

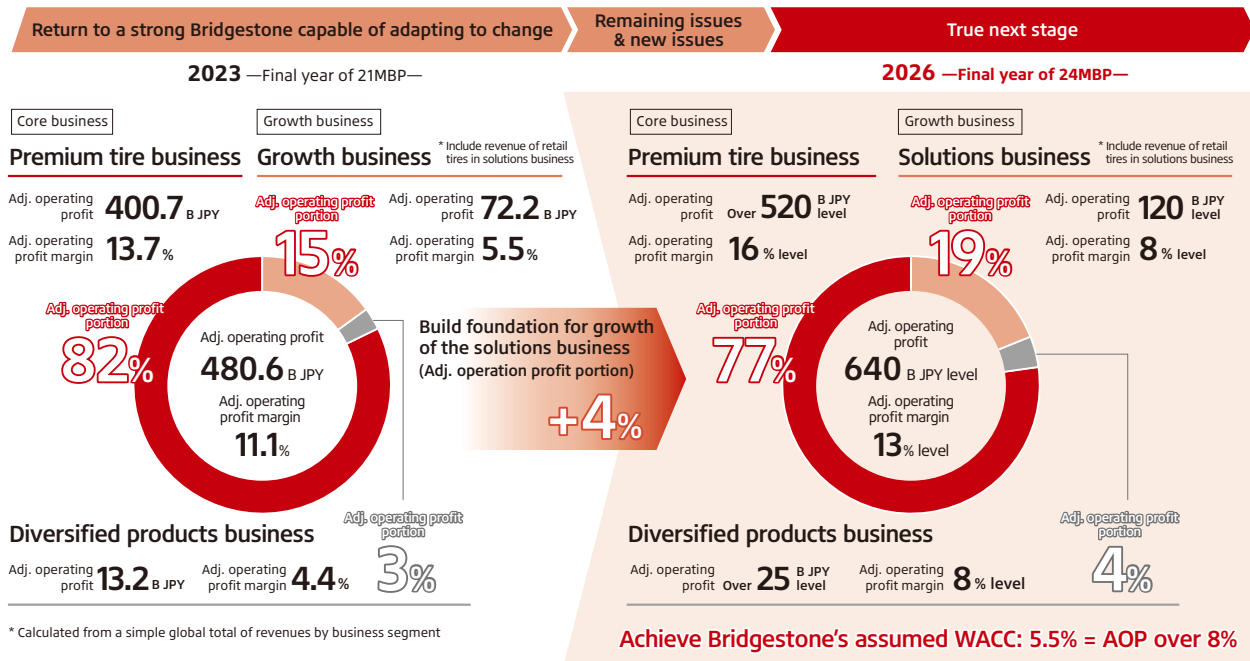
Financial Strategy

Financial Targets by Area & Business Portfolio

By focusing more on value creation in line with business shaping scenario based on new & true glocal portfolio management, Bridgestone plans to achieve global revenue at the level of 4,800 B JPY (approximately 110% versus 2023), adjusted operating profit at the level of 640 B JPY (approximately 130% versus 2023), and adjusted operating profit margin at the level of 13% (an increase of approximately 2% versus 2023) by 2026, the final year of the 24MBP.

In terms of adjusted operating profit margin by business portfolio, we plan at the level of 16%, another higher level, by reinforcing earning power and creating “new premium” in our premium tire business as core business. As growth business, the solutions business will improve its portion in our adjusted operating profit by 4% in 2026 and build a foundation for growth in the 27MBP. For both solutions business and diversified products business, we plan an adjusted operating profit margin to be at the level of 8%, which achieves our assumed WACC of 5.5%.

Overview of Business Portfolio - Adjusted Operating Profit (Amount, Margin and Composition)



Premium Tire Business Core Business Financial Targets by Area

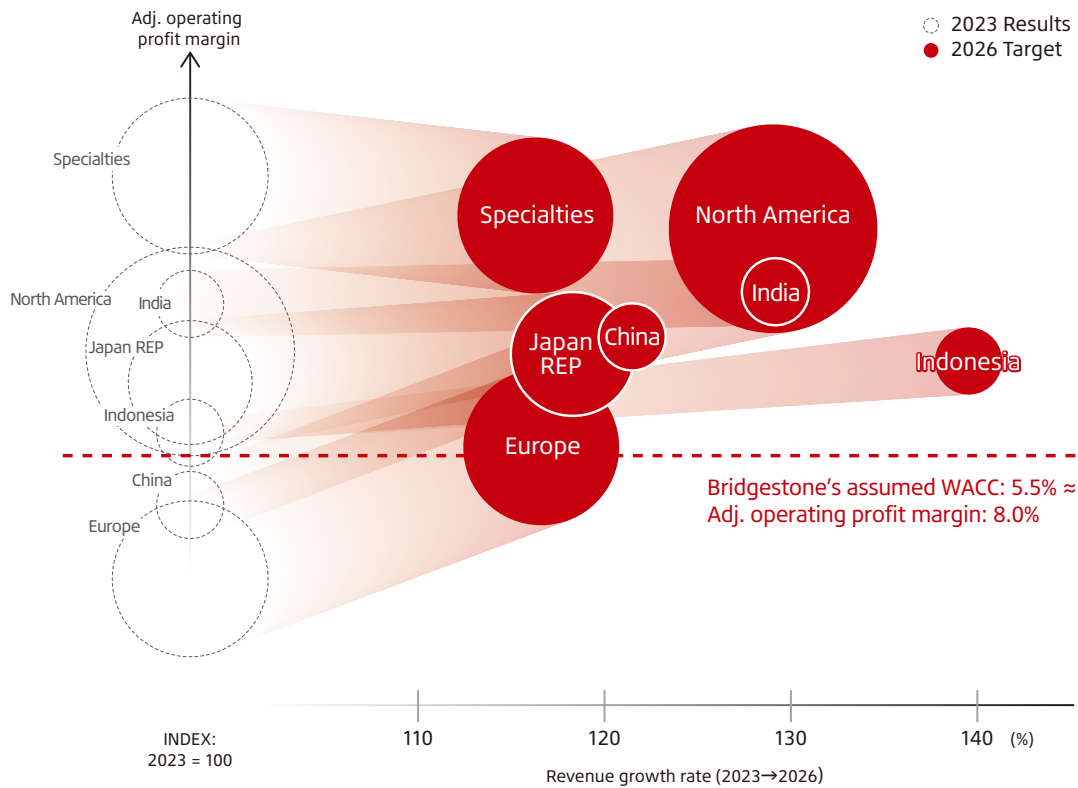
In North America and Japan REP (replacement) business, that are mature areas, we steadily promote to reinforce earning power. Particularly in North America, we are driving the improvement of business quality through expanding sales and increasing market share in the premium segment by strengthening family channel, reinforcing collaboration with strategic partners and developing new channel. In Japan REP, we are also reinforcing our focus on premium through channel rebuilding, including the shift to retail sites from wholesale structure.

Specialties, including tires for mining and aviation, will support earning power with high profit margins at the level of 20%.

The European and China business are to be rebuilt based on our assumed WACC of 5.5% = ROIC of 5.5% ≈ adjusted operating profit margin of 8%. For the European business, we will improve the adjusted operating profit margin to the level of 8%, while for China business, we withdraw the TB business and focus on PS premium as growth segment, aiming to improve the adjusted operating profit margin.

Growth area, the second home markets representing as India and Indonesia, will capture high demand growth and expand its scale while improving profitability.

● New & True Glocal Portfolio Management Scenario Premium Tire Business **Core business** - Targets -



*Revenue and Adj. operating profit for Specialties, Japan REP, and Europe include solutions.

2nd Stage of Rebuilding

To achieve more than 10% ROIC on a global basis, we have begun the second stage of rebuilding in our Europe business, China business, and Thailand business.

As for Europe, where historically challenges have been deep-rooted, we will change the shape of the Europe business, setting the entire Europe business as a "business unit under focused management". We executed rebuilding such as the closure of Bethune plant in 2021, and will execute rebuilding of retail, TB and retread in the 24MBP. We are also strengthening our structure to further focus on premium across the entire value chain, from production, to sales and solutions. Regarding production, we will strive to improve fixed costs more efficiently in 3 TB tire plants, by adjusting its production capability to sales conditions. We will further reduce deficit & unprofitable sizes and will launch Dan-Totsu products. By doing so, sales will be further focused on premium for both PS and TB. The sales structure for wholesales will be simplified and streamlined through organizational integration, etc. to reduce fixed costs. Retail business will become profitable at the latest in 2026, through fundamentally reviewing the retail business with support from the U.S. team, where it has a strong business

foundation. We have already begun business rebuilding through operational improvement, and will work on business rebuilding using PDCA cycle.

Also, TB business aims to become profitable in 2025 through business rebuilding. As for the OE business, we are strengthening our focus on premium vehicle model/OEMs and prestige OEMs. In solutions business, we discontinued consumer solutions last year and concentrate on commercial BtoB solutions including Fleetcare program with limited areas and customers. Retread is also planned to become profitable in 2026 due to the improvement of profitability by rebuilding business that includes to streamline the production structure with limited areas and customers. In addition, we will improve the organizational structure to execute these measures.

China business withdrew from TB business and focus on PS premium tire business. Along with two production plants for PS tires, we strengthen the structure to complete "Produce and Sell" domestically in China, responding to geopolitical risks.

As for Thailand, we ended production at our Rangsit plant in 2023 and consolidated our production sites. We promote business rebuilding to focus on premium segment in order to return to Dan-Totsu No. 1 position.

Solutions Business Growth Business
Financial Targets by Area

In solutions business, we are working to strengthen retail & service and retread, as well as mining and aviation solutions and mobility solutions (mainly in North America), which will become the mobility tech business, as a strategic business.

In North America, where our retail and retread business already have a strong foundation, we continue to reinforce our earning power and will achieve growth. Retail & Service, an enabler that supports premium tire business, will improve its adjusted operating profit margin by improving business quality in stand alone business unit, and will contribute to the entire business in North America by expanding its functions as an enabler. In retread business

which has already secured a high profit margin, we are continuing to reinforce earning power.

In Japan also, we are steadily improving the profitability of our solutions business, mainly in retail & service and retread, where invested in production reinforcement in the 21MBP.

While in Europe, we are rebuilding retail & service and retread, that are currently deficit, to become profitable.

In mining and aviation (specialties) solutions, we plan a steady growth in both scale and profitability by combining strong real capabilities such as Dan-Totsu product and on-site technical services with digital power.

Moreover, we are continuously strengthening mobility solutions of Webfleet and Azuga, and establishing mobility tech business through expanding its scale, mainly in North America.

● **New & True Glocal Portfolio Management Scenario** **Solutions Business** Growth business — Target —

