



Our Environmental, Social, and Economic Contribution to society



Sustainability Report  
**2010**

Bridgestone de Costa Rica S.A.  
Fifth Edition



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# President's Message



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

Sustainability plays a decisive role in our corporation. Even before this subject was included in the companies' political and social agenda, our founder, Shojiro Ishibashi, mentioned that a company's success through time is only achieved when there is a true commitment with serving the interests of the country and of the society where it is located.

The purpose of Bridgestone de Costa Rica is not simply about complying with the obligations and protocols obtained. Our commitment with being a socially responsible company includes a very wide vision of this concept, and it goes hand in hand with our business strategy.

This is evidenced by our Sustainability Report, a document I am pleased to present to you and which integrates topics that are fundamental to our strategy and to our way of doing business: the environment, working conditions, safety and accident prevention, product quality, compliance and transparency, risk management, human resource management, social contributions, and economic impact.

Therefore, I invite you to take part in the many achievements of Bridgestone de Costa Rica in 2010, internally considered as the most successful of our 43 years of history in the country, in spite of the delays caused by the crisis.

As an example of that, I can say that during 2010, the severity of accidents at our plant had one of the lowest levels in the continent. At the corporate level we were the best in waste<sup>1</sup> reduction; in addition, we obtained excellent results with a grade of 98.81% in Process Auditing: the best ever.

We achieved very sound financial status thanks to excellent team work in the financial, manufacture, sales and marketing, and human resources areas, as well as the valuable support of the Labor Union.

In addition, we received an award from the Centro Mexicano para la Filantropía [Mexican Center for Philanthropy] (CEMEFI), for best social responsibility practice in the category of community support with the project called "Yo Conduzco Responsablemente" (I Drive Responsibly). On the other hand, we were awarded the Preventico Empresarial recognition given by Instituto Nacional de Seguros [National Insurance Institute] for an outstanding risk management system.

We held the Convention "Una Nueva Huella" ["A New Track"] for our dealers in Central America and the Caribbean, which was very successful thanks to the active participation of all the administrations.

We have taken part in internal as well as external activities with the support of our

cultural and sports department, through the choir and the drama group.

We were also able to develop new points of sale, install new production equipment, remodel work areas and recreation zones, improve production systems, and complete the construction of aerial oil tanks, among other things.

We believe in people, our main asset. We are aware that we can achieve many and very valuable things by working with people. Therefore, we will continue believing in concentrating all of our efforts on the construction and maintenance of a culture and modeling of values and sustainability, supporting all social responsibility activities through our volunteer program, brigades, choir, drama group, sports activities, public and private alliances, and others.

As a business, we cannot rest on our achievements; we must continue trying to make of Bridgestone de Costa Rica the most admired and respected business in the region. For this, we will firmly maintain our objective for any of our tires to exceed high quality, performance, and safety standards, but guaranteeing as well a responsible, sustainable production, committed to making our planet better every day.

<sup>1</sup>Waste refers to the rubber components of the tire mixed with metal or fabric that cannot be re-processed in the tire production.



## About this Report



Bridgestone de Costa Rica's 2010 Sustainability Report is the fifth one published by the company, with the purpose of presenting the results of the company's management in environmental, social, and economic aspects.

The report covers the period from January 1<sup>st</sup> to December 31<sup>st</sup>, 2010.

The preparation of this report includes the application version G3 of the Global Report Initiative (GRI) guidelines.

According to the contents reported, Bridgestone de Costa Rica has rated itself at an application level C, which means that we meet the minimum indicators requested by the GRI.

The contents of this report exclusively cover the company's initiatives and performance in Costa Rica.

For the definition of the material topics included in this report, the following activities were carried out:

Inquiries with the company's CSR Committee.

In-depth interviews with actors of the company responsible for each one of the areas reported.

Analysis of the main contents presented in similar reports in the industry.

Analysis of assessment instruments such as Great Place to Work, Self-Assessment of the Business Association for Development, Client Satisfaction Surveys, and others.

The calculus methodology is consistent with the one used in previous versions of this report, and economic values are given in dollars.

You may query this report, as well as previous ones, at: [www.bridgestone.cr](http://www.bridgestone.cr)

For more information about Bridgestone de Costa Rica and its sustainable management, you may contact:

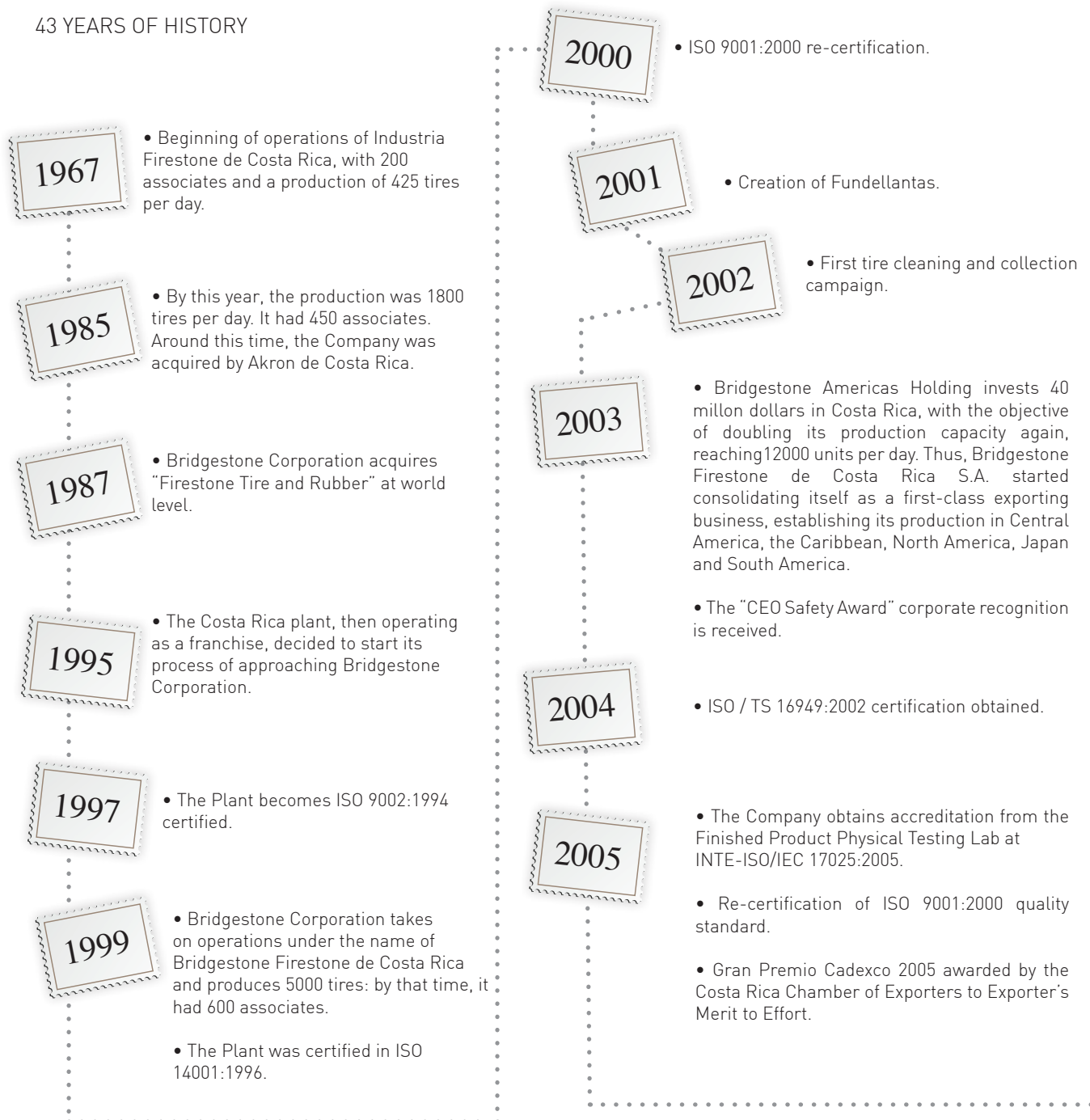
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Coordinator  
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## Bridgestone in the World:

Bridgestone is a multinational corporation with 46 tire manufacturing plants, 9 test fields, and 101 plants of other products. In addition, it has a global sales network in over 150 countries and it generates employment for more than 123 thousand people in the world, thanks to the production of tires and rubber by-products.

## Bridgestone in Costa Rica:

### 43 YEARS OF HISTORY



2006

- ISO 14001: 2004 standard re-certification.
- Awarded the "CEO Safety Award" corporate recognition.
- Preventico Global Award given by Instituto Nacional de Seguros de Costa Rica as recognition to the company's work in the area of Preventive Management and Industrial Health.
- Alliance with the Ministry of Health in the fight against dengue with the Campaign "One million reasons against dengue".

2007

- "Best Improvement in Maintenance" Award 2007.
- Second edition of the Campaign "One million reasons against dengue" in Alliance with the Ministry of Health.
- Signing of the decree for the disposal of waste tires.
- First road operations with the Campaign "Think before You Drive" with the Automobile Club.

2008

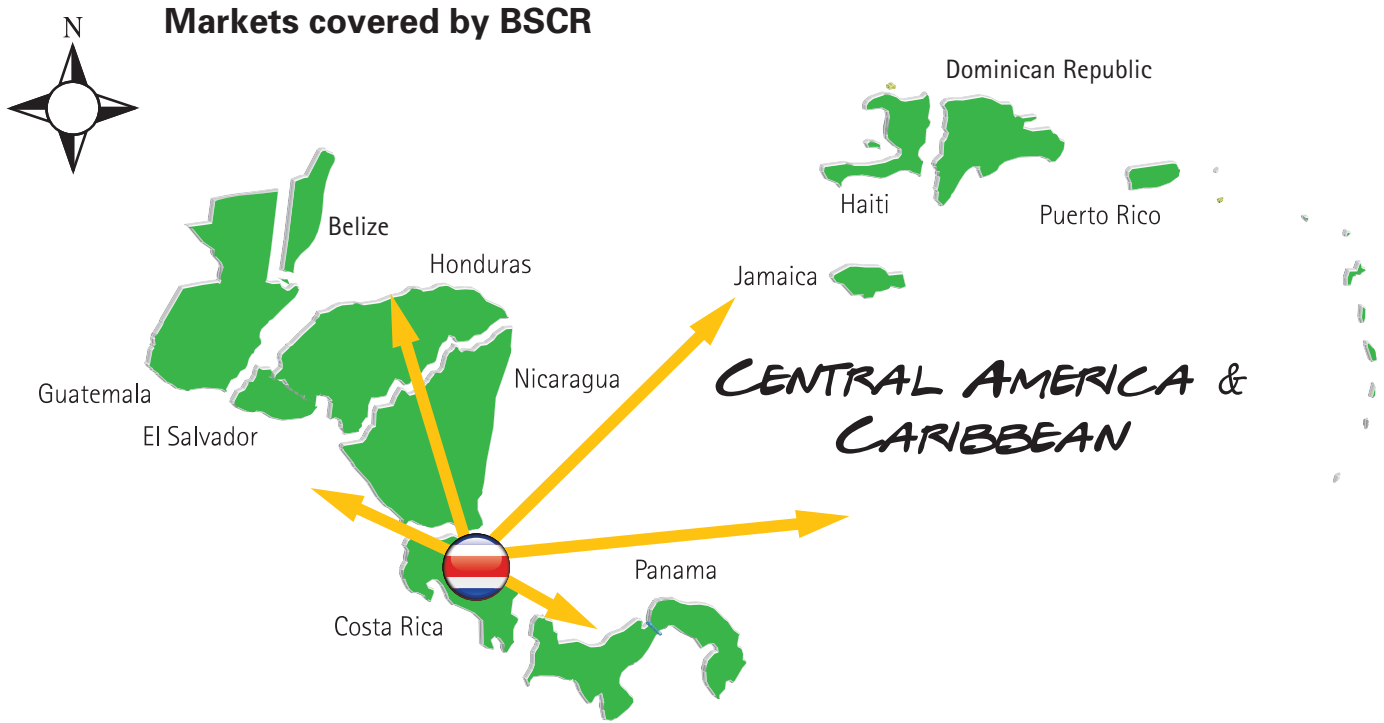
- BSCR, CCSS and RTV Alliance for conducting massive waste tire collection campaigns.
- "Maintenance Best Improvement" Award, as the plant with the largest improvement in maintenance rates this year.
- 2008 Exporter's Award given at the Costa Rica Chamber of Commerce annual awards.
- ISO 9001:2008 re-certification.
- Bridgestone de Costa Rica becomes the first industrial "smoke-free" company in Costa Rica. Recognition granted by the Costa Rica Alcoholism and Drug Dependence Institute (IAFA, for its initials in Spanish).
- Development of "Make Cars Green" Corporate Campaign.
- S-Rank Award 2008 – granted by the Corporation for lowering the "S" limit in the maintenance rates.
- Launching of Campaign "Tiro al Dengue" (Shoot Dengue) in alliance with the Ministry of Health and the CCSS.
- Launching of Campaign "Freno al Dengue" (Push the breaks on Dengue) in alliance with MEP, CCSS and the Ministry of Health.

2009

- The Company changes its legal name to Bridgestone de Costa Rica and produces 12000 tires a day; 1000 associates in the payroll.
- Beginning of Campaign "Yo Conduzco Responsablemente" (I Drive Responsibly) in coordination with MOPT and private companies.
- Best Social Responsibility Practice Award given by the Mexican Center for Philanthropy (CEMEFI, for its initials in Spanish) for the company's nationwide efforts in the fight against dengue.
- Re-certification in the new version of ISO/TS 16949:2009.
- Corporate recognition for the Costa Rica plant in the category of "Pollution Prevention- Cross Functional Team (CFT)", for its effort and hard work in the search and betterment of good environmental, productive and profitable practices.

2010

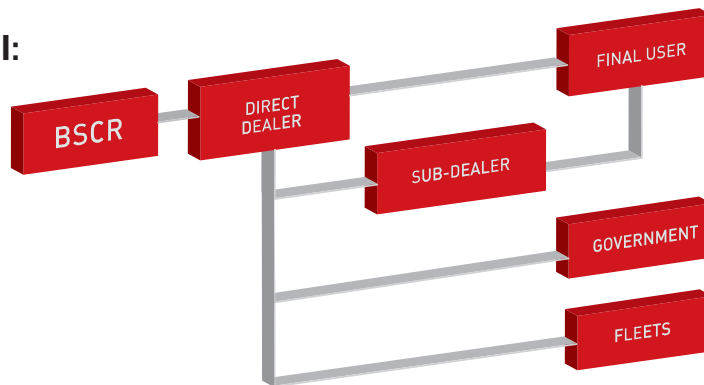
- Beginning of PACE Campaign with the purpose of raising awareness with regards to energy reduction and carbon trace among employees.
- First Environmental Fair for collaborators encouraging them to lower their individual carbon trace.
- Prize to the best Social Responsibility Practice granted to the Mexican Center for Philanthropy (CEMEFI).
- Honorary Mention granted by AMCHAM for the "Yo Conduzco Responsablemente" (I Drive Responsibly) Campaign.
- Preventico Global Award given by Instituto Nacional de Seguros de Costa Rica as recognition to the company's work in the area of Preventive Management and Industrial Health.
- Alliance with the Ministry of Health, CCSS, and La Teja newspaper to raise awareness regarding the breeding of the dengue transmitting mosquito by means of the "Tiro al Dengue" (Shoot Dengue) initiative.
- Excellence Award for the project of capacity and effectiveness improvement of quality assurance in the processes and in the area of Final Inspection, granted by the Costa Rica Industrial Chamber.
- Certification in the BASC standard (assets security).
- INTE-ISO/IEC 17025:2005 accreditation by the Measurement Equipment Calibration Laboratory.
- The company continues to consolidate in the Costa Rican market as a responsible corporate citizen and sets as one of its goals to work on approaching Carbon Neutrality.



Dealers in Central America	BRIDGESTONE	Michelin
Belize	1	
Panama	1	1
Costa Rica	9	1
El Salvador	8	1
Nicaragua	3	1
Guatemala	7	1
Honduras	8	1

Dealers in the Caribbean	BRIDGESTONE	Michelin
Haiti	1	
Barbados	1	
Grand Cayman	1	
Jamaica	1	1
Puerto Rico	2	1
Dominican Republic	5	
Santa Lucia	1	1

**Business Model:**



## Corporate and local mission

- To serve society with superior quality.

## Corporate Vision

- To be one of the most respected companies in the American continent.
- To be known as a company that focuses on the client and that is leader in quality in all of our businesses.
- To be the preferential company in all of our businesses.
- To be a major corporate citizen in all of our communities.
- To maximize the value of our shares through the continuous growth of our businesses.

## Local values aligned with Corporate Values





## Technical Specifications of Bridgestone de Costa Rica:

Collaborators: 1029

Points of Sale: 171 points of sale in 2010:

Costa Rica: 39	Nicaragua: 8
El Salvador: 35	Panama: 10
Guatemala: 32	Puerto Rico: 21
Honduras: 15	Dominican Republic: 11

## Tire categories manufactured in the Costa Rica plant:

Radial Passenger, Radial Pick-up Truck, Conventional Pick-up Truck, Conventional Truck, Agricultural and OTR (off the road)



## Product Categories:

**CONSUMER:** The Costa Rica plant manufactures products of the Bridgestone Firestone brand names and others related. Some examples are: Potenza, Destination and Dueler.

**BBTS:** It is the business unit that contains the activities of Bridgestone and Bandag in the fleet segment, with the purpose of being the best option for carriers, which offer the same integrated solutions at lower costs.

**AG/OTR:** The agricultural tires and the ones designated as "off the road (OTR)" have a series of advantages such as minimum ground compaction, maximum traction, rubberizable, easy to change, wide bars in the tire tread to distribute wear and to eliminate tractor vibration, resistant sides to avoid cracking from blows or from ozone.



Our brands



### Latest tire styles to enter the market.

- FH900 (2008)
- Multihawk (2010)
- Potenza RE760 (2010)
- Potenza S001 (2010)
- Dueler HT



## Advances of the Social responsibility strategy

For BSCR, social responsibility is fundamental in the work of the business, and it translates into a set of activities that the company carries out voluntarily in order to better the quality of life of its associates, their families, clients, suppliers, contractors, and the communities where it operates.

The organizational structure for the social responsibility work (CSR) falls into the Marketing and social responsibility management, which looks after the progress of the CSR initiatives, carried out by the Corporate Relations and Community department in coordination with the company's Social responsibility committee, integrated by the Directors of each area and the Company's President.

This structure guarantees the implementation and the follow-up of activities and projects with strong economic, social, and environmental impact that will strengthen the CSR strategy set by the company.

The development of this strategy, as well as of the execution of plans in favor of sustainable development, have been framed inside the three axes of action or *Tripple bottom Line*. **(environmental, social, and economic).**



Additionally, BSCR has established 3 pillars of action which contain projects executed, namely: Road Safety, Correct disposal of waste tires and C Neutrality, which will be developed starting in 2011 in all the markets that are the responsibility of Bridgestone de Costa Rica.





## Road Safety:

Being the main tire producers at world level, it is important to make reference to the commitment that not only Bridgestone de Costa Rica has, but also Bridgestone at world level, with the decrease of traffic accidents on the roads.

Since 2007, programs were developed to raise awareness in drivers and future drivers, together with the Road Safety Board, Ministry of Public Works and Transportation, and several partners of private companies.

### The most outstanding projects:

- Think Before You Drive (Corporate).
- Make Cars Green (Corporate).
- I Drive Responsibly (Costa Rica).
- Alliance for Better Road Culture (Costa Rica).



## Advances of the Social responsibility strategy



### Proper disposal of used tires.

Some of the most significant projects have been related with the fight against dengue together with Caja Costarricense del Seguro Social, the Ministry of Public Education, the Ministry of Health and Bridgestone de Costa Rica.

The collection of waste tires that had not been properly disposed of started in 2002.

Undoubtedly, this caused interest in the creation of a foundation that would promote the correct disposal of tires that had reached the end of their useful life.

Thanks to the support of the Association of Tire Marketers (ACOLL, for its initials in Spanish), the Costa Rican Ecological Foundation for Recycling Rubber and Waste Tires (Fundellantas) was created. This organization disposes of waste and builds bales that are then used in civil works.

Since the creation of Fundellantas, and with the support of government institutions, programs have continued to be developed with the schools and communities most affected by the issue of dengue in Costa Rica.



The most outstanding projects in the subject of recovery and adequate disposal of waste tires are:

- Collection of waste tires.
- Tire cleaning at the Tárcoles river.
- One million reasons against dengue.
- "Freno al Dengue" (Push the breaks on Dengue) with Bridgestone.
- "Tiro al Dengue" (Shoot dengue).





## C Neutrality

As a part of the company's commitment with the environment, a series of activities have been generated internally, aimed at approaching it to C Neutrality.

These initiatives are explored in more depth in the environmental scope chapter. The following are the most significant:

- Tree planting and cleaning of rivers and beaches.
- Internal awareness campaigns about carbon trace.
- Environmental fair with collaborators and their families.
- Incorporation of technology with higher levels of energy efficiency.
- Purchase of environmentally friendly materials.

# Groups of Interest

At Bridgestone de Costa Rica (BSCR), the main stakeholders or groups of interest are integrally incorporated to the company's vision. Currently, the main stakeholders for the company are:



## Commitments assumed by BSCR oriented to strengthening the relationship with its stakeholders:

### Clients and Suppliers:

- Respect our clients and suppliers as long term partners.
- Help our clients to be successful in the market.
- Visualize success and resolve problems with them.

### Bridgestone People and Share Holders:

- Respect, inform, recognize, and inspire our associates.
- Help people to grow through the 360° evaluation and through the performance evaluation.
- Promote ethics and team work.
- Welcome diversity.

### Community, Government and mass media:

- Maintain continuous communication with the government, mass media, and the community.
- Support the community where we do business.
- Generate trust and transparency.

## Initiatives in the management and work with strategic public:

Just like in previous years, BSCR makes efforts in the development and growth of long term relationships with its strategic public. Next, the detail of the specific actions made during 2010 in order to strengthen these ties:

### Bridgestone people:

- **Bridgestone Volunteer Club:** In 2010 the volunteer club defined itself as a strongest program that allows associates to develop their skills and talents for serving society.



- **President and CEO Awards:** Every year, Bridgestone de Costa Rica gives recognition to all people whose efforts, leadership, and extraordinary work contribute to the betterment of organizational results.

In 2010, the 2009 winners were awarded recognitions. The novelty of the awards was the granting of Honorary Mentions to all collaborators who participated in the Company's CSR groups.



- **SAC Heroes (Safety, Environment and Quality):** This program motivates and recognizes the associates that make findings that go beyond following the minimum operation standards in the subject of Safety, Environment, and Quality. The program started in 2009 and 24 people were given awards for their contributions.



# Groups of Interest

• **Talks with the President:** The talks with the president address changes in the company, the 2009 results, and the programs proposed for 2010.

These are conversations held every morning in February and March, in which the company's global results in all areas are presented.

The talks cover internal matters of the company, goals reached in the subject of production, external perception of the company, and achievements in the areas of volunteer programs, finances, and the environment.



• **More Integral Supervisors:** Since 2008, BSCR implements a methodology for the evaluation of supervisors, which takes 4 variables into account (performance evaluation, organizational situation, Bridgestone attitude competences, and alignment with the CREPHA values). Thus, BSCR intends to create more productive areas without forgetting the encouragement of an excellent work environment.

• **2010 Pin Awards:** Every year, BSCR holds a celebration for associates who have worked for the company for 5 to 35 years. This celebration takes place in a ceremony filled with joy and appreciation.







## • Remodelling and improvement of facilities

**1. BSCR's Medical Specialties Center (CEM, for its initials in Spanish):** The design of the new building took into account the current needs of the health area, and providing for the opening of new services, with larger social areas and offices, air conditioning, and gardens.

A total of \$130,000 was invested in this project and the projection is that, in the medium term, it will be used for providing specialized services also, as well as the care of associates' families at lower costs than those of private medical care centers.

**2. New ambulance:** As part of the investment made in health services, Bridgestone de Costa Rica acquired a new ambulance, authorized by the Ministry of Health in basic support for the transportation of patients who have suffered accidents or present any acute health condition.

**3. Remodeling of Reception Area:** The main reception area at Bridgestone de Costa Rica underwent a transformation as part of the change of the company's legal name, which went from Bridgestone Firestone to Bridgestone de Costa Rica.

**4. New facilities for the Business Management offices:** In order to integrate all of the company's business divisions in the same physical space, in 2010 work was done in the construction of the new offices of the Business Management Area. The completion of this project was scheduled for 2011.





## Groups of Interest



### Community and Relations with the Government:

- **Presence in community activities:** In 2010, BSCR took part in the activities and meetings organized by the Municipality of Belén.

Additionally, work was coordinated with CCSS and with the health unit of the Ministry of Health corresponding to the community of Belén, in order to develop area combings against dengue in the communities of San Antonio, La Ribera, and Escobal.

- **Relations with the Government:** The company's growth in the country and its leading role in different social responsibility activities together with public institutions have developed a solid relationship with government authorities; this relationship is characterized by mutual respect and the common search for competitiveness in the subject of employment, production, and exports, with environmentally sustainable environments.

Specifically, in 2010 Bridgestone de Costa Rica took part in the discussion forums on the Reform to the Law of Duty Free Zones, with the objective of expressing its point of view on the matter.

### Clients:

- **Training:** Bridgestone de Costa Rica invests every year in the training of distributors. For 2010, training hours increased by 37% compared to 2009. Thus, they went from 6,819 hours in 2009 to 9,319 in 2010.

The training formats used were:

1. *Get* (attendance) and *circuito premiado* (attendance and via the web)
2. Plant Tour.

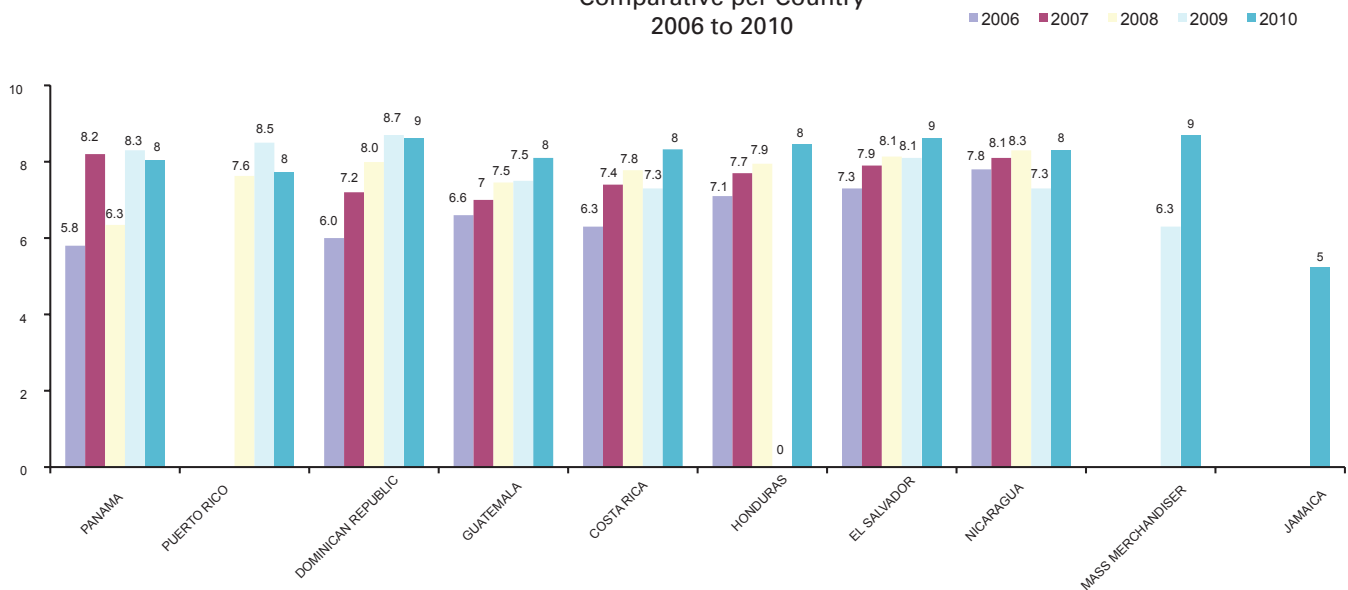
- **“Una nueva huella” (new track), 2010 Central America and the Caribbean Convention:** In an environment of fraternity, friendship, and high commitment, Central America and the Caribbean dealers gathered in Costa Rica to share their position about the sustainable practice of the business. The axes of environment, society, and economy led the way every one of the 3 days of presentations by the Directors and Managers of BSCR.

- **Quality of Service Evaluation:** Every year, the company develops a quality of service evaluation with the clients. This evaluation considers aspects such as commercial advice, product supply/logistics, and support in publicity and promotion.

When curving the data of 2009 versus 2010, we can see growth with respect to 2009 with an increase from 7.95 to 8.2. In Jamaica, the evaluation was conducted for the first time in 2010.



Quality of Service Evaluations  
The Company's General Opinion  
Average of all questions  
Comparative per Country  
2006 to 2010



## 1. Environmental Scope



We human beings are today the focus of concern of all companies in sustainable development. We have the right to live a healthy and productive life in harmony with nature.

Shoshi Arakawa, Chairman of the Board, CEO and President of the Bridgestone Group





Bridgestone de Costa Rica is a model plant, not only because of its high standards in the production of tires, but also for its firm commitment with the environment, made evident by the decisions and actions the company takes every day in order to reduce, mitigate, and compensate for the inherent trace of its production process.

For 2010, the work in the subject of the environment brought about great success and achievements. Among them, the conclusion of the aerial oil storage tanks to substitute for the 2 underground tanks we had.

Also, the improvement process of the first stage of the Waste Water Treatment Plant was started, which in 2011 will allow the company to process waste water that, in the past, had to be treated outside the company.

We were able to finish the storehouse for keeping hazardous waste. With this project, we also established a new policy on the treatment, classification, and disposal of this waste in the company. As part of our initiatives leading to Carbon Neutrality, we organized our first Environmental Fair; the

carpooling program was set in place, giving access to reserved parking to those registered in the program; we balanced the gas emissions of the company vehicles and we continue with our activities in tree planting and staff education with regards to the environment through the PACE program.

On the other hand, in 2010 we were able to go one step further by holding the first service environmental audits for one of our distributors and to one of our raw material suppliers.

There is no doubt that much is still to be done, but we believe that we have traced a solid road, filled with success, which allows us to assure to society that all of our tires are produced under the strictest environment protection and preservation standards, thus complying with our philosophy of "*One Team, One Planet*".

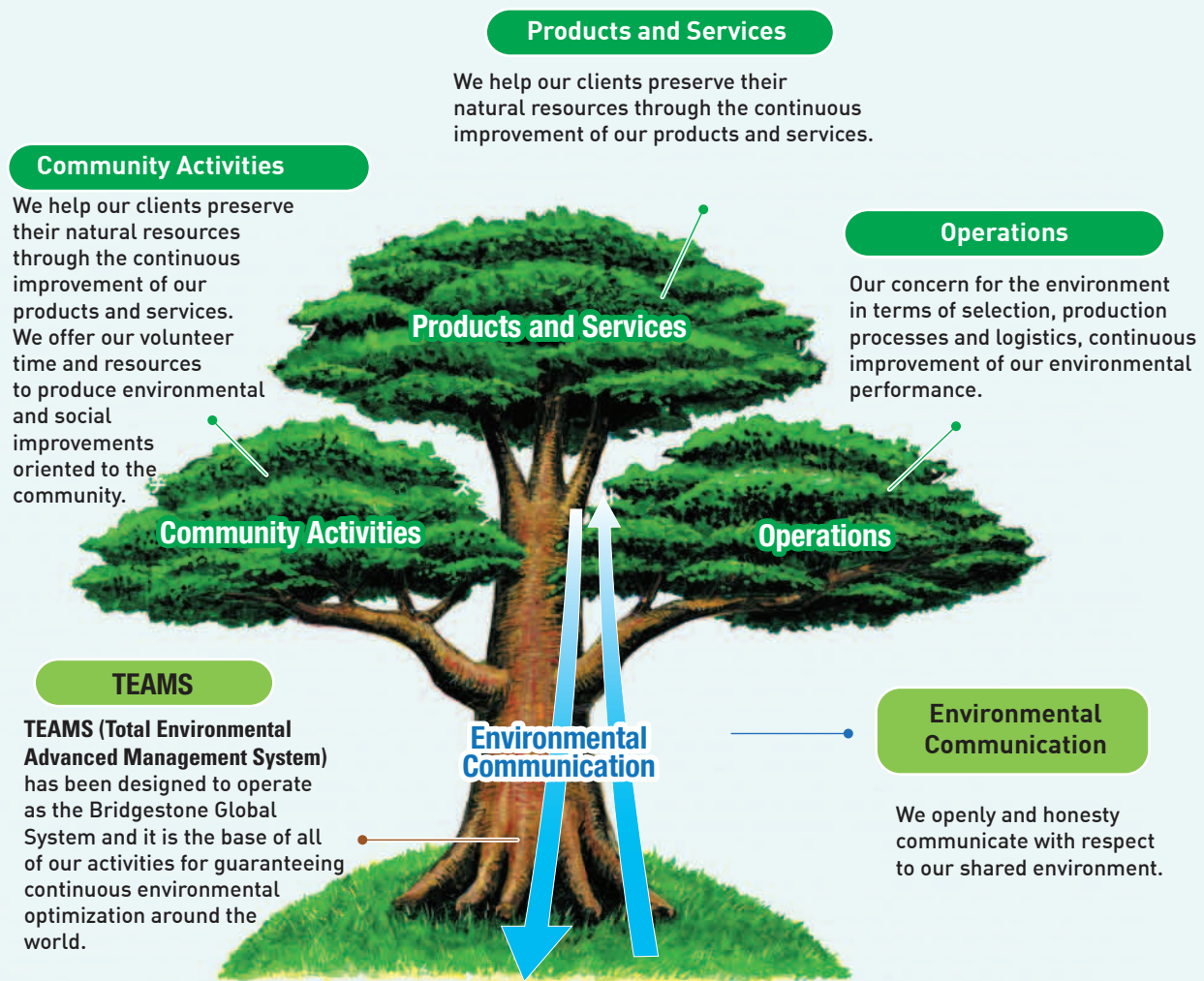
**Sylvia Alfaro**  
**Regional Management**  
**Environment**

# 1. Environmental Scope

## Sustainability and environment strategy

The Environmental Mission Declaration of Bridgestone Corporation states: "We at the Bridgestone group have assumed a commitment with the constant pursuit of higher trust from the community and pride among our employees. We believe that the subjects of the environment, health, and safety are an integrating part of all our commercial activities, while we at the same time work for achieving a sustainable society".

Based on this mission, Bridgestone Corporation generated the environmental Perspective that led the way for the Company's subsidiaries and that have three Environmental Progress Areas and two Essential Growth Strategies:



**One Team, One Planet.**



# 1. Environmental Scope

## One team, One Planet

It is the philosophy through which we seek to become the most respected company in the development of projects that will help to efficiently use energy, preserve water resources, generate less waste every day and preserve the flora and fauna of the countries where we conduct operations.

Next, the details of BSCR's efforts and their results in environmental matters:

- **Cleaning and reforestation of the Paso Ancho, Cartago spring:** This activity was organized by ALIARSE, and 170 volunteers from different companies that form the alliance took part in it. The activity was registered as part of the celebration of the World Environment Day.

One of the objectives of said event was to raise awareness among the student population in the schools of the communities of Paso Ancho de Cartago about the importance of the conservation of natural resources, while stressing the importance of volunteer work as a way of contributing with development.

Among the activities that took place, there was tree planting, the creation of a theme wall chart, and talks with the students.

# One Team, One Planet.



- **Sponsorship of the Red Parrot:** As follow-up of the commitment assumed by the company with the Simón Bolívar Zoo, in 2010 the sponsorship of the red parrots that live in that institution continued. In addition, some maintenance work was done in the cages and in the infrastructure that holds them.



# 1. Environmental Scope

## One team, One Planet

• **Environmental health:** In October 2010, the company had its first "Carbon Neutrality Fair" that had special guests and innovative, sustainable products; there was also the measuring of the carbon trace, recycling zone, and some entertainment like face painting and the play called "The Little Guardian", performed by the BSCR drama group.

The fundamental objective was to educate associates as well as their families in environmental subjects that will help reduce the individual carbon trace. Therefore, there was emphasis on the topic of recycling and proper and responsible disposal of all the waste produced daily; the importance of saving was also shown, and how much our habits and daily actions affect the world we live in.

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Vicesa, Fundellantas, Manos Latinas, Etipress, Florex, Vivero Girasol, Heriberto Campos and Geocycle are some of the companies that were present and shared their knowledge in environmental issues.

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• **PACE Campaign:** During 2010 we had the visit of a representative of the technical center of Brazil in order to conduct a small audit and assess the company's condition in terms of possibilities of savings in the plant.

Also, projects were executed for the substitution of the Plant machinery; these actions per se reflect a decrease in the consumption of energy.

In order to get most of the associates involved, and to motivate their collaboration with saving, in 2010 the project coordination team launched the PACE Communication Campaign, (PACE are the initials in Spanish for Energy Saving and Conservation Program) which had information through posters, e-mails, and talks about the way in which any associate may contribute to the achievement of the company's objectives in terms of energy reduction.



## A HORRÁ CON PASIÓN

Ahorra agua y energía con **pasión**, porque queremos ser la primera empresa llanteras **Carbono Neutral**.

**¿Cómo podés colaborar?**

- ✓ Apagá las luces cuando no las estés utilizando o exista luz natural suficiente.
- ✓ Apagá los ventiladores de tu área de trabajo.
- ✓ Apagá los equipos de planta durante el descanso o cuando no se utilicen.
- ✓ Recuerda que, mantener una lámpara fluorescente grande apagada todo el día, significa un ahorro de €5,000 por mes o €60,000 por año.

Y VOS...  
**¿TENÉS EL VALOR DE AHORRAR?**

neutral pace



## 1. Environmental Scope

One team, One Planet

• **Ecologic Seals:** With the incorporation of the Company to the Ecologic Seal program, in September, Bridgestone de Costa Rica concretized its first steps towards compensating and mitigating its carbon dioxide (CO<sub>2</sub>) emissions.

For this, BSCR acquired 33 Ecological Seals for vehicles driven by directors and company material distribution trucks, which were placed on the vehicles as a symbol that means that its emissions are being compensated for and mitigated; 181 tons of CO<sub>2</sub> were fixed.

By joining the Ecologic Seal Program, the Company assumes the commitment, with the help of the Bijagua de Upala Youth Cooperative, to plant 363 trees, which is the necessary amount in order to revert the emissions of the 33 vehicles registered.

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Ecological seal obtained through the Climate Change Allies Program (ACC, for its initials in Spanish). Its main objective is to contribute to the reforestation of strategic areas, through the involvement of people and entities that will contribute resources and for those to be able to be invested in the reduction of the adverse effects of climate change.

With the Ecological Seal, the efforts made by private companies in protecting and improving the environment are given recognition.

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• **Pond and PTAR:** The pond operates with a percentage of the water from the waste water treatment plant (PTAR, for its initials in Spanish) and it was built with the objective of proving the quality of processed water, while serving decorative purposes as well.

Such water must comply with all of the control parameters established in the current national legislation, before being sent to a receiving body (river, stream, ocean). Therefore, these conditions also make it possible for life to exist for all the organisms that live in these receiving bodies.

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**Pond details:**

- Capacity: 2500 liters.
  - Maintenance: monthly; water is changed every 22 days.
  - Fish: 10 Carpa-koi fishes.
- 





# 1. Environmental Scope

Progress in the company's objectives:  
Pursuing Carbon Neutrality



**Bridgestone de Costa Rica** joined since 2008 in the National Strategy for Climate Change, which seeks the reduction of CO<sub>2</sub> emissions and to make of Costa Rica one of the first four countries seeking Carbon Neutrality in the world.

The general use of energy and the greenhouse effect gas emissions have been evaluated. This evaluation gives us a tool to identify the areas with the most emissions and to prioritize our efforts where they will have the strongest impact: the generation of water vapor and the use of electricity.



On the other hand, BSCR has designed an integral strategy that addresses the awareness of associates in the importance of energy savings, the reasonable, measured consumption of resources and the investment in new technologies for the improvement of production processes, among other actions.

In 2010, important progress was made in the subject of education and employee awareness, through the PACE Program (Energy Saving and Conservation Program), which in the second semester of the year developed an internal campaign that explained to associates some of the practices and habits that allow contributing with the reduction of emissions.

### Other initiatives

The 2010 agenda focused on highlighting the work of the company's environmental heroes and the desirable practices for the achievement of the goal set.

In other respects, training was held on the ISO 14001:2004 standard for the associates. The quarterly trainings on the environment for contractors were maintained, especially with those that work with or handle hazardous materials.

As part of the strategy, solvent indicators, waste generation and TMA, solid waste and water and energy consumption are monthly shared with all the departments by means of bulletin boards and electronic media. Additionally, they are included in the bi-monthly meetings presided by the Manufacturing Director.

The SAC Heroes program (Safety, Environment, and Quality, for their initials in Spanish) continued to be promoted. In 2010, the work of the emergency brigade is noteworthy, which was given a recognition with this distinction for giving a solution to the water

used in the group's practices, for it to be re-utilized in the water storage tanks of the firefighting system.

The CFTs (Cross Functional Team) promote team work in different areas and seek alternatives for different topics that are detected as points of improvement.

In 2010, new environmental policies and better waste disposal were managed. Suppliers like Florex were incorporated, which are characterized by using environmentally-friendly cleaning products and the carbon trace of which is lower.

Air conditioning equipment with environmentally-friendly coolants was purchased, in order to gradually replace obsolete equipment that uses old technology. In different areas of the company, fluorescent lighting was replaced with low-consumption lighting.

### Most outstanding initiatives

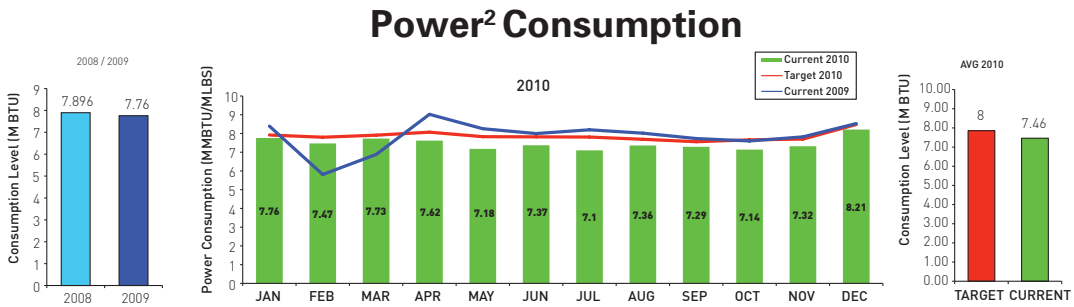
- Use of tires as alternative fuel.
- Regulations on the Disposal of waste Tires (Executive Order 33745)
- Energy Saving and Conservation Program (PACE) to educate and raise awareness among associates.
- Measuring of Company's Carbon Trace.
- Establishment of standards and policies related with the environment, such as the *Carpool* program and purchase of low energy consumption lamps, among others.
- Incorporation of new environmentally-friendly suppliers and products.

# 1. Environmental Scope

## Environmental Indicators

Below are the environmental indicators of 2010:

### Consumption of resources



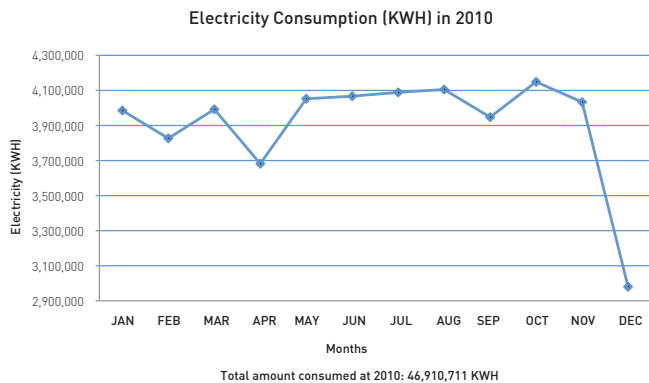
In 2010 there was a reduction of the indicator compared to the results obtained in 2009. The reduction was from 7.76 MBtu/MLbs in 2009 to 7.46 MBtu/MLbs in 2010. This was possible thanks to the implementation of a series of actions that optimized consumption.

Among them:

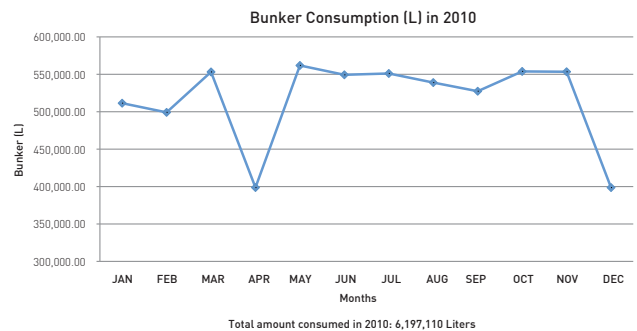
- Installation of a high-efficiency jet system for drying moist materials and avoiding the use of compressed air for drying.
- Leak-reduction program such as for air, water, and vapor.
- Optimization of the lighting system in the production process.
- Improvements in the insulation material of vapor carrying pipes.
- Installation of flow measurement devices in equipment installed in the boiler and in some areas of the production process.
- Installation of software for online measurement of energy consumption.

### Electricity and bunker consumption.

The company's electricity consumption stayed in an average of 3,909,225 KWH.



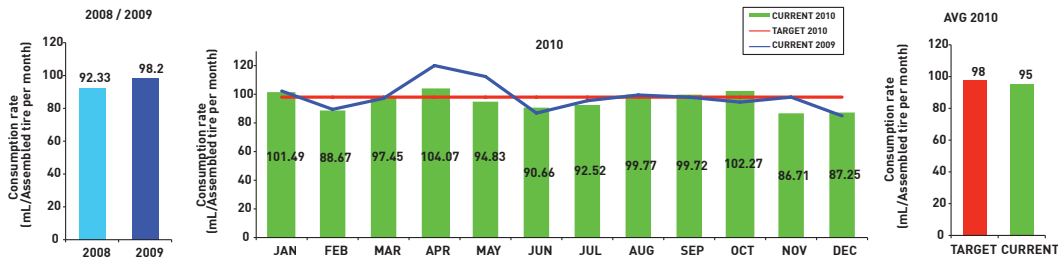
As it can be seen in the chart, the consumption of bunker remained stable in the months of April and December, when suspensions were made in order to conduct preventive maintenance in the equipment.



<sup>2</sup>Bridgestone corporately conducts the measurement of power consumption in MegaBTUs divided by thousands of pounds of tires produced.



## Solvent consumption



In 2010, the tendency was maintained towards a decrease in the indicators achieved in 2009, for solvent consumption control.

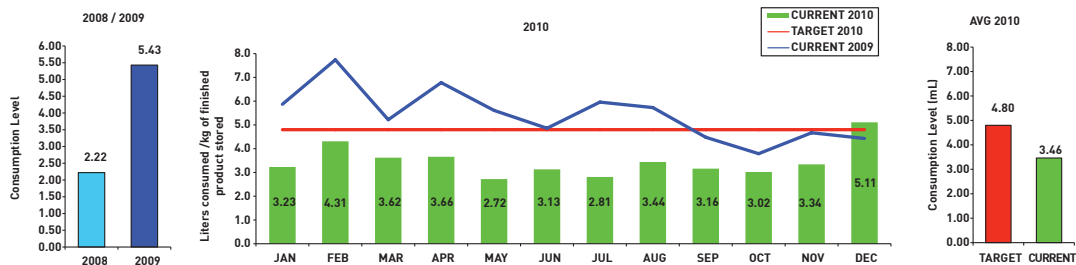
For 2009, 98 mL/assembled tire per month was achieved, whereas 2010 closed at 95 mL/ assembled tire per month.

For 2010, it was also possible to meet the annual goal, thanks to the work and efforts of each one of the members of the solvents kaizen group, who

worked hard to implement improvements in the reduction of consumption in the different processes.

Also some changes took place in the production process, as the use of cement was fully eliminated in some materials, a product that uses solvents in its preparation and that at the same time allows rubber sheets to easily adhere to each other when tire components are put together.

## Water consumption



Again, in 2010, the SAC Heroes program (SAC, initials in Spanish of Safety, Environment, and Quality) positively impacted the indicators related to water consumption. In this opportunity, the Emergency Brigade of the company developed a

proposal to re-utilize the water used during the firefighting system tests held weekly. With this initiative, the company was able to save 60 m<sup>3</sup> of water per month.

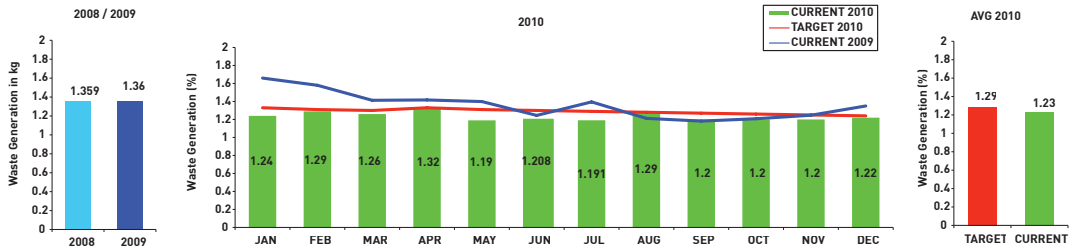
# 1. Environmental Scope

## Environmental Indicators

### Waste

In 2010 we incorporated a waste indicator that quantifies the amount of waste rubbers generated by the process. In the next chart, a reduction of 0.13% can be observed in 2010 with respect to the one obtained in 2009.

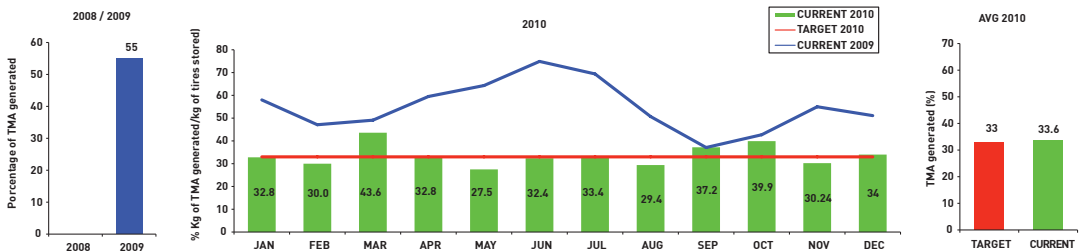
This percentage quantifies the amount of waste rubber that is generated in relation to the kilograms of tires produced.



### TMA

TMA (Throw Mill Again) is an indicator that allows the measurement of the rubbers that are re-processed. The importance of this indicator consists in the fact that the lower this percentage, the better use there is of resources such as electric power and water.

As you can see, in 2010 it was possible to make a significant reduction with respect to 2009; it went from 55% to 33.6% of kilograms of TMA generated with respect to the kilograms of tires stored.

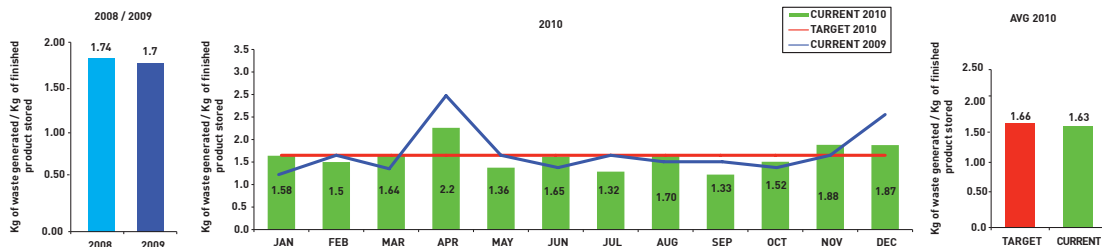


### Solid Waste

In the months of April, November, and December, there was an increase of solid waste due to the suspension of plant operations scheduled for those dates. The indicator depends on the amount of kilograms of product stored and in those months there were several days of low production which caused the figure to increase.

between kilograms of waste sent to the landfill per kilogram of finished product. The constant efforts of all production areas and the implementation of improvements in the return of materials to the supplier for re-use made it possible to have a 6.5% reduction for that year: the goal set was exceeded. Thus, it went from 1.7 kg in 2009 to 1.63 in 2010.

The goal for 2010 was to reduce to 1.66 the ratio



## Waste Handling and Classification

The same as in previous years, 100% of the waste generated in the production process is properly and very responsibly handled.

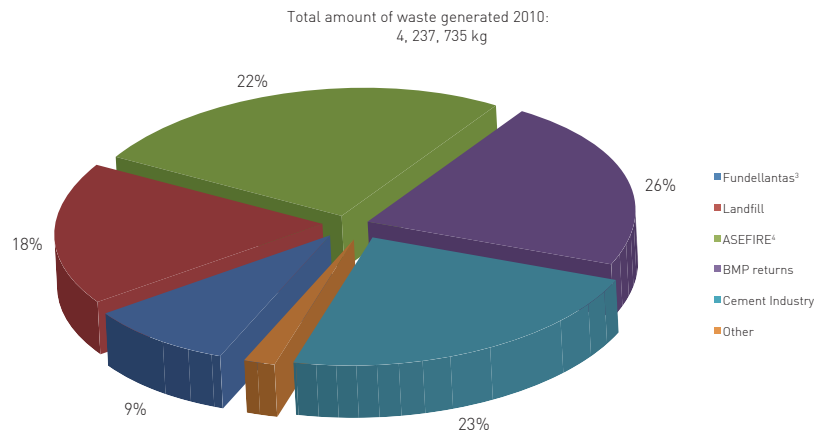
Bridgestone de Costa Rica is careful about establishing win-win deals with all suppliers of raw material and other materials, in order to re-use packaging materials as much as possible. Therefore, in 2010, 26% of all packaging received was returned to the

supplier for it to be re-utilized.

In other respects, there was an increase in the percentage of materials that are channeled through Fundellantas, from 19% in 2009 to 23% in 2010.

The waste sent to the landfill was reduced to 4% and the waste that is sent to Holcim to be reprocessed increased by 1%.

Bridgestone de Costa Rica S.A. Waste Disposal, 2010.

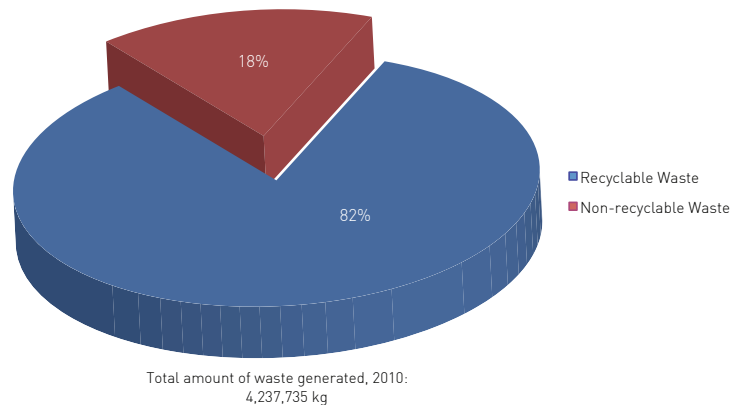


3. FUNDELLANTAS: Costa Rican Ecological Foundation for the Recycling of Rubber and Waste Tires. This organization disposes of waste building bales that are used in civil works.

4. ASEFIRE: Asociación Solidarista de Asociados de Bridgestone de Costa Rica; as part of its actions it is in charge of the sale of the organization's marketable waste material.

## Percentage of recyclable and non-recyclable waste generated by Bridgestone de Costa Rica in 2010

In the case of recyclable and non-recyclable waste, 82% of the waste generated in 2010 was recycled.



# 1. Environmental Scope

## Environmental Indicators

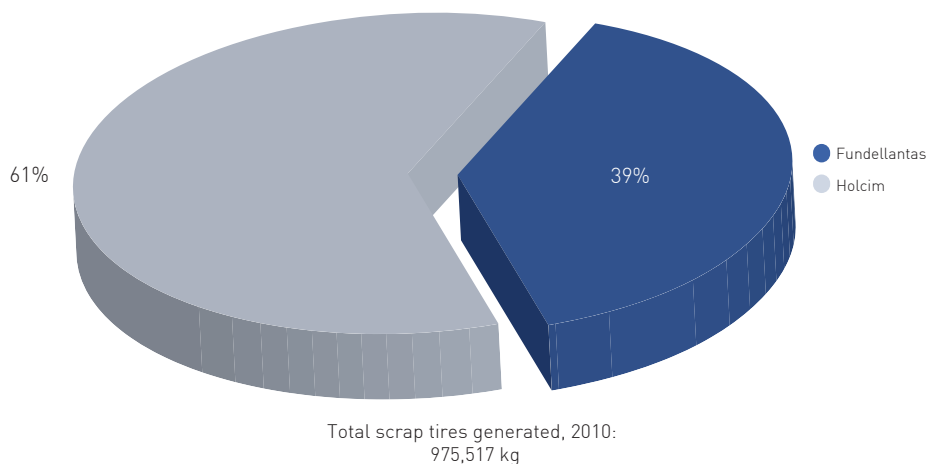
### Tires processed per year at FUNDELLANTAS

Fundellantas collects over 300,000 tires annually, which are processed as *llantiones*.

countries in the region, mainly in the Dominican Republic and El Salvador, where important progress has been made.

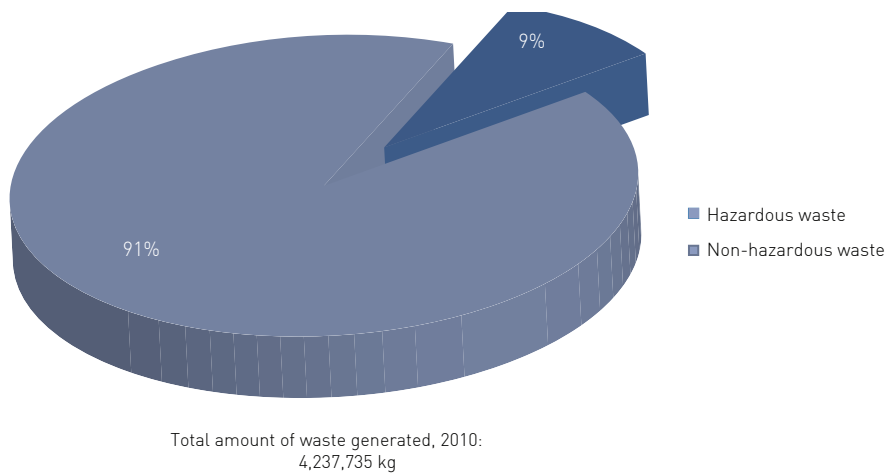
In 2010 Bridgestone continued lobbying in different

### Disposal of waste tires



In the case of Costa Rica, the number of tires sent to Fundellantas increased by 3% with respect to the percentage sent in 2009. The number of tires sent to the cement industry was reduced to 1%.

### Generation of waste per category 2010



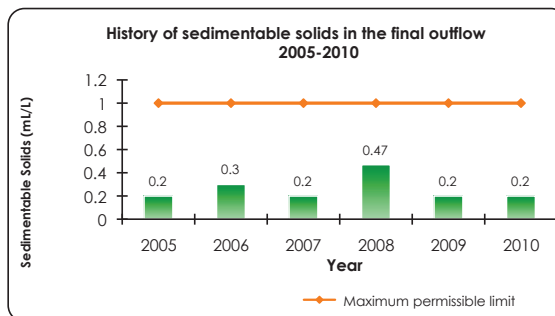
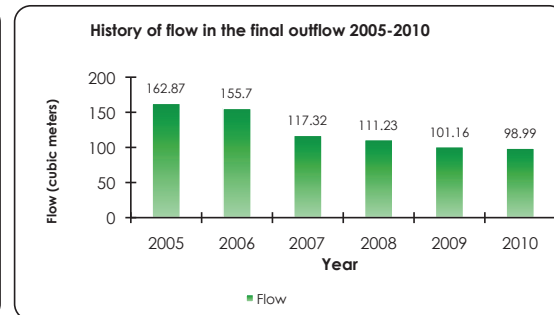
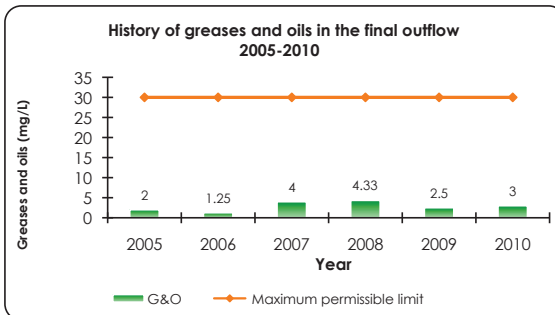
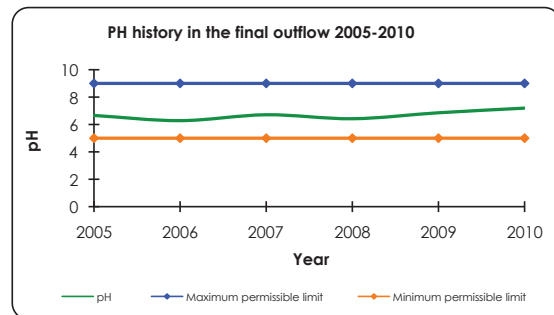
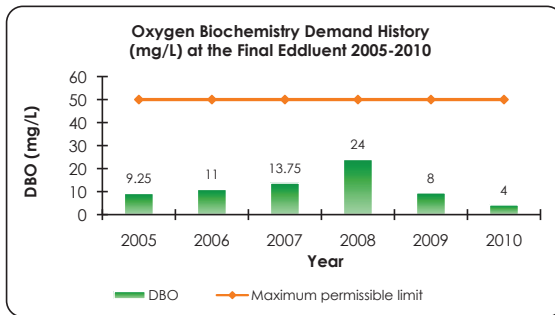
For 2010, we included in this report the results in generation of waste per category (hazardous and non-hazardous) and the percentage of recyclable and non-recyclable waste.

It is worth mentioning that 91% of the waste generated in 2010 was rated as non-hazardous.

## Waste water treatment plant parameters

The parameters presented next comply with the limits allowed by the agreement with Executive Order 33601-MINAE-S Regulations on Waste Water Spill and Re-use issued by the Ministry of Health.

Since 2005, it is observed that the treatment plant is kept operating efficiently and in conformity with the national environmental laws, in spite of the crisis in production and of the increase of personnel the plant has had through the years.





# 1. Environmental Scope

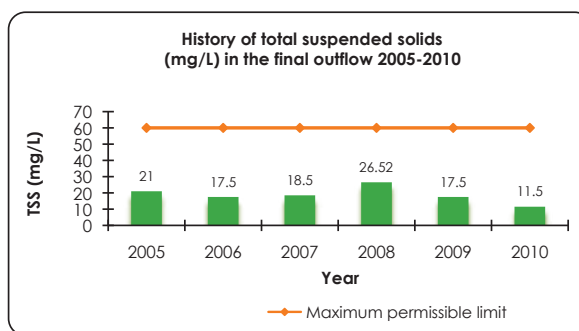
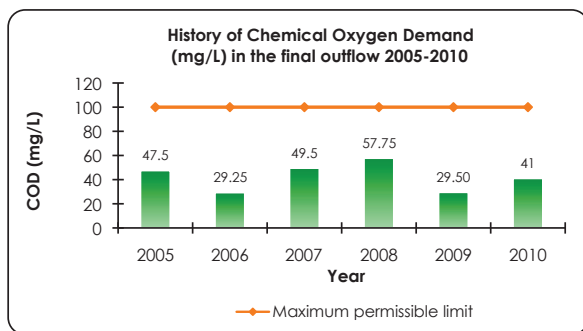
## Environmental Indicators

### Environmental Standards

According to the order approved in 2008, the Environmental Standard Regulations on Waste Waters establishes a maximum permissible limit of net polluting load spilled, where the Chemical Oxygen Demand (COD) and Total Suspended Solids (TSS) must be lower than the same.

Since 2005, Bridgestone de Costa Rica quantifies these waste waters. For 2010, the COD was maintained at 41.00 milligrams per liter, which keeps us inside the parameters required by law.

On the other hand, in 2010 a reduction is observed in TSS which went from 17.50 to 11.50 milligrams per liter, keeping the parameters below those required by law.



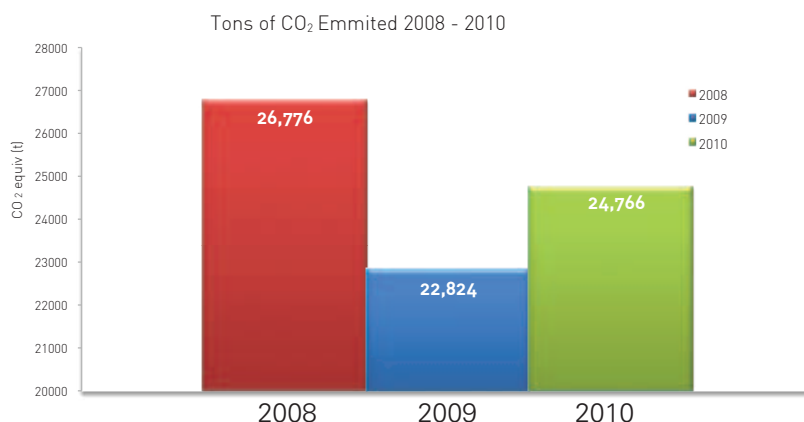
### Carbon Trace

In 2008, a data collection process began, in order to determine BSCR's carbon trace and this was chosen as baseline year.

For 2010 external CO<sub>2</sub> emission compensation projects were set in place, which allowed a reduction of their impact with respect to the baseline year by 2,010 tons.

The methodology selected by the company for determining the carbon trace is based on international standards ISO 14064-1 and Green House Gas (GHG) Protocol of the World Resources Institute (WRI). This has made it possible to count the emissions of scopes 1 and 2, established therein. However, for 2009, a part of scope 3 was considered (business trips of associates and the use of raw materials), in order to obtain information about the same.

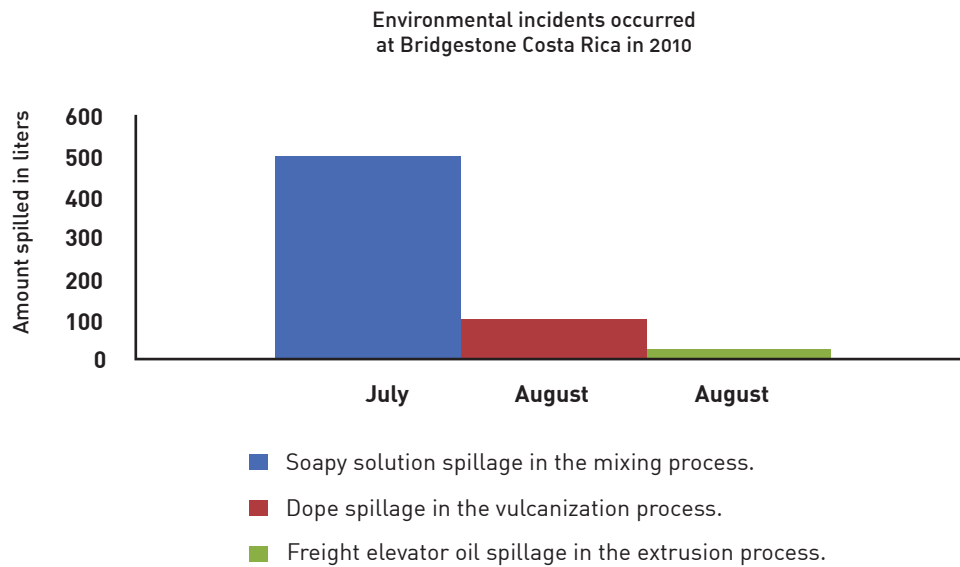
The next chart starts on the comparison of the trace obtained in 2008 versus its reduction in 2010 because 2009 was an atypical year and, therefore, production levels were low compared to those of 2008, which also contributes to the reduction of emissions. Thus, it went from 26,776 tons in 2008 to 24,766 tons at the closing of 2010. A difference of 2,010 tons.



## Environmental incidents

During the year of 2010, it was necessary to take care of 3 incidents that occurred in the months of July and August. The incidents were timely taken care of.

These incidents do not reach 1m<sup>3</sup> and they happened in the production process due to localized failures in the automatic systems used.



## 2. Social Scope



"I firmly believe in my philosophy about business, that businesses which only seek profit will not be sustainable and are doomed to weaken. But a business that serves the interests of its country and of society will continue to thrive as always"

Shojiro Ishibashi, Founder of Bridgestone Corporation



At Bridgestone de Costa Rica we make sure we serve society with superior quality. A part of that mission has led us to reach for excellence in our actions so that we become the most respected company, not only because of our advances in environmental and profitability aspects, but also because of the social impact that we have through a strategy of Social Responsibility that is consistent with our philosophy, with our mission, and with our values.

Thus, we have assumed the firm objective of joining efforts with public and private entities to work in a responsible culture in terms of road safety while working together with the Government and other entities to successfully close the full production cycle of our tires.

Also, every year we make contributions and sponsorships, not only in the immediate

community to which we belong, but also in institutions at national level that do great humanitarian and social work for the country. Our commitment is thus evidenced in the following summary, which includes the following actions conducted by Bridgestone de Costa Rica in 2010.

For 2011, we reiterate the commitment to, along with the economic growth that we set for ourselves as a company, develop the necessary actions for benefiting our planet and the future generations.

**Horacio Hidalgo**  
**Marketing and Social Responsibility**  
**Manager**





# I Drive Responsibly

Road safety continues to be a priority axis in the actions of the Company's Social Responsibility.

Through the "Yo conduzco responsablemente" (I Drive Responsibly) campaign, Bridgestone de Costa Rica has established a strategy in an alliance with the Ministry of Public Works as well as with private companies with the purpose of encouraging drivers to adopt responsible and preventive practices both with respect to vehicle maintenance and to driving.

In 2010 the campaign continued with the

operations on the busiest roads in the country. The focus of these operations is prevention, so when they are executed, no sanctions are given to drivers.

Every operation had an average of 10 volunteers from the company who, together with traffic officers, did the work of informing over 24,000 drivers.

The mechanics of the campaign included the distribution of information with advice regarding driver safety and a sticker identifying drivers with the initiative.

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## Operations conducted in 2010:

- Airport
  - Parque de la Paz
  - Jaco
  - Sabana Oeste
  - Florencio del Castillo
  - Route 32
- 

## Recognitions for the I Drive Responsibly program

### Best Business Social Responsibility Practice 2010

In the category of Relationship with the Community. This distinction is granted by the Mexican Center for Philanthropy, A.C., the Alliance for Social Responsibility in Mexico, AliaRSE and Forum Empresa. This recognition was awarded because the campaign generates added value and a positive impact on the communities where the company operates.

### Honorary Mention 2010

This mention is given in the ceremony of the "Contribution to the Community" Prize, organized by AMCHAM (Costa Rican-American Chamber of Commerce).

The honorific mention is given to the companies that have one or several programs focused on improving the quality of life of the neighbors of communities where they are established.



Hellen Valverde, Volunteer

"I think it is good, especially being able to express a part of what the company is, because when we are taking part in the volunteer program we transmit our passion for what we do; it is part of our responsibility as creators or part of that transportation that takes us anywhere".

# Tire Pressure Program



As part of the commitment of the Bridgestone Corporation, for the second consecutive year the Tire Pressure Program was held in Latin America, period of 2009-2010, and it was determined that 23 out of each 100 vehicles consume more fuel than they should, because of low tire pressure.

The study is based on a series of free check-ups made by Bridgestone de Costa Rica at shopping centers, public parkings, and vacation resorts.

In Costa Rica, the campaign was conducted with the support of the stations of the Riteve SyC company (RTV), responsible for the technical revision of vehicles in Costa Rica.

For Bridgestone this initiative contributes to increasing awareness and showing the importance of tire maintenance, so it will continue doing the safety check-ups in 2011.

The efforts in social responsibility aim at convincing consumers about the fact that tires should be a safety

investment plan, because their correct maintenance saves lives and also saves money and emissions into the environment.

Together with this initiative, the company promotes 10 very important points that any driver must take into consideration before driving a vehicle:

1. Purchase ecologic products.
2. Plan your trip.
3. Check tire pressure often.
4. Reduce unnecessary loads and avoid using the trunk.
5. Do not heat up the engine of the vehicle before you start driving.
6. Use air conditioning only when necessary.
7. Accelerate gradually and always maintain a constant speed.
8. Use engine breaking.
9. Do not keep the engine running when it is stopped.
10. Compensate the CO<sub>2</sub> emissions it generates.



## Alliance for better Road Culture

Bridgestone de Costa Rica is part of the public-private "For better road culture" alliance, the objective of which is to teach children and high-school students about the importance of responsible driving.

Said alliance was born as part of a strategy organized by ALIARSE, which, since early 2010, started with the logistics and curricular preparation of the project.

The official launching of the program took place on December 6th, 2010, at the República de Haití School, and it had the participation of government officials like Luis Liberman, second Vice-President of the Republic; Maristela Vaccari, Vice-minister of Public Works and Transportation; and César Quirós, Transit General Director.

The first stage of the program has a web site ([www.brigadavial.com](http://www.brigadavial.com)) where children can learn through games, advice, and educational material on road safety.

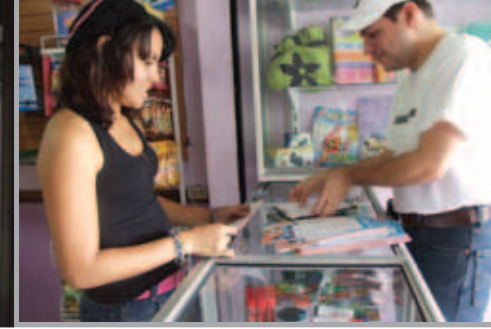
For 2011, Bridgestone de Costa Rica will start with a training plan in schools where the objective will be to turn children into transmitters of the message on road safety in their families.



[www.brigadavial.com](http://www.brigadavial.com)







## Fight against dengue And proper disposal of waste tires.

The number of cases of dengue in Costa Rica increased by 590 per cent in the first semester of 2010, with respect to the same period in 2009, according to official data from the Ministry of Health for this year.

Waste tires are one of the breeding spots selected by the dengue transmitting mosquito; therefore, Bridgestone de Costa Rica has been committed to the cause for over 10 years. This is why every year it seeks new ways to educate Costa Ricans and to support the initiatives of the State's institutions.

In 2010, work was done in two specific actions:

1. Alliance with the Ministry of Health, the CCSS, and La Teja newspaper, with the purpose of re-launching the "Tiro al Dengue" (Shoot dengue) program, in which a series of educational columns was developed about the way to eliminate the dengue transmitting breeding sites. With each delivery, the readers participated in trivia games in which they could win prizes.
2. Tire collections in coordination with CCSS and participation of mobilizations against dengue organized by the CCSS. By means of this initiative, Bridgestone was able to educate more than 1,000 neighbors in its immediate community and to detect around 96 possible mosquito-breeding sites.

For 2011, the company maintains its commitment in this subject, assuring a budget for the development of activities that will have a positive impact on this public health issue.

## Investigation journalism award

In 2010 Bridgestone de Costa Rica gave its eighth recognition to investigation journalism in Costa Rica, Guatemala, and the Dominican Republic.

This award is given to journalists who produce the best investigation work in subjects that make positive contributions to the country.

In said edition, the winners were:  
**Costa Rica:** Mario Bermúdez, from El Financiero weekly journal, "Costa Rica has three inflations". **Guatemala:** Jessica Gramajo, from the Siglo 21

newspaper, for her investigation work on the competitiveness of **Guatemalan** ports in assignment.

**Dominican Republic:** Miguel Lugo, from the Caribe newspaper, with the article "External economy areas affected by the World Crisis".

With this prize, Bridgestone de Costa Rica is interested in promoting freedom of the press and journalism investigation works that contribute to the development of more critical and analytical countries.

**Identifique los criaderos del dengue y elimínelos.**



Las autoridades de la Caja Costarricense del Seguro Social (CCSS) recomiendan limpiar, tapar, volcar, agujerear, rellenar, reciclar, botar, cepillar y poner bajo techo cualquier recipiente que pueda acumular agua y servirle de sitio de reproducción al mosquito que transmite el virus del dengue.



Ingrese a:  
[www.lateja.co.cr](http://www.lateja.co.cr)

y participe en el sorteo de un juego de llantas al responder la trivia.



**LATEJA**

**BRIDGESTONE**





## Promoting Culture and Sports

In 2010, as a part of the commitment that Bridgestone de Costa Rica has assumed to promote the initiatives of the choir and theater groups, as well as sports, the decision is made to officially establish a position of area promoter.

The main objective is to establish alliances and to seek spaces for both disciplines to develop in the Company. In addition, it seeks to develop internal talent and to put it to the service of the community through presentations in educational, social, and sports activities.

All this takes place under the vision of modeling the Company's values.

Successful Initiatives:

- Bridgestone Choir Group, since 2007
- Theater Group
- Sports teams (diverse disciplines)
- Additionally, the company is examining the possibility to support, by means of sports sponsorships, different sports disciplines for 2011.



## Bridgestone Volunteer Club

The Bridgestone Volunteer Club celebrated 2 years of existence in March 2010. During 2010, the volunteer club accumulated 2,300 hours of volunteer work, that is to say, there was an increase of 1,064 hours with respect to those achieved in 2009.

The members of the choir and of the drama club are some of the participants in the program, as well as the Bridgestone Emergency Brigade.

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Main volunteer program axes in 2010:

- Road safety operations
  - Environment and tree planting activities
  - Choir and theater performances
-



## Donations

Bridgestone de Costa Rica seeks to benefit public institutions and social welfare organizations by means of the program for donations in cash and in kind.

In 2010 there were different donations, like the following:

- **Reconstructing Haiti:** Bridgestone de Costa Rica responded to the call from Habitat for Humanity by means of a donation for the reconstruction of houses in Haiti, after the earthquake occurred.
- **Economic support for Guatemala:** Because of the floods caused by AgathaTropical Storm and the harm done by the ashes released by the Pacaya volcano, the company made a donation of basic need articles.
- **Support for the Palliative Care Clinic of San Pedro de Poás:** Through the donation of the company's old ambulance, Bridgestone joins the efforts of this clinic for the care of more than 70 patients of the community who are in their terminal stage.
- **"Forget me Not" Campaign:** This campaign is led by the Foundation for the Construction of Children's Dining Halls in the Southern neighborhoods. Bridgestone collaborated with the donation by making an internal fund raiser to collect clothes and toys for children of low-income families.
- **Support to collaborators and their families** in alliance with the ASEFIRE labor union.



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During 2010, \$13,000 were donated in finished products and \$32,000 in cash to different causes or institutions.

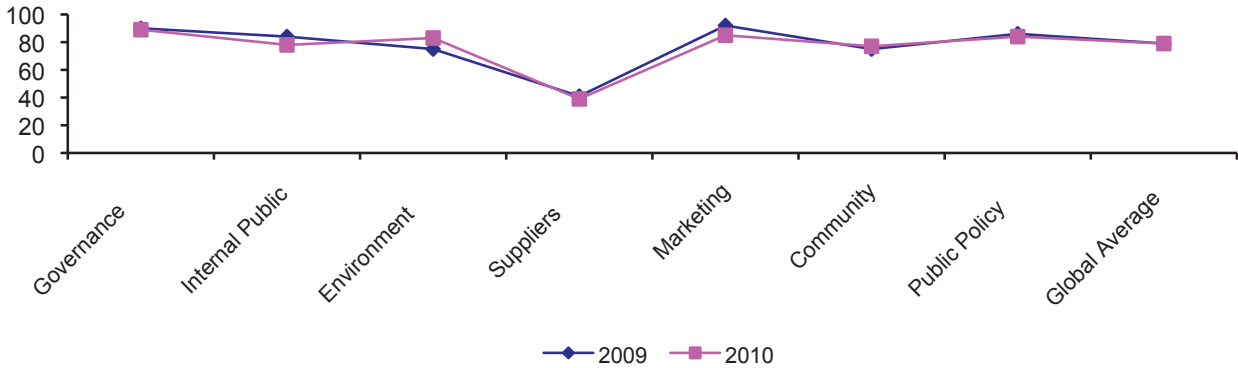
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# AED Self-Evaluation

In 2010, Bridgestone de Costa Rica submitted itself, for the second consecutive time, to the self-evaluation directed by the Business Association for Development (AED, for its initials in Spanish).

During the conduction of the self-evaluation, the High Management made a commitment, and strictness was applied in the completion of questionnaires; also, the top management officials were trained in the subjects of social responsibility with the objective of educating on the matter.

Below, the results of 2010 compared to those of 2009:



As observed in the chart, BSCR has positive results in most of the 7 categories evaluated in the study, and in 2010 it was able to maintain the global average of 2009.

In addition to that, in 2010 the process started of the improvement plan with respect to the results of 2009, where special attention was given to the formalization of the existing CSR processes not documented.

With respect to the suppliers' axis, it can be seen that it was the lowest, and therefore the commitment assumed by the company is to work a strategy for the improvement of this area.

In general, the grade obtained on both years was 79. The company will submit itself to the evaluation again in 2011.

## 2. Social Scope

### Social Indicators

#### Safety and Hygiene

At Bridgestone de Costa Rica, the SAC group (Safety, Environment, and Quality) goes through the facilities twice a week.

The manufacture managers, the heads of the inspection area, supervisors, and the company president take part of these tours.

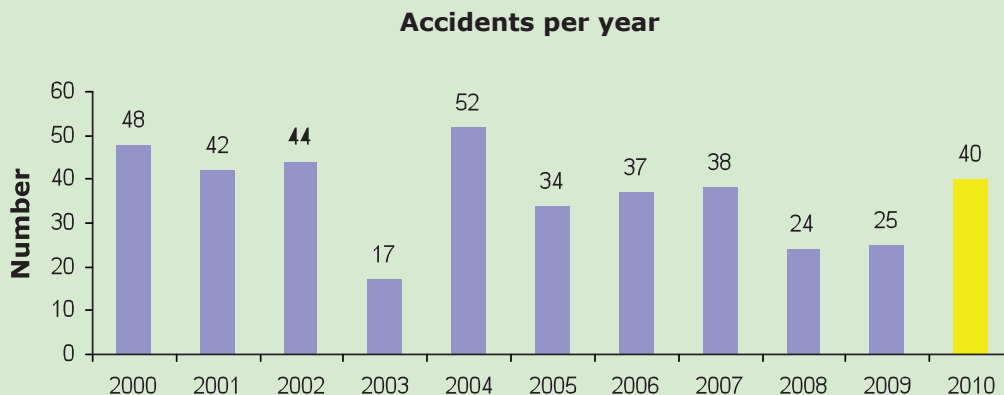
The objective of these tours is to evaluate all of the company's priority aspects: safety, risks, machinery, preservation of the environment, quality, costs, productivity, and even behaviors

and actions of the personnel, in order to visualize opportunities for improvement.

In addition to these inspections, the Occupational Safety and Hygiene Department meets once a month with the safety committee, with the participation of the directors of manufacture, human resources, and finances, along with the managers of production, quality, engineering, maintenance and safety, and hygiene. This committee is responsible for making pertinent decisions that guarantee the company's safety standards.

#### Accidents per year

With respect to accidents per year, the company had an increase in 2010 of its accident rate; there were 15 more than in 2009.



In spite of these results, in 2010 the company kept the commitment to promote safety as one of its fundamental pillars.



## 2. Social Scope

### Social Indicators

Thus, during 2010, the Safety Meritorious Flag Program was implemented. With this program, a flag is given to departments free of labor incidents, so that they will be recognized by collaborators.

The distinctions are in a scale of colors: the first step is the red flag, followed by the yellow one, and then you reach the top level: the green flag with a golden star.

Zero accidents supervisors is another program, and it consists of rewarding the supervisors that comply with the activities of their safety program (Line Driven Safety) and do not present any incidents in their areas throughout the year. It also takes into account the plans and steps taken by each one in order to avoid any problem and to offer a safer space to their co-workers.

For 2011, the objective will continue to be the reduction of accidents and the establishment of a safety culture where every associate will look after their own and their co-worker's safety.

### Incidence and severity rate

The incident rate reflects the frequency of accidents in relation to every 200 thousand work hours. In 2010, this rate increased to 3.72, 1.06 more than in 2009.

On the other hand, the severity rate quantifies the number of work days lost due to labor accidents for every 200 thousand hours of work. For 2009, the severity rate was 34.04, whereas in 2010 it increased to 46.74.

#### **BSCR Plant receives "Premio Global Preventico" [Preventico Global Award] 2010 granted by INS**

Preventico is a recognition for companies that make significant progress in terms of safety for their associates. Example of this are the trainings for workers in the plant, accident prevention campaigns, safety brigades, safety manuals, and standarization of processes.

BSCR received the Premio Global Preventico 2010 award in the category of Economic Activity. This was achieved after completing several stages, from the pre-selection to work plant visits, in addition to a thorough analysis of the actions taken by the company to improve its labor safety.

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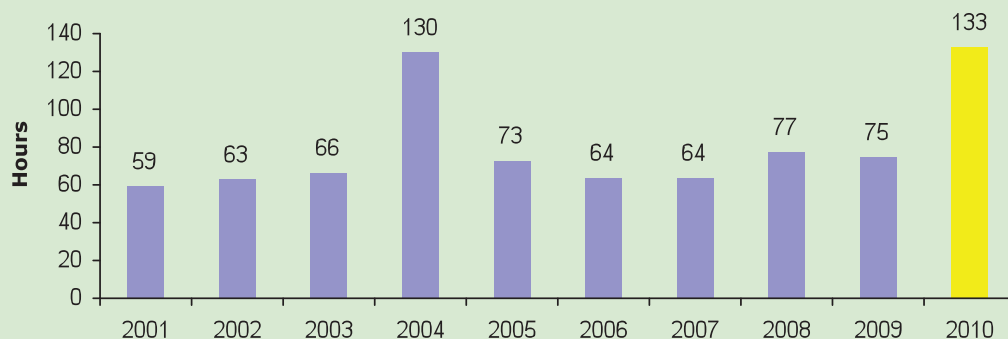
Bridgestone works on the decrease of the severity degree of labor accidents through the following prevention initiatives.

- Groups KYT: Japanese philosophy that predicts risks and accidents.
  - On line safety program: every personnel head must have a safety plan in their group, accompanied by awareness dynamics.
  - Participation of all associates in the prevention process.
  - Support for Higher Management
-

## Training hours per associate

With the objective of improving the associates' skills, promoting internal labor mobility, strengthening the sense of belonging and improving the company's profitability, Bridgestone de Costa Rica invests every year a considerable amount of resources in training.

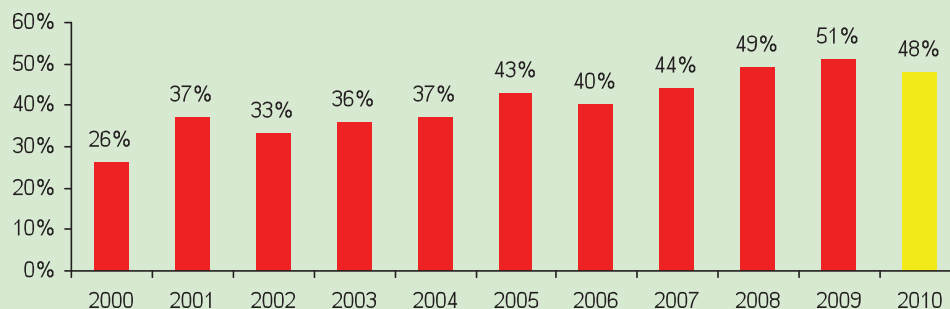
Training hours per associate



## Perfect attendance

In 2010, there was a slight decrease of 3% in the number of associates that did not miss one single work day.

Perfect attendance

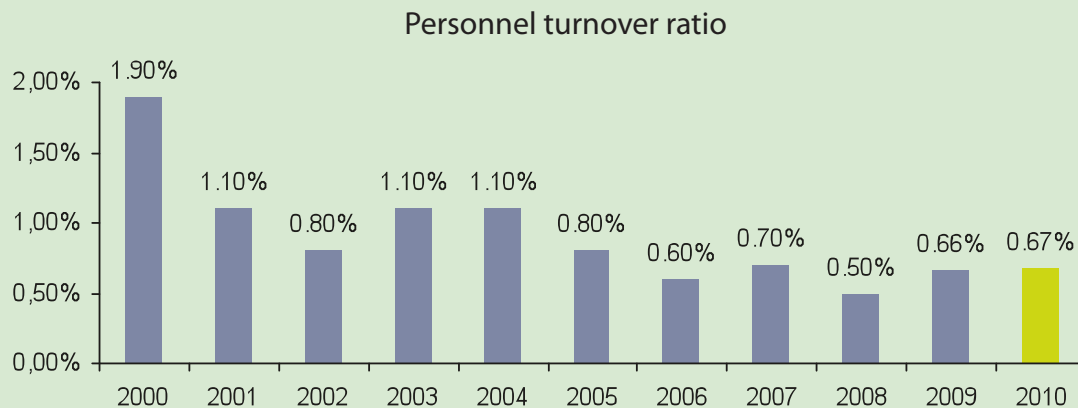


## 2. Social Scope

### Social Indicators

#### Personnel turnover ratio

The company's commitment with the associates is reflected in the low personnel turnover ratio. In the last 3 years, the company has been able to maintain the ratio below the goal of 0.70%, being able to position itself as a stable, growth-allowing work place for its associates.



#### Percentage of associate participation in the Firestone Employees Labor Union (ASEFIRE, for its initials in Spanish)

Bridgestone de Costa Rica believes and respects the union of collaborators in groups like Labor Unions. For over 30 years, the company has worked with ASEFIRE in the achievement of important corporate projects that benefit society and our collaborators.

Next, the statistics of the composition of the Firestone Employees Labor Union (ASEFIRE):

Composition of Associates	2006	2007	2008	2009	2010
Associates	932	917	939	890	1105
Scope	93.0%	93.2%	93.6%	91.1%	92.5%

## Detail of employer and personal contributions to ASEFIRE

As an additional benefit to our associates, and inside the guidelines of the labor union, the company makes a contribution to the funds of each one of the associates that are members of ASEFIRE. Below, the detail of the last 5 years:

Accrued balance of each contribution at the closing of December of every year:

Detail	2006	2007	2008	2009	2010
Personal Contribution	€930,510,408	€1,110,886,994	€1,234,683,435	€1,354,628,178	€1,623,323,360
Employer's Contribution	€1,172,391,174	€1,394,946,246	€1,617,319,608	€1,859,554,578	€2,188,703,585
Total Contributions	€2,102,901,583	€2,505,833,240	€2,852,003,043	€3,214,182,756	€3,812,026,945



### 3. Economic Scope



"In order to achieve sustainable development and better quality of life for everyone, we must reduce and eliminate unsustainable patterns of production and consumption, and promote proper demographic policies".

Shoshi Arakawa, Chairman of the Board, CEO and President of the Bridgestone Group



For Bridgestone de Costa Rica the integral management of the business means seeking a positive impact on society, the community, and the environment as we obtain economic growth.

The goals and decisions that we develop as a company at the economic level are based on this foundation, seeking to one way or another leave a positive track through the generation of wealth for the country, our collaborators, and our shareholders.

The following section contains this vision through the visualization of employment generation, investment on our associates, the employer's contribution corresponding to the CCSS, and our contributions for Fundellantas.

Additionally, you will find our sales mix in Central America, the Caribbean, other destinations in Latin America, and the United States.

All of the above allows us to work with the certainty that behind any of our tires there is responsible production, social commitment, and economic growth for society, for the community, and for the company.

**Jaime Torres**  
**Finance Director**

## 3. Economic Scope

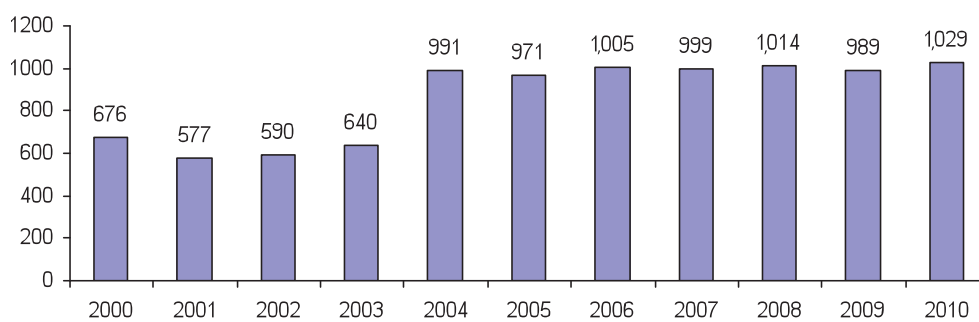
### Economic Indicators

#### Employment Generation

The social and environmental contribution of Bridgestone de Costa Rica, throughout the 43 years of its history in Costa Rica, has been possible thanks to the economic growth that the company has experienced in these four decades.

One of the indicators that reflect this growth is the generation of employment, which increased by 40 new positions in 2010 with respect to 2009.

History of number of associates



Employment generation by BSCR, at the closing of 2010, was of 1,029 people, distributed as follows: 294 in the administration area and 735 under the pay per hour system.

#### Economic Indicators

	2006	2007	2008	2009	2010
<b>Investment in Associates</b>	\$13.439.315,00	\$15.561.901,00	\$16.887.724,00	\$19.593.967,00	\$25.487.592,00
<b>CCSS (Social Security)</b>	\$2.299.745,00	\$2.584.616,00	\$2.846.449,00	\$3.302.589,96	\$5.504.765,64
<b>Fundellantas Contribution</b>	\$105.238,00	\$105.000,00	\$100.706,00	\$110.721,00	\$111.191,00
<b>Production Cost</b>	\$110.006.325,00	\$119.902.604,00	\$153.768.100,00	\$128.306.994,00	\$161.752.776,77
<b>Capital Investment</b>	\$11.758.840,00	\$12.434.398,00	\$10.195.737,00	\$9.112.330,00	\$13.554.909,00
<b>Taxes</b>	\$5.711.533,00	\$6.812.529,00	\$5.989.377,00	\$4.977.774,40	\$7.930.496,10
<b>Sales Composition</b>					
<b>Central America</b>	\$50.158.000,00	\$56.964.000,00	\$55.793.000,00	\$66.212.000,00	\$71.315.827,83
<b>Caribbean</b>	\$10.493.000,00	\$11.238.000,00	\$15.026.000,00	\$1.927.000,00	\$16.595.628,14
<b>Others Latin America</b>	\$4.709.000,00	\$3.668.000,00	\$16.567.000,00	\$5.329.000,00	\$14.966.561,98
<b>United States</b>	\$74.936.000,00	\$89.090.000,00	\$104.946.000,00	\$94.617.000,00	\$117.734.653,29
<b>Total</b>	<b>\$140.296.000</b>	<b>\$160.960.000</b>	<b>\$192.332.000</b>	<b>\$168.085.000</b>	<b>\$220.612.671</b>

As it can be seen in the table above, investments in associates, CCSS, and contributions for Fundellantas have maintained a constant growth in the last 5 years.

Also, the sales mix done by BSCR has increased in all the markets in which it is present, the United States maintaining itself as the main product positioning market, followed by Central America.



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## Economic performance indicators

Aspect		Indicator	References
Economic Performance	EC1	Direct economic value generated and distributed, including income, operating expense, compensation to employees and donations and other investments in the community, undistributed earnings and payments to capital suppliers governments.	Economic Indicators (Pag.54), Donations (Pag.45), Detail of employer and personal contributions to ASEFIRE (Pag. 51)
	EC2	Financial consequences and other risks and opportunities for the organization activities due to climate changes.	
	EC3	Coverage of the organization liabilities owed to social benefit programs.	Economic Indicators (Pag.54)
	EC4	Significant financial assistance received from governments.	
Market Presence	EC6	Policies, practices, expense ratio corresponding to local suppliers in places where significant operations are developed.	
	EC7	Procedures for local hiring and ratio of top directors coming from the local community in places where significant operations are developed.	
Indirect Economic Impacts	EC8	Development and impact of investments in infrastructure and the services rendered mainly for public benefit through commercial commitments, pro bond or in kind.	

## Environmental performance indicators

Aspect		Indicator	References
Materials	EN1	Materials used per weight or per volume.	
	EN2	Percentage of the materials used and which are given value.	Recyclable and non-recyclable waste (Pag.33)
Power	EN3	Direct power consumption itemized per primary source.	Power consumption (Pag.30)
	EN4	Indirect power consumption itemized per primary source.	
Water	EN8	Total catchment itemized per source.	
Biodiversity	EN11	Description of adjacent lands or lands located inside the protected natural spaces or non-protected biodiversity areas.	
	EN12	Description of the most significant impact in the biodiversity in protected natural spaces or non-protected high biodiversity areas, derived from the activities, products and services in protected areas and in areas of high biodiversity value in zones different from the protected areas.	Sustainability and environment strategy (Pag.24) One team, One planet (Pag.25)
Emissions, spills, waste	EN16	Total direct and indirect emissions of greenhouse effect gases in weight.	Carbon trace (Pag.36)
	EN17	Other indirect emissions of greenhouse effect gases in weight.	
	EN19	Emissions of ozone layer destroying substances in weight.	
	EN20	NO, SO, and other significant emissions into the air per type and per weight.	
	EN21	Total spill of residual waters, according to its nature and destination.	Waste water treatment plant parameters (Pag.35)
	EN22	Total weight of managed waste, according to type and treatment method.	
Products and services	EN26	Initiatives for the mitigation of environmental impacts by products and services and degree of reduction of such impact.	Waste Handling and Classification (Pag.33), Disposal of waste tires (Pag.34), Environmental Standards (Pag. 36), Ecologic Seals (Pag.27), PACE (Pag. 26), SAC Heroes (Pag.17), Tires processed per year at FUNDELLANTAS (Pag. 34)
	EN27	Percentage of products sold and their packaging materials that are recovered at the end of their service life per categories of products.	
Compliance with regulations	EN28	Cost of significant fines and number of non-money penalties for violation of environmental regulations.	

Social performance indicator / Occupational practices and work ethics

Aspect		Indicator	References
Employment	LA1	Breakdown of employees per type of job, per contract and per region.	Employment Generation (Pag.54)
	LA2	Total number of employees and average personnel turnover, itemized per group of age, sex and region.	Personnel turnover ratio (Pag.50)
Relationship company-workers	LA4	Percentage of employees covered by a collective agreement.	Percentage of associate participation in Labor Union (Pag.50)
	LA5	Minimum relative notice period(s) on organizational changes even if these notices are specified in collective agreements.	
Health and safety at work	LA7	Absenteeism rate, professional diseases, lost days, and number of work-related fatal victims per region.	Perfect attendance (Pag.49), Incidence and severity rate (Pag.48), Accidents per year (Pag. 47)
	LA8	Educational program, training counseling, risk prevention and control applicable to workers, their families or community members in relation with serious diseases.	
Training and evaluation	LA10	Average of training hours per year per employee, itemized by category of employee.	
Diversity and equal opportunities	LA13	Composition of corporate government bodies and staff, itemized by sex, age group, being a part of a minority and other diversity indicators.	
	LA14	Ratio of basic salary of men to women by employee category.	

Society performance indicators

Aspect		Indicator	References
Community	S01	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts	
Corruption	S02	Percentage and total number of business units analyzed for risks related to corruption.	
	S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	
	S04	Actions taken in response to incidents of corruption.	
Public Policy	S05	Public policy positions and participation in public policy development and lobbying.	Fundellantas contribution (Pag.54), Tires processed per year at FUNDELLANTAS (Pag. 34)
Compliance with Regulations	S08	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance	

Human rights performance indicators

Aspect		Indicator	References
Investment and Procurement Practices	HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	
	HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	
Non-discrimination	HR4	Total number of incidents of discrimination and actions taken.	
Freedom of Association and Collective Bargaining	HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	
Child Labor	HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	
Forced and Compulsory Labor	HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor.	

Performance indicators of responsibility over products

Aspect		Indicator	References
Customer Health and Safety	PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	
Product and Service Labeling	PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	
Marketing Communications	PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	
Compliance	PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	



**We want to know your opinion.**

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

	Very Good	Good	Regular	Bad
General Opinion about the Report				
Relevance of the information				
Written composition and language				
Design				

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

Do you have any comment about our 2010 Sustainability Report?

Names and surnames: \_\_\_\_\_

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

E-mail address: \_\_\_\_\_

Telephone: \_\_\_\_\_





Bridgestone de Costa Rica S.A.  
Sustainability Report 2010  
Our environmental, social, and economic report to society

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

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