Financial Results for 3rd Quarter of Fiscal 2026

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1. Summary of Financial Results for Q3 and Fiscal 2026 Guidance

Summary of Financial Results for Q1-Q3 and Fiscal 2026 Guidance

Financial Results for Q1-Q3 (vs. PY)

- Despite the impact of higher raw material costs becoming more pronounced in Q3, sales volume growth and improvements in pricing and sales mix continued. Supported by a tailwind from Yen depreciation, revenue and adjusted operating profit increased YoY, both reaching record highs.
- The capital policy announced in February (share buybacks / raising fund) progressed steadily and was completed as planned.

Fiscal 2026 Guidance: Revenue Revised Upward; Other Guidance Unchanged from February

- **Impact of the Tosu Plant fire**: The financial impact is currently under assessment, but at this stage, the impact on full-year guidance is expected to be limited.
- **Revenue**: Revised upward from 4,500 billion yen to 4,700 billion yen, reflecting revised FX assumptions, the impact of the Middle East situation, and the effects of various measures.
- **Estimated Cost Impact from the Middle East Situation**: Approx. 70 billion yen for FY2026 (as announced in August) .
  A slight increase in costs compared with the August estimate is expected.
- Based on progress to date, there is potential upside to full-year profit guidance. However, given a more challenging business environment expected in Q4, including a greater impact from higher raw material costs, full-year guidance remains unchanged. Aim to achieve the guidance through various measures.

2. Business and Financial Performance for Q3 of Fiscal 2026

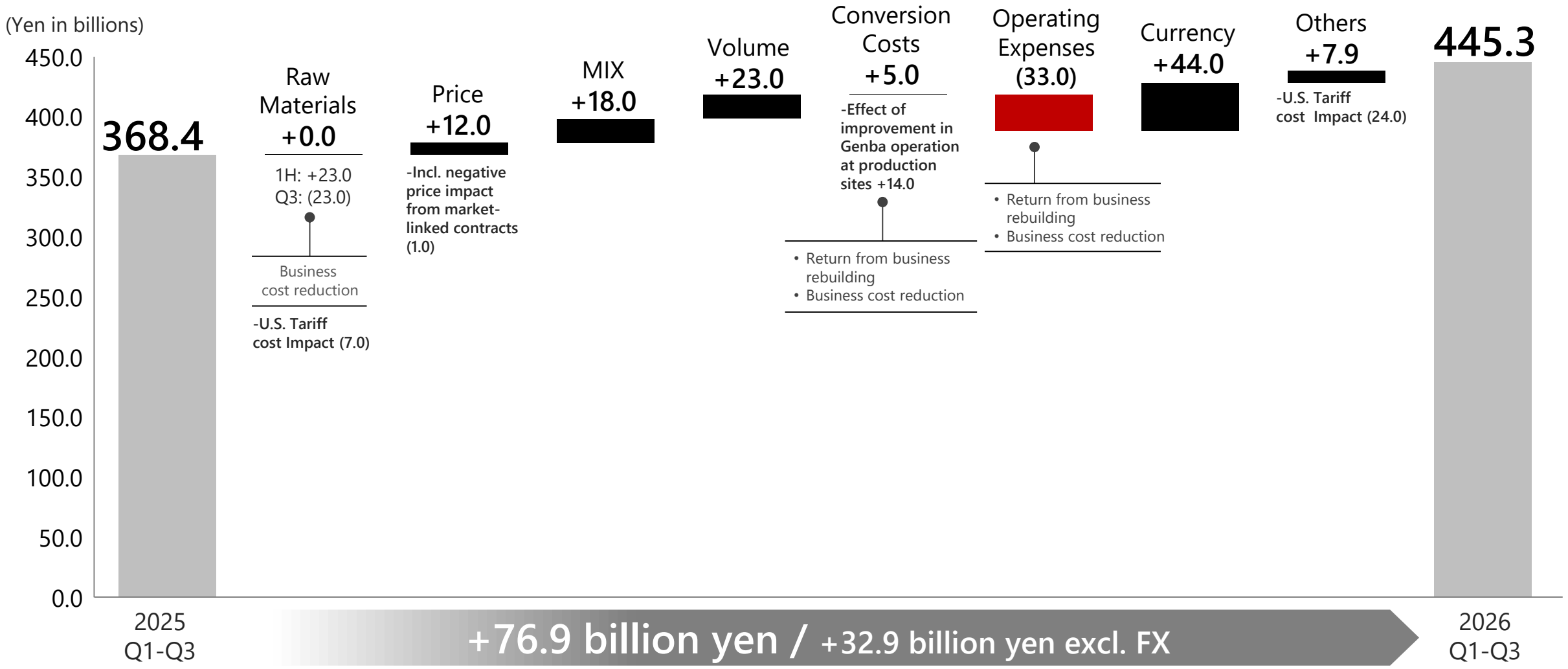
Consolidated Financial Results for Q1-Q3 of Fiscal 2026

(Yen in billions)

	2025 Q1-Q3	1H	vs. PY (%)	Q3 (3 months)	vs. PY (%)	2026 Q1-Q3	vs. PY (%)
Revenue	**3,234.9**	**2,321.7**	+10	**1,232.6**	+10	**3,554.3**	+10
Adjusted Operating Profit	**368.4**	**280.9**	+20	**164.4**	+23	**445.3**	+21
Margin	**11.4%**	**12.1%**	+1.0pp	**13.3%**	+1.4pp	**12.5%**	+1.1pp
Profit Attributable to Owners of Parent	**203.5**	**206.2**	+79	**112.7**	+28	**318.9**	+57
USD/JPY	¥148	¥158	—	¥159	—	¥159	—
EUR/JPY	¥165	¥185	—	¥183	—	¥184	—

(*) 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-Q3 of Fiscal 2026 (vs. PY)



Consolidated Financial Results by Segment for Q1-Q3 of Fiscal 2026

(Yen in billions)

		2025 Q1-Q3	2026 Q1-Q3	vs. PY (%)	
Japan	Revenue	912.1	**965.5**	+6	• Q3 sales increased, driven by pre-buy demand ahead of price increases. • Revenue and profit increased, supported by Yen depreciation, higher PS REP tire sales, and improved price/MIX. • Strong sales of PS OE tires also contributed to improved performance.
	Adjusted OP	131.8	**171.6**	+30	
	Margin	14.4%	**17.8%**	+3.3pp	
Asia, Pacific, India and China	Revenue	373.4	**424.7**	+14	• Sales of both PS and TB tires continued to grow YoY. • Despite the negative impact of higher raw material costs, continued lean expense management and improved MIX from increased HRD tire sales contributed to higher revenue and profit, as well as improved margins.
	Adjusted OP	41.1	**50.3**	+22	
	Margin	11.0%	**11.8%**	+0.8pp	
Americas	Revenue	1,578.6	**1,753.4**	+11	• NA: New products and the multi-brand strategy contributed to sales growth, with sales of both PS and TB REP tires exceeding market demand on a YTD basis through Q3. For TB OE tires, demand has been recovering since Q3, with sales significantly exceeding the prior-year level. • LA: Continued to secure profitability despite the challenging business environment, supported by ongoing efforts to strengthen business fundamentals and sales.
	Adjusted OP	157.8	*158.2	+0	
	Margin	10.0%	**9.0%**	(1.0)pp	
Europe, Middle East and Africa	Revenue	626.3	**682.7**	+9	• Europe recorded continued sales growth of premium tires, mainly HRD tires, with benefits from business rebuilding steadily materializing, resulting in higher revenue, profit and margins. • The situation in the Middle East remained uncertain. While revenue and profit in the Middle East declined YoY, the impact on consolidated performance was limited.
	Adjusted OP	33.1	* **45.8**	+38	
	Margin	5.3%	**6.7%**	+1.4pp	

*Due to changes in intercompany royalty rates, operating expenses increased, negatively impacting adjusted operating profit
Americas: approx. JPY 8.6 billion; Europe, Middle East and Africa: approx. JPY 5.7 billion
The impact was offset in Corporate or Eliminations, with no impact on consolidated performance.

Consolidated Financial Results by Product for Q1-Q3 of Fiscal 2026

(Yen in billions)

		2025 Q1-Q3	2026 Q1-Q3	vs. PY (%)	
PS/LT (incl. retail & credit card business)	Revenue	1,800.5	**1,999.0**	+11	• Continued expansion of premium tire sales, including HRD tires, and improvement in MIX. • Improved profitability in the retail business also contributed to profit growth.
	Adjusted OP	194.8	**234.3**	+20	
	Margin	10.8%	**11.7%**	+0.9pp	
TB (incl. retread business)	Revenue	748.2	**816.6**	+9	• Sales remained solid. Revenue, profit and margin improved YoY, supported by benefits from business rebuilding initiatives. • In North America, sales remained strong relative to market demand in both REP and OE tires, contributing to revenue and profit growth. Demand for OE tires recovered significantly in 3Q.
	Adjusted OP	69.8	**77.8**	+11	
	Margin	9.3%	**9.5%**	+0.2pp	
Specialties (OR/AC/AG/MC)	Revenue	473.7	**519.2**	+10	• Sales of Ultra-Large OR tires for mining remained strong. • Maintained high profitability, supported partly by the positive impact of yen depreciation.
	Adjusted OP	97.4	**126.9**	+30	
	Margin	20.6%	**24.4%**	+3.9pp	
Diversified Products Business	Revenue	212.5	**219.5**	+3	• Continued steady efforts to improve business quality, resulting in higher revenue but lower profit YoY. • Excluding the impact of a one-time item in the prior year, profit and margin improved YoY.
	Adjusted OP	6.3	**6.2**	(2)	
	Margin	3.0%	**2.8%**	(0.1)pp	

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Consolidated Financial Results by Business portfolio for Q1-Q3 of Fiscal 2026

(Yen in billions)

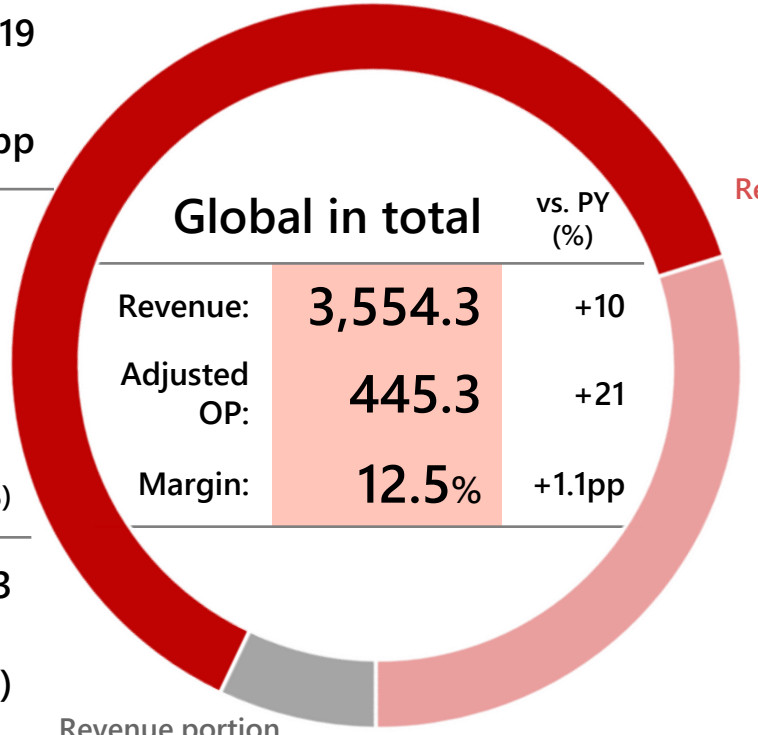
- Tire business as core business:
  Increased revenue and profit, with AOP margin recovering to over 14%.
- Commercial BtoB Solutions business as growth business: Increased revenue and profit.
  Achieved revenue growth of +13%, AOP growth of +33% and an AOP margin exceeding 13%.
  Retail: Increase revenue and profit, with continued improvement in profitability.

Tire business

Core business

		vs. PY (%)
Revenue:	2,369.6	+10
Adjusted OP:	347.4	+19
Margin:	14.7%	+1.1pp

Revenue portion 64%



Global in total

		vs. PY (%)
Revenue:	3,554.3	+10
Adjusted OP:	445.3	+21
Margin:	12.5%	+1.1pp

Revenue portion 30%

Solutions business

(*) Incl. revenue of retail tires

Growth business

		vs. PY (%)
Revenue:	1,120.7	+9
Adjusted OP:	93.4	+22
Margin:	8.3%	+0.9pp

Diversified products business

		vs. PY (%)
Revenue:	219.5	+3
Adjusted OP:	6.2	(2)
Margin:	2.8%	(0.1)pp

Revenue portion 6%

Retail

(*) Incl. N.America financial retail

		vs. PY (%)
Revenue:	824.7	+8
Adjusted OP:	53.3	+15
Margin:	6.5%	+0.4pp

Commercial BtoB solutions

		vs. PY (%)
Revenue:	296.0	+13
Adjusted OP:	40.1	+33
Margin:	13.5%	+2.1pp

(*) 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

B/S and C/F Highlights for Q3 of Fiscal 2026

(Yen in billions)

	2025 Results (as of Dec 31, 2025)	2026 Q3 Results (as of Sep 30, 2026)	vs. Dec 31, 2025		
Total Assets	5,747.7	5,768.1	+20.4		
Cash and cash equivalents	713.8	722.7	+8.8		
(monthly sales)	1.9 months	1.8 months	(0.1) months		
Inventories	885.5	939.8	+54.3	(*1) (2.6)	
Finished products	564.7	600.1	+35.4		
Total Liabilities	2,027.8	2,035.3	+7.5		
Interest-Bearing Debt 〈Gross〉	827.0	887.1	+60.0		
Total Equity	3,719.9	3,732.8	+12.9		
Equity Ratio (%)	63.7%	63.8%	+0.0pp		
CCC (Cash Conversion Cycle)	171 days	171 days	(1) day	(*1) (1) day	
Exchange Rate at the end of reporting period USD/JPY	¥157	¥157	+¥0		
Exchange Rate at the end of reporting period EUR/JPY	¥184	¥178	(¥6)		
	2025 Q1-Q3 Results	2026 Q1-Q3 Results	vs. PY		
Cash Flows from Operating Activities	419.8	487.2	+67.4		
Cash Flows from Investing Activities	(176.1)	(177.5)	(1.4)		
Free Cash Flow	243.7	309.7	+66.0		
Capital Expenditure	221.6	213.9	(7.7)		
Depreciation and Amortization	265.4	277.4	+12.0		

(*1) excl. FX vs. prior year

Capital Policy (Financial Activities)
(February announcement)

- Company has determined to **acquire Treasury Stock** of **JPY 150 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 to 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 of 150 billion yen** through straight corporate bonds, etc.

Debt Financing and Share Buybacks were implemented as planned

Debt Financing (raising fund)

☐ **Implemented 150 billion yen as planned**

Share Buybacks

☐ **Completed the acquisition of treasury shares for 150 billion yen and the cancellation of those shares, as planned.**

Percentage of total shares outstanding before cancellation (excluding treasury shares): 3.5%

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Appendix

Market Trend of Natural Rubber and Crude Oil (average)

	2025				2026		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Natural Rubber 〈TSR20〉(*1) (¢/kg)	197	168	170	173	**191**	**218**	**229**
Natural Rubber 〈RSS#3〉(*1) (¢/kg)	240	221	219	206	**229**	**278**	**279**
Crude Oil 〈WTI〉 ($/bbl)	71	64	65	59	**73**	**93**	**86**

(*1) Source: Singapore Commodity Exchange Limited

Tire Demand for Q1-Q3 of 2026 (unit base% vs. PY)

Estimated by Bridgestone	PSR/LTR		TBR	
	OE	REP	OE	REP
Japan	104%	103%	105%	100%
N. America	99%	95% (*2)	98%	90% (*2)
Europe	99%	100%	104%	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：97%, TBR REP：91%
(*3) USTMA (U.S. Tire Manufacturers Association) + TRAC (Tire Rubber Association of Canada)

Tire Sales Growth for Q1-Q3 of 2026 (vs. PY)

PSR/LTR

	vs. PY
Global (OE+REP)	102%

	OE	REP
Global	101%	103%
Japan	102%	111%
Asia, Pacific, India, China	103%	103%
N. America	106%	98%
Europe	95%	107%

TBR

	vs. PY
Global (OE+REP)	101%

	OE	REP
Global	104%	100%
Japan	99%	100%
Asia, Pacific, India, China	113%	105%
N. America	123%	101%
Europe	79%	100%

(*) TBR figures exclude China.

PSR/LTR HRD(18"+)

		vs. PY
Global (OE+REP)		106%
	REP	106%

ORR

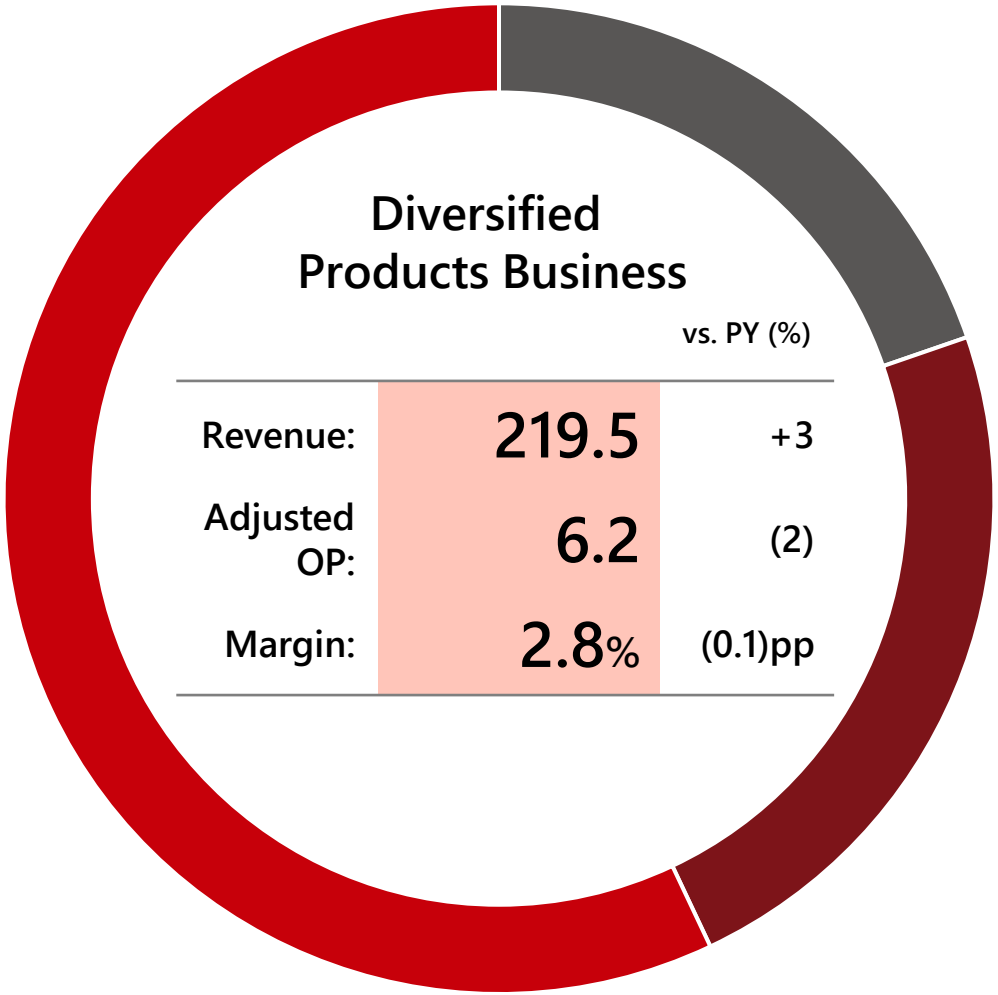
	vs. PY
Ultra-Large	101%
Large	90%
Small & Medium	105%

Consolidated Financial Results by Business for Q1-Q3 of Fiscal 2026 (Diversified Products Business)

(Yen in billions)

Chemical & Industrial Products Biz

		vs. PY (%)
Revenue:	123.5	+4
Adjusted OP:	6.0	+5
Margin:	4.8%	+0.0pp



Diversified Products Business

		vs. PY (%)
Revenue:	219.5	+3
Adjusted OP:	6.2	(2)
Margin:	2.8%	(0.1)pp

Sports & Cycle Biz

		vs. PY (%)
Revenue:	42.7	(3)
Adjusted OP:	(1.4)	-
Margin:	(3.3)%	(0.6)pp

Diversified Products Biz in Americas (Air Springs)

		vs. PY (%)
Revenue:	50.4	+7
Adjusted OP:	1.8	(6)
Margin:	3.6%	(0.5)pp

Progress on management priorities: Attractive and competitive products and manufacturing

*# of new product: Global total
*Sales volume: Global replacement total vs. PY

Passenger tires (Incl. tires for light truck & bus)

2026 Plan # of new product: more than 25 Sales volume: 101~105%*

▶ 2026 Q1-Q3 # of product: 25 Sales volume: 103%*

N. America

ULTRAWEATHER™

All-Season tire bearing the snowflake mark* for the touring segment
(Launched in Jun. 2026)



*Three-Peak Mountain Snowflake (3PMSF)

DESTINATION™ LE4

All-Season SUV tire combining long wear life performance with safety and peace of mind
(Launched in Sep. 2026)



Japan

POTENZA RE-71RZ

Sport tire engineered to achieve the fastest performance in street radial tire history
(Launched in Feb. 2026)



BLIZZAK ICEPEAK

Flagship product in the studless tire segment
(Launched in Sep. 2026)



Truck & bus tires

2026 Plan # of new product: more than 10 Sales volume: 101~105%*

▶ 2026 Q1-Q3 # of product: 6 Sales volume: 100%*

Australia

ECOPIA M759

Fuel-efficient tire for line-haul operations (Drive axle) (Launched in Aug. 2026)



ECOPIA R119II

Fuel-efficient tire for line-haul operations (Trailer axle) (Launched in Aug. 2026)



Japan

W909

V-STEEL STUDLESS W909

Studless tire for truck & bus
(Launched in Sep. 2026)



Diversified Products Business

B-FORGED 100CB 200CB+

Golf iron (Launched in Sep. 2026)



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