

BRIDGESTONE

Your Journey, Our Passion



Boosting **development**
and **sustainable** mobility

2014 Sustainability Report



The Bridgestone Essence

Mission

Serving society with superior quality

Foundations

Integrity and teamwork

Creative Pioneering

Decision-making based on verified,
on-site observation

Decisive action after thorough planning



96.4% employees
trained in compliance
policies



21,000

tires a day produced at the
Cuernavaca plant



1,748 used tires
recovered in Llantaton
program



95% of waste
is recycled
or sent for
co-processing



53% increase in
the level of corporate volunteering
participation

(863 volunteers and
1,970 hours
volunteered)



Performance in figures

*2014 figures

Fundamental Activities

Annual sales of
9,525 million
pesos



100% of partners received training on the Code of Conduct



1,368 employees received training on bribery and anti-corruption



Corporate Activities

More than **600**
points of sales



No.1 in original and replacement tire sales



20% of production is exported to the United States and Latin America



Environmental Activities



1.56% at the reduction in energy consumption at Leon, Guanajuato plant



372,382 m³ less water used per tonne for production at Cuernavaca plant



13% less CO₂ used in production processes compared to 2013



Social Activities

6,209 tire pressure checks, benefitting more than **146,000 people** under Think Before You Drive Program



40 premises including gas stations and emissions test centers in the metropolitan area carrying out **2,361** checks under the “Make Cars Green” campaign



Contents

04

About this report



A message from our President



Sustainability strategy in Mexico

22

08

About Bridgestone



Sustainability performance

27

28

Fundamental Activities



Environmental Activities

46

Business Activities



42

With our clients and consumers
43

Social Activities

54

With partners 55
With suppliers 61
With communities 66

78

Opting for the GRI G4 guidelines
78

Indicators
82

22 CSR points on the GRI Index
90

Appendices

About this report



Welcome to the third Sustainability report, 2013-2014, in which we follow the guidelines established in the G4 version of the Global Reporting Initiative (GRI) guide. This document provides useful information on the most important aspects of sustainability for Bridgestone Mexico. It also informs our stakeholder groups about the main commitments and activities in the following areas:

- Ethics (Fundamental Activities)
- Finance (Corporate Activities)
- Society (Social Activities)
- Environment (Environmental Activities)

A stakeholder dialogue process has been incorporated into this report based on a survey of expectations and opinions on Bridgestone Mexico's activities. The results of the process, covering the key risks, challenges and important topics for the company and the audiences it is involved with, have been included in the report.

The scope of this report covers the three locations of Bridgestone de México, S.A. de C.V: the corporate offices in Mexico city, the tire manufacturing plant in Cuernavaca, Morelos, as well as the manufacturing plant of our sister company Bandag de México S.A. de C.V. at Leon, Guanajuato, which handles tire re-tread products.

This document, covering the period January 1, 2013 to December 31, 2014, has been prepared under the "core option" of the G4 sustainability reporting guidelines.

The quality of the information is ensured through the principles of balance, comparability, accuracy, frequency, clarity and reliability. It also complies with the principles of materiality, stakeholder participation, sustainability and thoroughness; see Annex A on pages 78-81.

Enquiries or comments on the information published in this Sustainability Report should be directed to the Corporate Relations and Social Responsibility Manager at: Bridgestone_Mexico@la-bridgestone.com.

Bridgestone publishes its third sustainability report based on GRI G4 guidelines.

The topics relevant to the business and stakeholders were identified by a materiality study.

A message from our President



I am delighted to share our 2013 and 2014 achievements in this, the third Sustainability Report. It shows how we fulfill our mission of “serving society with superior quality” with a multitude of activities that promote the wellbeing of society, environmental protection and the training of participative citizens.

These actions are aligned to the foundations of the company, they have a positive impact on our financial success, our brand promise, making Bridgestone a better place to work and strengthening our corporate citizenship.

In 2014 we increased our sales over the previous year confirming the standing of our company as the number one tire manufacturer for both original equipment and replacement.

Financial success has been possible thanks to our efficient expenditure, the strengthening of internal distribution channels and the opening of new points of sale, as well as negotiations that have allowed us to export more tires, and the various promotional strategies for a variety of product sectors that place consumer needs foremost.

At Bridgestone we know how important it is to be at the cutting edge of technology because that is what the automobile industry demands. As a leading company it is our duty to push our brand as far as it can go, and that is why we keep innovating in the area of safety, to satisfy the needs of our customers and of the industry.

At the same time as serving today’s market, at Bridgestone we also make it a golden rule to think about the future. Right now we are forecasting changes in the market over the coming fifteen years. We have plans to continue increasing tire production at the Cuernavaca Plant and to carry on strengthening ours as the brand of choice. Both consumers and distributors must be content that the products we offer are not only safe and of the highest quality, but are designed with environmentally friendly primary materials and technologies. The characteristics of these tires help to reduce rolling resistance, which optimizes the efficiency of the vehicle, saves fuel and consequently reduces the carbon footprint.

Thanks to the hard work and involvement of our workforce we have achieved commercial success and we are fulfilling the promise of our brand. In return we try to ensure that Bridgestone is the best place to work. Over these years we’ve had continued success with two programs promoting leadership and active involvement in the company: “In-house initiative” and “Total Quality Management,” which help to improve our operational performance.

By the end of 2013, our efforts to improve the workplace environment and the quality of life of our workforce enabled us to retain our Great Place to Work accolade at both Bridgestone and our sister company Bandag. We are ranked in 46th place among the top hundred companies with 500 to 5000 employees. In 2014, we also received a Family Friendly Company accolade from the Ministry of Labor and Social Welfare, and for the eighth year running Bridgestone received a Socially Responsible Company award, while Bandag won it for the first time.

Some of our plants’ environmental protection activities are notable. We changed our manufacturing processes from fuel oil to natural gas, which reduces CO₂ atmospheric emissions exponentially, while nearly all manufacturing waste is recycled. The figure for recycling has reached 95% at the Cuernavaca plant and it’s at 99% in Leon.

In terms of the recovery of end-of-life tires, we signed a partnership agreement with the National Rubber Industry Council in Mexico and other tire industry associations, in which we agree to work on activities to remove waste tires from the environment. One such activity is the “Llantaton” campaign in Cuernavaca, Morelos, in which 1,748 used tires were recovered.

Corporate Citizenship is the basis for the various social activities which we carry out. To put our volunteering on a more formal standing, in 2014 we boosted our corporate volunteering program with the launch of a communication campaign with a new image and slogan. The volunteering plan with its three strategic priorities of road safety, environment and community support, was put into action. These activities enabled us to increase the rate of our workforce’s participation by 53% over the previous two years.

Our road safety mission for car drivers bore fruit in the form of the “Piensa Antes de Conducir” (Think before you drive) program, with its variety of activities for children, young people, women and for the public as a whole. Our challenge is to continue promoting road safety advice, giving free tire pressure checks at various points and benefitting the safety of thousands of Mexicans. We have also launched the road safety campaign for trucks and buses “Seguro Llegas” (Get There Safely), the first of its kind in the American region.

We go beyond tire manufacturing at Bridgestone Mexico and so in this report we hope to keep you informed about our great company, in our quest for sustainable development and transportation, balancing the growth of our company and of our workforce, always conscious of the needs of the environment and of society.

Sincerely,

Dr. Daniel Benvenuti
President and Managing Director
Bridgestone Mexico and Central America

About Bridgestone



Bridgestone Business Center, Cuernavaca Plant.

Bridgestone not only offers high performance products and services, it also makes a suitable response to the diverse needs of society, achieving all round satisfaction with the aim of being the company that gives people a helping hand.

In March 2011, Bridgestone Japan announced the Bridgestone Essence: a new philosophy which brings the corporate symbol and a new tagline together in a comprehensive strategy. The aim is to strengthen the brand's image and to emphasize its commitment to current and future generations in the 150 countries in which it distributes its products.

The company seeks to apply this philosophy in Mexico offering the best to its clients and society as a whole, not only in terms of products, service and technology, but through all its corporate activities. Bridgestone's commitment to quality does not come from a desire to gain benefits so much as a passion to improve people's safety quality of life across the world.

The Bridgestone Essence

LA ESENCIA BRIDGESTONE



Bridgestone Americas Inc. has identified the four pillars that support the company's mission and guarantee performance. These pillars are fundamental and they provide a solid basis for innovation, financial success, the brand promise, the best place to work and good corporate citizenship.

Provides
employment
to more than
144,000
people
worldwide



180
manufacturing
and development
centers in

26
countries





Bridgestone's worldwide operations

The Bridgestone Group is a major manufacturer of tires for all applications as well as producing a diversity of other articles worldwide. It also manufactures, trades and supplies a wide variety of technologies that support the development of various industries.

Corporate headquarters in Japan

Presence in 26 countries

180 manufacturing plants

4 regional headquarters

- America
- Europe
- Middle-East and Africa
- China and Pacific Asia



3,673.9 billion Yen in annual sales*



6 R&D centers and 10 test tracks



It generates more than 144,000 jobs



Its products are sold in more than 150 countries



48 tire manufacturing plants



* Figures at December 2014
www.bridgestone.com

Bridgestone also offers diverse products that include conveyor belts, hoses and marine defenses, as well as chemical and sporting products.

Principal products and services

Tires	Offering a wide variety of tires including automobiles, trucks, buses, aircraft, construction and mining vehicles and motorcycles.
Diversified products	Manufactures and sells a diverse range of rubber and other products. Many are used in a variety of daily applications, adding value to other industries.
Primary materials	Produces a range of primary materials necessary for its manufacturing products including natural and synthetic rubber and carbon black among others.
R&D	Develops products and technologies for the creation of future prosperity. It also carries out research work on primary materials.
Sales	It has a tire sales network that extends across 150 countries worldwide.

Bridgestone offers customers quality products and services worldwide developed with passion and innovation for the benefit of society and responsive to its needs.



Bridgestone in Mexico

Bridgestone Mexico (BSMX) is a subsidiary of Bridgestone Latin America Tire Division (BATO LA), which is in turn a subsidiary of Bridgestone Americas Inc. (BSAM) with its headquarters in Nashville Tennessee.

Bridgestone Mexico manufactures and trades a wide variety of tire designs and sizes for automobiles, light and heavy trucks, as well as for agricultural and off-road vehicles.

<p>Headquarters in Mexico City</p>		<p>1 tire manufacturing plant in Cuernavaca, Morelos</p>		<p>1 plant for manufacture of tire retread materials in Leon, Guanajuato</p>	
<p>More than 1,400 jobs</p>		<p>9,525 million pesos in annual sales</p>		<p>More than 600 sales points</p>	



History of Bridgestone in Mexico

The roots of Bridgestone in Mexico go back to 1937, with the foundation of the “El Centenario” rubber company which, in 1958, was bought by The Firestone Tire & Rubber Company, changing its name to Firestone El Centenario, S.A. The first country’s Firestone tire was produced this very year.

The merger of Bridgestone Incorporated and The Firestone Tire & Rubber Company in 1988, led to the formation of the world’s leading tire and rubber company. The Mexican company followed suit by changing its name to Bridgestone Firestone de México, S.A de C.V.

As part of the brand’s identity strategy, at the end of 2008, Bridgestone Americas Tire Operations (BATO) announced a new corporate name for the group of companies worldwide, and thus the Mexican branch became Bridgestone de México, S.A. de C.V. For its 80th anniversary in 2011 it announced a new symbol and philosophy for the Bridgestone Corporation: the Bridgestone Essence.

History of Bandag in Mexico

Roy Carver, the inventor and seller of industrial pumps, went to Germany in 1957 to promote his products and during his visit he discovered that the Germans had a novel way of retreading car tires.

Being curious about the process, he met Bernard Nowak, the German inventor and developer of the process. They agreed to take the tire-retreading technology and rights back to the United States and this is how Roy J. Carver founded Bandag Incorporated on December 20, 1957 in Muscatine, Iowa.

The name “Bandag” is the result of combining:

BAN: the initials of Bernard A. Nowak

D: Darmstadt, Nowak’s hometown in Germany

AG: The initials are equivalent to “Incorporated” in German.

For more than 50 years, the company focused on offering its services to the transport industry, and it was the pioneer of the cold retreading process also known as pre-curing.

Bandag has revolutionized the retreading industry around the world by introducing innovative processes that provide tires with a longer life and contribute to environmental care.



Shojiro Ishibashi



Harvey Firestone

Leader in passenger and truck tire sales for original equipment and replacement markets in Mexico.



Main products and services

Tires

Under the Bridgestone, Firestone and allied brands, Bridgestone develops, manufactures and markets a wide range of high quality tires for a variety of means of transport. These provide safety and fuel efficiency at very efficient prices.

Currently Bridgestone equips a variety of passenger vehicles and light trucks of very prestigious assembly companies such as: Honda, Toyota, Nissan, General Motors, Chrysler and Volkswagen. Around 60% of its production is dedicated to supplying companies with original equipment tires.

It is also a provider of self-service stores and a variety of corporate accounts.

It markets original equipment truck tires to Volvo, Kenworth, Isuzu Motors, Scania and Hino Motors as well as distributing replacement products to more than 120 clients nationally.

In the agricultural, industrial and off-road sector, major clients include the Mexican branches of John Deere and New Holland. For replacement tires it works with Neumáticos Muevetierra, Comercial Llantera Tapatía, Tirex Agroneumaticos, and Llantas y Refacciones Agrícolas.

For more information on tires see: www.bridgestone.com.mx

Tire retread

Bridgestone has a share in the high mileage retread tire industry, providing technology, consultancy and support to the truck and bus market through the Bandag brand.

The process for renewing tires increases their lifespan, playing a crucial environmental role by preventing them from being thrown into rivers and onto tips. There is also a financial benefit because it reduces costs significantly.

Network of distributors

One of the business strategies that Bridgestone Mexico has chosen to reach end users is to create high value purchase experiences, exceeding all consumers' expectations.

With a national coverage consisting of over 600 sales points, it offers an extensive portfolio of business models that enables the brand to reach different customers with specific vehicle maintenance and care needs.

Model Store

Serving end users who seek the perfect combination of high-quality product with a premium service that specializes in ultra-high performance products (UHP) for sports and luxury vehicles.

Auto Center

Auto Center is a direct distribution scheme whose target market consists of irregular and casual customers who purchase our products and use our services as an added extra. The Centers are located in self-service stores.

BTS Truck Center

BTS Truck Centers are franchises offering a business model that is unique in the sector. They target the trucking sector with an integrated solution for end users by including new truck tires, tire-retreading and specialized transportation sector services such as suspension, brakes and lubrication plus a full range of accessories. A total of 47 BTS Truck Centers are strategically located throughout the Mexico, each with specialized staff who works to the highest quality standards. They offer an ideal solution for fleets and individual transport owners, to optimize their operations thanks to the most complete solution on the Mexican market.

More than **600** sales points nationally.





Family Chanel Firestone

Focusing on exceeding customers' expectations through centralized and speedy personal service, while promoting end users' safety and building trust. This business model is aimed at consumers who are looking for a reliable, traditional brand, offering them the perfect combination of service and speed whose cost/benefit balance is much appreciated. The fulfillment of these objectives starts onsite at the facilities, which can be found on main roads and in commercial areas.

Family Chanel Bridgestone

Family Channel Bridgestone is a business model created to increase the brand's positioning, differentiating it with a stylish, fresh, clean and innovative image. It is focused on serving consumers looking for powerful brands like Bridgestone, offering a synergy between quality and customer care: values that lead naturally to safety and convenience. Family Channel Bridgestone is to be found in major cities and tourist areas.

Retreading Plant

Retreading plants are franchises whose production of retreaded tires is targeted at the commercial sector. They meet the highest quality standards at the best cost per mile, giving the transport sector the possibility of optimizing its operations with world quality products. Retreading is a recycling process which, hence each of the 39 retreading plants across Mexico are contributing to the care of the environment by reusing tire carcasses, reducing waste production and prolonging the lifespan of tires and lowering customers' costs.

BTS Truck Centers offer quality services aimed at preventive and corrective maintenance for trucks and buses.

Car Club Firestone

A service center offering high-quality tires, services and automotive products such as change and maintenance of batteries, oil, brakes, alignment and balancing. The center was designed to energy and water saving standards with the objective of storing oil, cables and tires appropriately.

At present there are two establishments, in Mexico City and Queretaro.

Tire Wholesale Warehouse (TWW)

TWW is a wholesale channel whose purpose is specifically to serve resellers looking for Bridgestone, Firestone and associated brand tires for cars, light and heavy trucks and agricultural vehicles. It presently only has one point of sale at a warehouse in Culiacán, Sinaloa.

To find out more about the extensive Bridgestone, Firestone and Bandag distribution network see: www.bridgestone.com.mx

CarClub offers a full and professional inspection of all vehicle models and brands.





Bridgestone Golf is positioned as a highly recognizable brand among golfers in Mexico.



Golf products

The Bridgestone Corporation started producing golf balls in 1935. In Japan the company is the leading manufacturer of golf accessories, and in the last few years it has become one of the sector's biggest growing companies in the USA. Bridgestone is also the official sponsor of the "Bridgestone Invitational" world Golf championship.

The production of golf balls, clubs and accessories in Mexico started in 2008 and the company has grown in this very specific niche market by marketing a wide range of golf balls and clubs, accessories and sportswear, also supporting big name Mexican golfers such as Manuel Inman and Estanislao Guerrero.

Bridgestone Golf has participated in a number of prestigious tournaments in the country, notably the Mexican Open on the Latin American PGA Tour. The company has also sponsored social benefit events such as the Telethon Golf Tournament, whose aim is to provide help for disabled children. In the same spirit, it has sponsored the Ronald McDonald Foundation Tournament to support children with health problems.

To learn more about golf products see: www.bridgestone.com.mx/golf

Motorcycle products

Bridgestone is proud to be a leader in motorcycle racing tires, and its high-performance tires have proved their grip, balance and maneuverability in diverse championships such as MotoCross, Supercross Enduro and Off-Road. Its F.I.M. tire is approved by the International Motorcycling Federation for meeting its standards accurately and not damaging the environment it is used in.

Since 2009 Bridgestone has been the official brand for Moto GP, the world's most important motorcycle speed championship. Each high-performance motorcycle tire is produced with the highest quality standards at our Nasu plant in Japan.

To find out more about motorcycle products see: moto.bridgestone.com.mx

Some of the organizations Bridgestone works with:

<p>Cámara Nacional de la Industria Hulera (CNIH, Mexican Chamber of the Rubber Industry)</p>	<ul style="list-style-type: none"> • Participates as a fee paying member. • Dr. Daniel Benvenuti, President of Bridgestone Mexico is also President of the CNIH.
<p>National Association of Tire Distributors and Retread Plants in Mexico. (ANDELLAC)</p>	<ul style="list-style-type: none"> • Participates as a member paying an annual subscription. • No posts have been held.
<p>Technical Secretariat of the Mexican National Council for the Prevention of Accidents (CONAPRA)</p>	<ul style="list-style-type: none"> • Since 2009 it has supported Bridgestone's road safety campaigns. • Participated in CONAPRA's road safety forum. • Signed the Mexican 2010-2020 Road Safety Initiative launched by the Ministry of Health and the Federal Government, with the aim of reducing road transport accidents by 50% nationally. • No fees paid.
<p>Mexican Red Cross</p>	<ul style="list-style-type: none"> • Voluntary partnership. • Work with this organization is based on coordinating social activities and fundraising for the most vulnerable communities. • No posts have been held. • Provides funds raised for the benefit of communities.
<p>Save the Children Foundation of Mexico</p>	<ul style="list-style-type: none"> • Partnership working. • No posts are held. • Contributes with donations in kind benefitting children and families such as classroom items, groceries, materials for renovating schools etc.

Awards and achievements



As of 2013 it ranked 46th in the top hundred companies and multinationals with 500 to 5,000 employees, becoming the first Latin American subsidiary of Bridgestone to receive the honor.



In 2014, for the eighth consecutive year, Bridgestone Mexico received the Socially Responsible Business Award from the Mexican Center for Philanthropy.



Bridgestone Mexico achieved Superbrand status for the fifth consecutive year in 2014-2015.

Energy Saving Prize for the State of Morelos

For the third time the Bridgestone Mexico tire manufacturing plant in Cuernavaca, Morelos received both the State Energy Savings Award in 2013, for implementing environmental improvements focused on reducing demand and consumption of energy.



The Ministry of Labor and Social Welfare commended Bridgestone as a Family Friendly Company for the period 2013-2016 for its workplace gender equality practices, for preventing and tackling workplace violence and sexual harassment as well as for its practices designed to improve the workplace and home balance.



Certifications

ISO/TS 16949

Quality management system for original equipment specifications and storage. This is a technical specification for continuous improvement that covers the requirements of VDA 6.1 (German automotive), EAFQ (French automotive), AVQS (Italian automotive) as well as QS-9000 (US automotive).

ISO 14001

The standard sets strict requirements for the development of an effective system of environmental management in support of the organization's environmental policies. This implies a double challenge for an organization: to comply with all environmental regulations and to achieve continuous improvement in its environmental practices, such as the reduced use of natural resources and waste minimization.

Carbon Neutral Certification

Awarded to the Bandag tire retread plant by the Local Council in Leon for completing an emission inventory phase and a working on a plan for reducing greenhouse gas emissions.

Sustainability Strategy in Mexico



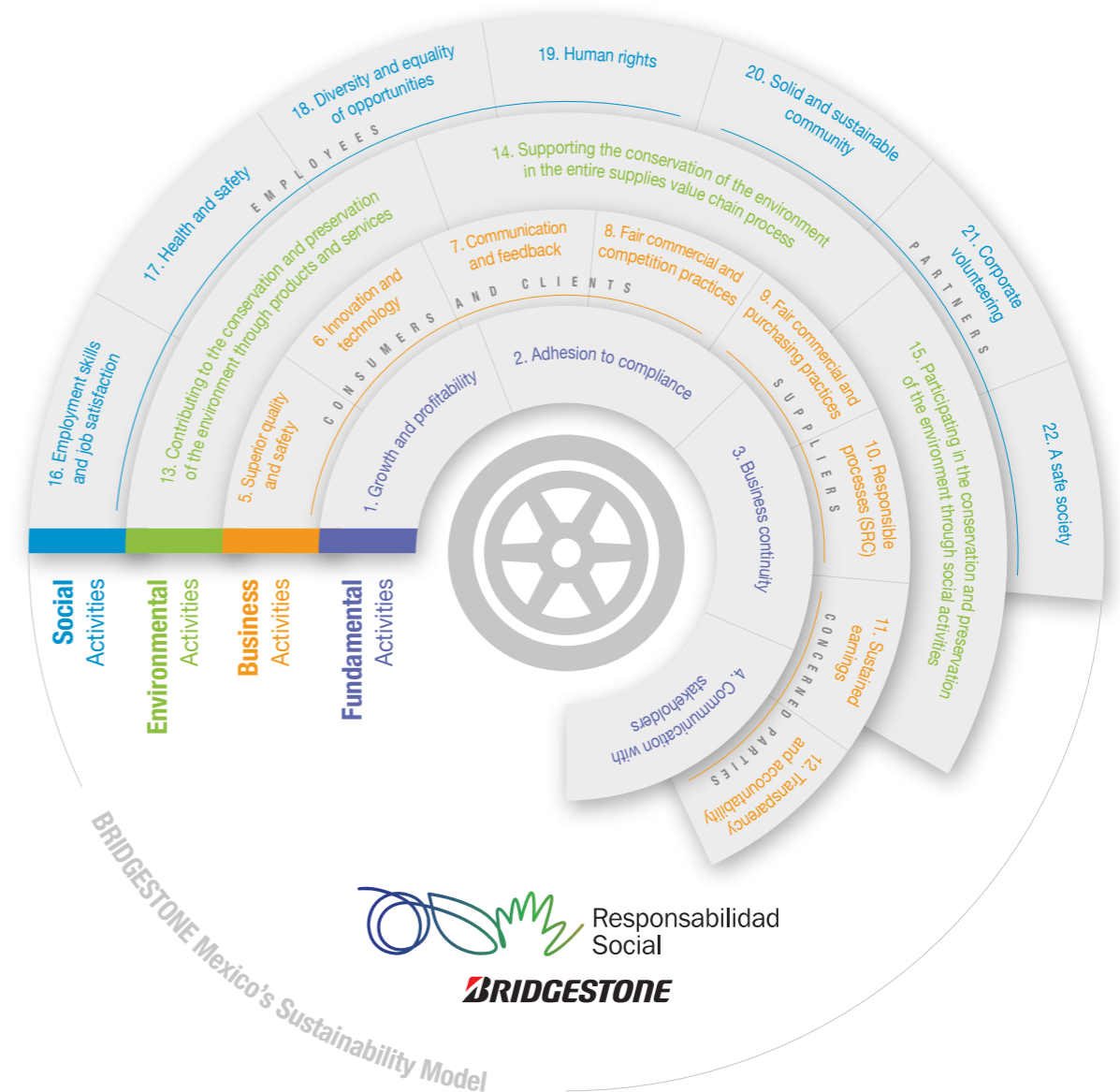
Bridgestone's gamble

More than a series of abstract philosophical principles, Corporate Social Responsibility should be put into practice in the routine activities of the business, considering the related parties' expectations of the business. Bridgestone's strategy is based on that belief, which considers Social Responsibility as a fundamental component of the management that must be present in all its day-to-day commercial operations and activities.

In this vein, the Company implements specific policies in order to identify and reach its vision and goals; as well as serving as a model that enables it to identify the themes of greatest importance for the business and its stakeholders.

This model has enabled the identification of strategic Corporate Social Responsibility priorities based on fundamental principles that represent the foundation and the base of the business in three activities that will make the Company more competitive in the future:

- **Business Activities:** material matters that place emphasis on the innovation and competitiveness.
- **Environmental Activities:** important themes to contribute to the preservation and conservation of the environment.
- **Social Activities:** relevant matters that generate opportunities and development in the community.





Sustainable Business Model

Bridgestone Mexico is working to identify and reduce the impacts generated by the production of its tires.

It innovates daily to offer its end customers and consumers tires that ensure safety, comfort and environmental care.

The Company undertakes several initiatives to change from the use of fossil fuels to environmentally-friendlier fuels to reduce the amount of gas emissions into the atmosphere. It reduces the amount of water used in its manufacturing processes and manages to recycle 95% of all its waste.

Bridgestone's vision is to be a good corporate citizen; it therefore assumes a stance of social leadership to support different voluntary programs and actions aimed at promoting ecological and safe driving.

The Company is also concerned about contributing directly and actively to the correct confinement of used tires.

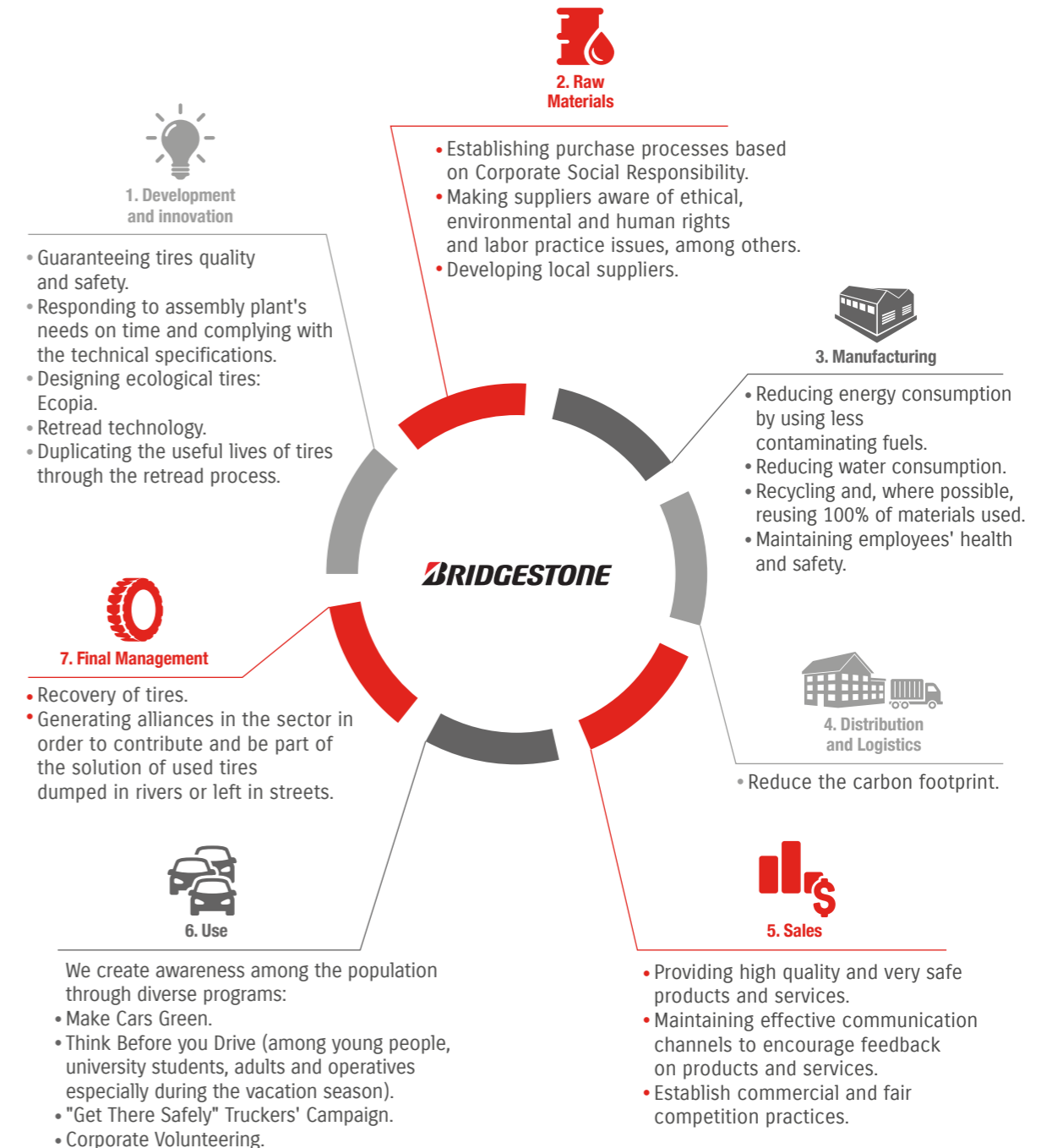
Governance of sustainability

At Bridgestone Mexico, the Board of Directors defines the main policies and strategies of the organization, as well as its ethical performance and the evaluation of risks. The Board of Directors is also responsible for supervising and controlling their implementation. In this manner, the Board is involved in decision-making to work on the evaluation and monitoring of the Company's sustainability issues.

The Company also has two committees. The first is the Social Responsibility Committee, which seeks to promote a culture of social responsibility among the employee and the different publics with which the Company maintains relationships. The Committee is composed of four leaders that represent the spheres of quality of life, business ethics, community liaison and environmental care.

The second is the Ethics Committee, which is responsible defining and solving the employees' ethical dilemmas. As well as contributing to strengthen the channels of support to the business and anti-fraud policies.

Bridgestone Mexico implements a responsible and sustained business model, that permits it to respond competitively and differentially to the new challenges in the tire market.





Sustainability Performance

Fudamental Activities

30

Business Activities

36

WITH OUR CUSTOMERS AND CONSUMERS

Environmental Activities

40

Social Activities

48

WITH EMPLOYEES
WITH SUPPLIERS
WITH COMMUNITIES

Corporate Social Responsibility in **Fundamental Activities**



At Bridgestone Mexico, we apply the philosophy of our founder and we are convinced that a business that only seeks benefit, will never prosper, but a business that contributes to society and the country will always be profitable.

Corporate Governance

Bridgestone Mexico has adopted a Corporate Governance system in two committees: the Shareholders' Meeting and the Board of Directors. The bodies exercise their functions according to the provisions of the General Corporation and Partnership Law.

The President and Managing Director is the main party responsible for the management and the strategy of the business, and the Director of Operations ensures their efficient implementation. Both, together with a team of seven directors, are the responsible for the taking of decisions on economic, environmental and social questions. They are responsible for setting objectives, determining how to reach them and for supervising performance.

Each of the members is elected based on their track records, integrity, experience and their alignment to the corporate values and principles. Twice a year, the directors, along with the rest of the personnel, participate in skills assessments to evaluate their compliance of their objectives and capacities. In this manner we consolidate stronger Corporate Governance.

Risk Management

Bridgestone Mexico considers the forecast and the management of risks to be an essential element to ensure the sustainability of the business. In all operations, there are work teams responsible for developing action plans so that all risks can be identified in a timely manner in order to be able to manage them efficiently. In 2013 and 2014, several Risk Management activities were implemented, the most outstanding being:

Global Risk Management Meeting: A worldwide event with the participation of all the Risk Management teams. The experience enables them to exchange information and to reflect on risk management, identification, recognition and evaluation to ensure the continuity of the business.

The Corporate Governance model allows us to identify and mitigate the business risks, as well as to ensure due compliance with the basic principles of action and the economic, social and environmental performance indicators.



The executives received training to be prepared for and anticipate critical events to be able to manage crisis, control damages and protect the Company's image and reputation.

Safety Training Center (STC): In 2014, this Center integrated three new teams that are currently consolidating twelve projects. This has enabled us to offer training to Bridgestone's and Bandag's employees to simulate risks in machinery, equipment and maneuvers. This center ensures accident-free production and efficiency in employees training.

Crisis Response Plan: In 2014, several key players of the Company took part in Crisis Response workshops in order to define what to do and how to act when faced with situations of crisis: to study the problem, to evaluate its severity, make communication decisions, appoint spokespersons and define the official position of the Company, among other themes. The result enabled us to establish the national Crisis Committee and an Emergency Committee in each region.

Ethics in the Business

Bridgestone Mexico is convinced that acting with integrity and working continuously by building relationships of trust with all the stakeholders helps to achieve the sustainability of the business and be differentiated in the market.

In that context of ethical business practices, the Company is governed by a Code of Conduct and a system known as Bridgestone Americas Compliance Center (BACC). This system provides the base so that all the decisions and activities are implemented with integrity, adhering at all times to the internal values, policies and regulations; as well as complying with all legislation applicable to its operations.

Code of Conduct

The Code of Conduct establishes the guidelines and commitments of conduct that promote mutual respect in the workplace, maximize the value of the stakeholders in the market, and protect the Company's assets in the labor admit and the service for the community and society. This can be consulted at <http://www.informebridgestone.com/pdf/BSA.pdf>

The document is distributed to all the employees and workshops are held to provide further information and reinforcement. Certain specific directors take obligatory annual training and evaluation plans through the Bridgestone Americas' Online Ethics and Compliance Training Program.

Thanks to the circulation efforts of the Ethics Committee and the commitment of our employees, in 2014, 100% of our personnel attended courses on this theme, Mexico being the only country in Latin America to complete all the evaluation models within the term established.

Ethics Committee

Membership of the Ethics Committee consists of representatives from the different departments of the Company, who are elected bi-annually by the employees. The Management, Auditing and Legal staff sit on the Committee on a permanent basis .

The Committee's function is to deal with all the concerns that arise in relation to in compliance with the guidelines established in any of the Company's policies or procedures.

100% of our employees completed ethics and compliance training courses.





100% of our employees are aware of the implications of acting outside the law and the internal standards.

As part of its efforts, the Committee trains all our employees in the Code of Conduct. The training sessions include instruction on co-workers' and stakeholders' rights and obligations. To date, 100% of our staff has been trained in this theme. Several awareness and information programs have also been implemented to encourage ethical conduct; for example, in 2013, our non-unionized personnel were trained in the Foreign Corrupt Practices Act. In turn, in 2014, training was focused on the knowledge and detection of fraud.

These practices have had a favorable impact on the working environment since no case of corruption or any legal claim has arisen in the last two years.

Reporting Mechanisms

Several communication channels have been established to enable employees to report problems and/or breaches confidentially and without the fear of reprisals. Employees can also clarify their concerns about ethical dilemmas, as well as obtain answers to their questions and doubts about compliance with the laws and corporate policies.

Some of these channels are:

- Suggestion boxes located in each facility
- The electronic mail address: ComitedeEticaMX@la-bridgestone.com
- Via telephone extension *333
- Direct approach to any member of the local Ethics Committee

The international reporting line on telephone number 001-888-243-8072 or extension *123

Human Rights

Bridgestone México's stance in this area is focused on promoting, defending and upholding the compliance with Human Rights, both internally with employees, and externally with customers, distributors, suppliers, the community and other stakeholders.

In all our corporate activities, all acts that affect individual dignity or discriminate due to race, ethnic origin, nationality, gender, age, language, religion, creed, social condition, disability or any other related factor are prohibited. Child and forced labor are prohibited in any of the operations or activities related to suppliers.

No employee shall speak or act to degrade the dignity of another person; neither will attitudes be tolerated that imply questions of gender, authority or any other type of harassment.

No cases of Human Rights breaches were reported.





A business that contributes to society and the country will always be profitable.

Shojiro Ishibashi

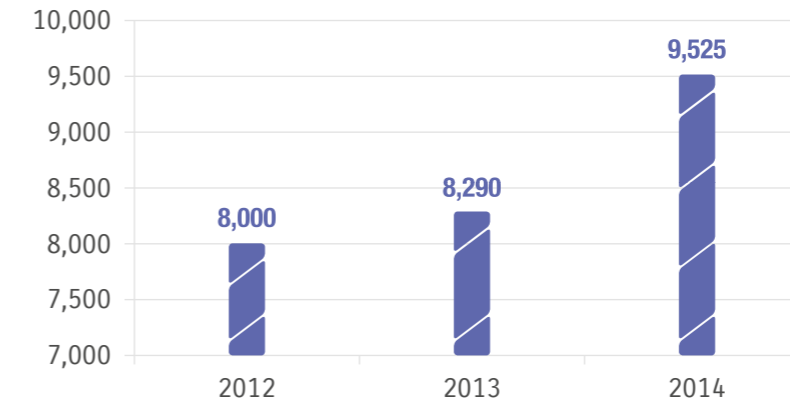
Economic performance

Shojiro Ishibashi, the Company's founder, explained: "I am convinced that a business that only seeks benefit will never prosper, but a business that contributes to society and the country will always be profitable". This is Bridgestone México's economic focus: to work continuously to guarantee constant growth that permits sufficient profit value to continue being sustainable; but at the same time supporting the communities in which we are present.

2013 was a complex year for Bridgestone's performance because of the complex local economic environment that was affected following the structural reforms that modified the local legislation. Low quality and low cost tires was another factor that influenced our market share, which caused an imbalance.

Despite this scenario, in 2014 sales increased by 2,1% in comparison with the prior year. This was possible thanks to the expenditure efficiency seen in all the areas of the business and the growth in sales within the distribution channel and corporate accounts. New points-of-purchase were also opened that year and better promotions aimed and end-users were run, all of which translated into higher sales and a greater profit value for our distributors.

Annual sales expressed in millions of Mexican pesos



Direct economic value generated, distributed and retained

As a leading company in the production of original equipment and replacement tires, Bridgestone Mexico makes a significant contribution to the economic benefit of the country through the investments it makes. Economic benefit is also ensured by the generation of direct jobs and the economic impact generated by the Company in its value chain through the supply of raw materials, transportation and tire logistics, as well as the service or direct tire sales centers.

Items (million pesos)	2013	2014
Revenues	8,290	9,525
Direct economic value generated		
Operating expenses	1,020	1'138
Employees' salaries and benefits	163	178
Payments to governments and tax payments	475	529
Investments in the community	8	10
Direct economic value distributed	1,666	1,855
Direct economic value retained	6,624	7,670

In the two last years, Bridgestone has been a protagonist of continuous growth, on becoming leader in sales of original equipment and replacement in Mexico.

An Encouraging Outlook

At present, the automotive sector represents the 4% of the national GDP and 20% of manufacturing production. It is estimated that the Mexican automotive industry will continue growing in the future; since forecasts indicate that production will reach 3.7 million units in 2015. Many car-makers have set their sights on Mexico to build production plants, such as Nissan in Aguascalientes, Honda and Mazda in Celaya and Salamanca in Guanajuato; Audi in Puebla, BMW in San Luis Potosí and KIA Motors in Monterrey.

In that context, Bridgestone Mexico is projecting how the tire market will be in 5 to 10 years. There is currently a significant growth in the annual production of vehicles, Mexico being the eighth-largest producer of cars, trucks, parts and components on a worldwide basis and seeking to reach seventh place in the coming years. To achieve this goal, it must continue to respond to its customers of original equipment and rise to the challenge.

The Company continues to be ready to maintain its leadership and to continue being competitive by improving its productivity and efficiency levels every day to reduce costs and even to attract investment.

50% of tire production is destined for automobiles and SUVs of original equipment.



Alternatives for Growth

In 2014, Bridgestone opened new business model to enable it to continue offering the quality and safety of its tires and to increase sales in other markets.

The Tire Wholesale Warehouse (TWW) was created, which is a new business managed by Bridgestone with the purpose of serving the wholesale channel, specifically resellers that need tires of automobiles, SUVs, trucks and agricultural vehicles of the Bridgestone, Firestone and associated brands. Currently, there is just one point of purchase in Culiacán, Sinaloa.

The FirestoneCar Club was also inaugurated, which is a service center that offers sales retail of tires, services and automobile products of the highest quality, such as the changing and maintenance of batteries, oils, brakes, alignment, balancing, to mention a few. The center was designed and built to thrifty electricity and water saving standards with the instruction to ensure the correct confinement of oils, cables and tires.

By operating in this manner, a more direct and personnel contact is maintained with end-users through a unique purchase experience. This reaffirms the Company's leadership not only in the production and sale of tires, but as a leader in Mexico with the most extensive point of purchase network of more than 600.

Expansion and growth in new business models.





2014 Punta Mita Distributors' Convention.

For the preparation of the Materiality Study and the refocus of the sustainability strategy, surveys were conducted to 100 people who represent the voice of all the stakeholders.

Dialog with our stakeholders

The success of the business and its endurance will depend on the joint work that the organization develops with its stakeholders: people, communities or associations of people who have a link with the production and service activities offered. The objective is to communicate with them constantly, to find out their expectations and to establish alliances that permit collaboration in issues of mutual interest.

Bridgestone has several communication channels with its stakeholders to be able to respond to relevant issues expressed within its vision of sustainability. These channels include meetings, opinion studies, surveys, sector alliances and initiatives, among others, and are led by the different departments or areas of the organization related to each stakeholder.

Up to now, the main stakeholders identified and the most significant communication channels used with each one of them are:

Stakeholders	Expectations	Response	Communication Channels	Frequency of contact
1 Employees	<ul style="list-style-type: none"> • A better place to work • Attraction and retention of talent. • Career plans • Professional training and development • Diversity and equality of opportunities. • Occupational health and safety • Remunerations and benefits • Participation in the business processes 	<ul style="list-style-type: none"> • A Great Place to Work • Initiative in Company • Bridgestone Group Awards • 1A and 2S System • My Success Factor • Skills communication • Talent 9Box Grid - Associates' Individual Development and Evaluations Plan • Sports tournaments and cultural events • Health Week • Remunerations (Key Flex) • Volunteer Work • Open House • On-going health and safety improvement 	<ul style="list-style-type: none"> • Meetings • Internal magazine • Intranet /e-mail • Collective agreements • Working environment survey and 360° 	Continuous
2 Consumers	<ul style="list-style-type: none"> • Price vs Quality • Tire safety • Attention and follow-up on their demands • Tire care information 	<ul style="list-style-type: none"> • Diverse promotions during the year • Guarantees on our tires • Tire pressure and driving safety awareness campaigns • Loyalty recognition • Truckers' Members Club • Diversified value offer 	<ul style="list-style-type: none"> • Satisfaction surveys • 01 800 - Customer service center • Market studies • Complaints and suggestions boxes • Social networks • Campaigns • Sponsorships 	Continuous

Stakeholders	Expectations	Response	Communication Channels	Frequency of contact
3 Customers	<ul style="list-style-type: none"> Technological innovation Superior quality and safety Compliance with deadlines Constant communication 	<ul style="list-style-type: none"> Quality Management Systems Absolute compliance Innovation and unique offer per customer Meeting of their needs 	<ul style="list-style-type: none"> Meetings Research and development E-mail Satisfaction surveys Audits 	Continuous
4 Business Partners	<ul style="list-style-type: none"> Growth and profitability Continuity in the business Training and instruction Specific products and services that generate value for consumers 	<ul style="list-style-type: none"> Marketing and advertising strategies Promotion campaigns Training and instruction Offer differentiated from the competition 	<ul style="list-style-type: none"> Meetings Surveys Training Annual meetings Audits 	Continuous
5 Suppliers	<ul style="list-style-type: none"> Fair trading practices Fair competition Responsibility in supply Acknowledgment 	<ul style="list-style-type: none"> Support to obtain SRC Responsible supply guidelines Supplier development Supplier awards 	<ul style="list-style-type: none"> Meetings Audits Surveys Supplier awards 	Continuous
6 Community	<ul style="list-style-type: none"> Social support Opportunities for development Volunteer Work Donations 	<ul style="list-style-type: none"> Corporate Volunteering Think before you Drive University contests Think before you Drive Kids Easter traffic campaigns Make Cars Green Arrive Safely Environmental Activities Llantatón (Tire Marathon) Donation of wheelchairs Donation in kind after natural disasters 2nd "Power at your Feet" race Children's days 	<ul style="list-style-type: none"> Meetings E-mail 	<p>Continuous</p> <p>According to needs</p>

Stakeholders	Expectations	Response	Communication Channels	Frequency of contact
7 Authorities	<ul style="list-style-type: none"> Compliance with standards Generating development alliances 	<ul style="list-style-type: none"> Compliance Refurbishment of public spaces Road safety decade 	<ul style="list-style-type: none"> Meetings Events 	Continuous
8 Associations/ institutions	<ul style="list-style-type: none"> Financing Alliances for better communities 	<ul style="list-style-type: none"> Think before you Drive Kids Economic support Alliances in certain programs Invitations to learn about and evaluate our sustainable performance 	<ul style="list-style-type: none"> Meetings Events 	Continuous or according to needs
9 The media	<ul style="list-style-type: none"> Clear and accurate information Relevant data for its publications Interviews Adverting reports Current issues 	<ul style="list-style-type: none"> Processing and sending of information before any initiative or campaign Support to any information request 	<ul style="list-style-type: none"> E-mail Events Telephone or personal Press Conferences Interviews 	Continuous



Corporate Social Responsibility in **Business Activities**



Business activities invite us to build the future, they challenge us in a proactive way to identify and develop innovations that in turn benefit society and respond to the needs of our customers.

Creativity and innovation to develop new businesses and foster a demand of new products.

With our customers and consumers

Quality and safety in tires

At Bridgestone Mexico there is the obligation of satisfying each customer's requirements by means of the development, production and sale of products and services of the highest quality. These must provide safety during their useful life and be of the utmost quality.

To guarantee the achievement of high quality standards a management system focused on continuous improvement is applied, and we have the certification of two international standards. The first is ISO/TS 16949: 2009, which emphasizes continuous improvement of the design and manufacture of tires for original equipment of vehicles and trucks. The second classification is ISO 9000-2008; focused on the design and manufacture of replacement tires.

These standards allow the responsible areas to assure quality and standardization in the nine macro processes that are performed. Likewise, problems are analyzed, audits are performed, customer requirements are served, in addition to performing evaluations and follow-up.

Innovation in tires

It will soon be 38 years since the Cuernavaca plant was built and it presently has the most modern equipment for the production of tires, which guarantees safety in the quality systems.

Bridgestone has developed technological materials called NanoPro-Tech, combined with a new design of the tread and a lighter weight of the tire. NanoPro-Tech produces a smaller coefficient of rolling resistance, reducing the energy loss in the compound during movement. The new design of the tread includes a connected block and a thin rib that improves the contact pressure and braking performance on wet surfaces.

**Bridgestone's
commitment
to quality is not
derived from the
wish to obtain
advantages, but
from the passion
to improve
people's
safety and life.**





Examples of innovation

One example of innovation is Ecopia, an ecological tire that combines compound technology that generate a low rolling resistance, a lower cost throughout the life of the tires and fewer emissions to the atmosphere.

In 2013, Bridgestone Bandag Tire Solutions announced the introduction in Mexico of two new product lines for the cargo and passenger transportation sector.

1. Ecopia Camión, it is the ECOPIA technology applied in truck tires in three different designs:

- M710 ECOPIA, radial-traction tire for fuel saving, with excellent performance in long distances and regional service. It represents a great advancement in the reduction of rolling resistance, thanks to the properties of its design and compounds, which were developed to be environment-friendly and to contribute in efficiency in operation costs.

- R283 ECOPIA, a radial tire for any position and also designed to offer premium performance for steering axles of regional and long distance service.
- R197 ECOPIA, adequate for any position, especially for free axles and trailers, developed for use in regional and long trips.

2. The technology is BANDAG, FUEL TECH, which is a new generation of retreading that introduces new low rolling resistance technology. Applying new compounds and innovations in the design of the tread, Fuel Tech offers excellent mileage in addition to the ecological advantages of retreading tires.

For more information visit: www.bridgestonecamion.com.mx



Customer Service

Bridgestone Mexico has different communication tools that allow it to be in permanent contact with customers, distributors, and end consumers. In this manner it serves their consultations, concerns and suggestions, and communicates the company news to them.

These channels allow providing better service, being alert to opportunities, identifying improvement points, developing strengths, and in general keep close and effective communication on the telephone (01) 800 713 76 46, email through servicioalcliente-Mexico@la-bridgestone.com or in person at the corporate offices.

Commercial Practices

Bridgestone Mexico seeks to make sure that all relations with customers and consumers are fair and honest. The Code of Conduct states that the treatment must be sincere, avoiding giving false or misleading information; the truth must always be told, and false statements about special sales or competitors must never be made.

It currently has more than 600 sales points throughout Mexico, which offer the best service, the best products and the best advice about vehicles, a fact that positions Bridgestone as number one in tire sales for original equipment and replacement.

61% customer and consumer satisfaction.



Corporate Social Responsibility in **Environmental Activities**



Environmental Management System

More than 16 years ago, Bridgestone México aligned itself with the environmental management system of the ISO 14001 standard, with the purpose of assuring and incorporating sustainability in its productive processes. It does the same in the services and products it offers; as well as in the environmental activities it develops with the community.

Today, at the Cuernavaca plant it has the ISO 14001:2004 certification in the design and manufacture of original equipment and replacement of tires. With this, it assures an environmental management plan that includes objectives, policies and procedures to be achieved. This plan also contemplates defined responsibilities, training and documenting activities in addition to a system to control any change or improvement.

Bridgestone's Declaration of Environmental Mission

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.



One Team, One Planet.

BRIDGESTONE

95% of the
waste is recycled
or sent to
co-processing.



1.56%
reduction
of energy
consumption at
Leo, Guanajuato
plant.



Through its environmental mission it states the company's aspirations in the long term, incorporating the manner in which all the aspects of the business must contribute in the conservation of the environment.



More than 120 training courses and workshops in environmental, safety and hygiene matters.



In this area, Bridgestone seeks three strategic objectives:

1. To work in harmony with nature to contribute to biodiversity by means of improvement of the habitat and environmental education and research.
2. Value natural resources to perfect their conservation through operational improvements and product design.
3. Reduce greenhouse effect gases continuously, including the CO₂ of the complete life cycle of products.

The company's environmental performance will be approached in accordance with these three objectives; placing special attention on the tire production processes at the Cuernavaca plant and on the tire renewal processes at the Leon plant.

Training in Environmental Matters

An annual training plan was designed to promote both the development and the preparation of workers in environmental matters. Its application allows raising awareness among the personnel about all the aspects that have a part in the preservation of the environment, in addition to other relevant matters such as quality, safety, health and hygiene and the prevention of labor risks. More than 120 courses and workshops were held in 2014.

Discarded Used Tires

In accordance with data from the cement industry, it is known that 28 million tires are discarded every year, of which only about 13 million are recycled.

Given this situation, during 2014, the National Rubber Industry Chamber (CNIH), the National Association of Tire Distributors and Retread Plants (ANDELLAC), and the National Association of Tire Importers (ANILLAC) presented the Discarded Tire Management Plan to the Environment Ministry, a plan that was led by the Bridgestone plant located in the state of Nuevo Leon. This project seeks to foster the recovery and reuse of tires, preventing them from being used as landfill.

Other objectives of the plan are preventing environmental pollution, raising awareness among the population, generating alliances with the authorities to ease the collection and storing of residues, in addition to eliminating those centers of infection that generate illnesses.

The plan is based on six phases:

- Implementation
- Collection and storing
- Recycling and reuse
- Use of the residues as an alternate fuel
- Reduction of the generation of discarded used tire residues

Collection of used tires to be used as alternative fuel.





Llantatón (Tire Marathon)

During the celebration of World Environment Day, and in collaboration with the local authorities of the state of Morelos, Bridgestone Mexico participated in the first Llantatón under the coordination of the Environment Department of its plant located in Cuernavaca. This great initiative promotes responsible handling of used tires among the local community, preventing them from ending up on the street, rivers and canyons, or clogging sewers and storm drains.

The initiative recovered 273 truck tires, 688 light truck tires, and 787 automobile tires. In total, 1,748 discarded tires were recovered.

Make Cars Green

This global initiative has the mission of reducing the impact of automobiles and helping drivers to think green before driving. To achieve this, simple advice is disseminated about how drivers can promote a more sustainable mobility by having an active attitude in the use of their automobiles.

During 2013 and 2014 the company presented its campaign at 10 gasoline stations and 10 vehicle verification centers a year, places that have a large flow of automobiles and where the drivers are in a favorable place to be approached with the subject of ecological driving. In total, 1,526 tire inflation pressure checks were achieved in cities of the State of Mexico and the Federal District.

More than **1,700** discarded tires were recovered through voluntary work in the city of Cuernavaca, Morelos.



Reduction of CO₂ emissions

For the year 2020, Bridgestone México seeks to reduce emissions by 25% based on those produced in 2005.

With the purpose of reducing their emissions to the atmosphere, in 2014 it worked on the design of a strategy that allows substituting the use of fossil fuels by cleaner fuels.

Among the evaluations that were performed, natural gas was the most viable alternative, as it causes low carbon emissions because it is a clean, efficient and effective fuel for combustion processes.

With the launching of this project, Bridgestone would cease to emit approximately 7 thousand tons of CO₂ per year.

The studies for the conversion, permits, authorizations, purchase of equipment and adapted facilities are already available and the project will be launched in 2015.

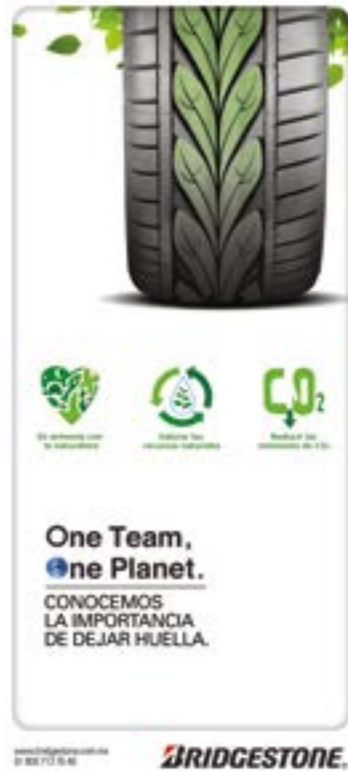
Environmental Children's Contest

During World Environment Day, at Bandag México the participation of the workers' children in the care and preservation of natural resources was fostered through projects in which they combine their creativity and interest in improving the environment.

Environmental Indicators (See Annex B, Pages 82-87)

At the Cuernavaca Plant the substitution of oil fuel by natural gas will be achieved, which will cease the emission into the environment of 7 thousand tons of CO₂ a year.





Green Campaign

In 2014, Bridgestone Mexico designed an advertising campaign through the launch of its Green Campaign: "Because we are aware of the importance of making a difference", presented through various massive media in the country and billboards, seeking to communicate to its diverse audience its aspirations and commitments in environmental matters.

Bridgestone's Green Campaign includes various actions, such as:

- Reinforcing awareness of the environmental vision.
- Highlighting the results of various programs such as the used tire collection program, CO2 and energy saving program, etc.
- Contribute in the restoration of public spaces, among other actions.

Under its environmental commitment, "One Team, One Planet," the company has promoted the three main fields of action, and it has also highlighted the results it has achieved by means of various programs.

Use of Renewable Materials

Guayule is a shrub native to the southwest USA and northern Mexico that is being evaluated to be used as an alternative to natural rubber harvested from rubber trees (also called para rubber trees).

For this project, Bridgestone Americas has a research center to evaluate the viability of the project. If this is viable, use of the guayule rubber will be a source of a raw material that is very similar to natural rubber, with which tires made from 100% sustainable materials will be manufactured.

Research on the natural rubber production process by means of guayule, which will permit the manufacture of tires with renewable materials.



Corporate Social Responsibility in **Social Activities**



Various activities that seek to generate development opportunities for workers and the community in general are carried out at Bridgestone. An organizational culture based on the Bridgestone Essence is built with the workers, focused on offering the best workplace.

We have three approaches to the community: increasing road safety awareness, caring and preserving the local environment and undertaking community service initiatives to cover the needs of the local communities.

With workers

Office Change

During 2013, Bridgestone México underwent a relevant change when it transferred its corporate headquarters to the new offices at the CAD Mexico in Mexico City. The purpose was to have a workplace in accordance with its essence and organization, which will reflect the brand's prestige and its commitment to the latest technology, to fostering innovation and team work.

Open spaces that contribute to better communication and integration of areas were designed. Environment-friendly criteria were considered in the construction as a relevant factor for energy and water savings and recycling of wastes.

The change also generated the implementation of different practices to those that existed before, such as: a breast feeding room exclusive for workers who are mothers, open spaces and meeting rooms to foster team work and recreational areas to foster integration and comradeship.

Development of Competencies and Work Satisfaction

For Bridgestone, the human factor is the most valuable asset and the key to continue growing. It represents the vehicle with which the company can serve society through its corporate mission.

Each associate participates in an atmosphere of continuous improvement that is created by various methods that include programs by means of which bonuses, recognition and professional improvement are granted. In addition, the internal processes of the company are benefited, thanks to the concerns expressed by collaborators.

The change of offices generated new guidelines and policies that improve communication.





Diversity is a source of strength for Bridgestone Mexico.

Diverse labor force with equal opportunities

Bridgestone Mexico follows the guidelines established by Bridgestone Americas. These state that each labor decision, as well as professional development is recognized according to personal merits without regard to race, religion, sex, mental or physical handicap, sexual orientation, nationality or age. The company respects at all times the various points of view and lifestyles of all its associates.

Investing in People

Several years ago the "Fellows Program" was implemented. It is an effective recruitment source to identify, retain and develop young talents, in addition to promoting performance to evaluate their potential and development. The initiative has been an excellent seeding ground for fellows to contribute actively in the formation of the important competencies demanded by the production sector. Through this initiative they are also given the opportunity of linking their academic preparation with actual practice.

In 2014, 45 fellows participated.

See Annex B (Pages 88-89).

Education and Growth Plans

Professional development

Individual Development Plan (IDP).

At Bridgestone each associate finds the opportunities to increase his/her strengths, because it identifies his/her main development areas to suggest actions that allow him/her to reach his/her objectives.

Effective Coaching and Feedback.

Counseling and formation support increase the efficacy and efficiency of the associate list. In 2014, 100% of the managers were instructed in feedback and training matters for them to replicate them among their work teams. It is very important for them to understand the importance of effective feedback for each development process, as well as the leadership and human leadership aspects, because they contribute this way in solving the issues that arise in the labor environment.

This is an institutional, dynamic and objective process that follows the integral development line by means of guidance along with feedback about each associate's work. It is performed annually throughout the organization.

Through this:

- The effectiveness of results is measured.
- The main causes of deviations are indicated, to propose preventive or corrective measures.
- Awareness is generated to optimize the performance level through the establishment of improvement plans.
- A contribution is made to improve communication among the difference command levels.
- Decision making is improved, both in the case of the boss and of the associate. In this sense, if more information is available, in addition to measurable and comparable objectives, the assignation of responsibilities is clearer and it is strengthened.
- Corporate management is standardized.



Continuous Improvement in Health and Safety

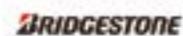
Bridgestone Mexico provides its collaborators a safe and healthy work environment. Safety is a value that the company promotes among all its associates and base associates, in compliance with the laws that establish statutes for workplaces.

It also promotes the importance of performing tasks in a safe manner, at the same time that training and instructions are held to guarantee safety at the workplace and, in general, in all the spaces belonging to the company.

3 years
without work loss
and 0 days lost
due to accidents
at Bandag.



Safety Mission Statement



The Cuernavaca Plant has a Training Center that is unique in Latin America, which allows collaborators to receive training and have experiential practice and simulations of the accidents that could possible occur in the operation. Because this is a fundamental indicator, all the employees are obliged to participate at least once a year in the training and formation.

All the actions of Bridgestone go further in seeking the welfare of its associates. Because of this, in 2014 it granted the Employee Assistance Program (EAP) as an additional benefit, to provide emotional, legal and financial aid to all collaborators, as well as their families, with the purpose of assuring their work health in all the work areas. This way it guarantees optimal labor conditions to its workers.

Employee's Commitment and Recognition

With the objective that every associate who works at Bridgestone is satisfied and proud of his/her labor achievements, everybody is given the tools necessary to foster attitudes and techniques that favor performance, and which as a consequence assure the company's success.

Also, the company included various training programs for each associate to identify the opportunity areas on which he/she must work. Individual development and effective feedback plans were also implemented that aided in the definition of actions to achieve the goals.

At the safety training center, experiential practice and accident simulations are held, to build awareness among the employees about identifying and avoiding risks.

52 teams participated in "Initiative in Company".

Initiative in Company

The company has implemented its Initiative in Company program, which seeks to promote the workers' participation and creativity in projects that provide solutions for the organization, as well as to promote spaces for sharing with the communities.

With subjects focused on "Volunteer Work", in 2013 and "Recognition" in 2014, the registration of more than 50 teams was achieved, these being the six best initiatives that were approved and financed by the Company for their implementation, and achieving great results.

Thus, Bridgestone volunteers contributed to improve people's lives by donating bicycles to make getting to school easier for children who live in poor areas in the country, as well as the donation of wheelchairs for people with mobile handicaps by means of the Mexican Red Cross. In addition, in 2014 the initiatives were focused on fostering recognition of collaborators, promoting respect, teamwork and communication for achieving objectives.

Alliances and Healthy Relations

Bridgestone's policy is of complete openness to the formation and development of unions. The company maintains close communication at the union level, with the purpose of reaching agreements for mutual benefit under the basis of respect, collaboration and responsibility.

Social Indicators

See Annex B (Pages 88-89)



With Suppliers

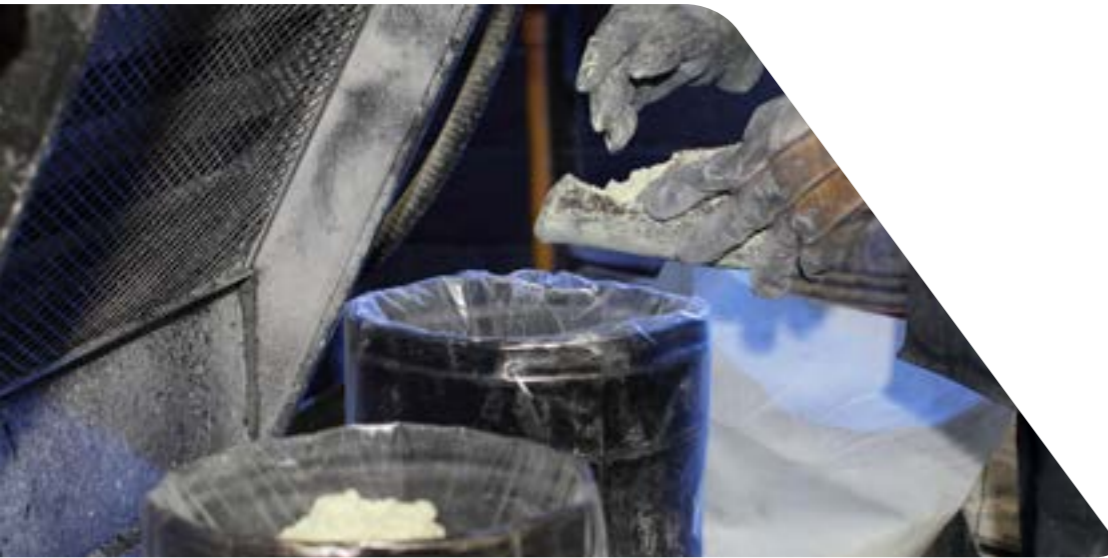
PCLATEZ – Working with the value chain

PCLATEZ is one of the natural latex suppliers of Bridgestone Mexico. Located in Tezonapa, Veracruz; it is formed by rubber producers and it has been generating jobs for more than 24 years.

Since 2007, it has been a very important part of the company's raw materials supply, and since then the production processes have been improved to assure the best quality in raw materials. In 2008, they obtained the ISO 9001-2000 certification, and they currently have the ISO 9001-2008 as a crucial element to maintain commercial relationships.

In addition to the quality standards required by the production of natural latex, Bridgestone is interested in their following sustainable processes to assure the care and conservation of the rubber trees, and thus it grants them support in achieving this objective.

80% of the services and raw materials are supplied by Mexican companies.



The production process begins in the nursery where the plants are germinated and delivered. As soon as they grow, the trees are planted out in the propagation area. In order to clone the rubber trees, a plant stem is grafted to a tree. The quality of this process is strictly controlled by the National Institute of Forestry, Agriculture and Livestock (INIFAP).

The clone varieties used are IAN 873 and IAN 710. The propagation areas operate under strict conditions of hygiene and safety. After this stage it takes from six to eight years for the trees to produce rubber resin.

The process for obtaining latex begins with resin extraction when a diagonal cut is made into the bark. Liquid resin is extracted over an eight day period in which it gradually acquires a solid consistency.

The gum resin is formed into blocks which are transferred to the processing plant. There they are examined, graded, cleaned, compacted and packaged for sale.

**More than
6,000
jobs are created
indirectly through
suppliers,
contractors and
dealer's
network.**



Responsible procurement (equitable relationships)

The company has an interest in activities that encourage the procurement of goods and services from local sources, to stimulate the local economy. This also contributes to the development of the domestic market.

According to the principles of procurement, suppliers are seen as business partners with whom it is possible to establish mutually beneficial long-term partnerships. We work together on the quality of the products and services offered to the company, as well as on delivery and costs.

Bridgestone promotes social responsibility, environmental care and safety in the workplace in all its operations. Continuous improvement and teamwork lead to the development of a close relationship with suppliers, allowing the company to satisfy consumers by offering quality products and services.

To become a supplier of Bridgestone, companies go through a selection process involving several of the company's departments. The issues discussed include quality guidelines, economic and financial capacity and matters with an important bearing on reliability. Suppliers' compliance with safety, health and environmental regulations is also verified.

Bridgestone Mexico promotes social responsibility along its value chain. Since 2009 it has encouraged some companies to sign up to the Social Responsibility Decalogue of the Mexican Center for Philanthropy (CEMEFI). It also gives out information on how to obtain Socially Responsible Company accreditation from the same organization. Today, seven of the companies that Bridgestone encouraged in this way have earned the accolade.





We work together with suppliers on conservation projects to ensure that the rubber trees are cared for and preserved.

Supplier development (The Plitsha case)

Plitsha is a natural rubber company from Veracruz. Bridgestone began developing its relationship with this company six years ago, when its limitations in the areas of storage, inventory and transportation of goods became apparent.

A year later a decision was taken to strengthen the management and make it more specialized. Several departments offered support, working with the Plitsha team on quality parameters, and technical, commercial and administrative skills.

The changes have now taken effect and Plitsha now supplies 60% of the natural rubber used by Bridgestone. This company employs 300 people and has been recognized as an “Excellent Supplier” and has achieved Socially Responsible Company status for the second time.

Indicator	2013	2014
Approximate number of suppliers in the supply chain	925	960
Number of active suppliers	3,100	3,301
Country of origin of the suppliers	Singapore, United Kingdom, Japan, Spain, USA, Venezuela, Brazil, Costa Rica, Guatemala, Vietnam and Argentina	
Number of Mexican suppliers	2,850	3,040
Financial value of supplier payments	430,246 USD	506,000 USD

The supply chain and the environment

Bridgestone works with a chain of production ranging from multinationals to small and medium suppliers which provide raw materials, spare parts, capital goods and services.

These include valuable inputs and services that are critical to the business.

Evaluation of supplier performance: Supplier Awards

Bridgestone sets mandatory standards that need to be met by contractors before beginning to provide the company with services. Depending on the requirements, teams are put together with representatives from the departments of purchasing, quality and raw materials storage. The evaluation process is performed by the head of the evaluation team in accordance with internal procedures. Once the procedure is completed another meeting is held to give out results and answer questions.

When problems are found, providers are given 30 days to send Bridgestone a Corrective Action Plan, which will then be verified in an audit carried out by the company.

The evaluation criteria include:

- Respect for the individual.
- Service orientation.
- Obligatory visits to Bridgestone.
- Accuracy of the quotations requested.
- Fast response to quotation requests.
- Submission of samples if required.

- Costs and margin for negotiation.
- Information submitted with the offer.
- Sustainable terms of business for the offer.
- Short and reliable delivery time/ terms of delivery.
- Delivery compliant with requirements/ identification/ packaging/ certificates.
- Quality of product or service.
- Priority supply (loyalty).
- Ability and interest in taking on commitments, proposals and initiatives for improvement.
- Post-sale service/ response to complaints/ guarantee.
- Willingness to take corrective action if necessary.
- Communication with Bridgestone as and when contingencies arise.
- Emergency response/ flexibility over auditing.

“Excellent Supplier” awards are given every year to the companies that obtained the highest scores in the evaluations. The company uses this award as a way of acknowledging the quality, service and competitiveness benefits received from suppliers, all of which are critical for tire manufacturing.



With Communities

The second “More Power to Your Feet” race

The second “More Power to Your Feet” race was held by Bridgestone Mexico on October 12, 2014, in the Bosque de Chapultepec, Mexico City’s emblematic park. It was organized by the sports company MX-RACE in partnership with the Federal District’s Sports Institute (IDDF), the Bosque de Chapultepec and the Government of the Federal District.

Open to the general public, this sporting event aimed to promote physical activity and healthy lifestyles, with a range of categories from 6 to 12 kilometers for athletes aged 19 to 50 plus.

Like the first event in 2013, the second Bridgestone Race set out to support communities in need. Part of the registration fees were also donated to the historical park restoration project in Cuernavaca, Morelos.

This initiative seeks to promote healthy living and physical activity.



Bridgestone Fut7 Soccer Tournament

In order to position itself as a brand that serves society with superior quality, and based on values of integrity and teamwork, Bridgestone sponsored a soccer tournament in 2014. Teams of young footballers from Guadalajara, Monterrey, Guanajuato, Mexico City and the State of Mexico battled it out for the honor of appearing in the final of the “Copa Bridgestone Fut 7” at the Estadio Azul on July 27th.

Bridgestone Mexico brought together fans and players from around the country for an intensely passionate soccer experience. The grand prize was tickets for the final of the 2014 “Copa Bridgestone Libertadores” held in Buenos Aires, Argentina.

Through these activities, Bridgestone reaffirms its commitment to sports and Mexican society, and it will continue promoting initiatives that contribute to physical fitness and family togetherness.

Promoting a safer society

As a company connected to the automobile industry, Bridgestone provides motorists with various safety features that enable them to reduce the likelihood of traffic accidents and dangerous situations on the roads.

In line with its vision of itself as a good corporate citizen, Bridgestone is taking on the mantle of social leadership, supporting the surrounding communities through various programs and volunteer activities.

Bridgestone seeks to improve safety in local communities.





The Decade for Action on Road Safety

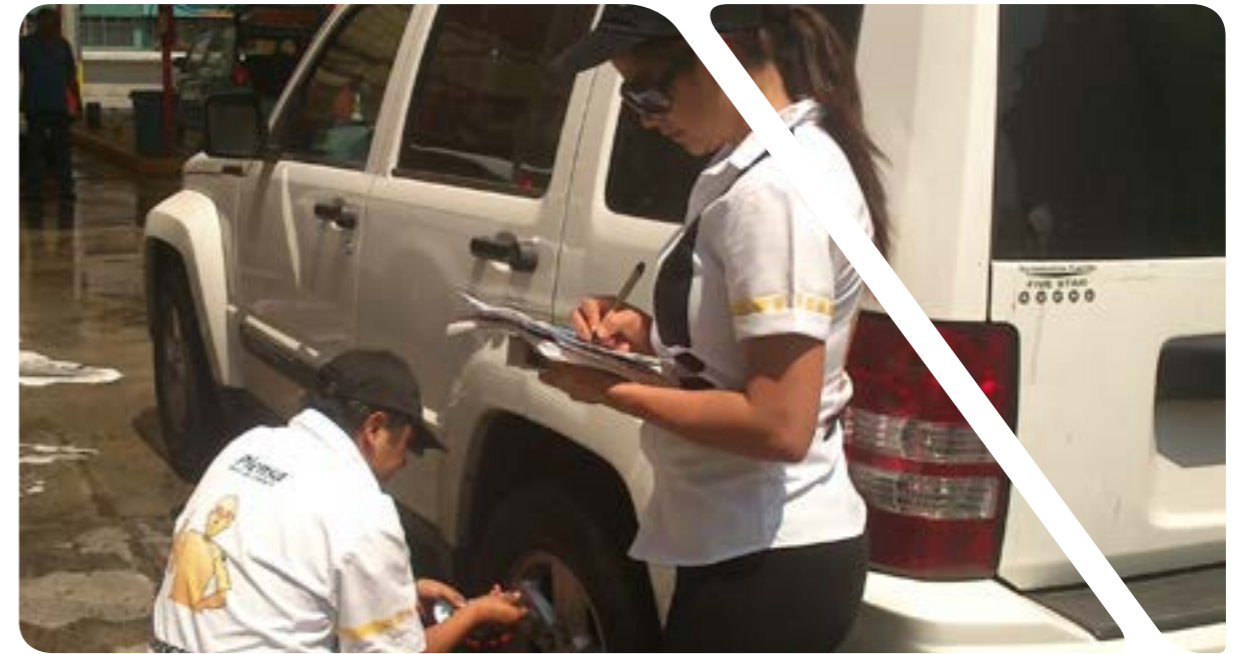
Bridgestone Mexico is actively involved in promoting the “Decade for Road Safety Action,” 2010-2020, whose goal is a 50% reduction in traffic accidents in Mexico. This is the reason for the company’s support for the National Center for the Prevention of Accidents (CONAPRA) of the Ministry of Health, the Pan American Health Organization (PAHO), the state governments and non-profit organizations.

With its commitment to road safety, the company runs various activities to make drivers, regardless of age, gender or lifestyle, more aware of safety before they head out on the roads. The main accident prevention activities include:

Think Before You Drive

Bridgestone continues to promote safer driving with the Don Dummy mascot, a crash dummy safety expert who gives advice on the rules of road safety and the importance and benefits of inflating tires to the correct pressure.

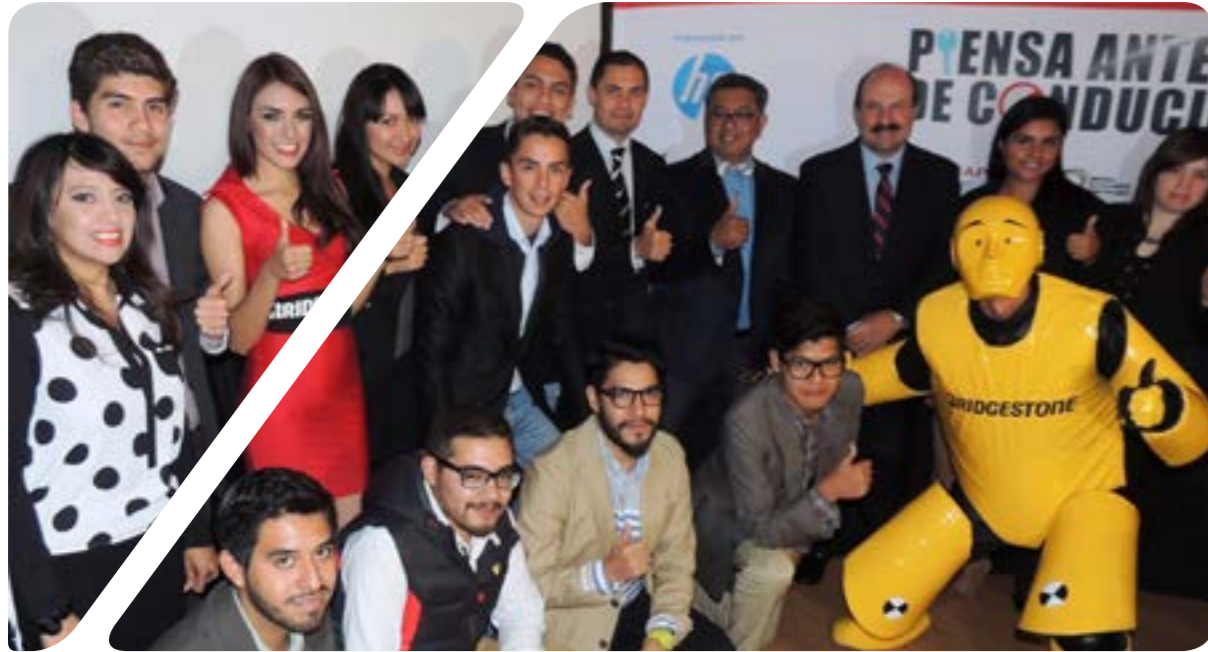
More than
146,000
people benefited
from the “Think
Before You Drive”
program.



The 2013 and 2014 activities included:

- Operations at 20 car wash centers and 50 universities. Participating drivers are given four tips on how to reduce accidents and they receive a free tire pressure and tire wear check, getting a status update on their tires.
- The Easter “Think Before You Drive” operation on the 12 principal routes out of Mexico City gave out more than 111,000 leaflets; in all 36% of cars leaving the city by highway were hit with safety information.
- Two special safety sessions took place in 2014. The first was at the annual “Vive Bridgestone Rockero” event held at a driving clinic with dry, wet and dirt tracks. The second event, held at the Universidad del Valle de México, was an exclusive conference in which the Bridgestone expert gave a presentation on road safety and driving habits to more than 60 young people. There were also 64 free tire pressure checks given.

6,209 free tire
pressure checks.



“Think Before You Drive” university creativity contest

Thanks to social networks, digital campaigns, university safety operations and opportunities for the public to vote for their favorite project, this successful initiative is still running, receiving submissions from hundreds of college students across the country.

In 2013 and 2014, the company held its 5th and 6th annual contests with its three participative sections on posters, theme music and TV spots, which have helped foster road safety culture among young people. Thanks to this initiative, Bridgestone is creating increased awareness of the importance of a safety routine before starting the car, as well as encouraging creativity and linking academic activities with a social problem that calls for their involvement.

For results and winners of the 6th Creativity Contest and other “Think Before You Drive” campaign activities in Mexico, see: www.piensaantesdeconducir.com.mx

Facebook: Piensa Antes Twitter: @piensa_antes

Over the past
two years **780**
university students
participated in the
“Think Before You
Drive” creativity
contest.



Think Before You Drive Kids

Road safety is a key issue for Bridgestone because car accidents are the leading cause of death in children aged 5 to 14. The company is concerned about promoting an understanding of traffic rules and informing drivers about key safety measures. The “Think Before You Drive Kids” campaign has arisen from these concerns.

“Think Before You Drive Kids” is a children's show based on road safety issues presented in elementary schools with safety rules, tips and road information in general.

As an adjunct to the interactive “Think Before You Drive Kids” show, the company introduced a drawing competition in which children can work with their parents identifying preventive road safety measures. It reached 60 public and private elementary schools.

Three categories were established for the different levels within elementary schools, evaluation criteria were set and a jury was formed. So positive was the response that 2,452 entries were received from children aged 6-12 years.

Women’s Campaign

In 2014, Bridgestone Mexico launched its campaign for women drivers under the “Ellas Manejan” hashtag to keep women informed about the various tire options on the market as well as the safety and driving comfort benefits involved.

The positioning of the campaign reflects the research the company conducted on the important role women play in decision-making around domestic consumption, including the purchase of tires. One of the conclusions that emerges from the brand study is the complete absence of tire information aimed at women, since messages are targeted primarily at men.

The campaign has enabled the company to show the importance of paying attention to vehicle care and maintenance and to tire selection. This is leading to the development of a closer relationship in which it becomes easier to understand and serve the needs and interests of women.

In this manner Bridgestone Mexico is increasing its involvement with the important female market sector, looking to promote women as ambassadors of “careful driving” and as road safety spokespersons.





“Get there Safe” Safety Campaign for Road Transporters

It is a known fact that 90% of accidents can be prevented by taking road safety measures. Targeting road haulage transporters, in 2014 Bridgestone Mexico launched the “Get there Safely” campaign through its business unit Bridgestone Bandag Tire Solutions. The aim is to show transporters how to prevent accidents.

The initiative cover three factors that can be controlled:

1. The human factor: for transporters tiredness is a major cause of accidents because it makes it hard for the eyes to focus, it provokes unintended lane changes with a resulting reduction in reaction times, reduced ability to make immediate decisions and a tendency not to keep the proper distance.

2. Vehicle maintenance: the basic rule states that to maintain a vehicle in optimum conditions to go out on the highway, drivers must ensure that at least four indicators are in order: brakes, lights, steering and suspension.

3. Checking tires: the grip of the tire increases safety on the road, so before starting up the engine it is vital to measure and calibrate the tire pressure, check wear and the general condition of the tires because this contributes to the vehicle’s stability, reduces fatigue and optimizes performance on wet surfaces, thus reducing breaking distance.

“Get there Safely” is one campaign that Bridgestone runs continually keeping a flow of information to transporters on safety actions and test demonstrations via toll booth operations and a variety of sectorial training courses.

“Get there Safely” makes the point that accidents can be prevented if three controllable factors are taken into account: tiredness, maintenance and tire checks.

Corporate Volunteering

Bridgestone Mexico gave its corporate volunteering program a boost with the launch of a communications campaign with a new symbol and a tagline. It also established a new system for organizing and involving leaders, coordinators and volunteers. It also defined three strategic areas for volunteering: road safety, environment and community.

These changes have helped us give assistance to local communities, and to promote and strengthen the involvement of employees from all offices and plants. Thanks to these measures participation rates rose by 53% compared to the previous two years.



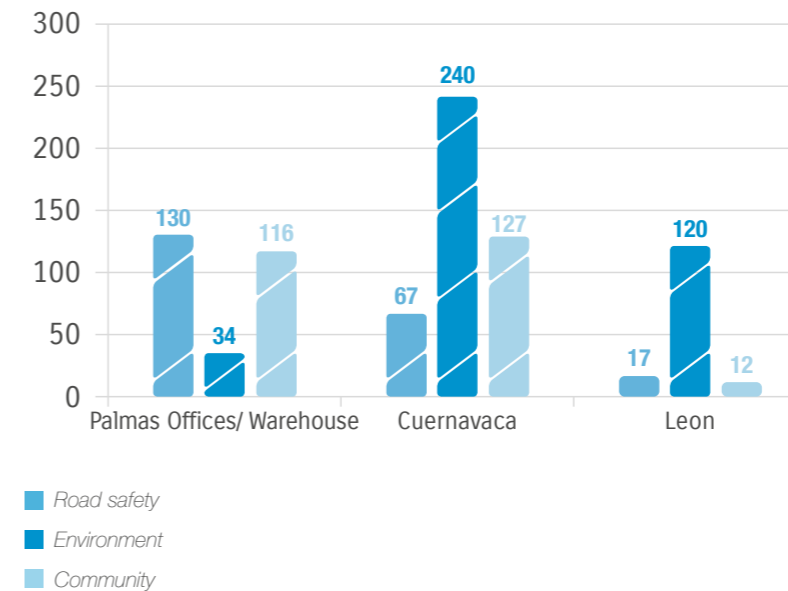
In 2014 employees participation in corporate volunteering programs increased by

53%.



	2013	2014 Goal (+10%)	End of 2014	% increase
Number of volunteers	563	619	863	53%
Hours volunteered	843	927	1,9701	133%

Volunteering by location





During 2014, the combined Bridgestone and Bandag workforce took part in eleven volunteer activities, the most notable, grouped by strategic area, are as follows:



Road safety:

- Three children's educational workshops in primary schools in the cities of Mexico, Cuernavaca and Leon:
Teaching children how to travel safely in a fun way, and how to prevent accidents when traveling by car.

The topics taught included: the use of seatbelts, reducing distractions, traffic signals and tire care.



Environment:

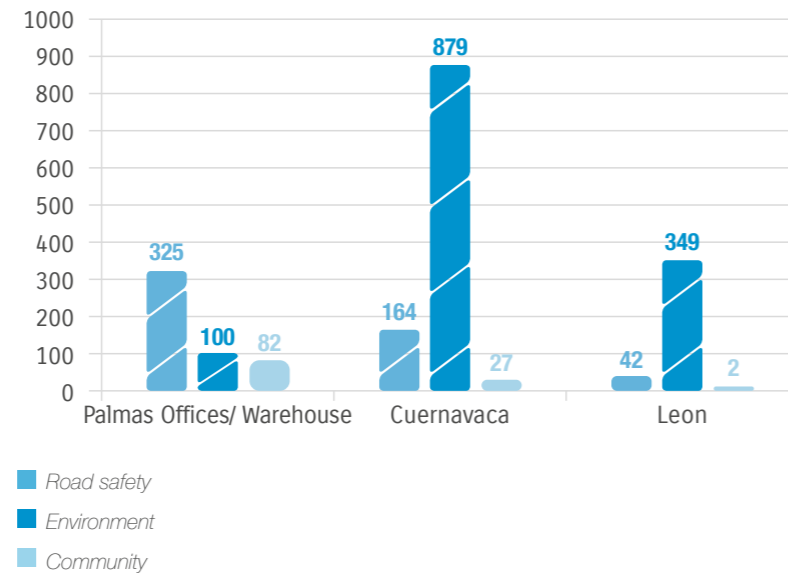
- [Reforestation in Leon, Guanajuato.](#)
The event had the participation of 90 volunteers from Bandag Mexico, with partners and family, who planted 100 trees in the park at Paseos de la Cima, Leon.
- [Three children's educational workshops in elementary schools in the cities of Mexico, Cuernavaca and Leon.](#)
Teaching children about caring for the environment in a fun way.
Topics taught included: recycling, reuse, climate change, reducing pollution and waste, greenhouse gases, consumer behavior and so on.
- [Three tire pressure checking workshops in Mexico City and Cuernavaca.](#)
Volunteers checked tire pressure and tire wear for free at gas stations.



98 Bandag volunteers planted **100** trees in the Paseos de Cima park in Leon, Guanajuato.



Hours Volunteered by location





- Restoration of the Alvaro Obregon public park in the city of Cuernavaca, Morelos.

Bridgestone Mexico collaborated with the City of Cuernavaca in Morelos to reopen the Alvaro Obregon public park on December 6, 2014. The park is located in the historic center of the Morelos state capital, to the side of the Alfonso Sandoval Camuñas riverside walk in the Barranca de Amanalco.

The restoration work on the Alvaro Obregon public park was possible thanks to the participation of the Ministry of Urban Infrastructure, Municipal Public Works and Services and Cuernavaca's municipal Department for Sustainable Development. A program of activities was carried out under the management of the Office for the Conservation of Woodlands, Gorges and Protected Areas of the City of Cuernavaca, with the participation of 120 Bridgestone Mexico volunteers who dedicated a total of 540 hours to the project.

Restoration activities consisted of pruning and tree replacement, general cleanup, landscape design and supply of plants, masonry work, supply and installation of iron gates, construction of a retaining wall on the terraces and retaining walls, cleaning fountains, supplying and installing a fountain pump, supply and installation of luminaires with ballasts, and administering the relevant permits and licenses.

This project was supported by Bridgestone for the enjoyment of visitors in general. As well as a tourist attraction in Cuernavaca, it is expected that the Alvaro Obregon public park will receive approximately 1,200 visitors a month, many of whom will be walking through the Barranca de Amanalco, with which it is connected.

120
Bridgestone
volunteers
invested **540**
hours restoring
a park in
Cuernavaca,
Morelos.



Community:

- Annual Wheels for Life Program.

Bridgestone Mexico gave a cash donation to the Mexican Red Cross for the purchase of an equivalent of 185 wheelchairs (100 wheelchairs in 2013 and 85 in 2014); for allocation to people who had been disabled in car accidents in Mexico City and the state of Morelos.

The 2014 donation was possible thanks to the contributions of 144 employees who took part as volunteers on the Wheels for Life program, when they bought commemorative jackets or gave directly.

Wheels for Life promotes the involvement of all company staff; along with families and friends. Together they try to improve the quality of life for people with mobility disabilities from low income communities.

- Natural disaster relief in the Acuña community.

Bridgestone and Bandag volunteers assisted 15 families in the community of Acuña, Coahuila after the area was badly affected by severe flooding that followed the heavy rains. This is where the company test track is located.

Families received groceries and clothing donated by members of the workforce from all areas of the company.

185
wheelchairs
donated
in 2013 and 2014.



Annexes



Annex A

Choosing the GRI G4 Guide

Bridgestone Mexico has applied the GRI G4 principles and guidelines for preparing sustainability reports since the launch of the guide, paying special attention to aligning the information it publishes on its sustainable performance, as advocated by the Global Reporting Initiative.

This new report required the completion of a materiality analysis study, which implies reflection on the most critical and significant economic, social and environmental factors for the company. These same factors were influential both in the evaluations and in the decisions of stakeholders. The exercise led to an assessment of 22 Corporate Social Responsibility points for the company, as well as the reaffirmation of the key business priorities that influence the principal audiences.

This report is the essential means of compliance with the GRI G4 guide.

Process of Preparation

Sustainability Context / Participation of Stakeholders

Factors affecting Business Sustainability were documented.

STEP 1 Identification

- The basic categories and content identified in the Global Reporting Initiative guidelines were revised to relate to the 22 items in the Bridgestone sustainability model.
- Relevant issues were defined and the internal and external impacts on the company were taken into consideration.
- This step included:
 - A review of public affairs and risks.
 - A review of current business strategy.
 - Linking with the ISO26000, CEMEFI and Global Compact methodological standards.
 - Surveys looking into stakeholder expectations.
 - A review of the priorities of the Ethics and Social Responsibility Committee.

Materiality / Participation of stakeholders

A selection was made of material factors for reporting.

STEP 2 Prioritization

- Relevant issues identified in the first phase were prioritized to decide what would be included in the report; including the influence of stakeholder assessments and decisions as well as the significance of Bridgestone Mexico's economic, environmental and social impacts.
- Interviews with key managers and staff were conducted to identify the level of knowledge of the subject, their perceptions of priorities, risk levels, issues, the company's impact and its contribution to sustainable performance.
- A qualitative and quantitative analysis was performed to determine the minimum and maximum risks, plus the maturity of the issues. The result of this step was to grade each topic, enabling them to be plotted on the materiality matrix.
- This step included:
 - The results of communications with stakeholders.
 - Assessment of impacts on the value chain.
 - The sustainability of the market context and of the markets into which the company would like to venture.
 - Reports from the communications and public relations department.
 - Interviews with company managers and key staff.

Completeness / Participation of Stakeholders

STEP 3 Validation

A ranking was given to material issues endorsed by decision makers and managers.

- General management corroborated the results of the previous stages as well as the perceptions and opinions of stakeholders.

STEP 4 Review

Sustainability Context / Participation of Stakeholders

Undertake a review of the key factors for the preparation of the next report.

Compliance with GRI-G4 principles

The principles of the GRI G4 guide were applied to the preparation of this report to determine its content and quality.

Principles for determining the content of the report

- Participation of stakeholders

Stakeholders are well identified and there are various communication channels that bring to light expectations and suggestions. This year, for the first time, an exercise was undertaken to understand stakeholder perceptions by using a survey. This provided comments and identified the issues or factors of greatest relevance to them.

- Materiality

Consideration was given to the issues identified in the materiality study, which are published here in this report. This section shows the process and the issues with the greatest influence on stakeholder assessments and decisions. The materiality study was conducted in 2014, including the expectations and opinions of selected directors, employees, clients, distributors and non-profit organizations.

- Sustainability context

We reflect the way in which Bridgestone is contributing to sustainable transportation from the point of view of economic, social and environmental trends and advances.

- Completeness

This report covers the three sites of Bridgestone de México, S.A. de C.V.: the corporate offices in Mexico City, the tire manufacturing plant at Cuernavaca, Morelos and the plant for the production of renewed products at Leon, Guanajuato belonging to Bridgestone's sister company Bandag de México, S.A. de C.V.

Principles for determining the quality of reporting

- Balance

This report covers diverse themes from the performance of the company to enable a reasonable assessment of sustainable performance.

- Comparability

Factors and information were selected, compiled and reported so that stakeholders may analyze the changes experienced by Bridgestone over time. Previous reports are available from the website: www.informebridgestone.com

- Accuracy

The information contained in the report comes from internal systems and controls that allow for the transparent publication of accurate and sufficiently detailed information for the different stakeholders to be able to assess company performance.

- Timeliness

The Sustainability Report is published biannually, with annual publications envisaged over the coming years.

- Clarity

The aim is to set out information clearly and accessibly for stakeholders to make use of the report.

- Reliability

The information and the procedures followed in the preparation of the report have been compiled, registered, analyzed and presented in such a manner that they might be subject to examination to investigate the quality and materiality of the information included.

The material issues

The following table maps the strategic priorities:

Material issue	GRI G4 Indicators	Stakeholders it concerns	Nature of the issue	
			Internal	External
Fundamental Activities				
Effective communication channels.	G4-24 G4-26 G4-27	Partners, Customers and Consumers, Providers, Business Partners, Community, Shareholders, Authorities, Organizations and the Media.	•	•
Adherence to compliance.	G4-S08 G4-EN29 G4-PR7	Shareholders, Authorities and Customers	•	•
Business Activities				
Tire quality and safety.		Shareholders, Authorities and Customers	•	•
Response to assemblers that is timely and matches technical specifications.		Shareholders and Customers	•	•
Innovation.		Shareholders, Customers, Consumers, Business Partners and Environment	•	•
Responsible purchasing.	G4-12 G4-S09	Shareholders	•	
Establishing fair commercial practices.	G4-12 G4-S07 G4-S09	Suppliers, Competitors and Business Partners	•	•
Environmental Activities				
Energy consumption.	G4-EN3 G4-EN6	Shareholders and Customers	•	•
Reducing the carbon footprint.	G4-EN15	Shareholders and Customers	•	
Water use.	G4-EN8 G4-EN10	Shareholders and Customers	•	
Recycling and storage of raw materials.	G4-EN2	Shareholders and Customers	•	
Social Activities				
Workforce health and safety.	G4-LA5	Workforce	•	
Community support.	G4-S01	Society and Authorities	•	•
Recovery of waste tires.		Society, Workforce, Organizations, Competitors and Authorities	•	•

Exhibit B

Environmental Indicators

Bridgestone Plant Cuernavaca, Morelos

Energy

Type of Fuel	2013	2014
Diesel (liters)	135,000	109,429
Type of Energy	2013	2014
Electricity (KWh)	69'439,200	69'947,700
Steam (BTU)	280'034,000	283'163,000

Energy Reductions

Type of Energy	Reductions in Joules or their multiples 2013	Reductions in Joules or their multiples 2014
Electrical	216,000 Project: Installation and frequency variators	132,000 Project: Installation of high-efficiency motor Compressor-4
Steam	82,000,000 Project: Removal of hot water header lines E-F	

Water consumption

2013 m ³	2014 m ³
273,638	286,845

Recycled water

29% of the water used passes through recycling and reuse processes

2013 m ³	2014 m ³
79,229	83,680

Energy

Type of Fuel	2013	2014
Diesel (liters)	476	476
Gas (liters)	21,322	21,059
Fuel (liters)	315,775	105,933
Natural Gas (liters)	0	135,432,182

Type of Energy	2013	2014
Electricity (KWh)	5,113,887	4,806,743
Electrical energy (Kwh) / Ton Production	749.77	725.42
Ton CO ₂ /Ton Production	0.5944	0.5232
GJ (Fuel or Natural Gas) / Ton Production	2.59	1.83

Energy Reductions

Type of Energy	Reductions in Joules or their multiples 2013	Reductions in Joules or their multiples 2014
Electrical	306.66 Kwh	
Fuel	9 GJ	

Water consumption

2013 m ³	2014 m ³
11,188	9,881

Bandag Plant, Leon, Guanajuato

Bridgestone Plant Cuernavaca, Morelos

CO₂ emissions – Scope 1 (intensity)

2013	2014
22,431.21	22,144.47

CO₂ emissions – Scope 2

2013	2014
31,592.13	31,823.48

Emissions into the atmosphere

Gases	Quantity in Kg or their multiples 2013	Quantity in Kg or their multiples 2014
NOx	491,298	483,705
SOx	56,318	55,981
Volatile organic compounds (VOC)	346,482	486,016
Particles	58	174

Hazardous residues and non-hazardous residues (2013)

Elimination method	Hazardous residues	Non-hazardous residues	Total
Reuse	0	588,364	588,364
Recycling	0	874,848	874,848
Pouring	0	408,180	408,180
Confinement	6,740	0	6,740
Co-processing	2,184,940	0	2,184,940
Total	2,191,680	1,871,392	4,063,072

Hazardous residues and non-hazardous residues (2014)

Elimination method	Hazardous residues	Non-hazardous residues	Total
Reuse	0	5,161,664	5,161,664
Recycling	0	938,897	938,897
Incineration	10	0	10
Pouring	0	360,680	360,680
Confinement	11,430	0	11,430
Co-processing	2,089,922	0	2,089,922
Total	2,101,362	6,461,241	8,562,603

Bandag Plant, Leon, Guanajuato

CO₂ emissions – Scope 1 (intensity)

2013	2014
3,299.39	2,790.53

CO₂ emissions – Scope 2

2013	2014
2,326.36	2,186.84

Emissions into the atmosphere

Gases	Quantity in Kg or their multiples 2013	Quantity in Kg or their multiples 2014
NOx	1.66 Ton	2.03 Ton
SOx	0.85 Ton	0.19 Ton
Volatile organic compounds (VOC)	39.37 Ton	31.49 Ton
Particles	0.22 Ton	1.89 Ton

Hazardous residues and non-hazardous residues (2013)

Elimination method	Hazardous residues	Non-hazardous residues	Total
Recycling	7,100.00 Kg	282,111.90 Kg	289,211.90Kg
Incineration	1.3 Kg	0	1.3 Kg
Pouring	-	5,196.7 Kg	5,196.7 Kg
Total	7,101.30 Kg	287,308.60 Kg	294,409.90 Kg

Hazardous residues and non-hazardous residues (2014)

Elimination method	Hazardous residues	Non-hazardous residues	Total
Recycling	9,035.18 Kg	267,129.05 Kg	267,129.05 Kg
Incineration	3.8 Kg	0	3.8 Kg
Pouring	-	2,823.60 Kg	2,823.60 Kg
Total	9,038.98 Kg	269,952.65 Kg	269,956.45 Kg

Bridgestone Plant Cuernavaca, Morelos

Mitigation of environmental impact of products and services (2013)

Theme	Initiatives	Products and services that benefit from these initiatives	Reductions achieved
Consumption of materials (e. g., consumption of non-renewable, energy-intense, toxic, materials)	Removal of obsolete pipes from the vulcanization and condensate recovery area	Fuel consumption (Fuel Oil N°6)	\$53,500Lts
Water consumption (e.g., volumes used during production or use)	Installation of water meters to monitor consumption by area.	Water consumption	N/A
Emissions (greenhouse gases, toxic emissions, substances that harm the ozone layer)	Removal of obsolete pipes from the vulcanization and condensate recovery area	Fuel consumption (Fuel Oil N°6)	TCO2e 157.65
Wastes (e.g., materials or non-recoverable toxic compounds)	Change of cord destination of rubber-filled steel sanitary co-processing in cement ovens	Stop sending residues to sanitary landfills	364,880kg

Mitigation of environmental impact of products and services (2014)

Theme	Initiatives	Products and services that benefit from these initiatives	Reductions achieved
Consumption of materials (e. g., consumption of non-renewable, energy-intense, toxic, materials)	Reduction in the use of Gasol vente	VOC emissions	7800 kg
Water consumption (e.g., volumes used during production or use)	Industrial deposit and use of rainwater (Project under analysis)	Reduction on extraction of water from wells	50,000 m ³ less water will be extracted from wells
Emissions (greenhouse gases, toxic emissions, substances that harm the ozone layer)	Change in the use of fuel (Natural gas for fuel (project ends in 2015))	Reduction of Emissions of CO ₂	It is estimated that 7000 tons fewer of CO ₂ will be emitted at end of first year of use of NG
Wastes (e.g., materials or non-recoverable toxic compounds)	Change of destination of sludge in sanitary filling treatment plant to incineration in cement ovens	Stop sending residues to sanitary landfill	42,280 kg that wWill not be sent to sanitary landfill

Bandag Plant, Leon, Guanajuato

Mitigation of environmental impact of products and services (2013)

Theme	Initiatives	Products and services that benefit from these initiatives	Reductions achieved
Water consumption (e.g., volumes used during production or use)	Repair of leaks.	Reduction in water consumption	14% compared to 2012
	Maintenance of cooling towers.		
Emissions (greenhouse gases, toxic emissions, substances that harm the ozone layer)	Changing of lamps of high-efficiency motors	Reduction of CO ₂	1.54% compared to 2012
Wastes (e.g., materials or non-recoverable toxic compounds)	Increase in % of recycling	Improvement in recycling	0.51%

Mitigation of environmental impact of products and services (2014)

Theme	Initiatives	Products and services that benefit from these initiatives	Reductions achieved
Water consumption (e.g., volumes used during production or use)	Repair of leaks.	Reduction in water consumption	8% with compared to 2013
	Maintenance of cooling towers.		
Emissions (greenhouse gases, toxic emissions, substances that harm the ozone layer)	Change of fuel by natural gas	Reduction of CO ₂	12% with compared to 2013
Wastes (e.g., materials or non-recoverable toxic compounds)	Increase in % of recycling	Improvement in recycling	1.09%

Social Indicators (Bridgestone Plant, Bandag Plant and Corporate Offices).

Total of employees trained in one of the professional categories

Professional categories	Total employees 2013	Hours of training 2013	Average hours of training 2013	Total employees 2014	Hours of training 2014	Average hours of training 2014
Position						
Directors and CEO	8	204	25.5	7	258	37
Assistant Directors, Managers	50	990	19.8	47	1,670	35.5
Heads, Supervisors, Leaders and Coordinators	168	4,354	25.9	173	5,438	31.4
Assistants	9	115	12.7	8	381	47
Unionized Operatives						
Non-Unionized Operatives	246	3,537	14.3	247	7,503	30
Total	481	9,170	19	482	15,250	31.6

Total number of employees trained by gender

	Total employees 2013	Total of hours of training 2013	Average hours of training 2013	Total employees 2014	Total of hours of training 2014	Average hours of training 2014
Men	398	7,894	19.83	383	10,486	27.3
Women	83	1,276	15.37	99	4,764	48.1
Total	481	9,170	19	482	15,250	31.6

Regular performance and development evaluations professionals by category and gender

Professional categories	Percentage of men		Percentage of women	
	2013	2014	2013	2014
Position				
Directors	100%	100%	100%	100%
Assistant Directors, Managers or Area representatives	100%	100%	100%	100%
Commands Intermediates	100%	100%	100%	100%
Assistants	100%	100%	100%	100%
Unionized Operatives				
Non-Unionized Operatives	100%	100%	100%	100%

Accidents that required sick leave due to injury

Days lost due to professional illness

	Women	Men
	0	305
	0	209

GRI Index

BASIC GENERAL CONTENT

Indicator & Description	Page / Direct Response	External verification
STRATEGY AND ANALYSIS		
G4-1 Declaration of the highest authority of the organization on the sustainability vision and strategy of the organization.	6-7	
PROFILE OF THE ORGANIZATION		
G4-3 Name of organization.	Inside back cover	
G4-4 Brands, products and services.	14-18	
G4-5 Location of organization's head office.	Inside back cover	
G4-6 Countries of operation.	10, 12.13	
G4-7 Nature of ownership scheme and legal form.	It is a company variable capital limited incorporated in accordance with the laws of the Mexican Republic	
G4-8 Indicate which markets are served.	Mexican market and exported to the United States	
G4-9 Determine the scale of the organization.	12	
G4-10 Main employment data.	12	
G4-11 Percentage of jobs covered by collective agreements.	60%	
G4-12 Describe in supply chain of the organization.	62-65	
G4-13 Significant changes in the period.	None	
G4-14 Indicate how the organization approaches the principle of oversight.	6-7, 25, 29	
G4-15 Principles or other external economic environmental and social initiatives that the organization has signed or adopted.	Economic: 42-45 Environmental: 46-53 Social: 54-77	
G4-16 Associations to which the organization belongs.	19	
MATERIAL ASPECTS AND COVERAGE		
G4-17 Entities the appear in the organization's consolidated financial statements and if any do not appear in the record.	The two appear: Bridgestone de México, S.A. de C.V. and Bandag de México	

Indicator & Description	Page / Direct Response	External verification
G4-18 Process to determine content of the record.	5, 78-81	
G4-19 List of material aspects identified during the definition process of the content of the record.	78-81	
G4-20 Indicate the coverage within the organization of each material aspect.	78-81	
G4-21 Indicate the coverage outside of the organization of each material aspect	78-81	
G4-22 Describe the consequences of the reformulations of the information facilitated in prior records and their causes.	No restatement	
G4-23 Indicate all significant changes in the scope and coverage of each aspect with regard to previous records.	No change	
PARTICIPATION OF STAKEHOLDERS		
G4-24 List of the organization's stakeholders.	38-41	
G4-25 Bases for the identification and selection of stakeholders with which we work	38-41	
G4-26 The organization's approach to the stakeholders, including frequency, main issues and concerns and how the organization has responded to these issues and concerns.	38-41	
G4-27 Indicate which key questions and problems have emerged as a result of the participation of stakeholders and describe the evaluation performed by the organization among other material aspects through its record. Specify which stakeholders proposed each one of the key questions and problems.	38-41	
PROFILE OF THE RECORD		
G4-28 Period covered by the record	5	
G4-29 Date of most-recent record	5	
G4-30 Record filing cycle	5	
G4-31 Provide a point of contact to overcome doubts that may arise in relation to the content of the record.	5	
GRI INDEX		
G4-32 Indicate with which option in accordance with the Guide, the organization has been selected and provide the GRI Index, as well as external verification.	90-94	

Indicator & Description	Page / Direct Response	External verification
VERIFICATION		
G4-33 The organization's current policies and practices for the external verification of the record and the other descriptions requested.	The organization opted not to engage the services of an external auditor.	
GOVERNANCE		
Structure and Composition of Governance		
G4-34 The structure of the organization's governance without forgetting the upper management governance committees. Indicate which committees are responsible for taking decisions on economic, environmental and social matters.	29	
Ethics and Integrity		
G4-56 Describe the organization's values, principles, standards and norms, such as codes of conduct or ethics.	8-9, 30-31	

SPECIFIC GENERAL CONTENT

Indicator & Description	Page / Direct Response	Omission	External verification
CATEGORY: ECONOMY			
Economic performance			
G4-EC1 Direct economic value generated and distributed.	35		
G4-EC8 Significant indirect economic impacts and their scope.	XX-XX?		
CATEGORY: ENVIRONMENT			
Energy			
G4-EN1 Materials by weight or volume.	82-87		
G4-EN2 Percentage of materials used that are recycled.	82-87		
G4-EN3 Internal energy consumption.	82-87		
G4-EN6 Reduction of energy consumption.	82-87		

Indicator & Description	Page / Direct Response	Omission	External verification
Water			
G4-EN8 Total water deposit depending on source.	82-87		
G4-EN10 Total percentage and volume of recycled or reused water.	82-87		
Emissions			
G4-EN15 Direct emissions of greenhouse gases (scope 1).	82-87		
Effluents and residues			
G4-EN22 Total pouring of waters, depending on their quality and destination.	82-87		
Regulatory Compliance			
G4-EN29 Monetary value of significant fines and number non-monetary penalties due to breach of the environmental legislation and standards.	No fines		
Transportation			
G4-EN30 Significant environmental impact of the transportation of products and other goods and materials used in the organization's activities, as well as the transportation of personnel.	82-87		
General			
G4-EN31 Break-down of environmental expenses and investments.	\$ 657,830,123.00		
CATEGORY: SOCIAL PERFORMANCE			
SUB-CATEGORY: DIGNIFIED EMPLOYMENT AND WORK PRACTICES			
Employment			
G4-LA2 Social benefits for shift workers complete because temporary or part-time workers do not have them, broken-down by significant activity locations.	54-61	We are not thus dividing employees	
Occupational health and safety			
G4-LA5 Percentage of employees represented by joint formal health and safety committees for management and employees, established to help to control and advise on occupational health and safety programs.	25%		
Training and Education			
G4-LA9 Average annual hours of training per employee, by gender and employment category.	88-89		
G4-LA10 On-going skills and training programs that promote the workers' suitability for employment and to help them manage the paths of their professional careers.	88-89		

Indicator & Description	Page / Direct Response	Omission	External verification
G4-LA11 Percentage of employees who receive regular performance and development evaluations, by gender and employment category.	88-89		
SUB-CATEGORY: SOCIETY			
Local communities			
G4-S01 Percentage of communities in which development, impact evaluations and local community participation programs have been implemented.	54-61		
Fight against corruption			
G4-S04 Anti-corruption communication and training policies and procedures.	54-61		
G4-S05 Confirmed cases of corruption and the measures taken.	54-61		
Unfair competition practices			
G4-S07 Number of claims for unfair competition, monopoly or anti-competitive practices and their results.	No claims		
Regulatory Compliance			
G4-S08 Monetary value of significant fines and the number of no-monetary penalties for breaches of the legislation and standards.	No fines		
Evaluation of suppliers' social repercussions			
G4-S09 Percentage of new supplies examined based in the social repercussion criteria.	54-61		
SUB-CATEGORY: PRODUCT RESPONSIBILITY			
Marketing communications			
G4-PR6 Sale of prohibited products or in litigation.	None		
G4-PR7 Number of cases of breach of the voluntary marketing communications standards, including advertising, sales promotion and sponsorship, distributed based on the type of result of said incidents.	None		

At Bridgestone Mexico, we promote the development of the communities in which we operate with a steady objective of improving people's quality of life. This way of understanding the business can be seen in its sustainability model, based on the permanent search for economic, social, ethical and environmental balance.

Boosting development and sustainable mobility.



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