



**SUSTAINABLE**  
INTEGRATION AND COMMITMENT

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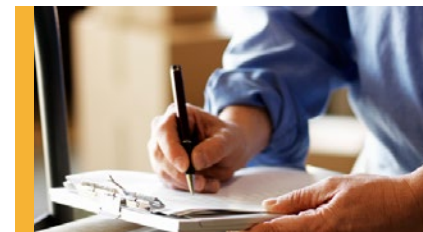
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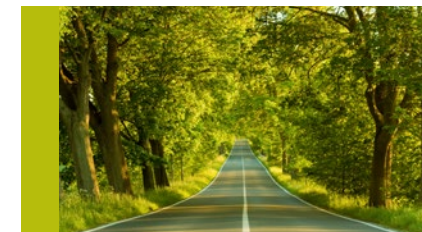
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Regional sales increased to  
**\$801,831**  
 million dollars.



## Message from the President

The goal of this regional organizational structure is to ensure alignment with our strategic business objectives. It is flexible and expandable, maximizes strengths, enables us to identify and take advantage of market opportunities, promotes the development of talent and career plans and eliminates any redundancies in our operations, in addition to improving communication with our clients and promoting the more efficient use of resources.

During the development process for this new business unit, the front office and back office areas were identified and defined. The front office encompasses those departments that work closely and on a daily basis with the client and end user; while the back office includes those areas that provide support to the entire structure in terms of finance, human resources, information technology, legal aspects, communication and social responsibility, among others.

In October 2015, this new structure was officially formalized. Although we have seen a number of achievements throughout the year, such as the forging of partnerships and alliances in all areas, one clear accomplishment is the creation of this report. In terms of corporate ethics and governance, we have successfully aligned ourselves with the principles that guide the actions of the company; that is why 100% of our employees in the region form part of the Bridgestone Americas Compliance Center (BACC) training system. This system regulates areas such as conflicts of interest, anti-trust laws, patents and IT security, among others. Furthermore, the entire region is governed by the same Code of Conduct, training sessions for which are implemented on an on-going basis. It is also endorsed by an Ethics Committee and a Complaints Procedures System, both of which ensure compliance.

This new structure offers greater business and export opportunities, especially for the Cuernavaca Plant, which has also been benefitted by Mexico's Free

Trade Agreements and the growth of the Automotive Industry in the country. In 2015, a production line was installed for the run flat tire, created using cutting-edge technology and high-quality materials.

Regional sales increased to US \$801.831 million, 71% of which corresponds to Mexico, 23% to Costa Rica and 6% to Colombia. Daily tire production stands at 31,940, 20,540 of which are produced at the Cuernavaca Plant, Mexico, and 11,400 at the Belén Plant, Costa Rica. These tires are distributed through 814 points of sale: 598 in Mexico, 161 in Costa Rica and the Caribbean, and 55 in Colombia and Ecuador.

Given that the economic projections for 2016 forecast a difficult year as a result of falling oil prices and public spending cuts, at Bridgestone we will continue to circumspectly focus on spending in order to maintain our position as the number one manufacturer of OEM and replacement tires.

One of the most outstanding statistics for the region is the consolidation of 139,259 total training hours for 2,369 employees. 60% of the hours (84,262 hours) correspond to Mexico, a country which also has 60% of the region's workforce, followed by Costa Rica with 39% of the workforce (and the same percentage of the total training hours), and Colombia, with a total of 30 employees, logged 237 training hours.

At Bridgestone, we are reaffirming the company's commitment to sustainability with the publication of the first Consolidated Report for Bridgestone Latin America North (BS-LAN), which outlines the indicators and results for Mexico, Costa Rica and Colombia. This report uses the same structure and methodology, through a comparative analysis at a regional level, to highlight the major achievements and challenges that are inherent for the business on an economic, social, environmental and ethical basis.

For Bridgestone, 2015 can be defined using two words: consolidation and collaboration. These keywords embody the ethos of a new internal structure that combines the operations in Mexico, Costa Rica, Central America, the Caribbean, Colombia and Ecuador into one business unit: Bridgestone Latin America North (BS-LAN).



In 2015 we brought together the work of



**1,448** employees throughout the region, adding



**9,420** volunteer hours.

Each one of the countries in the region has received awards which are a testament to how they generate and value the talent of our employees, in addition to promoting social programs that have a positive impact on the community.

Our subsidiary in Mexico was awarded the Socially Responsible Company Award for the tenth time (2015-2016) by the Mexican Center for Philanthropy (CEMEFI), a distinction which Bandag Mexico was also awarded for the third time. Costa Rica's Social Responsibility Management System certification was also renewed (based on INTECO's INTE 35-01-01 standard), in addition to it being identified as a company on the path to Carbon Neutrality. Our operations in Colombia were presented with the Social Responsibility Award by Fenalco Solidario, in addition to the Carbon Neutral Seal by Accion Verde. Furthermore, Bridgestone retained its place on the list of the best companies to work for in the Great Place to Work rankings in Mexico and Costa Rica.

As a responsible corporate citizen, the company promotes activities that help protect the environment, improve the quality of life of communities and drive security and mobility among society through a structured corporate volunteering program which, in 2015, brought together 1,448 employees from throughout the region who, in total, dedicated 9,420 volunteering hours. 44% of these hours correspond to Mexico, 54% to Costa Rica and 2% to Colombia.

With regard to the environment, in 2015, CO<sub>2e</sub> emissions in Mexico and Costa Rica dropped in a year-on-year comparison thanks to the use of natural gas in the boilers in Mexico and energy generation through the use of biomass (wood pellets) in Costa Rica.

We would invite you to read through this regional report and be part of the sustainable commitment that we, as corporate citizens, have maintained in synergy with the economic, social and environmental context in each one of the countries in which we operate.

Kind regards.

**Dr. Daniel Benvenuti**  
President and Managing Director  
Bridgestone Latin America North (BS-LAN).







Bridgestone is a company that is committed to superior quality, not only in its products and processes, but also in its internal interaction and response policies and practices for its stakeholders. These aspects are in keeping with the company's essence, as defined by Bridgestone Corporation: "become leaders in the industry".

# Company profile



## The Bridgestone Essence

LA ESENCIA BRIDGESTONE

Mission Misión
Serving Society with Superior Quality Servir a la sociedad con calidad superior
Foundation Fundamentos
Seijitsu-Kyocho [Integrity and Teamwork] [Integridad y trabajo en equipo]
Shinshu-Dokuso [Creative Pioneering] [Innovación]
Genbutsu-Genba [Decision-Making Based on Verified, On-Site Observations] [Toma de decisiones basadas en observaciones verificadas en el terreno]
Jukuryo-Danko [Decisive Action after Thorough Planning] [Acción decisiva después de una cuidadosa planificación]



Bridgestone Group is the largest tire manufacturer in the world.

It also sells and supplies a wide variety of technologies that drive the development of a number of industries through superior quality, passion and innovation



Capital

¥ 126.354 billion (JPY)



Head Office in Japan

4 Regional offices:

- Japan
- The Americas
- Europe, the Middle East, Africa and Russia
- China and the Asia Pacific

Four pillars, which are based on innovation, guarantee the embodiment of the company's mission: **Financial Success, Brand Promise, Great Place to Work and Outstanding Corporate Citizen.**





**Employees**

- Direct: **144,303**
- Indirect: **13,843**



**Annual sales**

**¥ 37.902** billion (JPY)



**166 plants**

(Tires, Raw Materials, Diversified Products)

- **50** tire manufacturing plants.
- **28** tire retreading plants.
- **18** raw materials plants.
- **70** diversified product manufacturing plants.



**Presence in 26 countries**

- Its products are sold in more than 150 countries.

\* Information compiled from:  
<http://www.bridgestone.com/corporate/locations/index.html>

**Bridgestone Products and Services**

<b>Tires</b>	It offers a wide range of tires for automobiles, trucks, buses, aircraft, construction and mining vehicles, motorcycles, etc.
<b>Diversified Products</b>	It manufactures and sells a range of rubber products and other diversified articles, many of which have a wide range of day-to-day uses and which help to drive the development of a number of industries.
<b>Raw materials</b>	It produces the raw materials it needs for its manufacturing processes, including natural, synthetic and carbon black rubber, among others.
<b>R&amp;D</b>	It develops products and technologies to promote a better future, in addition to researching raw materials.
<b>Sales</b>	It has a tire sales and distribution network that encompasses 150 countries around the world.

**Code of Conduct**

Acting with integrity and working tirelessly to build relationships of trust with all stakeholders helps Bridgestone to achieve business sustainability and market differentiation.

In this context of ethical business practices, the region is governed by a Code of Conduct and the Bridgestone Americas Compliance Center (BACC) system. This system provides the basis for all decisions and activities to be executed with integrity, ensuring compliance, at all times, with our values, policies and internal regulations, in addition to all applicable legal frameworks governing our operations.

**Bridgestone Latin America North (BS-LAN) Crisis Committee**

Having a response plan in place for situations that are critical to operations is fundamentally important, which is why the region has a Crisis Committee that has the tools necessary to respond quickly, effectively, efficiently and in a structured manner in the event of any crisis.

The plan has been designed by the Bridgestone Americas Corporation in the United States in order to comprehensively cover situations, such as those that:

- Require steps to be taken by national leaders in the country affected in order to resolve situations that could have an impact on human health, security, the environment or on the operations' assets and reputation, both in terms of the operations of Bridgestone Americas, Inc. (BSA) and all of the operations pertaining to Bridgestone in Latin America (BATO-LA).
- Require steps to be taken by national leaders in the country affected with the support and leadership of BATO-LA or any of the company's business units operating in the country in question, as is deemed necessary.

In addition to setting up the Crisis Committee for Bridgestone Latin America North, Emergency Committees have also been created in each country in the region, the members of which have been trained, in addition to taking part in crisis simulation exercises.

Having a crisis management program that covers the entire company is of fundamental importance given that it highlights the difference between situations which merit a response at a corporate level and those in which the regions have the authority and responsibility to act and communicate.







## Missions

Through its Missions, Bridgestone clearly sets out the pillars of its operations (Quality, Safety and Environment) in order to create value and trust with its stakeholders, with the goal of driving on-going improvements in its processes.

## Environment

Through its Environment Mission, Bridgestone states the company's long-term goals, highlighting how each aspect of the business should contribute to protecting the environment.

### 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 CO<sub>2</sub> emissions**

To continually reduce emissions of Greenhouse Gases, including CO<sub>2</sub>, from our products' complete life cycle.

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

Operations

Environmental Communication

Community Activities

**TEAMS**

Products and Services

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

**One Team, One Planet.**

### Quality Mission Statement

#### Creating Customer Value & Trust

Dan-Totsu is achieved through Innovation and Kaizen



## Quality

Through its Quality Mission, Bridgestone improves its processes by offering superior quality in its products and services throughout the entire value chain, in addition to driving performance and generating value for the client by implementing innovation in each area of the business.

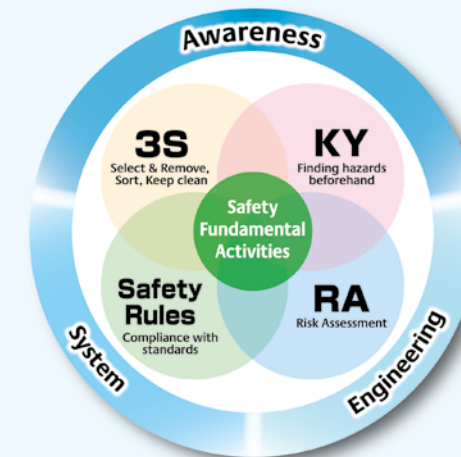
## Safety

Through its Safety Mission, Bridgestone promotes the health and safety of all its employees, ensuring compliance with all laws governing the workplace.

### Safety Mission Statement

#### Safety First, Always

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





## 2015 Economic Forecast and Challenges for 2016

Even though 2015 was a year of financial volatility, which led to the devaluation of the majority of the currencies in the region, it was also a year in which countermeasures were adopted, allowing Bridgestone to consolidate its position in the Latin America North region.

Part of this consolidation process focused on developing the strategies necessary to reach the financial goals for our operations, in addition to our coverage and presence in the region's markets. The results of our strategic measures surpassed previous years, thanks mainly to Bridgestone's human capital, which is the driving force behind the company.

The company believes 2016 will see a period of technological advances, regulatory changes, the need for environmental sustainability and the race to create autonomous vehicles, in addition to changes in global demographics and in social behavior, variables that need to be taken into account in order to ensure the sustainability of the business.

Bridgestone has decided to tackle these challenges by focusing its business around the BOSS (end users), aiming to ensure the latter's satisfaction and anticipating their demands and requirements.

As a result of the growing demand for goods around the world, not to mention the threat of raw material shortages, the company has identified the need to create a circular economy that focuses mainly on ecology.

It is fundamentally important to offer products that ensure greater levels of safety, using the most advanced technologies possible, in order to have a positive impact on society and on the environment. That is why the company is constantly searching for better materials to mitigate its environmental footprint, manufacturing designs that can be specifically adapted to electric cars, and, in general, greater business sustainability.

Through these specific measures, Bridgestone is guaranteeing on-going research in order to develop tires that offer superior quality in the future, ensuring world-class service and the satisfaction of all of its clients.







# Business model



The life cycle of a tire embodies the sustainability of the business model that governs Bridgestone's operations. In each of the stages, priority areas for sustainability are clearly identified in order to ensure that operations generate value for all stakeholders, in compliance with all applicable regulations, driving profitability and efficiency, reducing the company's carbon footprint and giving back to society through superior quality.







# Sustainability management



**From the corporate headquarters in Japan, three priority areas of sustainability for Bridgestone at a global level have been identified, through which the company's core activities are defined and implemented, driving the economic, social and ethical development of each one of the countries in which it operates.**

Through these pillars, Bridgestone's focus encompasses in:

## Mobility

Contributing to the sustainable growth of society, providing and promoting the smartest and highest-quality options, as well as accessible areas for the mobility of people and safe transport through technologies and innovation.

## People

Forging trust and respect among communities and employees, contributing to a safer society with inclusive education and promoting the health of the communities in which Bridgestone operates.

## Environment

Creating value through environmentally-friendly products and services, contributing to the creation of a more sustainable society while focusing on reducing the environmental impact of the company.

In order to consolidate this vision of sustainability, in addition to raising awareness of its importance throughout the region, in 2015, the area of Corporate Communication and Social Responsibility for the Bridgestone Latin America North region was redesigned in order to function as a key tool in promoting targeted actions and specific results in the areas of priority mentioned above.

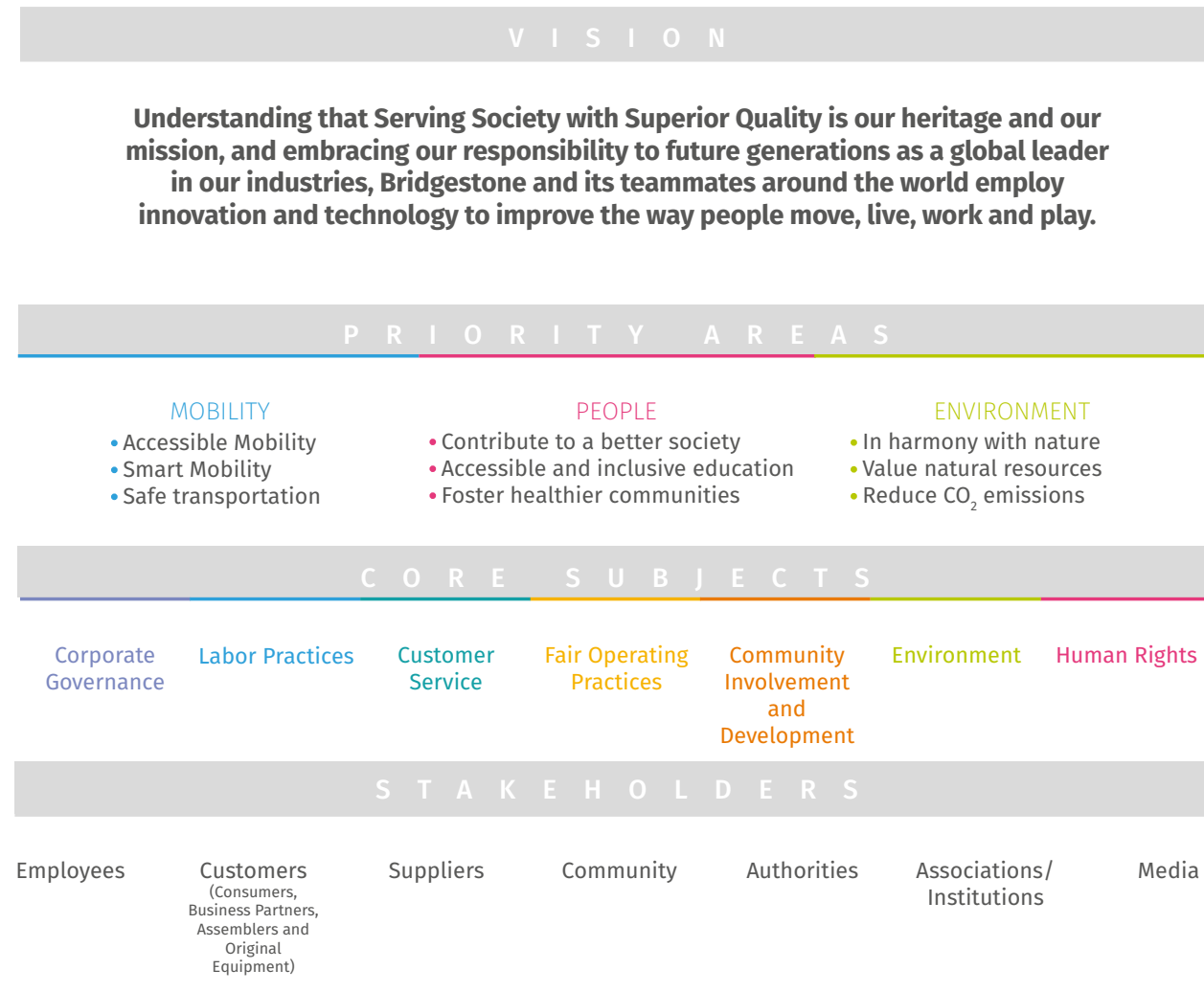
The Corporate Communication and Social Responsibility area operates based on the recent Sustainability Model, which was created by Bridgestone's corporate headquarters in Japan. The model adapts the three key areas into seven strategic actions that, in turn, are aligned with the ISO 26000 Social Responsibility standard. These strategic areas encompass: Corporate Governance, Labor Practices, Customer Service, Fair Operating Practices, Community Involvement and Development, Environment and Human Rights.



Responsabilidad Social



The Sustainability Model encompasses the strategic actions for each area and its corresponding stakeholders, in order to chart how sustainability is implemented and embodied in the region.



## Material Issues

At Bridgestone, we use the Global Reporting Initiative methodology to compile our Sustainability Reports. That is why, in 2014, in both Mexico and Costa Rica, specific areas or priority topics for sustainability at the company were defined, i.e. the material issues to be included in the report for each country. 2015 was the first year that a unified Sustainability Report was published, and given the fact that operations in Colombia are exclusively commercial (there is no production plant in the country), the material issues, which have an impact on both business aspects and stakeholder relations, were taken from the studies carried out in Mexico and Costa Rica.

In 2015, these areas were defined, as shown in the table below, which summarizes those areas that are of key importance to sustainability in the region.

Relevant Areas for Bridgestone Colombia	Stakeholders Involved	Coverage (Internal and External)
Tire Quality and Safety	Customers and consumers	Internal
Energy Use	Community	Internal
Employee Development and Training	Employees	Internal
Community Support (Social Investment)	Community	Internal
Social Awareness and Education in Road Safety	Community	Internal

\*Aligned with the ISO 26000 standard and Bridgestone's corporate headquarters in Japan:  
<http://www.bridgestone.com/responsibilities/csr/index.html>







Bridgestone Colombia sells a wide range of designs and sizes of tires for cars, SUV's and trucks, as well as for agricultural and non-road machinery. Its offices are located in Bogotá, and it has a total of 30 employees.

Bridgestone sells its products through a wide-ranging network of distributors at 55 points of sale. It is responsible for the markets in Ecuador and Colombia. Sales in 2015 stood at US \$55.316 million.

# Bridgestone Colombia



## Facts and Figures



Total Sales  
**US \$55.316** million.



Corporate Headquarters  
Bogota, Colombia.



Markets covered (countries)  
Colombia and Ecuador



People Benefitted by Volunteering Programs  
**240** beneficiaries.



Total employees (women/men)  
**30** (8 women and 22 men).



## Relevant figures



### Economic value

(generated, distributed and retained).

- Generated, **US \$89** million.
- Distributed, **US\$ 94** million.
- Retained, **US -\$5** million.



### Total Volunteering Hours and Participants

- **202** hours
- **56** participants



### Average Training Hours per Employee

**19.6** hours on average.

## Products and services

Bridgestone Colombia sells a wide variety of quality tires for a number of different means of transport through its Bridgestone, Firestone and associated brands. These tires offer safety and fuel efficiency at a very competitive price.

- F-600
- TURANZA ER300
- TURANZA ER30
- DUELER A/T REVO 2
- FS 400
- FIREHAWK GT
- B250 ECOPIA
- DUELER H/P SPORT AS
- DUELER H/T684 II
- ECOPIA EP 150



## Market

Bridgestone Colombia, in addition to providing services to the domestic market, also coordinates the markets in Ecuador. It focuses on the automobile, SUV, truck, agricultural and industrial sectors. Its clients are directors, corporate accounts and OEM's.





## Stakeholders

Bridgestone Colombia considers that the success of the business and its survival depend on the organization working alongside its stakeholders: people, communities or associations that are intrinsically linked to its production and service activities. The main goal of this model is to ensure on-going communication, understand their expectations and forge partnerships that drive collaboration on areas of mutual interest.

The company has a number of different channels through which it communicates with its stakeholders, in order to fulfil the relevant areas of its Sustainability Vision. These channels include meetings, opinion polls, surveys, partnerships and sectorial initiatives, which are coordinated by the different management teams or areas relating to each stakeholder.





Stakeholders	Customers' Expectations	Bridgestone's Response	Communication Channels	Frequency of Contact
 <b>OEMs</b>	<ul style="list-style-type: none"> <li>Trade policy to drive growth of the business</li> <li>Superior quality and competitive prices</li> </ul>	<ul style="list-style-type: none"> <li>Restructuring of trade policy</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> </ul>	
	<ul style="list-style-type: none"> <li>Wider-ranging portfolio</li> </ul>	<ul style="list-style-type: none"> <li>MBP analysis</li> </ul>		
	<p><b>Ecuador</b></p>			
 <b>Business partners</b> (Distributors)	<ul style="list-style-type: none"> <li>Superior quality and competitive prices</li> <li>Support to open new service centers</li> <li>Importer options</li> </ul>	<ul style="list-style-type: none"> <li>Repositioning of prices for car, SUV and truck tires.</li> <li>Support to open new service centers</li> <li>1b imports scheme</li> </ul>	<ul style="list-style-type: none"> <li>Meetings with importers</li> </ul>	
	<ul style="list-style-type: none"> <li>Price vs. Quality</li> <li>Salesforce training</li> <li>Support to open new service centers</li> <li>Promotions</li> </ul>	<ul style="list-style-type: none"> <li>Prices based on performance and MBP</li> <li>Training plan</li> <li>Differentiated offers</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> </ul>	
	<ul style="list-style-type: none"> <li>Flexible warranty and complaints procedures</li> <li>Communication of characteristics and benefits</li> </ul>	<ul style="list-style-type: none"> <li>Training for car fitters at point of sale</li> </ul>	<ul style="list-style-type: none"> <li>E-mail and written communication</li> </ul>	
 <b>Consumer</b>		<ul style="list-style-type: none"> <li>Customer Service Center</li> </ul>	<ul style="list-style-type: none"> <li>Customer Service line and social networks</li> </ul>	
		<ul style="list-style-type: none"> <li>Campaigns and sponsorships</li> </ul>		
 <b>Community</b>	<ul style="list-style-type: none"> <li>Social support</li> </ul>	<ul style="list-style-type: none"> <li>Formal volunteering program – strategic corporate</li> <li>Think Before You Drive Campaign</li> <li>Reforestation event</li> <li>Tire repurposing workshop</li> <li>Event with recyclers</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer Days</li> <li>Awareness and Mass Media Advertising Campaigns</li> <li>Internal Communication</li> <li>Meetings</li> </ul>	
 <b>Authorities</b>	<ul style="list-style-type: none"> <li>Compliance</li> <li>Forging partnerships for development</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of requirements and participation in associations</li> <li>Rueda Verde program</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Events, e-mail, telephone</li> </ul>	
 <b>Media</b>	<ul style="list-style-type: none"> <li>Clear and precise information</li> <li>Relevant facts for articles</li> </ul>	<ul style="list-style-type: none"> <li>Media liaison and submission of information regarding a campaign or program</li> <li>Press conferences and Interviews</li> </ul>	<ul style="list-style-type: none"> <li>Email and telephone</li> <li>Telephone or face to face</li> </ul>	









Continuo



Continuos according to needs



Stakeholders	Customers' Expectations	Bridgestone's Response	Communication Channels	Frequency of Contact
 <p><b>Employees</b></p>	<ul style="list-style-type: none"> <li>Attracting and retaining talent</li> <li>Career plans</li> <li>Professional development and training</li> <li>Workplace health and safety</li> <li>Benefits and perks</li> <li>Integration of teams with the company's goals</li> </ul>	<ul style="list-style-type: none"> <li>Bridgestone Group Awards</li> <li>1A and 2S System</li> <li>My Success Factor</li> <li>Communication of skills</li> <li>Talent 9Box Grid – Individual Development Plan</li> <li>Change management and coaching program</li> <li>Training in advanced Excel and emergency brigades</li> <li>Health Week</li> <li>Vacation bonus, pensions, food stamps, tire discounts and Pre-Paid Medicine</li> <li>Sporting activities and celebrations</li> <li>Campaign to promote values</li> </ul>	<ul style="list-style-type: none"> <li>Internal communications (digital and physical)</li> <li>Meetings</li> <li>Courses and meetings</li> <li>Events and training</li> <li>Internal communication</li> </ul>	
 <p><b>Suppliers</b></p>	<ul style="list-style-type: none"> <li>Fair trade practices</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration and implementation of policies based on corporate guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Audits</li> <li>Annual survey</li> </ul>	
 <p><b>Associations /Institutions</b></p>	<ul style="list-style-type: none"> <li>Financing</li> <li>Partnerships to promote a better quality of life</li> </ul>	<ul style="list-style-type: none"> <li>Economic support - donations</li> <li>Partnerships in social and community programs</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Events, e-mail, telephone</li> </ul>	

## Awards and Certifications

### Awards:

- 2015 Social Responsibility Certification awarded by Fenalco Solidario.
- Certification for planting trees to neutralize its carbon footprint awarded by Acción Verde.

### Certifications:

- ISO 9001:2008
- BASC: Control and Security Management System
- ISO/TS 1694: Product Specification Quality Management System.







# Core subjects



Mobility, People and Environment have become the key areas for the company's sustainability. These governing principles are the basis for the fundamental measures implemented by Bridgestone, which underpin its ethical, social, economic and environmental interactions with its stakeholders.

These principles encompass seven main areas: Corporate Governance, Labor Practices, Customer Service, Fair Operating Practices, Community Involvement and Development, Environment and Human Rights.

Corporate Governance	34
Labor Practices	38
Customer Service	50
Fair Operating Practices	54
Community Involvement and Development	62
Environment	70
Human Rights	82





## Corporate governance

**Bridgestone Colombia, through its Corporate Governance model, identifies and mitigates business risks, ensuring that the company acts with integrity, internally and externally, in addition to working tirelessly to forge relationships of trust that benefit the sustainability of the business.**



**100%** of employees took part in courses focusing on **ethics, human rights, gender equity and equality of opportunities.**

In January 2015, the creation of a new business unit was announced. This unit coordinates the management of operations in Mexico, Costa Rica (Central America and the Caribbean) and Colombia (Ecuador). This new unit was named Bridgestone Latin America North (BS-LAN) and was divided into two main areas: the front office, which deals directly with the client, and the back office, which offers support to the new organization in order to help each of the different departments meet its goals.

Bridgestone Colombia follows the guidelines of the new BS-LAN structure, but it is a simplified corporation and a distribution company.



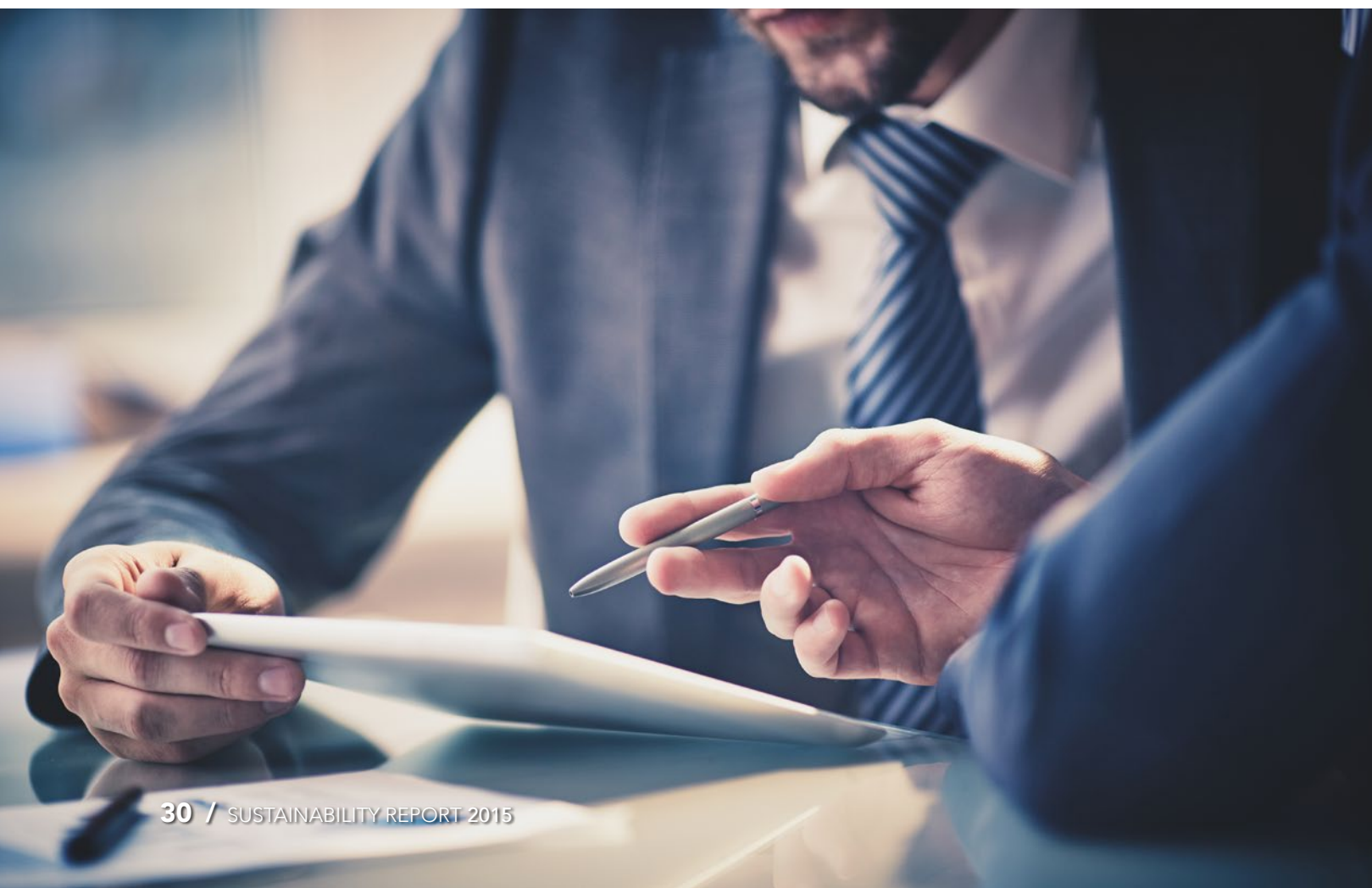
**Ethics Week** was implemented.



More than **eight hours of training** covering various aspects of the **Code of Conduct.**



The new **Bridgestone Latin America North, BS-LAN** business unit was created.





## Achievements

- Driving Bridgestone's exports through lobbying (dialog with authorities in order to promote topics of interest to the company) and engagement with a number of different authorities in the area.
- Supporting negotiations with different authorities in order to promote the elimination of technical trade barriers.

- Consolidating the institutional image of Bridgestone in Colombia (on-going actions).
- Supporting proper waste tire management policies in the Bridgestone Latin America North region.

**No significant penalties or fines** were reported in 2015 stemming from **any non-compliance** by Bridgestone Colombia.

## Risk management

Fully aware of the risks it faces, Bridgestone Colombia strives to ensure the decisions it takes have a positive impact on the profitability of the business.

Through the following initiatives, the company is focusing on risk management alternatives:

- **Global Risk Management Event.** A global event which brings together all the teams responsible for risk management. This event is a perfect forum for exchanging information and reflecting on the management, identification, recognition and evaluation of risks in order to ensure business continuity.
- **Bridgestone Americas Compliance Center (BACC).** This system provides the basis for all decisions and activities to be executed with integrity, ensuring compliance, at all times, with our values, policies and internal regulations, in addition to all applicable legal frameworks governing our operations.

## Crisis Committee

The Crisis Committee and the Emergency Committee at Bridgestone Colombia were updated in January 2016, comprising representatives from General Management, Sales, Legal, Sales Engineering, Corporate Safety and Finance.

## Ethics

In 2015, Bridgestone Colombia successfully trained 100% of its employees in ethics.

## Achievements

- Activities were organized during Ethics Week, including the communication of internal and thought-provoking messages.
- The Por un nuevo comienzo (For a New Start) seminar was created, based on the Code of Conduct, reinforcing values and highlighting what should not be done at Bridgestone Colombia. This seminar was attended by the majority of employees and was well evaluated, highlighting a symbolic commitment to the company.

## Code of Conduct

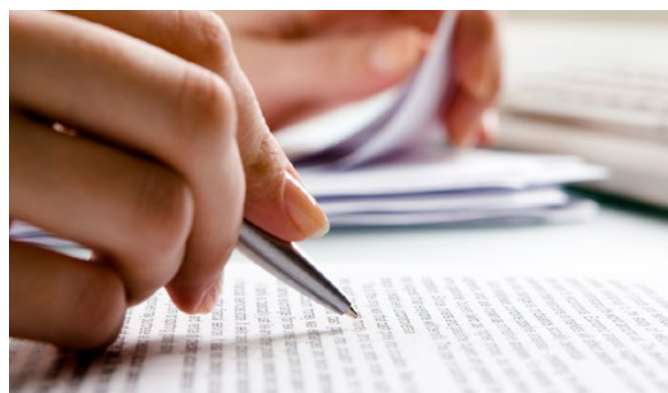
The Code of Conduct sets out the guidelines for promoting respect and tolerance in the workplace. The company uses the Code of Conduct of the Bridgestone Americas Compliance Center (BACC), which groups all of the major areas together. Over the past two years, work has been carried out on a communication plan in order to raise awareness among employees and suppliers of a number of areas relating to ethics, integrity and transparency.

## Ethics Training

In order to promote Bridgestone's ethics and values, during 2015 a number of face-to-face training sessions, lasting for more than eight hours, were organized, covering topics such as:

- Prevention of Workplace Harassment
- Conflicts of interest
- Alcohol and drugs prevention policy
- Confidentiality

A printed version of the Code of Conduct was given out to all employees; a seminar to help them incorporate this knowledge into their personal lives was organized; and e-mail messages regarding Bridgestone's Code of Conduct were sent out.





G4-35,G4-37,G4-41, G4-57,G4-58, G4-SO4

Furthermore, constant analysis about the evaluation processes governing ethics were carried out through courses relating to:

- Workplace Harassment
- Conflict of Interests
- Confidentiality
- Alcohol and Drug Prevention Policy
- Customer Relations
- Money Laundering Prevention
- Other Corrupt Practices
- Employee Ethical Behavior

## Ethics Committee

The purpose of the Committee is to respond to any concerns regarding violations of the guidelines governing any of the company's policies or procedures. The Ethics Committee is composed of the General Manager and leaders from the Legal, Sales and Human Resources areas.

In 2015, a session was held to define and find a resolution to dilemmas.

## Complaints Procedure

To report any violations of the Code of Conduct, employees can phone the toll-free number (01 800 915 5860). In 2015, the first complaints were received via this number, and they were directly channeled to the Compliance Director, leading to changes in the standards and policies in place at the company.

## Human Rights Training


All employees have received training and have taken part in induction exercises regarding the company's Human Rights procedures, as well as in terms of gender equity and equality of opportunities.








**Bridgestone Colombia's employees are the foundation and driving force behind the company's sustainability. Their skills, motivation, safety and comprehensive development are the foundations for the profitability of the business and the satisfaction and trust that the stakeholders place in the company.**

 **195** hours during the year and an average of **19.6 hours of training per employee.**


 **US \$5,200** invested in training.

# Labor practices



## Employees

Bridgestone Colombia's employees are essential to the company's operations. It is through its workforce that the company is able to achieve success and overcome the challenges it faces. In 2015, the workforce was composed of 30 employees (22 men and 8 women).

 **100%** of employees received some form of training.

## Health and safety

Given that Bridgestone Colombia focuses solely on the commercial side of the business, representing no major risks to the health or safety of its employees, no accidents, deaths or sick days linked to occupational diseases were recorded.

 **26.6%** of employees are **women.**



## Training

In order to ensure its workforce is properly trained, Bridgestone Colombia invested US \$2,500 in development training, focusing on areas such as Change Management and Coaching for Leaders, leading to a total of 42 hours of training for 19 employees.

Furthermore, US \$2,700 was invested in technical training, focusing on an Advanced Excel Course and Emergency Brigades, leading to 60 hours of training for 22 employees.

There was a total of 195 hours of training, an average of 19.6 hours per employee.

The table below shows the total number of employees trained in 2015, based on employee category:

Employee Category	Total Employees	Training Hours	Average Training Hours
Deputy Directors, Managers or Area Coordinators	9	55	6.1
Middle Management	9	70	7.7
Assistants	12	70	5.8
Total	30	195	19.6

Male employees had a total of 113 training hours, while female employees had a total of 82 hours.

	Total Employees in 2015	Total Training Hours in 2015	Average Training Hours in 2015
Men	22	55	5.13
Women	8	70	10.25
Total	30	195	15.38

## Benefits

Bridgestone Colombia offers its employees stability and trust when they need them most. This means that its employees feel they are truly a part of the company, creating a peaceful and family-oriented working environment.

The benefits required by law for employees at Bridgestone Colombia consist of:

- 4% pension contribution.
- 4% to severance pay.
- 4% EPS contribution (social security).
- Seniority Premium (one salary).

Furthermore, employees have access to other benefits, such as: pre-paid medicine, discounts on sets of tires, food stamps and a vacation bonus.

## Comprehensive Development

Through e-mails, leaflets and posters in the offices, projects focusing on the following initiatives were promoted:

**Health.** During Health Week, proper eating habits were promoted.

**Sport.** A number of recreational and sporting activities were organized in order to increase motivation, drive integration and promote teamwork.

**Values.** A program to communicate corporate values and commitment was organized.

**Integration.** Celebrations of important dates helped create a better working environment.

## Awareness Campaigns.

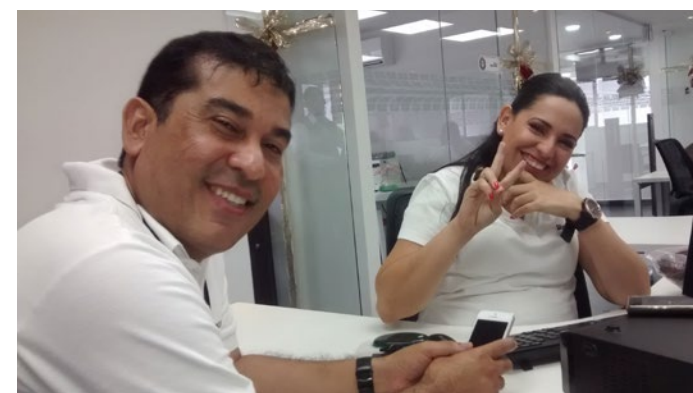
As part of the 2015 employee awareness campaigns, the following programs were implemented:

### Environmental Protection

An awareness program was implemented regarding the use of drinking straws. An e-mail was sent out to the employees, containing information about what straws are made of, what damage they cause to the environment and what can be done to counteract their environmental impact.

### Road Traffic Regulations

In 2015, an e-mail was sent to all employees informing them of the new Road Traffic Regulations. The e-mail contained the ten most common violations of the Road Traffic Regulations, as well as the parts of the code these infringe and the corresponding fines.







Bridgestone Colombia focuses on offering an effective and opportune response to all of its clients' needs through a wide-ranging service and communication infrastructure<sup>1</sup>. The company has three types of clients: OEM's, product distributors and the end consumer.

# Customer service



Total sales of million in 2015.

**US \$55.316**



**55**

points of sale opened in 2015.



**3** stores opened in 2015.

Two new TBR distribution centers were opened.



Economic value generated of

**US \$89** million,

a distributed value of

**US \$94** million and a

retained value of

**US -\$5** million.

<sup>1</sup>. See examples in the Stakeholder Appendix in the section entitled Clients (Pages 28 and 29).





Bridgestone Colombia had a generated value of US \$89 million, a distributed value of US \$94 million and a retained value of US -\$5 million.

In 2015, DSO decreased from 170 days in 2014 to 165 days in 2015, representing 8% of the total sales.

SAP 6.0 was adopted in order to comply with the 2009 Law 1314 (convergence of local and international accountancy standards).

## Sales

In 2015, Bridgestone Colombia's sales reached US \$55.316 million, representing a decrease of 31% compared to 2014.

The company also opened two Distribution Service Centers (Consumer) and two Truck Centers (TBR). Unit sales for distributors were 160,437 and 90,139 for TBR distributors.

Bridgestone Colombia, in addition to offering services within the country, also attends the automobile, SUV, truck, agricultural and industrial markets in Ecuador.

Distributors	
Achievements	Opening of two new service centers. Four new clients. DSO: 98 days.
Results	Unit Sales: 160,437 (6% less than in 2014). Sales in COP: \$28.7 billion (4% more than in 2014). Gross Profits: 16% (2 percentage points less than in 2014)
Distributors (TBR)	
Achievements	Opening of two new truck centers.
Results	Unit Sales: 90,139 units (3% above OB 2015). Sales in USD: US \$24,109,471 Sales in COP: \$43,618,651,413 Gross Profits: 18.4%
Ecuador	
Achievements	Opening of fours new service centers in the country.

## Points of sale

Bridgestone Colombia has 55 points of sale offering services, products and advice for vehicles. During 2015, US \$60,000 was invested in opening three stores located in Colombia and Ecuador, leading to the generation of 6 direct jobs and 18 indirect jobs.

## Customers and Distributor Satisfaction

Bridgestone Colombia strives to ensure that the relationships it has with its customers and consumers are based on fairness and honesty. The company bases its advertising campaigns on telling the truth about its products and services, avoiding any false statements concerning its offers or its competitors.

In order to understand how this strategy influences its clients, a customer satisfaction survey was carried out in Ecuador, with the results pointing to substantial improvements in the quality of the service offered by the network of importers in all areas, especially in Sales Management, where there were greater levels of commercial follow-up, and support mechanisms were put in place to drive the growth of the business in the country.







**Bridgestone Colombia proactively implements Responsible Marketing initiatives, promotes programs that drive the development of its value chain and participates in trade associations that are aligned with its business model in order to offer benefits to its stakeholders and create a prosperous and equitable business that has a positive impact on society.**



**Bridgestone Colombia** collaborated with **six labor unions in the country** on a number of economic and social **projects** in order to drive **fair trade and competition**.

# Fair operating practices



## Responsible Marketing

Bridgestone Colombia promotes the company's products, services and actions. The importance of good promotional campaigns lies in the win-win situation they offer when used properly. By promoting ethical marketing, Bridgestone provides its clients with quality products that comply with what is being offered in its advertising campaigns.



**Three promotional campaigns** were implemented in accordance with the regulations stipulated by **COLJUEGOS** and the **HABEAS DATA law**, meaning that **no fines were incurred**.



**13% decrease** in terms of supplier contract rates compared to 2014.



## Campaigns

Some of the major marketing campaigns implemented during 2015 include:

### Car and SUV

**Smiles Along the Road with Bridgestone.** The company offered Bridgestone Colombia's customers a special promotion: until April 2015, customers who bought four Bridgestone and/or Firestone tires received a free highway driving kit or tool kit, helping them feel safer while driving along Colombia's highways.

This promotion was available throughout the country and was valid for tires bought at points of sale authorized by Bridgestone Colombia and displaying the promotion.

**Travel Safely this Christmas.** In November 2015, customers who bought two Bridgestone and/or Firestone tires for 14" rims or larger were given a free tool kit.

The promotion was valid for all tires in the Passenger Car Radial and SUV Radial segments bought at points of sale authorized by Bridgestone Colombia and displaying the promotion.

### Truck

**Drive an NHR with Bridgestone, Firestone and/or Bandag.** Clients who purchased Bridgestone or Firestone tires for 22.5" or 17.5" rims and/or retreaded the same size of tire at Bandag were entered into a prize draw for a Chevrolet NHR (the most widely-sold and best-loved goods vehicle in Colombia).

This promotion was valid from February 22nd to June 30th, 2015, throughout the country. Depending on the number of tires purchased, taking into account the rim size or the type of product, the customer received a ticket to take part in the prize draw for the goods vehicle.

### Data Privacy

Promoting ethical marketing enables Bridgestone Colombia to offer its customers quality products that meet the standards applicable in the country, ensuring that they are correctly portrayed in the company's advertising campaigns.

All of the campaigns follow the standards set by:

#### COLJUEGOS

COLJUEGOS is the state-owned body that coordinates gambling operations in Colombia. It was created by means of Decree 4142 on November 3rd, 2011, as a decentralized, domestic company linked to the Federal Treasury Department. For further information, please visit: <http://www.coljuegos.gov.co>

#### HABEAS DATA Law

The handling of personal information. Habeas Data encompasses each person's right to know, update and correct any information about them that has been compiled in publicly or privately-owned files or databases.

In any promotion requiring customers to provide their personal information, the company's Data Privacy Notice is available at all times. For further information, please visit: <http://www.sic.gov.co/drupal/manejo-de-informacion-personal>.

## Social Networks



**6,548** followers on **Twitter**,

**52,592** followers on **Facebook**,

**115** subscribers on **YouTube**.

Facebook Bridgestone Colombia:  
<https://www.facebook.com/BridgestoneColombia/>

Youtube Bridgestone Colombia:  
<https://www.youtube.com/user/bridgestonecol>

Twitter @BridgestoneCol  
Twitter @BridgestoneCol

**Bridgestone's commitment to quality** is not a result of the company's desire for profit, but rather its **passion for improving safety and people's lives.**







## Suppliers

In October 2015, the Bridgestone Latin America North (BS-LAN) (Mexico-Colombia-Costa Rica) business unit came into force. The new Procurement structure helped provide greater clarity in local operations and processes while maximizing the knowledge and expertise in the markets in which each operates. It also leveraged the existing strengths and business opportunities in each one of the countries that form part of this new region, while more easily aligning each of the operations with the general corporate strategy.

The current processes of the Procurement Department are in compliance with the requirements of the business in order to contribute to the development of its commercial partners and the community.

## Achievements

The Procurement Department successfully negotiated a decrease in supplier contract rates, which has had a direct impact on operational spending, such as hotels, domestic expenses and transport. Spending also decreased by 13% compared to 2014.

## Supplier Evaluation

Bridgestone Colombia has a set of requirements that must be fulfilled before contractors can start working with the company.

The first filter consists of a safety study to analyze any future business relationships. Suppliers then have a 30-day period to send Bridgestone a plan of how it will implement the corrective measures needed to rectify any areas of opportunity detected. This is then verified by means of an audit undertaken by a multidisciplinary team within the company.

The evaluation process is undertaken by representatives from the Procurement and Safety departments. Some of the criteria that are taken into account in this evaluation include:

- Quality of the Product or Service.
- Reliability in areas such as Service Performance.
- Warranties.
- Opportune Response to Complaints and Grievances.
- Responsibility.
- Regulatory Reporting.
- Market Behavior.
- Advantages.
- Areas of Opportunity.

The Procurement Department evaluates suppliers on an annual basis (mainly those classified as 'critical', whose product or service has a major impact on the operations of the business and could be a source of risk).

After the evaluation process, suppliers are given feedback via e-mail and during a face-to-face meeting, providing them with information about their evaluation, changes to the company, and what Bridgestone Colombia expects of its suppliers in social, environmental and ethical terms, among others.

## Partnerships and Collaborations

The company collaborates with the following organizations:

- ANDI – National Business Association of Colombia.
- CEA – American Business Council.
- AMCHAM - Costa Rican-North American Chamber of Commerce.
- National Retreading Association.
- National Federation of Retailers (FENALCO).
- Rueda Verde.

**Bridgestone Colombia recognizes those suppliers who contribute to sustainability at the company.**

In 2015, Bridgestone Colombia, in addition to collaborating with these organizations, implemented a number of activities to promote healthy competition and integration among the domestic market in order to favor both people and companies. These activities included:

- Participation of General Management on committees within the tire industry.
- Participation of commercial and safety representatives on committees of interest to Bridgestone Colombia.
- Participation of marketing and human resources representatives in social responsibility training sessions and activities.
- After-sales program for tires, attended by General Management, Sales Engineering and Legal.







Bridgestone Colombia coordinates a range of social and volunteering activities, the goal of which is to drive development opportunities for the community and forge bonds of trust with society. These activities offer the company and its employees the opportunity to have a positive impact on their surroundings.

# Community involvement and development



**56** volunteers,  
**240** people benefited.



**202** hours.



**45** tress planted.



**40** upgraded recycling carts.



**942** tire pressure checks.



## Community

Bridgestone Colombia was awarded the Social Responsibility Certification by Fenalco Solidario, an organization affiliated with the National Federation of Retailers. Bridgestone Colombia made this certification possible because of its hard work and dedication over the past number of years, which has enabled the company to implement a wide range of projects alongside its employees, distributors, suppliers and customers.

The main purpose of these projects was to make social responsibility a permanent guiding factor in the company's actions, as well as contributing to driving social change in Colombia.

## Volunteering Programs

At Bridgestone Colombia, volunteering is considered to be the embodiment of the company's social responsibility, given that it has a dual impact: within the company and in the communities in which it operates. The importance of measuring the results of these volunteering programs lies in understanding the impact that they have.

Information about the volunteering programs is outlined below.

### Reforestation

The first reforestation program of 2015 took place in the Botanical Gardens. 33 volunteers took part, planting a total of 45 trees.

### Think before you Drive

As part of the Think Before You Drive program, a tire pressure check program was coordinated as part of the company's Social Responsibility campaign in Bucaramanga, Cúcuta, Girardot, Ipiales, Manta, Medellín, Neiva, Santo Domingo, Sogamoso, Valledupar, Barranquilla and Ecuador.

The pressure of a total of 942 tires was checked.

The purpose of this activity is to offer vehicle owners and users a range of tools to help them identify the major risks they face when driving, in addition to raising awareness about the impact vehicles have on the environment.



### Pimp My Cart

This program brought together volunteers who gave their time up to refurbish and paint the carts used by recyclers in the city of Bogota. Of the 9,000 tons of waste produced in Bogota, 2,000 tons are recovered thanks to the work done by these recyclers. Through this program, 40 recycling carts were refurbished and more than 70 tires were donated by Bridgestone to help increase their load capacity.

The recyclers and their families were also given a medical check-up, a personal care session, activities for children, breakfast, lunch, a first-aid kit, a personal hygiene kit and a uniform and rain cape to make them more comfortable on the job.

### Tire Repurposing Workshop

As part of its efforts to contribute to protecting the environment and participating in a range of activities to drive engagement with the community, Bridgestone Colombia worked with the Hayuelos mall and the Laudes Infantis Foundation on a tire repurposing workshop. More than 60 families took part, transforming used tires into fun sculptures.

Boys, girls and adults took part enthusiastically, aware of the importance of repurposing waste tires and helping to protect the environment.

In **2015**, there were **56 volunteers**, donating a total of **202 hours** to help some **240 people**.







**Bridgestone Colombia, through its environmental activities, ensures all areas of the business contribute to protecting the environment.**



**86.37** tons of CO<sub>2e</sub> emissions from 2015 were offset.

# Environment



**375** native species of trees were planted in a Federal Reserve



**Bridgestone Colombia** is now **Carbon Neutral** thanks to its carbon offset programs.

**One Team,  
One Planet.**

**85%** energy savings.



## Carbon Neutral Project

The company is aware of the need to protect the environment, which is why, in order to promote sustainability in Colombia, in 2014 Bridgestone implemented a mid and long-term plan to offset greenhouse gas emissions.

The specific goals of this program include:

- Identifying the main sources of greenhouse gas emissions.
- Calculating Bridgestone Colombia's carbon footprint.
- Analyzing the results of its carbon footprint.
- Formulating reduction and offset strategies.

In 2015, the main sources of greenhouse gas emissions were identified.

These sources are outlined below;

### Range 1

Direct GHG Emissions linked to Transport

- Employee transport: 16.36 tons of CO<sub>2e</sub>.
- Corporate transport: 28.18 tons of CO<sub>2e</sub>.

### Range 2

Indirect GHG Emissions linked to Electricity

- Electricity use: 41.61 tons of CO<sub>2e</sub>.

### Range 3

Indirect GHG Emissions linked to Paper Distribution and Use

- Freight transport: 443.49 tons of CO<sub>2e</sub>.
- Paper use: 0.19 tons of CO<sub>2e</sub>.

The sum of the three ranges is 529.85 tons, and it was decided to offset Ranges 1 and 2, giving a total of 86.37 tons of CO<sub>2e</sub>.



## Internal Emission Reduction Measures

In 2015, as part of the company's reduction strategies, the following measures were developed for each range:

### Range 1 – Direct GHG Emissions linked to Transport

- **Freight transport.** Improve freight efficiency by using the maximum capacity of the freight transport that transports the tires from the warehouses in Barranquilla, leading to a reduction in CO<sub>2e</sub> emissions.
- **Optimize transport routes.**
- **Use vehicles with greater load capacities.** Recent vehicle models offer more efficient technologies meaning lower fuel consumption, and, as such, lower CO<sub>2e</sub> emissions.



### Range 2 – Indirect GHG Emissions linked to Electricity

- **Use of LED lights.** LED lights are more energy efficient, leading to significant energy savings and, as such, lower CO<sub>2e</sub> emissions.
- **LED Lights are Mercury-Free and Recyclable.** Installation of movement sensors and daylight sensors. The combination of LED lighting and control systems can lead to energy savings of up to 85% compared to traditional lighting fixtures.

### Range 3 – Indirect GHG Emissions linked to Paper Distribution and Use

- **Paper Saving Campaign.** Given the high levels of paper use at Bridgestone, an awareness campaign was implemented, leading to a reduction in paper use, as well as promoting the responsible use and recycling of paper.
- **Digitalization of Processes.** In order to decrease the amount of paper being wasted, the use of digital documents was proposed, only printing documents that are indispensable for the company's operations. This leads to reductions in CO<sub>2e</sub> emissions stemming from resources used to make paper.



## Rueda Verde

The goal of this program is to control and prevent any negative impacts on the environment and people's health as a result of the mismanagement of waste tires by taking advantage of them and/or valorizing them.

This program is for producers who manufacture 200 or more units per year (13" to 22.5") and producers who import more than 50 vehicles and their respective tires (up to 22.5"). 2012 was the first time this program was implemented, and 20% of tires were successfully collected. It was decided to set a 5% annual increase in the number of tires collected in order to reach an end goal of 65%.

## Carbon Neutral

During 2015, in conjunction with Acción Verde, a company specializing in large-scale forestry projects, the company planted 375 native species of trees in a Federal Reserve that acts as a buffer zone for the El Tuparro Biosphere, a UNESCO site. Thanks to this project, 86.37 tons of CO<sub>2e</sub> emitted by the company in 2015 were offset. This led to the company receiving the Carbon Neutral certification in February 2016.

Each tree planted by Bridgestone Colombia has a code which can be used to follow the planting process and the growth of the tree via the Acción Verde website, in addition to its geographical location and some interesting information about the species. This helps get people involved in the process and see for themselves the result of this type of program.

## LEED-Certified Building

Bridgestone Colombia operates out of Torre Argos in the city of Bogotá. This building is LEED Silver certified (Leadership in Energy and Environmental Design) in the following categories: Core and Shell and Commercial Interiors. All of the concrete used in the construction of the building was manufactured using environmental practices that use less water and cement, as well as decreasing CO<sub>2e</sub> emissions. Furthermore, its design incorporates tools to reduce the use of energy and other resources.

The building has a green roof, a crossed-ventilation system, sun breakers and solar control glass, among other elements, all of which help to lower energy consumption. The green roof helps regulate temperatures in the building and also harvests and filters rainwater so it can be reused. The roof has two types of plants: native species that don't need much energy, and CAM plants that promote nocturnal photosynthesis, as well as consuming low levels of energy and water.










**Bridgestone Colombia aligns its business strategy with the UN's Sustainable Development Goals. This helps identify specific goals it can attain by promoting solutions based on its skillset.**

**During 2015, a number of programs and activities were organized, involving support from the company to promote a range of different sustainable development goals:**

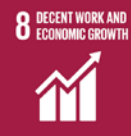





# Human Rights



Sustainable Development Goals	Bridgestone's Vision	2015 Programs	Sustainable Pillar
 <p>3 GOOD HEALTH AND WELL-BEING</p>	Bridgestone Colombia promotes health as a fundamental part of the company, which is why, on a daily basis, it strives to offer its employees a safe and healthy work environment.	<ul style="list-style-type: none"> <li>• Health Week promoted proper eating habits.</li> <li>• A number of recreational and sporting activities were organized in order to increase motivation, drive integration and promote teamwork.</li> </ul>	
 <p>4 QUALITY EDUCATION</p>	Improving the knowledge and skills of those who work at the company is a priority for Bridgestone Colombia.	<ul style="list-style-type: none"> <li>• US \$2,500 in development training.</li> <li>• US \$2,700 in technical training.</li> <li>• 100% of employees received training.</li> <li>• 237 hours of training.</li> </ul>	 
 <p>5 GENDER EQUALITY</p>	Bridgestone values diversity and prevents all types of discrimination through its Code of Conduct.	<ul style="list-style-type: none"> <li>• 26.6% of the workforce are women.</li> <li>• All the personnel received training and participated in induction activities on Human Rights, Gender Equality and Equal Opportunities.</li> </ul>	
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	The use of clean and sustainable energy is one of Bridgestone Colombia's goals to mitigate the environmental impact of its activities.	<ul style="list-style-type: none"> <li>• Bridgestone Colombia's offices in Torre Argos (a LEED-certified building)</li> </ul>	

Sustainable pillar:  Mobility  People  Environment



Sustainable Development Goals	Bridgestone's Vision	2015 Programs	Sustainable Pillar
	Fulfilling, productive and inclusive employment is what Bridgestone achieves through its economic growth and internal policies.	<ul style="list-style-type: none"> <li>• Benefits above those required by law.</li> <li>• Programs focusing on health, sports, values and integration.</li> <li>• 100% of employees have received training and taken part in induction activities in the areas of Human Rights, Gender Equity and Equality of Opportunities.</li> </ul>	
	Bridgestone promotes quality transportation, in order to ensure that cities become more sustainable and inclusive places.	<ul style="list-style-type: none"> <li>• Road Traffic Code: awareness campaign to inform employees about Road Traffic Regulations.</li> <li>• Think Before You Drive Program: the pressure of 942 tires were checked.</li> </ul>	
	Bridgestone Colombia guarantees sustainable production and consumption through its Use of Materials and Sustainable Procurement policies.	<ul style="list-style-type: none"> <li>• Bridgestone has obligatory standards that must be met by contractors, including areas such as quality and Human Rights.</li> <li>• Bridgestone Colombia recognizes those suppliers who contribute to sustainability at the company.</li> </ul>	

Sustainable Development Goals	Bridgestone's Vision	2015 Programs	Sustainable Pillar
	In order to protect the environment, Bridgestone Colombia implements a number of measures to drive the incorporation of sustainability in all of its productive processes.	<ul style="list-style-type: none"> <li>• Carbon Footprint Project: mitigate the company's emissions through actions to help it become Carbon Neutral.</li> <li>• 86.37 tons of CO<sub>2e</sub> emitted in 2015 were offset, and the company successfully achieved Carbon Neutrality.</li> <li>• Campaign to save paper and digitalize processes.</li> <li>• 85% energy savings through movement sensors and LED lighting.</li> <li>• Optimization of transport routes.</li> </ul>	
	Bridgestone promotes the sustainable use of ecosystems, driving their conservation through volunteering programs and Employee Awareness campaigns.	<ul style="list-style-type: none"> <li>• 375 native species of trees planted in a Federal Reserve.</li> <li>• 45 trees planted in the Botanical Gardens.</li> <li>• Awareness campaign regarding the use of drinking straws and the impact they have on the environment.</li> <li>• Tire repurposing workshop: more than 60 families took part in this workshop to transform used tires into fun sculptures.</li> </ul>	
	Bridgestone Colombia focuses on being an effective, responsible and inclusive company, one in which its employees are offered equality of participation and representation.	<ul style="list-style-type: none"> <li>• 100% of employees were given training in Ethics.</li> <li>• The company is governed by the Bridgestone Americas Compliance Center (BACC) Code of Conduct.</li> <li>• Diverse Complaints Procedures.</li> <li>• Ethics Committee.</li> </ul>	

Sustainable pillar:  Mobility  People  Environment





**For the first year, Bridgestone Colombia has published its Sustainability Report, which encompasses the most significant milestones relating to sustainability at the company, in addition to providing its stakeholders with information about the company's main commitments and activities in the areas of:**

- Corporate Governance
- Labor Practices
- Customer Service
- Fair Operating Practices
- Community Involvement and development
- Environment
- Human Rights

## About this report

Given the fact that operations in Colombia are exclusively commercial (there is no production plant in the country), the material issues, which have an impact on both business aspects and stakeholder relations, were taken from the studies carried out in Mexico and Costa Rica. These areas were updated, in accordance with the strategic objectives of the new Bridgestone Latin America North (BS-LAN) structure, in addition to being validated by the President of BS-LAN.

This report encompasses the operations of Bridgestone de Colombia, S.A. de C.V., considering the offices in Bogotá and the Distribution Centers in Ecuador.

This document has been created using the core conformity option stipulated by the Global Reporting Initiative (GRI) for drafting G4 sustainability reports, covering the period from January 1st, 2015, to December 31st, 2015.





In order to guarantee the quality of the report during the drafting process, the following guiding principles and processes relating to materiality were taken into consideration:

## MATERIALITY PROCESS

- **Identification:** Relevant issues were identified by indirectly analyzing public opinion and stakeholder perception through internal polls and surveys.
- **Prioritization:** The issues were weighted and prioritized based on their relevance to the long-term sustainability of the business and the perception of the company's stakeholders.
- **Validation:** The content was evaluated and verified by different areas and then approved by the Department for Corporate Communication and Social Responsibility at Bridgestone in order to select which indicators would be included in the report.

## REPORTING PRINCIPLES

### Balance

This report reflects a number of the company's performance indicators in order to reasonably evaluate its sustainable performance.

### Comparability

The information and content were selected, compiled and distributed in order to offer stakeholders the opportunity to analyze the changes Bridgestone has experienced over time. Previous reports are available on the website: [www.informebridgestone.com/sostenibilidadBS-LAN](http://www.informebridgestone.com/sostenibilidadBS-LAN)

### Accuracy

The information contained in the report is the result of internal controls and systems that help ensure the transparency of accurate and detailed information offering the company's stakeholders the opportunity to evaluate its performance.

### Punctuality

The Sustainability Report was published in 2014 on a bi-annual basis, while, in 2015, this was changed to an annual basis, which will be the future standard for reports published over the coming years.

### Clarity

The focus lies in presenting the information in an understandable and accessible way in order for stakeholders to make use of this report.

### Reliability

The information and procedures followed when preparing the report are compiled, registered, analyzed and presented in such a way as to reliably establish the quality and materiality of the information included.

If you have any questions or doubts about the information published in this Sustainability Report, please contact the Corporate Communications and Social Responsibility Department at Bridgestone Latin America North (BS-LAN) at the following e-mail address: [BS\\_LAN\\_Prensa@la-bridgestone.com](mailto:BS_LAN_Prensa@la-bridgestone.com).





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Indicator	Page / Direct Response
<b>Products and services</b>	
G4-EN27	pp. 56 and 57
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<b>Regulatory Compliance</b>	
G4-EN29	No significant fines were presented in environmental terms.
<b>CATEGORY: SOCIAL PERFORMANCE</b>	
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<b>Employment</b>	
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G4-LA9	pp. 38
G4-LA10	pp. 38
G4-LA11	pp. 38
<b>Diversity and Equal Opportunities</b>	
G4-LA12	Pg. 40 do not have the breakdown of the governing body.

Indicator	Page / Direct Response
<b>Evaluation of Labor Practices of Suppliers</b>	
G4-LA14	pp. 48
G4-LA15	pp. 48
<b>SUBCATEGORY: HUMAN RIGHTS</b>	
<b>Child Labor</b>	
G4-HR5	pp. 48
<b>Forced Labor</b>	
G4-HR6	pp. 48
<b>Indigenous Rights</b>	
G4-HR8	No significant fines were presented in terms of rights of indigenous peoples.
<b>Evaluation of Suppliers' Social Repercussions</b>	
G4-HR10	pp. 48
G4-HR11	pp. 48
<b>Human Rights Complain Mechanisms</b>	
G4-HR12	No significant fines were presented in terms of human rights.

Indicator	Page / Direct Response
<b>SUBCATEGORY: SOCIETY</b>	
<b>Local Communities</b>	
G4-SO1	pp. 51-53
G4-SO2	None
<b>Fight Against Corruption</b>	
G4-SO4	pp. 33 and 34
G4-SO5	None
<b>Public Policy</b>	
G4-SO6	Bridgestone does not receive nor gives financial contributions granted by the government or political parties.
<b>Unfair Competition Practices</b>	
G4-SO7	None

Indicator	Page / Direct Response
<b>SUBCATEGORY: PRODUCT RESPONSIBILITY</b>	
<b>Customer Health and Safety</b>	
G4-PR1	pp. 45
G4-PR2	None
<b>Labeling of products and services</b>	
G4-PR3	pp. 45
G4-PR4	None
G4-PR5	pp. 41 and 43
<b>Marketing Communications</b>	
G4-PR6	None
G4-PR7	None
<b>Customer Privacy</b>	
G4-PR8	None
<b>Regulatory Compliance</b>	
G4-PR9	None





[www.bridgestone.com.co](http://www.bridgestone.com.co)

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COLOMBIA

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**2015**