

# Mid Term Business Plan (2024-2026)—24MBP

## Value Creation Process—24MBP

### Mission: Serving Society

## Vision: 2050 Bridgestone continues to provide social value

### Mid Term Business Plan

**Input**

- Total equity** (as of the end of 2023)  
**3,405.4 B JPY**
- Credit ratings** (as of the end of 2023)  
Moody's **A2** S&P **A**
- Cumulative operating cash flows** (2024-26 plan)  
**Approx. 2,200 B JPY**
- Capital expenditure** (2024-26 plan)  
**Approx. 1,400 B JPY**
- R&D expenses** (2024-26 plan)  
**Approx. 412 B JPY**  
Enhance Intellectual property strategy
- Number of employees** (as of the end of 2023)  
**125,199**
- Operating in more than 150 countries and regions** (as of the end of 2023)
- Total energy consumption** (2023)  
**40,989** thousand GJ  
Renewable energy (Electricity) ratio **69%**
- Amount of raw materials used** (2023)  
**3,969** thousand tonnes
- Biodiversity & nature conservation area** (2023)  
Bridgestone's direct contribution **1,544** ha



Social issues and momentum of transformation / Changes in

# with Superior Quality

## and customer value as a sustainable solutions company

(2024-2026) — 24MBP —

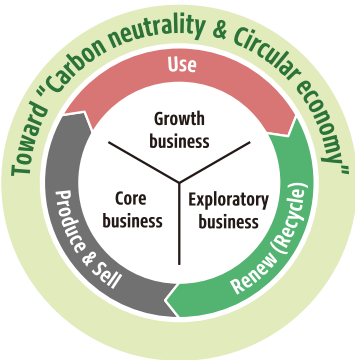
(Management, Working & business quality improvement)

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business |  Create new business sowing good seeds for the future

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Bridgestone  
E8 Commitment  
to Our Future

Amplify data value

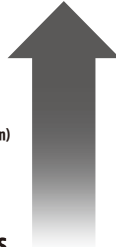


Amplify trust

(Interaction with empathy to co-creation)



Amplify value  
of Dan-Totsu products



### Digital "carry life"

New brand power | Technology & Innovation | New & true global portfolio management

Being attentive and supportive  
of customer problems

Challenging spirit

Governance | BCP, Risk management | Enhance talent creativity | Create new DNA | Peace of mind, Safety

### Output

(24MBP 2026 plan) P 30-

Revenue **4,800** B JPY level

Adjusted operating profit **640** B JPY level

Adj. operating profit margin **13%** level

ROE **11%** level

ROIC **10%** level

Dividend per share **Min.250** JPY level

Build foundation  
toward the sustainable growth stage

Talent creativity **130** level  
(Adj. operating profit + talent investment)  
(INDEX: 2019 = 100)

More than **50%** reduction  
in CO<sub>2</sub> emissions (Scope 1, 2) from 2011 level

Over **39%** rate of materials using recycled  
and renewable resources

Enhance the initiatives  
towards the realization of nature positive

2050

Carbon neutrality\*  
100% sustainable materials

\* Achieving carbon neutrality for Scope 1,2  
and contributing toward carbon neutrality in Scope 3

environment surrounding Bridgestone and risks and opportunities P 27-