

**OUR ENVIRONMENTAL,  
SOCIAL, AND  
ECONOMIC  
CONTRIBUTION  
TO SOCIETY**

*Making an Impact*



**Sixth Sustainability Report**  
**2011**



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# President's Message



**Oscar Rodríguez**  
President of Bridgestone de Costa Rica

Bridgestone de Costa Rica (BSCR) has made a commitment to being a socially responsible company, its philosophy which has stood strong since the Corporation was founded, and that is now firmly accepted within the company.

Demonstrating this commitment, BSCR has maintained a plan for continuous improvement that allows the inclusion of the Corporate Social Responsibility (CSR) principles in all departments and levels of the organization.

2011 was an excellent year for Bridgestone de Costa Rica (BSCR). Thanks to our associate's team work, new record highs were reached. These included a 45% decrease in the number of accidents, the best overall in the past 8 years, and a 44% improvement in the injury frequency rate, the best result in our history.

This was also a year of celebration as the Bridgestone Corporation celebrated its 80 years, an event that was accompanied with a remodeled logo and an organizational philosophy called the Bridgestone Essence.

Regarding CRS accomplishments, the company's achievements towards sustainability are highlighted in three categories: environmental, social and economic.

A new mission has been presented to manage the company's efforts regarding its environmental scope. In addition, we continue to work to meet our goal of becoming a Carbon Neutral company, which is why the team has stepped up to decrease the company's carbon footprint by the reduction of waste generation and resource consumption. The situation which occurred in the Quebrada Seca River was taken care of appropriately and resulted in the strengthening of the company's control systems.

Regarding the economic scope, the company continues to grow and has been successful in strengthening its financial well-being allowing it to be sustainable. This has been achieved thanks to the excellent teamwork in all areas including Manufacturing, Marketing and Sales, Human Resources, and Finance along with the Labor Union's valued support.

Similarly, the Republic of Costa Rica's president, Laura Chinchilla visited the Bridgestone Corporation headquarters in Japan, allowing the company to create a rapprochement with the government by means of a series of commitments made by both parties seeking new business opportunities.

In addition, BSCR continues to work on product life cycle matters focusing on improving waste tire regulations in countries where it operates.

Regarding the social scope, the most featured accomplishment was the external participation in numerous activities related to road safety. The goal of these activities was to educate different population groups, hoping to result in a change of road habits and therefore reducing the number of traffic accident deaths. In addition to this, the BSCR associate's goal for total number of volunteer hours was exceeded, which brings pride to the company.

As for the internal social environment, efforts continued in 2011 to turn BSCR into the best place to work and the Great Place to Work evaluation was performed. The results allowed us to see the strengths and weaknesses of the company, which enabled us to create plans of improvement.

It is important to point out that in 2011 the AED self-evaluation process was held for the third consecutive year to see the company's progress in CSR. Also, the company's work performed in all three scopes has been compiled in the sixth Sustainability Report under GRI criteria.

In 2012, BSCR will continue its true commitment to being a socially responsible company and will center its strategy in the fulfillment of the 22 CSR focus points defined by the Corporation, as well as the regulation ISO 26000. BSCR always remains true to its mission, "Serving Society with Superior Quality."

# About this Report

Bridgestone de Costa Rica (BSCR) presents its sixth sustainability report for the year 2011, to inform its interest groups about the initiatives and achievements made within these three categories: environmental, social and economic development. This report covers the period January 1 to December 31, 2011, which makes up the calendar and budget year of the company.

To compile and analyze the information, the report has been broken into the principles proposed by the Global Reporting Initiative (GRI) version G3:

**1. Materiality:** This report includes topics and indicators that reflect Bridgestone de Costa Rica's most significant environmental, economic, and social impacts.

**2. Stakeholder Inclusiveness:** BSCR has ensured identification and communication with its stakeholders. This report includes the methodology that has been applied to the rapprochement with each of them, and the initiatives the company has developed for their benefit.

**3. Sustainability Context:** BSCR works according to the Triple Bottom Line sustainability concept, along with the 22 CSR focus points defined by the Bridgestone Corporation as a framework to define its priority areas of focus.

**4. Completeness:** It is important to note that although the company has operations in different countries in Central America and the Caribbean; the data presented in this document only applies to Costa Rica. For the first time, this report includes the results of pilot projects developed in the Dominican Republic and Panama. BSCR is working to extend the data in other countries for future presentations.

Based on the information reported, BSCR has self-assessed at an application level C, which represents the firm's compliance with GRI required indicators.

In order to see the most featured issues that are incorporated in this report, the following methodology has been applied:

- Consultations to the company's Social Responsibility Committee (SR).
- In-depth interviews with BSCR associates responsible for each topic reported.
- Content analysis of other companies sustainability reports from the national and regional industry.
- Result analysis of internal self-assessment tools such as: the Great Place to Work institute study, self-evaluation of the Business Association for Development (AED), customer satisfaction surveys, among others.
- Consultations with the company's stakeholders.

It is important to note that the calculation of the indicators presented in this report is consistent with that used in previous editions. The economic values are presented in dollars.

For more information regarding BSCR, this report, and its previous versions you can visit our website [www.bridgestone.cr](http://www.bridgestone.cr), or contact:

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# Glossary

We asked that you review the following glossary for explanations of terms used in this sustainability report.

- **Tire:** *pneumatic, rubber*
- **Associate:** *Bridgestone de Costa Rica collaborator*
- **Family Channel:** *company's channel of distribution formed by distributors (direct BSCR customers), who are responsible for marketing the company products to the final consumer*
- **Waste:** *represents the ratio of the amount of rubber waste generated in relation to the kilograms of tires produced*
- **TMA:** *Throw Mill Again, an indicator that measures the rubber to be reprocessed; the smaller this percentage the better, as it optimizes the consumption of resources is, such as energy and water*
- **Scrap:** *tires that have passed the curing process but, for some reason, do not meet the quality specifications of the product*
- **Banbury:** *a mixing process with an internal batch mixer. It is a faster process than that of a cylinder mixer or mills, and safer because no operator is moving the mix.*
- **BMP:** *Raw Material Warehouse*
- **FUNDELLANTAS:** *Ecological Foundation for Recycling and Tire and Rubber Waste*
- **ASEFIRE:** *Associate Solidarity Association of Bridgestone de Costa Rica*

A scenic landscape featuring a long, straight asphalt road that recedes into the distance. The road is flanked by dense, vibrant green forests. In the background, rolling mountains are visible under a dramatic sky with large, dark clouds and bright sunlight breaking through, creating a lens flare effect on the right side. The overall mood is one of hope and forward movement.

# Corporate Profile



# About The Bridgestone Corporation



The Bridgestone Corporation is a multinational company dedicated to the designing, testing, manufacturing, and marketing tires and rubber products. It has 125 plants in 25 countries, 11 testing sites in 8 countries, and 5 technical centers in 4 countries. The company is represented in over 150 countries worldwide and generates more than 123,000 jobs.

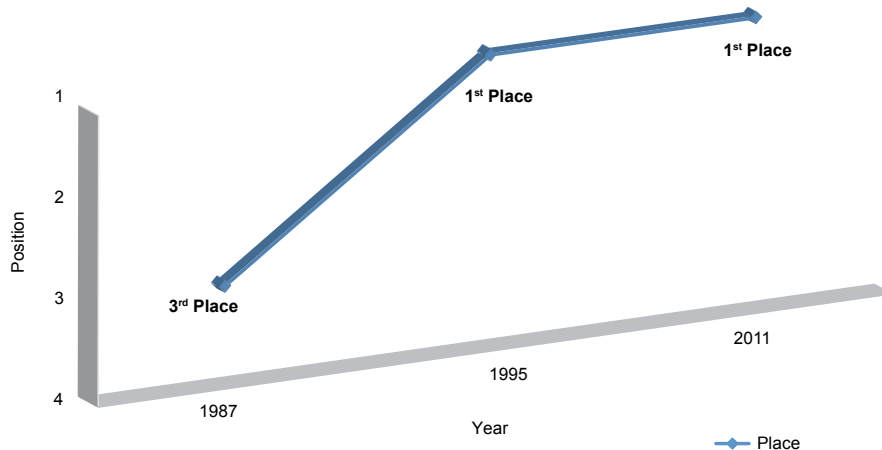
Tires are the company's main product and represent 84% of its total sales; the remaining 16% is made up of products such as bicycles and sporting equipment.

In 2011 Bridgestone celebrated its 80th anniversary worldwide maintaining its market leadership and commitment to serving society with superior quality.



*Shojiro Ishibashi,  
Founder Bridgestone Corporation*

## World ranking of manufacturers of tire and rubber derivatives



Source: Tire Business

# About Bridgestone de Costa Rica

Bridgestone de Costa Rica (BSCR) is a subsidiary of the Bridgestone Corporation in charge of operations in Central America and the Caribbean. Its production plant and headquarters are located in the canton of Belén in Heredia. In December 2011 it had the support of 1,047 associates.



## **44 YEARS OF HISTORY**

BSCR began its operation in the country under the name Firestone de Costa Rica in 1967, with 200 associates and a production of 425 tires per day. In 2009, the company changed its name to Bridgestone de Costa Rica (BSCR) and reached a production capacity of 12,000 tires per day with the support of 1,000 associates.

Among the company's achievements in 2011 is the increase in number of markets now served by Costa Rican operations with the inclusion of several Caribbean islands, and the establishment of the BBTS business model (products for truck fleets, Bridgestone and Bandag brands) in the Dominican Republic, Nicaragua, El Salvador, and Costa Rica.

To date, the company continues to work to create sustainability in the following three categories: environmental, economic, and social. This development enables BSCR to continue serving society with superior quality.

For more information regarding the company's history you can refer to the previous Sustainability Reports or visit our website [www.bridgestone.cr](http://www.bridgestone.cr)



## Certifications

Certification	Year
ISO 9002:1994	Certified in 1997.
ISO 14001:1996	Certified in 1999.
ISO 9001:2000	Recertified in 2000.
ISO / TS 16949:2002	Certified in 2004, recertified in 2005.
INTE-ISO/IEC 17025:2005	Accreditation of the Physical Testing Product Laboratory Finished in 2005.
ISO 14001: 2004	Recertified in 2006.
Product Certification (Product Approval)	Certified in 2007.
ISO 9001:2008	Recertified in 2011.
ISO/TS 16949:2009	Recertified in 2011.
INTE-ISO/IEC 17025:2005	Accreditation of the Measurement Equipment Calibration Laboratory in 2010.
Regulations BASC – Property Security	Certified in 2010.

## Awards Received

### Corporate Awards

- CEO Safety Award in 2003 and 2006
- Maintenance Best Improvement Award in 2007 and 2008
- S-Rank Award in 2008
- Pollution Prevention-Cross Functional Team (CFT) in 2008.
- Pollution Prevention Plant Award in 2011
- Pollution Prevention Team Award in 2011

### External Awards

- CADEXCO: Award of Merit Exporter Effort in 2005
- National Insurance Institute (INS): Occupational Health Management Award in 2006 and 2010
- Chamber of Commerce Costa Rica: Export Award in 2008
- Mexican Center for Philanthropy (CEMEFI): Social Responsibility Award in 2009 and 2010.
- American Chamber of Commerce (AMCHAM): Honorable Mention for the campaign “Yo conduzco responsablemente” (I Drive Responsibly) in 2010.
- Chamber of Industry Costa Rica (CICR): Excellence Award given for the project to improve the capacity and effectiveness of quality assurance in the Final Inspection department processes in 2010

## Organizations Pertaining to BSCR

Bridgestone de Costa Rica has been active in getting involved with several organizations that share its business philosophy and give the opportunity to be positioned within the industrial sector of the country. In 2011, BSCR maintained relations with:

- Business Development Association.
- ALIARSE for Development.
- Chamber of Industries of Costa Rica.
- Chamber of Commerce.
- American Chamber of Commerce.
- Costa Rican Investment Promotion Agency.
- Tax-Free Zone Association.

# The Bridgestone Essence

To celebrate the 80th anniversary of the Corporation in 2011, the corporate philosophy was reestablished resulting in the Bridgestone Essence. This proposal complements the corporate mission with four fundamental principles that guide the work of company employees:

All projects developed by BSCR line up with the concepts set forth in these principles, which involve:

- **Integrity and teamwork:** It motivates the associate to adhere to the principles of good faith in their work performance including the way they treat others, participation, and commitment to the society.

It aims to produce positive results through the diversity of skills, values, experiences, genders, and backgrounds while encouraging teamwork.

- **Creative Pioneering:** It refers to building the future and challenging associates so that they proactively identify and develop innovations that will benefit society and respond to customer needs from their point of view.

It promotes creativity and innovation to develop new business, and encourages the demand for new beneficial products by applying their own methods.

- **Decision-Making Based on Verified, On-Site Observations:** It encourages the associate to take the necessary time to personally verify the facts in the field and use empirical observations to make decisions.

It means to not resign oneself to the current situation but to make well-reasoned decisions based on experience, to lead to optimal solutions.

- **Decisive Action after Thorough Planning:** It promotes the investigation of all options and possibilities, paying particular attention to how the decided actions will be implemented. It is to identify what is necessary and decide on a viewpoint. Once the decision has been made and the plan set, it should be implemented without delay.

BSCR's mission and corporate fundamentals described above are part of its management, and it complements them with its vision and corporate values presented below.

## The Bridgestone Essence



## BSCR VISION



## Bridgestone Products

The corporation has three brands: Bridgestone, Firestone and Bandag, which are marketed through three product categories:

- **Consumer:** It is the business unit focused on the massive consumption of tires for small vehicles. The Costa Rica plant manufactures products of the Bridgestone and Firestone brands, with models such as Potenza, Destination and Dueler.
- **BBTS:** This unit is responsible for Bridgestone and Bandag

products dedicated to truck fleets. It offers comprehensive solutions at lower costs. This unit was strengthened in the region in 2011 and currently operates in Nicaragua, the Dominican Republic, El Salvador and Costa Rica.

- **AG/OTR:** The third category includes tires for the agricultural sectors and off-road group.

**At its plant in Costa Rica, BSCR produces the following types of tires:** Radial Passenger, Radial

Truck, Conventional Truck, Conventional Pick-up Truck Tires, Agricultural, and OTR (off road).



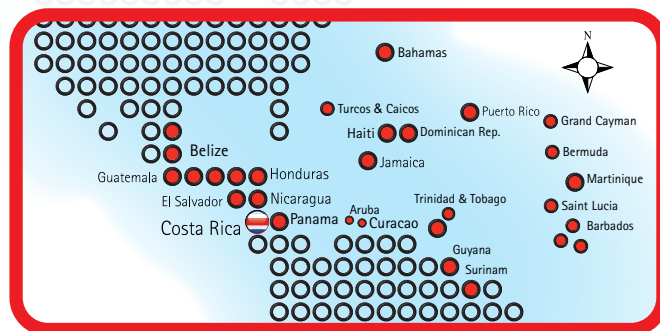
## BSCR Markets

In 2011, Bridgestone de Costa Rica assumed the responsibility of several Caribbean islands which previously were taken care of by subsidiaries of the United States, Venezuela, and Colombia. The specific places incorporated this year were Trinidad and Tobago, Martinique, Haiti, Bahamas, Barbados, Curacao, Suriname, Aruba, Grand Cayman, Guyana, St. Lucia, Turks and Caicos, and Bermuda.

Since 2011, all of the operations managed from Costa Rica have been run with the combination of developed strategies, along with the sales, technical, and marketing teams, achieving the development of Bridgestone de Costa Rica as a supplier throughout the Caribbean.

Additionally, the incursion into these markets represented a challenge to strengthen and develop the channel of distribution in the Caribbean. The main goal for further development will be to incorporate these distributors in the business model Bridgestone Bandag.

## Represented in 22 countries in Central America and the Caribbean



## BSCR Direct Distributors

In 2011, BSCR had 64 distributors in its different markets; this represented 155 points of sale in total, which were supplied with high quality products and technical training for employees. This in turn results in the creation of sources of employment, the ability for market orientation and professionalization of the tire sector which positively impact the economic growth of each market.

### Points of sale per country

Country	Points of sale	Bandag
Costa Rica	36	1
Belize	1	1
El Salvador	32	1
Guatemala	23	1
Honduras	12	1
Nicaragua	8	1
Panama	11	1
Dominican Republic	14	1
Puerto Rico	11	1
Grand Cayman	1	-
Haiti	1	-
Jamaica	1	1
Saint Lucia	1	1
Surinam	-	1
Trinidad & Tobago	3	1
<b>Total</b>	<b>155</b>	<b>13</b>

In 2011, BSCR had an additional network of 26 indirect distributors (registered and reported by wholesale customers) throughout Costa Rica, El Salvador, Guatemala, Honduras and Puerto Rico.

In 2011, the Family Channel program had 155 active sites which were identified with the Bridgestone-Firestone brands in Grand Cayman, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Puerto Rico and the Dominican Republic.



# Corporate Social Responsibility Strategy

BSCR defines Social Responsibility as the proposed concept in regulation INTE/ISO 26000:2010, which indicates the following:

*An organization's responsibility for their impact on the environment and society that results from their decisions and actions made must be met with transparent and ethical behavior that:*

- *Contributes to sustainable development, including the health and welfare of the society.*
- *Takes into consideration the stakeholder's expectations.*
- *Complies with the pertinent legislation and is consistent with international performance regulations.*
- *Is integrated across the organization and put into practice in relationships.*

The Bridgestone Corporation promotes Corporate Social Responsibility (CSR) as the backbone of its business plan and the essence of all activities performed.

Both the Bridgestone Corporation and BSCR work with the Triple Bottom Line, which means the company, must align its business plan with the following three categories: environmental, economic and social development.

Following this philosophy, in 2007, the Corporation defined a structure with **22 focus points** from which to center their Social Responsibility programs on. Since 2011, BSCR has complimented this structure with the model Triple Bottom Line to define priorities for action taken. The following briefly describes the contents of the **22 focus points**:

## The 22 CSR Focus Points

<b>1</b> Securing stable profits as a business.	<b>2</b> Ensuring a thorough understanding of and adherence to compliance.	<b>3</b> Ensuring business continuity.	<b>4</b> Communicating with stakeholders.
<b>5</b> Providing attractive, high-quality products and services.	<b>6</b> Technological innovation that generates new value.	<b>7</b> Development of products and services based on customer's voice.	<b>8</b> Commitment to fair business practices and competition.
<b>9</b> Fair procurement activities.	<b>10</b> Enhancing CSR procurement.	<b>11</b> Returning profits by enhancing corporate value.	<b>12</b> Disclosing information in a timely and appropriate manner.
<b>13</b> Contributing to the conservation of the environment through products and services.	<b>14</b> Contributing to the conservation of the environment throughout the supply chain (procurement, production, distribution and sales).	<b>15</b> Contributing to the environment through social activities.	<b>16</b> Continued Enhancement of job satisfaction and pride.
<b>17</b> Enhancing workplace safety and health, and employee health management.	<b>18</b> Respect for diversity.	<b>19</b> Respect for fundamental human rights, including the rights of children and others to be free from forced labor.	<b>20</b> Developing social activities to build a sound and sustainable society.
<b>21</b> Encouraging employees to do volunteer work in their communities.	<b>22</b> Helping realize a safe society.		



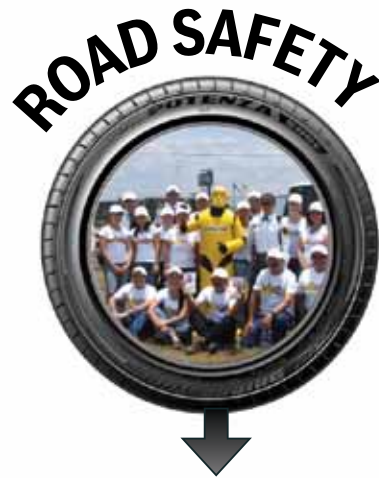
Considering these focus points, Bridgestone de Costa Rica has established three priority categories for their CSR strategy. These scopes are based on sustainability efforts the company makes from the moment it starts the manufacturing process to the moment that the tire has reached the end of its product life. The following table illustrates this:

# Summary of CSR Strategy

A socially responsible production and marketing processes



- Carbon Neutrality.
- Environmentally friendly manufacturing process.
- Awareness and training of suppliers and workers of BSCR (PACE).
- Conservation of flora and fauna (reforestation and recycling).
- Make Cars Green.
- Tire Pressure Program



- Product Quality.
- Support and training to distributors.
- Education and awareness programs such as:
  - I Drive Responsibly.
  - Think before you drive.
  - Making an Impact in schools.
  - Educational theater plays.



- The fight against dengue.
- Support for tire reuse projects (FUNDELLANTAS, play areas from used tire).
- Campaigns for cleaning and recovery of waste tires.
- Retreading.

All these actions are performed with the support of:  
**VOLUNTEERS / CULTURE AND SPORTS / GREAT PLACE TO WORK**



*Collaboration with the Center for The Elderly in Belen.*

To complement its Social Responsibility plan, Bridgestone de Costa Rica (BSCR) has invested part of its budget in strategic philanthropic activities for the benefit of its stakeholders.

BSCR understands philanthropy as “charitable contributions to causes that can have a positive impact on society,” as outlined in regulation INTE / ISO 26000:2010.

In 2011, some of the organizations that benefited from this were the Center for The Elderly in Belen, and four Red Cross sites.

### **CSR Strategy Evaluation**

BSCR uses the Business Association for Development (AED) self-assessment as a way to examine the company’s annual progress regarding its CSR strategy.

2011 was the third consecutive year in which the company implemented this tool, a process that had the management’s support. BSCR obtained an average of 88, showed an improvement of nine points from the previous two years where the average was 79.

The study showed that the company improved in all seven categories evaluated: Governance, Internal Public, Environment, Suppliers, Marketing, Community and Public Policy.



# Stakeholders

BSCR has established seven interest groups or stakeholders which all company strategies are geared toward. These are:



During 2011, we continued to communicate closely with our interest groups so that BSCR could be familiar with the general needs and views of each one. In 2012, a more thorough rapprochement process will be developed through a perception and image study of all groups.

Stakeholder	Rapprochement	Results
<p><b>Government</b></p>	<p>Consistent communication with government entities was kept in order to make the actions, philosophy, and plans of the company known.</p>	<p>3 important rapprochements took place:</p> <ul style="list-style-type: none"> <li>• Inauguration of the Share Service</li> <li>• Government employee visits (Luis Liberman, Anabell González and Gabriela Llobet) to the Bridgestone office in Nashville Tennessee</li> <li>• President Laura Chinchilla’s visit to Bridgestone’s headquarters in Japan</li> </ul>

Grupo de interés	Acercamiento	Resultados
<b>Bridgestone Affiliates</b>	<p>The company applied the Great Place to Work survey in 2010 and during 2011 was informed of the results associated with it. In addition, the company underwent the AED self-assessment which includes an item regarding the situation of company employees.</p> <p>During the first half of the year, the President's Lectures were given.</p>	<p>A series of recommendations were given for improvement.</p> <p>The communication committee was put into place which seeks to promote closer relationships between the Department of Industrial Relations and the BSCR associates. The committee is made up of one representative from each department.</p> <p>The staff was informed of the results of 2010 and the goals and plans of 2011. There was also an opportunity for associates to get their questions answered, or to make comments regarding the 2010 and 2011 procedures.</p>
<b>Community</b>	<p>During 2011 a close and open relationship was kept with the Belen's Municipality to support community initiatives. The 2010 Sustainability Report was delivered with its respective accountability.</p>	<p>BSCR supported community cultural activities and sports.</p> <p>There was open communication between the municipality and the public-private alliance development company.</p>
<b>Suppliers</b>	<p>During 2011, BSCR developed a series of training sessions for suppliers on key company issues such as the Environment and Occupational Safety. These training sessions resulted in improved service provided to the company.</p>	<p>Occupational Safety developed a total of 45 activities with 798 participants from different suppliers. Some of the topics covered included: work in heat and at heights, and safety in confined spaces.</p> <p>In the environmental department there were a total of 25 activities and 427 participants. The sessions provided a general induction to environmental issues.</p> <p>In 2012, BSCR will join the Chain project developed by the Association for Business Development (AED) through which BSCR will be given additional support with CSR that will contribute to the sustainable development of SMEs who work as suppliers to the company.</p>
<b>Shareholders</b>	<p>Annually, BSCR holds a meeting to present both the results achieved by the company during the year, and its future plans.</p> <p>In addition, since 2010, a copy of the internal magazine Contact is sent to them so they can be aware of the company's activities.</p>	<p>99% of the company shares were represented at the meeting held in 2011.</p>

**Grupo de Interés****Acercamiento****Resultados****Media**

The company maintained an open communication policy with the media. 3 media visits were arranged with the president of the company. Close ties have been maintained between them over the last 2 years. These media sources included Telenoticias, La Nación, and the magazine Summa.

During the visits, journalists and editors had the opportunity to learn about Bridgestone de Costa Rica's work regarding the environmental, social and economic scopes.

**Clients**

A total of 17 meetings were held with 14 clients from Costa Rica, Guatemala, El Salvador, Panama, Puerto Rico and the Dominican Republic. Topics covered were: road safety, the environment, tires waste disposal, dengue, tire pressure campaigns, and volunteering. It also raised the issue of client philanthropic actions. Also, in 2011 the BSCR Facebook fan page was enabled as a direct channel of communication with clients.

Social Responsibility issues and common interests between clients and Bridgestone de Costa Rica were established; therefore, it was possible to establish a method of participation and partnership between both parties concerning the different topics discussed.

The customer service survey was implemented for the sixth time which allowed us to observe the strengths of the company and identify opportunities to improve customer service, in the country, and throughout the entire system.

The survey is a channel for open and ongoing communication with customers. Based on this information and the ongoing improvement philosophy that governs the company, a plan was developed where the ultimate goal is to continue to strengthen client relationships every year. This survey was applied to clients in 8 countries and an average evaluation of 8.41 was obtained, this result showed an improvement from the one applied in 2010.

## **BSCR has a strong commitment to strengthen its relationships with interest groups:**

### Clients and Suppliers:

- Respect our clients and suppliers as long term partners.
- Help our clients succeed in the market.
- Visualize success and solve problems together.

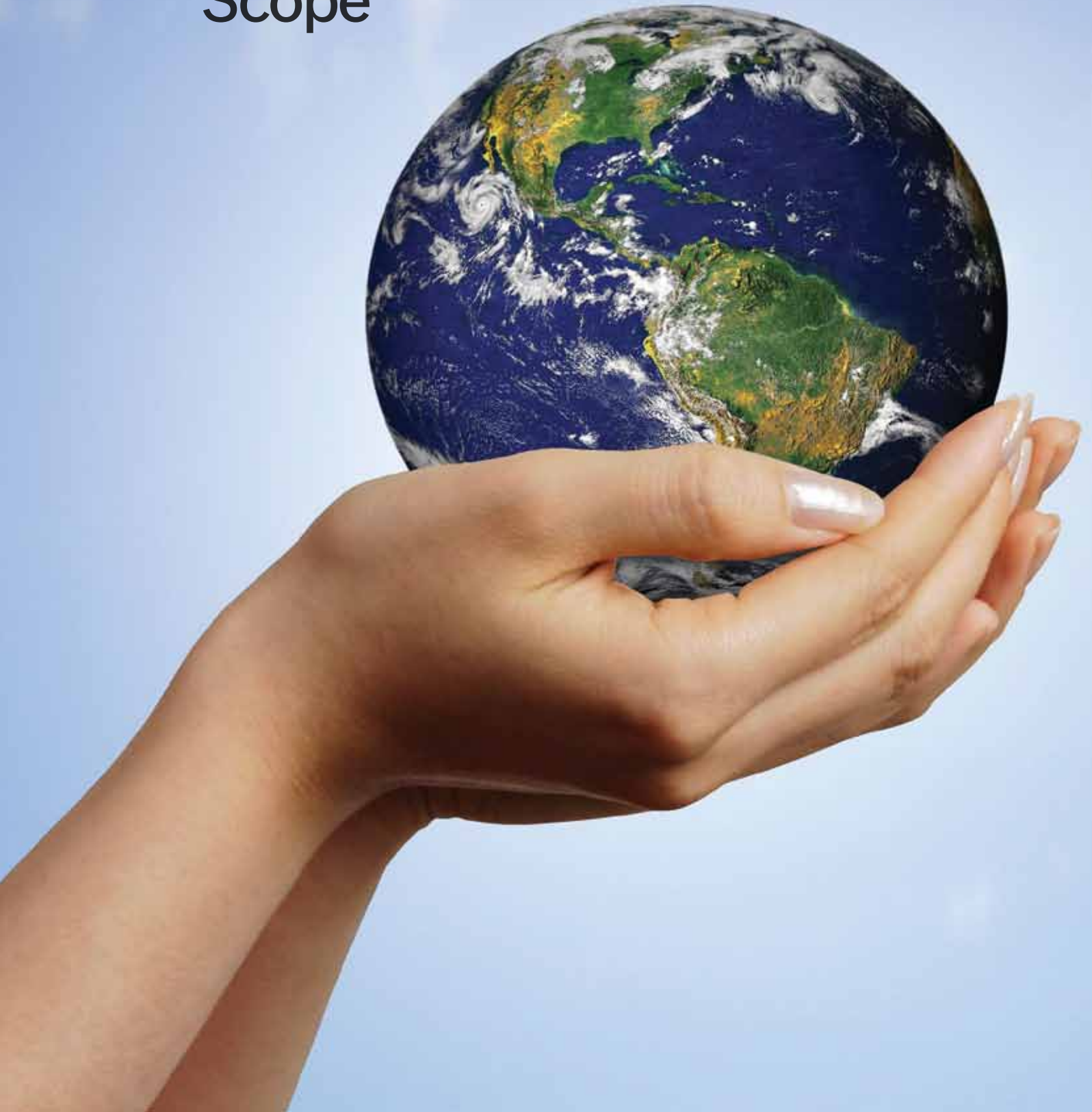
### Bridgestone Affiliates and Shareholders:

- Respect, inform, recognize and inspire our associates.
- Help people develop.
- Promote ethics and teamwork.
- Embrace diversity.

### Community, Government, and Media:

- Maintain ongoing communication with the government, media, and community.
- Support the community where we do business.
- Build trust and transparency.

# Environmental Scope



# Environmental Scope

In 2011, the Corporation restated its environmental mission to strengthen Bridgestone's commitment to maintaining 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.

To fulfill this promise, the company is focused on 3 objectives:



### In Harmony with Nature

To continually contribute to biodiversity through habitat enhancement, and 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 following are the activities completed under each of these objectives during 2011:



## In Harmony with Nature

BSCR has been actively involved in developing activities that promote environmental education and biodiversity protection among its various interest groups. The following activities took place in 2011:

**Supported Yaloco and Arte Biorgánico La Amistad projects:** a tire collection took place in coordination with Teletica (Channel 7) to provide raw materials to two micro-enterprises participating in the program Esto Promete, these enterprises provide alternative uses for discarded tires. They were also granted an additional sponsorship to purchase tools.



The tires collected during the Teletica campaign were given to the micro-enterprises participants of the tv show "Esto Promete".

**Sponsored educational ICT booklets Diay Jacinto:** This project's objective was to publish a series of educational booklets to promote better waste management within the Costa Rican population. Booklet 3, (four in total), was focused on the proper disposal of discarded tires.

**Sponsored the Bienal de CR Diseña Equilibrio (Biennial CR Design Balance):** Support was given to the Designers Association of Costa Rica who organized the activity. It tried to encourage the creative expression in design through a sustainable perspective using different waste materials. The goal of this competition was to create awareness among designers and entrepreneurs of the range of possibilities to reuse different waste materials and enhance economic value. Some residuals from BSCR production process were provided to the artists in order to be used on their creations.





*BSCR sponsors the maintenance of the red macaws housed in the Simon Bolivar Zoo.*

**Sponsorship of Red Macaws** In 2011, BSCR continued their sponsorship for the protection and conservation of the Red Macaws. They are housed in the Parque Zoológico Simón Bolívar (Simon Bolivar Zoo).

**Environmental Fair:** In October 2011, the second BSCR environmental fair was held. It is dedicated to promoting organic farming, good environmental practices, and healthy diet among associates. 16 growers from around the country participated, an organic farming workshop was taught by INA, and Jacinto Basurilla, the character from the Diay Jacinto booklets, visited.

#### **The Environmental Commitment**

Continue to support programs that promote environmental education and biodiversity protection.



*BSCR affiliates participated in the Environmental Fair held for second time in 2011.*

## Value Natural Resources



BSCR continues to evaluate energy use and the different sources of greenhouse gas emissions. Accordingly, the areas that can be controlled have been identified, greatly assisting with the evaluation.

This idea has helped to identify the areas with high-levels of emissions, and focus on those that will have the most impact: vapor production and purchased electricity used in the manufacturing process.

### The Environmental Commitment

To launch new energy efficiency projects in coordination with the Energy Efficiency Committee (PACE), such as installing solar panels in place of electric lights.

## Reduce CO<sub>2</sub> Emissions



Bridgestone de Costa Rica has made advancements in the way it tackles the issue of climate change. In 2011, the company continued to evaluate their carbon footprint and remains committed to the country's plan to reach Carbon Neutral status by 2021.

2008 was set as BSCR's carbon footprint base year. The company's methods to determine their emissions are the following: ISO 14064-1 Greenhouse Gases, Part 1- Guided identification at the organization level of the amount of emissions and release of greenhouse gases; The Greenhouse Gas Protocol (GHG Protocol) of the World Resources Institute (WRI), and the National Regulation INTE 12-01-06:2011 Management system to demonstrate the Carbon-neutrality requirements.

### The Environmental Commitment

- Verify Emissions Management System under the National Standard INTE 12-01-06:2011. Management system to demonstrate the Carbon-neutrality. Requirements.
- Continue the evaluation of future emissions reduction and compensation projects.

## 2011 Emissions of Greenhouse Gases

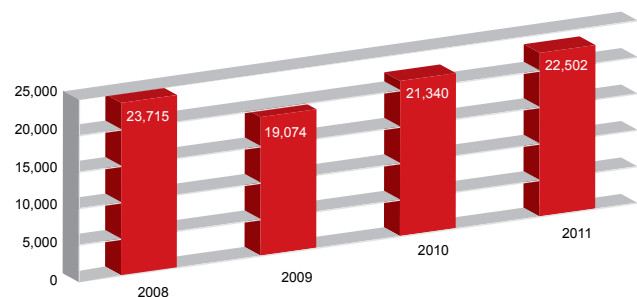
*Emissions reduction projects:* From 2010 to 2011, emissions increased by 1,162 tons of CO<sub>2</sub>e; however, projects have been developed to reduce emissions. Two of the projects implemented were the carpool program, and vapor and compressed air leakage control in different areas of production.

Scope	Emission Source	Emissions CO <sub>2</sub> e	Total
<b>Scope 1.</b> Direct Emissions	Vapor production: Bunker combustion fuel oil	19,938	22,502
<b>Scope 2.</b> Indirect Energy Emissions	Purchased electricity use	2,564	

In addition, important energy saving initiatives have been developed: compressed air blowers used in extrusion equipment replaced by electric fans, 150 energy efficient lamps installed to optimize lighting, installation of solar panels in place of luminaries in the outer areas of the company, transparent laminates replaced by translucent laminates to improve natural lighting, over 100 meters of vapor piping insulated, and flow meters installed in water and vapor piping to control consumption.

In 2011, greenhouse gas emissions (GHG) were recalculated for each year, since the base year (2008), as the national emissions factors were already used and published by the National Meteorological Institute in October 2011.

BSCR CO<sub>2</sub>e(t) Emissions of Greenhouse Gases



## Environmental Indicators

Environmental indicators make up the tools by which BSCR demonstrates its commitment to the company's environmental mission. These are procedures which are evaluated and reported monthly to all members of the company. All indicators presented below relate to resource consumption or production generation.

In 2011, production was slightly lower than in 2010, resulting in a decrease in the continuous improvement development that had been effective in previous years concerning water and solvent consumption and waste production. Compared to 2010, there was a 4.46% reduction in TMA production.

Indicator	2009	2010	2011	Parameter
Water Consumption	5.43	3.46	3.59	Liters consumed/kg of product stored
Solvent Consumption	98.0	95.45	97.45	mL consumidos/llanta armada
Waste Production <sup>1</sup>	1.36	1.24	1.23	% of Waste
TMA Production	55.0	33.6	32.9	% of TMA
Energy Consumption	5.85	7.46	7.35	MMBTU/MLBS
Electricity Consumption	41,531	46,911	45,793	MWh
Bunker Consumption	5,754,040	6,197,110	6,602,251	L

In 2011, constant development of new projects and the strengthening of existing ones helped achieve a more efficient use of resources. Some of those projects were:

Indicator	Activity	Improvement
Water	Installation of urinals that do not require water use.	Savings of 2,550 cubic meters per year.
	Installation of water pipe meters for drinking water and water used for production.	Improved control of water consumption.
Solvents	Installation of new flow meters in the RT016 dispenser tank at the Cement Storage Center.	Improved control of the consumption of materials used.
Waste	Worked with the properties of rubber compounds. Daily monitoring was conducted of the work groups (CFTs) in every production area.	Minimizing the generation of burning rubber. Timely control of events that may increase the production of waste materials.
TMA	Daily monitoring of the indicator through TMA meetings where development was analyzed and actions were defined.	Changing conditions of compounds, processing conditions, material handling, among others.

<sup>1</sup>En 2011, out of all the Bridgestone plants in Latin America, BSCR achieved the best results in waste generation. Although results did not reach the stated goal, an improvement was still maintained.

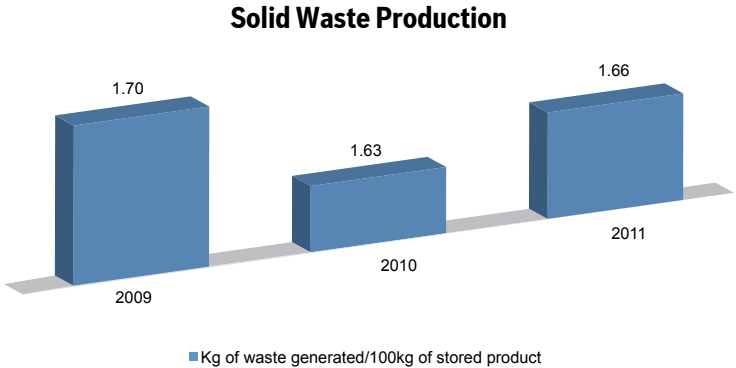
# Solid Waste Management

BSCR waste management ensures that all waste generated by its business operations is managed in an environmentally responsible way, complying with all national laws.

In 2011, there were a number of initiatives reinforced that resulted in a 15% reduction of waste sent to landfills, and attained an indicator of 1.66 kg of waste generated per 100 kg of product stored.

Some initiatives were:

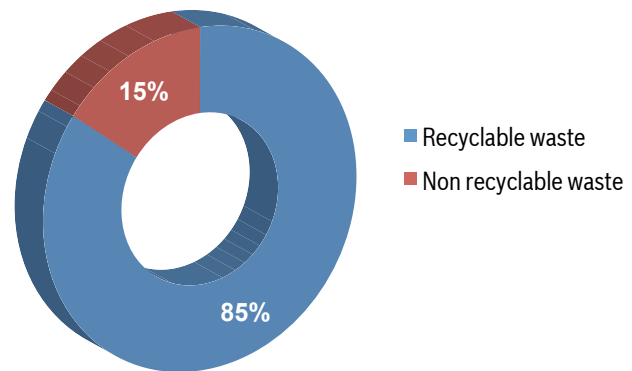
- Waste separation practices between collaborators and contractors were reinforced.
- The conditions in the collection center for recyclable materials were improved.
- Adjustments were made in the arrangement and location of waste containers on site.
- The trailer for depositing co-processed waste was substituted by a compactor to reduce the number of trips to the disposal site, therefore, reducing emissions.
- Packaging material returns to suppliers for reuse continued and increased.



## Waste Disposal Percentage

Final Destination	2009	2010	2011
Fundellantas <sup>2</sup>	9%	23%	24%
Landfill	21%	18%	15%
ASEFIRE <sup>3</sup>	27%	22%	16%
BMP Return <sup>4</sup>	18%	26%	27%
Cement Industry	22%	9%	8%
Others	3%	2%	10%
<b>Total</b>	<b>100% (4,308.5 kg.)</b>	<b>100% (4,237.7 kg.)</b>	<b>100% (4,456.5 kg.)</b>

## Recyclable and Non Recyclable Waste, 2011



Recyclable and non recyclable waste: In 2011, 85% of waste generated was recycled increasing from 82% in 2010. During the year, a total of 4,456.5 kg of waste was generated.

Waste Category	2010	2011
Hazardous Waste	9%	11%
Non-Hazardous Waste	91%	89%

<sup>2</sup>Costa Rican Ecological Foundation for the Recycling of Rubber and Waste Tires

<sup>3</sup> Labor Union Bridgestone de Costa Rica associates in charge of the organization's marketable waste material sales.

<sup>4</sup> BMP Returns: (Raw Material Warehouse): This category includes packaging materials that are returned to suppliers for reuse.

## Disposal of Waste Tires (scrap tires)

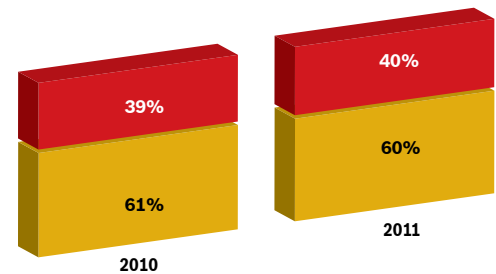
In 2010, a total of 975.5 tons of waste tires were generated. This number decreased in 2011 to 899.4 tons.

The Costa Rican Ecological Foundation for the recycling of scrap rubber and tires processed a total of 137,036 waste tires in 2011. They also produced close to 2,479 llantiones. Each llantión contains an estimated 100 compacted tires. The process is completely mechanical making it an environmentally friendly and safe way to reuse tires creatively in construction, soil movements, slopes, etc.



### Disposal of Waste Tires

■ Fundellantas ■ Cement Industry



## Wastewater Treatment

Since 1999, the company has operated a black and gray water treatment plant to treat what is generated. In addition to this, in 2011, a primary treatment system for industrial and cleaning water was launched along with the construction of a special system to handle water generated by boilers.

In the primary system, cleaning water, water generated by the system of odor control, and suds produced by the Department of Banbury are received. The waters are subjected to a coagulation-flocculation process to separate solids and perform the Chemical Oxygen Demand test. Subsequently, the clarified water then continues on to the secondary system and the sludge generated is filtered into bags and left out to dry for final disposal.

The secondary treatment system has an activated sludge system, in which, thanks to the combined activity of millions of microorganisms, biodegrade the pollutants in the water, obtaining a final efficiency result of almost 98%.

1. Cleaning water, soapy water, and odor control system wastewater tank receptors
2. Coagulation-flocculation system
3. Decantation tank
4. Filter bags for dry sludge generated from the coagulation-flocculation system
5. Solids separation from water in the first phase of treatment.



**Parameters monitored in the final effluent.**

Below are the results of the main parameters monitored in the final effluent.

**Environmental tax:** In collaboration with the Regulations of Environmental Tax for Dumping approved in 2008, BSCR monitors the Chemical Oxygen Demand (COD) and the Total Suspended Solids in the waste treatment plant. With the values obtained from these two parameters the quality of the discharged water is ensured to its receiving body.

Indicator	2009	2010	2011	Maximum permissible limit
<b>Biochemical Oxygen Demand (mg/L)</b>	9.50	4.25	12	50 mg/L
<b>Total Suspended Solids (mg/L)</b>	17.50	11.50	14.0	60 mg/L
<b>Chemical Oxygen Demand (mg/L)</b>	29.50	41.0	48.25	100 mg/L
<b>pH</b>	6.86	7.20	8.04	Entre 5 y 9
<b>Discharge(cubic meters)</b>	101.16	98.99	150.95	-
<b>Sedimentable solids (mL/L)</b>	0.20	0.20	0.20	1 mL/L
<b>Fats and oils(mg/L)</b>	2.5	3	7	30 mg/L

## Internal Environmental Incidents

Bridgestone de Costa Rica is prepared to address potential environmental incidents. The company is aware that these events can cause negative environmental impact, and for that reason, the Emergency Brigade is properly qualified to address these and other types of emergencies.

In 2011 there were no internal environmental incidents that could generate a significant environmental impact.

### Quebrada Seca river Incident

In February 2011, there was a fuel leak in the heating system boilers that affected Quebrada Seca. The company's Environmental Management System emergency response procedures were activated immediately, (International Standard ISO 14001), allowing efficient and timely attention to the incident.

With the help of associates, volunteers, professionals in the field, and local authorities, barriers were installed preventing the material from traveling downstream. This allowed for the proper collection and further processing of the hydrocarbon without permanently affecting the stream and allowing it to be restored to its previous state before the incident.

The company made an investment of about \$437,000 dollars, of which \$300,000 was invested in infrastructure and technology improvements in order to ensure the community and the country that a similar event will not occur again. The company also invested \$137,000 exclusively for labor to improve the environmental quality of the Quebrada Seca.

In accordance with the company's values of honesty, respect, and excellence, the representatives have maintained continuous and transparent communication with the community and with local and national authorities.



# Social Scope



# Social Scope Focused on the External Side of the Company

Bridgestone's corporate mission is its commitment to serve society with superior quality, which is why Bridgestone de Costa Rica (BSCR) has dedicated itself to establishing labor guidelines both internally and externally, to enable a positive impact on its stakeholders, especially its associates, community, and country.

BSCR focuses its efforts within the social scope primarily on road safety issues, the fight against Dengue, and achieving a positive impact through social investment strategies.

## Promoting Road Safety Education

Bridgestone is one of the major tire manufacturers worldwide; for this reason, road safety education is considered an imperative commitment to its Corporate Social Responsibility strategy. The company is working toward its goal to improve the country's road safety culture, resulting in the reduction of accidents and road deaths.

According to data provided by the Road Safety Council (COSEVI) situations such as recklessness, excessive speed, the invasion of lane and alcohol are in first place as causes of traffic accidents in Costa Rica. This highlights the urgency of the country to strengthen a culture of responsible road safety and prevention for both drivers and pedestrians.

From this context, Bridgestone de Costa Rica has been concerned to incorporate into its Corporate Social Responsibility programs a series of initiatives that would raise awareness and educate different groups of population such as school age children and drivers, all this in order to create a meaningful change in the road safety culture of the country in the long term.



*BSCR developed a play as an alternative didactic tool to work with school age children.*



*BSCR volunteers participated in the “Yo Conduzco Responsablemente” operations in 2011.*



*During 2011, volunteers brought awareness to over 20,000 drivers in 7 operations.*



*The campaign “Piensa antes de Conducir” (Think Before You Drive) in Dominican Republic has the support of the Automobile Club, the Government and BSCR distributors: Hylsa, Bonanza, Reid Co. Montilla and Gomas Bello.*

**Highlighted projects in 2011:** The following are the projects that were completed by Bridgestone de Costa Rica as part of its strategy to promote road safety.

**1. “Yo conduzco responsablemente” (I drive responsibly):** an initiative that came from the corporate strategy “Piensa antes de Conducir” (Think before you drive), a global road safety campaign created by the International Automobile Federation (FIA) represented by the Automobile Club and BSCR.

It promotes safe driving habits to Costa Rican drivers, and has been working to reduce the risk and impact of traffic accidents since 2007.

To organize each campaign, the routes with the highest frequency of accidents and vehicular traffic must be defined in conjunction with the Ministry of Public Works and Transportation (MOPT). After this has been established, the attendance of the traffic officers and necessary safety equipment to protect the physical integrity of the BSCR volunteers must be coordinated.

During each campaign, volunteers provide information and speak with drivers and their passengers about responsibility behind the wheel and the importance of having a precautionary attitude on the road.

**“Piensa antes de Conducir” in the Dominican Republic (Think before you drive)** in the Dominican Republic: in November 2011, Bridgestone corporate campaign was launched in the Dominican Republic hand in hand with its chain of distributors: Hylsa, Bonanza, Reid Co. Montilla, and Gomas Bello. As mentioned above, this initiative creates awareness about the importance of responsible driving to protect lives. Informational materials are provided to customers that visit any of our participating dealers’ service centers. The launch of this campaign in the Dominican Republic demonstrates BSCR’s efforts to extend its CSR programs outside of Costa Rica. In 2012, BSCR expects to implement the program in other company markets.

In the Dominican Republic, traffic accidents cause over 2,400 deaths annually, mostly on special occasions and holidays.

**2. Alianza para una mejor cultura vial (Alliance for Better Road Safety Culture):** Bridgestone de Costa Rica has been part of this Alliance since 2010. It is led by ALIARSE and unites the efforts of Bridgestone de Costa Rica, Intel, Riteve, Santillana, Toyota, and state organizations such as COSEVI and MOPT.

Its objective is to teach new safety road culture and habits among the student population, beginning in elementary school.

In 2011, the Alliance began to work in different schools in the country. Bridgestone de Costa Rica selected the community of Belén as a pilot program for the development of lectures and educational activities with elementary children in first, second, and third grade. In this trial run, BSCR worked with the following schools: Fidel Chaves, Manuel del Pilar, The American International School, and Llorente de Flores.

The advocacy work was complemented with the play “Signs,” created by the company’s theater group. Their objective was to assess the children’s road safety knowledge. During 2012, BSCR will take these initiatives to raise awareness in additional company markets.

**3. Support given to the alliance in favor of the “Decenio de Acción para la Seguridad Vial” (Decade of Action for Road Safety):** This is a global initiative that began in March 2010, and is promoted by the United Nations Organization (UN) under the slogan “Time to act.” The General Assembly of the United Nations proclaimed the period 2011-2020 as the “Decenio de Acción para la Seguridad Vial” (Decade of Action for Road Safety) in order to stabilize, and then reduce estimated road traffic fatalities worldwide by increasing awareness at the national, regional, and global levels.

In this campaign, governments are committed to the “Decenio de Acción para la Seguridad Vial (Decade of Action for Road Safety) 2011 - 2020” with the goal to reduce the expected increase in road deaths and injuries by 50% by 2020, Costa Rica being no exception.

Bridgestone de Costa Rica reaffirms its commitment to road safety by supporting the initiative through educational activities, outreach programs, and awareness. In 2012 BSCR will continue with its support.



*BSCR volunteers teach students about different road safety topics through play & learn methodology.*



**Achievements in Belén Schools**

- 1,180 students participated in the play “Signs”.
- 674 students received road safety training.
- 4 schools were visited.
- 37 active volunteers and 12 theater members were involved.
- 320 volunteer hours were logged.



*During the activity of presentation of the “Decenio de Acción para la Seguridad Vial” an operation was held to check tire pressure and condition.*

## The fight against Dengue

BSCR has been working together with CCSS and the Health Ministry for the last 11 years to diminish the impact of dengue in Costa Rica. Through experience, the company has shown the importance of public-private partnerships to maximize the impact of their CSR programs.

Specifically, for 2011, the company held the following campaigns aimed at reducing the amount of waste tires (the focus of dengue breeding sites):

**1. Collection of waste tires:** In 2011, there were two massive collections. The first was held in the Metropolitan Area in partnership with Telenoticias (Channel 7), the Health Ministry and CCSS. The second was held in Limon under the leadership of the Health Ministry. On both occasions, Costa Ricans were motivated to approach the collection sites with all the scrap tires from their homes.

These initiatives were extended to Panama, where, in collaboration with the distributor Tambor S.A., clean up was performed over several kilometers between Chivo Chivo and Villa Cardenas; 260 tires were collected.

**2. Tárcoles River Cleanup:** In April 2011, BSCR held the second campaign to clean up this main river. A hundred volunteers from the company participated in this activity; other participants included the Municipality of Garabito, Constructora MECO, Crocodile Man Tour Co., CCSS, and EPA Hardware.

At the end of the day a total of 1,800 tires of all kinds were extracted from the sides of the river. These were transferred to the Ecological Foundation for Recycled Rubber and Tires for proper disposal.



The Tárcoles River consists of a mangrove that is very important to Costa Rica's biodiversity; the mangrove Guacalillo is 370 hectares and home to 300 species of birds.



### 3. Participation in the program “Quiero mi distrito limpio” (I Want to Cleanup My District):

Bridgestone de Costa Rica, the Municipality of San José, and CCSS joined forces to reduce the impact of dengue in the 11 districts of the Central Canton of San José. This campaign trained communities on recycled materials that reduce the amount of solid waste in their neighborhoods.

The campaign, “Quiero mi distrito limpio” (I Want to Cleanup My

District), reflects BSCR’s interest by their participation in activities that promote community education for the proper disposal of waste such as tires, plastic containers, glass, and aluminum, which in turn reduce dengue mosquito breeding sites.

As part of the campaign participant’s rewards, in 2012, BSCR will donate a recreational space made from scrap tires for the winner.

## Volunteer Program

Bridgestone de Costa Rica’s Volunteer Program maintained a steady growth in 2011 with participation in activities such as the “Alianza para una mejor cultura vial” (Alliance for Better Road Safety Culture), the Simon Bolivar Zoo beautification, the operation of the campaign “Yo conduzco responsablemente” (I Drive Responsibly), and the River Tárcoles cleanup.

As of December, BSCR reached a total of 5,310 volunteer hours, 1,596 hours above our goal set at the beginning of the year.

The program has the versatility to work with different projects, provided they support the company’s CSR

objectives. One such case was during National Volunteer Week in which the company totaled 309 hours of volunteer work in activities such as the campaign “I Drive Responsibly,” and the reforestation efforts in the Parque Metropolitano La Sabana. Due to BSCR’s experience on issues such as road safety, BSCR was able to provide knowledge and a general guide to the other participating companies.

In 2012, the Volunteer Program expectations will grow. Professional volunteer projects will be promoted which will take advantage of each associate’s expertise in his or her area of work. For example, financial teams can give management training in budget or savings and investment, while technical teams can give mechanical, electrical, or other related talks or workshops according to their specific field.



*BSCR participated in the release of the program “Quiero mi distrito limpio” in San José Central Park.*



*BSCR participated in the National Volunteer Week.*



*During 2011, BSCR volunteers completed 5,310 hours of work, exceeding the goal set for that year.*

# Social Scope Focused on the Internal Side of the Company

Bridgestone de Costa Rica promotes the development of its most important resource, its associates, which is why the company is focused on establishing a cultural and organized environment that allows associates to develop personally and professionally.

In 2011, the company worked to establish Bridgestone de Costa Rica as the best place to work promoting occupational safety as a priority and implementing strategies that allow associates to develop their talents.

## Survey: Great Place to Work

In the final months of 2010, Bridgestone de Costa Rica (BSCR) evaluated its organizational climate through the Great Place to Work (GPTW) methodology.

A total of 963 associates responded to the questionnaire which included questions in five categories: credibility, respect, fairness, pride, and camaraderie.

According to the results, the category that received the highest evaluation was taking pride in work done, followed by leader credibility and camaraderie among members.

The GPTW survey shows us the degree of satisfaction the associates have with the company, assess if leaders are following the company's desired management style, and a means of communication to attend to associate suggestions and ideas.

In response to the results of the 2010 survey, Bridgestone de Costa Rica advised leaders to develop improvement plans, thus, establishing the company as the best place to work. One initiative was the organization of a meeting held by company leaders where good practices were discussed and the opportunity to share day to day experiences, actions, and results was given.

The GPTW evaluation is conducted every two years; the next one will take place at the end of 2012.

### GPTW Institute

- Methodology applied in 52 countries.
- More than 18,000 organizations evaluated.
- More than 12 million people surveyed.



## Talent Retention

Bridgestone de Costa Rica looks to attract, retain, motivate, and develop talented staff to ensure the success of its management; therefore, the leaders of each area are responsible to:

- Create the best work environment and conditions.
- Each member of its team follows and models the values of the company, according to the guidelines of the Bridgestone Essence.
- Identify collaborator's potential to promote their growth and development.
- Encourage teamwork and camaraderie.
- Strengthen communication channels to ensure that the primary objectives of the organization are understood by 100% of its people.
- Promote organizational improvement through Performance Assessment (PMA), define objectives clearly, and continuously discuss ways of improvement.

Additionally, it is important to establish a number of benefits to ensure talent retention and growth. Some of these benefits include:

- Development opportunities
- Labor Union
- Medical center
- Performance bonus
- English school
- Fitness center within the facility
- Additional vacation for employees with seniority
- Social and cultural family activities
- Free parking with security
- Flexible schedules
- Competitive compensation
- Subsidized meals

## Comprehensive Staff Development

Bridgestone de Costa Rica considers the development of the arts and sports a fundamental part of employee physical and mental health. For the past 6 years, its choral group has given presentations both internally and for the benefit of the community and social and cultural interest.

In addition to the choir, there is a theater group that has become an important internal resource to promote the company's values and messages of social responsibility and environmental awareness to all its interest groups.

Lastly, since 2010, the company has strengthened the practice of various sports by developing teams and internal tournaments in soccer, softball, basketball, chess, and more.



*BSCR affiliates have a variety of activities and benefits promoting their development.*



## Social Indicators

### Safety and Hygiene

In 2011, the company performed a series of activities focused on promoting security: SAC (Safety, Environment and Quality) tours, and meetings between the Occupational Safety and Hygiene Department and the Safety Committee, which includes the participation of Manufacturing, Human Resource, Finance, Production, Quality, Engineering, and Maintenance managers.

Along with these activities, the company provides awareness programs that promote a safe culture. The programs “Supervisores cero accidentes” (Supervisors Zero Accidents) and “Banderín por mérito de seguridad” (Safety Pennant Merit) allowed the company to improve its level of safety by 45% in the number of accidents, thus achieving the best indicator in the last 8 years with 22 registered incidents.

### Incident and Severity Rates

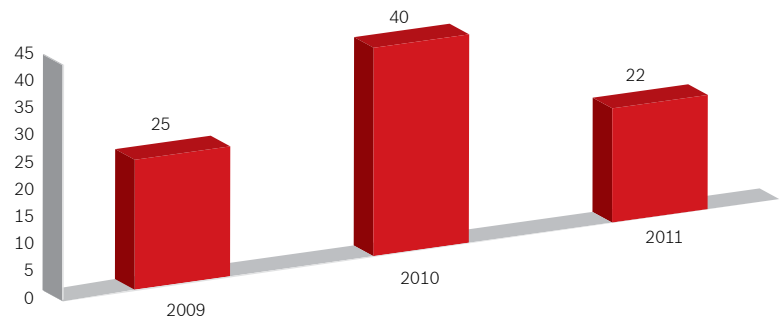
The incidence rate reflects the frequency of accidents per 200,000 hours of work. In 2011, the rate decreased to 2.10. In 2010 this figure closed at 3.72, 1.62 more than that obtained in 2011, implying that this company indicator improved by 44%.

The severity rate assesses the number of workdays lost to workplace accidents per 200,000 hours of work. In 2010, the severity rate was 41.48, achieving a significant reduction compared to that obtained in 2010 (46.74).

### Training Hours per Associate

In order to improve the skills of its associates, promote internal labor mobility, establish a sense of belonging, and improve company productivity, Bridgestone de Costa Rica invests in staff training annually. In 2011, there were a total of 90 hours of training per associate.

Number of Accidents per Year



### Perfect Attendance

In 2011, the percentage of associates who did not miss one day of work was 45%, representing a total of 363 associates.

### Personnel Turnover Rate

Bridgestone de Costa Rica looks for long term, win-win relationships with all of its associates; this commitment is reflected in the low personnel turnover rate. In the past 4 years, the company has managed to keep this rate below its target of 0.70%, and in 2011, the percentage obtained was 0.68%. These results allow the company to label itself as a stable workplace where associates are able to grow.

**Associate Participation in the Firestone Labor Union (ASEFIRE)**

Bridgestone de Costa Rica believes in and respects the participation of its collaborators in Labor Unions. In 2011, ASEFIRE excelled as an industry leader thanks to support of grants from social responsibility programs and financial contributions in health and education. ASEFIRE was recognized at the Annual Solidarity Meeting.

At the end of 2011 the Association had 1,103 associates. This number represents 92.77% of the total BSCR employees.

**Details of employer and personnel ASEFIRE contributions:**

As an additional benefit to our associates, and within labor union guidelines, the company makes a contribution to the funds of each one of the associates that are members of ASEFIRE. Below are the details of the last three years:



*Firestone Labor Union (ASEFIRE)*

Detail	2009	2010	2011
Personnel Contribution	\$ 2,369	\$ 3,133	\$ 3,732
Employer Contribution	\$ 3,252	\$ 4,225	\$ 4,992
Total	\$ 5,621	\$ 7,358	\$ 8,724

*\*Exchange rate corresponds to the valid amount at the closing of the fiscal year. Figures are presented in thousands of dollars.*

# Economic Scope



# Economic Scope

The labor and economic support that Bridgestone de Costa Rica generates each year acquires the necessary resources it needs to reach its social and environmental goals. This is why the company has set a series of economic growth objectives to perpetuate the business and positively impact employees, families, companies with which they have economic linkage, as well as the community and country.

This operation method is inspired by the words of the Bridgestone Corporation's founder, Shojiro Ishibashi, "I strongly believe in my philosophy on business, that businesses that only pursue profit will not be sustainable and are destined to fail, but a business that serves the interests of its country and society will continue to be prosperous forever."

## Economic Results

In 2011, BSCR was able to develop greatly, thanks to various factors including the incorporation of new markets, sales portfolio diversification with the clear objective of minimizing the dependence on the U.S. market, equipment and technology investments to increase manufacturing capacity, among others.

The year closed with total sales of \$252 million dollars spread across the different BSCR markets.

### Composition of Sales by Market (Percentage)

Market	2009	2010	2011
Central America	39,4%	32,3%	27,9%
Caribbean	1,1%	7,5%	8,6%
Other Latin American Markets	3,2%	6,8%	13,9%
U.S.A.	56,3%	53,4%	50,3%

### Composition of Sales by Market (Dollars)

Composition of Sales	2009	2010	2011
Central America	\$66.212	\$71.316	\$68.456
Caribbean	\$1.927	\$16.596	\$21.752
Other Latin American Markets	\$5.329	\$14.967	\$34.945
U.S.A.	\$94.617	\$117.735	\$126.650
<b>Total</b>	<b>\$168.085</b>	<b>\$220.614</b>	<b>\$251.803</b>

*\*Figures presented in thousands of dollars.*

If we analyze the composition of the BSCR sales over the last 3 years, we can see the company's clear intention to open new market niches and reduce its dependency on the North American market (current target of 50.3% of total sales).

Sales in the Caribbean increased from 1.1% in 2009 to 8.6% in 2011. The same result was achieved with sales to other Latin American markets where it increased from 3.2% in 2009 to 13.9% in 2011.

## Investments

In 2011, Bridgestone de Costa Rica paid a sum greater than \$8 million dollars in taxes to the Finance Ministry and invested more than \$209 million dollars in production costs.

Additionally, during 2011, a capital investment of more than \$14 million dollars was made mainly in machinery, equipment, and molds to modernize the manufacturing plant.

### 2011 Investments

Indicators	2009	2010	2011
Production Costs	\$128.307	\$161.753	\$209.250
Capital Investment	\$9.112	\$13.555	\$14.923
Taxes Paid	\$4.978	\$7.930	\$8.060

*\*Figures presented in thousands of dollars.*

## Innovation and changes in production plant

During 2011, Bridgestone de Costa Rica made a series of innovations in the plant to increase capacity and bring its manufacturing process up to date. The updates included mold changes, state of the art machinery, presses capable of producing segmented mold measurements, and the automation of manual procedures.

The strategic objective of these changes was to produce higher technology tires in order to manufacture products that better serve the markets: Central America, the Caribbean, and at the intercompany level in Latin America.

These changes have helped to reduce the dependency on U.S. product demand therefore increasing manufacturing for replacement markets.

Additionally, in 2011, three high technology tire assembly machines were installed; these machines have a higher productivity rate. By 2013, we expect to install the remaining machines to reach the goal of having 12 of this type in regular operation.

In addition, changes were made in the vulcanization area, converting round mold presses into presses that allow the manufacturing of segmented tires, which are currently in highest demand in the market. Additionally, between 2012 and 2016, it is projected to acquire a total of 30 segmented mold presses, 45 and 52 inches to manufacture passenger tires and radial truck tires in larger sizes; these products are of higher profitability.



*During 2011 there were a series of innovations within the BSCR facility.*

## Medium Term Plans

- Automate final inspection systems where there is currently a lot of manual labor.
- Get more involved in manufacturing for OEM assembly worker
- Implement a capital investment plan of between 12 and 15 million dollars annually, over a period of 5 years, to improve operations by making them more modern and productive.

## Contributions to collaborators and social security

At the end of 2011, BSCR had a total payroll of 1,047 employees which resulted in a payment of over \$5 million dollars to CCSS, and over \$19 million dollars in associate investments such as increased contributions to the Labor Union (reached 6.5% per associate), and investments in improvements to recreational areas such as a social gathering area and foosball tables.

**During 2011 we invested more than \$19 million dollars in BSCR associates.**

## Supplier Relationships

Through its operations in Costa Rica and the rest of the markets it serves, Bridgestone de Costa Rica generates a contribution to the country's economic growth and related businesses through the value chain. In 2011, the company subcontracted various services from 639 outside companies alone, thereby supporting the development of small and medium businesses and the creation of indirect jobs.

Moreover, in 2011, BSCR designed the Sales Department's policy for Corporate Social Responsibility (CSR). This resulted in a great deal of communication between the company and its suppliers, regarding the social responsibility guidelines that manage the company's sales procedures.

The policy was sent to 145 of BSCR's leading providers, national and international, and received a positive response from 50 of them. In addition to the implementation of this document, other action was taken, such as the participation in the Quebrada Seca River clean up; in which several contracted suppliers collaborated.

## Product Responsibility

### Costa Rica

For over 10 years, Bridgestone de Costa Rica has maintained strategy development of proper tire disposal a priority.

In 2001, this led to the aspiration to create a foundation that would properly manage waste tires. With the support of the Tire Marketers Association (ACOLL), the Costa Rican Ecological Foundation for Rubber and Waste Tire Recycling (FUNDELLANTAS) was created. This organization uses the waste to produce tire building bales, or llantiones to be used in civil works.

The relationship with Fundellantas is permanent, and includes not only an annual contribution to sustain it, but teamwork in clean up and collection campaigns that are held throughout the year. In 2011 alone, the total economic contribution to the Foundation was \$80,000.

Additionally, the company has enforced the importance of regulations for the proper disposal of waste tires. This is achieved through public-private partnerships that have led to significant progress in the area including the proper disposal of tires decree instated in 2007, and the ban on used tire imports into the country.

These initiatives provide the Costa Rican market with support in two areas:

#### 1. Road safety:

Thanks to the import ban on used tires, the quality and guarantee of the products sold in the country can be ensured, preventing market products that threaten the safety of drivers, their passengers, and pedestrians.

#### 2. Health safety:

- Poor tire disposal not only pollutes the environment, but also allows the spread of diseases like dengue. The proper waste tire disposal policy enacted by the Ministry of Health indicates that all dealers of this product must have a plan for proper waste tire disposal and, in

addition, receive used tires from customers who are replacing them with new ones in order to ensure their final disposal. BSCR promotes this policy and ensures that all of its distributors are in full compliance; therefore, all points of sale of any tire manufactured by Bridgestone meet this guideline.

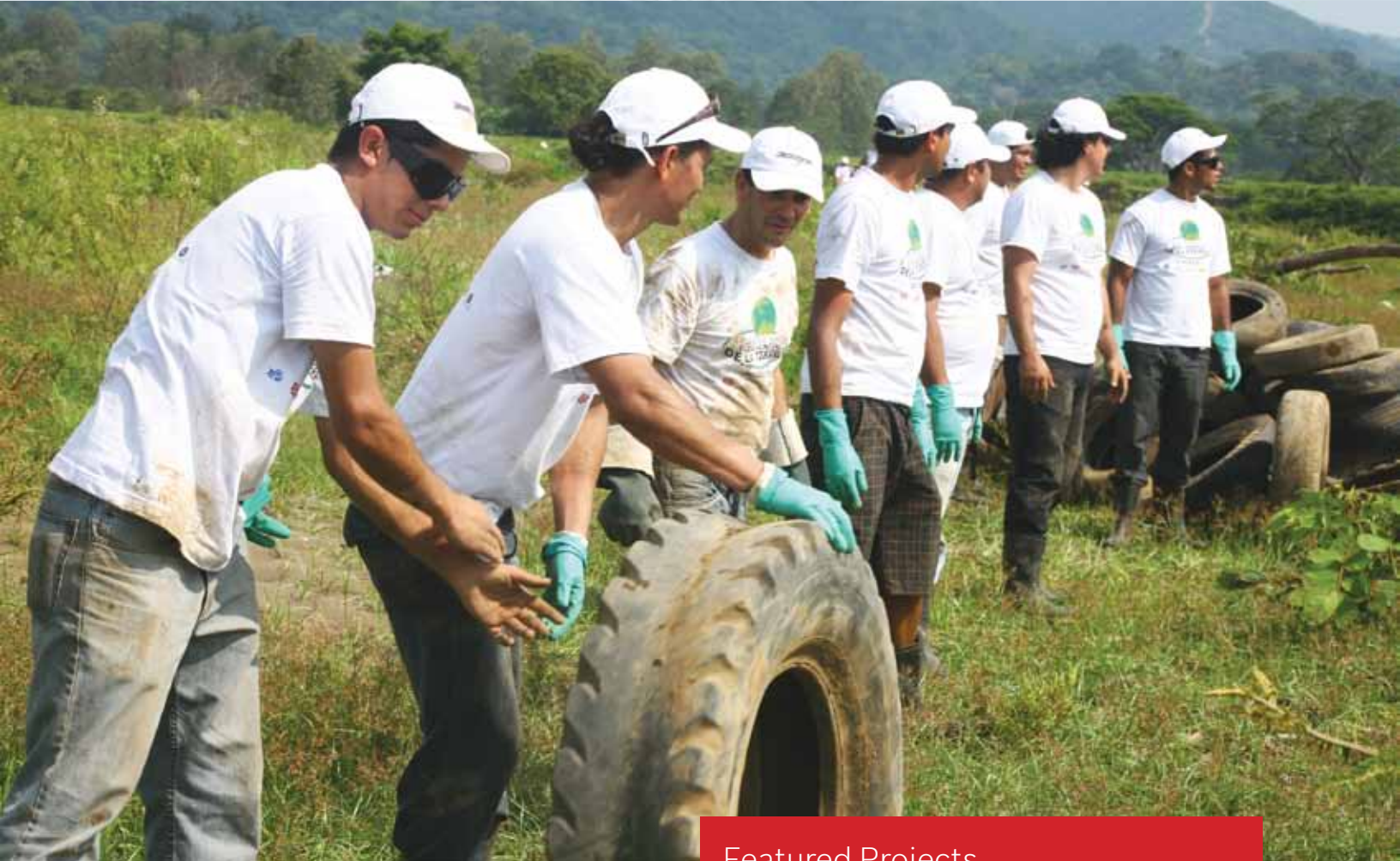
- With the establishment of this policy, the country involves manufacturers, retailers, and end users in a shared responsibility to ensure that waste tires do not end up in open fires, rivers, vacant lots, etc.
- Additionally, in 2012, BSCR will promote a campaign in the Dominican Republic to inform the public about the safety risks which arise when putting used tires on vehicles.

During 2011, working on improvement in this area continued, focusing specifically on the search for new, safe and creative alternatives. One of the proposals was the pilot plan to create play areas made from scrap tires. This project was presented to the Health Ministry in 2011, which gave the approval for the development of this type of project considering it as a safe and sanitary option for the reuse of tires.

The first play area will be developed in 2012 under the alliance of CCSS and the Municipality of San Jose through the "Quiero mi Distrito Limpio" (I Want My District Clean) contest.

Also, BSCR has been promoting the formalization of Tire Technical Regulations, a process that was reinforced in 2011. In 2012, the regulations will be subject to a government level revision by the Economy, Industry, and Commerce Ministry (MEIC).

One of the benefits the regulations will provide is the need for imported tires to meet quality standards and labeling guidelines. In addition to this, border control will be maintained so as to have another means against smuggling. Every tire importer will need to register their products with the MEIC before marketing, as currently takes place with medications.



### Advances in Central America and the Caribbean

To complement the efforts originated in Costa Rica, BSCR has been supporting initiatives for proper waste tire management in different countries in the region. In 2012, BSCR wants to continue the rapprochement with various governments to support the strengthening of these initiatives.

### Featured Projects

During 2011 the leading projects<sup>1</sup> in the subject of recovery and proper disposal of waste tires were:

- Campaigns to collect scrap tires
- Tire clean up in Grande de Tárcoles river
- Support for the “Quiero mi Distrito Limpio” (I Want My District Clean) contest
- Financial support to Fundellantas and other tire reuse projects

<sup>1</sup>For more information regarding these programs, refer to the Social and Environmental sections.

# Guide G3 of the GRI

## Global Reporting Initiative

### Society Performance Indicators

Aspect	Indicator		References
Local Communities	SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	
	SO9	Operations with significant potential or actual negative impacts on local communities.	
	SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	
Corruption	SO2	Percentage and total number of business units analyzed for risks related to corruption.	
	SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	
	SO4	Actions taken in response to incidents of corruption.	
Public policies	SO5	Public policy positions and participation in public policy development and lobbying.	Disposal of Waste Tires (scrap) (p.30).
	SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	
Anti-competitive behavior	SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.	
Compliance	SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	

### Economic Performance Indicators

Aspect	Indicator		References
Economic Performance	EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Economic Results (p. 44). Investments (p. 44). Contributions to Employees and Social Security (p. 45). Participation in the Firestone Workers Union (ASEFIRE) (p. 42).
	EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	
	EC3	Coverage of the organization's defined benefit plan obligations.	Investments (p. 44). Contributions to Employees and Social Security (p. 45).
	EC4	Significant financial assistance received from government.	
Market Presence	EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	
	EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	
	EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	
Indirect Economic Impacts	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	
	EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	



Environmental Performance Indicators

Aspect	Indicator		References
Materials	EN1	Materials used by weight or volume.	
	EN2	Percentage of materials used that are recycled input materials.	Solid Waste Management (p. 28).
Energy	EN3	Direct energy consumption by primary energy source.	Environmental Indicators (p. 27).
	EN4	Indirect energy consumption by primary source.	
	EN5	Energy saved due to conservation and efficiency improvements.	
	EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	
	EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	
Water	EN8	Total water withdrawal by source.	
	EN9	Water sources significantly affected by withdrawal of water.	
	EN10	Percentage and total volume of water recycled and reused.	
Biodiversity	EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	
	EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Value Natural Resources (p. 24). In Harmony with Nature (p. 26).
	EN13	Habitats protected or restored.	
	EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Value Natural Resources (p. 24). In Harmony with Nature (p. 26).
	EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	
Emissions, effluents, and waste	EN16	Total direct and indirect greenhouse gas emissions by weight.	2011 Emissions of Greenhouse Gases (p. 26).
	EN17	Other relevant indirect greenhouse gas emissions by weight.	
	EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	2011 Emissions of Greenhouse Gases (p. 26).
	EN19	Emissions of ozone-depleting substances by weight.	
	EN20	NO, SO, and other significant air emissions by type and weight.	
	EN21	Total water discharge by quality and destination.	Wastewater Treatment (p. 30).
	EN22	Total weight of waste by type and disposal method.	Solid Waste Management (p. 28).
	EN23	Total number and volume of significant spills.	
	EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	
	EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	
Products and services	EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Solid Waste Management (p. 28).
	EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	
Compliance	EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	
Transport	EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	
Overall	EN30	Total environmental protection expenditures and investments by type.	

Aspect	Indicator		References
Employment	LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	
	LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Personnel Turnover Rate (p.41).
	LA3	Benefits provided to full-time employees that are not provided to temporary or parttime employees, by significant locations of operation.	
	LA15	Return to work and retention rates after parental leave, by gender.	
Labor – management relations	LA4	Percentage of employees covered by collective bargaining agreements.	Associate Participation in the Firestone Workers Union (p.42).
	LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	
Occupational Health and Safety	LA6	Percentage of total workforce represented in formal joint management–worker health and safety committees that help monitor and advise on occupational health and safety programs.	
	LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.	Safety and Hygiene (p.41). Incident and Severity Rates (p.41). Perfect Attendance (p.41).
	LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	
	LA9	Health and safety topics covered in formal agreements with trade unions.	
Training and Education	LA10	Average hours of training per year per employee by gender, and by employee category.	Training Hours per Associate (p.41).
	LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	
	LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	
Diversity and Equal Opportunity	LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	
Equal Remuneration for women and men	LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	

Human Rights Performance Indicators

Aspect	Indicator		References
Investment and Procurement Practices	HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	
	HR2	Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening, and actions taken.	
	HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	
Non-discrimination	HR4	Total number of incidents of discrimination and corrective actions taken.	
Freedom of Association and Collective Bargaining	HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	
Child Labor	HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	
Forced and Compulsory Labor	HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	
Security Practices	HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	
Indigenous rights	HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	
Assessment	HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	
Remediation	HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	

Product Responsibility Performance Indicators

Aspect	Indicator		References
Customer Health and Safety	PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	
	PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	
Product and Service Labeling	PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	
	PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	
	PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Stakeholders (p. 22).
Marketing Communications	PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	
	PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	
Customer Privacy	PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	
Compliance	PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	

## Relations between the 22 focus points of Bridgestone Corporation with other CSR initiatives.

22 focus points		Global Compact	ISO 26000	GRI /Indicator
1	Securing stable profits as a business.	Principles: 1, 2 y 7	The environment (Issues: 1, 2, 3, 4) Community involvement and development (Issues 1, 5 y 7) Organizational governance (General)	Economic Performance: EC1, EC4, EC7
2	Ensuring a thorough understanding of and adherence to compliance.	Principles: 1, 2 y 10	Organizational governance Human rights (Issues 6, 7 y 8) Community involvement and development (Issue 1) Fair operating practices (Issue 4) Consumer issues (Issue 1)	Labor Practices and Decent Work Performance: LA8 Product Responsibility Performance: PR6
3	Ensuring business continuity.	Principles: 1, 2, 4 6	Human rights (Issues 2 y 8) Labor practices (Issues 2 y 8) Community involvement and development (Issues 3 y 5)	Economic Performance: EC2, EC8 Labor Practices and Decent Work Performance: LA8
4	Communicating with stakeholders.	Principles: 1, 2 y 3	Organizational governance Human rights (Issues 6 y 7) Labor practices (Issue 3) Consumer issues (Issue 4)	Labor Practices and Decent Work Performance: LA11 Society Performance: SO5 Product Responsibility Performance: PR5
5	Providing attractive, high-quality products and services.	Not applicable	Organizational governance Fair operating practices (Issue 4) Consumer issues (Issues 1 y 2)	Product Responsibility Performance: PR1, PR2, PR3, PR4, PR7, PR8, PR9
6	Technological innovation that generates new value.	Not applicable	Organizational governance Labor practices (Issue 5) Fair operating practices (Issue 4) Consumer issues (Issue 3)	Product Responsibility Performance: PR6 Product Responsibility Performance: LA10, LA12
7	Development of products and services based on customer's voice.	Not applicable	Organizational governance Consumer issues (Issue 4)	Product Responsibility Performance: PR5
8	Commitment to fair business practices and competition.	Principle: 10	Organizational governance Fair operating practices (Issues 1 y 3) Consumer issues (Issues 1 y 2)	Society Performance: SO2, SO3, SO4, SO5, SO6, SO7, SO8
9	Fair procurement activities.	Not applicable	Organizational governance Fair operating practices (Issue 4)	Human Rights Performance: HR2, HR5, HR6, HR7
10	Enhancing CSR procurement.	Principles: 8	The environment (Issue 2) Fair operating practices (Issue 4) Organizational governance	Economic Performance: EC6
11	Returning profits by enhancing corporate value.	Not applicable	Community involvement and development (Issue 5)	Economic Performance: EC1, EC7

22 focus points		Global Compact	ISO 26000	GRI /Indicator
12	Disclosing information in a timely and appropriate manner.	Principle: 10	Fair operating practices (Issue 1) Organizational governance	Economic Performance: EC1
13	Contributing to the conservation of the environment through products and services.	Principles: 8 y 9	The environment (Issue 1 y 3) Organizational governance	Economic Performance: EC2 Environmental Performance: EN1, EN2 Product Responsibility Performance: PR1, PR2
14	Contributing to the conservation of the environment throughout the supply chain (procurement, production, distribution and sales).	Principles: 7, 8 y 9	The environment (Issues 1, 2 y 4)	Environmental Performance: EN1, EN2, EN3, EN4, EN5, EN6, EN7, EN8, EN9, EN10, EN11, EN12, EN13, EN14, EN15, EN16, EN17, EN18, EN19, EN20, EN21, EN22, EN23, EN24, EN25, EN26, EN27, EN28, EN29, EN30
15	Contributing to the environment through social activities.	Principles: 7 y 8	The environment (Issue 4) Community involvement and development (Issue 2)	Not applicable
16	Continued Enhancement of job satisfaction and pride.	Principles: 3, 4, 5 y 6	Organizational governance Labor practices (Issues: 1, 2, 3, 4, 5)) Community involvement and development (Issue 3) Human rights (Issue 8)	Economic Performance: EC3, EC5 Labor Practices and Decent Work Performance : LA1, LA2, LA3, LA4, LA5, LA10, LA11, LA12, LA13, LA14
17	Enhancing workplace safety and health, and employee health management.	Not applicable	Organizational governance Labor practices (Issues 2, 4 y 5) Human rights (Issues 8)	Labor Practices and Decent Work Performance : LA1, LA2, LA4, LA5, LA6, LA7, LA8, LA9
18	Respect for diversity.	Principle: 6	Human rights (Issues 5, 6, 7 y 8)	Labor Practices and Decent Work Performance : LA10, LA11
19	Respect for fundamental human rights, including the rights of children and others to be free from forced labor.	Principle: 1, 4 y 5	Fair operating practices (Issue 4) Community involvement and development (Issue 6) Human rights (Issues 2 y 8) The environment (Issue 1)	Human Rights Performance : HR1, HR2, HR3, HR4, HR5, HR6, HR7, HR8, HR9
20	Developing social activities to build a sound and sustainable society.	Principles: 1 y 2	Community involvement and development (Issues 1, 4, 5, 6 y 7)	Economic Performance : EC1, EC8, EC9 Society Performance: SO1
21	Encouraging employees to do volunteer work in their communities.	Not applicable	Community involvement and development (Issues 1 y 7)	Economic Performance : EC3
22	Helping realize a safe society.	Principles: 1 y 2	Community involvement and development (Issues 1 y 2) Consumer issues (Issue 2) Labour practices (Issue 4) Organizational governance.	Not applicable

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We want to know your opinion

Please fill out the following form and fax it to (506) 2209-7301 to the attention of Ana Arce or e-mail it to: [arceana@bfc.co.cr](mailto:arceana@bfc.co.cr)

Element	Very Good	Good	Average	Poor
General Opinion about the Report				
Relevance of the Information				
Written Composition and Language				
Design				

What other information would you like our next reports to include?

Do you have any comment about our 2011 Sustainability Report?

First and Last Name: \_\_\_\_\_

Organization you belong to: \_\_\_\_\_

E-mail: \_\_\_\_\_ Telephone: \_\_\_\_\_



## BLACK ON THE OUTSIDE, GREEN ON THE INSIDE

We promote projects for the proper disposal of waste tires, develop programs to reduce dengue, rationally use natural resources in our production process, and create campaigns to promote cleaner and safer driving. **Be a smart consumer for your country and your planet.**

*Making an Impact*

[www.bridgestone.cr](http://www.bridgestone.cr)

**One Team,  
One Planet.**

**BRIDGESTONE**



Bridgestone de Costa Rica S.A.  
Sixth Sustainability Report 2011  
Our environmental, social, and economic contribution to society.

Complete report: [www.bridgestone.cr](http://www.bridgestone.cr)