

Financial Highlights

Bridgestone Corporation and Subsidiaries
Years ended December 31, 2020, 2019, and 2018

	2020	2019	2019
		IFRS	
Revenue	¥2,994,524	¥3,507,243	¥3,525,600
Adjusted operating profit	222,932	343,122	326,098
Profit (loss) attributable to owners of parent	(23,301)	240,111	292,598
Total equity	2,195,291	2,402,477	2,344,291
Total assets	4,189,327	4,277,016	3,946,506
Capital expenditure	271,907	328,159	289,290
Depreciation and amortization	267,454	269,749	223,101
Research and development expenses	95,205	106,202	105,283
Return on invested capital (ROIC)	5.5	7.4	—
Net return on shareholders' equity (ROE) (%)	(1.0)	10.0	12.5

Per Share Data

Net income (loss)			
Basic	¥(33.09)	¥332.31	¥404.95
Diluted	(33.09)	331.76	404.28
Cash dividends	110.00	160.00	160.00

* 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.
Note: The Group is preparing its consolidated financial statements based on International Financial Reporting Standards (IFRS) from fiscal 2020. Figures for fiscal 2019 are reclassified under IFRS and are stated together for comparison.

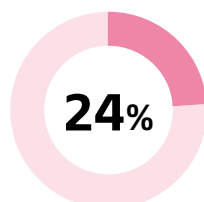
Revenue by Business Segment

Japan

Revenue
¥ billion



Composition
of Revenue

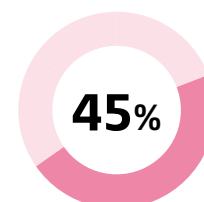


Americas

Revenue
¥ billion



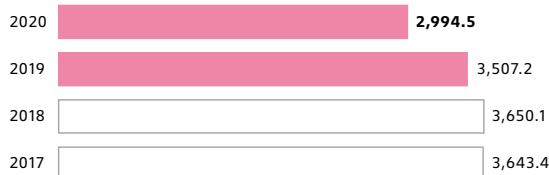
Composition
of Revenue



2018		2020 / 2019		2020	
J-GAAP				IFRS	
Millions of yen	Percent change			Thousands of U.S. dollars*	
¥3,650,111	-14.6%			\$28,932,599	
402,732	-35.0			2,153,932	
291,642	—			(225,130)	
2,436,162	-8.6			21,210,541	
3,840,269	-2.1			40,476,589	
268,421	-17.1			2,627,120	
200,477	-0.9			2,584,097	
103,551	-10.4			919,855	
—	—			—	
12.4	—			—	
Yen	Percent change			U.S. dollars*	
¥387.95	-110.0%			\$(0.32)	
387.28	-110.0			(0.32)	
160.00	-31.3			1.06	

Revenue

¥ billion

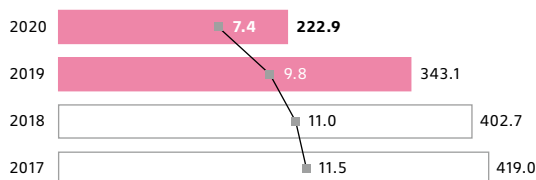


■ IFRS □ J-GAAP

Note: Revenue excludes inter-segment transactions

Adjusted Operating Profit / Adjusted Operating Profit Margin

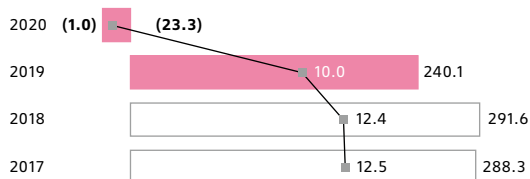
¥ billion / %



■ IFRS □ J-GAAP ⇒ Adjusted Operating Profit Margin

Profit (Loss) Attributable to Owners of Parent / ROE

¥ billion / %



■ IFRS □ J-GAAP ⇒ ROE

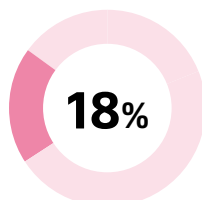
Europe, Russia, Middle East, India and Africa

Revenue

¥ billion



Composition of Revenue



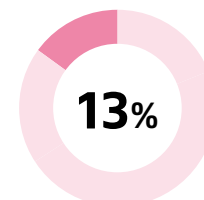
China, Asia-Pacific

Revenue

¥ billion



Composition of Revenue



Note: The amounts for segment results include inter-segment transactions that are eliminated in calculating the consolidated results.