

Note:

This English translation of the Notice of the 104th Annual Shareholders' Meeting is for convenience only. If there are any differences between this translation and the Japanese original, the Japanese original supersedes this translation.

Bridgestone Corporation
1-1, Kyobashi 3-chome, Chuo-ku
Tokyo, Japan

Notice of the 104th Annual Shareholders' Meeting

Message to Shareholders

I would like to convey my sincere appreciation to our shareholders for their support of the Bridgestone Group.

Guided by the Group's unchanging mission of "Serving Society with Superior Quality," we are making steady progress toward achieving our vision, "Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company." Also, for the sake of the Earth which future generations of children have entrusted in our care, we established our corporate commitment, the "Bridgestone E8 Commitment" in 2022. With this as the axis to drive management while earning the trust of future generations and empathy from various stakeholders, we are committed to realizing a sustainable society together with employees, society, our partners and customers.

The business environment surrounding the Group experienced extreme turbulence in 2022, including a significant change in the international situation. We anticipate changes in the business environment to become more commonplace including the accelerating evolution of mobility. In the Mid Term Business Plan (2021-2023), the Group aims to evolve to a "strong" Bridgestone capable of adapting to changes. In 2023, which is the final year of the Plan, we will continue to drive management based on three axes: "Tackle past negative legacies without delay," "Focus on execution and delivering results for immediate issues," and "Lay foundation for future growth." Furthermore, we established the "2030 Long Term Strategic Aspiration" as a roadmap toward our 100th anniversary in 2031. We will build foundations for growth based on this roadmap and aim to become a resilient "excellent" Bridgestone that transforms change to opportunity, unaffected by continuous change and remaining robust and flexible like rubber. With the premium tire business as our core business, we will enhance its linkage with the solutions business, which is our growth business, as well as continue various challenges to create social and customer value in the diversified products business and the exploratory business.

Thank you for your continuous support in the years ahead.

Shuichi Ishibashi
Member of the Board
Global CEO and Representative Executive Officer

Notice of the 104th Annual Shareholders' Meeting

Dear Shareholders,

We are pleased to inform you that Bridgestone Corporation's 104th Annual Shareholders' Meeting will be held as described in this letter.

Very truly yours,

Shuichi Ishibashi
Member of the Board,
Global CEO and Representative Executive Officer

*As indicated in the amendments to the Articles of Incorporation, which were approved by the shareholders at the previous Annual Shareholders' Meeting, this notice of convocation (equivalent to the Notice of the 103rd Annual Shareholders' Meeting) is being sent through the electronic provision of materials for shareholders' meetings in accordance with the amendments to the Companies Act.

The 104th Annual Shareholders' Meeting

1. Date and time: Tuesday, March 28, 2023, at 10:00 a.m. (Reception opens at 8:30 a.m.)
2. Location: "Aoi," the Main Ballroom, 2nd Floor, Palace Hotel Tokyo
1-1-1, Marunouchi, Chiyoda-ku, Tokyo, Japan
*Please refer to the guide for the Annual Shareholders' Meeting on the last page (only available in Japanese).
3. Purpose of the meeting
Matters to be reported:
 1. Business Report and Consolidated Financial Statements for the 104th Fiscal Year (January 1, 2022 through December 31, 2022) and Audit Reports of the Independent Auditor and the Audit Committee for the Consolidated Financial Statements
 2. Financial Statements for the 104th Fiscal Year (January 1, 2022 through December 31, 2022)Matters to be resolved:
 - Proposal 1** Appropriation of Surplus
 - Proposal 2** Election of Twelve (12) Members of the Board
 - Proposal 3** Appointment of the Independent Auditor

Important Matters:

1. Posting of the Reference to Exercise of Voting Rights, etc. on Websites

- (1) Measures are being taken to provide materials in an electronic format for convening this annual shareholders' meeting in accordance with the provisions of the Companies Act. The Reference to Exercise of Voting Rights, etc. are posted on the Bridgestone Corporation Website. Please access the URL below and review them.

The Company's Website <https://www.bridgestone.com/ir/shareholders/index.html>

- (2) The Reference to Exercise of Voting Rights, etc. are also posted on the Tokyo Stock Exchange Website. If you are unable to view the Reference to Exercise of Voting Rights, etc. on the Bridgestone Corporation Website, please access the Tokyo Stock Exchange Website (Listed Company Search) indicated below, perform a search by entering the issue name (Bridgestone) or securities code (5108), select "Basic information," "Documents for public inspection/PR information," and then view the information.

Tokyo Stock Exchange Website (Listed Company Search)

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

2. Revisions to the Reference to Exercise of Voting Rights, etc.

Should any revision be needed with regard to the Reference to Exercise of Voting Rights, etc., the Company will post such revision on the Company's Website (<https://www.bridgestone.com>) and the Tokyo Stock Exchange Website (<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>).

Requests to Shareholders

If you will not be attending the meeting in person, please exercise your voting rights in advance in writing (by mail) or via the Internet, etc.

Mail
Please review the Reference to Exercise of Voting Rights, indicate your vote of approval or disapproval on the enclosed Exercise of Voting Rights form, and return the form to us. If you do not indicate your approval or disapproval for a proposal, you will be deemed to have indicated your approval for the company proposal.
Exercise Deadline
The form must arrive at the Company by no later than 5:30 p.m. on Monday, March 27, 2023.

The Internet
Please refer to Exercise of Voting Rights via the Internet provided on the next page, and cast your vote of approval or disapproval.
Exercise Deadline
Your vote will be accepted until 5:30 p.m. on Monday, March 27, 2023.

*If any shareholder has exercised his/her voting rights multiple times via the Internet, etc., only the final execution shall be deemed as his/her effective exercise of voting rights. If any shareholder has exercised his/her voting rights both by sending the Exercise of Voting Rights form and via the Internet, etc., only the latter one to arrive at the Company shall be deemed effective, provided, however, that only the exercise of voting rights via the Internet, etc., shall be deemed effective if both arrive at the Company on the same day.

Guidance for Platform for Exercise of Voting Rights

Institutional investors may use the "ICJ platform," a platform for electronic exercise of voting rights by institutional investors, which is operated by Investor Communications Japan, Inc. (ICJ).

Handling of requests for the Exercise of Voting Rights form by shareholders who have approved in advance the sending of Notices of Annual Shareholders' Meeting via an electromagnetic means

If you have approved the sending of Notices via an electromagnetic means and wish the delivery of an Exercise of Voting Rights form, please contact the dedicated phone service, which is stated in Other Inquiries described on the next page.

“Exercise of Voting Rights via the Internet”

You may exercise your voting rights using “Smart Exercise” only once. If you would like to change your votes after exercising your voting rights, please access the Website for exercising voting rights and log in using your Exercise of Voting Rights Code and Password, then exercise your voting rights again.

Scanning the QR Code for “Smart Exercise”

You can access the Website for exercising voting rights without entering your Exercise of Voting Rights Code or Password.

- 1 Please scan the QR Code printed on the bottom-right corner of your Exercise of Voting Rights form.
* “QR Code” is a registered trademark of DENSO WAVE INCORPORATED.
- 2 Follow the instructions on the screen to exercise your voting rights.

Entering the Exercise of Voting Rights Code and Password

[Website for exercising voting rights]

<https://www.web54.net>

- 1 Please access the Website for exercising voting rights and click “Next.”
- 2 Enter the “Exercise of Voting Rights Code” printed on your Exercise of Voting Rights form.
- 3 Enter the “Password” printed on the Exercise of Voting Rights form.
- 4 Follow the instructions on the screen to exercise your voting rights.

System Requirements

- 1 Depending on the Internet access environment, the service you subscribed, or the models you use, you may not be able to use “Smart Exercise” or the Website to exercise voting rights. For details, please contact the staff in charge by calling the dedicated phone number of Stock Transfer Agent Department “Web Support,” Sumitomo Mitsui Trust Bank, Limited, as shown below.
- 2 To connect your communication device to the Internet, you may have to pay telecommunication charges. Such charges shall be borne by you.

Inquiries on the Operation of Your PC and Other Communication Terminals

The Stock Transfer Agent Department “Web Support” Helpline by Sumitomo Mitsui Trust Bank, Limited
Phone number in Japan: 0120-652-031
Reception time: 9:00 a.m.–9:00 p.m.

Other Inquiries

The Transfer Agent Business Center Helpline by Sumitomo Mitsui Trust Bank, Limited
Phone number in Japan: 0120-782-031
Reception time: 9:00 a.m.–5:00 p.m. (Except for Saturdays, Sundays and national holidays)