



The Liberian Civil War (1989-2003)

In 1989, Charles Taylor and his NPFL rebel group launched a rebellion against the Samuel Doe government of the Republic of Liberia. Civil war ensued among various tribal groups and the country suffered estimated deaths of up to 300,000 people before the end of fighting in 2003. The war was characterized by the use of child soldiers (many of whom were fed narcotics in order to incite them to perform the deadly tasks directed by their leaders) and gruesome atrocities including the random amputation of limbs, mutilation and the murder of pregnant women simply for the purpose of betting on the gender of the unborn child.

In addition to the human carnage, the infrastructure of the country was laid to waste. Buildings, including hospitals and power facilities, were looted, burned and destroyed. Water and sanitation systems fell into unimaginable disrepair and were rendered useless. By the end of the war, the nation was left without power, water or sanitation. The war displaced nearly one-third of the population into refugee camps across the country and West Africa. Tens of thousands of refugees migrated to the Firestone farm seeking to avoid the horrific violence, overwhelming the property.

The U.S. State Department has said that the war “brought about a steep decline in the living standards of the country, including its education and infrastructure.” Most major businesses were destroyed or heavily damaged, and most foreign investors and businesses left the country. Today, about 85 percent of Liberians are unemployed.*

The United States Agency for International Development has said that, “it is difficult to exaggerate the devastation that this war has had on Liberia’s physical, social, political, economic and governance structure.”

* Source: U.S. State Department, Background Note: Liberia

Firestone Natural Rubber Company
535 Marriott Dr. • Nashville, TN 37214-0990 • USA
www.firestonenaturalrubber.com



The Firestone Rubber Farm

Firestone's farming operations were not spared during Liberia's civil war. Various warring factions occupied the Firestone property at different times over the 14 years of civil war. Firestone's worker housing, schools, power transmission facilities, vehicles, hospital, clinics and rubber processing factory were severely damaged or destroyed.

This was not only the result of artillery and bullets, looting and vandalism, but also 14 years during which the company was unable to invest in maintaining or rebuilding these critical facilities.

In 2005, the company reached an agreement with the Government of Liberia to begin the rebuilding process. Then in 2008, the company signed another revised and updated agreement with the administration of President Ellen Johnson Sirleaf that allows the company to operate in Liberia through 2041.

Since the end of the war, the company has already invested more than \$107.32 million in improving the conditions in Liberia and intends to invest tens of millions more. More than 2,500 homes have been built or renovated, and an additional 642 are under construction. The company currently operates 26 schools that teach nearly 16,000 children. Firestone also runs nine health care facilities — including the newly renovated Duside Hospital — that treat employees and their families as well as other members of the Liberian community. To help rebuild the Liberian rubber industry, the company has distributed more than 2.21 million free rubber tree saplings to Liberian farmers to help secure the future for thousands of families in the country. This rebuilding process is particularly difficult given the lack of good roads, the lack of electricity throughout much of the country and the lack of other essential infrastructure. Nonetheless, Firestone Natural Rubber Company remains committed to the country and the people of Liberia.

Firestone Natural Rubber Company
535 Marriott Dr. • Nashville, TN 37214-0990 • USA
www.firestonenaturalrubber.com



Firestone Liberia Statistics

Along with the country, Firestone's operations were destroyed during the Liberian civil war. Starting on its own crumbling foundations, today Firestone is rebuilding, replanting and renewing. Here is a snapshot of the progress that has been made so far.

Operation Overview

Size of concession area	118,990 acres
Post-war capital investment	\$107.32 million

Jobs

Total employees	6,536
Liberian employees	6,505
Non-Liberian employees	31
Total number of retirees	4,532

Health Care

Firestone health facilities [^]	9
Average monthly health visits (Firestone and community at large)	6,473
Babies delivered (Firestone family) ⁺	1,433
Babies delivered (community)	2,199
Average age of a Firestone retiree	73.1 years
Average life expectancy in Liberia [*]	Male: 54 years Female: 57 years

Housing

Total employee homes constructed	2,512
Farm worker homes constructed	2,010
Supervisor/staff homes constructed	502
Homes in progress	642

Education

Firestone School System Facilities

Total schools	26
Primary and junior high schools	25
High schools	1
Student computer labs	4

Firestone School System Enrollment [#]

Total students enrolled	15,701
Primary and junior high students	14,744
High school students	957

Firestone Scholarship Recipients [#] 2010-2011 academic year

Undergraduate students whose tuition is paid by Firestone Liberia	62
Primary/secondary students whose tuition is paid by Firestone Liberia	43

Recent Educational Achievement

Seniors who passed the 2011 WAEC exam / those who sat for the exam [°]	167 / 167
---	-----------

Rubber Tree Replanting

Free seedlings distributed to small rubber farms to assist in replanting efforts ⁺	2.21 million
Payments made for rubber purchased from Liberian farmers ⁺	\$158.64 million

^{*} Source: World Health Organization.

[^] Includes clinics, health posts and mobile clinics. To accommodate needs of replanting-related population shifts, 8 posts closed in 2010 and 4 are scheduled to open in 2011.

⁺ Since January 2008.

[#] Firestone Liberia provides K-12 schooling free of charge to children of its employees, however, public school is not free elsewhere in Liberia. The Firestone Scholarship Program provides tuition for deserving students throughout the country to attend the primary, secondary or undergraduate institution of their choice.

[°] In addition to a 100 percent passing rate achieved by Firestone students on the 2011 WAEC (West African Examinations Council) exam, a Firestone student was the only person in the country to earn Division 1 on the exam, which is the top score possible.

