



# Financial Results for 1st Quarter of Fiscal 2025

Bridgestone Corporation

Global CFO and Executive Director, G Finance  
Bridgestone Corporation

**Naoki Hishinuma**

May 15, 2025

1. Business and Financial Performance for Q1 of Fiscal 2025	...	3
2. Fiscal 2025 Guidance	...	11

1. Business and Financial Performance  
for Q1 of Fiscal 2025

# Consolidated Financial Results for Q1 of Fiscal 2025

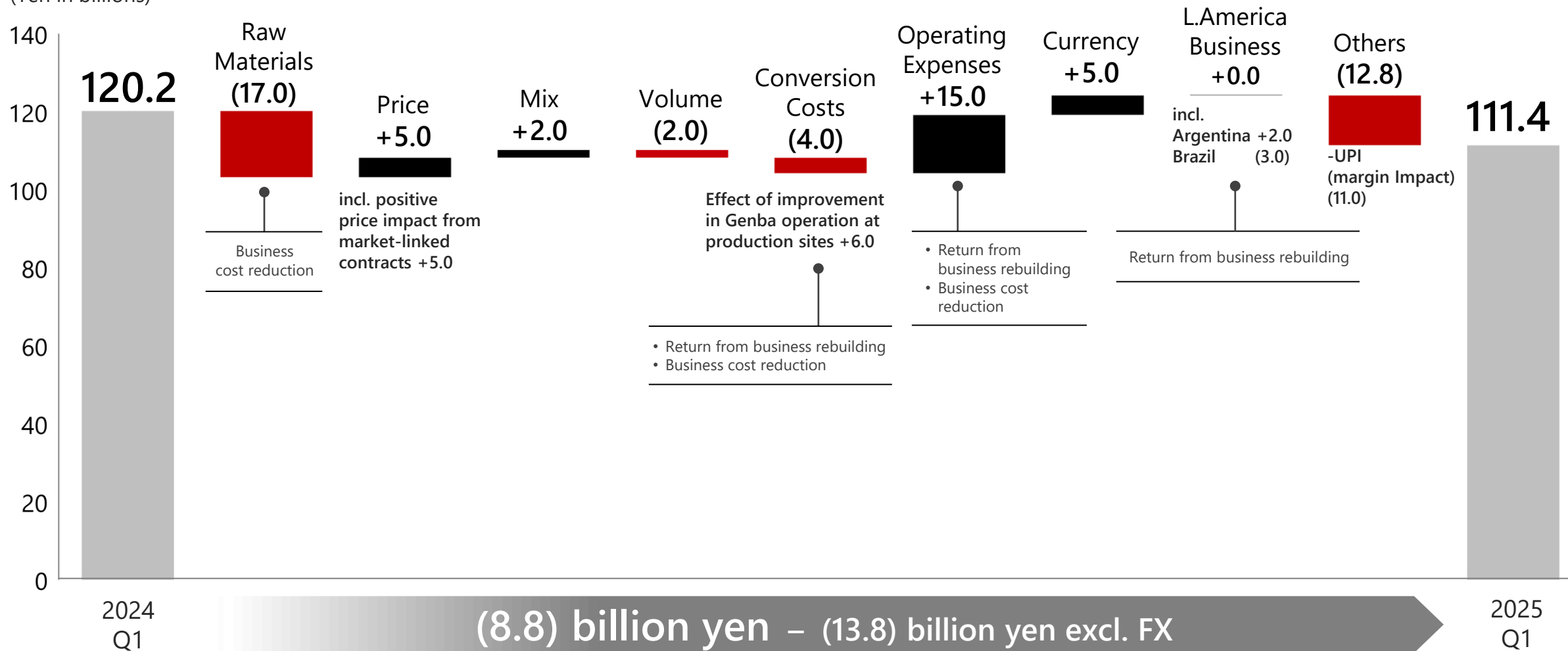
(Yen in billions)

	2024 Q1 Results	2025 Q1 Results	vs PY (%)
Revenue	1,064.1	1,058.1	(1)
Adjusted Operating Profit	120.2	111.4	(7)
Margin	11.3%	10.5%	(0.8) pp
Profit Attributable to Owners of Parent	86.6	75.9	(12)
- Continuing Operations	86.6	75.7	(13)
- Discontinued Operations	(0.0)	0.2	-
USD/JPY	¥149	¥153	—
EUR/JPY	¥161	¥160	—

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

# Analysis of Adjusted Operating Profit for Q1 of Fiscal 2025 (vs. PY)

(Yen in billions)







# Consolidated Financial Results by Segment for Q1 of Fiscal 2025

(Yen in billions)

		2024 Q1 Results	2025 Q1 Results	vs. PY (%)
Japan	Revenue	288.8	299.9	+4
	Adjusted OP	53.4	42.5	(20)
	Margin	18.5%	14.2%	(4.3) pp
Asia, Pacific, India and China	Revenue	129.8	124.1	(4)
	Adjusted OP	13.3	14.6	+10
	Margin	10.2%	11.8%	+1.5 pp
Americas	Revenue	526.5	510.7	(3)
	Adjusted OP	36.8	39.8	+8
	Margin	7.0%	7.8%	+0.8 pp
Europe, Middle East and Africa	Revenue	202.1	206.4	+2
	Adjusted OP	5.4	9.1	+68
	Margin	2.7%	4.4%	+1.7 pp

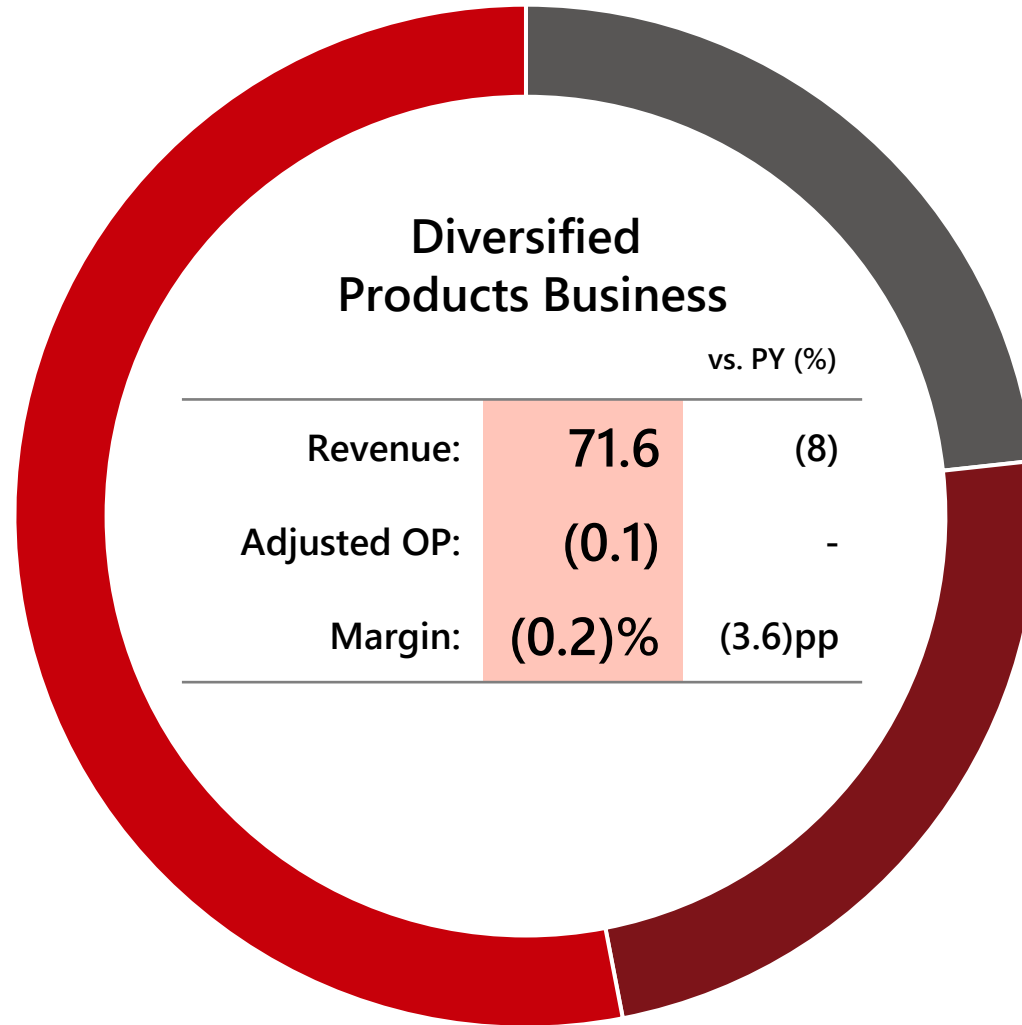
# Consolidated Financial Results by Product for Q1 of Fiscal 2025

(Yen in billions)

		2024 Q1 Results	2025 Q1 Results	vs. PY (%)
 <b>PS/LT</b> (incl. retail & credit card business)	Revenue	593.7	596.1	+0
	Adjusted OP	64.6	62.1	(4)
	Margin	10.9%	10.4%	(0.5) pp
 <b>TB</b> (incl. retread business)	Revenue	234.7	234.2	(0)
	Adjusted OP	13.9	15.3	+10
	Margin	5.9%	6.5%	+0.6 pp
 <b>Specialties</b> (OR/AC/AG/MC)	Revenue	157.8	156.2	(1)
	Adjusted OP	39.0	34.1	(12)
	Margin	24.7%	21.9%	(2.8) pp
 <b>Diversified Products Business</b>	Revenue	77.9	71.6	(8)
	Adjusted OP	2.7	(0.1)	-
	Margin	3.4%	(0.2)%	(3.6) pp

# Diversified Products by Business for Q1 of Fiscal 2025

Chemical & Industrial Products Biz			vs. PY (%)
Revenue:	37.6	(10)	
Adjusted OP:	(0.3)	-	
Margin:	(0.7)%	(6.5)pp	



(Yen in billions)

Sports & Cycle Biz			vs. PY (%)
Revenue:	16.5	(5)	
Adjusted OP:	(0.3)	-	
Margin:	(1.5)%	(4.9)pp	

Diversified Products Biz in Americas (Air Springs)			vs. PY (%)
Revenue:	16.8	(6)	
Adjusted OP:	0.5	-	
Margin:	2.7%	+4.9pp	



# Adjustment Items for Q1 of Fiscal 2025

## 2025 Q1 Results

(Yen in billions)

Revenue	1,058.1
Adjusted Operating Profit	111.4
Adjustment Items <sup>(*1)</sup>	22.6
Operating Profit	88.8
Profit Before Tax	85.9
Profit from Continuing Operations <sup>(*2)</sup>	75.7
Profit from Discontinued Operations <sup>(*2)</sup>	0.2
Profit Attributable to Owners of Parent	75.9

(Yen in billions)

Adjustment Items <sup>(*1)</sup>	22.6
N.America TB tire plant rebuilding	+14.9
N.America AG tire plant / business footprint optimization	+3.4
L.America business rebuilding	+2.2
European business rebuilding and others	+2.1

(\*1) Income is in minus and expenses are in plus for Adjustment Items breakdown

(\*2) "Profit / loss Attributable to Owners of Parent"

# B/S and C/F Highlights for Q1 of Fiscal 2025

(Yen in billions)

	2024 Results (as of Dec 31, 2024)	2025 Q1 Results (as of Mar 31, 2025)	vs. Dec 31, 2024
Total Assets	5,723.5	5,396.3	(327.3)
Cash and cash equivalents	706.7	591.7	(115.1)
(monthly sales)	1.9 months	1.7 months	(0.2) months
Inventories	945.3	927.9	(17.4)
Finished products	599.8	590.7	(9.1) (50.3)*1
Total Liabilities	1,937.0	1,792.6	(144.5)
Interest-Bearing Debt <Gross>	727.7	688.8	(39.0)
Total Equity	3,786.5	3,603.7	(182.8)
Equity Ratio (%)	65.2%	65.8%	+0.6pp
Exchange Rate	USD/JPY	¥158	¥150 (¥8)
at the end of reporting period	EUR/JPY	¥165	¥162 (¥3)
	2024 Q1 Results	2025 Q1 Results	vs. PY
Cash Flows from Operating Activities	128.6	169.9	+41.3
Cash Flows from Investing Activities	(97.7)	(78.6)	+19.1
Free Cash Flow	30.9	91.3	+60.4
Capital Expenditure	62.9	56.2	(6.7)
Depreciation and Amortization	85.1	86.2	+1.1

(\*1)excl. FX vs. Mar 31, 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(\*2) 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.

(\*2) "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)

- Apr, 2025 : raised funds of 160 billion yen

### Share Buybacks

- Q1 Act: Progressed as planned  
(amount base progress: approx. 14% )

## 2. Fiscal 2025 Guidance

# Fiscal 2025 Guidance

	2024 Results	2025 Guidance (Feb 17, 2025 Announcement)	(Yen in billions) vs. PY (%)
Revenue	4,430.1	4,330.0	(2)
Adjusted Operating Profit	483.3	505.0	+4
Margin	10.9%	11.7%	+0.8 pp
Profit Attributable to Owners of Parent	285.0	253.0	(11)
ROIC	8.2%	9.2%	+1.0 pp
ROE	8.1%	7.2%	(0.9) pp
Dividend per share	¥210	¥230	+¥20

## Maintain Feb guidance (AOP: 505.0 billion yen)

- **Direct impact from U.S. tariff** (impact to AOP– by the end of 2025) : Still uncertain, though expect **45 billion yen level**  
 ⇒ “Turn changes into opportunities” -accelerate business quality reinforcement / “Growth with quality” toward 2026 & 27MBP –Combining various measures to **counteract direct impacts**
  - **Continue and further strengthen and accelerate defensive and offensive activities:** Steady global business cost reduction / Thorough focus on premium
  - Combination of mitigation measures such as “**Streamline**” in global (enhance and accelerate 2<sup>nd</sup> stage of business rebuilding) / leveraging the **competencies as a global company** (global SCM/procurement optimization)
  - “**Turn changes into opportunities**” - U.S. business/sales (rebuilding U.S. consumer tire business – Multi brand strategy BS & FS), U.S. production enhancement (maintain/improve local production local sales ratio)
- **Risk which isn’t included in guidance** (still uncertain)  
 –AOP deterioration risk due to recession in the U.S.(estimate GDP growth decline from Feb guidance assumption): **20 billion yen level**  
 ⇒ Due to uncertain outlook, we have not included any estimates in the guidance. We will watch each market slowdown risk (sales decline, etc.) and implement measures carefully and promptly.
- **Dividend:** Maintain MIN ¥230 per share (+¥20 than PY). Even if U.S. economic slowdowns and impacts due to tariff are reflected into the guidance, we expect to remain ¥230
- **Capital policy:** Capital policy announced in February (Share Buybacks 300 billion yen, Debt financing 200 billion yen) will be progressed as planned



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
Natural Rubber 〈TSR20〉(*1) ( ¢ /kg)	157	168	175	196	197
Natural Rubber 〈RSS#3〉(*1) ( ¢ /kg)	214	230	238	247	240
Crude Oil 〈WTI〉 (\$/bbl)	77	78	74	69	71

(\*1) Source: Singapore Commodity Exchange Limited

Tire Demand for Q1 of 2025 (unit base% vs. PY)

Estimated by Bridgestone	PSR/LTR		TBR	
	OE	REP	OE	REP
Japan	114%	104%	94%	112%
N. America	90%	98% <sup>(*2)</sup>	88%	107% <sup>(*2)</sup>
Europe	90%	105%	87%	102%

(\*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 : 98%

(\*3) USTMA (U.S. Tire Manufacturers Association) + TRAC (Tire Rubber Association of Canada)

Tire Sales Growth for Q1 of 2025 (vs. PY)



LTR



TBR

	vs. PY		vs. PY	
	OE	REP	OE	REP
Global (OE+REP)	97%		98%	
Global	93%	99%	90%	101%
Japan	98%	108%	95%	108%
Asia, Pacific, India, China	102%	94%	70%	96%
N. America	87%	95%	98%	108%
Europe	78%	108%	88%	102%



PSR/LTR HRD(18" +)

	vs. PY	
	OE	REP
Global (OE+REP)	102%	104%



ORR

	vs. PY	
	OE	REP
Ultra-Large (REP)		100%
Large		104%
	OE	109%
	REP	102%
Small & Medium		95%
	OE	88%
	REP	101%

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