



Summary of Financial Results for 1st Half 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 1st Half 2025

Fiscal 2025 Guidance

Summary of Financial Results for 1st Half 2025

(The year of emergency and crisis management)

Business
environment

"New management priorities" Structural changes in global, by region, country, and market based on the impact of U.S. tariffs

"Turn changes into opportunities"

"Reinforce business quality"

→ 1st Half : The direct impact on financial results was minimal. / 2nd Half : Enhance mitigation measures, assuming that the direct impacts will be countered

Adj. operating
profit

Increase in profit vs. prior year

Global consolidated (B JPY)	2025 1H Results	vs. prior year (%)
Revenue	2,116.4	97%
Adj. operating profit	234.6	102%
Margin (AOP)	11.1%	+ 0.6%
Profit from continuing operations	115.2	58%
Margin	5.4%	(3.7)%

- Profit from continuing operations : Decreased vs. prior year
Accounting the cost for restructuring & rebuilding (2nd stage)
in adjusted items.

"The year of emergency and crisis management" :
Carry through what we have decided to do

※PS: Passenger car tires, TB: Truck and bus tires
OR: Off-the-road tires, AC: Aircraft tires

- Continue to reinforce premium strategy:

Premium focus in global resulted **continuous improvement in sales MIX**

2025 1H : Global sales volume (vs. PY) *HRD : 18 inch & above

PS REP-HRD*	106	Maintain and reinforce the foundation of solid premium tire business Improved sales MIX globally Secured solid sales
TB REP	101	
OR Ultra-large + Large	101	
AC	101	

- Expand **commercial BtoB solutions** : Increase in AOP **149%** vs. PY
- Further **"reinforce business quality"** and ensure **"reinforcement of earning power"**
 - **Restructuring & rebuilding (2nd stage)** has started to contribute to profits, and further optimization will be pursued
 - Accelerate **global business cost reduction activities**
Contribution to 1H 2025 : approx. 35 B JPY (vs. PY)
→ Progressing at a pace that will achieve the 24MBP target (cumulative total approx. 100 B JPY) one year ahead
 - Thorough **fixed cost reduction** and **expense management**
- From 2H 2025, start **"growth with quality"** from both **"markets to grow"** and important markets.

Summary of Financial Results for 1st Half 2025

Areas in management priorities

North America | Summary of financial results for 1H 2025

N. America business in total

2025 1H		
Revenue	879.7 B JPY	94% of PY
Adj. Operating Profit	90.9 B JPY	106% of PY
Adj. Operating Profit Margin	10.3%	+1.1% vs. PY

N. America – Premium tire business Core business

2025 1H		
Revenue	472.3 B JPY	93% of PY
Adj. Operating Profit	63.4 B JPY	102% of PY
Adj. Operating Profit Margin	13.4%	+1.2% vs. PY

※From 2025, we have partially changed the calculation method for business performance in North and Latin America. Please note that the figures for 2024 have also been restated using the same method.

2025 1H Increase in profit vs. prior year

- Secured a profit increase in the premium tire business : AOP*1 102% of PY、AOP% +1.2% vs. PY
 - Secured a profit increase mainly from the commercial TB-REP business (tire & solutions), which has a solid business base
 - New tires for TB-REP : expanded sales and increased in market share
Sales volume vs. PY : total 110% = BS brand 106% / FS brand 116%
 - Retread : Maintained high market share and profitability
 - Digital fleet solutions (Azuga) : Increased in both revenue and profit vs. PY
- Market structural changes: Due to the impact of U.S. tariffs, imports of low-end products will decrease, while the composition of member demand (mainly Tier 1 & 2) will increase.
 –2H : Increase in BS & FS sales expansion opportunities - “Turn changes into opportunities”
- Sell-in demand composition ratio (that of member demand*2, mainly Tier 1 & 2, out of total demand):
 1H : approx. 60% → 2H : approx. 70% – Member demand composition expected to increase

- U.S. consumer tire business rebuilding — Promoting BS & FS “Multi-brand strategy”
 Especially expand our presence in FS brand in BETTER (& GOOD+) category

- Sales expansion mainly driven by HRD started in 2Q
- New product launch :
 BS – TURANZA / ALENZA
 FS – Affinity AS

HRD (18 inch and above) Sales volume vs. prior year	1H		
	1Q	2Q	
BS	95	105	100
FS	94	102	98
BS+FS total	94	104	99

- Restructuring & rebuilding (2nd stage) has started to contribute to profits

From 2H 2025, start “growth with quality” as a “market to grow”

Latin America | Summary of financial results for 1H 2025

Latin America business in total

2025 1H

Revenue	146.1 B JPY	92% of PY
Adj. Operating Profit	0.9 B JPY	42% of PY
Adj. Operating Profit Margin	0.6%	(0.8)% vs. PY

2025 1H Decrease in profit vs. prior year

Reinforce the rebuilding of "Transform the shape of the L. America business"

- Announced in Jan. 2025 : Argentina and Brazil – Plant production capacity reduction, workforce optimization in each footprint
- Further optimize and promote fixed cost reduction
- Improve management capabilities, as well as quality of management and work & business
- Improve operations based on Genbutsu-Genba (on-site) Renewed management structure and are driving initiatives with a global team

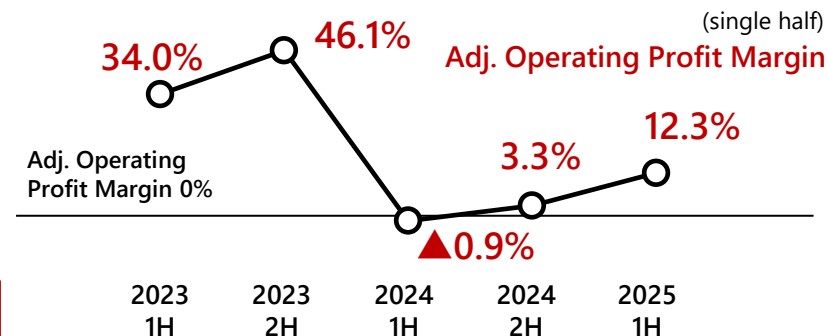
※From 2025, we have partially changed the calculation method for business performance in North and Latin America. Please note that the figures for 2023 and 2024 have also been restated using the same method.

Argentina (After application of hyperinflationary accounting)

Profitability has improved through rebuilding since 2H 2024, securing AOP% level of 12% in 1H

2025 1H

Revenue	21.1 B JPY	80% of PY
Adj. Operating Profit	2.6 B JPY	+2.8 B JPY vs. PY
Adj. Operating Profit Margin	12.3%	+13.2% vs. PY



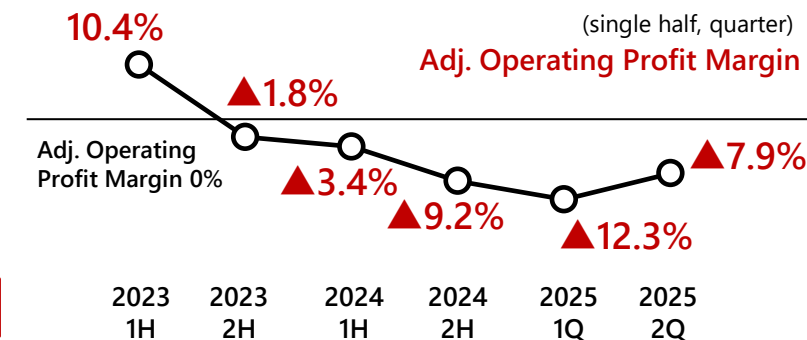
Brazil

Deficit continues, but started to improve after bottoming out in 1Q 2025

- Reinforce rebuilding (from manufacturing to sales) under the new management structure
- Promote damage control measures, such as improving production costs by increasing operating rates and productivity at the TB San Andre plant and others → Projected to achieve profitability in 4Q

2025 1H

Revenue	58.5 B JPY	97% of PY
Adj. Operating Profit	(5.8) B JPY	(3.8) B JPY vs. PY
Adj. Operating Profit Margin	(9.9)%	(6.5)% vs. PY



Europe | Summary of financial results for 1H 2025

Europe Business

2025 1H

Revenue **344.4_B JPY** 100% of PY

Adj. Operating Profit **12.8_B JPY** 365% of PY

Adj. Operating Profit Margin **3.7%** +2.7% vs. PY

Europe – Premium tire business

Core business

2025 1H

Revenue **288.0_B JPY** 101% of PY

Adj. Operating Profit **13.7_B JPY** 205% of PY

Adj. Operating Profit Margin **4.8%** +2.4% vs. PY

2025 1H

Increase in profit vs. prior year

Focus on “quality”

- Continued a thorough focus on premium, and the **restructuring & rebuilding (2nd stage)** has contributed to increased profits

Promote rebuilding to “transform the shape of Europe business” - “integrated & simplified” -

TB / Retread Optimization in manufacturing footprints

- TB : Puente San Miguel Plant (TB, AG) and Bilbao Plant (TB) in Spain
→ Production capacity reduction (announced in Apr. 2025)
- Retread : Closure of Lanklaar plant in Belgium → to be consolidated to 1 plant in Poland (announced in Nov. 2024)

Retail Increased profit vs. PY and reduced deficit

- Operational improvement at Genbutsu-Genba (on-site), started to generate benefits
→ Aim to become profitable in 2025 full year

Operations Promote fixed cost reduction

- Improve business processes, including the **integration and simplification** of the WEST organization

Premium tire Profitability improved to the level of **an adj. operating profit margin of 5%**

- PS-REP : **Increased revenue & profit vs. prior year**
Continued expansion in the sales volume of HRD
— **Significant sales expansion vs. PY and increased market share and improved sales mix**
- Sales volume (vs. PY) : HRD (18 inch & above) **114%**, U-HRD (20 inch & above) **123%**
- TB (OE+REP) : **Increased revenue & profit vs. prior year to break even levels – aim to become profitable in 2025 full year**
REP - New product launch **equipped with ENLITEN** (2025 Feb. – Ecopia Trailer)
→ promote reinforcing fleet business

Toward “growth with quality” in the next step

Asia, Pacific, India, and China | Summary of financial results for 1H 2025

Asia, Pacific, India, and China business in total

2025 1H

Revenue	246.8 _B JPY	95% of PY
Adj. Operating Profit	29.2 _B JPY	105% of PY
Adj. Operating Profit Margin	11.8%	+1.1% vs.PY

2025 1H Increase in profit vs. prior year

■ Summary :

- AOP% increased to the level of 12%
- Maintained solid performance
 - Despite the decrease in sales volume, **increased in profit vs. prior year** through **sales mix improvement** of PS-REP and thorough **expense management**

■ Summary by major areas

India

Increase in profit vs. prior year

- PS-REP HRD (17inch & above)
Sales expansion vs. PY (110% vs. PY) and increased market share
- Consumer tire business : Continue **“growth with quality”** as a **“market to grow”**
 - Investment on production capacity expansion of PS premium tires (Pune plant) and quality enhancement (Indore plant) (announced in 2024)
 - Strengthen Dan-Totsu product — Established a product development satellite technology center dedicated to the Indian market
 - Enhance family channel B-Select × Reinforce strategic partners

Thailand

Increase in profit vs. prior year

- Thorough **focus on premium**
→ PS-REP HRD (17inch & above)
Sales expansion vs. PY (112% vs. PY) and increased market share
- Reinforce **business rebuilding** (Streamline of REP wholesale & retail & admin functions) and started contribution to financial performance

Premium tire & solutions business in specialties | Summary of financial results for 1H 2025



Specialties (OR/AC/AG/MC)

2025 1H

Revenue

310.1B JPY

97%
of PY

Adj. Operating
Profit

65.7B JPY

91%
of PY

Adj. Operating
Profit Margin

21.2%

(1.4)%
vs. PY

2025 1H Sales volume (vs. prior year)



OR
Ultra-large
+ Large

101

Ultra-large 99

Large 103



AC

101

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

2025 1H

Decrease in profit vs. prior year

- Maintained 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 of OR ultra-large + Large tires : 101% / AC 101% of prior year)
- In addition, **expanded BtoB solutions**
- OR : Despite a decrease in profit due to the negative impact of rising raw material price and a time lag in the price scheme linked to raw material and exchange rate indices (Rise & Fall), a highly profitable structure was maintained.

Promote "growth with quality" by deepening the linkage with solutions mainly for OR and AC as "markets to grow"

2025 as “the year of emergency and crisis management”

Update

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

N. America, India, and OR&AC

Quality

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 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), 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 2021)
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

<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
(To be 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
(To be 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.
(**To be 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> 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
1H : Progressing at a pace that achieved the target of 24MBP (2024-2026) one year ahead : cumulative total approx. 100 B JPY
→ Accelerating benefit generation throughout 2H and into 2026 and beyond

Global procurement

Global SCM logistics transformation B-Direct

BCMA



Bridgestone
Commonality Modularity
Architecture

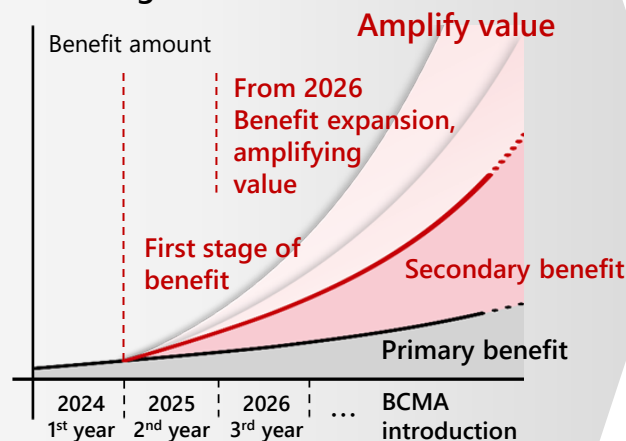


Benefit generated by BCMA cost reduction : **approx. 1.5 B JPY** in 2025 full year forecast

→ 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
 - Accelerate deployment to the WEST plants which are facing issues with manufacturing capability
 The plants that deployed BCMA in 2025 1H (PS) :
 Wilson Plant, U.S. / Joliet Plant, Canada / Cuernavaca Plant, Mexico
 Burgos Plant, Spain / Bari Plant, Italy (total : 5 plants)
- 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)

1H Results
(vs. PY)

Approx. **35** B JPY

Manufacturing cost: Approx. 26 B JPY
 OPEX: Approx. 9 B JPY

Fiscal 2025
guidance
(vs. PY)

Approx. **61** B JPY

Manufacturing cost: Approx. 45 B JPY
 OPEX: Approx. 16 B JPY

Shift to Green & Smart

Steady on-site productivity improvements

Fiscal 2024-2025 (24MBP)
guidance

Approx. **136** B JPY

<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



Equity retail network: approx. 2,200 stores

× FS dealer revitalization

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

Update

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

1Q 95 ▶ 2Q 105

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

1Q 94 ▶ 2Q 102

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

1Q 91 ▶ 2Q 102

<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," "amplifying trust with customers," and "amplifying data value" by being attentive to customers' pain points and solving them with Genbutsu-Genba approach

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

Summary of Financial Results for 1H 2025 : By business portfolio

Premium tire business

Core business

Revenue **1,394.3** B JPY

97% of PY

Adj. Operating Profit **188.6** B JPY

96% of PY

Adj. Operating Profit Margin **13.5%**

(0.1)% vs. PY

Revenue portion

63%

Global in total

Revenue **2,116.4** B JPY
[97% of PY]

Adj. Operating Profit **234.6** B JPY
[102% of PY]

Adj. Operating Profit Margin **11.1%**
[+0.6% vs. PY]

Revenue portion

31%

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 **143.4** B JPY | 92% of PY

Adj. Operating Profit **3.9** B JPY | 92% of PY

Adj. Operating Profit Margin **2.7%** | 0.0% vs. PY

- Premium tire business as core business: Secure the AOP% of **over 13%** under challenging business environment
- Solutions business as growth business: Achieved **significant increase in profit vs. PY and the profit margin of 10%** in commercial BtoB solutions as "strategic business"
- Diversified products: Facing deep-rooted issues and decrease in profit vs. PY
→ Accelerate rebuilding

Solutions business

Growth business

* Incl. revenue of retail tires

Revenue **674.9** B JPY | 98% of PY

Adj. Operating Profit **45.7** B JPY | **145%** of PY

Adj. Operating Profit Margin **6.8%** | **+2.2%** vs. PY

Retail service

*Incl. N. America financial retail

Revenue **506.9** B JPY | 97% of PY

Adj. Operating Profit **28.9** B JPY | **143%** of PY

Adj. Operating Profit Margin **5.7%** | **+1.8%** vs. PY

Commercial BtoB solutions

Mobility tech business
Strategic business

Revenue **168.0** B JPY | 102% of PY

Adj. Operating Profit **16.9** B JPY | **149%** of PY

Adj. Operating Profit Margin **10.0%** | **+3.2%** vs. PY

Summary of Financial Results for 1st Half 2025

Fiscal 2025 Guidance

Fiscal 2025 Guidance

Fiscal 2025
Guidance

No change
from Feb. guidance

Adj. operating profit
505 B JPY

Profit from continuing operations
253 B JPY

- Reinforce shareholder returns:
Maintain **MIN 230 JPY per share (forecast) +10% vs. PY**
- Reinforce capital policy: Continue - Acquisition & cancellation of treasury stock & optimize consolidated equity ratio
(over 60% level in 2025)

■ Counter the direct impact of U.S. tariffs

Impact on adj. operating profit

Estimated in May guidance **45 B JPY level**

→ Latest forecast **25 B JPY level**

"Turn changes into opportunities" – accelerate to enhance business quality

First carry through, and further reinforce and accelerate the initiatives of "defense" and "offense"

- **Rebuilding & restructuring (2nd stage) additional countermeasures** and global sourcing optimization leveraging the competencies as global company
- **Build and execute the basic strategy for BBGF (Best, Better, Good, Fighting) categories by each country and each market**

Assumption for estimating the direct impact of U.S. tariffs

* As of August 5th : Reflect additional tariffs in each product and by country (Partially incorporated the assumptions)

PS	<ul style="list-style-type: none"> • Products of Japan & Europe: Tariff on automobile & automobile parts 25% (from May 3rd) → 15% (from August 7th) • Products of Mexico & Canada: 0% (Under deferment based on U.S.-Mexico-Canada Agreement (USMCA) by end of December) • Products from other regions: Tariff on automobile & automobile parts 25% (from May 3rd)
TB	<ul style="list-style-type: none"> • Products of Japan & Europe: Reciprocal tariff 10% (from April 5th) → 15% (from August 7th) • Products of Brazil: Reciprocal tariff 10% (from April 5th) → 50% (from August 6th) • Products from other regions: Reciprocal tariff 10% (from April 5th) → Additional country-specific tariffs to be applied after August 7th
Specialties	<ul style="list-style-type: none"> • Products of Japan & Europe: Reciprocal tariff 10% (from April 5th) → 15% (from August 7th) • Products of Brazil: Reciprocal tariff 10% (from April 5th) → 50% (from August 6th) • Products from other regions: Reciprocal tariff 10% (from April 5th) → Additional country-specific tariffs to be applied after August 7th
Raw Materials	<ul style="list-style-type: none"> • Tariff on steel & aluminum: 50% (from June 4th) • Tariff on natural rubber: 0% (not applicable) • Tariff on other raw materials <ul style="list-style-type: none"> - From Japan & Europe : Reciprocal tariff 10% (from April 5th) → 15% (from August 7th) - From Brazil: Reciprocal tariff 10% (from April 5th) → 50% (from August 6th) - From Mexico & Canada: 0% (Under deferment based on U.S.-Mexico-Canada Agreement (USMCA) by end of December) - From China: Reciprocal tariff 145% (from April 9th) → 30% (from May 14th) → 54% (from August 13th) - From the other regions: Reciprocal tariff 10% (from April 5th) → Additional country-specific tariffs to be applied after August 7th

Fiscal 2025 Guidance: start “Growth with quality” from 2nd half 2025

“Growth with quality”

Start from “Markets to grow”
in 2H 2025

- U.S.: Reinforce commercial business (Dan-Totsu products + solutions)
Consumer tire business rebuilding (Especially accelerate FS revitalization)
- India consumer tire business: Promote premium & mass strategy
- OR: Solid sales + Sales expansion of mid & small tire +
Enhance and expand BtoB solutions (Based on co-creation)
AC: Solid sales+ Enhance and expand BtoB solutions (Based on co-creation)

■ Carry through what we have decided to do - “Turn changes into opportunities”

- Asia, Pacific and China: Further reinforce the solid business foundation
In high-share markets (Thailand and Indonesia etc.), reinforce the structure to response to REP market structural changes (such as the influx of low-end products) and protect family channels
- In addition to reinforcing “Dan-Totsu” in BS-BEST category, reinforce BS- Better & Good categories (In some countries : leverage FS brand)
- Japan REP: Dan-Totsu new products – Expand sales of REGNO/BLIZZAK WZ-1 as an axis
– enhance “sales power” + protect family channel (reinforce Best, Better, Good category)
- Steady global business cost reduction: Further enhance and accelerate
- Business restructuring & rebuilding (2nd stage):
 - Europe business rebuilding – “Transform the shape of the business”
 - Execute additional countermeasures

Fiscal 2025 Guidance: Risks and opportunities not incorporated

Risk

Management risk

– Not incorporated into fiscal guidance

(Uncertainty remains high)

- Indirect impact assumptions that reflect risks such as a potential economic downturn in the U.S. and trends in the automotive, tire, and retail industries.

U.S. GDP growth rate (vs. prior year) assumption (source : IMF)

- Feb. guidance : + 2.7%
- May guidance : + 1.8% (-0.9% vs. Feb. guidance)
- Aug. guidance : + 1.9% (+0.1% vs. May guidance)

While the growth rate is decreasing compared to the Feb. guidance, a slight upward revision vs. May guidance.

Impact of adj.
operating profit

Estimated in May guidance : 20 B JPY level
→ The latest forecast in Aug. :

Approx. **10 B JPY level**

- Delay in rebuilding of diversified products business

Opportunity

Not incorporated into fiscal guidance

(Create opportunities by further accelerating the initiatives)

- U.S.: Reinforce and accelerate commercial business
Accelerate consumer tire business rebuilding
- Especially expand sales in FS brand
- Europe: Focus on premium – Expand sales
Accelerate the benefit of rebuilding
- OR: Take in opportunity of sales expansion in mid & small category
- Business restructuring & rebuilding (2nd stage)
accelerate generating benefits
- Further acceleration on benefit creation of steady business cost reduction activities

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 efforts to counter the impact of the U.S. tariffs

Toward “growth with quality”

2025 2H

–Start from markets to grow



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.

Appendix

<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 → 132 models in 1H 2025 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 67% in 1H 2024 → 73% in 1H 2025

Ensure to take in REP recursion demand

(Tire sales ratio for REP 18 inch and above: 46% in 1H 2025 and continues to grow)

- 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 (plan)

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 (as planned)
ENLITEN equipped ratio : 23% in 2024 → 35% in 2025 plan

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 1H 2025 actual approx. 35 B JPY → Full year 2025 approx. 61 B JPY

Approx. 75 B JPY in 2024 + forecast in 2025 approx. 61 B JPY = estimated total approx. 136 B JPY (2024+2025)

24MBP (2024-2026) target : cumulative total approx. 100 B JPY → A pace that achieve the target one year ahead

- Benefit from BCMA approx. 1.5 B JPY in full year 2025 → Steady progress as planned in 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 (5 plants in WEST)
 - 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

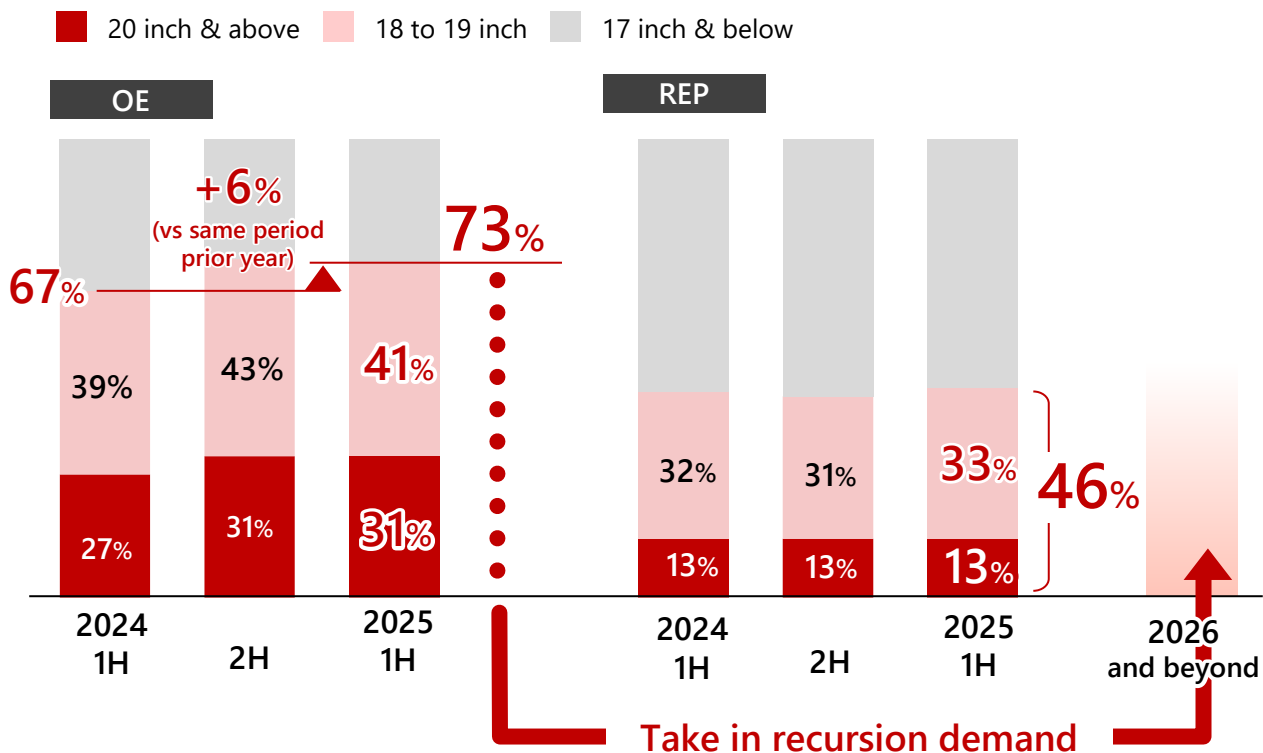
<Offense> Expand Dan-Totsu product & enhance Dan-Totsu product power

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

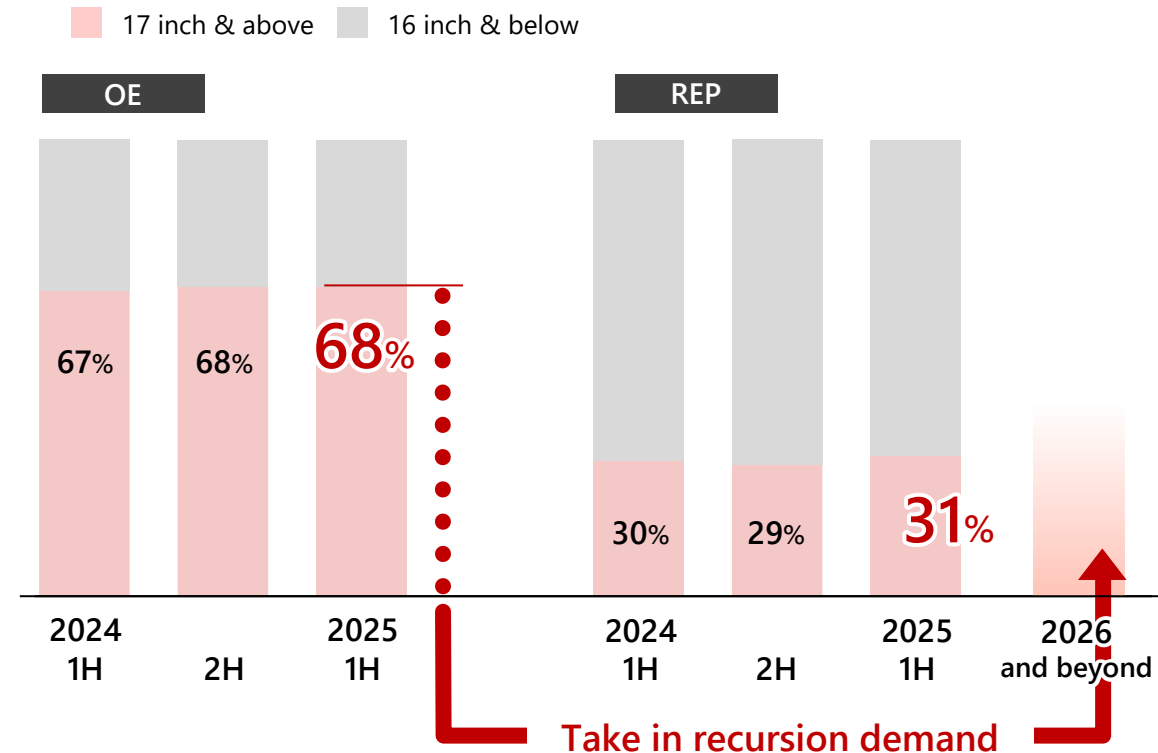
N. America & Europe: Sales ratio of tires 18 inch & above

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



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

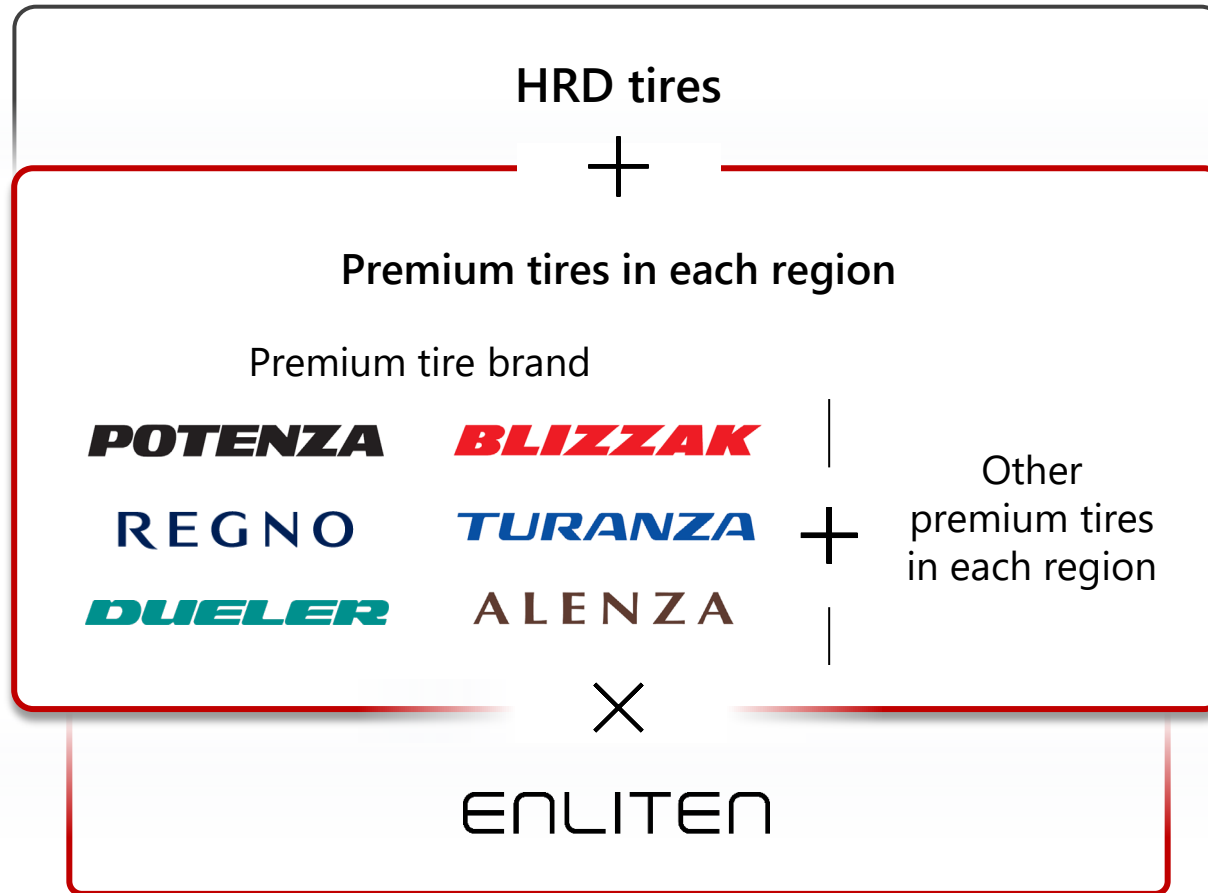
Sales ratio of tires 17 inch & above



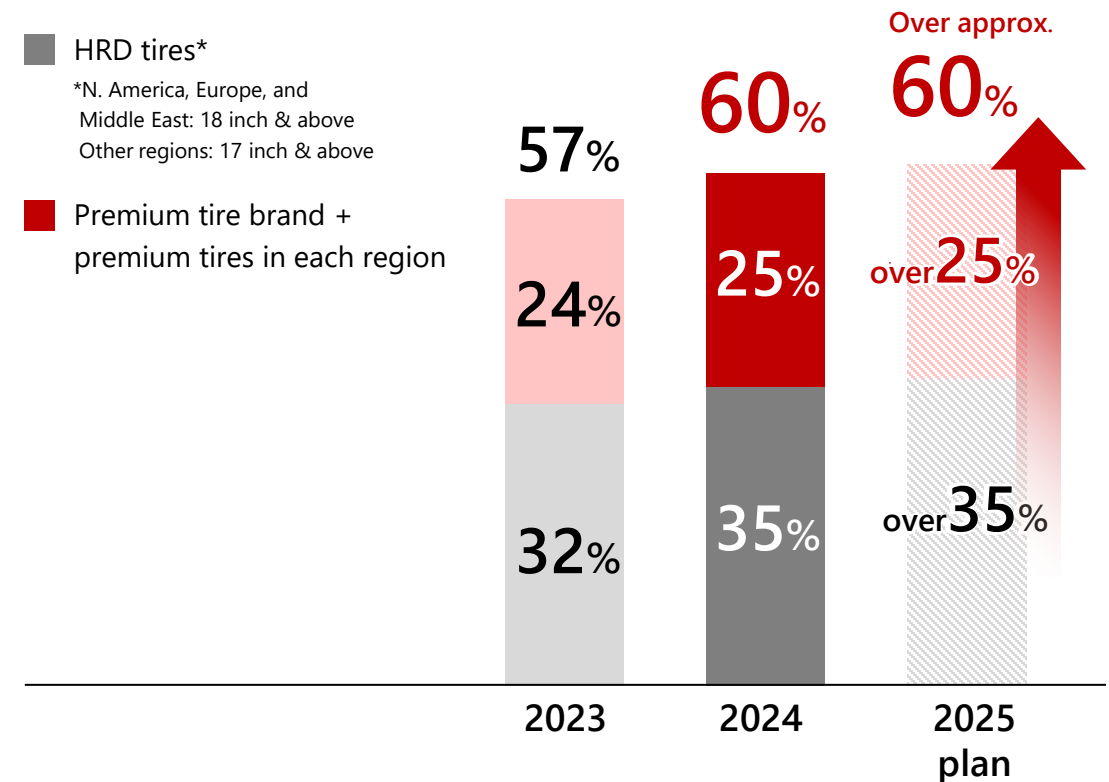
<Offense> Expand Dan-Totsu product & enhance Dan-Totsu product power

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)



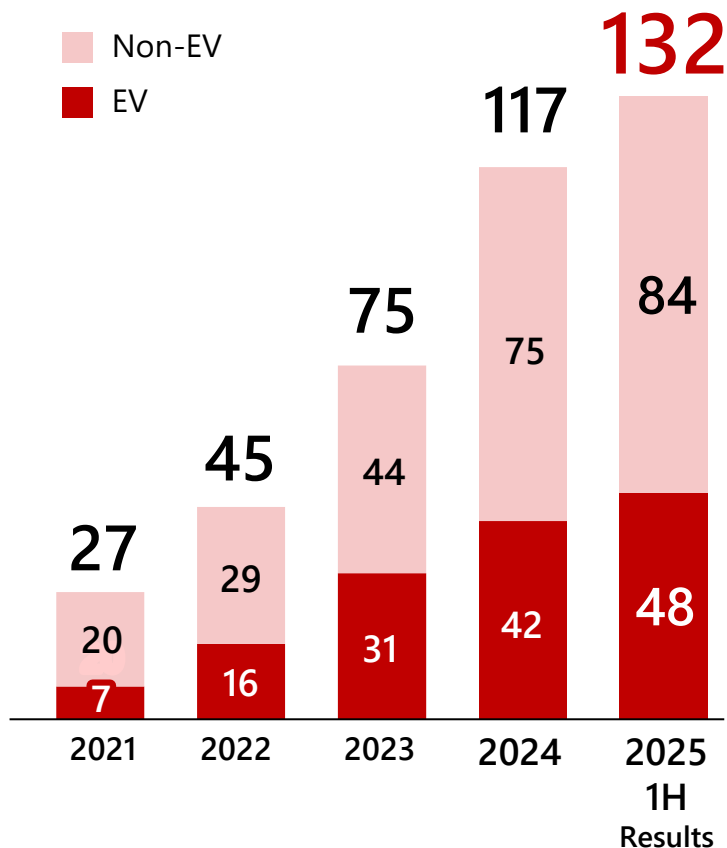
<Offense> Expand Dan-Totsu product & enhance Dan-Totsu product power

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 1H 2025

OEM		Vehicle model
Europe	Abarth	500 abarth 595 elettrica
	AUDI	Q4 e-tron / e-tron GT / Q6 e-tron / A6 e-tron
	BMW	iX / iX1 / i7 / i5 / iX2
	FIAT	500e
	Maserati	Grecale Folgore
	Mercedes-Benz	EQB / EQA / EQXX / CLA
	MINI	Countryman
	Porsche	Macan Electric
	RAM	RAM 1500 REV
	SEAT	Cupra Born
	SKODA	ENYAQ
	VW	ID.3 / ID. 4 / ID.7

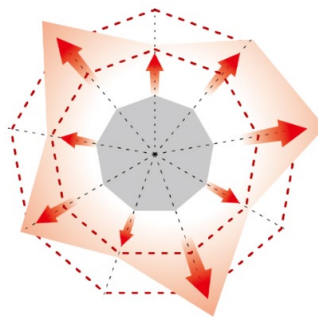
OEM		Vehicle model
Japan	Honda	Prologue
	Lexus	RZ
	Nissan	ARIYA / LEAF
	SUBARU	SOLTERRA
	Toyota	bZ4X
N. America	CHEVROLET	Blazer EV / Silverado
	Ford	Mustang Mach-E
	GMC	Sierra
China	BYD	Han L
	NIO	eT7
	SAIC	MG Mulan / MG ES5 / IM LS7
	XIAOMI	SU7
	X PENG	X9
India	Tata	Curvv.ev / Safari
Taiwan	Foxtron	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

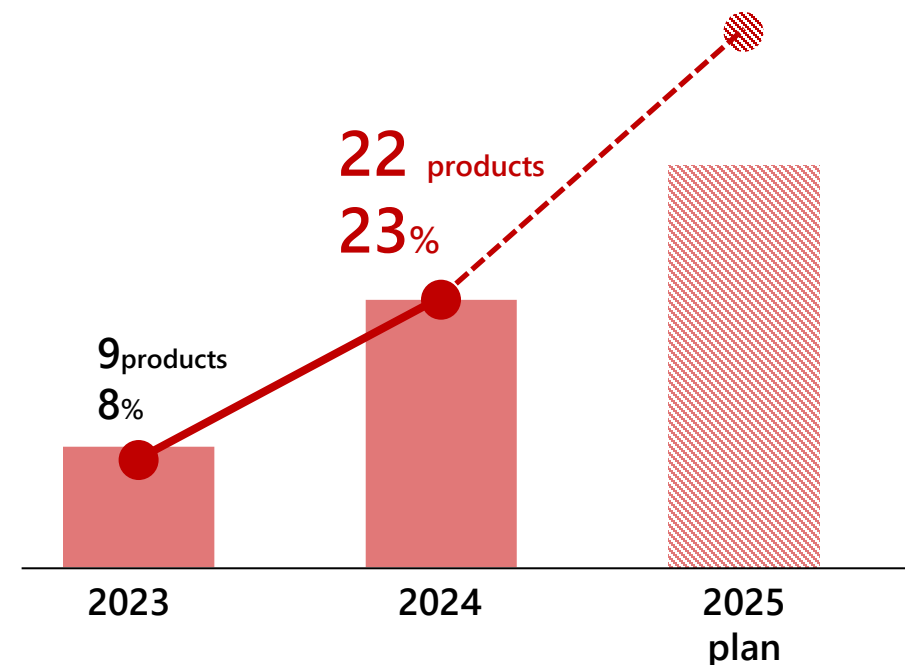
- Achieve both driving and environmental performance at a high level
 - Expand new ENLITEN products with sharpened edge ensuring competitiveness
 - Especially improve **wear, irregular wear resistance & electricity consumption along with driving performance** as base performance
- Support to **realize 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 (To be 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 (To be 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

“Turn changes into opportunities” – Toward a “strong Bridgestone” capable of adapting to change

- Build and execute the basic strategy for BBGF (Best, Better, Good, Fighting) responding to changes in market structure by each country & region

BRIDGESTONE WEST

- | | |
|------------|---|
| N. America | <p>Toward “growth with quality” from 2025 2H – reinforce U.S. business as a “market to grow”</p> <ul style="list-style-type: none"> ■ Improve sales capability & production capacity and optimize sourcing within Americas (including PS – Mexico & Canada) ■ Consumer tire business rebuilding (Multi-brand strategy BS × FS: Dan-Totsu products & channels) × Reinforce production <ul style="list-style-type: none"> - Changes in market structure: Value of FS brand increases, anticipating an increase in maintenance demand due to the aging of vehicles and rising demand for used cars, advance the rebuilding plans and accelerate → Apply ENLITEN technology to FS (2026~) and reinforce retail equity business (Firestone Complete Autocare) ■ Reinforce commercial business: Steadily promote based on the solid foundation – Linked with BtoB solutions (retread and mobility solutions) |
| L. America | <ul style="list-style-type: none"> ■ Focus on business rebuilding – Ensure reinforcement of management and working & business quality (particularly in Brazil) |
| Europe | <ul style="list-style-type: none"> ■ Focus on “quality”: Thorough focus on premium and restructuring & rebuilding (2nd stage) “transform the shape of Europe business”
→ Build a foundation toward growth with quality in the next stage |

BRIDGESTONE EAST

- | | |
|-------|--|
| Japan | <ul style="list-style-type: none"> ■ “Core of manufacturing” in global - Continue to reinforce as a manufacturing base of premium tires – “Complement” local production for local sales in global and accelerate rebuilding of Japan tire business ■ Dan-Totsu new products – Expand sales of REGCO, BLIZZAK WZ-1 as an axis – reinforcing “sales power” and responding to REP market changes (influx of low-end products), reinforce protection of family channels - In addition to reinforcing “Dan-Totsu” in BS-BEST category, reinforce BS- Better & Good. |
| Asia | <ul style="list-style-type: none"> ■ High share markets (Thailand, Indonesia, etc.): Reinforce structure to respond to REP market changes (influx of low-end products) and protect family channels - In addition to reinforcing “Dan-Totsu” in BS-BEST category, reinforce BS- Better & Good (In some countries: Leverage FS brand) |
| India | <ul style="list-style-type: none"> ■ Reinforce premium PS business - Premium & mass strategy: Reinforce market leader position as a “market to grow”
– Enhance production and expand Dan-Totsu products & channels |
| China | <ul style="list-style-type: none"> ■ Reinforce PS premium business: Complete within China (local production for local sales) and expand sales
Expand and enhance Dan-Totsu products & channels (OE × REP) |
| OR | <ul style="list-style-type: none"> ■ Toward “growth with quality” based on reinforced resilient business foundation in U.S. as well (high ratio of local production for local sales in U.S., small portion of U.S. imported products of which global sales) ■ Expand Dan-Totsu products “MASTERCORE” × Continue expansion of BtoB solutions at Genbutsu-Genba (on-site) |



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