



BRIDGESTONE

Your Journey, Our Passion

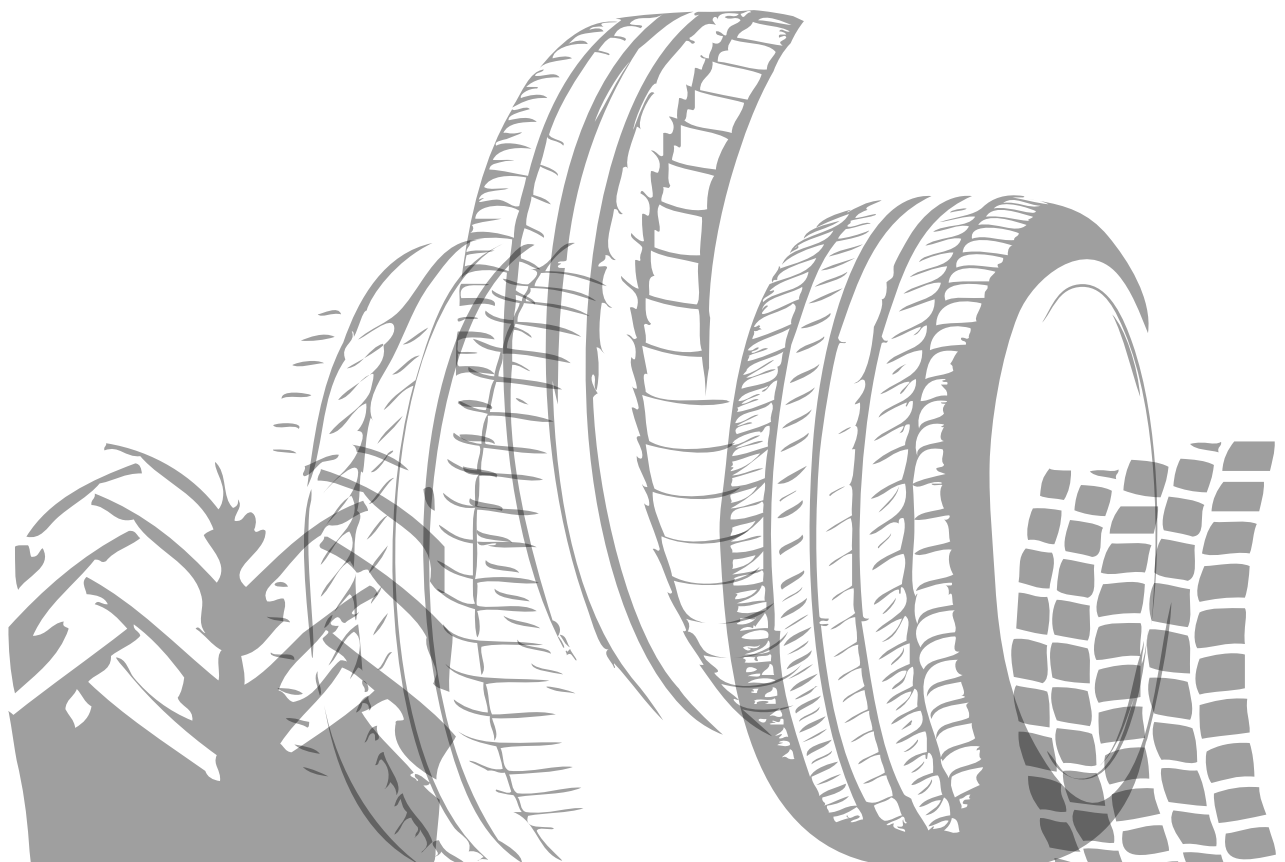
2014 Sustainability Report

Bridgestone de Costa Rica
Ninth Edition

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



Social Responsibility



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GLOSSARY

We suggest reviewing the following glossary in order to have a correct interpretation of the terms used on this sustainability report:

- **ASEFIRE:** Bridgestone de Costa Rica associates' solidarity association.
- **Associate:** an employee of Bridgestone de Costa Rica.
- **BSCR:** Bridgestone de Costa Rica.
- **Carbon Neutrality:** the result obtained after a series of strategies that allow the company to compensate its CO2 emissions, reducing them in such a way that the final result is neutral or positive.
- **Family Channel:** the company's distribution channel built by distributors (BSCR direct clients) that market the products to the final consumers.
- **FUNDELLANTAS:** Ecological Foundation for the Recycling of Rubber and Waste Tires.
- **INTE 35-01-01:2012 Standard:** certified by the Costa Rican Technical Standards Institute (INTECO), the INTE 35-01-01:2012 standard is derived from the ISO 26000 Guide, which establishes social responsibility guidelines defined by the International Organization for standardization purposes and identifies a number of fundamental principles such as human rights, work practices, the environment, fair operational practices, active participation and community development, as well as consumer responsibility.
- **Scrap:** vulcanized tires that do not meet product quality specifications and must be discarded.
- **Stakeholders:** interest groups whose actions can influence company dynamics and vice versa.
- **Tire:** also known as pneumatic or rubber.
- **TMA (Throw Mill Again):** rubber that must be reprocessed because it does not meet the quality standards of the production process.
- **Waste:** this percentage represents the amount of waste rubber.

TABLE OF CONTENTS

Presentation

Glossary	4
A Message from the President	6
About this Report	7

Corporate Profile

About Bridgestone de Costa Rica	9
Governance	10
Ethics, Integrity and Transparency Policies	10
Bridgestone Products	10
Product Categories	11
Markets covered by BSCR	12
BSCR Distributors	12
Associations and Organizations BSCR is part of	13
Certifications and Credentials	13
Obtained Recognitions	14
Philosophy	15
Supply Chain	16
Product Responsibility	16
CSR Strategy	17
Work Process for Material Issues related to CSR	18
CRS Strategy and Corporate Material Issues Evaluation	19
Approach Initiatives with Stakeholders	21

ENVIRONMENTAL SCOPE

Continuous Reduction of Greenhouse Gases Emissions	
• <i>Advances toward Carbon Neutrality</i>	23
• <i>Greenhouse Gases Emissions</i>	24
Contribution to biodiversity	25
Resource Conservation Measurement and Operational Improvements	
Environmental Indicators	
• <i>CO2 Emissions</i>	25
• <i>Energy Consumption</i>	25
• <i>Water Consumption</i>	25
• <i>Solvent Consumption</i>	25
• <i>Waste Generation</i>	25
• <i>TMA Generation</i>	25
• <i>Solid Waste Management</i>	25
• <i>Recyclable and Non-recyclable Waste</i>	26
• <i>Hazardous and Non-hazardous Waste</i>	27
• <i>Tires processed by Fundellantas</i>	27
• <i>Waste Tires Disposal</i>	27
Water Usage Environmental Regulation	28
Wastewater Treatment	28
Environmental Dumping Tax	29
Blue Flag Ecological Program	29
Green Purchases	29

SOCIAL SCOPE

Social Scope focused on the external side of the Company

• <i>Education and Road Safety</i>	
1. <i>Alliance for a Better Road Safety Culture</i>	31
2. <i>Tire Pressure Educational Campaign</i>	32
3. <i>Bridgestone Expert Program</i>	32
• <i>Alternative Tire Use and the Fight against Dengue</i>	
1. <i>Grande de Tarcoles River Cleanup</i>	33
2. <i>Cauchópolis Art Installation</i>	33
3. <i>B-Happy Program</i>	34
4. <i>Public campaign to fight dengue at bus stops</i>	34
5. <i>SOS Theater Play</i>	35
• <i>Volunteer Program</i>	36

Social Scope focused on the internal side of the Company

• <i>Great Place to Work Survey</i>	37
• <i>Company Philosophy</i>	37
• <i>Talent Retention</i>	39
• <i>Development Strategy and Associate Training</i>	39
• <i>Comprehensive Personnel Development</i>	40
• <i>Socioeconomic Study</i>	40
• <i>Bridgestone Citizens Formation Program</i>	40
• <i>Retirement Preparation Program</i>	40

Social Indicators

• <i>Safety and Hygiene</i>	41
• <i>Incidence and Severity Rates</i>	41
• <i>Training Hours per Associate</i>	41
• <i>Perfect Attendance</i>	41
• <i>Personnel turnover rate</i>	41
• <i>Associate participation in the Firestone Solidarity Association (ASEFIRE)</i>	41

ECONOMIC SCOPE

Company Profile	43
Economic Results	44
Investments	45
• <i>Employee contributions and Social Security</i>	45
• <i>Innovation and changes in the Production Plant</i>	45
• <i>Investments vs. Savings</i>	46
Supplier Relations	46

GRI Guide: Global Reporting Initiative	48
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A MESSAGE FROM THE PRESIDENT



*Daniel Benvenuti
President of Bridgestone de
México y Centroamérica*

Following the standard set by our mission to “Serve society with superior quality”, Bridgestone de Costa Rica presents its latest Sustainability Report with the strong conviction that dialogue and team work with different members of society contribute to the work of the company, not only in its economic actions, but also in its social and environmental legacy.

We are aware of our leadership and the implicit responsibility of being the largest tire producer in the world, hence our commitment to develop a sustainable business.

This is clear on each of the commitments we have taken to decrease our carbon footprint, ensure our products have an appropriate end for their life cycle, strengthen our communication channels with associates, find better business conditions for our clients and raise awareness and educate each of our suppliers to work together following sustainable practices.

These and other actions allowed us to celebrate achievements at the end of 2014, such as the INTE 35-01-01:2012 “Social Responsibility Management System” certification, being recognized by outstanding

entities like the Costa Rican American Chamber of Commerce (AMCHAM) and the Costa Rican Chamber of Industries for the results obtained in projects like the Green Flag Environmental Program in Service Centers and Rethreading Plants, and the B-Happy program to build playgrounds and recreational areas for children using waste tires.

Internally, we took a transcendental step towards our objective to be the first carbon neutral tire manufacturing company by pioneering in the use of a biomass boiler that can reduce our average monthly bunker consumption by 50%.

This initiative turns Bridgestone de Costa Rica into a national and international benchmark for the use of alternative energy sources in the private market.

The strategy will continue to focus on establishing public-private alliances and using innovation to make our business grow, strengthening our community and the country in general.

ABOUT THIS REPORT

This Sustainability Report is an ideal way of showing accountability to our stakeholders and society in general. Bridgestone de Costa Rica has presented this annual document since 2007.

This report details the initiatives and advances in sustainability objectives achieved during 2014, as well as the work done by the company in regard to material subjects identified as important to society, our stakeholders and the company.

In order to compile and analyze the information presented below, the report was based on the principles proposed by the Global Reporting Initiative (GRI), version G4¹.

Also, the company is working with the concept of sustainability under standard ISO 26000 and its local version (INTE 35-01-01:2012), as well as the Triple Bottom Line Model and the 22 social responsibility focus points defined by Bridgestone Corporation as priority action areas.

Finally, this report includes aspects and/or indicators that reflect Bridgestone de Costa

Rica's most significant impacts for the Costa Rican market in three established dimensions (environmental, economic and social) and three work approaches (road safety, product life cycle and environment). These subjects were born from the company's own consideration and a permanent dialogue with our stakeholders.

Based on the information reported, BSCR considers this report as essentially "in accordance" with the GRI G4 Reporting Guidelines. However, the document responds to a voluntary company practice and is not externally verified.

To obtain more information about BSCR, this report and its previous versions, you can visit our website at www.bridgestone.cr, or contact:

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Relations Coordinator
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Bridgestone de Costa Rica 2014 Sustainability Report

Ninth Sustainability Report

This report covers the company's calendar and budget year (January 1st to December 31st, 2014).

It is focused on the actions and initiatives of the company in Costa Rica, where its operation center is located.

There were no significant changes in regard to organizational infrastructure, size or operational location.

The calculation of the indicators is consistent with previous editions, and economic values are presented in US dollars.

This report uses the international system of units and offers a three year comparison guide for main indicators.

1. To learn in detail about the principles that determine the content of the Sustainability Report, refer to the 2013 Sustainability Report, pages 8 and 9.

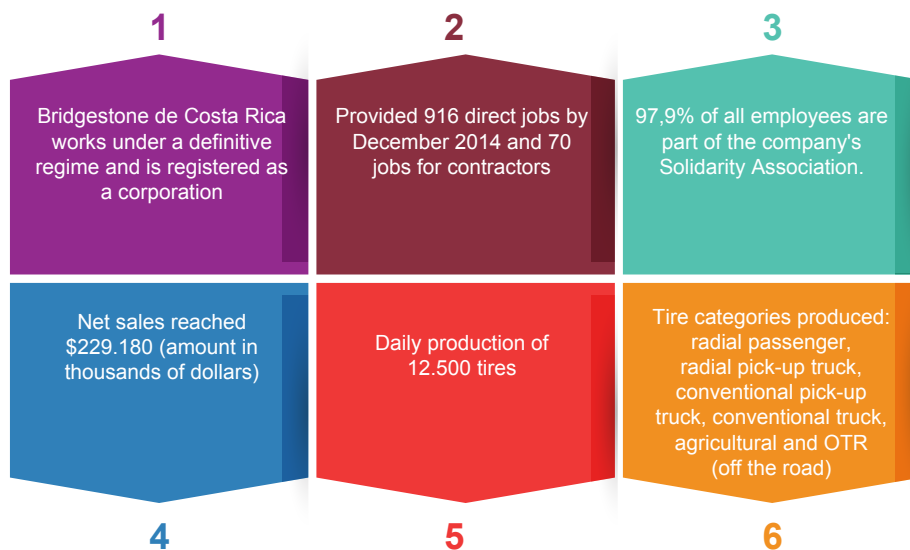


CORPORATE PROFILE

About Bridgestone de Costa Rica²

Bridgestone de Costa Rica is the subsidiary of the Bridgestone Corporation in charge of the operations in Central America, Caribbean, Colombia & Ecuador. Its facilities are located in San Antonio de Belen, in Heredia, Costa Rica.

It is the sole tire manufacturing plant located in Central American and the Caribbean and one of the most efficient of Latin America. Thanks to its operations, important supply chains are generated which support the boosting of production and exports of Costa Rica.



Bridgestone Corporation Profile:

- Devoted to the design, testing, production and marketing of tires and rubber products
- Present in 150 countries
- Generates 143.000 direct jobs
- 84% of its total sales correspond to tires.
- It has 180 plants in 25 countries, including 10 testing fields and 5 technical centers.

² For more information about the history of the company, refer to previous Sustainability Reports or visit www.bridgestone.co.cr

Governance

The government structure of the company is led by the President and General Management, who are in charge of making decisions in collaboration with 5 departments: Human Resources, Finances, Operations, Commercial and Manufacturing; the last two respond directly to the Operations Department.

Ethics, Integrity and Transparency Policies

The company is guided by the Bridgestone Americas code of ethics, which groups the main information related to this subject. During 2014, Bridgestone de Costa Rica worked on a communication plan to refresh the knowledge of its employees and suppliers in aspects related to ethics, integrity and transparency:

- Clauses from the code of ethics were included in contracts made with suppliers.
- An information bulletin was created with support of the internal communication area of the Human Resources Direction.
- The subject was included in induction talks and the e-learning training program.
- Including a declaration of compliance with regulation signed by the leaders of the company (management and directors).
- An internal campaign to promote the 800 reporting number was conducted.

The Bridgestone Products

Marketed Brands:

The Bridgestone logo, featuring the word "BRIDGESTONE" in a bold, black, sans-serif font with a red and white checkered flag graphic to the left.The Firestone logo, featuring the word "Firestone" in a red, serif font.The Seiberling logo, featuring a stylized blue "S" icon followed by the word "SEIBERLING" in a blue, sans-serif font.The Continuum Retread Materials logo, featuring the word "CONTINUUM" in a blue, sans-serif font with a blue and white circular graphic to the left, and "Retread Materials" in a smaller, black, sans-serif font below it.

³ To learn in detail about the principles included on the code of ethics, refer to the 2013 Sustainability Report, pages 8 and 9.

Product Categories:

BRIDGESTONE

Firestone

SEIBERLING



Bridgestone and Firestone mass consumption products for light vehicles.

Automobile

BRIDGESTONE

Firestone



Bridgestone and Firestone products for trucks and heavy vehicles.

Truck



Incorporate tires for the agricultural sector and off the road category.

Agricultural and Off the Road

Rethreading

Focuses on the rethreading model for truck and off the road tires.



BRIDGESTONE

Firestone



Markets covered by BSCR



BSCR covers a total of 25 markets, selling its 4 product categories through distributors (direct company clients) that tend to the final consumer, corporate and government fleets.



Bridgestone distributors

Country	Bridgestone Points of Sale	Bandag Plants
ARUBA	3	-
COSTA RICA	37	2
EL SALVADOR	26	1
GRAND CAYMAN	1	-
GUATEMALA	43	1
HAITI	1	-
HONDURAS	9	1
NICARAGUA	15	1
PANAMA	15	1
PUERTO RICO	17	1
DOMINICAN REPUBLIC	19	1
TRINIDAD AND TOBAGO	3	1
JAMAICA	-	1
SAINT LUCIA	-	1
Total	189	12

During 2014, the Family Channel program included 189 active points of sale identified with the Bridgestone-Firestone brands in Grand Cayman, Costa Rica, El Salvador, Guatemala, Haiti, Honduras, Nicaragua, Panama, Puerto Rico, the Dominican Republic & Trinidad and Tobago.

Associations and Organizations BSCR is part of:

- Business Development Association (AED)
- ALIARSE Foundation
- Costa Rican Association of Large Energy Consumers (ACOGRAE)
- Chamber of Services (CAMSCAT)
- Costa Rican Chamber of Industries (CICR)
- Competitiveness Promotion Council (CPC)
- Costa Rican American Chamber of Commerce (AmCham)
- Costa Rican Chamber of Commerce
- Fundellantas
- ACOLLRE
- Costa Rican Chamber of Exporters (CADEXCO)
- Association of Costa Rican Free Zone Companies (AZOFRAS)
- Social Responsibility Advisory Council

Certifications:



INTE 35-01-01:2012
Social Responsibility Management System

INTE OHSAS 18001: 2009
Occupational Risk Prevention Management System

INTE-ISO 14064-1: 2006
Quantification and reporting of Greenhouse Gas Emissions and Removals Management System.

INTE-ISO 14001: 2004
Environmental Management System



BASC Standard – Proprietary Safety
(Business Alliance for Secure Commerce. Version 4-2012)

BUSINESS ALLIANCE FOR SECURE COMMERCE



INTE- ISO 9001: 2008
Product Approval Seal



ISO/TS 16949: 2009
Original Equipment Technical Specification

ISO 9001: 2008
Quality Management Systems



Licensing of the "Esencial Costa Rica" nation branding for corporate and product use. Costa Rican Foreign Trade Promotion Office.

Credentials



INTE-ISO/IEC 17025: 2005
Laboratory Certification
BSCR Finished Product Physical Tests (QA Lab)

INTE-ISO/IEC 17025: 2005
Measurement Equipment Calibration Lab Credential

Obtained Recognitions

- Blue Flag Ecological Program Award in the 'Actions to Face Climate Change' category.
- Recognition from the Costa Rican American Chamber of Commerce (AmCham) in the "Environment" category for the Green Flag Management Program in service centers and rethreading plants.
- Corporate recognition (BSAM) in the "Environmental Innovation" category for the B-Happy program to build playgrounds and recreational areas with waste tires.
- Corporate recognition (BSAM) in the "Environmental Leadership" category for the Green Flag Management Program in service centers and rethreading plants in Central America, the Caribbean, Colombia and Ecuador.
- Corporate recognition (BSAM) in the "Environmental Leadership" category for the implementation of the Blue Flag Ecological Program.
- Corporate recognition (BSAM) in the "Pollution Prevention" category for the GHG reduction projects through the Emissions and Energy Efficiency Project Identification Management System.
- Corporate recognition (BSAM) in the "Pollution Prevention" category for the Solvent Reduction projects through the improvement of process controls and best practices.
- Excellence Award from the Costa Rican Chamber of Industries (CICR) in the "Social Responsibility" category for the B-Happy program to reuse waste tires.
- Excellence Award from the Costa Rican Chamber of Industries (CICR) in the "Processes" category for the performance improvement of Steelastic machine blades.
- Excellence Award from the Costa Rican Chamber of Industries (CICR) in the "Processes" category for the stabilization of billing lead time.
- Excellence Award from the Costa Rican Chamber of Industries (CICR) in the "Environment" category for the solvent consumption reduction.
- "Preventico Empresarial" award granted by the National Insurance Institute for the fourth overall and third consecutive time.

Philosophy⁴

Our business strategy is based in compliance with the corporate philosophy, which includes our mission, vision, principles of the Bridgestone Essence, the four foundations of the business and our “Road Rules” code of conduct.



⁴ To learn more about the implications of each of the aspects that are part of our corporate philosophy, refer to the 2011, 2012 and 2013 Sustainability Reports

Supply Chain

BSCR has made no variations to the supply chain process detailed in the 2013 Sustainability Report. The company also continued working on strengthening and sensitizing the different participants of the local supply chain in sustainability related subjects. The objective is to reach a 100% supplier alignment at a medium term.

100 suppliers provided the materials needed for the production chain during 2014.

The total number of suppliers hired in 2014 remained at 800, corresponding to SMBs, large and microbusinesses.

100% of raw materials are imported.

The company uses contractors for maintenance, infrastructure improvement and machinery work. A total of 70 suppliers worked under this scheme in 2014.

An estimate of 500 indirect jobs were generated during 2014, including contractor figures.

Product Responsibility

During 2014, the company maintained its approach on developing strategies to guarantee the proper disposal of waste tires. Namely, the following initiatives were developed:

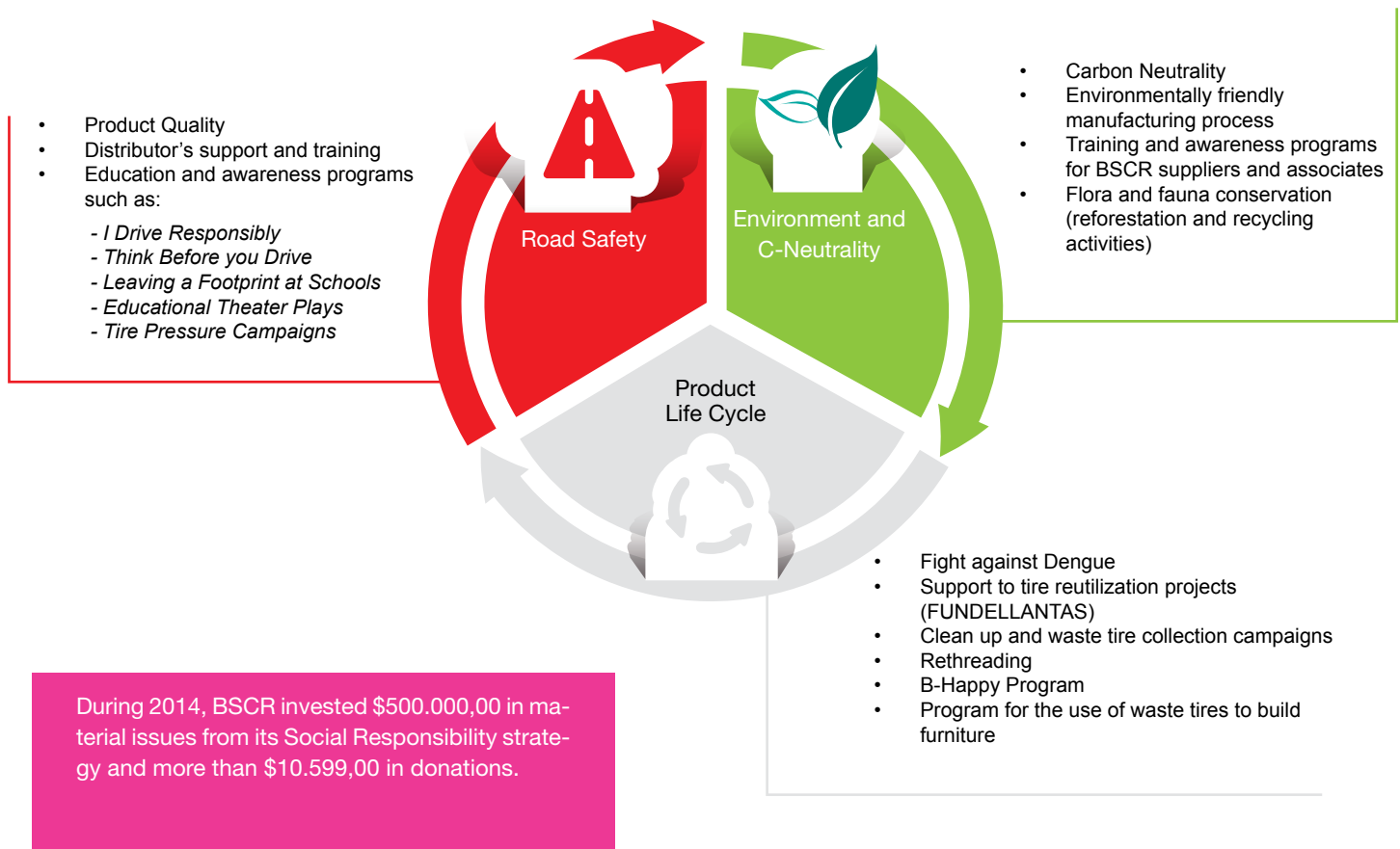
- Raising awareness among brand distributors and verifying their compliance with the proper waste tires disposal guidelines.
- Supporting the Ministry of Economy to establish technical guidelines to regulate tire imports in order to guarantee compliance with minimum quality standards for products entering the country.
- Raising awareness about the importance of assuring compliance with the proper waste tires disposal guidelines.
- The company continued its open policy to support the work of the Government in its fight against smuggling.
- Environmental and social strategies were promoted to raise awareness among the population and final consumers about the correct use of waste tires and compliance with current legislation.

Corporate Social Responsibility Strategy⁵

Bridgestone de Costa Rica responds to and follows 22 strategic commitments defined by the Corporation and divided into 4 categories:

- CSR through business
- CSR through environmental management
- CSR through social development
- Fundamental CSR activities

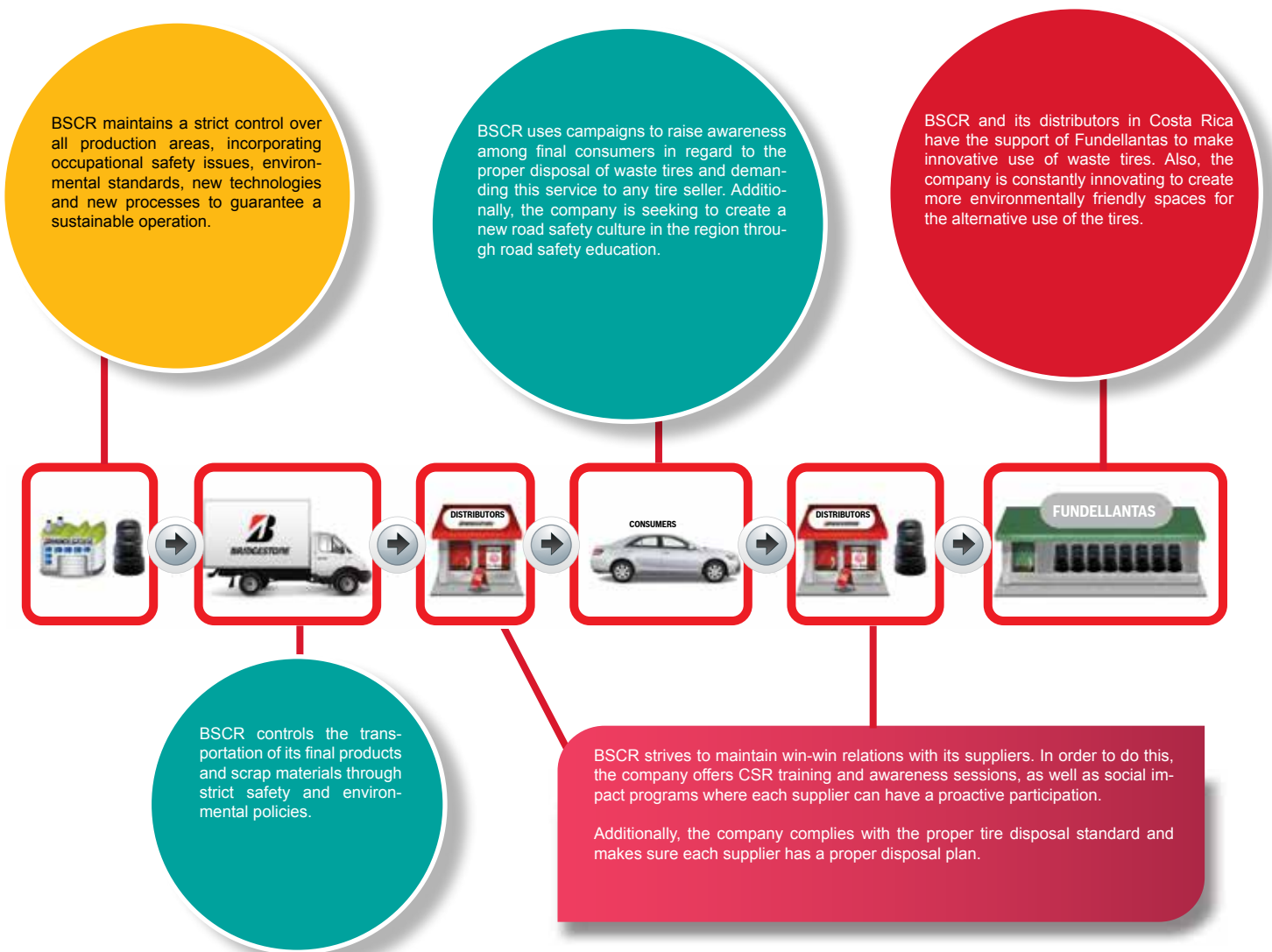
These commitments constitute the Social Responsibility strategy along with the material issues identified by the company during the dialogue processes with its stakeholders, internal dialogue between company leaders and the analysis of priority or critical issues in similar sectors.



⁵ For more information about the company's Social Responsibility strategy, refer to the 2011, 2012 and 2013 Sustainability Reports.

Work Process for Material Issues related to CSR

Socially responsible production and marketing process



CRS Strategy and Corporate Material Issues Evaluation

In 2014, the company went through 3 evaluation processes to analyze advances in sustainability and strategy:

- Self-assessment guided by the Business Development Association: this instrument integrates a series of indicators to measure the existence and application of Social Responsibility practices and policies in seven areas: governance, internal audience, environment, responsible marketing, suppliers, community and public policy. This instrument is homologated to the ISO 26000 social responsibility international standard and applied annually by BSCR.

The instrument was applied in 2014 with positive results on each of the evaluated area, showing a significant increase in regard to 2012 results. The average score was of 98 out of 100 points, while the national average was 67 points. The next evaluation will be conducted in 2015.

- Audit conducted by INTECO to obtain the INTE 35-01-01:2012 “Social Responsibility Management System” certification: 2014 saw the successful culmination of the certification process for this standard. As part of the conclusions received, some highlights include the alignment of the management system to the company’s strategy, the existence of initiatives such as the “Communication Rounds” for internal audiences and the Green Flag program for suppliers. Also worth mentioning is the previously existent Social Responsibility culture in the company as favorable for the quick socialization of concepts and operational controls. With this certification, the company presented an action plan to guarantee a continuous improvement in processes that must be strengthened in the short term.
- Perception study with members of various sectors and stakeholders : in 2012, the company conducted its first image perception and corporate reputation study in regard to Social Responsibility with 4 stakeholder groups (community, suppliers, government and media).

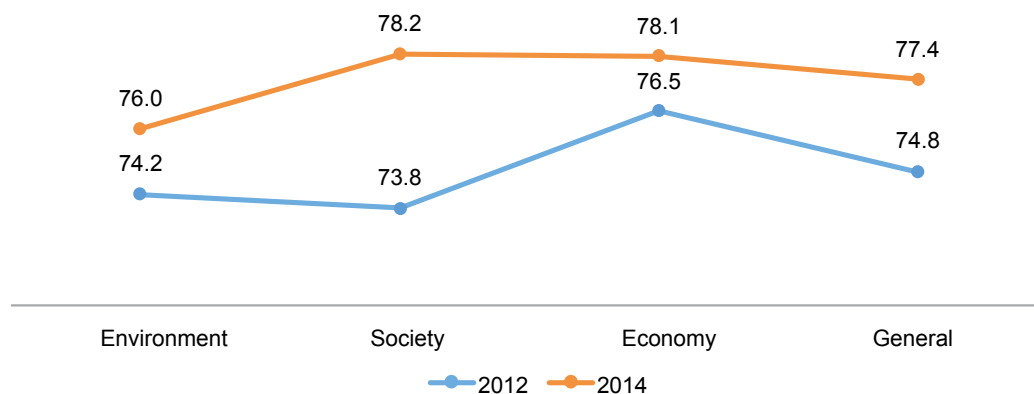
This study was conducted once again in 2014 with the same variables established in the previous edition to measure the actions of the company and its contribution to the environmental, social and economic scopes.

Stakeholders continue to highlight the work done by Bridgestone de Costa Rica in regard to employer’s liability and employment generation, as well as the initiatives that support community development and protect the environment, with the waste tire collection campaigns and carbon footprint reduction activities as the most mentioned.

⁶ For more information about the first image perception and corporate reputation study, refer to the 2012 Sustainability Report. G4-PR5 Social Performance Indicator, GRI 4.

The main result shows a positive growth in company perception by the four audiences on each of the variables.

Score by area and comparative total



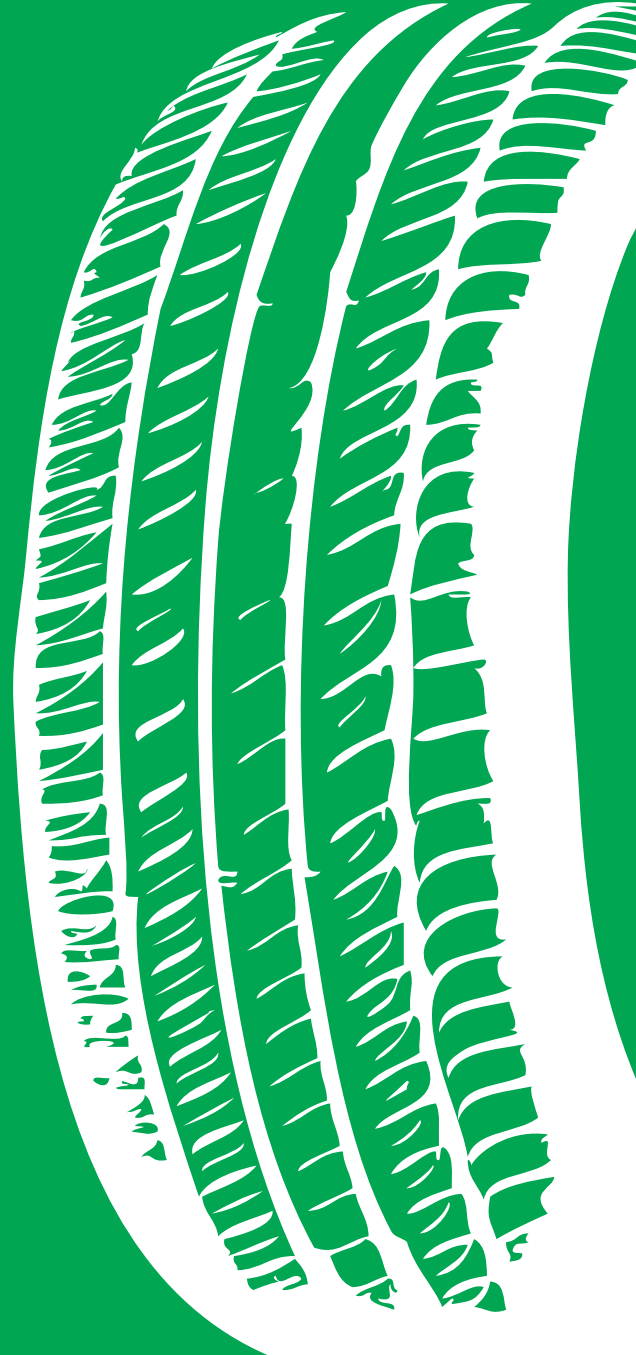
About the Study

	POPULATION:	SAMPLE SIZE:
Community	<ul style="list-style-type: none"> 21 to 55 year old men and women from all socioeconomic backgrounds living in San Jose, Alajuela, Cartago and Heredia (including the immediate community of Belen). 	300
Government	<ul style="list-style-type: none"> Central government officials and press offices. 	20
Media	<ul style="list-style-type: none"> journalists and communicators from different media (TV, newspapers, magazines, radio and Internet). 	
Suppliers	<ul style="list-style-type: none"> all companies who shared a constant relation with the company during the last year. 	50

Other Approach Initiatives with Stakeholders⁷



⁷ To learn about the methodology used by the company to define its stakeholders, refer to the 2011, 2012 and 2013 Sustainability Reports.



ENVIRONMENTAL SCOPE

The work on sustainable management done by Bridgestone de Costa Rica⁸ during 2014 kept its focus on upholding the environmental commitments defined by the Corporation on its environmental mission and the 22 Social Responsibility focus points. Additionally, each one of the implemented actions during the year directly responded to environmental objectives.

1. Continuous Reduction of Greenhouse Gases Emissions

Advances towards Carbon Neutrality

Just like in previous years, in 2014 BSCR verified its greenhouse effect gasses emissions report through a third party organization under standard INTE ISO 14062-1 Greenhouse gases - Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals⁹.

From the total emission sources considered in the BSCR greenhouse effect gas emissions inventory, about 95%

Environmental Objectives

1. Continuously reduce greenhouse effect gases emissions, including CO₂, from the complete lifecycle of the products.
2. Contribute to biodiversity through habitat improvement, environmental education and research.
3. Value natural resources to make a continuous improvement in conservation through operational and product design improvements.

correspond to bunker and purchased electricity consumption. For these sources of emission, the total greenhouse effect gas emissions shown includes measurements for carbon dioxide, methane and nitrous oxide, represented using equivalent carbon dioxide tons. The approach used by the company to consolidate emissions is operational control.

⁸ For more information about Bridgestone's environmental mission, refer to previous Sustainability Reports or visit www.bridgestone.co.cr

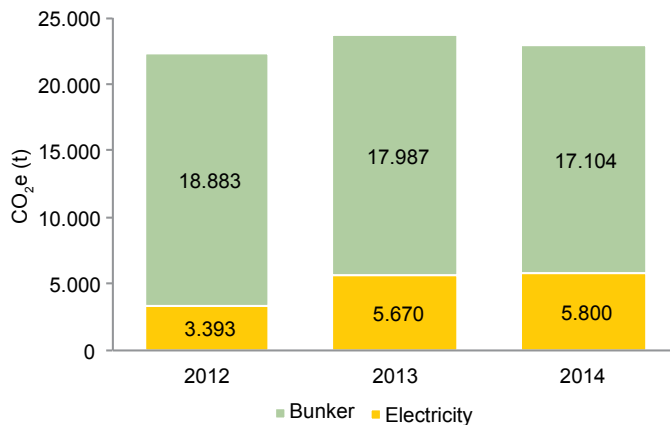
⁹ To learn more about the methodology used by the company to determine its emissions, refer to the 2012 and 2013 Sustainability Reports.

Greenhouse Effect Gas Emissions during 2014¹⁰

Scope	Emission Source	tCO ₂ e Emissions (t)	Total tCO ₂ e
Scope 1. Direct Emissions	Vapor production: Bunker or fuel oil consumption	17.104	22.904
Scope 2. Indirect Energy Emissions	Use of purchased electricity	5.800	

Bunker use related Greenhouse Effect gas emissions were reduced in 885 tons of CO₂e during 2014. The net reduction in comparison to 2013 was of 3.2% (753 tons of tCO₂e).¹¹

BSCR Greenhouse Gas Emissions inventory in CO₂e(t)



Continuous improvement projects focused on reducing emissions:¹²

- Compressed air leaks control program in process.
- Use of low energy consumption heaters.
- Air conditioning systems maintenance.
- Use of solar energy and LED bulbs.
- Prohibition of equipment and products that contain ozone layer depleting substances.
- Thermal insulation for pipes, valves and other devices to avoid heat losses.
- Advances in the nitrogen vulcanization press conversion project (nitrogen replaces bunker for water vapor production). 16 vulcanization presses were converted in 2014, and the goal is to conclude the transformation for all presses included on the budget by 2016, creating savings of up to 30% in fuel consumption and reducing CO₂ emissions.

From Bunker to Biomass

The most representative project of 2014 was the implementation of a biomass boiler in September to replace a traditional bunker fueled boiler. The biomass material known as pellets is made by a national supplier from wood waste materials like sawdust, compressed branches and other vegetable origin materials. The combustion of this material does not contribute to the Greenhouse Effect and allows a reduction in gas emissions, reusing materials generated by the more than 1,200,000 tons of wood produced each year in Costa Rica. **The average monthly bunker consumption was reduced in 50% during the months of operation and adjustment process.**

BSCR has an intensive energy consumption production process and is one of the largest consumers of bunker and electricity in the country. Therefore, the implementation of this initiative turns Bridgestone de Costa Rica into a national and international leader and reference point for the use of alternative energy in the private sector.

¹⁰ EN15 and EN6 environmental performance indicators, GRI 4. The data provided by this report has not been verified, since the verification process will be completed during the second quarter of 2015.

¹¹ National emission factors used for 2013 (electricity 0.1300 kg CO₂e/kWh). IMN, Factores de Emisión GEI, fourth edition, July 2014. EN19 Environmental Performance Indicator, GRI 4.

¹² EN6 and EN20 Environmental Performance Indicators, GRI 4.

2. Contribution to Biodiversity through Habitat Improvement and Environmental Education¹³

Activity	Description
Quebrada Seca River Cleanup	The company was part of a solid waste cleanup campaign at the Quebrada Seca River in Belén. A total of 155 pounds of recoverable waste and 496 pounds of non-recoverable waste.
Reforestation at Quebrada Seca River	60 trees were planted along the Quebrada Seca River banks with assistance from Bridgestone volunteers.
Environmental Fair	The company was part of the environmental fair organized by the Ministry of Environment in June to present the company's environmental management information related to Carbon Neutrality to the public.
Waste Tires collection in Sarapiquí	The company worked with the Ministry of Health and the municipality of Sarapiquí to collect waste tires from the central district of the area, collecting a total of 610 tires.
Planting Trees in Sarapiquí	275 trees were planted in November at an area close to the Sarapiquí river micro-basin. The company worked with the municipality of Sarapiquí and the Ministry of Health.

3. Resource Conservation Measurement and Operational Improvements

Environmental indicators¹⁴

Environmental indicators are the tools used by BSCR to demonstrate its management actions and commitment to continuous improvement. These indicators are measured, evaluated and reported monthly within the company and the corporation. All indicators relate resource consumption or waste generation to production.

There was an increase of 10% in production during 2014, and various new systems were implemented at the plant. This is reflected on the increase of several indicators. However, the company worked hard during 2014 to develop new improvement projects in each of the areas and strengthen current projects related to resource efficiency.

Indicator	2012	2013	2014	Parameter
CO ₂ Emissions	1,548	1,495	1,471	tCO ₂ /RRT ¹⁵
Energy Consumption	4,75	4,74	8,47	MMBTU/MLBS
Water Consumption	7,2	8,3	8,8	m3/RRT
Recycled Waste	87,2	89,5	90,1	Recycled Waste Percentage
Solvent Consumption	89,1	80,78	73,0	mL per assembled tire
Waste Generation	1,09	0,97	0,91	Waste Percentage
TMA Generation	34	29	26	TMA Percentage

Solid Waste Management (Recycled Waste)

BSCR responsibly manages waste materials produced by the company operations, complying with current national legislation and internal procedures. Updates about solid and liquid waste management and waste tire disposal plans are sent to the Ministry of Health every year.

The company reinforced waste segregation practices at each work site during 2014, improved waste containers, conducted activities to raise awareness among administrative personnel and monitored waste collection areas as part of its Environmental Management System. The application of this strategy resulted in an increase in recycled materials in comparison to last year.¹⁶

The goal is to only send to landfills waste materials that cannot be processed due to their characteristics and conditions.

¹³ Number 15 of the 22 CSR Focus Points defined by the Corporation. To learn more about the 22 points, refer to the 2011, 2012 and 2013 Sustainability Reports.

¹⁴ EN3, EN5 and EN8 Environmental Performance Indicators, GRI 4.

¹⁵ RRT: production measurement unit.

¹⁶ EN23 Environmental Performance Indicator, GRI 4.

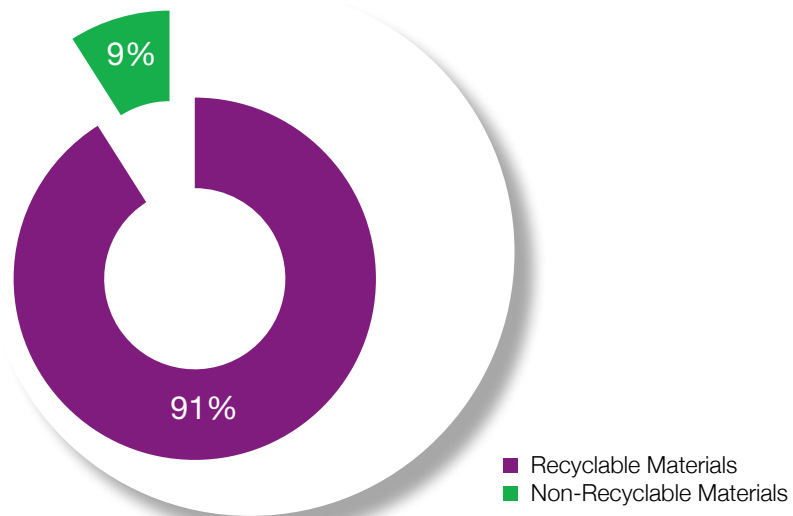
Waste Disposal Historical Graph¹⁷

Final Destination	2012	2013	2014
Fundellantas	5,1%	11,9 %	11,5 %
Landfill	12,9%	10,5 %	9,0 %
Recyclable Materials	16,8%	15,4 %	15,7 %
Package Returns	35,7%	36,8 %	42,7 %
Co-Processing	22,2%	14,4 %	17,1 %
Others	7,3%	11,0 %	4,0 %
Total	100 %	100 %	100 %
	(4.004.255,3)	(4.057.183,2)	(3.730.143,2)

Recyclable and Non-Recyclable Waste

The company has increased the amount of recycled waste materials along the years, reaching the highest value so far with 91% in 2014.

Percentage of Recyclable and Non-Recyclable Materials in 2014

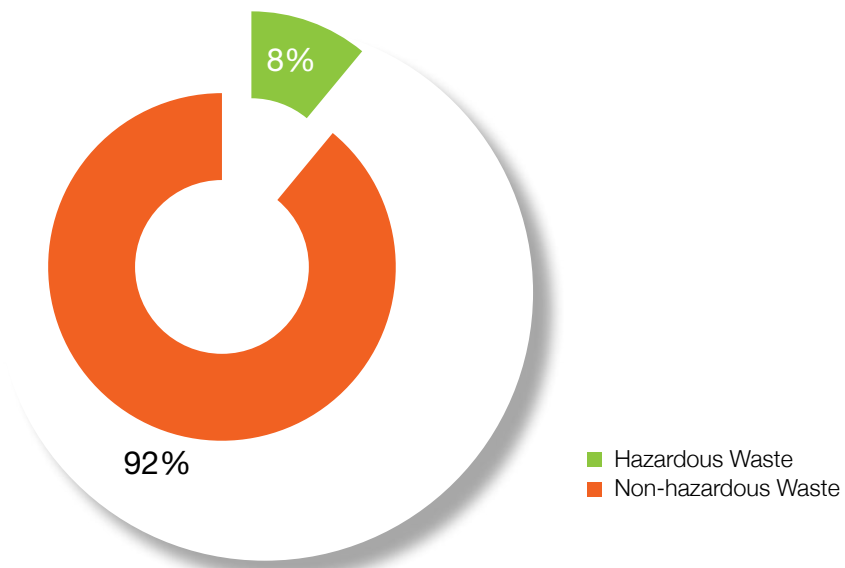


¹⁷ The following concepts are important for a correct interpretation of the waste disposal historical graph:
Fundellantas: this is the Costa Rican Ecological Foundation for the Recycling of Rubber and Waste Tires, used by BSCR to process tires considered as scrap material. The recycling variable includes marketable waste materials like paper, plastic and glass sold through the Bridgestone de Costa Rica labor union (ASEFIRE).
BMP Returns (Raw Material Warehouse) include packaging materials that are returned to suppliers for their reuse.
The “others” category includes recycling returns.

Hazardous and Non-Hazardous Waste¹⁸

The amount of hazardous waste was reduced to 8% in 2014, decreasing from 9% in 2013.

Waste Generation by category in 2014



Annual Amount of Tires Processed by Fundellantas¹⁹

Fundellantas is a nonprofit foundation focused on collecting and processing waste tires in Costa Rica. BSCR and other companies contribute financially to support the foundation, making a donation for each new tire sold.

The main objective of this initiative is to guarantee the proper disposal of waste tires and prevent them from turning into sources of environmental pollution.

Fundellantas collected a total of 163,771 waste tires during 2014. These tires were processed into 3002 compressed bundles to be used in various projects around the country.

Waste Tires Disposal

The amount of waste tires generated in 2014 decreased 76.1 tons in comparison to the previous year, with a total of 642.4 tons of waste tires.

Tire Disposal	2012	2013	2014
Fundellantas	31,2%	67,2%	66,6%
Cement Industry	68,8%	32,8%	33,4%
Total amount of waste tires (tons)	723.940	718.524	642.424

¹⁸ EN25 Environmental Performance Indicator, GRI 4.

¹⁹ EN27 and EN28 Environmental Performance Indicators, GRI 4.

Water Usage Environmental Regulation²⁰

Bridgestone established an environmental program in 1999 to control and reduce safe water consumption in the production process, administrative and green areas.

The company uses two wells concessioned to Bridgestone de Costa Rica. Water consumption in 2014 was of 155.982 m³.

Water for human consumption meets all the safety standards determined by national legislation.

A new irrigation system for green areas was installed at the end of 2014, allowing the company to reuse previously treated discharge water from the plant, reducing an estimate of 1000m³ during the dry season. The system is currently being tested.

Wastewater Treatment²¹

Since 1999, the company has a treatment plant for black and gray sewage. Additionally, a primary treatment system for industrial waters was installed in 2011, and an exclusive system was built to treat water coming from the boilers.

Two incident prevention tanks with a capacity of 17 and 48 cubic meters built in 2013 were used in 2014 during the disinfection stage, making all the necessary adjustments to treat and disinfect water with chlorine in order to use it to irrigate green areas, reducing the total water consumption level of the plant.

The following chart shows the results of the main parameters monitored in the final effluent.

Wastewater Treatment Plan Parameters²²

Indicator	2012	2013	2014	Maximum Permissible Limit
Biochemical Oxygen Demand (mg/L)	15,5	16,5	10,25	50
Total Suspended Solids (mg/L)	16,5	29,25	30,75	60
Chemical Oxygen Demand (mg/L)	55,5	55	46,25	100
pH	6,97	7,54	6,8	Entre 5 y 9
Flow (m3)	239,17	1.469	332,05	-
Sedimentable Solids (mL/L)	< 1,00	0,20	0,75	1
Fats and oils (mg/L)	8,4	18,75	7,2	30

The flow increase conducted in 2013 was regulated in 2014, and the remaining parameters showed an improvement.

²⁰ EN8 Environmental Performance Indicator, GRI 4.

²¹ EN10 Environmental Performance Indicator, GRI 4.

²² EN22 Environmental Performance Indicator, GRI 4.

Environmental Dumping Tax²³

According to the Environmental Dumping Tax approved in 2008, the company monitors the Chemical Oxygen Demand (COD) and the Total Suspended Solids in the effluent of the waste treatment plant. The quality of the discharged water to its receiving body is ensured with the values obtained from these two parameters.

During 2014, BSCR had no sanctions or files related to environmental legal compliance.²⁴

Blue Flag Ecological Program

In 2014, BSCR was once again part of the Blue Flag Ecological Program promoted by the Costa Rican Water and Sanitation Institute (AyA). The company is currently waiting for the results, which will be published during the first quarter of 2015. This award was received by the company in 2012 and 2013.

This program consists of an evaluation of a series of indicators to show an improvement during the year, with the purpose of earning the Blue Flag at the end of the evaluation period. The program also grants up to five stars to companies that have a waste management plan with some type of certification (ISO 14001, ISO 9001, ISO/TS 16949, INTE- IS/IEC 17025, BASC safety standard), an evaluation of the company's carbon footprint and carbon neutrality certification.

Green Purchases²⁵

As part of this program, during 2014 the company continued the evaluation of 10 selected suppliers in order to verify compliance with legal, environmental, social, health and occupational safety requisites. This verification consists of a self-assessment checklist with 70 points or requisites.

Suppliers received feedback from the company in order to continuously improve their systems in the points where an opportunity of optimization was detected. The company also completed visits to 5 of these suppliers, which accounts for an advance of 50% in comparison to 2013 and 10% in comparison to the first self-assessment conducted.



²³ EN26 Environmental Performance Indicator, GRI 4.

²⁴ EN24, EN29 and EN34 Environmental Performance Indicators, GRI 4.

²⁵ EN32 and EN33 Environmental Performance Indicator, GRI 4.



SOCIAL SCOPE

Social Scope focused on the External Side of the Company

In accordance with the sustainability work conducted by the company, during 2014 the focus was to work on activities related to road safety education and the proper disposal of waste tires.

Education and Road Safety

The strategy maintained permanent collaboration with public entities such as the Ministry of Public Works and Transportation, the Ministry of Public Education and private companies through a public-private alliance led by ALIARSE. The objective of each initiative is be part of the development of a new road safety culture that promotes courtesy and respect in all members of the road system.

The following projects were considered highlights at the end of 2014:

1. **Alliance for a Better Road Safety Culture²⁶:** In 2014, this alliance celebrated four years of continuous work in public schools and 2 years of raising awareness among teenagers through social media.



Scope of the Program

- 900 students enjoyed the “Señales” theater play.
- 840 students from various schools in nearby communities received the road safety training program.

²⁶ For more information about the program, refer to the 2011, 2012 and 2013 Sustainability Reports.

2. Tire Pressure Educational Campaign: according to the Sales Engineering and Technical Services Department at Bridgestone de Costa Rica (BSCR), is it common for people to drive their vehicles without following recommended tire pressure values, mainly due to negligence or carelessness. Bridgestone has worked on these campaigns with support from the Road Safety Council (COSEVI), the Traffic Police and more than 10 volunteers from Bridgestone de Costa Rica (BSCR), in order to educate and raise awareness among the population. A total of 232 drivers took part in the 3 activities organized during 2014.



3. Development of the “Bridgestone Expert” program²⁷: the program processed a total of 3005 cases during 2014, 74% received through the toll free number, 25% through email messages and the remaining 1% through the chat program, where 392 users received answers and a total of 58,776 visits to the website were recorded. The most common inquiries are related to product recommendations, references to points of sales and information related to current promotional campaigns.



The program is available through a toll free number (800-LLANTAS), a website (www.expertobridgestone.com) and the email address info@expertobridgestone.com. The company created a pilot program in 2014 to offer a live chat service.

Alternative Tire Use and the Fight against Dengue

The strategy maintained permanent collaboration with public entities such as the Ministry of Health, the national Social Security entity, the Ministry of Education, Fundellantas, the local government and different non-governmental organizations. The objective of each initiative is to inform the population about the proper disposal of waste tires in order to:

- Prevent the spread of potential breeding sites for mosquitoes that carry the Dengue and Chikungunya virus.
- Prevent the environmental pollution caused by waste tires dumped in rivers, empty lots, etc.
- Raise awareness about the need to comply with the Waste Tire Disposal Guidelines issued by the Ministry of Health.

²⁷ For more information about the program, refer to the 2012 Sustainability Report.

The following projects were considered highlights at the end of 2014:

- 1. Grande de Tarcoles River Cleanup:** 736 waste tires were removed from the Grande de Tarcoles River in April 2014 with the assistance of over 50 volunteers from Bridgestone de Costa Rica. This is the fourth time the company helps clean up the river, reaching a total of 8786 tires removed. The objective of this activity is to raise awareness about our shared responsibility to protect the environment and prevent waste tires from being abandoned in high risk areas such as rivers, affecting local flora, fauna and nearby communities who use the river as a source of income.



The artistic installation was developed by Costa Rican sculptor and architect Francesco Bracci, who explored the qualities of the tires to create a structure that works as an interaction point with the audience.

- 2. Cauchópolis Art Installation:** BSCR used the Costa Rican International Art Festival as an opportunity to build a mega sculpture named “Cauchópolis”, a modular structure built with 2500 reused tires.

Bridgestone was following two objectives with this installation: promoting the alternative use of waste tires and reinforcing corporate practices to guarantee the proper disposal of used tires.

3. B-Happy Program, construction of playgrounds and recreational areas: this program continued to grow during 2014 and established itself as an example of innovative actions to reuse waste tires in benefit of the community. 5 structures were built in the San Bosco, Tejarcillos and El Roble schools, as well as the Fraijanes community in Alajuela and the Belen community. A total of 3,900 children were benefited directly by the construction of these areas. The success of this initiative led the company



to build playgrounds in other Central American countries during 2014 as part of the B-Happy project.

B-Happy Playgrounds

Country

San Bosco School Tejarcillos School (Soccer for Life) El Roble School Fraijanes School Belén	Costa Rica
Saburo Hirao Park	El Salvador
Colón SOS Village	Panama
Margarita Tejada Foundation	Guatemala

4. Public awareness campaign to fight Dengue at bus stops: In 2014, Bridgestone de Costa Rica promoted a new public awareness campaign about the importance of fighting against the reproduction of mosquitoes that carry the Dengue and Chikungunya virus. Supported by the national Social Security authorities (CCSS) and the municipality of Belen, the campaign uses waste tires to create stations at bus stops, where people can learn about the importance of reusing and properly disposing waste materials, as well as the best ways to eliminate potential breeding places for mosquitoes.

The pilot project started in 2014 with the bus stop located in front of the company's facilities and will be expanded in 2015 to other bus stops of the community of Belen and high risk rural areas.



The campaign uses bus stops as stations to raise awareness about the problem of dengue and chikungunya.

5. **“SOS” Theater Play:** the initiative was born after the 2013 crisis, which caused over 120,000 cases of Dengue in Central America, led by Costa Rica with 56,000 infected people, as well as the appearance of the first patients of the chikungunya virus in 2014. The 30-minute play is an original BSCR creation and shows children the importance of cleanliness and the proper disposal of waste materials, both at home and school. It also shows the health related consequences of not following the lessons learned.



Additionally, the play was presented in El Salvador as part of an educational work tour to talk about dengue and chikungunya.

Impact of the “SOS” theater play

Number of institutions	Number of children	Country
3	1.000	Costa Rica
6	4.500	El Salvador

Volunteer Program

In 2014, the company provided associates with a variety of volunteer activities, recording a total of 5,240 volunteer work hours.

The activities of the volunteers had a direct impact on at least 23,611 people. In total, 1,004 company volunteers made a commitment with the different projects ranging from road safety education through theater plays to tire collection campaigns and the construction of playgrounds using waste tires.

BSCR's Volunteer Program is versatile in nature, being able to provide assistance to different projects, given that they are part of the reference social responsibility framework of the company.

At a global scale, Bridgestone promotes Corporate Social Responsibility (CSR) at the core of its business plan and essence of all the activities conducted by the company. Therefore, the company has focused its actions in initiatives aimed towards strengthening road safety, contributing to environmental quality and being responsible for the life cycle of its products.



	Volunteer Hours	Number of Volunteers
2012	4,777	280
2013	5,418	300
2014	5,240	1,004

Social Scope focused on the internal side of the Company

Managing talent within the company, work practices and employee conditions are part of the organizational priorities. Therefore, during 2014 the company continued working on issues related to employees, culture, work environment and work conditions.

Great Place to Work Survey²⁸

BSCR's approach to improvement actions in the organizational climate has always focused on the internal side of the areas, looking for ways to improve associate's satisfaction in their immediate surrounding: relations with their leaders, peers and environmental factors.

In this regard, BSCR has continued to support leaders with tools and resources to help them improve their effectiveness in creating and maintaining high performance teams, while implementing general initiatives to benefit employees, such as: infrastructure improvements, new equipment, new technology, support programs for associates and their families (nutrition, retirement preparation, educational programs to obtain high school diploma, family doctors, physiotherapy and psychological services).

These measures have allowed the company to maintain excellent results in each one of the areas of the GPTW methodology. The last evaluation was conducted at the end of 2014, and the results will be published during the first 3 months of 2015. The goal set is to be part of the top 5 companies in Costa Rica with over 1000 employees.

Company Philosophy

Bridgestone de Costa Rica enforces its work policy in strictest compliance with local and international laws and regulations to make sure human rights, work practices, ethics and justice are respected.

The company safeguards a culture of integrity, mutual respect, anti-corruption practices and diversity; based on a code of conduct generated by Bridgestone Americas for all subsidiaries along the continent and shared with all associates. In 2014, the company developed a strategy to reinforce awareness about this code and other transparency mechanisms used to guarantee employees comply with the code and company philosophy²⁹.

BSCR also ensures compliance with fair work practices through different internal campaigns and protocols that condemn and prohibit direct or indirect child labor (through its suppliers, who must also guarantee an operation that respects human rights and the protection of vulnerable groups)³⁰.



The campaign took place from July 7 to August 18 and included subjects like human trafficking, forced labor and inclusion of people with disabilities

²⁸ To learn more about the company's strategy to improve the indicators of the Great Place to Work survey, refer to the 2012 and 2013 Sustainability Report.

²⁹ Learn more about these initiatives in the first chapter of this document.

³⁰ HR5 Social Performance Indicator, GRI 4.

Additionally, the company has established different work schedules that allow personnel rotation to avoid any situation that might be considered as forced work. In the case of associates who must work extra hours due to their work profile, the company offers different compensation and recognition options, including schedule flexibility, personal recognitions, bonus payments, etc³¹.

In regard to discrimination issues, the company clearly opposes situations that could create a hostile, offensive or intimidating work environment. All these conducts are

pointed out and restricted by the company's code of ethics. The company also maintained its commitment to invest and generate accessible spaces for people with disabilities.

In 2014, the company maintained its tendency to present no incidents related to discrimination, forced labor, child labor or labor disputes such as strikes, etc³².

01 916 employees with indefinite contracts at the end of 2014.

04 66,70% of the payroll corresponds to plant personnel.

02 The most significant operational work is performed by payroll personnel.

05 93% of the population is male and the hiring ratio between men and women is of 70-30.

03 There is no compensation difference in equal positions between men and women.

06 All company salaries and compensations are above the minimum established by Costa Rican legislation.

³¹ HR6 Social Performance Indicator, GRI 4.

³² LA16 Social Performance Indicator, GRI 4.

³³ LA12 Social Performance Indicator, GRI 4.

³⁴ LA13 Social Performance Indicator, GRI 4. EC5 Economic Performance Indicator, GRI 4.

Talent Retention

BSCR has a robust economic, social and psychological compensation package that promotes loyalty among associates. One of the main elements of the different talent retention indicators is the overall satisfaction of the associates with their job, their peers and the principles of the company.

The company continues to invest on training company leaders involved in the selection and hiring of new talent to guarantee a process aligned with the objectives and culture of the company, creating an environment that promotes a sense of belonging.

Additionally, the company uses the Bridgestone Professional Experience program to evaluate and retain the talent of young university students working as interns for the company. In turn, new professionals can acquire experience at a high profile company such as Bridgestone de Costa Rica. 32% of participants were hired by the company in 2014.

Development Strategy and Associate Training

The company recorded a total of 58,8 training hours per associate during 2014³⁵. Training was mostly offered as e-learning courses, which allowed an optimization in the duration of courses and seminars, unifying concepts in electronic versions.

Additionally, the company invested in the construction and equipment of the language room for English lessons. Tailored courses were added and adapted, reaching different certification levels in areas such as team management, Excel, Power Point, etc.

The company is working to implement the Safety Simulator in 2015 and offer accident rate training to 100% of critical positions, as well as updating the e-learning system to make courses more interactive and attractive.

In regard to the strategy used to develop and promote talent and the growth of associates identified as candidates for succession planning, BSCR continued to build the methodology and objectives of the “Evolution” program in 2014, which will have its second edition in 2015³⁶. The company has also maintained relations with one of the best business administration schools in the country for the past 3 years, providing associates with the highest quality in trainers.

The third annual alignment meeting was held on March 2014, an event attended by all associates and used by the company to communicate the results from the previous year and the objectives and goal for the present year. This is also used by Management as an opportunity to receive feedback.

The activity was also used to recognize the work and results of various associates. The initiatives awarded included: Honor Mention, President’s Award, Perfect Attendance, Seniority Recognitions and Best GPTW Leader. Additional recognitions related to continuous improvement were also awarded, including the SAC Hero (Safety, Environment and Quality) and the Zero Accidents recognition³⁷.

BSCR has continued to reinforce internal leadership through training programs based on soft skills and technical aspects that allow leaders to reach proposed goals.

³⁵ LA9 Social Performance Indicator, GRI 4.

³⁶ LA0 Social Performance Indicator, GRI 4.

³⁷ To learn more about the objective and nature of the recognitions, refer to the 2012 and 2013 Sustainability Reports.

Comprehensive Personnel Development

Bridgestone de Costa Rica has established the development of health, arts and sports as fundamental areas for the quality of life of its associates. The company is constantly investing on various health programs that respond to the vision of safer work places.

In 2014, the company continued expanding its physiotherapy program, which was studied by the National Insurance Institute as a good practice that could be applied in different work environments.

As part of the advances, the program was expanded to the administrative area and continued working with plant personnel through preventive and curative activities, increasing the investment of the company by having a physiotherapy professional available full time. In 2015, the company plans to build new medical offices and acquire equipment to continue promoting the program.



The company provides employees with a medical program that covers orthopedics, urology, family and labor medicine, nutrition and psychology. The latter can be expanded to cover the associate's family, when necessary

Socioeconomic Study

In 2013, the company generated an action plan to support associates with high risk situations and vulnerability factors. The plan was continued in 2014, covering issues related to personal debt, family relations and housing.

Concrete actions included counseling and support to associates working with debt consolidation and information talks related to family finances. The company also provided psychological assistance and created agreements with banking entities and cooperatives for housing acquisition.

A total of 75 people were benefited by the program in 2014. The company plans to work with the Joint Social Welfare Institute (IMAS) in 2015 to create programs that improve family communication.

Bridgestone Citizens Formation Program

This program has the main objective of transmitting the Bridgestone culture to the families and homes of our employees. A total of 161 children were part of the program during 2014, and the company extended the invitation to other family members, providing them with tools to reaffirm the lessons learned by the children.

Retirement Preparation Program

This program started in 2014 with 42 people close to retirement (0 to 5 years). The program includes a series of monthly preparation talks to cover stereotypes and myths related to retirement. Participants also receive personalized counseling for the procedures and requisites of the retirement process. The program had 30 participants at the end of 2014, and the company will provide follow up for the first group and start a new group in May 2015.



Social Indicators

Safety and Hygiene

In 2014, the company continued performing a series of activities focused on promoting safety, such as: SAC (Safety, Environment and Quality) tours, meetings between different departments, programs like “Supervisores cero accidentes” (Zero Accidents Supervisors), “Banderín por mérito de seguridad” (Safety Pennant Merit) and the activities of the KYT group (predicting danger before it manifests).

The company also conducted activities³⁸ based on the OHSAS 18001 Standard (Risk and Danger Identification), training sessions and awareness talks, sessions to clear-up doubts and encourage associate participation, training programs for supervisors and leaders to cover subjects such as safety and health, and dissemination of key subjects during safety meetings. Additionally, 70 training events for suppliers and contractors were developed, reaching a total of 1,007 people trained in occupational safety.

Incidence and Severity Rates³⁹

In regard to the incidence rate, the company set a goal under the OHSAS standard to have a frequency rate under 2,5 and was able to close the year with a rate of 1,08, which translated into a decrease of 57% when compared to the goal, and 37% lower than last year.

On the other hand, the goal for the severity rate was set at 39.0. At the end of the year, the severity rate reached 41.63. Even though the goal was not reached, there was a 30% decrease in comparison to last year. Also, a record of 10 recordable cases was reached, which represents an improvement of 37.5% since last year.

Perfect Attendance⁴⁰

The number of associates who never lost a single day of work went from 321 in 2013 to 348 at the end of 2014, which represents 55% of the goal population.

Personnel Turnover Rate⁴¹

In the past 6 years, the company has managed to keep this rate below its target of 0.70%. In 2014, the percentage obtained was of 0.42%. These results allow the company to label itself as a stable workplace where associates are able to grow.

Associate Participation in the Firestone Solidarist Association (ASEFIRE)

Bridgestone de Costa Rica believes in and respects the freedom of its associates to join any group of mutual interest. Therefore, the company provides spaces inside the organizational dynamics to allow ASEFIRE to communicate and reach associates in a timely and effective manner.

At the end of 2014, the Association had 896 associates. This number represents 97.7% of the total number of BSCR employees.⁴²

Detail of Employer and Personnel Contributions to ASEFIRE:

As an additional benefit to our associates, and as part of association guidelines, the company makes a 7% contribution to the funds of each one of the associates that are part of ASEFIRE. Below are the details for the contribution rates during the past three years⁴²:

Detail	2012	2013	2014
Personal Contribution	\$4.062	\$4.844	\$5.302
Employer Contribution	\$5.599	\$6.976	\$7.757
Total	\$9.661	\$11.820	\$13.059

**The currency exchange rate corresponds to the one in force at the end of each fiscal year. Numbers are presented in thousands of dollars.*

³⁸ LA5 Social Performance Indicator, GRI 4.

³⁹ LA6 Social Performance Indicator, GRI 4

⁴⁰ LA6 Social Performance Indicator, GRI 4

⁴¹ LA1 Social performance indicator, GRI 4

⁴² HR4 Social performance indicator, GRI 4



ECONOMIC SCOPE

Following its commitment to generate wealth from a sustainable perspective, Bridgestone de Costa Rica follows a series of policies to guarantee a business operation that complies with all fiscal, legal, social and environmental obligations. The company also complies with laws and legislation in regard to anti monopolistic practices and fair marketing⁴³.

In 2014, the company conducted a legal merger between Exportadora Bridgestone de Costa Rica (under a free zone regime) and Bridgestone de Costa Rica (out of the free zone regime), the latter prevailing. This decision simplified

internal administrative processes and also provided growth opportunities for exports to different markets in the Caribbean that were not recognized by free zones due to internal policies.

The decision also had a positive impact for the country and local government, benefiting from the increase in tax collection and rates generated by the transfer of operations from Exportadora Bridgestone de Costa Rica to Bridgestone de Costa Rica.

Company Profile

<p>Property regime and legal form information</p>	<p>Bridgestone de Costa Rica functions under a definitive regime, meaning that the company does not have any sort of fiscal incentive and is registered as a corporation⁴⁴.</p>
<p>Entities present in financial statements</p>	<ul style="list-style-type: none"> • Bridgestone de Costa Rica S.A. • Exportadora Bridgestone de Centroamérica S.A. • Comercializadora de neumáticos de Costa Rica y el Caribe S.A.
<p>Shareholder composition</p>	<ul style="list-style-type: none"> • Bridgestone/Firestone Do Brasil Industria e Comercio Ltd. CEP 09015-901 (25,09%) • Bridgestone Latin America Regional Holdings S. R. L. Corporate ID # 3-102-548324 (73,52%) • Other minority shareholders (1,39%)

⁴³ To learn more about the way the company does business, refer to the Bridgestone Americas code of ethics.

⁴⁴ EC4 Economic Performance Indicator, GRI 4.

Economic Results⁴⁵

2014 was a year of growth for BSCR. The company maintained strategies to support clients in an effort to improve their access to attractive credit lines. Some of these actions include an alliance with BAC San Jose bank through their “Zero Interest” system and the development of a Bridgestone credit card with Promerica bank. All of these measures promoted a positive reduction in accounts receivable and an improvement in cash flow.

There is a continued approach to increase sales volume in replacement markets in Central America and the Caribbean, as well as exports to subsidiaries in Mexico and South America, mainly Colombia and Ecuador. These decisions are aimed towards strengthening leadership in each of the regional markets covered by the company.

The year closed with total net sales of \$229.180 (figures in thousands of dollars) spread throughout the different markets covered by BSCR.

Composition of Sales by Market (Percentage)

Sales	2012	2013	2014
Central America and the Caribbean	45,97	44,4	47,4
United States	40,15	41,5	37,4
Other Markets	2,26	5,6	4,9
Intercompany	11,62	8,5	10,3
Total	100%	100%	100%

Composition of Sales by Market (Dollars)

Sales	2012	2013	2014
Central America and the Caribbean	\$109.627	\$108.006	\$108.551
United States	\$95.779	\$100.794	\$85.697
Other Markets	\$5.393	\$13.698	\$11.323
Intercompany	\$27.720	\$20.517	\$23.609
Total	\$238.520	\$243.014	\$229.180

**Numbers presented in thousands of dollars.*

Net sales decreased 5.69% in 2014 after an increase in replacement markets in Central America and the Caribbean, and a decrease in the Intercompany channel (United States and Canada) in comparison to the results obtained in 2013. Even though there was no sales increase, there was an improvement in destination composition, profit margin and cost benefit for international raw material prices.

Bridgestone closed 2014 with total assets of \$174.884 and a net worth of \$147.642, while capital investments reached an amount of \$16.270 (numbers presented in thousands of dollars)⁴⁶.

⁴⁵ EC1 Economic Performance Indicator, GRI 4.

⁴⁶ EC1 Economic Performance Indicator, GRI 4.

Investments

In 2014, Bridgestone de Costa Rica paid a sum of \$11.788 in taxes to the Treasury Department and invested over \$187 million in production costs, 8.5% less than in 2013 due to the improvement in the cost of raw materials.

Additionally, capital investment during 2014 was of \$16,270 (numbers presented in thousands of dollars); mainly in machinery, equipment and molds to modernize the manufacturing plant. These technological improvements are part of the environmental and commercial strategy of the company.

Indicators ⁴⁷	2012	2013	2014
Production Costs	\$201.441	\$205.154	\$187.777
Capital Investment	\$12.294	\$17.638	\$16.270
Taxes	\$8.552	\$8.861	\$11.788

* Numbers presented in thousands of dollars.

Employee Contributions and Social Security⁴⁸

At the end of 2014, BSCR had a total payroll of 916 employees, which resulted in a payment of \$7.365.578 dollars to the Social Security⁴⁹ and \$1.461.838 dollars in employer contributions to the Solidarity Association.

Innovation and changes in the Production Plant

The main production challenges faced during 2014 were related to maintaining plant operations at a high performance level, improving all indicators of the production process and complying with production plans, while developing capital investment plans

to renovate technology in regard to machinery, products and processes. The three main areas developed were:

- Operational Excellence.
- Equipment and Production Processes Renovation.
- Manufacturing Costs Improvement.



Machinery renovations continued in the assembly and vulcanization areas with six new Mitsubishi presses and three KBN assembling machines. This allowed an increase in the plant's capacity to produce high performance tires, thus increasing the supply of products in the catalog.

More than 25 new tire sizes were introduced to different product lines, particularly in high performance radial products. This has significantly increased the product supply, according to the needs and new trends of the markets covered by BSCR.

Finally, the new biomass boiler was installed and put into operation, which produced a 50% reduction in carbon dioxide emissions. This project also supports the production chain by being developed in collaboration with Costa Rican companies classified as SMBs, which invigorates and indirectly supports the growth of sources of employment and wealth generation in the country.

⁴⁷ EC1 Economic Performance Indicator, GRI 4.

⁴⁸ EC3 Economic Performance Indicator, GRI 4.

⁴⁹ The total amount paid to Social Security includes contributions for the IVM regime (disability, old age and death), sick leaves, maternity leaves, INA, IMAS, family allowances, labor capitalization fund, mandatory complementary pension fund and Popular Bank. LA2 Social Performance Indicator, GRI 4.

Inversiones versus ahorros⁵⁰

Technology/Equipment	Investment ⁵¹	Generated Impact
Quench system for tubulator 2	\$230.000	Organic solvent consumption reduction and carbon footprint reduction.
Biomass Furnace	\$390.000	Carbon footprint reduction.
Mitsubishi Presses	\$800.000	Improvement in plant production capacity for high performance tires.
New CQCT machine	\$3.140.000	Solvent consumption reduction, VOR indicator improvement.
KBN assembly machines	\$900.000	Improvement in plant production capacity for high performance tires.
Machinery security systems	\$140.000	Improvement in occupational safety conditions.
Nitrogen vulcanization systems	\$140.000	Carbon footprint reduction.
Kobe Presses	\$795.000	Improvement in plant production capacity for high performance tires.
C-Ply fabric cutter	\$100.000	Improvement in plant production capacity for high performance tires.
Lightning improvement	\$215.000	Reduction in energy consumption, work environment improvement and carbon footprint reduction.

Supplier Relations

Thanks to its different value chain processes in Costa Rica and the rest of the markets it covers, Bridgestone generates a contribution to the economic growth of the country and supplying companies. In 2014, the company subcontracted various services from 800 suppliers, who must know and accept the Social Responsibility Policies of the procurement department.⁵²

In 2015, the company plans to complete an evaluation of local suppliers based on their practices during 2014, which will allow the company to continue working on diagnosing the level of knowledge and compliance with sustainability concepts of its suppliers. Medium term plans include the alignment with the

principles promoted and practiced by the company through training sessions and guidance.

The most important projects in this area are:

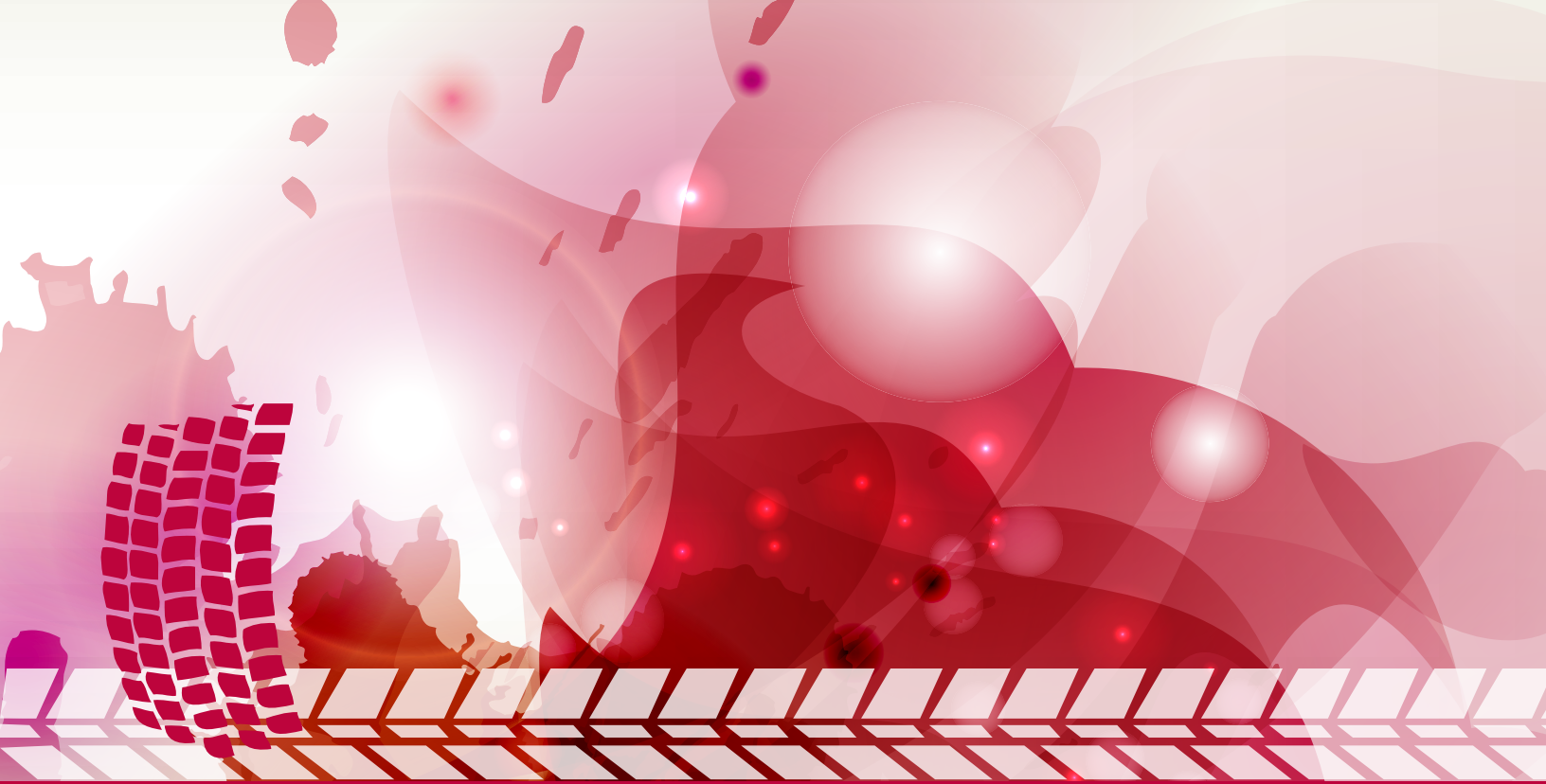
- **Follow-up to the Value Chain project** intended to provide suppliers with training and awareness options related to Social Responsibility.⁵³
- **Follow-up to the Green Purchases project** intended to align purchase criteria with sustainability principles to include suppliers on this business model aimed at achieving a better social, economic and environmental development for the country.

⁵⁰ EC7 Economic Performance Indicator, GRI 4

⁵¹ Numbers in thousands of dollars

⁵² Refer to this policy to learn about the principles used by the company to align its relations with suppliers.

⁵³ LA15 Social Performance Indicator, GRI 4.



INDICATORS

GRI CONTENT INDEX FOR 'IN ACCORDANCE' – CORE



**GRI CONTENT INDEX
FOR 'IN ACCORDANCE'**

GENERAL STANDARD DISCLOSURES	Page	External Assurance
STRATEGY AND ANALYSIS		
G4-1	6	
ORGANIZATIONAL PROFILE		
G4-3	9	
G4-4	10	
G4-5	9	
G4-6	7 y 12	
G4-7	43	
G4-8	12	
G4-9	9 y 44	
G4-10	38	
G4-11	41	
G4-12	16	
G4-13	9 y 16	
G4-14	NA	
G4-15	13	
G4-16	13	
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	43	
G4-18	7	

GENERAL STANDARD DISCLOSURES	Page	External Assurance
G4-19	17	
G4-20	17 y 18	
G4-21	17	
G4-22	7	
G4-23	7	
STAKEHOLDER ENGAGEMENT		
G4-24	21	
G4-25	21	
G4-26	21	
G4-27	19 y 20	
REPORT PROFILE		
G4-28	7	
G4-29	7	
G4-30	7	
G4-31	7	
G4-32	7	
G4-33		
GOVERNANCE		
G4-34	10	
ETHICS AND INTEGRITY		
G4-56	10 y 15	

G4 SPECIFIC STANDARD DISCLOSURES OVERVIEW

Indicators by Aspects

CATEGORY: ECONOMY

Economic Performance OECD		Page
G4-EC1	DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED	44 y 45
G4-EC2	FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES FOR THE ORGANIZATION'S ACTIVITIES DUE TO CLIMATE CHANGE	
G4-EC3	COVERAGE OF THE ORGANIZATION'S DEFINED BENEFIT PLAN OBLIGATIONS	45
G4-EC4	FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT	43

Market Presence		Page
G4-EC5	RATIOS OF STANDARD ENTRY LEVEL WAGE BY GENDER COMPARED TO LOCAL MINIMUM WAGE AT SIGNIFICANT LOCATIONS OF OPERATION	38

Market Presence		Page
G4-EC6	PROPORTION OF SENIOR MANAGEMENT HIRED FROM THE LOCAL COMMUNITY AT SIGNIFICANT LOCATIONS OF OPERATION	

Indirect Economic Impacts		Page
G4-EC7	DEVELOPMENT AND IMPACT OF INFRASTRUCTURE INVESTMENTS AND SERVICES SUPPORTED	46
G4-EC8	SIGNIFICANT INDIRECT ECONOMIC IMPACTS, INCLUDING THE EXTENT OF IMPACTS	

Procurement Practices		Page
G4-EC9	PROPORTION OF SPENDING ON LOCAL SUPPLIERS AT SIGNIFICANT LOCATIONS OF OPERATION	

CATEGORY: ENVIRONMENTAL OECD/UNGC

Materials		Page
G4-EN1	MATERIALS USED BY WEIGHT OR VOLUME	
G4-EN2	PERCENTAGE OF MATERIALS USED THAT ARE RECYCLED INPUT MATERIALS	NA

Energy		Page
G4-EN3	ENERGY CONSUMPTION WITHIN THE ORGANIZATION	25
G4-EN4	ENERGY CONSUMPTION OUTSIDE OF THE ORGANIZATION	
G4-EN5	ENERGY INTENSITY	25
G4-EN6	REDUCTION OF ENERGY CONSUMPTION	24
G4-EN7	REDUCTIONS IN ENERGY REQUIREMENTS OF PRODUCTS AND SERVICES	

Water		Page
G4-EN8	TOTAL WATER WITHDRAWAL BY SOURCE	25 y 28
G4-EN9	WATER SOURCES SIGNIFICANTLY AFFECTED BY WITHDRAWAL OF WATER	
G4-EN10	PERCENTAGE AND TOTAL VOLUME OF WATER RECYCLED AND REUSED	28

Biodiversity		Page
G4-EN11	OPERATIONAL SITES OWNED, LEASED, MANAGED IN, OR ADJACENT TO, PROTECTED AREAS AND AREAS OF HIGH BIODIVERSITY VALUE OUTSIDE PROTECTED AREAS	NA
G4-EN12	DESCRIPTION OF SIGNIFICANT IMPACTS OF ACTIVITIES, PRODUCTS, AND SERVICES ON BIODIVERSITY IN PROTECTED AREAS AND AREAS OF HIGH BIODIVERSITY VALUE OUTSIDE PROTECTED AREAS	NA
G4-EN13	HABITATS PROTECTED OR RESTORED	NA
G4-EN14	TOTAL NUMBER OF IUCN RED LIST SPECIES AND NATIONAL CONSERVATION LIST SPECIES WITH HABITATS IN AREAS AFFECTED BY OPERATIONS, BY LEVEL OF EXTINCTION RISK	NA

Emissions		Page
G4-EN15	DIRECT GREENHOUSE GAS EMISSIONS (SCOPE 1)	24
G4-EN16	ENERGY INDIRECT GREENHOUSE GAS EMISSIONS (SCOPE 2)	

Emissions		Page
G4-EN17	OTHER INDIRECT GREENHOUSE GAS EMISSIONS (SCOPE 3)	
G4-EN18	GREENHOUSE GAS EMISSIONS INTENSITY	
G4-EN19	REDUCTION OF GREENHOUSE GAS EMISSIONS	24
G4-EN20	EMISSIONS OF OZONE-DEPLETING SUBSTANCES	24
G4-EN21	NOX, SOX AND OTHER SIGNIFICANT AIR EMISSIONS	

Effluents and Waste		Page
G4-EN22	TOTAL WATER DISCHARGE BY QUALITY AND DESTINATION	28
G4-EN23	TOTAL WEIGHT OF WASTE BY TYPE AND DISPOSAL METHOD	25
G4-EN24	TOTAL NUMBER AND VOLUME OF SIGNIFICANT SPILLS	29
G4-EN25	WEIGHT OF TRANSPORTED, IMPORTED, EXPORTED, OR TREATED WASTE DEEMED HAZARDOUS UNDER THE TERMS OF THE BASEL CONVENTION ² ANNEX I, II, III, AND VIII, AND PERCENTAGE OF TRANSPORTED WASTE SHIPPED INTERNATIONALLY	27
G4-EN26	IDENTITY, SIZE, PROTECTED STATUS, AND BIODIVERSITY VALUE OF WATER BODIES AND RELATED HABITATS SIGNIFICANTLY AFFECTED BY THE ORGANIZATION'S DISCHARGES OF WATER AND RUNOFF	29

Products and Services		Page
G4-EN27	EXTENT OF IMPACT MITIGATION OF ENVIRONMENTAL IMPACTS OF PRODUCTS AND SERVICES	27
G4-EN28	PERCENTAGE OF PRODUCTS SOLD AND THEIR PACKAGING MATERIALS THAT ARE RECLAIMED BY CATEGORY	28

Compliance		Page
G4-EN29	MONETARY VALUE OF SIGNIFICANT FINES AND TOTAL NUMBER OF NON-MONETARY SANCTIONS FOR NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS	29

Transport		Page
G4-EN30	SIGNIFICANT ENVIRONMENTAL IMPACTS OF TRANSPORTING PRODUCTS AND OTHER GOODS AND MATERIALS FOR THE ORGANIZATION'S OPERATIONS, AND TRANSPORTING MEMBERS OF THE WORKFORCE	

Overall		Page
G4-EN31	TOTAL ENVIRONMENTAL PROTECTION EXPENDITURES AND INVESTMENTS BY TYPE	

Supplier Environmental Assessment		Page
G4-EN32	PERCENTAGE OF NEW SUPPLIERS THAT WERE SCREENED USING ENVIRONMENTAL CRITERIA	29
G4-EN33	SIGNIFICANT ACTUAL AND POTENTIAL NEGATIVE ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN	29

Supplier Environmental Assessment		Page
G4-EN34	NUMBER OF GRIEVANCES ABOUT ENVIRONMENTAL IMPACTS FILED, ADDRESSED, AND RESOLVED THROUGH FORMAL GRIEVANCE MECHANISMS	29

CATEGORY: SOCIAL LABOR PRACTICES AND DECENT WORK OECD/UNGC

Employment		Page
G4-LA1	TOTAL NUMBER AND RATES OF NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER BY AGE GROUP, GENDER AND REGION	41
G4-LA2	BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PARTTIME EMPLOYEES, BY SIGNIFICANT LOCATIONS OF OPERATION	45
G4-LA3	RETURN TO WORK AND RETENTION RATES AFTER PARENTAL LEAVE, BY GENDER	

Labor/Management Relations UNGC		Page
G4-LA4	MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES, INCLUDING WHETHER THESE ARE SPECIFIED IN COLLECTIVE AGREEMENTS	

Occupational Health and Safety OECD		Page
G4-LA5	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	41

Occupational Health and Safety OECD		Page
G4-LA6	TYPE OF INJURY AND RATES OF INJURY, OCCUPATIONAL DISEASES, LOST DAYS, AND ABSENTEEISM, AND TOTAL NUMBER OF WORK-RELATED FATALITIES, BY REGION AND BY GENDER	41
G4-LA7	WORKERS WITH HIGH INCIDENCE OR HIGH RISK OF DISEASES RELATED TO THEIR OCCUPATION	
G4-LA8	HEALTH AND SAFETY TOPICS COVERED IN FORMAL AGREEMENTS WITH TRADE UNIONS	

Training and Education OECD		Page
G4-LA9	AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE BY GENDER, AND BY EMPLOYEE CATEGORY	39
G4-LA10	PROGRAMS FOR SKILLS MANAGEMENT AND LIFELONG LEARNING THAT SUPPORT THE CONTINUED EMPLOYABILITY OF EMPLOYEES AND ASSIST THEM IN MANAGING CAREER ENDINGS	39 y 40
G4-LA11	PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS, BY GENDER AND BY EMPLOYEE CATEGORY	

Diversity and Equal Opportunity		Page
G4-LA12	COMPOSITION OF GOVERNANCE BODIES AND BREAKDOWN OF EMPLOYEES PER EMPLOYEE CATEGORY ACCORDING TO GENDER, AGE GROUP, MINORITY GROUP MEMBERSHIP, AND OTHER INDICATORS OF DIVERSITY	38

Equal Remuneration for Women and Men		Page
G4-LA13	RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN BY EMPLOYEE CATEGORY, BY SIGNIFICANT LOCATIONS OF OPERATION	38

Supplier Assessment for Labor Practices		Page
G4-LA14	PERCENTAGE OF NEW SUPPLIERS THAT WERE SCREENED USING LABOR PRACTICES CRITERIA	
G4-LA15	SIGNIFICANT ACTUAL AND POTENTIAL NEGATIVE IMPACTS FOR LABOR PRACTICES IN THE SUPPLY CHAIN AND ACTIONS TAKEN	46

Labor Practices Grievance Mechanisms OECD		Page
G4-LA16	NUMBER OF GRIEVANCES ABOUT LABOR PRACTICES FILED, ADDRESSED, AND RESOLVED THROUGH FORMAL GRIEVANCE MECHANISMS	38

HUMAN RIGHTS OECD/UNGC

Investment		Page
G4-HR1	TOTAL NUMBER AND PERCENTAGE OF SIGNIFICANT INVESTMENT AGREEMENTS AND CONTRACTS THAT INCLUDE HUMAN RIGHTS CLAUSES OR THAT UNDERWENT HUMAN RIGHTS SCREENING	
G4-HR2	TOTAL HOURS OF EMPLOYEE TRAINING ON HUMAN RIGHTS POLICIES OR PROCEDURES CONCERNING ASPECTS OF HUMAN RIGHTS THAT ARE RELEVANT TO OPERATIONS, INCLUDING THE PERCENTAGE OF EMPLOYEES TRAINED	

Non-discrimination OECD/UNGC		Page
G4-HR3	TOTAL NUMBER OF INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN	NRC

Freedom of Association and Collective Bargaining OECD/UNGC		Page
G4-HR4	OPERATIONS AND SUPPLIERS IDENTIFIED IN WHICH THE RIGHT TO EXERCISE FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING MAY BE VIOLATED OR AT SIGNIFICANT RISK, AND MEASURES TAKEN TO SUPPORT THESE RIGHTS	41

Child Labor OECD/UNGC		Page
G4-HR5	OPERATIONS AND SUPPLIERS IDENTIFIED AS HAVING SIGNIFICANT RISK FOR INCIDENTS OF CHILD LABOR, AND MEASURES TAKEN TO CONTRIBUTE TO THE EFFECTIVE ABOLITION OF CHILD LABOR	37

Forced or Compulsory Labor OECD/UNGC		Page
G4-HR6	OPERATIONS AND 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	38

Security Practices		Page
G4-HR7	PERCENTAGE OF SECURITY PERSONNEL TRAINED IN THE ORGANIZATION'S HUMAN RIGHTS POLICIES OR PROCEDURES THAT ARE RELEVANT TO OPERATIONS	

Indigenous Rights		Page
G4-HR8	TOTAL NUMBER OF INCIDENTS OF VIOLATIONS INVOLVING RIGHTS OF INDIGENOUS PEOPLES AND ACTIONS TAKEN	NA
Assessment		Page
G4-HR9	TOTAL NUMBER AND PERCENTAGE OF OPERATIONS THAT HAVE BEEN SUBJECT TO HUMAN RIGHTS REVIEWS OR IMPACT ASSESSMENTS	NRC
Supplier Human Rights Assessment		Page
G4-HR10	PERCENTAGE OF NEW SUPPLIERS THAT WERE SCREENED USING HUMAN RIGHTS CRITERIA	

Supplier Human Rights Assessment		Page
G4-HR11	SIGNIFICANT ACTUAL AND POTENTIAL NEGATIVE HUMAN RIGHTS IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN	NRC

Human Rights Grievance Mechanisms		Page
G4-HR12	NUMBER OF GRIEVANCES ABOUT HUMAN RIGHTS IMPACTS FILED, ADDRESSED, AND RESOLVED THROUGH FORMAL GRIEVANCE MECHANISMS	NRC

SOCIETY

Local Communities OECD/UNGC		Page
G4-SO1	PERCENTAGE OF OPERATIONS WITH IMPLEMENTED LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS, AND DEVELOPMENT PROGRAMS	
G4-SO2	OPERATIONS WITH SIGNIFICANT ACTUAL AND POTENTIAL NEGATIVE IMPACTS ON LOCAL COMMUNITIES	NRC

Anti-competitive Behavior OECD		Page
G4-SO7	TOTAL NUMBER OF LEGAL ACTIONS FOR ANTI-COMPETITIVE BEHAVIOR, ANTI-TRUST, AND MONOPOLY PRACTICES AND THEIR OUTCOMES	NRC

Anti-corruption OECD/UNGC		Page
G4-SO3	TOTAL NUMBER AND PERCENTAGE OF OPERATIONS ASSESSED FOR RISKS RELATED TO CORRUPTION AND THE SIGNIFICANT RISKS IDENTIFIED	
G4-SO4	COMMUNICATION AND TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES	
G4-SO5	CONFIRMED INCIDENTS OF CORRUPTION AND ACTIONS TAKEN	NRC

Compliance OECD		Page
G4-SO8	MONETARY VALUE OF SIGNIFICANT FINES AND TOTAL NUMBER OF NON-MONETARY SANCTIONS FOR NON-COMPLIANCE WITH LAWS AND REGULATIONS	NRC

Supplier Assessment for Impacts on Society OECD		Page
G4-SO9	PERCENTAGE OF NEW SUPPLIERS THAT WERE SCREENED USING CRITERIA FOR IMPACTS ON SOCIETY	
G4-SO10	SIGNIFICANT ACTUAL AND POTENTIAL NEGATIVE IMPACTS ON SOCIETY IN THE SUPPLY CHAIN AND ACTIONS TAKEN	NRC

Public Policy OECD/UNGC		Page
G4-SO6	TOTAL VALUE OF POLITICAL CONTRIBUTIONS BY COUNTRY AND RECIPIENT/BENEFICIARY	NA

Grievance Mechanisms for Impacts on Society OECD		Page
G4-SO11	NUMBER OF GRIEVANCES ABOUT IMPACTS ON SOCIETY FILED, ADDRESSED, AND RESOLVED THROUGH FORMAL GRIEVANCE MECHANISMS	NRC

PRODUCT RESPONSIBILITY OECD

Customer Health and Safety OECD		Page
G4-PR1	PERCENTAGE OF SIGNIFICANT PRODUCT AND SERVICE CATEGORIES FOR WHICH HEALTH AND SAFETY IMPACTS ARE ASSESSED FOR IMPROVEMENT	NRC

Customer Health and Safety OECD		Page
G4-PR2	TOTAL NUMBER OF INCIDENTS OF NON-COMPLIANCE WITH REGULATIONS AND VOLUNTARY CODES CONCERNING THE HEALTH AND SAFETY IMPACTS OF PRODUCTS AND SERVICES DURING THEIR LIFE CYCLE, BY TYPE OF OUTCOMES	NRC

Product and Service Labeling		Page
G4-PR3	TYPE OF PRODUCT AND SERVICE INFORMATION REQUIRED BY THE ORGANIZATION'S PROCEDURES FOR PRODUCT AND SERVICE INFORMATION AND LABELING, AND PERCENTAGE OF SIGNIFICANT PRODUCT AND SERVICE CATEGORIES SUBJECT TO SUCH INFORMATION REQUIREMENTS	
G4-PR4	TOTAL NUMBER OF INCIDENTS OF NON-COMPLIANCE WITH REGULATIONS AND VOLUNTARY CODES CONCERNING PRODUCT AND SERVICE INFORMATION AND LABELING, BY TYPE OF OUTCOMES	NRC
G4-PR5	RESULTS OF SURVEYS MEASURING CUSTOMER SATISFACTION	19

Marketing Communications		Page
G4-PR6	SALE OF BANNED OR DISPUTED PRODUCTS	NA
G4-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	NRC

Customer Privacy		Page
G4-PR8	TOTAL NUMBER OF SUBSTANTIATED COMPLAINTS REGARDING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA	NRC

Compliance		Page
G4-PR9	MONETARY VALUE OF SIGNIFICANT FINES FOR NON-COMPLIANCE WITH LAWS AND REGULATIONS CONCERNING THE PROVISION AND USE OF PRODUCTS AND SERVICES	NRC

OECD: Linkage to OECD Guidelines for Multinational Enterprises
 UNGC: Linkage to UN Global Compact 'Ten Principles'

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: servicioalclientecr@la-bridgestone.com

	Very Good	Good	Regular	Poor
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Composition and Language				
Design				

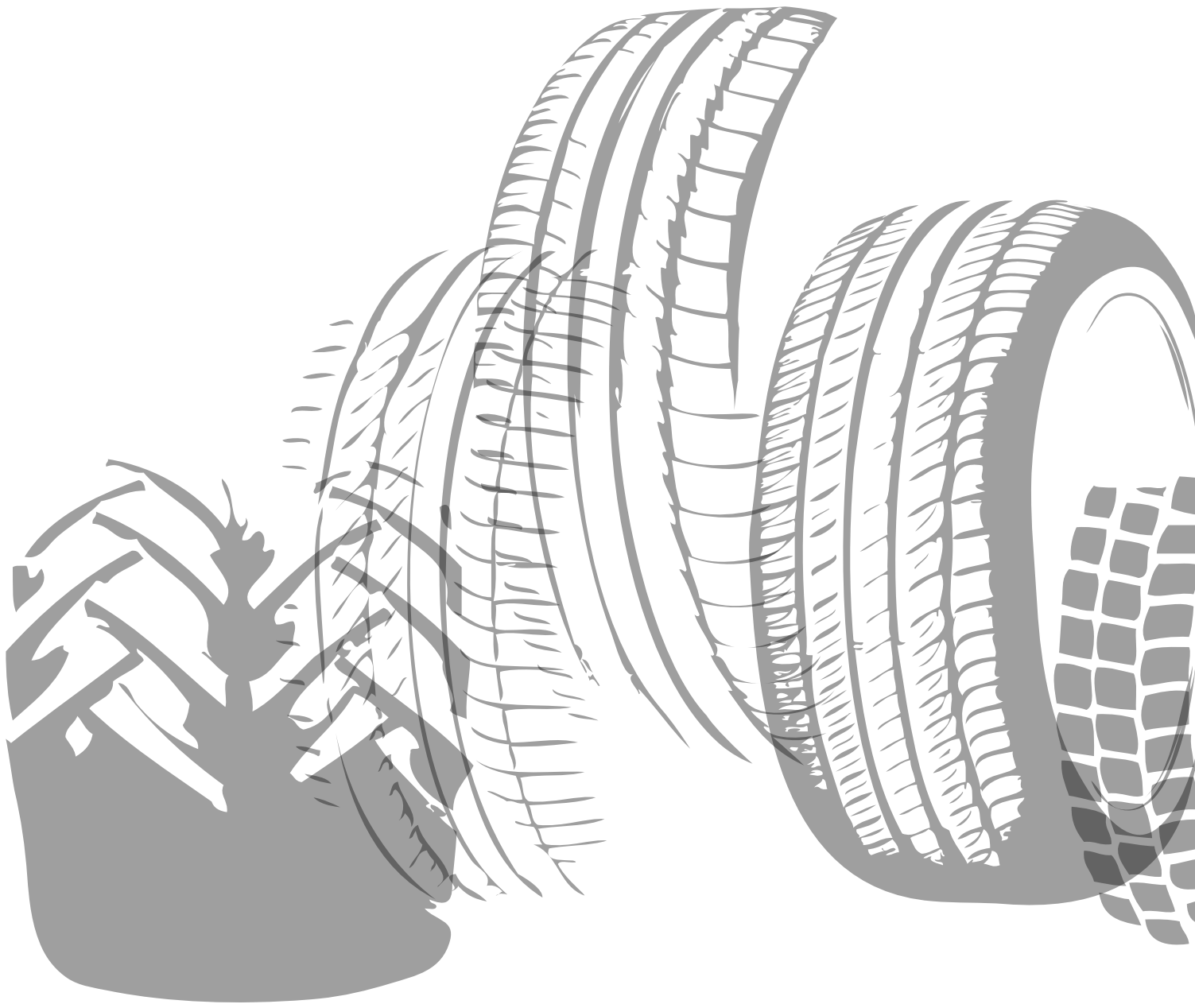
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Social Responsibility

Sustainability Report 2014

Our environmental, social, and economic contribution to society

Full report: www.bridgestone.co.cr

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