

BERKSHIRE HATHAWAY INC.

3555 FARNAM STREET
OMAHA, NE 68131
TELEPHONE (402) 346-1400
FAX (402) 346-3375

August 1, 2022

To all employees of Berkshire Hathaway Inc. and subsidiaries:

A company's reputation is built on the actions of its people and our commitment to ethical behavior is reflected in our exemplary corporate reputation. Reputation is a delicate attribute and can be easily damaged. As an employee of Berkshire Hathaway Inc., we each have committed to comply with all applicable laws and regulations in the countries where we conduct business and further, to hold ourselves to the highest business conduct standards.

We depend on our employees to conduct business in a lawful and ethical manner at all times. Unethical and illegal acts can have serious consequences and we expect our people to speak up if they witness or suspect unethical or illegal behavior. **You have an obligation to report concerns to your supervisor, the local ethics leader, the corporate ethics office, the legal department, or your human resources representative immediately.**

As a last resort or when you are not comfortable or it is not possible to report your concerns to local management, we have established a process that will enable you to report anonymously through an independent third-party organization. The enclosed brochure provides information about how to access the independent third-party organization, NAVEX Global, 24 hours a day, 7 days a week. Additionally, it contains examples of the types of activities that should be reported. Each report is taken seriously and treated confidentially.

Thank you for your continued commitment to upholding Berkshire's long tradition of ethical conduct and our reputation for honesty and integrity.

Sincerely,

BERKSHIRE HATHAWAY INC.



Warren E. Buffett
Chairman



Marc D. Hamburg
Senior Vice President & CFO