

SUPPLEMENTAL INFORMATION

FEBRUARY 8, 2023



ENABLING MOBILITY

HOW WE WIN

INNOVATION EXCELLENCE

We create leading technologies, products and services that anticipate the mobility and sustainability needs of consumers and fleets.



SALES & MARKETING EXCELLENCE

We capture the value of our brands and grow our market share, helping our customers win in their markets and ensuring we are the preferred choice of consumers.

OPERATIONAL EXCELLENCE

We relentlessly improve our safety, quality and efficiency.
We deliver the right tire, to the right place, at the right time, at the right cost.

DELIVERING FOR OUR CUSTOMERS

HOW WE WORK

ACT WITH INTEGRITY

We build trust and earn confidence through honesty and respect. We do the right thing, and we Protect Our Good Name.

ENERGIZE THE TEAM

We create an environment that inspires associates to bring their full selves to work, giving their best to Goodyear and our communities.

PROMOTE COLLABORATION

We operate as One Team, engaging in open dialogue, leveraging diverse points of view to help Goodyear – and each other – succeed.

BE AGILE

We approach our work with curiosity, speed and purpose, embracing change and eliminating unneeded complexity.

DELIVER RESULTS

We seize opportunities and make courageous decisions, achieving our business goals and building capability for the future.

LIVING OUR VALUES

WHERE WE FOCUS

RESPONSIBLE OPERATIONS

We are committed to the safety of our associates, the quality of our products and the integrity of our supply chain.

CUSTOMER EXPERIENCE

Our customers are at the center of everything we do. We collaborate with them to make our products easy to buy, own and recommend.

SUSTAINABILITY

We responsibly balance environmental, social and financial demands without compromising the ability of future generations to meet their needs.

ADVANCED MOBILITY


















We advance the performance of our products, and we lead our industry in future mobility solutions.

INSPIRING CULTURE

We aspire to be a diverse and inclusive culture, where every associate can develop to their full potential, and we give back to communities where we operate.

ONE TEAM DRIVING PERFORMANCE

COMPANY OVERVIEW

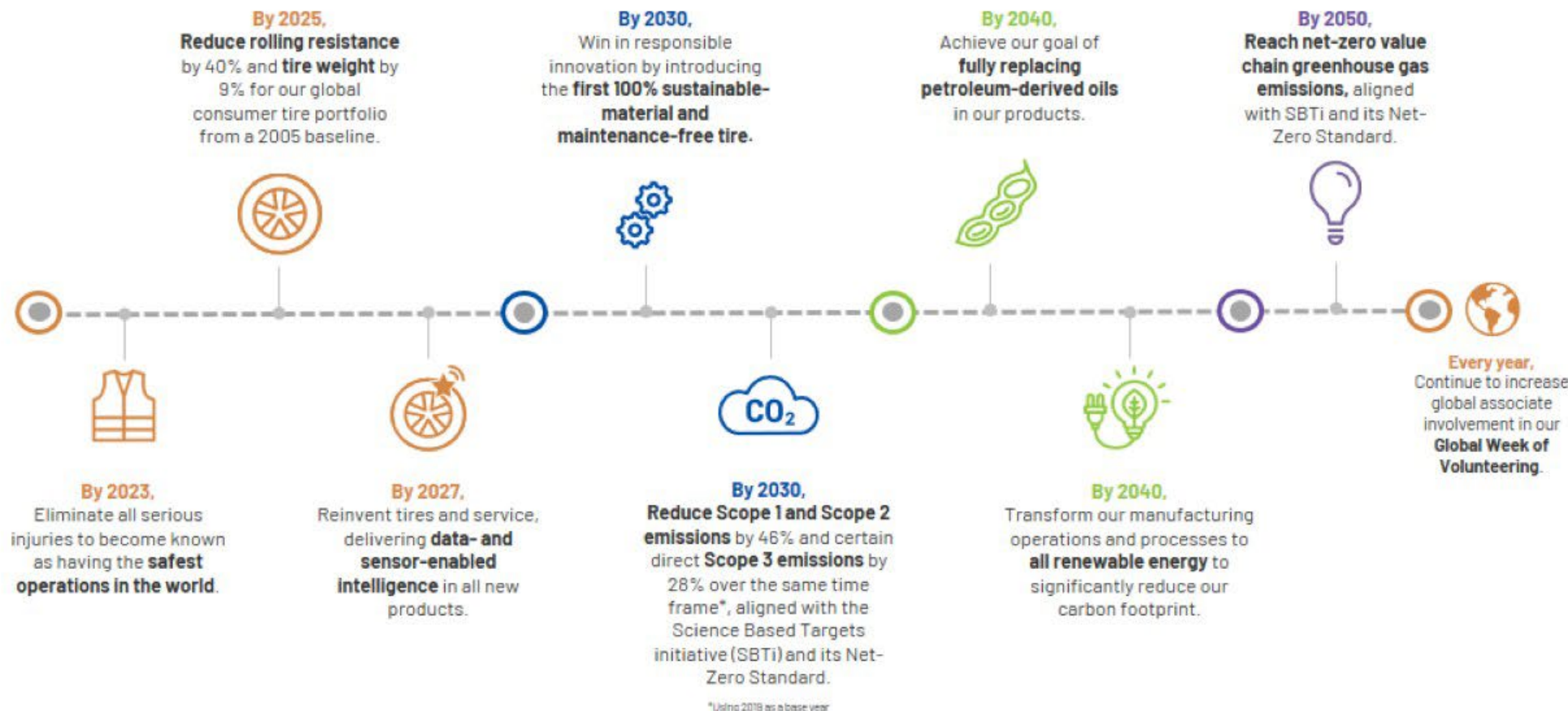
Industry Leader ^(a)	Innovation ^(a)	Portfolio of Brands	Pervasive Distribution	Diverse End Markets ^(a)																																
<ul style="list-style-type: none">• Largest tire company in North America• \$20.8B in revenue• 184.5M units• 57 manufacturing facilities in 23 countries• 74K employees worldwide	<ul style="list-style-type: none">• 3 world-class innovation centers• Innovation lab in San Francisco• 7 tire proving grounds• 6,700 patents• 1,300 patents pending	<div></div>	<ul style="list-style-type: none">• Expansive network of distribution partners• ~950 company-owned retail outlets• ~300 warehouse distribution facilities• Affiliated tire distribution via TireHub• Leading B2C E-commerce platform	<div><p>Sales</p><table><tr><th>Region</th><th>Percentage</th></tr><tr><td>Americas</td><td>61%</td></tr><tr><td>EMEA</td><td>27%</td></tr><tr><td>AP</td><td>12%</td></tr></table><p>Units</p><table><tr><th>Market</th><th>Percentage</th></tr><tr><td>Consumer</td><td>78%</td></tr><tr><td>Commercial</td><td>22%</td></tr><tr><td>Retail</td><td>0%</td></tr><tr><td>Chemical</td><td>0%</td></tr><tr><td>Other</td><td>0%</td></tr></table><p>End Markets Breakdown</p><table><tr><th>End Market</th><th>Percentage</th></tr><tr><td>Consumer</td><td>63%</td></tr><tr><td>Commercial</td><td>20%</td></tr><tr><td>Retail</td><td>4%</td></tr><tr><td>Chemical</td><td>3%</td></tr><tr><td>Other</td><td>10%</td></tr></table></div>	Region	Percentage	Americas	61%	EMEA	27%	AP	12%	Market	Percentage	Consumer	78%	Commercial	22%	Retail	0%	Chemical	0%	Other	0%	End Market	Percentage	Consumer	63%	Commercial	20%	Retail	4%	Chemical	3%	Other	10%
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GLOBAL LEADER BUILT ON 125 YEARS OF EXPERIENCE

^(a) Based on 2022 results

CORPORATE RESPONSIBILITY AMBITIONS

Pillars of our Corporate Responsibility Framework



OUR AMBITIOUS GOALS DEMONSTRATE OUR COMMITMENT TO BUILDING A BETTER FUTURE FOR GENERATIONS TO COME

DRIVING MOBILITY FORWARD

EVs present new challenges for the traditional tire

- Additional strain on tires from powertrain/increased torque
- Increased vehicle weight
- Added tire wear from higher torque and the use of regenerative braking
- Quieter engines result in more noticeable road noise

We are responding to these challenges with advanced technologies to maximize EV tire performance

- Enhanced tire constructions and new manufacturing methods designed specifically to make fitments more durable
- Developed and industrialized new materials and mixing processes to achieve low rolling resistance and enhance battery range
- Improved cabin sound quality through noise-reduction solutions, such as Goodyear's SoundComfort Technology®

OUR CONTINUED HIGH WIN RATES ON EV FITMENTS
DEMONSTRATE OUR INNOVATION EXCELLENCE



MODELING ASSUMPTIONS

Volume Sensitivities

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

• 1% Δ in U.S. Consumer OE Industry	~85
• 1% Δ in U.S. Consumer Replacement Industry	~625
• 1% Δ in U.S. Commercial OE Industry	~10
• 1% Δ in U.S. Commercial Replacement Industry	~35
• 1% Δ in European Consumer OE Industry	~80
• 1% Δ in European Consumer Replacement Industry	~340
• 1% Δ in European Commercial OE Industry	~10
• 1% Δ in European Commercial Replacement Industry	~25

Pricing

(Annual Impact of Effective Pricing Yield)

• 1% Δ in U.S. Consumer Replacement	~60
• 1% Δ in U.S. Commercial Replacement	~10
• 1% Δ in European Consumer Replacement	~25
• 1% Δ in European Commercial Replacement	~9

Translational Foreign Currency

(Annual Impact on FX portion of S&P Walk)

• +/- 0.01 Δ USD/BRL	(e.g. R\$5.29 to R\$5.30 is favorable by 0.01)	+/- \$0.3M
• +/- 0.01 Δ USD/CNY	(e.g. ¥6.96 to ¥6.97 is favorable by 0.01)	+/- \$0.2M
• +/- 0.01 Δ USD/EUR	(e.g. €0.93 from €0.94 is favorable by 0.01)	+/- \$0.7M

Approximate Profit Margin Per Tire

(Industry Estimate)

• Consumer OE ≥17"	~15
• Consumer Replacement ≥17"	~30
• Consumer OE <17"	~5
• Consumer Replacement <17"	9-11
• Commercial - U.S. and Europe	50-60

Tire Raw Material Spend

(Annual Impact) - Feedstock

• 1% Δ in Synthetic Rubber Prices (3 to 4 month lag)	~12
• 1% Δ in Natural Rubber Prices (4 to 6 month lag)	~10
• 1% Δ in Pigment, Chemical, & Oil Prices (3 to 4 month lag)	~10
• 1% Δ in Wire/Other Prices (3 to 4 month lag)	~6
• 1% Δ in Carbon Black (3 to 4 month lag)	~7
• 1% Δ in Fabric Prices (3 to 4 month lag)	~4

Transactional Foreign Currency

(Annual Impact on Raw Material portion of S&P Walk)

• +/- 0.01 Δ USD/BRL	(e.g. R\$5.29 to R\$5.30 is favorable by 0.01)	+/- \$0.8M
• +/- 0.01 Δ USD/CNY	(e.g. ¥6.96 to ¥6.97 is favorable by 0.01)	+/- \$0.3M
• +/- 0.01 Δ USD/EUR	(e.g. €0.93 from €0.94 is favorable by 0.01)	+/- \$4.1M

Approximate OH Absorption Per Tire

(1 Quarter Lag)

• Americas Consumer	\$15
• Americas Commercial	\$65
• EMEA Consumer	\$8 - \$12
• EMEA Commercial	\$30 - \$35

General Inflation

(Annual Impact)

• 1% Δ in Global Inflation	~75
• 1% Δ in Americas Inflation	~45
• 1% Δ in EMEA Inflation	~25

Note: Volume, pricing and raw materials modeling assumptions based on Goodyear's public disclosures. Currency, general inflation, profit margin and overhead absorption figures based on internal estimates.

RAW MATERIALS

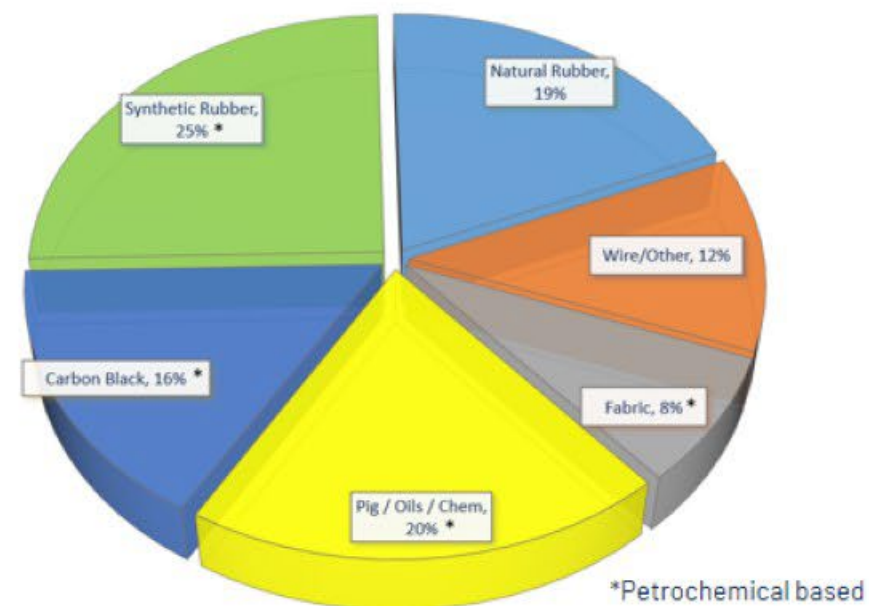
- ✓ Raw materials are ~53%^(a) of tire COGS
- ✓ ~69% of raw materials are **influenced by oil prices**
 - P&L impact lags spot rates by 1-2 quarters depending on commodity
- ✓ ~67% of raw materials are purchased in USD
- ✓ Customer agreements indexed to raw materials
 - OE customers
 - Certain large Commercial fleets
 - OTR customers

Note: Data for the year ended December 31, 2022

(a) Raw materials were 47% of tire COGS in 2021 pro forma (estimated 2021 spend as if Cooper Tire was included in the results for the full year)

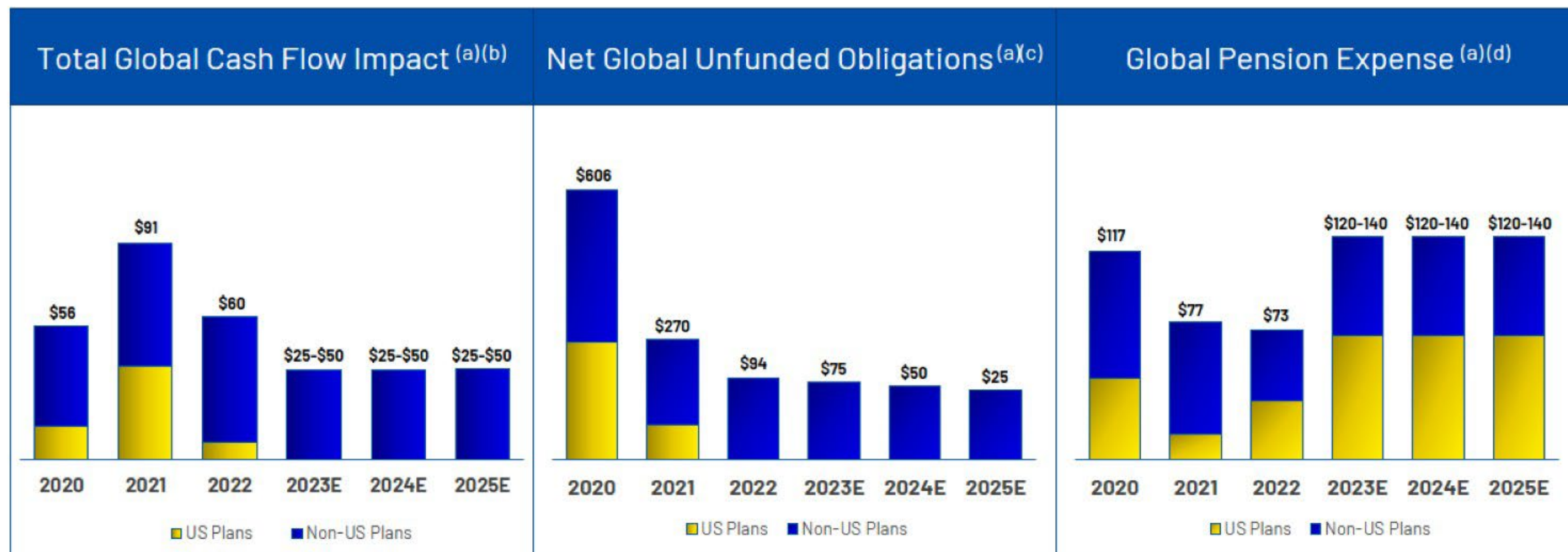
Global Raw Material Spend

FY 2022 (\$7.4 Billion)



Feedstock ~65% of raw material spend

PENSION UPDATE



- a) 2023E - 2025E are based on assumptions as of December 31, 2022
b) Includes cash funding for direct benefit payments for 2020 - 2022 only
c) Includes \$90 million of over funded for U.S. plans in 2022, gradually increasing to an estimated \$130 million in 2025
d) Excludes one-time charges and benefits from pension settlements and curtailments

CONSUMER $\geq 17''$ SALES^(a)



	OE	Replacement	Total
Americas	80%	60%	60%
EMEA	55%	35%	40%
Asia Pacific	70%	30%	45%
Total Company	70%	45%	55%

a) All percentages are approximate based on the year ended December 31, 2022 for the combined company; Prior year comparative period disclosed approximate percentages for legacy Goodyear only

MERGER SYNERGIES

Original Forecast

(February 2021)

~\$165M



Estimated costs to achieve synergies: \$150 to \$175 million

Upgraded Outlook

(November 2021)

~\$250M



Estimated costs to achieve synergies: ~\$200 million

EXPECT TO ACHIEVE \$250 MILLION OF RUN-RATE SYNERGIES BY MID-2023;
RECONFIRMING TAX AND WORKING CAPITAL SAVINGS

COOPER TIRE MERGER: SUBSTANTIAL IMMEDIATE AND LONGER-TERM CASH FLOW BENEFITS

**~\$250
Million**

Working Capital Savings

- Estimated one-time working capital savings of ~\$250 million from improvement in cash conversion cycle

**\$450+
Million**

Tax Savings

- Accelerated utilization of available Goodyear tax attributes with estimated net present value of \$450 million or more

WORKING CAPITAL IMPROVEMENT AND ABILITY TO LEVERAGE GOODYEAR'S TAX POSITION
EXPECTED TO SIGNIFICANTLY ENHANCE COMBINED COMPANY CASH FLOW PROFILE

LESSONS FROM PREVIOUS U.S. CYCLES



EARLY 2000'S RECESSION^(a)

- OE -11%
- REPLACEMENT -3%
- TOTAL CONSUMER -5%



GREAT RECESSION^(b)

- OE -26%
- REPLACEMENT -3%
- TOTAL CONSUMER -8%



TYPICAL EXPANSIONARY YEAR^(c)

- OE 3%
- REPLACEMENT 2%
- TOTAL CONSUMER 2%

RECOVERY OF ALREADY DEPRESSED OE LEVELS COULD MUTE EFFECTS OF AN ECONOMIC DOWNTURN ON THE TIRE INDUSTRY IN THE NEAR-TERM

(a) Change in USTMA shipments in 2001 (% change in units)

(b) Annualized change in USTMA shipments in 2008 and 2009 (% change in units)

(c) Average change in USTMA shipments from 1997 through 2017, excluding 2001, 2008 and 2009 (% change in units)

GOODYEAR

