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Notice Concerning Continuation of Performance Share Unit Plan

Tokyo (March 26, 2021) — Bridgestone Corporation (the "Company") has announced that the Compensation Committee resolved to continue Performance Share Unit (the "Plan"), which was introduced in 2018 as the performance-based stock compensation method, during the meeting on March 26, 2021.

1. Continuation of the Plan

The company introduced the Plan for the Executive Officers (the "Recipients") in the fiscal year 2018, with the purpose of further increasing those motivation and drive for achieving the mid-term business performance goal and enhancing the Company's long-term value and promoting the sharing of benefits and risks of share price fluctuations with shareholders, and will continue the Plan in the fiscal year 2021.

2. Outline of the Plan

The Company will provide the stock compensation and cash compensation to the Recipients, in accordance with the rate of the achievement of the Company's performance targets (the "Targets") set beforehand by the Compensation Committee. The rate will be measured after three (3) years of a performance evaluation period. In consideration of the amount of the income tax, etc. imposed on the Recipients, the Shares and the money provided will each be 50 percent of the entirety of the assets to be granted to the Recipients under the Plan. The Company will provide the monetary compensation receivables on the delivery date to the Recipients as the compensation to be allotted for the payment of the Shares to be delivered to the Recipients under the Plan. From 2021, taking into consideration the affinity between business strategies and compensation incentives, continuity as an index for executive compensation targets, and accountability to stakeholders, the Company's consolidated ROIC and consolidated ROE will be used as the target indices.

3. Individual Number of Deliverable Shares and Individual Amount of Cash Payment

(1) Standard number of shares per job title

Global CEO and Representative Executive Officer	Global COO and Representative Executive Officer	Executive Vice President and Executive Officer	Senior Vice President and Executive Officer
17,300shares	11,900shares	6,700shares	4,300shares

(2) Formulas of Individual Number of Deliverable Shares and Individual Amount of Cash Payment

- ① Individual Number of Deliverable Shares (any number of shares less than 100 shares will be rounded up to 100 shares)

$$\text{Standard number of shares per job title} \times 50\% \times \text{Achievement Rate}^{*1}$$

- ② Individual Amount of Cash Payment (any amount less than 10,000 yen will be rounded up to a unit of 10,000 yen)

$$\text{Standard number of shares per job title} \times 50\% \times \text{Achievement Rate}^{*1} \times \text{Company's share price}^{*2}$$

*1 Calculation of Achievement Rate

$$\text{Achievement Rate based on consolidated ROIC index} \times 0.8 + \text{Achievement Rate based on consolidated ROE index} \times 0.2$$

- ✓ Achievement Rate will vary from 0 % to 200% in accordance with Consolidated ROIC and Consolidated ROE during performance evaluation period.

*2 Company's share price

- ✓ Average closing price of our common stock on the Tokyo Stock Exchange for the month before the resolution of our Board of Directors meeting at which the issuance of the new Shares or the disposal of the Company's treasury shares for delivery of the Shares under the Plan is resolved after three years of performance evaluation period.

(3) Treatment of new appointments or position changes

In the case of new appointments or position changes of Recipients, the individual number of deliverable shares and individual amount of cash payment will be provided on a pro-rata basis for each position's tenure.

4. Other items of the Plan

(1) Performance Evaluation Period

From January 1, 2021, to December 31, 2023

- ✓ It is three (3) years from the commencement date of each business year and set for each year in which each Plan starts.

(2) Time of delivery

The Shares will be delivered and the cash will be paid, pursuant to resolution of the Compensation Committee concerning monetary compensation receivables and the Board of Directors of the Company concerning issuance of the new Shares or the disposal of Company's treasury shares for delivery of the Shares under the Plan, within the period of two (2) months from the closing of the Company's Annual Shareholders' Meeting concerning final business year of performance evaluation period.

(3) Method of delivery

Stock compensation will be provided in the way of issuing new shares or disposing the Company's treasury shares.

[Reference] Since 2018, the Company has continued Performance Share Unit plan for "Vice President and Officer", but with the abolishment of the Vice President and Officer system in January 2021, the Company will introduce Performance Share Unit for new "Vice President and Senior Officer" in 2021 .

About Bridgestone Corporation:

Bridgestone Corporation, headquartered in Tokyo, is a global company focused on delivering advanced mobility and solutions to customers around the world. In addition to tires and solutions for use in a wide variety of automotive and mobility applications, it also manufactures a broad range of diversified products, which include industrial rubber and chemical products and sporting goods. Bridgestone products are sold in over 150 nations and territories around the world.

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