

### Return on Invested Capital

2020	2019	2018	2017	2016
IFRS		J-GAAP		
% of net sales				
5.5	7.4	—	—	—

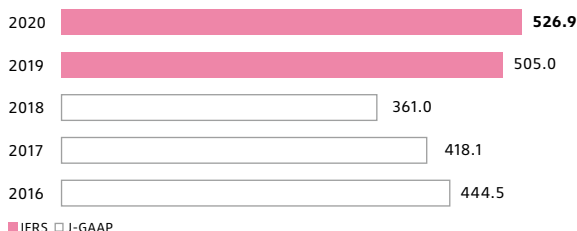
### Net Return on Shareholders' Equity

2020	2019	2018	2017	2016
IFRS		J-GAAP		
% of net sales				
-1.0	10.0	12.4	12.5	11.8

### Cash Flow

Net cash provided by operating activities

¥ billion



### Cash flow

Cash and cash equivalents (hereinafter "net cash") increased by ¥377.6 billion (\$3,649 million) during fiscal 2020, to ¥810.5 billion (\$7,831 million), compared with a decrease of ¥1.0 billion during the previous fiscal year.

Net cash provided by operating activities increased by ¥21.9 billion (\$212 million) compared with the previous fiscal year, to ¥526.9 billion (\$5,091 million). The principal reasons for this increase include profit before tax of ¥29.3 billion (\$283 million), compared with ¥335.5 billion in the previous fiscal year; depreciation and amortization of ¥267.5 billion (\$2,584 million), compared with ¥269.7 billion in the previous fiscal year; impairment losses of ¥89.6 billion

(\$866 million), compared with ¥10.5 billion in the previous fiscal year; decrease in trade and other receivables of ¥56.9 billion (\$550 million), compared with ¥21.9 billion in the previous fiscal year; and decrease in inventories of ¥128.8 billion (\$1,245 million), compared with ¥7.3 billion in the previous fiscal year. These contributors offset income taxes paid of ¥71.7 billion (\$693 million), compared with ¥79.6 billion in the previous fiscal year.

Net cash used in investing activities decreased by ¥106.5 billion (\$1,029 million) compared with the previous fiscal year, to ¥155.4 billion (\$1,501 million). One of the principal reasons for this decrease was payments for purchase of

## Eleven-Year Summary

Bridgestone Corporation and Subsidiaries  
Years ended December 31

	2020	2019	2018	2017
	IFRS		J-GAAP	
	Millions of yen, except per share data and financial ratios			
<b>Revenue</b>	<b>¥2,994,524</b>	¥ 3,507,243	¥ 3,650,111	¥ 3,643,428
<b>Adjusted operating profit</b>	<b>222,932</b>	343,122	402,732	419,047
<b>Profit (loss) attributable to owners of parent</b>	<b>(23,301)</b>	240,111	291,642	288,276
<b>Total equity</b>	<b>2,195,291</b>	2,402,477	2,436,162	2,402,739
<b>Total assets</b>	<b>4,189,327</b>	4,277,016	3,840,270	3,959,039
<b>Ratio of equity attributable to owners of parent to total assets</b>	<b>51.3</b>	54.9	61.9	59.2
<b>Per share in yen:</b>				
<b>Net income (loss)</b>				
<b>Basic</b>	<b>(33.09)</b>	332.31	387.95	375.67
<b>Diluted</b>	<b>(33.09)</b>	331.76	387.28	375.01
<b>Equity attributable to owners of parent per share</b>	<b>3,053.35</b>	3,336.92	3,163.71	3,115.69
<b>Cash dividends</b>	<b>110.00</b>	160.00	160.00	150.00
<b>Capital expenditure</b>	<b>271,900</b>	328,159	268,421	234,850
<b>Depreciation and amortization</b>	<b>267,454</b>	269,749	200,477	200,377
<b>Research and development expenses</b>	<b>95,205</b>	106,202	103,551	99,792

Note: Solely for the convenience of readers, the Japanese yen amounts in this annual report are translated into U.S. dollars at the rate of ¥103.50 to \$1, the approximate year-end rate.

property, plant and equipment of ¥200.7 billion (\$1,939 million), compared with ¥270.5 billion in the previous fiscal year.

Net cash provided by financing activities totaled ¥18.1 billion (\$175 million), compared with net cash use in financing activities of ¥240.5 in the previous fiscal year. The principal reasons for this increase were proceeds from short-term debt of ¥309.4 billion (\$2,990 million), compared with ¥292.9 billion in the previous fiscal year, and proceeds from long-term debt of ¥116.6 billion (\$1,127 million), compared with ¥30 million in the previous fiscal year. These contributors offset the repayments of short-term debt of ¥248.4 billion (\$2,400 million), compared with ¥257.7 billion in the previous fiscal year; repayments of lease liabilities of ¥57.1 billion (\$552 million), compared with ¥55.0 billion in the previous fiscal year; dividends paid to owners of parent of ¥91.5 billion (\$884 million), compared with ¥117.7 billion in the previous fiscal year; and dividends paid to non-controlling interests of ¥7.5 billion (\$72 million), compared with ¥10.0 billion in the previous fiscal year.

#### Capital financing and liquidity

In addition to borrowings from financial institutions, the Companies will continue to diversify their means of procuring funds, which include direct financing, such as domestic straight bonds and commercial paper, securitization of receivables, and utilization of leases in an effort to diversify risks and minimize interest costs.

Net cash will be used primarily to rebuild earning power in the Group's core businesses and to make strategic growth investments toward expanding the solutions businesses and other exploratory business. At the same time, net cash will be used to maintain an appropriate financial structure and to provide shareholder returns.

#### Dividend

In determining dividend payments, the Company comprehensively evaluates factors including business results, financial positions for the relevant fiscal period, medium-term earnings forecasts, investment plans, and cash flows. Based on these considerations, the Company strives to live up to the expectations of shareholders by striving to achieve stable and continuous increases of dividend payments targeting a consolidated payout ratio of 40% by sustainably enhancing our corporate value.

For the fiscal year ended December 31, 2020, the Company achieved significant improvement in its adjusted operating profit and profit compared to the previous forecast.

During fiscal 2020, the Company paid an interim dividend of ¥50.0 (\$0.48) and a year-end dividend of ¥60.0 (\$0.58) per share, totaling ¥110.0 (\$1.06) per share for the year.

	2016	2015	2014	2013	2012	2011	2010
	J-GAAP						
	Millions of yen, except per share data and financial ratios						
	¥ 3,337,017	¥ 3,790,251	¥ 3,673,965	¥ 3,568,091	¥ 3,039,738	¥ 3,024,356	¥ 2,861,615
	449,549	517,248	478,038	438,132	285,995	191,322	166,450
	265,551	284,294	300,589	202,054	171,606	102,970	98,914
	2,345,900	2,282,012	2,146,658	1,862,964	1,417,348	1,165,672	1,176,147
	3,716,030	3,795,847	3,960,908	3,577,045	3,039,799	2,677,344	2,706,640
	61.5	58.2	52.4	50.5	45.2	42.2	42.2
	339.04	362.99	383.84	258.10	219.26	131.56	126.19
	338.52	362.52	383.39	257.81	219.10	131.50	126.16
	2,915.85	2,820.48	2,650.47	2,305.64	1,754.30	1,444.53	1,458.01
	140.00	130.00	100.00	57.00	32.00	22.00	20.00
	194,111	253,581	296,396	274,862	245,644	201,390	182,648
	188,062	202,334	188,333	176,180	155,066	158,044	170,663
	95,403	94,978	94,147	89,098	82,801	83,982	85,154