



Financial Results for 3rd Quarter of Fiscal 2025

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1. Business and Financial Performance
for Q3 of Fiscal 2025

Consolidated Financial Results of Q1-Q3 Fiscal 2025

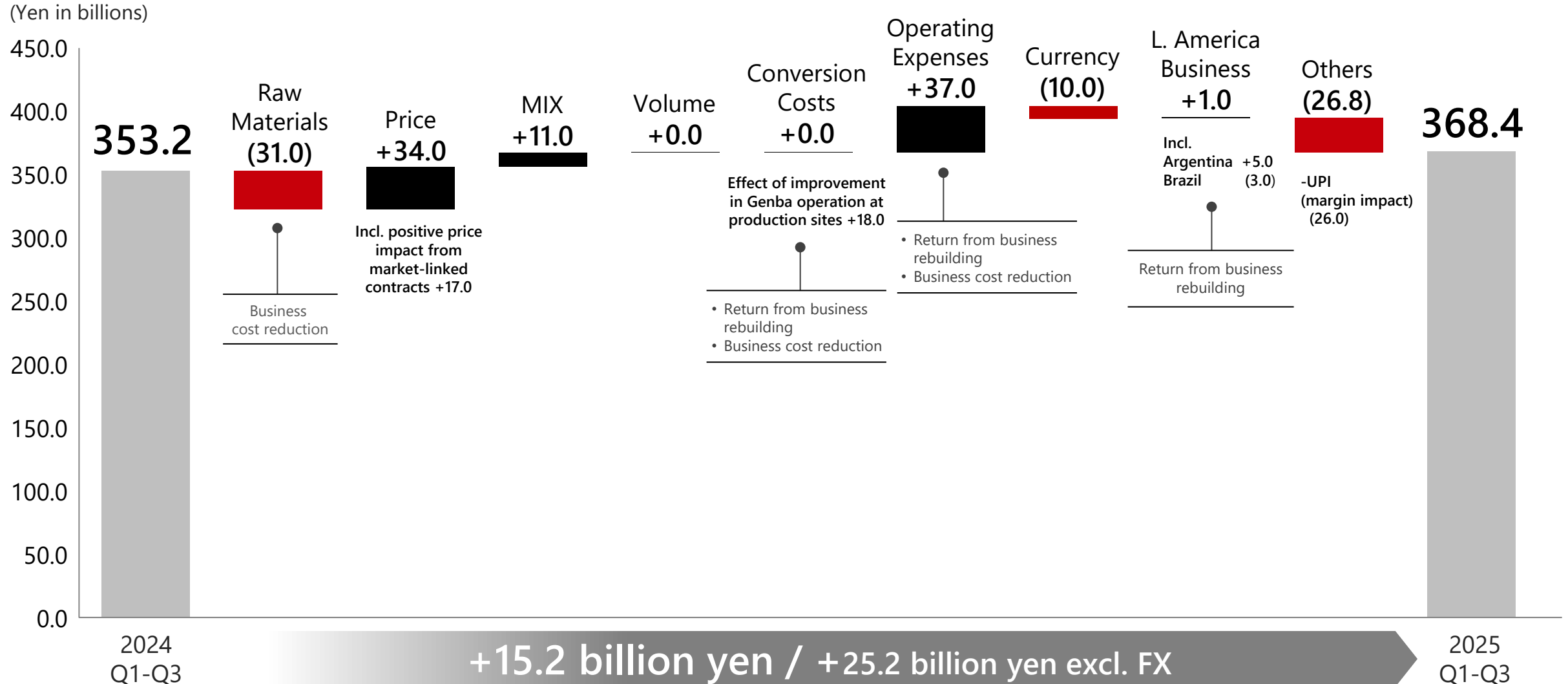
(Yen in billions)

	2024 Q1-Q3	1H	vs. PY (%)	Q3 (3 months)	vs. PY(%)	2025 Q1-Q3	vs. PY (%)	vs. PY (%) (excl. FX)
Revenue ^(*)	3,269.4	2,116.4	(3)	1,118.5	+2	3,234.9	(1)	+0
Adjusted Operating Profit ^(*)	353.2	234.6	+2	133.7	+8	368.4	+4	+7
Margin	10.8%	11.1%	+0.6pp	12.0%	+0.6pp	11.4%	+0.6pp	+0.7pp
Profit Attributable to Owners of Parent	252.7	115.5	(42)	88.0	+64	203.5	(19) ^(*)	
-Continuing Operations	252.5	115.2	(42)	87.9	+65	203.1	(20)	
-Discontinued Operations	0.3	0.3	-	0.1	(69)	0.4	+57	
USD/JPY	¥151	¥148	—	¥147	—	¥148	—	
EUR/JPY	¥164	¥162	—	¥172	—	¥165	—	

(*) Revenue and Adjusted Operating Profit show figures for continuing operations and exclude revenue and expenses of the discontinued operations.

(*) Excluding the gain on the sales of fixed asset recorded in the 2nd quarter of the previous year (approximately 63 billion yen), the year-on-year change is +7%.

Analysis of Adjusted Operating Profit of Q1-Q3 Fiscal 2025 (vs. PY)



Consolidated Financial Results by Segment of Q1-Q3 Fiscal 2025

		2024 Q1-Q3	2025 Q1-Q3	vs. PY (%)	(Yen in billions) vs. PY (%) (excl. FX)
Japan	Revenue	877.8	912.1	+4	+5
	Adjusted OP	135.6	131.8	(3)	+3
	Margin	15.4%	14.4%	(1.0)pp	(0.3)pp
Asia, Pacific, India and China	Revenue	393.3	373.4	(5)	(3)
	Adjusted OP	42.1	41.1	(2)	(0) ^(*)
	Margin	10.7%	11.0%	+0.3pp	+0.3pp
Americas	Revenue	1,641.3	1,578.6	(4)	(2)
	Adjusted OP	130.7	157.8	+21	+23
	Margin	8.0%	10.0%	+2.0pp	+2.0pp
Europe, Middle East and Africa	Revenue	620.0	626.3	+1	+0
	Adjusted OP	16.2	33.1	+105	+103
	Margin	2.6%	5.3%	+2.7pp	+2.7pp

* Excluding negative impact from local FX within Asia, Pacific, India and China, the year-on-year change is +9%

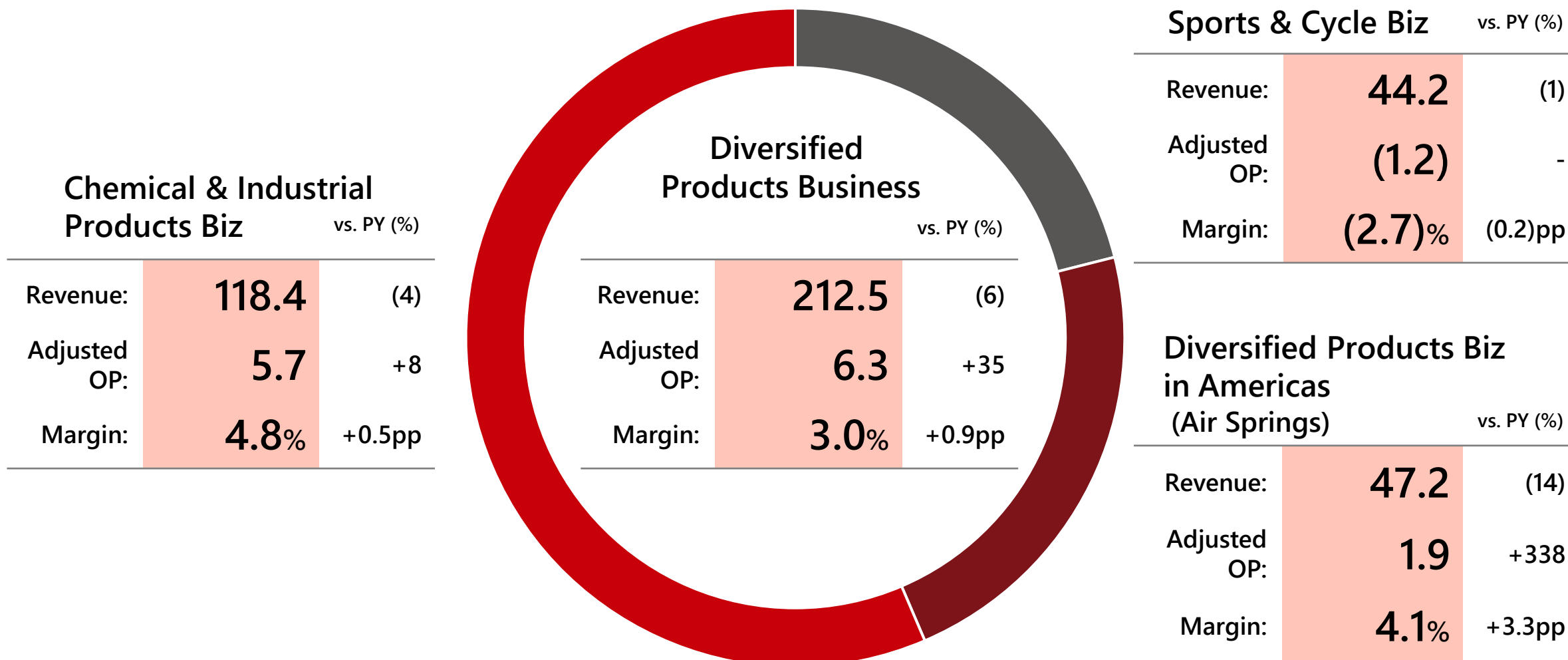
Consolidated Financial Results by Product of Q1-Q3 Fiscal 2025

(Yen in billions)

		2024 Q1-Q3	2025 Q1-Q3	vs. PY (%)
 PS/LT (incl. retail & credit card business)	Revenue	1,816.0	1,800.5	(1)
	Adjusted OP	193.9	194.8	+0
	Margin	10.7%	10.8%	+0.1pp
 TB (incl. retread business)	Revenue	750.9	748.2	(0)
	Adjusted OP	43.6	69.8	+60
	Margin	5.8%	9.3%	+3.5pp
 Specialties (OR/AC/AG/MC)	Revenue	477.2	473.7	(1)
	Adjusted OP	111.0	97.4	(12)
	Margin	23.3%	20.6%	(2.7)pp
 Diversified Products Business	Revenue	225.3	212.5	(6)
	Adjusted OP	4.7	6.3	+35
	Margin	2.1%	3.0%	+0.9pp

Consolidated Financial Results by Business of Q1-Q3 Fiscal 2025 (Diversified Products Business)

(Yen in billions)



Adjustment Items of Q1-Q3 Fiscal 2025

Q1-Q3 2025 Results

(Yen in billions)

Revenue	3,234.9
Adjusted Operating Profit	368.4
Adjustment Items	76.6
Operating Profit	291.7
Profit Before Tax	276.0
Profit from Continuing Operations ^(*)	203.1
Profit from Discontinued Operations ^(*)	0.4
Profit Attributable to Owners of Parent	203.5

(Yen in billions)

Adjustment Items	76.6
N. America TB tire plant rebuilding	26.0
EU TB・Retread・AG tire plant rebuilding	20.0
L. America business rebuilding	11.4
N. America AG tire plant/business footprint optimization	5.4
Others	13.8

(*) "Profit/loss Attributable to Owners of Parent"

B/S and C/F Highlights for Q3 of Fiscal 2025

(Yen in billions)

	2024 Results (as of Dec 31, 2024)	2025 Q3 Results (as of Sep 30, 2025)	vs. Dec 31, 2024
Total Assets	5,723.5	5,488.5	(235.0)
Cash and cash equivalents	706.7	557.3	(149.4)
(monthly sales)	1.9 months	1.6 months	(0.4) months
Inventories	945.3	906.5	(38.8)
Finished products	599.8	589.4	(10.4)
Total Liabilities	1,937.0	1,950.1	+13.1
Interest-Bearing Debt <Gross>	727.7	801.4	+73.7
Total Equity	3,786.5	3,538.4	(248.1)
Equity Ratio (%)	65.2%	63.5%	(1.7)pp
Exchange Rate	USD/JPY	¥158	¥149
at the end of reporting period	EUR/JPY	¥165	¥174
	2024 Q1-Q3 Results	2025 Q1-Q3 Results	vs. PY
Cash Flows from Operating Activities	320.5	419.8	+99.3
Cash Flows from Investing Activities	(174.6)	(176.1)	(1.5)
Free Cash Flow	145.9	243.7	+97.8
Capital Expenditure	234.6	221.6	(13.0)
Depreciation and Amortization	261.2	265.4	+4.1

(*1) excl. FX vs. Sep 30, 2024

Capital Policy (Financial Activities) (February announcement)

- Company has determined to **acquire Treasury Stock of JPY 300 billion** (max.), an investment that contributes to enhancing corporate value and as a measure toward optimal capital structure (capital efficiency).
- As part of the initiatives to contribute building an optimal capital structure and increase corporate value^(*) by decreasing WACC (expansion of ROIC-WACC Spread) while maintaining the industry-leading credit ratings, we plan to **raise funds at the level of 200 billion yen** through straight corporate bonds, etc.

(*) "Profitability Improvement" "Growth Investments" "Financial Strategy" are the keys to commit Corporate Value Enhancement

Steadily promoting Debt Financing and Share Buybacks

Debt Financing (raising fund)

Progressing as planned

Implemented in Apr:

- 100 billion yen in straight bonds
- 60 billion yen syndicated loan

Implemented in Oct:

- 40 billion yen syndicated loan

Share Buybacks

Progressing as planned

<Progress rate based on actual amount^(*)>

As of the end of September: approx. 67%

(As of the end of October: approx. 86%)

(*) Progress rate against the total share buyback amount of 300 billion yen (max.) resolved at the Board meeting on February 17th

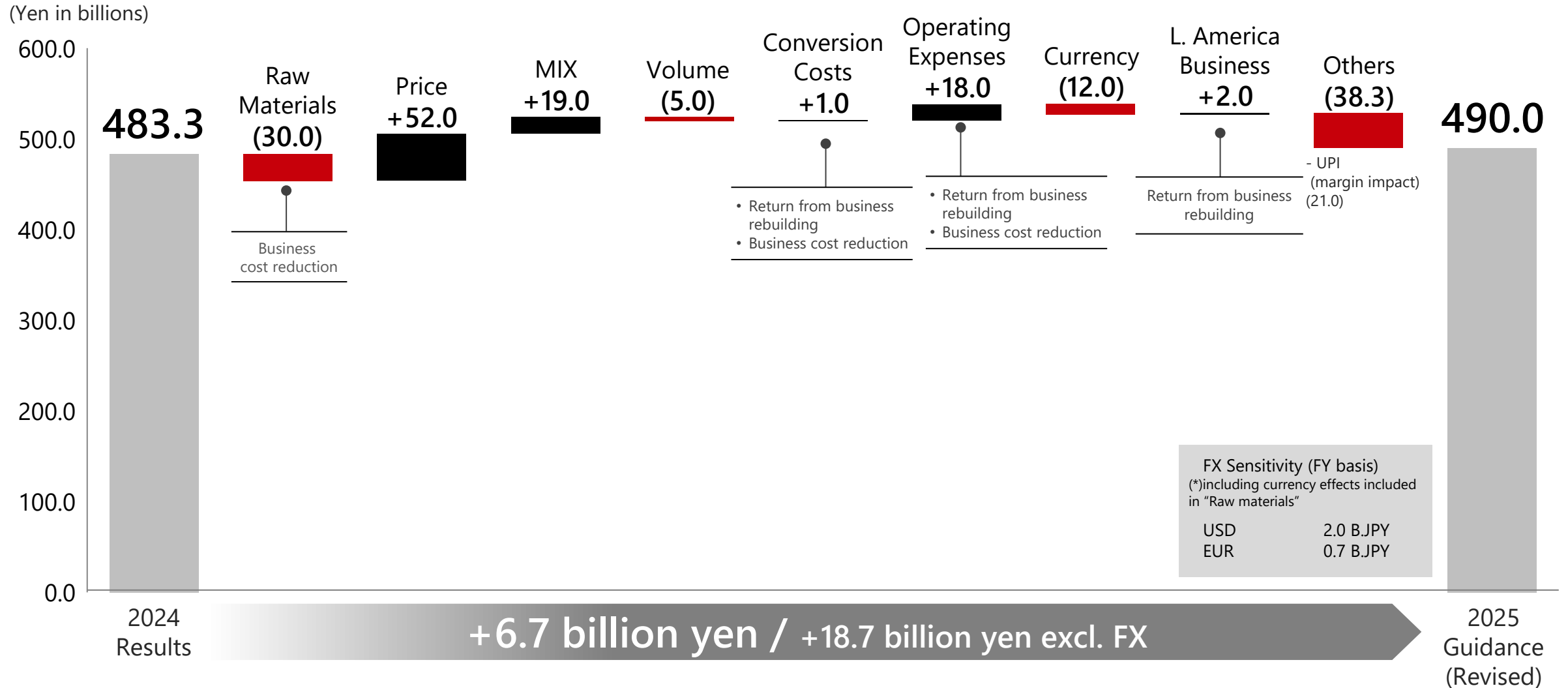
2. Fiscal 2025 Guidance

Fiscal 2025 Guidance (Revised)

	2024 Results	2025 Guidance (Feb 17, 2025 Announcement)	2025 Guidance (Revised)	vs. February Guidance (%)	vs. PY (%)	(Yen in billions) vs. PY (%) (excl. FX)
Revenue	4,430.1	4,330.0	4,360.0	+1	(2)	+0
Adjusted Operating Profit	483.3	505.0	490.0	(3)	+1	+4
Margin	10.9%	11.7%	11.2%	(0.4)pp	+0.3pp	+0.4 pp
Profit Attributable to Owners of Parent	285.0	253.0	253.0	-	(11)	
ROIC	8.2%	9.2%	8.7%	(0.4)pp	+0.6pp	
ROE	8.1%	7.2%	7.1%	(0.1)pp	(1.0)pp	
Dividend per Share	¥210	¥230	¥230	—	—	
USD/JPY	¥152	¥145	¥148	—	—	
EUR/JPY	¥164	¥150	¥167	—	—	

(*) Revenue and Adjusted Operating Profit, ROIC and ROE show figures for continuing operations and exclude revenue and expenses of the discontinued operations.

Analysis of Revised Adjusted Operating Profit for Fiscal 2025 (vs. PY)



Fiscal 2025 Guidance by Segment (Revised)

		2024 Results	2025 Guidance ('Feb 17, 2025 Announcement)	2025 Guidance (Revised)	vs. February Guidance (%)	(Yen in billions) vs. PY (%)
Japan	Revenue	1,226.1	1,260.0	1,255.0	(0)	+2
	Adjusted OP	187.3	195.0	192.0	(2)	+3
	Margin	15.3%	15.5%	15.3%	(0.2)pp	+0.0pp
Asia, Pacific, India and China	Revenue	529.7	535.0	510.0	(5)	(4)
	Adjusted OP	58.5	59.0	59.0	-	+1
	Margin	11.0%	11.0%	11.6%	+0.5pp	+0.5pp
Americas	Revenue	2,180.0	2,110.0	2,105.0	(0)	(3)
	Adjusted OP	180.1	217.0	197.0	(9)	+9
	Margin	8.3%	10.3%	9.4%	(0.9)pp	+1.1pp
Europe, Middle East and Africa	Revenue	835.6	760.0	825.0	+9	(1)
	Adjusted OP	29.8	39.0	44.0	+13	+48
	Margin	3.6%	5.1%	5.3%	+0.2pp	+1.8pp

3. Stock Split

Stock Split

Purpose

The purpose of the stock split is to lower the investment unit price of the Company's shares, thereby creating a more accessible investment environment for investors and encouraging the expansion of investor base.

Overview

- Split ratio : Each share of common stock will be split into two shares
- Record date : December 31, 2025
- Effective date : January 1, 2026

*As the effective date of the stock split is January 1, 2026, the year-end dividend for the fiscal year ending December 31, 2025, with a record date of December 31, 2025, will be based on the number of shares held prior to the stock split.

The projected year-end dividend for the fiscal year ending December 31, 2025 remains unchanged at ¥115 (FY:¥230) per share.



Statements made in this presentation with respect to Bridgestone's current plans, estimates, strategies and beliefs and other statements that are not historical facts are forward-looking statements about the future performance of Bridgestone. Forward-looking statements include, but are not limited to, those statements using words such as "believe," "expect," "plans," "strategy," "prospects," "forecast," "estimate," "project," "anticipate," "may" or "might" and words of similar meaning in connection with a discussion of future operations, financial performance, events or conditions. From time to time, oral or written forward-looking statements may also be included in other materials released to the public. These statements are based on management's assumptions and beliefs in light of the information currently available to it. Bridgestone cautions you that a number of important risks and uncertainties could cause actual results to differ materially from those discussed in the forward-looking statements, and therefore you should not place undue reliance on them. You also should not rely on any obligation of Bridgestone to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Bridgestone disclaims any such obligation.

Market Trend of Natural Rubber and Crude Oil (average)

	2024				2025		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Natural Rubber 〈TSR20〉(*1) (¢ /kg)	157	168	175	196	197	168	170
Natural Rubber 〈RSS#3〉(*1) (¢ /kg)	214	230	238	247	240	220	219
Crude Oil 〈WTI〉 (\$/bbl)	77	78	74	69	71	64	65

(*1) Source: Singapore Commodity Exchange Limited

Tire Demand of Q1-Q3 (unit base% vs. PY)

Estimated by Bridgestone	PSR/LTR		TBR	
	OE	REP	OE	REP
Japan	104%	105%	101%	122%
N. America	97%	98% ^(*2)	79%	105% ^(*2)
Europe	94%	100%	100%	97%

(*2) Member Demand : Tire Brands (excl. imports) which participates in U.S./Canadian Tire Manufacturers Association(*3).Total demand including non-members is as follows. PSR/LTR REP : 101%, TBR REP : 111%
(*3) USTMA (U.S. Tire Manufacturers Association) + TRAC (Tire Rubber Association of Canada)

Tire Sales Growth of Q1-Q3 (vs. PY)



PSR/LTR



TBR

	vs. PY		vs. PY	
	OE	REP	OE	REP
Global (OE+REP)	99%		98%	
Global	97%	101%	95%	99%
Japan	93%	109%	103%	119%
Asia, Pacific, India, China	104%	98%	81%	91%
N. America	92%	100%	94%	102%
Europe	90%	105%	101%	97%



PSR/LTR HRD(18" +)



ORR

vs. PY		vs. PY	
Global (OE+REP)	104%	Ultra-Large (REP)	101%
REP	106%	Large	99%
		OE	128%
		REP	90%
		Small & Medium	101%
		OE	99%
		REP	102%

(*) As for TBR, figures of China is excluded from 2024.

Raw Material Assumption for Fiscal 2025



- The feedstock price of natural rubber is expected to increase YoY.

Tire Demand Assumption for Fiscal 2025 (unit base% vs. PY)

Estimated by Bridgestone	PSR/LTR		TBR	
	OE	REP	OE	REP
Japan	101~105%	101~105%	101~105%	101~105%
Asia ^(*1)	106~110%	100%	106~110%	101~105%
N. America	100%	95~99% ^(*2)	75~79%	101~105% ^(*2)
Europe	95~99%	100%	100%	100%

(*1) PSR/LTR: Total of Thailand, Indonesia, India and China TBR: Total of Thailand, Indonesia, India
(*2) Member Demand : Tire Brands (excl. imports) which participates in U.S./Canadian Tire Manufacturers Association(*3).Total demand including non-members is as follows. PSR/LTR REP : 100%, TBR REP : 106~110%
(*3) USTMA (U.S. Tire Manufacturers Association) + TRAC (Tire Rubber Association of Canada)

Tire Sales Growth
Guidance for Fiscal 2025
(vs. PY)



PSR/LTR



TBR

	vs. PY		vs. PY	
	OE	REP	OE	REP
Global (OE+REP)	100%		95~99%	
Global	100%	100%	95~99%	95~99%
Japan	90~94%	106~110%	101~105%	101~105%
Asia, Pacific, India, China	101~105%	101~105%	85~89%	90~94%
N. America	90~94%	100%	90~94%	101~105%
Europe	90~94%	101~105%	95~99%	95~99%



PSR/LTR HRD(18" +)



ORR

vs. PY		vs. PY	
Global (OE+REP)	101~105%	Ultra-Large (REP)	101~105%
REP	101~105%	Large	95~99%
		OE	116~120%
		REP	85~89%
		Small & Medium	101~105%
		OE	100%
		REP	101~105%

(*) As for TBR, figures of China is excluded from 2024.