

# Management Fundamentals for Value Creation

## Compliance, Fair Competition

### Mission

#### Ensure excellence through compliance and integrity.

We build trust with all stakeholders by ensuring that ethical decision-making guides responsible business practices across our operations.

The Bridgestone Group's commitment to ethics, compliance and integrity helps it continuously achieve its Mission of "Serving Society with Superior Quality" and supports its goal of building a best-in-class ethics and compliance program. As stated in the Group's [Code of Conduct](#), its commitment to integrity requires each employee "to hold ourselves and our coworkers to the highest standards in the day-to-day efforts to secure Bridgestone's global success... We must act with integrity in all aspects of Bridgestone's business."

This mission is important as anti-bribery and antitrust activities come under increasing scrutiny, along with other matters such as sexual harassment and data privacy, addressed in the Group's Code of Conduct and [Global Anti-Bribery Policy](#).

In working toward becoming a sustainable solutions company, the policies and other global and regional ethics and compliance programs the Group develops must continue to adapt and evolve to the changing environment and regulatory landscapes.

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### Management system

The Bridgestone Group's global ethics and compliance program consists of a blend of global and regionally based initiatives. It aims to balance global consistency with the flexibility needed to effectively address regional and even local risks that can vary significantly due to a wide range of operations and the variety of geographic, legal and regulatory environments in which the Group operates. Whether at the local, regional or global level, initiatives are guided by the Group's core values and principles and united under a common framework.

The success of any best-in-class ethics and compliance program, including the Bridgestone Group's program, depends on the ongoing and proactive engagement of leaders, managers and supervisors throughout

the organization to help build and sustain a culture of compliance. Board oversight, supervision and engagement have been hallmarks of the Group's ethics and compliance program for many years. The Group also regularly engages executive leaders, managers and supervisors to help ensure that ethics and compliance are at the center of all strategic plans and decisions. Additionally, the Bridgestone Group's Chief Compliance Officer periodically reports the progress of initiatives to the Board of Directors' Compliance Committee, and each region has a Regional Ethics and Compliance Advisory Panel, consisting of senior leaders from different parts of the business, to help advise on the direction of the ethics and compliance program and ensure its effectiveness.

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### Goals and KPIs

To achieve its compliance and fair competition mission, the Bridgestone Group established a number of goals, including:

- Enhancing the antitrust compliance program in each region and making sure it is aligned with global initiatives.
- Engaging employees on ethics and compliance.
- Introducing a compliance management data gathering and collaboration solution.

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## Initiatives

Following the introduction of the Bridgestone Group's Global Anti-Bribery Policy in 2020, the Group introduced an e-learning course in 2021 to help ensure that employees understand and comply with the policy. It also further engaged leaders in each region in embedding the policy in their operations. Similar work is now underway on an e-learning refresher course for the Code of Conduct that was introduced in 2018.

Going forward, the Bridgestone Group will continue to rely on its compliance management third-party screening tool (and related procedures) to identify bribery and trade compliance risks presented by third parties with which the Group works. It will also continue developing the antitrust compliance program in each region and intends to update the Code of Conduct in 2022.

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## Reporting concerns

The ethics and compliance program provides multiple channels for employees and others to report allegations of misconduct or wrongdoing, including through the [BridgeLine](#). The BridgeLine is a web-based reporting system and phone hotline operated by third-party specialists that allow employees and others to confidentially and anonymously report

suspected violations of the Code of Conduct or other ethical concerns and questions. Each report is thoroughly investigated, and information is regularly provided to the Board of Directors of Bridgestone Corporation and each of its significant subsidiaries around the world.

More information on the Bridgestone Group's global ethics and compliance program is available [online](#).

### Our Approach to Tax

The taxes the Bridgestone Group pays are an important part of its broader economic and social impact and play a key role in the development of the communities in which it operates. The Group regards taxes as a cornerstone of its commitment to grow in a sustainable, socially responsible way.

The Group introduced a Global Tax Policy to employees responsible for corporate taxes with the intent to improve its penetration throughout the organization so that an appropriate global tax governance can be introduced to the Group based on the Policy. The Group is evolving its global tax governance structure and continuing to enhance its risk management system to align with society's expectations of responsible companies.