



2007 First Quarter Conference Call

April 27, 2007



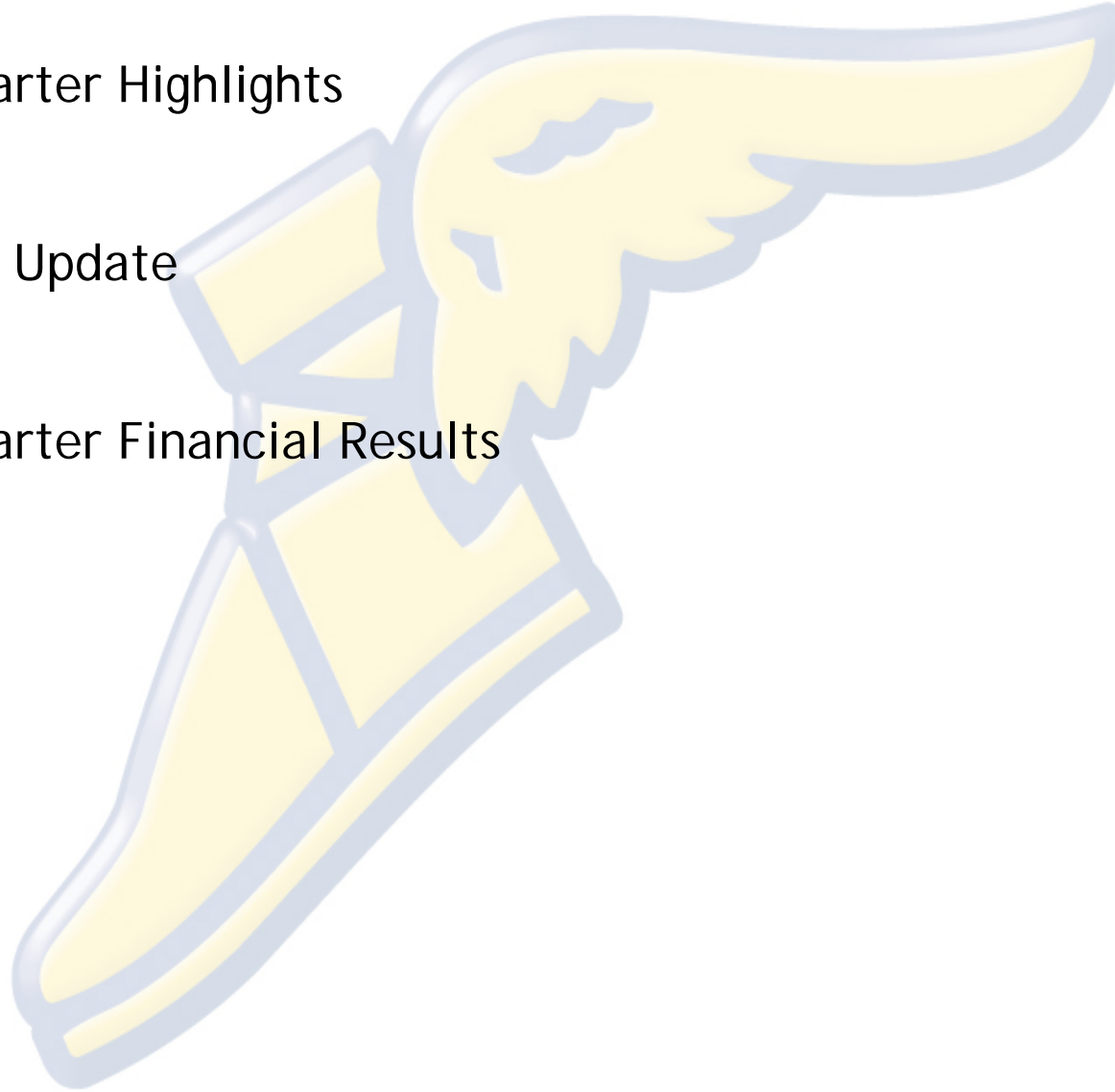
Forward-Looking Statements

Certain information contained in this presentation may constitute forward-looking statements for purposes of the safe harbor provisions of The Private Securities Litigation Reform Act of 1995. Actual results may differ materially from those indicated by such forward-looking statements. There are a variety of additional factors, many of which are beyond the company's control, which affect its operations, performance, business strategy and results and could cause its actual results and experience to differ materially from the assumptions, expectations and objectives expressed in any forward-looking statements. These factors include, but are not limited to: actions and initiatives taken by both current and potential competitors; increases in the prices paid for raw materials and energy; the company's ability to realize anticipated savings and operational benefits from its cost reduction initiatives, including those expected to be achieved under the company's master labor contract with the United Steelworkers (USW) and those related to the closure of certain of the company's manufacturing facilities; whether or not the various contingencies and requirements are met for the establishment of the Voluntary Employee Beneficiary Association (VEBA) to be established to provide healthcare benefits for current and future USW retirees; potential adverse consequences of litigation involving the company; pension plan funding obligations as well as the effects of more general factors such as changes in general market or economic conditions or in legislation, regulation or public policy. Additional factors are discussed in the company's filings with the Securities and Exchange Commission, including the company's annual reports on Form 10-K, quarterly reports on Form 10-Q and current reports on Form 8-K. In addition, any forward-looking statements represent our estimates only as of today and should not be relied upon as representing our estimates as of any subsequent date. While we may elect to update forward-looking statements at some point in the future, we specifically disclaim any obligation to do so, even if our estimates change.

The estimates provided in this presentation regarding the continuing financial impact of the USW strike are based on management's best estimate of what the Company's results would have been in the absence of the strike. Due to the assumptions and uncertainties inherent in developing these estimates, the actual results that the Company may have achieved in the absence of a strike could vary significantly from management's estimates.

Agenda

- First Quarter Highlights
- Strategy Update
- First Quarter Financial Results
- Outlook
- Q&A



First Quarter Highlights



- Engineered Products reported as discontinued operations
- Global sales from continuing operations up 1%, despite strike impact
 - Emerging markets revenue up 11%
- Price/Mix improvements more than offset raw material cost increases
- Revenue per tire grew 8% year-over-year
- Q1 strike recovery exceeded expectations
 - Full year 2007 strike impact reduced to \$100M - \$120M

Accelerating the Pace of Change



2007 Actions to Date

- Elimination of tire production in Valleyfield
- Closed unprofitable operations in Morocco
- Signed new 5-year agreement with NASCAR
- Launched impactful and innovative new products
- New "Get There" advertising campaign
- North American factories back to full pre-strike production
- Repaid borrowings under revolving credit lines
- Announced restructuring of salaried benefit plans
- Announced and closed credit facilities refinancing
- Announced agreement to sell the Engineered Products Division

7 Strategic Drivers



Leadership

Lower Cost Structure

Cash is King

Leveraged Distribution

Build Brand Strength

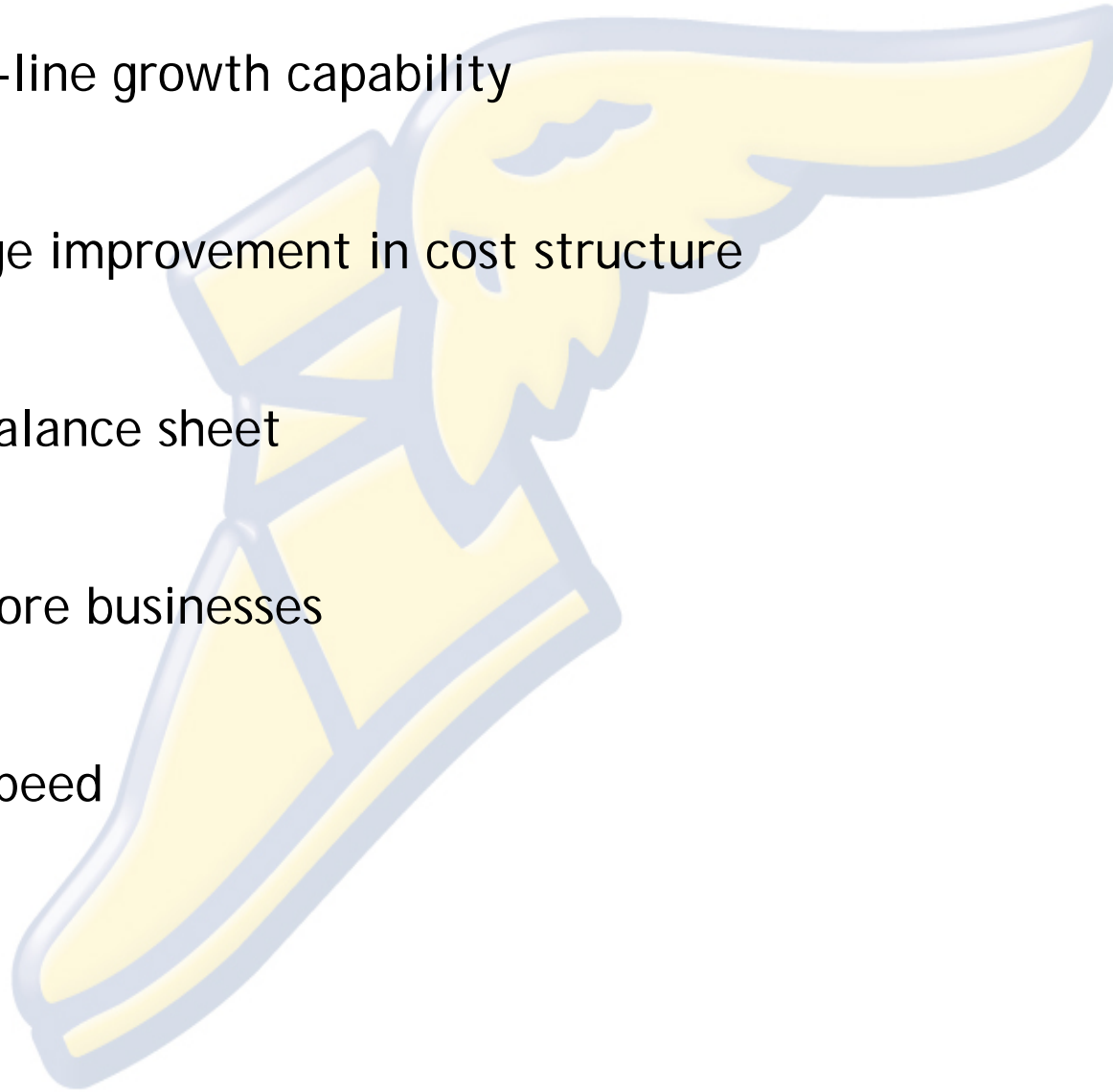
Product Leadership

Advantaged Supply Chain

Business Platforms



- Strong top-line growth capability
- Step change improvement in cost structure
- Stronger balance sheet
- Focus on core businesses
- Focus on speed



Investing in Growth



- Innovative new products
- Focus marketing spend in key market segments
- Increase high-value-added product capacity by 40% over five years
- Reducing our cost structure
 - Increase low-cost capacity by one-third over five years
- Supply chain improvements

4 Point Cost Savings Plan

Continuous Improvement/ USW Savings

- USW Contract Savings
- Safety
- Business Process Improvements (Productivity, Six Sigma, Lean)
- Product Reformulation

Savings by 2009: \$1.25B - \$1.4B
Progress in 2006: Nearly \$300M

Reduce Footprint

- Global high cost footprint focus
 - Target more than 25M unit footprint reduction
 - \$150 - \$250M cash cost
- Ongoing effort beyond 2008

Savings by 2009: \$150M+
Announced to date: \$135M

Asian Sourcing

- Raw Materials
- Low Cost Tires
- Capital Equipment
- Indirect Purchases

Savings by 2009: \$200 - \$300M
Progress in 2006: Nearly \$35M

Selling, Administrative & General

- Back-office Consolidation
- Legal Entity Reduction
- Headcount Rationalization
- Warehouse Consolidation

Savings by 2009: \$200 - \$250M
Progress in 2006: More than \$100M

Expect to exceed original 2008 target;
Targeting \$1.8 - \$2.0 billion in gross cost savings by the end of 2009

Stronger Balance Sheet: Capital Structure Improvement Plan



Status

Stage 1: Improve Near Term Liquidity and Bank Maturity

Completed

- April 2003 restructuring
- \$1.3 billion asset-based facility

Stage 2: Improve Liquidity

Completed

- \$650 million senior secured notes
- \$650 million new ABL Term Loan Tranche

Stage 3: Continue to Extend Intermediate Term Maturities and Reduce Overall Leverage

- \$350 million 4% Convertible Senior Notes due 2034 Completed
- Debt
 - €275 million Pan-European Account Receivable Facility Completed
 - \$3.65 billion to refinance U.S. and European credit facilities Completed
 - \$400 million 9% senior unsecured note due 2015 Completed
 - \$1 billion of senior notes Completed
 - 2007 Credit facilities refinancing Completed
- Asset sales In process
- Equity Future

Exiting Non-Core Businesses



- Engineered Products Division
- North American Farm Tire
- Certain segments of the private label tire business
- Tire fabric business
- Rubber plantation
- Adhesive resins business

Focusing resources on profitable growth opportunities

Next Stage Metrics



	2005	Next Stage Metrics
North American Segment Operating Margin	1.8%	5%
Total Segment Operating Margin ¹	5.9%	8%
Debt ²	3.2x EBITDA	2.5x EBITDA

1) SOM reconciliation on page 27

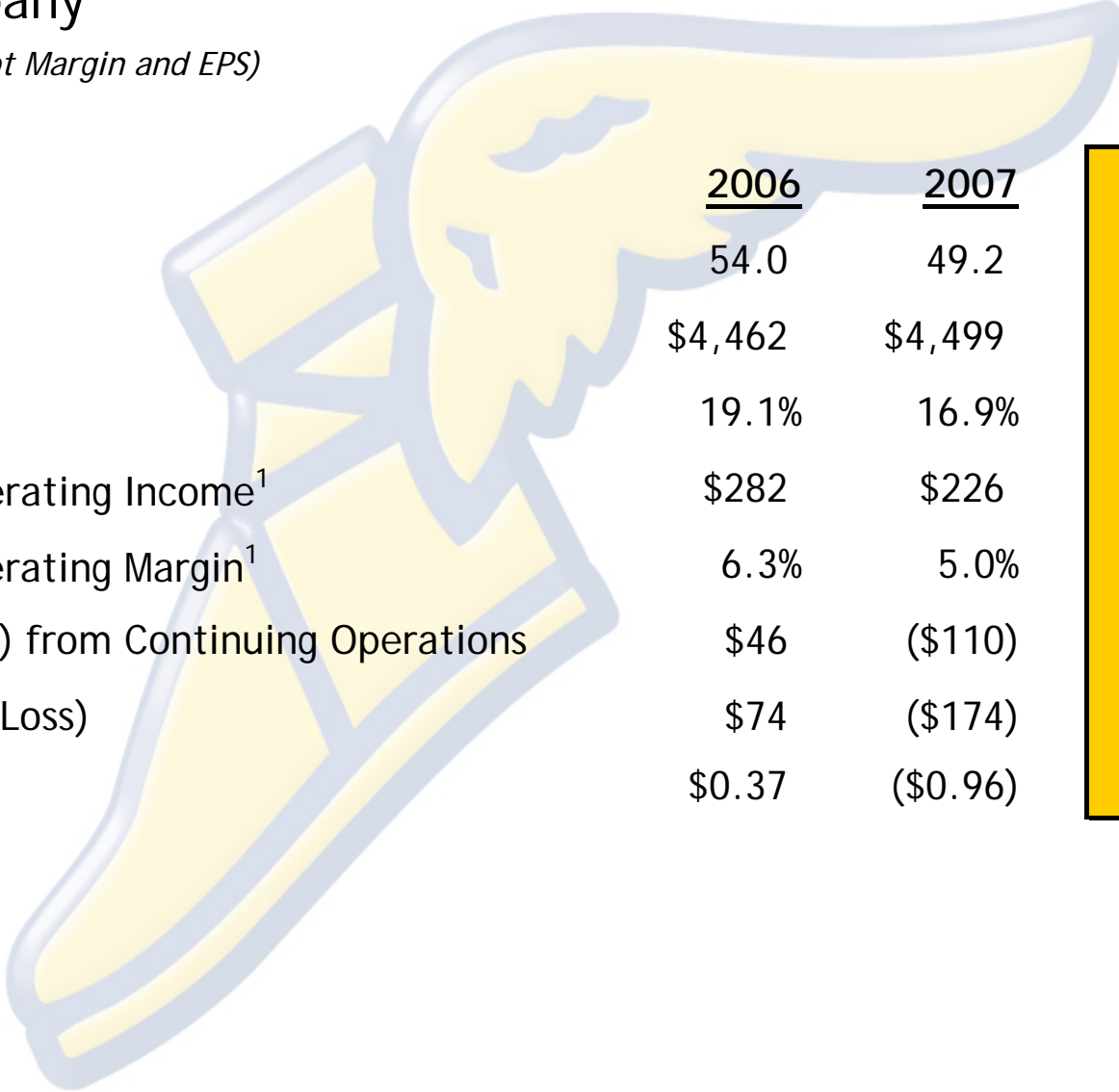
2) Debt/EBITDA reconciliation on page 28

First Quarter Performance



Total Company

(In millions, except Margin and EPS)



	<u>2006</u>	<u>2007</u>	<u>Change</u>
Units	54.0	49.2	-9%
Net Sales	\$4,462	\$4,499	1%
Gross Margin	19.1%	16.9%	-2.2 pts
Segment Operating Income ¹	\$282	\$226	-20%
Segment Operating Margin ¹	6.3%	5.0%	-1.3 pts
Income (Loss) from Continuing Operations	\$46	(\$110)	
Net Income (Loss)	\$74	(\$174)	
EPS - Diluted	\$0.37	(\$0.96)	

1) Segment operating income and margin reconciliation on page 29

Balance Sheet



(\$ in millions)

	December 31, 2006 ³	March 31, 2007
Cash and cash equivalents	\$3,862	\$2,083
Accounts and notes receivable	2,800	3,244
Inventories	2,601	2,742
Accounts payable - trade	<u>(1,945)</u>	<u>(2,056)</u>
Working capital ¹	\$3,456	\$3,930
Total debt	\$7,210	\$5,826
Net Debt ²	\$3,348	\$3,743

1) Working capital represents accounts and notes receivable and inventories, less accounts payable - trade

2) Net Debt reconciliation on page 30

3) Certain balance sheet amounts have been revised in the prior period to conform to the current period presentation

3 Months Cash Flow



(\$ in millions)

	<u>2006</u>	<u>2007</u>
Income (Loss) from Continuing Operations	\$ 46	\$ (110)
Depreciation and amortization ¹	154	160
Working capital ²	(519)	(483)
Pension contributions	(35)	(46)
Compensation and benefits	77	141
Insurance recoveries	43	-
Other	<u>(81)</u>	<u>(55)</u>
Cash Flows from Continuing Operations ³	<u>\$ (315)</u>	<u>\$ (393)</u>
Discontinued Operations	<u>13</u>	<u>(15)</u>
Cash Flows from Operations	<u>\$ (302)</u>	<u>\$ (408)</u>
Memo:		
Capital Expenditures	\$ 111	\$ 97

1) Includes amortization of debt issuance costs

2) Working capital represents accounts and notes receivable and inventories, less accounts payable - trade

3) See page 31 for a reconciliation of cash flows from operations

First Quarter Performance



North American Tire

(In millions)

	<u>2006</u>	<u>2007</u>	<u>Change</u>
Units	23.7	19.3	-19%
Net Sales	\$2,239	\$2,017	-10%
Segment Operating Income	\$43	(\$20)	-147%

- Revenue per tire up 7%
- Strike recovery progress exceeded expectations
- SOI Q1 strike impact of \$34 million
- SOI full year strike impact reduced to \$100 - \$120 million
- Consumer OE and commercial replacement markets weaker than expected
- Sell-out of Goodyear branded products in March was the highest in 3 years
- Strength in off-highway

First Quarter Performance



European Union Tire

(In millions)

	<u>2006</u>	<u>2007</u>	<u>Change</u>
Units	15.6	14.9	-4%
Net Sales	\$1,134	\$1,274	12%
Segment Operating Income	\$72	\$75	4%

- Solid results despite weak markets and competitive pressures
- Revenue per tire increased 8%
- Price/mix improvement more than offset raw material cost increases
- Favorable foreign currency translation

First Quarter Performance



Eastern Europe, Middle East and Africa Tire

(In millions)

	<u>2006</u>	<u>2007</u>	<u>Change</u>
Units	4.6	5.2	12%
Net Sales	\$339	\$414	22%
Segment Operating Income	\$43	\$64	49%

- Stronger volumes led by Consumer Replacement
- Revenue per tire increased 13%
- Price and mix improvements more than offset raw material cost increases

First Quarter Performance



Latin American Tire

(In millions)

	<u>2006</u>	<u>2007</u>	<u>Change</u>
Units	5.3	5.3	-1%
Net Sales	\$397	\$410	3%
Segment Operating Income	\$102	\$78	-24%

- Solid performance despite weak markets
- Revenue per tire increased 4%
- Competitive pricing environment due to stronger currency in Brazil

First Quarter Performance



Asia Pacific Tire

(In millions)

	<u>2006</u>	<u>2007</u>	<u>Change</u>
Units	4.8	4.5	-5%
Net Sales	\$353	\$384	9%
Segment Operating Income	\$22	\$29	32%

- Weak consumer markets
- Revenue per tire increased 11%
- Price and mix improvements more than offset raw material cost increases

Outlook



2007 Industry Outlook	Original Equipment		Replacement	
	<i>Consumer</i>	<i>Commercial</i>	<i>Consumer</i>	<i>Commercial</i>
North America: Full Year	-3%	-20%	1% to 2%	-2%
European Union: Full Year	-1 to 0%	7% to 8%	-2% to -1%	1.5% to 2.5%

- Raw material costs expected to increase 4 - 6% in 2007
- Interest expense of \$510 - \$525 million
- Capital expenditures of \$750 - \$800 million
- Tax expense about 30% of International Segment Operating Income

Summary

- Strike recovery going better than planned
- VEBA process beginning later; expect to complete in 2007
- Significant progress to our Capital Structure Improvement Plan
 - Lowered interest expense forecast
- Impactful new products
- Investing in HVA capacity
- Investing in low-cost manufacturing
- Revised raw material outlook
- Raised cost savings target

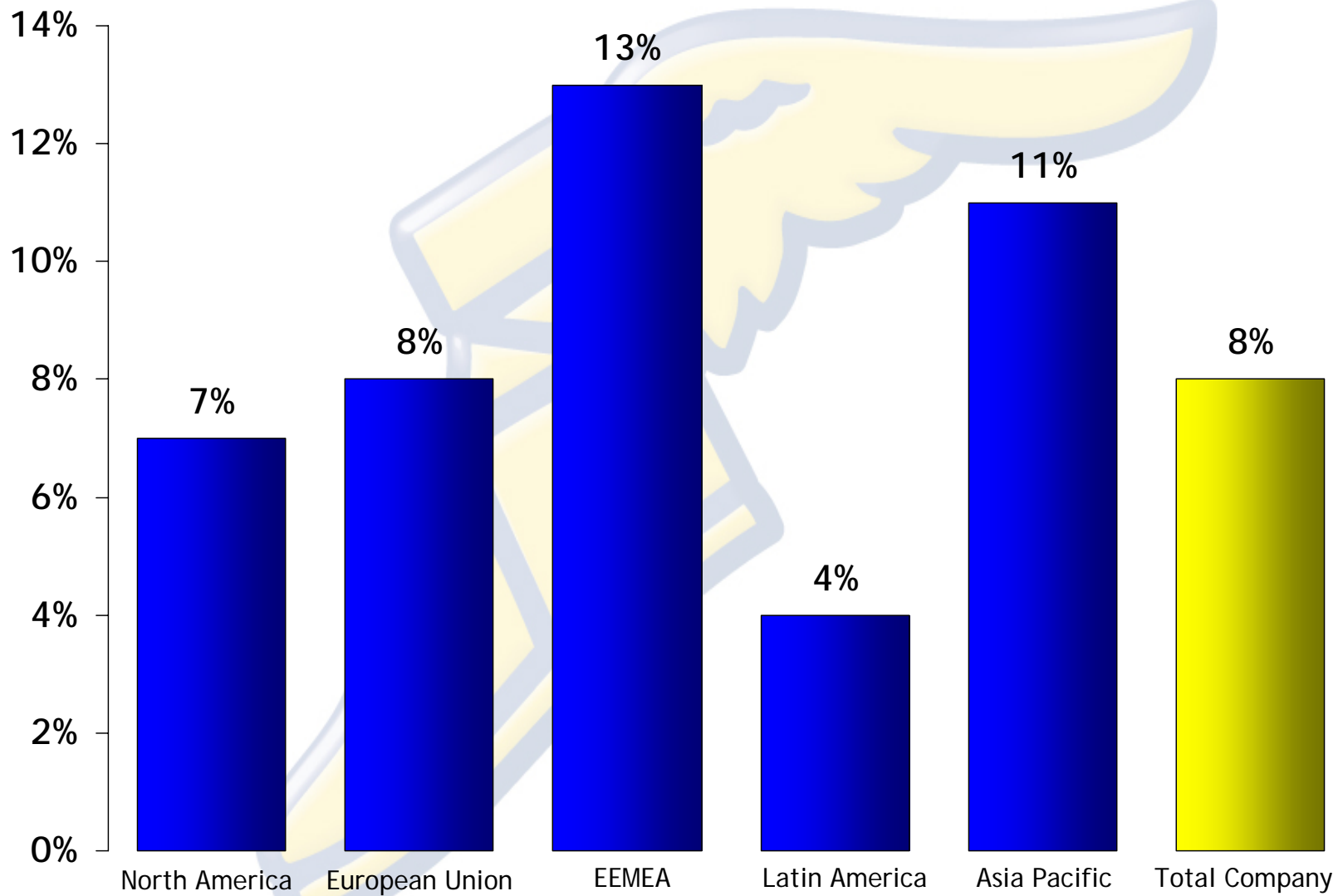


Appendix

First Quarter 2007 Revenue Per Tire Increase



(Y-o-Y, excluding impact of exchange)

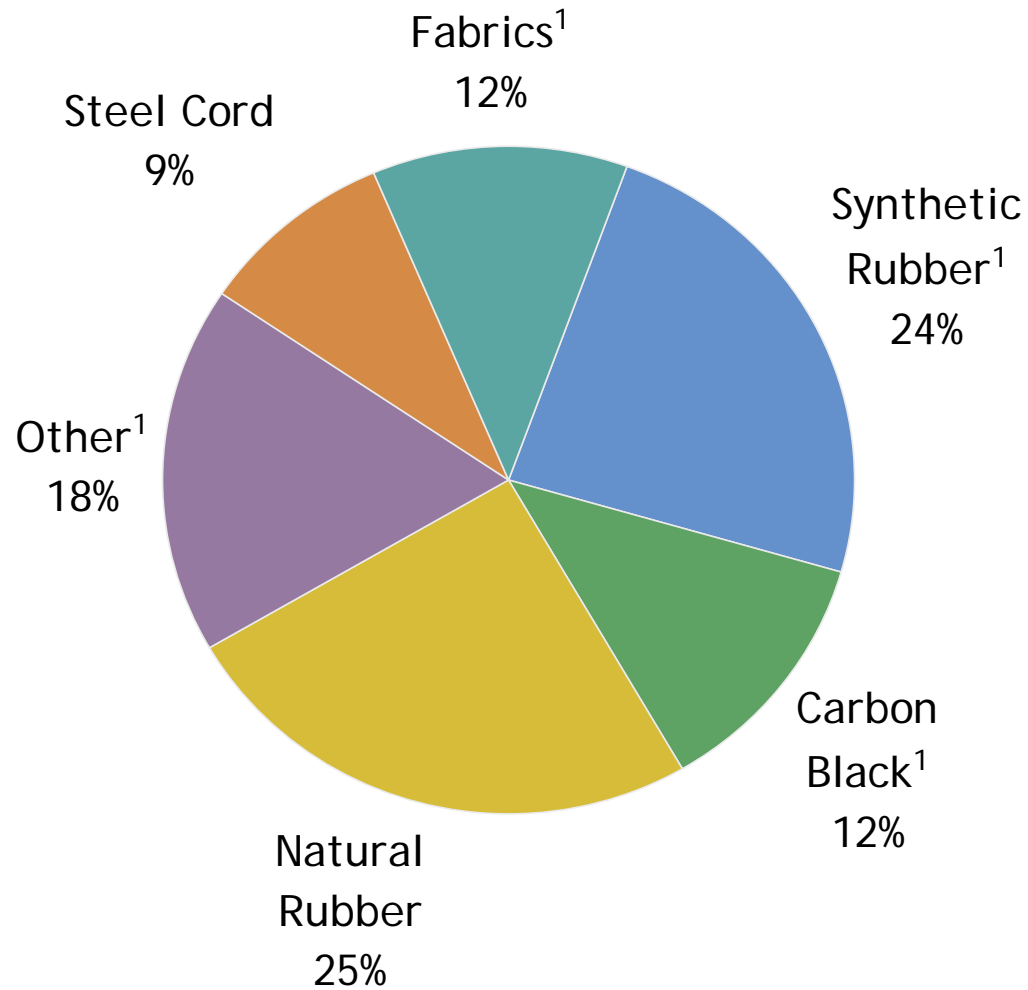


Driven by price/mix improvement

Raw Material Cost



Raw material cost breakdown



Raw materials make up about 35% of COGS

1) Dependent upon oil

Legacy Cost Update



Legacy Costs					
(\$ in millions) (excluding curtailment and termination costs)					
	2004*	2005*	2006*	2007 Guidance	2008 Guidance
Post-retirement benefit expense	\$293	\$225	\$210	Less than \$140 million	\$10 - \$20 lower
Pension expense	\$351	\$366	\$404	About \$300 million	
Unfunded pension obligations	\$3,122	\$3,011	\$2,444	Less than \$1.8 billion	
Unfunded OPEB obligations	\$3,218	\$2,629	\$2,474	Less than \$800 million Incl. VEBA impact	
U.S. pension contributions	\$157	\$407	\$556	\$550 - \$575	\$200 - \$225
Post-retirement benefit payments	\$258	\$260	\$255	Pro-rated portion of \$145M annual VEBA benefit	\$145 lower

* Does not reflect adjustment related to classification of Engineered Products as discontinued operations

Significant reduction in legacy costs

First Quarter Significant Items Impacting Continuing Operations (after tax)



2007

- Impact of USW strike, \$102 million in sales and \$34 million in income (19 cents per share)
- Curtailment charge related to salary benefit changes, \$64 million (35 cents per share)
- Rationalization charges including accelerated depreciation, \$31 million (17 cents per share)
- Loss due to a plant fire in Asia, \$7 million (4 cents per share)
- Gain on property sale in Asia, \$6 million (3 cents per share)

2006

- Rationalization charges including accelerated depreciation and asset write-offs, \$29 million (14 cents per share)
- Favorable settlement with certain suppliers, \$26 million (13 cents per share)
- Gain from a pension plan change in Latin America, \$13 million (6 cents per share)
- Gain from a resolution of a legal matter in Latin America, \$10 million (5 cents per share)

Reconciliation for Segment Operating Income/Margin¹



	Twelve Months Ended December 31, <u>2005</u>
<i>(\$ in millions)</i>	
Total Segment Operating Income	\$ 1,164
Rationalizations and asset sales	(47)
Accelerated depreciation, asset impairment and asset write-offs	(5)
Interest expense	(411)
Foreign currency exchange	(22)
Minority interest in net income of subsidiaries	(95)
Financing fees	(109)
General and product liability - discontinued products	(9)
Professional fees	(25)
Corporate incentive and stock based compensation plans	(11)
Net insurance settlement gains	43
Intercompany profit elimination	13
Interest income	59
Other	<u>(56)</u>
Income (Loss) Before Income Taxes and Cumulative Effect of Accounting Change	\$ 489
U.S. and foreign taxes on income (loss)	<u>250</u>
Income (Loss) Before Cumulative Effect of Accounting Change	239
Cumulative effect of accounting change, net of income taxes and minority interest	<u>(11)</u>
Net Income (Loss)	<u><u>\$ 228</u></u>
Net Income (Loss)	\$ 228
Sales	\$ 19,723
Return on Sales	1.2%
Total Segment Operating Margin	5.9%

1) Amounts include EPD



Reconciliation for Debt/EBITDA¹

	Year-ended December 31,
	<u>2005</u>
<i>(\$ in millions)</i>	
Net Income (Loss)	\$ 228
Consolidated Interest Expense	411
U.S. and Foreign Taxes on Income	250
Depreciation and Amortization Expense	630
Cumulative Effect of Accounting Change	11
EBITDA	\$ 1,530
Credit Agreement Adjustments:	
Other (Income) and Expense	70
Minority Interest in Net Income of Subsidiaries	95
Consolidated Interest Expense Adjustment	5
Rationalizations	11
Consolidated EBITDA	\$ 1,711
Total Debt	<u>2005</u>
Long-term Debt and Capital Leases	\$ 4,742
Long-term Debt and Capital Leases due within one year	448
Notes Payable and Overdrafts	217
Total Debt	\$ 5,407
	\$5,407/\$1,711=
Total Debt/EBITDA	3.2X

1) Amounts include EPD

Reconciliation for Segment Operating Income/Margin



(\$ in millions)

	Three Months Ended March 31,	
	<u>2006</u>	<u>2007</u>
Total Segment Operating Income	\$ 282	\$ 226
Rationalizations and asset sales	(36)	(6)
Accelerated depreciation, asset impairment and asset write-offs	(2)	(17)
Interest expense	(102)	(125)
Foreign currency exchange	(1)	(2)
Minority interest in net income of subsidiaries	(12)	(22)
Financing fees	(10)	(11)
General and product liability - discontinued products	(5)	(4)
Corporate incentive and stock based compensation plans	(12)	(13)
Interest income	20	30
Intercompany profit elimination	(13)	(17)
Curtailment	-	(64)
Retained new expenses of discontinued operations	(11)	(4)
Latin America legal matter	15	-
Other	1	(18)
(Loss) Income from continuing operations before income taxes	\$ 114	\$ (47)
U.S. and foreign taxes	68	63
(Loss) Income from continuing operations	46	(110)
Discontinued operations	28	(64)
Net (Loss) Income	<u>\$ 74</u>	<u>\$ (174)</u>
Net Income (Loss)	\$ 74	\$ (174)
Sales	\$ 4,462	\$ 4,499
Return on Sales	1.7%	-3.9%
Total Segment Operating Margin	6.3%	5.0%



Reconciliation for Net Debt

(\$ in millions)

	December 31, <u>2006</u>	March 31, <u>2007</u>
Long term debt and capital leases	\$ 6,562	\$ 5,402
Notes payable	243	247
Long term debt and capital leases due within one year	<u>405</u>	<u>177</u>
Total debt	\$ 7,210	\$ 5,826
Less: Cash and cash equivalents	<u>3,862</u>	<u>2,083</u>
Net Debt	<u>\$ 3,348</u>	<u>\$ 3,743</u>
Change in Net Debt		\$395

Reconciliation for 2006 Cash Flow



Three Months Ended

March 31,

2006

2007

(\$ in millions)

Cash Flows From Operating Activities:

Net (Loss) Income	\$74	(\$174)
Less: (Loss) income from discontinued operations	28	(64)
(Loss) Income from Continuing Operations	\$46	(\$110)

Adjustments to reconcile (loss) income from continuing operations to cash flows from operating activities:

Depreciation and amortization	149	154
Amortization of debt issuance costs	5	6
Deferred tax provision	3	(2)
Net rationalization charges	38	15
Net gain on asset sales	(2)	(9)
Minority interest and equity earnings	12	22
Pension contributions	(35)	(46)
Rationalization payments	(8)	(23)
Insurance recoveries	43	-
Changes in operating assets and liabilities net of asset acquisitions and dispositions:		
Accounts and notes receivable	(310)	(435)
Inventories	(239)	(126)
Accounts payable - trade	30	78
US and foreign taxes	(3)	11
Deferred and other noncurrent income taxes	(5)	6
Compensation and benefits	77	141
Other current liabilities	(79)	1
Other long-term liabilities	(20)	(37)
Other assets and liabilities	(17)	(39)
Total Operating Cash Flows From Continuing Operations	(315)	(393)
Discontinued operations	13	(15)
Total Cash Flows From Operating Activities	(\$302)	(\$408)