

Supplementary Information of FY 2020

1.Financial Highlights

(1) Quarter of the year

(Yen in billions)

		Unit	2019					2020					2021			
			Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	vs.PY	FY Fcst	FY (*3) vs.PY	
Consolidated Results																
Statements of Income (*1)	Revenue		848.2	891.7	883.8	883.5	3,507.2	752.2	603.2	793.5	845.6	2,994.5	85	3,010.0	101	
	Adjusted Operating Profit		82.1	70.1	105.1	85.9	343.1	49.8	(1.6)	70.2	104.5	222.9	65	260.0	117	
	Adjusted OP Margin	%	9.7	7.9	11.9	9.7	9.8	6.6	(0.3)	8.8	12.4	7.4	(2.3)	8.6	+1.2	
	Profit Attributable to Owners of Parent		55.8	42.9	89.9	51.6	240.1	19.5	(41.5)	(2.1)	0.8	(23.3)	-	261.0	-	
	Profit from Continuing Operations													150.0	-	
Exchange Rate	US \$	Yen/\$	110	110	107	109	109	109	108	106	105	107	98	103	97	
	Euro	Yen/€	125	123	119	120	122	120	119	124	124	122	100	126	103	
Analysis of Revenue and Adjusted Operating Profit vs. PY																
Revenue	Forex							(14.0)	(13.0)	(1.0)	(14.0)	(42.0)		(40.0)		
	Price, Mix, Volume etc.							(82.0)	(275.5)	(89.3)	(23.9)	(470.7)		+55.5		
	Total							(96.0)	(288.5)	(90.3)	(37.9)	(512.7)		+15.5		
Adjusted Operating Profit	Forex							(2.0)	(2.0)	(6.0)	(1.0)	(11.0)		(5.0)		
	Raw Materials							+8.0	+10.0	+18.0	+20.0	+55.0		(30.0)		
	Price							+7.0	+3.0	(2.0)	+0.0	+8.0		+14.0		
	Volume							(29.0)	(91.0)	(24.0)	(24.0)	(169.0)		+83.0		
	Operating Expense (*2)							+5.0	+51.0	+22.0	+17.0	+95.0		(25.0)		
	Others								(21.2)	(42.6)	(42.9)	+6.6	(98.2)		+0.1	
	Total							(32.2)	(71.6)	(34.9)	+18.6	(120.2)		+37.1		
Segment Information	Japan	Revenue	215.3	221.5	230.0	251.3	918.1	194.9	162.4	169.5	235.8	762.6	83	950.0	107	
		Adjusted Operating Profit	24.5	22.5	28.8	33.0	108.8	14.0	4.7	7.7	38.3	64.6	59	93.0	118	
		Adjusted OP Margin	%	11.4	10.2	12.5	13.1	11.9	7.2	2.9	4.5	16.2	8.5	(3.4)	9.8	+0.9
	Americas	Revenue	396.7	434.4	423.1	407.5	1,661.7	363.0	283.8	390.0	371.2	1,407.9	85	1,240.0	92	
		Adjusted Operating Profit	38.7	46.4	55.5	43.6	184.3	30.2	4.7	52.7	52.3	139.9	76	139.0	101	
		Adjusted OP Margin	%	9.8	10.7	13.1	10.7	11.1	8.3	1.6	13.5	14.1	9.9	(1.2)	11.2	+1.0
	Europe, Russia, Middle East, India and Africa	Revenue	156.7	166.7	158.5	158.3	640.1	142.6	106.2	156.7	158.9	564.3	88	580.0	105	
		Adjusted Operating Profit	4.3	4.7	5.6	0.5	15.0	(1.2)	(12.2)	3.5	(7.6)	(17.6)	-	4.0	-	
		Adjusted OP Margin	%	2.7	2.8	3.5	0.3	2.3	(0.9)	(11.5)	2.2	(4.8)	(3.1)	(5.5)	0.7	+4.5
	China, Asia-Pacific	Revenue	119.9	117.4	115.5	110.0	462.8	89.9	91.9	105.0	107.8	394.6	85	350.0	108	
		Adjusted Operating Profit	11.4	9.7	9.3	5.9	36.2	4.8	4.1	7.7	8.0	24.6	68	36.0	144	
		Adjusted OP Margin	%	9.5	8.2	8.0	5.3	7.8	5.4	4.4	7.3	7.5	6.2	(1.6)	10.3	+2.6
Balance Sheet	Total Assets		4,186.8	4,292.2	4,150.0		4,277.0	4,004.7	4,147.0	4,111.6		4,189.3				
	Total Equity		2,426.5	2,357.6	2,297.3		2,402.5	2,266.3	2,229.5	2,175.6		2,195.3				
	Ratio of equity attributable to owners of parent to total assets	%	56.7	53.7	54.1		54.9	55.4	52.7	51.8		51.3				
	ROIC	%					7.4					5.5			6.3	
	ROE	%				10.0					(1.0)			6.8		
Cash Flows	Cash flows from operating activities		122.1	97.0	77.9	208.1	505.0	64.1	81.1	169.8	211.9	526.9				
	Cash flows from investing activities		(72.2)	(145.8)	(39.0)	(4.8)	(261.9)	(59.3)	(44.9)	(37.5)	(13.7)	(155.4)				
	Free cash flow		49.8	(48.9)	38.9	203.3	243.2	4.8	36.2	132.3	198.2	371.6				
Investment	Capital Expenditure		53.9	72.2	86.8	115.2	328.2	53.1	60.5	57.5	100.8	271.9	83	282.0	104	
Costs & Expenses	Depreciation and amortization		65.9	68.3	67.3	68.3	269.7	66.9	66.3	66.4	68.0	267.5	99	258.0	96	
	R&D Expenses		25.3	27.5	25.7	27.7	106.2	26.5	22.2	22.6	24.0	95.2	90	98.0	103	
Dividends	Dividend per Share	Yen		80		80	160		50		60	110		130		
Tire Production (tonnage of rubber)	Domestic	10,000t	13	13	13	12	51	12	8	9	11	40			45	
		Americas	10,000t	15	16	15	14	60	13	7	13	14	47			58
		Europe, Russia, Middle East, India and Africa	10,000t	9	9	8	8	34	8	4	7	8	27			32
		China, Asia-Pacific	10,000t	10	10	10	8	38	8	5	8	9	30			34
	Overseas Total	10,000t	35	35	32	31	132	28	16	29	31	105			124	
	Total	10,000t	47	48	45	43	184	40	24	38	43	145			168	
Overseas Prod. Ratio	%	73	72	72	71	72	71	65	77	74	72			73		

(\*1) Adjusted operating profit and its margin for fiscal 2019 has been updated due to the reclassification of recall expenses of Bridgestone Cycle Corporation to adjusted items.

(\*2) Operating Expense: SG&A and other operating income/expense.

(\*3) Segment Information: In line with the decision to introduce ROIC, the Group decided to change our segment classifications from fiscal 2021.

The figures for the previous fiscal year have been restated in accordance with the new segment classifications to make year-on-year comparisons.

## 2. Additional Information

### (1) Year-on-Year Tire Demand Growth (unit base, %)

(Ref.) vs. FY2019

			2019	2020	2021	2021
			FY	FY	FY Fcst	FY Fcst
Japan	PSR/LTR	REP	97	91	103	95
		OE	100	84	108	91
	TBR	REP	101	91	103	94
		OE	96	87	104	90
N.America	PSR/LTR	REP	102	92	104	96
		OE	94	74	122	90
	TBR	REP	88	101	103	104
		OE	101	71	119	84
Europe	PSR/LTR	REP	97	86	106	91
		OE	94	77	110	85
	TBR	REP	101	93	101	94
		OE	90	80	110	88
Asia (*1) (Thailand, India, China Indonesia Total)	PSR/LTR	REP	99	88	108	94
		OE	90	88	111	98
	TBR	REP	97	89	108	96
		OE	92	127	77	98

(\*1) Excluding India due to a change in segmentation since 2020

### (2) Year-on-Year Sales Growth (unit base, %)

			2019	2020	2021	FY 2020
			FY	FY	FY Fcst	Component ratio (Approx.)
Japan	PSR/LTR	REP	98	87	111~115%	60%
		OE	101	82	111~115%	40%
		Total	99	85	111~115%	
	TBR	REP	100	87	101~105%	70%
		OE	96	88	101~105%	30%
		Total	99	87	101~105%	
N.America	PSR/LTR	REP	98	86	111~115%	70%
		OE	90	76	121~125%	30%
		Total	95	83	116~120%	
	TBR	REP	91	102	101~105%	70%
		OE	100	64	141~145%	30%
		Total	94	86	111~115%	
Europe	PSR/CVR	REP	95	89	100%	70%
		OE	100	81	106~110%	30%
		Total	97	86	100%	
	TBR	REP	100	89	106~110%	70%
		OE	88	80	116~120%	30%
		Total	96	87	106~110%	
China, Asia-Pacific (*2)	PSR/LTR	REP	92	87	111~115%	60%
		OE	95	77	106~110%	40%
		Total	93	82	106~110%	
	TBR	REP	91	89	111~115%	90%
		OE	89	68	136~140%	10%
		Total	91	86	111~115%	
Global	PSR/LTR	REP	96	87	106~110%	70%
		OE	96	78	111~115%	30%
		Total	96	84	106~110%	
	TBR	REP	96	92	106~110%	80%
		OE	97	72	121~125%	20%
		Total	96	87	111~115%	

(\*2) Excluding India due to a change in segmentation since 2020

#### Key Products:

			2019	2020	2021
			FY	FY	FY Fcst
ORR	Ultra-Large		102	83	106~110%
	Large	REP	106	87	106~110%
		OE	78	56	171~175%
		Total	98	80	116~120%
	Small & Medium	REP	96	89	106~110%
		OE	94	73	141~145%
Total		97	83	116~120%	
PSR-HRD (≥18")			106	90	116~120%
		REP	110	99	116~120%