

# FINANCIAL HIGHLIGHTS

Bridgestone Corporation and Subsidiaries  
Years ended December 31, 2008, 2007, and 2006

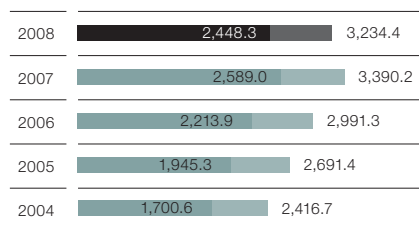
- Net sales totaled ¥3,234.4 billion, a 5% decrease from fiscal 2007
- Operating income totaled ¥131.6 billion, down 47%
- Net income amounted to ¥10.4 billion, a 92% decrease

	2008	2007	2006	2008/2007	2008
	Millions of yen			Percent change	Thousands of U.S. dollars <sup>1</sup>
Net Sales	¥3,234,406	¥3,390,219	¥2,991,275	-4.6%	\$35,531,209
Overseas Sales	2,448,300	2,589,006	2,213,880	-5.4	26,895,529
Operating Income	131,551	249,962	190,876	-47.4	1,445,139
Net Income	10,412	131,630	85,121	-92.1	114,380
Total Equity	1,019,996	1,410,225	1,221,846	-27.7	11,205,053
Total Assets	2,768,470	3,359,255	3,053,440	-17.6	30,412,721
Capital Expenditures	275,301	272,381	261,335	1.1	3,024,289
Depreciation and Amortization	187,420	173,585	145,349	8.0	2,058,882
Research and Development	93,252	86,748	86,687	7.5	1,024,410
Net Return on Shareholders' Equity (ROE)(%)	0.9	10.3	7.4	-	-
Net Return on Total Assets (ROA)(%)	0.3	4.1	3.0	-	-

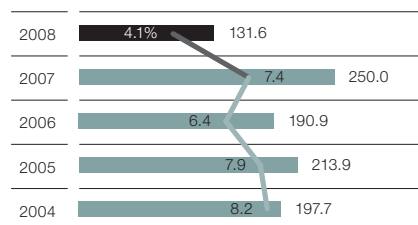
Per Share Data	Yen			Percent change	U.S. dollars <sup>1</sup>
Net Income					
Basic	¥ 13.33	¥ 168.69	¥ 109.10	-92.1%	\$ 0.15
Diluted	13.33	168.65	109.07	-92.1	0.15
Shareholders' Equity <sup>2</sup>	1,263.30	1,757.23	1,511.43	-28.1	13.88
Cash Dividends	24.00	26.00	24.00	-7.7	0.26

<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 ¥91.03 to \$1, the approximate year-end rate.  
<sup>2</sup> Shareholders' equity is equity excluding stock acquisition rights and minority interests.

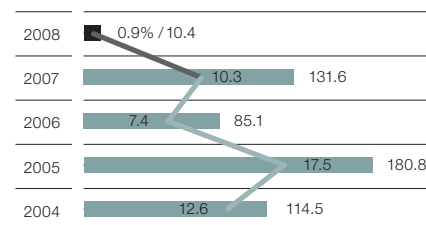
Net Sales/Overseas Sales  
¥ billion



Operating Income/Operating Income Margin  
¥ billion/%



Net Income/ROE  
¥ billion/%



Note: Net sales exclude inter-segment transactions.