

# Financial Results for First Half of Fiscal 2009

Bridgestone Corporation  
August 7, 2009

# Business and Financial Performance

### Consolidated Results for First Half of Fiscal 2009

Reference  
June 25<sup>th</sup>, 2009  
Announcement

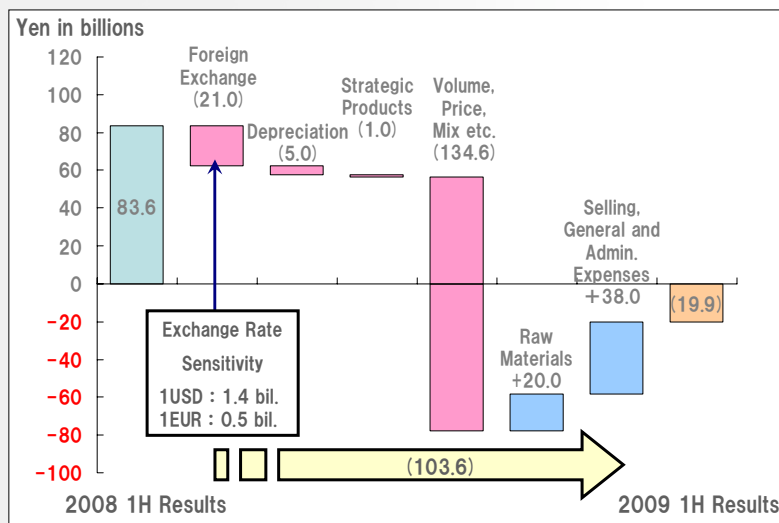
(Yen in billions)

	2008 1H Results	2009 1H Results		2009 1H Projections
			vs.PY(%)	
Net Sales	1,641.1	1,205.3	(27)	1,210.0
Tires	1,327.6	990.4	(25)	
Diversified Products	321.8	219.7	(32)	
Operating income*	83.6	(19.9)	-	(28.0)
Ordinary income*	68.6	(33.8)	-	(44.0)
Net income*	37.2	(38.3)	-	(46.0)
Yen/US dollar rate:	106	96	(10)	96
Yen/Euro rate:	162	128	(34)	127

Figures within parentheses mean loss

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### Analysis of Consolidated Operating Income for First Half of Fiscal 2009



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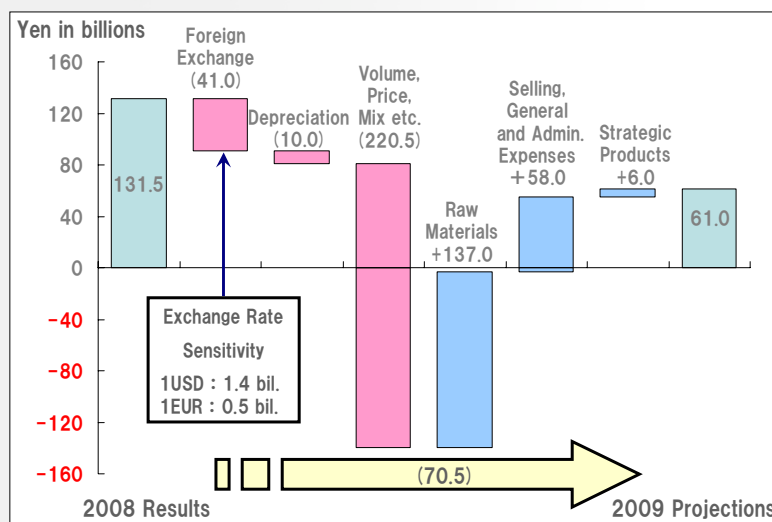
### Consolidated Projections for Fiscal 2009

Reference  
June 25<sup>th</sup>, 2009  
Announcement

(Yen in billions)

	2008 Results	2009 Projections		2009 Projections
			vs.PY(%)	
Net Sales	3,234.4	2,610.0	(19)	2,620.0
Tires	2,629.1	2,150.0	(18)	
Diversified Products	625.5	470.0	(25)	
Operating income*	131.5	61.0	(54)	56.0
Ordinary income*	74.4	32.0	(57)	24.0
Net income*	10.4	6.0	(42)	0.0
Yen/US dollar rate:	104	95	(9)	95
Yen/Euro rate:	153	126	(27)	126
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### Analysis of Consolidated Operating Income for Fiscal 2009



## 2009 Sales Growth of Tire Strategic Products (vs. PY)

Unit Sales Growth (vs. PY)		2009 1H Results	2009 Projections
Passenger car radial tires (For replacement)	Runflat tires	125%	130%
	Ultra-high-performance tires	100%	110%
	Winter tires	100%	105%
Specialty tires	Off-the-road radial tires for construction and mining vehicles	Ultralarge	105%
		Large	95%
	Aircraft radial tires	75%	85%
	Motorcycle radial tires	65%	70%

\*The figures for off-the-road radial tires are calculated by rubber volume.

## Financial Results for First Half and Projections for Fiscal 2009: Japan Segment

(Yen in billions)

	2008 1H Results	2009 1H Results	vs.PY(%)	2008 Results	2009 Projections	vs.PY(%)
	Net Sales	656.2	449.3	(32)	1,321.9	1,010.0
Operating income	39.9	(31.0)	-	68.9	14.0	(80)
Operating income margin (%)	6.1	(6.9)		5.2	1.4	

\*Figures within parentheses mean loss

## Financial Results for First Half and Projections for Fiscal 2009: The Americas Segment

(Yen in billions)

	2008	2009		2008	2009	
	1H Results	1H Results	vs.PY(%)		Results	Projections
Net Sales	713.6	539.6	(24)	1,417.2	1,130.0	(20)
Operating income	19.1	5.2	(72)	21.6	22.0	+2
Operating income margin (%)	2.7	1.0		1.5	1.9	

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## Financial Results for First Half and Projections for Fiscal 2009: Europe Segment

(Yen in billions)

	2008	2009		2008	2009	
	1H Results	1H Results	vs.PY(%)		Results	Projections
Net Sales	261.6	168.9	(35)	474.8	370.0	(22)
Operating income	2.1	(12.5)	-	(4.8)	(7.0)	-
Operating income margin (%)	0.8	(7.5)		(1.0)	(1.9)	

\*Figures within parentheses mean loss

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## Financial Results for First Half and Projections for Fiscal 2009: Other Regions Segment

(Yen in billions)

	2008	2009		2008	2009	
	1H Results	1H Results	vs.PY(%)		Results	Projections
Net Sales	303.5	234.1	(23)	599.3	490.0	(18)
Operating income	20.3	8.6	(57)	35.4	26.0	(27)
Operating income margin (%)	6.7	3.7		5.9	5.3	

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## Dividends

(Yen per share)

Interim dividend (Date of dividend payment : September 1, 2009)	8 yen
Year-end dividend (projections)	8 yen
Annual dividend (projections)	16 yen

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## Management Policy Aiming at the World after the Economic Downturn

### Management Policy Aiming at the World after the Economic Downturn

\*Fundamental Management Policy - Mid-term Management Plan (MTP)

⇒The direction set in MTP in which the Company should head remain unchanged even after the economic downturn.

The Company shall implement necessary initiatives steadily.

\*The Management Approach of the Implementation of Initiatives

“Look where we are headed, and make firm steps forward.”

⇒The management approach shall be “Lean & Strategic”.

- 1) Lean : The condition which the management can control all the resources effectively and flexibly.
- 2) Strategic : The management approach which necessary resources are allocated selectively and speedily, so that the Bridgestone Group can generate steady profits and be well positioned for continuous growth.

Management Policy Aiming at the World after the Economic Downturn

\*"Lean and Strategic" Corporate Activities

- 1) Establish the management that can conduct thoroughly lean operations
  - A. Enhance the competitiveness of the entire supply chain
  - B. Optimization of the sales organization
    - ⇒ Reorganization of Domestic Replacement Tire Sales and Domestic Diversified Products Sales
- 2) Reallocate resources, and enhance initiatives which shall be implemented strategically

Management Policy Aiming at the World after the Economic Downturn

\*Initiatives that shall be implemented strategically

1. Start of production at Kitakyushu Plant ahead of schedule  
(From September to June)  
Accelerated start of production due to the stable demand of ultralarge off-the-road radial tires for construction and mining vehicles



First shipment (June 16<sup>th</sup>)



Opening Ceremony (Aug 4<sup>th</sup>)



Management Policy Aiming at the World after the Economic Downturn

2. ECOPIA lineup

Launch full-fledged rollout (North America, Europe, and South Korea)  
Fitment for the third generation "Prius" by Toyota Motor Corporation

3. Introduction of the third generation of runflat tires

Adopted new technologies that further improve riding comfort  
comparable to conventional tires



ECOPIA EP25

(Standard Equipment for the third generation "Prius")



Runflat Testing Event in Rome

Management Policy Aiming at the World after the Economic Downturn

4. Retread and Solutions Business

Japan, Asia, and China : Growth markets for retread and solutions business

- 1) Japan⇒ Implementation of "Eco-value pack"  
Establish new retread factories
- 2) Build a plant for retread materials in Thailand  
(Production to start in Nov, 2010)

5. Start the Sales of Electronic Paper



A Plant for Retread Materials

A Ceremony for Start of Construction

(Bridgestone Bandag Manufacturing (Thailand) Co., Ltd.)



Electronic Paper

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