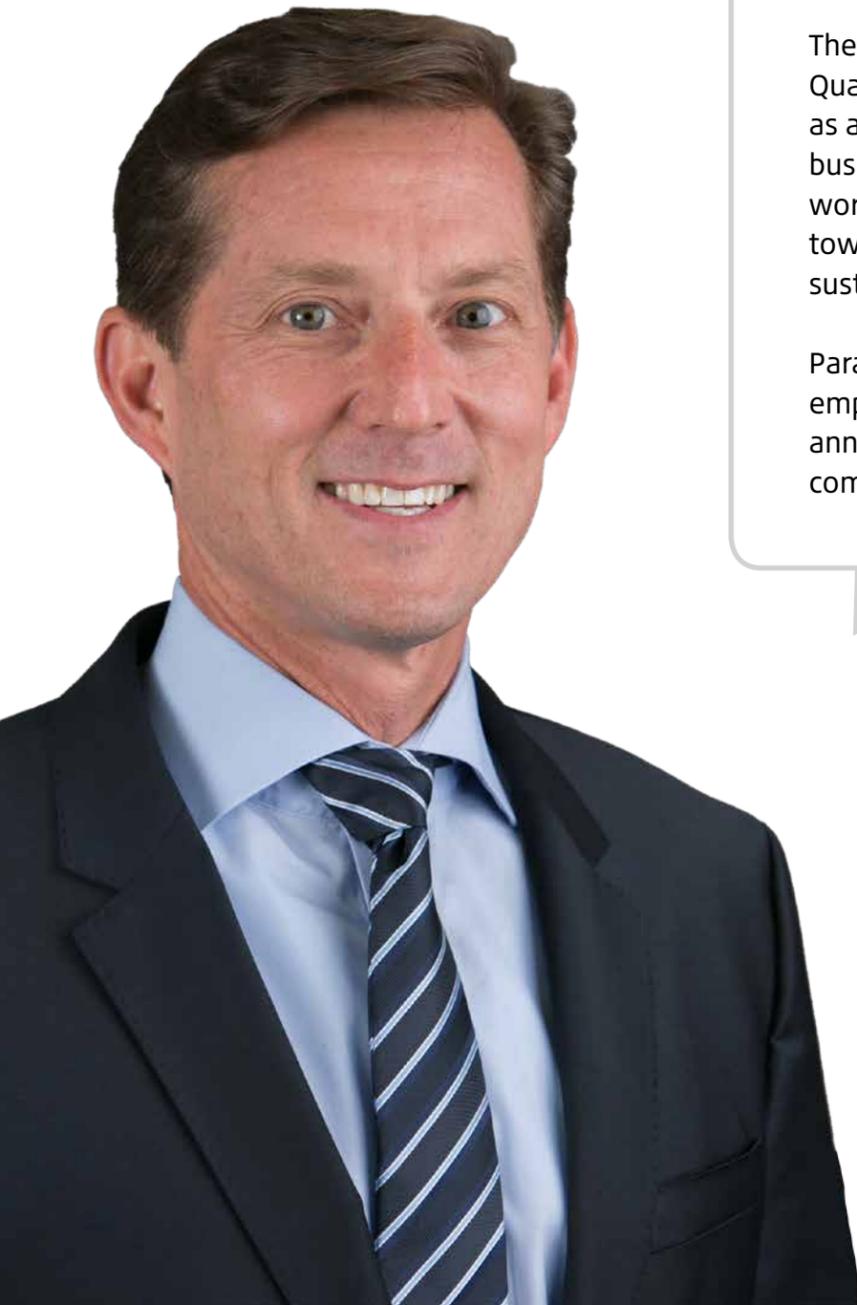




Message from Charlie Rule



Faced with the complex environment of 2021, marked by the continuation of the health crisis and a global economy that was just beginning to recover from the impacts of the pandemic, Bridgestone Group focused its strategies and actions on strengthening its business, protecting employees, and, above all, transforming challenges into opportunities. This was not only to maintain its growth in recent years, but also to underscore its values and contributions to building a sustainable society.

The legacy of our founder Shojiro Ishibashi, "Serving Society with Superior Quality," grows more relevant every year, especially in a context that calls on us as a company to adapt and revamp what is essential for the achievement of our business, human, social, and environmental objectives. In 2021, therefore, we worked on what we call Bridgestone 3.0, which outlines the corporate strategy toward 2050, and maps our journey toward a single destination: to become a sustainable solutions company.

Parallel with this evolutionary stage and consonant with the company's emphasis on building a sustainable model, at the beginning of 2022 we announced our Bridgestone E8 Commitment, which constitutes eight decisive commitments to achieve our business strategy.

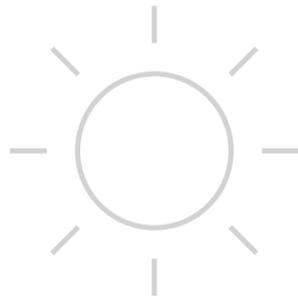
These are Energy, Ecology, Efficiency, Extension, Economy, Emotion, Ease, and Empowerment, all of which associated with values deeply rooted in our corporate culture, including technology, innovation, environmental protection, increased productivity, and the pursuit of customer, employee, and community wellbeing.

We offer a summary of actions of the six countries of Bridgestone Americas Tire Operations Latin America (BATO-LA): Argentina, Brazil, Chile, Colombia, Costa Rica, and Mexico. We are proud of everything we have achieved together and, above all, of what we are pursuing to achieve our goals by 2050. I invite you to learn about our efforts in the region.

Charlie Rule

President of Bridgestone Americas Tire Operations - Latin America





Bridgestone is a global company that offers diversified products and solutions manufactured at 160 production and development plants located in more than 150 countries around the world.

It also maintains a significant presence in Latin America, a region where Bridgestone and Firestone brand tires, Bandag retreads, and a diverse line of other products are manufactured and marketed.



BATO-LA has more than 9000 teammates in Latin America and a total of five tire manufacturing plants and two Bandag retread plants, in addition to administrative offices in Argentina, Brazil, Chile, Colombia, Costa Rica, and Mexico. Bridgestone, Firestone, and Bandag products and services are widely available for customers and users through the company's network of dealers and points of sale.

In 2021, Bridgestone Latin America produced 374 000 tons of tires and 23 000 tons of Bandag retreads.



Bridgestone E8 Commitment: looking toward 2050

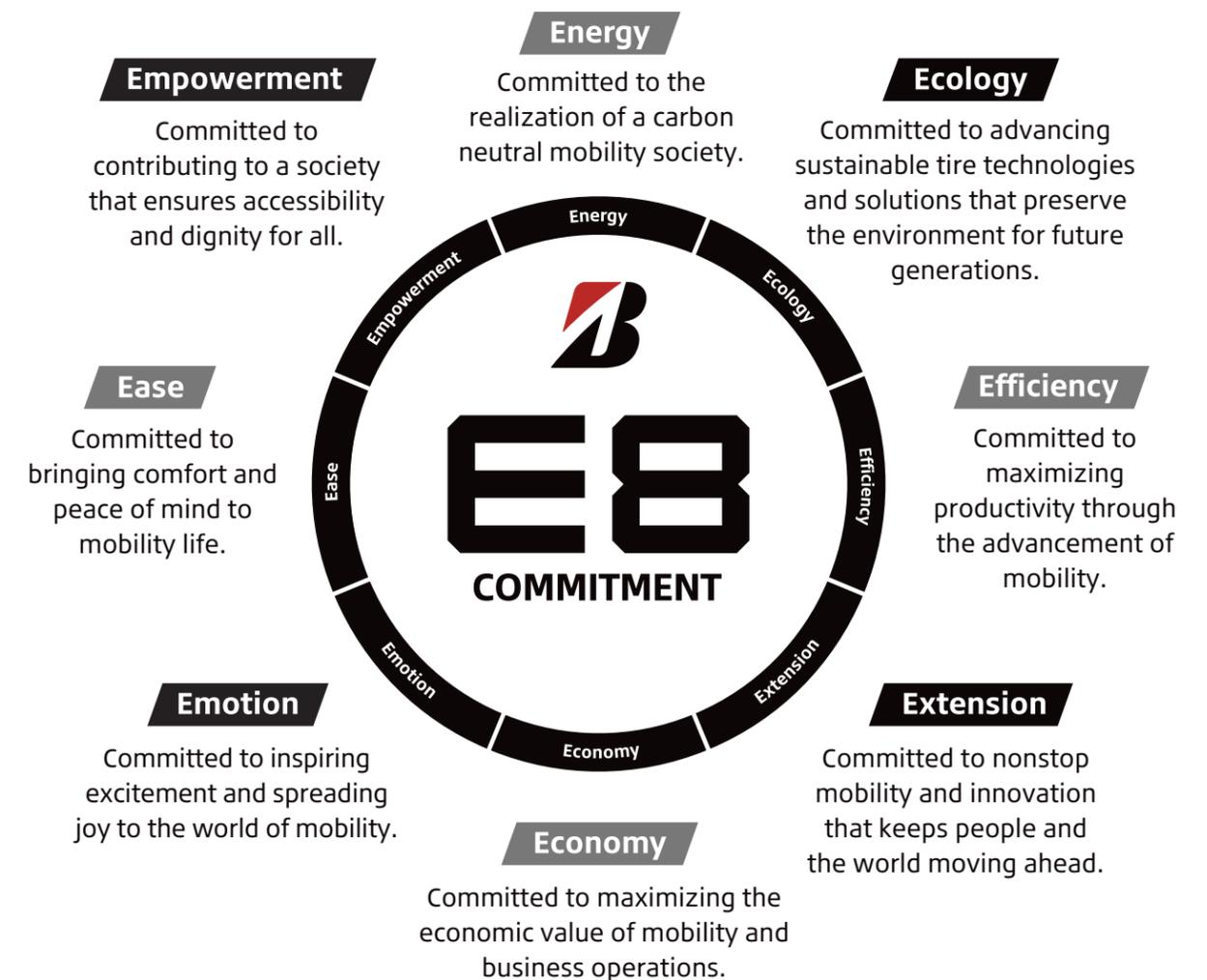
Bridgestone Group works continuously to strengthen its global sustainability strategy by adapting to the current context and environment to meet stakeholder expectations.

With such aspirations, in 2022 the company announced its Bridgestone E8 Commitment which consists of eight Bridgestone-like values starting with the letter "E" that it will commit to creating value through Bridgestone-like "purpose" and "process",

together with employees, society, partners, and customers to realize a sustainable society.

The Bridgestone E8 Commitment, being the axis to drive management forward while earning the trust of future generations, will serve as vectors for its own transformation in pursuit of its vision: "Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company."

E8 Commitment



For a better world

The mission of "Serving Society with Superior Quality" was a legacy of Bridgestone's founder, Shojiro Ishibashi, who started the company in 1931. Ishibashi believed that a company that contributed to society would always be successful; since then, the conviction to make the world a better place has prevailed in the organizational culture and endows the company's actions, initiatives, and development projects around the world.

Bridgestone Latin America plants enjoy a variety of certifications. During the report period, they include:

Quality Management Systems

ISO 9001:2015 Quality Management System

- › Brazil, Mafra
- › Brazil, Campinas
- › Brazil, Bahia
- › Argentina, Llavallol
- › Mexico, Cuernavaca
- › Costa Rica, Belen

ISO 14001:2015 Environmental Management System

- › Brazil, Bahia
- › Brazil, Campinas
- › Brazil, Mafra
- › Brazil, Santo Andre
- › Costa Rica, Belen
- › Mexico, Cuernavaca
- › Argentina, Llavallol

IATF 16949 Automotive Quality Management System

- › Brazil, Bahia
- › Brazil, Santo Andre
- › Mexico, Cuernavaca
- › Argentina, Llavallol



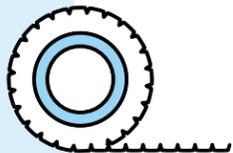
Long-term view of sustainability

Bridgestone Latin America's regional sustainability plan seeks to continue providing social value and customer value as a sustainable solutions company by 2050.



Latin America Sustainability Plan 2021 Achievements

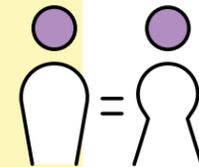
Continue strengthening Bandag's retreading business, which prolongs tire life cycle and saves natural resources.



Promote the positioning of tire lines to reduce emissions during use and expand the hybrid and electric vehicle tire portfolio.



Strengthen gender equity across all operations through the implementation of diverse and inclusive recruitment programs. In 2021, 50 % of new Bridgestone hires in Latin America were women.



The Fleet Management Solution Webfleet in Mexico and Chile helps fleets to optimize their vehicle routes to improve their operations and minimize carbon footprint.



Implement initiatives in collaboration with dealers in Mexico and Argentina to increase responsible disposal of end-of life tires.





Behavioral integrity



Integrity is an essential ethical premise expressed in the Code of Conduct under the slogan “we must act with integrity in all aspects of Bridgestone’s Group Business.”

The Code of Conduct is a regulatory tool that guides monitoring and compliance control. It was instituted in 2018 and provides guidance for managing ethical issues. For more information, visit:

[Code of Conduct](#)

Ethics and integrity also permeate the company's various global, regional, and local policies. For Bridgestone Americas (BSAM), which also includes operations in Latin America, some of these policies were recently approved. Consider some such policies implemented in 2021:



Global antibribery policy

While this rule has been in effect through Bridgestone’s Group existence, in 2021 the company instituted a procedure to regulate external corporation stakeholders as well. This reduces the risk of bribery by vendors, dealers, lobbyists, transportation providers, logistics providers, customs brokers, or any other person acting on behalf of or in conjunction with the Bridgestone Group brand.

Trade Association Guidelines

These guidelines regulate all aspects of employee participation in industry associations and similar initiatives. They consider, on one hand, that such connections can negotiate regulatory changes and international industry standards that favor the consumer; but, on the other hand, since such groups convene competitors, they must uphold antitrust policies. The guidelines ensure that such associations avoid any type of actual or potential behavior that violates antitrust laws or may damage the company’s reputation.

Policy about gifts, food, entertainment, and trips offered by or for third parties

This policy regulates a common and generally beneficial practice of doing business between the company and its business partners, by setting appropriate limits so that such actions do not generate conflicts of interest or other improprieties, especially when gifts or hospitality are of great value or are directed at government officials or labor unions.

Internal Control Systems Policy

This policy defines roles and responsibilities for the management, follow-up, training, control, and reporting of internal investigations. This regulation was prepared by an interdisciplinary team from Human Resources, Internal Audit, Security, and Legal Affairs.

Integrity and Ethics Work Plan

Integrity Leadership Award 2021

The award's second edition recognizes supervisors, managers, and other leaders in the United States, Canada, and Latin America as role models in building and maintaining a culture of integrity, ethics, and compliance at Bridgestone. In Latin America, two managers received the award: Pilar Arata and Maria Fernanda Niño.

2021 Ethics and Compliance Survey

This anonymous survey was sent to staff to obtain feedback on how they perceive, view, and experience the culture of integrity. It also provided the opportunity to share ideas for doing things differently. Results were shared during Ethics and Compliance Week.

Compliance Program tips

Monthly corporate messages promote a culture of organizational integrity.

Antitrust course

The virtual antitrust course is designed for the Latin American public and began in October 2021.

Compliance trainings

The Legal Department in Latin America provides in-person trainings about antitrust and trade associations; antibribery due diligence procedures; Consumer Protection and E-Commerce Code; Code of Conduct; COVID-19 labor issues; Brazil's General Data Protection Act (LGPD); internal investigations and compliance effectiveness programs.

Inclusion course

Brazil's legal team offered the first compliance training for manufacturing plant employees with auditory disabilities.

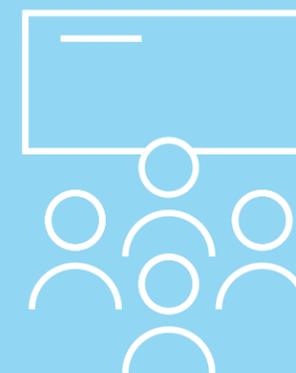
New employee orientation

Every month, there will be one or two trainings about the Code of Conduct for new members of the team.

Monthly chats

Every month, personnel from different units talk about compliance issues.

Training to Promote a Culture of Integrity: 2021

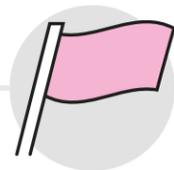


More than
9000
teammates received
training for
more than
80 hours
throughout 2021.



Employees may avail themselves of other mechanisms either to answer ethical and legal concerns or learn about the scope of the ethics program, risks associated with violations, or doubts about regulations. They can contact their immediate supervisor, Human Resources Department, compliance director, Legal Department, or Internal Audit . The company holds in high regard the safety and security of employees who report in good faith and without fear of retaliation suspected ethical violations.

Anchors of Bridgestone Americas Ethics and Compliance Program



Leadership

Leadership involves leaders, managers, and supervisors from throughout the organization regarding ethics and compliance to ensure proper conduct in everything that they do.

Risk evaluation

Risk is an important factor in the design of the Ethics and Compliance Program.



Standards and rules

Standards and rules include the Code of Conduct and the Global Antibribery Policy, among others.

Training and communication

Virtual and in-person trainings build understanding about organizational risk.



Monitoring and response

The Ethics and Compliance Program offers multiple channels for employees and others to report inappropriate behaviors.

Ethics and Compliance Week

In addition to the Code of Conduct, policies, and anonymous reporting channels, the company reinforces its ethical culture through various activities. One of the most emblematic is the Ethics and Compliance Week, which is carried out through regional campaigns to raise awareness of the importance of regulatory compliance and ethical behavior at all times.

During 2021, this event took place for the first time regionally in Latin America. Expert regional leaders participated in panel discussions to discuss ethical dilemmas, women’s leadership, data privacy and cybersecurity, effective corporate compliance programs, and governance.

Interesting Facts about Ethics and Compliance Week 2021

1000

teammates from Latin America connected to the inaugural session

400

participants on average registered for each session

Environmental Commitment



From an environmental perspective, Bridgestone Group maintains a firm stance of respect, adaptability, and resilience to reduce environmental impacts and promote best practices. Its environmental mission is to value natural resource protection, reduce climate change impacts, and contribute biodiversity from throughout its operations.



Environmental Mission Statement

To help ensure a healthy environment for current and future generations...

We, the Bridgestone group, are committed to continually working toward a sustainable society with integrity and in unity with our customers, partners, communities and the world around us.

Therefore, we are focused on three objectives.



In harmony with nature

To contribute to biodiversity through habitat enhancement, and through environmental education and research.



Value natural resources

To continually improve natural resource conservation through operational improvements and product design.



Reduce CO₂ emissions

To continually reduce emissions of Greenhouse Gases, including CO₂, from our products' complete life cycle.

The Bridgestone group's environmental mission covers all aspects of our business.



TEAMS: Total Environmental Advanced Management System
TEAMS unites the group under a progressive management system to help ensure a healthy environment.

One Team, One Planet.



Due to social and environmental impacts of climate change, resource depletion, and biodiversity loss, Bridgestone Group has adopted an environmental mission to raise awareness of these global challenges and address them through its operations from a product life cycle and value chain perspective.

In 2020, the company introduced its new global environmental goals called *Milestone 2030*. Milestone 2030 is focused on reducing emissions across the product lifecycle and entire value chain. The aim is to accelerate the decoupling of business growth, environmental impacts, and increased resource consumption.

These goals seek to:

-  Increase ratio of recycled and renewable material to 40 % by 2030
-  Implement a water stewardship plan in production plants located in water-stress areas by 2030
-  Reduce by 50 % CO₂ emissions (Scope 1 and 2) by 2030¹
-  Contribute to reduce global CO₂ emissions across the life cycle and value chain (Scope 3) of our products and services by five times the CO₂ emissions of company operations (Scope 1 and 2) by 2030²

1. Baseline year: 2011
2. Baseline year: 2020



Based on the premise that Bridgestone retreaded tires are used three times by a customer, versus the use of three new tires, raw materials used and CO₂ emissions generated during the entire life cycle, excluding the use phase, can be reduced by half.

Circular vision of the value chain

The circular economy is a production paradigm adopted by the company as a cornerstone to reduce CO₂ emissions. Components include the rational use of raw materials, reduction in energy consumption of production processes, and the proper disposal of products that have exceeded their useful life.

The circular model underlies the entire value chain from product design, through tire manufacturing, maintenance services performed for customers, to post-consumer recycling.

This production alternative not only mitigates environmental pressures, but also assists in the transformation of Bridgestone's Group business model and creation of a competitive advantage by using resources in a smarter, more sustainable way.

The company has also developed environmental standards for its products that, combined with other factors such as comfort and safety, promote resource savings, lower CO₂ emissions in the production process, extend product life, and reduce waste.

A clear example of the above is the development of high value-added products (Dan-Totsu products), which have a longer useful life and consume fewer resources.

The company also promotes resource reuse in its retread business ("tire-to-tire recycling") of its Bandag brand. This replaces the worn commercial tire tread for trucks and buses and gives them new life through reuse.

The retread system makes a significant environmental contribution because, compared to the production of new tires, it requires fewer raw materials and consequently reduces pollutant emissions.

When tires reach the end of their useful life, the company recycles them. In Brazil, for example, 100% of Bridgestone Group tires receive proper environmental disposal as part of the National Tire

Industry Association's (ANIP) Reciclanip Program, to which the company belongs.

Bridgestone Group is also a member of such associations as *Rueda Verde* in Colombia and *Fundellantas* in Costa Rica, dedicated to environmentally responsible disposal of scrap tires.

According to research, retreading helps to global warming by reducing CO₂ emissions as well as the amount required of both resources and land. Opting to retread a tire instead of replacing it reduces CO₂ emissions by 24 %, water withdrawal by 19 %, and air pollution by 21 %.

Calculated based on Tire LCCO2 Calculation Guidelines (The Japan Automobile Tyre Manufacturers Association, Inc.), example - Truck & Bus tire (275/80R22.5).

Bridgestone Group seeks a Sustainability Business Framework that links business models in pursuit of a circular economy and carbon neutrality across its value chain.

 *The Bridgestone E8 Commitment focuses on “Energy: committed to the realization of a carbon neutral mobility society” and “Ecology: committed to advancing sustainable tire technologies and solutions that preserve the environment for future generations.”*

Energy and emissions

To advance the reduction of greenhouse gas emissions and implementation of best environmental production practices, the company has committed to a renewable energy model aligned with the Paris Agreement, which aims to avoid an increase in the planet’s average global temperature less than 2°C.

Holding the increase in the global average temperature to well below 2°C above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5°C above pre-industrial levels, recognizing that this would significantly reduce the risks and impacts of climate change.

For the company, the reduction of CO₂ emissions is a key objective. In its various plants, it has implemented different processes to achieve it.

2021 Energy and Emissions Achievements



Water withdrawal

Water savings is important both because of the nature of the business as well as the company commitment to sustainable development. To this end, Bridgestone Group has mapped different paths for its production processes to achieve greater water efficiency, reuse, and treatment.

Actions Taken to Reduce Water Withdrawal by Plant 2021

<p>Brazil, Bahia: </p> <p>Installation of a rainwater treatment plant that captures and treats rainwater and then reuses it in the utility cooling towers. Thanks to this initiative, round up to 1300 m³ of rainwater were reused.</p>	<p>Brazil, Santo Andre: </p> <p>Thanks to osmosis waste optimization, industrial water withdrawal was reduced. The plant achieved a 20 % water recycling rate.</p>	<p>Brazil, Campinas: </p> <p>The water tanks used to combat fires were cleaned without having to dispose of their water, saving round up to 700 m³.</p>
<p>Mexico: </p> <p>Internal environmental education campaigns were launched on various topics, including water conservation by offering eco-tips such as reporting leaks, how to better use of water in facilities, among others.</p>	<p>Argentina: </p> <p>A change in tire curing technology (used to shape the tire) reduced water withdrawal. This technology replaces water with nitrogen.</p>	<p>Costa Rica: </p> <p>During 2021, Costa Rica used rainwater to wash plant machinery as well as grease and roman traps. During the reporting period, round up to 150 m³ of rainwater were reused.</p>



Waste management

Responsible waste reduction and management represents another important component of Bridgestone’s goal of becoming a sustainable solutions company. By means of various programs, the company has reduced and reused the greatest possible quantity of waste generated in its manufacturing processes.



Waste Management Efforts:

Mexico

- ✓ Offered **internal campaigns about hazardous waste management, special handling, and separation of urban solid waste** in order to identify, understand, and educate about proper storage of waste generated through daily operations

Brazil, Mafra

- ✓ Launched class 1 waste co-processing, achieving a **100 % recycling rate**

Brazil, Campinas

- ✓ **Partnered with an NGO** to repair wooden pallets and transform broken pallets into tables and chairs

Argentina

- ✓ Implemented the **Waste to Energy** initiative, which uses steel fabric as an alternative fuel and iron input for cement manufacturing. Thus 100% of all such material generated as a byproduct was used, avoiding its disposal in a landfill.
- ✓ Composted more than **60 tons** of organic waste from the dining hall
- ✓ Donated round up to **120 000 kg of recyclable materials** to a local worker cooperative as part of the ECO Lomas municipal plan, which also generated employment

Brazil, Santo Andre

- ✓ Improved a manufacturing process waste disposal system for uncured rubber with steel, avoiding disposal of round up to **700 tons** in a landfill
- ✓ Composted round up to **160 000 kg** of organic waste to produce organic garden fertilizer
- ✓ Recycled of round up to **20 tons** of construction debris

Costa Rica

- ✓ **Reused waste containers** to store solid waste
Maintained different containers to facilitate **proper waste disposal**

Brazil, Bahia

- ✓ Recovered and reused round up to **7000 kg** of wooden pallets and packaging
Sanitized and reused round up to **9000 kg** of 1000 liters in Packaging (IBC)
Recovered and sanitized
- ✓ round up to **900 kg** of 200-liter drums
Recovered and reused
- ✓ round up to **50 000 kg** of plastic pallets

Attracting the best talent

With respect to its recruitment process, Bridgestone Group is committed to offering diverse opportunities for all candidates. The talent search is equitable, ensuring that all participants enjoy the same possibilities, regardless of age, ethnicity, religion, gender, sexual orientation, among other factors.

By 2021, Bridgestone Latin America’s workforce consisted of more than 9000 employees in leadership, management, technical, and production positions.

Diversity, Equity and Inclusion

The company’s labor strategy includes a diverse and inclusive environment for all people. Respect for individuality and equity, therefore, have become bastions of human resource management and clearly benefit each employee.

Ensuring a work environment free of harassment, discrimination, and retaliation is fundamental to building an organization where everyone is valued.

Consistent with its **Free to Be** principle, the company has created a friendly atmosphere where its employees feel free to express themselves and show their most authentic self.

Essential Pillars



Bridgestone Affinity Groups

To foster and maintain a culture of non-discrimination, the company works through Employee Resource Groups (ERGs). This mechanism allows employees to participate on different teams and activities in which they can share life experiences and common interests.

The ERGs, led by employees and supported by company leaders, have favored the formation of support networks to provide learning and community service opportunities that, in turn, strengthen the work environment and foster more inclusive workplaces

ERG BPROUD

BPROUD is an Employee Resource Group that promotes inclusion, collaboration, and awareness among the company’s LGBTQ+ community and its partners in pursuit of an egalitarian and inclusive workplace for current and future colleagues as well as neighboring communities.



Women’s Initiative Network (BWIN)

Bridgestone Group Women’s Initiative Network (BWIN) has worked to create a culture that cultivates female leadership in the company.

Its focus is to attract, retain, and develop new talent focused on professional development, network creation, and community participation, as well as empower female leadership in the automotive industry.



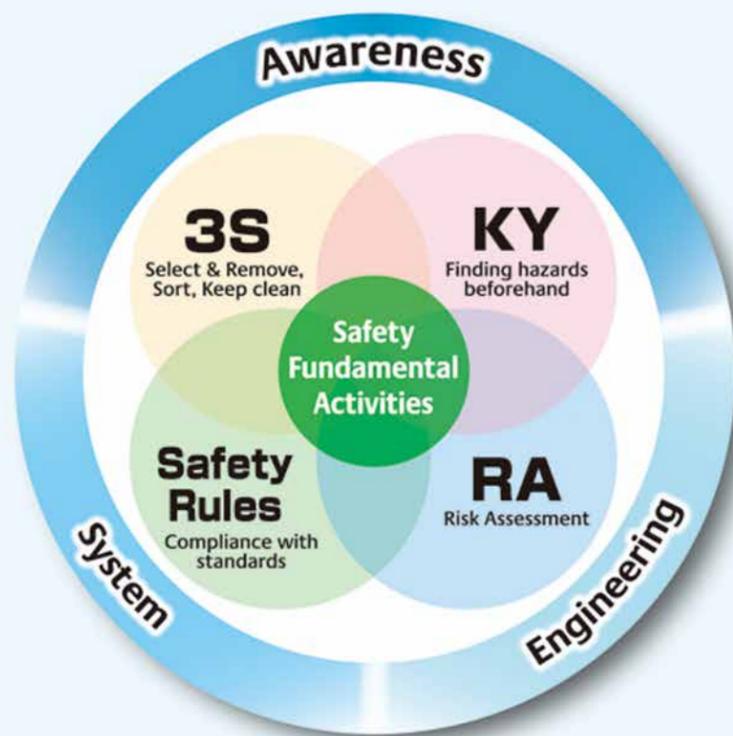
At Bridgestone Group, industrial health and safety is the top priority. The operation of each plant, therefore, is constantly monitored. Creating a safe work environment is everyone's responsibility.

Bridgestone's Group Safety Mission statement includes employees, contractors, and visitors to the organization. Each plant, as well, has a Safety and Industrial Hygiene Committee to ensure compliance of protocols and labor laws.

Safety Mission Statement

Safety First, Always

At Bridgestone, we make safety a business value. Creating a safe working place for all is everyone's responsibility.



We aim with pride to achieve perfect safety.

"Safety First, Always" includes the prevention of all work related incidents including disasters, industrial hygiene and traffic accidents.



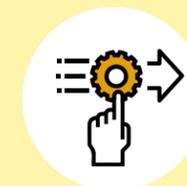
Industrial safety measures taken in 2021



Risk analysis of new and existing machinery



Reinforcement of safety at all plants through personnel training, contractor orientation, and equipment reviews



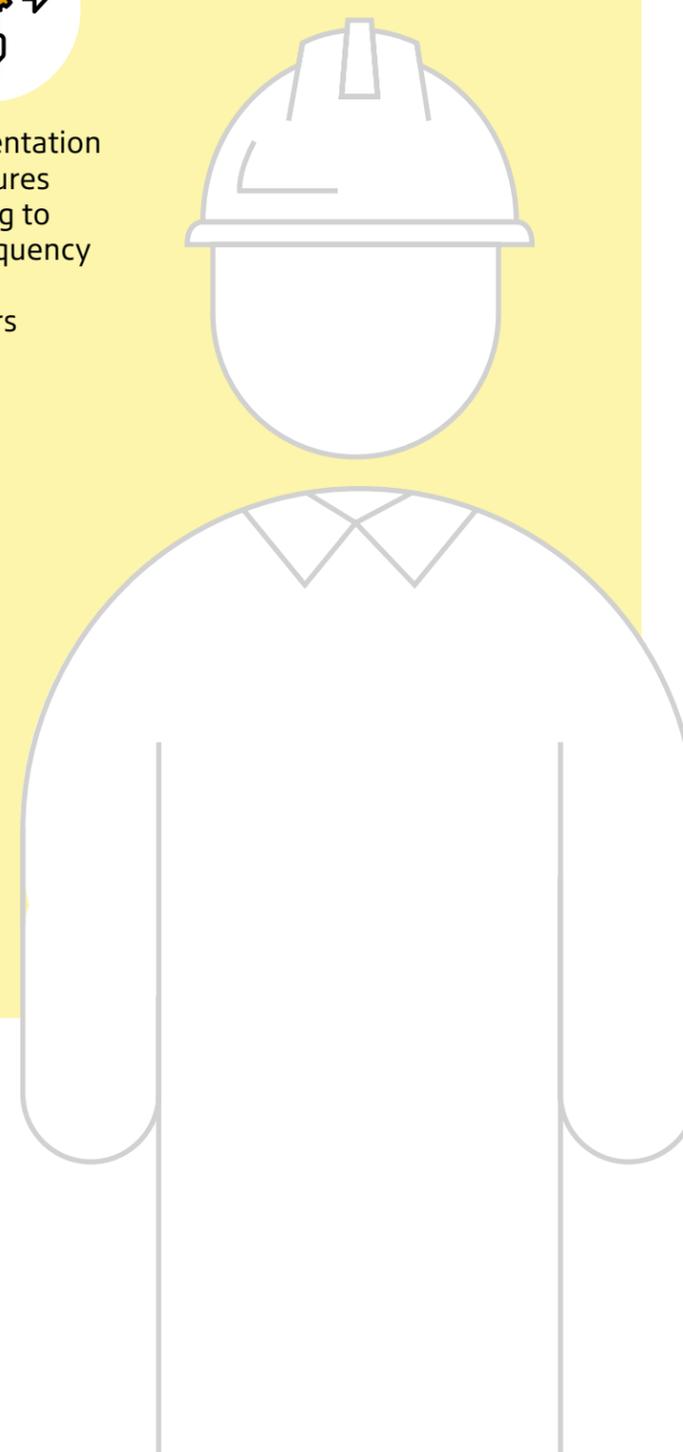
Implementation of measures according to high-frequency incident indicators



COVID-19 prevention measures and training methodology review for new employees



Compliance with corporate safety standards



Achievements that supported people and communities

The **Llantatón** tire collection program in Mexico, Costa Rica, and Colombia collected approximately 155 tons of used tires.

At the Bridgestone plant and points of sale in Costa Rica, more than **300 people** experienced road distractions and the consequences of high-speed driving through the use of **Think Before You Drive** campaign simulators.

Bridgestone's Entrepreneurial Volunteer Program **donated food and tires to the Hermosillo Food Bank** in Mexico, as well as **food, wheelchairs, and facilities maintenance** for *Fundación Manos Abiertas* and *Fundamuro* in Costa Rica.

The company along with the B corporation Water Safety Project and the Secretary of the Environment of Lomas de Zamora planted **1000 felling native trees over two hectares** in the Santa Catalina Ecological Reserve, in Lomas de Zamora, Buenos Aires Province, Argentina.

The Bridgestone Christmas Campaign **provided gifts, food, and school supplies to children** in Mexico, Costa Rica, and Colombia.

Approximately **575** people benefited from the tire inspection campaign **Think Before You Drive** in Mexico and Costa Rica.

Seguro Llegas (Get there Safely) road safety campaign in Costa Rica shared truck tire maintenance tips with **700** truck drivers.

The company **donated 200 tires** to equip 50 Red Cross vehicles in Guatemala, Dominican Republic, Costa Rica, Mexico, and Colombia.

Bridgestone celebrated International Volunteer Day with activities, such as **beach cleanups**, in alliance with different organizations, collecting more than **eight tons of solid waste** in Mexico, Costa Rica, Colombia, and El Salvador.

Programs in Brazil developed by Human Resources and Manufacturing:

Bridgestone Brazil donated **2100 food and hygiene kits** and its employees donated **647 kg.**

Bridgestone supported with various initiatives **Brazilian communities** severely affected by COVID-19 pandemic and other disasters:

The company delivered **758 pieces of employee-donated clothing** to needy families during the winter.

It donated **eight tires** to equip two vehicles owned by charitable institutions.

In Santo Andre, the company and SENAI implemented a program to **increase the number of women in the manufacturing industry**. Consequently, **15 women** participated in the Bridgestone recruitment process, and six now work with the organization.

In Bahia, a course was created with the National Service of Industrial Training (SENAI) to **train community members on rubber industry topics**. Upon completion, participants entered the Bridgestone Brazil data system.

BRIDGESTONE
Solutions for your journey

