



SUSTAINABLE
INTEGRATION AND COMMITMENT

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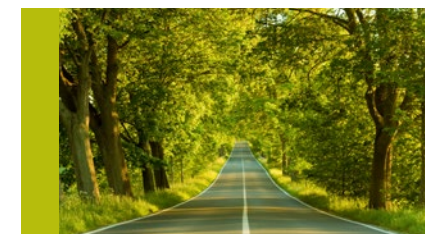
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Regional sales increased to
\$801,831
 million dollars.



Message from the President

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

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

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

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

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

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

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

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

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

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

In 2015 we brought together the work of



1,448 employees throughout the region, adding



9,420 volunteer hours.

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

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

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

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

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

Kind regards.

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





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

Company profile



The Bridgestone Essence

LA ESENCIA BRIDGESTONE

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



Bridgestone Group is the largest tire manufacturer in the world.

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



Capital

¥ 126.354 billion (JPY)



Head Office in Japan

4 Regional offices:

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

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



Employees

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



Annual sales

¥ 37.902 billion (JPY)



166 plants

(Tires, Raw Materials, Diversified Products)

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



Presence in 26 countries

- Its products are sold in more than 150 countries.

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

Bridgestone Products and Services

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

Code of Conduct

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

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

Bridgestone Latin America North (BS-LAN) Crisis Committee

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

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

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

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

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





Missions

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

Environment

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

Environmental Mission Statement

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

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

Therefore, we are focused on three objectives.

In harmony with nature

To contribute to biodiversity through habitat enhancement, and through environmental education and research.

Value natural resources

To continually improve natural resource conservation through operational improvements and product design.

Reduce CO₂ emissions

To continually reduce emissions of Greenhouse Gases, including CO₂, from our products' complete life cycle.

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

Operations

Environmental Communication

Community Activities

TEAMS

Products and Services

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

One Team, One Planet.

Quality Mission Statement

Creating Customer Value & Trust

Dan-Totsu is achieved through Innovation and Kaizen



Quality

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

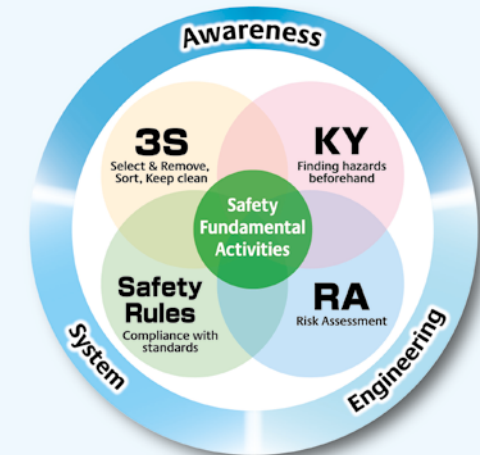
Safety

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

Safety Mission Statement

Safety First, Always

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



2015 Economic Forecast and Challenges for 2016

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

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

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

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

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

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

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





Business model



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





Sustainability management



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

Through these pillars, Bridgestone's focus encompasses in:

Mobility

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

People

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

Environment

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

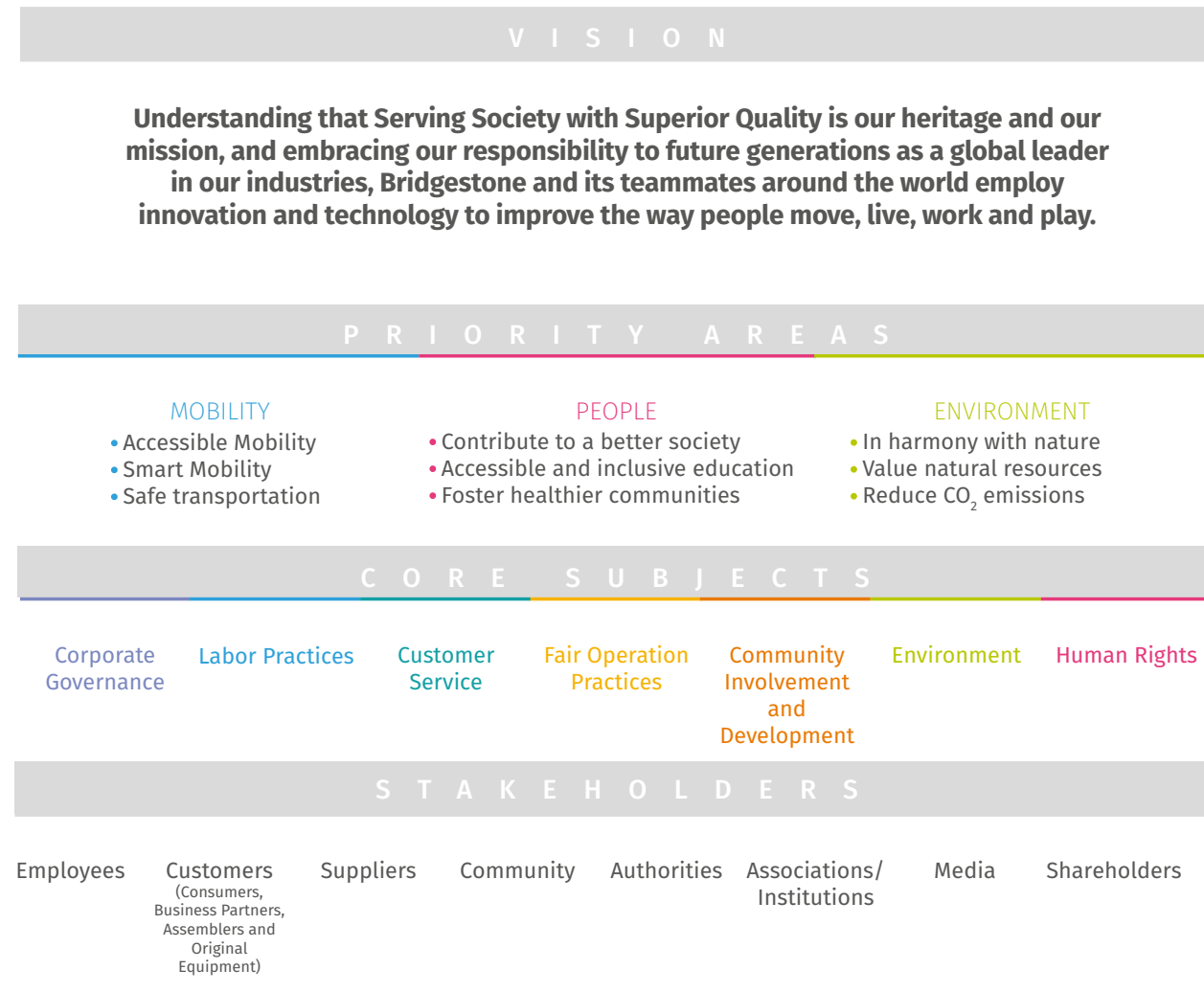
In order to consolidate this vision of sustainability, in addition to raising awareness of its importance throughout the region, in 2015, the area of Corporate Communication and Social Responsibility for the Bridgestone Latin America North region was redesigned in order to function as a key tool in promoting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

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



Responsabilidad Social

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



Material Issues

At Bridgestone, we use the Global Reporting Initiative methodology to compile our Sustainability Reports. That is why, in 2014, in both Mexico and Costa Rica, specific areas or priority topics for sustainability at the company were defined, i.e. the material issues to be included in the report for each country. For Mexico, these were defined using a materiality assessment; and in Costa Rica, they were defined by using a Key Issue Matrix in accordance with the INTE 35-01-01 Social Responsibility Standard from INTECO, in addition to a Perception and CSR Study undertaken in 2014.

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

Relevant Areas for Bridgestone Costa Rica	Stakeholders Involved	Coverage (Internal and External)
Effective Communication Channels	All	Internal
Compliance	All	Internal
Tire Quality and Safety	Clients, Consumers	Internal
Responsible Purchasing	Suppliers	Internal
Energy Use	Community	Internal
Reduction of the Carbon Footprint (Mitigation and Adaptation to Climate Change)	Community	Internal
Water Use	Community	Internal
Recycling and Containment of Raw Materials	Community	Internal
Employee Health and Safety	Employees	Internal
Employee Development and Training	Employees	Internal
Community Support (Social Investment)	Community	Internal
Recovery of Waste Tires	Community	Internal
Social Awareness and Education in Road Safety	Community	Internal

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





Bridgestone Costa Rica has a plant in Belén with a total of 914 employees. It produces 11,400 tires on a daily basis, with an annual total of 3,260,000 units. Sales in 2015 reached US \$206.636 million.

Background

The company that is known today as Bridgestone Costa Rica began life 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; however, in 2009, the company changed its name to Bridgestone de Costa Rica (BSCR), signaling a period of rapid growth and increased productivity. It now has 914 employees who produce approximately 11,400 tires every day.

Reaching this level of production has had a transcendental effect on the company, paving the way for Bridgestone Costa Rica to lead the Central American and Caribbean market with a wide range of tire models and categories.

Bridgestone Costa Rica

Industrias Firestone de Costa Rica starts operations. At the beginning of the 1970's, it manufactured 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 of 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. At this time, it manufactured 2,200 tires a day.

A strategic alliance is forged with Bridgestone 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 Latin America North (BS-LAN).**

Facts and Figures



Corporate Headquarters and Plant (s)
Belen de Heredia, Costa Rica..



Markets Covered (Countries)

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



Points of sale

161



Sales for 2015

US \$206,636 million.



Number of Tires Produced per Day

11,400 tires.



Total Production

3,260,000 tires.



Total employees (women/men).

914

(59 women and 855 men).



Economic value

(generated, distributed and retained).

- **Generated, US \$206** million.
- **Distributed, US \$198** million.
- **Retained, US \$8** million.



Total volunteering hours and participants

- **439** participants
- **5,005** hours



Average Training Hours per Employee

60 hours



Total emissions generated and other environmental indicators (CO_{2e})

14,776 tons CO_{2e}.



Beneficiaries of Volunteering Program

21,571 people benefited.



G4-4



Products and Services

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

Car

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

Trucks

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 the agriculture sector: tractors and other types of non-road machinery.

Retreading

Bridgestone plays a major role in the high-mileage tire retreading industry, offering technology, consultancy 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 2015, three new products were launched:

F600 from Firestone

For cars, highway use. Safety, comfort, stability and grip. With its modern design, it offers high performance on curves and wet surfaces.

Dueler HT 684

For SUV's. Greater comfort and less noise while driving, not to mention an elegant design.

Dueler Revo II

For SUV's. Makes driving easier, even in difficult conditions. Offers outstanding performance and less noise on all types of terrain.

Market


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















Stakeholders

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

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

Continuos 

Stakeholders	Expectations	Response	Communication Channels	Frequency of Contact
 Employees	<ul style="list-style-type: none"> A Better Place to Work Attracting and retaining talent Career plans Professional development and training Integration of teams with the company's goals Work-Life balance Workplace health and safety Benefits and perks 	<ul style="list-style-type: none"> Great Place to Work survey Talent Awards: Honorable Mention, President's Award, Perfect Attendance, Length of Service, Outstanding Leader GPTW, SEQ Heroes (Safety, Environment and Quality), Zero Accidents Succession Plans -Evolución Program Partnerships with business schools in Costa Rica Internal awareness campaigns and Bridgestone sporting activities Bridgestone sporting activities Creating Bridgestone citizens Safety and occupational health training and audits Internal Awareness Campaigns Employee Association Subsidized canteen, Employees' Gym Benefits above those required by law Retirement Preparation Program 	<ul style="list-style-type: none"> Meetings Activities Internal communication Meetings Training Internal communication Activities Internal communication and activities Meetings Courses and reviews (audits) 	
 Suppliers	<ul style="list-style-type: none"> Fair trade practices Fair competition 	<ul style="list-style-type: none"> Procurment policies Supplier development 	<ul style="list-style-type: none"> Meetings and supplier evaluations Training sessions 	
 Associations/ Institutions	<ul style="list-style-type: none"> Partnerships to Drive Development within the Industry 	<ul style="list-style-type: none"> Participation with Chambers and Associations Promotion of best practices for industry development 	<ul style="list-style-type: none"> Meetings E-mail Visits to learn about the plant and quality systems, among others 	
 Shareholders	<ul style="list-style-type: none"> Positive economic results Improved market share and brand positioning Company's prestige within the community Efficient use of energy resources Respect for the financial interest of the Shareholders 	<ul style="list-style-type: none"> Successful financial management Marketing campaigns Sales strategies Social Responsibility and volunteering programs Environmental programs Transparency 	<ul style="list-style-type: none"> Financial reports Marketing reports Activities, Reports and press management Environmental performance reports Financial reports 	

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

Awards and Certifications

Awards

- **Bandera Azul Ecológica award** in the category of Programs to Tackle Climate Change, for the fourth consecutive year.
- **Internal Environmental Awards** in the category of Environmental Innovation: “Biomass Boiler”, awarded by Bridgestone Americas.
- **Bridgestone Americas Awards** in the category of Environmental Innovation: “Biomass Boiler”, awarded by Bridgestone Japan.
- **Social Responsibility in Action 2015 award** presented by AMCHAM.
- **Great Place to Work 2015 award** (3rd Place).
- **Benefit from Preventive Management Homologation 2015**, granted by the National Insurance Institute.
- **Commitment to Excellence award from the Chamber of Industry in Costa Rica:** “Improvements to CpK of Rubber Viscosity in the Compound Department” project.
- **Commitment to Excellence award from the Chamber of Industry in Costa Rica:** “Reduction in Downtime for the KBN2#1 Machine as a result of the Inadequate Blade Performance” project.

Certifications:

- **INTE 35-01-01** Social Responsibility Management System.
- **INTE OHSAS 18001** Workplace Risk Prevention Management System.
- **INTE ISO 14064-1** Management System for the Quantification and Reporting of Greenhouse Gas Emissions and Removals.
- **ISO/TS 16949** Technical Specifications for Original Equipment.
- **INTE ISO 14001** Environmental Management System.
- **ISO 9001** Quality Management System.
- **INTE ISO 9001** Product Compliance.
- **BASC Standard Property Security** (Business Alliance for Secure Commerce. Version 4-2012).
- **License to use the Especial Costa Rica brand** for corporate and product purposes. Costa Rican Foreign Trade Promotion Office.
- **INTE ISO/IEC 17025** Accreditation of Laboratory Testing. Finished Product Testing BSCR (Lab. QA).
- **INTE ISO/IEC 17025** Accreditation of Laboratory Testing. Calibration of Measuring Equipment.





Core subjects



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

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

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



Corporate governance

Bridgestone 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.



100% of employees are now part of the Bridgestone Americas Compliance Center (BACC) training program.



Ethics Week was implemented.

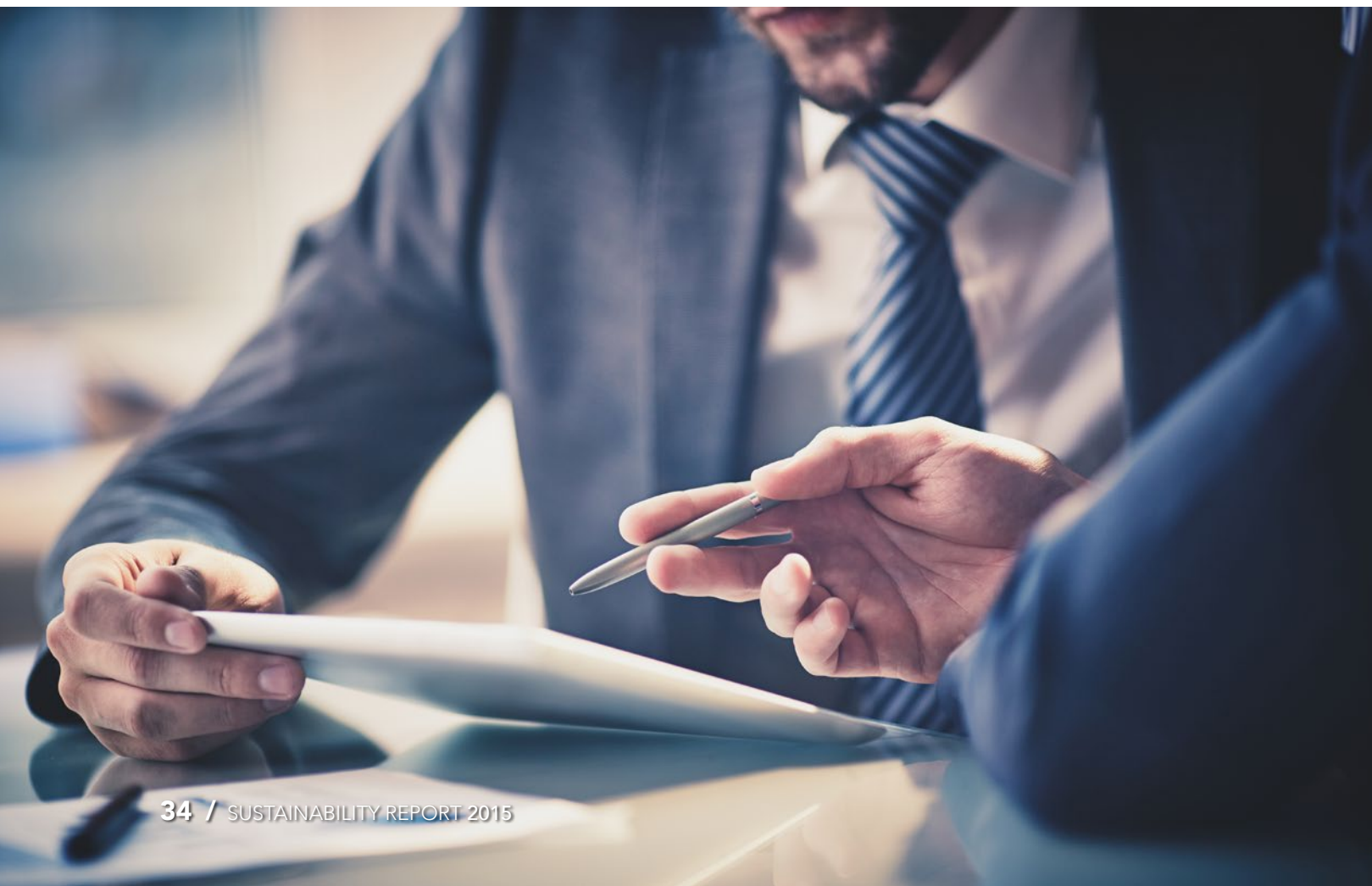


The **Compliance USA program** was deployed, offering yearly courses from the Bridgestone Americas Compliance Center (BACC) system..



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

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



Risk management

Bridgestone Costa Rica views the anticipation and management of risks as an essential element in ensuring the sustainability of the business. During 2015, a number of the company's key stakeholders took part in crisis response workshops in order to define what to do and how to act in a situation of crisis.

The steps to follow in the event of a situation of risk are the following:

- Study the problem.
- Evaluate the gravity of the problem.
- Reach decisions regarding communication.
- Define spokespersons.
- Take the company's official stance into account.

There is also the Bridgestone Americas Compliance Center (BACC) system, which provides the basis for all the decisions and activities that need to be implemented, ensuring integrity and compliance with all of the company's internal regulations, values and policies, in addition to any applicable legislative framework governing its operations.

Ethics

One of Bridgestone Costa Rica's achievements in 2015 was the consolidation of the Compliance USA program, which offers yearly courses from the Bridgestone Americas Compliance Center (BACC) system. The company also received the Annual Compliance certification, and Code of Conduct courses were given during induction sessions and employee e-learning sessions. Furthermore, monthly ethical newsletters were distributed, Ethics Week was successfully implemented and a competition containing questions relating to ethics was organized.

Ethics Committee

Bridgestone Costa Rica's Ethics Committee comprises nine employees, representing all of the areas within the plant. The purpose of the Committee is to analyze all doubts arising from any non-compliance with the guidelines set out in any of the company's policies or procedures. During 2015, the Committee met six times.

Code of Conduct

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

Clauses from the Code of Conduct were included in contracts with suppliers, and a newsletter was created in conjunction with the Internal Communication area, which forms part of the Human Resources department. It was also included in induction sessions and e-learning training programs, in addition to a declaration of compliance signed by company leaders (managers and directors).

Furthermore, a competition was organized during Ethics Week to quickly and easily raise awareness among the employees about the Code, in addition to an internal promotion campaign for the toll-free number to report any non-compliance issues. There were also face-to-face courses for the employees, monthly newsletters with content regarding ethics and leaflets outlining the main points of the Code of Conduct.

Complaints Procedures

A number of communication channels were set up in order to allow employees to report any problems or non-compliance with the Code of Conduct. All complaints are confidential in nature. They are also a means of resolving doubts about ethical dilemmas and compliance with corporate policies.

As part of the Complaints Procedures, employees can file a complaint by:

- Contacting their Manager or the Human Resources department directly.

- Contacting the Legal department directly.
- Contacting the Ethics Committee.
- Calling the Ethics Line: 00 800 011 1100.

In 2015, no complaints were lodged with any of the instances outlined above.

Code of Conduct Training

As part of Bridgestone Costa Rica's activities, 100% of its employees received training about the Code of Conduct. During these sessions, information was given regarding the rights and responsibilities of the employees, in addition to those of their colleagues and stakeholders.

Business Ethics

Bridgestone Costa Rica works tirelessly to build relationships of trust with all stakeholders in order to achieve business sustainability and market differentiation. In this context of ethical business practices, the company is governed by a Code of Conduct and the Bridgestone Americas Compliance Center (BACC) system. During 2015, a number of courses and training sessions for this system were offered, covering topics such as conflicts of interest, anti-trust laws, patents and IT security.





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.



100% of staff received some form of training.



54,760 hours per year and an average of **60 hours of training per employee.**



US \$180,798 invested in training.



Turnover rate was **0.46%**



Zero occupational illnesses.



6.4% of our employees are **women.**



73 new hires in 2015.

Labor practices



Employees

Bridgestone Costa Rica's workforce is of the utmost importance to the company. It is through its employees that the company can achieve success and overcome the challenges it faces. In 2015, the workforce was composed of 914 employees (59 women and 855 men).

100% of the directors at Bridgestone Costa Rica are men, 12% of middle managers are women, 56% of assistants are men. Employee turnover is 0.46%.

During 2015, 5 women and 68 men were hired, giving a total of 73 new hires.

2015		Total employees
Men	Between 25 and 30 years old	164
	Between 31 and 40 years old	320
	Between 41 and 50 years old	211
	Over 51 years old	107
	Under 25 years old	53
Women	Between 25 and 30 years old	21
	Between 31 and 40 years old	16
	Between 41 and 50 years old	7
	Over 51 years old	7
	Under 25 years old	8

Health and Safety

Bridgestone Costa Rica has a number of induction programs for new employees. These training sessions include good manufacturing practices, logout tagout, hot work, working at heights and working in confined spaces. Courses in Hot Bach were also offered, providing information about how to use fire extinguishers and hoses, in addition to use of the Safety Simulator.

Through brigades, employees are trained in fire prevention and fighting, evacuation, first aid, CPR, rescue, height rescue, confined space rescue, chemical spills, how to handle bees, among others.

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

Some of the achievements in the area of Health and Safety at Bridgestone in 2015 include:

- Reaching an Injury Rate (IR) of 2.08. Even though this is above the rate for 2014 (which was an exceptional case), it was still below the company's goal.
- Reaching a Severity Rate (SR) of 40.04, which was below both the figure for 2014 and the company's goal.

- Being recertified in the Occupational Health and Safety Administration System (OHSAS 18001), granted by INTECO (Costa Rican Institute for Technical Standards).
- Standardizing its Workplace Risk Policy, leading to the National Insurance Institute reimbursing approximately US \$9,500 in premiums as a result of the outstanding performance of the Occupational Health and Safety Management system at Bridgestone Costa Rica.

Furthermore, at Bridgestone Costa Rica, employees have access to a general physician, a nutritionist, a psychologist and a physiotherapist.



Sporting Activities

Bridgestone supports employee associations in a range of disciplines, including basketball, mountain biking, athletics and mountaineering. During 2015, Zumba classes were offered once a week, as well as internal 5-a-side soccer tournaments (the Bridgestone soccer team also took part in the national Juegos Laborales tournament).



G4-LA9, G4-LA10, G4-LA11



Training

For Bridgestone, the importance of employee training lies in its purpose: improving the knowledge and skills of those who work at the company. It is through its employees, ideas, projects, skills and hard work that the company grows and progresses.

This is why, in 2015, a total of 914 employees received training, including Directors, Managers, Middle Managers and Assistants. The total number of training hours was 54,760, an average of 60 hours per employee. Compared to 2014, this represents a 13% rise, with the average number of training hours per employee increasing from 53 to 60 hours.

Of the 914 employees trained, 59 were women and 855 were men. The total number of training hours based on gender were: 50,953 hours for men and 3,807 for women, giving an average of 60 training hours for men and 63 for women.

Costa Rica – Technical Training – administrative employees

	Training hours 2015
Total training for administrative employees	3,758

Costa Rica – Development – administrative employees

	Training hours 2015
Language and leadership programs	12,836



Costa Rica – Technical Training – plant employees

	Training hours 2015
Total training for plant employees	35,786

Costa Rica – Development – plant employees

Total development for plant employees	2,380
Total:	54,760



Benefits

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

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

Retirement Preparation Program

As part of the Retirement Preparation Program, the company's Social Worker took part in two training sessions organized by the Costa Rican Social Security Institute. These training sessions covered Disability, Old Age and Death, Labor Capitalization Fund and Compulsory Pension Contributions, in addition to workshops on self-esteem, myths about retirement and financial planning.

Two follow-up sessions were organized for the first group of employees, which was formed in 2014. A total of 8 people retired in 2015.

Amenities

Language Room and Break Room

The Language Room is fully equipped and available on a daily basis for all employees interested in learning a new language. It can seat 10-12 people and is used on a regular basis by around 50 people who are enrolled in the company's English program.

In addition to this room, a lounge was built beside the training rooms, offering employees a space where they can relax and socialize in comfort.

Talent Attraction

Bridgestone Professional Experience

The company has the Bridgestone Professional Experience Program that helps evaluate and retain young college talent looking for an internship opportunity. New professionals can gain experience at a world-class company like Bridgestone Costa Rica, and they may even be offered a full-time position after the program has finished. In 2015, 37 interns took part in this program, 19% of whom were hired.



Technical Talent Attraction Program

This program was created in 2015 with the express purpose of identifying, attracting, recruiting and selecting talented technical employees. This was made possible by collaborating with technical colleges offering courses in Precision Engineering, General Mechanics and Electrical Engineering. Of the 80 students who applied to this program, 14 were chosen to take part in a supervised apprenticeship, with 3 being recruited as entry-level employees.

Evolution Program

The goal of this program is to help develop talented employees within the productive process in order to prepare them to tackle new challenges in key positions within the organization. During 2015, 6 of the 8 participants in this program were promoted within their divisions.

Talent Awards

Bridgestone believes that recognition is a key management tool in strengthening the relationship it has with its employees. It also believes that it can lead to positive changes within the organization, in addition to ensuring the continuity of the actions and behavior that it promotes among its employees. Some of the measures taken to recognize the work being done by the company's employees are outlined below:

President's Award

In 2015, 12 employees were presented with the President's Award for a range of outstanding projects within the company.





Perfect Attendance

The number of entry-level employees who did not miss a single day of work increased to 357, compared to 348 in 2014. This represents 57% of the target population. Each one of them was recognized for their commitment and punctuality.

SEQ Heroes (Safety, Environment and Quality)

In 2015, 10 entry-level employees, whose daily commitment to discovering, reporting and fixing potential safety, environmental and quality problems has made them an example in their divisions, were presented with this award.

Length of Service

In 2015, a Length of Service award was presented to those employees who have been part of Bridgestone Costa Rica's workforce. The following awards were given:

- 57 employees celebrating 5 years of service.
- 36 employees celebrating 10 years of service.
- 21 employees celebrating 15 years of service.
- 11 employees celebrating 20 years of service.
- 4 employees celebrating 25 years of service.
- 6 employees celebrating 30 years of service.
- 1 employee celebrating 35 years of service.
- 2 employees celebrating 40 years of service.

Balance between Personal and Professional Lives

A balance between their personal and professional lives enables employees to perform better every single day. Bridgestone, a company that is concerned with the comprehensive well-being of its employees, understands that their families play a major role in their lives, which is why it extends its employee benefits and programs to cover family members as well.

Creating Bridgestone Citizens

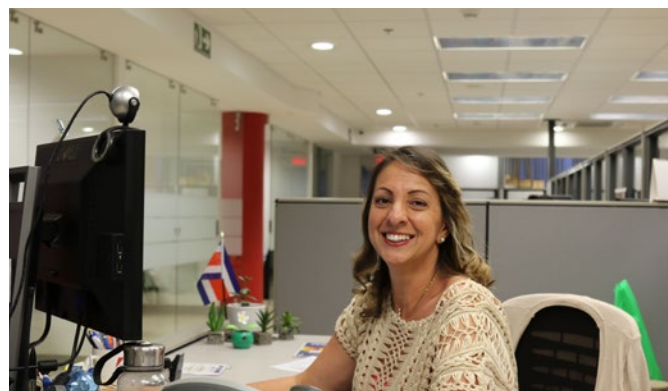
In 2015, the ninth edition of this program was held, bringing together 180 of the employees' sons and daughters. The program includes a weeklong summer workshop for children and young people aged between 6 and 17. The goal of the program is to transmit the values and culture of Bridgestone to the families of its employees. Each year, a number of areas are covered through games and talks with specialists. In 2015, some of the areas discussed include climate change, non-verbal communication, managing emotions, and arts and crafts with materials recycled from the plant.

Triple P Program

The goal of this program is to offer Bridgestone parents information about how to proactively bring up their children. The program encompasses three dynamic seminars given at the company's facilities by Triple P Program coordinators:

- The power of parenthood.
- Raising Confident and Capable Boys and Girls.
- Raising resilient boys and girls.

In 2015, 45 employees took part in the program. Their partners or family members were also invited to attend. A workshop was held in the months of May, June and August.





Internal Awareness Campaigns

In order to keep it employees up-to-date with the most important news within the company, Bridgestone organizes internal awareness campaigns that function as a constant reminder and source of information for employees.

Ethics

The company disseminated monthly ethics messages, in accordance with the Bridgestone Americas Code of Conduct. Bridgestone Costa Rica also coordinated Ethics Week, consisting of the publication of key messages and posters, in addition to a competition which had more than 460 entries.

Regional messages were also communicated during Bridgestone Latin America's Ethics Week.

Health

In 2015, with the goal of ensuring the health of its workers, Bridgestone coordinated information and prevention campaigns regarding Zika, dengue and chikungunya. It also held National Mental Health Week, during which it focused on the role mental health plays in its employees' all-round health.

Nutrition

In terms of nutrition, proper eating habits were promoted through Nutri-Breves, informative spots dealing with nutrition and good eating habits. Messages containing easy and healthy recipes to make at home were distributed, and a fair promoting healthy products was also organized. Furthermore, several talks about how to prevent illnesses through healthy eating were promoted.

World Days

Bridgestone Costa Rica celebrated Zero Discrimination Day, International Day of Families, International Women's Day and the International Day of Innocent Children Victims of Aggression. A number of information spots were distributed in order to help employees learn more and reflect on these topics.

Great Place to Work survey

In 2015, two internal surveys were carried out. These surveys focused on the ten lowest-scoring questions in the 2014 Great Place to Work survey in order to **evaluate the effectiveness of the improvements** that each leader has implemented in their corresponding area. The **results in 2015 were extremely useful**, as they enabled the company to determine the impact of these improvement efforts and align or adjust its strategies **in order to continue creating a motivational work environment that promotes high levels of productivity.**





Bridgestone Costa Rica focuses on offering an effective and opportune response to all of its clients' needs through a wide-ranging service and communication infrastructure¹. The company has three types of clients: OEM's, product distributors and the end consumer.

Customer service



900% growth in the tire sales to Europe.



US \$206 million in sales in 2015.



161 points of sale in 2015.



Bridgestone Costa Rica had a **generated value of**

US \$206,499 million,

a **distributed value of**

US \$198,066 million,

and a **total retained value of**

US \$8,433 million.



10 new stores opened in 2015.

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

In 2015, Bridgestone Costa Rica achieved the levels of operating profit forecast in its budget. Furthermore, it reduced its debts by 50% compared to 2014.

It recorded a generated value of US \$206.499 million, a distributed value of US \$198.066 million and a retained value of US \$8.433 million.

Bridgestone ended 2015 with assets totaling US \$174.268 million and a net worth of US \$156.24 million.

In 2015, Bridgestone Costa Rica paid a total of US \$11 million in taxes. Furthermore, capital investments represented approximately US \$13 million, being spent mostly on machinery, equipment and molds to help modernize its production plant. These technological improvements for part of the company's environmental and commercial strategy.

Sales

Bridgestone Costa Rica takes decisions in order to consolidate its leadership in each one of the company's markets within the region, in addition to focusing on increase sales volumes in these markets. The Costa Rica plant covers the markets of Central America and the Caribbean, including the automotive, truck, agricultural, non-road and retreading sectors.

The sales by specific market in 2015 are outlined below:

Sales	Composition of sales per market in 2015	Composition of sales per market in US Dollars in 2015
Central America and the Caribbean	52.8%	109,146
United States	37.9%	78,336
Other inter-company markets	9.3%	19,154

2012	2013	2014	2015
\$238,520	\$243,014	\$229,80	\$206,636

2015 was an outstanding year for Bridgestone in terms of sales, given the notable growth in the sale of tires to Europe, representing an increase of more than 900% from January to December. Bridgestone's Dueler AT Revo II consolidated its market position with an increase of almost 100%.





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

Fair operating practices



Responsible Marketing

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



48% of its suppliers are from Costa Rica.



41% of the company's total **budget** is earmarked for **local products and services.**

Campaigns

Some of the major marketing campaigns implemented during 2015 include:

Car

- Campaign outlining the added value offered by the company's tires, as well as the benefits of the warranty program.
- **Firestone.** Promotional campaign in Costa Rica, Guatemala, Nicaragua and El Salvador.
- **Bridgestone Expert.** An educational brand and product campaign, complemented by the call center and support on social networks for end users.
- **Bridgestone Brand.** Campaign in the Caribbean and in Guyana, Barbados, Suriname and Jamaica in order to drive the brand's position in the region.
- **Zero Interest Plan.** Campaign to promote the warranty plan and zero interest for distributors.

Trucks

- **Retreading Campaign.** Raising awareness about the use of this product and its benefits for the user and for the environment. This campaign was deployed in Guatemala, Costa Rica, the Dominican Republic, Panama and El Salvador.
- **Launch of new OTR** products in Panama and Guatemala.
- **Bandag Regional Workshop.** The entire network of Bandag retreading franchisees received training in products, sales and new technologies.
- **Engineering Seminar for Guatemala and Nicaragua.** Campaign to offer training in AG and TBR products.
- **First Truck Driver Festival.** Campaign aimed at male truck drivers in order to promote the TBR tire range and Bandag Retreading.



Social Networks

Social networks are a virtual space in which the company can easily interact with consumers, in addition to representing an opportunity for direct contact between both parties. They also offer the opportunity to listen to their demands and understand what they need and what their perception of the brand is. Bridgestone seeks to drive engagement, or commitment, with consumers to ensure they are satisfied with the company's products.

Through its social networks, Bridgestone remains in contact with its clients and consolidates the brand's position. During 2015, it had 648 followers on Twitter, 42,135 followers on Facebook and 92 subscribers to its YouTube channel.



648 followers on **Twitter**,

42,135 followers on **Facebook**,

92 subscribers on **YouTube**.

Facebook Bridgestone Central America and the Caribbean:

<https://www.facebook.com/BridgestoneCR/>

Youtube Bridgestone Central America and the Caribbean:

<https://www.youtube.com/user/bridgestonecostarica>

Twitter @bridgestonecac

<https://twitter.com/bridgestonecac>





Suppliers

Bridgestone Costa Rica generates value through and alongside its suppliers. The fair and equitable treatment that embodies the search and subsequent hiring of suppliers promotes healthy competition among the latter, laying the foundations for solid and long-lasting relationships.

In 2015, the number of suppliers was 2,476, 37.5% more than in 2014. The countries where these suppliers are based include: Costa Rica, Mexico, the United States, Canada, Venezuela, Colombia, Japan, China, Argentina, Brazil, Korea, Germany and Taiwan. In order to support domestic talent, the number of suppliers from Costa Rica is 1,200, representing 48% of the total number of suppliers. Of the company's total budget, 41% is for local products and services. The approximate monetary value of the payments made to suppliers in 2015 was US \$224,846,587.86.

Supply Management Process

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

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

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

One of the responsibilities of the Procurement Department is to evaluate the suppliers on an annual basis (mainly those classified as 'critical', whose product or service has a major impact on the operations of the business and could be a source of risk for the company).

Supplier Evaluation

In 2015, local suppliers underwent an evaluation process regarding their practices during 2014. This enabled Bridgestone to continue testing their knowledge and implementation of the company's sustainability concepts. In the mid-term, it is expected that, through training and support, the suppliers' practices will successfully align with the principles that the company promotes and embodies.

The most outstanding projects in terms of aligning the practices of the company's suppliers include:

- Follow-up regarding the Value Chain project, which offers CSR training and information to suppliers.
- Follow-up regarding the Green Purchases project, the goal of which is to align procurement criteria with the company's sustainability principles in order to get suppliers involved in this business model, which promotes social, economic and environmental development within the country.

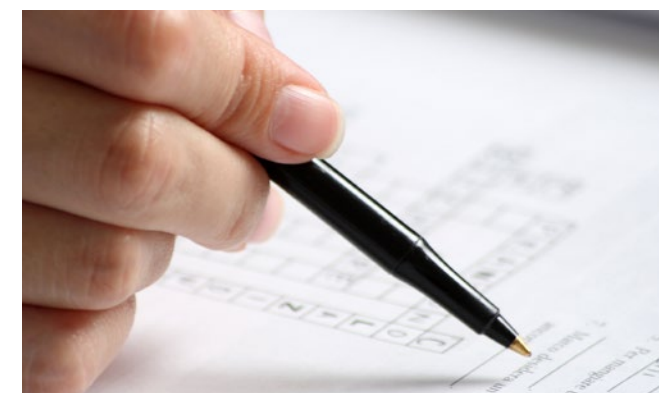
One of Bridgestone's supplier success stories in 2015 was the installation and implementation of the Biomass Boiler, the goal of which is to generate heat from the curing process, thus reducing the use of fuel oil by 65% and, as a result, the particle emissions stemming from the burning of the fuel oil.

The company worked alongside and under the guidance of the Latin American Supply Chain (LASC) to help develop new raw material and mold suppliers, leading to savings of close to US \$22 million.

Furthermore, the Procurement Department at Bridgestone Costa Rica facilitated internal and external audits in order to verify whether the company's management model had an impact on the environment or communities that are both inside and outside the sphere of influence of its operations. It was deemed that the company had no negative effect on either the environment or the communities in question.

In terms of driving the development of Central American economies, the company played an active role in the ranking of three natural rubber suppliers for the region in conjunction with LASC.

Meetings were held with raw material and spare parts suppliers, and domestic and international transport companies. This led to their active participation in new business models and strategic projects.



Innovation and Investment in the Production Plant

In 2015, the main challenges facing production were maintaining the high levels of performance at the plant's operations (in terms of improving all indicators relating to the productive process and ensuring compliance with production plans) while developing investment projects to renew the technology used in the company's machinery, products and processes. The three key areas covered were:

- Operative excellence.
- Renewal of production equipment and processes.
- Improvements of manufacturing costs.

In 2015, Bridgestone Costa Rica invested in a new electrical system for its mixer, modernizing the technology used in the existing rubber mixer. Furthermore, it invested in a dynamic balancing machine used in the production of high-performance tires and original equipment in order to ensure the highest levels of dynamic balance.

Mitsubishi vulcanizing presses were installed to vulcanize LTR/PSR high-performance tires with a high level of uniformity; machinery to improve and control tire uniformity was fitted; and the technology used in the assembly machinery was updated.

A nitrogen vulcanizing system was developed, enabling Bridgestone Costa Rica to optimize its energy use and reduce its carbon footprint. Furthermore, a spiral layer application system was implemented in order to improve the uniformity of high-performance tires.

A number of other investment projects, totaling US \$11 million, were implemented, covering areas such as the modernization of existing equipment, the procurement of new tire manufacturing equipment, improvements to facilities, improvements to IT and production control systems, and improvements in terms of quality, environment and safety.

Partnerships and Collaborations

Bridgestone Costa Rica plays an active role at a number of events and programs that promote healthy competition and developing within the industry in the country. A clear example of this was the meeting held between the President of Bridgestone Latin America (BATO LA) and the President of Costa Rica during a trip to the United States to discuss topics relating to competition in the business.

Furthermore, negotiations for the Korea-Central America Free Trade Agreement began, covering industrial areas pertinent to Bridgestone. The company played an active role in the round tables to enact the technical regulations governing tires in Costa Rica, in addition to supporting, in conjunction

with ACOLLRE (Association of Tire Retailers and Retreaders), the implementation of the decree outlining the technical standards that tire importers in the country need to comply with.

Through lobbying and engagement with a number of authorities, support was generated to help facilitate Bridgestone's exports, and measures relating to the waste tire management policies in the Bridgestone Latin America North region were supported.

Bridgestone Costa Rica coordinates partnerships and collaborations that help it to better drive its business. In 2015, the company had alliances with:

- Entrepreneurial Association for Development (AED).
- ALIARSE para el desarrollo.
- Costa Rican Association of Large Energy Consumers (ACOGRAE).
- High Technology Services Companies' Chamber (CAMSCAT).
- Costa Rican Chamber of Industry (CICR).
- Commission for the Promotion of Competition (CPC).
- 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).
- National Advisory Board on Social Responsibility (CCNRS).

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

- Courses and training sessions with AED.
- CAMSCAT: consolidation of Human Resources, Training and Government Lobbying.
- CICR: participation and certification in the Program of Excellence coordinated by the Chamber of Industry.
- AMCHAN: participation in legal committees focusing on joint efforts to prevent smuggling. Award from the Center for Medical Specialties.
- ACOLLRE: collaboration to enact the decree establishing the technical standards for tire importers in Costa Rica.
- Fundellantas and ACOLLRE: joint collaboration to drive measures to promote the use of retreading in the central government's vehicle fleet.





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

Community involvement and development



439 volunteers,
21,571 beneficiaries.



5,005 hours.



3,640 textbooks donated.



115 trees planted.



13 playgrounds and recreational areas.



3,020 tires collected.



1,051 vehicles offered **tire pressure checks**.

Volunteering

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

In 2015, there were **439 volunteers**, donating a total of **5,005 hours** to help some **21,571 people**.

Information about the volunteering programs is outlined below.

Community

Books for All Program

Donation of educational textbooks for boys and girls.

3,640 educational textbooks were donated to two major schools in Belén: Fidel Chaves and Manuel del Pilar. This program benefitted 910 children.

Volunteering at the Boruca Indigenous Reserve.

Infrastructure improvements to the community's school: doors were installed, and the classrooms, administrative offices and canteen were painted.

B-Happy

Construction of playgrounds and recreational areas.

In 2015, the program continued growing, positioning the country as an example to follow in terms of innovative programs to reuse waste tires that also benefit the community. Seven parks were built in Costa Rica: in Barrio la California, Alajuela, the República de Panamá school in Desamparados, at CEN-CINAI Barrio Cuba, In Parque la Pradera in Vargas Araya, San Pedro Montes de Oca, at the Isabel Iglesias school in Naranjo, and at the La Pradera school in Guácima de Alajuela. Furthermore, a park was built at SINART (National Radio and Television System).

Parks were also built in Central America: two in Guatemala, two in the Dominican Republic, one in El Salvador and one in Nicaragua.

Freestyle

Bridgestone Costa Rica, through its volunteer team, coordinated a Freestyle Soccer clinic for boys and girls from León XXIII, Carpio and Guararí in order to promote values and prevent violence through sport, creating positive friendships. This program benefitted 100 children.

Christmas Party.

The Entre Nosotras women's group organized a Christmas party for boys and girls from poor backgrounds in Guápiles. Around 150 boys and girls took part.

In total, **272 volunteers** from a number of organizations took part in these programs that benefit the community. As a result, some **3,693 people** were benefited and a total of **2,522 volunteering** hours were logged.

Road safety

Bridgestone is committed to Road Safety, which is why it coordinates a number of activities to raise awareness among drivers and pedestrians, no matter their age or gender, in order to avoid accidents. Drivers are given tips about how to avoid accidents, as well as the importance of checking the pressure/wear and tear of their tires (which Bridgestone offers free of charge during its programs), providing the users with the results of these checks.

During 2015, the following activities were organized:

Red Light

In conjunction with the National Road Safety Council (COSEVI), a number of activities were organized during the back-to-school period, offering boys and girls information about how to cross the road safely, as well as road safety tips and the importance of when the stop light is red.

Tire Pressure Check

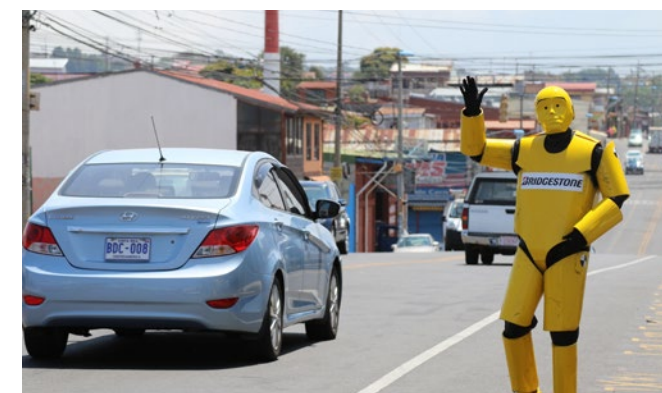
According to the Sales and Technical Services Engineering Department at Bridgestone Costa Rica, it is normal for people to drive their cars with tire pressure that is out with the recommended parameters, usually

as a result of carelessness. Bridgestone implemented these tire pressure check campaigns for Walmart customers in the province of Heredia and the city of Guadalupe. During these campaigns, 1,051 vehicles were checked.

Road Safety Workshop

A project aimed at helping boys and girls to understand the importance of traffic signs. The workshop was given at the República de Nicaragua and Manuel del Pilar schools, and 286 children took part in the workshop.

A total of **57 volunteers** gave **383 hours** of Road Safety training, benefitting **933 people** through these programs.



Environment

With the goal of protecting the environment and raising awareness of our shared responsibility in achieving this, in 2015, Bridgestone Costa Rica organized a number of volunteering programs, including:

Tire Collection Campaign Zapote, Jacó and Santa Cruz (Guanacaste).

In conjunction with Gollo (a chain of electrical appliances stores and tire distributors), the Department of Health and Geocycle, a tire collection campaign was implemented in order to raise awareness among the general public of the dangers of dengue and chikungunya. During this campaign, 2,020 tires were collected.

Reforestation Campaign at Mamines in Asunción Belén.

This is a direct area of influence for Bridgestone Costa Rica given its proximity to the plant. In 2015, three activities were organized: a reforestation campaign, during which 65 trees were planted, and two follow-up

visits in order to carry out maintenance work and pest control, as well as pruning and fertilizing the trees.

Clean-Up Campaign for the Tárcoles River.

In March 2015, 1,000 tires were removed from the Tárcoles River.

The goal of this clean-up campaign was to raise awareness among the general public of the role they play in protecting the environment, in addition to ensuring that waste tires are not dumped in risk areas, such as rivers, which are home to flora and fauna that need to be protected as they help sustain the surrounding communities.

Cleaning the Río Quebrada Seca

It is also a direct area of influence due to its proximity to the plant. Five activities were completed: the reforestation of 50 trees and four follow-up maintenance, pest control, trimming and fertilization visits.

A total of **86 volunteers** donated **608 hours** of their time to take part in these environmental conservation programs, which benefitted **8,000 people**.



Theater

In order to have an impact on the youngest audiences, Bridgestone implemented volunteering programs to organize plays focusing on Road Safety and Health, especially with regard to preventing dengue and chikungunya.

S.O.S. Play

This play is an original Bridgestone Costa Rica production. It lasts for 30 minutes and teaches young people about the importance of being clean and disposing of waste properly, both at home and at school, in order to avoid creating breeding grounds for dengue and chikungunya.

This play was performed at the Colegio Villareal Guanacaste, the República de Nicaragua school and the Juan Rafael Meoño school in Alajuela. It was also performed at the opening ceremony for the tire and electronics collection campaign in Jaco.

Señales Play

The goal of this play is to raise awareness about Road Safety and promote respect for traffic signs. It was performed at Colegio Villareal Guanacaste and a number of public and private schools in Nicaragua.

Welcome to Christmas Theater Presentation.

Participation of the theater group in the Welcome to Christmas activity, organized for the families of the employees.



Choir

Bridgestone also has a volunteering program involving the members of its choir, who perform for the community on a number of important dates. The goal of this group is to transmit Bridgestone's values through music, bringing joy and entertainment to a number of different places, including retirement homes, associations, schools, colleges and communities.

In 2015, the choir performed at the Santiago Crespo Retirement Home, Hogar Albornia, the Fundación María Retirement Home, the San Pablo Retirement Home, and the Santo Domingo Retirement Home, as well as at other events, including the National Theater Choir Festival, the anniversary celebrations for the Tennis Club, the Christmas party at the Mexican Embassy, and at Bridgestone Costa Rica's plant.

15 volunteers took part in the Bridgestone choir events, benefitting **2,405 people** and donating a total of **563 hours** of their time.

A total of **nine employees** took part in these plays, donating **929 hours** of their time to help benefit **6,900 children**.



Bridgestone Costa Rica, through its Environmental Mission, outlines the company's long-term aspirations, focusing on ensuring all aspects of the business contribute to protecting the environment.



91.67% of total emissions correspond to the use of fuel oil and electricity.

31.7% reduction of GHG emissions compared to 2014²

Reductions in GHG emissions stemming from the use of fuel oil totaled **6,869 tons** of CO_{2e}.

Environment



115 trees planted as part of reforestation activities.



83% of waste is recycled or sent for co-processing.

**One Team,
One Planet.**



15,024m³ less water use by the company.

² This figure encompasses only those emissions stemming from the use of fuel oil and electricity compared to the figure for 2014.

Carbon Neutral

In 2014, momentous progress was made towards achieving more sustainable production through the use of alternatives to fossil fuels. Bridgestone views reducing its carbon footprint as one of the company's top priorities.

Of the total sources of Greenhouse Gas emissions at Bridgestone Costa Rica, approximately 91.67% stemmed from the use of bunker fuel and electricity. For these emissions, the total amount of greenhouse effect gases, with regard to carbon dioxide, methane and nitrous oxide (tons of equivalent carbon dioxide), was presented. The approach adopted by the company is based on operational emissions.

Challenges for 2016

- Consistently reduce greenhouse gas emissions, including CO_{2e}, from the entire life cycle of the products.
- Contribute to biodiversity by improving habitats, environmental education and research.
- Understand the value of natural resources in order to ensure the on-going conservation of these resources by improving operations and product design.

Energy

Bridgestone Costa Rica strives to improve the energy efficiency of its operations at all levels of the business in order to help protect the environment and to counteract climate change and the depletion of fossil fuels.

In 2015, a total of 46,283,359 kWh of energy was consumed.

Fuels

Included in its energy consumption are the following non-renewable fuels, which are used by Bridgestone on a daily basis. The total consumption of non-renewable fuels in 2015 was:

Fuel type	2015
Diesel (liters)	42,158 liters
Gasoline (liters)	15,986 liters
Bunker fuel (liters)	3,099,862
Natural Gas (liters)	269,759 m ³
Pellets used in Steam Production (kilos)	7,991,550 kilos
LP Gas (liters)	269,759 liters
Lubricants (liters)	323,598 liters
Fixed Combustion for Fire Control System Plants (liters)	2,119 liters

Emissions

The total amount of Greenhouse Gas (GHG) emissions in 2015 was 16,117 tons of CO_{2e}.

The total amount of Greenhouse Gas (GHG) emissions stemming from the use of fuel oil and electricity in 2015 was 14,776 tons of CO_{2e}, representing a 31.7% reduction in emissions compared to 2014 22,904 tons of CO_{2e}.

The total amount of gross direct Greenhouse Gas emissions (Range 1) in 2015 was 10,470 tons of CO_{2e}, while in 2014 gross direct emissions stood at 17,104 tons of CO_{2e}, representing a reduction in emissions compared to 2014.

The total amount of gross indirect Greenhouse Gas emissions (Range 2) in 2015 was 5,415 tons of CO_{2e}, while, in the same year, gross indirect emissions represented 5,800 tons of CO_{2e}, representing a reduction in emissions of 7% compared to 2014.

Atmospheric emissions in 2015 included:

Gas	Quantity in Kilograms or its Multiples 2015
NOx	21,044 kg
SOx	123,069 kg
Volatile Organic Compounds (VOC)	154 kg



In order to **reduce atmospheric emissions**, in 2015, **0.105%** of the plant's energy requirements came from **solar energy**.

In 2015, **Greenhouse Gas (GHG) emissions** stemming from the use of fuel oil **dropped by 6,869 tons of CO_{2e}**, representing a year-on-year **reduction of 31.7%**.





Emission Reduction Programs

As part of the company’s goal to become Carbon Neutral, Bridgestone Costa Rica has implemented a number of emission reduction programs over the years, including:

- Programs to control compressed air leaks throughout the process.
- Use of energy-saving knife heaters.
- Better control over air-conditioning equipment.
- Use of solar energy and LED lights.
- Ban on replacing equipment and products that contain substances that harm the ozone layer.
- Thermal insulation for pipes, valves and other equipment in order to avoid heat loss.
- Advances in project to convert to a nitrogen vulcanizing system: nitrogen lowers the use of fuel oil (Fuel Oil 6) to produce steam from hot water by partially substituting the water as a heating fluid.

Water

All of the water used at Bridgestone’s plant in Costa Rica is extracted from wells.

In 2015, water consumption totaled 140,958.12 m³, while, in 2014, 155,982 m³ of water was used, representing a decrease of 15,024 m³.

Given Bridgestone’s activities, there are no production processes that generate toxic waste beyond that found in households.

Total volume of waste water (m ³)	Total volume of treated water (m ³)
140,958.12	140,958.12

Effluents and Waste

Through a responsible waste management program, Bridgestone Costa Rica manages the waste generated as a result of the company’s operations, complying with all applicable legislation in the country as well as the guidelines of its internal management system.

It also strives to optimize its processes and deploy measures to minimize the volume of waste generated in order to mitigate any environmental impacts. In 2015, a total of 2,555,182 kilos of waste was generated.

A total of 83% of the waste produced was recycled or sent for co-processing in 2015.

In 2015, **1,996,180 kilos** of **non-hazardous waste** was generated representing **78% of the total waste**.

22% of the waste generated at Bridgestone Costa Rica was **hazardous**; i.e., **559,002 kilos**.

Method of elimination	Hazardous waste	Non-hazardous waste	Total
Recycling (RECYCLABLE MATERIALS)	0	521,841	521,841
Compost	0	278,598	278,598
Incineration (FUNDELLANTAS)	0	202,585	202,585
Deep Injection Wells (LANDFILL)	0	455,549	455,549
Co-Processing	513,942	448,511	962,453
OTHER	45,060	89,096	134,126
Total	559.002	1,996,180	2,555,182



Paper Use

Paper Use is monitored on a monthly basis through software called *Blueprint Administrator*. The amount of paper being used is also being reduced through a number of internal policies, including: reusing both sides of paper, incorporating more efficient photocopying and scanning equipment, using paper made with more environmentally-friendly materials and internal communication programs, among others.

Another innovative project to reduce some 1,000 sheets per machine per year is the implementation of a series of electronic CARDEX, which contain technical information about how the materials in each machine are prepared. These replaced the use of paper and are currently available on the seven machines chosen last year.

Reduction in Paper Use

In 2015, a major milestone in the reduction of the amount of paper used was the incorporation of an online training platform, which successfully decreased the amount of paper being used in annual training sessions or Good Manufacturing practices, as well as employee induction processes and contractor training.

Project to Reduce Solvent Use

This is a project that Bridgestone Costa Rica implemented in 2015 in order to decrease exposure and the amount of inflammable materials at its plant in *Belén*. It provides greater control over operations and has exceeded goals by 1.4%.

- A reduction of 7% was expected with a saving of \$ 5,500
- Current 8.4% reduction, a saving of \$ 6,650
- Better operational control
- Decreases exposure and amount of flammable material plant
- CO_{2e} emission reduction
- Compliance parameter PBAE

Decreased 0.2 Tons of CO_{2e}
monthly average, equivalent to 2 trees
(Cedro Amargo to 20 years old)

Production environmental efficiency

Bridgestone strives to mitigate the most significant environmental impacts resulting from the plant's production activities. During 2015, a number of programs were implemented.

Use of Materials

The company is currently working on Green Purchases program to coordinate the procurement of preferably green products and services. Furthermore, it has implemented a series of environmental and safety requirements preventing the purchase of products that have any significant impact on the environment and which are related to any legal and/or corporate requirement.

Water Use

In 2015, flow meters were installed on the major water pipelines, and a portable flow meter was used to update the water balance. A total of ten water-free urinals were installed, and existing faucets were changed for more efficient models. Furthermore, the control over water use in the cooling, fire control, steam and irrigation systems was consolidated.

Emissions

- Use of energy-saving knife heaters.
- Substitution of refrigerant gas R22 for YH22 (ecological refrigerant).
- Use of solar energy in the company's external lighting, continuing with the project to change to LED lighting in Bambury 1,2 and 3, driving energy savings and providing better lighting.
- Ban on replacing equipment and products that contain substances that harm the ozone layer.
- Technical study to increase the efficiency of the condensate recovery system through the thermal insulation of pipes, valves and other equipment in order to avoid heat loss.
- Advances in project to convert to a nitrogen vulcanizing system (nitrogen replaces the use of fuel oil to produce steam) The project is currently 45% complete.



Waste

In 2015, waste separation policies were consolidated at each work station, a compactor exclusively for the use of Bambury was installed, the signage on the plant's waste containers was improved, an operator to exclusively supervise and control waste separation was hired, and a number of awareness campaigns were implemented with administrative employees, as well as the monitoring of waste accumulation as part of the Environmental Management System.

During 2015, **Bridgestone Costa Rica did not receive any fines or penalties** for non-compliance with environmental standards.

Investment and Spending on Environmental Protection

In order to ensure environmental sustainability, the company invested US \$123,500 in its Belén plant in 2015.

Name of project	Description
Installation of blowers in tubeformers	Electric fans were replaced by compressed air blowers to dry materials in the tubeformers. One unit was changed.
Optimization of lighting	Change in technology in 150 lamps: from 400W metal halide to 200W compact fluorescents. Translucent tiles were also installed in order to take advantage of natural daylight.
Energy-saving knife heaters	Replacement of existing knife heaters for more efficient models.
Performance analysis of Waste Water Treatment Plant	Analysis of the operational capacity and water reduction or re-use alternatives; identification of areas of opportunity in terms of water treatment throughout the entire system.
Temperature control for the cooling tower	Installation of temperature control to stop fans when the desired water temperature is reached.



Sustainable Procurement

For a number of years, Bridgestone has implemented policies to incorporate environmental variables into its procurement system. It is currently developing a program to promote the purchase of more environmentally-friendly goods and services in order 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. This program is documented in the environmental management system as: IT-900-11-09 Green Purchase Policy.

Depending on the purpose of the purchase, the environmental specifications must be related to at least one of the following environmental criteria:

- 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.
- Requests to ensure proper waste management during the contract period (especially in terms of services).
- Incentives for the use of renewable energy sources, the reduction of environmental noise and air pollutant emissions (especially in terms of services).

Furthermore, the company is developing the evaluation process for these suppliers with regard to their compliance with any applicable legal, environmental, social, and occupational health and safety requirements. This program evaluates the suppliers by means of a self-evaluation process for these parameters. The supplier fills out this self-evaluation form and is then given a rating by the Environment Department.

In 2014 and 2015, 11 suppliers were visited and given feedback in order to help them drive on-going improvements in their systems, which are then verified during future meetings.



Contribution to Biodiversity

Bandera Azul Ecológica Program

In 2015, Bridgestone was presented, for the fourth year, with the Bandera Azul Ecológica (PBAE) award in the category of Climate Change, promoted by Aqueducts and Drainage organization.

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/1 16949, INTE-IS/IEC 17025, BASC Property Safety Standard) and which help stakeholders within the value chain become part of PBAE and the C-Neutrality Certification.

Green Purchases.

In 2015, as part of this program, 11 suppliers were selected for evaluation in order to verify their compliance with the legal, environmental, social, and occupational health and safety requirements applicable to their processes. This verification process consists of a self-evaluation by the supplier covering 70 different requirements.

Suppliers were given feedback in order to drive on-going improvements in terms of the areas of opportunity identified in their systems. During this period, visits were coordinated with five suppliers, reaching an average satisfaction level of 80%.

Biomass Boiler.

In September 2014, the company installed a Biomass Boiler at its plant, replacing fossil fuels with wood pellets. This boiler generates energy from combustion. 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.

This new, clean technology implemented in the production processes led to a 55% reduction in carbon dioxide emissions at Bridgestone in 2015. Furthermore, the use of fuel oil was reduced by 65%, representing savings of 12,500 liters every day.

This Biomass Boiler project led to the company in Costa Rica being presented with the Bridgestone Group Awards 2016 in the category of Environmental Excellence.

Bridgestone Costa Rica has an energy-intensive production process, which is why this program means that Bridgestone Costa Rica has become a national and international leader and benchmark in the private sector for the use of alternative energy sources.












Bridgestone Costa Rica aligns its business and sustainability strategies with the UN's Sustainable Development Goals. This helps identify specific goals it can attain by promoting solutions based on its skillset.

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

Human Rights



Sustainable Development Goals	Bridgestone's Vision	2015 Programs	Sustainable Pillar
	<p>Bridgestone Costa Rica promotes health as a fundamental part of the company, which is why, on a daily basis, it strives to offer its employees a safe and healthy work environment.</p>	<ul style="list-style-type: none"> Nutri-Breves, informative spots about nutrition and healthy habits. Spots to provide information and help prevent Zika, dengue and chikungunya. Mental Health week. Health and Safety training for employees. Costa Rica is in compliance with the International Trade Organization's standards, ratified during its Legislative Body. Zero occupational diseases. 	
	<p>Improving the knowledge and skills of those who work at the company is a priority for Bridgestone Costa Rica.</p>	<ul style="list-style-type: none"> Bridgestone Professional Experience: evaluate, train and retain young university talent looking for an internship program. 19% of interns were hired. Technical Talent Attraction Program: identify, attract, recruit and select talented technical employees. Three contracts with students from technical colleges. 100% of employees received training. 54,760 training hours. 13% rise in training, increasing the average number of hours per employee from 53 to 60. Evolución Program: develop talented employees involved in the productive process in order to prepare them to take on new roles. 	 
	<p>Bridgestone values diversity and prevents discrimination of any kind through its Code of Conduct</p>	<ul style="list-style-type: none"> 6% of its employees are women. 12% of its Middle Managers are women. 7% of new hires were women. 	

Sustainable pillar:  Mobility  People  Environment

Sustainable Development Goals	Bridgestone's Vision	2015 Programs	Sustainable Pillar
	Using water properly and ensuring it is treated correctly is of fundamental importance for Bridgestone Costa Rica's sustainability strategy.	<ul style="list-style-type: none"> 15,024 m³ less water used. 	
	The use of clean and sustainable energy is one of Bridgestone Costa Rica's goals to mitigate the environmental impact of its activities.	<ul style="list-style-type: none"> 0.105% of energy from solar energy. Thermal insulation of pipes, valves and other equipment in order to avoid heat loss. Use of energy-saving knife heaters. 	
	Fulfilling, productive and inclusive employment is what Bridgestone achieves through its economic growth and internal policies.	<ul style="list-style-type: none"> 73 new hires. Benefits above those required by law. Retirement Preparation Program. Language Room and Break Room. Talent Awards for employees. Work-Family Balance Program. Great Place to Work. 	
	Bridgestone invests in innovation in order to ensure its business is always at the cutting edge, with the goal of driving productivity and domestic industry.	<ul style="list-style-type: none"> Tire retreading through technology, consultancy and support for the truck and bus market. ECOPIA tires incorporate technology to help combat irregular wear and increase the life span of tires, which has a positive benefit on the economy and the environment. 	
	Bridgestone promotes quality transportation, in order to ensure that cities become more sustainable and inclusive places.	<ul style="list-style-type: none"> Señales Play. S.O.S Play: show young people the importance of being clean and disposing of waste properly. 57 volunteers, 383 hours of Road Safety education, 933 people benefitted. Red Light: a program to teach children how to cross the road safely. 1,051 vehicles benefitted through the Tire Pressure Check program. 	 
	Bri Bridgestone Costa Rica guarantees sustainable production and consumption through its Use of Materials and Sustainable Procurement policies.	<ul style="list-style-type: none"> Green Purchases: verify compliance with legal, environmental, social, and occupational health and safety requirements in its processes. 	 

Sustainable Development Goals	Bridgestone's Vision	2015 Programs	Sustainable Pillar
	In order to protect the environment, Bridgestone Costa Rica implements a number of measures to drive the incorporation of sustainability in all of its productive processes.	<ul style="list-style-type: none"> 31.7% reduction in GHG emissions stemming from the use of fuel oil. <i>Bandera Azul Ecológica</i> Program 2015: Bridgestone was presented with the <i>Bandera Azul Ecológica</i> (PBAE) award in the category of Climate Change, promoted by Aqueducts and Drainage Systems. Biomass Boiler Program: 55% reduction in carbon dioxide emissions at Bridgestone. The use of fuel oil was reduced by 65%, which represents savings of 12,500 liters per day. US \$123,500 invested in promoting sustainability. Project to reduce solvent use: decrease exposure and the amount of inflammable material at the Belén plant. Kardex electronics: save 1,000 sheets per machine per year. 83% of waste is recycled or sent for co-processing. 	
	Bridgestone promotes the sustainable use of ecosystems, driving their conservation through volunteering programs and Employee Awareness campaigns.	<ul style="list-style-type: none"> Clean-up campaign for the <i>Tárcoles</i> River: collection of 1,000 waste tires found along the banks of the river. Planting of trees to mark World Environment Day. Volunteering Reforestation: 86 volunteers, 608 hours, 8,000 people benefitted. Reforestation of 65 trees in <i>Mamines</i> in <i>Asunción Belén</i>. Clean-Up Campaign for the <i>Quebrada Seca</i> River: 50 trees were planted and 4 follow-up visits were organized to carry out maintenance work and pest control, as well as pruning and fertilizing the trees. Tire Collection Campaign <i>Zapote, Jacó</i> and <i>Santa Cruz (Guanacaste)</i>. Collection of 2,020 tires in order to raise awareness about the dangers of dengue and chikungunya. 	
	Bridgestone Costa Rica focuses on being an effective, responsible and inclusive company, one in which its employees are offered equality of participation and representation.	<ul style="list-style-type: none"> Ethics Committee The company is governed by the Bridgestone Americas Compliance Center (BACC) Code of Conduct. Diverse Complaints Procedures. 100% of employees were trained in ethics. 	

Sustainable pillar:  Mobility  People  Environment



For the tenth 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 areas of:

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

About this report

In 2015, the material issues for this report were established based on two criteria: 1) the strategic objectives of the new Bridgestone Latin America North (BS-LAN) structure; and, 2) the Key Issue Matrix based on the INTE 35-01-01 Social Responsibility Standard from INTECO, in addition to a Perception and CSR Study undertaken in 2014.

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

This report encompasses the operations of Bridgestone de Costa Rica, S.A. de C.V., considering the plant in Belén, Heredia.



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

MATERIALITY PROCESS

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

REPORTING PRINCIPLES

Balance

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

Comparability

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

Accuracy

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

Punctuality

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

Clarity

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

Reliability

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

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, 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.



GRI index

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G4-2	pp. 2,3,4,9 and 12	✓ Pg. 92
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G4-4	pp. 24-25	✓ Pg. 92
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G4-7	pp. 21	✓ Pg. 92
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G4-10	pp. 40	✓ Pg. 92
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PARRTICIPATION IN EXTERNAL INITIATIVES		
G4-14	Costa Rica is attached to the Rio Declaration in 1992, to comply with applicable regulations we follow the precautionary principle.	✓ Pg. 92

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CATEGORY: ECONOMY		
Economic Performance		
G4-EC1	pp. 23	✓ Pg. 92
Procurement Practices		
G4-EC9	pp. 58	✓ Pg. 92
CATEGORY: ENVIRONMENT		
Energy		
G4-EN3	pp. 70	✓ Pg. 92
G4-EN5	pp. 70	✓ Pg. 92
Water		
G4-EN8	pp. 72	✓ Pg. 92
G4-EN10	pp. 72	✓ Pg. 92
Biodiversity		
G4-EN13	pp. 69	✓ Pg. 92
Emissions		
G4-EN15	pp. 71	✓ Pg. 92
G4-EN16	pp. 71	✓ Pg. 92
G4-EN17	pp.	✓ Pág. 92
G4-EN18	pp.	✓ Pg. 92
G4-EN19	pp. 69 and 71	✓ Pg. 92

Indicator	Page/Direct Response	External Verification
G4-EN20	pp. 71	✓ Pg. 92
G4-EN21	pp. 71	✓ Pg. 92
Effluents and Residues		
G4-EN22	pp.	✓ Pg. 92
G4-EN23	pp. 73	✓ Pg. 92
Products and Services		
G4-EN27	pp. 75	✓ Pg. 92
G4-EN28	pp. 63	✓ Pg. 92
Regulatory Compliance		
G4-EN29	No significant fines were presented in environmental terms.	✓ Pg. 92
General		
G4-EN31	pp. 76	✓ Pg. 92
CATEGORY: SOCIAL PERFORMANCE		
SUB-CATEGORY: DIGNIFIED EMPLOYMENT AND WORK PRACTICES		
Employment		
G4-LA1	pp. 39	✓ Pg. 92
G4-LA2	pp. 44	✓ Pg. 92
Occupational Health and Safety		
G4-LA5	pp. 40 and 41	✓ Pg. 92
G4-LA6	pp. 40 and 41	✓ Pg. 92
G4-LA8	pp. 40 and 41	✓ Pg. 92

Indicator	Page/Direct Response	External Verification
Training and Education		
G4-LA9	pp. 42 and 43	✓ Pg. 92
G4-LA10	pp. 42 and 43	✓ Pg. 92
G4-LA11	pp. 42 and 43	✓ Pg. 92
Diversity and Equal Opportunities		
G4-LA12	Pg. 40 do not have the breakdown of the governing body.	✓ Pg. 92
Evaluation of Labor Practices of Suppliers		
G4-LA14	pp. 59	✓ Pg. 92
G4-LA15	pp. 59	✓ Pg. 92
SUBCATEGORY: HUMAN RIGHTS		
Child Labor		
G4-HR5	pp. 59	✓ Pg. 92
Forced Labor		
G4-HR6	pp. 59	✓ Pg. 92
Indigenous Rights		
G4-HR8	No significant fines were presented in terms of rights of indigenous peoples.	✓ Pg. 92
Evaluation of Suppliers' Social Repercussions		
G4-HR10	pp. 59	✓ Pg. 92
G4-HR11	pp. 59	✓ Pg. 92

Indicator	Page/Direct Response	External Verification
Human Rights Complain Mechanisms		
G4-HR12	No significant fines were presented in terms of human rights.	✓ Pg. 92
SUBCATEGORY: SOCIETY		
Local Communities		
G4-SO1	pp. 63-67	✓ Pg. 92
G4-SO2	None	✓ Pg. 92
Fight Against Corruption		
G4-SO4	pp. 36 and 37	✓ Pg. 92
G4-SO5	None	✓ Pg. 92
Public Policy		
G4-SO6	Bridgestone does not receive nor gives financial contributions granted by the government or political parties	✓ Pg. 92
Unfair Competition Practices		
G4-SO7	None	✓ Pg. 92
Regulatory Compliance		
G4-SO8	Does not apply	✓ Pg. 92
SUBCATEGORY: PRODUCT RESPONSIBILITY		
Customer Health and Safety		
G4-PR1	pp. 55	✓ Pg. 92
G4-PR2	None	✓ Pg. 92

Indicator	Page/Direct Response	External Verification
Product and services labeling		
G4-PR3	pp. 55	✓ Pg. 92
G4-PR4	None	
G4-PR5	pp. 51	✓ Pg. 92
Marketing Communications		
G4-PR6	None	✓ Pg. 92
G4-PR7	None	✓ Pg. 92
Customer Privacy		
G4-PR8	None	✓ Pg. 92
Regulatory Compliance		
G4-PR9	None	✓ Pg. 92

Verification letter



Independent Letter of Confirmation of the Costa Rica's 2015 Sustainability Report.

Scope of our Work

I am pleased to inform the readers of Bridgestone Costa Rica's 2015 Sustainability Report that Redes Sociales LT has conducted an independent and impartial review of the preparation processes of the report, as well as of a sample of the indicators reported. Our work consisted of a limited review of the content of the report to confirm the level of coverage of the material aspects of conformity with the standards of version G4 of the Global Reporting Initiative (GRI). We considered the following norms and standards: The ISAE 3000 ethical principles of independence, the activities stipulated in standard AA1000AS and the methodological guide "The External Assurance of Sustainability Reporting".

Conclusions

Bridgestone Costa Rica's 2015 Sustainability Report complies with the general basic and specific contents to comply with the 'Essential' option of the Guide of version G of the Global Reporting Initiative for the preparation of Sustainability Reports.

There was no evidence to show that the final samples of information that support the contents of Bridgestone Costa Rica's report contain errors.

During the review process, no situations arose that led one to think that the information collection, validation and analysis mechanisms applied by Bridgestone failed to comply with the principles of traceability, exhaustiveness, comparability and confirmation.

Recommendations

Redes Sociales LT should provide the Company with a separate report for internal consultation purposes, which contains specific areas of opportunity for the report preparation process.

Statement of independence, competence and responsibility of Redes Sociales LT

Redes Sociales' employees have the levels of skills necessary to confirm the due compliance of the standards used in the preparation of Sustainability Reports; therefore, they are qualified to issue professional opinions on companies' reports. Redes Sociales' responsibility consisted of conducting a limited review of the report. Under no circumstance may our confirmation statement be understood as being an audit report; therefore, we not assume any liability whatsoever on the management and internal control systems and processes from which the information is obtained. This Review Letter is issued in August 2016 and will remain valid provided that no subsequent modifications are made to Bridgestone Costa Rica's 2015 Sustainability Report.

Summary of Activities

- We reviewed and compared the Materiality section with the coverage of the contents of the Report.
- We reviewed the information support and evidence provided by the persons responsible for the report preparation process to corroborate a sample of indicators.
- We requested the reviews and/or corrections necessary to the results of the calculations that presented margins of differences against our verification.
- We made a general comparison of the 2015 Report with the 2014 Report to review the fairness of the information presented between both fiscal years.
- As a final step in the verification process, we reviewed the level of coverage of the indicators included in the Report and the congruence with the GRI Index Table.

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SUSTAINABILITY REPORT
2015