

# Financial Results for Fiscal 2009

Bridgestone Corporation  
February 19, 2010

# Business and Financial Performance

## Consolidated Results for Fiscal 2009

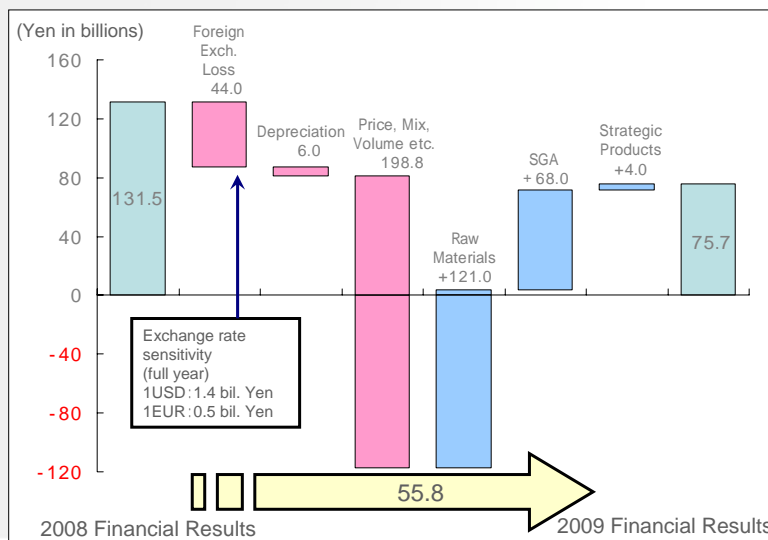
(Yen in billions)

Reference  
February 12, '10  
Announcement

	2008 Results	2009 Results		2009 Projections
			vs. PY (%)	
Net Sales	3,234.4	2,597.0	(20)	2,590.0
Tires	2,629.1	2,152.9	(18)	
Diversified Products	625.5	454.1	(27)	
Operating Income	131.5	75.7	(42)	75.0
Ordinary Income	74.4	54.4	(27)	54.0
Net Income	10.4	1.0	(90)	1.0
Yen/US dollar rate:	104	94	(10)	94
Yen/Euro rate:	153	130	(23)	130

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## Analysis of Consolidated Operating Income for Fiscal 2009



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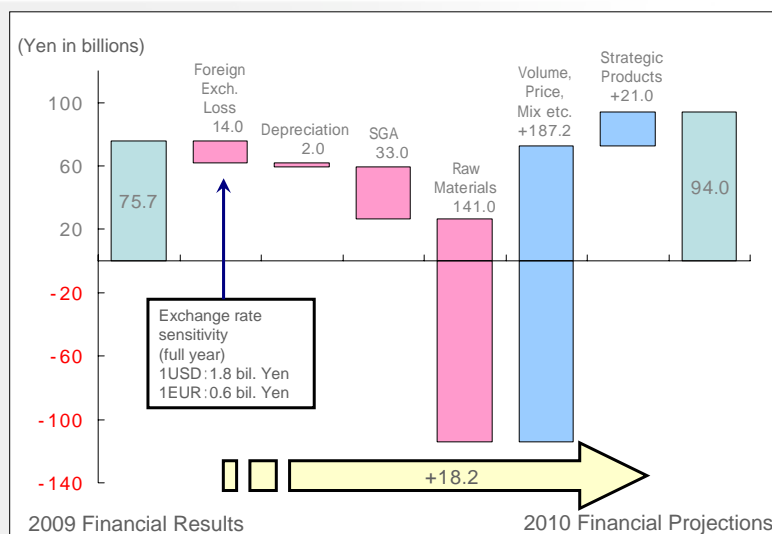
## Consolidated Projections for Fiscal 2010

(Yen in billions)

	2009 Results	2010 Projections	vs. PY (%)
Net Sales	2,597.0	2,830.0	+9
Tires	2,152.9	2,360.0	+10
Diversified Products	454.1	480.0	+6
Operating Income	75.7	94.0	+24
Ordinary Income	54.4	67.0	+23
Net Income	1.0	45.0	+
Yen/US dollar rate:	94	90	(4)
Yen/Euro rate:	130	125	(5)

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## Analysis of Consolidated Operating Income for fiscal 2010



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## Year-On-Year Sales Growth of Strategic Products

(unit base, %)		2009 Results	2010 Projections
Passenger Car Radial Tires (Replacement)	RFT	130%	120%
	UHP	105%	115%
	Winter	105%	110%
Specialty Tires	Ultralarge ORR	110%	110%
	Large ORR	85%	115%
	APR	90%	120%
	MCR	70%	125%

\*Based on rubber weight for Ultralarge and Large ORR

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## Financial Results and Projections : Japan Segment

(Yen in billions)

	2008 Results	2009	vs. PY(%)	2010	vs. PY(%)
		Results		Projections	
Net Sales	1,321.9	1,011.9	(23)	1,150.0	+14
Operating Income	68.9	14.3	(79)	33.0	+129
Operating Income Margin (%)	5.2	1.4		2.9	

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## Financial Results and Projections : The Americas Segment

(Yen in billions)

	2008 Results	2009		2010	
		Results	vs. PY(%)	Projections	vs. PY(%)
Net Sales	1,417.2	1,132.8	(20)	1,190.0	+5
Operating Income	21.6	34.4	+59	28.0	(19)
Operating Income Margin (%)	1.5	3.0		2.4	

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## Financial Results and Projections : Europe Segment

(Yen in billions)

	2008 Results	2009		2010	
		Results	vs. PY(%)	Projections	vs. PY(%)
Net Sales	474.8	362.5	(24)	390.0	+8
Operating Income (*)	(4.8)	(11.9)	-	2.0	-
Operating Income Margin (%) (*)	(1.0)	(3.3)		0.5	

(\*) Figures within parentheses mean operating loss

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## Financial Results and Projections : Other Regions Segment

(Yen in billions)

	2008 Results	2009		2010	
		Results	vs. PY(%)	Projections	vs. PY(%)
Net Sales	599.3	511.5	(15)	580.0	+13
Operating Income	35.4	32.9	(7)	34.0	+3
Operating Income Margin (%)	5.9	6.4		5.9	

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## Dividends

(yen per share)

	2009 Results	2010 Projections
Interim dividend	8	8
Year-end dividend	(*) 8	8
Total	16	16

(\*) Proposed at the 91th Annual Shareholders' Meeting held on March 30, 2010

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## Management Policy under the New Environment

### The Fundamental Management Policy under the New Environment

#### 1) Mid-term Management Plan (MTP) Is the Fundamental of Management

The direction set in MTP in which the Company should head remain unchanged.

The Company shall implement necessary initiatives steadily.

#### 2) The Management Approach when Implementing Initiatives

"Lean & Strategic"

**Lean** : The condition which the management can control all the resources effectively and flexibly.

**Strategic** : Selective and speedy allocation of necessary resources which enables Bridgestone Group to generate steady profits and be well positioned for continuous growth.

## The New Business Environment

### The New Business Environment Surrounding Bridgestone

#### 1. Change of Demand Level in Developed Countries (United States, Europe) and Emerging Countries (China, India)

##### 1) Emerging Countries

The economies keep growing, remarkable increase of demand  
local manufacturers in emerging countries will significantly increase their market share

##### 2) Developed Countries

Cannot expect "ever-increasing demand"  
only truly needed value will be selected

#### 2. The Increasing Trend of Raw Material Prices

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## Our Initiatives under the New Environment

### Strategies to Reinforce Infrastructures of Operations in the Year 2009

\* "Initiatives which Bridgestone has to implement even in this difficult environment"

\* "Initiatives which this difficult environment enables Bridgestone to implement"

#### 1. Reinforcement of Production and Supply Systems

##### 1) Enhance Competitiveness of Existing Factories

\*Utilize surplus capacity for enhancement of CSR and productivity

##### 2) Reorganization of Production Systems

###### A. Reinforcement of production and supply systems of strategic products

Start the operation of Kitakyushu Plant

###### B. Consolidation of production

to enhance competitiveness

Decision to close manufacturing facilities in Australia and New Zealand



Opening Ceremony of Kitakyushu Plant 16



Our Initiatives under the New Environment

Strategies to Reinforce Infrastructures of Operations in the Year 2009

2. Research and Development Systems

\*Raw materials technology and differentiation through effective use

Development of New Fundamental Technology



Enhance Product Performance of  
Eco-friendly Products and Winter Tires

3. Internal Manufacture and Procurement Systems

1) Maximize the Strength of Having  
Internal Manufacturing Facilities

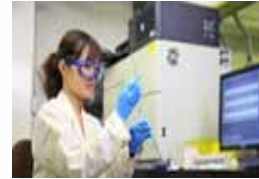
\*Optimize of the development of  
raw materials and the supply chain

2) Establish Procurement System  
Optimum for Tire Production

\*Reinforce internal manufacturing facilities

\*Reinforce alliances with outside suppliers

Realignment of steel cord business



Central Research



Our Initiatives under the New Environment

Strategies to Reinforce Infrastructures of Operations in the Year 2009

4. Reorganization of Tire Sales Companies in Japan

- 1) Domestic Replacement Tire Sales
- 2) Domestic Diversified Products Sales

5. Expansion of Retread and Solutions Business

- 1) Increase Manufacturing Facilities of Retread in Japan  
(10 facilities in Dec, 2009 → 20 facilities in 2013)

2) Further Expansion of Eco Value Pack

(No. of trucks under contract : Approx. 10,000 in Dec, 2009 → 30,000 in Dec, 2010)



Retreading Process



Eco Value Pack Logo

## Our Initiatives under the New Environment

Strategies to Reinforce Infrastructures of Operations in the Year 2009

### 6. Diversified Products

- 1) Increase Production Capacity of Adhesive Film for Solar Modules  
Install new production lines at Seki Plant to further strengthen supply system of EVA (ethylene vinyl acetate) film
- 2) Development of Electronic Paper
  - \* “Electronic Paper Display for Viewing Electronic Information”
  - \* “Ultra-thin All-flexible Electronic Paper Display”



EVA (ethylene vinyl acetate) film



Ultra-thin All-flexible Electronic Paper Display

## Our Initiatives under the New Environment

Initiatives to Implement in 2010

### 1. Development and Promotion of Eco-Friendly Products

- 1) Launch of ECOPIA EX10  
Promote ECOPIA brand by launching the standard product of ECOPIA brand
- 2) Third Generation of Run-flat Tires as Original Equipment  
Original equipment for New Sienna by Toyota Motor Corporation



ECOPIA EX10 Launch Event



New Sienna by Toyota Motor Corporation

## Our Initiatives under the New Environment

Initiatives to Implement in 2010

### 2. Expansion of Specialty Tire Business

#### 1) Expansion of Capacity of Kitakyushu Plant

Meet the growing demand of ultralarge off-the-road radial tires for mining vehicles

#### 2) Further Expansion of the Scope of Aircraft Radial Tire Business,

Apply the advanced radial construction tires (RRR) to regional jets



Mining Vehicle



Mitsubishi Regional Jet

Provided by Mitsubishi Aircraft Corporation

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