

# FINANCIAL HIGHLIGHTS

Bridgestone Corporation and Subsidiaries  
Years ended December 31, 2019, 2018, and 2017

	2019	2018	2017	2019 / 2018	2019
			Millions of yen	Percent change	Thousands of U.S. dollars <sup>1</sup>
Net sales	<b>¥3,525,600</b>	¥3,650,111	¥3,643,428	-3.4%	<b>\$32,179,628</b>
Overseas sales	<b>2,858,756</b>	2,968,123	2,959,067	-3.7	<b>26,093,063</b>
Operating income	<b>326,098</b>	402,732	419,047	-19.0	<b>2,976,433</b>
Profit attributable to owners of parent	<b>292,598</b>	291,642	288,276	0.3	<b>2,670,664</b>
Total equity	<b>2,344,291</b>	2,436,162	2,402,739	-3.8	<b>21,397,317</b>
Total assets	<b>3,946,506</b>	3,840,269	3,959,039	2.8	<b>36,021,404</b>
Capital expenditure	<b>289,290</b>	268,421	234,850	7.8	<b>2,640,471</b>
Depreciation and amortization	<b>223,101</b>	200,477	200,377	11.3	<b>2,036,327</b>
Research and development costs	<b>105,283</b>	103,551	99,792	1.7	<b>960,962</b>
Net return on shareholders' equity (ROE) (%)	<b>12.5</b>	12.4	12.5	—	—
Net return on total assets (ROA) (%)	<b>7.5</b>	7.5	7.5	—	—

## Per Share Data

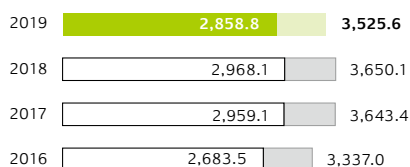
			Yen	Percent change	U.S. dollars <sup>1</sup>
Net income					
Basic	<b>¥ 404.95</b>	¥ 387.95	¥ 375.67	4.4%	<b>\$ 3.70</b>
Diluted	<b>404.28</b>	387.28	375.01	4.4	<b>3.69</b>
Shareholders' equity <sup>2</sup>	<b>3,250.37</b>	3,163.71	3,115.69	2.7	<b>29.67</b>
Cash dividends	<b>160.00</b>	160.00	150.00	0.0	<b>1.46</b>

<sup>1</sup> Solely for the convenience of readers, the Japanese yen amounts in this annual report are translated into U.S. dollars at the rate of ¥109.56 to \$1, the approximate year-end rate.

<sup>2</sup> Shareholders' equity is equity excluding stock acquisition rights and non-controlling interests.

## Net Sales / Overseas Sales

¥ billion



## Operating Income / Operating Income Margin

¥ billion / %



## Profit Attributable to Owners of Parent / ROE

¥ billion / %



Note: Net sales exclude inter-segment transactions.