

Financial Results for Fiscal 2012

Bridgestone Corporation

February 18, 2013

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1. Business and Financial Performance for Fiscal 2012

Business Environment Surrounding Bridgestone Group in 2012

Estimated Tire Demand

Demand in emerging countries increased.
Demand for replacement tires in developed countries decreased except Japan.

Tire Demand for 2012 : **Original Equipment** (VS 2011)

	Passenger Radial Tires	Truck and Bus Radial Tires
Japan	119%	111%
N. America	122%	101%
Europe	90%	95%
Emerging countries total*1	105%	127%

Tire Demand for 2012 : **Replacement** (VS 2011)

	Passenger Tires	Truck and Bus Tires
Japan	100%	94%
N. America	97%	95%
Europe	87%	81%
Emerging countries total*1	105%	120%

*1 Total of Thailand, Indonesia, India, and China

*2 The numbers of demand are estimated by Bridgestone Corporation

Currency Exchange

	2012			(Ref.) Fiscal 2011
	1st half	2nd half	Fiscal	
US Dollar	80	80	80	80
Euro	103	102	103	111

Yen appreciated against euro while dollar remained unchanged vs. fiscal 2011.

Raw Materials

Market trend of natural rubber and crude oil (Average)

	2012			(Ref.) Fiscal 2011
	1st half	2nd half	Fiscal	
Natural Rubber <TSR20>* (¢/kg)	350	281	315	451
Natural Rubber <RSS#3>* (¢/kg)	373	303	337	479
Crude Oil <WTI> (\$/bbl)	98	90	94	95

*Source : Current Prices for Singapore Commodity Exchange Limited

Price of NR dropped down from 2011 and remained stable.

Highlights to Financial Results for Fiscal 2012

Management Goal

**Achieved ROA6%
in 2012**

Consolidated Results

(Net sales, Operating income, Business/Geographic Segments Balance Sheet)

Increased both net sales and operating income vs. fiscal 2011

Price and Raw material costs

>

Volume and Appreciated yen

<Business Segments>

Tire: Increased net sales and operating income.

Diversified Products: Operating income increased significantly.

<Geographic segments>

Net sales: Decreased in Europe due to a decline of sales volume.

Operating income: All segments increased except Europe.

<Balance Sheet>

Strict control of current assets and appropriate capital expenditure.

Reinforce Fundamental Competencies

Implement specification optimization and conversion cost improvement.
Develop optimum production and supply structures on Group/Global basis.

Consolidated Results for Fiscal 2012

Yen/US dollar rate: 80 80 - 79

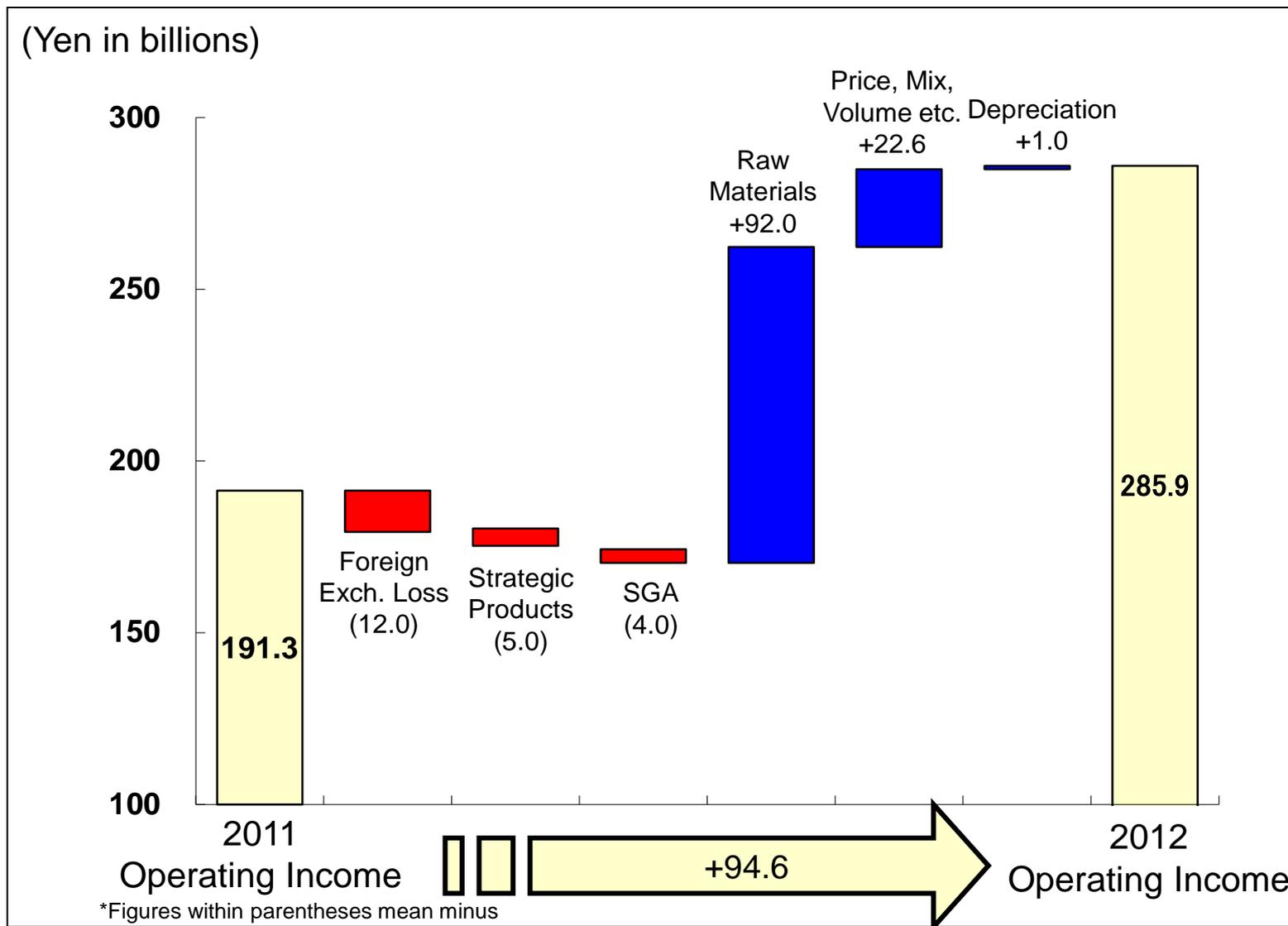
Yen/Euro rate: 111 103 (8) 99

(Yen in billions)

	2011 Results	2012 Results	VS PY (%)	(Reference Aug 7, 2012 announcement) 2012 Projections
Net Sales	3,024.3	3,039.7	+1	3,130.0
Tires	2,539.7	2,557.2	+1	2,620.0
Diversified Products	500.5	499.0	(0)	520.0
Operating Income	191.3 (Ratio) 6.3%	285.9 (Ratio) 9.4%	+49 (Ratio) +3.1%	287.0 (Ratio) 9.2%
Tires	185.4	260.4	+40	262.0
Diversified Products	5.8	25.5	+339	25.0
Ordinary Income	179.3	285.0	+59	269.0
Net Income	102.9	171.6	+67	172.0
Dividends	22 yen	32 yen	+10 yen	32 yen

*Figures within parentheses mean minus

Analysis of Consolidated Operating Income for Fiscal 2012



Financial Results for Fiscal 2012 : Geographic Segments

(Yen in billions)

		2011 Results	2012 Results	VS PY (%)	(Reference Aug 7, 2012 announcement) 2012 Projections
	Japan	1,229.0	1,218.7	(1)	1,270.0
	The Americas	1,288.6	1,330.9	+3	1,350.0
	Europe	413.1	348.8	(16)	360.0
	Other Regions	699.6	699.9	+0	720.0
	Consolidated Net Sales	3,024.3	3,039.7	+1	3,130.0
	Japan	69.5	158.4	+128	161.0
	The Americas	61.9	92.3	+49	88.0
	Europe	11.3	1.8	(84)	6.0
	Other Regions	48.2	55.7	+16	56.0
	Consolidated Operating Income	191.3	285.9	+49	287.0

*Figures within parentheses mean minus

B/S and C/F Highlights

(Yen in billions)

	FY 2011	FY 2012	
	(As of Dec. 31, 2011)	(As of Dec. 31, 2012)	VS. Dec. 31, 2011
Total Assets	2,677.3	3,039.2	+361.9
Total Equity	1,165.6	1,419.0	+253.4
Ratio of total equity to total assets (%)	42.2	45.2	+3.0
Interest-Bearing Debt (Net)	473.7	350.6	(123.0)
	FY 2011	FY 2012	VS. PY
Cash Flow by Operating Activities	152.1	404.4	+252.3
Cash Flow by Investing Activities	(177.0)	(237.9)	(60.8)
Free Cash Flow	(24.9)	166.5	+191.4
Capital Expenditure	201.3	245.6	+44.2
Depreciation	158.0	155.0	(2.9)
ROA (%)	3.8	6.0	+2.2

*Figures within parentheses mean minus

2. Consolidated Projections for Fiscal 2013

Business Environment Surrounding Bridgestone Group in 2013

Estimated Tire Demand

Tire Demand for 2013 : **Original Equipment** (VS 2012)

	Passenger Radial Tires	Truck and Bus Radial Tires
Japan	93%	101%
N. America	100%	108%
Europe	100%	100%
Emerging countries total*1	105%	108%

Tire Demand for 2013 : **Replacement** (VS 2012)

	Passenger Radial Tires	Truck and Bus Radial Tires
Japan	93%	94%
N. America	104%	102%
Europe	99%	104%
Emerging countries total*1	114%	114%

*1 Total of Thailand, Indonesia, India, and China

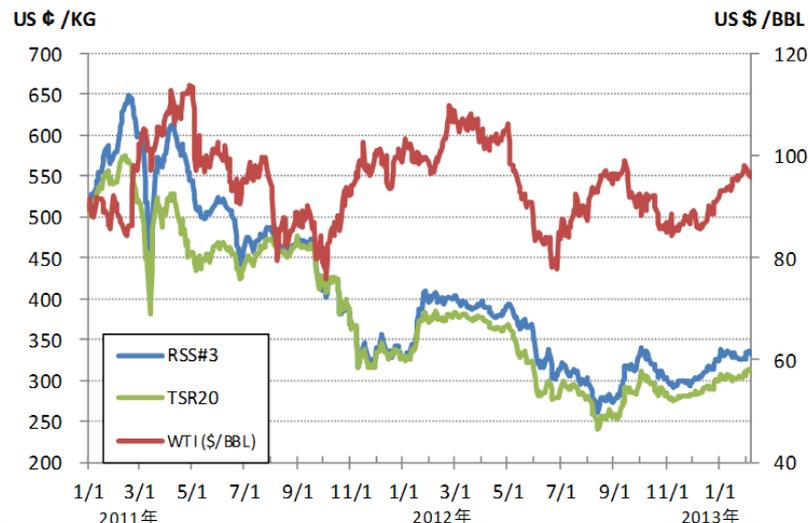
*2 The numbers of demand are estimated by Bridgestone Corporation

Currency Exchange

	2011	2012	2013	MTP 2012
US Dollar	80	80	89	80
Euro	111	103	119	105

Yen depreciate against dollar and euro vs. fiscal 2012.

Raw Materials



*source : Singapore Commodity Exchange Limited

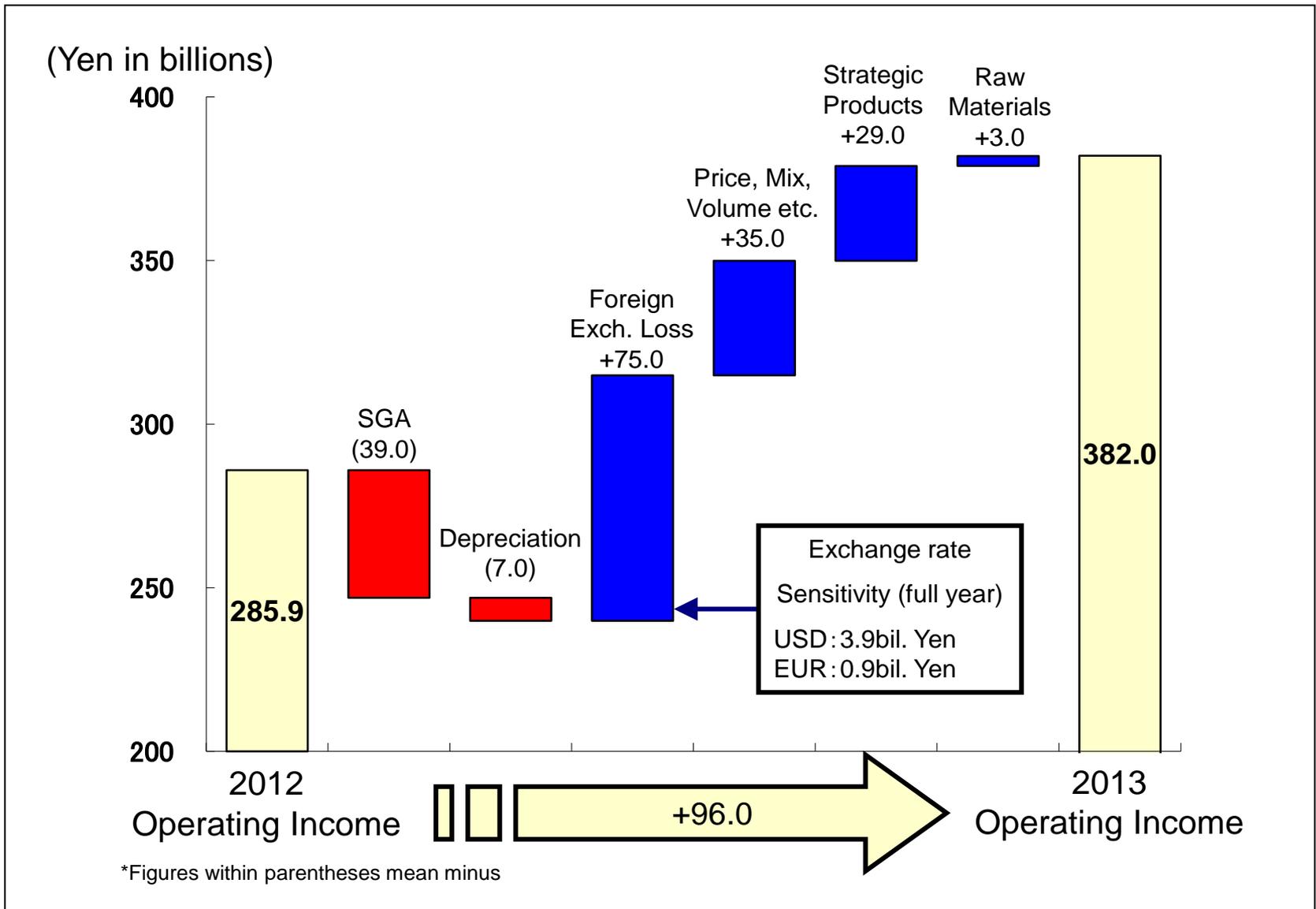
Consolidated Projections for Fiscal 2013

Yen/US dollar rate:	80	89	+9
Yen/Euro rate:	103	119	+16

(Yen in billions)

	2012 Results	2013 Projections	VS PY (%)
Net Sales	3,039.7	3,550.0	+17
Tires	2,557.2	3,020.0	+18
Diversified Products	499.0	530.0	+6
Operating Income	285.9 (Ratio) 9.4%	382.0 (Ratio) 10.8%	+34 (Ratio) +1.4%
Tires	260.4	346.0	+33
Diversified Products	25.5	35.0	+37
Ordinary Income	285.0	365.0	+28
Net Income	171.6	235.0	+37
Dividends	32 yen	54 yen	+22 yen

Analysis of Consolidated Operating Income for Fiscal 2013



Financial Projections for Fiscal 2013 : Geographic Segments

(Yen in billions)

		2012 Results	2013 Projections	VS. PY(%)
	Japan	1,218.7	1,300.0	+7
	The Americas	1,330.9	1,560.0	+17
	Europe	348.8	430.0	+23
	Other Regions	699.9	890.0	+27
	Consolidated Net Sales	3,039.7	3,550.0	+17
	Japan	158.4	202.0	+28
	The Americas	92.3	116.0	+26
	Europe	1.8	13.0	+606
	Other Regions	55.7	73.0	+31
	Consolidated Operating Income	285.9	382.0	+34

3. To Become a Truly Global Company

2013 : The turning point

- Firestone Merger : 1988 (25th anniversary)
- 1st phase of management reforms : ROA 6%

General overview : So far on the right track of the reforms

- Core : Corporate Philosophy (the Bridgestone Essence)
- Basic Stance : Lean & Strategic
- Tools for implementation : Mid-Term Plan, SBU

In the process of management reforms
To aim for “the higher level”

2nd phase of the management reforms (from 2012)

- Continue reforms
(further enhancement of quality in products and services, while increasing speed)
- Further strengthen corporate governance
- Group-Global optimization
- Establish our advantage in competitiveness (Innovation)

“Second Foundation”

- Create customer value
- Promote diversity
- Create cultures and substances as global company

To Become a Truly Global Company



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