



### Total optimization to realize the dream

In addition to the creation of final products, the Bridgestone Group is also engaged in activities which promote the integration of the supply chain into the core of our business, including operations such as our natural rubber estates and the development and production of other raw materials such as synthetic rubber, carbon black, and nylon and steel cords. We not only develop and manufacture production equipments for our own factories, but we are also working constantly to reinforce and strengthen our retail network so that we can achieve high-quality sales as well.

Bridgestone Group operations span upstream and downstream activities, committing us to the deployment of extensive resources on a global basis to build a business that stretches from sourcing of raw materials to the sale of final products. The effective and efficient management of these resources enables us to develop products and supply services which are highly competitive in the global marketplace and provide our customers with the quality that they have come to expect from Bridgestone.

To achieve world No.1 status in both name and substance amid the proliferation of business and service models, and given the breadth of our geographical presence, a key issue for the Bridgestone Group in the future will be how to focus these resources on a single goal-creating systems capable of supplying customers with high quality products and services as efficiently as possible. We refer to this challenge as one of "total optimization."

As part of our efforts in pursuit of total optimization, we have been working to strengthen all aspects of our supply chain, from product planning and business development to raw material and equipment procurement, production and distribution. Established in 2006, the Global Logistics Center (GLC) focuses on the integrated coordination of our global supply chain. Another essential part of our efforts to achieve total optimization and attain world No. 1 status in name and substance is a drive to boost our competitiveness through ongoing investments in the skills of our employees, regardless of where in the world they may be at work in the Bridgestone Group. Success on these fronts will translate into justified pride in having become a truly global enterprise.

#### Bridgestone Group Supply Chain

