

# Financial Data

Fiscal years ended December 31

Consolidated Operating Results <sup>1</sup>	Japanese GAAP <sup>2</sup>			
	2013	2014	2015	2016
Revenue	3,568.0	3,673.9	3,790.2	3,337.0
Adjusted operating profit	438.1	478.0	517.2	449.5
Adjusted operating profit margin	12.3	13.0	13.6	13.5
Profit attributable to owners of parent	202.0	300.5	284.2	265.5
Profit attributable to owners of parent margin	5.7	8.2	7.5	8.0

Consolidated Operating Results by Segment <sup>1,3</sup>	Japanese GAAP <sup>1</sup>			
	2013	2014	2015	2016
<b>Japan</b>				
Revenue	1,270.3	1,264.9	1,187.8	1,080.6
Adjusted operating profit	219.5	210.1	197.4	150.6
Adjusted operating profit margin	17.3	16.6	16.6	13.9
<b>China, Asia-Pacific (CAP)<sup>4</sup></b>				
Revenue	862.7	841.5	838.0	621.7
Adjusted operating profit	80.2	66.8	68.2	62.5
Adjusted operating profit margin	9.3	7.9	8.1	10.1
<b>Americas</b>				
Revenue	1,651.9	1,768.1	1,941.6	1,645.3
Adjusted operating profit	156.4	180.2	222.5	203.1
Adjusted operating profit margin	9.5	10.2	11.5	12.3
<b>Europe, Russia, Middle East, India and Africa (EMIA)<sup>5</sup></b>				
Revenue	423.3	439.2	421.7	477.1
Adjusted operating profit	2.0	20.3	21.4	27.7
Adjusted operating profit margin	0.5	4.6	5.1	5.8

Financial Position <sup>1</sup>	Japanese GAAP <sup>9</sup>			
	2013	2014	2015	2016
Total assets	3,577.0	3,960.9	3,795.8	3,716.0
Total liabilities	1,714.0	1,814.2	1,513.8	1,370.1
Total equity	1,862.9	2,146.6	2,282.0	2,345.8
Ratio of equity attributable to owners of parent to total assets <sup>6</sup>	50.5	52.4	58.2	61.5
ROIC <sup>7</sup>	—	—	—	—
ROE <sup>8</sup>	12.7	15.5	13.3	11.8

Cash Flows	Japanese GAAP			
	2013	2014	2015	2016
Cash flows from operating activities	471.7	428.6	553.9	444.5
Cash flows from investing activities	-265.2	-305.6	-233.3	-178.2
Free cash flow <sup>10</sup>	206.5	122.9	320.5	266.2

Capital Expenditures, Depreciation and Amortization, and R&D Expenses <sup>1</sup>	Japanese GAAP			
	2013	2014	2015	2016
Capital expenditures	274.9	296.3	253.5	194.1
Depreciation and amortization	176.1	188.3	202.3	188.0
Ratio of depreciation and amortization to revenue	4.9	5.1	5.3	5.6
R&D expenses	89.0	94.1	94.9	95.4
Ratio of R&D expenses to revenue	2.5	2.6	2.5	2.9

Cash Dividends	2013	2014	2015	2016
Dividend per share	57	100	130	140

1. In accordance with the decisions of business transfer, Bridgestone Group has classified its US building materials business, anti-vibration rubber business and chemical products solutions business as discontinued operations from 2021. Accordingly, financial figures represent amounts and figures for continuing operations.

2. Until 2018 (J-GAAP): Net sales, operating profit, and net income attributable to owners of the parent

3. Including intersegment transactions

4. Segment information: The Group changed its segment classifications in fiscal 2016. Until 2015 China, Asia Pacific, Middle East, Africa and Russia; In 2016 China, Asia Pacific and Russia; In 2017 and 2018 China and Asia Pacific; Since 2019 China, Asia-Pacific (excluding India)

5. Segment information: The Group changed its segment classifications in fiscal 2016. Until 2015 Europe; In 2016 Europe, Middle East and Africa; In 2017 and 2018 Europe, Russia, Middle East and Africa; Since 2019 Europe, Russia, Middle East, India and Africa

6. Ratio of equity attributable to owners of parent to total assets = Total equity attributable to owners of parent ÷ Total assets

7. ROIC (Return on invested capital) = Adjusted operating profit after tax ÷ Invested capital

8. ROE (Return on equity) = Profit / ((Previous year-end total equity + Current year-end total equity) ÷ 2) × 100

9. Until 2018 (J-GAAP): Total assets, liabilities, net assets and equity ratio\* \* Equity (Net assets - Share acquisition rights - Non-controlling interests) ÷ Total assets

10. Free cash flow = Cash flows from operating activities + Cash flows from investing activities

		IFRS						Unit
2017	2018	2019	2020	2021	2022	2023		
	3,643.4	3,650.1	3,507.2	2,994.5	3,246.1	4,110.1	4,313.8	Billion JPY
	419.0	402.7	343.1	222.9	394.3	482.6	480.6	Billion JPY
	11.5	11.0	9.8	7.4	12.1	11.7	11.1	%
	288.2	291.6	240.1	-23.3	394.0	300.4	331.3	Billion JPY
	7.9	8.0	6.8	-0.8	12.1	7.3	7.7	%

		IFRS						Unit
2017	2018	2019	2020	2021	2022	2023		
	1,147.8	1,170.5	918.1	762.6	873.0	1,036.3	1,242.4	Billion JPY
	160.2	153.5	108.8	64.6	117.0	140.3	206.5	Billion JPY
	14.0	13.1	11.9	8.5	13.4	13.5	16.6	%

	648.8	633.8	462.8	394.6	386.9	457.0	461.1	Billion JPY
	62.9	56.7	36.2	24.6	42.0	39.9	41.6	Billion JPY
	9.7	9.0	7.8	6.2	10.9	8.7	9.0	%

	1,776.5	1,758.2	1,661.7	1,407.9	1,454.6	1,988.0	2,080.0	Billion JPY
	187.5	177.8	184.3	139.9	190.6	251.2	212.0	Billion JPY
	10.6	10.1	11.1	9.9	13.1	12.6	10.2	%

	559.8	596.1	640.1	564.3	693.9	870.0	908.5	Billion JPY
	13.6	11.0	15.0	-17.6	42.1	66.4	25.1	Billion JPY
	2.4	1.9	2.3	-3.1	6.1	7.6	2.8	%

		IFRS						Unit
2017	2018	2019	2020	2021	2022	2023		
	3,959.0	3,840.2	4,277.0	4,189.3	4,574.9	4,961.8	5,427.8	Billion JPY
	1,556.3	1,404.1	1,874.5	1,994.0	1,899.5	1,949.4	2,022.4	Billion JPY
	2,402.7	2,436.1	2,402.5	2,195.3	2,675.4	3,012.5	3,405.4	Billion JPY
	59.2	61.9	54.9	51.3	57.5	59.8	61.8	%
	—	—	7.4	5.5	9.0	9.4	8.7	%
	12.5	12.4	10.0	-1.0	12.9	10.9	10.4	%

		IFRS						Unit
2017	2018	2019	2020	2021	2022	2023		
	418.1	360.9	505.0	526.9	281.5	268.5	661.4	Billion JPY
	-200.7	-243.0	-261.9	-155.4	131.7	-338.0	-297.7	Billion JPY
	217.3	117.8	243.2	371.6	413.2	-69.5	363.7	Billion JPY

		IFRS						Unit
2017	2018	2019	2020	2021	2022	2023		
	234.8	268.4	328.2	271.9	262.0	317.1	420.0	Billion JPY
	200.3	200.4	269.7	267.5	245.9	282.1	305.8	Billion JPY
	5.5	5.5	7.7	8.9	7.6	6.9	7.1	%
	99.7	103.5	106.2	95.2	95.5	112.2	122.0	Billion JPY
	2.7	2.8	3.0	3.2	2.9	2.7	2.8	%

2017	2018	2019	2020	2021	2022	2023	Unit
150	160	160	110	170	175	200	JPY