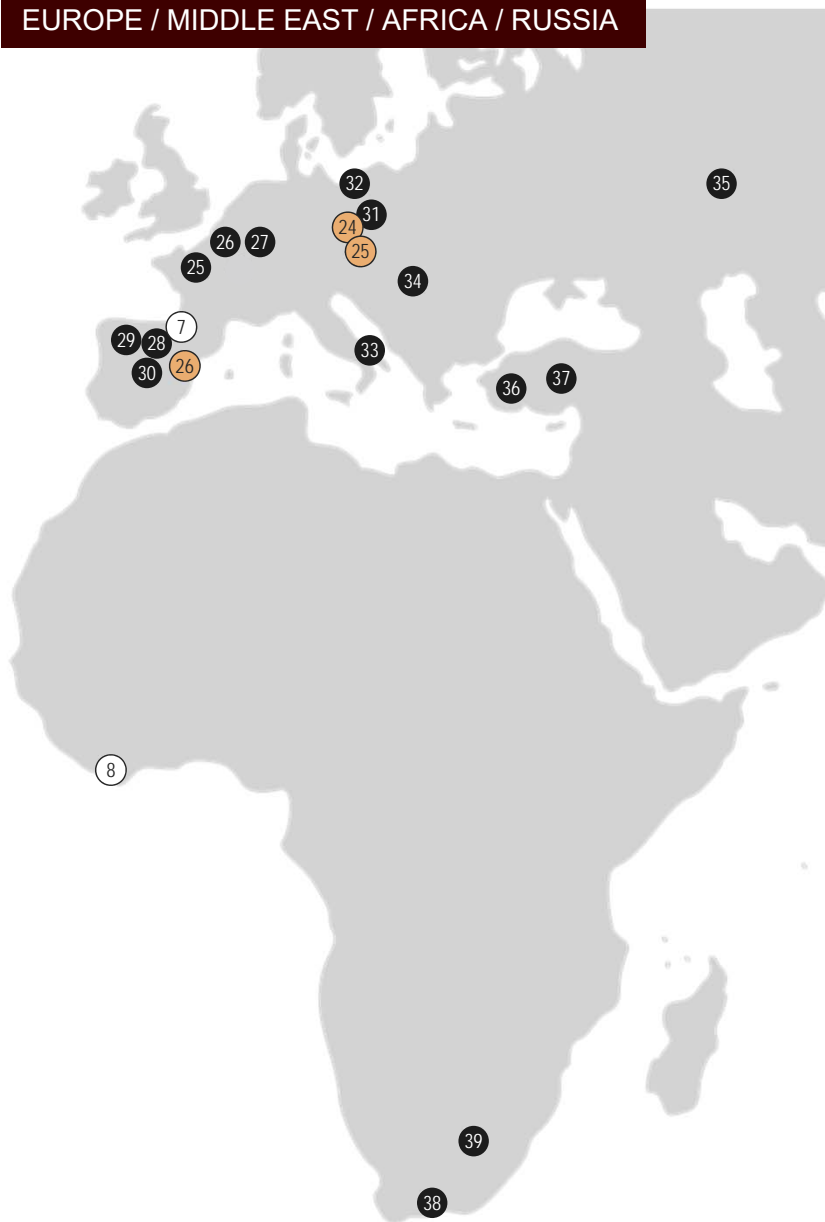
*A part of this map is shown in commonly used terms.

*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, 2019

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 |

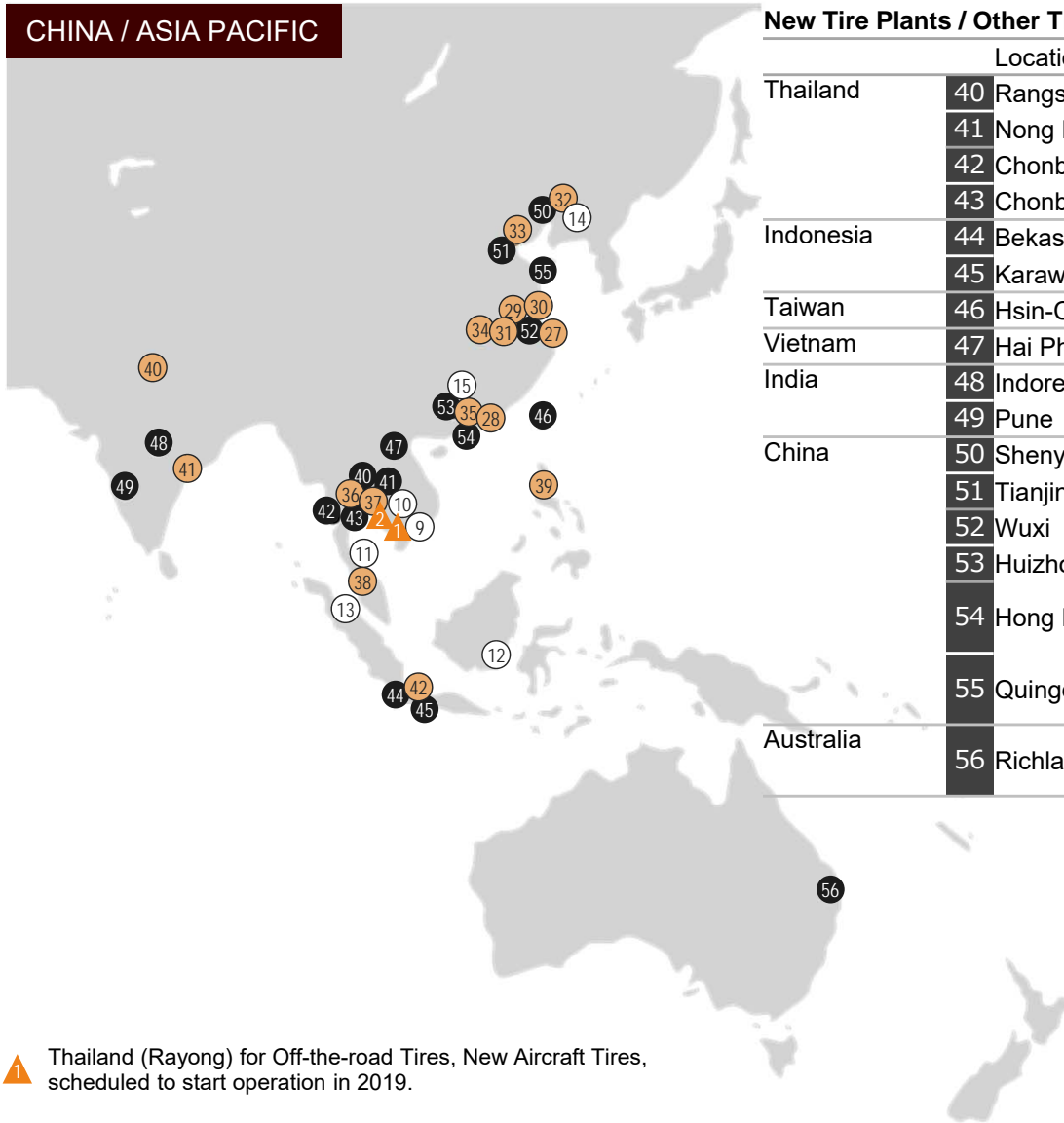
Raw Materials Plants

| | Location | Products |
|---------|------------|--------------------------------------|
| Spain | 7 Usansolo | Tire Cord |
| Liberia | 8 Harbel | Block Natural Rubber (Rubber Estate) |

Global Tire, Raw Materials and Diversified Products Plants

As of April 1, 2019

CHINA / ASIA PACIFIC



1 Thailand (Rayong) for Off-the-road Tires, New Aircraft Tires, scheduled to start operation in 2019.

2 Thailand (Chonburi) for Retread Tires for Aircraft, scheduled to start operation in 2019.

New Tire Plants / Other Tire Related Plants

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

Diversified Products Plants

| | Location | Products |
|-------------|---------------|---|
| China | 27 Shanghai | Polyurethane Foam |
| | 28 Guangzhou | Automotive Seat Pad, EA Pad |
| | 29 Changzhou | Bicycles |
| | 30 Changzhou | High-pressure Hoses, Hose Assembly, Components of Hoses |
| | 31 Changzhou | Anti-vibration Rubber |
| | 32 Shenyang | Rubber Tracks |
| | 33 Tianjin | Air Springs |
| | 34 Wuhan | Automotive Seat Pad |
| | 35 Kaiping | Foamed Rubber, Polyurethane Foam, Office Equipment Components |
| Thailand | 36 Chonburi | Tennis Balls |
| | 37 Rayong | Anti-vibration Rubber, Automotive Hoses, High-pressure Hoses, Automotive Seat Pad, Conveyor Belts |
| Malaysia | 38 Shah Alam | Polyurethane Foam |
| Philippines | 39 Cavite | MNCS, Push Locks, Office Equipment Components |
| India | 40 Manesar | Anti-vibration Rubber |
| | 41 Chennai | Anti-vibration Rubber |
| Indonesia | 42 Purwakarta | Anti-vibration Rubber |

Raw Materials Plants

| | Location | Products |
|-----------|---------------|--------------------------------------|
| Thailand | 9 Rayong | Steel Cord |
| | 10 Rayong | Carbon Black |
| | 11 Songkhla | Block Natural Rubber |
| Indonesia | 12 Kalimantan | Sheet Natural Rubber (Rubber Estate) |
| | 13 Sumatra | Block Natural Rubber (Rubber Estate) |
| China | 14 Shenyang | Steel Cord |
| | 15 Huizhou | Synthetic Rubber |

Japan Domestic Facilities

*Numbers of employees and ground area to be referred to the 100th Financial statement report

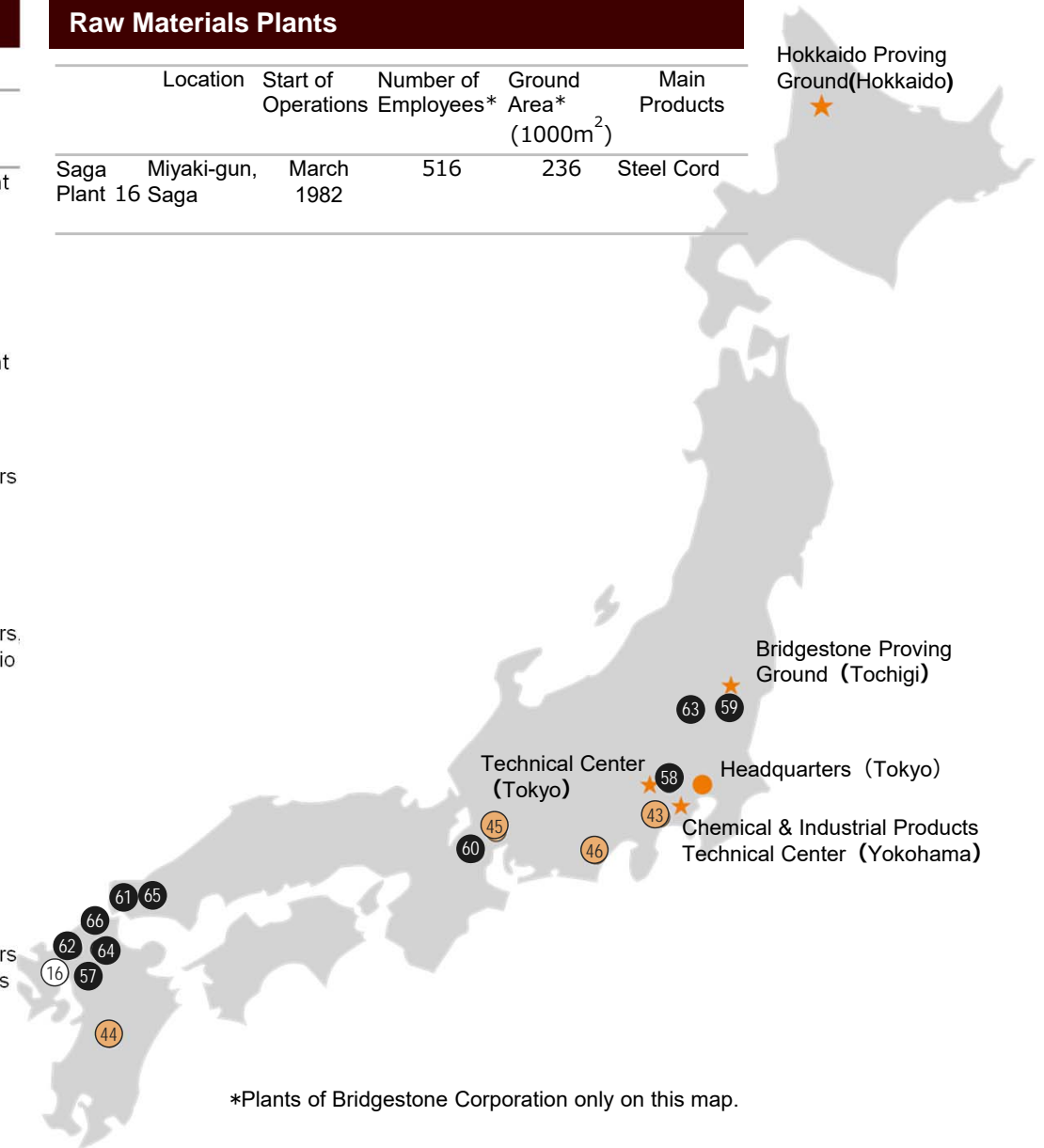
New Tire Plants

As of December 31, 2018

| | Location | Start of Operations | Number of Employees* | Ground Area* (1000m ²) | Main Products |
|---------------------|---------------------------|---------------------|----------------------|------------------------------------|--|
| Kurume Plant | 57 Kurume, Fukuoka | March 1931 | 941 | 457 | Tires for Passenger Cars, Light Trucks, Aircraft, Racing Cars, Tire Molds and Others |
| Tokyo AC Tire Plant | 58 Kodaira, Tokyo | March 1960 | 163 | - | New and Retread Tires for Aircraft |
| Nasu Plant | 59 Nasushiobara, Tochigi | March 1962 | 671 | 194 | Tires for Passenger Cars, Light Trucks, Motorcycles, Agricultural Machinery and Industrial Vehicles |
| Hikone Plant | 60 Hikone, Shiga | March 1968 | 1,405 | 655 | Radial Tires for Passenger Cars and Light Trucks |
| Shimonoseki Plant | 61 Shimonoseki, Yamaguchi | June 1970 | 667 | 263 | Off-the-road Tires for Mining and Construction Vehicles |
| Tosu Plant | 62 Tosu, Saga | July 1970 | 647 | 181 | Radial Tires for Passenger Cars, Including Ultra-low Aspect Ratio Tires for High-performance Vehicles and Light Trucks |
| Tochigi Plant | 63 Nasushiobara, Tochigi | April 1971 | 779 | 595 | Radial Tires for Trucks and Buses, Passenger Cars, Light Trucks and New Transport Systems |
| Amagi Plant | 64 Asakura, Fukuoka | May 1973 | 778 | 376 | Radial Tires for Trucks, Buses and Light Trucks |
| Hofu Plant | 65 Hofu, Yamaguchi | August 1976 | 871 | 482 | Radial Tires for Passenger Cars, Light Trucks, Off-the-road Tires for Mining and Construction Vehicles |
| Kitakyu-shu Plant | 66 Kitakyushu, Fukuoka | June 2009 | 388 | 226 | 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 | Miyaki-gun, Saga | March 1982 | 516 | 236 | Steel Cord |



Japan Domestic Facilities

*Numbers of employees and ground area to be referred to the 100th Financial statement report except**

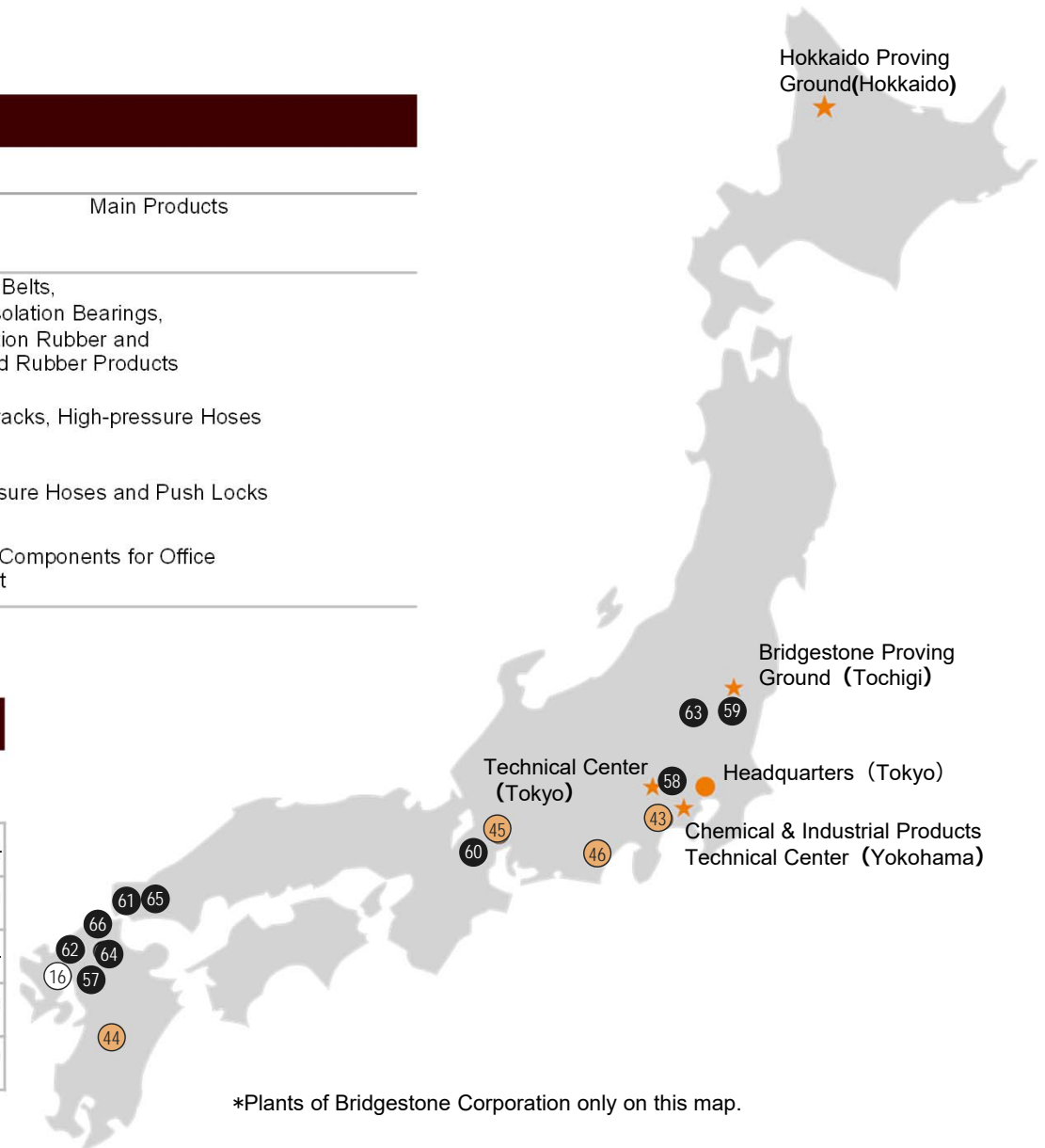
Chemical and Industrial Products Plants

As of December 31, 2018

| | | Location | Start of Operations | Number of Employees* | Ground Area* (1000m ²) | Main Products |
|----------------|----|--------------------|---------------------|----------------------|------------------------------------|--|
| Yokohama Plant | 43 | Yokohama, Kanagawa | July 1938 | 552 | 293 | Conveyor Belts, Seismic Isolation Bearings, Anti-vibration Rubber and Associated Rubber Products |
| Kumamoto Plant | 44 | Tamana, Kumamoto | October 1971 | 483 | 141 | Rubber Tracks, High-pressure Hoses |
| Seki Plant | 45 | Seki, Gifu | October 1990 | 216 | 149 | High-pressure Hoses and Push Locks |
| Iwata Plant | 46 | Iwata, Shizuoka | February 2000 | 276 | 173 | Precision Components for Office Equipment |

HQ and R&D Facilities

| | Location | Number of Employees* | Ground Area* (1000m ²) |
|---|-----------------------|----------------------|------------------------------------|
| Headquarters | Chuo-ku, Tokyo | 1,626 | 394 |
| Technical Center | Kodaira, Tokyo | 2,362 | 549** |
| Chemical & Industrial Products Technical Center | Yokohama, Kanagawa | 734 | — |
| 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 April 1, 2019

1. BOARD OF DIRECTORS

| | |
|--|--------------------|
| Chairman of the Board | Masaaki Tsuya |
| 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 | Tsuyoshi Yoshimi |

2. EXECUTIVE OFFICERS

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|---|-----------------------|
| CEO and Representative Executive Officer | Masaaki Tsuya |
| COO and Representative Executive Officer | Akihiro Eto |
| Vice Chair and Representative Executive Officer | Shuichi Ishibashi |
| Vice Chair and Executive Officer | Gordon Knapp |
| Executive Vice President and Executive Officer | Paolo Ferrari |
| Executive Vice President and Executive Officer | Christine Karbowskiak |
| Senior Vice President and Executive Officer | Masato Banno |
| Senior Vice President and Executive Officer | Masahiro Higashi |

* Outside Director as set forth in Article 2 (XV) of the Companies Act.

Member of Global Executive Committee (Global EXCO)*1 As of September 16, 2019

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|---|-----------------------|
| CEO and Representative Executive Officer | Masaaki Tsuya |
| President, COO and Representative Executive Officer | Akihiro Eto |
| Responsible for G Solution Strategy | Shuichi Ishibashi |
| Member of the Board, CEO and President, COO of Bridgestone Americas, Inc. | Gordon Knapp |
| Responsible for G Digital Strategy, Member of the Board, CEO and President of Bridgestone Europe NV/SA | Paolo Ferrari |
| 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 |
| Responsible for Technology, Quality Management | Masato Banno |
| Responsible for G-MAA (Mining, Aircraft, Agriculture) Solutions and GBE (Global Business Enhancement) | Masahiro Higashi |
| Responsible for G Business Strategy, Member of the Board, Group President, Americas Tire of Bridgestone Americas, Inc. | Thomas J. Higgins |
| Responsible for Japan Tire Business | Masahiro Isobe |
| Member of the Board, CEO and COO of Bridgestone Asia Pacific Pte. Ltd. | Gabriel Asbun |
| Responsible for Diversified Products Solutions Business | Masahito Tsuji |
| Member of the Board, Group President, Operations of Bridgestone Americas, Inc. | Scott Damon |
| Member of the Board, COO of Bridgestone Europe NV/SA | Laurent Dartoux |

*1 Highest body of global business execution

For information regarding major subsidiaries, please refer to the following URL.
http://www.bridgestone.com/ir/library/business_reports/pdf/business_report_for_the_100th_fp.pdf