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Third Quarter 2019 Conference Call

October 25, 2019

Forward-Looking Statements



Certain information contained in this presentation constitutes forward-looking statements for purposes of the safe harbor provisions of The Private Securities Litigation Reform Act of 1995. There are a variety of factors, many of which are beyond our control, that affect our operations, performance, business strategy and results and could cause our 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: our ability to implement successfully our strategic initiatives; actions and initiatives taken by both current and potential competitors; increases in the prices paid for raw materials and energy; a labor strike, work stoppage or other similar event; foreign currency translation and transaction risks; deteriorating economic conditions or an inability to access capital markets; work stoppages, financial difficulties or supply disruptions at our suppliers or customers; the adequacy of our capital expenditures; our failure to comply with a material covenant in our debt obligations; potential adverse consequences of litigation involving the company; as well as the effects of more general factors such as changes in general market, economic or political conditions or in legislation, regulation or public policy. Additional factors are discussed in our filings with the Securities and Exchange Commission, including our annual report 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.

OUR GOAL

DELIVER SUSTAINABLE REVENUE AND PROFIT GROWTH WHILE INCREASING THE VALUE OF OUR BRAND

HOW WE'LL WIN

INNOVATION EXCELLENCE

Develop great products and services that anticipate and respond to the needs of consumers



OPERATIONAL EXCELLENCE

Relentlessly improve our quality and efficiency to deliver the right tire, to the right place, at the right time for the right cost

SALES & MARKETING EXCELLENCE

Build the value of our brand, help our customers win in their markets, and become consumers' preferred choice

Winning at the intersection is the key to success

HOW WE'LL WORK

ACT WITH INTEGRITY

Build trust and earn the confidence of others through honesty and respect – Protect Our Good Name

ENERGIZE THE TEAM

Create an environment where associates are inspired by work, wellness and serving their communities

PROMOTE COLLABORATION

Connect associates globally and encourage open discussion to meet objectives

BE AGILE

Embrace change and act with speed and purpose

DELIVER RESULTS

Anticipate challenges, seize opportunities and make courageous decisions

Engage and enable associates to realize their full potential

WHERE WE'LL FOCUS

CONSUMER EXPERIENCE

Make Goodyear easy to buy, own, and recommend

CUSTOMER SERVICE

Collaborate with customers to be a great supplier

QUALITY

Deliver industry best products, processes, and programs

HIGH-VALUE SEGMENTS

Compete where we capture the full value of our brand

MASTERING COMPLEXITY

Manage the necessary; eliminate the unneeded

Positives

- Strong volume growth in China, led by double-digit increases in consumer OE & replacement
- Price versus raw materials positive for the first time in 3 years
- U.S. replacement businesses continued to perform well
- Global commercial truck tire shipments continued to outpace industry
- Solid volume growth in Brazil

Negatives

- Weak global light vehicle production
- Soft demand and distribution challenges in Europe
- Transactional foreign exchange / strong U.S. dollar

Fundamentals starting to improve in several areas

Consumer Replacement Industry Fundamentals: ≥ 17 "



U.S. Replacement Industry 2019 vs. 2018 Growth Rate^(a)

	<u>Q3 19</u>	<u>YTD 19</u>
USTMA Members (≥ 17 "	7%	6%
USTMA Members (< 17 "	-9%	-8%
Total	1%	0%
Non-Members	13%	15%
Total U.S.	4%	4%
Goodyear (≥ 17"	10%	10%

Europool & Turkey Replacement Industry 2019 vs. 2018 Growth Rate^(b)

	<u>Q3 19</u>	<u>YTD 19</u>
ETRMA Members (≥ 17 "	8%	6%
ETRMA Members (< 17 "	-5%	-7%
Total	-2%	-3%
Non-Members	3%	2%
Total EU + Turkey	0%	-2%
Goodyear (≥ 17"	-1%	3%

(a) Source: U.S. Tire Manufacturers Association

(b) Source: European Tyre & Rubber Manufacturer's Association (Europe, including Turkey and excluding Russia) + Non-Members internal estimation

Top Ranked Products & Services



UltraGrip Performance+ *Ranked 1st in the coveted Auto Express Winter Tire Test, excelling in wet handling, braking, and noise reduction*



UltraGrip Performance+ *Named the best overall winter tire by a prestigious German car magazine with a score of 8.9 out of 10, with excellent grip both on snowy surfaces and on wet corners*

Eagle Exhilarate

#1 rated UHP All-Season tire by leading U.S. consumer magazine, with outstanding handling and braking performance



Assurance MaxLife

Top ranked Standard Touring All-Season tire on a leading U.S. e-commerce web site based on feedback from consumers with over 146,000 miles of real-world use



Goodyear Auto Service

Named to Newsweek's 2020 List of America's Best Customer Service brands; online rating scores have risen to more than 4 stars



Goodyear Auto Service *Named top automobile chain service destination by leading consumer magazine; one of only five chains to receive coveted recommended status*

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Financial Review

Third Quarter 2019 Income Statement



Terms: US\$ millions
(except EPS)

	Three Months Ended		Change
	September 30, 2019	September 30, 2018	
Units	40.3	40.5	(1)%
Net Sales	\$ 3,802	\$ 3,928	(3)%
<i>Gross Margin</i>	22.0%	22.9%	(0.9) pts
SAG	\$ 572	\$ 553	3%
Segment Operating Income ^(a)	\$ 294	\$ 362	(19)%
<i>Segment Operating Margin^(a)</i>	7.7%	9.2%	(1.5) pts
Goodyear Net Income	\$ 88	\$ 351	
Goodyear Net Income Per Share			
<i>Weighted Average Shares Outstanding</i>	233	236	
Basic	\$ 0.38	\$ 1.49	
<i>Weighted Average Shares Outstanding - Diluted</i>	234	238	
Diluted	\$ 0.38	\$ 1.48	
Cash Dividends Declared Per Common Share	\$ 0.16	\$ 0.14	
Adjusted Diluted Earnings Per Share ^(b)	\$ 0.45	\$ 0.68	

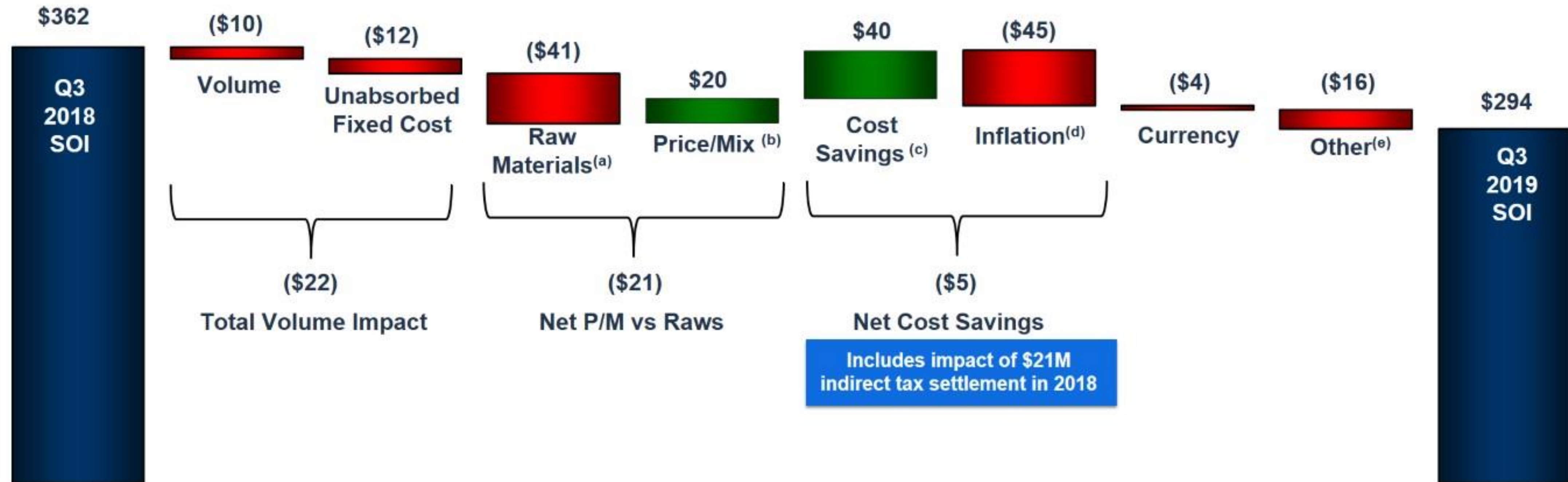
(a) See Segment Operating Income and Margin reconciliation in Appendix on page 24

(b) See Adjusted Diluted Earnings Per Share reconciliation in Appendix on pages 25 and 26

Third Quarter 2019 Segment Operating Results



Terms: US\$ millions



(a) Raw material variance of (\$41) million excludes raw material cost saving measures of \$21 million, which are included in Cost Savings

(b) Price/mix excludes the impact of equity interest in TireHub (\$2 million benefit year over year)

(c) Includes impact of \$21 million favorable indirect tax settlement in Brazil in the third quarter of 2018

(d) Estimated impact of inflation (wages, utilities, energy, transportation and other)

(e) Includes the impacts of other tire-related businesses, advertising, R&D and equity interest in TireHub (\$2 million benefit year over year)

Third Quarter 2019 Balance Sheet



Terms: US\$ millions

	September 30, 2019	June 30, 2019	December 31, 2018	September 30, 2018
Cash and cash equivalents	\$ 868	\$ 917	\$ 801	\$ 896
Accounts receivable	\$ 2,748	\$ 2,473	\$ 2,030	\$ 2,670
Inventories	2,965	3,091	2,856	2,938
Accounts payable - trade	(2,651)	(2,750)	(2,920)	(2,819)
Working capital ^(a)	<u>\$ 3,062</u>	<u>\$ 2,814</u>	<u>\$ 1,966</u>	<u>\$ 2,789</u>
Total debt ^(b)	\$ 6,676	\$ 6,737	\$ 5,763	\$ 6,520
Net debt ^(b)	\$ 5,808	\$ 5,820	\$ 4,962	\$ 5,624

(a) Working capital represents accounts receivable and inventories, less accounts payable – trade

(b) See Total Debt and Net Debt reconciliation in Appendix on page 27

Third Quarter 2019 – Liquidity Profile



Terms: US\$ billions



(a) Total liquidity comprised of \$868 million of cash and cash equivalents, as well as \$2,521 million of unused availability under various credit agreements

Third Quarter 2019 Free Cash Flow



Terms: US\$ millions

	Three Months Ended September 30,		Trailing Twelve Months Ended
	2019	2018	September 30, 2019
Net Income	\$ 90	\$ 354	\$ 212
Depreciation and Amortization	195	197	773
Change in Working Capital	(328)	(382)	(355)
Pension Expense	33	27	127
Pension Contributions and Direct Payments	(19)	(14)	(69)
Provision for Deferred Income Taxes	(2)	114	39
Rationalization Payments	(13)	(20)	(69)
Other ^(a)	196	(216)	143
Cash Flow from Operating Activities (GAAP)	\$ 152	\$ 60	\$ 801
Capital Expenditures	(160)	(173)	(757)
Free Cash Flow (non-GAAP)	\$ (8)	\$ (113)	\$ 44
Cash Flow from Investing Activities (GAAP)	\$ (165)	\$ (194)	\$ (787)
Cash Flow from Financing Activities (GAAP)	\$ (22)	\$ 58	\$ (31)

(a) Other includes amortization and write-off of debt issuance costs, net pension curtailments and settlements, net rationalization charges, net (gains) losses on asset sales, gain on TireHub transaction net of transaction costs, operating lease expense and payments under the new accounting standard, compensation and benefits less pension expense, other current liabilities, and other assets and liabilities

Third Quarter 2019 - Segment Results Americas



Terms: US\$ millions
Units in millions

Third Quarter

	<u>2019</u>	<u>2018</u>	<u>Change</u>
Units	17.9	17.8	0.9%
Net Sales	\$2,049	\$2,107	(2.8%)
Operating Income	\$175	\$194	(9.8%)
Margin	8.5%	9.2%	

- Strong growth in replacement more than offset weakness in OE
 - Consumer replacement up 6% in Brazil and 3% in U.S.
 - U.S. commercial outperformed industry
- SOI decline more than explained by the impact of a favorable 2018 Brazilian VAT settlement and impact of a strike at a large OE customer

Third Quarter 2019 - Segment Results Europe, Middle East & Africa



Terms: US\$ millions
Units in millions

Third Quarter

	<u>2019</u>	<u>2018</u>	<u>Change</u>
Units	14.5	15.2	(5.6%)
Net Sales	\$1,205	\$1,290	(6.6%)
Operating Income	\$66	\$111	(40.5%)
Margin	5.5%	8.6%	

- Reduced volume driven by lower consumer shipments
 - Consumer replacement business impacted by weak market conditions in Europe and distribution challenges
- Commercial replacement continues to be strong
- SOI decline driven by reduced volume, wage inflation and lower factory utilization

Third Quarter 2019 - Segment Results Asia Pacific



Terms: US\$ millions
Units in millions

Third Quarter

	<u>2019</u>	<u>2018</u>	<u>Change</u>
Units	7.9	7.5	5.4%
Net Sales	\$548	\$531	3.2%
Operating Income	\$53	\$57	(7.0%)
Margin	9.7%	10.7%	

- Strong growth in replacement and OE
 - China consumer OE and replacement shipments both up double digits
 - Consumer replacement shipments ex-China up high-single digits
 - India OE remains extremely soft
- SOI decline driven by lower factory utilization

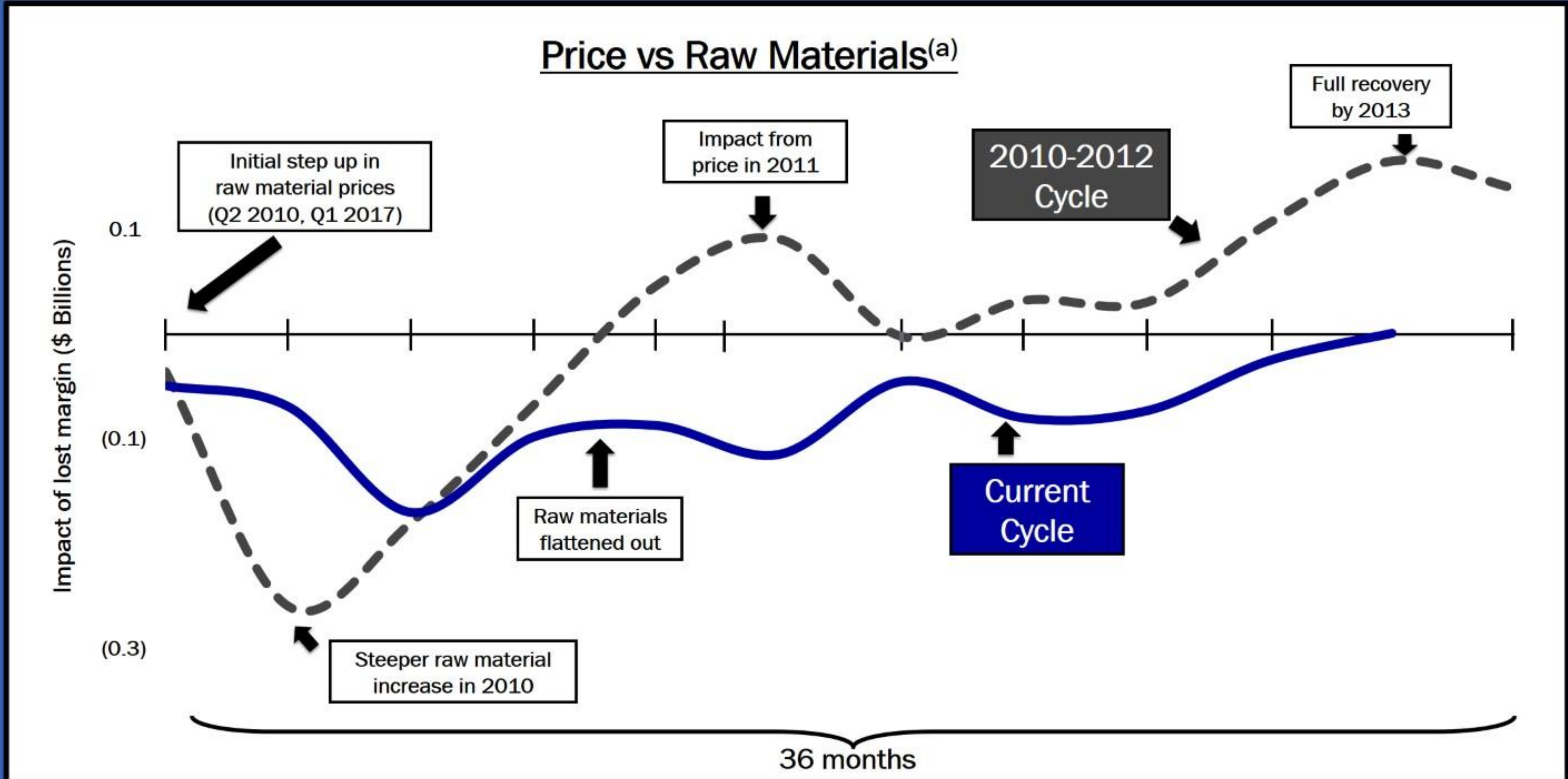
Fourth Quarter Puts and Takes



Americas	EMEA	Asia Pacific
(+) Price > Raw Materials	(+) Price > Raw Materials	(+) Volume
(+) Volume	(-) Unabsorbed Overhead	(+) Unabsorbed Overhead
(+) Mix	(-) Inflation (wages, utilities, etc.)	(-) India OE
(-) Brazilian VAT settlement (non-recurrence)		

Improving fundamental backdrop

Price vs Raws Over Time: Comparing Current Cycle to Prior Cycle



(a) Price changes versus prior year; excludes the impact of mix and excludes Venezuela. Raw materials are changes versus prior year; excludes raw material cost savings and excludes Venezuela. Price announcements reflect U.S. consumer replacement.

2019 Outlook – Other Financial Assumptions



	Current 2019 FY Assumption
Interest Expense	~\$350 million
Other (Income) Expense	Financing fees: ~\$40 million Global pension related (excluded from SOI) ^(a) : \$95 - \$120 million
Income Tax	Expense: ~25% of global pre-tax operating income; Cash: ~25% of global pre-tax operating income ^(b)
Depreciation & Amortization	~\$775 million
Global Pension Cash Contributions	\$25 - \$50 million
Working Capital	Use of less than \$100M
Capital Expenditures	~\$800 - \$825 million; Driving ≥ 17 " growth in volume & mix
Restructuring Payments	~\$65 million
Corporate Other	~\$100 million

(a) Excludes one-time charges and benefits from pension settlements and curtailments

(b) Excludes one-time items

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Appendix

Volume Sensitivities

(Impact on Goodyear's Annual Units in 000's)

• 1% Δ in U.S. Consumer OE Industry	~120
• 1% Δ in U.S. Consumer Replacement Industry	~355
• 1% Δ in U.S. Commercial OE Industry	~10
• 1% Δ in U.S. Commercial Replacement Industry	~30
• 1% Δ in European Consumer OE Industry	~130
• 1% Δ in European Consumer Replacement Industry	~370
• 1% Δ in European Commercial OE Industry	~10
• 1% Δ in European Commercial Replacement Industry	~30

Pricing

(Annual Impact of Effective Pricing Yield)

• 1% Δ in U.S. Consumer Replacement	~\$36M
• 1% Δ in U.S. Commercial Replacement	~\$12M
• 1% Δ in European Consumer Replacement	~\$31M
• 1% Δ in European Commercial Replacement	~\$10M

Translational Foreign Currency

(Annual Impact on FX portion of SOI Walk)

• +/- 0.01 Δ USD/BRL	(e.g. R\$3.79 to R\$3.78 is favorable by 0.01)	+/- \$0.3M
• +/- 0.01 Δ USD/CNY	(e.g. ¥6.75 to ¥6.74 is favorable by 0.01)	+/- \$0.2M
• +/- 0.01 Δ USD/EUR	(e.g. €0.87 from €0.86 is favorable by 0.01)	+/- \$3.1M
• +/- 0.01 Δ USD/TRY	(e.g. ₺5.42 from ₺5.41 is favorable by 0.01)	+/- \$0.1M

Approximate Profit Margin Per Tire

(Industry Estimate)

• Consumer OE ≥17"	} ~\$25 Average	~\$19
• Consumer Replacement ≥17"		~\$28
• Consumer OE <17"	} ~\$9 Average	\$7 - \$9
• Consumer Replacement <17"		\$7 - \$9
• Commercial - U.S. and Europe		\$50 - \$60

Tire Raw Material Spend

(Annual Impact)

• 1% Δ in Synthetic Rubber Prices (3 to 4 month lag)	~\$9M
• 1% Δ in Natural Rubber Prices (4 to 6 month lag)	~\$6M
• 1% Δ in Pigment, Chemical, & Oil Prices (3 to 4 month lag)	~\$6M
• 1% Δ in Wire/Other Prices (3 to 4 month lag)	~\$4M
• 1% Δ in Carbon Black (3 to 4 month lag)	~\$4M
• 1% Δ in Fabric Prices (3 to 4 month lag)	~\$3M

Transactional Foreign Currency

(Annual Impact on Raw Material portion of SOI Walk)

• +/- 0.01 Δ USD/BRL	(e.g. R\$3.79 to R\$3.78 is favorable by a 0.01)	+/- \$0.9M
• +/- 0.01 Δ USD/CNY	(e.g. ¥6.75 to ¥6.74 is favorable by a 0.01)	+/- \$0.2M
• +/- 0.01 Δ USD/EUR	(e.g. €0.87 from €0.86 is favorable by a 0.01)	+/- \$3.5M
• +/- 0.01 Δ USD/TRY	(e.g. ₺5.42 from ₺5.41 is favorable by a 0.01)	+/- \$0.2M
• +/- 0.01 Δ EUR/TRY	(e.g. ₺6.25 from ₺6.24 is favorable by a 0.01)	+/- \$0.2M

Approximate OH Absorption Per Tire

(1 Quarter Lag)

• Americas Consumer	\$10 - \$15
• Americas Commercial	\$50 - \$60
• EMEA Consumer	\$8 - \$12
• EMEA Commercial	\$30 - \$35

Cost Inflation

(Annual Impact)

• 1% Δ in Global Inflation	~\$55M
• 1% Δ in Americas Inflation	~\$25M
• 1% Δ in EMEA Inflation	~\$25M

2019 Full-Year Industry Outlook



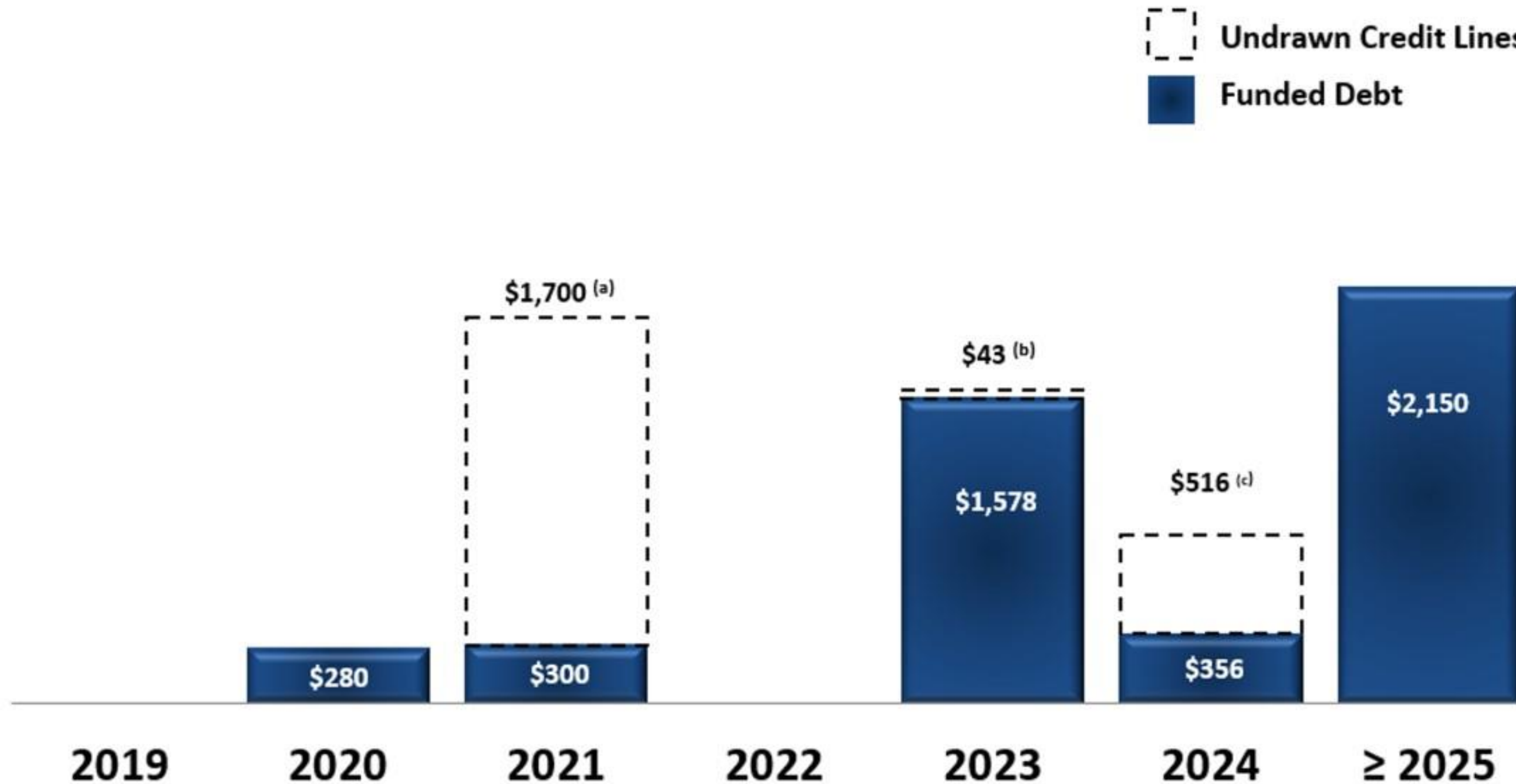
	Full-Year 2019 Guidance	
	United States	Western Europe ^(a)
Consumer Replacement	~1 – 3%	~(2) – 0%
Consumer OE	~(4) – (3)%	~(6) – (4)%
Commercial Replacement	~(16) – (12)%	~1 – 3%
Commercial OE	~(2) – 3%	~(12) – (7)%

(a) For replacement, Western Europe is Europol and Turkey; for OE, Western Europe is total EMEA

Third Quarter 2019 – Maturity Schedule



Terms: US\$ millions



Note: Based on September 30, 2019 balance sheet values and excludes notes payable, finance and operating leases and other domestic and foreign debt

(a) At September 30, 2019 our borrowing base, and therefore our availability, under the U.S. revolving credit facility was \$252 million below the facility's stated amount of \$2.0 billion

At September 30, 2019 there were \$300 million of borrowings and \$37 million of letters of credit issued

(b) At September 30, 2019 the amounts available and utilized under the Pan-European securitization program totaled \$306 million (€281 million)

(c) At September 30, 2019 there were \$356 million (€327 million) of borrowings and no letters of credit issued under the €800 million European revolving credit facility

Use of Historical and Forward-Looking Non-GAAP Financial Measures



This presentation contains historical and forward-looking non-GAAP financial measures, including Total Segment Operating Income and Margin, Free Cash Flow, Adjusted Net Income and Adjusted Diluted Earnings Per Share (EPS), which are important financial measures for the company but are not financial measures defined by U.S. GAAP, and should not be construed as alternatives to corresponding financial measures presented in accordance with U.S. GAAP.

Total Segment Operating Income is the sum of the individual strategic business units' (SBUs') Segment Operating Income as determined in accordance with U.S. GAAP. Total Segment Operating Margin is Total Segment Operating Income divided by Net Sales as determined in accordance with U.S. GAAP. Management believes that Total Segment Operating Income and Margin are useful because they represent the aggregate value of income created by the company's SBUs and exclude items not directly related to the SBUs for performance evaluation purposes. The most directly comparable U.S. GAAP financial measures to Total Segment Operating Income and Margin are Goodyear Net Income and Return on Net Sales (which is calculated by dividing Goodyear Net Income by Net Sales).

Free Cash Flow is the company's Cash Flows from Operating Activities as determined in accordance with U.S. GAAP, less capital expenditures. Management believes that Free Cash Flow is useful because it represents the cash generating capability of the company's ongoing operations, after taking into consideration capital expenditures necessary to maintain its business and pursue growth opportunities. The most directly comparable U.S. GAAP financial measure is Cash Flows from Operating Activities.

Adjusted Net Income is Goodyear Net Income as determined in accordance with U.S. GAAP adjusted for certain significant items. Adjusted Diluted EPS is the company's Adjusted Net Income divided by Weighted Average Shares Outstanding-Diluted as determined in accordance with U.S. GAAP. Management believes that Adjusted Net Income and Adjusted Diluted EPS are useful because they represent how management reviews the operating results of the company excluding the impacts of rationalizations, asset write-offs, accelerated depreciation, asset sales and certain other significant items.

It should be noted that other companies may calculate similarly-titled non-GAAP financial measures differently and, as a result, the measures presented herein may not be comparable to such similarly-titled measures reported by other companies.

We are unable to present a quantitative reconciliation of our forward-looking non-GAAP financial measures, other than Free Cash Flow, to the most directly comparable U.S. GAAP financial measures because management cannot reliably predict all of the necessary components of those U.S. GAAP financial measures without unreasonable effort. Those forward-looking non-GAAP financial measures, or components thereof, would be reconciled to Goodyear Net Income, which includes several significant items that are not included in the comparable non-GAAP financial measures, such as rationalization charges, other (income) expense, pension curtailments and settlements, and income taxes. The decisions and events that typically lead to the recognition of these and other similar non-GAAP adjustments, such as a decision to exit part of our business, acquisitions and dispositions, foreign currency exchange gains and losses, financing fees, actions taken to manage our pension liabilities, and the recording or release of tax valuation allowances, are inherently unpredictable as to if or when they may occur. The inability to provide a reconciliation is due to that unpredictability and the related difficulty in assessing the potential financial impact of the non-GAAP adjustments. For the same reasons, we are unable to address the probable significance of the unavailable information, which could be material to our future financial results.

Reconciliation for Segment Operating Income/Margin



Terms: US\$ millions

	Three Months Ended	
	September 30,	
	2019	2018
Total Segment Operating Income	\$ 294	\$ 362
Rationalizations	(21)	(5)
Interest expense	(88)	(82)
Other income (expense)	(35)	253
Asset write-offs and accelerated depreciation	(1)	-
Corporate incentive compensation plans	(13)	1
Retained expenses of divested operations	(1)	(2)
Other	(14)	(14)
Income before Income Taxes	\$ 121	\$ 513
United States and Foreign Tax Expense	31	159
Less: Minority Shareholders Net Income	2	3
Goodyear Net Income	\$ 88	\$ 351
Net Sales (as reported)	\$3,802	\$3,928
Return on Net Sales (as reported)	2.3%	8.9%
Total Segment Operating Margin	7.7%	9.2%

Third Quarter 2019 Significant Items



(After Tax and Minority Interest)

Terms: US\$ millions
(except EPS)

	As Reported	Rationalizations, Asset Write-offs, and Accelerated Depreciation	Beaumont, Texas Flood Effect	Indirect Tax Settlements and Discrete Tax Items	As Adjusted
Net Sales	\$ 3,802	\$ -	\$ -	\$ -	\$ 3,802
Cost of Goods Sold	2,965	-	(1)	1	2,965
Gross Margin	837	-	1	(1)	837
SAG	572	-	-	-	572
Rationalizations	21	(21)	-	-	-
Interest Expense	88	-	-	-	88
Other (Income) Expense	35	-	(5)	-	30
Pre-tax Income	121	21	6	(1)	147
Taxes	31	3	1	5	40
Minority Interest	2	-	-	-	2
Goodyear Net Income	\$ 88	\$ 18	\$ 5	\$ (6)	\$ 105
EPS	\$ 0.38	\$ 0.07	\$ 0.02	\$ (0.02)	\$ 0.45

Third Quarter 2018 Significant Items



(After Tax and Minority Interest)

Terms: US\$ millions,
(except EPS)

	As Reported	Gain on TireHub Transaction, Net of Transaction Costs	Indirect Tax Settlements and Discrete Tax Items	Pension Settlement	Legal Claims Related to Discontinued Operations	Hurricane Effect	Rationalizations, Asset Write-offs, and Accelerated Depreciation	As Adjusted
Net Sales	\$ 3,928	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,928
Cost of Goods Sold	3,028	-	19	-	-	-	-	3,047
Gross Margin	900	-	(19)	-	-	-	-	881
SAG	553	-	-	-	-	-	-	553
Rationalizations	5	-	-	-	-	-	(5)	-
Interest Expense	82	-	-	-	-	-	-	82
Other (Income) Expense	(253)	287	3	(10)	(4)	(2)	-	21
Pre-tax Income	513	(287)	(22)	10	4	2	5	225
Taxes	159	(68)	(36)	2	1	-	1	59
Minority Interest	3	-	-	-	-	-	-	3
Goodyear Net Income	\$ 351	\$ (219)	\$ 14	\$ 8	\$ 3	\$ 2	\$ 4	\$ 163
EPS	\$ 1.48	\$ (0.91)	\$ 0.05	\$ 0.03	\$ 0.01	\$ 0.01	\$ 0.01	\$ 0.68

Reconciliation for Total Debt and Net Debt



Terms: US\$ millions

	September 30, 2019	June 30, 2019	December 31, 2018 ^(a)	September 30, 2018 ^(a)
Long-Term Debt and Finance Leases	\$ 5,580	\$ 5,766	\$ 5,110	\$ 5,604
Notes Payable and Overdrafts	486	480	410	445
Long-Term Debt and Finance Leases Due Within One Year	610	491	243	471
Total Debt	<u>\$ 6,676</u>	<u>\$ 6,737</u>	<u>\$ 5,763</u>	<u>\$ 6,520</u>
Less: Cash and Cash Equivalents	<u>868</u>	<u>917</u>	<u>801</u>	<u>896</u>
Net Debt	<u>\$ 5,808</u>	<u>\$ 5,820</u>	<u>\$ 4,962</u>	<u>\$ 5,624</u>

(a) 2018 periods were not restated for the new lease accounting standard

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