



**Our Way to Serve**

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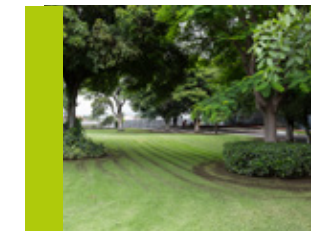
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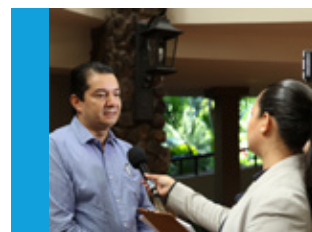


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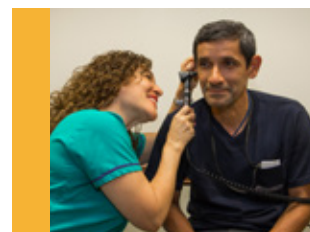
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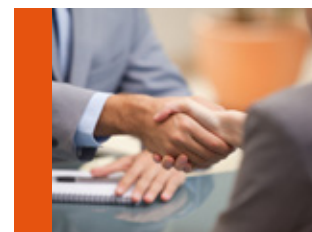
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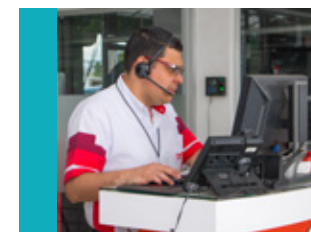
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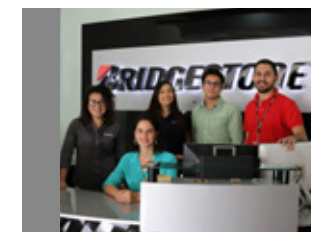
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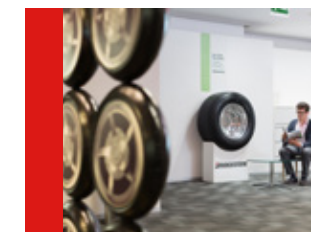


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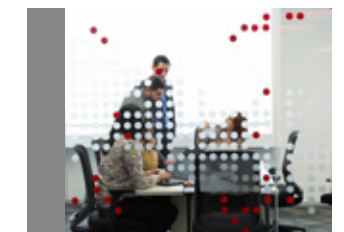
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# Message from the President

It is my great pleasure to be able to share the **Second Consolidated Sustainability Report for Bridgestone Latin America North (BS-LAN)**, which encompasses the company's achievements during 2016 in the countries within our region: Mexico, Costa Rica and Colombia. These accomplishments are the result of an efficient and motivated team that is committed to "Serving Society with Superior Quality".

To reaffirm this vision, the Bridgestone Group recently launched its global CSR initiative, entitled "Our Way to Serve", which is aligned with the group's philosophy and mission, the Bridgestone Essence. Our vision is based on three Priority Areas (PA) – *Mobility, People and Environment* - and six Management Fundamentals (MF) – *Compliance and Fair Competition, Business Continuity and Risk Management, Human Rights and Labor Practices, Industrial Hygiene and Safety, and Customer Value*.

These areas and fundamentals are the foundation for Bridgestone's business practice, which is why the Second Bridgestone Latin America North Report focuses on the indicators and results of this new global sustainability structure, based on the initiatives and programs implemented in each of the countries that make up our region.

Of the total regional sales, 70.7% of which corresponds to Mexico, 23.8% to Costa Rica and 5.5% to Colombia. Daily tire production reached 29,450 units, of which 19,055 are produced at the Cuernavaca Plant in Mexico, and 10,395 at the Belén Plant in Costa Rica. 39 new regional points of sale were opened, which, in addition to our more than 853 service centers, have helped consolidate our customer service network and our competitiveness.

As a clear example of how important training and talent development are for the company, the region implemented new leadership and skills development programs for employees, such as the "Bridgestone Ambassadors" regional program, the "Diploma for Leaders" in Mexico and Costa Rica, and the "Business School" in Mexico. The goal of these programs is clear: drive the talent of our employees and guarantee improved performance. In addition to implementing these programs, 102,160 hours of training were given to 2,311 employees, with an investment of US \$374,532.

Our subsidiaries were presented with the Great Place to Work award for the third year in Mexico and Costa Rica, once again ranking them among a select group of companies. This is a source of great pride for Bridgestone, reflecting the company's hard work and commitment to ensuring the quality of life of its employees. 347 new jobs were created in the region, in addition to those created indirectly with the opening of each new service center. Bridgestone Latin America North increased its number of female employees by 50% compared to 2015.



## Daily tire production

reached  
**29,450** units.

At a corporate level, the region has a volunteering program that offers the company's employees the opportunity to take part in a range of social activities that promote the development of the communities in which Bridgestone operates. The categories of volunteering activities are aligned with the company's Priority Areas: *Mobility, People and Environment*. In 2016, there were 1,040 volunteers in the region who took part in 4,086 hours of social programs.

In keeping with the company's Environmental Mission, the region implemented operational improvements to minimize its environmental impact. The company's production plants successfully recycled 87.38% of the waste generated during 2016; furthermore, at the Cuernavaca Plant, an electrical substation was built to reduce variations and interruptions to the power supply. At the plant in San José, Costa Rica, a sludge composting program was implemented at its Waste Water Treatment Plant.



Consolidation of

**102,160**  
hours of training for  
**2,311 employees.**

G4-1, G4-2



Training in  
environmental issues for  
**1,925**  
employees and 766 suppliers.

To reaffirm its commitment to the environment, the region trained 1,925 employees and 766 suppliers in environmental issues. Furthermore, through community programs, 127 tonnes of waste tires were collected, and 600 trees were planted in Mexico.

2016 was, without a doubt, a year of major milestones for Bridgestone Latin America North (BS-LAN), as well as a year in which we developed a business strategy that will help us achieve the goals outlined in our 2021 Vision.

I am certain that the hard work of everyone from our region will help us to continue achieving the goals we set, while maintaining our leadership as one of the group's most sustainable regions on a global scale.

I would invite you to read through this report, which contains not only what we achieved in 2016, but also the initiatives that we developed in each of the countries within the region, the goal of which is to create safer, healthier and more sustainable communities.

Kind regards,

**Alfonso Zendejas**  
President  
Bridgestone Latin America North (BS-LAN)





**Bridgestone is committed to serve society with superior quality, not only in its products and processes, but also in its corporate activities, internal interaction and response policies for its stakeholders. These aspects are in keeping with The Bridgestone Essence, a philosophy stemming from the company's corporate headquarters in Japan.**

# Company profile

When we talk about our Mission Statement, we refer to the actions of our teammates around the world, who, on a daily basis, strive to achieve our common goals, as reflected in the words of our founder.

Our Foundation lies in the principles and values of each one of our teammates.



### The Bridgestone Essence

LA ESENCIA BRIDGESTONE

Mission  
Misión

**Serving Society with Superior Quality**  
Servir a la sociedad con calidad superior

Foundation  
Fundamentos

Seijitsu-Kyocho  
[Integrity and Teamwork]

[Integridad y trabajo en equipo]

Shinshu-Dokuso  
[Creative Pioneering]

[Innovación]

Genbutsu-Genba

[Decision-Making Based on Verified, On-Site Observations]  
[Toma de decisiones basadas en observaciones verificadas en el terreno]

Jukuryo-Danko

[Decisive Action after Thorough Planning]  
[Acción decisiva después de una cuidadosa planificación]

**BRIDGESTONE**

### Seijitsu-Kyocho (Integrity and Teamwork)

Seijitsu-Kyocho is about adhering to principles of good faith as you carry out your work, in the way you treat others, and as you participate in and engage with society. It is about producing positive outcomes by respecting a diversity of skills, values, experiences, genders, and races and fostering teamwork.

### Shinshu-Dokuso (Creative Pioneering)

Shinshu-Dokuso is about envisioning the future and proactively challenging ourselves to identify and develop innovations that will further benefit society and respond to customer needs -- from the customer's point of view. It is about unleashing creativity and innovation to develop new business domains and creating demand for new and beneficial products through our own unique methods.

**Genbutsu-Genba**  
(Decision-Making Based on Verified, On-Site Observations)

Genbutsu-Genba is about taking the time to go on-site and personally verify the facts, then using those observations to make informed decisions. It is about not being satisfied with the current situation, and making informed decisions that will lead us ever closer to ideal products and solutions.

**Jukuryo-Danko**  
(Decisive Action after Thorough Planning)

Jukuryo-Danko is about investigating all options and the full range of possibilities, giving careful thought as to how to execute the decided course of action. It is about identifying what is necessary and deciding on a vision. And once a decision and course of action is determined, it is about moving forward with a sense of urgency.

For further information:  
<http://www.bridgestone.com/corporate/philosophy/index.html>  
<http://www.bridgestone.com/responsibilities/library/pdf/sr2016.pdf>

**Bridgestone in Global Figures**



Capital:  
JPY **¥ 126.354** billion



Headquarters:  
**1** corporate office in Japan and  
**3** regional headquarters:

- The Americas
- Europe, the Middle East and Africa
- China, Asia and Oceania



Employees:  
• Direct: **143,616**  
• Indirect: **13,617**

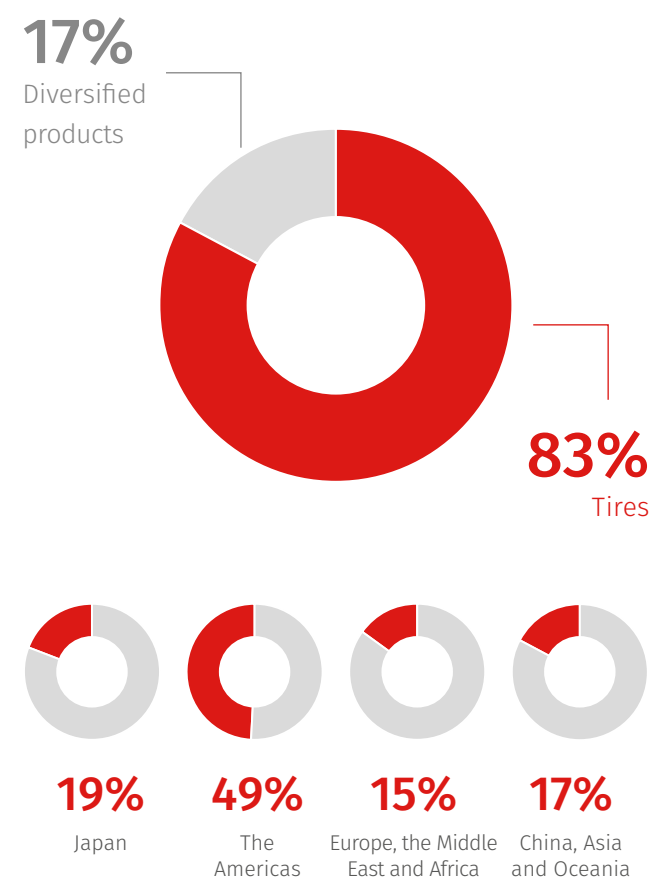


Presence:  
**26** countries  
• The company's products are sold in more than **150 countries.**



Sales:  
JPY **¥ 3.337** billion

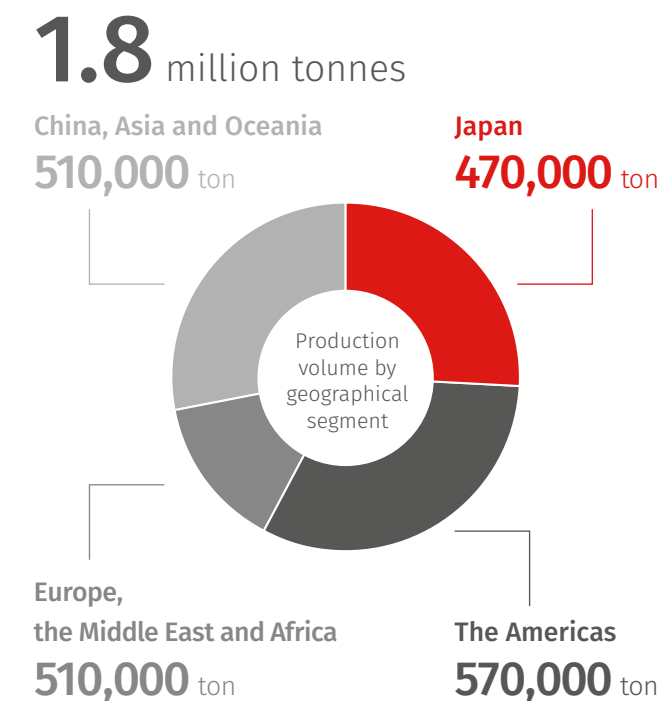
**Sales by Business Segment and Market:**



Plants:  
**169** (Plants to April 1st, 2017)

- **50 tire production** plants
- **29 tire retreading** plants
- **18 raw material** plants
- **72 diversified product manufacturing** plants

**Tire Production (tonnes):**





## Bridgestone global

### Main Products and Services

**Tires** The company offers a wide range of tires for automobiles, trucks, buses, aircraft, construction and mining vehicles, motorcycles, etc.

**Chemical and Industrial Products:**

Anti-vibration and noise-insulating materials, polyurethane foam products, electro-materials, industrial rubber products, building materials, belts, hoses and other products.

**Diversified Products:**

A business unit that falls under the auspices of Bridgestone Americas Inc., supplying commercial roofing materials and other products.

**Diversified products**

**Sporting Goods:**

Golf balls, golf clubs, golf apparel, tennis goods and other products.

**Bicycles:**

Bicycles and bicycle accessories.

**Others:**

Financing and other products.

**Business solutions**

Bridgestone leverages the potential for more inclusive elements in the company's portfolio, and it is working on new solutions, combining maintenance services, IT/sensor technology, tires and diversified products, to meet the needs of its customers.

## Regional Figures for Bridgestone Latin America North (BS-LAN)



**Corporate Offices**  
Mexico City, Mexico



**Points of sale**  
**853**



**Plants**  
**2** tire production plant  

- Cuernavaca, Morelos, México.
- Belén, Heredia, Costa Rica.



**Total employees**  
**2,479**

**1** tire retreading plant  

- León, Guanajuato, México.



**Volunteer hours and total participants**

• **4,086** hours.

• **1,040** volunteers.



**Daily production**  
**29,450** tires.



**Total production**  
**9,527,431** tires.



**Training hours**  
**102,160** hours.





## Code of Conduct

Integrity and trust are of fundamental importance in forging valuable relationships inside and outside the organization with all of our stakeholders. These values help Bridgestone to achieve business sustainability and differentiate itself from its competitors on the market.

To achieve this goal, the region is governed by a Code of Conduct and the Bridgestone Americas Compliance Center (BACC) system. This system

ensures that all decisions and activities are executed with integrity, ensuring compliance, at all times, with our values, policies and internal regulations, in addition to all applicable legal frameworks in each country. The Code of Conduct promotes respect and tolerance, anti-corruption measures, conflict of interest prevention, operational and product quality and safety, fair competition and anti-trust policies, environmental conservation, protection of personal information and community liaison, among others.



## Business Model

Bridgestone's business model seeks to guarantee that the company's operations generate value for all stakeholders. To achieve this, it has identified three Priority Areas using the life cycle of its products as a sustainability framework.

As such, the company's value generation complies with all applicable regulations, driving profitability and efficiency while reducing the company's carbon footprint and giving back to society through superior quality products.



### 1. Development and innovation

- Guarantee tire quality and safety.
- Respond to OEMs needs on time and comply with their technical specifications.
- Manufacture ecological tires: Ecopia.
- Tire-retread technology.
- Duplicate the useful lives of tires through renewal.



### 2. Raw Materials

- Establish purchasing processes based on Corporate Social Responsibility.
- Making suppliers aware of ethical, environmental and human rights, as well as employment practices, among others.
- Local suppliers development.



### 3. Manufacturing

- Reduce energy consumption by using less polluting fuels.
- Reduce water consumption.
- Recycle and, where possible, reuse 100% of consumed materials.
- Maintain employees' health and safety.



### 4. Distribution and logistics

- Minimize footprint.



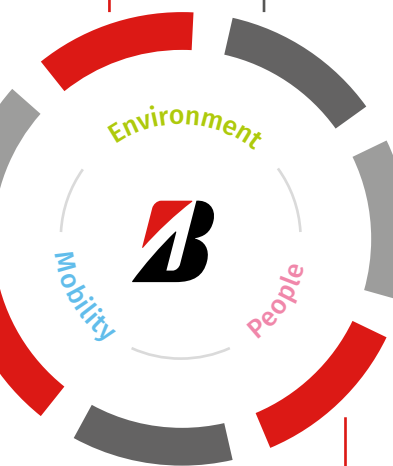
### 7. Final Management

- Recovery of used tires.
- Generate alliances in the sector in order to contribute and be part of the solution to the problem of tires dumped in rivers and streets.



### 6. Use

- Create awareness among the population through diverse programs:
  - » Road Safety campaigns.
  - » Corporate volunteering.



### 5. Sales

- Promote high quality and safer products and services.
- Maintain effective communication channels to encourage feedback about the products and services.
- Establish commercial and fair competition practices.

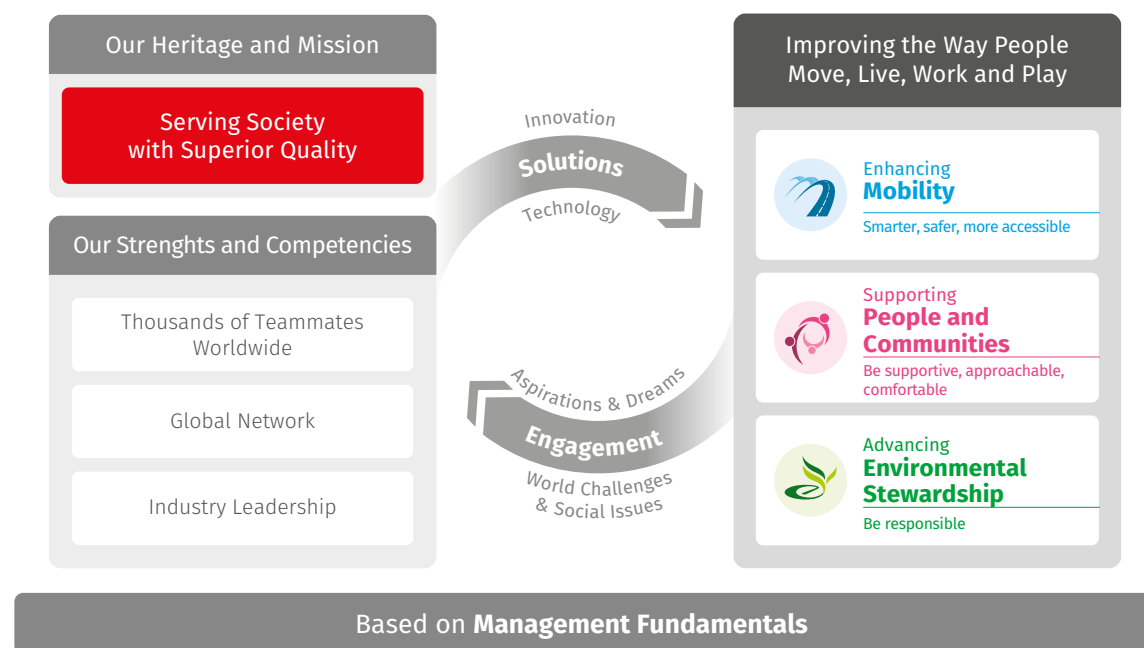


## Our Way to Serve

Since the company was founded, Bridgestone has made sustainability a key part of its strategy to tackle the global challenges that help companies make the world a better place. As a result, in 2017, the company launched its refined CSR commitment: “Our Way to Serve”.

This new commitment builds upon a decade of progress and learning through its initial CSR program: Bridgestone’s 22 CSR Focus Points and is a reflect of the company’s longstanding vision of “*Serving Society with Superior Quality.*”

### Our Way to Serve



VISION: “Understanding that Serving Society with Superior Quality is our heritage and our mission, and embracing our responsibility to future generations as a global leader in our industries, Bridgestone and its teammates around the world employ innovation and technology to improve the way people move, live, work and play”.



## Our Way to Serve

Based on the Bridgestone Essence, its Mission Statement and the company’s legacy, “Our Way to Serve” embodies the way the Company does business and classifies its Corporate Social Responsibility (CSR) activities into three Priority Areas (PA):



### Mobility:

Offer easier, safer, smoother and seamless mobility for our society and customers.

- **Accessible Mobility.** Making smooth and seamless mobility available.
- **Smart Mobility.** Utilizing unique technologies to improve the way people and goods move.
- **Safe Transportation.** Utilizing unique technologies to enhance safe mobility.



### People:

Use our strengths and competencies to address health, safety and education issues in our communities.

- **Contributing to a safer society.** Building safer communities through services, products, and corporate and individual initiatives.
- **Accessible and inclusive education.** Expanding education and training opportunities to develop job and life skills.
- **Promoting healthier communities.** Promoting access to the resources people need to lead healthier lives.



### Environment:

Continually work toward a sustainable society.

- **In harmony with nature.** Contributing to biodiversity through habitat enhancement, and through environmental education and research.
- **Value natural resources.** Continually improving natural resource conservation through operational improvements and product design.
- **Reduce CO<sub>2</sub> emissions.** Continually reduce emissions of Greenhouse Gases, including CO<sub>2</sub>, from our products’ complete life cycle.



The **Priority Areas (PA)** and **Management Fundamentals (MF)** of “Our Way to Serve” make up the company’s **Sustainability Model**, which is the visual representation of **how sustainability is embodied at Bridgestone**.

Along with these Priority Areas, Bridgestone continues to strengthen the basic governance, compliance and behavioral characteristics expected of any responsible company through its Management Fundamentals. These are exemplified in the company’s commitment to leadership in six major areas, including:

- 1. Compliance and Fair Competition:** The company builds trust with all stakeholders by ensuring that ethical decision-making guides responsible business practices across its operations.
- 2. Business Continuity (BCP) and Risk Management:** The company anticipates, prevents and mitigates risks, but when crises arise, it protects its people, property, and profits.
- 3. Human Rights and Labor Practices:** The company fosters an inclusive culture in which all Bridgestone entities and locations adopt and apply ethical labor practices, build trust with teammates, and embody respect for diversity and for fundamental human rights.
- 4. Industrial Hygiene and Safety:** At Bridgestone, we make safety a business value. Creating a safe working environment for all is everyone’s responsibility.
- 5. Procurement:** The company is committed to creating value and continually working toward a sustainable society to ensure long-term environmental, social and economic benefits by incorporating the following into the entire supply chain:
  - » Transparency
  - » Compliance
  - » QCD & Innovation
  - » Sustainable Procurement Practices
- 6. Quality and Customer Value:** Bridgestone creates a global framework in collaboration with all related Bridgestone entities and stakeholders to proactively identify, prioritize and address customer quality issues in keeping with the intentions of our founder to: “Serve Society with Superior Quality”.

V I S I O N

Understanding that Serving Society with Superior Quality is our heritage and our mission, and embracing our responsibility to future generations as a global leader in our industries, Bridgestone and its teammates around the world employ innovation and technology to improve the way people move, live, work and play.

P R I O R I T Y A R E A S



**MOBILITY**

- Accesible Mobility
- Smart Mobility
- Safe transportation



**PEOPLE**

- Contribute to a better society
- Accesible and inclusive education
- Foster healthier communities



**ENVIRONMENT**

- In harmony with nature
- Value natural resources
- Reduce CO<sub>2</sub> emissions

C O R E S U B J E C T S

- |                                 |   |                                  |                               |             |                            |
|---------------------------------|---|----------------------------------|-------------------------------|-------------|----------------------------|
| Compliance and Fair Competition | Business Continuity (BCP) and Risk Management | Human Rights and Labor Practices | Industrial Hygiene and Safety | Procurement | Quality and Customer Value |
|---------------------------------|---|----------------------------------|-------------------------------|-------------|----------------------------|

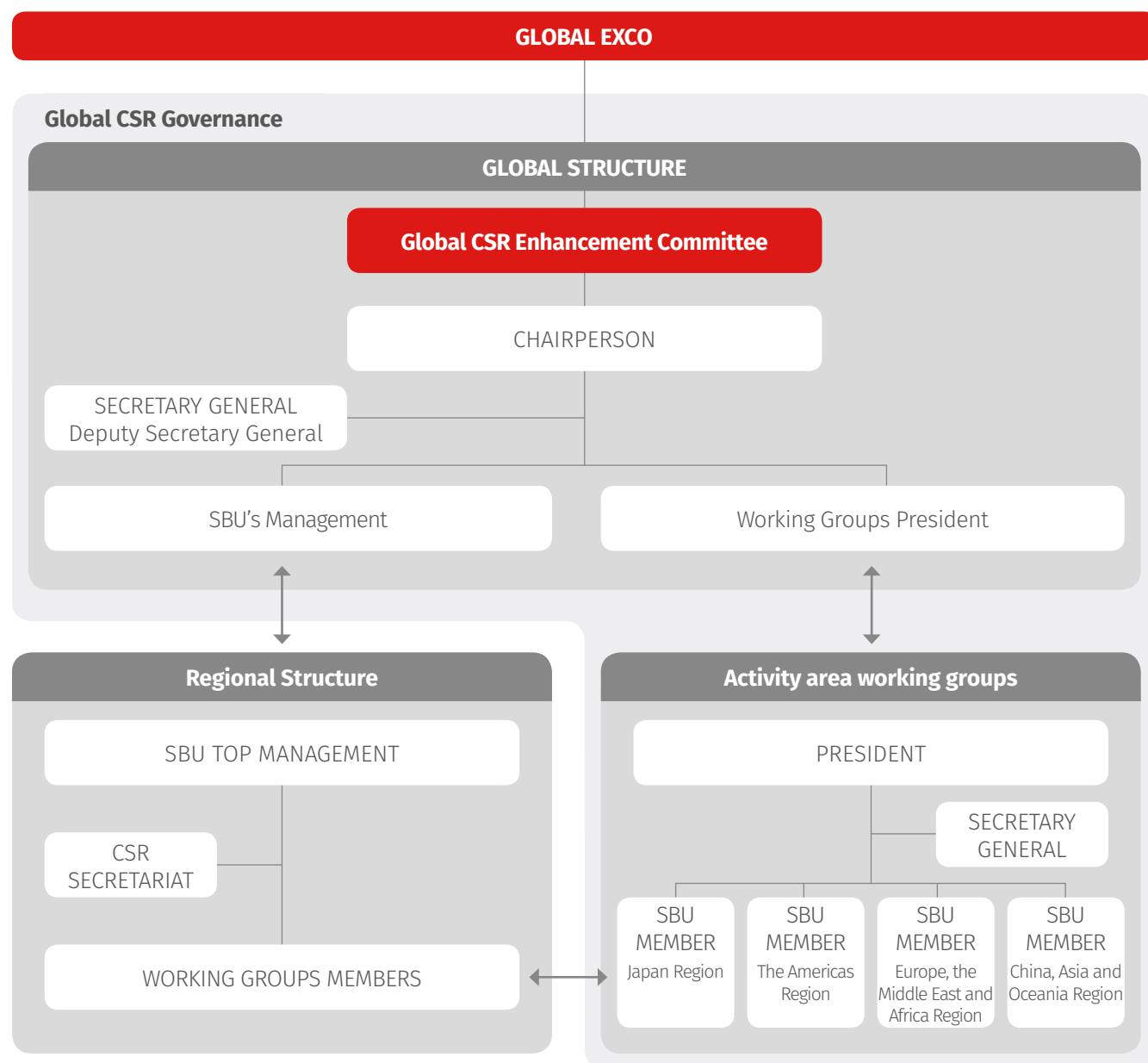
S T A K E H O L D E R S

- |           |  |           |           |             |                             |       |
|-----------|--|-----------|-----------|-------------|-----------------------------|-------|
| Employees | Customers<br>(Consumers, Business Partners, Assemblers and Original Equipment) | Suppliers | Community | Authorities | Associations / Institutions | Media |
|-----------|--|-----------|-----------|-------------|-----------------------------|-------|

## Sustainability Management

**Bridgestone has established a global CSR Management System, which is headed by the Bridgestone Global Executive Committee (Global EXCO). Its function is to review and approve the strategies that are developed and implemented by the Global CSR Enhancement Committee (GCEC).**

The Global Committee is composed of members of the Strategic Business Units (SBU) and Working Groups (WGs), and its goal is to define global and regional issues within the operational sustainability plans of each region/country.



## Material Issues

During 2017, Bridgestone Latin America North (BS-LAN) commissioned a Materiality Study to:

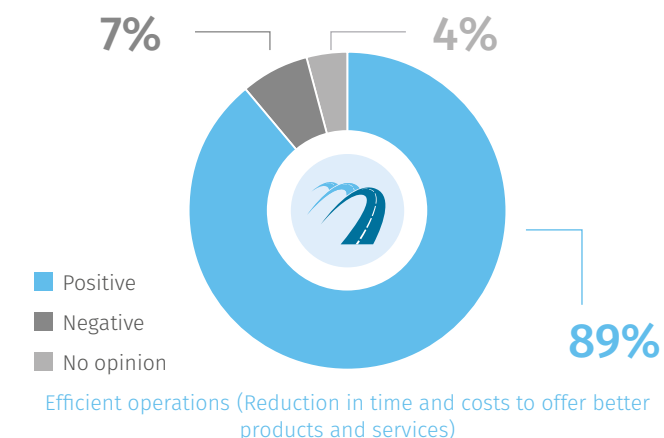
- Identify the perception of the company's stakeholders regarding the company's sustainable performance, in keeping with "Our Way to Serve" (based on its three Priority Areas and six Management Fundamentals).
- Prioritize stakeholder expectations and/or needs through indirect dialog (a survey) to establish the issues to be reported in this Sustainability Report.

The Materiality Study was undertaken in compliance with GRI's G4 guidelines and, for Costa Rica only, the INTE 35-01-01 standard. The Materiality Study focused initially on liaising with stakeholders (both internal and external) to learn more about their expectations and perceptions regarding sustainability at Bridgestone. Several major issues were identified regarding the on-going development of Bridgestone's Regional Sustainability Plan, focusing on aligning priority issues that are connected to the interests of the company's stakeholders with Bridgestone's business goals.

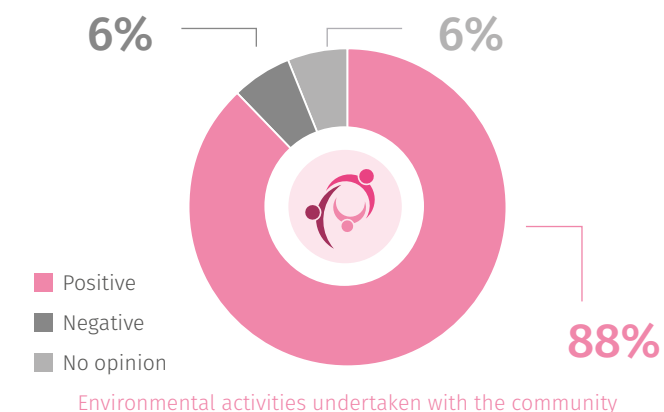
### Costa Rica

As a result of the study, in terms of perceptions surrounding performance and the priority issues to be reported for each Priority Area and Management Fundamental, based on the opinions of the stakeholders consulted, it was concluded that, in Costa Rica, there is a positive perception regarding the Company's sustainability, with an average rating of 91%. The following charts show the percentage of positive, negative and neutral perception that stakeholders have regarding the performance of each of Bridgestone's priority areas and management fundamentals, as well as the most relevant issue in each of them.

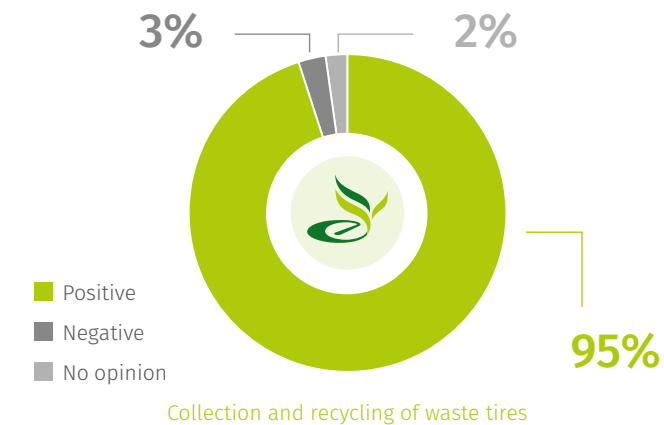
#### Mobility



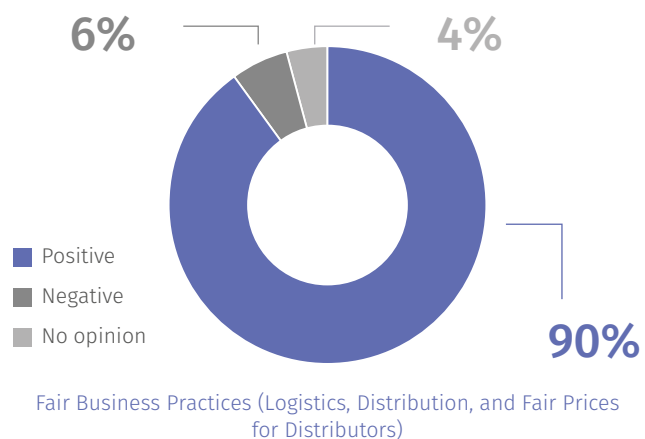
#### People



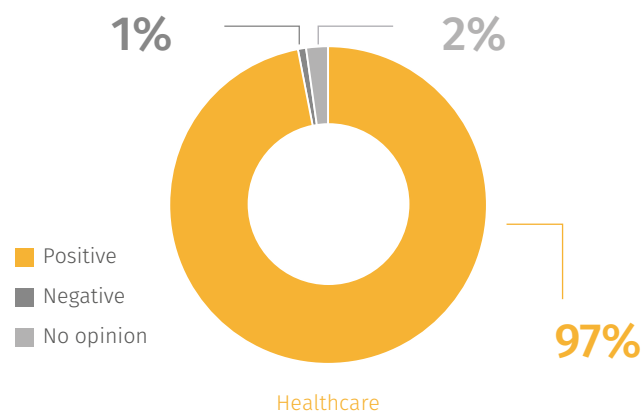
#### Environment



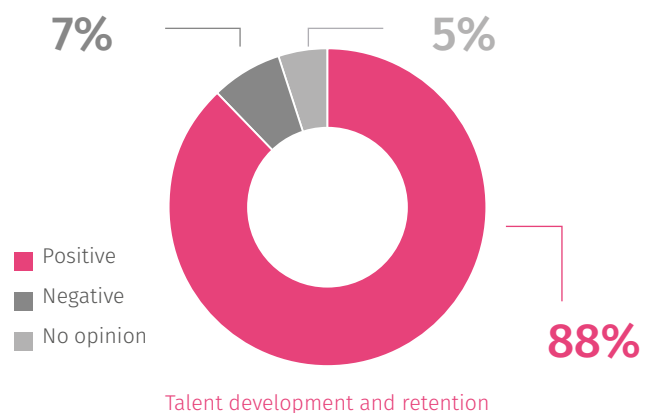
**Compliance and Fair Competition**



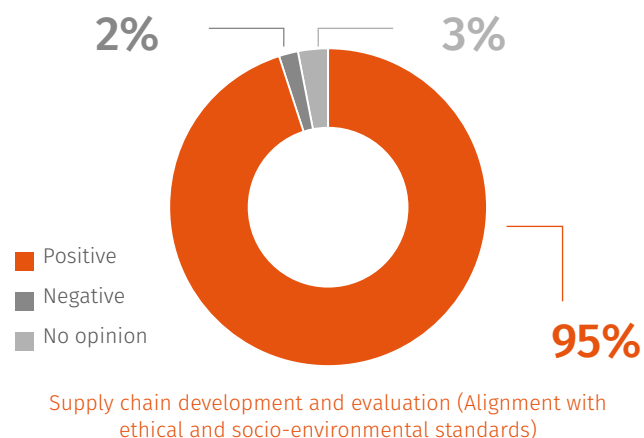
**Industrial Hygiene and Safety**



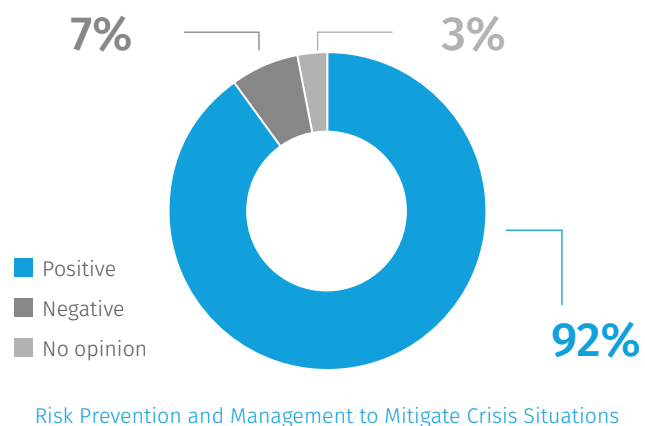
**Human Rights and Labor Practices**



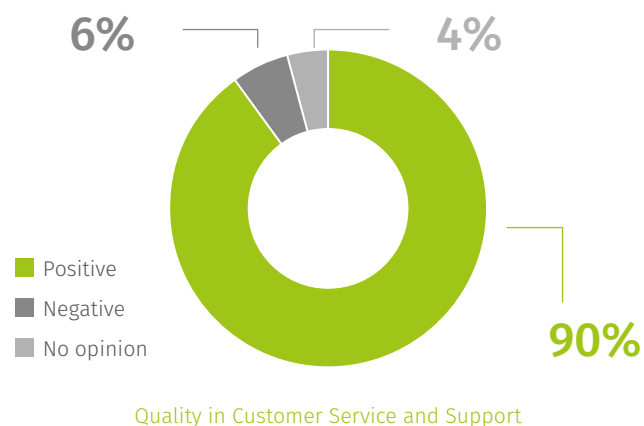
**Procurement**



**Business Continuity (BCP) and Risk Management**

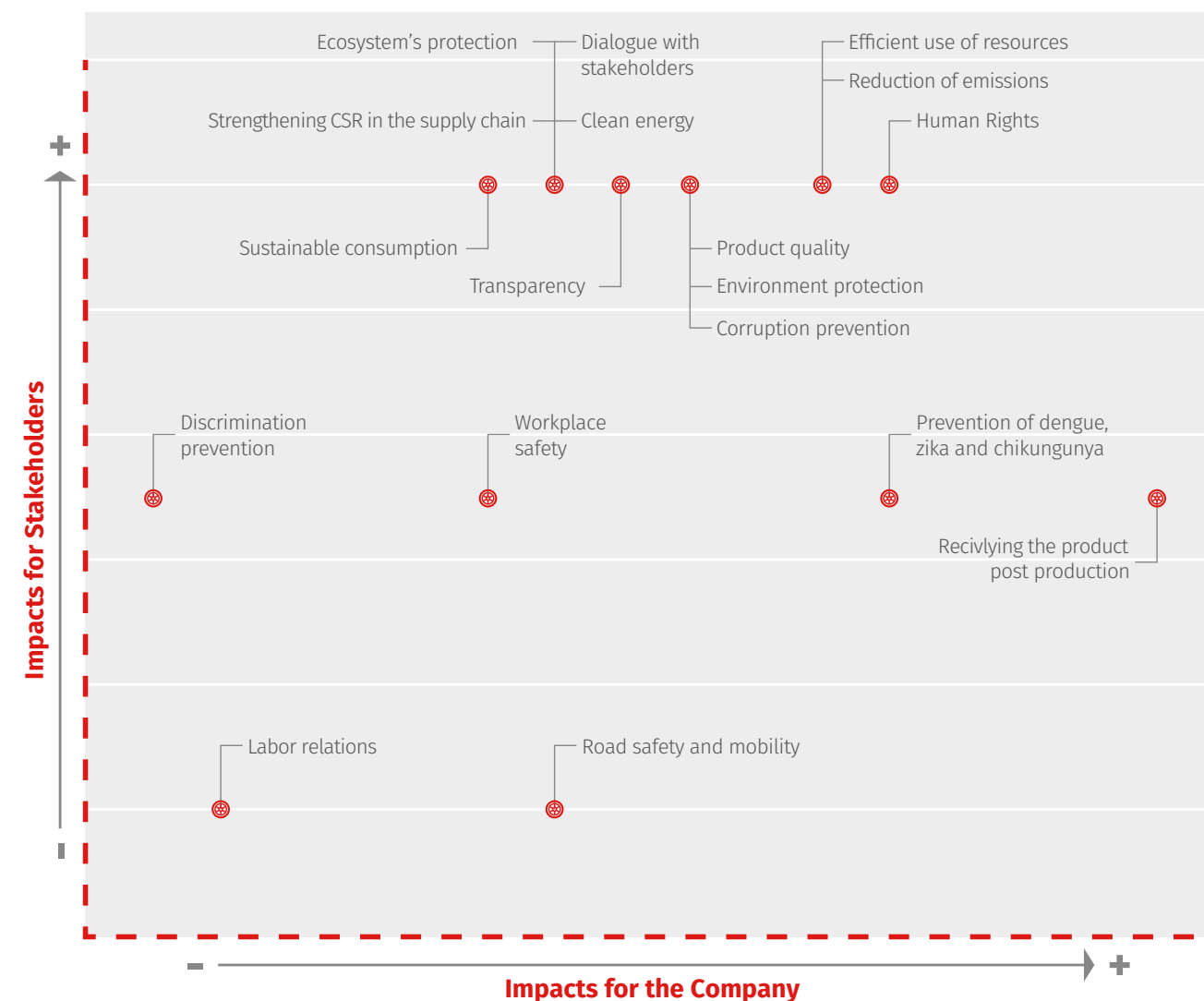


**Quality and Customer Value**



In Costa Rica, the most important impacts for the organization were defined in order to establish a congruent action plan that is with them. The impacts were evaluated to meet the standards set by the INTE 35-01-01:2012 Norm of Social Responsibility, contemplating their potential effect both in the enterprise and in its stakeholders in several dimensions. Additionally, a benchmark (comparative analysis) of sustainability was conducted to evaluate enterprises of similar size and geographical location in Costa Rica. Moreover, an assessment of national and international media outlets was made to include relevant news regarding the status of sustainability and its most outstanding practices at a country level.

The results are shown in the following Materiality Chart:



These impacts represent the social, environmental and economic areas in which Bridgestone's Costa Rica activities and decisions have the most real and potential influence. The identification of such impacts has the objective of avoiding and mitigating them.



**Bridgestone Costa Rica has a total of 1,042 employees. Its plant in Belén produces 10,395 tires every day, with an annual total for 2016 of 3,229,674 units.**

## History

The company that is known today as Bridgestone Costa Rica began in 1967 in the province of Heredia, under the name *Firestone de Costa Rica*. When it was founded, this company had 200 employees, who produced 425 tires a day. In 2009, the company changed its name to *Bridgestone de Costa Rica* (BSCR), signaling a period of rapid growth and increased productivity.

Through its mission of Serving Society with Superior Quality, Bridgestone Costa Rica offers the Central American and Caribbean markets a wide range of tire models and categories.

# Bridgestone Costa Rica

Operations at Industrias Firestone de Costa Rica begin. The company manufactures 1,200 tires a day.

At the end of the 1980's, the Bridgestone Corporation acquires the Firestone Rubber Company.

The Bridgestone Corporation and its business unit in the Americas, Bridgestone Americas Tire Operations (BATO), decide to use the name Bridgestone as the corporate name for all its companies around the world. The company's operations in Costa Rica are now known as Bridgestone Costa Rica.

1967

1985

1988

1996

2008

2015

SUMMA S.A. acquires the company, changing its name to Industrias Akron de Costa Rica S.A. The company manufactures 2,200 tires a day.

A strategic alliance is forged with the Bridgestone Corporation and the name of the company changes to Firestone de Costa Rica S.A.

A new business unit is created to coordinate operations in Mexico, Costa Rica, Central America and the Caribbean, Colombia and Ecuador: **Bridgestone Latinoamérica Norte, BS-LAN.**



## Facts and Figures



**Corporate Offices and Plant:**  
Belén de Heredia, Costa Rica.



**Number of Tires Produced per Day:**  
**10,395** tires.



**Total Employees:**  
**1,042** (93,57% male and 6,43% female)



**Total CO<sub>2</sub> Emissions:**  
**13,857** tonnes of CO<sub>2e</sub>.



### Markets Covered (Countries):

Aruba, Costa Rica, El Salvador, Grand Cayman, Guatemala, Haiti, Honduras, Nicaragua, Panama, Puerto Rico, Dominican Republic, Trinidad and Tobago, Jamaica, St. Lucia, Belize, Curacao, Guyana, Suriname, Barbados, Bermuda and the Bahamas.



**Total Production:**  
**3,229,674** tires.



**Average Age**  
**31 to 40** years old



**Total Water Consumption:**  
**184,912** m<sup>3</sup>.



### Economic Value:

- **Generated:** ~23% of the total region.
- **Distributed:** ~51% of the total region.
- **Retained:** ~2% of the total region.



**Total Volunteering Hours and Participants:**  
**2,997** hours and **743** volunteers.



**Total Electrical Energy Consumption:**  
**48,705,040** kWh.



**Points of Sale:**  
**167**



**Average Training Hours per Employee:**  
**60** hours.



**Percentage of Waste that is Recycled or Co-Processed:**  
**71.34%**





## Market

Bridgestone Costa Rica covers a total of 21 countries in which its sells its products through distributors (direct clients of the company), who, in turn, deal with end consumers and corporate and government fleets



## Stakeholders

Bridgestone Costa Rica believes that the success and sustainability of the business depend on working closely with its stakeholders: people, communities or associations that are intrinsically linked to its production and service activities. The main goal of this model is to ensure on-going communication, understand the stakeholders' expectations and forge partnerships that drive collaboration on areas of mutual interest.



## Products and Services

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

### Car

Through the Bridgestone and Firestone brands, the company manufactures tires for the light vehicle mass market. In this segment, it also manufactures OEM (Original Equipment Manufacturers) tires for Toyota, Chrysler and Volkswagen.

### Truck

The Bridgestone and Firestone brands manufacture tires for trucks and heavy goods vehicles, which use larger and thicker tires.

### Agriculture


Bridgestone Costa Rica makes tires for vehicles used in the agricultural sector, such as tractors and other types of off road machinery.

### Retreading

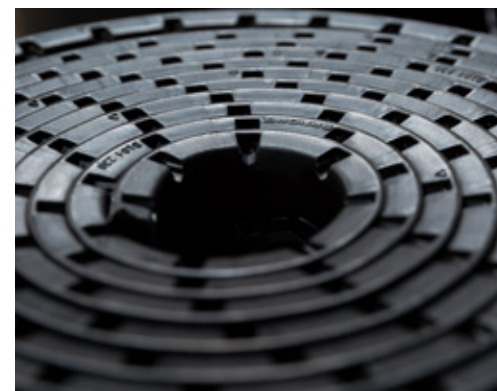
Bridgestone plays a major role in the high-mileage tire retreading industry, offering technology, expertise and support to the truck and bus market through its Bandag brand. The tire retreading system increases the lifespan of tires, which is why it plays a fundamental role in protecting the environment, preventing hundreds of tires from being dumped in rivers or landfill sites. It also has an economic impact as it significantly reduces costs.

In 2016, three new products were launched: F600, CV5000 and Fuzion.

The company has implemented different channels through which it communicates with its stakeholders, fulfilling the relevant goals of its sustainability commitment. These channels include meetings, opinion polls, surveys, partnerships and sectorial initiatives, which are coordinated by the different management teams or areas within the organization relating to each stakeholder.

Continuos 

Stakeholders	Expectations	Response	Communication channels	Frequency of contact
 <b>Employees</b>	<ul style="list-style-type: none"> <li>A Better Place to Work</li> </ul>	<ul style="list-style-type: none"> <li>Great Place to Work</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Activities</li> <li>Internal communication</li> </ul>	
	<ul style="list-style-type: none"> <li>Attracting and retaining talent</li> <li>Career plans</li> <li>Professional development and training</li> <li>Integration of teams with the company's goals</li> <li>Work-Life balance</li> <li>Workplace health and safety</li> </ul>	<ul style="list-style-type: none"> <li>Initiatives of recognition: President Award, Perfect Attendance, Antiquity</li> <li>Succession Plans -Evolución Program</li> <li>Partnerships with business schools in Costa Rica</li> <li>Internal awareness campaigns and Bridgestone sporting activities</li> <li>Bridgestone sporting activities</li> <li>Open House Program</li> <li>Safety and occupational health training and audits</li> <li>Internal Awareness Campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Training</li> <li>Internal communication</li> <li>Activities</li> </ul>	
 <b>Suppliers</b>	<ul style="list-style-type: none"> <li>Fair trade practices</li> </ul>	<ul style="list-style-type: none"> <li>Employee Association</li> <li>Subsidized canteen, Employees' Gym</li> <li>Benefits above those required by law</li> <li>Retirement Preparation Program</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Courses and reviews (audits)</li> </ul>	
	<ul style="list-style-type: none"> <li>Fair competition</li> </ul>	<ul style="list-style-type: none"> <li>Procurment policies</li> <li>Supplier development</li> </ul>	<ul style="list-style-type: none"> <li>Meetings and supplier evaluations</li> <li>Training sessions</li> </ul>	
 <b>Associaciones/ Institutions</b>	<ul style="list-style-type: none"> <li>Partnerships to Drive Development within the Industry</li> </ul>	<ul style="list-style-type: none"> <li>Participation with Chambers and Associations</li> <li>Promotion of best practices for industry development</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>E-mail</li> <li>Visits to learn about the plant and quality systems, among others</li> </ul>	





Stakeholders	Expectations	Response	Communication channels	Frequency of contact		
 <b>Clients</b>	 <b>OEMs</b> (Original equipment)	<ul style="list-style-type: none"> <li>Technological innovation</li> <li>Superior quality and safety</li> <li>Timeframe compliance</li> <li>Constant communication</li> </ul>	<ul style="list-style-type: none"> <li>Quality Management Systems</li> <li>Absolute compliance</li> <li>Innovation and unique products for clients</li> <li>Meeting Stakeholders' needs</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Audits</li> <li>Research and development</li> <li>E-mail</li> <li>Direct and on-going communication</li> </ul>		
	 <b>Business Partners</b> (Distributors)	<ul style="list-style-type: none"> <li>Growth and profitability</li> <li>Business continuity</li> <li>Development and training</li> <li>Particular products and services that generate value to consumers</li> </ul>	<ul style="list-style-type: none"> <li>Marketing and advertising strategies</li> <li>Promotion campaigns</li> <li>Training and development</li> <li>Differentiated offer in relation to competition</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Surveys</li> <li>Training</li> <li>Annual meetings</li> <li>Direct and permanent communication with all the sales and commercial team</li> </ul>		
	 <b>End consumer</b>	<ul style="list-style-type: none"> <li>Price vs Quality</li> <li>Tire safety</li> <li>Monitoring and fulfillment of their needs</li> <li>Information about tire care</li> </ul>	<ul style="list-style-type: none"> <li>Different promotions during the year</li> <li>Warranties</li> <li>Campaigns to raise awareness about measuring tire pressure and safe driving recommendations</li> <li>Loyalty rewards</li> <li>Diversified value offer</li> </ul>	<ul style="list-style-type: none"> <li>Web site</li> <li>800-llantas customer service center</li> <li>Market research studies</li> <li>Social Networks</li> <li>Sponsorships</li> </ul>		
 <b>Community</b>	<ul style="list-style-type: none"> <li>Environmental protection</li> <li>Volunteering</li> <li>Donations</li> <li>Road safety and safe driving</li> </ul>	<ul style="list-style-type: none"> <li>B-Happy Parks</li> <li>Tire collection</li> <li>Environmental volunteering activities</li> <li>Road safety campaigns</li> <li>Social development</li> <li>Tire donations</li> <li>Donations of books to schools in the community</li> <li>Air for areas affected by natural disasters</li> <li>Tire pressure checks</li> </ul>	<ul style="list-style-type: none"> <li>Communication campaigns for employees and the community</li> <li>Direct communication with social organizations (e-mails and phone calls)</li> <li>Campaigns</li> </ul>			
	 <b>Authorities</b>	<ul style="list-style-type: none"> <li>Compliance</li> <li>Forging partnerships for development</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and implementation of standards applicable to operations in the country</li> <li>Collaboration with the departments of health and education, COSEVI, among others.</li> </ul>		<ul style="list-style-type: none"> <li>Meetings and participation in sectorial programs and associations</li> <li>E-mail</li> <li>Telephone</li> <li>Meetings</li> </ul>	
		 <b>Media</b>	<ul style="list-style-type: none"> <li>Clear and precise information</li> <li>Relevant facts for articles</li> <li>Interviews</li> <li>Advertorials</li> </ul>		<ul style="list-style-type: none"> <li>Media liaison and submission of information regarding a campaign or program</li> <li>Support to provide any information requested</li> <li>Press releases</li> <li>Interviews</li> </ul>	

## Awards and Certifications

Award	Organization
BSAM Environmental Awards – Pollution Prevention	Bridgestone Americas (Internal Award)
Bridgestone Group Awards – Environmental Excellence	Bridgestone Corporation (Internal Award)
Social Responsibility in Action	North American – Costa Rican Chamber of Commerce (AMCHAM)
Total Quality Management	Global TQM Conference, held in Tokyo, Japan (Internal Award)
Preventico Award	National Insurance Institute (INS)
Commitment to Quality	Costa Rican Chamber of Industry
Bandera Azul Ecológica	Acueductos y Alcantarillados (AYA)
Award for being a company that promotes workplace inclusion for people with disabilities	National Council for People with Disabilities (CONAPDIS)
Great Place to Work	Great Place to Work® Institute

## Certifications

ISO 50001 Energy Management	Technical Standards Institute of Costa Rica (INTECO)
INTE 35-01-01 Social Responsibility Management System	Technical Standards Institute of Costa Rica (INTECO)
INTE OHSAS 18001 Workplace Risk Prevention Management System	Technical Standards Institute of Costa Rica (INTECO)
INTE ISO 14064-1 Management System for Quantifying and Reporting Greenhouse Gas Emissions and Removals	Technical Standards Institute of Costa Rica (INTECO)
IATF 16949 Technical Specifications for Original Equipment	Lloyd's Register Quality Assurance (LRQA)
INTE ISO 14001 Environmental Management System	Technical Standards Institute of Costa Rica (INTECO)
ISO 9001 Quality Management System	Lloyd's Register Quality Assurance (LRQA)
INTE ISO 9001 Product Compliance Framework	Technical Standards Institute of Costa Rica (INTECO)
BASC Asset Security (Business Alliance for Secure Commerce. Version 4-2012)	BASC Costa Rica
Esencial Costa Rica License	Costa Rican Foreign Trade Promotion Office
INTE ISO/IEC 17025 Accreditation of Laboratory Testing. Finished Product Testing (Lab. QA)	Technical Standards Institute of Costa Rica (INTECO)
INTE ISO/IEC 17025 Accreditation of Laboratory Testing. Calibration of Measuring Equipment	Technical Standards Institute of Costa Rica (INTECO)





## Corporate governance

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

### Regional

#### **Bridgestone Latinoamérica Norte BS-LAN**

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

### Costa Rica

The Chairman and CEO is the person responsible for managing the company and defining its business strategy. The Country Manager is charged with implementing said strategy. Together, alongside a team of seven directors, they are responsible for making decisions regarding economic, environmental and social issues.





# Priority areas



**Mobility, People and Environment have been consolidated as the three Priority Areas for the sustainability of the company, under which are established and managed the main actions with which Bridgestone supports its mission of “Our Way to Serve.”**



Mobility

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People

40



Environment

46





## Accelerate sustainability mobility through advanced technologies and solutions

Offer easier, safer, smoother and seamless mobility for our society and customers.



### Accessible Mobility

Making smooth and seamless mobility available.



### Smart Mobility

Utilizing unique technologies to improve the way people and goods move.



### Safe Transportation

Utilizing unique technologies to enhance safe mobility.



Bridgestone Costa Rica currently embodies innovation by creating new technologies and solutions, in addition to improving processes that drive accessible, smart and safe mobility for the community the company serves.

A clear example of how the company drives mobility is the implementation of an improvement process encompassing the quality and design of a specific tire for 15-inch rims. One of the main goals of this project was to reduce reprocessing and improve the uniformity of the tire. Uniformity has a positive effect on passenger comfort as it minimizes vibrations and sounds.

The project was so successful that, in addition to achieving its main goal, it successfully reduced waste during reprocessing and increased production efficiency, as well as saving resources.

Thanks to this program, Bridgestone was presented with the Commitment to Excellence award by the Costa Rican Chamber of Industry, in addition to receiving the Total Quality Management corporate award, presented during the Total Quality Management global conference held in Japan.

This project came about as part of the company's Green Belt certification process, a project that promotes innovative employee ideas to drive operational, logistical and administrative efficiency.





**Employ our strengths to support our communities and enhance the way people live, learn and work.**

**Use our strengths and competencies to address health, safety and education issues in our communities.**



# People



### Contributing to a Safer Society

Building safer communities through services, products, and corporate and individual initiatives.



### Accessible and Inclusive Education

Expanding education and training opportunities to develop job and life skills.



### Promoting Healthier Communities

Promoting access to the resources people need to lead healthier lives.



### Think Before You Drive: Vacations

- **2.500** people benefitted
- **720** tire checks on 180 vehicles

### Universities

- **3** universities
- **6.000** benefitted

### Kids:

- **3** schools
- **628** children benefitted



### Donations:

#### Books for All Program:

Escuela Fidel Chaves and Escuela Manuel del Pilar

- **800** set of books
- **800** people benefitted



### Donations:

Ecuadorean Embassy in Costa Rica

- **824** kg of food parcels

Fundación de Obras del Espíritu Santo:

- **100** Christmas gifts
- **100** people benefitted

Community of Upala::

- **92** food parcels
- **150** gifts for children
- **250** food parcels
- **70** kitchen appliances
- **250** people benefitted



Bridgestone Costa Rica coordinates a range of social and volunteering activities, the goal of which is to drive development and inclusion opportunities for the community. These activities offer the company and its employees the opportunity to find solutions to social problems and have a positive impact on their surroundings

The Volunteering Program at Bridgestone Latin America North (BS-LAN) encompasses four major areas:

- **Face-to-Face Volunteering (Campaigns)**  
Philanthropic efforts to help communities, in addition to providing resources and donations. Emergency aid is included in this area.
- **Volunteering at Events**  
Groups of volunteers who implement or maintain infrastructure, in addition to donating any other articles necessary.

In 2016, a **Volunteer Survey** was undertaken within the **Bridgestone Latin America North (BS-LAN)** region. 89% of our **volunteers rated the company's volunteer activities as positive**, and **98% stated their interest in volunteering again**.

- **Skill-Based Volunteering**  
Projects implemented by companies or NGOs with volunteers providing their skills, competencies and knowledge to benefit others.
- **Entrepreneurial Volunteering**  
Promotion of employee leadership and entrepreneurship. Mid-term involvement through the implementation of employee projects, which the volunteer identifies and deploys with support from the program, and the alignment of long-term goals proposed during the implementation process.

In 2016, there were a total of 743 volunteers and 2,997 volunteer hours, benefitting 48, 982 people. The year-on-year increases in volunteers and people benefitted were 69.24% and 127%, respectively.

No matter the volunteer area, Bridgestone Costa Rica's volunteer programs are aligned with the three Priority Areas: **Mobility, People and Environment**.

### Mobility

#### Think Before You Drive

This is one of Bridgestone's major volunteer campaigns. The program is implemented at service centers, highways, universities and schools. The main goal of the program is to raise awareness about road safety and the importance of accident prevention. The campaign includes road safety tips, as well as information about how to reduce traffic accidents, prevent dangerous driving and promote tire checks.

The program includes the following campaigns: *Think Before You Drive* for university students, *Think Before You Drive* for kids and *Think Before You Drive* for vacations (Spring Break, summer and Christmas). In total, these three campaigns had a positive impact on 9,128 people.

 **9,128** people benefitted.



**743** volunteers,  
**2,997** hours,  
**48,982** people benefitted.

#### Seguro Llegas

In 2016, Bridgestone Costa Rica created this campaign to raise awareness about road safety among transport providers. Seguro Llegas offers safety and accident prevention information and recommendations, focusing on three main areas:

1. Avoiding Driving While Tired
2. Promoting Vehicle Maintenance
3. Promoting Tire Checks



The campaign was implemented in **Puerto Caldera** and benefitting to **800** people.





### Bridgestone Upala Brigade

In 2016, 15 members of the Bridgestone Costa Rica Brigade joined forces with the National Emergency Commission (CNE for its acronym in Spanish) to help a community affected by Hurricane Otto, benefitting 15,000 people.



**15,000** people benefitted  
thanks to the support of 15 Bridgestone Brigades.

### Choir

Bridgestone Costa Rica has a volunteering program involving the members of its choir, who perform for the community on important dates. The goal of this group is to share Bridgestone's values through music, bringing joy and entertainment to various institutions within the community.

In 2016, the choir sang at 10 institutions, benefitting 1,870 people.

### Theater

Bridgestone Costa Rica has several theater programs in which its employees volunteer. The goal of this program is to raise awareness among children about road safety (Señales play) and the importance of cleanliness and disposing of waste properly, both at home and at school, to prevent viruses such as dengue and chikungunya (S.O.S. play).

In total, the two plays benefitted 1,080 people at 3 institutions.

### Environment

To celebrate World Environment Day, a range of volunteer activities were organized, bringing together 80 adults and 20 children. The culmination of the activities was the inauguration of the collection center for Bridgestone employees and their families.

### Reforestation

During the reforestation event, 50 trees and 30 bushes were planted around the Bridgestone Costa Rica plant to protect the biodiversity of the area and the plant's green areas.

### Environmental Workshop

The goal of this workshop was to recycle waste tires, teaching participants how to create a range of objects, such as plant pots, animal figures, dog beds, fountains and decorations.

### Play

A puppet show about recycling was organized for children, teaching them about the importance of properly disposing of items once they reach the end of their life cycle.



## People

### Books for All

This program coordinates the donation of educational textbooks for students. In 2016, 800 sets of educational textbooks were donated to two major schools in Belén: *Fidel Chaves and Manuel del Pilar*.



**800** sets of books delivered  
through the "Books for all" program.

### B-Happy

The B-Happy program coordinates the construction of playgrounds and recreational areas, reusing waste tires to benefit communities.

In 2016, two environmentally-friendly parks were built at *Centro Integral Niños y Niñas Triunfadores de Heredia and Parque Vargas de Limón*, where 120 waste tires were used to benefit 19,900 people. A park was also built in the Dominican Republic inside the *Santo Domingo Salvo* children's home/school.



**120** waste tires reused for  
the construction of two B-Happy parks  
benefitting to  
**19,900** people.

### Bridgestone Christmas

On December 10th, 2016, 30 volunteers from Bridgestone Cosa Rica organized a Christmas party for the Aguas Claras community in Upala, which was severely damaged by Hurricane Otto. During the party, the children took part in a Santa Claus play performed by the Bridgestone Theater Group, in addition to the games and activities organized by the volunteers.

Seventy electrical appliances were donated to the families, as well as food parcels for 250 people and 150 children's gifts.





## Help ensure a healthy environment for current and future generations.

Continually work toward a sustainable society.



### In Harmony with Nature

Contributing to biodiversity through habitat enhancement, and through environmental education and research.



### Value Natural Resources

Continually improving natural resource conservation through operational improvements and product design.



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

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



# Environment



### Environmental Training

- **1,003** employees took part in **64 training hours**.
- **659** suppliers and contractors took part in **33 training hours**.



### Reforestation

- **50** trees and **30** bushes.



### Tire Recycling Workshop

- **100** participants.



### Collection Center

- **500kg** of waste collected every month.



### Operational Improvements

- **5%** less plastic used in the production process.
- **1,360 m<sup>3</sup>** of water was recycled and used to water the plant's green areas.
- **Sludge composting** at the Waste Water Treatment Plant.



### Consumption

- **90%** less paper towels were used by employees.



### Waste

- **5.8%** less waste produced compared to 2015.



### Reduction

- **14%** less emissions compared to 2015.

### Biomass Boiler

- **Replacement of fossil fuels** with **wood pellets** to help reduce emissions.

Through its Environmental Mission Statement, which is the basis for this Priority Area, Bridgestone outlines the company's long-term aspirations, encompassing the way in which all the aspects of the business must contribute to environmental conservation.

**Environmental Mission Statement**

To help ensure a healthy environment for current and future generations...

We, the Bridgestone group, are committed to continually working toward a sustainable society with integrity and in unity with our customers, partners, communities and the world around us.

Therefore, we are focused on three objectives.

- In harmony with nature**: To contribute to biodiversity through habitat enhancement, and through environmental education and research.
- Value natural resources**: To continually improve natural resource conservation through operational improvements and product design.
- Reduce CO<sub>2</sub> emissions**: To continually reduce emissions of Greenhouse Gases, including CO<sub>2</sub>, from our products' complete life cycle.

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

**TEAMS**: Total Environmental Advanced Management System  
TEAMS is the group-wide a progressive management system to help ensure a healthy environment.

One Team, One Planet.

**BRIDGESTONE**

### Electrical Energy

Bridgestone Costa Rica strives to improve the energy efficiency of its operations at all levels of the business. In 2016, a total of 51,386,510 kWh of electrical energy was consumed. Unlike previous years, there was no reduction in energy consumption as the result of the installation of new equipment to meet increased production demands.

### Fuels

Included in the company's energy consumption are the following non-renewable fuels, which it uses in its daily operations. The total consumption of non-renewable fuels in 2016 was:

Fuel Type	Consumption in 2015	Consumption in 2016
Diesel (liters)	42,158	43,355
Gasoline (liters)	15,986	31,467
Fuel Oil (liters)	3,100,280	3,334,090
Pellets used for Steam Production (kilograms)	7,991,550	8,267,011
LP Gas (liters)	269,759 liters	312,699 liters
Lubricants (liters)	323,598	362,081
Fixed Combustion for Fire Control System Plants (liters)	2,119	2,745

### Water

All of the water used at Bridgestone's plant in Costa Rica is extracted from wells, and total consumption figures include treated water. In 2016, water consumption totaled 184,912 m<sup>3</sup>.

Bridgestone uses recycled water to water the plant's green areas. In 2016, 1,360 m<sup>3</sup> of recycled water was used for irrigation purposes.

In addition to recycling water, in 2016, the company implemented sludge composting at all its waste water treatment plants. Thanks to this program, a total of 272,073.4 m<sup>3</sup> of water was returned to the Quebrada Seca River.

### Emissions

Reducing CO<sub>2e</sub> emissions is fundamentally important in protecting the environment. Year over year, Bridgestone Costa Rica strives to decrease its emissions to ensure its operations are environmentally friendly.

Total greenhouse gas (GHG) emissions in 2016 reached 13,857 tonnes of CO<sub>2e</sub>.



In a year-on-year comparison, the company **decreased<sup>1</sup> its emissions by 14%.**

### Scope 1

Total gross direct GHG emissions in 2016 reached 12,001 tonnes of CO<sub>2e</sub>, corresponding to the company's fuel consumption.

2015	2016
10,470 tonnes of CO <sub>2e</sub>	12,001 tonnes of CO <sub>2e</sub>

### Scope 2

Total gross indirect GHG emissions in 2016 reached 1,856 tonnes of CO<sub>2e</sub>, while, in 2015, this figure was 5,415 tonnes of CO<sub>2e</sub>, representing a reduction in emissions of 65.72% compared to 2015. This scope refers to the company's electrical energy use.

2015	2016
5,415 tonnes of CO <sub>2e</sub>	1,856 tonnes of CO <sub>2e</sub>

Atmospheric emissions, in kilograms or multiples of kilograms:

Gas	Quantity in Kg or Multiples of Kg 2015	Quantity in Kg or Multiples of Kg 2016
NOx	442,50 mg/m <sup>3</sup> (ppm)	454,50 mg/m <sup>3</sup> (ppm)
SOx	2,294,30 mg/m <sup>3</sup> (ppm)	2,158,33 mg/m <sup>3</sup> (ppm)

<sup>1</sup>The emissions factor for the country's energy grid in 2016, according to the National Meteorological Institute, dropped by 68% compared to 2015 as a result of the use of renewable energies to generate electricity. This is why emissions decreased in 2016 vs. 2015. The emissions factor in 2015 was 0,1170 kg CO<sub>2</sub> e/kWh, while, in 2016, it was 0,0381 kg CO<sub>2</sub> e/kWh.





## Waste

One of Bridgestone Costa Rica's environmental priorities is managing and properly disposing of the waste generated as a result of the company's operations in compliance with all applicable legislation in the country as well as the guidelines stipulated by its own internal management system.



In 2016, the company's **waste generation dropped** by **5.8%**.

Method of Elimination	Hazardous Waste	Non-Hazardous Waste	Total
Recycling (RECYCLABLE MATERIALS)	0	362,193	362,193
Composting	0	13,101	13,101
Deep Injection Wells (LANDFILL)	110	362,193	362,303
Co-Processing (INCLUDING TIRES) *	4,847,83	868,740	1,353,523
Others	8,762	275,027	283,789
Total	493,655	1,911,288	2,404,943



Of the total waste generated by Bridgestone Costa Rica,

**79.5%** was classified as being **non-hazardous**, while 20.5% was classified as hazardous waste.

In 2016, 71.34% of all waste generated was sent for recycling or co-processing. This percentage increases to 83.68% when waste sent for composting and others are included.

## Opening of Collection Center

With the goal of promoting and improving waste classification and recycling, not only at the company but also in the homes of its employees, Bridgestone Costa Rica opened a recycling and collection center in 2016.

Employees and their families can bring paper, metal, plastic, tetra pack and electronic waste to the center. Thanks to this program, 500 kg of waste was collected every month during 2016.



## Environmental Efficiency

Bridgestone Costa Rica values natural resources and strives to mitigate the impact of its activities by improving operations and optimizing product design. In 2016, improvements were made in four areas of the company:

### Use of Materials

In terms of the use of materials at the plant, Bridgestone successfully reduced employee use of paper towels by 90%, while in its production process, it decreased the use of plastic by 5%.



## Waste

In 2016, operational improvements were made at the plant, increasing the amount of waste sent for recycling or other methods of elimination. Nearly 84% of non-recoverable materials were sent for recycling, co-processing and composting, among others.



**90%** less consumption of **paper towels** by employees.

## Water Use

Bridgestone has implemented measures to optimize the use of natural resources within the production process. In 2016, in addition to optimizing the use of recycled water, the company implemented a program to identify and fix leaks. Despite there being no reductions in water use as the result of increased production, measures like these help the company to more efficiently use resources and generate savings in the future.



### Reception of the AMCHAM

Responsibility in Action **award for its biomass boiler.**



There were taught courses in **environmental training to 1,003 employees.**

## Biomass Boiler

In 2016, Bridgestone Costa Rica was presented with an award from AMCHAM (Costa Rican-American Chamber of Commerce) for its biomass boiler, which was installed in September 2014, replacing the use of fossil fuels with wood pellets.

These pellets are a solid biofuel manufactured from wood particles that, given their consistency and characteristics, make the boiler and the combustion process more effective than using other forms of wood as a fuel. The boiler has helped the company to reduce emissions and mitigate its environmental impact.

The biomass boiler project allowed the company in Costa Rica to be awarded the Bridgestone Americas Awards and the Bridgestone Group Awards.

## Training

Bridgestone Costa Rica fully believes in the importance of raising awareness among its employees and value chain of environmental issues. In 2016, the company organized environmental training courses for 1,003 employees, with a total of 64 training hours. Topics covered during these courses included: the classification of hazardous and non-hazardous waste, water management, dealing with spills and energy management.

For suppliers and contractors, the same courses were offered. A total of 659 people were trained, receiving 33 hours of training.



ENVIRONMENT

G4-EN20, G4-EN21, G4-EN23

## Contribution to Biodiversity

### Bandera Azul Ecológica Program.

In 2016, Bridgestone was presented, for the fifth year, with the Bandera Azul Ecológica (PBAE) award in the category of Climate Change, by Acueductos y Alcantarillados.

This program consists of evaluating compliance with a series of indicators that highlight on-going improvements throughout the year in order to be awarded a Bandera Azul (Blue Flag) at the end of this period.

This program not only takes these indicators into account, but it also awards a star rating to companies that have some form of certification (ISO 14001, ISO 9001, ISO/I 16949, INTE-IS/IEC 17025, BASC Property Safety Standard), and those which help stakeholders within the value chain become part of PBAE and the C-Neutrality Certification.



Obtaining the recognition **“Blue Flag Ecological”** for fifth year.

In 2016, Bridgestone Costa Rica **was not fined for any non-compliance with environmental laws and regulations.**





# Management fundamentals



Along with these Priority Areas, Bridgestone continues to strengthen the basic characteristics expected of any responsible company. The leadership commitment assumed by the company is classified in six major Management Fundamentals:

Compliance and Fair Competition	56
Business Continuity (BCP) and Risk Management	62
Human Rights and Labor Practices	66
Industrial Hygiene and Safety	74
Procurement	82
Quality and Customer Value	86



## Compliance and **fair competition**



### Ensure excellence through compliance and integrity.

The company builds trust with all stakeholders by ensuring that ethical decision-making guides responsible business practices across its operations.

#### Ethics

Bridgestone Costa Rica ensures that all of its activities embody the highest ethical standards, guaranteeing compliance with national and international laws and promoting competition and operational practices.

#### Ethics Committee

Bridgestone Costa Rica has an Ethics Committee, composed of representatives from each area of the plant. The main function of which is to analyze any doubts arising from issues of non-compliance, in addition to the interpretation of the guidelines set out in the company's internal policies or procedures. In 2016, the Committee was composed of eight members who convened five sessions.

#### Code of Conduct

The Code of Conduct sets out the guidelines for promoting respect and tolerance in the workplace. The company uses the Code of Conduct of the Bridgestone Americas Compliance Center (BACC), which contains all the priority issues in this area.



**The Ethics Committee**, the main function of which is to drive understanding of the company's **ethical guidelines**, is composed of **8 members who convened 5 times during 2016.**



**Ethics Week.**



Collaboration with

**11 associations** within the sector.

Over the past year, leaflets regarding the Code of Conduct were handed out to everyone at the plant. Furthermore, the 2015-2016 Ethics Program was implemented, which included a communication plan to raise awareness among employees and suppliers of areas relating to ethics, integrity and transparency

In 2016, ethics training was also offered to service providers and technical consultants (from the Americas and the Caribbean). In November, Ethics Week was held, raising awareness among employees regarding relevant ethical areas, such as the Code of Conduct and complaints procedures.

Ethics podcasts were also used to highlight the importance of this area. Furthermore, the company's leaders provided a declaration of compliance.

### Code of Conduct Training

In 2016, Bridgestone Costa Rica reaffirmed its commitment to providing its employees with Code of Conduct training. Nearly 99% of employees took part in these training sessions, which focused on areas such as employee rights and responsibilities. All new employees also received training during the onboarding process.

### Complaints Procedures

Bridgestone firmly believes in offering its employees the opportunity to report any problem or non-compliance with the Code of Conduct. This has been made possible through the implementation of communication channels.

All complaints are confidential in nature, and, through these channels, employees can also voice their concerns about ethical dilemmas. They are also a means of resolving any doubts regarding compliance with corporate policies.

Employees can file a complaint via the following channels:

- Directly with their manager or with the Human Resources Department
- Directly with the Legal Department
- Directly with the Ethics Committee
- Via the toll-free Ethics Line - 00 800 011 1100



**98.66%** of the **employees trained** in issues concerning the **Code of Conduct.**

### Fight Against Corruption

Bridgestone Costa Rica strives to eliminate corruption and conflicts of interest at all levels. During 2016, 98.6% of employees received training about how to act when faced with these types of situations.

In 2016, there were no confirmed cases of corruption, nor was the company fined for any acts of non-compliance.



### Responsible Marketing

Bridgestone Costa Rica firmly believes in the importance of implementing promotional campaigns that meet the highest standards of quality and comply with the Law on the Promotion of Competition and Effective Consumer Protection.

Through its Marketing and Legal departments, Bridgestone strives to ensure its advertising and promotions comply with all applicable laws, as well as ethical marketing practices, guaranteeing

that Bridgestone provides its clients with quality products that comply with what is being offered in its advertising campaigns.

Pricing is covered by the legal norms governing operations.





# #MÁXIMO DESEMPEÑO



## Participation with Associations and Authorities

Bridgestone Costa Rica promotes healthy competition and development within Costa Rica's industrial sector by participating in events and activities that promote these goals. This is why the company believes it is fundamentally important to promote partnerships and collaboration that help it contribute more effectively and accurately.

In 2016, the company worked alongside the following associations:

- Entrepreneurial Association for Development (AED)
- ALIARSE para el Desarrollo
- Costa Rican Association of Large Energy Consumers (ACOGRACE)
- High Technology Services Companies' Chamber (CAMSCAT)
- Costa Rican Chamber of Industry (CICR)
- Costa Rican-North American Chamber of Commerce (AMCHAM)
- Costa Rican Chamber of Commerce
- Ecological Foundation for the Recycling of Rubber and Waste Tires (Fundellantas)
- Association of Tire Distributors and Retreaders (ACOLLRE)
- Costa Rican Chamber of Exporters (CADEXCO)
- Costa Rican Association of Free Trade Zone Companies (AZOFRAS).

In 2016, the company worked alongside the Ecological Foundation for the Recycling of Rubber and Waste Tires (Fundellantas) to implement a sustainable solution for tire disposal. The company transported used tires from a public collection center to Fundellantas where they were properly disposed of. The company paid for 35 trips, the equivalent of 14,000 tires.

Bridgestone was also present at the conclusion of the commercial negotiation process for the Free Trade Agreement between Central America and Korea, achieving tax exclusions for tires for Costa Rica and Guatemala as well as tax relief periods for the rest of the countries in Central America and Panama.



**Collaboration with Fundellantas** for the adequate and sustainable implementation to the process of final disposal of tires.

## Personal Data Protection

Personal data, from both the company's present and prospective employees, is protected by Bridgestone Costa Rica through its privacy notice, which specifies the guidelines on how the personal information the company possesses is handled and safeguarded.

## Social Networks

Bridgestone Costa Rica believes it is fundamentally important to promote engagement with its consumers and stakeholders. This digital forum allows the company to share relevant information with these groups, in addition to directly facilitating dialog and fostering the exchange of opinions.

Through its social networks, Bridgestone can learn more about what its customers need and want, as well as their perception of the brand. During 2016, Bridgestone focused on consolidating this communication with its customers, achieving 682 followers on Twitter and 58,556 followers on Facebook.



682 followers on **Twitter**,

58,556 followers on **Facebook**.

Facebook Bridgestone Centroamérica y Caribe:  
<https://www.facebook.com/BridgestoneCR/>

Twitter @bridgestonecac  
<https://twitter.com/bridgestonecac>







# Business Continuity (BCP) and risk management

## Prevent and mitigate operational risks.

The company anticipates, prevents and mitigates risks, but when crises arise, it protects its people, property, and profits.

### Corporate Business Continuity and Crisis Management Program

Bridgestone has prepared a response plan for situations that are critical to operations, This is why the Latin America North (BS-LAN) region has a Crisis Committee (CC) that offers decision makers the tools they need to respond quickly, effectively, efficiently and in a structured manner in the event of a crisis situation. The plan has been designed by Bridgestone Americas to comprehensively cover situations, such as those that:

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



**36** executives took part in the first **Crisis Simulation** developed by **Bridgestone Americas.**



**21** employees received **Crisis Situation and Business Continuity training.**



**18** executives received **Media Training for Spokespersons.**



Bridgestone Costa Rica underwent the BASC (Business Alliance for Secure Commerce) recertification process, successfully maintaining its ISO 9001:2008 and ISO TS certifications. Emergency Committees have been set up in each area within the region, with members being trained and crisis simulation exercises implemented.

The Bridgestone Latin America North (BS-LAN) Crisis Committee is of fundamental importance given that it guarantees business continuity during crisis situations. This committee decides those situations that merit a response at a corporate level and those situations in which the regions have the authority and responsibility to act and communicate.

### Training and Response Plans

With the aim of implementing a training program and ensuring improved responses to critical situations, Bridgestone Costa Rica trains its employees, contractors and transport providers in crisis management and safety procedures.

In 2016, 21 employees received training in crisis situations and business continuity. In terms of safety issues, 204 employees and 78 external personnel (contractors and transport providers) were trained.



Area	Number of People Trained		Number of Training Hours		Area
	Internal Personnel (Employees)	External Personnel (Contractors and Transport Providers)	Number of Training Hours for Internal Personnel	Number of Training Hours for External Personnel	
Safety	204	78	31 hrs	7 hrs	BASC, OAS and various safety issues
Crisis Management	21		4 hrs		
Others	7	8	3 hrs	3 hrs	Threatening phone calls

In addition to these training programs, Bridgestone’s Communications team coordinated a media training course for spokespersons for Bridgestone Costa Rica, Bridgestone Shared Services Center and Firestone Industrial Products. A total of 18 executives received training.





**Promote respect for fundamental Human Rights and responsible labor practices.**

The company fosters an inclusive culture in which all Bridgestone entities and locations adopt and apply ethical labor practices, build trust with teammates, and embody respect for diversity and for fundamental Human Rights.

Human Rights and  
**labor practices**



**Human Rights**

Bridgestone Costa Rica sees Human Rights as one of the pillars of success for the global community. For the company, Human Rights are a fundamental part of its business model, which is why it constantly drives innovation to contribute positively in this area.



**6.43%** of employees are **female**

The company has three corporate policies that help ensure it is in full compliance with Human Rights throughout its value chain.

**1. General Code of Conduct**

This includes a section about Promoting Respect and Dignity, stipulating that employees are the most valuable resource at Bridgestone Americas, and, in order to ensure success, everyone must be treated with dignity and respect at all times. Under no circumstances will any behavior that promotes an intimidating, hostile or offensive working environment be tolerated.



**61,923** total training hours, **60 hours** per employee.



**217** new hires.

**2. Harassment, Discrimination and Retribution Prevention Policy**

The purpose of this policy is to foster a working environment that is free from harassment, discrimination and retribution based on factors such as: ethnicity and/or nationality, skin color, mental or physical disability, age, sexual orientation, gender/sex (including pregnancy, childbirth, breastfeeding or related medical conditions), gender expression and/or identity, marital status, citizenship status and any other trait protected by local, state and federal statutes.

**3. Human Rights Policy**

This policy strictly prohibits discrimination in any of Bridgestone's corporate activities, focusing on ethnicity, nationality, gender, age, language, religion, beliefs, social status, disabilities or any other related factors.

It also prohibits harassment by forbidding any member of the Bridgestone team from talking or acting in a way that degrades the individual dignity of another person. Finally, this policy prohibits child labor in any country in which the company operates.

In addition to raising awareness about these policies, during 2016, employees at Bridgestone Costa Rica took part in a ceremony during which the country's commitment to the United Nation's 17 Sustainable Development Goals was reaffirmed.



**Harassment, Discrimination and Retribution Prevention Policy**

Through measures such as this, the company continues to align its operations with the UN's Sustainable Development Goals, based on three Priority Areas: People, Mobility and Environment.

**Workplace Inclusion and Diversity**

Bridgestone Costa Rica is a company that is committed to the diversity of its workforce. Workplace inclusion is of key importance in helping both Bridgestone and society in general to grow and develop.

In 2016 gender equality in the workplace was a focus, three more female staff members were hired. In the Latin America North region, the hiring of female employees increased by 50% compared to 2015.



**9.21%** of new hires were **female**.


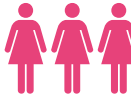
**Labor Practices**

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

**Employees**

In 2016, Bridgestone Costa Rica had 1,042 employees (6.43% female and 93.57% male) (67 women and 975 men). There were a total of 217 new hires in 2016. Of this total, 120 employees were hired to form part of the fourth Production crew due to the increase in demand for plant operations.

Employee turnover was 0.88%. Turnover among men was 0.79% among men and 0.11% among women.

 <b>Men</b>	Under 25	119
	Between 25 and 30	201
	Between 31 and 40	333
	Between 41 and 50	210
	Over 51	112
 <b>Women</b>	Under 25	7
	Between 25 and 30	24
	Between 31 and 40	22
	Between 41 and 50	8
	Over 51	6

**Training**

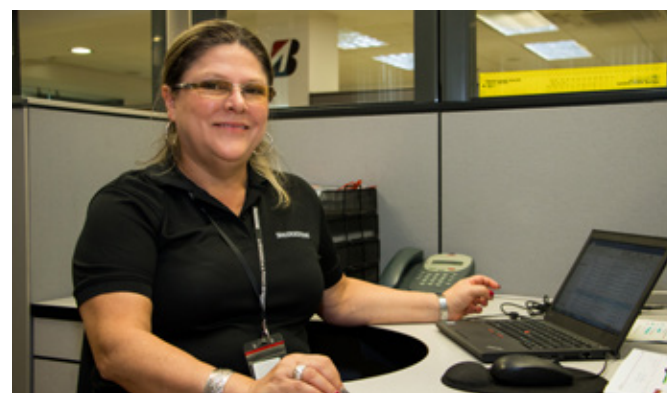
Bridgestone Costa Rica believes that developing the talent of its employees is fundamentally important in helping drive the knowledge and skills of everyone who works at the company. This can be seen every single day in the positive contributions of each employee: ideas, projects, quality and innovative creativity. This investment also has a positive impact on the growth of the organization.

In 2016, a total of 1,028 employees received training, including directors, managers, middle managers, assistants and operators. This means that 98.66% of Bridgestone Costa Rica's employees received some form of training during the year.

The total number of training hours was 61,923, an average of 60 hours per employee. A total of US \$184,416 was invested in training by Bridgestone Costa Rica.



**98.66%** of employees received **training**.



G4-LA9





Employee Category	Total Employees in 2016	Total Training Hours in 2016	Average Training Hours in 2016
Directors	4	401	100
Deputy Directors, Managers or Area Coordinators	29	2,556	88
Middle Management	71	4,430	62
Professional	150	6,078	40.5
Assistants	14	51	4
Operators	760	48,407	64
<b>Total</b>	<b>1,028</b>	<b>61,923</b>	<b>60</b>

 **62 training hours** for women.

Of the 1,028 employees who took part in training sessions, the average number of training hours for women was 62, while for men the average number of training hours was 60.

 **Investment** in training: **US \$184,416** dollars.

	Total Employees in 2016	Total Training Hours in 2016	Average Training Hours in 2016
 <b>Men</b>	973	58,492	60
 <b>Women</b>	55	3,431	62
<b>Total</b>	<b>1,028</b>	<b>61,923</b>	<b>60</b>

### Performance Evaluation

Continuous employee feedback is of key importance for Bridgestone Costa Rica, allowing the company to detect areas of opportunity and improvement.

All of the organization's employees have regular performance evaluation periods. These performance evaluation periods are scheduled for the middle and end of each year.

Bridgestone Costa Rica uses a Performance Management Appraisal (PMA) process to evaluate its employee performance. In 2016, 100% of employees underwent this evaluation process, with 80% of employees rated as having a 'solid' performance and 16% exceeding performance expectations.

### Talent Attraction, Retention and Development

Bridgestone Costa Rica constantly searches for the best talent on the market to offers its customers the very best service and quality. To achieve this goal, the company implements a range of activities to attract, retain and develop talent. Some of these programs are outlined below:

#### Bridgestone Professional Experience

The goal of the Bridgestone Professional Experience program is to attract young college talent. This program helps evaluate and retain college talent looking for an internship opportunity, offering

them the possibility of a full-time position after the program has finished. In 2016, 43 interns took part in this program, 18 more than in 2015. 9% of these interns were offered a full-time position at Bridgestone Costa Rica.



**9%** of interns were hired.

#### Diploma for Leaders

As part of its talent development initiatives, a group of employees was selected to take part in a leadership and business skills development diploma, entitled: "Dan Totsu Leadership and Business Program." Offered at a Latin America North (BS-LAN) level, the program focuses on the development of knowledge and skills encompassing leadership, coaching, strategy, customer management, processes, projects, innovation, results and negotiation. Twenty-one associates from Bridgestone Costa Rica took part in this program.



## Balance between Personal and Professional Life

Employee satisfaction depends on a balance between their personal and professional lives, helping them to perform better every single day. Bridgestone Costa Rica wants to promote the comprehensive well-being of its employees, which is why it extends its employee benefits and programs to cover family members as well.

The company offers a range of services, including psychological, nutrition, physiotherapy, medical and social work, both to its employees and their families. During 2016, psychological support was offered to 599 employees and 220 direct family members.

To ensure the physical well-being of its employees, the company offers them access to a gym, which is managed by the Employee Association.



Bridgestone Costa Rica **was presented with the Great Place to Work award for the third year in a row.** Being a company that is ranked as an excellent place to work **is the result of the commitment and trust embodied by the company and its employees.** The results of the survey show strengths that the company can strive to preserve, such as **pride in the company and the brand, hard work and sense of camaraderie and family.**

## Benefits

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

The benefits the company offers its employees include contributions encompassing IVM (Disability, Old Age and Death), illness and maternity, INA (National Institute of Learning), IMAS (Joint Institute of Social Assistance), family allowances, labor capitalization fund, compulsory pension contributions and Banco Popular. Furthermore, the workforce has an Employee Association they can join as soon as they have been hired by the company.

As an additional benefit, and in order to retain talent, after having worked at the company for five years, employees receive an extra week of vacation. For those employees who have been at the company for 10 years, they are given an extra two weeks of vacation.



## Retirement Preparation Program

Bridgestone Costa Rica has continued with its Retirement Preparation Program. During 2016, workshops were organized, focusing on self-esteem, myths about retirement and financial planning. This year, two follow-up sessions were organized with the first generation of graduates from the program, and a new group of 7 participants is currently enrolled. Furthermore, six visits, coordinated by IMAS-Bridgestone, were made to homes of people who have retired from the company.

## Talent Awards

Bridgestone believes that recognizing the talent and hard work of its employees is a key management tool in strengthening its relationship with them. It also believes that this can motivate them to develop new ideas and drive desirable behavior within the organization. Some of the activities and programs that were organized to recognize the work being done by the company's employees are outlined below:

### President's Award

This is an award presented to employees for their performance or for their significant contributions to the business. This award is accompanied by a prize of US \$300. In 2016, 22 employees were presented with the President's Award.

### Perfect Attendance

The number of employees presented with the Perfect Attendance award, was 432, an increase of 75 employees compared to 2015. Each one of them was recognized for their commitment and punctuality.

### Length of Service

Bridgestone Costa Rica rewards the loyalty and trust of its employees through bonuses based on years of service. These awards are presented at a ceremony attended by about 100 people, including the families of those being honored. The award comes with a financial incentive of US \$200 for 20 years of service, increasing by US \$50 every 5 years. In 2016, 23 employees were presented with this award.



**45** award-winning employees  
through **recognition initiatives.**





### Safety always comes first.

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



**26%** fewer **days lost** as a result of accidents.

# Industrial Hygiene and safety



**0** occupational diseases.



Health and safety training:

**224** employees,  
448 training hours.

**243** contractors,  
729 training hours.



This Management Fundamental is aligned with the Safety Mission Statement, through which Bridgestone promotes the health and safety of all its employees, in compliance with workplace laws.



### Health and Safety Commission

Bridgestone Costa Rica has a Health and Safety Commission, which is composed of eight members (four representatives from the company and four workers from the plant). The goal of this commission is to promote safety guidelines, ensuring that the organization complies with all occupational health laws.

During 2016, the company coordinated safety training sessions and meetings in order to analyze risks posed by machinery and equipment, decrease safety hotspots at the plant, and monitor measures taken to prevent the occurrence or recurrence of accidents and incidents. Furthermore, campaigns were organized to identify and reduce the number of mosquito breeding grounds, both at the plant and at the homes of the company's employees.

### Occupational Safety

Bridgestone believes in the fundamental importance of ensuring a safe workplace that offers conditions that are in keeping with the company's operations. That is why it has implemented several programs to protect its employees.

#### Control and Monitoring Programs

Protecting and safeguarding its employees is an essential part of Bridgestone Costa Rica's philosophy. Guaranteeing operations that comply with occupational health and safety guidelines is one of the company's major focuses. During 2016, the following achievements were made in this area:

- The number of working days lost as a result of accidents dropped from 328 in 2015 to 243 in 2016, a decrease of 26%.
- Drills were held to simulate trapped workers, fire and evacuations.
- Audited training sessions in LOTO (Lock Out, Tag Out) were given.
- The number of musculoskeletal injuries decreased.
- The company was awarded its recertification in the Occupational Health and Safety Management System (OHSAS 18001).
- It was awarded the 2016 Preventico award.

These achievements and occupational health and safety measures at Bridgestone Costa Rica are possible thanks to the programs and initiatives outlined below:

#### Emergency Action Plan

Bridgestone Costa Rica's Emergency Action Plan is designed to control, manage, prepare for and respond to emergencies, including earthquakes, fires, chemical spills, gas leaks, food poisoning, bomb threats and plane crashes, among others.

The purpose of this plan is to set out the requirements and guidelines that need to be implemented to respond to emergencies at Bridgestone Costa Rica, in addition to identifying activities that should be progressively developed, including: conceptualization, principles, benchmarks, organization, risk evaluation, action plan, and monitoring and evaluation activities.

In 2016, three drills were organized to evaluate behavior and response times in emergency situations, in addition to monitoring the performance of the safety brigade.



Reduction of **26%** of days lost due to accidents.







### Health and Safety Training

Health and safety training is aimed at all of Bridgestone Costa Rica's value chain. Through these training sessions, the company ensures that its plants, employees, suppliers and contractors have the knowledge necessary to prevent accidents and promote health and safety.

In 2016, 224 employees received a total of 448 hours of training. New employees were offered safety onboarding training, encompassing a range of areas, such as Bridgestone's comprehensive policy, fundamental safety activities at the company, the Emergency Action Plan, evacuation routes, meeting points and activation of the alarm in the event of an emergency.

Experienced employees underwent recertification training in areas specific to their departments, including:

- Refresher courses in Fundamental Safety Activities and Bridgestone Safety Guidelines.
- Recertification Course for Working at Heights.
- Recertification Course for LOTO (Lock Out, Tag Out)
- Recertification Course for Working in Hot Environments

- Recertification Course for Working in Confined Spaces
- Recertification Course for the Use of Industrial Vehicles
- Recertification Course for Working with Electricity

Furthermore, 243 contractors received 729 hours of training in 2016. The areas covered by these training sessions for the value chain included:





- Waste Classification and Management
- Safety Measures for Working in Confined Spaces within Areas Designated by the Company for this Purpose
- Blocking and Carding of Mechanical, Hydraulic, Pneumatic and Gas Equipment



**243** contractors received **729** training hours.

### Occupational Health

In terms of occupational health, Bridgestone Costa Rica offers its employees access to medical services. In 2016, 4 types of medical services were offered:

Service				
	Medical	Nutrition	Physical Therapy	Psychological
<b>Numbers of Consultations</b>	<b>4,073</b>	<b>2,599</b>	<b>4,058</b>	<b>798</b>

### Awareness Campaigns

Promoting health is not a simple task; it requires raising awareness among employees. During the year, Bridgestone Costa Rica coordinated the following campaigns.

Name of Program/ Activity/Campaign	Goal	Number of Employees Benefitted	Number of Family Members Benefitted
Vaccination Campaign	Offer primary healthcare services to combat the flu virus.	733	
Nutrition Center	Offer nutritional support as part of a comprehensive healthcare service, for both employees and their families.	2,378	469
Retirement Program	Offer the tools to help the older generation of employee make the transition to their new roles.	7	



- Working in Hot Environments and Compliance with Corporate Fire Prevention Procedures
- Working at Heights in All Areas of the Plant and with the Right Equipment



Bridgestone Costa Rica **has Brigades** as an **alternate training modality** for employees.

As part of its health and safety training program, the company has other activities, not included in its training hours, that provide employees with comprehensive training in this area.

#### Brigades

Through its brigades, the company offers training about fire prevention and fighting, evacuation procedures, first aid, CPR, rescue procedures (at heights and in confined spaces), chemical spills and handling bees, among others. Furthermore, employees are offered courses in Hot Bach and the use of fire extinguishers and hoses, in addition to taking part in a Safety Simulator.

#### Refusal to Work

To help protect its workforce, the company's employees have the right to refuse to work if they feel that proper safety conditions are not in place. They can exercise this right with no fear of retaliation. In these cases, safety measures are immediately evaluated and, if necessary, corrected.





# Procurement

## Create value for society through sustainable procurement practices.

The company is committed to creating value and continually working toward a sustainable society to ensure long-term environmental, social and economic benefits by incorporating the following into the entire supply chain:

1. Transparency
2. Compliance
3. QCD and Innovation
4. Sustainable Procurement Practices



### Suppliers

Bridgestone Costa Rica embodies and promotes fair and equitable treatment when searching for and hiring suppliers. These actions promote healthy competition throughout the supply chain, laying the foundations for solid and long-lasting relationships.

In 2016, the company had 2,600 suppliers from several countries, including Costa Rica, Mexico, US, Canada, Venezuela, Colombia, Japan, China, Argentina, Brazil, Korea, Germany and Taiwan. Of these suppliers, 47.2% are from Costa Rica, receiving 33% of the total amount paid to suppliers (US \$161,762,149.45 in 2016).



**33%** of the **raw materials** used by the company are **domestically-sourced**.



**2,600** suppliers  
47.2% are **domestic**.

G4-12, G4-LA14, G4-LA15, G4-HR5, G4-HR6, G4-HR10, G4-HR11

## Supply Management Process

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

Supplier and/or contractor registration policies have been improved, in addition to safety regulations and training sessions for suppliers.

One hundred percent of contracts with service providers guarantee compliance with the guidelines stipulated by Bridgestone Costa Rica.



### Training to suppliers in matters of Corporate Social Responsibility.

## Supplier Evaluation and Development

Through out this evaluation process, Bridgestone Costa Rica compiles information about how its suppliers embody sustainability concepts in order to align their practices with the principles promoted and embodied by the company.

This alignment process is achieved by increasing the number of training sessions and workshops for suppliers. These sessions encompass the improvements in sustainability criteria that the company applies when selecting and evaluating suppliers, including the quality, performance and warranties of the product or service offered by the supplier, in addition to reliability, speed of response, responsibility and compliance. In addition to these criteria, ethical market practices are a priority for the company's suppliers.

To drive added value and engagement with our sustainability guidelines, we have implemented the Value Chain program, the goal of which is to offer Corporate Social Responsibility training options to suppliers, in addition to safety, environmental and legal training, among others.

## Sustainable Procurement Practices

Bridgestone Costa Rica has a Green Procurement Policy (IT-900-11-09) that incorporates environmental variables into its procurement system. This policy promotes the purchase of more environmentally-friendly goods and services to mitigate any negative impact on the environment, in addition to ensuring greater efficiency in the use of natural resources and driving improvements in its environmental management.

Some of the environmental specifications for purchases include:

- Use of recycled raw materials.
- Use of recycled materials.
- Use of less toxic materials.
- Reduction in product volume and weight (to optimize transportation).
- Less energy use.
- Less water use.
- Less waste generated in general.
- Less packaging and/or packaging returns.
- More efficient delivery logistics.

- Optimization of life cycle.
- Reuse of product.
- Ease of repair.
- Guarantees regarding proper waste management during the contract period (especially in terms of services), the use of renewable energy sources, the reduction of environmental noise and air pollutant emissions.

Through this policy, suppliers are evaluated using additional indicators to those required by law, going beyond the traditional principles of time, quality and price.



**100%** of service suppliers have contracts that ensure compliance with Bridgestone Costa Rica guidelines.





**Create value for the client and promote a relationship of trust.**

Bridgestone creates a global framework in collaboration with all related Bridgestone entities and stakeholders to proactively identify, prioritize and address customer quality issues in keeping with the intentions of our founder to: “Serve Society with Superior Quality”.



**There were opened Six new stores** in 2016,

up from **161 in 2015** to **167 in 2016**. These stores are located in Puerto Rico, Costa Rica, Nicaragua and Guyana.

Quality and **customer value**



**Economic Value:**

**Generated value** was **~23%** of the total region,

**Distributed value** was **~51%** of the total region,

**Retained value** was **~2%** of the total region.



**The investment** in opening these **new distribution centers** was

**US \$94.538** dollars.



Through its Quality Mission Statement, Bridgestone focuses on improving its processes by offering superior quality products and services throughout its value chain. The company drives performance and generates value for its customers by promoting innovation in every single aspect of the business.



### Promotions and New Products

Bridgestone Costa Rica strives to offers its customers promotions that benefit both them and the company. In 2016, three main promotions were implemented:

- 4x3 for Spring Break
- Black Friday
- Christmas

These promotions help people during periods of the year when consumer spending is at its highest, generally during public holidays or vacation periods, offering the company’s products at the best possible prices.

During the year, new products were launched on the market, helping meet customer needs and expectations:

- FUZION brand tires and 42 products from the Touring, UHP and SUV lines.
- New line of LT CV5000 products.

In addition to launching these products, Bridgestone Costa Rica launched the *Survey* and *Profleet* tools for the fleet markets in Nicaragua and Dominican Republic. Both tools compile data about fleets and monitor the tire performance of its distributors’ clients.

### Logistical Efficiency

Bridgestone Costa Rica constantly strives to make its operations more efficient. In 2016, these measures led to significant achievements in logistics.

Savings were achieved in raw material transportation from ports to plants thanks to tariff renegotiations with three major transport providers. A new customs agency for exports to the US and Canada was incorporated. Transportation methods for products being sent from Mexico to Costa Rica were changed from land to sea transportation.

One-hundred percent of the logistics team received training in several areas, including new global legislation regarding tariff headings and free trade agreements between Costa Rica and Mexico and Colombia. The total number of training hours was 14 per employee.

These measures have allowed the company to drive improvements in its internal processes, helping it to offer better products and services, increase operational efficiency, drive the profitability of the business and offer better benefits to all its distributors and consumers.



Generation of **transport savings**



**100%** of the **Logistics team** received **training**.

### Customer Service

Bridgestone Costa Rica has a range of communication channels to interact with its consumers and distributors, including social networks, surveys, training sessions and bi-annual meetings. Furthermore, the company was present at the EXPICA (Livestock Exhibition of the Central American Isthmus) Conference, held in Nicaragua in July 2016. The event was attended by distributors.



### Bridgestone Expert Program

Via its toll-free 800-LLANTAS number, the Bridgestone Expert program monitors any concerns our distributors and consumers have regarding promotions and the purchase or sale of our products. About 90% percent of the issues raised were addressed immediately by the call center. Of the total calls and requests received during the year, 99% were resolved, with the remaining 1% being channeled to the corresponding areas.

### Training

Bridgestone Costa Rica, seeks to constantly improve the quality of its service in order to prepare itself in the best way possible and to emphasize at all times the importance that the client has for the company.

In 2016, several courses dealing with fundamental issues for the business were offered.

### Bridgestone Ambassadors

In 2016, we offered a training program to help employees better understand the 'Boss' (Customer). Employees taking part in this program had direct contact with customers and distributors and were accompanied by a sales consultant. The goal of this program is to promote a customer-focused organizational culture to help position the brand and apply this experience to the company's day-to-day operations.

During their day in the field, employees completed out a log with the knowledge they had acquired, which they then shared at the company to improve daily processes and offer better customer service.



Percentage of **customer service**

**99%.**



**19** employees took part in the **Bridgestone Ambassadors program.**

### Others

In addition to the Bridgestone Ambassadors program, several other customer service training courses were offered, including: sales, telephone customer service, basic knowledge of tires, warranties and new model features, among others. The goal of these training courses is to ensure employees have an overall view of the sector and to help improve customer service.








**Bridgestone Costa Rica aligns its business strategy with the United Nations Sustainable Development Goals. This helps identify specific goals it can attain by promoting solutions based on its skillset.**






During 2016, several programs and activities were organized, involving support from the company to promote a range of different sustainable development goals:





# Sustainable Development goals



Sustainable Development Goals	2016 Programs	Priority Area / Management Fundamental
	<ul style="list-style-type: none"> <li>• 26% fewer lost working days due to accidents.</li> <li>• Health and Safety Training.                             <ul style="list-style-type: none"> <li>• 224 employees, 448 training hours.</li> <li>• 243 contractors, 729 training hours.</li> </ul> </li> <li>• Employee access to medical, nutrition, psychological and psychiatric services.</li> <li>• Costa Rica complies with ILO Conventions ratified by its Legislative Assembly.</li> <li>• Zero occupational diseases.</li> </ul> <p><b>Donations</b></p> <ul style="list-style-type: none"> <li>• Ecuadorean Embassy in Costa Rica.                             <ul style="list-style-type: none"> <li>• 824 kg of food parcels.</li> </ul> </li> </ul> <p><b>S.O.S. Play</b></p> <ul style="list-style-type: none"> <li>• Prevent viruses, such as dengue and chikungunya.</li> <li>• 300 people benefitted.</li> </ul>	<p>People Health and Safety</p>
	<p><b>Donations</b></p> <ul style="list-style-type: none"> <li>• Fidel Chaves and Manuel del Pilar schools.                             <ul style="list-style-type: none"> <li>• 800 sets of books donated.</li> <li>• 800 people benefitted.</li> </ul> </li> </ul> <p><b>Training</b></p> <ul style="list-style-type: none"> <li>• 98.66% of employees received training.</li> <li>• 61,293 total training hours (60 hours per employee).</li> <li>• Investment in training: US \$184,416.</li> </ul>	<p>People</p>
	<ul style="list-style-type: none"> <li>• 6.43% of employees are women.</li> <li>• 9.2% of new hires were women.</li> <li>• 61 training hours for women.</li> <li>• Harassment, Discrimination and Retribution Prevention Policy.</li> </ul>	<p>Human Rights and Labor Practices</p>



Sustainable Development Goals	2016 Programs	Priority Area / Management Fundamental
	<ul style="list-style-type: none"> <li>1,360 m3 of water was recycled and used to water the plant's green areas.</li> <li>Sludge composting at the Waste Water Treatment Plants.</li> </ul>	Environment
	<p><b>Biomass Boiler</b></p> <ul style="list-style-type: none"> <li>Replacement of fossil fuels with wood pellets to help reduce emissions.</li> </ul>	Environment
	<ul style="list-style-type: none"> <li>217 new hires.</li> <li>Retirement Preparation program.</li> <li>Employee award schemes. 45 winners.</li> <li>Great Place to Work (third best company to work for in Costa Rica in the 100-1,000 employee category).</li> <li>9% of interns were hired.</li> </ul>	Human Rights and Labor Practices
	<ul style="list-style-type: none"> <li>Safe Mobility Project: improvement process encompassing the quality and design of a specific tire for 15-inch rims to reduce reprocessing and improve uniformity.</li> </ul>	Mobility
	<p><b>Think Before You Drive:</b></p> <ul style="list-style-type: none"> <li>Vacations                             <ul style="list-style-type: none"> <li>2,500 people benefitted.</li> <li>720 tire checks on 180 vehicles.</li> </ul> </li> <li>Universities:                             <ul style="list-style-type: none"> <li>3 universities.</li> <li>6,000 people benefitted.</li> </ul> </li> <li>Children:                             <ul style="list-style-type: none"> <li>3 schools.</li> <li>628 children benefitted.</li> </ul> </li> </ul> <p><b>Seguro Llegas:</b></p> <ul style="list-style-type: none"> <li>800 people benefitted.</li> </ul> <p><b>Señales play</b></p> <ul style="list-style-type: none"> <li>Educating children about road safety.</li> <li>780 people benefitted.</li> </ul>	Mobility

Sustainable Development Goals	2016 Programs	Priority Area / Management Fundamental
	<ul style="list-style-type: none"> <li>Green Procurement Policy (IT-900-11-09) that incorporates environmental variables into its procurement system.</li> </ul>	Procurement
	<p><b>Reduction</b></p> <ul style="list-style-type: none"> <li>14% less CO<sub>2</sub> emissions compared to 2015.</li> <li>5.8% less waste generated compared to 2015.</li> <li>5% less plastic used in the production process.</li> <li>90% decrease in paper towel use among employees.</li> </ul>	Environment
	<p><b>Environmental Training</b></p> <ul style="list-style-type: none"> <li>1,003 employees with 64 training hours.</li> <li>659 suppliers and contractors with 33 training hours.</li> </ul> <p><b>Reforestation</b></p> <ul style="list-style-type: none"> <li>50 trees and 30 bushes.</li> </ul> <p><b>Tire Recycling Workshop</b></p> <ul style="list-style-type: none"> <li>100 participants.</li> </ul> <p><b>Collection Center</b></p> <ul style="list-style-type: none"> <li>500 kg of waste collected every month.</li> </ul>	Environment
	<ul style="list-style-type: none"> <li>Ethics Committee.</li> <li>The company is governed by the Code of Conduct of the Bridgestone Americas Compliance Center (BACC).</li> <li>A range of complaints procedures to drive transparency within the company.</li> <li>98.6% of employees received training in the Code of Conduct.</li> </ul>	Compliance and Fair Competition





For the 11<sup>th</sup> consecutive year, Bridgestone Costa Rica has published its Sustainability Report, which encompasses the most significant milestones relating to sustainability at the company, in addition to providing its stakeholders with information about the company's main commitments and activities in the area of sustainability.

## About this report

This report incorporates the operations of *Bridgestone de Costa Rica, S.A.*, considering the plant in Belén, Heredia.



In 2016, a Materiality Study was undertaken, with the following issues being identified. These concepts make up the basis of this report:

Issue	Corresponding Indicator	Coverage	Stakeholders
Strengthening CSR in the supply chain	G4-LA12, G4-HR5, G4-HR6, G4-HR10 y G4-HR11		
Dialogue with stakeholders	G4-24, G4-25, G4-26 y G4-27		
Labor relations	G4-LA1, G4-LA2, G4-LA9, G4-LA10, G4-LA11 y G4-LA12		
Product quality	G4-PR1, G4-PR2, G4-PR3, G4-PR4, G4-PR5, G4-PR6, G4-PR7, G4-PR8 y G4-PR9.		Employees Distributors
Sustainable consumption		Internal/ External	Suppliers
Reciclyng the product post consumption	G4-EN28		Other Stakeholders <sup>1</sup>
Workplace safety	G4-LA5, G4-LA6 y G4-LA8		
Transparency	G4-SO1, G4-SO2, G4-SO6, G4-SO7 y G4-SO8		
Discrimination prevention	G4-HR8, G4-HR10, G4-HR11 y G4-HR12		
Human rights			
Prevention of dengue, zika and chinkungunya			
Corruption prevention	G4-SO4 y G4-SO5		

Issue	Corresponding Indicator	Coverage	Stakeholders
Efficient use of resources	G4-EN10 y G4-EN22		
Road safety and mobility	G4-PR1 y G4-PR2		Employees
Clean energy	G4-35 y G4-56	Internal/ External	Distributors Suppliers
Ecosystem's protection	G4-EN13		Other Stakeholders <sup>1</sup>
Environment protection			
Reduction of emissions	G4-EN19		

This document has been created using the Core Conformity option stipulated by the Global Reporting Initiative (GRI) for drafting G4 sustainability reports, covering the period from January 1, 2016, to December 31, 2016. For the second consecutive year, the information has been verified by an external auditor, and this verification methodology will continue over the coming years.

In terms of the information published in previous years, there has been no reformulation of the data used, meaning that the information published previously has not been modified.

Furthermore, although there is a Regional Report that consolidates the most relevant statistics regarding operations under this new structure (BS-LAN), this report focuses exclusively on Costa Rica, which is why there are no significant changes to the scope and coverage found in previous years.

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



<sup>1</sup> Other Stakeholders: media outlets, consumers, the community, authorities and associations. No specific strategy was employed to identify the perception of these audiences; however, a representative sample from the Materiality Study was taken into account.

# GRI index

## Basic General Content

Indicator	Page/ Direct Response	External Verification
G4-1	pp. 2-4	✓ Pg. 104
G4-2	pp. 2-4	✓ Pg. 104
<b>PROFILE OF THE ORGANIZATION</b>		
G4-3	pp. 23	
G4-4	pp. 26	✓ Pg. 104
G4-5	pp. 22	✓ Pg. 104
G4-6	pp. 22 y 25	✓ Pg. 104
G4-7	pp. 21	✓ Pg. 104
G4-8	pp. 25	✓ Pg. 104
G4-9	pp. 22-23	✓ Pg. 104
G4-10	pp. 67	✓ Pg. 104
G4-11		✓ Pg. 104
G4-12	pp. 82	✓ Pg. 104
G4-13	There were no significant changes in the size, structure, ownership or supply chain of Bridgestone Costa Rica.	✓ Pg. 104
<b>PARTICIPATION IN EXTERNAL INITIATIVES</b>		
G4-14	Costa Rica is attached to the Rio Declaration in 1992, to comply with applicable regulations we follow the precautionary principle	✓ Pg. 104

Indicator	Page/ Direct Response	External Verification
G4-15	pp. 61	✓ Pg. 104
G4-16	pp. 61	✓ Pg. 104
<b>MATERIAL ASPECTS AND COVERAGE</b>		
G4-17	pp. 97	✓ Pg. 104
G4-18	pp. 98-99	✓ Pg. 104
G4-19	pp. 17-21	✓ Pg. 104
G4-20	pp. 17-21	✓ Pg. 104
G4-21	pp. 17-21	✓ Pg. 104
G4-22	pp. 99	✓ Pg. 104
G4-23	pp. 99	✓ Pg. 104
<b>PARTICIPATION OF STAKEHOLDERS</b>		
G4-24	pp. 27-31	✓ Pg. 104
G4-25	pp. 27-31	✓ Pg. 104
G4-26	pp. 27-31	✓ Pg. 104
G4-27	pp. 27-31	✓ Pg. 104
<b>PROFILE OF THE RECORD</b>		
G4-28	pp. 99	✓ Pg. 104
G4-29	pp. 99	✓ Pg. 104
G4-30	pp. 99	✓ Pg. 104

Indicator	Page/ Direct Response	External Verification
G4-31	pp. 99	✓ Pg. 104
<b>GRI INDEX</b>		
G4-32	pp. 99	✓ Pg. 104
<b>VERIFICATION</b>		
G4-33	pp. 99	✓ Pg. 104
<b>GOVERNANCE</b>		
<b>Structure and Composition of Governance</b>		
G4-34	pp. 35	✓ Pg. 104
G4-35	pp. 35	✓ Pg. 104
G4-36	pp. 35	✓ Pg. 104
G4-37	pp. 58	✓ Pg. 104
G4-38	pp. 35	✓ Pg. 104
G4-39	pp. 35	✓ Pg. 104
G4-40	pp. 35	✓ Pg. 104
G4-41	pp. 57-58	✓ Pg. 104
<b>ROLE OF GOVERNMENT IN ESTABLISHING THE PURPOSES, VALUES AND STRATEGY OF THE ORGANIZATION</b>		
G4-42	pp. 7 y 18	✓ Pg. 104
<b>ETHICS AND INTEGRITY</b>		
G4-56	pp. 7, 57-58	✓ Pg. 104
G4-57	pp. 58	✓ Pg. 104
G4-58	pp. 58	✓ Pg. 104

## Specific General Content

Indicator	Page/ Direct Response	External Verification
<b>CATEGORY: ECONOMY</b>		
<b>Economic Performance</b>		
G4-EC1	pp. 25 y 87	✓ Pg. 104
<b>Procurement Practices</b>		
G4-EC9	pp. 83	✓ Pg. 104
<b>CATEGORY: ENVIRONMENT</b>		
<b>Energy</b>		
G4-EN3	pp. 48	✓ Pg. 104
<b>Water</b>		
G4-EN8	pp. 49	✓ Pg. 104
G4-EN10	pp. 47 y 49	✓ Pg. 104
<b>Biodiversity</b>		
G4-EN13	pp. 45 y 47	✓ Pg. 104
<b>Emissions</b>		
G4-EN15	pp. 49	✓ Pg. 104
G4-EN16	pp. 49	✓ Pg. 104
G4-EN19	pp. 49	✓ Pg. 104
G4-EN20	pp. 49	✓ Pg. 104
G4-EN21	pp. 49	✓ Pg. 104
<b>Effluents and Residues</b>		
G4-EN22	pp. 49	✓ Pg. 104
G4-EN23	pp. 50	✓ Pg. 104

Indicator	Page/ Direct Response	External Verification
<b>Products and Services</b>		
G4-EN27	pp. 51	✓ Pg. 104
G4-EN28	pp. 45	✓ Pg. 104
<b>Regulatory Compliance</b>		
G4-EN29	No significant fines were presented in environmental terms.	✓ Pg. 104
<b>General</b>		
G4-EN31	pp. 51	✓ Pg. 104
<b>CATEGORY: SOCIAL PERFORMANCE</b>		
<b>SUB-CATEGORY: DIGNIFIED EMPLOYMENT AND WORK PRACTICES</b>		
<b>Employment</b>		
G4-LA1	pp. 69	✓ Pg. 104
G4-LA2	pp. 72	✓ Pg. 104
<b>Occupational Health and Safety</b>		
G4-LA5	pp. 76	✓ Pg. 104
G4-LA6	pp. 76	✓ Pg. 104
G4-LA8	pp. 77	✓ Pg. 104
<b>Training and Education</b>		
G4-LA9	pp. 69-70	✓ Pg. 104
G4-LA10	pp. 71	✓ Pg. 104
G4-LA11	pp. 71	✓ Pg. 104

Indicator	Page/ Direct Response	External Verification
<b>Diversity and Equal Opportunities</b>		
G4-LA12	pp. 69 do not have the breakdown of the governing body.	✓ Pg. 104
<b>Evaluation of Labor Practices of Suppliers</b>		
G4-LA14	pp. 84-85	✓ Pg. 104
G4-LA15	pp. 84-85	✓ Pg. 104
<b>SUBCATEGORY: HUMAN RIGHTS</b>		
<b>Child Labor</b>		
G4-HR5	pp. 84	✓ Pg. 104
<b>Forced Labor</b>		
G4-HR6	pp. 84	✓ Pg. 104
<b>Indigenous Rights</b>		
G4-HR8	No significant fines were presented in terms of rights of indigenous peoples.	✓ Pg. 104
<b>Evaluation of Suppliers' Social Repercussions</b>		
G4-HR10	pp. 84	✓ Pg. 104
G4-HR11	pp. 84	✓ Pg. 104
<b>Human Rights Complain Mechanisms</b>		
G4-HR12	No significant fines were presented in terms of rights of human rights.	✓ Pg. 104

Indicator	Page/ Direct Response	External Verification
<b>SUBCATEGORY: SOCIETY</b>		
<b>Local Communities</b>		
G4-SO1	pp. 41-45	✓ Pg. 104
G4-SO2	None	✓ Pg. 104
<b>Fight Against Corruption</b>		
G4-SO4	pp. 57	✓ Pg. 104
G4-SO5	None	✓ Pg. 104
<b>Public Policy</b>		
G4-SO6	Bridgestone does not receive nor gives financial contributions granted by the government or political parties.	✓ Pg. 104
<b>Unfair Competition Practices</b>		
G4-SO7	None	✓ Pg. 104
<b>Regulatory Compliance</b>		
G4-SO8	None	✓ Pg. 104
<b>SUBCATEGORY: PRODUCT RESPONSIBILITY</b>		
<b>Customer Health and Safety</b>		
G4-PR1	pp. 57	✓ Pg. 104
G4-PR2	None	✓ Pg. 104

Indicator	Page/ Direct Response	External Verification
<b>Product and services labeling</b>		
G4-PR3	pp. 57	✓ Pg. 104
G4-PR4	None	
G4-PR5	pp. 88	✓ Pg. 104
<b>Marketing Communications</b>		
G4-PR6	None	✓ Pg. 104
G4-PR7	None	✓ Pg. 104
<b>Customer Privacy</b>		
G4-PR8	None	✓ Pg. 104
<b>Regulatory Compliance</b>		
G4-PR9	None	✓ Pg. 104

# Verification letter



## Independent Verification Letter of the 2016 Sustainability Report Bridgestone Costa Rica

### Scope of our work

We inform the readers of this report that Redes Sociales LT completed a limited verification of the content of the 2016 Sustainability Report, Bridgestone Costa Rica.

Our work included an independent and impartial review of the development of the report aligned with the comprehensive compliance option in the GRI Guidelines. We evaluated the approach and scope of the reported information, taking into account the following objectives:

- Validate the quality of the information
- Review consistency of information reported
- Analyze compliance and coverage of GRI indicators

Some of the activities we perform include a review of adherence to indicators regarding the company's materiality and coverage under the Global Reporting Initiative GRI version G4 standard and a comparison of this report with the previous report. We also consider the ISAE 3000 standards for ethical principles of independence, the activities established in the AA1000AS standard, and publication of the GRI's External Assurance of Sustainability Reporting.

### Conclusions

- We did not find any factors that would cause us to determine that the processes used to obtain or validate information are ineffective and do not comply with the principles of accuracy, clarity, and reliability.
- We find no element that would cause us to determine that the information is not consistent with the content reflected in the report.

### Recommendations

- We have delivered an independent internal exclusive report to the client, with the opportunities for improvement identified in a future report.



Mexico City, August 28, 2017

**Víctor Manuel Vázquez del Mercado Pardiño**  
Redes Sociales en LT S.A. de C.V.  
T. (55) 54 46 74 84  
contacto@redsociales.com

### Redes Sociales LT statement of independence, responsibility, and competence.

Redes Sociales employees have the level of skills required to verify compliance with the standards used to prepare Sustainability Reports; hence, they can express an opinion on the reports prepared by organizations. Redes Sociales' responsibility consisted of completing a limited review of the report. Our verification statement cannot be understood as an audit report; therefore, Redes Sociales assumes no responsibility for any management processes and internal control systems used to obtain information for the report. This Letter of Verification is issued in April 2017 and is valid if no substantial amendments are made to the 2016 Sustainability Report, Bridgestone Costa Rica.



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

**Bridgestone de Costa Rica S.A.**

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COSTA RICA

SUSTAINABILITY REPORT  
**2016**