

Summary of Global Management Indicators

In the 24MBP, which is the halfway point toward the realization of the 2030 Long Term Strategic Aspiration, Bridgestone strives to improve each of global management indicators, which has set in terms of both financial indicators and social value and non-financial indicators.

In order to improve financial indicators, we will focus on improving business quality and reinforcing our earning power. Revenue is planned to be at the level of 4,800 B JPY in 2026 which is approximately 110% growth versus 2023, by improving business quality globally as well as expanding scale in growing markets. Adjusted operating profit might be at the level of 640 B JPY in 2026 which is approximately 130% growth versus 2023 while adjusted operating profit margin will be increased to the level of 13%. Together with this, ROIC, the most important

management indicator, is planned to achieve 10% with certainty, thorough reinforcement of earning power being conscious of capital cost.

Continuously improving dividend per share, shareholder returns are expected to be at the level of 250 JPY in 2026 at minimum.

Regarding social value and non-financial indicators, we will continue to reduce CO₂ emissions while expanding production and sales volume, and steadily improve recycled and renewable material ratio, in order to achieve sustainable value creation including our contribution to sustainability. Talent creativity, which became official management indicator from the 24MBP, is targeted to increase by 20 points versus 2023. In addition, as for brand value, we will build a new brand power that aims sustainable premium.

