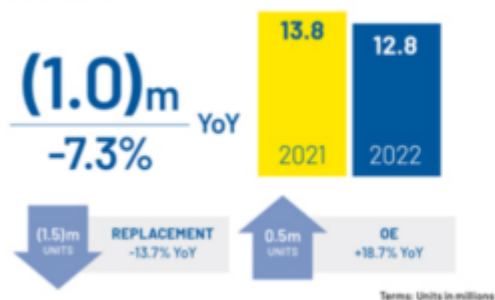


TIRE UNITS



Continued Review of European Cost Structure

As part of announced first-half SAG actions, European staffing levels will be reduced by about 200 positions, subject to required consultations. We expect benefits of these actions to be reflected in EMEA's results over the course of the second and third quarters.

At the same time, we are performing a business transformation initiative in EMEA to identify opportunities and make specific recommendations to update our work processes, systems and organizational capacity and capability. We are also conducting a review of our EMEA manufacturing footprint to identify additional actions that will improve our cost position and prepare for future technology demands.

Caption:

Description:

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