

At Bridgestone, we strive to understand the diverse needs of our customers, and offer a precise response to those needs. To accomplish this, it is essential that our development divisions utilize data gathered through direct interaction with customers around the world, using this data to expedite the product development process.

At Bridgestone Group technical centers in Japan, the United States, Italy, and China, we are currently developing products and technologies to create future prosperity and also conducting fundamental research in areas such as raw materials. At Bridgestone proving ground

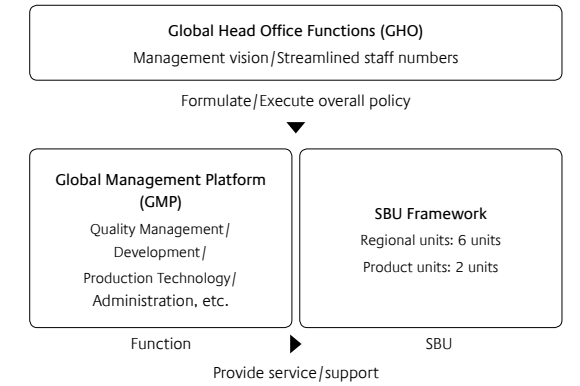
facilities in 11 locations around the world, we are implementing tire tests using vehicles driven on a wide variety of road conditions, as well as tests that reproduce the driving conditions experienced by our customers.

To supply products incorporating the diverse needs of customers all over the world, the Bridgestone Group has introduced a structure of strategic business units (SBUs). Through the use of SBUs, we are implementing rapid yet flexible business activities and globally optimized management decision making.



#### SBUs

There are six regional SBUs and two product SBUs in the Bridgestone Group. Regional SBUs are Japan Tire, Americas, Europe, China Tire, Asia & Oceania Tire, and Middle East & Africa Tire. Product SBUs are Specialty Tire and Diversified Products.



## Responding to Global Needs



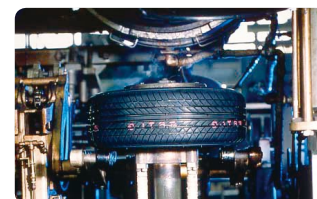
#### Technologies that tie the world together

The Bridgestone Group and its diverse product lineup are supported by the cooperative relationships of over 140,000 Bridgestone employees located all over the world.



#### Simulating usage conditions and regional characteristics

Bridgestone test facilities are used to gather a wide variety of data regarding the durability, stability of handling, and comfort of its tires. Tires are tested on test courses designed to simulate various road conditions present in different regions, including wet, snow packed, and frozen roads.



#### More than 180 bases in 25 countries

Bridgestone has more than 180 bases in 25 countries around the world. At these bases, the Bridgestone Group manufactures products that offer the superior quality and performance our customers demand.



#### More than 150 Countries

Our sales network extends to more than 150 countries around the world. Through this network, we can quickly provide customers with products and services that meet their individual needs.