

Equity

Total equity at December 31, 2016, amounted to ¥2,345.5 billion (\$20.1 billion). This was 3%, or ¥63.4 billion (\$545 million), higher than the previous fiscal year-end.

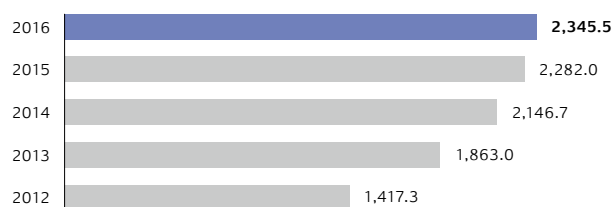
Cash dividends paid were ¥109.7 billion (\$941 million), net unrealized gain on available-for-sale securities decreased by ¥18.1 billion (\$156 million), and foreign currency translation adjustments decreased by ¥59.5 billion (\$511 million). However, profit attributable to owners of parent was ¥265.6 billion (\$2,280 million).

Consequently, total assets at the end of fiscal 2016 stood at ¥3,720.2 billion (\$31.9 billion), decreased by 2%, or ¥75.6 billion (\$649 million), from the previous fiscal year-end. Further, the ratio of shareholders' equity, excluding stock acquisition rights and non-controlling interests, to total assets at the end of fiscal 2016 was 61.4%, an increase of 3.2 percentage points from the previous fiscal year-end. The ratio of total debt to debt and shareholders' equity was 13.1% at December 31, 2016, compared with a ratio of 16.6% at the previous fiscal year-end.

Net return on shareholders' equity (ROE) was 11.8%, a decrease of 1.5 percentage points compared with the previous fiscal year. Net return on total assets (ROA) was 7.1%, a decrease of 0.2 percentage point compared with the previous fiscal year.

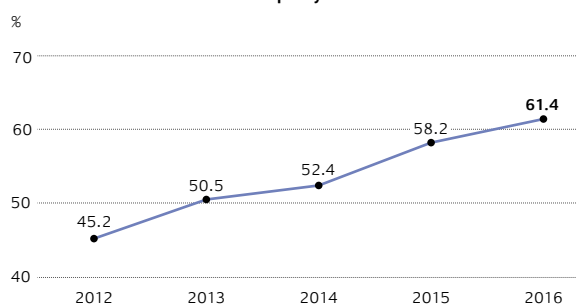
Total Equity

¥ billion



Note: Certain overseas subsidiaries applied IAS 19 "Employee Benefits" (amended on June 16, 2011). As this change in accounting policy is applied retrospectively, the amount of total equity for 2012 reflects the retrospective application.

Ratio of Shareholders' Equity to Total Assets



ELEVEN-YEAR SUMMARY

Bridgestone Corporation and Subsidiaries
Years ended December 31

	2016	2015	2014	2013
	Millions of yen, except per share data and financial ratios			
Net sales	¥ 3,337,017	¥ 3,790,251	¥ 3,673,965	¥ 3,568,091
Overseas sales	2,683,488	3,128,343	2,979,922	2,893,251
Tires (net sales of inter-segment transactions)	2,759,275	3,168,219	3,088,627	3,033,660
Diversified products (net sales of inter-segment transactions)	577,742	622,032	585,338	534,431
Operating income	449,549	517,248	478,038	438,132
Profit attributable to owners of parent	265,551	284,294	300,589	202,054
Total equity	2,345,457	2,282,012	2,146,658	1,862,964
Total assets	3,720,237	3,795,847	3,960,908	3,577,045
Ratio of shareholders' equity to total assets	61.4	58.2	52.4	50.5
Per share in yen:				
Net income				
Basic	339.04	362.99	383.84	258.10
Diluted	338.52	362.52	383.39	257.81
Shareholders' equity	2,915.28	2,820.48	2,650.47	2,305.64
Cash dividends	140.00	130.00	100.00	57.00
Capital expenditure	194,111	253,581	296,396	274,862
Depreciation and amortization	188,062	202,334	188,333	176,180
Research and development costs	95,403	94,978	94,147	89,098

*1 Solely for the convenience of readers, the Japanese yen amounts in this annual report are translated into U.S. dollars at the rate of ¥116.49 to \$1, the approximate year-end rate.

*2 Due to the adoption of the new accounting standard for presentation of equity, non-controlling interests, stock acquisition rights and deferred gain (loss) on derivative instruments are included in equity from fiscal 2006.

*3 As described in Note 3. (16) "Application of IAS 19 "Employee Benefits" (amended on June 16, 2011)," certain overseas subsidiaries applied IAS 19 "Employee Benefits" (amended on June 16, 2011). As this change in accounting policy is applied retrospectively, the amount of total equity and total assets for 2012 reflect the retrospective application.

Net Return on Shareholders' Equity

2016	2015	2014	2013	2012
% of simple average of year-end shareholders' equity				
11.8	13.3	15.5	12.7	13.7

Net Return on Total Assets

2016	2015	2014	2013	2012
% of simple average of year-end total assets				
7.1	7.3	8.0	6.1	6.0

Cash flow

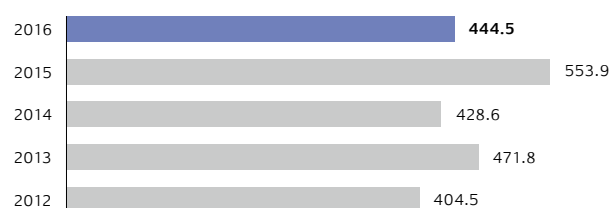
Consolidated cash and cash equivalents increased by ¥45.0 billion (\$386 million), to ¥471.7 billion (\$4,050 million), compared with an increase of ¥36.5 billion during the previous fiscal year.

Net cash provided by operating activities was ¥444.5 billion (\$3,816 million), a decrease of ¥109.4 billion (\$939 million) from the previous fiscal year. Income taxes paid were ¥128.7 billion (\$1,105 million), compared with ¥126.9 billion in the previous fiscal year. However, income before income taxes and non-controlling interests was ¥421.6 billion (\$3,619 million), compared with ¥478.2 billion in the previous fiscal year, and depreciation and amortization totaled ¥188.1 billion (\$1,614 million), compared with ¥202.3 billion in the previous fiscal year.

Cash Flow

Net cash provided by operating activities

¥ billion



Net cash used in investing activities decreased by ¥55.1 billion (\$473 million), compared with the previous fiscal year, to ¥178.3 billion (\$1,530 million). Payments for purchase of tangible fixed assets were ¥186.8 billion (\$1,604 million), compared with ¥255.2 billion during the previous fiscal year.

Net cash used in financing activities decreased by ¥22.4 billion (\$192 million), compared with the previous fiscal year, to ¥216.4 billion (\$1,858 million). Repayments of long-term borrowings were ¥68.4 billion (\$587 million), compared with ¥97.4 billion in the previous fiscal year; payments for redemptions of bonds amounted to ¥30.0 billion (\$258 million), compared with no payments for redemptions of bonds in the previous fiscal year; and cash dividends paid totaled ¥109.4 billion (\$939 million), compared with ¥93.9 billion in the previous fiscal year.

2012	2011	2010	2009	2008	2007	2006
Millions of yen, except per share data and financial ratios						
¥ 3,039,738	¥ 3,024,356	¥ 2,861,615	¥ 2,597,002	¥ 3,234,406	¥ 3,390,219	¥ 2,991,275
2,343,546	2,330,154	2,189,765	1,982,192	2,448,300	2,589,006	2,213,880
2,554,126	2,536,731	2,377,305	2,151,314	2,622,890	2,750,374	2,393,165
485,612	487,625	484,310	445,687	611,516	639,845	598,110
285,995	191,322	166,450	75,712	131,551	249,962	190,876
171,606	102,970	98,914	1,044	10,412	131,630	85,121
1,417,348	1,165,672	1,176,147	1,120,797	1,019,996	1,410,225	1,221,846
3,039,799	2,677,344	2,706,640	2,808,439	2,768,470	3,359,255	3,053,440
45.2	42.2	42.2	38.7	35.8	40.8	38.6
219.26	131.56	126.19	1.33	13.33	168.69	109.10
219.10	131.50	126.16	1.33	13.33	168.65	109.07
1,754.30	1,444.53	1,458.01	1,385.43	1,263.30	1,757.23	1,511.43
32.00	22.00	20.00	16.00	24.00	26.00	24.00
245,644	201,390	182,648	178,204	275,301	272,381	261,335
155,066	158,044	170,663	180,547	187,420	173,585	145,349
82,801	83,982	85,154	85,766	93,252	86,748	86,687