

Equity

Total equity at December 31, 2017, amounted to ¥2,402.7 billion (\$21.3 billion). This was 2%, or ¥56.8 billion (\$503 million), higher than the previous fiscal year-end.

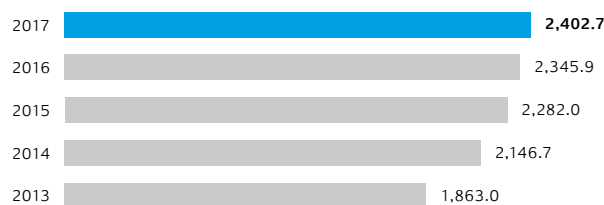
Cash dividends paid were ¥108.7 billion (\$962 million) and purchase of treasury stock was ¥150.0 billion (\$1,328 million)—both decreases. However, profit attributable to owners of parent increased to ¥288.3 billion (\$2,551 million).

Consequently, total assets at the end of fiscal 2017 stood at ¥3,959.0 billion (\$35.0 billion), increased by 7%, or ¥243.0 billion (\$2,151 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 2017 was 59.2%, a decrease of 2.2 percentage points from the previous fiscal year-end. The ratio of total debt to debt and shareholders' equity was 16.4% at December 31, 2017, compared with a ratio of 13.0% at the previous fiscal year-end.

Net return on shareholders' equity (ROE) was 12.5%, an increase of 0.7 percentage point compared with the previous fiscal year. Net return on total assets (ROA) was 7.5%, an increase of 0.4 percentage point compared with the previous fiscal year.

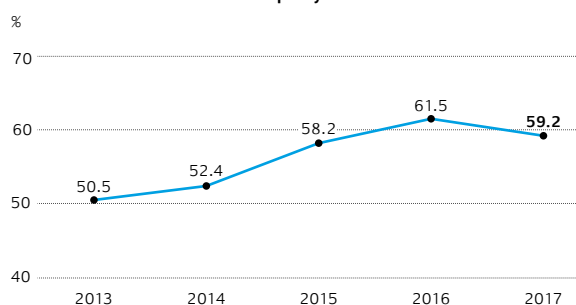
Total Equity

¥ billion



Note: BRIDGESTONE EUROPE NV/SA, a consolidated overseas subsidiary of the Company, has adopted International Financial Reporting Standards (IFRS) in its consolidated financial statements from fiscal 2017. The changes in accounting policy resulting from the adoption of IFRS are applied retrospectively, and therefore, total assets and other items for fiscal 2016 have been adjusted retrospectively.

Ratio of Shareholders' Equity to Total Assets



ELEVEN-YEAR SUMMARY

Bridgestone Corporation and Subsidiaries
Years ended December 31

	2017	2016	2015	2014
	Millions of yen, except per share data and financial ratios			
Net sales	3,643,428	¥ 3,337,017	¥ 3,790,251	¥ 3,673,965
Overseas sales	2,959,067	2,683,488	3,128,343	2,979,922
Tires (net sales of inter-segment transactions)	3,021,000	2,759,275	3,168,219	3,088,627
Diversified products (net sales of inter-segment transactions)	622,428	577,742	622,032	585,338
Operating income	419,047	449,549	517,248	478,038
Profit attributable to owners of parent	288,276	265,551	284,294	300,589
Total equity	2,402,739	2,345,900	2,282,012	2,146,658
Total assets	3,959,039	3,716,030	3,795,847	3,960,908
Ratio of shareholders' equity to total assets	59.2	61.5	58.2	52.4
Per share in yen:				
Net income				
Basic	375.67	339.04	362.99	383.84
Diluted	375.01	338.52	362.52	383.39
Shareholders' equity	3,115.69	2,915.85	2,820.48	2,650.47
Cash dividends	150.00	140.00	130.00	100.00
Capital expenditure	234,850	194,111	253,581	296,396
Depreciation and amortization	200,377	188,062	202,334	188,333
Research and development costs	99,792	95,403	94,978	94,147

Notes: 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 ¥113.00 to \$1, the approximate year-end rate.
2. 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 fiscal 2012 reflects the retrospective application.

Net Return on Shareholders' Equity

2017	2016	2015	2014	2013
% of simple average of year-end shareholders' equity				
12.5	11.8	13.3	15.5	12.7

Net Return on Total Assets

2017	2016	2015	2014	2013
% of simple average of year-end total assets				
7.5	7.1	7.3	8.0	6.1

Cash flow

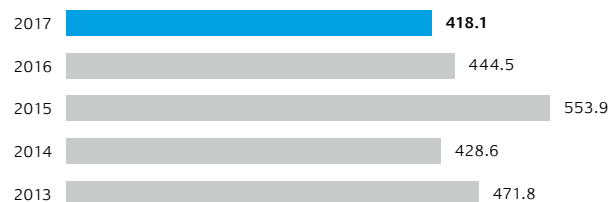
Consolidated cash and cash equivalents increased by ¥30.1 billion (\$266 million), to ¥501.8 billion (\$4,441 million), compared with an increase of ¥45.0 billion during the previous fiscal year.

Net cash provided by operating activities was ¥418.1 billion (\$3,700 million), a decrease of ¥26.4 billion (\$234 million) from the previous fiscal year. Income taxes paid were ¥67.3 billion (\$595 million), compared with ¥128.7 billion in the previous fiscal year. However, income before income taxes and non-controlling interests was ¥420.4 billion (\$3,721 million), compared with ¥421.6 billion in the previous fiscal year, and

Cash Flow

Net cash provided by operating activities

¥ billion



depreciation and amortization totaled ¥200.4 billion (\$1,773 million), compared with ¥188.1 billion in the previous fiscal year.

Net cash used in investing activities increased by ¥22.5 billion (\$199 million), compared with the previous fiscal year, to ¥200.8 billion (\$1,777 million). This was due to proceeds from sales of investments in securities of ¥31.8 billion (\$282 million), compared with ¥14.4 billion in the previous fiscal year, despite payments for purchase of property, plant and equipment of ¥198.3 billion (\$1,755 million), compared with ¥186.8 billion during the previous fiscal year.

Net cash used in financing activities decreased by ¥26.3 billion (\$233 million), compared with the previous fiscal year, to

2013	2012	2011	2010	2009	2008	2007
Millions of yen, except per share data and financial ratios						
¥ 3,568,091	¥ 3,039,738	¥ 3,024,356	¥ 2,861,615	¥ 2,597,002	¥ 3,234,406	¥ 3,390,219
2,893,251	2,343,546	2,330,154	2,189,765	1,982,192	2,448,300	2,589,006
3,033,660	2,554,126	2,536,731	2,377,305	2,151,314	2,622,890	2,750,374
534,431	485,612	487,625	484,310	445,687	611,516	639,845
438,132	285,995	191,322	166,450	75,712	131,551	249,962
202,054	171,606	102,970	98,914	1,044	10,412	131,630
1,862,964	1,417,348	1,165,672	1,176,147	1,120,797	1,019,996	1,410,225
3,577,045	3,039,799	2,677,344	2,706,640	2,808,439	2,768,470	3,359,255
50.5	45.2	42.2	42.2	38.7	35.8	40.8
258.10	219.26	131.56	126.19	1.33	13.33	168.69
257.81	219.10	131.50	126.16	1.33	13.33	168.65
2,305.64	1,754.30	1,444.53	1,458.01	1,385.43	1,263.30	1,757.23
57.00	32.00	22.00	20.00	16.00	24.00	26.00
274,862	245,644	201,390	182,648	178,204	275,301	272,381
176,180	155,066	158,044	170,663	180,547	187,420	173,585
89,098	82,801	83,982	85,154	85,766	93,252	86,748