



Summary of Financial Results for 3Q 2025 / Fiscal 2025 Guidance

Bridgestone Corporation
Member of the Board
Global CEO and Representative
Executive Officer

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Summary of Financial Results for 3Q 2025

Fiscal 2025 Guidance

Summary of Financial Results for 3Q 2025

(The year of emergency and crisis management)

Business
environment
and measures

- Raw material price: Impact of decline in year-to-date profits through Q3 is (31) B JPY – Natural rubber price is high level vs. PY
→ **Counter by improving pricing & MIX while continuing to reinforce premium focus**
- U.S. tariff impacts: Minimal in 1H due to inventory and shipping lead time. **Negative impact expanded from 2H → Full impact throughout 4Q**
- No change in direct impact of approx. 25 B JPY (full year) from Aug. forecast → **Combination of various measures to counter the impact**
- Economic slowdown in U.S. has become apparent → Particularly, impacted on the deceleration in improvement of the U.S. equity retail business and the significant sales decrease of TB OE in North America, which also led to significant decrease in TB tire exports from Brazil to North America

Adj. operating
profit

Increase in profit vs. prior year

(Excluding currency exchange impact:
Increase in revenue and profit)

Global consolidated (B JPY)	2025 1Q-3Q Results	vs. prior year (%)	vs. prior year (excluding currency exchange impact)
Revenue	3,234.9	99%	100%
Adj. operating profit	368.4	104%	107%
Margin (AOP)	11.4%	+ 0.6%	+0.7%
Profit from continuing operations	203.1	80%	
Margin	6.3%	(1.4)%	

- Profit from continuing operations: Decreased in profit vs. prior year due to accounting 76.6 B JPY in the adjusted items as a cost for business restructuring & rebuilding (2nd stage)

*BBGF basic strategy : Product strategy which reflects the role and coverage by category (Best, Better, Good, Fighting) based on the brand power and the positioning of the market share by each region.

*PS=Passenger car tire, TB=Tuck & bus tires, OR=Off-the-road tires, HRD=high rim diameter tires (18 inch & above), REP=Replacement tires / OE=Original equipment, *FS = Firestone brand

"Reinforce business quality"

- 2025: "The year of emergency and crisis management"
 - Reinforce steady global business cost reduction activities (Benefit amount: **Approx. 52 B JPY** in 1Q-3Q vs. PY)
 - Reinforce and assess additional measures for business restructuring & rebuilding (2nd stage)

Start "growth with quality"

- 2H 2025: **Start "growth with quality"** from replacement tires (PS and TB) based on premium focus, **implement basic strategy of BBGF* (Best, Better, Good Fighting), especially focused on revitalizing Firestone brand in North America**
- 3Q (single quarter) : Sales volume growth and the resulting conversion cost improvement vs. PY have contributed approximately +6 B JPY to profit.

< Sales volume growth index (1Q-3Q) vs. PY >

Product*	Global	Major markets
PS REP	101	N. America FS: 103, Europe: 105, Japan: 109
PS REP-HRD*	106	N. America: 103, Europe: 113, Japan: 108, India: 133
TB REP	99	N. America: 102, Japan: 119
OR Ultra-large	101	-

- Expand **commercial BtoB solution**: Adjusted operating profit of **144%** (vs. PY)
- Lead "growth with quality" as "markets to grow"

Summary of Financial Results for 3Q 2025: **Areas in management priorities**

Summary of Financial Results for 3Q 2025: North America

N. America business in total

2025 1Q-3Q

Revenue **1,353.9** B JPY

96%
of PY

Adj. Operating Profit **155.3** B JPY

120%
of PY

Adj. Operating Profit Margin **11.5%**

+2.3%
vs. PY

N. America –Premium tire business

Core
business

2025 1Q-3Q

Revenue **737.8** B JPY

95%
of PY

Adj. Operating Profit **110.1** B JPY

118%
of PY

Adj. Operating Profit Margin **14.9%**

+2.9%
vs. PY

2025 1Q-3Q

Increase in profit vs. prior year

- Premium tire business - **Increase in profit**
→ **Implement and reinforce of the basic strategy for BBGF (FS revitalization, etc.)** in both PS & TB business
- TB business with a solid business foundation (REP+OE+retread+mobility solution): **Secure increase in profit vs. prior year**
 - TB-REP: Sales growth 102% vs. PY, **of which FS 106%** / Retread: Sales growth 102% vs. PY and increase market share
 - TB-OE: Increase market share despite a significant decline in demand due to economic slowdown in U.S. (demand declines approx. 80% vs. PY) → Minimize impact of decrease in sales volume
 - Mobility solution (Azuga): Increase in revenue and profit vs. PY – Enhance and expand services
- **U.S. consumer tire business rebuilding – The benefits of BS & FS “Multi-brand strategy” started to materialize**
 - PS-REP: Sales growth for FS 103% vs. PY, increase market share in REP total (BS + FS)
- **Reinforce U.S. equity retail business: Increase in profit vs. prior year**
 - U.S. consumer tire business rebuilding aligned with FS revitalization
 - Major brands (BS + FS) sales growth 105% (BS: 103 / FS: 105) vs. PY in 3Q single quarter
 - Continuously enhance customer satisfaction / start new style retail outlet / improve AOP*% level to 7% above (equity retail + credit card business)
- **Business restructuring & rebuilding (2nd stage) starts to generate benefit**

* AOP: Adjusted Operating Profit

Fiscal 2025 guidance

- N. America TB-REP business (incl. retread) : Forecasted in sales growth throughout of the year and continue to improve profitability
- Continued cost optimization through the benefits of business restructuring & rebuilding (restructuring of TB manufacturing footprints, etc.)

Projected negative impact:

- Economic slowdown in U.S. 1) The deceleration of improvement in U.S. equity retail business, due to the deterioration of the consumer sentiment index, 2) Continued a significant decline in TB OE demand in N. America (expect below 80% in full year vs. PY)
- Negative impact on profits due to the cyber incident, which occurred in August - September

*Starting in 2025, method for calculating business performance in North America and Latin America have been partially changed. For 2024 as well, we have presented figures that have been rearranged in the same manner.

Summary of Financial Results for 3Q 2025: Latin America

L. America business in total

2025 1Q-3Q

Increase in profit vs. prior year

2025 1Q-3Q

Revenue **224.6** B JPY 97% of PY

Adj. Operating Profit **2.5** B JPY 158% of PY

Adj. Operating Profit Margin **1.1%** +0.4% vs. PY

- **Rebuilding of “transform the shape of L. America business”:** Continue to improve management and working & business quality
 - Jan. 2025: Reduced production capacity in Brazil and Argentina, optimized workforce, and streamlined operations
 - Refine management structure – Build “one Latin team” and reinforce global collaboration → Promote operational improvements with Genbutsu-Genba (being on-site) approach across entire value chain from retail & sales to production
 - Rebuilding of Brazil business: Progress as planned – Continue to improve profitability from 1Q

Brazil

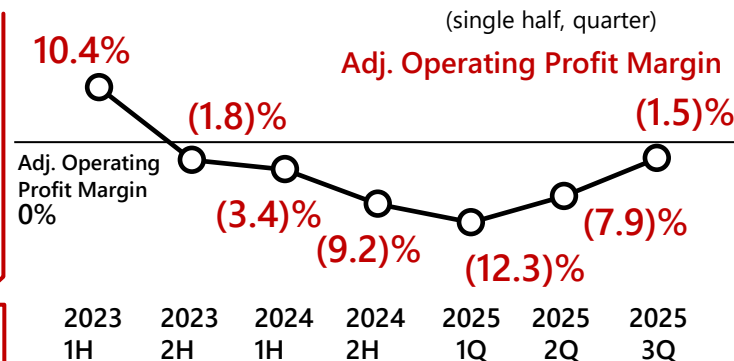
- Significant improvement after hitting the bottom in Q1 2025 despite the deficit continuing

2025 1Q-3Q

Revenue **94.7** B JPY 107% of PY

Adj. Operating Profit **(6.4)** B JPY (2.7) B JPY of PY

Adj. Operating Profit Margin **(6.7)%** (2.5)% vs. PY



Fiscal 2025 guidance

Expect steady progress of rebuilding in 4Q onward
→ Continue operational improvement

However,
Economic slowdown in U.S.

Impacted on decline in exports to U.S. due to a significant decline in TB OE demand and sales in N. America

→ It will be difficult to turn profitable in Brazil within the 4th single quarter

*Starting in 2025, method for calculating business performance in North America and Latin America have been partially changed. For 2024 and 2023 as well, we have presented figures that have been rearranged in the same manner.

Summary of Financial Results for 3Q 2025: Europe

Europe business

2025 1Q-3Q

Revenue **526.8** B JPY **102%** of PY

Adj. Operating Profit **25.6** B JPY **253%** of PY

Adj. Operating Profit Margin **4.9%** **+2.9%** vs. PY

Europe –Premium tire business

Core business

2025 1Q-3Q

Revenue **444.8** B JPY **103%** of PY

Adj. Operating Profit **26.8** B JPY **186%** of PY

Adj. Operating Profit Margin **6.0%** **+2.7%** vs. PY

2025 1Q-3Q

Increase in revenue and profit vs. prior year

- **Business restructuring & rebuilding (2nd stage)** and thorough focus on premium contribute to improving performance

Promote rebuilding of “transform the shape of Europe business” / “Integrated & simplified”

TB / Retread

Increase in profit vs. prior year / turn to black-ink
optimized manufacturing footprints (new + retread)

Retail

Increase in profit vs. prior year / improve profitability

Operational improvements at Genbutsu-Genba (being on-site) → Contribute to performance

Operation

Promote reduction in fixed costs

—Enhance efficiency by improving business process including integration and simplification

Premium tire

Increase in revenue and significant increase in profit to AOP 6% level → Toward next stage of **“Growth with quality”**

- **PS-REP: Increase in revenue and profit vs. prior year- Significant sales growth vs. PY / increase in market share and sales MIX**
 - Sales growth (vs. PY): Total **105%**, HRD (18 inch and above) **113%**, U-HRD (20 inch and above) **121%**
- **TB business (OE+REP+retread): Achieve black-ink**
 - REP - Launch of new products **equipped with ENLITEN** (Ecopia Trailer in Feb. 2025)
→ Promote reinforcing fleet business

Fiscal 2025 guidance

Rebuilding area for TB(OE + REP) + retread, and retail business : Expect to **secure to turn black-ink in full year**
PS-REP: Expect continuous sales growth & increase in market share in PS total and HRD
→ Build a foundation for accelerating “growth with quality” from 2H 2026

Summary of financial results for 3Q 2025: Asia, Pacific, India, and China

Asia, Pacific, India, and China business in total

2025 1Q-3Q

Revenue **373.4** B JPY

95%
of PY

Excluding the impact of decrease in profit due to exchange rate fluctuation (incl. local currency exchange rate within APIC region)

Adj. Operating Profit **41.1** B JPY

98%
of PY

109%
of PY

Adj. Operating Profit Margin **11.0%**

+0.3%
vs. PY

2025 1Q-3Q

Decrease in profit vs. prior year

■ Region total :

Despite the thorough **expense management** responding to decrease in sales volume, **decreased in profit vs. prior year** due to the impact of "headwind" of exchange rate (depreciation of Asian local currencies)

- **Excluding exchange rate fluctuation impact:**
Increase in profit vs. prior year and continue to reinforce business quality
- **AOP 11%: Maintain and improve business quality**

Fiscal 2025 guidance

Forecast solid performance in 4Q continuously

■ Summary by major areas

India "market to grow"

Increase in profit vs. prior year

Consumer tire business: **Continue to increase market share** from 1H 2025

Continue **"growth with quality"** as a **"market to grow"**

Strengthen
Dan-Totsu product

×

Expand and enhance
family channel, B-Select

×

Reinforce collaboration
with strategic partners

Thailand

Increase in profit vs. prior year

Consumer tire business: **Sales growth vs. PY** and increased market share

Accelerate the rebuilding in wholesale & retail businesses, and streamlining admin functions etc.

Secure solid sales and performance as a **second home market** despite the strong offensive of low-end Chinese tires

- Thailand and Indonesia where BS market share is high: Expand sales PS-REP sales volume vs. PY: 103% in Thailand, 106% in Indonesia
- Further reinforce the business foundation by BBGF basic strategy and enhancing family channels

Summary of financial results for 3Q 2025: Premium tire & solutions business in specialties



Specialties (OR/AC/AG/MC)

2025 1Q-3Q

Revenue

473.7 B JPY

99%
of PY

Adj. Operating
Profit

97.4 B JPY

88%
of PY

Adj. Operating
Profit Margin

20.6%

(2.7)%
vs. PY

2025 1Q-3Q Sales volume (vs. prior year)



OR
Ultra-large

101



AC

102

*OR: Off-the-road tires, AC: Aircraft tires,
AG: Agricultural tires, MC: Motorcycle tires

2025 1Q-3Q

Decrease in profit vs. prior year

- Maintain high profit structure with over 20% margins
- AG business, which experienced a significant profit decrease and a deficit, weighed down the overall profitability of the specialties segment.



OR



AC

- **Solid sales** (sales volume vs. prior year: 101% in OR ultra-large / 102% in AC)
- In addition, **expand and reinforce BtoB solutions steadily**
OR: Profit decrease due to a time lag in the pricing scheme reflecting raw material prices and exchange rate indices ("Rise & Fall"), a highly profitable structure was maintained.

Lead "growth with quality" by deepening the linkage with solutions
Focusing on OR and AC as "markets to grow"

Fiscal 2025 guidance

Forecast to maintain high profit structure with over 20% margins in 2025 and reinforce commercial BtoB solutions continuously

Summary of Financial Results for 3Q 2025 : By business portfolio

Premium tire business Core business

Revenue **2,145.4** B JPY
99% of PY

Adj. Operating Profit **291.2** B JPY
95% of PY

Adj. Operating Profit Margin **13.6%**
(0.5)% vs. PY

Revenue portion

63%

Global in total

Revenue **3,234.9** B JPY
[99% of PY]

Adj. Operating Profit **368.4** B JPY
[104% of PY]

Adj. Operating Profit Margin **11.4%**
[+0.6% vs. PY]

Revenue portion

30%

Revenue portion

6%

*The simple total of revenue by business segment does not equal Group revenue due to elimination in consolidation, etc.
*Portion calculated from a simple total of revenues by business segment

Diversified products business

Revenue **212.5** B JPY | 94% of PY
Adj. Operating Profit **6.3** B JPY | 135% of PY
Adj. Operating Profit Margin **3.0%** | +0.9% vs. PY

- Premium tire business as core business: Secure the profit margin of slightly less than 14% under challenging business environment
- Solutions business as growth business: Achieved significant increase in profit vs. PY and the profit margin of over 11% in commercial BtoB solutions as "strategic business"
Retail: Significant increase in profit vs. prior year and continues improvement in profitability by business rebuilding in Europe and Japan, and enhancement of equity retail business in U.S.
- Diversified products: Facing deep-rooted issues → Accelerate rebuilding

Solutions business Growth business

* Incl. revenue of retail tires

Revenue **1,027.4** B JPY | 100% of PY

Adj. Operating Profit **76.6** B JPY | 155% of PY

Adj. Operating Profit Margin **7.5%** | +2.7% vs. PY

Retail service

*Incl. N. America financial retail

Revenue **764.7** B JPY | 98% of PY

Adj. Operating Profit **46.5** B JPY | 163% of PY

Adj. Operating Profit Margin **6.1%** | +2.4% vs. PY

Commercial BtoB solutions

Mobility tech business
Strategic business

Revenue **262.8** B JPY | 103% of PY

Adj. Operating Profit **30.1** B JPY | 144% of PY

Adj. Operating Profit Margin **11.4%** | +3.2% vs. PY

Summary of Financial Results for 3Q 2025

Fiscal 2025 guidance

Fiscal 2025 guidance – Revised guidance

Downward revision

Fiscal year
- Adjusted operating profit
Feb. guidance **505 B JPY**

Revised Fiscal year guidance

< Revised >
Adjusted operating profit
Nov. guidance **490 B JPY**

< Maintain Feb. guidance >
Net profit
Nov. guidance **253 B JPY**
Shareholder return
230 JPY / share (plan)

■ U.S. tariff direct impact on adjusted operating profit

Nov. estimation **25 B JPY level** (No change from Aug. estimation)

>>> Counter the impact with combination of various measures

B JPY	1H	3Q	4Q	FY
Direct impact	0.5	7.0	17.5 level	25.0 level
Counter-measures	0.5	24.5 level		

■ Reinforce business quality:

- Steady global business cost reduction activities (Benefit of FY forecast: **approx. 67 B JPY** vs. PY)
- Further accelerate and reinforce the business restructuring & rebuilding (2nd stage) : continue assessment, **almost completed the 2nd stage within 2025**

■ Start “growth with quality” from 2H 2025:

- Start to grow from replacement tire business (PS and TB)- Implement basic strategy of BBGF based on premium focus
 - PS-REP: Continue to grow sales in FS brand in N. America, Europe, Asia, and India
Continue to reinforce premium focus and HRD sales growth
 - TB-REP: N. America - Sales growth including implementation of BBGF strategy in retread and increase market share
Japan - Grow sales including retread / Europe - To make a turnaround, to be back-ink
 - Retail: U.S. equity business reinforcement - Continue to grow sales of major brands and increase customer satisfaction, start new style outlet / Europe – To turn profitable (a black-ink) / Japan – Improve profitability by rebuilding
- Commercial BtoB solutions: Mining solutions continue to enhance & expand—based on co-creation with customers
 - Evolve and expand solutions including vehicle operation optimization with Dan-Totsu product Bridgestone MASTERCORE as a core

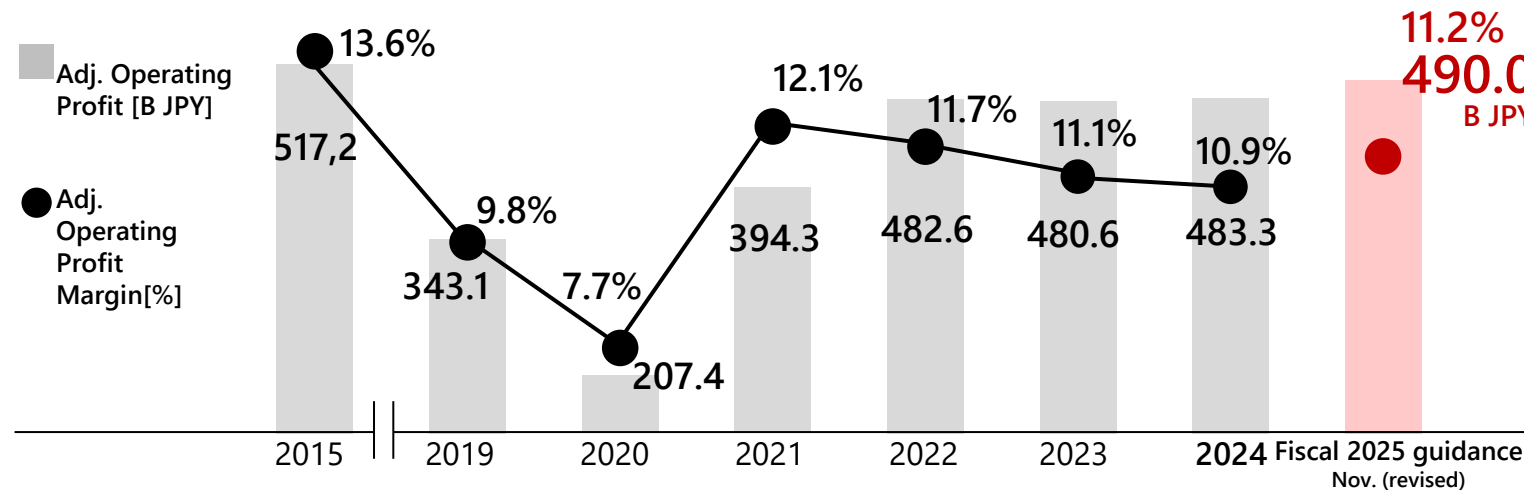
■ Changes from forecast in August- Revision of adjusted operating profit: (15) B JPY decrease

- U.S. economic slowdown to be apparent:
 1. N. America TB- OE - Significant decrease in full-year demand forecast (less than 80% vs. PY)
→ Deterioration in Brazil business – Negative impact due to decreased exports of TB OE tires to N. America
 2. U.S. retail business (equity + credit card) - Decelerate compared to the initial plan for significant improvement
The consumer sentiment index has been on a declining trend since 3Q
- Impact from the cyber incident in N. America, which occurred in Aug.-Sep. – Settled down by mid-September

Fiscal 2025 guidance – Revised guidance

					21MBP			24MBP	
					Return to a strong Bridgestone capable of adapting to change			Remaining issues New issues	The year of emergency and crisis management
								True next stage	
Currency	USD	121 JPY	109 JPY	107 JPY	110 JPY	132 JPY	141 JPY	152 JPY	148 JPY
Exchange	EUR	134 JPY	122 JPY	122 JPY	130 JPY	138 JPY	152 JPY	164 JPY	167 JPY

■ 2025- The year of emergency and crisis management:
The foundation for “growth with quality” has been built, but the February guidance level will not be reached.
→ Toward the growth in 2026 & beyond, continue to reinforce business quality



Revised fiscal 2025 guidance:
Secure increase in profit vs. prior year

Adj. operating profit | **490 B JPY level**

Adj. operating profit margin | **over 11% level**

ROIC | **9% level**

ROE | **7% level**

Adjusted items such as cost of restructuring & rebuilding approx. 100 B JPY → Impacted negatively

Profit from continuing operations | **253 B JPY level**

Dividend per share | **230 JPY per share (plan)**

Maintain Feb. guidance in net profit & dividend per share
—Continue to reinforce shareholder return—

Revenue [B JPY]	3,790.3	3,507.2	2,695.2	3,246.1	4,110.1	4,313.8	4,430.1	4,360.0
ROIC	14.7%	7.4%	5.1%	9.0%	9.4%	8.7%	8.2%	8.7%
ROE	13.3%	10.0%	-0.9%	12.9%	10.9%	10.4%	8.1%	7.1%
Profit from continuing operations [B JPY]	284.3	240.1	-19.8	307.9	305.4	326.9	285.0	253.0
Profit margin from continuing operations [%]	7.5%	6.8%	-0.7%	9.5%	7.4%	7.6%	6.4%	5.8%
Dividend per share [JPY]	130	160	110	170	175	200	210	230 (plan)

Toward "true next stage" Growth with Quality

2030
Long-term Strategic Aspiration

27MBP

"Growth with Quality"
Global Bridgestone

Winning in a turbulent business situation
as a "strong Bridgestone"

Markets to grow
Shift to "growth with quality"

2026 "True next stage"

"Strong business quality"
Aim to achieve 24MBP target

2025 The year of emergency
and crisis management

Pave the way forward to future growth,
with "Defense" and "Offense"

Measures to address changes in markets and business structure by country,
triggered by mitigation measures to counter the impact of U.S. tariffs

Toward "growth with quality"
2025 2H
-Start from markets to grow



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Appendix

Our pathway from 2025 - the year of emergency and crisis management to A "strong Bridgestone," Reinforcing Earning Power, The "True Next Stage" in 2026

2025: The year of Emergency and Crisis Management
(the importance of this year for Bridgestone has been emphasized)

Axis "Jukuryo-Danko"

Commitment to "carry through what we have decided to do"

Defense

- "Business restructuring & rebuilding (2nd stage)"
- Reinforce business quality
 - Promote management with **stricter discipline**
- Establish a strong foundation of business quality globally
 - Reinforce leveraging "Bridgestone's unique Deming Plan"
 - Valuing Genbutsu-Genba, communication in person (FtoF), and strengthening teamwork
- Mitigation measures against U.S. tariff impact
 - × "Turn changes into opportunities"
- Response to business structural changes by each country
 - Build the basic strategy for BBGF segments.

- Expand Dan-Totsu products and enhance Dan-Totsu product power
 - Particularly Bridgestone – ENLITEN (Gen1) & MASTERCORE
 - U.S. consumer tire business rebuilding
 - "Multi-brand strategy" – Reinforce BS brand, revitalize FS brand

- Strengthen the **steady global business cost reduction**

- Reinforce the foundation for commercial BtoB solution business
 - "Reinforce Genbutsu-Genba initiatives" combining Dan-Totsu products and solutions with real (physical) and digital capabilities as an axis

Offense

2026: True next stage



Create good business quality



Create good tires



Create good business



Create new business sowing good seeds for the future

"Dan-Totsu Bridgestone"

Teamwork

Genbutsu-Genba

Offense

- Dan-Totsu **business quality**:
Heading toward growth on the foundation of "lean & excellent operation"
 - Pursue reinforcing management and working & business quality
 - Bridgestone's unique Deming Plan
 - Promote global business cost reduction activities and BCMA – **Toward next stage**
 - Enhance talent creativity and productivity
- Dan-Totsu **tires**: Prepare ENLITEN Gen2 from Gen1, and Bridgestone MASTERCORE Gen2
U.S. consumer tire business rebuilding "Multi-brand strategy"
 - Reinforce BS brand, revitalize FS brand
- Dan-Totsu **business**: Reinforce and expand commercial BtoB business
→ Establish Mobility tech business "real (physical) and digital capabilities" – "Strategic business"

Start building of Dan-Totsu **sustainable premium brand**
Corporate branding with sustainable global motorsports as a core

Toward growth
with quality

Quality + Volume

Quality

N. America, India, and OR&AC

Europe and Japan

Premium focus: Reinforce & expand PS-HRD business with the ongoing "tailwind"
The basic strategy for BBGF responding to business structural changes by each country × "Turn changes into opportunities"

- Complete restructuring & rebuilding (2nd stage) and build lean business foundation

Defense

<Defense> Business restructuring & rebuilding (2nd stage) **Update** : Global overview

Global "Tackle past negative legacies squarely without delay" "Need to be further strengthened at an even higher level in 2025"

1st Stage 2020-2021 21MBP — Planned approx. 40% decrease from approx. 160 sites (as of 2019)
→ Executed the business restructuring of approx. 50 sites almost as planned

2nd Stage 2024-2025 24MBP — Assess & execute **restructuring & rebuilding projects** at the global level, especially in Europe & L. America, "transform its shape of business"
East: Rebuild Japan business (including diversified products), promote **"integrated & simplified"** for whole EAST organization structure

WEST

Europe **1st stage** Port Elizabeth plant, South Africa (for bias tires, in 2020)
Bethune plant, France (for PS, in 2021)

2nd stage "Further transform the shape of Europe business – integrated & simplified"

- Retread: Closure of Lanklaar plant, Belgium (announced in Nov. 2024)
- TB: Plant production capacity reduction in Bilbao Plant and PSM Plant (including AG) (announced in Apr. 2025)
- Retail: Assess business rebuilding (2025 – 2026)
- Production, Sales, R&D and Corporate functions: integrate & enhance efficiency (starting from 4Q 2024, 2025 and beyond)

N. America

1st stage Transfer of U.S. Building products business (in 2021)

2nd stage TB: Closure of LaVergne plant (announced in Jan. 2025)
Workforce reductions in the company's corporate, sales, and operations. (announced in Jan. 2025)
Diversified products: Assess rebuilding (in 2025)

AG **2nd stage** Damage control and assessment on business rebuilding (2025-2026)
Reduction in plant production capacity and workforce at the Des Moines plant (announced in Jan. 2025)

L. America

"Transform the shape of business"

1st stage Retread material plant in Mexico (in 2020)

2nd stage

- Business rebuilding in Argentina & Brazil (announced in Jan. 2025)
- Further fixed cost reduction

EAST

Japan **1st stage** Withdrawal from Sport/Tennis Business (in 2020)
→ Transfer the plant for tennis ball in Thailand (in 2021)
Withdrawal from conveyor belt business (in 2021)
Transfer of Anti-Vibration rubber business (in 2021)
Transfer of Chemical products solutions business (in 2021)
Transfer of Bridgestone sports arena K.K. (in 2022)
Bridgestone Cycle Kisai Plant (in 2021)

2nd stage Start to streamline "multi-layered" structure

- Streamline of REP wholesale & retail and admin functions (in 2025)
- Rebuilding of group companies and internal manufacturing business (in 2025)
 - Stock transfer of Bridgestone Logistics co. Ltd (announced in Jun, 2025)
 - Business transfer of carbon black biz in Thailand (announced in Jul, 2025) and in Mexico (announced in Aug, 2025)
- Rebuilding of diversified products business (in 2025)

Asia Pacific

1st stage Huizhou Plant, China (for TB, in 2021)
Bridgestone (Huizhou) Synthetic Rubber Co., Ltd (Synthetic rubber business)
Transfer (Internal manufacturing -2021)
Bridgestone Aircraft Tire Company (Asia), Ltd. (AC retread plant) (in 2022)
Rangsit Plant, Thailand ceased production (for bias tires including PS&TB, in 2023)

2nd stage Withdrawal from TB business in China (in 2024)
- Production termination at Shenyang Plant → Reinforce a focus on PS premium tire business
Thailand: Streamline of REP wholesale & retail & Admin functions: Business rebuilding in 2025

Business restructuring & rebuilding (1st and 2nd stage): Expected to be almost completed by 2025→ Accelerate "growth with quality" from 2026

<Offense> Premium tire business

– Premium focus & acceleration of global business cost reduction activities

update



- Strengthen approaches to premium vehicles, prestige OEMs and premium EVs based on value creation through “ultimate customization” enabled by ENLITEN technology (OEMs in Japan, Europe, U.S., and emerging EV OEMs, etc.)
 - Expand steadily number of car models with ENLITEN OE fitment – Take in REP recursion demand
75 models in 2023 → 117 models in 2024 → 142 models in 2025 1Q-3Q actual

- Based on Dan-Totsu product power, maintain a focus on the PS-HRD tires where there is a “tailwind” of demand growth

N. America & Europe: Tire sales ratio of 18 inch & above
OE 69% in 2024 1Q-3Q → 73% in 2025 1Q-3Q



Ensure to take in REP recursion demand and tire sales ratio for 18 inch and above (North America and Europe) : REP 44% in 2024 1Q-3Q → 46% in 2025 1Q-3Q

- Thorough focus on premium, linked to “New premium” ENLITEN expansion + PS HRD + Premium tire brand

PS premium tires sales ratio (REP/global) : 60% above in 2025 (FCST)

POTENZA **TURANZA** **REGNO**
ALENZA **BLIZZAK** **DUELER**

- Expansion of “new premium” ENLITEN for passenger car (replacement) – Reinforce and promote Dan-Totsu products

Launch of products equipped with ENLITEN: cumulative total of 22 products in 2024 → approx. 30 products in 2025 (FCST) – as planned
ENLITEN equipped ratio : 23% in 2024 → 35% in 2025 (FCST)

ENLITEN

- Strengthen steady global business cost reduction activities

Global procurement, global SCM logistics transformation B-Direct, BCMA, shift to Green & Smart, and steady on-site productivity enhancement
= “Support the Group’s performance”

Benefit from cost reduction 2025 1Q-3Q actual: approx. 52 B JPY → Full year 2025 (FCST): approx. 67 B JPY

Approx. 75 B JPY in 2024 + forecast in 2025 approx. 67 B JPY = Estimated total: approx. 142 B JPY (2024+2025)

24MBP (2024-2026) target: cumulative total: approx. 100 B JPY → Achieved the target one year ahead and further reinforcing

- Benefit from BCMA approx. 2 B JPY in full year 2025 (FCST) → Steady progress as Feb. guidance 2025 – Generate benefit at an accelerated pace in 2026 and beyond
 - With the fusion of real (craft person skill) and digital capabilities as an axis, rolling out the “Advanced Hikone Model,” which pursues the essence of manufacturing, to globally form Japan plants (9 plants globally)
 - Take on the challenge of advancing to a “global module” that shares module globally among different regions: Aiming to amplify the value of BCMA, promote value chain transformation

Fusion

DOWN

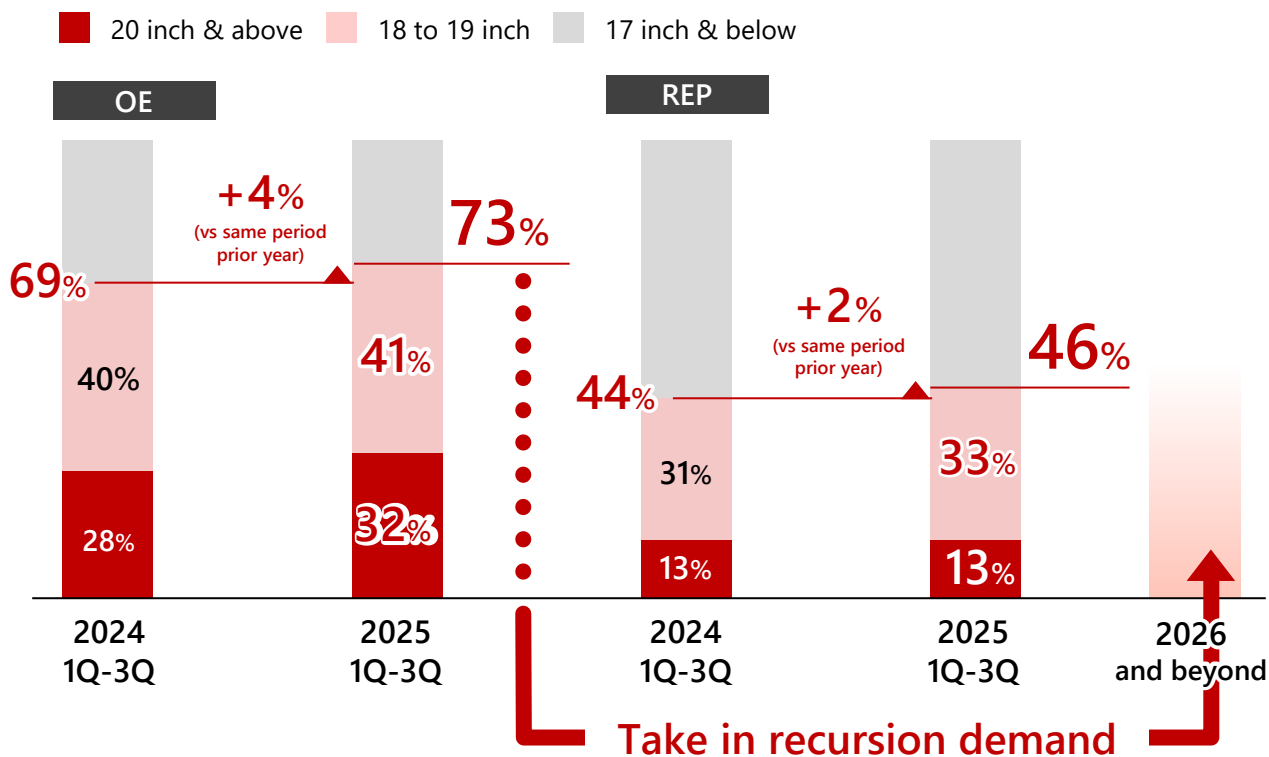
<Offense> Expand Dan-Totsu product & enhance Dan-Totsu product power

Global premium focus: **Passenger car high rim diameter tires – Improve sales mix**

- In the challenging business environment, based on **Dan-Totsu product power**, maintain a thorough **focus on the PS HRD tires** where there is a “tailwind” of demand growth
→ Further accelerate premium focus including expansion of “ultra”- HRD tires 20 inch & above

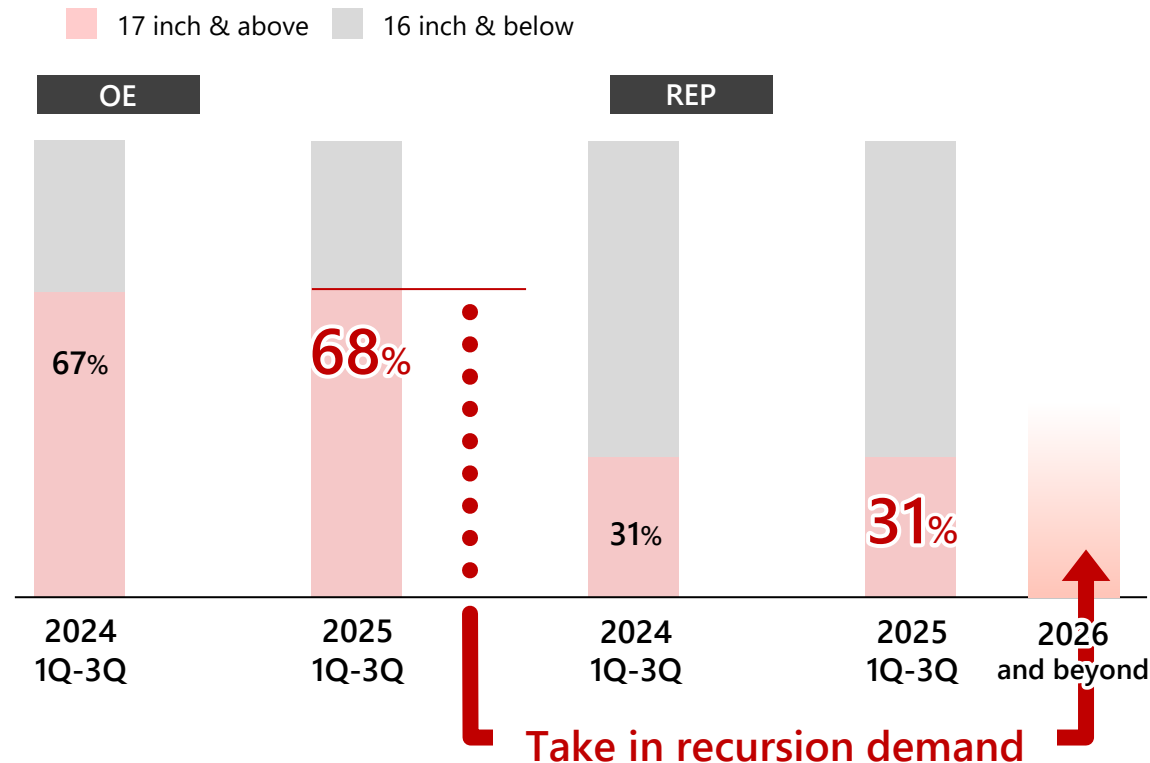
N. America & Europe: Sales ratio of tires 18 inch & above

(including sales ratio of “ultra”- HRD tires 20 inch & above)



Japan & emerging markets (Asia & Pacific, China, and L. America)

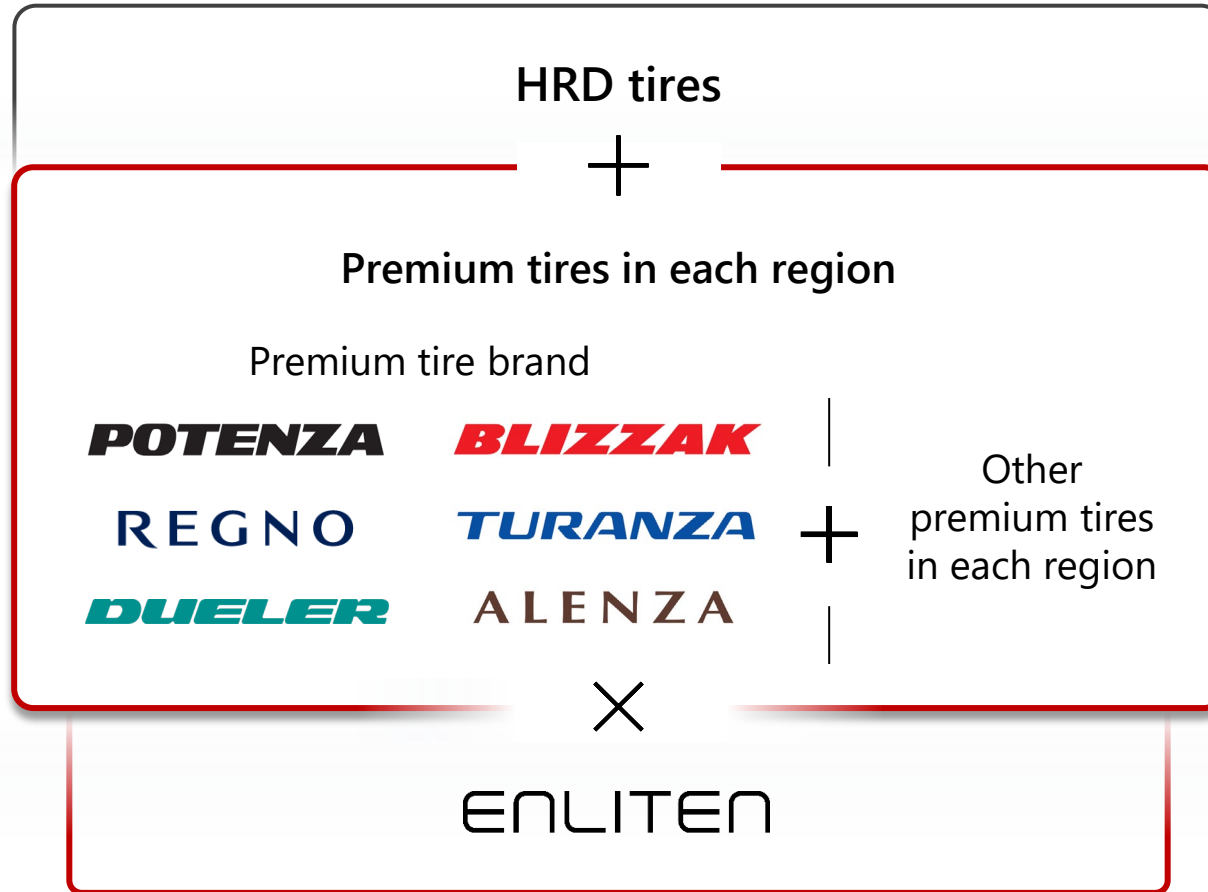
Sales ratio of tires 17 inch & above



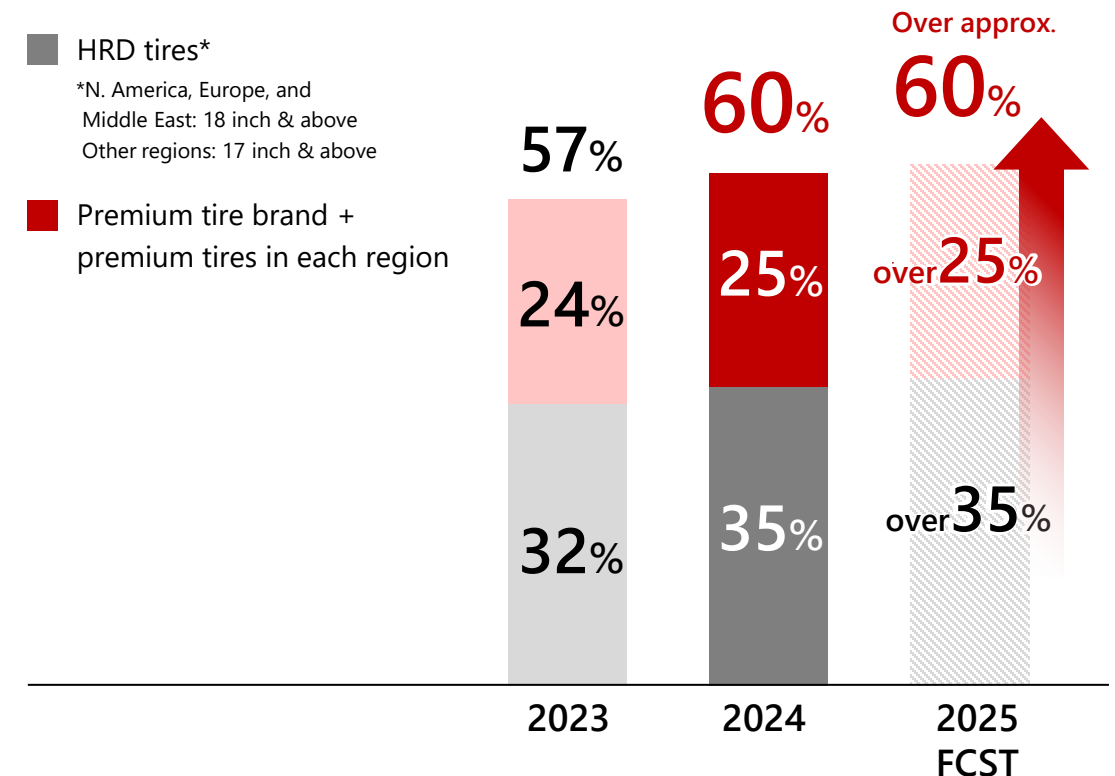
<Offense> Expand Dan-Totsu product & enhance Dan-Totsu product power

Global premium focus: **Passenger car premium tires – Improve sales mix**

- Ensure a thorough focus on premium tires linked with **the expansion of ENLITEN, “new premium”** on top of the growth in high rim diameter (HRD) tires



Sales ratio of PS premium tires for full year
(replacement / global)



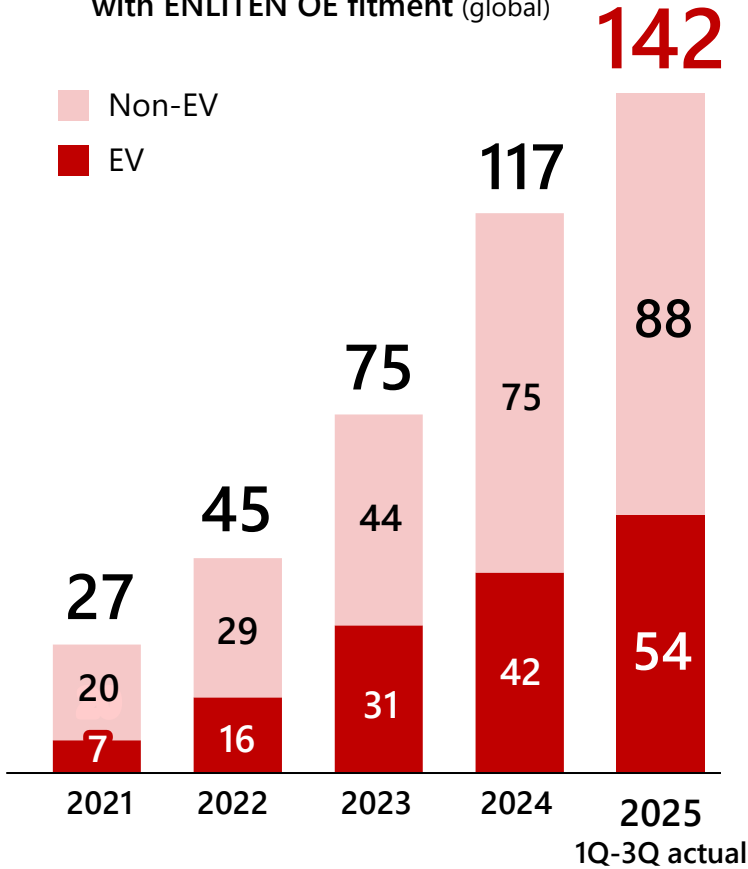
<Offense> Expand Dan-Totsu product & enhance Dan-Totsu product power

Expansion of “new premium” ENLITEN for passenger car (original equipment)

*OE: Original equipment, REP: Replacement tires

- Expand OE fitment based on value creation through “ultimate customization” enabled by ENLITEN technology
 - Steadily take in REP recursion demand from OE and strengthen an approach to premium vehicles and OEMs, prestige OEMs, and premium EVs (OEMs in Japan, Europe, U.S., and OEMs for emerging EVs, etc.)

Number of car models with ENLITEN OE fitment (global)



EV models with OE fitment*

ENLITEN

Equipped

*EV OE fitment as of Sep. end 2025

	OEM	Brand	Vehicle model
Japan	Honda		Prologue
	Toyota	Toyota	bZ4X / bZ5/e-Palette
		Lexus	RZ
	Nissan		ARIYA / LEAF
Europe	SUBARU		SOLTERRA
	Volkswagen Group	VW	ID.3 / ID. 4 / ID.7 / ID.Buzz
		SEAT	Cupra Born
		Skoda	ENYAQ
		Audi	Q4 e-tron / e-tron GT / Q6 e-tron / A6 e-tron
		Porsche	Macan Electric
	BMW	BMW	iX / iX1 / iX2 / i5 / i7
		MINI	Countryman
	Mercedes-Benz		EQA / EQB / EQXX / CLA
	Stellantis	Abarth	500 abarth 595 elettrica
		FIAT	500e
		Maserati	Grecale Folgore

	OEM	Brand	Vehicle model
N. America	General Motors	Buick	Electra GL8
		CHEVROLET	Blazer EV / Silverado
		GMC	Sierra
China	Ford	Ford	Mustang Mach-E / F150 Lightning
	BYD	BYD	Han L
	Chery	Luxeed	R7
	NIO	NIO	eT7
		MG	Mulan / ES5 / S5
		IM Motor	LS7
	SAIC	Shangjie	H5
		XIAOMI	SU7
	X PENG		X9
India	Tata		Curvv.ev / Safari
Taiwan	Foxtron		Model C
Vietnam	VinFast		VF6

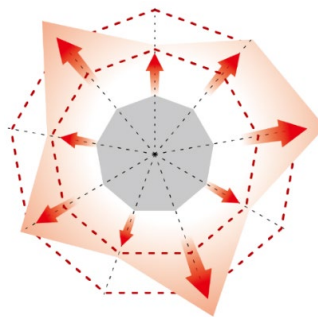
<Offense> Expand Dan-Totsu product & enhance Dan-Totsu product power

Expansion of “new premium” ENLITEN for passenger car (replacement)

※PS: Passenger car tires, LT: Light truck & bus tires

Strategic product planning for “new premium” ENLITEN

- Achieve both driving and environmental performance at a high level
 - Expand new ENLITEN products with sharpened edge ensuring competitiveness
 - Especially improve **wear, irregular wear resistance & electricity consumption along with driving performance** as base performance
- Support to **realize the carbon neutral mobility society** from the ground up by solving the pain points of EVs

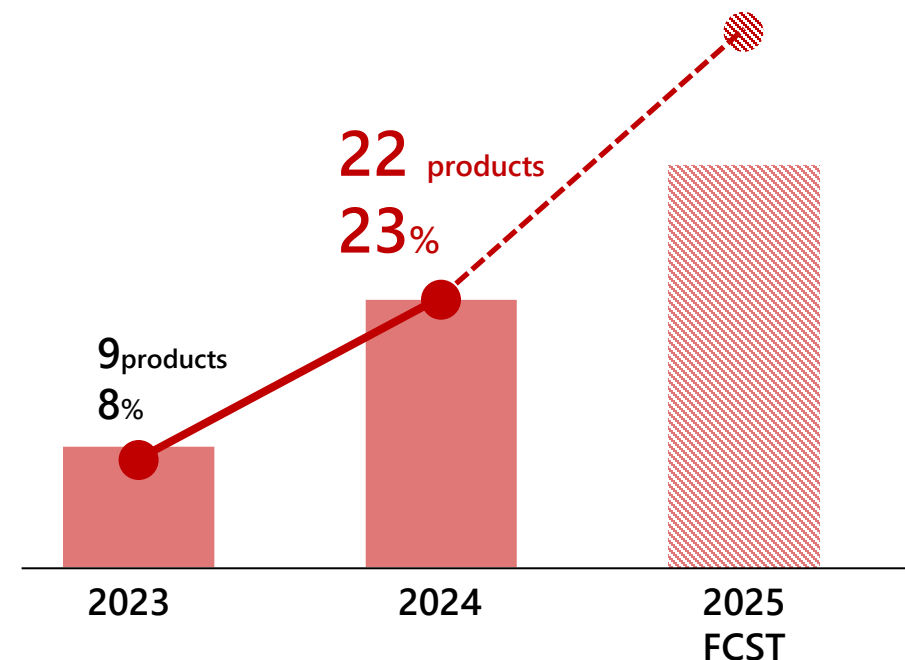


Expansion plan for PS & LT* replacement tires equipped with ENLITEN (Global)

- Launch of products equipped with ENLITEN (cumulative total)
- ENLITEN equipment %

Approx. **30** products

Approx. **35%**



Major new premium products equipped with ENLITEN (in 2025)

N. America

TURANZA
PRESTIGE™

Flagship product of all-season tire of touring category (Launched in Mar. 2025)

TURANZA
EVERDRIVE™

Basic tire for touring category (Launched in Jun. 2025)

ALENZA™ PRESTIGE™

All-season tire for premium CUV/SUV/Pick-up (Launched in Sep. 2025)

Japan

REGNO GR-XIII TYPE RV

Minivan & compact SUV specialized premium tire (Launched in Feb. 2025)

BLIZZAK
WZ-1

Premium studless tire for passenger car (Launched in Sep. 2025)

Reinforce Dan-Totsu products equipped with ENLITEN and expand line-ups globally

→ Link with sustainable global motorsports to drive R&D and business planning toward the evolution of next generation ENLITEN technology

<Offense> Expansion of Dan-Totsu products and enhancement of Dan-Totsu product power:
Premium tires for passenger car—Without Dan-Totsu products, there can be no “growth with quality”



North America

Multi-brand strategy

TURANZA™
PRESTIGE™

ENLITEN™
TECHNOLOGY



Flagship product of all-season tire of touring category (Launched in Mar. 2025)



TURANZA™
EVERDRIVE™

ENLITEN™
TECHNOLOGY



Basic tire for touring category (Launched in Jun. 2025)

ALENZA™
PRESTIGE™

ENLITEN™
TECHNOLOGY



All-season tire for premium CUV/SUV/pick up (Launched in Sep. 2025)



AFFINITY™ AS

All-season tire of touring category (Launched in Apr. 2025) *Unequipped with ENLITEN



India

TURANZA 6i
ENLITEN



All-season premium tire of touring category customized for the India market (Launched in Apr. 2024)

Japan

REGNO GR-XIII TYPE RV
ENLITEN



Minivan & compact SUV specialized premium tire (Launched in Feb. 2025)

BLIZZAK
WZ-1
ENLITEN

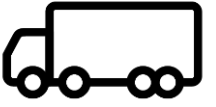


Premium studless tire for passenger car (Launched in Sep. 2025)

<Offense> Expand Dan-Totsu products & enhance Dan-Totsu product power

ENLITEN equipped new products as “New premium” :

Premium tires for truck & bus - Without Dan-Totsu products, there can be no “growth with quality”



N. America

Japan

Europe

R273



ENLITEN
TECHNOLOGY

M899

ENLITEN
TECHNOLOGY

ECOPIA

TRAILER

ENLITEN
TECHNOLOGY



Flagship product for regional driving
In addition to improved wear resistance
and fuel efficiency,
significantly enhanced retreadability.
(**Launched in Nov. 2025**)

All-season tire for paved roads and high-
speed driving. Improved total life, including
retreading. Achieves a high level of both
economic efficiency, safety and environmental
performance. (**Launched in Mar. 2025**)

Flagship ECOPIA series for long-distance driving, together with existing
products for steer and drive positions, expanding the lineup of ENLITEN
equipped products for fleets
(**Launched in Feb. 2025**)

<Offense> Markets to grow: Reinforce U.S. business

U.S. consumer tire business rebuilding "Multi-brand strategy"



Maintain premium strategy and continue reinforcing
Compete with Tier 1 in BEST category



Firestone's 125th anniversary of founding—Since 1900
"Turn changes into opportunities"

Assuming an increase of maintenance demand and growth of low-end imports (Tier 4), expand the presence by taking in the demand in BETTER & GOOD+ categories (Tier2 & higher class of Tier3)
– linking with the enhancement of the equity retail network as an advantage

Brand

"Sustainable premium" brand building linked with sustainable global motorsports

Promote revitalization by leveraging campaign of FS brand's 125th anniversary → Hold a commemorative event collaborating with NTT INDYCAR® SERIES and etc.

Core

Dan-Totsu products

Expand new Dan-Totsu products equipped with ENLITEN technology

- Expand new products of TURANZA, ALENZA, etc. equipped with ENLITEN technology in 2025
- Reinforce Dan-Totsu product power from 2026 onward

Reinforce product power for **unique** position establishment

- Launched new product (FS AFFINITY AS) and expand sizes of existing products in Apr. 2025
- Expand new products equipped with ENLITEN technology from 2026

Expand and enhance strategic customer channels

Channel

- Take in REP recursion demand from OE
- Strengthen collaboration with major premium retail chain and wholesale club

Build new family channels

- FS equity stores and dealer ratio: over 80% (2025 plan)

Expand equity retail stores and enhance service

- Start new business model rollout

× FS dealer revitalization

- Promote area channel marketing
- Reinforce through collaboration with Firestone credit card business



Equity retail network: approx. 2,200 stores

Update

BS brand REP-HRD (18 inch & above)
sell-in sales volume: vs. same period prior year (%)



Continues improvement in customer satisfaction and major brand sales growth

FS brand REP-HRD (18 inch & above)
sell-in sales volume: vs. same period prior year (%)



Sell-out of FS brand equity retail
sales volume: vs. same period prior year (%)



<Offense> Reinforce steady global business cost reduction — Bridgestone DNA

- While business performance remained challenging, steady global initiatives at **Genbutsu-Genba (on-site)** supported the Group's performance
1Q-3Q : Progressing at a pace that achieved the target of 24MBP (2024-2026) -cumulative total approx. 100 B JPY- one year ahead
→ Accelerating benefit generation throughout 4Q and into 2026 and beyond

Global procurement

Global SCM logistics transformation B-Direct

BCMA



Bridgestone
Commonality Modularity
Architecture



Benefit generated by BCMA cost reduction : **approx. 2 B JPY** in 2025 full year forecast

→ Generate benefit at an accelerated pace in 2026 and beyond

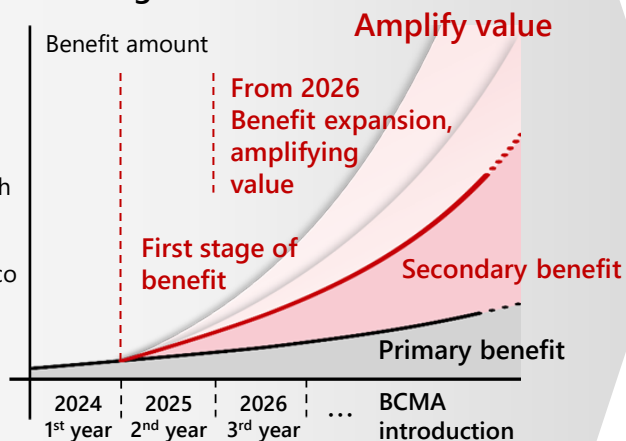
- With the fusion of real (craft person skill) and digital capability as an axis, rolling out the "Advanced Hikone Model," which pursues the essence of manufacturing, to globally from Japan plants (Prioritize deployment to the plants in WEST which are facing issues with manufacturing capability)
 → The plants that deployed BCMA in 2025 1Q-3Q – 9 plants in global:
 - N. America: Wilson Plant, Warren Plant, U.S. / Joliet Plant, Canada / Cuernavaca Plant, Mexico
 - Europe: Burgos Plant, Spain / Bari Plant, Italy / Poznan Plant, Stargard Plant, Poland
 - Asia: Nong Kae Plant, Thailand

- Take on the challenge of advancing to a "global module" that shares module globally among different regions

Promote value chain evolution to amplify value of BCMA

→ Linked with ENLITEN GEN2 development, promote initiatives toward 27 MBP

BCMA global benefit amount



2025 Global business cost reduction amount in total(vs. PY)

1Q-3Q Results (vs. PY) **Approx. 52 B JPY**

Manufacturing cost: Approx. 38 B JPY
 OPEX: Approx. 13 B JPY

Fiscal 2025 guidance (vs. PY) **Approx. 67 B JPY**

Manufacturing cost: Approx. 50 B JPY
 OPEX: Approx. 18 B JPY

Forecast cumulative total in 2024-2025 (24MBP)

Approx. 142 B JPY

Shift to Green & Smart

Steady on-site productivity improvements

<Offense> Markets to grow: Reinforce commercial BtoB business

Mobility tech business
Strategic business

- Based on the trust with customers and partners, **amplify the value of Dan-Totsu products fusing "Real (physical)" and Digital capabilities"** to solve customers' pain points and contribute to sustainability

Mining solutions



With "Bridgestone MASTERCORE" - Dan-Totsu products - as a core, realize **amplifying "value of Dan-Totsu products," "trust with customers,"** and "data value" by being attentive to customers' pain points and solving them with Genbutsu-Genba approach.

- Contribute to enhance safety and efficiency in mining operations, including vehicle operation optimization

Amplify value of Dan-Totsu products



Reinforce the production site of Dan-Totsu products:
Strategic investment for Kitakyusyu Plant

MASTERCORE sales
(End of Jun. 2025)

Approx. **130** mines

vs. end of 2024
Approx. **+10** mines

Amplify trust with customers

*Number of service network sites: End of Jun. 2025

Enhance service network / Field engineering being attentive to customers on-site

Network sites
for mining vehicles

Approx. **130** sites

Of which provide on-site service (Bridgestone + OTRACO)

Approx. **70** sites

Amplify data value

Sharing fleet operation management data with mining companies

Mining solutions contract
(End of Jun. 2025)

Approx. **90** mines

Co-creation

- Implement tire durability prediction solutions at BHP Spence Mine (Announced in Jul. 2023)
- Started the demonstration experiment of a co-creation project with Komatsu (Announced in Feb. 2025)

Aviation solutions



Based on **Dan-Totsu product power** as an axis, combine **multiple retreads, tire wear and durability prediction model** to amplify tire and data value → Expand and enhance solutions that integrate **real (physical) and digital capabilities** through co-creation with customers

Scheduled tire replacement by leveraging tire wear prediction technology
- Reinforce and expand co-creation with JAL

- Expanding to large jet aircraft including Airbus A350-900

First time to launch new solutions by tire tracking system "easytrack"
- Reinforce co-creation with Cebu Pacific Air

- New solutions by Bridgestone's unique tire tracking system "easytrack" aimed at improving operational efficiency of inventory management for aircraft tires were launched in Apr. 2025
- After verifying its benefits for a certain period, **approximately 50% of work time for tire inventory management has reduced, and achieved 100% accuracy of inventory management data**

easytrack

- Tire identification
- Document management
- Visual inspection report
- Inventory management

Enables integrated management of individual aircraft tires through the process of production, delivery, use and return



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