Financial Results for 1st Half of Fiscal 2026

Bridgestone Corporation

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Representative Executive Officer
Global CEO

Yasuhiro Morita

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CFO

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August 7, 2026

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Solutions for your journey

2026 Business plan

Management policy

Maintaining strong business quality and
moving toward the stage of growth with quality
Establish the foundation for growth and
get back to the world's No.1 position by 2031, 100th anniversary

Management priorities

Attractive and competitive products and manufacturing

Global portfolio

Brand

Fiscal 2026 Guidance

(Yen in billions)	2026 Guidance	vs. PY (%)
Revenue	4,500.0	+2
Adjusted Operating Profit	515.0	+4
Margin	11.4%	+0.3pp

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Summary of financial results for 1st Half of Fiscal 2026

■ vs. Prior year： Increase in revenue and profit —Shifting to a growth phase—

(Yen in Billions)		2026 1H Results	vs. PY (%)	vs. PY (%) (excluding currency exchange impact)
Revenue Record High		2,321.7	+ 10	+ 2
Adjusted Operating Profit Record High		280.9	+ 20	+ 11
Margin		12.1%	+ 1.0pp	+ 1.0pp
Profit Attributable to Owners of Parent		206.2	+ 79	—
Exchange rate	USD/JPY	¥158	—	—
	EUR/JPY	¥185	—	—

- Achieved sales growth and increased market share across major markets and segments despite a severe demand environment, driven by ongoing efforts across businesses
- Revenue increased through higher sales volume, supported by improved pricing and sales mix, steadily moving toward the stage of growth with quality
- Profit increased and margins improved despite the impacts of the Middle East situation and U.S. tariffs, driven by restructuring and rebuilding initiatives and ongoing cost reduction efforts
  - Impact of cost increase from Middle East situation :
    1H 2026 7.0 B JPY vs Feb Plan
  - Impact from U.S. tariff :
    1H 2026 25.0 B JPY vs Prior Year (As planned)

Fiscal 2026 Guidance: No change from Feb guidance

- Expected 2H cost impact from Middle East situation:
  More than 60.0 B JPY
- Despite the challenging business environment driven mainly by cost increases, aiming to achieve Feb guidance through a combination of various initiatives

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

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PS=Passenger car tire, TB=Tuck & bus tires, OR=Off-the-road tires
REP=Replacement tires / OE=Original equipment

Summary of financial results for 1st Half: By areas

Americas（N. America + L. America）

Revenue 1,135.3 B JPY 111% of PY

Adjusted OP 103.0 B JPY 112% of PY

Increase in revenue and profit

N.America : Multi-brand strategy in PS and TB tire solution business continued to expand steadily
L.America : Secured profitability - Adjusted OP improved by 1.2 B JPY vs. prior year

Europe

Revenue 393.8 B JPY 114% of PY

Adjusted OP 32.5 B JPY 253% of PY

Increase in revenue and profit

Continued profitability improvement through cost optimization from restructuring & rebuilding in TB, expansion of PS-REP sales and market share, and retail business improvements

Asia Pacific / India / China

Revenue 278.0 B JPY 113% of PY

Adjusted OP 31.0 B JPY 106% of PY

Increase in revenue and profit

India : Steady growth driven by sales growth in replacement tires (PS/TB)
China : Sales growth in PS-OE, strengthening the foundation for growth

Japan

Revenue 634.4 B JPY 105% of PY

Adjusted OP 113.9 B JPY 138% of PY

Increase in revenue and profit

Steady growth driven by sales growth from the launch of the new passenger product FINESSA and solid sales of Ultra-Large OR tires

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 1H Actual # of product: **18** Sales volume: **102%***

N. America

ULTRAWEATHER™

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

*Three-Peak Mountain Snowflake (3PMSF)

FIREHAWK™ INDY 500 V2®

Ultra-high performance summer tire (Launched in Jan. 2026)

Brazil

TURANZA 6

Touring tire designed for enhanced driving comfort and stability (Launched in Mar. 2026)

Japan

POTENZA RE-71RZ

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

FINESSA HB01

New standard tire for safety and comfort (Launched in Feb. 2026)

BLIZZAK ICEPEAK

Flagship product in the studless tire segment (To be launched in Sep. 2026)

Truck & bus tires

Japan

ダブリュキューマルーキュー

W909

V-STEEL STUDLESS W909

Studless tires for truck & bus (To be launched in Sep. 2026)

Diversified Products Business

OPTIFY

Hydrogen hose (Launched in Jul. 2026)

B-FORGED 100CB 200CB+

Golf iron (To be launched in Sep. 2026)

Progress on management priorities: Portfolio management

- The reinforcement of portfolio management in 24MBP progresses as planned
  Toward establishing a structure of growth with quality, steadily promote strengthening the foundation in 2026
  1H 2026: Each portfolio has steadily transitioned onto a growth phase

Adjusted Operating Profit growth INDEX 1H 2026 actual (1H 2025=100)

By business		×	By product (Tire and solution)		×	By segment (region)	
Tire (Core business)	115		PS/LT	118		Americas	112
Solutions (Growth business)	134		TB	124		EMEA	185
Diversified products	112		Specialties	120		APIC	106
						Japan	138

By business

- Transform from standalone product sales to a solution company to differentiate from competitors and build a solid profitability foundation
- Achieved increase in profit vs. prior year in diversified products business, while continuing to reinforce improvement initiatives

By product (Tire and solution)

- Further reinforce the strong TB business foundation through restructuring & rebuilding, and expansion of solutions business such as retread
- Promote growth through multi-brand strategy in PS/LT and further reinforcement of product & solution power in specialties

By segment (region)

- Steady growth in Americas business as our largest market
- Europe business: Significant improvement vs. prior year, supported by the benefits of business restructuring & rebuilding
- Steady growth in the Japan segment, including the OR business, a key profit contributor

Progress on management priorities: Reinforcement of brand power

Promotion of motorsports activities

Promotion of motorsports activities in Japan

FIM Endurance World Championship (EWC)
Suzuka 8 hours Endurance Road Race (July)
Bridgestone-equipped teams secured their 19th consecutive victory and swept the podium

SUPER GT: Tire Supplier for GT500 and GT300 Classes
Bridgestone-equipped teams leading the team ranking in both classes through Round 4 of the 2026 season

NTT INDYCAR® SERIES 110th Running of the Indianapolis 500 (May)

- Approx. 350,000 spectators / 6 million viewers
- Exclusive tire supplier under the Firestone brand
- The closest finish in the race's history
- Linked with a new product and branding campaign, contributed to U.S. multi-brand strategy

Promotion of corporate advertising expansion initiatives to enhance brand power

Corporate advertising（Japan）

Firestone 125th anniversary Activities (U.S.)

Since 1900

Details of Financial Performance

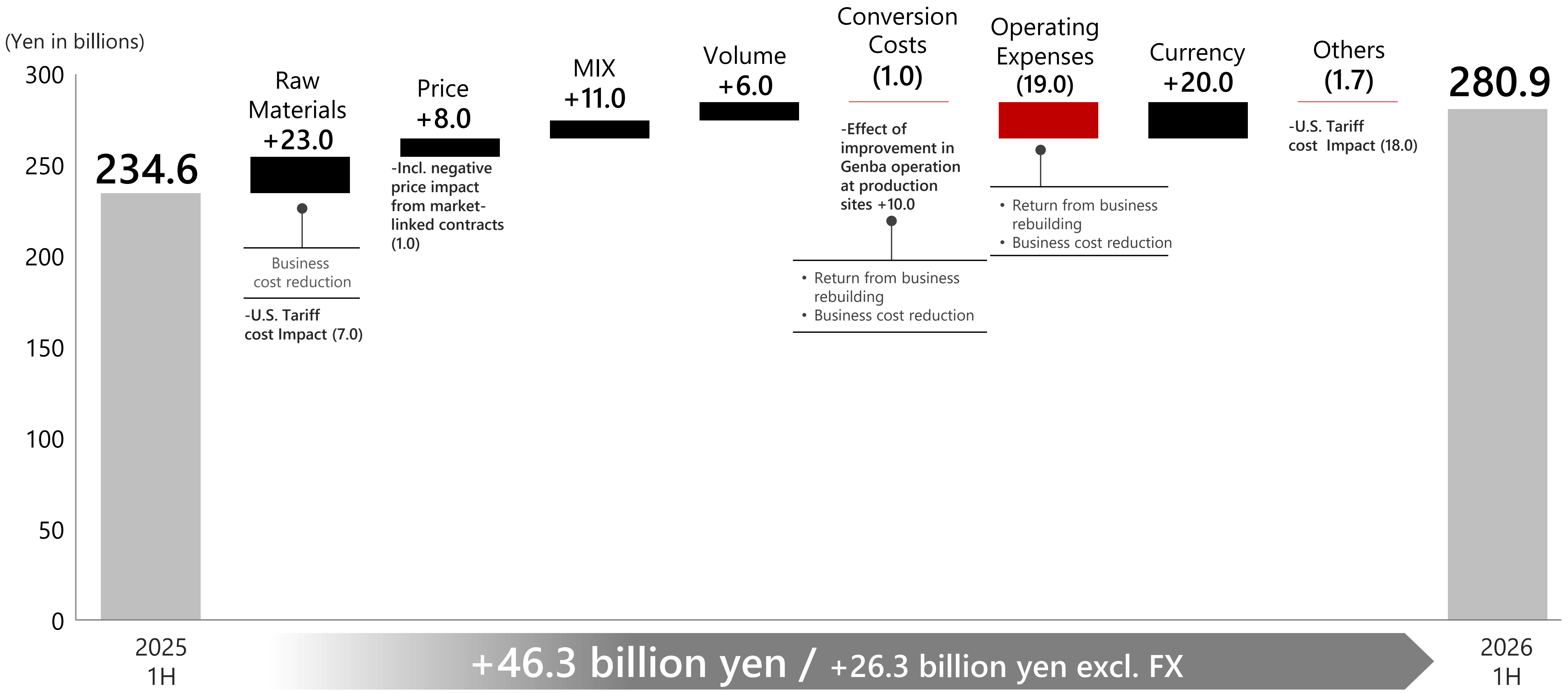
Consolidated Financial Results for 1st Half of Fiscal 2026

(Yen in billions)

	2025 1H Results	Q1	vs. PY (%)	Q2	vs. PY (%)	2026 1H Results	vs. PY (%)
Revenue	2,116.4	1,113.4	+5	1,208.2	+14	2,321.7	+10
Adjusted Operating Profit	234.6	122.2	+10	158.7	+29	280.9	+20
Margin	11.1%	11.0%	+0.4pp	13.1%	+1.5pp	12.1%	+1.0pp
Profit Attributable to Owners of Parent	115.5	92.1	+21	114.1	+188	206.2	+79
USD/JPY	¥148	¥157	—	¥160	—	¥158	—
EUR/JPY	¥162	¥184	—	¥185	—	¥185	—

(*) 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 1st Half of Fiscal 2026 (vs. PY)



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Consolidated Financial Results by Segment for 1st Half of Fiscal 2026

(Yen in billions)

Segment		2025 1H Results	2026 1H Results	vs. PY (%)	Comments
Japan	Revenue	603.7	**634.4**	+5	• Revenue and profit increased, supported by Yen depreciation, favorable raw material trends, higher REP tire sales, and improved price/MIX. Strong sales of new FINESSA tire also contributed to performance.
	Adjusted OP	82.5	**113.9**	+38	
	Margin	13.7%	**17.9%**	+4.3pp	
Asia, Pacific, India and China	Revenue	246.8	**278.0**	+13	• Revenue increased YoY, supported by continued sales growth in both PS and TB following Q1. • Continued lean expense management and benefits from business rebuilding contributed to profit growth. Excluding one-off items in previous year, profitability improved YoY.
	Adjusted OP	29.2	**31.0**	+6	
	Margin	11.8%	**11.2%**	(0.7)pp	
Americas	Revenue	1,025.9	**1,135.3**	+11	• NA: Despite demand remaining below the prior year level, new REP tire products and the multi-brand strategy contributed to sales exceeding demand for both PS and TB in Q2, resulting in continued market share gains. (vs. PY) PS-REP demand 92, sales 97, TB-REP demand 88, sales 99 Growth in service revenue from the retail business also contributed to higher revenue and profit. • LA: Secured black-ink while continuing efforts to strengthen business fundamentals and expand sales under a challenging business environment.
	Adjusted OP	91.8	**103.0**	+12	
	Margin	8.9%	**9.1%**	+0.1pp	
Europe, Middle East and Africa	Revenue	411.3	**458.5**	+11	• Europe have continued expansion of premium tires, mainly HRD tires, and benefits from rebuilding drove higher revenue, profit, and margins. • Revenue and profit of Middle East declined YoY due to geopolitical impacts, while the impact on consolidated results was limited.
	Adjusted OP	18.5	**34.1**	+85	
	Margin	4.5%	**7.4%**	+3.0pp	

Consolidated Financial Results by Product for 1st Half of Fiscal 2026

(Yen in billions)

Segment		2025 1H Results	**2026 1H Results**	vs. PY (%)	
PS/LT (incl. retail & credit card business)	Revenue	1,177.7	**1,306.1**	+11	• Continued expansion of premium tire sales, including HRD tires, and improvement in MIX. • Achieved market share gains in North America despite declining REP tire demand. • Profitability in the retail business improved.
	Adjusted OP	124.1	**147.0**	+18	
	Margin	10.5%	**11.3%**	+0.7pp	
TB (incl. retread business)	Revenue	485.2	**522.9**	+8	• Sales of both OE and REP tires increased YoY in 2Q, supported by rebuilding benefits, revenue, profit, and margins improved YoY. • In North America, we achieved market share gains despite declining REP tire demand, while higher OE tire sales also contributed to revenue and profit growth.
	Adjusted OP	40.9	**50.7**	+24	
	Margin	8.4%	**9.7%**	+1.2pp	
Specialties (OR/AC/AG/MC)	Revenue	310.1	**343.6**	+11	• Sales of Ultra-Large OR tires for mining increased YoY. Profitability remained at a high level, supported by favorable raw material costs and FX effects.
	Adjusted OP	65.7	**78.9**	+20	
	Margin	21.2%	**22.9%**	+1.8pp	
Diversified Products Business	Revenue	143.4	**149.0**	+4	• Continued steady improvement efforts, further strengthening business fundamentals.
	Adjusted OP	3.9	**4.3**	+12	
	Margin	2.7%	**2.9%**	+0.2pp	

Consolidated Financial Results by Business portfolio for 1st Half of Fiscal 2026

- **Tire business as core business:**
  Increased revenue and profit, with AOP margin recovering to around 14%.
- **Commercial BtoB Solutions business as growth business: Increased revenue and profit.**
  Achieved revenue growth of +13%, AOP growth of +52% and an AOP margin exceeding 13%.
  Retail: Increase revenue and profit, with continued improvement in profitability.

(Yen in billions)

Tire business

Core business

		vs. PY (%)
Revenue:	1,536.4	+10
Adjusted OP:	216.9	+15
Margin:	14.1%	+0.6pp

Revenue portion 63%

Global in total

		vs. PY (%)
Revenue:	2,321.7	+10
Adjusted OP:	280.9	+20
Margin:	12.1%	+1.0pp

Solutions business

(*) Incl. revenue of retail tires

Growth business

		vs. PY (%)
Revenue:	735.6	+9
Adjusted OP:	61.4	+34
Margin:	8.3%	+1.6pp

Revenue portion 30%

Retail

(*) Incl. N.America financial retail

		vs. PY (%)
Revenue:	545.2	+8
Adjusted OP:	35.8	+24
Margin:	6.6%	+0.9pp

Mobility tech business

Commercial BtoB solutions

Strategic business

		vs. PY (%)
Revenue:	190.4	+13
Adjusted OP:	25.6	+52
Margin:	13.4%	+3.4pp

Diversified products business

		vs. PY (%)
Revenue:	149.0	+4
Adjusted OP:	4.3	+12
Margin:	2.9%	+0.2pp

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

B/S and C/F Highlights for 1st Half of Fiscal 2026

(Yen in billions)

		2025 Results (as of Dec 31, 2025)	2026 1H Results (as of Jun 30, 2026)	vs. Dec 31, 2025	
Total Assets		5,747.7	**5,903.0**	+155.2	
Cash and cash equivalents		713.8	**791.7**	+77.9	
(monthly sales)		1.9 months	**2.0 months**	+0.1 months	
Inventories		885.5	**935.2**	+49.8	(*1) (61.6)
Finished products		564.7	**605.2**	+40.6	
Total Liabilities		2,027.8	**2,064.2**	+36.4	
Interest-Bearing Debt 〈Gross〉		827.0	**899.8**	+72.8	
Total Equity		3,719.9	**3,838.7**	+118.8	
Equity Ratio (%)		63.7%	**64.1%**	+0.4pp	
CCC (Cash Conversion Cycle)		171 days	**172 days**	+1 day	(*1) (6 days)
Exchange Rate at the end of reporting period	USD/JPY	¥157	**¥162**	+¥5	
	EUR/JPY	¥184	**¥185**	+¥1	

	2025 1H Results	2026 1H Results	vs. PY
Cash Flows from Operating Activities	279.1	**341.8**	+62.7
Cash Flows from Investing Activities	(120.9)	**(120.3)**	+0.6
Free Cash Flow	158.2	**221.5**	+63.3
Capital Expenditure	137.9	**129.8**	(8.1)
Depreciation and Amortization	176.2	**183.5**	+7.3

(*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 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.

Steadily promoting Debt Financing and Share Buybacks

Debt Financing (raising fund)
- ☐ Implemented 150 billion yen

Share Buybacks
- ☐ As of the end of Jul: approx. 87% (Progress rate based on actual amount)

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Fiscal 2026 Guidance

(Yen in Billions)

	2025 Results	2026 Guidance (Feb 16, 2026 Ammouncement)	vs. PY (%)
Revenue	4,429.5	4,500.0	+2
Adjusted Operating Profit	493.7	515.0	+4
Margin	11.1%	11.4%	+0.3pp
Profit Attributable to Owners of Parent	327.3	340.0	+4
Dividend per share	¥115	¥125	+¥10

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

No change from February guidance

- While 1H results exceeded the plan, the impact of raw material and other cost increases associated with the Middle East situation is expected to materialize in 2H. Aiming to achieve the Feburary guidance through various countermeasures.
- Estimated impact of Middle East-related cost increases:
  More than 60.0 billion yen in 2H / Approx. 70.0 billion yen for the full year

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Appendix

Market Trend of Natural Rubber and Crude Oil (average)

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

(*1) Source: Singapore Commodity Exchange Limited

Tire Demand for 1H of 2026 (unit base% vs. PY)

Estimated by Bridgestone	PSR/LTR		TBR	
	OE	REP	OE	REP
Japan	104%	102%	106%	91%
N. America	100%	92% (*2)	87%	88% (*2)
Europe	99%	101%	106%	106%

(*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 : 95%, TBR REP : 87%
(*3) USTMA (U.S. Tire Manufacturers Association) + TRAC (Tire Rubber Association of Canada)

Tire Sales Growth for 1H of 2026 (vs. PY)

	PSR/LTR vs. PY	TBR vs. PY
Global (OE+REP)	102%	98%

	PSR/LTR OE	PSR/LTR REP	TBR OE	TBR REP
Global	101%	102%	98%	99%
Japan	101%	105%	99%	93%
Asia, Pacific, India, China	102%	103%	116%	106%
N. America	108%	97%	106%	99%
Europe	99%	108%	78%	99%

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

PSR/LTR HRD(18”+)

	vs. PY
Global (OE+REP)	106%
REP	105%

ORR

	vs. PY
Ultra-Large	102%
Large	86%
Small & Medium	103%

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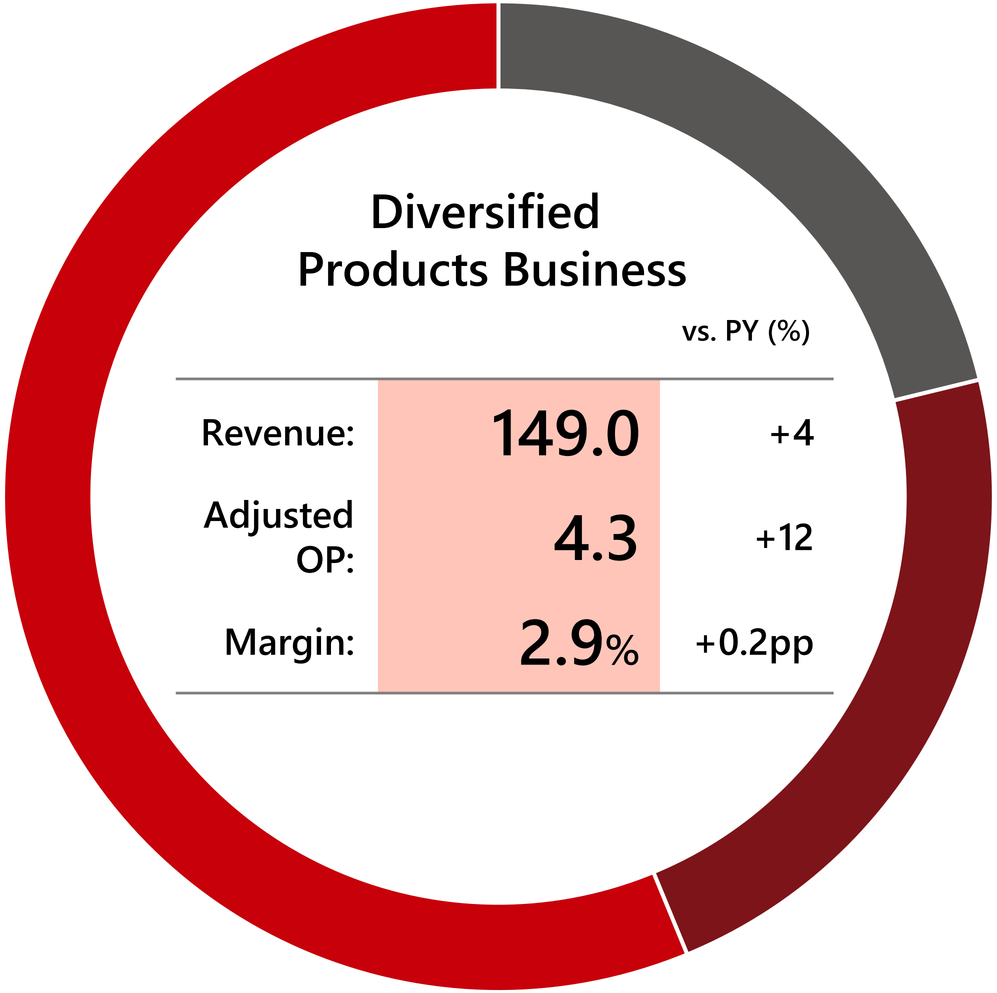
Consolidated Financial Results by Business for 1st Half of Fiscal 2026 (Diversified Products Business)

(Yen in billions)

Chemical & Industrial Products Biz

		vs. PY (%)
Revenue:	82.2	+6
Adjusted OP:	4.3	+27
Margin:	5.2%	+0.8pp



Diversified Products Business

		vs. PY (%)
Revenue:	149.0	+4
Adjusted OP:	4.3	+12
Margin:	2.9%	+0.2pp

Sports & Cycle Biz

		vs. PY (%)
Revenue:	31.0	(1)
Adjusted OP:	(0.6)	-
Margin:	(1.8)%	+0.6pp

Diversified Products Biz in Americas (Air Springs)

		vs. PY (%)
Revenue:	33.0	+3
Adjusted OP:	0.7	(49)
Margin:	2.1%	(2.2)pp

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