

FOR IMMEDIATE RELEASE

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Bridgestone Corporation Announces Business and Financial Results for Fiscal 2007

Tokyo (February 19, 2008) - Bridgestone Corporation (the "Company") today announced its consolidated business and financial results for the fiscal year ended December 31, 2007. These results are for the Company and its consolidated subsidiaries, collectively referred to below as the "Companies." The Company had 449 consolidated subsidiaries and 182 equity method affiliates as of December 31, 2007, compared to 441 consolidated subsidiaries and 184 equity method affiliates as of December 31, 2006.

Here is a summary of the Companies' results in 2007 and management's projections for the Companies' sales and earnings performance in 2008. Solely for the convenience of readers, the dollar figures have been calculated at US\$1 = ¥114.15, the exchange rate on December 31, the end of the 2007 fiscal year.

I. Summary of Business and Financial Performance

A. Overall results

1. Sales and earnings

	FY2007	FY2006	Increase (decrease)	
	¥ billion	¥ billion	¥ billion	%
Net sales	3,390.2	2,991.2	398.9	13
Operating income	249.9	190.8	59.0	31
Ordinary income	219.0	159.5	59.4	37
Net income	131.6	85.1	46.5	55

A defining trend of the business environment in fiscal 2007 was the persistent global upward movement in the cost of crude oil and other raw materials. Despite signs of an economic slowdown in the second half of the year stemming from the sub-prime housing loan problem in the United States, the effect of this crisis was limited to certain sectors on a full-year basis. The Japanese economy continued to recover gradually as a result of improving corporate

earnings and increases in capital spending. In the United States, the economy for the most part (excluding those sectors directly affected by the sub-prime situation) showed solid expansion in fiscal 2007. This economic performance was based on sustained strength in consumer spending, despite a slowdown in housing construction and residential mortgage activity. Economic recovery continued in Europe, supported by increasing capital investment. Strong economic growth continued in China while other Asian economies expanded steadily.

Amid such a business environment, the Companies continued their efforts to increase production capacity in strategic product lines and benefited from their strengths in research and development. Those efforts enabled the Companies to provide products worldwide in a timely manner that fulfill the quality and performance requirements of customers. Additionally, the Companies also maintained group-wide efforts to enhance their portfolio of highly competitive products and businesses despite an increasingly difficult business environment caused by changes in the global structure of demand and competition.

As a result, net sales in fiscal 2007 increased 13% over the previous year, to ¥3,390.2 billion [\$29.7 billion] due in part to the exchange gain on the weaker Japanese yen, while operating income increased 31%, to ¥249.9 billion [\$2,189 million] and ordinary income increased 37%, to ¥219.0 billion [\$1,919 million] as the Companies worked to mitigate the impact of increasing raw material costs. Net income grew 55%, to ¥131.6 billion [\$1,153 million].

The Companies accrued pretax ¥21.7 billion [\$190 million] as an extraordinary loss during the previous fiscal year in connection with the announced closure of two tire plants in the Americas.

Since May 2007, the US Department of Justice, the European Commission, the Fair Trade Commission of Japan and other authorities have been investigating the Company due to suspicions of the company being involved in international cartel activities regarding the sales of marine hoses.

During the internal inquiry into facts related to an international cartel, it has uncovered the fact that there have been incidents of improper monetary payments to foreign agents, all or a part of which may have been provided to foreign governmental officers, and other possible forms of improper payments. Further, if the foreign agents made payments to foreign governmental officers, there is a possibility that such acts constitute breaches of the Unfair Competition Prevention Law of Japan (law prohibiting the bribery of foreign officials). Improper payments may also violate laws in other jurisdictions. We take these facts seriously and have reported the result of our investigation conducted so far to the public prosecutors' office of Japan and to the US Department of Justice. We have been able to confirm that inappropriate payments have been identified in relation to the sales of marine hose. However, as our investigation proceeds, we are also finding similar instances in relation to other industrial

products sold by the Company. The investigation is continuing and could expand. The Company will withdraw from the marine hose business.

The Company has not established a reserve allowance in connection with investigation regarding the matter.

2. Segment Information

Note:

The amounts for segment results include inter-segment transactions that are eliminated in calculating the consolidated results.

a. By business segment

		FY2007	FY2006	Increase (decrease)	
		¥ billion	¥ billion	¥ billion	%
Tires	Sales	2,755.9	2,396.9	359.0	15
	Operating income	195.0	139.0	55.9	40
Diversified Products	Sales	656.3	626.8	29.4	5
	Operating income	54.7	51.7	2.9	6
Consolidated Results	Sales	3,390.2	2,991.2	398.9	13
	Operating income	249.9	190.8	59.0	31

In the tire segment, the Companies' operating income in fiscal 2007 increased 40% over the previous year, to ¥195.0 billion [\$1,708 million] as the Companies worked to mitigate the impact of increasing raw material costs, on an increase of 15% in sales, to ¥2,755.9 billion [\$24.1 billion]. The Companies worked to maximize their sales momentum by introducing appealing new products worldwide, while at the same time improving and expanding strategic production sites around the world in support of those products that have been identified as strategic and important to the Companies' future growth.

In Japan, unit sales of tires remained on a par with those in the previous year, while unit sales of strategic products and high-value-added products expanded steadily. In the Americas, although unit sales of passenger car and light trucks tires in the North American tire business decreased in the original equipment sector relative to the previous year, sales in the replacement sector were brisk, exceeding those in the previous year. Unit sales of strategic products, led by UHP (ultrahigh performance) tires, increased considerably over the previous

year. Unit sales of truck and bus tires decreased markedly year-over-year due primarily to the expected impact of reduced sales in the original equipment sector due to pre-buy activities in 2006 in response to new emission regulations which took effect in 2007. In Europe, unit sales of passenger car and light truck tires were strong, exceeding those in the previous year, due primarily to a considerable increase in unit sales of strategic products, led by runflat tires* and winter tires. Unit sales of truck and bus tires posted a significant increase over the previous year. In the specialty tires business, unit sales of large and ultra-large off-the-road radial tires greatly exceeded the previous year on the back of continued strong demand.

In the diversified products segment, the Companies' operating income in fiscal 2007 increased 6% over the previous year, to ¥54.7 billion [\$479 million], on an increase of 5% in sales, to ¥656.3 billion [\$5.7 billion]. Business was especially strong in automotive components and the commercial building materials operations in the United States.

*Runflat tires continue to function safely at a specified speed for a specified mileage even after a loss of air pressure.

b. By geographical segment

		FY2007	FY2006	Increase (decrease)	
		¥ billion	¥ billion	¥ billion	%
Japan	Sales	1,371.7	1,255.6	116.1	9
	Operating income	147.5	117.5	29.9	25
The Americas	Sales	1,510.7	1,333.5	177.1	13
	Operating income	51.5	42.0	9.4	23
Europe	Sales	516.0	418.4	97.5	23
	Operating income	17.2	14.8	2.3	16
Other	Sales	548.6	441.2	107.4	24
	Operating income	37.6	20.2	17.3	86
Consolidated Results	Sales	3,390.2	2,991.2	398.9	13
	Operating income	249.9	190.8	59.0	31

Sales in Japan increased 9% over the previous year, to ¥1,371.7 billion [\$12.0 billion], and operating income increased 25%, to ¥147.5 billion [\$1,292 million], despite increasing raw

material costs. Sales in both the tire and diversified products segments were strong on the whole.

In the Americas, sales increased 13% over the previous year, to ¥1,510.7 billion [\$13.2 billion], and operating income increased 23%, to ¥51.5 billion [\$451 million], despite increasing raw material costs. Sales in almost all operations in both the tire and diversified products segments surpassed those in the previous year. Additionally, Bridgestone Americas Holding, Inc., the U.S. subsidiary of Bridgestone Corporation, completed the acquisition of Bandag, Incorporated (currently Bridgestone Bandag, LLC) in late May 2007.

Sales in Europe increased 23% over the previous year, to ¥516.0 billion [\$4.5 billion], due in part to an increase in unit sales coupled with the exchange gain on the weaker Japanese yen. Operating income increased 16%, to ¥17.2 billion [\$151 million], despite increasing raw material costs.

In other regions, sales grew 24% to ¥548.6 billion [\$4.8 billion], spurred by vigorous marketing activities, efforts to improve and expand production sites in strategic areas and for strategic products, and the exchange gain on the weaker Japanese yen. Operating income increased 86%, to ¥37.6 billion [\$329 million], despite increasing raw material costs.

B. Dividends

Management has proposed a year-end dividend of ¥13 per share. Including an interim dividend of ¥13, the annual dividend is expected to be ¥26 per share.

C. Financial Position

1. Cash Flow

		FY2007	FY2006	Increase (decrease)
		¥ billion	¥ billion	¥ billion
Net cash provided by operating activities		333.5	149.1	184.4
Net cash used in investing activities		(377.5)	(255.7)	(121.8)
Net cash provided by financing activities		94.0	81.3	12.6
Effect of exchange rate changes on cash and cash equivalents		2.1	9.8	(7.6)
Net increase (decrease) in cash and cash equivalents		52.2	(15.3)	67.5
Cash and cash equivalents	At beginning of year	198.2	213.5	(15.3)
	At end of year	250.5	198.2	52.2

The Companies' cash and cash equivalents increased ¥52.2 billion [\$457 million] during 2007, to ¥250.5 billion [\$2,194 million], compared with a decrease of ¥15.3 billion [\$134 million] during the prior year.

(Cash flow by operating activities)

Net cash provided by operating activities increased ¥184.4 billion [\$1,615 million] compared with the prior year, to ¥333.5 billion [\$2,922 million]. The principal contributors to that increase included income before income taxes and minority interests of ¥215.6 billion [\$1,889 million], compared with ¥140.1 billion [\$1,227 million] during the prior year; depreciation and amortization of ¥173.5 billion [\$1,520 million], compared with ¥145.3 billion [\$1,273 million] during the prior year; notes and accounts payable of ¥26.5 billion [\$232 million], compared with ¥6.0 billion [\$53 million] during the prior year. Those contributors offset an increase of ¥57.1 billion [\$500 million] in income taxes paid, compared with an increase of ¥60.9 billion [\$534 million] in the prior year.

(Cash flow by investing activities)

Net cash used in investing activities increased ¥121.8 billion [\$1,067 million] compared with the prior year, to ¥377.5 billion [\$3,307 million]. Expenditures included payments of ¥268.6 billion [\$2,353 million] for purchase of property, plant and equipment, compared with payments of ¥250.2 billion [\$2,192 million] during the prior year; and ¥109.5 billion [\$959 million] for the acquisition of the stock of newly consolidated subsidiaries.

(Cash flow by financing activities)

Net cash provided by financing activities increased ¥12.6 billion [\$110 million] compared with the prior year, to ¥94.0 billion [\$823 million]. The major contributors included a net increase of ¥171.6 billion [\$1,503 million] in proceeds from long-term borrowings, compared with ¥64.8 billion [\$568 million] in the prior year. These increases offset payment for redemption of bonds of ¥55.9 billion [\$490 million], compared with ¥27.1 billion [\$237 million] during the prior year; and ¥24.7 billion [\$216 million] in proceeds from short-term borrowings and commercial paper, compared with ¥64.0 billion [\$561 million] in the prior year.

2. Trends in Cash Flow Indicators

	FY2005	FY2006	FY2007
Shareholders' equity/total assets (%)	41.6	38.6	40.8
Market capitalization*/total assets (%)	70.8	67.8	46.2
Interest-bearing debt/net cash provided by operating activities (years)	3.9	4.7	2.5
Net cash provided by operating activities/interest payments** (times)	10.1	7.1	10.1

* Share price on last trading day of December multiplied by number of shares outstanding (after deducting treasury stock)

** Interest payments as listed on Statements of Cash Flows

II. Projections

The operating environment is expected to remain challenging in 2008. Raw material and energy costs are anticipated to continue to increase. Concurrently, concerns about a possible economic slowdown in Japan and the United States have heightened. Changes in demand and increasing competition are also expected to contribute to these global business challenges.

In Japan, management expect unit sales of tires in the original equipment sector to increase over the previous year while unit sales of tires in the replacement sector to remain on par with the previous year. They also project unit sales of export tires to remain on par with those in 2007.

In the Americas, management projects unit sales to remain on par with the previous year in passenger car and light truck tires. They also project an increase in unit sales of truck and bus tires over the previous year.

In Europe, management expects unit sales gains in passenger car, light truck, truck and bus tires over the prior year.

Below is a summary of management's projections for consolidated sales and earnings for fiscal 2008.

		FY2008 Projections	FY2007 Results	Increase (decrease)	
		¥ billion	¥ billion	¥ billion	%
First half	Net sales	1,690.0	1,615.6	74.3	5
	Operating income	91.0	102.0	(11.0)	(11)
	Ordinary income	69.0	91.3	(22.3)	(24)
	Net income	37.0	52.9	(15.9)	(30)
Full year	Net sales	3,560.0	3,390.2	169.8	5
	Operating income	195.0	249.9	(54.9)	(22)
	Ordinary income	149.0	219.0	(70.0)	(32)
	Net income	90.0	131.6	(41.6)	(32)
Exchange rate-Actual (FY2007) or assumed (FY2008)	First-half average	Yen/dollar	Yen 110	Yen 120	(8)
		Yen/euro	155	160	(3)
	Full-year average	Yen/dollar	110	118	(7)
		Yen/euro	155	162	(4)

Management plans to provide an annual dividend of ¥26 per share in 2008, comprising an interim dividend of ¥13 per share and a year-end dividend of ¥13.

Forward-Looking Statements

The preceding descriptions of projections and plans are "forward-looking statements," which involve known and unknown risks and uncertainties. Those variables could cause the Companies' actual performance and results to differ substantially from management's projections and plans.

Bridgestone Corporation, headquartered in Tokyo, is the world's largest manufacturer of tires and other rubber products. Tires account for 80 percent of Bridgestone Group sales worldwide. The company also manufactures industrial rubber and chemical products, sporting goods, and other diversified products. It sells its tires and other products in more than 150 nations.

Consolidated Financial Statements

Consolidated Balance Sheet

	FY2006 (As of 31 December 2006)		FY2007 (As of 31 December 2007)		Increase (Decrease)
	Yen in million	%	Yen in million	%	Yen in million
Assets					
Current Assets:					
Cash and deposits	183,319		198,412		15,093
Notes and accounts receivable	565,581		599,146		33,565
Short-term investments	10,454		50,986		40,532
Inventories	549,525		563,680		14,155
Deferred tax assets	74,834		73,688		(1,146)
Other	83,799		95,897		12,098
Allowance for doubtful accounts	(16,874)		(16,176)		698
Total Current Assets	1,450,639	47.5	1,565,635	46.6	114,996
Fixed Assets:					
Tangible assets					
Building and structures	279,088		346,041		66,953
Machinery and equipment	393,063		446,243		53,180
Land	137,485		149,661		12,176
Construction in progress	128,934		157,044		28,110
Other	64,841		76,284		11,443
Tangible assets	1,003,413		1,175,275		171,862
Intangible assets					
Rights and other	18,821		61,589		42,768
Intangible assets	18,821		61,589		42,768
Investments and other assets					
Investments in securities	339,931		345,504		5,573
Long-term loans receivable	13,024		12,693		(331)
Deferred tax assets	163,262		132,121		(31,141)
Other	65,158		67,191		2,033
Allowance for doubtful accounts	(811)		(756)		55
Investments and other assets	580,565		556,754		(23,811)
Total Fixed Assets	1,602,799	52.5	1,793,619	53.4	190,820
Total	3,053,439	100.0	3,359,255	100.0	305,816

(Financial information is prepared in accordance with accounting principles generally accepted in Japan)

	FY2006 (As of 31 December 2006)		FY2007 (As of 31 December 2007)		Increase (Decrease)
	Yen in million	%	Yen in million	%	Yen in million
Liabilities					
Current Liabilities:					
Notes and accounts payable	212,493		230,751		18,258
Short-term borrowings	285,102		345,850		60,748
Commercial paper	8,998		19,749		10,751
Current portion of bonds	33,012		24,143		(8,869)
Income taxes payable	30,757		37,361		6,604
Deferred tax liabilities	1,408		2,697		1,289
Provision for voluntary tire recall	6,482		5,663		(819)
Accounts payable - other	173,390		184,982		11,592
Accrued expenses	180,665		187,993		7,328
Other	46,134		48,864		2,730
Total Current Liabilities	978,444	32.1	1,088,058	32.4	109,614
Long-term Liabilities:					
Bonds	128,518		123,098		(5,420)
Long-term borrowings	249,224		314,123		64,899
Deferred tax liabilities	77,239		70,083		(7,156)
Accrued pension and liability for retirement benefits	329,675		280,854		(48,821)
Warranty reserve	21,270		20,663		(607)
Provision for environmental remediation	4,418		2,494		(1,924)
Other	42,801		49,652		6,851
Total Long-term Liabilities	853,149	27.9	860,971	25.6	7,822
Total Liabilities	1,831,593	60.0	1,949,029	58.0	117,436
Net Assets					
Shareholders' equity:					
Common stock	126,354		126,354		—
Capital surplus	122,078		122,078		—
Retained earnings	887,216		1,042,201		154,984
Treasury stock-at cost	(62,746)		(62,383)		363
Total Shareholders' equity	1,072,903	35.1	1,228,251	36.6	155,348
Net unrealized gain(loss) and translation adjustments:					
Net unrealized gain on available-for-sale securities	170,249		183,577		13,327
Deferred gain on derivative instruments	22		126		103
Foreign currency translation adjustments	(64,020)		(40,700)		23,320
Total Net unrealized gain(loss) and translation adjustments	106,251	3.5	143,003	4.2	36,752
Stock acquisition rights:	—	—	40	—	40
Minority Interests:	42,691	1.4	38,929	1.2	(3,761)
Total Net Assets	1,221,846	40.0	1,410,225	42.0	188,379
Total	3,053,439	100.0	3,359,255	100.0	305,816

(Financial information is prepared in accordance with accounting principles generally accepted in Japan)

Consolidated Statements of Income

	FY2006 (Year ended 31 December 2006)		FY2007 (Year ended 31 December 2007)		Increase (Decrease)			
	Yen in million	%	Yen in million	%	Yen in million	%		
Net Sales		2,991,275	100.0		3,390,218	100.0	398,943	—
Cost of Sales		2,005,536	67.0		2,259,148	66.6	253,612	(0.4)
Gross profit		985,739	33.0		1,131,070	33.4	145,331	0.4
Selling, General and Administrative Expenses		794,862	26.6		881,108	26.0	86,246	(0.6)
Operating income		190,876	6.4		249,961	7.4	59,085	1.0
Non-operating Income								
Interest income	4,568			6,395				
Dividend income	3,019			4,113				
Other	15,621	23,209	0.8	24,164	34,674	1.0	11,465	0.2
Non-operating Expenses								
Interest expense	22,919			33,046				
Foreign currency exchange loss	5,511			3,508				
Other	26,074	54,506	1.9	29,063	65,618	1.9	11,112	—
Ordinary income		159,579	5.3		219,016	6.5	59,437	1.2
Extraordinary Income								
Gain on sales of tangible assets	6,356			—				
Gain on sales of investments in securities	1,733	8,089	0.3	—	—	—	(8,089)	(0.3)
Extraordinary Loss								
Impairment loss on assets	5,774			—				
Plant restructuring costs in the Americas	21,743			—				
Loss related to voluntary tire replacement	—	27,517	0.9	3,338	3,338	0.1	(24,179)	(0.8)
Income before income taxes and minority interests		140,152	4.7		215,678	6.4	75,526	1.7
Income taxes - current	56,669			75,920				
Income taxes - deferred	(5,404)	51,265	1.8	1,647	77,568	2.3	26,303	0.5
Minority Interests		3,766	0.1		6,480	0.2	2,714	0.1
Net Income		85,120	2.8		131,630	3.9	46,510	1.1

(Financial information is prepared in accordance with accounting principles generally accepted in Japan)

Consolidated Statements of Cash Flows

	FY2006 (Year ended 31 December 2006)	FY2007 (Year ended 31 December 2007)	Increase (Decrease)
	Yen in million	Yen in million	Yen in million
Cash Flows from Operating Activities			
Income before income taxes and minority interests	140,152	215,678	75,526
Depreciation and amortization	145,348	173,584	28,236
Increase in accrued pension and liability for retirement benefits	20,846	8,659	(12,187)
Interest and dividend income	(7,588)	(10,509)	(2,921)
Interest expense	22,919	33,046	10,127
Gain on sales of tangible assets	(6,356)	—	6,356
Gain on sales of investments in securities	(1,733)	—	1,733
Impairment loss on assets	5,774	—	(5,774)
Plant restructuring costs in the Americas	21,743	—	(21,743)
Loss related to voluntary tire replacement	—	3,338	3,338
Increase in notes and accounts receivable	(16,781)	(11,779)	5,002
(Increase) decrease in inventories	(64,621)	8,337	72,958
Increase in notes and accounts payable	6,088	26,507	20,419
Bonuses paid to directors	(784)	—	784
Other	(41,300)	(30,297)	11,003
Subtotal	223,705	416,566	192,861
Interest and dividends received	7,440	10,502	3,062
Interest paid	(21,060)	(33,019)	(11,959)
Payment related to voluntary tire replacement	—	(3,338)	(3,338)
Income taxes paid	(60,944)	(57,140)	3,804
Net Cash Provided by Operating Activities	149,141	333,571	184,430
Cash Flows from Investing Activities			
Payments for purchase of tangible assets	(250,223)	(268,629)	(18,406)
Proceeds from sales of tangible assets	10,834	3,455	(7,379)
Payments for purchase of intangible assets	(1,484)	—	1,484
Payments for investments in securities	(13,091)	(10,607)	2,484
Proceeds from sales of investments in securities	2,535	—	(2,535)
Payments for acquisition of stocks of newly consolidated subsidiaries	—	(109,565)	(109,565)
Payments for acquisition of loans receivable	—	(2,540)	(2,540)
Proceeds from collection of loans receivable	5,539	2,160	(3,379)
Other	(9,818)	8,169	17,987
Net Cash Used in Investing Activities	(255,708)	(377,556)	(121,848)
Cash Flows from Financing Activities			
Net increase (decrease) in short-term borrowings	64,055	(24,705)	(88,760)
Proceeds from long-term borrowings	64,840	171,664	106,824
Repayments of long-term borrowings	(29,168)	(15,734)	13,434
Proceeds from issuance of bonds	35,756	40,986	5,230
Payments for redemption of bonds	(27,188)	(55,944)	(28,756)
Payments for purchase of treasury stock	(3,377)	—	3,377
Repayments of financial lease obligations	(2,053)	(1,372)	681
Cash dividends paid	(20,308)	(19,460)	848
Cash dividends paid to minority	(1,491)	(1,694)	(203)
Other	332	344	12
Net Cash Provided by Financing Activities	81,397	94,081	12,684
Effect of Exchange Rate Changes on Cash and Cash Equivalents	9,857	2,187	(7,670)
Net Increase (Decrease) in Cash and Cash Equivalents	(15,311)	52,283	67,594
Cash and Cash Equivalents at Beginning of Year	213,581	198,269	(15,311)
Cash and Cash Equivalents at End of Year	198,269	250,553	52,283

(Financial information is prepared in accordance with accounting principles generally accepted in Japan)

Segment Information

1. Business Segment Information

FY2006 (Year ended 31 December 2006)

(Yen in million)

	Tires	Diversified Products	Total	Elimination or Corporate	Consolidated
Sales					
(1)Sales to external customers	2,393,165	598,109	2,991,275	—	2,991,275
(2)Intersegment sales and transfers	3,780	28,760	32,541	(32,541)	—
Total	2,396,946	626,870	3,023,816	(32,541)	2,991,275
Operating expenses	2,257,876	575,118	2,832,994	(32,595)	2,800,398
Operating income	139,069	51,752	190,822	54	190,876
Assets	2,585,496	479,516	3,065,012	(11,573)	3,053,439
Depreciation expenses	129,285	16,063	145,348	—	145,348
Impairment losses	5,774	—	5,774	—	5,774
Capital expenditure	231,995	30,519	262,514	—	262,514

FY2007 (Year ended 31 December 2007)

(Yen in million)

	Tires	Diversified Products	Total	Elimination or Corporate	Consolidated
Sales					
(1)Sales to external customers	2,750,374	639,844	3,390,218	—	3,390,218
(2)Intersegment sales and transfers	5,617	16,498	22,116	(22,116)	—
Total	2,755,992	656,342	3,412,335	(22,116)	3,390,218
Operating expenses	2,560,955	601,636	3,162,591	(22,334)	3,140,257
Operating income	195,036	54,706	249,743	218	249,961
Assets	2,878,953	483,309	3,362,262	(3,007)	3,359,255
Depreciation expenses	150,238	23,346	173,584	—	173,584
Capital expenditure	257,177	32,753	289,931	—	289,931

2. Geographical Segment Information

FY2006 (Year ended 31 December 2006)

(Yen in million)

	Japan	The Americas	Europe	Other	Total	Elimination or Corporate	Consolidated
Sales							
(1)Sales to external customers	896,742	1,324,038	413,952	356,541	2,991,275	—	2,991,275
(2)Intersegment sales and transfers	358,863	9,533	4,536	84,668	457,602	(457,602)	—
Total	1,255,605	1,333,572	418,489	441,210	3,448,877	(457,602)	2,991,275
Operating expenses	1,138,027	1,291,520	403,612	420,954	3,254,115	(453,716)	2,800,398
Operating income	117,578	42,052	14,876	20,255	194,762	(3,886)	190,876
Assets	1,366,801	968,641	453,361	490,254	3,279,058	(225,619)	3,053,439

FY2007 (Year ended 31 December 2007)

(Yen in million)

	Japan	The Americas	Europe	Other	Total	Elimination or Corporate	Consolidated
Sales							
(1)Sales to external customers	941,457	1,497,976	511,730	439,054	3,390,218	—	3,390,218
(2)Intersegment sales and transfers	430,266	12,757	4,277	109,632	556,934	(556,934)	—
Total	1,371,724	1,510,734	516,008	548,686	3,947,153	(556,934)	3,390,218
Operating expenses	1,224,209	1,459,220	498,799	511,049	3,693,278	(553,021)	3,140,257
Operating income	147,514	51,514	17,208	37,636	253,874	(3,912)	249,961
Assets	1,408,965	1,081,386	581,435	536,549	3,608,336	(249,081)	3,359,255

Per Share Data

	FY2006	FY2007	Increase (Decrease)	
	(Year ended 31 December 2006)	(Year ended 31 December 2007)	Yen	%
Per Share Data	Yen	Yen	Yen	%
Net income				
Basic	109.10	168.69	59.59	54.6
Diluted	109.07	168.65	59.58	54.6
Cash dividends	24.00	26.00	2.00	8.3

	FY2006	FY2007	Increase (Decrease)	
	(As of 31 December 2006)	(As of 31 December 2007)	Shares in thousand	%
Common stock issued and outstanding	Shares in thousand	Shares in thousand	Shares in thousand	%
	780,157	780,351	194	—

Nonconsolidated Financial Highlights (Parent Company)

	FY2006		FY2007		Increase (Decrease)	
	(Year ended 31 December 2006)		(Year ended 31 December 2007)			
Statements of income	Yen in million	%	Yen in million	%	Yen in million	%
Net sales	945,892	100.0	1,052,218	100.0	106,326	—
Operating income	95,211	10.1	126,118	12.0	30,907	1.9
Ordinary income	99,523	10.5	135,973	12.9	36,450	2.4
Net income	61,552	6.5	87,341	8.3	25,789	1.8

	FY2006	FY2007	Increase (Decrease)	
	(As of 31 December 2006)	(As of 31 December 2007)	Yen in million	%
Total assets	1,711,188	1,742,707	31,519	1.8
Net assets	1,088,264	1,138,850	50,586	4.6

(Financial information is prepared in accordance with accounting principles generally accepted in Japan)