Company Profile & SWOT Analysis

Bridgestone Corporation

Tokyo Stock Exchange (5108)

October 2023

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COMPANY SNAPSHOT

Reference Code: 32B5809A-AE7B-44C9-B9EF-1D30C5298CE9	Publication Date: October 2023
Bridgestone Corporation	Phone: 81 3 68363001
20f-24f	Website: www.bridgestone.co.jp
Tokyo Square Garden, 3-1-1, Kyobashi	
Chuo-Ku	
Tokyo	
Japan	
104-8340	

Overview

Bridgestone Corporation (Bridgestone or 'the company') is a manufacturer of tires and rubber products. The company manufactures tires and tubes for passenger cars, commercial cars, motorcycle tires, trucks and buses, construction and mining vehicles, industrial machinery, agricultural machinery, aircraft and motorcycles, and scooters. It also offers tire-related products, industrial rubber, chemical products, sporting goods, and several services, such as automotive maintenance and repair services. The company operates through a network of manufacturing facilities, raw materials plants, technical centers, and diversified products plants across the Americas, Europe, Asia, and the Middle East, and Africa. Bridgestone is headquartered in Chuo-Ku, Tokyo, Japan.

The company reported revenues of (Yen) JPY4,110,070 million for the fiscal year ended December 2022 (FY2022), an increase of 26.6% over FY2021. In FY2022, the company's operating margin was 10.7%, compared to an operating margin of 11.6% in FY2021. In FY2022, the company recorded a net margin of 7.3%, compared to a net margin of 12.1% in FY2021.

The company reported revenues of JPY1,058,165 million for the second quarter ended June 2023, an increase of 1.4% over the previous quarter.

SWOT

Strengths	Weaknesses
 Wide range of products and services Research and development capabilities Improved financial performance enhances growth and expansion plans 	Cash reserves
Opportunition	
Opportunities	Threats

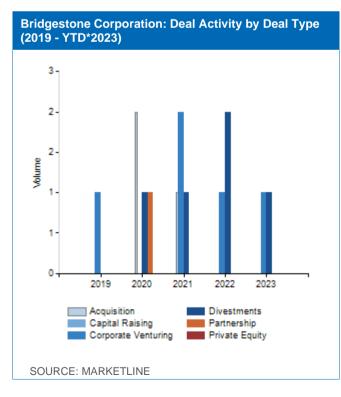
Growth initiatives

• Stringent environmental regulations

Key Employees

Employee Name	Job Title	Board
Fumihiko Eitoku	Chairman-Bridgestone Diversified Products Japan Co., Ltd., Chief Executive Officer-Diversified Business, Chief Operating Officer-Diversified Business, Senior Officer-Diversified Business, Vice President	Executive Board
Masahiro Higashi	Chairman-Bridgestone Tire Solution Japan Co., Ltd., Chief Operating Officer-BSJP Business, Global Chief Operating Officer, Representative Executive Officer	Executive Board
Sho Inoue	Chief Quality Management Officer- Quality Management, Senior Officer, Vice President	Executive Board
Shuichi Ishibashi	Chief Executive Officer, Director, Executive Officer	Executive Board

Financial Deals Activity Overview



Bridgestone Corporation: Recent Deal Activity		
30 May 2023	Hirayama Holdings Acquires Bridgestone Green from Bridgestone	
07 Feb 2023	Car IQ (CarIQ) Secures Additional USD15 Million in Series B Financing	
01 Sep 2022	Anhui Zhongding Holding Acquires Anti- Vibration Rubber Business of Bridgestone	
01 Aug 2022	Endeavour United II Investment Business Acquires Archem from Bridgestone	
19 Jul 2022	Tier IV Secures USD87 Million in Series B Funding	
SOURCE: MARKETLINE		

Recent Developments

COMPANY SNAPSHOT

Date	Headline	Category
Oct 10, 2023	Bridgestone Ties up With Tata Power To Install EV Chargers for 4-Wheelers	Financial Deals>Partnership / Strategic Alliance;Contracts >Engineering and Development Contracts>Operation and Management
Sep 28, 2023	Sep 28, 2023 Corporate Senior Management Changes	Corporate Governance>Management change
Sep 26, 2023	Bridgestone Launches Azuga Fleet Management Software Availability in AWS Marketplace	Contracts>Engineering and Development Contracts>Operation and Management
Sep 6, 2023	Bridgestone Launches Potenza Sport AS Tire to Deliver Ultra High Performance With All-Season Capabilities	Business Expansion>Products/ brands launch

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Bridgestone Corporation: Overview and Key Facts

Bridgestone Corporation: Overview

Bridgestone Corporation (Bridgestone or 'the company') is a manufacturer of tires and rubber products. The company manufactures tires and tubes for passenger cars, commercial cars, motorcycle tires, trucks and buses, construction and mining vehicles, industrial machinery, agricultural machinery, aircraft and motorcycles, and scooters. It also offers tire-related products, industrial rubber, chemical products, sporting goods, and several services, such as automotive maintenance and repair services. The company operates through a network of manufacturing facilities, raw materials plants, technical centers, and diversified products plants across the Americas, Europe, Asia, and the Middle East, and Africa. Bridgestone is headquartered in Chuo-Ku, Tokyo, Japan.

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Bridgestone Corporation: Key Facts

Table 1: Bridgestone Corporation: Key Facts	
Corporate Address:	20f-24f
	Tokyo Square Garden, 3-1-1, Kyobashi
	Chuo-Ku
	Tokyo
Country:	Japan
	104-8340
Phone:	81 3 68363001
Web Address:	www.bridgestone.co.jp
Turnover (US\$m):	30,364
Employees:	129,262
Financial Year End:	December

Primary Stock Exchange (Ticker): Tokyo Stock Exchange (5108)

SOURCE: MARKETLINE

Bridgestone Corporation: Key Employees

Table 2: Bridgestone Corpo	oration: Key Employees			
Employee Name	Job Title	Board	Since	Age
Fumihiko Eitoku	Chairman-Bridgestone Diversified Products Japan Co., Ltd., Chief Executive Officer- Diversified Business, Chief Operating Officer-Diversified Business, Senior Officer- Diversified Business, Vice President	Executive Board	2023	
Masahiro Higashi	Chairman-Bridgestone Tire Solution Japan Co., Ltd., Chief Operating Officer-BSJP Business, Global Chief Operating Officer, Representative Executive Officer	Executive Board	2023	
Sho Inoue	Chief Quality Management Officer-Quality Management, Senior Officer, Vice President	Executive Board	2023	
Shuichi Ishibashi	Chief Executive Officer, Director, Executive Officer	Executive Board	2020	68
Thomas J. HIGGINS	Chairman-BSEMIA, Vice Chairman-BSAM, Vice President, Vice President- Global Chief Business Strategic Officer	Executive Board	2023	
Akio Kusano	Senior Officer, Product Development, Vice President- Product Development	Senior Management	2021	
Christopher Nicastro	Chief Compliance Officer- Bridgestone Americas Inc, Chief Legal Officer-Bridgestone Americas Inc, Executive Vice President-Bridgestone Americas Inc, General Counsel- Bridgestone Americas Inc, Chairman, Bridgestone Americas Inc, Senior Officer, Secretary-Bridgestone Americas Inc, Vice President	Senior Management	2021	
David Colletti	President-Consumer Original Equipment Tire Sales - North	Senior Management	2022	

	America.		
Emilio TIBERIO	Chief Operating Officer, Chief Technology Officer, Senior Officer, Vice President	Senior Management	2022
Hidekazu Kimizu	Chief Compliance Officer, Senior Officer, Vice President	Senior Management	2021
Jacques Fourie	Managing Director-Middle East and Africa region, Vice President-Middle East and Africa region	Senior Management	2023
Jan-Maarten de Vries	Chief Executive Officer- Bridgestone Mobility Solutions	Senior Management	2021
Masahito Tsuji	Lead Expert-Diversified business	Senior Management	2023
Masato Banno	Chief Technology Officer, Executive Officer, Senior Vice President	Senior Management	
Michiel Wesseling	Chief Operating Officer- Bridgestone Mobility Solutions	Senior Management	2021
Nizar TRIGUI	Chief Technology Officer- Bridgestone Americas, Inc., Group President, Solutions Businesses, Bridgestone Americas, Inc, Senior Officer, Vice President	Senior Management	2022
Nobuyuki Tamura	Vice President	Senior Management	2023
Paolo FERRARI	Chief Executive Officer-BSAM, Director-BSAM, Executive Vice President, Chief Business Solutions Officer, Executive Officer, President-BSAM	Senior Management	2021
Rajarshi Moitra	Chief Commercial Officer, India	Senior Management	2021
Scott Damon	Chief Operating Officer- Bridgestone Americas Inc, Director-Bridgestone Americas Inc, Senior Officer, Vice President	Senior Management	2021
Shingo Kume	Chief Executive Officer- Bridgestone Tire Solution Japan Co., Ltd., Senior Officer- BSJP Tire Sales, Vice President	Senior Management	2023

Shinichi Watanabe	Senior Officer-BSJP Quality Management, Vice President	Senior Management	2023	
Stefano Sanchini	Managing Director-India	Senior Management	2023	
Sunil Puri	Head-Sustainability	Senior Management	2021	
Tomohiro Kusano	Senior Officer, Solutions, Exploration, Diversified Products Business Development, Vice President- Exploration Business Development	Senior Management	2022	
Yoshikazu Shida	Senior Officer- Global Corporate Strategy and Talent Creativity Enhancement, Vice President	Senior Management	2023	
Yuji MOCHIZUKI	Senior Officer, BSJP Tire Production and Internal Manufacturing, Vice President	Senior Management	2022	
Akira Matsuda	Director	Non Executive Board	2023	
Kenichi Masuda	Director	Non Executive Board	2016	59
Kenzo Yamamoto	Director	Non Executive Board	2016	68
Scott Trevor Davis	Director	Non Executive Board	2020	62
Tsuyoshi Yoshimi	Director	Non Executive Board	2019	58
Yasuhiro Nakajima	Director	Non Executive Board	2023	
Yojiro Shiba	Director	Non Executive Board	2018	72
Yoko Suzuki	Director	Non Executive Board	2018	52
Yukari Kobayashi	Director	Non Executive Board	2023	
Yuri Okina	Director	Non Executive Board	2014	62
SOURCE:MARKETLINE				

Bridgestone Corporation: Key Employee Biographies

Shuichi Ishibashi

Mr. Ishibashi serves as the Chief Executive Officer, Director, and Executive Officer of Bridgestone Corp since 2020. Previously, he was the Vice Chairman, Executive Vice President and Senior Vice President of the company. He also worked as the Vice President, Director and Senior Officer of Consumer Tires Business of the company.

Board: Executive Board

Job Title: Chief Executive Officer, Director, Executive Officer

Since: 2020

Age: 68

Hidekazu Kimizu

Mr. Kimizu serves as the Chief Compliance Officer, Vice President and Senior Officer of Bridgestone Corp since 2021. Previously, he worked as the Vice President and Senior Officer of Corporate Communications and Legal Affairs of the company.

Board: Senior Management

Job Title: Chief Compliance Officer, Senior Officer, Vice President

Since: 2021

Paolo FERRARI

Mr. Ferrari serves as the Chief Business Solutions Officer, Executive Officer and Executive Vice President at Bridgestone since 2021. Currently, he is also the Chief Executive Officer, Director and President of BSAM.

Board: Senior Management

Job Title: Chief Executive Officer-BSAM, Director-BSAM, Executive Vice President, Chief Business Solutions

Officer, Executive Officer, President-BSAM

Since: 2021

Bridgestone Corporation: Major Products and Services

Bridgestone Corporation (Bridgestone or 'the company') is a manufacturer of tires and rubber products in the world. The company's major products, services, and brands include the following:

Products:

Tires:

Passenger tires

Commercial tires

Motorcycle tires

Specialty tires

Off the road tires

Aircraft tires

Diversified

Products:

Golf equipment

Bicycles

Industrial products

Construction material

Conveyor belt

Hydraulic hose

Marine fender

Rubber track

Seismic isolator

Solutions:

Building solution

Mining solution

Industrial and construction machinery solutions

Agriculture mobility solutions

Aviation solutions

Fleet solution

Services:

Automotive maintenance

Repair services

Retreading services

Brands:

Bridgestone

Bridgestone Corporation: Management Statement

An excerpt by Mr. Shuichi Ishibashi, the Chief Executive Officer and Director of Bridgestone Corp is given below. This excerpt has been taken from the company's website.

Message to Shareholders

I would like to convey my sincere appreciation to our shareholders for their support of the Bridgestone Group.

We celebrated our 90th anniversary in 2021. Since its establishment in 1931, the Group has responded to changes in society and continued to support the safe and secure mobility and lifestyles of individuals in each era. Following the second foundation in 1988, when the Company merged with the Firestone, the Group considers 2020 as the beginning of its "Third Foundation" Bridgestone 3.0. Since then, we have positioned sustainability at the core of management and business, set forth our vision: "Toward 2050, Bridgestone contintues to provide social value and customer value as a sustainable solutions company," and have taken steps toward that goal. The COVID-19 pandemic has greatly impacted the global economy and each of our lives, accelerating changes in society. While continuing to manage this ongoing crisis, we will focus on "execution" and "delivering results" in line with our Mid Term Business Plan (2021-2023) and steadily rebuild earning power and make strategic growth investments to transform to "strong" Bridgestone.

In 2022, we are launching our corporate commitment, "Bridgestone E8 Commitment." This will serve as the axis to drive management while earning the trust of future generations, as Bridgestone accelerates transformation toward its 100th anniversary. The "Bridgestone E8 Commitment" will become the vectors guiding this transformation. The Group will confront and overcome various challenges and obstacles, such as the pursuit of both social and customer value, and the pursuit of sustainability and corporate growth, and continue advancing. We hope to earn the empathy of many stakeholders such as society, our partners and customers toward this "Bridgestone E8 Commitment" so that we may work together to create value and support a sustainable society.

Thank you for your continued support and encouragement in the years ahead.

Bridgestone Corporation: Locations and Subsidiaries

Table 3: Bridgestone Corporation: Locations and Subsidiaries

Bridgestone Tire Solution Japan Co Ltd Japan

SOURCE: MARKETLINE

Bridgestone Corporation: Key Competitors

Table 4: Bridgestone Corporation: Key Competitors	
CEAT Ltd	Continental AG
Cooper Tire & Rubber Company	Hankook Tire & Technology Co Ltd
MRF Limited	Nokian Tyres Plc
The Goodyear Tire & Rubber Company	Toyo Tire Corp
SOURCE: MARKETLINE	

BRIDGESTONE CORPORATION: COMPANY ANALYSIS

BRIDGESTONE CORPORATION: COMPANY ANALYSIS

Bridgestone Corporation: Business Description

Bridgestone Corporation (Bridgestone or 'the company') manufactures and markets tires and tubes, wheels and accessories, and retread materials.

The company offers diversified products, such as chemical, and industrial products. It also automotive services, such as auto maintenance, and repair services. The company divided its business operation into two product categories: Tires, and Other Products.

Under the tires category, Bridgestone offers passenger tires, motorcycle tires, commercial tires, aircraft tires, and off-the-road tires. Some of its passenger tires are Ecopia, Potenza, Turanza, Dueler, and Blizzak. Motorcycle tires of the company include Sports Bottlax, Hypersport S22, Sport Touring T32, Adventure A41, and H50. It manufactures and markets commercial tires, such as tires for van, truck and buses.

Under off-the-road tires, Bridgestone manufactures tires for surface mining, underground mining, quarries and construction, and ports and terminals. As of September 2022, the company operates four sales offices, 21 tire plants, two raw materials plants, 25 diversified products plants, and four research and development facilities in Japan. It also maintains distribution depots in strategic locations across the globe.

Under other products, the company offers diversified products, including conveyor belts, hydraulic hoses, rubber track and pad, seismic isolators for building, automotive components, golf equipment, and bicycles. Apart from this, Bridgestone provides several services, such as fleet solutions, aviation solutions, agriculture mobility solutions, industrial and construction machinery solutions, building solutions, and mining solutions.

Geographically, the company divides its operation into five regions, including Japan; Americas; Europe, Russia, Middle East, India, and Africa; China, Asia-Pacific; and Others. The company operates tire plants, diversified product plants, and raw material plants in the Americas, Japan, and China. In FY2021, the company generated 44.5% of its revenue from the Americas, followed by Japan (23.6%), Europe, Russia, Middle East, India and Africa (21.1%), China, Asia Pacific (10.1%), and Other (0.6%).

Bridgestone Corporation: SWOT Analysis

Bridgestone Corporation: SWOT Overview

Bridgestone Corporation (Bridgestone) is one of the largest manufacturers of tires and rubber products in the world. Financial performance, wide range of products, and strong research and development activities are its key strengths, whereas cash reserves could remain a cause for concern to the company. In the future, foreign exchange risks; intense competition and stringent environmental regulations could affect the company's growth and business operations. However, a positive outlook for the global tires and rubber market, the launch of new products, and strategic growth initiatives could provide growth opportunities for the company.

Strengths	Weaknesses
 Wide range of products and services Research and development capabilities 	Cash reserves
Improved financial performance enhances growth and expansion plans	
Opportunities	Threats
• • •	Tilleats
Positive outlook for global tires and rubber market	Foreign exchange risks

Bridgestone Corporation: Strengths

Wide range of products and services

Bridgestone has a wide range of products. The company operates through two business segments: tires and others. The tires category comprises passenger tires, motorcycle tires, commercial tires, aircraft tires, and off the road tires. The company's diversified products include conveyor belts, hydraulic hoses, rubber track and pad, seismic isolator for building, automotive components, golf equipment, and bicycles. Apart from this, Bridgestone provides several services, such as fleet solutions, aviation solutions, agriculture mobility solutions, NVH solutions, industrial and construction machinery solutions, building solutions, and mining solutions.

Research and development capabilities

Bridgestone is highly focused on research and development (R&D) activities. The company conducts technical development in a wide range of fields, from the development of raw materials, new products, and services to future-focused fundamental and production technologies. It also involved on introducing new products and technologies to improve R&D capabilities. Bridgestone strives to develop eco-friendly tires that fulfill voluntary standards in various areas, such as global warming, resource conservation, using environment-friendly resources, recycling, reducing noise, and enhancing safety. The company operates R&D facilities in several countries and its technical centers are located in Japan, the US, Italy, China, and Thailand. It also operates proving grounds in Japan, Mexico, the US, Brazil, Italy, Thailand, Indonesia, and China. The company operates technology centers in Italy, Japan, Thailand, the US, and China. In FY2021, the company invested JPY95,480 million on R&D as compared to JPY87,287 million in FY2020.

Improved financial performance enhances growth and expansion plans

BRIDGESTONE CORPORATION: COMPANY ANALYSIS

Improvement in financial performance enables the company to provide higher returns to its shareholders and attract further investments. In FY2021, Bridgestone reported revenue of JPY3,246,057 million, which showed an increase of 20.4% over JPY2,695,224 million in FY2020. Increase in revenue was due to growth in unit sales of tires for passenger cars, light trucks and buses. In FY2021, the company's operating margin stood at 11.6%, compared to an operating margin of 1.6% in FY2020. Improving operating performance indicates the company's focus on efficient cost management. Similarly, in FY2021, the company recorded a net margin of 12.1%, compared to a negative net margin of 0.8% in FY2020.

Bridgestone Corporation: Weaknesses

Cash reserves

Declining cash reserves could be a major cause for concern to the company. The company reported cash and cash equivalents of JPY787,542 million in FY2021 compared to JPY810,546 million in FY2020, indicating an annual decline of 2.8%. This resulted in the decrease in the cash flow from operating activities to JPY176,263 million in FY2021 from JPY526,947 million in FY2020. Such declining cash reserves illustrate the company's failure to secure adequate capital.

Bridgestone Corporation: Opportunities

Positive outlook for global tires and rubber market

The company stands to benefit from the positive outlook for global tire and rubber industry. Increasing use of replacement tires, increasing sales of commercial and passenger vehicles in developing countries, and increasing per capita income resulted in demand for the global tire and rubber industry. Population growth, lifestyle changes, new infrastructural projects, increase in middle class population, and urbanization also contributed to industry growth. According to in-house research, the global tires and rubber industry is forecast to reach US\$891 billion by 2024. Truck Aftermarket is the largest segment in the market, accounting for 36.4% of the value, followed by Motorcycle Aftermarket (33.7%), Car Aftermarket (21.3%), Car OEM (5.5%), Motorcycle OEM (2.4%), and Truck OEM (0.7%). Asia-Pacific accounts for 37.1% of the global market value, followed by the US (21.6%), the Middle East (18.9%), Europe (11.1%), and Rest of the World (11.2%). The company is primarily engaged in the tires market. Hence, a positive outlook for the global tires and rubber market would provide an opportunity to Bridgestone to further enhance its revenues.

Launch of new products

The company could benefit from the launching of the new products. In September 2022, the company launched Fleetcare Go Plan, a new premium tire and vehicle maintenance solution for small and medium-sized fleets. In May 2022, the company announced the launch of the all-new Bridgestone R192E all-position radial tire. In the same month, the company launched a new road all-terrain tire motorcycle tire, Battlax Adventure Trail AT41. In May 2022, the company introduced the Bandag B713 FuelTech. In April 2022, the company launched the 295/80R22.5 ECOPIA R108 tire. In March 2022, the company announced to introduce its new 3-star 24.00R35 rigid dump truck tire and real-time tire monitoring system, IntelliTire, to construction and quarry customers at this year's show.

Growth initiatives

Strategic growth initiatives could enable the company to secure growth opportunities. In August 2022, the company announced the investment to increase production capacity for motorcycle tyres at its Nasu plant in Japan. By intensifying the implementation of its premium business strategy for motorcycle tyres, The Bridgestone Group will continue to offer Driving Excitement. The total investment amounted to 1.7 billion

BRIDGESTONE CORPORATION: COMPANY ANALYSIS

Japanese Yen. In the same month, the company announced a collaboration with Microsoft Corp to use Microsoft Azure to accelerate development and go-to-market strategies. In August 2022, the company announced the use of Amazon Web Services, Inc. (AWS) as its strategic cloud provider in support of the company's sustainable mobility solutions. In July 2022, the company invested in Tier IV, an open-source Autoware autonomous driving operating system.

Bridgestone Corporation: Threats

Foreign exchange risks

Bridgestone is a global company with major business operations across Japan, Asia, Europe and the Americas. The global distribution of the company's manufacturing, logistics, marketing and sales facilities requires business transactions in numerous currencies, including the yen, the dollar, the euro, and other currencies. Exchange rate fluctuations affect the consolidated performance of the company because results are reported in yen. Changes in exchange rates affect the values recorded for sales, expenses, assets and liabilities in all countries outside Japan when translated into yen. In general terms, yen appreciation against other currencies tends to depress the financial results, while yen depreciation tends to have a favorable impact. Fluctuations in exchange rates could have an adverse effect on the operating results and financial position of the company. In FY2021, Bridgestone reported a gain of JPY163,596 million from foreign currency translation adjustments compared to loss of JPY94,748 million in FY2020.

Intense competition

Bridgestone operates in a highly competitive automotive industry. The company competes on the basis of product design, performance, price and terms, reputation, warranty terms, customer service, and consumer convenience. It competes with major players having larger volumes of business and greater financial resources than those of the company. The company competes worldwide with a number of other manufacturers and distributors that produce and sell similar products. On a worldwide basis, the company has two major competitors, Goodyear and Michelin. Other significant competitors include Toyo, MRF, Continental, and Hankook. Furthermore, the company faces competition from regional companies in a number of emerging markets. Moreover, most of these regional companies have formed strong relationships with regional vehicle manufacturers. These regional companies also have better distribution and brand recall in the replacement market. Thus, fierce competition exerts continued pressure on the operations of the company, which may result in further downward price pressure, thereby distressing Bridgestone's financial condition and results of operations. In September 2022, the Continental AG acquired Vulk & Montage, a Sweden based conveyor and maintenance company. In January 2022, the Nokian Tyres Plc launched two new all-terrain tires, the Nokian Outpost AT and Outpost APT.

Stringent environmental regulations

Bridgestone's business operations could be affected by the environmental regulations governing the global chemical industry. REACH (Registration Evaluation and Authorization of Chemicals) is an example of the stringent environmental regulations that are set to affect chemical producers, including tire manufacturers. REACH regulates the products manufactured and marketed in Europe. Phased over a period of 11 years, the regulation mandates all the companies to develop and submit dossiers containing datasets about their chemical products and detailing their potential impact and risk on the environment. Other countries are expected to model their regulations based on REACH. The US has already started implementing similar regulations. China has its own version of RoHS (Restriction of Hazardous Substances), which restricts the use of certain chemicals in the market. Stringent environmental regulations are set to get tightened soon affecting both existing and new products of the company. It will be a challenge for the launch of new products as it is a time-consuming and expensive process. It may also result in phasing out many existing chemicals from the market which may be regarded as toxic and hazardous.

Bridgestone Corporation: Financial Deals Overview

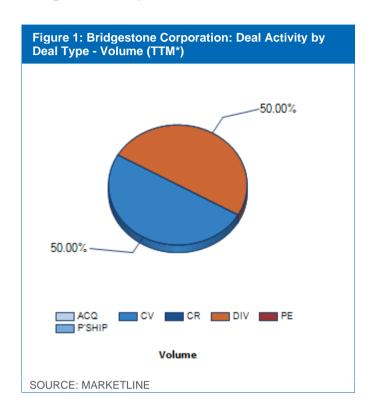
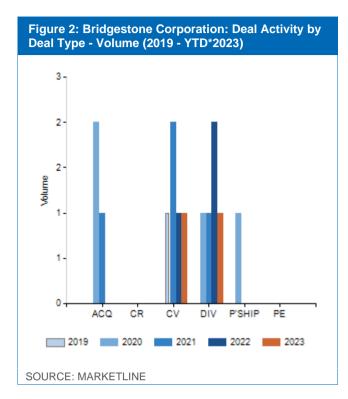


Table 5: Bridgestone Corporation: Deal Activity by Deal Type - Volume (TTM*)		
Deal Type	Deal Volume	
Acquisition	-	
Partnership	-	
Corporate Venturing	1	
Capital Raising	-	
Divestments	1	
Private Equity	-	
SOURCE: MARKETLINE		



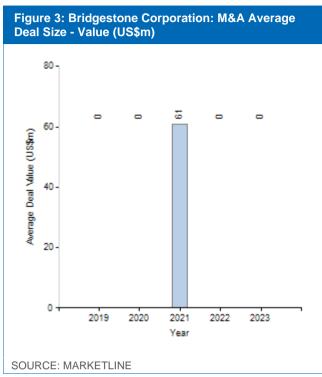


Table 6: Bridgestone Corporation: Deal Activity by Deal Type - Volume (2019 - YTD*2023)					
Deal Type	2019	2020	2021	2022	2023
ACQ	-	2	1	-	-
CR	-	-	-	-	-
CV	1	-	2	1	1
DIV	-	1	1	2	1
P'SHIP	-	1	-	-	-
PE	-	-	-	-	-
Total	1	4	4	3	2
SOURCE: MAR	RKETLINE				

Table 7: Bridgestone Corporation: M&A Average Deal Size - Value (US\$m)			
Year	Deal Volume	Average Deal Size (US\$m)	
2019	-	-	
2020	2	-	
2021	1	61	
2022	-	-	
2023	-	-	
SOURCE: MARKET	TLINE		

^{*}ACQ = Acquisition; CR = Capital Raising; CV = Corporate Venturing; DIV = Divestment; P'SHIP = Partnership; PE = Private Equity & Ownership

Bridgestone Corporation: Targets and Partners

Table 8: Bridgestone Corporation: Targets and Partners				
Bridgestone Corporation- Target/Partner (Country)	Deal Headline	Deal Type	Deal Value (US\$m)	Deal Date
Tier IV Inc (Japan)	Tier IV Secures USD87 Million in Series B Funding	Venture Financing	87	Jul 19, 2022
Otraco International Pty Ltd (Australia)	Bridgestone Acquires Otraco International from Downer EDI	Acquisition	61	Dec 01, 2021
NEXT Logistics Japan Ltd (Japan)	Bridgestone Invests in Next Logistics Japan	Private Placement	-	Feb 09, 2021
Microsoft Corporation (United States)	Bridgestone Partners With Microsoft	Partnership	-	Jul 02, 2020
REIFF Tyre and Automotive Technology (Germany)	Bridgestone Acquires REIFF Reifen und Autotechnik (REIFF Tyre and Automotive Technology)	Acquisition	-	Jun 30, 2020
ClearMotion Inc (United States)	ClearMotion Raises USD115 Million in Series D Venture Funding	Venture Financing	115	Jan 09, 2019
SOURCE:MARKETLINE				

Bridgestone Corporation: Top Deals 2019 - 2023YTD*

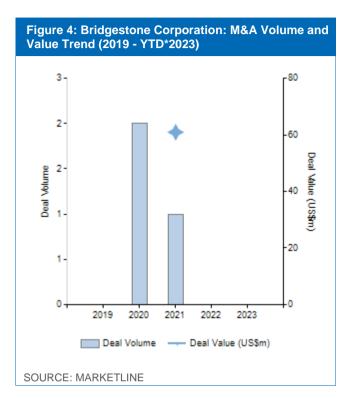
Table 9: Bridgestone (Corporation: Top Deals 2019 - 2023	YTD*			
Target/Partner (Country)	Deal Headline	Deal Date	Deal Status	Deal Type	Deal Value (US\$m)
	Hirayama Holdings Acquires Bridgestone Green from Bridgestone	30 May 2023	Completed	Acquisition	-
	Car IQ (CarIQ) Secures Additional USD15 Million in Series B Financing	07 Feb 2023	Completed	Venture Financing	15
	Anhui Zhongding Holding Acquires Anti-Vibration Rubber Business of Bridgestone	01 Sep 2022	Completed	Acquisition	-
Archem Inc (Japan)	Endeavour United II Investment Business Acquires Archem from Bridgestone	01 Aug 2022	Completed	Private Equity	-
Tier IV Inc (Japan)	Tier IV Secures USD87 Million in Series B Funding	19 Jul 2022	Completed	Venture Financing	87
Furitsujitsu (Keishu) Synthetic Rubber Co., Ltd (China)	LCY Chemical Acquires Furitsujitsu (Keishu) Synthetic Rubber (Bridgestone (Huizhou) Synthetic Rubber) from Bridgestone	01 Dec 2021	Completed	Acquisition	-
Otraco International Pty Ltd (Australia)	Bridgestone Acquires Otraco International from Downer EDI	01 Dec 2021	Completed	Acquisition	61
	Kodiak Robotics Secures Venture Funding	16 Jun 2021	Completed	Venture Financing	-
NEXT Logistics Japan Ltd (Japan)	Bridgestone Invests in Next Logistics Japan	09 Feb 2021	Completed	Private Placement	-
ClearMotion Inc (United States)	ClearMotion Raises USD115 Million in Series D Venture Funding	09 Jan 2019	Completed	Venture Financing	115
SOURCE:MARKETLINE					

Bridgestone Corporation: Advisors

Bridgestone Corporation: Top Legal Advisors

Table 10: Bridgestone Corporation: Legal Advisor Ranking by Value (US\$m)			
Company Name	Deal Volume	Deal Value (US\$m)	
Herbert Smith Freehills	1	-	
SOURCE:MARKETLINE			

Bridgestone Corporation: Mergers and Acquisitions



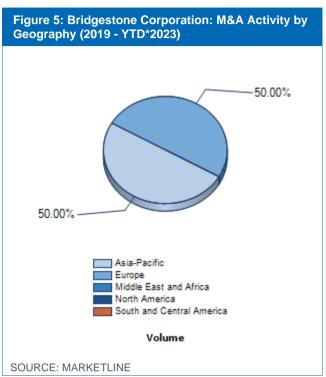
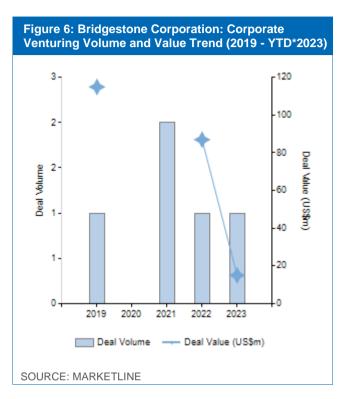


Table 11: Bridgestone Corporation: M&A Volume and Value Trend (2019 - YTD*2023)			
Year	Deal Volume	Deal Value (US\$m)	
2019	-	-	
2020	2	-	
2021	1	61	
2022	-	-	
2023	-	-	
SOURCE: MARK	KETLINE		

Table 12: Bridgestone Corporation: M&A Activity by Geography (2019 - YTD*2023)		
Geography	Deal Volume	
Asia-Pacific	1	
Europe	1	
Middle East and Africa	-	
North America	-	
South and Central America	-	
SOURCE: MARKETLINE		

Bridgestone Corporation: Corporate Venturing



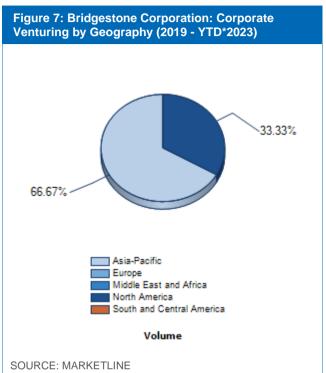
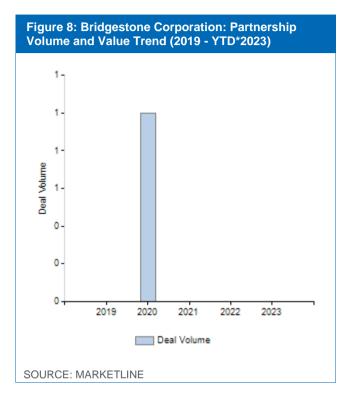


Table 13: Bridgestone Corporation: Corporate Venturing Volume and Value Trend (2019 - YTD*2023)			
Year	Deal Volume	Deal Value (US\$m)	
2019	1	115	
2020	-	-	

Year	Deal Volume	Deal Value (US\$m)
2019	1	115
2020	-	-
2021	2	-
2022	1	87
2023	1	15
SOURCE: MARKETI	LINE	

Table 14: Bridgestone Corporation: Corporate Venturing by Geography (2019 - YTD*2023)			
Geography	Deal Volume		
Asia-Pacific	2		
Europe	-		
Middle East and Africa	-		
North America	1		
South and Central America			
SOURCE: MARKETLINE			

Bridgestone Corporation: Partnership



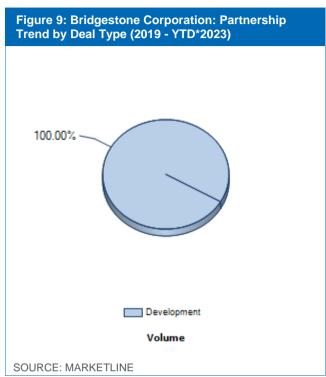
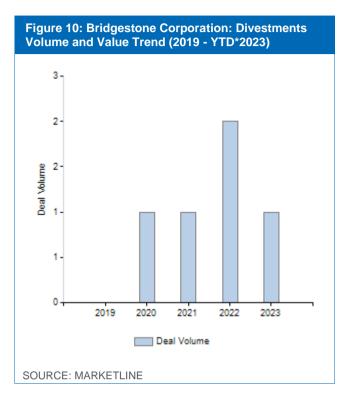


Table 15: Bridgestone Corporation: Partnership Volume and Value Trend (2019 - YTD*2023)			
Year	Deal Volume	Deal Value (US\$m)	
2019	-	-	
2020	1	-	
2021	-	-	
2022	-	-	
2023	-	-	
SOURCE: MARKETLINE			

Table 16: Bridgestone Corporation: Partnership Trend by Deal Type (2019 - YTD*2023)			
Deal Type	Deal Volume		
Development	1		
SOURCE: MARKETLINE			

Bridgestone Corporation: Divestments



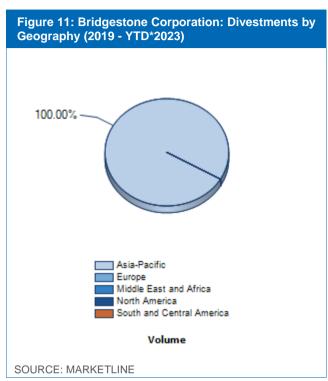


Table 17: Bridgestone Corporation: Divestments Volume and Value Trend (2019 - YTD*2023)			
Year	Deal Volume	Deal Value (US\$m)	
2019	-	-	
2020	1	-	
2021	1	-	
2022	2	-	
2023	1	-	
SOURCE: MARKETLINE			

Table 18: Bridgestone Corporation: Divestments by Geography (2019 - YTD*2023)			
Geography	Deal Volume		
Asia-Pacific	2		
Europe	-		
Middle East and Africa	-		
North America	-		
South and Central America	-		
SOURCE: MARKETLINE			

Bridgestone Corporation: News and Events Summary

Table 19: Bridgestone Corporation: News and Events Summary		
Date	Headline	Category
Oct 10, 2023	Bridgestone Ties up With Tata Power To Install EV Chargers for 4-Wheelers Tyre maker Bridgestone India on Tuesday said it has joined hands with Tata Power to install EV chargers for four-wheelers at its dealerships across the country. Under the collaboration, Tata Power will instal 25/30 Kwh capacity DC fast chargers that are ca	Financial Deals >Partnership / Strategic Alliance;Contracts >Engineering and Development Contracts >Operation and Management
Sep 28, 2023	Sep 28, 2023 Corporate Senior Management Changes Bridgestone is a global leader in tires and rubber building on its expertise to provide solutions for safe and sustainable mobility.	Corporate Governance >Management change
Sep 26, 2023	Bridgestone Launches Azuga Fleet Management Software Availability in AWS Marketplace Bridgestone Americas (Bridgestone) announced its Azuga Fleet Management Software is now available for purchase in AWS Marketplace, a digital catalog with thousands of software listings from independent software vendors that make it easy to find, test, buy, and deploy software that runs on Amazon Web Services (AWS).	Contracts >Engineering and Development Contracts >Operation and Management
Sep 6, 2023	Bridgestone Launches Potenza Sport AS Tire to Deliver Ultra High Performance With All-Season Capabilities Bridgestone Americas (Bridgestone) announced the expansion of the company's bestselling Potenza line-up with the all-new Bridgestone Potenza Sport AS tire.	Business Expansion >Products/ brands launch
Aug 29, 2023	Bridgestone Brings ENLITEN Technology to Motorsports through Tires Using 63% Recycled and Renewable Materials Bridgestone today announced it will be supplying teams at the Bridgestone World Solar Challenge (BWSC) with tires developed using 63% recycled and renewable materials.	Strategy and Operations >Strategy;Business Expansion >Products/ brands launch
Aug 24, 2023	Bridgestone Announces Corporate Senior Management Changes Bridgestone Corporation has announced the following changes in positions and responsibilities of Vice President and Senior Officers.	Corporate Governance >Management change

Jul 14, 2023	Bridgestone Resumes Operations at Japan Tire Plants Following Storms Bridgestone Corp. has resumed operations at four plants in Japan following a suspension at the facilities due to heavy storms.	Regulatory and Legal Events
Jul 3, 2023	Japan Launch for Bridgestone B-Select Bridgestone is introducing the B-select retail concept in its home market of Japan. Around 700 company-owned and exclusive Bridgestone retailers have joined the B-select B2C network, while within the commercial segment some 400 B-select stores will be oper	Strategy and Operations;Business Expansion;Strategy and Operations >Customer;Strategy and Operations >Others;Business Expansion >Geography;Busines s Expansion >Customer;Business Expansion >Customer;Business Expansion >Capacity
	Pilot Co. & Bridgestone Partnership Reaches 300 Sites	
Jun 30, 2023	Pilot Co. and Bridgestone Americas have successfully brought their service network for commercial fleets to more than 300 Pilot and Flying J travel centers one year after launch, exceeding initial goals set by the partnership.	Financial Deals >Partnership / Strategic Alliance
Jun 21, 2023	The Bridgestone Factory in Burgos, Together With Endesa X, Has Incorporated Solar Energy Into the Production Process The factory in Burgos belonging to Bridgestone, a world leader in tyres and sustainable mobility solutions, has successfully completed one of the most important self-consumption projects in Spain, announced in 2021, and undertaken together with Endesa X.	Strategy and Operations;Strategy and Operations >Customer;Strategy and Operations >Others
Jun 8, 2023	Bridgestone Commences Pyrolysis Test of Used Tire Recycling Bridgestone Corporation today announced that it has commenced the production of tire derived oil and recovered carbon black through pyrolysis of used tires using test units installed at Bridgestone Innovation Park in Kodaira City, Tokyo.	Strategy and Operations;Strategy and Operations >Strategy
Mar 28, 2023	Mar 28, 2023 Corporate Senior Management Changes Bridgestone is a global leader in tires and rubber building on its expertise to provide solutions for safe and sustainable mobility.	Corporate Governance >Management change
Mar 27, 2023	Bridgestone selected for inclusion in FTSE4Good Index Series for the fifth consecutive year Bridgestone was once again receiving high scores for all environmental, social and governance categories in prominent ESG index, FTSE4Good Index Series.	Contracts >Engineering and Development Contracts >Operation and Management

Mar 10, 2023	Bridgestone becomes title sponsor of FIA ecoRally Cup in multi- year support deal Bridgestone has partnered the Fédération Internationale de l'Automobile as the title partner for its sustainability focused competition. The tyre manufacturer has signed a multi-year support agreement for the Bridgestone FIA ecoRally Cup, which aims to add	Contracts; Strategy and Operations >Manufacturing and Supply; Contracts >Supply contracts >Commercialization and distribution contracts (incl. franchises); Contracts >Power Purchase Agreement; Contracts >Engineering and Development Contracts; Contracts >Engineering and Development Contracts >Engineering and Contracts >Engineering and Development Contracts >Engineering, Procurement and Construction (EPC); Contracts >Engineering and Development Contracts >Engineering and Construction (EPC); Contracts >Engineering and Development Contracts >Development
Mar 10, 2023	Bridgestone celebrates 60th anniversary of its motorsport activities and announces 2023 Motorsport Plan Bridgestone Corporation today announced its 2023 motorsport plan. Bridgestone celebrates the 60th anniversary of its motorsport activities in 2023, and this year, the company will continue to support various domestic and overseas motorsports, ranging from top-level professional race series to grassroots amateur races, primarily by supplying Bridgestone POTENZA tires and Firestone FIREHAWK tires for car races, and Bridgestone BATTLAX tires for motorcycle races.	Contracts >Engineering and Development Contracts >Operation and Management
Mar 7, 2023	Bridgestone introduces new portfolio of Al-powered advanced data solutions to digitise the condition and quality of roads Bridgestone Mobility Solutions introduces Bridgestone Road Conditions, a solutions portfolio designed to provide valuable insights based on aggregated and anonymised data from Webfleet-connected vehicles.	Business Expansion>Products/ brands launch
Feb 20, 2023	Aftermarket debut for Bridgestone Enliten Bridgestone plans to debut a total of eight Enliten products for the European aftermarket in 2023, a figure representing around five per cent of all Bridgestone passenger car and light commercial vehicle tyres in the European replacement market.	Strategy and Operations;Strategy and Operations >Customer;Strategy and Operations >Others

Feb 20, 2023	DXC Technology enables improved health and safety efficiency in Bridgestone's production DXC Technology, a leading Fortune 500 global technology services company, helped Bridgestone, one of the world's largest tire manufacturers, improve health and safety efficiency in production work by developing a digital environment for employee training.	Contracts;Strategy and Operations >Manufacturing and Supply;Contracts >Supply contracts;Contracts >Commercialization and distribution contracts (incl. franchises);Contracts >Power Purchase Agreement;Contracts >Engineering and Development Contracts;Contracts >Engineering and Development Contracts >Engineering, Procurement and Construction (EPC);Contracts >Engineering and Development Contracts >Engineering and Construction (EPC);Contracts >Engineering and Development Contracts >Development
Feb 18, 2023	Bridgestone Using Tire Technology to Develop Dexterous Robot Hand Bridgestone Corp. is using its expertise in rubber materials and tire technology to develop a soft robot hand with the dexterity and flexibility of a human, with the hopes that the automaton will help alleviate labor shortages in the logistics industry. Eq	Research & Development >Technology/ product
Feb 16, 2023	Bridgestone corporate senior management changes Bridgestone Corporation today announced the following changes in Member of Board of Directors.	Corporate Governance>Board changes
SOURCE: MARKETLINE		

Bridgestone Corporation: Business Expansion

Table 20: Bridgestone Corporation: Business Expansion		
Publication Date	Headline	Category
Jul 19, 2021	Retreading at former Bridgestone plant: Mobivia & Black Star partner in Béthune project	Capacity

	Major European vehicle maintenance and mobility firm Mobivia and French retreading specialist Black Star have signed an agreement covering the collection, sorting and retreading of passenger car tyres at the site of Bridgestone's former Bethune plant in Fr	
Sep 6, 2022	Bridgestone further expanding Bahia tyre plant Through its local subsidiary Bridgestone Do Brasil Industria e Comercio Ltda, Bridgestone Corporation is once again increasing production capacity at the Bahia passenger car and light truck tyre plant in Brazil. Earlier today, the company said it would inv	Business Expansion
Feb 6, 2023	Bridgestone India to Invest INR 600 Crore for Expansion Bridgestone India, part of Bridgestone Corporation, announced that it would be investing over INR 600 crores to meet the increasing demand for quality passenger tyres in the country. The investment will not only upgrade technology but also increase capacit	Capacity
Jul 3, 2023	Japan Launch for Bridgestone B-Select Bridgestone is introducing the B-select retail concept in its home market of Japan. Around 700 company-owned and exclusive Bridgestone retailers have joined the B-select B2C network, while within the commercial segment some 400 B-select stores will be oper	Business Expansion
SOURCE: MARKETLINE		

Bridgestone Corporation: Business Reorganization

Table 21: Bridgestone Corporation: Business Reorganization			
Publication Date	Headline	Category	
Dec 7, 2021	Bridgestone consolidates its manufacturing footprints of truck and bus radial tires in China Bridgestone Corporation (Bridgestone) announced that it consolidates its manufacturing footprints of truck and bus radial tires in China.	Business Reorganization	
SOURCE: MARKETLINE			

Bridgestone Corporation: Contracts

Table 22: Bridgestone Corporation: Contracts		
Publication Date	Headline	Category
Jan 14, 2019	Bridgestone chooses Vox Telecom for Wi-Fi overhaul	Development

	Vox Telecom has been selected by tyre manufacturer Bridgestone South Africa as its W-Fi partner of choice, in an IT solution overhaul driven by its IT manager, Ryan Crawford. The company recently shifted its operating model from a capex to an opex model. I	
Jan 21, 2019	Bridgestone to supply tyres for Audi e-tron SUV The latest step in a strong collaboration that has already seen Bridgestone become Audi's number one tyre provider. Bridgestone, the world's largest tyre and rubber company, has been chosen to join Audi as they embark on a new journey with the release of their first all- electric SUV, the Audi e-tron. The two companies established a list of demands that would highlight the specifications of the new model, from	Engineering and Development Contracts
	its spectacular acceleration to the in-vehicle comfort and silence, a	
Mar 10, 2023	Bridgestone becomes title sponsor of FIA ecoRally Cup in multi- year support deal Bridgestone has partnered the Fédération Internationale de l'Automobile as the title partner for its sustainability focused competition. The tyre manufacturer has signed a multi-year support agreement for the Bridgestone FIA ecoRally Cup, which aims to add	Engineering, Procurement and Construction (EPC)
SOURCE: MARKETLINE		

Bridgestone Corporation: Corporate Governance

Table 23: Bridgestone Corporation: Corporate Governance		
Publication Date	Headline	Category
Jan 29, 2020	Bridgestone announces executive management changes in Americas, Asia Pacific regions As Bridgestone Corporation continues to focus on its management priority areas of cultivating a global corporate culture, developing talent capable of global management and upgrading its global management structure, the company today announced executive leadership changes in its Americas and Asia Pacific regions.	Management change
Dec 26, 2022	Bridgestone wins Prestigious Excellence Award from Caterpillar Inc. Bridgestone Corporation (Bridgestone) announced it has won the Caterpillar Supplier of the Year Award from Caterpillar Inc.	Others
SOURCE: MARKETLINE		

Bridgestone Corporation: Corporate Social Responsibility

Table 24: Bridgestone Corporation: Corporate Social Responsibility		
Publication Date	Headline	Category
	Bridgestone continues advancing sustainability and transparency across global tire and rubber supply chain	
Apr 12, 2019	Bridgestone Group, the world's largest tire and rubber company, today announced steady progress in implementing its Global Sustainable Procurement Policy – which aims to create thriving and sustainable supply chains – and ultimately ensure alignment with t	Communities
SOURCE: MARKETLINE		

Bridgestone Corporation: Financial Deals

Table 25: Bridgestone Corporation: Financial Deals		
Publication Date	Headline	Category
	Retreading at former Bridgestone plant: Mobivia & Black Star partner in Béthune project	
Jul 19, 2021	Major European vehicle maintenance and mobility firm Mobivia and French retreading specialist Black Star have signed an agreement covering the collection, sorting and retreading of passenger car tyres at the site of Bridgestone's former Bethune plant in Fr	Partnership / Strategic Alliance
SOURCE: MARKETLINE		

Bridgestone Corporation: Financial Performance

Table 26: Bridgestone Corporation: Financial Performance		
Publication Date	Headline	Category
Nov 10, 2022	Bridgestone Consolidated Financial Results for the First Three Quarters of the Fiscal Year Ending December 31, 2022 Bridgestone Corp announces consolidated results for the first three quarters of Fiscal 2022 (January 1, 2022 - September 30, 2022).	Financial Performance
SOURCE: MARKETLINE		

Bridgestone Corporation: Market Developments

Table 27: Bridgestone	Corporation: Market Developments	
Publication Date	Headline	Category

	Bridgestone to Showcase Vision for Sustainable Mobility at CES 2023	
Dec 19, 2022	Bridgestone will showcase its comprehensive vision for sustainable mobility at the 2023 Consumer Electronics Show in Las Vegas from January 5-8.	Market Developments
SOURCE: MARKETLINE		

Bridgestone Corporation: Strategy and Operations

Table 28: Bridgestone Corporation: Strategy and Operations			
Publication Date	Headline	Category	
	Bridgestone introduces new global Innovation Campus to cultivate next generation of advanced, sustainable solutions		
Nov 28, 2019	Bridgestone Corporation (Bridgestone) today announced plans to create Bridgestone Innovation Park, a global center of research, development and wellness that will help the company accelerate its transformation into a global leader in advanced mobility and sustainable solutions for a world in motion.	Strategy and Operations	
	Bridgestone reports temporary slowdown across European manufacturing network in response to COVID-19 outbreak		
Mar 23, 2020	Bridgestone EMIA has announced that its plants across its European manufacturing network will be either temporarily closing or reducing production, in response to the COVID-19 pandemic.	Others	
	Bridgestone does 80 OEM deals in 2020		
Jan 8, 2021	Bridgestone said it provided over 80 new original equipment (OE) fitments to 13 car manufacturers across about 30 vehicle models in 2020.	Manufacturing and Supply	
	Bridgestone to suspend manufacturing activities in and export to Russia	Strategy and	
Mar 14, 2022	Over the last weeks, we have been deeply affected by the war in Ukraine and its impact on many innocent people including our own employees and partners.	Operations	
	Bridgestone Partners with LanzaTech to Pursue End-of-Life Tire Recycling Technologies		
Apr 13, 2022	Bridgestone Americas (Bridgestone), a global leader in tires and sustainable mobility solutions, today announced an exclusive partnership with Carbon Capture and Transformation (CCT) company, LanzaTech NZ, Inc. (LanzaTech) to address end-of-life tire waste.	Customer	

The Bridgestone Factory in Burgos, Together With Endesa X, Has

Incorporated Solar Energy Into the Production Process

Jun 21, 2023 The factory in Burgos belonging to Bridgestone, a world leader in tyres and sustainable mobility solutions, has successfully completed one of

the most important self-consumption projects in Spain, announced in

2021, and undertaken together with Endesa X.

SOURCE: MARKETLINE

Customer

APPENDIX

Contact Us

We hope that the data and analysis in this brief will help you make informed and imaginative business decisions. If you have further requirements/feedback please contact us at: assistme@marketline.com

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Methodology

MarketLine company reports are prepared under an established and tested methodology, which ensures proper checks and controls to capture and validate the quality and accuracy of data. The information is primarily sourced through:

- · Company annual reports
- Company websites
- SEC filings (10-K, 20-F, 10-Q etc)
- Media releases
- Investors presentations
- MarketLine proprietary databases

Notes

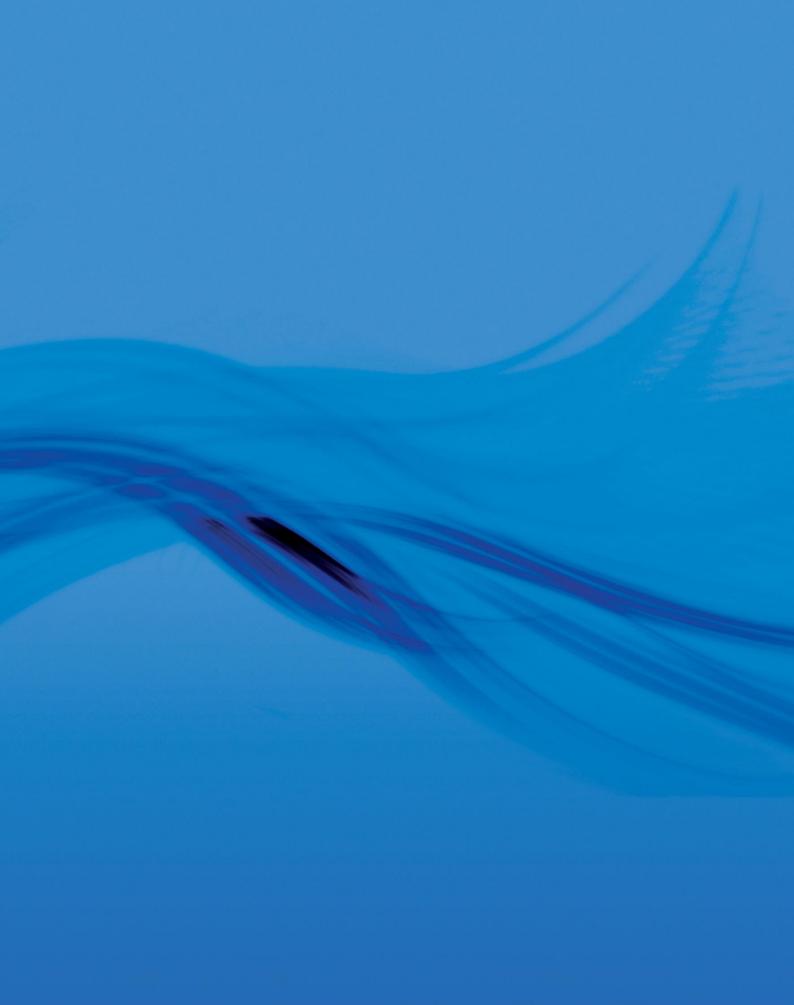
*YTD (Year To Date) - The period beginning January 1st of the current year up until today's date.

*TTM (Trailing Twelve Months) - The timeframe of the past 12 months.

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